



**MARIN HEALTHCARE DISTRICT
BOARD OF DIRECTORS**

REGULAR MEETING

**Tuesday, June 10, 2025
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; Vice Chair Ann Sparkman, RN/BSN, JD; Secretary Jennifer Rienks, PhD; Brian Su, MD; Samantha Ramirez, BSW

Staff present: David Klein, MD, CEO; Eric Brettner, CFO (Zoom); Colin Leary, General Counsel; Jill Kinney, VP, Marketing & Communications; Tricia Lee, EA

2. General Public Comment

About 20 members of the public attended, and several offered comments: Monica, Pharmacy Technician; Cierra Thlang, CT Technologist; Hadas Carranza, Pharmacy Technician; Jennifer Raven, CT Technologist; Susanna Farber, Teamsters 856 Representative. They commented on changes to their health insurance plan.

3. Approve Agenda

Director Rienks moved to approve the agenda as presented. Director Sparkman seconded.

Vote: all ayes.

4. Approve Minutes of the Regular Meeting of May 13, 2025

Director Sparkman moved to approve the minutes as presented. Director Su seconded.

Vote: all ayes.

5. Marin Public Health Strategies Regarding the Impact of the New Administration on the Immigrant Community

Dr. Lisa Santora, Public Health Officer for the County of Marin, presented on “Marin Public Health Strategies Regarding the Impact of the New Administration on the Immigrant Community.” She outlined how recent federal policy shifts have significantly heightened fear, trauma, and legal insecurity within Marin’s immigrant populations, especially among mixed-status families and newcomer minors. She provided a historical and demographic overview, noting the increasing ethnic diversity of Marin County, the growing proportion of Latino residents (now estimated at 20%), and the county’s distinction as having one of the highest rates of newcomer minors in California. She emphasized that these communities are not only vital to the county’s cultural fabric but also essential to its future workforce and economic

sustainability, particularly as Marin faces projected population decline over the coming decades.

Dr. Santora highlighted the current public health challenges, including reduced healthcare access due to fear of deportation, concern over data sharing tied to Medi-Cal enrollment, and an anticipated rollback of Medi-Cal coverage for undocumented residents by 2026. She noted that this would likely increase delayed care and uncompensated costs, particularly for safety-net providers such as MarinHealth. The presentation also addressed socioeconomic disparities in income, educational attainment, and health outcomes, with a call to action for collective efforts to mitigate these gaps. Dr. Santora shared that the Marin Board of Supervisors recently approved \$500,000 to support legal and family aid services, and she outlined the work of county-led immigrant rights coalitions, rapid response networks, and community resiliency teams in supporting vulnerable residents.

Discussion followed with Board members expressing deep concern about the effects of federal enforcement, healthcare access, and the well-being of immigrant families and staff. Board members supported expanding community partnerships, trauma-informed training, education-focused outreach, and potential investment in promotores and youth promotore programs. Several members raised the importance of ensuring safe discharge planning, improving post-diagnosis education, and increasing community-based services in areas like the Canal. The Board expressed willingness to collaborate on neighborhood health initiatives, vaccine access, and outreach events, and emphasized the need to protect patient privacy, especially in the context of potential ICE activity in healthcare settings.

6. Approval of 2024 Annual Report of MHMC Performance Metrics and Core Services

Dr. Klein presented the 2024 Annual Report, noting that all Tier 1 and Tier 2 performance metrics are in compliance. This Report was reviewed and approved by the MHMC Board of Directors at their regular meeting on June 3, 2025.

Schedule 1: HCAHPS (Patient Satisfaction) – Ms. Seaver-Forsey reviewed the Q4 2024 HCAHPS scores, highlighting key performance trends under Press Ganey’s new reporting structure. She reported 11 of the 17 patient experience questions improved from Q3 to Q4, including communication with physicians and nurses, care transitions, and communication about medications.

Dr. Klein remarked generally on Schedules 2,3,4,5.

Schedule 6: Clinical Quality Reporting Metrics – Ms. Seaver-Forsey reported Q4 mortality rate was the lowest of the year at 0.65, indicating better-than-expected outcomes given patient complexity.

Schedule 7: External Awards – Dr. Klein reported MarinHealth achieved multiple awards in 2024, including Leapfrog, CMS 5-Star designation, and recognition from several national publications.

Schedule 8: Community Benefit – Report given

Dr. Klein remarked generally on Schedules 9,10,11,12.

Chair Alfrey asked for a motion to approve the Report. Director Su moved to approve the report as presented. Director Rienks seconded. **Vote: all ayes.**

7. Primary Care Access

Chair Alfrey revisited the topic of primary care access, which had been discussed at the previous meeting.

Chair Alfrey proposed forming a task force to explore these issues related to Primary Care Access. Director Rienks and Director Sparkman volunteered to serve on the taskforce.

Chair Alfrey requested a motion to approve the taskforce. However, it was noted that this was not an agenda item, so formal board approval could not occur at this meeting.

Mr. Leary noted per the bylaws, the Chair can appoint members with board discussion and return with a formal ratification at the next meeting.

8. Healthcare Advocacy and Emerging Challenges and Trends

Dr. Klein reported the U.S. House of Representatives has passed a federal budget reconciliation package that, in its current form, includes hundreds of billions of dollars in cuts to Medicaid. The California Hospital Association (CHA) estimates that this could result in tens of billions in healthcare cuts to Californians over the next decade. The bill is currently in the Senate, where changes are expected. Dr. Klein expressed concern about the disproportionate impact such cuts may have on California.

Dr. Klein highlighted risks associated with Office of Health Care Affordability's (OHCA) cost containment efforts, which could force hospitals to reduce spending at rates unsustainable given inflation, wage pressures, and regulatory mandates. A Senate subcommittee is reviewing the potential negative consequences on both consumers and providers, particularly whether such cuts would result in lower insurance premiums, and how inflation, seismic safety mandates, and labor costs are factored in. CHA has voiced opposition to a bill that would allow OHCA to impose penalties on individual hospitals, noting it was not adequately considered.

Dr. Klein reported there is growing scrutiny around the proposed Managed Care Organization (MCO) tax structure. Specifically, whether it unfairly targets Medi-Cal and risks losing federal matching funds. Dr. Klein noted the importance of continued funding of Medi-Cal through the MCL tax, encouraging the State to uphold its financial commitment even if federal matches are delayed or denied.

Dr. Klein announced that the American College of Surgeons (ACS) recently adopted a national resolution on electric bicycle safety and injury prevention. The initiative, influenced by work

from local physicians including Chair Alfrey and Dr. Maa, includes sensible regulations on rider classification, helmet use, and licensing standards. This reflects a significant advocacy milestone for injury prevention.

9. Committee Reports

A. Finance & Audit Committee (Met May, 28, 2025)

Director Su provided an update on the District's investment portfolio, noting that the committee continues to transition toward the target allocation of 40% equity and 60% fixed income. As of the meeting, the portfolio stands at 32% equity and 52% fixed income, with a total value of \$4.6 million. The District previously determined it would maintain six months of cash on hand, approximately \$300K, but currently holds \$800K. Plans are in place to reallocate \$500K into investments, including \$350K currently in the LAIF fund.

Director Su also reported on a detailed analysis of community education seminar spending. In 2024, the District hosted three seminars—focused on healthy eating, advance directives, and hypertension—at a total cost of \$52K, which is under the \$69K budgeted. Advertising through traditional media such as the Marin IJ and SF Chronicle remains costly, at approximately \$2,000 per ad. Director Su encouraged exploring more cost-effective options such as digital advertising. He encouraged the Lease, Building, Education, and Outreach Committee to consider whether these costs align with the District's goals and how best to allocate funds going forward. To improve financial tracking, the committee requested that educational seminar and pop-up event spending be reported as a separate line item in future budgets, rather than spread across multiple categories.

The committee also reviewed financial statements for January through March 2025. No unusual variances were noted, with the exception of a \$700K shift in March, which reflected the movement of funds into the investment account.

Director Su discussed the value of in-kind services provided to the District under the hospital lease agreement. Although these services are not reflected as direct expenditures, they represent a significant contribution—estimated at \$509K annually in the original agreement, adjusted to approximately \$700K with Consumer Price Index (CPI). The committee, in consultation with legal counsel and hospital representatives, is working to develop a summary report detailing these contributions, including office space and shared personnel. This work is intended to support transparency and help inform any future lease negotiations. Director Su noted that this will be a high-level estimate, not a detailed time-tracking exercise, and is aimed at helping the District better understand the public resources it receives and how they align with its evolving mission.

B. Lease, Building, Education and Outreach Committee (did not meet)

No report given

10. Reports

A. *Hospital and District CEO's Report:*

Dr. Klein reported ongoing discussions regarding long-term planning for a new hospital tower. Funding options are being explored, including the possibility of a future tax measure. He also noted, plans for addressing parking infrastructure needs are underway.

Dr. Klein reported the organization has submitted a comprehensive seismic design plan for the services currently housed in the Redwood Pavilion, including architectural renderings. This ensures the District remains compliant with regulatory requirements, regardless of whether a new building project moves forward.

Dr. Klein noted patient access continues to be a top priority, both within the hospital and across the MarinHealth network. The organization is working closely with its network partner, Optum, to improve systems and performance. Dr. Klein noted significant improvements in primary care access metrics.

Dr. Klein reported patient satisfaction scores in the Network have remained strong, with CAPHS “likelihood to recommend” scores in the high 80th to 90th percentile.

Dr. Klein reported recruitment for primary care providers remains a focus. Three new primary care physicians will start in September, and eight additional candidates are actively being considered. He also reported several locum tenens physicians are also under review for potential permanent positions.

The organization has begun contract negotiations with the Teamsters and will soon begin bargaining with the California Nurses Association (CNA).

Dr. Klein reported on facility and security updates:

- Improvements in peri-operative areas: room renovations, lighting, cooling, and video integration.
- The replacement MRI scanner on South Eliseo is nearing completion.
- Pharmacy compounding suite is underway with completion by end of year.
- New weapons detection system installed at ER has been implemented.
- Visitor badging system will provide direct access for District and Operating Board members without check-in.
- Launch of a free valet parking service, which is handling over 100 vehicles per day and has significantly improved patient satisfaction.

Dr. Klein reported MarinHealth has hired Dr. Whitney Lieb as the new Vice President of Medical Affairs for the network.



Dr. Klein shared the organization recently held its first hospital-wide picnic for staff and families, with over 500 attendees, noting the strong turnout and positive feedback.

Dr. Klein reported the Primary Stroke Program and Advanced Inpatient Diabetes Surveys were completed with excellent results.

Dr. Klein shared that MarinHealth will host approximately 20 West Coast hospital CEOs later in the week as part of the Viziant Group's quarterly meeting. These sessions rotate among member hospitals, and MarinHealth will have the opportunity to showcase its strengths — including low “left without being seen” rates in the emergency department and a strong new graduate nursing program.

B. Chair's and Board Members' Reports:

No report given

10. Agenda Suggestions for Future Meetings

Director Rienks suggested inviting a representative from Marin Community Clinics to speak at a future meeting.

Director Rienks also suggested a representative from Canal Alliance to speak at a future meeting.

Director Sparkman suggested inviting a representative from the Marin Community Foundation to present, especially regarding their involvement in the Promise Neighborhoods initiative and the Canal Promise Neighborhood.

11. Adjournment of Regular Meeting

Chair Alfrey adjourned the meeting at 7:55 pm.