



Implementation Strategy 2023 - 2025



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Introduction

MarinHealth Medical Center, formerly known as Marin General Hospital, is an independent, nonprofit organization that has been meeting the community's healthcare needs since 1952. Owned by the Marin Healthcare District, the 327-bed hospital is the only full-service, acute care hospital in the county. The publicly elected Marin Healthcare District Board of Directors works closely with the MarinHealth Medical Center Board of Directors to oversee operations of the hospital.

MarinHealth Medical Center operates the county's only designated Trauma Center, hospital labor and delivery services, heart surgery, and inpatient psychiatric programs. In keeping with the values and needs of its community, MarinHealth Medical Center is dedicated to treating the whole person—mind, body, and spirit. Its mission is to provide exceptional healthcare services in a compassionate and healing environment.

In 2022, MarinHealth Medical Center conducted a Community Health Needs Assessment (CHNA) in accordance with requirements in the Affordable Care Act and IRS 990 Schedule H.

MarinHealth Medical Center has committed to identifying and closing health equity gaps in high-need communities. The CHNA is one tool in this effort as it identifies unmet health needs in the service area, provides information to select priorities and geographical areas for action, and serves as the basis for a three-year Implementation Strategy/Community Benefit Plan.

Report Adoption, Availability, and Comments

This Implementation Strategy was adopted by the Board of Directors on October 3, 2022.. The CHNA and Implementation Strategy are available on the hospital's website at <https://www.mymarinhealth.org/about-us/community-benefit/>. Public comment on the CHNA and Implementation Strategy is encouraged as community input is used to inform and influence this work. Written comments can be submitted to Community.Benefit@mymarinhealth.org.

Definition of the Community Served

MarinHealth Medical Center is located at 250 Bon Air Road, Greenbrae, CA 94904. The service area comprises all of Marin County, which consists of 30 ZIP Codes and includes the cities of Belvedere, Corte Madera, Fairfax, Larkspur, Mill Valley, Novato, Ross, San Anselmo, San Rafael, Sausalito, Tiburon, and the coastal towns of Stinson Beach, Bolinas, Point Reyes, Inverness, Marshall, and Tomales.

Map of the MarinHealth Medical Center Service Area



The population of the Marin County service area is 259,943. The median age of Marin County residents is 46.8 years. The largest portion of the population in the service area identifies as White (71.2%). 16% of the population is Hispanic/Latino, 5.8% of the population is Asian, and 2.1% of the population is Black/African American. Native American, Hawaiian/Pacific Islander, and other races combined total 4.9% of the population. Among the residents in the service area, 7.2% are at or below 100% of the federal poverty level (FPL). 3.5% of the population of Marin County lack health insurance. Educational attainment is a key driver of health, and in the hospital service area, 6.7% of adults, ages 25 and older, lack a high school diploma. (Source: MarinHealth 2022 Community Health Needs Assessment.)

Community Assessment

The 2022 CHNA analyzed primary and secondary data to identify potential health needs. These needs were derived from a list of common health needs in previously conducted CHNAs throughout Northern California. These needs were supplemented with data from a preliminary analysis of the primary data collected from community stakeholder interviews. The potential health needs identified included:

- Access to dental care
- Access to health care
- Access to specialty services
- Basic needs (housing, food, employment, etc.)
- Chronic conditions
- Community connections (support networks and resources)
- Environmental conditions (pollution and built environment)
- Functional needs (transportation, access for persons with physical disabilities)
- Healthy eating and active living
- Injury prevention
- Mental health and substance use
- Safety and violence prevention
- System navigation (social service and health care systems)

Significant Community Health Needs

The significant health needs identified in the 2022 CHNA for Marin County are listed below in priority order.

- 1 Access to basic needs (housing, jobs, food)
- 2 Access to behavioral health, mental/substance use services
- 3 Access to quality primary care health services
- 4 Increased community connections
- 5 Access to functional needs

These identified significant health needs were analyzed by the hospital, and then prioritized with community input through interviews with representatives from community-based organizations, focus group participants and service provider survey respondents. These health needs are not mutually exclusive, and many characteristics of the health needs are drivers of or outcomes of other needs.

Prioritized Health Needs the Hospital Will Address

Once the CHNA was completed, an internal group of hospital leaders met to discuss the significant health needs. Then the Community Benefit Advisory Committee was convened on July 20, 2022, to discuss the hospital leaders' recommendations for the needs the hospital will address in the Implementation Strategy. Prior to the meeting, the committee members received the 2022 CHNA and had an opportunity to review the CHNA findings.

The following criteria were used to determine the significant health needs the hospital will address in the Implementation Strategy:

Existing Infrastructure: There are programs, systems, staff and support resources in place to address the issue.

Established Relationships: There are established relationships with community partners to address the issue.

Ongoing Investment: Existing resources are committed to the issue. Staff time and financial resources for this issue are counted as part of our community benefit effort.

Focus Area: The hospital has acknowledged competencies and expertise to address the issue and the issue fits with the organizational mission.

The CHNA served as the resource document for the review of health needs as it provided data on the scope and severity of issues and also included community input on the health needs. The community prioritization of needs was also taken into consideration. As a result of the review of needs and application of the above criteria, MarinHealth Medical Center will address the following health needs using the lens of the social determinants of health¹ and health equity²:

- Access to care (includes dental care, primary care and specialty care)
- Healthy eating and active living (with a focus on chronic conditions)
- Housing and homelessness
- Mental health and substance use
- Violence and injury prevention

1 The CDC defines the social determinants of health as conditions in the places where people live, learn, work, and play that affect a wide range of health risks and outcomes. The five key areas are: health care access and quality, education access and quality, social and community context, economic stability and neighborhood and built environment.

2 Health equity is achieved when every person has the opportunity to “attain his or her full health potential” and no one is “disadvantaged from achieving this potential because of social position or other socially determined circumstances.” Health inequities are reflected in differences in length of life; quality of life; rates of disease, disability, and death; severity of disease; and access to treatment.

Strategies to Address Prioritized Health Needs

For each health need the hospital plans to address, the Implementation Strategy describes the following: actions the hospital intends to take, including programs and resources it plans to commit, anticipated impacts of these actions, and planned collaboration between the hospital and other organizations.

Health Need: Access to Health Care (Also includes dental care, primary care, and specialty care)									
Goals	<ul style="list-style-type: none"> ● Increase access to health care to improve the health of medically underserved individuals in the community. ● Increase the capacity of health care provider partners to meet the needs of the medically underserved. 								
Anticipated Impact	<ul style="list-style-type: none"> ● Increase access to health care and reduce barriers to care. ● Provide financial assistance to qualified patients. ● Support access to health care services by providing transportation assistance and prescription medications. ● Increase the availability of health care services in community settings through collaboration with community partners. 								
Strategy or Program	Summary Description								
Financial assistance for the uninsured or underinsured	Provide financial assistance through free and discounted care and government health programs for low-income patients for health care services, consistent with the hospital's financial assistance policy.								
Transportation and prescription medication support	Provide transportation support for patients who cannot access health services because of lack of transportation. And provide discounted or free prescription medications for patients who are unable to afford the cost of their medications.								
MarinHealth Medical Network Clinics	Support access to primary care and specialty care services for the uninsured.								
Supportive Care Center & Discharge Support Nurses	Provide outpatient and/or transitional care coordination to address barriers to care for vulnerable patients and their caregivers.								
Community grant program	Provide grants to nonprofit community organizations dedicated to increasing access to health care services.								
Planned Partnerships and Collaborators	<table border="0"> <tr> <td>Community health centers</td> <td>Marin Healthcare District</td> </tr> <tr> <td>Community clinics</td> <td>Schools and school districts</td> </tr> <tr> <td>Community-based organizations</td> <td>Senior service organizations</td> </tr> <tr> <td>County of Marin Department of Health and Human Services</td> <td>Youth organizations</td> </tr> </table>	Community health centers	Marin Healthcare District	Community clinics	Schools and school districts	Community-based organizations	Senior service organizations	County of Marin Department of Health and Human Services	Youth organizations
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Health Need: Healthy Eating and Active Living

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Goals	<ul style="list-style-type: none"> ● Reduce the impact of chronic diseases on health and increase the focus on chronic disease prevention and treatment education. ● Reduce overweight and obesity as a result of increased healthy eating and physical activity. 								
Anticipated Impact	<ul style="list-style-type: none"> ● Improve screening, prevention, and treatment of chronic diseases. ● Increase compliance with healthy eating and active living recommendations. ● Increase access to affordable, healthy food and physical activity in the community. 								
Strategy or Program	Summary Description								
Braden Diabetes Center	Provide diabetes support groups, community education and screenings.								
Nutrition support	Registered Dietitian Nutritionists provide free advice to the public on nutrition needs.								
Support groups	Host support groups for persons with chronic diseases, including nutrition/weight management, and their caregivers.								
Integrative Wellness Center	Conduct community outreach, provide education, support groups, nutrition and healthy lifestyle classes free to the public.								
Community grant program	Provide grants to nonprofit community organizations dedicated to addressing chronic diseases and increasing access to healthy eating and active living.								
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Health Need: Housing and Homelessness									
Goals	<ul style="list-style-type: none"> ● Connect persons experiencing homelessness to community-based programs and services. ● Build strategies to improve the health and housing stability of persons experiencing homelessness. 								
Anticipated Impact	<ul style="list-style-type: none"> ● Improve the health of persons experiencing homelessness. ● Increase access to community-based homeless services, including housing options. 								
Strategy or Program	Summary Description								
Community partnerships	Participate in community-wide efforts to collaboratively address housing and homelessness.								
Care navigation	Connect persons in the ED/hospital who were experiencing homelessness to recuperative care and other appropriate service providers along the continuum of care.								
Community grant program	Provide grants to nonprofit community organizations dedicated to addressing housing and homelessness.								
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Health Need: Mental Health and Substance Use

Goals	<ul style="list-style-type: none"> ● Increase access to mental health and substance use services in the community. ● Improve screening and identification of mental health and substance use needs. 	
Anticipated Impact	<ul style="list-style-type: none"> ● Improve screening, prevention, and treatment of mental health conditions and substance use disorders. 	
Strategy or Program	Summary Description	
MarinHealth Medical Center Behavioral Health program	Provide accredited hospital inpatient and outpatient behavioral health care services, including partial hospitalization for co-occurring behavioral health and substance use.	
Behavioral Health Navigator Program (CA Bridge Program)	Support the emergency department as a primary access point for the treatment of substance use disorders and co-occurring mental health conditions. Utilize trained navigators to identify patients who would benefit from initiating medication for addiction treatment (MAT) or mental health services.	
Community grant program	Provide grants to nonprofit community organizations dedicated to addressing mental health conditions and substance use disorders.	
Planned Partnerships and Collaborators	Community health centers Community clinics Community-based organizations County of Marin Adult Protective Services County of Marin Behavioral Health Services County of Marin Department of Health and Human Services	Law enforcement agencies Schools and school districts Senior service organizations Whole Person Care Youth organizations

Health Need: Violence and Injury Prevention

Goals	<ul style="list-style-type: none"> ● Decrease violence in the community. ● Improve services and resources to prevent injury and increase safety. 	
Anticipated Impact	<ul style="list-style-type: none"> ● Increase access to programs in the community that focus on improved safety and reduced violence. ● Increase community awareness of prevention efforts and availability of resources. 	
Strategy or Program	Summary Description	
Stop the Bleed	Present the American College of Surgeon's Stop the Bleed training. Stop the Bleed encourages bystanders to become trained, equipped, and empowered to help in a bleeding emergency before professional help arrives.	
Community outreach and education	Offer community health education, lectures, presentations, and workshops to reduce unintended injuries.	
Community grant program	Provide grants to nonprofit community organizations dedicated to addressing violence and injury prevention.	
Athletic Training program	Provide Athletic Trainers throughout Marin County to support the County's efforts in injury prevention education, concussion management, etc.	
Planned Partnerships and Collaborators	<ul style="list-style-type: none"> Community health centers Community clinics Community-based organizations County of Marin Adult Protective Services County of Marin Behavioral Health Services 	<ul style="list-style-type: none"> County of Marin Department of Health and Human Services Law enforcement agencies Marin County Coalition to End Human Trafficking Schools and school districts Senior service organizations Youth organizations

Evaluation of Impact

MarinHealth Medical Center is committed to monitoring and evaluating key initiatives to assess the programs and activities outlined in this Implementation Strategy. We have implemented a system for the collection and documentation of tracking measures, such as the number of people reached/served, and collaborative efforts to address health needs. An evaluation of the impact of the hospital's actions to address these significant health needs will be reported in the next scheduled CHNA.

Health Needs the Hospital Will Not Address

Since MarinHealth Medical Center cannot directly address all of the health needs present in the community, we will concentrate on those health needs that we can most effectively address given our areas of focus and expertise. Taking existing hospital and community resources into consideration, MarinHealth will not directly address the remaining health needs identified in the CHNA, including community connections and functional needs.