

MARIN HEALTHCARE DISTRICT

100-B Drake's Landing Road, Suite 250, Greenbrae, CA 94904

www.marinhealthcare.org

Telephone: 415-464-2090

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Fax: 415-464-2094

TUESDAY, OCTOBER 11, 2022

5:30 PM: REGULAR OPEN MEETING

Board of Directors:

Chair: Brian Su, MD
Vice Chair: Edward Alfrey, MD
Secretary: Ann Sparkman, RN/BSN, JD
Directors: Jennifer Rienks, PhD
Larry Bedard, MD

Location:

Via Zoom video:
<https://mymarinhealth.zoom.us/join>
Meeting ID: 991 9124 1997
Passcode: 19144
Or via Zoom telephone: 1-669-900-9128

Staff:

David Klein, MD, MBA, CEO
Eric Brettner, CFO
Colin Leary, General Counsel
Louis Weiner, Executive Assistant

AGENDA

	<u>Presenter</u>	<u>Tab#</u>
<u>5:30 PM: REGULAR OPEN MEETING</u>		
1. Call to Order and Roll Call	Su	
2. General Public Comment <i>Any member of the audience may make statements regarding any items NOT on the agenda. Statements are limited to a maximum of three (3) minutes. Please state and spell your name if you wish it to be recorded in the minutes.</i>	Su	
3. Approve Agenda (action)	Su	
4. Approve Minutes of Regular Meeting of September 13, 2022 (action)	Su	#1
5. Review and Approval of Mr. Daniel Vasquez for Membership on the MarinHealth Medical Center Board of Directors, as Approved by the MHMC Board on October 3, 2022, and Waiver of 20 Day Notice Period Pursuant to MHMC Bylaws Section 4.4(h) (action)	Klein	#2
6. Hospital Security and Threat Management Update	Alfrey/Klein	
7. Committee Reports		
a. Finance & Audit Committee (<i>did not meet, next meets Oct 18</i>)	Alfrey	
b. Lease & Building Committee (<i>met Oct 10</i>)	Rienks	

The agenda for the meeting will be posted and distributed at least 72 hours prior to the meeting.
In compliance with the Americans with Disabilities Act, if you require accommodations to participate in a District meeting please contact the District office at 415-464-2090 (voice) or 415-464-2094 (fax) at least 48 hours prior to the meeting.
Meetings open to the public are recorded and the recordings are posted on the District web site.

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|---|-------|
| 8. Reports | |
| a. District CEO's Report | Klein |
| b. Hospital CEO's Report | Klein |
| c. Chair's and Board Members' Reports | All |
| 9. Agenda Suggestions for Future Meetings | All |
| 10. Adjournment of Regular Meeting | Su |

Next Regular Meeting: Tuesday, November 8, 2022, 5:30 p.m.

Tab 1



**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-Forsey (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 fulfilment 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.

Tab 2

Contact

www.linkedin.com/in/daniel-vasquez-cbe-b1a5594 (LinkedIn)

Top Skills

Investments
Equities
Fixed Income

Languages

Italian (Limited Working)
Spanish (Native or Bilingual)
French (Limited Working)

Certifications

Uniform Combined State Law -
Investment Adviser (Series 66)
Certified Business Economist™
(CBE™)
General Securities Representative
(Series 7)
Managed Futures Funds (Series 31)

Publications

The Global Competitiveness Report
2000 (World Economic Forum)

Daniel Vasquez, CBE

Economist & Investor
San Francisco Bay Area

Summary

Economist & Investor

Experience

W.D.Vasquez & Co.
Chairman & CEO
January 2016 - Present (6 years 6 months)
San Francisco Bay Area

Investment holding company, buying bargain, value oriented, and quality long-term assets in global markets. Embrace Graham & Dodd value investing philosophy, identifying compounding investment opportunities with a margin of safety and durable competitive advantage.

EDM Investments
Founder
July 2008 - December 2015 (7 years 6 months)
San Francisco Bay Area

EDM Investments is a Registered Investment Adviser with the US Securities and Exchange Commission [Section 203(c) of the Investment Advisers Act of 1940], and provides discretionary investment counsel for institutional and qualified high net-worth investors (SEC Regulation D - Accredited).

EDM Investments generated 15.8% annualized rate of return (un-levered) to investors since inception.

Hamilton Lane
Vice-President
March 2007 - July 2008 (1 year 5 months)

Vice President in the Relationship Management Group in the San Francisco office. Product Manager for the Golden State Investment Fund - a \$500 million CalPERS-sponsored private equity investment vehicle (fund of funds and direct co-investments) targeting California's under-served markets.

Morgan Stanley

Investment Advisor

August 2004 - December 2006 (2 years 5 months)

Managed multi-million dollar portfolio of equities and fixed income positions for book of business.

Institute for Strategy and Competitiveness at HBS

Research Associate

August 1998 - July 2002 (4 years)

Greater Boston Area

Apprenticed directly under Professor Michael E. Porter, researching issues relating to competitive advantage, corporate strategy, and economic competitiveness of locations. Resident econometrician.

The Conference Board

Research Analyst

June 1996 - July 1998 (2 years 2 months)

Conducted empirical research relating to the Consumer Confidence Index and Leading Economic Indicators. Maintained index series for monthly public dissemination.

United States Senate

Legislative Aid

September 1993 - October 1994 (1 year 2 months)

Washington D.C. Metro Area

Conducted legislative research, public policy analysis, and constituent support for a California Senator.

Education

University of Oxford

MBA & PGD, Finance & Global Business

University of Chicago

MPP, Economic Policy

University of California, Berkeley

BA, Social Sciences

W.D.VASQUEZ & CO.

280 ELDRIDGE AVENUE

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— ABOUT INVESTMENTS RESEARCH LETTERS BLOG FOUNDER CONTACT —

MR. W.D. "DANIEL" VASQUEZ, CBE

Mr. Daniel Vasquez is a business economist and investor. He is responsible for proprietary economic and security research, holding company assets, identifying investment opportunities, and overseeing investment holdings for W.D.Vasquez & Co.

As an investor, Mr. Vasquez learned his trade at JP Morgan & Co., Morgan Stanley, and Hamilton Lane Advisors (private equity & venture capital). For several years, he apprenticed directly under Professor Michael Porter in corporate strategy and economic competitiveness while at Harvard Business School's Institute for Strategy and Competitiveness.

As Vice-President and Portfolio Manager at private equity asset manager Hamilton Lane Advisers - now Hamilton Lane, Inc., (NASDAQ:HLNE) - he helped deploy \$500 million in private equity capital to private companies in under-served market locations throughout California for the California Public Employee Retirement System (CalPERS) - the State of California public pension plan and largest US-based private investor (\$350 billion in private assets as of Dec. 2017).

He studied under three Nobel prize-winning economists (Gary Becker, Ronald Coase, and Robert Fogel) at the University of Chicago, where he was a Woodrow Wilson Fellow. He completed his post-graduate studies in finance and global business at Oxford University.

INVESTMENT AND PRIOR EXPERIENCE

- *Vice-President and Portfolio Manager*, Hamilton Lane Advisors, LLC (San Francisco, CA), 2007 - 2008
- *Investment Advisor*, Morgan Stanley (San Francisco, CA), 2004 - 2007
- *Research Associate*, Harvard Business School (Cambridge, MA), 1998 - 2002
- *Economic Research Analyst*, The Conference Board (New York, NY), 1996 - 1998
- *Public Affairs Fellow*, JP Morgan & Co. (New York, NY), 1995
- *Legislative Aid*, United States Senate (Washington DC), 1993 - 1994

LICENSES AND PROFESSIONAL DESIGNATIONS

- Certified Business Economist™, National Association of Business Economics
- General Securities Representative, Series 7, NASD
- Uniform Investment Advisor, Series 66, NASD
- Managed Futures Funds Representative, Series 31, National Futures Association

The Certified Business Economist® (CBE) is the certification in business economics and data analytics developed by the National Association for Business Economics. The CBE is a symbol of distinction that candidates earn by meeting a prescribed level of achievement. It documents a professional's accomplishment, experience, abilities, and demonstrates mastery of the body of knowledge critical for a successful career in the field of economics and data analytics.

EDUCATION

- Oxford University (Pembroke College), Said Business School
MBA & PGD, Finance & Global Business
- The University of Chicago
MPP, Economic Policy
- University of California, Berkeley
BA, Ethnic Studies

MILITARY SERVICE

- *New York State Guard & California State Guard (Army Components), 2018-21*
As a U.S. military service member, he served in the Army components of the New York State Guard (88th Area Command) and the California State Guard (Joint Force HQ). He was recognized for his service in Northern California during the 2020 COVID response mission. He was also awarded the NY State Medal for Humane Service in 2019. He attended Officer Candidate School, and was *Honorably Discharged* from the California State Guard in 2021.

PUBLICATIONS

- *The Global Competitiveness Report 2000* (World Economic Forum)
Oxford University Press | Jan. 15, 2000
Authors: Professor Michael E. Porter, Professor Jeffery Sachs, Klaus Schwab, Peter Cornelius, Daniel Vasquez, John Tudor, Andrew Warner.

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