

ANNUAL REPORT

ACCOMPLISHMENTS

FISCAL YEAR

2011



Natividad
MEDICAL CENTER



Natividad Medical Center Mission

To continually improve the health status of the people of Monterey County through access to affordable, high-quality healthcare services

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Quality

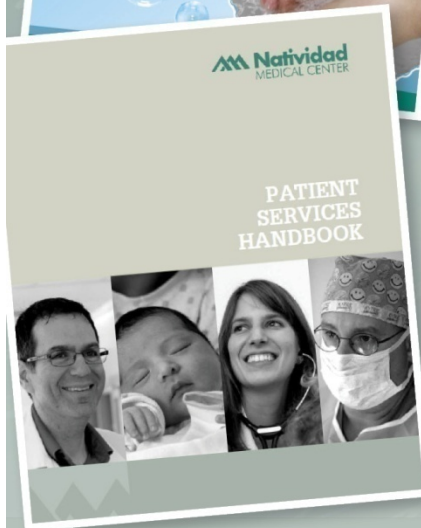


FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Quality

- Create a quality vision & culture of safety
 - Electronic **Culture of Safety Survey** conducted October 4 - November 1, 2010
 - Baseline established
 - Departmental result analysis underway



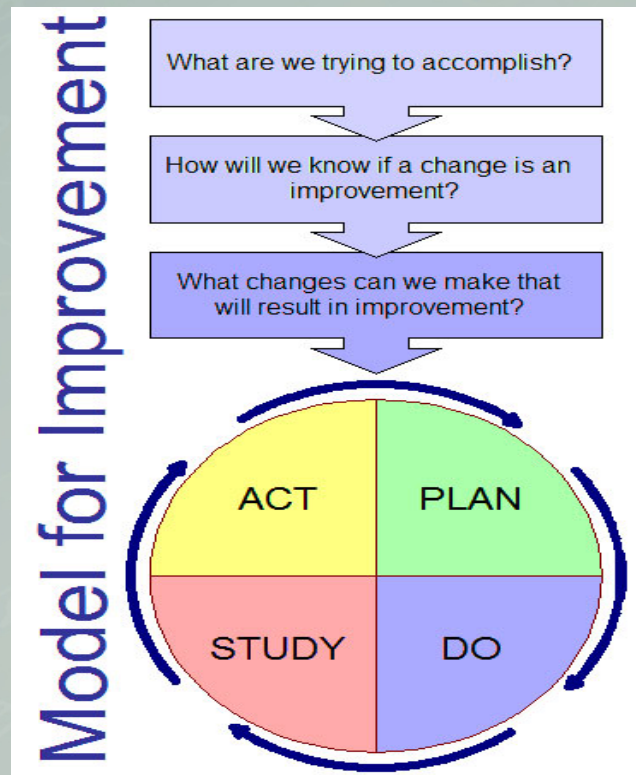
FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Quality

- Create a quality vision & culture of safety:

Adoption of new PI framework



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS

Quality

- **Create a quality vision & culture of safety:**

Develop curriculum for Leadership Academy

- Leadership Academy – Patient Safety/Quality Track
 - Intro to the Model for Improvement
 - Applying Reliability to Healthcare
 - Effective Communication & Teamwork
 - Just Culture
- NMC Leadership Trained: January – April 2011
 - Clinical/Admin Leaders = 152
 - Physician Leaders = 10

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Quality

- Implement a strategy to assure individual unit/departmental ownership of The Joint Commission Core Measure performance

- Developed Comprehensive PI Plan for FY11
- Formed multidisciplinary Performance Improvement Teams to oversee the improvement of core measure performance:

- ✓ Congestive heart failure
- ✓ Surgical site infection prevention
- ✓ Pneumonia immunization compliance

- Report clinical unit performance at hospital committees



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS

Quality



- **Improve NMC's Medicine Service**
 - New Critical Care physician started 9/27
 - Cardiopulmonary Associates provide one full week of ICU coverage/month as of 10/4
 - Three new hospitalists have started since 10/10
 - 24/7 in-house coverage since 11/10
 - Dr. Jennifer Bautista named Service Director for Medical Specialties 1/11
 - Working toward integration of Family Medicine and Internal Medicine inpatient activities effective 4/11

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Quality

- **Decrease the number of hospital-acquired infections through implementation of process improvements based on best-practices**

- **Head-of-Bed Team to prevent Ventilator-Associated Pneumonia**

- 100% compliance with Head-of-Bed $\geq 30^\circ$
- 273 Days without an infection
- Rolling rate down to 1.3%

- **Central Line Infection prevention**

- Insertion Bundle practices
 - ✓ ICU 96.5% and >123 days without an infection
 - ✓ NICU 100% and >706 days without an infection

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Quality

- **Improve the safety of medication administration and management**

- Plan developed to implement 24/7 Pharmacy Services
 - Pharmacist recruitment underway
 - Pharmacy protocols under development
- Nursing completed comprehensive assessment of medication administration practices
 - Implementation of action plan underway

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Quality

- **Implement the Delivery System Reform Incentive Pool (DSRIP) five-year plan that define NMC's future quality and patient satisfaction goals**

- Achieved defined annual milestones for first year of DSRIP
- Received \$8.9M

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Quality

- **Implement the Delivery System Reform Incentive Pool (DSRIP) five-year plan that define NMC's future quality and patient satisfaction goals**

- **Category 1 – Infrastructure Development**

- ❖ Increase training of Primary Care workforce

- ❖ Enhance interpretation Services and culturally competent care

- **Category 2 – Innovation and Redesign**

- ❖ Improve how the patient experiences care and the patient's satisfaction with the care provided

- ❖ Apply process improvement methodology to improve quality and efficiency

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Quality

- **Implement the Delivery System Reform Incentive Pool (DSRIP) five-year plan that define NMC's future quality and patient satisfaction goals**

- **Category 3 – Population-focused improvement**
 - ❖ **Report data for Natividad Medical Group and Laurel Family Medicine**
 - Patient/Care Giver experience
 - Care Coordination: Diabetes, CHF, COPD
 - Preventive Health: Breast cancer, immunizations, child weight, and tobacco cessation
 - At-Risk Populations: Diabetes, CHF readmission, hypertension, pediatric asthma care
- **Category 4 – Urgent improvement in quality and safety**
 - ❖ Reduce avoidable harm or death due to sepsis
 - ❖ Prevent central line-associated infections
 - ❖ Prevent hospital-acquired pressure ulcers
 - ❖ Reduce avoidable harm or deaths due to a venous thromboembolus

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Service



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS

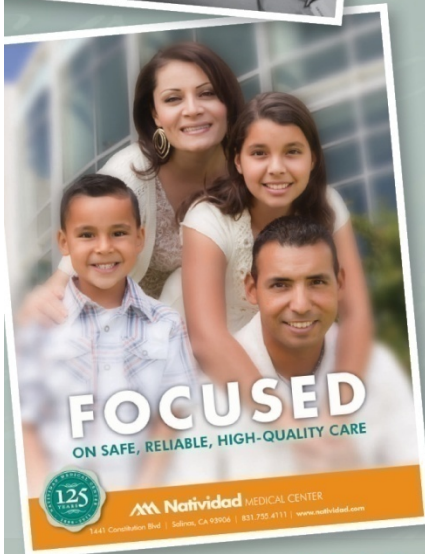
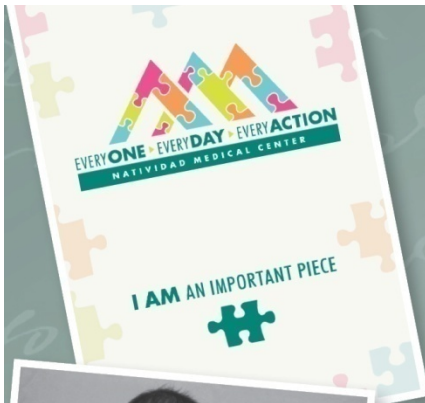


Service

- Establish Code of Conduct for all employees

- Rolled out all 10 Standards of Performance

- Initiated weekly Quality & Service Meeting to address culture change initiatives



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Service

- **Elevate patient satisfaction/ customer service as a high priority**

- Reporting PRC patient satisfaction results at Hospital Performance Improvement Committee, PSQC, Huddles, Department Bulletin Boards
- Developed plan to train all staff on Customer Service through Healthstream (on line education)
- Certified 6 NMC additional DDI Facilitators to conduct hospital wide customer service training for all employees. Training scheduled to start July 2011 and will be offered every Wednesday for the entire FY

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Service

- **Elevate patient satisfaction/ customer service as a high priority**

- PI Tests-of-change

- Housekeeping tests-of-change to improve performance in patient satisfaction survey question "How often were your room and bathroom kept clean?"
- Use of Housekeeping Daily Cards
- Med/Surg nursing leadership rounds daily to achieve 90th percentile in patient satisfaction survey overall quality of care and teamwork between doctors, nurses and staff scores

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Service

- **Improve the PRC Overall Quality of Care percent excellent patient satisfaction score in OB/GYN**

- Implemented nursing staff bedside hand off in Labor & Delivery
- Developed protocol, communication, and audit tools for bedside hand off
- Implemented bedside rounds in MIU
- Conducted patient focus group

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS





Service

- Create an inviting & friendly health care facility environment that promotes healing and well maintained facility & Campus

- Implementing facility improvement projects
- Refurbished main hospital lobbies and corridors
- Remodeled six Maternal Infant Unit patient rooms

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Service

- Create an inviting & friendly health care facility environment that promotes healing and well maintained facility & Campus

- February 25, 2011 launch of NATIVIDAD ART: A Journey of Healing
- A celebration with artists and donors who have collaborated together to create an atmosphere of healing and wellness



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS

Service



- Create an inviting & friendly health care facility environment that promotes healing and well maintained facility & Campus

- Collaborated with Monterey county Health Department and Nutrition Network to provide a weekly Farmer's Market on NMC's campus.



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS

People



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



People

- **Develop Curriculum for Leadership Academy: Administrators/Managers, Physicians, and Staff**

- Selected 6 new facilitators for training in 3/11 Modules

- Leadership Development
- Patient Safety (IHI Model)
- Customer Service
- Targeted Recruitment



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS

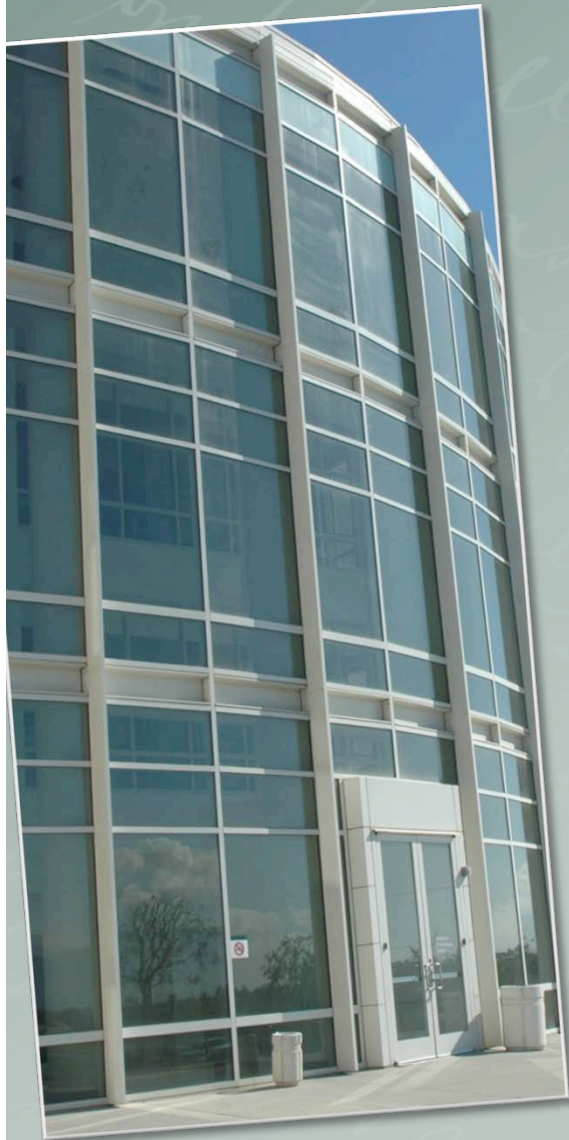
People

•Continue Employee Satisfaction Survey

- Partnered with Morehead Associates for employee satisfaction survey
- Quarterly survey
- Monitor participation rate: Currently 38% from 22%
- Report out results
- Established ambassador program for survey
- Focus on question: “Do I have the tools & resources to do my job?”

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS





People

- **Offer Additional On-line Education in Computer Classrooms**
 - Computer training classroom operational in building 400
 - Health Stream on line education plan complete. Implemented 3/11
 - Health Stream electives for clinical staff skill development

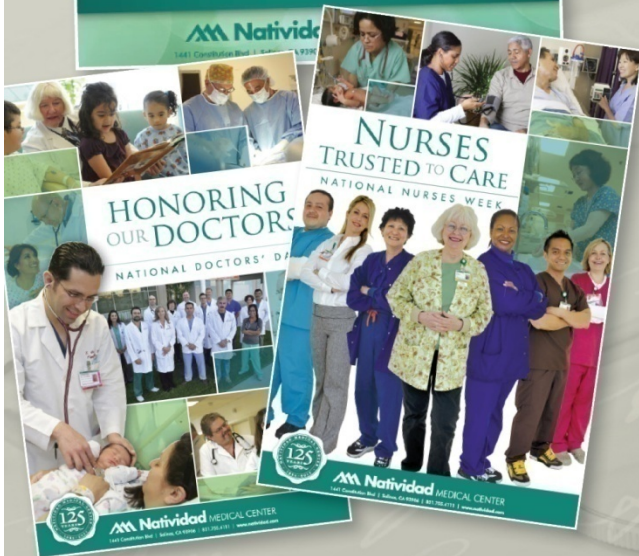
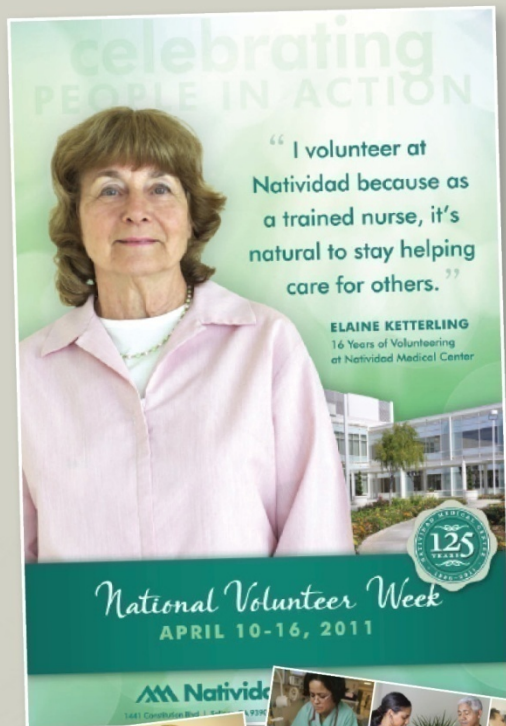
FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



People

- **Launch Employee Recognition Program**

- Developed program plan: recognition ties to standards of performance
- Quarterly nomination and selection process: employee, manager, physician
- Launch date: Summer, 2011



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Delivery System Realignment



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Delivery System Realignment

- Research and act on governance structure to allow partnerships with community providers

- Commitment of resources to evaluate governance structure

- Consultation with other counties

- Researching models across the country

- Special joint meeting with Board of Supervisors & Board of Trustees on Healthcare reform & California's Section 1115 Waiver and the operational and governance implications for NMC

- Working on study analyzing key management functions and alternative business plans and financial scenarios under different governance structures. Projected completion date: 7/11



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS

Delivery System Realignment

- **Increase Monterey County Health Department Patient Referrals to NMC for Hospital Based Services**

- Developed joint strategic plan between the MCHD & NMC to include:

- Joint facilities plan
- Coordinated care and coverage expansion planning to prepare for healthcare reform
- Integrated electronic health records
- Expansion of Family Medicine Residency Program

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Delivery System Realignment

- **Increase Monterey County Health Department Patient Referrals to NMC for Hospital Based Services**

- Specialty care access improved for MCHD patients in areas of nephrology, orthopedics, plastic surgery, and cardiology

- Significant interest in new cardiology providers among MCHD physicians

- Developing EPIC Radiology interface with the MCHD Clinics

- Implemented EPIC Laboratory interface with the MCHD Clinics

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Delivery System Realignment

- Implement the low Income Health plan (LIHP) Low Income Health Plan, a coverage expansion demonstration as part of the Section 1115 Waiver
- Joint NMC/MCHD application approved by California Department of Health Care Services



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Growth



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Growth

•Develop Relationships with Community Provider(s) Across Monterey County for Primary & Specialty Care

•Specialty Care Expansion

- Orthopedics
- Nephrology
- Plastic Surgery
- Cardiology
- Pediatric GI



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS

Growth

- **Develop Relationships with Community Provider (s) Across Monterey County for Primary & Specialty Care**

- Clinica de Salud
- Expansion of Family Medicine Residency Program
- Discussion with south county providers

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Growth

- **Develop Bariatric Center of Excellence**

- Awarded provisional status for Bariatric center of excellence pending on site review in September, 2011

- **Level II Trauma Center: Feasibility Assessment**

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS





Growth

- **Finalize and Implement Building 400 Ambulatory Care Space Plan**
 - Selected architect – WR&D – for design of first floor shell space
 - First Floor Kick off meeting with architect and Clinica de Salud on 1/24/11
 - Conducted initial discussions with MCHD Clinics regarding clinic expansion needs
 - Finalize build out by 6/12

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Growth

- **Complete D' Arrigo Family Specialty Services Expansion Plan**
 - Receipt of \$250,000 donation from the D' Arrigo family
 - Project completion: January, 2012



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS

Growth



- Working collaboratively with County Public Works and County planning Department to complete NMC's campus master plan



- Plan addresses strategic, facilities, coverage expansion plans, and expansion of the Family Medicine Residency Program
- 5 year, 10 year, and 20 year plans

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Technology



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Technology

- **Continue to develop a Hospital centric IT organization with a focus on Service**

- Hiring hospital experienced staff where applicable
- Developing technical skills needed to support new operational infrastructure and EMR applications
- Continue to implement a service delivery platform that promotes transparency in the monitoring and reporting of problems to help foster customer confidence
- Continue to develop exceptional employee engagement levels within teams by focusing in areas of trust, motivation and personal development



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS

Technology

• Create Efficient Linkages to County Systems

- Develop Epic interfaces with Health Department
 - Lab interface (implemented)
 - Radiology interface (in design phase)
- Develop ERP interface with Auditor-Controller's office
- Provide secure off-site connectivity through Citrix
 - Meditech (implemented)
 - PACS (implemented)
 - OR Video streaming (in design phase)



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Technology

- **New IT infrastructure**

- **Medical grade network**
- **Wireless coverage throughout hospital (over 160 WAPs)**
- **Separate Wireless “Guest” Network**
- **Virtual Desktop Infrastructure (VDI)**
 - **zero client (diskless) workstation deployment**
- **New Meditech System hardware - fully virtualized**
- **200TB New storage**
- **100+ servers virtualized down to 10 servers**
- **Network & system monitoring of over 200 nodes**
 - **realtime alerting for switches, routers, servers, firewalls & WAPs**
- **89 Workstation on Wheels (WOW’ s)**



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS

Technology

Future

- Voice Over IP (VoIP)
 - Replace county analog phone system with Cisco digital system
 - Video conferencing through phones
 - Integrated voice mail with MS Exchange
 - Vocerra hands-free voice activated communication
- Co-location (off-site) datacenter expansion
 - Blade technology (16 servers in the space of 5)
- Business Continuity / Disaster Recovery
- RFID (Radio Frequency Identification)
 - Passive tracking (exit alarms and alerts for asset security)
 - Active tracking (tracking & locating of assets through zones)
- LAN Desk
 - OS, Application & Patching deployment
 - Inventory mgmt.

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS

Technology



•New Clinical IT Systems Implemented

- Meditech Patient Care System** (electronic bedside charting) – *Successfully rolled out in all inpatient nursing units.*
- Meditech Emergency Department Management** – Phase II (CPOE & Physician Documentation for the ED) - *Project Kicked Off, Go-live by December 2011.*
- Picis Operating Room Management** – *Cleaned up procedure dictionary. Currently optimizing functionality.*
- Zynx Care** – *Integrated Zynx nursing care plans into Meditech. First hospital in the nation to successfully do this.*
- Pyxis Medication Dispensing Machines** – *Upgrade completed & new interface implemented.*
- Ambulatory Care System** (clinics) – *Currently evaluating RFP responses.*

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS

Technology



- **Achieve EMR “Meaningful use”**

In FY11, NMC achieved compliance with six new objectives:

- Provide electronic patient education resources (EBSCO)
- Medication reconciliation (PCS & MedRec)
- Record and chart changes in vital signs (PCS)
- Record smoking status for patients 13 yrs or older (PCS)
- Maintain active medication list (PCS & eMAR)
- Maintain current patient medical “problem list”



Work on several other objectives is underway:

- Computerized provider order entry – (EDM II)
- Record demographics (ADM Modifications)
- Electronic discharge instructions (EBSCO)

NMC is already in compliance with 14 out of 19 Meaningful Use objectives

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS

Stewardship



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



 **Natividad** MEDICAL CENTER



Stewardship Compliance Program

- Assuring ethical and legal operations through a Compliance Program which focuses on auditing, monitoring, educating, and implementing current laws and procedures into the financial and legal operations at NMC
 - Educated staff on the NMC Compliance Program leading to increased internal reporting by staff of compliance related incidents
 - Produce a monthly compliance newsletter, Compliance Matters
 - Ensured compliance and implementation of changes in laws and regulations and timely responses to PRA requests

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Stewardship Compliance Program



- Assuring ethical and legal operations through a Compliance Program which focuses on auditing, monitoring, educating, and implementing current laws and procedures into the financial and legal operations at NMC

- Implementing an electronic based provider contracting database

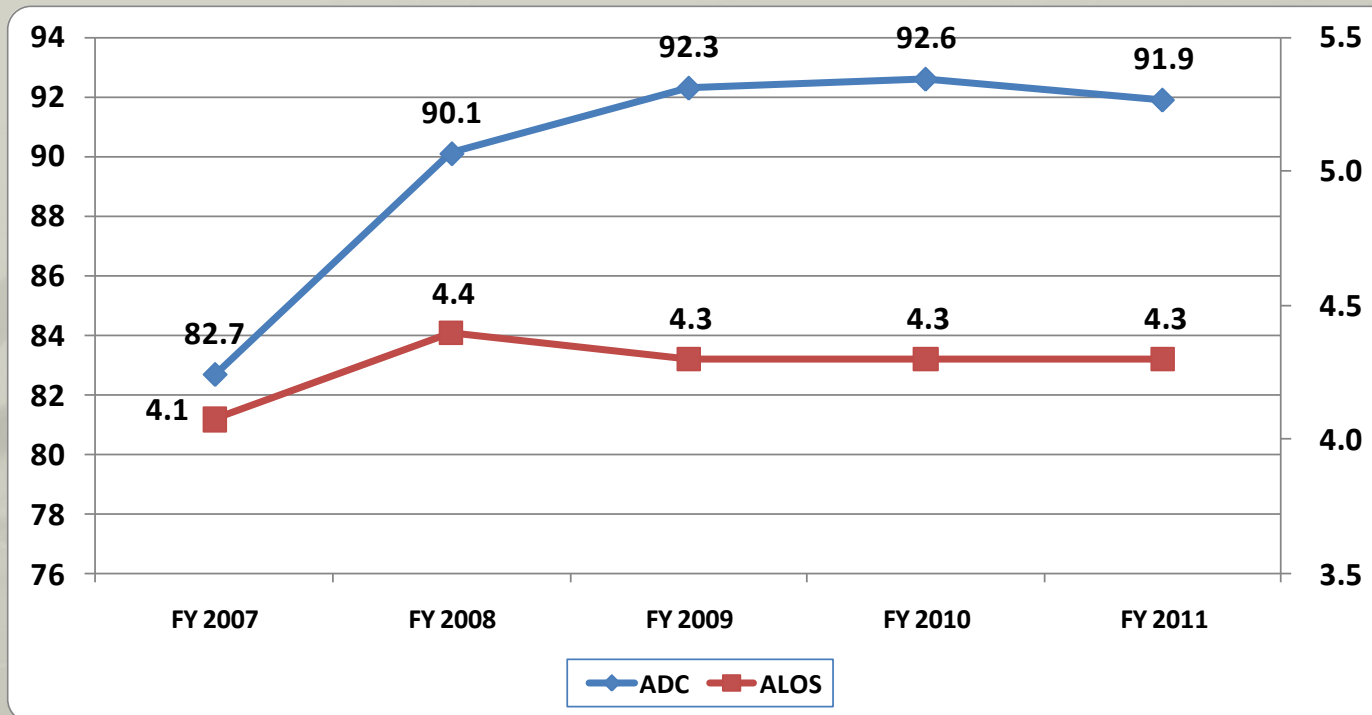
- No fines assessed from CDPH related to reported compliance events due to timely reporting and effective internal processes and documentation

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Stewardship Volume Trends

Total Average Daily Census and Length of Stay

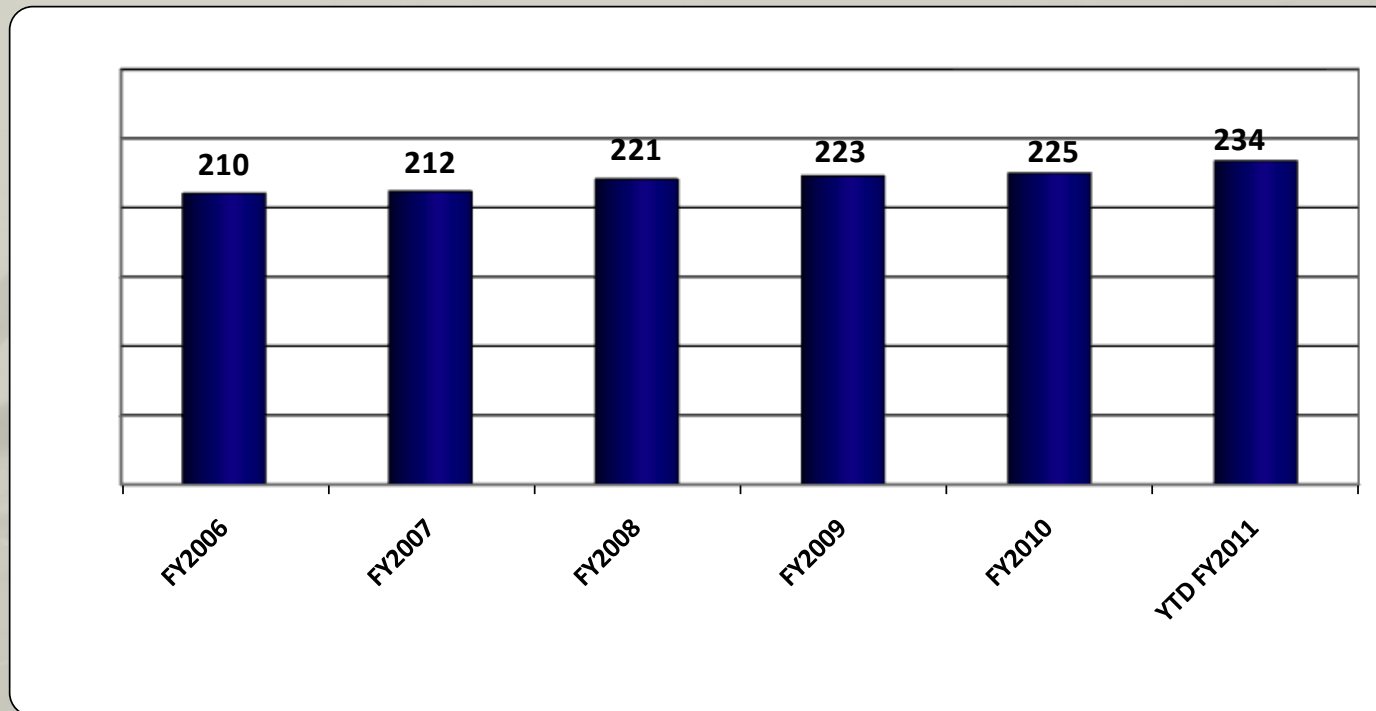


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Stewardship

Volume: Deliveries

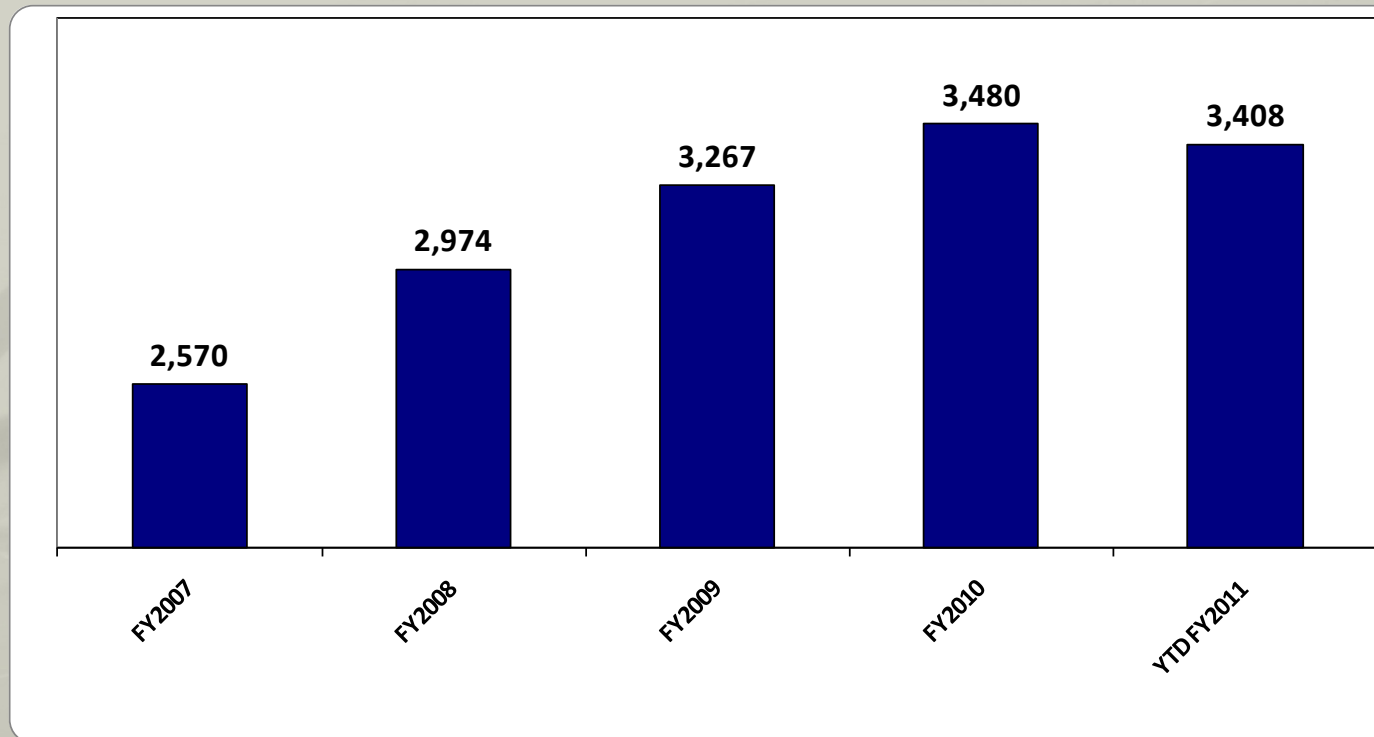


FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Stewardship

Volume: *Emergency Visits – Average per Month*

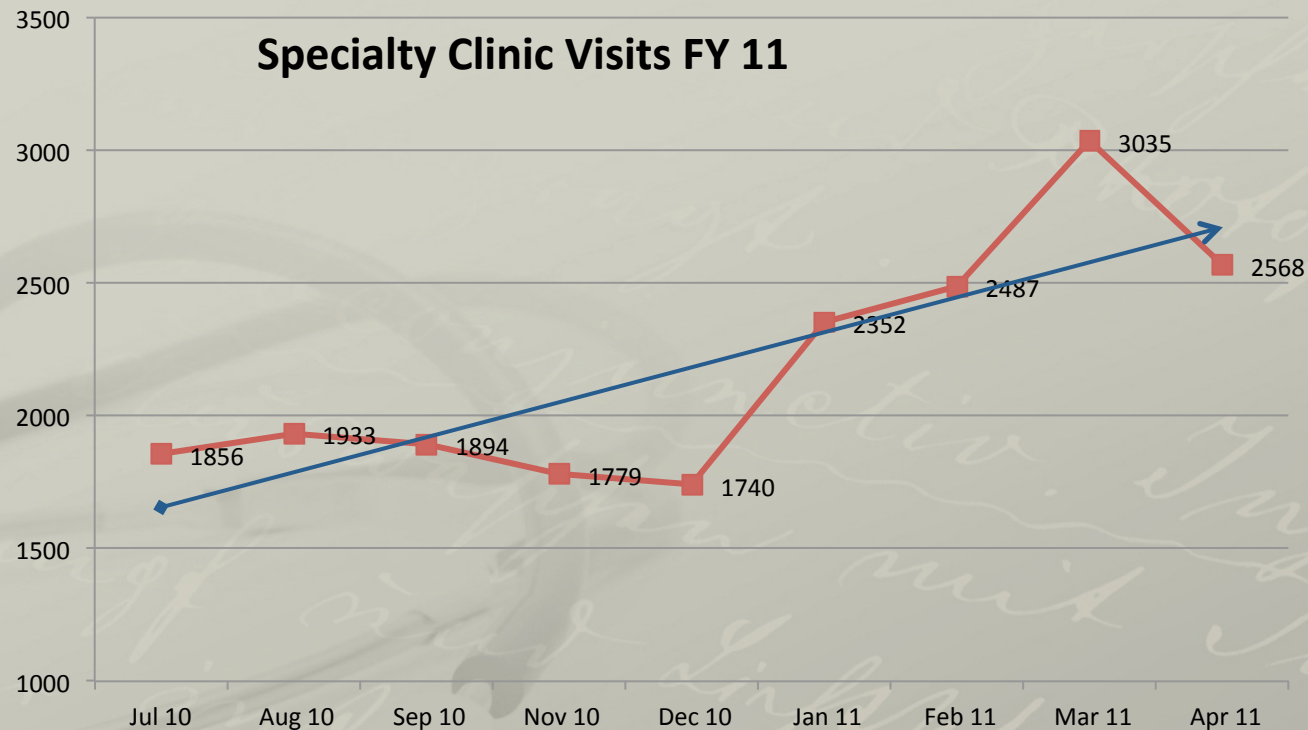


FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Stewardship

Volume: Specialty Clinic Visits

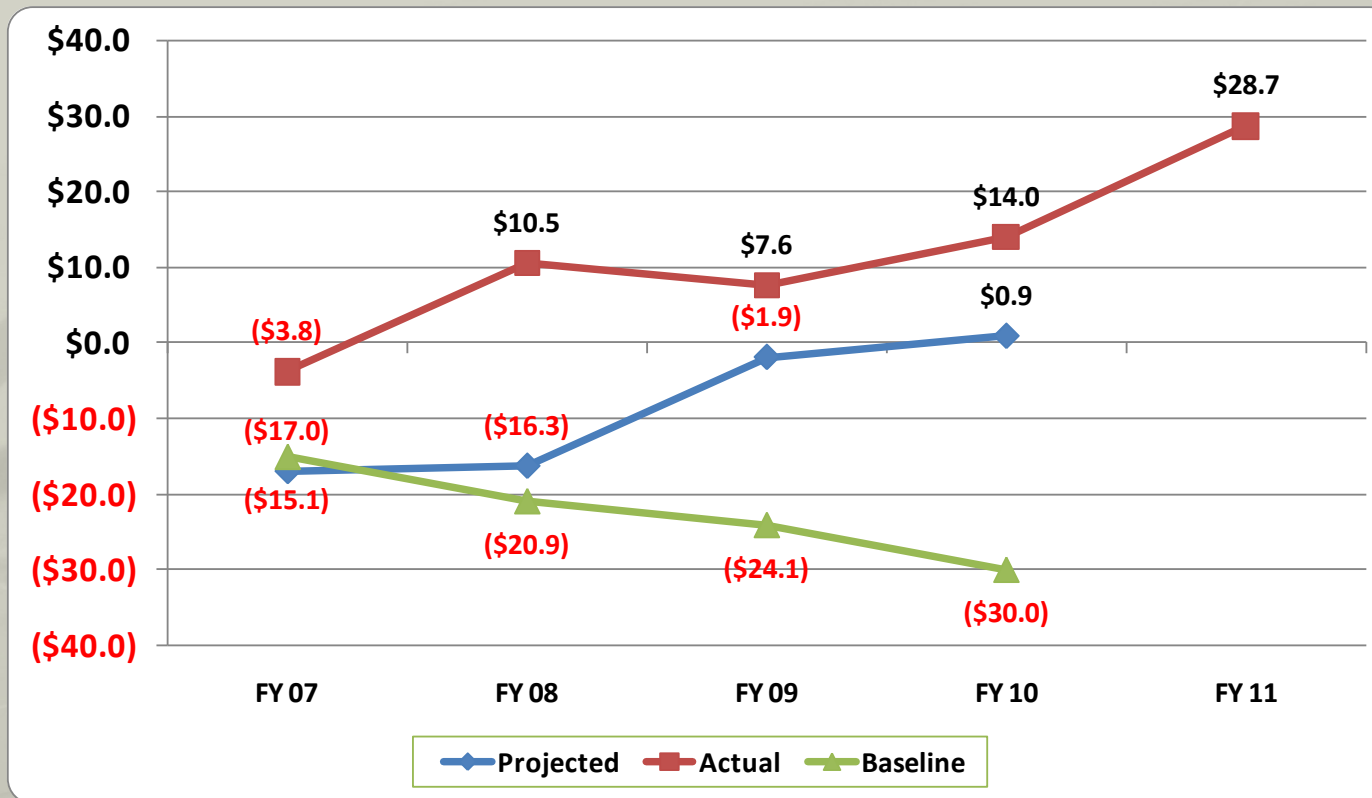


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Stewardship

Net Income or <Loss> - Annualized
Current and Past Four Years

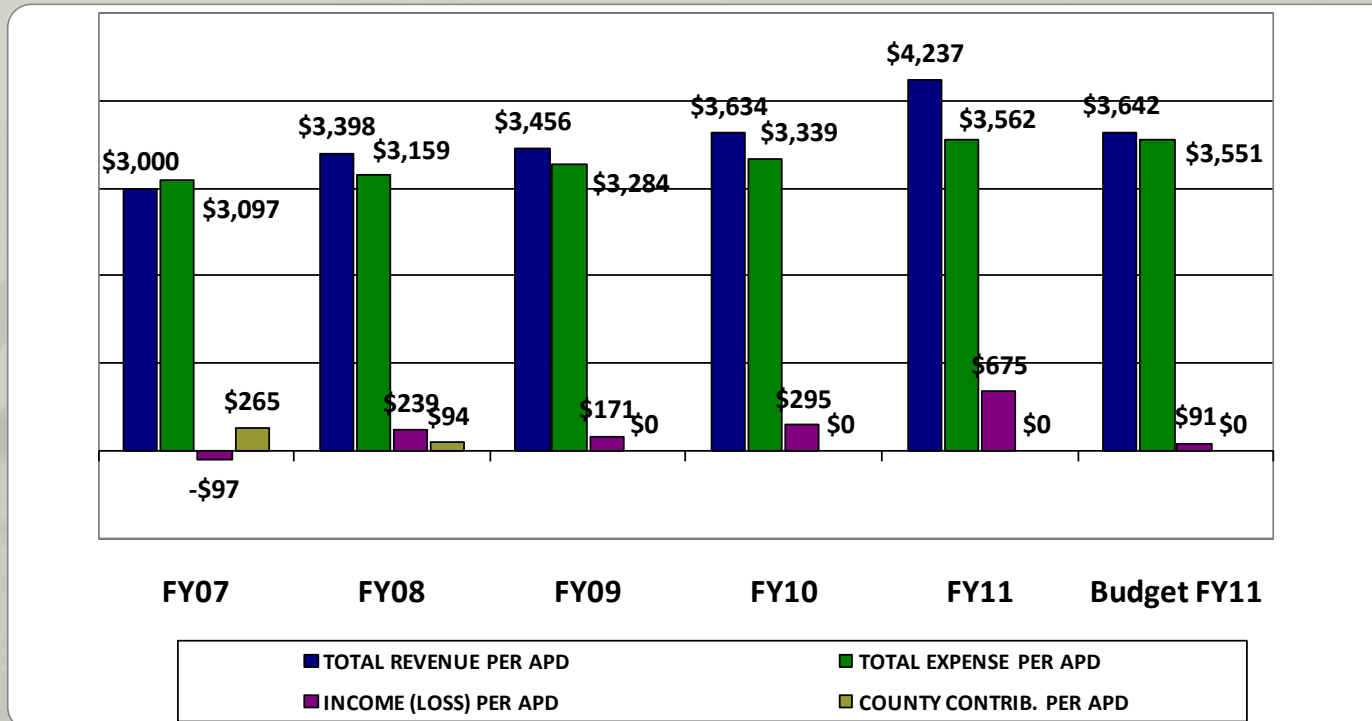


FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Stewardship

Revenue, Expense, Profit Per APD Annual

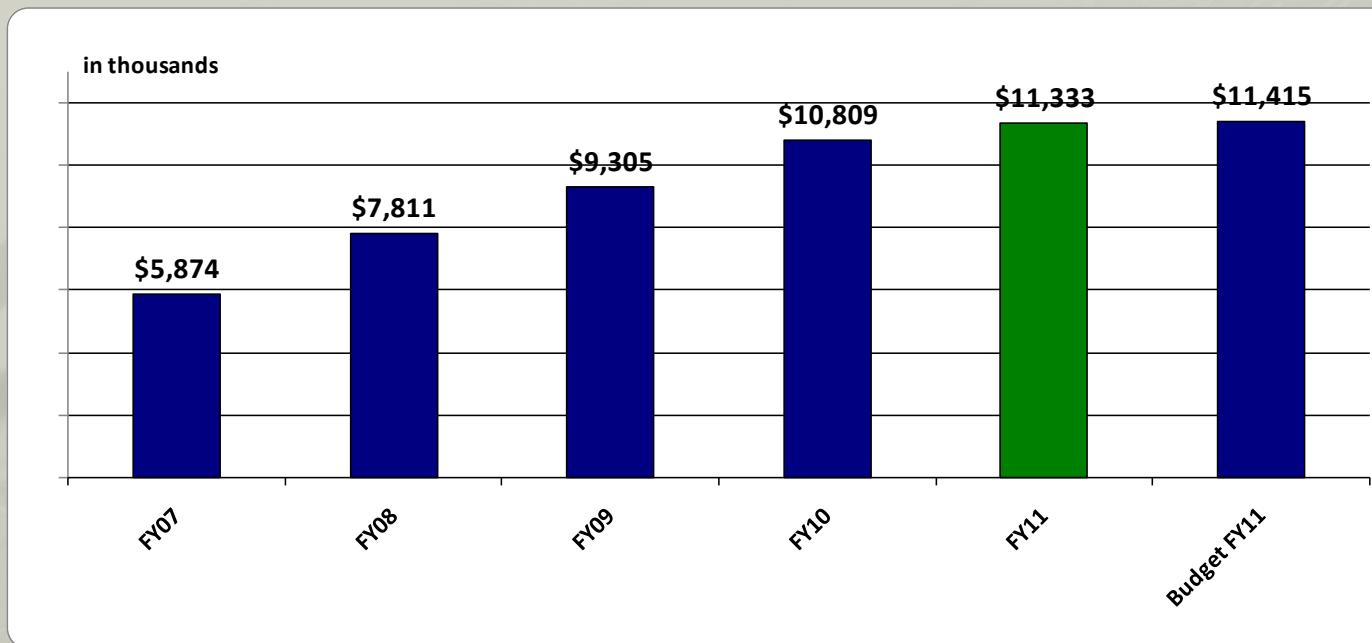


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Stewardship

Cash – Patients – Average Per Month Annual

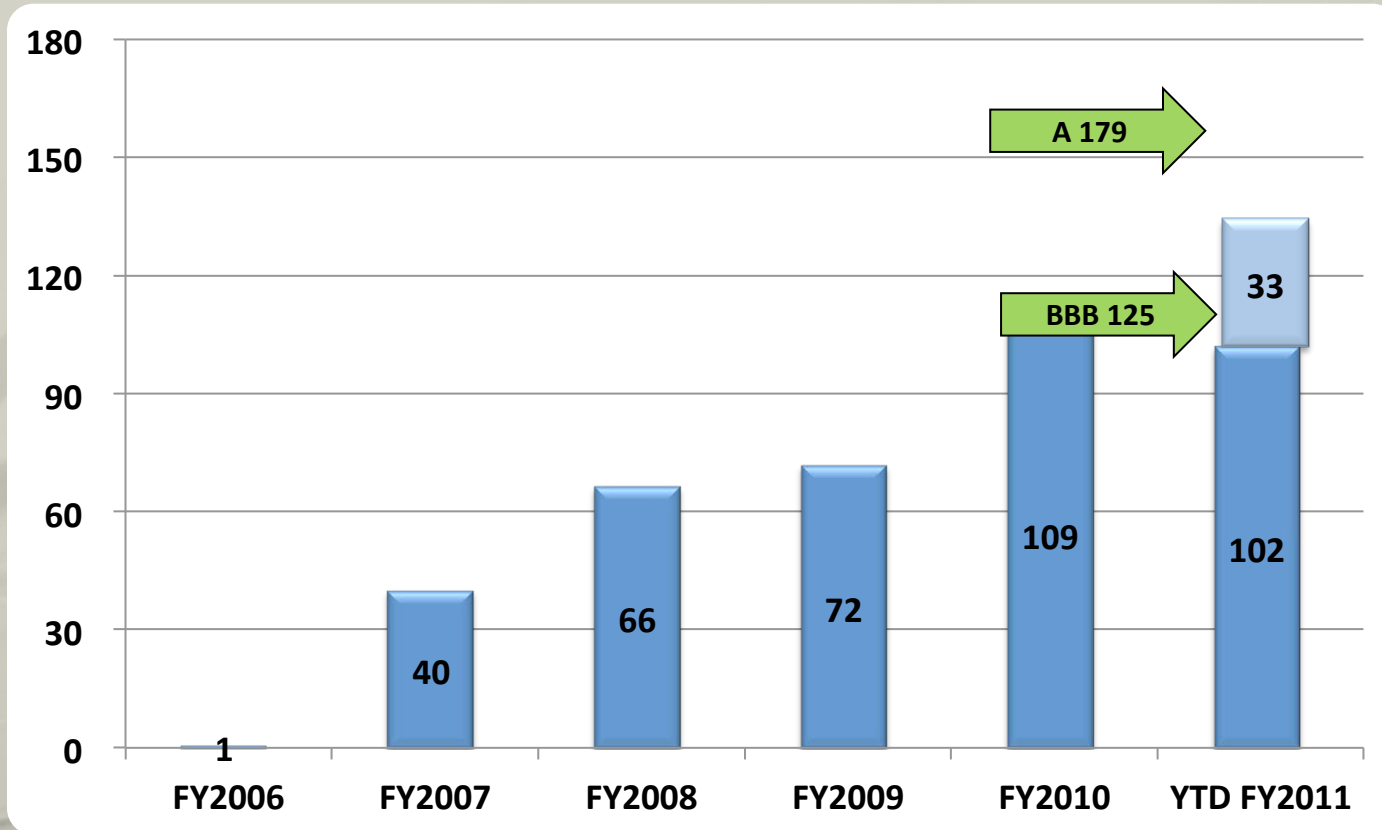


FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Stewardship

Days Cash on Hand Annual



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS



Monterey County Business Council Annual Economic Vitality Awards

- 2011 Awardees
 - **Harry Weis, Health & Wellness**
 - Rocket Farms, Agriculture
 - Myron “Doc” Etienne, Arts
 - Granite Rock, Building
 - Dr. Sunder Ramaswamy, Education
 - Dr. Marcia McNutt, Marine Research
 - Pebble Beach Company, Tourism



FISCAL YEAR 2011 NMC ACCOMPLISHMENTS





Local Media: NMC

FISCAL YEAR 2011 NMC ACCOMPLISHMENTS





Special Hospital-Physician Integration Issue: Read about trends and tips for aligning your organization p. 16
 Becker's Hospital Review Annual Meeting — Brochure inside p. 25

BECKER'S Hospital Review

BUSINESS & LEGAL ISSUES FOR HEALTH SYSTEM LEADERS
 February 2011 • Vol. 2011 No. 2

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 10 Healthcare Leaders Under Age 40 p. 15

System Integration in 2011:
 10 Key Success Factors p. 20
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8 Points on Hospital-Physician Integration:
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Physician Employment & Beyond: The Current State of Physician Integration

By Leigh Page

Just a few years ago, ACO had been a distant concept. Now, it's a reality. As hospitals and physicians work to align their interests, the current state of physician integration is a complex one. This article explores the challenges and opportunities in this space.

5 of the Big Hospital Employment Trends

By Rachel Fields

Here are five key trends affecting hospital employment in 2010:

- Hospital CFO charged with fraud
- Rural hospital downs expanded
- Spending report draws fire
- First fruits of health reform
- Medical records in a public dump
- Streamlining healthcare HR

8 Mistakes Your Hospital is Making Right Now

By Matty Gamble

The mistakes your hospital is making now may cripple its chances of staying afloat in the healthcare reform and future care delivery environment. Many of these mistakes stem from a lack of urgency to improve policies and practices. For success, reform will affect many physicians, administrators and staff need to increase. Here are eight mistakes your hospital should prevent or repair — now.

- Not forecasting correctly

One of the biggest mistakes hospitals can make is not forecasting or evaluating correctly. In the wake of reform, hospitals should be applying both historical evaluations and...

Out with paper; in with the iPad
 Portable tablets reduce waste, improve access to documents
HOSPITALS & IDNS 10

Sebelius & Berwick: Healthcare's top cops?
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Ascent's rise: Recycler going for the green
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HEALTHCARE FINANCE NEWS

THE BUSINESS NEWSPAPER FOR HEALTHCARE FINANCIAL MANAGERS

OCTOBER 2010

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- Hospital CFO charged with fraud
- Rural hospital downs expanded
- Spending report draws fire

COMMENTARY 6

- First fruits of health reform
- Medical records in a public dump
- Streamlining healthcare HR

HOSPITALS & IDNS 10

- NC hospitals use lean management techniques
- Stetter Health faces lawsuit
- Closed Illinois hospital to reopen

Census report shows increase in uninsured

BY DIANA MANDON, Senior Editor
 WASHINGTON — The percentage of the nation's population without health insurance increased from 15.4 percent in 2008 to 16.7 percent in 2009, according to data released in September by the U.S. Census Bureau. According to the Census Bureau's "Income, Poverty, and Health Insurance Coverage in the United States: 2009" report, the number of people with health insurance has decreased since 1987, the first year in which comparable health insurance data was collected.

Employer-Sponsored Insurance in Decline
 Employer-sponsored health insurance coverage for those under age 65, 2000-2009.

Year	Percentage
2000	68.3%
2001	67.8%
2002	67.3%
2003	66.8%
2004	66.3%
2005	65.8%
2006	65.3%
2007	64.8%
2008	64.3%
2009	63.8%

Becker's Hospital Review Annual Meeting & Key Specialties
 Register by March 1 and save!
 3 sessions • 75 speakers
 May 19-20, 2011 • Chicago, IL
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FISCAL YEAR
2011

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