

MARIN HEALTHCARE DISTRICT

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TUESDAY, FEBRUARY 13, 2024
BOARD OF DIRECTORS
5:30 PM: REGULAR OPEN MEETING

Board of Directors:

Chair: Edward Alfrey, MD (Division 5)
Vice Chair: Ann Sparkman, RN/BSN, JD (Div. 2)
Secretary: Jennifer Rienks, PhD (Div. 4)
Directors: Brian Su, MD (Div. 3)
Samantha Ramirez, BSW (Div. 1)

Location:

MarinHealth Medical Center
Conference Center
250 Bon Air Road, Greenbrae CA

Staff:

David Klein, MD, MBA, CEO
Eric Brettner, CFO
Colin Leary, General Counsel
Tricia Lee, Executive Assistant

Public option: Zoom video:

<https://mymarinhealth.zoom.us/join>
Meeting ID: 987 7245 6255
Passcode: 156223
Or via Zoom telephone: 1-669-900-9128

AGENDA

	<u>Presenter</u>	<u>Tab #</u>
<u>5:30 PM: REGULAR OPEN MEETING</u>		
1. Call to Order and Roll Call	Alfrey	
2. General Public Comment <i>Any member of the audience may make statements regarding any items NOT on the agenda. Statements are limited to a maximum of three (3) minutes. Please state and spell your name if you wish it to be recorded in the minutes.</i>	Alfrey	
3. Approve Agenda (action)	Alfrey	
4. Approve Minutes of the Regular Meeting of January 9, 2024 (action)	Alfrey	#1
5. Disclosure of Action Taken at Board Special Closed Session, Jan. 26, 2023	Klein	
6. Appointment of District Board Committee Members 2023 A. Finance & Audit Committee (action) B. Lease, Building, Education & Outreach Committee (action)	Alfrey	
7. Approval of Q3 2023 MarinHealth Medical Center Report of Performance Metrics and Core Services (action)	Klein/ Seaver-Forsej	#2
8. MHD Rebranding Logo Proposal	Kinney	
9. Healthcare Advocacy and Emerging Challenges and Trends	Klein	

The agenda for the meeting will be posted and distributed at least 72 hours prior to the meeting.
In compliance with the Americans with Disabilities Act, if you require accommodations to participate in a District meeting please contact the District office at 415-464-2090 (voice) or 415-464-2094 (fax) at least 48 hours prior to the meeting.
Meetings open to the public are recorded and the recordings are posted on the District web site.

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TUESDAY, FEBRUARY 13, 2024

BOARD OF DIRECTORS

5:30 PM: REGULAR OPEN MEETING

10. Committee Reports

A. Finance & Audit Committee (*met Jan. 30*)

Alfrey

B. Lease, Building, Education & Outreach Committee (*met Jan. 18*)

Rienks/Kinney

11. Reports

A. District CEO's Report

Klein

B. Hospital CEO's Report

Klein

C. Chair's and Board Members' Reports

All

12. Agenda Suggestions for Future Meetings

All

13. Adjournment of Regular Meeting

Alfrey

Next Regular Meeting: Tuesday, March 12, 2024 @ 5:30 p.m.

Tab 1



**MARIN HEALTHCARE DISTRICT
BOARD OF DIRECTORS**

REGULAR MEETING

**Tuesday, January 9, 2024 @ 5:30 pm
MarinHealth Medical Center
Conference Center**

MINUTES

1. Call to Order and Roll Call

Chair Su called the Regular Meeting to order at 5:35 pm.

Board members present: Chair Brian Su, MD; Vice Chair Edward Alfrey, MD; Secretary Ann Sparkman, RN/BSN, JD Jennifer Rienks, PhD; Samantha Ramirez, BSW

Staff present: David Klein, MD, CEO; Colin Leary, General Counsel; Don Bouey, District Counsel (via Zoom); Louis Weiner, EA; Tricia Lee, EA

2. General Public Comment

Ms. Tarrell Kullaway, Executive Director of Marin County Bicycle Coalition, commented on e-bike education and regulation.

3. Nomination and Election of Marin Healthcare District Officers for 2024

A. Chair – Ms. Rienks nominated Dr. Alfrey, and Dr. Su seconded. Dr. Alfrey accepted the nomination. There were no further nominations. Voting took place by roll call, and each voted affirmatively for Dr. Alfrey. **Dr. Edward Alfrey was elected unanimously to be Chair of Marin Healthcare District Board for 2024.**

B. Vice Chair – Ms. Rienks nominated Ms. Sparkman, and Dr. Alfrey seconded. Ms. Sparkman accepted the nomination. There were no further nominations. Voting took place by roll call, and each voted affirmatively for Ms. Sparkman. **Ms. Ann Sparkman was elected unanimously to be Vice Chair of Marin Healthcare District Board for 2024.**

C. Secretary – Ms. Sparkman nominated Ms. Rienks, and Ms. Ramirez seconded. Ms. Rienks accepted the nomination. There were no further nominations. Voting took place by roll call, and each voted affirmatively for Ms. Rienks. **Ms. Jennifer Rienks was elected unanimously to be Secretary of Marin Healthcare District Board for 2024.**

4. Approve Agenda

Dr. Alfrey moved to approve the agenda as presented. Ms. Rienks seconded. **Vote: all ayes.**

5. Approve Minutes of the Regular Meeting of December 12, 2023

Ms. Rienks moved to approve the minutes as presented. Ms. Ramirez seconded. **Vote: all ayes.**

6. MHD Board of Directors Resolution No. 2024-01: Approving Extension of MarinHealth Medical Center Line of Credit with U.S. Bank, as Successor to Union Bank



Dr. Klein presented the Resolution (Tab #3). In January 2023 this Board approved the increase of the existing Line of Credit from \$20 million to \$30 million with Union Bank. Union Bank was acquired by U.S. Bank and this Resolution authorizes this rollover one-year renewal with U.S. Bank.

Ms. Sparkman moved to approve MHD Resolution No. 2024-01 as presented. Dr. Alfrey seconded. **Vote: all ayes.**

7. Resuming In-Person Meetings of the MHD Board and Committees

Dr. Klein commented on this first meeting back in person in the Conference Center available to the public after all meetings being virtual/hybrid during the restrictions of the pandemic. All generally agreed this setup was acceptable and open to adjustment as needed.

Last week Mr. Leary had sent to the Board members the changes in the Brown Act effective January 1, 2024 requiring the resuming of in-person public meetings and the rules and restrictions appertaining.

8. Progress on E-bikes Legislation

Dr. Klein gave an update on e-bike legislation in progress, particularly the bill by Rep. Damon Connolly. Other politicians are introducing other bills. Dr. Klein has copies of the various bills and will forward them to the Board.

Dr. Alfrey reported that Menlo Park City Council is pursuing research and legislation.

Dr. Su suggested that this Board issue a strong statement, a modification of our resolution of a year ago, "Resolution No. MHD 2022-08, To Study Further Measures to Safely Regulate Electric Bikes."

This issue can be taken up at the upcoming Board Retreat.

9. Agenda Items for Annual Retreat, January 26, 2024

Dr. Klein asked the Board for their ideas for discussion at the upcoming Board Retreat.

Dr. Su suggested: E-bike legislation, and invite Rep. Connolly or someone from his office. Write a new resolution regarding e-bikes. Funding for local e-bike education programs that Ms. Kullaway mentioned earlier this meeting.

Dr. Alfrey suggested: Health equity in high-risk communities. Prevention of falls of the elderly.

Ms. Sparkman suggested: Silver tsunami, geriatric health issues including climate change effects on seniors, physician access and extender pipeline, education on elder quality of life. Fentanyl crisis. Programs at COM for healthcare trades. Social determinants of health. Food insecurity and housing.

Ms. Ramirez suggested: Mammogram van. Spanish-speaking immigrant community being better served for healthcare, particularly for youth.

Ms. Rienks suggested: Our hospital directly addressing climate change, including reducing plastic use as much as possible. Healthcare industry adversely affecting micro and macro environment. Add time to the Retreat's agenda for an ice-breaker activity.

Dr. Klein suggested: The five focus points of the 2022 Community Health Needs Assessment: Access to healthcare; healthy eating and active living; housing and homelessness; mental health and substance abuse; violence and injury prevention.



10. Healthcare Advocacy and Emerging Challenges and Trends

Dr. Klein reported that the new Director of the Marin County Department of Health and Human Services is Dr. Lisa Warhuus.

He reported on several pieces of legislation:

Federal bill HR 5378 – Site neutrality. House in favor, going to Senate.

CA SB 43 – Allows expansion of definition of conservatorship.

CA SB 497 – Equal Pay and Anti-Retaliation Protection Act.

CA AB 977 – Protection from assault for healthcare workers.

Discussions followed regarding site neutrality, and retaliation.

11. Committee Reports

A. Finance & Audit Committee

The Committee did not meet and there was nothing to report.

B. Lease, Building, Education and Outreach Committee

Ms. Rienks reported that the Committee met on December 14 and discussed planning for the next MHD event, “Healthy Cooking” on February 29, here in the hospital’s Conference Center with celebrity chef Hugh Groman.

Other topics for future events were discussed in respect to community health needs: Perinatal mood anxiety; hypertension; careers in healthcare for underserved teens; advance directives; women’s health and men’s health together in separate rooms; a “Community Health Workers Day”; pop-up events in high traffic areas. The series planning may be discussed at the Retreat.

12. Reports

A. Hospital and District CEO’s Report

Dr. Klein reported that November was a strong month financially for the hospital. The holidays were very busy and this week is very busy. ED is often at capacity and all units are near capacity.

A process of 2023 review is under way with hospital leaders. The executive team is working on setting 2024 goals.

Our new Chief Medical Officer, Dr. Anita Chandrasena, is on board as of last week.

Yesterday’s New Employee Orientation had a class of 35 new employees.

The hospital’s recent employee engagement survey shows considerable improvement.

Physician recruitment is active with a pipeline of primary care doctors and APPs.

Surgeons coming on board include orthopedics, GYN, arthroplasty.

For safety and security, facility risk assessments are underway and clinic trainings with law enforcement are being scheduled. Vendors will be on site this week to study the environment for metal detection tools, particularly for ED.

Evaluative planning is underway to conserve real estate site costs.

The Petaluma medical hub is under construction and scheduled to be completed in November.

For AB 1882, seismic upgrades by 2030, we are meeting all the deadlines for deliverables due January 1, 2024. This includes evaluation for structural and non-



structural compliance, fuel storage, wastewater storage, and signage indicating compliance levels.

Major software changes are coming in 2024: Switching to a new advanced patient safety risk management and patient feedback module. Switching patient experience module from PRC to Press Ganey. Switching to a stronger up-to-date HR Information System. Switching to an advanced performance management platform.

We here are actively participating in learning much about Artificial Intelligence in the healthcare arena.

Dr. Klein announced that he is now Chair of the Hospital Council of Northern and Central California.

B. Chair's and Board Members' Reports

Dr. Alfrey commended the new nurse graduate program, and one of his neighbors is thriving in this program.

Ms. Sparkman reported that she spoke a nurse at another facility who spoke very highly of our hospital.

Ms. Ramirez reported that she is the host of a local Spanish radio show.

Dr. Su expressed his thanks for being Board Chair these past two years.

13. Agenda Suggestions for Future Meetings

Suggestions were given earlier in the meeting

14. Adjournment of Regular Meeting

Dr. Su adjourned the meeting at 6:39 pm.

Tab 2



MarinHealth Medical Center

Performance Metrics and Core Services Report

Q3 2023

February 6, 2024

MarinHealth Medical Center (Marin General Hospital)

Performance Metrics and Core Services Report: **Q3 2023**

TIER 1 PERFORMANCE METRICS

In accordance with Tier 1 Performance Metrics requirements, the MGH Board is required to meet each of the following minimum level requirements:

		Frequency	Status	Notes
(A) Quality, Safety and Compliance	1. MGH Board must maintain MGH's Joint Commission accreditation, or if deficiencies are found, correct them within six months.	Quarterly	In Compliance	The Joint Commission granted MGH an "Accredited" decision with an effective date of May 25, 2022 for a duration of 36 months.
	2. MGH Board must maintain MGH's Medicare certification for quality of care and reimbursement eligibility.	Quarterly	In Compliance	MGH maintains its Medicare Certification.
	3. MGH Board must maintain MGH's California Department of Public Health Acute Care License	Quarterly	In Compliance	MGH maintains its license with the State of California.
	4. MGH Board must maintain MGH's plan for compliance with SB 1953.	Quarterly	In Compliance	MGH remains in compliance with SB 1953 (California Hospital Seismic Retrofit Program).
	5. MGH Board must report on all Tier 2 Metrics at least annually.	Annually	In Compliance	4Q 2022 (Annual Report) was presented to MGH Board and to MHD Board in June 2023.
	6. MGH Board must implement a Biennial Quality Performance Improvement Plan for MGH.	Annually	In Compliance	MGH Performance Improvement Plan for 2023 was presented for approval to the MGH Board in February 2023.
	7. MGH Board must include quality improvement metrics as part of the CEO and Senior Executive Bonus Structure for MGH.	Annually	In Compliance	CEO and Senior Executive Bonus Structure includes quality improvement metrics.
(B) Patient Satisfaction and Services	MGH Board will report on MGH's HCAHPS Results Quarterly.	Quarterly	In Compliance	Schedule 1
(C) Community Commitment	1. In coordination with the General Member, the MGH Board must publish the results of its biennial community assessment to assess MGH's performance at meeting community health care needs.	Annually	In Compliance	Reported in Q4 2022
	2. MGH Board must provide community care benefits at a sufficient level to maintain MGH's non-profit tax exempt status.	Quarterly	In Compliance	MGH continues to provide community care and has maintained its tax exempt status.
(D) Physicians and Employees	MGH Board must report on all Tier 1 "Physician and Employee" Metrics at least annually.	Annually	In Compliance	Reported in Q4 2022
(E) Volumes and Service Array	1. MGH Board must maintain MGH's Scope of Acute Care Services as reported to OSHPD.	Quarterly	In Compliance	All services have been maintained.
	2. MGH Board must maintain MGH's services required by Exhibit G to the Loan Agreement between the General Member and Marin County, dated October 2008, as long as the Exhibit commitments are in effect.	Quarterly	In Compliance	All services have been maintained.
(F) Finances	1. MGH Board must maintain a positive operating cash-flow (operating EBITDA) 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.	Quarterly	In Compliance	Schedule 2
	2. MGH Board must maintain revenue covenants related to any financing agreements or arrangements applicable to the financial operations of MGH.	Quarterly	In Compliance	Schedule 2

MarinHealth Medical Center (Marin General Hospital)

Performance Metrics and Core Services Report: **Q3 2023**

TIER 2 PERFORMANCE METRICS

In accordance with Tier 2 Performance Metrics requirements, the General Member shall monitor and the MGH Board shall provide necessary reports to the General Member on the following metrics:

		Frequency	Status	Notes
(A) Quality, Safety and Compliance	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).	Quarterly	In Compliance	Schedule 3
(B) Patient Satisfaction and Services	1. 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.	Quarterly	In Compliance	Schedule 1
	2. MGH Board will report external awards and recognition.	Annually	In Compliance	Reported in Q4 2022
(C) Community Commitment	1. MGH Board will report all of MGH's cash and in-kind contributions to other organizations.	Quarterly	In Compliance	Schedule 4
	2. MGH Board will report on MGH's Charity Care.	Quarterly	In Compliance	Schedule 4
	3. MGH Board will maintain a Community Health Improvement Activities Summary to provide the General Member, providing a summary of programs and participation in community health and education activities.	Annually	In Compliance	Reported in Q4 2022
	4. MGH Board will report the level of reinvestment in MGH, covering investment in excess operating margin at MGH in community services, and covering funding of facility upgrades and seismic compliance.	Annually	In Compliance	Reported in Q4 2022
	5. MGH Board will report on the facility's "green building" status based on generally accepted industry environmental impact factors.	Annually	In Compliance	Reported in Q4 2022
(D) Physicians and Employees	1. MGH Board will provide a report on new recruited physicians by specialty and active number of physicians on staff at MGH.	Annually	In Compliance	Reported in Q4 2022
	2. MGH Board will provide a summary of the results of the Annual Physician and Employee Survey at MGH.	Annually	In Compliance	Reported in Q4 2022
	3. MGH Board will analyze and provide information regarding nursing turnover rate, nursing vacancy rate, and net nursing staff change at MGH.	Quarterly	In Compliance	Schedule 5
(E) Volumes and Service Array	1. MGH Board will develop a strategic plan for MGH and review the plan and its performance with the General Member.	Annually	In Compliance	The updated MGH Strategic Plan was presented to the MGH Board on October 14, 2023 and was presented to the MHD Board January 26, 2024.
	2. MGH Board will report on the status of MGH's market share and Management responses.	Annually	In Compliance	MGH's market share and management responses report was presented to the MGH Board on October 14, 2023 and was presented to the MHD Board on January 26, 2024.
	3. MGH Board will report on key patient and service volume metrics, including admissions, patient days, inpatient and outpatient surgeries, emergency visits.	Quarterly	In Compliance	Schedule 2
	4. MGH Board will report on current Emergency services diversion statistics.	Quarterly	In Compliance	Schedule 6
(F) Finances	1. MGH Board will provide the audited financial statements.	Annually	In Compliance	The MGH 2022 Independent Audit was completed on April 7, 2023.
	2. MGH Board will report on its performance with regard to industry standard bond rating metrics, e.g., current ratio, leverage ratios, days cash on hand, reserve funding.	Quarterly	In Compliance	Schedule 2
	3. MGH Board will provide copies of MGH's annual tax return (Form 990) upon completion to General Member.	Annually	In Compliance	The MGH 2022 Form 990 was filed on November 15, 2023.



EXECUTIVE SUMMARY

Q3 2023 HCAHPS

Time Period

Q3 2023 HCAHPS Survey with CMS Benchmarks

Accomplishments

- Q2 to Q3 improved categories: Responsiveness, Environment, Care Transitions, Overall Rating
- Score trends demonstrate improvement with some individual questions above target;
 - Doctor Respect
 - Medication Explanation
 - Environment Cleanliness
 - Discharge: Symptom Monitoring

Areas for Improvement

- Summary scores for each category lag progress on individual questions.
- The progress lag effect is impacted, in part, by CMS algorithms used to level set hospitals.
 - Perinatal scores are weighted negatively
 - Latinx (aka Hispanic) scores are weighted negatively

Data Summary

Sample size= 406

Barriers or Limitations

Next Steps

- Dedicated Patient Experience staff hired and completing daily rounds,
- Senior Leaders have prioritized Patient Satisfaction and Experience initiatives; Hourly rounding on Medical/Surgical units, Physician bedside rounding and feedback sessions, among other efforts.
- Sr Leader rounding on Med/Surg, ED, Cardiac Units
- Continue focusing on patient experience action plan items, including staff and provider education

MHMC Performance Metrics and Core Services Report

Q3 2023

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.

Heat Map for HCAHPS with CMS Benchmarks

The top-box scores displayed may include surveys not officially submitted and may not match the final values reported by CMS. This uses the VBP Thresholds published

FFY 2025 VBP Phone Adjusted Thresholds				MarinHealth Medical Center					
	A	75th	B+	Apr-Jun 22	Jul-Sep 22	Oct-Dec 22	Jan-Mar 23	Apr-Jun 23	Jul-Sep 23
Nurses	84.52	89.13	92.81	77.19	74.80	79.73	76.33	80.96	80.36
Nurse Respect				82.98	84.31	84.37	81.66	85.93	84.16
Nurse Listen				74.65	70.48	78.77	74.75	78.83	79.46
Nurse Explain				73.94	69.60	76.06	72.59	78.12	77.48
Doctors	82.13	86.65	90.27	79.26	76.36	79.74	77.42	81.94	79.87
Doctor Respect				85.38	81.23	84.89	82.46	86.38	85.82
Doctor Listen				78.10	75.47	77.78	74.37	81.79	77.42
Doctor Explain				74.29	72.39	76.55	75.44	77.63	76.37
Responsiveness	67.92	76.64	83.62	62.73	61.99	63.42	64.78	64.88	66.95
Medicines	69.41	75.49	80.35	63.10	63.58	63.97	60.03	63.02	60.34
Med Explanation				76.92	79.21	76.89	72.33	77.00	76.19
Med Side Effects				49.28	47.96	51.05	47.74	49.04	44.50
Environment	69.38	77.16	83.39	67.82	65.42	66.27	67.22	69.72	70.69
Cleanliness				69.14	66.94	72.08	71.65	75.77	75.13
Quiet				66.51	63.90	60.47	62.78	63.68	66.25
Discharge Info	88.63	91.40	93.61	91.02	88.53	91.05	88.00	90.81	88.65
Help After Discharge				88.86	84.71	90.62	84.28	88.89	86.74
Symptoms to Monitor				93.18	92.35	91.47	91.71	92.72	90.57
Care Transition	52.44	58.96	64.17	48.42	46.73	50.78	46.28	49.16	50.56
Care Preferences				41.69	39.61	44.22	39.08	41.05	44.82
Responsibilities				49.88	43.67	50.87	45.67	51.17	51.52
Medications				53.69	56.90	57.26	54.10	55.26	55.33
Overall Rating	72.16	79.79	85.89	74.82	72.04	73.39	74.05	76.34	76.87
Would Recommend				79.60	77.05	79.33	77.33	83.07	78.68
Surveys				429	377	472	401	396	406

MHMC Performance Metrics and Core Services Report

Q3 2023

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	Final 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	
EBIDA \$ (in thousands)	26,425	12,655	24,530	30,833		
EBIDA %	4.90%	8.90%	8.5%	7.2%		
Loan Ratios						
Annual Debt Service Coverage	3.16	2.59	3.17	2.75		
Maximum Annual Debt Service Coverage	2.35	2.22	2.72	1.75		
Debt to Capitalization	53.8%	53.1%	61.6%	61.9%		
Key Service Volumes	Total 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Total 2023
Acute discharges	9,578	2,578	2,593	2,493		7,664
Acute patient days	49,345	13,532	12,847	12,266		38,645
Average length of stay	5.23	5.25	5.10	5.04		5.13
Emergency Department visits	37,084	9,457	10,246	10,579		30,282
Inpatient surgeries	1,568	466	443	449		1,358
Outpatient surgeries	5,709	1,518	1,524	1,529		4,571
Newborns	1,407	323	330	345		998

MHMC Performance Metrics and Core Services Report

Q3 2023

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.medicare.gov/care-compare/)



EXECUTIVE SUMMARY

Q3 2023 Quality Management Dashboard (Organization Targets Based on Natl Metrics)

Time Period

Q3 2023 most recent of four rolling quarters (far right)

Accomplishments

- Overall Mortality (0.76), Overall Length of Stay (LOS) (4.75),
- Stroke, Sepsis, Readmission rates below 2022 average
- LOS: Acute MI Length of Stay (3.94), Sepsis, Pneumonia lower than previous qtrs.
- Sepsis (SEP) bundle compliance: 72%, significant improvement
- Infection rates: Urinary Catheter related infections,
- Injury due to HAPI (pressure-related skin injury), Falls - 0
- Serious Safety Events- 0

Areas for Improvement or Monitoring

- Mortality related to Pneumonia: monitoring
- Readmission rates: Hrt Failure, Pneumonia
- Length of Stay (LOS): Stroke
- SSI Infection rates
- PSI 90 Complications: Surgical related DVT, Hematoma, Injuries

Data Summary

- Benchmark: Midas Datavision™ benchmark reports for same size/type hospitals (n~400)
- Report contains: Mortality Observed to Expected Ratios, Readmission rates, Length of Stay means, and selected HAI (Healthcare Associated Infections) and Harm events.
- See core measures dashboard for specialty and process metrics.

Barriers or Limitations

Next Steps:

- 2024 PI Projects in planning stage.



Quality Management Dashboard
Period: Q3 2023

Legend

Value > Target	
Value > 2022 but < Target	
Value < Target < 2022	

Metrics: Adult Medical/Surgical High Volume DRGs	Reporting	Target*	2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023
Mortality-All Cause (Risk Adjusted O:E)	O:E Ratio	<1.0	0.76	0.88	0.97	0.93	0.76
Mortality-Acute Myocardial Infarction	O:E Ratio		0.00	0.00	0.48	0.52	0.00
Mortality-Heart Failure	O:E Ratio		0.31	1.02	0.73	0.40	0.32
Mortality- Hip	O:E Ratio		0.63	0.00	0.00	0.00	0.00
Mortality- Knee	O:E Ratio		0.00	0.00	0.00	0.00	0.00
Mortality- Stroke	O:E Ratio		1.03	1.61	1.81	1.50	0.79
Mortality- Sepsis	O:E Ratio		0.79	0.95	0.87	1.17	0.95
Mortality- Pneumonia	O:E Ratio		0.61	1.54	0.86	0.42	1.53
Readmission- All (Rate)	Rate	<15.5%	10.34	8.98	9.43	9.85	11.00
Readmission-Acute Myocardial Infarction	Rate		10.94	14.89	3.51	6.52	14.89
Readmission-Heart Failure	Rate		15.23	18.18	17.76	14.44	23.88
Readmission- Hip	Rate		6.06	0.00	0.00	0.00	0.00
Readmission- Knee	Rate		0.00	0.00	8.33	0.00	0.00
Readmission- Stroke	Rate		10.24	0.00	3.45	0.00	7.69
Readmission- Sepsis	Rate		16.91	10.89	13.00	11.58	11.53
Readmission- Pneumonia	Rate		11.76	9.52	7.78	5.41	16.00
LOS-All Cause	Mean	4.90	4.90	4.98	5.00	4.93	4.75
LOS-Acute Myocardial Infarction	Mean		4.90	6.43	4.15	4.55	3.94
LOS-Heart Failure	Mean		5.70	5.92	5.30	5.03	5.69
LOS- Hip	Mean		3.30	3.60	5.00	5.13	3.40
LOS- Knee	Mean		2.30	2.31	2.42	2.60	4.40
LOS- Stroke	Mean		4.53	4.84	5.64	6.03	6.20
LOS- SEPSIS	Mean		11.16	10.99	9.82	9.59	9.35
LOS- Pneumonia	Mean		6.40	6.51	7.40	6.08	4.94

Metrics: HAIs, Sepsis, Harm Events	Reporting	Target**	2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023
CAUTI (SIR)	SIR	<1.0	1.21	2.43	0.00	1.47	0.00
Hospital Acquired C-Diff (CDI)	SIR	<1.0	0.5	0.90	0.44	0.00	0.53
Surgical Site Infection (Superficial)	# Infections	TBD	7	1	2	3	4
Surgical Site Infection (Deep, Organ Space and Joint)	# Infections	TBD	7	2	2	0	2
Sepsis Bundle Compliance	% Compliance	63%^	54%	57%	46%	63%	72%
Hospital Acquired Pressure Injury (HAPI)	# HAPI	<=1	1	0	0	0	0
Patient Falls with Injury	# Falls	<=1	1	0	1	0	0
PSI 90 / Healthcare Acquired Conditions	Ratio	<1.0	1.39	1.38	1.47	0.72	1.61
Serious Safety Events	# Events	<=1	0	0	1	0	0

* Targets are <1.0 for ratios or Midas Datavision Median
 ** Target <1.0 SIR (Ratio) or Number needed to achieve Natl Benchmark Ratio/Rate
 ^ Target = California Median rate

Quick Reference Guide

Mortality	Death rates show how often patients die, for any reason, within 30 days of admission to a hospital
Readmissions	Anyone readmitted within 30 days of discharge (except for elective procedures/admits).
Length of Stay(LOS)	The average number of days that patients spend in hospital
CAUTI (SIR)	Catheter Associated Urinary Tract Infection
Hospital Acquired C-Diff (CDI)	Clostridium difficile (bacteria) positive test ≥ 4 days after admission
Surgical Site Infections	An infection that occurs after surgery in the part of the body where the surgery took place
Sepsis Bundle Compliance	Compliance with a group of best-practice required measures to prevent sepsis
Hospital Acquired Pressure Injury	Stage III or IV pressure ulcers (not present on admission) in patients hospitalized 4 or more days
Patient Falls with Injury	A fall that resulted in harm that required intervention by medical staff (and reportable to CMS)
PSI 90 / Healthcare Acquired Conditions	PSI = Patient Safety Indicators. # of patients with avoidable Pressure Ulcer, Iatrogenic Pneumothorax, Hospital Fall,w/ Hip Fracture, Periop Hemorrhage or Hematoma, Post-op Acute Kidney Injury, Post-op Respiratory Failure, Periop Pulmonary Embolism or DVT, Post-op Sepsis, Post-op Wound Dehiscense, Accidental Laceration/Puncture
MRSA Blood Stream Infections	A positive test for a bacteria blood stream infection ≥ 4 days after admission
Patient Falls with Injury	A fall that resulted in harm that required intervention by medical staff (and reportable to CMS)
Serious Safety Events (patients)	A gap in care that reached the patient, causing a significant level of harm
Other Abbreviations	
SIR	Standardize Infection Ratio (Observed/Expected)



EXECUTIVE SUMMARY

Q3 2023 Core Measures Dashboard

CMS Hospital IQR (Inpatient Quality Reporting) Program

Time Period

Q3 2023- publicly reported metrics (contributing to Star Rating)

Accomplishments

- STK-4 Thrombolytic Therapy: 100% (6/6)
- Sepsis bundle (SEP) 72% (68/94)
- Perinatal measures: complications are low, breastfeeding higher than avg
- ED admit Decision Time 107.00 minutes - Improving
- Central Line (CLABSI), Urinary Catheter (CAUTI) infection rates = 0
- 30 Day Mortality Rates

Areas for Improvement or Monitoring

- HBIPS Transition Records- 2024 PI
- OP-18b Median time in ED (221 minutes, n=93)
- OP-23 STk Head CT/MRI 60% (3/5)- Monitor
- PSI-90 Composite Measure-Monitor
 - Periop Hemorrhage or Hematoma
 - Post-op Respiratory Failure
 - Post-op DVT
 - Abdominopelvic Laceration/Puncture rate

Data Summary

- Pg. 1 contains 2022 data by quarter with YTD sizes
- Pg. 2-4 publicly reported data published by CMS (dates vary by measure)

Barriers or Limitations

Next Steps:

2024 PI project planning in process

Hospital Inpatient Quality Reporting Program Measures

	METRIC	CMS**	2022	Q1 -2023	Q2 -2023	Q3 -2023	Q4-2023	Q2-2023 Num/Den	Rolling 2023 YTD	2023 YTD Num/Den
◆ Stroke Measures										
STK-4	Thrombolytic Therapy	100%	88%	100%	100%	100%		6/6	100%	12/12
◆ Sepsis Measure										
SEP-01	Severe Sepsis and Septic Shock: Management Bundle (Composite Measure)	58%	53%	46%	62%	72%		68/94	62%	171/278
◆ Perinatal Care Measure										
PC-01	Elective Delivery +	2%	2%	0%	0%	4%		1/26	2%	1/47
PC-02	Cesarean Section +	TJC	21%	16%	16%	20%		29/143	18%	70/399
PC-05	Exclusive Breast Milk Feeding	TJC	80%	81%	72%	61%		43/71	71%	151/213
◆ ED Inpatient Measures										
ED-2	Admit Decision Time to ED Departure Time for Admitted Patients +	99	147.00	132.00	115.00	107.00		195--Cases	115.00	598--Cases
◆ Psychiatric (HBIPS) Measures										
IPF-HBIPS- 1	Admission Screening for Violence Risk, Substance Use, Psychological Trauma History and Patient Strengths Completed	TJC	96%	100%	99%	0%		0/0	100%	205/206
IPF-HBIPS-2	Hours of Physical Restraint Use +	0.12	0.15	0.00	0.00	0.02		0.01	0.15	N/A
IPF-HBIPS-3	Hours of Seclusion Use +	0.02	0.11	0.0230	0.0140	0.0130		0.02	0.11	N/A
IPF-HBIPS-5	Patients Discharged on Multiple Antipsychotic Medications with Appropriate Justification	77%	77%	100%	90%	82%		9/11	89%	33/37
◆ Substance Use Measures										
SUB-2	2-Alcohol Use Brief Intervention Provided or offered	65%	63%	100%	100%	83%		5/6	96%	26/27
SUB-2a	Alcohol Use Brief Intervention	76%	50%	100%	100%	100%		5/5	100%	26/26
◆ Tobacco Use Measures										
TOB-2	2-Tobacco Use Treatment Provided or Offered	72%	71%	77%	71%	100%		2/2	77%	17/22
TOB-2a	2a-Tobacco Use Treatment	42%	67%	33%	83%	50%		1/2	50%	10/20
TOB-3	3-Tobacco Use Treatment Provided or Offered at Discharge	57%	25%	50%	40%	N/A		0/0	45%	5/11
TOB-3a	3a-Tobacco Use Treatment at Discharge	18%	25%	33%	40%	N/A		0/0	36%	4/11
	METRIC	CMS**	2022	Q1 -2023	Q2 -2023	Q3 -2023	Q4-2023	Q2-2023 Num/Den	Rolling 2023 YTD	Rolling Num/Den
◆ Transition Record Measures										
TRSE	Transition Record with Specified Elements Received by Discharged Patients	67%	55%	0%	2%	19%		23/123	7%	26/365
◆ Metabolic Disorders Measure										
SMD	Screening for Metabolic Disorders	Benchmark To Be Established	89%	90%	87%	93%		80/86	90%	227/253
	METRIC	CMS**	2018	2019	2020	2021		2022	Rolling Num/Den	
IPF-IMM-2	Influenza Immunization	77%		98%	90%	92%	96%		96%	228/239

Hospital Outpatient Quality Reporting Program Measures

	METRIC	CMS**	2022	Q1 -2023	Q2 -2023	Q3 -2023	Q4-2023	Q2 2023 Num/Den	Rolling 2023 YTD	2023 YTD Num/Den
◆ ED Outpatient Measures										
OP-18b	Average (median) time patients spent in the emergency department before leaving from the visit	171.00	178.00	173.00	192.00	221.00		93--Cases	195.00	279--Cases
◆ Outpatient Stroke Measure										
OP-23	Head CT/MRI Results for STK Pts w/in 45 Min of Arrival	69%	86%	80%	100%	60%		3/5	80%	12/15
◆ Endoscopy Measures										
OP-29	Endoscopy/Polyp Surveillance: Appropriate Follow-up Interval for Normal Colonoscopy in Average Risk Patients	91%	85%	100%	95%	83%		24/29	93%	99/106

**CMS National Average + Lower Number is better

◆ Healthcare Personnel Influenza Vaccination						
	METRIC	CMS National Average	Oct 2017 - Mar 2018	Oct 2018 - Mar 2019	Oct 2020 - Mar 2021	Oct 2021 - Mar 2022
	COVID Healthcare Personnel Vaccination	88%				96%
IMM-3	Healthcare Personnel Influenza Vaccination	80%	89%	97%	94%	96%
◆ Surgical Site Infection +						
	METRIC	National Standardized Infection Ratio (SIR)	Jan 2021 - Dec 2022	Apr 2021 - Mar 2022	July 2021 - June 2022	Jan 2022 - Dec 2022
HAI-SSI-Colon	Surgical Site Infection - Colon Surgery	1	0.00	0.00	0.00	0.00
HAI-SSI-Hyst	Surgical Site Infection - Abdominal Hysterectomy +	1	not published**	not published**	not published**	not published**
◆ Healthcare Associated Device Related Infections						
	METRIC	National Standardized Infection Ratio (SIR)	Jan 2021 - Dec 2021	April 2021 - Mar 2022	July 2021 - June 2022	Jan 2022 - Dec 2022
HAI-CLABSI	Central Line Associated Blood Stream Infection (CLABSI)	1	0.26	0.00	0.00	0.00
HAI-CAUTI	Catheter Associated Urinary Tract Infection (CAUTI)	1	0.44	0.88	0.64	0.62
	METRIC	2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023
	Central Line Associated Blood Stream Infection (CLABSI)	0	0.00	1.70	0.00	
	Catheter Associated Urinary Tract Infection (CAUTI)	1.21	0.00	1.48	0.00	
◆ Healthcare Associated Infections +						
	METRIC	National Standardized Infection Ratio (SIR)	Jan 2021 - Dec 2021	Apr 2021 - Mar 2022	July 2021 - June 2022	Jan 2022 - Dec 2022
HAI-C-Diff	Clostridium Difficile	1	0.21	0.12	0.26	0.30
HAI-MRSA	Methicillin Resistant Staph Aureus Bacteremia	1	0.00	0.00	0.00	0.00
	METRIC	2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023
HAI-C-Diff	Clostridium Difficile	0.5	0.44	0.00	0.53	
HAI-MRSA	Methicillin Resistant Staph Aureus Bacteremia	0.00	0.00	0.00	0.00	
◆ Agency for Healthcare Research and Quality Measures (AHRQ-Patient Safety Indicators) +						
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2016 - June 2018	July 2017 - June 2019	July 2018 - Dec 2019	July 2019 - June 2021
PSI-90 (Composite)	Complication / Patient Safety Indicators PSI 90 (Composite)	1	No different than the National Rate	No different than the National Rate	No different than the National Rate	No different than the National Rate
	METRIC		2020	2021	2022	2023
PSI-90 (Composite)	Complication / Patient safety Indicators PSI 90 (Composite)		0.60	1.96	1.38	1.27
PSI-3	Pressure Ulcer		0.00	0.22	0.79	0.25
PSI-6	Iatrogenic Pneumothorax		0.18	0.62	0.00	0.00
PSI-8	Inhospital Fall with Hip Fracture		0.00	0.29	0.13	0.37
PSI-9	Perioperative Hemorrhage or Hematoma		2.19	2.67	2.08	3.54
PSI-10	Postop Acute Kidney Injury Requiring Dialysis		1.59	0.00	0.00	0.00
PSI-11	Postoperative Respiratory Failure		2.07	6.11	1.88	8.00
PSI-12	Peri Operative Pulmonary Embolism (PE) or Deep Vein Thrombosis (DVT)		2.13	8.74	6.59	5.01
PSI-13	Postoperative Sepsis		6.39	4.64	3.93	0.00
PSI-14	Post operative Wound Dehiscence		0.00	2.02	0.00	0.00
PSI-15	Unrecognized Abdominopelvic Accidental Laceration/Puncture Rate		0.00	0.00	0.00	2.05
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2016 - June 2018	July 2017 - June 2019	July 2018 - Dec 2019	July 2019 - June 2021
PSI-4	Death Among Surgical Patients with Serious Complications +	136.48 per 1,000 patient discharges	No different then National Average	No different then National Average	No different then National Average	not published**
◆ Surgical Complications +						
		Centers for Medicare & Medicaid Services (CMS) National Average	April 2015 - March 2018	April 2016 - March 2019	April 2017 - Oct 2019	April 2018 - March 2021
Surgical Complication	Hip/Knee Complication: Hospital-level Risk- Standardized Complication Rate (RSCR) following Elective Primary Total Hip/Knee Arthroplasty +	2.4%	2.7%	3.0%	2.6%	2.5%

*** National Average + Lower Number is better

◆ Mortality Measures - 30 Day +						
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2015 - June 2018	July 2016 - June 2019	July 2017 - Dec 2019	July 2019 - June 2021
MORT-30-AMI	Acute Myocardial Infarction Mortality Rate	8.4%	12.50%	10.90%	10.70%	10.00%
MORT-30-HF	Heart Failure Mortality Rate	12.4%	9.70%	8.00%	8.60%	10.30%
MORT-30-PN	Pneumonia Mortality Rate	15.4%	15.30%	14.20%	13.90%	not published**
MORT-30-COPD	COPD Mortality Rate	8.40%	8.80%	9.20%	8.60%	10.00%
MORT-30-STK	Stroke Mortality Rate	13.60%	13.70%	13.60%	13.40%	13.50%
CABG MORT-30	CABG 30-day Mortality Rate	2.90%	3.40%	3.00%	2.50%	3.00%
◆ Mortality Measures - 30 Day (Medicare Only - Midas DataVision) +						
	METRIC		2020	2021	2022	2023
MORT-30-AMI	Acute Myocardial Infarction Mortality Rate		4.99%	6.06%	3.39%	2.13%
MORT-30-HF	Heart Failure Mortality Rate		5.88%	7.90%	1.20%	3.05%
MORT-30-PN	Pneumonia Mortality Rate		7.10%	8.42%	7.09%	4.46%
MORT-30-COPD	COPD Mortality Rate		2.38%	0.00%	7.14%	3.13%
MORT-30-STK	Stroke Mortality Rate		4.95%	4.76%	4.90%	3.64%
CABG MORT-30	CABG Mortality Rate		0.00%	0.00%	0.00%	0.00%
◆ Acute Care Readmissions - 30 Day Risk Standardized +						
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2015 - June 2018	July 2016 - June 2019	July 2017 - Dec 2019	July 2018 - June 2021
READM-30-AMI	Acute Myocardial Infarction Readmission Rate	15.0%	14.09%	16.30%	15.50%	14.70%
READM-30-HF	Heart Failure Readmission Rate	21.3%	20.80%	21.60%	21.20%	19.50%
READM-30-PN	Pneumonia Readmission Rate	16.6%	15.10%	13.80%	14.50%	not published**
READM-30-COPD	COPD Readmission Rate	19.80%	19.20%	19.60%	19.30%	19.50%
READM-30-THA/TKA	Total Hip Arthroplasty and Total Knee Arthroplasty Readmission Rate	4.10%	3.90%	4.40%	4.20%	4.90%
READM-30-CABG	Coronary Artery Bypass Graft Surgery (CABG)	11.90%	13.80%	11.70%	12.20%	11.60%
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2017 - June 2018	July 2018 - June 2019	July 2019 - Dec 2019	July 2018 - June 2021
HWR Readmission	Hospital-Wide All-Cause Unplanned Readmission (HWR) +	15.0%	14.7%	13.7%	14.9%	14.0%
◆ Acute Care Readmissions 30 Day (Medicare Only - Midas DataVision) +						
	METRIC		2020	2021	2022	2023
	Hospital-Wide All-Cause Unplanned Readmission		10.95%	9.59%	9.89%	9.41%
	Acute Myocardial Infarction Readmission Rate		11.24%	11.27%	8.75%	6.25%
	Heart Failure Readmission Rate		16.67%	12.04%	11.36%	15.67%
	Pneumonia (PN) 30 Day Readmission Rate		14.94%	5.68%	11.94%	11.11%
	Chronic Obstructive Pulmonary Disease (COPD) 30 Day Readmission Rate		11.11%	13.04%	9.68%	12.50%
	Total Hip Arthroplasty and Total Knee Arthroplasty 30 Day Readmission Rate		10.42%	2.50%	0.00%	0.00%
	30-day Risk Standardized Readmission following Coronary Artery Bypass Graft		0.00%	6.67%	14.29%	11.00%
◆ Cost Efficiency +						
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	Jan 2018 - Dec 2018	Jan 2019 - Dec 2019	Jan 2020 - Dec 2020	Jan 2021 - Dec 2021
MSPB-1	Medicare Spending Per Beneficiary (All)	0.99	0.97	0.97	0.98	0.98
			July 2016 - June 2019	July 2017 - Dec 2019	July 2018 - June 2021	July 2019 - June 2022
PAY-AMI	Acute Myocardial Infarction (AMI) Payment Per Episode of Care	\$27,314	\$27,327	\$28,746	\$27,962	\$26,768
PAY-HF	Heart Failure (HF) Payment Per Episode of Care	\$18,764	\$17,614	\$18,180	\$17,734	\$18,109
PAY-PN	Pneumonia (PN) Payment Per Episode of Care	\$20,362	\$17,717	\$17,517	\$18,236	\$19,640
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	April 2015 - March 2018	April 2017 - Oct 2019	April 2018 - Mar 2021	April 2019 - Mar 2022
PAY-Knee	Hip and Knee Replacement	\$21,247	\$20,263	\$19,869	\$19,578	\$18,654

*** National Average + Lower Number is better

MarinHealth Medical Center
CLINICAL QUALITY METRICS DASHBOARD
Publicly Reported on CalHospital Compare (www.calhospitalcompare.org)
and Centers for Medicare & Medicaid Services (CMS) Hospital Compare (www.hospitalcompare.hhs.gov/)

◆ Outpatient Measures (Claims Data) +

	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2017 - June 2018	July 2018 - June 2019	July 2019 - Dec 2019	July 2020 - June 2021
OP-10	Outpatient CT Scans of the Abdomen that were “Combination” (Double) Scans	6.30%	4.50%	6.10%	2.70%	7.00%
OP-13	Outpatients who got Cardiac Imaging Stress Tests Before Low-Risk Outpatient Surgery	3.90%	3.20%	3.20%	3.70%	3.00%
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	Jan 2015 - Dec 2015	Jan 2016 - Dec 2016	Jan 2018 - Dec 2018	Jan 2020 - Dec 2020
OP-22	Patient Left Emergency Department before Being Seen	3.00%	1.00%	1.00%	2.00%	3.00%

+ Lower Number is better

MHMC Performance Metrics and Core Services Report

Q3 2023

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)					
	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Total 2023
Buckelew	26,250	0	0		26,250
Ceres Community Project	10,500	0	0		10,500
Community Action Marin	10,500	0	0		10,500
Community Institute for Psychotherapy	21,000	0	0		21,000
Homeward Bound	157,500	0	0		157,500
Huckleberry Youth Programs	10,500	0	0		10,500
Jewish Family and Children’s Services	10,500	0	0		10,500
Kids Cooking for Life	5,250	0	0		5,250
Marin Center for Independent Living	26,250	0	0		26,250
Marin Community Clinics	63,000	0	0		63,000
MHD 1206B Clinics	7,484,108	6,475,164	7,878,728		21,838,000
NAMI Marin	10,500	0	0		10,500
North Marin Community Services	10,500	0	0		10,500
Operation Access	10,500	0	0		10,500
Ritter Center	26,250	0	0		26,250
RotaCare Bay Area Inc.	15,750	0	0		15,750
San Geronimo Valley Community Center	10,500	0	0		10,500
Spahr Center	10,500	0	0		10,500
St. Vincent de Paul Society of Marin	5,250	0	0		5,250
West Marin Senior Services	10,500	0	0		10,500
Total Cash Donations	7,935,608	6,475,164	7,878,728		22,289,500
Clothes Closet	10,338	4,576	6,419		21,333
Compassionate discharge medications	14,182	14,947	18,294		47,423
Meeting room use by community-based organizations for community-health related purposes	0	0			0
Healthy Marin Partnership	1,916	0	1,278		3,194
Food donations	19,349	20,506	12,122		51,977
Total In Kind Donations	45,785	40,029	38,113		123,927
Total Cash & In-Kind Donations	7,981,393	6,515,193	7,916,841		22,413,427

MHMC Performance Metrics and Core Services Report

Q3 2023

Schedule 4, continued

Community Benefit Summary					
(These figures are not final and are subject to change)					
	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Total 2023
Community Health Improvement Services	19,545	26,551	16,934		63,030
Health Professions Education	777,808	531,310	34,805		1,343,923
Cash and In-Kind Contributions	7,981,393	6,515,193	7,916,841		22,413,427
Community Benefit Operations	2,234	0	959		3,193
Community Building Activities	0	0	0		0
Traditional Charity Care *Operation Access total is included	5,814	182,223	188,833		377,870
Government Sponsored Health Care (includes Medi-Cal & Means-Tested Government Programs)	11,153,588	11,662,761	11,824,931		34,641,280
Community Benefit Subtotal (amount reported annually to State & IRS)	19,940,382	18,919,599	44,474,863		58,842,723
Unpaid Cost of Medicare	23,481,601	23,642,242	23,959,093		71,082,836
Bad Debt	199,831	358,419	532,467		1,090,717
Community Benefit, Community Building, Unpaid Cost of Medicare and Bad Debt <u>Total</u>	43,621,814	42,919,599	44,474,863		131,016,276

Operation Access					
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.					
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Total 2022
*Operation Access charity care provided by MGH (waived hospital charges)	116,208	160,409	316,349		592,966
Costs included in Charity Care	0	27,642	0		27,642

MHMC Performance Metrics and Core Services Report

Q3 2023

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	Separated		Rate
		Voluntary	Involuntary	
Q3 2022	569	26	4	5.27%
Q4 2022	583	33	3	6.17%
Q1 2023	595	18	4	3.70%
Q2 2023	618	29	1	4.85%
Q3 2023	626	22	1	3.67%

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
Q3 2022	9	79	569	657	13.39%	12.02%	1.37%
Q4 2022	7	55	583	645	9.61%	8.53%	1.09%
Q1 2023	14	53	595	662	10.12%	8.01%	2.11%
Q2 2023	6	54	618	678	8.85%	7.96%	0.88%
Q3 2023	8	42	626	676	7.40%	6.21%	1.18%

Hired, Termed, Net Change			
Period	Hired	Termed	Net Change
Q3 2022	36	30	6
Q4 2022	51	36	15
Q1 2023	34	22	12
Q2 2023	53	30	23
Q3 2023	31	23	8

MHMC Performance Metrics and Core Services Report

Q3 2023

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
Q3 2023	July 1	13:47	1'59"	ED	22	5
	July 24	19:56	2'00"	ED	19	7
	Aug 14	14:58	1'59"	ED	16	5
	Aug 22	17:24	2'00"	ED	15	6
	Sept 7	06:25	2'00"	ED	3	1
	Sept 8	12:08	1'09"	ED	7	4
	Sept 13	19:54	2'00"	ED	21	11
	Sept 15	18:48	2'00"	ED	14	6
	Sept 18	18:50	2'00"	ED	18	7
	Sept 24	11:25	2'00"	ED	10	5
	Sept 25	14:42	1'47"	ED	13	5

2023 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)

