

AGENDA
MEETING OF THE EL CAMINO HOSPITAL BOARD
Tuesday, June 14, 2016 – 5:30 pm
Conference Rooms E, F & G (ground floor)
2500 Grant Road, Mountain View, CA 94040

MISSION: To be an innovative, publicly accountable, and locally controlled comprehensive healthcare organization which cares for the sick, relieves suffering, and provides quality, cost competitive services to improve the health and well-being of our community.

AGENDA ITEM	PRESENTED BY		ESTIMATED TIMES
1. CALL TO ORDER / ROLL CALL	Dennis Chiu, Vice Chair		5:30 – 5:32 pm
2. POTENTIAL CONFLICT OF INTEREST DISCLOSURES	Dennis Chiu, Vice Chair		5:32 – 5:33
3. APPROVAL OF FY17 CHIEF MEDICAL OFFICER BASE SALARY AND PARTICIPATION IN EXECUTIVE COMPENSATION AND BENEFIT PLANS ATTACHMENT 3	Dennis Chiu, Vice Chair	<i>public comment</i>	motion required 5:33 – 5:36
4. PUBLIC COMMUNICATION a. Oral Comments <i>This opportunity is provided for persons in the audience to make a brief statement, not to exceed 3 minutes on issues or concerns not covered by the agenda.</i> b. Written Correspondence	Dennis Chiu, Vice Chair		information 5:36 – 5:39
5. ADJOURNMENT	Dennis Chiu, Vice Chair		motion required 5:39 – 5:40 pm

A copy of the agenda for the Regular 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 650-988-7504 prior to the meeting so that we may provide the agenda in alternative formats or make disability-related modifications and accommodations.

ECH BOARD MEETING AGENDA ITEM COVER SHEET

Item:	Approval of Chief Medical Officer FY 17 Base Salary and Participation in the Executive Compensation and Benefit Plan El Camino Hospital Board of Directors June 14, 2016						
Responsible party:	Tomi Ryba, CEO						
Action requested:	Possible Motion						
Background:	William Faber, MD, MA, MHCM, a physician with extensive Chief Medical Officer and senior leadership experience has accepted the position of Chief Medical Officer effective August 1, 2016. The acceptance is contingent upon the Board approving participation in the Executive Compensation and Benefit Plans.						
Committees that reviewed the issue and recommendation, if any:	The Executive Compensation Committee reviewed and recommended approval of a base salary of \$500,000/year						
Summary and Session Objectives:	<p>1. To approve a FY 17 base salary for the Chief Medical Officer in the amount of \$500,000/year</p> <p>2. The FY17 salary range for the CMO using a 20% geographical differential:</p> <table border="1" style="margin-left: 40px; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 33%;">Minimum</th> <th style="width: 33%;">Midpoint</th> <th style="width: 33%;">Maximum</th> </tr> </thead> <tbody> <tr> <td>\$398,400</td> <td>\$498,000</td> <td>\$597,600</td> </tr> </tbody> </table> <p style="margin-left: 40px;">The proposed salary has a 100.00 comparatio.</p> <p>3. To approve participation in the Executive Compensation and Benefit plans</p>	Minimum	Midpoint	Maximum	\$398,400	\$498,000	\$597,600
Minimum	Midpoint	Maximum					
\$398,400	\$498,000	\$597,600					
Suggested discussion questions:	<p>1. Does the Board have any questions about the position or market data?</p> <p>2. Does the Board support the CEO's and the Committee's recommendation?</p>						

ECH BOARD MEETING AGENDA ITEM COVER SHEET

	<p>Proposed Board motion, if any:</p> <ol style="list-style-type: none">1. The El Camino Hospital Board of Directors approves base salary of \$500,000 per year and participation in the Executive Compensation and Benefit Plans.
	<p>LIST OF ATTACHMENTS:</p> <ol style="list-style-type: none">1. Dr. Faber's resume

WILLIAM K. FABER, MD, MA, MHCM
2430 N Albany Ave • Chicago, Illinois 60647 • 312-369-9336 (c)
william.faber@mac.com

CAREER SUMMARY

A Physician Executive with progressive senior leadership experience in a variety of complex healthcare settings. Proven abilities in program development and execution through teamwork and medical staff relationships, with a focus on improving quality patient health outcomes and patient and staff satisfaction while lowering the cost of care. Recognized by others as a leader who works with diverse stakeholders to create a collaborative environment to achieve strategic and operational goals. Strengths include a management style that fosters collaboration, teamwork, innovation and a steady focus on delivering system objectives.

PROFESSIONAL SUMMARY

GENERAL ELECTRIC HEALTHCARE CAMDEN GROUP, Chicago, IL

Senior Vice President

November 2015-Present

As the physician leader of GEHC Camden Group, continuing broadened work in national engagements developing Clinically Integrated Networks and Accountable Care Organizations, physician engagement and governance, population health management, and health information technology. During my three years with Health Directions, The Camden Group and General Electric, I have helped launch six Clinically Integrated Networks and supported their ongoing development. I continue to speak nationally on population health and health system responses to changes in healthcare reimbursement. General Electric acquired The Camden Group in November, 2015.

THE CAMDEN GROUP, Chicago, IL

Vice President

January-November 2015

The Camden Group is a national consulting firm with primary activity supporting the establishment of Clinically Integrated Networks and infrastructure to support other forms of accountable care and population health management. The Camden Group acquired Health Directions in January, 2015.

HEALTH DIRECTIONS LLC, Oakbrook Terrace, IL

Chief Medical Officer

April 2013-January 2015

Health Directions is a national consulting firm dedicated to improving the financial, operational and strategic performance of hospitals, medical groups, and physician practices.

Lead architect of strategy and practical solutions for health systems engaged in practice transformation and clinical integration as they move towards value oriented payment systems and accountable care. National speaker and thought leader on maximizing population health outcomes.

Accomplishments include the establishment of Clinically Integrated Networks in Philadelphia, Indiana and Idaho, serving as Interim Medical Director of the Pocatello Quality Alliance for 18 months, strategic planning for the establishment of Clinically Integrated Networks in San Diego, Northern Idaho and Minnesota, and reforming an employed physician compensation of model.

ROCHESTER GENERAL HEALTH SYSTEM, Rochester, NY

Senior Vice President, Rochester General Health System, concurrent, 2011 – 2013

Executive Medical Director, Rochester General Medical Group, concurrent, 2011 – 2013

Rochester General Health System delivers comprehensive healthcare services through eight clinically integrated affiliates, including Rochester General Medical Group. RGHS is the only area health system to be rated by SDI as one of the Top 100 Integrated Health Networks in the United States. Rochester General Medical Group is a multispecialty medical group with 150 providers in 44 sites across Monroe and Wayne Counties of New York.

Accomplishments at Rochester General:

- Performed \$1.9M better than budget in the first full fiscal year of tenure by limiting expected productivity loss of group during EHR conversion.
- Supported 42 sites of care through conversion from paper medical records to the Epic EHR.
- Developed a Practice Acquisition and Integration tool to evaluate potential physician partners.
- Significantly improved weekend and evening access across the system.
- Expanded the main hospital campus FQHC site to increase patient access, decompress the ED and decrease unnecessary hospital readmission.
- Created the successful business case to obtain \$8M of system funding for Primary Care expansion.
- Obtained \$3M in grant funding for Patient Centered Medical Home development.
- Advised the GRIPA PHO on the development of a clinical integration program.
- Created the infrastructure and staffing plan to support significant quality metric improvement in the new ACO-type RGHS-Excellus Blue Cross Blue Shield contract.
- Decreased the average time between discharge and post-hospital patient visit by over two days.

ADVOCATE HEALTH CARE, Oakbrook, IL 1998 – 2011

Advocate Health Care is recognized as one of the leading integrated health care delivery networks in the United States, and it is also one of the Midwest's largest, with ten acute care hospitals, two children's hospitals and the largest medical group in Illinois. Advocate is a faith-based, not-for-profit organization formed in 1995.

ADVOCATE PHYSICIAN PARTNERS, Chicago, IL**2010 – 2011**

Coordinates care management and managed care contracting between the Advocate Health Care system and more than 4,000 Advocate physicians through its nationally recognized Clinical Integration program.

Medical Director for Credentials, Peer Review, and Quality Improvement Education, concurrent, 2010 – 2011

- Chairman, APP Credentials and Peer Review Committee.
- Director and Lead Instructor, APP Quality Improvement Collaborative.
- Member, APP Quality Improvement and Clinical Integration Committee.

ADVOCATE MEDICAL GROUP, Chicago, IL**2009 – 2011**

A 1,200 physician medical group providing primary care, specialty services, medical imaging, outpatient services and community-based medical practices from northern Chicagoland to downstate Bloomington.

Regional Medical Director, Chicago Region, concurrent, 2010 – 2011

Provided clinical and strategic leadership for 13 primary care and multi-specialty centers with 71 physicians, and led the organization through Allscripts EHR conversion.

- Chairman: AMG City Region Physician Council; City Region Peer Review Committee and Health Information Committee.
- Member: Senior Leadership Council; Allscripts EHR Steering Committee; Access Improvement Committee; Quality and Health Outcomes Committee; Managed Care and Contracting Committees.
- Improved patient satisfaction scores from 9th to 73rd percentile in three years.
- Leader of Medicare Risk Adjustment coding improvement initiative.

ADVOCATE HEALTH CENTERS, Chicago, IL**1998 – 2009**

The division of Advocate Health Care most focused on providing full-risk capitation care.

Senior Medical Director

Director of four multi-specialty outpatient centers, with clinical oversight of 25 Primary Care Physicians and 30 specialists, and network management for over 20,000 managed care lives. Provided leadership in the acquisition of practices, the improvement of quality indicators, patient satisfaction scores, utilization management and the financial turnaround of the division.

HINSDALE FAMILY MEDICINE CENTER, Hinsdale, IL 1994 – 1998

Medical Director, concurrent

Responsibilities included clinical and operational oversight of the practice of 30 resident physicians, continuous quality improvement, risk management, operational policy, and the planning and opening of a satellite facility.

HINSDALE FAMILY PRACTICE RESIDENCY, Hinsdale, IL 1994 – 1998

Associate Residency Director, concurrent

Responsibilities included development of the Medical Ethics, Practice Management and Ambulatory Care curriculae, supervision and teaching of residents and medical students in outpatient and inpatient settings.

EARLIER PROFESSIONAL EXPERIENCE

DOCTORS ON DUTY, Monterey, CA 1993 – 1994

Staff Physician

High volume urgent care setting.

PRIMUS CLINICS OF THE FT. ORD REGION, Monterey, CA 1989 – 1993

Medical Director, 1992 – 1993

Provided clinical oversight of 20 staff physicians in a full-risk capitation contract in a military setting. Greatly increased medical staff productivity through schedule reform, resulting in significant financial performance improvement.

Staff Physician, 1989 – 1992

CAYUGA COMMUNITY HEALTH CENTER, Cayuga, IN 1986 – 1989

National Health Scholarship Corp Service, including Obstetrics

PARKE-VERMILLION HOSPICE, Rockville, IN 1988 – 1989

Medical Director, concurrent

COVINGTON MANOR SKILLED NURSING FACILITY, Covington, IN 1988 – 1989

Medical Director, concurrent

EDUCATION

Master of Science in Health Care Management

Harvard School of Public Health, Boston, MA, 2009

Master of Arts in Medical Ethics

Loma Linda University, Loma Linda, CA, 1987

Family Medicine Internship and Residency

Hinsdale Family Practice Residency, Hinsdale, IL, 1983 – 1986

Doctor of Medicine

Loma Linda University, Loma Linda, CA, 1983

Bachelor of Arts in Communication

Andrews University, Berrien Springs, MI, 1979

LICENSURES/CERTIFICATIONS

Fellow of the American Academy of Family Practice 2015
Current and Unrestricted Illinois Medical License
Certified by American Board of Family Practice, 1986
Recertified: 1993, 1999, 2005, 2011, and 2015
Formerly licensed in California, New York and Indiana

PROFESSIONAL AFFILIATIONS

American Academy of Family Physicians
American Association for Physician Leadership
Healthcare Financial Management Association
Healthcare Information and Management Systems Society

COMMUNITY ACTIVITY

President, Greenview Park Homeowners Association
Medical Ambassador, American Cancer Society, Illinois Chapter
Quality Collaborative Member, Monroe County Medical Society
CMMI Grant Steering Committee, Finger Lakes Health Systems Agency

PUBLICATIONS

Faber, William K., Marino, Daniel J., Duncan, Meredith D., *"Integrating Patients within the System of Care"*, HFM Magazine, Healthcare Financial Management Association, December, 2015.

Faber, William and Wardrop, Tina. *"Are Health Systems Positioned to Effectively Manage the Newly Eligible Medicaid Population?"* Health Directions Insights, info.healthdirections.com/blog, February 18, 2015.

Faber, William, *"Six Strategies for Improving Primary Care Access"* Health Directions Insights, info.healthdirections.com/blog, January 23, 2015.

Faber, William. *"Nine ways to Stimulate Patient Engagement via 'Activation' and Empowerment"* Health Directions Insights, info.healthdirections.com/blog, August 28, 2014.

Faber, William. *"Use a Collaborative to Build a Clinically Integrated Culture"* Health Directions Insights, info.healthdirections.com/blog, July 23, 2014.

Faber, William. *"Turning Referral Leakage into Patient 'Keepage'"* Health Directions Insights, info.healthdirections.com/blog, April 2, 2014.

Faber, William. *"Five Incentives for Enlisting Physicians in a Clinical Integration Program"* Health Directions Insights, info.healthdirections.com/blog, October 21, 2013.

Taylor, Prentiss and Faber, William. *"Achieving Level 5 Patient Satisfaction"*, Group Practice Journal, American Medical Group Association, April 2011, pp. 40-44.

Faber, William. *"How my medical group turned around its relationship with patients"*, Press Ganey Partners Magazine, Sept/Oct 2010.

PRESENTATIONS / LECTURES

“Coordinating Clinically Integrated Networks for Effective Population Health Management” Healthcare Financial Management Association Master Sessions, Chicago Illinois, December 2015.

“Population Health Management and the Next Generation of Clinical Integration” Healthcare Financial Management Association Annual National Institute, Orlando Florida, June 2015.

“Population Health Management and the Next Generation of Clinical Integration” Healthcare Financial Management Association Speaker Series, Washington DC, January 2015.

“Coordinating Clinically Integrated Networks for Effective Population Health Management” Healthcare Financial Management Association Fall Seminar, Chicago Illinois, December 2014.

“Second Generation Physician Engagement Techniques” Healthcare Financial Management Association Annual National Institute, Las Vegas Nevada, June 2014.

“Implementing Quality-Based Programs in Physician Practices” Healthcare Financial Management Association Illinois Spring Summit, April 2014.

“Quality Programs for the Medical Practice: Selecting Programs and Quality Measures” Illinois Academy of Family Physicians Webinar, March 27, 2014.

“Making the Most of IT in a Changing Delivery System” Healthcare Financial Management Association Spring Conference, Orlando Florida, March 2014.

“Retooling for the Future” RGMG Affiliate Convocation Keynote, November 2012.

Rochester General Health System Primary Care Expansion Business Plan Presentation, August 2012.

“The Path Forward” RGMG Affiliate Convocation Keynote, November 2011.

Lean Process Transformation at Advocate Medical Group, April 2010.

Primary Care Centers of America Business Plan, including financial proforma and marketing plans, Harvard School of Public Health, May 2009.

Colon Cancer Screening Improvement Initiative. Quality Improvement Poster Presentation, Harvard School of Public Health, May 2009.

“Resolving the Political Paradox of Health Care Reform” Policy Brief, Harvard School of Public Health, April 2009.

“The Future of American Medicine: Implications for the Pharmaceutical Industry” Merck National Marketing Conference, Philadelphia, PA, January 2009.

Curriculum Designer and Principle Lecturer for APP Quality Improvement Collaborative, 2009-2010.

“The Art of Headache Management” American Academy of Family Physicians National Assembly, Chicago, IL, September 1997, and San Francisco, CA, September 1998.

“The Ethics of Managed Care” Hinsdale Hospital Grand Rounds, Hinsdale, IL, March 1995.

Curriculum Designer and Principle Lecturer for Medical Ethics Curriculum, Hinsdale Family Practice Residency, 1995-1998.