



2021

Accomplishments

Fiscal Year July 2020 – June 2021



Natividad Board of Trustees



Top L-R: Marcia Atkinson, Fernando Elizondo, Libby Downey, Manny González, Mitch Winick, Manuel Osorio

Bottom L-R: Simón Salinas, Supervisor Christopher Lopez, Charles McKee, Dr. Christopher Carpenter, Dr. Chad Harris

Quality
Excellence

Patient
Safety &
Experience

Clinical
Services

Community
Outreach &
Marketing

Organizational
Excellence &
Capacity

Technology

Fiscal
Strength

Partnerships
&
Collaboration

COVID-19
Response

2021 Strategic Objectives

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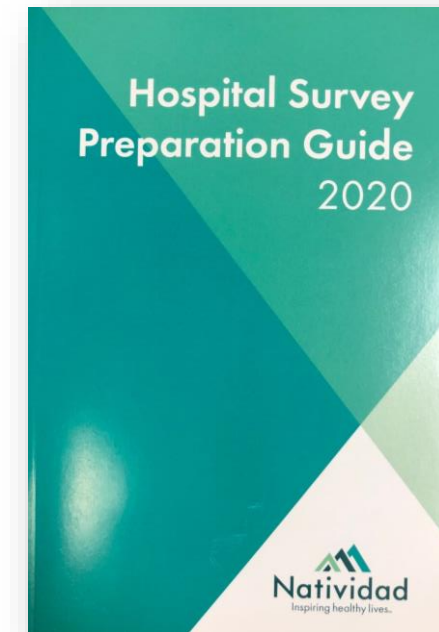
2021 Quality Excellence



Accredited by The Joint Commission

The Joint Commission (TJC) is an agency that visits hospitals to ensure care provided to patients meets quality and safety standards.

- In May, Natividad was surveyed by The Joint Commission and scored excellent marks in quality and safety of patient care.
- Accreditation is required by many insurance companies, Medicare and federally funded programs.





"A" Leapfrog Grades

Recognized with an 'A' for the Fall 2020 and Spring 2021, a national distinction recognizing Natividad's achievements protecting patients from errors, injuries, accidents and infections.

- Leapfrog uses up to 27 measures of publicly available hospital safety data to assign grades to more than 2,700 U.S. acute-care hospitals twice per year.
- The Hospital Safety Grade's methodology is peer-reviewed and fully transparent, and the results are free to the public.





PRIME (Public Hospital Redesign & Incentives in Medi-Cal)

PRIME is a five-year pay-for-performance delivery system transformation program for California's public and district health care systems that is part of California's Medicaid Waiver, 2015 to 2020.

- Five-year program, reported performance on over 50 metrics each year.
- Met targets on most metrics, earning ~ \$15 million net per year.
- Increased provision of patient-centered, data-driven, team-based care.
- Improved population health, patient experience and care coordination for vulnerable populations.
- Eligible earnings associated with PRIME to be combined with the QIP program going forward.





QIP (Quality Incentive Program)

QIP is a pay-for-performance program for California's public health care systems that converts funding from previously-existing supplemental payments into a value-based structure.

- Completed 3 years of the program, 2018 – 2020.
- Submitted annual report of 20 metrics.
- Focus on Primary Care, Specialty Care, Inpatient Care and Resource Utilization.
- Earned 99% of eligible earnings for all 3 years, ~ \$15 million net per year.
- Natividad (with Monterey County Health Department clinics) is a top performer for childhood and adolescent immunization rates.



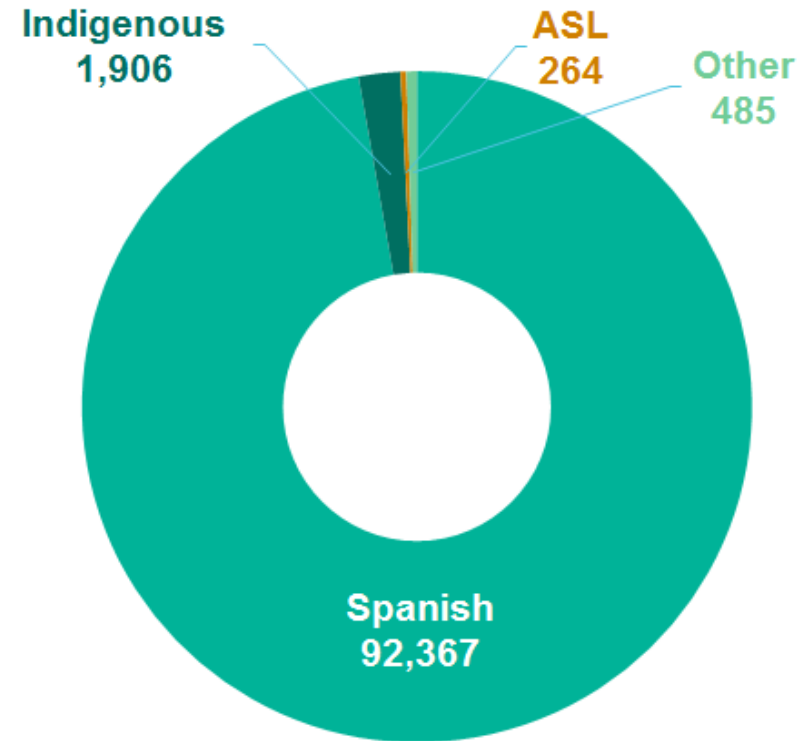


2020 Interpretations

(January to December 2020)

Interpreting Services provided 95,022 total interpretations in 2020, a **17% increase** over 2019.

- 92,367 Spanish interpretations.
- 1,906 indigenous language interpretations performed by Natividad Foundation's Indigenous Interpreting+® and Natividad interpreters
- 264 ASL Interpretations (0.3% of total interpretations).
- 485 interpretations in other languages (0.5% of total interpretations).





Recognized for Safety by the American College of Surgeons

Recognized by the American College of Surgeons (ACS) National Surgical Quality Improvement Program (NSQIP) for meritorious surgical care outcomes in 2020 for composite scores from 2017-2019.

- Natividad is one of only 89 health care organizations nationally to receive this honor and the only one within Monterey County.





Recognized for Higher Quality in Bariatric Surgery

Recognized by Blue Shield of California with a Blue Distinction® Centers for Bariatric Surgery designation, as part of the Blue Distinction Specialty Care program.



- Blue Distinction Centers are nationally designated health care facilities that show a commitment to delivering high-quality patient safety and better health outcomes, based on objective measures that were developed with input from the medical community and leading accreditation and quality organizations.





Simulation Lab Accreditation

Nursing Education and Simulation received five-year Society for Simulation in Healthcare Accreditation in the areas of teaching and education.

- Natividad is only the second hospital-based program in California to achieve this status.





Excellence in the Emergency Department



BETA HEALTHCARE GROUP | ED INITIATIVE

QUEST FOR ZERO: Excellence in ED

BETA is a provider of professional liability and risk management services.

- Completed year 5 of BETA with a focus on ED Sepsis initiative.
- This effort focused on staff education and protocol development to improve sepsis identification and treatment in adult patients presenting to the ED in order to significantly improve survival.





Excellence in Obstetrics



- The goal of the OB initiative is to promote best practice in care delivery to moms and babies in BETA's Quest for Zero preventable birth injuries.
- Completed Maternal VTE Prevention.





Named a Best Maternity Hospital by Newsweek

- Natividad is one of fewer than 250 hospitals in the country to be named to the list.
- Must meet tough standards for maternity care, including having low rates of early elective deliveries, C-sections among low-risk mothers and episiotomies.





Women and Children's Services

Received Baby-Friendly re-designation through 2023 acknowledging Natividad for offering breastfeeding mothers the information, confidence and skills needed to successfully start and continue breastfeeding their babies.



Proud to be
Baby-Friendly
DESIGNATED
2013-2023





Recognized for Higher Quality in Maternity Care

Recognized by Blue Shield of California with a Blue Distinction[®] Centers (BDC) for Maternity Care designation, as part of the Blue Distinction Specialty Care program.

- In 2020, the program was expanded beyond traditional outcome measures to include assessments of internal quality improvement, data collection and dissemination, and internal protocols that better address clinical quality and equity issues in maternity care.





Recognized for Exemplary Maternity Care

Made the Cal Hospital Compare Maternity Honor Roll for the fifth year in a row.

- The Maternity Honor Roll recognized 141 hospitals in California that met or surpassed the statewide target of 23.9% for C-section rates for first-time mothers with low-risk pregnancies.





High Risk Infant Unit Recognized

The California Perinatal Quality Care Collaborative presented the High Risk Infant Follow-Up (HRIF) Super Star Award to the Natividad NICU team.

- The NICU team ensures babies and parents come back to see our medical specialists at least once a year for three years because the littlest babies and high-risk infants need extra care during their first years of life.





Acute Rehabilitation Center Recognition

Ranked #1 out of 110 Kindred inpatient rehabilitation centers in the nation for overall quality and outcomes for 2020.

- Natividad has received designation as Kindred's top PEM (Program Evaluation Metrics) scorer since 2018. |





Compliance

- Evaluated the Compliance Program effectiveness to identify gaps.
- Completed the Compliance risk assessment to identify and prioritize risks.
- Developed a compliance and audit plan for 2021-2022.



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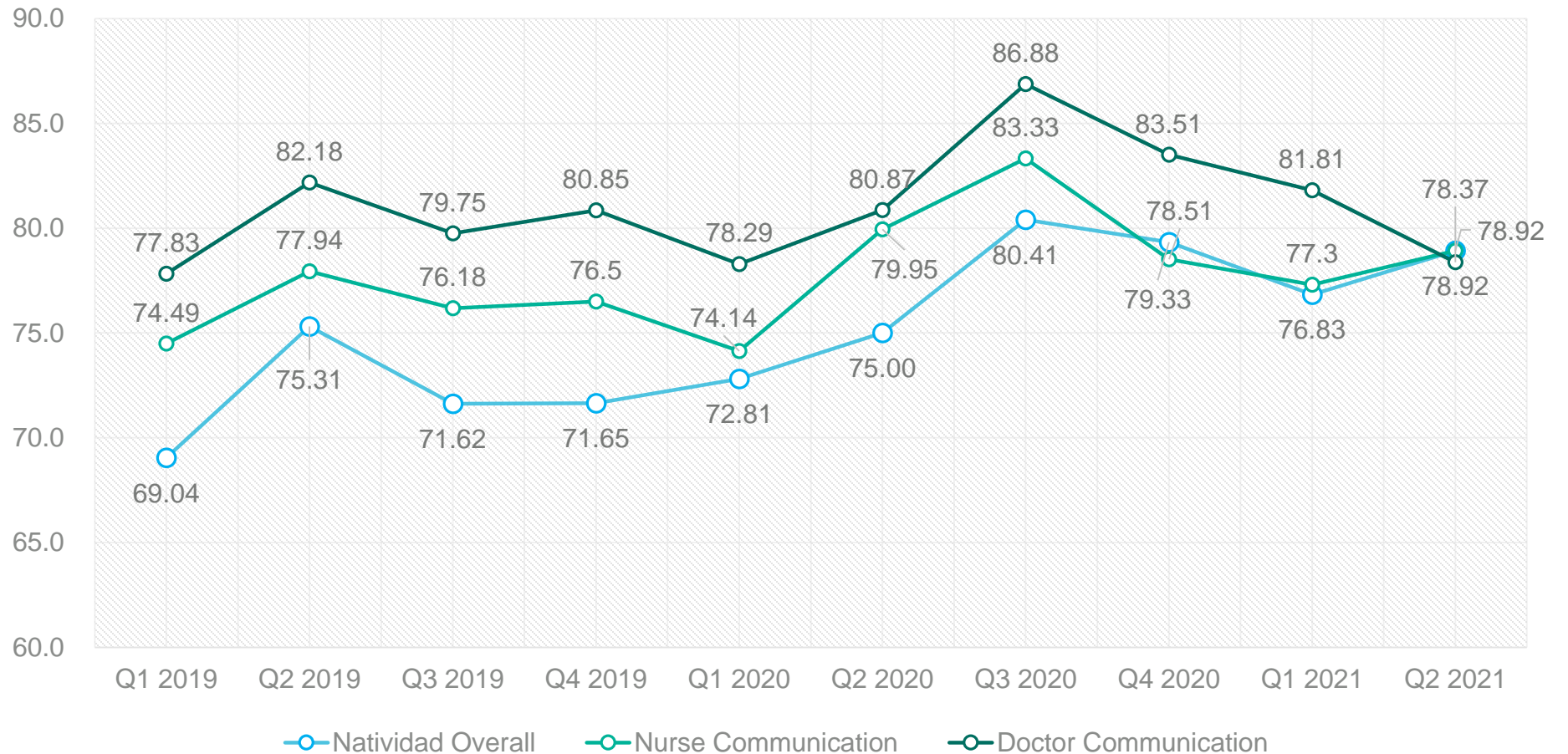
2021

Patient Safety &
Experience



Patient Experience Highlights

Natividad CMS HCAHPS Trends





The DAISY Awards

Six winners to date, a recognition given to extraordinary nurses.

- Natividad patients, visitors and co-workers may nominate a nurse.
- The DAISY Award and ceremony are sponsored by Natividad Foundation.



FOR EXTRAORDINARY NURSES

**HONORING NURSES INTERNATIONALLY
IN MEMORY OF J. PATRICK BARNES**





Quiet Time

A noise reduction initiative to reduce noise and increase HCAHPS score in MS3, IMC and MS2 units.

- Reaching this goal will benefit the patients' time spent healing and the hospital, and staff benefit when patients are comfortable and happy.
- Signage and noise tracker devices remind and record accurate data.

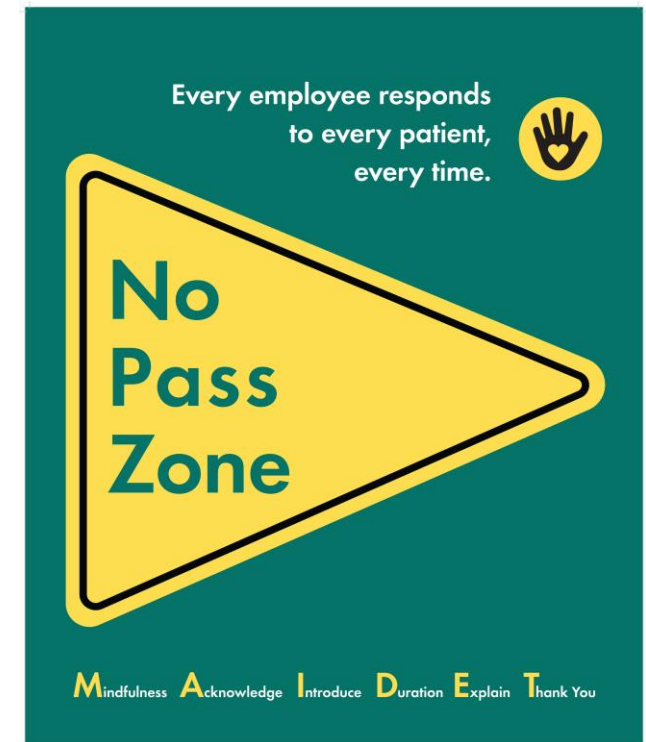




No Pass Zone

No Pass Zone reinstated during iRounds.

- When a call button is "on" in a patient room, all staff are encouraged to stop and check on patients.
- Increases patient satisfaction, comfort and level of care.



A Natividad Patient-Centered Care Initiative

 Natividad
Inspiring healthy lives.





Jerry the Jellyfish

Pediatric unit created Jerry the Jellyfish program, standardizing care for patients with developmental delays and decreasing environmental stimulation.

- **Jerry's Rules**

- Ask the nurse before entering the room
- Minimize loud noises
- Approach the patient calmly
- Do not walk in with multiple people
- Do not turn on bright lights
- Explain all procedures thoroughly to the patient and caregiver





NICVIEW Cameras

With funding from Natividad Foundation, Women & Children's Services implemented NICVIEW cameras for parents and families to monitor NICU infants from off site.



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2021 Grow Clinical Services



Family Medicine Residency Program

- Residents and faculty provided direct education to thousands of agricultural workers on COVID-19 prevention, management, and vaccination.
- Residents, faculty and alumni provided surge coverage for hundreds of patients hospitalized at Natividad with COVID-19.
- New Community Medicine Fellowship focused on care of the homeless and underserved.
- Growing resident diversity: 47% of residents from underrepresented minorities in medicine.
- Full accreditation by Accreditation Council on Graduate Medical Education.
- 1,200 applicants and 150 interviews for class of 2024.
- Half of all 2021 graduates stayed in the community.





Service Line Growth

Expanded services including:

- Telepsychiatry
 - Added 12 psychiatrists
- Endovascular
 - Added one vascular surgeon and two new interventional radiologists to compliment the new IR lab
- Soledad Clinic
 - Entered into agreement with Soledad Community Health Care District to provide obstetrics and gynecology physician services
 - Clinic is in a Health Professional Shortage Area, increasing access to care





Acute Rehabilitation Unit Bed Expansion

Completed construction to convert four Medical Surgical Unit beds on the second floor to Acute Rehabilitation Unit beds.

- ARU new licensed bed count = 28 beds.





Radiology Modernization

- 95% complete with project.
- New equipment approved by licensing and brought on-line:
 - One 3 Tesla MRI
 - Two 128 Slice CT Scanners
 - One Nuclear Medicine Camera with SPECT CT



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2021 Strengthen Community Outreach & Marketing



Community Outreach

- "5 Steps to Prevent Diabetes" at sites in Salinas, North County, South County, Pajaro Valley
- Alliance on Aging
- CISNE Forum
- Central California Alliance for Health
- MST Stakeholders
- Natividad Farmers' Market
- Juneteenth "Celebrate Freedom" Event
- Dole
- Special Kids Connect Virtual Resource Fair
- Sierra Mist Farms Virtual Resource Fair
- Everett Alvarez High COVID-19 Community Vaccine Clinic
- Seaside Community Wellness Day
- CalFresh Annual Virtual Forum





Advertising

- Responded to COVID-19 pandemic through paid content and advertising.
- Approximately 10-12 million impressions (the number of times people saw content).
- Placed regular advertising in Spanish and English language radio, television, print and digital media.

6 SIMPLE TIPS to Stay Healthy
You can help prevent the spread of coronavirus

TIP 1: Stay home when you are sick, except to get medical care.

TIP 2: Avoid close contact with people who are sick.

TIP 3: Cover your cough or sneeze with a tissue, then throw the tissue in the trash.

TIP 4: Clean and disinfect frequently touched objects and surfaces.

TIP 5: Avoid touching your eyes, nose, and mouth.

TIP 6: Wash your hands often with soap and water for at least 20 seconds.

Natividad Coronavirus Hotline (831) 772-7365
Have questions about coronavirus or have symptoms?
Speak to our nurses 7:00 am to 11:00 pm, 7 days a week.

Natividad
Inspiring healthy lives.

(831) 755-4111 | natividad.com/covid-19 | [f](#) [t](#) [@](#)





Public Relations

Total # of Stories: 1,016*

- Editorial Coverage (Print/Digital Stories): 656
- Broadcast Coverage (TV/Radio Stories): 360

Total Ad Value Equivalency: \$5,543,060

** Natividad uses Cision, a third-party reporting agency, to track PR. Reports do not include all radio or Spanish television.*





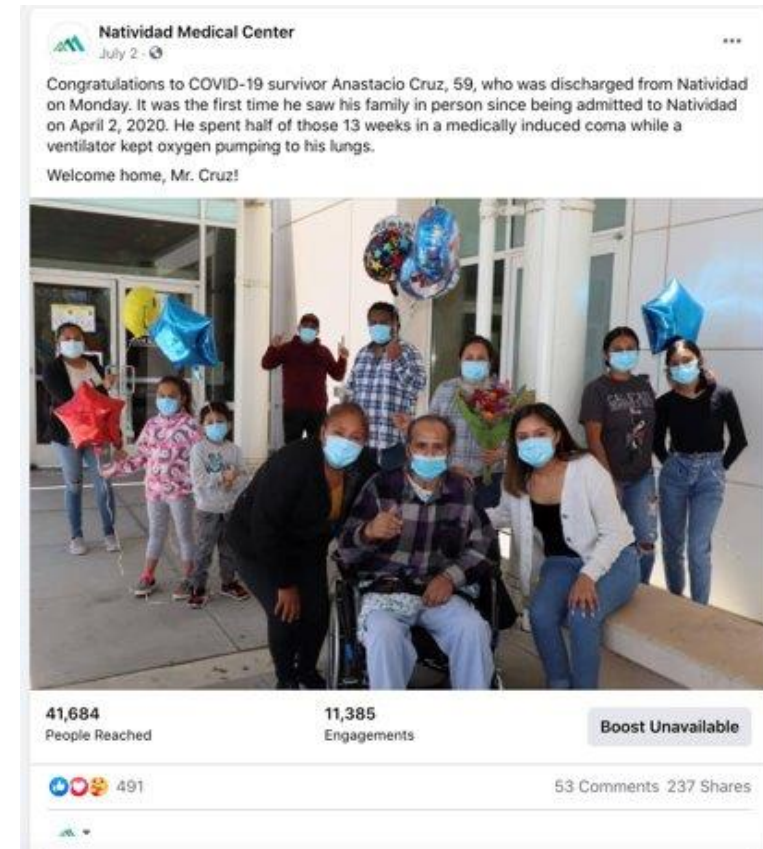
Social Media

Facebook Page Reach: 313,492

- The number of people who saw any content from page or about page, including posts, stories, ads and social information from people who interact with page.

Instagram Reach: 12,403

- The number of unique accounts that saw any posts or stories at least once.



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2021 Medical Staff Membership

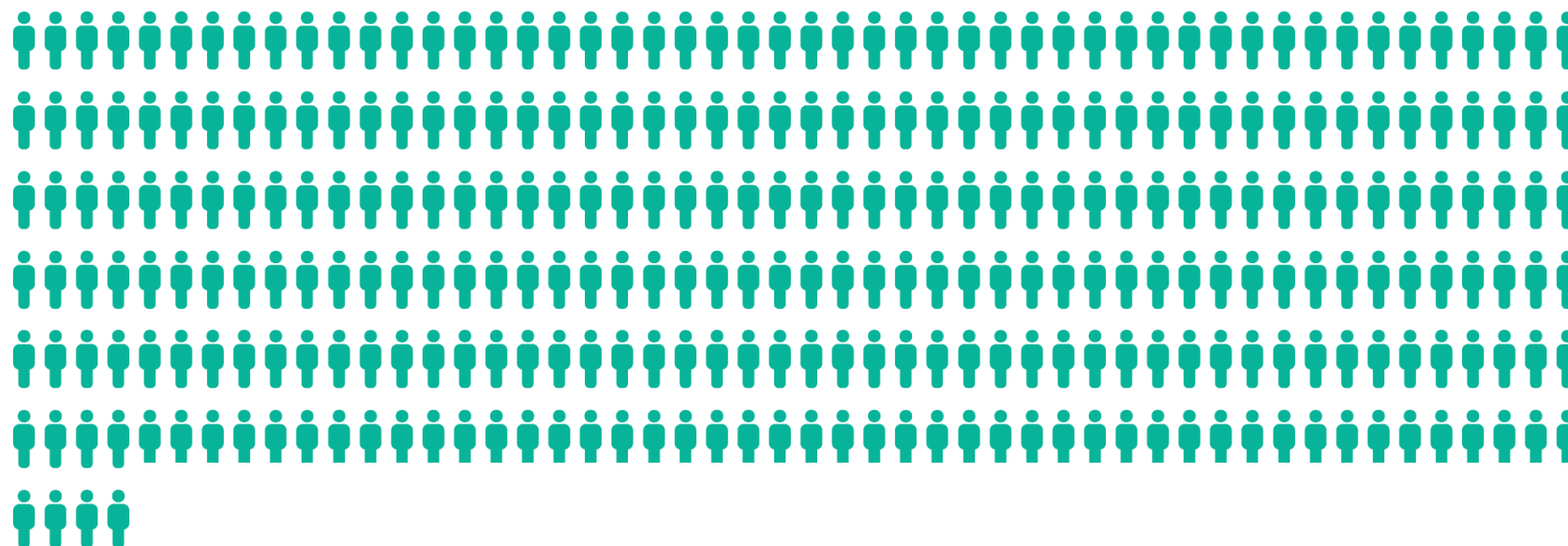
Over 393 members (58 are Advanced Practice Providers)





2021 Staff

1,560 employees on staff. Filled 304 staff positions in FY 21 through successful recruitment objectives.





2021 Volunteers

110 Volunteers*



**Low due to COVID-19 restrictions*





Employee Tenure

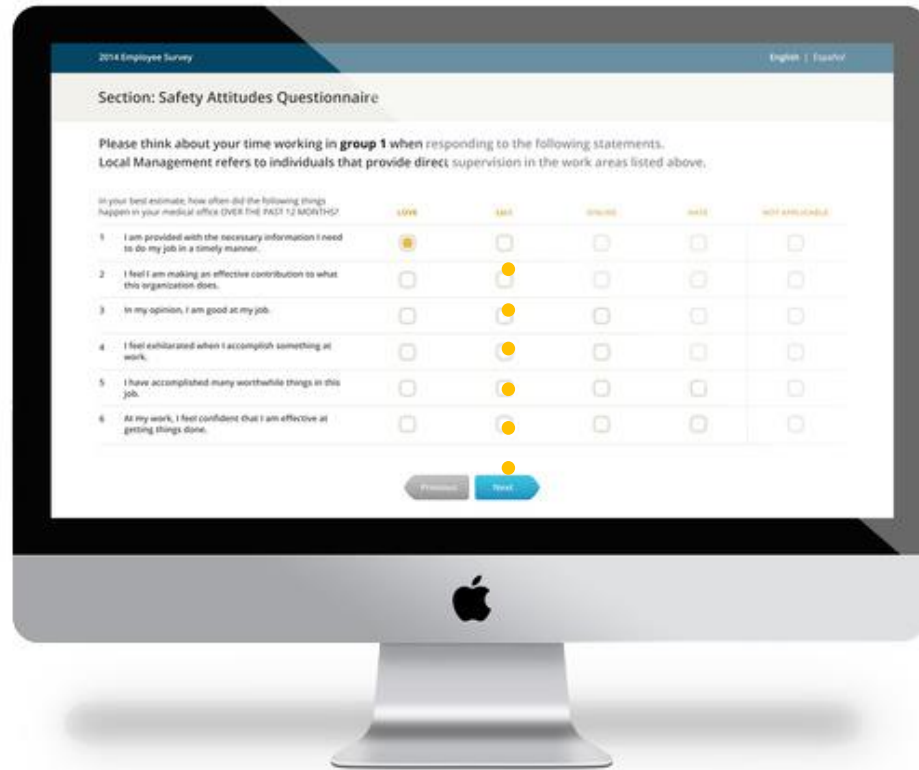
- 15-24 years: 210 employees
- 25-34 years: 48 employees
- 35+ years: 11 employees

**= 21% of employees
at Natividad 15 years or more**





Employee Engagement and Culture of Safety Survey



- Completed first Press Ganey Employee Engagement Survey 2020.
- 74% response rate:
 - 93% Favorable – “I like the work I do.”
 - 95% Favorable – “My work is meaningful.”
 - 94% Favorable – “The work I do makes a real difference.”
 - 83% Favorable – “My job makes good use of my skills and abilities.”

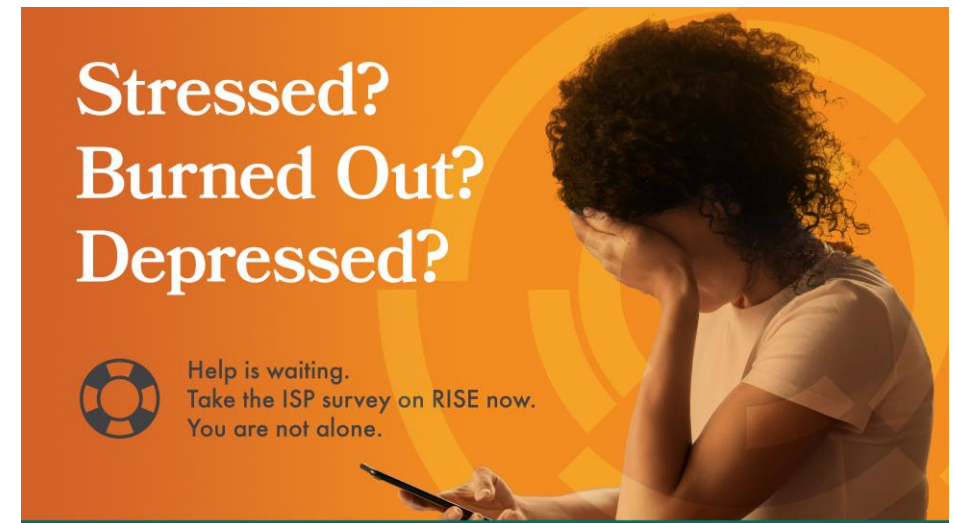




Employee Well-Being

Provided resources for free, confidential and anonymous mental health help.

- Anonymous Online Interactive Screening Program (ISP) questionnaire assessment.
- Employees get confidential feedback and support from an EAP counselor.



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2021 Technology



Pandemic E-Tools

New tools to enable collaboration and pandemic communication:

- Zoom video conferencing
- Remote workforce access to WFH (Work from Home)
- Leveraged WiFi system to provide IT and communications access for areas supporting our pandemic response.
- Inpatient video-enabled Workstation on Wheels (WoWs) to support patient care.
- Office 365
 - SharePoint
 - Stream
 - Teams





Information Security

Improved the security and resiliency of our information resources:

- Developed multi-year Cybersecurity roadmap.
- New cloud backup and recovery system.
- Further hardened our remote access.
- Improved our capabilities to identify, respond and mitigate internal and external threats (24/7).



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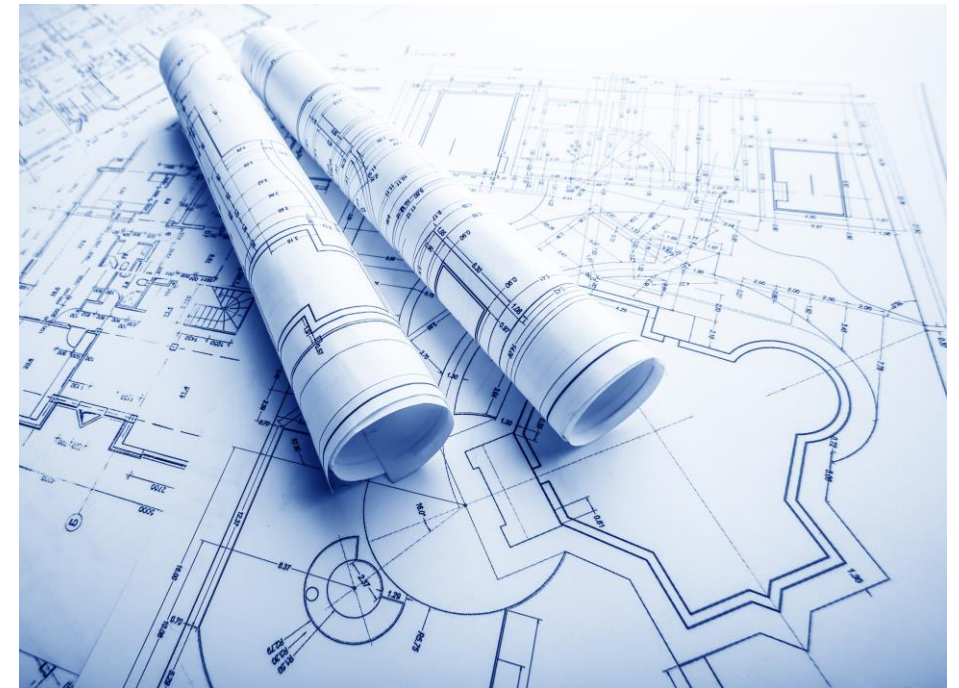
COVID-19
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2021 Fiscal Strength



Facilities Projects

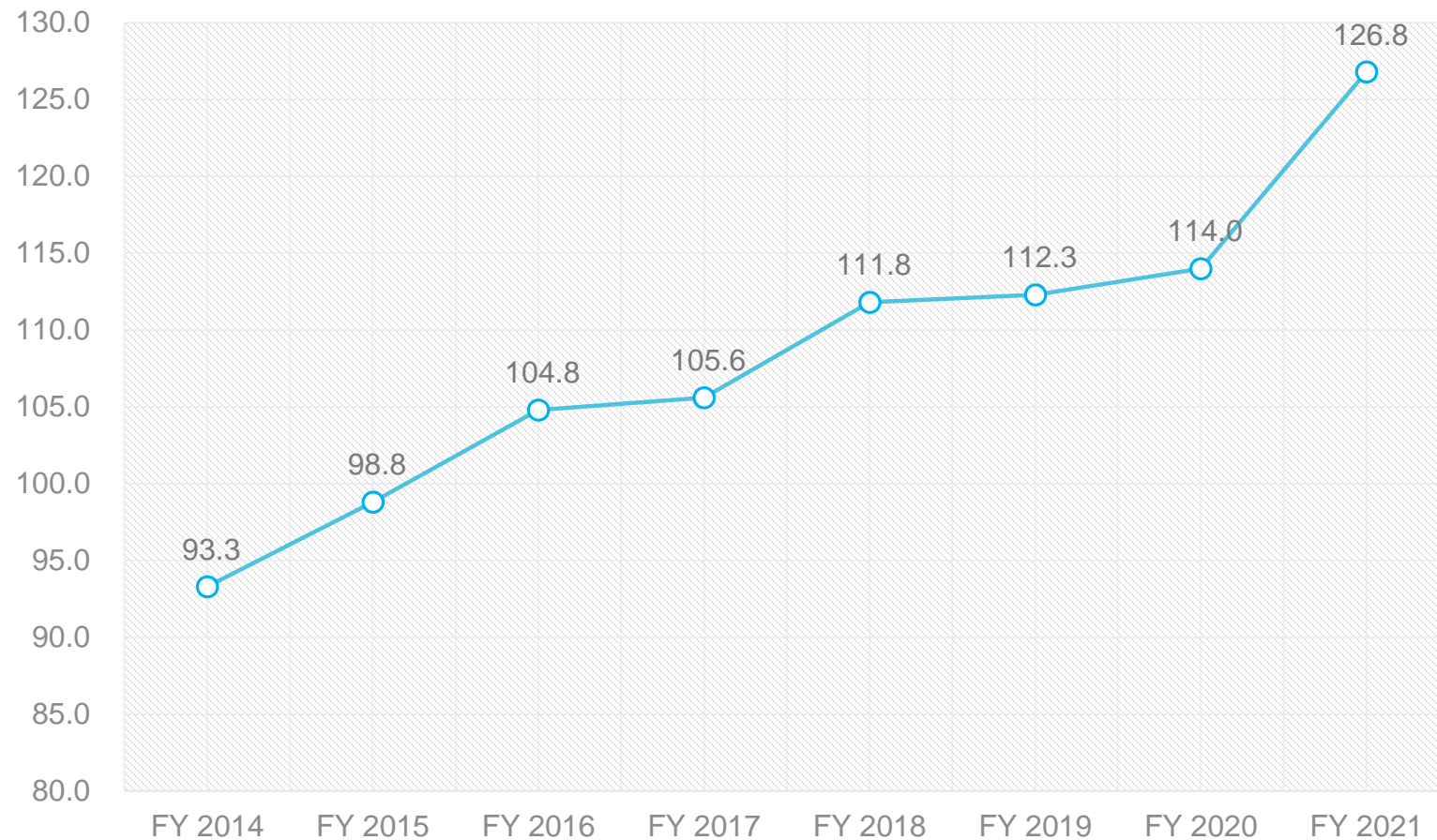
- Registration Renovation - 80% complete (scheduled to be done August 2021)
- Pharmacy Phase I - 70% complete
- Water sealing of buildings 200 and 300 (weather stripping, cold joint caulking and pressure washing)
- Replacement and addition of exterior security cameras
- Catering room remodel and dishwasher replacement
- OM4 campus-wide fiber upgrade
- Central plant enhancements
 - Control air compressor replacement
 - Deaerator tank replacement





Average Daily Census

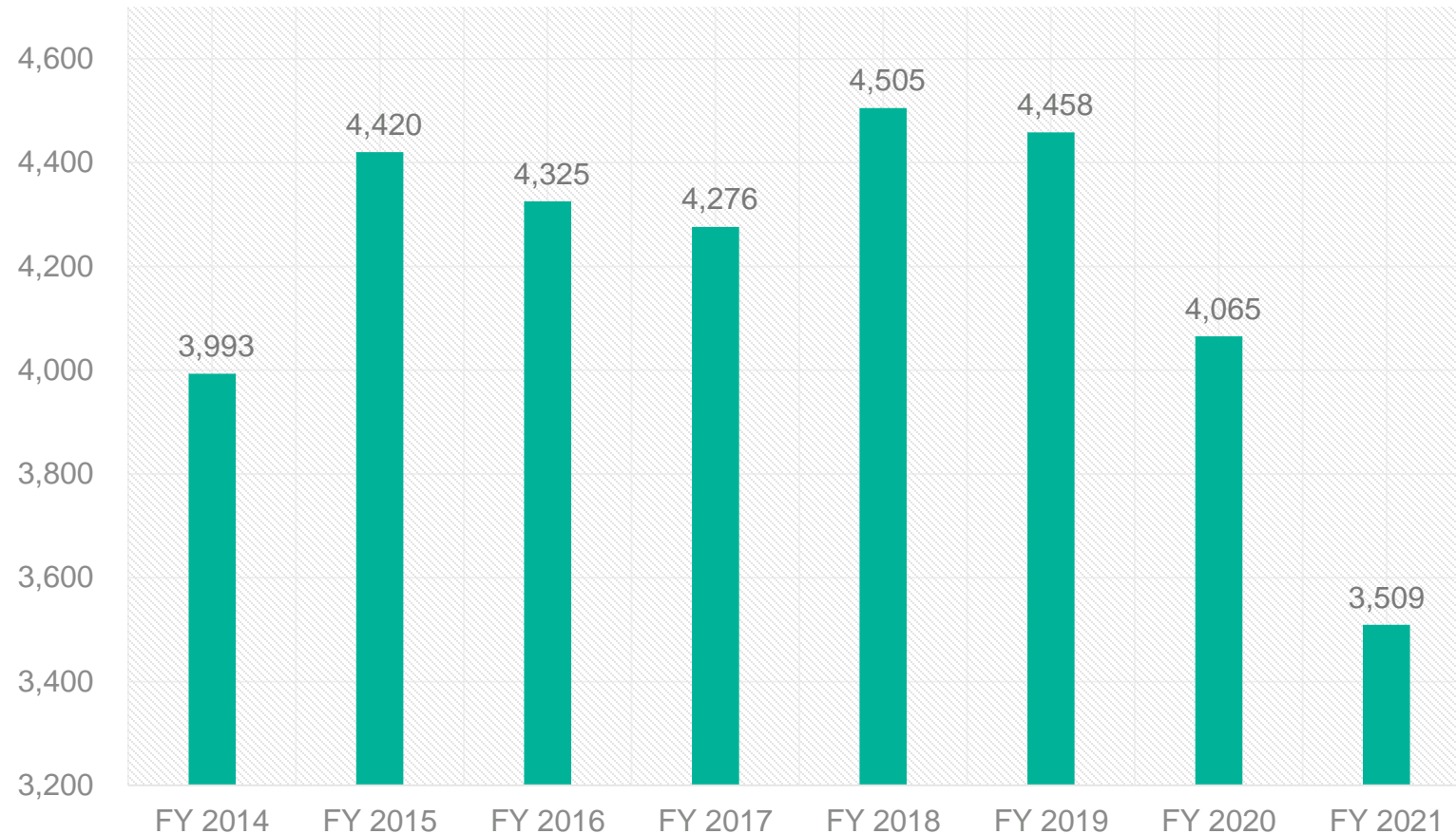
Total Hospital – Annual





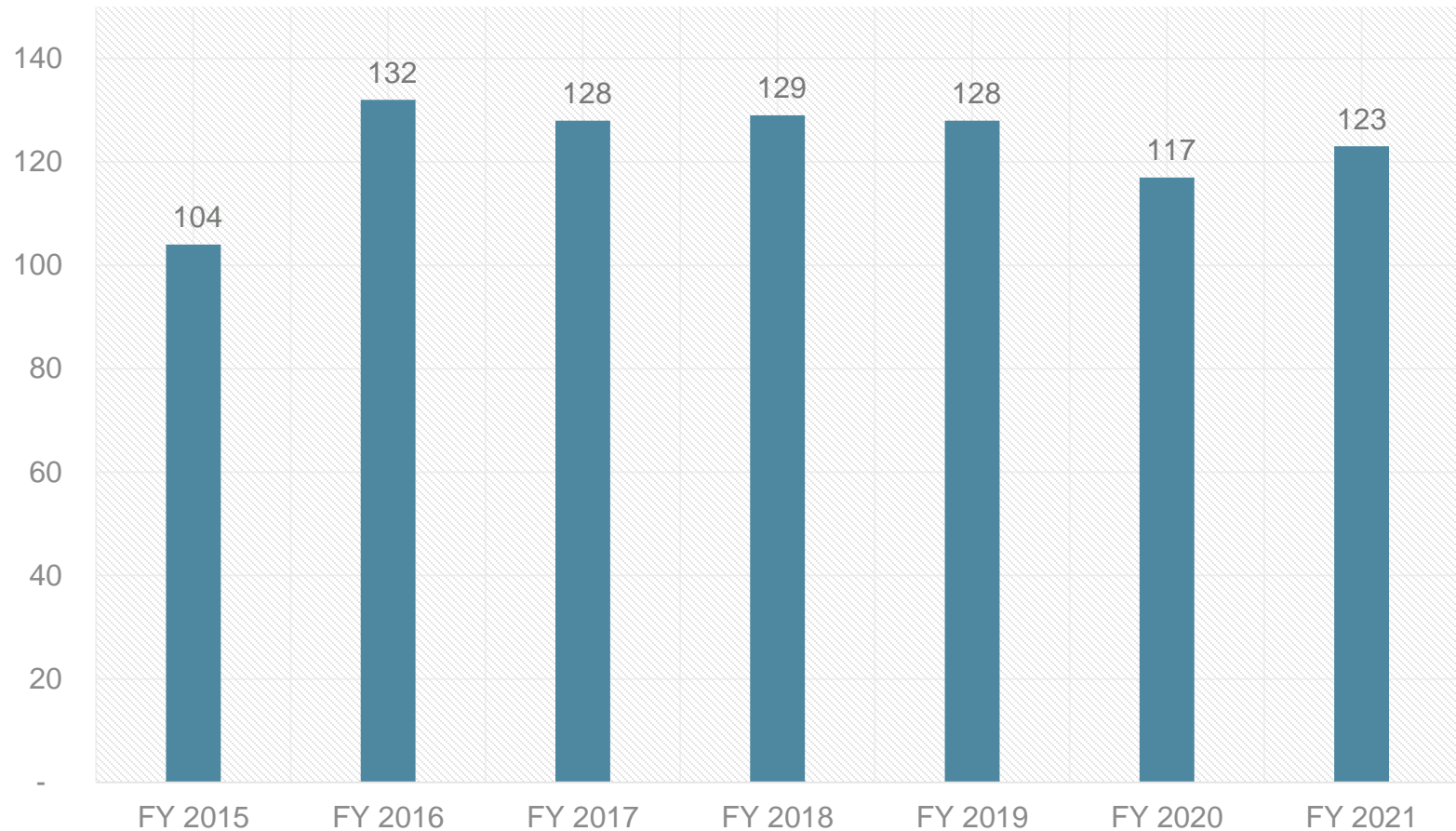
Emergency Department Visits

Average Per Month – Annual



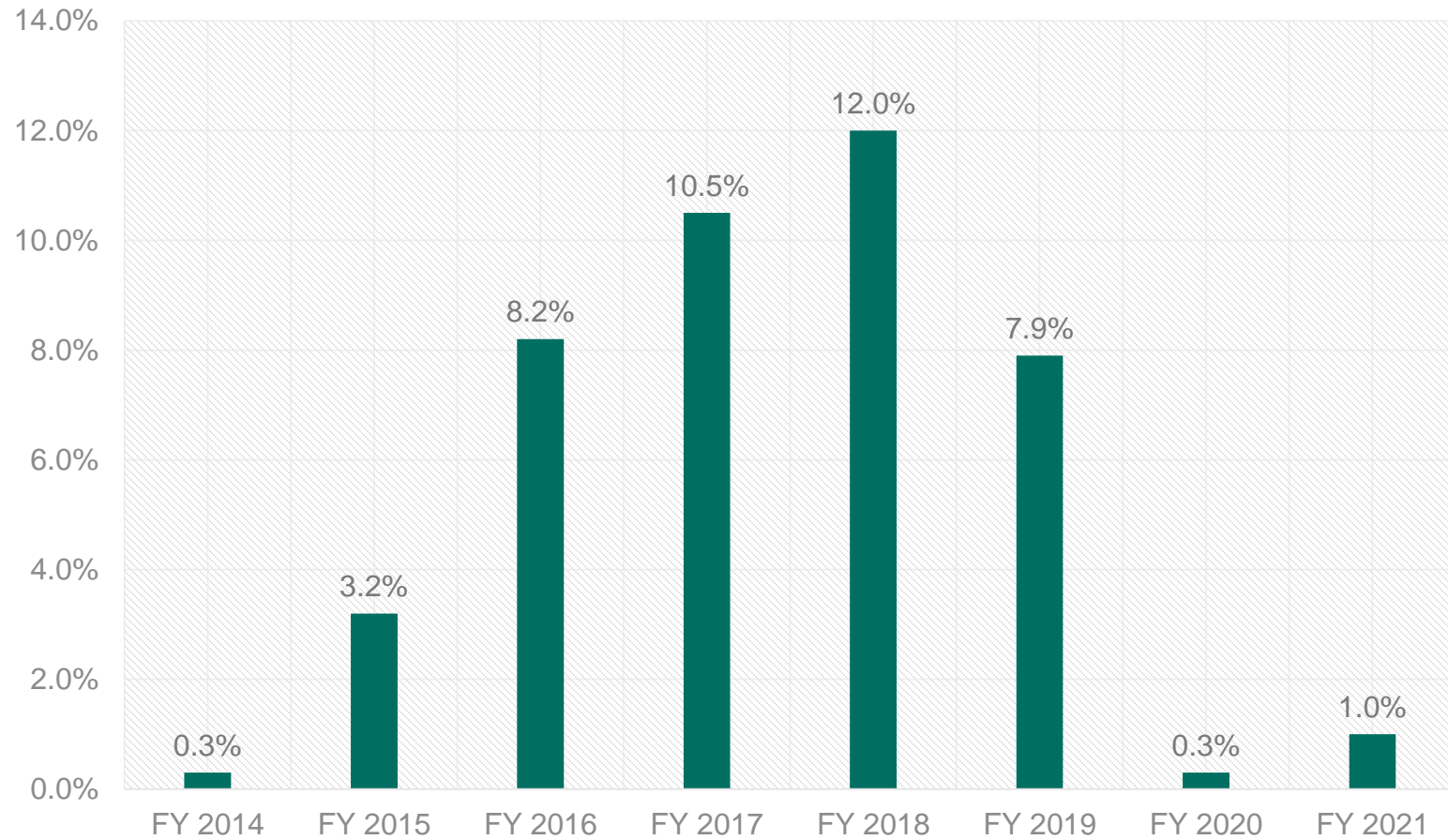


Trauma Cases Average Per Month





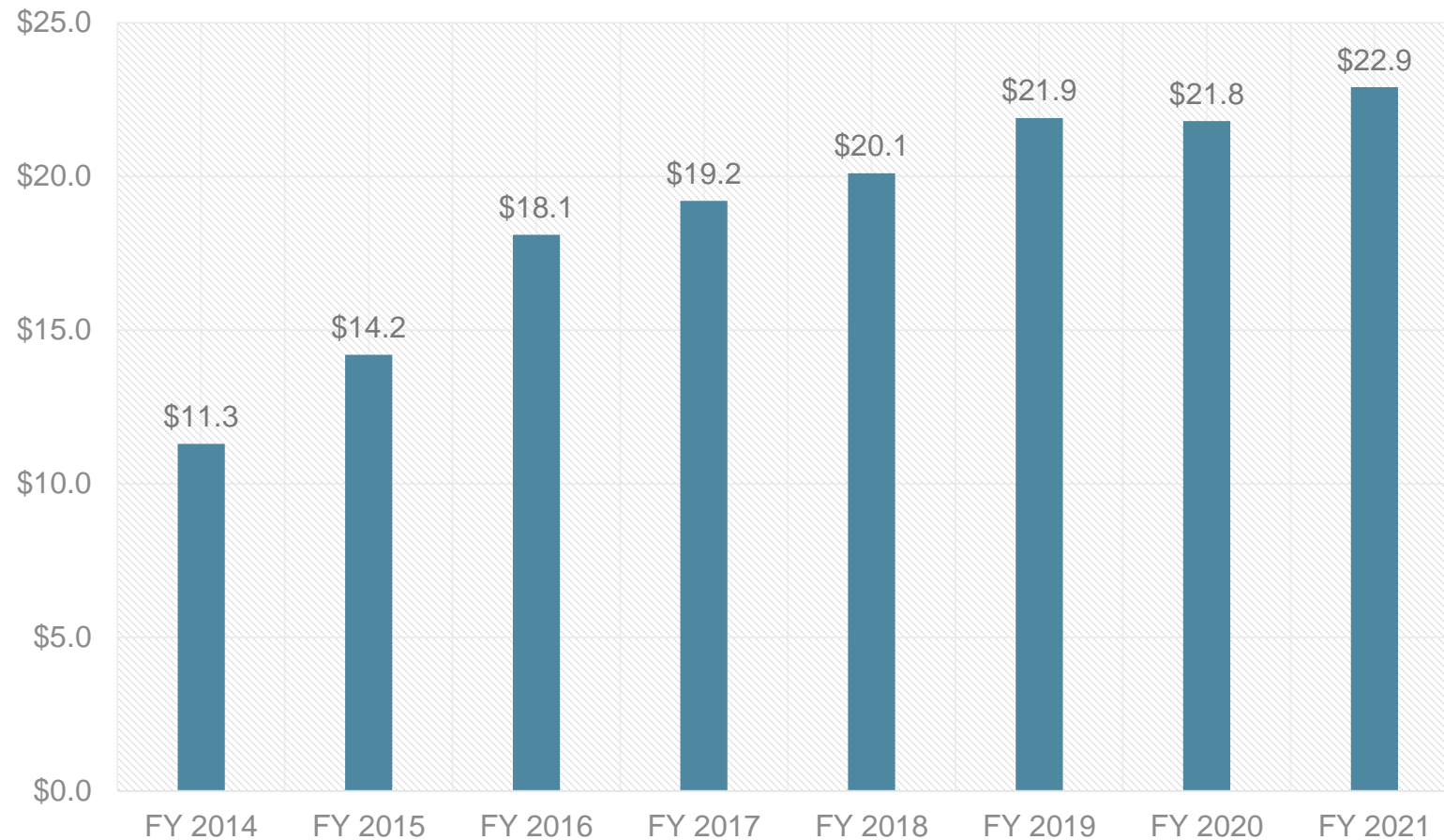
Margin





Cash Collections

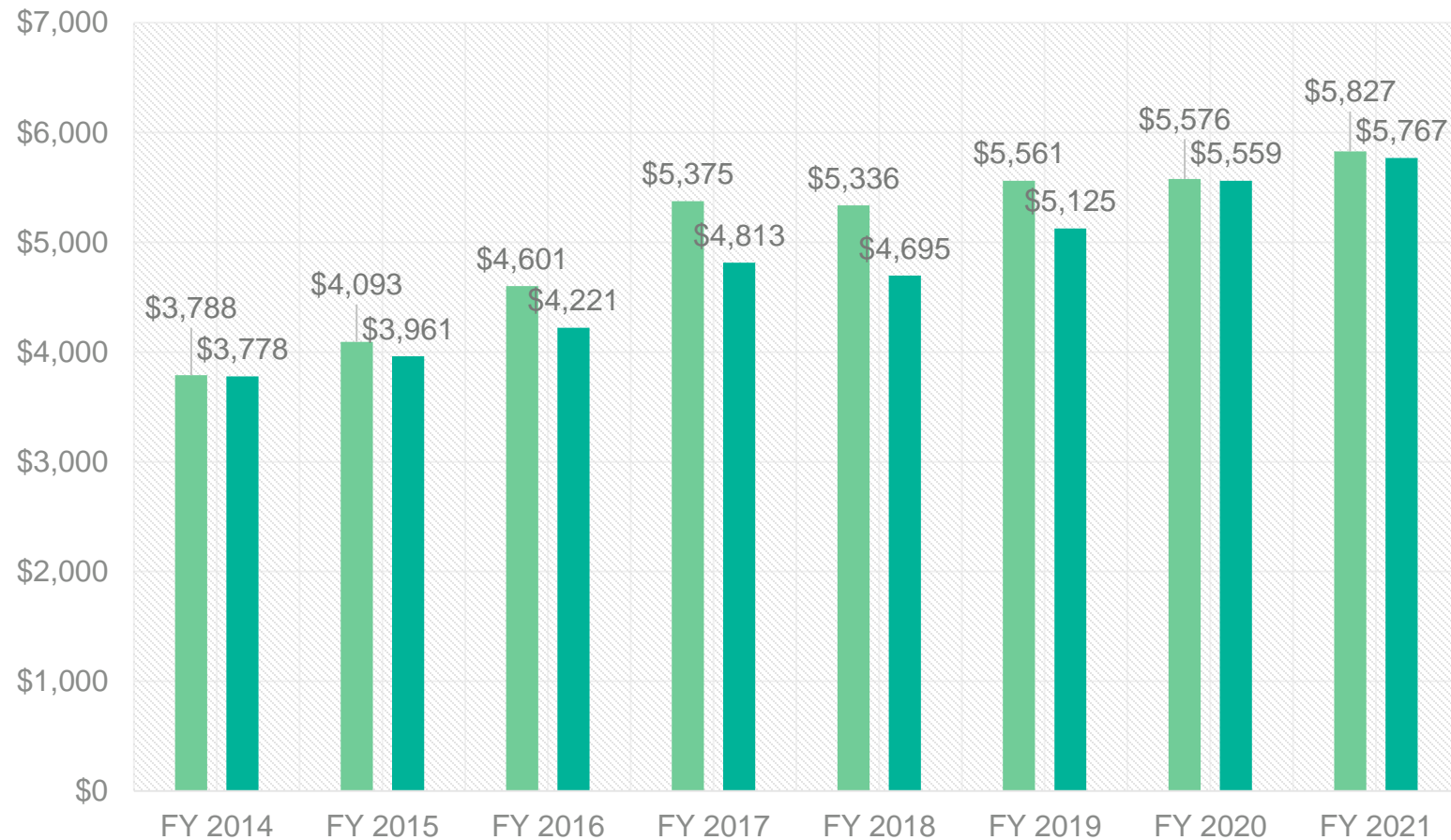
Average Per Month (in Millions)





Revenue & Expense

Per Adjusted Patient Day



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Establish & Strengthen Partnerships & Collaboration



Natividad Foundation Accomplishments

- Maintained GuideStar Platinum seal.
- Achieved 99% success rate in preventing re-injury among victims of violence enrolled in CHOICE.
- 2021 donation from The Agricultural Leadership Council (TALC) of \$502,500 with no multi-year pledges.
- Received \$150,000 donation from Pebble Beach Foundation. Charity Drawing was canceled in 2020 due to COVID-19.





Natividad Foundation COVID-19 Support & Initiatives

- Received a \$200,000 grant from the Bank of America Charitable Foundation to bring additional vaccine clinics to Monterey County through Natividad.
- Funded COVID-19 test specimen processing for community testing sites.
- Provided indigenous interpreters for messaging about the Shelter In Place orders, COVID prevention, COVID testing, COVID vaccines, and mental health issues stemming from the pandemic.

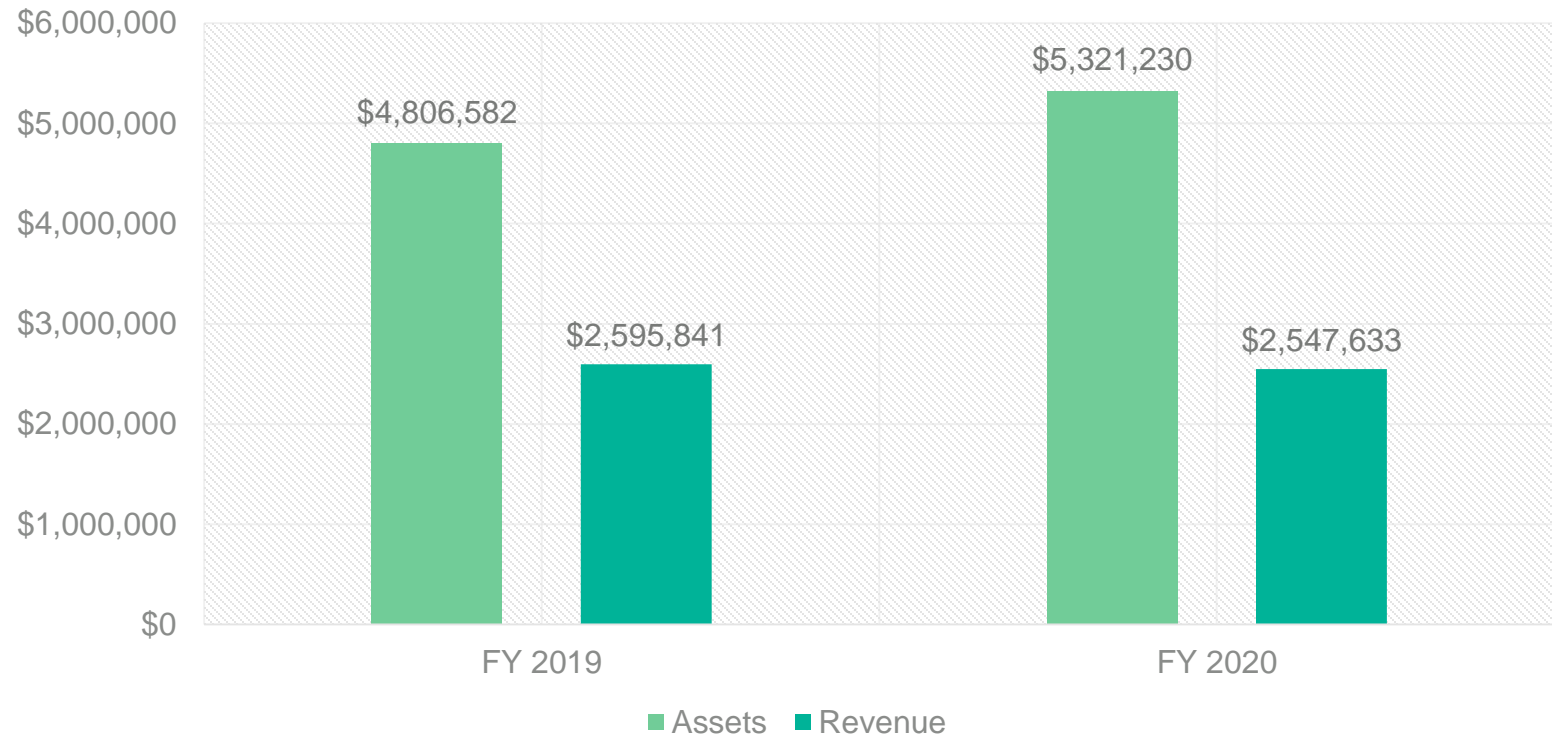
Purchases to support Natividad's COVID-19 response included:

- All-hazards portable hospital
- Equipment that tests the proper fit of N95 face masks for hospital staff
- Contactless temperature scanners, pulse oximeters, dozens of PAPRs and medical equipment for COVID Unit
- 18 tablets and 33 chargers for patient virtual visits
- COVID-19 testing equipment and the ultra-cold freezer needed to store the Pfizer vaccine.





Foundation Revenue & Assets



Total contribution to Natividad FY 2021: \$747,241

Hospital support 2020: \$1,484,739*

Hospital support 2019: \$1,098,068

*2020 Audit in in progress



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2021 COVID-19 Response



COVID-19 Dashboard

Cumulative Data as of 7/1/21

19,299	Unique Patients Tested
3,897	Unique Positive Patients
834	Confirmed Patients Hospitalized
108	COVID-19 Deaths





Protecting Our Community

- On-site and off-site COVID-19 vaccination clinics to keep community healthy:
 - Provided 52,823 COVID-19 vaccine doses to members of our community.*
 - Administered approx. 12% of all 430,921 doses provided in Monterey County at the time.

**As of June 28, 2021*





Thank You

