

Minutes of the Open Session of the
Regular Meeting of the El Camino Hospital Board of Directors
Wednesday, May 11, 2016
El Camino Hospital, 2500 Grant Road, Mountain View California
Conference Rooms E, F & G

Board Members Present

Lanhee Chen
 Dennis Chiu
 Neal Cohen, MD
 Jeffrey Davis, MD
 Peter Fung, MD
 Julia Miller
 David Reeder
 Tomi Ryba
 John Zoglin

Board Members Absent

None

Members Excused

None

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 5:31 pm by Chair Cohen. A silent roll call was taken.	
2. POTENTIAL CONFLICT OF INTEREST DISCLOSURES	Director Cohen asked if any Board members may have a conflict of interest with any of the items on the agenda. No conflicts were noted.	
3. BOARD RECOGNITION	<p>Motion: To approve Resolution 2016-05.</p> <p>Movant: Ryba Second: Fung Ayes: Chen, Chiu, Cohen, Fung, Davis, Miller, Reeder, Ryba, Zoglin Noes: None Abstentions: None Absent: None Recused: None</p> <p>Director Ryba and Cheryl Reinking, RN, Chief Nursing Officer presented Resolution 2016-05 to Saul and Tehila Eisenstat for their passion and dedication to the patients and staff of El Camino Hospital, including Mrs. Eisenstat's work on Creative Expression art classes and Dr. Eisenstat's leadership roles at the hospital and delivery of personalized, patient-centered care.</p> <p>Directors Fung and Reeder also complimented the tremendous efforts of the Eisenstats and their contributions to the community and the Hospital.</p>	<i>Resolution 2016-05 approved</i>
4. FINANCIALS PERIOD 8 FY 16 YTD	Iftikhar Hussain, Chief Financial Officer, noted that the upcoming Joint Board and Finance Committee meeting on May 31, 2016 will address long term trends and current year-	<i>Period 9 FY16 Financials deferred</i>

to-date (YTD) information in more detail.

He reported that, as of March, ECH is behind planned operating margin by \$3.2 million, primarily due to Epic-related expenses in labor and training, pharmacy and surgical medical supply expenses, and not achieving budget cost reduction targets in other areas. However, for the month of March, the operating margin netted \$1.6 million due to a \$3 million credit for workers' compensation. Since switching to a new third-party administrator (TPA) in 2013, claim management has improved; claims are being settled faster, more realistic reserves are set aside, and the costs per claim and overall number of claims have decreased. The run rate improved from February, but did not meet budgeted levels.

He also reported that ECH is \$38.2 million behind target for non-operating income, largely due to \$12.8 million in YTD investment losses. In March, ECH recovered \$16.3 million in investment gains, and the recovery has continued in April. He noted that ECH's cash position remains strong, allowing a long-term investment strategy.

Mr. Hussain commented that productivity has improved after Epic Go-Live, but remains unfavorable compared to budget. He and Mick Zdeblick, COO, are organizing monthly meetings with key managers to improve productivity and processes. Director Ryba elaborated on the work between Premier, an outside consultant and Cheryl Reinking, RN, Chief Nursing Officer, and the nurse leadership to manage productivity at the unit level. She stressed this is an ongoing process continuing into next year: a disciplined approach identifying how best to help managers.

Mr. Hussain explained that when the budget is initially presented, it does not include approval for facility projects, only estimates on cash flow. At the beginning of FY16, total capital spending was projected at \$125 million. Due to the Santa Teresa land acquisition, not in the original plans, actual total capital spending for the year is \$130 million. Director Chiu emphasized that the financials will be reviewed at the Committee meeting on May 31, 2016. He noted that it is a year of adjustment and a year of growth, with large investments in the future, like Epic implementation and the Santa Teresa land acquisition.

Motion: To defer the approval of the FY16 Period 9 Financials until the June meeting following Finance Committee consideration.

Movant: Zoglin

Second: Chiu

Ayes: Chen, Chiu, Cohen, Davis, Fung, Miller, Reeder, Ryba, Zoglin

Noes: None

	<p>Abstentions: None Absent: None Recused: None</p>	
<p>5. MOUNTAIN VIEW MASTER SITE DEVELOPMENT PLAN</p>	<p>Ken King, Chief Administrative Services Officer, provided an overview of areas that will be impacted with the construction of new buildings and upcoming site improvements. These include the North Parking Garage Expansion, the new Integrated Medical Office Building and Behavioral Health Building, the demolition of the Old Main Hospital, and the Women's Hospital expansion.</p> <p>Over the next 24-30 months, the North Garage expansion will extend the parking structure and include solar panel installation. Contractors will begin Phase I of the Behavioral Health site preparation and partial demolition; a separate crew will relocate site utilities and demolish the Old Main Hospital, paving the way for the Integrated Medical Office building (IMOB).</p> <p>Mr. King explained that before construction can begin on the new buildings, ECH must first obtain a planned community permit from the City of Mountain View, which is dependent on the Environmental Impact Report (EIR). The draft EIR was published in March and the public comment period recently closed. ECH is working with City staff to provide information that will address and resolve all remaining outstanding items. Currently, the goal is to be successful in obtaining City Council approval of the EIR and the planned community permit at the June 28th meeting of the Mountain View City Council. The draft EIR identified and outlined requirements (mitigation and avoidance measures) for minimizing environmental impact.</p> <p>Mr. King outlined the public comments received on the draft EIR and the plans to address those concerns. He noted that adjustments have been made to the plan based on public feedback. To reduce the traffic impact on Grant Road, ECH is implementing a transportation demand management (TDM) program to reduce single occupant vehicles coming to campus by 10% by the completion of these projects. This includes a community shuttle, which started operating during the second week of May. Parking concerns will be addressed not only by the reduced traffic, but also the addition of 611 parking spaces. Mr. King cited ECH's demonstrated commitment to the park-like environment with significant tree replacement and relocation plans.</p> <p>Mr. King explained that agency reviews, construction preparation, entitlements approval, risk management, and budget finalization processes are all running in parallel. He outlined the anticipated Board approval timeline to be ready for construction.</p> <p>Compared with the cost estimates from August 2015, there</p>	

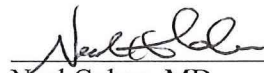
	<p>has been an 8.7% increase. The cost factors include: value added project scope, significant challenges with interpretations of the 2013 Building Code as it went into effect in July 2015, and escalation in the Bay Area construction market for materials and labor costs.</p> <p>Director Fung suggested valet service in emergency area or a larger parking area to accommodate short term parking needs, especially for patients with emergency/urgent needs. He also requested clearer directions and signage to help visitors better find their way. Mr. King noted the plan in place includes measures to address those and other concerns.</p> <p>In response to Director Miller's question about heritage tree removal, Mr. King explained that of the 45 trees to be removed, 20 are being relocated, and the rest will be replaced 3:1, which is not required. Before the main expansion of the Hospital, there were 960 trees on the campus and after there were 1,200 trees. After this upcoming construction, there will be over 1,300 trees.</p> <p>In response to Director Chen's question about costs, Mr. King estimated that 3-4 million of 340 million for running projects was due to environmental impact mitigation efforts.</p> <p>Director Ryba reported that the conversations with the Parkinson's Institute about a possible clinical and research partnership are still ongoing.</p> <p>In response to Director Davis' question about construction timing and disruption, Mr. King explained that night-time work is very limited by city requirements. Work will take place between 7:30am and 6:00pm to comply with noise restrictions, and the contractors will use low emission emitting equipment and barriers to contain dust and limit disruptions.</p>	
<p>6. QUALITY COMMITTEE REPORT</p>	<p>Dave Reeder, Chair of the Quality Committee, reported that the Committee reviewed one red and one orange alert and will continue to follow up on those. He noted that the committee is using Planetree's baseline assessment during Q1 of FY17 to build a roadmap for Patient and Family Centered Care.</p> <p>He reported that the Committee approved its goals for FY17, including a new goal that will address Patient and Family Centered Care and two sub-goals for pain management. The Committee is developing the Quality portion of the dashboard for the next fiscal year, and will discuss what factors will be measured at its next meeting. Seven metrics are stable, with the exception of patient falls and responsiveness of hospital staff, which require improvement.</p> <p>He also reported that the Committee reviewed its self-assessment, and discussed opportunities for improvement,</p>	

	<p>including reducing non-value-added items on the agenda and having more discussion and fewer presentations.</p> <p>Director Davis commended Director Reeder for his leadership of the Quality Committee. He suggested at the June Board meeting to provide a visual representation of the Quality dashboard to illustrate core work that the Quality Committee is doing.</p> <p>Director Cohen commented on pain satisfaction scores, and noted issues that stemmed from the Joint Commission making pain the fifth vital sign. He cautioned the Board when looking at patient satisfaction scores and when defining expectations for patients about how best to manage pain. He noted there will be more national discussion on this topic in the next few weeks.</p>	
7. PUBLIC COMMUNICATION	<p>Several members of the public relayed personal and family experiences, urging the Board to make youth mental health inpatient services a priority in Santa Clara County. They asked for ECH to play an important role in providing care to address adolescent behavioral, psychiatric, and mental health needs.</p> <p>A public guest presented material to the Board regarding an incident during her mother's ER visit, which led to urgent surgery. She described her experiences with the internal review process and asked for further development in programmatically addressing individual incidents.</p> <p>Mr. Geoffrey Mangers spoke about his concerns regarding complaint reporting mechanisms.</p>	
8. ADJOURN TO CLOSED SESSION	<p>Motion: To adjourn to closed session at 6:43 pm pursuant to <i>Gov't Code Section 54957.2</i> for approval of the Minutes of the Closed Session of the Hospital Board Meeting of April 13, 2016; pursuant to <i>Health and Safety Code Section 32155</i> for deliberations concerning report on Medical Staff quality assurance matters: Medical Staff Report; pursuant to <i>Health and Safety Code Section 32155</i> for deliberations concerning a report on Medical Staff quality assurance matters: Organizational Clinical Risks; pursuant to <i>Health and Safety Code Section 32106(b)</i> for a report involving health care facility trade secrets: Annual Board Self-Assessment; pursuant to <i>Gov't Code Section 54957</i> for discussion and report on personnel performance matters: Chief of Integrated Care and Population Health; pursuant to <i>Gov't Code Section 54957.6</i> for a conference with labor negotiator Kathryn Fisk: Labor Relations Update; pursuant to <i>Health and Safety Code Section 32106(b)</i> for a report involving health care facility trade secrets: Strategic Priorities Update; pursuant to <i>Health and Safety Code Section 32106(b)</i> for a report involving health care facility trade secrets, <i>Gov't Code Section 54956.9(d)(2)</i> for conference with legal counsel – pending or threatened litigation, and <i>Gov't Code Section 54957</i> for report</p>	

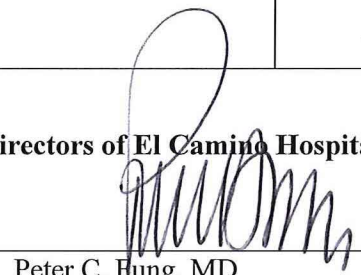
	<p>and discussion on personnel matters: CEO Report and Pacing Plan; and pursuant to <i>Govt. Code Section 54957</i> for discussion and report on personnel performance matters: Executive Session.</p> <p>Movant: Fung Second: Chen Ayes: Chen, Chiu, Cohen, Davis, Fung, Miller, Reeder, Ryba, Zoglin Noes: None Abstentions: None Absent: None Recused: None</p>	
9. AGENDA ITEM 20: RECONVENE OPEN SESSION	<p>Open Session was reconvened at 10:38 pm.</p> <p>During the closed session, the Board approved the Closed Session Minutes of the Hospital Board Meeting from April 13, 2016, and the Medical Staff Report by a unanimous vote in favor of all members present (Directors Chen, Chiu, Cohen, Davis, Fung, Miller, Ryba, Reeder, and Zoglin).</p>	
10. AGENDA ITEM 21: CONSENT CALENDAR	<p>Director Cohen 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 of April 13, 2016; the officer candidate roster of the El Camino Hospital Auxiliary Board of Directors; the following policies: Environment of Care Policies (6.04 Utility Systems-Equipment Inventory); and the Medical Staff Report.</p> <p>Movant: Chiu Second: Fung Ayes: Chen, Chiu, Cohen, Davis, Fung, Miller, Reeder, Ryba, Zoglin Noes: None Abstentions: None Absent: None Recused: None</p>	<i>Consent Calendar approved</i>
11. AGENDA ITEM 22: RESOLUTION 2016-06	<p>Director Davis recused himself.</p> <p>Motion: To approve Resolution 2016-06, revising Article IV, Section 4.3(c) and Section 4.7(a) of the El Camino Hospital Bylaws.</p> <p>Movant: Chiu Second: Fung Ayes: Chen, Chiu, Cohen, Fung, Miller, Zoglin Noes: Reeder Abstentions: Ryba Absent: None Recused: Davis</p>	<i>Resolution 2016-05 approved</i>

	Director Davis rejoined the meeting.	
12. AGENDA ITEM 23: INFORMATIONAL ITEMS	No questions were raised.	
13. AGENDA ITEM 24: BOARD COMMENTS	Director Miller commended Mike and Mary Ellen Fox on their recent donation to the El Camino Hospital Foundation. Director Chiu described the ASPIRE meeting he attended at Monta Vista High School. He highlighted the excellent discussion between over 100 parents and students in attendance regarding mental healthcare, which echoed the public comments from this Board meeting.	
14. AGENDA ITEM 21 – ADJOURNMENT	Motion: To adjourn at 10:41 pm. Movant: Chen Second: Miller Ayes: Chen, Chiu, Cohen, Davis, Fung, Miller, Reeder, Ryba, Zoglin Noes: None Abstentions: None Absent: None Recused: None	<i>Meeting adjourned at 10:41 pm.</i>

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



Neal Cohen, MD
Chair, ECH Board



Peter C. Fung, MD
ECH Board Secretary

Prepared by: Cindy Murphy, Board Liaison
Sarah Rosenberg, Board Services Coordinator