



**MARIN HEALTHCARE DISTRICT
BOARD OF DIRECTORS**

REGULAR MEETING

**Tuesday, May 11, 2021 @ 5:00 pm
Via Zoom Teleconference**

MINUTES

1. Call to Order and Roll Call

Chair Rienks called the virtual Regular Meeting to order at 5:03 pm.

Board members present: Chair Jennifer Rienks; Vice Chair Brian Su, MD (arrived 5:15 pm);

Secretary Ann Sparkman; Director Edward Alfrey, MD; Director Larry Bedard, MD

Staff present: David Klein, MD, CEO; Eric Brettner, CFO; Louis Weiner, Executive Assistant

Counsel present: Colin Coffey

2. General Public Comment

There was no public comment.

3. Approval of Agenda

Ms. Sparkman moved to approve the agenda as presented. Dr. Alfrey seconded. Dr. Bedard stated that an agenda item he had submitted was not included. **Vote by roll call: Rienks, aye; Alfrey, aye; Sparkman, aye; Bedard, abstain; Su, not present.**

4. Approval of Minutes of Regular Meeting of April 13, 2021

Ms. Sparkman moved to approve the minutes as presented. Dr. Alfrey seconded. **Vote by roll call: all ayes with Dr. Su not present.**

5. Review and Approve Marin Healthcare District 2020 Report of Independent Auditors, as Recommended by the MHD Finance & Audit Committee on April 27, 2021

Dr. Bedard reported that the Finance & Audit Committee reviewed the audit at the meeting of April 27 and is recommending it to the Board for approval.

Mr. Brettner presented the audit, remarking that an update to the audited financial statement is the auditor's recommendation to note the timing of when tax receipts are recognized, which does not affect the status of the audit. Auditing firm Moss Adams has issued an "Unmodified Opinion," the highest level of assurance that can be provided, that the financial statements are presented fairly and in accordance with US GAAP. The auditor's "Communication with Those Charged with Governance" states that all communications regarding accounting actions and practices are in accordance.

Ms. Rienks asked if there is a requirement for the organization to periodically change audit firms. Mr. Brettner replied that there is a requirement to periodically rotate partners within the audit firm.

Ms. Rienks moved to approve the MHD 2020 Report of Independent Auditors as presented. Dr. Alfrey seconded. **Vote by roll call: all ayes with Dr. Su not present.**



6. Review MarinHealth Medical Center Performance Metrics and Core Services 2020 Annual Report

Dr. Su joined the meeting. Dr. Klein reported that all Tier 1 and Tier 2 metrics are now fully compliant. “Finances” metrics previously shown “at risk” and “not in compliance” are now compliant. “Volumes and Service Array” metric regarding Strategic Plan previously shown “not in compliance” is now in compliance. Ms. Rienks noted that the Strategic Plan needs review by the District Board, which will be done at the Retreat.

Schedule 1: HCAHPS – Patient satisfaction scores showed improvement in many areas including cleanliness and quietness which may be effects of the new hospital. A few scores have declined slightly. The “care transition” process is in the process of being improved.

Schedule 3: Physician Engagement – Physician satisfaction scores show considerable improvement.

Schedule 4: Employee Engagement – Employee satisfaction scores show considerable improvement.

Schedule 5: Finances – Financial measures, loan ratios and key service volumes reflect the effects on hospital operations of COVID in 2020. Year-end EBIDA was positive \$519k.

Schedule 6: Clinical Quality Reporting Metrics – Ms. Joan McCready, Director of Quality, commented. On the management of sepsis, that the Emergency Dept is implementing a “sepsis alert” code and treatment protocol. Starting with Q1 2021’s report, this clinical quality dashboard will include more current data on infections, patient safety indicators, readmission measures and mortality measures. The CMS risk adjustment is not the same as that produced by our risk adjustment software; she’ll show an example of the difference at the next meeting. Dr. Alfrey commented on ED Admit Time’s increase in Q4 being due to use of suboptimal virtual case management; this is not a trend, is not related to the new hospital, and is being improved.

There was no further discussion and no public comments on the Report.

7. Review “District Health News, 2020 Annual Report”

Dr. Klein presented the draft of the newsletter prepared by the MarinHealth Marketing and Communications team. Of the several options for mailing, optimal is to mail it to personal names and addresses to about 114,000 households in Marin, costing about \$45-50,000 for printing and mailing. It was agreed to do this optimal personalized mailing to residents within the District and Novato. The newsletter will also be posted electronically to the website and to social media. Dr. Klein welcomed edit suggestions to be submitted to him or to Ms. Maites; he will notify her of the mailing option chosen.

Ms. Rienks commented that navigation on the MHD website needs improving, e.g. to find the newsletter and the webinar page. Dr. Klein and Mr. Weiner will pursue with the Communications team.

There was no further discussion and no public comments on the newsletter.

8. COVID Report and Vaccine Administration

Dr. Klein reported that there is one COVID-positive patient in-house, with less than 4 over the past several weeks. Each hospital patient is tested and is reported to the County; about 470 tests were



done in the past week, with 2 positives. The vaccination team is at the County pod where they are now only giving second doses. Weekly in-house vaccinations for employees continues; as of May 1 nearly 2,600 employees and physicians have been vaccinated, a rate of about 88%. Work is underway with pediatric practices and schools for rolling out vaccination (with parental consent) for 12-15 year olds.

On Ms. Rienks' recommendation, Dr. Klein has connected with Dr. Alicia Fernandez of UCSF, expert on health equity and vaccine hesitancy, to learn of research and methods used to confront the barrier of vaccine hesitancy. He will report back to the Board and Task Force.

Dr. Klein noted that UCSF has a policy requiring that all employees, physicians, residents, etc. to be either vaccinated or to sign a declination form. Dr. Bedard asked him to research which hospitals and healthcare systems nationwide are mandating employee and physician vaccinations, and the status of state government mandates. Dr. Klein agreed to research and report back.

9. COVID Task Force Report

Dr. Su reported that the Task Force met on April 27 and will now meet every other month. There is nothing new to report on FEMA reimbursement funding; Mr. Brettner checked today and no update is available. The mobile testing van has been decommissioned and funding has shifted to staffing of the County vaccination pod. More funding may be needed for sample testing for virus variants. The Task Force will assist the County as needed for vaccinating 12-15 year olds.

Dr. Su expressed thanks for the hard work done by the members of the Task Force: Dr. Willis, Dr. Naidu, Dr. Ruben, Dr. Tolliver, Dr. Lowe, Dr. Teper, Dr. Klein, and previous CEO Mr. Domanico. The Board members and Dr. Klein in turn thanked Dr. Su for leading the Task Force.

Ms. Rienks suggested that the Task Force work with clinicians on the issue of vaccine hesitancy. As a member of the public, former CEO Mr. Lee Domanico added a comment acknowledging the challenges of overcoming vaccine hesitancy.

10. ACHD Governance Toolkit, Session 3: Board Orientations

ACHD (Association of California Healthcare Districts) has produced a series of 6 governance toolkit presentations. The Board viewed the 3rd video, "Board Orientations." After viewing, Board members thanked Mr. Coffey for the orientation he had given them when they first joined the Board.

11. Committee Meeting Reports

A. Finance & Audit Committee (met April 27)

Dr. Bedard reported that the committee reviewed the District's 2020 annual audit and recommended it to the Board for approval. They reviewed the District's monthly and YTD financials for February and March 2021.

B. Lease & Building Committee (to meet TBA)

Ms. Sparkman reported that the public webinar "Teen Mental Health in the Time of COVID" on April 21 went very well, the panelists were excellent, and Ms. Rienks served as moderator. The committee will next meet (date TBA) to discuss a possible second webinar on teen mental health, and to discuss the committee's list of other topics to consider for webinars. Dr. Bedard suggested a webinar on medical cannabis.

12. Reports



A. *District CEO's Report*

Dr. Klein is planning the Board Retreat and is looking to schedule a Friday afternoon in June in person at an offsite location. Topics will include the Hospital Strategic Plan, governance, future program funding, Hospital Bylaws review, and other topics. Mr. Weiner will poll the Board for dates.

OSHPD has just issued their final closure on the hospital construction. A few remaining construction jobs have begun as a separate project with separate permits. Work continues toward financial close with McCarthy and some unresolved change orders and escalation items. Construction trailers are being removed and landscaping is being restored. We are enrolled in PG&E's "Savings-By-Design" program that may award the hospital around \$200k for "green" design in the new hospital.

The County Planning Commission has approved the concept plan for the Ambulatory Services Building on campus. Funding, design and construction can now be considered.

The AHA Leadership Summit will be virtual, July 28-29. ACHD Annual Meeting will be in person at Squaw Creek at Tahoe, Sept. 22-24. Mr. Weiner will forward information and handle registration for the Board members who wish to attend.

Follow-up items from previous meetings:

- Employee drug screening includes cannabis, and those testing positive for drugs cannot be hired for 6 months and then are screened again.
- He spoke with Chief of Medical Staff about cannabis seminars for medical staff, he took it to the Medical Staff CME Committee, and they may consider it. There are existing CME programs on medical cannabis, one by Mayo Clinic, another sponsored by AMA, and that information will be distributed to our medical staff.
- The use of cannabinoids was discussed by Dr. Naidu and the Pain Committee. There are federal limitations which may change.
- Implicit bias training will be included in the DEI (Diversity, Equity, Inclusion) contracted program now in place for hospital staff.
- COVID effect on our pediatricians was severe and they took perhaps the biggest hit of all the clinics. There is no current backlog as they're getting caught up in well-child visits.
- He will discuss with Ms. Rienks about which community-based organizations to invite to present to the Board every other month.
- The hospital's Social Determinants of Health Committee is being reinstated and hopes to meet next month.

B. *Hospital CEO's Report*

Interviews are underway for Chief Nursing Officer and Chief Operating Officer. A national search is on for President of the MarinHealth Medical Network. Search is on for Vice President of Medical Affairs for the Network.

Mr. Colin Leary has been hired as General Counsel for the hospital, a hospital-based employee of the hospital.

New to the Network this week: Marin Gastroenterology; ENT in Santa Rosa; Dr. Aye, primary care physician in Petaluma.



Rollout of EPIC/APeX (electronic medical record system) continues. Mr. Brettner explained that the cost of EPIC consists of about \$43M in capital expenditure, and \$8-9M for operation and support annually. The capital expenditure is an asset purchase rather than an asset transfer, and the amount of this expense would not trigger a requirement for District approval. Dr. Klein stated that the Board will be kept informed of the expenses and progress of the EPIC installation and utilization. Dr. Su asked what would result if the MGH-UCSF alliance were to end; Mr. Brettner replied that MGH would work directly with EPIC to retain and maintain the asset.

Last week was Nurses Week, and this week is Hospital Week. Gestures of recognition and appreciation included a large outdoor picnic and box meals sent to clinic locations.

Referring to Schedule 11 of the Performance Metrics Report discussed earlier, Dr. Bedard asked about the increase in involuntary departure of nurses in Q3 2020. Mr. Brettner explained that the Labor & Delivery Dept staff in was restructured in the new hospital to add post-partum as a part of L&D care, requiring fewer nurses.

C. Chair's Report

A special in-person ceremony was held on April 27 for the unveiling of the plaque in appreciation of Lee Domanico's leadership as CEO of the District and the Hospital.

May is Mental Health Awareness Month.

D. Board Members' Reports

Dr. Alfrey noted that the recent webinar was outstanding. All agreed. Ms. Rienks asked that the District send thank-you cards to the panelists. Dr. Klein and Mr. Weiner will see to it.

Ms. Sparkman apologized for not being able to attend the plaque unveiling, and she expressed thanks to Mr. Domanico.

Dr. Bedard thanked Mr. Domanico for his work.

13. Agenda Items Suggested for Future Meetings

Ms. Rienks asked to include the issue of EPIC retention as discussed earlier in this meeting.

14. Adjournment

Chair Rienks adjourned the meeting at 7:24 pm.