



**Minutes of the Open Session of the
El Camino Hospital Board of Directors
Wednesday, May 8, 2019
2500 Grant Road, Mountain View, CA 94040
Conference Rooms F&G (ground floor)**

Board Members Present

Lanhee Chen, Chair
Jeffrey Davis, MD
Peter C. Fung, MD
Julie Kliger
Julia E. Miller, Secretary/Treasurer
Bob Rebitzer
George O. Ting, MD
John Zoglin, Vice Chair

Board Members Absent

Gary Kalbach

Members Excused

None

**via teleconference

Agenda Item	Comments/Discussion	Approvals/ Action
1. CALL TO ORDER/ ROLL CALL	The open session meeting of the Board of Directors of El Camino Hospital (the "Board") was called to order at 5:30pm by Vice Chair Zoglin. A silent roll call was taken. Director Rebitzer arrived 5:31pm during Agenda Item 2: Potential Conflicts of Interest. Director Kliger arrived at 5:32pm and Director Chen arrived at 5:34pm during Agenda Item 3: Board Recognition. Director Kalbach was absent. All other Board members were present at roll call.	
2. POTENTIAL CONFLICTS OF INTEREST DISCLOSURES	Chair Chen asked if any Board members may have a conflict of interest with any of the items on the agenda. No conflicts were reported.	
3. BOARD RECOGNITION	<p>Jim Griffith, COO, recognized the ECH Stroke Care team for receiving designation from The Joint Commission as a Thrombectomy-Capable Stroke Center and their continued efforts to build a comprehensive stroke program.</p> <p>Motion: To approve <i>Resolution 2019-06</i>.</p> <p>Movant: Ting Second: Zoglin Ayes: Davis, Fung, Miller, Kalbach, Kliger, Rebitzer, Ting, Zoglin Noes: None Abstentions: None Absent: Chen, Kalbach Recused: None</p> <p>Director Fung commended all of those involved for their work.</p>	
4. QUALITY COMMITTEE REPORT	<p>Director Kliger reported that the Quality Committee had a robust discussion on the FY20 organizational goals, noting that she abstained from supporting management's proposals. She also reported that Committee is currently recruiting for 3-4 new members.</p> <p>Mark Adams, MD, CMO, outlined the organizational goals on the quality dashboard; he described the inpatient hospice program, work regarding readmissions, and challenges with improving ED throughput. He also reviewed clinical documentation improvements, highlighting an outstanding 100% physician query response rate.</p> <p>Director Rebitzer requested that upper and lower control limits be included on the ED Throughput goal on the dashboard. The Board and Dr. Adams discussed the differences in performance between the Mountain View and</p>	

	<p>Los Gatos campuses.</p> <p>Director Kliger further described her reservations about the proposed FY20 organizational goals, noting that mortality and readmissions measures are performing consistently well, are tracked on an ongoing basis, and have a significant regulatory component. She commented that an additional, more challenging goal would be preferable. Other Board members on the Quality Committee, Directors Fung and Ting, discussed their support of the proposed goals, including their organizational criticality and their importance in the continuum of care.</p> <p>Dr. Adams provided an overview of how ECH compares with other health systems in the area. He noted that there is variability in evaluation and reporting, with only about 20% agreement across the various national rating services. Dr. Adams reviewed:</p> <ul style="list-style-type: none"> - CMS Hospital Compare (CMS Star Rating, 7 groups of measures, including patient experience, mortality, readmissions, use of imaging, and efficiency), where ECH has a 4-Star rating - Emergency Department “Door-to-Floor” time - CMS Patient Experience Summary - CMS “Pay for Performance”: Value-Based Purchasing, Hospital Readmission Reduction (80% of hospitals nationwide receive a penalty), Hospital Acquired Conditions Reduction programs - Leapfrog Grades - Perinatal Care <p>Dr. Adams noted that ECH reviews whatever is possible to make improvements and potentially improve scores, but must keep in mind what makes sense for the organization.</p> <p>Director Rebitzer expressed concerns about patient experience and Leapfrog scores, given ECH’s strategic direction.</p> <p>In response to Director Fung’s question, Dr. Adams commented that ED Throughput is the biggest area for improvement related to CMS Star ratings.</p> <p>Director Ting suggested exploring Sequoia Hospital’s successes across the various ratings and evaluations.</p> <p>Director Davis noted that there are many quality metrics that an organization could choose and suggested focusing a quality agenda on two or three main goals. He commended Cheryl Reinking, RN, CNO, for her quality process improvement work.</p>	
<p>5. BOARD OFFICER ELECTIONS</p>	<p>Director Zoglin explained that Director Chen was the only Director that declared interest in serving as Board Chair.</p> <p>Director Zoglin called for a voice vote regarding the selection of Director Chen as Board Chair for the upcoming term, and the Directors responded as follows:</p> <p>Chen: Abstain Davis: Aye Fung: Aye Miller: Aye Kalbach: Absent Kliger: Aye Rebitzer: Aye Ting: Aye Zoglin: Aye</p>	<p><i>Board Officers Selected</i></p>

	<p>Motion: To select Director Chen as ECH Board Chair for a two-year term of service, effective July 1, 2019.</p> <p>Movant: Miller Second: Kliger Ayes: Chen, Davis, Fung, Miller, Kalbach, Kliger, Rebitzer, Ting, Zoglin Noes: None Abstentions: None Absent: Kalbach Recused: None</p> <p>Director Chen requested nominations or declarations of interest from the floor for the position of Vice Chair. Director Fung nominated Director Zoglin.</p> <p>Motion: To select Director Zoglin as ECH Board Vice Chair for a two-year term of service, effective July 1, 2019.</p> <p>Movant: Kliger Second: Davis Ayes: Chen, Davis, Fung, Miller, Kliger, Rebitzer, Ting, Zoglin Noes: None Abstentions: None Absent: Kalbach Recused: None</p> <p>Director Chen requested nominations or declarations of interest from the floor for the position of Secretary/Treasurer.</p> <p>Motion: To select Director Miller as ECH Board Secretary/Treasurer for a two-year term of service, effective July 1, 2019.</p> <p>Movant: Fung Second: Ting Ayes: Chen, Davis, Fung, Miller, Kalbach, Kliger, Rebitzer, Ting, Zoglin Noes: None Abstentions: None Absent: Kalbach Recused: None</p>	
6. PUBLIC COMMUNICATION	<p>Members of the public expressed concerns regarding employment, benefits, and hiring practices with Silicon Valley Medical Development and urged the Board to consider the value of long-term employees and hire on the temporary clinic staff in permanent positions.</p> <p>David Urhausen, Political Director of the South Bay Labor Council, expressed the Council's opposition to the proposal to add an 11th ex officio seat on the Hospital Board for ECH's CEO.</p> <p>Omar Torres, policy aide for San Jose City Councilwoman Magdalena Carrasco, thanked the Board for their time and expressed Councilwoman Carrasco's concerns about San Jose Medical Group healthcare workers' lack of health insurance.</p>	
7. ADJOURN TO CLOSED SESSION	<p>Motion: To adjourn to closed session at 6:34pm pursuant to <i>Gov't Code Section 54957.2</i> for approval of the Minutes of the Closed Session of the Hospital Board Meeting (April 10, 2019) and Minutes of the Closed Session of the Special Meeting to Conduct a Study Session of the Hospital Board (April 24, 2019); pursuant to <i>Health and Safety Code Section 32155</i> for a report of the Medical Staff; deliberations concerning reports on Medical Staff quality assurance matters: Medical Staff Report; pursuant to <i>Health and Safety Code Section 32106(b)</i> for a report and discussion involving</p>	<p><i>Adjourned to closed session at 6:34pm</i></p>

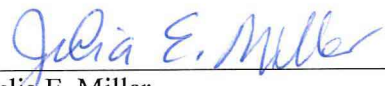
	<p>health care facility trade secrets: Strategic Plan Metrics Update; pursuant to <i>Health and Safety Code Section 32106(b)</i> for a report and discussion involving health care facility trade secrets: South Bay Strategy; pursuant to <i>Health and Safety Code Section 32106(b)</i> for a report and discussion involving health care facility trade secrets and <i>Gov't Code Section 54957.6</i> for conference with labor negotiator Dan Woods: CEO Report on New Services and Programs and Labor Negotiations; and pursuant to <i>Gov't Code Section 54957</i> for discussion and report on personnel performance matters – Senior Management: Executive Session.</p> <p>Movant: Kliger Second: Miller Ayes: Chen, Davis, Fung, Miller, Kliger, Rebitzer, Ting, Zoglin Noes: None Abstentions: None Absent: Kalbach Recused: None</p>	
8. AGENDA ITEM 16: RECONVENE OPEN SESSION/ REPORT OUT	<p>Open session was reconvened at 9:02 pm by Chair Chen. Agenda items 8-15 were addressed in closed session. Directors Ting and Rebitzer were not present when open session reconvened.</p> <p>During the closed session, the Board approved the Minutes of the Closed Session of the Hospital Board Meeting (April 10, 2019) and the Minutes of the Closed Session of the Special Meeting to Conduct a Study Session of the Hospital Board (April 24, 2019) the Medical Staff Report, including the credentials and privileges report, by a unanimous vote in favor of all members present (Directors Chen, Davis, Fung, Kliger, Miller, Rebitzer, Ting, and Zoglin). Director Kalbach was absent.</p>	
9. AGENDA ITEM 16: CONSENT CALENDAR	<p>Chair Chen asked if any member of the Board or the public wished to remove an item from the consent calendar. No items were removed.</p> <p>Motion: To approve the consent calendar: Minutes of the Open Session of the Hospital Board Meeting (April 10, 2019); Minutes of the Open Session of the Special Meeting to Conduct a Study Session of the Hospital Board (April 24, 2019); Revised Executive Incentive Plan Policy; Medical Staff Report; and for information: FY19 Period 9 Financials; Report on Educational Activity.</p> <p>Movant: Fung Second: Zoglin Ayes: Chen, Davis, Fung, Kliger, Miller, Zoglin Noes: None Abstentions: None Absent: Kalbach, Rebitzer, Ting Recused: None</p>	<i>Consent calendar approved</i>
10. AGENDA ITEM 17: CEO REPORT	<p>Dan Woods, CEO, described a new autonomous robot at the Los Gatos campus, text updates for families in the surgical waiting room. He thanked all of the nurses for their service and reported that this week (May 6-12th) is Nurses Week. He also described health career event for local high school students and the South Asian Heart Center's Scarlett Express Gala.</p> <p>Mr. Woods acknowledged the El Camino Hospital Foundation for their recent work.</p>	
11. AGENDA ITEM 22: BOARD COMMENTS	<p>Director Fung reported that May is Stroke Awareness Month.</p> <p>Director Miller described a \$15,000 donation to the El Camino Hospital</p>	

	Foundation from Michael Fox, Sr.	
12. AGENDA ITEM 23: ADJOURNMENT	Motion: To adjourn at 9:10pm Movant: Fung Second: Miller Ayes: Chen, Davis, Fung, Kliger, Miller, Zoglin Noes: None Abstentions: None Absent: Kalbach, Rebitzer, Ting Recused: None	<i>Meeting adjourned at 9:10pm</i>

Attest as to the approval of the foregoing minutes by the Board of Directors of El Camino Hospital:



Lanhee Chen
Chair, ECH Board of Directors



Julia E. Miller
Secretary, ECH Board of Directors

Prepared by: Cindy Murphy, Director of Governance Services
Sarah Rosenberg, Contracts & Board Services Coordinator