



**MARIN HEALTHCARE DISTRICT  
BOARD OF DIRECTORS**

**REGULAR MEETING**

**January 13, 2026  
MarinHealth Medical Center  
Conference Center**

**MINUTES**

**1. Call to Order and Roll Call**

Chair Alfrey called the Regular Meeting to order at 5:32 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; Colin Leary, General Counsel; Eric Brettner, CFO; Tricia Lee, EA

**2. General Public Comment**

There was no public comment.

**3. Approve Agenda**

Director Rienks moved to approve. Director Sparkman seconded.

**Vote: all ayes.**

**4. Approve Minutes of the Regular Meeting of December 9, 2025**

Chair Alfrey proposed an amendment to the minutes of December 9, 2025 to clarify the discussion regarding the Leapfrog Hospital Safety Grade.

Director Sparkman moved to approve. Director Rienks seconded.

**Vote: all ayes.**

**5. Nomination and Election of Marin Healthcare District Officers for 2024**

**A. Chair** – Director Rienks nominated Director Sparkman, and Dr. Alfrey seconded. Director Sparkman accepted the nomination. There were no further nominations. **Vote: all ayes. Director Ann Sparkman was elected unanimously to be Chair of Marin Healthcare District Board for 2026.**

**B. Vice Chair** – Director Sparkman nominated Director Rienks, and Dr. Su seconded. Director Rienks accepted the nomination. There were no further nominations. **Vote: all ayes. Director Jennifer Rienks was elected unanimously to be Vice Chair of Marin Healthcare District Board for 2026.**

C. **Secretary** – Director Rienks nominated Director Ramirez, and Chair Alfrey seconded. Ms. Ramirez accepted the nomination. There were no further nominations. **Vote: all ayes.**  
**Director Ramirez was elected unanimously to be Secretary of Marin Healthcare District Board for 2026.**

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**

The Board took action to approve Ms. Jocelyn Nakashige and Mr. John Landers for membership on the MarinHealth Medical Center Board of Directors, as recommended by the Marin Healthcare District/MarinHealth Medical Center Joint Nominating Committee at its meeting on November 19, 2025. Board members expressed strong support for both nominees and noted that each would make a valuable contribution to the organization and the community.

Chair Alfrey asked for a motion to approve the appointments of Ms. Jocelyn Nakashige and Mr. John Landers to the MarinHealth Medical Center Board of Directors. Director Rienks moved to approve. Director Sparkman seconded. **Vote: all ayes.**

7. **Healthcare Advocacy and Emerging Challenges and Trends**

Dr. Klein reported that healthcare advocacy activity at the state and federal levels has been limited due to the recent holiday recess, with most elected officials not in session. He noted that there have been no recent meetings of the California Hospital Association or related organizations and that regular advocacy activity is expected to resume next month.

Dr. Klein provided an update on federal policy issues currently under review. He reported that the temporary suspension of PAYGO sequestration is scheduled to expire at the end of January and that it remains unclear whether Congress will extend the suspension. He also reported that Affordable Care Act subsidy funding has been reduced and that efforts to restore funding are ongoing. Dr. Klein noted that if funding is not restored, reduced enrollment could negatively impact access to healthcare services and hospital operations. He further reported that while the U.S. House of Representatives has acted on related legislation, the Senate has not yet taken action. Dr. Klein stated that additional information will be provided at a future meeting.

Director Rienks referenced a recent article regarding an e-bike survey conducted at local high schools, noting that while most students used conventional bicycles, a number of electric bicycles and electric motorcycles were identified, raising safety concerns. She suggested that additional education and outreach efforts may be warranted and proposed inviting representatives from the Bicycle Coalition to a future meeting to provide an update.

Chair Alfrey commented on regulatory activity at the local, regional, state, and federal levels related to electric bicycles and electric motorcycles and noted that other jurisdictions have adopted additional requirements, including age and training restrictions. Chair Alfrey reported that a recent grant application related to this issue was not funded; however, the proposal was

scored, and feedback was received. He stated that the District intends to revise and reapply in a future funding cycle and will continue to review available data related to injury trends.

Director Sparkman reported on comments made at a recent Corte Madera Town Council meeting regarding concerns about enforcement related to electric bicycles and electric motorcycles.

Chair Alfrey noted that serious injuries associated with electric motorcycles continue to occur, including incidents involving adolescents.

## **8. Committee Reports**

### *A. Finance & Audit Committee*

Director Su reported that the Finance and Audit Committee met on December 15, 2025. The Committee reviewed the District's investment portfolio and asset allocation and discussed potential adjustments to the investment strategy based on applicable legislative guidelines, with further review to be brought back to the Committee and the Board. The Committee reviewed the income statements and noted no significant variances, and reported that investment performance was stronger than anticipated year to date.

Dr. Su also reported the Committee reviewed a budget to actual summary of community education and outreach activities, including seminars and related events, and noted that expenditures were below budget.

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

Director Rienks reported that the Lease, Building, and Education & Outreach Committee did not meet during the reporting period. She did report that the Careers in Medicine event is scheduled for Thursday, March 5, from 12:00 p.m. to 4:00 p.m., and that planning is underway.

Dr. Klein noted that feedback from the prior Careers in Medicine event is being incorporated into planning for the upcoming program, including adjustments to pacing and continuation of a panel discussion format. He noted that outcomes from the March event will be reviewed to inform consideration of future programs.

Director Rienks reported that the committee will meet on January 20, 2026 and invited Board members to submit suggestions for educational seminar topics for the coming year.

### *C. Primary Care Task Force*

Director Rienks reported that the Primary Care Task Force has met and is prepared to begin interviews. She stated that staff is coordinating scheduling and that interviews are anticipated to be conducted soon. It was also noted that recruitment efforts have improved primary care access, including reduced wait times for appointments. The Board acknowledged the progress to date and expressed appreciation for the ongoing work.

## 9. Reports

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

Dr. Klein reported continued progress in physician recruitment and access to care. He reported that 11 new primary care providers were added in 2025 and that six additional physician candidates currently have offers extended, with one accepted and the remaining candidates expected to finalize in early 2026. He reported that the primary care waiting list has been reduced to fewer than 200 patients and is expected to be eliminated by the end of January 2026.

Dr. Klein reported additional recruitment successes, including the hiring of three new medical cardiologists. He also reported operational improvements supporting patient access, including standardization of primary care scheduling templates to enable expanded online scheduling. He introduced Dr. Nurit Licht as the new Medical Director for primary care.

Dr. Klein reported that MarinHealth Medical Center was named by Newsweek as one of the best hospitals in California for 2026 and was also recognized by U.S. News & World Report as a Best Hospital for Maternity Care for 2026.

Dr. Klein provided an update on information technology initiatives, including continued investments in cybersecurity and expanded use of AI tools across clinical and operational functions, with appropriate governance and physician oversight.

Dr. Klein reported on workforce initiatives, noting that the organization will transition to a single annual employee engagement survey beginning in 2026. He reported that 2026 has been designated as the “Year of Patient Experience,” with Dr. Chandrasena and Andrew Apolinarski leading the efforts.

Dr. Klein reported increased inpatient demand and capacity updates, including the addition of 10 inpatient beds on the Redwood unit, bringing total available beds to approximately 270. He reported that emergency department volume increased by more than 5,000 visits in 2025, with a corresponding increase in admissions.

Dr. Klein provided an update on seismic compliance and facilities planning, reporting that required filings were completed by January 1, 2026, and that the District submitted documentation to request an extension of the seismic compliance deadline from 2030 to 2033 under Assembly Bill 869.

Dr. Klein also reported progress on capital projects, including implementation of the PassagePoint visitor badge system in February 2026, completion of the pharmacy compounding project in June 2026, activation of the Bloom Energy project in November 2026, and continued planning for a new parking structure anticipated to begin construction in late 2026.

Dr. Klein noted continued optimization of hospital and outpatient facilities and ongoing workforce development initiatives, including the continued success of the new graduate nurse program.

*B. Chair's and Board Members' Reports:*

Director Sparkman reported that she was recently appointed by the Town of Corte Madera, to the Marin County Commission on Aging. She noted that she attended her first meeting, which she found to be informative and attended by a strong group of participants. Director Sparkman explained that the appointment is subject to ratification by the Marin County Board of Supervisors and stated that she would report back to the Board once that action has occurred.

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

Dr. Su reported on recent public comments by Elon Musk regarding advancements in AI and robotics. Dr. Su stated that Elon Musk has suggested that within approximately three years, autonomous robots could be capable of performing complex tasks, including surgery, with additional developments projected over a five-year timeframe. Dr. Su noted his surprise at these projections and stated that it remains to be seen whether such timelines will be realized.

Chair Alfrey expressed his appreciation to fellow Directors for their support and collaboration during his tenure as Chair. He thanked Director Rienks for her guidance on governance requirements and her continued support of the District's mission, particularly in advancing mental health initiatives. Chair Alfrey also thanked Director Sparkman for her leadership and mentorship, as well as her advocacy for vulnerable populations, including trauma services and the aging community. He acknowledged Director Ramirez for her enthusiasm, positive engagement, and support of populations that are often overlooked. Chair Alfrey thanked Director Su for his commitment to proper governance practices, leadership on the task force, service on the Finance Committee, and valuable perspective as a practicing physician at the hospital. Chair Alfrey expressed his sincere gratitude to the Board for its support and collaboration and noted that he looks forward to continuing to serve on the Board as a Director.

The Board thanked Chair Alfrey for his leadership and service as Board Chair over the past two years and expressed its appreciation for his dedication during his tenure.

**10. Agenda Suggestions for Future Meetings**

Director Rienks suggested inviting the Marin Bicycle Coalition to a future meeting and including a review of e-bike safety and usage data.

**11. Adjournment of Regular Meeting**

Chair Alfrey adjourned the meeting at 6:24 pm.