

# MARIN HEALTHCARE DISTRICT

100-B Drake's Landing Road, Suite 250, Greenbrae, CA 94904  
[www.marinhealthcare.org](http://www.marinhealthcare.org)

Telephone: 415-464-2090  
[info@marinhealthcare.org](mailto:info@marinhealthcare.org)

Fax: 415-464-2094

## **TUESDAY, JANUARY 14, 2025** **BOARD OF DIRECTORS** **5:30 PM: REGULAR OPEN MEETING**

### **Board of Directors:**

**Chair:** Edward Alfrey, MD (Div. 5)  
**Vice Chair:** Ann Sparkman, RN/BSN, JD (Div. 2)  
**Secretary:** Jennifer Rienks, PhD (Div. 4)  
**Directors:** Brian Su, MD (Div. 3)  
Samantha Ramirez, BSW (Div. 1)

### **Staff:**

David Klein, MD, MBA, CEO  
Eric Brettner, CFO  
Colin Leary, General Counsel  
Tricia Lee, Executive Assistant

### **Location:**

MarinHealth Medical Center  
Conference Center  
250 Bon Air Road, Greenbrae CA

### **Public option: Zoom video:**

<https://mymarinhealth.zoom.us/join>  
Meeting ID: **987 7245 6255**  
Passcode: **156223**  
Or via Zoom telephone: 1-669-900-9128

### **AGENDA**

	<u>Presenter</u>	<u>Tab #</u>
<b><u>5:30 PM: REGULAR OPEN MEETING</u></b>		
1. Call to Order and Roll Call	Alfrey	
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>	Alfrey	
3. Nomination and Election of Marin Healthcare District Officers for 2025	Alfrey	
a. Chair (action)		
b. Vice Chair (action)		
c. Secretary (action)		
4. Approve Agenda (action)	Alfrey	
5. Approve Minutes of the Regular Meeting of December 10, 2024 (action)	Alfrey	#1
6. Healthcare Advocacy and Emerging Challenges and Trends	Klein	
7. Committee Reports		
A. Finance & Audit Committee ( <i>Did not meet</i> )	Su	
B. Lease, Building, Education & Outreach Committee ( <i>met Jan 9</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.

# MARIN HEALTHCARE DISTRICT

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

[www.marinhealthcare.org](http://www.marinhealthcare.org)

Telephone: 415-464-2090

[info@marinhealthcare.org](mailto:info@marinhealthcare.org)

Fax: 415-464-2094

**TUESDAY, JANUARY 14, 2025**

**BOARD OF DIRECTORS**

**5:30 PM: REGULAR OPEN MEETING**

- |   |               |
|---|---------------|
| 8. Reports                                |               |
| A. District CEO's Report                  | <i>Klein</i>  |
| B. Hospital CEO's Report                  | <i>Klein</i>  |
| C. Chair's and Board Members' Reports     | <i>All</i>    |
| 9. Agenda Suggestions for Future Meetings | <i>All</i>    |
| 10. Adjournment of Regular Meeting        | <i>Alfrey</i> |

*Next Regular Meeting: Tuesday, February 11, 2025 @ 5:30 p.m.*

**Tab 1**



**MARIN HEALTHCARE DISTRICT  
BOARD OF DIRECTORS**

**REGULAR MEETING**

**Tuesday, December 10, 2024  
MarinHealth Medical Center  
Conference Center**

**MINUTES**

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

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

*Board members present:* Chair Edward Alfrey, MD; Secretary Jennifer Rienks, PhD;  
Ann Sparkman, RN/BSN, JD

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

*Board members Absent:* Brian Su, MD, Vice Chair, Samantha Ramirez, BSW

*Guests:* Jonathan Eldridge, Ed.D, Superintendent/President ; Dana Emerson, PhD,  
Vice President (College of Marin)

**2. General Public Comment**

There was no public comment.

**3. Approve Agenda**

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

**4. Approve Minutes of the Regular Meeting of November 12, 2024**

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

**5. College of Marin Nursing & Trade Programs**

Dr. Klein introduced Dr. Johnathan Eldridge, Superintendent/President, College of Marin.

Dr. Klein highlighted Dr. Eldridge's tenure at College of Marin and provided an overview of Dr. Eldridge's academic background.

Dr. Eldridge shared an overview of College of Marin (COM). COM serves all of Marin County as the community's only public higher education institution.

COM's Nursing and Allied Health Programs:

- Graduates 43 nurses annually with a 97% NCLEX pass rate.
- Other healthcare programs: Dental assistants, medical assistants, EMTs, Certified Nursing Assistants (CNA).
- Partnerships with MarinHealth and other providers for clinical placements.

- Efforts are underway to develop an LVN to ADN pathway, addressing the increasing demand for nurses.

COM's Workforce Development Initiatives:

- Construction program in partnership with Canal Alliance.
- Career academies for high school students exploring healthcare professions.

COM'S Community Engagement:

- Strong collaborations with over 100 nonprofits and agencies.
- Expansion of programs like COMPASS and dual enrollment for high school students.
- ESL courses offered to support workforce development.

Dr. Eldridge introduced Dr. Dana Emerson, Vice President College of Marin. Dr. Emerson emphasizes the challenges in nursing education at, including limited clinic site availability, high demand 400+ applicants annually for 43 nursing program spots. Dr. Emerson has advocated for program expansion, including LVN to ADN pathways.

**6. Approval of Q2 2024 MarinHealth Medical Center Report of Performance Metrics and Core Services**

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

*Schedule 1: HCAHPS (Patient Satisfaction)* – Dr. Chandrasena (Chief Medical Officer) highlighted the significant progress achieved in patient satisfaction.

*Schedule 2: Finances* – Dr. Klein reviewed the Q2 Finances.

*Schedule 3: Clinical Quality Reporting Metrics* – Dr. Chandrasena noted the majority of 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. Ms. Rienks seconded. **Vote: all ayes.**

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

Dr. Klein noted the uncertainty surrounding healthcare policy changes under incoming President Trump's administration. While no immediate changes to entitlement programs (e.g., Social Security) are expected the situation remains uncertain.

Dr. Klein discussed the upcoming California governor's race, with many candidates beginning to position themselves.

Dr. Klein provided updates to ballot measure outcomes.

- Proposition 35 (MCO Tax for Medi-Cal), passed with significant support.
- Proposition 5 (General Obligation Bonds), did not pass, maintaining the two-thirds threshold for bond approval.

## **8. Committee Reports**

### *A. Finance & Audit Committee*

No report given.

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

No Report given.

## **9. Reports**

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

Dr. Klein reported the 2025 hospital and network budgets have been approved.

Dr. Klein provided an update to the FEMA Funding. Funds from FEMA have been approved and are expected to arrive within 16 weeks.

The SPECT CT scanner construction is completed, pending CDPH licensure.

Dr. Klein shared the Petaluma Hub opened December 3, 2024, with positive community reception.

The current nationwide IV shortage due to Hurricane Helene related supply chain issues is expected to be alleviated in the coming weeks.

Dr. Klein provided physician recruitment updates:

- In Collaboration with UCSF, recruitment for an Arthroplasty Surgeon and an Orthopedic trauma surgeon is underway.
- Two new cardiac surgeons have signed contracts. They will begin surgeries in March 2025.
- Seven new primary care physicians recently hired.

Dr. Klein announced the Executive Director of Access position has been successfully filled, with the new hire set to begin in January. The incoming Executive Director will prioritize addressing issues related to long wait times and high abandonment rates.

Dr. Klein reported the mock survey in preparation for The Joint Commission survey in 2025 was completed and work plans for findings are underway.

The Marin County Commission on Aging is working with Vivalon on an updated strategic plan which will be complete in Spring of 2025. Once completed the Chair of the Marin County Commission on Aging will present to the board.

Dr. Klein reported record high inpatient volumes in November, marking the highest average daily census on record.

Physician satisfaction and employee engagement surveys are in progress.

Dr. Klein reported on several facility and security updates:

- Security enhancements are underway for the hospital administration office and the district office.
- Many administrative offices at Drakes Landing are in the process of relocating to Civic Center Drive.
- 10 beds in the Redwood Pavilion have opened due to the increased patient volume.
- Outpatient MRI replacement on S. Eliseo has begun with completion expected in April 2025.
- Pharmacy Compounding room construction to begin February 2025.
- Emergency generator replacement in the Cypress Pavilion forecasted for 2025.
- Seismic Planning has begun for January 1, 2026 submission deadline.
- Bloom Energy contact has been finalized.
- Visitor badging system will launch early next.
- The weapons management system is scheduled to be implemented on February 2025.

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

Ms. Rienks announced she will be retiring January 3, 2025.

Ms. Sparkman thanked the team for exceptional work during a challenging year.

Dr. Alfrey provided an update on the trauma program, highlighting its exceptional performance and significant growth. He noted that annual trauma service encounters have increased from approximately 500 when he began to over 2,000 this year, with projections potentially reaching 3,000. This growth reflects improved identification of trauma patients and ensuring they receive appropriate care.

Dr. Alfrey expressed gratitude for the outstanding support from the hospital leadership and staff.

**10. Agenda Suggestions for Future Meetings**

There were no suggestions for future agenda items.

**11. Adjournment of Regular Meeting**

Chair Alfrey adjourned the meeting at 6:42 pm.

DRAFT