



**MARIN HEALTHCARE DISTRICT  
BOARD OF DIRECTORS**

**REGULAR MEETING**

**Tuesday, August 13, 2024  
MarinHealth Medical Center  
Conference Center**

**MINUTES**

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

Chair Alfrey called the Regular Meeting to order at 5:31 pm.

*Board members present:* Chair Edward Alfrey, MD; Vice Chair Brian Su, MD (via zoom); Secretary Ann Sparkman, RN/BSN, JD Jennifer Rienks, PhD; Samantha Ramirez, BSW

*Staff present:* David Klein, MD, CEO; Eric Brettner, CFO; Colin Leary, General Counsel; Tricia Lee, EA

*Guests Present:* Brian Friedman, Boardvantage; Vernon Moreno, VP of Support Services; Rebecca Maxwell, Director of Behavioral Health; Lynn Seaver-Forsey, Exec Director Quality Services

**2. General Public Comment**

There was no public comment.

**3. Approve Agenda**

Ms. Sparkman moved to approve the agenda as presented. Ms. Ramirez seconded. **Vote: all ayes.**

**4. Approve Minutes of the Regular Meeting of July 9, 2024**

Ms. Sparkman moved to approve the minutes as presented. Ms. Ramirez seconded. **Vote: all ayes.**

**5. Boardvantage**

Mr. Friedman provided a brief tutorial on the application of the Boardvantage system and demonstrated its features.

**6. Bloom Energy**

Dr. Klein discussed the potential of on-site electricity generation to reduce to reduce carbon emissions and lower costs of electricity. (Tab #2)

Mr. Brettner presented two financing options, recommended the shared savings program due to its cost-saving benefits and preservation of cash.

Mr. Moreno outlined the implementation of a new energy system using modular units from Bloom Energy, which would use natural gas initially, then convert to hydrogen source for electricity generation and offer cost savings while reducing our environmental impact.



## 7. **Report: MHMC Behavioral Health Program**

Ms. Maxwell, LCSW, Director of Behavioral Health, presented the report (Tab #3) on the MarinHealth Behavioral Health service line of hospital-based programs and ambulatory programs.

The hospital-based programs are comprised of:

- Acute Inpatient Unit
- Partial hospitalization and intensive outpatient program
- Inpatient and outpatient electroconvulsive treatment (ECT)
- Social services and psychiatric emergency services
- Psychiatric consultation-liaison service
- Substance use navigator

Acute Inpatient Unit (2023 – 2024) Overview:

- Average Daily Census: 16.4
- 506 Discharges
- 11.7 Average Length of Stay
- 68% of patients were discharged home
- Safety and Quality – Consistently outperforms CMS Benchmarks

Partial Hospitalization & Intensive Outpatient Treatment Overview:

- Restoring pre-pandemic capacity and access to care
- Completed facility renovation in May 2024 to improve clinical space and extend services
- June 2024 – Older Adult track restores operations for intensive outpatient and re-opened partial hospitalization

Marinhealth Medical Network (MHMN) Psychiatry Clinic Overview:

- Types of Encounters:
  - Diagnostic assessments
  - New and Follow-up patient visits
  - Psychotherapy
  - Group therapy
- Primary Internal MHMN Referral Sources:
  - Internal Medicine
  - Primary Care
  - OB/Urogyn
  - Pediatrics
- 8-12 Week waitlist
- 5 psychiatrists and four clinical social workers; 2024-2025 one psychologist for adult and child neurodiagnostic testing and one LCSW.



- 2024 and Beyond
  - Consider additional specialties, i.e., neuromodulation/interventional
  - Additional therapists and psychologist
  - Expanding referral services

**8. Selection of two Directors for Bylaw Review Committee Pursuant to Section 13.4 of the Bylaws of Marinhealth Medical Center**

Mr. Leary discussed the review and proposed amendments to the hospital's bylaws. To implement these changes, a special ad hoc committee, consisting of two hospital board members and two district board members, must convene. The board is seeking two district directors to participate in this committee to review the proposed changes. Ms. Sparkman and Chair Alfrey volunteered to serve on the committee. Chair Alfrey asked for a motion to approve. Ms. Rienks moved to approved. Ms. Sparkman seconded. **Vote: all ayes.**

**9. Review and Approve Marin Healthcare District FY 2025 Operating Budget as Recommended by the Finance & Audit Committee**

Mr. Brettner presented the proposed FY 2025 Operating Budget which included increased rental income, investment earnings and anticipated tax revenues for GO Bond payments in 2025. The budget also accounted for various expenses such as legal, audit fees, board compensation, conference expenses and charitable contributions.

The funding for the Behavioral Health Clinic was discussed and the board agreed to review the budget and funding for the program on an annual basis.

Chair Alfrey asked for a motion to approve the Marin Healthcare District FY 2024 Operating Budget. Ms. Sparkman moved to approve. Ms. Rienks seconded. **Vote: all ayes.**

**10. Approve Q1 2024 Report of MHMC Performance Metrics and Core Services**

Dr. Klein presented the report (Tab #5) and noted that all Tier 1 and Tier 2 metrics are in compliance.

*Schedule 1: HCAHPS (Patient Satisfaction)* – Ms. Seaver-Forsey (Executive Director of Quality Services) commented. Scores have increased across all areas.

*Schedule 2: Finances* – Report given. It was noted there were errors on the on Key Services Volume data. Ms. Lee will correct errors and send out revised packet.

*Schedule 3: Clinical Quality Reporting Metrics* – Ms. Seaver-Forsey noted that most all metrics are generally favorable to target or better.

*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. Ms. Sparkman moved to approve the Report with corrections. Ms. Ramirez seconded. **Vote: all ayes.**



## **11. Healthcare Advocacy and Emerging Challenges and Trends**

Dr. Klein provided an update to AB 1778, which aims to create a two-year pilot program in Marin County for class 2 e-bikes. The bill is on its third hearing and is set to be heard in the Senate. Conversations with the governor have been positive with no significant issues anticipated. Implementation is likely by January in unincorporated Marin County.

Dr. Klein provided an update to AB 977 Penalties for Assaulting Healthcare Workers. The bill was initially suspended, but is now moving forward after rejecting proposed amendments.

Dr. Klein provided an update on Prop 35 Managed Care Organization Tax. Prop 35 has board support, particularly from hospital systems, as it would allocate funds partially to Medical raised from taxing managed care organizations. There is opposition anticipated, which could be addressed in future ballots.

Dr. Klein provided an update to the Seismic Reform Bill. The California Hospital Association (CHA) and Medical Associations is supporting a bill regarding extension of timeframe to meet seismic requirements. A potential amendment could all for a case-by-case hospital evaluations to determine extensions. The extension decision would be up to HCAI and likely require to have a plan in place .

Dr. Klein also reported on the Preserving Rural Healthcare Bill. A technical advisory group within the Department of Public Health and Cares Services. This group will provide recommendations to the legislature on stabilizing access to rural and critical access hospitals.

## **12. Committee Reports**

### *A. Finance & Audit Committee (met July 29, 2024)*

Mr. Brettner reviewed the YTD financials. Investment returns as of April were facing a \$60k deficit due to poor market performance. However, the situation has significantly improved. By end of June, the investment returns have recovered.

Mr. Brettner reviewed the Budget performance. As of June, the district is currently behind \$31k. Despite this, total revenue stands at \$318k. There have been no unexpected changes on the balance sheets in the first six months of the year.

Mr. Brettner provided an update on the FEMA Funds. Currently working with Cal OES to finalize claims. Next step is to bring forward a resolution for board vote and signatures at the September 10, 2024 Board Meeting.

### *B. Lease, Building, Education and Outreach Committee (met August 5, 2024)*

Ms. Rienks reviewed topics discussed at the August 5, 2024 Lease, Building, Education and Outreach Committee.



**1) Website Update:**

- The website is currently undergoing an upgrade. The programming team is actively working on the updates.
- Historical data, including meeting minutes will not be fully transferred to the site. However, essential records will be maintained.

**2) Upcoming Events**

- Pickleweed Park event is scheduled for August 31, 2024. The event will focus on blood pressure checks and nutrition advice.
- Marin City Health Fair scheduled for November 2, 2024.
- Community Workers' Day planned for September.
- End of Life Planning Seminar scheduled for August 28, 2024 @ 5:30 PM. Sabine Schmidt and Dr. Biddle will present. Location: MarinHealth Medical Center and via Zoom.
- Hypertension Seminar scheduled for September 24, 2024 @ 5:00 PM. Presentation by Dr. Keeffe and Dr. Sperling. Location: Four Points Sheraton, San Rafael.
- Men and Women's Health Fair; date is tentatively November 13, 2024.
- Careers in Medicine is scheduled for January 28, 2025 2:00 – 4:00 PM.

**3) Future Initiatives:**

- An initiative to send out educational e-blasts to the community is underway.
- Feedback on past events has been positive and there is a plan to solicit ideas for future events through surveys.
- Planning of an event that is targeted to the Spanish speaking audience.

**13. Reports**

*A. Hospital and District CEO's Report*

Dr. Klein reported on the enterprise-wide town hall. The town hall was very well attended, with a large in-person and virtual attendance. Key updates included the current state of the hospital, hospital's network status and a new commercial presented for orthopedics.

Dr. Klein reported the hospital is acquiring an outpatient physical therapy group, enhancing outpatient physical therapy services.

The cardiac MRI program is fully booked for the next few months, with new capabilities being introduced soon.

Dr. Klein reported an advanced MRI machine with breast coil and cardiac capabilities will soon be operational, featuring customizable ambient settings and 3D mammogram technology at Rowland Way in Novato. This addition will help address current capacity issues and allow us to replace the MRI at 1260 without affecting capacity.



Dr. Klein reported The Oak Pavilion Nuclear Medicine CT scan is nearing completion and is pending licensure.

Dr. Klein reported recruitment efforts have successfully brought in five new primary care doctors, 5 locums, two dermatologists, one neurologist, two psychiatrists, and additional specialists, exceeding recent losses in the department.

The Petaluma Hub is due to open in early December.

Dr. Klein reported the partnership with Marin Specialty Surgery Center (MSSC) is progressing well, enabling the hospital to accommodate more critical cases.

Dr. Klein provided an update on the impact of the Change Healthcare ransomware attack. The hospital continues to feel the effects, particularly in days AR and cash on hand. Some subsidiary systems are still recovering, but improvements are happening.

Dr. Klein reported discussions are ongoing regarding the placement of an ambulatory services building and future campus planning.

Dr. Klein reported the hospital's nurse travel rate in patient areas, especially in the emergency room, has decreased significantly since June.

The hospital is developing and staffing protocols for visitor and weapons management, with implementation scheduled to continue through the remainder of this year.

Improvements in patient and visitor experiences are underway, including new carpeting, painting, and enhancements to both the hospital interior and surrounding grounds.

Dr. Klein reported the hospital has successfully gone over a year without serious patient safety incidents.

The hospital has successfully been recertified as a baby-friendly hospital.

Dr. Klein is in the process of reaching out to Jonathan Eldredge, the new president of College of Marin, to establish contact.

Dr. Klein is working on an application for age-friendly recognition for the hospital, which is detailed and substantial. The application process will begin in the fall.

The Chair of the Marin County Commission on Aging has been asked to speak at an upcoming MHD Board meeting.



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

Chair Alfrey reported Jessica Lacanlale has been appointed as Trauma Program Manager. Jessica has successfully recruited several members from the emergency room to participate in various projects. The team is working diligently on the paperwork and necessary steps to advance these projects.

**14. Agenda Suggestions for Future Meetings**

Ms. Rienks suggested we invite a county representative to attend a future board meeting to discuss their management of seriously, mentally ill population.

**15. Adjournment of Regular Meeting**

Chair Alfrey adjourned the meeting at 7:42 pm.