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Our Mission To share God's love by providing physical, mental and spiritual healing



Dear Friends and Colleagues,

With health care a top priority, Adventist Health is well positioned for success. Our vision in this new and dynamic health care landscape remains centered on our mission.

A fully integrated health care system fosters closer collaboration between physicians and hospitals, enhances care and meets the challenges and opportunities of health care reform. That's why we established the Adventist Health Physicians Network to provide a vehicle for financial and clinical integration. By developing and maintaining medical practices, we can provide quality patient care in an environment that attracts and retains physicians.

Another hospital-physician strategy is Computerized Provider Order Entry (CPOE). Electronic orders are received and processed faster which provides better care and more clinical decision support for physicians and nurses, along with many other benefits. CPOE has gone live at three hospitals and is continuing at seven sites in 2011.

We're also committed to innovating—everywhere! In 2010 Adventist Health launched an Innovation Council focused on embedding a deep and enduring capability for innovation throughout our system. This council is introducing new processes, products, services, and business models that are consistent with our mission.

Retirements and other changes in our hospital and corporate ranks are providing an opportunity to ensure strong and progressive leadership. You'll see new faces on the senior leadership page at the end of this report.

And in late 2010, we celebrated a tremendous milestone: the opening of Adventist Medical Center – Hanford, a new hospital that combines many services of Central Valley General Hospital and Hanford Community Medical Center to better provide quality patient care to our communities in California's Central Valley.

Focus on our mission, hard work and stewardship from employees and leaders across the system led us to strong financial results in 2010, which you'll see in the pages that follow. As we look to the year ahead, we're confident that living our mission will continue to make a difference in the communities we serve.

Riards B. Sialia

Ricardo B. Graham Chairman of the Board

Robert B. Carmen

Robert G. Carmen President & CEO

Living Our Mission Through Innovation and Quality





mployees, doctors, volunteers and other partners truly have the power to make a difference in how we provide care.

System leaders, board members and experts in innovation formed the Innovation Council in 2010. The council works to build structure and tools that bring new ideas to life. By developing innovation capabilities throughout our system, we are positioning our integrated delivery network in the best possible way.

Leaders in clinical effectiveness launched the Emergency Department Collaborative to focus on streamlining processes and enhancing the patient experience. The goal of the project is to have superior EDs with exceptional results in patient flow (wait times, door to door admits, etc.), patient satisfaction and the quality of patient care.

System Quality Council (SQC) provides input and direction for Adventist Health's overall quality improvement strategy. Various initiatives are ongoing and the SQC has made significant progress in reducing hospital-acquired pressure ulcers, promoting good hand hygiene and creating a culture of safety.

To highlight the work that our physicians, nurses and support staff do every day, Mission and Spiritual Care created a video, "God's Fingerprints," based on seven adapted stories from around the system. Our mission is evident in "God's Fingerprints" and can be viewed at YouTube.com/AdventistHealth.

Working Together

To Provide Value-Based Care





dventist Health and partner hospitals around the west coast region work together on various initiatives that help save money and provide resources needed to enhance value-based care.

Adventist Health's TelepharmacyWest was designed to fill the gap created when small rural hospitals' in-patient pharmacies close each day. With the launch of the program in August 2010, Adventist Health provides 24/7 pharmacy services to both system and non-system hospitals in need of support to enhance patient medication safety.

Premier, a leading group purchasing organization, enables hospitals to provide patients with reliable high-quality health care goods and services at the lowest cost. As a shareholder of Premier, Adventist Health and our affiliates annually purchase close to \$650 million in goods and services through Premier. Because of this, Adventist Health and its affiliated hospitals realize significant savings in support of valuebased patient care.

In January 2010, Western Health Resources (a subsidiary of Adventist Health) began accepting Kaiser Permanente San Diego's overflow home health patients through a unique partnership. This arrangement increases patient care to the local community. Throughout the year, Western Health's referrals from Kaiser Permanente tripled and they care for approximately 230 total patients a month.

Adventist Health and its partners have a mutual desire to provide value-based patient care in local communities. We work together to support and assist each other in ways that benefit patients.

Harnessing Patient-Focused Technology





dventist Health is focusing on information systems that improve patient safety, quality of care and operational performance across the clinical continuum. Adventist Health has invested millions into its state-of-the-art clinical information system, Project IntelliCare.

Project IntelliCare manages the patient experience electronically by giving clinicians access to patient records, including test results and medications—all online. Of equal importance is the transformation of patient care processes to achieve the highest quality care.

One of the newer aspects of Project IntelliCare is Computerized Provider Order Entry (CPOE). CPOE enhances patient safety and facilitates evidence-based/best practice medicine across the system. CPOE also allows for a more complete electronic health record by moving ordering, which is currently a paper-based function, to an online function. CPOE has gone live at three hospitals and is continuing at seven sites in 2011.

Physician Alignment







dventist Health is expanding ongoing physician relationships. We partner with more than 300 physicians in a variety of models, including direct employment, hospital-based clinics, rural health clinics and, a newly created medical foundation (Adventist Health Physicians Network) comprised of various physician practices in California.

Adventist Health Physicians Network (AHPN) enables us to attain greater physician alignment while successfully operating in the environment of health care reform. It also provides a vehicle for financial and clinical integration while consolidating managed care contracts so that our physicians are represented in applicable payer markets. AHPN promotes high quality patient care in an environment that attracts and retains outstanding physicians.

Rural health clinics (RHCs) provide services to medically underserved areas. While most of the 30+ RHCs are in California, we have clinics in Oregon and Washington as well. Adventist Health's system of RHCs is the largest network in California and one of the largest in the nation.

We also operate more than 100 other hospital-based outpatient medical clinics, ambulatory surgery and imaging centers in combination with our 17 acute care hospitals. Our physician enterprise models, in association with our hospitals, home care and other business units provide a base for changes brought about by health care reform, including accountable care organizations. Through physician alignment and other initiatives, Adventist Health aims to continually work towards our vision of being a recognized leader in mission focus, quality care and fiscal strength.

Corporate Office



Robert G. Carmen PRESIDENT & CEO

DESCRIPTION

- A faith-based, not-for-profit integrated health care delivery system headquartered in Roseville, California with operations in California, Hawaii, Oregon and Washington
- Includes 17 acute care hospitals with more than 2,500 beds, over 130 medical clinics and outpatient centers, 14 home care agencies and four join-venture retirement centers
- Largest network of rural health clinics in California with additional sites in Oregon and Washington
- Employs nearly 20,000 people
- Provides access to capital, system wide efficiencies and economies of scale to member entities



ACCOMPLISHMENTS

- Launched Computerized Provider Order Entry (CPOE) with installation completed at Castle Medical Center in 2010
- Established Adventist Health TelepharmacyWest, which allows for 24-hour pharmacy coverage
- Introduced an Emergency Department Collaborative that focuses on patient experience, throughput and quality
- Improved in hospital acquired pressure ulcer prevention and reduced pressure ulcer rates by 40 percent when compared to national rates
- Completed successful Joint Commission surveys at all hospitals
- Continued to grow Premier Affiliate Program to encompass 63 hospitals that benefit from access to top-tier pricing while increasing purchasing volume for system
- Began the Cerner Registration roll out, a three-year project to standardize the MS4 Patient Financial System application across the enterprise
- Achieved systemwide performance in the top 25 percent of hospitals nationally for pneumonia and surgical care improvement quality measures; and in the top 30 percent and 40 percent for heart failure and acute myocardial infarction quality measures

- Relocated Revenue Recovery Department from Ontario to Roseville to provide under-payment collection services to all California facilities
- Launched the Innovation Council to begin embedding innovation as a competency in Adventist Health
- Formed the Adventist Health Policy Association (AHPA) with other Adventist health systems around the U.S. to find common ground on health policy issues, with particular emphasis on the unique mission of Adventist health care
- Achieved much lower overall mortality rate as a system than expected when compared to a national comparison group with similar patient characteristics
- Exceptionally lowered hospital-acquired infection rates when compared to national rates
- Decreased patient fall rates by 40 percent when compared to national rates
- Established new and innovative quality improvement collaboratives with health care insurance agencies
- Continued participation in the CHART and CHPSO quality initiatives at all California Adventist Health hospitals



- Opened a grants office to assist our hospitals in procuring and managing grants to standardized recording of philanthropy in the system
- Raised \$21,000,000 in philanthropy across the system; 9.5% over goal
- Hosted Physician Leadership Symposium which featured several internationally renowned speakers and included the first Physician Mission Award ceremony
- Maintained the Culture of Teamwork and Safety Improvement Program in conjunction with Duke University
- Roseville offices contributed \$688,906 in free and low-cost services to the community out of a systemwide contribution of \$285,913,868

STRATEGIC INITIATIVES

- Expand mission influence and effectiveness through full ownership by leaders, employees, physicians and communities
- Create an extraordinary Patient Experience, demonstrated through quality and service, by making decisions that are patient focused
- Connect with physicians, payers and other providers to ensure we are providing value-based care, as well as demonstrating Adventist Health's value as a partner
- Establish access points to effectively deliver the continuum of care based on needs of existing, expanded or new communities
- Build and implement a leadership education and succession plan that develops new and existing leaders who are passionate about our mission and eager to learn new skills
- Demonstrate value by providing high clinical quality, reducing waste, streamlining clinical and business processes and improving performance and efficiency





Southern California and Hawaii Services

- Castle Medical Center
 Home Care Services
- 2. Glendale Adventist Medical Center
 - Home Care Services
- 3. San Joaquin Community Hospital• Home Care Services
- 4. Simi Valley Hospital • Home Care Services
- 5. White Memorial Medical Center
- 6. Paradise Village Retirement Center
- 7. Western Health HomeCare



Castle Medical Center



Kevin Roberts PRESIDENT & CEO

DESCRIPTION

- A 160-bed acute-care hospital located in Kailua, Oahu
- Provides full range of 24-hour emergency services, outpatient, home care and palliative care services, wellness and lifestyle medicine, chemotherapy clinic, Surgical Weight Loss Institute, Hawaii Muscular Dystrophy Clinic, joint care center and birth center
- Staffed by 254 physicians, 1,074 employees and 157 volunteers
- 7,100 admissions; 856 deliveries; 29,198 ED visits; 97,322 outpatients visits and 16,911 home health visits

ACCOMPLISHMENTS

- Implemented computerized provider order entry (CPOE) and digital mammography
- Installed the Picture Archive Communication System (PACS)
- Joint care center and Surgical Weight Loss Institute designated as Blue Distinction Centers[®] by Blue Cross/Blue Shield
- Received 19 awards of excellence for physician and employee perception from Professional Research Consultants, Inc.
- Ranked fifth among large employers in *Hawai'i Business* Magazine's list of 2010 Best Places to Work in Hawaii
- Created Castle Leadership Institute to reinforce commitment to action and accountability among all leadership staff
- Added palliative care and therapeutic hypothermia, an advanced technology to help prevent brain injury and increase cardiac patients' chances of survival
- Raised \$82,000 at the annual charity golf tournament to benefit the chemotherapy clinic
- Recipient of a \$2 million grant for future capital improvements from the Harold K. L. Castle Foundation



- Participated in Haitian relief efforts by sending 20 boxes of medical supplies and donating \$10,000 to the Adventist Development and Relief Agency (ADRA)
- Joined Hawaii Meals On Wheels and prepared 40 meals for Windward Oahu seniors each weekday
- Through Aloha Medical Mission's Kokua me ka Laulima program, provided skin cancer, cholesterol, blood pressure and balance screenings for 5,000 people at the annual "I Love Kailua Town Party"
- Co-sponsored four American Cancer Society Relays for Life for more than 50,000 local residents
- Along with the Hawaii Police Department, sponsored "Aloha No Na Kupuna: Love for the Elders" and provided health screenings to 80 Waimanalo seniors
- Hosted an early disease screening for the National Kidney Foundation and screened 60 people
- Adopted Porgera Hospital, a rural facility led by Seventh-day Adventists in Papua New Guinea, as a sister hospital and sent a team of health care professionals to provide surgery, vision exams and other care
- Contributed \$8,254,898 in free and low-cost services to the community

Glendale Adventist Medical Center



Morre Dean PRESIDENT & CEO

DESCRIPTION

- A 457-bed acute-care medical center in Glendale, CA, serving Los Angeles County
- State-of-the-art services include Heart & Vascular Institute, Neuroscience Institute, spine, orthopedics, surgery, imaging, emergency, occupational medicine, home health, oncology, rehabilitation, behavioral medicine, pain management, neo-natal and women's services
- Offers family medicine and pharmacy residency programs
- Staffed by 700 physicians, 2,300 employees and 300 volunteers
- 19,159 admissions; 2,473 deliveries; 39,863 ED visits; 258,760 outpatients visits and 20,778 home health visits



ACCOMPLISHMENTS

- Awarded a Gold Performance Plus Achievement Award for the Advanced Primary Stroke Center by the American Stroke Association
- Designated a Blue Distinction Center[®] for cardiac care by Blue Shield of California
- Named the best hospital in Glendale by the *Glendale News-Press* and voted one of the "Best Places to Work in LA" by Los Angeles Business Journal and San Fernando Valley Business Journal
- Debuted advanced robotics with the da Vinci Surgical System, providing patients with an alternative to traditional open surgery and laparoscopy
- Opened the Department of Clinical Research to support caregivers interested in conducting research, particularly for disadvantaged and underserved populations
- Along with the MEGA Heart and Artery Explorer, premiered MEGA Brain—exhibits that educated visitors on each organ's aspects, functions and structure
- Raised approximately \$110,000 in the Healthcare Foundation golf tournament

- Joined the Downtown Glendale Merchant's Association to host the Glendale Downtown Dash, which raised more than \$150,000 for community stroke services
- Assisted children and families with free or low cost health insurance through the Glendale Adventist Children's Health Outreach Initiative (CHOI). From July 2009 to June 2010, 5,720 families consulted with CHOI. Since 2003, CHOI has helped enroll nearly 12,000 individuals
- Donated nearly \$50,000 to civic and charitable organizations
- Hosted nearly 6,000 people at more than 40 health education classes and support groups
- Promoted services and addressed health issues through Healthline, a weekly television show produced by GAMC
- Enlisted seven prominent community men in the Army of Pink campaign, an online educational initiative for early breast cancer detection. When asked to vote for the candidate who best supported the cause, the community cast more than 100,000 votes
- Contributed \$25,811,935 in free and low-cost services to the community

San Joaquin Community Hospital



Robert Beehler PRESIDENT & CEO

DESCRIPTION

- A 255-bed acute-care hospital in Bakersfield, CA, serving Kern County
- Services include burn care, cardiology, stroke care, orthopedics, surgery, surgical and non-surgical weight loss, health and wellness education, mobile immunizations, diabetes education, home health care, maternity care, and 24-hour emergency services
- Staffed by more than 500 affiliated physicians, 1,814 employees and 225 volunteers
- 19,100 admissions; 2,509 deliveries; 49,879 ED visits; 23,755 outpatients visits and 14,046 home health visits

ACCOMPLISHMENTS

- Celebrated 100th anniversary
- Received the American Stroke Association's Get With the Guidelines Gold Plus Performance Achievement Award the highest honor given
- Named among the 2010 HomeCare Elite for quality home health care
- Bariatric Solutions weight loss surgery center received 19 Gold Standard certificates of achievement for excellence in patient care from Health Management Resources
- Awarded the Consumer Choice Award for most preferred Bakersfield hospital
- Chest pain center received the American Heart Association's Mission: Lifeline Bronze Performance Achievement Award
- Opened the inpatient portion of the Grossman Burn Center
- Held "Sacred Work Sabbath," a community worship service featuring hospital employees
- Sponsored the second annual "GospelFest," a celebration of music featuring Natalie Grant and local artists
- Partnered with 10 local artists and the Kern Arts Council for the spectacular "A Grand Affair of the Heart" gala
- Acquired Quest Imaging, an outpatient imaging center
- Raised more than \$775,000 through fundraising efforts by the San Joaquin Community Hospital Foundation



- Organized "Project LOV," a one-day citywide graffiti cleanup
- Hosted 178 clinics and administered 19,183 free immunizations to 6,209 children via the hospital's mobile immunization program
- Coordinated "Christmas at Home," an initiative in which employees donate gifts and money for employee families
- Participated in global mission projects in Haiti, India, Nepal, Nigeria and Guatemala
- Partnered with community organizations including the American Cancer Society, American Heart Association, Bakersfield Homeless Center, Boys & Girls Club, Global Family, Jesus Shack, Links of Life and March of Dimes for events and sponsorships
- Hosted health awareness and education events, including "The Faith and Healing Symposium," "Better Cooking for Better Living," "Going Green Health Fair," sixth annual "Bariatric Solutions Celebration" and a NICU reunion
- Contributed \$16,160,749 in free and low-cost services to the community

Simi Valley Hospital



Darwin Rembold PRESIDENT & CEO

DESCRIPTION

- A 188-bed acute-care hospital in Ventura County, CA serving Simi Valley, Moorpark, Thousand Oaks and the West San Fernando Valley
- Services include the Nancy Reagan Breast Center, emergency services, diagnostic imaging (CT, MRI, PET/CT and bone densitometry), cardiopulmonary, GI laboratory, inpatient and outpatient surgery, inpatient rehabilitation, intensive care/telemetry, women's services, neonatal intensive care, child development center, laboratory and pharmacy
- Staffed by 240 physicians, 916 employees and 198 volunteers
- 6,123 admissions; 711 deliveries; 26,155 ED visits; 77,293 outpatients visits and 7,536 home health visits



ACCOMPLISHMENTS

- Significantly increased survey scores in patient and physician satisfaction and employee and community perception
- Received \$1 million gift from Drs. Kant Tucker and Irma Harriman and raised an additional \$800,000 for emergency services and the hospital expansion project
- Increased deliveries by 24 percent and surgeries by 14 percent from 2009
- Improved emergency department throughput by 25 percent from 2009
- Dedicated the Witman Chapel and the "Come Unto Me Healing Garden," a gift from the Simi Valley Hospital Foundation
- Started a hospital-wide recycling program
- Added PET/CT to diagnostic imaging services
- Invested in technology improvements to continue progress towards fully integrated electronic medical records
- Launched "Scrubs," an employee volunteer service program

- Provided first aid services through employee volunteers at events including the American Cancer Society's Relay for Life in Simi Valley and Moorpark
- Presented "House Calls" program of community health lectures by physicians and hospital clinicians
- Hosted bi-monthly lecture series by physicians and clinicians at Simi Valley Senior Center
- Supplied free flu shots, prostate cancer and blood glucose screenings to more than 1,000 community members
- Participated with community agencies in "Every 15 Minutes," an anti-drinking program for local teenagers
- Supported Lifeline program to provide immediate emergency access to elderly people living independently
- Joined with the local "Care & Share" program to provide meals/gifts to needy families
- Offered job shadow and summer medical career programs for local high school students
- Participated in public school health fair promoting healthy eating habits
- Contributed \$21,331,484 in free and low-cost services to the community

White Memorial Medical Center



Beth Zachary PRESIDENT & CEO

DESCRIPTION

- A 353-bed acute-care teaching hospital in Los Angeles, serving Los Angeles County
- Key services include emergency services, diagnostic imaging; heart, stroke and vascular care; cancer services; orthopedics; women's and children's services and rehabilitation
- Offers medical residencies in family medicine, internal medicine, OB/GYN, pediatrics and podiatry
- Staffed by 462 physicians, 1,841 employees, 68 medical residents and 492 volunteers
- 19,401 admissions; 4,135 deliveries; 43,386 ED visits; 67,728 outpatient visits

ACCOMPLISHMENTS

- Completed a 10-year construction project with opening of new main entrance and lobby
- Opened new ambulatory surgery center, the Los Angeles Surgery Center, which nearly doubled operating room capacity
- Received two certificates of excellence from the California Hospital Assessment and Reporting Taskforce (CHART) for achieving above-average or superior scores in five of eight measures
- Prepared to open new arrhythmia center as one of seven hospitals in California with Stereotaxis remote magnetic navigation system equipment
- Received a maximum 10 awards for quality care from the Centers for Medicare and Medicaid Services (CMS) and Premiere Healthcare Alliance project, one of only four hospitals in the nation to do so. Awards recognize highquality delivery of care for coronary artery bypass graft, heart attack, heart failure, pneumonia and hip and knee replacement
- Completed mandatory Joint Commission Intra-cycle Stroke evaluation and was recommended for continued Primary Stroke Center certification through late 2011
- Achieved 90 percent employee retention rate



- Emphasized mission by providing food, clothing and other support to the homeless and needy
- Raised \$3.8 million in donations for hospital programs and services through the Charitable Foundation
- Received estate gifts exceeding \$315,000
- Hospital employees donated more than \$12,000 for local needy residents
- Awarded \$473,000 grant from First5 LA for "Baby Friendly Breast Feeding Program"
- Launched new, digital social responsibility report addressing issues related to patient safety, clinical excellence, access, affordability, economic impact, community workforce development and environmental sustainability
- Provided more than 5,000 toys, most through community and individual donations, to children in the hospital and community during the annual holiday toy drive
- Contributed \$34,711,764 in free and low-cost services to the community



Central California Services

1. Sonora Regional Medical Center

- Home Care Services
- Rural Health Clinic

Central Valley Network

- 2. Adventist Medical Center Hanford
 - Home Care Services
- 3. Central Valley General Hospital
 18 Rural Health Clinics
- 4. Selma Community Hospital



Adventist Health/Central Valley Network



Rick Rawson

DESCRIPTION

- A network of three acute-care hospitals serving residents of California's Central Valley
- Staffed by 326 physicians, 2,349 employees and 147 active volunteers
- 13,699 admissions; 3,052 deliveries; 90,814 ED visits; 714,627 outpatients visits

Adventist Medical Center - Hanford

A 142-bed hospital in Hanford, CA, serving 18 communities in Kings, Tulare and southern Fresno counties. Opened December 2010. **Services:** 24-hour emergency care, medical/ surgical, intensive care, surgery, laboratory and imaging. Outpatient Lab and Imaging Center in adjacent Hanford Medical Pavilion

ACCOMPLISHMENTS

- Opened Adventist Medical Center Hanford and the adjacent Lab and Imaging Center in the Hanford Medical Pavilion
- Earned Silver Eureka Award for Performance Excellence from the California Council for Excellence
- Graduated five doctors from the Hanford and Selma family medicine residency programs
- Scored higher than the National Research Corporation 75th percentile for communication about medications in the national Hospital Consumer Assessment of Healthcare Providers and Systems
- Added state-of-the-art cardiology tracking and monitoring equipment at Selma Community Hospital
- Improved core measures scores by 12.67 points in the area of heart failure at Central Valley General Hospital
- Nutritional services staff received recognition from Kings County officials for excellence in ensuring public health and implementing advanced food safety techniques
- Partnered with two Adventist Health hospitals, Blue Shield of California and the California Health Care Coalition to launch the Hospital Quality Improvement pilot
- Significantly improved patient satisfaction scores in the area of meeting spiritual needs
- Opened a Community Care clinic in Kingsburg
- Welcomed 14 physicians to the consolidated medical staff





Central Valley General Hospital

A 49-bed hospital in Hanford, CA, serving 18 communities in Kings, Tulare and southern Fresno counties. Select services moved in December 2010 to Adventist Medical Center - Hanford. **Services:** Children's Hospital Central California intensive care neonatal nursery, imaging, laboratory, sleep apnea center, women's services, three JobCare sites, network of 15 primary care physicians, 18 community care clinics, two residency programs; and 24-hour emergency and medical/surgical nursing care

Hanford Community Medical Center

A 54-bed hospital in Hanford, CA, serving 18 communities in Kings, Tulare and southern Fresno counties. Services moved to Adventist Medical Center - Hanford in December 2010. Campus was renamed Adventist Health/Central Valley Network-Support Services

Selma Community Hospital

A 57-bed hospital in Selma, CA, that serves 13 communities in southern Fresno County, operating as a satellite campus of Adventist Medical Center - Hanford **Services:** 24-hour emergency, birthing center, direct observation unit, surgery, laboratory, cardiology, diagnostic imaging and digital mammography





- Sponsored the 24-week Hanford Thursday Night Market Place, providing free health education and screenings
- Sponsored "Steppin' Out at the Market Place," giving pedometers and health information to 300 people who walked more than 260,000 steps in three hours
- Partnered with Kings United Way and other community organizations for Project Homeless Connect, which drew more than 100 in need of assistance. Staff provided free blood pressure and blood-glucose screenings, together with dental exams for 30 people and offered free follow-up clinic visits
- Provided 1,100 Thanksgiving meals for families, 100 Christmas gifts for Kings County foster children and contributed to "Selma Cares" giveaway of more than 1,200 toys and 750 food baskets
- Educated 630 individuals at diabetes support group meetings in Hanford, Selma and Reedley
- Worked with Kings County Commission on Aging to provide 120 meals four days a week at four meal sites and an additional 60 frozen meals a day, five days a week, for home-bound seniors
- Performed more than 64 school physicals and immunizations, 12 dental screenings and 35 Healthy Families enrollments at three back-to-school health fairs that drew more than 1,275 families
- Taught 144 children and parents about healthy living at Camp-A-2E
- A five-member team from Selma Community Hospital joined a Wheelchair Foundation mission trip to Haiti with 15 medical professionals, distributing 100 wheelchairs and 6,000 pounds of medical supplies
- Mentored 20 Doctors Academy students from Selma and Caruthers High Schools at Selma Community Hospital and Community Care clinics as part of the University of California, San Francisco-Fresno Latino Center for Medical Education and Research Program
- Contributed \$20,630,422 in free and low-cost services to the community

Sonora Regional Medical Center



Jeff Eller president & ceo

DESCRIPTION

- A 152-bed hospital in Sonora, CA serving residents in Calaveras, Tuolumne and Mariposa counties
- Services include acute care, cancer center, skilled nursing, surgical services and a network of primary and specialty clinics
- Staffed by 210 physicians, 1,248 employees and 233 volunteers
- 4,953 admissions; 567 deliveries; 25,174 ED visits; 279,532 outpatients visits and 35,831 home health visits

ACCOMPLISHMENTS

- Achieved full certification by The Joint Commission and the Health Facilities Accreditation Program
- Received three awards for top performance from the Hospital Quality Incentive Demonstration project
- Resulting from the employee opinion survey, SRMC was ranked by Professional Research Consultants, Inc. to be in the top third of hospitals across the nation as an excellent place to work
- Opened the Live Well Be Well Center, offering cardiac rehabilitation classes, nutritional therapy, wellness classes and support groups
- Expanded rehabilitation services with the opening of Cedar Road Physical Therapy
- Invested in the latest nuclear medicine technology with purchase of an advanced CT
- Added 21 physicians and 13 allied health professionals to the medical staff
- Expanded access to care with the reopening of Greenley Primary Care and the recruitment of several specialists, including the first rheumatologist to practice in Tuolumne County
- Acquired the Sonora Regional Surgery Center and Greenley Oaks ENT
- Raised \$433,508 in gifts



- Raised \$74,000 for the Cancer Patient Support Fund
- Gave \$22,103 in assistance through the Chaplains Fund
- Through the Faith Community Nursing program, made 2,392 home, church and hospital visits; took 1,175 blood pressure readings and answered 2,424 health-related phone calls
- Participated in the Tuolumne County Health Fair and gave 3,943 blood screenings
- Administered 174 blood screenings at the Groveland Wellness Fair
- The Project HOPE mobile health clinic had 1,500 free patient visits
- Facilitated 400 free sports physicals
- Provided 3,568 chaplain visits, gave 1,170 pastoral counseling sessions, logged 709 hours of employee counseling and hosted 25 memorial services and four weddings
- Donated \$27,134 to local schools and organizations
- Collected 1,172 coats/warm items and 16,570 pounds of food for families in need
- Raised \$95,895 for the Aquatic Therapy Pool Campaign
- Contributed \$19,800,368 in free and low-cost services to the community



Northern California Services

1. Feather River Hospital

- Home Care Services
- Retirement Center
- Three Rural Health Clinics

2. Frank R. Howard Memorial Hospital

• Home Care Services

3. St. Helena Hospital Clear Lake

- Home Care Services
- Three Rural Health Clinics

4. St. Helena Hospital Napa Valley

• Home Care Services

5. Ukiah Valley Medical Center

• Four Rural Health Clinics



Feather River Hospital



Wayne Ferch PRESIDENT & CEO

DESCRIPTION

- A 101-bed acute-care hospital in Paradise, CA, serving Butte County
- Services include cancer center, cardiology, diagnostic laboratory, emergency department, GI laboratory, intensive care, lifestyle medicine, medical imaging, obstetrics, same-day services, sleep medicine, surgery, a rural health center, home health (including home oxygen and home medical equipment) and hospice (including a hospice house)
- Staffed by 1,138 employees, 389 volunteers and 115 physicians
- 5,113 admissions; 1,012 deliveries; 19,135 ED visits; 243,467 outpatients visits and 12,064 home health visits

ACCOMPLISHMENTS

- Earned Gold Award for Performance Excellence by the California Council for Excellence. Feather River was also recognized with the prestigious Governor's Award for Excellence. Only four organizations have received this particular award in 17 years and FRH is the only hospital on that list
- Received 2009 California Team Excellence Award from the California Council for Excellence for work by the hospital's CT Schedule Improvement Team
- Ranked in the top five percent in the nation for emergency medicine in a new HealthGrades study
- Won Five Star Award from Professional Research Consultants, Inc. for hip replacement for the seventh year in a row
- Rated best in the Chico, CA region for joint replacement surgery
- Collaborated with obstetricians to provide the only hospital-based midwifery services in Butte County
- Partnered with the Stanford Cancer Center and the Eastern Cooperative Oncology Group (ECOG) to provide clinical trials in the local community
- Opened the Garden Fresh Bistro, a 100 percent vegan restaurant, in the Feather River Wellness Center
- Launched The Joint Replacement Center of Excellence program
- Received the third California WRAP award for recycling efforts



- Administered more than 713 free flu shots
- Provided 292 low-cost health screenings through the Lifestyle Medicine department's quarterly health alert screenings
- Delivered 20,400 meals to homebound seniors
- Hosted a health and safety expo featuring 40 vendors and drawing more than 900 community members
- Conducted "Gift of Giving" campaign, which donated 264 Thanksgiving gift baskets to needy families
- Participated in 10th annual "Angel Tree Gift Giving" campaign, providing Christmas gifts to 178 area children
- Benefitted from more than 60,000 hours of service from hospital volunteers
- Maintained 300 Lifeline monitoring systems for elderly/ disabled in community
- Gave \$52,000 in donations and sponsorships to local community groups and activities
- Contributed \$27,837,457 in free and low-cost services to the community

Frank R. Howard Memorial Hospital



Kevin Erich PRESIDENT & CEO

DESCRIPTION

- A rural 25-bed Critical Access Hospital located in Willits, CA, serving northern Mendocino County
- Leased and managed by Adventist Health since 1986
- Services include 24-hour emergency department, community education, intensive care, laboratory, medical imaging (digital mammography, CT, MRI, ultrasound, digital bone densitometry), pharmacy, rehabilitation services, spiritual care, surgical services and total joint replacement
- Staffed by 111 physicians, 260 employees and 23 volunteers
- 1,401 admissions; 1 delivery; 9,623 ED visits; 30,733 outpatients visits



ACCOMPLISHMENTS

- Designated a Blue Distinction Center[®] for hip and knee replacement by Blue Shield of California
- Provided larger and improved areas for registration, nursing, respiratory therapy and other key departments, as well as new main hospital hallway floors, as part of a major hospital-wide remodeling project
- Continued partnership with University of California-Davis in telemedicine, telepharmacy and telepediatrics
- Partnered with UC Davis in a new medical residency program
- Credentialed 18 physicians to bring additional services to the community
- Submitted plans to the state of California for approval of construction of a new hospital building, with a completion date of 2014

- Co-sponsored the 19th annual "HomeTown Healthy Fair," providing free health screenings, healthy food, a climbing wall and family activities
- Benefitted from 2,200 volunteer-donated hours
- Employees donated \$5,109 to The Caring Connection, a fund providing assistance to employees in crisis; \$7,049 to the Honduras fund; \$754 to United Way; \$17,820 to the Howard Foundation; and \$1,400 to the Adventist Development and Relief Agency for Haitian disaster relief
- More than 1,000 pounds of canned goods were donated to the local food bank by employees
- Offered ongoing educational classes for the community, including smoking cessation, diabetes education, CPR, nutritional education and nutritional support
- Provided reduced-rate mammograms during April and October to promote breast cancer awareness
- Contributed \$2,161,142 in free and low-cost services to the community

St. Helena Hospital Clear Lake



Terry Newmyer PRESIDENT & CEO

DESCRIPTION

- A 25-bed Critical Access Hospital serving Lake County
- Services include 24-hour emergency care, intensive care, surgery, maternity, diagnostic imaging (MRI, CT mammography), laboratory, pulmonary rehabilitation, physical rehabilitation, home care and three rural health clinics that provide family medicine, OB/GYN, pediatrics, podiatry, behavioral health, dental care and specialty health care services
- Staffed by 59 physicians, 405 employees and 44 volunteers
- 1,808 admissions; 176 deliveries; 16,912 ED visits; 161,435 outpatients visits and 6,595 home health visits

ACCOMPLISHMENTS

- Held "Wall Breaking" in November to celebrate construction of new emergency department
- Acquired 10 new state-of-the-art beds
- Welcomed six new physicians to the community
- Launched a philanthropy program and raised \$1.2 million in the first year
- Hosted a community golf tournament and raised \$48,800 to support purchase of digital mammography machine
- Purchased three electrocardiogram and three echocardiogram machines to enhance patient care
- Installed defibrillators in the three rural health clinics and several physician offices
- Started the "Live Well" program through the St. Helena Family Health Center—Clear Lake
- Bought new equipment for endoscopy procedures



- 20 couples participated in childbirth education classes
- Gave health education lectures to seniors via senior centers throughout Lake County
- Hosted a health education table at flu vaccination clinic
- Sponsored a cancer survivor lunch and participated in the American Cancer Society's Relay For Life
- Provided health information to approximately 500 people via the Lake County Fair and the Kelseyville Pear Festival
- Donated food and gifts for needy families through the "Operation Christmas Joy" program
- Contributed \$7,021,196 in free and low-cost services to the community

St. Helena Hospital Napa Valley

DESCRIPTION



Terry Newmyer PRESIDENT & CEO

• The longest continually operating Adventist hospital, serving Napa, Lake, Mendocino, Sonoma and Solano counties

- Includes 181 licensed hospital beds, 61 psychiatric beds at the Center for Behavioral Health in Vallejo and 14 rooms for residential wellness programs
- Services include a regional heart and vascular center, an outpatient cancer center, surgery, orthopedics, maternity, home care, sleep disorders center, behavioral health and addiction treatment, occupational medicine, 11 outpatient clinics and specialist offices, and the St. Helena Center for Health
- Staffed by 150 physicians, 1,197 employees and 123 volunteers
- 7,796 admissions; 255 deliveries; 6,927 ED visits; 90,692 outpatients visits and 7,175 home health visits



ACCOMPLISHMENTS

- Awarded three Five-Star Awards for emergency services, administration and medical records at the Center for Behavioral Health and four Four-Star Awards in nursing care, anesthesia, radiology and surgical services from Professional Resource Consultants, Inc.
- Launched the Coon Joint Replacement Institute for hip and knee surgeries
- Performed a live broadcast of hip and knee reconstructive surgical techniques
- Installed a fuel cell to generate electricity and heat in partnership with Napa Valley Community Foundation and St. Helena Hospital Foundation
- Received government approval to enroll cancer center patients in national clinical trials
- Became one of the first hospitals in the western United States to employ the Angioslide embolic capture device
- Welcomed 30 new physicians to the community
- Raised more than \$1 million to support women's services at annual gala
- Received two grants totaling \$500,000 from Auction Napa Valley to support charity care
- Opened the Well NOW Showcase in downtown St. Helena

- Gave health screenings to 350 people and health education to 1,500 at community events
- Educated 1,250 employees at 22 businesses in health matters
- Hosted more than 1,700 people at seven Coon Joint Replacement Institute seminars
- 70 couples participated in childbirth education classes
- Provided 60 bone density tests and 80 mammograms with a grant from Auction Napa Valley
- Participated in the American Cancer Society's Relay For Life
- Donated food and gifts for needy families through the "Giving Tree" program
- Partnered with the local senior center to provide health screenings and education
- Coordinated a health fair for 300 middle school students
- Contributed \$20,215,058 in free and low-cost services to the community

Ukiah Valley Medical Center



Terry Burns president & ceo

DESCRIPTION

- A 78-bed acute-care hospital serving Mendocino and Lake counties
- Services include emergency and trauma department, outpatient diagnostic and surgical centers and four rural health clinics (RHCs)
- Rural health clinics located in Ukiah (3) and Lakeport (1) provide 98,407 combined annual visits from 42 physicians representing 13 specialties
- Staffed by 120 physicians, 680 employees and 60 volunteers
- 3,990 admissions; 813 deliveries; 25,287 ED visits; 94,981 outpatients visits

ACCOMPLISHMENTS

- Obtained Emergency Department Trauma IV designation by the Coastal Valley EMS Agency
- Implemented electronic medical record service for rural health clinic providers
- Completed Lean process for laboratory
- Applied a "Follow the Signs" campaign to address outmigration
- Purchased Mendocino Radiology
- Upgraded urology services
- Provided more than 4,000 hours of continuing education to employees and medical staff
- Sent multi-disciplinary team of OB/GYN and pediatric physicians, nurses and anesthesiologists to OB simulation training at Harvard and Stanford, achieving positive outcomes and obtaining directions for creating local simulation program
- Graduated 22 nurses into active caregiving through the Versant nursing residency program
- Extended evening and weekend hours to patients at rural health clinics

- Increased outreach programs, including childbirth, smoking cessation and Spanish-speaking diabetes classes and blood glucose screenings at farmers markets, fairs and tribal events
- Created additional wellness exposure through community radio and media coverage
- Contributed medical equipment, supplies and resources to missions in Haiti, Guatemala, and Mexico



- Received employee donations of \$5,539 to help other employees in times of need
- Collected more than \$13,000 employee donations for United Way and additional donations for local food bank
- Extended mammography hours and provided 391 low-cost and free mammograms during Breast Cancer Awareness Month
- Participated in community organizations: Plowshares, Ford Street Project, Ukiah Senior Center, Cancer Resource Centers, Boys & Girls Club, Ukiah Community Center, Rotary, Kiwanis, Leadership Mendocino, Ukiah Symphony Orchestra, Mendocino County AIDS and Viral Hepatitis Network, and Chamber of Commerce
- Provided health screenings for more than 300 children and their families
- Hosted more than 60 people a month in community health lectures
- Contributed \$8,276,433 in free and low-cost services to the community



Northwest Services

- 1. Adventist Medical Center Portland
 - Home Care Services
 - Retirement Center
 - 28 Medical Clinics

2. Tillamook County General Hospital

- Home Care Services
- Two Rural Health Clinics

3. Walla Walla General Hospital

- Home Care Services
- Retirement Center
- Rural Health Clinic



Adventist Medical Center - Portland



Tom Russell President & CEO

DESCRIPTION

- A 311-bed acute-care hospital serving residents on the east side of the Portland-Vancouver metropolitan area
- A full-service medical center with major emphasis in surgery, cardiology, oncology, neurosurgery, internal medicine, emergency services, mental health, orthopedics, and obstetrics. Also operates 28 medical clinics and provides outpatient services in rehabilitation, laboratory, imaging, home care and hospice
- Staffed by more than 500 physicians, 2,019 employees and 317 volunteers
- 11,341 admissions; 1,129 deliveries; 45,846 ED visits; 127,431 outpatients visits and 30,407 home health visits

ACCOMPLISHMENTS

- Designated a Primary Stroke Center by The Joint Commission
- Awarded American Heart Association/American Stroke Association's Get With the Guidelines-Stroke Recognition Program Gold Performance Achievement Award
- Recognized as a national leader for the prevention of health care associated infections
- Known as an Oregon leader in number of benign GYN robotic surgeries
- Received Cleverly Five Star Hospital Community Value Index Award
- Won Five Star Award for hospitalist services from Professional Research Consultants, Inc.
- Ranked among the nation's top 10 percent of hospitals for the treatment of heart attack patients
- Achieved status as the only Oregon HomeCare Elite recipient to be ranked among the top 500 agencies nationwide for quality care
- Completed new medical office space to house the Oregon Health and Science University Medical Oncology Group on campus
- First Oregon hospital to launch iTriage smartphone application, highlighting available services and allowing users to research symptoms, procedures and find nearby providers



- Hosted community Thanksgiving event for local families and collected nearly 4,000 pounds of food for the Oregon Food Bank
- Raised \$18,099 and donated medical supplies and breast milk for Haiti earthquake relief
- Sponsored National Alliance for Mental Illness walk that saw 1,900 participants and raised \$160,000 to support mental illness services
- Presented "A Fair of the Heart," offering 600 free heart and stroke risk screenings
- Employees donated and distributed more than 1,200 clothing and personal care items to the homeless in downtown Portland
- Contributed \$8,240 to help community residents with copays for physician visits which prompted a \$10,000 gift from the Wheeler Foundation
- Donated hundreds of free health services to Portland Adventist Community Services Clinic
- Contributed \$56,217,783 in free and low-cost services to the community

Tillamook County General Hospital



Larry Davy PRESIDENT & CEO

DESCRIPTION

- A 25-bed Critical Access Hospital in Tillamook, a rural community on the northern Oregon coast
- Operated by Adventist Health since 1973; lease renewed through 2045
- Services include 24-hour emergency services, medical surgical, intensive care, obstetrics, surgery, diagnostic imaging, rehabilitation, ambulance services and two rural health clinics
- Staffed by 106 physicians, 360 employees and 100 volunteers
- 1,107 admissions; 159 deliveries; 9,956 ED visits; 27,812 outpatient visits and 6,929 home health visits



ACCOMPLISHMENTS

- Opened second hospital-based primary care clinic and expanded specialty services for cardiology and oncology
- Upgraded medical technology, including bone densitometry equipment
- Continued implementation of health information technology with installation of new systems in rehabilitation, nutritional care services and the rural health clinics
- Completed energy efficiency project that replaced lighting and installed occupancy sensors to reduce annual energy consumption by an estimated 1.15 million kilowatt hours
- Raised approximately \$160,100 in restricted and unrestricted gifts and grants in support of programs and equipment
- Promoted health care professions by providing clinical experience for nine nursing students and internships for radiology technologists, emergency medical technicians and physical therapists
- Welcomed three new physician hospitalists
- Acquired a high fidelity simulator to provide newborn care training for clinical staff

- Promoted children's health by providing free vaccinations, nutritional and health screenings to 272 preschoolers and their parents at county-wide event
- Facilitated 235 health classes and screenings for 1,679 community members, including seminars on lifestyle, diabetes and depression
- Operated four Wellspring Respite Day Centers, providing 89 days of affordable respite care to 31 adults with cognitive and physical limitations and their families
- Hosted a two-day health fair in partnership with 15 community agencies as part of the Tillamook County Fair, providing 400 health screenings. Also hosted first aid booth for all four days of the fair and provided 200 child identification kits
- Participated in community coalitions for breast health, diabetes, underage alcohol and drug use prevention, the United Way, service clubs, career fairs and senior meal sites
- Contributed \$9,746,980 in free and low-cost services to the community

Walla Walla General Hospital



Monty Knittel PRESIDENT & CEO

DESCRIPTION

- A 72-bed acute-care hospital in Walla Walla, WA, serving residents in southeastern Washington and northeastern Oregon
- Services include 24-hour emergency care, chest pain center, intensive care, surgical services, obstetrics, imaging, rehabilitation, sleep center, community health education, home health and one rural health clinic
- Staffed by 169 physicians, 379 employees and 100 volunteers
- 1,449 admissions; 259 deliveries; 10,000 ED visits; 40,599 outpatient visits and 5,889 home health visits

ACCOMPLISHMENTS

- Received HomeCare Elite Award for being among top home care agencies in nation
- Named a top performer by the Washington Hospitals Workers' Compensation Trust and received \$5,000 for safe patient handling program
- Reduced emergency department average length of stay by 80 minutes
- Broke ground on a \$2.4 million construction project that includes a cardiac catheterization lab and a remodel of the rehabilitation services area
- Improved imaging services through MRI upgrade and a joint venture with Inland Imaging—a radiology group with multiple locations in eastern Washington—which will provide specialized 24/7 coverage
- Launched the "Enhancing the Healing Environment" campaign to renovate medical/surgical patient rooms, raising nearly \$68,000 through events and more than \$22,200 from employees
- Recruited a neurologist and an OB/GYN specialist to Adventist Health/*Medical Group*
- Hosted first spiritual care symposium
- Implemented plan for \$1.2 million reduction in ongoing non-labor related expenses



- Held 308 community health education events attended by more than 9,750 people
- Conducted 1,770 free or low-cost health screenings
- Through the mobile health van, provided free heart-healthy screenings to more than 200 people
- Taught free childbirth classes to nearly 100 participants
- Launched iTriage, a free smartphone application that allows users to research symptoms, procedures and to find local providers
- Gave more than 4,500 vaccinations during annual flu shot roundup
- Supplied educational materials and screenings at the summer Farmer's Market
- Provided volunteer leadership to the community through staff participation in organizations including Rotary, Exchange Club, United Way, American Red Cross, Chamber of Commerce, Lincoln School-Based Clinic and Emergency Management
- An employee team brought supplies and helped renovate the emergency department of a hospital in Guyana, South America
- Contributed \$7,047,293 in free and low-cost services to the community


Financials

Financial Summary For year ended December 31, 2010

As a not-for-profit organization, all net revenue over expenses is channeled back into our hospitals and health system. Unlike for-profit health care organizations, (where money becomes dividend checks to investors) this money funds capital improvement, enhanced patient care, new hospital programs and community outreach.

In Thousar	nds
We received net revenue from patient care and other sources of income	
We incurred expenses in rendering patient care and other services:	
Employee compensation1,254,19	95
Professional fees	30
Supplies	74
Interest	92
Depreciation103,80	30
Other expenses	58
Total expenses2,292,1	35
Funds available for equipment, plant and property improvement,	
working capital needs and repayment of long-term debt	88
NOTE: the financial summary above includes the accounts of senarate $501(c)(3)$ corporations affiliated with	

NOTE: the financial summary above includes the accounts of separate 501(c)(3) corporations affiliated with Adventist Health (see hospital list on page 38).

2010 Selected Facts & Statistics

Employees	19,512
Admissions	123,540
Emergency Department Visits	
Outpatient Visits	
Patient Days	
Home Care Visits	211,195
Hospice Days	
Rural Health Clinic Visits	

*Supplemental reimbursement from matching funds provided by the federal government helped narrow—but not eliminate—deficits from providing Medi-Cal services. While paid in Q4 2010, these funds are for 21 months of underpayments from April 2009 to November 2010.

Community Benefits For year ended December 31, 2010

Every day we give back to our communities in the form of free health care, prevention and wellness projects and subsidized programs that Adventist Health chooses to operate at a loss simply because they are needed in our communities. We also cover the cost of numerous services that Medicare, Medicaid and other government-sponsored programs fail to cover.

	In Thousands
Services for the poor and underserved	
Benefits for the broader community	
Total Value of Community Benefits and Services	

Services and Benefits by Facility*

In Thousands

Adventist Medical Center - Hanford**	10,476
Adventist Medical Center - Portland	56,218
Castle Medical Center	
Central Valley General Hospital	10,155
Feather River Hospital	
Glendale Adventist Medical Center	25,812
Frank R. Howard Memorial Hospital	2,161
San Joaquin Community Hospital	16,161
St. Helena Hospital Clear Lake	
St. Helena Hospital Napa Valley	
Selma Community Hospital***	10,476
Simi Valley Hospital	21,331
Sonora Regional Medical Center	19,800
Tillamook County General Hospital	9,747
Ukiah Valley Medical Center	
Walla Walla General Hospital	7,047
White Memorial Medical Center	
Corporate Office	689

*All numbers include the hospital fee and reflect the value from services provided in 2010 **Adventist Medical Center-Hanford was formerly Hanford Community Medical Center ***Licensed under Adventist Medical Center-Hanford



Board of Directors

ROBERT BRADSHAW, DDS ROBERT CARMEN





LARRY CAVINESS Lynn Creitz LARRY DODDS, Retired, May 2011 Ruthita Fike









CHRISTINE FRIESTAD, ESQ. RICARDO GRAHAM, Chair



AL REIMCHE SCOTT REINER, As of May 2011 WES RIPPEY, MD MAX TORKELSEN, II, Vice Chair









INVITEES (not pictured): TED BENSON, MARK REMBOLDT

Senior Leadership

Robert Carmen President & CEO

LARRY DODDS Executive Vice President & COO Retired, May 2011

SCOTT REINER Executive Vice President & COO As of May 2011







Douglas Rebok Senior Vice President & CFO

> Mark Ashlock Senior Vice President

BILL WING Senior Vice President As of June 2011

Stan Adams Vice President, Hospital Finance

GLORIA BANCARZ, RN, MS Vice President & CNO

> JOHN BEAMAN Vice President, Finance

Jeffrey Conklin Vice President & President of Adventist Health/Managed Care

Кеітн Doram, MD Vice President, Clinical Effectiveness & СМО

> JOALINE OLSON Vice President, Innovations

> > Alan Soderblom Vice President & CIO

RODNEY WEHTJE Vice President & Treasurer

















Hospitals

ADVENTIST MEDICAL CENTER - HANFORD 115 Mall Drive Hanford, CA 93230 559-582-9000 www.adventisthealthcv.com

ADVENTIST MEDICAL CENTER - PORTLAND 10123 S. E. Market Street Portland, OR 97216 503-257-2500 www.adventisthealthnw.com

CASTLE MEDICAL CENTER 640 Ulukahiki Street Kailua, HI 96734 808-263-5500 *www.castlemed.com*

CENTRAL VALLEY GENERAL HOSPITAL 1025 North Douty Street Hanford, CA 93230 559-583-2100 www.adventisthealthcv.com

FEATHER RIVER HOSPITAL 5974 Pentz Road Paradise, CA 95969 530-877-9361 www.frhosp.org

GLENDALE ADVENTIST MEDICAL CENTER 1509 Wilson Terrace Glendale, CA 91206 818-409-8000 www.glendaleadventist.com

FRANK R. HOWARD MEMORIAL HOSPITAL One Madrone Street Willits, CA 95490 707-459-6801 www.howardhospital.com

ST. HELENA HOSPITAL CLEAR LAKE 15630 18th Avenue Clearlake, CA 95422 707-994-6486 *www.shhclearlake.org*

ST. HELENA HOSPITAL NAPA VALLEY 10 Woodland Road St. Helena, CA 94574 707-963-3611 www.sthelenahospital.org SAN JOAQUIN COMMUNITY HOSPITAL 2615 Chester Avenue Bakersfield, CA 93301 661-395-3000 *www.sjch.us*

SELMA COMMUNITY HOSPITAL, INC. 1141 Rose Avenue Selma, CA 93662 559-891-1000 www.adventisthealthcv.com

SIMI VALLEY HOSPITAL 2975 North Sycamore Drive Simi Valley, CA 93065 805-955-6000 www.simivalleyhospital.com

SONORA REGIONAL MEDICAL CENTER 1000 Greenley Road Sonora, CA 95370 209-532-5000 www.sonoramedicalcenter.org

TILLAMOOK COUNTY GENERAL HOSPITAL 1000 Third Street Tillamook, OR 97141 503-842-4444 www.tcgh.com

UKIAH VALLEY MEDICAL CENTER 275 Hospital Drive Ukiah, CA 95482 707-462-3111 www.uvmc.org

WALLA WALLA GENERAL HOSPITAL 1025 South Second Avenue Walla Walla, WA 99362 509-525-0480 www.wwgh.com

WHITE MEMORIAL MEDICAL CENTER 1720 Cesar E. Chavez Avenue Los Angeles, CA 90033 323-268-5000 www.whitememorial.com

Home Care Agencies

ADVENTIST HEALTH/*HOME CARE SERVICES* 281 Harvey Drive, Suite A Glendale, CA 91206 818-409-8379

Adventist Health/*Home Care Services* 5835 N.E. 122nd Avenue, Bldg. A, Suite 155 Portland, OR 97230 503-251-6301

Adventist Health/*Home Care Services* 2975 N. Sycamore Drive Simi Valley, CA 93065 805-955-8190

Adventist Health/*Home Care Services* 1015 Third Street Tillamook, OR 97141 503-815-2486

Adventist Health/*Home Care Services* 830 S. Second Avenue Walla Walla, WA 99362 509-525-9006

Adventist Health/*Home Care Services— Bakersfield* 2800 K Street Bakersfield, CA 93301 661-869-6700

Adventist Health/Home Care Services— Hanford 460 Kings County Drive, Suite 101 Hanford, CA 93230 559-585-3425

Adventist Health/*Home Care Services—Lake County* 9245 Highway 53 Lower Lake, CA 95457 707-994-0737

ADVENTIST HEALTH/*HOME CARE SERVICES—NAPA COUNTY* 27 Woodland Road St. Helena, CA 94574 707-967-5770 Adventist Health/*Home Care & Hospice Services—Mendocino County* 100 San Hedrin Circle Willits, CA 95490 707-459-1818

CASTLE HOME CARE 46-001 Kamehameha Highway, Suite 212 Kailua, HI 96744 808-247-2828

FEATHER RIVER HOME HEALTH AGENCY 6626 Clark Road, Suite P Paradise, CA 95969 530-872-3378

SONORA REGIONAL HOME HEALTH & HOSPICE OF THE SIERRA 20100 Cedar Road North Sonora, CA 95370 209-536-5700

WESTERN HEALTH HOMECARE 690 Otay Lakes Road, Suite 120 Chula Vista, CA 91902 619-377-7800

Medical Clinics

ADVENTIST MEDICAL CENTER -PORTLAND

Adventist Health/*Medical Group*— *Arthritis and Bone Care Clinic* Portland, OR 97216 503-261-6912

Adventist Health/*Medical Group*— *Camas* Camas, WA 98607 360-834-2863

Adventist Health/*Medical Group Cascade Park* Vancouver, WA 98683 360-896-6944

Adventist Health/*Medical Group Cherry Park Family Practice* Portland, OR 97216 503-255-2186

Adventist Health/*Medical Group Clackamas* Clackamas, OR 97015 503-659-0880

Adventist Health/*Medical Group Creekside Family Medicine* Happy Valley, OR 97086 503-239-7030

Adventist Health/Medical Group— Damascus Damascus, OR 97089 503-658-5521

Adventist Health/*Medical Group*— *Diabetes & Endocrine Center* Portland. OR 97216 503-255-3404

Adventist Health/*Medical Group Diabetes & Endocrine Center* – *Tualatin* **Tualatin**, OR 97062 503-255-3404

Adventist Health/*Medical Group*— *Eastside Internal Medicine* Portland, OR 97216 503-251-6313 ADVENTIST HEALTH/*MEDICAL GROUP GRESHAM STATION* Gresham, OR 97030 503-665-8176

ADVENTIST HEALTH/*MEDICAL GROUP GRESHAM STATION IM/FP* Gresham, OR 97030 503-661-3439

Adventist Health/*Medical Group*— *Hazelwood* Portland, OR 97230 503-254-7355

Adventist Health/*Medical Group*— *Hoodland* Welches, OR 97067 503-622-3126

ADVENTIST HEALTH/*MEDICAL GROUP INTERNAL MEDICINE ASSOCIATES* Portland, OR 97216 503-255-7550

ADVENTIST HEALTH/*MEDICAL GROUP*— *LUNG CLINIC* Portland, OR 97216 503-253-2248

ADVENTIST HEALTH/*MEDICAL GROUP Mt. Scott Internal Medicine* Portland, OR 97086 503-236-3443

ADVENTIST HEALTH/*MEDICAL GROUP* Occupational Medicine Portland, OR 97216 503-251-6363

ADVENTIST HEALTH/*MEDICAL GROUP* SANDY Sandy, OR 97055 503-668-8002

Adventist Health/*Medical Group*— *Urgent Care* Portland, OR 97233 503-666-6717 Adventist Health/*Medical Group*---*Ventura Park* Portland, OR 97216 503-256-0636

Adventist Health/*Northwest Orthopedic Specialists* Portland, OR 98216 503-261-6961

Adventist Health/Oregon Hand Specialists Portland, OR 97216 503-256-5866

Adventist Health/*Wound Healing and Hyperbaric Medicine* Portland, OR 97216 503-252-4325

GRESHAM-TROUTDALE FAMILY MEDICAL CENTER Troutdale, OR 97060 503-669-6800

Northwest Regional Heart Center Surgical Associates/Adventist Health Portland, OR 97216 503-261-4430

MT. TABOR FAMILY MEDICAL GROUP, PC Portland, OR 97215 503-234-7366

CENTRAL VALLEY GENERAL HOSPITAL

Adventist Health/*Community Care*— *Avenal** Avenal, CA 93204 559-386-5364

Adventist Health/*Community Care*— *Caruthers** Caruthers, CA 93609 559-864-3212

Adventist Health/*Community Care Coalinga** Coalinga, CA 93210 559-935-4282 Adventist Health/*Community Care Corcoran** Corcoran, CA 93212 559-992-2800

Adventist Health/*Community Care— Dinuba** Dinuba, CA 93618 559-591-3342

Adventist Health/*Community Care— Fowler** Fowler, CA 93625 559-834-1614

Adventist Health/*Community Care— Hanford** Hanford, CA 93230 559-583-2254

Adventist Health/*Community Care— Home Garden** Hanford CA 93230 559-585-3437

Adventist Health/*Community Care— Huron** Huron, CA 93234 559-945-9090

Adventist Health/*Community Care— Kerman** Kerman, CA 93630 559-846-9370

ADVENTIST HEALTH/*COMMUNITY CARE KETTLEMAN CITY** Kettleman City, CA 93239 559-386-2205

Adventist Health/*Community Care— Kingsburg** Kingsburg, CA 93631 559-897-6610

Adventist Health/*Community Care— Lemoore** Lemoore, CA 93245 559-924-7711

Adventist Health/*Community Care— Parlier** Parlier, CA 93648 559-646-0675 Adventist Health/*Community Care— Reedley** Reedley, CA 93654 559-638-3227

Adventist Health/*Community Care—Sanger** Sanger, CA 93657 559-875-6900

Adventist Health/*Community Care—Selma** Selma, CA 93662 559-891-6345

Adventist Health/*Community Care— Selma Central** Selma, CA 93662 559-891-2611

Adventist Health/*JobCare—Hanford* Hanford, CA 93230 559-585-5464

Adventist Health/*JobCare—Reedley* Reedley, CA 93654 559-638-3227

Adventist Health/*JobCare—Selma* Selma, CA 93662 559-891-8940

Adventist Health Physicians Network— Hanford ** Hanford, CA 93230 559-583-4500

Adventist Health Physicians Network— Lemoore ** Lemoore, CA 93245 559-924-5358

FEATHER RIVER HOSPITAL

ANTICOAGULATION CLINIC Paradise, CA 95969 530-872-9729

CHICO MIDWIFERY SERVICES Chico, CA 95926 530-345-4471 Feather River Health Center* Paradise, CA 95969 530-872-2000

CANYON VIEW CLINIC^{*} Paradise, CA 95969 530-876-7179

FAMILY HEALTH CENTER* Paradise, CA 95969 530-876-7162

Paradise Midwifery Services Paradise, CA 95969 530-877-8640

GLENDALE ADVENTIST MEDICAL CENTER

Occupational Medicine Center Glendale, CA 91205 818-502-2050

SPINE INSTITUTE AND ORTHO CLINIC Glendale, CA 91206 818-409-3576

ST. HELENA REGION

COON JOINT REPLACEMENT INSTITUTE** Hidden Valley Lake, CA 95467 707-968-0670

Coon Joint Replacement Institute** at The Stone Clinic San Francisco, CA 94123 707-968-0670

COON JOINT REPLACEMENT INSTITUTE St. Helena, CA 94574 707-968-0670

ST. HELENA CARDIOLOGY** Hidden Valley Lake, CA 95467 707-987-9024

St. Helena Cardiology St. Helena, CA 94574 707-963-4997

Medical Clinics

ST. HELENA CARDIOLOGY— LAKE SILVERADO Clearlake, CA 95422 707-995-7077

St. Helena Cardiology—Lake Silverado** St. Helena, CA 94574 707-963-2759

St. Helena Cardiology—Lakeport Lakeport, CA 95453 707-263-5312

St. Helena Ear, Nose & Throat** St. Helena, CA 94574 707-963-8860

ST. HELENA FAMILY HEALTH CENTER— CLEAR LAKE* Clearlake, CA 95422 707-995-4500

ST. HELENA FAMILY HEALTH CENTER— KELSEYVILLE* Kelseyville, CA 95451 707-279-8813

ST. HELENA FAMILY HEALTH CENTER— MIDDLETOWN* Middletown, CA 95461 707-987-3311

ST. HELENA FAMILY PRACTICE** at Vermeil Clinic Calistoga, CA 94515 707-968-9232

ST. HELENA FAMILY PRACTICE—CLEARLAKE** Clearlake, CA 95422 707-994-2920

ST. HELENA FAMILY PRACTICE—CLEARLAKE** Clearlake, CA 95422 707-994-0305

ST. HELENA GENERAL SURGERY— CLEARLAKE^{**} Clearlake, CA 95422 707-995-5034

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 559-891-1000
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 509-525-0480
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