



**MARIN HEALTHCARE DISTRICT
BOARD OF DIRECTORS**

REGULAR MEETING

**Tuesday, September 12, 2023 @ 5:30 pm
Inverness Conference Room
and via Zoom Teleconference**

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 (via Zoom), JD; Jennifer Rienks, PhD (via Zoom); Samantha Ramirez, BSW
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. Approve Agenda

Dr. Alfrey moved to approve the agenda. Ms. Ramirez seconded. **Vote: all ayes.**

4. Move to reconfirm findings under Assembly Bill 361 and extend Resolution MHD 2023-02 to continue virtual meetings of the Marin Healthcare District Board of Directors

Dr. Alfrey moved to approve. Ms. Sparkman seconded. **Vote: all ayes.**

5. Approve Minutes of the Regular Meeting of August 8, 2023

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

6. Update: Access to Primary Care in Marin

Dr. Klein presented a slide deck (posted on the MHD web page of this meeting) on patient access to primary care. Nationwide there is a shortage of access, and MarinHealth is working to meet the demand locally. The slides presented:

- *Access to Care: The Patient's Journey* – A circular flow chart of the elements of discovery & access, care & service, follow-up & well-being
- *Measuring Access: Barriers/Opportunities* – Primary and secondary metrics of access, and their barriers and opportunities. The MH Network currently has room for 10-17 providers
- *Access Governance* – An org chart with a foundation of several task forces that identify aspects of access, flowing upward through committees to the executive council
- *Primary Access Point* – Having sufficient access to providers: Retention and recruitment of physicians and advance practice providers (APPs), and providing sufficient and expanding physical facilities
- *Primary Care Reality in our Community* – A recruiting strategy showing the number of current physicians and APPs, incoming providers, recruiting pipeline, and 2024 budgeted additions



- *Strategic Growth: Clinic Development* – Map of Marin and north bay showing successful ambulatory clinic growth over the last 18 months with a focus on expansion
- *Building a Comprehensive Support Team* – Centralized support services that address provider burn-out, a culture of safety, and to alleviate the providers' burden to allow for more access

In summary, the following points were emphasized:

- Access is a serious issue at MarinHealth
- Primary Care Providers are not easy to recruit: supply and demand is misaligned
- Alleviating the providers' burden can help create some access
- Create awareness in the community around APPs and increase APP presence and purpose
- Creating efficiencies in the patient experience will help staff be more efficient and thus support the providers appropriately
- Look to Technology and Innovation as complementary solutions

Discussion followed on the national shortage of medical students choosing primary care while choosing more lucrative specialty practices. Ms. Rienks suggested that a national response and strong advocacy of, e.g., AHA, CHA, etc. may urge Federal efforts toward solutions.

Discussion followed on making it easier for patients to know if a clinic is accepting new patients, through real-person phone contact lines, website icons/badges indicating open status, etc.

7. Update: Public Health Priorities in Marin 2023-24

Matt Willis, MD, MPH, Marin County Public Health Officer, addressed the Board and displayed a slide deck (expanded from the packet's Tab #3 and posted on the web page of this meeting). Dr. Willis thanked the District and the Hospital for support and action during the pandemic over the past three years.

Marin County public health priorities for 2023-2024:

- Overdose prevention
- Public health impacts of climate change
- Outbreak prevention and control
- Reducing gaps in life expectancy
- Pandemic recovery

Marin County public health strategic focus for 2023-2024:

- Public health communications
- Data and outcomes
- Partnerships
- Focus on equity
- Innovation

For each of the priorities listed, Dr. Willis provided supporting details, data, and action strategies and responses.

For the points of strategic focus, he provided examples of supporting tools and response mechanisms in place. Partnerships are the most important strategic focus since public health threats are complex and require cross-sectional action. Community Response Teams are innovative and effective partnerships tools.



In summary:

- Marin County Public Health is shifting from pandemic response to new normal
- Building on lessons of the pandemic, we have identified 5 topic areas and 5 core competencies to focus on
- Overdose prevention and building resiliency to the effects of climate change are our highest priority topics
- Maintaining trust through the effective use of data and clear communications is critical
- We will maintain partnerships and practices that were proven during the pandemic to protect Marin residents

Marin Public Health requests that MarinHealth remains engaged as a strategic partner through ongoing collaboration including data sharing, joint communications, and funding for select projects.

Dr. Alfrey stressed the importance of preventing, diagnosing and treating of chronic illnesses as a greater priority than those priorities presented here.

Ms. Rienks supported the priorities presented here, and commended the use of wastewater monitoring.

Ms. Ramirez commented on the need for all public health communication to also be in Spanish, and for Narcan to be more easily available in schools.

Dr. Klein opened discussion on the e-bike injury crisis, and asked the County to assist in evidence-based strategizing for advocating for regulatory action; presenting joint educational events was suggested.

Dr. Su discussed a desire to see physician education for safe prescribing of opiates.

The Board thanked Dr. Willis, and he departed the meeting.

Ms. Rienks announced the need for her to leave the meeting at this point, and noted that the “MHD Re-branding RFP” item in the Committee Reports will be tabled due to an error. She then departed the meeting.

8. Healthcare Advocacy and Emerging Challenges and Trends

Dr. Klein reported. This month, Gov. Newsom signed historic budget legislation that renews the state’s managed care organization tax with majority of that funding going into MediCal for the first time in 2 decades. Provider rates will increase for primary care, maternity care, and non-specialty mental health services. Phase 2 will fund specialty care.

CMA has led the Coalition to Protect Access to Care, a broad group of healthcare organizations seeking to provide permanent MediCal provider rate increases, through a ballot initiative in November 2024.

CA Senate Bill 525 seeks \$25/hr minimum wage for all healthcare workers. CHA opposes it, as it would adversely affect the ability of struggling small hospitals to remain viable. CHA has created a tiered minimum wage structure that will be proposed to be included in the bill.

9. Committee Reports

A. *MHD/MHMC Boards Joint Nominating Committee*

Dr. Klein reported that the MHD MHMC Joint Nominating Committee met on September 6 to interview a candidate, Ms. KC George, recommended by the MHMC Board to be seated on that Board. In accordance with the requirements stated in the MHMC Bylaws, she will be presented for final review and approval by this MHD Board at the next Regular Meeting.

B. *Finance & Audit Committee*

Dr. Alfrey reported that the committee did not meet and has nothing to report.



C. Lease & Building Committee

Ms. Rienks remarked earlier that the “MHD Re-branding RFP” item is tabled.

Ms. Jill Kinney reported that the Community Health Seminar on the subject of skin cancer will be held on Wednesday, October 18 in person in the MHMC Conference Center. The seminar will be presented by a dermatologist. There will not be screenings given, as was earlier considered. Promotion for the event will begin soon.

The committee is discussing planning and presenting a “Healthy Eating for the Holidays” event later in the year.

Dr. Su suggested that the committee consider a seminar on the subject of e-bike safety, specifically addressing safety, injury incidence, and advocacy. Ms. Sparkman has connections with the Marin Bicycle Coalition and agreed to contact them on this.

Ms. Ramirez and Dr. Alfrey reported that the MHD “We Care About Your Health” Fair at Pickleweed Park in San Rafael on August 26 was very successful, fun, interactive and educational for families. Important diagnostic results given for hypertension and diabetes. Pictures of the event (Tab #8) were shared. Nurses from the Braden Diabetes Center, and Ms. Kinney’s staff, all helped out.

10. Reports

A. District CEO’s Report

Dr. Klein reported that he, Ms. Rienks and Ms. Ramirez will be attending the ACHD Annual Meeting later this week.

Final construction issues in the Oak Pavilion are now being completed.

The new hybrid OR will open at the end of this month. Training will begin and all agency approvals finalizing, with first case in mid-October.

The new outpatient behavioral health garden will be completed in November, funded by a generous benefactor.

Construction of the new Petaluma medical hub is underway.

The MarinHealth Medical Network Spine Institute opens this week, let by Dr. Su, Dr. Naidu, and Dr. Sponzilli.

B. Hospital CEO’s Report

Dr. Klein reported that volumes are slightly lower, though Emergency volumes continue very high.

The 2024 budget process by Mr. Brettner and his team continues diligently.

The first FEMA reimbursement tranche has been approved and is expected soon, with the second expected by year-end. The process of communication and filing with FEMA has been quite difficult. A letter to Rep. Huffman was sent to inform him of the process and challenges.

The Master Facility Plan is being completed, planning for the organization for 2030 and beyond, what buildings will be needed to meet the future demands of inpatient/outpatient care. The MHMC Board will address this at their retreat in October, after which it will be brought to this Board.

Labor negotiations with Teamsters clerical was settled without a work stoppage. Next is NUHW and Local 39 Engineers.

Innovation Council is being formed to address AI resources in the hospital setting.

Cardiology group here just did their 300th Watchman procedure, putting us as one of the busiest programs in the Bay Area.

Improvements and innovations are making a difference in the patient experience.



C. Chair's and Board Members' Reports

Dr. Alfrey would like to put together another Health Fair for Marin City. Ms. Kinney agreed to begin planning with him and Ms. Ramirez, and will work on the budget.

Ms. Ramirez announced she is beginning a new job with the County of Marin in Behavioral Health Dept.

Ms. Sparkman reported that she attended the County Senior Fair recently and it was excellent. She suggested more staffing at the MarinHealth table, and that the District be represented at that table in the future.

Ms. Sparkman asked about the hospital's graduate nurse program. Dr. Klein explained that about 30 new graduate nurses have been hired on since the beginning of 2022, funded by philanthropy, and is proving successful.

11. Agenda Suggestions for Future Meetings

Marin Commission on Aging.

Patient demographics.

Adding a third committee to run the community health events, or re-name the Lease & Building Committee since that is mostly what they now do.

Invite the Marin Bicycle Coalition to discuss e-bikes. Contact is Wendi Kallins, who works with the schools on biking.

12. Adjournment of Regular Meeting

Dr. Su adjourned the meeting at 7:28 pm.