



Steven Packer, MD
President/CEO, Montage Health

In many ways, our sense of time has been completely disrupted the past 18 months. Sometimes, it seemed to stand still. Other times, it moved at a dizzying pace. Inevitably, it's been hard to keep up and to keep track as the hours and days and weeks and months and, even years, went by.

There have been so many challenges — the COVID-19 pandemic, wildfires decimating the Central Coast, a worldwide push for social justice, and a growing concern over climate change. At the same time, there have been breakthroughs and new beginnings. The lifesaving COVID-19 vaccine arrived in late 2020 after its successful development at an unparalleled speed. Our country elected a new president. And Montage Health not only provided compassionate care and caring for our patients and their loved ones directly affected by COVID-19, we continued to move forward with initiatives that matter most to our community — in 2020 and beyond.



Montage Health



We opened three new MoGo Urgent Care clinics in Monterey, Marina, and Carmel. The Carol Hatton Breast Care Center moved to its new 10,500 square-foot location in Ryan Ranch. We introduced and refined telemedicine when the pandemic made it difficult to safely see some of our patients in-person. We held a socially distanced groundbreaking for the building that will house Ohana, our innovative child and adolescent mental health program made possible by a nearly \$106-million donation from Bertie Bialek Elliott.

It's a bit surreal to now be putting all this together in what we typically call our annual report. It didn't make sense in this version to confine ourselves to a literal interpretation of a one-year timeline, so we will be presenting a look at Montage Health from January 2020 until mid-2021. That gives us an opportunity to take you through the pandemic, through Montage Health's steadfast commitment to continuing to invest in our community, and through the tremendous opportunity we had to vaccinate more than 59,000 people in the fight against COVID-19. Something for which we will be forever grateful.

Suffice it to say that never have I been more proud of our entire staff for how we persevered, cared, collaborated, always put our patients first, and never, ever lost hope.

This report is a tribute to them.



ANNUAL REPORT





MONTAGE HEALTH

Montage Health and its family of entities

3

Montage Health, a local nonprofit company, is a collection of entities designed to keep people healthy and connected. Learn what these entities accomplished during the pandemic to address COVID-19 and improve the health of our community.

COVID-19

Our impact with COVID-19

22

The COVID-19 pandemic hit our community in three separate waves. See how Community Hospital was impacted and how Montage Health addressed the need to save lives.

SPONSORING HEALTH

Blue Zones Project Monterey County and the Monterey Bay Football Club

39

Montage Health sponsored two large programs in our county that align with our mission to “inspire the pursuit of optimal health.”

COMMUNITY BENEFIT

Giving back to our community

44

As a nonprofit hospital, Community Hospital of the Monterey Peninsula donates millions of dollars and thousands of hours back into our community to meet healthcare needs and support local organizations.

TRIBUTE

The pandemic affected everyone in our community

46

The pandemic affected everyone in its own way. This section pays tribute to those who survived, those who passed, and those who worked tirelessly to fight the pandemic and care for our community.

Montage Health

Montage Health, a nonprofit company, is a collection — a montage — of entities designed to keep people healthy and connected, with world-class preventive, restorative, palliative, and coordinated care. Montage Health has many parts, operating with a single, shared vision that address the entire continuum of care.

montagehealth.org



One online place

To make it easier for our patients and community members to find our services, locations, doctors, etc., many of our websites have been merged into one — montagehealth.org



Community Hospital

Since 1934, Community Hospital of the Monterey Peninsula has cared for people from birth to end of life and everything in between. Patients can expect the best care available, inside the hospital or at any of our outpatient settings.

Community Hospital, in 2020, with its **2,501 employees** and **432 members** of the Medical Staff treated **12,165 inpatients**, delivered **1,036 babies**, saw **44,706 patients** in the Emergency department, cared for **374,296 patients** in our outpatient departments (lab, radiology, etc.), and completed a total of **9,965 surgeries**, all during the COVID-19 pandemic.

Response to the pandemic came early. Community Hospital staff activated its emergency response, the Hospital Incident Command System (HICS), in early January when cases started to hit California. As a result, the hospital was ready to safely and effectively treat COVID-19 patients when they started arriving. The effort included starting a robust community education campaign, increasing the supply of personal protective equipment for staff, erecting a respiratory triage tent to quickly identify COVID-19 patients, implementing visitor restrictions, halting some services, creating and eventually implementing a surge plan for a high-volume of COVID-19 patients, and more. During parts of January 2021, more than half of Community Hospital's patients were COVID-19 patients.





Montage Health Foundation

Montage Health Foundation inspires philanthropy that strengthens the health of our community. Powered by the generosity of our donors and volunteers, the foundation supports critical health needs, innovative special projects, and meaningful medical programs within Montage Health.

During the COVID-19 pandemic, foundation donors and volunteers stepped up to increase our philanthropic impact. Highlights include emergency support through our COVID-19 Relief Fund and significant investments in the excellence of our healthcare workforce.

COVID-19 RESPONSE

More than \$2 million in **donor support granted** through the COVID-19 Relief Fund, supporting:

- Cutting-edge sanitation devices to sanitize and recycle more than **7,500 critical N-95 masks** when they were in short supply worldwide
- Tablets to connect more than **1,000 hospital patients** to loved ones during visitor restrictions
- Free eVisits for more than **2,600 community members** experiencing COVID-19 symptoms
- Rapid-response COVID-19 testing machines to get answers for patients quickly
- Personal Protective Equipment (PPE) to protect healthcare workers and patients
- Resiliency and wellness support services for healthcare staff on the frontlines
- Grant support for free community vaccine clinics in Marina, Seaside, and Monterey

More than 13,000 hours served by nearly **450 volunteers** supporting free community vaccine clinics.

Countless meals, flowers, cloth masks, signs, and more donated by nearly **200 community members** and **organizations**, and shared with our healthcare heroes.

INVESTING IN HEALTHCARE EXCELLENCE FOR OUR COMMUNITY

Nursing excellence

Nationwide, there is a shortage of nurses due to an aging workforce, aging population, and a limited supply of new nurses. That's why in April 2021, the **Helen Baszucki Center for Nursing Excellence** was created with a **\$6.5-million gift** from **philanthropist Paul Baszucki** to honor his late wife Helen, a dedicated nurse and clinical instructor.

The center will invest in the growth of nurses and the nursing profession at Montage Health, and serve as the umbrella for numerous initiatives, including scholarships and educational support, advanced training opportunities, leadership development, research and innovation, and significantly expanded enrollment at the Maurine Church Coburn School of Nursing.

Physician excellence

As with nursing, there is also a shortage in available doctors in Monterey County and across the nation. Recruitment and retention of qualified physicians is paramount to the health of our community.

To invest in physician excellence for our community, in June 2021, the **Lucas Fund for Physician Excellence** was established through a **\$5-million gift** from **philanthropist Sally Lucas**. This important gift will have a lasting impact on the health of our community by enhancing and investing in a wide array of programs and initiatives that support the recruitment, retention, and ongoing engagement of the best and brightest doctors to serve our community. The fund will support opportunities such as continuing education, professional development, clinical volunteer work, well-being and support resources, housing support, and events to connect physicians to each other and to the community.



Montage Medical Group

As in many communities across the country, Monterey County is faced with a shortage of doctors, coupled with obstacles to recruitment, including the high cost of living and limited social opportunities for younger professionals.

Montage Medical Group hired **9 new physicians** in 2020 (6 were in primary care) and a new chief medical officer. **7 new physicians** have already been hired in 2021, including specialists in rheumatology, neurology, sleep medicine, OB/GYN, psychiatry, and pulmonary critical care medicine.

During the COVID-19 pandemic, patients were reluctant to leave their homes and come to a medical facility for care. Montage Medical Group launched a robust telehealth program so doctors could continue to treat most patients through video and phone visits. By April 2020, **70 percent** of patients were seen through the **telehealth program**. Some patients now prefer this method of care, which now accounts for about **15–20 percent** of Montage Medical Group visits in 2021.

In addition, Montage Medical Group and Montage Health Foundation collaborated to offer free online doctor visits for community members with respiratory symptoms. This service has helped **2,602 patients** so far and continues to reduce the spread of COVID-19 in our community.



MoGo Urgent Care

MoGo Urgent Care clinics welcome reservations or same-day, walk-in visits at locations in Monterey, Marina, and Carmel. The clinics provide fast, exceptional treatment of minor illnesses and injuries, sports physicals, and occupational medicine for employers. Visit-related lab work, X-ray, and medications are on-site, saving time and extra trips.

MoGo Urgent Care opened three clinics in the middle of the pandemic to help serve our community with this vital need.

- **March 27, 2020:** Monterey
- **April 6, 2020:** Marina
- **October 20, 2020:** Carmel

To see patients safely, the clinic developed enhanced screening protocols, modified clinic procedures to minimize person-to-person contact, and offered a COVID-19 rapid test for those with COVID-19-related symptoms.



Aspire Health

Aspire Health comprises our health plan products, including our Medicare Advantage plan, and our population health efforts focused on disease management and coordinating care across the healthcare spectrum. Aspire was started by Montage Health and is now jointly owned with Salinas Valley Memorial Healthcare System.

In 2020, Aspire Health Plan and Community Health Innovations merged into Aspire Health to offer our community Medicare Advantage, commercial health plans, and population health services (for those with or at risk for developing chronic disease). Aspire Health **served** almost **40,000 people** in Monterey County during 2020.

Member satisfaction

Aspire's Medicare Advantage plan **improved** its membership satisfaction scores by **6 percent year-over-year** by launching a 12-week employee training program — Member Out of the Middle (MOOM).

Diabetes education

With more than **45 percent** of Monterey County affected by prediabetes or type 2 diabetes — Aspire Health created a diabetes and prevention program to increase the awareness of and decrease the prevalence of diabetes in Monterey County. The Don't Feed the Diabetes campaign **engaged** more than **34,000 community members** with education. In addition, the Pediatric Wellness Program **helped 1,099** through its free coaching program for children and families at risk for developing diabetes and other obesity-related diseases.

COVID-19 response

To address the pandemic when shelter-in-place orders were put in place, Aspire called to check in on **100 percent** of all Medicare Advantage members.

As a result of this outreach, the following services were provided:

- **Follow-up calls** and **coordination** of food, medication, transportation, and other services, and working with local partners to ensure the health of members who needed it most
- The **Members Making Masks** program recruited Aspire members to make masks for each other. Nearly **500 masks** were made
- **Social Isolation Busters** Zoom-based community events and entertainment for members, including book clubs, music, crafts, and mocktail sessions
- A new **Choose Happy campaign** in 2021 for employees and health plan members to encourage resilience and joy across our community



Montage Wellness Center

With state-of-the-art facilities in Marina and Salinas, Montage Wellness Center keeps our communities healthy and active, offering gyms, pools, classes, customized personal training, wellness programs, and rehabilitation.

Montage Wellness Center was closed to the public for most of 2020 due to the pandemic. The Marina location served as a high-volume vaccine clinic site for several months in the first half of 2021, with almost **37,000 COVID-19 vaccines** — **63 percent** of the total **59,063 administered** by Montage Health — given at that site alone.

Montage Wellness Center Salinas opened with some restrictions on April 1. The Marina site reopened on July 1 (vaccine clinics ended June 22). More than **1,000 members** signed up within the first week.



Ohana

Established with an unprecedented **\$105.8 million** gift from Bertie Bialek Elliott, Ohana will transform mental and behavioral healthcare for children and teens. The focus is on providing high-quality evaluations and evidence-based treatments for the common psychiatric problems of childhood, including depression, obsessive-compulsive disorder, anxiety disorders, attention deficit disorder, and associated problems with self-regulation, including self-injury, substance abuse, and disordered eating.

Montage Health celebrated the start of construction on the new Ryan Ranch building that will house Ohana on November 23, 2020. Anticipated to open in spring 2023, the **55,600 square-foot** facility will include an outpatient treatment wing, **16 beds** designated for intensive residential stays for youth who agree to participate in treatment, rooms for one-on-one and family counseling, indoor and outdoor recreational and quiet spaces, a kitchen and dining area, a family resource center, space for community activities, classrooms for inpatient youth, and space for training and workshops.

Ohana's mental health providers **reached** more than **5,200 patients** in 2020 and more than **5,500** so far in 2021 (January –June 30).

More than **730 group therapy sessions** were held to help those needing additional therapy.

Ohana continued to provide clinical services throughout the pandemic, both virtually and in-person. Additionally, experts from Ohana created videos, tip sheets, and other resources to help families navigate the many mental health challenges created by the changes everyone faced at school, work, and home over the past year.



COVID-19 information

The COVID-19 pandemic hit Monterey County in three separate waves, with the worst coming in January 2021. At that time, more than half of our hospital patients were COVID-19 positive or recovering from COVID-19.

COVID-19 numbers January 2020–June 2021

- Patients **admitted** to hospital: **649**
- Total COVID-19 **tests**: **38,050**
- Total COVID-19 **positive cases**: **1,697**
- Patient **deaths** (COVID-19-related): **80**

County numbers

- Total COVID-19 **positive** cases: **43,925**
- Total COVID-19-related **deaths**: **496**

Vaccines

Staff from Montage Health and Community Hospital understood the importance of getting the COVID-19 vaccine to community members as quickly as it arrived. A vaccine clinic was set up at Community Hospital in December 2020, with a second clinic opening shortly thereafter at Montage Wellness Center in Marina. Other pop-up clinics, hosted by Montage Health, were held to reach high-risk populations on the peninsula. We are thankful for the more than **700 community** and **staff volunteers** who contributed more than **18,754 hours** of their time to this critical effort.

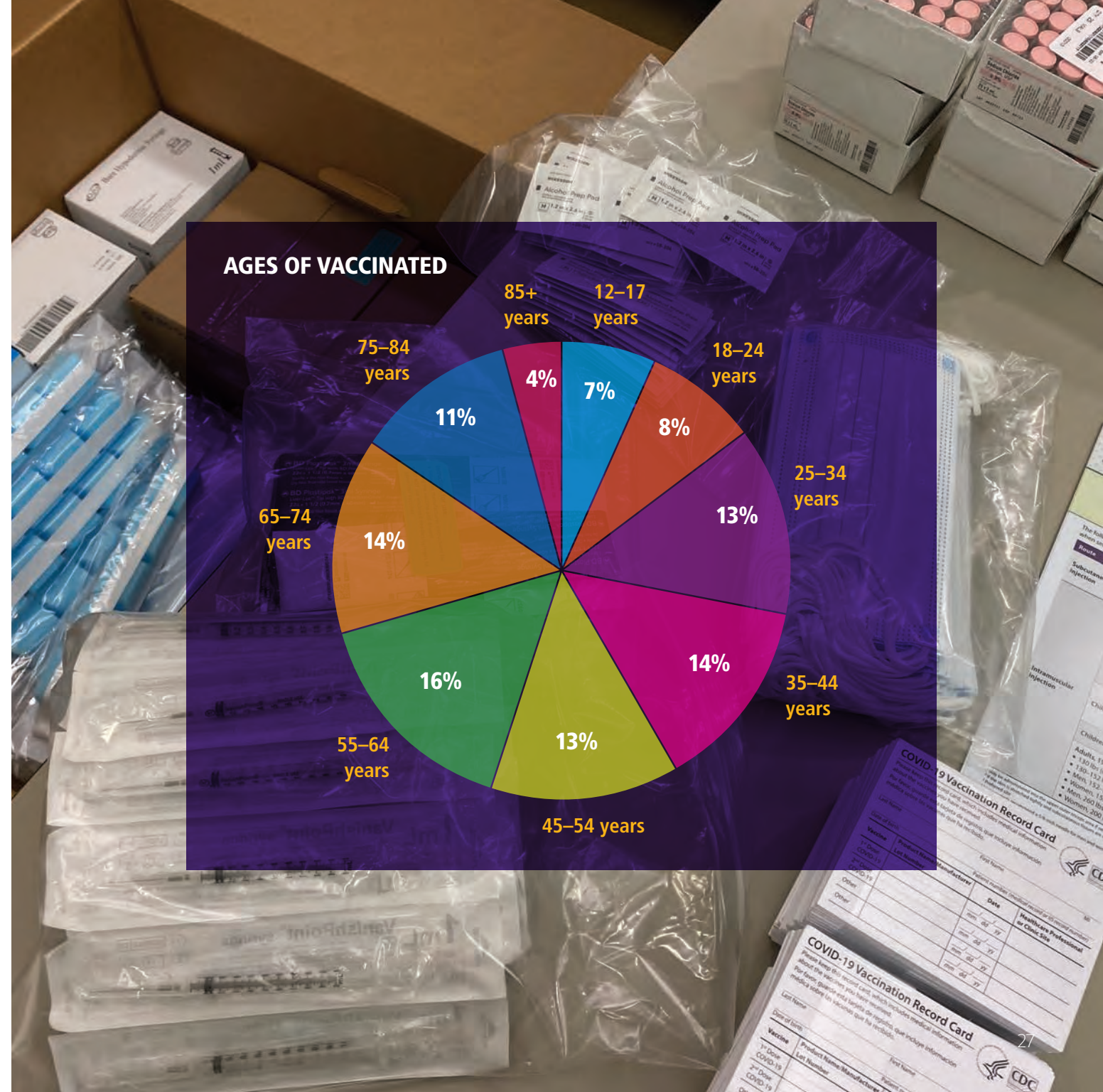


TYPES OF VACCINES	TOTAL	PERCENTAGE
Janssen (Johnson & Johnson®)*	558	1%
Moderna**	14,931	25%
Pfizer**	43,574	74%
TOTAL VACCINES GIVEN	59,063	

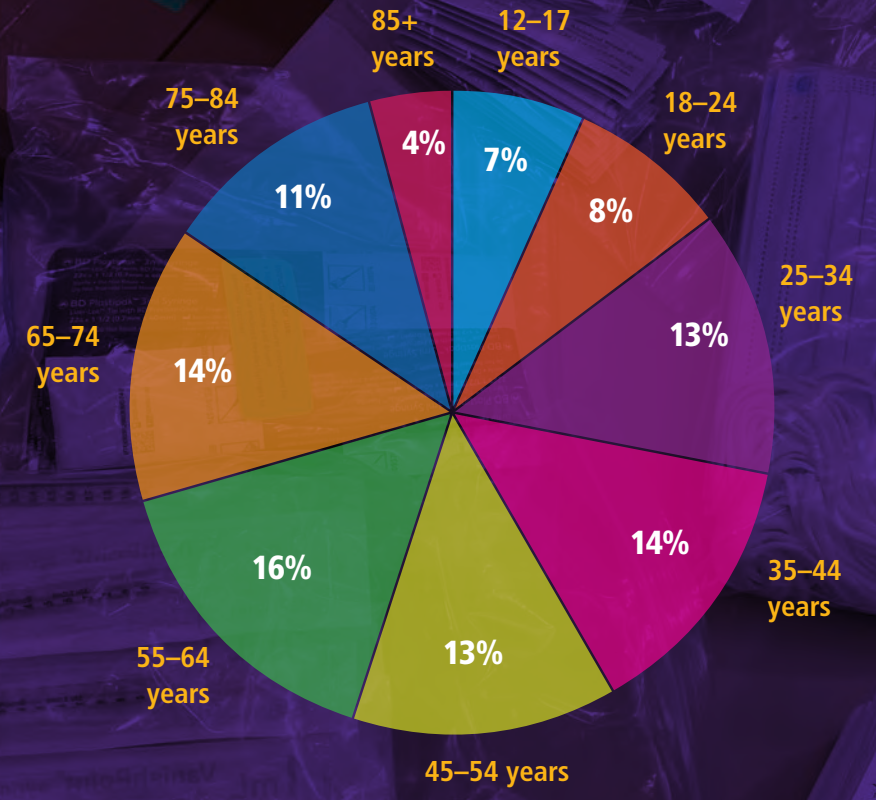
* Includes one dose
 ** Includes first and second doses

“ The privilege of providing covid vaccines for our community was a tremendously meaningful experience for all of the staff and volunteers who were involved. For the first time, we all felt hopeful — for the end of the pandemic and the end of the suffering — where before, many felt powerless to stop the horrible effects of the virus. Seeing that same hope, as well as gratitude, on the faces of those we served was deeply moving. None of us thought we’d ever have the chance to save the world, but that’s exactly what we did, for our little corner of it. ”

— Cynthia Peck, Vice President, Montage Health



AGES OF VACCINATED





Educating our community

January 2020–June 30, 2021

1,413,686 visits to our dedicated COVID-19 website

750+ media engagements and responses

2,336,417 COVID-19 **email updates** sent to community members through **47** separate **communications**

25+ live **online engagements** hosted by medical experts for community members and special groups

“ Even though I have worked through other outbreaks and pandemics as an infectious disease physician and educator, I hoped never to see a pandemic like COVID-19 in my lifetime. It became very apparent that my prior experience teaching medical and grad students would help me communicate with our Montage Health clinical staff and with our community as information evolved quickly around COVID-19. I’m incredibly impressed by how our staff, the media, and our community responded quickly to new information as we found ways to fight this pandemic. ”

— Martha Blum, MD, PhD, Medical Director, Infection Prevention
Community Hospital of the Monterey Peninsula



“ For me, being a nurse means being someone’s light in a dark place, someone’s advocate when they are vulnerable, and providing them with the care that they are unable to provide for themselves. Covid has made me and the amazing Garden West team really double down on our commitment to providing the best possible patient care despite our own fears and doubts. ”

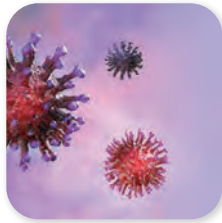
— Grace Coulson, RN, Garden West COVID-19 charge nurse, Community Hospital

2019

DECEMBER

31

First confirmed COVID-19 case in Wuhan, China



2020

JANUARY

21

First confirmed COVID-19 case in U.S.
First COVID-19 test sent from Community Hospital to CDC



26

First confirmed COVID-19 case in California

30

World Health Organization declares global emergency

FEBRUARY

6

First confirmed COVID-19 death in U.S.



MARCH

2

Monterey County activates Emergency Operations Center

3

Montage Health activates Hospital Incident Command System

4

California declares state of emergency

9

Montage Health launches free online doctor visits for those with respiratory symptoms

11

Community Hospital opens emergency triage tent

16

Community Hospital suspends elective surgeries and procedures
Montage Medical Group introduces video visits

17

First two confirmed COVID-19 cases in Monterey County; Monterey County issues shelter-in-place order

20

First death in Monterey County due to complications from COVID-19

21

First COVID-19 positive case at Community Hospital

27

MoGo Urgent Care, Monterey, opens

30

First death at Community Hospital related to COVID-19
Community Hospital designates Garden West a COVID-19 unit

APRIL

6

MoGo Urgent Care, Marina opens



11

First in-house COVID-19 testing available at Community Hospital

MAY

6

California launches first two free COVID-19 community testing sites for Monterey County

9-13

Lightning Formation Airshow Group and the California Air National Guard salute healthcare workers and first responders with hospital flyovers



18

Community Hospital resumes many services and elective surgeries that were scaled back due to COVID-19, following strict CDC protocols

19

First Monterey Peninsula drive-through COVID-19 testing site opens at Monterey Peninsula College

21

Montage Health deactivates Hospital Incident Command System after 80 days

30

Monterey County gets approval from the state to start opening some non-essential businesses

TIMELINE

It's hard to believe sometimes that the COVID-19 pandemic was first announced in December of 2019 and moved quickly to our area in early spring 2020. Much has been done, and we will continue do all we can to fight the pandemic.

AUGUST

31

California rolls out the Blueprint For a Safer Economy, a color-tiered system of reopening based on COVID-19 metrics



OCTOBER

14

Montage Health reactivates Hospital Incident Command System as cases increase in the county

20

MoGo Urgent Care, Carmel opens



DECEMBER

16

Community Hospital receives first delivery of COVID-19 vaccine (Pfizer)



18

Community Hospital holds first COVID-19 vaccination clinic for healthcare workers

2021

JANUARY

2-15

Highest number of COVID-19 positive patients at Community Hospital (50 in isolation). Half of hospital patients were COVID-19 patients in isolation or recovery



FEBRUARY

10

Second COVID-19 vaccination clinic opens at Montage Wellness Center, Marina

24

Visitors allowed back at Community Hospital, with restrictions



MARCH

8

Montage Health deactivates Hospital Incident Command System

12

Community Hospital takes down emergency triage tent after one year of screening patients with respiratory symptoms



16

Community Hospital reaches 80 COVID-19 deaths

JUNE

15

California's governor, Gavin Newsom, declares the state is open for most activities without a mask for those who are vaccinated

22

Montage Wellness Center, Marina, holds its last high-volume vaccine clinic



30

COVID-19 Delta variant detected in Monterey County

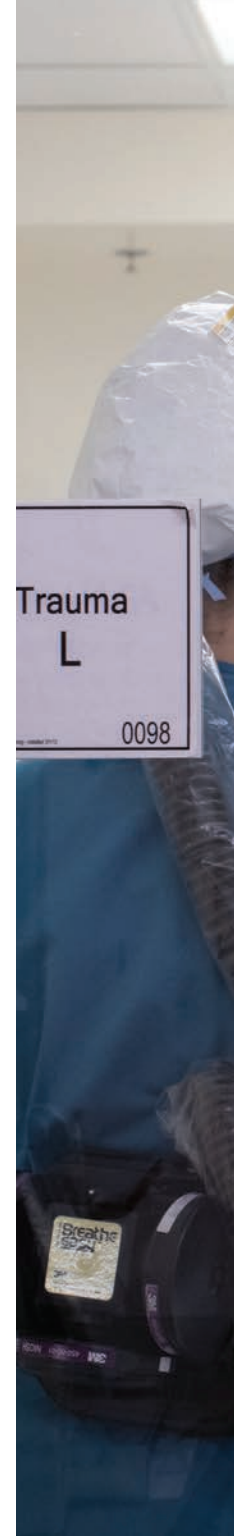
“ Courage doesn't always roar. Sometimes courage is the quiet voice at the end of the day saying 'I will try again tomorrow.' ”

— Mary Anne Radmacher



Preparing for the future

Our world learned a lot about the stresses a pandemic can put on the supply chain for critical medical and personal protective equipment (PPE). To best prepare for the future, Montage Health has increased its back-up supply by investing **\$1.5 million** in **PPE**.





**Sponsoring the health
of our community**

Blue Zones Project Monterey expansion to Monterey Peninsula

In early 2021, Montage Health, Salinas Valley Memorial Healthcare System, and Taylor Farms announced the expansion of Blue Zones Project Monterey County, to reach beyond Salinas and into the Monterey Peninsula and the rest of the county.

Blue Zones Project® is a community-led, well-being improvement initiative designed to enable residents to live longer, happier lives with lower rates of chronic disease and a higher quality of life. The project in Monterey County began in August 2018, when an initial four-day site assessment conducted by Blue Zones Project in Salinas determined the community was well-positioned to embrace well-being improvement.

In August 2021, Blue Zones Project held a series of events to launch its initiatives and engage with the community at multiple community events.

Learn more and become involved: bluezonesproject.com/montereycounty



Monterey Bay FC

Montage Health officially announced in June 2021 that it will be the kit partner of the Monterey Bay Football Club, a professional soccer team coming to Monterey in spring 2022. The multi-year partnership will prominently feature Montage Health across the front of Monterey Bay FC's kits (or jerseys) and aligns with Montage Health's mission to inspire optimal health.

As part of the partnership, Monterey Bay FC and Montage Health will collaborate to raise the importance of health and wellness in the region, including but not limited to, visits with patients by Monterey Bay FC players, fundraising for health causes or programs, and helping to promote health awareness campaigns. In addition, Montage Health facilities will be used for the fitness and physical therapy needs of the Monterey Bay FC players.

montereybayfc.com




Community Benefit

Giving back to our community

Every year, Community Hospital puts millions of dollars and thousands of hours back into the community to meet healthcare needs and support local organizations. In 2020, we spent more than **\$168 million** and devoted **8,532 volunteer hours** under the hospital's Community Benefit program. We filled the financial gaps for the care provided that isn't fully covered by insurance or government programs and for patients who have few or no resources.

montagehealth.org/communitybenefit



FOCUS AREA	FUNDS	VOLUNTEER HOURS
Building healthy communities	\$2,673,001	5,962
Health education and wellness	\$3,654,378	924
Improving access to care	\$162,196,730	794
Special care for special needs	\$301,705	852
ALL BENEFIT SERVICES	\$168,825,814	8,532

Tribute

For those who passed

Dorothy Duffy lives in Ireland. She lost her sister, Rose “Billy” Mitchell, when she died in a London nursing home after contracting COVID-19. She wrote this poem for everyone who lost someone to the pandemic.

My sister is not a statistic

Tomorrow, when the latest
Deathometer of Covid is
announced in sonorous tones,

While all the bodies still mount
and curl towards the middle of
the curve

Heaped one atop and alongside
the other

My sister will be among those
numbers, among the throwaway
lines

Among the platitudes and
lowered eyes,

an older person with underlying
health conditions,

A pitiful way to lay rest the bare
bones of a life.

My sister is not a statistic

Her underlying conditions were

Love

Kindness

Belief in the essential goodness
of mankind

Uproarious laughter

Forgiveness

Compassion

A storyteller

A survivor

A comforter

A force of nature

And so much more

My sister is not a statistic

She died without the soft touch
of a loved one's hand

Without the feathered kiss upon
her forehead

Without the muted murmur of
familiar family voices gathered
around her bed,

Without the gentle roar of
laughter that comes with
memories recalled

Evoked from a time that already
seems distant, when we were
connected by the simplicity of
touch, of voice, of presence.

My sister is not a statistic

She was a woman who spanned
the seven ages.

A mother

A grandmother

A great grandmother

A sister

A friend

An aunt

A carer

A giver

My sister is not a statistic

And so, she joins the mounting
thousands

They are not statistics on the Deathometer of Covid

They are the wives, mothers,
children, fathers, sisters, brothers

The layers of all our loved ones

If she could, believe me when
I say, she would hold every last
one of your loved ones, croon
to and comfort them and say —
you were loved.

Whilst we who have been left
behind mourn deep, keening the
loss, the injustice, the rage.

One day we will smile and laugh
again, we will remember with joy
that, once, we shared a life, we
knew joy and survived sadness.

**You are my sister ... and
I love you.**

— Dorothy Duffy, April 4, 2020

For those who survived

“ I was one of the first on the Monterey Peninsula to get really sick with COVID-19, and it’s been quite a journey. I was admitted to CHOMP on April 2, 2020, and was on the ventilator for the first 10 days. From the moment I entered the hospital, I was greeted with the utmost care, compassion, and dignity. Over my almost month-long stay, there were 100+ professionals that attended to me, which included everyone from doctors, nurses, nurses’ aides, therapists, X-ray and lab technicians, religious clergy, and all the people who sanitize the rooms, as well as those who work behind the scenes that you never see. They don’t get enough credit. I could not have made it without all of them, as well as my cherished daughter, my family, and friends from all over the globe who prayed and sent me well wishes. I left the hospital on April 28, 2020, and have started to perform music again at the Inn at Spanish Bay in Pebble Beach. My life has turned into one of gratefulness. I’ve learned how very fragile life is and that I need to be thankful for every moment. Thank you, CHOMP, for helping to give me a second chance. ”

— Andy Weis, Monterey jazz drummer, COVID-19 survivor



For staff who persevered

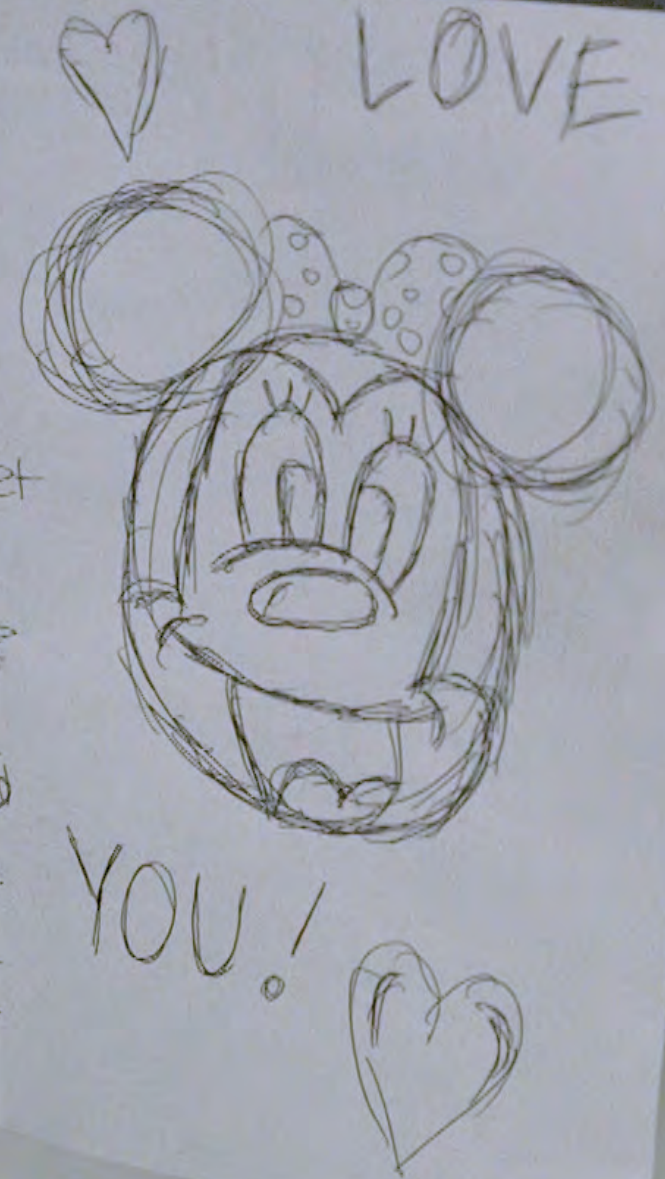
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The care provided to our community by our staff during the pandemic was, quite simply, heroic. Despite the absence of a vaccine to protect our caregivers during the early months of the pandemic, our staff stepped up and, at their own personal risk, did whatever needed to be done to care for the hundreds and hundreds of COVID-19 patients who depended on us for their care. I am grateful to work with such a dedicated, professional, and caring staff.

”

— Steven Packer, MD, President/CEO, Montage Health

Dear Nurse,
I just wanted to say
thank you for having
patience with me and
making me feel com-
fortable I appreciate
it and the warm blanket
and water of course
Keep doing you because
let me tell you're very
good at your job and
I'm no fortune teller
but I just know you'll
go far in life
P.s. sorry if it's messy my
hand was shaking





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