



Chief Development Officer, Systemwide

Leadership Profile

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WittKieffer

Contents

The Opportunity	2
Organization Overview	3
Position Summary	6
Goals and Objectives	8
Candidate Qualifications	9
The Community	11
Procedure for Candidacy	12
Appendix	13

Opportunity

Cottage Health seeks a strategic, experienced, and mission-driven advancement leader to serve as the inaugural Chief Development Officer, Systemwide. This is a compelling enterprise leadership opportunity within a highly regarded, independent health system that is entering a new phase of philanthropic growth and integration.

Located in Santa Barbara, Cottage Health is widely recognized for high-quality patient care, strong clinical programs, and deep community trust, supported by a loyal donor base and a long-standing tradition of philanthropy. The system generates approximately \$25 to \$30 million in annual philanthropic support and is supported by a strong financial foundation, with annual net revenue exceeding \$1 billion. With renewed leadership focus and investment in advancement capacity, Cottage Health is intentionally elevating philanthropy as a systemwide priority and strengthening its ability to align donor investment with the organization's most significant clinical and strategic opportunities.

Reporting to the Vice President of Advancement and President of the Cottage Health Foundation, the Chief Development Officer will serve as a key partner to executive leadership, physicians, and board members in advancing philanthropy as a strategic asset in support of clinical excellence, innovation, and long-term sustainability. Cottage Health is building on a strong philanthropic foundation while evolving beyond a historically relationship-driven and decentralized model toward a more aligned, systemwide approach.

Cottage Health is well-positioned for growth, with a highly engaged community and meaningful clinical priorities that create compelling opportunities for philanthropic investment. A central priority for this role is to expand Cottage Health's capacity to secure transformational gifts. In close partnership with the Vice President of Advancement and President of the Cottage Health Foundation, the Chief Development Officer will help lead efforts to identify, cultivate, and close significant philanthropic investments. This includes working with donors, families, and their professional advisors to structure complex and blended gifts involving real estate, appreciated assets, and other non-cash vehicles.

The Chief Development Officer will operate at both the strategic and relationship-driven levels, providing leadership for principal, planned, and foundation giving while personally engaging donors capable of transformational investment. Success in this role will require an authentic, relationship-based approach. Donors in the region are often understated and values-driven, with the capacity to contribute at the six and seven-figure level. This leader will build trust with these individuals and families, translating strong relationships into lasting philanthropic partnerships.

This is an opportunity to help define the next chapter of philanthropy at Cottage Health, strengthening its impact while remaining grounded in the culture, community, and mission that make the organization distinctive.

Based in Santa Barbara County, California, this role requires a visible, engaged presence within Cottage Health and the surrounding community. The Chief Development Officer is expected to maintain a regular on-site presence while spending significant time with donors, physicians, and key partners externally to support systemwide philanthropic priorities.

Those interested in this role, or wishing to nominate qualified candidates, are encouraged to review the Procedure for Candidacy section at the conclusion of this leadership profile.

Organization Overview

A Leading Independent Health System

Cottage Health is a leading independent, not-for-profit health system serving California’s Central Coast. With hospital roots that started with the founding of Santa Barbara Cottage Hospital in 1888, the Cottage Health system was formed in 1996 and serves as the parent of its hospitals and affiliated programs, providing a comprehensive continuum of care across urban and rural communities.

Anchored by Santa Barbara Cottage Hospital, a 500-plus-bed acute care teaching hospital and regional referral center, the system also includes Goleta

Valley Cottage Hospital, a 50-plus-bed acute care facility with more than 20,000 emergency department visits annually, the Cottage Rehabilitation Hospital, a 38-bed CARF accredited and nationally recognized rehabilitation hospital, Santa Ynez Valley Cottage Hospital, an 11-bed Critical Access Hospital serving a rural population with over 10,000 emergency visits each year, and the Cottage Children’s Medical Center, a Children’s Miracle Network (CMN) comprehensive inpatient facility featuring 16 subspecialties and a NICU and PICU.

Cottage Health operates with 578 licensed beds and maintains a significant presence across its service area. The system is recognized for clinical excellence and offers advanced capabilities, including a Level I Adult Trauma Center, Level II Pediatric Trauma Center, comprehensive stroke care, and designation as a STEMI receiving center.



Mission, Vision, and Core Values

Mission

To provide superior health care for and improve the health of our communities through a commitment to our core values of excellence, integrity, and compassion.

Vision

Cottage Health, through partnerships with physicians and our communities, is recognized as a California leader in quality care, safety, patient experience, transparency, cost-effectiveness, and community health.

Core Values

- Excellence - What we do
- Integrity - How we do it
- Compassion - Why we do it

Clinical Excellence and Organizational Strength

Cottage Health is widely recognized for high-quality care and strong patient outcomes. Both Santa Barbara Cottage Hospital and Goleta Valley Cottage Hospital have earned five-star ratings from CMS for quality and patient experience. Cottage Rehabilitation Hospital is one of the very few rehabilitation hospitals nationwide with all four CARF accreditations, while Santa Ynez Valley Cottage Hospital is consistently recognized among the top critical access hospitals in the country.

The organization maintains strong financial performance, with annual net revenue exceeding 1 billion dollars, and is supported by a highly engaged board, an experienced leadership team, and a strong culture of collaboration and employee engagement.

Cottage Health is supported by a network of affiliated foundations, including those aligned with each hospital, which collectively advance philanthropic investment across the system.

A Strong Tradition of Philanthropy

Philanthropy has long played a defining role at Cottage Health, dating back to the founding of Santa Barbara Cottage Hospital in 1888 by a group of 50 women who raised money to create the original hospital. Since then, Cottage has benefited from transformational early gifts from community leaders, such as Alice Keck Park, who began supporting Santa Barbara Cottage Hospital with an initial \$500 gift in 1953. Reflecting its origins as a community-supported hospital, philanthropy has historically played a direct role in ensuring patients' access to care regardless of ability to pay.



Today, donor investment continues to advance high-impact priorities across the system. In 2023, Cottage Health successfully completed a comprehensive campaign that raised more than \$150 million, exceeding its goal and demonstrating the strength of its philanthropic foundation and community support.

While the region is often associated with wealth, Cottage Health serves a diverse population, including individuals and communities facing barriers to care. Through its affiliated foundations, the organization directs philanthropic resources toward clinical programs, research, and community health initiatives, enabling Cottage Health to expand access, enhance patient care, and respond to evolving community needs in ways not fully supported by traditional reimbursement.

Philanthropy at Cottage Health generates approximately \$25 to \$30 million annually and is increasingly aligned with clinical and organizational priorities, supporting key service lines, strengthening physician engagement, and enabling a more coordinated, systemwide approach to donor strategy and impact.

Philanthropy in Action

Philanthropic investment supports a wide range of initiatives across Cottage Health, advancing both immediate patient care and long-term community health.

- **Clinical Excellence and Access to Care:** Philanthropy expands access to high-quality care, supporting the growth of emergency and trauma services as well as advancements in pediatric care through Cottage Children's Medical Center and outpatient services.
- **Workforce Development and Education:** Donor support strengthens the clinical workforce by investing in medical and nursing education, including scholarships, training, and professional development, helping attract and retain talent.
- **Innovation and Quality of Care:** Philanthropy advances innovation and continuous improvement, including support for simulation and clinical training programs that enhance quality, safety, and patient outcomes.
- **Community Health and Population Health:** Philanthropic investment extends beyond hospital walls, supporting community-based programs that address access to care, recovery services, and broader population health needs.

Transformational Philanthropy

In 2023, Cottage Health received a landmark **\$65 million** philanthropic commitment, the largest in its history, establishing the Compton Center for Medical Excellence and Innovation to advance clinical care, research, education, and systemwide innovation. This transformational commitment builds on a prior \$15 million gift and reflects long-standing philanthropic leadership in support of Cottage Health's mission.

View the full article [online](#).

The Future of Philanthropy at Cottage Health

Under the leadership of President and Chief Executive Officer Scott Wester and Vice President of Advancement and President of the Cottage Health Foundation Andrew Brown, Cottage Health is entering a new phase of strategic and philanthropic growth, with a clear and intentional focus on elevating philanthropy as a core priority across the organization.

Philanthropy is evolving into a more integrated, enterprise-wide function, with increasing alignment across clinical, executive, and hospital teams. Key priorities include expanding grateful patient engagement, strengthening physician partnerships, implementing a new foundation structure, including a new foundation board, and advancing a more comprehensive approach across all areas of giving.

A central focus is broadening engagement beyond a historically concentrated donor base to include a more diverse and expansive community of supporters. With continued investment in talent, systems, and organizational capabilities, Cottage Health is well-positioned to expand the scale and impact of philanthropy in the years ahead.

Leadership

Scott Wester, MHA, President and CEO, Cottage Health



Scott Wester, MHA, was appointed President and Chief Executive Officer of Cottage Health following a national search and assumed the role in April 2025. He brings more than three decades of executive leadership experience across complex healthcare systems, with a strong track record in organizational growth, clinical transformation, and large-scale capital development.

Prior to joining Cottage Health, Wester served as President and CEO of Memorial Healthcare System in South Florida, one of the nation's largest public healthcare systems, encompassing six hospitals and more than 16,000 employees. Earlier, he spent 14 years as President and CEO of Our Lady of the Lake Regional Medical Center in Baton Rouge, where he led major capital expansion projects, transitioned the organization into a leading teaching hospital, and helped secure a landmark \$250 million partnership with Louisiana State University. He holds a Master of Health Administration degree and is recognized nationally for advancing nonprofit and public health systems through operational excellence and community-focused leadership.

Andrew Brown, Vice President of Advancement & President of Cottage Health Foundation



Andrew Brown serves as Vice President of Advancement for Cottage Health and President of the Cottage Health Foundation, overseeing systemwide philanthropy, foundation strategy, and advancement operations. He brings more than 20 years of advancement leadership experience across healthcare and higher education.

Before joining Cottage Health in 2023, Brown was Vice President of Advancement at Macalester College, where he led "The Macalester Moment" campaign, a four-year \$100 million initiative that exceeded its goal by 26 percent. Earlier in his career, he held senior advancement roles at the University of Minnesota Foundation, contributing to the planning and execution of a \$4 billion comprehensive campaign. A results-driven and community-centered fundraising leader, Brown holds a Juris Doctor from the University of Minnesota Law School and a Bachelor of Arts from the University of California, Berkeley.

Position Summary

The Chief Development Officer, Systemwide, serves as the senior advancement leader responsible for Cottage Health's most complex and high-impact philanthropic programs, including principal gifts, planned giving, and foundation relations. This role provides overall leadership for systemwide fundraising strategy, performance, and organizational capacity, ensuring alignment with Cottage Health's priorities and the Foundation's mission.

Working in close partnership with the Chief Development Officer, Service Line, who is responsible for service line and leadership giving, this role ensures a coordinated, enterprise-wide approach to donor strategy and the effective deployment of resources across advancement functions. The Chief Development Officer, Systemwide, leads and develops a high-performing team, oversees strategic planning and execution, and maintains a select portfolio of principal and planned gift donors.

In collaboration with Foundation leadership, executive leaders, the Foundation Board, and key volunteer groups, the Chief Development Officer, Systemwide, advances integrated cultivation and solicitation strategies that drive sustained philanthropic growth. Through strong leadership, disciplined execution, and effective internal and external partnerships, this role positions philanthropy as a critical enterprise function supporting Cottage Health's mission, clinical excellence, and long-term sustainability.

Reporting Relationships

The Chief Development Officer, Systemwide, will report to the President of Cottage Health Foundation & Vice President of Advancement.

Direct reports include:

- Director of Principal Giving: Responsible for the program, overseeing gifts of \$5 million+, which will include a Principal Giving Officer and a proposal writer
- Director of Planned Giving: Oversees all aspects of planned giving, with an emphasis on gifts of real estate and other highly appreciated assets, and will have a Planned Giving Officer
- Director of Foundation Relations: Oversees Cottage's portfolio of foundation donors
- Team Assistant for the Systemwide Development team

Responsibilities

The CDO, Systemwide, will be responsible for the following:

- **Enterprise Fundraising Strategy and Performance Oversight (40%):** Provides strategic oversight and direction for all systemwide fundraising functions and initiatives across Cottage Health, ensuring alignment with organizational and Foundation priorities. Oversees goal setting, forecasting, pipeline management, and performance metrics to achieve \$25 million or more in annual fundraising results once fully staffed.
- **Team Leadership and Talent Development (20%):** Builds, leads, and develops a high-performing fundraising team, including direct management of the Directors of Principal Gifts, Planned Giving, and Foundations, as well as an Executive Assistant.
- **Principal and Planned Gift Fundraising (15%):** Manages a highly select portfolio of principal and planned gift donors, focused on individuals and families capable of six and seven-figure commitments and beyond. Leads by example in cultivating and closing transformational and complex gifts, while modeling best-in-class, relationship-driven donor engagement.
- **Executive, Board, and Volunteer Engagement (10%):** Works closely with the Vice President for Advancement, Executive Management Group, Foundation Board, and Foundation Cabinet to advance top-tier cultivation and solicitation strategies.
- **Systems, Operations, and Cross-Functional Coordination (10%):** Ensures effective systems, processes, and coordination across principal gifts, planned giving, foundation relations, and advancement operations.
- **External Representation and Institutional Ambassadorship (5%):** Serves as a senior ambassador for Cottage Health and the Foundation, strengthening relationships with key stakeholders, donors, and community partners.

Goals and Objectives

- Build a deep understanding of Cottage Health's mission, culture, community, and philanthropic landscape through active engagement with internal and external stakeholders, including donors, community leaders, physicians, executives, and board partners across the system.
- Establish strong, trusted relationships across executive, clinical, and foundation leadership to integrate philanthropy into strategic priorities and translate key initiatives into compelling philanthropic opportunities.
- Partner closely with the Chief Development Officer, Service Line, to ensure seamless coordination of donor strategy, cultivation, solicitation, and stewardship for high-capacity donors and families.
- Strengthen and expand Cottage Health's principal, planned giving, and foundation pipelines to support sustained, systemwide philanthropic performance and long-term financial sustainability.
- Expand the organization's capacity to secure transformational gifts, including those at the 10M, 25M, and 50M+ level.
- Develop and execute strategies for complex and blended gifts, including those involving real estate, appreciated assets, and other non-cash vehicles.
- Build and deepen relationships with professional advisors, including wealth managers, estate attorneys, and family office representatives.
- Broaden the pipeline of high-capacity donors, including individuals and families capable of six and seven-figure commitments.
- Advance the continued evolution of the planned giving program, with increased focus on complex, asset-based, and blended gifts that reflect both donor intent and Cottage Health's long-term priorities.
- Lead, mentor, and support a high-performing team responsible for principal, planned giving, and foundation giving, fostering a culture of collaboration, accountability, and professional growth.
- Personally cultivate, solicit, and steward a highly selective portfolio of principal and planned-gift donors, modeling best-in-class, relationship-driven fundraising practices and thoughtful donor engagement.



Candidate Qualifications

Education & Certifications

Education

- Minimum: Bachelor's degree in a related field, such as Business Administration, Communications, Public Administration, or Health Administration. An equivalent combination of education and extensive development experience (major/principal gifts, planned giving, or foundation relations) may be accepted.
- Preferred: JD or Master's degree in a relevant discipline, such as MBA, MHA, MPA, or MA/MS in a related field.

Technical Requirements: A minimum proficiency in MS Office and Blackbaud NXT or similar CRM.

Certifications: CFRE (Certified Fund Raising Executive). FAHP (Fellow of the Association for Healthcare Philanthropy) preferred.

Knowledge, Work Experience, and Skills

- Significant senior-level experience (typically 20+ years) in advancement or related fields, including:
 - 10+ years in direct fundraising, such as major, principal, or planned giving.
 - 7+ years in leadership roles, with increasing scope and responsibility.

Candidates with slightly less experience who demonstrate exceptional leadership impact, campaign experience, and readiness for a senior role are encouraged to apply. Equivalent combinations of experience will be considered.

- Demonstrated success in securing significant principal gifts, with experience contributing to or leading transformational gifts in the six and seven-figure range.
- Experience structuring complex and blended gifts, including real estate, closely held assets, and other non-traditional giving vehicles.
- Proven ability to collaborate with professional advisors to develop and close sophisticated philanthropic investments.

Leadership Attributes

- **Integrity and Ethics:** Demonstrates the highest standards of personal and professional integrity, exercising sound ethical judgment and discretion in all interactions. Acts in ways that build trust and credibility with donors, colleagues, and institutional partners.
- **Executive Presence:** Brings gravitas, confidence, and credibility when engaging senior executives, physicians, volunteers, and high-capacity donors. Serves as a visible and trusted representative of Cottage Health internally and externally.
- **Mission Driven Leadership:** Is deeply committed to Cottage Health's mission, values, and community impact, consistently aligning philanthropic efforts with patient care, clinical excellence, and organizational priorities.
- **Collaborative Orientation:** Values partnership and inclusion, working effectively across disciplines and leadership levels to align stakeholders around shared goals.

Leadership Skills and Competencies

- **Problem-solving and decision-making:** The role requires the ability to analyze complex fundraising challenges across multiple programs and develop strategic solutions that advance clinical philanthropic priorities. The Chief Development Officer, Systemwide, must exercise sound judgment when balancing donor interests, organizational capacity, and institutional risk. They need strong critical-thinking skills to interpret data, assess opportunities, and guide resource allocation. The position also demands timely, collaborative decision-making in coordination with senior leaders across the foundation and health system.
- **Interpersonal Skills:** This role requires exceptional communication and relationship-building skills to work effectively with donors, clinicians, executives, and cross-functional partners. The Chief Development Officer, Systemwide, must demonstrate diplomacy, empathy, and the ability to navigate complex, matrixed environments with professionalism and clarity. They also need strong team-leadership skills to motivate, coach, and collaborate with a diverse group of staff and stakeholders.
- **Communication Skills:** The Chief Development Officer, Systemwide, must communicate clearly and persuasively with donors, executives, clinicians, and colleagues across the system. They should be able to translate complex strategies into clear, compelling messages tailored to diverse audiences. Strong written communication skills are also essential for producing high-quality proposals, donor materials, and leadership briefings.
- **Donor Engagement Approach:** Success in this role requires an authentic and relationship-driven approach to donor engagement. The ideal candidate will have experience working with individuals and families who are often understated and values-driven, and will have the capacity to give at significant levels. This includes the ability to build trust across a wide range of donors, from those with generational wealth to individuals whose philanthropy is deeply personal and community-connected.
- **Other:** The role requires strong organizational and project-management skills to coordinate complex fundraising initiatives across multiple departments. A high level of emotional intelligence, discretion, and professionalism is essential for working with senior leaders and high-capacity donors. Adaptability and the ability to lead through change are also critical, given evolving system priorities and fundraising strategies. They must embody Cottage Health's core values of excellence, integrity, and compassion



The Community | California Central Coast

Santa Barbara and the Central Coast

Cottage Health employees will live and work in one of California's most distinctive and desirable regions.

Santa Barbara offers an exceptional quality of life, combining coastal beauty, a vibrant cultural environment, and access to outdoor recreation. Situated between the Pacific Ocean and the Santa Ynez Mountains, the region is known for its temperate climate, natural beauty, and distinctive character. Often referred to as the “American Riviera,” Santa Barbara attracts a mix of long-standing residents, professionals, and philanthropic leaders who are deeply engaged in the community.

The region supports a diverse and dynamic economy, with strengths in healthcare, education, technology, and tourism. Santa Barbara is home to a number of highly regarded institutions, including the University of California, Santa Barbara, Santa Barbara City College, and Westmont College, contributing to a strong intellectual, cultural, and innovation-oriented environment. The presence of these institutions, along with a highly educated population, supports a vibrant civic and philanthropic landscape.



The broader Central Coast offers a range of living options that appeal to diverse lifestyles. Santa Barbara provides close proximity to Cottage Health facilities along with coastal and residential settings, while nearby Goleta offers a more suburban, family-oriented environment and access to the university and a growing technology sector. Inland, the Santa Ynez Valley offers a more rural lifestyle with open space, larger properties, vineyards, and close-knit communities.

Many senior leaders and executives choose among these communities based on lifestyle preferences, schools, and commute, with all

locations within a manageable driving distance of Cottage Health. In addition to its natural beauty, the region is known for its vibrant arts and cultural scene, festivals, museums, and strong nonprofit sector, contributing to Santa Barbara's reputation as a highly livable and engaged community.

Additional information about Santa Barbara, Goleta, and the Santa Ynez Valley can be obtained at:

- <http://www.santabarbaraca.gov/>
- <http://www.cityofgoleta.org>
- <https://www.visitsyv.com/>

Procedure for Candidacy



All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV/resume and a letter of interest. *Please do not add photos or reference contacts to your application materials.* Review of applications has begun and will continue until the position is filled.

Please submit all applications, nominations, and inquiries to the WittKieffer consultants, Ashley Buderus, Mercedes Vance, and Eleanor Vogelsang, through the WittKieffer Candidate Portal by [clicking here](#). New users should select “**Register Here**” to create an account before proceeding. After logging in, navigate to “**Open Positions**,” then locate the role by entering the institution’s name and clicking the search wheel.

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The base salary for this position is \$257,040 - \$385,560. In addition, the CDO will be eligible for a discretionary annual incentive bonus, retirement, and additional benefits, including generous housing benefits. The salary of the finalist selected for this role will be determined based on various factors, including but not limited to: scope of role, level of experience, education, accomplishments, and internal equity. The base compensation range listed is a good-faith determination of potential base compensation at the time of this job advertisement and may be modified in the future.

To learn more about the unique aspects of working for Cottage Health, visit <https://www.cottagehealth.org/careers/about-us/life-where-you-love-it/>.

Cottage Health values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Cottage Health documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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Appendix A: System Overview and Operations

System Background and Structure

Originally founded as Santa Barbara Cottage Hospital in 1888, Cottage Health was formed as a health system with multiple hospitals in 1996 as the not-for-profit parent organization of its hospitals and affiliated programs, including Santa Barbara Cottage Hospital, Cottage Children's Medical Center, Cottage Rehabilitation Hospital, Goleta Valley Cottage Hospital, and Santa Ynez Valley Cottage Hospital. The organization is governed by a volunteer Board of Directors drawn from the greater Santa Barbara community.

Cottage Health provides comprehensive healthcare services across the Central and South Coasts of California, with a focus on clinical excellence, continuous improvement, and community health.

Scale, Clinical Capabilities, and Quality

Cottage Health operates three acute care hospitals with a total of 578 licensed inpatient beds and maintains a significant presence across its primary service area.

The system is accredited by The Joint Commission and offers a full range of inpatient, outpatient, medical, surgical, and rehabilitation services. Key clinical distinctions include:

- Level I Adult Trauma Center and Level II Pediatric Trauma Center
- Designated STEMI receiving center
- Certified Comprehensive Stroke Center
- Regional referral capabilities across multiple specialties

Cottage Health also includes a teaching hospital with residency programs, an active clinical research institute, and the only independent biomedical Institutional Review Board on the Central Coast.

Financial Strength and Organizational Stability

Cottage Health demonstrates strong financial performance, with annual net revenue exceeding 1 billion dollars and a solid operating margin. The system maintains a stable financial position, supporting continued investment in clinical programs, technology, and infrastructure.

Philanthropy is supported through a network of affiliated foundations aligned with each hospital, providing coordinated support for system-wide priorities.

Recognition and Distinction

Cottage Health is widely recognized for clinical excellence, patient experience, and workplace culture. Santa Barbara Cottage Hospital and Goleta Valley Cottage Hospital have earned five-star ratings from CMS for quality and patient satisfaction, placing them among the top-performing hospitals nationally. Santa Ynez Valley Cottage Hospital is consistently recognized as one of the leading critical access hospitals in the country.

Cottage Health has also been recognized as a top employer, earning designation as a Great Place to Work and being named among the Best Places to Work in Health Care by Fortune, as well as one of the 100 Best Companies for Working Parents and Best Places to Work for Executive Women.

Appendix B: Facilities and Services

Santa Barbara Cottage

Santa Barbara Cottage Hospital (SBCH) is an acute care teaching hospital with a Level I Trauma Center. Located within the City of Santa Barbara, SBCH is licensed for 519 acute care beds, the most of any hospital between Los Angeles and the San Francisco Bay Area. In 2024, SBCH had 18,694 annual discharges, 47,108 emergency department visits, and 13,317 surgical procedures.

SBCH provides a full range of integrated patient care services, including acute, primary, and specialty care in both the inpatient and outpatient settings.



Delivery of complete care is supported by Cottage's specialized centers and programs, including the following under SBCH license:

- The **Cottage Children's Medical Center** provides advanced inpatient pediatric services, complemented by Grotenhuis Pediatric Clinics for outpatient care.
- The **Santa Barbara Neuroscience Institute** provides advanced neurosurgery, neuroendovascular surgery, and interventional radiology services and is certified by The Joint Commission as a Primary Stroke Center.
- The **Level I Trauma Center** provides trauma and emergency services, including diagnostics and surgical care.
- The **Cottage Center for Advanced Imaging** provides a full suite of diagnostic radiology services using advanced imaging technologies.
- The **Stewart and Louisa MacDougall Eye Center** provides outpatient and inpatient surgical eye care and ophthalmological services.
- **Cottage Residential Center** provides psychiatric and chemical dependency treatment services.
- **Cottage Rehabilitation Hospital** provides inpatient and outpatient rehabilitation services, with specialty programs in brain injury, spinal cord injury, and stroke care.
- **Cottage Center for Population Health** builds community partnerships to improve, protect, and sustain the health of the community, with a current focus on the identified needs of access to behavioral health care, housing, food, and transportation to support vulnerable populations.

SBCH also offers community health and wellness services, including smoking cessation and cardiopulmonary resuscitation classes, annual flu shots, and a regular series of low-cost health screenings.

Santa Barbara Cottage Hospital serves as a regional referral center, providing advanced care across a range of specialties, including neonatal and pediatric intensive care, cardiac surgery, Level I trauma services, neurosciences, oncology, and rehabilitation.

Goleta Valley Cottage

Goleta Valley Cottage, founded in 1966 to serve the residents of Goleta, operates a 52-licensed-bed acute care facility located seven miles west of the Santa Barbara Cottage Facility (the “Goleta Valley Cottage Facility”).

Goleta Valley Cottage was affiliated with Santa Barbara Cottage in 1996. In 2024, the Goleta Valley Cottage Facility discharged 1,151 inpatients, treated 20,756 emergency department visitors, and completed 8,838 surgical procedures. Goleta Valley Cottage also operates a comprehensive breast

imaging center and a wound care center. In 2014, the Center for Wound Management at Goleta Valley Cottage Hospital received a Center of Distinction Award from Diversified Clinical Services in recognition of its healing outcomes, patient satisfaction, and total days to heal, compared with more than 300 wound centers nationwide.

Goleta Valley Cottage Hospital and Santa Barbara Cottage Hospital have repeatedly earned the Centers for Medicare & Medicaid Services’ highest five-star rating for quality and patient safety.



Santa Ynez Valley Cottage



Santa Ynez Valley Cottage operates an 11-licensed-bed acute care facility (the “Santa Ynez Valley Cottage Facility”) designated as a critical access hospital. It has provided acute care services to residents and visitors of the Santa Ynez Valley since 1964. Santa Ynez Valley Cottage, affiliated with Santa Barbara Cottage in 1995, provides inpatient and outpatient medical care and surgery, and 24-hour emergency services as a federally designated critical access hospital. In 2024, the Santa Ynez Valley Cottage Facility discharged 162 inpatients and treated 10,063 emergency department visitors. Santa Ynez Valley Cottage’s

outpatient diagnostic programs and an active emergency department provide important services to this rural community. The Santa Ynez Valley Cottage Facility is located 35 miles northwest of the Santa Barbara Cottage Facility and was designated as a 2021 Top 20 Best Practice Critical Access Hospital in patient satisfaction by the National Rural Health Association and was recently recognized by Becker’s as one of the 100 Critical Access Hospitals to Know.

Cottage Health conserves financial resources through shared services among the Cottage Hospitals, coordinated program planning and investment in costly equipment, and economies of scale for purchasing. Cottage Health’s goal is to follow a single standard of care across the Cottage Hospitals, with a strong patient- and outcome-focused approach.

Cottage Rehabilitation Hospital



Cottage Rehabilitation Hospital (CRH) is the Central Coast's premier provider of comprehensive medical rehabilitation services and has served the region for more than 60 years. As a program of Santa Barbara Cottage Hospital, CRH provides both inpatient and outpatient rehabilitation care for individuals recovering from stroke, brain and spinal cord injury, complex orthopedic conditions, chronic pain, and other neurologic disorders.

CRH is nationally recognized for its quality and scope of care and is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) in all four eligible areas, including brain injury, spinal cord injury, stroke, and comprehensive inpatient rehabilitation. The hospital's interdisciplinary teams are dedicated to helping patients regain independence and achieve the highest possible quality of life.

Plans are underway to relocate Cottage Rehabilitation Hospital to the Cottage Goleta Valley Campus, a strategic investment that will expand capacity, modernize facilities, and further integrate rehabilitation services with acute and specialty care across the system. This move represents a significant opportunity for philanthropic partnership in advancing rehabilitative care on the Central Coast.

Cottage Children's Medical Center



Cottage Children's Medical Center (CCMC) is the Central Coast's leading provider of comprehensive pediatric care and serves as a regional referral center for infants, children, and adolescents. Embedded within Santa Barbara Cottage Hospital, CCMC functions as a full-service children's hospital and delivers highly specialized care close to home for families across the region.

CCMC offers a full continuum of pediatric services, including acute care, surgery, neonatal and pediatric intensive care, trauma services, and a wide range of specialty and outpatient programs. The Medical Center is recognized for clinical excellence and is staffed by pediatric specialists and care teams dedicated exclusively to the unique medical and emotional needs of children and their families.

As a proud member of the Children's Miracle Network Hospitals, Cottage Children's Medical Center benefits from broad philanthropic support that funds life-saving care, advanced technology, and family-centered programs. Philanthropy plays an increasingly vital role in sustaining and expanding pediatric services, ensuring that children throughout the Central Coast have access to exceptional care without the need to travel long distances.

Appendix C: Selected Service Line Highlights, Workforce Development, and Philanthropic Context

Across Cottage Health, philanthropy is an area of intentional growth and increasing strategic importance, supporting service lines as they expand access, advance innovation, strengthen workforce development, and enhance the patient and family experience. While philanthropic support varies by program, continued investment is critical to enabling long-term clinical excellence and sustainability across the system.

Pediatrics and Cottage Children's Medical Center

Cottage Children's Medical Center is one of Cottage Health's most mission-critical service lines, serving as the region's primary pediatric referral and safety-net resource. As outlined in Appendix B, the Medical Center delivers a full continuum of inpatient and outpatient pediatric services supported by highly specialized clinical teams.

Children's health remains a top community priority, and philanthropy increasingly plays a particularly vital role in pediatric care, where specialized services, family assistance, neonatal care, and behavioral health programs are often not fully reimbursed through traditional payment models. Donor support helps ensure that children receive exceptional, family-centered care regardless of a family's ability to pay and strengthens the long-term sustainability of pediatric programs across the region.

Oncology

Cottage Health's cancer services deliver comprehensive, multidisciplinary care across the continuum, emphasizing coordinated treatment, advanced technology, and patient-centered support from diagnosis through survivorship. The program includes medical oncology, radiation oncology, infusion therapy, surgical services, and supportive care delivered by specialized oncology teams across inpatient and outpatient settings. Accredited by the Commission on Cancer since 1989, oncology continues to expand clinical specialization in areas such as breast cancer, neuro-oncology, and minimally invasive therapies. Philanthropy supports program growth, access to emerging treatments, and the patient experience for individuals and families navigating complex cancer care.

Cardiology and Heart and Vascular Services

Cottage Health's Heart and Vascular Services provide nationally recognized cardiovascular care to diagnose, treat, and help patients manage heart and vascular conditions across California's Central Coast. Through the Cottage Heart & Vascular Center, board-certified cardiologists, cardiovascular surgeons, and vascular specialists deliver highly specialized, patient-centered care supported by advanced technologies and a team-based approach. Services span the full continuum, from preventive cardiology and heart failure care to complex interventional and structural heart procedures, many of which are typically available only at large academic medical centers.

Cottage Health's Structural Heart Program is a national leader and one of the most experienced programs in the western United States, offering minimally invasive transcatheter therapies such as TAVR, MitraClip, and other advanced treatments for patients with complex heart disease. Participation in national and international clinical trials provides patients access to emerging therapies and innovative treatment options while strengthening clinical excellence across cardiovascular service lines.

Philanthropy is an important component for supporting cardiovascular services by advancing innovation, expanding access to specialized care, and supporting clinical programs that improve outcomes for patients with complex and chronic heart and vascular conditions.

Neurology

The Santa Barbara Neuroscience Institute provides comprehensive neurological and neurosurgical care for stroke, brain and spine tumors, epilepsy, and complex neurovascular disorders, combining advanced imaging, minimally invasive techniques, and multidisciplinary expertise. The recent expansion of specialty clinics and the adoption of cutting-edge technologies have strengthened Cottage Health's role as a regional referral center. Fellowship and advanced clinical training opportunities within neurosciences enhance recruitment and program depth, with philanthropy supporting education, technology, and continued clinical advancement.

Women's Health

Women's Health represents a growing area of focus for Cottage Health, with services spanning obstetrics and maternity care, gynecology, breast health, pelvic health, and Women's Heart Health. Santa Barbara Cottage Hospital's Birth Center welcomes approximately 2,400 newborns each year and is supported by specialized services for high-risk pregnancies and neonatal care. In recent years, Cottage Health has expanded access to comprehensive women-centered care through the launch and continued growth of the Cottage Obstetrics & Gynecology Clinic, including the addition of new physicians and nurse midwives to meet increasing community demand. The health system has also expanded specialized women's services through programs such as the Cottage Gynecologic Oncology Clinic, reinforcing a multidisciplinary approach to women's health across service lines.

Rehabilitation

Cottage Rehabilitation Hospital plays a critical role in Cottage Health's continuum of care, supporting patients as they transition from acute and specialty treatment to recovery, independence, and reintegration into daily life. As described in Appendix B, the program is nationally recognized and is undergoing a significant expansion through its planned relocation to the Goleta Valley campus.

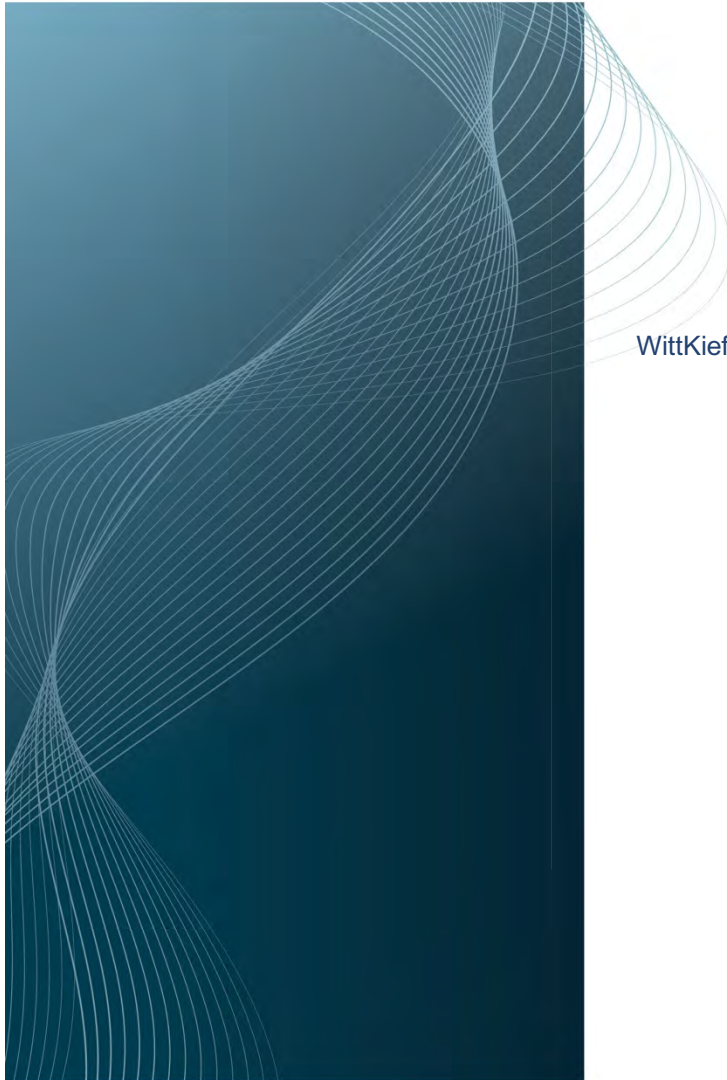
Philanthropy increasingly plays a meaningful role in rehabilitation by supporting advanced therapies, technology, and specialized programming that are not fully covered by traditional reimbursement. Donor investment accelerates recovery, improves functional outcomes, and enhances the patient and family experience during some of the most complex and consequential phases of care.

Ambulatory and Medical Group Expansion

Cottage Health continues to expand its ambulatory footprint through primary and specialty clinics and integrated outpatient services, strengthening service line delivery and improving access across the region. Growth of the medical group supports physician recruitment, continuity of care, and the long-term sustainability of high-demand specialties such as cardiology, neurosciences, women's health, pediatrics, and oncology. Philanthropy supports innovation, facility enhancements, and program development aligned with community needs.

Graduate Medical Education, Residency, and Fellowship Programs

Cottage Health maintains a robust set of graduate medical education programs, including residencies in internal medicine, pediatrics, general surgery, and diagnostic radiology, as well as select fellowship and advanced training opportunities aligned with key service lines. These programs strengthen clinical excellence, support physician recruitment and retention, and enhance long-term service line sustainability in a community-based health system environment. Because residency and fellowship programs require resources beyond traditional reimbursement to support faculty time, educational infrastructure, and accreditation requirements, philanthropy increasingly plays a critical enabling role. Donor investment helps sustain and expand training programs, strengthens physician pipelines, and increases the likelihood that physicians trained at Cottage Health remain in the region to serve the community over the long term.



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