



**OSHPD
Annual Report and Plan for Community Benefit
FY2019**



Annual Report and Plan for Community Benefit
MarinHealth Medical Center
Fiscal Year 2019 (January 1, 2019 – December 31, 2019)

Submitted to:
Office of Statewide Health Planning & Development
Healthcare Information Division
Accounting and Reporting Systems Section
Sacramento, California

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About the Organization

MarinHealth Medical Center, formally known as Marin General Hospital, is an independent, not-for-profit organization that has been meeting the community's healthcare needs since 1952. Owned by the Marin Healthcare District, the 235-bed hospital is the only full-service, acute care hospital in the county. The publicly-elected Marin Healthcare District Board of Directors works closely with the MarinHealth Medical Center Hospital Board of Directors to oversee hospital operations.

In keeping with the values and needs of its community, MarinHealth Medical Center is dedicated to treating the whole patient—mind, body and spirit. MarinHealth Medical Center operates a Designated Trauma Center, hospital labor and delivery services, and heart surgery programs. MarinHealth Medical Center offers advanced medical expertise, technology, and treatments in a healing environment and offers patients the opportunity to complement their medical treatment with integrative therapies through its Integrative Wellness Center. Our healthcare network includes the hospital, outpatient labs, imaging and surgery centers, Marin Healthcare District Health Centers, and the Prima Medical Foundation.

MarinHealth Medical Center is at a crucial turning point in our history. Since we first opened our doors as Marin General Hospital back in 1952, we have seen a five-fold population increase. That means our community counts on us, now more than ever. The new MarinHealth Medical Center is nearing completion. It will be a best practices environment that will enable our medical teams to do their best work and improve patient outcomes. Plans include an advanced, seismically safe new hospital that will provide an unparalleled healing environment for patients and visitors, staff, and physicians. The new hospital campus includes a four-story, 260,000 square-foot hospital replacement building, a five-story, 100,000 square-foot ambulatory services building, and a new staff parking structure. The new hospital is slated to be open in 2020. Every aspect of the hospital will meet or exceed the latest state-mandated standards for earthquake safety. The hospital continues to operate throughout the construction process.

Our Mission

To provide exceptional healthcare services in a compassionate and healing environment.

Our Vision

To exceed each community member's highest expectations for quality healthcare.

MarinHealth Medical Center provides excellent care that responds to the needs of the community and was honored to have received the following awards in 2019:

- Get with the Guidelines Stroke Gold Plus Quality Achievement Award from the American Heart/Stroke Association
- Three-Year Accreditation with Commendation & Outstanding Achievement Award from the Commission on Cancer
- Chest Pain Center Accreditation from the Society of Cardiovascular Patient Care
- Baby Friendly Designation from the United Nations International Children's Fund
- Primary Stroke Center Certification from the Joint Commission and the Stroke Gold Plus Quality Achievement award from the American Heart/Stroke Association
- Emergency Nurses Association's Lantern Award for incorporating evidence-based practice

- and innovation into emergency care
- Recognized by Healthgrades for being in the top 10% in nation for Pulmonary Care, top 10% in nation for Stroke Care, and Five-Star Distinctions for clinical achievements in Treatment of Heart Failure, Treatment of Pneumonia, Treatment of Sepsis, Treatment for Diabetic Emergencies, and Treatment of Stroke
- American College of Surgeons verified MarinHealth as a Level III Trauma Center
- 200+ physicians across 40+ specialties have been named to the prestigious Top Doctors 2019 by Marin Magazine
- National Accreditation Program for Breast Centers

Organizational Structure

MarinHealth Medical Center is a nonprofit community hospital, owned by the Marin Healthcare District, a publicly elected body. The Marin Healthcare District owns the hospital facility buildings and land and leases the facilities to the Marin General Hospital Corporation, which owns the license and the business and employs hospital staff. The hospital is governed by a volunteer board of directors, comprised of local business and civic leaders, as well as members of the medical staff. They are responsible for setting policy on patient care operations, finances and community benefit.

At MarinHealth Medical Center, the focus remains firmly on improving the health of the people of Marin County. As a nonprofit organization, there are no shareholders who benefit from financial surpluses. Instead, MarinHealth Medical Center reinvests surpluses into the community with new program implementation, advanced technology, community services, and building projects.

Board of Directors

Lee Domanico, Chief Executive Officer
 Andrea Schultz, Chair
 Robert Peirce, Vice-Chair
 Joseph C. Euphrat, Treasurer
 David Hill, Secretary
 Joe Abrams
 Joshua Adler, MD

Ann Kao, MD
 Michael K. Kwok, MD
 Mark R. Laret
 Denise Lucy, EdD
 Gene Marie O’Connell, RN, MS
 Mara Perez, PhD
 Walter B. Rose

Community Benefit Oversight

The Chief Executive Officer is the champion for the Community Benefit Program, and the Vice President, Marketing & Communications, provides strategic planning and implementation support. MarinHealth Medical Center convenes a Community Benefit Advisory Committee, which meets regularly to review and discuss community benefit grant requests and offer strategic guidance. The committee is made up of members from MarinHealth Medical Center Administration, the MarinHealth Medical Center Board of Directors, and the Marin Healthcare District Board of Directors.

Larry Bedard, MD, Marin Healthcare District Board of Directors
 Jon Friedenber, President & Chief Operating Officer, MarinHealth Medical Center
 Jamie Maites, Vice President, Marketing & Communications, MarinHealth
 Tori Murray, Director, Integrative Health & Wellness, MarinHealth Medical Center
 Mara Perez, PhD, MarinHealth Medical Center Board of Directors
 Jennifer Rienks, PhD, Marin Healthcare District Board of Directors

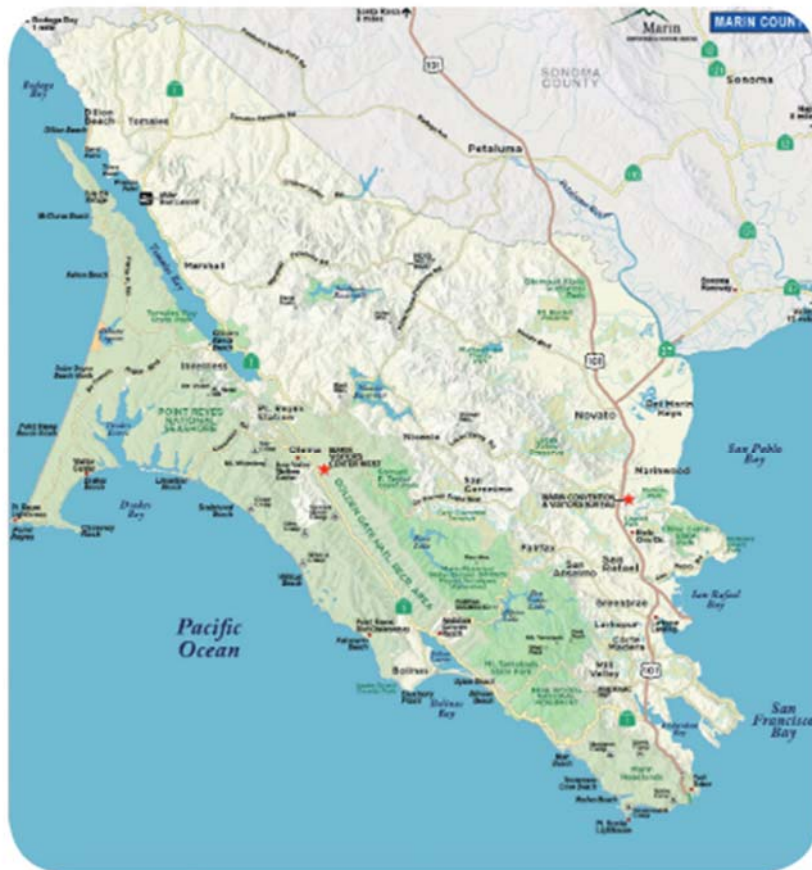
Our Community

As Marin's Healing Place, MarinHealth Medical Center is dedicated to caring for all people in Marin throughout the lifespan, including the underserved and uninsured. Our commitment to the community goes beyond the expert medical care we provide during acute illness: we want to help the people we serve to be healthy and live well.

Service Area

MarinHealth Medical Center is located at 250 Bon Air Road, Greenbrae, CA 94904. The service area comprises all of Marin County and includes the cities of: Belvedere, Corte Madera, Fairfax, Larkspur, Mill Valley, Novato, Ross, San Anselmo, San Rafael, Sausalito, Tiburon, and the coastal towns of Stinson Beach, Bolinas, Point Reyes, Inverness, Marshall, and Tomales. The service area was determined from the communities that reflect a majority of patient admissions.

Map of the MarinHealth Medical Center Service Area



Community Snapshot

Marin County has consistently been ranked by the County Health Rankings as one of the healthiest counties in California. For 9 out of the past 10 years, Marin has earned the top spot on this list. There is much to celebrate regarding the positive health outcomes in our county, yet clear inequities still exist, illustrating that not all Marin County residents are able to achieve positive health outcomes.

The population of Marin County is 260,814. With a median age of 46.1 and a high percentage of older adults. Marin County is one of the “oldest” counties in the Bay Area. Persons over the age of 60 are estimated to number 72,684, comprising 28% of the County’s total population. By 2030, persons over age 60 will account for at least 33% of the population. Comparatively, statewide, persons over age 60 account for 18% of the population. In the county, 22% of the population is youth, ages 0 to 19.

The majority of the population (71.9%) is White. At 15.6%, Hispanic/Latinos are the second largest race/ethnic group in the service area. 5.6% of the population is Asian and 2.3% of the population is Black/African American. The remaining 4.6% of the population is multiple races, other races, Native Alaskans, Native Hawaiians and Native Americans.

Among area residents, 8.1% are at or below the 100% Federal Poverty Level (FPL) and 9.9% of children live in poverty. Adults with no high school diploma comprise 6.9% of the population and 6.4% of the population is uninsured.

Addressing Priority Health Needs

In FY2019, MarinHealth Medical Center engaged in activities and programs that addressed the priority health needs identified in the 2016-2019 Implementation Strategy/Community Benefit Plan. MarinHealth Medical Center chose to address healthcare access, through a commitment of community benefit programs and resources. Access to healthcare focused on the ability to utilize and pay for comprehensive, affordable, quality physical, mental and oral healthcare.

Community Grants Program

Knowing it could not improve access to care without community partners, the hospital engaged the resources of community groups through a community grants program. In FY2019, MarinHealth Medical Center funded nine local community partners and four Federally Qualified Health Clinics (FQHCs) to address healthcare access in Marin County. A brief summary of their accomplishments is listed in the below table.

Organizations	Health Needs Addressed	Programs
Buckelew	Access to Care Mental Health Social Supports	Grant purpose – Counseling services <ul style="list-style-type: none"> 98 Latino mothers received counseling and support services 192 individuals accessed 1:1 counseling; 32% of clients spoke Spanish as their primary language
Coastal Health Alliance	Access to Care Oral Healthcare	Grant purpose – Increase access to dental care <ul style="list-style-type: none"> Provided operational support for new Dental Clinic New clinic has enhanced services, including dentures and 3-D imaging
Community Institute for Psychotherapy	Access to Care Mental Health Social Supports	Grant purpose – Provide mental health treatment for low-income families, adults and children <ul style="list-style-type: none"> Supported 460 hours of comprehensive mental health treatment for approximately 28 patients
Homeward Bound	Access to Care Social Supports	Grant purpose – Provide respite care and transitional shelter to homeless individuals. <ul style="list-style-type: none"> Supported 68 individuals, resulting in 971 avoidable hospital days For individuals who stayed at least 30 days, 83% who were without income at time of admit, obtained a stable source of income and 65% of individuals exited to a program or housing opportunity
Marin Center for Independent Living	Access to Care Social Supports	Grant purpose – Provide benefits planning, advocacy and access to care <ul style="list-style-type: none"> 200 individuals received counseling 25 breast cancer patients received benefits counseling 9 outreach meetings/community forums were held, and 100 patients were referred to other agencies for additional support
Marin City Health and Wellness Center	Access to Care Substance Use	Grant purpose – Decrease patient relapse rate and provide substance use services <ul style="list-style-type: none"> Enrolled patients decreased rate of relapse by 46% Patients who were enrolled were connected to other services, including dental and behavioral health
Marin Community Clinics	Access to Care Healthy Eating/Active Living Social Supports	Grant purpose – Provide access to care, including nutrition services <ul style="list-style-type: none"> Provided 31,087 patients with 138,818 medical visits including services in pediatrics, adult medicine, family practice, women’s health and behavioral health

		<ul style="list-style-type: none"> • 3,710 patients were provided nutrition and health education services to prevent and manage chronic disease including hypertension and diabetes through one-on-one sessions and group classes • 2,421 patients received diabetes care; 57% had their diabetes controlled • 4,102 patients received hypertension care; 73% had their hypertension controlled
North Marin Community Services	Access to Care Mental Health	<p>Grant purpose – Latino Behavioral Health Connection</p> <ul style="list-style-type: none"> • 644 Latinos were reached at community tabling and outreach events • 116 Latinos were provided 1:1 support • New promotores were supported with 63 hours of training and existing promotores were provided 44 hours of training
Operation Access	Access to Care	<p>Grant purpose – free outpatient surgery for uninsured patients</p> <ul style="list-style-type: none"> • In 2019, Operation Access coordinated care for 213 unduplicated Marin County residents, resulting in 310 donated surgical procedures and diagnostic services
Ritter Center	Access to Care	<p>Grant purpose – Integrated quality improvement</p> <ul style="list-style-type: none"> • Funds enabled Ritter Center to establish patient baselines for hypertension and diabetes to control and maintain disease management • Clinical staff were trained to create consistent workflows based around clinical measure goals and accurate documentation
RotaCare Bay Area	Access to Care Healthy Eating/Active Living	<p>Grant purpose – Support clinic operations, support/volunteer recruitment and retention</p> <ul style="list-style-type: none"> • RotaCare Clinic of San Rafael provided services to 1,290 patients • 2,068 initial prescriptions were filled for patients • The clinic continued to maintain specialty clinics. The clinics included: nutritional support, stress management, dermatology, diabetes, podiatry, vaccine and asthma and respiratory issues
West Marin Senior Services	Access to Care Social Supports	<p>Grant purpose – Senior support services</p> <ul style="list-style-type: none"> • 270 unduplicated seniors and 219 unduplicated low-income seniors received core services, which include care management, home delivered meals, congregate meals, and visiting • 262 rides to medical accountments were fulfilled
Whistlestop	Access to Care	<p>Grant purpose –Missed appointment pilot program</p> <ul style="list-style-type: none"> • Through transportation programs utilizing the Lyft Concierge platform, Whistlestop ensured clients were able to keep their medical appointments.

Additional Access to Care Strategies

MarinHealth Medical Center has been collaborating with Operation Access since 2000. Operation Access brings together medical professionals and hospitals to provide donated outpatient surgical and specialty care for the uninsured and underserved. In 2019, MarinHealth Medical Center waived more than \$1 million in hospital charges for Operation Access clients.

Access to care also included access to preventive care, chronic disease management resources and maternal/child health resources. In 2019, MarinHealth Medical Center accomplished the following:

- Provided financial assistance for uninsured/underinsured and low-income residents. Following our Financial Assistance Policy, the hospital provided discounted and free healthcare to qualified individuals.
- Community education and support groups addressing a variety of health issues were offered to community members free of charge. More than 8,430 persons were reached.
- Low-cost mammograms were provided to 22 underserved women.
- MarinHealth Medical Center's Compassionate Discharge Prescriptions and transportation programs reached 1,355 individuals.
- Free education, counseling and support were offered to breastfeeding women. More than 2,640 encounters were provided.
- The MarinHealth Supportive Care Center was developed in partnership with MarinHealth Medical Network to enhance care coordination activities and eliminate barriers to care for our most vulnerable patients.

Community Benefit Services Summary FY2019

Accomplishments in FY2019 (January 1, 2019 – December 31, 2019)

Community benefit services promote health and healing and focus on addressing the identified unmet health needs of the community. For a program or service to be considered a community benefit it must: improve access to healthcare; or enhance the health of the community; or advance medical or healthcare knowledge; or reduce the burden of government or other nonprofit community efforts. A summary of these activities follows.

Community Health Improvement Services

Definition: activities carried out to improve community health, available to the public, which address a community need.

Community Health Education

- The Braden Diabetes Center provided free diabetes support groups, lunch n' learns, education booths and screenings. In FY2019, over 1,400 community members participated in Braden Diabetes Center activities.
- A registered dietitian facilitated the Caregiver Class to educate community caregivers working with those with diabetes and other chronic diseases.
- MarinHealth's Integrative Wellness Center provided education, support groups, yoga, expressive arts, healthy weight classes and Qi Dong events free to the public. In FY2019, more than 1,880 community members were served.
- A Matter of Balance, an award-winning fall prevention program, reached 229 senior adults whose fear of falling limited their social and physical activity.
- MarinHealth Medical Center provided support and promotion for free Marin Healthcare District Community Seminars for the general public. In FY2019, topics included: Suicide Prevention and Supports, Social Connections, and Aging Well.
- The Health Connection Newsletter and quarterly Educational Podcasts were available to the public and provided education on various, timely health topics.
- In collaboration with the Boy Scouts, MarinHealth Medical Center provided Medical Disaster Training to 19 local scouts.
- Facilitated by an RN/Lactation Consultant, the Mom's Group supported new mothers with free support groups and education on newborn care, breastfeeding and parenting. In FY2019, 580 moms participated. MarinHealth Medical Center also provided New Father classes for 54 new fathers to learn how to care for their newborns.
- For National Nutrition Month, MarinHealth Medical Center provided a variety of nutrition focused activities and education for the general public.
- In partnership with the national program, Stop the Bleed, MarinHealth Medical Center provided education to 30 local Boy Scouts on how to stop bleeding in a severely injured person.
- Wellness for Life provided free education to seniors in need on nutrition, food safety, and the value and importance of staying hydrated.

Community-Based Clinic Services

- As part of our commitment to access to care in the community, MarinHealth Medical Center supported primary care and specialty care services for the uninsured at MarinHealth Medical Network Clinics (formerly known as Marin Healthcare District 1206(B) Clinics (Bon Air Internal

Medicine, Cardiovascular Center of Marin, Marin Endocrine Center, Marin Internal Medicine, North Bay Family Medicine, North Bay Rheumatology, North Bay Urology, North Marin Internal Medicine, San Rafael Medical Center, Sirona Vascular Center, Tamalpais Internal Medicine) and Prima Medical Foundation).

- MarinHealth Medical Center has partnered with Operation Access since 2000. Operation Access brings together medical professionals and hospitals to provide donated outpatient surgical and specialty care for the uninsured and underserved. In 2019, MarinHealth Medical Center waived more than \$1 million in hospital charges for Operation Access clients.

Healthcare Support Services

- Our Compassionate Discharge Prescriptions and Transportation program covered the costs of discharge medications and transportation needed for underserved patients.
- Our Breastfeeding Telephone Support Line provided free education, counseling and breastfeeding support to more than 2,640 women in need.
- Our Registered Dietitians provide free advice to the public on nutrition needs.
- Low-cost mammograms were provided to 22 underserved women.
- MarinHealth Medical Center's Shuttle Program for Seniors provided free transportation services for seniors in the Behavioral Health program.
- MarinHealth Medical Center offered assistance to enroll persons in public health insurance programs.
- MarinHealth Medical Center offered information and referrals to community services.

Health Professions Education

Definition: education programs for physicians, nurses, nursing students, and other health professionals.

Continuing Medical Education

Free educational programs offered to physicians and other practitioners in the Marin service area who serve our local patient community. Grand Rounds presented cases and offered analysis and discussions of treatment options.

Nursing Education

MarinHealth Medical Center staff provided precepting for 186 student nurses from local colleges and universities.

Other Health Professions

The hospital's health professions staff trained and directly supervised:

- Chaplain students
- Nutrition students
- Occupational Therapy interns in Behavioral Health
- Paramedic emergency department clinical rotation
- Pharmacy students
- Physical Therapy students
- Radiology students
- Respiratory Therapy students

Cash and In-Kind Donations

Definition: funds and in-kind services donated to community groups and nonprofit organizations.

The Medical Center provides in-kind donations of meeting space to a number of nonprofit organizations and community groups. Contributions were made to nonprofit organizations that supported community benefit efforts.

Grants and Sponsorships

MarinHealth Medical Center contributed \$476,000 to fund community benefit grants and sponsorships for established community organizations to address prioritized significant health needs in the community. Our grant making program continued to serve many of Marin's most vulnerable residents. Grants were provided to the following community organizations:

- Buckelew
- Coastal health Alliance
- Community Institute for Psychotherapy
- Homeward Bound
- Marin Center for Independent Living
- Marin City Health and Wellness Center
- Marin Community Clinics
- North Marin Community Services
- Operation Access
- Ritter Center
- RotaCare Bay Area
- West Marin Senior Services
- Whistlestop

Highlighted accomplishments of the grantees included:

- ✓ 277 surgical or diagnostic services were provided to uninsured community members. 95% of patients were Latino; 81% of patients required an interpreter at their appointments.
- ✓ 2,068 prescriptions were provided to uninsured individuals.
- ✓ 892 community members were provided 1:1 bilingual, culturally sensitive, mental health services. Programs focused on new immigrants and residents of the Canal District.
- ✓ 971 ED readmissions were avoided in the Marin County hospital system, saving the community \$2,913,000.
- ✓ 405 seniors received core support services, enabling them to age in place in West Marin, a federally designated medically underserved population.
- ✓ 68 homeless individuals were provided medical respite services.
- ✓ 6,193 individuals were connected with community resources to address economic and social issues.
- ✓ More than 300 individuals were provided transportation services to medical appointments.

MarinHealth Medical Center supported a number of community organization through cash donations, donations of food and meeting room space. Sponsorships were provided to (partial list):

- American Heart Association
- ExtraFood.org

- Hospice by the Bay
- Marin Senior Fair
- Relay for Life
- Schurig Center for Brain Injury Recovery
- South Asian Heart Center
- To Celebrate Life
- Zero Breast Cancer Foundation

Community Benefit Operations

Definition: direct and indirect costs associated with assigned staff, community health needs assessments, community benefit planning, tracking, reporting, evaluating and operations.

- Community benefit staff salary, benefits and expenses
- Administrative support
- Community benefit consultants
- Funding for the Community Health Needs Assessment and Implementation Strategy

Community Building Activities

Definition: community Building activities support community assets by offering the expertise and resources of the hospital organization. These activities may address the root causes of health problems or the social determinants of health, such as education, homelessness, poverty and environmental concerns.

Coalition Building and Advocacy

Hospital representatives serve on a number of local organizations and committees that address health improvement. MarinHealth Medical Center engaged in advocacy efforts that supported access to healthcare.

Financial Summary of Community Benefit FY2019

MarinHealth Medical Center community benefit funding for FY2019 (January 2019 – December 2019) is summarized in the table below. The hospital's community benefit costs are in compliance with Internal Revenue Service instructions for Form 990 Schedule H. All community benefit expenses are based on actual costs, not charges, in compliance with IRS Form 990 Schedule H instructions using a cost to charge ratio for financial assistance.

Community Benefit Categories	Net Benefit
Financial Assistance/charity care ¹	\$1,235,174
Unpaid costs of Medi-Cal ²	\$33,499,599
Education and research ³	\$2,686,200
Other for the broader community ⁴	\$21,663,024
Total community benefit excluding unpaid costs of Medicare	\$59,083,997
Unpaid costs of Medicare ²	\$85,758,248
Total quantifiable community benefit	\$144,842,245

¹ Charity Care (financial assistance) includes charity care write-offs to eligible patients at reduced or no cost based on the individual patient's financial situation.

² Unpaid costs of public programs include the difference between costs to provide a service and the rate at which the hospital is reimbursed. Estimated costs are based on the overall hospital cost to charge ratio.

⁴ Costs related to the health professions education programs and research that the hospital sponsors.

⁵ Includes non-billed programs such as community health education, screenings, support groups, clinics and support services. Also includes community benefit operations and cash and in-kind donations.

Community Health Needs Assessment (CHNA)

MarinHealth Medical Center completed a Community Health Needs Assessment (CHNA) in 2019 as required by state and federal law. MarinHealth Medical Center worked in partnership with the Healthy Marin Partnership (HMP) and Marin County Health and Human Services to complete the 2019 CHNA. HMP included participation by the acute care hospitals in Marin County. The CHNA is a primary tool used by MarinHealth Medical Center to determine its community benefit plan, which outlines how it will give back to the community in the form of healthcare and other community services to address unmet community health needs. The assessment incorporated components of primary data collection and secondary data analysis that focus on the health and social needs of the service area.

Community input was provided by a broad range of community members through key informant interviews, group interviews, and focus groups. Individuals with the knowledge, information, and expertise relevant to the health needs of the community were consulted. These individuals included representatives from health departments, school districts, local non-profits, and other regional public and private organizations as well as community leaders, clients of local service providers, and other individuals representing medically underserved, low-income, and sub-populations that face unique barriers to health (e.g., race/ethnic minority populations, individuals experiencing homelessness). Interviews were conducted with 31 key informants and three focus groups, conducted in English and Spanish, engaged 22 community members. Interviews were conducted with thirty-one (31) key informants and three (3) focus groups, conducted in English and Spanish, engaged twenty-two (22) community members.

Priority Health Needs

In late 2018, the CHNA collaborative organized an in-person prioritization meeting with regional CHNA partners and stakeholders (including service providers, residents and others) to prioritize the health needs. The meeting began with a brief presentation of each health need profile, highlighting major themes and disparities, followed by small-group discussions of the health needs, including the consideration of the:

- Severity: Severity of need demonstrated in data and interviews.
- Clear Disparities or Inequities: Health need disproportionately impacts specific subpopulations based on geography, age, gender, race/ethnicity, or sexual orientation.
- Impact: The ability to create positive change around this issue, including potential for prevention, addressing existing health problems, mobilizing community resources, and the ability to affect several health issues simultaneously.

After small-group discussions, participants voted either individually or as a voting bloc if there were multiple stakeholders from the same organization. Participants ranked the health needs three (3) times, once for each prioritization criteria (i.e., severity, disparities, impact), on a scale from 1-10 (1= lowest priority; 10=highest priority). Rankings required that no two health needs were scored the same within each criterion.

Economic security, education, mental health/substance use, access to care, and housing and homelessness were ranked as the top five priority needs in the service area. The calculations of the community input resulted in the following priority ordering of the significant health needs:

1. Economic Security
2. Education
3. Mental Health/Substance Use
4. Access to Care
5. Housing and Homelessness
6. Healthy Eating and Active Living
7. Maternal and Infant Health
8. Violence/Injury Prevention
9. Oral Health
10. Social Connection

The complete CHNA report and the prioritized health needs can be accessed at <https://www.mymarinhealth.org/documents/content-assets/about-us/2019-Community-Health-Needs-Assessment.pdf>

Community Benefit Plan FY2020-FY2022

As a result of the 2019 Community Health Needs Assessment (CHNA), MarinHealth Medical Center selected significant health needs it will address through its Implementation Strategy or Community Benefit Plan. The plan outlines the health needs the hospital will and will not address and the strategies it will use to address the selected health needs.

Significant Needs the Hospital Intends to Address

MarinHealth Medical Center intends to take actions to address the following health needs identified in the FY2019 CHNA:

- Access to Care
- Healthy Eating and Active Living
- Housing and Homelessness
- Mental Health and Substance Use
- Violence and Injury Prevention

Access to Care

MarinHealth Medical Center will address access to care by taking the following actions:

- Provide free and discounted care for healthcare services, consistent with the hospital's financial assistance policy.
- Provide medications for uninsured patients.
- Support primary transportation support to increase access to healthcare services.
- Provide grant funding and in-kind support to community organizations to support access to healthcare.

Health Eating and Active Living

MarinHealth Medical Center will address healthy eating and active living by taking the following actions:

- Offer community health education, health screenings, and immunizations.
- Provide fitness, wellness, and healthy lifestyle programs.
- Offer community access to Registered Dietitian Nutritionists for healthy eating consultations.
- Provide support groups to assist those with chronic diseases and their families.
- Provide public health education in the media and community health awareness events to encourage healthy behaviors and prevent chronic diseases.
- Provide grant funding and in-kind support to community organizations to support healthy eating and active living.
- Engage in advocacy to promote policies that address healthy eating and physical activity in the community.
- Actively participate in the county's Healthy Eating Active Living (HEAL) Built Environment Task Force.

Housing and Homelessness

MarinHealth Medical Center will address housing and homelessness by taking the following actions:

- Connect homeless patients in the ED/hospital to recuperative care and other appropriate service providers along the continuum of care.

- Participate in community-wide efforts to collaboratively address housing and homelessness.
- Provide grant funding and in-kind support to community organizations that focus on housing and homelessness.
- Engage in advocacy to promote policies that address housing and homelessness.
- Support Housing First programs.

Mental Health and Substance Use

MarinHealth Medical Center will address mental health and substance use by taking the following actions:

- Offer community health education, community lectures, presentations, and workshops.
- Support multisector collaborative efforts that support access to mental health and substance use services.
- Provide a free transportation shuttle for seniors to access behavioral health services.
- Increase community awareness of prevention efforts and availability of resources to address mental health and substance use concerns.
- Provide grant funding and in-kind support to community organizations to support mental health and substance use awareness and access to care.

Violence and Injury Prevention

MarinHealth Medical Center will address violence and injury prevention by taking the following actions:

- Offer community health education, community lectures, presentations, and workshops to reduce unintended injuries.
- Support multisectoral collaborative efforts that focus on violence and injury prevention.
- Increase community awareness of prevention efforts and availability of resources.
- Provide grant funding and in-kind support to community organizations to support violence prevention and injury prevention.

Community Partnerships

MarinHealth Medical Center is committed to support existing community resources and to leverage the assets it can bring to bear on local health needs. MarinHealth Medical Center will work with others toward common goals to improve the health of the communities it serves. Additionally, MarinHealth Medical Center will continue to actively participate in the Healthy Marin Partnership.

Needs the Hospital Will Not Address

Taking existing hospital and community resources into consideration, MarinHealth Medical Center will not directly address the remaining health needs identified in the CHNA including: economic security, education, maternal and infant health, oral health and social connection. MarinHealth Medical Center has elected to concentrate on those health needs that can most effectively be addressed, given the organization's capabilities. MarinHealth Medical Center has insufficient resources to address all the identified needs and, in some cases, the needs are currently addressed by others in the community. MarinHealth Medical Center will continue to look for opportunities to address community needs, where we can make a meaningful contribution.

Evaluation of Impact

MarinHealth Medical Center will monitor and evaluate the programs and activities outlined above. The reporting process includes collection and documentation of tracking measures, such as the number of people reached/served and collaborative efforts to address health needs. An evaluation of the impact of the hospital's actions to address these significant health needs will be reported in the next scheduled CHNA.

Contact Information

Address of Hospital Campus

MarinHealth Medical Center
250 Bon Air Road
Greenbrae, CA 94904

Web Address

<https://www.mymarinhealth.org>

Community Benefit Contact

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