



**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 and Leapfrog Hospital Safety Grades. At the request of Chair Alfrey, clarification was provided regarding the hospital’s Leapfrog Hospital Safety Grade, as the hospital website at the time reflected a Leapfrog “A” rating while the most current published Leapfrog grade was a “C.” Dr. Klein acknowledged the discrepancy and confirmed that the website information was outdated and would be corrected to reflect the accurate Leapfrog rating.

Ongoing performance improvement efforts were reviewed, including the development of a comprehensive Leapfrog action plan through the Quality and Patient Safety Committee to address identified areas and improve future scores.

*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.