



2014 Community Benefit Report

Pursuant to SB 697

Submitted: August 2015

I. Hospital

A. General Information

Marin General Hospital (MGH), opened in 1952, is an acute care, 235 bed, not-for-profit and locally governed hospital. As the only full-service acute care hospital in Marin County, its major services include the area's only designated trauma center, cardiac, and neurological surgery programs, labor and delivery services, inpatient pediatric program, comprehensive cancer care services, primary stroke center that can treat all types of stroke on site, accredited chest pain center, and acute inpatient psychiatric services.

In 2014, MGH earned various quality awards:

- Healthgrades
 - *Distinguished Hospital Award;*
 - *America's Top 100 Best Hospitals for Cardiac Care;*
 - *America's Top 100 Best Hospitals for Coronary Intervention*
- American Heart/Stroke Association:
 - *Get With the Guidelines-Stroke Gold Plus Quality Achievement Award*
- Leapfrog Group
 - *"A" Grade for Hospital Safety*
- Commission on Cancer of the American College of Surgeons:
 - *3-Year Accreditation & Outstanding Achievement Award*
- The Society of Cardiovascular Patient Care (SCPC)
 - *Chest Pain Center Accreditation*
- The Joint Commission
 - *Primary Stroke Center Re-Certification*
- Marin Magazine
 - *Top Doctors 2014*
 - *Over 250 physicians practicing at MGH on the Top Doctor List*

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B. Organizational Structure

Marin General Hospital (MGH) is a not-for-profit community hospital, owned by the Marin Healthcare District, a publicly elected body. The Marin Healthcare District owns the 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 benefits and have reporting requirements to the Marin Healthcare District.

At MGH our focus remains firmly on improving the health of the people of Marin County. As a not-for-profit organization, there are no shareholders who benefit from our financial surpluses. Instead, we reinvest our surpluses into the community with new program implementation, advanced technology, community services and building projects.

The Chief Administrative Officer is the champion for the overall Community Benefit program, and the Director of Communications provides overall strategic planning and implementation direction.

C. Mission & Vision

Mission: To provide exceptional health care services in a compassionate and healing environment.

Vision: To exceed each community member's highest expectations for quality health care.

II. Community Needs Assessment

A. Definition of "Community"

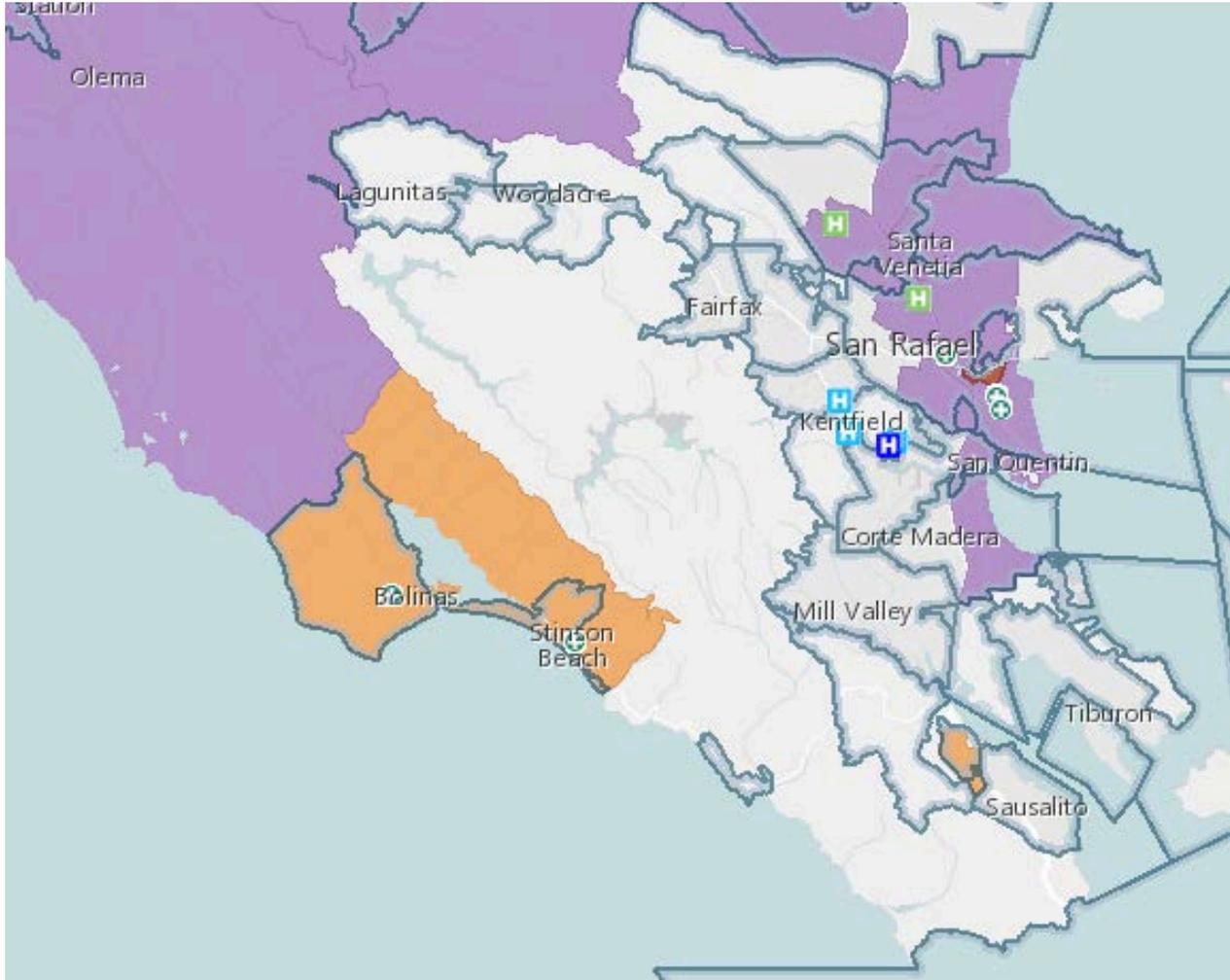
Marin General Hospital primarily serves residents of Marin County. Certain specialty programs service a broader population, including patients from Sonoma County, the broader SF Bay Area and beyond.

	Marin	California
Total Population	254,643	37,659,180
Males	39.13%	38.75%
Females	55.77%	56.27%
Total Population Age 65 or Older	17.52%	11.81%
Median Age	44.8	35.4
Change in Total Population 2000-2010	2.07%	9.99%
Total Hispanic Population	15.53%	37.89%
White	79.38%	62.31%
Black	2.85%	5.99%
Asian	5.63%	13.29%

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

	Marin	California
Residents living below 200% Federal Poverty Level (FPL)	19.14 %	35.91%

Children living below 200% FPL	8.94%	22.15%
Residents who are uninsured	8.91%	17.78%
Residents without a high school diploma	7.62%	18.76%



Vulnerable Populations Footprint, ACS 2008-12

- Above all thresholds (Footprint)
- Above the poverty threshold
- Above the education threshold

Vulnerability Thresholds

Population Below Poverty Level



Population Less Than High School



B. Community Health Needs Assessment (CHNA)

The Patient Protection and Affordable Care Act (ACA), enacted on March 23, 2010, added new requirements, which nonprofit hospital organizations must satisfy to maintain their tax-exempt status under section 501(c)3 of the Internal Revenue Code. One such requirement added by ACA, Section 501(r) of the Code, requires 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 designated individuals in the community, including public health experts as well as members, representatives or leaders of low-income, minority, and medically underserved populations and individuals with chronic conditions.

While Marin General Hospital has conducted CHNAs for many years to identify needs and resources in our communities and to guide our Community Benefit plans, this new legislation has provided an opportunity to revisit our needs assessment and strategic planning processes with an eye toward enhanced compliance and transparency and leveraging emerging technologies. The CHNA process undertaken in 2013 and described in this report was conducted in compliance with these new federal requirements.

C. Summary of Prioritized Needs

As a result of extensive data collection, key informant interviews, and community focus groups, residents and community leaders in Marin County identified the following health needs, in priority order:

1. Mental health
2. Substance abuse
3. Access to health care/medical homes/health care 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 needs were identified as community priorities as part of the community convening coordinated by the Healthy Marin Partnership, which includes all the acute care hospitals in Marin County. The community convening included more than 30 community residents, public health experts and community leaders.

III. Marin General Hospital Community Benefit Contributions

A. Economic Contributions

Community benefit is a term used to describe the many health programs and medical services supported totally or in part by Marin General Hospital (MGH) that provide tangible benefits to the community and improve the health of its residents. MGH follows the IRS guidelines for reporting the economic value of its community benefits contributions.

During fiscal year 2014, MGH made more than \$43 million in community benefit contributions.

Using the California State reporting categories, MGH community benefit contributions are displayed here highlighting the activities for vulnerable populations and the broader community.

	Dollars
Charity Care	3,102,588
Medi-Cal Shortfall	29,349,892
Vulnerable Populations	5,184,993
Broader Population	5,550,446
Health Professions Education and Research	431,886
TOTAL BENEFITS REPORTED	\$43,529,805

Using the IRS reporting categories, MGH community benefit contributions fall into the following categories:

	Dollars
Charity Care	3,012,588
Government Sponsored Health Care (Medi-Cal shortfall)	29,349,892
Health Improvement	249,322
Community Building	2,608
Financial and In-Kind Contributions, Grants	10,472,283
Health Professions Education	425,345
Research	6,541
Community Benefit Operations	11,226
TOTAL BENEFITS REPORTED	\$43,529,805

MGH spends 11.5 percent of its total annual operating expenses on programs and services for the poor and underserved and 13 percent of its annual operating expenses for community benefits.

Marin General Hospital's primary community benefit goal is access to health care. MGH absorbs more than \$3 million in charity care costs where no reimbursement is received and over \$29 million in Medi-Cal shortfall, which is the difference between what Medi-Cal reimburses MGH for care to beneficiaries and the actual cost of providing the care.

As part of our commitment to access to care in the community, MGH supports primary and specialty care services for the uninsured provided by the Marin Healthcare District 1206(b) Clinics (Cardiovascular Center of Marin, Marin Endocrine Center, Marin Internal Medicine, Marin Urology Center, North Marin Internal Medicine, San Rafael Medical Center, Sirona Vascular Center, Tamalpais Internal Medicine, West Marin Medical Center) and Prima Medical Foundation. These contributions are included as Financial and In-Kind expenses.

B. Other Highlights of MGH Contributions.

Health Education and Screening:

- Center for Integrative Health & Wellness community education programs
- A wide range of support groups
- New Moms group
- New Fathers group
- Community Breastfeeding Consultation Phone Line
- Community Dietitian Consultation Phone Line
- Community CPR and AED training and family safety programs

- Low Cost Mammography screening

Health Professions Education and Training

- Physicians
- Nurses
- Radiology Technologists
- Respiratory Therapists
- Pharmacists
- Occupational Therapists
- Physical Therapists
- Social Workers
- Dietitians
- Hospital Chaplains

Financial Support for Community Based Organizations:

- Coastal Health Alliance
- Homeward Bound
- Marin City Health & Wellness Center
- Marin Community Clinics
- Ritter Center
- RotaCare San Rafael
- Whistlestop

C. 2014 Healthy Marin Partnership Accomplishments

Marin General Hospital (MGH) is an active participant in the Healthy Marin Partnership (HMP), which is a collaborative of community and business leaders including all three of the general acute care hospitals in the County. MGH was a founding member of HMP.

Access to Healthcare

- *Outreach to 0 - 19 Years Olds*

Access to health care is one of the leading determinants of health. In Marin, approximately 3 to 6 percent of children and 8 to 10 percent of adults are uninsured and even more are underinsured. Healthy Marin Partnership leadership was a founding partner and continues to support the Children's Health Initiative, Marin's first community-focused health insurance enrollment and outreach effort. The goal of the initiative is to improve health access for all of Marin's low-income children and youth by finding the uninsured, enrolling them, linking them to services, increasing retention and providing funding to insure those not eligible for publicly-funded health insurance..

Youth and Adult Wellness

- *Healthy Teens Marin*

Healthy Marin Partnership was a founding member of Healthy Teens Marin, a 19-year-old collaborative that sponsors annual workshops for teens (Peer Summit). Healthy Teens Marin is an active community partnership, which includes the Marin County Office of Education, Department of Health and Human Services, Marin County Department of Probation, Public Defender's Office, Sheriff's Department, Marin Community Foundation, Healthy Marin Partnership, Youth Leadership Institute, YMCA of Marin, Huckleberry Teen Health Programs,

Novato Youth Center and Marin City Network. Healthy Marin Partnership staff serves as the primary facilitator for the events.

- *19th Annual Peer Summit*

Sponsored by Healthy Teens Marin, the 19th Annual Peer Summit was held in November 2014 at the Marin Center. This highly regarded full day event was offered at no cost to public and private middle schools throughout Marin County and provided a series of workshops for upwards of 285 students, from 10 different middle schools attending. In 2014 participating students selected from eight workshops lead by community based organizations on topics ranging in subject matter from alcohol, tobacco and other drug use, peer relations, communication, mental health, body image, healthy eating and more.

- *Play Fair Marin*

Play Fair Marin is a collaborative formed in 2003 to replace alcohol sponsorship at the Marin County Fair. Through expanded partnership with the County of Marin and other community organizations, Play Fair has widened its focus areas to include Smoke-Free Fair, Healthy Fair Food, Baby Sanctuary with roving Health Ambassadors interacting with fairgoers providing information about healthy options and activities at the Fair. Recently efforts at the Fair were broadened to include a very well-received free, Fun 1K Run for children under the age of 12.

Due to the work of the Play Fair Marin Fun Fest and its collaborative partners, the Marin County Fair has won numerous awards from the Western Fairs Association, including awards for community outreach and healthy foods promotion with fair vendors.

In 2014 Play Fair and Marin County Fair was one of five fairs in the nation to receive a grant from the USDA to promote healthy eating at a county fair. This effort is considered an emerging best practice nationally, and held up by USDA and State of California as a model for fairs and community celebrations.

- *School/Law Enforcement Partnership*

Healthy Marin Partnership is an active member of the School/Law Enforcement Partnership between all Marin County school districts, law enforcement agencies, health services and other community-based organizations. The partnership meets quarterly to build communication and strategize about how best to work in unison to meet the evolving needs of youth and families in Marin County.

- *RxSafe Marin*

The 2013 Community Health Needs Assessment identified Substance Abuse as a priority focus and health need. In 2014 RxSafe Marin – a coalition of community members and experts was launched. RxSafeMarin was formed to develop strategic efforts to tackle Marin's prescription drug misuse and abuse epidemic. Action Teams were formed around five areas of concentration: community-based prevention, prescribers and pharmacists, data collection and monitoring, treatment and recovery, and law enforcement. To date, RxSafe Marin has implemented the following strategies:

1. The prescriber and physician group instituted county-wide guidelines (with the goal of becoming policy) to reduce the number of narcotics prescribed in local emergency rooms.

2. The data collection and monitoring group created a report card with data from multiple sectors to describe and provide a benchmark for tracking progress over time as prevention efforts continue.
3. The number of drug take back sites expanded to include county Kaiser locations and one additional police department.

The County of Marin Health & Human Services department provides backbone support for this initiative through their media team and part-time staff, as well as securing funding through the Marin County Board of Supervisors. RxSafe Marin committee members are providing technical assistance to other counties and organizations to help establish similar collaborative organizations.

IV. 2015 Community Benefit Plan

A. Marin General Hospital Action Plan

In 2013, MGH adopted an Implementation Strategy for 2014-2016, available on our website. We plan to continue to focus on Access to Health Care for vulnerable populations in our hospital as well as in our community through Charity Care, Medi-Cal shortfalls and financial contributions to community-based organizations that strengthen coordinated care for vulnerable, at-risk, low-income or uninsured individuals.

Access to Care: The primary focus in 2015 will be Access to Care with the long term goal of increasing number of individuals who have access to and receive appropriate health care services in Marin County. The hospital will continue to provide Charity Care to the indigent and care for Medi-Cal beneficiaries for whom MGH is reimbursed less than the cost of providing care.

Health Education Events: Marin General Hospital will continue to provide health education programs, patient support groups and community consultation through phone support for residents with breastfeeding and nutrition questions as well as low-cost mammogram screenings.

Center for Integrative Health & Wellness: Marin General Hospital will offer integrative health therapies and educational classes to the broader community.

Financial Support for Key Community Health Programs: Marin General Hospital will continue financial and in-kind support to a variety of organizations, with priority given to those who are directly health related and support the vulnerable communities in Marin County.

Professional and Student Education: Marin General Hospital, in cooperation with local colleges and universities, will continue to provide preceptorships and clinical rotations for health professionals in departments such as nursing, pharmacy, radiology, respiratory therapy and rehabilitation services as well as education for current physicians, nurses and staff. Marin General Hospital also offers job-shadowing opportunities for those interested in health careers.

B. Healthy Marin Partnership Work Plan

The Healthy Marin Partnership has agreed to commit its time and funds to begin addressing priorities identified in the 2013 community needs assessment and are commencing efforts related to the 2016 Community Health Needs Assessment, impact evaluation and strategic planning.

Three key goals have been identified:

1. **Staying the Course:** HMP will continue its efforts to provide health insurance for all Marin County residents. It will continue to support the efforts to bring Partnership Health Plan to Marin and will work in collaboration with the community to bring universal health care to all children.
2. **Turning the Curve on Healthy Choices:** HMP will use the Results Based Accountability methodology to focus on turning the curve on healthy choices related to tobacco use, alcohol abuse, physical activity and nutrition. Community collaborations between content experts meet quarterly to review work plans and to revise and develop new action plans.
3. **Making Progress:** HMP will connect champions of important Marin health issues and introduce them to Results Based Accountability methodology and will expand the use of environmental strategies to effect policies and organizational practices that will impact community factors and social determinants of health. HMP will act as a resource to these groups in supporting them in turning the curve.

Healthy Marin Partnership will continue collaborating with community organizations to support the Novato Youth Wellness Collaborative, Community Diabetes Project, Marin County Alcohol and Other Drug Strategic Planning, Huckleberry Youth Programs, Marin Aging Action Initiative and the Marin Food Systems Project in planning, development and program expansion.

Planning and project management support for Play Fair Marin and the 20th Annual Peer Summit at the Marin Center (November 2015) are underway, with increased focus on community partnership building and sustainability.

V. Public Review

2014 Community Benefit Report and plans for 2015 will be reported through the following vehicles:

- Annual program report to the Marin General Hospital Board of Directors
- Annual program report to the Marin Healthcare District Board of Directors
- Annual program report to the Marin General Hospital Community Benefit Advisory Committee
- Placement on the Marin General Hospital website