

MARIN HEALTHCARE DISTRICT

100B Drakes Landing Road, Suite 250, Greenbrae, CA 94904 Telephone: 415-464-2090 Fax: 415-464-2094

Website: www.marinhealthcare.org

SPECIAL "RETREAT" MEETING AGENDA

Friday, August 12, 2011

9:00 am

Board of Directors

Chair: James Clever, M.D.
Vice Chair: Jennifer Rienks, Ph.D.
Secretary: Harris Simmonds, M.D.
Directors: Larry Bedard, M.D.
Sharon Jackson, MBA

Location:

Marin General Hospital, Conf. Ctr.
250 Bon Air Road
Greenbrae, CA 94904

Staff:

Lee Domanico, CEO
Renee' Toriumi, Executive Assistant
Colin Coffey, District Counsel

This is a Special Meeting of the Board of Directors of the Marin Healthcare District. By law, no items of business other than those on the agenda may be considered by the Board of Directors at the Special Meeting. Members of the public will have an opportunity to address the Board regarding only those items listed on this agenda.

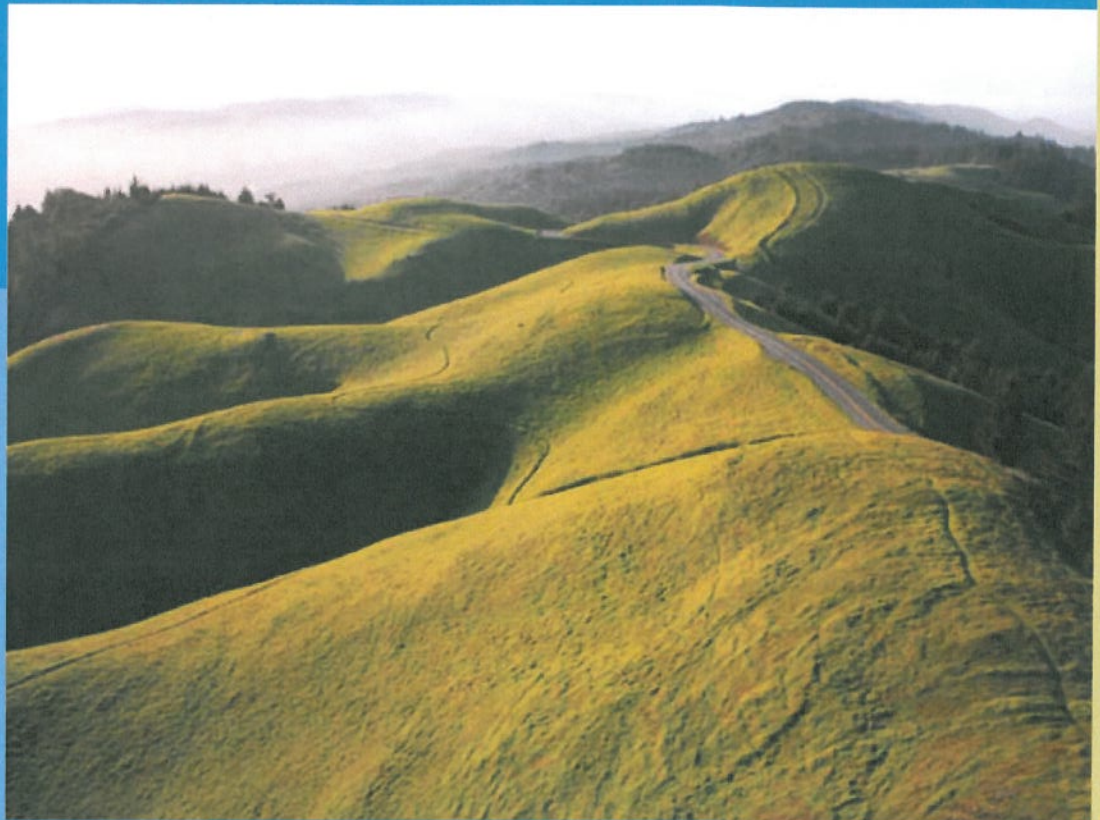
Attachments

- | | | |
|---|-------------------|----|
| 1. CALL TO ORDER | Clever | |
| 2. ANNOUNCEMENT OF PURPOSE OF SPECIAL MEETING | Clever | |
| 3. ROLL CALL | Clever | |
| 4. OPEN SESSION | Clever | |
| A. Marin General Hospital Strategic Plan | Domanico | 4A |
| B. Marin General Hospital Community Benefit Report | Friedenberg | 4B |
| ***** Break: 10:45 am – 11:00 am ***** | | |
| 5. CLOSED SESSION | Clever | |
| A. Approval of the Minutes: Closed Session meeting of July 12, 2011 | Clever | |
| B. Discussion involving trade secrets pursuant to H&S Code Section 32106, concerning strategic planning for new programs, services and facilities. Public discussion of this topic will follow at the open session. | Domanico | |
| 6. OPEN SESSION | | |
| A. Announcement of action, if any, in closed sessions | Clever | |
| 7. ADJOURNMENT | Clever & Domanico | |

Attachment
4 A

Charting a New Course

MARIN GENERAL HOSPITAL STRATEGIC PLAN 2011



MARIN GENERAL HOSPITAL

Our home. Our health. Our hospital.



WELCOME

A dependable source for superb health care services is vital to every community. And Marin County is no exception. The challenge is to meet its residents' needs, given changing demographics and the rapid emergence of new treatment technologies and specialties. This is the challenge the men and women who assumed responsibility for Marin General Hospital on June 30, 2010, are determined to meet.

Marin General Hospital is now governed by a board of directors comprised of Marin County residents who all have a personal stake in its success, and by an equally committed leadership team. To achieve this success, the hospital's directors and its executives believe it is essential to focus on the wants, needs, hopes, and dreams of their neighbors—the people of Marin County.

To this end, directors and managers have collaborated with medical staff, employees, and foundation board members to create a strategic plan that spells out short- and long-term objectives and strategies for the hospital.

The pages that follow present a summary of this plan. Once you've read it, we hope you will conclude that it demonstrates our commitment and, more important, our ability to provide the health care our fellow Marin County residents deserve.

Paul Kirincic
Chair, Hospital Board

Lee Domanico
Chief Executive Officer

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MISSION

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

VISION

Marin General Hospital will be the indispensable provider of health care in Marin, recognized and valued by our community, patients, physicians, and employees for delivering superior clinical outcomes in a sustainable, state-of-the-art facility.

STRATEGIC ELEMENTS:

- Providing critical health services
- Serving as a central hub for the finest health care throughout the North Bay
- Supporting and sustaining healthy communities with a focus on quality outcomes and excellent patient care
- Delivering superb care in a modern facility while being ecologically thoughtful of resource consumption



STRATEGIC GOAL AREAS

Our strategic planning efforts have identified five core goal areas. These goal areas direct the priorities of the organization to ensure that Marin General Hospital will become an indispensable provider of health care in Marin County. Through strategic programs and initiatives, the hospital will be recognized as a leader in providing quality, patient-centered, and technologically advanced care to the people we serve.



● ACCESS TO CARE

Marin General Hospital will continue to ensure that quality health care services are easily accessible to those who seek them. We look to build strong, sustainable linkages with area providers to enhance our existing specialty and core services. The Hospital is also committed to strengthening the primary care presence in our community; as a result, we support the expansion and growth of the PRIMA Medical Group and other independent primary care medical organizations.

Strategies include:

- Advancing select services
- Deepening physician relationships
- Creating clinical program affiliations
- Strengthening relationships with area hospitals

● PHYSICIAN DEVELOPMENT

Physicians are the lifelines of Marin General Hospital. We seek to create partnerships with the local medical community to foster an environment of collaboration. We strive to achieve a seamless continuum of care that serves both the physician and patient. Marin General Hospital is looking to enhance our specialty services through clinical affiliations and through our continuing efforts to recruit top providers to Marin.

Strategies include:

- Recruiting talented physicians to Marin General Hospital
- Advancing clinical integration through collaborative physician relationships
- Improving the physician experience at Marin General Hospital



● CLINICAL AND SERVICE EXCELLENCE

Clinical excellence is the foundation of Marin General Hospital. We will continue to advance our superior clinical outcomes through our Quality Improvement Plan, which will help us define, focus, and enhance new quality areas.

Our patients' satisfaction is our motivation. We will develop interconnected care teams of physicians, nurses, and staff dedicated to providing excellent care. In understanding the needs of our patients and their families, we strive to provide superior patient services, such as patient navigators, family support, and integrated medicine services.

Strategies include:

- Leading quality advancement and demonstrating care excellence
- Modernizing care protocols
- Creating an excellent service experience for all our patients





● WORKFORCE ENGAGEMENT

As an organization committed to excellence, we recognize that our people are our greatest strength, and so we are committed to investing in them. We are building an ambitious culture that "lives the mission" of Marin General Hospital. By integrating our clinical, behavioral, and service standards into everyday performance, the hospital staff will be recognized by our patients for providing outstanding care.

Strategies include:

- Building a workforce that "lives our mission"
- Promoting career advancement through educational and professional support opportunities
- Developing nursing excellence
- Improving employee satisfaction

● COMMUNITY ENGAGEMENT

Marin General Hospital is a publicly accountable health care provider in Marin County; our success depends on the support of our community. We strengthen local and regional ties through the dedicated work of our Foundation. Through ongoing communication with our community, we are able to focus on our goals and remain a valuable resource to the public. We will continue to inform the community of our critical services, our newly developed partnerships, and future philanthropic campaigns.

Strategies include:

- Engaging the community in MGH's vision
- Strengthening the MGH Foundation
- Informing the community through consistent and clear communication
- Collaborating with key community groups to ensure MGH's vision

● FINANCIAL STRENGTH

We continue to fortify our financial position in order to reinvest into our community and infrastructure. We strive to demonstrate ourselves as a top-performing, 21st-century community hospital by managing costs, being stewards of our resources, and working with payers to explore new models of care.

Strategies include:

- Demonstrating consistent financial performance
- Achieving a strong value proposition
- Advancing new contractual models of care supportive of MGH's value proposition



● INFRASTRUCTURE ADVANCEMENT

To ensure seismic safety, we are redesigning Marin General Hospital into a state-of-the-art facility with modern inpatient, interventional, and ambulatory space. We are committed to building a hospital that meets both green and seismically safe standards. We will work with the community to achieve this and plan to break ground within a few years.

We continually advance our clinical information platform by investing in information technology infrastructure. In creating a continuum of care recognized by both the medical and patient community, we strive to use both the latest clinical and information technology in order to deliver superior outcomes.

Strategies include:

- Advancing MGH's Information Technology platform
- Linking with area providers through the establishment of a Clinical Information Exchange Interface
- Redevelop and modernize clinical areas
- Transform MGH into a 21st-century, state-of-the-art facility



Our Leadership: Board of Directors



Jeremy Fair

Bringing appropriate business skills and experience, particularly in finance, management and planning, Jeremy Fair is a well-qualified member of the Marin General Hospital Board. His direct experience in health care finance includes having started and overseen the health care finance practice at Bank of America. His experience has given him an appreciation and understanding of the issues necessary to support Marin General Hospital's success as an independent health care institution. Mr. Fair lives in Belvedere and has resided in Marin County for 12 years.



David Hill

David Hill creates communications strategies and tactics for leaders of for-profit and nonprofit organizations. He headed Saatchi Corporate Communications for 15 years before launching Yonder "for people who know how much good thinking and writing can help" in 1993. He has written three books and many articles. He chaired KQED's board, and taught at Golden Gate University for 13 years. A former Foreign Service Officer and a cofounder of the Pew Research Center for the People and the Press, he's an avid student of international relations and journalism, and speaks to Bay Area groups on both topics. David lives in Mill Valley and has resided in Marin County for 43 years.



Ann Kao, MD

Dr. Ann Kao is a Fellow of the American College of Cardiology; a member of Cardiovascular Associates of Marin and San Francisco; and, since 1991, a staff cardiologist at Marin General Hospital. Dr. Kao was educated at UCLA and NYU, and completed her medical and cardiology training at the Hospital of the University of Pennsylvania and UCSF Medical Center, where she was also an Assistant Clinical Professor. Dr. Kao has authored medical articles on a range of subjects. She has been an active member of the American Heart Association and Marin Medical Society, having served on its board, and chaired the Women Physician's Committee and Continuing Medical Education program. Dr. Kao resides in Mill Valley and has lived in Marin County for 21 years.



Paul Kirincic

Paul Kirincic was an EVP at McKesson, a \$102 billion pharmaceutical distribution and health care software company from 2001 until 2008. He is retired, serves on the boards of two nonprofits, and consults. From 2005 to 2009, he was a member of the board of Eddie Bauer, the clothing retailer. Paul also was a VP of HR at Warner-Lambert Corporation and Whirlpool Corporation. Paul has been married for 39 years to Mary Alice. They have raised four daughters and are grandparents to five granddaughters. Paul is a graduate of St. Norbert College and earned an MSBA from Indiana University. He lives in Mill Valley and has been a resident of Marin County since 2001.

Gene Marie O'Connell, RN, MS

Gene Marie O'Connell has worked in health care in the Bay Area for 32 years, holding a variety of executive positions. She recently retired as Chief Executive Officer of San Francisco General Hospital and Trauma Center, where she provided leadership for the Hospital's rebuild and successful bond measure. Gene has a wide range of experience as a board member, including "Chair of the National Association of Public Hospitals." Gene was named "2009 Woman of the Year" by the Women Health Care Executives. Gene Marie O'Connell is a resident of Corte Madera, where she has lived with her husband for 13 years.



Derek Parker

Derek Parker is an architect and director emeritus of Anshen + Allen, for their offices in San Francisco, Seattle, Columbus, Boston, and London. He has designed hospitals and biomedical research facilities in 15 countries, and holds more than 75 awards for design, papers, and presentations on health. Among his many other roles, Mr. Parker is a board member of Laguna Honda Hospital Foundation; former board member of the National Academy of Engineering (2002-2008); cofounder and president of MedErgy HealthGroup, developing a technology to safely convert medical waste to energy; cofounder of the Center for Health Design; member of the Scientific Committee and International Academy of Design and Health, Stockholm; on the founding editorial board of the Health Environments Research and Design Journal; and a fellow at the American Institute of Architects, the American Academy of Healthcare Architects, and the Royal Institute of British Architects. Mr. Parker resides in Tiburon and has lived in Marin County for 48 years.



Robert Peirce

Robert Peirce's interest in health care began as he worked his way through school as a nurse's aide. After college and a brief time in the Navy, he began an 18-year career with a national skilled nursing facility (SNF) provider, where he eventually became responsible for the operation of 6,000 beds at 60 facilities in five western states. From there, Robert went to work for Alta Bates Health System to operate their SNF business, a company he later bought with outside investors. Peirce served on the District Finance Committee, as well as the Transition Advisory Committee. Now retired, Robert lives in Belvedere with his wife, Connie.



Mara Perez, PhD

In her capacity as consultant, Dr. Mara Perez provides fundraising, evaluation, and strategic planning services to nonprofit organizations, focusing on education, leadership development, youth, and immigration. Mara has raised millions of dollars in grants from foundations and corporations for her clients. She earned a PhD in Sociology from The University of Chicago, and serves on boards of nonprofits dedicated to improving the lives of minority populations. Mara also delivers trainings on fundraising and evaluations, and works internationally, serving clients and conducting research. In addition, Mara is a writer and gives presentations about Latino immigrants in the United States, social movements, and transnational democratization processes. Her latest writing appears as a chapter in a book about democracies, published in 2009 by MIT Press. Perez lives in Greenbrae and has resided in Marin County for 13 years.





Our Leadership: Board of Directors, cont.

Steven A. Schroeder, MD

Dr. Steven Schroeder is the Distinguished Professor of Health and Health Care for the Division of General Internal Medicine in the Department of Medicine at UCSF. Dr. Schroeder graduated from Stanford University and Harvard Medical School, and trained in Internal Medicine at the Harvard Medical Service of Boston City Hospital and in Epidemiology at the CDC. He held faculty appointments at Harvard, George Washington University, and UCSF. At both George Washington and UCSF, he was the founding medical director of a university-sponsored HMO, and at UCSF he founded its Division of General Internal Medicine. Between 1990 and 2002, he was president and CEO of the Robert Wood Johnson Foundation. Dr. Schroeder resides in Tiburon and has lived in Marin County for 21 years.



Timothy Sowerby, MD

Dr. Timothy Sowerby graduated from Charing Cross and Westminster Medical School, London in 1987. He moved to California in 1990, completing his residency and fellowship at Kaiser San Francisco and Los Angeles. He joined the Permanente Medical Group in 1995, practicing in San Francisco and Marin. In 2000, he joined Marin Gastroenterology and the medical staff of Marin General. Dr. Sowerby volunteers at Marin Community Clinic and for Operation Access. He is a member of Marin Healthcare District's Transition Advisory Committee. Dr. Sowerby lives in Mill Valley with his wife and two children, and has resided in Marin County for 15 years.



Our Leadership: Executive Team

Lee Domanico

Chief Executive Officer

A seasoned hospital administrator, Lee Domanico has worked on hospitals from Portland to Chicago to Antioch. His management during his six-year tenure at El Camino Hospital in Mountain View was nationally recognized as a case study in health care industry best practices. Lee is known for establishing healing, patient-centric hospital environments, and for early adoption of cutting-edge medical technologies. Under his management, El Camino Hospital became the second-most profitable district hospital in the state, with superlative medical programs. A published authority on hospital-based management, Lee has worked in health care for more than 30 years. Lee received his Bachelor's Degree from the University of Michigan and his Master's Degree from Stanford University.



David W. Cox

Chief Financial Officer

David W. Cox has held a CFO position with several major health care systems since leaving his position as a U.S. Air Force captain in 1982. Most recently, he was both the Chief Operating Officer and the Chief Financial Officer for Townsend Health in Florida. In addition to his financial responsibilities, David oversees IT issues for the Marin General Hospital, and serves as the liaison to the hospital's IT vendor, ACS. David received his Bachelor's Degree from Loyola Marymount University and his Master of Business Administration from the University of Dayton; he also completed the International CFO Leadership Program at Stanford University.

Jon Friedenberg

Chief Fund & Business Development Officer

Jon Friedenberg heads all activities related to business development, fundraising, marketing, planning, government relations, media relations, and external communications for Marin General Hospital. He also oversees the Marin General Hospital Foundation. A former Vice President at El Camino Hospital, Jon spearheaded the creation of that facility's Genomic Medicine Institute, South Asian Heart Center, Fogarty Institute for Innovation, and Center for Technology Integration. Jon has also led a successful bond initiative that provided funds for a new hospital to meet the latest seismic standards. Jon received his Bachelor's Degree from UC Berkeley and his Master's Degree from UC Davis.



Theresa Gianfortune

Chief Human Resources Officer

Formerly Vice President of Human Resources for Long Beach Memorial Medical Center, Theresa Gianfortune serves as Marin General Hospital's Chief Human Resources Officer. Theresa has over 20 years of human resources experience, in hospitals from New England to Southern California. In addition to her extensive health care experience, she was the 2006 recipient of the National Human Resources Association (NHRA) of Southern California Compassion Excellence Award. Theresa received her Bachelor's Degree in Organizational Management from Daniel Webster College.



Joel Sklar, MD

Chief Medical Officer

A frequent entry in numerous "best cardiologist" lists, Dr. Joel Sklar most recently served as both Co-Chief of Cardiology and Medical Director of the Haynes Cardiovascular Institute at Marin General Hospital. He has also been an Assistant Clinical Professor of Medicine at the UCSF School of Medicine since 1986. In his new role here as Chief Medical Officer, Joel is responsible for medical quality and medical staff relations at Marin General. He is committed to patient-centered care, balancing state-of-the-art procedural medicine with an emphasis on wellness and prevention. Dr. Sklar received his Bachelor's Degree from Williams College and his Medical Degree from UC San Diego.



Denise Perry

Vice President, Nursing Services

Denise Perry comes to us with more than 15 years of nursing management and director-level experience at organizations such as Veterans Administration of Central California Health Care System, Clovis Community Medical Center, and Tulare Local Healthcare District. Most recently she worked as Nursing Director at Natividad Medical Center in Salinas. Denise received her Bachelor's Degree in Nursing at California State University and her Master's Degree in Health Administration at Seton Hall University.





Marin General Hospital, located in Greenbrae, CA, is the only full-service, acute care hospital in Marin County. The 235-bed facility was established in 1952, and is owned and operated by the Marin Healthcare District. The hospital is committed to providing quality health programs and services to the citizens of this community. In fact, the hospital is the **ONLY** source for many important services and programs:

- ONLY** Emergency Department/Trauma Center
- ONLY** Family Birth Center, including a level II neonatal intensive care unit (NICU)
- ONLY** Spine & Brain Institute offering comprehensive, neurological care and orthopedic spine surgery
- ONLY** coordinated heart and vascular care at the Haynes Cardiovascular Institute
- ONLY** accredited Chest Pain Center with a lifesaving door-to-dilation time of just 44 minutes, compared to the national average of 100 minutes
- ONLY** nationally recognized cancer care program at our Marin Cancer Institute, with survival rates exceeding the National Cancer Data Base (NCDB) rates for breast, prostate, and colorectal cancers
- ONLY** Primary Stroke Center that can treat all types of stroke on site
- ONLY** acute inpatient psychiatric services

Awards and Accreditations:



The American Heart Association and American Stroke Association recognize this hospital for achieving 85% or higher adherence to all Get With The Guidelines[®] Stroke Performance Achievement indicators for consecutive 12 month intervals and 75% or higher compliance with 6 of 10 Get With The Guidelines Stroke Quality Measures to improve quality of patient care and outcomes



MARIN GENERAL HOSPITAL

Marin General Hospital
250 Bon Air Road
Greenbrae, CA 94904
415-925-7000
www.maringeneral.org

Our home. Our health. Our hospital.

Attachment
4 B



Community Benefit Executive Summary 2010

(1/1/2010 – 12/31/2010)

	2009	2010
Community Health Improvement Services	\$145,070.00	\$287,136.00
Health Professions Education	\$80,200.00	\$58,934.00
Research	\$0.00	\$5,506.00
Cash and In-Kind Contributions	\$305,032.00	\$3,928,050.00
Community Benefit Operations	\$2,858.00	\$6,860.00
Traditional Charity Care	\$3,794,070.00	\$2,985,949.00
Government Sponsored Health Care (Includes Medi-Cal and Means-Tested Government Programs)	\$22,257,571.00	\$22,331,084.00
Totals - Community Benefit <i>*Amounts reported to the state and IRS</i>	\$26,584,801.00	\$29,603,519.00
Community Building Activities	\$35,316.00	\$54,212.00
Unpaid Cost of Medicare	\$45,957,662.00	\$48,294,538.00
Bad Debt	\$2,899,820.00	\$4,946,313.00
Totals - Community Benefit, Community Building, Medicare and Bad Debt	\$75,477,599.00	\$82,898,582.00



MARIN GENERAL HOSPITAL
250 BON AIR ROAD GREENBRAE, CA 94904

2010 Community Benefit Report

Pursuant to SB 697

Submitted: August 2011

I. Hospital

A. General Information

Marin General Hospital, 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 trauma center, cardiac, and neurological surgery programs, labor and delivery services, comprehensive cancer care center, primary stroke center and inpatient behavioral health services.

In 2010, the hospital earned The Joint Commission's Gold Seal of Approval™ for both its hospital and Behavioral Health Services, and was designated a Breast Imaging Center of Excellence by the American College of Radiology (ACR). It also received accreditation from the American College of Surgeons National Accreditation Program for Breast Centers (NAPBC). Marin General Hospital recently became the first hospital in Marin County to receive full Accreditation with PCI (percutaneous coronary intervention) from the Society of Chest Pain Centers (SCPC) for its treatment of Acute Coronary Syndrome (ACS).

Marin General Hospital
250 Bon Air Road
Greenbrae, CA 94904-1784
Phone: 415-925-7000

Lee Domanico, Chief Executive Officer
David Cox, Chief Financial Officer
Jon Friedenber, Chief Fund & Business Development Officer
Theresa Gianfortune, Chief Human Resources Officer
Joel Sklar, MD, Chief Medical Officer
Denise Perry, Vice President of Nursing Services

Individual Completing this Report:
Jamie Maites, Director of Communications
Phone: 415-925-7424

B. Organizational Structure

Marin General Hospital is a not-for-profit community hospital, owned by the Marin Healthcare District. 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. The board is responsible for setting policy on patient care operations, finances and community benefits.

The Marin General Hospital Board of Directors has reporting requirements to 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 Chief Fund & Business Development Officer is the champion for the overall community benefit program, and the Director of Communications provides overall strategic planning and

implementation direction. The hospital provides financial support to *Healthy Marin Partnership*, a group of community organizations that works collaboratively to examine and report on the health care needs of Marin County, including conducting a community needs assessment every three years.

C. Mission Statement

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

II. Community Needs Assessment

A. Definition of "Community"

Marin General Hospital predominantly serves Central and Southern Marin, but provides tertiary health care (e.g., cancer and heart) as well as maternity care to northern Marin and Sonoma County residents.

Kidsdata.org, funded by the Lucile Packard Foundation, reports that the median household income dropped significantly due to the recession, from \$104,830 in 2008 to \$88,101 in 2009. According to the U.S. Census Bureau's 2008 report published in the March 2010 issue of *Forbes* magazine, Marin County is the 18th wealthiest county in the nation. The median price for a single-family home dropped significantly from 2008 (\$770,000) to 2009 (\$650,000), according to the California Association of Realtors, Median Home Prices from Data Quick Information Systems. While this figure tends to fluctuate, home prices are always among the highest, if not the highest, in the Bay Area and California.

The county's population increased slightly – from 259,880 in 2009 to 261,837 in 2010, according to the State of California, Department of Finance. The population has aged since 1990 when the median age was 38 years, according to a 2007 report by the Marin Economic Commission. By 2000 the median age was 41.3 years. Senior citizens (65 and older) have increased significantly, from 9.7 percent of the population in 1980 to 15.8 percent in 2008.

The U.S. census reported in 2008 that 88 percent of the population was white, followed by persons of Hispanic origin (who can be of any racial group) at 14.1 percent. While the population is becoming more diverse, the Marin Economic Commission said it is diversifying at a much slower rate than the Bay Area or California. A combination of factors may be influencing this, including housing costs and disparity in education levels, which in turn affects employment potential.

Employment growth in Marin between 1990 and 2000 was primarily in finance and specialized technology (requiring college level education), as well as jobs in services and retail, according to the Marin Economic Commission. Jobs requiring college education can generally be staffed from the local labor pool, while workers from outside the area generally hold the others. The percentage of residents 25 or older with a bachelor's or higher was 51.3 in 2000, an increase of 10 percent since 1990, according to the decennial U.S. Census, for which 2000 is the most recent finalized data. 2010 census statistics for Marin County will be reflected in the 2011 report. While the California jobless rate hit 13 percent in March 2010, Marin County's rate is among the lowest in the state at 8.8 percent, according to the California Employment

Development Department, Labor Market Information Division.

Among non-whites, there are higher rates of poverty and adolescent pregnancies, lower levels of adequate prenatal care, higher rates of low birth weight infants, and cultural and linguistic barriers to accessing health care. Certain geographic areas can be identified as having higher risk populations (e.g., a higher percentage of residents living below the poverty level in certain San Rafael neighborhoods, Marin City, portions of Sausalito and West Marin; a higher percentage of seniors in Novato).

Violent crimes and property crimes in Marin remained relatively low during the last decade compared with other areas. The Marin Economic Commission reports the county has remained two to three times lower than the state violent crime rate.

Marin County has one of the highest rates of breast cancer and prostate cancer in California. The Northern California Cancer Center reports that the death rate from breast cancer has declined in Marin over the past seven years. It had been 25 percent higher in Marin than anywhere in the Bay Area and other urban parts of the state. The rate of prostate cancer was 25 percent higher in Marin than anywhere in the state, but the death rate was about the same as in other Bay Area counties. Cancer, heart disease and stroke remain the primary causes of death for both men and women in Marin, according to a report by the *Healthy Marin Partnership* released in 2008.

B. Assessment Process

Every three years, *Healthy Marin Partnership*, of which Marin General Hospital is a member, conducts a Community Needs Assessment that identifies and addresses key countywide issues.

The fifth Community Needs Assessment was completed in 2008 and was the basis for programming in 2008 and 2009, as well as 2010. The Needs Assessment and Report, "Pathways to Progress 2008: Building on the Foundation for a Healthier Marin," was produced by community organizations including: Marin General Hospital, Novato Community Hospital, Kaiser Permanente Hospital, the Marin Healthcare District, the Marin County Board of Supervisors, the Marin County Department of Health and Human Services, the United Way and the North Bay Council, Marin County Office of Education, the San Rafael Chamber of Commerce, the Marin Community Foundation and the Marin Interfaith Council. The report was funded through grants from community members and partnering agencies.

The 2008 Community Needs Report identified and examined key behaviors that contribute to the leading causes of death in Marin (high-risk alcohol use, tobacco use, unhealthy food choices and physical inactivity) and shares an action plan for how Marin can continue affecting successful redefinition of social values. The report recognized individual and community successes in Marin to date and reinforced and encouraged continued focus on upstream preventive efforts. It also challenged community members and organizations to look more closely at culturally relevant practices, policies and decisions that can have an effect on the environment in which individual decisions are based.

A copy of this report is available for download at www.HealthyMarinPartnership.org

To accomplish its mission and affect the key findings identified in the 2008 plan, *Healthy Marin Partnership* developed a comprehensive strategy to improve community health that included:

- Influencing policy and legislation
- Mobilizing neighborhoods and communities
- Changing organizational practices
- Fostering coalitions and networks
- Educating providers
- Promoting community education
- Strengthening individual knowledge and skills

Since producing the first Community Needs Assessment, the members of the *Healthy Marin Partnership* have seen many examples of growing collaborations among members of the partnership and with other community agencies and groups. This collaboration consists of sharing information and planning for the future so that resources are not wasted and shared wisdom is applied to enhance the health of the community.

C. Priority Needs

The following areas continue to be the primary focus of the *Healthy Marin Partnership*.

- Wellness
- Access to care for the uninsured
- Healthy choices earlier in life
- Housing and transportation
- Prevention of heart disease
- Cancer education and prevention
- Stroke education and prevention
- Prevention of falls

III. 2010 Accomplishments

A. Healthy Marin Partnership

Community Needs Assessment

- *Healthy Marin Partnership* presented "Pathways to Progress 2008: Building on the Foundation for a Healthier Marin," which focused on the four indicators that contribute to the 10 leading causes of death in Marin: high-risk alcohol use, tobacco use, unhealthy food choices and physical inactivity. The plan used a results-based accountability framework to focus on the opportunities for intervening "upstream" to impact events that lead to unhealthy outcomes. The plan also recommended continued attention to the Spectrum of Prevention, a model for sustainable change to occur. The spectrum encouraged change through influencing policy and legislation, mobilizing communities, changing organizational practices, fostering networks, educating providers, promoting community education and strengthening individual knowledge and skills.

In 2010, the Healthy Marin Partnership began data collection for the 2011 Community Needs Assessment and released the updated assessment entitled "Pathways to Progress: Taking Action" on December 30, 2010. The 2011 assessment will be the basis for priority programming in 2011, 2012 and 2013.

Access to Healthcare

- **Outreach to 0 - 19 Years Olds:**

Access to health care is one of the leading determinants of health. In Marin, approximately three to six percent of children and eight 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.

- **Binational Health Week:**

Binational Health Week was a multi-cultural series of events targeting Marin County's low-income Latino population and included ten different health events and fairs throughout Marin County (Novato, San Geronimo, Marin City, Central San Rafael and West Marin). Events were held in September and October 2010 and reached an estimated 10,000 people in the at-risk community. Health, legal and immigration education information was provided. As a resource to draw community participants to the events, *Healthy Marin Partnership* provided no-cost influenza vaccinations administered by public health nurses to adults and children at eight of these Binational Health events.

Youth and Adult Wellness

- **Healthy Teens Marin:**

Healthy Marin Partnership was a founding member of Healthy Teens Marin, a 14-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 sponsored by Healthy Teens Marin.

- **Peer Summit XIV:**

Sponsored by Healthy Teens Marin, the 15th Annual Peer Summit was held on Friday, November 19, 2010 at the Kentfield Campus of College of Marin. This highly regarded daylong event is offered at no cost to public and private middle schools throughout Marin County, providing a series of workshops for upwards of 400 students, with 15 different middle schools attending. In 2010 participants were able to select from 24 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 and Play Fair Fun Fest (previously known as the Prevention Pavilion). *Healthy Marin Partnership*, with the help of Marin General Hospital staff, has again taken the lead in approaching and recruiting local agency partners and participation. Recently efforts at the Fair were broadened to include a very well-received Baby Sanctuary for nursing and bottle-feeding mothers.

Visitors to Play Fair Marin Fun Fest 2010 received free pedometers with the intent of increasing fairgoers awareness of physical activity levels. More than 9,000,000 steps taken at the fair were recorded, with daily and grand prizes awarded to participants, including the grand prize of a Breezer Bicycle donated by Breezer Bikes of Marin County. Just over 15,000 people visited the Play Fair Marin Fun Fest during the five days of the 2010 Marin County Fair (July 1 through 5).

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.

- **Canal Community Gardens and Trails Collaborative:**

The Canal Community Gardens and Trails Project is an integrative system of community and family gardens and trails through a portion of San Rafael, California. The Canal neighborhood is one of the poorest and most densely populated communities in Marin County. It is home for more than 12,000 residents living in 2.5 square miles. Since 1993, an influx of immigrants has led to a 69 percent increase in population of the neighborhood, with estimates that more than 70 percent of residents are of Latino origin. The collaborative applied for a grant from the National Park Service to assist in planning, design and implementation of gardens and trails.

The Trust for Public Land has agreed to work with the Canal Community Gardens and Trails collaborative to spearhead fundraising, coordinate the re-designation of city land, design and build gardens and coordinate ongoing management with the Marin Conservation Corp. The Trust for Public Land has received a planning grant for this work from Marin Community Foundation and is working with Marin Promotoras to develop a culturally acceptable garden plan.

- **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.

- **Novato Blue Ribbon Coalition for Youth:**

The Novato Blue Ribbon Coalition for Youth is a collaborative of organizations, agencies, businesses and individuals (youth & adults) working together to positively impact the health of youth in Novato. Its purpose is to promote and assist in the implementation of policies and programs in Novato and Marin County that will impact the safety, wellness and relationships of youth in Novato. The Coalition, which recently applied for a multi-year, multi-million dollar federal grant to work on the increasing rates of youth binge

drinking in Novato, works closely with the Novato Unified School District. *Healthy Marin Partnership* staff serves as chair of the coalition, assuring consistent leadership and development of goals and objectives that will assure the social change needed to impact community factors in Novato.

B. Marin General Hospital Specific Community Benefit Programs

In addition to participation in the *Healthy Marin Partnership*, Marin General Hospital continues to provide community benefit programs in a variety of areas. Most of these programs pre-date the SB 697 legislation.

Marin General Hospital provided 40 documented programs and services in 2010. Contributions originated from a wide range of hospital departments and staff, and included such diverse programs and services as financial support to the Marin Community Clinics, a not-for-profit organization serving underinsured and uninsured residents (one clinic is located on the Marin General Hospital campus), meals and transportation provided to patients unable to make their own arrangements, cancer outreach programs and educational lectures and training provided by our Emergency Department. Vulnerable populations served included the poor, elderly, children and youth and mentally ill patients. The following provides highlights of key community benefit programs provided directly by Marin General Hospital during 2010.

IV. 2010 Programs Inventory, Community Building and Economic Valuation

A. Programs Inventory

(Charity Care, Medi-Cal and Government Means-Tested Programs are not listed below but are included in the total quantifiable community benefit.)

Community Health Improvement Services

- *Community Health Education*
 - Basic Street Skills Class: Educational class on street skills for bicyclists
 - Breast Health Forum: Seminar held to promote breast cancer awareness
 - Cancer Resource & Recovery Center: A resource center available for patients, their families and community members interested in cancer information
 - Every 15 Minutes: A community collaboration to educate high school students on drinking and driving
 - Hands on CPR and AED Training: Free community-wide CPR and AED training held in the community
 - Healing and Integrative Medicine: Massages and nutrition counseling offered at no cost to community members with cancer
 - Horses As Healers: A post treatment recovery activity for community members with cancer
 - Integrative Health Speakers Series: Lecture series on mind-body medicine and integrative therapies
 - Marin County Sheriff's Department Anatomy Class: Training session offered to the Sheriff's Department covering anatomy and physiology
 - Medical Library: Health reference library open to staff, physicians and community
 - Mending Under the Moon Retreat: Off-site retreat for women with cancer
 - On the Same Page: Trauma presentation to high school students

- Orthopedic Van & Joint Seminar: Free total joint seminar and demonstration
- Sharing our Seasons Retreat: Off-site retreat for women with cancer
- *Community Based Clinical Services*
 - Flu Vaccination Program
 - Low Cost Mammo Day: Mammograms offered to underserved women
- *Health Care Support Services*
 - Indigent Funded Services for Behavioral Health: Including transportation, lodging, meals and other needs
 - Indigent Funded Services for Case Management: Including transportation, lodging, and Physical Therapy

Health Professions Education

- *Physicians/Medical Students*
 - Monthly CME Programs: Education programs open to community doctors and nurse practitioners
- *Nurses/Nursing Students*
 - Trauma Nurse Core Course (TNCC): Nursing education focused on trauma
- *Other Health Professional Education*
 - Trauma: The Marin Series: Education classes for paramedics, EMTs, fire department and other health care workers

Research

- *Clinical Research*
 - Tumor Board: Medical staff office hours and expenses associated with maintaining tumor board

Financial and In-Kind Contributions

- *Cash Donations*
 - Celebrating Science and Soul: Supporting Institute for Health & Healing
 - College of Marin: Funds for emergency/trauma Simulation Center
 - eSurance Harbor Point Tennis Classic: Half of the donation went to the California Prostate Coalition and the other half to To Celebrate Life Breast Cancer Foundation
 - Homeward Bound of Marin: Medical case management for the underserved
 - Hospice by the Bay: Hospice and support services for the community
 - Institute for Health and Healing: Supports integrative health and wellness therapies
 - Marin City Health Fair: Supporting the Marin City Health and Wellness Centers medical equipment funds
 - Marin Community Clinics: Medical care provided to the underserved
 - Marin County Urban Search and Rescue Team
 - Marin Senior Fair: Educational event for seniors in the community
 - NAMI Walk: Educational event and walk supporting awareness of mental illness
 - PRIMA Medical Foundation: Supporting and sustaining primary care in Marin
 - Safe San Rafael
 - Summer Solstice Event: Donation supports medical care for underserved children
 - Tom Steel Clinic: Provides medical care and education services for people living with HIV in Marin

- *In-kind Donations*
 - Medical & Other Supplies

B. Community Building Activities

(These items quantified separately from other community benefit programs.)

- *Coalition Building*
 - Healthy Marin Partnership
- *Community Health Improvement Advocacy*
 - Marin Mobility Consortium
 - Rotary of Central Marin

C. Economic Valuation

The Data Collection Process: Marin General Hospital used internal forms to conduct its 2010 inventory. These internal forms are program-specific and completed by the departments responsible for providing the service. Both direct and indirect costs are taken into account. Direct expenses are based on a breakdown of average salaries, supplies and services and are adjusted to account for indirect expenses. The adjustment is based on non-revenue producing center expenses as a percentage of revenue producing center expenses. All revenues/funds are subtracted to provide a net figure.

Figures for charitable care and unpaid costs of care for the indigent and Medi-Cal patients are included in the hospital's reporting. The cost of services for Medi-Cal patients at Marin General Hospital is calculated using a cost-to-charge ratio. The difference between the hospital cost for providing services and the amount of the reimbursement is quantified as an unsponsored community benefit expense. For the purpose of this report, Medicare is no longer factored into net dollar value contributions.

The total net dollar value of the community benefit provided by Marin General Hospital was \$29,603,519, or 9.24% of total expense. Of this, Marin General Hospital enumerated benefits for the poor and underserved totaling \$25,673,633. This consists of \$25,317,033, or 7.91% of total expense in charity care, Medi-Cal and other Means-Tested Government Programs plus \$356,600, or .1% of total expense in programs and financial and in-kind donations targeted for the poor and underserved. The remaining \$3,929,886 or 1.23% of the total expense was for programs serving the broader community including community health improvement services, financial and in-kind donations, health professions education and research.

In addition, Marin General Hospital provided \$54,212, or .02% of total expense in community building activities in the areas of coalition building and community health improvement advocacy.

The total net value of both community benefit and community building activities was \$29,657,731, or 9.3% of total operating expense.

V. 2011 Community Benefit Plan

A. Healthy Marin Partnership Work Plan

The *Healthy Marin Partnership* has agreed to commit its time and funds to begin addressing priorities identified in the 2011 community needs assessment.

Three key goals have been identified:

1. **Staying the Course:** The partnership will continue its efforts to provide health insurance for all Marin County residents. It will continue to support the efforts to bring Partnership Healthplan 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:** The partnership 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:** The partnership 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. The partnership 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 and Huckleberry Youth Programs and the Marin Food Systems Project in planning, development and program expansion. Additionally, *Healthy Marin Partnership* will work closely with the County's Department of Health & Human Services in launching the Prevention Hub and its Community Guide for Health to initiate upstream projects and programs that will impact the physical environment in which individual choices are made.

Planning for expanded Play Fair Marin (including a Baby Sanctuary for nursing and bottle-feeding mothers), Binational Health Week events (October) and Peer Summit XV at College of Marin (November) are already underway, with increased focus on community partnership building.

B. Marin General Hospital Specific Programs and Services

Health Education and Screening Events: Marin General Hospital will continue to support professional staff to plan and implement health education, outreach and screening programs and to serve as a referral to patient support groups. Public education seminars on a variety of topics will be provided in 2011 and will be advertised to the community through several venues. Screenings include those for cardiac health, skin cancer, prostate cancer, and low-cost mammograms. Marin General Hospital will also participate with other organizations in a Healthy Aging Symposium, and the annual Senior Fair, both focused on health prevention activities for older adults.

Cancer Resource and Recovery Center: Marin General Hospital will continue to promote the cancer information and resource center – which will be available at no cost to any member of the community who has an interest in or concern about cancer. This Center will bring together all education, support and rehabilitative programs for the Marin Cancer Institute.

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

Financial Support of 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 community in Marin County.

Charity Care: The hospital will continue to provide care to the indigent Medi-Cal, Medicare and County Medical Service Program patients, although Medicare and the County Medical Service Program are no longer factored in to net dollar value contributions. Uncompensated care is also available to low-income, uninsured patients.

Professional and Student Education: Marin General Hospital, in cooperation with the various school districts and the local community college, will continue to implement the county's School to Career program, in which high school students interested in health and medical careers will complete internships at the hospitals. The hospital will continue its collaboration with local colleges to provide nursing preceptorships.

VI. Public Review

2010 report and plans for 2011 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
- Placement of the 2010 report on the Marin General Hospital website
- News releases on specific activities