



**Minutes of the Open Session of the  
Special Joint Meeting to Conduct a Study Session of the  
El Camino Hospital Board of Directors  
and the Quality, Patient Care and Patient Experience Committee  
Wednesday, October 23, 2019  
2500 Grant Road, Mountain View, CA 94040  
Conference Rooms E&F (ground floor)**

**Board Members Present**

Lanhee Chen, Chair  
Peter C. Fung, MD  
Gary Kalbach  
Julie Kliger  
Julia E. Miller, Secretary/Treasurer  
Jack Po, MD, PhD  
Bob Rebitzer  
George O. Ting, MD  
John Zoglin, Vice Chair

**Board Members Absent**

Don Watters

**Members Excused**

None

**Committee Members Absent**

Caroline Currie

**Committee Members Present**

Terrigal Burn, MD  
Alyson Falwell  
Krutica Sharma  
Melora Simon

Agenda Item	Comments/Discussion	Approvals/ Action
1. CALL TO ORDER/ ROLL CALL/ WELCOME	<p>The Open Session of the Special Joint Meeting to Conduct a Study Session of the El Camino Hospital of Board of Directors and the Quality, Patient Care and Patient Experience Committee (the “Board and Committee”) was called to order at 6:00pm by Chair Chen. A silent roll call was taken. Director Watters and Committee Member Caroline Currie were absent. All other Board and Committee members were present at roll call.</p> <p>Leadership Team Members Bruce Harrison, CMO; Jim Griffith, COO; Mark Adams, MD, CMO; Cindy Murphy, Director of Governance Services; Dan Woods, CEO; Mary Rotunno, General Counsel; and Cheryl Reinking, RN, CNO also participated in the Study Session.</p>	
2. POTENTIAL CONFLICTS OF INTEREST DISCLOSURES	<p>Chair Chen asked if any Board or Committee members may have a conflict of interest with any of the items on the agenda. No conflicts were reported.</p>	
3. GOALS OF THE SESSION	<p>Chair Chen welcomed all of the participants to the session. Mr. Woods described the goals for the session and reiterated Chair Chen’s comment that this session is a beginning of a discussion about how the Board and the Committee should govern and oversee quality. Mr. Woods also described the quality-related challenges that health care systems across the country are facing and suggested that the Board needs to better understand the process for credentialing the Medical Staff. Dr. Adams commented that that most Quality Committees are charged with the real scrutiny of credentialing.</p>	
4. LEVEL SETTING	<p>Mark Adams, MD, CMO described El Camino’s “current state” related to Quality of Care, reviewed the quality pillar that cascades from the organizations’ strategic plan, and explained the organization’s long-term quality goal of zero preventable harm.</p>	

<b>5. ROUNDTABLE – REACTIONS TO PRE-READING MATERIAL</b>	Guy Masters from Premier, Inc. facilitated a discussion regarding the participants' reactions to the pre-reading materials.	
<b>6. ROLE OF GOVERNANCE IN QUALITY AND SAFETY</b>	<p>Mr. Masters facilitated a discussion about the roles of the Board and the Committee in Governance of Quality Care.</p> <p>The following were presented as Next Steps:</p> <ol style="list-style-type: none"> <li>1. Bring Management's Quality and Safety Strategic Plan in a format digestible for the Board to the November 6<sup>th</sup> Board meeting.</li> <li>2. Revalidate the metrics management is reporting to the Quality Committee and the Quality Committee is reporting to the Board. <ul style="list-style-type: none"> <li>- Are the metrics the right ones?</li> <li>- Get consensus on the format</li> <li>- Report the "so what" and the "now what"</li> <li>- How do we compare?</li> </ul> </li> <li>3. Revisit long-term (multi-year) quality goal(s) annually.</li> <li>4. Establish the scope and responsibility of the Chief Quality Officer.</li> <li>5. Get to consensus on vision. <ul style="list-style-type: none"> <li>- Is top performer good enough or top decile?</li> <li>- Cost analysis – resources needed to get to vision</li> </ul> </li> <li>6. Quality Committee to understand its role and function <ul style="list-style-type: none"> <li>- Purpose</li> <li>- Span of authority</li> <li>- Clarify credentialing process/oversight</li> </ul> </li> </ol>	
<b>7. AGENDA ITEM 18: ADJOURNMENT</b>	<p><b>Motion:</b> To adjourn at 8:34pm.</p> <p><b>Movant:</b> Kalbach</p> <p><b>Second:</b> Po</p> <p><b>Ayes:</b> Burn, Chen, Falwell, Fung, Kalbach, Kliger, Miller, Po, Rebitzer, Sharma, Simon, Ting, Zoglin</p> <p><b>Noes:</b> None</p> <p><b>Abstentions:</b> None</p> <p><b>Absent:</b> Currie, Watters</p> <p><b>Recused:</b> None</p>	<i>Meeting adjourned at 8:34pm</i>

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

  
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Lanhee Chen  
Chair, ECH Board of Directors

  
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Julia E. Miller  
Secretary, ECH Board of Directors

  
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Julie Kliger, MPA, BSN  
Chair, Quality, Patient Care and Patient Experience Committee

Prepared by: Cindy Murphy, Director of Governance Services