



Report to the Community

FOR THE FISCAL YEAR 2021



MARSHALL
MEDICAL CENTER

It's about you

LETTER TO THE COMMUNITY



This annual report is a summary highlight of Marshall Medical Center's fiscal year 2021. It's also a look back at one of the most challenging years for Marshall and for the entire healthcare community.

Marshall's fiscal year began in November 2020, in the midst of a worsening global pandemic. During this year, we saw the development and release of COVID vaccines, which helped control the spread of the virus and lessened the impact on those infected. Marshall staff and providers did an amazing job weathering the impacts of a series of surges, keeping most services open. Working as a team across the hospital, clinics, and community settings, we showed creativity, resilience, flexibility, and determination. This enabled us to overcome many challenges and continue to meet our mission to provide care to our community.

The county was dealt another blow in August: the Caldor Fire wreaked havoc on the region, with mass evacuations and the threat of loss of life and property. While half of Marshall staff and providers lived in evacuation zones, they still showed up, devoted long hours, and worked extra shifts to make sure patients received much needed care. Everyone stretched and sacrificed.

This was also a time to focus inward on caring for our caregivers, making sure to safeguard their health and wellbeing. After all, ICU beds do no good without healthy and focused staff. Marshall celebrated Hospital Week with a Heroes in Healthcare theme, and the El Dorado County Board of Supervisors recognized Marshall with a

proclamation citing its thorough response to the COVID pandemic. (See page 6-7)

Despite all the challenges, Marshall still accomplished a great deal, including:

- **Quality awards** for patient safety, home health, and stroke care (page 8)
- **Advancement of cancer screening and services** (page 9)
- **Care for our staff** (page 10)
- **Focus on population health initiatives** to reduce hospital readmissions (page 11)
- **The Marshall Foundation for Community Health** supported programs through grants (page 12)
- **Financial commitment to the community** (page 14)
- **Completion and continuation to work on projects for improvement** (page 15)

We also bid farewell to Shannon Truesdell, RN, and Kathy Krejci, RN, two long-standing Marshall leaders who began their retirements in 2021. It was a bittersweet year that tested our resolve. We continue to persevere.



Siri Nelson
*President and
Chief Executive Officer*



George Nielsen
*Chair, Marshall Hospital
Board of Directors*

Marshall Medical Center proudly serves the Western slope of El Dorado County. Our mission is to improve the health of our community and offer health services of superior value and quality, centered on the goals and needs of our patients. We strive to deliver service that exceeds our patients' expectations.

OUR VISION: We are a cohesive healthcare team that partners in delivering exceptional quality, access, and value in all we do.

STRATEGIC PLAN AND DIRECTION:

Marshall's multi-year strategic plan emphasizes quality and safety by setting a goal of zero harm and encouraging employees to report and address safety issues. Financial stability is also a priority, ensuring that Marshall continues to serve the Western slope as an independent, community based hospital. Finally, a focus on improving the workplace to position Marshall as the best place to work translates to making it the best place to receive care.

Four Pillars Uphold the Overarching Goals:



QUALITY



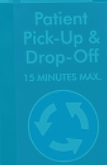
PEOPLE



COMMUNITY
HEALTH



FINANCIAL
STEWARDSHIP





PEOPLE



250 VOLUNTEER HOURS provided by adult and junior Marshall Volunteer Services members.



Marshall Medical Center awarded **\$5,000 IN SCHOLARSHIPS** to area high school graduates to assist them in pursuing careers in healthcare.



Cancer Center drivers provided **159 RIDES** to and from appointments.

Volunteers

In 2021, more than 250 VOLUNTEER HOURS were served by 42 COMMUNITY VOLUNTEERS. They assisted in 30 AREAS, including the hospital, business offices, and outpatient clinical departments. Volunteers were able to help at Marshall sponsored community events this year as COVID restrictions loosened, such as the Gold Country Half Marathon and 5k.





HOLIDAY GIVING

Approximately **125 Thanksgiving food baskets** were donated by Marshall employees and providers and given to families, distributed through the El Dorado County Office of Education, Marshall Community Care Network, CASA, El Dorado County Community Health Center, SHARE, Upper Room, and MJ's Project.

In addition, **99 people received hundreds of Christmas gifts and provisions** through the El Dorado County Community Health Center and CASA.



AUXILIARY

As COVID restrictions loosened in 2021, members of the Marshall Auxiliary screened patients and visitors for COVID symptoms and enforced the masking policy. Auxiliary members manage clothing donations for Emergency Department patients who may need appropriate clothes upon discharge. In 2021, the Marshall Hospital Auxiliary donated \$31,000 to the hospital from fundraising efforts and Gift Shop sales. 43 Auxiliary volunteers spent 6,754 hours serving Marshall and its patients.

Marshall Hospital Auxiliary

President – Norma Wilson

1st Vice President – Linda Militello

2nd Vice President – Maree Swann

Secretary – Leona Van Pelt

Treasurer – Jo Ann Creel

In 2021, the Marshall Hospital Auxiliary provided **\$31,000** to the hospital

6,754 volunteer hours were provided by members of the Marshall Hospital Auxiliary



Shannon Truesdell, RN



Kathy Krejci, RN

In 2021, Marshall Medical Center said farewell to two retiring members of the chief executive team, both of whom spent more than 30 years at Marshall. **Shannon Truesdell, RN**, Chief Operating Officer, initiated the population health programs to improve management of patients with chronic illnesses. **Kathy Krejci, RN**, Chief Nursing Officer, was the driving force behind the addition of the South Wing and most recently responsible for COVID response efforts.

Looking Back at The Summer of 2021: Under Pressure, Under Fire



The summer of 2021 will go down as one of the most unusual and challenging times Marshall Medical Center has ever faced as an organization. The summer began with a feeling of freedom with none to few COVID inpatients. After the July 4 holiday, the numbers started to rise. By August, COVID inpatient numbers were in the high teens and 20s.

Marshall activated its internal Incident Command to plan for the growing patient census. Then on August 14, the Caldor Fire started near Omo Ranch. It only took a few days for the fire to overtake Grizzly Flats, leading to the evacuation of thousands of area residents, including many of Marshall's staff and providers. With the fire burning uncontained, Incident Command then shifted to include planning for the effects of the fire: what did it mean for staff, patients, and the hospital?

More than 700 staff and providers had addresses in the mandatory evacuation and warning zones. Sadly, some lost their homes. Without missing a beat, the Marshall family rose to meet immediate needs. People offered up shelter to those displaced. Others donated funds, meals, and clothing. Many others covered shifts and

took additional duties, making sure our patients were cared for. Managing two such disasters is so unusual it garnered media attention at both the local and national level, with coverage by Today on NBC, as well as Sacramento's ABC and NBC affiliates, the Mountain Democrat, and the Sacramento Business Journal.

Outside the hospital walls, the medical outreach team got busy attending to those in evacuation centers, treating wounds, assessing symptoms, and prescribing medications. Marshall was focused not just on patients within our facilities but also for those at home, wherever that home was at the moment.

Under a literal fog of smoke and ash– and reeling from the blows of the pandemic and the wildfire– our staff and providers showed up each day for patients and for each other. So much was being asked of healthcare workers even as they themselves were affected. Yet when they saw a need greater than their own, the natural instinct to respond surfaced.

Healthcare is a calling. It's a commitment larger than self.

Medical Outreach Teams Aim to Keep Evacuees Well

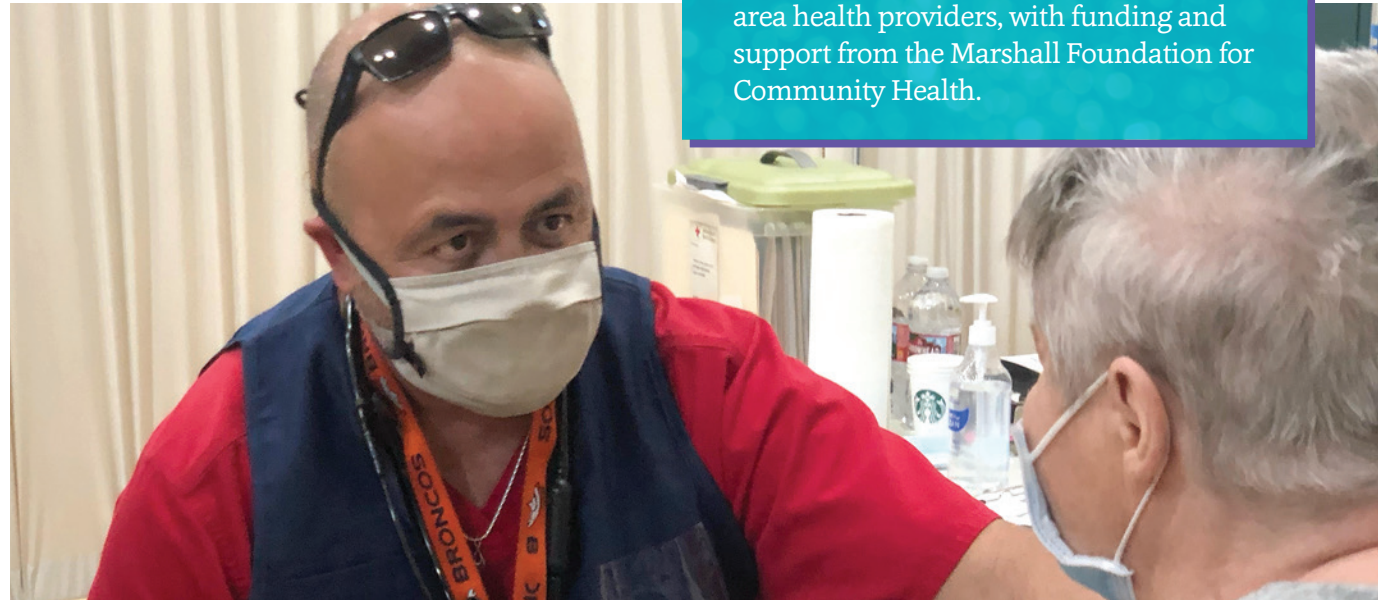
Just off a full day of seeing patients in the clinic, Sam Ceridon, MD, geared up for a second shift. As he pulled up to his destination, he grabbed a backpack filled with medical supplies and donned a blue vest with the word “DOCTOR” emblazoned on the back. It was time to take care of people at the Caldor Fire evacuation centers.

Dr. Ceridon was just one of a team of healthcare providers who ventured out to help fire evacuees with basic medical care. That day he saw an elderly woman with chronic heart failure. Evacuated from her Pollock Pines home for two weeks, she’s feeling weary. “I’m just ready to give up,” she tells him. He checks her vitals and his reassurance calms her.

In their rush to leave their homes, some evacuees left their medication behind. Others were unable to get to their medical appointments. The goal of the medical outreach team was to take care of people, to keep them from getting sick. “By doing regular rounds and prescribing medications, we can keep a simple illness from getting worse, to the point where they need an ER visit or hospitalization,” explained Dr. Ceridon.

An added concern was the close living quarters the evacuation centers created and the possibility of a COVID outbreak. The medical outreach team worked to help COVID-positive evacuees manage their illness and prevent hospitalization. The same went for those with respiratory issues; complications from the smoke and poor air quality can send patients reeling.

These efforts had another goal: protecting the ER and hospital. Marshall Hospital was running up to 130% over capacity. “We created rings of protection around the hospital. We don’t want to get in a situation where the only hospital in the area gets overwhelmed. Our challenge was to keep that from happening,” shared Dr. Ceridon.



What started out as a program to address homeless and vulnerable populations at the beginning of the pandemic expanded to medical outreach to long term care and skilled nursing facilities during the winter. The program has uncovered a significant need for outreach to those unable to access healthcare in traditional settings and is complementary to the work done by Marshall’s Community Care Network, directly supporting reduction in readmission and emergency department utilization. The program grew to incorporate the various fire evacuation centers. The program is a collaborative effort between Marshall Medical Center, El Dorado County Health and Human Services and other area health providers, with funding and support from the Marshall Foundation for Community Health.

Marshall Home Health Earns Five Stars

In 2021, Marshall Home Health achieved a Five-Star patient survey rating from the Centers for Medicare and Medicaid Services (CMS). This publicly reported rating is based on the Home Health Consumer Assessment of Healthcare Providers and Systems (HHCAHPS) that asks patients about their recent experiences.

Marshall Makes the Grade for Safety



Marshall Medical Center received an “A” Leapfrog Hospital Safety Grade in the fall of 2021, an accolade that continued for the spring of 2022.

This national distinction recognizes Marshall’s achievements in protecting patients from preventable harm and error in the hospital. The Leapfrog Hospital Safety Grade is the only hospital ratings program based exclusively on hospital prevention of medical errors and harms to patients. The grading system is peer-reviewed, fully transparent, and free to the public.

Breast Cancer Screening

In 2021, Marshall Medical Center acquired a new 3D mammography system, which provides patients with:

- more detailed imagery for improved diagnostic accuracy
- earlier detection of breast cancer
- reduced false positive results, minimizing call backs for additional procedures
- low-dose x-ray that meets FDA safety standards



Unlike 2D mammography, which only allows for a flat image of a three dimensional breast, 3D mammography turns digital breast images into a stack of very thin layers or “slices” to build what is essentially a 3-dimensional mammogram, similar to pages in a book. This allows for detection of smaller masses or tumors in their early stages and research shows that early detection of cancer is critical for the most effective treatment and improved survival. The 3D mammography system at Marshall delivers superior diagnostic accuracy while delivering the lowest radiation dose.

Excellence in Stroke Care

The stroke team in the Emergency Department at Marshall Medical Center is certified by The Joint Commission. Recently, the dedicated stroke team was placed on the American College of Emergency Physicians’ 2021 E-QUAL Honor Roll for the amount of time between patient arrival in the Emergency Department to CT scan. The team includes a physician, registered nurse, phlebotomist and CT technician and stands at the ready to respond to all potential stroke patients. Following protocols and national standards, Marshall’s Stroke Team upholds a high standard of care to promote the best possible outcome.

AWARDS



Nationally Recognized for Excellence



LEAPFROG HOSPITAL SAFETY GRADE

Nationally recognized with “A” rating for patient safety 2021



LEAPFROG TOP HOSPITAL

Recognized for commitment to patient safety and quality 2021



LOWN INSTITUTE HOSPITALS INDEX A

Grades for Social Responsibility, Patient Outcomes, Value of Care, Clinical Outcomes, Patient Safety, Cost Efficiency, and Avoiding Overuse



BETA HEALTHCARE GROUP

Quest for Zero

- Excellence in OB Tier 2 (2019, 2020, 2021)



AMERICAN HEART ASSOCIATION/ AMERICAN STROKE ASSOCIATION

- Stroke Gold Plus 2022
- Target: Stroke Honor Roll-Elite 2022
- Target: Type 2 Diabetes Honor Roll 2022



AMERICAN COLLEGE OF EMERGENCY PHYSICIANS’ E-QUAL HONOR ROLL

Recognized for both top performance and most improvement in certain measures (2019, 2020, 2021)



CAL HOSPITAL COMPARE HONOR ROLL

- Opioid Care 2020, 2021
- Patient Safety 2019, 2020, 2022



AMERICAN DIABETES ASSOCIATION

Since 2009, Marshall Diabetes and Nutrition Education has been recognized for Diabetes Self-Management Education and Support.



COMMISSION ON CANCER ACCREDITATION

Accredited since 2005, quality measures address survival and quality of life.



BABY FRIENDLY CERTIFIED SINCE 2015

By the World Health Organization and UNICEF for Breastfeeding Advocacy



JOINT COMMISSION

Certificate of Distinction for Advanced Certification as a Primary Stroke Center (2013, 2015, 2017, 2020, 2021)



CARE FOR STAFF

Stillness Space

The overall wellness of healthcare workers is critical to the health of our county. Quality patient care starts with the medical staff's own wellbeing. Marshall Foundation for Community Health understands this, and funded Marshall Hospital's new Stillness Space for staff use.



The room provides a safe and sacred space, free from noise and distraction, to protect the mental health of staff.

The need for this space was made increasingly evident with the extra stressors COVID-19 brought. Whether they need to decompress after a stressful encounter, or just need a five minute "time out," staff can use this space to recharge.

Care for the Caregiver

To give staff and providers a safe sounding-board for the stressors they face at work, Marshall Medical Center launched the Care for the Caregiver program in November 2021. Modeled from a similar program from BETA Healthcare Group, the largest professional liability insurer of hospitals on the West Coast, this program trains employees



as volunteer peer-supporters, who make themselves available to other employees for a friendly, non-judgmental and confidential ear. Since the supporters face the same demanding environment as the distressed employee, they can truly understand the stress and circumstances their co-workers face in their work.

Lavender Cart

When patient census was high, there were times Marshall's dedicated staff and providers were unable to take breaks. For these times, a cart painted lavender made the rounds at all hours to provide sustenance in the form of hearty meal replacement bars, sweet treats, beef jerky, and more.

MC2GO

To help ease the burden at home for the Marshall community during the pandemic, the Marshall Cafeteria began offering to-go meals in November 2019. Each meal feeds a family of four and can be ordered in the morning for afternoon pick up for \$20. This seemingly simple effort takes cooking dinner off the table for staff who have worked a long shift. When many employees were evacuated due to the Caldor Fire, employees were able to donate meals which were given to those who were displaced or hosting displaced families. For fiscal year 2021, approximately 2,000 meals were donated or purchased through this service.

2021 Cancer Program

Provided transportation for **84 patients** to oncology appointments

Provided **81 patients** with gas cards

Provided an orientation class for **103 new patients** to help them feel prepared for their treatment at the Marshall Cancer Center

Facilitated no-cost mammograms for **40 patients** (through the Janet Nachtman Fund at the Marshall Foundation for Community Health)

Served approximately **300 patients** with various services provided by the Cancer Resource Center

Offered a Survivorship Seminar Series to **13 patients**

39 cancer case conferences held





Patient Crosses the Finish Line with Cardiac Rehab

Olivier Dapremont, PhD, leads a high stress life. Between his high-level job and coaching his son's soccer team, he is always on the go. With a family history of coronary artery disease, Olivier wanted to make sure his heart could take the stress. Tests revealed high blood pressure and his heart not functioning at the level it should. Stents were required to help return his body to normal functioning and he began taking medications to manage his blood pressure.

Olivier started working with Marshall Cardiac Rehabilitation and made it an additional goal to run the Gold Country 5k presented by Marshall Medical Center last fall. Olivier worked out at Cardiac Rehab twice a week, while keeping up with his treadmill workouts at home in addition to running with his son's soccer team. Under the watchful eye of the Cardiac Rehab team, Olivier worked his way up to faster speeds and greater inclines.

Not only did Olivier reach his goal to finish the 5k, he's been able to reduce his beta blockers and blood pressure medications, and lower his body fat percentage from 27% to 23%. But most importantly, he feels much more at ease with his health and the assurance that he'll be able to watch his son grow up.

Population Health Team Works to Reduce Readmissions

One of Marshall's organizational goals is to reduce readmissions. This is an opportunity to lower costs for both the hospital and the patient, improve the quality of care, and increase patient satisfaction. The Population Health team has put some processes in place to help with this goal. Discharged patients who have a Marshall primary care provider are less likely to be readmitted, as their post-discharge care can be more closely monitored within our systems. However, for those with primary care providers outside the Marshall system, it can be more difficult to mitigate the risk for readmission. For those patients, processes have been developed to refer higher risk patients to outpatient resources at Marshall or in the community to help continue their care. These partnerships have been developed to improve communication about patients who are at a higher risk of returning to the hospital. Patients receive follow-up phone calls and even in-home visits to ensure they are following their providers' plans for the next level of care, managing their medications properly, and are in a safe environment.

Expanding Access to Care



Marshall welcomed the following new providers in 2021:

- 1** Addiction Medicine Provider
- 3** Electronic Medical Record Providers
- 4** Family Medicine Providers
- 1** Gastroenterologist
- 1** GI Hospitalist
- 3** OB/GYN Providers
- 2** Pathologists





Marshall Foundation

for Community Health

22 health-related nonprofit organizations supported



In 2021, the Marshall Foundation for Community Health ended the fiscal year with

\$4,558,953
in assets



During the year, the Foundation received

\$557,402
in gifts from
563 donors

The Foundation granted

\$543,950

to Marshall Medical Center and non-profit organizations of the Western Slope.

The 38th Annual Bob West Drive For Marshall netted **\$59,599** for the Marshall Foundation for Community Health.

Thank you to Union Bank, Winn Foundation, Carter-Kelly and Shingle Springs Health and Wellness Center as exclusive and major sponsors.



For more information about the Marshall Foundation for Community Health, visit marshallfound.org.



- **The Mathewson-Bonser Nursing Scholarship funds** were granted to Marshall Medical Center nurses, for the continuing education needed to serve patients.
- **The Strength for the Journey program** received funds for support groups and professional counseling for those who have experienced sudden loss.
- **Marshall Medical Center’s Information Technology department** was able to purchase mobile workstations, resulting in much more efficient workflows and patient care.
- **Marshall Medical Center Birth Center** received a grant for “Baby Friendly” designation and certification by the World Health Organization and UNICEF, showing that the Marshall Birth Center meets the highest standards for mother/baby care practices related to infant feeding.
- **The Healing Garden** at the hospital campus received new umbrellas, creating a quiet and soothing place of respite for staff and visitors.
- **Funds were donated for a COVID recognition event** celebrating several employees and providers who went above and beyond their day-to-day responsibilities in response to the pandemic.
- **The Cancer Resource Center Transportation Fund** provides gas cards for patients and maintenance for the vehicle used to provide complimentary rides to oncology appointments.
- **Marshall’s Population Health Department** was provided funds to subsidize temporary adult living for patients, which reduced risk of readmittance and longer term health issues.

Marshall Foundation for Community Health Board of Trustees

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Vice President – Kurt Raffetto

Secretary – Debi Harlow

Treasurer – Mark Stanley

Immediate Past President – Andrea Howard

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David Cooke

Tim Cordero

Tom Cumpston

Sue Hennike

Kevin James

Sol Nisbet

Rashmi Ramasubbaiah, MD

Kim Stoll

Dave Williamson

Tracy Wilson



2021 Financial Commitment to Our Community

Marshall's priority continues to be the health and wellbeing of the residents of El Dorado County, providing care for all those who come through our doors.



In 2021, hospital and physician care was provided free or at discounted rates for **33,676** eligible low-income, uninsured or under-insured persons

at a net benefit to the community of **\$55,224,187**.

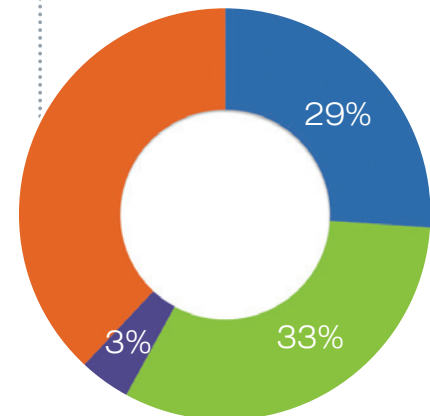
Through community-related services, **6,905 persons** were assisted through community building, health improvement and education at a cost of **\$2,886,636** to Marshall Medical Center.



49,899

Patients Served

- 29% Medi-Cal patients
- 34% Medicare patients
- 3% No Financial Sponsor
- 33% Private Insurance





BY THE NUMBERS

205,180
Physician Clinic Visits

148,135
Outpatient Visits
& Procedures

24,794
Emergency
Department Visits



18,941
Inpatient Days

15,313
Rural Health
Clinic Visits



13,009
Home Health Visits

4,228
Inpatient & Outpatient
Surgeries

395
Newborns



PROJECTS IN PROCESS:

Cardiac Rehabilitation Services

Construction is nearly complete on a new home for Marshall’s Cardiac Rehabilitation Department at 1000 Fowler Way in Placerville. The grand opening will be summer of 2022 and will be the official launch of Marshall’s latest offering: Pritikin Intensive Cardiac Rehab.

Pritikin Intensive Cardiac Rehab is an extension of traditional cardiac rehab. In addition to exercise, it’s coupled with cooking instruction, managing stress, and developing a healthy mindset. Patients are able to attend twice as many classes as traditional cardiac rehab patients and typically have a more successful recovery.

The new location will allow 15-20 patients per class, more than double the previous capacity of eight. The square footage is increasing from about 1,500 square feet to more than twice the space with 3,500 square feet and will include a multipurpose room for education and a demonstration kitchen for cooking classes.

Cafeteria and Kitchen

Work is nearing completion on the much-anticipated new kitchen and cafeteria at Marshall Hospital. The new kitchen and cafeteria, located on the basement level of the South Wing, is triple the size of the current space, with plentiful indoor and outdoor seating. Hot food stations include a pizza oven, saute station, and grill. There will also be a wide variety of grab and go options such as pre-made salads and sandwiches, as well as a salad bar. The \$11.1M project was funded in part by donations from staff and providers and is expected to open in late summer 2022, pending state licensing.



MARSHALL MEDICAL CENTER BOARD OF DIRECTORS

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2021 BOARD EMERITUS

Taylor Vance, MD

ABOUT MARSHALL MEDICAL CENTER

Marshall Medical Center is an independent, nonprofit community healthcare provider located in the heart of the Sierra Foothills. Marshall Medical Center includes Marshall Hospital, a fully accredited acute care facility with 111 beds in Placerville; several outpatient facilities in Cameron Park, El Dorado Hills, Placerville and Georgetown; and many community health and education programs. Marshall has over 220 licensed practitioners and over 1,400 employees providing quality healthcare services to over 180,000 residents of El Dorado County.

OUR MISSION

Marshall Medical Center proudly serves the Western slope of El Dorado County. Our mission is to improve the health of our community and offer health services of superior value and quality, centered on the goals and needs of our patients. We strive to deliver service that exceeds our patients' expectations.

MARSHALL MEDICAL CENTER

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MARSHALL
MEDICAL CENTER

It's about you