

# MARIN HEALTHCARE DISTRICT

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## REGULAR MEETING AGENDA

Tuesday, September 13, 2011

7:00 pm

**Chair:** James Clever, M.D. (excused)  
**Vice Chair:** Jennifer Rienks, Ph.D.  
**Secretary:** Harris Simmonds, M.D.  
**Directors:** Larry Bedard, M.D.  
Sharon Jackson, MBA

**Location:**  
Marin General Hospital, Conf. Center  
250 Bon Air Road  
Greenbrae, CA 94904

**Staff:**  
Lee Domanico, CEO  
Renee' Toriumi, Executive Assistant  
Colin Coffey, District Counsel

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TAB

### 1. ROLL CALL

### 2. APPROVAL OF AGENDA

### 3. APPROVAL OF THE CONSENT AGENDA

A. Approval of the Minutes: Regular Meeting of August 12, 2011 Reinks 3

### 4. NON-ACTION ITEMS

A. Review of Marin General Hospital Bylaws Reinks

### 5. ACTION ITEMS

A. Approve 1206(b) Clinic Expansion into Greenbrae and South Sausalito Domanico 5  
B. Approve Updated Marin General Hospital Strategic Plan 2011 5A  
5B

### 6. COMMITTEE UPDATES

A. Management, Finance & Audit (Regular Meeting of August 31, 2011) Jackson  
B. Lease and Building Committee (Regular Meeting of August 25, 2011) Bedard

### 7. REPORTS

A. District CEO's Report Domanico  
B. Hospital CEO's Report Domanico  
C. Vice Chair's Report Reinks  
D. Reports of Board Members

### 8. GENERAL PUBLIC COMMENT

Any member of the audience may make statements regarding any item 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.

### 9. ADJOURNMENT: Next Regular Meeting of the Board: Tuesday, October 11, 2011.

A copy of the agenda for the Regular Meeting will be posted and distributed at least seventy-two (72) hours prior to the meeting. American Sign Language Interpreters may be requested by calling (415) 464-2090 (voice) at least 48 hours in advance of this meeting.

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**MARIN HEALTHCARE DISTRICT**  
100B Drakes Landing Road, Suite 250  
Greenbrae, CA94904

**REGULAR MEETING MINUTES**  
Friday, August 12, 2011  
Marin General Hospital, Conference Center

1. **Roll Call**

Chair Clever called the meeting to order at 9:00 am.

BOARD MEMBERS PRESENT: Chair James Clever, M.D, Vice Chair Jennifer Rienks, Ph.D., Secretary Harris Simmonds, Director Larry Bedard, M.D., Director Sharon Jackson.  
Absent: none

ALSO PRESENT: Lee Domanico, Chief Executive Officer, Renee' Toriumi, Executive Assistant to CEO, Lynn Dowling, and Counsel Colin Coffey.

2. **Approval of Agenda**

Renee' Toriumi, Executive Assistant, was excused from the meeting.

Director Simmonds moved to approve agenda. Seconded by Director Jackson. Vote: all ayes; motion passes unanimously.

3. **Approval of the Consent Agenda**

Director Jackson moved to approve the Consent Agenda with the minutes of 7/12/2011. Seconded by Director Bedard. Vote: all ayes; Consent Agenda unanimously approved.

4. **Non-Action Items**

A. Review Marin General Hospital Strategic Plan. Mr. Domanico presented the "Charting a New Course" Marin General Hospital Strategic Plan 2011. Mr. Domanico reviewed the Mission Statement, "To provide exceptional health care services in a compassionate and healing environment", Vision Statement, "Marin General Hospital will be the indispensable provider of health care in Marin, recognized and valued by our community, patients, physicians, and employees for delivering superior clinical outcomes in a sustainable, state-of-the-art facility." Mr. Domanico reviewed the seven (7) strategic goal areas of Access to Care, Physician Development, Clinical and Service Excellence, Workforce Engagement, Community Engagement, Financial Strength and Infrastructure Advancement. Mr. Domanico noted the section with photos and brief bios for Board of Directors, and Executive Team members. Mr. Domanico summarized by reviewing all of the awards and accreditations received by the hospital and the many "ONLY" services that we provide (Emergency Department/Trauma Center, Family Birth Center (including a level II neonatal intensive care unit), Spine & Brain Institute,

Coordinated heart and vascular care at the Haynes Cardiovascular Institute, Chest Pain Center, Nationally recognized cancer care program at our Marin Cancer Institute, Primary Stroke Center and acute inpatient psychiatric services.

- B. Review of Marin General Hospital Community Benefit Report. Mr. Friedenbergr reviewed the Community benefit Executive Summary for 2010 (1/1/2010-12/31/2010) and noted the increase in Total Community Benefit from 2009 of \$26,584,801 to \$29,603,519 in 2010. Mr. Friedenbergr also noted the increase in Totals for Community Benefit, Community Building, Medicare and Bad Debt from \$75,477,599 in 2009 to \$82,898,582 in 2010. Mr. Friedenbergr reviewed the Hospital General Information and Organizational Structure and Mission Statement. He also reviewed the Community Needs Assessment, 2010 Accomplishments, 2010 Programs Inventory, Community Building and Economic Valuation and concluded with the review of the Community Benefit Plan and Public Review.

Public comment: none

At 10:30 am, Chair Clever announced the meeting would go into closed session. He advised members of the public are welcome to return at 1:30 p.m.

5. **Closed Session – 10:30 am to 1:30 pm**

6. **Committee Updates**

- A. No committee reports were presented at this meeting.

Public comment: none

7. **Reports**

- A. No other reports were presented at this meeting.

Public comment: none

8. **General Public Comment: none**

9. **Adjournment**

Director Jackson moved to adjourn. Seconded by Director Simmonds. Meeting adjourned at 1:45 pm. Next Regular Meeting of the Board: Tuesday, 9/13/2011.

Tab

5A

Date: September 13, 2011  
To: Marin Healthcare District Board of Directors  
From: Lee Domanico, CEO  
Re: 1206(b) Clinic expansion into Greenbrae and Southern Sausalito

The Marin Healthcare District priority of increasing access to high quality medical care for Marin residents is advanced by establishing 1206(b) clinics.

In support of this strategy, we have negotiated agreements with two physician groups: the Marin Medical Group located in Greenbrae and Soluna Health located in Southern Sausalito. Drs. John Ward, Catherine Clark-Sayles, and Paul Ogden of Marin Medical Group, along with Dr. Ahmed El-Ghoneimy will comprise the clinic in Greenbrae. Dr. Darren Lipshitz will relocate from our existing clinic in Sausalito to Soluna Health in southern Sausalito and team up with Dr. Naureen Shaikh and Dr. Freya Spielberg, a part-time associate.

These two new clinics will provide a greater presence in Greenbrae and allow better coverage in and a more efficient practice in Sausalito.

With the addition of these physicians, we will now have fourteen (14) physicians in the 1206(b) clinics. We are beginning to see the advantages of having a greater size; effective September 1, 2011, these clinics now have a single malpractice carrier, with better overall coverage and an approximate ten-percent reduction in premiums.

Management intends to improve on this baseline forecast through several initiatives that we believe will help them grow their practices, improve and streamline practice efficiencies, and increase profitability through improved contracting with managed care payers.

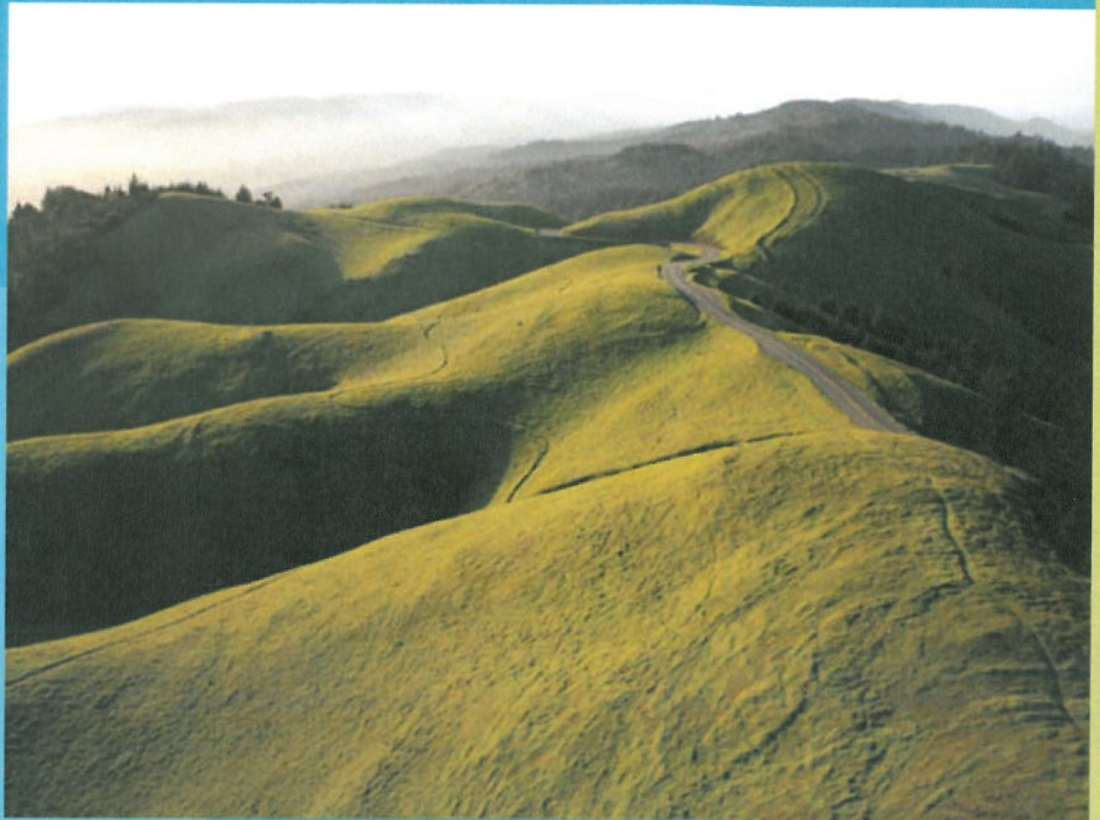
Management recommends approval to support the 1206(b) Clinic expansion Into Greenbrae and Southern Sausalito.

**Tab**

**5B**

# Charting a New Course

MARIN GENERAL HOSPITAL STRATEGIC PLAN 2011



Our home. Our health. Our hospital.





## WELCOME

A dependable source for superb health care services is vital to every community. And Marin County is no exception. The challenge is to meet its residents' needs, given changing demographics and the rapid emergence of new treatment technologies and specialties. This is the challenge the men and women who assumed responsibility for Marin General Hospital on June 30, 2010, are determined to meet.

Marin General Hospital is now governed by a board of directors comprised of Marin County residents who all have a personal stake in its success, and by an equally committed leadership team. To achieve this success, the hospital's directors and its executives believe it is essential to focus on the wants, needs, hopes, and dreams of their neighbors—the people of Marin County.

To this end, directors and managers have collaborated with medical staff, employees, and foundation board members to create a strategic plan that spells out short- and long-term objectives and strategies for the hospital.

The pages that follow present a summary of this plan. Once you've read it, we hope you will conclude that it demonstrates our commitment and, more important, our ability to provide the health care our fellow Marin County residents deserve.

Paul Kirincic  
Chair, Hospital Board

Lee Domanico  
Chief Executive Officer

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MARIN GENERAL HOSPITAL

#### MISSION

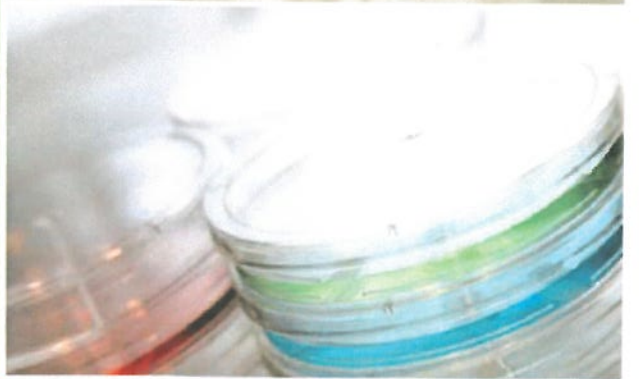
To provide exceptional health care services in a compassionate and healing environment.

#### VISION

Marin General Hospital will be the indispensable provider of health care in Marin, recognized and valued by our community, patients, physicians, and employees for delivering superior clinical outcomes in a sustainable, state-of-the-art facility.

#### STRATEGIC ELEMENTS:

- Providing critical health services
- Serving as a central hub for the finest health care throughout the North Bay
- Supporting and sustaining healthy communities with a focus on quality outcomes and excellent patient care
- Delivering superb care in a modern facility while being ecologically thoughtful of resource consumption



## STRATEGIC GOAL AREAS

Our strategic planning efforts have identified five core goal areas. These goal areas direct the priorities of the organization to ensure that Marin General Hospital will become an indispensable provider of health care in Marin County. Through strategic programs and initiatives, the hospital will be recognized as a leader in providing quality, patient-centered, and technologically advanced care to the people we serve.



## ● ACCESS TO CARE

Marin General Hospital will continue to ensure that quality health care services are easily accessible to those who seek them. We look to build strong, sustainable linkages with area providers to enhance our existing specialty and core services. The Hospital is also committed to strengthening the primary care presence in our community; as a result, we support the expansion and growth of the PRIMA Medical Group and other independent primary care medical organizations.

### **Strategies include:**

- Advancing select services
- Deepening physician relationships
- Creating clinical program affiliations
- Strengthening relationships with area hospitals

## ● PHYSICIAN DEVELOPMENT

Physicians are the lifelines of Marin General Hospital. We seek to create partnerships with the local medical community to foster an environment of collaboration. We strive to achieve a seamless continuum of care that serves both the physician and patient. Marin General Hospital is looking to enhance our specialty services through clinical affiliations and through our continuing efforts to recruit top providers to Marin.

### **Strategies include:**

- Recruiting talented physicians to Marin General Hospital
- Advancing clinical integration through collaborative physician relationships
- Improving the physician experience at Marin General Hospital



## ● CLINICAL AND SERVICE EXCELLENCE

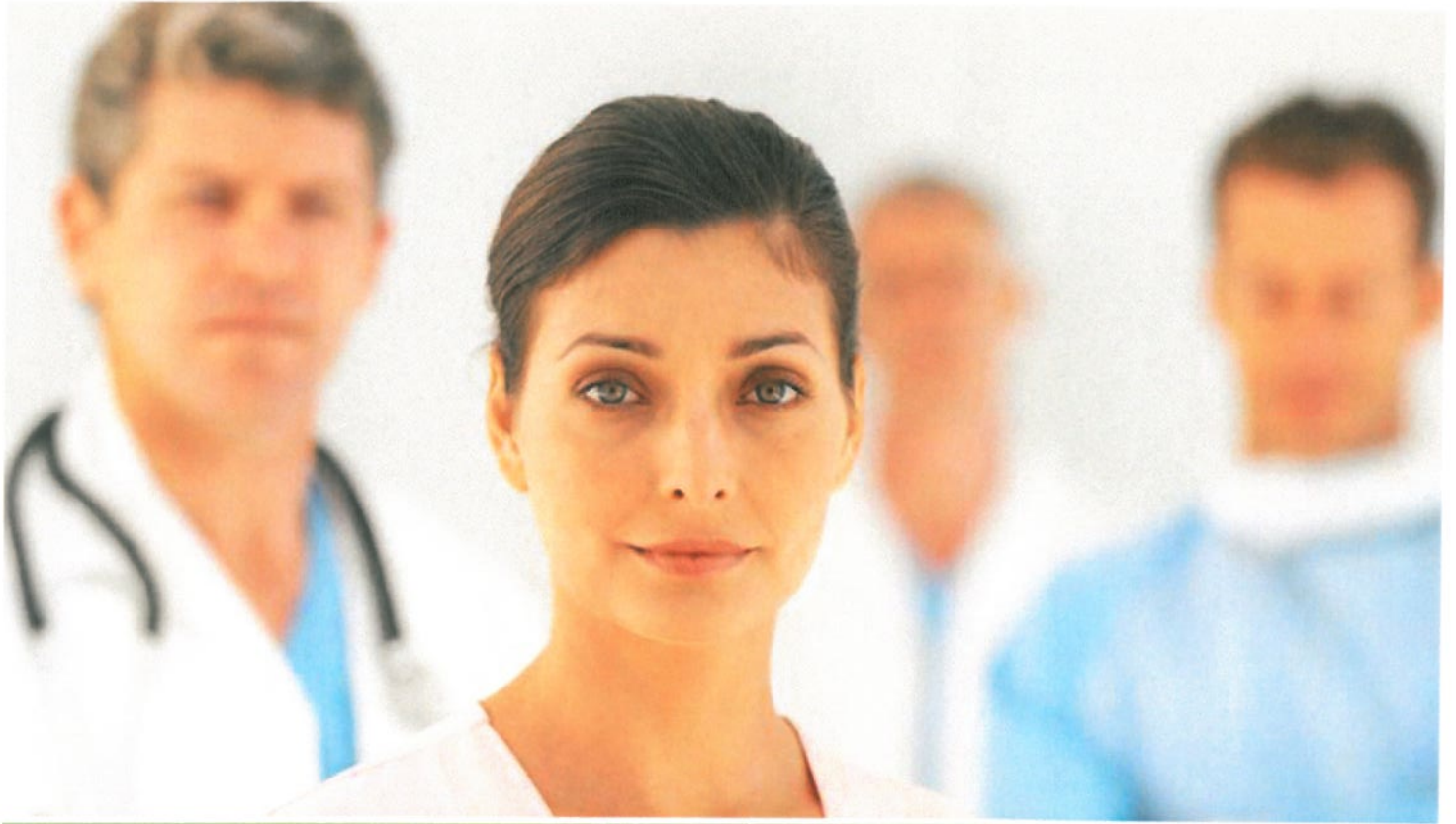
Clinical excellence is the foundation of Marin General Hospital. We will continue to advance our superior clinical outcomes through our Quality Improvement Plan, which will help us define, focus, and enhance new quality areas.

Our patients' satisfaction is our motivation. We will develop interconnected care teams of physicians, nurses, and staff dedicated to providing excellent care. In understanding the needs of our patients and their families, we strive to provide superior patient services, such as patient navigators, family support, and integrated medicine services.

### **Strategies include:**

- Leading quality advancement and demonstrating care excellence
- Modernizing care protocols
- Creating an excellent service experience for all our patients





## ● WORKFORCE ENGAGEMENT

As an organization committed to excellence, we recognize that our people are our greatest strength, and so we are committed to investing in them. We are building an ambitious culture that "lives the mission" of Marin General Hospital. By integrating our clinical, behavioral, and service standards into everyday performance, the hospital staff will be recognized by our patients for providing outstanding care.

### **Strategies include:**

- Building a workforce that "lives our mission"
- Promoting career advancement through educational and professional support opportunities
- Developing nursing excellence
- Improving employee satisfaction

## ● COMMUNITY ENGAGEMENT

Marin General Hospital is a publicly accountable health care provider in Marin County; our success depends on the support of our community. We strengthen local and regional ties through the dedicated work of our Foundation. Through ongoing communication with our community, we are able to focus on our goals and remain a valuable resource to the public. We will continue to inform the community of our critical services, our newly developed partnerships, and future philanthropic campaigns.

### **Strategies include:**

- Engaging the community in MGH's vision
- Strengthening the MGH Foundation
- Informing the community through consistent and clear communication
- Collaborating with key community groups to ensure MGH's vision

## ● FINANCIAL STRENGTH

We continue to fortify our financial position in order to reinvest into our community and infrastructure. We strive to demonstrate ourselves as a top-performing, 21st-century community hospital by managing costs, being stewards of our resources, and working with payers to explore new models of care.

### **Strategies include:**

- Demonstrating consistent financial performance
- Achieving a strong value proposition
- Advancing new contractual models of care supportive of MGH's value proposition



## ● INFRASTRUCTURE ADVANCEMENT

To ensure seismic safety, we are redesigning Marin General Hospital into a state-of-the-art facility with modern inpatient, interventional, and ambulatory space. We are committed to building a hospital that meets both green and seismically safe standards. We will work with the community to achieve this and plan to break ground within a few years.

We continually advance our clinical information platform by investing in information technology infrastructure. In creating a continuum of care recognized by both the medical and patient community, we strive to use both the latest clinical and information technology in order to deliver superior outcomes.

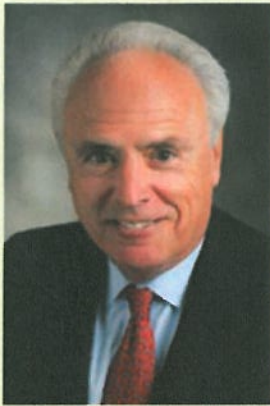
### **Strategies include:**

- Advancing MGH's Information Technology platform
- Linking with area providers through the establishment of a Clinical Information Exchange Interface
- Redevelop and modernize clinical areas
- Transform MGH into a 21st-century, state-of-the-art facility





## Our Leadership: Board of Directors



### Jeremy Fair

Bringing appropriate business skills and experience, particularly in finance, management and planning, Jeremy Fair is a well-qualified member of the Marin General Hospital Board. His direct experience in health care finance includes having started and overseen the health care finance practice at Bank of America. His experience has given him an appreciation and understanding of the issues necessary to support Marin General Hospital's success as an independent health care institution. Mr. Fair lives in Belvedere and has resided in Marin County for 12 years.



### David Hill

David Hill creates communications strategies and tactics for leaders of for-profit and nonprofit organizations. He headed Saatchi Corporate Communications for 15 years before launching Yonder "for people who know how much good thinking and writing can help" in 1993. He has written three books and many articles. He chaired KQED's board, and taught at Golden Gate University for 13 years. A former Foreign Service Officer and a cofounder of the Pew Research Center for the People and the Press, he's an avid student of international relations and journalism, and speaks to Bay Area groups on both topics. David lives in Mill Valley and has resided in Marin County for 43 years.



### Ann Kao, MD

Dr. Ann Kao is a Fellow of the American College of Cardiology; a member of Cardiovascular Associates of Marin and San Francisco; and, since 1991, a staff cardiologist at Marin General Hospital. Dr. Kao was educated at UCLA and NYU, and completed her medical and cardiology training at the Hospital of the University of Pennsylvania and UCSF Medical Center, where she was also an Assistant Clinical Professor. Dr. Kao has authored medical articles on a range of subjects. She has been an active member of the American Heart Association and Marin Medical Society, having served on its board, and chaired the Women Physician's Committee and Continuing Medical Education program. Dr. Kao resides in Mill Valley and has lived in Marin County for 21 years.



### Paul Kirincic

Paul Kirincic was an EVP at McKesson, a \$102 billion pharmaceutical distribution and health care software company from 2001 until 2008. He is retired, serves on the boards of two nonprofits, and consults. From 2005 to 2009, he was a member of the board of Eddie Bauer, the clothing retailer. Paul also was a VP of HR at Warner-Lambert Corporation and Whirlpool Corporation. Paul has been married for 39 years to Mary Alice. They have raised four daughters and are grandparents to five granddaughters. Paul is a graduate of St. Norbert College and earned an MSBA from Indiana University. He lives in Mill Valley and has been a resident of Marin County since 2001.

### Gene Marie O'Connell, RN, MS

Gene Marie O'Connell has worked in health care in the Bay Area for 32 years, holding a variety of executive positions. She recently retired as Chief Executive Officer of San Francisco General Hospital and Trauma Center, where she provided leadership for the Hospital's rebuild and successful bond measure. Gene has a wide range of experience as a board member, including "Chair of the National Association of Public Hospitals." Gene was named "2009 Woman of the Year" by the Women Health Care Executives. Gene Marie O'Connell is a resident of Corte Madera, where she has lived with her husband for 13 years.



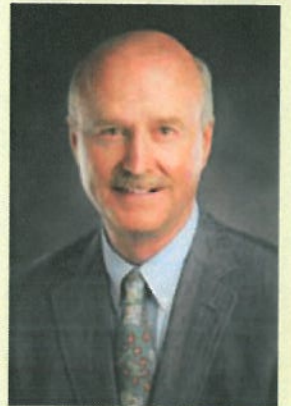
### Derek Parker

Derek Parker is an architect and director emeritus of Anshen + Allen, for their offices in San Francisco, Seattle, Columbus, Boston, and London. He has designed hospitals and biomedical research facilities in 15 countries, and holds more than 75 awards for design, papers, and presentations on health. Among his many other roles, Mr. Parker is a board member of Laguna Honda Hospital Foundation; former board member of the National Academy of Engineering (2002-2008); cofounder and president of MedErgy HealthGroup, developing a technology to safely convert medical waste to energy; cofounder of the Center for Health Design; member of the Scientific Committee and International Academy of Design and Health, Stockholm; on the founding editorial board of the Health Environments Research and Design Journal; and a fellow at the American Institute of Architects, the American Academy of Healthcare Architects, and the Royal Institute of British Architects. Mr. Parker resides in Tiburon and has lived in Marin County for 48 years.



### Robert Peirce

Robert Peirce's interest in health care began as he worked his way through school as a nurse's aide. After college and a brief time in the Navy, he began an 18-year career with a national skilled nursing facility (SNF) provider, where he eventually became responsible for the operation of 6,000 beds at 60 facilities in five western states. From there, Robert went to work for Alta Bates Health System to operate their SNF business, a company he later bought with outside investors. Peirce served on the District Finance Committee, as well as the Transition Advisory Committee. Now retired, Robert lives in Belvedere with his wife, Connie.

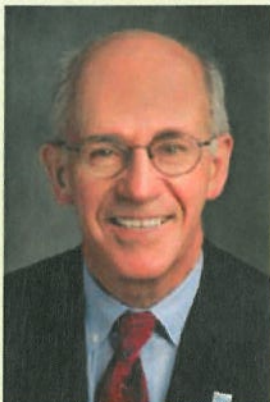


### Mara Perez, PhD

In her capacity as consultant, Dr. Mara Perez provides fundraising, evaluation, and strategic planning services to nonprofit organizations, focusing on education, leadership development, youth, and immigration. Mara has raised millions of dollars in grants from foundations and corporations for her clients. She earned a PhD in Sociology from The University of Chicago, and serves on boards of nonprofits dedicated to improving the lives of minority populations. Mara also delivers trainings on fundraising and evaluations, and works internationally, serving clients and conducting research. In addition, Mara is a writer and gives presentations about Latino immigrants in the United States, social movements, and transnational democratization processes. Her latest writing appears as a chapter in a book about democracies, published in 2009 by MIT Press. Perez lives in Greenbrae and has resided in Marin County for 13 years.



## Our Leadership: Board of Directors, cont.



**Steven A. Schroeder, MD**

Dr. Steven Schroeder is the Distinguished Professor of Health and Health Care for the Division of General Internal Medicine in the Department of Medicine at UCSF. Dr. Schroeder graduated from Stanford University and Harvard Medical School, and trained in Internal Medicine at the Harvard Medical Service of Boston City Hospital and in Epidemiology at the CDC. He held faculty appointments at Harvard, George Washington University, and UCSF. At both George Washington and UCSF, he was the founding medical director of a university-sponsored HMO, and at UCSF he founded its Division of General Internal Medicine. Between 1990 and 2002, he was president and CEO of the Robert Wood Johnson Foundation. Dr. Schroeder resides in Tiburon and has lived in Marin County for 21 years.



**Timothy Sowerby, MD**

Dr. Timothy Sowerby graduated from Charing Cross and Westminster Medical School, London in 1987. He moved to California in 1990, completing his residency and fellowship at Kaiser San Francisco and Los Angeles. He joined the Permanente Medical Group in 1995, practicing in San Francisco and Marin. In 2000, he joined Marin Gastroenterology and the medical staff of Marin General. Dr. Sowerby volunteers at Marin Community Clinic and for Operation Access. He is a member of Marin Healthcare District's Transition Advisory Committee. Dr. Sowerby lives in Mill Valley with his wife and two children, and has resided in Marin County for 15 years.

## Our Leadership: Executive Team



**Lee Domanico**  
**Chief Executive Officer**

A seasoned hospital administrator, Lee Domanico has worked on hospitals from Portland to Chicago to Antioch. His management during his six-year tenure at El Camino Hospital in Mountain View was nationally recognized as a case study in health care industry best practices. Lee is known for establishing healing, patient-centric hospital environments, and for early adoption of cutting-edge medical technologies. Under his management, El Camino Hospital became the second-most profitable district hospital in the state, with superlative medical programs. A published authority on hospital-based management, Lee has worked in health care for more than 30 years. Lee received his Bachelor's Degree from the University of Michigan and his Master's Degree from Stanford University.



**David W. Cox**  
**Chief Financial Officer**

David W. Cox has held a CFO position with several major health care systems since leaving his position as a U.S. Air Force captain in 1982. Most recently, he was both the Chief Operating Officer and the Chief Financial Officer for Townsend Health in Florida. In addition to his financial responsibilities, David oversees IT issues for the Marin General Hospital, and serves as the liaison to the hospital's IT vendor, ACS. David received his Bachelor's Degree from Loyola Marymount University and his Master of Business Administration from the University of Dayton; he also completed the International CFO Leadership Program at Stanford University.

### Jon Friedenberg

#### Chief Fund & Business Development Officer

Jon Friedenberg heads all activities related to business development, fundraising, marketing, planning, government relations, media relations, and external communications for Marin General Hospital. He also oversees the Marin General Hospital Foundation. A former Vice President at El Camino Hospital, Jon spearheaded the creation of that facility's Genomic Medicine Institute, South Asian Heart Center, Fogarty Institute for Innovation, and Center for Technology Integration. Jon has also led a successful bond initiative that provided funds for a new hospital to meet the latest seismic standards. Jon received his Bachelor's Degree from UC Berkeley and his Master's Degree from UC Davis.



### Theresa Gianfortune

#### Chief Human Resources Officer

Formerly Vice President of Human Resources for Long Beach Memorial Medical Center, Theresa Gianfortune serves as Marin General Hospital's Chief Human Resources Officer. Theresa has over 20 years of human resources experience, in hospitals from New England to Southern California. In addition to her extensive health care experience, she was the 2006 recipient of the National Human Resources Association (NHRA) of Southern California Compassion Excellence Award. Theresa received her Bachelor's Degree in Organizational Management from Daniel Webster College.



### Joel Sklar, MD

#### Chief Medical Officer

A frequent entry in numerous "best cardiologist" lists, Dr. Joel Sklar most recently served as both Co-Chief of Cardiology and Medical Director of the Haynes Cardiovascular Institute at Marin General Hospital. He has also been an Assistant Clinical Professor of Medicine at the UCSF School of Medicine since 1986. In his new role here as Chief Medical Officer, Joel is responsible for medical quality and medical staff relations at Marin General. He is committed to patient-centered care, balancing state-of-the-art procedural medicine with an emphasis on wellness and prevention. Dr. Sklar received his Bachelor's Degree from Williams College and his Medical Degree from UC San Diego.



### Denise Perry

#### Vice President, Nursing Services

Denise Perry comes to us with more than 15 years of nursing management and director-level experience at organizations such as Veterans Administration of Central California Health Care System, Clovis Community Medical Center, and Tulare Local Healthcare District. Most recently she worked as Nursing Director at Natividad Medical Center in Salinas. Denise received her Bachelor's Degree in Nursing at California State University and her Master's Degree in Health Administration at Seton Hall University.





Marin General Hospital, located in Greenbrae, CA, is the only full-service, acute care hospital in Marin County. The 235-bed facility was established in 1952, and is owned and operated by the Marin Healthcare District. The hospital is committed to providing quality health programs and services to the citizens of this community. In fact, the hospital is the **ONLY** source for many important services and programs:

- ONLY** Emergency Department/Trauma Center
- ONLY** Family Birth Center, including a level II neonatal intensive care unit (NICU)
- ONLY** Spine & Brain Institute offering comprehensive, neurological care and orthopedic spine surgery
- ONLY** coordinated heart and vascular care at the Haynes Cardiovascular Institute
- ONLY** accredited Chest Pain Center with a lifesaving door-to-dilation time of just 44 minutes, compared to the national average of 100 minutes
- ONLY** nationally recognized cancer care program at our Marin Cancer Institute, with survival rates exceeding the National Cancer Data Base (NCDB) rates for breast, prostate, and colorectal cancers
- ONLY** Primary Stroke Center that can treat all types of stroke on site
- ONLY** acute inpatient psychiatric services

**Awards and Accreditations:**



The American Heart Association and American Stroke Association recognize this hospital for achieving 95% or higher adherence to all Get With The Guidelines® Stroke Performance Achievement indicators for consecutive 12 month intervals and 75% or higher compliance with 6 of 10 Get With The Guidelines Stroke Quality Measures to improve quality of patient care and outcomes.



MARIN GENERAL HOSPITAL

Marin General Hospital  
250 Bon Air Road  
Greenbrae, CA 94904  
415-925-7000  
[www.maringeneral.org](http://www.maringeneral.org)

Our home. Our health. Our hospital.