



# 2022

## Accomplishments

**Fiscal Year July 2021 – June 2022**

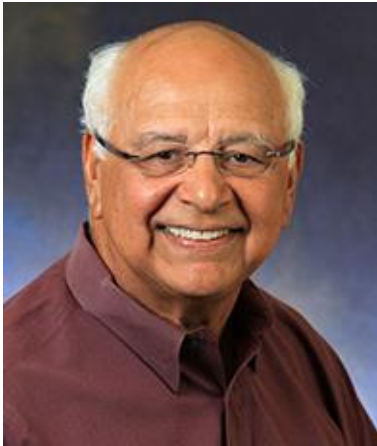


Staffing Resources Materials Management  
Environmental Services Trauma Services  
Outpatient Clinics Diagnostic Imaging  
Volunteer Services Managed Care  
Rehabilitation Services MIU  
Medical Staff Quality Child Advocacy  
Health Information Management  
Dietary ICU HR Engineering  
**Thank You**  
Laboratory Contracts LDNICU Bariatrics  
Business-Office Administration Admitting  
Marketing Community Relations  
Pediatrics Spiritual Care Services Pharmacy  
Mental Health Cardiology Services  
Medical Surgical Unit Diabetes Center Records Retention  
Surgical Services Emergency Department  
General Accounting Financial Counseling





# Natividad Board of Trustees



**Top L-R:** Fernando Elizondo, Libby Downey, Marcia Atkinson, Mitch Winick, Manuel Osorio, Simón Salinas

**Bottom L-R:** Supervisor Christopher Lopez, Charles McKee, Dr. Marc Tunzi, Dr. Chad Harris

# History


- In 1844, on the outskirts of Monterey, the hospital now known as Natividad Medical Center was established, under contract to the Mexican government.
- In 1885, a group of prominent Salinas citizens presented the Board of Supervisors with a petition asking that the County establish a county hospital. In September, the Board acquired a 62.6-acre parcel for \$75/acre from Eugene Sherwood at the current site of Natividad.
- In 1886, the Board of Supervisors officially entered the hospital business. A 69-bed hospital was completed at a cost of \$4,000.
- Current 172 licensed bed hospital was built in 1998.



# California Association of Public Hospitals (CAPH)

- CAPH represents California's 21 public health care systems, which include county-affiliated systems and the five University of California academic medical centers. Together, the state's health care safety net system serves 3.7 million patients annually, 60% of which identify as people of color.
- Despite representing just 6% of all hospitals in the state, CAPH members operate in 15 counties where 80% of the state's population lives.
- CAPH members provide 38% of all hospital care to California's remaining uninsured and 36% of all hospital care to Medi-Cal beneficiaries in the communities they serve.
- Members operate more than half of California's top-level burn and trauma centers, and train half of all new doctors in hospitals in the state.



- 
- Quality Excellence
  - Patient Safety & Experience
  - Clinical Services
  - Community Outreach & Marketing
  - Organizational Excellence & Capacity
  - Technology
  - Fiscal Strength
  - Partnerships & Collaboration
  - COVID-19 Response



# 2022 Strategic Objectives

Quality  
Excellence

Patient Safety  
& Experience

Clinical  
Services

Community  
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COVID-19  
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# 2022 Quality Excellence





# CMS Hospital Quality 4-Star Rating

The Center for Medicare & Medicaid Services (CMS), along with key stakeholders, developed methodology to calculate and display overall hospital-level quality using a star rating system. The Overall Star Rating provides consumers with a simple overall rating generated by combining multiple dimensions of quality into a single summary score.

Hospital

**Natividad Medical Center** 

Overall star rating:

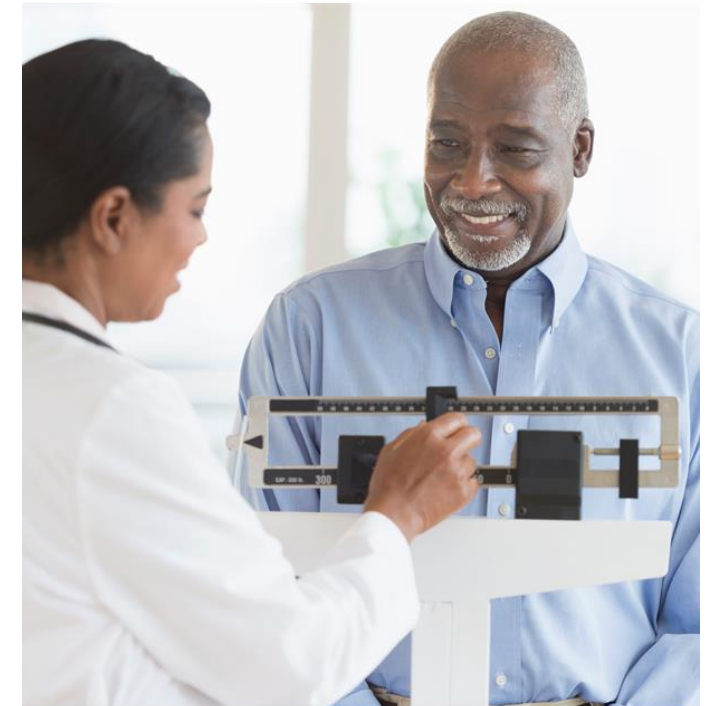






# Health Equity Matters

- Quality Incentive Pool (QIP) sets annual metrics to evaluate health disparities between race and ethnicity.
- Several metrics are currently evaluated at Natividad Medical Group and Health Department clinics. Majority of the metrics focus on managed care Medi-Cal patients.
- Two health equity metrics evaluated in 2021:
  1. Diabetic metric HgbA1c measurements of Black/African American and Hispanic patients
  2. Controlling blood pressure of Black/African American patients





# 2021 TJC Survey

- May 2021, Natividad completed a four-day re-accreditation survey.
- To date, one of the most successful Joint Commission surveys with only 15 deficiencies identified out of the 278 standards evaluated.



**Hospital Survey  
Preparation Guide  
2020**

*Surveys are coming soon!*  
Be prepared. Download your PDF today.





# Performance Improvement

Current hospital wide Quality Assurance Performance  
Improvement Projects (QAPI) CY Q1 21- Q1-22

- Hospital Acquired Infection (HAI) Rates
  - Catheter Associated Urinary Tract Infection (CAUTI) decreased by 50%
  - Central Line Associated Bloodstream Infection (CLABSI) decreased by 75%
- Falls decreased hospital wide by 50%

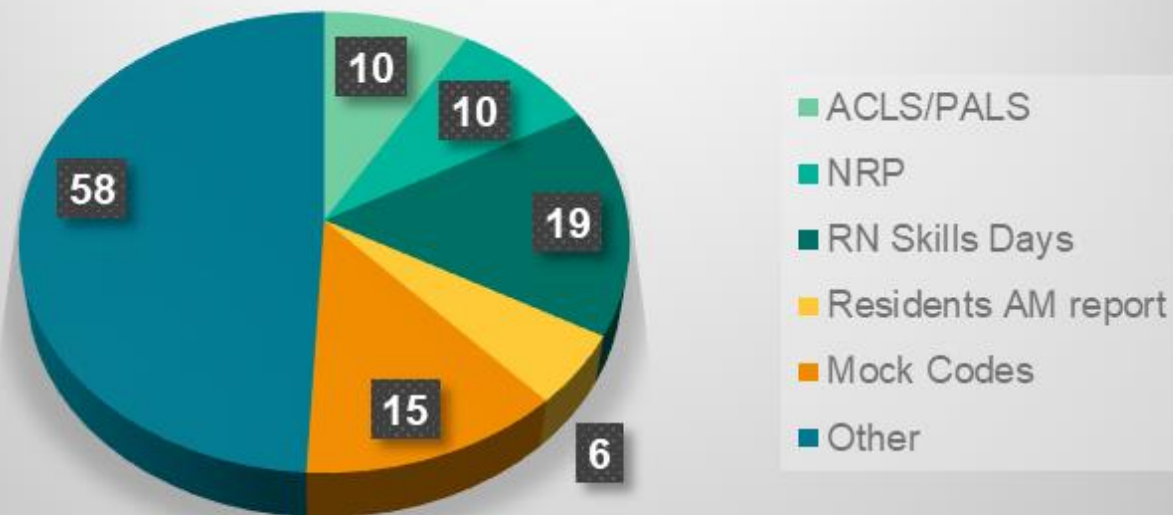




# Simulation Lab Hands-On Training

## Utilization-# of Sessions

as of July 27, 2022







# Recognized for Higher Quality in Bariatric Surgery

Recognized by Blue Shield of California with a Blue Distinction® Centers for Bariatric Surgery designation, as part of the Blue Distinction Specialty Care program.

- Blue Distinction Centers are nationally designated health care facilities that show a commitment to delivering high-quality patient safety and better health outcomes, based on objective measures that were developed with input from the medical community and leading accreditation and quality organizations.





# Excellence in the Emergency Department

BETA is a provider of professional liability and risk management services.

- Completed year 6 of BETA with a focus on ED Pediatric Readiness.
- This effort focused on interdisciplinary staff education, including simulation, equipment preparedness and protocol development such as pediatric sepsis. This improved the care for the critical pediatric patient.



BETA HEALTHCARE GROUP | ED INITIATIVE

QUEST FOR ZERO: Excellence in ED





# Excellence in Obstetrics

- 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.
- Completed year 14 high-quality obstetrical practices.



BETA HEALTHCARE GROUP | Partners in Patient Safety



**QUEST FOR ZERO:**  
Excellence in OB





# Recognized for Higher Quality in Maternity Care

Recognized by Blue Shield of California with a Blue Distinction® Centers (BDC) for Maternity Care designation, as part of the Blue Distinction Specialty Care program.

- Program has expanded beyond traditional outcome measures to include assessments of internal quality improvement, data collection and dissemination, and internal protocols that better address clinical quality and equity issues in maternity care.







# Recognized for Exemplary Maternity Care

Made the Cal Hospital  
Compare Maternity Honor Roll for the  
sixth year in a row.

- The Maternity Honor Roll recognized 141 hospitals in California that met or surpassed the statewide target of 23.9% for C-section rates for first-time mothers with low-risk pregnancies.





# Acute Rehabilitation Center Recognition

- Achieved a 3-year CARF certification in Medical and Stroke rehab in 2021.
- Top 10% in the Nation for UDS PEM scoring for the 4 consecutive years we have used their system.
- Ranked #2 top Kindred inpatient rehabilitation center in the nation for overall quality and outcomes for 2021.



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# 2022 Patient Safety & Experience



# The DAISY Awards

9 winners to date, a recognition given to extraordinary nurses.

- Natividad patients, visitors and co-workers may nominate a nurse.
- The DAISY Award and ceremony are sponsored by Natividad Foundation.



FOR EXTRAORDINARY NURSES

HONORING NURSES INTERNATIONALLY  
IN MEMORY OF J. PATRICK BARNES







# Medical Surgical Mobility Project

- Implemented a Bedside Mobility Assessment Tool (BMAT), a nurse-led mobility program for MSU/IMC to improve patient outcomes associated with fall risk, length of hospital stay, delirium, ability to perform daily activities and ambulatory independence.
- Previously ambulatory adult patients spend ~80% of time in bed. A decline in functional status limits ability to return to work or previous mobility. Mobility has an impact on quality of life as well as health disparities and inequities.
- New staff education, including HealthStream and complete BMAT and SPHM hands-on competencies have resulted in patients having better function than anticipated and better outcomes.
- 3-step process includes:
  1. BMAT performed by RN
  2. Mobility Level Determined
  3. Mobility Activities Implemented



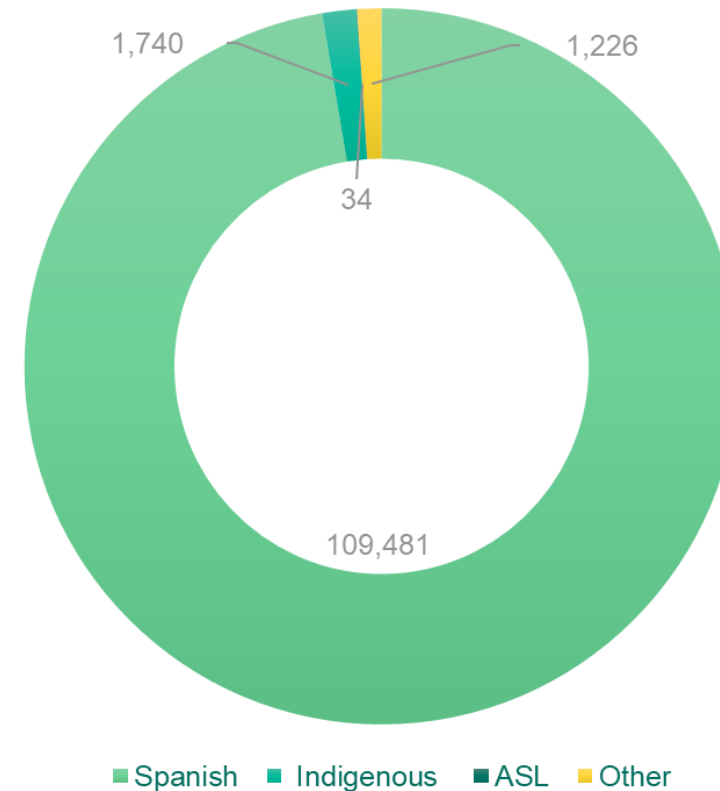


# Qualified Interpretations

(January to December 2021)

Interpreting Services provided **112,481** total interpretations in 2021, an **18% increase** over 2020.

- 109,481 Spanish interpretations
- 1,740 indigenous language interpretations
- 34 ASL interpretations
- 1,226 interpretations in other languages



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# 2022 Grow Clinical Services



# Service Line Growth

Expanded services including:

- Joint Replacement Program
- HeartFlow / Diagnostic Cardiac Catheterization
- Elective Spine Surgeries / Neurosurgery
- Initiated alignment efforts with the Health Department, including referral services and lab optimization







# Family Medicine Residency

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- Founded in 1975, 328 graduates to date
- Full accreditation by ACGME, zero citations
- Nationally recognized Family Medicine residency
  - 1,100 applicants and 125 interviews for 10 positions
- Recruiting diverse residents
  - 57% of Natividad residents from underrepresented minorities in medicine
  - Up from 20% in 2017
- 90% of residents proficient in Spanish
- First graduate of Community Medicine Fellowship





# Family Medicine Residency

- Improving equity and access to primary care in Laurel Family Practice Clinic
  - Expanded beyond pre-pandemic visit levels, now with telehealth
  - Medication assisted treatment for opioid use disorder, alcohol use disorder; Transgender Health Care; Hep C
- Half (5/10) of our 2022 graduates will be practicing in the local area





# Medi-Cal Expansion & Esperanza Care

- Medi-Cal expanded in May 2022 to cover qualified individuals ages 50-64.
- Many Esperanza Care patients will transition to the newly expanded Medi-Cal.
- Esperanza Care currently serves 4,500 patients with vital services including primary care, diagnostic testing, and specialty care.



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# 2022 Strengthen Community Outreach & Marketing



# Public Relations

Total # of Stories: **2,195\***

- Editorial Coverage (Print/Digital Stories): 967
- Broadcast Coverage (TV/Radio Stories): 786

Total Readership: **8,198,042,991**

Total Ad Value Equivalency: **\$16,091,790**

*\* Natividad uses Cision, a third-party reporting agency, to track PR. Reports do not include all radio or Spanish television. Trujillo Twins and Steve Bruemmer's story made international news and contributed to extremely high reporting numbers.*

California twins born minutes apart have birth dates in 2021 and 2022

Fraternal twins Aylin and Alfredo Trujillo were born on different days, months, and years.



Twins Alfredo Antonio and Aylin Yolanda Trujillo were born fifteen minutes apart at Natividad Medical Center in Salinas, California.  
Courtesy Natividad Medical Center.



San Francisco  
Chronicle

Newsweek

LA  
Times

THE U.S.  
Sun



yahoo!







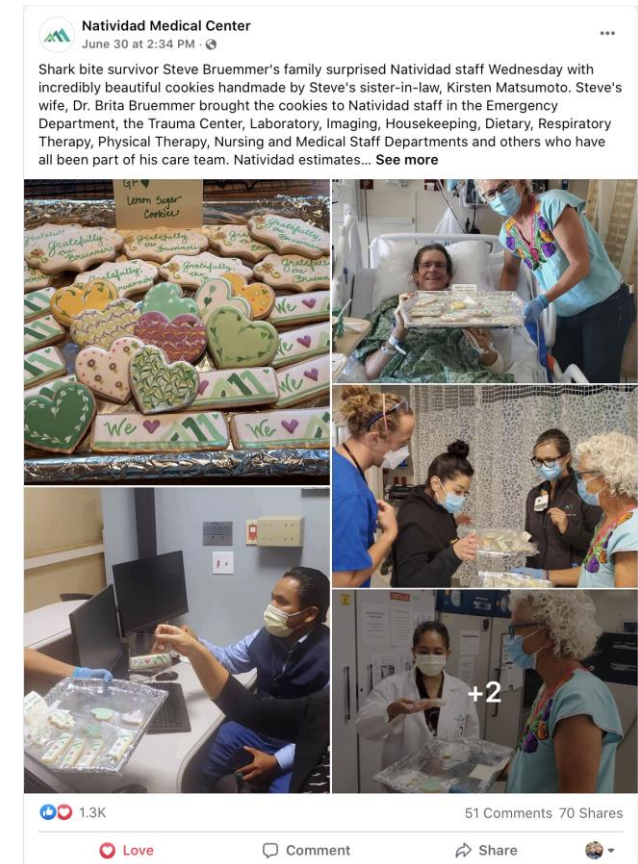
# Social Media

Facebook Page Reach: **1,090,439 (up 310%)**

- The number of people who saw any content from page or about page, including posts, stories, ads and social information from people who interact with page.
- 5,369 Facebook followers

Instagram Reach: **59,953 (up 398%)**

- The number of unique accounts that saw any posts or stories at least once.
- 1,422 Instagram followers





# Marketing & Advertising

- Produced COVID-19 marketing, advertising and messaging in alignment with local, state and national public health.
- Collaborated with other hospitals and health department to expand reach.
- Developed bilingual newsletters that were sent to 60,000 homes and a special newsletter distributed to parents and schools.
- Placed advertising in Spanish and English language radio, television, print and digital media.





# Blue Zones Project Approved Worksite

- Blue Zones Project is a community led well-being improvement initiative designed to make healthier choices easier in our community.
- We have created a culture that promotes positive lifestyle changes both for our workers and community.







# Farmers' Market & Fresh Rx

- Natividad continued its Everyone's Harvest Farmers' Market as part the hospital's ongoing commitment to promoting wellness and healthy eating.
- Through Everyone's Harvest, Natividad funded FreshRx prescriptions for families for credits of \$25/week in fresh produce in the Farmers' Market. Participating patient results show lower BMI after annual program completion.





# Community Outreach

- COVID-19 Collaborative
- Dole Employee Safety Fair
- Special Kids Connect Virtual Resource Fair
- Cicolvia Salinas
- Family Fun Festival Seaside
- CalFresh Annual Virtual Forum
- WIC Breastfeeding Awareness Walk – Salinas & Soledad
- CISNE Forum
- 5 Steps to Prevent Diabetes
- Public Health Career Fair Hartnell
- Healthy Kids Day YMCA Salinas
- Juneteenth Hartnell
- The Central California Alliance for Health Member Services Advisory Group (MSAG)
- Monterey County COVID-19 Communications Ad Hoc Committee





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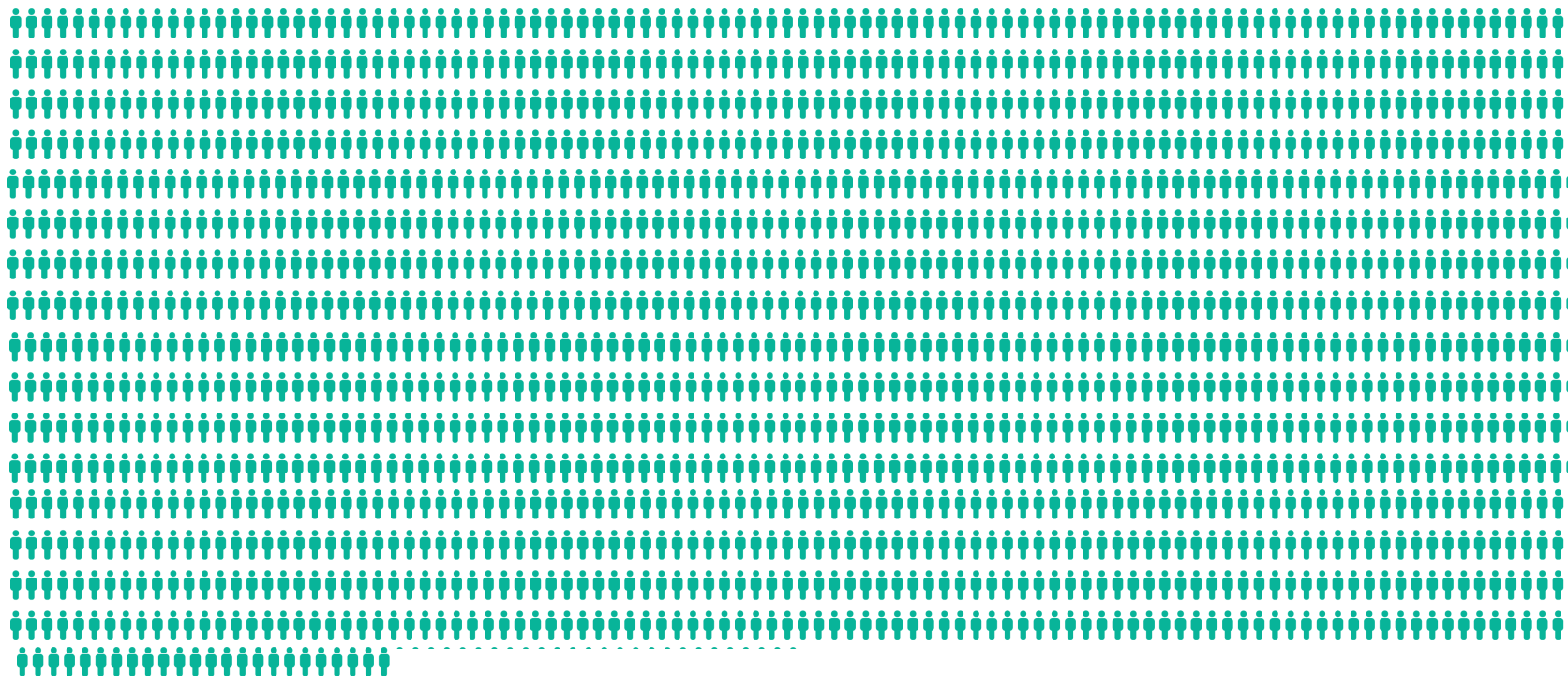
2022

Organizational  
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# Hospital Staff

1,623 employees on staff



*All employees are 100% vaccinated and boosted.*





# Medical Staff Membership

Over 407 members



*All medical staff members are 100% vaccinated and boosted.*





# Employee Tenure

15-24 years

- 207 employees

25-34 years

- 47 employees

35+ years

- 9 employees

**= 16% of  
employees**

**at Natividad 15 years  
or more**





# Hiring

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Total Applications Processed = **7602**

Total Candidates Interviewed = **1783**

Total Hires = **344**







# Employees of the Quarter



Robert Landry, *EVS Principal*  
Office Assistant  
Jennifer Ceballos,  
*Occupational Therapist*



Michelle Alvarez, *Staff Nurse II*  
Noemi Ferguson, *Admin*  
Secretary



Joseph Longoria, *EVS Aide*  
Romina Villacampa, *CLS*



Lily Estrada, *PSR II*  
Fikrewold Workineh, *ARU*





# Employees of the Quarter



Paul Bruer, Radiologic Tech  
Jennifer Ramirez, PAR II



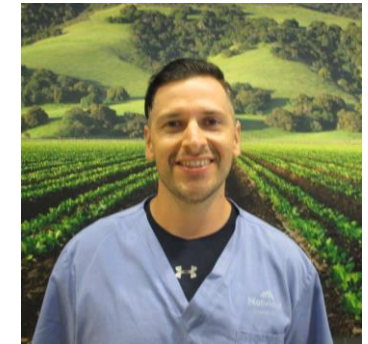
Dale Todicheeney, CNS  
Ernest Bell, Hospital EVS Aide



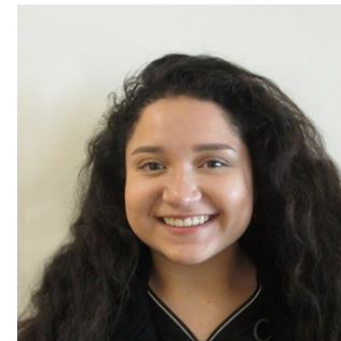
Susan Weaver, Lab Manager  
Brigida Gonzalez-Salvador,  
Hospital Medical Interpreter



Isaias Barcenaz, Supervising Storekeeper  
Naomi Vazquez, Infant Nutrition Tech

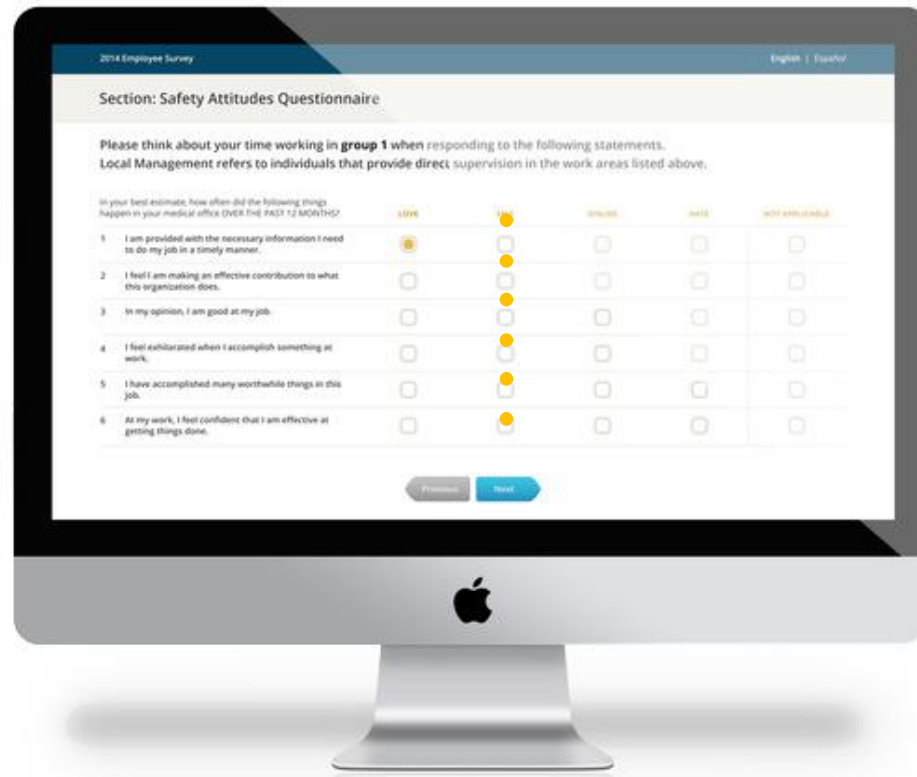


Alfonso Alvarez,  
Sr. Rad Tech





# Employee Engagement & Culture of Safety Survey



- Completed first Press Ganey Employee Engagement Survey 2021.
- 55% response rate:
  - 90% Favorable – “I like the work I do.”
  - 93% Favorable – “My work is meaningful.”
  - 90% Favorable – “The work I do makes a real difference.”
  - 80% Favorable – “My job makes good use of my skills and abilities.”





# Volunteers

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140 Volunteers\*



*All volunteers are 100% vaccinated and boosted.*







# Volunteer Scholarships

- Hartnell College students Alexa Ruano and Lucia Sanabria were selected to receive scholarships based on their remarkable volunteer service at Natividad and commitment to broadening their education.
- Each is pursuing a career in the medical field.





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# 2022 Technology



# Technology Improvements

- Interactive Appointment Reminder System for Outpatient Clinics
- Upgraded our Radiology and Cardiopulmonary Imaging Software





# Clinical IT

- Developed a QIP Reporting Dashboard to track 40+ inpatient and outpatient metrics to improve workflows and processes.
- Achieved 100% of the targeted metrics reported last year and anticipate receiving 100% of eligible earnings for this year.
- Continued co-development of the post-discharge care coordination program to improve outcomes and reduce readmission rates.





# Information Security

Improved the security and resiliency of our information resources:

- All IT systems are now monitored 24/7 by a security operations center to identify and respond to threats.
- A new service has been put in place to quickly neutralize threats and attacks.
- Updated tools and processes to keep our systems patched and secure.



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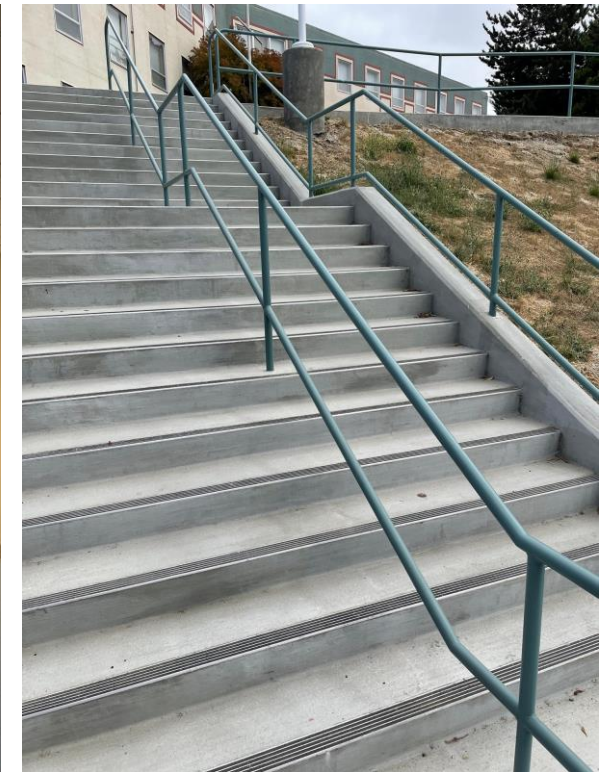
# 2022 Fiscal Strength





# Facilities

- Radiology Modernization Project – Completed December 2021
- Parking Lot Repair and Replacement Stairs – Completed June 2022
- Cleaning and Weather Sealing Buildings 500 and 580 – Completed June 2022





# Facilities Projects

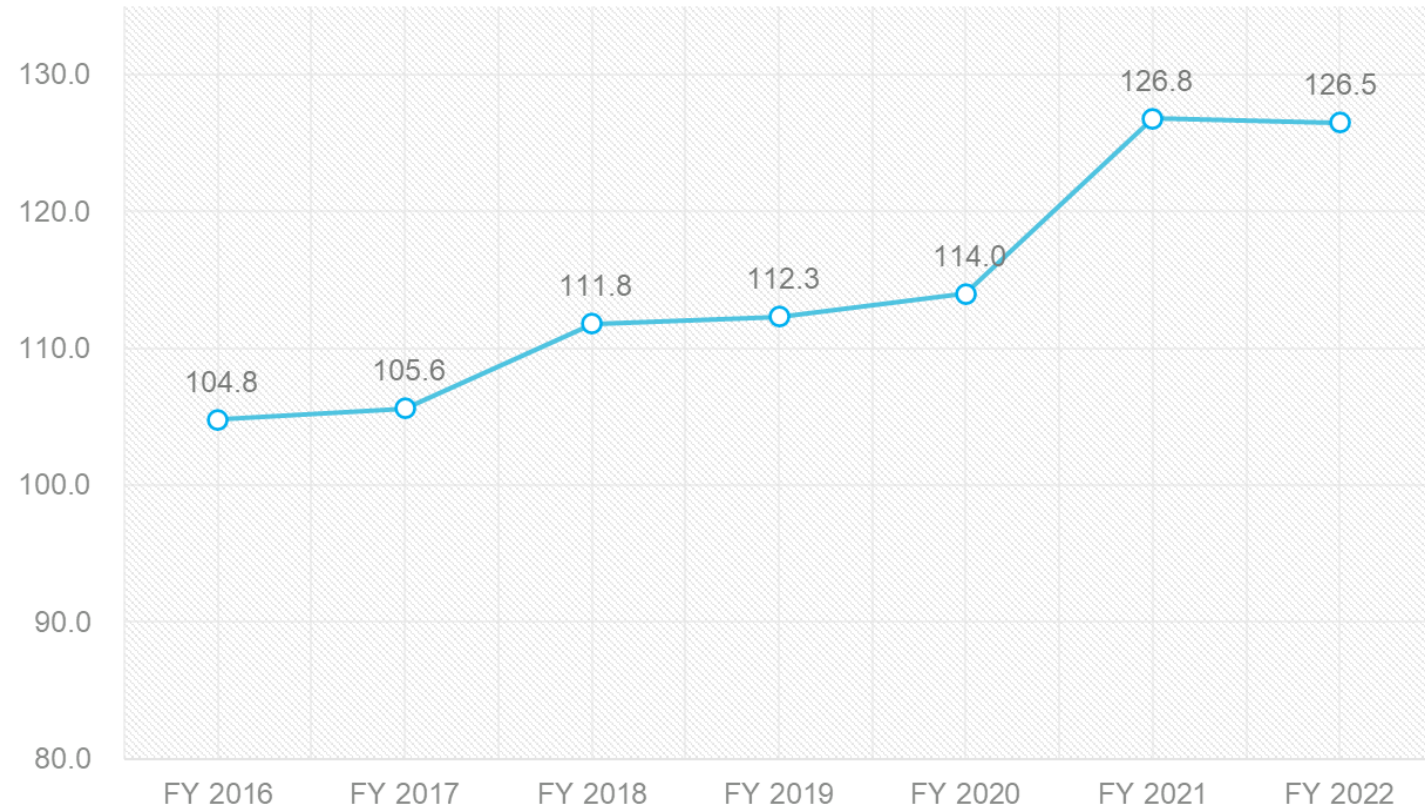
- Admitting/Registration Refresh – Completed November 2021
- ICU Patient Room Refresh and Door Replacement – Completed June 2022
- Skytron Procedure Light replacement in Labor & Delivery – Completed March 2022
- Installation of Laboratory Analyzers and Front-End Automation – Completed June 2022





# Average Daily Census

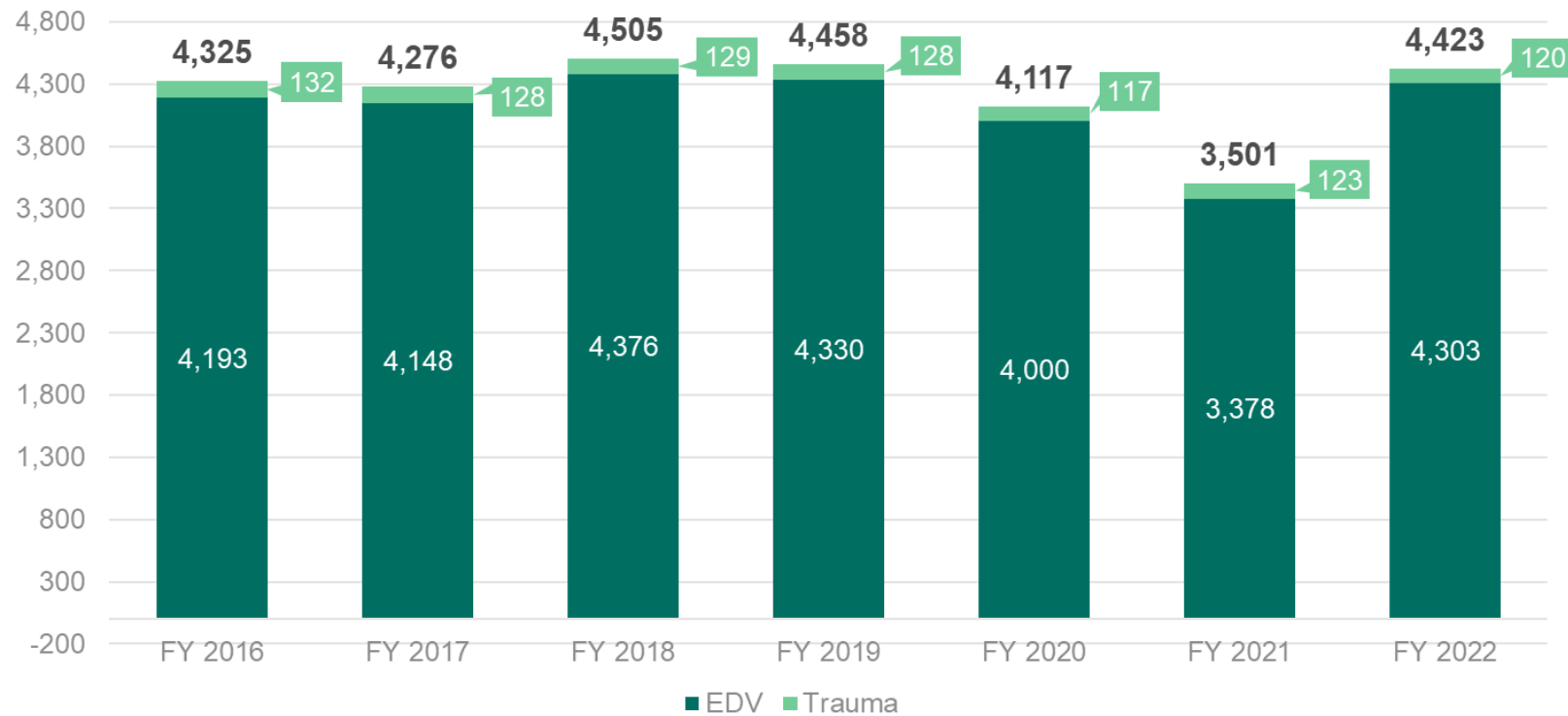
## Total Hospital – Annual





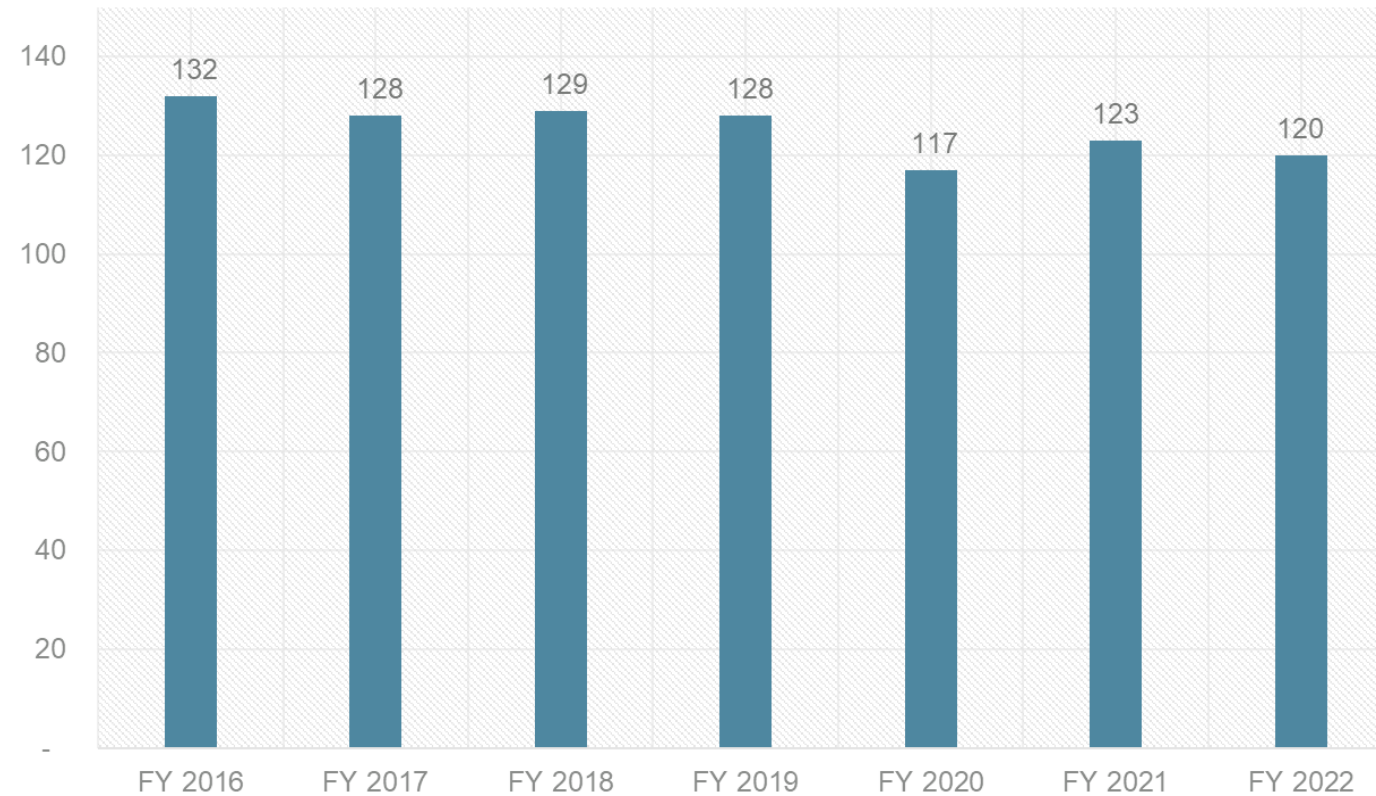
# Emergency Department Visits

## Trauma and Non-Trauma – Annual





# Trauma Cases Average Per Month

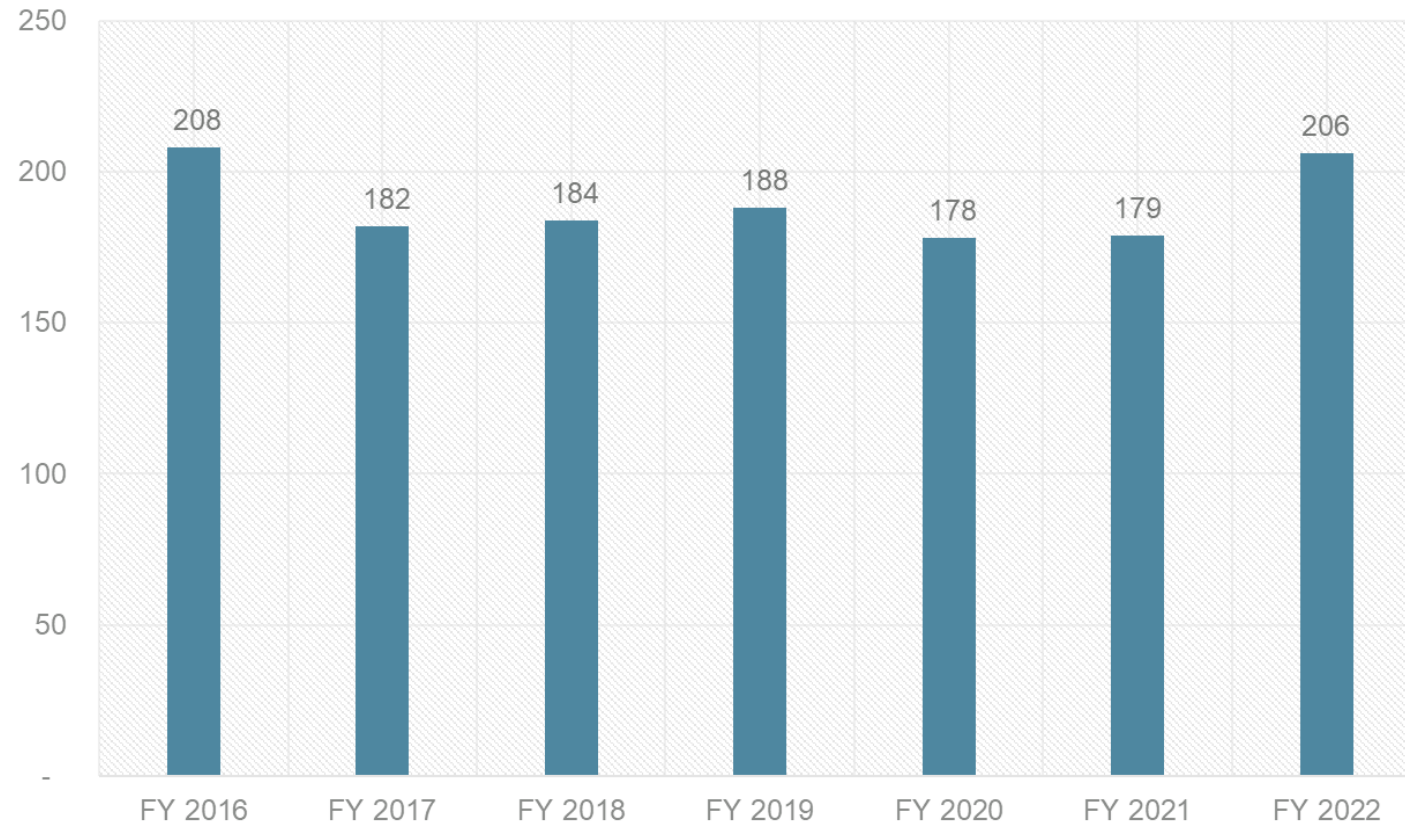






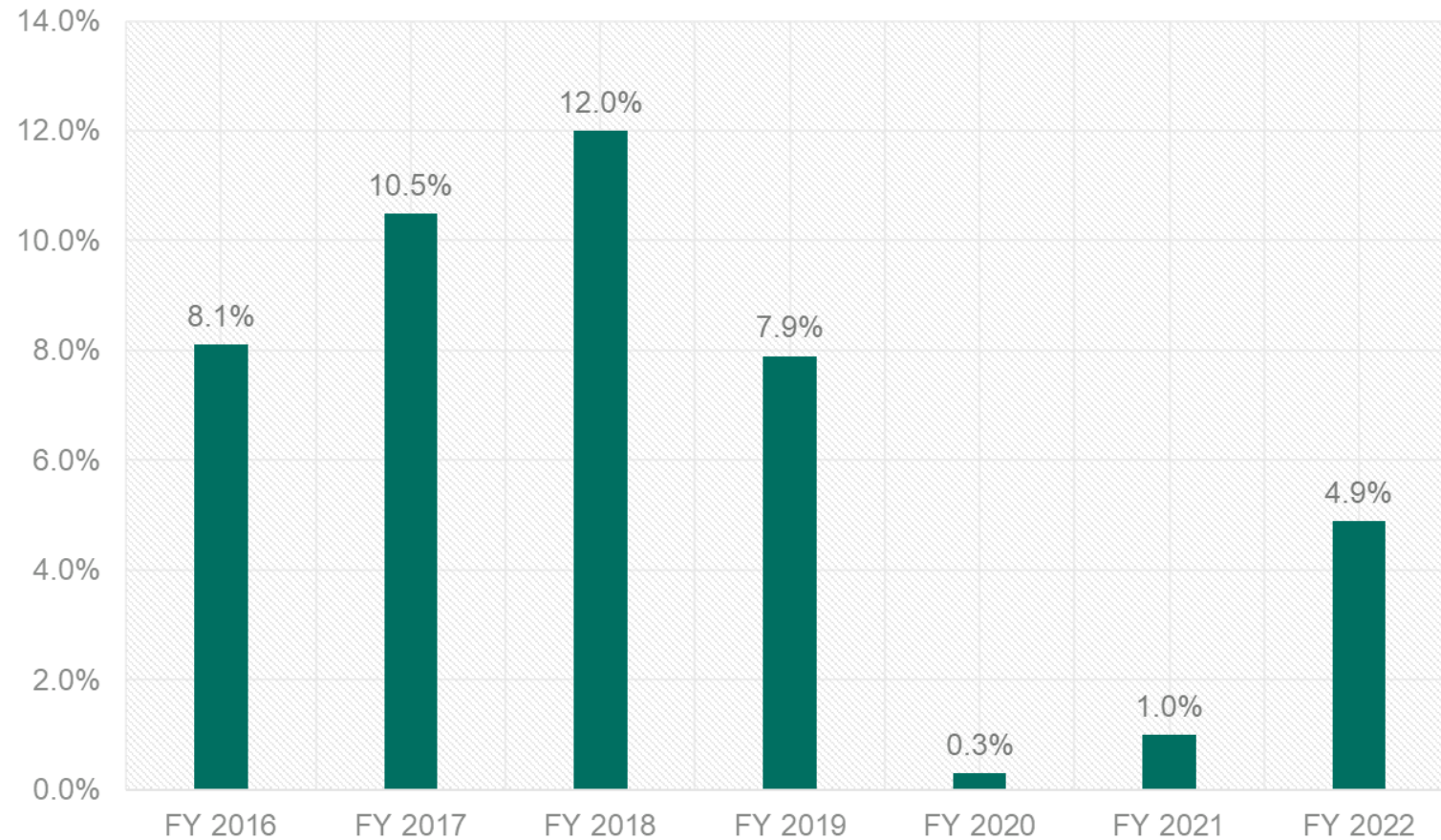
# Deliveries

## Average Per Month – Annual





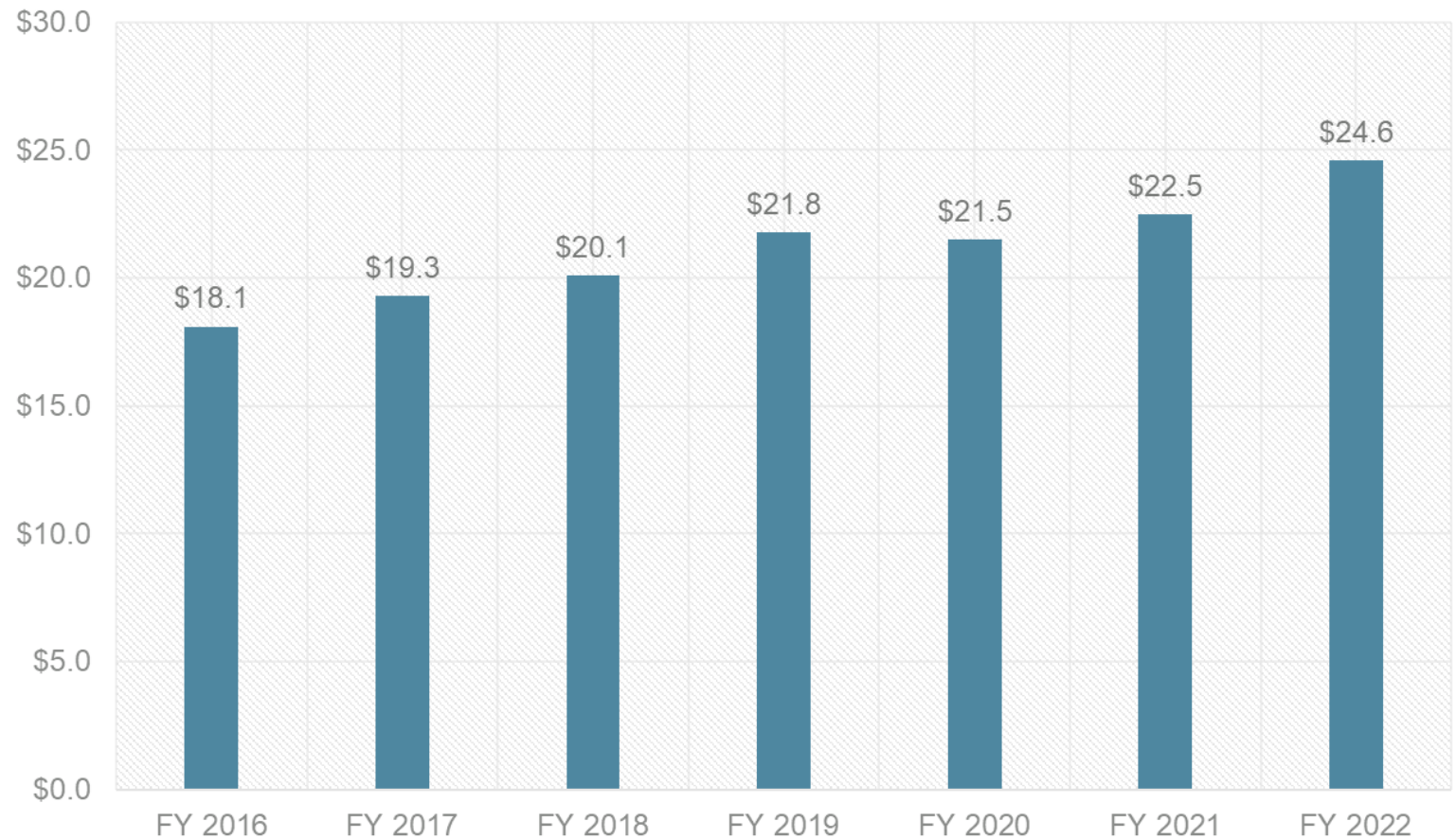
# Net Margin Per Year





# Cash Collections

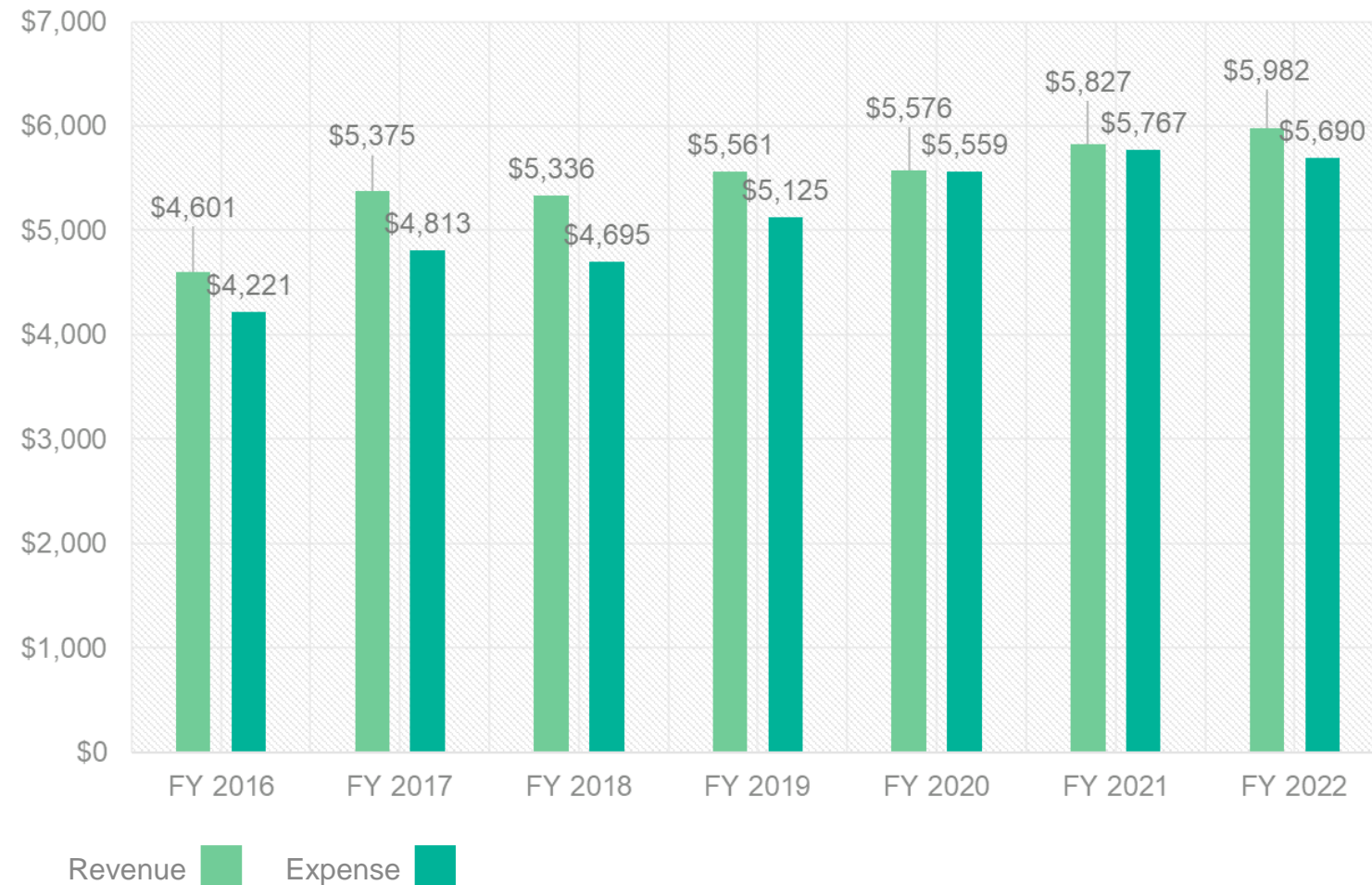
## Average Per Month (in Millions)





# Revenue & Expense

## Per Adjusted Patient Day



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Establish & Strengthen  
Partnerships &  
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# Natividad Foundation Accomplishments

- Received \$1 million gift from Edward M. Dowd, the largest gift ever received from an individual.
- Maintained Candid Platinum seal, formerly GuideStar.
- Achieved 99% success rate in preventing re-injury among victims of violence enrolled in CHOICE.
- 2022 donation from The Agricultural Leadership Council (TALC) of \$250,000 with no multi-year pledges.
- Raised \$94,400 through the 2021 Pebble Beach Concours d'Elegance® Charity Drawing.



**WIN A 2022 GENESIS  
GV70 3.5T AWD SPORT!**

Help Natividad give every baby and child the very best care.



**Platinum  
Transparency  
2022**

**Candid.**





# Natividad Foundation Hospital Support & Initiatives

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- Received a \$400,000 grant from the Monterey Peninsula Foundation to support the refurbishment of the Mental Health Unit.
- Funded 3 part-time chaplains for Spiritual Care.
- Funded indigenous interpreters for new parent education.
- Funded breast cancer screening for low-income women.
- Funded basic necessities for patients who were ready for discharge but needed help to continue healing.

## **Equipment purchases to support Natividad's medical care included:**

- Vascular surgical bed
- Infant hearing screeners
- Platelet incubator
- SimJunior Manikin
- Jaundice meters
- Gurneys
- EEG Machine
- Ice machine for outpatient surgery
- Transport monitors





# Foundation Revenue & Assets

CY 2021 Assets (from draft audit): **\$6,210,722**

CY 2021 Revenue (from draft audit): **\$3,442,804**

Total contribution to Natividad FY 22 **\$871,353**

## Hospital Support

CY 2021 (from draft audit): **\$1,371,062**

*based on functional expense statements*



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# 2022 COVID-19 Response



# COVID-19 Dashboard

Cumulative Data as of 6/30/22	
35,644	Unique Patients Tested
6,370	Unique Positive Patients
1,346	Confirmed Patients Hospitalized
57,487	COVID-19 Vaccine Doses







# Thank You

