



Report to the Community

FOR THE FISCAL YEAR 2020



MARSHALL
MEDICAL CENTER

It's about you

LETTER TO THE COMMUNITY



The past year has brought fear and heartbreak, but also hope and triumph as communities came together to battle coronavirus, a common, unseen enemy. Never have healthcare workers been more vital, never have we had to require so much of them and never have we been more proud of their dedication, sacrifice and resilience.

The COVID-19 pandemic has forever changed us. Its effects leave Marshall Medical Center stronger as a healthcare organization, wiser for the experience and better prepared for what may come next.

Especially now — and through the midst of the pandemic — Marshall met its mission to serve the needs of Western El Dorado County with health services of superior value and quality. We continued to deliver babies, provide routine and specialized care for all patients and emphasize quality and safety.

This annual report is a summary highlight of Marshall's fiscal year 2020. In the following pages, you will find:

- **Details on safety initiatives**, including our “A” in the Leapfrog group’s Hospital Safety Grade Program (page 8)
- **A memorial timeline** of our COVID-19 response so far (pages 6-7)

- **National recognition** for excellence (page 9)
- **How Marshall supports** vulnerable populations such as the homeless and those with substance use disorders (page 10)
- **How the Marshall Foundation for Community Health supports** area nonprofit organizations whose missions align with our own (pages 12-13)
- **Our financial commitment** to the community (page 14)
- **Completed and upcoming projects** (page 15)

Reflecting on these milestones and accomplishments, we look back with gratitude for all the individuals and organizations who rose up to the challenge of the times.



Siri Nelson
*President and
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: 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 new 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

Volunteers

In 2020, 677 VOLUNTEER HOURS were served by 47 adult and 16 junior Marshall Volunteer Services members. They assisted in 29 areas, including the hospital, office locations, and outpatient clinical departments. Volunteers also provided service to our community and participated in employee wellness, and volunteer health coaches visited patients in their homes.

Dog teams, as part of Marshall's Animal Assisted Activities, made visits to the hospital and the Cameron Park campus to help employees decompress and provide emotional support.

Cancer Center drivers provided an invaluable service, giving 91 cancer patients 220 RIDES to and from appointments.



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



Marshall Medical Center awarded **\$4,000 IN SCHOLARSHIPS** to area high school graduates to assist them in pursuing careers in healthcare.



Cancer Center drivers provided **220 RIDES** to and from appointments.

AUXILIARY

Even with a short hiatus due to the COVID-19 pandemic, Marshall Auxiliary still provided 6,727 hours of service in FY 2020. Since outside vendors and fundraising events were not allowed, the total funds raised was less than in previous years. Nonetheless, the Auxiliary donated \$35,000 from Gift Shop sales to benefit construction of Marshall's new kitchen and cafeteria, due to open in the summer of 2022.

Marshall Hospital Auxiliary

President – Norma Wilson

1st Vice President – Linda Militello

2nd Vice President – Adrienne Robinson

Secretary – Jean Pesce

Treasurer – Jo Ann Creel

In 2020, the Marshall Hospital Auxiliary provided **\$35,000** to the hospital.

6,727 volunteer hours were provided by members of the Marshall Hospital Auxiliary



HOLIDAY GIVING

170 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, **80 families received Christmas gifts** and provisions through the El Dorado County Community Health Center and The Center for Violence Free Relationships.

Pandemic Timeline

MARCH 2020

- El Dorado County declares a public emergency in response to the coronavirus pandemic. Stay at home orders placed to contain possible spread. Marshall Medical Center cancels elective and non-emergent procedures, closes and consolidates healthcare services to preserve supplies.

APRIL 2020

- Marshall Medical Center and the El Dorado County Office of Emergency Services developed a detailed surge plan to expand inpatient capacity by 50% - 100% and beyond, including medical professional support, equipment and supplies.
- Triage tent erected in front of the Emergency Department to screen potentially positive COVID-19 patients and isolate them from other patients. A drive-through triage/testing route is established.
- 24/7 Telephone Triage Line established to screen patient calls related to chronic conditions as well as COVID-19 questions and follow up.



- All open clinics screened patients and staff prior to entry for signs/symptoms of COVID-19.
- Telephone and virtual visits implemented.
- Outreach to local senior housing and skilled nursing facilities conducted to provide on-site medical screening and support – the goal of which is to allow vulnerable senior populations to remain in place while still receiving necessary medical care.
- Marshall participates in homeless outreach and sheltering activities.
- Donations of supplies such as gloves, masks, gowns, alcohol wipes, face shields and food were received from individuals, businesses and restaurants.



MAY 2020

- Because of the success of our county's shelter-in-place measures, El Dorado County did not experience the rate of infections nor the patient surge we feared. Marshall began to reopen services with heightened infection control measures.



JUNE 2020

- Marshall continued to develop options for potential future waves by adjusting policies and processes. Financial losses due to low patient volumes and increases in pandemic preparedness expenses mounted.
- All Californians now required to wear face coverings in public spaces.

JULY 2020

- Marshall continued to prepare for a possible resurgence of coronavirus infections. We felt much more prepared with rapid testing and a more ready supply of sanitation resources and PPE.

AUGUST/SEPTEMBER 2020

- Schools don't reopen, many employees continued to work remotely.

OCTOBER 2020

- COVID cases rose in surrounding areas and in El Dorado County. Marshall braced for impact.

NOVEMBER 2020

- The western county begins to see an influx of COVID-positive patients. The COVID incident command team activated daily meetings to guide the organization through challenges.
- Marshall was able to keep most services open, balancing the needs of outpatient services with the emergent needs of the ED and ICU. Surgeries continued, but were reserved for urgent or emergent cases.

DECEMBER 2020

- Lab volume increased dramatically. Marshall opened a drive-through COVID testing site at the hospital and a drive-through respiratory clinic in Cameron Park was established, where patients were tested and treated in the comfort and convenience of their own vehicles.
- The end of December saw a sharp rise in COVID cases. There was an outbreak of coronavirus in all of the area senior living facilities. Marshall doctors went into action, making rounds at the senior facilities to care for residents, hoping to keep them



from developing complications requiring admission to the hospital.

- Marshall Hospital experienced our highest COVID patient census. Employee exposures were also increasing, affecting staffing to the point of crisis. Many people worked long hours and picked up extra shifts to make sure our patients were covered.



- In late December, Marshall received the much-anticipated COVID-19 vaccines and by Dec. 29, 1,094 health care workers and volunteers were vaccinated. Marshall mobilized teams to vaccinate nearly 400 residents and staff in area senior living facilities.
- Marshall sponsored drive-through vaccination clinics in



MARSHALL
MEDICAL CENTER

APPRECIATES OUR *Heroes* IN HEALTHCARE

COVID-19 PANDEMIC

With thanks and gratitude to the many front line workers who saw our community through this once-in-a-generational event.

Cameron Park, inoculating thousands of residents.

JANUARY 2021

- In January, COVID cases declined as more people received the vaccines. With cautious optimism, Marshall Medical Center stands at the ready to continue to care for and safeguard our community.

Spotlight on Safety

While patient and staff safety has always been a priority at Marshall Medical Center, it was of critical significance during the COVID-19 pandemic. Implementing strict health screening protocols for anyone entering Marshall's facilities, quickly training staff on evolving PPE usage guidelines, daily screening staff for COVID-19 and keeping the hospital and clinics clean and safe were just a few areas of focus. A supplementary investment was the acquisition of **four additional Xenex Lightstrike robots**, ensuring the highest level of disinfection.



Marshall received national recognition for its commitment to health and safety from the **Leapfrog Group**, who gave Marshall an "A" in the Fall 2020 Hospital Safety Grade program.

Marshall was top among 2,600 hospitals for demonstrating "a continued commitment to patient safety and the reduction of avoidable harm." In addition, The California Department of Public Health (CDPH) recognized Marshall with a bronze designation as a top performer in its Healthcare-Associated Infections Program. Marshall's participation in the CDPH antimicrobial stewardship program is part of the hospital's dedication to improving patient outcomes while monitoring the use of antibiotics.

Marshall is also part of the **inaugural group of BETA Healthcare Group members** to participate in the Employee Safety & Wellness Initiative, tackling common trends in employee safety with the goal of helping to reduce employee injuries.

AWARDS



Nationally Recognized for Excellence



LOWN INSTITUTE HOSPITALS INDEX

Ranked #1 in California, and #2 in the nation for patient outcomes, value of care and civic leadership 2020



2020 GUARDIAN OF EXCELLENCE AWARD

Marshall Emergency Department for reaching the 95th percentile in Patient Experience



BETA HEALTHCARE GROUP Quest for Zero

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



AMERICAN HEART ASSOCIATION/ AMERICAN STROKE ASSOCIATION

- Stroke Silver Plus Quality Achievement Award 2020
- Stroke Elite Honor Roll



AMERICAN COLLEGE OF EMERGENCY PHYSICIANS' E-QUAL HONOR ROLL

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



CAL HOSPITAL COMPARE HONOR ROLL

- Opioid Care 2020
- Maternity 2020
- Patient Safety 2019, 2020



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)



Working with Vulnerable Populations

When the pandemic hit, Marshall saw a need to help find services for the county's most vulnerable. The effort dovetailed with Governor Gavin Newsom's Project Roomkey, an executive order mandating hotels be made available as temporary residences to quarantine and treat individuals who have tested positive for COVID-19. In partnership with area non-profit organizations and public agencies, the Navigation Program in El Dorado County was born to address the needs of the homeless community, including medical, housing, obtaining state identification and proof of citizenship, food stamps and cell phones.

In a related effort, Marshall established the Multi-Visit Patient Program to address the homeless' chronic medical needs in an effort to reduce the use of the Emergency Department for primary care.

Substance Abuse Treatment



Marshall Clinically Assisted Recovery and Education Services (CARES) saw approximately

764 PATIENTS.

Though CARES set out primarily treating opiate use disorder, it has grown into a clinic focused on helping people who use any drugs, including alcohol.

The Emergency Department sees patients 24-7/365 with an open door to treatment for substance use disorders. The department focuses on treating opioid use disorder and providing life-saving treatment from drug withdrawal and post-overdose using buprenorphine. For two years, Marshall has received the Cal Compare award for this work, and is recognized as a Center of Excellence by CA Bridge and awarded with grant funding to continue this innovative and nationally recognized work.

2020 Cancer Program



Marshall's Cancer Program consists of the Hematology/Oncology Clinic, Infusion Center, and the Cancer Resource Center, where both patients and their caregivers receive psycho-social support, and supplementary education about treatment and nutrition.

This program is accredited by the Commission on Cancer, demonstrating Marshall Medical Center's commitment to providing high-quality, coordinated, patient-centered care.

supported **350** persons

25 no-cost mammograms

220 transportation rides

29 breast cancer support group members

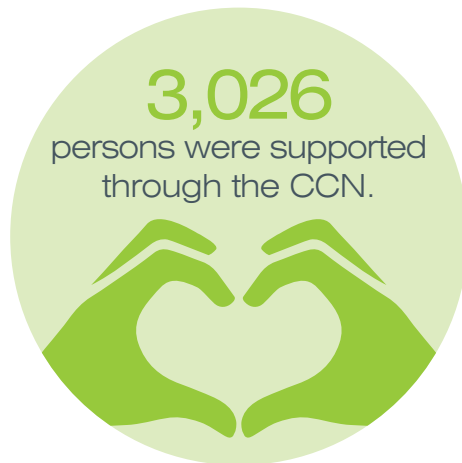
87 gas cards to assist patients with transportation expenses

125 cancer case conferences



Community Care Network

Marshall's Community Care Network (CCN) assists patients with chronic illness as they navigate through the medical system and helps optimize their quality of life. Over the past year, 3,026 patients have been supported by the CCN team, which includes a pharmacist, social worker, nurses, physical therapy aid, dietitian, and resource specialist. Through generous donations arranged through the Marshall Foundation for Community Health, CCN has provided blood pressure cuffs, scales, food and equipment for patients who were in need.



Transitional Care Center Closure

After 30 years, Marshall's Transitional Care Center (TCC) closed on August 1. Due to changes in the regulatory environment, this model of care became unsustainable for Marshall. This decision was made thoughtfully and in consideration of our patients, providers and staff. Marshall continues to work with area skilled nursing facilities, ensuring an excellent continuum of care.

New Service: Medical Weight Loss and Bariatrics

Marshall introduced a new Weight Loss and Bariatrics program, aimed at bringing our community to better health and reversing obesity. The program guides patients through this process, helping with nutrition, counseling, medications and surgical options for medical weight loss. An expert, multidisciplinary team helps patients affected by obesity succeed on a journey to a healthier and happier life.

Expanding Access to Care



Marshall welcomed the following new providers in 2020:

- 1** Orthopedist
- 2** Neurologists
- 1** Gastroenterologist
- 2** Family Medicine Providers
- 1** Pulmonologist
- 1** Addiction Medicine Provider
- 1** Anesthesiologist
- 1** Nocturnist
- 1** General Surgeon
- 1** Intensivist
- 1** GI Hospitalist



Marshall Foundation

for Community Health

20 area nonprofit organizations supported



In 2020, the Marshall Foundation for Community Health ended the fiscal year with

\$4,939,806
in assets



During the year, the Foundation received

\$758,461
in gifts from
471 donors

The Foundation granted

\$405,558

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

37th Annual Bob West Drive for Marshall netted **\$53,776** for the Marshall Foundation for Community Health. The tournament was canceled due to the pandemic but we had fun with virtual raffle ticket purchases to win some wonderful items at a virtual event and social media messaging. Thank you to Winn Foundation, Union Bank and Carter Kelly as exclusive and major sponsors.



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



- **Marshall Medical Center Education Department** received funds for The Daisy Program which recognizes the clinical skill and especially the compassion nurses provide to patients and families all year long.
- **The Collegiality Event Fund** via Marshall Medical Center Providers was granted funds to assist with the opportunity for providers to meet and share meals to discuss topics relevant to their experience.
- **Marshall Medical Center Emergency Department** was given funds to purchase a Stryker Lucas 3 Automated CPR Machine. This machine delivers high-performance, continuous chest compressions with less strain, micromanagement, and risk for the caregiver.
- **Marshall Medical Center** received a donation to create a **Stillness Room**. Healthcare jobs are considered some of the most stressful careers in the country, and 2020 has been no exception. The Foundation provided for a staff decompression room to give hospital employees a quiet space to take a break and regroup their thoughts. Their mental, emotional health is of utmost importance for 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.
- **National Night Out** was granted to fund programs to create awareness about tobacco and alcohol abuse. The programs are held in Camino and Placerville.
- **Mathewson-Bonser Nursing Scholarships** were granted to Marshall Medical Center nurses for their continuing education.
- **Strength for the Journey** received funds for support groups and professional counseling for those who have experienced sudden loss.
- **Marshall Medical Center and Community Health Restricted Funds** were provided donations that the Marshall Foundation for Community Health fiscally oversees.

Marshall Foundation for Community Health Board of Trustees

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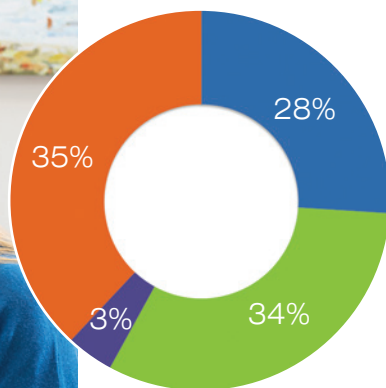
2020 Financial Commitment to Our Community

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 2020, hospital and physician care was provided free or at discounted rates for **31,949** eligible low-income, uninsured or under-insured persons at a net benefit to the community of **\$69,338,286**.

Through community-related services, **5,141 persons** were assisted through community building, health improvement and education at a cost of **\$3,411,483** to Marshall Medical Center.



48,527 Patients Served

28% Medi-Cal patients
34% Medicare patients
3% No Financial Sponsor
35% Private Insurance

Everyday Lean Ideas



were submitted by **738 employees** with suggested ways to save time, money and other resources by making simple changes to processes. In 2020, **849 ELIs** resulted in a savings of **\$2,472,618** and **10,056** hours of labor.





BY THE NUMBERS

205,450
Physician Clinic Visits

137,255
Outpatient Visits
& Procedures

26,628
Emergency
Department Visits



20,513
Inpatient Days

16,578
Rural Health
Clinic Visits



14,079
Home Health Visits

3,652
Inpatient & Outpatient
Surgeries

426
Newborns



Bond Sale

In late April, Marshall issued \$75M in bonds, allowing us to invest in growth opportunities and other projects. The funds generated by issuing the bonds will be used to fund major projects such as the construction of the cardiac catheterization lab and the new kitchen and cafeteria. It was also used for the purchase of an upgraded MRI machine and a building and land for Cardiac Rehabilitation services and staff parking.

Construction & Expansions

The Diagnostic Imaging Department located at Marshall Hospital was remodeled to include the construction of a permanent MRI suite, the expansion of ultrasound services to include interventional services, and doubling the nuclear medicine space. The design incorporates a separate access area for mammography and breast ultrasound to create a more private approach to women's imaging services.

Direct Line from PG&E

In order to ensure constant power to Marshall Hospital in the event of a Public Safety Power Shutoff (PSPS), Marshall's electric system was tied into the PG&E back up system. This means Marshall Hospital and most of the outpatient clinics surrounding it are on the same grid that PG&E keeps running with several generators. When a PSPS occurs, a seamless transition to generator power will occur so as not to disrupt patient care.

PROJECTS IN PROCESS:

Cafeteria and Kitchen Project

Work continues on construction for a new hospital kitchen and cafeteria, as well as the creation of an outdoor seating area. Completion is expected at the end of 2021, with an opening anticipated in mid 2022.

South Wing CT Scanner Replacement

Plans are in development to replace the Computerized Tomography (CT) scanner in the south wing of the hospital. The scanner provides essential services to Emergency Department patients and compliments the CT scanner in Radiology. This CT scanner will incorporate a scan table that has a 700 lb weight limit to accommodate bariatric patients.

Cardiac Rehabilitation Services

Plans are in progress for the remodel of a recently acquired building at 1000 Fowler Way. Patients will be able to choose between traditional or Pritikin's Intensive Cardiac Rehab which will include additional sessions of education and training. It will be home to a spacious exercise rehabilitation gym and a separate educational multipurpose room.

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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 200 licensed practitioners and over 1,600 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

1100 Marshall Way | Placerville, CA 95667 | 530-622-1441

www.marshallmedical.org

Brittany Garcia – Editor

Marketing and Community Relations

530-626-2816 | email: bgarcia@marshallmedical.org

KDgraphics | Design



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