



Annual Report and Plan for Community Benefit  
Marin General Hospital  
Fiscal Year 2018 (January 1, 2018 – December 31, 2018)

Submitted to:  
Office of Statewide Health Planning & Development  
Healthcare Information Division  
Accounting and Reporting Systems Section  
Sacramento, California

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## About the Organization

Marin General Hospital is an independent, not-for-profit organization that has been meeting the community's healthcare needs since 1952. Owned by the Marin Healthcare District, the 235-bed hospital is the only full-service, acute care hospital in the county. The publicly-elected Marin Healthcare District Board of Directors works closely with the Marin General Hospital Board of Directors to oversee hospital operations.

Marin General Hospital operates the county's only Designated Trauma Center, hospital labor and delivery services, and heart surgery programs. In keeping with the values and needs of its community, Marin General Hospital is dedicated to treating the whole patient—mind, body and spirit. Its mission is to provide exceptional healthcare services in a compassionate and healing environment.

Marin General Hospital offers advanced medical expertise, technology, and treatments in a healing environment and offers patients the opportunity to complement their medical treatment with integrative therapies through its Center for Integrative Health & Wellness. Our healthcare network includes the hospital, outpatient labs, imaging and surgery centers, Marin Healthcare District Health Centers, and the Prima Medical Foundation.

Construction is underway on an advanced, seismically safe new hospital that will provide an unparalleled healing environment for patients and visitors, staff, and physicians. Plans for the new hospital campus include a four-story, 260,000 square-foot hospital replacement building, a five-story, 100,000 square-foot ambulatory services building, and parking structure. The new hospital, MGH 2.0 will be completed in 2020. The hospital will meet or exceed the latest state-mandated standards for earthquake safety. The hospital continues to operate throughout the construction process.

## Our Mission

To provide exceptional healthcare services in a compassionate and healing environment.

## Our Vision

To exceed each community member's highest expectations for quality healthcare.

Marin General Hospital provides excellent care that responds to the needs of the community. MGH was honored to have received the following awards in 2018:

- Seven 5-star ratings and the Stroke Care Excellence Award from Healthgrades
- Get with the Guidelines Stroke Gold Plus Quality Achievement Award from the American Heart/Stroke Association
- Leapfrog Hospital Safety Grade: A for patient safety
- 3-Year Accreditation with Commendation & Outstanding Achievement Award from the Commission on Cancer
- Chest Pain Center Accreditation from the Society of Cardiovascular Patient Care
- Baby Friendly Designation from the United Nations International Children's Fund
- Primary Stroke Center Certification from the Joint Commission and the Stroke Gold Plus Quality Achievement award from the American Heart/Stroke Association

## **Organizational Structure**

Marin General Hospital (MGH) is a nonprofit community hospital, owned by the Marin Healthcare District, a publicly elected body. The Marin Healthcare District owns the hospital facility buildings and land and leases the facilities to the Marin General Hospital Corporation, which owns the license and the business and employs hospital staff. The hospital is governed by a volunteer board of directors, comprised of local business and civic leaders, as well as members of the medical staff. They are responsible for setting policy on patient care operations, finances and community benefit. They have reporting requirements to the Marin Healthcare District.

At MGH the focus remains firmly on improving the health of the people of Marin County. As a nonprofit organization, there are no shareholders who benefit from financial surpluses. Instead, MGH reinvests surpluses into the community with new program implementation, advanced technology, community services, and building projects.

## **Board of Directors**

Lee Domanico, Chief Executive Officer

Joe Abrams

Joshua Adler, MD

Joseph C. Euphrat

David Hill, Secretary

Ann Kao, MD

Paul Kirincic, Chairman

Mark R. Laret

Denise Lucy, EdD

Gene Marie O'Connell, RN, MS

Robert Peirce, Treasurer

Mara Perez, PhD

Walther B. Rose

Steven A. Schroeder, MD

Andrea Schultz, Vice-Chair

## **Community Benefit Oversight**

The Chief Executive Officer is the champion for the overall Community Benefit program, and the Vice President, Marketing & Communications provides strategic planning and implementation support. Marin General Hospital convenes a Community Benefit Advisory Committee, which meets regularly to review and discuss community benefit requests and opportunities, and offer strategic guidance. The committee is made up of members from Marin General Hospital administration, the Marin General Hospital Board of Directors, and the Marin Healthcare District Board of Directors.

Jon Friedenber, President & Chief Operating Officer, Marin General Hospital

Joel Sklar, MD, Chief Medical Officer, Marin General Hospital

Mara Perez, PhD, Marin General Hospital Board of Directors

Jennifer Rienks, PhD, Marin Healthcare District Board of Directors

Jamie Maites, Vice President, Marketing & Communications, Marin General Hospital

## Our Community

Marin General Hospital is located at 250 Bon Air Road, Greenbrae, CA 94904. The service area comprises all of Marin County and includes the cities of: Belvedere, Corte Madera, Fairfax, Larkspur, Mill Valley, Novato, Ross, San Anselmo, San Rafael, Sausalito, Tiburon, and the coastal towns of Stinson Beach, Bolinas, Point Reyes, Inverness, Marshall, and Tomales. Marin County is a healthy and affluent county. However, Marin County has an aging population with substantial disparities in socioeconomic status. These issues present challenges for the health of Marin County residents. The following demographic and socioeconomic data provide an overview of the Marin County population.

<b>Marin County and California Demographic and Socioeconomic Data<sup>1</sup></b>		
<b>Indicator</b>	<b>Marin County</b>	<b>California</b>
<i>Demographic and Socioeconomic Information</i>		
Total Population	254,643	37,659,180
Median Age	44.8 years	35.4 years
Under 18 Years Old	20.6%	24.5%
Over 65 Years Old	17.6%	11.5%
White	79.4%	62.3%
Hispanic/Latino	15.5%	37.9%
Some Other Race	7.9%	12.9%
Asian	5.6%	13.3%
Multiple Races	3.7%	4.3%
Black	2.9%	6.0%
Native American/Alaskan Native	0.3%	0.8%
Pacific Islander/Native Hawaiian	0.2%	0.4%
Median Household Income	\$90,839	\$61,094
Unemployment <sup>2</sup>	4.2%	7.4%
Linguistically Isolated Households	4.8%	10.3%
Households with Housing Costs > 30% of Total Income	43.8%	45.9%

The key drivers of health are income, education and health insurance. While Marin County compares well with the State, there are vulnerable subpopulations whose health status is most at risk.

<i>Key Drivers of Health</i>	Marin County	California
Living in Poverty (<200% FPL)	19.4%	35.9%
Children in Poverty (<200% FPL)	17.8%	47.3%
Age 25+ with No High School Diploma	7.6%	18.8%
High School Graduation Rate <sup>3</sup>	91.4%	80.4%
3 <sup>rd</sup> Grade Reading Proficiency <sup>4</sup>	66.0%	45.0%
Percent of Population Uninsured	8.9%	17.8%
Percent of Insured Population Receiving Medi-Cal/Medicaid	9.5%	19.2%

<sup>1</sup> Unless noted otherwise, all data presented in this table is from the US Census Bureau, 2009-2013 American Community Survey 5-Year Estimate.

<sup>2</sup> US Department of Labor, Bureau of Labor Statistics, June 2015.

<sup>3</sup> California Department of Education, 2013.

<sup>4</sup> Standardized Testing and Reporting (STAR) Results, 2010-11 and 2012-13, from California Department of Education, Accessed via kidsdata.org, 2013.

## **Community Health Needs Assessment (CHNA)**

State and federal regulations require nonprofit hospitals to conduct a Community Health Needs Assessment (CHNA) at least once every three years. As part of the CHNA, each hospital is required to collect input from individuals in the community, including public health experts as well as members, representatives or leaders of low-income, minority, and medically underserved populations.

Marin General Hospital worked in partnership with the Healthy Marin Partnership (HMP) and Marin County Health and Human Services to complete the 2016 CHNA. HMP includes participation by the acute care hospitals in Marin County and has conducted the triennial Community Health Needs Assessments for Marin County to identify and address key countywide issues. The 2016 CHNA examined up-to-date data sources to describe the service area and used interviews and focus groups to obtain information and opinions from persons who represent the broad interests of the community served by the hospital.

### **Priority Health Needs**

Significant health needs were identified and prioritized as part of a community convening coordinated by the Healthy Marin Partnership. The community convening engaged more than 30 community residents, public health experts and community leaders. After a review of the secondary data collection, and results of the key informant interviews and community focus groups, residents and community leaders in Marin County prioritized the community health needs:

1. Mental health
2. Substance abuse
3. Access to healthcare/medical homes/healthcare coverage
4. Socioeconomic status (income, employment, education level)
5. Healthy eating and active living (nutrition/healthy food/food access/physical activity)
6. Social supports (family and community support systems and services; connectedness)
7. Cancer
8. Heart disease

The complete Community Health Needs Assessment can be accessed at

<https://www.maringeneral.org/about-us/community-benefit>

## Marin General Hospital Community Benefit Services

Community benefit services promote health and healing and focus on addressing the identified unmet health needs of the community. For a program or service to be considered a community benefit it must: improve access to healthcare; or enhance the health of the community; or advance medical or healthcare knowledge; or reduce the burden of government or other nonprofit community efforts.

In FY2018, Marin General Hospital provided community benefit activities and programs within its service area that reached over 18,400 persons. A summary of these activities follows.

### Community Health Improvement Services

Activities carried out to improve community health, available to the public, which address a community need.

Activity/Event	Description	Recipients
Braden Diabetes Center	Free diabetes support groups, lunch n' learns, education booths and screenings	General public
Breastfeeding Telephone Support Line	Free education, counseling and breastfeeding support.	Breastfeeding women
Center for Integrative Health & Wellness (CIHW) Events	Education and support group events (yoga, healthy weight, Qi Dong, breast cancer support group, etc.).	General public
Community Dietary/Nutrition Telephone Support Line	Free advice line open to the community for nutrition information.	General public
Compassionate Discharge Prescriptions and Transportation	Covered cost of discharged medications and transportation for underserved patients.	Uninsured patients
Health Connection Newsletter	Free monthly newsletter on various health topics	General public
Low Cost Mammogram Day	Mammograms offered to underserved women.	Patients in need
National Nutrition Month and Nutrition Education	National Nutrition Month activities and nutrition education.	General public
Shuttle Program for Seniors	Free shuttle service for seniors in the Behavioral Health program.	Seniors in need
The Mom's Group	Free support group to the community that discusses newborn care, breastfeeding, parenting, etc.	General public
The New Father Class	Free class for new fathers to learn how to care for their newborns.	General public
Transportation	Free transportation	General public

## Health Professions Education

Education programs for physicians, nurses, nursing students, and other health professionals.

### Continuing Medical Education

Free educational programs offered to providers in the Marin area which are open to any clinical MD or Nurse Practitioner serving our local patient community. Grand Rounds presented cases and offered analysis and discussions of treatment options. In 2018, we hosted an annual Nutrition Conference. This year's theme was Popular Diets and Your Patients with Diabetes.

### Nursing Education

Marin General Hospital's registered nurses provided precepting for over 220 student nurses from local colleges and universities.

### Other Health Professions

The hospital's health professions staff trained and directly supervised:

- Nutrition students
- Occupational Therapy interns in Behavioral Health
- Paramedic emergency department clinical rotation
- Pharmacy students
- Radiology students
- Rehabilitation students
- Respiratory Therapy students

## Cash and In-Kind Donations

Funds and in-kind services donated to community groups and nonprofit organizations were provided. The hospital provides in-kind donations of meeting space to a number of nonprofit organizations and community groups. Contributions were made to nonprofit organizations that support community benefit efforts. The hospital also partnered with ExtraFood.org to donate leftover food from our retail and patient services to distribute extra food to those in need in Marin county.

The hospital contributed more than \$500,000 to fund community benefit grants and sponsorships for established community organizations to address priority significant health needs in the community. Our grant making program continued to serve many of Marin's most vulnerable residents. A summary of funded programs is provided.

### Marin General Hospital 2018 Grant Funded Programs

Organizations	Health Needs Addressed	Programs
Buckelew	Counseling Services	Grant purpose – Counseling services. Accomplishments <ul style="list-style-type: none"><li>• Supported a new, full-time bilingual therapist to provide culturally and linguistically appropriate counseling services.</li><li>• Patients no longer experience any wait times</li></ul>



Organizations	Health Needs Addressed	Programs
		<p>following referral. They are immediately assigned a counselor who begins the process of contacting them for services.</p> <ul style="list-style-type: none"> <li>• Outpatient counseling impacted 600 individuals.</li> </ul>
Coastal Health Alliance	Expanding Access to Oral Health Care	<p>Grant purpose – Increase access to dental care.</p> <p>Accomplishments</p> <ul style="list-style-type: none"> <li>• Supported 247 uninsured individuals for 856 dental visits.</li> <li>• 256 Emergency Department visits were averted due to proactive services.</li> </ul>
Community Institute for Psychotherapy	Help for Disadvantaged Families and Individuals at Risk	<p>Grant purpose – Provide mental health treatment for low-income families, adults and children.</p> <p>Accomplishments</p> <ul style="list-style-type: none"> <li>• Supported 460 hours of comprehensive mental health treatment for approximately 28 patients.</li> </ul>
Homeward Bound	Transition to Wellness Medical Respite for Homeless Individuals	<p>Grant purpose – Provide respite care and transitional shelter to homeless individuals.</p> <p>Accomplishments</p> <ul style="list-style-type: none"> <li>• Supported 59 individuals.</li> <li>• There were 711 avoidable hospital days and 71% of individuals who stayed at least 30 days applied for and began to receive income benefits.</li> </ul>
Lifelong Medical Care	Adult Day Health Care Access Project	<p>Grant purpose – Adult day health care access.</p> <p>Accomplishments</p> <ul style="list-style-type: none"> <li>• Supported 375 days of subsidized adult day health care (ADHC) to 83 low income Marin residents. 52% of program participants had Alzheimer’s disease or other dementias and 49% had a behavioral health diagnosis.</li> <li>• In the six months prior to admission, ADHC participants had 44 self-reported ED visits. In the six months following ADHC admission, those participants had 24 self-reported ED visits.</li> </ul>
Marin Center for Independent Living	Access to Benefits Navigation Program	<p>Grant purpose – Provide benefits planning, advocacy and access to care.</p> <p>Accomplishments</p> <ul style="list-style-type: none"> <li>• 225 individuals received counseling.</li> <li>• 27 breast cancer patients received benefits counseling.</li> <li>• 10 outreach meetings/community forums were held, educating 45 community stakeholders, and 100 patients were referred to other agencies for additional support.</li> </ul>
Marin Community Clinics	Access to Health Care Including Nutrition Services for Medically	<p>Grant purpose – Provide access to care, including nutrition services.</p> <p>Accomplishments</p> <ul style="list-style-type: none"> <li>• Provided 38,991 patients with 142,803 medical</li> </ul>

Organizations	Health Needs Addressed	Programs
	Underserved Main Residents	visits including services in pediatrics, adult medicine, family practice, women’s health and behavioral health. <ul style="list-style-type: none"> <li>• 3,541 patients were provided nutrition and health education services to prevent and manage chronic disease including hypertension and diabetes through one-on-one sessions and group classes.</li> <li>• 1,410 patients received diabetes care; 67% had their diabetes controlled.</li> <li>• 1,747 patients received hypertension care; 71% had their hypertension controlled.</li> </ul>
Operation Access	Marin County Project	Grant purpose – free outpatient surgery for uninsured patients. <ul style="list-style-type: none"> <li>• In 2018, Operation Access coordinated care for 229 unduplicated Marin County residents, resulting in 303 donated surgical procedures and diagnostic services.</li> <li>• The median wait time to specialty appointment was 63 days and 80 days wait time to surgical procedure.</li> <li>• 93% of clients reported improved health and ability to work as a result of the procedures.</li> </ul>
Ritter Center	Integrated Health Quality Improvement Program	Grant purpose – Integrated quality improvement.           Accomplishments <ul style="list-style-type: none"> <li>• Ritter Center provided medical, mental health, and alcohol/drug treatment services to more than 1,400 unduplicated patients in 2018.</li> </ul>
RotaCare Bay Area	San Rafael Free Clinic	Grant purpose – Free clinic operations, support/volunteer recruitment and retention.           Accomplishments <ul style="list-style-type: none"> <li>• RotaCare Clinic of San Rafael provided services to 992 patients.</li> <li>• RotaCare actively engaged 188 persons as volunteers.</li> <li>• The clinic continued to maintain specialty clinics. The clinics included: nutritional support, stress management, dermatology, diabetes, podiatry, vaccine and asthma and respiratory issues.</li> </ul>
West Marin Senior Services	Supportive Services for Underserved Seniors in Rural West Marin	Grant purpose – Adult day health program financial assistance.           Accomplishments <ul style="list-style-type: none"> <li>• 1,776 individuals were served by grant funds.</li> <li>• 270 unduplicated seniors and 179 unduplicated low-income seniors received core services, which include care management, home delivered meals, congregate meals, and visiting.</li> </ul>
Whistlestop	Missed	Grant purpose –Missed appointment pilot program.

Organizations	Health Needs Addressed	Programs
	Appointment Reduction Services	<p>Accomplishments</p> <ul style="list-style-type: none"> <li>• Through transportation programs utilizing the Lyft Concierge platform, Whistlestop ensured clients were able to keep their medical appointments.</li> <li>• During a 7-week period in 2018, 107 unique individuals were served, including 8 rides which required wheelchair accessibility.</li> <li>• 64% of individuals served were non-English speaking and Whistlestop utilized their translation services to communicate with clients who spoke Spanish and Vietnamese.</li> </ul>

As part of our commitment to access to care in the community, MGH supports primary care and specialty care services for the uninsured provided by Marin Healthcare District's 1206(B) Clinics (Bon Air Internal Medicine, Cardiovascular Center of Marin, Marin Endocrine Center, Marin Internal Medicine, North Bay Family Medicine, North Bay Rheumatology, North Bay Urology, North Marin Internal Medicine, San Rafael Medical Center, Sirona Vascular Center, Tamalpais Internal Medicine) and Prima Medical Foundation.

Marin General Hospital 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. In 2018, Marin General Hospital waived more than \$1.025 million in hospital charges.

### Community Building Activities

Community Building activities support community assets by offering the expertise and resources of the hospital organization. These activities may address the root causes of health problems or the determinants of health, such as education, homelessness, poverty and environmental concerns.

#### Coalition Building and Advocacy

Hospital representatives serve on a number of local organizations and committees that address health improvement. Marin General Hospital engages in advocacy efforts that support access to healthcare.

#### Workforce Development

Staff spoke to students at Redwood high school about careers in the medical field.

## Financial Summary of Community Benefit 2018

Hospital community benefit funding for 2018 (January 2018 – December 2018) is summarized in the table below.

Community Benefit Categories	Net Benefit
Charity care <sup>1</sup>	\$1,483,852
Unpaid costs of Medi-Cal <sup>2</sup>	\$28,946,305
Education and research <sup>3</sup>	\$1,753,467
Other for the broader community <sup>4</sup>	\$26,056,720
<b>Total community benefit excluding unpaid costs of Medicare</b>	<b>\$58,240,344</b>
Unpaid costs of Medicare <sup>2</sup>	\$82,400,451
<b>Total quantifiable community benefit</b>	<b>\$140,640,795</b>

<sup>1</sup> Charity Care (financial assistance) includes charity care write-offs to eligible patients at reduced or no cost based on the individual patient's financial situation.

<sup>2</sup> Unpaid costs of public programs include the difference between costs to provide a service and the rate at which the hospital is reimbursed. Estimated costs are based on the overall hospital cost to charge ratio.

<sup>4</sup> Costs related to the medical education programs and medical research that the hospital sponsors.

<sup>5</sup> Includes non-billed programs such as community health education, screenings, support groups, clinics and support services. Also includes community benefit operations and cash and in-kind donations.

## **2019 Community Benefit Plan**

As a result of the 2016 Community Health Needs Assessment (CHNA), priority health needs were identified. Marin General Hospital selected Access to Healthcare as a priority need for 2017- 2019. In conjunction with the CHNA report, Marin General Hospital developed an Implementation Strategy that describes goals, strategies, expected outcomes and tracking metrics.

Access to healthcare is a priority need. The ability to utilize and pay for comprehensive, affordable, quality physical, mental and oral healthcare is essential to maximize the prevention, early intervention, and treatment of health conditions such as obesity, cancer, diabetes, heart disease, asthma, oral health, mental health, and substance abuse. Our goal is to increase the number of individuals who have access to and receive appropriate healthcare services in Marin County.

Our strategies to address access to healthcare are to:

- Participate in government-sponsored programs for low-income individuals, i.e., Medi-Cal Managed Care, Medi-Cal Fee-For-Service.
- Provide financial assistance for qualifying individuals.
- Fund grant making to support Federally Qualified Health Centers or free clinics to strengthen coordinated care for vulnerable, at-risk, low-income, or uninsured individuals.
- Fund grant making or leverage internal resources to support community-based services that increase access to culturally competent healthcare, case management, advocacy, education and/or screening and early intervention for vulnerable, at-risk, low-income, or uninsured individuals.

### **Community Partnerships**

Marin General Hospital is committed to support existing community resources and to leverage the assets it can bring to bear on local health needs. Marin General Hospital will work with others toward common goals to improve the health of the communities it serves. Additionally, Marin General Hospital will continue to actively participate on the Healthy Marin Partnership.

### **Measure Impact**

Marin General Hospital will monitor and evaluate the programs and activities outlined above. Plans to monitor the Marin General Hospital strategies include the collection and documentation of tracking measures, such as the number of dollars spent, number of people reached/served, number of grants made. In addition, Marin General Hospital requires grantees to track and report outcomes, including changes in behavior and health outcomes. An evaluation of the impact of the hospital's actions to address this significant health need will be reported in the next scheduled Community Health Needs Assessment.

## Contact Information

### Address of Hospital Campus

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250 Bon Air Road  
Greenbrae, CA 94904

### Web Address

<http://www.maringeneral.org>

### Community Benefit Contact

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