

**AGENDA
REGULAR MEETING OF THE
EL CAMINO HOSPITAL BOARD OF DIRECTORS**

Monday, April 17, 2023 – 5:30 pm

El Camino Hospital | 2500 Grant Road Mountain View, CA 94040 | Sobrato Boardroom 1

THE PUBLIC IS INVITED TO JOIN THE OPEN SESSION PORTION OF THE MEETING LIVE AT THE ADDRESS ABOVE OR VIA TELECONFERENCE AT:

1-669-900-9128, MEETING CODE: 938 2558 0698# No participant code. Just press #.

To watch the meeting, please visit:

[ECH Board Meeting Link](#)

Please note that the link is for **meeting viewing only**, and there is a slight delay; to provide public comment, please use the phone number listed above.

MISSION: To heal, relieve suffering, and advance wellness as your publicly accountable health partner.

	AGENDA ITEM	PRESENTED BY	ACTION	ESTIMATED TIMES
1	CALL TO ORDER/ROLL CALL	Bob Rebitzer, Board Chair	Information	5:30 – 5:31 pm
2	CONSIDER APPROVAL FOR AB 2449 REQUESTS	Bob Rebitzer, Board Chair	Possible Motion <i>public comment</i>	5:31 – 5:32
3	POTENTIAL CONFLICT OF INTEREST DISCLOSURES	Bob Rebitzer, Board Chair	Information	5:32 – 5:33
4	PUBLIC COMMUNICATION a. Oral Comments <i>This opportunity is provided for persons in the audience to make a brief statement, not to exceed three (3) minutes, on issues or concerns not covered by the agenda.</i> b. Written Correspondence	Bob Rebitzer, Board Chair	Information	5:33 – 5:36
5	QUALITY COMMITTEE REPORT	Carol Somersille, MD Chair of Quality Committee; Holly Beeman, MD Chief Quality Officer	Discussion	5:36 – 5:46
6	ADJOURN TO CLOSED SESSION	Bob Rebitzer, Board Chair	Motion Required <i>public comment</i>	5:46 – 5:47
7	POTENTIAL CONFLICT OF INTEREST DISCLOSURES	Bob Rebitzer, Board Chair	Information	5:47 – 5:48
8	<i>Health and Safety Code Section 32106(b)</i> for a report and discussion involving healthcare facility trade secrets: WORKFORCE STRATEGY UPDATE	Cheryl Reinking, Chief Nursing Officer Deanna Dudley, Chief Human Resources Officer	Discussion	5:48 – 6:18
9	Report involving <i>Gov't Code Section 54957(b)</i> for discussion and report on personnel matters: CEO REPORT	Dan Woods, Chief Executive Officer	Discussion	6:18 – 6:20
10	CONSENT CALENDAR <i>Any Board Member may remove an item for discussion before a motion is made.</i> Approval <i>Gov't Code Section 54957.2:</i> a. Minutes of the Closed Session of the Hospital Board (03/08/2023) Reviewed and Recommended for Approval by the Finance Committee b. Renewal of MV & LG Urology Panel Agreements	Bob Rebitzer, Board Chair	Motion Required	6:20 – 6:25

A copy of the agenda for the Regular Board Meeting will be posted and distributed at least seventy-two (72) hours prior to the meeting.

In observance of the Americans with Disabilities Act, please notify us at (650) 988-8254 prior to the meeting so that we may provide the agenda in alternative formats or make disability-related modifications and accommodations.

	AGENDA ITEM	PRESENTED BY	ACTION	ESTIMATED TIMES
	<p>Reviewed and Recommended for Approval by the Quality, Patient Care, and Patient Experience Committee Gov't Code Section 54957.2: c. Medical Staff Bylaw Revisions Health & Safety Code Section 32155 for a report of the Medical Staff; deliberations concerning reports on Medical Staff quality assurance matters: d. Credentialing and Privileges Report</p>			
11	ADJOURN TO OPEN SESSION	Bob Rebitzer, Board Chair	Motion Required	6:25 – 6:26
12	RECONVENE OPEN SESSION/ REPORT OUT	Bob Rebitzer, Board Chair		6:26 – 6:27
	To report any required disclosures regarding permissible actions taken during Closed Session.			
13	<p>CONSENT CALENDAR ITEMS: Any Board Member or member of the public may remove an item for discussion before a motion is made.</p> <p>Approval a. Minutes of the Open Session of the Hospital Board (03/08/2023) b. Policies, Plans and Scopes of Services</p>	Bob Rebitzer, Board Chair	Motion Required <i>public comment</i>	6:27 – 6:28
14	<p>FY24 BOARD UPDATES a. Board Officer Elections Procedure b. FY23 Pacing Survey Results c. FY24 ECHB Meeting Calendar</p>	Bob Rebitzer, Board Chair Dan Woods, Chief Executive Officer	Possible Motion <i>public comment</i>	6:28 – 6:38
15	<p>CEO REPORT a. Update b. Pacing Plan</p>	Dan Woods, Chief Executive Officer	Information	6:38 – 6:45
16	BOARD COMMENTS	Bob Rebitzer, Board Chair	Information	6:45 – 6:55
17	ADJOURNMENT	Bob Rebitzer, Board Chair	Motion Required <i>public comment</i>	6:55 pm

Upcoming Regular Meetings: May 10, 2023; June 14, 2023



**Minutes of the Open Session of the
El Camino Hospital Board of Directors
Wednesday, March 8, 2023**

Hyatt Centric, 409 San Antonio, Mountain View, CA - (Room – Cloud 1)

Board Members Present

Bob Rebitzer, Chair
Lanhee Chen, JD, PhD
(joined at 5:37 pm)
Peter Fung, MD**
Julia E. Miller,
 Secretary/Treasurer
Jack Po, MD, Ph.D., Vice-Chair
Carol A. Somersille, MD**
George O. Ting, MD
Don Watters
John Zoglin

Others Present

Dan Woods, CEO
Carlos Bohorquez, CFO
Meenesh Bhimani, MD, COO
Cheryl Reinking, CNO
Deb Muro, CIO
Shahab Dadjou, President, El Camino Health Medical Network
Ken King, Chief Administrative Services Officer
Andreu Reall, VP of Strategy
Christine Cunningham, Chief Experience Officer

Others Present (cont.)

Omar Chughtai, CGO**
Priya Shah, Assistant General Counsel
Tracy Fowler, Director, Governance Services
Stephanie Iljin, Manager, Administration
Brian Richards, Information Technology

***via teleconference*

Board Members Absent

Julie Kliger, MPA, BS

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 5:35 p.m. by Chair Bob Rebitzer. Director Chen joined the meeting at 5:37 pm. Chair Rebitzer 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.	The meeting was called to order at 5:35 p.m.
2. CONSIDER APPROVAL FOR AB2449 REQUESTS	Chair Rebitzer asked the Board for declarations of AB2449 request for approval. None were noted.	
3. POTENTIAL CONFLICT OF INTEREST DISCLOSURES	Chair Rebitzer asked the Board for declarations of conflict of interest with any items on the agenda. None were reported.	
4. PUBLIC COMMUNICATION	Chair Rebitzer invited the members of the public to address the Board, and no comments were made.	
5. CONSENT CALENDAR	Chair Rebitzer asked if any member of the Board or the public wished to remove an item from the consent calendar for discussion. Director Miller requested that the minutes from 02/15/2023 be amended to read: "Director Miller shared information about two significant donations to the El Camino Health Foundation." Motion: to approve the consent calendar to include: <ul style="list-style-type: none"> a. Minutes of the Open Session of the Hospital Board (2/15/2023) b. Investment Committee Member Appointments Movant: Watters Second: Po	The consent calendar was approved

	<p>Ayes: Chen, Fung, Miller, Po, Rebitzer, Somersille, Ting, Watters, Zoglin Noes: None Abstentions: None Absent: Kliger Recused: None</p>	
<p>6. PERIOD 07 FINANCIALS</p>	<p>Mr. Carlos Bohorquez, CFO, presented the Period 7 financial dashboard and highlighted a deterioration in payor rates, an increase in the use of OT, contract labor, volatility of capital markets, and equities and operations offset by solid investment.</p>	
<p>7. CEO REPORT</p>	<p>Mr. Woods provided a brief CEO report including the following highlights:</p> <ul style="list-style-type: none"> • Fitch affirmed our ‘AA-’rating and upgraded our outlook from ‘Stable’ to ‘Positive’; the change reflects strong FY2022 and YTD FY2023 financial performance. • El Camino Health has been designated as an ANCC Magnet organization four times • Cheryl Reinking, our Chief Nursing Officer, has been named as a member of the School of Nursing and Health Sciences Advisory Council at her alma mater, Illinois Wesleyan University. • ECH welcomed our first cohort of interns from Mountain View Los Altos High School District’s Advancement via Individual Determination (AVID) program during their mid-winter break. 	
<p>8. ADJOURN TO CLOSED SESSION</p>	<p>Motion to adjourn to closed session at 6:02 p.m. pursuant to <i>Gov’t Code Section 54957.2</i> for approval of the minutes of the Closed Session of the Hospital Board (12/7/2022); 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 Credentialing & Privileges Report);</p> <p>Motion: to adjourn to closed session at 6:02 p.m.</p> <p>Movant: Miller Second: Watters Ayes: Chen, Fung, Kliger, Miller, Po, Rebitzer, Somersille, Ting, Watters, Zoglin Noes: None Abstentions: None Absent: Kliger Recused: None</p>	<p>Adjourned to closed session at 6:02 p.m.</p>
<p>9. AGENDA ITEM 13: RECONVENE OPEN SESSION/ REPORT OUT</p>	<p>The open session was reconvened at 7:19 p.m. by Chair Rebitzer. Agenda Items 9-12 were addressed in closed session.</p> <p>During the closed session, the El Camino Hospital Board of Directors approved the minutes of the Closed Session of the Hospital Board (2/15/2023), and the Credentials and Privileges Report, as reviewed and recommended for</p>	

	approval by the Quality, Patient Care and Experience Committee by a unanimous vote of all Directors present (Directors Chen, Fung, Miller, Rebitzer, Somersille, Ting, Watters, and Zoglin). Director Kliger was absent.	
10. AGENDA ITEM 14: BOARD COMMENTS	Chair Rebitzer asked if there were any comments from the board members. Director Ting shared that the concise presentations worked, and the meeting ran well. Director Watters appreciated the collegial exchange of views and the collective wisdom in the room.	
11. AGENDA ITEM 15: ADJOURNMENT	<p>Motion: To adjourn at 7:21 p.m.</p> <p>Movant: Fung</p> <p>Second: Po</p> <p>Ayes: Chen, Fung, Miller, Po, Rebitzer, Somersille, Ting, Watters, Zoglin</p> <p>Noes: None</p> <p>Abstentions: None</p> <p>Absent: Kliger</p> <p>Recused: None</p>	<p><i>The meeting adjourned at 7:21 p.m.</i></p>

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

Stephanie Iljin, Manager of Administration

Prepared by: Stephanie Iljin, Manager of Administration
 Reviewed by: Tracy Fowler, Director of Governance Services

Department	Policy Name	Revised	Doc Type	Notes	Committee Approvals
New Business					
Corporate Compliance	1. Physician Financial Arrangements – Review and Approval	Revised	Policy	<ul style="list-style-type: none"> Updated Procedure A (1-c) 	<ul style="list-style-type: none"> ePolicy MEC
Endoscopy	2. Scope of Service: Endoscopy Department – Los Gatos	Revised	Scope of Svc	<ul style="list-style-type: none"> Minor change 	<ul style="list-style-type: none"> Med Dir ePolicy MEC

**EL CAMINO HOSPITAL BOARD OF DIRECTORS
BOARD MEETING MEMO**

To: El Camino Hospital Board of Directors
From: Priya Shah, Assistant General Counsel
Date: April 17, 2023
Subject: Resolution 2023-01: Suspending Section 8.3 of the Hospital Bylaws

Recommendation:

Management recommends the Hospital Board approve Resolution 2023-01 suspending Section 8.3 of the Hospital bylaws thereby allowing the current Hospital Board Vice Chair and Secretary/Treasurer to serve in those roles for an additional one year past the two-term limit, which expires June 30, 2023. This action will facilitate election cycle alignment, continuity of Board leadership, and Board Chair succession planning.

Summary:

1. **Situation:** In 2021, the term of the Board Chair was extended by one year to ensure continuity during COVID-19 pandemic, oversee implementation of the updated strategic plan, and development of a Board Chair succession plan. However, this resulted in an officer election cycle that is out of alignment. We need to extend the terms of the Vice Chair and Secretary/Treasurer to be consistent with the Board Chair term.
2. **Background:** Hospital Bylaws Sections 8.3 and 18.1 are set forth below for your reference:

8.3 **Term of Board Officers.** Each officer shall hold office for a two (2) year term or until his or her successor is elected and qualified, subject to any employment agreement; provided that a Director may not serve more than two (2) consecutive terms as Chairperson.

18.1 **Amendments.** The Articles or these Bylaws may be adopted, repealed, amended or restated or new Articles or Bylaws may be adopted upon a majority vote of the authorized number of Directors (excluding vacancies and Directors with a conflict of interest). No such adoption, repeal, amendment, restatement or new Articles or Bylaws shall be effective until approved by the Member. Moreover, the Articles and Bylaws may be adopted, repealed, amended or restated or new Bylaws adopted upon the vote of the Member.
3. **Assessment:** Rather than a permanent amendment to the bylaws, the Board can pass a resolution to temporarily suspend Section 8.3 of the bylaws and extend the term of the current Board Chair for an additional one year. This action requires a majority vote of Hospital Directors and approval by the District Board.

Attachment: Resolution 2023-01

**HOSPITAL BOARD OFFICERS
NOMINATION AND SELECTION PROCEDURES
FOR FY24**

Approved 05/11/2022

Any current Director of the El Camino Hospital Board is eligible to serve as a Hospital Board Officer. The new Hospital Board Officer terms begin the 1st day of July. El Camino Hospital Board Officer elections shall be held in June annually (if needed). Following the election, it shall be the role of the Board Chair-Elect to work with the Hospital CEO in May and June to develop a slate of Board Advisory Committee Chairs and members for the following fiscal year and to present the slate to the Board for approval in June.

Hospital Board Chair:

1. Interested Directors will declare their interest to the CEO or designee by no later than the 1st day of April. If requested by the CEO, interested Directors will prepare a one-page Position Statement that summarizes the candidate's interest and relevant experience as it relates to the attached Hospital Board Chair competencies, no later than the 15th day of April.
2. Position Statements will be distributed to Board members along with other routine Hospital Board materials one week in advance of the June meeting.
3. Position Statements will be made available to the public and posted on the El Camino Hospital web-site when the Hospital Board materials are issued to the Board.
4. Standard questions for Hospital Board Chair:
 - a. What do you see as the ECH strategic priorities over the coming two years?
 - b. Name three defining roles of an effective Board Chair.
 - c. How would you judge the success of your leadership and the Board at the end of your term?
5. At the June meeting, interested Directors will present the information below, in public session, in the sequence outlined. Approximately 25 minutes will be allocated to each interested Director: five (5) minutes for the Position Statement, ten (10) minutes for responses to standard questions, and (10) ten minutes to respond to general questions from the board and public:
 - a. Each interested Director will read his or her Position Statement
 - b. Each interested Director will provide responses to the standard questions. (Directors will present one question at a time in random order.)
 - c. The Public will be invited to ask interested Directors any questions related to the candidate's interest in the position, and relevant experience as it relates to the Hospital Board Chair competencies
 - d. The Board will be invited to ask interested Directors any additional questions related to an interested Director's candidacy.
6. Upon review and discussion of the candidates, the Board will vote in public session. The current Chair will facilitate the discussion and voting process.

7. The Hospital Board Chair will be elected by the Board in accordance with the following procedure at a meeting where a quorum is present.

a. Preliminary Balloting

- i. Each Board member shall vote for a candidate via electronic submission or paper ballot simultaneously to a neutral party who will announce the vote cast by each Director.
- ii. In the event a majority is not achieved, the vote will be announced for each candidate and the candidate receiving the lowest number of votes will be dropped from the next ballot.
- iii. This procedure will continue until one candidate receives a majority of the votes cast.
- iv. In the event a tie vote occurs (e.g., 3-3 or 4-2-2), interested Directors may be asked additional questions by Hospital Board members and the balloting procedure will continue until a majority is achieved by one candidate.

b. Selection of a Board Chair

- i. Following the preliminary balloting, the Board shall consider a motion to elect the candidate who has received the majority of the votes in his/her favor.
- ii. If a motion pursuant to Section 7(b)(i) is not adopted by a majority of the Board members present at the meeting when a quorum is present, the Board shall continue to consider motions until a Board Chair is elected.

Hospital Vice-Chair:

1. At the June Hospital Board meeting, Interested Directors will announce their candidacy and/or nominations taken from the floor following the successful election of the Hospital Board Chair.
2. Interested Directors will be asked questions, which relate to the candidate's experience, by other Hospital Board members in public session.
3. Voting will follow the same procedure as described in the Hospital Board Chair selection and appointment process above.
4. The Vice Chair is the presumptive Chair at the end of the current Chair's term.

Hospital Secretary/Treasurer:

1. At the June Hospital Board meeting, Interested Directors will announce their candidacy and/or nominations taken from the floor following the successful election of the Hospital Board Chair and the Hospital Vice-Chair.
2. Interested Directors will be asked questions, which relate to the candidate's experience, by other Hospital Board members in public session.
3. Voting will follow the same procedure as described in the Hospital Board Chair selection and appointment process above.

DRAFT RESOLUTION 2023-01

RESOLUTION OF THE BOARD OF DIRECTORS OF EL CAMINO HOSPITAL REGARDING TEMPORARY SUSPENSION OF EL CAMINO HOSPITAL BYLAWS ARTICLE VIII., SECTION 8.3

WHEREAS, Article VIII, Section 8.3 of the Amended and Restated Bylaws of El Camino Hospital (the “Bylaws”) provides that each officer shall hold office for a two (2) year term or until his or her successor is elected and qualified, subject to any employment agreement; provided that a director may not serve more than two (2) consecutive terms as Chairperson;

WHEREAS, the Board of Directors of El Camino Hospital (the “Board”) wishes to have the flexibility to extend the term of the current Chairpersons in the roles of Vice Chair and Secretary/Treasurer for an additional one (1) year period to facilitate continuity of Board leadership during the COVID-19 pandemic, implementation of Hospital’s updated strategic plan and Board chair succession planning;

WHEREAS, the Board wishes to temporarily suspend the provisions set forth in Article VIII., Section 8.3 of the Bylaws that require that each officer shall hold office for a two (2) year term and that a director may not serve more than two (2) consecutive terms as Chairperson;

WHEREAS, the Board wishes that the temporary suspension of the provisions set forth in Article VIII, Section 8.3 of the Bylaws shall continue for a period of twelve (12) months;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of El Camino Hospital hereby approves of the temporary suspension of the provisions set forth in Article VIII, Section 8.3 of the Bylaws that require that each officer shall hold office for a two (2) year term and that a director may not serve more than two (2) consecutive terms as Chairperson, in order to give the Board the flexibility to extend the terms of the current Chairpersons in the roles of Vice Chair and Secretary/Treasurer for an additional one (1) year period;

BE IT FURTHER RESOLVED, that the temporary suspension of the provisions set forth in Article VIII, Section 8.3 of the Bylaws shall continue for a period of twelve (12) months; and

[Continued on the following page]

DULY PASSED AND ADOPTED at a Regular Meeting held on the 5th day of April, 2023 by the following votes:

AYES:

NOES:

ABSENT:

ABSTAIN:

By: _____

Julia E. Miller Secretary, El Camino Hospital Board of Directors

**EL CAMINO HOSPITAL BOARD OF DIRECTORS
BOARD MEETING MEMO**

To: El Camino Hospital Board of Directors
From: Dan Woods, Chief Executive Officer
Date: April 17, 2023
Subject: Board Survey, FY24 Meeting Calendar, and Proposed Meeting Dates

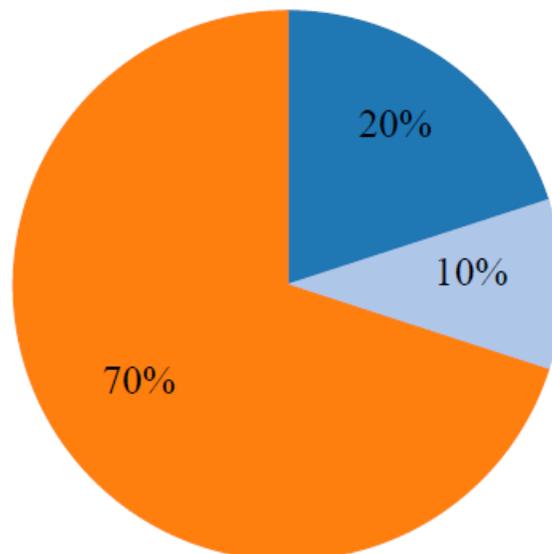
Recommendation:

To approve the FY24 Calendar with one less meeting date with the caveat that content of meetings is strategic with time allowed for discussion and emergency meetings can be called as needed.

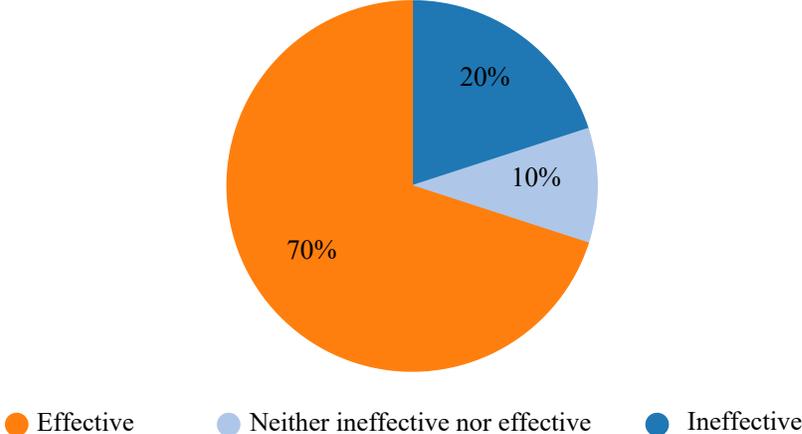
Summary:

Board survey comments suggest that regular meetings are often updates rather than offering strategic input, and that reducing the number of meetings could be beneficial. The effectiveness of meetings could be improved by reducing rote reporting and focusing on creative discussions. There needs to be a balance between providing enough information for continuity and not presenting too much information that is redundant. Although reducing the number of meetings could help, rushing through discussions could negatively impact effectiveness. Some members feel rushed and sometimes important discussions are cut off due to arbitrary times on the agenda, which could hinder problem-solving and decision-making. The recent special sessions were considered valuable. Overall input is that better content could allow fewer meetings.

● Effective ● Neither ineffective nor effective ● Ineffective



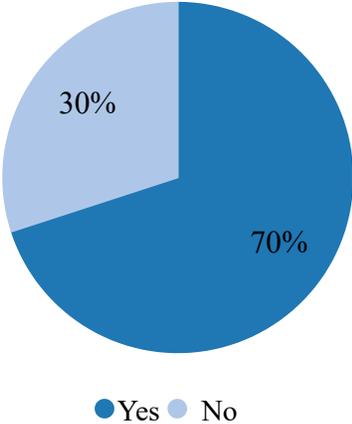
Overall, how effective was reducing the number of board meetings by one in achieving the goals of the organization?



Were there any specific challenges or drawbacks that you encountered as a result of having one less meeting?

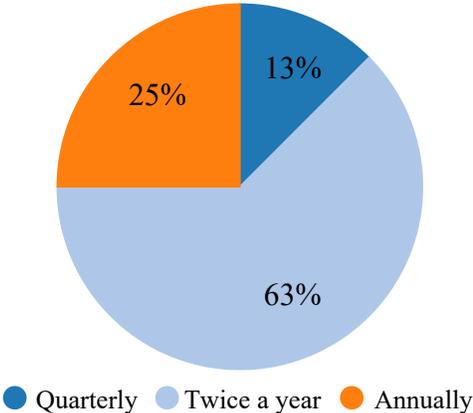
Board survey comments suggest that regular meetings are often updates rather than offering strategic input, and that reducing the number of meetings could be beneficial. The effectiveness of meetings could be improved by reducing rote reporting and focusing on creative discussions. There needs to be a balance between providing enough information for continuity and not presenting too much information that is redundant. Although reducing the number of meetings could help, rushing through discussions could negatively impact effectiveness. Some members feel rushed and sometimes important discussions are cut off due to arbitrary times on the agenda, which could hinder problem-solving and decision-making. However, there is also an understanding that agenda times keep meetings on schedule. The recent special session was considered valuable.

Would you recommend that we continue this practice in FY24? Please provide any additional feedback or suggestions that you may have.



*Reduce by one again, but allow emergency meetings to be called as necessary.
Improve meeting content to allow further streamlining and efficiency.*

How often would you like joint board and committee study sessions to be offered?



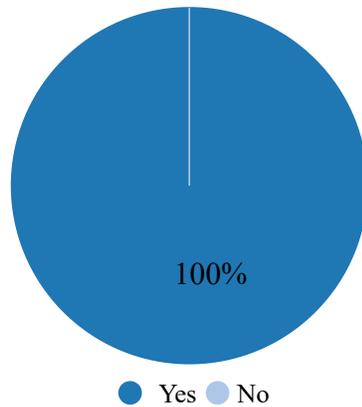
Which topics or issues would you like to see covered in future joint board and committee study sessions?

Comments suggested that one session should focus on updating the strategic plan, while the second session should feature a talented outside speaker discussing healthcare trends nationally and in local markets. The importance of primary care is emphasized, and the need for better understanding of its role in developing a good health system. There should be periodic discussions on expansion, partnerships, and other issues with a long lead time. Additionally, the roles and relationships between the Board and Staff should be defined, and health equity within the healthcare district should be addressed. Committee meetings should focus on teambuilding and listening to community members' suggestions for improvement.

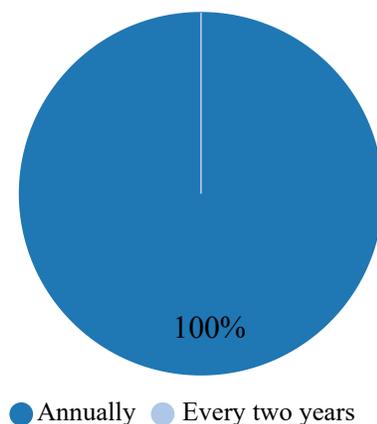
Is there anything else you would like to share about your experience with joint board and committee study sessions, or any suggestions for improvement?

The recent study sessions have been more effective due to the reasons discussed regarding the frequency of Board meetings. Past sessions that presented well-known information were not helpful. It is suggested that the importance of committee members attending joint sessions be actively communicated by the Board and CEO. It is also recommended that the possibility of holding weekend sessions instead of weeknight sessions be explored. Additionally, a location serving adult beverages would be a nice touch.

Should we continue to have a board retreat on the pacing plan?



How often would you like to have a board retreat?



What topics or issues would you like to see covered in future board retreats?

The board retreat should be a deep dive related to implementing the strategy, with current metrics and benchmarking. Specific topics that should be addressed include the Los Gatos campus strategy, and if not covered in previous sessions, defining Board and Staff roles and addressing health equity within the Healthcare District. The retreat should also focus on team building, effective governance, working together towards consensus, and basic relationship building through understanding differences.

El Camino Hospital Board Meetings
Proposed FY2024 Dates

RECOMMENDED ECHB DATES WEDNESDAYS
Wednesday, August 9, 2023
Wednesday, September 13, 2023
Wednesday, October 11, 2023
Wednesday, November 8, 2023
Wednesday, December 6, 2023
Wednesday, February 7, 2024
Wednesday, March 13, 2024 Board Retreat
Wednesday, May 8, 2024
Wednesday, June 12, 2024

***Goal is to reduce the # of meetings by 1**

CEO Report
April 17, 2023
Dan Woods, Chief Executive Officer

Finance

February patient activity remains strong attributed to an increase in COVID cases / flu / RSV in our service area. The month's results had gross charges of \$449.2 million which was favorable to budget by \$21.0 million / 4.9% and \$46.7 million / 11.6% higher than the same period last year. Operating results produced net operating revenue, after expenses, of \$9.1 million which was unfavorable to budget by \$0.6 million. Despite unfavorable performance to budget, interventions to manage variable expenses are having the anticipated impact. Net income for the month was negative \$0.96 million and unfavorable to budget by \$13.6 million which is attributed to non-operating income of negative \$10.0 million. Operating EBIDA results for the first eight months of FY2023 was \$151.3 million which is unfavorable to budget by \$0.88 million.

Operations

Los Gatos OR

We are deploying a new robotic x-ray arm in our Los Gatos operating room. This robotic arm works alongside existing 'Pulse' software to optimize the placement of spinal hardware. Patient benefits include more accurate spine hardware placement, reduced procedure times of 30-40 minutes, less anesthesia time, lower radiation exposure, and it offers better staff ergonomics. We are the first community hospital in the South Bay to offer this advancement in technology. This technology was fully funded by the El Camino Health Foundation.

Medical Staff

We are now at >99% complete training our medical staff on HRO.

We have moved beyond training and have entered the sustainment phase of our two year HRO journey. We have revamped our cause analysis approach with initiation of a rigorous and rapid root cause analysis (RCA) process accompanied by a real time potential serious safety event review. All of our executive team have been trained to support this new RCA process.

Human Resources

Inclusion, Diversity, Equity & Belonging –

ECH signed contract to begin working with The Equity Project (TEP) as our external diversity consulting partner. In the next phase of our journey to organizational equity, TEP will partner with internal stakeholders to assess ECH's current state to design a customized set of recommendations against industry standards. Internal stakeholders include Human Resources, Communications, Health Equity, Administration and Community Benefit & Government Relations.

Nursing

We recently turned in our Interim Report for Magnet and have great results about how our nurses perform against other Magnet hospitals across the country.

- Sixty-one percent of ECH clinical nurses are certified by a nationally recognized organization. The percent at other Magnet Hospitals is 38.8%.
- Eighty-two percent of clinical nurses at ECH have a BSN/MSN compared to 68.8% at other Magnet Hospitals.
- The turnover rate of clinical nurses at El Camino Health is 11.8% compared to 13.95% at other Magnet Hospitals.

Information Services

ECH implemented **FloPatch** as an innovative new technology and is the **world's first** wireless, wearable Doppler ultra-sound system that monitors blood flow in real time. It helps clinicians better manage intravenous (IV) fluid therapy earlier in the sepsis care pathway.

To promote on-line appointment scheduling, open schedule templates are now live for ECHMN providers enabling improved schedule utilization, provider and clinic efficiency, increased provider productivity as well as increased patient access due to increased availability.

El Camino Health Foundation

In period 8, El Camino Health Foundation received \$70,618 in donations. This brings total funds raised by February 28, 2023 to \$9,150,928, which is 95 percent of goal for fiscal year 2023.

In March, El Camino Health Foundation received a \$250,000 gift to support the NICU's ROAR (Reach Out and Read) program for 10 years and bring a children's book author or illustrator to the NICU reunion each year. Through the ROAR program, which was launched with a grant from El Camino Health Foundation's Hope to Health philanthropy council, every NICU family receives a logoed book bag, a book, and a hands-free breast pumping strap to help mothers pump while holding and reading to their baby. Since launching the program, NICU staff has documented an increase in the amount of time parents read to their babies and observed deepening parental bonding and confidence.

In anticipation of the atmospheric river rain storms in March, El Camino Health Foundation allocated unrestricted donations to underwrite hotel stays for frontline El Camino Health workers whose commutes were unsafe due to the inclement weather. One nurse told us, "I wanted to thank the El Camino Foundation [sic] for providing room accommodations for the past few storms. It has ensured my safety and ability to make it to my shifts in the ER in Los Gatos."

Corporate Health Services

Concern has recently gained several new customers in the past month. We are assisting customers with reduction in force, providing communication materials, training for leaders and individual support for affected employees. We are assisting organizations to develop and support their employee resource groups.

The Chinese Health Initiative developed a new partnership with The Little Bookworm Library by providing a dietitian workshop on nutrition for kids and continued a strong partnership with American Heart Association on a Mandarin hypertension management program.

Marketing and Communications

For our social media, over the past 30 days, total impressions are up 199% across all platforms (LinkedIn, Facebook, and Twitter) and our post engagements are up more than 20%. On Facebook, our three second video views are up 9,883% and post reach is up 35%. On LinkedIn, we saw 24% more new followers and 12% more unique visitors. Our top performing social media post for March is the “El Camino Health Named One of the World’s Best Hospitals by Newsweek.”

Auxiliary

The Auxiliary donated 3,049 volunteer hours for the month of February and 2,968 volunteer hours for the month of March.

3/28/2023

El Camino Hospital Board												
AGENDA ITEM	Q1			Q2			Q3			Q4		
	JUL	8/17	9/14	10/12	11/9	12/7	JAN	2/15	3/15	4/5	5/10	6/14
STANDARD												
Public Communication		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
Committee Reports (Informational and Consent item, unless requested)		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
Consent Approvals (recommended by Committees) ¹		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
Executive Session		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
CEO Report ²		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
STRATEGY												
Strategic Planning ³		✓			✓	✓		✓			✓	
Board Retreat												
QUALITY⁴												
Quality Committee Report			✓		✓			✓			✓	
Medical Staff Report			✓		✓			✓				✓
FINANCE⁴												
Financials ⁵		✓			✓			✓			✓	
Budget Review & Approval												✓
COMPLIANCE												
Annual Corporate Compliance Summary						✓						
GOVERNANCE												
Board Self-Assessment & Action Plan			✓									
Board Officer Election Process Review									✓			
Board Officer Elections										✓		
Director, Committee Member, and/or Chair Appointments												✓
Committee Charter Review												✓
EXECUTIVE PERFORMANCE												
CEO Performance Evaluation & Compensation				✓								

1: Includes credentialing and privileging report, polices, physician agreements, etc.

2: Includes organizational reports on Foundation, CONCERN, Pathways, etc.

3: Includes strategy implementation (as needed), and reports on Performance & Strategic Goals, El Camino Health Medical Network, Enterprise Risk Management, etc.

4: On off months, materials are provided in the Board meeting packet, but will not be reviewed as part of the agenda.

5: Includes capital expenditures, investment committee update, and audited financials in October