



COMMUNITY
MEDICAL CENTERS

**COMMUNITY MEDICAL CENTERS
COMMUNITY BENEFITS REPORT
Fiscal Year 2006/2007**

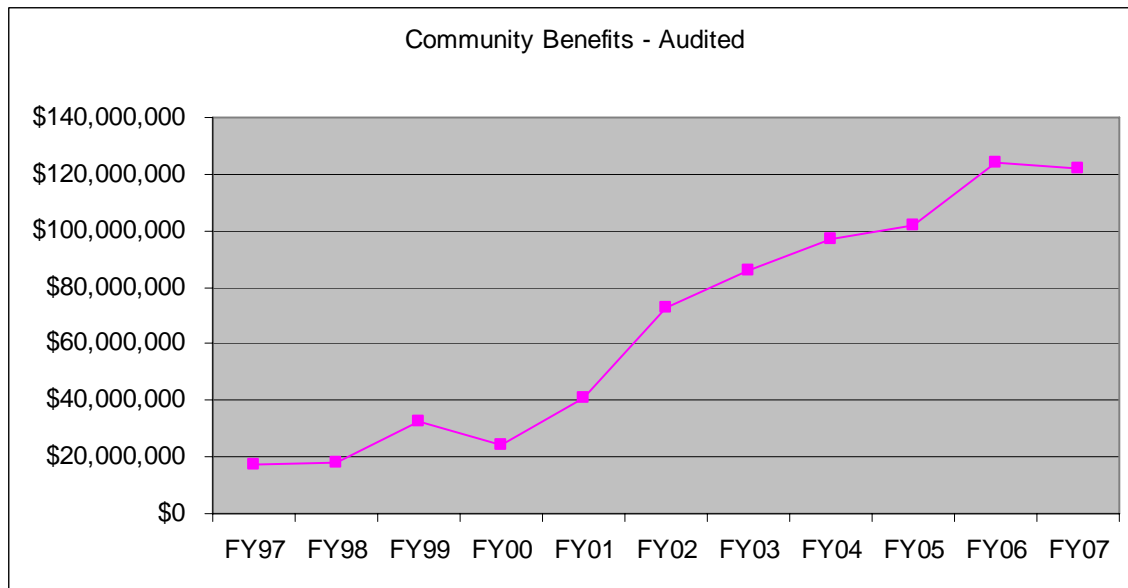
Community Medical Centers (Community), the largest provider of health care services in Central California, is pleased to submit the following report for our three acute-care hospitals – Clovis Community Medical Center, the Community Regional Medical Center and the Fresno Heart & Surgical Hospital.

This report follows guidelines in Senate Bill 697, which became law in 1994.

Community was established more than 100 years ago. It is a locally owned, not-for-profit, public benefit corporation. Its chief executive officer is Tim A. Joslin. The chairman of Community's 15-member Board of Trustees is Kevin Follansbee.

Community has an annual budget (2007/2008) of approximately \$850 million. Net uncompensated community benefits for fiscal year 2006/2007 were nearly \$122 million, compared with more than \$124 million in fiscal year 2005/2006, a reflection of the increase in services provided to charity care patients, the increasing costs of medical education and in community benefits provided to area residents, and the increase in reimbursement obtained to help pay for public programs for the medically underserved.

Community has historically spent more on uncompensated community benefits than all other Fresno-area hospitals combined. And, some years, nearly double their combined total.



Community has more than 6,000 employees and 1,100 medical staff as well as 900 volunteers. Community is headquartered in Fresno, providing the Central Valley with acute care, outpatient centers, clinics, home care, community education, physician groups and a physician residency program in conjunction with the University of California, San Francisco.

Community has a 15,000-square-mile primary service area, which includes Fresno, Madera, Kings, Tulare and Mariposa counties. It also operates the only combined burn and Level 1 trauma units between Los Angeles and Sacramento, providing critical care and other specialty services to patients from well outside the primary service region.

According to Modern HealthCare magazine, the Community Regional Medical Center (Community Regional) was the 25th busiest hospital emergency department in the nation with 126,123 visits in 2003, based on American Hospital Association data.

In October 1996, Community entered into a 30-year contract with Fresno County to assume responsibility for caring for the indigent, inmates and much of the county's working poor. Community also assumed management of the former county hospital, which Community renamed University Medical Center (UMC). Community pledged to build a new burn and Level 1 trauma center, replacing services located at UMC.

The trauma and critical care building on the 58-acre Community Regional Medical Center campus began opening in stages in 2004. UMC's inpatient, acute care services were successfully relocated to Community Regional in April 2007, and UMC ceased operations as an acute care hospital. Community currently operates outpatient clinics, a subacute center, a skilled nursing facility and ancillary services at and around the former hospital.

Community is governed by a 15-member, volunteer board of trustees comprised of local civic leaders and physicians. The trustees provide vision and policy direction. This process includes an annual review of the prior fiscal year and a community-needs evaluation in order to prioritize operational issues and to provide direction in meeting the region's growing and changing health demands.

The corporate board is also actively involved in approving fiscal appropriations for community benefits programs, outreach services and education, as well as traditional charity care and unpaid costs of public programs for the medically underserved. Corporate board members, physicians and Community Medical Foundation board members have helped identify and fund community benefits programs.

Community continues to seek the views of health care, social justice, business, education and political leaders through meetings with the system's chief executive officer and senior leadership.

Mission Statement – Community's Corporate Vision

Community's stated mission is:

“To improve the health status of the community. To promote medical education.”

In 2007, Community's leadership team formulated and approved, with board consent, the following five-year vision statement:

Community Medical Centers is a locally owned and governed network of not-for-profit hospitals and other health care facilities in California's vast San Joaquin Valley. The network's hub is the Community Regional Medical Center (Community Regional) in downtown Fresno, part of a 58-acre campus that is the largest redevelopment project in Fresno County history. Community is an essential organization that has served the Valley for more than 100 years. This is our five-year vision for driving innovation and quality as we serve the fast-growing central region of California.

Benefits to patients

Our patients have extensive access to medical care and specialty services. We have 1,100 affiliated physicians. Academic and private practice physicians work side by side, delivering the most advanced care available. We offer services available nowhere else in the region, such as burn and Level 1 trauma treatment, and advanced medical technology such as CyberKnife®, a noninvasive treatment for cancerous and non-cancerous tumors. As we move forward, a culture that breeds effective, efficient and safe patient care must be at the core of what we do.

We treat more than half a million patients annually. Patients and family are engaged in and actively participate in their care. As the region's safety-net provider, we provide services for many who are unable to pay. We attract patients nationally and internationally, and our future growth relies on expanding our inpatient beds.

Over the next five years, we will

- complete the development of Community into a fully integrated health care system and aggressively market that system;
- expand Community Regional by at least 100 inpatient beds;
- significantly expand our Clovis facility to keep pace with that growing community;
- add two additional operating rooms and expand surgical service lines at the Fresno Heart & Surgical Hospital;
- expand Community Regional's presence as a regional academic medical center, ensuring the system has a full spectrum of specialty services by recruiting and hiring additional medical specialists, creating centers of medical excellence in such areas as neurosurgery, cardiology and perinatology;
- implement information technology upgrades to provide physicians, clinicians, patients and their families with unparalleled access to linguistically appropriate information, improving patient safety and quality of care;
- expand and market our leadership role in women's health services;
- expand our patient education and preventive medicine programs;
- expand our network in rural areas and redirect a substantial number of admissions to Community Regional from patients who currently leave the area for tertiary care;
- intensify our quality-care culture through increased participation in benchmarking surveys, use of best practices tools and public reporting of data;
- eliminate avoidable patient medication errors; and
- produce levels of customer service, through Target 100, that rank us in the top 10% of all hospitals in the nation in employee, patient and physician satisfaction.

Benefits to physicians

Community maintains the region's largest medical staff made up of private and academic physicians. It is closely affiliated with Santé Community Physicians, central California's largest independent physicians' organization. Physicians are involved in decision-making at every level, including as members of our governing Board of Trustees. They are leaders in rapid cycle change/improvement throughout our organization.

Over the next five years, we will

- expand the number of medical fellowship programs and medical research projects;
- partner with Santé physicians and Advantek in direct contracting with other organizations;
- expand medical office space and parking to attract needed specialists, beginning at Community Regional;
- create a medical staff structure that involves physicians at every hospital;
- maximize physicians' ability to efficiently care for their patients by minimizing the time they need to access services;
- achieve physician satisfaction scores of 90%; and
- promote our academic partnership by establishing a regional lecture series.

Benefits to employees

The home of the finest medical services and technology must also be an attractive place to work. Recruiting and retaining talented staff becomes even more compelling in the face of workforce shortages. For example, more than 20% of Community's workforce is older than age 50. Twenty percent of our nurses, 26% of our pharmacists and 42% of our clinical lab scientists are older than 50. That means Community will lose many valuable resources to retirement in just a few years.

Community is committed to being the employer of choice, having the right employees with the right competencies in the right roles.

Over the next five years, we will

- improve employee compensation and benefits programs to match other major health systems in the region;
- provide a "career center" that offers professional development opportunities including management training, enabling us to promote from within;
- reduce our use of registry and traveling nurses to less than 2% by reducing the RN vacancy rate to less than 2% and RN turnover rate to 7%;
- reduce the total employee vacancy rate to 5% and total employee turnover rate to 9% or less;
- fully embed Target 100 in our culture by deploying new recognition programs focusing on special services performed by staff benefiting the hospital and the community; and
- grow our *C-Fit* staff wellness program in ways that will differentiate us from all other area employers.

Benefits to medical education

Community promotes medical education through its collaboration with UCSF-Fresno. A nationally recognized physician faculty annually trains about 200 residents and another 200 third- and fourth-year medical students. The program has educated about one-third of Valley physicians currently practicing in emergency medicine, family practice, general surgery, internal medicine, obstetrics/gynecology, pediatrics, psychiatry and surgical critical care.

Nearly 200 studies are under way at the UCSF Fresno Center for Clinical Studies on such areas as stroke management, sepsis, adult respiratory distress syndrome, HIV, hepatitis C, noninvasive evaluation for cirrhosis, and community surveys for HIV.

Over the next five years, we will

- increase the numbers of fellowship programs, beginning in summer 2007 with three fellows in cardiology, three fellows in pulmonary/critical care and one fellow in minimally invasive surgery;
- increase the stature of our research programs by attracting gifts and publicizing their value in improving patient care in the Valley;
- work with UC to secure money to establish a research institute to attract funding and researchers to the Valley;
- increase the number of residents and research studies; and
- work closely with UC to bring a new medical school to the Valley and serve as its chief hospital partner.

Ensuring our financial strength

Community is proud to be locally owned and not for profit. Any money we earn above our operating costs is re-invested in our people and facilities – it stays locally. Our good work helps the local economy in many ways. For example, our annual budget is about \$750 million, including a payroll of more than \$330 million. We pay Fresno and Clovis vendors \$112 million annually for supplies and services.

Longstanding challenges confront Community and other nonprofits. For example, health care reimbursements, particularly from federal programs, continue to be problematic. And the Valley's demographics and geography create significant obstacles in treatment of medical conditions, delivery of services and preventive medicine.

Last fiscal year, for example, Community wrote off more than \$124 million or 17% of our budget as uncompensated costs of caring for the needy. At Community, we give back to those we serve.

Over the next five years, we will

- grow our operating margin to a stable 3-5%;
- attain a level of resource efficiency that places us in the top 25% of comparable systems, based on Solucient data;
- grow specialty services that provide a viable payer mix, driving more commercial insurance business into the system to create a sustainable balance with Medi-Cal and Medicare levels;

- expand our fund-raising efforts to supplement capital requirements, showing demonstrable progress in making Community the No. 1 philanthropic recipient in the Valley;
- improve Community's status and reputation in the community as demonstrated by scientific measurements; and
- build fiscal resources to ensure our ability to grow – adding new affiliates if necessary – to preserve health care access for San Joaquin Valley residents.

Leading solutions and innovations

We are preparing to meet the Valley's growing health care population by establishing Community Regional as the region's medical hub and by providing a level of service that keeps Valley residents from traveling elsewhere for perceived better quality of care.

As the largest provider of health services and the largest private employer in central California, it is incumbent on us to challenge norms and to establish the health-care policy vision for the region.

Over the next five years, we will

- formalize a plan with Fresno County addressing the future of University Medical Center;
- establish an active speakers bureau among our leadership team to drive solutions to regional health care policy issues;
- work with state and federal officials to provide greater access to health care for the Valley's indigent and underinsured;
- establish a formal program for educating government officials on health care policy; and
- be the leader in developing models and propelling innovations in our area for health care delivery.

Charity Care – Community as Regional Safety Net

When Community contracted with Fresno County to provide for certain health care needs, Community committed to serve as the county's safety net provider. When reviewing Community's economic commitment to charity care, it can be shown that Community continues to provide medical services for these individuals and families, regardless of payer source.

For the county's fiscal year ending June 30, 2007, Community reported to the state that it enrolled and treated 11,328 unique Medically Indigent Services Programs patients, compared with 11,967 in the previous county fiscal year. That patient total includes 483 jail inmates, 253 youths from juvenile hall and 157 children under the Child Health and Disability Treatment Program.

The decline in MISPP numbers is partly attributable to improvements in the regional economy and to cooperative efforts by Fresno County and Community to qualify patients for Medi-Cal and other insurance programs.

(Please see the attached charity care policy.)

Community received \$42.2 million in disproportionate share hospital supplemental funding, equal to 2005/2006. Community also received \$16 million in Private Hospital Funding, an increase of

\$14.4 million over 2005/2006. These funding sources make up for some, but not all of Community’s shortfall for care of a sizable number of needy patients.

Community Benefits – Quantifiable

Unpaid services provided by Community to the medically underserved and as a benefit to the community for FY 2006/07 ending August 31, 2007, are as follows:

Traditional Charity Care at unpaid costs	\$ (22,918,000)
Net Unpaid Costs of Medicare Program	(21,522,000)
Net Unpaid Costs of Medi-Cal Program	(86,342,000)
Net Unpaid Cost of Medically Indigent Program	(14,204,000)
SB855 Disproportionate Share Funding	42,151,000
Private Hospital Funding	16,000,000
Prop 99/Tobacco Tax Funding	460,000
Total Net Benefits for the Poor	(86,375,000)
Net Unpaid Costs of Medical Education	(34,785,000)
Other Community Benefits	(823,000)
Net Community Benefits	\$ (121,983,000)

Definitions:

- ◆ *Traditional charity care covers services provided to persons who meet certain criteria and cannot afford to pay. Costs of charity are the estimated costs of services provided to such patients.*
- ◆ *Unpaid costs of public programs for the medically underserved are the costs in excess of reimbursement for treating patients covered by Medicare and the state’s Medi-Cal and MISP programs.*
- ◆ *Education and community benefits include the cost of training health professionals and educating the community through various seminars and classes, net of government and other reimbursement for such activities.*

As part of its mission, Community undertakes a regular “needs assessment” of those it serves. Community provided that “needs assessment” research in last year’s community benefits report.

The current environmental assessment has reconfirmed both the area’s depth of need as well as the urgency for Community to receive federal assistance in completing its critical care projects so as to sustain and improve the quality of health care in the San Joaquin Valley.

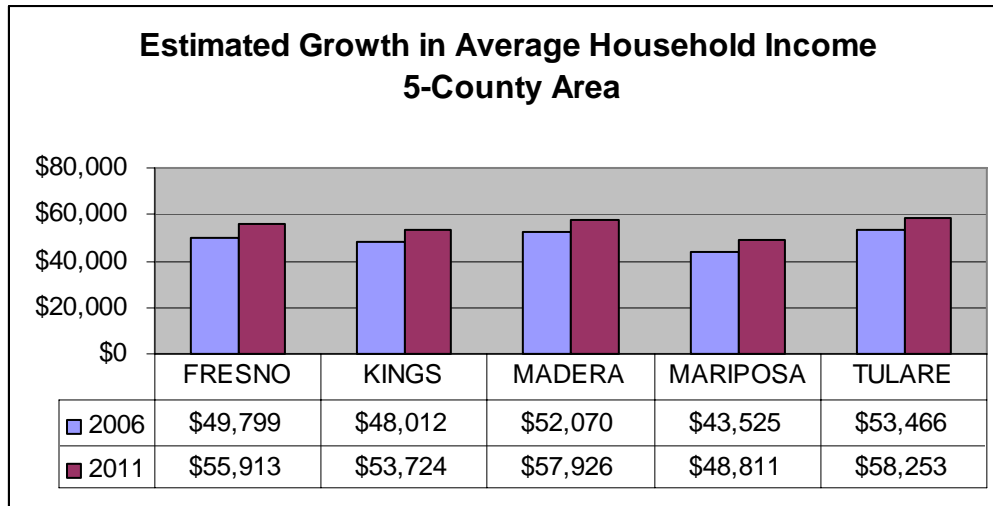
Community continues to evaluate and seek remedies for the region’s myriad needs in part through partnership with the Hospital Association of Northern and Central California, other area hospitals and the Central Valley Health Policy Institute at California State University, Fresno.

In 2000, the Valley had substantially higher rates of poverty than California overall or the rest of the United States, and poverty rates were also significantly higher in the Valley than in the Appalachian Regional Commission Area. The percentage of Valley residents using food stamps, a standard indicator of poverty, between 2001-2003 was 8.1%, compared to 3.8% for California and 5.7% for the United States.

Unemployment statistics in the Valley are especially telling. For persons 16 and older, the Valley civilian unemployment rate grew from 9.5% in 1980 to 11.9 in 2000. By contrast, the rate for California over that period increased from 6.5% to 7.0%. Each county within the Valley, except Stanislaus County, saw increases in their unemployment rates between 1980-1990, and 1990-2000.

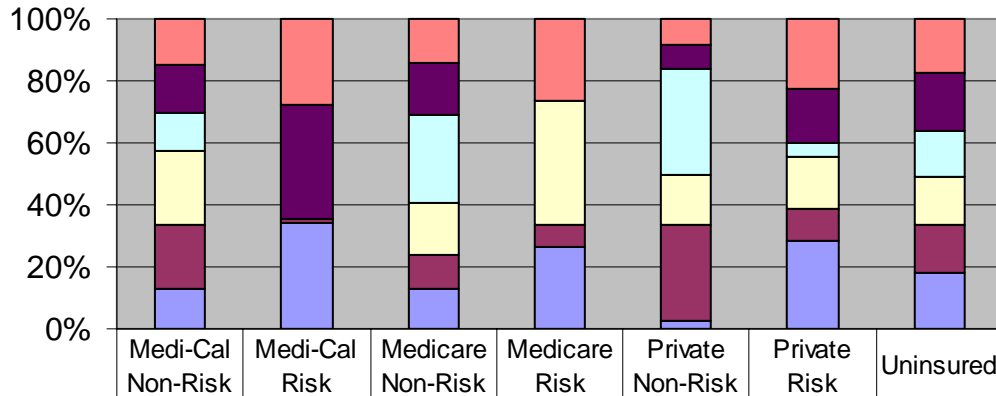
The region’s substantial environmental problems also play a role in decreasing its quality of life. The Valley has some of the worst air quality in the nation. Four counties in the region rank among the nation’s worst for air pollution.

The region is one of only two in the United States classified by the Environmental Protection Agency as “extreme non-attainment” for ozone. Ozone is regulated primarily because of its health effects and is known to aggravate lung conditions such as asthma. Studies have linked ozone to increases in mortality. The region has the third highest asthma mortality rate in the nation.



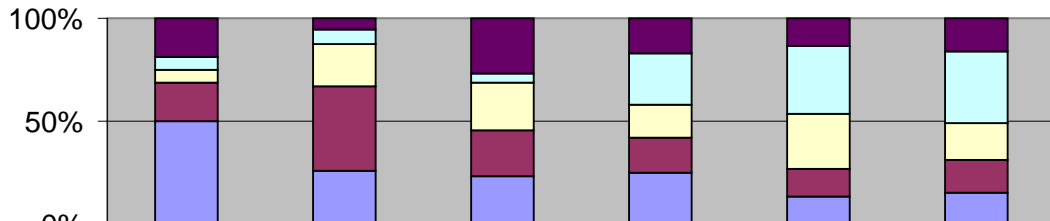
Source: Solucient

Insurance Mix 5-County Area



	Medi-Cal Non-Risk	Medi-Cal Risk	Medicare Non-Risk	Medicare Risk	Private Non-Risk	Private Risk	Uninsured
5-County Total	16%	13%	10%	2%	10%	23%	26%
Tulare	17%	17%	12%	0%	9%	18%	27%
Mariposa	13%	0%	20%	0%	40%	5%	22%
Madera	26%	0%	12%	3%	19%	17%	23%
Kings	22%	0.70%	8%	0.50%	36%	11%	22%
Fresno	14%	16%	9%	2%	3%	29%	27%

2006 Population by Ethnicity 5-County Area



	ASIAN	BLACK	HISPANIC	OTHER	NATIVE AMERICAN	WHITE NON-HISPANIC
TULARE	3%	1%	55%	2%	1%	38%
MARIPOSA	1%	1.5%	9%	3%	2.5%	83%
MADERA	1%	4%	48%	2%	2%	43%
KINGS	3%	8%	47%	2%	1%	39%
FRESNO	8%	5%	47%	3%	1%	36%

Source: Solucient

Community Benefits: Medical Education

Community continues its mission to promote medical education through its collaboration with the University of California, San Francisco, Fresno Medical Education Program.

This program focuses on training residents and medical students to provide high quality, culturally appropriate primary and specialty care with an emphasis on health promotion, disease prevention and early diagnosis and treatment of chronic diseases.

Community has about 190 residents in training in Fresno, along with about 200 third- and fourth-year medical students. The Community/UCSF-Fresno residency program also does outreach to improve primary care for rural areas and underserved urban areas.

Historically, many graduates from the UCSF-Fresno residency program have opened practices in the region. For example, 49% of UCSF-Fresno residents stayed locally in 2007. This outcome showcases the benefits of the cooperative program and furthers Community's mission to improve the health of all Valley residents.

During the last year, three new fellowship programs began – with 3 fellows in cardiology, 3 in pulmonology and one in minimally invasive surgery. More than 200 research studies are underway on topics including the impact of air pollution on asthma; improving Latino health care access; and prevention of vehicular “back-over” injuries to children.

Community and its partners also recruited 35 new physicians to the valley.

Community Benefits: Progress Report

Community continues to seek creative solutions and partnerships that offer health benefits to Valley residents, ever conscious of the region's unique and growing needs. For example, Community is partnering with other area hospitals and county health agencies under the aegis of the Hospital Council of Northern and Central California with the goal of simplifying access to regional health care data and, subsequently, identifying and addressing specific needs. Community has provided \$15,000 so far toward that collaboration.

Political Outreach

Community's leadership team provided campus tours and participated in forums involving state and federal officials on topics including health care reform and children's health insurance. These included a May 12 town hall forum conducted by Assembly Speaker Fabian Núñez and Assembly Member Juan Arambula, and a health fair co-sponsored by Fresno City Council Member Cynthia Sterling.

Members of the leadership team also traveled to Sacramento and Washington, D.C., to advocate for the Valley's health needs. Community is a member of the Maddy Associates program at California State University, Fresno's Maddy Institute, a program that fosters civic engagement, leadership training and policy analysis in the Valley. Community senior staffers also have participated in the Central Valley Health Policy Institute's yearlong leadership program at CSU Fresno.

Community has also committed to being a corporate partner in the Fresno Police Department's efforts to secure a “Weed and Seed” community development grant through the U.S. Justice

Department. The grant and Community’s financial participation would be directed toward the Central Policing District, which includes the Community Regional campus.

Community also advocated for the Valley’s health needs through its membership in the California Hospital Association and Private Essential Access Community Hospitals Inc.

Community also established a new health care advocacy tool this year with the launching of its online newsroom Website, www.medwatchtoday.com Updated regularly, the site provides health news, feature stories and leadership blogs, and offers access to a medical library and other resources designed specifically for residents of central California.

“MedWatch”

Community continues to bring medical education directly to Central Valley residents through “Community MedWatch.” “MedWatch” is a half-hour weekly medical magazine television show, broadcast on KSEE 24, an NBC affiliate. The show has moved to a new day and time, Saturday at 6:30 p.m. It is also rebroadcast twice a week on KNXT, the local Catholic station. Community earned five Telly Awards for outstanding television programming in spring 2007 for episodes of “MedWatch.” One silver (highest honor) was awarded for senior fitness. Four bronze Tellys were awarded for childhood burns, bipolar education, volunteerism and targeting lung cancer using the CyberKnife®. Community has earned a total of 22 Telly Awards and an Emmy nomination since the show began in 2003.

Asthma

Community’s Asthma Education and Management Program participated in a number of events, providing education and/or lung screening. Staffers also have been active for years in the Fresno County Asthma Coalition, including in leadership positions.

Events and numbers of attendees included, but were not limited to:

DATE	TYPE OF VISIT/TRAINING	PRESENTED TO
9/11/2006	Provider Presentation, Asthma Program and Referrals	Internal Medicine Providers-UMC (10)
10/10/2006	Asthma Program Presentation	Family Medicine Residents (UCSF)
10/18/2006	MedWatch taping about Asthma Program	
10/25/2006	RN Residency Training on Acute Asthma	RN Residents (45)
1/2/2007	In-service- Asthma Program & Referrals	UMC-ED Staff (30)
1/3/2007	In-service- Asthma Program & Referrals	UMC-ED Staff (30)
1/10/2007	Provider Presentation, Asthma Program and Referrals	CMP Providers (10)
1/16/2007	In-service- Asthma Program & Referrals	CRMC-ED Staff (30)
1/17/2007	In-service- Asthma Program & Referrals	CRMC-ED Staff (30)
2/13/2007	Train the Trainer in Asthma Education Class	Attended by Staff Respiratory Therapists (12)
5/22/2007	Asthma Program Presentation	ED Physicians Group (20)
5/23/2007	RN Residency Training on Acute Asthma	RN Residents (35)
8/8/2007	Career options as a Respiratory Therapist	McLane High School Students (30)
8/14/2007	Training in PFT's, Asthma medications & devices	Family Practice Residents (6)

During this fiscal year, the asthma program also treated 250-300 children in the Children’s Health Center on the UMC campus. The program also saw more than 130 patients – 100 of them new – in at least 200 asthma education sessions.

Pulmonary Rehabilitation

Community’s Pulmonary Rehabilitation Department continues its support group, the *Huffers and Puffers*, which is available nine months a year. Its goal is to provide on-going support for individuals living with chronic pulmonary disease. People attending have either graduated from our pulmonary rehab or belong to the Better Breather’s Club of the American Lung Association. The group holds luncheons with guest speakers focusing on pulmonary disease and quality of life issues. Attendance averages 25 to 30 people, with caregivers and friends encouraged to attend.

Huffers and Puffers 2006-07 Luncheon Schedule

Date	Speaker	Topic
September 8, 2006	Fresno Agency on Aging	Senior Services
October 13, 2006	Kristi Andreen, RRT	Indoor air quality
November 10, 2006	Marilyn Carter, RRT B.I. Rep.-Nick Picchi	COPD Medications and use of Spiriva
December 15, 2006	Holiday Party with Cardiac Rehab	Entertainment Ken Kennedy
January 19, 2007	Todd Usher	Portable oxygen usage
February 9, 2007	Steven Boyd, RRT	How the heart and lungs work together.
March 23, 2007	Karl Van Gundy, MD	Pulmonary Rehab Month
April 13, 2007	John Hokokian, DC	Stress Reduction Technique
May 11, 2007	Susie Rico and Interns from ALA	Traveling with Oxygen

Diabetes

The Community Diabetes Care Center, which opened in 1984, is the largest and most comprehensive diabetes education and treatment program in the Central Valley. It operates at the Sierra and Cedar campuses and in a downtown medical office building.

Its seven educators served more than 1,400 people with diabetes from five counties, offering individual and group counseling. The educators provide diabetes classes, diabetes in pregnancy classes, health fairs, community presentations, CME programs, and Healthy Tips for Community’s “MedWatch” television program. Medical nutrition therapy is offered for diabetes mellitus and chronic renal failure. Several staff members speak both Spanish and English.

Since October 2006, the diabetes center has provided services with UCSF Medical Education Program at the University Women's Specialty Center as well as three Grand Rounds sessions to the OB Residents at UCSF-Fresno on gestational diabetes, medical nutrition therapy for gestational diabetes mellitus and diabetes mellitus.

In February 2007, the Community Diabetes Care Center co-sponsored with the Central Valley Chronic Disease Partnership a symposium on Pre-Diabetes and Childhood Obesity Prevention. More than 250 health care professionals attended.

The center received a March of Dimes grant to provide pre-conception, peri/interconception care for women with diabetes in pregnancy and high-risk women who have had a previous poor outcome. The center provides nutrition and diabetes education, healthy snacks, gift certificates to local grocery stores and gifts for newborns. Last year, 500 women were served.

Community uses a retinal screening camera, through a grant with the University of California, Berkeley Optometric Department, to check for diabetic retinopathy in pregnant diabetic women and others with diabetes. About 500 people were screened last year.

Thanks to a two-year grant from the California HealthCare Foundation, the center provides diabetes education and support through community health outreach workers to Fresno residents. The outreach is a partnership with the Fresno County Department of Community Health, Sequoia Community Health Center and the West Fresno Health Care Coalition. About 130 patients were seen in their homes.

Diabetes support groups were held monthly in English and Spanish during the last year, with about 10 to 15 patients attending each session. Guest speakers discussed topics such as nutrition, diabetes, label reading, cholesterol and hypertension, grocery shopping and holiday eating.

Events and, where available, numbers of attendees, included, but were not limited to:

Community diabetes presentations –

- 9/29/06; Cooper Middle School – 25 students received basic diabetes information
- 12/12/06; Parlier Middle School – 10 migrant parents received basic diabetes information
- 2/14/07; Fowler Elementary – 10 migrant parents received basic diabetes information

Health fairs –

- 11/18/06; Madera Community Hospital for Madera residents -- 50 people attended
- 5/11/07; Clovis Community Wellness Program for employees -- 100 people
- 5/12/07; American Diabetes Association Health Fair for the community -- 35 people
- 5/16/07; Pelco Wellness Health Fair for employees -- 30 people
- 6/2/07; PPG Industries Wellness Fair for employees -- 30 people
- 6/21/07; Fresno Heart Hospital Wellness Program for employees -- 20 people
- 7/30/07; Community Regional Wellness Health Fair for employees – 200 people

Community Special Services Program

Community Special Services provides care to adults, youth, children, infants and pregnant women with HIV/AIDS from Fresno, Tulare, Madera, Mariposa, Merced, Kings, and Kern counties. Primary care services provided include the diagnosis and treatment of HIV disease, prophylactic and treatment interventions for opportunistic infections and other complications, referrals to nutritional services and specialty care.

Community Special Services collaborates with Fresno County Health Department; The Living Room, A Project of West Care; Community Planning Working Council; All About Care/Camp Care; and Planned Parenthood.

The Community Special Services program offered the following activities to patients in 2006-2007:

- Patient Halloween party at UCSF Education Center. The party was for families with HIV infection and offered an opportunity for families to come together to celebrate the holiday safely.
- Patient Christmas party at UMC's North Auditorium for children infected with HIV and their families. This party offered families the opportunity to come together for a holiday celebration. Buffet dining and toys (Toys for Tots, Community Special Services program donations) given by Santa to all children attending.
- Salon Day. Twenty-eight HIV-positive women were taken by limousine to a local beauty salon for a day of pampering with hair, nails, and make-up done by volunteer stylists. Most of the services were donated including the catered lunch. For some of the women, this was the first time that they had been in a salon to have these services.
- Surf Camp. Patients and families (58 people in all) went by chartered bus to Santa Cruz and attended a surf camp.
- Transgendered support group. It meets monthly for support of a special group of individuals whose needs are frequently overlooked by the medical and mental health communities.
- Narcotics Anonymous. It meets weekly, facilitated by Community Special Services staff. This group is for patients who need a 12-step program but do not fit well within mainstream programs because of lifestyle choices and/or HIV status.
- WeCARE, a consumer advisory board, meets twice monthly. This group offers assistance with care needs for patients with HIV. Two WeCARE members provide peer support services to newly identified HIV-positive patients and patients new to Special Services as volunteers. The group working with other community agencies offering care to HIV-positive individuals.
- Art from the Heart, a silent art auction and wine tasting, is a fund raiser for the Community Special Services program.
- Patient Education Forums. Monthly education program for patients on topics related to HIV and general self-care.
- New Grad Nurses Program. Two staff members teach a course on HIV to new RNs at Community.
- Camp Care. Community Special Services staff members volunteer as counselors and medical staff for Camp Care -- 4 day/3 night camp in Yosemite for families with HIV infection.

Health Care Workforce and Education Programs

California continues to struggle with a health care workforce shortage, a crisis keenly felt in the San Joaquin Valley. In an effort to address this need on a number of levels, Community has partnered with local educational facilities and created new approaches. Following are some of the innovative programs that have evolved.

- Community continues to develop and recruit nurses, particularly with its award-winning **Paradigm Nursing Program**. The program is a partnership involving Community, Fresno City College and four other hospitals. Community has the largest number of students in the program, with 30 students currently enrolled.
- Community initiated the **RN Residency Program** in October 2005. It is designed to accelerate the transition of newly graduated nurses into safe, confident and competent practice, while building organizational commitment and significantly reducing turnover. About 50 new RNs go through the program every six months, with a retention rate of 65% to 90% among graduates.
- Community is a member of the **Partnership for Health Professions Education** of the UCSF Fresno Latino Center for Medical Education and Research, which advances development of health professionals at the junior high, high school and college levels. Some of the schools participating this year included Duncan Hospital Occupation ROP- 15 students; Duncan Medical Office ROP - 22 students; Roosevelt Occupations ROP - 20 students; Roosevelt Health Academy - 38 students; Washington Union Hospital Occupations ROP - 30 students; Washington Union Medical Office ROP - 22 students; Sunnyside Doctors Academy Senior Summer School Externship; Fresno Adult Transitional Program- 12 students; Fresno Unified School District Special Education- 13 students.

Major Community Benefits Programs

- **Safe Kids**

Community Regional serves as the lead organization for Safe Kids Central Valley, part of Safe Kids Worldwide, an international nonprofit organization dedicated to childhood injury prevention. Started in 2001, there are approximately 20 member agencies in Fresno/Madera Counties; monthly meetings are held to collaborate on childhood injury prevention activities. The local focus is on preventing child passenger injuries (through the safe use of car seats and seat belts), burn injuries, and falls. Together, Safe Kids Central Valley organizes large car-seat checkup events (about 12 per year), donates car seats, and conducts the weeklong certification class for Child Passenger Safety Technicians. The Safe Kids Central Valley coalition received more than \$14,000 from State Farm to purchase car seats and provide local education for parents as well as education to keep Child Passenger Safety Technicians up-to-date. Key members of the coalition include Fresno and Madera County Health departments, California Highway Patrol, Fresno and Clovis Police departments, Clovis Fire Department, Alisa Ann Rush Burn Foundation, Children's Hospital Central California, Children's Services Network, BabySafe of Fresno, Sequoia Community Health Clinics, San Joaquin Valley College, and other non-profit and community service agencies.

- **Mothers Resource Center**

SERVICES	BENEFIT/ACTIVITY	BENEFITED GROUP	GOAL REACHED	PARTNERS
PARENT EDUCATION	Professionals	Expectant parents,	Safer and fulfilling	Babies First
CLASSES	teaching specific techniques and recent advancements in birthing care	new parents, etc.	parenting experience	First Five
		Taught 1,400 family units	Taught 1,400 family units	
INPATIENT	Bedside	Low breastfeeding rates; all breastfeeding moms and babies	Increased breastfeeding rates	Babies First
LACTATION EDUCATION	breastfeeding education & hands-on assistance	10,637consults	10,637consults	First Five
			Increased exclusive breastfeeding from 26.6% to 28%	Medela, Inc.
OUTPATIENT	Breastfeeding	Follow-up breastfeeding help to encourage new Mothers; 787 consults	Increased breastfeeding Rates;	Babies First
LACTATION EDUCATION	assistance and education	787 consults	787 consults	First Five
				Medela, Inc.
OUTPATIENT	Breastfeeding	Follow-up breastfeeding help to encourage new Mothers; 198 consults	Increased breastfeeding Rates;	Blue Cross
LACTATION	assistance and education	198 consults	198 consults	Managed Medi-Cal
BLUE CROSS				
MOTHER'S RESOURCE CENTER STORE	Revenue for lactation services; Availability of breastfeeding products to community	Availability of breastfeeding products to mothers and babies	Increased sales and products available	Medela, Inc.
				Puronyx
				Zenoff
CENTER FOR BREASTFEEDING MEDICINE (Physician Staffed)	Diagnose, treat & manage complicated breastfeeding problems	Mother-infant pairs who have medical issues	Resolved breastfeeding problems	Babies First
		138 mother/baby dyads		CCFMG
				UCSF

- **Community Cardiac Response Project**

The Community Cardiac Response Project was started in the early 1990s. The goal was to place Automated External Defibrillators (AEDs) in businesses, homes, churches and events centers throughout the Central Valley. These machines have been crucial in assisting the lay person in performing successful cardiopulmonary resuscitation (CPR). The program, which now also provides American Heart Association CPR classes, has placed approximately 300 AEDs in 130 areas in seven counties.

Each year, the program hosts the Bob Martin Memorial Golf Tournament, a fund raiser with the goal of placing AEDs in rural areas and places unable to otherwise afford an AED. For example, this year the Community Cardiac Care Response Project will place an AED in a rural grammar school that is at least 15 minutes away from the closest ambulance. During the last year, AEDS provided by the program were successfully used to resuscitate three men who'd suffered cardiac arrest. Two of the men were in their mid-50s with no signs of cardiovascular disease.

The Community Cardiac Response Project also has developed a Corporate Wellness Program that assists businesses in developing their own such programs. The wellness program consists of a team of nurses that goes to a business and screens the employees for their cardiac risk factors, including serum glucose and cholesterol levels, height, weight, waist, blood pressure, BMI, body fat analysis and bone density.

After the initial screening visit, the team returns in about six to eight months to re-screen employees to determine if their individual goals have been met. During another repeat visit, nurses give "lunch and learn" educational in-services focusing on issues such as hypertension, diabetes and obesity.

- **Table Mountain Rancheria Trauma Center and Leon S. Peters Burn Center**

The contract with Fresno County requires Community to maintain burn and Level 1 trauma services and an acute care facility in downtown Fresno. Community Regional operates the Table Mountain Rancheria Trauma Center and Leon S. Peters Burn Center, the only combined burn and Level 1 trauma center between Los Angeles and Sacramento. With a service area of 15,000 square miles, the burn center covers the largest service area of all burn centers in California. It provides a total spectrum of care for both children and adults who have suffered severe burns, including acute wound care, hyperbaric oxygen therapy, rehabilitation, outpatient services, plastic and reconstructive surgery and comprehensive social services, including survivor support.

Last year, 2,496 people were admitted to UMC for treatment of traumatic injuries. Eighty-two percent of the injuries were blunt trauma, most of them motor-vehicle related (34%) and falls (20%); 18% were penetrating trauma, most of them gunshot or stabbing wounds.

Last year, 215 people were admitted as burn inpatients; 21% percent were younger than age 17. Scalding was the principal cause of all inpatient injuries.

Last year, 618 people were given outpatient treatment for burn injuries; 43% were younger than age 17.

Additional Community Benefits Activities

In mid-2006, Community became the sole owner of what is now called the **Fresno Heart & Surgical Hospital**, a non-profit facility focusing on cardiac, bariatric, minimally invasive and general surgery.

Last year, more than 2,200 people attended evening lectures on various health-related topics. These included diabetes and obesity, varicose vein treatments, endocrine surgery, minimally invasive total joint replacement, stroke risk, new laser technology in vascular surgery, advancements in cardiology and treatment options, the truth about stents, innovations in surgery, air pollution and heart disease, healthy benefits of vegetarian dining and surgical options for weight loss.

In January 2007, the hospital began an innovative program allowing the public to watch an open heart surgery as it is being performed. "Live from the OR" was offered eight times last fiscal year, with a total attendance of more than 150 people. Those attending watched the surgery via audiovisual link and could ask questions of the surgeon. Also, a classroom moderator explained the surgical procedure as it was occurring. When the surgery was completed, the surgeon came to the classroom for further discussion. As with all Community Education Program offerings, an evaluation form is completed by each participant.

Fresno Heart & Surgical Hospital participated in several health fairs, providing health education information, body mass index measurements and blood pressure screenings. The events included:

- Table Mountain Rancheria Health Fair approximately 100 attendees
- Table Mountain Casino Employees Health Fair 500 attendees
- Pelco Employee Health Fair 1,500 attendees
- Central California Women's Health conference 5,000 attendees
- Live Better Women's Festival 2,000 attendees
- American Heart Association Go Red for Women 1,000 attendees
- Madera County Employees Health Fair 300 attendees
- Heart Walk for American Heart 1,500 attendees

Clovis Community Medical Center was host to the annual free "LiveBetter Women's Festival." Local physicians and health experts spoke on important health topics specifically targeted to women. Additionally, home and art demonstrations were provided in keeping with the theme of helping people "LiveBetter." Guided tours of the Marjorie E. Radin Breast Care Center also were offered throughout the day. More than 10,000 households were reached in promoting the 2006 event.

Community also provided funding to assist earthquake disaster-relief efforts in Afghanistan; the Center for Advanced Research and Technology, a joint powers project of Clovis Unified and Fresno Unified School districts; a conference on improving perinatal outcomes in Central California sponsored by the March of Dimes; Valley Visions, an event benefiting the UCSF Fresno Medical Education Program; an annual banquet honoring community leaders, sponsored by Fresno Metro Ministry; and the Craig School of Business at CSU Fresno.

Quantifiable Benefits: Philanthropy

In fiscal year 2006/2007, Community Medical Foundation's donor-investors responded generously on behalf of Community programs and services. Here are a few examples:

- Community's Board of Trustees approved construction of "Terry's House," a hotel-like residence to accommodate family members of burn and trauma patients being treated at Community Regional. The Foundation launched a \$3 million campaign to fund and equip the home and raise additional dollars to create an endowment for operations and charity.
- The Leon S. Peters and Pete P. Peters foundations provided a \$3 million gift to support Clovis Community Medical Center's maternal child services. The new center at Clovis Community will be named the Leon S. and Pete P. Peters Future Generations Center.
- Accompanying the complete opening of Community Regional were the namings of the Table Mountain Rancheria Trauma Center and the Leon S. Peters Burn Center.
- The Picayune Rancheria of the Chukchansi Indians pledged \$700,000 to Community Medical Center-Oakhurst to buy mammography and X-ray equipment and to upgrade the health center building.

Community is proud of its accomplishments to date, but also mindful of unmet challenges. Community staff and physicians also contribute thousands of hours as volunteers for civic, cultural, social justice and health groups, often serving in leadership positions.

Following are a few examples of extraordinary service, as published on www.medwatchtoday.com

Retired doc still a hospital regular



At 87 years old, Dr. Kenneth O'Brien is now retired, but still volunteers at Community Regional's information desk twice a week.

Dr. Kenneth O'Brien enjoys staying busy. As a child, he always said he would be a doctor one day, and that's what he did, opening his first practice at the Helm Building at Mariposa Street and Fulton Avenue.

"Back then, we didn't specialize in one thing...we delivered babies, removed tonsils, we did it all," Dr. O'Brien said. "When I first started my practice, penicillin wasn't even in use yet."

That was in 1945. He said he has seen many changes in his 56 years of medical practice, a time in which he served on the original Sequoia Hospital board of trustees and later the Sierra Hospital and Community boards for 43 years, before being awarded board emeritus status.

With his energy and drive, he and six other

doctors purchased Fresno's Sample Sanitarium on North Fulton in 1946 and renamed it Sequoia Hospital. He went on to help found Sierra Hospital in 1958 and build a caring family practice.

Now retired at age 87, Dr. O'Brien hasn't slowed down much and enjoys the routine of his active schedule.

He volunteers 12 hours a week at Community Regional Medical Center on Mondays and Thursdays, helping patients and their families at the information desk or offering to push their wheelchairs. Tuesdays and Thursdays, he serves as a deacon at the Woodward Park Church of Christ, and every Wednesday and Friday, without fail, he can be found on the golf course with friends.

"I'm an OK player; I really do it for the fun, the enjoyment of it, the exercise and the fresh air," he said.

Staying active has kept Dr. O'Brien feeling young at heart and sharp as a tack. So during the summer of 2006 while on a trip to Hawaii, he knew something was wrong when he started experiencing chest pain.

"I got back to Fresno and my doctor scheduled me for an angiogram right away. When we got the results he told me, 'You've got the widow-maker' ... All of my arteries except one were blocked."

His cardiologist (Dr. Rohit Sundrani) scheduled him right away for surgery at Fresno Heart & Surgical Hospital.

"You walk into that lobby and it's just like the Taj Mahal," Dr. O'Brien said. "It is beautiful...the rooms were comfortable and spacious. The accoutrements are just superb."

The state-of-the-art facility offers advanced technology and private rooms, and has been rated by HealthGrades, and independent ratings organization, as the best facility in the region for overall cardiac services, cardiac bypass surgery and heart attack treatment.

Dr. O'Brien was a patient there for seven days where he had bypass surgery to restore blood flow to his heart. He describes the care he received as "top-notch all the way."

After being released from the hospital, Dr. O'Brien spent 10 days at the Leon S. Peters Rehabilitation Center, where he worked to increase his endurance so he would regain the ability to carry on with his daily activities.

But perhaps most telling of his experience is that he's back on the golf course and chugging along with his busy routine.

"I am so fortunate that I have had no chest pain since then," Dr. O'Brien said. "I just picked up right where I left off and fell right back into my schedule."

"The care I received there was superb; I got the best possible care that I could ask for," he said. "All the good you hear about Community Medical Centers is true. Community is an excellent

medical provider. We do things that others just can't do. Look at the new trauma building...how many of those do you think there are in this state, let alone the country? Not many."

Board trustee recognized for contributions

Community Board Trustee and immediate past chairman Lawrence E. Wayte was honored in June with the Bernie E. Witkin Lifetime Achievement Award by the Fresno County Bar Association.

The award is given to a member of the local legal community in recognition of contributions to the advancement of jurisprudence through community service, scholarship and bar activities.

Wayte was selected for his dedication to improving health care in the Valley as well as his professional achievements.

A partner in the Fresno law firm of McCormick, Barstow, Sheppard, Wayte & Carruth, Wayte has been on Community's board since 1999, serving as vice chairman in 2001, chairman from 2002 to 2006.

"He certainly deserves recognition for his contributions to health care and leading the charge to establish the first true academic regional medical center in the Valley," Community CEO Tim Joslin said. "Larry's leadership was instrumental in the historical and successful move of University Medical Center to the downtown Community Regional Medical Center campus."

Heroes in Health Care winners honored

Fresno Mayor Alan Autry wiped away tears during the Business Street "Heroes in Healthcare Awards Gala" as he spoke about Dr. A.P.S. Sidhu's devoted care to the mayor's mother before she died earlier this year.

Dr. Sidhu, medical director for Community Medical Centers' Skilled Nursing Unit and president of Fresno Long Term Care Medical Group, Inc., was given a lifetime achievement award at the April 26 celebration.



Dr. A.P.S. Sidhu



*Mary Burke,
R.N.*

Business Street, a monthly business news publication covering the central San Joaquin Valley, also honored several other Community programs, clinicians and staff. Mary Burke a longtime Community labor and delivery nurse won in the nurse category and the Community's Level 1 trauma team topped the innovation category.

Also nominated and receiving thank-you plaques were television show "MedWatch" in the organization category; Dr. Judy Champaign of Community Medical Imaging in the physician category; and Bruce Kinder, R.N., Community's vice president of academic affairs, for his role as project manager for the transition of University Medical Center's acute care services to Community Regional.

Autry said Dr. Sidhu should be given 10 lifetime achievement awards for his passionate advocacy for seniors, his conscientious care, and how he never gives up hope. “He gives the same love when no one’s looking to whoever God brings across his path,” Autry said.

Autry said while society often holds up athletes and rock stars as heroes, the true heroes are people who quietly go to work every day and make a difference in people’s lives – often a life and death difference. “You all are just merchants of love,” he told the award nominees.

Dr. Sidhu received several standing ovations during his speech in which he thanked his family and the staff at the several nursing homes where he is medical director and then talked about California’s health care crisis.

“Look at people on \$800 (Social Security) who can’t afford health care, who will cut their pills in half because they can’t afford their prescription, who won’t go to the doctor or to the hospital because they only have a little money in their bank account,” he said, vowing to keep advocating for the best, affordable medical care possible. He called senior citizens “treasures of society.”



Dr. Jim Davis

Dr. Jim Davis, chief of trauma, and physician assistants Naydi Salaverri-Ellis and Tammi Groom accepted the trauma team’s award. The honor was given for stepping swiftly into the void created when Children’s Hospital of Central California’s Level II trauma designation was suspended. Within hours of the announcement, trauma and emergency room clinicians, then at UMC, organized a leading-edge pediatric team and began receiving the Valley’s smallest patients needing the most critical care.

Dr. Davis said the Level 1 trauma team, which has moved from UMC to Community Regional, includes a top-notch administrator such as Kinder as well as nurses, assistants, technicians and radiologists who mesh in a crisis to save lives. He left the stage reminding, “Please buckle up and wear a helmet.”

Nurse Mary Burke also thanked her family and colleagues in accepting her award. For three decades Burke has helped women bring life into the world in the most natural and peaceful way possible. But she has left her most indelible mark by finding a tangible way for parents to remember the babies they lose through “memory boxes” that contain the stamp of a tiny foot print, a lock of hair, baby clothes and a condolence card signed by hospital staff.

“Being a part of the miracle of birth is really a privilege,” said Burke, adding that she considered it one of the most important jobs in health care. “The health care of women and children really determines the health care of us all.”

Conclusion

Community is more than 100 years old. We are locally owned. We reinvest whatever we earn into bettering the health of this community. We don’t send it to Wall Street or to a remote corporate headquarters. Community has a long history of growth, of doing more for the Valley’s well-being than any other health care institution and of having a vision for the future.

The 2006/2007 Community Benefits Report was prepared by John G. Taylor, director of public affairs, Community Medical Centers, Fresno, CA