



AGENDA REGULAR MEETING OF THE EL CAMINO HEALTHCARE DISTRICT BOARD OF DIRECTORS

Tuesday, March 16, 2021 – 5:30pm

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

PURSUANT TO STATE OF CALIFORNIA EXECUTIVE ORDER N-29-20 DATED MARCH 18, 2020, THE EL CAMINO HEALTHCARE DISTRICT **WILL NOT BE PROVIDING A PHYSICAL LOCATION FOR THIS MEETING**. INSTEAD, THE PUBLIC IS INVITED TO JOIN THE OPEN SESSION MEETING VIA TELECONFERENCE AT:

1-669-900-9128, MEETING CODE: 760-083-0558#. No participant code. Just press #.

To watch the meeting livestream, please visit: <http://www.elcaminohealthcaredistrict.org/meetingstream>

Please note that the livestream is for **meeting viewing only** and there is a slight delay; to provide public comment, please use the phone number listed above.

PURPOSE: The purpose of the District shall be (i) to establish, maintain and operate, or provide assistance in the operation of, one or more health facilities (as that term is defined in California Health and Safety Code Section 1250) or health services at any location within or without the territorial limits of the District, for the benefit of the District and the people served by the District; (ii) to acquire, maintain and operate ambulances or ambulance services within or without the District; (iii) to establish, maintain and operate, or provide assistance in the operation of free clinics, diagnostic and testing centers, health education programs, wellness and prevention programs, rehabilitation, aftercare, and such other health care services provider, groups, and organizations that are necessary for the maintenance of good physical and mental health in the communities served by the District; and (iv) to do any and all other acts and things necessary to carry out the provisions of the District's Bylaws and the Local Health District Law.

AGENDA ITEM	PRESENTED BY		ESTIMATED TIMES
1. CALL TO ORDER/ROLL CALL	George O. Ting, MD, Board Chair		5:30 – 5:32pm
2. SALUTE TO THE FLAG	George O. Ting, MD, Board Chair		5:32 – 5:35pm
3. POTENTIAL CONFLICT OF INTEREST DISCLOSURES	George O. Ting, MD, Board Chair		5:35 – 5:38
4. PUBLIC COMMUNICATION a. Oral Comments <i>This opportunity is provided for persons in the audience to make a brief statement, not to exceed three (3) minutes on issues or concerns not covered by the agenda.</i> b. Written Correspondence	George O. Ting, MD, Board Chair		information 5:38 – 5:39
5. CONSENT CALENDAR <i>Any Board Member or member of the public may remove an item for discussion before a motion is made.</i> Approval a. Minutes of the Open Session of the District Board Meeting (02/10/2021) b. Pacing Plan Information c. Community Benefit Sponsorship Report	George O. Ting, MD, Board Chair	<i>public comment</i>	motion required 5:39 – 5:42
6. COMMUNITY BENEFIT SPOTLIGHT: STANFORD TEEN HEALTH VAN <i>Resolution 2021-03</i> ATTACHMENT 6	Barbara Avery, Director, Community Benefit; Arash Anoshiravani, MD	<i>public comment</i>	possible motion 5:42 – 5:52

A copy of the agenda for the Regular Board Meeting will be posted and distributed at least seventy-two (72) hours prior to the meeting.

In observance of the Americans with Disabilities Act, please notify us at (650) 988-7504 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		ESTIMATED TIMES
7. ECHD FY21 YTD FINANCIALS ATTACHMENT 7	Carlos Bohorquez, CFO	<i>public comment</i>	possible motion 5:52 – 6:02
8. REPORT ON COVID-19 COMMUNITY TESTING AND VACCINATION PROGRAM ATTACHMENT 8	Deb Muro, CIO; Omar Chughtai, VP of Operations		information 6:02 – 6:12
9. EL CAMINO HOSPITAL BOARD OF DIRECTORS RE-ELECTION AND ELECTION AD HOC COMMITTEE REPORT a. FY21 El Camino Hospital Board Member Position Description and Application b. Resolution 2021-03: Election of El Camino Hospital Board of Directors Member to Fill a Vacancy for Term Expiring on June 30, 2021 c. Resolution 2021-04: Election of 2017 Director to the El Camino Hospital Board of Directors for a term effective July 1, 2021 ATTACHMENT 9	John Zoglin, Chair, Ad Hoc Committee Member	<i>public comment</i>	possible motion(s) 6:12 – 6:35
10. ADJOURN TO CLOSED SESSION	George O. Ting, MD, Board Chair	<i>public comment</i>	motion required 6:35 – 6:40
11. CONSENT CALENDAR <i>Any Board Member or member of the public may remove an item for discussion before a motion is made.</i> Approval <i>Gov't Code Section 54957.2:</i> a. Minutes of the Closed Session of the District Board Meeting (01/26/2021)	George O. Ting, MD, Board Chair		motion required 6:40 – 6:43
12. <i>Health & Safety Code Section 32106(b)</i> for a report and discussion involving health care facility trade secrets: - Development of Patient Family Residence	Ken King, CASO		discussion 6:43 – 7:03
13. Report involving <i>Gov't Code Section 54957</i> for discussion and report on personnel performance matters – Senior Management: - Executive Session	George O. Ting, MD, Board Chair		discussion 7:03 – 7:13
14. ADJOURN TO OPEN SESSION	George O. Ting, MD, Board Chair		motion required 7:13 – 7:14
15. RECONVENE OPEN SESSION/ REPORT OUT To report any required disclosures regarding permissible actions taken during Closed Session.	George O. Ting, MD, Board Chair		information 7:14 – 7:15
16. BOARD COMMENTS	George O. Ting, MD, Board Chair		discussion 7:15 – 7:19

AGENDA ITEM	PRESENTED BY		ESTIMATED TIMES
17. ADJOURNMENT	George O. Ting, MD, Board Chair	<i>public comment</i>	motion required 7:19 – 7:20pm

Upcoming Meetings: May 18, 2021; June 15, 2021



**Minutes of the Open Session of the
Special Meeting of the
El Camino Healthcare District Board of Directors
Wednesday, February 10, 2021**

Pursuant to State of California Executive Order N-29-20 dated March 18, 2020, El Camino Health did not provide a physical location for this meeting. Instead, the public was invited to join the open session meeting via teleconference.

Board Members Present

Peter C. Fung, MD**
Julia E. Miller, Vice Chair and Secretary/Treasurer**
Carol A. Somersille, MD**
George O. Ting, MD, Chair**
John Zoglin**

Board Members Absent

None

 **via teleconference

Members Excused

None

Agenda Item	Comments/Discussion	Approvals/Action
1. CALL TO ORDER/ ROLL CALL	The open session of the Special Meeting of the El Camino Healthcare District Board of Directors (the "Board") was called to order at 9:22pm by Chair Ting. Chair Ting reviewed the logistics for the meeting. A verbal roll call was taken. All Board members were present at roll call and participated via videoconference pursuant to Santa Clara County's shelter in place order. A quorum was present pursuant to State of California Executive Orders N-25-20 dated March 12, 2020 and N-29-20 dated March 18, 2020.	<i>Call to Order at 9:22pm</i>
2. POTENTIAL CONFLICT OF INTEREST DISCLOSURES	Chair Ting asked if any Board members may have a conflict of interest with any of the items on the agenda. No conflicts were noted.	
3. CONSENT CALENDAR	<p>Chair Ting asked if any member of the Board or the public wished to remove an item from the consent calendar.</p> <p>Motion: To approve the consent calendar: Minutes of the Open Session of the District Board Meeting (1/26/2021).</p> <p>Movant: Somersille Second: Miller Ayes: Fung, Miller, Somersille, Ting, Zoglin Noes: None Abstentions: None Absent: None Recused: None</p>	<i>Consent calendar approved</i>
4. APPROVAL OF FUNDING FOR WOMEN'S HOSPITAL EXPANSION PROJECT	<p>Ken King, CASO, provided an overview of the request for \$149 million in funding for expansion and remodel of the Women's Hospital as recommended by the El Camino Hospital Board of Directors. Mr. King noted that, per the El Camino Hospital Bylaws, capital expenditures over \$25 million require District Board approval.</p> <p>Mr. King described the background of the project (that the expansion of the Women's Hospital was one of the key drivers for the development of the Sobrato Pavilion and re-location of physician offices). He reported that the District Board has allocated \$30.3 million in capital outlay funds to support the costs of the project.</p> <p>He reviewed the expansion plan of multiple phases over 38 months:</p> <ul style="list-style-type: none"> - There would be a 44% increase in private Mother-Baby rooms and a 20% increase in NICU bed capacity. 	<i>Women's Hospital Expansion Project Funding approved</i>

	<ul style="list-style-type: none">- About \$37 million of the capital investment would be for building infrastructure needs, including new HVAC equipment, updated electrical equipment, elevator modernizations, new communication systems, and fire alarm upgrades. <p>In response to questions from Director Miller, Mr. King explained the following: 1) the building currently meets seismically compliant and all improvements will meet the current building code standards for seismic compliance, 2) \$30.3 million of District funding (about 4 years of District capital outlay funds) will go into this project and the remaining source of funds are Hospital reserves, 3) ECH pays prevailing wage on all construction projects, 4) the cost is about \$1,100 per square foot due to the need to complete the project in multiple phases in an occupied building, and 5) it would not be feasible to demolish the entire building without shutting down the services.</p> <p>Motion: To approve funding for the Women's Hospital Expansion Project at a cost not to exceed \$149 million.</p> <p>Movant: Miller Second: Somersille Ayes: Fung, Miller, Somersille, Ting, Zoglin Noes: None Abstentions: None Absent: None Recused: None</p>	
5. AGENDA ITEM 18: BOARD COMMENTS	None.	
6. AGENDA ITEM 19: ADJOURNMENT	<p>Motion: To adjourn at 9:44pm.</p> <p>Movant: Miller Second: Fung Ayes: Fung, Miller, Somersille, Ting, Zoglin Noes: None Abstentions: None Absent: None Recused: None</p>	<i>Meeting adjourned at 9:44pm</i>

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

George O. Ting, MD
Chair, ECHD Board

Julia E. Miller
Secretary, ECHD Board

Prepared by: Cindy Murphy, Director of Governance Services
Sarah Rosenberg, Contracts Administrator/Governance Services EA

**EL CAMINO HEALTHCARE DISTRICT BOARD
FY21 PACING PLAN**

FY21 Q1		
JULY 2020	AUGUST 12, 2020	SEPTEMBER 2020
<p style="text-align: center;">No Meeting</p> <p><u>Standing Items</u></p> <ul style="list-style-type: none"> • Approval of Minutes • Recognition (as needed) • Community Benefit Spotlight • Sponsorship Report • Pacing Plan 	<ul style="list-style-type: none"> • Approval of ECHD Consolidated and Stand Alone Budget • Tax Appropriation Resolution 	<p style="text-align: center;">No Meeting</p>
FY21 Q2		
OCTOBER 20, 2020	NOVEMBER 2020	DECEMBER 8, 2020
<ul style="list-style-type: none"> • FY21 YTD ECHD Financials • FY20 Financial Audit Presentation – Consolidated ECH District Financials • FY20 Year End Community Benefit Year-End Report • Approve FY20 Hospital Audit • Appointment of FY21 El Camino Hospital Board Member Election Ad Hoc Committee Chair • FY20 CEO Performance Review • Community Benefit Ad Hoc Committee Report • Appointment of CBAC Liaison • Update on COVID-19 Community Testing Program 	<p style="text-align: center;">No Meeting</p>	<ul style="list-style-type: none"> • Oath of Office - Newly elected or Re-elected District Board Members • Appointment of FY21 Election Ad Hoc Committee Member and Advisors (May Delay Until January) • Election of El Camino Hospital Board Members

**EL CAMINO HEALTHCARE DISTRICT BOARD
FY21 PACING PLAN**

FY21 Q3		
JANUARY 26, 2021	FEBRUARY 10, 2021	MARCH 16, 2021
<ul style="list-style-type: none"> • FY21 YTD ECHD Financials • Appointment of FY21 El Camino Hospital Board Member Election Ad Hoc Committee Member and Advisors • COVID-19 Testing and Vaccination Program Report • Development of Patient and Family Residence 	<ul style="list-style-type: none"> • Approve Funding For El Camino Hospital Mountain View Campus Women's Hospital Expansion Project. 	<ul style="list-style-type: none"> • FY21 YTD ECHD Financials • El Camino Hospital Board Member Election Ad Hoc Committee Report • Possible Election of El Camino Hospital Board Member • COVID-19 Testing and Vaccination Program Report • Development of Patient and Family Residence
FY21 Q4		
APRIL 2021	MAY 18, 2021	JUNE 15, 2021
No Meeting	<ul style="list-style-type: none"> • FY22 Community Benefit Plan Study Session • Community Benefit Mid-Year Metrics • FY22 ECHD Standalone Budget Allocations Preview (CB and Fees) • FY21 YTD ECHD Financials • El Camino Hospital Board Member Election Ad Hoc Committee Report • Possible Election of El Camino Hospital Board Member 	<ul style="list-style-type: none"> • FY21 YTD ECHD Financials • District Capital Outlay Funds • Tax Appropriation for FY22 • Approval of FY22 Community Benefit Plan • Approval of ECH FY22 Budget • Approval of ECHD FY22 Budget • Appointment of Liaison to the Community Benefit Advisory Council • Appoint FY22 Hospital Board Member Election Ad Hoc Committee • Approval of FY22 Pacing Plan • Resolution – FY22 Regular Meeting Dates • Elect District Board Officers



EL CAMINO HEALTHCARE DISTRICT BOARD MEETING MEMO

To: El Camino Healthcare District Board of Directors
From: Cecile Currier, VP Corp. & Comm. Health Svcs and President, CONCERN:EAP
Barbara Avery, Director Community Benefit
Date: March 16, 2021
Subject: Community Benefit Sponsorships

Purpose:

To provide the Board with FY21 ECHD Sponsorships January 2021 – February 2021.

Summary:

1. **Situation:** Community Benefit Staff was asked to keep the Board informed regarding Community Benefit Sponsorships YTD.
2. **Authority:** Board reviewed and approved \$100,000 for Sponsorships in the FY21 Community Benefit Plan in June 2020.
3. **Background:**
 - Sponsorship information and instructions are available on the District website.
 - Requests include sponsorship packets that outline event date, purpose, levels of sponsorship and requirements for sponsor acknowledgement. These requests are reviewed throughout the year as they come in by Community Benefit Staff and the other designated departments that provide community sponsorships (*e.g.*, Marketing & Communications and Government & Community Relations).
 - Community Benefit-funded Sponsorships provide general support for health-related agencies improving the well-being of the community.
 - Community Benefit Sponsorships from January 2021 – February 2021 totaled **\$2,000** for the following agencies:
 - o Bay Area Older Adults
4. **Assessment:** N/A
5. **Other Reviews:** N/A
6. **Outcomes:** N/A

List of Attachments: N/A

Suggested Board Discussion Questions: None. This is an informational consent item.

EL CAMINO HEALTHCARE DISTRICT

RESOLUTION 2021-03

RESOLUTION OF THE BOARD OF DIRECTORS OF EL CAMINO HEALTHCARE DISTRICT REGARDING RECOGNITION OF SERVICE TO THE COMMUNITY

WHEREAS, the Board of Directors of the El Camino Healthcare District values and wishes to recognize the contribution of individuals who serve the District's community as well as individuals who exemplify the El Camino Healthcare District's mission and values.

WHEREAS, the Board wishes to honor and recognize Teen Health Van for partnering with the El Camino Healthcare District to deliver integrated mobile health services to students in the Mountain View Los Altos High School District.

The El Camino Healthcare District and Teen Health Van began a partnership in fiscal year 2012 to provide mobile adolescent health services to underserved youth at all three high schools in the Mountain View Los Altos High School District. The mobile clinic brings a medical team to address the unmet health needs of the most underserved pediatric population in our community: at-risk, uninsured, underinsured, and homeless patients in local high school schools. The Teen Van's multi-disciplinary, multi-lingual staff (physician, nurse practitioner, licensed clinical social worker, and registered dietitian) provides comprehensive primary health care and mental health services. Services include medical exams, medications, laboratory work, nutrition counseling, and psychosocial and mental health counseling. The program also provides critical referral services to the families of these at-risk high school students. This partnership has served more than 910 youth and their families with more than 3,240 integrated health services.

WHEREAS, the Board would like to acknowledge Teen Health Van for its commitment to providing integrated adolescent health services to underserved youth in our community.

NOW THEREFORE BE IT RESOLVED that the Board does formally and unanimously pay tribute to:

TEEN HEALTH VAN

IN WITNESS THEREOF, I have here unto set my hand this **16TH DAY OF MARCH, 2021**.

EL CAMINO HEALTHCARE DISTRICT BOARD OF DIRECTORS:

Peter C. Fung, MD • Julia E. Miller • Carol A. Somersille, MD

George O. Ting, MD • John Zoglin

JULIA E. MILLER
SECRETARY/TREASURER
EL CAMINO HEALTHCARE DISTRICT BOARD OF DIRECTORS





Dedicated to improving the health and well being of the people in our community.

**Board Finance Presentation
Fiscal Year 2021
7/1/2020-1/31/21**

Carlos Bohorquez, CFO
El Camino Healthcare District Board of Directors Meeting
March 16, 2021

Contents

ECHD Consolidated Financial Statements (Includes El Camino Hospital)

Comparative Balance Sheet as of January 31, 2021	Page 3
Statement of Revenues & Expenses Year to Date thru January 31, 2021	Page 4
Notes to Financial Statements	Page 5

ECHD Stand-Alone Financial Statements

Comparative Balance Sheet as of January 31, 2021	Page 6
Statement of Revenues & Expenses Year to Date thru January 31, 2021	Page 7
Statement of Fund Balance Activity as of January 31, 2021	Page 8
Notes to Financial Statements	Pages 9-10
Sources & Uses of Property Taxes	Page 11
Appendix – Major Assumptions for FY2021 Budget	Pages 12-15
Appendix – General Obligation Bonds of the District	Pages 16-17

NOTE: Accounting standards require that audited financial statements for El Camino Healthcare District be presented in consolidated format, including El Camino Hospital and its controlled affiliates. In an effort to help ensure public accountability and further ensure the transparency of the District's operations, the District also prepares internal, "Stand-Alone" financial statements which present information for the District by itself.



El Camino Healthcare District

Consolidated Comparative Balance Sheet (\$ Millions)

(Includes El Camino Hospital)

	Jan 31, 2021	June 30, 2020 Audited w/o Eliminations		Jan 31, 2021	June 30, 2020 Audited w/o Eliminations
ASSETS			LIABILITIES & FUND BALANCE		
Current Assets			Current Liabilities		
Cash & Investments	\$453	\$461	Accounts Payable & Accrued Exp	\$128	\$183
Patient Accounts Receivable, net	\$148	\$129	Bonds Payable - Current	14	13
Other Accounts and Notes Receivable	\$32	\$87	Bond Interest Payable	2	10
Inventories and Prepaids	\$25	\$22	Other Liabilities	17	18
Total Current Assets	658	699	Total Current Liabilities	161	224
Board Designated Assets			Deferred Revenue	77	77
Foundation Reserves	17	15	Deferred Revenue Inflow of Resources	31	31
Community Benefit Fund	21	20	Long Term Liabilities		
Operational Reserve Fund ⁽¹⁾	162	150	Bond Payable	599	615
Workers Comp, Health & PTO Reserves	78	75	Benefit Obligations	48	47
Facilities Replacement Fund ⁽²⁾	279	222	Other Long-term Obligations	6	7
Catastrophic & Malpractice Reserve ⁽³⁾	23	20	Total Long Term Liabilities	653	669
Total Board Designated Assets	580	502	Fund Balance		
Non-Designated Assets			Unrestricted	1,491	1,368
Funds Held By Trustee ⁽⁴⁾	38	51	Board Designated & Restricted	648	582
Long Term Investments	453	372	Total Fund Balance	2,139	1,950
Other Investments	34	30			
Net Property Plant & Equipment	1,160	1,166	TOTAL LIAB. & FUND BAL.	\$3,060	\$2,952
Deferred Outflows of Resources	17	18			
Other Assets	121	115			
Total Non-Designated Assets	1,822	1,751			
TOTAL ASSETS	\$3,060	\$2,952			



Note: Totals may not agree due to rounding. See page 5 for footnotes.

El Camino Healthcare District

Consolidated Comparative Statement of Revenues & Expenses (\$ Millions)

Year-to-Date through January 31, 2021

(Includes El Camino Hospital)

	<u>Actual</u>	<u>Budget</u>	<u>Fav (Unfav) Variance</u>	<u>Prior YTD FY Actual</u>
Net Patient Revenue ⁽⁵⁾	623	496	127	598
Other Operating Revenues ⁽⁶⁾	28	33	-5	32
Total Operating Revenues	651	529	122	630
Wages and Benefits	341	310	-31	323
Supplies	98	77	-21	93
Purchased Services	100	102	2	99
Other	27	26	-1	26
Depreciation	40	41	1	31
Interest	10	6	-4	3
Total Operating Expense ⁽⁷⁾	615	562	(53)	576
Operating Income	35	(33)	68	53
Non-Operating Income ⁽⁸⁾	151	32	119	62
Net Income	186	(1)	188	115



Note: Totals or variances may not agree due to rounding. See page 5 for footnotes.

El Camino Healthcare District
Notes to Consolidated Financial Statements
Current FY 2021 Actual to Budget
(Includes El Camino Hospital)

- 1) The increase is due to the annual resetting of a 60 day reserve of expenses based on the current fiscal year's Hospital budget.
- 2) The current period Facilities Replacement Fund is comprised of (\$ Millions):

ECH Capital Replacement Fund (i.e. Funded Depr.)	\$229
ECHD Appropriation Fund (aka: Capital Outlay)	19
ECH Women's Hospital Expansion	30
ECHD Capital Replacement Fund (i.e. Funded Depr.)	<u>1</u>
	<u>\$279</u>

- 3) The current period Catastrophic & Malpractice Fund is comprised of (\$ Millions):

ECH Catastrophic Fund (aka: Earthquake Fund)	\$21
ECH Malpractice Reserve	<u>2</u>
	<u>\$23</u>

- 4) The decrease is due to the Bond Project Fund disbursements for the IMOB and BHS construction, and most recently the Women's Hospital Expansion.
- 5) ECH and ECHMN patient volumes with the exception of MV's emergency room continue to exceed budget and pre-COVID levels.
- 6) The decrease is due to ECHMN no longer providing Hospitalists services to O'Connor Hospital.
- 7) Higher expenses for labor and supplies due to the higher than expected inpatient and outpatient volumes.
- 8) The positive variance is due to increased cash/investments and the outstanding performance in the investment returns.



El Camino Healthcare District

Stand-Alone Comparative Balance Sheet (\$ Thousands)

These financial statements exclude the District's El Camino Hospital Corporation and its controlled affiliates

	January 31, 2021	June 30, 2020		January 31, 2021	June 30, 2020
ASSETS			LIABILITIES & FUND BALANCE		
Cash & cash equiv	\$8,937	\$5,443	Accounts payable	\$0	\$79
Short term investments ⁽¹⁾	3,943	5,710	Current portion of bonds	5,050	4,400
Due fm Retiree Health Plan ⁽²⁾	20	30	Bond interest payable ⁽¹⁰⁾	1,845	1,852
S.C. M&O Taxes Receivable ⁽³⁾	872	0	Other Liabilities	565	1,295
Other current assets	55	268			
Total current assets	\$13,827	\$11,451	Total current liabilities	\$7,460	\$7,626
Operational Reserve Fund ⁽⁴⁾	1,500	1,500			
Capital Appropriation Fund ⁽⁵⁾	18,657	26,495			
Capital Replacement Fund ⁽⁶⁾	5,755	5,741	Deferred income	(8)	50
Community Benefit Fund ⁽⁷⁾	2,970	2,349	Bonds payable - long term	111,601	116,651
Total Board designated funds	\$28,882	\$36,085	Total liabilities	\$119,053	\$124,327
Funds held by trustee ⁽⁸⁾	\$27,848	\$27,347	Fund balance		
Capital assets, net ⁽⁹⁾	\$10,679	\$10,710	Unrestricted fund balance	\$52,824	\$56,814
			Restricted fund balance ⁽¹¹⁾	(90,641)	(95,548)
			Total fund balance	(\$37,817)	(\$38,734)
TOTAL ASSETS	\$81,236	\$85,593	TOTAL LIAB & FUND BALANCE	\$81,236	\$85,593



Note: Totals may not agree due to rounding. See page 9 for footnotes.

El Camino Healthcare District

YTD **Stand-Alone** Stmt of Revenue and Expenses (\$ Thousands)

Comparative Year-to-Date January 31, 2021

*These financial statements **exclude** the District's El Camino Hospital Corporation and its controlled affiliates*

	Actual	Current Year Budget	Variance	Prior Full Year Actual
<u>REVENUES</u>				
(A) Ground Lease Revenue ⁽¹²⁾	\$ 59	60	\$ (1)	\$ 91
(B) Redevelopment Taxes ⁽¹³⁾	193	150	43	325
(B) Unrestricted M&O Property Taxes ⁽¹³⁾	7,172	7,172	-	8,845
(B) Restricted M&O Property Taxes ⁽¹³⁾	5,425	5,425	-	9,706
(B) G.O. Taxes Levied for Debt Service ⁽¹³⁾	6,711	5,950	761	10,493
(B) IGT/PRIME Medi-Cal Program ⁽¹⁴⁾	(1,531)	(1,302)	(229)	(4,048)
(B) Investment Income (net)	88	179	(91)	1,444
(B) Other income	-	-	-	0
TOTAL NET REVENUE	18,117	17,634	483	26,856
<u>EXPENSES</u>				
(A) Wages & Benefits ⁽¹⁵⁾	-	-	-	0
(A) Professional Fees & Purchased Svcs ⁽¹⁶⁾	646	622	(24)	553
(A) Supplies & Other Expenses ⁽¹⁷⁾	47	74	27	90
(B) G.O. Bond Interest Expense (net) ⁽¹⁸⁾	1,813	1,621	(192)	2,474
(B) Community Benefit Expenditures ⁽¹⁹⁾	6,825	4,894	(1,931)	7,544
(A) Depreciation / Amortization	31	31	-	57
TOTAL EXPENSES	9,362	7,242	(2,120)	10,718
NET INCOME	\$ 8,756	\$ 10,392	\$ (1,637)	\$ 16,138
 (A) Operating Revenues & Expenses (B) Non-operating Revenues & Expenses				
<u>RECAP STATEMENT OF REVENUES & EXPENSE</u>				
(A) Net Operating Revenues & Expenses	\$ (664)			
(B) Net Non-Operating Revenues & Expenses	9,420			
NET INCOME	\$ 8,756			



Note: Totals may not agree due to rounding. See page 10 for footnotes.

El Camino Healthcare District

Comparative YTD **Stand-Alone** Stmt of Fund Balance Activity (\$ Thousands)

*These financial statements **exclude** the District's El Camino Hospital Corporation and its controlled affiliates*

	<u>Jan 31, 2021</u>	<u>June 30, 2020</u>
Fiscal year beginning balance	\$ (38,734)	\$ (48,009)
Net income year-to-date	\$ 8,756	\$ 16,138
Transfers (to)/from ECH:		
IGT/PRIME Funding ⁽²⁰⁾		\$ 360
Capital Appropriation projects ⁽²¹⁾	\$ (7,839)	(7,223)
Fiscal year ending balance	<u><u>\$ (37,817)</u></u>	<u><u>\$ (38,734)</u></u>



Note: Totals may not agree due to rounding. See page 10 for footnotes.

El Camino Healthcare District

Notes to Stand-Alone Financial Statements

These financial statements exclude the District's El Camino Hospital Corporation and its controlled affiliates

- (1) **Short term investments** – The decrease is due to the beginning of the year establishment of the Community Benefit Fund for FY 2021.
- (2) **Due from Retiree Health Plan** – The monies due from Trustee for District's Retiree Healthcare Plan.
- (3) **S.C. M&O Taxes Receivable** – The increase is due to the accruals for the current year's Unrestricted (Gann Limit) and Restricted (Capital Appropriation) Funds, actual cash receipts normally begin in December and the following months.
- (4) **Operational Reserve Fund** – Starting in FY 2014, the Board established an operational reserve for unanticipated operating expenses of the District.
- (5) **Capital Appropriation Fund** – Decrease is due to funding of the commitment to the Women's Hospital renovation project to commence soon.
- (6) **Capital Replacement Fund** – Formerly known as the Plant Facilities Fund (AKA - Funded Depreciation) which reserves monies for the major renovation or replacement of the portion of the YMCA (Park Pavilion) owned by the District.
- (7) **Community Benefit Fund** – This fund retains unrestricted (Gann Limit) funds to support the District's operations and primarily to support its Community Benefit Programs.
- (8) **Funds Held by Trustee** – Funds from General Obligation tax monies, being held to make the debt payments when due.
- (9) **Capital Net Assets** - The land on which the Mountain View Hospital resides, a portion of the YMCA building, property at the end of South Drive (currently for the Road Runners operations), and a vacant lot located at El Camino Real and Phyllis.
- (10) **Bond Interest Payable** – The decrease is due to semi-annual payment made on 8/01/20.
- (11) **Fund Balance** – The negative fund balance is a result of the General Obligation bonds which assisted in funding the replacement hospital facility in Mountain View. Accounting rules required the District to recognize the obligation in full at the time the bonds were issued ; receipts from taxpayers will be recognized in the year they are levied, slowly reducing the negative fund balance over the next 16 years.



El Camino Healthcare District

Notes to Stand-Alone Financial Statements

*These financial statements **exclude** the District's El Camino Hospital Corporation and its controlled affiliates*

(12) Other Operating Revenue – Lease income from El Camino Hospital for its ground lease with the District.

(13) Taxes: Redevelopment, M&O, G.O. – Tax receipts (either received or to be received) during the period. Note amount for the G.O. Taxed Levied for Debt will come in less than prior year mostly due to the March 2017 G.O. Refunding that the District did that reduced the previously \$12.90 of assessed property valuation per \$100,000 to a current \$10.00 per \$100,000.

(14) IGT/PRIME Expense – Payments in support of the PRIME or IGT programs.

(15) Wages & Benefits – The District employs no employees. Employees are based at the Hospital, CONCERN, or SVMD entities. The District does contract with the Hospital and outside professional and general services organizations (see item 17).

(16) Professional Fees & Services – Actual detailed below:

• Registrar of Voters	\$ 337
• Community Benefit Support from ECH (54% of SW&B)	243
• Legal Fees	40
• Consulting	13
• Other	13
	<u>\$ 646</u>

(17) Supplies & Other Expenses – Actual detailed below:

• Dues & Subscriptions	\$ 25
• Marketing	21
• Bank Fees	1
	<u>\$ 47</u>

(18) G.O. Bond Interest Expense – It is to be noted that on March 22, 2017 the District refunded \$99M of its remaining \$132M 2006 G.O. bond issue. Refunding of the 2006 G.O. debt, given current interest rates, caused a net present value savings of \$7M.

(19) Community Benefit Expenditures – Starting in FY2014, the District is directly operating its Community Benefit Program at the District level. This represents amounts expended to grantees and sponsorships thus far in this fiscal year. Note the major payments to recipients are made in August & January of the fiscal year.

(20) IGT/PRIME Funding – Transfers from ECH for participation in the PRIME or IGT program thus far in FY 2021.

(21) Capital Appropriation Projects Transfer – This amount for FY2021 was the approved amount at the Board's June 2020 meeting to be transferred to the Hospital in FY2021 for the future renovation of the Women's Hospital.



El Camino Healthcare District

Sources & Uses of Tax Receipts (\$Thousands)

*These financial statements **exclude** the District's El Camino Hospital Corporation and its controlled affiliates*

Sources of District Taxes	1/31/21
(1) Maintenance and Operation and Government Obligation Taxes	\$19,308
(2) Redevelopment Agency Taxes	193
Total District Tax Receipts	\$19,501
Uses Required Obligations / Operations	
(3) Government Obligation Bond	6,711
Total Cash Available for Operations, CB Programs, & Capital Appropriations	12,790
(4) Capital Appropriation Fund – Excess Gann Initiative Restricted*	5,425
Subtotal	7,365
(5) Operating Expenses (Net)	664
Subtotal	6,701
(6) Capital Replacement Fund (Park Pavilion)	40
Funds Available for Community Benefit Programs	\$6,661

*Gann Limit Calculation for FY2021 \$9,221

(1) M&O and G.O. Taxes	• Cash receipts from the 1% ad valorem property taxes and Measure D taxes
(2) Redevelopment Agency Taxes	• Cash receipts from dissolution of redevelopment agencies
(3) Government Obligation Bond	• Levied for debt service
(4) Capital Appropriation Fund	• Excess amounts over the Gann Limit are restricted for use as capital
(5) Operating Expenses	• Expenses incurred in carrying out the District's day-to-day activities
(6) Capital Replacement Fund	• Fund to ensure that the District has adequate resources to fund repair and replacement of its capital assets (Park Pavilion)



Appendix: Major Budget Assumptions for FY2021

1. Pages 13 and 14: Are the pages 3 and 4 of the FY21 ECHD Stand-Alone Budget presented to the ECHD Board and approved on August 12, 2020.

2. Page 15: Additional detail about Community Benefit SW&B allocation process

Appendix: General Obligation Bond of the District

1. Pages 16 and 17: Description of the Bonds and annual debt service requirements grid.



Major Budget Assumptions – El Camino Healthcare District

Excludes El Camino Hospital & its affiliates

- Other Operating Revenue is based on the existing ground lease agreement.
- This year the Redevelopment Agency revenues were once again budgeted as they continue to be distributed by the County without any lapse in payments in the past years.
- Operating Expenses are based on historical payment information with adjustments made for non-recurring expenses, which for budget FY2021 a placeholder of \$250,000 is projected for the November District Board election costs from the Santa Clara County Registrar of Voters.
- Community Benefit Support fee based on the cost of services as follows:

Community Benefit Staff FY2021		Total Paid FTEs
VP Corp Comm Hlth Svcs		0.25
Director Community Benefit		0.75
Administrative Assistant		1.00
Sr Community Benefit Spec		2.00
Business Coordinator		0.21
Total		4.21
Total Salaries, Wages & Benefits	\$	771,414
Estimated allocation of time at 54% =	\$	416,564

- Supplies and Other Expenses includes modest increases for Direct Mail material, website development, advertising and postage. The District's budgeted dues are expected to remain a constant of LAFCO at an amount of \$25,000 and \$7,000 for California Special Districts Association.
- Expenses related to the G.O. bonds are based on the 2017 G.O. Refunding outcomes and required payment schedules.
- Investment income is based on the expected return rate provided by our Investment Consultant of a very conservative .09% for FY2021 on an average cash balance of \$40M.
- Community Benefit expenditures are based on the Community Benefit plan.
- IGT – Medi-Cal (PRIME) program - It is expected that the District/Hospital will participate in the program again this year.



El Camino Healthcare District FY 21 Budget

Information excludes El Camino Hospital & its affiliates
(in 000s)

Revenues	FY2019 Actual	FY2020 Actual	FY 2021 Budget	Change Favorable / (Unfavorable)	% Change
(A) Other Operating Revenue	96	92	103	11	12.0%
(B) Unrestricted M&O Property Taxes	8,429	8,845	9,221	376	4.3%
(B) Restricted M&O Taxes	8,989	9,676	9,300	(376)	-3.9%
(B) Taxes Levied for Debt Service	9,989	10,493	10,200	(293)	-2.8%
(B) Investment Income (net)	1,307	1,461	359	(1,102)	-124.6%
(B) Other - Redevelopment Agency	268	325	300	(25)	-7.7%
Total Net Revenue	29,078	30,892	29,483	(1,409)	-4.6%
Expenses					
(A) Community Benefit Support	397	397	417	(20)	5.0%
(A) Fees & Purchased Services	232	201	447	(246)	-55.0%
(A) Supplies & Other Expenses	62	45	112	(67)	-59.8%
(A) Depreciation/Amortization/Interest Expense	212	57	53	4	7.5%
(B) G.O. Interest Expense (net)	2,805	2,462	2,770	(308)	-11.1%
(B) Community Benefit Program	7,337	7,544	7,665	(121)	-1.6%
(B) IGT Medi-Cal Program Expense	6,829	4,048	2,603	1,445	55.5%
Total Expenses	17,874	14,754	14,067	687	4.9%
NET INCOME	11,204	16,138	15,416	(722)	-4.5%

FY21 BUDGET RECAP STATEMENT OF REVENUES & EXPENSE

(A) Net Operating Revenues & Expenses	(873)
(B) Net Non-Operating Revenues & Expenses	16,289
NET INCOME	15,416



FY 21 Budget - Community Benefit SW&B Allocation

- Community Benefit staff are El Camino Hospital (ECH) employees who provide services to the District and to the Hospital Corporation.
- Pursuant to a Statement of Work (SOW) between El Camino Hospital and the District, Community Benefit Staff SW&B are allocated between the Hospital and the District.
- Per the SOW, the allocation is to be negotiated between the District Board Chair and the ECH Controller each spring for the coming fiscal year.
- For FY20, a percentage allocation (60%) was negotiated even though the percentage of District grant funds increased. Then Board Chair Fung and Board Vice Chair Miller participated in the negotiations with Controller, Michael Walsh.
- For FY21, the total SW&B for the Community Benefit staff is budgeted at \$771,414 with 54% (\$416,564) allocated to the District. The Board Chair Gary Kalbach reviewed this allocation with Controller, Michael Walsh, and approved the allocation.



El Camino Healthcare District General Obligation Bonds of the District

- 2006 General Obligation Bonds - Upon voter approval, in November 2003, the District issued in 2006, \$148,000,000 principle amount of 2006 General Obligation Bonds, which consists of \$115,665,000 of Current Interest Bonds. Interest on the Current Interest Bonds is payable semiannually at rates ranging from 4% to 5% and principal maturities ranging from \$2,065,000 in 2016 to \$18,050,000 in 2036 are due annually on August 1. Interest at rates ranging from 4.38% to 4.48% and principal of the Capital Appreciation Bonds are payable only at maturity. In March 2017, the District advanced refunded a portion of the 2006 General Obligation Bonds, through the issuance of the 2017 General Obligation Refunding Bonds.
- The Bonds are general obligations of the District payable from ad valorem taxes. Payment of principal, interest and maturity value of the Bonds, when due, is insured by a municipal bond insurance policy.
- 2017 General Obligation Bonds - Upon Board approval, in March 2017, the District advanced refunded a portion of the 2006 General Obligation Bonds, through the issuance of the \$99,035,000 2017 General Obligation Refunding Bonds, which consists of \$115,665,000 of Current Interest Bonds, and \$32,335,000 of Capital Appreciation Bonds. Interest on the 2017 General Obligation Refunding Bonds is payable semiannually at rates ranging from 2% to 5% and principal maturities ranging from \$3,570,000 in 2017 to \$17,480,000 in 2036 are due annually on August 1. This refinancing resulted in a reduction of future interest payments with a present value of approximately \$7,000,000.



Annual Debt Service Requirements

2019	3,800,000	3,816,300	7,616,300				7,616,300
2020	4,400,000	3,626,300	8,026,300				8,026,300
2021	5,050,000	3,406,300	8,456,300				8,456,300
2022	5,760,000	3,153,800	8,913,800				8,913,800
2023		2,865,800	2,865,800	3,293,063	3,476,937	6,770,000	9,635,800
2024		2,865,800	2,865,800	3,397,871	3,922,129	7,320,000	10,185,800
2025		2,865,800	2,865,800	3,411,361	4,278,639	7,690,000	10,555,800
2026		2,865,800	2,865,800	3,551,505	4,843,495	8,395,000	11,260,800
2027		2,865,800	2,865,800	3,598,421	5,306,579	8,905,000	11,770,800
2028		2,865,800	2,865,800	3,673,863	5,846,137	9,520,000	12,385,800
2029		2,865,800	2,865,800	3,741,914	6,413,086	10,155,000	13,020,800
2030		2,865,800	2,865,800	3,802,634	7,007,366	10,810,000	13,675,800
2031		2,865,800	2,865,800	3,864,367	7,645,633	11,510,000	14,375,800
2032	12,000,000	2,865,800	14,865,800				14,865,800
2033	13,190,000	2,445,800	15,635,800				15,635,800
2034	14,525,000	1,918,200	16,443,200				16,443,200
2035	15,950,000	1,337,200	17,287,200				17,287,200
2036	17,480,000	699,200	18,179,200				18,179,200
Total	\$ 99,035,000	\$ 54,405,375	\$153,440,375	\$ 32,335,000	\$48,740,000	\$81,075,000	\$ 234,515,375

Blue highlighted items are paid down

2017 Outstanding Principle \$83,955,000. 2006 Outstanding Principle \$32,335,000.

- (1) The Series 2006 Capital Appreciation Bonds are payable only at maturity on August 1 of each year, and interest on the series 2006 Capital Appreciation Bonds is compounded semiannually on each February 1 and August 1





EL CAMINO HEALTHCARE DISTRICT BOARD MEETING MEMO

To: El Camino Healthcare District Board ("Board") of Directors
From: Deb Muro, CIO; Omar Chughtai, Vice President of Operations
Date: March 16, 2021
Subject: Status Report on the El Camino Healthcare District Community COVID-19 Testing and Vaccination Program ("the District Program")

Purpose: To update the Board on the status of the District Program

Summary:

1. **Situation:** On May 19, 2020, the Board approved funding and operations of a no-cost Community COVID-19 testing program for asymptomatic individuals who live, work, or go to school in the District. Thereafter, on June 16, 2020, the Board modified the approval to authorize (1) prepaying of \$1.2 million in FY20 to El Camino Health to implement and manage the District Program in FY20 and FY21 and (2) distribution of \$1.2 million in FY21 to provide ongoing services to the District Program in FY21. Subsequently, on December 29, 2020, the Board authorized the reallocation of \$100,000 of the funds to provide COVID-19 vaccinations and on January 26, 2021, the Board approved reallocation of an additional \$900,000 for vaccinations.
2. **Authority:** The District Board has authority to authorize the District CEO to distribute funding and manage public health initiatives in furtherance of its purpose, which includes providing assistance in the operation of health care services for the benefit of the District and the people served by the District. Pursuant to this authorization, the District entered into a Services Agreement with El Camino Health to operate the District Program. We executed an amendment to the Services Agreement to include vaccination.
3. **Background:** Pursuant to the Agreement with El Camino Health, COVID-19 tests are currently being performed at a number of locations through the District including (1) the El Camino Health Mountain View hospital campus (Melchor Pavilion), (2) public school sites in the Mountain View-Whisman, Sunnyvale, Los Altos and Mountain View/Los Altos High School Districts, (3) downtown retail districts in Mountain View, Los Altos and Sunnyvale and St. Francis High School. The mobile testing sites within the District's business districts were initially focused on serving employees of small businesses who are less likely to have insurance and whose work schedules make traveling to the El Camino Hospital campus impractical. However, due to low demand, we opened those sites to other members of the public. To provide good stewardship of the District's tax revenues, El Camino Health is successfully billing third party insurance and reserving District funds to cover the costs of testing when insurance is not available. As of March 3, 2021, we provided 24,841 tests.

The testing program is patient centered to facilitate quick-prescheduled appointments, online scheduling, extended hours for appointments, electronic results, e-mail notification when results, including negative results, are available in MyChart. Testing is currently being offered at the Hospital Monday through Friday from 7:30 am until 7:00 pm. El Camino Health continues to rely on PCR (polymerase chain reaction) testing as this is the most sensitive and accurate mode. We do have antibody testing available in house but this has limited applicability because it does not guarantee lack of infectivity and does not guarantee immunity.

Status Report on District Funded Community COVID-19 Testing Program
March 16, 2021

For the District program, we had been using a national laboratory and obtaining results in 2-3 days. Thanks to the generosity of the El Camino Health Foundation, we purchased additional equipment and are now performing all testing in house

On January 19, 2021, El Camino Health rolled out its community vaccination program at our First Street Clinic for Tier 1a individuals as well as those 75 years of age and over in accordance with state and county guidelines. The reallocated funds will be used to provide vaccinations for people who live, work or go to school in the District. As of March 3, 2021, we administered 11,918 of combined first and second dose vaccines to the public. A mass vaccination site is planned in close proximity to El Camino Hospital in Mountain View. We are in close collaboration with the county and plan to begin scaling vaccine efforts as vaccine supply becomes available.

The county and state vaccine supply are in a transition period between a state contracted third party administrators (TPA). Limited supply has prevented vaccination effort expansion. This TPA is expected to support increased transparency with regards to supply efforts. Santa Clara County is expected to transition to the TPA as a supplier by the end of March.

Program Expenses in FY21 Period 7

COVID-19 Tests: \$33,500

COVID-19 Vaccinations (Data Pending)

Labor: \$52,321

Marketing: \$0.00

Total: \$85,821

Since Inception through FY21 Period 7 (January 31, 2021)

Total: \$608,151

4. Assessment: The District Program operations are in place for testing and the vaccination program is ramping up, subject to vaccine allocation.
5. Other Reviews: N/A
6. Outcomes: Addressing the COVID-19 pandemic through providing community testing and vaccination to decrease spread of COVID-19 in the community.

List of Attachments: None.

Suggested Board Discussion Questions:

1. Does the Board have any concerns or suggestions about the execution of the District Program?



EL CAMINO HEALTHCARE DISTRICT BOARD MEETING MEMO

To: El Camino Healthcare District Board of Directors
From: John Zoglin, Chair, El Camino Hospital Non-District Board Member (“NDBM”) Election Ad Hoc Committee
Date: March 16, 2021
Subject: Ad Hoc Committee Report

Recommendation:

- a) To approve the Proposed Revised El Camino Hospital Board Member (1) Position Description and (2) Application
- b) To approve Draft Resolution 2021-03 electing El Camino Hospital Board Member to fill a vacancy expiring on June 30, 2021
- c) To consider electing a person with previous El Camino Hospital Board or committee experience to the El Camino Hospital Board of Directors as a 2017 Director for a term beginning on July 1, 2021 and expiring on June 30, 2024 without any further process. (Draft Resolution 2021-04)

Summary:

1. **Situation:** There is a vacancy on the El Camino Hospital Board of Directors with a term expiring on June 30, 2021 as well as an opportunity to elect an individual to a renewable “2017 Director” term beginning on July 1, 2021. See, El Camino Hospital Bylaws Article IV, Section 4.5(ii) and (iv).
2. **Authority:** Pursuant to El Camino Hospital Bylaws Article III, Section 3.12 and Article IV, Section 4.4, The El Camino Healthcare District Board of Directors has the authority to nominate, elect and approve the election of the members of the El Camino Hospital Board (“ECHB”) of Directors.
3. **Background:** The Ad Hoc Committee met on February 16, 2021 and March 4, 2021 to (1) discuss the results of the ECHB Competency Matrix Survey; (2) develop a Proposed Revised ECHB Member Position Description and Proposed Revised Application based on gaps identified in the survey; (3) discuss recruitment tactics including local print media, digital advertising, and the use of a professional recruiter; (4) discuss election of Don Watters to fill a vacancy on the ECHB; and (5) discuss election of a Director to the ECHB for a term beginning on July 1, 2021 and expiring on June 30, 2024.
4. **Assessment:** Factors For Consideration:
 - The lowest rated item in the Competency Matrix Survey is “Experience Leading High Performing Organizations, Including Board Experience,” accordingly, the Ad Hoc Committee selected that as the top priority criteria for the Position Description and Application
 - The second lowest score was Finance/Entrepreneurship which was also included. Other competencies with higher scores that were prioritized because the ad hoc committee felt they aligned most closely with challenges for El Camino Health board over next few years were: Complex Market Partnerships and Long-Range Strategic Planning. In all cases, the difference between the ratings is very small.
 - The total cost of the proposed local print/digital media is approximately \$1900.
 - Anticipated spend for other digital advertising is approximately \$2000, but will increase the breadth and diversity of the audience reached.

Ad Hoc Committee Report
March 16, 2021

- Professional Recruiter cost likely to be \$50,000 - \$100,000 but likely to bring a wider, more experienced and more qualified group of candidates than print and digital advertising.
 - Don Watters, having served on the ECHB board for 18 months is well known to the ECHD Board members, with the possible exception of our newest Board member, Director Somersille.
5. Other Reviews: As noted above, the Ad Hoc Committee recommends approval of the Revised Position Description and Revised Application as well as the election of Don Watters to the ECHB for a term expiring on June 30, 2021. The Ad Hoc Committee also recommends that the Board consider appointing a person with El Camino Hospital Board or Committee experience to a new term as a 2017 Director effective July 1, 2021 and expiring on June 30, 2024.
6. Outcomes: Current vacancy on ECH Board filled and new term for a “2017 Director” filled.
7. **List of Attachments:**
1. Competency Matrix Survey
 2. Draft Revised Position Description
 3. Draft Revised Application
 4. Board Terms Work Sheet
 5. Local Print Media Cost Work Sheet
 6. Draft Resolution 2021-03
 7. Draft Resolution 2021-04

Suggested Board Discussion Questions:

1. Does the Board agree with the Revised Position Description and Revised Application?
2. Does the Board agree with electing Don Watters to fill the vacancy on the ECHB for a term expiring on June 30, 2021?
3. Does the Board want to elect a person with previous El Camino Hospital Board or committee experience to a “2017 Director” full term effective July 1, 2021 without any further process and without any other recruitment efforts?
4. If not, what recruitment tactics does the Board want to employ? Local print/digital media? Other digital advertising? Retain a professional recruiter?



NYGREN CONSULTING
GOVERNANCE STRATEGY LEADERSHIP

El Camino Hospital

2021 Hospital Board Competency Matrix



Submitted on: March 1, 2021
Prepared for: El Camino Hospital | District Board of Directors
Prepared by: JoAnn McNutt, PhD

Introduction

Background

In February 2021, we conducted an online survey to determine El Camino Hospital Board's collective competency profile. This report provides the aggregate results from the assessment.

No individual ratings are shared, as raw data is kept confidential and anonymous.

Participants

We received 89% participation with 8 of 9 board members completing the survey. The newest member, Dr. Carol Somersille, did not participate as a rater, and therefore, the total N=8. Of the 8 board members, 4 are District members.

About the Report

This report is prepared for the ECHD Ad Hoc Committee, its staff and advisors, and the full ECHD Board. We provide a visual heat maps and bar graphs of the results calculated in three different ways:

- **Overall:** Ratings from All Board Members (N=8)
- **District:** Ratings from the District Board Members (n=4)
- **Non-District:** Ratings from the Non-District Board Members (n=4)

Additional Notes

- Self-ratings are not included in any of the scores; self-ratings were removed before calculating the averages
- Survey rating scale is as follows:

Survey Rating Scale

Collective Competencies

- 1=None or No Background or Experience
 - 2=Minimal Knowledge/Experience
 - 3=Moderate or Broad Knowledge/Experience
 - 4=Competent Knowledge/Experience
 - 5=Expert Knowledge/Experience
- (Maximum score is 5.00)

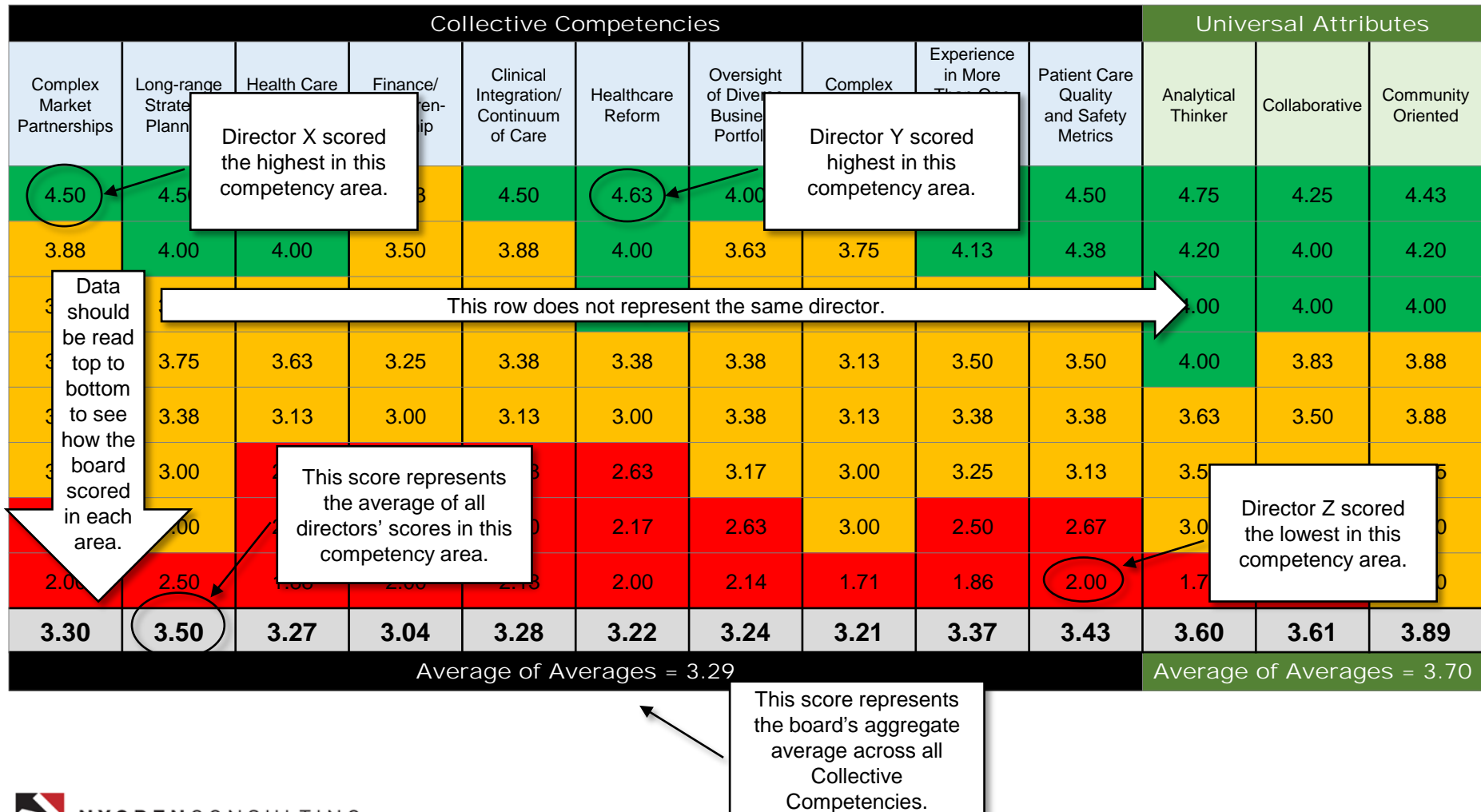
Universal Attributes

- 1=To a Very Small Extent
 - 2=To a Small Extent
 - 3=To Some Extent
 - 4=To a Great Extent
 - 5=To a Very Great Extent
- (Maximum score is 5.00)

A Guide to Reading the Heat Map

The numbers in the table below are examples. They are not the actual scores.

- 4.00 and Above
- Between 3.00 and 3.99
- Below 3.00



Hospital Board Competency Heat Map | Overall

Ratings from
All
Board Members (n=8)

Ratings from
District
Board Members (n=4)

Ratings from
Non-District
Board Members (n=4)

Number of Green Boxes = 40

Collective Competencies									Universal Attributes		
Understanding of Complex Market Partnerships	Long-range Strategic Planning	Experience Leading High-Performing Organizations	Finance/Entrepreneurship	Healthcare Policy	Oversight of Diverse Business Portfolios	Complex Partnerships w/ Clinicians	Experience in More Than One Area of Continuum of Care	Patient Care Quality and Safety Metrics	Analytical Thinker	Collaborative	Community Oriented
4.71	4.86	4.29	4.29	4.86	4.57	4.14	4.29	4.43	4.86	5.00	4.43
4.57	4.57	4.14	4.29	4.43	4.43	3.86	4.14	4.29	4.57	4.71	4.14
4.43	4.29	3.86	4.14	4.29	4.00	3.71	3.71	4.14	4.57	4.57	4.14
3.71	3.86	3.57	4.00	3.57	3.86	3.57	3.57	3.86	4.14	4.14	4.13
3.71	3.43	3.29	3.29	3.43	3.14	3.43	3.43	3.71	3.71	4.00	4.00
3.43	2.86	3.14	2.71	3.14	3.00	3.43	3.43	3.43	3.43	4.00	3.86
2.86	2.71	2.86	2.71	2.86	3.00	3.29	3.43	3.38	2.86	3.71	3.86
2.13	2.00	2.14	2.00	2.13	2.14	2.50	3.13	3.14	2.38	2.88	3.71
1.71	1.71	1.75	2.00	1.86	1.75	1.71	2.00	1.86	1.86	2.29	3.14
3.47	3.37	3.23	3.27	3.39	3.32	3.29	3.46	3.58	3.60	3.92	3.93
Average of Averages = 3.38									Average of Averages = 3.82		

Hospital Board Competency Heat Map | District Only

Ratings from
All
Board Members (n=8)

Ratings from
District
Board Members (n=4)

Ratings from
Non-District
Board Members (n=4)

Number of Green Boxes = 42

Collective Competencies									Universal Attributes		
Understanding of Complex Market Partnerships	Long-range Strategic Planning	Experience Leading High-Performing Organizations	Finance/Entrepreneurship	Healthcare Policy	Oversight of Diverse Business Portfolios	Complex Partnerships w/ Clinicians	Experience in More Than One Area of Continuum of Care	Patient Care Quality and Safety Metrics	Analytical Thinker	Collaborative	Community Oriented
4.75	4.75	4.00	4.33	4.75	4.50	4.25	4.25	4.33	4.75	5.00	4.33
4.75	4.50	4.00	4.25	4.50	4.25	4.00	4.00	4.25	4.75	4.50	4.00
4.50	4.25	3.75	4.25	4.25	4.00	4.00	4.00	4.25	4.50	4.50	4.00
3.67	4.00	3.33	3.50	4.00	3.75	3.67	3.75	4.25	4.33	4.00	3.75
3.67	3.33	3.33	3.00	3.33	3.33	3.50	3.50	4.00	3.33	3.75	3.75
3.50	3.25	2.75	2.67	3.33	3.00	3.25	3.50	4.00	3.33	3.67	3.75
2.75	2.50	2.33	2.50	3.00	3.00	3.25	3.25	3.67	3.25	3.33	3.50
2.67	2.33	2.33	2.33	2.75	2.25	2.67	3.00	3.50	2.33	2.50	3.33
2.33	2.00	1.75	2.25	2.33	2.00	2.00	2.33	2.33	2.25	2.33	2.75
3.62	3.44	3.06	3.23	3.58	3.34	3.40	3.51	3.84	3.65	3.73	3.69
Average of Averages = 3.45									Average of Averages = 3.69		

Hospital Board Competency Heat Map | Non-District Only

Ratings from
All
Board Members (n=8)

Ratings from
District
Board Members (n=4)

Ratings from
Non-District
Board Members (n=4)

Number of Green Boxes = 49

Collective Competencies									Universal Attributes		
Understanding of Complex Market Partnerships	Long-range Strategic Planning	Experience Leading High-Performing Organizations	Finance/Entrepreneurship	Healthcare Policy	Oversight of Diverse Business Portfolios	Complex Partnerships w/ Clinicians	Experience in More Than One Area of Continuum of Care	Patient Care Quality and Safety Metrics	Analytical Thinker	Collaborative	Community Oriented
4.67	5.00	4.67	4.67	5.00	4.67	4.00	4.33	4.67	5.00	5.00	4.50
4.33	4.67	4.33	4.33	4.33	4.67	3.75	4.25	4.33	4.67	5.00	4.50
4.33	4.33	4.00	4.33	4.33	4.33	3.67	4.00	4.00	4.33	4.75	4.50
4.00	3.75	4.00	4.00	4.00	3.75	3.67	3.67	4.00	4.00	4.67	4.25
3.75	3.67	3.75	3.50	3.25	3.00	3.50	3.33	3.33	4.00	4.33	4.25
3.25	3.00	3.25	3.00	3.00	3.00	3.50	3.33	3.25	3.67	4.00	4.00
3.00	2.50	3.00	2.75	2.50	3.00	3.33	3.00	2.75	2.50	3.75	4.00
1.50	1.50	2.00	1.75	1.50	2.25	1.75	3.00	2.50	2.50	3.25	4.00
1.25	1.50	1.75	1.75	1.50	1.25	1.50	1.75	1.50	1.50	2.25	3.67
3.34	3.32	3.42	3.34	3.27	3.32	3.19	3.41	3.37	3.57	4.11	4.19
Average of Averages = 3.33									Average of Averages = 3.96		

Side-by-Side Comparison | District vs. Non-District Board Members

Hospital Board Competency Heat Map | District Only

Ratings from All Board Members (n=8)		Ratings from District Board Members (n=4)				Ratings from Non-District Board Members (n=4)					
Number of Green Boxes = 42											
Collective Competencies								Universal Attributes			
Understanding of Complex Market Partnerships	Long-range Strategic Planning	Experience Leading High-Performing Organizations	Finance/ Entrepreneurship	Healthcare Policy	Oversight of Diverse Business Portfolios	Complex Partnerships w/ Clinicians	Experience in More Than One Area of Continuum of Care	Patient Care Quality and Safety Metrics	Analytical Thinker	Collaborative	Community Oriented
4.75	4.75	4.00	4.33	4.75	4.50	4.25	4.25	4.33	4.75	5.00	4.33
4.75	4.50	4.00	4.25	4.50	4.25	4.00	4.00	4.25	4.75	4.50	4.00
4.50	4.25	3.75	4.25	4.25	4.00	4.00	4.00	4.25	4.50	4.50	4.00
3.67	4.00	3.33	3.50	4.00	3.75	3.67	3.75	4.25	4.33	4.00	3.75
3.67	3.33	3.33	3.00	3.33	3.33	3.50	3.50	4.00	3.33	3.75	3.75
3.50	3.25	2.75	2.67	3.33	3.00	3.25	3.50	4.00	3.33	3.67	3.75
2.75	2.50	2.33	2.50	3.00	3.00	3.25	3.25	3.67	3.25	3.33	3.50
2.67	2.33	2.33	2.33	2.75	2.25	2.67	3.00	3.50	2.33	2.50	3.33
2.33	2.00	1.75	2.25	2.33	2.00	2.00	2.33	2.33	2.25	2.33	2.75
3.62	3.44	3.06	3.23	3.58	3.34	3.40	3.51	3.84	3.65	3.73	3.69
Average of Averages = 3.45								Average of Averages = 3.69			

Hospital Board Competency Heat Map | Non-District Only

Ratings from All Board Members (n=8)			Ratings from District Board Members (n=4)			Ratings from Non-District Board Members (n=4)					
Number of Green Boxes = 49											
Collective Competencies								Universal Attributes			
Understanding of Complex Market Partnerships	Long-range Strategic Planning	Experience Leading High-Performing Organizations	Finance/ Entrepreneurship	Healthcare Policy	Oversight of Diverse Business Portfolios	Complex Partnerships w/ Clinicians	Experience in More Than One Area of Continuum of Care	Patient Care Quality and Safety Metrics	Analytical Thinker	Collaborative	Community Oriented
4.67	5.00	4.67	4.67	5.00	4.67	4.00	4.33	4.67	5.00	5.00	4.50
4.33	4.67	4.33	4.33	4.33	4.67	3.75	4.25	4.33	4.67	5.00	4.50
4.33	4.33	4.00	4.33	4.33	4.33	3.67	4.00	4.00	4.33	4.75	4.50
4.00	3.75	4.00	4.00	4.00	3.75	3.67	3.67	4.00	4.00	4.67	4.25
3.75	3.67	3.75	3.50	3.25	3.00	3.50	3.33	3.33	4.00	4.33	4.25
3.25	3.00	3.25	3.00	3.00	3.00	3.50	3.33	3.25	3.67	4.00	4.00
3.00	2.50	3.00	2.75	2.50	3.00	3.33	3.00	2.75	2.50	3.75	4.00
1.50	1.50	2.00	1.75	1.50	2.25	1.75	3.00	2.50	2.50	3.25	4.00
1.25	1.50	1.75	1.75	1.50	1.25	1.50	1.75	1.50	1.50	2.25	3.67
3.34	3.32	3.42	3.34	3.27	3.32	3.19	3.41	3.37	3.57	4.11	4.19
Average of Averages = 3.33								Average of Averages = 3.96			

Highest to Lowest-Rated Competencies | Overall

Ratings from
All
Board Members (n=8)

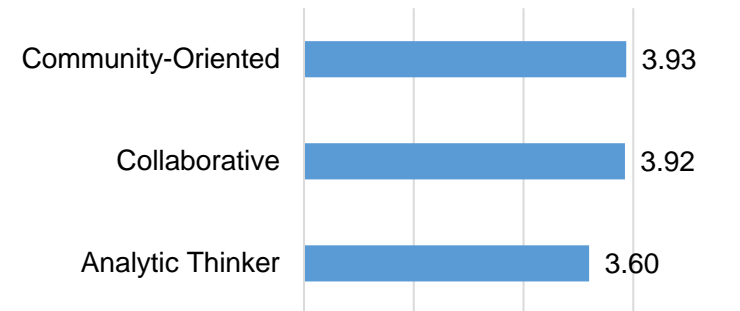
Ratings from
District
Board Members (n=4)

Ratings from
Non-District
Board Members (n=4)

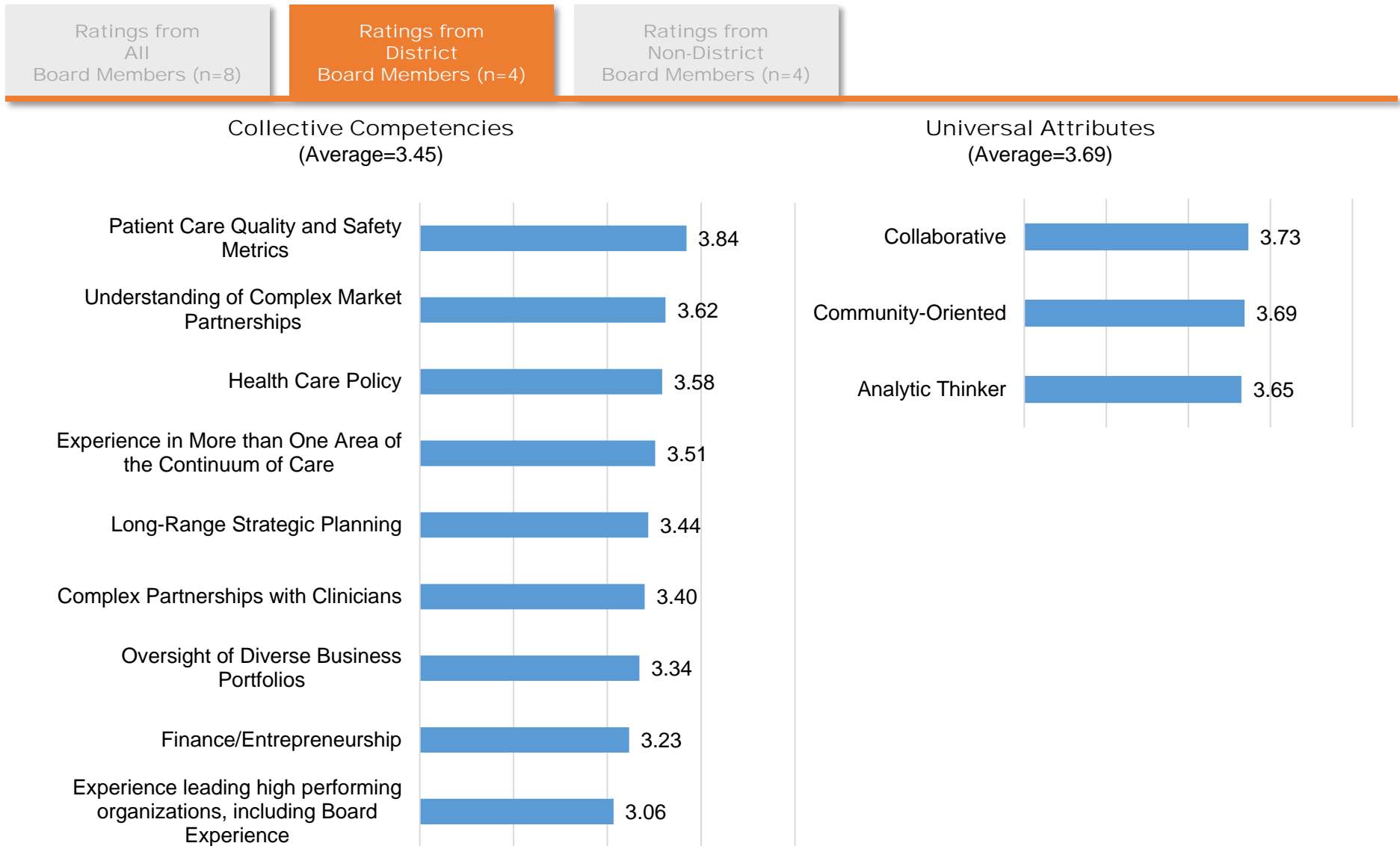
Collective Competencies (Average=3.38)



Universal Attributes (Average=3.82)



Highest to Lowest-Rated Competencies | District Only



Highest to Lowest-Rated Competencies | Non-District Only

Ratings from
All
Board Members (n=8)

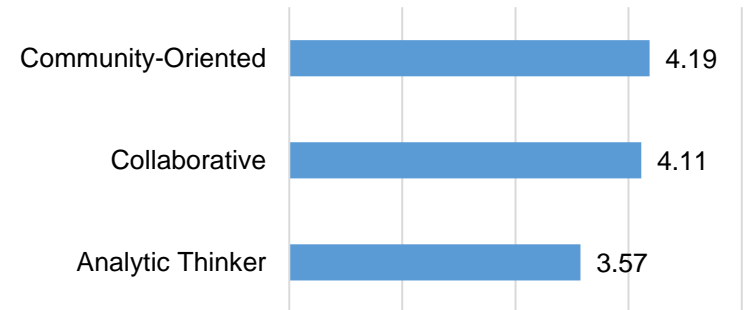
Ratings from
District
Board Members (n=4)

Ratings from
Non-District
Board Members (n=4)

Collective Competencies (Average=3.33)



Universal Attributes (Average=3.96)



Side-by-Side Comparison | Collective Competencies

Ratings from the District Board Members (n=4)

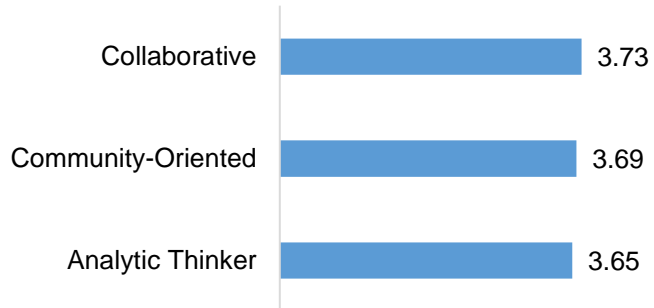


Ratings from the Non-District Board Members (n=4)

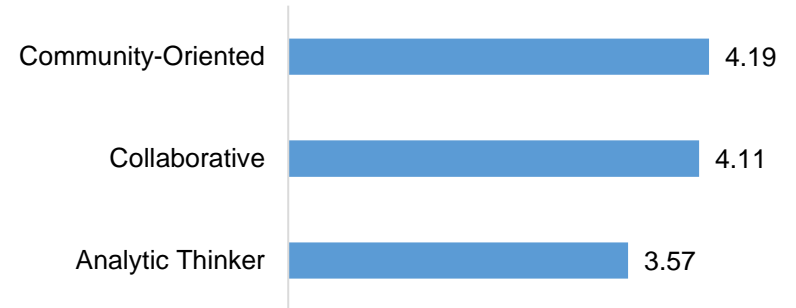


Side-by-Side Comparison | Universal Attributes

Ratings from the District Board Members (n=4)



Ratings from the Non-District Board Members (n=4)





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GOVERNANCE STRATEGY LEADERSHIP

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POSITION SPECIFICATION
El Camino Hospital
Draft Revised March 16, 2021

TITLE: Board Member

LOCATION: Mountain View, California

THE CURRENT BOARD

The El Camino Hospital Board is currently comprised of the five members of the El Camino Healthcare District Board, along with Lanhee Chen, JD, PhD, Julie Kliger, RN, Jack Po, MD, PhD and Bob Rebitzer. The members of the ECH Board who are not District Board members now serve a maximum of 4 staggered 3-year terms. Director Chen, the current Board Chair is serving his second term and has been re-elected to a third term (expires on June 30, 2024) and Directors Rebitzer and Kliger are serving their second terms. Director Po is serving his first term that expires on June 30, 2022. The current recruitment will fill a three-year term beginning July 1, 2021 and ending June 30, 2024.

POSITION

BACKGROUND:

With the significant and continuing, large scale changes occurring in the healthcare environment, the District Board has determined that it will seek Hospital Director Candidates who will add to the thoughtful deliberations and guidance from the Board, regarding the Hospital's strategic priorities and who possess competencies in the following areas:

1. Experience leading a high performing organization, healthcare-related or other industry, including Board-level experience
2. Long-Range Strategic Planning
3. Complex Market Partnerships
4. Finance/Entrepreneurship

QUALIFICATIONS:

To fill this role, El Camino is seeking a senior operating executive, consultant or academic leader who will reference as a leader in strategic dialogues. Since El Camino has relationships with most organizations of this type within Silicon Valley it will be important that conflicts are avoided. A recently retired, active executive might also be appropriate, as would consultants and advisors to this community.

SPECIFIC REQUIREMENTS:

- Physically attend at least two-thirds of all meetings.

Meetings are defined as Hospital Board meetings and Standing Committee meeting(s) to which the Board member has been appointed. Attendance guidelines will be considered met if the Board member physically attends two-thirds of all Hospital Board meetings **and** two-thirds of the meetings of each Standing Board Advisory Committee to which the member is appointed.

- Serve on at least two Standing Board Advisory Committees (credit will be given for assignment to other Board obligations, including but not limited to the El Camino Hospital Foundation Board, Chair of the Board, Ad Hoc Committees and the Community Benefit Advisory Council).
- Offer to Chair at least one of the Standing Board Advisory Committees.
- Give notice (in accordance with policy) for inability to attend a meeting in-person or via teleconference, except in the case of emergency, to the Director of Governance Services at least five business days prior to a meeting.
- Agree to abide by the "El Camino Hospital Board Management Compact" (dated December, 2012).

BOARD MEETINGS

The El Camino Hospital Board presently meets monthly, excluding July and January, typically at 5:30pm on the second Wednesday of each month. In addition, two Joint Board and Committee evening educational sessions and one full day retreat are held each year.

COMMITTEE MEETINGS

Meetings are held on weekday evenings beginning between 4 and 5:30 pm and last approximately 1.5 to 2 hours.

Investment: 4x/year

Quality, Patient Care and Patient Experience: 10x/year

Finance: 6x/year

Governance: 4-6x/year

Executive Compensation: 4-6x/year

Corporate Compliance/Privacy and Internal Audit: 6x/year

COMPENSATION

Board members are eligible for compensation in the amount of \$200 per Board meeting, \$100 per Committee meeting, and \$100 per Committee Prep meeting attended, up to 7 meetings per month. The Board Chair receives an annual \$12,000 stipend, payable quarterly.



Application to Serve as an El Camino Hospital Board Director

Proposed Revised March 16, 2021

Instructions: An Ad Hoc Committee of the El Camino Healthcare District Board of Directors is scheduled to interview selected applicants on **(Date) and (Date)** from ____ pm to ____ pm at El Camino Hospital, 2500 Grant Road, Mountain View, California 94040 (?Via Zoom). **All Applicants will be notified on or about (Date).** **Please indicate which date(s) you are available to interview:**

Date ____ Date ____

Applicants must complete* the following application and submit it to:

El Camino Healthcare District
2500 Grant Road
Administration C131
Mountain View, CA 94040

Or by e-mail: nominations@elcaminohospital.org

Applicants may submit up to eight additional pages (10 single-sided pages total) of supporting materials, including extended answers to questions contained in the application.

All applications and supporting materials must be received in our office no later than 12:00pm (noon) on (Date) and may be made publicly available.

****Items 1, 2 and 3 are required***

1. *Name _____

2. *Residence address _____

3. *Phone _____ *E-mail address _____

4. Please provide the reasons for your interest in serving as a member of the El Camino Hospital Board of Directors:

5. Please explain how your background demonstrates your knowledge and experience with the following:

- Experience leading a high performing organization, healthcare-related or other industry, including Board-level experience
- Long-Range Strategic Planning
- Complex Market Partnerships
- Finance/Entrepreneurship

6. If not addressed in an answer to an earlier question, please describe your experience in the health care industry.

7. Please describe your prior Board experience.

8. Would this position create a conflict of interest with any of your other commitments?

9. Are you able to make the necessary time Commitment? (See, Position Specification)

10. Are there any civil, employment related, or criminal incidents in your background that we may uncover in a reference or background check?

Board Terms - February 2021

District Board

Board Member	Joined ECHD Board*	Curent Term Expires	Hospital Board Term #**
Peter Fung	2014	Dec-22	2
Julia Miller	2012	Dec-24	2
Carol Somersille	2020	Dec-24	1
George Ting	2018	Dec-22	1
John Zoglin	2007	Dec-24	2

Hospital Board

Board Member	Class (Bylaws)****	Joined ECH Board	Curent Term Expires	Hospital Board Term #***
Lanhee Chen	2012	July 1, 2015	30-Jun-24	3
Jack Po	2012	July 1, 2019	30-Jun-22	1
Bob Rebitzer	2012	July 1, 2017	30-Jun-23	2
Julie Kliger	2017	January 16, 2018	30-Jun-23	2
Vacant	2017	January 16, 2018	30-Jun-21	

Vacant - Resigned 2/3/21

* No Term Limits for ECHD Board

**Maximum 3 consecutive - 4 year terms - grandfathered beginning 2014

*** Maximum 4 consecutive 3 year terms

**** Refers to year seat created

Notes:

- A. Three "2012" Directors appointed in 2012 with staggered terms: first seat expired after 1 yr, 2nd seat expired after two years, 3rd seat expired after 3yrs
- B. Two "2017" Directors appointed in January 2018 with staggered terms: first seat expired after 2.5 years, 2nd seat expired after 3.5 years
- C. When filled effective July 1, 2021 the vacant seat will expire June 30, 2024
- D. One seat expires 2020; Two seats expire 2023; Two seats expire 2024

El Camino Health District
Board Recruitment

PRINT

Publication	Insertion Date	Size	Cost	Mechanicals	Materials Due
Los Altos	3/17	2 x 8 4/C	\$324	3-7/8 x 8	3/10
	3/24		\$324		
Palo Alto Weekly	3/19	2 x 5 4/C	\$470	4.937" x 9.75"	3/11
	3/26		\$470		
Total	\$1,588				

Digital

Publication	Insertion Date	Size	Cost	Mechanicals	Materials Due
MV-Voice	Week of 3/22	Banners	\$295	975 x250, 728x90, 320x50	3/18

DRAFT

**EL CAMINO HEALTHCARE DISTRICT
RESOLUTION 2021-03**

WHEREAS, there is a vacancy the Board of Directors of El Camino Hospital; and

WHEREAS, pursuant to the Bylaws of El Camino Hospital, the El Camino Healthcare District, the sole voting Member, has the right to nominate and elect all members of the Board of Directors of El Camino Hospital; now, therefore, be it

RESOLVED, that the nominations be closed and that a unanimous ballot be cast in favor of the individual named below for election as Director of El Camino Hospital for a term to commence March 16, 2021 with a term of office as set forth below:

NAME

TERM OF OFFICE

Expiring on June 30, 2021

DULY PASSED AND ADOPTED at a Regular Meeting held on March 16, 2021, by the following votes:

AYES:

NOES:

ABSENT:

ABSTENTIONS:

Julia E. Miller
Secretary, El Camino Healthcare District

DRAFT

**EL CAMINO HEALTHCARE DISTRICT
RESOLUTION 2021-04**

WHEREAS, there is a “2017 Director” seat on the Board of Directors of El Camino Hospital with a term expiring on June 30, 2021; and

WHEREAS, pursuant to the Bylaws of El Camino Hospital, the El Camino Healthcare District, the sole voting Member, has the right to nominate and elect all members of the Board of Directors of El Camino Hospital; now, therefore, be it

RESOLVED, that the nominations be closed and that a unanimous ballot be cast in favor of the individual named below for election as Director of El Camino Hospital for a term to commence July 1, 2021 with a term of office as set forth below:

NAME

TERM OF OFFICE

Expiring on June 30, 2024

DULY PASSED AND ADOPTED at a Regular Meeting held on March 16, 2021, by the following votes:

AYES:

NOES:

ABSENT:

ABSTENTIONS:

Julia E. Miller
Secretary, El Camino Healthcare District