



## **2010 Community Benefit Report**

**Pursuant to SB 697**

Submitted: August 2011

## **I. Hospital**

### **A. General Information**

**Marin General Hospital**, opened in 1952, is an acute care, 235 bed, not-for-profit and locally governed hospital. As the only full-service acute care hospital in Marin County, its major services include the area's only trauma center, cardiac, and neurological surgery programs, labor and delivery services, comprehensive cancer care center, primary stroke center and inpatient behavioral health services.

In 2010, the hospital earned The Joint Commission's Gold Seal of Approval™ for both its hospital and Behavioral Health Services, and was designated a Breast Imaging Center of Excellence by the American College of Radiology (ACR). It also received accreditation from the American College of Surgeons National Accreditation Program for Breast Centers (NAPBC). Marin General Hospital recently became the first hospital in Marin County to receive full Accreditation with PCI (percutaneous coronary intervention) from the Society of Chest Pain Centers (SCPC) for its treatment of Acute Coronary Syndrome (ACS).

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### **B. Organizational Structure**

Marin General Hospital is a not-for-profit community hospital, owned by the Marin Healthcare District. The hospital is governed by a volunteer board of directors, comprised of local business and civic leaders, as well as members of the medical staff. The board is responsible for setting policy on patient care operations, finances and community benefits.

The Marin General Hospital Board of Directors has reporting requirements to the Marin Healthcare District, a publicly elected body. The Marin Healthcare District owns the buildings and land and leases the facilities to the Marin General Hospital Corporation, which owns the license and the business and employs hospital staff.

The Chief Fund & Business Development Officer is the champion for the overall community benefit program, and the Director of Communications provides overall strategic planning and

implementation direction. The hospital provides financial support to *Healthy Marin Partnership*, a group of community organizations that works collaboratively to examine and report on the health care needs of Marin County, including conducting a community needs assessment every three years.

### **C. Mission Statement**

To provide exceptional health care services in a compassionate and healing environment.

## **II. Community Needs Assessment**

### **A. Definition of "Community"**

Marin General Hospital predominantly serves Central and Southern Marin, but provides tertiary health care (e.g., cancer and heart) as well as maternity care to northern Marin and Sonoma County residents.

*Kidsdata.org*, funded by the Lucile Packard Foundation, reports that the median household income dropped significantly due to the recession, from \$104,830 in 2008 to \$88,101 in 2009. According to the U.S. Census Bureau's 2008 report published in the March 2010 issue of *Forbes* magazine, Marin County is the 18<sup>th</sup> wealthiest county in the nation. The median price for a single-family home dropped significantly from 2008 (\$770,000) to 2009 (\$650,000), according to the California Association of Realtors, Median Home Prices from Data Quick Information Systems. While this figure tends to fluctuate, home prices are always among the highest, if not the highest, in the Bay Area and California.

The county's population increased slightly – from 259,880 in 2009 to 261,837 in 2010, according to the State of California, Department of Finance. The population has aged since 1990 when the median age was 38 years, according to a 2007 report by the Marin Economic Commission. By 2000 the median age was 41.3 years. Senior citizens (65 and older) have increased significantly, from 9.7 percent of the population in 1980 to 15.8 percent in 2008.

The U.S. census reported in 2008 that 88 percent of the population was white, followed by persons of Hispanic origin (who can be of any racial group) at 14.1 percent. While the population is becoming more diverse, the Marin Economic Commission said it is diversifying at a much slower rate than the Bay Area or California. A combination of factors may be influencing this, including housing costs and disparity in education levels, which in turn affects employment potential.

Employment growth in Marin between 1990 and 2000 was primarily in finance and specialized technology (requiring college level education), as well as jobs in services and retail, according to the Marin Economic Commission. Jobs requiring college education can generally be staffed from the local labor pool, while workers from outside the area generally hold the others. The percentage of residents 25 or older with a bachelor's or higher was 51.3 in 2000, an increase of 10 percent since 1990, according to the decennial U.S. Census, for which 2000 is the most recent finalized data. 2010 census statistics for Marin County will be reflected in the 2011 report. While the California jobless rate hit 13 percent in March 2010, Marin County's rate is among the lowest in the state at 8.8 percent, according to the California Employment

Development Department, Labor Market Information Division.

Among non-whites, there are higher rates of poverty and adolescent pregnancies, lower levels of adequate prenatal care, higher rates of low birth weight infants, and cultural and linguistic barriers to accessing health care. Certain geographic areas can be identified as having higher risk populations (e.g., a higher percentage of residents living below the poverty level in certain San Rafael neighborhoods, Marin City, portions of Sausalito and West Marin; a higher percentage of seniors in Novato).

Violent crimes and property crimes in Marin remained relatively low during the last decade compared with other areas. The Marin Economic Commission reports the county has remained two to three times lower than the state violent crime rate.

Marin County has one of the highest rates of breast cancer and prostate cancer in California. The Northern California Cancer Center reports that the death rate from breast cancer has declined in Marin over the past seven years. It had been 25 percent higher in Marin than anywhere in the Bay Area and other urban parts of the state. The rate of prostate cancer was 25 percent higher in Marin than anywhere in the state, but the death rate was about the same as in other Bay Area counties. Cancer, heart disease and stroke remain the primary causes of death for both men and women in Marin, according to a report by the *Healthy Marin Partnership* released in 2008.

## **B. Assessment Process**

Every three years, *Healthy Marin Partnership*, of which Marin General Hospital is a member, conducts a Community Needs Assessment that identifies and addresses key countywide issues.

The fifth Community Needs Assessment was completed in 2008 and was the basis for programming in 2008 and 2009, as well as 2010. The Needs Assessment and Report, "Pathways to Progress 2008: Building on the Foundation for a Healthier Marin," was produced by community organizations including: Marin General Hospital, Novato Community Hospital, Kaiser Permanente Hospital, the Marin Healthcare District, the Marin County Board of Supervisors, the Marin County Department of Health and Human Services, the United Way and the North Bay Council, Marin County Office of Education, the San Rafael Chamber of Commerce, the Marin Community Foundation and the Marin Interfaith Council. The report was funded through grants from community members and partnering agencies.

The 2008 Community Needs Report identified and examined key behaviors that contribute to the leading causes of death in Marin (high-risk alcohol use, tobacco use, unhealthy food choices and physical inactivity) and shares an action plan for how Marin can continue affecting successful redefinition of social values. The report recognized individual and community successes in Marin to date and reinforced and encouraged continued focus on upstream preventive efforts. It also challenged community members and organizations to look more closely at culturally relevant practices, policies and decisions that can have an effect on the environment in which individual decisions are based.

A copy of this report is available for download at [www.HealthyMarinPartnership.org](http://www.HealthyMarinPartnership.org)

To accomplish its mission and affect the key findings identified in the 2008 plan, *Healthy Marin Partnership* developed a comprehensive strategy to improve community health that included:

- Influencing policy and legislation
- Mobilizing neighborhoods and communities
- Changing organizational practices
- Fostering coalitions and networks
- Educating providers
- Promoting community education
- Strengthening individual knowledge and skills

Since producing the first Community Needs Assessment, the members of the *Healthy Marin Partnership* have seen many examples of growing collaborations among members of the partnership and with other community agencies and groups. This collaboration consists of sharing information and planning for the future so that resources are not wasted and shared wisdom is applied to enhance the health of the community.

### **C. Priority Needs**

The following areas continue to be the primary focus of the *Healthy Marin Partnership*:

- Wellness
- Access to care for the uninsured
- Healthy choices earlier in life
- Housing and transportation
- Prevention of heart disease
- Cancer education and prevention
- Stroke education and prevention
- Prevention of falls

## **III. 2010 Accomplishments**

### **A. Healthy Marin Partnership**

#### **Community Needs Assessment**

- *Healthy Marin Partnership* presented "Pathways to Progress 2008: Building on the Foundation for a Healthier Marin," which focused on the four indicators that contribute to the 10 leading causes of death in Marin: high-risk alcohol use, tobacco use, unhealthy food choices and physical inactivity. The plan used a results-based accountability framework to focus on the opportunities for intervening "upstream" to impact events that lead to unhealthy outcomes. The plan also recommended continued attention to the Spectrum of Prevention, a model for sustainable change to occur. The spectrum encouraged change through influencing policy and legislation, mobilizing communities, changing organizational practices, fostering networks, educating providers, promoting community education and strengthening individual knowledge and skills.

In 2010, the Healthy Marin Partnership began data collection for the 2011 Community Needs Assessment and released the updated assessment entitled "Pathways to Progress: Taking Action" on December 30, 2010. The 2011 assessment will be the basis for priority programming in 2011, 2012 and 2013.

## Access to Healthcare

- **Outreach to 0 - 19 Years Olds:**

Access to health care is one of the leading determinants of health. In Marin, approximately three to six percent of children and eight to 10 percent of adults are uninsured and even more are underinsured. *Healthy Marin Partnership* leadership was a founding partner and continues to support the Children's Health Initiative, Marin's first community-focused health insurance enrollment and outreach effort. The goal of the initiative is to improve health access for all of Marin's low-income children and youth by finding the uninsured, enrolling them, linking them to services, increasing retention and providing funding to insure those not eligible for publicly-funded health insurance.

- **Binational Health Week:**

Binational Health Week was a multi-cultural series of events targeting Marin County's low-income Latino population and included ten different health events and fairs throughout Marin County (Novato, San Geronimo, Marin City, Central San Rafael and West Marin). Events were held in September and October 2010 and reached an estimated 10,000 people in the at-risk community. Health, legal and immigration education information was provided. As a resource to draw community participants to the events, *Healthy Marin Partnership* provided no-cost influenza vaccinations administered by public health nurses to adults and children at eight of these Binational Health events.

## Youth and Adult Wellness

- **Healthy Teens Marin:**

*Healthy Marin Partnership* was a founding member of Healthy Teens Marin, a 14-year-old collaborative that sponsors annual workshops for teens (Peer Summit). Healthy Teens Marin is an active community partnership, which includes the Marin County Office of Education, Department of Health and Human Services, Marin County Department of Probation, Public Defender's Office, Sheriff's Department, Marin Community Foundation, *Healthy Marin Partnership*, Youth Leadership Institute, YMCA of Marin, Huckleberry Teen Health Programs, Novato Youth Center and Marin City Network. *Healthy Marin Partnership* staff serves as the primary facilitator for the events sponsored by Healthy Teens Marin.

- **Peer Summit XIV:**

Sponsored by Healthy Teens Marin, the 15<sup>th</sup> Annual Peer Summit was held on Friday, November 19, 2010 at the Kentfield Campus of College of Marin. This highly regarded daylong event is offered at no cost to public and private middle schools throughout Marin County, providing a series of workshops for upwards of 400 students, with 15 different middle schools attending. In 2010 participants were able to select from 24 workshops lead by community based organizations on topics ranging in subject matter from alcohol, tobacco and other drug use, peer relations, communication, mental health, body image, healthy eating and more.

- **Play Fair Marin:**

Play Fair Marin is a collaborative formed in 2003 to replace alcohol sponsorship at the Marin County Fair. Through expanded partnership with the County of Marin and other community organizations, Play Fair has widened its focus areas to include Smoke-Free

Fair, Healthy Fair Food and Play Fair Fun Fest (previously known as the Prevention Pavilion). *Healthy Marin Partnership*, with the help of Marin General Hospital staff, has again taken the lead in approaching and recruiting local agency partners and participation. Recently efforts at the Fair were broadened to include a very well-received Baby Sanctuary for nursing and bottle-feeding mothers.

Visitors to Play Fair Marin Fun Fest 2010 received free pedometers with the intent of increasing fairgoers awareness of physical activity levels. More than 9,000,000 steps taken at the fair were recorded, with daily and grand prizes awarded to participants, including the grand prize of a Breezer Bicycle donated by Breezer Bikes of Marin County. Just over 15,000 people visited the Play Fair Marin Fun Fest during the five days of the 2010 Marin County Fair (July 1 through 5).

Due to the work of the Play Fair Marin Fun Fest and its collaborative partners, the Marin County Fair has won numerous awards from the Western Fairs Association, including awards for community outreach and healthy foods promotion with fair vendors.

- **Canal Community Gardens and Trails Collaborative:**

The Canal Community Gardens and Trails Project is an integrative system of community and family gardens and trails through a portion of San Rafael, California. The Canal neighborhood is one of the poorest and most densely populated communities in Marin County. It is home for more than 12,000 residents living in 2.5 square miles. Since 1993, an influx of immigrants has led to a 69 percent increase in population of the neighborhood, with estimates that more than 70 percent of residents are of Latino origin. The collaborative applied for a grant from the National Park Service to assist in planning, design and implementation of gardens and trails.

The Trust for Public Land has agreed to work with the Canal Community Gardens and Trails collaborative to spearhead fundraising, coordinate the re-designation of city land, design and build gardens and coordinate ongoing management with the Marin Conservation Corp. The Trust for Public Land has received a planning grant for this work from Marin Community Foundation and is working with Marin Promotoras to develop a culturally acceptable garden plan.

- **School/Law Enforcement Partnership:**

*Healthy Marin Partnership* is an active member of the School/Law Enforcement Partnership between all Marin County school districts, law enforcement agencies, health services and other community-based organizations. The partnership meets quarterly to build communication and strategize about how best to work in unison to meet the evolving needs of youth and families in Marin County.

- **Novato Blue Ribbon Coalition for Youth:**

The Novato Blue Ribbon Coalition for Youth is a collaborative of organizations, agencies, businesses and individuals (youth & adults) working together to positively impact the health of youth in Novato. Its purpose is to promote and assist in the implementation of policies and programs in Novato and Marin County that will impact the safety, wellness and relationships of youth in Novato. The Coalition, which recently applied for a multi-year, multi-million dollar federal grant to work on the increasing rates of youth binge

drinking in Novato, works closely with the Novato Unified School District. *Healthy Marin Partnership* staff serves as chair of the coalition, assuring consistent leadership and development of goals and objectives that will assure the social change needed to impact community factors in Novato.

## **B. Marin General Hospital Specific Community Benefit Programs**

In addition to participation in the *Healthy Marin Partnership*, Marin General Hospital continues to provide community benefit programs in a variety of areas. Most of these programs pre-date the SB 697 legislation.

Marin General Hospital provided 40 documented programs and services in 2010. Contributions originated from a wide range of hospital departments and staff, and included such diverse programs and services as financial support to the Marin Community Clinics, a not-for-profit organization serving underinsured and uninsured residents (one clinic is located on the Marin General Hospital campus), meals and transportation provided to patients unable to make their own arrangements, cancer outreach programs and educational lectures and training provided by our Emergency Department. Vulnerable populations served included the poor, elderly, children and youth and mentally ill patients. The following provides highlights of key community benefit programs provided directly by Marin General Hospital during 2010.

## **IV. 2010 Programs Inventory, Community Building and Economic Valuation**

### **A. Programs Inventory**

(Charity Care, Medi-Cal and Government Means-Tested Programs are not listed below but are included in the total quantifiable community benefit.)

#### **Community Health Improvement Services**

- *Community Health Education*
  - Basic Street Skills Class: Educational class on street skills for bicyclists
  - Breast Health Forum: Seminar held to promote breast cancer awareness
  - Cancer Resource & Recovery Center: A resource center available for patients, their families and community members interested in cancer information
  - Every 15 Minutes: A community collaboration to educate high school students on drinking and driving
  - Hands on CPR and AED Training: Free community-wide CPR and AED training held in the community
  - Healing and Integrative Medicine: Massages and nutrition counseling offered at no cost to community members with cancer
  - Horses As Healers: A post treatment recovery activity for community members with cancer
  - Integrative Health Speakers Series: Lecture series on mind-body medicine and integrative therapies
  - Marin County Sheriff's Department Anatomy Class: Training session offered to the Sheriff's Department covering anatomy and physiology
  - Medical Library: Health reference library open to staff, physicians and community
  - Mending Under the Moon Retreat: Off-site retreat for women with cancer
  - On the Same Page: Trauma presentation to high school students

- Orthopedic Van & Joint Seminar: Free total joint seminar and demonstration
- Sharing our Seasons Retreat: Off-site retreat for women with cancer
- *Community Based Clinical Services*
  - Flu Vaccination Program
  - Low Cost Mammo Day: Mammograms offered to underserved women
- *Health Care Support Services*
  - Indigent Funded Services for Behavioral Health: Including transportation, lodging, meals and other needs
  - Indigent Funded Services for Case Management: Including transportation, lodging, and Physical Therapy

### **Health Professions Education**

- *Physicians/Medical Students*
  - Monthly CME Programs: Education programs open to community doctors and nurse practitioners
- *Nurses/Nursing Students*
  - Trauma Nurse Core Course (TNCC): Nursing education focused on trauma
- *Other Health Professional Education*
  - Trauma: The Marin Series: Education classes for paramedics, EMTs, fire department and other health care workers

### **Research**

- *Clinical Research*
  - Tumor Board: Medical staff office hours and expenses associated with maintaining tumor board

### **Financial and In-Kind Contributions**

- *Cash Donations*
  - Celebrating Science and Soul: Supporting Institute for Health & Healing
  - College of Marin: Funds for emergency/trauma Simulation Center
  - eSurance Harbor Point Tennis Classic: Half of the donation went to the California Prostate Coalition and the other half to To Celebrate Life Breast Cancer Foundation
  - Homeward Bound of Marin: Medical case management for the underserved
  - Hospice by the Bay: Hospice and support services for the community
  - Institute for Health and Healing: Supports integrative health and wellness therapies
  - Marin City Health Fair: Supporting the Marin City Health and Wellness Centers medical equipment funds
  - Marin Community Clinics: Medical care provided to the underserved
  - Marin County Urban Search and Rescue Team
  - Marin Senior Fair: Educational event for seniors in the community
  - NAMI Walk: Educational event and walk supporting awareness of mental illness
  - PRIMA Medical Foundation: Supporting and sustaining primary care in Marin
  - Safe San Rafael
  - Summer Solstice Event: Donation supports medical care for underserved children
  - Tom Steel Clinic: Provides medical care and education services for people living with HIV in Marin

- *In-kind Donations*
  - Medical & Other Supplies

**B. Community Building Activities**

(These items quantified separately from other community benefit programs.)

- *Coalition Building*
  - Healthy Marin Partnership
- *Community Health Improvement Advocacy*
  - Marin Mobility Consortium
  - Rotary of Central Marin

**C. Economic Valuation**

*The Data Collection Process:* Marin General Hospital used internal forms to conduct its 2010 inventory. These internal forms are program-specific and completed by the departments responsible for providing the service. Both direct and indirect costs are taken into account. Direct expenses are based on a breakdown of average salaries, supplies and services and are adjusted to account for indirect expenses. The adjustment is based on non-revenue producing center expenses as a percentage of revenue producing center expenses. All revenues/funds are subtracted to provide a net figure.

Figures for charitable care and unpaid costs of care for the indigent and Medi-Cal patients are included in the hospital's reporting. The cost of services for Medi-Cal patients at Marin General Hospital is calculated using a cost-to-charge ratio. The difference between the hospital cost for providing services and the amount of the reimbursement is quantified as an unsponsored community benefit expense. For the purpose of this report, Medicare is no longer factored into net dollar value contributions.

The total net dollar value of the community benefit provided by Marin General Hospital was \$29,603,519, or 9.24% of total expense. Of this, Marin General Hospital enumerated benefits for the poor and underserved totaling \$25,673,633. This consists of \$25,317,033, or 7.91% of total expense in charity care, Medi-Cal and other Means-Tested Government Programs plus \$356,600, or .1% of total expense in programs and financial and in-kind donations targeted for the poor and underserved. The remaining \$3,929,886 or 1.23% of the total expense was for programs serving the broader community including community health improvement services, financial and in-kind donations, health professions education and research.

In addition, Marin General Hospital provided \$54,212, or .02% of total expense in community building activities in the areas of coalition building and community health improvement advocacy.

The total net value of both community benefit and community building activities was \$29,657,731, or 9.3% of total operating expense.

## V. 2011 Community Benefit Plan

### A. Healthy Marin Partnership Work Plan

The *Healthy Marin Partnership* has agreed to commit its time and funds to begin addressing priorities identified in the 2011 community needs assessment.

Three key goals have been identified:

1. **Staying the Course:** The partnership will continue its efforts to provide health insurance for all Marin County residents. It will continue to support the efforts to bring Partnership Healthplan to Marin and will work in collaboration with the community to bring universal health care to all children.
2. **Turning the Curve on Healthy Choices:** The partnership will use the Results Based Accountability methodology to focus on turning the curve on healthy choices related to tobacco use, alcohol abuse, physical activity and nutrition. Community collaborations between content experts meet quarterly to review work plans and to revise and develop new action plans.
3. **Making Progress:** The partnership will connect champions of important Marin health issues and introduce them to Results Based Accountability methodology and will expand the use of environmental strategies to effect policies and organizational practices that will impact community factors and social determinants of health. The partnership will act as a resource to these groups in supporting them in turning the curve.

*Healthy Marin Partnership* will continue collaborating with community organizations to support the Novato Youth Wellness Collaborative, Community Diabetes Project, Marin County Alcohol and Other Drug Strategic Planning and Huckleberry Youth Programs and the Marin Food Systems Project in planning, development and program expansion. Additionally, *Healthy Marin Partnership* will work closely with the County's Department of Health & Human Services in launching the Prevention Hub and its Community Guide for Health to initiate upstream projects and programs that will impact the physical environment in which individual choices are made.

Planning for expanded Play Fair Marin (including a Baby Sanctuary for nursing and bottle-feeding mothers), Binational Health Week events (October) and Peer Summit XV at College of Marin (November) are already underway, with increased focus on community partnership building.

### B. Marin General Hospital Specific Programs and Services

**Health Education and Screening Events:** Marin General Hospital will continue to support professional staff to plan and implement health education, outreach and screening programs and to serve as a referral to patient support groups. Public education seminars on a variety of topics will be provided in 2011 and will be advertised to the community through several venues. Screenings include those for cardiac health, skin cancer, prostate cancer, and low-cost mammograms. Marin General Hospital will also participate with other organizations in a Healthy Aging Symposium, and the annual Senior Fair, both focused on health prevention activities for older adults.

**Cancer Resource and Recovery Center:** Marin General Hospital will continue to promote the cancer information and resource center – which will be available at no cost to any member of the community who has an interest in or concern about cancer. This Center will bring together all education, support and rehabilitative programs for the Marin Cancer Institute.

**Center for Integrative Health & Wellness:** Marin General Hospital will offer integrative health therapies and educational classes to the broader community.

**Financial Support of Key Community Health Programs:** Marin General Hospital will continue financial and in-kind support to a variety of organizations, with priority given to those who are directly health related and support the community in Marin County.

**Charity Care:** The hospital will continue to provide care to the indigent Medi-Cal, Medicare and County Medical Service Program patients, although Medicare and the County Medical Service Program are no longer factored in to net dollar value contributions. Uncompensated care is also available to low-income, uninsured patients.

**Professional and Student Education:** Marin General Hospital, in cooperation with the various school districts and the local community college, will continue to implement the county's School to Career program, in which high school students interested in health and medical careers will complete internships at the hospitals. The hospital will continue its collaboration with local colleges to provide nursing preceptorships.

## **VI. Public Review**

2010 report and plans for 2011 will be reported through the following vehicles:

- Annual program report to the Marin General Hospital Board of Directors
- Annual program report to the Marin Healthcare District Board of Directors
- Placement of the 2010 report on the Marin General Hospital website
- News releases on specific activities