



# 2026 – 2028

## Joint Implementation Strategy

Community Memorial Hospital – Ojai  
Community Memorial Hospital – Ventura

Approved by the Board of Trustees, November 18, 2025



**Community Memorial**  
HEALTHCARE®

# Contents

Introduction .....	3
Report Adoption, Availability, and Comments .....	4
Community Assessment .....	5
Significant Community Health Needs .....	6
Prioritized Health Needs the Hospitals Will Address .....	7
Strategies to Address Prioritized Health Needs .....	8
Evaluation of Impact .....	12
Health Needs the Hospitals Will Not Address .....	13



# Introduction



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

## 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 DNV Healthcare as a critical access hospital.

## 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 DNV Healthcare as an acute care hospital.

Community Memorial Hospital – Ojai and Community Memorial Hospital – Ventura conducted a Community Health Needs Assessment (CHNA) in 2025, which was adopted by the Board of Directors in November 2025. The CHNA complied with state and federal regulations guiding tax-exempt hospitals, assessing the significant health needs for the hospitals' service area. The CHNA and Implementation Strategy help guide the hospitals' community health improvement programs and community benefit activities, as well as its collaborative efforts with organizations that share a mission to improve health.

## Purpose

California Senate Bill 697 and the Patient Protection and Affordable Care Act through IRS section 501(r)(3) regulations direct nonprofit hospitals to conduct CHNA every three years and develop a three-year Implementation Strategy that responds to identified community needs. This Implementation Strategy details how Community Memorial Hospital – Ojai and Community Memorial Hospital – Ventura plan to address the significant health needs identified in the 2025 CHNA. The hospitals will build on previous CHNA efforts and existing initiatives, while also considering new strategies and efforts to improve health.



# Report Adoption, Availability and Comments

This Implementation Strategy was adopted by the Board of Directors in November 2025. The CHNA and Implementation Strategy are available on the hospital's website at [www.mycmh.org/chna](http://www.mycmh.org/chna). Public comment on the CHNA and Implementation Strategy is encouraged as community input is used to inform and influence this work. To request a hard copy of this document or to share any feedback or comments, please contact us.

## Definition of the Community Served

Community Memorial Hospital – Ventura is located at 147 North Brent Street, Ventura, CA 93003. Community Memorial Hospital – Ojai is located at 1306 Maricopa Highway, Ojai, CA 93202.

Community Memorial Hospital – Ojai and Community Memorial Hospital – Ventura share a service area. This joint service area includes 10 cities or communities made up of 17 ZIP Codes in Ventura County. Community Memorial Healthcare tracks ZIP codes of origin for all patients. The service area was determined from the ZIP Codes that reflect a majority of both hospitals' inpatient discharges in the local geographic area.



## Community Memorial Hospital – Ojai Community Memorial Hospital – Ventura Shared Service Area

City or Community	ZIP Code
Camarillo	93010
Camarillo	93012
Fillmore	93015
Oak View	93022
Ojai	93023
Oxnard	93030
Oxnard	93033
Oxnard	93035
Oxnard	93036
Point Mugu	93042
Port Hueneme	93041
Port Hueneme	93043
Santa Paula	93060
Somis	93066
Ventura	93001
Ventura	93003
Ventura	93004

# Community Assessment

As part of the Ventura County Community Health Improvement Collaborative (VCCHIC), Community Memorial Healthcare completed a Community Health Needs Assessment (CHNA) in 2025 as required by state and federal law. VCCHIC is a formal, charter-bound partnership of health agencies that participated in the development of a joint CHNA report. The agencies that constitute VCCHIC include: on a template.

- Adventist Health Simi Valley
- Camarillo Health Care District
- Clinicas Del Camino Real, Inc.
- Community Memorial Healthcare
- Gold Coast Health Plan
- Kaiser Foundation 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 2025 CHNA process included collection and analysis of data sources for the hospital service area. Secondary data were collected from local, county, and state sources to present community demographics, social determinants of health, life expectancy, mortality, and disparities. Where available, these data are presented in the context of Ventura County and California, framing the scope of an issue as it relates to the broader community. Secondary data for the service area were collected and documented in data tables. In addition, the CHNA included community surveys, focus groups and partner listening sessions with community stakeholders to obtain input on health needs, barriers to care and resources available to address the identified health needs. The collected data were used to identify significant community health needs.



# Significant Community Health Needs

The significant health needs identified in the 2025 CHNA are listed below. These identified significant health needs were analyzed and then prioritized with community input through interviews with representatives from community-based organizations and surveys with community residents.

## Significant Health Needs (in alpha order)

- Access to health care and social services
- Adolescent health
- Cancer
- Care navigation and caregiving
- Children's health
- Chronic disease
- Community
- Economy
- Education
- Environmental health
- Infectious diseases
- Mental health and mental disorders
- Nutrition, healthy eating and physical activity
- Older adults
- Prevention and safety
- Respiratory diseases
- Sociopolitical environment
- Substance use
- Women's health





## Prioritized Health Needs the Hospitals Will Address



Once the CHNA was completed, the Community Health Committee met on July 9, 2025 to discuss the significant health needs. The following criteria were used by the committee to determine the significant health needs the hospitals will address in the Implementation Strategy:

**Existing Infrastructure:** There are programs, systems, staff and support resources in place to address the issue.

**Established Relationships:** There are established relationships with community partners to address the issue.

**Ongoing Investment:** Existing resources are committed to the issue. Staff time and financial resources for this issue are counted as part of the community benefit effort.

**Focus Area:** The hospitals have acknowledged competencies and expertise to address the issue, and the issue fits with the organizational mission.

The CHNA served as the resource document for the review of significant health needs as it provided data on the scope and severity of issues and included community input on the health needs. The prioritization of significant health needs by the VCCHIC Steering Committee members and community focus group and listening session organization representatives was also taken into consideration. As a result of the review of needs and application of the above criteria, Community Memorial Hospital – Ojai and Community Memorial Hospital – Ventura will address the following priority health needs:

- Access to healthcare
- Chronic diseases and healthy lifestyles
- Mental health
- Substance use

# Strategies to Address Prioritized Health Needs

For each priority health need the hospitals plan to address, the Implementation Strategy describes the actions the hospitals intend to take, including programs and resources they plan to commit, anticipated impacts of these actions, and planned collaboration among the hospitals and other organizations.

Health Need: Access to Healthcare	
Goals	Increase access to services and resources to improve the health and welfare of community residents.
Anticipated Impact	Increase access to health care and supportive services, and reduce barriers to care.
	Increase the availability of support services in community settings through collaboration with community partners.
Strategy or Program	
Street Medicine	Offer aid to individuals experiencing homelessness residing near the river bottom. The Community Memorial team provides services such as vaccines, wound care assistance, triage/physical exams, addiction medicine, care coordination, referrals/assessments for treatment, ECM referrals, insurance enrollment and health navigation.
Caregiver Navigator Program	Navigators address caregiver needs by connecting clients to home health, respite care, mental health, and other community resources. They assist with communication and coordination with healthcare providers and created opportunities for caregiver education.
Community Support	Provide donations and in-kind support to nonprofit community organizations dedicated to addressing access to healthcare and providing support services.
Financial Assistance for the Uninsured or Underinsured	Provide financial assistance through free and discounted care and government health programs for low-income patients for health care services, consistent with the hospitals' financial assistance policy.
Homeless Clinic	Provide on-site visits to people housed at a Recuperative Care Center for individuals experiencing homelessness. This Center is the only facility serving Ventura County. Staff members and Medical Residents go to the facility regularly to conduct visits.
Insurance Enrollment	Assist people who are uninsured or underinsured to enroll in publicly available health insurance programs.
Maternal Child Health	Provide education classes and support for women and families. Birth at Community Memorial Hospital is not a requirement to participate in these programs.



# Strategies to Address Prioritized Health Needs

Health Need: Access to Healthcare	
Transportation and Support Services	Provide transportation for people who cannot afford transportation to or from medical services and appointments. For people living in poverty, provide medications, assisted living, and care management services.
Planned Partnerships and Collaborators	<p>Community health centers and community clinics</p> <p>Community-based organizations</p> <p>Conejo Health</p> <p>Downtown Ventura Partners' Park Ambassador Program</p> <p>Homeless service agencies</p> <p>Project Understanding</p> <p>Senior service organizations</p> <p>Ventura County Public Health</p> <p>Ventura County Public Health HIV/AIDS Center</p> <p>Ventura County Sheriff's Department</p> <p>Ventura County Police Department</p>

# Strategies to Address Prioritized Health Needs

Health Needs: Chronic Disease and Healthy Lifestyles	
Goals	Reduce the impact of chronic diseases on health and increase the focus on chronic disease prevention and treatment.
Anticipated Impact	Improve screening, prevention, and treatment of chronic diseases. Increase compliance with chronic disease management recommendations. Increase healthy eating and active living.
Strategy or Program	Summary Description
Cancer Resource Center	Offer services, support, and educational opportunities for cancer patients, their families and caregivers, and the community at large. The Cancer Resource Center provides an Oncology Nurse Navigator, nutrition consultations, social services support, wig and hat bank, classes, and support groups, at no cost.
Community CPR	Provide community CPR and first aid classes.
Community Support	Provide donations and in-kind support to nonprofit community organizations dedicated to addressing chronic diseases and healthy lifestyles strategies.
Health Education & Outreach	Conduct community health sessions and attend community events to provide information on chronic disease prevention, management, and treatment, preventive care and healthy lifestyles.
LiveStrong	Promote the importance of physical activity after a cancer diagnosis. This 12-week physical activity program was designed by LiveStrong Foundation and is hosted by YMCA of the USA.
Support Groups	Offer support groups to community caregivers and their families at no cost.
Wellness & Fitness Center	Offer 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.
Wise & Well	Offer a free online program that provides social media messages, an e-newsletter and podcasts with health information, healthy recipes, and community resources.
Planned Partnerships and Collaborators	American Cancer Society Brain Injury Center Community health centers and community clinics Community-based organizations Faith-based organizations Farmers markets Food Share Ventura County Leisure Village Schools and school districts Senior service agencies Ventura County Public Health Ventura Family YMCA

# Strategies to Address Prioritized Health Needs

Health Needs: Mental Health and Substance Use	
Goals	Increase access to mental health and substance use services in the community. Improve screening and identification of mental health and substance use needs.
Anticipated Impact	Improve screening, prevention, and treatment of mental health conditions and substance use disorders.
Strategy or Program	Summary Description
Community Support	Provide donations and in-kind support to nonprofit community organizations that address mental health and substance use services.
Health Education & Outreach	Offer education classes on mental health and substance use to build community knowledge and raise awareness of available prevention and treatment services.
Justice Involved Program	Provide Substance Use Disorder Screening Intakes, Case Management, and Addiction Medicine Support for any justice involved patient who needs Medication Assisted
Outpatient Addiction	Provide outpatient services for substance use treatment.
Outpatient Mental Health	Provide outpatient services for behavioral and mental health services, including evaluation, diagnosis and management of mental health disorders.
Substance Use Navigation	Provide Substance Use Navigators to help people with Substance Use Disorder (SUD) or any addiction issues access treatment and begin their recovery journey. A substance use navigator assists 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.
Planned Partnerships and Collaborators	Conejo Health Casa Pacifica Community-based organizations Faith-based organizations Schools and school districts Senior service agencies Ventura County Sheriff Youth-serving organizations



# Evaluation of Impact

Community Memorial Healthcare is committed to monitoring and evaluating key initiatives to assess the programs and activities outlined in this Implementation Strategy. We have implemented a system for the collection and documentation of tracking measures, such as the number of people reached or served, and collaborative efforts to address health needs. An evaluation of the impact of the hospitals' actions to address these significant health needs will be reported in the next scheduled CHNA.



# Health Needs the Hospitals Will Not Address

Since the hospitals cannot directly address all the health needs present in the community, Community Memorial Healthcare will concentrate on those health needs that we can most effectively address given our areas of focus and expertise. The hospital has insufficient resources to effectively address all the identified needs and, in some cases, the needs are being addressed by others in the community. Taking existing hospital and community resources into consideration, Community Memorial Hospital – Ojai and Community Memorial Hospital – Ventura will not directly address the remaining health needs identified in the CHNA, including economy, education, environmental health, prevention and safety, and sociopolitical environment.

