



Community Memorial
HEALTHCARE

Community Benefit Report & Plan

Community Memorial Hospital – Ventura
Community Memorial Hospital – Ojai

January 1, 2023 – December 31, 2023



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Accounting and Reporting Systems Section
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Contents

About Community Memorial Healthcare	2
Mission	2
Vision	2
Values	2
Community Memorial Hospital – Ventura	2
Community Memorial Hospital – Ojai	2
Awards & Recognition	2
Governance	6
Commitment to the Community	8
Service Area	8
Community Health Needs Assessment	9
Addressing Priority Health Needs	11
Other Community Benefit Services	15
Financial Summaries of Community Benefit	18
Community Benefit Plan 2024	20
Significant Needs the Hospitals Intend to Address	20
Evaluation of Impact	21
Priority Health Needs That Will Not Be Addressed	21

About Community Memorial Healthcare

Community Memorial Healthcare is a nonprofit, independent health system serving the health needs of Ventura County residents. Our organization was established in 2005 when Community Memorial Hospital in Ventura merged with Ojai Valley Community Hospital, and it is comprised of these two hospitals along with primary and specialty care Health Centers across our service area.

Mission

To heal, comfort, and promote health in the communities we serve. We are here for our patients and each other.

Vision

To be an indispensable community treasure as the regional integrated health system of choice for patients, staff, physicians, and our community.

Values

Caring, integrity, excellence, accountability, and transparency.

Community Memorial Hospital – Ventura

Community Memorial Hospital – Ventura has been caring for Ventura County since 1902. The hospital has 250 private rooms, an Emergency Department with 37 private rooms, 10 operating suites, 5 catheterization laboratories, and a state-of-the-art, 23-bed Level 3 Neonatal Intensive Care Unit (NICU). Staffed with an array of experts in almost every medical specialty, our award-winning hospital is licensed by the California Department of Health Services and accredited by Det Norske Veritas (DNV) Healthcare Inc. as an acute care hospital.

Community Memorial Hospital – Ojai

Built in 1960, Community Memorial Hospital – Ojai joined the Community Memorial Healthcare family in 2005. Backed by the extensive capabilities of its sister hospital in Ventura, Community Memorial Hospital – Ojai is an essential rural healthcare resource. Residents of the Ojai Valley count on the hospital for inpatient and outpatient care. The hospital has a 24-hour Emergency Department, on-site imaging and laboratory services, plus skilled nursing and rehab services in our Continuing Care Center. The relationship with Community Memorial Hospital – Ventura allows for seamless transfer of patients when a higher or more specialized level of care is needed. Community Memorial Hospital – Ojai is licensed by the California Department of Health Services and is nationally accredited by Det Norske Veritas (DNV) Healthcare Inc. as a critical access hospital.

Awards & Recognition

Community Memorial Healthcare received the following awards and recognitions.

Healthgrades Outstanding Patient Experience and Five-Star Awards

Community Memorial Hospital – Ventura has earned the 2023 – 2024 Outstanding Patient Experience Award from Healthgrades for the second consecutive year, placing it among the

top 15 percent of hospitals nationwide for patient experience. Community Memorial Hospital – Ventura also received six 5-Star awards from Healthgrades in the areas of heart failure (cardiac care), cranial neurosurgery, stroke treatment (neurosciences), treatment of Chronic Obstructive Pulmonary Disease (COPD, pulmonary), gastrointestinal bleeding (gastrointestinal care), and respiratory failure (critical care).

[Centers of Medicare & Medicaid Services \(CMS\)](#)

Community Memorial Hospital – Ventura earned 5 stars from the Centers for Medicare & Medicaid Services (CMS) in 2023. It is the only hospital in Ventura County to receive a 5-Star designation which places it in the top 15% of hospitals in the nation. The CMS Overall Hospital Quality Star Rating system summarizes 47 different measures in five quality-of-healthcare categories: mortality, safety of care, readmission, patient experience, and timely and effective care. Hospitals are then assigned a single star rating based on their combined performance in each category.

Community Memorial Continuing Care Center, located on the campus of Community Memorial Hospital – Ojai, has earned a five-star rating, the highest ranking possible, from the Centers for Medicare & Medicaid Services (CMS). The Continuing Care Center is the only skilled nursing facility in the Ojai Valley to receive this prestigious designation.

The CMS Care Compare Quality Rating System was developed to help patients, caregivers, and family members easily compare skilled nursing facilities, identify areas to ask more about, and ultimately find the best fit for themselves or their loved one. It summarizes long and short stay measures in categories such as percentage of residents experiencing falls, percentage of residents whose needs for help with daily activities increases, number of hospitalization days, number of emergency department visits, re-hospitalizations after discharge, and rate of successful returns to home or community.

[Blue Distinction Designations, Blue Cross Blue Shield Association](#)

The Blue Cross Blue Shield Association's Blue Distinction program recognizes only the highest quality providers and doctors. Hospitals that meet rigid standards for high-quality, effective, cost-efficient specialty care earn the coveted Blue Distinction Centers designation. Community Memorial Hospital – Ventura, has earned Blue Distinction Designation for the programs listed below:

- Designated Blue Distinction Center for Maternity Care
- Designated Blue Distinction Center+ for Spine Surgery
- Designated Blue Distinction Center+ for Knee & Hip Replacement
- Designated Blue Distinction Center for Bariatric Surgery

[Baby Friendly Birth Facility \(2019 – 2023\)](#)

This designation recognizes that a maternity facility has successfully implemented the Ten Steps to Successful Breastfeeding as stipulated by the World Health Organization and Baby-Friendly USA.

[International Board-Certified Lactation Consultant Award \(2021 – 2023\)](#)

This award is given to organizations that employ professionals who hold the International

Board-Certified Lactation Consultant (IBCLC) certification and provide a lactation program for breastfeeding families, among other requirements that promote top breastfeeding care.

[Maternity Care Honor Roll, California Hospital Compare](#)

Community Memorial Hospital – Ventura is one of only 107 hospitals in California to be recognized on the 2023 Maternity Honor Roll for meeting or surpassing the statewide target aimed at reducing births via C-section in first-time patients with low-risk pregnancies.

[Metabolic and Bariatric Surgery Center Accreditation](#)

This accreditation signifies that our bariatric surgery program meets nationally recognized bariatric surgical standards.

[Pharmacy Accreditation, Accreditation Commission for Health Care](#)

This accreditation certifies that our pharmacy consistently meets high standards for providing comprehensive, high-quality care to patients who take complex, specialty medications. This accreditation is a voluntary process in which pharmacies must demonstrate their ability to meet rigorous guidelines in patient management, drug quality management, and regulatory compliance, as well as their dedication to delivering safe, effective, and coordinated care to patients who take specialty medications for chronic and/or life-threatening diseases.

[Cancer Care Accreditation \(2021 – 2024\)](#)

Issued by the American College of Surgeons, Commission on Cancer accreditation recognizes a cancer care program for all-around excellence in comprehensive patient-centered cancer care through a multidisciplinary team-approach.

[Designated Lung Cancer Screening Center](#)

This designation, which requires our participation in the American College of Radiology (ACR) Lung Cancer Screening Registry, certifies that our Lung Cancer Screening program meets the ACR's requirements for technology and for the training and experience of our personnel.

[Cardiovascular and Pulmonary Rehabilitation Designated Facility](#)

This certification signifies that our cardiovascular and pulmonary facilities and program adhere to American Association of Cardiovascular and Pulmonary Rehabilitation standards and guidelines.

[Primary Stroke Center, DNV Healthcare](#)

Designation as a Primary Stroke Center (PSC) indicates the hospital has the necessary staffing, infrastructure and programs to stabilize and treat most emergent stroke patients. We provide treatment for a broad range of stroke conditions, administer some acute therapies, and admit patients to a designated stroke unit or to beds, specifically assigned for stroke care.

[Get with the Guidelines \(GWTG\) — Stroke GOLD PLUS with Target: Type 2 Diabetes Honor Roll](#), American Heart Association/American Stroke Association/American Diabetes Association GWTG awards recognize hospitals that demonstrate at least 85% compliance in each of the seven Get With The Guidelines®- Stroke Achievement Measures. The measures relate to speed and quality of treatment. This designation recognizes that Community Memorial patients with

type 2 diabetes receive the most up-to-date, evidence-based care when hospitalized with cardiovascular disease or stroke.

[California Department of Public Health, Healthcare-Associated Infections Program — Silver \(2021-2023\)](#)

The California Department of Public Health Antimicrobial Stewardship Program Honor Roll recognizes the top performing antimicrobial stewardship programs in California. The goals are to promote optimal use of antimicrobials, prevent emergence of antimicrobial resistance and *C. difficile* infections, and to showcase California healthcare facility antimicrobial stewardship programs that follow national guidelines and engage their local healthcare community.

[Diabetes Education Program Accreditation \(2022 – 2026\)](#)

The Community Memorial Health Centers Diabetes Education program (DEAP) is accredited by the Association of Diabetes Care & Education Specialists (ADCES). This accreditation represents a high level of quality and service to the community, and the ability to meet the needs of Medicare recipients and others affected by diabetes. Diabetes education services utilize a collaborative process through which people with or at risk for diabetes work with a diabetes educator to receive individualized care to help them reach their health goals.

Governance

As a community-owned, nonprofit organization, we are not backed by a corporate or government entity, nor do we answer to shareholders. Rather, we depend on and answer to the communities we serve. We are guided by a diverse Board of Trustees that represents a cross section of leaders in our community. They are responsible for governing Community Memorial Healthcare with a focus on what is best for our citizenry.

Board of Trustees

William Kearney, *Chair*
David Fukutomi, *Vice Chair*
Gary L. Wolfe, *Treasurer*
F. Ted Muegenburg, Jr., *Secretary*
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Linda Pettit, *Auxiliary President*
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Alison Shuman, MD
Monica White
Celina L. Zacarias

Mick Zdeblick, President & Chief Executive Officer

Community Health Committee

Our Community Health Committee was established by the Board of Trustees to promote, protect, and enhance the health and wellbeing of the community served by Community Memorial Healthcare. The Community Health Committee reviews community needs and makes recommendations to our Board of Trustees on how to best respond to those needs directly and through collaboration with others. The Committee serves as an advisory body to the organization's leadership and provides input and recommendations on matters related to community health and wellbeing in order to advance a vibrantly healthy community. Community Health Committee members in 2023 include:

Board of Trustees Members

- Celina Zacarias, Community Health Committee Chair
- David Fukutomi, Community Health Committee Past Chair
- Jeff Loeb

Community Memorial Foundation Board Member

- Lydia Hopps

Ojai Valley Hospital Foundation Board Member

- Judith Hale Norris

Chief of Staff (or designee)

- Chris Johnson, MD

Community Memorial Chief Financial Officer

- Jim Corwin

Community Memorial Chief Administrative Officer of Ambulatory Medicine

- Anthony Russell, MD

Community Memorial Vice President, Marketing & Development

- Jamie Maites

Other stakeholders and advisors with expertise in community health

- Erin Slack, Community Advisory Partner
- Jeffrey Bracket, MD
- Jim Hornstein, MD

Ex-officio Members

William Kearney, Board of Trustees Chair

Mick Zdeblick, President & CEO, Community Memorial Healthcare

Adam Thunell, Chief Operating Officer, Community Memorial Healthcare

Evelyn Scott, Director of Wellness

Kristine Supple, Director of Population Health

Commitment to the Community

Our name begins with “Community” for a reason. Our community is everything to us. Community Memorial Healthcare is an independent, community-owned, nonprofit organization dedicated to fostering and preserving the health of those we serve. It is part of our mission and our culture. That means we work hard to create programs and services that expressly meet the needs identified in the Community Health Needs Assessment (CHNA). It means we hire people who have a stake in the quality of care in our area. It means we answer to the community for our actions, as we are governed by an elected Board of Trustees. And it means we are as dedicated to wellness as we are to healing, offering a wide range of classes, support groups, and holistic services to treat people, mind, body and spirit.

Service Area

Community Memorial Healthcare’s hospital facilities share a primary service area in Ventura County.

- Community Memorial Hospital – Ventura, 147 North Brent Street, Ventura, CA 93003
- Community Memorial Hospital – Ojai, 1306 Maricopa Highway, Ojai, CA 93202

Located in Southern California, Ventura County has a land area of 1,843.1 square miles which encompasses 10 cities, 23 census-designated places, and 15 unincorporated communities. In 2022, Ventura County had a population of 842,465 with a median age of 39.3 and a median household income of \$101,407. In the county, 5.7% of the population are below five years of age, 22.1% are below 18 years old and 17.3% are 65 years and older. In Ventura County, 44.7% of residents identify as Hispanic or Latino (of any race) and 55.3% identify as Non-Hispanic or Latino. 38.6% of the people in Ventura County speak a non-English language at home. Ventura County has a poverty rate of 8.9%. A complete profile of Ventura County can be found in the 2022 CHNA at <https://www.mycmh.org/documents/content/health-needs-assessments/Ventura-CHNA-2022-v2.pdf>.

Community Health Needs Assessment

As part of the Ventura County Community Health Improvement Collaborative (VCCHIC), Community Memorial Healthcare completed a Community Health Needs Assessment (CHNA) in 2022 as required by state and federal law. VCCHIC is a formal, charter-bound partnership of seven health agencies that participated in the development of a joint CHNA report. The agencies that constitute VCCHIC include:

- Adventist Health Simi Valley
- Camarillo Health Care District
- Clinicas Del Camino Real, Inc.
- Community Memorial Healthcare
- Gold Coast Health Plan
- St. John's Hospital Camarillo, Dignity Health
- St. John's Regional Medical Center, Dignity Health
- Ventura County Health Care Agency Community Health Center
- Ventura County Public Health

The CHNA is a primary tool used by Community Memorial Healthcare to determine its community benefit plan, which outlines how it will give back to the community in the form of healthcare and other community services to address unmet community health needs. The assessment incorporated components of primary data collection and secondary data analysis that focused on the health and social needs of the service area.

A community survey and focus groups were used to gather information and opinions from persons who represent the broad interests of the residents of Ventura County. The 2022 Community Health Assessment Survey was designed and disseminated by VCCHIC. VCCHIC participated in a Centers for Disease Control and Prevention health equity pilot, which included survey questions on racial trauma and discrimination. A total of 3,066 responses were collected. This was a convenience sample, which means results may be vulnerable to selection bias; however, the results are applicable to the population of Ventura County.

Additionally, throughout February and March 2022, VCCHIC members facilitated more than 15 focus groups. Focus group participants included persons from the black community, monolingual Hispanic or Latino Spanish speakers, older adults, LGBTQIA+ persons, students, and those accessing mental health and substance use treatment services, among others. In collaboration with California State University Channel Islands and Pacifica High Primary Data Collection School in Oxnard, CA, VCCHIC also received input from local high school and college students about the issues impacting them.

Significant Health Needs

Secondary data collection resulted in identifying community health needs that were further assessed in the primary data collection — focus groups and a community-wide survey. The identified significant needs included (in alphabetical order):

- Access to healthcare
- Adolescent health

- Alcohol and drug use
- Cancer
- COVID-19
- Diabetes
- Education
- Heart disease and stroke
- Housing
- Mental health
- Nutrition and healthy eating
- Older adults
- Physical activity
- Weight status
- Respiratory diseases

Individuals who were VCCHIC members, staff of the health department, community-based organizations and nonprofits were asked to rank the health outcomes and social determinants of health that contribute to disease in the region. The results of the responses from the priority ranking were compared to the secondary data collected for each health need and the primary data collected from a community survey and focus groups. As a result, the prioritized health needs were identified:

- Improve access to health services
- Reduce the impact of behavioral health issues
- Improve health and wellness for older adults
- Reduce the burden of chronic disease
- Address social needs

The complete CHNA report can be accessed at: <https://www.mycmh.org/community-health/community-health-needs-assessment/>.

Addressing Priority Health Needs

In 2023, Community Memorial Healthcare engaged in activities and programs that addressed the priority health needs identified in the 2023-2025 Implementation Strategy. Because the hospitals share a Ventura County service area, they committed to joint community benefit efforts that addressed access to healthcare, chronic diseases and healthy lifestyles, and mental health and substance use. Activities and programs that highlight the hospitals' commitment to the community are detailed below.

Access to Healthcare

Financial Aid

Community Memorial Healthcare provided financial assistance for uninsured and underinsured residents. Following our Financial Assistance Policy, the hospitals provided discounted and free health care to qualified individuals.

Transportation Services

Transportation was made available to patients and families having difficulty accessing care. Additionally, taxi vouchers and Uber Health were utilized to transport Recuperative Care patients to and from medical appointments.

Homeless Support

Persons experiencing homelessness were provided with food, clothing, transportation and temporary housing support upon discharge.

Homeless Clinic

On-site visits are provided to people housed at a Recuperative Care facility in Ventura. This is temporary housing for individuals experiencing homelessness. This recuperative care center is the only facility serving Ventura County. Community Memorial holds 1.5 beds for patients being discharged from the hospital without a home.

Staff members and Medical Residents visit the facility regularly to conduct well visits to prevent readmissions. They attend to anyone who needs or wants to be seen, not limited to Community Memorial patients.

Community Support

Community Memorial Hospitals participated in community collaborative groups that addressed access to healthcare and social needs in the community. In addition, the hospitals supported community organizations through cash and in-kind contributions.

Chronic Diseases and Healthy Lifestyles

Cancer Resource Center

The Cancer Resource Center offered services, support, and educational opportunities for cancer patients, their families and caregivers, and the community at large. Services were offered at no cost, in a welcoming, non-hospital environment. The Cancer Resource Center provided an oncology nurse navigator, nutrition consultations, social services support, wig and

hat bank, classes, and support groups. Classes and support groups were available virtually and in-person and included:

- Breast Cancer Support Group (virtual)
- Cancer Nutrition Class (virtual)
- General Cancer Support Group (virtual)
- Gynecological Cancer Support Group (virtual)
- Head & Neck Support Group (virtual)
- Lymphedema Therapy
- Ostomy Support Group (virtual)
- Reiki
- Yoga (virtual)

Risk Assessments

Free online health risk assessments were available to the public for stroke, diabetes, stress, weight management, heart health, and lung cancer.

Health Education and Outreach

Health education sessions were offered free of charge and covered a wide range of topics related to preventive care, healthy lifestyles, disease prevention and management. Classes included:

- Community Mindful Meditation
- Community Tai Chi
- Community Yoga
- Stroke Education
- Colorectal Cancer Awareness and Ostomy Education
- Lactation experts provided consultations for 60 lactating women in the community
- Parenting classes were offered (delivery at the hospitals not a pre-requisite)

Health and wellness information and resources were shared with 225 people who attended the Ojai Farmers Market and the Channel Islands Farmers Market. Sixty people were reached at the Ojai Wellness Fair and 80 people received health information at the Ventura Wellness Fair.

The hospitals participated in the Camarillo 50+ Expo. One hundred people received information on stroke prevention and treatment. Participation in the Leisure Village Health Fair reached 44 seniors.

Wise & Well

A free online program that provided social media messages, an e-newsletter and podcasts with health information, healthy recipes and community resources. Body composition screenings were provided to 42 people at the Ojai Valley Inn Wellness Fair.

Wellness & Fitness Center

The Wellness & Fitness Center is a spacious and secure facility that offers community members gym services at reduced rates, free health education and screening sessions, and exercise classes.

Additionally, the Wellness & Fitness Center coordinates community education, preventive care clinics, screenings and vaccinations.

- A free ostomy clinic assisted 23 people with ostomy care.
- YMCA summer camp screenings were provided to 130 youth free of charge.
- Working in partnership with the Family Medicine Residents, free vaccines were provided to 35 area residents.
- Hospital staff hosted a booth at the Ventura AIDS Walk and distributed health information to 150 people.

Community CPR

Community CPR and first aid classes provided 55 community residents with life-saving education and training.

LiveStrong

The LiveStrong program was developed to promote the importance of physical activity after a cancer diagnosis. The 12-week physical activity program was designed by LiveStrong Foundation and is hosted by YMCA of the USA. Community Memorial Healthcare funded the LiveStrong program at the local Ventura YMCA.

Support Groups

The following support groups were offered to community members and their caregivers. Over 200 encounters were provided:

- Breast Cancer support group
- Breastfeeding support group
- Caregiver support group
- General Cancer support group
- Gynecological Cancer support group
- Head & Neck support group
- Ostomy support group
- Stroke support group
- Well Mama postpartum emotional support group

Community Support

Community Memorial Hospitals participated in community collaborative groups that addressed chronic diseases and healthy lifestyles. In addition, the hospitals supported community organizations through cash and in-kind contributions.

Mental Health and Substance Use

Outpatient Addiction Medicine

Community Memorial provided outpatient services for substance use treatment. Addiction medicine specialists have advanced training in the genetic, biological, psychosocial, and spiritual aspects of addiction. Services included cognitive behavioral therapy, pharmacotherapy, counseling, and group therapy.

Substance Use Navigation

Community Memorial Healthcare, in partnership with Conejo Health, launched a program to

help patients with a Substance Use Disorder (SUD) get treatment for their addiction. A substance use navigator helped people with SUD by initiating treatment in the hospital, connecting patients to follow-up care, and advocating for culture change to reduce stigma and discrimination.

Outpatient Mental Health

Outpatient behavioral and mental health services included the evaluation, diagnosis, and management of:

- Anxiety
- Attention-deficit/hyperactivity disorder (ADHD)
- Bipolar illness
- Depression
- Mood and thought disorders
- Substance use disorder
- Trauma
- Post-traumatic stress disorder (PTSD)

Justice Involved Program

Community Memorial Healthcare worked with the Ventura County Sheriff's office and provided addiction services to those who needed Medication Assisted Treatment (MAT). The program provided Substance Use Disorder Screening Intakes for any justice involved patient on MAT by a Community Memorial Patient Navigator (Licensed Clinical Social Worker). Referrals were given to Community Memorial pre-release and screenings were provided in custody. Upon release, individuals met in person with a Community Memorial addiction medicine specialist for MAT services. Appointments were scheduled within three days of release from County Corrections, and group and individual appointments were provided. Wrap-around care and follow up visits along with ongoing support for MAT treatment and social work services were provided beyond 90 days, if needed. To date, Community Memorial has provided more than 170 intakes in jail and enrolled 130 individuals in the program.

Health Education and Outreach

Health education sessions were offered free of charge and covered a wide range of topics related to mental health and substance use.

Community Support

Community Memorial Hospitals participated in community collaborative groups that addressed mental health and substance use across the life span. In addition, the hospitals supported community organizations through cash and in-kind contributions.

Other Community Benefit Services

Community Memorial Healthcare provided community benefit services in addition to those programs that focused on addressing priority health needs.

Health Professional Education

Definition: Education programs for physicians, nurses, and other health professionals.

Graduate Medical Education

Community Memorial Healthcare began residency training in 2013 with accredited programs in Internal Medicine, Family Medicine, and Orthopedic Surgery. Since then, we have expanded our academic medicine program to include General Surgery and Psychiatry. The goal of our Graduate Medical Education program is to train outstanding physicians who work in a collaborative environment and give back to the communities with which they are involved. All five of our residency programs are ACGME accredited. We also offer an integrated Behavioral Health Psychology Fellowship and a one-year non-ACGME accredited Quality Improvement and Patient Safety (QIPS) Fellowship designed to provide clinical, academic, and administrative training in quality improvement, patient safety, and leadership development.

In 2023, 45 health professionals attended a "Serious about Skin" continuing medical education seminar. Additionally, 150 professionals participated in the JW Moore Lecture Series.

Nursing

Community Memorial Hospital – Ojai precepted 4 nursing students. Community Memorial Hospital – Ventura precepted 42 nursing students from California State University Channel Islands and Ventura Community College.

Other Health Professionals

Community Memorial Hospital – Ojai precepted 1 other health professional and Community Memorial Hospital – Ventura hospital staff precepted 78 other health professionals, including:

- Anesthesia Technicians
- Clinical Lab Scientists
- Medical Laboratory Technicians
- Nurse Practitioners
- Pharmacy students
- Phlebotomy Technicians
- Radiology Technicians
- Social Workers
- Ultrasound Technicians

Research

Definition: Research is the study or investigation to generate generalizable knowledge made available to the public. Research includes the communication of findings and observations, including publication in a journal. Internally funded research and research funded by tax-exempt, or government entities are eligible for reporting.

Community Memorial Healthcare has a Research Department that supports research studies.

Subsidized Health Services

Definition: Clinical services provided despite a financial loss to the organization. The financial loss is measured after removing losses associated with bad debt, financial assistance, Medicaid, and other means-tested government programs.

Outpatient Palliative Care

Community Memorial Healthcare offered outpatient palliative care to support patients and caregivers. Palliative care mitigates the effects of a serious illness or injury by helping patients manage pain, symptoms, stress, and treatment side effects. The goal is to enhance a person's quality of life. Palliative care is appropriate at any age and at any stage in a serious illness and can be provided alongside curative treatment.

Pediatric Care

Community Memorial Hospital – Ventura provided a pediatric unit equipped with nurses who are skilled and experienced in childcare. Our team of pediatric hospitalists were on-site 24/7, these doctors care for newborns, children, and teens. They also provided consultations in the Emergency Department for pediatric patients and admitted them to the hospital when needed.

Cash and In-Kind Donations

Definition: Funds and in-kind services donated to community groups and nonprofit organizations.

Cash Donations and In-Kind Support

Funds and staff time were donated to nonprofit community groups and local organizations. The support of these organizations furthered the health system's mission, addressed the community health needs identified through the CHNA, and focused on community health, wellness, and safety.

Medications were donated to a clinic in Roatan, Honduras serving patients who could not afford medical treatment. A second donation was made to a clinic in the Philippines as a part of a Medical Mission Trip. Medical missions served patients in countries most in need of medical treatment who could not afford health care services or who did not have access to health care in their villages.

Community Benefit Operations

Definition: Direct and indirect costs associated with assigned staff, community health needs assessments, community benefit planning, tracking, reporting, evaluating and operations.

In 2023, community benefit operations included:

- Community benefit expenses
- Administrative support for community benefit
- CBISA software subscription
- Community benefit consultants

- Community Health Needs Assessment and Implementation Strategy collaborative meetings

Community Building

Definition: *activities that support community assets by offering the expertise and resources of the hospital organization. These activities may address the root causes of health problems or the determinants of health, such as education, homelessness, poverty, and the environment.*

Economic Development

Community Memorial Hospital – Ventura participated in Chamber of Commerce local economic development activities through a commitment of leadership time and donated funds to support community initiatives that were focused on community improvement, health, and safety.

Community Support

Community Memorial Hospital – Ojai participated in community support networks focused on initiatives to improve education and assist students.

Financial Summaries of Community Benefit

The Community Memorial Hospital – Ventura financial summary of community benefit for 2023 (January 1, 2023, to December 31, 2023) is summarized in the tables below. The community benefit costs comply with Internal Revenue Service instructions for Form 990 Schedule H.

Community Memorial Hospital – Ventura

Community Benefit Categories	Net Benefit
Charity Care/Financial Assistance ¹	\$476,194
Unpaid Costs of Medi-Cal ²	\$4,237,496
Education and Research ³	\$19,544,250
Other for the Broader Community ⁴	\$15,205,951
Total Quantifiable Community Benefit	\$39,463,891
Medicare Shortfall	\$9,930,307
Total Quantifiable Community Benefit with Medicare Shortfall	\$49,394,198

¹ Financial Assistance includes traditional charity care write-offs to eligible patients at reduced or no cost based on the individual patient's financial situation.

² Unpaid costs of public programs include the difference between costs to provide a service and the rate at which the hospitals are reimbursed.

³ Costs related to the health professions education programs and medical research that the hospitals sponsor.

⁴ Includes non-billed programs such as community health education, screenings, support groups, support services, cash and in-kind donations, and community benefit operations.

The Community Memorial Hospital –Ojai financial summary of community benefit for 2023 (January 1, 2023, to December 31, 2023) is summarized in the tables below. The community benefit costs comply with Internal Revenue Service instructions for Form 990 Schedule H.

Community Memorial Hospital – Ojai

Community Benefit Categories	Net Benefit
Charity Care/Financial Assistance ⁵	\$28,822
Unpaid Costs of Medi-Cal ⁶	\$7,863,355
Education and Research ⁷	\$15,679
Other for the Broader Community ⁸	\$1,463,930
Total Quantifiable Community Benefit	\$9,371,786
Medicare Shortfall	\$1,328,658
Total Quantifiable Community Benefit with Medicare Shortfall	\$10,700,444

⁵ Financial Assistance includes traditional charity care write-offs to eligible patients at reduced or no cost based on the individual patient's financial situation.

⁶ Unpaid costs of public programs include the difference between costs to provide a service and the rate at which the hospitals are reimbursed.

⁷ Costs related to the health professions education programs and medical research that the hospitals sponsor.

⁸ Includes non-billed programs such as community health education, screenings, support groups, support services, cash and in-kind donations, and community benefit operations.

Significant Needs the Hospitals Intend to Address

Community Memorial Healthcare participated in the Ventura County Community Health Improvement Collaborative (VCCHIC) to develop a county-wide Community Health Implementation Strategy/Implementation Strategy. The Community Memorial Healthcare hospitals intend to take actions to address the following health needs identified in the 2022 CHNA and detailed in the 2023 – 2025 Implementation Strategy:

- **Advance Equitable Access to Healthcare**
- **Prevent Chronic Conditions and Promote Healthy Lifestyles**
- **Address Mental Health and Substance Use Across the Lifespan**

Advance Equitable Access to Health Care

Goal: Implement policies and programs aimed at expanding and promoting access to culturally appropriate preventive care services among underserved populations in Ventura County.

Strategies

1. Develop a collaborative Population Health Management strategy in Ventura County.
2. Enhance access to care.
3. Expand diversity and inclusion to increase health equity.

Planned Collaboration: as a VCCHIC member organization, Community Memorial Healthcare will commit staff time and resources to support these activities. In addition, collaborative partners include First 5 Ventura County, Gold Coast Health Plan, Ventura County DEI program, Ventura County Public Health, Ventura County Area Agency on Aging, Ventura County Medical Association, and Visiting Nurses Association

Prevent Chronic Conditions and Promote Healthy Lifestyles

Goal: Promote healthy behaviors and increase access to physical activities and healthy foods.

Strategies

1. Increase access to healthy foods by connecting community members to available resources.
2. Promote physical activity as a key component of a healthy lifestyle.
3. Facilitate coordination of cancer prevention programs.
4. Coordinate referrals and promote events focused on healthy lifestyles.

Planned Collaboration: as a VCCHIC member organization, Community Memorial Healthcare will commit staff time and resources to support these activities. In addition, collaborative partners include Ventura County Public Health, Gold Coast Health Plan, Farmers Markets, health care districts, the Cancer Support Community, Breastfeeding Coalition of Ventura, Ventura YMCA, and CalFresh.

Address Mental Health and Substance Use Across the Lifespan

Goal: Improve access through education, leveraging existing behavioral health resources, and building organization-based networks.

Strategies:

1. Expand access to Substance Use Navigators.
2. Expand access to behavioral health services.
3. Connect patients with community behavioral health support programs and services.

Planned Collaboration: as a VCCHIC member organization, Community Memorial Healthcare will commit staff time and resources to support these activities. In addition, collaborative partners include Ventura County Public Health, Gold Coast Health Plan, Ventura County Sheriff's Office, Ventura Department of Education, sobering centers, and substance use treatment centers.

Evaluation of Impact

Community Memorial Healthcare is committed to monitoring and evaluating key initiatives to assess the programs and activities outlined in this Community Benefit Plan. We collect, document and track measures, such as the number of people reached or served and collaborative efforts to address health needs. An evaluation of the impact of the actions to address these significant health needs will be reported in the next scheduled CHNA.

Priority Health Needs That Will Not Be Addressed

Taking existing hospital and community resources into consideration, Community Memorial Healthcare will not directly address housing. This prioritized health need was not selected because Community Memorial Healthcare has identified other community stakeholders that are currently leading interventions to address this health need in the county, including the Ventura County Housing Authority. Community Memorial Healthcare chose to concentrate on the health needs that can most effectively be addressed given the organization's areas of focus and expertise.