

MARIN HEALTHCARE DISTRICT

100-B Drake's Landing Road, Suite 250, Greenbrae, CA 94904
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TUESDAY, FEBRUARY 10, 2026 **BOARD OF DIRECTORS** **5:30 PM: REGULAR OPEN MEETING**

Board of Directors:

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

Location:

MarinHealth Medical Center
Conference Center
250 Bon Air Road, Greenbrae CA

Public option: Zoom video:

<https://mymarinhealth.zoom.us/join>
Meeting ID: 916 7438 2943
Passcode: 061704
Or via Zoom telephone: 1-669-900-9128

Staff:

David Klein, MD, MBA, CEO
Eric Brettner, CFO
Colin Leary, General Counsel
Tricia Lee, Executive Assistant

AGENDA

	<u>Presenter</u>	<u>Tab #</u>
<u>5:30 PM: REGULAR OPEN MEETING</u>		
1. Call to Order and Roll Call	Sparkman	
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>	Sparkman	
3. Approve Agenda (action)	Sparkman	
4. Approve Minutes of the Regular Meeting of January 13, 2026 (action)	Sparkman	#1
5. Appointment of District Board Committee Members 2026 A. Finance & Audit Committee (action) B. Lease, Building, Education & Outreach Committee (action)	Sparkman	
6. Approval of Q3 2025 MarinHealth Medical Center Report of Performance Metrics and Core Services (action)	Klein/ Seaver-Forsev	#2
7. 2026 Patient Experience Initiative	Klein/ Chandrasena	
8. Receive Results of Petition Review from Marin County Registrar of Voters Regarding Citizens Parcel Tax Initiative Measure; Ballot Placement (action)	Klein	

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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TUESDAY, FEBRUARY 10, 2026

BOARD OF DIRECTORS

5:30 PM: REGULAR OPEN MEETING

- | | |
|---|------------------------|
| 9. Healthcare Advocacy and Emerging Challenges and Trends | <i>Klein</i> |
| 10. Committee Reports | |
| A. Finance & Audit Committee (<i>did not meet</i>) | <i>Su</i> |
| B. Lease, Building, Education & Outreach Committee (<i>next meets Jan 20</i>) | <i>Rienks</i> |
| C. Primary Care Task Force Report | <i>Rienks/Sparkman</i> |
| 11. Reports | |
| A. District CEO's Report | <i>Klein</i> |
| B. Hospital CEO's Report | <i>Klein</i> |
| C. Chair's and Board Members' Reports | <i>All</i> |
| 12. Agenda Suggestions for Future Meetings | <i>All</i> |
| 13. Adjournment of Regular Meeting | <i>Sparkman</i> |

Next Regular Meeting: Tuesday, March 10, 2026 @ 5:30 p.m.

Tab 1



**MARIN HEALTHCARE DISTRICT
BOARD OF DIRECTORS**

REGULAR MEETING

**January 13, 2026
MarinHealth Medical Center
Conference Center**

MINUTES

1. Call to Order and Roll Call

Chair Alfrey called the Regular Meeting to order at 5:32 pm.

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

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

2. General Public Comment

There was no public comment.

3. Approve Agenda

Director Rienks moved to approve. Director Sparkman seconded.

Vote: all ayes.

4. Approve Minutes of the Regular Meeting of December 9, 2025

Chair Alfrey proposed an amendment to the minutes of December 9, 2025 to clarify the discussion regarding the Leapfrog Hospital Safety Grade.

Director Sparkman moved to approve. Director Rienks seconded.

Vote: all ayes.

5. Nomination and Election of Marin Healthcare District Officers for 2024

A. Chair – Director Rienks nominated Director Sparkman, and Dr. Alfrey seconded. Director Sparkman accepted the nomination. There were no further nominations. **Vote: all ayes. Director Ann Sparkman was elected unanimously to be Chair of Marin Healthcare District Board for 2026.**

B. Vice Chair – Director Sparkman nominated Director Rienks, and Dr. Su seconded. Director Rienks accepted the nomination. There were no further nominations. **Vote: all ayes. Director Jennifer Rienks was elected unanimously to be Vice Chair of Marin Healthcare District Board for 2026.**

C. **Secretary** – Director Rienks nominated Director Ramirez, and Chair Alfrey seconded. Ms. Ramirez accepted the nomination. There were no further nominations. **Vote: all ayes.**
Director Ramirez was elected unanimously to be Secretary of Marin Healthcare District Board for 2026.

6. **Approval of Ms. Jocelyn Nakashige & Mr. John Landers for Membership on the MarinHealth Medical Center Board of Directors, as recommended by the MHD/MHMC Joint Nominating Committee on November 19, 2025**

The Board took action to approve Ms. Jocelyn Nakashige and Mr. John Landers for membership on the MarinHealth Medical Center Board of Directors, as recommended by the Marin Healthcare District/MarinHealth Medical Center Joint Nominating Committee at its meeting on November 19, 2025. Board members expressed strong support for both nominees and noted that each would make a valuable contribution to the organization and the community.

Chair Alfrey asked for a motion to approve the appointments of Ms. Jocelyn Nakashige and Mr. John Landers to the MarinHealth Medical Center Board of Directors. Director Rienks moved to approve. Director Sparkman seconded. **Vote: all ayes.**

7. **Healthcare Advocacy and Emerging Challenges and Trends**

Dr. Klein reported that healthcare advocacy activity at the state and federal levels has been limited due to the recent holiday recess, with most elected officials not in session. He noted that there have been no recent meetings of the California Hospital Association or related organizations and that regular advocacy activity is expected to resume next month.

Dr. Klein provided an update on federal policy issues currently under review. He reported that the temporary suspension of PAYGO sequestration is scheduled to expire at the end of January and that it remains unclear whether Congress will extend the suspension. He also reported that Affordable Care Act subsidy funding has been reduced and that efforts to restore funding are ongoing. Dr. Klein noted that if funding is not restored, reduced enrollment could negatively impact access to healthcare services and hospital operations. He further reported that while the U.S. House of Representatives has acted on related legislation, the Senate has not yet taken action. Dr. Klein stated that additional information will be provided at a future meeting.

Director Rienks referenced a recent article regarding an e-bike survey conducted at local high schools, noting that while most students used conventional bicycles, a number of electric bicycles and electric motorcycles were identified, raising safety concerns. She suggested that additional education and outreach efforts may be warranted and proposed inviting representatives from the Bicycle Coalition to a future meeting to provide an update.

Chair Alfrey commented on regulatory activity at the local, regional, state, and federal levels related to electric bicycles and electric motorcycles and noted that other jurisdictions have adopted additional requirements, including age and training restrictions. Chair Alfrey reported that a recent grant application related to this issue was not funded; however, the proposal was

scored, and feedback was received. He stated that the District intends to revise and reapply in a future funding cycle and will continue to review available data related to injury trends.

Director Sparkman reported on comments made at a recent Corte Madera Town Council meeting regarding concerns about enforcement related to electric bicycles and electric motorcycles.

Chair Alfrey noted that serious injuries associated with electric motorcycles continue to occur, including incidents involving adolescents.

8. Committee Reports

A. Finance & Audit Committee

Director Su reported that the Finance and Audit Committee met on December 15, 2025. The Committee reviewed the District's investment portfolio and asset allocation and discussed potential adjustments to the investment strategy based on applicable legislative guidelines, with further review to be brought back to the Committee and the Board. The Committee reviewed the income statements and noted no significant variances, and reported that investment performance was stronger than anticipated year to date.

Dr. Su also reported the Committee reviewed a budget to actual summary of community education and outreach activities, including seminars and related events, and noted that expenditures were below budget.

B. Lease, Building, Education and Outreach Committee

Director Rienks reported that the Lease, Building, and Education & Outreach Committee did not meet during the reporting period. She did report that the Careers in Medicine event is scheduled for Thursday, March 5, from 12:00 p.m. to 4:00 p.m., and that planning is underway.

Dr. Klein noted that feedback from the prior Careers in Medicine event is being incorporated into planning for the upcoming program, including adjustments to pacing and continuation of a panel discussion format. He noted that outcomes from the March event will be reviewed to inform consideration of future programs.

Director Rienks reported that the committee will meet on January 20, 2026 and invited Board members to submit suggestions for educational seminar topics for the coming year.

C. Primary Care Task Force

Director Rienks reported that the Primary Care Task Force has met and is prepared to begin interviews. She stated that staff is coordinating scheduling and that interviews are anticipated to be conducted soon. It was also noted that recruitment efforts have improved primary care access, including reduced wait times for appointments. The Board acknowledged the progress to date and expressed appreciation for the ongoing work.

9. Reports

A. *Hospital and District CEO's Report:*

Dr. Klein reported continued progress in physician recruitment and access to care. He reported that 11 new primary care providers were added in 2025 and that six additional physician candidates currently have offers extended, with one accepted and the remaining candidates expected to finalize in early 2026. He reported that the primary care waiting list has been reduced to fewer than 200 patients and is expected to be eliminated by the end of January 2026.

Dr. Klein reported additional recruitment successes, including the hiring of three new medical cardiologists. He also reported operational improvements supporting patient access, including standardization of primary care scheduling templates to enable expanded online scheduling. He introduced Dr. Nurit Licht as the new Medical Director for primary care.

Dr. Klein reported that MarinHealth Medical Center was named by Newsweek as one of the best hospitals in California for 2026 and was also recognized by U.S. News & World Report as a Best Hospital for Maternity Care for 2026.

Dr. Klein provided an update on information technology initiatives, including continued investments in cybersecurity and expanded use of AI tools across clinical and operational functions, with appropriate governance and physician oversight.

Dr. Klein reported on workforce initiatives, noting that the organization will transition to a single annual employee engagement survey beginning in 2026. He reported that 2026 has been designated as the “Year of Patient Experience,” with Dr. Chandrasena and Andrew Apolinarski leading the efforts.

Dr. Klein reported increased inpatient demand and capacity updates, including the addition of 10 inpatient beds on the Redwood unit, bringing total available beds to approximately 270. He reported that emergency department volume increased by more than 5,000 visits in 2025, with a corresponding increase in admissions.

Dr. Klein provided an update on seismic compliance and facilities planning, reporting that required filings were completed by January 1, 2026, and that the District submitted documentation to request an extension of the seismic compliance deadline from 2030 to 2033 under Assembly Bill 869.

Dr. Klein also reported progress on capital projects, including implementation of the PassagePoint visitor badge system in February 2026, completion of the pharmacy compounding project in June 2026, activation of the Bloom Energy project in November 2026, and continued planning for a new parking structure anticipated to begin construction in late 2026.

Dr. Klein noted continued optimization of hospital and outpatient facilities and ongoing workforce development initiatives, including the continued success of the new graduate nurse program.

B. Chair's and Board Members' Reports:

Director Sparkman reported that she was recently appointed by the Town of Corte Madera, to the Marin County Commission on Aging. She noted that she attended her first meeting, which she found to be informative and attended by a strong group of participants. Director Sparkman explained that the appointment is subject to ratification by the Marin County Board of Supervisors and stated that she would report back to the Board once that action has occurred.

Director Rienks requested the Commission on Aging present their strategic plan when completed.

Dr. Su reported on recent public comments by Elon Musk regarding advancements in AI and robotics. Dr. Su stated that Elon Musk has suggested that within approximately three years, autonomous robots could be capable of performing complex tasks, including surgery, with additional developments projected over a five-year timeframe. Dr. Su noted his surprise at these projections and stated that it remains to be seen whether such timelines will be realized.

Chair Alfrey expressed his appreciation to fellow Directors for their support and collaboration during his tenure as Chair. He thanked Director Rienks for her guidance on governance requirements and her continued support of the District's mission, particularly in advancing mental health initiatives. Chair Alfrey also thanked Director Sparkman for her leadership and mentorship, as well as her advocacy for vulnerable populations, including trauma services and the aging community. He acknowledged Director Ramirez for her enthusiasm, positive engagement, and support of populations that are often overlooked. Chair Alfrey thanked Director Su for his commitment to proper governance practices, leadership on the task force, service on the Finance Committee, and valuable perspective as a practicing physician at the hospital. Chair Alfrey expressed his sincere gratitude to the Board for its support and collaboration and noted that he looks forward to continuing to serve on the Board as a Director.

The Board thanked Chair Alfrey for his leadership and service as Board Chair over the past two years and expressed its appreciation for his dedication during his tenure.

10. Agenda Suggestions for Future Meetings

Director Rienks suggested inviting the Marin Bicycle Coalition to a future meeting and including a review of e-bike safety and usage data.

11. Adjournment of Regular Meeting

Chair Alfrey adjourned the meeting at 6:24 pm.

Tab 2



MarinHealth Medical Center

Performance Metrics and Core Services Report

Q3 2025

February 3, 2026

MarinHealth Medical Center (Marin General Hospital)

Performance Metrics and Core Services Report: **Q3 2025**

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	Joint Commission granted MGH an "Accredited" decision with an effective date of October 25, 2025 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 2024 (Annual Report) was presented to MGH Board and to MHD Board in June 2025.
	6. MGH Board must implement a Biennial Quality Performance Improvement Plan for MGH.	Annually	In Compliance	MGH Performance Improvement Plan for 2025 was presented for approval to the MGH Board in February 2025.
	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 2024
	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 2024
(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 2025**

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 2024
(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 2024
	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 2024
	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 2024
(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 2024
	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 2024
	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 November 1, 2025 and to the MHD Board on February 21, 2025.
	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 November 1, 2025 and the MHD Board on February 21, 2025.
	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 2024 Independent Audit was completed on April 24, 2025.
	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 2024 Form 990 was filed on November 14, 2025.

MHMC Performance Metrics and Core Services Report Q3 2025



EXECUTIVE SUMMARY Q3 2025 HCAHPS

Time Period

Q3 2025 HCAHPS Survey with Press Ganey Benchmarks (n=330)

Accomplishments

Overall Hospital Rating & Likelihood to Recommend sustained > 50thp
Responsiveness >50thp
Doctors Communication 50thp
Discharge Information >50thp
Information About Symptoms 50thp

Areas for Improvement

Nurse Communication
Hospital Environment (Improved over Q2)
Communication about Medications
Restful Environment (Improved over Q2)
Care Coordination & Care Transitions (Improved over Q2)

Data Summary

2025 has updated questions (see report):

 Quietness moved from Hospital Environment to Restful Domain

 Care Transitions to Care Coordination Domain

 Information about Symptoms as own Domain

Reporting HCAHPS Press Ganey percentile rank among all PG database (Natl n=2422)
and PG California Hospitals (CA n=129)

Not patient mix adjusted

Barriers or Limitations

True CMS comparison report not available.

Next Steps

- Patient Satisfaction and Experience initiatives; Geographic Assignments on Med/Surg, Hourly rounding on Medical/Surgical units, Physician bedside rounding and feedback sessions, among other efforts.
- Sr Leader rounding on Med/Surg, ED, Cardiac Units

MHMC Performance Metrics and Core Services Report

Q3 2025

Schedule 1: HCAHPS

(Hospital Consumer Assessment of Healthcare Providers & Systems)

- **Tier 1, Patient Satisfaction and Services**
The MHMC Board will report on MHMC's HCAHPS Results Quarterly.
- **Tier 2, Patient Satisfaction and Services**
The MHMC 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.

Q3 2025 HCAHPS Dashboard

	Q4 2024			Q1 2025			Q2 2025			Q3 2025		
	Top Box	Nat. Rank	CA Rank	Top Box	Nat. Rank	CA Rank	Top Box	Nat. Rank	CA Rank	Top Box	Nat. Rank	CA Rank
Rate Hospital 0-10	79.45%	82	79	78.97%	84	81	77.36%	78	74	76.29%	73	69
Recommend the Hospital	80.60%	83	74	82.04%	87	78	83.54%	88	82	81.63%	84	73
Communication with Nurses	77.18%	28	30	76.65%	31	40	75.65%	22	27	74.90%	18	19
Responsiveness of Hospital Staff**	66.72%	62	68	62.61%	55	61	63.63%	57	53	62.74%	51	54
Communication with Doctors	79.54%	44	46	80.33%	58	70	79.89%	55	56	79.58%	51	50
Hospital Environment ***	64.31%	39	52	70.22%	41	35	67.09%	22	9	70.44%	35	20
Communication about Medications	59.96%	38	27	58.92%	37	27	64.83%	71	57	61.42%	48	32
Discharge Information	89.07%	69	65	85.96%	46	39	87.03%	53	46	89.18%	75	66
Care Transitions	51.68%	39	28	55.08%	37	34	53.58%	28	23	55.45%	36	34
Restful Hospital Environment				68.68%	30	27	70.11%	31	30	72.39%	45	45
Care Coordination				68.20%	35	32	72.07%	51	50	73.01%	57	49
Information About Symptoms												
"n"	398			325			331			330		

Green = Above the 50th percentile

Red = Below the 50th percentile

Black = New Questions/Domains in 2025 (rankings may continue to change)

Data pulled 1-6-26

Data is Mode Adjusted (to account for use of phone vs. mail-in surveys)

National Benchmark = 2,476 hospitals

CA Benchmark = 129 hospitals

Only includes CMS reportable/eligible surveys

* New (overarching) changes to the HCAHPS survey in 2025 include:

- (1) Response window increased from 42 to 49 days
 - (2) Proxy/loved one can take the survey on behalf of a patient
 - (3) Limit on supplemental questions to 12 maximum
 - (4) Reduced language spoken at home to only 4 options - English, Spanish, Chinese, Another Language
 - (5) Replaced: "Were you admitted through the Emergency Department?" with "Was this hospital stay planning in advance?" (Yes Definitely, Yes Somewhat, No)
 - (6) Removed the "Care Transitions" Domain
 - (7) Added "Care Coordination" Domain:
 - (a) During this hospital stay, how often were doctors, nurses and other hospital staff informed and up-to date about your care?
 - (b) During this hospital stay, how often did doctors, nurses and other hospital staff work well together to care for you?
 - (c) Did doctors, nurses or other hospital staff work with you and your family or caregiver in making plans for your care after you left the hospital?
 - (8) Added "Restfulness Domain":
 - (a) During this hospital stay, how often was the area around your room quiet at night? (pre-existing question)
 - (b) During this hospital stay, how often were you able to get the rest you needed?
 - (c) During this hospital stay, did doctors, nurses and other hospital staff help you to rest and recover?
 - (9) Added "Info About Symptoms" question:
 - (a) Did doctors, nurses or other hospital staff give your family or caregiver enough information about what symptoms or health problems to watch for after you left the hospital?
 - (10) Total increase from 29 to 32 questions
- Note: Due to these HCAHPS question changes, per Press Ganey, scores / ranks may continue to adjust.

** Wording change to 1 of the 2 Questions in the "Responsiveness" Domain in 2025 (Press Ganey is seeing lower domain scores across the nation)

*** Environment Domain now only includes the Cleanliness question. Quiet at Night moved out of Environment Domain into new "Restful" Domain in 2025.

MHMC Performance Metrics and Core Services Report

Q3 2025

Schedule 2: Finances

➤ **Tier 1, Finances**

The MHMC Board must maintain a positive operating cash-flow (operating EBIDA) for MHMC 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 MHMC Board must maintain revenue covenants related to any financing agreements or arrangements applicable to the financial operations of MHMC.

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

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

Financial Measure	Final 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	
EBIDA \$ (in thousands)	\$65,850	\$15,736	\$33,440	\$50,763		
EBIDA %	10.09%	9.00%	9.60%	9.60%		
Loan Ratios						
Annual Debt Service Coverage	2.48	2.06	2.23	1.89		
Maximum Annual Debt Service Coverage	2.48	2.06	2.20	1.87		
Debt to Capitalization	57.0%	52.2%	51.2%	50.2%		
Key Service Volumes	Total 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Total YTD 2025
Acute discharges	10,322	2,682	2,787	2,835		8,304
Acute patient days	50,356	13,802	13,788	12,961		40,551
Average length of stay	4.88	5.15	5.04	4.88		
Emergency Department visits	44,412	10,953	10,893	11,066		32,912
Inpatient surgeries	1,759	461	491	496		1,448
Outpatient surgeries	6,373	1,483	1,475	1,489		4,447
Newborns	1,279	315	322	344		981

MHMC Performance Metrics and Core Services Report

Q3 2025

Schedule 3: Clinical Quality Reporting Metrics

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

The MHMC Board will report on efforts to advance clinical quality efforts, including performance metrics in areas of primary organizational focus in MHMC'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/)

MHMC Performance Metrics and Core Services Report

Q3 2025



EXECUTIVE SUMMARY

Q3 2025 Quality Management Dashboard

(Organization Targets Based on Natl Metrics)

Accomplishments

- All-Cause Mortality rate (0.75)
 - Hip, Knee, Stroke, Pneumonia (0.0),
- Readmission Rates
 - Hip (0.0)
 - Pneumonia improved
- Length Of Stay (4.78):
 - Hip (3.20)
 - Knee (2.44)
 - Stroke (4.32)
- Catheter Assoc Urinary Tract Infection-CAUTI (0)
- Falls with Injury rate (0)
- PSI -90 Surgical Complications (0.72)- fewer than expected
- NEW- Social Determinants of Health (SDOH) Screening Rate 92%

Areas for Improvement or Monitoring

- AMI, Heart Failure mortality: cases reviewed, care appropriate
- Readmission rates:
 - Heart Failure: reviewed, care appropriate
 - Stroke: reviewed, care appropriate
- Sepsis compliance (62%)
- HAPI > 2024
- Deep SSI- pending

Data Summary

- Social Determinants of Health Screening- new CMS reported metric (from APeX)
- 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.

Next Steps:

- Ongoing support for PI continues
- Trend SDOH before goal setting



Quality Management Dashboard
Period: Q3 2025

Legend

Value > Target	
Value > 2024 < Target	
Value < Target < 2024	

Metrics: Adult Medical/Surgical High Volume DRGs	Reporting	Target*	2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025
Mortality-All Cause (Risk Adjusted O:E)	O:E Ratio	<1.0	0.73	0.65	0.64	0.74	0.75
Mortality-Acute Myocardial Infarction	O:E Ratio		0.78	0.46	0.00	0.00	2.26
Mortality-Heart Failure	O:E Ratio		0.72	0.26	0.41	0.74	1.67
Mortality- Hip	O:E Ratio		1.11	0.00	4.54	3.22	0.00
Mortality- Knee	O:E Ratio		0.00	0.00	0.00	0.00	0.00
Mortality- Stroke	O:E Ratio		0.94	1.54	1.43	1.03	0.90
Mortality- Sepsis	O:E Ratio		0.77	0.68	0.65	0.88	0.99
Mortality- Pneumonia	O:E Ratio		0.37	0.47	0.41	1.72	0.00
Readmission- All (Rate)	Rate	<15.5%	11.54	12.05	12.97	10.83	11.90
Readmission-Acute Myocardial Infarction	Rate		7.29	5.41	4.62	8.16	13.21
Readmission-Heart Failure	Rate		16.81	15.56	25.26	20.00	20.55
Readmission- Hip	Rate		17.14	0.00	10.00	0.00	20.00
Readmission- Knee	Rate		7.98	0.00	0.00	9.09	0.00
Readmission- Stroke	Rate		8.91	6.25	19.35	15.15	16.67
Readmission- Sepsis	Rate		17.31	17.20	16.00	16.20	16.18
Readmission- Pneumonia	Rate		13.82	17.95	18.05	7.14	12.50
LOS-All Cause	Mean	4.90	4.78	4.91	4.90	5.16	4.78
LOS-Acute Myocardial Infarction	Mean		3.92	4.09	4.47	4.29	4.72
LOS-Heart Failure	Mean		5.54	5.21	5.84	4.59	5.23
LOS- Hip	Mean		4.53	3.50	4.00	3.25	3.20
LOS- Knee	Mean		4.05	4.38	3.63	4.27	2.44
LOS- Stroke	Mean		6.01	7.58	6.86	5.84	4.32
LOS- Sepsis	Mean		8.72	9.04	8.01	10.16	8.44
LOS- Pneumonia	Mean		6.16	5.79	5.87	6.12	6.18
Metrics: HAIs, Sepsis, Harm Events	Reporting	Target**		Q4 2024	Q1 2025	Q2 2025	Q3 2025
CAUTI (SIR)	SIR	<1.0	0.92	0.71	0.00	0.00	0.00
Hospital Acquired C-Diff (CDI)	SIR	<1.0	0.29	0.00	0.71	0.17	0.92
Surgical Site Infection (Superficial)	# Infections		9	3	1	2	TBD
Surgical Site Infection (Deep, Organ Space and Joint)	# Infections		15	6	5	8	TBD
SSI	SIR	<1.0 SIR	0.64	<1.0	0.81	2.85	TBD
Sepsis Bundle Compliance	% Compliance	63%^	67%	64%	66%	69%	62%
Hospital Acquired Pressure Injury (HAPI)	# HAPI	<=1	1	0	0	1	1
Patient Falls with Injury	# Falls	<=1.0	1	1	0	0	0
PSI 90 / Healthcare Acquired Conditions	Ratio	<1.0	1.65	2.40	0.43	0.84	0.72
Serious Safety Events	# Events	<=1	2	1	1	1	0
Metrics: Health Equity	Reporting	Target**	2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025
Social Determinants of Health Screening Rates	% Screened	TBD	60.00	90.20	91.50	92.50	92.00
Domain Positive Rates							
Food Insecurity			5.70	5.80	5.40	6.40	7.40
Housing Insecurity			6.70	7.30	6.70	6.20	7.00
Transportation Risk			5.40	2.60	2.30	5.20	5.80
Utility Risk			2.70	5.30	5.40	2.80	3.00
Interpersonal Safety			0.60	0.70	0.40	0.50	0.60



* 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 hospital
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 \geq 4 days after admission
Surgical Site Infections	An infection that occurs after surgery in the part of the body where the surgery took place
Sepsis Bundle Compliance	Compliance with a group of best-practice required measures to prevent sepsis
Hospital Aquired Pressure Injury	Stage III or IV pressure ulcers (not present on admission) in patients hospitalized 4 or more days
Patient Falls with Injury	A fall that resulted in harm that required intervention by medical staff (and reportable to CMS)
PSI 90 / Healthcare Aquired 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, Post-op Wound Dehiscense, Accidental Laceration/Puncture
MRSA Blood Stream Infections	A positive test for a bacteria blood stream infection \geq 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
Social Determinants of Health Screening Rates	SDOH screening is a process where healthcare providers ask patients about their non-medical factors that affect their health
Other Abbreviations	
SIR	Standardize Infection Ratio (Observed/Expected)

MHMC Performance Metrics and Core Services Report

Q3 2025



EXECUTIVE SUMMARY

Q3 2025 Core Measures Dashboard

CMS Hospital IQR (Inpatient Quality Reporting) Program

Time Period

Q3 2025- publicly reported metrics (contributing to Star Rating)

Accomplishments

- STK-4 Thrombolytic Therapy: 100% (1/1)
- Perinatal measures: PC-01 Elective Delivery 5% (1/20)
- ED Inpatient Admit-Departure Time (ED-2) 93.50 minutes (compared to CMS 99 min)
- OP-23 (STK)- Head CT/MRI w/in 45 min of arrival 100% (5/5)
- Actual to Expected Infection Rates: Oct 23-Sep 24 (<1.0 = better):
 - Surgical Site Infection (SSI)-Colon 0.83
 - Central Line Infection (CLABSI): 0.53
 - Urinary Catheter Infection (CAUTI): 0.73
 - C-difficile Infection: 0.39
 - Methicillin Resistant Staph Aureus Bacteremia (MRSA): 0.44
- Surgical Complications Composite Measure (PSI-90): 0.67, less than expected,
- Mortality Rates lower than prior year:
 - COPD Mortality: 0%
 - CABG Mortality: Sustained 0% (4 years)
- 2025 Readmission Rates lower than previous
 - Pneumonia (PN) 10.3%
 - Total Hip/Knee 6.06%

Areas for Improvement or Monitoring

- Sepsis bundle (SEP): 62% (76/122)
- ED Outpatient Median Time: 176 Min (Compared to CMS 170 min)
- PSI-10 Post op Acute kidney injury 2.05
- PSI-11 Postop Pulmonary Embolism (PE) or Deep Vein Thrombosis (DVT) 2.29
- Readmission rates: All-Cause 12.56% (Heart Failure, COPD, CABG- 3 highest)

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: Competing Priorities

Next Steps: Continue PI Projects

Hospital Inpatient Quality Reporting Program Measures

	METRIC	CMS**	2024	Q1 -2025	Q2 -2025	Q3 -2025	Q4-2025	Q3-2025 Num/Den	Rolling 2025 YTD	2025 YTD Num/Den
◆ Stroke Measures										
STK-4	Thrombolytic Therapy	100%	100%	100%	100%	100%		1/1	100%	4/4
◆ Sepsis Measure										
SEP-01	Severe Sepsis and Septic Shock: Management Bundle (Composite Measure)	61%	67%	66%	69%	62%		76/122	66%	274/416
◆ Perinatal Care Measure										
PC-01	Elective Delivery +	2%	3%	0%	0%	5%		1/20	2%	1/51
PC-02	Cesarean Section +	TJC	20%	14%	24%	25%		36/146	21%	78/377
PC-05	Exclusive Breast Milk Feeding	TJC	78%	75%	76%	72%		51/71	74%	150/202
◆ ED Inpatient Measures										
ED-2	Admit Decision Time to ED Departure Time for Admitted Patients +	99	103.00	108.50	93.50	93.50		191--Cases	93.00	565--Cases
◆ Psychiatric (HBIPS) Measures										
IPF-HBIPS-2	Hours of Physical Restraint Use +	0.32	0.02	0.00	0.00	0.00		0.00	0.00	N/A
IPF-HBIPS-3	Hours of Seclusion Use +	0.35	0.00	0.00	0.00	0.00		0.00	0.00	N/A
◆ Substance Use Measures										
SUB-2	2-Alcohol Use Brief Intervention Provided or offered	60%	88%	70%	100%	89%		8/9	86%	24/28
SUB-2a	Alcohol Use Brief Intervention	77%	91%	78%	100%	100%		8/8	92%	24/26
SUB-3a	Alc/Oth Drug Use Tx Provide/Offer at Disch		75%	67%	67%	25%		1/4	67%	4/10
◆ Tobacco Use Measures										
TOB-3	3-Tobacco Use Treatment Provided or Offered at Discharge	71%	25%	40%	33%	0%		0/3	27%	3/11
TOB-3a	3a-Tobacco Use Treatment at Discharge	40%	17%	40%	33%	0%		0/3	27%	3/11
	METRIC	CMS**	2024	Q1 -2025	Q2 -2025	Q3 -2025	Q3-2025	Q3-2025 Num/Den	Rolling 2025 YTD	2025 YTD Num/Den
◆ Transition Record Measures										
TRSE	Transition Record with Specified Elements Received by Discharged Patients	62%	88%	70%	56%	66%		89/134	64%	235/368
◆ Metabolic Disorders Measure										
SMD	Screening for Metabolic Disorders	Benchmark To Be Established	88%	97%	89%	98%		80/82	94%	213/226
	METRIC	CMS**	2020	2021	2022	2023	2024	2025	Rolling Num/Den	
IPF-IMM-2	Influenza Immunization	77%		92%	96%	96%	97%	97%	95%	188/198
	METRIC	CMS**	2024	Q1 -2025	Q2 -2025	Q3 -2025	Q4-2025	Q3-2025 Num/Den	Rolling 2025 YTD	2025 YTD Num/Den
◆ ED Outpatient Measures										
OP-18b	Average (median) time patients spent in the emergency department before leaving from the visit	170.00	183.00	177.00	149.00	176.00		99--Cases	175.50	291--Cases
◆ Outpatient Stroke Measure										
OP-23	Head CT/MRI Results for STK Pts w/in 45 Min of Arrival	69%	94%	100%	67%	100%		5/5	89%	11/12
◆ Endoscopy Measures										
OP-29	Endoscopy/Polyp Surveillance: Appropriate Follow-up Interval for Normal Colonoscopy in Average Risk Patients	92%	95%	98%	91%	96%		27/28	95%	103/108

**CMS National Average + Lower Number is better

◆ Healthcare Personnel Influenza Vaccination						
	METRIC	CMS National Average	Oct 2018 - Mar 2019	Oct 2020 - Mar 2021	Oct 2021 - Mar 2022	Oct 2022 - Mar 2023
	COVID Healthcare Personnel Vaccination	88%			96%	99%
IMM-3	Healthcare Personnel Influenza Vaccination	80%	97%	94%	96%	93%
◆ Surgical Site Infection +						
	METRIC	National Standardized Infection Ratio (SIR)	July 2022 - June 2023	Jan 2023 - Dec 2023	July 2023 - June 2024	Oct 2023 - Sep 2024
HAI-SSI-Colon	Surgical Site Infection - Colon Surgery	1	0.00	0.00	0.53	0.83
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)	July 2022 - June 2023	Jan 2023 - Dec 2023	July 2023 - June 2024	Oct 2023 - Sep 2024
HAI-CLABSI	Central Line Associated Blood Stream Infection (CLABSI)	1	0.43	0.44	0.50	0.53
HAI-CAUTI	Catheter Associated Urinary Tract Infection (CAUTI)	1	1.07	0.35	0.70	0.73
	METRIC	2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025
	Central Line Associated Blood Stream Infection (CLABSI)	0.73	0.78	0.00	0.00	0.00
	Catheter Associated Urinary Tract Infection (CAUTI)	0.92	0.71	0.98	0.00	0.00
◆ Healthcare Associated Infections						
	METRIC	National Standardized Infection Ratio (SIR)	July 2022 - June 2023	Jan 2023 - Dec 2023	July 2023 - June 2024	Oct 2023 - Sep 2024
HAI-C-Diff	Clostridium Difficile	1	0.43	0.36	0.38	0.39
HAI-MRSA	Methicillin Resistant Staph Aureus Bacteremia	1	0.00	0.46	0.41	0.44
	METRIC	2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025
HAI-C-Diff	Clostridium Difficile	0.30	0.00	0.71	0.17	0.92
HAI-MRSA	Methicillin Resistant Staph Aureus Bacteremia	0.00	0.00	0.00	0.00	0.00
Page 2						
*** National Average + Lower Number is better						

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Publicly Reported on CalHospital Compare (www.calhospitalcompare.org)
and Centers for Medicare & Medicaid Services (CMS) Hospital Compare (www.hospitalcompare.hhs.gov/)

◆ Agency for Healthcare Research and Quality Measures (AHRQ-Patient Safety Indicators) +

	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2018 - Dec 2019	July 2019 - June 2021	July 2020 - June 2022	July 2021 - June 2023
PSI-90 (Composite)	Complication / Patient Safety Indicators PSI 90 (Composite)	1	No different than the National Rate			
	METRIC		2022	2023	2024	2025
PSI-90 (Composite)	Complication / Patient safety Indicators PSI 90 (Composite)		1.38	1.85	1.65	0.67
PSI-3	Pressure Ulcer		0.79	1.52	0.17	0.42
PSI-6	Iatrogenic Pneumothorax		0.00	0.57	0.52	0.16
PSI-8	Inhospital Fall with Hip Fracture		0.13	0.28	0.00	0.16
PSI-9	Perioperative Hemorrhage or Hematoma		2.08	3.42	3.54	0.00
PSI-10	Postop Acute Kidney Injury Requiring Dialysis		0.00	0.00	0.00	2.05
PSI-11	Postoperative Respiratory Failure		1.88	12.01	4.41	3.67
PSI-12	Peri Operative Pulmonary Embolism (PE) or Deep Vein Thrombosis (DVT)		6.59	7.97	7.91	2.29
PSI-13	Postoperative Sepsis		3.93	1.57	0.00	0.00
PSI-14	Post operative Wound Dehiscence		0.00	0.00	0.00	0.00
PSI-15	Unrecognized Abdominopelvic Accidental Laceration/Puncture Rate		0.00	1.52	0.00	0.00

	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2018 - Dec 2019	July 2019 - June 2021	July 2020 - June 2022	July 2021 - June 2023
PSI-4	Death Among Surgical Patients with Serious Complications +	185.37 per 1,000 patient discharges	No different then National Average	not published**	No different then National Average	No different then National Average

◆ Surgical Complications +

		Centers for Medicare & Medicaid Services (CMS) National Average	April 2018 - March 2021	April 2019 - March 2022	April 2019 - March 2022	April 2022 - March 2024
Surgical Complication	Hip/Knee Complication: Hospital-level Risk- Standardized Complication Rate (RSCR) following Elective Primary Total Hip/Knee Arthroplasty +	3.6%	2.5%	3.6%	4.3%	4.0%

◆ Mortality Measures - 30 Day +

	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2017 - Dec 2019	July 2019 - June 2021	July 2020 - June 2023	July 2021 - June 2024
MORT-30-AMI	Acute Myocardial Infarction Mortality Rate	12.2%	10.70%	10.00%	10.00%	9.80%
MORT-30-HF	Heart Failure Mortality Rate	11.6%	8.60%	10.30%	9.30%	8.30%
MORT-30-PN	Pneumonia Mortality Rate	16.2%	13.90%	not published**	13.80%	11.60%
MORT-30-COPD	COPD Mortality Rate	8.80%	8.60%	10.00%	7.30%	8.00%
MORT-30-STK	Stroke Mortality Rate	13.30%	13.40%	13.50%	12.50%	10.60%
CABG MORT-30	CABG 30-day Mortality Rate	2.60%	2.50%	3.00%	2.30%	2.20%

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

	METRIC		2022	2023	2024	2025
MORT-30-AMI	Acute Myocardial Infarction Mortality Rate		3.39%	2.13%	4.81%	6.50%
MORT-30-HF	Heart Failure Mortality Rate		1.20%	3.05%	4.69%	4.73%
MORT-30-PN	Pneumonia Mortality Rate		7.09%	4.46%	2.21%	6.25%
MORT-30-COPD	COPD Mortality Rate		7.14%	3.13%	7.84%	0.00%
MORT-30-STK	Stroke Mortality Rate		4.90%	3.64%	5.50%	5.45%
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 2018 - June 2021	July 2019 - June 2022	July 2020 - June 2023	July 2021 - June 2024
READM-30-AMI	Acute Myocardial Infarction Readmission Rate	13.60%	14.70%	13.40%	13.90%	12.50%
READM-30-HF	Heart Failure Readmission Rate	19.70%	19.50%	18.40%	17.80%	18.70%
READM-30-PN	Pneumonia Readmission Rate	16.00%	not published**	14.70%	13.90%	14.90%
READM-30-COPD	COPD Readmission Rate	18.20%	19.50%		19.10%	18.10%
READM-30-THA/TKA	Total Hip Arthroplasty and Total Knee Arthroplasty Readmission Rate	4.80%	4.90%	4.20%	4.10%	4.50%
READM-30-CABG	Coronary Artery Bypass Graft Surgery (CABG)	10.70%	11.60%	10.80%	10.50%	10.60%
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2018- June 2021	July 2019- June 2022	July 2020- June 2023	July 2021- June 2024
HWR Readmission	Hospital-Wide All-Cause Unplanned Readmission (HWR) +	15.0%	14.0%	13.2%	13.9%	13.7%

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◆ Acute Care Readmissions 30 Day (Medicare Only - Midas DataVision) +						
	METRIC		2022	2023	2024	2025
	Hospital-Wide All-Cause Unplanned Readmission		9.89%	9.83%	10.93%	12.56%
	Acute Myocardial Infarction Readmission Rate		8.75%	7.60%	8.80%	8.97%
	Heart Failure Readmission Rate		11.36%	18.18%	16.50%	23.24%
	Pneumonia (PN) 30 Day Readmission Rate		11.94%	11.84%	13.22%	10.30%
	Chronic Obstructive Pulmonary Disease (COPD) 30 Day Readmission Rate		9.68%	9.09%	20.00%	23.53%
	Total Hip Arthroplasty and Total Knee Arthroplasty 30 Day Readmission Rate		0.00%	0.00%	8.33%	6.06%
	30-day Risk Standardized Readmission following Coronary Artery Bypass Graft		14.29%	7.69%	7.14%	14.29%
◆ Cost Efficiency +						
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	Jan 2020 - Dec 2020	Jan 2021 - Dec 2021	Jan 2022 - Dec 2022	Jan 2023 - Dec 2023
MSPB-1	Medicare Spending Per Beneficiary (All)	0.99	0.98	0.98	0.98	0.99
			July 2017 - Dec 2019	July 2018 - June 2021	July 2019 - June 2022	July 2020 - June 2023
PAY-AMI	Acute Myocardial Infarction (AMI) Payment Per Episode of Care	\$28,355	\$28,746	\$27,962	\$26,768	\$27,013
PAY-HF	Heart Failure (HF) Payment Per Episode of Care	\$19,602	\$18,180	\$17,734	\$18,109	\$19,654
PAY-PN	Pneumonia (PN) Payment Per Episode of Care	\$20,362	\$17,517	\$18,236	\$19,640	\$19,640
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	April 2017 - Oct 2019	April 2018 - Mar 2021	April 2019 - Mar 2022	July 2020 - June 2023
PAY-Knee	Hip and Knee Replacement	\$22,530	\$19,869	\$19,578	\$20,848	\$20,848
Page 5						
*** National Average + Lower Number is better						

◆ Outpatient Measures (Claims Data) +

	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	July 2018 - June 2019	July 2019 - Dec 2019	July 2020- June 2021	July 2022- June 2023
OP-10	Outpatient CT Scans of the Abdomen that were “Combination” (Double) Scans	5.80%	6.10%	2.70%	7.00%	7.60%
OP-13	Outpatients who got Cardiac Imaging Stress Tests Before Low-Risk Outpatient Surgery	2.90%	3.20%	3.70%	3.00%	3.70%
	METRIC	Centers for Medicare & Medicaid Services (CMS) National Average	Jan 2015 - Dec 2015	Jan 2016 - Dec 2016	Jan 2018 - Dec 2018	Jan 2022 - Dec 2022
OP-22	Patient Left Emergency Department before Being Seen	3.00%	1.00%	2.00%	3.00%	1.00%

+ Lower Number is better

MHMC Performance Metrics and Core Services Report Q3 2025

Schedule 4: Community Benefit Summary

➤ **Tier 2, Community Commitment**

The Board will report all of MHMC's cash and in-kind contributions to other organizations.

The Board will report on MHMC's Charity Care.

Community Benefit Summary

2025

Cash & In-Kind Donations					
(these figures are not final and are subject to change)					
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Total YTD 2025
Bucklew	\$28,750				\$28,750
Canal Alliance	\$17,250				\$17,250
Ceres Community Project	\$17,250				\$17,250
Center for Domestic Peace	\$11,500				\$11,500
Community Action Marin	\$11,500				\$11,500
Community Institute for Psychotherapy	\$23,000				\$23,000
Homeward Bound	\$172,500				\$172,500
Huckleberry Youth Programs	\$11,500				\$11,500
Jewish Family and Children's Services	\$11,500				\$11,500
Kids Cooking for Life	\$5,750				\$5,750
Marin Center for Independent Living	\$28,750				\$28,750
Marin City Community Dev Corp	\$9,200				\$9,200
Marin Community Clinics	\$57,500				\$57,500
MHD 1206B Clinics	\$10,010,230	\$10,894,000	\$11,337,716		\$32,241,946
NAMI Marin	\$11,500				\$11,500
North Marin Community Services	\$13,800				\$13,800
Planned Parenthood NoCal	\$11,500				\$11,500
RotaCare Bay Area Inc.	\$17,250				\$17,250
San Geronimo Valley Community Center	\$11,500				\$11,500
St. Vincent de Paul Society of Marin	\$11,500				\$11,500
West Marin Senior Services	\$11,500				\$11,500
Vivalon (Whistlestop)	\$11,500				\$11,500
Total Cash Donations	\$10,516,230	\$10,894,000	\$11,337,716	\$0	\$32,747,946
Clothes Closet					\$0
Compassionate discharge medications					\$0
Meeting room use by community based organizations for community-health related purposes.					\$0
Charity Housing	\$9,685	\$46,881	\$125,822		\$182,388
Healthy Marin Partnership	\$1,511		\$1,511		\$3,022
Food donations	\$17,313	\$27,369	\$23,364		\$68,046
Community Engagement					\$0
Total In-Kind Donations	\$28,509	\$74,250	\$150,697	\$0	\$253,456
Total Cash & In-Kind Donations	\$10,544,739	\$10,968,250	\$11,488,413	\$0	\$33,001,402

MHMC Performance Metrics and Core Services Report

Q3 2025

Schedule 4, continued

Community Benefit Summary					
(These numbers are subject to change.)					
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Total YTD 2025
Community Health Improvement Services	\$104,100	\$44,831	\$92,957		\$241,888
Health Professions Education	\$1,206,065	\$753,413	\$16,000		\$1,975,478
Cash and In-Kind Contributions	\$10,544,739	\$10,968,250	\$11,488,413	\$0	\$33,001,402
Community Benefit Operations	\$2,833	\$3,589	\$4,533		\$10,955
Community Building Activities	\$2,267	\$2,267	\$2,267		\$6,801
Traditional Charity Care <i>*Operation Access total is included in Charity Care</i>	\$47,471	\$119,241	\$182,387		\$349,099
Government Sponsored Health Care <i>(includes Medi-Cal & Means-Tested Government Programs)</i>	\$15,246,728	\$14,983,705	\$17,095,810		\$47,326,243
Community Benefit Subtotal (amount reported annually to state & IRS)	\$27,154,203	\$26,875,296	\$28,882,367	\$0	\$82,911,866
Unpaid Cost of Medicare	\$40,249,044	\$41,097,723	\$40,096,725		\$121,443,492
Bad Debt	\$508,771	\$622,287	\$611,014		\$1,742,072
Community Benefit, Community Building, Unpaid Cost of Medicare and Bad Debt Total	\$67,912,018	\$68,595,306	\$69,590,106	\$0	\$206,097,430

Operation Access					
<p>Though not a Community Benefit requirement, MHMC 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.</p>					
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Total YTD 2025
*Operation Access charity care provided by MGH (waived hospital charges)	\$46,444	\$15,893	\$43,050		\$105,387

MHMC Performance Metrics and Core Services Report

Q3 2025

Schedule 5: Nursing Turnover, Vacancies, Net Changes

➤ **Tier 2, Physicians and Employees**

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

Turnover Rate				
Period	Number of Clinical RNs	Separated		Rate
		Voluntary	Involuntary	
Q3 2024	661	13	2	2.27%
Q4 2024	653	19	1	3.06%
Q1 2025	662	14	1	2.27%
Q2 2025	677	17	1	2.66%
Q3 2025	686	14	2	2.33%

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 2024	1	36	661	698	5.30%	5.16%	0.14%
Q4 2024	0	29	653	682	4.25%	4.25%	0.00%
Q1 2025	7	49	662	718	7.80%	6.82%	0.97%
Q2 2025	1	48	677	726	6.75%	6.61%	0.14%
Q3 2025	6	41	686	733	6.41%	5.59%	0.82%

Hired, Termed, Net Change			
Period	Hired	Termed	Net Change
Q3 2024	22	15	7
Q4 2024	12	20	(8)
Q1 2025	25	15	10
Q2 2025	31	18	13
Q3 2025	28	16	12

MHMC Performance Metrics and Core Services Report Q3 2025

Schedule 6: Ambulance Diversion

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

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

Quarter	Date	Time	Diversion Duration	Reason	Waiting Room Census	ED Admitted Patient Census
Q3 2025	07/05/2025	01:33	2'00"	ED	8	3
	07/08/2025	15:22	2'00"	ED	15	10
	08/10/2025	14:29	2'00"	ED	9	5
	08/13/2025	04:51	2'00"	ED	0	1
	08/22/2025	23:02	1'02"	ED	11	4
	08/30/2025	18:51	2'00"	ED	10	7

2025 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)

