The Scripps Legacy
Then and Now

2011 Annual Report
Scripps Health has a long, rich history of serving San Diego. Our legacy dates back more than 120 years to the early days of the city — and as San Diego has grown and evolved, so has Scripps.

The vision of our founders, Ellen Browning Scripps and Mother Mary Michael Cummings, is realized today as we have become a nationally recognized health care system for excellent care across our five hospital campuses, 23 outpatient centers and network of affiliated physicians throughout the San Diego region. With ongoing honors from Fortune magazine and others, Scripps continues to be singled out as one of the top companies to work for in the nation.

Our 13,000 employees and more than 2,600 affiliated physicians — who cared for a half-million people last year — remain focused on each patient and his or her individual needs. From innovations in minimally invasive surgery for heart and cancer to discoveries in human genetics, wireless health technology and proton therapy, these medical advancements are coupled with the caring of Scripps physicians, nurses and staff to bring compassion and healing to our patients every day.

The Scripps mission has stayed the same since our beginnings. It is simple and heartfelt: To provide superior health care in a compassionate environment and make a positive difference in the health of each person we serve.

That’s the essence of Scripps. We have the best physicians, partnered with exceptional employees, bringing our patients the latest advancements in medicine and surgery in a care delivery model that puts every patient at the center of all we do.

I often ask myself, “Would Miss Ellen and Mother Mary Michael Cummings be proud of Scripps today?” The examples highlighted in this year’s annual report demonstrate some of the many ways our organization is living the legacy that they began.

I have no doubt their answer would be yes.

Chris Van Gorder, FACHE
President and CEO
Scripps Health
A 120-Year Legacy of Leadership

Scripps leaders have proudly honored and sustained the visionary perspective and commitment to patient care first imagined by our founders, Ellen Browning Scripps and Mother Mary Michael Cummings, who each saw the need for quality health care in the growing San Diego community and stepped up to meet it.

1890: Mother Mary Michael Cummings founded St. Joseph’s Dispensary, the first hospital of the Sisters of Mercy in downtown San Diego. She also opened San Diego’s first training school for nurses.

1924: Ellen Browning Scripps founded Scripps Memorial Hospital and Scripps Metabolic Clinic in La Jolla. A generous philanthropist, her commitment to the community is visible throughout San Diego.

The Evolution as One Scripps

Scripps has long been at the forefront of health care delivery and innovation — and now, more than ever, is the time for strategic leadership and proactive management. Faced with sweeping health care reform and an economy struggling to find solid ground, Scripps has confidently answered the challenge as One Scripps, a unified organization with a systemwide commitment to providing superior care to patients and the community with a focus on quality, efficiency and value.

Visionary Management Model

Since Scripps President and CEO Chris Van Gorder put the new co-management structure into action in late 2010, Scripps administration, physicians and employees have been collaborating horizontally across campuses and outpatient settings to identify and adopt best practices and new approaches that improve care, reduce unnecessary variation and costs, and enhance patient satisfaction in every Scripps hospital and ambulatory site.

At a time when the challenges of our national health care system are in the spotlight, the Scripps leadership team is creating a model that works — one that integrates physicians, administrators, hospitals and clinics into a single unified system that focuses on keeping patients healthy and providing the best quality and value.

The Scripps Health Board of Trustees is also critical in this process, providing policy direction and strategic oversight as the organization continues to fulfill its nonprofit mission and meet business objectives. The 14-member board is vitally important as Scripps implements organizational changes triggered by health care reform and sets a course for growth to meet San Diego’s health care needs now and for generations to come. The strength and vision of the Scripps leadership team, coupled with the dedication of the Scripps Health Board of Trustees, is moving us confidently into the future as One Scripps. Just like the founders, the leaders of today are dedicated first and foremost to doing what is best for Scripps patients.

The Scripps Health Board of Trustees includes business and community leaders who provide strategic counsel and support to the organization. The board meets quarterly, and its 14 members serve from two to five years. The board’s executive committee is comprised of the chairman of the board, president, the chairman of the finance committee and the comptroller. The board also includes representation from various professional disciplines. The board operates under a charter and bylaws that are reviewed and updated regularly. The chairman (bottom left) Robert Tjosvold is corporate senior vice president and chief administrative officer. The president and CEO (top left) Chris Van Gorder is chairman of the board. The comptroller (bottom right) Richard Rothberger is responsible for financial planning, contracting and operations.

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A Proactive Partnership with Physicians

More than a decade ago, when President and CEO Chris Van Gorder boldly brought Scripps medical and administration leaders together to collaboratively decide what was best for our patients, no one knew he was predicting the future. Today, the Physician Leadership Cabinet (PLC) is an innovative model for physician/hospital co-management.

Launched in 2001, the PLC includes chiefs of staff, chiefs-of-staff-elect and chief executives from each Scripps hospital, along with the corporate vice president of nursing operations. Chris Van Gorder co-chairs the monthly cabinet meetings with Chief Medical Officer Brent Eastman, MD.

“This is an opportunity for the chiefs of staff to talk directly to Scripps administrative leaders about the important issues in terms of patient safety, quality and direction,” says Juan Tovar, MD, chief-of-staff-elect at Scripps Mercy Hospital.

“The items discussed and strategic objectives are then able to be disseminated from leadership to the doctors who are on the front lines.”

Each monthly agenda is generated by the hospitals’ chiefs of staff, and no decisions are made until the physician leaders have taken information back to their medical staffs for review and discussion. To date, Scripps has accepted 100 percent of the PLC’s recommendations.

“The PLC gives physicians a voice in the administrative direction of Scripps Health and has set the stage for our current co-management structure as we evolve our clinical care lines to provide optimal patient care,” says Dr. Eastman.

ScrippsCare

In 2009, with the struggling economy and health care reform on the horizon, Scripps formed the Physician Business Leadership Cabinet (PLBC), which brought together the physician leaders of several Scripps affiliated medical groups. Two years later at the invitation of the Scripps Health Board of Trustees, the PLBC voted unanimously to become ScrippsCare, a subsidiary company of Scripps Health. The new board also included two community leaders — Richard Vortmann, former chair of Scripps Health Board of Trustees, and Miranda Klassen, a former patient. Chaired by James LaBelle, MD, corporate vice president of quality, medical management and physician co-management, the ScrippsCare board is building a fully integrated network of ambulatory and inpatient services to enhance patient care.

“Our fundamental philosophy is that, in the health care future, we are going to be responsible for maintaining and managing the health of the patients we serve, at the lowest necessary cost” explains Dr. LaBelle.

Developing Physician Leaders

In September 2011, more than 50 physician leaders gathered to kick off the Scripps Physician Leadership Academy (PLA), a program that prepares physicians to be strong leaders and provides education about co-management and the financial side of health care. The group meets throughout the year to discuss developing leadership competencies, communication strategies, co-managing health care operations and more.

Scripps also has been training new generations of physicians longer than any other institution in San Diego. Our time-honored program dates back to 1946, when the Scripps Mercy Hospital Graduate Medical Education (GME) Program welcomed its first group of young physicians. More than 50 years later, Scripps still attracts the best and brightest.

In addition to the original program at Scripps Mercy, the Scripps Clinic and Scripps Green Hospital Internal Medicine Residency Program, and the Scripps Mercy Hospital, Chula Vista Family Medicine Residency Program, ensure Scripps will be preparing future physicians for years to come.

Scripps Health has received accreditation with commendation by the Accreditation Council for Continuing Medical Education, which places Scripps among the top 8 percent of providers of continuing medical education.
Employee Engagement

Scripps focuses on caring for our employees so they, in turn, can provide excellent care for our patients. Through award-winning education and training programs, a highly supportive and rewarding workplace, and extensive opportunities for employees to enhance their careers at every level, Scripps is committed to providing the best possible health care in San Diego.

Employees Redesign Patient Care

Employees are at the forefront of making improvements in the patient care experience. As part of a pilot program at Scripps Memorial Hospital Encinitas, teams of clinical and support staff, physicians and executives identified patient-centered goals focused on improving communication with patients and families, and providing seamless care from admission through discharge and beyond. Other goals included reducing system variation that was not adding value to patient care. By reducing variation throughout the network, Scripps can reduce costs, duplication of services and inconsistencies in care.

Now, patients receive care from teams of health care providers tailored to meet their individual needs. Each team includes a pharmacist, physician and registered nurse and meets during a regularly scheduled time at the patient’s bedside. Family and friends are welcome to be with the patient during the meeting to provide support, hear information firsthand and ask questions. The new patient care teams are supported by care navigators who coordinate patient treatment from before hospitalization through after discharge. Bringing their collective experience and expertise together, employees and staff at Scripps Encinitas are creating a better experience for patients.

Workforce Excellence

Scripps employees have earned recognition and awards from a number of highly respected organizations both within and outside of health care.

In addition, during the past year:

- Fortune magazine ranked Scripps 56 among the 100 Best Companies to Work For — our fifth consecutive appearance on the coveted list.
- Impressed by Scripps’ commitment to our employees who bring decades of invaluable experience to the organization, AARP named Scripps the top employer in the country for workers over 50.
- Scripps also was named a 100 best company by Working Mother magazine.
- In recognition of our dedication to employee development, Elearning! Media Group named Scripps fifth best in the nation for corporate learning programs.

“We consider Scripps to be a career destination company, therefore we design our employee programs to appeal to all people, no matter what stage of life they may be in,” says Vic Buzachero, corporate senior vice president for innovation, human resources and performance management.

A Legacy of Employee Caring

At Scripps, the commitment, compassion and expertise of our employees has always put the patient at the center of all we do. From our beginnings with our Caregivers at Scripps Memorial Hospital and Scripps Metabolic Clinic to our 13,000 employees of today, our employees strive to provide the highest standards of patient care and to serve others.
Advancing Cardiovascular Care

When held to a patient’s chest, a portable ultrasound device roughly the size of a cell phone peers directly into the heart. Together, patient and physician can see the heart’s blood flow, valves and rhythm. Like the stethoscope when it was invented in 1816, devices such as the Vscan are revolutionizing heart care, and Scripps is at the forefront.

From prevention and early detection to the most advanced diagnostics and minimally invasive treatment options for life-threatening heart problems, Scripps cardiovascular experts provide comprehensive heart care services using the most advanced technology and landmark research.

Scripps is consistently ranked one of the nation’s best in heart care by U.S. News & World Report. Currently, Scripps is the largest heart care program in the region, serving more than 55,000 patients annually.

Heart Care Firsts

Scripps physicians have pioneered many groundbreaking firsts — such as inventing one of the first stents to unblock coronary arteries and using wireless technology to monitor heart patients.

Our cardiovascular firsts include:

• Genetic testing to determine treatment efficacy
• Vscan technology allowing for wireless monitoring and diagnosis
• Percutaneous cardiac valve replacement
• World’s first vascular radiation therapy procedures
• One of the first stents (Palmaz-Schatz) co-invented by a Scripps cardiologist
• First nitroblaster procedure in the United States to break up plaque in the arteries
• First HeartPOD, a sensor that transmits information to a wireless, handheld computer, in the Western United States
• First in the United States to implant a dual-chamber defibrillator

A Legacy of Heart Care

Generations of San Diego families have trusted Scripps with their health care. Our medical staff, including internationally recognized experts and published researchers, has provided care to the community since the founding of Scripps.

1958–61: Scripps cardiologist David Carmichael, MD, carried a portable electrocardiogram machine in the trunk of his car and other medical equipment when he was the only cardiologist on the entire West Coast for the San Diego County area.

1985: Scripps was one of the first hospitals in the nation to accept Medicare.

1991: Mother Teresa of Calcutta arrived at Scripps Clinic with heart failure and coronary ischemia. As the one center on the West Coast serving as a clinical trial site for the Palmaz-Schatz stent, Scripps was able to use the revolutionary device to save Mother Teresa’s life.

1958: Charlotte Baker, MD, San Diego’s first female doctor, practiced medicine at St. Joseph’s Dispensary, the precursor to Mercy Hospital.

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New Era in Heart Care
Scheduled to open in 2015, Prebys Cardiovascular Institute will bring together the renowned programs of Scripps in one location to create a world-class heart center.
In addition to providing the most advanced diagnostic and treatment options, Prebys Cardiovascular Institute will serve as a center for medical research, clinical trials, wireless medicine and graduate medical education. Patients will receive individualized, high-tech heart care in a healing environment, including 167 private rooms, four catheterization labs and six, state-of-the-art operating rooms.

"Prebys Cardiovascular Institute will be the hub for heart care on the West Coast," says Paul Teirstein, MD, medical director of Prebys Cardiovascular Institute. "The institute will continue to provide the personalized care at which we excel, allow us to increase the number of clinical research trials and expand our teaching program."

Clinical Trials Fuel Progress
Scripps is dedicated to serving as a site for clinical trials — research studies that bring the most promising therapies and advanced technologies discovered in the laboratory directly to the patient’s bedside. Today’s standard treatments are possible because of knowledge gained from past clinical trials.

Approximately one-third of the more than 300 active clinical trials at Scripps focus on cardiovascular research, including studying drug-eluting stents, genomics, the treatment of high blood pressure with catheters, taking patients off blood thinners by closing the section of the heart where blood clots develop, innovative treatment of leg artery blockages, and wireless sensors that can monitor heart rhythms, blood pressure, vital signs and more.

For example, Scripps serves as a clinical site for the PARTNER (Placement of AoRtic traNscathetER valves) trial, which offers patients a new treatment option for aortic valve replacement. The catheter-based valve replacement procedure is for patients at high risk for conventional open heart valve surgery. These landmark trials translate laboratory discoveries and research into patient therapies that improve patient care, bringing results from the bench to the bedside so that patients have the benefits of the most sophisticated technology.

Faster, Safer and Less Invasive
Scripps has the fastest growing robotic cardiothoracic surgery program in San Diego County. Robot-assisted cardiothoracic surgery provides surgeons and patients with a highly effective, less invasive treatment alternative for even the most complex cardiothoracic procedures. Rather than making a large incision through the sternum to gain access to the heart, robotic surgery is performed through minimal incisions, which results in less blood loss, less risk of infection, less pain and scarring, and a quicker recovery compared to traditional open heart surgery.

Advancements in Technology
In June 2012, the Scripps Left Ventricular Assist Device (LVAD) Program launched under the direction of Thomas Heywood, MD. The LVAD is a mechanical pump that helps the heart pump oxygen-rich blood throughout the body. The LVAD doesn’t replace the heart; it just helps it do its job. This can mean the difference between life and death for a person whose heart needs to heal after open heart surgery, whose heart is too weak to effectively pump on its own, or who is waiting for a heart transplant.
1950:
Anita Figueredo, MD, was the first female surgeon at Scripps Memorial Hospital La Jolla and all of San Diego. An oncologist, Dr. Figueredo also operated on cancer patients at Mercy Hospital.

1990s:
Group photo of chairs for the Scripps Cancer Center Symposium. In 1977, Scripps held the first national conference on cancer sponsored by a nonprofit, independent hospital. Successful beyond all expectations, it continues today as an annual symposium that brings together clinicians and experts in hematology.

1978-1991:
Post Scripps was a publication of Scripps Memorial Hospitals for “friends, physicians and employees.” Pictured is a radiologist examining X-ray images of a breast taken during a mammogram, which was first used to diagnose cancer in 1976 and continues to evolve.

1990s:
Shaping the Future of Cancer Care
The first multihospital cancer program in California to earn network accreditation from the American College of Surgeons’ Commission on Cancer, Scripps Cancer Center offers innovative treatments and therapies throughout the Scripps system. With oncologists, technological resources, support programs and researchers across the network, Scripps Cancer Center offers a broad spectrum of care within one organization.

“Scripps has always offered the highest quality patient care, support and clinical research,” says William Stanton, MD, chair of Scripps Cancer Center Network Program. “At Scripps, our patients with cancer are supported by a team of experts across the system. Patients appreciate that they can receive the care they need close to home, while having access to the most advanced technologies, clinical trials and services at other Scripps locations.”

Patients with complex cases may also receive the benefit of tumor boards, in which physicians who are experts in different cancer specialties and treatments review the case and recommend an individualized treatment plan.

Scripps is poised to capitalize on the groundbreaking discoveries of the past two decades, which have produced more targeted and focused therapies. Cancer can be diagnosed sooner, intervention can be accomplished quicker, and patients can be treated more successfully than ever imagined.

A Legacy of Cancer Care
Through the years, Scripps patients have benefited from the latest techniques, tools and technology in the diagnosis and treatment of cancer. Thanks to the innovations of yesterday, Scripps Cancer Center is a nationally recognized leader in cancer care, providing comprehensive care at nine hospital sites, and various outpatient locations.

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Laser Precision
The 152,000-square-foot Scripps Proton Therapy Center will open in spring 2013. Scripps will be the first patient care facility in San Diego County to offer advanced proton therapy — and only the second west of the Rockies. Proton therapy offers an accurate and aggressive approach to destroying the disease throughout the body, using a controlled beam of protons to target tumors with a level of precision unavailable in other radiation therapies.

The precise delivery of proton energy limits damage to healthy surrounding issues, resulting in minimal or no side effects to the patient. This precision also allows for a more potent and effective dose of radiation to be used.

The center is fully funded by Advanced Particle Therapy (APT) LLC, and is a collaboration among APT, Scripps Health and Scripps Clinic Medical Group.

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Rays of Hope

The 45,420-square-foot Scripps Radiation Therapy Center provides the most sophisticated radiation technologies in the world for treating cancer. Recently opened, the powerful, fast and flexible technology allows physicians to treat patients with greater precision and in less time than traditional approaches, limiting damage to surrounding tissues.

The facility will include three state-of-the-art linear accelerators, including the TrueBeam STx linear accelerator — the first of its kind in San Diego — and a 16-slice simulator that allows more accurate treatment of tumors that move.

Scripps Radiation Therapy Center is located on the Torrey Pines Mesa.

Cancer Breakthroughs

Scripps has an outstanding tradition of cancer research. Most recently, Scripps served as a testing site for a blood test for the detection and analysis of cells that have broken away from solid tumors. Findings revealed that the analysis provides information that is comparable to that gleaned from some types of surgical biopsies.

This legacy of clinical cancer research builds on significant contributions already made at Scripps. In the 1980s, Lawrence Pits, MD, of Scripps Clinic, and Ernest Beutler, MD, of The Scripps Research Institute, developed and tested the drug 2-CdA, which proved to be highly effective in treating hairy cell leukemias, a potentially fatal disease of the blood and bone marrow. In 1991, Scripps was a site for the study of strontium therapy for cancers that have spread to the bone. And in 1993, Scripps participated in a National Institutes of Health five-year breast cancer trial studying the benefits of tamoxifen as a preventive medication.

Today, Scripps is home to dozens of clinical trials for numerous cancers. The blood and marrow transplant program, founded in 1980, was the first in San Diego and one of the first in the nation to administer marrow stem cell transplants. The survival rate of the patients in the program has more than doubled since 1980, and the number of transplants performed annually has increased tenfold.

As cancer prevention, diagnosis, treatment and research continue to evolve, Scripps will continue to evolve as well, offering patients enhanced care and services.
Research on better ways to diagnose, treat and prevent disease is part of the founding vision of Scripps. Today, the organization is riding a wave of medical and genomic discovery to bring the most sophisticated care to patients across all specialties.

Genomics research at Scripps Translational Science Institute includes a promising new blood test that may be useful in helping to predict who is at risk for an imminent heart attack. The blood test showed that cells that normally coat the inside of heart arteries were sloughing off in people having a heart attack, allowing a blood clot to develop—a common cause of a heart attack.

“The ability to diagnose an imminent heart attack has long been considered the holy grail of cardiovascular medicine,” says Eric Topol, MD, chief academic officer and director of the Scripps Translational Science Institute.

In addition, research on stem cells—cells that have the ability to become heart, skin or bone cells—has the potential to revolutionize medicine. At Scripps, clinical trials are under way to study the role of stem cells in a variety of diseases and conditions, from angina to arthritis.

Orthopedics at Scripps is also characterized by scientific investigation and scholarship that has resulted in moving research findings directly to the patient’s bedside.

Joint Venture

At the Shiley Center for Orthopaedic Research and Education (SCORE), Clifford Colwell, MD; Darryl D’Lima, MD, PhD; and their colleagues are searching for a potential cure for osteoarthritis through stem cell therapy.

A Legacy of Research and Innovation

In 1924, Ellen Browning Scripps opened Scripps Metabolic Clinic for the study of metabolic disease, now known as diabetes. Since then, research remains a focal point of Scripps’ commitment between clinicians and scientists to provide patients with innovative therapies and care.

1955:
When Edmund Keeney, MD, became director of Scripps Clinic, he recruited a cadre of researchers to focus on the science of medicine. Scientists from across the United States came to Scripps during this era.

1960s–70s:
Scripps Clinic grew its research capabilities to become a world-class biomedical research institute, integrating basic and clinical research with patient care.

1961:
Pioneering immunologist Frank Dixon, MD, (front, center) and four of his colleagues arrived from the University of Pittsburgh to establish the Scripps Clinic Department of Experimental Pathology. He later became the director of the research institute at Scripps Clinic.

Scientists at SCORE are using a $3.1 million grant from the California Institute of Regenerative Medicine to determine whether adult and/or embryonic stem cells can be encouraged to regenerate damaged cartilage and then be successfully transplanted. Unlike the bone it covers, damaged cartilage does not regenerate and heal, leading to osteoarthritis and other conditions.

“We are making more progress in cartilage research than anywhere else in the state,” says Dr. Colwell, medical director of SCORE. “Our research has potential to be used by all scientists in this field. The more knowledge we uncover the closer we get to realizing that potential.”

Dr. Colwell made history in 2004, when he implanted the world’s first e-knee into a patient. The smart prosthesis contains a computer chip that measures forces inside the knee while the patient participates in various activities, such as walking, climbing stairs and exercising.

Researchers use this data not only to understand how forces affect the knee joint, but also to develop better knee implants and improve rehabilitation following surgery. Since 2004, three additional patients have received e-knees, which also measure forces in the knee experienced during the rehabilitation process. Several awards and 27 articles in peer-reviewed journals have resulted from this Scripps research since its inception.

Using data from the e-knee, orthopedists are able to tell patients the repercussions of activities, such as playing basketball or climbing Mount Everest, on their joints. Dr. Colwell and his colleagues have also worked with NASA on developing an exercise regimen for use in space.

This revolutionary research follows a well-worn path trod by preceding generations at Scripps.

New Frontiers in Research
At the Forefront of Medicine

The San Diego Trauma System (SDTS) serves as a model throughout the world. Scripps Chief Medical Officer Brent Eastman, MD, circles the globe lecturing about trauma systems based on the one he helped found more than 25 years ago.

Today, Scripps has two of the region’s six trauma centers, which includes five adult and one pediatric center. The inception of the system dates back to 1984, when Scripps Mercy Hospital and Scripps Memorial Hospital La Jolla were both originally designated trauma centers. Results from the creation of SDTS were dramatic. Emergency responders were trained to identify and transport the most critically injured patients to the appropriate trauma center. Preventable deaths from injury in the region dropped to less than 2 percent from a high of more than 20 percent — a significant drop that is maintained today.

Scripps Working with San Diego

Dr. Eastman credits the partnership between the San Diego County Emergency Services and the designated trauma centers as the driving force behind the revolutionary trauma system.

“The creation of the trauma system in San Diego required the vision and courage of the San Diego County Board of Supervisors, which continues to support the system today,” says Dr. Eastman.

A centerpiece of the continued collaboration is the monthly meeting of the Medical Audit Committee, composed of physicians, nurses, emergency medical services officials and the San Diego County medical examiner. Analyzing data from trauma patient deaths and complications, the committee is able to make critical improvements in patient care.

Scripps Trauma Centers

Scripps Mercy Hospital, San Diego, is a designated Level I trauma center that trains residents, is dedicated to patient care and research, including publishing 20 papers every three years. The surgical and emergency medicine residents who do their rotations at Scripps Mercy also participate in the trauma research activities.

“Research plays a pivotal role in trauma care,” says Michael Sise, MD, medical director of Scripps Mercy trauma services. “At Scripps Mercy, we are dedicated to improving the treatment of trauma — and key to that improvement is research.”

Scripps Memorial Hospital La Jolla is a Level II center, managing the same type of critically injured patients as a Level I center, but without a formal surgical residency program.

Emergency and Critical Care Services

Across the County

Emergency medicine services are offered at both Scripps trauma centers as well as Scripps Mercy Hospital, Chula Vista, and Scripps Memorial Hospital Encinitas, which is expanding its emergency department to better serve the growing communities of North County. Urgent care is available at Scripps Clinics Tomato Pines, Scripps Clinic Rancho Bernardo and Scripps Coastal Medical Center in Vista.

A Legacy of Trauma Care

From the first heart ambulance in the region to air transportation via a Life Flight helicopter, patients in need of emergency and trauma services have quickly received lifesaving care at Scripps.

1967: Scripps Clinic received the first La Jolla Emergency Heart Ambulance. The La Jolla group could provide care in route to the hospital. The custom-built ambulance brought free emergency care to Scripps patients.

1960s–70s: Trained professionals could provide care en route to the hospital. The custom-built ambulance brought free emergency care to Scripps patients.

1980s: A trauma victim who fell from the Torrey Pines cliffs was rushed to Scripps Memorial Hospital La Jolla via Life Flight, which started serving all Scripps hospitals in 1983.
The legacy of our founders continues to this day, thanks to the generosity and vision of Scripps donors. No matter what the amount, these philanthropic gifts make it possible for Scripps to provide the best possible care including innovative treatments, highly specialized services and state-of-the-art facilities.

A Tradition of Charitable Events
Philanthropic events have long been enjoyable and successful fundraisers for Scripps. The Scripps Memorial Hospital Women's Auxiliary, founded in 1929, held annual garden bazaars in the summer and costumed charity balls to raise funds. In 1942, the auxiliary felt that holding a ball during wartime was inappropriate and instead held a phantasmal ball, inviting guests to donate money they would otherwise have spent on the event. The charity balls were revived with the first Candlelight Ball in December 1953, an annual gala that continues to this day as one of La Jolla's most anticipated and prestigious charitable events. Betty Knight Scripps has served as general chairman of the Candlelight Ball for eight consecutive years.

Other favorite annual fundraisers include Spinoff: Auction for Life, which benefits clinical research and early detection, education and patient support services at Scripps Cancer Center, Stevens Division. Mercy Ball supports Physician care at Scripps Mercy Hospital in San Diego and Chula Vista.

Heartfelt Gifts of Today
The Prebys Cardiovascular Institute is currently under construction on the campus of Scripps Memorial Hospital La Jolla. In July 2011, local philanthropist Conrad Prebys donated $45 million — the largest donation in Scripps history — to help build the premier destination for heart care on the West Coast, which will open its doors in 2015. Prebys made another record-breaking gift to Scripps in 2006, when he donated $10 million to help fund the expansion of emergency and trauma services at Scripps Mercy Hospital. It was the largest philanthropic donation in the nonprofit hospital’s 120-year history, and the Conrad Prebys Emergency and Trauma Center at Scripps Mercy Hospital was officially dedicated in January 2012.

Philanthropy Supports Growth, Innovation and Care
Scripps Memorial Hospital Encinitas received the largest philanthropic gift in its 45-year history with the donation of $10 million from the Leichtag Foundation in 2009. Made in honor of Lee and Toni Leichtag, the gift to The Campaign for Scripps Encinitas supports construction of a new 60,000-square-foot critical care building with a 27-station emergency department. That gift has encouraged other generous individuals to support the campaign.

Philanthropist Donald Shiley passed away in December 2010, and his legacy was felt throughout Scripps. Long-time supporters, Donald and his wife, Darlene, made a variety of charitable donations to Scripps, including a $5 million gift to the orthopaedic research center at Scripps Clinic in 2005. Darlene Knight Shiley, who passed away in 2006, was a dedicated advocate and benefactor of women's health care at Scripps. The center was renamed the Shiley Center for Orthopaedic Research and Education. The donation is helping researchers investigate new technologies and therapies designed for the treatment of musculoskeletal diseases and disorders. This is just one many examples of how the Shiley’s compassion and caring will leave a legacy and will continue to benefit patients for years to come.

A Legacy of Giving
Scripps was built on a legacy of philanthropy. Ellen Browning Scripps and Mother Mary Michael Cummings were visionaries—planning for the health care needs of their communities for future generations. Since then, other visionaries have given their time and treasure by supporting Scripps.

1953: The Prebys Cardiovascular Institute is currently under construction on the campus of Scripps Memorial Hospital La Jolla. In July 2011, local philanthropist Conrad Prebys donated $45 million — the largest donation in Scripps history — to help build the premier destination for heart care on the West Coast, which will open its doors in 2015. Prebys made another record-breaking gift to Scripps in 2006, when he donated $10 million to help fund the expansion of emergency and trauma services at Scripps Mercy Hospital. It was the largest philanthropic donation in the nonprofit hospital’s 120-year history, and the Conrad Prebys Emergency and Trauma Center at Scripps Mercy Hospital was officially dedicated in January 2012.

Philanthropy Supports Growth, Innovation and Care
Scripps Memorial Hospital Encinitas received the largest philanthropic gift in its 45-year history with the donation of $10 million from the Leichtag Foundation in 2009. Made in honor of Lee and Toni Leichtag, the gift to The Campaign for Scripps Encinitas supports construction of a new 60,000-square-foot critical care building with a 27-station emergency department. That gift has encouraged other generous individuals to support the campaign.

Philanthropist Donald Shiley passed away in December 2010, and his legacy was felt throughout Scripps. Long-time supporters, Donald and his wife, Darlene, made a variety of charitable donations to Scripps, including a $5 million gift to the orthopaedic research center at Scripps Clinic in 2005. Darlene Knight Shiley, who passed away in 2006, was a dedicated advocate and benefactor of women’s health care at Scripps. The center was renamed the Shiley Center for Orthopaedic Research and Education. The donation is helping researchers investigate new technologies and therapies designed for the treatment of musculoskeletal diseases and disorders. This is just one many examples of how the Shiley’s compassion and caring will leave a legacy and will continue to benefit patients for years to come.

A Legacy of Giving
Scripps was built on a legacy of philanthropy. Ellen Browning Scripps and Mother Mary Michael Cummings were visionaries—planning for the health care needs of their communities for future generations. Since then, other visionaries have given their time and treasure by supporting Scripps.
The Foundation of Scripps

Scripps Memorial Hospital opened in 1924 on Prospect Street in La Jolla with 57 beds, an operating room, a laboratory and even a sun porch on the roof. Two months later, Miss Ellen founded the Scripps Metabolic Clinic to focus on caring for patients with diabetes and medical research. With 20 beds, the clinic cared primarily for patients with chronic illnesses and resembled a home, rather than a hospital.

In the 1960s and 70s, both hospital and clinic moved to the Torrey Pines Mesa in order to meet the demands of the burgeoning community. Scripps Memorial Hospital opened in the new location in 1964 with 240 beds and the latest technology, including microwave ovens and a system of pneumatic tubes to carry messages, prescriptions and other assorted paperwork throughout the eight floors of the hospital. A second tower, dedicated in 1973, brought the total number of beds at Scripps Memorial to 344.

Mercy Hospital

Further south, in what would become downtown San Diego, Mother Mary Michael Cummings founded the precursor of Mercy Hospital, St. Joseph’s Dispensary, in 1890. Four to 12 patients were admitted each month, and they stayed an average of three to six weeks. By the end of 1891, the Sisters of Mercy opened a three-story facility called St. Joseph’s Sanitarium in Hillcrest to replace the dispensary, which in turn was replaced in 1924 with a six-story hospital, called Mercy Hospital. In 1995, Mercy Hospital joined Scripps Health.

Expanding to the North and South

As changes in medical economics began to take a toll on community hospitals, Scripps answered the call for new leadership. In 1978, Scripps acquired San Dieguito Hospital in Encinitas.

By 1990, Scripps Memorial Hospital Encinitas had added 146 new beds, a meditation room and a 30-bed rehabilitation center.

In southern San Diego County, Bay General Hospital in Chula Vista was founding, and in 1985, it became part of Scripps Health. By the turn of the century, Scripps Memorial Hospital Chula Vista had a new 24-hour emergency department, intensive care unit and blibli. In 2004, the hospital merged with Scripps Mercy Hospital, San Diego, and became Scripps Mercy Hospital Chula Vista. The two hospitals became one hospital and one medical staff on two campuses.

A Legacy of Growth and Expansion

Scripps has a longstanding legacy of growth and expansion. From the first hospital Ellen Browning Scripps founded in 1924 to the acquisition of what is now Scripps Mercy Hospital, Chula Vista, in 1995, Scripps has been dedicated to serving a growing San Diego.
Building for the Future

Scripps is growing and building to meet the region’s health care needs. With four hospitals on five campuses and 23 medical clinics, Scripps treats half a million patients every year. In addition to construction of Prebys Cardiovascular Institute, Scripps Proton Therapy Center and the new Scripps Radiation Therapy Center, Scripps is investing in its hospitals and clinics to care for patients from North County to South Bay.

Scripps Hospitals: Meeting Patient Needs

Across the region, San Diego residents and visitors can see the unmistakable signs of progress on Scripps hospital campuses.

Scripps Memorial Hospital Encinitas is expanding to meet the unprecedented growth in coastal North County San Diego. In summer 2011, a 900-space parking structure was the first milestone, and construction on the hospital’s expanded emergency department and new critical care building proceeded soon after. The new emergency department will more than double the current capacity for time-critical injuries and illnesses, providing 27 emergency beds.

At Scripps Memorial Hospital La Jolla, cranes stretch into the landscape moving beams and girders to create the Prebys Cardiovascular Institute. The cornerstone of a 25-year master plan that will transform the Scripps La Jolla campus, the seven-story Prebys Cardiovascular Institute is the first tower being built to replace the existing hospital to comply with state seismic requirements. In addition to the replacement of the hospital, medical office buildings and additional parking will be added.

The opening of the Conrad Prebys Emergency and Trauma Center at Scripps Mercy Hospital in San Diego, provides patients with the most advanced trauma and emergency care. The center is the first phase of an expansion project that will nearly double the size of the current emergency department with 49 emergency and trauma center beds dedicated to serving the health care needs of San Diego.

Care Close to Home

Scripps has a network of 23 integrated outpatient facilities with specialists from more than 50 medical and surgical areas. In addition, home health care services are available throughout the county.

In 2011, Scripps purchased a new medical office building for Scripps Coastal Medical Center in Oceanside. At twice the size of the original medical building, the new 35,000-square-foot facility is in a central location—within three miles of the majority of patient homes. With its opening in summer of 2012, it offers more parking and medical services, and makes visiting the doctor even more convenient.

Scripps is currently under construction on the Prebys Cardiovascular Institute.

The opening of the Conrad Prebys Emergency and Trauma Center at Scripps Mercy Hospital in San Diego, provides patients with the most advanced trauma and emergency care. The center is the first phase of an expansion project that will nearly double the size of the current emergency department with 49 emergency and trauma center beds dedicated to serving the health care needs of San Diego.

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Scripps Health at a Glance

Inpatient Visits
Inpatient Days of Care Provided ....................... 313,180
Average Length of Stay ................................ 4.3
Average Daily Inpatient Census ....................... 11,952
Total Inpatient Discharges/Visits ................. 72,402

Selected Services
Inpatient Surgical Cases ................................. 22,742
Diagnostic Imaging Exams Total ................. 659,866
CT scan .................................................... 134,109
Vascular ..................................................... 42,910
MRI .......................................................... 562
Nuclear medicine ......................................... 14,167
Ultrasound ................................................... 98,370
X-ray .......................................................... 498,580
Interventional Radiology .............................. 26,172
PET ............................................................ 5,631
Cardiac procedures ..................................... 37,487
Maternity (Number of Newborns) .............. 9,991
Rehab Services (Number of Visits) .......... 546,786
Radiation Therapy Visits ........................... 44,662

Philanthropy Revenue
Major Gifts/Cap Campaigns ......................... $17,134,718
Special Gifts and Gifts ................................ 3,272,954
Direct Mail Annual Giving Program ........ 1,242,011
Special Events .......................................... 1,264,962
Planned Gifts and Bequests ......................... 8,365,903
Total Net Contributions .............................. $31,273,000*

* Includes bequests

Outpatient Visits
Hospital Outpatients ................................. 444,952
Emergency Services ................................... 142,447
Surgery Cases ............................................ 12,016
Joint Venture Ambulatory Surgery .......... 9,378
Cardiovascular .......................................... 1,275
Clinic Urgent Care Visits ......................... 63,710
Clinic Office Visits .................................... 1,109,964
Clinic Ancillary Visits ............................... 47,566
SC North and EUC Urgent Care Visits .... 20,964
Coastal Visits ............................................ 328,949
Clinic Outpatient visits .............................. 1,572,438
Surgery Cases (CV and RB ASC) ........... 8,196
Home Health Visits ................................... 65,597
Total Outpatient Visits .............................. 2,092,355

Uncompensated and Charity Care
Professional Education and Research ......... $34,504,162
Charity Care and Under-reimbursed Medicaid 328,949
means-tested government programs ....... 79,404,922
Community Health Improvement Services and Community Benefit Operations and Subsidized Health Services and
Cash and In-kind Contributions .............. 16,401,613
Total Community Benefits ...................... 130,310,697
Bad Debt .................................................. 18,602,587
Under-reimbursed Medicare Shortfalls .... 172,889,429
Community Building Activities .............. 871,113
Total ...................................................... $320,673,826

Facilities and Staff
Total Number of Employees ....................... 15,323
Total Number of Medical Staff ................. 2,563
Total Number of Licensed Beds ................. 1,411
Total Number of Medical Residents/Fellows 157

Scripps Memorial Hospital Encinitas
Employees .............................................. 1,288
Licensed Beds ....................................... 158

Scripps Mercy Hospital La Jolla
Employees .............................................. 2,363
Licensed Beds ....................................... 382

Scripps Green Hospital
Employees .............................................. 1,453
Licensed Beds ....................................... 173

Scripps Mercy Hospital, San Diego
Employees .............................................. 2,482
Licensed Beds ....................................... 515

Scripps Mercy Hospital, Chula Vista
Employees .............................................. 1,095
Licensed Beds ....................................... 183

Scripps Home Health Care
Employees .............................................. 145

Scripps Health Administrative Services
Employees .............................................. 1,156

Scripps Clinic
Employees .............................................. 1,917

Scripps Coastal Medical Center
Employees .............................................. 419

Scripps Medical Foundation
Employees .............................................. 464

Scripps Cardiovascular and Thoracic Surgery Group
Employees .............................................. 3

Scripps Research
Employees .............................................. 155

Scripps Health Plan Services
Employees .............................................. 1

Locations ............................................... 3

Locations ............................................... 1

Locations ............................................... 1
## Consolidated Statement of Operations

**Year ended September 30, 2011 (In thousands)**

### Unrestricted Revenues, Gains and Other Support

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Service Revenue, Net of Contractual Allowances and Discounts</td>
<td>$2,133,072</td>
</tr>
<tr>
<td>Provision for Bad Debts</td>
<td>(90,841)</td>
</tr>
<tr>
<td><strong>Net Patient Service Revenue Less Provision for Bad Debts Before Provider Tax</strong></td>
<td>$2,042,231</td>
</tr>
<tr>
<td>Provider Tax</td>
<td>$102,072</td>
</tr>
<tr>
<td><strong>Net Patient Service Revenue</strong></td>
<td>$2,144,303</td>
</tr>
<tr>
<td>Capitation Premium</td>
<td>$227,514</td>
</tr>
<tr>
<td>Other</td>
<td>$64,866</td>
</tr>
<tr>
<td><strong>Net Assets Released from Restrictions Used for Operations</strong></td>
<td>$14,505</td>
</tr>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td>$2,451,188</td>
</tr>
</tbody>
</table>

### Operating Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages and Benefits</td>
<td>$1,077,584</td>
</tr>
<tr>
<td>Supplies</td>
<td>$380,219</td>
</tr>
<tr>
<td>Services</td>
<td>$587,559</td>
</tr>
<tr>
<td>Provider Tax</td>
<td>$79,452</td>
</tr>
<tr>
<td>Depreciation and Amortiation</td>
<td>$92,527</td>
</tr>
<tr>
<td>Interest</td>
<td>$13,642</td>
</tr>
<tr>
<td>Loss on Impairment</td>
<td>$1,962</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>$2,232,945</td>
</tr>
</tbody>
</table>

### Operating Income

- **Operating Income** | **$218,243** |

### Nonoperating Gains (losses)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment Income</td>
<td>$44,450</td>
</tr>
<tr>
<td>Holding/Loss on Trading Portfolio</td>
<td>$(4,905)</td>
</tr>
<tr>
<td>Contributions</td>
<td>$1,022</td>
</tr>
<tr>
<td>Gain on Disposal of Property</td>
<td>$16</td>
</tr>
<tr>
<td>Market Adjustment on Interest Rate Swaps</td>
<td>$(3,882)</td>
</tr>
<tr>
<td><strong>Excess of Revenues Over Expenses Attributable to Noncontrolling Interests</strong></td>
<td>$(1,865)</td>
</tr>
<tr>
<td><strong>Excess of Revenues Over Expenses Attributable to Controlling Interests</strong></td>
<td><strong>$203,784</strong></td>
</tr>
</tbody>
</table>

## Consolidated Statement of Financial Position

**As of September 30, 2011 (In thousands)**

### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets:</td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$492,851</td>
</tr>
<tr>
<td>Patient Accounts Receivable, Net</td>
<td>$224,745</td>
</tr>
<tr>
<td>Assets Limited As To Use</td>
<td>$11,010</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>$95,214</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>$873,380</strong></td>
</tr>
<tr>
<td>Assets Limited As To Use</td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>$227,878</td>
</tr>
<tr>
<td>Other</td>
<td>$921,662</td>
</tr>
<tr>
<td>Property and Equipment, Net</td>
<td>$896,596</td>
</tr>
<tr>
<td>Other</td>
<td>$71,479</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$2,873,455</strong></td>
</tr>
</tbody>
</table>

### Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities:</td>
<td></td>
</tr>
<tr>
<td>Current Portion of Long-term Debt</td>
<td>$19,175</td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>$92,727</td>
</tr>
<tr>
<td>Accrued Liabilities</td>
<td>$258,496</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td><strong>$370,400</strong></td>
</tr>
<tr>
<td>Long Term Debt, Less Current Portion</td>
<td>$597,088</td>
</tr>
<tr>
<td>Other Liabilities</td>
<td>$102,850</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$1,070,338</strong></td>
</tr>
</tbody>
</table>

### Net Assets

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted:</td>
<td></td>
</tr>
<tr>
<td>Controlling Interests</td>
<td>$1,612,459</td>
</tr>
<tr>
<td>Noncontrolling Interests in Subsidiaries</td>
<td>2,406</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$1,614,865</strong></td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>$103,783</td>
</tr>
<tr>
<td>Permanently Restricted</td>
<td>$78,469</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$2,873,455</strong></td>
</tr>
</tbody>
</table>

## Scripps Health Financials

### Nonoperating Gains (losses)

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Scripps Health Board of Trustees

Chairs, 2011
Robert Tjosvold
Market President, Bank of America, Retired

Maureen Stapleton
Chairman, 2011
General Manager, San Diego County Water Authority

Vice Chair, 2011
Judy Churchill, PhD
Clinical Psychologist, Retired

2011 Board
Mary Jo Anderson, CHS
Health Care Executive, Retired

Richard C. Bigelow
CCO, Luce Forward Hamilton & Scripps LLP

Douglas A. Bingham, Esq.
Executive Vice President, Chief Operating Officer, The Scripps Research Institute

Judy Churchill, PhD
Clinical Psychologist, Retired

Gordon R. Clark
Board Chairman, Access Information Management

Martin C. Dickinson
Banker, Retired

Virginia Gillis, RSM, EdD
Health Care Executive, Retired

Richard L. Hall, MD
Physician, Retired

Katherine A. Lauer
Partner, Latham & Watkins LLP

Marty J. Levin
Broadcast Journalist, Retired

Chris D. Van Gorder, FACHE
President and CEO, Scripps Health

Abby Weiss
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Jeff Broeman
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Jan Caldwell
Public Affairs Officer, San Diego County Sheriff’s Department

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Abby Weiss
Mediator/Arbitrator, Dispute Resolutions Partner, Baker & McKenzie LLP

**Deceased, March 2012**

*Deceased, February 2011*
Scripps Health 2011

Physician Leadership Cabinet

Chris D. Van Gorder, FACHE, President and CEO
A. Brent Eastman, MD, Chief Medical Officer
Robin Brown, FACHE
Tom Chippendale, MD
Kurt Dieley, MD
Mary Ellen Doyle, RN
Carl Ereci, FACHE
Shawn Evans, MD
Gary Fygel, FACHE
Tom Gammie, FACHE
James Labele, MD
Christopher Marsh, MD
James Mason, MD
Richard Vrotmann

Clinical Quality

U.S. News & World Report's 2011–2012 Best Hospitals rankings named the combined heart programs of Scripps Memorial Hospital La Jolla and Scripps Green Hospital among the best in the nation for cardiology and heart surgery.

Scripps Memorial Hospital La Jolla, Scripps Green Hospital, Scripps Mercy Hospital and Scripps Memorial Hospital Encinitas were recognized for high performance in 12 specialties in U.S. News & World Report's Best Hospitals metro area rankings.

Scripps Memorial Hospital La Jolla was recognized as a top performer on key quality measures by The Joint Commission.

Scripps Green Hospital has become the first civilian hospital in San Diego County to earn accreditation in radiation oncology from the American College of Radiology (ACR) and the American Society for Therapeutic Radiology and Oncology (ASTRO).

Scripps Cancer Center received a Commission on Cancer re-accreditation for three years. Scripps is currently one of only two hospitals in California to have this accreditation and received five areas of commendations.

Scripps Green Hospital received an accreditation for radiation therapy from ASTRO (the American Society for Therapeutic Radiology and ACR (American College of Radiology). Of the approximately 2,400 facilities offering radiation oncology in the United States, approximately 10 percent are accredited by ACR/ASTRO. Only seven facilities in California are accredited by ACR-ASTRO, and in San Diego County only Scripps and the Naval Medical Center San Diego have earned the distinction.

Scripps Health was named a 100 best company by Working Mother magazine in 2011.
AARP named Scripps Health as one of the best employers for workers over the age of 50.
Scripps was named to Becker's Hospital Review list of the 100 Places to Work in Health Care.
Scripps President and CEO Chris Van Gorder was named number 18 on Modern Healthcare’s annual ranking of the nation’s 100 Most Influential People in Healthcare. Scripps Chief Academic Officer Eric Topol, MD, was listed as number 69.

For orthopedics, Scripps received the Nicolas Andry Lifetime Achievement Award from the Association of Bone and Joint Surgeons. This is for significant contributions to research into how forces are distributed in the knee, via Scripps e-Knee research.

Scripps was named number 37 on the list.

Scripps Health received its accreditation with reaffirmed Scripps' existing A1 rating.
Financial Stewardship

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Mission
Scripps strives to provide superior health services in a caring environment and to make a positive, measurable difference in the health of individuals in the communities we serve.
We devote our resources to delivering quality, safe, cost-effective, socially responsible health care services. We advance clinical research, community health education, education of physicians and health care professionals and sponsor graduate medical education.
We collaborate with others to deliver the continuum of care that improves the health of our community.

Vision
Scripps Health will continue to be the leading health care delivery system in the greater San Diego community, as evidenced by the highest clinical quality, patient safety, and patient, physician and employee satisfaction. This will be achieved through unending focus on patient-centered and compassionate care, cost-effective operations, research, advanced technology and innovation.

Values
We provide the highest quality of service.
Scripps is committed to putting the patient first and quality is our passion. In the new world of health care, we want to anticipate the causes of illness and encourage healthy behavior for all who rely on us for service. We teach and encourage patients to participate in their care and to make well-informed decisions. We will be their advocate when they are most vulnerable. We measure our success by our patients’ satisfaction, their return to health and well-being, and our compassionate care for dying patients, their families and friends.

We demonstrate complete respect for the rights of every individual.
Scripps honors the dignity of all persons, and we show this by our actions toward one another and those we serve. We embrace the diversity that allows us to draw on the talents of one another.
We respect and honor the cultural, ethnic and religious beliefs and practices of our patients in a manner consistent with the highest standards of care. All this is done in a compassionate setting. Our goal is to create a healing environment in partnership with all caregivers who are committed to serving our patients.
We care for our patients every day in a responsible and efficient manner.
Scripps serves as a major community health care resource for San Diego County and, as such, we are accountable for the human, financial and ecological resources entrusted to our care as we promote healing and wholeness. We begin from a base of excellence and collaborate with co-workers, physicians, patients, and other providers to find new and creative ways to improve the delivery of health care services. All members of our community will have access to timely, affordable and appropriate care.

Scripps would like to thank the San Diego History Center and Mandeville Special Collections Library for the use of photos in their archives.
Courtesy of San Diego History Center: Charlotte Baker, MD, cover, page 8
Courtesy of San Diego History Center: graduating nurses at Mercy Hospital, cover, page 6
Courtesy of Mandeville Special Collections Library, University of California, San Diego (UCSD): Edmund Keeney, MD, cover, page 16
Courtesy of Mandeville Special Collections Library, UCSD: La Jolla Emergency Heart Ambulance, page 18