



**MARIN HEALTHCARE DISTRICT  
BOARD OF DIRECTORS**

**REGULAR MEETING**

**Tuesday, March 9, 2021 @ 5:00 pm  
Via Webex Teleconference**

**MINUTES**

**1. Call to Order and Roll Call**

Chair Rienks called the Regular Meeting to order at 5:02 pm.

*Board members present:* Chair Jennifer Rienks; Vice Chair Brian Su, MD; Secretary Ann Sparkman; Director Edward Alfrey, MD; Director Larry Bedard, MD

*Staff present:* David Klein, MD, CEO; Eric Brettner, CFO; Rebecca Maxwell, Dir.

Behavioral Health; Joan McCready, Dir. Quality; Louis Weiner, Executive Assistant

*Counsel present:* Colin Coffey

**2. General Public Comment**

Jonathan Frieman, member of the MHD Citizens' Bond Oversight Committee (CBOC), insisted that real-time closed captioning be provided for this and each MHD teleconference public meeting. Dr. Klein agreed to have it provided in time for the March 29 CBOC meeting, and at each MHD teleconference public meeting thereafter. Ms. Rienks agreed, citing ADA requirements.

**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 February 9, 2021**

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

**5. MHD Response to Marin County Civil Grand Jury Report: "Opioid Misuse: Strengthening Marin County's Response"**

Dr. Klein presented the District's response submitted to the Grand Jury on February 24, 2021, in advance of the March 14, 2021 deadline. This was presented for review to the Board by Ms. Rebecca Maxwell at the Board's January 12, 2021 meeting. The response details and explains (1) agreement with the Grand Jury's findings, and (2) MarinHealth's implementation of the Grand Jury's recommendations. The District's response has been received by the Grand Jury and is now on public file online.

For the adding and retaining of substance use navigators, MarinHealth will submit detailed cost-benefit analysis reassessments at the end of each fiscal year 2021 and 2022.



Ms. Maxwell commented on the good work of MarinHealth's substance use navigator in placing patients in care facilities. Dr. Klein thanked and commended Ms. Maxwell and Ms. Mary Hard (Finance) for their work on this report.

**6. Approval of Resolution MHD 2021-04: In Support of SB311: Compassionate Access to Medical Cannabis Act, "Ryan's Law"**

Dr. Bedard presented the resolution and gave a brief history of Senate Bill 311, "Ryan's Law." It is being heard in committee tomorrow, and he will attend and testify. He explained that this resolution would be an expression of support by the Board with no financial implication.

This bill would allow terminally ill patients to use medical cannabis in hospitals. Discussion ensued on the inpatient use of cannabis, acknowledging that it remains a Schedule I drug at the federal level which MarinHealth will continue to observe.

There was no public comment and no further discussion.

**Vote on the Resolution by roll call: Bedard, aye; Alfrey, aye; Sparkman, abstain; Su, aye; Rienks, aye. The motion carried by majority.**

**7. Review of Q3 2020 Report of MarinHealth Medical Center Performance Metrics & Core Services**

Dr. Klein presented the report as approved by the MHMC Board of Directors at their regular meeting of March 2, 2021.

The hospital's Finance metrics for Q3 2020 show being "at risk/not in compliance"; however, the forthcoming Q4 2020 Annual Report should show recovered compliance with a positive EBIDA and sufficient coverage of loan and bond debt. The Strategic Plan was not presented in 2020 but will be updated in Q2 2021. All of the other performance metrics are in compliance.

Patient satisfaction scores (Schedule 1: HCAHPS) were adversely affected by stresses from COVID and the move into the new hospital. Leadership strategic initiatives are in place to respond to and improve the patient experience.

In Clinical Quality Metrics (Schedule 3), the adverse number for thrombolytic therapy was due to an abstraction error which was noticed in Q4 and not correctible. Sepsis continues to be challenging and there are continued efforts to improve them. Emergency Dept. throughput continues to be a focus of clinical efficiency improvements. Dr. Alfrey commended the hospital's Surgical Site Infection Committee for their work in reducing incidents of central line and catheter associated infections. Ms. Joan McCready (Director of Quality) commented that the current data for C. diff infections shows significant improvement over this Q3 report due to improved and proper testing. Ms. Rienks asked that more recent clinical quality data be made available with each quarterly report to the Boards.

Nursing turnover data shows Q3 re-modeling consolidation of nurse staffing in Labor & Delivery / Postpartum care.

**8. Report: MHMC Board Bylaws Review**

Dr. Klein reported that the consultant has completed the review of the MHMC Bylaws and has presented the findings to the MHMC Board with no action yet taken. That Board will have a special session with legal review before presenting to the District Board in two



public readings for final approval. He will give a preliminary presentation on March 24 to the District Lease & Building Committee in special study session of the full Board.

#### **9. COVID Report and Vaccine Administration**

Dr. Klein reported that there are only 2 COVID patients in the hospital today, 1 in ICU. MarinHealth has administered about 5,000 doses to staff and caregivers, about 5,000 to community members. On April 1 the vaccination clinic will be moving to join the County operation at the Civic Center. Super Saturdays have begun to vaccinate teachers and school staff. The County's goal is to have everyone in Marin vaccinated by the end of June.

Commenting on the issue of Blue Shield possibly taking over vaccination administration state-wide, Dr. Su and Dr. Klein agreed that MarinHealth and the County are doing very well, and that most other counties have stated that they are succeeding well without such interjection.

Dr. Klein added that the hospital's visitor policy is opening up as some restrictions are being relaxed; everyone is still being screened upon entry.

#### **10. COVID Task Force Report**

Dr. Su reported that the Task Force met on February 23. The FEMA application was submitted for reimbursement of \$366k, and we may receive 100% of that.

One mobile testing van is still active. Funds for the second van have been shifted to aftercare services in nursing homes. The need for such aftercare is easing because of vaccinations. Funds thus leftover are pivoting to staffing for vaccination clinics. Funding needs change quickly, e.g. wheelchairs were purchased for those clinics; Ms. Rienks reconfirmed that the Task Force has the Board's permission to shift approved funds as needs change.

Regarding variants of the virus, there is a need for surveillance over the next 6 months. Funding may be needed for sending sample tests to the state lab. The Task Force will discuss this process and cost.

#### **11. ACHD Governance Toolkit, Session 1: Community Engagement**

ACHD (Association of California Healthcare Districts) has produced a series of 6 governance toolkit presentations. The Board viewed the first video, "Community Engagement."

After viewing, the Board discussed the content and agreed that the concept of "Community Plunges" is worth pursuing. Ways to interact with the community could take many forms to respond inclusively to the public's questions, concerns and needs surrounding health care and population health.

#### **12. Committee Meeting Reports**

##### *A. Lease & Building Committee*

Ms. Sparkman reported that the next meeting will be on March 24, a special study session of the full Board, to discuss the process of the MGH bylaws review, and to plan the next Community Health Webinar, "Teen Mental Health in the Time of COVID."



*B. Finance & Audit Committee*

Dr. Bedard reported that next meeting of the committee will be March 16.

**13. Reports**

*A. District CEO's Report*

Dr. Klein reported construction of the new hospital is near complete, with the final 2 items to be completed within the week, after which the full license will be issued. Other final 2 separate projects will be completed by the end of May.

Plans for the Ambulatory Services Building received IJ press coverage this week. The permit process is proceeding, though no decision has yet been made on proceeding with funding and construction.

An alternate less costly plan for the main lobby reconstruction is underway to improve entry, hospitality, and wayfinding to the new Oak Pavilion.

Plans for the Board's Annual Retreat meeting are underway, with a preference to meet in person after social restrictions are eased.

*B. Hospital CEO's Report*

Dr. Klein reported that inpatient volumes are picking up, Emergency is busy and surgical cases are increasing. New growth opportunities are being planned and realized, and today we opened the new Urgent Care Center in San Rafael.

The EPIC (electronic health record) rollout with UCSF is proceeding smoothly.

Organization changes are underway for MarinHealth Medical Network. The org chart has been redone, an interim Executive Director will be hired soon, and a search for a President and Vice President of Medical Affairs will commence soon. A transformation initiative is underway beginning with an alignment workshop toward growth and development of the Network. A strong group of physicians and leaders is being brought in to establish guiding principles and revise governance structures so the organization can function fully as a network. They'll also focus on operational excellence, expense reduction, and clinical efficiency.

Dr. Bedard inquired as to whether MarinHealth's patient drug screening included screening for cannabis, and Dr. Klein said he would find out. Dr. Klein said that Dr. Shavelson (Chief Medical Officer) is working on developing a medical cannabis education program for medical staff.

Ms. Rienks inquired as to how Network pediatricians are doing with patient care backlog resulting from COVID shutdown. Dr. Klein said he would research and report.

*C. Chair's Report*

Mr. Rienks reported that the MarinHealth Community Benefit Advisory Committee recently met to discuss and decide on providing funding for community-based organizations.

The unveiling of the plaque in honor of Lee Domanico will be April 27 for a small group of invited guests.

Ms. Rienks announced the passing of Cindy Winter, a community activist who for many years was supportive of, among other causes, the District and Hospital. Ms. Rienks agreed to write a letter of condolence to her family on behalf of the Board. Ms. Sparkman



agreed to write a Board Resolution in gratitude. Dr. Bedard suggested the District establish an award in her name.

*D. Board Members' Reports*

Dr. Su commented on the importance of mental health patient care. There were no other reports given.

**14. Agenda Items Suggested for Future Meetings**

In response to the earlier discussion on "Community Plunges," Ms. Rienks suggested that community-based organizations present to the Board every other month.

**15. Adjournment**

Chair Rienks adjourned the meeting at 7:09 pm.