



**Minutes of the Open Session of the  
El Camino Hospital Board of Directors  
Wednesday, June 8, 2022**

Pursuant to Government code section 54953(e)(1), El Camino Health will not be providing a physical location to the public for this meeting. Instead, the public is invited to join the open session meeting via teleconference at:

**Board Members Present**

Lanhee Chen, Chair \*\*  
Bob Rebitzer, Vice-Chair  
Peter C. Fung, MD  
Jack Po, MD, Ph.D  
Julia E. Miller, Secretary/Treasurer  
Carol A. Somersille, MD  
George O. Ting, MD  
Don Watters  
John Zoglin

**Board Members Absent**  
Julie Klinger, MPA, BS

\*\*via telepresence

**Members Excused**  
None

\*Chair Chen left the meeting at  
6:25 pm.

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 5:30 pm by Chair Chen. A verbal roll call was taken. All Board members were present at roll call, excluding Director Klinger. Chair Chen reviewed the logistics for the meeting. A quorum was present pursuant to State of California Executive Orders N-25-20 dated March 12, 2020, and N-29-20 dated March 18, 2020.	
2. POTENTIAL CONFLICT OF INTEREST DISCLOSURES	Chair Chen asked the Board of Directors for declarations of conflict of interest with any items on the agenda, and none were reported.	
3. PUBLIC COMMUNICATION	None	
4. MEDICAL STAFF REPORT	Apurva Marfatia, MD, Enterprise Chief of Staff, informed the Board of his last report as Chief Medical Staff, and his term ends June 30 <sup>th</sup> . He briefly reflected on his journey with El Camino Health, healthcare services, and leadership.	
5. QUALITY COMMITTEE REPORT	<p>Director Ting presented the Quality Committee Report on behalf of Director Klinger and note the following items of interest:</p> <ol style="list-style-type: none"> <li>1. Decrease acronym jargon to improve understanding</li> <li>2. While we do excellent root analysis of administrative management issues, we do less well with medical and clinical issues</li> <li>3. One big reason for this not fully utilizing the medical staff organization, which can help address #2 above. This needs further discussion in the future.</li> </ol> <p>Dr. Beeman facilitated a review and discussion of the Quality Improvement and Patient Safety Plan. The (QAPI) plan defines the structure, function, and processes utilized to accomplish the organization's overall quality and safety strategy.</p>	
6. BOARD OFFICER ELECTIONS	<p>Chair Chen reviewed the election procedures with the Board of Directors and called for a vote regarding the selection of current Vice-Chair Rebitzer as Board Chair for the upcoming term, and the Directors responded as follows:</p> <p>Chen: Aye</p>	<b>Board Officers selected</b>

	<p><b>Fung:</b> Aye  <b>Kliger:</b> Absent  <b>Miller:</b> Aye  <b>Po:</b> Aye  <b>Somersille:</b> Aye  <b>Rebitzer:</b> Aye  <b>Ting:</b> Aye  <b>Watters:</b> Aye  <b>Zoglin:</b> Aye</p> <p><b>Motion:</b> to select Bob Rebitzer as Chair of the Hospital Board of Directors for a two-year term effective July 1, 2022.</p> <p><b>Movant:</b> Chen  <b>Second:</b> Miller  <b>Ayes:</b> Chen, Fung, Miller, Po, Rebitzer, Somersille, Ting, Watters, Zoglin  <b>Noes:</b> None  <b>Abstentions:</b> None  <b>Absent:</b> Kliger  <b>Recused:</b> None</p> <p>Chair Chen requested nominations or declarations of interest from the floor for the position of Vice-Chair.</p> <p>Vice-Chair Rebitzer nominated Director Jack Po for the incoming Vice-Chair position.</p> <p>Chair Chen called for a vote regarding the selection of Vice-Chair, and the Directors responded as follows</p> <p><b>Chen:</b> Aye  <b>Fung:</b> Aye  <b>Kliger:</b> Absent  <b>Miller:</b> Aye  <b>Po:</b> Aye  <b>Somersille:</b> Aye  <b>Rebitzer:</b> Aye  <b>Ting:</b> Aye  <b>Watters:</b> Aye  <b>Zoglin:</b> Aye</p> <p><b>Motion:</b> to select Director Po as Vice-Chair of the Hospital Board of Directors to fill the vacancy effective July 1, 2022, for the remainder of the Vice-Chair term through June 30, 2023.</p> <p><b>Movant:</b> Chen  <b>Second:</b> Watters  <b>Ayes:</b> Chen, Fung, Miller, Po, Rebitzer, Somersille, Ting, Watters, Zoglin  <b>Noes:</b> None  <b>Abstentions:</b> None  <b>Absent:</b> Kliger  <b>Recused:</b> None</p>	
<p><b>7. ADJOURN TO CLOSED SESSION</b></p>	<p>To adjourn to closed session at 5:52 pm pursuant to Gov't Code Section 54957.2 for approval of the Minutes of the Closed Session of March 09, 2022, Hospital Board Meeting; pursuant to Health and Safety Code Section 32155 for a report of the Medical Staff; deliberations concerning reports on Medical Staff quality assurance matters: (Medical Staff Credentialing &amp; Privileges Report); pursuant</p>	<p><b>Adjourned to closed session at 5:52 pm</b></p>

	<p>to Gov't Code Section 54957 for discussion on personnel performance matters, an Executive Session with the CEO, and a CEO Report.</p> <p><b>Motion:</b> to adjourn to closed session at 5:52 pm.</p> <p><b>Movant:</b> Miller  <b>Second:</b> Zoglin  <b>Ayes:</b> Chen, Fung, Miller, Po, Rebitzer, Somersille, Ting, Watters, Zoglin  <b>Noes:</b> None  <b>Abstentions:</b> None  <b>Absent:</b> Kliger  <b>Recused:</b> None</p>	
<p><b>8. AGENDA ITEM 14:                  RECONVENE OPEN                  SESSION/ REPORT                  OUT</b></p>	<p>Open Session reconvened at 7:22 pm by Vice Chair Rebitzer. Agenda Items 8-13 were discussed in the closed session.</p> <p>During the closed session, the El Camino Hospital Board of Directors approved the Closed Session Minutes of May 11<sup>th</sup>, 2022, Hospital Board Meeting and the Credentials and Privileges Report; by a unanimous vote of all Directors present (Directors Rebitzer, Fung, Miller, Po, Somersille, Ting, Watters, and Zoglin; Directors Chen and Kliger were absent).</p>	<p><b>Approve to                  open session                  at 7:22 pm</b></p>
<p><b>9. AGENDA ITEM 16:                  CONSENT                  CALENDAR ITEMS</b></p>	<p>Vice Chair Rebitzer asked if any member of the Board or the public wished to remove an item from the consent calendar for discussion.</p> <p>Director Zoglin requested to pull item 16a – Hospital Board Minutes (05/11/22) Open Session Minutes.</p> <p>Director Somersille would like to remove pull 16b – 2022 ECH CHNA and FY23 ECH Implementation Strategy Report and Community Benefit Plan.</p> <p>Director Watters requested to pull item 16m – Governance Report.</p> <p>Vice-Chair Rebitzer called for discussion on each item in the following order:</p> <p><b>16a</b> – Director Zoglin requested the following revisions, noted in red, to the 5/11 open session minutes, agenda item 17:</p> <p>“Director Somersille recused herself from the discussion of this item and left the Boardroom.</p> <p>Chair Chen open the discussion to formally add Director Carol Somersille, MD to the OB/GYN Call Panel at the Mountain View campus and asked the Board for feedback.</p> <p><i>Director Zoglin asked for clarification on the Call Panel agreement as detailed below:</i></p> <ul style="list-style-type: none"> <li>• <i>Will this present a conflict of interest</i></li> <li>• <i>Will this constrain Dr. Somersille’s ability to participate in strategic discussions</i></li> </ul> <p><i>Ms. Priya Shah, Assistant General Counsel stated that she did not foresee a potential conflict of interest.</i></p> <p><i>Dr. Adams clarified the need to fill the gaps within the call panel and the repeated soliciting of the remaining OBGYN Physician to volunteer. Dr. Barbie Phelps approached Dr. Somersille and asked if she would be willing to fill some of the gaps within the panel.</i></p>	<p><b>Consent                  calendar                  approved</b></p>

	<p>Dr. Adams stated that Director Somersille, MD will serve as a backup for the OB hospitalists in the OBED, and be compensated at the same payment rate as the other physicians on the call panel; the maximum per diem rate will be \$1,000 per day plus \$500 per activation (not to exceed \$25k/mo), with twelve independent physicians expected to be on the OB/GYN call panel.”</p> <p><i>*There was consensus from the Board on this request.</i></p> <p><b>16b</b> – 2022 ECH CHNA and FY23 ECH Implementation Strategy Report and Community Benefit Plan: Director Somersille as for clarification on who was involved in the focus group. Jon Cowan responded that they would recalibrate the focus group next year.</p> <p><b>16m</b> – Governance Report: Director Watters provided a verbal report as detailed in the packet materials</p> <p><b>Motion:</b> to approve the consent calendar with noted revisions to include:</p> <ul style="list-style-type: none"> <li>a. Hospital Board Minutes (05/11/22) Open Session Minutes</li> <li>b. 2022 ECH CHNA and FY23 ECH Implementation Strategy Report and Community Benefit Plan MV General Surgery Call Panel Renewal</li> <li>c. Enterprise Pathology Medical Director Renewal</li> <li>d. Enterprise Cancer Program Medical Director Renewal</li> <li>e. MV Cath Lab Medical Director Renewal</li> <li>f. MV Respiratory Care Services Medical Director Renewal</li> <li>g. MV Cardiac Rehab Medical Director Renewal</li> <li>h. FY23 Master Calendar</li> <li>i. Progress against FY22 Committee Goals</li> <li>j. FY23 Committee Goals</li> <li>k. FY23 Committee Pacing Plans</li> <li>l. FY23 Committee and Liaisons Appointments</li> <li>m. Committee Charter Updates</li> <li>n. Medical Staff Report</li> <li>o. Policies, Plans, and Scope of Services</li> </ul> <p><b>Movant:</b> Miller</p> <p><b>Second:</b> Zoglin</p> <p><b>Ayes:</b> Rebitzer, Fung, Miller, Somersille, Ting, Watters, Zoglin, Po</p> <p><b>Noes:</b> None</p> <p><b>Abstentions:</b> None</p> <p><b>Absent:</b> Chen, Kliger</p> <p><b>Recused:</b> None.</p>	
<p><b>10. AGENDA ITEM 17:                  FY23                  ORGANIZATIONAL                  GOALS</b></p>	<p>Dan Woods, CEO, highlighted the FY23 Organizational Goals and reported that the leadership team had utilized Lean methodologies to align the organization's work with Strategic Themes. This is done through <i>True North Pillars</i> (Quality &amp; Safety, Service, People, Finance, and Growth).</p> <p>Vice Chair Rebitzer and Director Zoglin stated that the Goals do not represent Strategy. Mr. Woods noted that he would present a crosswalk between Goals and Strategy at a future Board meeting.</p> <p>Vice Chair Rebitzer further stated that the Quality Goals do not include a metric on ‘Access.’ Director Zoglin also mentioned that the Quality pillar has only one hospital goal and needs to add plans</p>	<p><b>FY23                  Organizational                  Goals                  approved</b></p>

to represent the enterprise. Dr. Beeman responded that Access measure would be added to the ECHMN Dashboard.

QUALITY

- Need to complete the root cause analysis and strategic plan to address gaps in performance.
- Quality metrics need to be benchmarked externally. Dr. Beeman ensured that the Quality Committee received root cause analysis and action plans. These could be shared with the Board. The majority of the organization’s quality metrics are in the top quartile. We will continue to work on the issue.

SERVICE

- Per Vice Chair Rebitzer, ‘access’ is not represented in LTR since it does not capture patients who self-select to other organizations. Mr. Woods agreed to add an operational metric for ‘access.’

PEOPLE

- Director Zoglin asked if the ‘participation’ rate is a reliable metric. Mr. Woods commented that ‘participation’ is a standard metric. Vice Chair Rebitzer noted that we need to look at ‘resource constraints on the outpatient side and potential limitations of the ‘participation’ metric.

FINANCE

- Director Zoglin requested to express the target in ‘absolute dollar amount.’ Carlos Bohorquez, Chief Financial Officer, agreed to make those adjustments.

GROWTH

- Ambulatory Lives needs to be more than 15% annual growth. Mr. Woods directed Shahab Dadjou, President of ECHMN, to review the Unique Ambulatory Lives metric. Mr. Woods further commented and agreed not to publish incentive goals within the organization until the Board has had a chance for an additional review.

**Motion:** to approve FY23 Organizational Goals

**Movant:** Watters

**Second:** Fung

**Ayes:** Fung, Po, Miller, Somersille, Ting, Watters, Zoglin, Rebitzer

**Noes:** None

**Abstentions:** None

**Absent:** Chen, Kliger

**Recused:** None

**11. AGENDA ITEM 18:  
 EMPLOYEE  
 RECOGNITION**

Dan Woods, CEO, reported on a unique one-time Employee Recognition awarded to each ECH staff.

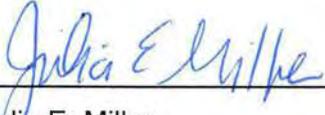
**Motion:** to approve Employee Recognition

*Employee  
 Recognition  
 Award  
 approved*

	<p><b>Movant:</b> Miller  <b>Second:</b> Zoglin  <b>Ayes:</b> Fung, Po, Miller, Somersille, Ting, Watters, Zoglin, Rebitzer  <b>Noes:</b> None  <b>Abstentions:</b> None  <b>Absent:</b> Kliger, Chen  <b>Recused:</b> None</p>	
<p><b>12. AGENDA ITEM 19:                  CEO REPORT</b></p>	<p>Dan Woods, CEO, gave a brief update and pacing plan report.</p> <ul style="list-style-type: none"> <li>• Newsweek recognized ECH Mountain View for a 5-ribbon performance (top performance) and as one of America's Top Maternity Hospitals for 2022. In addition, El Camino Health has predicted over 5,000 babies will be delivered at El Camino Hospital this year.</li> <li>• El Camino Health has earned a distinguished three-star rating from the Society of Thoracic Surgeons (STS) for its patient care and outcomes in aortic valve replacement (AVR).</li> <li>• Dan Woods, CEO, and Carlos Bohorquez, CFO, attended a conference in NYC, representing El Camino Health with a very positive outcome.</li> <li>• Ambulatory services are in negotiation with El Camino Health and Surgical Partners.</li> <li>• Joint venture with Kindred underway to build a joint rehabilitation site in Sunnyvale.</li> </ul>	
<p><b>13. AGENDA ITEM 20:                  BOARD COMMENTS</b></p>	<p><i>No comments were made.</i></p>	
<p><b>14. AGENDA ITEM 21:                  ADJOURNMENT</b></p>	<p><b>Motion:</b> to adjourn at 7:51pm.</p> <p><b>Movant:</b> Fung  <b>Second:</b> Ting  <b>Ayes:</b> Fung, Kliger, Miller, Somersille, Ting, Watters, Zoglin, Rebitzer  <b>Noes:</b> None  <b>Abstentions:</b> None  <b>Absent:</b> Chen, Kliger  <b>Recused:</b> None</p>	<p><b>Meeting adjourned at 7:51 pm</b></p>

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

  
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 Bob Rebitzer  
 Vice-Chair, ECH Board of Directors

  
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 Julia E. Miller  
 Secretary, ECH Board of Directors

Prepared by: Stephanie Iljin, Manager of Administration  
 Heidi Parker, Executive Assistant II