

A N N U A L R E P O R T

ACCOMPLISHMENTS

FISCAL YEAR 2015

 **Natividad** MEDICAL CENTER



IMPROVE QUALITY

Improve Quality

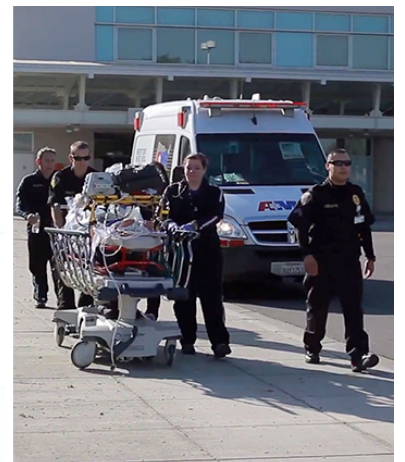


- Received designation as a Level II Trauma Center by the Monterey County Emergency Medical Services Agency (EMS)
 - ✓ Developed comprehensive trauma care program that meets all required standards for performing high quality trauma services



Improve Quality

- Added acute neurosurgical services with specialists highly trained in trauma neurosurgical care
- Opened a dedicated Interventional Radiology (IR) suite and program in support of trauma care to provide diagnostic and therapeutic interventions using a variety of imaging methods to visualize and access nearly everywhere in the body



Improve Quality

- Developed Trauma prevention & outreach program to reduce trauma-related injuries in the community through programming on pedestrian and cyclist safety, reduction of injury related to motor vehicles, and violence prevention
- Established CHOICE, a hospital-based violence intervention program of Natividad Trauma Center in collaboration with community partners promoting positive alternatives to violence to reduce retaliation and re-injury among youth and young adults injured by violence



CHOICE

A PROGRAM OF





Improve Quality

- **Implemented the Delivery System Reform Incentive Program (DSRIP) five-year plan and received Federal funding for the implementation as part of the California Section 1115 Medicaid Waiver pay-for-performance quality improvement program to strengthen care delivery and make high quality care more accessible and efficient for patients**
 - ✓ Achieved 6-month milestones for DY10
 - Received \$4.5M

Improve Quality

- **DSRIP Category 1 – Infrastructure Development**

- ✓ Increase training of Primary Care workforce
- ✓ Enhance Interpretation Services and culturally competent care

- **DSRIP 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





NATIVIDAD MEDICAL CENTER

A Healthier You

<p>INPATIENT UNITS/ SERVICES</p> <ul style="list-style-type: none"> • Bariatric Weight Loss Services • Intensive Care Unit (ICU) • Maternity Services • VIBAC • Vaginal Delivery • Cesarean Delivery • Antenatal Testing • Medical Surgical Unit • Mental Health Unit • Neonatal Intensive Care Unit, Level III • Pediatric Unit • Sam Karel Acute Rehabilitation Center • Surgical Services 	<p>OUTPATIENT SERVICES</p> <ul style="list-style-type: none"> • D'Arrigo Family Specialty Services • Outpatient Rehabilitation Services • Emergency Services • Sally P. Archer Child Advocacy Center & Bates-Elderly Child Sex Abuse Clinic • NIDO Clinic 	<p>CLINICAL SUPPORT SERVICES</p> <ul style="list-style-type: none"> • Social Services • Diabetes Education Center • Laboratory Services • Pharmacy Services • Imaging Services • Case Management Services • Health Information Management Services <p>EMERGENCY SERVICES</p> <p>24 HOURS</p>
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 1441 Constitution Blvd | Salinas, CA 93906 | 831.795.4111 | www.natividad.com

Improve Quality

- **DSRIP Category 3 – Population-focused improvement**
 - ✓ Report data for Natividad Medical Group and Laurel Family Medicine
 - Patient/Care Giver experience
 - Care Coordination: Diabetes, Congestive Heart Failure (CHF), Chronic Obstructive Pulmonary Disease (COPD)
 - Preventive Health: Breast Cancer Screening, Influenza Immunization, Child Obesity, Tobacco Cessation
 - At-Risk Populations: Diabetes, CHF Readmission, Hypertension, Peds Asthma

- **DSRIP 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 ulcer
 - ✓ Reduce avoidable harm or deaths due to a venous thromboembolus



Improve Quality

Launched through the Natividad Medical Foundation Indigenous Interpreting+, a community and medical interpreting program specializing in indigenous languages from Mexico and Central and South America. Indigenous Interpreting+ meets the need for community and medical interpreting in indigenous languages that are not available through traditional interpreting services.

Improve Quality

- Implemented a hospital-wide campaign to focus efforts to achieve 100% compliance on the Joint Commission Core Measures, nationally reported clinical quality measures that reflect scientific evidence known to produce the best outcomes for patients
 - ✓ NMC achieved a 100% core measure success rate in the areas of acute myocardial infarction, pneumonia care, stroke, and heart failure
 - ✓ These results reflect a 50% improvement in the achievement of 100% core measure performance in FY2015



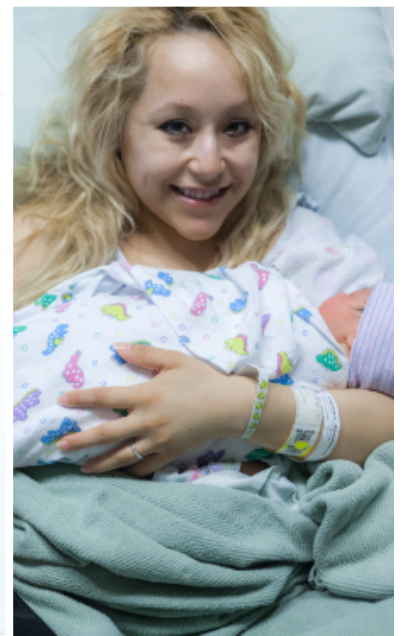
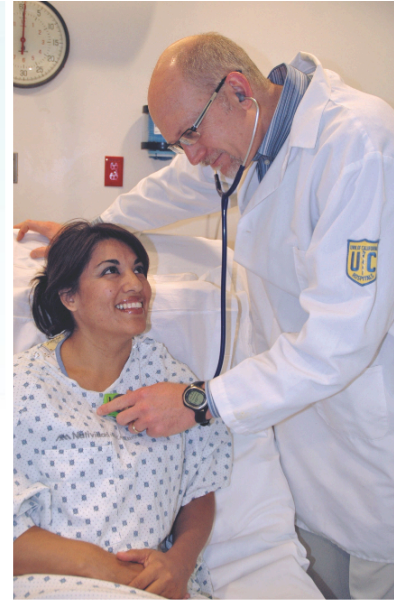
Improve Quality

- Received an Award of Excellence for the 6th year in recognition for High Quality Obstetrical Practices by achieving 100% compliance by the BETA Healthcare Group (BETA)
 - ✓ BETA is a provider of professional liability and risk management services
 - ✓ The award also results in premium credits



Improve Quality

- Selected as 1 of 33 High Performing Hospitals in Maternity Care in California by the California HealthCare Foundation (CHCF) measuring four key areas of maternity care
 - ✓ Low risk C-section rates
 - ✓ Episiotomy rates
 - ✓ Exclusive breastfeeding before discharge rates
 - ✓ VBAC (vaginal birth after C-section) rates



Improve Quality

- **Received designation under the Blue Distinction Centers for Bariatric Surgery Program**
 - ✓ This designation signifies that NMC meets nationally established quality-focused criteria that emphasize patient safety and outcomes





Improve Quality

- **Completed plan for eight-bed Intermediate Care Unit to provide higher level of care to patients transitioning out of the Intensive Care Unit. Opening Early Summer, 2015**
- **Completed design plans for Radiology Department remodel and selection of new imaging equipment**





INCREASE PATIENT SATISFACTION



Increase Patient Satisfaction

- Initiated leadership rounds interviewing patients about the quality of care received
- Launched quietness in the patient environment campaign focusing on noise reduction on the nursing units



Increase Patient Satisfaction

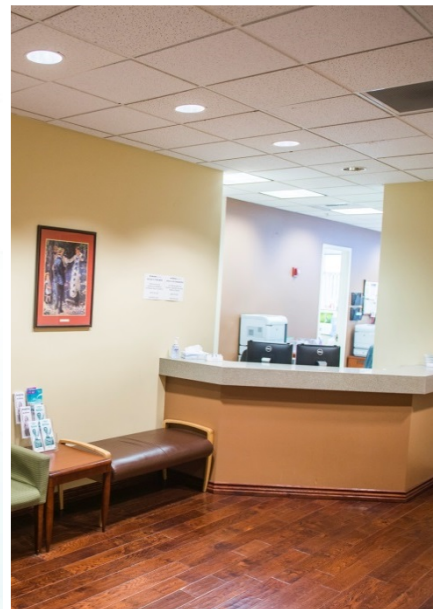
- Ongoing improvements creating an inviting & friendly health care facility environment that promotes healing and a well maintained facility & campus
 - ✓ Continued Medical/Surgical Unit remodel
 - ✓ Completed plans for Acute Rehabilitation Unit remodel
 - ✓ Completed plans for Emergency Department Rapid Medical Evaluation (RME) remodel
 - ✓ Completed the master planning for Hospital Wayfinding Signage System project



INCREASE PATIENT ACCESS

Increase Patient Access

- **Opening new Family Medicine Residency Clinic on the third floor of Building 400, a collaboration between the Natividad Family Medicine Residency Program and the Health Department Clinics Bureau**
- **Finalizing ambulatory space plans for the first floor of Building 400**





IMPROVE HUMAN RESOURCES PROCESSES

Improve Human Resources Processes

- Successfully recruited and filled over 120 positions in clinical and support departments
- Accomplished an average diversity rate of 58% of newly hired employees from minority groups
- Opened Central Transportation Department to streamline services and improve patient flow
- Achieved 91.1% compliance rate for NMC staff receiving annual performance evaluations
- Achieved goal of over 90% NMC staff receiving annual flu shot



**The Best Protection
is the Flu Shot.**

We should strive for at least 90% YES and 10% DECLINE,
and 100% RESPONSE rate from our hospital team.



**ETHICAL PRACTICE
QUALITY CARE**

NATIONAL NURSES WEEK 2015

CONGRATULATIONS TO THE FLORENCE NIGHTINGALE
& PARTNERS IN CARING AWARD RECIPIENTS!

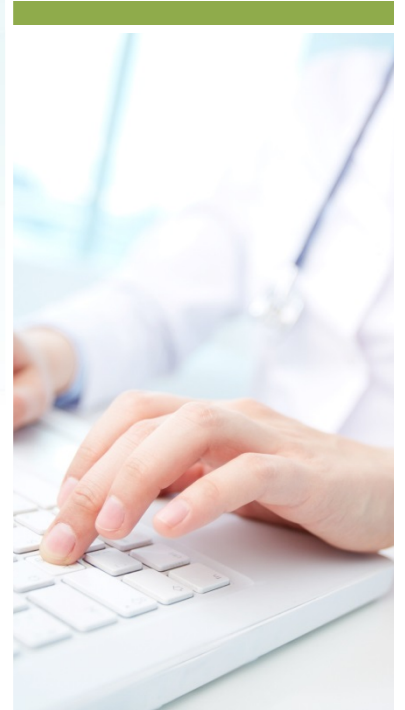
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DEVELOP EMR

Develop EMR

- **Met the Meaningful Use (MU) Electronic Health record (EHR) Incentive Program requirements for both Medicare and Medicaid in 2014. Received over \$950,000 in incentive money for meeting the Meaningful Use Criteria**
- **Completed installation of Physician Documentation (PDoc) and Dragon natural language software**
- **Restructuring of IT Department transitioning IT staffing from consultants to FTE's. 5 New FTE's have been hired this fiscal year**



Develop EMR

- **Planning and development of county-wide Health Information Exchange (HIE) - Central Coast Health Connect (CCHC)**
 - ✓ Efficiently share health information between the Monterey County health care community to improve healthcare delivery for safety net patients and providers



Easy, Convenient Access to
your Health Records Online



Develop EMR

- **Implemented patient portal**
 - ✓ Provides patients with free and secure on-line access to personal health information and tools specifically designed to support each patient taking an active role in his/her health
 - ✓ Patients have access to information who have received certain services from the emergency department and/or hospital stay
 - ✓ Key studies include medication lists, problem lists, & allergies



STEWARDSHIP

Compliance

- **Outcome sought: A compliance program that is:**
 - ✓ Comprehensive
 - ✓ Effective
 - ✓ Efficient
 - ✓ Measurable
- **A clear articulation of compliance:**
 - ✓ Identify compliance risks
(Non-compliance with federal or state legislation/regulations)
 - ✓ Objectives
 - ✓ Roles
 - ✓ Responsibilities
 - ✓ Accountabilities

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IT TAKES ALL OF US TO PROMOTE
A CULTURE OF COMPLIANCE

C Commit to "doing the right thing"

I If in doubt, check it out

O Obey regulations and policies that apply to your job

A Attend training sessions

M Make compliance awareness part of your job

N Notify your supervisor or Compliance Officer of any suspected violations

P Put your code of conduct in an accessible spot

C Communicate openly and honestly

L Lead by example

E Ethics is part of all activities

OPTIONS TO REPORT COMPLIANCE ISSUES:

Contact the department or unit that has subject matter expertise.

Contact the Human Resources Department for human resources issues at 783-2699.

Discuss the issue with your supervisor.

Contact the Natividad Medical Center Compliance Hotline at: 877-631-5718. Hotline callers may remain anonymous if desired.

Contact the Compliance Office at 783-2559.

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Elements of an Effective Compliance Program

1. CCO working with Executive Compliance Committee
2. Policies and procedures
3. Establishing lines of communication
4. Provide training and education
5. Auditing and monitoring
6. Investigation and resolving issues
7. Ensuring corrective action and standardized disciplinary process

Compliance

- **Established compliance committee and a meeting schedule**
- **Reviewed and revised compliance program**
 - ✓ Manual
 - ✓ P&P's
 - ✓ Code of Conduct
- **Developed compliance reporting line awareness campaign**
 - ✓ Brochures
 - ✓ Posters
 - ✓ Screen Saver
- **Employee new hire education revised**
- **Completed compliance risk assessment**
 - ✓ Developed compliance work plan 2015-2016
 - ✓ Developed measurable objectives and metrics

Affordable Care Act

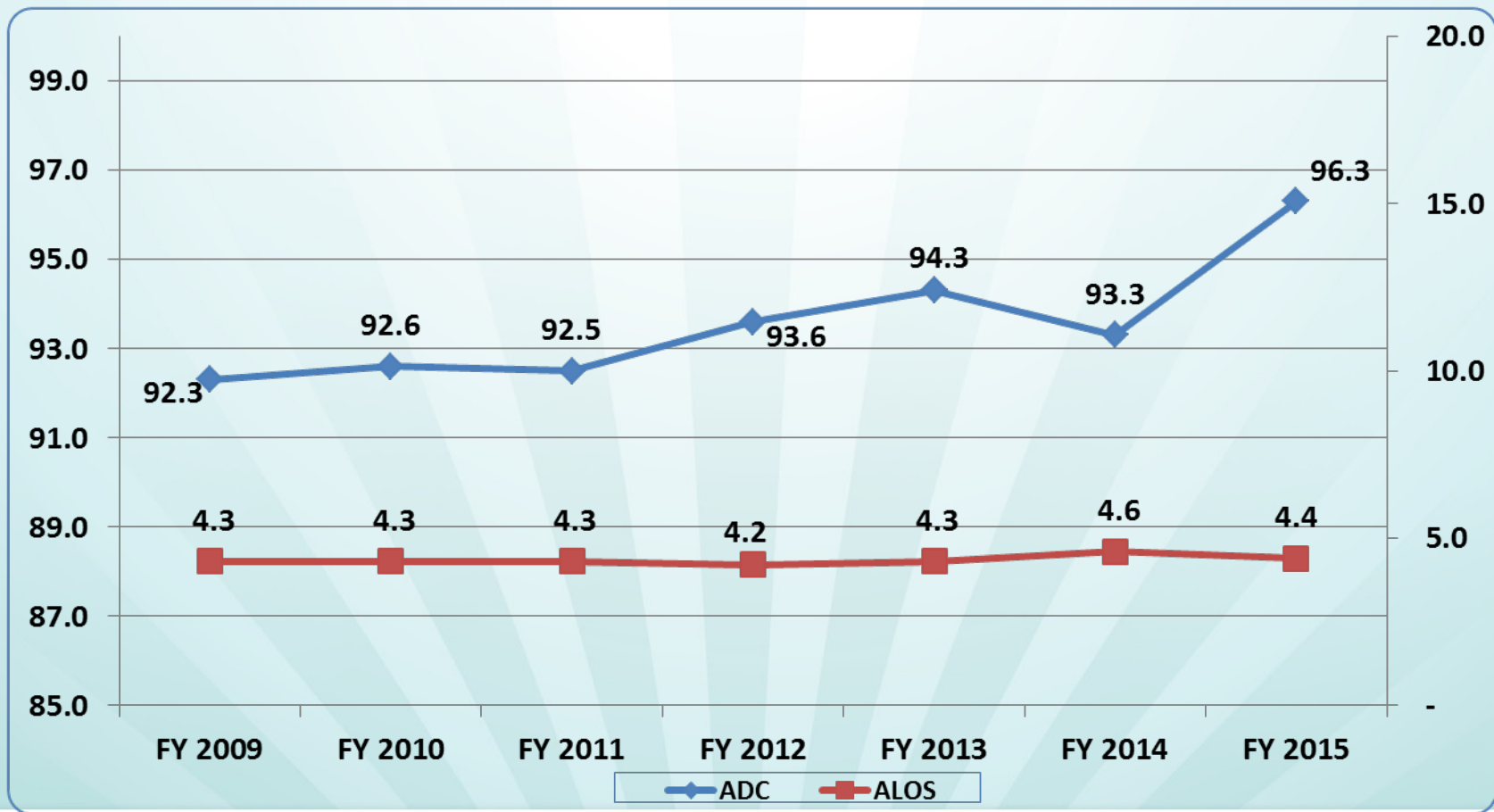
Realized positive results with the implementation of the Affordable Care Act: decreased number of uninsured patients and increased provider payments for new Medi-Cal enrollees paid to public hospital system



**COVERED
CALIFORNIA**

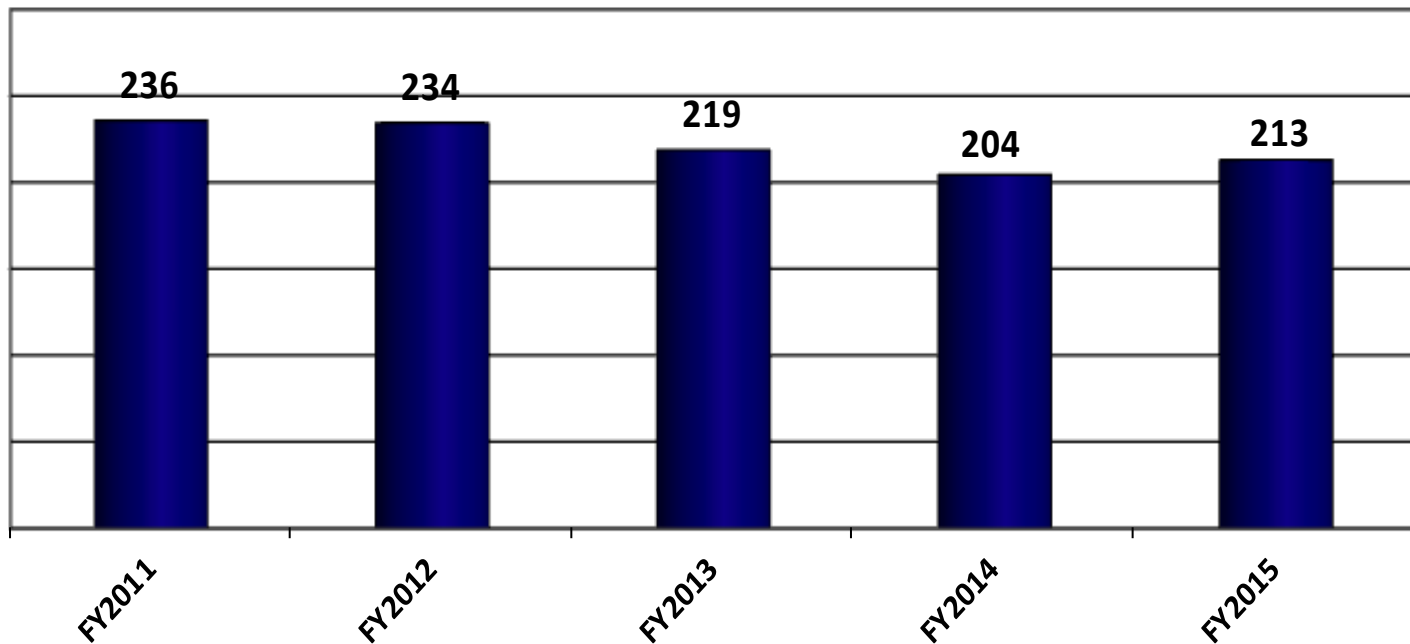


Average Daily Census and Length of Stay



Deliveries

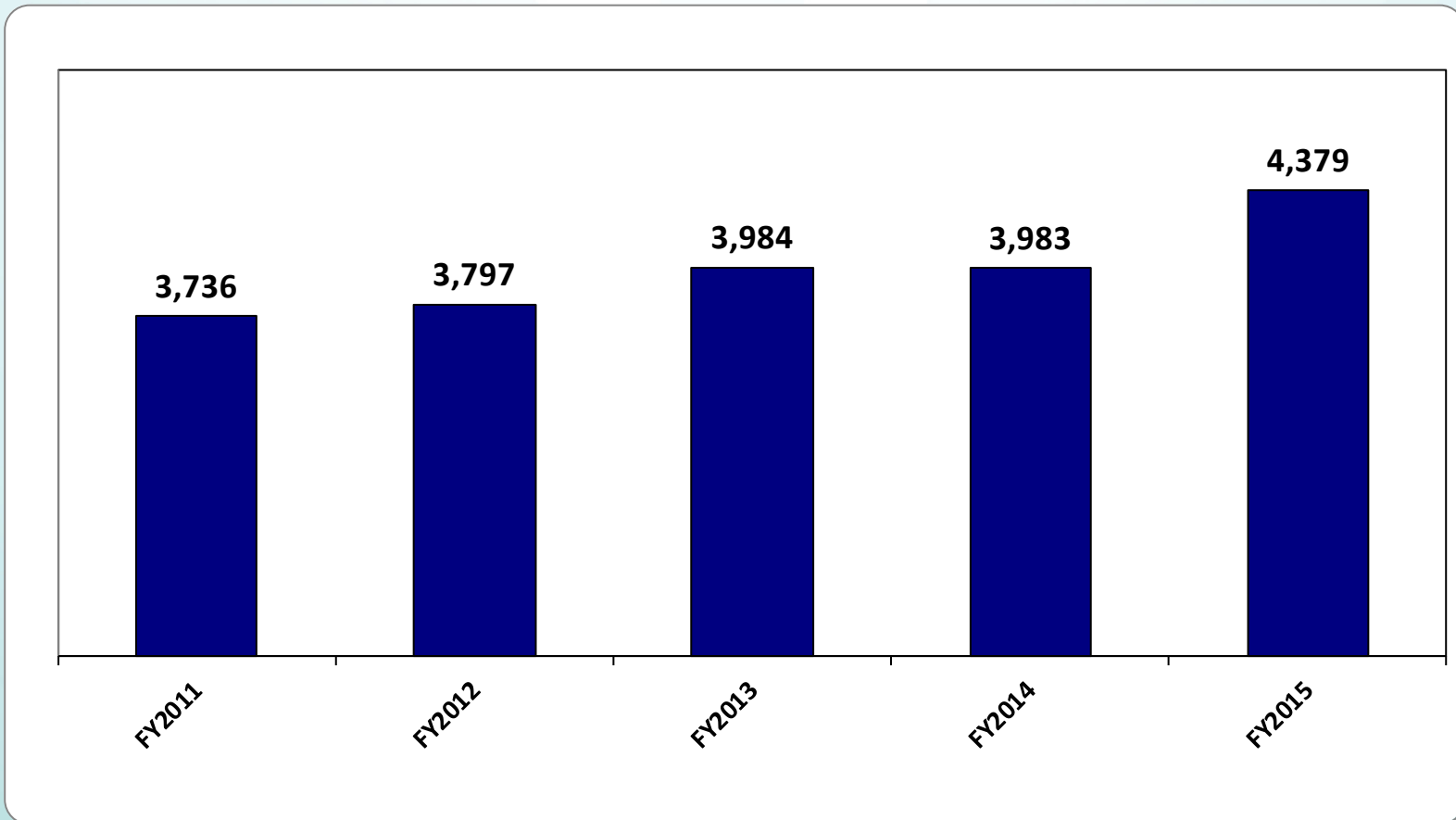
Average per month Annual



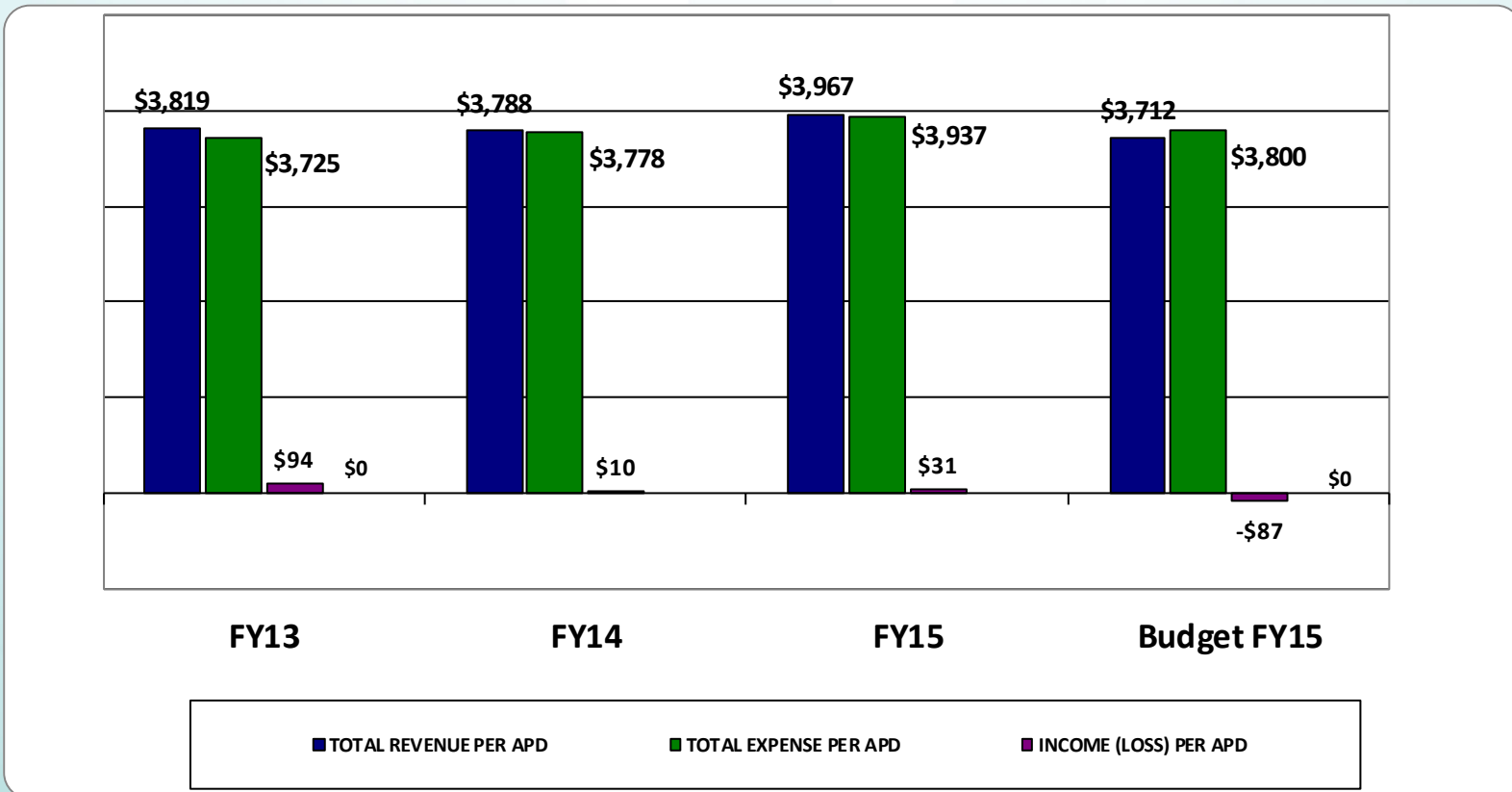
E.R. Visits

Average per month

Annual



Revenue, Expense, Profit, per APD Annual



Cash – Patients Average per month Annual



Margin Annual

