

MARIN HEALTHCARE DISTRICT

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

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TUESDAY, SEPTEMBER 9, 2025

BOARD OF DIRECTORS

5:30 PM: REGULAR OPEN MEETING

Board of Directors:

Chair: Edward Alfrey, MD (Div. 5)
Vice Chair: Ann Sparkman, RN/BSN, JD (Div. 2)
Secretary: Jennifer Rienks, PhD (Div. 4)
Directors: Brian Su, MD (Div. 3)
Samantha Ramirez, BSW (Div. 1)

Staff:

David Klein, MD, MBA, CEO
Eric Brettner, CFO
Colin Leary, General Counsel
Tricia Lee, Executive Assistant

Location:

MarinHealth Medical Center
Conference Center
250 Bon Air Road, Greenbrae CA

Public option: Zoom video:

<https://mymarinhealth.zoom.us/join>

Meeting ID: **987 7245 6255**

Passcode: **156223**

Or via Zoom telephone: 1-669-900-9128

AGENDA

5:30 PM: REGULAR OPEN MEETING

	<u>Presenter</u>	<u>Tab #</u>
1. Call to Order and Roll Call	Alfrey	
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>	Alfrey	
3. Approve Agenda (action)	Alfrey	
4. Approve Minutes of the Regular Meeting of August 12, 2025 (action)	Alfrey	#1
5. Healthcare Advocacy and Emerging Challenges and Trends	Klein	
6. Committee Reports		
A. Finance & Audit Committee (<i>did not meet</i>)	Su	
B. Lease, Building, Education & Outreach Committee (<i>Met Aug. 18</i>)	Rienks	
C. Primary Care Task Force Report	Rienks/Sparkman	
7. Reports		
A. District CEO's Report	Klein	
B. Hospital CEO's Report	Klein	
C. Chair's and Board Members' Reports	All	

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. Agenda Suggestions for Future Meetings

All

9. Adjournment of Regular Meeting

Alfrey

Next Regular Meeting: Tuesday, October 14, 2025 @ 5:30 p.m.

The agenda for the meeting will be posted and distributed at least 72 hours prior to the meeting.
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Tab 1



**MARIN HEALTHCARE DISTRICT
BOARD OF DIRECTORS**

REGULAR MEETING

**Tuesday, August 12, 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; Anita R. Chandrasena, MD, CMO; Colin Leary, General Counsel; Tricia Lee, EA

2. General Public Comment

There was no public comment.

3. Approve Agenda

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

Vote: all ayes.

4. Approve Minutes of the Regular Meeting of July 8, 2025

Director Rienks proposed an amendment to the minutes of July 8, 2025 regarding the Department of Transportation grant process to clarify that future grant applications submitted on behalf of the District, especially those with financial impact, must be brought before the Board for approval, either through a scheduled or emergency meeting.

Director Sparkman moved to approve with amendments. Director Rienks seconded.

Vote: all ayes.

5. Q1 2025 Report of MHMC 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) – HCAHPS (Patient Satisfaction): Ms. Seaver-Forsey (Executive Director of Quality Services) explained changes in CMS survey questions beginning in 2025, including new domains for responsiveness, hospital environment (cleanliness and restfulness), care coordination, and symptom communication. Initial Q1 results were reviewed with percentile rankings nationally and within California. Directors discussed the impact of small score differences on percentile rankings and requested quarterly and year-over-year comparisons for context.

Ms. Seaver-Forsey Noted strong performance in overall hospital rating and likelihood to recommend (75th percentile). Improvements were seen in physician communication, medication side-effect communication, and discharge readiness. Ongoing focus areas include nurse communication, responsiveness, and medication education.

Schedule 2: Finances – Report given.

Schedule 3: Clinical Quality Reporting Metrics – Ms. Seaver-Forsey noted Mortality and readmission rates were favorable; sepsis bundle compliance improved; infection rates (catheter, central line, C. difficile, MRSA) decreased; pressure injuries and falls were reduced. CMS added Social Determinants of Health screening in 2025, with a 91.5% completion rate for Q1.

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. Director Rienks moved to approve the Report. Director Sparkman seconded. **Vote: all ayes.**

6. Parcel Tax Survey Results

Dr. Klein presented results of a recent community survey assessing support for a potential parcel tax to fund facility upgrades, emergency services, and physician recruitment.

- 818 responses were collected; 60% expressed support (“definitely yes” or “probably yes”).
- Support remained above 50% even after exposure to opposition messaging.
- Highest priorities for respondents were access to emergency care and retention of highly qualified physicians.
- Challenges included tax rate sensitivity, economic uncertainty, and required two-thirds voter approval.

The Board discussed next steps and emphasized the importance of community education before any ballot initiative.

7. Marin Healthcare District FY 2026 Operating Budget

Mr. Brettner presented the proposed FY 2026 Operating Budget, outlining assumptions for hospital lease revenue, investment income, legal and audit expenses, election costs, community education, and charitable contributions. Discussion included the history of cost-sharing for the audit with the hospital, election cost estimates, and charitable contribution allocations.

Chair Alfrey asked for a motion to approve the Marin Healthcare District FY 2026 Operating Budget. Director Su moved to approve. Director Sparkman seconded. **Vote: all ayes.**

8. Plan for Potential Relocation of General Acute Care Services

Dr. Klein presented the District's seismic compliance plan for services currently housed in the Redwood Building, which may need to be vacated by 2030 unless retrofitted or extension permitted.

- Services to relocate: clinical laboratory, nutrition services, pharmacy and morgue.
- Proposed improvements:
 - New lobby, gift shop, and expanded dining facility at ground level.
 - Meditation garden and outdoor seating for patients, staff, and visitors.
 - Larger laboratory with direct outpatient access.
 - Morgue redesigned with a private viewing area for families.

Dr. Klein noted that the plan is due to the state by March 2026, and if approved, could extend the compliance deadline for occupancy of the Redwood Building to 2033

9. Department of Transportation of SS4A Grant Application Update

Chair Alfrey reported that the SS4A grant application had been revised at DOT's request and resubmitted. He also noted discussions he had with the County that identified other potential grant opportunities in which he had interest in applying, whether for the District or otherwise.

Director Rienks reiterated that any grant with District financial commitments must be approved by the Board before submission.

10. Healthcare Advocacy and Emerging Challenges and Trends

Dr. Klein provided an overview of recent federal healthcare legislation and its potential implications for MarinHealth and the broader healthcare community. He reported that significant changes are forthcoming in Medi-Cal between 2026 and 2028, including changes in eligibility, the introduction of work requirements, limitations on retroactive coverage, and new cost-sharing requirements such as copayments and deductibles. These measures are could reduce access to care and create barriers for vulnerable populations. Statewide, hospitals are projected to experience significant losses over the next ten years as a result of these changes.

Dr. Klein reported that automatic Medicare sequestration cuts of up to 4% could take effect beginning in fiscal year 2026 if Congress does not intervene, creating additional financial strain.

He also addressed the potential elimination of Affordable Care Act subsidies, which would significantly increase the number of uninsured individuals, both nationally and within Marin County. He noted that advocacy efforts are underway at both the state and federal levels, and will continue to monitor these issues closely and prepare strategies to mitigate their impact.

Dr. Klein reported Chair Alfrey was recently elected to serve as Secretary of the San Francisco Medical Society. In addition, Dr. John Ma was re-elected to his role as American Medical Association Delegate.

Dr. Klein reported ongoing developments related to E-Bike 1778. Hearings are scheduled to take place in Ross on Thursday and in San Rafael on Monday, with the goal of advancing implementation of the proposed regulations.

11. Committee Reports

A. Finance & Audit Committee (met July 28, 2025)

Director Su reported that the committee met on July 28, 2025 where the annual audit by Baker Tilly was reviewed. Mr. Brettner reported that it was a clean audit. The Finance and Audit Committee had voted to recommend approval of the audit by the Board.

Chair Alfrey asked for a motion to approve the Marin Healthcare District 2024 Report of Independent Auditors and Financial Statements. Director Sparkman moved to approve. Director Rienks seconded. **Vote: all ayes.**

Dr. Su provided the financial report, noting recent fluctuations in investment income. He explained that the goal is to maintain a reserve of approximately three months of operating funds, equal to \$150K, in the bank for ready access. He confirmed that he and Chair Alfrey had signed the necessary documents to transfer funds from the LAIF into the investment account. He concluded that there were no major issues to report.

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

No report given as Lease, Building, Education and Outreach Committee did not meet.

12. Reports

A. Hospital and District CEO's Report:

Dr. Klein reported primary care access continues to improve significantly. Earlier this year, the waitlist for patients seeking a primary care provider had grown to nearly 3,700 individuals. Through dedicated outreach and scheduling efforts, this number has now been reduced to approximately 800 patients, reflecting substantial progress. New practices have opened in Sonoma and Sausalito, further expanding access and helping to reduce wait times. In addition, direct scheduling through MyChart is being phased in.

Dr. Klein noted recruitment and retention efforts remain strong, with 11 new adult primary care providers having started between June and September. 6 new pediatricians have joined since May, and 8 new OB-GYNs have come on board since March. The pipeline is also active, with 14 additional adult primary care physicians, 3 OB-GYNs, and 4 pediatricians currently in various stages of recruitment, ranging from interviews to contract negotiations and site visits.

Dr. Klein announced that the trauma program had recently undergone re-verification, and the surveyors identified only three minor findings, all of which were easily correctable. This outcome reaffirmed MarinHealth's continued verification as a trauma center. Dr. Klein thanked Dr. Alfrey and the entire trauma team for their efforts in the excellent survey results.

He also noted that the cardiac surgery program is performing exceptionally well and continues to demonstrate strong growth.

Dr. Klein reported that negotiations with both the Teamsters and the California Nurses Association are ongoing, and he acknowledged that the coming year will likely present challenges in collective bargaining.

Dr. Klein reported the ratings agencies reaffirmed the organization's stable credit rating, a significant accomplishment given the broader economic environment and healthcare industry challenges.

Dr. Klein also shared that MarinHealth has been recognized by US News and World Report in several categories and is the highest rated in the North Bay. This distinction reflects the hospital's dedication to patient care, safety, and quality outcomes, and highlights the efforts of staff and leadership across all service areas.

B. Chair's and Board Members' Reports:

Director Rienks shared her experience as a family member of a hospitalized patient. She highlighted the supportive environment of the hospital, noting the family and patient friendly spaces, the accommodating staff, and the positive effect of the physical surroundings.

Director Su shared an observation of a patient recovering from spine surgery. The patient was sitting on the fourth-floor terrace with his father and spouse, overlooking Mt. Tam. He appeared comfortable, content and enjoying the moment.

Director Sparkman highlighted community events: Marin Villages' 15th Anniversary at the Buck Institute for Research on Aging (August 14) and the Senior Fair (September 17).

Director Sparkman highlighted the Chronicle's "Graying in the Bay" series, emphasizing its importance and relevance beyond Marin County, as the aging population is a regional issue across the Bay Area.

She also added to earlier remarks about the hospital, sharing a personal experience. She reported that a family member who underwent surgery described the hospital as the most nurturing healthcare environment they had ever encountered and praised the exceptional level of care received. Director Sparkman expressed gratitude to the staff for their dedication and compassion.

Chair Alfrey reported that with the Trauma Survey now completed, additional time can be dedicated to key priorities. He highlighted two major areas of focus. The first will be continuing program development, including efforts to secure ground time at different venues, while also maintaining momentum and enthusiasm in ongoing initiatives. The second focus will be addressing the incidence of injuries among elderly patients. Chair Alfrey noted that the team is monitoring trends in this area and emphasized the importance of looking closely at factors affecting recently discharged patients.

C. Primary Care Task Force Report:

Directors Rienks and Sparkman reported on their recent discussions and planning efforts regarding primary care access and workforce support. They emphasized the importance of first establishing clear goals for the committee and identified several potential focus areas. Considerable discussion centered on strategies to improve access to primary care, including examining population needs, reviewing available data, and considering the inclusion of specific groups such as those impacted by HR-1 issues. They highlighted the need to explore strategies for team-based care, where physicians and staff can work collaboratively to provide more efficient and comprehensive care, thereby reducing pressure on individual providers. They also discussed expanding the scope of practice for allied health professionals.

Directors Rienks and Sparkman proposed organizing goals into three main areas: (1) Speed and Access - how quickly patients can see a provider and how that varies across population groups; (2) Workforce Sustainability - strategies to reduce turnover and burnout among primary care providers; and (3) Workforce Support - developing innovative approaches to support providers beyond compensation.

As next steps, Directors Rienks and Sparkman suggested meeting with Dr. Klein and Mr. Brettner to review relevant metrics and begin assembling a dashboard to track progress and outcomes. They also recommended assessing the percentage of primary care providers nearing retirement to better anticipate future challenges. Additionally, they discussed identifying potential committee members to engage in this work and considering interviews with key stakeholders to gather perspectives on primary care challenges.

13. Agenda Suggestions for Future Meetings

Chair Alfrey would like to add an agenda item to the September 9th meeting to discuss the potential need for dedicated director office space.

Director Sparkman asked to have a spokesperson from Marin Villages to attend a future meeting.

Director Rienks asked to have Marin Community Clinic attend a future meeting.

14. Adjournment of Regular Meeting

Chair Alfrey adjourned the meeting at 7:11 pm.