

Marin General Hospital

Performance Metrics and Core Services Report

2nd Quarter 2018

MGH Performance Metrics and Core Services Report

2Q 2018

Schedule 1: HCAHPS

(Hospital Consumer Assessment of Healthcare Providers & Systems)

- **Tier 1, Patient Satisfaction and Services**
The MGH Board will report on MGH's HCAHPS Results Quarterly.
- **Tier 2, Patient Satisfaction and Services**
The MGH Board will report on ten HCAHPS survey rating metrics to the General Member, including overall rating, recommendation willingness, nurse and physician communication, responsiveness of staff, pain management, medication explanations, cleanliness, room quietness, post-discharge instruction.

Marin General Hospital Overall Hospital HCAHPS Trending by Quarter

Scores displayed here are based on interviews from CMS submitted data for the selected time periods.
Mode adjustments and ESTIMATED Patient Mix Adjustments have been applied to the dimension scores.
Scores for the individual questions do not have adjustments applied.

FY 2020 VBP Thresholds				3Q 2017	4Q 2017	1Q 2018	2Q 2018
71.59	79.11	85.12	Overall rating	67.23	64.44	65.66	65.87
			Would Recommend	74.24	70.35	68.09	70.10
79.08	83.55	87.12	Communication with Nurses	73.88	72.01	72.60	72.00
			Nurse Respect	86.45	81.97	83.47	86.61
			Nurse Listen	78.00	76.90	77.90	74.80
			Nurse Explain	74.90	74.86	74.73	72.88
80.41	84.87	88.44	Communication with Doctors	75.40	72.91	76.83	75.15
			Doctor Respect		85.35	83.74	85.25
			Doctor Listen		76.07	80.22	79.06
			Doctor Explain		74.72	80.32	74.93
65.07	73.44	80.14	Responsiveness of Staff	62.19	60.79	62.08	65.89
			Call Button	61.29	58.47	63.66	65.51
			Bathroom Help	70.29	70.31	67.29	73.08
			CMS removed from VBP			63.50	68.64
			Pain Communication				
			Talk How Much Pain			62.41	70.47
			Talk Pain Treatment			64.60	66.80
63.30	69.17	73.86	Communication about Medications	56.68	58.35	56.50	55.34
			Med Explanation	74.47	75.40	76.47	77.00
			Med Side Effects	44.29	46.70	45.32	42.49
65.72	73.33	79.42	Hospital Environment	53.62	53.57	52.85	54.62
			Cleanliness	66.26	68.68	65.66	69.06
			Quiet	55.38	52.86	52.45	52.57
87.44	90.03	92.11	Discharge Information	87.28	86.39	87.21	86.51
			Help After Discharge	90.13	88.58	86.01	86.59
			Symptoms to Monitor	89.22	88.99	91.81	89.83
51.14	57.45	62.50	Care Transition			47.16	45.22
			Care Preferences			42.82	39.00
			Responsibilities			53.26	51.80
			Medications			59.81	59.26
			Number of Surveys	253	358	373	371

Thresholds Color Key:
National 95th percentile
National 75th percentile
National average, 50th percentile

Scoring Color Key:
At or above 95th percentile
At or above 75th percentile
At or above 50th percentile
Below 50th percentile

Official VPB (Value-Based Purchasing) monthly trending HCAHPS results are distributed by
MGH Quality Management on the 15th of each month.

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Schedule 2: Finances

➤ **Tier 1, Finances**

The MGH Board must maintain a positive operating cash-flow (operating EBIDA) for MGH after an initial phase in period of two fiscal years, and then effective as a performance metric after July 1, 2012, with performance during the phase in period monitored as if a Tier 2 metric. The MGH Board must maintain revenue covenants related to any financing agreements or arrangements applicable to the financial operations of MGH.

➤ **Tier 2, Volumes and Service Array**

The MGH Board will report on key patient and service volume metrics, including admissions, patient days, inpatient and outpatient surgeries, emergency visits.

Financial Measure	1Q 2018	2Q 2018	3Q 2018	4Q 2018
EBIDA \$	\$4,681	\$7,149 (\$11,830 total)		
EBIDA %	4.62%	3.46%		
Loan Ratios				
Current Ratio	4.34			
Debt to Capital Ratio	29.4%			
Debt Service Coverage Ratio	2.91			
Annual Debt Service Coverage		5.10		
Maximum Annual Debt Service Coverage		1.28		
Debt to Capitalization		49.82%		
Debt to EBIDA %	2.53			
Key Service Volumes				
Acute discharges	2,367	2374 (4,741 total)		
Acute patient days	11,305	10,721 (22,026 total)		
Average length of stay	4.78	4.65		
Emergency Department visits	9,348	5,484 (14,832 total)		
Inpatient surgeries	524	531 (1,055 total)		
Outpatient surgeries	1,101	1,133 (2,234 total)		
Newborns	251	283 (534 total)		

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Schedule 3: Clinical Quality Reporting Metrics

➤ **Tier 2, Quality, Safety and Compliance**

The MGH Board will report on efforts to advance clinical quality efforts, including performance metrics in areas of primary organizational focus in MGH's Performance Improvement Plan (including Clinical Quality Reporting metrics and Service Line Quality Improvement Goals as developed, e.g., readmission rates, patient falls, "never events," process of care measures, adverse drug effects, CLABSI, preventive care programs).

CLINICAL QUALITY METRICS DASHBOARD

Metrics are publicly reported on
CalHospital Compare (www.calhospitalcompare.org)
and
Centers for Medicare & Medicaid Services (CMS)
Hospital Compare (www.hospitalcompare.hhs.gov/)

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Schedule 4: Community Benefit Summary

➤ **Tier 2, Community Commitment**

The Board will report all of MGH's cash and in-kind contributions to other organizations.

The Board will report on MGH's Charity Care.

Cash & In-Kind Donations					
(these figures are not final and are subject to change)					
	1Q 2018	2Q 2018	3Q 2018	4Q 2018	Total 2018
Brain Injury Network	\$ 920	0			\$ 920
Bucklew	25,000	0			25,000
Healthy Aging Symposium	0	1,000			1,000
Homeward Bound	150,000	0			150,000
Lifelong Medical Care	15,000	0			15,000
Marin Center for Independent Living	25,000	0			25,000
Marin Community Clinics	131,000	500			131,500
Marin County Patient Transportation	3,000	0			3,000
MHD 1206(b) Clinics	3,077,607	3,673,063			6,750,670
Operation Access	30,000	0			30,000
Prima Foundation	2,342,114	2,610,260			4,952,374
Ritter Center	25,000	0			25,000
RotaCare Free Clinic	15,000	0			15,000
To Celebrate Life	0	15,000			15,000
Zero Breast Cancer	0	5,000			5,000
Total Cash Donations	\$ 5,839,641	\$ 6,304,823			\$ 12,144,464
Compassionate discharge medications	62	0			62
Meeting room use by community based organizations for community-health related purposes.	722	2,380			3,102
Food donations	940	940			1,880
Total In Kind Donations	1,724	3,320			5,044
Total Cash & In-Kind Donations	\$ 5,841,365	\$ 6,308,143			\$ 12,149,508

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Schedule 4, continued

Community Benefit Summary					
(these figures are not final and are subject to change)					
	1Q 2018	2Q 2018	3Q 2018	4Q 2018	Total 2018
Community Health Improvement Services	\$ 34,891	\$ 126,571			\$ 161,462
Health Professions Education	96,473	32,395			128,868
Cash and In-Kind Contributions	5,841,365	6,308,143			12,149,508
Community Benefit Operations	1,359	5,175			6,534
Community Building Activities	0	0			0
Traditional Charity Care *Operation Access total is included	550,280	420,729			971,009
Government Sponsored Health Care (includes Medi-Cal & Means-Tested Government Programs)	7,368,588	6,722,236			14,090,824
Community Benefit Subtotal (amount reported annually to State & IRS)	\$ 13,892,956	\$ 13,615,249			\$ 27,508,205
Unpaid Cost of Medicare	23,425,852	21,702,519			45,128,371
Bad Debt	311,372	279,239			590,611
Community Benefit, Community Building, Unpaid Cost of Medicare and Bad Debt <u>Total</u>	\$ 37,630,180	\$ 35,597,007			\$ 73,227,187

Operation Access					
<p>Though not a Community Benefit requirement, MGH has been participating with Operation Access since 2000. Operation Access brings together medical professionals and hospitals to provide donated outpatient surgical and specialty care for the uninsured and underserved.</p>					
	1Q 2018	2Q 2018	3Q 2018	4Q 2018	Total 2018
*Operation Access charity care provided by MGH (waived hospital charges)	392,703	450,642			843,345
Costs included in Charity Care	73,222	84,025			157,247

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Schedule 5: Nursing Turnover, Vacancies, Net Changes

➤ **Tier 2, Physicians and Employees**

The MGH Board will analyze and provide information regarding nursing turnover rate, nursing vacancy rate, and net nursing staff change at MGH.

Turnover Rate				
Period	Number of Clinical RNs	Terminated		Rate
		Voluntary	Involuntary	
2Q 2017	540	12	2	2.59%
3Q 2017	534	21	1	4.12%
4Q 2017	525	20	1	4.00%
1Q 2018	520	14	0	2.69%
2Q 2018	538	12	0	2.23%

Vacancy Rate							
Period	Open Per Diem Positions	Open Benefitted Positions	Filled Positions	Total Positions	Total Vacancy Rate	Benefitted Vacancy Rate of Total Positions	Per Diem Vacancy Rate of Total Positions
2Q 2017	32	62	540	634	14.83%	9.78%	5.05%
3Q 2017	34	63	534	631	15.37%	9.98%	5.39%
4Q 2017	35	75	525	635	17.32%	11.81%	5.51%
1Q 2018	32	74	520	626	16.93%	11.82%	5.11%
2Q 2018	26	61	538	626	14.06%	9.74%	4.15%

Hired, Termed, Net Change			
Period	Hired	Termed	Net Change
2Q 2017	20	14	6
3Q 2017	18	22	(4)
4Q 2017	12	21	(9)
1Q 2018	11	14	(3)
2Q 2018	31	12	19

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Schedule 6: Ambulance Diversion

➤ **Tier 2, Volumes and Service Array**

The MGH Board will report on current Emergency services diversion statistics.

Quarter	Date	Time	Diversion Duration	Reason	Waiting Room Census	ED Admitted Patient Census
2Q 2018	Apr 20	1618 – 2057	4 hrs, 38 mins	ED	15	9
2Q 2018	May 3	1604 – 1730	1 hr, 25 mins	ED	7	4
2Q 2018	May 10	1813 – 2218	4 hrs, 4 mins	ED	12	6
2Q 2018	June 6	0046 – 0159	1 hr, 12 mins	ED	0	1
2Q 2018	June 14	1923 – 2220	2 hrs, 56 mins	ED	17	2
2Q 2018	June 28	2016 – 2109	0 hrs, 52 mins	ED	4	6

2018 ED Diversion Data - All Reasons*

**ED Saturation, CT Scanner Inoperable, Trauma Diversion, Neurosurgeon unavailable, Cath Lab
(Not including patients denied admission when not on divert b/o hospital bed capacity)*

