



**Minutes of the Open Session of the
El Camino Hospital Board of Directors
Wednesday, January 11, 2017
2500 Grant Road, Mountain View, CA 94040
Conference Rooms E, F & G (ground floor)**

Board Members Present

Lanhee Chen
Dennis Chiu, Vice Chair
Jeffrey Davis, MD
Peter Fung, MD
Julia Miller
David Reeder
John Zoglin

Board Members Absent

Neal Cohen, MD, Chair

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 5:32pm by Vice Chair Chiu. A silent roll call was taken. Chair Cohen was absent. Director Chen arrived at 5:50pm during Agenda Item 4: FY17 Period 4 Financials.	
2. POTENTIAL CONFLICT OF INTEREST DISCLOSURES	Director Chiu 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 2017-01.</p> <p>Movant: Miller</p> <p>Second: Davis</p> <p>Ayes: Chiu, Davis, Fung, Miller, Reeder, Zoglin</p> <p>Noes: None</p> <p>Abstentions: None</p> <p>Absent: Chen, Cohen</p> <p>Recused: None</p> <p>Director Reeder, Hospital Board Liaison to the Foundation Board of Directors, acknowledged the El Camino Hospital Foundation team for their fundraising prowess to ensure the future of adolescent mental health services at El Camino Hospital.</p> <p>Jodi Barnard, President of the El Camino Hospital Foundation, thanked the Board for their recognition and described the success of the Scrivner Challenge.</p>	Resolution 2017-01 approved
4. FY17 PERIOD 4 FINANCIALS	<p>Iftikhar Hussain, CFO, reported that the Finance Committee has reviewed and approved the October financials and that the November financials are included in the packet for information. He highlighted that for October:</p> <ul style="list-style-type: none"> - Volume was below budget, but similar to last year's volume. - Operating margin for October was \$5.6 million favorable to budget and \$19.1 million favorable YTD; the favorable net revenue variance for October can be mainly attributed to IGT payments of \$6.5 million. The remaining variance is due to revenue cycle operations: good charge capture and consistent collections. - Now that Epic has been implemented, there is better focus on costs and productivity, which has improved. 	FY17 Period 4 Financials approved

- Breaking it out by Campus, Los Gatos was behind plan and Mountain View was ahead. Mr. Hussain explained that Los Gatos' staffing model means that the cost does not change when volume goes down; he also noted that there are physician recruitment plans in place for General Surgery and Orthopedics to address this.
- As of October and November, there was a delayed flu season, so volume was low. In January, ECH is seeing a lot of flu cases.
- LOS was on a downward trend.
- For capital spending, the \$230 million planned spend this year was higher than previous years due to the large Mountain View campus development projects (Integrated Medical Office Building, Behavioral Health Services Building, and the North Parking Garage).

In response to Director Fung's question, Mr. Hussain explained that the election had a significant effect on the market, which is reflected in the investment income for October.

In response to Director Miller's question, Mr. Hussain clarified occupancy rates: Mountain View is very full (licensed capacity of 300 beds, approx. 250 are full), Los Gatos (licensed capacity of 150 beds, census of about 40).

Director Reeder noted that the data presented is nearly two and a half months old. Mr. Hussain suggested that in future meetings he can present the most current month end financial report available, with the understanding that it may not have been presented to the Finance Committee yet.

Director Reeder also requested a financial summary with fewer items on the Dashboard. He requested that the Finance Committee develop a simplified version for the Board's review. Director Chiu, Chair of the Finance Committee, suggested that any Director who has a concern about the complexity of the packet similar to Director Reeder's submit comments to him via e-mail and he will discuss the format with the Committee.

In response to Director Zoglin's question, Mr. Hussain reported that volume is stable compared to the last year, with fluctuations between both campuses and seasonal upticks due to the flu season. The Board and staff discussed the level of detail that should be brought to the Committee and to the Board.

Director Davis commented that the average length of stay is and has been higher in Mountain View than Los Gatos, and requested a discussion of the standardization of care and differing outcomes between Mountain View and Los Gatos.

In response to Director Chen's question, Mr. Hussain reported that the increased share of Medi-Cal patients is almost entirely due to the Medicaid expansion and the resulting larger patient population.

Motion: To approve the FY17 Period 4 Financials.

Movant: Fung

Second: Zoglin

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

Noes: None

Abstentions: None

Absent: Cohen

Recused: None

<p>5. QUALITY COMMITTEE REPORT</p>	<p>Dave Reeder, Chair of the Quality Committee, shared a “Good Catch” and patient story from the Committee’s materials. He reported that the Committee received a review of the clinical and quality programs of the Emergency Department. The Committee also received an update on the upcoming iCare upgrade and its anticipated impacts on staff, physicians, and patients. He noted that this month’s Board materials included a copy of the Quality dashboard.</p> <p>Director Reeder also described his experience rounding with Cheryl Reinking, CNO, and the reports of great care received at ECH.</p> <p>Director Davis complimented staff and highlighted the improvements in scores for responsiveness of hospital staff.</p>	
<p>6. MEDICAL SPOTLIGHT: HEART & VASCULAR INSTITUTE</p>	<p>Chad Rammohan, MD, Tej Singh, MD, and Amy Maher, Director, Heart & Vascular Institute (HVI), provided an overview of the strategic initiatives for the last fiscal year. Highlights included:</p> <ul style="list-style-type: none"> - HVI strategies have been aligned with ECH’s goals of quality, service, and affordability. - Ms. Maher outlined the HVI quality review model and participation in 15 national registries, including national average and top decile performance - Dr. Rammohan described the development of regional expertise in related fields because of the research conducted at this community hospital. Ms. Maher noted the streamlined process for research studies, including a standardized questionnaire, newly appointed HVI Research Committee, and designated research coordinators. - They described program developments including: left atrial appendage occlusion (an initial set of 25 cases), electrophysiology (growth and submission to national registries), and Wound Care (unique model, partnership in leadership between PAMF and community physician); - HVI has worked with the marketing team on quality reports and registry outcomes published on the ECH website. - They outlined efforts to increase affordability by reducing costs to patients receiving surgical or interventional procedures (cost-per-case metrics for LAOO (Watchman) program and EVAR cases). - Ms. Maher noted the marked improvement in contribution margin from FY14 to FY17 (due to LOS work for TAVR, MitraClip, Radial Access PCI, decreased blood utilization in cardiac surgery and other cost improvement strategies) - Inpatient volumes are consistent and there has been a steady increase in outpatient volumes (EP ablation, LAAO, and vascular surgery cases). <p>Director Fung commended Ms. Maher, Dr. Rammohan, and Dr. Singh for their work.</p>	
<p>7. PUBLIC COMMUNICATION</p>	<p>None.</p>	
<p>8. ADJOURN TO CLOSED SESSION</p>	<p>Motion: To adjourn to closed session at 6:38pm pursuant to <i>Health and Safety Code 32155</i> for deliberations concerning reports on Medical Staff quality assurance matters: Medical Staff Report; pursuant to <i>Health and Safety Code 32155</i> for deliberations concerning reports on Medical Staff quality assurance matters: Organizational Clinical Risks; pursuant to <i>Gov’t Code Section 54956(d)(2)</i> – conference with legal counsel – pending or threatened litigation: Litigation Update; pursuant to <i>Health and Safety Code</i></p>	<p><i>Adjourned to closed session at 6:38 pm.</i></p>

	<p>32106(b) for a report involving health care facility trade secrets: Service Line Review - HVI; pursuant to <i>Health and Safety Code 32106(b)</i> for a report involving health care facility trade secrets: Informational Items; pursuant to <i>Gov't Code Section 54957</i> for discussion and report on personnel performance matters and <i>Health and Safety Code 32106(b)</i> for a report involving health care facility trade secrets: CEO Search Committee Report; pursuant to <i>Gov't Code Section 54957</i> for discussion and report on personnel performance matters: Executive Session.</p> <p>Movant: Fung Second: Chen Ayes: Chen, Chiu, Davis, Fung, Miller, Reeder, Zoglin Noes: None Abstentions: None Absent: Cohen Recused: None</p>	
<p>9. AGENDA ITEM 18: RECONVENE OPEN SESSION/ REPORT OUT</p>	<p>Open session was reconvened at 8:22pm. Director Fung was present for the closed session, was not present when the open session reconvened, but joined the meeting at 8:24 pm, during Agenda Item 21: CEO Position Profile.</p> <p>During the closed session, the Board approved the Medical Staff Report by a unanimous vote in favor of all members present (Directors Chen, Chiu, Davis, Fung, Miller, Reeder, and Zoglin). Director Cohen was absent.</p>	
<p>10. AGENDA ITEM 19: CONSENT CALENDAR</p>	<p>Director Chiu 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: Appointment of Foundation Board Member; Appointment of Quality, Patient Care, and Patient Experience Committee Member; Appointment of Compliance Committee Member; Letters of Rebuttable Presumption of Reasonableness; FY17 Period 3 Financials; New Main Hospital Lab Upgrades (MV); Medical Office Building Upgrades (LG); Stryker Laparoscopic Platform; Hospitalist Call Coverage Agreement (LG); Annual Board Self-Assessment and Board Chair Assessment Survey Tools; and the Medical Staff Report.</p> <p>Movant: Reeder Second: Miller Ayes: Chen, Chiu, Davis, Miller, Reeder, Zoglin Noes: None Abstentions: None Absent: Cohen, Fung Recused: None</p>	<p><i>Consent calendar approved</i></p>
<p>11. AGENDA ITEM 20: CEO REPORT</p>	<p>Director Zoglin requested that the items marked TBD on the organizational goals be updated. Mick Zdeblick, COO, reported that those data updates are in progress. There were no additional comments on the CEO Report.</p>	
<p>12. AGENDA ITEM 21: CEO POSITION PROFILE</p>	<p>Vice Chair Chiu reported that the Board would not take any action on the CEO Position Profile. In response to Director Zoglin's question Director Chen and staff clarified that the profile will be available to the public.</p>	
<p>13. AGENDA ITEM 22: BOARD COMMENTS</p>	<p>Director Reeder requested updates on the Mountain View campus development projects as construction progresses.</p> <p>Director Zoglin acknowledged the passing of Gerry Besson, MD, one of the founders of El Camino Hospital and its first Chief of Staff.</p>	

14. AGENDA ITEM 23: ADJOURNMENT	Motion: To adjourn at 8:26 pm. Movant: Miller Second: Fung Ayes: Chen, Chiu, Davis, Fung, Miller, Reeder, Zoglin Noes: None Abstentions: None Absent: Cohen Recused: None	Meeting adjourned at 8:26 pm.
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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