



2025–2026 Health Equity Plan

Mark Twain Medical Center

August 2026



Table of Contents

About Our Hospital

Meet Our Team

Mission, Vision and Value

Assessment

Health Equity Priorities

Performance

Contact Us



About Our Hospital

Mark Twain Medical Center



Hospital Overview

Founded in 1951, Mark Twain Medical Center is a 25-bed, Critical Access Hospital providing inpatient acute care, outpatient services and emergency services. The Medical Center's Medical Sta represents a broad range of specialties that ensure access to high quality medical care in a rural community. In addition to being a major provider of health services, Mark Twain Medical Center is also one of the area's largest employers. More than 350 people are employed at the hospital and six outpatient clinics. The Medical Center is a member of Dignity Health and falls under the umbrella of Common Spirit Health, the largest not-for-profit healthcare system in the nation. For more information, please visit our website at www.marktwainmedicalcenter.org.



Meet Our Team



Doug Archer
President/CEO - Mark Twain Medical Center
Health Equity Executive Champion

doug.archer@commonspirit.org



Dr. Pardeep Athwal
CMO - Mark Twain Medical Center
Health Equity Liaison

pardeep.athwal@commonspirit.org



Charanjit Singh
Director of Marketing, Communications and Philanthropy
Health Equity Liaison

charanjit.singh@commonspirit.org



Jana Carter
Director of Quality
Health Equity Liaison

jana.carter@commonspirit.org



Tina Russell
Manager of Human Resources Operations
Health Equity Stewardship Lead - Our People

nicolas.stone@commonspirit.org



Dawn Pardee
Director of Clinic Operations
Health Equity Stewardship Lead - Our Patients

dawn.pardee@commonspirit.org



Joann Marks
Chief Nursing Executive
Health Equity Stewardship Lead - Our Patients

joann.marks@commonspirit.org



Gary Arvin
Vice President of Ancillary Services
Health Equity Stewardship Lead - Our Community

gary.arvin@commonspirit.org

Mission, Vision and Values

Mission

As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Vision

A healthier future for all – inspired by faith, driven by innovation, and powered by our humanity.

Values

Compassion | Inclusion | Integrity | Excellence | Collaboration

Assessment

This assessment identifies key health equity focus areas based on a review of patient experience data and clinical scorecards. The goal is to address disparities and improve health outcomes for underserved populations within our community.

Methodology:

- Patient Experience Data: HCAHPS scores were analyzed to identify areas where patient experience was lower. Communication with Doctors was identified as a key area for improvement.
- Clinical Scorecard Review: Clinical scorecards were reviewed, focusing on age, ethnicity, race, gender, and language categories. This analysis revealed disparities in:
 - Hypertension Management: Control rates for the 18–44 age group were lower than those for individuals aged 45+.
 - Diabetes Management: Uncontrolled rates for non-English speaking patients were higher than those for English-speaking patients.
- Community Assessment: Recognizing limited healthcare access in our rural area, the assessment also considered the potential of the 24/7 Nurse Triage Advice Line to improve health equity. This resource is available to all community members, regardless of insurance status or access to traditional healthcare.



Our People, Our Patients and Our Community

Mark Twain Medical Center

Health Equity Plan Overview

Category	Goal
Our People: Monitor employee's sense of inclusion as reported on My Voice Survey	Maintain better than the system/region average on MyVoice Survey in the category of Diversity, Equity, Inclusion & Belonging (DEIB). Baseline: CY24 MyVoice Survey DEIB MTMC 3.99 CA Region 4.01
Our Patients: Enhance communication between doctors and patients, with a specific emphasis on addressing disparities in patient experience as measured by HCAHPS scores. Ensure that all patients, regardless of their language proficiency or age, receive high-quality, culturally competent care that leads to improved health outcomes. The difference in outcomes between the reference group Female (age 65 and over) and the priority group, males (age 65 and over) necessitates investigation into the underlying causes. Addressing this disparity is crucial to improving overall sepsis survival rates and ensuring equitable healthcare access and outcomes for all age groups Goal: To reduce sepsis mortality by 45% within a 12-month period, achieving a rate of 0.802 or lower.	Improve patient HCAHPS experience scores for Communication with Doctors by 5%. Baseline: CY24 Comm w/Doctors Domain TopBox 74.98 Reduce the gap for diabetes management for non-English patients to 3% Baseline: A1C Uncontrolled Rate English 18% Non-English 23% Goal: To reduce sepsis mortality by 45% from 1.458 within a 12-month period, achieving a rate of 0.656 or lower
Our Community: Promote health equity by ensuring all community members, particularly those facing barriers to accessing traditional healthcare, are aware of and can easily utilize 24/7 Nurse Advice Line resources for timely medical advice and guidance.	Increase awareness of 24/7 Advice Nurse Line and increase utilization by 5%. Baseline: CY24 RN Minutes 36,879 Total Minutes 3073 Average Monthly Minutes

Our People

At Mark Twain Medical Center, we are committed to fostering a culture of inclusion and belonging. We will monitor employees' sense of inclusion as reported in the MyVoice Survey and aim to maintain a score that is better than the system and California region average in the Diversity, Equity, Inclusion, and Belonging (DEIB) category. Our baseline, based on the CY24 MyVoice Survey, is 3.99 for MTMC compared to the CA Region average of 4.01.



Our People

I. Enhancing New Facility Orientation

Inclusive New Facility Orientation

Integrate a dedicated slide into the New Facility Orientation program that celebrates the diverse backgrounds and experiences of current staff. This will include highlighting cultural contributions and showcasing the unique talents within our workforce. The goal is to create a welcoming environment from day one, fostering a sense of belonging for new hires and reinforcing the hospital's commitment to diversity and inclusion.

II. Increasing Participation in Hospital-Wide Events

Inclusive Event Strategies

Boost participation in hospital-wide events by implementing inclusive strategies—such as featuring food trucks that represent a variety of cuisines and cultures. These efforts will foster a more engaging and welcoming atmosphere, appealing to a broader range of staff members and promoting a strong sense of community. Additional strategies will be developed and refined based on staff feedback and event evaluations.

III. Showcasing Diversity and Inclusion

Celebrating Diversity in the Facility Insight Newsletter

Dedicate a recurring section in the *Facility Insight Newsletter* to highlight diversity and inclusion. This section will feature staff profiles from diverse backgrounds, spotlight cultural events and celebrations, and share DEI-related resources. The goal is to raise awareness of ongoing DEI initiatives, promote a culture of inclusivity, and recognize the valuable contributions of all staff members.

Our Patients

We are committed to enhancing communication between doctors and patients, with a specific emphasis on addressing disparities in patient experience as measured by HCAHPS scores. Our goal is to ensure that all patients—regardless of language proficiency or age—receive high-quality, culturally competent care that leads to improved health outcomes. We aim to improve HCAHPS experience scores for Communication with Doctors by 5% from a baseline TopBox score of 74.98 (CY24). A key focus will be reducing language barriers to care, ensuring that non-English-speaking patients have equitable access to information, understanding, and support throughout their healthcare journey.



Our Patients

I. Strengthen Language Access Services

Enhance Interpreter Availability and Multilingual Materials: Expand access to in-person, phone, and video interpretation services across all care settings. Develop and distribute multilingual patient education materials—particularly around chronic disease management and treatment plans. Provide staff training on effectively utilizing language access tools to ensure non-English-speaking patients fully understand their care.

II. Multilingual Marketing and Outreach

Increase Awareness Through Culturally Relevant Messaging: Develop marketing campaigns in multiple languages to promote available services, including chronic condition management and patient rights to language assistance. Use diverse media channels such as community radio, ethnic newspapers, social media, and local organizations to reach non-English-speaking populations and build trust in care services.

III. Focus on Inpatient Sepsis Outcomes

Ensure compliance with the Sepsis Recovery Bundle. Facilitate safe patient transition from higher acuity Intensive Care Units (ICUs) to lower acuity units.
Mitigate sepsis-associated morbidity.
Prevent deterioration of baseline functional status.
Decrease hospital Average Length of Stay (ALOS) and ICU Length of Stay (LOS) through timely transition to the Recovery Phase.
Appropriate and accurate documentation

Our Community

We are dedicated to promoting health equity by ensuring that all community members—especially those who face barriers to accessing traditional healthcare—are aware of and can easily utilize the 24/7 Nurse Advice Line for timely medical advice and guidance. By increasing awareness and accessibility of this valuable resource, we aim to empower individuals to make informed health decisions and seek appropriate care when needed. Our goal is to increase utilization of the 24/7 Nurse Advice Line by 5%, building on the CY24 baseline of 36,879 total minutes and an average of 3,073 monthly minutes.



Our Community

I. Targeted Community Outreach

Community-Focused Campaigns: Launch outreach initiatives in underserved and rural areas to promote the 24/7 Nurse Advice Line. Partner with local organizations, schools, faith groups, and food banks to distribute flyers, posters, and promotional materials in multiple languages. Focus messaging on how the Advice Line supports timely, free, and accessible medical guidance for all.

II. Addressing Transportation Barriers

Community Partnerships for Access: Collaborate with local transit services, senior centers, and nonprofits to identify and support community members facing transportation challenges. Promote the Nurse Advice Line as a no-travel, no-cost healthcare option, particularly for those who may delay care due to limited access to transportation. Include resource-sharing and co-branded messaging in partner communications.

III. Digital and Media Campaigns

Multichannel Awareness Strategy: Increase visibility through social media, SMS/text message reminders, hospital website banners, and local radio or newspaper ads. Ensure culturally relevant content and translation services are used to reach non-English-speaking populations. Track engagement and adjust strategies monthly to meet the 5% utilization increase goal.

Contact Us

<https://www.dignityhealth.org/central-california/locations/marktwainmedical>



Doug Archer
President/CEO - Mark Twain Medical Center
Health Equity Executive Champion

doug.archer@commonspirit.org



Dr. Pardeep Athwal
CMO - Mark Twain Medical Center
Health Equity Liaison

pardeep.athwal@commonspirit.org



Charanjit Singh
Director of Marketing, Communications and Philanthropy
Health Equity Liaison

charanjit.singh@commonspirit.org



Jana Carter
Director of Quality
Health Equity Liaison

jana.carter@commonspirit.org



Tina Russell
Manager of Human Resources Operations
Health Equity Stewardship Lead - Our People

nicolas.stone@commonspirit.org



Dawn Pardee
Director of Clinic Operations
Health Equity Stewardship Lead - Our Patients

dawn.pardee@commonspirit.org



Joann Marks
Chief Nursing Executive
Health Equity Stewardship Lead - Our Patients

joann.marks@commonspirit.org



Gary Arvin
Vice President of Ancillary Services
Health Equity Stewardship Lead - Our Community

gary.arvin@commonspirit.org
