



**MARIN HEALTHCARE DISTRICT
BOARD OF DIRECTORS**

REGULAR MEETING

**Tuesday, March 14, 2023 @ 5:30 pm
Inverness Conference Room, and 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, BSW

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

2. General Public Comment

About 30 members of the public attended virtually and offered comments: Lynn Warner, RN, Katie Grossman, RN, April Gorham, RN. They commented on nurse contract negotiations, salary, staffing, scheduling, recruiting and retention, and nursing support staff. Ms. Warner stated that nurses have voted to strike.

3. Approve Agenda

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

4. Move to reconfirm findings under Assembly Bill 2449 and extend Resolution MHD 2022-06 to continue virtual meetings of the Marin Healthcare District

Dr. Alfrey moved to reconfirm as presented. Ms. Rienks seconded. **Vote: all ayes.**

5. Approve Minutes of the Regular Meeting of February 14, 2023

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

6. Disclosure of Action Taken at Board Special Closed Session, February 17, 2023

Dr. Klein reported on the Board's Annual Retreat closed session on February 17. No action was taken at that meeting, at which several topics were discussed:

- Update on MarinHealth Medical Center's 2021-2026 strategic plan.
- New MarinHealth branding launch.
- Refreshing the brand of Marin Healthcare District. To be discussed at this meeting tonight.
- 2022 Community Health Needs Assessment.
- Update on MarinHealth's Community Benefit activities.
- Community Health Outreach Programs.
- Update on inpatient and outpatient Behavioral Health program.
- The Board was given a tour of the hospital.

As action plans on the above items are refined, they will be brought forward to the Board in Regular Open Session.



7. Marin Healthcare District Rebranding

Ms. Jill Kinney, VP of Marketing and Communications, presented (Tab #3) the proposed process of redesigning the MHD logo and website. The process proceeds from discovery questionnaire of stakeholders to research, mood board, logo concepts, logo refinement, and final logo library and guidelines. Estimated cost is \$12,000-\$15,000.

It is proposed to use the design firm that MarinHealth is using for the current MarinHealth rebranding. To explore options, Dr. Alfrey suggested that the job be put out for 3 additional Requests For Proposals (RFPs). The Board members generally agreed. For community inclusion, Ms. Rienks suggested that RFPs be extended to local colleges, high schools and middle schools. The Board members generally agreed. The proposals would be reviewed by the Board's Lease and Building Committee in special study sessions and then brought before the full Board. This process will be reviewed and discussed at the next meeting of that Committee.

8. Committee Reports

A. Finance & Audit Committee

Dr. Alfrey reported that the committee met on February 28. They went over financials for December (year-end) and January, and discussed the investment portfolio diversification to include up to 20% equities rather than continuing with 100% bonds. FY 2022 ended with operating loss of about \$214K and loss of investment of about \$580K due to the highly volatile market. January 2023 operating income was about \$125K favorable to budget and investment earnings were about \$112K favorable to budget, again due to the continuing volatility in the market.

B. Lease & Building Committee

Ms. Rienks reported that the Committee met on March 8 and will meet again on March 22 to organize the upcoming seminar on adolescent eating disorders. Dr. Sarah Lowenthal and Dr. Zachary Schwab are proposed panelists for the hybrid event on May 23 at a location in San Rafael.

Ms. Rienks asked the Board for their suggestions of topics for future seminars, and offered a list of several suggestions, stressing strongly for "perinatal mood and anxiety disorders." Dr. Su suggested not calling these events "seminars" and Ms. Ramirez agreed, stressing that such events should be structured to be interactive and more inviting than seminars or lectures.

Dr. Su stressed the importance of publicity and doing all that's necessary to have the public respond and attend. Ms. Rienks suggested co-sponsoring with community groups. Dr. Klein noted that Ms. Kinney had presented details of a media campaign at the Committee meeting, and Ms. Kinney added that she had gotten an enthusiastic response from a local mom's group about this next event.

Discussion continued about MHD presenting community health events. Dr. Alfrey strongly urged moving forward with planning, noting that he has had much experience doing community health fairs and that he would help with this project. Mr. Rienks noted that this was indeed discussed by the Committee at the last meeting, and that it may be effective to partner with an event and to be included in existing community events in San Rafael and Marin City, and that Ms. Kinney will research community calendars. Dr. Alfrey disagreed, in that Marin Healthcare District should take the lead with singular focused events for the communities rather than trailing on existing events. Ms. Ramirez noted that there are always people around the Al Boro Community Center in the Canal Area, and that a visible event there would attract people easily and naturally, providing a service to the community. This will be discussed further at the next meeting of the Committee.



9. Reports

A. *District CEO's Report*

Dr. Klein reported that McCarthy Construction, at their expense, will be working to repair sub-drainage problems underneath the Oak Pavilion. The work will begin in April and will create some disruption.

Lease for Petaluma medical hub has been signed in pursuit of outpatient growth in the north bay, including Napa and Santa Rosa.

New practices in the network include dermatology in Novato and Terra Linda. Orthopedic surgical specialties will be added.

Cardiac surgery program will launch with 3 new minimally invasive cardiac surgeons from UCSF. Nephrology group is joining the Medical Network.

The network is targeting recruitment of 25 to 30 physicians this year, at least 6 of which will be primary care.

Planning is underway for a cosmetic refresh of the Cedar Pavilion cardiac services areas.

Budget is being finalized for the nuclear medicine project, with some philanthropic support.

Pharmacy compounding room is being redesigned and rebuilt.

Plans are finalizing for replacement of MRI outpatient at 1260 South Eliseo.

Project is underway to enhance and improve signage and wayfinding.

B. *Hospital CEO's Report*

Dr. Klein reported that he presented the quarterly virtual Town Hall for all staff earlier today, at which he read a letter from a grateful patient. The patient expressed in detail that each of the many caregivers they touched was “friendly, efficient, and professional.” Dr. Klein read that letter to the Board and expressed his thanks for all staff throughout the organization.

January finances were favorable, exceeding budget, owing largely to high volumes. Investment income was favorable, and EBIDA was positive. Expenses exceeded budget because of high volumes and premium labor/travelers filling staffing vacancies.

FEMA fundings for both the District and the hospital are still not received.

A consultant may be hired to perform a master facility plan to evaluate what structural and physical space needs will be in 5/10/15 years. Seismic requirements, demographic planning, inpatient vs outpatient, stemming outmigration, etc., will be included in the planning.

Negotiations with CNA continue in good faith with a goal of averting a work stoppage.

The SCORE safety survey of staff is now underway.

The employee engagement survey was completed in December 2022, showing improvements over the previous year in most all categories. Opportunity exists to better inform employees about the organization's finances.

Inpatient diabetes recertification survey recently passed successfully with no findings.

Primary stroke recertification survey recently passed successfully. Other surveys in 2022 included Joint Commission, CDPH, CAP lab survey, and trauma certification with no findings.

Other recent distinctions include: CMS Overall Star Rating, 4 out of 5; Vizient Top 10 Medical Center for Patient Safety, nationally; Blue Distinction Center for Medical Excellence for Maternity Care; zero deficiencies in CDPH's inaugural hospital acquired infection survey; High Performer, California Maternal Quality Collaborative Honor Roll; Maternity High Performance Award from BETA Health; and others.

In Emergency, our “left without being seen” rate is at an all-time low, while Emergency daily censuses are at record highs, owing to throughput initiatives and the excellent work of the ED staff.

Dr. Klein will soon be meeting with the Marin IJ Editorial Board to update on the hospital.

A new Vice President of Operations will soon be hired and on board.



DEI initiative is well underway, a 12-18 month project.

Dr. Alfrey added comments in support of nurses in response their earlier comments.

Ms. Rienks added comments in support of Dr. Klein's earlier comments on helping staff to understand the financial demands and realities of the hospital organization.

Dr. Su allowed additional comments from the nurses present.

C. Chair's and Board Members' Reports

Ms. Ramirez reported that she is a member of Marin Women's Commission and is participating in a major event, "Marin Teen Girl Conference" on March 26.

There were no other reports submitted.

10. Agenda Suggestions for Future Meetings

Ms. Sparkman suggested an update on surprise billing. Dr. Klein agreed to bring that to the next Board meeting.

Ms. Rienks suggested a presentation on "food insecurity." Dr. Klein reported that an expert has agreed to present at the next Board meeting.

Dr. Alfrey reiterated a request on a presentation on the hospital's discharge process and follow-up, especially for Spanish-speaking patients. Dr. Klein agreed that a presentation can be made at the next Board meeting.

Dr. Su allowed additional comments from the nurses present.

11. Adjournment

Chair Su adjourned the meeting at 7:09 pm.