



**MARIN HEALTHCARE DISTRICT
BOARD OF DIRECTORS**

REGULAR MEETING

**Tuesday, January 10, 2023 @ 5:30 pm
Virtual, via Zoom**

MINUTES

1. Call to Order and Roll Call

Chair Su called the Regular Meeting to order at 5:30 pm.

Board members present: Chair Brian Su, MD; Vice Chair Edward Alfrey, MD; Secretary Ann Sparkman, RN/BSN, JD; Jennifer Rienks, PhD; Samantha Ramirez

Staff present: David Klein, MD, CEO; Eric Brettner, CFO; Colin Leary, General Counsel; Louis Weiner, EA

2. General Public Comment

There was no public comment.

3. Nomination and Election of Marin Healthcare District Officers for 2023

- A. Chair – Dr. Su nominated himself. Ms. Rienks remarked that the officers might rotate year-to-year, or to carry over to continue in two consecutive years. Dr. Alfrey agreed to doing either. There were no other nominations for Chair, and Ms. Sparkman supported Dr. Su continuing for a second year. Ms. Rienks nominated Dr. Su, and he accepted. Voting took place by roll call. Each voted affirmatively for Dr. Su. **Dr. Brian Su was elected unanimously to be Chair of Marin Healthcare District Board for 2023.**
- B. Vice Chair – Ms. Rienks nominated Dr. Alfrey to continue as Vice Chair, and he accepted. There were no other nominations. Voting took place by roll call. Each voted affirmatively for Dr. Alfrey. **Dr. Edward Alfrey was elected unanimously to be Vice Chair of Marin Healthcare District Board for 2023.**
- C. Secretary – Dr. Alfrey nominated Ms. Sparkman to continue as Secretary, and she accepted. There were no other nominations. Voting took place by roll call. Each voted affirmatively for Ms. Sparkman. **Ms. Ann Sparkman was elected unanimously to be Secretary of Marin Healthcare District Board for 2023.**

4. Approve Agenda

Dr. Alfrey moved to approve the agenda as presented. Ms. Rienks seconded. **Vote: all ayes.**

5. Consent Agenda

- A. *Move to reconfirm findings under Assembly Bill 2449 and extend Resolution MHD 2022-06 to continue virtual meetings of the Marin Healthcare District*
Ms. Rienks moved to approve as presented. Ms. Sparkman seconded. **Vote: all ayes.**
- B. *Approve Minutes of the Regular Meeting of December 13, 2022*
Dr. Alfrey moved to approve as presented. Ms. Ramirez seconded. **Vote: all ayes.**



6. Finance Report, November 2022

Dr. Klein noted that finance reports are ordinarily reviewed by the Finance & Audit Committee, which last met in October and will next meet in February.

Mr. Brettner presented the report for November 2022 (Tab #4). Net operating income for November was \$141K, favorable to budget by \$154K driven by positive investment earnings and low expenses. Year-to-date operating losses were \$474K, unfavorable to budget by \$328K, due to unrealized investment losses of \$497K. November operating expenses were considerably below budget, largely due to budgeted Covid support not incurred.

On the balance sheet, net assets and liabilities continue consistent other than in investment losses.

Dr. Su requested a summary of the District's funding of the Behavioral Health program (in MHMC and MHMN Program Support line items) for the next Board meeting. Mr. Brettner agreed.

Ms. Rienks requested a summary of the Community Education line item for the next Board meeting. Mr. Brettner agreed.

7. Committee Reports

A. Finance & Audit Committee

Dr. Alfrey reported that the Committee did not meet.

B. Lease & Building Committee

Ms. Rienks reported that the Committee did not meet, and is scheduled to meet on January 23.

8. Reports

A. District CEO's Report

Dr. Klein reported. Dr. Su mentioned the recent IJ article on the Leapfrog report, and Dr. Klein said he had no further comment beyond what he was quoted in the article.

Sub-drainage issues are being handled by McCarthy at their expense, involving substantial repairs to begin in February.

Hybrid Operating Room construction continues on schedule, to open this summer.

The buildings and grounds have held up well in the recent series of rainstorms.

Rebuild of the Behavioral Health garden space continues, supported by a generous philanthropic gift.

Details on helipad construction are being worked out and will be reported at the next Board meeting or the Board Retreat. The Retreat is scheduled for February 17 in the hospital's Inverness Conference Room. The agenda is being formed, and will include a tour of the hospital for the Board members.

The Security and Safety Team is preparing an "active threat" slide and video presentation to be made available soon to the clinics. They met today with San Quentin leadership regarding on-campus support, with Sheriff and other local law enforcement, in case of an event. An active threat shooter drill will be done in February.

There is a new Security Supervisor on board doing an annual security risk assessment. Two final candidates are being interviewed for Director of Safety and Security.

Ms. Rienks asked about the Leapfrog report and how current the data is. Dr. Klein said that the data is not current, delayed one or two years in some cases. We look at other quality measures from several other agencies that are more contemporary. Dr. Lynn Seaver-Forsey (Executive Director of Quality Services) will attend the next Board meeting and will address Leapfrog and other such entities.



B. Hospital CEO's Report

Dr. Klein reported. The long-range financial plan is near completion.

Meeting with S&P for bond rating is imminent. A "Stable" rating, such as Fitch awarded, is anticipated.

November hospital finances were strong, continuing with a positive operating margin. Patient volumes have been very high, with the hospital often at unusual maximum capacity during the holidays. Clinical efficiencies and cost reductions have proved fruitful. 2023 plans will be viewed at the Board Retreat.

A portion of the hospital FEMA reimbursement funds will be received soon. The District FEMA funds continue to be delayed in FEMA's application process.

The APeX (electronic health records system) implementation is going well and is now in the optimization stage.

Negotiations with CNA (nurses' union) continues.

Lease for Petaluma multi-specialty clinical hub has been signed, providers are being consulted for their needs, and construction will begin this spring.

Finance planning is underway for the new Ambulatory Services Building with a goal of beginning construction by early 2024.

As of today there have been 507 days without a serious patient safety event, an extraordinary marker of quality.

There is a high volume of upper respiratory infections. Covid+ patients average about 4 per day. Emergency Dept efficiencies have greatly reduced the incidents of patients "left without being seen."

The DEI initiative is underway, a 5-step process over the next 12-18 months.

Four final candidates for VP of Operations are being interviewed.

A new ad agency has been engaged. A new branding campaign is being formed and will be shown at the Retreat.

Dr. Alfrey expressed concerns about transition of care and the discharge process, and asked that the transition team discuss the process with the Board at a future meeting. Dr. Alfrey further remarked on the discharge process of communication by written and oral instructions, including follow-up phone calls, and the importance of ensuring that patients understand what they must do personally post-discharge. Dr. Alfrey expressed willingness to work with the Patient Experience Team to improve the process. Dr. Klein agreed to invite the Team to address the Board at a future meeting.

Ms. Rienks voiced concern about patients with low literacy levels being able to understand discharge instructions. Dr. Alfrey stressed that instructions in Epic are written as simple and as clear as possible for this reason. Dr. Klein noted that there is a Patient Advisory Committee that addresses issues to improve the discharge and follow-up processes.

Ms. Rienks inquired about the Social Determinants of Health Committee. Dr. Klein reported that a group met today and plans to re-start its activity.

Dr. Su inquired about the status of FEMA reimbursement. Mr. Brettner explained FEMA processes, its delays, our appeals, and that of the \$10M the hospital has asked for, about \$5M has been approved of which about \$2.6M should be received next month. Mr. Brettner and his team continue to meet bi-weekly with FEMA to work out reimbursements for both the Hospital and the District.

Public comment: Mr. Lee Domanico described his recent experience as a hospital patient here as excellent on all accounts, and thanked Dr. Klein.



C. Chair's and Board Members' Reports

Ms. Ramirez reported that this morning she witnessed the swearing-in of her colleague Mary Sackett as new County Supervisor for District 1 (San Rafael).

Dr. Alfrey reiterated his urging organizing community health care fairs in Marin City and the Canal area. "Stop the Bleed" and gun buyback should be included. Ms. Sparkman expressed a willingness to help.

Ms. Rienks noted that January is Mental Health Awareness Month and shared a link for the UCSF program focusing on child and adolescent mental health:

<https://pediatrics.ucsf.edu/events/heat-health-equity-action-time>

9. Agenda Suggestions for Future Meetings

Dr. Su said to agendize the community health fairs planning.

Ms. Rienks suggested a County HHS presentation on food insecurity, which can also be addressed by the Social Determinants of Health Committee.

10. Adjournment

Chair Su adjourned the meeting at 6:35 pm.