2018
Accomplishments

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QUALITY   PATIENT
            SATISFACTION   GROWTH   HUMAN
                                        RESOURCES   TECHNOLOGY   STEWARDSHIP

2018

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QUALITY

PATIENT SATISFACTION

GROWTH

HUMAN RESOURCES

TECHNOLOGY

STEWARDSHIP

2018 Quality

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QUALITY

Projects & Initiatives

Natividad | TRAUMA CENTER
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- **ATLS Training:**
  47 providers trained and 5 instructors trained; Physicians from Australia, Afghanistan and Netherlands attended

- **TCAR (Trauma Care After Resuscitation):**
  Attended by 75 Nurses providing ongoing trauma education at Natividad

BETA HEALTHCARE GROUP

BETA♥HEART℠
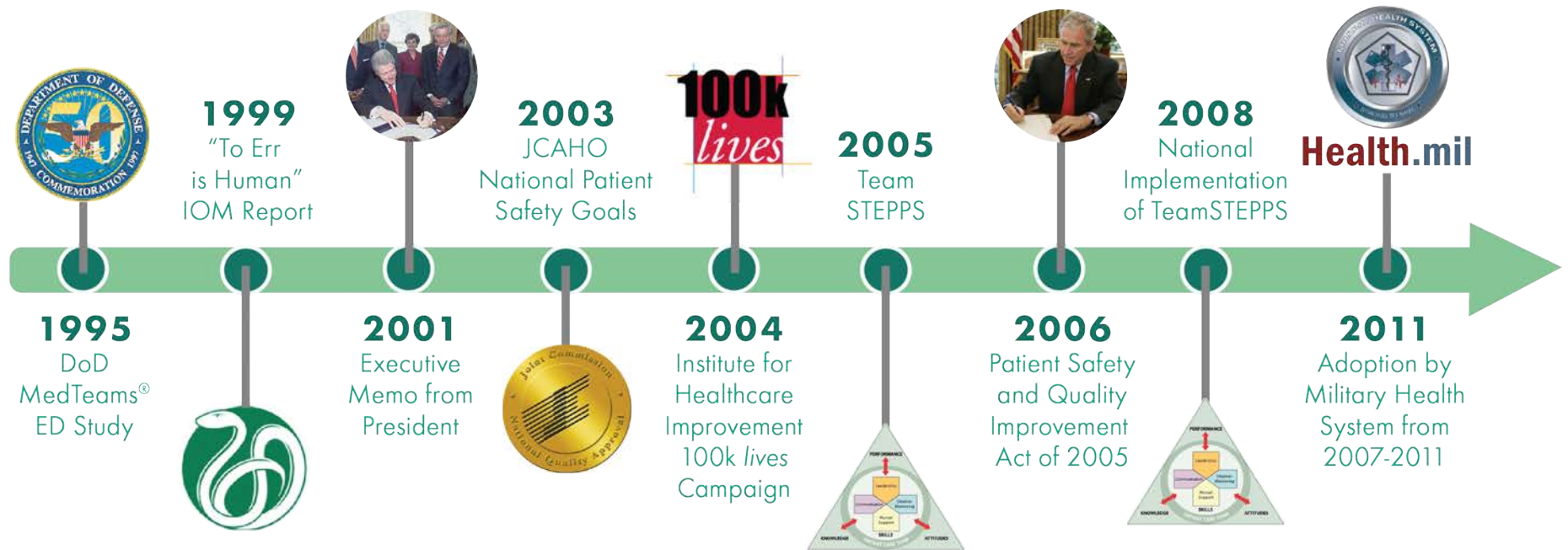Healing • Empathy • Accountability • Resolution • Trust

INITIATIVE

- This multi-year program focuses on the implementation of a reliable and sustainable culture of patient safety grounded in the philosophy of HEART

Team STEPPS: OB & ED

Team **S**trategies & **T**ools to **E**nhance **P**erformance & **P**atient **S**afety

- Based on more than 30 years of research and evidence

- Team training programs have been shown to improve attitudes, increase knowledge, and improve behavioral skills

- Salas, et al. (2008) meta-analysis provided evidence that team training had a moderate, positive effect on team outcomes
(ρ = .38)

TeamSTEPPS 2.0

ED Flow Driver Pilot

- FD facilitates and directs flow of patients through and between different areas of the department from Quick Look, RME, Fast Track and Main ED (with focus on front end)

PRIOR METRICS	TRIAL METRICS	INTERPRETATION
LWBS 1.83% (Dec 2016)	LWBS 0.9 %	Potential patient-care loss of 400pts a year, on average, is <u>avoidable</u>
TAT-D (RME hours): 145min	TAT-D (RME hours): 136min	8.54 hours/day of patient's time saved!
Door-to-Provider: 24min	Door-to-Provider: 20min	FD role facilitates for 4.5 more patients seen per day (or 1640 more patients a year)!

New Program & Initiative

- Developed Nursing/Physician Dyads

- Initiated Joy in the Workplace Initiative

Public Hospital Redesign & Incentives in Medi-Cal (PRIME)

Medi-Cal 2020

1. Data Drive Organization

"If you're able to measure, you're able to manage"

   I. Reporting Dashboards: IT department developed a reporting dashboards for staff to monitor metric performance, and thus improve patient care. As a result, Natividad was able to meet or exceed 16 of the 20 pay-for-performance metric goals.

2. Deliver Patient Centric Care

"Right Care, Right Place, Right Time"

   I. Focus on GAPS in Care closures initiatives on the following metrics: Diabetes Management, Controlling Blood Pressure, and Colorectal Cancer Screening.

Public Hospital Redesign & Incentives in Medi-Cal (PRIME)

Medi-Cal 2020

3. ## Healthy Population

"The road to success is always under construction"

I. Successful implementation of the Authorized and Referral Management (ARM) module within the D'Arrigo Specialty Clinic. Moving forward, the ARM module will improve communication between Primary Care and Specialty Care clinics.

4. ## Waiver 1115 Sustainability

"Keep Calm and Drive On"

I. Hired Ambulatory Care RN and Social Worker to monitor and track complex care patients.

QUALITY

Awards & Accolades

Clinical Quality of Care

- Maintained high performance **exceeding benchmark** on national reported clinical quality of care measures

Joint Commission Survey

- Completed a successful Joint Commission Survey in July 2017 with *minimal recommendations*

BETA
HEALTHCARE GROUP

BETA HEALTHCARE GROUP | Partners in Patient Safety

QUEST FOR ZERO:
Excellence in OB

- BETA is a provider of professional liability and risk management services
- The goal of the OB initiative is to promote best practice in care delivery to moms and babies in BETA's Quest for zero preventable birth injuries

BETA
HEALTHCARE GROUP

COMPLETED
TIER
2
EMERGENCY DEPARTMENT

BETA HEALTHCARE GROUP | ED INITIATIVE

QUEST FOR ZERO: Excellence in ED

- This effort focused on staff education providing individual participants with insight into their personal knowledge and judgment for heart failure patients seen in the ED

Kindred | **Rehabilitation** Services

- Natividad was ranked in the **top 10 percent of 870 inpatient rehabilitation facilities** that qualified to be ranked in the Uniform Data System (UDS) for Medical Rehabilitation in 2017

TOP 10%

Natividad | SAM KARAS ACUTE REHABILITATION CENTER
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Simulation Lab

- Natividad's Simulation Lab is **now provisionally accredited** by the Society for Simulation in Healthcare

- There are only 6 other much larger hospitals in California that have recognized simulation centers

SSH

Society for Simulation in Healthcare

Accredited Program

Assessment, Research, Systems Integration and Teaching/Education

CME Certification

- 77 events; 1924 hours awarded

Awards for Residency

- **Dr. Melissa Nothnagle** – Program Director Recognition Award, Silver Level from the Association of Family Medicine Residency Directors

- **Dr. Walt Mills** – elected president-elect of the California Academy of Family Physicians

- **First Research Symposium** – 44 projects were presented by students, residents, staff, faculty and medical staff

Business Excellence Award

- Winner of the 2017 Business Excellence Award from the Monterey Peninsula Chamber of Commerce

QUALITY

PATIENT SATISFACTION

GROWTH

HUMAN RESOURCES

TECHNOLOGY

STEWARDSHIP

2018
Patient
Satisfaction

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2018 Highlights

- Mental Health Unit Post Discharge Phone Calls

- ICU Patient/ Family/ Staff Rounds

- Trained employees and physicians on MAIDET and will conduct regular, on-going sessions of newly hired staff
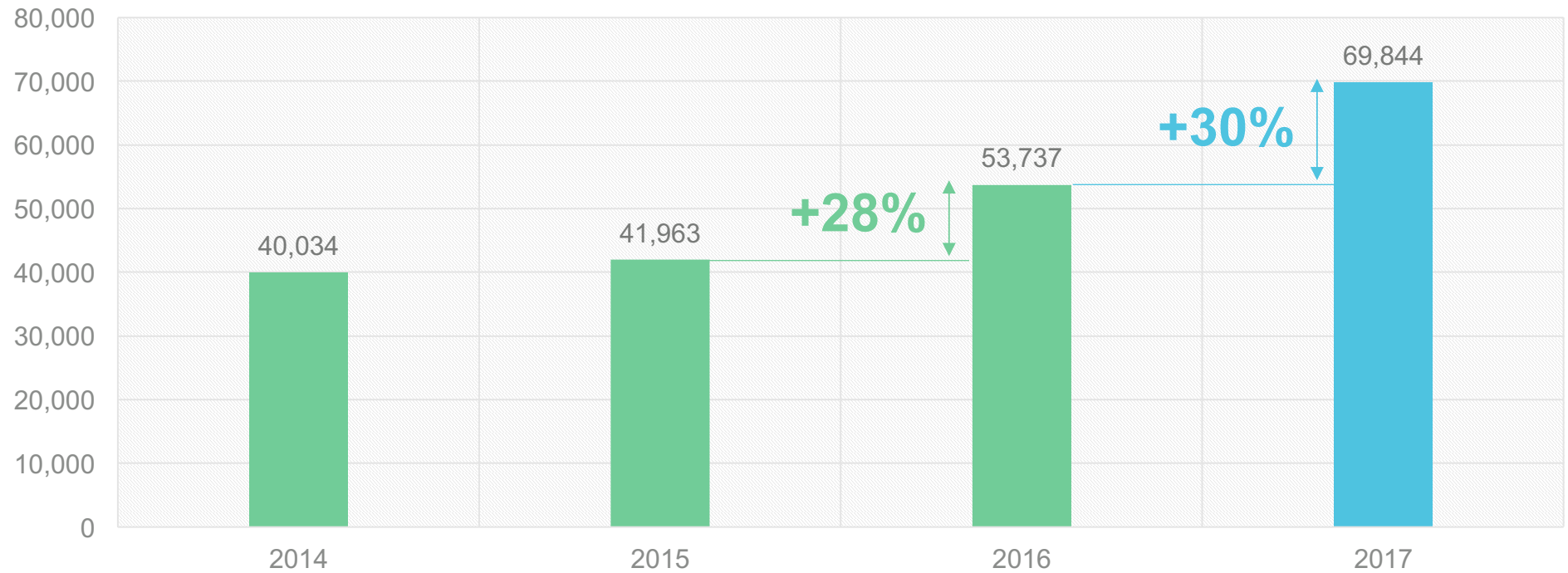
QUALITY PATIENT SATISFACTION GROWTH HUMAN RESOURCES TECHNOLOGY STEWARDSHIP

2018
Growth

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Expansion/Enhancement of Services

- Cardiology Service Line

- Partnership with Mee Memorial for OB and Cardiology

- Gynecology/ Oncology

- Orthopedic Traumatologist

- Physical Medicine and Rehabilitation

Occupancy Received

- Received Occupancy for the Natividad Care Center

neimand collaborative
social impact marketing

- Completed the branding initiative

- Updated our hospital monument sign to reflect our new logo and new brand

- peakHEALTH magazine…TBD

schipper**design**

Brand Launch

- The "We Are" Campaign was developed in support of the new logo, tagline and positioning within the community

- Advertising included print, digital and outdoor

schipper**design**

Website

- The creation, design and development was completed

- This website was the culmination of the Natividad website as well as four additional service line websites that were all independent of one another

schipper**design**
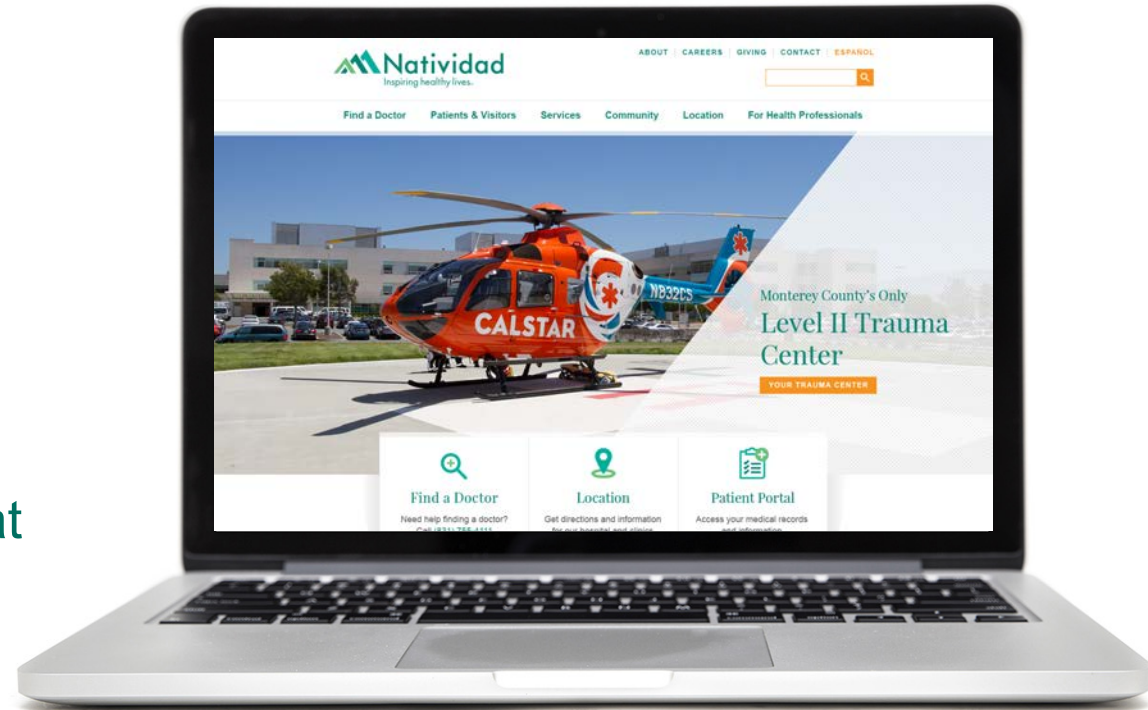
Intranet – RISE

- The creation, design and development was completed

- This website was created to meet the communication needs of the organization

RISE
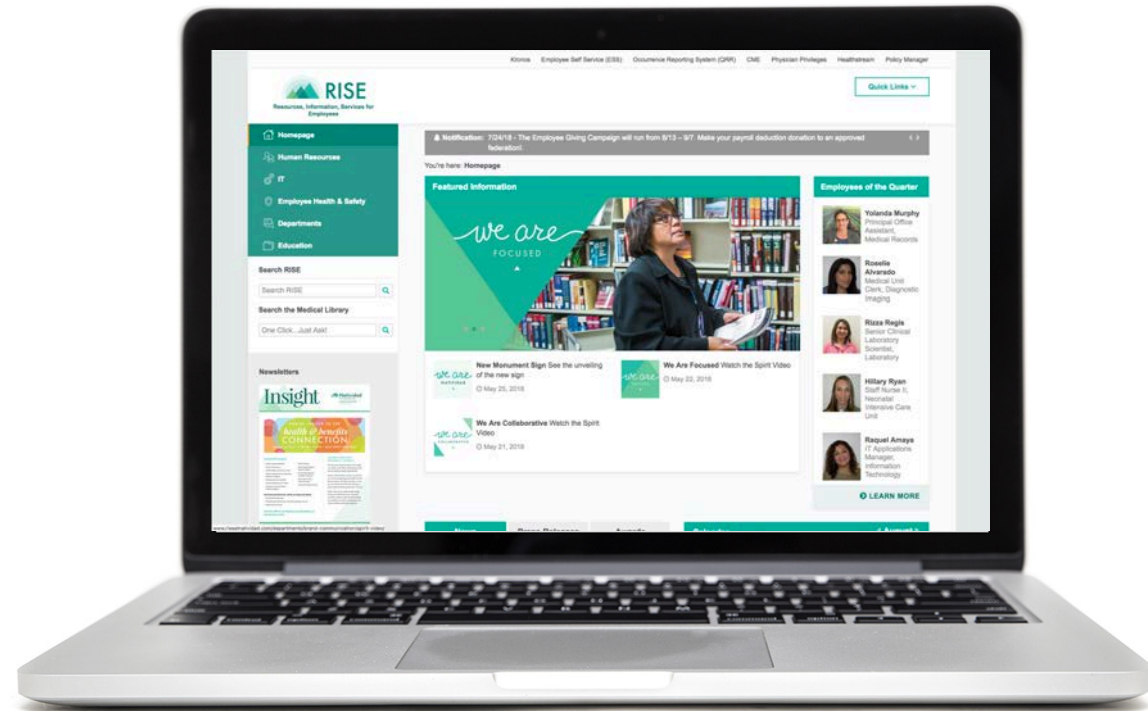
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2018
Human
Resources

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2018 Staff

Filled **over 390** staff positions

Filled over 390 staff positions in FY2018 through successful recruitment objectives

in response to an expanded demand for an engaged and committed work force

2018 Medical Staff

Over 363 members (61 are Allied Health Professionals)

...and growing
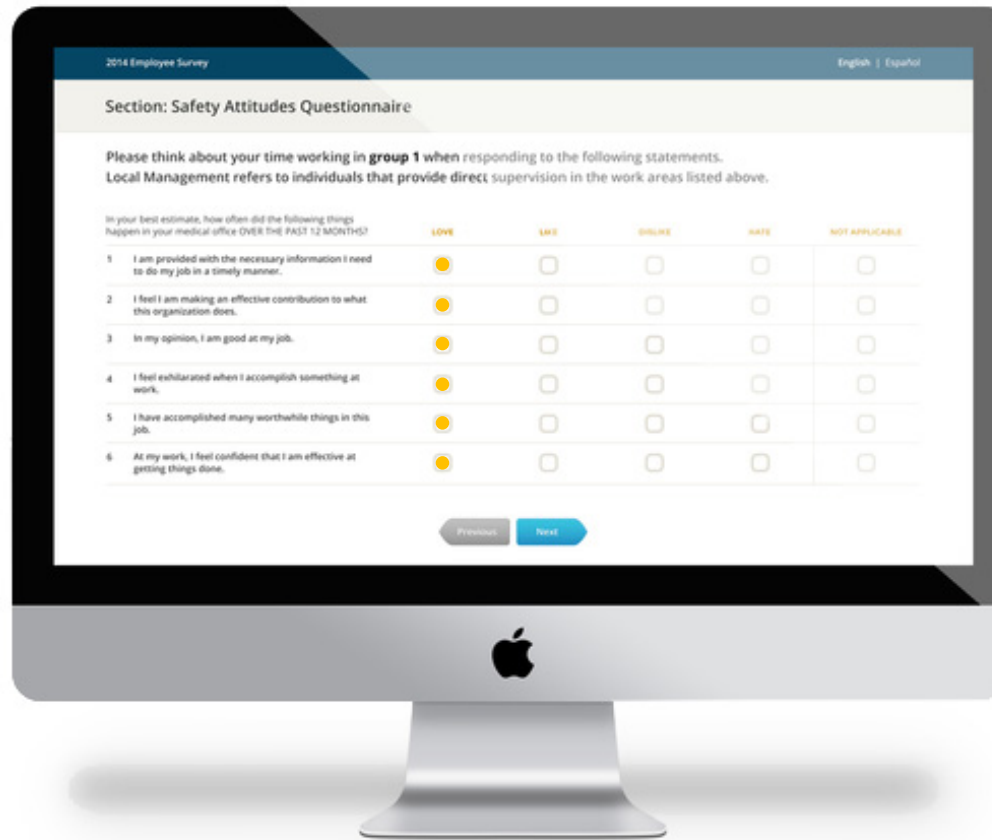
- **Completed third round** of Pascal Metrics Employee Satisfaction and Culture of Safety Survey with survey results shared with all staff and management deployment of action plans for improvement

Expanded Employee of the Quarter Recognition

- From 4 to **5 awardees per period**
  - 1 manager
  - 2 clinical staff
  - 2 non-clinical staff

Employee Art Show

- Hosted 2nd Annual Employee Art Show

- Art is displayed on the wall adjacent to Human Resources

Parking Additions

- Completed the Employee Temporary Parking Lot (Corral Lot) and implemented an Employee Shuttle Service

- Installed Safety Call Boxes in the parking lots

Expanded Employee Wellness Activities

ONE MILE Wellness WALK

The Health Promotion Partnership

EAT HEALTHY BE ACTIVE LIVE WELL

Management, Labor & You

Developed and distributed the monthly Health and Safety Newsletter

QUALITY   PATIENT
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2018
Technology

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Radiology Modernization

- **Advertised** the Radiology Modernization project to accommodate the new MRI, CT, angiography, and Nuclear Medicine equipment
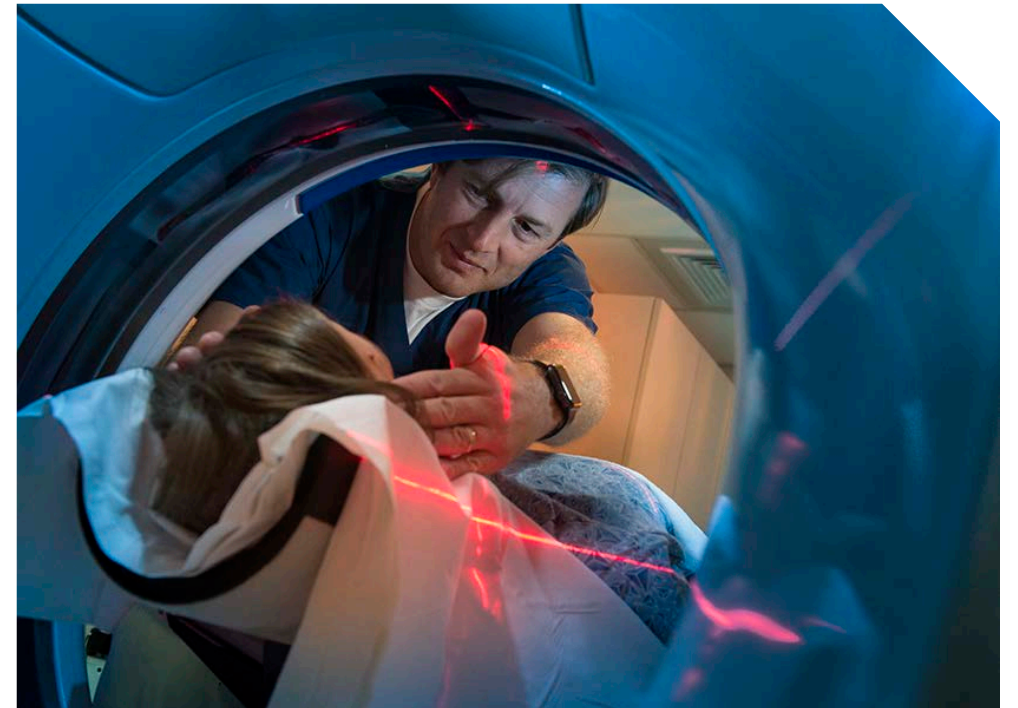
Security Office Move Project

- Completed our Security Office Move project which included upgrading our Hospital Surveillance Cameras

Information Security

Addressed emerging Information Security risks by building a Cyber-Risk Management program for the hospital based on the National Institutes of Standards and Technology (NIST) Cybersecurity framework

- Used a leading hospital-focused Information Security firm to evaluate program, make recommendations and benchmark performance based on industry peers

Vital Signs Monitors

A multiyear project to **replace, centralize and interface Vital Signs Monitors with MEDITECH**

- Phase 1 completed this year with the replacement of OR PACU and ICU monitors

- Phase 2 will be completed Fall 2018 with ED, IMCU,NICU, Peds and OB PAC

Electronic Prescribing

Implemented Electronic Prescribing of Controlled Substances (EPCS)

- Improves patient safety and organizational efficiency

Image Exchange

Implemented Nuance Powershare

- Facilitates image exchange across regional health care organizations
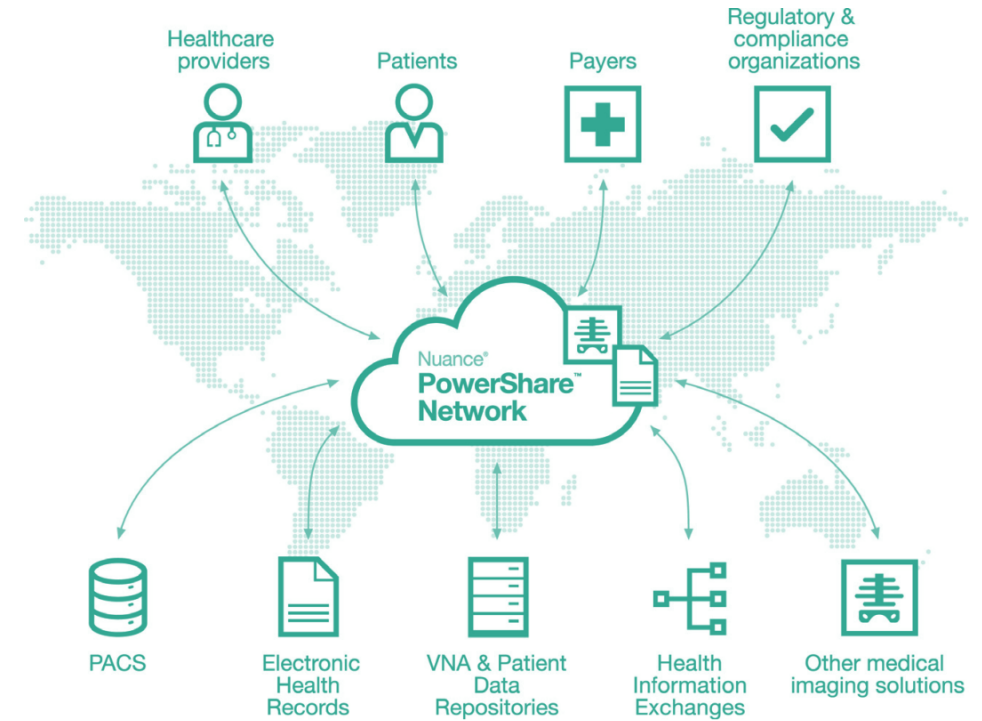
Authorization & Referral Management

Implemented ARM, MEDITECH's referrals management system in Natividad's specialty clinics

- Stream lines specialty referrals
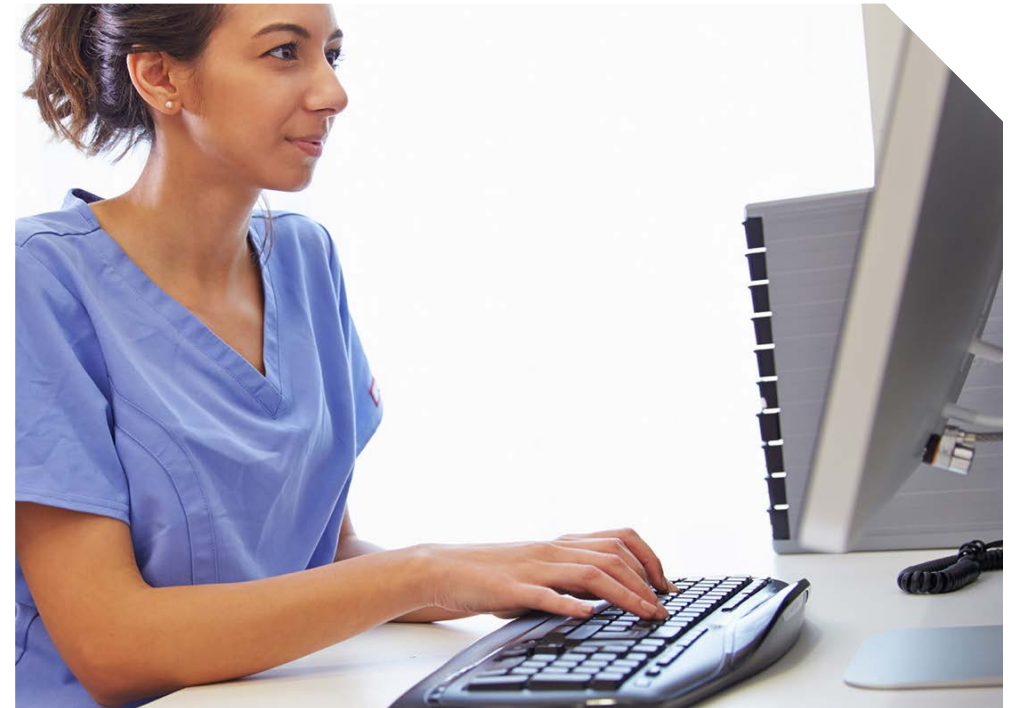
Enterprise Master Patient Index System

RFP selection process completed for a Monterey County Health Service Providers Enterprise Master Patient Index system

- Vendor selected

- Anticipated go-live: *early 2019*

Telecommunication System

Modernized the campus' Telecommunication system with **significant phone and software updates**

- This has enhanced hospital communications through new messaging tools and has improved overall reliability
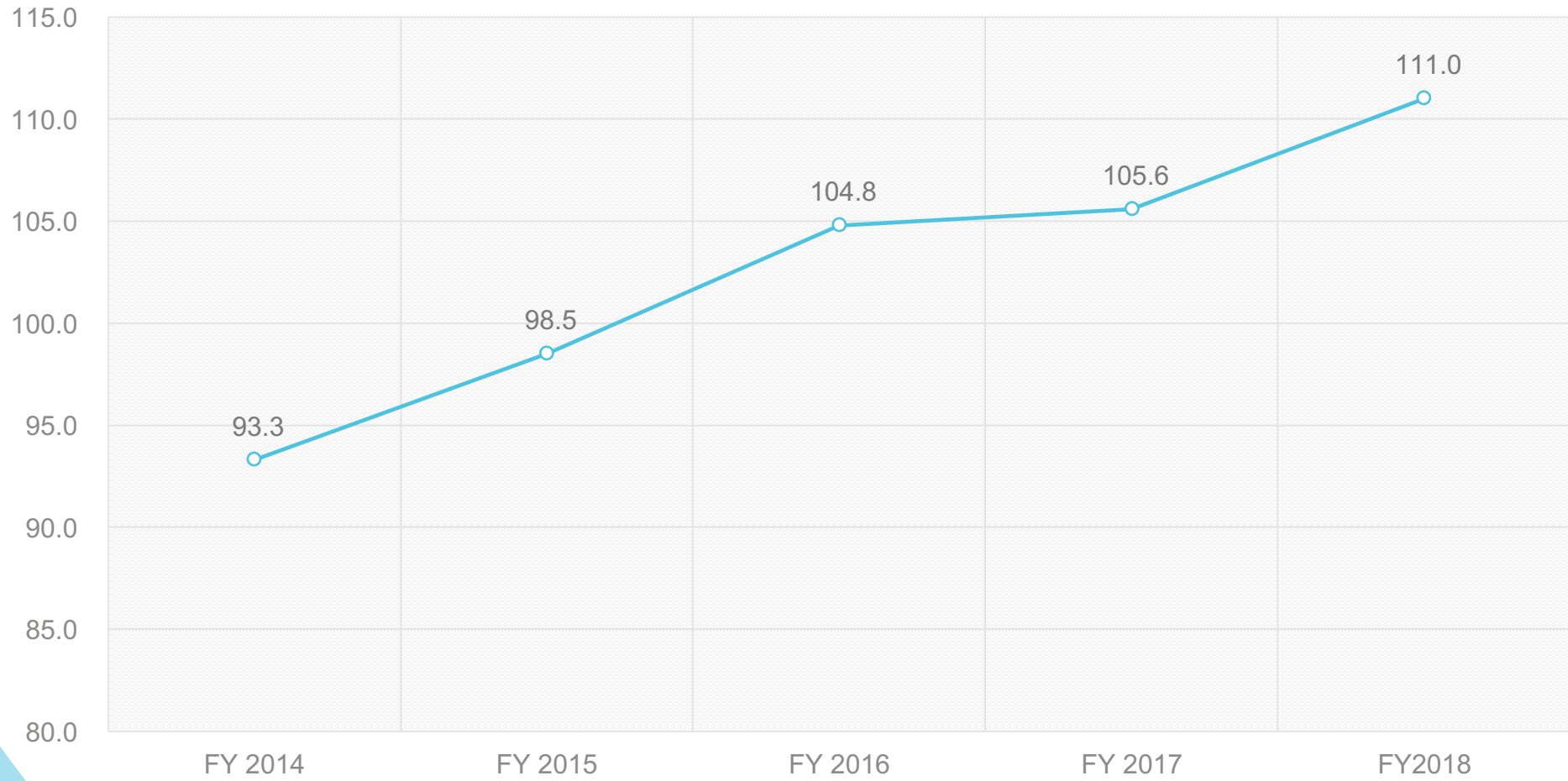
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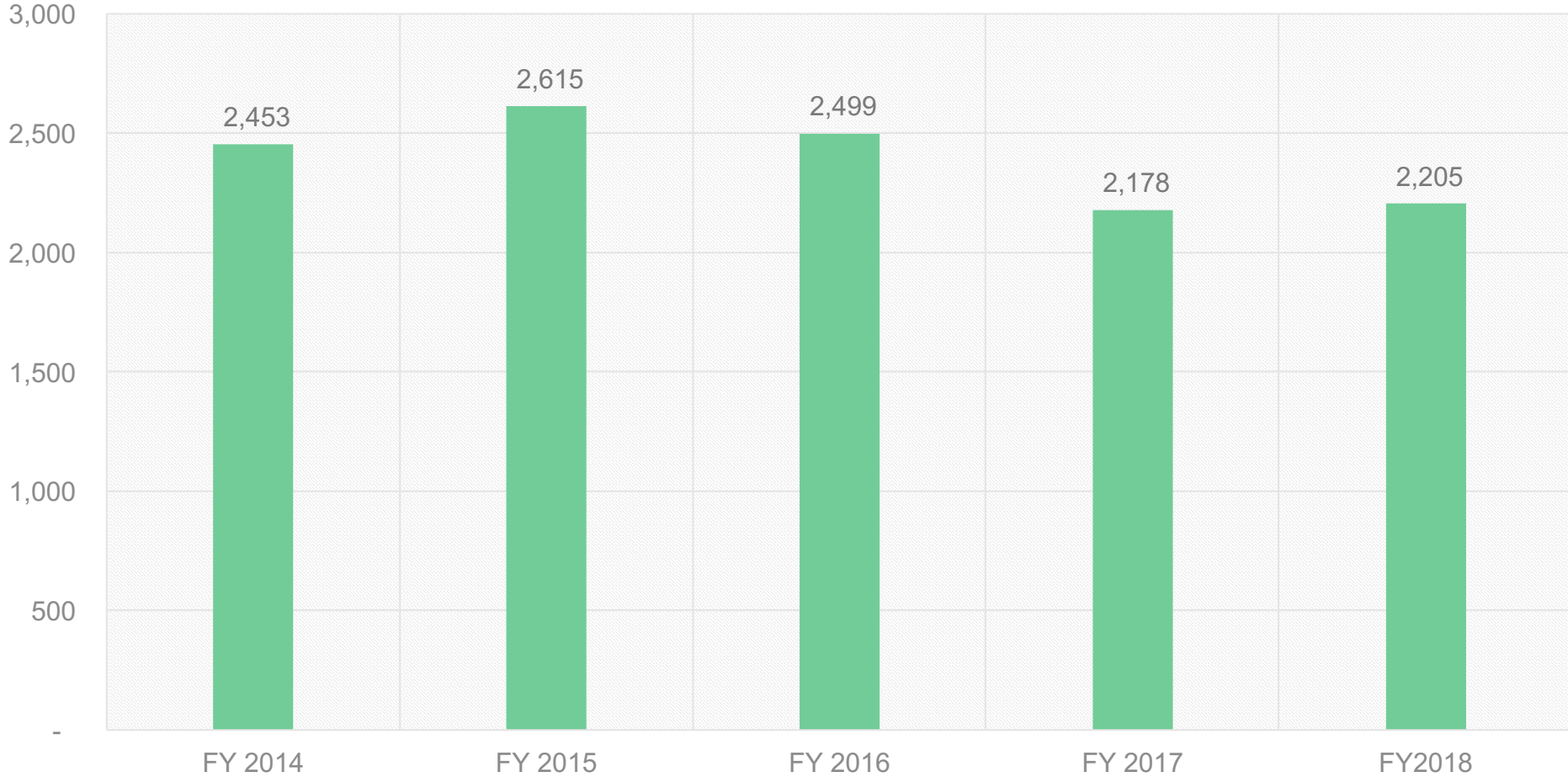
2018
Stewardship

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STEWARDSHIP

Average Daily Census
Total Hospital – Annual

93.3 — FY 2014
98.5 — FY 2015
104.8 — FY 2016
105.6 — FY 2017
111.0 — FY2018

Deliveries – Annual

FY 2014	2,453
FY 2015	2,615
FY 2016	2,499
FY 2017	2,178
FY2018	2,205
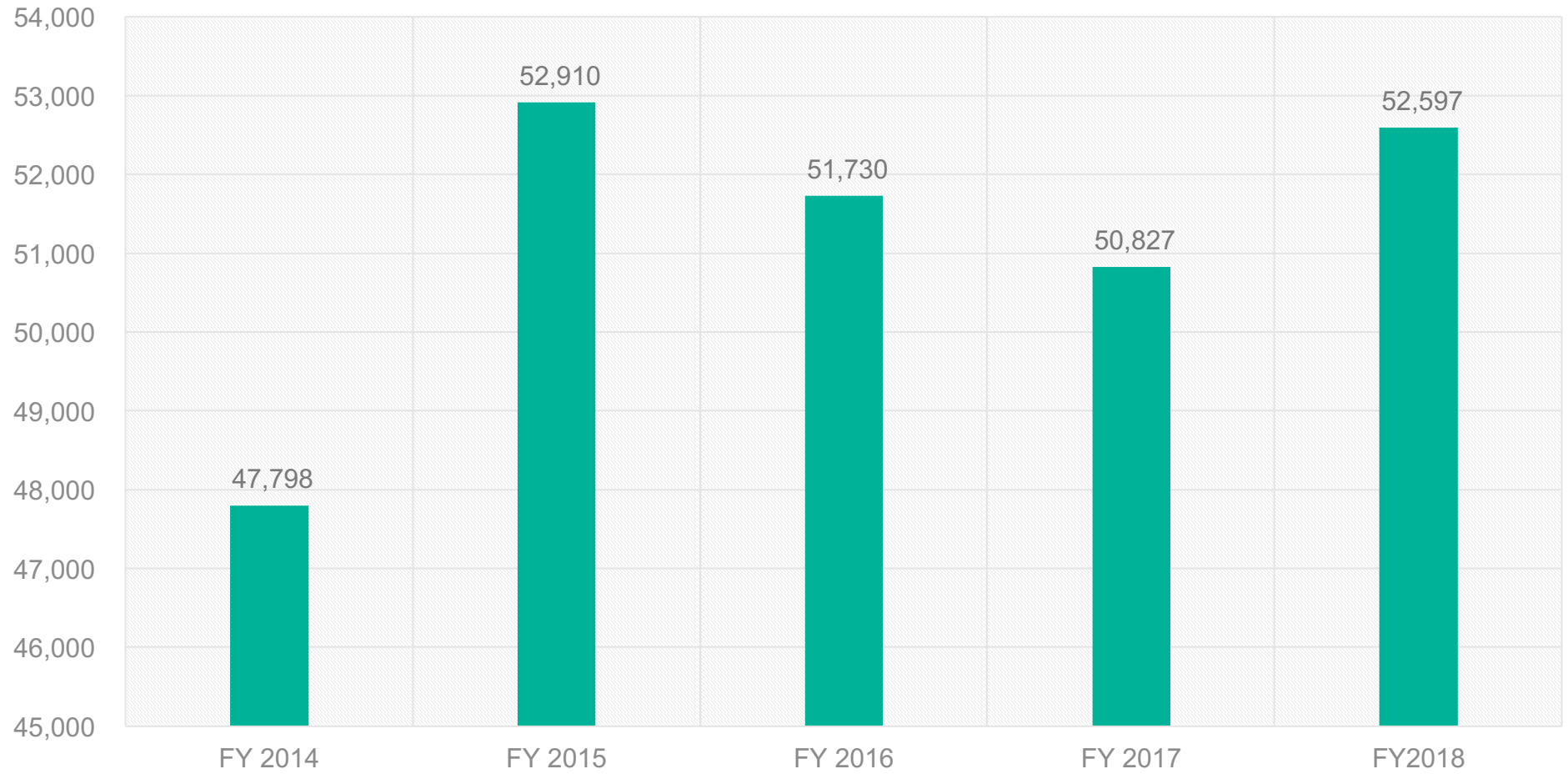
STEWARDSHIP

Margin
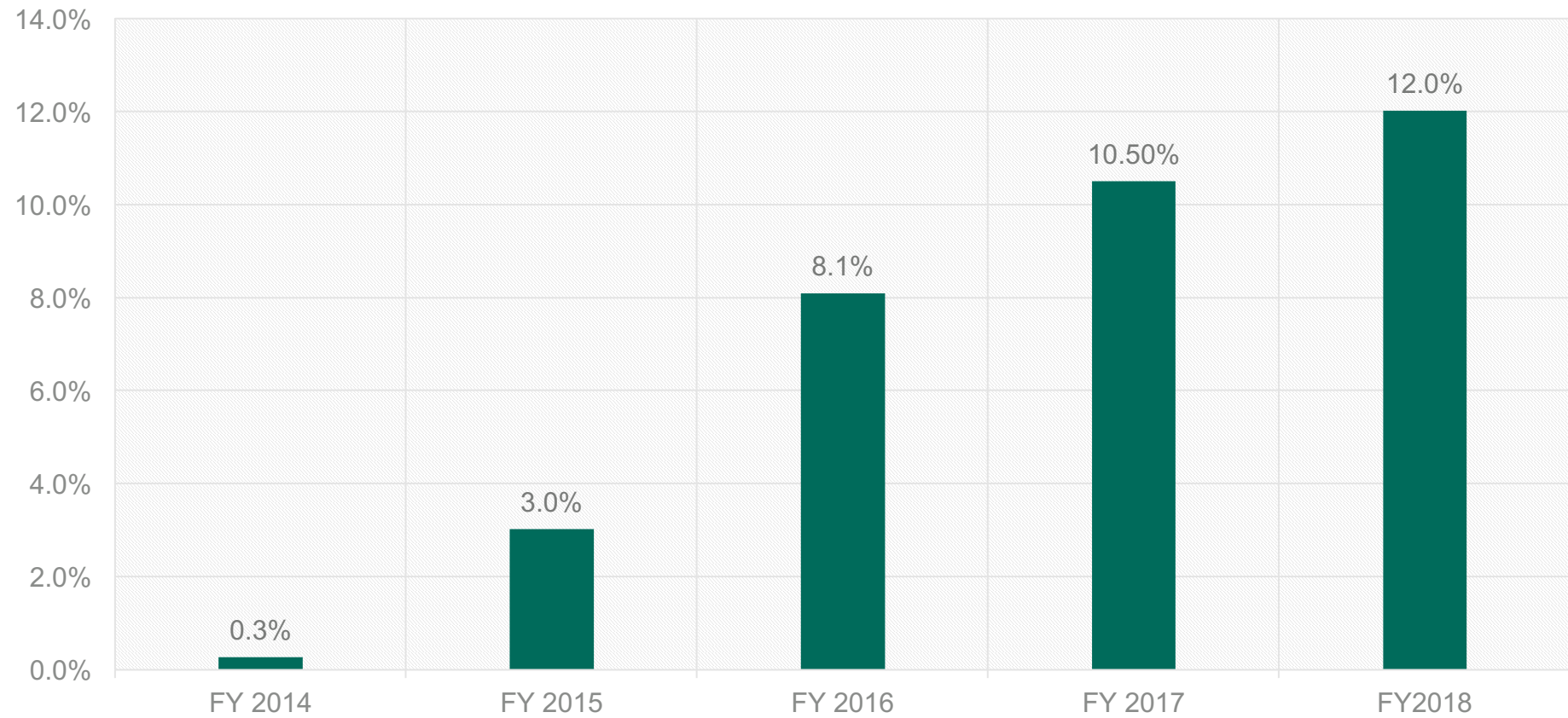
Revenue and Expense Per Patient Day
Annual
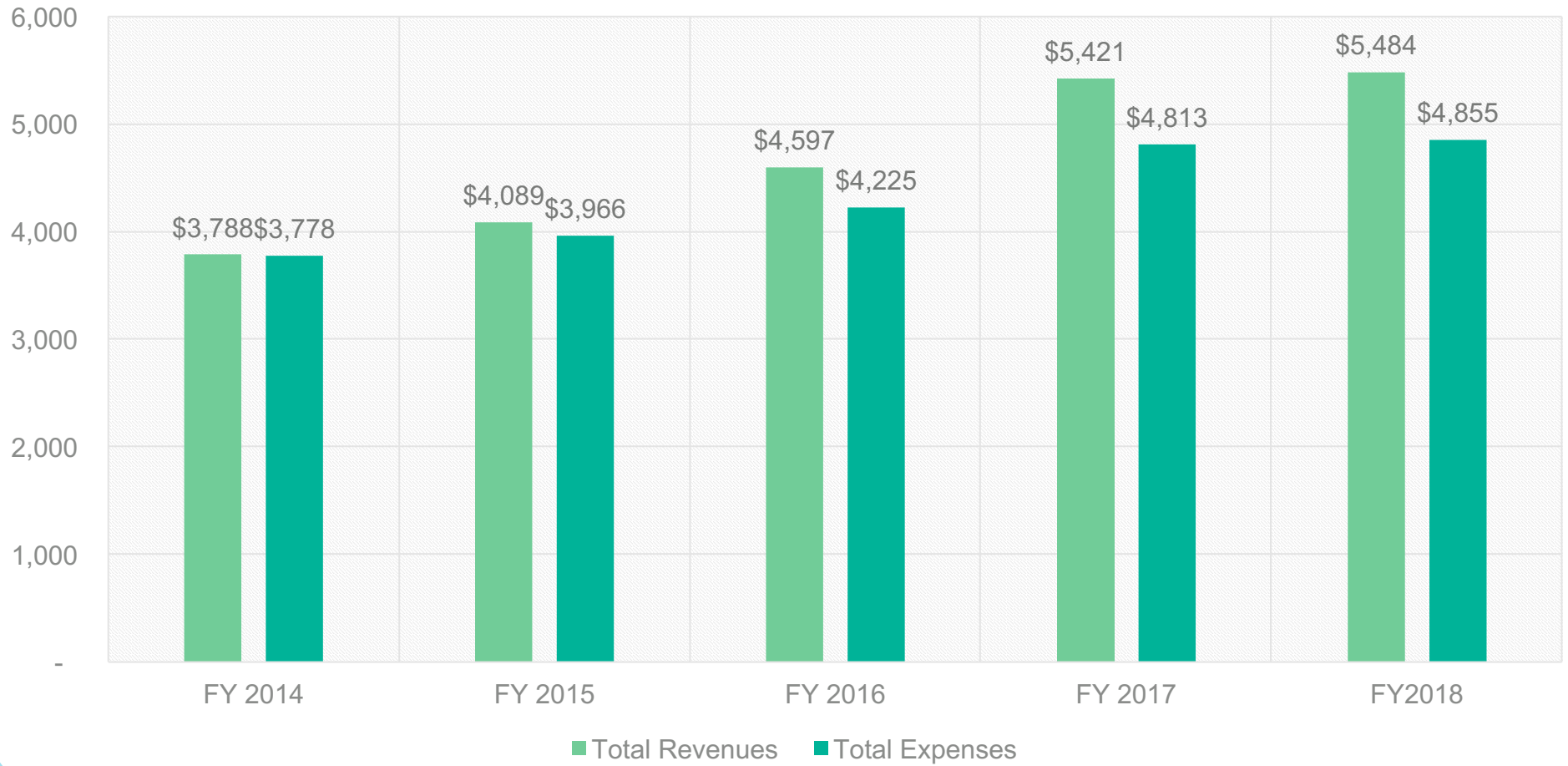
Cash Collections – Average Per Month (in Millions)
Annual
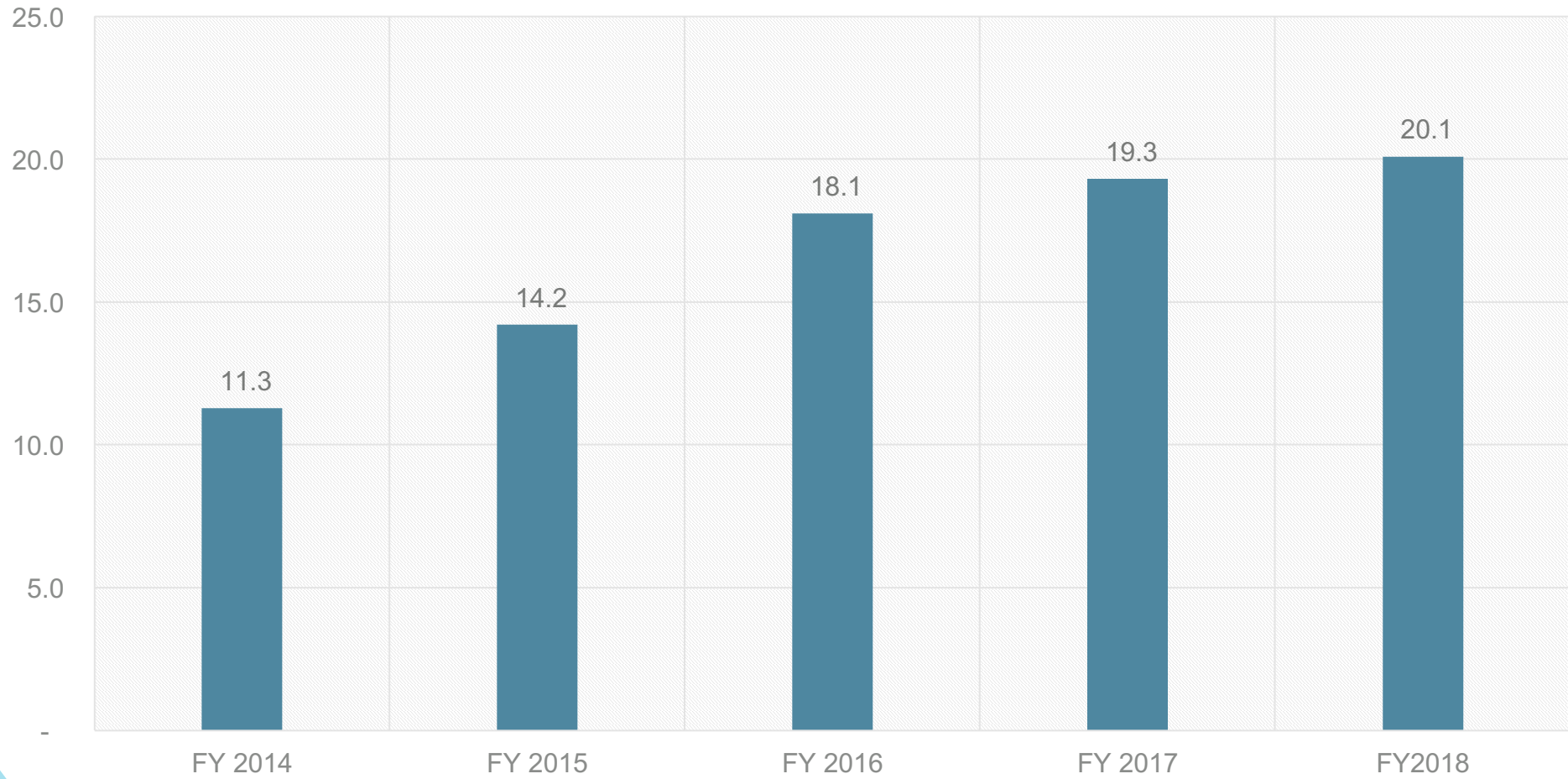
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Thank You

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