



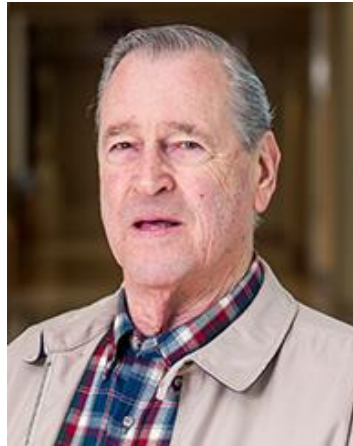
# 2019

## Accomplishments

**Fiscal Year July 2018 – June 2019**



# Natividad Board of Trustees



Top L-R: Mitch Winick, Marcia Atkinson, Michael Payne, Fernando Elizondo, John Huerta, Jr., Britt Rios-Ellis, PhD

Bottom L-R: Lew Bauman, PhD, Gary Gray, DO, Charles "Chad" Harris, MD, Supervisor Chris Lopez, Elizabeth "Libby" Downey



QUALITY

PATIENT  
SATISFACTION

GROWTH

HUMAN  
RESOURCES

TECHNOLOGY

STEWARDSHIP

# 2019 Quality



QUALITY



# Projects & Initiatives



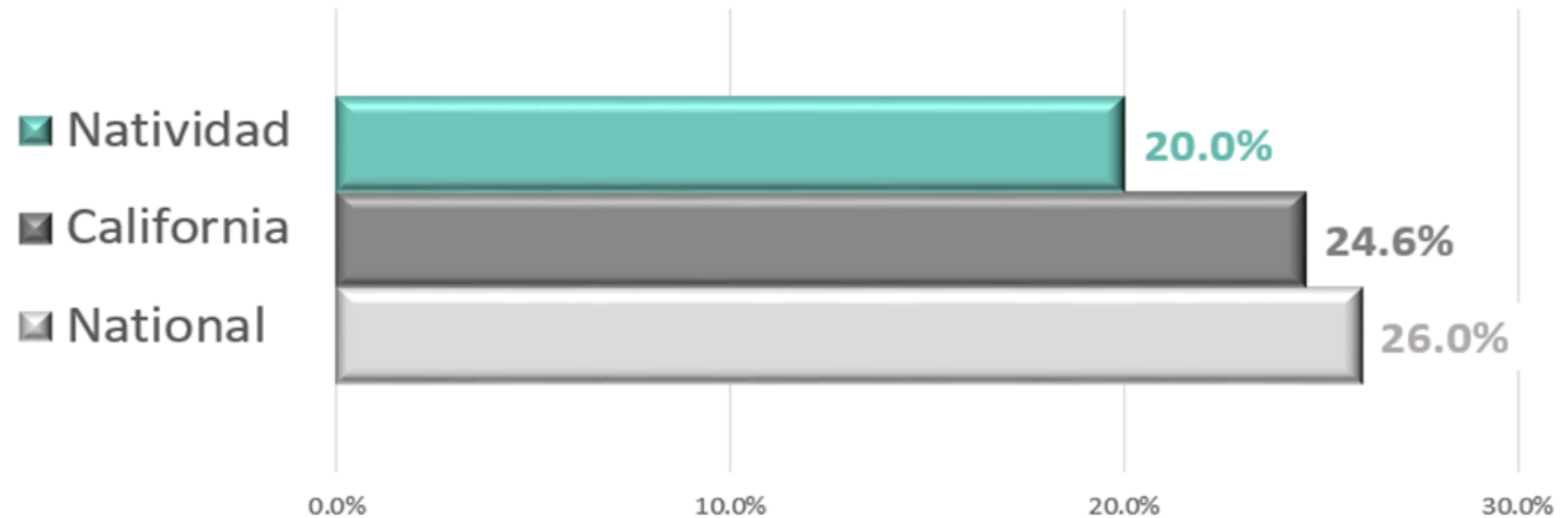


# Clinical Performance Improvement

## Cesarean Section Rate

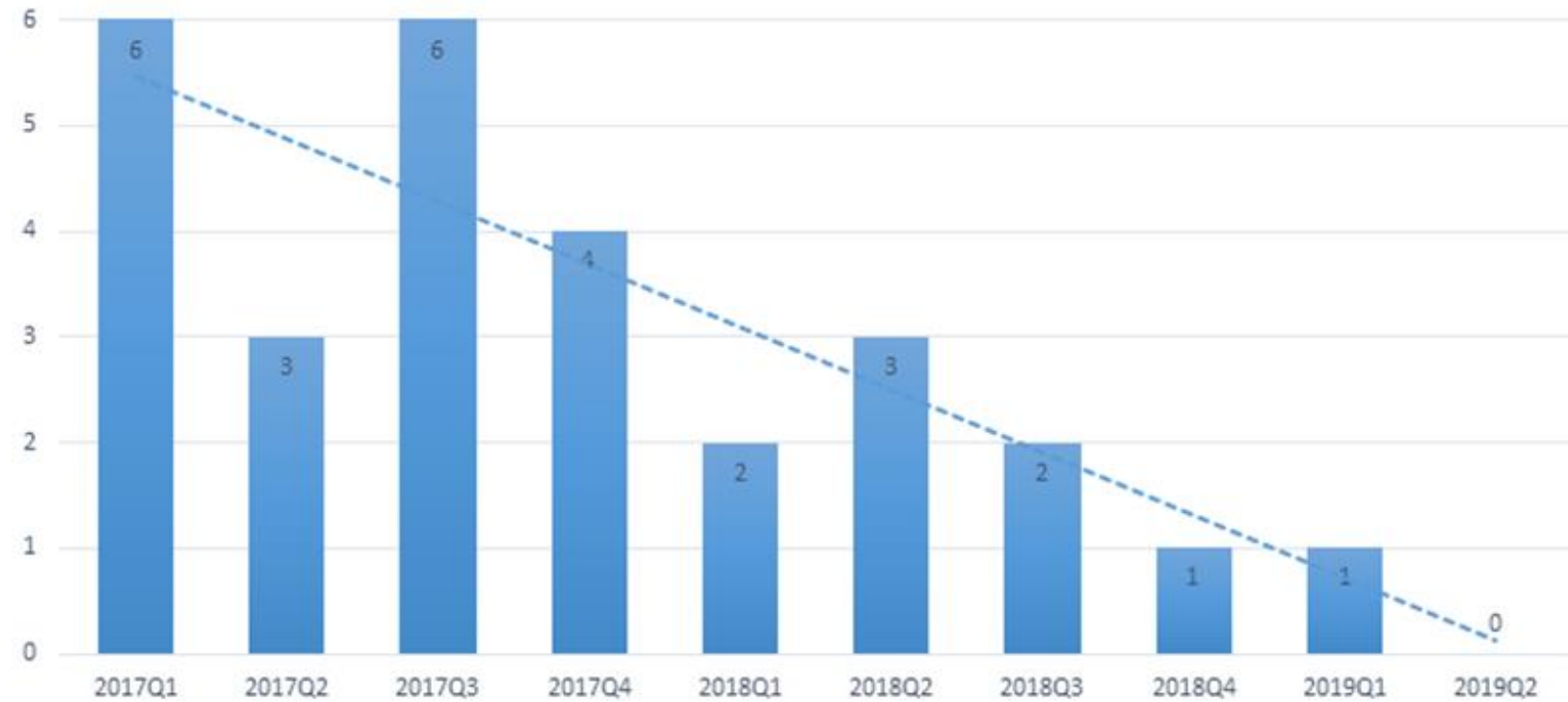
Reporting Period: 1/1/2017 - 3/31/2018

Lower is Better





# Reduction in Catheter Associated Urinary Tract Infections



CY quarters through Q2 2019





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

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*A pay-for-performance delivery system transformation program for California's public health care systems and district and municipal hospitals.*

## **RESULTS:**

- 4<sup>th</sup> year of program, reported performance on 51 metrics
- Met targets on 47/51 metrics, earning over \$14M net
- Increased provision of patient-centered, data-driven, team-based care
- Improved population health and patient experience
- Improved coordination of care for vulnerable populations





# QIP (Quality Incentive Program)

*A pay-for-performance program for California's public health care systems that converts funding from previously-existing supplemental payments into a value-based structure.*

- First year of program
- Submitted baseline report of 20 metrics
- Primary Care, Specialty Care, Inpatient Care and Resource Utilization
- Earned 100% of eligible funds approx. \$15M net
- Natividad (with Monterey County Health Department Clinics) is a top performer for rates of childhood immunization







# EndoTool

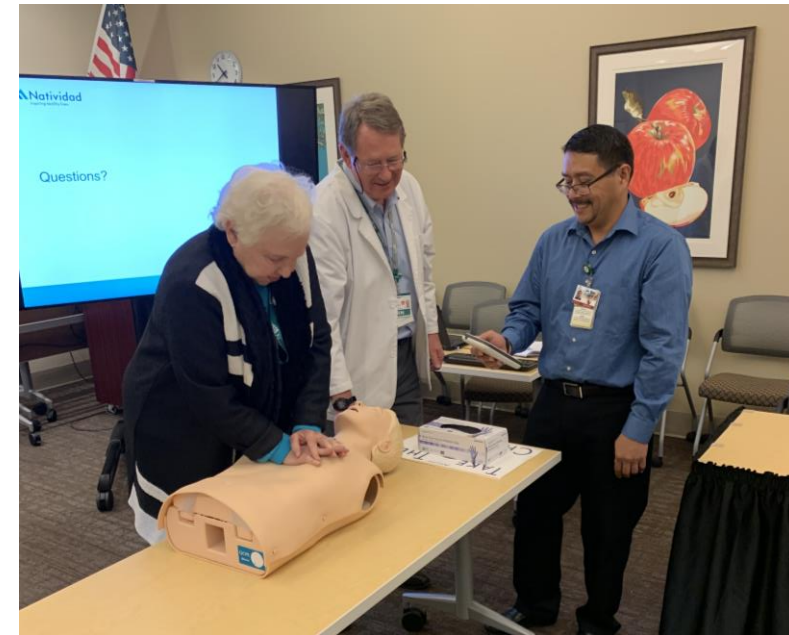
- Glycemic management software that replaces static, paper protocols and automates and optimizes glucose management





# CPR Challenge

- Engaged employees, Board of Trustees and community to compete for high scores for CPR accuracy





# Interpretations

- Natividad's Language Access Services provided 70,990 Spanish interpretations
- Natividad Foundation's Indigenous Interpreting+® performed 1,565 indigenous language interpretations (Jan-Dec 2018)
- Natividad Foundation published The Indigenous Interpreter® Workbook and Training Manual
- Nearly 200 members of Natividad's staff are bilingual, 50 are qualified Spanish interpreters





# Ambulatory Care Services

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- Cardiology Clinic successfully implemented remote pacemaker monitoring for patients with implanted pacemakers and/or loop recorders
- Implemented ARM, the referral module in MEDITECH, in D'Arrigo Family Specialty Services and the Natividad Care Center. This allowed the clinic to track progress on all referrals, with a goal of processing all referrals within 24 hours
- The Diabetes Education Center's (DEC) Annual Status Report was accepted by the American Association of Diabetes Educators' (AADE) Accreditation Program





# Compliance

- Evaluated the Compliance Program effectiveness to identify gaps
- Completed the Compliance risk assessment to identify and prioritize risks
- Developed a compliance and audit plan for 2019/2020





QUALITY




# Awards & Accolades





- Received 3-year verification from the American College of Surgeons (ACS), recognizing the hospital for meeting the highest standard of care possible for treating injured patients





CELEBRATING 4 YEARS AS THE CENTRAL COAST'S ONLY TRAUMA CENTER

## WHEN IT'S YOUR LIFE, MINUTES MATTER

If you're severely injured in a car crash, fall or other accident, you have a 25% better chance of survival when treated at a trauma center. Natividad's expert team is here 24 hours a day, 7 days a week, 365 days a year providing excellent critical care, close to home.

**WHEN MINUTES MEAN SURVIVAL WE STAND READY**

 **Natividad** | TRAUMA  
CENTER

 THE  
COMMITTEE  
ON TRAUMA

[www.natividad.com/trauma-center](http://www.natividad.com/trauma-center)



# Relicensing Survey

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- Successful General Acute Care Hospital Relicensing Survey (GACH) with minor improvement opportunities





# Education

- Received full re-accreditation by the Accreditation Council For Graduate Medical Education
- Received Accreditation with Commendation from the California Medical Association for Natividad's CME (Continuing Medical Education) program





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# BETA♥HEART<sup>SM</sup>

Healing • Empathy • Accountability • Resolution • Trust

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## INITIATIVE

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







# Excellence in the Emergency Department



BETA HEALTHCARE GROUP | ED INITIATIVE

QUEST FOR ZERO: Excellence in ED

- This effort focused on staff education and protocol development to improve sepsis identification and treatment in adult patients presenting to the ED in order to significantly improve survival





# Excellence in Obstetrics



- 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





# Women and Children's Services

- Received Baby-Friendly re-designation through 2021 acknowledging Natividad for offering breastfeeding mothers the information, confidence and skills needed to successfully start and continue breastfeeding their babies



Designated 2016-2021





# Acute Rehabilitation Center Recognition

- Natividad 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 2019
- 3rd consecutive year ARU ranked as a top performer with Kindred
- International recognition and 3-year accreditation for rehabilitation quality by CARF for Inpatient Rehabilitation Programs for Hospital (Adults) and Hospital: Stroke Specialty Programs (Adults)



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# 2019 Patient Satisfaction





# 2019 Patient Experience Highlights

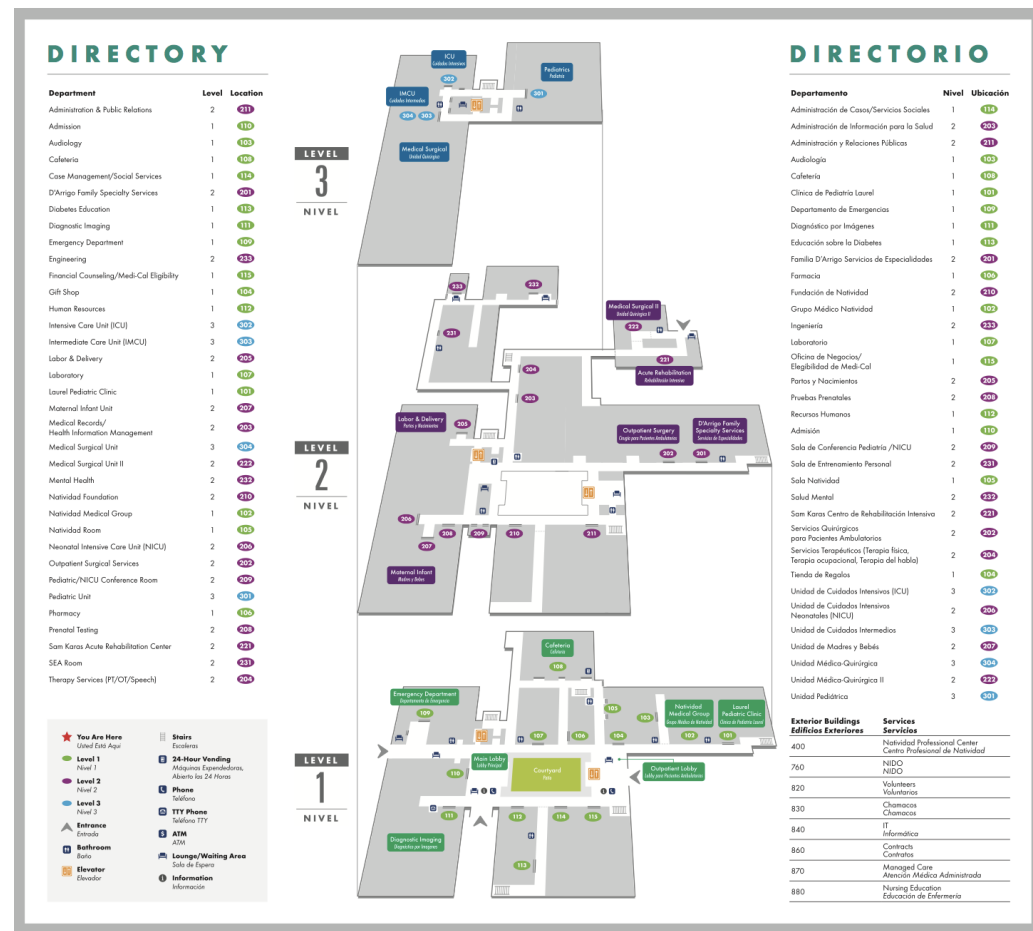
- Hired a dedicated Patient Experience (PX) Coordinator
- Implemented Patient iRound
- Launched new PX phone line (call or text\*)
- Updated Natividad website with new PX information and email\*
- Developed standardized social media responses to provide excellent, timely customer service





# New Directory

- Improved wayfinding with a simplified, bilingual "You Are Here" directory
- Added Front Desk Greeters



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# 2019 Growth



# Occupancy Received

- Received building occupancy from the County of Monterey and licensing approval from CDPH for the new Natividad Medical Group Clinic in Building 200





# Marketing

- Implemented new brand across all marketing platforms
- Launched Spanish website
- Developed strategy for new brand campaign
- Placed regular advertising in Health Matters, Monterey Herald, Salinas Californian, Carmel Pine Cone, Monterey County Weekly, KAZU, KION, MST, LinkedIn, Facebook, Instagram, Twitter







# Peak Health

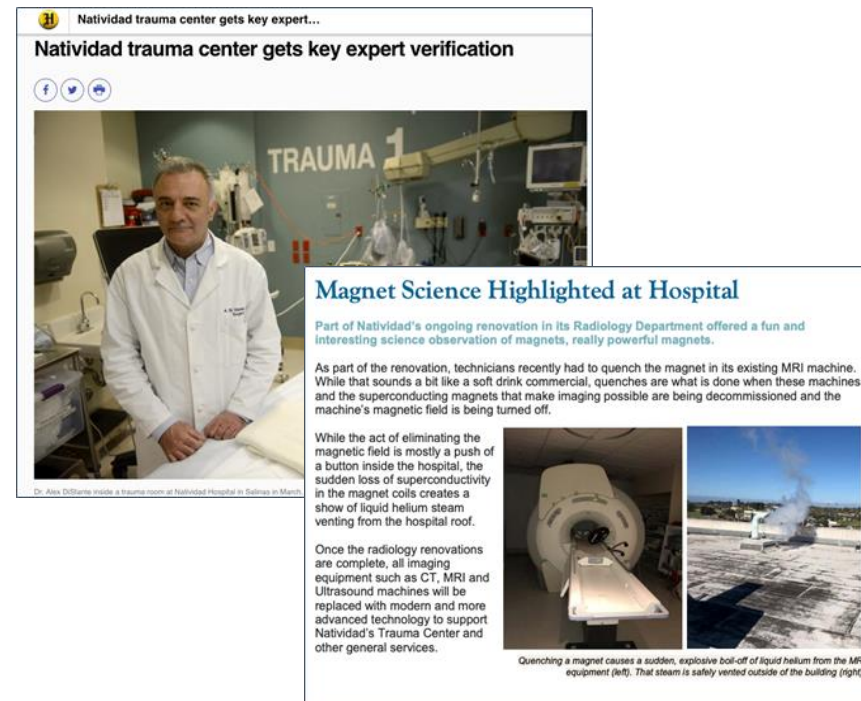
- Peak Health adjusted to a twice-yearly publication mailed to targeted zip codes, expanding to more than 50,000 local households in 2019
- Fall/Winter issue
  - Acute Rehabilitation + Patient Profiles, Breast Cancer, Diabetes Prevention, Spiritual Care, Distracted Driving
- Spring/Summer issue
  - Cardiology Practice + Patient Profiles, Trauma Center ACS Verification





# Public Relations

- 103 positive stories appeared across Monterey County media including:
  - Trauma Center ACS Verification
  - Radiology Expansion
  - Acute Rehab Center CARF Certification
  - Health Awareness PSAs
- Total viewership/readers: 14,143,816
- Average viewership/readers: 191,133



**The Californian**  
PART OF THE USA TODAY NETWORK





# Community Outreach

## Community

- Cesar Chavez Walk
- City of Salinas Neighborhood Block Party – El Dorado Park
- Dia Del Trabajador – Greenfield
- Binational Health Week
- Hartnell Student Health Fair
- Migrant Seasonal Health Fair – Gonzales
- Ciclovía Salinas
- Labor of Love

## Employers

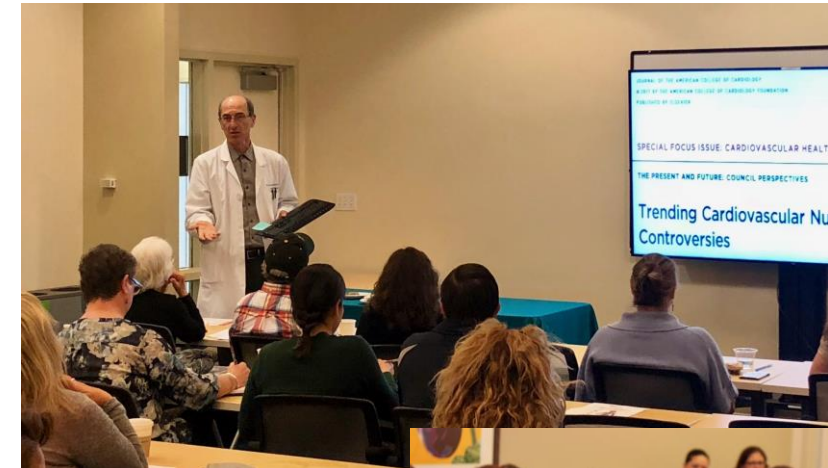
- Dole
- Reiter Berry
- Fresh Express





# Day with a Doc

- Natividad Foundation sponsored Go Red for Women® luncheon and Day with a Doc workshop in partnership with American Heart Association
- Free heart-healthy workshop featured cooking demo, exercise and healthy living advice from chef, staff and doctors



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# 2019 Human Resources



# 2019 Staff

Filled 392 staff positions in FY19 through successful recruitment objectives







# 2019 Medical Staff

Over 380 members (61 are Advanced Practice Providers)



...and growing





# Employee Tenure

15-24 years: **171** employees

25-34 years: **47** employees

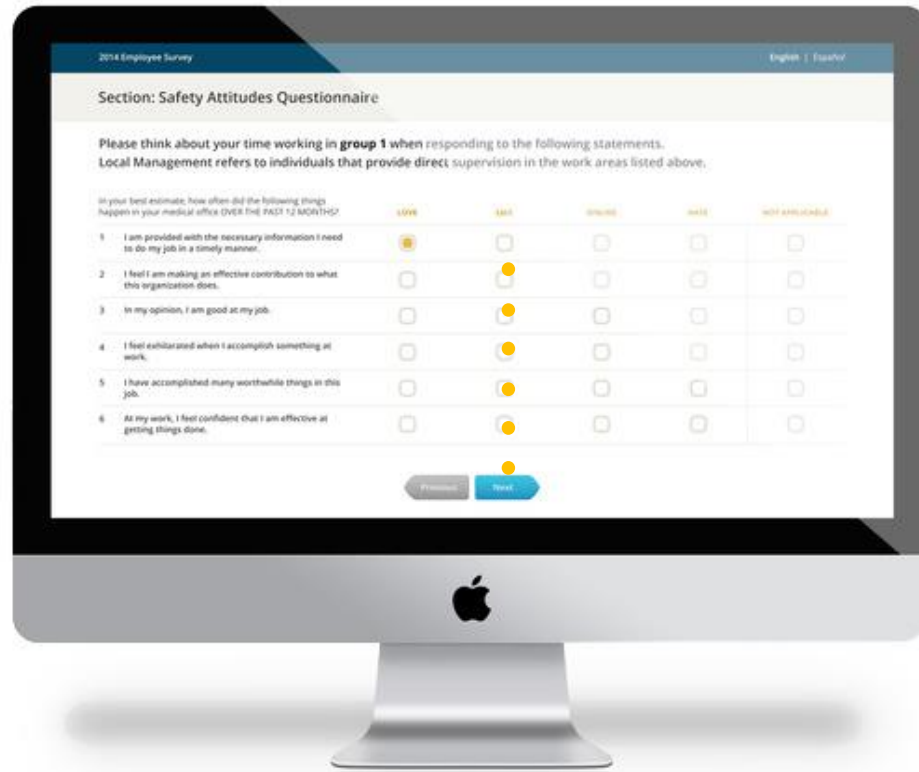
35+ years: **12** employees

= 19% of employees  
at Natividad 15 years or more





# Employee Satisfaction and Culture of Safety Survey



- Completed 4th round of the Pascal Metrics Employee Satisfaction and Culture of Safety survey. Management shared survey results with staff and worked with them to develop action plans for improvement
- Completed MAIDET training for all hospital staff
- Press Ganey contract to start in fall 2019





# Workplace Violence Prevention

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- Rolled out new healthcare advanced workplace violence prevention training through our partnership with AVADE





# Employee Evaluations

- Implemented on-line evaluation system for all hospital employees







# Leadership Classes for Managers & Supervisors

- Contracted with Franklin Covey to offer:
  - 6 Critical Practices of Leadership
  - 4 Essential Roles of Leadership
  - Crucial Conversations
  - Franklin Covey All Access Pass-  
unlimited access to all Franklin  
Covey resources / trainings





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STEWARDSHIP

2019

Technology



# Radiology Modernization

- Started construction of the Radiology Modernization Project with anticipated completion in late 2020





# Secure Provider Communications

- Implemented tigerconnect messaging tools that are HIPAA compliant to enhance real-time communication between care providers
- Used by Physicians, Nurses, Residents, Nurses, Lab, Pharmacy and other departments to coordinate patient care





# IT Infrastructure Improvements

- Replaced aging WiFi system with a cutting-edge cloud-based wireless system
  - The new system covers all indoor areas throughout the campus, improving provider and guest communications





# Vital Signs Interface

A multi-year project to replace, centralize and interface vital signs monitors with MEDITECH

- Completed Phase 2 in the ED, IMCU, NICU, Pediatrics, and OB PACU
- Interfaced with MEDITECH for electronic transfer of vital signs documentation to the Electronic Health Record



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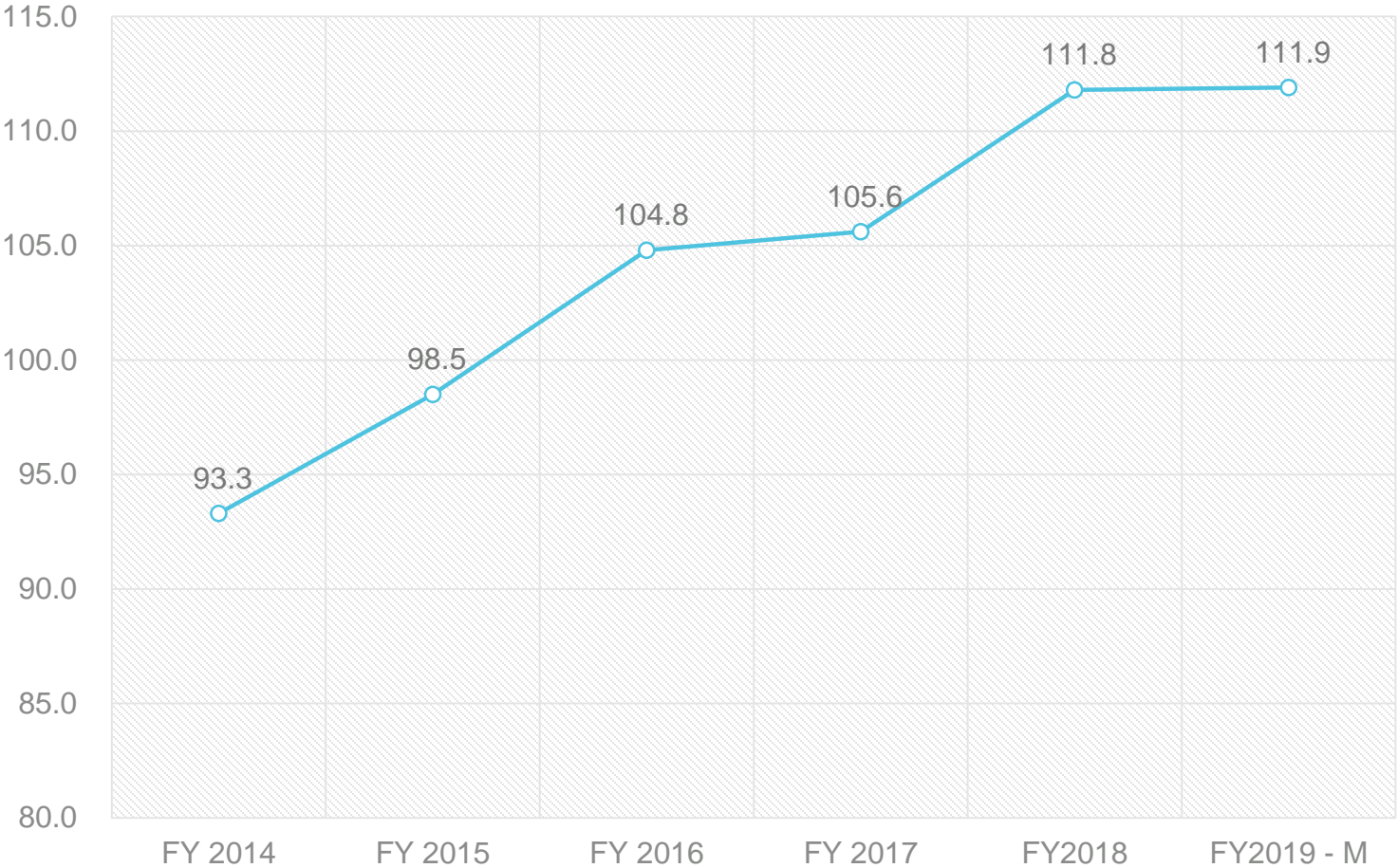
Stewardship





# Average Daily Census

## Total Hospital – Annual



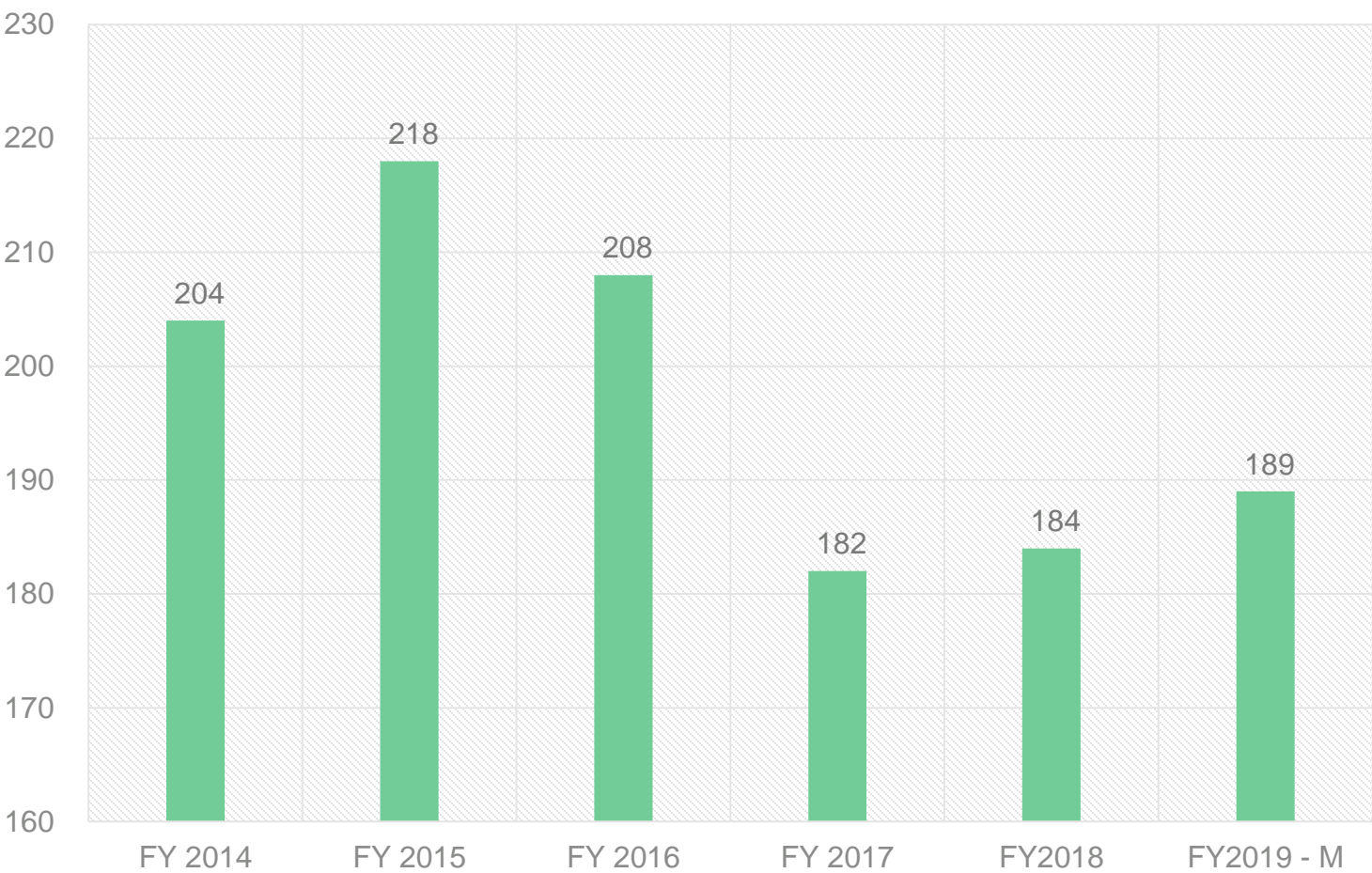
FY 2019 through May





# Deliveries

## Average Per Month – Annual



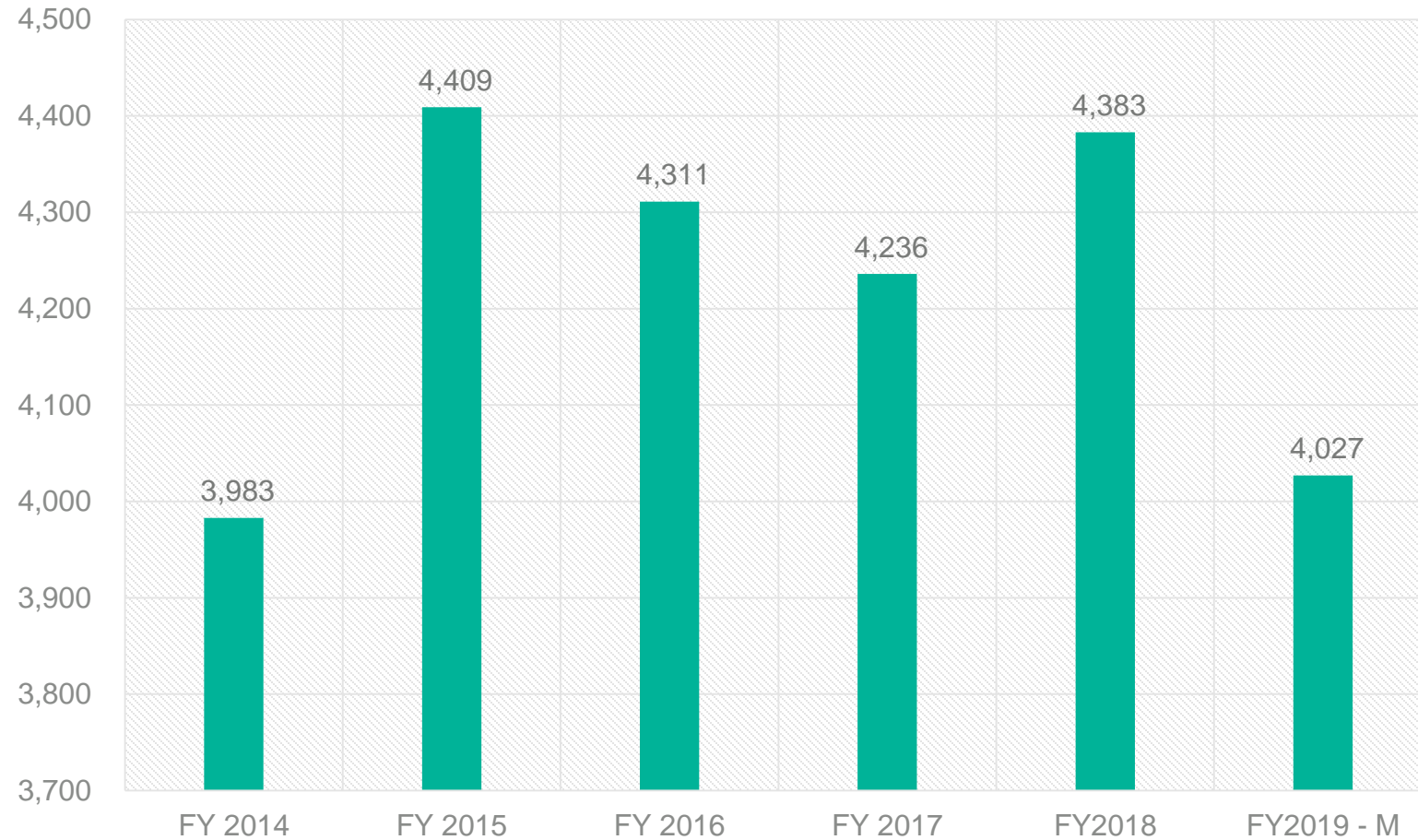
FY 2019 through May





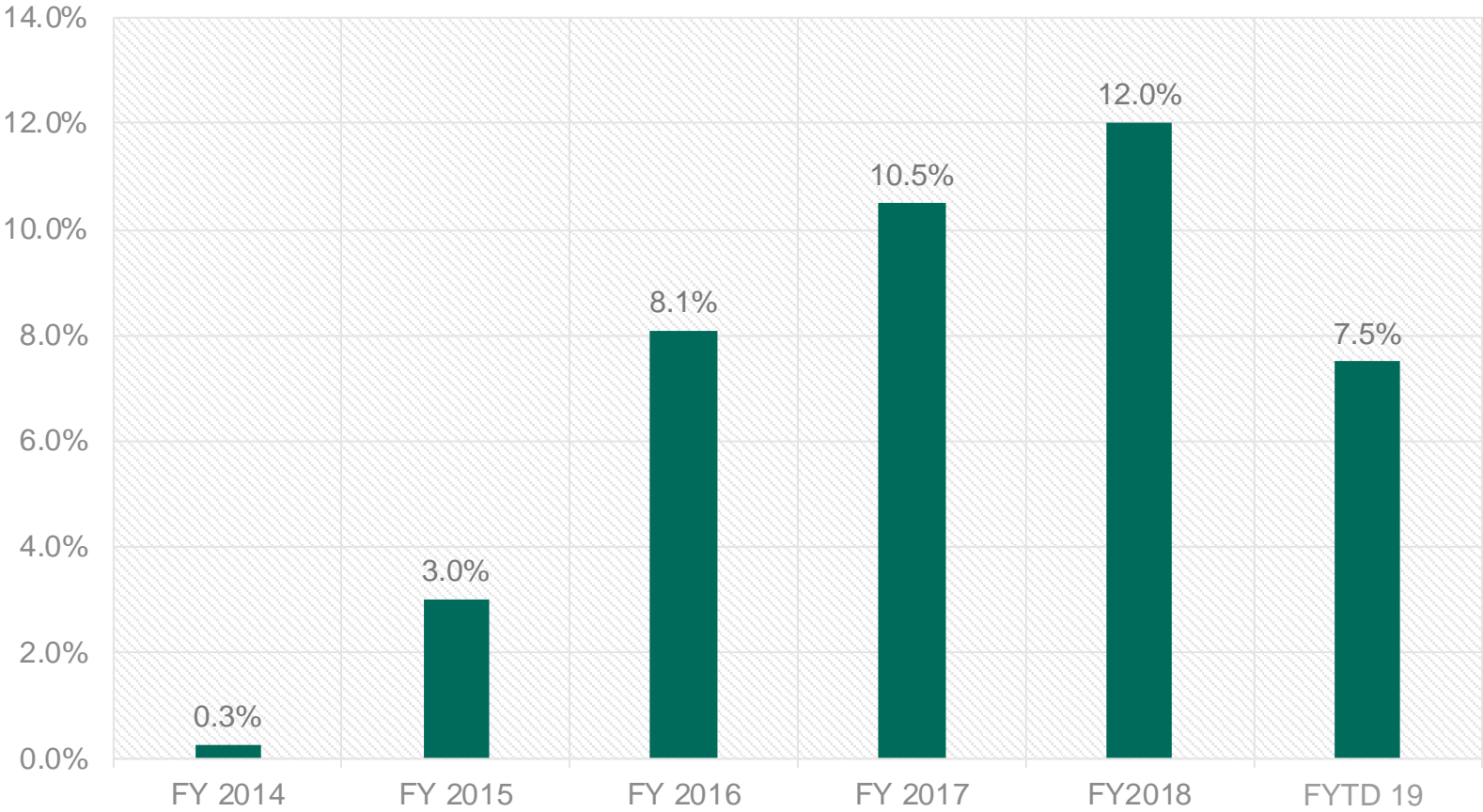
# Emergency Department Visits

Average Per Month – Annual





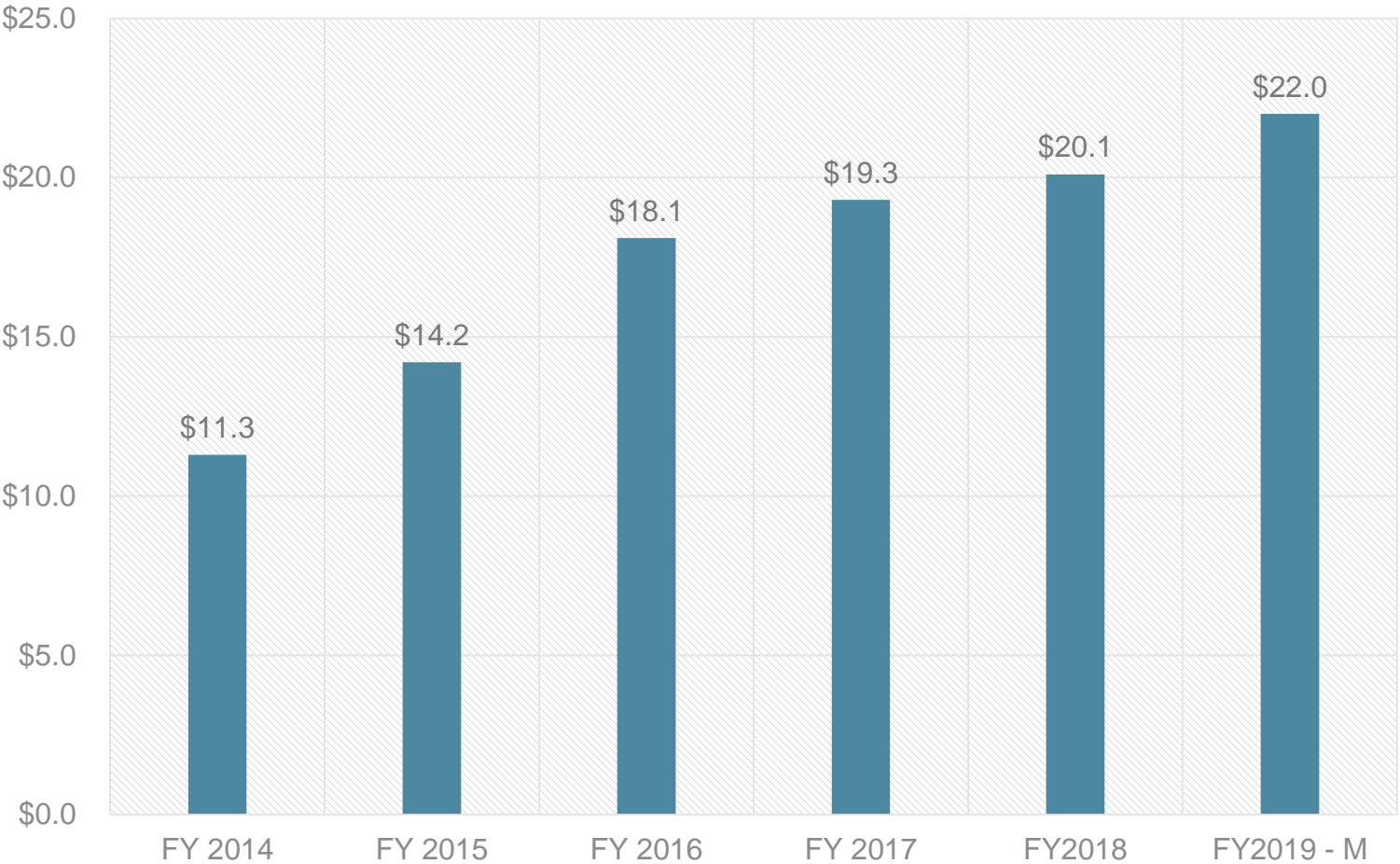
# Margin





# Cash Collections

Average Per Month (in Millions)



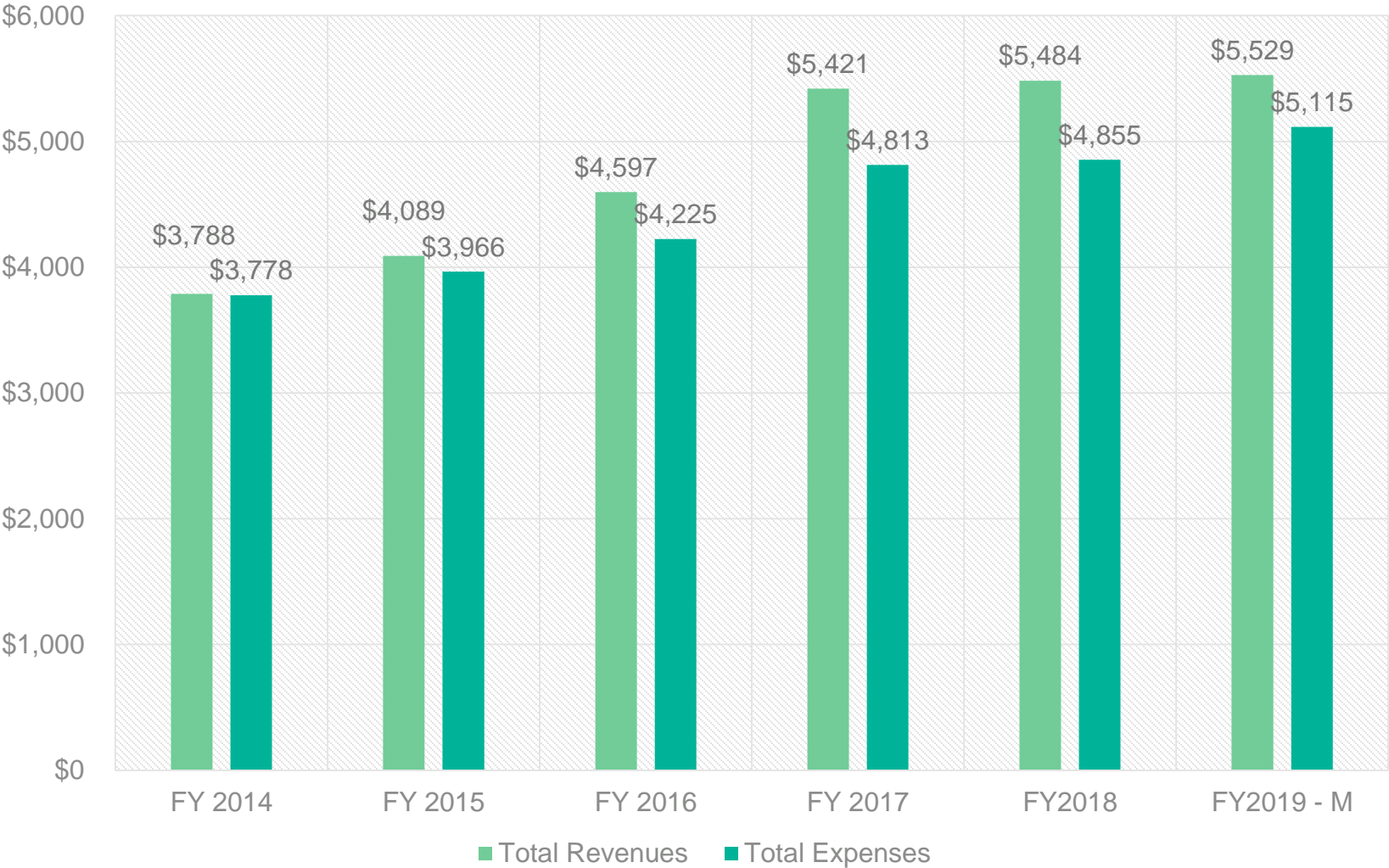
FY 2019 through May





# Revenue & Expense

## Per Adjusted Patient Day







# Natividad Foundation Accomplishments

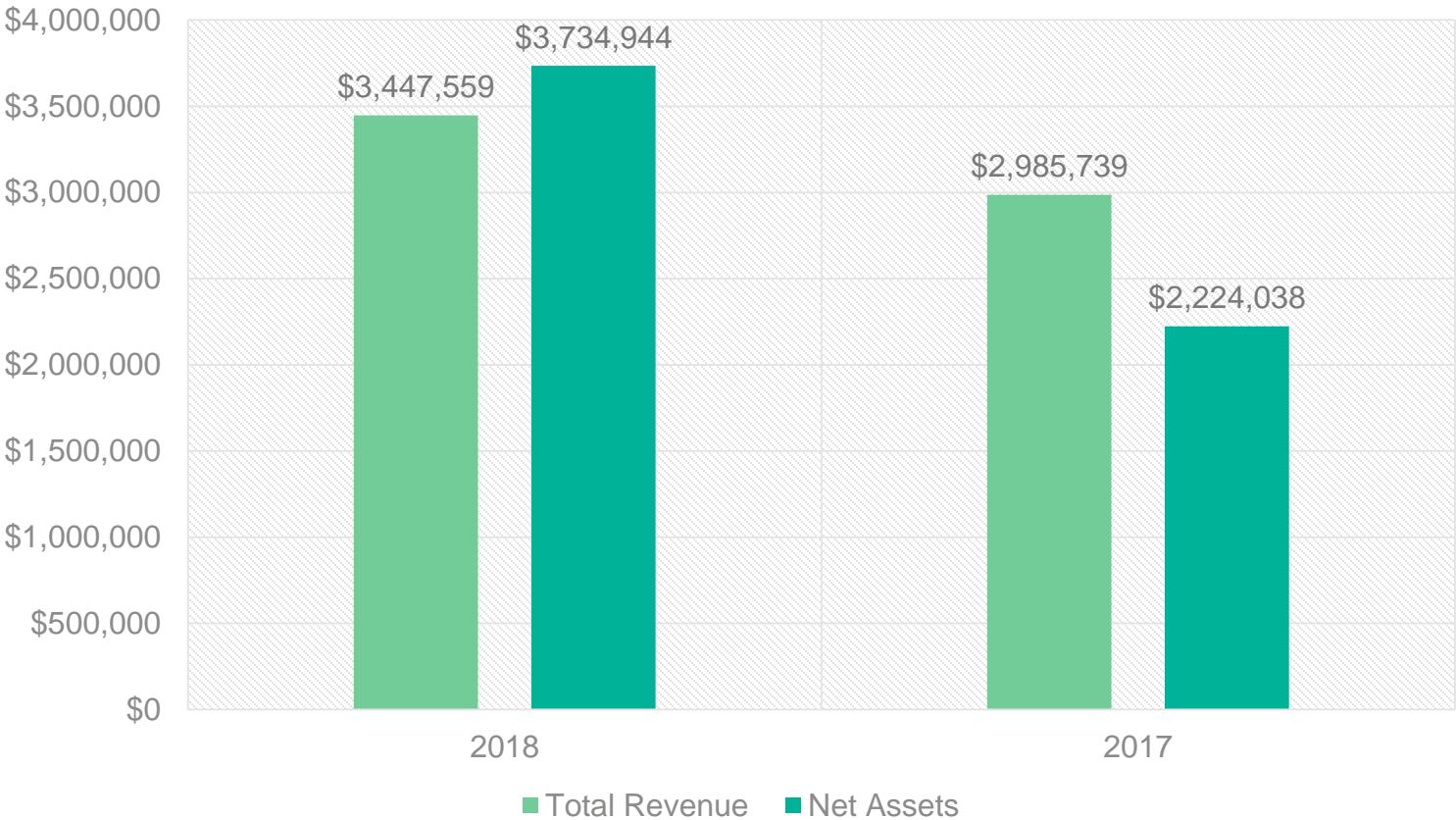
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- Achieved GuideStar Platinum seal
- Achieved 98% success rate in preventing re-injury among victims of violence enrolled in CHOICE
- 2019 donation from The Agricultural Leadership Council (TALC) of \$531,750
- Sold 1,094 raffle tickets for the Pebble Beach Concours d'Elegance® Charity Drawing, raising \$109,400
- Taught 159 adults at-risk for developing diabetes who made meaningful positive lifestyle behavior changes





# Foundation Revenue & Assets



**Hospital Support Expenses \$1,199,149**





# Foundation Revenue & Support

	2018	2017
Contracts and grant administration	\$24,097	\$20,517
Contracts and grant revenue	\$907,358	\$980,817
Special events	\$119,071	\$85,855
Contributions and pledges	\$2,288,148	\$1,723,041
Indigenous Interpreting+® Fees	\$105,860	\$132,173
Investment income	\$5,754	\$2,811
Change in value of split-interest agreement	\$0	\$38,061
Gain (loss) on disposal of property/equipment	-\$655	\$0
Net gain (loss) on endowment funds	-\$2,064	\$2,464
	<b>\$3,447,569</b>	<b>\$2,985,739</b>





# Committed to Continuous Improvement





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SATISFACTION

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TECHNOLOGY

STEWARDSHIP



Thank You