

*earning the trust...*

SOCIAL RESPONSIBILITY  
2006 PROGRESS REPORT



*White Memorial  
Medical Center*

 Adventist  
Health

## DEAR FRIENDS,

In 2006 we published our first Responsibility Report. The Progress Report you hold in your hands is an update to that first report and reaffirms of our continued commitment *to earn the trust of the people we serve.*

On many counts, 2006 was an extraordinary year, filled with great successes and formidable challenges. The highlight of the year was the opening of our new specialty care tower—the centerpiece of our New White Memorial construction project. Also, thanks to the hard work of our physicians, leadership and staff, our market share continued to grow, with gains in cardiology, orthopedics and surgical services.

However, like most hospitals in California, White Memorial faces the ongoing economic and workforce challenges affecting healthcare today—challenges that continue to have an impact on the hospital's financial health.

Also, in December 2006, we had an infection control issue in our neonatal intensive care unit (NICU). The hospital immediately worked with county health officials, consulted outside experts, and took swift corrective action. After the investigation, White Memorial received a clean bill of health from public health agencies, including the Joint Commission (the primary healthcare accrediting body in the U.S.)

Moving forward, White Memorial remains steadfastly dedicated to our mission as we continually strive to become a better hospital, a better employer and a better neighbor every year. This is our promise to the people we serve.



A handwritten signature in black ink that reads "R. Carmen".

Robert G. Carmen  
Chairman



A handwritten signature in black ink that reads "Beth Zachary".

Beth D. Zachary  
President & CEO

Read the full text of the 2006 Progress Report at  
[www.whitememorial.com/aboutus](http://www.whitememorial.com/aboutus).



# *social responsibility*

## AT WHITE MEMORIAL

Our mission has been alive from the day we opened our doors in 1913. Our commitment to social responsibility flows naturally from that mission and our guiding principles. We believe in meeting our mission by setting goals, measuring our progress and challenging ourselves to improve when we fall short.

Also, we communicate openly about our performance as a way to fulfill our promise to provide meaningful information in order *to earn the trust of the people we serve*, including our patients, physicians, workforce and neighbors. These are the qualities that define socially responsible organizations.



# *earning the trust*

## OF OUR PATIENTS

Our patients' trust is our most precious asset. They trust us to keep them safe, have the best clinical outcomes and treat them with compassion and respect. In 2006, our achievements in these areas included:

### **Patient Safety**

Patient safety is our top priority. One of the key requirements to be accredited by the Joint Commission is to follow the National Patient Safety Goals, which were created to reduce the risks of preventable accidents. One of the most common accidents involving patients in hospitals is preventable falls. Our efforts in this area helped to lower the rate of preventable falls and keep us well below the state average. WMMC is accredited by the Joint Commission.

### **Clinical Outcomes**

We made significant improvement in following national quality standards for bypass surgery, heart failure, pneumonia and joint replacement. Our objective is to achieve outcomes that are better than 80% of the 360 participating hospitals in the five areas measured by the Centers for Medicare and Medicaid Services (CMS Core Measures). Also, we improved after-surgery care of open heart patients and had no infections in open heart chest incisions. As a result, the survival rate for open-heart surgery at WMMC is significantly higher than the national standard. WMMC's cardiac rehabilitation program also became the first in Los Angeles County to be certified by the American Association of Cardiovascular and Pulmonary Rehabilitation.

### **Patient Satisfaction**

Thanks to positive feedback from our patients, WMMC earned four Excellence in Healthcare awards for patient satisfaction from Professional Research Consultants (PRC), the national research company that conducts our patient surveys. We received these awards for ranking in the top 10% of participating hospitals for patients who rated their care as "excellent."

# *earning the trust*

## OF OUR PHYSICIANS

We value the trust of our physicians. They trust us to act on their feedback, provide state-of-the-art technology for their patients and train the next generation of doctors. We made progress in all these areas in 2006, including:

### **Physician Satisfaction**

In order to gather timely feedback and respond more quickly to the concerns of our medical staff, we increased the frequency of our physician satisfaction survey from every year to every quarter. We use this information to make improvements. For example, on a recent survey, our physicians indicated a need for additional orthopedic surgeons, so we recruited eight of these specialists to meet the needs of our medical staff and patients. Also, we found that consistent communication between senior management and physicians was a key factor in their satisfaction. So, we have multiple ways of engaging the medical staff through leadership meetings, recognition programs, a quarterly newsletter and more.

### **Investing in New Technology**

We know that having the right equipment and technology helps our physicians provide quality care to our patients. Last year, WMMC opened the specialty care tower housing a \$25 million investment in new state-of-the-art equipment and technology, including new vascular and cardiac catheterization labs, a 1.5T MRI, a 64-slice CT and digital radiography and mammography systems among others.

### **Training the Next Generation of Doctors**

Our teaching programs help us recruit, train and retain top talent in a community with many Medically Underserved Areas. We achieved full accreditation for our medical residency programs in family medicine, internal medicine, obstetrics and gynecology and pediatrics. And our family medicine residency was once again recognized as the top program in the country for training doctors who practice in underserved communities.

# *earning the trust*

## OF OUR WORKFORCE

Our employees are at the heart of our mission. We trust each other to build a values-oriented workforce, create a culture of respect and teamwork, ensure workplace safety and support our professional growth. Highlights from 2006 include:

### **Recruitment and Retention**

We lowered the overall vacancy rate and reduced overall turnover, resulting in a stronger, more stable workforce. We reached this goal through a variety of initiatives, including our new RN Residency Program, which graduated 54 nurses last year alone.

### **Employee Satisfaction**

In response to feedback from our annual employee satisfaction survey, we developed the new White Memorial Health Plan, which gives employees more flexibility and choice for their own medical care. Also, we fulfilled a 2005 promise to host informal employee gatherings every quarter. At these forums, employees have the opportunity to meet with hospital executives, ask questions and provide feedback to them directly. And thanks to the engagement of our workforce, we were ranked in the top 10% of hospitals participating in the PRC national database for the number of staff who rated employee empowerment at WMMC as “excellent.”

### **Workplace Safety**

We reduced the rate of recordable, non-fatal injuries to less than the state average. This decrease was due in part to our continued focus on ergonomics training and prevention of needle stick injuries.

### **Training and Development**

Employees had a great opportunity to learn and grow from our almost \$5 million investment in orientation, education and training programs. Classes ranged from basic computer skills to specialized care for cardiac patients after surgery. Thanks to Bank of America and Aetna grants, we offered scholarships and dedicated career support to employees who want to become registered nurses or pursue other professional growth opportunities.

# *earning the trust* OF OUR NEIGHBORS

Our community looks to us for more than healthcare services. They count on us to facilitate access to health and wellness services, encourage employee volunteerism and giving and create jobs in our local community. In 2006, we invested \$38 million in community benefits including charity care. Other highlights of our successes include:

## **Access to Health Care**

Thanks to grants from the UniHealth Foundation, Wells Fargo, the Susan G. Komen Foundation and other community partners, we offered more than 4,000 free screenings and other prevention services for cancer, diabetes, heart disease, stroke, peripheral vascular disease and more. And to address the obesity and diabetes epidemics, we led an ongoing task force of 25 community, government and religious leaders to confront these issues and create a healthier community. This planning effort was funded by The California Endowment. We also collaborated with local partners to screen and educate seniors through more than 42,000 encounters, including the annual White Memorial Senior Health Fair.

## **Employee Volunteerism and Giving**

Recognizing the commitment of our workforce to community service, WMMC donated more than 7,000 hours of employee time to volunteer in our neighborhood. In addition, more than 500 employees contributed \$104,000 to the hospital's annual giving campaign.

## **Community Workforce Development**

We continued working with TELACU and Rio Hondo College to recruit, train and employ 12 additional community residents into the nursing profession. Also, our new Community Workforce Development Program, funded by Bank of America, helped us to recruit, train and mentor employees from the hospital's local community.

# *our future goals...*

Our 93-year history has taught us that sustaining a healthcare institution is a marathon, not a sprint. Our commitment to our mission drives us to keep moving forward amidst the challenges. With the support of our White Memorial family and our community, we are confident that our hospital will be able to keep its doors open for another century.

So looking ahead, our responsibility to our stakeholders includes:

## **Patients**

Patient safety will continue to be our top priority. Also, we will continue to demonstrate improvements in quality and clinical outcomes. One way we will do this is by striving to outperform 80% of the hospitals that participate in the nationwide CMS Core Measures quality initiative.

## **Physicians**

We will continue to focus on physician satisfaction. We are committed to improving our physicians' perception of the care their patients receive at WMMC.

## **Workforce**

In response to employee feedback, we are studying our patient lifting practices and developing a new program focused on further reducing employee injuries. We will purchase a new patient lift system and fully implement this program in 2007.

## **Neighbors**

WMMC is the last faith-based hospital left in our neighborhood. As part of our community engagement, we are committed to establishing new relationships with local schools, churches and other like-minded organizations to continue building a healthier community.

## WHITE MEMORIAL MEDICAL CENTER AT A GLANCE

WMMC is a not-for-profit, faith-based, teaching hospital that provides a full range of inpatient, outpatient, emergency and diagnostic services to communities in and near downtown Los Angeles. Services include behavioral medicine, cardiac and vascular care, intensive and general medical care, oncology, orthopedic care, rehabilitation, specialized and general surgery, and women's and children's services.

WMMC is the leading provider of care in our community, among 12 hospitals within a five-mile radius. At almost 70%, the population in the hospital's total service area is predominantly Hispanic/Latino, with smaller numbers of Asian, African-American and Caucasian residents.

### 2006 FACTS AND FIGURES

TOTAL NUMBER OF EMPLOYEES	1,949
TOTAL NUMBER OF PHYSICIANS	427
OPERATING REVENUE	\$227.5 MILLION
OPERATING EXPENSES	\$237.9 MILLION
INVESTMENT INCOME	\$11.2 MILLION
COMMUNITY BENEFITS (I.E. CHARITY CARD)	\$38 MILLION
EMERGENCY DEPARTMENT VISITS	41,620
PATIENTS ADMITTED	17,207
OUTPATIENT VISITS	60,746



## OUR MISSION

As a Seventh-day Adventist medical center, we are a family of caring professionals serving our community with:

- A passion for excellence
- A spirit of Christian service
- A commitment to medical education

## OUR GUIDING PRINCIPLES

As a White Memorial employee, I pledge to uphold the hospital's values as a Christian organization by living these six guiding principles as I do my job every day.

- I will take personal responsibility to ensure the safety of patients, co-workers and all others I come into contact with while at work
- I will reach for the highest standards in my work
- I will be honest in all things
- I will provide services that my customers say are excellent
- I will use all resources responsibly and efficiently
- I will treat others with the same compassion and respect I would want my family to experience



## GOVERNANCE AND MANAGEMENT

White Memorial Medical Center is owned by Adventist Health, an organization affiliated with the Seventh-day Adventist Church that operates 19 hospitals in four western states. Like Adventist Health, WMMC is a not-for-profit organization, which means that its governing board is composed of volunteers, and it re-invests any surplus into serving the community.

The hospital's Charitable Foundation is governed by a separate board composed of a diverse group of stakeholders.

A comprehensive set of systems is in place to ensure that we operate ethically and in compliance with all requirements, including a code of ethics signed by all employees, a conflict of interest statement signed by board members and multiple avenues for voicing concerns at both the hospital and corporate levels.

In addition, the hospital undergoes yearly internal and external third-party financial audits.



# *White Memorial Medical Center*



## FEEDBACK AND FURTHER INFORMATION

This 2006 Progress Report is a follow-up to WMMC's first social responsibility report in 2005. The complete 2006 Progress Report is available online at [www.whitememorial.com/aboutus](http://www.whitememorial.com/aboutus).

We welcome your comments on this report. Please take our online survey at [www.whitememorial.com/social](http://www.whitememorial.com/social).

### **You may also mail your feedback to:**

Marketing and Communication  
1720 Cesar E. Chavez Ave.  
Los Angeles, CA 90033

### **Executive Editors**

Mary Anne Chern, Vice President, Fund Development and External Relations

Mark Newmyer, Vice President, Business Development

### **Managing Editor**

Juan Perla, Director, Marketing and Communication

Printed on 100% post-consumer recycled paper.