

MARIN HEALTHCARE DISTRICT

100-B Drake's Landing Road, Suite 250, Greenbrae, CA 94904

www.marinhealthcare.org

Telephone: 415-464-2090

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TUESDAY, FEBRUARY 14, 2023

BOARD OF DIRECTORS

5:30 PM: REGULAR OPEN MEETING

Board of Directors:

Chair: Brian Su, MD (Division 3)
Vice Chair: Edward Alfrey, MD (Div. 5)
Secretary: Ann Sparkman, RN/BSN, JD (Div. 2)
Directors: Jennifer Rienks, PhD (Div. 4)
Samantha Ramirez (Div. 1)

Location:

Via Zoom video:
<https://mymarinhealth.zoom.us/join>
Meeting ID: 913 1306 5906
Passcode: 08540
Or via Zoom telephone: 1-669-900-9128

Staff:

David Klein, MD, MBA, CEO
Eric Brettner, CFO
Colin Leary, General Counsel
Louis Weiner, Executive Assistant

AGENDA

	<u>Presenter</u>	<u>Tab #</u>
<u>5:30 PM: REGULAR OPEN MEETING</u>		
1. Call to Order and Roll Call	<i>Su</i>	
2. General Public Comment <i>Any member of the audience may make statements regarding any items NOT on the agenda. Statements are limited to a maximum of three (3) minutes. Please state and spell your name if you wish it to be recorded in the minutes.</i>	<i>Su</i>	
3. Approve Agenda (action)	<i>Su</i>	
4. Move to reconfirm findings under Assembly Bill 2449 and extend Resolution MHD 2022-06 to continue virtual meetings of the Marin Healthcare District (action)	<i>Su</i>	#1
5. Approve Minutes of the Regular Meeting of January 10, 2023 (action)	<i>Su</i>	#2
6. Appointment of District Board Committee Members 2023 a. Finance & Audit Committee (action) b. Lease & Building Committee (action)	<i>Su</i>	
7. Approval of Q3 2022 MarinHealth Medical Center Report of Performance Metrics and Core Services (action)	<i>Klein/ Seaver-Forsev</i>	#3
8. Committee Reports a. Finance & Audit Committee b. Lease & Building Committee	<i>Alfrey Rienks</i>	

The agenda for the meeting will be posted and distributed at least 72 hours prior to the meeting. In compliance with the Americans with Disabilities Act, if you require accommodations to participate in a District meeting please contact the District office at 415-464-2090 (voice) or 415-464-2094 (fax) at least 48 hours prior to the meeting. Meetings open to the public are recorded and the recordings are posted on the District web site.

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5:30 PM: REGULAR OPEN MEETING

9. Reports

a. District CEO's Report

Klein

b. Hospital CEO's Report

Klein

c. Chair's and Board Members' Reports

All

10. Agenda Suggestions for Future Meetings

All

11. Adjournment of Regular Meeting

Chair

Next Regular Meeting: Tuesday, March 14, 2023, 5:30 p.m.

Tab 1



MARIN HEALTHCARE DISTRICT BOARD OF DIRECTORS
RESOLUTION NO. MHD 2022-06
RESOLUTION AUTHORIZING REMOTE TELECONFERENCE MEETINGS
PURSUANT TO AB 2449

WHEREAS, all Marin Healthcare District (“District”) meetings are open and public, as required by the Ralph M. Brown Act (Cal. Gov. Code 54950 – 54963); and

WHEREAS, on March 4, 2020, Governor Newsom declared a State of Emergency to make additional resources available, formalize emergency actions already underway across multiple state agencies and departments, and help the State prepare for a broader spread of the novel coronavirus disease 2019 (“COVID-19”); and

WHEREAS, on March 17, 2020, in response to the COVID-19 pandemic, Governor Newsom issued Executive Order N-29-20 suspending certain provisions of the Ralph M. Brown Act in order to allow local legislative bodies to conduct meetings telephonically or by other means; and

WHEREAS, as a result of Executive Order N-29-20, District staff set up virtual meetings for all meetings of the District Board of Directors and its committees (collectively, “District Meetings”); and

WHEREAS, certain teleconferencing allowances were made under subsequently-enacted AB 361 (2021) and AB 2449 (2022) that replaced now-repealed Executive Order N-29-20; and

WHEREAS, AB 2449 (2022) was signed on September 13, 2022 and is in effect through January 1, 2024, and among other things provides in Government Code 54953(e) that (i) a legislative body may use teleconferencing if it holds a meeting during a proclaimed state of emergency and state or local officials have imposed or recommended measures to promote social distancing, and (ii) a legislative body using the teleconferencing procedures of AB 2449 must make renewed findings by majority vote every thirty (30) days that it has considered the circumstances of the state of emergency, and that either (a) the state of emergency continues to directly impact the ability of the members to meet safety in person, or (b) state or local officials continue to impose or recommend measures to promote social distancing; and

WHEREAS, the Board of Directors desires to make findings and determinations consistent with AB 2449 for District Meetings to utilize the special procedures for teleconferencing provided therein due to imminent risks to the health and safety of attendees; and

WHEREAS, in 2022, highly contagious Delta and Omicron COVID-19 variants are in circulation, causing increases in COVID-19 cases throughout the State and Marin County; and

Resolution MHD 2022-06

Page 2 of 2

WHEREAS, the CDC continues to recommend source control and physical distancing for everyone in a healthcare setting; and

WHEREAS, the District Board of Directors hereby finds that the continued presence of COVID-19 and the increase of cases due to new variants would present imminent risks to the health or safety of attendees, including the legislative bodies and staff, should District Meetings be held in person.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Marin Healthcare District, that (i) the above recitals are true and correct, and incorporated into this Resolution, and (ii) the Board of Directors makes the following findings: (a) The Board of Directors has considered the circumstances of the State of Emergency, (b) the State of Emergency, as declared by the Governor, directly impacts the ability of District Meeting attendees to meet safely in person, and (c) the CDC continues to recommend source control and physical distancing for everyone in a healthcare setting and as a result of the presence of COVID-19 and the increase of cases due to the new variants, meeting in person would present imminent risks to the health or safety of attendees, the legislative bodies and staff; and

RESOLVED, FURTHER, that District Meetings may continue to meet remotely in compliance with AB 2449 (2022), in order to better ensure the health and safety of the public; and

RESOLVED, FURTHER, that the District Board of Directors will revisit the need to conduct District Meetings remotely within thirty (30) days of the adoption of this resolution.

REVIEWED, APPROVED, AND ADOPTED at a Regular Board Meeting held on the 8th of November, 2022, by the following vote, to wit:

AYES: Unanimous: Su, Alfrey, Sparkman, Bedard, Rienks

NOES:

ABSENT:

ABSTAIN:

ATTEST:



Brian Su, MD
Chair of the Board



Ann Sparkman, RN/BSN, JD
Secretary of the Board

Tab 2



**MARIN HEALTHCARE DISTRICT
BOARD OF DIRECTORS**

REGULAR MEETING

**Tuesday, January 10, 2023 @ 5:30 pm
Virtual, via Zoom**

MINUTES

1. Call to Order and Roll Call

Chair Su called the Regular Meeting to order at 5:30 pm.

Board members present: Chair Brian Su, MD; Vice Chair Edward Alfrey, MD; Secretary Ann Sparkman, RN/BSN, JD; Jennifer Rienks, PhD; Samantha Ramirez

Staff present: David Klein, MD, CEO; Eric Brettner, CFO; Colin Leary, General Counsel; Louis Weiner, EA

2. General Public Comment

There was no public comment.

3. Nomination and Election of Marin Healthcare District Officers for 2023

A. Chair – Dr. Su nominated himself. Ms. Rienks remarked that the officers might rotate year-to-year, or to carry over to continue in two consecutive years. Dr. Alfrey agreed to doing either. There were no other nominations for Chair, and Ms. Sparkman supported Dr. Su continuing for a second year. Ms. Rienks nominated Dr. Su, and he accepted. Voting took place by roll call. Each voted affirmatively for Dr. Su. **Dr. Brian Su was elected unanimously to be Chair of Marin Healthcare District Board for 2023.**

B. Vice Chair – Ms. Rienks nominated Dr. Alfrey to continue as Vice Chair, and he accepted. There were no other nominations. Voting took place by roll call. Each voted affirmatively for Dr. Alfrey. **Dr. Edward Alfrey was elected unanimously to be Vice Chair of Marin Healthcare District Board for 2023.**

C. Secretary – Dr. Alfrey nominated Ms. Sparkman to continue as Secretary, and she accepted. There were no other nominations. Voting took place by roll call. Each voted affirmatively for Ms. Sparkman. **Ms. Ann Sparkman was elected unanimously to be Secretary of Marin Healthcare District Board for 2023.**

4. Approve Agenda

Dr. Alfrey moved to approve the agenda as presented. Ms. Rienks seconded. **Vote: all ayes.**

5. Consent Agenda

A. *Move to reaffirm findings under Assembly Bill 2449 and extend Resolution MHD 2022-06 to continue virtual meetings of the Marin Healthcare District*

Ms. Rienks moved to approve as presented. Ms. Sparkman seconded. **Vote: all ayes.**

B. *Approve Minutes of the Regular Meeting of December 13, 2022*

Dr. Alfrey moved to approve as presented. Ms. Ramirez seconded. **Vote: all ayes.**



6. Finance Report, November 2022

Dr. Klein noted that finance reports are ordinarily reviewed by the Finance & Audit Committee, which last met in October and will next meet in February.

Mr. Brettner presented the report for November 2022 (Tab #4). Net operating income for November was \$141K, favorable to budget by \$154K driven by positive investment earnings and low expenses. Year-to-date operating losses were \$474K, unfavorable to budget by \$328K, due to unrealized investment losses of \$497K. November operating expenses were considerably below budget, largely due to budgeted Covid support not incurred.

On the balance sheet, net assets and liabilities continue consistent other than in investment losses.

Dr. Su requested a summary of the District's funding of the Behavioral Health program (in MHMC and MHMN Program Support line items) for the next Board meeting. Mr. Brettner agreed.

Ms. Rienks requested a summary of the Community Education line item for the next Board meeting. Mr. Brettner agreed.

7. Committee Reports

A. Finance & Audit Committee

Dr. Alfrey reported that the Committee did not meet.

B. Lease & Building Committee

Ms. Rienks reported that the Committee did not meet, and is scheduled to meet on January 23.

8. Reports

A. District CEO's Report

Dr. Klein reported. Dr. Su mentioned the recent IJ article on the Leapfrog report, and Dr. Klein said he had no further comment beyond what he was quoted in the article.

Sub-drainage issues are being handled by McCarthy at their expense, involving substantial repairs to begin in February.

Hybrid Operating Room construction continues on schedule, to open this summer.

The buildings and grounds have held up well in the recent series of rainstorms.

Rebuild of the Behavioral Health garden space continues, supported by a generous philanthropic gift.

Details on helipad construction are being worked out and will be reported at the next Board meeting or the Board Retreat. The Retreat is scheduled for February 17 in the hospital's Inverness Conference Room. The agenda is being formed, and will include a tour of the hospital for the Board members.

The Security and Safety Team is preparing an "active threat" slide and video presentation to be made available soon to the clinics. They met today with San Quentin leadership regarding on-campus support, with Sheriff and other local law enforcement, in case of an event. An active threat shooter drill will be done in February.

There is a new Security Supervisor on board doing an annual security risk assessment. Two final candidates are being interviewed for Director of Safety and Security.

Ms. Rienks asked about the Leapfrog report and how current the data is. Dr. Klein said that the data is not current, delayed one or two years in some cases. We look at other quality measures from several other agencies that are more contemporary. Dr. Lynn Seaver-Forsey (Executive Director of Quality Services) will attend the next Board meeting and will address Leapfrog and other such entities.



B. Hospital CEO's Report

Dr. Klein reported. The long-range financial plan is near completion.

Meeting with S&P for bond rating is imminent. A "Stable" rating, such as Fitch awarded, is anticipated.

November hospital finances were strong, continuing with a positive operating margin. Patient volumes have been very high, with the hospital often at unusual maximum capacity during the holidays. Clinical efficiencies and cost reductions have proved fruitful. 2023 plans will be viewed at the Board Retreat.

A portion of the hospital FEMA reimbursement funds will be received soon. The District FEMA funds continue to be delayed in FEMA's application process.

The APeX (electronic health records system) implementation is going well and is now in the optimization stage.

Negotiations with CNA (nurses' union) continues.

Lease for Petaluma multi-specialty clinical hub has been signed, providers are being consulted for their needs, and construction will begin this spring.

Finance planning is underway for the new Ambulatory Services Building with a goal of beginning construction by early 2024.

As of today there have been 507 days without a serious patient safety event, an extraordinary marker of quality.

There is a high volume of upper respiratory infections. Covid+ patients average about 4 per day. Emergency Dept efficiencies have greatly reduced the incidents of patients "left without being seen."

The DEI initiative is underway, a 5-step process over the next 12-18 months.

Four final candidates for VP of Operations are being interviewed.

A new ad agency has been engaged. A new branding campaign is being formed and will be shown at the Retreat.

Dr. Alfrey expressed concerns about transition of care and the discharge process, and asked that the transition team discuss the process with the Board at a future meeting. Dr. Alfrey further remarked on the discharge process of communication by written and oral instructions, including follow-up phone calls, and the importance of ensuring that patients understand what they must do personally post-discharge. Dr. Alfrey expressed willingness to work with the Patient Experience Team to improve the process. Dr. Klein agreed to invite the Team to address the Board at a future meeting.

Ms. Rienks voiced concern about patients with low literacy levels being able to understand discharge instructions. Dr. Alfrey stressed that instructions in Epic are written as simple and as clear as possible for this reason. Dr. Klein noted that there is a Patient Advisory Committee that addresses issues to improve the discharge and follow-up processes.

Ms. Rienks inquired about the Social Determinants of Health Committee. Dr. Klein reported that a group met today and plans to re-start its activity.

Dr. Su inquired about the status of FEMA reimbursement. Mr. Brettner explained FEMA processes, its delays, our appeals, and that of the \$10M the hospital has asked for, about \$5M has been approved of which about \$2.6M should be received next month. Mr. Brettner and his team continue to meet bi-weekly with FEMA to work out reimbursements for both the Hospital and the District.

Public comment: Mr. Lee Domanico described his recent experience as a hospital patient here as excellent on all accounts, and thanked Dr. Klein.



C. Chair's and Board Members' Reports

Ms. Ramirez reported that this morning she witnessed the swearing-in of her colleague Mary Sackett as new County Supervisor for District 1 (San Rafael).

Dr. Alfrey reiterated his urging organizing community health care fairs in Marin City and the Canal area. "Stop the Bleed" and gun buyback should be included. Ms. Sparkman expressed a willingness to help.

Ms. Rienks noted that January is Mental Health Awareness Month and shared a link for the UCSF program focusing on child and adolescent mental health:

<https://pediatrics.ucsf.edu/events/heat-health-equity-action-time>

9. Agenda Suggestions for Future Meetings

Dr. Su said to agendize the community health fairs planning.

Ms. Rienks suggested a County HHS presentation on food insecurity, which can also be addressed by the Social Determinants of Health Committee.

10. Adjournment

Chair Su adjourned the meeting at 6:35 pm.

DRAFT

Tab 3



MarinHealth Medical Center

Performance Metrics and Core Services Report

Q3 2022

February 7, 2023

MarinHealth Medical Center (Marin General Hospital)

Performance Metrics and Core Services Report: Q3 2022

TIER 1 PERFORMANCE METRICS

In accordance with Tier 1 Performance Metrics requirements, the MGH Board is required to meet each of the following minimum level requirements:

		Frequency	Status	Notes
(A) Quality, Safety and Compliance	1. MGH Board must maintain MGH's Joint Commission accreditation, or if deficiencies are found, correct them within six months.	Quarterly	In Compliance	The Joint Commission granted MGH an "Accredited" decision with an effective date of May 25, 2022 for a duration of 36 months.
	2. MGH Board must maintain MGH's Medicare certification for quality of care and reimbursement eligibility.	Quarterly	In Compliance	MGH maintains its Medicare Certification.
	3. MGH Board must maintain MGH's California Department of Public Health Acute Care License	Quarterly	In Compliance	MGH maintains its license with the State of California.
	4. MGH Board must maintain MGH's plan for compliance with SB 1953.	Quarterly	In Compliance	MGH remains in compliance with SB 1953 (California Hospital Seismic Retrofit Program).
	5. MGH Board must report on all Tier 2 Metrics at least annually.	Annually	In Compliance	4Q 2021 (Annual Report) was presented to MGH Board and to MHD Board in June 2022.
	6. MGH Board must implement a Biennial Quality Performance Improvement Plan for MGH.	Annually	In Compliance	MGH Performance Improvement Plan for 2022 was presented for approval to the MGH Board in February 2022.
	7. MGH Board must include quality improvement metrics as part of the CEO and Senior Executive Bonus Structure for MGH.	Annually	In Compliance	CEO and Senior Executive Bonus Structure includes quality improvement metrics.
(B) Patient Satisfaction and Services	MGH Board will report on MGH's HCAHPS Results Quarterly.	Quarterly	In Compliance	Schedule 1
(C) Community Commitment	1. In coordination with the General Member, the MGH Board must publish the results of its biennial community assessment to assess MGH's performance at meeting community health care needs.	Annually	In Compliance	Reported in Q4 2021
	2. MGH Board must provide community care benefits at a sufficient level to maintain MGH's non-profit tax exempt status.	Quarterly	In Compliance	MGH continues to provide community care and has maintained its tax exempt status.
(D) Physicians and Employees	MGH Board must report on all Tier 1 "Physician and Employee" Metrics at least annually.	Annually	In Compliance	Reported in Q4 2021
(E) Volumes and Service Array	1. MGH Board must maintain MGH's Scope of Acute Care Services as reported to OSHPD.	Quarterly	In Compliance	All services have been maintained.
	2. MGH Board must maintain MGH's services required by Exhibit G to the Loan Agreement between the General Member and Marin County, dated October 2008, as long as the Exhibit commitments are in effect.	Quarterly	In Compliance	All services have been maintained.
(F) Finances	1. MGH Board must maintain a positive operating cash-flow (operating EBITDA) for MGH after an initial phase in period of two fiscal years, and then effective as a performance metric after July 1, 2012, with performance during the phase in period monitored as if a Tier 2 metric.	Quarterly	In Compliance	Schedule 2
	2. MGH Board must maintain revenue covenants related to any financing agreements or arrangements applicable to the financial operations of MGH.	Quarterly	In Compliance	Schedule 2

MarinHealth Medical Center (Marin General Hospital)

Performance Metrics and Core Services Report: **Q3 2022**

TIER 2 PERFORMANCE METRICS

In accordance with Tier 2 Performance Metrics requirements, the General Member shall monitor and the MGH Board shall provide necessary reports to the General Member on the following metrics:

		Frequency	Status	Notes
(A) Quality, Safety and Compliance	MGH Board will report on efforts to advance clinical quality efforts, including performance metrics in areas of primary organizational focus in MGH's Performance Improvement Plan (including Clinical Quality Reporting metrics and Service Line Quality Improvement Goals as developed, e.g., readmission rates, patient falls, "never events," process of care measures, adverse drug effects, CLABSI, preventive care programs).	Quarterly	In Compliance	Schedule 3
(B) Patient Satisfaction and Services	1. MGH Board will report on ten HCAHPS survey rating metrics to the General Member, including overall rating, recommendation willingness, nurse and physician communication, responsiveness of staff, pain management, medication explanations, cleanliness, room quietness, post-discharge instruction.	Quarterly	In Compliance	Schedule 1
	2. MGH Board will report external awards and recognition.	Annually	In Compliance	Reported in Q4 2021
(C) Community Commitment	1. MGH Board will report all of MGH's cash and in-kind contributions to other organizations.	Quarterly	In Compliance	Schedule 4
	2. MGH Board will report on MGH's Charity Care.	Quarterly	In Compliance	Schedule 4
	3. MGH Board will maintain a Community Health Improvement Activities Summary to provide the General Member, providing a summary of programs and participation in community health and education activities.	Annually	In Compliance	Reported in Q4 2021
	4. MGH Board will report the level of reinvestment in MGH, covering investment in excess operating margin at MGH in community services, and covering funding of facility upgrades and seismic compliance.	Annually	In Compliance	Reported in Q4 2021
	5. MGH Board will report on the facility's "green building" status based on generally accepted industry environmental impact factors.	Annually	In Compliance	Reported in Q4 2021
(D) Physicians and Employees	1. MGH Board will provide a report on new recruited physicians by specialty and active number of physicians on staff at MGH.	Annually	In Compliance	Reported in Q4 2021
	2. MGH Board will provide a summary of the results of the Annual Physician and Employee Survey at MGH.	Annually	In Compliance	Reported in Q4 2021
	3. MGH Board will analyze and provide information regarding nursing turnover rate, nursing vacancy rate, and net nursing staff change at MGH.	Quarterly	In Compliance	Schedule 5
(E) Volumes and Service Array	1. MGH Board will develop a strategic plan for MGH and review the plan and its performance with the General Member.	Annually	In Compliance	The updated MGH Strategic Plan was presented to the MGH Board on April 5, 2022 and was presented to the MHD Board on July 12, 2022.
	2. MGH Board will report on the status of MGH's market share and Management responses.	Annually	In Compliance	MGH's market share and management responses report was presented to the MGH Board on April 5, 2022 and was presented to the MHD Board on July 12, 2022.
	3. MGH Board will report on key patient and service volume metrics, including admissions, patient days, inpatient and outpatient surgeries, emergency visits.	Quarterly	In Compliance	Schedule 2
	4. MGH Board will report on current Emergency services diversion statistics.	Quarterly	In Compliance	Schedule 6
(F) Finances	1. MGH Board will provide the audited financial statements.	Annually	In Compliance	The MGH 2021 Independent Audit was completed on May 3, 2022.
	2. MGH Board will report on its performance with regard to industry standard bond rating metrics, e.g., current ratio, leverage ratios, days cash on hand, reserve funding.	Quarterly	In Compliance	Schedule 2
	3. MGH Board will provide copies of MGH's annual tax return (Form 990) upon completion to General Member.	Annually	In Compliance	The MGH 2021 Form 990 was filed on November 10, 2022.



EXECUTIVE SUMMARY

Q3 2022 HCAHPS

Time Period

Q3 2022 HCAHPS Survey with CMS Benchmarks

Accomplishments

- Discharge Information satisfaction near threshold

Areas for Improvement

- All areas need improving

Data Summary

Sample size= 377, average survey return for a quarter.

Barriers or Limitations

- APeX transition occurred during this quarter and provider and caregiver focus on APeX potentially impacted patient satisfaction results. This is common with Electronic Health Record transitions.

Next Steps

- Senior Leaders have made Patient Satisfaction and Experience initiatives a priority since APeX with several initiatives; Hourly rounding on Medical/Surgical units, Physician bedside rounding and feedback sessions, ED wait times addressed, among other efforts.
- Sr Leader rounding on Med/Surg, ED, Cardiac Units

MHMC Performance Metrics and Core Services Report

Q3 2022

Schedule 1: HCAHPS

(Hospital Consumer Assessment of Healthcare Providers & Systems)

- **Tier 1, Patient Satisfaction and Services**
The MGH Board will report on MGH's HCAHPS Results Quarterly.
- **Tier 2, Patient Satisfaction and Services**
The MGH Board will report on ten HCAHPS survey rating metrics to the General Member, including overall rating, recommendation willingness, nurse and physician communication, responsiveness of staff, pain management, medication explanations, cleanliness, room quietness, post-discharge instruction.

MarinHealth Medical Center Overall Hospital HCAHPS Trending by Quarter

Scores displayed here are based on interviews from CMS submitted data for the selected time periods.
Mode adjustments and ESTIMATED Patient Mix Adjustments have been applied to the dimension scores.
Scores for the individual questions do not have adjustments applied.

FFY 2024 VBP Thresholds				Q4 2021	Q1 2022	Q2 2022	Q3 2022
73.66	81.29	87.39	Overall rating	74.45	74.86	74.82	72.04
			Would Recommend	79.81	76.61	79.60	77.05
83.62	88.23	91.91	Communication with Nurses	79.90	79.02	77.19	74.80
			Nurse Respect	84.52	84.75	82.98	84.31
			Nurse Listen	75.61	78.37	74.65	70.48
			Nurse Explain	79.57	73.94	79.94	69.60
82.63	87.15	90.77	Communication with Doctors	82.97	79.57	79.26	76.36
			Doctor Respect	87.00	83.71	85.38	81.23
			Doctor Listen	81.60	79.14	78.10	75.47
			Doctor Explain	80.31	75.86	74.29	72.39
66.32	75.04	82.02	Responsiveness of Staff	66.79	70.20	62.73	61.99
			Call Button	65.40	63.40	61.01	59.76
			Bathroom Help	68.18	77.01	64.44	64.22
64.81	70.89	75.75	Communication about Medications	63.69	59.68	63.10	63.58
			Med Explanation	75.00	74.73	76.92	79.21
			Med Side Effects	52.38	44.63	49.28	47.96
71.33	79.11	85.34	Hospital Environment	66.29	69.21	67.82	65.42
			Cleanliness	69.35	73.07	69.14	66.94
			Quiet	63.22	65.35	66.51	63.90
88.93	91.70	93.91	Discharge Information	90.16	88.38	91.02	88.53
			Help After Discharge	88.27	83.94	88.86	84.71
			Symptoms to Monitor	92.05	92.81	93.18	92.35
52.44	58.96	64.17	Care Transition	46.28	49.13	48.42	46.73
			Care Preferences	42.35	39.64	41.69	39.61
			Responsibilities	46.11	53.01	49.88	43.67
			Medications	50.38	54.74	53.69	56.90
			Number of Surveys	329	357	429	377

Thresholds Color Key:	
National 95th percentile	
National 75th percentile	
National average, 50th percentile	

Scoring Color Key:	
At or above 95th percentile	
At or above 75th percentile	
At or above 50th percentile	
Below 50th percentile	

Official VPB (Value-Based Purchasing) monthly trending HCAHPS results are distributed by
MGH Quality Management on the 15th of each month.

MHMC Performance Metrics and Core Services Report

Q3 2022

Schedule 2: Finances

➤ **Tier 1, Finances**

The MGH Board must maintain a positive operating cash-flow (operating EBIDA) for MGH after an initial phase in period of two fiscal years, and then effective as a performance metric after July 1, 2012, with performance during the phase in period monitored as if a Tier 2 metric. The MGH Board must maintain revenue covenants related to any financing agreements or arrangements applicable to the financial operations of MGH.

➤ **Tier 2, Volumes and Service Array**

The MGH Board will report on key patient and service volume metrics, including admissions, patient days, inpatient and outpatient surgeries, emergency visits.

Financial Measure	Total 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	
EBIDA \$ (in thousands)	22,568	7,826	13,203	16,453		
EBIDA %	4.60%	6.00%	5.00%	4.20%		
Loan Ratios						
Annual Debt Service Coverage	2.81	6.08	3.40	3.29		
Maximum Annual Debt Service Coverage	1.73	3.74	2.53	2.44		
Debt to Capitalization	50.4%	51.0%	50.8%	54.0%		
Key Service Volumes						Total 2022
Acute discharges	8,664	2,249	2,352	2,580		7,181
Acute patient days	43,247	12,039	12,171	12,789		36,999
Average length of stay	4.99	5.35	5.26	5.15		5.25
Emergency Department visits	26,918	6,950	7,554	6,283		20,787
Inpatient surgeries	1,573	418	353	387		1,158
Outpatient surgeries	4,317	1,397	1,501	1,433		4,331
Newborns	1,357	340	364	355		1,059

MHMC Performance Metrics and Core Services Report

Q3 2022

Schedule 3: Clinical Quality Reporting Metrics

➤ **Tier 2, Quality, Safety and Compliance**

The MGH Board will report on efforts to advance clinical quality efforts, including performance metrics in areas of primary organizational focus in MGH's Performance Improvement Plan (including Clinical Quality Reporting metrics and Service Line Quality Improvement Goals as developed, e.g., readmission rates, patient falls, "never events," process of care measures, adverse drug effects, CLABSI, preventive care programs).

CLINICAL QUALITY METRICS DASHBOARD

Metrics are publicly reported on

CalHospital Compare (www.calhospitalcompare.org)

and

Centers for Medicare & Medicaid Services (CMS)
Hospital Compare (www.medicare.gov/care-compare/)



EXECUTIVE SUMMARY

Q3 2022 Quality Management Dashboard

(Organization Targets Based on Natl Metrics)

Time Period

Q3 2022 (far right) most recent of four rolling quarters

Accomplishments

- Mortality rate from all causes v low other than Stroke
- 0 Hip/Knee surgery Readmissions
- Hip/Knee LOS reduced from prior periods
- Surgical Site infections remain low YTD
- Falls/Injury, HAPI low YTD

Areas for Improvement or Monitoring

- Stroke mortality addressed by stroke program
- Sepsis Readmissions which will be addressed by Throughput committee and Sepsis bundle compliance improved post APeX
- Readmission rates: higher than 2021 average but lower than national benchmark
 - Hrt Failure and Sepsis readmission
- Length of Stay (LOS): overall LOS higher than 2021 mean
 - Hrt Failure, Pneumonia, Sepsis LOS driving overall rate
- C-difficile Infections (CDI): testing protocol addressed

Data Summary

- Q3 represents mix of Paragon and APeX documentation of metrics
- Benchmark: Midas Datavision™ benchmark reports for same size/type hospitals (n~400)
- Report contains: Mortality Observed to Expected Ratios, Readmission rates, Length of Stay means, and selected HAI (Healthcare Associated Infections) and Harm events.
- See core measures dashboard for specialty and process metrics.

Barriers or Limitations

APeX reports and validation of metrics still in process.

Next Steps:

- Continue work to ensure Q4 metrics and CMS data ready for submission deadlines

Quality Management Dashboard
Period: Q3 2022

Legend

Value > Target	
Value > 2021 but < Target	
Value < Target < 2021	

Metrics: Adult Medical/Surgical High Volume DRGs	Reporting	Target*	2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022
Mortality-All Cause (Risk Adjusted O:E)	O:E Ratio	<1.0	0.75	0.69	0.71	0.76	0.73
Mortality-Acute Myocardial Infarction	O:E Ratio		0.55	0.58	0.00	0.00	0.00
Mortality-Heart Failure	O:E Ratio		0.74	0.32	0.29	0.26	0.00
Mortality- Hip	O:E Ratio		0.00	0.00	0.75	0.00	0.00
Mortality- Knee	O:E Ratio		0.00	0.00	0.00	0.00	0.00
Mortality- Stroke	O:E Ratio		0.78	0.35	1.17	0.83	1.07
Mortality- Sepsis	O:E Ratio		0.72	0.74	0.76	0.87	0.60
Mortality- Pneumonia	O:E Ratio		0.86	1.58	0.33	0.85	0.00
Readmission- All (Rate)	Rate	<15.5%	9.66	10.63	11.02	10.15	10.95
Readmission-Acute Myocardial Infarction	Rate		10.53	10.64	9.76	9.09	10.87
Readmission-Heart Failure	Rate		12.45	14.63	14.94	11.43	16.94
Readmission- Hip	Rate		3.33	5.56	7.14	14.29	0.00
Readmission- Knee	Rate		3.60	2.78	0.00	0.00	0.00
Readmission- Stroke	Rate		6.29	8.70	21.21	10.17	9.09
Readmission- Sepsis	Rate		14.15	13.48	21.05	19.48	18.47
Readmission- Pneumonia	Rate		12.77	11.29	14.29	8.89	13.95
LOS-All Cause	Mean	4.90	4.64	4.74	4.80	4.72	4.91
LOS-Acute Myocardial Infarction	Mean		3.85	3.61	5.20	3.64	4.58
LOS-Heart Failure	Mean		5.01	5.24	5.02	6.24	5.44
LOS- Hip	Mean		2.23	2.17	3.43	3.71	2.86
LOS- Knee	Mean		1.85	1.83	2.10	2.70	1.33
LOS- Stroke	Mean		4.98	6.98	5.42	4.02	4.38
LOS- SEPSIS	Mean		11.24	10.53	10.67	11.82	11.20
LOS- Pneumonia	Mean		5.98	7.69	7.03	4.92	6.60

Metrics: HAIs, Sepsis, Harm Events	Reporting	Target**	2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022
CAUTI (SIR)	SIR	<1.0	0.29	0	1.70	0.00	0.73
Hospital Acquired C-Diff (CDI)	SIR	<1.0	0.213	0	0.31	0.57	0.29
Surgical Site Infection (Superficial)	# Infections	TBD	10	1	1	1	1
Surgical Site Infection (Deep, Organ Space and Joint)	# Infections	TBD	16	1	2	1	1
Sepsis Bundle Compliance	% Compliance	63%^	51%	55%	52%	57%	48%
Hospital Acquired Pressure Injury (HAPI)	# HAPI	<=1	0	0	1	0	0
Patient Falls with Injury	# Falls	<=1	1	0	0	1	0
PSI 90 / Healthcare Acquired Conditions	Ratio	<1.0	1.78	0.90	1.35	0.30	1.58
Serious Safety Events	# Events	<=1	1	0	0	0	0

* Targets are <1.0 for ratios or Midas Datavision Median
 ** Target <1.0 SIR (Ratio) or Number needed to achieve Natl Benchmark Ratio/Rate
 ^ Target = California Median rate

Quick Reference Guide	
Mortality	Death rates show how often patients die, for any reason, within 30 days of admission to a
Readmissions	Anyone readmitted within 30 days of discharge (except for elective procedures/admits).
Length of Stay(LOS)	The average number of days that patients spend in hospital
CAUTI (SIR)	Catheter Associated Urinary Tract Infection
Hospital Acquired C-Diff (CDI)	Clostridium difficile (bacteria) positive test ≥ 4 days after admission
Surgical Site Infections	A surgical site infection is an infection that occurs after surgery in the part of the body where the
Sepsis Bundle Compliance	Compliance with a group of best-practice required measures to prevent sepsis
Hospital Acquired Pressure Injury	Stage III or IV pressure ulcers (not present on admission) in patients hospitalized 4 or more
Patient Falls with Injury	A fall that resulted in harm that required intervention by medical staff (and reportable to CMS)
PSI 90 / Healthcare Acquired Conditions	PSI = Patient Safety Indicators. # of patients with avoidable Pressure Ulcer, iatrogenic Pneumothorax, Hospital Fall,w/ Hip Fracture, Periop Hemorrhage or Hematoma, Post-op Acute Kidney Injury, Post-op Respiratory Failure, Periop Pulmonary Embolism or DVT, Post-op Sepsis,
MRSA Blood Stream Infections	A positive test for a bacteria blood stream infection ≥ 4 days after admission
Patient Falls with Injury	A fall that resulted in harm that required intervention by medical staff (and reportable to CMS)
Serious Safety Events (patients)	A gap in care that reached the patient, causing a significant level of harm
Other Abbreviations	
SIR	Standardize Infection Ratio (Observed/Expected)



EXECUTIVE SUMMARY

Q3 2022 Core Measures Dashboard

CMS Hospital IQR (Inpatient Quality Reporting) Program

Time Period

Q3 2022

Accomplishments

- STK-4 (Thrombolytic Therapy) 100% compliance (3/3)
- Perinatal measures
- HAI rates

Areas for Improvement or Monitoring

- SEP (Sepsis) 48% (45/94)
- HBIPS (Psychiatric Measures) impacted by Paragon to APeX shift

Data Summary

- Pg. 1 contains 2022 data by quarter with YTD sizes
- Pg. 2-4 publicly reported data published by CMS (dates vary by measure)

Barriers or Limitations

Contains mix of different EMR systems (Paragon, APeX)- transition quarter

Next Steps:

- Post APeX go-live: APeX reports for immediate clinician feedback in process.

Hospital Inpatient Quality Reporting Program Measures

	METRIC	CMS**	2021	Q1 -2022	Q2 -2022	Q3 -2022	Q4-2022	Q3-2022 Num/Den	Rolling 2022 YTD	2022 YTD Num/Den
◆ Stroke Measures										
STK-4	Thrombolytic Therapy	100%	90%	100%	67%	100%		3/3	86%	6/7
◆ Sepsis Measure										
SEP-01	Severe Sepsis and Septic Shock: Management Bundle (Composite Measure)	57%	51%	53%	57%	48%		45/93	53%	139/264
◆ Perinatal Care Measure										
PC-01	Elective Delivery +	3%	0%	4%	0%	4%		1/25	3%	2/72
PC-02	Cesarean Section +	TJC	17%	13%	25%	23%		29/127	21%	75/357
PC-05	Exclusive Breast Milk Feeding	TJC	80%	81%	84%	79%		57/72	81%	172/212
◆ ED Inpatient Measures										
ED-2	Admit Decision Time to ED Departure Time for Admitted Patients +	99	142.00	171.00	161.00	Pending		0-Cases	164.00	386-Cases
◆ Psychiatric (HBIPS) Measures										
IPF-HBIPS-1	Admission Screening for Violence Risk, Substance Use, Psychological Trauma History and Patient Strengths Completed	TJC	100%	100%	100%	88%		92/105	96%	299/312
IPF-HBIPS-2	Hours of Physical Restraint Use +	0.30	0.12	0.09	0.08	0.09		N/A	0.09	N/A
IPF-HBIPS-3	Hours of Seclusion Use +	0.29	0.02	0.0030	0.00	0.00		N/A	0.0010	N/A
IPF-HBIPS-5	Patients Discharged on Multiple Antipsychotic Medications with Appropriate Justification	64%	97%	58%	81%	86%		6/7	74%	26/35
◆ Substance Use Measures										
SUB-2	2-Alcohol Use Brief Intervention Provided or offered	79%	100%	100%	N/A	67%		2/3	80%	4/5
SUB-2a	Alcohol Use Brief Intervention	72%	100%	100%	N/A	33%		1/3	60%	3/5
◆ Tobacco Use Measures										
TOB-2	2-Tobacco Use Treatment Provided or Offered	80%	100%	N/A	N/A	100%		3/3	100%	3/3
TOB-2a	2a-Tobacco Use Treatment	45%	71%	N/A	N/A	67%		2/3	67%	2/3
TOB-3	3-Tobacco Use Treatment Provided or Offered at Discharge	61%	67%	N/A	N/A	0%		0/2	0%	0/2
TOB-3a	3a-Tobacco Use Treatment at Discharge	22%	33%	N/A	N/A	0%		0/2	0%	0/2
	METRIC	CMS**	2020	Q1 -2022	Q2 -2022	Q3 -2022	Q4-2022	Q3-2022 Num/Den	Rolling 2022 YTD	Rolling Num/Den
◆ Transition Record Measures										
TRSE	Transition Record with Specified Elements Received by Discharged Patients	69%	95%	95%	95%	33%		40/122	75%	285/380
TTTR	Timely Transmission of Transition Record	60%	94%	N/A	N/A	N/A		0/0	N/A	0/0
◆ Metabolic Disorders Measure										
SMD	Screening for Metabolic Disorders	Benchmark To Be Established	96%	86%	95%	88%		78/89	90%	243/271
	METRIC	CMS**	2018	2019	2020				2021	Rolling Num/Den
IPF-IMM-2	Influenza Immunization	100%		98%	90%	92%			96%	244/254

Hospital Outpatient Quality Reporting Program Measures

	METRIC	CMS**	2021	Q1 -2022	Q2 -2022	Q3 -2022	Q4-2022	Q3 2022 Num/Den	Rolling 2022 YTD	2022 YTD Num/Den
◆ ED Outpatient Measures										
OP-18b	Average (median) time patients spent in the emergency department before leaving from the visit	175.00	190.00	222.00	208.00	Pending		0-Cases	215.00	179-Cases
◆ Outpatient Stroke Measure										
OP-23	Head CT/MRI Results for STK Pts w/in 45 Min of Arrival	72%	82%	88%	75%	80%		3/5	82%	14/17
◆ Endoscopy Measures										
OP-29	Endoscopy/Polyp Surveillance: Appropriate Follow-up Interval for Normal Colonoscopy in Average Risk Patients	90%	79%	88%	71%	90%		9/10	83%	54/65

**CMS National Average + Lower Number is better

◆ Healthcare Personnel Influenza Vaccination						
	METRIC	CMS National Average	Oct 2016 - Mar 2017	Oct 2017 - Mar 2018	Oct 2018 - Mar 2019	Oct 2020 - Mar 2021
IMM-3	Healthcare Personnel Influenza Vaccination	90%	89%	89%	97%	94%
◆ Surgical Site Infection +						
	METRIC	National Standardized Infection Ratio (SIR)	Jul 2019 - Dec 2020	Oct 2019 - Mar 2021	Oct 2020 - Sep 2021	Jan 2021 - Dec 2022
HAI-SSI-Colon	Surgical Site Infection - Colon Surgery	1	0.900	0.90	not published**	0.00
HAI-SSI-Hyst	Surgical Site Infection - Abdominal Hysterectomy +	1	not published**	not published**	not published**	not published**
◆ Healthcare Associated Device Related Infections						
	METRIC	National Standardized Infection Ratio (SIR)	Jul 2019 - Dec 2020	Oct 2019 - Mar 2021	Oct 2020 - Sep 2021	Jan 2021 - Dec 2021
HAI-CLABSI	Central Line Associated Blood Stream Infection (CLABSI)	1	1.17	1.38	0.82	0.26
HAI-CAUTI	Catheter Associated Urinary Tract Infection (CAUTI)	1	0.99	0.47	0.67	0.44
	METRIC	2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
	Central Line Associated Blood Stream Infection (CLABSI)	0.29	0.00	0.00	0.00	
	Catheter Associated Urinary Tract Infection (CAUTI)	0.48	1.05	0.00	0.39	
◆ Healthcare Associated Infections +						
	METRIC	National Standardized Infection Ratio (SIR)	Jul 2019 - Dec 2020	Oct 2019 - Mar 2021	Oct 2020 - Sep 2021	Jan 2021 - Dec 2021
HAI-C-Diff	Clostridium Difficile	1	0.65	0.59	0.33	0.21
HAI-MRSA	Methicillin Resistant Staph Aureus Bacteremia	1	0.76	0.69	0.62	0.00
	METRIC	2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
HAI-C-Diff	Clostridium Difficile (Rate per 10000)	0.21	1.69	3.59	Pending	
HAI-MRSA	Methicillin Resistant Staph Aureus Bacteremia (Rate per	0.00	0.00	0.00	0.00	
◆ Agency for Healthcare Research and Quality Measures (AHRQ-Patient Safety Indicators) +						
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2016 - June 2018	July 2017 - June 2019	July 2018 - Dec 2019	July 2019 - June 2021
PSI-90 (Composite)	Complication / Patient Safety Indicators PSI 90 (Composite)	1	No different than the National Rate			
	METRIC		2019	2020	2021	2022
PSI-90 (Composite)	Complication / Patient safety Indicators PSI 90 (Composite)		0.31	0.60	1.96	1.07
PSI-3	Pressure Ulcer		0.00	0.00	0.22	0.30
PSI-6	Iatrogenic Pneumothorax		0.17	0.18	0.62	0.00
PSI-8	Postoperative Hip Fracture		0.48	0.00	0.29	0.19
PSI-9	Perioperative Hemorrhage or Hematoma		0.00	2.19	2.67	1.81
PSI-10	Postop Acute Kidney Injury Requiring Dialysis		0.00	1.59	0.00	0.00
PSI-11	Postoperative Respiratory Failure		4.34	2.07	6.11	0.00
PSI-12	Peri Operative Pulmonary Embolism (PE) or Deep Vein Thrombosis (DVT)		9.50	2.13	8.74	6.86
PSI-13	Postoperative Sepsis		1.30	6.39	4.64	2.65
PSI-14	Post operative Wound Dehiscence		0.00	0.00	2.02	0.00
PSI-15	Unrecognized Abdominopelvic Accidental Laceration/Puncture Rate		0.00	0.00	0.00	0.00
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2016 - June 2018	July 2017 - June 2019	July 2018 - Dec 2019	July 2019 - June 2021
PSI-4	Death Among Surgical Patients with Serious Complications +	136.48 per 1,000 patient discharges	No different then National Average	No different then National Average	No different then National Average	not published**
◆ Surgical Complications +						
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	April 2015 - March 2018	April 2016 - March 2019	April 2017 - Oct 2019	April 2018 - March 2021
Surgical Complication	Hip/Knee Complication: Hospital-level Risk- Standardized Complication Rate (RSCR) following Elective Primary Total Hip/Knee Arthroplasty +	2.4%	2.7%	3.0%	2.6%	2.5%

*** National Average + Lower Number is better

◆ Mortality Measures - 30 Day +

	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2015 - June 2018	July 2016 - June 2019	July 2017 - Dec 2019	July 2019 - June 2021
MORT-30-AMI	Acute Myocardial Infarction Mortality Rate	8.4%	12.50%	10.90%	10.70%	10.00%
MORT-30-HF	Heart Failure Mortality Rate	12.4%	9.70%	8.00%	8.60%	10.30%
MORT-30-PN	Pneumonia Mortality Rate	15.4%	15.30%	14.20%	13.90%	not published**
MORT-30-COPD	COPD Mortality Rate	8.40%	8.80%	9.20%	8.60%	10.00%
MORT-30-STK	Stroke Mortality Rate	13.60%	13.70%	13.60%	13.40%	13.50%
CABG MORT-30	CABG 30-day Mortality Rate	2.90%	3.40%	3.00%	2.50%	3.00%

◆ Mortality Measures - 30 Day (Medicare Only - Midas DataVision) +

	METRIC		2019	2020	2021	2022
MORT-30-AMI	Acute Myocardial Infarction Mortality Rate		7.14%	4.99%	6.06%	4.88%
MORT-30-HF	Heart Failure Mortality Rate		6.37%	5.88%	7.90%	1.70%
MORT-30-PN	Pneumonia Mortality Rate		8.00%	7.10%	8.42%	4.55%
MORT-30-COPD	COPD Mortality Rate		5.09%	2.38%	0.00%	5.88%
MORT-30-STK	Stroke Mortality Rate		5.43%	4.95%	4.76%	6.32%
CABG MORT-30	CABG Mortality Rate		0.00%	0.00%	0.00%	0.00%

◆ Acute Care Readmissions - 30 Day Risk Standardized +

	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2015 - June 2018	July 2016 - June 2019	July 2017 - Dec 2019	July 2018 - June 2021
READM-30-AMI	Acute Myocardial Infarction Readmission Rate	15.0%	14.09%	16.30%	15.50%	14.70%
READM-30-HF	Heart Failure Readmission Rate	21.3%	20.80%	21.60%	21.20%	19.50%
READM-30-PN	Pneumonia Readmission Rate	16.6%	15.10%	13.80%	14.50%	not published**
READM-30-COPD	COPD Readmission Rate	19.80%	19.20%	19.60%	19.30%	19.50%
READM-30-THA/TKA	Total Hip Arthroplasty and Total Knee Arthroplasty Readmission Rate	4.10%	3.90%	4.40%	4.20%	4.90%
READM-30-CABG	Coronary Artery Bypass Graft Surgery (CABG)	11.90%	13.80%	11.70%	12.20%	11.60%
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2017 - June 2018	July 2018 - June 2019	July 2019 - Dec 2019	July 2018 - June 2021
HWR Readmission	Hospital-Wide All-Cause Unplanned Readmission (HWR) +	15.0%	14.7%	13.7%	14.9%	14.0%

◆ Acute Care Readmissions 30 Day (Medicare Only - Midas DataVision) +

	METRIC		2019	2020	2021	2022
	Hospital-Wide All-Cause Unplanned Readmission		10.14%	10.95%	9.59%	10.07%
	Acute Myocardial Infarction Readmission Rate		9.09%	11.24%	11.27%	7.14%
	Heart Failure Readmission Rate		19.05%	16.67%	12.04%	11.11%
	Pneumonia (PN) 30 Day Readmission Rate		10.14%	14.94%	5.68%	11.34%
	Chronic Obstructive Pulmonary Disease (COPD) 30 Day Readmission Rate		22.00%	11.11%	13.04%	9.68%
	Total Hip Arthroplasty and Total Knee Arthroplasty 30 Day Readmission Rate		3.33%	10.42%	2.50%	0.00%
	30-day Risk Standardized Readmission following Coronary Artery Bypass Graft		11.11%	0.00%	6.67%	15.38%

◆ Cost Efficiency +

	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	Jan 2017 - Dec 2017	Jan 2018 - Dec 2018	Jan 2019 - Dec 2019	Jan 2020 - Dec 2020
MSPB-1	Medicare Spending Per Beneficiary (All)	0.99	0.98	0.97	0.97	0.98
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2014 - June 2017	July 2015 - June 2018	July 2016 - June 2019	July 2017 - Dec 2019
MSPB-AMI	Acute Myocardial Infarction (AMI) Payment Per Episode of Care	\$26,304	\$21,274	\$23,374	\$27,327	\$28,746
MSPB-HF	Heart Failure (HF) Payment Per Episode of Care	\$18,060	\$16,632	\$16,981	\$17,614	\$18,180
MSPB-PN	Pneumonia (PN) Payment Per Episode of Care	\$18,776	\$17,415	\$17,316	\$17,717	\$17,517
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2013 - June 2016	April 2014 - March 2017	April 2015 - March 2018	April 2017 - Oct 2019
MSPB-Knee	Hip and Knee Replacement	\$20,839	\$22,502	\$21,953	\$20,263	\$19,869

*** National Average + Lower Number is better

MarinHealth Medical Center
CLINICAL QUALITY METRICS DASHBOARD
 Publicly Reported on CalHospital Compare (www.calhospitalcompare.org)
 and Centers for Medicare & Medicaid Services (CMS) Hospital Compare (www.hospitalcompare.hhs.gov/)

◆ Outpatient Measures (Claims Data) +						
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2016 - June 2017	July 2017 - June 2018	July 2018 - June 2019	July 2019 - Dec 2019
OP-10	Outpatient CT Scans of the Abdomen that were "Combination" (Double) Scans	6.40%	4.80%	4.50%	6.10%	2.70%
OP-13	Outpatients who got Cardiac Imaging Stress Tests Before Low-Risk Outpatient Surgery	4.20%	3.50%	3.20%	3.20%	3.70%
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	Jan 2015 - Dec 2015	Jan 2016 - Dec 2016	Jan 2018 - Dec 2018	Jan 2020 - Dec 2020
OP-22	Patient Left Emergency Department before Being Seen	2.00%	1.00%	1.00%	2.00%	2.00%

+ Lower Number is better

MHMC Performance Metrics and Core Services Report

Q3 2022

Schedule 4: Community Benefit Summary

➤ **Tier 2, Community Commitment**

The Board will report all of MGH's cash and in-kind contributions to other organizations.
The Board will report on MGH's Charity Care.

Cash & In-Kind Donations					
(These figures are not final and are subject to change)					
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Total 2022
Bucklew	26,250	0	0		26,250
Ceres Community Project	10,500	0	0		10,500
Coastal Health Alliance (Petaluma HC)	15,750	0	0		15,750
Community Action Marin	10,500	0	0		10,500
Community Institute for Psychotherapy	21,000	0	0		21,000
Homeward Bound	157,500	0	0		157,500
Huckleberry Youth Programs	10,500	0	0		10,500
Jewish Family and Children's Services	10,500	0	0		10,500
Kids Cooking for Life	5,250	0	0		5,250
Marin Center for Independent Living	26,250	0	0		26,250
Marin City Community Dev Corp	10,500	0	0		10,500
Marin Community Clinics	75,600	0	0		75,600
MHD 1206B Clinics	4,780,730	5,324,210	6,242,452		16,347,392
North Marin Community Services	10,500	0	0		10,500
Operation Access	21,000	0	0		21,000
Ritter Center	26,250	0	0		26,250
RotaCare Free Clinic	15,750	0	0		15,750
San Geronimo Valley Community Center	10,500	0	0		10,500
Spahr Center	8,400	0	0		8,400
St. Vincent de Paul Society of Marin	10,500	0	0		10,500
West Marin Senior Services	10,500	0	0		10,500
Total Cash Donations	5,274,230	5,324,210	6,242,452		16,840,892
Compassionate discharge medications	10,225	8,593	13,795		32,613
Meeting room use by community-based organizations for community-health related purposes	0	0	0		0
Food donations	8,859	9,539	17,189		35,587
Total In Kind Donations	19,084	18,132	30,984		68,200
Total Cash & In-Kind Donations	5,293,314	5,342,342	6,273,436		16,909,092

MHMC Performance Metrics and Core Services Report

Q3 2022

Schedule 4, continued

Community Benefit Summary					
(These figures are not final and are subject to change)					
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Total 2022
Community Health Improvement Services	22,363	55,200	12,033		89,596
Health Professions Education	658,855	849,056	463,328		1,971,239
Cash and In-Kind Contributions	5,293,314	5,342,342	6,273,436		16,909,092
Community Benefit Operations	6,385	5,684	3,512		15,581
Community Building Activities	0	0	0		0
Traditional Charity Care *Operation Access total is included	556,900	297,572	242,542		1,097,014
Government Sponsored Health Care (includes Medi-Cal & Means-Tested Government Programs)	10,460,541	12,688,399	12,789,276		36,938,216
Community Benefit Subtotal (amount reported annually to State & IRS)	16,998,358	19,238,253	20,784,127		57,020,738
Unpaid Cost of Medicare	20,933,654	23,444,270	22,568,580		66,946,504
Bad Debt	220,144	311,745	299,086		830,975
Community Benefit, Community Building, Unpaid Cost of Medicare and Bad Debt <u>Total</u>	38,152,156	42,994,268	43,651,793		124,798,217

Operation Access					
Though not a Community Benefit requirement, MGH has been participating with Operation Access since 2000. Operation Access brings together medical professionals and hospitals to provide donated outpatient surgical and specialty care for the uninsured and underserved.					
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Total 2022
*Operation Access charity care provided by MGH (waived hospital charges)	187,072	305,178	124,587		616,837
Costs included in Charity Care	31,244	45,939	28,215		105,398

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Schedule 5: Nursing Turnover, Vacancies, Net Changes

➤ **Tier 2, Physicians and Employees**

The MGH Board will analyze and provide information regarding nursing turnover rate, nursing vacancy rate, and net nursing staff change at MGH.

Turnover Rate				
Period	Number of Clinical RNs	Separated		Rate
		Voluntary	Involuntary	
Q3 2021	526	23	0	4.37%
Q4 2021	536	19	2	3.92%
Q1 2022	538	21	2	4.28%
Q2 2022	564	22	1	4.08%
Q3 2022	569	26	4	5.27%

Vacancy Rate							
Period	Open Per Diem Positions	Open Benefitted Positions	Filled Positions	Total Positions	Total Vacancy Rate	Benefitted Vacancy Rate of Total Positions	Per Diem Vacancy Rate of Total Positions
Q3 2021	28	70	526	624	15.71%	11.22%	4.49%
Q4 2021	20	76	536	632	15.19%	12/03%	3.16%
Q1 2022	16	89	538	643	16.33%	13.84%	2.49%
Q2 2022	24	75	564	663	14.93%	11.31%	3.62%
Q3 2022	9	79	569	657	13.39%	12.02%	1.37%

Hired, Termed, Net Change			
Period	Hired	Termed	Net Change
Q3 2021	25	23	2
Q4 2021	30	21	9
Q1 2022	21	23	(2)
Q2 2022	48	23	25
Q3 2022	36	30	6

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Schedule 6: Ambulance Diversion

➤ **Tier 2, Volumes and Service Array**

The MGH Board will report on current Emergency services diversion statistics.

Quarter	Date	Time	Diversion Duration	Reason	Waiting Room Census	ED Admitted Patient Census
Q3 2022	July 1	19:30	2'00"	ED	16	4
	July 13	20:47	1'53"	ED	20	10
	July 14	22:04	2'00"	ED	16	7
	July 15	19:05	2'00"	ED	24	8
	July 18	15:13	1'58"	ED	2	5
	July 22	23:20	1'56"	ED	13	4
	July 27	23:46	1'55"	ED	7	8
	July 29	00:06	2'00"	ED	7	11
	Aug 1	17:53	2'00"	ED	20	11
	Aug 8	22:27	2'00"	ED	19	11
	Aug 12	18:05	2'00"	ED	16	8
	Aug 14	10:39	1'57"	ED	7	2
	Aug 14	22:39	2'00"	ED	6	5
	Aug 17	22:11	2'00"	ED	6	14
	Sept 13	17:26	2'00"	ED	11	3
	Sept 22	21:36	2'00"	ED	17	8
	Sept 25	21:50	2'00"	ED	11	2
	Sept 30	18:30	2'00"	ED	13	9

2022 ED Diversion Data - All Reasons*

*ED Saturation, CT Scanner Inoperable, Trauma Diversion, Neurosurgeon unavailable, Cath Lab
(Not including patients denied admission when not on divert b/o hospital bed capacity)

