



**MARIN HEALTHCARE DISTRICT
BOARD OF DIRECTORS**

REGULAR MEETING

**Tuesday, September 13, 2022 @ 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; Larry Bedard, MD; Jennifer Rienks, PhD

Staff present: David Klein, MD, CEO; Colin Leary, General Counsel; Liz Lasnier, Controller; Louis Weiner, EA

Staff absent: Eric Brettner, CFO

2. General Public Comment

Kerry Savola-Levin and Alissa Vannet from Kaiser spoke as to why Kaiser's behavioral health therapists are striking, and asked for support in their appeals to Governor Newsom.

3. Approval of Agenda

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

4. Approval of Minutes of Regular Meeting of August 9, 2022

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

5. HCAHPS Improvement Recommendations and Best Practice

Ms. Lynn Seaver-Forse (Exec Dir of Quality) and Ms. Anna Sellenriek (Exec Dir of Patient Experience) presented (Tab #2) on Patient Satisfaction Best Practices. The reporting survey is HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) composed of 29 items of aspects of a patient's hospital experience.

Patients are asked by our vendor to complete the survey via phone or mail; CMS does not allow electronic response. Our response rate is about 25%.

For improvement of patient satisfaction, best practices include improvements in strategic cohesive teamwork, patient communications tools, patient and family involvement, and engagement with service staff such as concierge, greeters and escorts.

Discussion ensued on overcoming of staff challenges, including scheduling, focusing skill sets, burnout, and overall culture improvement. APeX EHR system will help improve the patient experience through better access to, and management of, patient records and clinical data.



Three of the most important activities supporting patient experience are leadership rounding, staff engagement with patients and families, and managing successful patient handovers to caregivers.

The patient discharge communication process includes discharge paperwork, and gestures of hospitality. Discharge process improvements will include better scripting of instructions. Certified interpreters are used for non-English speakers. Patients are told they will be receiving a discharge follow-up call.

6. MHD Legal Fees 2022 and 2023

Mr. Leary displayed the FY 2023 Budget (approved at the previous Board meeting). In 2022, Legal Fees were budgeted at \$45,000. For 2023, Legal Fees are budgeted at \$60,000.

In 2021 and 2022, there was a high volume of Public Records Act requests regarding construction litigation. Such requests required highly detailed, invasive, and engaged legal work. Two categories of cost were incurred: Direct legal bills of about \$60,000 in 2021-2022, all of which was absorbed by the Hospital. About \$28,000 was paid by the District to vendor Blackstone Discoveries for email/document search, analysis, and response actions. About \$20,000 will be incurred for expenses unrelated to construction litigation.

7. MHD Election Update

Dr. Klein read a memo from the County of Marin Elections Department. At the November 8, 2022 election, there will be no election of MHD Board candidates because each of the candidates are unopposed:

- Samantha Ramirez in Division 1
- Brian W. Su in Division 3
- Jennifer Rienks in Division 4

The memo states, “Candidates listed in this report will be appointed in-lieu of election prior to the first regular meeting in December by the supervising authority and will take office and serve as if elected at the November election.”

With no election there will be no election expense. The District’s 2022 election budget is \$130,000 and will thus not be incurred.

Ms. Samantha Ramirez was in attendance at this meeting, was warmly welcomed, introduced herself and briefly spoke of her background and goals.

8. Hospital Security and Threat Management Update

Dr. Alfrey reported that he met with Mr. Vernon Moreno, VP of Support Services, who sent a letter that will be included with the minutes of this meeting (attached).

Meetings have begun with law enforcement: County Sheriff; San Quentin; local agencies. Education will include annual staff training; active threat drill exercise next month; Safety and Security leaders attending webinar by Hospital Council; lockdown procedures with onsite contracted officers.

Dr. Klein noted that, for the clinics, assessments and education and learning modules will be made available.



9. Committee Reports

A. Finance & Audit Committee (did not meet, next meets Oct 18)

Dr. Alfrey stated that the committee did not meet and there is nothing to report.

B. Lease & Building Committee (met August 22, next meets Oct 10)

Ms. Rienks reported that the committee is working on the next webinar, “Health Effects of Climate Change.” Panelists will include Mr. Chris Tubbs of the Southern Marin Fire District, and Dr. Lisa Santora of Marin Health and Human Services. Another panelist is being sought.

The webinar date is to be determined, and it was agreed for it to begin in the early evening at 6:30 pm (rather than the daytime).

The topic of the following webinar will be on “Eating Disorders and Mental Health.”

10. Reports

A. District CEO’s Report

Dr. Klein reported that he’ll be attending the ACHD Annual Meeting this week in Orange County. Dr. Bedard will also be attending.

The Hospital’s new gardens and balconies are approved by CDPH for full use. Thus, all access points in the Oak Pavilion are open.

McCarthy continues to work on finishing remaining construction issues, including repairs to flood damage and drainage issues.

The connection between the Oak Pavilion and Cedar Pavilion is now complete and open.

The Hybrid OR construction continues on schedule and on budget.

The labor tubs in L&D are now repaired.

To handle anticipated increased patient load, expansion into the 5th floor Redwood Pavilion is underway.

B. Hospital CEO’s Report

Dr. Klein reported that he, Mr. Brettner and Ms. Lasnier recently presented to the Fitch Bond Rating Agency, and they received the report very favorably. Though most hospital bond ratings have downgraded, we have maintained our BBB Stable Rating. Bond counsel has noted this as a significant victory.

The hospital’s YTD adjusted discharges are 13% higher compared to 2021; admissions are 10% higher; deliveries are 13% higher; outpatient surgeries are up 37%; ER visits including urgent care are up 28%.

APeX go-live was 6 weeks ago and is going well. Staff are doing very well, working hard together for success, overcoming challenges, and are to be commended. It may take 6 to 12 months to come up to full speed.

Dr. Klein hosted an off-site MHMC Leadership retreat today with a special inspirational guest speaker Rich Bluni, RN.

Work continues with UCSF in recruiting specialists, most recently one new vascular surgeon, and four new cardiovascular surgeons.

Primary care network growth includes six new recruits this year, with more sought.

Work continues on improving patient access.



ED procedures and protocols are initiated to reduce wait times and significant progress is already being made.

Plans continue for financing construction of the new Ambulatory Services Building.

The Joint Commission Survey is expected at any time, and all staff are prepared.

Today marks 388 days without a serious patient safety event, an excellent indicator of the culture of patient safety.

Dermatology Consultants of Marin is now a part of the Medical Network.

Negotiations with CNA are continuing.

Nurses are being recruited at a record pace. New nursing grads are being hired. Focus is on retention.

Dr. Klein will be writing a quarterly opinion/information piece in the IJ.

The Marin Healthcare District Annual Newsletter is being rewritten to reflect the election update, and will be sent in October.

Dr. Alfrey offered comments of congratulations and gratitude on the Fitch bond rating and on the fulfillment of the APeX electronic medical record system implementation. He added that APeX saves him at least one to two clinical hours each day.

C. Chair's and Board Members' Reports

Dr. Su commented on the public comments earlier this meeting regarding the Kaiser behavioral health labor action. He and Dr. Klein will discuss it offline.

There were no further reports.

11. Agenda Suggestions for Future Meetings

None submitted.

12. Adjournment

Chair Su adjourned the meeting at 6:58 pm.

Weiner, Louis N

From: Alfrey, Edward
Sent: Wednesday, September 14, 2022 10:11 AM
To: Weiner, Louis N
Subject: Fwd: Board Report - Safety and Security

Hi Louis. Here is the report from Vern for the board minutes. Thanks

EA

Sent from my iPhone

Begin forwarded message:

From: "Alfrey, Edward" <Edward.Alfrey@mymarinhealth.org>
Date: September 12, 2022 at 10:20:18 PM PDT
To: "Moreno, Vernon" <Vernon.Moreno@mymarinhealth.org>
Subject: Re: Board Report - Safety and Security

Thanks

EA

From: Moreno, Vernon <Vernon.Moreno@mymarinhealth.org>
Sent: Thursday, September 8, 2022 3:52 PM
To: Alfrey, Edward <Edward.Alfrey@mymarinhealth.org>
Cc: Donaldson, Leslie <Leslie.Donaldson@mymarinhealth.org>
Subject: Board Report - Safety and Security

Dr. Alfrey,

Attached for your review and sharing with the board is the update for September as to where we are at with safety and security. I can be available to address any questions you may have ahead of the board meeting. I look forward to advancing the numerous objectives in the months ahead

Respectfully,

Vernon Moreno, MHA

Vice President of Support Services

O: 1-415-925-7417 | **M:** 1-415-233-2140 | **F:** 1-415-925-7462



Support Services / Facilities Planning &
Development
250 Bon Air Road
Greenbrae, CA 94904
www.mymarinhealth.org

CONFIDENTIALITY NOTICE: This email message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized review, use, disclosure or distribution is prohibited. If you are not the intended recipient, please contact the sender by reply email and destroy all copies of the original message.



September 8, 2022

Dr. Edward J. Alfrey
Vice Chair, Board of Directors
Marin Healthcare District

Dr. Alfrey,

Safety at MarinHealth remains a key area of focus and study to incorporate best practices that increase workplace safety and security at the Medical Center and in our medical practices in Marin, Sonoma and Napa Counties. The following represents our progress to date, timelines and next steps

- Partnership with Law Enforcement agencies
 1. San Quentin
 - a. Meeting held with San Quentin representatives, confirming their commitment and responsibility to have their officers respond internally to any active threat immediately after ensuring prisoner security. San Quentin will reinforce with core officer group of twenty (20) officers who routinely provide oversight at MarinHealth. This serves as the most expeditious response for an armed officer to an active threat until additional law enforcement agencies can arrive.
 2. Marin County Sheriff's Office (MCSO)
 - a. Follow up meeting being scheduled with MCSO to continue focus on facility orientation and emergency access. Enhancements to date include facility floor plans and emergency access cards placed in patrol vehicles assigned to our patrol location. Facility walkthroughs in Q4 being planned.
 - b. Meeting held this past week with MCSO representatives from their Special Response Team that included an initial orientation of the campus. A follow up meeting to occur in October.
 3. Remaining Law Enforcement Jurisdictions
 - a. Meetings planned in Q4 with law enforcement agencies supporting our external facilities to include Sausalito, Mill Valley, Central Marin, San Rafael, Novato, Petaluma, Santa Rosa, Sonoma, and Napa. Our focus will be to understand each agencies response structure and to orient them to our facilities.
- Education
 1. Annual Healthstream education of staff which includes elements of active threat material due to be completed by all employees September 30, 2022. We plan to modify the training material in advance of 2023 requirements to include issuing supplemental education to high-risk area of the Hospital and Clinics before end of year.
 2. Active Threat table top drill exercise targeted for October, 2022.

Administration

250 Bon Air Road, Greenbrae, CA 94904 | O 1-415-925-7100 | F 1-415-925-7933

www.mymarinhealth.org



3. Safety and Security Leaders attended an Active Threat Webinar sponsored by the Hospital Council Northern & Central California on August 23, 2022. Material presented will be incorporated into education and training material for the MarinHealth enterprise and be available at a future date to community providers.
4. Lockdown procedures being reinforced with onsite contracted officers at the Medical Center.

Respectfully submitted,

A handwritten signature in blue ink that reads "Vernon Moreno".

Vernon Moreno, MHA
Vice President of Support Services

Administration

250 Bon Air Road, Greenbrae, CA 94904 | O 1-415-925-7100 | F 1-415-925-7933

www.mymarinhealth.org