



**MARIN HEALTHCARE DISTRICT
BOARD OF DIRECTORS**

REGULAR MEETING

**Tuesday, December 10, 2024
MarinHealth Medical Center
Conference Center**

MINUTES

1. Call to Order and Roll Call

Chair Alfrey called the Regular Meeting to order at 5:30 pm.

Board members present: Chair Edward Alfrey, MD; Secretary Jennifer Rienks, PhD;
Ann Sparkman, RN/BSN, JD

Staff present: David Klein, MD, CEO; Eric Brettner, CFO; Colin Leary, General Counsel;
Anita R. Chandrasena, MD, CMO; Tricia Lee, EA

Board members Absent: Brian Su, MD, Vice Chair, Samantha Ramirez, BSW

Guests: Jonathan Eldridge, Ed.D, Superintendent/President ; Dana Emerson, PhD,
Vice President (College of Marin)

2. General Public Comment

There was no public comment.

3. Approve Agenda

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

4. Approve Minutes of the Regular Meeting of November 12, 2024

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

5. College of Marin Nursing & Trade Programs

Dr. Klein introduced Dr. Johnathan Eldridge, Superintendent/President, College of Marin.

Dr. Klein highlighted Dr. Eldridge's tenure at College of Marin and provided an overview of Dr. Eldridge's academic background.

Dr. Eldridge shared an overview of College of Marin (COM). COM serves all of Marin County as the community's only public higher education institution.

COM's Nursing and Allied Health Programs:

- Graduates 43 nurses annually with a 97% NCLEX pass rate.
- Other healthcare programs: Dental assistants, medical assistants, EMTs, Certified Nursing Assistants (CNA).
- Partnerships with MarinHealth and other providers for clinical placements.

- Efforts are underway to develop an LVN to ADN pathway, addressing the increasing demand for nurses.

COM's Workforce Development Initiatives:

- Construction program in partnership with Canal Alliance.
- Career academies for high school students exploring healthcare professions.

COM'S Community Engagement:

- Strong collaborations with over 100 nonprofits and agencies.
- Expansion of programs like COMPASS and dual enrollment for high school students.
- ESL courses offered to support workforce development.

Dr. Eldridge introduced Dr. Dana Emerson, Vice President College of Marin. Dr. Emerson emphasizes the challenges in nursing education at, including limited clinic site availability, high demand 400+ applicants annually for 43 nursing program spots. Dr. Emerson has advocated for program expansion, including LVN to ADN pathways.

6. Approval of Q2 2024 MarinHealth Medical Center Report of Performance Metrics and Core Services

Dr. Klein presented the report (Tab #2) and noted that all Tier 1 and Tier 2 metrics are in compliance.

Schedule 1: HCAHPS (Patient Satisfaction) – Dr. Chandrasena (Chief Medical Officer) highlighted the significant progress achieved in patient satisfaction.

Schedule 2: Finances – Dr. Klein reviewed the Q2 Finances.

Schedule 3: Clinical Quality Reporting Metrics – Dr. Chandrasena noted the majority of metrics are generally favorable to target or better.

Schedule 4: Community Benefit Summary – Report given

Schedule 5: Nursing Turnover – Statistics reviewed

Schedule 6: Ambulance Diversion – Reviewed

Chair Alfrey asked for a motion to approve the Report. Ms. Sparkman moved to approve the report. Ms. Rienks seconded. **Vote: all ayes.**

7. Healthcare Advocacy and Emerging Challenges and Trends

Dr. Klein noted the uncertainty surrounding healthcare policy changes under incoming President Trump's administration. While no immediate changes to entitlement programs (e.g., Social Security) are expected the situation remains uncertain.

Dr. Klein discussed the upcoming California governor's race, with many candidates beginning to position themselves.

Dr. Klein provided updates to ballot measure outcomes.

- Proposition 35 (MCO Tax for Medi-Cal), passed with significant support.
- Proposition 5 (General Obligation Bonds), did not pass, maintaining the two-thirds threshold for bond approval.

8. Committee Reports

A. Finance & Audit Committee

No report given.

B. Lease, Building, Education and Outreach Committee

No Report given.

9. Reports

A. Hospital and District CEO's Report

Dr. Klein reported the 2025 hospital and network budgets have been approved.

Dr. Klein provided an update to the FEMA Funding. Funds from FEMA have been approved and are expected to arrive within 16 weeks.

The SPECT CT scanner construction is completed, pending CDPH licensure.

Dr. Klein shared the Petaluma Hub opened December 3, 2024, with positive community reception.

The current nationwide IV shortage due to Hurricane Helene related supply chain issues is expected to be alleviated in the coming weeks.

Dr. Klein provided physician recruitment updates:

- In Collaboration with UCSF, recruitment for an Arthroplasty Surgeon and an Orthopedic trauma surgeon is underway.
- Two new cardiac surgeons have signed contracts. They will begin surgeries in March 2025.
- Seven new primary care physicians recently hired.

Dr. Klein announced the Executive Director of Access position has been successfully filled, with the new hire set to begin in January. The incoming Executive Director will prioritize addressing issues related to long wait times and high abandonment rates.

Dr. Klein reported the mock survey in preparation for The Joint Commission survey in 2025 was completed and work plans for findings are underway.

The Marin County Commission on Aging is working with Vivalon on an updated strategic plan which will be complete in Spring of 2025. Once completed the Chair of the Marin County Commission on Aging will present to the board.

Dr. Klein reported record high inpatient volumes in November, marking the highest average daily census on record.

Physician satisfaction and employee engagement surveys are in progress.

Dr. Klein reported on several facility and security updates:

- Security enhancements are underway for the hospital administration office and the district office.
- Many administrative offices at Drakes Landing are in the process of relocating to Civic Center Drive.
- 10 beds in the Redwood Pavilion have opened due to the increased patient volume.
- Outpatient MRI replacement on S. Eliseo has begun with completion expected in April 2025.
- Pharmacy Compounding room construction to begin February 2025.
- Emergency generator replacement in the Cypress Pavilion forecasted for 2025.
- Seismic Planning has begun for January 1, 2026 submission deadline.
- Bloom Energy contact has been finalized.
- Visitor badging system will launch early next.
- The weapons management system is scheduled to be implemented on February 2025.

B. Chair's and Board Members' Reports.

Ms. Rienks announced she will be retiring January 3, 2025.

Ms. Sparkman thanked the team for exceptional work during a challenging year.

Dr. Alfrey provided an update on the trauma program, highlighting its exceptional performance and significant growth. He noted that annual trauma service encounters have increased from approximately 500 when he began to over 2,000 this year, with projections potentially reaching 3,000. This growth reflects improved identification of trauma patients and ensuring they receive appropriate care.

Dr. Alfrey expressed gratitude for the outstanding support from the hospital leadership and staff.



10. Agenda Suggestions for Future Meetings

There were no suggestions for future agenda items.

11. Adjournment of Regular Meeting

Chair Alfrey adjourned the meeting at 6:42 pm.