

DISTRICT HEALTH NEWS

Marin Healthcare District. Creating a Healthier Marin Together.

SUMMER/FALL 2011

**A MESSAGE FROM JAMIE CLEVER, MD
MARIN HEALTHCARE DISTRICT BOARD CHAIR**

Dear Fellow Citizens of Marin,

In the year since the transfer, the Marin Healthcare District has presided over many positive changes. Under the inspired leadership of Chief Executive Officer Lee Domanico and his dedicated management team, the hospital has forged new alliances with local physicians and healthcare organizations and stabilized its financial base. Numbers for surgeries, emergency room visits, and overall outpatient volumes are all up for the first half of 2011. Services continue to expand, as evidenced by the hospital's new elective neurosurgery capabilities through the Spine & Brain Institute.

The District's appointment of a new board of directors for Marin General Hospital was an undisputed success. The board is strong on professional expertise and includes three physicians, an architect, an attorney, a banker, a human resources professional, a marketing professional, a former healthcare CEO, and a nurse. Together, this group is a powerhouse of knowledge and a rich resource for the hospital.

The District continues to receive positive feedback from local physicians who appreciate our efforts to work with Marin's talented pool of internists and specialists. Over the next two years, we will concentrate our efforts on building a new hospital that complies with California's latest seismic requirements. We look forward to breaking ground for this green, quake-resistant, state-of-the-art facility, and providing the people of Marin with the high-quality care they deserve.



Staying in Sync with You

Just last year, the Marin Healthcare District conducted an in-depth survey to monitor community needs and attitudes regarding health care in Marin. Some highlights:

- 86%** of the public listed Marin General Hospital first when asked to name an area hospital
- 74%** had a favorable opinion of Marin General Hospital
- 65%** felt that an important community priority was to attract and retain top-notch physicians and medical specialists
- 60%** rated improving access to high-quality healthcare services for all of Marin as a critical community issue
- 84%** believed the critical factors in selecting a hospital were overall quality of care, availability of specialists, excellent physicians and nursing staff, and availability of state-of-the-art medical technology

The Marin Healthcare District: Working Hard for the Health of Marin

The Marin Healthcare District was established in 1945, under the California Local Hospital District Act, a law designed to foster hospital development and meet the health needs of rural communities. The District encompasses all of Marin, with the exception of Novato.

A publicly elected entity, the Marin Healthcare District is comprised of a five-member Board of Directors serving four-year terms. District directors are elected officials whose sole mission is to promote the health and welfare of community residents.

The District's relationship with Marin General Hospital (MGH) dates all the way back to the building of the hospital, in 1952. For 25 years, the District operated the hospital, overseeing numerous subsequent additions, modifications, and upgrades, including a 116-bed addition in 1963 and construction of MGH's 78-bed West Wing in 1981.

In 1985, the Marin Hospital District Board leased the hospital to a new nonprofit, Marin General Hospital Corporation. MGH Corporation soon affiliated with California Health Care Systems, which then merged with Sutter Health in 1995. The hospital was under Sutter management for 11 years. Then, in 2006,

Building a Hospital that Can Stand Up to a Major Quake

Marin County can be such a perfect place to live that it's easy for residents to overlook its two major faults: The San Andreas and Hayward-Rodgers Creek earthquake faults. But predictions for the next 30 years are sobering:

- California has a 99 percent chance of experiencing an earthquake of 6.7 or higher
- There is an 80 percent probability of an earthquake of 6.0 or stronger occurring in the Bay Area
- The U.S. Geological Survey puts the odds of Northern California being hit by an earthquake measuring 7.0 or more on the Richter scale at 62 percent
- According to a 2001 evaluation by the State of California, 40 percent of our hospitals could collapse in a strong quake

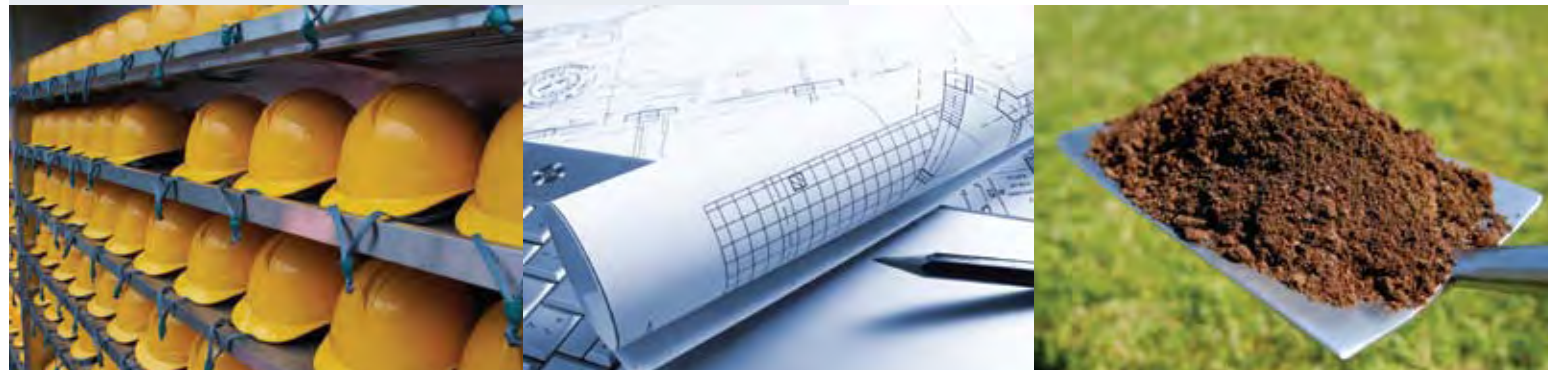
With no local place to evaluate the wounded, and the real possibility of bridge damage, the post-quake response would be drastically impacted. Between 70 and 80 percent of Marin's designated first-responders live outside the county, and only 30 percent are on duty at any given time. In the event of a large-scale disaster, the county could be without outside help for as long as 72 hours.

Every aspect of the new hospital will meet or exceed the latest state-mandated standards for earthquake safety.

No one can predict the severity of a quake or the destruction it could cause. The oldest parts of the hospital date back to 1952. The hospital could be so damaged by a major quake that it would be unable to respond to the urgent needs of local residents.

In collaboration with Marin General Hospital, the Marin Healthcare District is gearing up to build a new wing that complies with state-mandated seismic safety requirements. The District is planning to place a general obligation bond measure on the November 2013 ballot. It will take a two-thirds majority of local voters to pass this measure.

The proposed new hospital project, designed by LBL Architects, will take three years to complete. The existing facilities will stay open during construction. When completed, every aspect of the hospital will meet or exceed the latest state-mandated standards for earthquake safety. In fact, when a major earthquake finally hits, Marin General Hospital could end up being one of the safest places in the entire county.



Sutter Health entered into a Settlement and Transfer agreement with the Marin Healthcare District and Marin General Hospital Corporation, and control of Marin General Hospital was returned to the District on June 30, 2010.

Today, Marin General Hospital is owned by the people of Marin County. The hospital has a simple, inclusive mandate: to promote and protect the health of every citizen of Marin, regardless of income or insurance coverage.

Marin General Hospital is a mainstay for tens of thousands of Marin residents. The hospital is the home of state-of-the-art cardiology and cancer programs, and is the county's only provider of maternity services. It is also the primary provider of mandated safety net services for the needy. And as the county's only trauma center, Marin General Hospital will be an essential lifesaving resource after a major quake.

The Marin Healthcare District Strategic Plan: Here for You, Now and in the Future

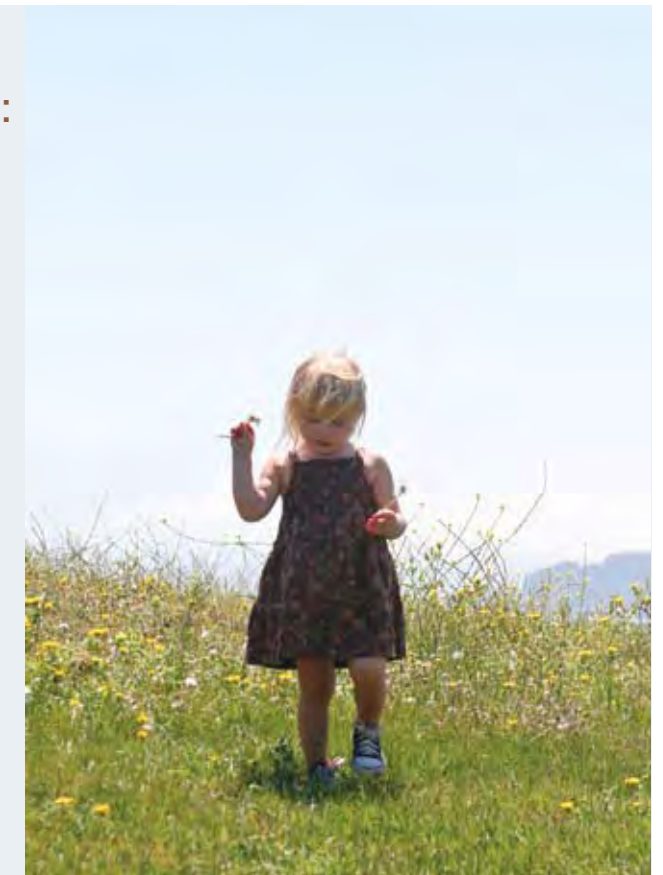
In order to effectively meet Marin County's healthcare challenges, the District has developed a detailed strategic plan.

■ Oversight of Marin General Hospital

Oversight at Marin General Hospital is the District's ongoing responsibility, and is the primary way for the District to ensure that every citizen of Marin, regardless of income or insurance coverage, has access to quality care. The District's top priority remains the rebuilding of MGH as a leading, 21st-century community hospital. The District enjoys an excellent relationship with the Marin General Hospital Board and executive leadership.

■ Building a Leading-Edge, Seismically Sound Hospital

While the community ultimately "owns" Marin General Hospital, the only body authorized to request public funding to rebuild MGH as a leading community hospital is the elected District Board. Over the





Strategic Plan (continued)

next two years, the District will work to solidify public support for a new, green, state-of-the-art hospital building that meets California's earthquake standards.

■ Attracting and Retaining the Best Doctors

An essential part of the District's mission is to ensure primary care access and promote physician recruitment. To this end, the District supports the community's 1206(b) clinics. Marin General Hospital partners with the Prima Medical Group and the Marin Independent Physician Association to attract more expert specialists and primary care physicians to Marin.

■ Engaging in Advocacy and Outreach

Over the next three years, the Healthcare District's advocacy efforts will be focused on educating the community about the urgency of successfully rebuilding Marin General Hospital, supporting primary care, and recruiting physicians. The District will keep the public informed every step of the way, through marketing communications such as this newsletter, and by holding monthly open board meetings. For more information about these meetings, visit www.marinhealthcare.org.

Making Health Care Accessible to All

Access to primary care isn't just an issue for rural areas like West Marin, where a single medical practice cares for over 4,000 residents. Today's internists have an overhead of as much as \$100,000 a year. When you combine that with reduced reimbursements from private and government insurance, it becomes increasingly challenging for the average primary care physician to stay in business.

To keep good physicians in the community, the Healthcare District has helped four practices reorganize as "1206(b) clinics." The District pays the physician a salary and covers the outsourcing of all operational and management tasks. Now, physicians can focus on care instead of the business of health care.

The four primary care medical practices being administered by the District are: the Sausalito Medical Center, the West Marin Medical Center in Point Reyes Station, the San Rafael Medical Center, and North Marin Internal Medicine Specialists in Novato. As part of its goal to stabilize, support, and build essential primary care resources, the Healthcare District is actively recruiting physicians for 1206(b) practices. The District also funds improvements, such as renovations and new imaging equipment for the West Marin Medical Center.

The Official Mission Statement of the Marin Healthcare District

The Purposes of the District Shall Be:

- To enhance the provision of quality health care in the communities served by the District
- To be a strong advocate of the public for quality and reasonably priced health care
- To provide a forum for discussion of healthcare issues affecting communities served by the District
- To fulfill the role set forth for District oversight in the bylaws of Marin General Hospital Corporation, including approval of major transactions, board appointments, and oversight of established performance goals for the Hospital
- To monitor compliance with facility and related obligations of MGH Corporation under the lease of 1985 and amendments thereto, including pursuit by the District and MGH Corporation of seismic compliance plans and implementation
- To be an advocate for healthcare needs and interests of the residents of the District, and to support community-based healthcare and wellness services in the District

