

MARIN HEALTHCARE DISTRICT

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

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TUESDAY, JANUARY 13, 2026

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: 916 7438 2943
Passcode: 061704
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 December 9, 2025 (action) | Alfrey | #1 |
| 5. Nomination and Election of Marin Healthcare District Officers for 2026
a. Chair (action)
b. Vice Chair (action)
c. Secretary (action) | Alfrey | #2 |
| 6. Approval of Ms. Jocelyn Nakashige & Mr. John Landers for membership on the MarinHealth Medical Center Board of Directors, as recommended by the MHD/MHMC Joint Nominating Committee on November 19, 2025 (action) | Alfrey | #3 |
| 7. Healthcare Advocacy and Emerging Challenges and Trends | Klein | |

The agenda for the meeting will be posted and distributed at least 72 hours prior to the meeting.
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Meetings open to the public are recorded and the recordings are posted on the District web site.

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BOARD OF DIRECTORS

5:30 PM: REGULAR OPEN MEETING

8. Committee Reports

A. Finance & Audit Committee (*met Dec. 15*)

Su

B. Lease, Building, Education & Outreach Committee (*next meets Jan 20*)

Rienks

C. Primary Care Task Force Report

Rienks/Sparkman

9. Reports

A. District CEO's Report

Klein

B. Hospital CEO's Report

Klein

C. Chair's and Board Members' Reports

All

10. Agenda Suggestions for Future Meetings

All

11. Adjournment of Regular Meeting

Alfrey

Next Regular Meeting: Tuesday, February 10, 2026 @ 5:30 p.m.

Tab 1



**MARIN HEALTHCARE DISTRICT
BOARD OF DIRECTORS**

REGULAR MEETING

**December 9, 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

Staff present: David Klein, MD, CEO; Colin Leary, General Counsel; Anita Chandrasena, MD, CMO; Eric Brettner, CFO (via Zoom); Lynn Seaver-Forsey, PHD, RN, Exec Director, Quality; Tricia Lee, EA

Board members absent: Samantha Ramirez, BSW

2. General Public Comment

Lynn Warner, RN and Chief Nurse Representative; Chris Parando, Teamsters Local 856 Shop Steward; April Gorham, RN, NICU/Postpartum/Pediatrics; Susanna Farber, Teamsters Local 856 Representative

Speakers commented regarding labor negotiations between Teamsters Local 856, the California Nurses Association/National Nurses United, and MarinHealth Medical Center. Comments expressed concern regarding employee healthcare costs under the hospital's proposal, affordability for staff living and working in Marin County, employee morale and retention, bargaining process transparency, and the potential impact of these issues on patient care and safety.

3. Approve Agenda

Director Rienks moved to approve. Director Sparkman seconded.

Vote: all ayes.

4. Approve Minutes of the Regular Meeting of October 14, 2025

Director Sparkman moved to approve. Director Su seconded.

Vote: all ayes.

5. Approval of Q2 2025 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) – Ms. Seaver-Forsey reviewed the Q2 HCAHPS, noting several domains, including overall hospital rating and likelihood to recommend, were performing at or above the 75th percentile, while additional domains were at or near the 50th percentile.

Ms. Seaver-Forsey identified areas requiring continued improvement, including nurse communication, staff responsiveness, discharge information, care coordination, care transitions, and the hospital environment. She explained that recent changes to survey question wording affected trending comparisons and noted that action plans were in place to address these areas. She also noted education initiatives, leader rounding, bedside shift reports, and patient experience training implemented during the quarter.

There was discussion regarding percentile rankings, Leapfrog Hospital Safety Grades, and the persistence of lower-performing categories over multiple reporting periods. The concerns were acknowledged and outlined ongoing performance improvement efforts, including a comprehensive Leapfrog action plan being developed through the Quality and Patient Safety Committee

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

Schedule 3: Clinical Quality Reporting Metrics – Ms. Seaver-Forsey presented the Q2 clinical quality dashboard, highlighting improvements in all-cause mortality, readmission rates, and length of stay. She reported continued zero performance in catheter-associated urinary tract infections (CAUTI), improved sepsis compliance, zero falls with injury.

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 Jennifer Rienks moved to approve the Q2 2025 MarinHealth Medical Center Report of Performance Metrics and Core Services, with minor clarifications to be addressed as noted. Director Su seconded. **Vote: all ayes.**

Susanna Farber, Teamsters Local 856 Representative and Chris Parando Offered Public Comment.

6. Approval of Ms. Jocelyn Nakashige & Mr. John Landers for Membership on the MarinHealth Medical Center Board of Directors, as recommended by the MHD/MHMC Joint Nominating Committee on November 19, 2025

Chair Alfrey introduced Ms. Jocelyn Nakashige and Mr. John Landers, nominees recommended by the MHD/MHMC Joint Nominating Committee. Both candidates addressed the Board, summarizing their professional backgrounds, experience in healthcare, finance, and community service, and their interest in serving on the MarinHealth Medical Center Board.

Board members expressed support for both candidates. Consistent with Board governance practice, the Board agreed to introduce the nominees at this meeting and defer the vote to the January 2026 meeting to allow additional public awareness and review.

No action was taken at this meeting.

Susanna Farber, Teamsters Local 856 Representative offered public comment.

7. Healthcare Advocacy and Emerging Challenges and Trends

Dr. Klein reported on several provisions in H.R. 1 and potential changes in the policy. Among the most notable changes was the extension of Medicaid Disproportionate Share Hospital (DSH) relief, which had been scheduled to expire. The replacement legislation retroactively delayed the reduction, rolling it back to October and extending coverage through at least January 30.

Dr. Klein also noted the continuation of Medicare rural support programs. While MarinHealth is not classified as a rural hospital, he emphasized the importance of these programs for rural hospitals that serve their local communities. In addition, telehealth provisions that were at risk of expiration under H.R. 1 were preserved, including both Hospital at Home and Medicare telehealth services. Medicare Rural Ambulance add-on payments, which support ambulance providers serving rural and super-rural areas, were also extended.

Dr. Klein provided an update to the potential impact of PAYGO sequestration. He explained that because Congress is required to offset the cost of legislative packages, failure to do so under H.R. 1 could have triggered automatic reductions in entitlement spending, including Medicare. Such cuts could have resulted in a Medicare reduction of up to four percent for hospitals nationwide, including those in California. He reported that these cuts have been averted for now, though the situation remains fluid and will continue to be closely monitored.

Dr. Klein also provided an update on the hospital fee program, which determines how hospitals are paid. He stated that an update to the program is currently moving through the Centers for Medicare & Medicaid Services (CMS) for evaluation and approval.

Dr. Klein reported that the California Hospital Association has filed a lawsuit in San Francisco County Superior Court challenging proposed actions by the Office of Health Care Affordability. The lawsuit seeks to prevent measures that could threaten access to care, jeopardize healthcare jobs, hinder progress on health equity, or negatively affect the quality of care for Californians.

8. Committee Reports

A. *Finance & Audit Committee*

No report given, Finance and Audit Committee did not meet

B. *Lease, Building, Education and Outreach Committee*

Ms. Jill Kinney provided an update on recent community education and outreach activities. She reported that the Edible Garden Seminar was held in October at Falkirk in San Rafael and was well received.

Ms. Kinney noted that local school districts have requested the return of the Careers in Medicine seminar, which was previously well attended, and staff will explore scheduling the program during a school break in late February or early March.

She also reported on a recent pop-up screening event in Marin City, where approximately 78 participants received health screenings, and on participation in the Senior Fair, which was highly attended and provided significant exposure for the District.

C. *Primary Care Task Force*

Director Rienks reported interviews and evaluations related to primary care access and recruitment would begin in January.

9. Reports

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

Dr. Klein reported the hospital faces significant parking constraints and plans to construct a second parking structure adjacent to the existing garage. The proposed structure already entitled, provided construction begins prior to the first quarter of 2027. Current planning anticipates breaking ground in 2026, with an estimated construction timeline of approximately 18 months. Completion of the parking structure would enable future campus development, including a new pavilion and a potential ambulatory services building, subject to funding and voter approval.

Dr. Klein described a citizen-led effort to place a parcel tax measure on the ballot to support hospital facilities development. The citizen group and its initiative are a private effort separate and independent of the District and the Hospital. The citizen group has reported strong progress and expects to submit sufficient signatures for county verification. Following verification and certification, the District Board would be required to adopt a resolution call for an election on the citizens' measure.

Dr. Klein reported continued progress in improving access to care, particularly through primary care recruitment. He noted that 11 new primary care physicians are scheduled to begin practice during the year, with three additional physicians in the recruitment pipeline. These additions are expected to significantly reduce patient wait times across the network. He also noted ongoing improvements in access transparency through updated websites and centralized scheduling tools.

Dr. Klein reported on the hospital's recent Joint Commission survey, which took place in October and included a subsequent follow-up survey. He reported that the follow-up survey resulted in no findings. Dr. Klein also noted surveyor was highly complementary of the hospital's cleanliness, staff engagement, and culture of openness. MarinHealth Medical Center has been fully accredited for an additional three years.

Dr. Klein reported that MarinHealth was named by Newsweek as one of the best hospitals in California for 2026 and by Forbes as one of the top 60 hospitals in the state, based on quality and performance metrics.

Dr. Klein reported on the launch of a new reputation management program that allows patient satisfaction surveys to be converted into verified online reviews. He noted early improvements in provider reputation metrics as a result of capturing real-time, patient-verified feedback. He also reported the launch of the "Every Moment Matters" campaign, which recognizes employees named by patients in satisfaction surveys through internal recognition, social media, and town hall acknowledgments.

Dr. Klein reported continued progress in clinical informatics and innovation, including deployment of ambient listening technology. Early feedback indicates significant reductions in documentation burden, time spent in the electronic medical record, and physician burnout.

He also reported ongoing investments in IT security, including advanced data loss prevention, email security, vulnerability management, and real-time threat monitoring to address increasing cybersecurity risks.

Dr. Klein reported several operational and facilities updates. He noted completion of operating room construction, bringing the total number of active operating rooms to twelve. Additional inpatient capacity has been added through new beds on the cardiac care and in the Redwood unit, totaling 15 new beds, with 10 additional beds expected early March.

He also reported the hospital has exceeded 200 days without a serious patient safety event.

Dr. Klein reported on continued facility planning efforts related to 2033 seismic compliance, including meetings with Marin County and discussions with regulatory agencies regarding renovation and expansion plans.

He also noted progress on the Bloom Energy project, which was presented to the Kentfield Planning Advisory Board and is expected to be operational by late 2026, providing a renewable, lower-carbon footprint energy source and reducing reliance on public utilities.

Dr. Klein reported additional initiatives, including revisions to patient food menus based on patient feedback, rollout of healthy vending machines across the campus to support staff working late and night shifts, and expansion of cardiac rehabilitation services. He noted that the cardiac rehabilitation expansion is on schedule for completion in July 2026 in response to increased demand associated with the cardiac surgery program.

B. Chair's and Board Members' Reports:

Director Su noted that this meeting marked the final meeting of the year and shared reflections from his perspective as a practicing surgeon. He stated that through his work with multiple departments across the hospital, including Environmental and Nursing, he consistently observes a shared commitment among staff and leadership to providing the highest quality care possible to patients. Director Su expressed his belief that this commitment extends to the organization's executive leadership and conveyed his hope that the Board and administration will be able to work collaboratively in the new year.

Director Su also noted based on conversations with colleagues practicing at hospitals across the country, MarinHealth Medical Center is well positioned in terms of access to advanced technologies, particularly for spinal surgery. He attributed this strength to a combination of philanthropy, the community in which the hospital operates, and strong leadership, and concluded by expressing his gratitude for the opportunity to practice medicine at MarinHealth Medical Center.

Director Rienks reported that recent data presented by the County to the Health Council indicated that approximately one in five Marin County residents are now covered by Medi-Cal. Director Rienks stated that this statistic was surprising, as Marin is not typically perceived as having a large Medi-Cal population, and remarked that coverage levels had historically been closer to 16 percent. She explained that expansions associated with the Affordable Care Act and Covered California have contributed to this increase and emphasized that this information is important for the Board to keep in mind when discussing access to care and Medi-Cal reimbursement rates.

Director Rienks also requested that, when the meeting adjourns, it do so in honor of Mary Barbara Schultz, who recently passed away. She noted that Ms. Schultz and her family were long-time supporters of MarinHealth Medical Center and made significant contributions to the hospital over many years.

Chair Alfrey echoed remarks made by Director Su and noted that, as a hospital employee and an elected public official representing the people with whom he works, he greatly appreciates the support.

He then spoke about the importance of communication and the need to avoid working in silos, emphasizing that effective communication leads to better outcomes. Chair Alfrey referenced the recent Joint Commission Survey and noted that Dr. Chandrasena promptly communicated applicable findings to him, allowing for the immediate development of a response plan. He stated that, as a result, he was able to respond quickly and effectively to questions during the review, describing this as an example of communication without barriers rather than siloed decision-making. He expressed his appreciation for this approach.

He also recognized Vernon Moreno and the security team for securing the hospital.

In light of a recent incident involving the death of a caseworker at San Francisco General Hospital, Chair Alfrey asked that the Board observe a moment of silence.

Director Rienks expressed appreciation for the work of Dr. Ed Alfrey (Chair), Dr. John Ma, and others who have been actively engaged in addressing issues related to e-bike safety. She referenced a recent New York Times article on the topic. Director Rienks noted that, based on shared experiences, it is clear that e-bikes and e-motorcycles can be dangerous when used by individuals who are too young or inexperienced. She thanked those involved for their efforts in raising awareness, collecting data, and working on policy related to e-bike safety, describing the initiative as a passion project, and acknowledged their work in bringing the issue to the District. She encouraged Board members and the public to review the referenced New York Times article. Chair Alfrey noted that the District Board was the first to recommend related legislation.

Susanna Farber, Teamsters Local 856 Representative offered public comment.

10. Agenda Suggestions for Future Meetings

Chair Alfrey noted Election of new officers will be on the agenda of the January 13, 2026 meeting.

Director Rienks requested the Commission on Aging present their strategic plan when completed.

Director Rienks requested an update on the steps to becoming an Age Friendly Designated Hospital.

11. Adjournment of Regular Meeting

Chair Alfrey adjourned the meeting at 7:09 pm.

Tab 2

Board of Directors

YEAR	CHAIR	VICE CHAIR	SECRETARY	DIRECTOR	DIRECTOR
2008	Jackson	Clever	Rienks	Bedard	A. Ramirez
2009	Bedard	Jackson	Rienks	Clever	Hank Simmonds, MD
2010	Bedard	Jackson	Rienks	Clever	Simmonds
2011	Clever	Rienks	Simmonds	Bedard	Jackson
2012	Rienks	Simmonds	Bedard	Clever	Ann Sparkman
2013	Rienks	Simmonds	Bedard	Clever	Sparkman
2014	Bedard	Sparkman	Simmonds	Clever	Rienks
2015	Simmonds	Sparkman	Rienks	Bedard	Jennifer Hershon
2016	Simmonds	Sparkman	Rienks	Bedard	Hershon
2017	Sparkman	Simmonds	Hershon	Bedard	Rienks
2018	Sparkman	Hershon	Rienks	Bedard	Simmonds
2019	Rienks	Bedard	Brian Su, MD	Simmonds	Sparkman
2020	Bedard	Sparkman	Rienks	Simmonds	Su
2021	Rienks	Su	Sparkman	Edward Alfrey, MD	Bedard
2022	Su	Alfrey	Sparkman	Rienks	Bedard
2023	Su	Alfrey	Sparkman	Rienks	Samantha Ramirez
2024	Alfrey	Sparkman	Rienks	Su	Ramirez
2025	Alfrey	Sparkman	Rienks	Su	Ramirez
2026					

Tab 3



MarinHealth Medical Center Operating Board 2026

Joseph Euphrat – Chair
Andrea Schultz – Vice Chair
Joe Abrams – Secretary
Martin Arrick – Treasure
David Klein, MD – Director
Joshua Adler – Director (UCSF)
Denise Lucy - Director
Michael Kwok, MD – Director
Adam Nevitt, MD – Director
Hadley Mullin – Director
Daniel Vasquez – Director
KC George – Director
Vacant – (UCSF)
Vacant
Vacant

PROFESSIONAL QUALIFICATIONS

- In-depth understanding of the complexities of compliance, controls, risks and operations in academic/higher education with missions of teaching, research, service and clinical care.
- Demonstrable experience in effectively leading complex institutions through times of strategic planning and critical growth leading to funding and execution of academic, strategic goals;
- Senior leadership level position in getting an emerging medical school for the University of California system approved, successfully funded and accredited;
- Experienced senior manager with over 30 years demonstrated expertise in a university based, academic healthcare and research setting with broad based responsibilities including business strategy, strategic planning, resource planning and management with solid understanding and perspectives from multiple viewpoints from the CEO/President/Chancellor organization level as well as from college/medical school, clinical department with multiple fund sources;
- Thrives in an environment requiring thoughtful, Innovative, creative solution/change management strategies;
- Leadership roles on multiple campus-wide chancellor's committees related to complex issues;
- Have led multiple workgroups tackling often complex issues requiring collaboration, building and maintenance of trust, innovative problem-solving with often delegated decision-making authorities;
- Keen political acumen and demonstrated effective project planning, management and implementation skills;
- Successfully implemented a large shared services center for IT, HR, Academic Personnel, Finance and Facilities for a developing School of Medicine;
- Demonstrated success in designing, shepherding and managing development of systems solutions to build infrastructure to gain efficiencies, enhance compliance, improve processes and manage risk;
- Demonstrated skill and ability to move a large organization with complex structures through the process of reducing budget and expense, program downsizing and service reductions with thoughtful analysis of risk and implications of reductions;
- Excellent interpersonal and communication skills with an in-depth understanding of the complexities of campus operations and cultures, with established relationships and the ability to effectively interface at all levels of the organization.

PROFESSIONAL EXPERIENCE

ACADEMIC HEALTHCARE CONSULTANT

February 2016 – Present

Business strategy development for schools of medicine and academic training programs. Business plan development working with diverse sets of organizations working toward funding and implementation of complex strategies with clinical affiliates and partners within and between entities. Works collaboratively with partners toward reaching mutually beneficial goals.

UNIVERSITY OF CALIFORNIA, RIVERSIDE

October 2010 – February 2016

School of Medicine

Senior Associate Dean for Finance and Administration and Associate Vice Chancellor, Health Affairs

Chief financial and administrative leader for the UCR School of Medicine. Direct report to the Vice Chancellor for Health Affairs and Dean of the School of Medicine functioning as chief strategy officer for all business facets of the overall organization. A key member of the senior leadership team for an emerging medical school, have been a central point person for building all facets of the school's infrastructure, including research, administrative and clinical facilities, developing the financial reporting infrastructure/framework, systems development for datawarehouse and other reporting systems to build efficiencies and effectiveness for the school, and led the effort to pull the pieces together toward developing the 10 year financing plan to enable successful accreditation of the medical school by the

LCME. Heavily involved in the development of new GME programs (in a region where most are GME-naïve institutions) and clinical practices leveraging the benefits of partnership with our affiliates, spending a significant portion of effort achieving shared goals with our partners where both sides feel that mutually beneficial goals can be realized, and wait time on successful return on investment are minimized. Participates in top-level vision setting, decision-making, issues management and integrated problem solutions.

Key successes:

- Developed a 10 year sustainable financing model for the school of medicine which did not assume the inclusion of new support from the State of California, which led to the successful preliminary accreditation by the LCME for the new UCR medical school;
- Worked with the University of California Office of the President on a temporary, start-up strategic support over 10 years, and a \$30 million line of credit to insure all revenue facets of the 10-year financial model;
- Worked with our clinical affiliates to build new primary care programs, which have eliminated the financial risks of downside operating shortfalls for the practice plan;
- Negotiated and worked with clinical affiliates on GME affiliation agreements where the school recovers not just resident salaries/benefits, but also educational and administrative overhead to cover educational infrastructure from our hospital partners;
- Develop and implement key business strategies;
- Negotiate key strategic alliances and affiliations with partners;
- Build out capital facilities for education, research and clinical care for school of medicine;
- Development of a sustainable, long term financial plan for the School of Medicine in the absence of new, incremental resources from the state;
- Key financial liaison with the UC Office of the President toward financing strategies for the UCR School of Medicine;
- Consults actively with campus leadership toward the development of administrative systems infrastructure to adequately develop and maintain a school of medicine;
- Responsible for the design of key financial and business strategies to develop and grow the school of medicine

UNIVERSITY OF CALIFORNIA, SAN FRANCISCO

October 1986 – October 2010

Office of the Senior Vice-Chancellor –Finance and Administration

Director – Finance and Administration

(May 1997 – October 2010)

Direct report to the Senior Vice Chancellor-Finance and Administration with accountability for all fiscal and business operations of the Immediate Office of the Senior Vice Chancellor for Finance and Administration. Serve as Chief Financial Officer and control point of Financial and Administrative Services (FAS), an organization with approximately \$220 million operating budget and 1200 FTE representing campus units of: Audit, Controller, Finance, Procurement, Budget & Resource Management, Human Resources, Police, Campus Life Services, Information Technology, Capital Programs & Facilities Management, Campus Planning, Real Estate and the Office of Legal Affairs. Serves as the Senior Vice Chancellor's delegate and representative on issues of campus-wide interest.

Key responsibilities:

- Step 3 institutional officer for PPSM 70 grievances for unrepresented employees
- Responsible for management of the FAS control point, including coordination and management the FAS organization annual budget-call process and allocation to departments. Work collaboratively with the finance and business managers within the FAS organization, and represents the FAS financial interests as a member of the campus Executive Budget Committee;

- A direct report to the SVC, convenes and chairs the FAS Finance Managers committee, with key responsibilities to inform/communicate, provide direction related to financial coordination in the control point, develop budget increase/reduction plans to enable balancing of the budget towards targets. SVC liaison with Dean's Offices and other control points to ensure that FAS budgets are appropriately implemented and/or reductions contemplated and implemented throughout the enterprise do not jeopardize appropriate levels of controls, or unduly harm the academic mission;
- Serve as the Senior Vice Chancellor's liaison on all issues related to affiliation agreements between UCSF and external institutions. Works collaboratively with campus control point partners in the institutional management and oversight of several key strategic research affiliations between UCSF and research affiliates. Key campus liaison for the SF-VA NCIRE agreement and serves as institutional signatory for the approval of the SF-VA NCIRE joint personnel (JPA) agreements;
- Senior Vice Chancellor decision support and senior analyst for many emerging business issues toward the development and implementation of Institutional Affiliation Agreements with non-UCSF research institutes with the Clinical and Translational Science Initiatives, threading together service and service delivery model agreements spanning and crossing organizations enterprise-wide;
- Designated functional owner of Identity Management system (IID), and chair of the Campus Identity Management advisory committee, and co-chair of the Enterprise Identity and Systems Access committee. Key stakeholders and continuous dialogue with campus CIO, Enterprise Information Security at the campus and medical center, Privacy Office, Legal Affairs, Police and all Dean's Offices and Vice Chancellor offices;
- Regularly interacts and serves as a key liaison with campus control points and the UCSF Medical Center on financial as well as other issues of shared interest. Functions with delegated authority of the Senior Vice Chancellor, and provides input and recommendations to senior leadership on key issues;
- Represents the Senior Vice Chancellor on several broad based campus workgroups to advise and support development and implementation of Global Health efforts, including development of new affiliation agreements and other proposals for academic alliances (national and international), new affiliation agreements for the CTSI, as well as other proposed affiliation efforts;
- Consult actively with FAS departments as well as other campus units on business planning and analysis for large, multi-faceted collaborations and project initiatives.

Dean's Office-School of Medicine

UCSF - School of Medicine, Dean's Office (SFGH and Parnassus) September 1995 – April 1997

Oversight for the activities of UCSF at SFGH divisional managers of the Dean's Office units including the Library, Emergency Services, University Personnel Services and Medical Staff Office. Lead LCME data collection coordinator for the Dean's Office School of Medicine for LCME accreditation, including data validation and verification amongst all other UCSF schools, institutes and non-UCSF affiliated institutes.

Department of Orthopaedic Surgery

Chief Administrator

(October 1986 – September 1995)

Serve as Chief Administrative Officer for an academic department with approximately 16 FTE full-time faculty, 110 FTE administrative staff, and 150 other clinicians and non-faculty academics (part-time and well as other without salary (WOS) academic personnel.) Developed financial methodology for the Orthopaedic Surgery compensation plan including the first model of the bonus Z methodology, requiring overhaul and redesign of the information systems required for financial budgeting, overhead distribution decisions and reporting; Senior staff of the department, work in tandem with leadership in the development of long and short range strategic planning with oversight and responsibility over business operations and financial forecasting for all clinical, research, teaching and administrative operations of the department. Negotiate and collaborate with the Medical Center hospital administrators on joint collaborations, negotiate fair financial contributions and strategic support on key initiatives between medical center and department. Departmental management including ten geographic sites (Parnassus, Mt. Zion, SFGH, Marin and VA), including multi-site clinical operations, multi-satellite orthotics and prosthetics facilities, UCSF Tissue and Eye Bank transplant services, three research laboratories, and the Orthopaedic Surgery residency teaching program. Developed complex business plans which led to the acquisition of two San Francisco Orthotics and Prosthetics facilities, merging them into university practices, as well developed business plans for the UCSF Tissue Bank, which included delegation of authority by the Chair in negotiations leading to several key collaborative relationships with two county governments as well as various related organizations involved in tissue banking. In-depth understanding of the complexities of compliance, controls, risks and operations balance. Aggregate operating budget of \$9 million annually representing \$20 million annual gross professional fee and other service billings.

STATE OF HAWAII

November 1982 – July 1986

Department of Accounting and General Services

Budget Analyst

(November 1985 – July 1986)

Financial resource planning, long range and short range strategic planning and budget forecasting and analysis. Work with program managers on development and analysis of capital and operating resource plans, evaluation of expenditure plans and significant variances. Draft communications for Director and State Comptroller including legislative testimony and/or written responses for both Governor's Office and legislative requests and queries.

Department of Hawaiian Home Lands

Program Management Analyst

(November 1982 – November 1985)

Analyze management practices, operations, procedures and work processes of various units; compile and evaluate data, research statutes, administrative rules, and policies to ascertain statutory and administrative requirements.

SERVICE, MEMBERSHIPS, AWARD, APPOINTMENTS AND PRESENTATIONS

2013-2016	UCR Campus Counsel/Legal Affairs Advisory Committee
April 2013	University Planning Committee
May 2013	Keynote speaker, Epsilon Delta Iota honor society, UCR campus
May 2013	Honorary lifetime Member, Epsilon Delta Iota honor society
June, 2012	Speaker APAHE annual Pathways to Leadership, Pomona, CA
2010 – 2016	UCR Chief Financial and Administrative Officers Group
2010 – 2016	UCR Chief Financial and Human Resources Officers Group
2010 – 2016	UCR Enterprise Risk Management Group
2010 2016	UCR Legal Affairs Advisory Group
1998 - 2010	Mentor, UCSF Academic Business Officers Group Mentorship Program
2009, 10,13	Scholarship applications reader, Ronald McDonald House Charities
2010,11,12	Asian Pacific Americans in Higher Education mentor
2004 - 2010	UCSF Step 3 Institutional Grievance Officer
2001 - 2010	UCSF FAS Step I Grievance Officer
2000 – 2010	Member, UCSF Executive Budget Committee
2001 - 2010	Staff to the UCSF Chancellor's Steering Committee on Nuclear, Biological, Chemical and Cyber Terrorism
January 2009	Panelist - UCSF ABOG leadership series presentation
2000 - 2010	Chair, UCSF FAS Finance and Business Managers committee
2001 - 2003	Co-Chair, UCSF Student Information Systems Advisory Committee
2000 – 2010	Member, various advisory committee for campus recharges (FAS desk-top support, IT voice, Human resources)
2000 -2010	Member, UCSF IT Governance-Administrative Systems Advisory Committee
2002 - 2007	Member, UCSF Financial Systems Advisory Committee
1997 – 2002	Campus liaison and lead negotiator- Substance Abuse Contract - Gallo Research Center
1997 - 2010	Member, UCSF Finance and Administration Leadership Group
2000 - 2010	Member, UCSF FAS Management Group
2000 – 2010	Member, UCSF SVC Direct Reports
2000 - 2010	Chair, UCSF FAS Resource Management and Financial Reporting Committee
2000 - 2008	Steering Committee, UCSF Academic Business Officers Group
1998 - 2010	Mentor, UCSF Academic Business Officers Group Mentorship Program
2003 - 2004	UCSF Chancellor's Coordinating Committee on the Quality of Work Life for Staff
2003 – 2005	UCSF Chancellor's Committee on the Quality of Worklife
2003 – 2010	Chair, UCSF-NCIRE Affiliation workgroup
2005 -2010	UCSF Chancellor's Worklife Council
2005, 2006	HIPAA privacy committee workgroup
2006 – 2010	Member, UCSF Chancellor's Occupational Health Steering Committee
2007 –2010	Chair, Identity Management Advisory Committee
2007 – 2010	Chair, UCSF/Gladstone Institutes Affiliation workgroup
2007 -2010	Chair, UCSF/Gladstone Institutes "Affiliation Agreement" sub-group
2007 - 2010	Member, UCSF/Gladstone Institutes Finance sub-group
2007 - 2010	Member, UCSF Chancellor's Committee on Occupational Health and Safety Issues
2007 – 2010	Chair, UCSF CTSI affiliations workgroup
2009, 2010	Co-Chair, UCSF Red Flags Rule implementation task force

PROFESSIONAL AFFILIATIONS

AAMC American Association of Medical Colleges
Society for College and University Professionals
National Association of College and University Business Officers
Western Association of College and University Business Officers

Jocelyn Nakashige

APAHE Asian Pacific Americans in Higher Education

COMMUNITY SERVICE

EVAN M NAKASHIGE FOUNDATION

April 2017 – Present

President and Chair of the Board

The Evan M Nakashige Foundation is a 501c3 IRS approved public charity seeking to reduce the stigma associated with mental illness and growing capacity and access to mental health services for young adults with a focus on young adults in college. Current priorities are focused on providing strategic consulting to colleges and universities toward creating sustainable business plans which significantly grow and increase the number of individuals practicing in a behavioral health profession.

EDUCATION

Master of Arts (MA), University of Hawaii at Manoa
Bachelor of Arts (BA) University of Hawaii at Manoa

REFERENCES AVAILABLE UPON REQUEST

John Q. Landers, Jr.

Summary

Managing Director with over 40 years of experience in health care investment banking and strategic leadership. Expertise spans across investment banking, healthcare M&A, and high-level client relationships. A strong academic foundation complemented by a distinguished career in both finance and research, including leadership roles at Morgan Stanley and Blyth Eastman Paine Webber. Proven track record of success in managing large financing teams, developing comprehensive finance plans, and working with clients to achieve strategic short and long term goals. Acted as lead investment banker/advisor to some of the largest health systems on the west coast, as well as large national systems, academic medical centers, and regional hospitals.

Work Experience

Managing Director/Senior Advisor

Morgan Stanley, San Francisco, CA

February 1, 1991 – Present

- Worked with senior management of major healthcare institutions to develop capital raising strategies for major projects and strategic investments.
- Responsible for financing plan development, M&A processes, credit strategies to optimize strategic and cultural goals of our clients.
- Led Board level presentations to achieve senior management objectives.
- Cultivated and maintain long-term relationships with top-tier clients, providing exceptional customer service and advising on high-stakes financial matters.
- Ensured regulatory compliance, risk management, and adherence to industry standards in all financial dealings.

Managing Director, West Coast Health Care Investment Banking

Blyth Eastman Paine Webber, San Francisco, CA

1979 – 1991

- Directed and managed the West Coast Healthcare Investment Banking for Blyth Eastman Paine Webber, focusing on capital generation strategies for healthcare institutions.
- Cultivated and nurtured relationships with healthcare executives, investors, and stakeholders to facilitate deal-making and capital creation.
- Led the team in evaluating and executing healthcare-related transactions, including mergers and acquisitions, providing advisory services for high-stakes financial decisions.

Research Analyst

Memorial Sloan Kettering, New York, NY

1976 – 1977

- Contributed to groundbreaking hormone receptor cancer research, working alongside senior advisors and researchers.
- Assisted in the development and execution of experiments, including data collection, analysis, and interpretation of findings.
- Co-authored and published two articles on red blood cell hormone receptor research, contributing to the scientific understanding of cancer biology.

Education

Columbia University School of Business, MBA, 1979

Harvard University, AB in Biology, 1976

Punahou School, 1972

Teaching/Speaking

- Golden Gate University-Guest Lecturer on Health Care Capital Finance
- Haas School of Business-Guest Lecturer on Ethics in Investment Banking

Certifications

- **Series 7** — FINRA
- **Series 53** — Municipal Securities Principal
- **Series 63** — Uniform Securities Agent State Law Exam

Personal

Meadow Club former President and Board Member

Member of the Pacific Union Club

Former Member of Morgan Stanley Community Outreach Committee

40 year resident of Marin County