

MARIN HEALTHCARE DISTRICT

100-B Drake's Landing Road, Suite 250, Greenbrae, CA 94904

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TUESDAY, SEPTEMBER 13, 2022

5:30 PM: REGULAR OPEN MEETING

Board of Directors:

Chair: Brian Su, MD

Vice Chair: Edward Alfrey, MD

Secretary: Ann Sparkman, RN/BSN, JD

Directors: Jennifer Rienks, PhD
Larry Bedard, MD

Location:

Via Zoom video:

<https://mymarinhealth.zoom.us/join>

Meeting ID: 912 8358 5733

Passcode: 08940

Or via Zoom telephone: 1-669-900-9128

Staff:

David Klein, MD, MBA, CEO

Eric Brettner, CFO

Colin Leary, General Counsel

Louis Weiner, Executive Assistant

AGENDA

	<u>Presenter</u>	<u>Tab#</u>
<u>5:30 PM: REGULAR OPEN MEETING</u>		
1. Call to Order and Roll Call	Su	
2. General Public Comment <i>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.</i>	Su	
3. Approve Agenda (action)	Su	
4. Approve Minutes of Regular Meeting of August 9, 2022 (action)	Su	#1
5. HCAHPS Improvement Recommendations and Best Practice	Klein/ Seaver-Forsey	#2
6. MHD Legal Fees 2022 and 2023	Leary	
7. MHD Election Update	Klein	
8. Hospital Security and Threat Management Update	Alfrey/Klein	
9. Committee Reports		
a. Finance & Audit Committee (<i>did not meet, next meets Oct 18</i>)	Alfrey	
b. Lease & Building Committee (<i>met Aug 22</i>)	Rienks	

The agenda for the 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 recorded and the recordings are posted on the District web site.

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10. Reports

- | | |
|---------------------------------------|-------|
| a. District CEO's Report | Klein |
| b. Hospital CEO's Report | Klein |
| c. Chair's and Board Members' Reports | All |

11. Agenda Suggestions for Future Meetings All

12. Adjournment of Regular Meeting Su

Next Regular Meeting: Tuesday, October 11, 2022, 5:30 p.m.

Tab 1



**MARIN HEALTHCARE DISTRICT
BOARD OF DIRECTORS**

REGULAR MEETING

**Tuesday, August 9, 2022 @ 5:30 pm
Virtual, via Zoom**

MINUTES

1. Call to Order and Roll Call

Chair Su called the Regular Meeting to order at 5:30 pm.

Board members present: Chair Brian Su, MD; Vice Chair Edward Alfrey, MD; Secretary Ann Sparkman, RN/BSN, JD; Larry Bedard, MD; Jennifer Rienks, PhD

Staff present: David Klein, MD, CEO; Eric Brettner, CFO; Colin Leary, General Counsel; Louis Weiner, EA

2. General Public Comment

There was no public comment submitted.

3. Disclosure of Action Taken at Board Special Closed Session, July 26, 2022

Dr. Klein reported that the Board approved the Hospital management's settling and finalizing of the agreement with the carrier of the business risk insurance policy, regarding Oak Pavilion construction delay claims.

4. Approval of Agenda

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

5. Approval of Minutes of Regular Meeting of July 12, 2022

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

6. Review and Approve Marin Healthcare District FY 2023 Operating Budget as Recommended by the Finance & Audit Committee

Dr. Alfrey reported that the Finance & Audit Committee met on July 25, reviewed the FY 2023 budget (Tab #2) and recommended it for approval by the Board. He then moved to approve as presented. Dr. Bedard seconded.

Mr. Brettner reported that the Rental Revenue increase is keyed to the Federal Consumer Price Index (CPI), as stipulated in the Hospital Lease Agreement. He reported that FEMA's Covid-related reimbursements are still delayed, but progress is being made.

Discussion ensued on legal fees incurred in 2022 and budgeted for in 2023. Details of 2022 legal expenses will be presented at a future Board meeting.

Charitable contributions are increasing to reflect support for various community activities recently discussed.



District funding support of the inpatient and outpatient Behavioral Health programs continue to be included in the budget. The history of these Board supports was discussed. It was agreed that the Board would conduct a review of these programs in advance of the next budgeting process.

Approval of the budget having been moved and seconded, Dr. Su asked for a vote. **Vote by roll call: All ayes.**

7. Approve Q1 2022 Report of MHMC Performance Metrics and Core Services

Dr. Klein presented the quarterly report in overview.

Schedule 1: HCAHPS – Inpatient satisfaction overall score has improved, and other scores reflect impacts of staffing, Covid protocols, visitors’ limitations, and other aspects of the patient experience. An external consultant is bringing best practice applications to the patient experience team. The process of patient survey response was discussed; Dr. Lynn Seaver-Forsey, Exec. Dir. of Quality, will explain the process in more detail at the next Board meeting.

Schedule 2: Finances – EBIDA is well ahead of budget and financial operations are strong, helped by high patient volumes.

Schedule 3: Clinical Quality Metrics – New APeX electronic health record system will greatly help to improve outcomes and reporting. The new dashboard was presented; the metrics for readmission for stroke and for sepsis was discussed; Dr. Seaver-Forsey will address those at the next meeting.

Schedule 4: Community Benefit Summary – Data presented is self-explanatory.

Schedule 5: Nursing Turnover – Focus is on recruitment, hiring and retention.

Schedule 6: Ambulance Diversion – ED visits have increased in Q1. Initiatives are underway to reduce ED wait times.

Dr. Su asked for a motion to approve the Q1 2022 Report as presented. Ms. Rienks moved to approve. Dr. Alfrey seconded. **Vote by roll call: All ayes.**

8. Request by Marin Community Clinics for Financial Support

Marin Community Clinics (MCC) had requested that Marin Healthcare District make a contribution to its capital campaign. Dr. Klein and Mr. Leary reported that MHD Board has the general authority to make a contribution as a donation, but not as a grant as defined in the MHD Grant Policy (Tab #4).

The Board had previously agreed (at the July 12 meeting) to contribute \$10,000. Discussion ensued whether to give in Q1 2023 or in 2022. Dr. Klein noted that 2022 funds are available.

Ms. Rienks moved to approve a donation of \$10,000 be made in 2022 to Marin Community Clinics’ Capital Campaign. Ms. Sparkman seconded. **Vote by roll call: All ayes.**

9. MHD Election Update

Dr. Klein reported that this Friday, August 12, is the deadline for candidate filing. Dr. Su and Ms. Rienks have filed. There is no candidate yet for District 1. Mr. Leary explained that if no-one files for District 1, the elections code stipulates that the Marin County Board of



Supervisors would appoint someone to that seat, as if that person were elected. The Supervisors would likely work closely with the MHD Board on that process.

Ms. Rienks requested that the MHD Board members' web page be updated to indicate in which District each current Board member resides. Mr. Weiner will do that. Mr. Leary clarified that, until the election, each Board member is still an "at large" Director, but indicating residency at this time is not inappropriate.

10. Hospital Security and Threat Management Update

Dr. Klein reported that hospital leadership and security team have met with the Sheriff's office, providing them with access cards, keys, floor plans and policies. Work is proceeding to develop plans for exercises and education. Safety & Security team will attend a webinar by Hospital Council about threat management. Hospital and Medical Network leadership are meeting to work up plans for security in all of the outpatient clinical offices.

San Quentin officers that are on-site will be included in threat response, prisoner patients having been secured.

A new Director of Security of the hospital will work toward a higher level of training of house security staff. Security is meeting with HR to discuss protection protocols for at-risk employees.

Dr. Alfrey stressed that a primary focus should be on preparation for a mass shooting in the hospital and clinics, and suggested that a committee or task force be formed by the District Board. Training should be planned for all hospital and clinical staff. Dr. Klein suggested that all such efforts should be centralized, and one task force might be best. Dr. Alfrey agreed to be a MHD Board representative, and can report monthly to the Board.

11. Committee Reports

A. Finance & Audit Committee

Dr. Alfrey reported that the committee met on July 25. The 2023 budget was reviewed and recommended for approval by the Board.

B. Lease & Building Committee

Ms. Rienks reported that the committee next meets on August 22. They will plan for the next webinar on "Health Impacts of Climate Change" and will discuss future topics, including eating disorders.

12. Reports

A. District CEO's Report

Dr. Klein reported that there is a meeting tomorrow with McCarthy on resolving a few construction items that remain open.

First floor building connections between the Oak and Cedar Pavilions are being completed this month.

Work on the hybrid OR continues and is on schedule.

The labor and delivery tubs improvement is nearly complete.

The lab analyzer update project is complete.

Nuclear medicine SPECT scan project has been submitted to the state and is on schedule.



B. Hospital CEO's Report

Dr. Klein reported that patient volumes continue at high levels. Work is ongoing to mitigate long waits in Emergency, but volume is higher, acuity is higher, admissions are up, and trauma volume is higher. Pediatric patients in ED are prioritized.

Staff absences due to Covid are easing off.

Admissions are up, 10% over budget. Deliveries are up, 26% over budget.

Inpatient surgeries are level, while outpatient surgeries are up 40% over this time last year.

Clinical presence in the North Bay is expanding, including Petaluma.

The Trauma Survey is complete, a perfect survey with no deficits or deficiencies. Dr. Klein commended Dr. Alfrey and the entire trauma team.

Today, Bay Area Parent leaders has awarded MarinHealth Medical Center for 2022 as Best Hospital in SF/Marin, Best Birth Center in SF/Marin, and Best Pediatrician in SF/Marin.

The APeX electronic health record system went live on August 6 after more than a year of preparation. Command center was activated, hundreds of extra staff and super users are on hand for support. The MHMC-UCSF spirit of camaraderie has been astounding. Chief Medical Officer from UCSD was on site and said that this was the best, most prepared APeX rollout they have seen. Dr. Alfrey expressed thanks to Dr. Klein for making this a top priority; thanked and commended Dr. Cumming and Dr. Shavelson for their dedication. Dr. Su also expressed his gratitude, and the other Board members strongly agreed.

Dr. Klein reported that this week there is an average of about 10 Covid-positive inpatients per day and is trending down.

C. Chair's and Board Members' Reports

Dr. Alfrey reported that the Trauma Survey surveyors praised the entire trauma team – administration, leadership, physicians, nursing and support staff. Trauma volume numbers have increased because the cases are being captured and accounted for correctly.

Ms. Rienks noted that August is National Breastfeeding Awareness Month. She urged more action be made toward treating perinatal mental health. She also suggested that the Social Determinants of Health Task Force be reactivated.

There were no further reports.

13. Agenda Suggestions for Future Meetings

Dr. Alfrey will update on Threat Management.

Dr. Klein and Dr. Seaver-Forsey will further report on the HCAHPS patient satisfaction survey process.

Ms. Rienks suggested that food insecurity in Marin be addressed, inviting someone from Marin HHS to present.

14. Adjournment

Chair Su adjourned the meeting at 7:27 pm.

Tab 2



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Patient Satisfaction Best Practices

HCAHPS Patient Satisfaction Survey

HCAHPS

Hospital Consumer Assessment of Healthcare Providers & Systems

The HCAHPS Survey is composed of 29 items: 19 items that encompass critical aspects of the hospital experience; three items to skip patients to appropriate questions; five items to adjust for the mix of patients across hospitals; and two items to support congressionally-mandated reports

- Composite Measures: Communication with Nurses, Communication with Doctors, Staff Responsiveness, Communication about Medicines, Care Transition, and Discharge Information;
- Cleanliness of Hospital Environment, and Quietness of Hospital Environment;
- Hospital Rating, Would Recommend

HCAHPS Patient Satisfaction Best Practices

Reduce Practice Variation, Increase Communications Clarity

- Cohesive Teamwork
 - Strategic Alignment, Reinforce Clarity, Sacred Time
 - Leader Rounds (Patient & Employee Engagement)
- Patient Communication Focus
 - Hourly Rounding
 - Shift Reports & Multidisciplinary Rounds Involve Patient/Family
 - Whiteboard Use, Key Words at Key Times
 - Narrating the Care (aka Thinking Out Loud)
 - Teach-back Process of Patient/Family Education
- Patient & Family Involvement
- Concierge, Greeters, Escorts, Way Finding