

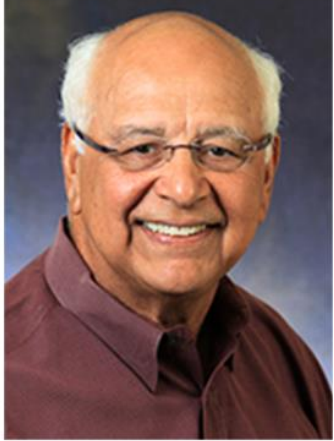


2023 Accomplishments

Fiscal Year July 2022 - June 2023



Natividad Board of Trustees



Top L-R: Fernando Elizondo, EdD, Manuel Osorio, Marcia Atkinson, Libby Downey, Simón Salinas, Bettye J. Saxon, EdD

Bottom L-R: Mitch Winick, Sonia De La Rosa, Chad Harris, MD, Supervisor Christopher Lopez, Marc Tunzi, MD

Quality
Excellence

Patient Care
Excellence &
Experience

Clinical
Services

Community
Outreach &
Marketing

People
Operations

Technology

Partnerships &
Collaboration

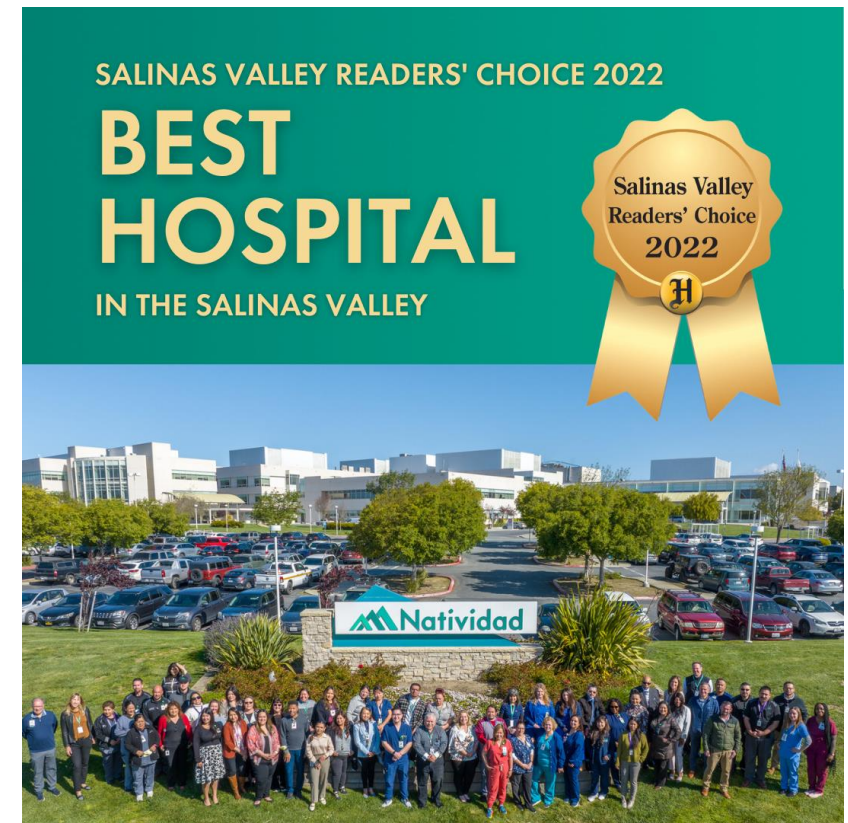
Fiscal
Strength

2023 Quality Excellence



Best Hospital

- Recognized as Best Hospital in the Salinas Valley by the Salinas Valley Readers' Choice Awards 2022.
- Annual award from Monterey Herald readers who voted for their favorite businesses in the Salinas Valley.





Trauma Center Re-Verification

- Re-verified as a Level II Trauma Center by the American College of Surgeons (ACS).
- ACS is the highest-level verification and was received with zero deficiencies. Achievement reaffirms the center's dedication to providing optimal care.
- Trauma Center celebrated 8 years since its designation in 2015.
- Erin Clark from KSBW interviewed Dr. Alex Di Stante February 2023.





Lab Accreditation

- Natividad received accreditation from the College of American Pathologists, ensuring the best patient care.
 - Recognizes rigorous and robust standards, elevating quality and mitigating risks.
 - Helps verify activities that reflect the most recent best practices.
- Achieved American Association of Blood Banks accreditation with just one recommendation out of 438 standards reviewed.



COLLEGE of AMERICAN
PATHOLOGISTS



Advancing Transfusion and
Cellular Therapies Worldwide





Meritorious Surgery Outcomes

- Recognized by the American College of Surgeons (ACS) National Surgical Quality Improvement Program (NSQIP) for meritorious surgical care outcomes in 2022 for 2021.
- Natividad is one of only 78 health care organizations nationally to receive this honor and the only one in Monterey County.





Excellence in the Emergency Department

- Completed year 7 of BETA with a focus on ED Team Training Techniques.
- This effort focused on a teamwork system called TeamSTEPPS, which offers a powerful solution to improving collaboration and communication amongst the team.
- Communication and other teamwork skills are essential to the delivery of quality health care and to preventing and mitigating medical errors and patient injury and harm.



BETA HEALTHCARE GROUP | ED INITIATIVE

QUEST FOR ZERO: Excellence in ED





Acute Rehab Recognition

- Acute Rehabilitation Center ranked in the top 5% at #7 out of 121 LifePoint Acute Rehab Centers and Inpatient Rehabilitation Facilities.
- "Top Performer Award" for CMS quality metrics scoring in the top 10% for 5 consecutive years.





Excellence in Obstetrics

- Completed year 16 of BETA's Quest for Zero: Excellence in OB.
- Recognized since 2015 by Blue Shield of California with a Blue Distinction® Centers (BDC) for Maternity Care designation, as part of the Blue Distinction Specialty Care program.
- Made the Cal Hospital Compare Maternity Honor Roll for the seventh year in a row.



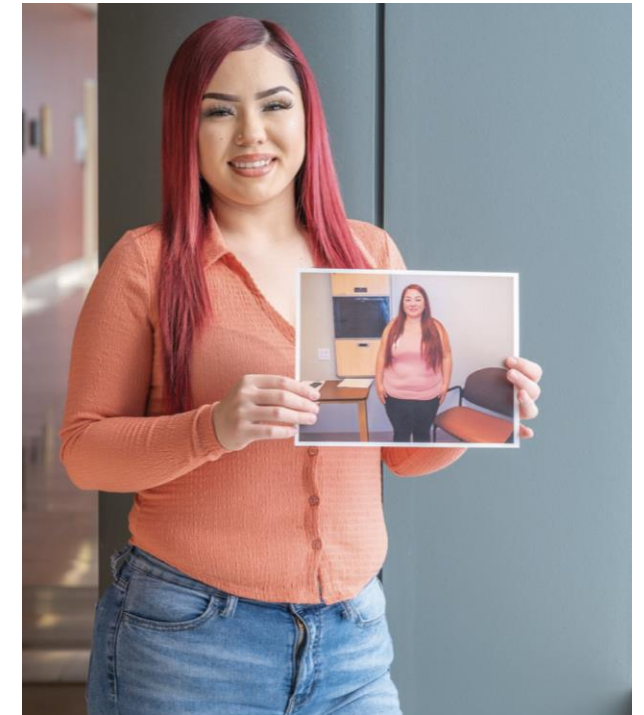
Blue
Distinction®
Center
Maternity





Recognized for Higher Quality in Bariatric Surgery

- Nationally recognized since 2017 by Blue Shield of California with a Blue Distinction® Centers for Bariatric Surgery designation.
- Recognizes nationally designated health care facilities that show expertise in delivering improved patient safety and better health outcomes.





Quality Incentive Pool (QIP)

- Natividad worked closely with the Monterey County Health Department clinics to meet the targets and overperformed on several key metrics such as immunizations and routine screenings.
- Recognized by the Safety Net Institute (SNI) for high performance and effective workflow strategies for perinatal and postpartum care measures.
- QIP is a program comprised of 40 quality measures representing multiple service lines within Natividad and the Monterey County Health Department clinics, each with a performance target that needs to be met every calendar year.



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2023 Patient Care Excellence & Experience



Nursing Education

- Expansion of RN New Grad Program.
- Staff Nurse I training.
- Open Skills Lab for clinical staff.
- Society for Simulation in Healthcare
 - Obtain Systems Integration Accreditation (2025).
 - Start tracking for 2 years of data collection of systems integration simulation activities.
- Implement quality improvement projects with simulation education to improve outcomes.





Simulation Lab



Simulation
education
provides
hands-on
experience.





Plan of Care Visits

- Med/Surg/IMC introduced Plan of Care Visits to ensure that every patient and care team member has a clear understanding of:
 - the patient care plan
 - milestones needed to be met before discharge





My Story Project

- ICU introduced My Story Project to provide warm, personalized care.
- Understanding each patient's personal story prior to the critical event.
- Gaining insight into what matters most to the patient and family.





"The Pause"

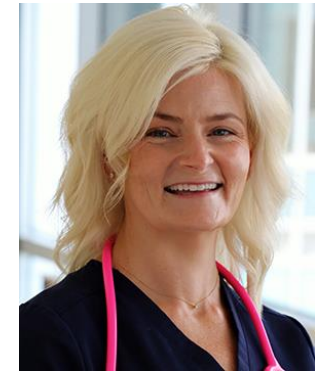
- Emergency Department implemented "The Pause" after the death of a patient.
- Intended to honor the person who died and the care effort of the team.





The DAISY Awards

- 13 DAISY Award winners since inception in 2020, a recognition given to extraordinary nurses.
- Natividad patients, visitors and co-workers may nominate.
- The DAISY Award and ceremony are sponsored by Natividad Foundation.



- 3.1% of registered patients self-identity as Indigenous speakers.
- Top languages include:
 1. Mixteco San Martin Peras
 2. Mixteco Guerrero
 3. Mixteco San Jose de las Flores
 4. Triqui Copala
 5. Chatino Santa Cruz
Sensotepec, Sola de Vega
 6. Zapoteco Santa Ines Yasechi

NATIVIDAD 2023



Expanded Interpretation Services

- Started providing services to Mee Memorial and Monterey County Health Department Laurel Clinic.



Mee Memorial Healthcare System



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2023 Grow Clinical Services



Expand Primary Care Footprint to Prunedale

- Grand Opening of Natividad Medical Group Prunedale in September.
- Ribbon Cutting Ceremony in December:
 - PR and media relations
 - Event coordination
- Communications with patients:
 - Direct mailer and email to patients
 - Website page and blog post
 - Social posts
 - Signage
 - Digital updates and print/digital ads





Service Line Growth

- Interventional Radiology offers new life-saving emergency pulmonary embolism clot removal procedure and begins weekly clinic.
- New Infusion Center begins offering intravenous therapy for non-cancer patients.





Service Line Growth

- Cardiology Services hired an additional provider.
- Palliative Care hired a full-time board-certified Palliative Care physician.





Family Medicine Residency

- Founded in 1975, 338 graduates to date.
- Full accreditation by ACGME, zero citations.
- Nationally recognized Family Medicine residency.
- 1,000 applicants, 125 interviews, for 10 positions.





Family Medicine Residency

- Attracting diverse residents who share our mission.
 - 60% of current residents BIPOC (Black, Indigenous, or People of Color).
 - 40% from groups underrepresented in Medicine (Black, Latinx, Native American).
 - 70% of residents are proficient in Spanish.
- 2023: 8 out of 10 graduates will be practicing locally.
- 32 out of 55 Family Medicine staff physicians completed their residency at NMC.



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2023 Strengthen Community Outreach & Marketing



Public Relations

Total # of Stories: **954***

- Editorial Coverage (Print/Digital Stories): 796
- Broadcast Coverage (TV/Radio Stories): 158

Total Readership: **5.2 billion**

Total Ad Value Equivalency: **nearly \$10 million**

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



San Francisco
Chronicle



Newsweek



LA
Times



yahoo!



Advertising & Newsletter

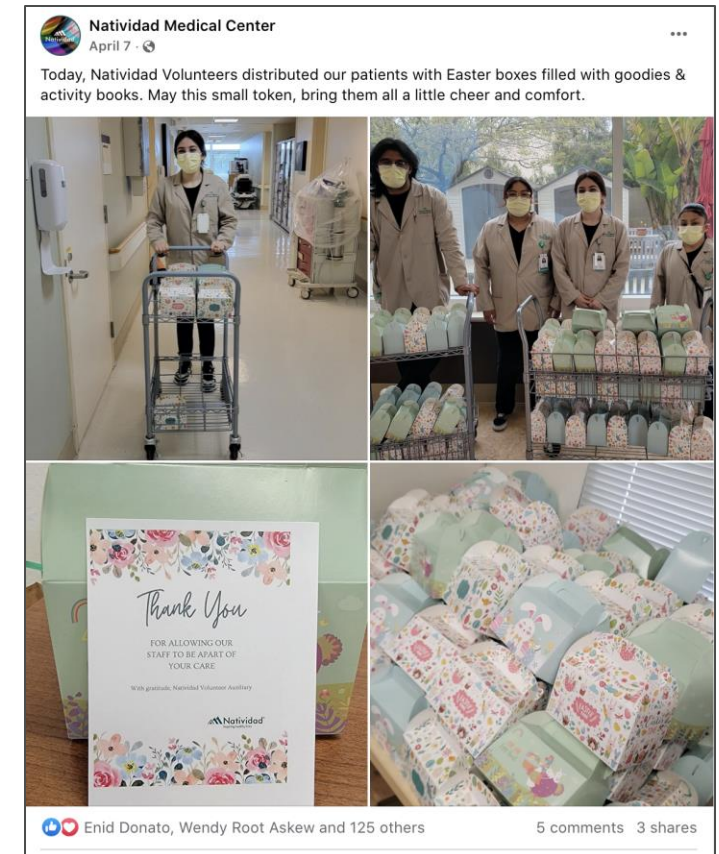
- **5 million+** ad impressions.
- Ads created in Spanish and English across radio, television and digital.
- Sent two issues of the bilingual newsletter to **60,000** households.





Digital Media

- Facebook & Instagram
 - Page Reach: **257,026**
 - 1,000+ published stories to FB/IG
- YouTube
 - Impressions: **3,021,364**
 - 239,200 YouTube views
- Website
 - Monthly sessions: **16,000+**





Blue Zones Project Approved Restaurant

- The Blue Zones Project is a community-led well-being improvement initiative designed to make healthier choices easier in our community.
- Culture that promotes positive lifestyle changes both for our workers and community.
- Natividad became a BZP Approved Worksite in 2022.





Community Outreach

- Falls Awareness Day
- Ciclovía Salinas
- WIC Breastfeeding Awareness Walks
- Ag Business Health Fairs
- School Resource Fairs
- CISNE Monthly Forums
 - *Monterey County Immigration Services Network*
 - *Over 200 participants across sectors*





Barbara Shipnuck Professional Center Naming

- Building dedication and ribbon cutting ceremony held March 3, 2023, to honor the late Supervisor Barbara Shipnuck.
- Resolutions and recognitions received from multiple government agencies.



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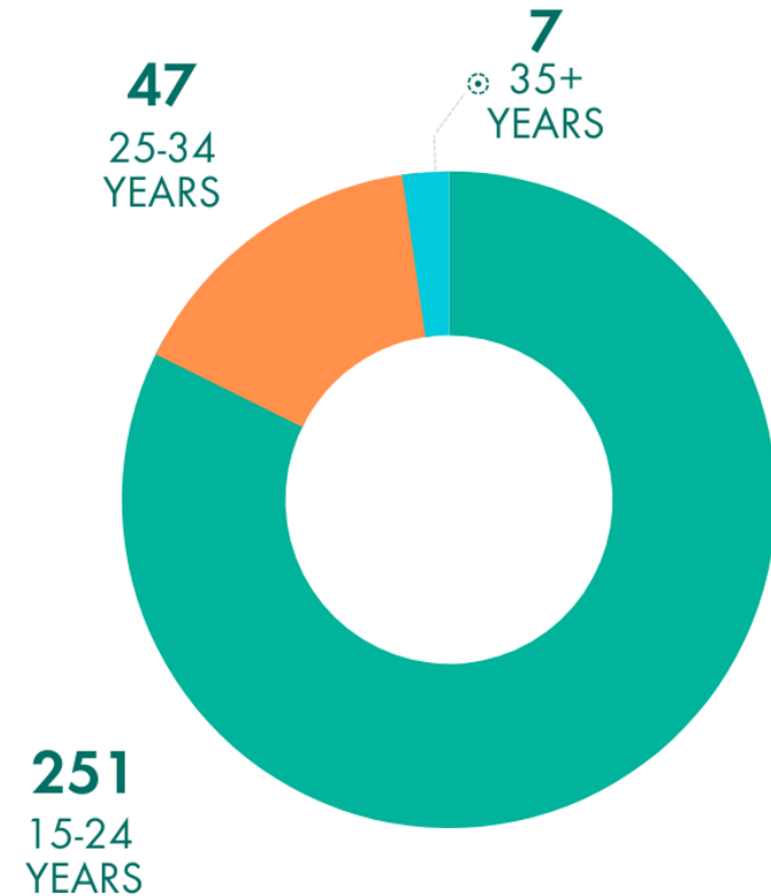
2023

People
Operations



Employee Tenure

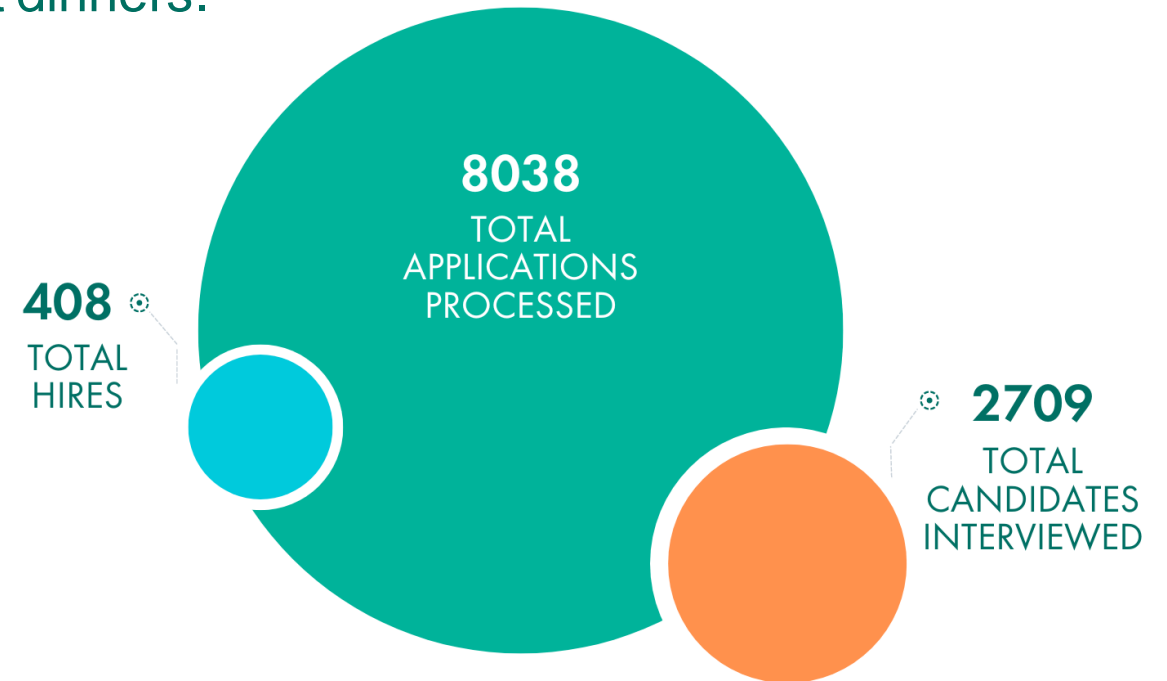
- 19% of employees at Natividad for 15 years+.





Hiring

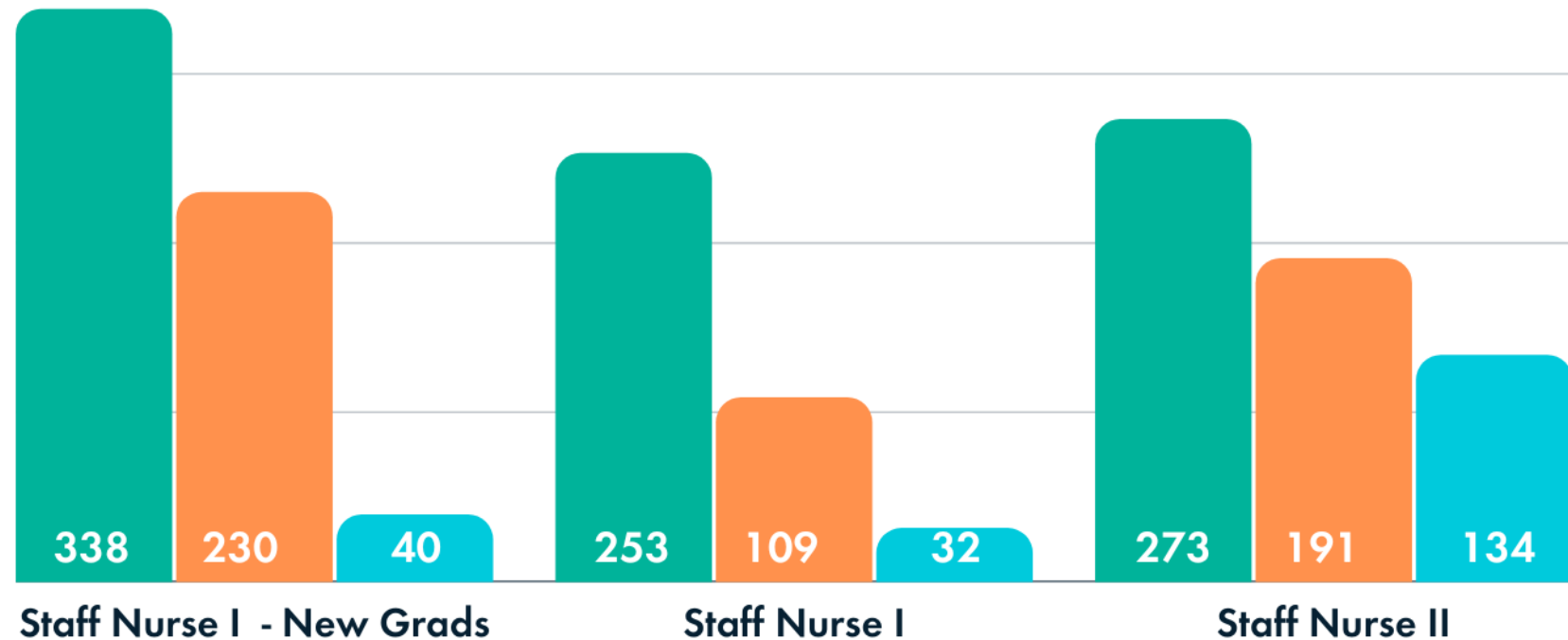
- Increased sign-on bonus.
- Conduct 8 hours of outreach a week to obtain passive candidates.
- Conducted wage studies for over 40 classifications.
- Started holding recruitment dinners.
- Developed a larger LinkedIn presence.





Registered Nurse Recruitment

■ Applications ■ Interviews ■ Hires





Employees of the Quarter



Elizabeth Finley,
Obstetrical Technician
Baudelio Gonzalez,
Staff Nurse III



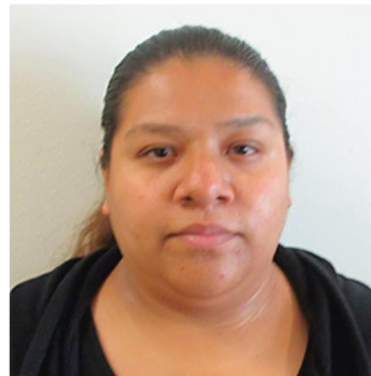
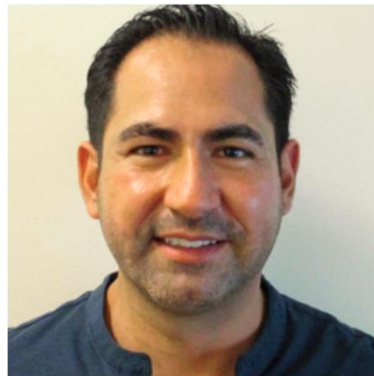
Liliana Torres,
PSR Specialist
Nora Zavala,
EVS Aide



Stacey Gibson,
Patient Transporter
Ashley Dayton,
Telemetry Technician



Stephanie Martinez,
Staff Nurse II
Erika Martinez,
Hospital Medical Interpreter





Employees of the Quarter



Griselda Cobos,
Supervising Nurse I
Leticia Villanueva,
EVS Aide



Kathy Garcia,
Medical Clerk
Darlene Brieno,
Infection Control Nurse



Noemi Breig,
Administrative Secretary
Michelle Alvarez,
Staff Nurse II



Jennifer Ceballos,
Occupational Therapist
Robert Landry,
Principal Office Assistant





Launched SOGI Initiative

- The SOGI (Sexual Orientation and Gender Identity) project fosters an inclusive and supportive hospital environment for our patients.
- Creating a hospital environment where everyone feels valued, respected and empowered to bring their authentic selves for care.

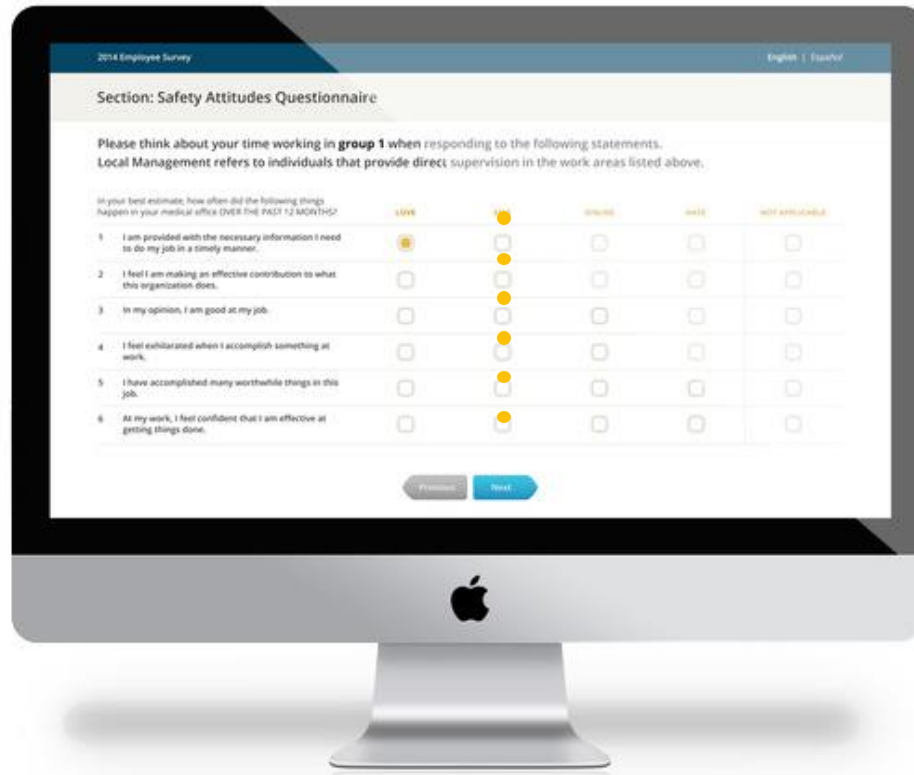


Sexual Orientation &
Gender Identity Questions:
Information for Patients





Employee Engagement & Culture of Safety Survey



- Completed Press Ganey Employee Engagement Survey 2023.
- 60% 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.”



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2023 Technology



Technology Improvements

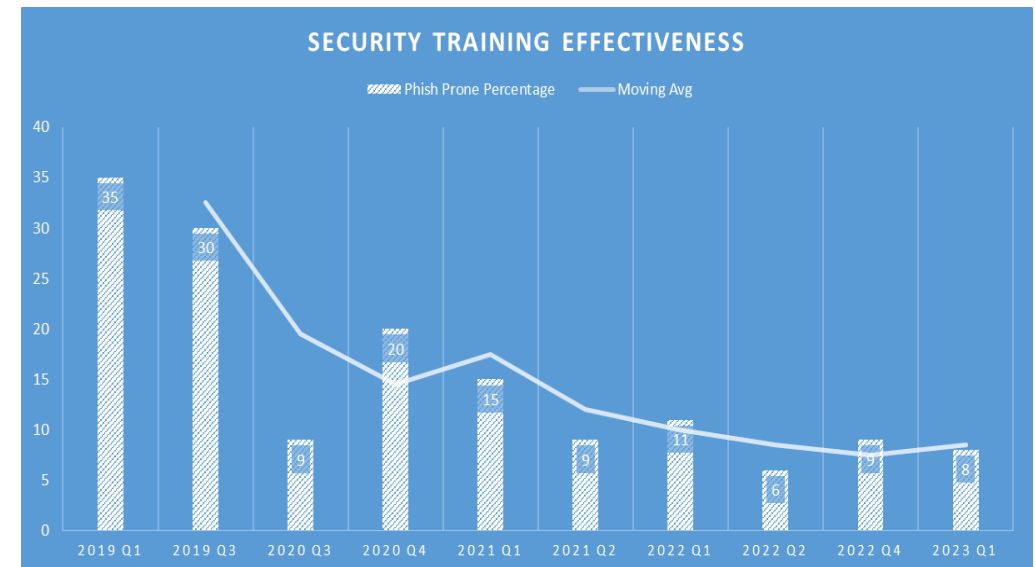
- Improved integration with the Monterey County Health Department:
 - Lab results workflows and dashboards
 - SharePoint and email lists
 - Campus alerts
- Enhanced our conference rooms audio/visuals for better communication.
- Significant improvements to our information systems to keep them secure and running optimally.





Information Security

- Significantly mitigated one of our greatest cyber-security risks through effective Information Security campaigns.
- Real-world testing has yielded a 77% reduction in simulated email security events over the last 4 years.



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Strength

2023

Establish & Strengthen
Partnerships &
Collaboration



Health Department Alignment

- July 20, 2022: Board of Supervisors votes to create an integrated health system for Natividad and Monterey County Health Department.
 - Natividad and Monterey County Health Department clinics collaborate through four multi-disciplinary teams to ensure alignment and meet service needs.
- Improving patient experience and clinical operations:
 - Increased walk-in clinic appointments across Monterey County clinics.
 - Reduced no-show rates.
 - Decreased clinic call wait times.
 - Improved communication for laboratory results between entities.
 - Provided interpreter services.





Natividad Storm Response

- Worked closely with the Medical Health Operational Area Coordinator (MHOAC) and County of Monterey emergency response teams during the winter storms of 2023.
- Provided indigenous interpreting and for storm preparedness and response communication.
- Marketing supported the County of Monterey's Department of Emergency Management (DEM), as communications liaison.
- Hospital readiness and response to staffing and community needs.
- Provided Pajaro on-site presence after levee failure and flooding.





Natividad Foundation Accomplishments

- Philanthropically supported the new Nora Dowd Community Courtyard at Natividad.
- Unveiled 5 new art exhibitions at Natividad.
- Maintained 99% success rate in preventing re-injury among victims of violence enrolled in CHOICE.
- 2023 donation from The Agricultural Leadership Council (TALC) of \$341,650 with no multi-year pledges.
- Raised \$116,600 through the 2022 Pebble Beach Concours d'Elegance® Charity Drawing.





Natividad Foundation Hospital Support & Initiatives

- Received a \$450,000 grant from the Monterey Peninsula Foundation to support the Emergency Department Pre-Fabricated Building project.
- Funded 3 part-time chaplains for Spiritual Care.
- Funded breast cancer screening and therapeutic care for low-income women.
- Funded basic needs for patients who were ready for discharge but needed help to continue healing.

Equipment purchases to support Natividad's medical care included:

- ✓ Orthopedic Surgical Table
- ✓ Transcutaneous Monitor System
- ✓ Fetal monitors
- ✓ SimMan Manikin
- ✓ Ultrasounds
- ✓ Hemodynamic Monitor System
- ✓ Blood Bank Centrifuge
- ✓ Phlebotomy Devices
- ✓ Gurneys
- ✓ Blood Gas Analyzer
- ✓ Remote Video Interpreting Equipment





Foundation Contribution

Total contribution to Natividad FY 2023:
\$1,444,532



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2023
Grow
Fiscal
Strength



Facilities Projects

- Prunedale Clinic Refresh
 - ✓ Completed May 2023
- Infant Security Replacement
 - ✓ Completed June 2023
- Main and Mental Health Landscape Courtyard refresh (Nora Dowd)
 - ✓ Completed June 2023





Facilities Projects

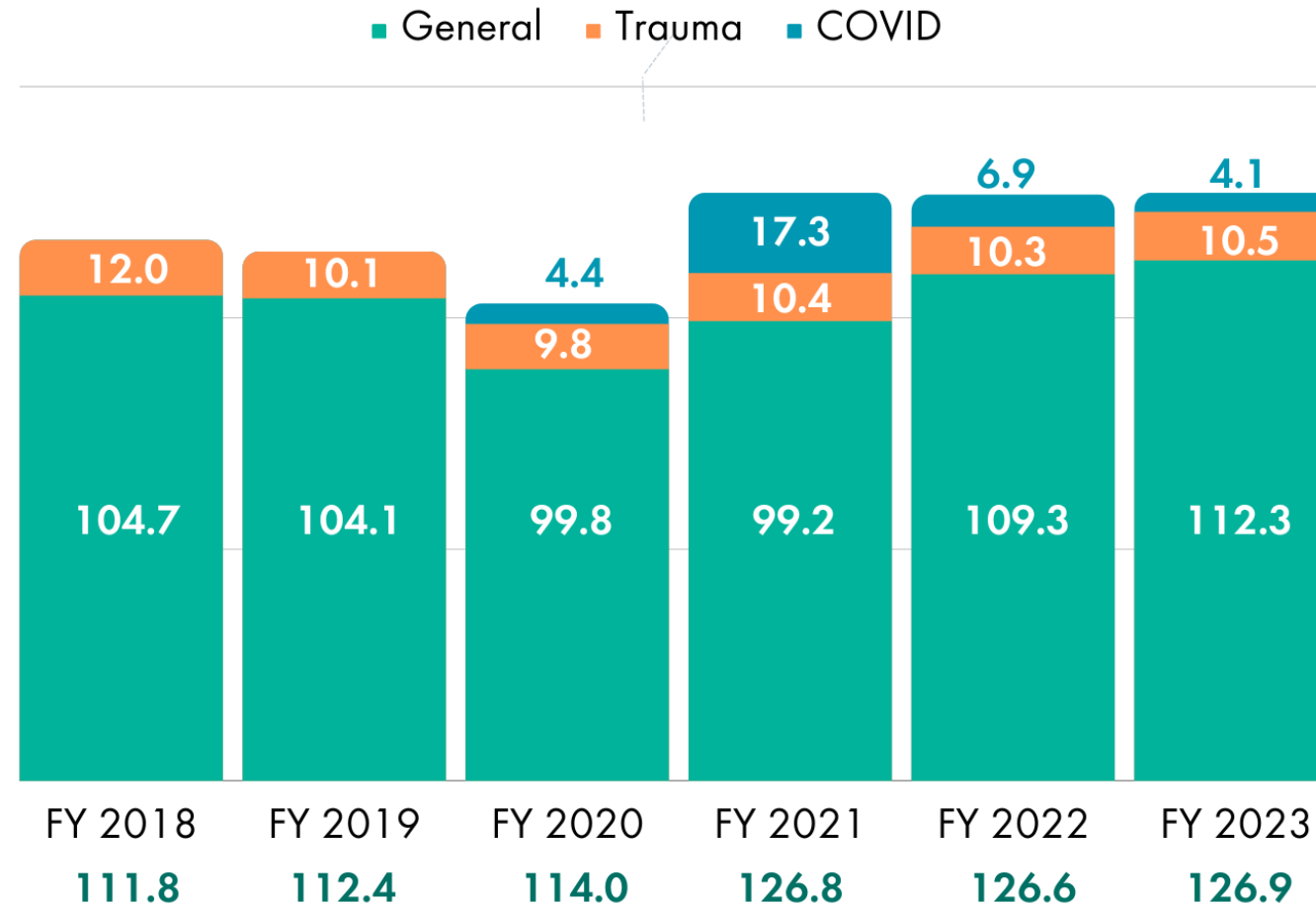
- Health Information Management Space Refresh
 - ✓ Completed May 2023
- Nora Dowd Mental Health Unit Refresh
 - ✓ Completed June 2023
- Nurse Call Replacement
 - ✓ Completed June 2023
- Emergency Department Phase 1 Renovation
 - ✓ Completed June 2023
- NICU Refresh
 - ✓ Completed 2023





Average Daily Census

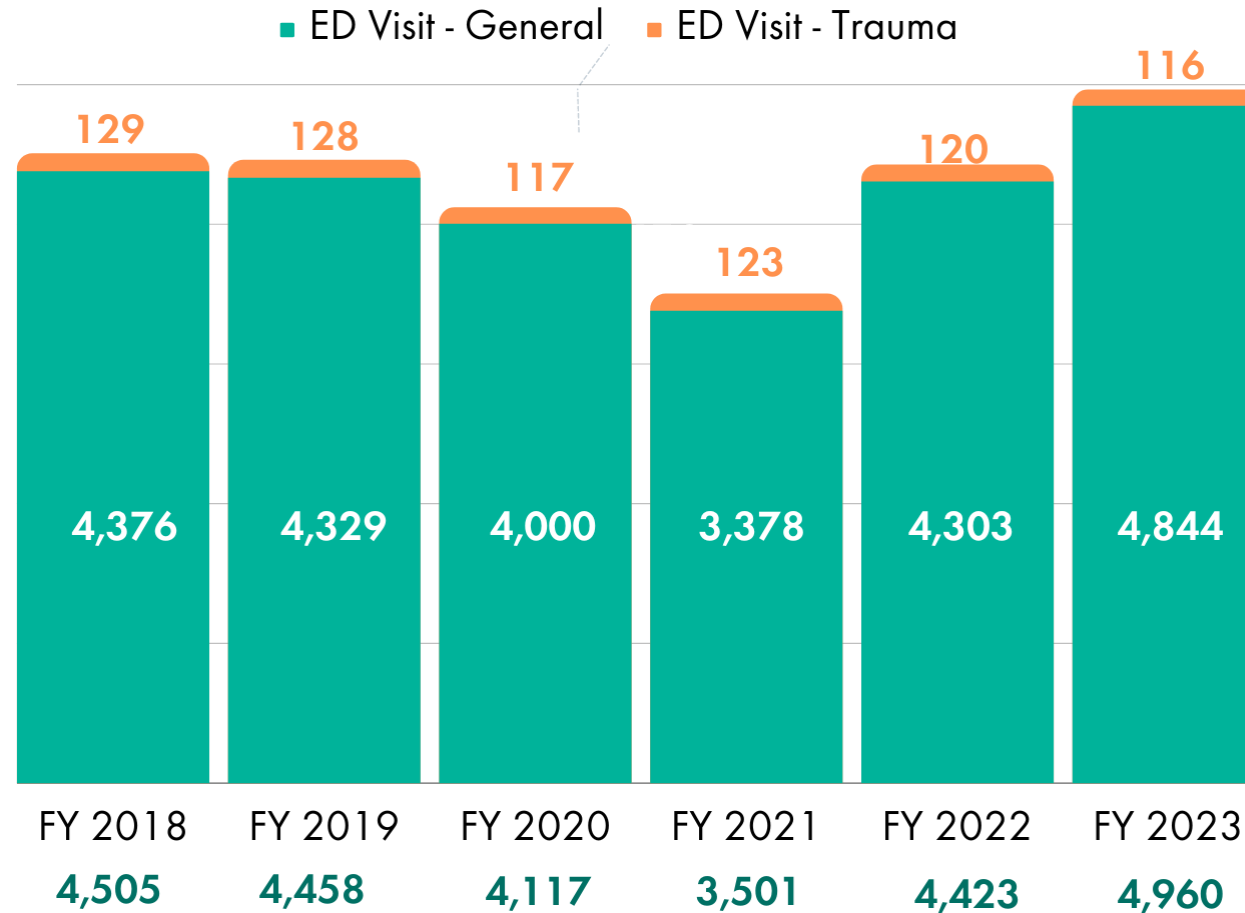
Total Hospital – Annual





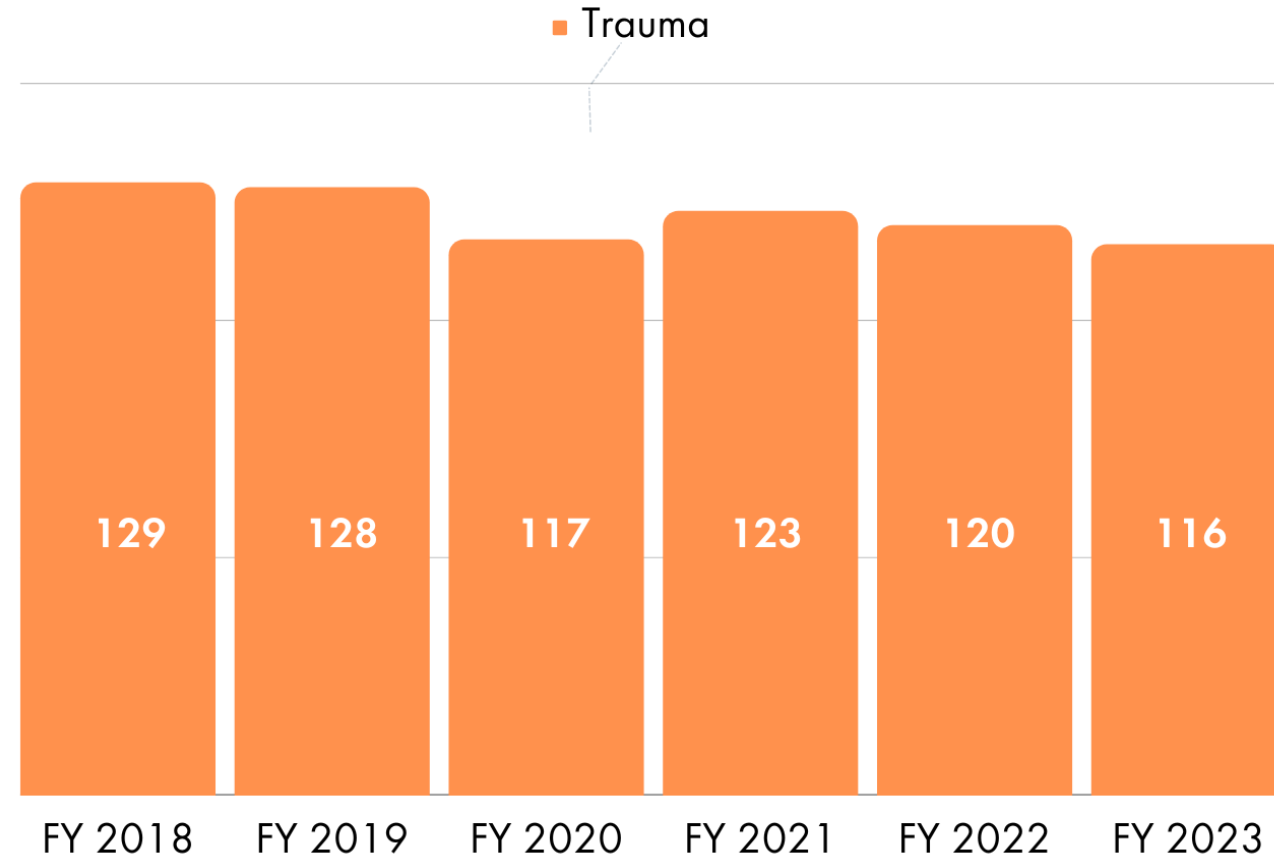
Emergency Department Visits

Trauma and Non-Trauma – Monthly





Trauma Cases Average Per Month

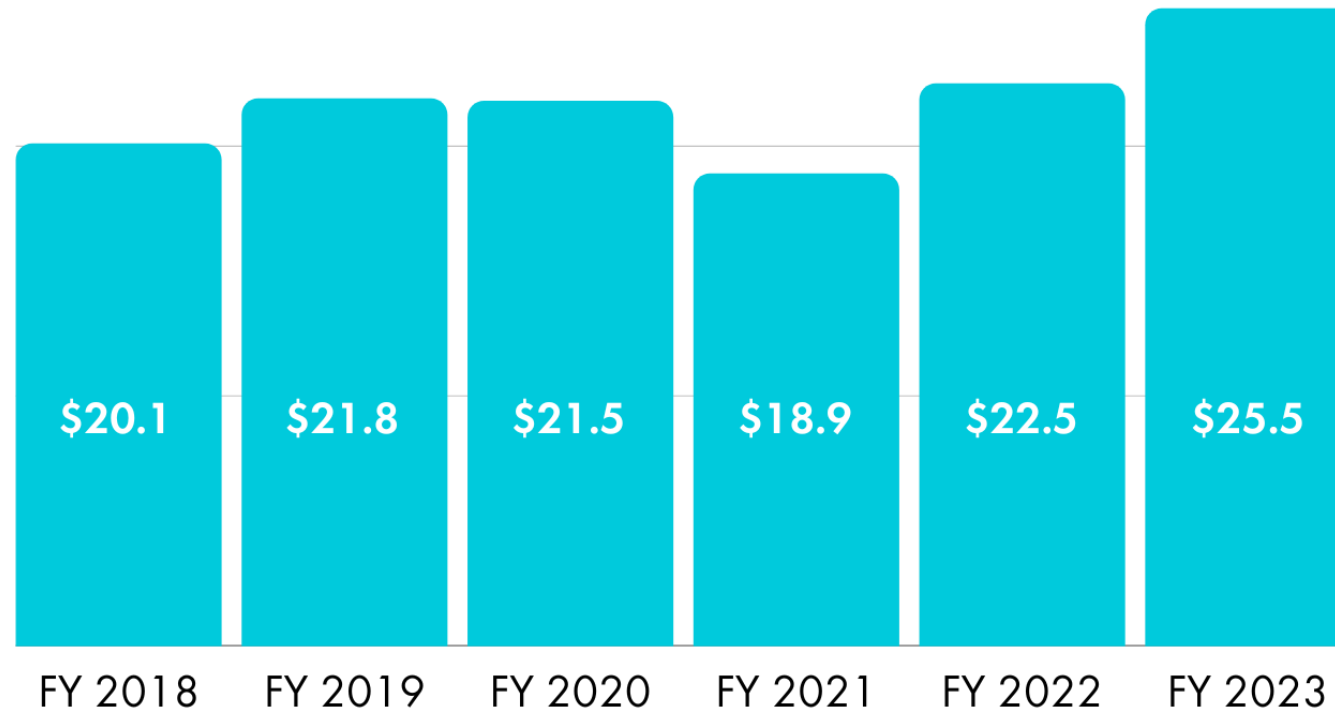




Cash Collections

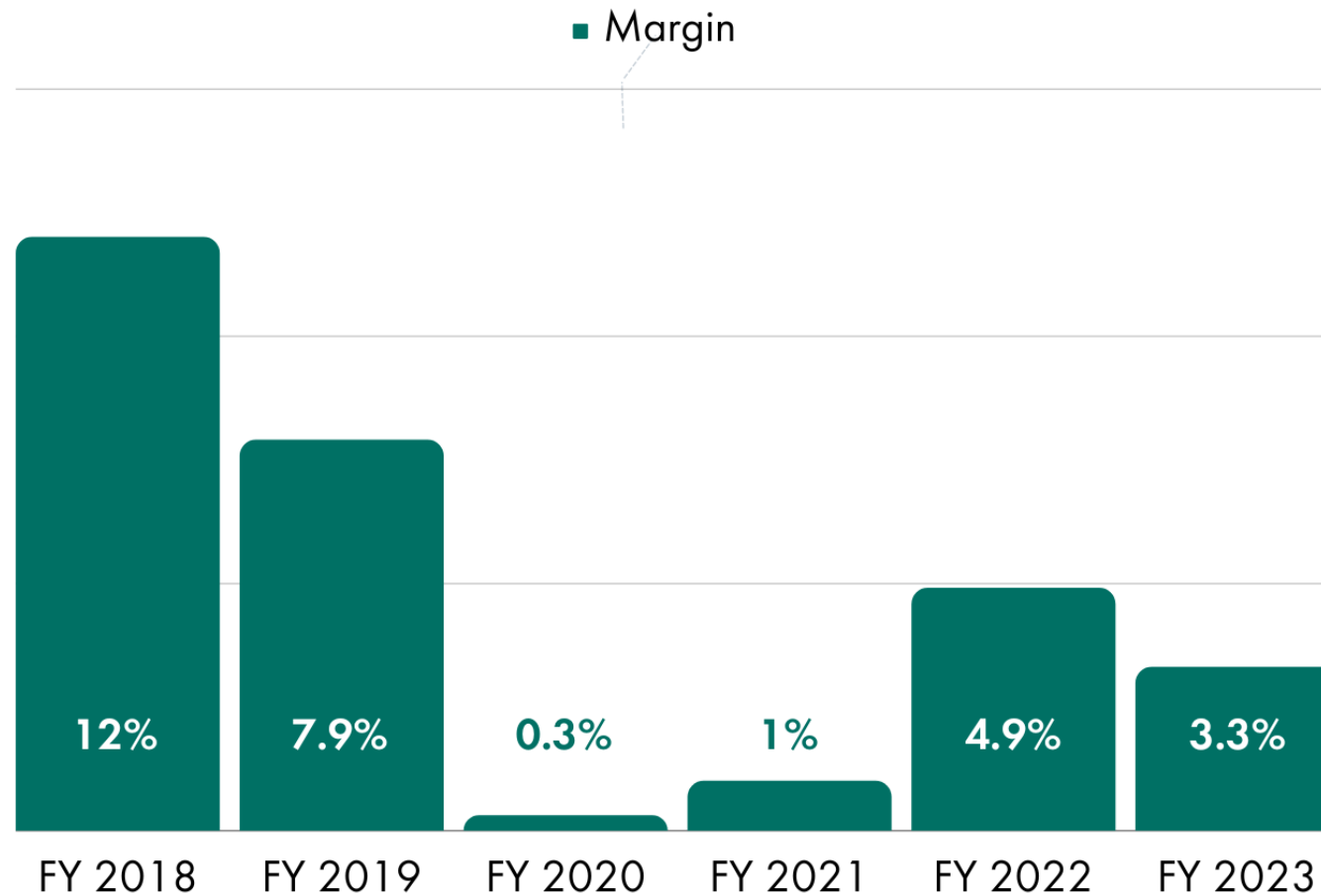
Average Per Month (in Millions)

■ Cash Collections





Net Margin





Medical Staff Mental Health Administration
Environmental Services Rehabilitation Services
Records & Retention Surgical Services
Diagnostic Imaging Medical Surgical Unit
Diabetes Center Cardiology Services
Board of Supervisors
Materials Management Admitting
Quality Emergency Department MIU
ICU Health Information Management IT
Marketing & Community Relations L&D
Pharmacy Financial Counseling ARU
Laboratory Spiritual Care Services
Child Advocacy General Accounting
Outpatient Clinics Staffing Resources
Dietary Managed Care Engineering
Trauma Services Board of Trustees
Bariatrics Business Office Volunteer Services
NICU Pediatrics Contracts

Thank you

