



AGENDA

SPECIAL JOINT MEETING OF THE EL CAMINO HOSPITAL BOARD OF DIRECTORS AND SILICON VALLEY MEDICAL DEVELOPMENT BOARD OF DIRECTORS

Wednesday, April 16, 2025 – 5:00 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: 934 0779 0185# No participant code. Just press #.**

To watch the meeting, please visit: [ECH Board Meeting Link](#)

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

NOTE: If there are technical problems or disruptions that prevent remote public participation, the Chair has the discretion to continue the meeting without remote public participation options, provided that no Board member is participating in the meeting via teleconference.

A copy of the agenda for the Special Board Meeting will be posted and distributed at least twenty-four (24) hours prior to the meeting. In observance of the Americans with Disabilities Act, please notify us at **(650) 988-3218** 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
1	CALL TO ORDER AND ROLL CALL	Bob Rebitzer, Chair, El Camino Hospital Board of Directors, Chair, Silicon Valley Medical Development Board of Managers, or Jack Po, Vice Chair, El Camino Hospital Board of Directors	Information	5:00 pm
2	CONSIDER APPROVAL FOR AB 2449 REQUESTS	Bob Rebitzer, Chair, or Jack Po, Vice Chair	Possible Motion	5:00 pm
3	POTENTIAL CONFLICT OF INTEREST DISCLOSURES	Bob Rebitzer, Chair, or Jack Po, Vice Chair	Information	5:00 pm
4	PUBLIC COMMUNICATION a. Oral Comments <i>This opportunity is provided for people to address the Board on any matter within the subject matter jurisdiction of the Board that is not on this agenda. Speakers are limited to three (3) minutes each.</i> - Prepared statement of Nusha Laleh given orally during the meeting. b. Written Public Comments <i>Comments may be submitted by mail to the El Camino Hospital Board of Directors at 2500 Grant Avenue, Mountain View, CA 94040. Written comments will be distributed to the Board as quickly as possible. Please note it may take up to 24 hours for documents to be posted on the agenda.</i>	Bob Rebitzer, Chair, or Jack Po, Vice Chair	Information	5:00 pm
5	<u>PUBLIC HEARING RE STATUS OF VACANCIES AND RECRUITMENT AND RETENTION EFFORTS FOR EL CAMINO HOSPITAL PURSUANT TO GOV. CODE SECTION 3502.3</u>	Deanna Dudley, CHRO, El Camino Hospital	Information	5:00 – 5:20

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	AGENDA ITEM	PRESENTED BY	ACTION	ESTIMATED TIMES
6	<u>PUBLIC HEARING RE STATUS OF VACANCIES AND RECRUITMENT AND RETENTION EFFORTS FOR SILICON VALLEY MEDICAL DEVELOPMENT PURSUANT TO GOV. CODE SECTION 3502.3</u>	Maria Ocanas, Director, Human Resources, SVMD	Information	5:20 – 5:30
7	ADJOURNMENT	Bob Rebitzer, Chair, or Jack Po, Vice Chair	Motion Required	5:30 pm

4/16/25, 4:35 PM

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Presented by Nusha Laleh on 4/16/2025

Thank you for the opportunity to speak with you today.

I want to begin not as a clinician or advocate, but as a former patient of this hospital. I had what every provider would call a textbook pregnancy—low-risk, healthy, straightforward—for 95% of the journey. I was cared for by midwives, surrounded by a model of care that valued physiological birth, evidence-based practices, and patient-centered decision-making.

That is, until 38 weeks—when my baby was still presenting breech.

Overnight, I went from low-risk to “high-risk,” not because anything was wrong, but because the system was no longer equipped to support me. In one of the most progressive and resourced regions in the world, The Bay Area, I was told that my only option was a scheduled cesarean. And let’s be clear: that is not a choice. A person cannot meaningfully consent when only one option is presented, so I went somewhere else.

I stand here today asking you to help ensure that no other birthing person in the El Camino hospital system has to face that moment—when their autonomy disappears because the training simply does not exist.

Countries like the UK, the Netherlands, Norway, and Canada have successfully preserved breech skills. They offer vaginal breech birth as a supported option, with excellent outcomes, because they invest in provider training and team-based care.

A 2021 review in *BJOG: an International Journal of Obstetrics & Gynaecology* showed that with appropriately selected patients and skilled practitioners, planned vaginal breech birth is as safe as cesarean section in many cases. And yet, here in the U.S., over **90%** of breech presentations result in **automatic cesarean births**—*regardless* of individual risk factors, *regardless* of patient preferences, and often *regardless* of updated evidence. The irony is that we have more tools, more technology, and more collective knowledge than ever before—and yet, we are allowing this essential skill set to atrophy.

I’m not asking you to take unnecessary risks—I’m asking you to lead. To offer comprehensive, evidence-based options. To respect bodily autonomy. To equip the OBs, midwives, and staff to meet the diverse and complex needs of birthing people—just as promised in your mission statement to provide exceptional, compassionate care.

Today, I’m asking this board to practice one of its core values: collaboration, and specifically with **Breech Without Borders**, an international organization dedicated to training providers in safe, evidence-based physiological breech birth. This training is hands-on, clinically rigorous, and tailored to help institutions like yours implement safe breech birth pathways. They are accepting 2025 cohorts, willing to provide breech training and help hospitals develop breech resources *for free*.

We pride ourselves in the Bay Area on being a center of innovation. Let’s live up to that reputation in every department—including labor and delivery.

Be the first hospital system to reclaim this essential skill, by training teams, expanding offerings, and stop letting an outdated model dictate care.

Lastly, let’s stop calling it “choice” when there’s only one door.

Thank you for your time, your leadership, and your commitment to putting patients first.



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

To: El Camino Hospital Board of Directors
From: Deanna Dudley, CHRO
Date: April 16, 2025
Subject: Notice of Public Hearing – Status of Vacancies and Recruitment & Retention Efforts

Purpose: This memorandum is to summarize the public hearing pursuant to California Government Code section 3502.3.

Summary: El Camino Hospital Board of Directors will convene a public hearing on April 16, 2025, at 5:00 PM, regarding the status of vacancies and recruitment and retention efforts as mandated by California Government Code section 3502.3. Each recognized employee organization will be given 5 minutes to present information specific to their bargaining units.

The hearing fulfills statutory requirements to:

- Present updates on vacancies, recruitment, and retention.
- Allow employee organizations to address concerns or recommendations.
- Identify potential improvements to policies and procedures affecting hiring.

For detailed information, please refer to the attached copy of California Government Code section 3502.3.

PUBLIC HEARING RE STATUS OF VACANCIES AND RECRUITMENT AND RETENTION EFFORTS FOR EL CAMINO HOSPITAL PURSUANT TO GOV. CODE SECTION 3502.3

Deanna Dudley, JD, MBA, Chief Human Resources Officer

April 16, 2025

Overview

Pursuant to Ca. Gov. Code Section 3502.3

- (a) (1) A public agency shall present the status of vacancies and recruitment and retention efforts during a public hearing before the governing board at least once per fiscal year.
- (2) If the governing board will be adopting an annual or multiyear budget during the fiscal year, the presentation shall be made prior to the adoption of the final budget.
- (3) During the hearing, the public agency shall identify any necessary changes to policies, procedures, and recruitment activities that may lead to obstacles in the hiring process.

El Camino Health – Status of Vacancies

As of March 19, El Camino Health is actively recruiting for 81 Full Time vacancies, which include represented, as well as non-represented positions.

Recruitment & Retention Efforts

Recruitment

ECH uses a variety of sourcing channels, including partnerships with healthcare and specialty recruitment agencies, academic, alumni, and professional organizations.

Channels include: ECH Career Site, Employee Referral Program, LinkedIn, Indeed, Glassdoor and myriad diversity organization websites

Retention

ECH promotes career development, mentorship, comprehensive training, recognition, and work-life balance initiatives to drive retention. Additionally, we have ongoing discussions with staff throughout the year to gather insights on engagement and satisfaction, identifying areas for improvement and minimizing retention risks to ensure long-term organizational success.

Vacancies in a Bargaining Unit

Pursuant to Ca. Gov. Code Section 3502.3(c)

- If the number of job vacancies within a single bargaining unit meets or exceeds 20 percent of the total number of authorized full-time positions, the public agency shall, upon request of the recognized employee organization, include all the following information during the public hearing:
 - (1) The total number of job vacancies within the bargaining unit.
 - (2) The total number of applicants for vacant positions within the bargaining unit.
 - (3) The average number of days to complete the hiring process from when a position is posted.
 - (4) Opportunities to improve compensation and other working conditions.

Formula Details:

Number of job vacancies within a single bargaining unit meets or exceeds 20 percent of the total number of authorized full-time positions

Reporting Date:

- March 19th, 2025

Denominator:

- Total FT Employee for a single bargaining unit

Numerator:

- Total FT Vacancies for a single bargaining unit

Result:

- % of Vacancy

Formula Example:

- Unit has 77 FT Employees with 1 vacancy
 - 1 divided by 77 = 1.3%

Local 39

Unit	Total FT EMPL	Total Local 39 Vacancies	Variance	# of Applicants
No Vacancies at or above 20%				

Recruitment & Retention Efforts

- At the present, we are not experiencing recruitment challenges for positions in these bargaining units.

Compensation

- El Camino will be negotiating with L39 at the end of the calendar this year (10/2025).

PRN

Unit	Total FT EMPL	Total PRN Vacancies	Variance	# of Applicants
87110 Quality	2	1	50%	3

Recruitment & Retention Efforts

- Average Days to Fill = 86
- ECH Recruitment and Retention Strategy:
 - Strategically attract and retain top talent in Quality through targeted outreach, competitive compensation, and robust referral programs.
 - Retention will be driven by career development, recognition, and work-life balance initiatives, as well as ongoing discussions with staff throughout the year to gather insights on engagement and satisfaction, identifying areas for improvement and minimizing retention risks to ensure long-term organizational success.

Compensation

- El Camino has negotiated with PRN for a multi-year contract; the increases contained in those negotiations are allowing us to have successful recruitment efforts.

SEIU-UHW

Unit - Assessment	Total FT EMPL	Total SEIU-UHW Vacancies	Variance	# of Applicants
75200 Anatomic Pathology @ MV	9	3	33%	7
75701 Interventional Radiology @ LG	4	1	25%	2
76301 Radiology - Diagnostic @LG	8	2	25%	15
76390 Imaging - Mammo - Women's Imaging Center	5	1	20%	1
76400 Radiation Oncology @ MV	10	2	20%	0
76600 Imaging - MRI @ MV	4	1	25%	7
77701 Rehabilitation Services @ LG	4	1	25%	1
77790 Physical Performance-OP @ MV	7	2	29%	0

Recruitment & Retention Efforts

- Average Days to Fill = 81
- ECH Recruitment & Retention Strategy:
 - Strategically attract and retain top talent in Imaging, Behavioral Health, Radiology, Laboratory, Rehabilitation, and Physical Performance through targeted outreach, competitive compensation, and robust referral programs.
 - Retention will be driven by career development, recognition, and work-life balance initiatives. A 30, 60, & 90-day survey will gather insights on engagement and satisfaction, identifying areas for improvement and minimizing retention risks to ensure long-term organizational success.

Compensation

- El Camino has negotiated with SEIU for a multi-year contract; the increases contained in those negotiations are allowing us to have successful recruitment efforts.





SILICON VALLEY MEDICAL DEVELOPMENT BOARD OF MANAGERS MEETING

To: Silicon Valley Medical Development Board of Managers
From: Maria Ocanas, Director, Human Resources
Date: April 16, 2025
Subject: Notice of Public Hearing – Status of Vacancies and Recruitment & Retention Efforts

Purpose: This memorandum is to summarize the public hearing pursuant to California Government Code section 3502.3.

Summary: Silicon Valley Medical Development Board of Managers will convene a public hearing on April 16, 2025, at 5:00 PM, regarding the status of vacancies and recruitment and retention efforts as mandated by California Government Code section 3502.3. Each recognized employee organization will be given 5 minutes to present information specific to their bargaining units.

The hearing fulfills statutory requirements to:

- Present updates on vacancies, recruitment, and retention.
- Allow employee organizations to address concerns or recommendations.
- Identify potential improvements to policies and procedures affecting hiring.

For detailed information, please refer to the attached copy of California Government Code section 3502.3.



Silicon Valley Medical Development

**PUBLIC HEARING RE STATUS OF VACANCIES AND RECRUITMENT AND
RETENTION EFFORTS FOR SILICON VALLEY MEDICAL DEVELOPMENT
PURSUANT TO GOV. CODE SECTION 3502.3**

Maria Ocanas, Director of Human Resources

April 16, 2025

Overview

Pursuant to Ca. Gov. Code Section 3502.3

- (a) (1) A public agency shall present the status of vacancies and recruitment and retention efforts during a public hearing before the governing board at least once per fiscal year.
- (2) If the governing board will be adopting an annual or multiyear budget during the fiscal year, the presentation shall be made prior to the adoption of the final budget.
- (3) During the hearing, the public agency shall identify any necessary changes to policies, procedures, and recruitment activities that may lead to obstacles in the hiring process.

As of April 8, 2025, there are four active SEIU-UHW-represented vacancies at Silicon Valley Medical Development.

- **SVMD Recruitment** At SVMD, we are committed to attracting and retaining top talent through a strategic and holistic approach. Our recruitment efforts leverage a variety of sourcing channels, including partnerships with healthcare and specialty recruitment agencies, academic institutions, our Employee Referral Program, LinkedIn, and Indeed. These channels enable us to connect with highly qualified candidates who align with our mission and values.
- **SVMD Retention** To foster long-term employee satisfaction and success, SVMD prioritizes retention through comprehensive career development programs, mentorship opportunities, robust training, employee recognition, and work-life balance initiatives. We maintain ongoing engagement with our staff throughout the year, actively listening to their feedback to identify areas for improvement and address potential retention risks. These efforts are essential to ensuring a supportive and thriving workplace that promotes both individual and organizational growth.

Vacancies in a Bargaining Unit

Pursuant to Ca. Gov. Code Section 3502.3(c)

- If the number of job vacancies within a single bargaining unit meets or exceeds 20 percent of the total number of authorized full-time positions, the public agency shall, upon request of the recognized employee organization, include all the following information during the public hearing:
 - (1) The total number of job vacancies within the bargaining unit.
 - (2) The total number of applicants for vacant positions within the bargaining unit.
 - (3) The average number of days to complete the hiring process from when a position is posted.
 - (4) Opportunities to improve compensation and other working conditions.

SEIU-UHW

Unit Assessment

Position	Total FT Employees	Total SEIU-UHW Vacancies	Number Applicants	Average days to Fill as of 04/08/2025
60104001- Medical Assistant	29	1	1	1
60105001- Patient Care Representative	42	1	36	20
60101035- Imaging Specialist	3	2	0	54

Final Summary:

- **Open FTEs:** 3.0
- **Total Applicants:** 37
- **Average Days Open:** 54 days (and counting)
- **Percentage Variance:** 25%

SVMD Recruitment and Retention Efforts

- At SVMD, our recruitment strategy includes strong partnerships with academic institutions, healthcare recruitment agencies, and the use of internal referral programs, LinkedIn, and other targeted recruitment platforms. These efforts ensure we attract qualified, mission-aligned candidates across all departments.
- To promote retention, SVMD emphasizes career ladder initiatives, succession planning, mentorship, and internal mobility. We are committed to recognizing and advancing internal talent to support both individual growth and long-term organizational success. These strategies help us foster a culture of engagement, development, and continuity throughout our workforce.

Compensation

- SVMD has successfully negotiated a multi-year contract with SEIU, and the wage increases included in that agreement are supporting our recruitment efforts and helping us remain competitive in the labor market.

ANY
QUESTIONS?

