LETTER TO THE COMMUNITY

What a difference a year makes.

Though this publication is meant to give our community a review of Fiscal Year 2019, it’s hard to think back on these milestones without first reflecting on the news of the times — the COVID-19 pandemic. This event spurred quick action for Marshall Medical Center to safeguard the health of our patients, staff and providers. The community responded too, with donations of masks, supplies, food and providing words of encouragement. Marshall Medical Center’s leadership and board of directors want to express gratitude to all those who showed support to our healthcare workers. You made the difference.

This annual report is a summary highlight of fiscal year 2019 milestones, including financial, programmatic and contributions to the community for Marshall Medical Center

Of note in 2019:

• Marshall's long-time CEO, James Whipple, announced his retirement after 38 years of service. After a national search, Siri Nelson, a seasoned healthcare executive, was chosen as his successor.

• Investments in medical technology included upgrading the daVinci robotic surgery suite, as well as the construction and addition of two ultrasound suites.

• Marshall CARES (Clinically Assisted Recovery and Education Services), a highly regarded and successful model for the delivery of addiction medicine, made its debut in the community in this fiscal year.

• Marshall celebrated its 60th anniversary in the summer of 2019. A permanent historical timeline display was also unveiled, preserving and educating important milestones and events over the decades.

• The Marshall Hospital Auxiliary was founded along with the hospital in 1959. Auxiliary members continue to be an ever-present source of comfort, help and financial support at Marshall Hospital.

• Also in 2019, the Marshall Foundation for Community Health celebrated its 45th Anniversary as Marshall's philanthropic arm. Through the years, the Foundation has supported the organization through funding for capital improvements and investments in medical technology.

Reflecting on 2019, and in light of the current events, we are honored to work alongside such skilled leaders, dedicated healthcare providers and committed staff members. In good times and trying times, we’ve proven we can persevere. As we move toward the future, we are emboldened in our call to serve and preserve our community’s health.

Siri Nelson
Chief Executive Officer

Jim Abercrombie
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:** Transforming healthcare through compassion, quality and innovation.

**OVERARCHING GOALS** include improving safety; enhancing the patient experience, as well as the work experience for providers and staff; developing world class management leadership; and maintaining strong financial performance.

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**Four Pillars Uphold the Overarching Goals:**

- **QUALITY**
- **PEOPLE**
- **COMMUNITY HEALTH**
- **FINANCIAL STEWARDSHIP**
James Whipple Retires

After nearly four decades with Marshall Medical Center, James Whipple announced his retirement, launching a nation-wide search for a successor to lead the non-profit organization. James led Marshall for the last 18 years as CEO, after previously holding the Chief Financial Officer position for 20 years. James has been credited with Marshall’s growth and financial stability as one of the few remaining independent hospitals in the nation. In the past 40 years, Marshall Hospital has grown from 56 to 125 licensed beds and employees have swelled from 360 to nearly 1,700 today.

The Marshall Medical Center Board of Directors chose Siri Nelson, MHA, FACHE, CPA, to succeed James in the role. With nearly 30 years of experience in rural health, Siri came to Marshall from South Meadows Medical Center in Reno, NV, where she served as CEO. Previous to Renown Health, Siri held executive positions at Sutter Lakeside Hospital in Lakeport and Sutter Amador Hospital in Jackson.

GIVING BACK DURING THE HOLIDAYS


Marshall employees and providers sponsored 80 families with Christmas gifts and provisions through the El Dorado County Community Health Center and the Center for Violence-Free Relationships.
Heroes in Healthcare

Arianna Sampson, a physician assistant in the Emergency Department, was chosen as the Marshall Medical Center’s 2019 Hero in Healthcare. Arianna received multiple nominations for her work in helping to establish an opioid dependency bridge program to help address and reduce El Dorado County’s high opioid related addiction and deaths. She has also been a strong advocate to get the Critical Incident Stress Management program and training set up in the ED.

Through Marshall’s Heroes in Healthcare program, patients, visitors and co-workers have an opportunity to nominate those who have made an impact on the well-being of others. A panel of community leaders reviews nominations against guidelines including extraordinary service, dedication, sensitivity, communication and heroic sacrifice to choose one Hero for the year.

5,625 VOLUNTEER HOURS provided by adult and junior Marshall Volunteer Services members

Marshall Medical Center awarded $5,000 IN SCHOLARSHIPS to area graduating high school seniors to assist them in pursuing careers in healthcare.
A LEGACY OF CARING

Marshall Celebrates 60 Years  A look back at how a community built a hospital

The setting was 1956, in the sleepy foothill city of Placerville, where doctors and determined citizens led the charge to replace the outdated and inefficient Placerville Sanatorium, which had served as the local hospital since 1904.

Citizens pulled together, sought support and built momentum in the community. The timing was perfect. Congress had passed the Hill-Burton Act, a law that gave funds to build hospitals. The Hill-Burton Act provided for two-thirds of the costs of the hospital construction. The catch was that the community had to raise the other third in cash and pledges. The total cost to build the proposed 52-bed hospital was $1,085,000, meaning the community buy-in stood at $411,692. The first Marshall Hospital Board of Directors was established and incorporated by the spring of 1957. The application for funding was submitted and approved by August of that year. The race was on. Placerville had just four short months to come up with their third of the funds.

Michigan-Cal Lumber, the largest employer in El Dorado County at the time, donated the first $100,000 and land on which the new hospital would be built. Churches and service clubs like Rotary and the 20/30 “Club held fundraisers, businesses gave, citizens pledged and several doctors pledged half a year’s pay to the fund.

In the end, the fundraising campaign surpassed its goal by $51,514. The Mountain Democrat wrote, “It was the most worthwhile project ever undertaken… and truly shows that El Dorado County can and does band together for the betterment of the community.” Marshall Hospital was built and opened in July, 1959.

In 2019, Marshall Hospital celebrated 60 years and stands as one of the few remaining independent hospitals in the nation. Marshall attributes its success to local governance by a volunteer community board of directors and local hospital authority, which allows for quick and nimble management and reinvestment of profits back into improving the non-profit community hospital.

MODERN-DAY CELEBRATION WITH A THROW-BACK TWIST

To commemorate its 60th anniversary, a reception was hosted at the hospital, inviting Auxiliary and Foundation board members, local elected officials and community leaders for a celebration. In attendance were approximately 150 people, including the first baby born at Marshall, John Klos, and his mother, Barbara Bogdanoff, who traveled from Washington State for the festivities.

The event had an authentic 1950s feel, with classic cars parked in the circle outside the hospital, entertainment by Frank Sinatra, Dean Martin and Marilyn Monroe impersonators and food reflecting a 1950s diner feel.
The Marshall Hospital Auxiliary, established in 1959, also celebrated its 60th anniversary in 2019. Established as a service organization, Auxiliary members serve in various areas of the hospital such as the information desks, the ER, Transitional Care Center, patient floors, and the Surgery Center. The Auxiliary also manages and staffs the hospital’s Gift Shop.

Throughout its history, the Auxiliary has sponsored fundraisers such as book, leather and logo wear sales. Funds raised, as well as the proceeds from the Gift Shop were donated for various hospital needs. Over the last five years, those donations amount to more than $300,000. In recent years, those funds have helped the hospital acquire a hyperbaric oxygen chamber for the Wound Care Center, a 3-D echocardiogram machine, surgical instruments and supplies for the daVinci surgical robot, and has added to the funds that built the South Wing and will build the new Marshall Café.

Marshall Hospital Auxiliary

President – Leona Van Pelt
1st Vice President – Linda Militello
Secretary – Jean Pesce
Treasurer – Bonnie Garvin

In 2019, the Marshall Hospital Auxiliary provided $56,000 to the hospital. 12,722 volunteer hours were provided by members of the Marshall Hospital Auxiliary.
QUALITY

AWARDS

BETA HEALTHCARE GROUP
Quest for Zero
• Excellence in ED Tier 2 2019
• Excellence in OB Tier 2 2019

Employee Safety & Wellness Initiative

CAL HOSPITAL COMPARE HONOR ROLL
• Opioid Care 2019
• Patient Safety 2019

BABY FRIENDLY CERTIFIED SINCE 2015
By the World Health Organization and UNICEF for Breastfeeding Advocacy

JOINT COMMISSION
The national Stop the Bleed campaign has a goal of educating community members on how to stop bleeding in emergency situations until first responders can arrive. As part of this effort, Marshall has conducted classes, training community members, including students and teachers. Marshall has a team of staff members trained as volunteers for this program and has contributed more than 200 hours of work to this program.

Marshall’s Emergency Department conducts fall prevention outreach and classes to help seniors learn exercises and strategies to prevent falls and injuries. Marshall employees provide presentations and screenings in areas of vision screening, fitness screening, blood pressure screening and vertigo assessments.

Stroke is the leading cause of serious, long term disability in the United States and the third leading cause of death. As a designated Primary Stroke Center, Marshall is involved in ongoing stroke outreach and education events in the community. Two stroke education events were held this year, in addition to a monthly stroke support group with approximately 35 members.

Support groups:
- Breast Cancer
- Ostomy
- Prostate Cancer
- Stroke

17 participants graduated from three smoking cessation programs
22 people participated in free head and neck cancer screenings
38 free health education classes with 538 participants
99% of Marshall staff completed “Diversity in Healthcare” training

23 CLASSES
229 COMMUNITY MEMBERS TRAINED
22 STAFF MEMBERS TRAINED
200 HOURS OF WORK
**Caring for the most vulnerable people**

Year round, Marshall’s Case Management and Social Services departments work on behalf of homeless persons to assist with finding shelter, transportation, clothing and rehabilitation. The team assisted homeless persons to enroll in insurance coverage and free medication programs and obtain needed medical equipment.

Marshall’s Community Care Care Network (CCN), focuses on improving the effectiveness and quality of care for high-risk patients. CCN was developed to help people coordinate their health care by providing in-home and telephonic support services. The team assists persons recently discharged from the hospital to navigate through the challenges of the healthcare system, making sure that they have ongoing education about their health, ensuring satisfaction of services and providing support while valuing individual physical and mental well-being. This program works to reduce readmissions and unnecessary emergency room visits.

For persons with more complex needs, a team of social workers, LVNs, RN case managers, pharmacists, diabetes educators, dietitians, and physical therapists work with them in their homes to help navigate their paths to improved health and overcome community barriers.

**THE CANCER RESOURCE CENTER** supported 350 persons with cancer in 2019 through patient navigation, education, support groups, social services and emotional support. The Cancer Resource Center provided 33 no-cost mammograms through the Janet Nachtman Fund.

Marshall’s Cancer Resource Center provided 282 transportation rides to and from their medical appointments for persons with cancer.

**2,137 persons were reached through the CCN.**

Only **12%** of persons in CCN had an ED visit for routine care. This is considerably lower than the overall ED rate of **29%** for routine care visits.
Marshall’s Clinically Assisted Recovery and Education Services (CARES) clinic opened in the beginning of Fiscal Year 2019 as an answer to fighting the opioid epidemic. Combining Medication Assisted Treatment (MAT) under the care of a physician, counseling, case management and behavioral health, patients are treated for substance dependency through a comprehensive model.

The CARES program’s success drove expansion to Marshall’s Georgetown Divide Wellness Center and the addition of a Substance Use Navigator funded for the nationally recognized program. CARES continues to grow and aims to provide timely multidisciplinary intervention, increased community awareness and education of clinicians on safe opioid prescribing.

Marshall’s innovative ED Bridge MAT program is a national model for its patient-centered approach to addiction treatment. The program offers patients experiencing opioid withdrawals with immediate access to a medication that can resolve withdrawal symptoms within a matter of minutes, right in the emergency room. Marshall was one of the first hospitals in the state to start the ED Bridge program. Marshall expanded MAT services to Divide Wellness Center Clinic in Georgetown to reach more community members.

Expanding Access to Care

Marshall welcomed the following new providers in 2019:

- 1 Psychiatrist
- 1 General Surgeon
- 1 Radiologist
- 1 Anesthesiologist
- 1 Nephrologist
- 2 Neurologists
- 2 Intensivists
- 3 Addiction Medicine Providers
- 3 Pediatric Providers
- 4 Family Medicine Providers
- 4 Emergency Providers
- 4 Nocturnists

In 2019, the number of participants in Marshall Hospital’s MAT/ED Bridge program was 338, up from 67 in 2018.
In 2019, the Marshall Foundation for Community Health celebrated 45 years supporting Marshall Medical Center and community health programs through philanthropy.

$570,000 provided to Marshall Medical Center for construction and expansion projects, including funds to build the new kitchen and cafeteria.

$230,000 designated contributions held by the Foundation for future community needs.

During the PG&E Public Safety Power Shutoffs, the Bridging the Gap fund helped 37 employees with $7,400 for child care, replacing lost wages or to purchase generators.

$73,000 in grants awarded in 2019

Marshall Foundation for Community Health provided health care grants of $73,000 to efforts including battling opioid addiction, drug abuse prevention education as well as medical equipment in schools, dementia and Alzheimer’s education, and support for the homeless and disabled.

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

Beautiful blue skies and cool June weather greeted 126 golfers that participated in the 36th Annual, Bob West Drive for Marshall Golf Tournament. The tournament netted a record $69,376 to support the mission of Marshall Foundation for Community Health.
• **The El Dorado County Office of Education – Child Development Programs** were granted $14,300 to purchase new vision and hearing equipment to conduct preventive screenings to detect early signs of hearing and vision loss in children.

• **The Gold Oak Union School District** was granted funds to purchase automated external defibrillators (AED) for each of their schools. The AEDs will be used to help those experiencing sudden cardiac arrest.

• **Honor a Nurse** is an annual event that recognizes the exceptional care provided by members of the nursing profession. With a $100 donation, donors and the nurse/s they honor are invited to a celebration event. Proceeds from this event provide partial funding for the Mathewson-Bonser Nursing Scholarships. This year, $20,000 in scholarships were awarded to nine recipients.

Marshall Foundation for Community Health
Board of Trustees

**OFFICERS**
- **President** – Andrea Howard
- **Vice President** – Christa Campbell
- **Secretary** – Debi Harlow
- **Treasurer** – Kurt Raffetto
- **Immediate Past President** – Daryl Warden

**TRUSTEES**
- Laurel Brent-Bumb
- Pastor David Cooke
- Tim Cordero
- Tom Cumpston
- Bob Gillett
- Sandy Haskins
- Kevin James
- William Klas, MD
- Jim Ortega
- Jake Parsons
- Rashmi Ramasubbaiah, MD
- Dana Rice
- Lisa Marie Slaven
- Mark Stanley
- Kim Stoll
- Supervisor Brian Veerkamp
- David Williamson
- Kathy Witherow

Lowie Bonser & Patty Sanford support the Honor a Nurse event.
2019 Financial Commitment to Our Community

The health and wellbeing of citizens of El Dorado County are our priority. Marshall provides care for all those who come through our doors.

In 2019, we provided **32,784 persons** with hospital and physician care at free or discounted rates for eligible low-income, uninsured or underinsured patients at a net benefit to the community of **$63,275,786**.

Through community-related services **9,002 persons** were assisted through community building, health improvement and education at a cost of **$3,644,029** to Marshall Hospital.

**50,378 Patients Served**

- 26% Medi-Cal patients
- 32% Medicare patients
- 4% No Financial Sponsor
- 38% Private Insurance

Everyday Lean Ideas are submitted by employees as a way to save time, money, and other resources by making a simple change to procedures. In 2019, Marshall staff implemented **931 ELIs**, which resulted in a savings of **$712,300** and **60,988** hours of labor.
Construction & Expansions

A remodel of the Diagnostic Imaging Department in the hospital is underway, including the construction of a permanent MRI suite, which will open in the summer of 2020.

The Laboratory facility in Cameron Park was relocated and expanded from two blood draw stations to five in order to accommodate larger patient volume. Patients are enjoying the convenience of the hospital’s new outpatient lab draw station. The new stations are now located inside the main lobby in Outpatient Surgery.

Marshall has invested in upgrading the daVinci Surgical System to the latest model, giving surgeons a more precise tool for robotic-assisted surgery. Patients reap the benefits of minimally invasive procedures with less blood loss, faster healing and minimal scarring.

Marshall has upgraded the Pharmacy facility to remain to meet updated codes, including mixing rooms, new machines and a new HVAC unit.

Marshall will be building a new kitchen and cafeteria this year in the basement of the South Wing. Named after former CEO James Whipple, JW’s will be triple the current size of the current facilities and will feature a made-to-order grill and pizza station. Seating will increase from 35 to 100 for employees, patients and visitors to enjoy their meals. The new facilities will open in 2021.
OUR MISSION
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.

ABOUT MARSHALL MEDICAL CENTER
Marshall Medical Center is an independent, nonprofit community healthcare provider located in the heart of the Sierra Foothills between Sacramento and South Lake Tahoe. Marshall Medical Center includes Marshall Hospital, a fully accredited acute care facility with 125 beds located in Placerville; several outpatient facilities in Cameron Park, El Dorado Hills, Placerville and Georgetown; and many community health and education programs. Marshall has over 190 board-certified physicians and a team of over 1,500 employees providing quality healthcare services to over 180,000 residents of El Dorado County.

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