

Annual Board of Directors Report on the Overall Performance Of Salinas Valley Memorial Healthcare System for 2017

Our practice at each December board meeting is to look back on the year coming to a close. 2017 was another strong year for our Healthcare System with important recognitions, significant and strategic growth, and a growing impact in our region.

In our continuing commitment to meet the number one healthcare need of our community, we opened a new state-of-the-art diabetes and endocrine center this year, complete with a demonstration kitchen and offices for our medical and support staff. We are also working to head off diabetes in those with pre-diabetes by collaborating with the Central Coast YMCA to enroll eligible people in their evidence-based, nationally acclaimed diabetes prevention program.

This year saw some important firsts. We were one of the first healthcare systems in the world to debut breakthrough technology in diabetes care - a self-adjusting pump that automatically keeps glucose levels in target range for diabetic patients.

We were one of the first hospitals in the state to implant what has been called “the world’s smallest” pacemaker for patients with a slow or irregular heart rhythm.

This year we developed a program to diagnose and treat lung cancer at early stages. Our lung nodule program captures incidental lung nodules found in routine screening, with the goal of removing any cancerous tissue and eliminating further growth. Our team of physicians and nurses have developed a process to streamline care and provide individualized support for each patient.

These are among the types of advances that help earn Salinas Valley Memorial Healthcare System recognition for the outstanding quality of care delivered by our clinical team.

- This year - for seventh consecutive rating period - we earned an “A” for patient safety from Leapfrog – an independent organization that rates hospital quality.

- The American Heart Association/Stroke Association presented awards to this board for outstanding quality in our heart program. Of the 157 hospitals in California we were one of just six to receive five or more honors.
- Beta Healthcare Group, our professional liability insurer, recognized us for excellence in ED and OB.
- In the ultimate review, The Joint Commission conducted its triennial survey of our organization and commended our staff for excellence in meeting Joint Commission standards.

We continued to grow our organization this year in some very significant ways, addressing the second greatest healthcare need of our community – access to care.

- Salinas Valley Medical Clinic now has more than 100 providers in 12 practices.
We continue to align our hospital with our physicians in a way that benefits the patients we serve.
- This was our first full year as part owners of Aspire Health Plan, Community Health Innovations, and Coastal TPA – non-profit organizations designed to improve the coordination of healthcare in Monterey County. We continue to see more people become members of Aspire Health Plan and we fully believe this is a critical element of the healthcare delivery system on the Central Coast.

In 2017 we continued our work in the Public Hospital Redesign and Incentives in Medi-Cal program – known as PRIME – to develop coordinated care for at risk populations. Our staff is actively working on eight projects and tracking 36 metrics – all redesigning care for the benefit of our patients.

As part of our focus on the patient experience, this year we began the process of launching a Patient Family Advisory Council. This will be a collaborative partnership between patients, families, and members of the healthcare teams. This is one part of our focus on improving the patient experience, and I am happy to report we have seen progress in that area as measured by our patient surveys.

This year we continued our journey to Magnet status, an award given by the American Nurses' Credentialing Center to hospitals that satisfy a stringent set of criteria designed to measure the strength and quality of their nursing. This year our nurses began the practice of shared governance - a model of nursing practice designed to integrate core values and beliefs as a means of achieving quality care.

Our physicians continued to display exemplary leadership – in their medical expertise, their level of giving to our Foundation, and in their role in improving the patient experience.

This year we completed our Community Health Needs Assessment with a close look at healthcare needs in our region, and we have identified three target areas around which we will focus our community benefit efforts. Two have been mentioned - obesity & diabetes and access to care. Our third community healthcare focus point is cancer.

Our impact in community health grew this year, with four free flu clinics; a new program - Walk with a Doc - that pairs a physician with community members on a monthly walk, and we continued our Ask the Experts physician lecture series. In the way of encouraging community health we offered our annual Exercise Challenge, Heart and Sole walk/run, our Farmers Market each Friday in May through October; Asthma Camp; Summer Health Institute and Medical Adventure Camp; and we reached hundreds of people through our classes and support groups.

We are fortunate to receive tremendous community support through our volunteers and our Foundation. We were able to provide medical needs grants through Children's Miracle Network as well as provide the vehicle for the Miracle Mobile - providing transportation to medical appointments for children and their families who have no other means of transportation. In a fitting tribute, we unveiled a new donor wall, recognizing the efforts of those who have so generously given to our healthcare system.

Our volunteers this year provided almost 17-thousand hours of their time, and the Service League continues to be one of the largest single donors to our Foundation.

It is truly the people who make Salinas Valley Memorial the outstanding organization that it is. That is why we continued to invest in our staff this year:

- We made free health screenings available to all employees.
- We rolled out our program to offer Spanish lessons at no charge to employees.
- We implemented a reduced-cost membership program at the Central Coast Y.
- We honored staff during hospital and nurses week.
- We distributed Starbucks coupons to those who worked on mother's day and father's day

- We honored staff at our annual picnic and resumed service awards
- In addition to the quarterly all staff meetings, this year we launched quarterly recognition for specific quality care improvements as measured by HCAHPS scores
- We continued to invest in professional development with immersive training for our management team

We focused on some facility upgrades this year, including a kitchen remodel to launch our room service menu for patients. Our patients are now able to choose their meals on a schedule that suits their individual tastes and needs.

We refreshed the ICU and parts of the ER, and we examined and started planning needed facility upgrades in order to continue providing the level of service this community has come to expect from us.

We continued to demonstrate good financial stewardship this year, and our Healthcare System is in excellent financial health. The tumultuous political climate has resulted in almost constant change for healthcare – and so we look toward the future with great caution, knowing that our reimbursement patterns could change significantly, at any time.

It is with great pleasure that this year we welcomed Alfred Diaz-Infante to the Salinas Valley Memorial Healthcare System Board of Directors. Alfred's dedication to our community is outstanding, and we are fortunate that he is a part of our governance team.

2017 has been a resounding success. On behalf of the Board of Directors I thank the community for its unwavering support of our Healthcare System, and I thank the staff, physicians, volunteers and the Foundation board for your contributions to Salinas Valley Memorial Healthcare System.