

AGENDA
QUALITY, PATIENT CARE, AND PATIENT EXPERIENCE COMMITTEE
OF THE EL CAMINO HEALTH BOARD OF DIRECTORS

Monday, December 2, 2024 – 5:30 pm

El Camino Health | 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: 954 7027 5192 # No participant code. Just press #.**

To watch the meeting, please visit: [Quality Committee Meeting Link](#)

Please note that the live stream 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 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/ROLL CALL	Carol Somersille, MD Quality Committee Chair		5:30 pm
2.	CONSIDER APPROVAL FOR AB 2449 REQUESTS	Carol Somersille, MD Quality Committee Chair	Possible Motion	5:30 pm
3.	POTENTIAL CONFLICT OF INTEREST DISCLOSURES	Carol Somersille, MD Quality Committee 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 Quality Committee 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>	Carol Somersille, MD Quality Committee Chair	Information	5:30 pm
5.	CONSENT CALENDAR ITEMS a. Approve Minutes of the Open Session of the Quality Committee Meeting (11/04/2024) b. FY25 Pacing Plan c. FY25 Committee Goals	Carol Somersille, MD Quality Committee Chair	Motion Required	5:30 – 5:40
6.	RECESS TO CLOSED SESSION	Carol Somersille, MD Quality Committee Chair	Motion Required	5:40 – 5:41
7.	QUALITY COUNCIL MINUTES a. Quality Council Minutes (11/06/2024) <i>Health and Safety Code section 32155 – Deliberations concerning reports on Medical Staff Quality Assurance committee</i>	Carol Somersille, MD Quality Committee Chair	Information	5:41 – 5:46

	AGENDA ITEM	PRESENTED BY	ACTION	ESTIMATED TIMES
8.	APPROVE MINUTES OF THE CLOSED SESSION OF THE EL CAMINO HOSPITAL QUALITY COMMITTEE (11/04/2024) <i>Report involving Gov't Code Section 54957.2 for closed session minutes.</i>	Carol Somersille, MD Quality Committee Chair	Motion Required	5:46 – 5:51
9.	RECOMMEND FOR APPROVAL CREDENTIALING AND PRIVILEGES REPORT <i>Health and Safety Code Section 32155 and Gov't Code Section 54957 – Deliberations concerning reports on Medical Staff quality assurance committee and report regarding personnel performance of the Medical Staff</i>	Mark Adams, MD, Chief Medical Officer	Motion Required	5:51 – 6:01
10.	VERBAL SERIOUS SAFETY EVENT REPORT <i>Health and Safety Code section 32155 – Deliberations concerning reports on Medical Staff Quality Assurance committee</i>	Shreyas Mallur, MD, Chief Quality Officer	Discussion	6:01 – 6:06
11.	RECONVENE TO OPEN SESSION	Carol Somersille, MD Quality Committee Chair	Motion Required	6:06 – 6:07
12.	CLOSED SESSION REPORT OUT To report any required disclosures regarding permissible actions taken during Closed Session.	Carol Somersille, MD Quality Committee Chair	Information	6:07 – 6:08
13.	<u>PATIENT STORY</u>	Cheryl Reinking, DNP, RN NEA-BC, Chief Nursing Officer	Discussion	6:08– 6:18
14.	COMMITTEE RECRUITMENT UPDATE	Krutica Sharma, MD Quality Committee Member / Ad-Hoc Committee Chair	Information	6:18 – 6:23
15.	<u>HEALTH EQUITY REPORT</u>	Shreyas Mallur, MD, Chief Quality Officer	Discussion	6:23 – 6:38
16.	<u>PSI REPORT</u>	Lyn Garrett, Senior Director, Quality	Discussion	6:38 – 6:48
17.	<u>ARTIFICIAL INTELLIGENCE REPORT</u>	Deb Muro, Chief Information Officer	Discussion	6:48 – 7:08
18.	<u>COMMITTEE SURVEY RESULTS</u>	Carol Somersille, MD Quality Committee Chair	Discussion	7:08 – 7:23
19.	<u>QUALITY COMMITTEE CHARTER</u> a. Approve Quality Committee Charter	Carol Somersille, MD Quality Committee Chair	Motion Required	7:23 – 7:33
20.	COMMITTEE ANNOUNCEMENTS	Carol Somersille, MD Quality Committee Chair	Information	7:33 – 7:39
21.	ADJOURNMENT	Carol Somersille, MD Quality Committee Chair	Motion Required	7:39 – 7:40

Next Meetings: February 3, 2025, March 3, 2025, May 5, 2025, June 2, 2025



**Minutes of the Open Session of the
Quality, Patient Care, and Patient Experience Committee
of the El Camino Health Board of Directors**

Monday, November 4, 2024

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

Members Present

Carol Somersille, MD, Chair
Melora Simon, Vice Chair **
Pancho Chang
Jack Po, MD
Krutica Sharma, MD (at 5:33)
Steven Xanthopoulos, MD
John Zoglin

Members Absent

Shahram Gholami, MD

Others Present

Mark Adams, MD, CMO
Christine Cunningham, Chief
Experience and Performance
Improvement Officer
Theresa Fuentes, CLO
Ken King, CASO
Shreyas Mallur, MD, CQO
Lyn Garrett, Senior Director, Quality
Peter Goll, CAO, ECHMN
Jaideep Iyengar, MD, ECHMN
Kirstan Smith, BSN, Director of
Clinical Quality, ECHMN
Gabriel Fernandez, Coordinator,
Governance Services

**via teleconference

Agenda Item	Comments/Discussion	Approvals/ Action
1. CALL TO ORDER/ ROLL CALL	The open session meeting of the Quality, Patient Care, and Patient Experience Committee of El Camino Health (the "Committee") was called to order at 5:32 p.m. by Chair Carol Somersille. A verbal roll call was taken. A quorum was present. Dr. Shahram Gholami and Dr. Krutica Sharma were absent at roll call. Dr. Sharma joined the meeting at 5:33 p.m.	Call to order at 5:32 p.m.
2. CONSIDER APPROVAL FOR AB 2449 REQUESTS	No members of the Quality Committee requested Emergency AB-2449 approval. Ms. Melora Simon attended via teleconference under Just Cause and confirmed that no one over the age of 18 was in the room.	
3. POTENTIAL CONFLICT OF INTEREST DISCLOSURES	Chair Somersille asked if any Committee members had a conflict of interest with any of the items on the agenda. No conflicts were reported.	
4. PUBLIC COMMUNICATION	There were no comments from the members of the public.	
5. CONSENT CALENDAR	<p>Chair Somersille asked if any Committee member would like to pull an item from the consent calendar. Consent Calendar Items (c) CDI Dashboard and (d) Core Measures were pulled for further discussion.</p> <p>Regarding item (c), the Committee inquired about the goal-setting methodology for the metrics within the dashboard and continued to ask whether benchmarks were available for comparing inpatient vs. outpatient care. Staff shared that the metrics provided are for the Hospital directly under the hospital license but not for the outpatient clinics. Staff shared that there are no national benchmarks to compare to outside of what is reported by other organizations.</p>	<p>Consent Calendar Approved</p> <p>Consent Calendar items C & D Approved.</p>

Regarding item (d), the Committee noted a clerical issue on the Dashboard regarding metric PC-05, which staff agreed to correct on the dashboard. The Committee inquired regarding metric PC-02 (Cesarean Births), whether the unblinded data of the OBs is distributed to RNs, or whether it is the data of the department that's distributed to RNs. The Committee expressed that to have a culture of collaboration, it would be worrying if the data was unblinded. Staff shared that the data is blinded but would confirm and report back to the Committee.

Motion: To approve the consent calendar except items (c) CDI Dashboard and (d) Core Measures

Approval: (a) Minutes of the Open Session of the Quality Committee Meeting (09/03/2024)

Received: (b) FY25 Pacing Plan

Movant: Chang

Second: Po

Ayes: Somersille, Chang, Po, Sharma, Simon, Xanthopoulos, Zoglin

Noes: None

Abstain: None

Absent: Gholami

Recused: None

Motion: To approve consent calendar items (c) CDI Dashboard and (d) Core Measures

Received: (c) CDI Dashboard and (d) Core Measures

Movant: Sharma

Second: Zoglin

Ayes: Somersille, Chang, Po, Sharma, Simon, Xanthopoulos, Zoglin

Noes: None

Abstain: None

Absent: Gholami

Recused: None

<p>6. COMMUNITY MEMBER RECRUITMENT – AD HOC COMMITTEE</p>	<p>Chair Somersille discussed the process of establishing an Ad Hoc Committee for Community Member Recruitment. Chair Somersille discussed a recurrent comment from the Committee Survey results was a desire to see community member representation on the Committee.</p> <p>Motion: To approve resolution 2024-01, establishing an Ad Hoc Advisory Committee for Committee recruitment, with Dr. Krutica Sharma as the Chair and Dr. Carol Somersille and Ms. Melora Simon serving as Committee Members to the Ad Hoc Committee</p> <p>Movant: Po Second: Chang Ayes: Somersille, Chang, Po, Sharma, Simon, Xanthopoulos, Zoglin Noes: None Abstain: None Absent: Gholami Recused: None</p>	<p>Resolution 2024-01 Approved</p> <p><i>Dr. Krutica Sharma Appointed as Chair of the Ad Hoc Committee</i></p> <p><i>Dr. Carol Somersille Appointed as a Committee Member of the Ad Hoc Committee</i></p> <p><i>Ms. Melora Simon Appointed as a Committee Member of the Ad Hoc Committee</i></p>
<p>7. COMMITTEE EXPERTISE REPORT</p>	<p>Dr. Sharma provided the Committee Expertise report on Corporate Integrity Agreements (CIAs) in Healthcare, focusing on Quality-of-Care CIAs. Dr. Sharma provided an overview of CIAs and what would cause them to be used. Dr. Sharma continued to discuss the rarity of Quality-of-Care CIAs and the common elements they contain.</p>	
<p>8. PATIENT STORY</p>	<p>Dr. Mallur presented the Patient Story. Dr. Mallur shared that the patient’s post-acute provider did not receive the accurate medication list from the hospital when the patient was transferred to a skilled nursing facility. Dr. Mallur shared that the skilled nursing facilities have been granted ‘read-only’ access to the Hospital’s electronic health record for the individual patients that are transferred to their facilities. Dr. Mallur shared that the skilled nursing facilities are also now able to message within the HIPPPA-compliant secure chat, allowing for direct discussion with the discharging hospitalists.</p>	
<p>9. SAFETY REPORT ON THE ENVIRONMENT OF CARE</p>	<p>Mr. King presented the Annual Safety Report for the Environment of Care for FY24 and highlighted the following:</p> <ul style="list-style-type: none"> • Employee Safety: The rate of OSHA Recordable Injuries decreased 15% in 2023, however they have increased 35% in 2024. The lost work time rate decreased 50% in 2023 but increased 17% in 2024. These rate increases from the prior year were due to an increased number of Patient Lift Transfer Injuries, and Bloodborne Pathogen Exposures. 	

	<ul style="list-style-type: none"> • Security: The number of OSHA reportable Workplace Violence incidents increased by 45% from the prior year, with a total of 45 WPV incidents in 2024. • Hazardous Materials: There were no Reportable Hazardous Material Incidents or Wastewater Discharge violations. • Fire Safety: There were no Fire Incidents at any El Camino Health facilities in FY24. • Medical Equipment: The planned maintenance for high-risk medical equipment was maintained at a 99.42% completion rate, a slight improvement over the prior year. • Utilities: There were four PG&E electrical power outages during FY-24, two in Los Gatos and two in Mountain View. This is a reduction from the prior year, which had nine power outages. • Emergency Management: There were no incidents during FY-24 that prompted the activation of the Command Center and activation of the HICS (Hospital Incident Command System) protocols. <p>Motion: To approve the Annual Safety Report for the Environment of Care</p> <p>Movant: Chang Second: Po Ayes: Somersille, Chang, Po, Sharma, Simon, Xanthopoulos, Zoglin Noes: None Abstain: None Absent: Gholami Recused: None</p>	
<p>10. Q1 FY25 STEEEP DASHBOARD REVIEW / FY25 ENTERPRISE QUALITY DASHBOARD</p>	<p>Dr. Mallur provided the Q1 FY25 STEEEP Dashboard Review / FY25 Enterprise Quality Dashboard on quality, safety, and experience measure performance through September 2024. Dr. Mallur highlighted the following metrics within the dashboards:</p> <ul style="list-style-type: none"> • C. Difficile Infection: There have been 6 (2 cases per month) Hospital Acquired C.Diff infections in Q1 FY2025. • Catheter Associated Urinary Tract Infection (CAUTI): There have been three CAUTI in Q1 FY2025 with a goal to have less than ten for the fiscal year. • Central Line Associated Blood Stream Infection (CLABSI): The rate of CLABSI for the end of Q1 FY2025 year to date (0.0) is favorable to target (0.42 cases per month). • 30 Day Readmission Observed Rate: Performance through Q1 FY2025 (8.3%) is favorable to target • Risk Adjusted Mortality Index: Performance for Q1 FY25 (0.88) is favorable to target (1.00). 	

	<ul style="list-style-type: none"> • Sepsis Mortality Index: Performance for Q1 FY2025 (1.06) is unfavorable to target (1.00). • Median Time from ED Arrival to ED Departure (Enterprise): The current FY25 Q1 performance (151 minutes) is favorable to the target of < 160 minutes. 	
<p>11. EL CAMINO HEALTH MEDICAL NETWORK REPORT</p>	<p>Dr. Iyengar, Mr. Goll, and Ms. Smith started by providing overviews of their experience and roles with El Camino Health Medical Network.</p> <p>Ms. Smith presented the year-over-year trends for the ECHMN Quality metrics. Ms. Smith shared that of the 10 core measures, there are 7 of them to being met. Ms. Smith continued to share that the Medical Network is within 1% of the target for the remaining measures. Ms. Smith shared the four Core Quality Measures not being met and the steps being taken to bring them to target. Mr. Goll continued to share the Quality Initiative Action Plans for calendar year 2024, consisting of the Hypertension Clinical Protocol Committee, the Annual wellness Visit Campaign, ongoing monthly meetings to review the Quality Assurance Performance Improvement plans, and frequent reviews of physicians performance with provided training as needed.</p>	
<p>12. RECESS TO CLOSED SESSION</p>	<p>Motion: To recess to closed session at 7:17 pm</p> <p>Movant: Chang</p> <p>Second: Po</p> <p>Ayes: Somersille, Chang, Po, Sharma, Simon, Xanthopoulos, Zoglin</p> <p>Noes: None</p> <p>Abstain: None</p> <p>Absent: Gholami</p> <p>Recused: None</p>	<p><i>Recessed to Closed Session at 7:17 PM</i></p>
<p>13. AGENDA ITEM 19: CLOSED SESSION REPORT OUT</p>	<p>During the closed session, the Quality Committee unanimously approved the recommendation of the Credentialing and Privileges Report for approval by the El Camino Hospital Board of Directors and the Closed Session Minutes of the September 3rd, 2024 meeting.</p>	<p><i>Reconvened Open Session at 7:33 PM</i></p>
<p>14. AGENDA ITEM 20: COMMITTEE ANNOUNCEMENTS</p>	<p>The Committee did not have any announcements.</p>	

15. AGENDA ITEM 21: ADJOURNMENT	Motion: To adjourn at 7:39 p.m. Movant: Sharma Second: Po Ayes: Somersille, Chang, Po, Sharma, Simon, Xanthopoulos, Zoglin Noes: None Abstain: None Absent: Gholami Recused: None	Adjourned at 7:39 PM.
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Attest as to the approval of the preceding minutes by the Quality, Patient Care, and Patient Experience Committee of El Camino Hospital:

Gabriel Fernandez, Governance Services Coordinator

Prepared by: Gabriel Fernandez, Governance Services Coordinator
Reviewed by: Carol Somersille, MD, Quality Committee Chair; Theresa Fuentes, Chief Legal Officer; Tracy Fowler, Director of Governance Services

**Quality, Patient Care, and Patient Experience Committee
FY25 Pacing Plan**

AGENDA ITEM	Q1			Q2			Q3			Q4		
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
STANDING AGENDA ITEMS												
Consent Calendar ¹		✓	✓		✓	✓		✓	✓		✓	✓
Verbal Committee Member Expertise Sharing or Chair's Report		✓	✓		✓	✓		✓	✓		✓	✓
Patient Experience Story		✓	✓		✓	✓		✓	✓		✓	✓
Serious Safety Event (as needed)		✓	✓		✓	✓		✓	✓		✓	✓
Recommend Credentialing and Privileges Report		✓	✓		✓	✓		✓	✓		✓	✓
Quality Council Minutes		✓	✓		✓	✓		✓	✓		✓	✓
SPECIAL AGENDA ITEMS – OTHER REPORTS												
Quality & Safety Review of reportable events		✓			✓			✓			✓	
Quarterly Board Level Enterprise/ STEEEP Dashboard Review		✓			✓			✓			✓	
El Camino Health Medical Network Report		✓			✓			✓			✓	
Committee Self-Assessment Results Review												✓
Annual Patient Safety Report			✓									
Annual Culture of Safety Survey Report			✓									
Patient Experience Report			✓						✓			
Health Equity Report						✓						✓
Recommend Safety Report for the Environment of Care					✓							
PSI Report						✓						
Value-Based Purchasing Report									✓			
Recommend Quality Improvement & Patient Safety Plan (QIPS)								✓				
Refresh Quality/Experience Dashboard measures for FY26												✓
Artificial Intelligence Report						✓						
COMMITTEE/ORGANIZATIONAL GOALS/CALENDAR												
Propose Committee Goals									✓			
Recommend Committee Goals											✓	
Propose FY Committee Meeting dates									✓			
Recommend FY Committee Meeting dates											✓	
Propose Organization Goals									✓			
Recommend Organization Goals											✓	
Propose Pacing Plan									✓			
Recommend Pacing Plan											✓	
Review & Revise Charter									✓			
Recommend Charter											✓	

1: Includes Approval of Minutes (Open & Closed), Progress Against FY Committee Goals (Quarterly), Current FY Pacing Plan (Quarterly), CDI Dashboard (November), Core Measures (Semi-Annual), Leapfrog (June)



FY25 COMMITTEE GOALS

Quality, Patient Care, and Patient Experience Committee

PURPOSE

The purpose of the Quality, Patient Care, and Patient Experience Committee (“Quality Committee” or the “Committee”) is to advise and assist the El Camino Hospital Board of Directors (“**Board**”) to monitor and support the quality and safety of care provided at El Camino Health (“ECH”). The Committee will utilize the Institute of Medicine’s framework for measuring and improving quality care in these five domains: **safe, timely, effective, efficient, equitable, and person-centered** (STEEEP).

STAFF: Shreyas Mallur, MD, Chief Quality Officer (Executive Sponsor)

The CQO and Senior Director of Quality shall serve as the primary staff to support the Committee and are responsible for drafting the Committee meeting agenda for the Committee Chair’s consideration. Additional clinical representatives and members of the Executive Team may participate in the meetings upon the recommendation of the Executive Sponsor and at the discretion of the Committee Chair. These may include: Chiefs/Vice Chiefs of the Medical Staff, physicians, nurses, and members from the community advisory councils, or the community at-large.

GOALS	TIMELINE	METRICS
1. Ensure the metrics included on the Quality Committee dashboards are in alignment with the El Camino Hospital Board strategic plan.	Q4FY24 review and update which measures to include on the FY25 Quality Dashboards.	Quality and experience performance measures aligned with the STEEEP domains of; safe, timely, effective, efficient, equitable, and person-centered.
2. Monitor Quality, Patient Care, and Patient Experience performance in accordance with the pacing plan to track progress towards achieving targets.	Q4FY24 review FY25 Incentive Goal recommendations for Quality, Safety, and Patient Experience pillars.	Performance measures on the Quality Dashboards. <ul style="list-style-type: none"> ▪ Monthly Quality Dashboard ▪ Quarterly Board Level Quality Dashboard
3. Identify and reduce health care disparities for ECH patients.	Biannual report to Quality Committee FY25.	Monitor the effectiveness of ECH activities to reduce healthcare disparities through review of the biannual “health equity report”.
4. Foster a culture of collaboration, transparency, and continuous improvement within the Quality Committee.	Fiscal Year 2025	<ul style="list-style-type: none"> • Attend a minimum of 6 meetings in person. • Actively participate in discussions at each meeting. • Review of annual committee self-assessment results
5. Committee members participate in ongoing training and development to deepen their knowledge of quality, patient care, and patient experience topics.	Fiscal Year 2025	Attend a conference and/or session with a subject matter expert. <ul style="list-style-type: none"> • Verbal/Written report of key learnings to the Quality Committee.

Chair: Carol Somersille, MD

Executive Sponsor: Shreyas Mallur, MD, Chief Quality Officer

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

To: Quality Committee of the Board of Directors, El Camino Health
From: Cheryl Reinking, DNP, RN, NEA-BC
Date: November 25, 2024
Subject: Patient Experience feedback --- Daisy Award Nominations

Purpose: To provide the Committee with written patient feedback that is received from patients or families.

Summary:

1. **Situation:** Each month, El Camino Health nurses receive many nominations for the Daisy Award. This award program was started over 20 years ago by the Barnes Family, who were so grateful for the nursing care their son received during his final days. They started The Barnes Foundation and created the Daisy Award program. Since that time, the program has become an international award program that provides meaningful recognition using the Daisy Award program requirements. ECH has awarded Daisy awards for 5 years. Each month, nominations are collected from patients and families that are left in Daisy Award boxes in the nursing units. Often, there are more than 70 nominations. In honor of the holiday season, we are sharing this past month's nominations, which should bring joy.
2. **Authority:** To provide insight into one patient's experience and the gratitude patients and families have for the ECH nursing staff.
3. **Background:** The Daisy program has been in place since 2019. Each month, a nominee is selected by a group of peers to receive an award.
4. **Assessment:** These nominations are anonymously provided to a committee of peers, who use a rubric to score them. A winner is selected from the highest-scoring nomination. Each month, a celebration occurs in which the recipient receives a "surprise" visit from the CNO, leaders, and staff to their unit, where the award is given using the designated Daisy-required celebration standards.
5. **Other Reviews:** None
6. **Outcomes:** The program is meant to provide meaningful recognition to the nursing staff. This program promotes staff engagement and excellence in nursing care.
7. **List of Attachments:** See nominations.

Suggested Committee Discussion Questions:

1. How are Daisy nominees notified they were nominated?
2. What does the Daisy Award winner receive during the award ceremony and thereafter?

November DAISY Nominations

1. On my first night I was in extreme back pain. Strongest med was Tylenol due to other conditions. My only other relief is a heating pad. At night there was absolutely none available. To remedy the situation, XXXX thought outside of the box and devised a heating pad for me from putting a towel inside of an ice pack and adding very hot water. This saved my day! I will always remember the pain relief I got from XXXX that night. For the rest of my time here and for the rest of my life I will always remember the pain relief that this angel gave me. I'm convinced XXXX would not have stopped until she found a way to stop my pain! Thank you XXXX! She went above and beyond everyday for me.
2. XXXX has been so kind and compassionate. She explains everything and is very attentive to my husband's needs. My husband says that every time she comes in the room, he feels so refreshed. At one point she had to clean up after him and she was so efficient and sensitive. He was so embarrassed but she made light of it and he felt so much better and less self-conscious after his accident. Finally, XXXX made us feel very comfortable and well taken care of. She is friendly and welcoming!
3. XXXX was a huge joy to have by our side as we brought our first baby into the world. She advocated for us and offered the emotional support I needed, as a first time mom, especially one that did not have the out of hospital birth she had hoped for. XXXX made us feel comfortable as soon as we walked in for our induction. Her bedside manner was exceptional as she made it feel like we had known each other for years. She came in often but not annoyingly so. She was quick and effective and kept us well informed with any procedure she or someone else was going to administer. We feel so blessed to have had XXXX for the 2 days we were in labor and delivery. We ended up delivering our baby boy when she was off the clock, but XXXX made it a point to find us in our postpartum suite to see our baby she was so instrumental in helping come into the world. We love you XXXX, and are so grateful for your care and encouragement.
4. XXXX was such a gentle, caring and warm nurse. We were lucky to have her for two of her shifts while we labored for two days. Her exceptional care and support extended far beyond her nursing duties. She was my advocate for my labor, as she understood what I wanted for my birth and was willing to try all avenues to make it happen, all the way up to the moment my son was born. I did not have my family with me at delivery to advocate for my birth plan but my husband and XXXX were my voice. I am so grateful to have her by my side while delivering, cheering me and helping me move into various delivery positions. The labor and delivery nurses at El Camino were

tremendous, but XXXX proved to go above and beyond a nurse's call of duty. Thank you XXXX!

5. XXXX was in my world for my first 4 days here. Everyday he would take the time to comfort me, talking sports or listening to me go on and on. He was not only an excellent nurse but quickly became a great friend which I really needed. He connected with me and made me feel like I was much more than just another patient. He would take from his time to give to me with extra walks and great advice on how to survive and thrive during my time here. He really touched my heart when he came to my room on his own time to say goodbye. This was after working four 12-hour shifts in a row and before he went home to his beautiful family. He went above and beyond everyday for me. Thank you XXXX!
6. My mother-in-law had a total knee replacement and was in severe pain. Due to severe pain, she ended up staying up all night and struggling through PT. By the time XXXX took over, she was ready to give up. XXXX assessed the situation quickly and went out of her way to make sure my mother-in-law had a restful night. She constantly assessed her pain and made sure pain was controlled enough to allow for sleep. My mother-in-law woke up ready to attempt brushing her teeth. Thank you XXXX! You showed us kindness and hope at our lowest and made our family thankful for having picked this hospital.
7. XXXX was my night duty nurse in Room XX, and she truly exemplified compassionate care. She is not only highly knowledgeable but also intuitive, asking the right questions and consistently going above and beyond her duties.

When I needed help going to the bathroom, she followed every step meticulously taking care of the IV pole, providing excellent back support (which was crucial after my breast surgery), and noticing my discomfort with the gown. She quickly and thoughtfully covered my back, ensuring my dignity. XXXX's care is shown through her actions, not just words. I wish her a bright and successful future. Thank you, XXXX!

8. Nurse XXXX is an extraordinary nurse who went above and beyond her duties. She is very warm, kind and caring. She bathed my mother when he CNA was unable to. Nurse XXXX bathed thoroughly, and we were very touched by her warm and caring treatment towards my mother. She even offered to help my mother brush teeth later before she sleeps. My mother told us the next day about how wonderful Nurse XXXX is since she came back and helped her as promise. Nurse XXXX truly deserved Daisy Award! Strongly nominate her! Please keep Nurse XXXX here so many patients will be very happy.

9. XXXX is a top-class nurse; always tries her best and ensures my mother feels as good and comfortable as possible. My mom gets sweaty all too often, but XXXX wipes her face as many times and does so with genuine compassion and enthusiasm. My mom was coughing a lot more than she usually does; however, XXXX was promptly responsive to every single beep of the ventilator to suction my mom on time, which makes a great difference to her breathing. Even when she is on her way to her other patients, she checks on my mom from the door. I noticed that XXXX went an extra mile to read a physiotherapist note and positioned my mom accordingly. Each time she comes into the room, she is incredibly friendly and communicative, describes everything in detail, and shows amazing willingness and ability to answer any questions. It would be unfair if I just picked one situation to describe her greatness as a nurse because XXXX is absolutely excellent in every single thing she does in reaction to patient care. Thank you XXXX!
10. I would like to nominate XXXX for Daisy Award for the great service provided by her. She greeted me very well and she helped a lot in my recovery. Explained all the things and she was available all the time. She answered all the questions, guided through the TV and how to use it. She monitored sugar level and accordingly provided Insulin. She provided all the shots with ease. She monitored throat allergy and kept checking the improvements. She listened to lungs also. Looks like her motivation and guidance helped a lot in my recovery. She provided water and helped in all the things. She is a great nurse. With all these qualities I highly recommend her for the Daisy Award. Thank you!
11. I would like to nominate XXXX for the Daisy Award for the great service provided during my recovery in the ICU. She greeted each time with positivity and welcoming. Her words were inspiring and motivational. She explained all the medicine and shots. She provided the shots with ease. Usually, I am not good with shots but she explained and talked so positively. When she gave the shots, it was with ease and I didn't feel any discomfort. She cleaned the bed and whole room very well. She kept the cleanliness with high priority. She listened to my lungs, stomach, chest and throat and provided the feedback. She helped in breakfast and provided the chair to have breakfast. She communicated all concerns to the doctor. I strongly nominate XXXX for her great service and helping me in my recovery. She was well above the WeCare services listed on the previous page.
12. XXXX is a very thoughtful, caring, positive, empathetic, intelligent and alert RN. She was on top of all the multiple tests, needs that were needed for my case, despite being on a unit where there are many patients per RN and also over weekend. She was alert, always alert, available, informed and provided all medical and non-medical support expeditiously. Since I was having pain and fatigue problems, I had to call her so many times, she always came within minutes. I could not leave hospital without recognizing her for her outstanding efforts all the time for every patient. I still have

issues (sorry for typos) but, she deserves this much, so trying my best. In my experience she has been the best RN. I have been in/out of hospitals. Please call me for more details if needed since I can't write well at the moment.

13. This was my first time ever in the hospital and my first pregnancy. I was very nervous and scared. The first nurse I met was XXXX. My first impression of her was she was enthusiastic and very welcoming. She made jokes and made me feel relaxed. Even after I gave birth, she visited me and my baby in the mother-baby unit.
14. XXXX was the next nurse I met in L&D. She was fully engaged with me and my husband. She explained all the next steps and what to expect. Her presence and compassionate care made me feel at ease. She constantly made sure that I was comfortable and offered me alternate pain reduction methods. I would like to nominate XXXX for the Daisy Award because if it wasn't for her, I would not have such a relaxed, comfortable birth outcome. She showed me compassionate and caring attitude. She even stayed longer than her assigned shift so she can help deliver my baby boy. She is a credit to an already commendable nursing staff who did their best to put us at ease during a stressful time. From the bottom of my heart, thank you XXXX for helping me have a positive, successful birthing outcome. You deserve to be recognized. XXXX demonstrates the characteristics of a compassionate, great nurse. I'm so grateful that I was in the good hands of an attentive nurse who provided me with the physical and emotional care that I needed.
15. During my stay at El Camino Hospital, I had nurse XXXX as my afternoon/evening nurse in surgical unit. She was very patient, caring, attentive, and engaging with me and my wife. She communicated with us both about the processes, she was very informative. We appreciated her kindness and warmth during my stay. I had such a great experience. Thank you, Nurse XXXX.
16. XXXX was the nurse assigned to me for one day. Although just one day, I experienced the care and her level of management and care of my needs in coordinating other departments such as CT & Lab in a very efficient way. She is proactive in lining up the next tasks (meds, scans, etc.) for me and able to elevate/inspire her team to a level of energy that she herself exudes. XXXX has an appropriately high level of energy that is contagious to the team that works with her. She is also very compassionate, and I hope that she is also taking care of herself. She is very giving and has a bright future ahead of her in healthcare. Thank you so much for your dedication and compassion for your patients. There is an elevated difference and presence that your team has also shared with me. Thank you.
17. First and foremost, the overall nursing team did an exceptional job over my entire stay in the hospital. The first few days I was in a shared room with a very difficult highly negative patient. He treated the staff poorly at every opportunity. I was absolutely

amazed at the kindness, professionalism, and level of care provided to both of us in the room despite it being a very difficult situation for all involved. Despite the poor treatment nurses receive every time they come in the room to check on us, I never had to wait for help or support when I needed it. We were both treated well at all times. As soon as a private room opened, I was moved and the nurses flexed as much as possible to allow me to sleep at night and heal. Although all of the nurses were exceptional during my stay, XXXX stood out. He was encouraging, kept me informed, eased my mind about concerns, and treated me and my guest well. He over-communicated helping me understand what was going to happen over my stay. I always felt knowledgeable and prepared. XXXX's weekend fell in the middle of my stay and when he returned to work, he was not assigned to my room. Surprised I was still there as I had recovered from surgery so quickly, he came and checked on me multiple times with words of encouragement, really going out of his way to ensure I was well and taken care of. Again I really appreciate the entire nursing team. I am not sure how they were able to remain so positive and professional with my initial roommate. I was really nervous about my condition, and XXXX and the entire nursing team eased my mind and kept me comfortable. I've unfortunately spent a lot of time at hospitals caring for 3 loved ones the past 2 years. My experience at El Camino was far superior to two other local hospitals. Thank you to the entire team!!

18. My mom is very old and mentally ill so not an easy patient but both nurses were great with her! They were very helpful making sure she got what she needed and remained compassionate when her illnesses made her very frustrating and sometimes offensive. All of her daughters appreciate you! Hard job! We are so grateful you chose this profession.
19. XXXX has been extremely capable, cheerful and top of the treatment line. Been very supportive throughout and great with conversations. Communication is clear and to the point always. Thank you for all the hard work and all that you do to brighten other's lives! IV administration and setup was also very smooth. Felt very comfortable in capable hands.
20. XXXX has been very gentle in her approach. One thing I would like to mention is mindfulness. She shuffled blood work so I wasn't woken up from sleep and could get undisturbed sleep and got all the work done still. Thank you for all you do to help take care of patients.
21. XXXX take care of me for 2 days of stay for emergency high heart rate. She was very attentive and was happy with my request. When she noticed I was getting unhappy staying in the room, she volunteered to walk around the ward. It was wonderful! I very much appreciated her service!!

22. I had a stroke on 10/12 and got moved to ICU for 24hr monitoring. XXXX was the night time nurse who provided compassionate care for me while I was in ICU unit. He was very attentive to all the details to make sure I was comfortable. Responded very promptly to all my calls. Gave me warm blankets, adjusted room temperature when I told him I was cold. Super patient with my frequent bathroom requests during the night, hooking/unhooking all the cables and made sure I was comfortable each time in and out of bed. XXXX also explained all the readings on the monitor to me and told me what my glucose reading was when I asked. The thing that really impressed me was when I told him my lips are very chapped no matter how much water I was drinking, he came back with 4 flavors of ChapSticks for me to choose in order to make me feel more comfortable. He is the most caring nurse I have even had in a hospital setting. I am very appreciative of the care that he provided while I was at El Camino Hospital ICU.
23. I had a stroke and was sent to ICU for 24hr monitoring after TNK. XXXX provided excellent care. He is very knowledgeable and explained many procedures and readings to me patiently. XXXX also responded very promptly whenever I asked for help. XXXX also preemptively tells me the plans coming up so I can be prepared. He is not only technically proficient but also provided excellent care to ensure my comfort while I was in ICU. I appreciate XXXX's care and professionalism very much.
24. Not having the necessary drug in the pharmacy, XXXX had to coordinate with 2 doctors and CVS. When I went to pick up the prescription at CVS, the prescription couldn't be filled because it was written incorrectly. XXXX was called and he had to again keep bugging the doctors to solve the problem. Another problem: He called CVS to confirm they had the drug. But they didn't have it when I went to pick it up. Without his help I never would have been able to get the prescription. He always kept us informed in every possible way. He should help train the "newbies"! We truly appreciated his knowledge and abilities.
25. XXXX is an exemplary, punctual nurse who displays care not just at the proper level but goes above and beyond for the care of his patients. Out of all the nurses assigned to me, XXXX was the quickest and most effective at doing his job, with no judgement and an evident desire for the well-being of his patients.
26. I was induced labor and there was not much progress for 24 hours. I was feeling too low with how things were progressing. XXXX took charge of this unit (#4) at that time. She was so knowledgeable and patient. She heard through all my pains and frustrations. She sat with me and explained how the whole process works. She was so sensitive to my situation and helped me go through the whole delivery. I really want to thank her also recognize her for extraordinary display of empathy and care. She made my delivery go through smooth.

27. XXXX did things thoroughly and with intent during my care in the mother baby. She took extra steps that my other nurses didn't. Especially when it came to additional tips with breast feeding that I appreciated so much. Even my husband noticed! TY XXXX for being a great nurse!!
28. XXXX listened, responded promptly, was NOT pushy (even though she is in L&D) and was so encouraging during my 1st pregnancy delivery. She is compassionate in her care and truly made me feel comfortable with something I was so nervous about. TY XXXX!!
29. XXXX was absolutely amazing. She was kind, compassionate, caring and knowledgeable. She was patient with us and really took the time to explain not only what she was doing, but why she was doing it. Everyone has been amazing, but XXXX really made our experience at ECHMV the best!
30. From the moment we met XXXX, he was full of joy. He made jokes and engaged with us and our son as though we were his sole focus. XXXX gave praise and feedback to us as parents in a neutral tone and reinforced our learning with compliments. XXXX said he always wanted to work with children. He seems like he loves his work and it truly transformed our experience.
31. XXXX cared for our baby during his stay at the NICU. Her kindness, warmth and positivity made our experience so much better. She supported [son's name] and his family through an incredibly scary experience and we will forever be grateful to her. We want to nominate her for this award for the deep care she showed to our [son] during his stay and for the hope and encouragement she gave to us. Thank you XXXX!
32. XXXX is an incredible nurse. She helped us tremendously while our son stayed in the NICU. She gave us encouragement, helpful and easy to understand explanations of what was going on, and so much positivity. XXXX made our time as NICU parents so much more positive!
33. XXXX at the NICU was an amazing advocate for my baby during our stay. I felt at ease knowing that she was there to care for my daughter and myself.
34. XXXX made me feel at ease through my stay and was a great comfort while my baby was in NICU. I can't thank her enough for her care.
35. She's very thoughtful and friendly. Very attentive, helps you and your family anyway she can. Very upbeat. Comes to your room right away after pushing button. We like her very much. Thank you.

36. XXXX went above and beyond in her care and attention for my father-in-law. She was patient and explained things to our family in ways they could understand. She was available when we needed to ask questions and came across as both knowledgeable and caring. XXXX was far superior to my experiences with the other nurses caring for [patient]. I'm an ER doctor and I work with a LOT of nurses. XXXX is awesome. Keep her. Promote her. Or at least award her for making your hospital look good.
37. I am deeply grateful to all the nurses in the NICU over the past half month. They have been incredibly kind, teaching me how to take care of my twin babies with great patience. Under their meticulous care, my babies have grown quickly. I feel truly thankful from my heart.
38. I am deeply grateful to all the nurses in the NICU over the past half month. They have been incredibly kind, teaching me how to take care of my twin babies with great patience. Under their meticulous care, my babies have grown quickly. I feel truly thankful from my heart.
39. She was vibrant, knowledgeable, helpful, considerate, patient, understanding and had a wonderful personality. Just an incredibly delightful nurse.
40. She helped me check everything, like can I eat Uber Eat. She know I am hungry and suggested taking a snack. She's very patient and kind.
41. XXXX has a great all around energy to her. She is so upbeat and happy. It makes you feel the same even if it's not so happy of a time. She is very attentive to your specific needs. It's a great feeling knowing she is usually paying attention her heart and not just her paycheck. It sounds sad, but unfortunately I've had doctors in the past make me feel like just a number. She cares about each of her patients and it really shows. Thank you for caring.
42. She is a delight to be around with her smile and helpful approach. She is a no nonsense nurse, but she is respected most definitely. Please do not give up your beautiful smile and lovely attitude.
43. XXXX made me feel at home here by giving me an engaged greeting and introduction of herself. She stood up from her chair behind the nurses station, offered her hand in handshake and proceeded to let me know she would be my nurse for the evening. This greeting immediately put me at ease at being so warmly acknowledged. Through the course of her shift, XXXX took the time to pause her work entirely and listen to me with great empathy and compassion. She was also really proactive in anticipating my needs such that I slept really well that night, had no nightmares and woke up in the morning feeling very rested, refreshed, at peace and ready to start my day early like I normally do at home. She too facilitated both CURE and HEALING in me during my

stay and this makes her a great embodiment of Dr. Jean Watson's Nursing Caritas Processes. Thank you XXXX. I appreciate your care.

44. XXXX provided an excellent emotional support during my labor induction process. She went above and beyond to take care of me like a close friend/family member. During the induction process, when I was losing hope for a natural delivery after the Pitocin and the Misoprostal didn't have much effect, she helped answer our queries on the Cervidil approach and asked us to not lose hope. AND IT WORKED :) Next, when I was in too much pain when I was 4cm dilated, she explained our pain med options in detail and with lots of patience. That really helped making the labor process less painful. This is our first child so we were very anxious. But she took extra care of our needs to calm our nerves and make our stay comfortable. We can't thank her enough. She is ONE OF THE BEST medical professional we have experienced so far.
45. He really advocated for me and made sure I got a doctor to come diagnose my sinus infection and give me Flonase and antibiotics. I had asked for this for days and he responded on a time. I am very grateful for his incredible service kind heart.
46. She always has a great attitude and smile on her face. She makes your feel like family, not only patient/nurse. She rocks at her job and deserves this and many more awards. Thank you for feeling at home when we all know this is not our homes. Keep your beautiful smile and character? Please do not let any of life's negativity change your wonderful personality! Many blessings to you and your family always. May life bring good, all the greatest treasures you wish, deserve only the best of this life.
47. This is my first time admitted to the hospital on the U.S. Also the first time admitted to the mental health unit. I was so depressed and anxious when I fast admitted to the hospital. He is not only giving me meds or taking vitals. He talked to me and support me. He talked to me and asked me how I feel when every time beginning his shift. And give me the greatest support! Not only taking care the physical needs/vitals, meds he also care about how I really feel, give me emotional support. Helped me getting better and have hope again. The nurses in the hospital really inspired me a lot. I've been to other hospital and clinic before. And I feel like many nurses they working in this field because of the job security and the pay. But the nurses I have met in this hospital are so different. They are all so nice, supportive and caring! XXXX, RN has inspired me a lot. I am going to respiratory therapy program. I hope I can be a nurse like XXXX. How he takes care, supports the patients. I truly feel the difference between getting a supportive, caring health care provider then those who only work because of the job security and pay. Recovery is a difficult and pain[ful] way but having a good nurse like XXXX can make it easier and feel so much support, love, care. XXXX is the BEST NURSE!

48. I have had XXXX as my nurse a few times while I have been here. She has always been so kind, empathetic, caring, friendly, compassionate. She says “hi, how are you?” Makes sure to check in as soon as she gets in. Today she went above and beyond. She could tell I was upset. I told her my mom was coming to visit from far and I really needed to see her. She is immunocompromised so don’t get to see her very often. Last time I saw her I was super down and anxious. It was her birthday then and felt guilty I couldn’t enjoy our time together then. XXXX got it approved by [the doctor] for my mom to be able to visit for 2hrs Saturday and Sunday instead of only 1 during the day. That meant so much to me! As soon as I asked for the request she asked, got it approved in a few minutes. It was super late but it was for the next day so she knew it was urgent. I feel like it is so “meant to be” that she receives this award. What are the odds that my husband has ITP which is why the DAISY Foundation was created. XXXX is amazing and I think she definitely deserves this award. She always goes above and beyond to make sure she can do anything to make me more comfortable here. I would love to be contacted if she receives this great honor. Thank you.
49. For brief context, I’m a now first time mom following two previous miscarriages. My due date wasn’t anticipated until the end of the month. I planned on taking 3 weeks off prior to delivering so I could take all the courses available to me to help me be and feel as prepared as possible. However on my first day of leave, my water broke and I delivered in the late evening. Although it’s very exciting, I also felt so unprepared knowing I didn’t get to the mother baby unit until after midnight and patient education at that hour after L&D was rough. However, the next morning, I was cared for by XXXX and she just made a hospital stay feel like home. Her care was thorough yet very approachable and accessible. She made me feel like I was her only patient due to her level of detail and attentiveness. XXXX was very professional with just the best bedside manners. Because of XXXX’s care, I felt so confident and comfortable with skills needed to care for myself and baby once we got home. As a result I’d like to nominate XXXX for a Daisy award!
50. He’s approachable and he always has a calm demeanor about himself. It makes me feel calm as well as I am not always LOL. I need more calm people in my life. He does his RN duties as supposed no messing around kind of attitude. Keep the great work up.
51. He always has a smile on his face. That makes you feel at ease in not always such a comfortable situation. He goes out of his way for his patients with care and understanding. He was really kind to not just look up residential program for me but to also print it out and go over with me. He put notes in for my doctor who I really appreciate too. As some other RN may have just said talk it over when you see your doctor. Thank you XXXX from the bottom of my heart.

52. I would like to nominate XXXX for the Daisy Award as she exemplifies nursing excellence. XXXX was the nurse on duty when mom was admitted. I witnessed XXXX running around trying to find an IV stand for Mom. With each visit, XXXX was sure to provide us with an update on Mom's condition and progress. And XXXX let us know what meds were being given to Mom. XXXX moved about efficiently and quickly, taking care of Mom's needs. She frequently popped in to check on Mom to make sure she was ok. XXXX is a great and compassionate communicator.
53. I am writing to nominate XXXX for the Daisy Award for her outstanding dedication, professionalism and compassion. From the first time she met my mom (patient) and my sister and I, you could tell XXXX would be amazing. XXXX made a connection with our mom right away. She asked Mom questions and really tried to make sure Mom was comfortable. XXXX is very attentive and caring, ensuring Mom was well, repositioning Mom so Mom wasn't sliding down in bed. She was also the only nurse to go the extra mile to clean out the pill crusher after each use. XXXX also makes sure Mom has a fresh applesauce and thickened water for Mom's meds. XXXX is compassionate, caring, a great communicator. If my sister or I had questions, XXXX answered or found answers for us. Even when she's super busy and can't help right away she would stop in the room to let us know. XXXX is like a trusted friend. We feel she deeply cares for her patients and keeps an eye out for them. XXXX is a valuable member of the El Camino Hospital Team. I hope she will be recognized for her dedication to the nursing profession!
54. She provided a great service and care. She monitored the glucose level and accordingly provided insulin. She monitored my throat allergy and checked/inspected very well.
55. XXXX was my first nurse in Mother Baby unit. She was very kind and empathetic to my pain levels after c-section. At the same time she did what she could to train me on how to move without irritating the incision. She also helped us navigate the period when my baby was under the lights for jaundice. XXXX was my night nurse. She took care of our baby when he was in nursery overnight. Since we were doing SNS system she took the effort to do that. She also helped us understand how to settle him down. Her bedside manner is impeccable.
56. I would like to nominate Nurse XXXX for the DAISY Award in recognition of her outstanding care and dedication. Throughout my time in the hospital, Nurse XXXX went above and beyond to ensure I received the highest level of care. She consistently showed genuine concern for my well-being and provided professional care with kindness and compassion. XXXX was always patient and took the time to thoroughly answer all my questions. She made sure that my concerns were communicated to the doctor, ensuring that I felt

heard and understood. Her quick responses to my requests and her frequent check-ins made a huge difference in my comfort and recovery.

Her skill as a nurse is truly remarkable, and her warm demeanor made my hospital experience far better than I could have imagined. XXXX is, without a doubt, the nicest and most skilled nurse I've ever encountered, and I believe she is more than deserving of this recognition.

57. XXXX went above and beyond when my IV drip didn't work right. I mean to say the ringer went off every 10 min to 45 min constantly all night. I could not get to sleep. She also listened to me and helped me by making me confident about getting 3 major surgeries in 12 days. Because of XXXX's care I'm content that I'm in good hands. She did her best to make me comfortable and I can be a pain in the a** sometimes when I'm in pain. She made sure that I was comfortable and had everything I needed.
58. XXXX is an amazing person. She is ready to help, works efficiently. She is very attentive. She brightens my room when she comes in. She will do all the work and is ready to help. Smiles and talks funny and changes my mood. I love her and want her to be appreciated by others. Cheerful, smiling, kind, good person. Thanks dear XXXX. XXXX is excellent in everything she does. Excellent patient care.
59. I would like to give my appreciation to XXXX. She is doing a wonderful job making sure that my husband is comfortable and made sure that all needs are met. I am sure my husband will say the same thing if he can. She also made sure that not only my husband is okay, but she made sure that she supported patient's family as well. Thank you!
60. M brother came in for endoscopy. He has developmental delay. He has a lot of PTSD and was screaming and has behavior issue. XXXX went above and beyond to make my mom and myself feel welcomed and was amazing to my brother. Not many RNs can deal with a patient w/ special needs. She deserves this "Daisy" award!
61. For the first time parent, we had many concerns, but XXXX's expertise and calming presence reassured us every step of the way. XXXX closely monitored our progress especially as my cervix dilated from 1cm to 10cm. When we thought it was time to push, XXXX advised us to wait, trusting the baby would descend further naturally. Her guidance was crucial – within just an hour of pushing our baby was born via vaginal delivery. Initially we feared a c-section due to the baby position, but XXXX's skillful care helped us avoid that, making the birth smoother than we expected. XXXX's professionalism and support were critical in making our first birth experience so positive and manageable. She truly represented the "We Care" standards at El Camino Health, and we whole heartedly believe she deserves the Daisy Award.

62. Like this says, she went above and beyond to help me in my stay here at El Camino. I just wanna say thank you and that she is the best and very deserving of this award. Love you XXXX!
63. XXXX has an amazing disposition on life, his job/role and patient care. When I got to the unit XXXX was there to help get me situated after C7-T1 major surgery. He was easy to talk to and I could have kept him by my side all night!! So outgoing, he loved my voice and could listen to me tell stories the whole time he was taking vitals, IV, etc. Anything I needed he was there with it – kept me comfortable, smiling and laughing (which really hurt to do) all night. When he left Friday morning he made sure to say get healthy fast, do your breathing exercises, and had a great hand off to next nurse. Saturday XXXX is back – chipper and helpful w/everything. He is the life in this ward for sure!! Nurses, CNAs are all happy when XXXX is here. Helped remove my drain and made sure I was comfortable. CLEANED MY NECK BRACE replaced foam – I have at ease and comfortable all morning w/him here. My wife and I will remember and miss XXXX ALWAYS! Stories were great to hear. Thank you for sharing.
64. XXXX is a great person. She is so helpful and caring. I appreciate all she did for me. Made me comfortable and did all her work cheerful. Thanks XXXX for all your help.
65. XXXX was intelligent, professional and is a lovely person. Without exception all staff from every department were wonderful. Thank you all.
66. Always willing to explain what was going on and it lowered my anxiety. She speaks kindly and very knowledgeable. She was so efficient and always willing to stop and provide additional instructions that helped my comfort level. I loved the warm blankets she provided. She was an “encourager” and I was in need of one since I was away from immediate family. I was an out-of-towner that became very ill while on a visit up in Northern California, Cupertino.
67. XXXX has been wonderful, patient and loving in taking care of my mom. Upon asking questions about my mom’s progress, she answers and explains us very nicely. My mom loves her and wait for her to join her shift. We are very grateful to the entire staff of the unit for working so hard and making a big difference in healing process of my mom. XXXX is” the best” as per my mom.
68. XXXX fulfills all of the service excellence standards plus more. She is friendly and has a great attitude and always ready to meet my concerns. “She is great.”
69. XXXX was so kind and patient. She explained everything really well. She was very responsive.
70. Very kind and supportive. Thank you. Very patient and responsive.

71. XXXX was super helpful and kind. She explained everything that was happening. She was patient with me and my care. She responded quickly when I needed anything.
72. We are incredibly grateful to XXXX. The way she made the delivery smooth and less painful. Thank you XXXX.
73. We were very fortunate to have nurse XXXX as my husband's nurse for several (4) nights from his admission. He is an excellent nurse with wonderful manners and disposition. He is very kind, compassionate and caring. Each evening, he made sure that he came into my husband's room to greet us. He was always calm, composed and very attentive. He made sure that my husband was tended to all the time, from administering his medications, to his cleanliness and comfort. He also made certain that I was tended to. He always made the time to ask me how I was doing and listened politely and patiently to me. He always allowed me the courtesy of being with my beloved husband of 50 years. He made sure that I was always involved in my husband's care as an integral and important member of his care team. He would say, "None of us know your husband like you do and we welcome your input." He is so sensitive, understanding, mindful and caring of such a delicate and important aspect of caring for a patient. Nurse XXXX was always very respectful and attentive. He is truly the very BEST nurse in his unit and an excellent nurse and person. He definitely is a shining star that should be emulated and a great example to others. For his outstanding performance, I nominate Nurse XXXX for the Daisy Award for Extraordinary Nurses. Please recognize and reward him for his great work and excellent care of both of us. He is a true leader and a shining STAR! XXXX, you are truly amazing! You are a real gem! Thank you for everything!
74. My husband was transferred from ICU to 3B. On the morning of 10/26 I realized that we were extremely fortunate to have Nurse XXXX assigned to my husband. She was his nurse before being admitted to the ICU and she was truly wonderful! She is incredibly amazing. Nurse XXXX is the absolute epitome of an outstanding nurse. As before, for the past two days, she has taken excellent care of both my husband and me. She is very kind, caring, compassionate, detail-oriented, precise and wonderful. She never stopped making sure that everything was perfect. From her attention to my husband's medications, to his cleanliness and comfort, she spent quality time attending to him and addressing his every need. She allowed me time to be with my husband and tend to him in a peaceful serene manner. XXXX always, always goes above and beyond her duties. She is very humble, stating "I'm just doing my job!" But she does so much more. She is extremely kind, competent and demonstrates "Excellence" in everything she does. When problems arose, she would not stop searching for answers and solutions. XXXX is the perfect nurse with outstanding qualities. She is the nurse to be emulated and the shining example of an outstanding nurse. She is a lady, gracious, sweet, and an embodiment of caring. I most certainly nominate XXXX for the Daisy Award for an extraordinary nurse. She is a true shining

star, a leader, a selfless and giving person. Please recognize her great and outstanding work and reward her for her excellence.

75. XXXX my dear I want to thank you for your kindness, support, and love you gave my mom during her back surgery. We greatly appreciate your service. In the last 15 years I have met very great nurses in different hospitals while two of my brothers and sister battling cancer. My father was on hospice and he passed away 3 years ago. I have never met anyone like XXXX. A thank you is not enough. We will never forget your support and kindness. You treated my mom like family. I especially appreciated how you took the time to answer all my Questions – made sure I understood. Your love and care for my mom during difficult time was invaluable. Words can't express how grateful we are to you. Thank you from the bottom of my heart.
76. XXXX has been extremely caring each night I've had him at El Camino. He asks questions about my mental health with privacy. He remembers each issue I'm facing to follow up with. Tonight, one of my last nights before I'm transferred to another facility, he made me some chamomile tea. He's a kind soul. He can tell I'm going through it now and respects my space.
77. XXXX was very thorough in her assessment of myself and my case. She seamlessly collaborated with other care team members for a more appropriate discharge for me after doing thorough discharge planning with me. She kept me apprised of my goals planning meeting time and who would be there, updating me on any time delays and why. I feel that XXXX went above and beyond the normal call of duty because due to her diligence and thorough follow up, I was never stressfully in the dark about the plan and she also involved me in decision making so that I really felt listened to. Thank you XXXX for making [me] feel human and for your compassionate care. Your style of care provided facilitated for me both cure (CURE) and HEALING which are in [doctor's] Nursing Caritas Processes. Thank you I appreciate you.
78. Opened up Scrivner 1 when he realized I was not comfortable in a men and women shared facility. Thank you XXXX.
79. XXXX has been an absolute professional in instilling hope and confidence. He has expressed so much patience and care. Genuine guy. Always checks in and makes sure everything is good. Deserves a raise. He was there at my worst most chaotic time here and stood out. If it wasn't for him I would have been in a much worse position. Men aren't really for daises but here's to XXXX for being of extraordinary service and help.
80. XXXX took the time to talk to me and remind me of what I can do when I am feeling low or when I have a crisis. He reminded me of the things that I enjoyed and to always

reach to my friends and family. He was genuine, caring and motivated me to do more for myself.

81. XXXX listened carefully and patiently to the lengthy details and reasons for my checking in here. He showed extraordinary patience and flexibility in every way. In short, he's a great person and great nurse. XXXX deserves this award!!
82. XXXX always greeting me and asking me what I want. I'm not good in asking help from people, so his reaction I really appreciate. My point is, he's not my nurse but he cares about me. He has God's image of having mercy on someone else.
83. During my stay here XXXX was very caring, empathetic and made me feel human and valuable. I appreciate the fact that El Camino has very good staff. I forever will be thankful to XXXX.
84. XXXX was in charge of my care during the evening when I was in the isolation room for COVID. XXXX is a ray of sunshine in an otherwise dark place. Her warmth and attention were a balm to me in a really awful time.
85. XXXX was in charge of my daytime care. She was such a sweet and dedicated caregiver for the two days I was here. I especially appreciate the way she worked to get me extra time with my family, how careful and organized she was with the documentation leading up to my progress meeting, and her support in getting me discharged home.
86. I am in a very challenged place mentally. XXXX constantly greets me with warmth and compassion. He engages deeply with me and goes above and beyond – yesterday he spent 20 minutes helping explain some of the neuroscience behind the medications that I am taking.
87. XXXX was always very nice, very kind and very caring. She is an excellent nurse.
88. WE CARE is the perfect description of XXXX. His attitude towards others is noticeable because of the noticeable respect he shows to team and to patients. He shows empathy during check-ins, validates feelings and emotions, and would provide answers or clearly explains them. If he is unsure of the answer he would follow up and do provide the answers in a timely manner. I felt supported and cared for during his shifts.
89. Not feeling well, a new surrounding, away from loved ones; I wondered if I could trust nurses I've seen for the first time. XXXX managed to reassure me that I will be taken care of. It wasn't a matter of taking vitals and giving meds, but the effort he made to

know ME, he was able to make me feel within a caring team. He showed interest in the information I shared and made sure my questions were answered.

90. I didn't expect to have XXXX waiting to talk to me after a family meeting with my doctor. She felt my distress and was there with advice and support. XXXX was one the best nurses.
91. XXXX was in charge of my care during the day when I was in the isolation room for COVID. XXXX is one of the most genuine and caring health professionals I have ever encountered. He was very generous with his time and patience during one of the hardest moments of my life. XXXX has a very special gift of genuine interest and curiosity that makes his care feel more humanizing than even the other very sweet and dedicated staff here. For example, I had several days in which we hoped I could see my family, only for it to turn out that I was still COVID positive. XXXX spent so much time and gave a great deal of attention to helping me cope with these disappointments and finding other ways for me to stay connected to family. He also worked tirelessly to advocate for me to be able to move out of isolation and into a unit where I could see my 8 week old son. You have a real treasure in him: dedicated, genuine, curious about people and the practice medicine. I suspect high acuity patients are not often able to write nominations of this type, but that doesn't mean their care team is any less amazing. XXXX made me feel human at a moment when I felt least like myself. I will remember it.
92. XXXX went above and beyond to make my stay at the hospital easier. She was empathetic, caring and supportive. The way she talked to me and others made a difference in how I am responding in treatment and utilizing my stay at the hospital. Thumbs up for XXXX.
93. Clearly XXXX is a nice, patient person. She is professional, knowledgeable and a hard worker. I would gladly have her as my nurse in the future. Thank you XXXX.

**EL CAMINO HEALTH
COMMITTEE MEETING COVER MEMO**

To: Quality, Patient Care and Patient Experience Committee
From: Shreyas Mallur, MD, Chief Quality Officer
Date: December 2nd, 2024
Subject: SDOH-1 and SDOH-2 CMS Mandates

Summary:

1. **Background:** The SDOH-1 (Social Determinants of Health Screening) requirement mandates that healthcare providers systematically screen patients for social determinants affecting health, such as housing instability, food insecurity, and transportation barriers. The SDOH-2 (Social Needs Action Plan) requirement compels providers to develop and implement action plans to address identified social needs, integrating these into patient care plans. Both requirements aim to improve health outcomes by addressing non-medical factors impacting patient health. Compliance involves regular data collection, documentation, and reporting to CMS to demonstrate efforts and outcomes in mitigating social health determinants.
2. **Assessment:** El Camino Health successfully attested on all measures for the reporting period 01/01/2023 – 12/31/2023. The required elements of performance for SDOH-1 and SDOH-2 are:
 1. Engagement of the hospital or health system to participate in a Statewide and/or National Perinatal Improvement Collaboration Program aimed at improving maternal outcomes during inpatient labor, delivery and postpartum care, and has implemented patient safety practices or bundles related to maternal morbidity to address complications, including, but not limited to, hemorrhage, severe hypertension/preeclampsia or sepsis.
 2. Hospital Commitment to Health Equity (HCHE). It measures if the hospital has a strategic plan for advancing health equity, including identifying priority population who currently experiencing health disparities. Identifying health equity goals and discrete action steps to achieve these goals. Outlines specific resources which have been dedicated to achieving our equity goals. Describes the approach for engaging key stakeholders, such as community-based organizations.
 3. Collects demographic information (such as self-reported race, national origin, primary language, and ethnicity data) and/or social determinant of health information on the majority of our patients.
 4. Report on five categories of SDOH:
 - House Instability Screening

- Food Insecurity Screening
- Transportation Needs
- Utility Difficulties
- Interpersonal Safety

3. Recommendation: Please review and reflect on El Camino Health SDOH-1 and SDOH-2 submitted_report and action plan attached to this memo.

List of attachments:

1. SDOH-1 and SDOH-2 mandates
2. El Camino Health SDOH-1 and SDOH-2 Action Plan

Screening for Social Drivers of Health Measure and the Screen Positive Rate for Social Drivers of Health Measure

In the FY 2023 IPPS/LTCH PPS final rule, CMS includes two new measures that hospitals participating in the Hospital Inpatient Quality Reporting (IQR) Program will be required to report on, the Screening for Social Drivers of Health Measure and the Screen Positive Rate for Social Drivers of Health Measure.

Performance Measure Name: Screening for Social Drivers of Health

Description: The Screening for Social Drivers of Health Measure assesses whether a hospital implements screening for all patients that are 18 years or older at time of admission for food insecurity, housing instability, transportation needs, utility difficulties and interpersonal safety. To report on this measure, hospitals will provide: (1) The number of patients admitted to the hospital who are 18 years or older at time of admission and who are screened for each of the five HRSNs: Food insecurity, housing instability, transportation needs, utility difficulties, and interpersonal safety; and (2) the total number of patients who are admitted to the hospital who are 18 years or older on the date they are admitted.

Measure Numerator: The numerator consists of the number of patients admitted to an inpatient hospital stay who are 18 years or older on the date of admission and are screened for all of the following five HRSNs: Food insecurity, housing instability, transportation needs, utility difficulties, and interpersonal safety during their hospital inpatient stay.

Measure Denominator: The denominator consists of the number of patients who are admitted to a hospital inpatient stay and who are 18 years or older on the date of admission.

Exclusions: The following patients will be excluded from the denominator: (1) Patients who opt- out of screening; and (2) patients who are themselves unable to complete the screening during their inpatient stay and have no legal guardian or caregiver able to do so on the patient's behalf during their inpatient stay.

Clarifying Information: The Screening for Social Drivers of Health measure will be calculated as the number of patients admitted to an inpatient hospital stay who are 18 years or older on the date of admission screened for all five HRSNs (food insecurity, housing instability, transportation needs, utility difficulties, and interpersonal safety) divided by the total number of patients 18 years or older on the date of admission admitted to the hospital. Hospitals would report using their CCN through the Hospital Quality Reporting (HQR) System.

Health Equity Attachment no. 2 – SDOH Screening at ECH

Social Drivers of Health Implementation Plan:

1. **Engage Stakeholders:** Introduce the SDOH measures and discuss the current state.
2. **Clarify Definitions:** Review the SDOH measures with CMS and address any outstanding questions.
3. **Conduct Gap Analysis:** Perform a gap analysis at ECH to identify areas for improvement.
4. **Set Target Goals:** Establish specific goals for the SDOH-1 and SDOH-2 measures.
5. **Align Leadership:** Ensure alignment across department and service line leaders on SDOH priorities.
6. **Define Screening Process:** Establish a clear process for screening (who, when, how).
7. **DCIC SDOH Question Review:** Present, discuss, and approve the SDOH set of questions.
8. **CPC SDOH Question Review:** Present, discuss, and approve the SDOH final set of questions.
9. **Begin EPIC SDOH Tool Development:** Initiate the build of the EPIC SDOH assessment tool.
10. **Develop Systemwide Policies:** Create a comprehensive systemwide SDOH policy and procedure.
11. **Clarify Referral Process:** Define the referral process for patients who screen positive for SDOH risks.
12. **Develop Interventions & Resources:** Build a repository of interventions and resources for patients who screen positive.
13. **Create Education Materials:** Develop training materials for nursing staff responsible for initial screenings.
14. **Track Education Completion:** Monitor and follow up on staff education completion.
15. **Build Data Infrastructure:** Develop the data collection and reporting infrastructure to track progress and conduct PDCAs.
16. **Go-Live with SDOH Assessment:** Implement the SDOH assessment tool in clinical practice.

**EL CAMINO HOSPITAL
COMMITTEE MEETING COVER MEMO**

To: Quality Committee of the Board
From: Lyn Garrett, Senior Director Quality
Date: December 2, 2024
Subject: Patient Safety Indicator (PSI) Scores FY 2024

Purpose: To provide an update on the Agency for Healthcare Research and Quality (AHRQ) Patient Safety Indicators.

Summary:

1. **Situation:** The Patient Safety Indicators (PSIs) are a set of indicators providing information on potential in hospital complications and adverse events for all patients including following surgeries, procedures, and childbirth. The PSIs were developed by AHRQ after a comprehensive literature review, analysis of ICD-10-CM codes, reviewed by a clinician panel, implementation of risk adjustment, and empirical analyses.
2. **Authority:** Quality Committee of the Board is responsible for oversight of quality & safety.
3. **Background:** The PSIs can be used to help hospitals identify potential adverse events that might need further study; provide the opportunity to assess the incidence of adverse events and in-hospital complications using administrative data found in the typical discharge record; and include indicators for complications occurring in hospital that may represent patient safety events. These indicators also have area level analogs designed to detect patient safety events on a regional level. Additionally, PSIs are embedded in public reported scores and methodologies, like Hospital Compare, Leapfrog, & US News and World report.
4. **Assessment:** Each of the identified PSIs are first reviewed and validated by ECH Clinical Documentation Integrity and Coding professionals. If questions arise then clarifications from physicians are obtained. After cases are confirmed, identified cases are sent through the Medical Staff's Peer review process for trending by physician. The collaboration between physicians, clinical documentation specialists and coding team is imperative for an accurate reflection of these patient safety events.
5. **Performance:**
 - A. PSI-12 Perioperative PE and DVT incidents decreased significantly, from 13 in FY 2023, to only 6 in FY 2024
 - B. PSI-13 Postop Sepsis decreased from 7 cases in FY2023 to 5 cases in FY 2024.
 - C. PSI-14 Postop Wound Dehiscence was also reduced by half, 2 cases in FY2023, to only 1 case in FY 2024
 - D. PSI-08 In-Hospital Fall Associated Fracture remains unchanged, 2 incidents in FY 2023 and FY 2024
 - E. PSI-04 Death in Surgical Pts with treatable complications increased from 15 cases in FY 2023 to 24 in FY 2024
 - F. PSI-03 Pressure Ulcer increased from 2 in FY 2023 to 10 in FY 2024
 - G. PSI-05 Retained Surgical Item or Unretrieved Device Fragment remains unchanged, 1 reported for each year.

Patient Safety Indicator Scores
December 2, 2024

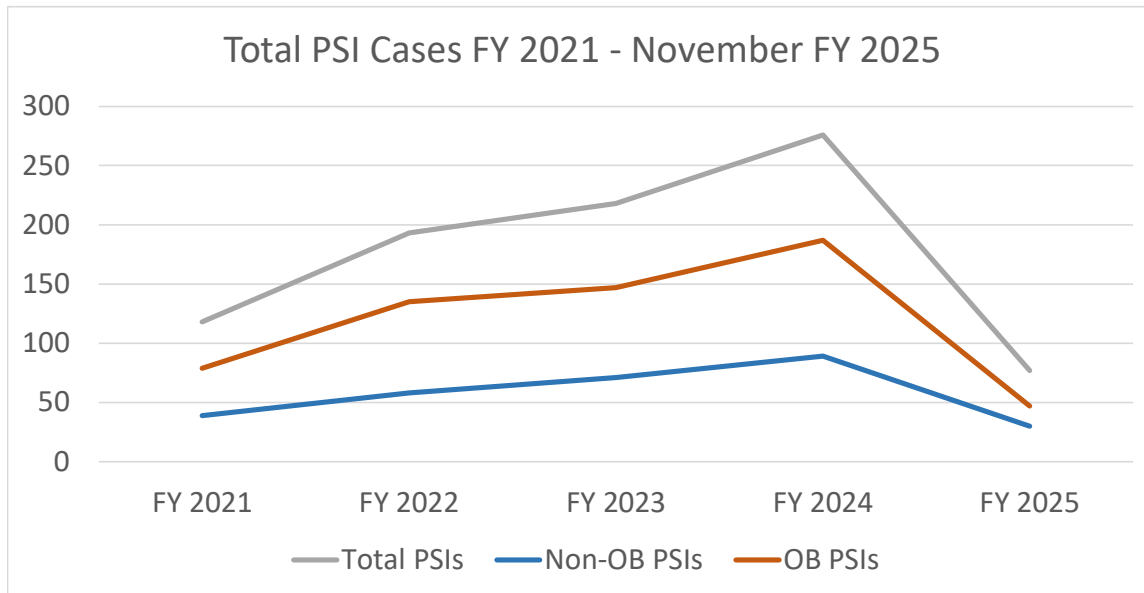
- H. PSI-17 Birth Trauma Injury to Neonate – 19 occurrences FY 2024; 19 were reported in FY 2023

List of Attachments:

1. Patient Safety Indicator (PSI) Scores FY23 & FY24 YTD

Patient Safety Indicator Report (AHRQ) All Patients FY 2023 - FY 2024

Patient Safety Indicator	FY 2023			FY 2024			Vizient Mean
	Numerator	Denominator	Rate/1000	Numerator	Denominator	Rate/1000	
PSI-02 Death Rate in Low-Mortality Diagnosis Related Groups (DRGs)	0	1485	0.00	0	1437	0.00	0.43
PSI-03 Pressure Ulcer	2	10430	0.19	10	11097	0.90	0.46
PSI-04 Death in Surgical Pts w Treatable Complications	15	105	142.86	24	136	176.47	129.92
PSI-05 Retained Surgical Item or Unretrieved Device Fragment	1	Not Provided	Not Provided	1	Not Provided	Not Provided	0.00
PSI-06 Iatrogenic Pneumothorax	2	15400	0.13	1	15559	0.06	0.10
PSI-07 Central Venous Catheter-Related Blood Stream Infection	1	14956	0.07	0	15161	0.00	0.04
PSI-08 In-Hospital fall-Associated Fracture	2	15756	0.13	2	15988	0.13	0.19
PSI-09 Postoperative Hemorrhage or Hematoma	7	3455	2.03	6	3329	1.80	1.72
PSI-10 Postoperative Acute Kidney Injury Requiring Dialysis	1	1724	0.58	3	1805	1.66	0.84
PSI-11 Postop Respiratory Failure	6	1676	3.58	8	1737	4.61	4.95
PSI-12 Perioperative PE or DVT	13	3693	3.52	6	3594	1.67	3.07
PSI-13 Postop Sepsis	7	1680	4.17	5	1737	2.88	3.40
PSI-14 Postop Wound Dehiscence	2	1102	1.81	1	1144	0.87	1.16
PSI-15 Abdominopelvic Accidental Puncture or Laceration	2	3499	0.57	3	3597	0.83	0.78
PSI-17 Birth Trauma Injury to Neonate	10	3017	3.31	19	2967	6.40	4.31
PSI-18 OB Trauma Vaginal Delivery with Instrument	49	252	194.44	65	247	263.16	124.48
PSI-19 OB Trauma Vaginal Delivery without Instrument	98	3027	32.38	122	2941	41.48	16.76
Total Non-OB PSIs	71			89			
Total PSIs	218			276			



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

To: Quality Committee of the Board of Directors, El Camino Health
From: Deb Muro, Chief Information Officer
Date: December 2, 2024
Subject: Artificial Intelligence Update

Purpose: Provide the Quality Committee with an overview of Artificial Intelligence trends within the Healthcare industry and the Artificial Intelligence Strategy at El Camino Health including current use case examples, value and outcomes.

Situation: The acceleration of Artificial Intelligence (AI) is expected to transform healthcare with significant advancements in diagnosis, treatment planning, patient monitoring, and overall healthcare delivery, with the potential to improve accuracy, efficiency, and patient outcomes at a faster pace than ever before. The speed of AI adoption requires healthcare organizations to establish strategy, governance, policies and structure to facilitate the safe and effective use of this technology.

Background: Computerization and digitalization of healthcare data expedited by modernization of applications such as the Electronic Health Record, ERP and PAC's systems have resulted in large data repositories or "data lakes" creating challenges for providing meaningful and immediate information when it is needed. Harnessing the power of digitally available data to provide real time benefit and value is an opportunity for technology advancements specifically related to Artificial Intelligence. The "simulation of human intelligence processes by machines, especially computer systems" defines AI capabilities for delivering intelligence from a multitude of data sources to provide actionable insights and efficiencies impacting forecasting and predictability, quality, and safety. The unique partnership between the human and AI provides an additional layer of defense in the high reliability journey.

Assessment: El Camino Health has embarked upon an AI journey in which AI usage and oversight is governed by the Artificial Intelligence Steering Committee, the approval body for AI technology products, decisions and use cases with oversight of ethical considerations. Additional components of governance include an Artificial Intelligence Policy and guides for approved technology and training on tools and safe use.

The Artificial Intelligence Strategy employs a "buy" versus "build" methodology for AI and use case categories in the areas of Machine Learning and Cognitive Computing Models in which algorithms are developed and validated within existing technology and Generative AI Advanced Capabilities incorporating individual generated prompts and validation within the established workflow. The AI Strategy highlights the importance of the responsibilities and role of the individual utilizing AI to verify the accuracy and appropriateness of AI generated content, sharing data carefully with AI approved technologies and maintaining knowledge regarding AI limitations and best practices.

AI structure and policy navigate ethical challenges with utilization of comprehensive Security Risk Assessments and evaluation of AI solutions to protect patient data, mitigation of bias in AI models with training and validation of AI software, and transparency and accountability with AI Steering Committee responsibility for the delivery of understandable and accountable AI decisions.

Current AI Use Cases:

- AI in Diagnostics – AI Algorithms in medical imaging detecting anomalies and incidental findings with high accuracy while prioritizing images for reading
 - Rad AI
 - Rad AI saves a median of one hour per radiologist per shift with impressions generated in 0.5 to 3 seconds and the number of dictated words reduced by 35%
 - AIDOC
 - Use of Radiologist and AI resulted in incidental findings for approximately 113 patients
- AI in Patient Care – Cognitive Computing models
 - Deterioration Index
 - Reduced patient codes
 - Fall Risk
 - Reduced Fall rate
 - AI Chatbot
 - Improved medication adherence
 - Infusion Scheduling
 - Increased chair utilization and appointment accessibility
- AI in Quality and Safety
 - Generative AI for Clinician to Patient Messages
 - Higher adoption than national benchmarks
 - Ambient Listening
 - Improved Chart Closure Rates
- AI in Operations
 - Predict “No Show” appointments with interventions
 - Improved “No Show” metrics
 - Predictive modeling for OR Room Utilization and Open Block Management
 - Improved OR Room Utilization
 - Predict employees for management intervention
 - Improvement in nursing employee engagement scores
 - ChatGPT
 - Positive employee feedback

Summary: Future trends for AI in Healthcare include predictive analytic models, efficiency through automation, addressing healthcare disparities and emerging technologies such as genomics and wearables.

AI has the potential to transform healthcare with improved outcomes, efficiency and accessibility. Industry call to action is to stay informed and advocate for ethical AI use while embracing transformational innovation.



Artificial Intelligence In Healthcare

Quality Committee

December 2, 2024

The Impact Of Artificial Intelligence In Healthcare

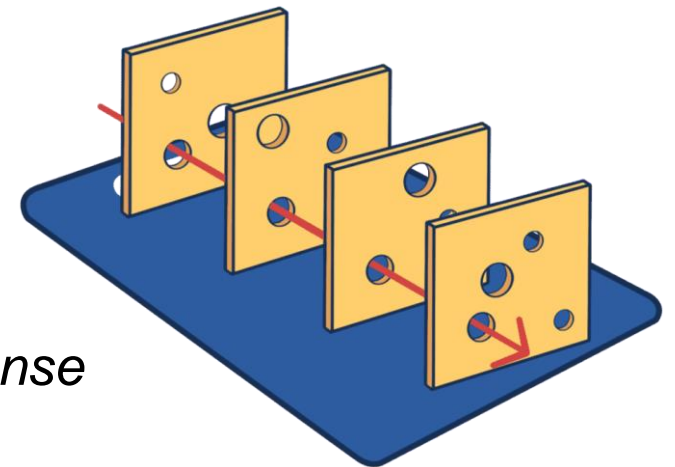
Computerization and digitalization of healthcare data accelerated by modernization of applications such as the Electronic Health Record, ERP and PAC's systems have resulted in large data repositories or "data lakes" creating challenges for providing meaningful and immediate information when it is needed.

Harnessing the power of digitally available data to provide real time benefit and value is an opportunity for technology advancements, specifically related to artificial intelligence.

Artificial Intelligence (AI) is "The simulation of human intelligence processes by machines, especially computer systems." AI is capable of delivering intelligence from a multitude of data sources to provide actionable insights and efficiencies impacting:

- Forecasting and Predictability
- Quality and Safety
- High Reliability

Partnership of human + AI = additional layer of defense



The Artificial Intelligence Journey

AI usage and oversight is governed by the following:

- Artificial Intelligence Steering Committee
 - Artificial Intelligence Policy
 - Artificial Intelligence Governance And Use
 - “Approved Technology” Guidance
 - Guide to Understanding and Mitigating AI Bias
 - AI Training On Tools And Safe Use
-
- The Artificial Intelligence Steering Committee is the approval body for AI technology products, decisions and use cases with oversight of ethical AI considerations.



Artificial Intelligence Methodology

A “buy” versus “build” strategy is employed for the following types of AI and Use Cases at El Camino Health:

AI Machine Learning And Cognitive Computing Models

- ✓ Algorithms developed and validated within existing technology

Generative AI Advanced Capabilities

- ✓ Individual generated prompts
- ✓ Individual validation

Individuals utilizing AI are responsible for:

- Verifying the accuracy and appropriateness of AI-generated content
- Sharing data carefully with AI using approved technologies
- Remaining knowledgeable on AI limitations and best practices

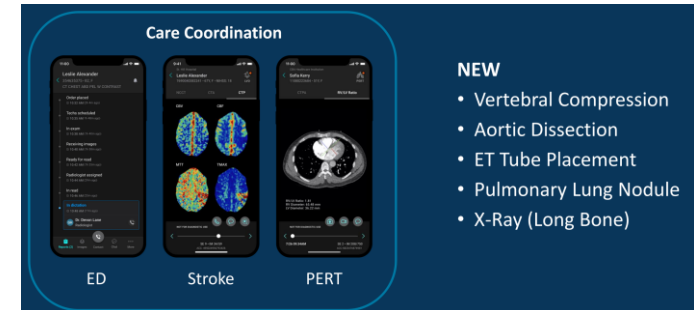


Use Case: AI in Diagnostics

Revolutionizing Diagnostics with AI

Current:

- AI algorithms in medical imaging: Detecting anomalies and incidental findings with high accuracy while prioritizing images for reading.
 - Rad AI
 - AIDOC



Future Trends:

- AIDOC- AI for image viewing and notifications in ED to improve Care Coordination
- Predictive analytics: Using patient data to predict disease onset and progression
 - AI detecting early-stage cancer
 - AI predicting heart disease risk

AI in Diagnostics: RAD AI



RAD AI automatically generates radiology report impressions from dictated findings customized for each radiologist including consensus guideline recommendations in practice specific language. Automating part of the radiology resulting workflow reduces the time and cost involved with each result. It also improves patient care by referencing standard published guidelines.

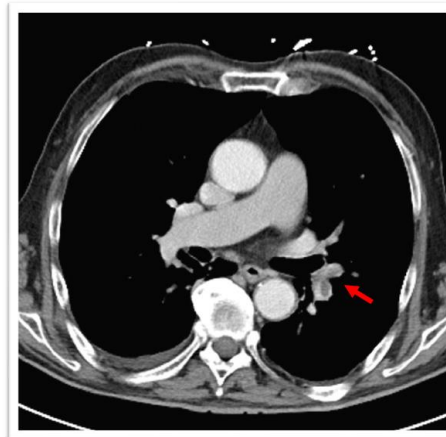
- An online forum and resource for radiologists and medical imaging professionals named Rad AI as the “Best New Radiology Software” and “Best New Radiology Vendor.” CB Insights listed Rad AI as one of the most innovative digital health start ups and one of the world’s most promising private AI companies in it’s rankings.
 - ✓ Since activation, RAD AI saves a median of one hour per radiologist per shift with impressions generated in 0.5 to 3 seconds and the number of dictated words reduced by 35%.
- *Dr. Ramesh Gopi: “Rad AI is fantastic! The tool greatly improves reading efficiency and time savings for Radiologists. Having the Fleischner guideline recommendations and lung nodule follow-up significantly improves patient care.”*

AI In Diagnostics: AIDOC

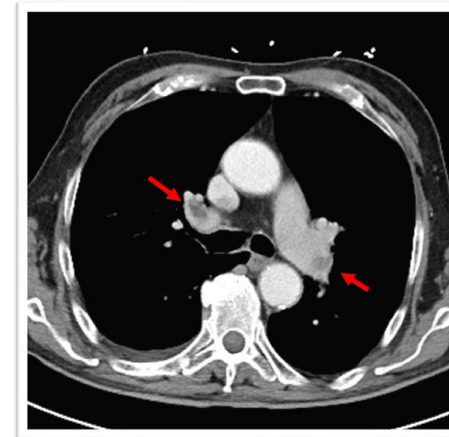
AIDOC uses artificial intelligence (AI) and image-recognition tools to augment radiologist workflow. The company's AI-based, decision-support software analyzes CT scans to flag acute abnormalities, prioritize life-threatening cases, and expedite patient care. The tool associates diagnoses and reading prioritization for faster diagnosis and image interpretation.

With use of AIDOC's **enhanced detection rates**, use of RAD+AI resulted in incidental findings for approximately **113 additional patients**.

Incidental Pulmonary Embolism (IPE)



CT Abdomen/pelvis
Hx: Right abdominal pain



Bilateral PEs (missed)
Unexpected (incidental) finding

Clinical Value

Incidental findings are unexpected and can be missed. They can also have tremendous patient care impact.

Downstream Impact(s)

- Avoid readmission
- Decreased LOS
- Increased interventions
- Saves lives

AI in Diagnostics: AIDOC



- **Pulmonary Embolism (PE) Package:** AIDOC excels at identifying incidental PEs on exams such as abdominal and pelvic studies, potentially altering patient management. It is particularly effective for evaluating small vessels that may not have been the primary focus of these exams, which can lead to more detailed follow-ups on subsequent visits and increased imaging studies for returning patients.
- **Intracranial Hemorrhage Notification:** The software acts as a safety net by effectively identifying subtle intracranial hemorrhages, reducing concerns about missed findings.
- **Rib Fracture Module:** This module helps detect fractures that may only appear on one imaging slice. Even when these findings do not change patient management, they offer a better understanding of patients' pain sources.
- Radiologists commented this software is a valuable resource that directly impacts patient care. In fact, one Radiologist choose to work at ECH specifically due to AIDOC. The Radiologist are interested in future benefits with the addition of other modalities beyond CT.

Use Case: AI in Patient Care

Improving Patient Care with AI

Current:

- Cognitive Computing – Deterioration Index, Fall Risk
- Remote monitoring: Wearable devices tracking patient vitals and alerting healthcare providers
- AI Chatbot reducing hospital admissions
- Infusion Scheduling to optimize chair utilization and appointment accessibility

Future Trends:

- Virtual Health Assistants: AI Chatbots providing medical advice and appointment scheduling
- Telehealth: AI-enhanced virtual consultations

Use Case: AI in Quality and Safety

Enhancing Quality and Safety with AI

Current:

- Generative AI responses to In-Basket Patient Messages using Augmented Response Technology
- Ambient Listening converting voice to text for generating physician notes for documentation

Future Trends:

- AI reducing medication errors in hospitals
- AI optimizing hospital workflows and improving patient throughput
- AI predicting equipment failures before they occur

AI In Quality And Safety: Augmented Response Technology

To help clinicians more quickly respond to patient medical advice request messages, the software generates a potential draft reply for these messages that clinicians can use as a starting point for their reply.

- ✓ Clinicians can edit the response with the system “learning” from the revision which is built into future replies
- ✓ Higher clinician adoption than industry benchmarks
- ✓ Studies have shown patients prefer computer generated messages due to increased empathetic tone
- ✓ Supports ability to deliver quicker turn around for patient message response

AI In Quality And Safety: Ambient Listening

The Ambient Listening platform uses the spoken words in the exam room to create a clinically accurate progress note and documentation into the EMR.

- Derived benefit for Providers, patients, and the organization per improvements in these areas:
 - ✓ Provider documentation time after hours known as “Pajama time”
 - ✓ Time spent in notes
 - ✓ Quality of notes
 - ✓ Chart closure rate positively impacting revenue generation



Clinical documentation burden is causing burnout



60% of physicians say bureaucratic tasks contribute to burnout²



Physicians report spending **nearly 50%** of their work day on EHR and desk work while spending **only 27%** of their total time on direct clinical face time with patients³



About **half** of physicians report not having enough time to complete clinical documentation⁴



More than **one-third** of physicians reported moderately high or excessive time spent on the EHR at home⁴

Use Case: AI in Operations

Improve Operations with AI

Current:

- AI utilized to predict “No Shows” for Clinic Appointments with interventions
- Predictive Modeling for OR Room Utilization and Open Block Management
- AI tool to improve employee engagement through forecasting of employees for management intervention
- ChatGPT

Future Trends:

- AI embedded in ERP for HR and Financial automation and functionality
- Call Center Agentic AI

AI Ethical Considerations

Navigating Ethical Challenges

- Data privacy and security: Patient data is protected by completing a comprehensive Security Risk Assessment and evaluation for AI solutions
- Bias in AI algorithms: Address and mitigate biases in AI models with training and validation of AI software
- Transparency and accountability: AI Steering Committee is responsible for the delivery of understandable and accountable AI decisions

AI Future Trends

The Future of AI in Healthcare Quality

- Enhanced predictive and forecasting analytic models
- Improving efficiency through automation
- The role of AI in global health: Addressing healthcare disparities with AI
- Emerging technologies
 - AI in genomics leading to breakthroughs in genetic disorders
 - AI-powered prosthetics improving mobility
 - Wearable AI devices

Embracing the Future of AI

- AI has the potential to transform healthcare quality with improved outcomes, efficiency, and accessibility
- Industry call to action is to stay informed and advocate for ethical AI use while embracing transformational innovation

“The greatest opportunity offered by AI is not reducing errors or workloads, or even curing cancer: it is the opportunity to restore the precious and time-honored connection and trust- the human touch- between patients and doctors.”



Questions?

Quality, Patient Care and Patient Experience Committee Survey Results

September 2024

Prepared for El Camino Health

Committee Review Process

- » Spencer Stuart was engaged by the Board and Chief Executive Officer of El Camino Health to assist with a survey-based review of the El Camino Health Board Committees.
- » The online survey was open from August 12 – 23, 2024. All Committee Members completed the survey. The survey results and open response comments are presented on an unattributed basis in this report.
 - Individual Committee questions were only answered by Committee Members on those Committees:
 - Quality, Patient Care and Patient Experience, “n” = 6
 - In some cases, the total number of responses does not add up to the above “n.” In those cases, not every Committee Member answered the question.
- » Participants were asked to answer a series of questions on a 4-point Likert scale, where a rating of “1” indicates strong disagreement and a rating of “4” indicates strong agreement. Participants were also given the option to respond “N/A”, indicating “no opportunity to observe.”
- » Comments in the Open Response sections may have been edited for clarity or to protect the identity of the authors. Certain comments have been redacted or modified if they referenced individuals in a directly identifiable way.
- » This report will be reviewed by the Governance Committee at its September 17, 2024 meeting.

Summary: Highest and Lowest Rated Areas

The highest and lowest rated items by the Committee about the Committee as a collective. Scores were given on a 1-4 scale, from “Strongly Disagree” to “Strongly Agree.” A 4.0 rating is the average highest score possible. A 1.0 rating is the lowest.

Highest Rated	Avg. Score	Lowest Rated	Avg. Score
Meetings: The Committee Chair effectively manages Committee dialogue, e.g., ensures that all voices are heard, guides discussion towards closure and decision, manages time and the meeting agenda effectively.	4.0	Committee Effectiveness: The Committee has the proper number of community members representing specific issues of specialized expertise.	2.2
Committee Role: The time commitment Committee Members are asked to make is reasonable and appropriate for fulfilling our duties.	3.8	Skills, Experiences, and Attributes: The Committee actively cultivates new candidates to form a pipeline of potential candidates who are qualified based on a defined, competency-based criteria.	2.4
Committee Effectiveness: The Committee has strong leadership.	3.8	Skills, Experiences, and Attributes: The Committee is composed of members with optimal subject matter expertise and appropriate competencies.	2.6
Meetings: The Committee accomplishes our duties with adequate time for thoughtful inquiry and oversight, achieving the appropriate balance between presentation and engagement/discussion.	3.7	Skills, Experiences, and Attributes: Committee membership comprises diversity of thought, experience, gender, race and ethnic representation, and perspective in order to add greater value to the Committee's deliberations.	2.8
Meetings: Committee Members receive meeting notices, written agendas, minutes and other appropriate materials well in advance of meetings with appropriate time to review and prepare for meetings.	3.7	Execution of Oversight Responsibilities: The organization's strategic planning processes are effective, and the Committee provides appropriate input into the strategic planning process, taking into account all key stakeholders.	2.8
Committee Effectiveness: During the course of the year, the Committee effectively monitors performance against its goals and provides feedback regarding any needed course correction, including through regular reports of the appropriate committees tasked with specific oversight responsibilities.	3.7	Execution of Oversight Responsibilities: On an annual basis, the Committee effectively deliberates on and approves appropriate performance goals.	3.0
		Relationship with Management: The Committee and management exhibit mutual trust and respect and foster transparency in the working relationship.	3.0
		Culture and Dynamics: Committee Members honor the professional boundaries between governance and management.	3.0

Note: Reported scores here are for the Committee as a collective and do not include the “Self-Reflection” questions.

Committee Meetings

Question	Distribution of Scores					Average Score
	N/A / Unknown	Strong Disagree "1"	Disagree "2"	Agree "3"	Strongly Agree "4"	
The Committee Chair effectively manages Committee dialogue, e.g., ensures that all voices are heard, guides discussion towards closure and decision, manages time and the meeting agenda effectively.					6	4.0
The Committee accomplishes our duties with adequate time for thoughtful inquiry and oversight, achieving the appropriate balance between presentation and engagement/discussion.				2	4	3.7
Committee Members receive meeting notices, written agendas, minutes and other appropriate materials well in advance of meetings with appropriate time to review and prepare for meetings.				2	4	3.7
Committee meetings focus on appropriate topics, such as areas of oversight and related education.				3	3	3.5

Committee Meetings

Prompt	Open Response
What topics would you like to see covered in future Committee meetings?	<ul style="list-style-type: none">• Enhancing current Press Ganey patient experience ratings with other, culturally competent processes and measures like regular community focus groups, charrettes and surveys, particularly for the first generation South Asian and East Asian patients who use El Camino.• Value Based Care arrangements and ECH approach and performance against the same.• Organizational strategy to better evaluate potential impacts on Quality and Patient Experience.• Use of transformative AI in healthcare.• Analytics - timelines/cadence of teams' ability to identify meaningful changes in performance.• We have a good pacing plan.

Committee Meetings

Prompt	Open Response
Additional comments on Committee meetings?	<ul style="list-style-type: none">• As the Quality Committee refines its clinical measures, it might consider ways to demonstrate how El Camino's care improves the overall health of the health district it serves.• Punctual and well managed; tenor and discussion has been more productive since the last few meetings.• There has been significant tension between the Committee and management. With Dr. Mallur leading, I hope that will be resolved as it makes it difficult to do governance when the management reaction is one of defensiveness and obfuscation.• Engaging, respectful, and well run.• Some physicians still dig a bit too far into specifics of care vs. KPIs/goals/directions.

Committee Role

Question	Distribution of Scores					Average Score
	N/A / Unknown	Strong Disagree "1"	Disagree "2"	Agree "3"	Strongly Agree "4"	
The time commitment Committee Members are asked to make is reasonable and appropriate for fulfilling our duties.				1	5	3.8
The expectations for Committee service are clearly articulated and well understood by Committee members.				3	3	3.5
Committee Members engage in productive and meaningful discussion.				3	3	3.5

Committee Role

Prompt	Open Response
Additional comments on the Committee role?	<ul style="list-style-type: none">• Consider incorporating training and patient safety education activities into Committee meetings.• It could be clearer - the role of the Committee vs. the Board. On the Committee, we don't always hear what the Board needs/wants from us. Similarly, the different roles of the different Committees related to setting the goals that feed into executive compensation are not clear.• Some issues with the staff/executive team's understanding of the Committee's role and their role in supporting the Committee's direction and guidance.

Committee Culture and Dynamics

Question	Distribution of Scores					Average Score
	N/A / Unknown	Strong Disagree "1"	Disagree "2"	Agree "3"	Strongly Agree "4"	
The Committee operates with a spirit of collegiality and there is a culture of mutual respect among Committee members.			1	1	4	3.5
Committee Members possess strong communication skills, knowing when to listen and when to speak up.				4	2	3.3
Committee Members are comfortable expressing their views openly and productively both in Committee meetings and with Committee leadership and management, as needed.				4	2	3.3
Committee Members honor the professional boundaries between governance and management.			1	4	1	3.0

Committee Culture and Dynamics

Prompt	Open Response
Additional comments on Committee culture and dynamics?	<ul style="list-style-type: none">• The Chair works effectively and collaboratively with El Camino management.• This is a work in progress. Historically, management has been very defensive, and some Committee Members have been deep in the weeds, creating a difficult dynamic. Dr. Mallur is more open and forthright, and his answers make sense, making it easier to stay at a governance level.• The change in executive leadership has created a spirit of enhanced collaboration. There is less of a defensive response and more discussion on how to achieve shared goals.• Doing better lately. Impossible to consistently “toe the line” between management and governance but any time a Committee Member seems to start going into management level discussion, other Members and often the Members themselves are effectively able to zoom back out to the governance role.• Occasionally, “dig too deep” into how the management team should execute against KPIs - which then forces the management team to spend too much time on specifics of execution.

Committee Skills, Experiences, and Attributes

Question	Distribution of Scores					Average Score
	N/A / Unknown	Strong Disagree "1"	Disagree "2"	Agree "3"	Strongly Agree "4"	
The Committee membership comprises diversity of thought, experience, gender, race and ethnic representation, and perspective in order to add greater value to the Committee's deliberations.	1		2	1	1	2.8
The Committee is composed of members with optimal subject matter expertise and appropriate competencies.			2	3		2.6
The Committee actively cultivates new candidates to form a pipeline of potential candidates who are qualified based on a defined, competency-based criteria.			3	2		2.4

Committee Skills, Experiences, and Attributes

Prompt	Open Response
<p>Additional comments on committee skills, experiences, and attributes?</p>	<ul style="list-style-type: none"> • Missing patient perspective. This is a significant gap for a Committee with responsibility of governing oversight over patient experience. • Talent spotting and pipeline development do not appear to take place regularly or routinely. Data science and community-based participatory research skills do not appear to be represented on the Committee. • Our Committee lacks anyone with Latino/a ethnicity, despite the fact that ECH sees many patients with that ethnicity. We also don't have anyone who brings deep expertise on patient experience, and we have less experience in quality than we have had in the past. There is no pipeline, and we have fewer Members than we need. • The Committee charter is potentially too broad - quality and customer experience. Not much depth of experience in latter responsibility.

Relationship with Management

Question	Distribution of Scores					Average Score
	N/A / Unknown	Strong Disagree "1"	Disagree "2"	Agree "3"	Strongly Agree "4"	
Management provides high quality Committee materials, with the appropriate level of detail, to enable the Committee to effectively carry out its oversight responsibilities.				4	2	3.3
The Committee has an effective working relationship with the executive sponsor and hospital staff.				4	2	3.3
The Committee and management exhibit mutual trust and respect and foster transparency in the working relationship.			2	2	2	3.0

Relationship with Management

Prompt	Open Response
Additional comments on the Committee's relationship with management?	<ul style="list-style-type: none">• Responded "Agree" to all three questions since the relationship and dynamic is rapidly evolving to a healthy ideal state. It hasn't always been the case, so I cannot give a "Strongly Agree."• The new CQO is the bomb.• Excellent choice of CQO.• Current executive sponsor is wonderful.

Execution of Committee's Oversight Responsibilities

Question	Distribution of Scores					Average Score
	N/A / Unknown	Strong Disagree "1"	Disagree "2"	Agree "3"	Strongly Agree "4"	
The Committee understands the mission and vision and reflects these understandings on key issues throughout the year.				4	2	3.3
The Committee has established procedures to effectively oversee quality.				4	2	3.3
The Committee has an effective mechanism in place for resolving potential conflicts of interest.			1	3	2	3.2
On an annual basis, the Committee effectively deliberates on and approves appropriate performance goals.			2	2	2	3.0
The organization's strategic planning processes are effective, and the Committee provides appropriate input into the strategic planning process, taking into account all key stakeholders.			3	1	2	2.8

Execution of Committee's Oversight Responsibilities

Prompt	Open Response
Additional comments on oversight of setting strategy, performance goals and other key areas of responsibility?	<ul style="list-style-type: none">• It is not clear how the Committee seeks and includes local policy and payer stakeholders.• Strategic direction and performance goals are often brought to the Committee for "review and approval" and have almost always been a point of contention. Would be helpful if the Committee was engaged sooner and a greater number of times in the process.• The Committee has played no role in strategy setting in the time I have served on it.• #73 points to whole point - this is not just the Quality Committee - where is the question about overseeing patient experience?

Committee Effectiveness

Question	Distribution of Scores					Average Score
	N/A / Unknown	Strong Disagree "1"	Disagree "2"	Agree "3"	Strongly Agree "4"	
The Committee has strong leadership.				1	5	3.8
During the course of the year, the Committee effectively monitors performance against its goals and provides feedback regarding any needed course correction, including through regular reports of the appropriate committees tasked with specific oversight responsibilities.				2	4	3.7
The current committee structure and operating procedures are effective.				3	3	3.5
Committee Members have the experience to serve effectively.				3	3	3.5
Committee agendas are prepared and circulated timely and contain all pertinent information, minutes are taken accurately, and informational and logistical support are provided by management and outside advisors.			1	2	3	3.3
The Committee has the proper number of community members representing specific issues of specialized expertise.		1	4		1	2.2

Committee Effectiveness

Prompt	Open Response
Additional comments on Committee effectiveness?	<ul style="list-style-type: none">• The Committee would benefit from adding one to two community members with relevant expertise. Current make up - three Board Members, two Chiefs of Staff, three community members - seems a bit skewed.• We need more community members that bring specific expertise and experience.• We need more community members on the Committee.• Staff support has improved but response times appear to be lengthened by extensive chain of command protocols and constant compliance referrals.• Dr. Somersille has come a long way in her leadership of the Committee, and now it's a well-oiled machine with her own personality on it (like the teaching rounds).• More experience on patient experience. Still floundering a bit on how to engage/oversee quality and patient experience of the now 200 affiliated physicians. The Committee is not responsible for El Camino Hospital but El Camino Health.

Self-reflection on Your Contributions to the Committee

Question	Distribution of Scores					Average Score
	N/A / Unknown	Strong Disagree "1"	Disagree "2"	Agree "3"	Strongly Agree "4"	
I understand what the Committee expects of me in my role as member and the function, role, and responsibilities of being a Committee Member.				1	4	3.8
I have a positive working relationship with other Committee Members.				1	4	3.8
I prepare for and actively participate in Committee meetings as well as other activities expected of me as a Committee Member.				2	3	3.6
I find serving on the Committee to be a satisfying and rewarding experience.				3	3	3.5
As a Committee Member, my expertise and experience are being fully leveraged.			1	2	2	3.2

Additional Reflection on the Performance of the Committee

Prompt	Open Response
<p>1. Please provide any additional comments on the effectiveness of the Committee over the last year.</p> <p>2. Looking to the future, what should be the goals of the Committee over the next two years; what do we want to accomplish as a Committee separate from the goals of the organization? (E.g., expanded Committee education programs; changes; enhanced communication; better use of Committee meeting time; other potential areas of responsibility and oversight?).</p> <p>3. Do you have other input about the Committee that has not been addressed in this survey?</p>	<ul style="list-style-type: none"> • In addition to quality/safety/experience content being considered for Committee education, it will benefit the Committee to understand the charter/structure/function of other ECH Board Committees to get a better understanding of the interconnectedness of these various forums and how it all culminates into supporting the Hospital Board in their governance responsibilities. • Reorienting/resetting the tenor and relationship between management and committee; having a role in setting/reacting to strategy; clearer roles and responsibilities between Committee Members. • We could probably use one or even two fewer Committee Meetings a year. • Excellent Chair. Excellent discussion. Forward thinking group. • Resolve how we manage ECHMN and affiliated organizations' quality and patient experience.

SpencerStuart

El Camino Hospital Board of Directors Quality, Patient Care, and Patient Experience Committee Charter

Purpose

The purpose of the Quality, Patient Care and Patient Experience Committee (“Quality Committee” or the “Committee”) is to advise and assist the El Camino Hospital Board of Directors (“Board”) to monitor and support the quality and safety of care provided at El Camino Hospital (“Hospital”) per the Hospital Bylaws and through reporting by the El Camino Health Medical Network (ECHMN) per the operating agreement between the Hospital and Silicon Valley Medical Development (SVMD). For purposes of this policy, “Organization-wide” refers to Hospital and ECHMN/SVMD. ~~For the Hospital, The~~ Committee will utilize the Institute of Medicine’s framework for measuring and improving quality care in these five domains: safe, timely, effective, efficient, equitable, and person-centered (STEEEP). ECHMN/SVMD reporting utilizes the merit-based incentive payment system (MIPS) established by the Centers for Medicare and Medicaid (CMS), the Healthcare Effectiveness Data and Information Set (HEDIS) quality measures established by the National Committee for Quality Assurance (NCQA), or such other reporting as recommended by ECHMN Board of Managers.

The Hospital and ECHMN/SVMD El Camino Health management will provide the Committee with standardized quality metrics with appropriate benchmarks, when available, so that the Committee can adequately assess the quality of care being provided. Hospital and ECHMN/SVMD ECH Management and Quality Committee members will collaborate to identify and improve opportunities for quality improvement.

Authority

The Committee is an Advisory Committee of the Board pursuant to Article VII, Sec. 7.6 of the Hospital Bylaws. All governing authority for the Hospital the Organization resides with the Hospital Board except that which may be lawfully delegated to a specific Board committee. for ECH. All governing authority for ECHMN/SVMD resides with and with the boards of those e affiliated entities except that which may be lawfully delegated. Any reporting by ECHMN/SVMD or other affiliated entities to the Committee shall be consistent with the operating and governing documents of those affiliated entities. to a specific board committee.

The Committee will report to the Board at the next scheduled meeting any action or recommendation taken within the Committee’s authority. The Committee has the authority to select, recommend engagement, and supervise any consultant hired by the Board to advise the Board or Committee on issues related to clinical quality, safety, patient care and experience, risk prevention/risk management, and quality improvement. In addition, the Committee, by resolution, may adopt a temporary advisory committee (ad hoc) of less than a quorum of the members of the Committee. The resolution shall state the total number of members, the number of board members to be appointed, and the specific task or assignment to be considered by the advisory committee.

Voting members of the Committee shall include the directors assigned to the Committee, *ex-officio* members and alternates and external (non-director) members appointed to the Committee.

Membership

- The Committee shall be comprised of two (2) or more Hospital Board members who shall be appointed and removed pursuant to the El Camino Hospital Board Committee Governance Policy. ~~The Chair of the Committee shall be appointed by the Board Chair, subject to approval by the Board. All members of the Committee shall be eligible to serve as Chair of the Committee.~~
- The Committee shall also include as ex officio voting members of the Committee the following individuals: (1) the Enterprise Chief of the Medical Staff, (2) ~~and~~ the Los Gatos Campus Chief of Staff as *ex officio* voting members of the Committee. The Enterprise Vice Chief of Staff or the Los Gatos Vice Chief of Staff shall serve as alternate voting members of the Committee and replace, respectively the Enterprise Chief of Staff or the Los Gatos Chief of Staff if such person is absent from a Committee meeting.
- The Quality Committee may also include 1) no more than nine (9) Community members¹ with expertise in assessing quality indicators, quality processes, patient safety, care integration, payor industry issues, customer service issues, population health management, alignment of goals and incentives, or medical staff members, and members who have previously held executive positions in other hospital institutions (e.g., CNO, CMO, HR) as well as other areas as needed; ~~and 2) no more than two (2) patient advocate members who have had significant exposure to the Organization ECH as a patient and/or family member of a patient. Approval of the full Board is required if more than nine Community members are recommended to serve on this Committee.~~
- All Committee members, Chairs and Vice Chairs, ~~with the exception of new Community members, ex-officio members and alternates,~~ shall be appointed and removed in accordance with the El Camino Hospital Board Committee Governance Policy. ~~appointed by the Board Chair, subject to approval by the Board. New Community members shall be appointed by the Committee, subject to approval of the Board. All Committee appointments shall be for a term of a minimum of 12 months expiring on June 30th each year, renewable annually.~~
- ~~It shall be within the discretion of the Chair of the Committee to appoint a Vice Chair from among the members of the Committee. If the Chair of the Committee is not a Hospital Board Director, the Vice Chair of the Committee shall be a Hospital Board Director.~~

Executive Support and Participation

The Chief Quality Officer (CQO) shall serve as the primary executive to support ~~to~~ the Committee and is responsible for drafting the committee meeting agenda for the Committee Chair's consideration. Additional clinical representatives as well as members of the executive team may participate in the Committee meetings upon the recommendation of the CQO and subsequent approval from both the CEO and Committee Chair.

General Responsibilities

The Committee will collaborate with management to identify opportunities for quality and safety improvement. The Committee will support the implementation and monitoring of process improvement plans to address and close quality and safety gaps. Members of the Quality

¹ Community Members are defined as Members of the Committee who are not El Camino Hospital Board Directors or *ex-officio* members or alternates.

Committee will model behaviors, attitudes and actions consistent with the [Organization's ECH](#) tenets of a High Reliable Organization, specifically, focusing on creating strong relationships between everyone on the team to engender a culture of psychological safety which promotes our [Organization's ECH](#) mission to achieve zero patient harm. The management team shall develop dashboard metrics that will be used to measure and track quality, safety and patient experience performance for the Committee's review and subsequent approval by the Board. It is the management team's responsibility to develop and provide the Committee with reports, plans, assessments, and other pertinent materials to inform, educate, and update the Committee, thereby allowing Committee members to engage in meaningful, data-driven discussions. Upon careful review and discussion and with input from management, the Committee shall then make recommendations to the Board. The Committee is responsible for 1) ensuring performance metrics meet the Board's expectations; 2) aligning those metrics and associated process improvements to the quality plan, strategic plan, organizational goals; and 3) ensuring communication to the Board and external constituents is well executed.

Specific Duties

The Committee shall partner with management to support the following activities:

1. Quality Planning—Advocate for an enterprise strategy plan [that](#) is quality-centric.
2. Quality Control—Review quality processes and performance on a regular basis.
3. Quality Improvement—Review performance of major process improvement projects on a regular basis.

Specific duties of the Committee include the following:

- Review and approve which measures to include and track on the quarterly Board Quality Report (STEEEP): ["Quality Dashboard"](#) for tracking purposes.
- Oversee management's development of the Organization's goals encompassing the measurement and improvement of quality, safety and patient experience as tracked on the Enterprise Quality, Patient Care and Patient Experience Dashboard
- Review reports related to Organization-wide quality and patient safety initiatives in order to monitor and oversee the quality of patient care and service provided. Reports will be provided in the following areas:
 - Organization-wide performance regarding the quality care initiatives and goals highlighted in the strategic plan.
 - Organization-wide patient safety goals and hospital performance relative to patient safety targets.
 - Organization-wide patient safety surveys (including the culture of safety survey), sentinel event and red alert reports, and risk management reports.
 - Organization-wide patient satisfaction and patient experience surveys.
 - Organization-wide provider satisfaction surveys.
- Ensure the organization demonstrates proficiency through full compliance with regulatory requirements including, but not limited to The Joint Commission (TJC), Department of Health and Human Services (HHS), California Department of Public Health (CDPH), and Office of Civil Rights (OCR).

- In cooperation with the Compliance Committee, review results of regulatory and accrediting body reviews and monitor compliance and any relevant corrective actions with accreditation and licensing requirements.
- Review annual report on actions taken to improve patient safety as per the Safety Event Reporting policy that is maintained in policy and procedure management software.
- Oversee organizational quality and safety performance improvement for ~~both the Organization's and Hospital's~~ medical staff activities.
- Review the Hospital Medical Executive Committee's monthly credentialing and privileging reports and make recommendations to the Board.

Committee Effectiveness

The Committee is responsible for establishing its annual goals, objectives and work plan in alignment with the Board and the Organization's strategic goals. The Committee shall be focused on continuous improvement with regard to its processes, procedures, materials, and meetings, and other functions to enhance its contribution to the full Board. Committee members shall be responsible for keeping themselves up to date with respect to drivers of change in healthcare and their impact on quality activities and plans.

Meetings and Minutes

The Committee shall meet at least once per quarter. The Committee Chair shall determine the frequency of meetings based on the Committee's annual goals and work plan. Minutes shall be kept by the assigned staff and shall be delivered to all members of the Committee when the agenda for the subsequent meeting is delivered. The approved minutes shall be shared ~~with~~ the Board for information.

Meetings and actions of all committees of the Board shall be governed by, and held and taken in accordance with, the provisions of Article VI of the Bylaws, concerning meetings and actions of directors. Special meetings of committees may also be called by resolution of the Board or the Committee Chair. Notice of special meetings of committees shall also be given to any and all alternate members, who shall have the right to attend all meetings of the Committee. Notice of any special meetings of the Committee requires a 24-hour notice.

Hospital and Medical Network Organizational Structure September 2024

