



MARSHALL
MEDICAL CENTER



2020-2022 Implementation Strategy

Community Benefit Plan

60 YEARS OF QUALITY HEALTHCARE IN
EL DORADO COUNTY

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INTRODUCTION

Marshall Medical Center (MMC) includes Marshall Hospital, a fully accredited acute care facility with 125 beds located in Placerville; several outpatient facilities in Cameron Park, Placerville, El Dorado Hills, and Georgetown; primary and specialty care clinics and a team of more than 1,700 employees providing quality health care services to residents of El Dorado County.

MMC is a nonprofit community hospital that opened in 1959. The hospital's mission is to improve the health of the community and offer health services of superior value and quality, centered on the goals and needs of patients. MMC is routinely recognized in the top tier of hospitals in California by independent consumer health care groups. MMC's Emergency Department is a verified Level III Trauma Center and the Stroke Program is distinguished as a Primary Stroke Center by the Joint Commission and earned a Gold-Plus designation from the American Heart/American Stroke Association. Marshall's Birth Center was designated by the World Health Organization and UNICEF as a Baby Friendly® certified facility for breastfeeding advocacy.

In FY19, Marshall Medical Center conducted a Community Health Needs Assessment (CHNA) to assess the significant health needs for the hospital service area. The CHNA and the resulting Implementation Strategy identify and address significant community health needs. These documents help guide the hospital's community health improvement programs and community benefit activities, as well as its collaborative efforts with organizations that share a mission to improve health. This Implementation Strategy explains how Marshall Medical Center plans to address the significant health needs identified by the CHNA.

REPORT ADOPTION, AVAILABILITY AND COMMENTS

This Implementation Strategy was adopted by the Marshall Medical Center Board of Directors on February 27, 2020. This report is widely available to the public on the web site, <https://www.marshallmedical.org/About-Us/Community-Benefit.aspx>. Written comments on this report can be submitted to mentwistle@marshallmedical.org.

2019 COMMUNITY HEALTH NEEDS ASSESSMENT SUMMARY

Marshall Medical Center conducted a Community Health Needs Assessment (CHNA) to comply with state and federal regulations guiding tax-exempt hospitals. The CHNA incorporated demographic and health data for the communities served by the hospital. Significant health needs were identified from issues supported by the data gathered for the CHNA. The needs were indicated by secondary data sources and community stakeholder interviews. Health indicators were considered significant health needs when they exceeded benchmark data, specifically county or state rates or Healthy People 2020 objectives.

The significant health needs are listed here in priority order:

1. Substance use and misuse
2. Mental health
3. Access to health care
4. Chronic diseases
5. Community safety
6. Overweight and obesity
7. Unintentional injuries
8. Environmental pollution
9. Preventive practices
10. Food insecurity

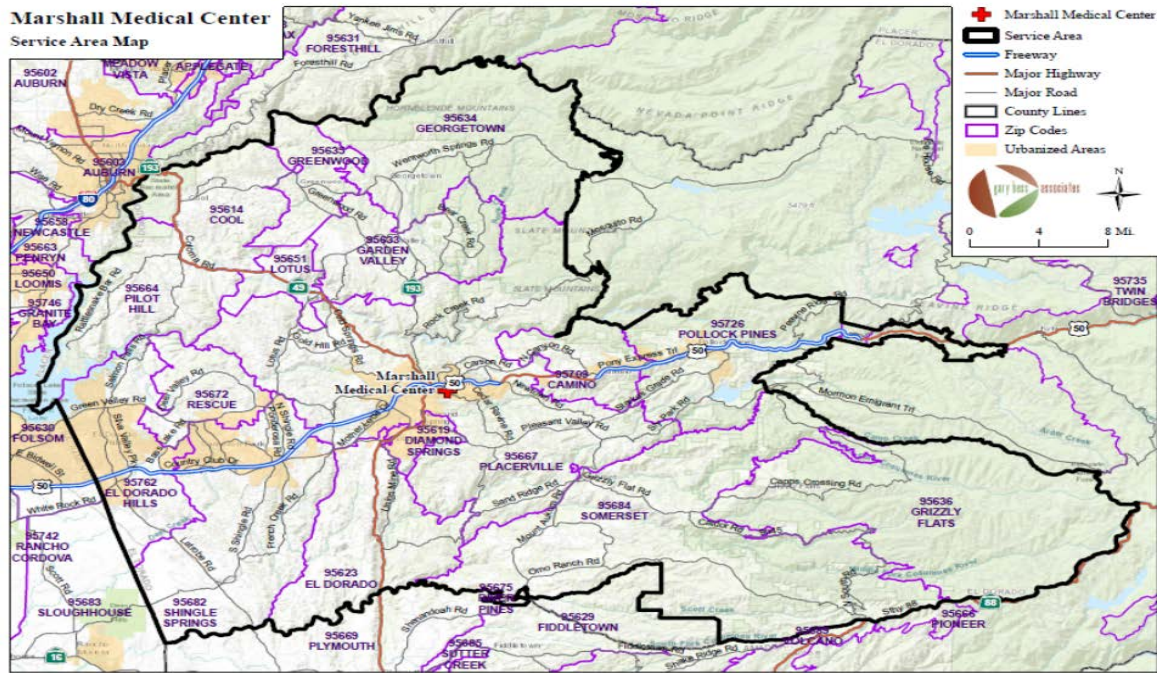
The complete 2019 CHNA can be found on the web site at:

<https://www.marshallmedical.org/About-Us/Community-Benefit.aspx>.

COMMUNITY SERVICE AREA

Marshall Medical Center is located at 1100 Marshall Way, Placerville, California, 95667. The service area includes 17 ZIP Codes, representing cities or communities in El Dorado County and Amador County (River Pines). The Marshall Medical Center service area was determined from the ZIP Codes that reflect a majority of patient admissions from the local geographic area.

Marshall Medical Center Service Area



Geographic Area	ZIP Code
Cool	95614
Diamond Springs	95619
Kingsville/Nashville	95623
Garden Valley	95633
Georgetown	95634
Greenwood	95635
Grizzly Flats	95636
Lotus	95651
Pilot Hill	95664
Placerville	95667
Rescue	95672
River Pines	95675
Shingle Springs/Cameron Park	95682
Somerset	95684
Camino/Apple Hill	95709
Pollock Pines	95726
El Dorado Hills	95762

SIGNIFICANT HEALTH NEEDS THE HOSPITAL WILL ADDRESS

Marshall Medical Center hosted two stakeholder meetings to determine the priority needs and associated strategies and actions for the Implementation Strategy. The stakeholders represented hospital leaders and community organizations caring for vulnerable populations. The following criteria were used to determine the significant health needs Marshall Medical Center will address in the Implementation Strategy:

- Existing Infrastructure: There are programs, systems, staff and support resources in place to address the issue.
- Established Relationships: There are established relationships with community partners to address the issue.
- Ongoing Investment: Existing resources are committed to the issue. Staff time and financial resources for this issue are counted as part of our community benefit effort.
- Focus Area: Has acknowledged competencies and expertise to address the issue and the issue fits with the organizational mission.

As a result of the review of needs and application of the above criteria, Marshall Medical Center will focus on:

- Behavioral health (includes mental health and substance use)
- Chronic disease prevention, management, and treatment
- Support for the health and welfare of our community

Strategies and actions to address the identified health needs were agreed upon. The stakeholders sought to build on previous CHNA efforts and existing initiatives, while also considering new strategies and efforts to improve health. For each health need the hospital plans to address, the Implementation Strategy describes: actions the hospital intends to take, including programs and resources it plans to commit, anticipated impacts of these actions, and planned collaboration with other organizations.

Health Need: Behavioral Health

Objective – Facilitate access to comprehensive, coordinated services for individuals with behavioral health needs, including, mental health, substance use and other identified priorities.

Strategy #1:

Expand access to services that will impact behavioral health within El Dorado County.

ACTIONS

1. Marshall Medical Center (MMC) will strengthen partnerships with external entities, including El Dorado County, El Dorado Community Health Centers, the Shingle Springs Health and Wellness Center, law enforcement agencies and El Dorado County Emergency Medical Services, through consultation and coordinated services planning in order to expand the range of mental health and substance abuse prevention and treatment services, including providers with X-waivers.
2. MMC will work with partners in the community to improve access to services for children, youth and adults with lower acuity behavioral health needs, including counseling and community assistance programs.
3. Marshall Medical Center (MMC) will optimize the use of its behavioral health specialists, including, but not limited to, social workers and clinical psychiatrists to expand the capacity to provide mental health services.
4. MMC will improve the management of persons presenting in the ER with a mental health crisis by partnering with El Dorado County Mental Health services and law enforcement agencies, and adopting best-practice models of care for this population.
5. MMC will explore the use of telehealth services to increase access to behavioral health services, including mental health and substance use services, both for crisis and ongoing care.
6. MMC will designate a representative to participate in El Dorado County's Community Health Improvement Plan team(s) to address mental health issues within El Dorado County.

ANTICIPATED IMPACT

MMC anticipates the following impact from these efforts:

- Improved coordination of services between providers and agencies within El Dorado County.
- Development of common goals for addressing behavioral health issues in El Dorado County.

- Improved access to behavioral health providers.
- Reduced incidence of ED visits and reduced length of stay in the ED for individuals presenting with mental health issues.
- Improved access to appropriate care for those with mental health crises, for those with low to medium acuity mental health issues, and for those with advanced mental health issues.
- Increased number of X-waivered providers.
- Increased availability of alternative approaches for managing individuals with behavioral health conditions who are arrested and incarcerated.

Strategy #2 Impact substance use within El Dorado County.

ACTIONS

1. MMC will strengthen partnerships with external entities, including El Dorado County Health and Human Services, El Dorado County Behavioral Health, El Dorado Community Health Centers, and the Shingle Springs Health and Wellness Center, through consultation and coordinated services planning in order to expand external capacity to provide substance use prevention and treatment services, fill gaps in care and advance education.
2. MMC will expand access to substance use management through Marshall CARES (Clinically Assisted Recovery & Education Services) to support treatment for persons with substance dependency and coordinate its approach with other agencies in the establishment and maintenance of care.
3. MMC will build on the models it has implemented to support the management of Opioid Use Disorder, to additionally support Alcohol Use Disorder, and those challenged with addictions to methamphetamines and tranquilizers.
4. MMC will evolve the use of Substance Use Navigators (SUNs) to bridge care among emergency departments, clinics, the hospital and the community with the objective of increasing the sustained engagement of persons in substance use management programs
5. MMC will partner with community providers to facilitate access to substance use services in rural areas, in particular those with higher needs, and to support programs that target harm reduction, the removal of stigma, prevention and education, including families and education in schools.
6. MMC will designate a representative to participate in El Dorado County's Community Health Improvement Plan team(s) to address access to substance use prevention and treatment programs within El Dorado County, and in the El Dorado County Opioid Coalition.

ANTICIPATED IMPACT

MMC anticipates the following impact from these efforts:

- Reduced rates of substance use in El Dorado County.
- Increased numbers of individuals engaged in programs for management of Substance Use Disorder (SUD).
- Reduced rates of drug overdose.
- Reduced ED visits related to substance use.
- Reduced alcohol consumption.
- Expansion in SUD service availability.
- Increased numbers of individuals in maintenance management with their Primary Care Providers.
- Reduced substance use in teens.
- Improved reporting of statistics on SUD.
- Increased numbers of X-waivered providers.
- Reduced rates of arrests for activities related to substance use.

COMMUNITY PARTNERS

- Behavioral Health Commission
- Center for Violence Free Relationships
- El Dorado Community Health Centers
- El Dorado County Behavioral Health
- El Dorado County Emergency Medical Services
- El Dorado County Health and Human Services
- El Dorado County Office of Education
- El Dorado County Opioid Coalition
- El Dorado County Sheriff's Office
- El Dorado County Substance Use Disorders Program
- EMS Joint Powers Authority
- Homeless Housing and Shelters
- Homeless Outreach Team/ Psychiatric Emergency Response Team
- Marshall CARES (Clinically Assisted Recovery & Education Services)
- NAMI (National Alliance on Mental Illness)
- New Morning Youth and Family Services
- Placerville Police Department
- Prescription Drug Take Back Day
- SAMHSA (Substance Abuse and Mental Health Services Administration)
- Shingle Springs Health and Wellness Center
- Western El Dorado County Mental Health Collaborative

Health Need: Chronic Disease Prevention, Management, and Treatment

Objective – Reduce the impact of chronic diseases on health and increase the focus on chronic disease prevention, management and treatment.

Strategy #1 - Expand capacity and utilization of disease prevention, management and treatment services.

ACTIONS

1. MMC will advance its support for population health management to optimize the health and wellbeing of our community through sustainable programs that promote health and coordinate care.
2. MMC will expand preventive care and care management programs, in particular those identified to prevent chronic or debilitating conditions and promote health and wellbeing, and will continue to advance standardized best practices for identified disease management and treatment services and programs.
3. MMC will expand its efforts to actively draw persons into preventive care and care management programs, and work with community partners to coordinate program delivery.
4. MMC will continue the selective recruitment of providers identified to fill gaps in needed medical services, including physicians, advanced practice nurses and physician assistants, and MMC will work with partners in the community to coordinate the delivery of these medical services between provider organizations.
5. MMC will support collaborative disease prevention and health education efforts within the community, including, but not limited to, women's health events, youth programs, services for seniors and local community task forces.
6. MMC will implement tools that support its mission for population health, including data collection analysis and reporting, health prevention and maintenance, in particular where these will assist in the coordinated delivery of care, to track patient outcomes, support public health initiatives and improve performance among partners within El Dorado County.

ANTICIPATED IMPACT

MMC anticipates the following impact from these efforts:

- Reduced prevalence of chronic disease.
- Improved evidence of care coordination.
- Increased participation and retention of residents in care programs.
- Reduced hospital average length of stay.
- Reduced readmissions.
- Reduced ED visits.

- Increased participation in prevention programs.
- Increased screening rates.

Strategy #2 – Provide for an improved continuum of care through care coordination, transitions of care between community and hospital, and communications among the providers serving the community.

ACTIONS

1. MMC will actively work with partners in the community, including El Dorado County Health and Human Services, El Dorado Community Health Centers, Shingle Springs Health and Wellness Center, and El Dorado County Emergency Medical Services, to address gaps in care and to improve the coordination of services delivered
2. MMC will work to support residents living healthy lives in the community, through improved transitions of care from the hospital, management of admissions and readmissions, connections to primary care, and access to social and disability support.
3. MMC will work with partners in the community to support the older population by improving access to care and the coordination of service delivery, to reduce isolation and support seniors to be healthy and live safely at home.
4. MMC will work to increase access to Advanced Illness Management services to assist persons with complex or life-limiting conditions be more aware of their conditions and make optimal health choices.
5. MMC will work actively with partners, in particular El Dorado Opportunity Knocks (EDOK) Continuum of Care (CoC), to implement community-wide strategies for the homeless, taking into account their health, social and behavioral needs, and making sustainable changes to the health and welfare outcomes for the homeless population.
6. MMC will work with community partners to develop collaborative systems that share information to better coordinate service delivery for those in need, prevent individuals falling through gaps in care, and track and report progress and performance.

ANTICIPATED IMPACT

MMC anticipates the following impact from these efforts:

- Reduced ED utilization.
- Reduced readmissions.
- Increased referral, engagement and retention of residents in community-based support programs.

COMMUNITY PARTNERS

- Air Quality Management District
- American Cancer Society
- Cancer Resource Center
- Community Care Network (CCN)
- Congestive Heart Active Telephone Treatment (CHATT) programs
- El Dorado Community Health Centers
- El Dorado County Commission on Aging
- El Dorado County Emergency Medical Services
- El Dorado County Health and Human Services
- El Dorado Opportunity Knocks Continuum of Care
- Home Health
- Images of Hope
- Outpatient Care Management (OPCM)
- Public Health Emergency Preparedness
- Schools and School Districts
- Senior Service Organizations
- Shingle Springs Health and Wellness Center

Health Need: Support for the Health and Welfare of our Community

Objective – Enable individuals and families to maximize their health status through programs for prevention, appropriate use of services and engaging in programs that support health and wellness.

Strategy #1 – Coordinate activities that positively impact persons with higher health needs.

ACTIONS

1. MMC will partner with community leaders and organizations, including Marshall Foundation for Community Health, El Dorado Community Foundation, El Dorado County and the City of Placerville, which have the ability to secure resources and the commitment to drive positive change for those with higher health needs.
2. MMC will partner with community organizations to meet the needs of persons challenged to access appropriate care; in particular those with mental health issues, substance use issues, ethnic minority groups, those of lower socioeconomic status and the homeless.
3. MMC will target outreach efforts toward high-need communities and populations to improve access to care; in particular seniors, those with chronic conditions, mental health issues, substance use issues, ethnic minority groups, those of lower socioeconomic status and the homeless.
4. MMC will partner with others in the community to better coordinate delivery of services, access to care and support for the older population with the objective of addressing isolation and supporting seniors to live healthy lives and remain safe at home.
5. MMC will work with partners in the community to improve transitions of care and the coordination of service delivery to support residents to be healthy and live safely at home.
6. MMC will work with partners in the community to develop collaborative systems to share information to better coordinate service delivery to those in need, prevent individuals falling through gaps in care, and to track and report progress and performance.

ANTICIPATED IMPACT

MMC anticipates the following impact from these efforts:

- Lowered disease rates in the older adult population.
- Increased access to services in the older adult population.
- Improved coordination of care for persons with higher health needs.
- Improved approaches to needs assessment in vulnerable populations.

- Reduced admission and readmission rates in higher needs populations.
- Reduced inappropriate ED visits and improved connection and use of primary care for higher needs populations.

Strategy #2 - Increase access to programs that support prevention and health maintenance.

ACTIONS

1. MMC will work with partners in the community to establish a culture of prevention within El Dorado County and will target outreach efforts to educate on the value and importance of preventive services, screenings, vaccination and wellness checks. There will be a particular emphasis on those residents who are at higher risk, including children, youth, young adults and seniors.
2. MMC will strengthen partnerships with external entities, including El Dorado County Health and Human Services, El Dorado County Behavioral Health, El Dorado Community Health Centers, and the Shingle Springs Health and Wellness Center, through consultation and coordinated services planning in order to expand external capacity to provide prevention and treatment services, fill gaps in care and advance education
3. MMC will partner with El Dorado County’s Community Health Improvement Plan teams, the Access El Dorado (ACCEL) collaborative and others to improve access to services for prevention, health and wellness.
4. MMC will support development and/or expansion of care management services, including but not limited to the Community Care Network, Outpatient Care Management program, and Advanced Illness Management team in support of people living healthy lives in the community and reducing the avoidable need for acute care services.
5. MMC will work with partners in the community to facilitate cultural sensitivity training that addresses stigmatized conditions such as behavioral health (including mental health and substance use), sexual orientation, age, socioeconomic status, weight management and homelessness.
6. MMC will partner with community leaders and organizations, including Marshall Foundation for Community Health, El Dorado Community Foundation, El Dorado County and the City of Placerville, which have the ability to secure resources and the commitment to drive positive change for those with greater health needs.

ANTICIPATED IMPACT

MMC anticipates the following impact from these efforts:

- Improved range of prevention services delivery.

- Improved community-wide education on the importance and value of health and wellness and how health and wellness can be achieved.
- Improved strategies to remove the stigma that negatively impacts the health and welfare of the community.
- Improved vaccination rates.
- Reduced inappropriate use of the ED and increased appropriate use of health services.
- Improved systems that support efficient, effective delivery of coordinated care and reporting the results achieved.

COMMUNITY PARTNERS

- Access El Dorado (ACCEL)
- City of Placerville
- El Dorado Community Foundation
- El Dorado County Behavioral Health
- El Dorado County Board of Education
- El Dorado County Board of Supervisors
- El Dorado County Commission on Aging
- El Dorado County Community Health Centers
- El Dorado County Community Health Improvement Plan Teams
- El Dorado County Emergency Medical Services
- El Dorado County Health and Human Services
- El Dorado County Parks and Trails
- Faith-Based Community Organizations
- Homeless Outreach Team/ Psychiatric Emergency Response Team
- Law Enforcement Agencies
- Manage Care Organizations and Health Plans
- Marshall Foundation for Community Health
- NAMI National Alliance on Mental Illness
- New Morning Youth and Family Services
- Pharmacies
- Primary Care Clinics
- Schools and School Districts
- Senior Service Organizations
- Shingle Springs Health and Wellness Center
- Veterans Agencies

EVALUATION OF IMPACT

MMC will monitor and evaluate the programs and activities outlined above. The reporting process includes the collection and documentation of tracking measures, such as the number of people reached/served and collaborative efforts to address health needs. The hospital has a system that tracks the implementation of the strategies and documents the anticipated impact. An evaluation of the impact of the hospital's actions to address these significant health needs will be reported in the next scheduled Community Health Needs Assessment.

NEEDS THE HOSPITAL WILL NOT ADDRESS

Taking existing hospital and community resources into consideration, Marshall Medical Center will not directly address the remaining health needs identified in the CHNA including: community safety, overweight and obesity, unintentional injuries, environmental pollution and food insecurity. MMC has elected to concentrate on those health needs that can most effectively be addressed, given the organization's capabilities. The hospital has insufficient resources to effectively address all the identified needs and, in some cases, the needs are currently addressed by others in the community. MMC will continue to look for opportunities to address community needs, where we can make a meaningful contribution.