



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

Wednesday, September 11, 2024 – 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: 991 6241 0317# 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: In the event that 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 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) 988-3218** 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, Board Chair	Information	5:30 pm
2	CONSIDER APPROVAL FOR AB 2449 REQUESTS	Bob Rebitzer, Board Chair	Possible Motion	5:30 pm
3	POTENTIAL CONFLICT OF INTEREST DISCLOSURES	Bob Rebitzer, Board Chair	Information	5:30 pm
4	PUBLIC COMMUNICATION a. Oral Comments <i>This opportunity is provided for persons 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> 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, Board Chair	Information	5:30 pm
5	RECEIVE VERBAL MEDICAL STAFF REPORT	Steven Xanthopoulos, MD, Chief of Staff, Mountain View	Information	5:30 – 5:40
6	RECESS TO CLOSED SESSION	Bob Rebitzer, Board Chair	Motion Required	5:40 – 5:41
7	CLOSED SESSION CEO REPORT - FY24 Year in Review - Impacts on FY25/27 Strategic Plan <i>Health and Safety Code Section 32106(b) for a report and discussion involving healthcare facility trade secrets</i>	Dan Woods, CEO AJ Reall, VP, Strategy	Discussion	5:41 – 6:20
8	EL CAMINO HEALTH MEDICAL NETWORK SEMI-ANNUAL REPORT <i>Health and Safety Code Section 32106(b) for a report and discussion involving healthcare facility trade secrets</i>	Shahab Dadjou, President of El Camino Health Medical Network	Discussion	6:20 – 6:40

9	APPROVE CREDENTIALING AND PRIVILEGING REPORT <i>Health & Safety Code Section 32155 and Gov't Code Section 54957 Report regarding personnel performance for a report of the Medical Staff; deliberations concerning reports on Medical Staff quality assurance matters.</i>	Mark Adams, MD, CMO	Motion Required	6:40 – 6:45
10	CEO ASSESSMENT RESULTS <i>Report involving Gov't Code Section 54957 for discussion and report on personnel performance matter – Chief Executive Officer</i>	Bob Rebitzer, Board Chair George Ting, MD, District Board Chair Heidi O'Brien, Mercer Rob Kirkpatrick, Mercer	Discussion	6:45 – 7:10
11	EXECUTIVE SESSION <i>Gov't Code Section 54957(b) for discussion and report on personnel performance matters – Senior Management.</i>	Bob Rebitzer, Board Chair	Discussion	7:10 – 7:15
12	JOINT VENTURE FOR PROJECT DEVELOPMENT OF REHABILITATION HOSPITAL <i>Health and Safety Code Section 32106(b) for a report and discussion involving healthcare facility trade secrets</i>	Carlos Bohorquez, CFO	Discussion	7:15 – 7:20
13	FOLLOW UP ON ERM ASSESSMENT SCALE FOR STRATEGIC PLAN <i>Health and Safety Code Section 32106(b) for a report and discussion involving healthcare facility trade secrets</i>	Dan Woods, CEO	Information	7:20 – 7:25
14	RECONVENE TO OPEN SESSION	Bob Rebitzer, Board Chair	Motion Required	7:25 – 7:26
15	CLOSED SESSION REPORT OUT To report any required disclosures regarding permissible actions taken during Closed Session.	Bob Rebitzer, Board Chair	Information	7:26 – 7:27
16	JOINT VENTURE FOR PROJECT DEVELOPMENT OF REHABILITATION HOSPITAL - Approve ECHB Resolution 2024-05	Bob Rebitzer, Board Chair	Motion Required	7:27 – 7:30
17	CONSENT CALENDAR ITEMS: a. Approve Hospital Board Open Session Minutes (08/14/2024) b. Approve Hospital Board Closed Session Minutes (08/14/2024) c. Approve Investment Advisory Firm Update as Reviewed and Recommended for Approval by Investment Committee d. Receive Period 1 Financials e. Receive Quality Committee Report	Bob Rebitzer, Board Chair	Motion Required	7:30 – 7:35
18	CEO REPORT	Dan Woods, Chief Executive Officer	Information	7:35 – 7:40
19	BOARD ANNOUNCEMENTS	Bob Rebitzer, Board Chair	Information	7:40 – 7:45
20	ADJOURNMENT	Bob Rebitzer, Board Chair	Motion Required	7:45

Next Meetings: October 9, 2024; November 20, 2024; December 11, 2024; February 5, 2025; March 12, 2025; April 16, 2025; May 14, 2025; June 18, 2025

**RESOLUTION 2024-05
OF THE BOARD OF DIRECTORS OF
EL CAMINO HOSPITAL**

At a meeting duly called on September 11, 2024, the Board of Directors (the “Board”) of El Camino Hospital, a California nonprofit public benefit corporation (“ECH”), does hereby authorize, consent to, and adopt the following resolutions:

WHEREAS, ECH owns and operates an acute rehabilitation unit (“ARU”) with thirty (30) licenses beds; and

WHEREAS, ECH seeks to expand the number of patients it serves and to update the facilities in which patients are treated; and

WHEREAS, by Resolution 2021-03 dated September 22, 2021, the Board of Directors authorized ECH to enter into an Operating Agreement with IRF Development 52, LLC, a Delaware limited liability company and a wholly-owned subsidiary of Kindred Healthcare Operating, LLC, which is now Lifepoint Health, whereby the parties would form El Camino Health Rehabilitation Institute, LLC as a California limited liability company (the “Company”) for the purposes of operating an inpatient rehabilitation facility consisting of fifty two (52) beds (the “IRF”); and

WHEREAS, ECH desires to enter into an Operating Agreement or other definitive agreement with PMB LLC, or related entities, and other members as may be determined, to form a joint venture for the purposes of acquiring a leasehold interest in the real estate development for the IRF located at 1027 W. El Camino Real, Sunnyvale, California, where the Company will be the Tenant (“Transaction Documents”);

WHEREAS, based upon the presentations made to this Board, and consideration of and deliberation on the benefits and risks to ECH associated with the proposed transaction described above (the “Transaction”), this Board believes the Transaction is in the best interests of ECH, and the communities served by ECH, and desires to approve the execution of each of the Transaction Documents, and the documents and transactions contemplated thereby.

NOW, THEREFORE, BE IT RESOLVED, based on the foregoing recitals and all information made available to the Board regarding material terms of the Transaction Documents, that the Board finds it to be in the best interest of ECH and the communities served by ECH, and hereby approves the effectuation of the Transaction through ECH’s entrance into each of the Transaction Documents, upon the material terms and conditions set forth therein.

RESOLVED FURTHER, that the Transaction and the terms of the Operating Agreement or other definitive agreement, and all transactions contemplated thereunder, are hereby approved.

RESOLVED FURTHER, that all actions taken by the officers, agents, attorneys and employees of ECH in connection with the Transaction are hereby ratified and confirmed.

RESOLVED FURTHER, that this Board authorizes and directs all proper committees, officers, agents, attorneys and employees of ECH to take or cause to be taken any and all such

actions deemed necessary or appropriate to effectuate the Transaction in a manner consistent with the intent of the foregoing resolutions, including, but not limited to: (1) to carry out, or cause to be carried out, all obligations of ECH under the Transaction Documents, including without limitation the execution and delivery of the agreements, certificates, and opinions required by the Transaction Documents; and (2) to perform, or cause to be performed, such other acts as they shall consider necessary or advisable in connection with the Transaction.

RESOLVED FURTHER, that any and all actions previously taken in furtherance of the transactions authorized or contemplated by the foregoing resolutions by any of the officers of ECH be, and hereby are, ratified, approved and confirmed as the true acts and deeds of ECH including, without limiting the foregoing, the execution, delivery, filing and/or recording of any agreements, certificates, filings, affidavits, instruments and other documents as may be or have been necessary or appropriate in order to effectuate the purposes of the foregoing resolutions, and the consummation of the transactions contemplated thereby.

(Signature Page Follows)

IN WITNESS WHEREOF, the Board of Directors of El Camino Hospital has executed and adopted these Resolutions at its meeting duly called and held on September 11, 2024, at which a quorum of the Board was present or represented.

By: _____
Name: _____
Title: _____

DRAFT



**Minutes of the Open Session of the
El Camino Hospital Board of Directors
Wednesday, August 14, 2024**

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

Board Members Present

Bob Rebitzer, Chair
Julia E. Miller, Secretary/Treasurer
Lanhee Chen, JD, PhD
Wayne Doiguchi
Peter Fung, MD
Carol A. Somersille, MD
George O. Ting, MD
Don Watters
John Zoglin

Others Present

Dan Woods, CEO
Mark Adams, MD, CMO
Carlos Bohorquez, CFO
Omar Chughtai, CGO
Shahab Dadjou, President, ECHMN
Theresa Fuentes, CLO
Mark Klein, CC&MO
Tracey Lewis Taylor, COO
Shreyas Mallur, MD, CQO
Andreu Reall, VP of Strategy
Cheryl Reinking, CNO
Diane Wigglesworth,
 Compliance/Privacy Officer

Others Present (cont.)

Tracy Fowler, Director, Governance Services
Gabriel Fernandez, Governance Services Coordinator
Brian Richards, Information Technology

Board Members Absent

Jack Po, MD, Ph.D., Vice-Chair

***via teleconference*

Agenda Item	Comments/Discussion	Approvals/Action
1. CALL TO ORDER/ ROLL CALL	<p>The open session meeting of the Board of Directors of El Camino Hospital (the "Board") was called to order at 5:33 p.m. by Chair Bob Rebitzer. Chair Rebitzer reviewed the logistics for the meeting. Directors Chen, Doiguchi, Fung, Miller, Rebitzer, Somersille, Ting, Watters, and Zoglin were present constituting a quorum. Director Po was absent.</p> <p>Mr. Woods introduced Mark Klein, Chief Communications & Marketing Officer.</p>	<p>The meeting was called to order at 5:33 p.m.</p>
2. AB-2449 – REMOTE PARTICIPATION	<p>No AB-2449 requests were received by the members of the Board.</p>	
3. POTENTIAL CONFLICT OF INTEREST DISCLOSURES	<p>Chair Rebitzer asked the Board if any member had a conflict of interest with any items on the agenda. Director Somersille noted a conflict and would recuse herself for discussion on agenda item number 9.</p>	
4. PUBLIC COMMUNICATION	<p>Chair Rebitzer invited the members of the public to address the Board. No members of the public chose to address the Board during the Public Communication period.</p>	
5. RECEIVE QUALITY COMMITTEE REPORT	<p>Dr. Mallur presented the Quality Committee Report, which consisted of an overview of the FY24 Q4 STEEP dashboard and a follow-up discussion on the mortality index, as requested by the board in the June 12, 2024, meeting. The Board inquired regarding the possibility of tracking inpatient and outpatient mortality metrics to properly assess the totality of the mortality index. Dr. Mallur highlighted that the overall mortality index is higher than in FY 2021. He did note that, on publicly reported data, the Hospital is doing better than the national average, acknowledging that there is room for improvement. Dr. Mallur discussed the significant decrease to zero in General Inpatient Hospice Care (GIP) transitions and opportunities to discharge to hospice when converted to comfort care code status.</p>	<p>Actions:</p> <p><i>Staff to coordinate and present an inpatient v. outpatient analysis of mortality index.</i></p>

<p>6. RECESS TO CLOSED SESSION</p>	<p>Motion: To recess to closed session at 6:05 pm. Movant: Miller Second: Somersille Ayes: Chen, Doiguchi, Fung, Miller, Rebitzer, Somersille, Ting, Watters, Zoglin Noes: None Abstentions: None Absent: Po Recused: None</p>	<p>Recessed to closed session at 6:05 p.m.</p>
<p>7. AGENDA ITEM 12: CLOSED SESSION REPORT OUT</p>	<p>The open session was reconvened at 7:18 p.m. by Chair Rebitzer. Agenda Items 7-11 were addressed in closed session. Mr. Fernandez reported that during the closed session, the Credentialing and Privileges Report was approved by a unanimous vote of all Directors present (Directors Chen, Doiguchi, Fung, Miller, Rebitzer, Somersille, Ting, Watters, Zoglin).</p>	<p>Reconvened Open Session at 7:18 p.m.</p>
<p>8. AGENDA ITEM 13: POLICY UPDATE: COMMITTEE GOVERNANCE POLICY</p>	<p>Ms. Fuentes shared the updates to the policy from the Governance Committee and previous Board discussion. Motion: To approve the Committee Governance Policy. Movant: Watters Second: Chen Ayes: Chen, Doiguchi, Fung, Miller, Rebitzer, Somersille, Ting, Watters, Zoglin Noes: None Abstentions: None Absent: Po Recused: None</p>	<p>Action: Committee Governance Policy was approved.</p>
<p>9. AGENDA ITEM 14: CONSENT CALENDAR</p>	<p>Chair Rebitzer asked if any member of the Board wished to remove an item from the consent calendar for discussion. No items were removed for further discussion. Motion: To approve the consent calendar. Movant: Miller Second: Zoglin Ayes: Chen, Doiguchi, Fung, Miller, Rebitzer, Somersille, Ting, Watters, Zoglin Noes: None Abstentions: None Absent: Po Recused: None</p>	<p>Action: Consent Calendar items were approved. <i>Prior Open Minutes, Prior Closed Minutes, MyCare Access policy, Emergency Department – Patient Disaster Surge Plan (Mountain View), Injury and Illness Prevention Plan (IIPP) – Safety Program Crosswalk, and Score of Service – Care Coordination</i></p>
<p>10. AGENDA ITEM 15: CEO REPORT</p>	<p>Mr. Woods provided a CEO report acknowledging the current financials, multi-disciplinary rounds, SEIU approval, gold star achievement with EPIC, the work of the Chinese Heart Initiative, and the Foundation meeting their FY goal. He congratulated Director Miller on her hard work in securing a \$20K donation to the Foundation.</p>	
<p>11. AGENDA ITEM 16: BOARD ANNOUNCEMENTS</p>	<p>Chair Rebitzer thanked the presenters for their excellent materials.</p>	

12. AGENDA ITEM 17: ADJOURNMENT	Motion: To adjourn at 7:24 pm Movant: Miller Second: Somersille Ayes: Chen, Doiguchi, Fung, Miller, Rebitzer, Somersille, Ting, Watters, Zoglin Noes: None Abstentions: None Absent: Po Recused: None	Meeting adjourned at 7:24 p.m.
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Attest as to the approval of the preceding minutes by the Board of Directors of El Camino Hospital:

John Zoglin, Secretary/Treasurer

Prepared by: Gabriel Fernandez, Governance Services Coordinator
Reviewed by Governance: Tracy Fowler, Director, Governance Services
Reviewed by Legal: Theresa Fuentes, Chief Legal Officer

DRAFT

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

To: El Camino Hospital Board of Directors
From: Carlos A. Bohorquez, Chief Financial Officer
Date: September 11, 2024
Subject: Investment Advisory Firm Recommendation

Recommendation:

The Investment Committee (IC) is requesting Board approval for the selection of Meketa Investment Group (Meketa) as the Investment Advisor for the Surplus Cash and Cash Balance Pension portfolios.

Summary:

1. **Situation:** Following the May 13th IC meeting, management development the following process / timeline to identify and recommend a new Investment Advisory firm:

<u>Action Item</u>	<u>Date</u>
• Identify Firm(s) to Receive RFP	• June 7, 2024
• RFP Issue Date	• June 21, 2024
• Inquiries Deadline	• June 28, 2024
• Proposal Submission Deadline	• July 19, 2024
• Meetings with Management	• Weeks of July 22 nd and 29 th
• Investment Committee Interviews	• August 12, 2024
• Recommendation to Investment Committee	• Week of August 19 th
• Review / Recommendation by Investment Committee	• August 26, 2024
• Review & Approval by ECHB	• September 11, 2024
• Notification of RFP Results	• September 13, 2024

2. **Authority:** Given the value of the assets in the Cash Surplus and Cash Balance Pension portfolios, the recommendation requires ECH Board approval.
3. **Assessment:** Management used the following criteria to evaluate the two finalist firms and make a recommendation the IC:
 - Firm / Team
 - Risk Management Approach / Capabilities & Portfolio Assessment
 - Private Market - Capabilities
 - ECH Fit
 - Trusted Advisor
 - Client References
4. **Recommendation:** Based on the criteria outlined above, management requested that the Investment Committee recommend Board approval for the selection of Meketa as the Investment Advisor for the Surplus Cash and Cash Balance Pension portfolios.

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

To: El Camino Hospital Board of Directors
From: Carlos A. Bohorquez, Chief Financial Officer
Date: September 11, 2024
Subject: Financials: FY2025 - Period 1 (as of 07/31/2024) – Consent Calendar

Purpose:

The Finance Committee is recommending that the Board approve the financial results for FY2025 Period 1.

Executive Summary – Period 1 (July 2024):

Patient activity / volumes remain consistent across the enterprise.

- **Average Daily Census:** 288 which is 11 / 3.8% unfavorable to budget and 18 / 5.8% lower than the same period last year.
- **Adjusted Discharges:** 3,543 which are 6 / 0.2% favorable to budget and 76 / 2.2% higher than the same period last year.
- **Emergency Room Visits:** 6,390 which are 22 / 0.4% unfavorable to budget and 584 / 10.1% higher than the same period last fiscal year.
- **Outpatient Visits / Procedures:** 12,091 which are 1,203 / 11.1% favorable to budget and 1,603 / 15.6% higher than the same period last fiscal year.

Financial performance for Period 1 was favorable to budget and higher than period last fiscal year. This is attributed to better than projected payor mix, strong ED and procedural volumes.

Total Operating Revenue (\$):	\$134.0M is favorable to budget by \$1.6M / 1.2% and \$16.3M / 13.8% higher than the same period last fiscal year.
Operating EBIDA (\$):	\$18.8M is favorable to budget by \$0.8M / 4.7% and \$1.7M / 10.1% higher than the same period last fiscal year.
Net Income (\$):	\$30.8M is favorable to budget by \$18.0M / 141.9% and \$2.5M / 8.7% higher than the same period last fiscal year.
Operating Margin (%):	7.7% (actual) vs. 6.9% (budget)
Operating EBIDA Margin (%):	14.0% (actual) vs. 13.6% (budget)
Net Days in A/R (days):	51.8 days are favorable to budget by 2.2 days / 4.1% and 7.3 days / 12.4% better than the same period last year.

Recommendation:

- Board approve FY2025 - Period 1 financials as recommended by Finance Committee.

FY2025 – Period 1 (July 2024) Financial Results
September 11, 2024

List of Attachments:

- Period 1 FY2025 Financial Report

Suggested Board Discussion Questions:

- None



El Camino Health

Summary of Financial Operations

*Fiscal Year 2025 – Period 1
7/1/2024 to 07/31/2024*

*Please Note: Period 1 results were reviewed / recommended for
Approval by the Finance Committee on August 26, 2024*

Operational / Financial Results: Period 1 – July 2024 (as of 07/31/2024)

(\$ thousands)		Current Year	Budget	Variance to Budget	Performance to Budget	Prior Year	Year over Year change	YoY % Change	Moody's	S&P	Fitch	Performance to Rating Agency Medians
		'Aa3'	'AA'	'AA'								
Activity / Volume	ADC	288	299	(11)	(3.8%)	305	(18)	(5.8%)	---	---	---	---
	Adjusted Discharges	3,543	3,537	6	0.2%	3,467	76	2.2%	---	---	---	---
	OP Visits / OP Procedural Cases	12,091	10,888	1,203	11.1%	10,461	1,630	15.6%	---	---	---	---
	Percent Government (%)	57.5%	58.1%	(0.6%)	(0.9%)	59.8%	(2.3%)	(3.9%)	---	---	---	---
	Gross Charges (\$)	561,898	538,114	23,784	4.4%	483,085	78,813	16.3%	---	---	---	---
Operations	Cost Per CMI AD	20,478	20,032	445	2.2%	19,019	1,459	7.7%	---	---	---	---
	Net Days in A/R	51.8	54.0	(2.2)	(4.1%)	59.1	(7.3)	(12.4%)	48.1	49.7	47.5	
Financial Performance	Net Patient Revenue (\$)	128,476	127,192	1,284	1.0%	112,295	16,181	14.4%	297,558	564,735	---	
	Total Operating Revenue (\$)	134,012	132,434	1,577	1.2%	117,715	16,296	13.8%	389,498	610,593	268,739	
	Operating Margin (\$)	10,357	9,145	1,211	13.2%	8,821	1,535	17.4%	7,400	11,601	8,331	
	Operating EBIDA (\$)	18,804	17,959	845	4.7%	17,078	1,726	10.1%	26,400	39,689	22,574	
	Net Income (\$)	30,755	12,714	18,041	141.9%	28,305	2,450	8.7%	19,085	20,150	15,049	
	Operating Margin (%)	7.7%	6.9%	0.8%	11.9%	7.5%	0.2%	3.1%	1.9%	1.9%	3.1%	
	Operating EBIDA (%)	14.0%	13.6%	0.5%	3.5%	14.5%	(0.5%)	(3.3%)	6.8%	6.5%	8.4%	
	DCOH (days)	271	275	(4)	(1.5%)	266	5	1.9%	258	304	311	

Moody's Medians: Not-for-profit and public healthcare annual report; August 2024. Dollar amounts have been adjusted to reflect monthly averages.

S&P Medians: U.S. Not-For-Profit Health Care Stand-Alone Hospital Median Financial Ratios; August 2024. Dollar amounts have been adjusted to reflect monthly averages.

Fitch Ratings: U.S. Not-For-Profit Health Care Stand-Alone Hospital Median Financial Ratios; August 2024. Dollar amounts have been adjusted to reflect monthly averages.

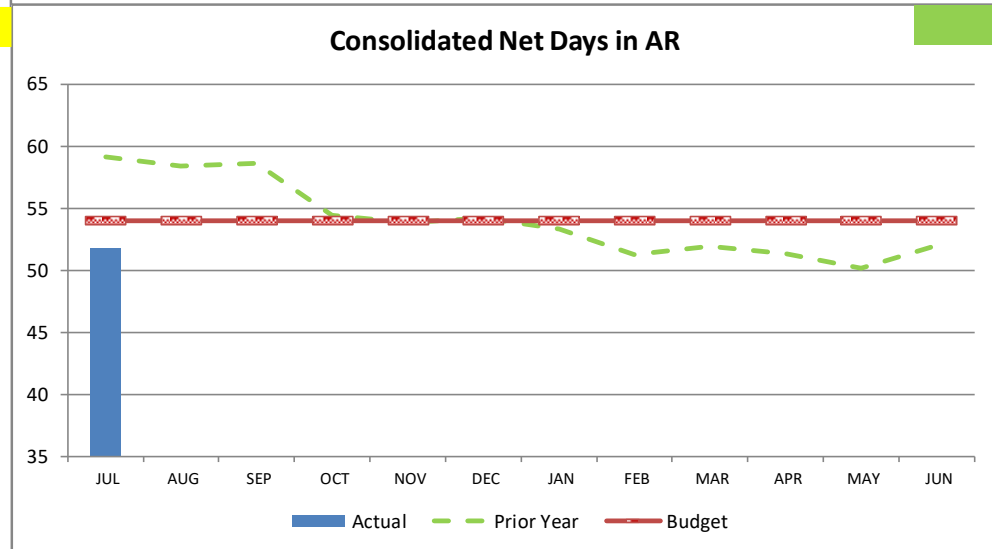
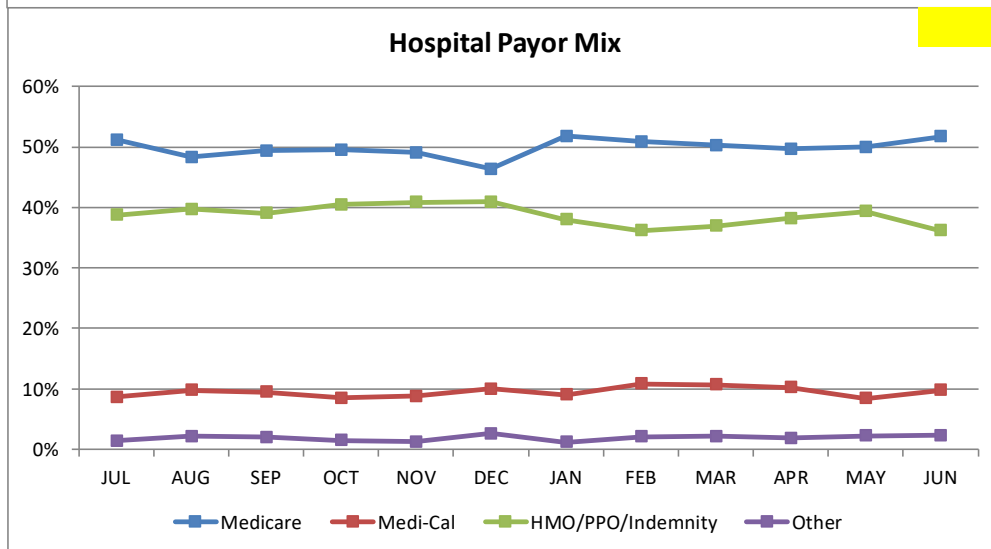
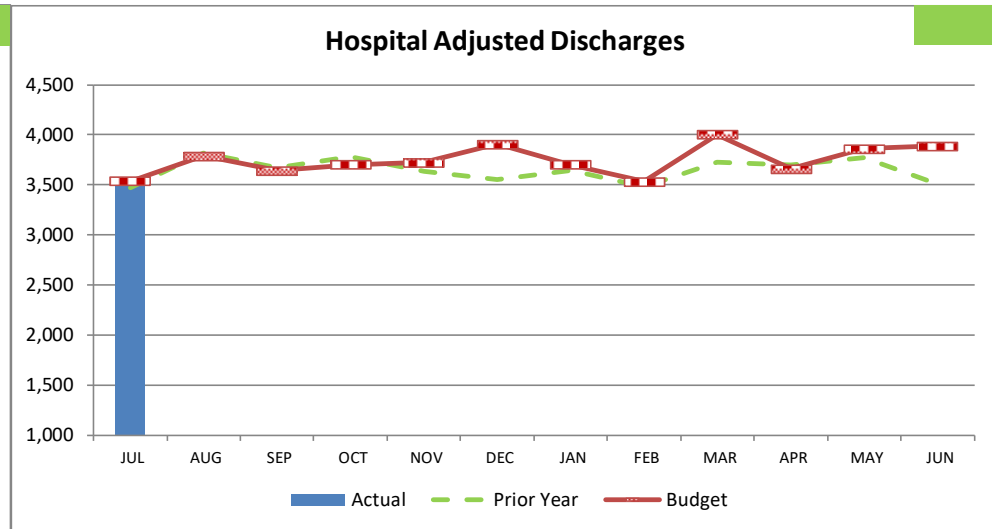
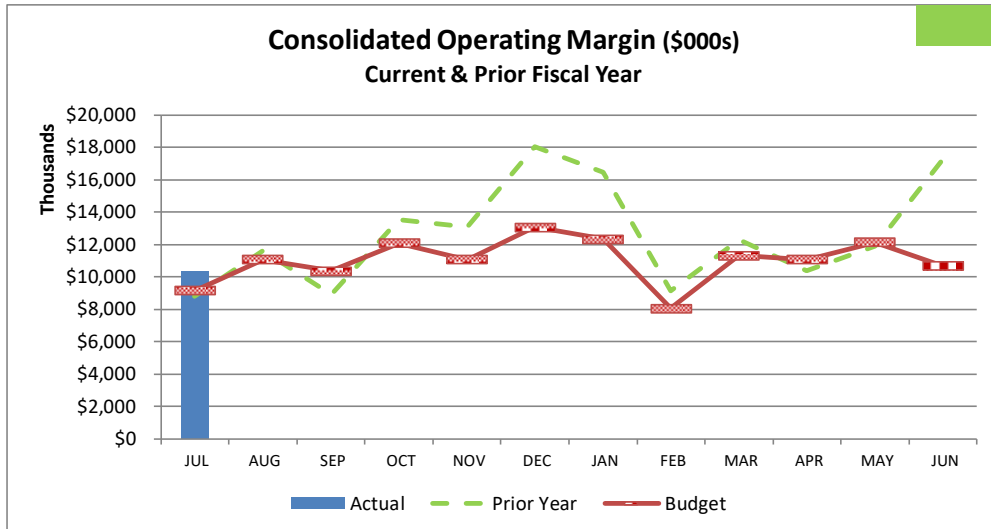
Notes: DCOH total includes cash, short-term and long-term investments.

OP Visits / Procedural Cases includes Covid Vaccinations / Testing.



Unfavorable Variance < 3.49%
Unfavorable Variance 3.50% - 6.49%
Unfavorable Variance > 6.50%

YTD FY2025 Financial KPIs – Monthly Trends



Period 1 and YTD Operating Income, Non-Operating Income and Net Income by Affiliate (as of 07/31/2024)

(\$000s)

	Period 1- Month			Period 1- FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
El Camino Hospital Operating Margin						
Mountain View	7,698	9,728	(2,030)	7,698	9,728	(2,030)
Los Gatos	5,187	2,864	2,324	5,187	2,864	2,324
Sub Total - El Camino Hospital, excl. Affiliates	12,885	12,592	294	12,885	12,592	294
Operating Margin %	10.3%	10.2%		10.3%	10.2%	
El Camino Hospital Non Operating Income						
Sub Total - Non Operating Income	19,257	3,287	15,970	19,257	3,287	15,970
El Camino Hospital Net Margin	32,142	15,879	16,263	32,142	15,879	16,263
ECH Net Margin %	25.8%	12.8%		25.8%	12.8%	
Concern	477	118	359	477	118	359
Foundation	545	(64)	609	545	(64)	609
El Camino Health Medical Network	(2,409)	(3,219)	810	(2,409)	(3,219)	810
Net Margin Hospital Affiliates	(1,387)	(3,165)	1,778	(1,387)	(3,165)	1,778
Total Net Margin Hospital & Affiliates	30,755	12,714	18,041	30,755	12,714	18,041

Consolidated Balance Sheet (as of 07/31/2024)

(\$000s)

ASSETS	Unaudited		LIABILITIES AND FUND BALANCE	Unaudited	
	July 31, 2024	June 30, 2024		July 31, 2024	June 30, 2024
CURRENT ASSETS			CURRENT LIABILITIES		
Cash	221,231	202,980	Accounts Payable	74,529	71,017
Short Term Investments	105,854	100,316	Salaries and Related Liabilities	40,881	35,693
Patient Accounts Receivable, net	211,687	211,960	Accrued PTO	38,937	38,634
Other Accounts and Notes Receivable	25,208	25,065	Worker's Comp Reserve	2,300	2,300
Intercompany Receivables	21,467	17,770	Third Party Settlements	14,075	13,419
Inventories and Prepaids	51,218	55,556	Intercompany Payables	13,850	13,907
Total Current Assets	636,664	613,647	Malpractice Reserves	1,830	1,830
			Bonds Payable - Current	10,820	10,820
BOARD DESIGNATED ASSETS			Bond Interest Payable	-	7,673
Foundation Board Designated	23,691	23,309	Other Liabilities	14,962	12,261
Plant & Equipment Fund	511,177	503,081	Total Current Liabilities	212,184	207,554
Women's Hospital Expansion	31,857	31,740			
Operational Reserve Fund	210,693	210,693	LONG TERM LIABILITIES		
Community Benefit Fund	15,307	17,561	Post Retirement Benefits	22,828	22,737
Workers Compensation Reserve Fund	12,811	12,811	Worker's Comp Reserve	12,811	12,811
Postretirement Health/Life Reserve Fund	22,737	22,737	Other L/T Obligation (Asbestos)	27,681	27,707
PTO Liability Fund	37,646	37,646	Bond Payable	439,497	441,105
Malpractice Reserve Fund	1,713	1,713	Total Long Term Liabilities	502,817	504,360
Catastrophic Reserves Fund	46,026	33,030			
Total Board Designated Assets	913,658	894,322	DEFERRED REVENUE-UNRESTRICTED	1,526	1,038
			DEFERRED INFLOW OF RESOURCES	92,261	92,261
FUNDS HELD BY TRUSTEE	18	18	FUND BALANCE/CAPITAL ACCOUNTS		
			Unrestricted	2,767,730	2,731,120
LONG TERM INVESTMENTS	664,575	665,759	Minority Interest	(1,159)	(1,114)
			Board Designated	214,178	216,378
CHARITABLE GIFT ANNUITY INVESTMENTS	983	965	Restricted	49,546	44,616
			Total Fund Bal & Capital Accts	3,030,295	2,991,001
INVESTMENTS IN AFFILIATES	35,951	36,663	TOTAL LIABILITIES AND FUND BALANCE	3,839,082	3,796,213
PROPERTY AND EQUIPMENT					
Fixed Assets at Cost	2,018,376	2,016,992			
Less: Accumulated Depreciation	(882,136)	(874,767)			
Construction in Progress	179,376	173,449			
Property, Plant & Equipment - Net	1,315,616	1,315,675			
DEFERRED OUTFLOWS	46,078	41,550			
RESTRICTED ASSETS	32,075	32,166			
OTHER ASSETS	193,462	195,447			
TOTAL ASSETS	3,839,082	3,796,213			

**El Camino Health Board of Directors
Quality, Patient Care, and Patient Experience Committee Memo**

To: El Camino Hospital Board of Directors
From: Shreyas Mallur, MD, Chief Quality Officer
Carol Somersille, MD, Committee Chair
Date: September 11, 2024
Subject: ECH Quality, Patient Care, and Patient Experience Committee Meeting (Quality Committee) Report

Purpose and Authority:

The governing board of El Camino Hospital is responsible for oversight of the quality and safety of the care provided to El Camino Health patients. The Quality, Patient Care, and Patient Experience Committee has the delegated authority to oversee the Quality, Experience, and Safety programs through a review of the quality of care we deliver and the implementation of specific improvement activities and projects on an ongoing basis for all services provided by the hospital, while considering the scope and complexity of those services and the patient populations we serve.

Summary:

The Quality Committee met on September 3, 2024, and addressed several key items and updates:

Dr. Somersille, the Quality Committee Chair, called the meeting to order. Changes were suggested to the minutes of the previous meeting. Under the consent calendar items, discussion was held on the organizational chart as regards El Camino Health and its affiliates.

Christine Cunningham, Chief Experience Officer, gave a comprehensive update on the patient experience initiatives at El Camino Health for FY24 and outlined the plans for FY25. We exceeded our Likelihood to Recommend (LTR) targets across the enterprise in our key service areas and exceeded our target in our key service areas of Inpatient, Mother/Baby, and the Emergency Department. She highlighted the use of patient and family feedback to identify improvement opportunities and celebrate successes. Key strategies include nurse leader rounding, real-time surveys, and leveraging online reviews. For FY25, the focus will be on continuous improvement, staff communication training, and expanding patient satisfaction surveys, with the goal of exceeding the top quartile in patient experience metrics. Dr. Somersille enquired about the comparison of El Camino Health's patient experience scores with other Bay Area Health systems. Since not all the health systems use the same vendor, exact data was not available, however El Camino Health's percentile ranking was in the high 80's.

Dr. Mallur facilitated a review of FY2024 performance and changes to the FY 2025 dashboard. He highlighted that prevention of Surgical Site Infections was a high priority for the organization. He informed the committee of actions being taken both short and long term to decrease the incidence of Surgical Site infections.

Dr. Mark Adams, Chief Medical Officer, shared the findings from the Culture of Safety Survey. The survey, taken by our dedicated employees and medical staff, offers critical insights into our organization's safety culture. Further, the Committee favorably reviewed and approved the credentialing and privileges process and report, as put forth by Dr. Mark Adams. Dr. Somersille enquired about the process of reporting major improvement opportunities for the medical staff members. Dr. Adams clarified that these would be reported at their two-year reappointment cycle.

Sheetal Shah, Sr. Director of Risk Management and Patient Safety, presented the annual patient safety report, shedding light on the year's notable developments. The Root Cause Analysis trends were reported, and discussion ensued on some of the RCA trends noted during the year.

EL CAMINO HOSPITAL BOARD OF DIRECTORS CEO REPORT | SEPTEMBER 11, 2024

FINANCE:

- **FY2025 Period 1 – July 2024**
 - **Total Operating Revenue:** \$134.0M
 - \$1.6M / 1.2% vs. budget
 - **Operating EBIDA:** \$18.8M
 - \$0.8M / 4.7% vs. budget
 - **Net Income:** \$30.8M
 - \$18.0M / 141.9% vs. budget

HUMAN RESOURCES: El Camino Health has been recognized in the 2024 list of **Healthiest Employers in Northern California**. We were ranked 9th among 11 midsize 1,500 to 5,000 employee organizations. The awards program honors people-first organizations that prioritize the well-being of their employee population

INFORMATION SERVICES: At the Epic User Group Meeting, ECH was identified as **Leader within the Epic Healthcare Organizations** for demonstrating “Value from Analytics” to improve patient care. To protect ECH against cyber threats, all email messages sent to ECH has a new **Domain-based Message Authentication, Reporting and Conformance (DMARC)** security feature enabled, which blocks emails that impersonate other companies

FOUNDATION: In July, El Camino Health Foundation **secured ~\$5.1M in donations, which is 68% of the \$7.7M goal for FY25**. In July, the Foundation received a \$5 million gift from an anonymous donor to support the cancer program in gratitude for care received. In August, the Foundation received a gift from longtime board member and former board chair Pauline Nist to establish the **Pauline and Ken Nist Critical Care Endowment** in memory of her beloved husband Ken. The Endowment will be directed towards ensuring staff development and well-being

MARKETING + COMMUNICATION: El Camino Health has entered a 5-year agreement with San José State University as the **Official Healthcare Partner of San José State Athletics**. Our presence will be highlighted across SJSU’s athletic venues. We believe this partnership will ultimately raise El Camino Health’s profile throughout the South Bay and beyond while supporting our growth objectives

CORPORATE HEALTH: Concern is working with Santa Clara County leaders (~25,000 employees) to **expand the visibility of our physician, counselors and coaching services**. The Chinese Health Initiative recently partnered with Santa Clara County Behavioral Health to offer emotional well-being seminars to the Chinese Community

AUXILIARY: The Auxiliary donated **3,601 volunteer hours** for the month of July