

MARIN HEALTHCARE DISTRICT

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TUESDAY, AUGUST 14, 2018

6:30 PM: CLOSED SESSION
7:00 PM: REGULAR OPEN MEETING

Board of Directors:

Chair: Ann Sparkman, JD
Vice Chair: Jennifer Hershon, RN, MSN
Secretary: Jennifer Rienks, PhD
Directors: Larry Bedard, MD
Harris Simmonds, MD

Location:

Marin General Hospital
Conference Center
250 Bon Air Road
Greenbrae, CA 94904

Staff:

Lee Domanico, CEO
Colin Coffey, District Counsel
Michael Lighthawk, EA to CFO

AGENDA

Tab #

6:30 PM: CLOSED SESSION

1. Call to Order and Roll Call Sparkman
2. General Public Comment Sparkman
Any member of the audience may make statements regarding any items 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.
3. Closed Session
 - a. Approval of minutes of previous Closed Session (action) Sparkman
 - b. Discussion involving Trade Secrets pursuant to H&S Code Section 32106 concerning new District/Hospital Programs, Services, Facilities and Strategic Planning Domanico
4. Adjournment of Closed Session Sparkman

7:00 PM: REGULAR MEETING

1. Call to Order and Roll Call Sparkman
2. General Public Comment Sparkman
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.
3. Approval of Agenda (action) Sparkman

A copy of the agenda for the Regular 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 audio-recorded; the recordings are posted on the District web site and retained for 1 month.

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- | | | |
|--|-------------|----|
| 4. Approval of Minutes of Regular Meeting of July 10, 2018 (action) | Sparkman | #1 |
| 5. Approval of Minutes of Regular Meeting of June 12, 2018 (action) | Sparkman | #2 |
| 6. Introduction of Dr. Eric Pifer, Chief Medical Information Officer | Friedenberg | #3 |
| 7. Reports | | |
| a. District CEO's Report | Domanico | |
| b. Hospital CEO's Report | Domanico | |
| c. Chair's Report | Sparkman | |
| d. Board Members' Reports | All | |
| 8. Adjournment of Regular Meeting | Sparkman | |

Next Regular Meeting: Tuesday, September 11, 2018, 7:00 p.m.



Tab 1



**MARIN HEALTHCARE DISTRICT
BOARD OF DIRECTORS**

REGULAR MEETING

**Tuesday, July 10, 2018 @ 7:00 pm
Marin General Hospital, Conference Center**

MINUTES

1. Call to Order and Roll Call

Chair Sparkman called the Regular Meeting to order at 7:01 pm.

Board Members Present: Chair Ann Sparkman; Vice Chair Jennifer Hershon;
Secretary Jennifer Rienks; Director Larry Bedard, MD; Director Harris Simmonds, MD
Staff Present: Jon Friedenber, COO; Jim McManus, CFO; John Wood, Director of
Compliance; Louis Weiner, Executive Assistant; Thomas Asiano, Executive Assistant
Counsel Present: Colin Coffey

2. General Public Comment

There was no public comment.

3. Approval of Agenda

Director Simmonds moved to approve the agenda as presented. Director Bedard seconded.
Vote: all ayes.

4. Consent Agenda

Vice Chair Hershon asked to pull from the consent agenda the minutes of the Regular Meeting of June 12, 2018. Under Item 9.d. "Board Members' Reports" she requested that she add a more detailed recounting of the remarks she'd made. She agreed to Chair Sparkman's request that she submit her revision for review and approval at the next Board meeting. These minutes were tabled until then.

Secretary Rienks moved to approve the two other items on the consent agenda: The minutes of the Special Open Meeting of June 12, 2018, and the minutes of the Special Open Meeting of June 27, 2018. Vice Chair Hershon seconded. Vote by roll call: all ayes.

5. Review and Approve Amendment to District Physician Contracting Policy

Chair Sparkman presented this follow-up from the MHD Board Special Open Meeting of June 27. Presented is an amendment to the Policy's guide for determining when Board review and approval of physician agreements is required, specifically addressing "extra services" fee. Director Bedard moved to vote on the amendment as presented. Vice Chair Hershon seconded. Vote by roll call: Hershon: aye; Simmonds: aye; Sparkman: aye; Bedard: abstain; Rienks: aye. Amendment is approved by majority.



6. Review of Letters from Physicians to Patients Regarding Voluntary Access Fee

Mr. Friedenbergh presented the letters to patients regarding voluntary “extra services” fee. The first letter is from Dr. Michael Chase and the second letter is from Dr. J. Timothy Murphy. He pointed out and recited specific wording in each letter. From Dr. Chase’s letter: “No patient will be denied access to my practice because they are unwilling or unable to pay the fee.” From Dr. Murphy’s letter: “If you cannot pay this fee, for either financial or philosophical reasons, please contact us. We would never want to lose you as a client. Those who do not pay will receive the same quality of care as all our patients, but may be asked to pay additional fees for some services rendered.” These letters were sent to their patients after the physicians joined the MHD 1206(b) clinic, and both practices offered a fee option prior to joining.

As he reported to this Board at the meeting of June 27, he is actively working with these physicians at the direction of the Board for a phasing-out plan to eliminate these fees. These will be done contractually: one contract renews in January, the other one year from now. The contracts could be amended before renewal or at renewal. He will report the details and progress at the next Board meeting.

He reported that he received one phone call from the public in response to the recent IJ article about this subject. They discussed with him generalities of such a fee, and then commended MGH for the progress made in the past 8 years. He has received no other calls or messages on the subject.

7. Compliance Report

John Wood, Compliance and Privacy Officer, presented the 2018 Compliance and Privacy Update. He oversees each element of the programs in practice at MGH.

The Compliance Program comprises 7 elements based upon guidelines of the Office of Inspector General (OIG) of the U.S. Department of Health and Human Services (HHS). Mr. Wood oversees each element in practice at MGH. He added that “open lines of communication” are increasingly including hotlines to the MHD 1206(b) clinics. He works regularly with Patient Financial Services (PFS) on auditing and signoff of revenue cycle issues.

The Privacy Program is based upon guidelines of the Office for Civil Rights (OCR) of HHS. He reports privacy breaches, and OCR will inspect on site in event of a large breach. Each patient is issued the notice of privacy practices. The Limited English Proficiency (LEP) guidelines are recent; MGH currently has 10 languages for LEP and there is multi-lingual signage at all clinical facilities.

All employees receive Compliance and Privacy training at new-employee-orientation, and annually thereafter.



8. Video: MGH 2017 Service Awards, Presented at the Annual Service Awards Dinner on May 10, 2018

Mr. Friedenberberg presented the videos of the acceptance speeches given by the award winners:

- Safety Hero of the Year: Jessica O’Shea, Intensive Care Unit, Clinical RN II
- Jackie Jewell Nurse of the Year: Adrian Lahey, Emergency Dept., Clinical RN III
- Employee of the Year: Lillian Frgelec, Pharmacy, Staff Pharmacist

9. Committee Meeting Reports

a. MHD Finance & Audit Committee

Director Bedard reported on the meeting of June 26. The MHD Travel Policy was reviewed; it will be reviewed again and recommendations for revisions be presented to the Board at a later meeting.

b. MHD Lease & Building Committee

Director Simmonds reported on the MHD Community Health Seminar given on June 19 on “Vaccines, Immunizations, and Public Health.” Approximately 20 people attended which included staff and Board members. It was streamed on Facebook Live to about 100 viewers. The next seminar, on “Men’s Health,” will be scheduled for the fall.

10. Reports

a. District COO’s Report

Mr. Friedenberberg had nothing more to add.

b. Hospital COO’s Report

Mr. Friedenberberg reported that the unprecedented winter patient census surge eased in mid-April and we are now seeing a typical summer patient volume of patients.

MGH Emergency Department has just received the prestigious 2018 “Lantern Award” from the National Emergency Nurses Association, given this year to only 19 emergency departments nationwide. It is awarded to EDs that demonstrate excellent practice and innovative performance in leadership, practice, education, advocacy and research. MGH will be publicizing this soon.

Thanks to generous donors to the MGH Haynes Cardiovascular Institute, MGH now has a new state-of-the-art device that can allow cardiologists to stabilize an unstable heart and perform procedures they would otherwise be unable to do. This is a complex procedure possible at only a few hospitals, and Dr. Iyer and Dr. Dey recently treated a complex case with this device, saving the patient who is now doing well.

Dr. Eric Pifer is MGH’s new Chief Medical Informatics Officer (CMIO). He was CMIO at University of Pennsylvania Hospital and was Chief Medical Officer (CMO) at El Camino Hospital; he oversaw the EPIC IT conversion at both institutions. Chair Sparkman will invite him to present to this Board at a future meeting.



c. *Chair's Report*

Chair Sparkman had nothing further to report. Counsel Coffey reported that, at the Closed Session preceding this meeting, the Board authorized certain legal action.

d. *Board Members' Reports*

Director Bedard reported that he presented to the Marin Pharmacy Association on medical cannabis. The FDA has just approved Epidiolex, the first drug containing substance derived from marijuana; it does not contain the psychoactive component THC. It is used for treatment of rare and severe epilepsy. "Patient zero" is a 12-year-old child in Marin. He urged MGH pharmacy to stock the drug and for the medical staff to be educated on its use.

11. Adjournment of Regular Meeting

Chair Sparkman adjourned the meeting at 8:08 pm.

DRAFT



Tab 2



**MARIN HEALTHCARE DISTRICT
BOARD OF DIRECTORS**

REGULAR MEETING

**Tuesday, June 12, 2018
Marin General Hospital, Conference Center**

MINUTES

1. Call to Order and Roll Call

Chair Sparkman called the Regular Meeting to order at 7:01 pm.

Board Members Present: Chair Ann Sparkman; Vice Chair Jennifer Hershon;
Secretary Jennifer Rienks; Director Larry Bedard, MD; Director Harris Simmonds, MD
Staff Present: Jon Friedenber, COO; James McManus, CFO; Jamie Maites, VP
Communications; Joan McCready, Director Quality Management; Louis Weiner,
Executive Assistant
Counsel Present: Colin Coffey

2. General Public Comment

There was no public comment.

3. Approval of Agenda

Chair Sparkman stated that agenda item #8.c (MHD Citizens' Bond Oversight Committee) will be moved up to item #6. Director Simmonds to approve the agenda, with the change. Director Bedard seconded. Vote: all ayes.

4. Approval of Minutes of Regular Meeting of May 8, 2018

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

5. Approval of Minutes of Special Open Meeting of May 16, 2018

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

6. Report of MHD Citizens' Bond Oversight Committee

Ms. Leslie Lava, Chair of the Committee, reported on the meeting held on May 16. Mr. Ron Peluso (Vertran Associates) gave an update on the construction project including details on the delay-causing steel issue. They reviewed requisition detail and invoice reports. CFO McManus gave an update on the Revenue Bonds issuance. At the August meeting, the Committee will be given a tour of the construction site. She also reported that she recently facilitated a good-will visit to patients in the hospital by the players and coaches of the San Rafael Pacifics baseball team, with great success.



7. Discussion of Clinic Extra Services Program

Mr. Friedenberg addressed the issue of Marin Healthcare District clinic physicians with a voluntary fee. He first gave a background of the development of the MGH-affiliated clinics since the 2010 separation from MGH's previous operator, when physician practices and clinics began to formally align with MGH and MHD. In addition to providing the clinics with increased services, physician support and physician recruitment, support also included operational services such as computer integration and upgrades, phone/fax improvements, billing, staffing, site improvements, etc. The practice and commitment has been to work with the MD's to plan and implement changes to the clinics.

In December 2016, through formal agreements approved by the MHD Board, MHD aligned with two physicians in different medical practices that included a voluntary fee. It was contractually stipulated that the fee would be expressly voluntary. Within the past few weeks a member of the public reported that, when he called one of these physicians for an appointment, he was told by an office clerk that the fee was mandatory. This interaction was reported to the District and to the press. The physicians and the staff were contacted and the policy was reviewed. Then a "secret shopper" called both offices and the staffs responded by stating that the fee would indeed be voluntary.

Secretary Rienks stated her disapproval of the voluntary fee, questioned whether it is working as intended, and wants it to be stopped. The other Board members – Chair Sparkman, Vice Chair Hershon, Director Simmonds, Director Bedard – each expressed agreement with her, that the voluntary fee program should be halted. Mr. Friedenberg stated that he will prepare a proposal for effecting this change and will bring it to the next Regular Meeting of the MHD Board, July 10, or possibly the meeting of August 14.

Chair Sparkman invited public comment. William Rothman offered comments, and expressed his opposition to the fee.

There was no further comment from the public or the Board.

7. Review 2017 MGH Performance Metrics & Core Services Report

Mr. Friedenberg presented the Q4 2017 Performance Metrics and Core Services Report, the Annual Report for 2017 which reports data as required by the MGH Bylaws. All Tier 1 and Tier 2 metrics are in compliance.

Physician engagement scores (Schedule 3) have improved somewhat from the previous year. However, issues relating to Electronic Medical Records (EMR) are main points of concern.

Overall patient satisfaction scores (Schedule 1) have not improved since the previous quarter, and Mr. Friedenberg explained some of the factors that affect patient satisfaction. Over the past 24 months the structured campaign to improve patient experience has resulted in a modestly upward trend, but improvements may be countered by factors that include high census days that require double room occupancies, ED saturation that slows patient flow, IT



downtimes, etc. He added that Q2 2018 shows considerable improvement, as will be shown in a future report.

Vice Chair Hershon asked about work being done to improve patient flow (throughput), pain management and medication reconciliation. He explained that throughput issues occur on the floors, rather than in Emergency, and work is being done to speed up the discharge process. We have a new Medical Director of Palliative Care who includes focus on pain and opioid use. We have a new Director of Pharmacy who is working with the Chief Nursing Officer on medication reconciliation.

Director Bedard commented on the nationwide problem of shortage of beds. Mr. Friedenberg explained that though we currently have a shortage of high acuity beds, our new hospital will have nearly twice as many as we have today.

8. Committee Meeting Reports

a. MHD Finance & Audit Committee

Director Bedard reported that the Committee will next meet June 26. Chair Sparkman requests that, if physician agreements are to be reviewed, the meeting be a Special Study Session of the Full Board. Mr. McManus reported that, currently, there are no physician agreements to review, and that the meeting will comprise financials, policies, and a brief report on investments.

b. MHD Lease & Building Committee

Director Simmonds reported that the Committee met on May 16. The next Community Health Seminar is on “Vaccination” on June 19. Ms. Jamie Maites, Director of Communications, reported that the seminar’s publicity consists of online resources, e-newsletters, and local press and media. It will be broadcast live on Facebook.

9. Reports

a. District COO’s Report

Mr. Friedenberg stated that the “MGH 2.0 Update” presented earlier tonight by Mr. Kevin Coss served as the District report.

b. Hospital COO’s Report

Mr. Friedenberg reported that the unprecedentedly long period of high census that began in early December ended around April 15. Length-of-stays are longer and are exceeding budget. It is not clear why acuity is higher. The payer mix is still below budget even though we’re busier.

May 10 was the Annual Employee Service Awards Dinner. Each of the recipients for Nurse of the Year, Safety Hero of the Year, and Employee of the Year gave extremely inspiring speeches; those speeches will be posted on the MGH Intranet and will be shown to this MHD Board at the July regular meeting.



c. *Chair's Report*

Chair Sparkman stated she had nothing further to report.

d. *Board Members' Reports*

Vice Chair Hershon made the following statement, recorded here verbatim:

“I have opted not to seek re-election and, to that end, have been contacted twice over the last few months by a physician on staff at the hospital who has indicated that a few members of the board support my early resignation of my seat for the purposes of the board nominating a replacement. That would circumvent, in my mind, the election process as we know it today. So, I declined, as we know, the first time and the second time, and I've re-directed the surgeon to engage the election process that's there for a reason. I firmly believe that if I can figure out how to campaign and get elected, pretty much anybody can. I think we have an election process in place that the county and residents of Marin deserve not to have circumvented.

“So, along those lines, I was then subsequently contacted by Lee to meet to discuss with me my recent move and implications to my seat on the board. I relocated within San Rafael, and live in San Rafael during the week, and have a second home in Auburn for three weeks now. So, I'm not really sure the impetus behind that request to meet. I did report back to Colin that I had investigated and notified the registrar's office, and there is no impact to my seat given my relocation within San Rafael, and then my meeting was cancelled.

“So, those are just the facts, basically. I'm not going to interpret them, I'm just putting them out there.”

Director Bedard spoke of Geriatric Emergency Department guidelines as put forth by American College of Emergency Physicians (ACEP), suggesting that it's appropriate for MGH to pursue it. He reported that on June 24 he will be participating in a program on medicinal cannabis at McInnis Park in San Rafael.

Secretary Rienks reported on the recent meeting of the MGH Community Benefit Advisory Committee, on which she serves, at which Coastal Health Alliance presented their proposal for a dental clinic building in Point Reyes Station to replace their mobile dental clinic.

Director Simmonds reported that he attended the recent MGH Foundation Gala and the MGH Employee Awards Dinner, and highly praised both events.

10. Adjournment of Regular Meeting

Chair Sparkman adjourned the meeting at 8:02 pm.



Tab 3

Eric A. Pifer, M.D.

178 College Avenue

Los Gatos, California

650 336-4206

ericandrewpifer@gmail.com

Summary

Board certified internist and seasoned physician executive with experience in clinical research, strategy, program development, the development of quality improvement programs, the use of informatics to support clinical effectiveness and the use of business intelligence to support clinical quality and population health.

Academic Positions and Work Experience

<u>Position</u>	<u>Timeline</u>	<u>Location</u>	<u>Description</u>
Medical Director, One Medical Group-Google Wellness Program	8/17-Present	Mountain View, California	Responsible for multidisciplinary program development and onsite care for approximately 35k Google employees across 4 markets. Practiced internal medicine onsite at Google and achieved 100% net promoter score.
VP, Medical Group Crossover Health	9/16-8/17	San Jose, California	Responsible for development of 200-clinician multidisciplinary medical group which provides onsite primary healthcare to marquis employers in Silicon Valley and beyond. Practiced internal medicine at multiple high profile Silicon Valley sites.
Chief Medical Information Officer and Chief Medical Officer, El Camino Hospital	9/07-8/16	Mountain View, California	Created a unique performance based program to improve inpatient EMR and improve physician satisfaction after a very difficult implementation. (2009). Lead the creation of a data warehouse to support clinical quality programs. Lead the clinical aspects of conversion to Epic (2014-2016). Built

			multiple dashboards and scorecards to support clinical quality efforts including use of the Truven database, data warehouse and EMR systems.
President, El Camino Hospital Los Gatos	1/09-1/11	Los Gatos, California	Lead a 90-day push to open the newly acquired hospital on time. This involved all elements of business and clinical function. Project was very successful resulting in a \$1.7 M profit in year 1.
Chief Medical Informatics Officer, University of Pennsylvania	1/05-9/07	Philadelphia, PA	Lead a small team that built a clinical data warehouse (Penn Data Store). The tool was extremely helpful in clinical research efforts. Directly lead a cross disciplinary informatics team of clinical and technology professionals.
Medical Director of Information Systems	1/00-1/05	Philadelphia, PA	Developed the strategy and oversaw the implementation for a system-wide ambulatory (Epic) and inpatient electronic medical record implementation. Currently active for more than 300k patient visits per year and 4 hospitals

Clinical Titles and Programs

<u>Title</u>	<u>Timeline</u>	<u>Location</u>
Assistant Professor of Medicine, University of Pennsylvania	1999 – 2007	Philadelphia, PA
Instructor of Medicine, University of Pennsylvania	1997-1999	Philadelphia, PA
Chief Resident/Instructor in Medicine, Temple University Hospital	1996-1997	Philadelphia, PA
Internal Medicine Resident, Temple University Hospital	1993-1996	Philadelphia, PA

Education

<u>School</u>	<u>Degree</u>	<u>Location</u>
University of Pennsylvania	Masters in Epidemiology- substantially completed: 2007	Philadelphia, PA
Medical College of Pennsylvania	MD conferred: 1993	Philadelphia, PA
Johns Hopkins University	BA (Biology) conferred: 1989	Baltimore, MD

Publications, national and local boards and committees and additional information available upon request.