



**MARIN HEALTHCARE DISTRICT  
BOARD OF DIRECTORS**

**REGULAR MEETING**

**Tuesday, March 13, 2018  
Marin General Hospital, Conference Center**

**MINUTES**

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

Chair Sparkman called the Regular Meeting to order at 7:03 pm.

*Board Members Present:* Chair Ann Sparkman; Vice Chair Jennifer Hershon;

Secretary Jennifer Rienks; Director Larry Bedard, MD; Director Harris Simmonds, MD

*Staff Present:* Lee Domanico, CEO; Jon Friedenber, COO; James McManus, CFO; Louis Weiner, Executive Assistant

*Counsel Present:* Colin Coffey

**2. General Public Comment**

There was no public present, and thus no public comment.

**3. Approval of Agenda**

Vice Chair Hershon moved to approve the agenda as presented. Director Simmonds seconded. Vote: all ayes.

**4. Approval of Minutes of Regular Meeting of February 13, 2018**

Secretary Rienks moved to approve the minutes as presented. Vice Chair Hershon seconded. Vote: all ayes.

**5. Marin General Hospital's "Green" Policy and Status**

Julie Lavezzo, MGH Director of Safety, Security, Transportation, presented and commented on the hospital's "green" sustainability efforts to Reduce, Reuse, and Recycle. Recycling in the hospital present logistical challenges, such as locating the on-site recycling facility, which is being worked on. Focus is on areas, such as the kitchen, that have the largest volume of waste and recycling issues. Food waste has been reduced through a food donation program.

Partnerships are established with Marin Sanitary, Stericycle, Marin Clean Energy, and others.

UCSF has a "gold standard green practice" that MGH can aim to emulate.

All sharps containers in the hospital are now reusable. Some surgical devices and instruments are reprocessed, but MGH is no longer working with MedShare (a firm that repurposes medical devices worldwide) due to service and financial issues; Materials Management is researching another such firm to work with.



Mr. Domanico stated that the new building will have sufficient space and tools for recycling that should be clearly evident to the public.

Ms. Lavezzo added that there is much more work to do, which will include forming a benchmark study, dashboard and action plan.

She was requested to return and give an update report to the Board in 6 months, at the September 11 meeting.

**6. Approval of Management Consultant Agreement to Evaluate MGH-Recommended Decisions**

Mr. Domanico presented this proposal from Mr. Walter Kopp, Medical Management Services, which was presented at the previous Board meeting and tabled to this meeting. Mr. Domanico and Mr. Kopp had verbally agreed that this project budget was not to exceed \$15,000; that cap agreement is not in this proposal.

Director Simmonds moved to approve the agreement, with a \$15,000 cap, and any work invoiced beyond \$15,000 requiring the approval of this full Board. Director Bedard seconded. Vote: all ayes.

**7. Review Q3 2017 MGH Performance Metrics & Core Services Quarterly Report**

Mr. Domanico presented the quarterly report that has been approved by the MGH Board of Directors. There are no significant differences reported from prior quarters. There are some variances in clinical quality metrics on page 6, as very high patient census counts cause patient flow to become congested and affect these metrics. However, a new CT scanner is now being installed, which will alleviate some patient flow problems.

There was concern expressed about metrics of pain management, and of readmissions. Dr. Sklar, CMO, and Ms. McCready, Director of Quality, will address at the next quarterly report.

Mr. McManus commented on bad debt figures (page 11), that it increases with gross revenue. As fewer people access the exchanges, bad debt may increase next year.

**8. MGH Revenue Bond Update and Special Meeting Schedule**

Mr. McManus reported that due diligence is complete and the final audit will be completed this week. The package is on schedule to price the bonds in mid-May, with close at the end of May. Rating agency presentations are scheduled later this month. The schedule of special meetings for approval by the MGH and MHD Boards is set and must be held.

**9. Committee Meeting Reports**

*a. MHD Finance & Audit Committee*

Director Bedard reported that the Committee recommends for approval the following two items:

- (1) Approval of Sublease of Office Space/Services at Cardiovascular Associates of Marin, 2 Bon Air Rd., by UCSF (for Dr. Scot Merrick)

Director Bedard moved to approve the agreement as submitted. Secretary Rienks seconded. Counsel Coffey remarked that UCSF has no direct interest in this agreement. Vote: all ayes.



- (2) Approval of the Space Lease/Staffing Arrangement/Administrative Consulting Services Agreements with 3250 Beard Road LLC, Napa Urology Associates and Consultant Harjit Khaira

Director Bedard moved to approve the agreement as submitted. Secretary Rienks seconded. Vote: all ayes.

*b. MHD Lease & Building Committee*

Director Simmonds reported that the Committee did not meet and there is nothing to report.

*c. MHD Citizens' Bond Oversight Committee*

Ms. Leslie Lava, Chair of the Committee, reported that the Committee met on February 21. She presented the Annual Report (Tab 9). The members of the Committee are very engaged, especially after their tour of the construction site in August. Mr. Peluso of the construction team gave an in-depth report on the project. They reviewed the requisition report line by line and were satisfied that Bond proceeds are being spent only for purposes consistent with Measure F (voter approval of Nov. 5, 2013).

## **10. Reports**

*a. District CEO's Report*

(1) Update: Skilled Nursing Facilities in Marin

Mr. Domanico reported, replying to the request made at the previous Board meeting. Skilled nursing facilities (SNF) patient volume is dropping for various reasons, including CJR (comprehensive care for joint replacement) patients going directly home cared for by home health care providers. SNFs are receiving fewer referrals. Some SNFs face staffing quality challenges. There is a shortage only of MediCal beds. Some memory care and dementia patients are in MGH inpatient beds until SNF beds are available.

*b. Hospital CEO's Report*

Mr. Domanico reported that the 2017 budget was met. The increase in Medicare patients tightens the budget, and commercial payers are tightening it as well. Margins are higher than most, and all financial targets are met to maintain an investment-grade credit rating for the upcoming revenue bonds. The MGH Foundation Annual Gala is May 19 and is already sold out through sponsorships; the Gala benefits the TAVR (transcatheter aortic valve replacement) program.

The Teamsters Local 856 agreement has been settled.

Mr. Friedenber reported that the current intense patient census surge continues, whereas it had eased in February of last year..

*c. Chair's Report*

Chair Sparkman had nothing further to report.



*d. Board Members' Reports*

Director Bedard reported that he is on the Board of the SF/Marin Medical Society (the two societies merged in January). SFMMS expressed interest in co-sponsoring an event about medical cannabis.

Secretary Rienks reported on the meeting last night of the MGH Community Benefit Advisory Committee, at which was an excellent presentation by the Marin Center for Independent Living.

There were no other Board Member reports.

**11. Adjournment of Regular Meeting**

Chair Sparkman adjourned the meeting at 8:09 pm.