



AGENDA

REGULAR MEETING OF THE EL CAMINO HEALTHCARE DISTRICT BOARD OF DIRECTORS

Wednesday, August 16, 2017 – 5:30pm

El Camino Hospital | Conference Rooms E,F,&G (ground floor)
2500 Grant Road, Mountain View, CA 94040

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	Peter Fung, MD, Board Chair		5:30 – 5:32pm
2. SALUTE TO THE FLAG	Peter Fung, MD, Board Chair		5:32 – 5:34
3. POTENTIAL CONFLICT OF INTEREST DISCLOSURES	Peter Fung, MD, Board Chair		5:34 – 5:35
4. PUBLIC COMMUNICATION a. Oral Comments <i>This opportunity is provided for persons in the audience to make a brief statement, not to exceed 3 minutes on issues or concerns not covered by the agenda.</i> b. Written Correspondence	Peter Fung, MD, Board Chair		information 5:35 – 5:38
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 (June 20, 2017) b. Minutes of the Open Session of the District Board Meeting (June 28, 2017)	Peter Fung, MD, Board Chair	<i>public comment</i>	possible motion 5:38 – 5:40
6. DISTRICT BOARD VACANCY AD HOC COMMITTEE REPORT a. Review of Notice and Application Process b. Proposed Voting Procedure ATTACHMENT 6	Peter Fung, MD, Board Chair	<i>public comment</i>	possible motion 5:40 – 5:55
7. DISTRICT BOARD DIRECTOR APPLICANT INTERVIEWS – GROUP 1 a. William Adler b. Jonathan Cowan c. Alissa Erogbogbo, MD d. Neysa Fligor e. Gary Kalbach	Peter Fung, MD, Board Chair		information 5:55 – 7:35 5:55 – 6:15 6:15 – 6:35 6:35 – 6:55 6:55 – 7:15 7:15 – 7:35
8. RECESS	Peter Fung, MD, Board Chair		7:35 – 7:55

A copy of the agenda for the Regular Meeting will be posted and distributed at least seventy-two (72) hours prior to the meeting. In observance of the Americans with Disabilities Act, please notify us at (650) 988-7504 prior to the meeting so that we may provide the agenda in alternative formats or make disability-related modifications and accommodations.

AGENDA ITEM	PRESENTED BY		ESTIMATED TIMES
9. DISTRICT BOARD DIRECTOR APPLICANT INTERVIEWS – GROUP 2 a. R. Michael Kasperzak b. Sivaram Krishnan c. Edward Loizeaux d. Tara Martin-Milius e. Sachihiko Michitaka f. Kris Peterson g. Carol Ann Somersille, MD h. George Ting, MD	Peter Fung, MD, Board Chair		information 7:55 – 10:35 7:55 – 8:15 8:15 – 8:35 8:35 – 8:55 8:55 – 9:15 9:15 – 9:35 9:35 – 9:55 9:55 – 10:15 10:15 – 10:35
10. APPOINTMENT OF DISTRICT BOARD DIRECTOR a. Selection of District Board Director b. Resolution 2017-12: Appointing District Board Director ATTACHMENT 10	Peter Fung, MD, Board Chair	<i>public comment</i>	possible motion(s) 10:35 – 10:54
11. ADJOURNMENT	Peter Fung, MD, Board Chair		motion required 10:54 – 10:55pm

Upcoming Meetings

- August 23, 2017
- October 17, 2017



**Minutes of the Open Session of the
Meeting of the El Camino Healthcare District Board of Directors
Tuesday, June 20, 2017
El Camino Hospital | 2500 Grant Road, Mountain View, CA 94040
Conference Rooms E,F&G (ground floor)**

Board Members Present

Dennis Chiu, Vice Chair
(via videoconference)
Peter Fung, MD, Chair
Julia Miller
David Reeder
John Zoglin

Board Members Absent

None

Members Excused

None

Agenda Item	Comments/Discussion	Approvals/Action
1. CALL TO ORDER	The open session meeting of the El Camino Healthcare District Board of Directors (the “Board”) was called to order at 5:33pm by Chair Fung.	
2. SALUTE TO THE FLAG	Chair Fung led the Board members, staff, and members of the public present in the Pledge of Allegiance.	
3. ROLL CALL	A verbal roll call was taken. Director Chiu participated via videoconference. All Board members were present.	
4. POTENTIAL CONFLICT OF INTEREST DISCLOSURES	Chair Fung asked if any Board members may have a conflict of interest with any of the items on the agenda. No conflicts were noted.	
5. PUBLIC COMMUNICATION	There were no comments from the public.	
6. RESOLUTION 2017-05: COMMUNITY BENEFIT SPOTLIGHT	<p>Motion: To approve <i>Resolution 2017-05</i>.</p> <p>Movant: Reeder Second: Miller Ayes: Chiu, Fung, Miller, Reeder, Zoglin Noes: None Abstentions: None Absent: None Recused: None</p> <p>Barbara Avery, Director, Community Benefit recognized the Mountain View Los Altos High School District for its commitment to providing mental health and emotional support services to improve educational outcomes and help students succeed in school and in life. Susan Flatmo, PhD, Clinical Services Coordinator, thanked the Board for their support of mental health programming, and provided an overview of the work in local high schools, including teacher training and onsite therapy.</p>	<i>Resolution 2015-05 approved</i>
7. CONSENT CALENDAR	<p>Chair Fung asked if any member of the Board or the public wished to remove an item from the consent calendar. Director Zoglin requested that Item F: Community Benefit Audit be removed.</p> <p>Motion: To approve the consent calendar: Minutes of the Open Session of the District Board Meeting (May 15, 2017); Minutes of the Open Session of the District Board Meeting (May 22, 2017); Minutes of the Open Session of the District Board Meeting (June</p>	<i>Consent calendar approved</i>

	<p>14, 2017); <i>Resolution 2017-06</i>: To Approve Proposed Amendments to the ECH Bylaws; <i>Resolution 2017-07</i>: To Establish Tax Appropriation Limit for FY18; and for information: ACHD Membership.</p> <p>Movant: Miller Second: Chiu Ayes: Chiu, Fung, Miller, Reeder, Zoglin Noes: None Abstentions: None Absent: None Recused: None</p> <p>In response to Director Zoglin's questions, Melanie Espino of Actionable Insights explained that the auditors reviewed the systems for reporting and collecting data, not the validity of the data or the grant reports themselves. She reported that the clinics that were the subject of the District's audit are also regularly audited by licensing institutions including OSPHD and the Department of Public Health, and each have Compliance Officers to validate their data and quality of services.</p> <p>Director Zoglin suggested having data validation as part of the audit next year.</p>	
8. FINANCIAL REPORT	<p>a. ECHD FY17 Period 10 Financials</p> <p>Iftikhar Hussain, CFO presented the District's Period 10 Financials (through April), highlighting:</p> <ul style="list-style-type: none"> - Revenue bonds were issued in March (\$314 million in construction funds), shown on the consolidated balance sheet - Results are ahead of plan, consistent with prior results; ECHD is ahead on expenses (due to labor and favorable investment conditions) and revenues (due to delayed IGT payments) <p>In response to Dr. Fung's question, Mr. Hussain noted that IGT funding is a federal mechanism and the government has been discussing discontinuing funding. He explained that ECHD's FY18 budget does not include IGT funding.</p> <p>b. FY18 ECH Capital and Operating Budget</p> <p>There were no questions from the Board on El Camino Hospital's FY18 budget.</p> <p>c. ECHD FY18 Stand Alone and Consolidated Budget</p> <p>Mr. Hussain presented an overview of the District's FY18 Stand Alone and Consolidated Budget, including:</p> <ul style="list-style-type: none"> - Refinancing the General Obligation Bonds (net present value gross savings of \$10 million), a new item for 2017 - Distribution of \$11.8 million in net income: payments on debt service (\$3 million), capital projects (\$5.5 million); he noted that any net income over the Gann limit can only be used for capital improvements or rebated. <p>In response to the Board's questions, Matt Harris, Controller, clarified the annualized amount for FY17, which overstated the</p>	<p><i>ECHD FY17 Period 10 Financials, FY18 ECH Capital & Operating Budget, and ECHD FY18 Stand Alone and Consolidated Budget approved</i></p>

	<p>amount of Community Benefit funding.</p> <p>Mr. Hussain explained the difference between budgeted commitments and budgeted spend on Capital projects, noting that Board approval is needed at the start of a project and some projects (e.g., OSHPD projects) can have a lengthy approval process. He explained that major capital projects are brought to the District Board for approval if over \$25 million in a single transaction.</p> <p>Motion: To approve the Financial Report: the FY17 Period 10 Financials, the FY18 El Camino Hospital Capital and Operating Budget, and the ECHD FY18 Standalone and Consolidated Budget.</p> <p>Movant: Zoglin Second: Chiu Ayes: Chiu, Fung, Miller, Reeder, Zoglin Noes: None Abstentions: None Absent: None Recused: None</p>	
<p>9. FY18 COMMUNITY BENEFIT PLAN</p>	<p>Barbara Avery, Director, Community Benefit, thanked Director Chiu for his service.</p> <p>Ms. Avery noted that for FY18 there are 60 proposals received (an 11% increase) for a total of \$7,707,300 in requested funding. The total proposed plan provides for \$7,049,930, including \$6,749,931 in recommended grant funding.</p> <p>She outlined the grant review and proposal process including: application documentation requirements, the framework for assessing grant proposals, CBAC's review meeting and recommendations, and the total plan proposal. She described the distribution of grants and proposed funding across the three health priority areas: Healthy Mind, Healthy Body, and Healthy Community.</p> <p>She described strategies for providing dental care, youth and adult mental health services, and support for domestic violence victims in the FY18 plan.</p> <p>She summarized the FY18 proposals: \$7 million in funding servicing 70,000 community members, 31 schools with multiple programs, 4 ECHD cities, 57 grants, and 30+ sponsorships.</p> <p>Chair Fung commented that there is always more to be done for Community Benefit and would like to see more emphasis on the priority area of Healthy Mind. He also commended Anne Rabkin, Sr. Community Benefit Specialist, for her work on the Hypertension Initiative.</p> <p>The Board thanked staff for their work on the Plan.</p> <p>Motion: To approve the FY18 Community Benefit Plan.</p> <p>Movant: Miller Second: Reeder Ayes: Chiu, Fung, Miller, Reeder, Zoglin Noes: None Abstentions: None</p>	<p><i>FY18 Community Benefit Plan approved</i></p>

	<p>Absent: None Recused: None</p>	
10. RESOLUTION 2017-08	<p>Mary Rotunno, General Counsel, reported that Director Chiu's resignation from the Board, effective close of business June 30, 2017, will leave a vacancy on the Board, which can be filled two ways: 1) by appointment, or 2) by calling an election. She outlined the timelines, and noted that if the Board takes no action by August 29, 2017, the vacancy may be filled by the Santa Clara County Board of Supervisors.</p> <p>The Santa Clara County Registrar of Voters estimates that the cost to the District to fill a vacancy with an election will be approximately between \$934,000 and \$1,343,000.</p> <p>The Board discussed the two options for filling the vacancy, expressed concerns about the cost of calling an election, and noted that there are processes for appointment that have been used successfully in the past.</p> <p>Motion: To approve Resolution 2017-08, filling the vacancy by appointment.</p> <p>Movant: Zoglin Second: Miller</p> <p>Director Miller commented that public outreach component of the appointment process should begin as soon as possible.</p> <p>Ayes: Fung, Miller, Reeder, Zoglin Noes: None Abstentions: None Absent: None Recused: Chiu</p> <p>Chair Fung thanked Director Chiu for his service.</p>	Resolution 2017-08 approved
11. SELECTION OF ADDITIONAL EL CAMINO HOSPITAL BOARD MEMBERS	<p>Chair Fung provided an overview of the expansion of the Hospital Board to include two new appointed members and the recent appointment of Mr. Robert Rebitzer to fill the seat left by Neal Cohen, MD's planned departure at the end of FY17.</p> <p>The Board discussed the implementation and communication plan timeline including:</p> <ul style="list-style-type: none"> - Difficulty of on-boarding of several new people at the same time, including an incoming permanent CEO. - The options of appointing a vetted candidate or starting the process anew. - Competency gaps to be filled when Director Chiu departs. - Retention of the same search firm from the prior Ad Hoc Committee's search. 	
12. APPOINTMENT OF ECH BOARD MEMBER ELECTION AD HOC COMMITTEE CHAIR	<p>Chair Fung appointed Director Zoglin as the ECH Board Member Ad Hoc Committee Chair for FY18. He also selected El Camino Hospital Governance Committee Member Ms. Christina Lai to serve as an advisor to the Ad Hoc Committee.</p>	
13. RESOLUTION 2017-09	<p>Chair Fung requested nominations or declarations of interest from the floor for the position. Director Reeder nominated Director Fung, and Director Fung declined. Director Chiu nominated Director Miller. There was no second.</p>	

	<p>Director Zoglin suggested continuing rotating membership on the Ad Hoc Committee and suggested that Director Reeder join him on the Committee.</p> <p>Chair Fung nominated Director Reeder and Director Zoglin seconded the nomination.</p> <p>Motion: To approve <i>Resolution 2017-09</i> appointing Director Zoglin as Chairperson, David Reeder as the second member, and Christina Lai as an advisor to the El Camino Hospital Board Member Election Ad Hoc Committee for FY18.</p> <p>Movant: Fung Second: Zoglin Ayes: Fung, Reeder, Zoglin Noes: None Abstentions: Chiu, Miller Absent: None Recused: None</p>	
<p>14. BIENNIAL BOARD OFFICER ELECTION</p>	<p>Chair Fung requested nominations or declarations of interest from the floor for the position of Board Chair. Director Reeder nominated Director Zoglin to serve as Board Chair. There was no second. Director Miller nominated Director Fung and Director Zoglin seconded the nomination.</p> <p>Motion: To select Peter Fung, MD as District Board Chair for a two (2) year term of service, effective July 1, 2017.</p> <p>Movant: Miller Second: Zoglin Ayes: Chiu, Miller, Reeder, Zoglin Noes: None Abstentions: Fung Absent: None Recused: None</p> <p>Chair Fung requested nominations or declarations of interest from the floor for the position of Vice Chair. Director Chiu nominated Director Miller and Chair Fung seconded the nomination.</p> <p>Motion: To select Julia Miller as District Board Vice Chair for a two (2) year term of service, effective July 1, 2017.</p> <p>Movant: Chiu Second: Fung Ayes: Chiu, Fung, Miller, Reeder, Zoglin Noes: None Abstentions: None Absent: None Recused: None</p> <p>Chair Fung requested nominations or declarations of interest from the floor for the position of Secretary/Treasurer. Director Chiu nominated Director Zoglin and Director Miller seconded the nomination.</p> <p>Motion: To select John Zoglin as District Board Secretary/Treasurer for a two (2) year term of service, effective July 1, 2017.</p> <p>Movant: Chiu</p>	<p><i>Peter Fung selected as Board Chair; Julia Miller selected as Vice Chair; and John Zoglin selected as Secretary/Treasurer for terms effective July 1, 2017 – June 30, 2019</i></p>

	<p>Second: Miller Ayes: Chiu, Fung, Miller, Reeder, Zoglin Noes: None Abstentions: None Absent: None Recused: None</p>	
15. ADJOURN TO CLOSED SESSION	<p>Motion: To adjourn to closed session at 6:58 pm pursuant to <i>Gov't Code Section 54957.2</i> for approval of the Minutes of the Closed Session of the District Board Meeting (May 15, 2017); Minutes of the Closed Session of the District Board Meeting (May 22, 2017) pursuant to <i>Gov't Code Section 54957</i> for discussion and report on personnel performance matters: Executive Session.</p> <p>Movant: Zoglin Second: Chiu Ayes: Chiu, Fung, Miller, Reeder, Zoglin Noes: None Abstentions: None Absent: None Recused: None</p>	<i>Meeting adjourned to closed session at 6:58pm.</i>
16. AGENDA ITEM 20: RECONVENE OPEN SESSION/ REPORT OUT	<p>Open session was reconvened at 7:13 pm. Agenda items 16-19 were covered in closed session. During the closed session, the Board approved the Minutes of the Closed Session of the District Board Meeting (May 15, 2017) and the Minutes of the Closed Session of the District Board Meeting (May 22, 2017) by a unanimous vote in favor of all members present (Directors Chiu, Fung, Miller, Reeder and Zoglin).</p>	
17. AGENDA ITEM 21: FY18 PACING PLAN	<p>The Board discussed the scheduling of an additional special meeting in August to appoint a new District Board member to fill Director Chiu's vacancy. Cindy Murphy, Board Liaison, noted that the proposed dates are all ahead of the deadline of August 29, 2017. The Board also discussed the public outreach regarding the vacancy and the process for reviewing applications.</p> <p>Motion: To approve the pacing plan, amended to schedule an additional meeting on August 16, 2017.</p> <p>Movant: Zoglin Second: Chiu Ayes: Fung, Miller, Reeder, Zoglin Noes: None Abstentions: Chiu Absent: None Recused: None</p>	
18. AGENDA ITEM 22: BOARD COMMENTS	<p>The Board thanked Director Chiu for his service.</p> <p>The Board discussed the process for interviewing candidates to fill the upcoming vacancy on the District Board, including public outreach and voting at the meeting. Director Reeder commented that the in the past, the District Board has interviewed all of the applicants.</p>	
19. AGENDA ITEM 23: ADJOURNMENT	<p>Motion: To adjourn at 7:28 pm.</p> <p>Movant: Miller Second: Reeder Ayes: Chiu, Fung, Miller, Reeder, Zoglin</p>	<i>Meeting adjourned at 7:28 pm.</i>

	Noes: None Abstentions: None Absent: None Recused: None	
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Attest as to the approval of the foregoing minutes by the Board of Directors of El Camino Healthcare District:

Peter C. Fung, MD
Chair, ECHD Board

John Zoglin
Secretary, ECHD Board

Prepared by: Cindy Murphy, Director of Governance Services
Sarah Rosenberg, Contracts & Board Services Coordinator

DRAFT



**Minutes of the Open Session of the
Meeting of the El Camino Healthcare District Board of Directors
Wednesday, June 28, 2017**
El Camino Hospital | 2500 Grant Road, Mountain View, CA 94040
Conference Rooms A&B (ground floor)

Board Members Present

Dennis Chiu, Vice Chair
Peter Fung, MD, Chair
Julia Miller
David Reeder
John Zoglin

Board Members Absent

None

Members Excused

None

Agenda Item	Comments/Discussion	Approvals/Action
1. CALL TO ORDER/ ROLL CALL	The open session meeting of the El Camino Healthcare District Board of Directors (the “Board”) was called to order at 9:20 pm by Chair Fung. A silent roll call was taken. All Board members were present.	
2. POTENTIAL CONFLICT OF INTEREST DISCLOSURES	Chair Fung asked if any Board members may have a conflict of interest with any of the items on the agenda. No conflicts were noted.	
3. PUBLIC COMMUNICATION	There were no comments from the public.	
4. APPROVAL OF EL CAMINO HOSPITAL STRATEGIC FRAMEWORK	<p>The Board was provided with copies of the El Camino Hospital Strategic Framework that was approved by the El Camino Hospital (ECH) Board at a meeting earlier in the evening. Copies were also made available to the public. ECH Board Chair Neal Cohen, MD, presented the ECH Strategic Framework, including the newly adopted mission, vision and values to the District Board.</p> <p>Motion: To approve the El Camino Hospital Strategic Framework.</p> <p>Movant: Chiu Second: Zoglin Ayes: Chiu, Fung, Miller, Reeder, Zoglin Noes: None Abstentions: None Absent: None Recused: None</p>	<i>ECH Strategic Framework approved</i>
5. CONSENT CALENDAR	<p>Director Fung asked if any member of the Board or the public wished to remove an item from the consent calendar. No items were removed.</p> <p>Motion: To approve the consent calendar: Resolution 2017-10: Proposed El Camino Hospital Bylaws Revisions.</p> <p>Movant: Chiu Second: Miller Ayes: Chiu, Fung, Miller, Reeder, Zoglin Noes: None Abstentions: None Absent: None Recused: None</p>	<i>Consent calendar approved</i>

6. RESOLUTION 2017-11	<p>Motion: To approve <i>Resolution 2017-11</i>.</p> <p>Movant: Reeder Second: Zoglin Ayes: Fung, Miller, Reeder, Zoglin Noes: None Abstentions: Chiu Absent: None Recused: None</p> <p>Director Fung acknowledged Director Chiu for his five years of service on the District Board and the El Camino Hospital Board of Directors, two of which were in the role of Vice Chair of each Board. He recognized Director Chiu for his commitment to the health and well-being of the residents of the District as well as the boarder community.</p> <p>Brenda Taussig, Director of Government and Community Relations, presented commendations on behalf of State Senator Jerry Hill, State Assemblymember Mark Berman, and County Supervisor Joe Simitian.</p>	
7. BOARD COMMENTS	The Board thanked Director Chiu for his service on the Hospital and District Boards. The Board also thanked Donald Sibery, Interim CEO, for his leadership.	
8. ADJOURNMENT	<p>Motion: To adjourn at 9:40 pm.</p> <p>Movant: Chiu Second: Zoglin Ayes: Chiu, Fung, Miller, Reeder, Zoglin Noes: None Abstentions: None Absent: None Recused: None</p>	<p><i>Meeting adjourned at 9:40 pm.</i></p>

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

Peter C. Fung, MD
Chair, ECHD Board

John Zoglin
Secretary/Treasurer, ECHD Board

Prepared by: Cindy Murphy, Director of Governance Services

ECHD BOARD MEETING AGENDA ITEM COVER SHEET

Item:	District Director Vacancy Ad Hoc Committee Report El Camino Healthcare District Board of Directors August 16, 2017
Responsible party:	Peter Fung, MD, Ad Hoc Committee Chair
Action requested:	Possible Motion
<p>Background:</p> <p><u>Review of Notice and Application Process:</u> At our June 20, 2017 meeting, we adopted Resolution 2017-08, resolving to fill the vacancy on our Board (created by Dennis Chiu’s resignation) by appointment. The Board also delegated authority to “give such notices and take all actions as are required by or appropriate to comply with <i>Government Code Section 1780</i> with respect to filing a vacancy by appointment; including delegation to appoint an ad hoc committee . . .” Pursuant to the delegation of authority, I appointed Director Miller to serve with me on an Ad Hoc Committee the purpose of which was to work with staff on the process issues related to the appointment.</p> <p>Since that time, at the direction of the Ad Hoc Committee, staff developed and distributed Notice and Application materials. Notices of the vacancy and this meeting date were placed at El Camino Hospital, the Los Altos, Mountain View and Sunnyvale City Halls, on the District website, and in local newspapers throughout the District. Staff also provided the Notice to key stakeholders at El Camino Hospital (Board and Advisory Committees, ECH Foundation Board, Leadership Team, and Medical Staff) and to local Elected Officials and Community Organizations. In response to these efforts, the District received 14 applications for the appointment. Staff has confirmed with the Santa Clara County Registrar of Voters that all applicants are registered to vote in the El Camino Healthcare District and provided each applicant with a complete set of instructions as well as an informational packet to assist them in their preparations for this interview (<i>See, Attachment 1</i>). Subsequently, in response to a request by two applicants, staff also provided all applicants with a copy of the El Camino Hospital Strategic Framework adopted by both the El Camino Hospital Board and this Board on June 28, 2017 (<i>Attachment 2</i>).</p> <p>Due to the length of tonight’s meeting, we scheduled an additional meeting on August 23, 2017 at 5:30 pm for the purpose of Administering the Oath of Office and possibly considering election of the newly appointed District Director to the El Camino Hospital Board of Directors. If the new appointee is not available on the 23rd, we will have to reschedule.</p> <p><u>Proposed District Director Appointment (Voting) Procedures:</u> We also included Proposed Appointment (Voting) Procedures (<i>Attachment 3</i>) in your packet for our discussion and approval. Legal counsel has approved the proposal.</p>	
<p>Board Committees that reviewed the issue and recommendation, if any:</p> <p>The District Director Vacancy Ad Hoc Committee recommends approval of the Proposed</p>	

ECHD BOARD MEETING AGENDA ITEM COVER SHEET

	Appointment (Voting) Procedures.
	Summary and Session Objectives: To inform the Board of the Notice and Application Process and to obtain approval of the Proposed Appointment (Voting) Procedures.
	Suggested discussion questions: None.
	Proposed motion, if any: To approve the Proposed Appointment (Voting) Procedures.
	LIST OF ATTACHMENTS: <ol style="list-style-type: none">1. Instructions to District Director Applicants2. El Camino Hospital Strategic Framework3. Proposed Appointment (Voting) Procedures

Instructions for District Director Applicants

A. **Meeting Agenda** – The Board agenda and packet, including all applicants’ materials, will be posted on the El Camino Healthcare District Website no later than close of business on August 11, 2017.

B. Interview Process

1. **Order/Time of Interview:** Interviews will be conducted at El Camino Hospital, 2500 Grant Road, Mountain View, Conference Rooms F and G on the ground floor. The current agenda provides that interviews will be conducted in alphabetical order at the following times. Interviews beginning before 8:00pm, please arrive at least 30 minutes before your allotted time. Interviews beginning after 8:00pm, please arrive 45 minutes before your allotted time. Please note that if any applicant withdraws, these times will be revised and you will be notified by e-mail.

1. William Adler	5:55 PM
2. Jonathan Cowan	6:15 PM
3. Alissa Erogbogbo, MD	6:35 PM
4. Neysa Fligor	7:15 PM
5. Gary Kalbach	7:35 PM
RECESS	7:55 - 8:15 PM
6. R. Michael Kasperzak	8:15 PM
7. Sivaram Krishnan	8:35 PM
8. Edward Loizeaux	8:55 PM
9. Tara Martin- Milius	9:15 PM
10. Sachihiko Michitaka	9:35 PM
11. Kris Peterson	9:55 PM
12. Carol Ann Somersille, MD	10:15 PM
13. George Ting, MD	10:35 PM
14. Inna Yaskin, DO	10:55 PM

2. **Interview:** Each Applicant will be given up to 10 minutes to make a verbal presentation. Please assume that the Board members have read all of your application materials and focus your comments on the following topics:
 - i. ***How will your membership on the District Board enable it to better serve the health needs of the residents of the El Camino Healthcare District (“ECHD”)?***
 - ii. If appointed to the District Board, the District Board will also consider electing you to the El Camino Hospital (“ECH”) Board of Directors.
 - a. ***Are you interested, willing and able to make the time commitment to serve on both the District Board and the Hospital Board?***
 - b. On June 28, 2017, the El Camino Hospital Board of Directors and the El Camino Healthcare District Board of Directors adopted a new El Camino Hospital Strategic Framework that includes 3 Strategic Goals:
 - High Performance Operating Model
 - Consumer, Payer, and Employer Alignment
 - Physician Integration
- How do your background, skills, and experience demonstrate competency to oversee the implementation of this Strategic Framework as a member of the El Camino Hospital Board of Directors?***

Following your presentation, you can expect 5 to 10 minutes for Board Member questions.

- C. **Open Meeting** – As you may know, this meeting, including the interview portion, is open to members of the public, is live streamed, and video/audio recorded. As such, you are legally permitted to attend and observe all of the interviews either on the live stream or in person and the District cannot require you to do otherwise. However, in order to make this process as fair for the first interviewed applicant as for the last interviewed applicant, we request that you refrain from observing the other interviews. We have reserved Conference Room B (across the hall from the Board Meeting room) so that you might wait there until called for your interview. Refreshments will be available and Brenda Taussig, our Director of Government and Community Relations, will be there to greet you and escort you to the interview. **If you object to this procedure, it's not a problem, but please let me know as soon as possible (I will keep your objection confidential) so that I can let the other applicants know there has been an objection.**
- D. **Reference Materials** – I have attached a PDF with a few documents that you might find helpful in preparing for your interview, or at least of interest:
1. Schedule of ECHD and ECH Board and Advisory Committee Meetings for FY18
 2. El Camino Healthcare District Bylaws
 3. El Camino Hospital Board Member Job Description
 4. El Camino Hospital Bylaws
 5. FY16 Community Benefit Report (FY17 not available yet)
 6. El Camino Healthcare District FY18 Budget
- E. **Subsequent Steps** – The Board has scheduled a meeting on August 23, 2017 at 5:30 pm for the purpose of administering the Oath of Office and possibly considering electing the appointed ECHD Director to the ECH Board of Directors. This meeting may be rescheduled if the appointed ECHD Director is not available on the 23rd.
- F. **Contact** – As noted above, Brenda Taussig will be at the meeting to greet you when you arrive, and our Board Services Coordinator, Sarah Rosenberg, will be available at and prior to the meeting should you have any last minute questions. She can be reached at (650) 988-7504 or sarah_rosenberg@elcaminohospital.org. You can always e-mail me with any questions as well.

Thank-you again for your application and your interest in serving.

Cindy Murphy, RN, JD

Director of Governance Services
El Camino Hospital
El Camino Healthcare District



Strategic Framework: 2017-2020

Board of Directors Meeting

June 28, 2017

Refined ECH Mission, Vision, and Values

2

Vision

To lead the transformation of healthcare delivery in Silicon Valley

Mission

Our mission is to heal, relieve suffering and advance wellness as your publicly accountable health partner

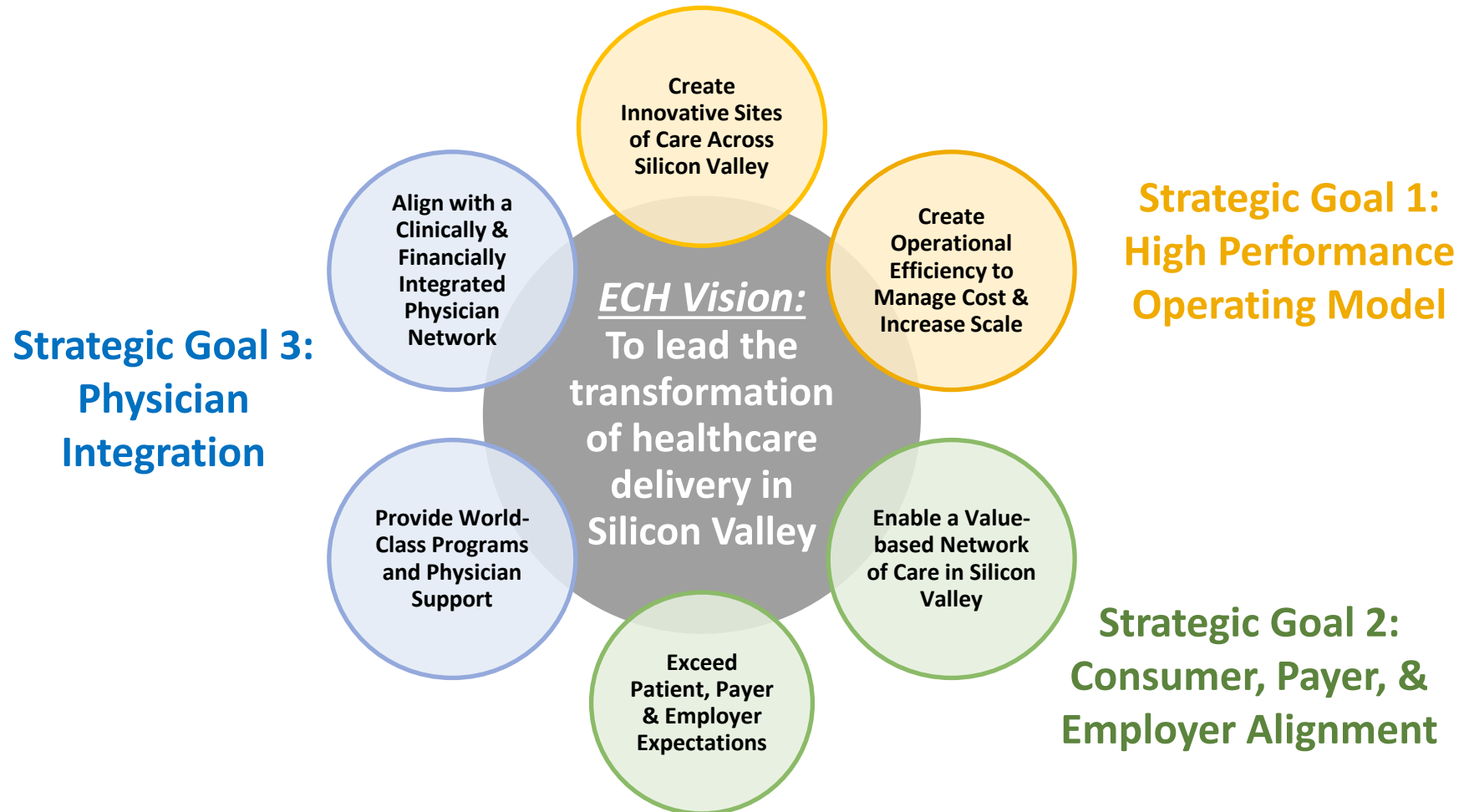
Values

- **Quality.** We pursue excellence to deliver evidence based care in partnership with our patients and families.
- **Compassion.** We care for each individual uniquely with kindness, respect and empathy.
- **Community.** We partner with local organizations, volunteers and a philanthropic community to provide healthcare services across all stages of life.
- **Collaboration.** We partner for the best interests of our patients, their families and our community using a team approach.
- **Stewardship.** We carefully manage our resources to sustain, grow and enable services that meet the health needs of our community.
- **Innovation.** We embrace solutions and forward thinking approaches that lead to better health.
- **Accountability.** We take responsibility for the impact our actions have on the community and each other.

Components of Vision

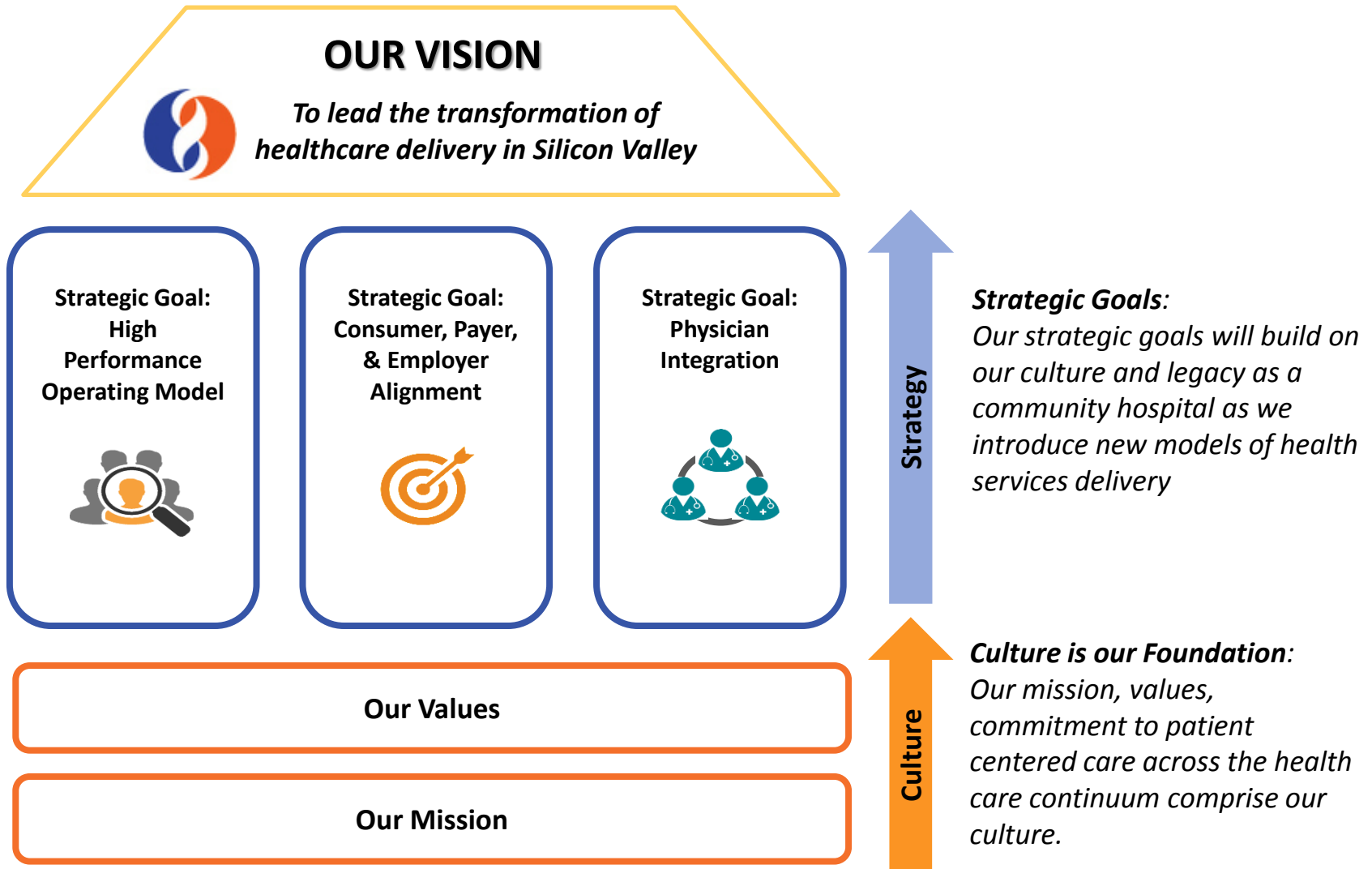
3

This vision requires ECH to look to a future as a health services provider caring for consumers, patients, and families across the care continuum.



Strategic Framework

4



Proposed District Director Appointment (Voting) Procedure

Subject to District Board Approval at August 16, 2017 Meeting

There will be at least three rounds of voting. The first two rounds shall be preliminary and shall not determine the final appointment. All voting shall be by oral roll call in alphabetical order by Board members' last names.

1. Preliminary Rounds

- a. Round 1: Narrowing the Field – Staff will name each applicant (in alphabetical order) and call upon each Board Member (in alphabetical order) to vote aye, nay, or abstain on that applicant. **Board members may vote “aye” only three times. Only applicants that received at least one aye vote in Round 1 will proceed to Round 2.** Any applicant who does not receive an aye vote is eliminated. At the conclusion of the voting on each applicant, staff will announce the votes received, and whether the applicant moves on to Round 2. Staff will announce when a Board member has exhausted his or her three votes.
- b. Round 2: Further Narrowing the Field – Staff will name each applicant who has proceeded from Round 1 (in alphabetical order) then call upon each Board Member (in alphabetical order) to vote aye, nay, or abstain on that applicant. **Board members may vote “aye” only two times. Only applicants that received at least one aye vote in Round 2 will proceed to Round 3.** Any applicant who does not receive an aye vote is eliminated. At the conclusion of the voting on each applicant, staff will announce the votes received, and whether the applicant moves on to Round 3. Staff will announce when a Board member has exhausted his or her two votes.

2. Appointment of District Director

- c. Round 3: Each Board member names one applicant who has proceeded from Round 2. If a majority is achieved (*i.e.*, one candidate receives 3 votes), proceed to #3. If a majority is not achieved, proceed to Round 4.
- d. Round 4: Only applicants that received one or more votes in Round 3 shall be included in Round 4. Each Board member votes for one applicant. If a majority is achieved, proceed to #3. If a majority is not achieved, proceed to Round 5.
- e. Round 5: Only applicants that received one or more votes in Round 4 shall be included in Round 5. Each Board member votes for an individual applicant. If a majority is achieved, proceed to #3. If a majority is not achieved, proceed to Round 6.
- f. Round 6: Only applicants that received one or more votes in Round 5 shall be included in Round 6. Each Board member votes for an individual applicant. If a majority is achieved, proceed to #3. If a majority is not achieved, the Board will consider adopting a Resolution informing the Santa Clara County Board of Supervisors that it has not filled the vacancy and does not intend to call an election to do so.

3. **Adoption of Resolution 2017-12:** Appointing _____ to the El Camino Healthcare District Board of Directors.



Application to Serve as an El Camino Healthcare District Director

Instructions: The El Camino Healthcare District Board of Directors will hold a meeting to interview applicants on August 16, 2017 beginning at 5:30 pm. Applicants will have the opportunity to make a verbal statement no longer than 10 minutes, and will be asked to answer questions from sitting Board Members as well as any questions from the public at the meeting. Applicants must be registered to vote and a resident of the El Camino Healthcare District. This appointment will expire after the General District Board Election in November 2018.

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 6 additional pages (8 single-sided pages total) of supporting materials, including extended answers to questions contained in the application. Any materials in excess of this page limit will not be provided to the District Board. **All applications and supporting materials must be received in our office not later than August 1, 2017 and will be made publicly available.**

*** Items 1, 2 and 4 are required**

-
1. *Name William F. Adler
 2. *Residence address 395 Hedgerow Ct., Mountain View, CA 94041
 3. Phone 415-810-2506 E-mail address wfadler@yahoo.com
 4. *Are you registered to vote in the El Camino Healthcare District? Y (Y/N)
 5. Reasons for interest in serving: I have been searching for another part time opportunity
that would allow me to serve our community as well as present an intellectual challenge.
The District Director position would fill the bill.

6. Educational background (Please list diplomas/degrees received and institutions attended):

New York University School of Law, J.D.

Dartmouth College, A.B.

7. Employment history (last 15 years):

Currently retired

U.S. Department of State, Washington, DC, Franklin Fellow in International
Communications and Information Policy (June 2012-June 2013)

Independent Consultant (part time) For Globalstar, Inc. and other clients in the
telecommunications industry (January 2010-June 2012)

Globalstar, Inc., Vice President-Legal and Regulatory Affairs (January 1996-
December 2009)

8. Relevant experience including public offices held:

Years of service on boards of trustees of two non-profit professional theatre companies
and Silicon Valley-based college alumni association (see attachment for details)

Years of employment in the Federal Senior Executive Service (see attachment)

Employment as an executive officer of a publicly traded company and as an officer and
corporate secretary of Globalstar, Inc.'s U.S. and foreign subsidiaries (see attachment)

9. Please list professional and civic organization memberships:

American Bar Association and District of Columbia Bar (and formerly California Bar)

Trustee, San Francisco Playhouse (Executive Committee; Governance Officer; Audit Committee)

TheatreWorks Silicon Valley (Audit Committee; Advisor on issues involving Mountain View
Center for Performing Arts)

Dartmouth Club of Silicon Valley

William F. Adler
July 30, 2017

WILLIAM F. ADLER, J.D.

395 Hedgerow Court, Mountain View, CA 94041 tel) 415/810-2506 email) wfadler@yahoo.com

Currently Retired***Professional Experience***

U.S. Department of State, Franklin Fellow, Counselor to the U.S. Coordinator for International Communications and Information Policy
(Washington, DC, June 2012-June 2013)

- Served as advisor to Deputy Assistant Secretary of State ("U.S. Coordinator") for International Communications and Information Policy (CIP) in State's Bureau of Economic and Business Affairs. U.S. Coordinator, an ambassador-level appointee, directs formulation, presentation and negotiation of U.S. CIP policies and strategic positions in international bilateral and multilateral forums and coordinates participation of and with other U.S. Government departments including Homeland Security, Defense and Commerce.
 - Projects included international telecommunications aspects of cybersecurity, global Internet governance, sanctions programs involving telecommunications services and equipment, interaction with International Telecommunication Union regarding global spectrum allocations, and coordination of international disaster response programs of USAID and Departments of State and Defense.
 - Held security clearance at Sensitive Compartmented Information (SCI) level.

Consultant/Counselor

(Mountain View, CA, January 2010 – June 2012)

- Self-employed consultant to companies and investors regarding federal regulatory, business formation, and complex contract matters in the telecommunications space. Retained exclusively by Globalstar, Inc., 2010-2011.

Vice President - Legal & Regulatory Affairs, Globalstar, Inc. and predecessor company (Milpitas & San Jose, CA, January 1996-December 2009)

- Served as member of senior management team, corporate officer, general counsel and assistant secretary for Globalstar (NASDAQ: GSAT), which operates a constellation of advanced-technology, low earth orbit communication satellites providing worldwide mobile telephone and data services. Accomplishments included:
 - Responsible for Globalstar's U.S. and foreign legal and regulatory affairs with particular emphasis on U.S. and international government relations and regulatory matters, including spectrum allocations and assignment and licensing and policy development.
 - Teamed with Human Resources to devise and administer Company's personnel practices and policies and code of conduct; drafted and administered Company's confidential reporting and compliance system.
 - Provide legal guidance regarding joint venture and partnership agreements, customer billing and collection practices, and customer service agreements associated with product and service distribution.
 - Coordinated Company's information services policies including e-mail and document retention.
 - Served as Company's ethics officer and on administrative committees of Company's retirement and savings plans.
 - Oversaw Company's export licensing and compliance under regulations of U.S. Department of State (Directorate of Defense Trade Controls), Department of Commerce (Bureau of Industry and Security) and Treasury Department (Office of Foreign Assets Control).

July 2017

- Managed multimillion dollar annual outside counsel budget including managing defense in class action securities litigation in New York and consumer fraud litigation in California.

Law Firm Partner, Fleischman and Walsh, L.L.P.

(Washington, D.C., May 1994 - September 1995)

- Advised clients on emerging communications and technology issues and opportunities. Represented cable operators, cellular telephone companies and other mobile and fixed wireless service providers before the Federal Communications Commission.

Executive Director-Federal Regulatory Relations, Pacific Telesis Group (now AT&T)

(Washington, D.C., March 1986 - April 1994)

- Managed regulatory relations for \$10 billion California/Nevada telephone holding company before FCC and other government agencies.

Senior Government Executive, Federal Communications Commission

(Washington, D.C., December 1979 - February 1986)

- Held three senior government executive management posts in the FCC's 300-person Common Carrier Bureau, which developed, recommended and administered policies and programs for the federal regulation of radiofrequency spectrum, services, facilities, rates and practices of communications common carriers such as telephone, cellular and paging, long distance and satellite companies.

Supervisory Attorney-Advisor, Civil Aeronautics Board

(Washington, DC, September 1972-November 1979)

- Held various staff and supervisory positions in airline regulatory agency's Bureau of Operating Rights and Office of General Counsel.

Related Professional Activities

- Member, Board of Directors, Satellite Industry Association, Washington-based trade association representing satellite industry before Congress and regulatory agencies (2001-2007).
- Member, *Task Force on Radioastronomy and the Radio Spectrum*, Organisation for Economic Cooperation and Development (2002-03). Member of large international team charged with preparing monograph.
- Admitted to practice law before District of Columbia Courts and U.S. Court of Appeals for the District of Columbia Circuit. Member of American Bar Association.

Education

- J.D., New York University School of Law, New York, NY
- A.B., Dartmouth College, Hanover, NH
- Read and speak Spanish.

Nonprofit Board Experience

- Member, Board of Trustees, San Francisco Playhouse, a professional, non-profit theater company based in San Francisco, CA. (2014-present)
- Member, Board of Trustees, *TheatreWorks*, a professional, non-profit theater company (\$7.0 million current year budget) based in Redwood Shores, CA. (1999-2005, 2006-2014). Service on Executive, Finance, and Audit Committees and Real Estate and Planned Giving Task Forces.
- Member, Board of Trustees, Dartmouth Alumni Association of Silicon Valley (2001-2008).

Current Volunteer Activities

- Año Nuevo State Park, Pescadero, CA. Docent, leading guided walks of elephant seal rookery; trained to provide tours for disabled guests; manage park's Marine Education Center and park store, as requested by park staff.
- Red Cross, San Jose, CA. Van driver, delivering blood, platelets and plasma to Santa Clara County hospitals; platelet donor.



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**** Items 1, 2 and 4 are required***

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1. *Name Jonathan Cowan
 2. *Residence address 455 W. Evelyn Ave., Unit #1114 Mountain View, CA 94041
 3. Phone 310-850-6540 E-mail address jonathancowan@gmail.com
 4. *Are you registered to vote in the El Camino Healthcare District? Y (Y/N)
 5. Reasons for interest in serving: _____

Please see answer in supporting materials.

6. Educational background (Please list diplomas/degrees received and institutions attended):

UCLA Anderson School of Management, M.B.A.

UC Berkeley Haas School of Business, M.S., Management of Organizations

Bowdoin College, B.A.

7. Employment history (last 15 years):

Huron Consulting Group - Healthcare (Manager, Provider Strategy Consulting, 2015 -)

Bank of America Merrill Lynch (Vice President, Portfolio Management Officer, 2014 - 2015)

Cole Valley Partners and Healthcare Company (Consultant, 2013 - 2014)

Sony Pictures Entertainment (Executive Director, Government Affairs, 2003 - 2011)

Coro Foundation Fellowship in Public Affairs (Coro Fellow, 2002 - 2003)

8. Relevant experience including public offices held:

LA's BEST, Board Member, LA's BEST Friends Young Professionals Group (2006 - 2011)

Didi Hirsch Community Mental Health Center, Board Member (2007 - 2009)

Culver City Chamber of Commerce, Board Member (2007 - 2011)

Coro Southern California, Volunteer (2003 - 2011)

9. Please list professional and civic organization memberships:

UCLA Anderson Alumni Network

Cal Alumni Association

Bowdoin College Alumni Association

REASONS FOR INTEREST IN SERVING

Public service and community involvement have long been my passion. After a successful career in government relations, I pivoted to bring my strategic thinking, analytical, and consensus-building skills to healthcare provider consulting. I currently consult for health systems on strategic planning, strategic integration, new venture formation, business plan development, and population health strategy.

I moved to Mountain View about nine months ago and have been seeking opportunities to get involved locally. I view serving on the El Camino Healthcare District (ECHD) Board of Directors as a unique chance to combine my current professional expertise with my longstanding passion for community involvement.

As a ECHD Board member, I would bring my skills and knowledge to help oversee the District's assets and to provide public oversight of the District's business affairs. I would utilize my abilities to help maintain oversight of El Camino Hospital and to address unmet community health needs within the District. In my professional work I have seen firsthand the challenges that community hospitals face and I wish to contribute to the success of my local community's hospital.

JONATHAN COWAN

455 W. Evelyn Avenue, Unit# 1114 Mountain View, CA 94041
(310) 850-6540 | jonathancowan@gmail.com

EDUCATION

UCLA ANDERSON SCHOOL OF MANAGEMENT

Los Angeles, CA

M.B.A., Fully Employed Program, Strategy and Finance (GPA 3.71/4.00, GMAT 740)

December 2014

- *Membership:* Management Consulting Association, Investment Finance Association

UC BERKELEY HAAS SCHOOL OF BUSINESS

Berkeley, CA

M.S. in Business, Management of Organizations (GPA 3.74/4.00)

December 2013

- *Honors:* Selected as one of 3 students for fully-funded opportunity to study team and individual performance, corporate design, and analyzing data using statistics. Received Dean's Research Fellowship and Outstanding Teaching Assistant Award
- *Coaching:* Analyzed data and provided feedback to 120 MBA students on their influence and leadership styles

BOWDOIN COLLEGE

Brunswick, ME

B.A., History, Magna cum Laude (GPA 3.73/4.00)

- *Leadership:* Student representative for College Budget Committee, President of Bowdoin Jewish Organization

EXPERIENCE

HURON CONSULTING GROUP – HEALTH CARE

Los Angeles, CA

Manager, Health Care Provider Strategy Consulting

September 2015 – Present

- Led development of five-year strategic integration plan for leading academic medical center and community hospital. Planned for the integration of clinical services, clinical support services, and administrative functions. Managed team of four consultants to develop and build consensus around the strategic integration plan
- Working to develop population health care services collaborative strategy for two regional health care delivery systems. Managing team of three remote consultants to conduct analyses, participate in client meetings, and create recommendations

BANK OF AMERICA MERRILL LYNCH

Los Angeles, CA

Vice President, Portfolio Management Officer

August 2014 – April 2015

- Modeled and underwrote loans of up to \$15 million. Analyzed audited and internally-prepared financial statements

COLE VALLEY PARTNERS

San Francisco, CA

Acquisitions Consultant

March 2014 – August 2014

- Pitched internship, which grew into consulting contract, for firm's managing partner focused on improvements to master financial model, analyzing acquisitions, assisting in the preparation of investor packages, and helping with due diligence

HEALTHCARE COMPANY

Los Angeles, CA

MBA Consultant

September 2013 – March 2014

- Executed 7-month group project to develop international expansion strategy for an \$85 million venture capital backed firm with commercially available tests that provide therapeutic guidance to oncologists
- Conducted qualitative interviews with 132 comparable firm executives and industry leaders. Analyzed macroeconomic data and created market sizing model
- At the request of the CFO, presented recommendations to the CEO and the senior management team

SONY PICTURES ENTERTAINMENT

Los Angeles, CA

Executive Director of Government Affairs

December 2005 – August 2011

- Advised executives in 12 functional groups on adapting business strategies to rapidly evolving legal and regulatory changes
- Represented the company before more than 100 government officials and community organizations
- Achieved \$6 million in benefits for divisions operating in a southwestern state. Negotiated with state legislature to save \$5 million for a business unit
- Project managed more than 200 high-profile events and business meetings, including visits by the President, governors, and international ministers

Associate Director/Director of Government Affairs

November 2003 – December 2005

- Managed and created outreach program to international consulates and consuls-general
- Initiated and internally sold proposal for public/private partnership Sony Employer Assisted Housing Program
- Conceptualized and successfully advocated for completion of the company's first greenhouse gas emissions inventory

CORO SOUTHERN CALIFORNIA

Los Angeles, CA

Public Affairs Fellow (highly competitive leadership training program)

August 2002 – August 2003

- Excelled at working with diverse individuals and organizations through series of internships with the California Business, Transportation, and Housing Agency; LA County “Ballot Measure A” political campaign; Hollywood Business Improvement District; LA County Firefighters Union; and the Skirball Cultural Center

CONGRESSMAN TOM ALLEN

Washington, DC

Legislative Assistant/Staff Assistant

July 2001 – July 2002

- Responsible for environmental, energy, and agricultural issues
- Advised Congressman, met with interest groups, researched and promoted legislation, drafted press materials
- Worked with environmental groups, committee staff, and House leadership offices on issues such as environmental exemptions requested by the Department of Defense
- Successfully partnered with Trust for Public Land to circulate bipartisan letter signed by 87 members of Congress to House Appropriations Committee advocating \$100 million in funding for federal Forest Legacy Program

COMMUNITY INVOLVEMENT

LA’s BEST

Los Angeles, CA

Board Member

2006 - 2011

- Board Member, LA’s BEST Friends Young Professionals Group. Raised funds, recruited membership, volunteered at schools taking part in LA’s BEST award-winning after school enrichment program. Selected to serve on LA’s BEST Advisory Board which evaluated the components of the LA’s BEST program

DIDI HIRSCH COMMUNITY MENTAL HEALTH CENTER

Culver City, CA

Board Member

2007 - 2009

- Board Member. Didi Hirsch provides comprehensive mental health services to the low-income, medically underserved population in Los Angeles County. Initiated strategic introductions, attended board meetings, volunteered at center sites, and walked to raise awareness of mental health issues

CULVER CITY CHAMBER OF COMMERCE

Culver City, CA

Board Member

2007 - 2011

- Board Member. Represented Sony Pictures Entertainment at the local chamber of commerce. Built relationships with other businesses and looked for strategic opportunities to raise Sony’s profile in the community

CORO SOUTHERN CALIFORNIA

Los Angeles, CA

Board Member

2003 - 2011

- Mentored and advised Coro Fellows. Chaired committee to organize community service project in honor of Coro’s 50th anniversary

COALITION ON THE ENVIRONMENT AND JEWISH LIFE OF SO. CA

Los Angeles, CA

Board Member

2005 - 2007

- Volunteered to represent COEJLSC at community events and assisted with advocacy for solar legislation

JEWISH BIG BROTHERS / BIG SISTERS

Los Angeles, CA

Board Member

2005 - 2006

- Volunteered as a “Sports Buddy” at Jewish Big Brothers/Big Sisters’ Camp Max Straus which serves youth between the ages of 7 and 12 who primarily come from single parent homes

ADDITIONAL

- *Finance Training*: Training the Street course, financial modeling in Excel training courses
- *Software*: Excel, PowerPoint, statistical software programs (SPSS and Stata)



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**** Items 1, 2 and 4 are required***

-
1. *Name Alissa Erogbogbo. M.D.
 2. *Residence address 1305 Oak Ave Los Altos, CA 94024
 3. Phone 847-452-1711 E-mail address alissaerogbogbo@gmail.com
 4. *Are you registered to vote in the El Camino Healthcare District? Y (Y/N)
 5. Reasons for interest in serving: See attached
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-

6. Educational background (Please list diplomas/degrees received and institutions attended):

See attached CV

7. Employment history (last 15 years):

See attached CV

8. Relevant experience including public offices held:

9. Please list professional and civic organization memberships:

Question 5:

I would like leverage my love for medicine, contribution to community, and experience as a medical director in a thriving organization. I understand the community and have always desired to give back wherever I live. As physicians our 1st goal is to serve and working for a community based health facility I can accomplished it.

Question 9:

I am experienced Medical Director and believe improving healthcare for women which helps the entire family.

I am an advocate for ongoing learning for physicians with EMR systems, hands-on simulations, and skills based teaching.

Alissa Erogbogbo, M.D.

Home Phone 847-452-1711 ~ Email aerogbogbo@yahoo.com

PERSONAL

Date of birth: December 16, 1972
Place of birth: Detroit, MI
Family status: Husband: Boladale Erogbogbo
Children: Bola born November 2004, Moyo born March 2008,
Shayosola born August 2015

Mailing Address: 1305 Oak Avenue Los Altos, CA 94024

CERTIFICATION/LICENSURE

Medical Board of California Active

ABOG Board Certification July 2012

EDUCATION

Summa Health System/Northeastern Ohio Universities July 2004 - present
College of Medicine
Akron, OH

Department of Obstetrics and Gynecology Residency

Rosalind Franklin University of Medicine and Sciences June 2004
North Chicago, IL
Doctor of Medicine

Illinois Institute of Technology
Chicago, IL December 1995
Armour College of Engineering
Accelerated Medical Engineering Program
Bachelor of Science in Chemical Engineering

Alissa Erogbogbo, M.D.

ADVANCED TRAINING

CAPE Simulation Instructor Program Stanford University Palo Alto, CA	April 2016
da Vinci® Surgical System Off-Site Training Program for a Console Surgeon Cleveland Clinic Cleveland, OH	September 2011
Mount Sinai Medical Center Elective Rotation in Gynecology/Oncology and Gynecological Minimally Invasive Surgery New York, NY	May 2007
Comprehensive Gynecology 2006 A Clinical Update for the Practicing Physician New York, NY	October 2006

CURRENT EMPLOYMENT

Obstetrics Hospitalist Group Medical Director of Operations	October 2016 - present
Obstetrics Hospitalist Group-El Camino Hospital Mountain View, CA	December 2015 - Current

PREVIOUS EMPLOYMENT

Centegra Health Systems - Centegra Physicians Care Woodstock, IL	July 2008 - August 2015
Centegra Physicians Care OB/GYN Medical Director	October 2012 - August 2015

Alissa Erogbogbo, M.D.

Abbott Laboratories, Abbott Park, IL Research Analyst (Summer Intern)	June 2001 - August 2001
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Corn Products International, Summit Argo, IL Validation Engineer	July 1998 - June 1999
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PRESENTATIONS

Grand Rounds Residency Lecture "Premature Ovarian Failure"	August 2006
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PROFESSIONAL ORGANIZATIONS

American College of Obstetrics and Gynecology Junior Fellow	2001 - 2014
Fellow of American College of Obstetrics and Gynecology	2014 - Present
American Association of Gynecologic Laparoscopists	2006 - Present

Neysa Fligor
600 Guadalupe Drive
Los Altos, California 94022
(650) 485-9565
nfligor@gmail.com

July 27, 2017

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

Dear District Board Members:

I am applying for the vacant seat on the El Camino Healthcare District (the "District") Board because I have the interest and drive to help ensure the District continues to meet the healthcare needs of our community today and for the long term. I would be a highly effective member of the District Board because I have directly relevant professional and civic experience and a skillset and perspective that will add to the strength of the Board.

As Deputy County Counsel for the County of Santa Clara for over 9 years, I provided legal advice to management teams and staff at the Santa Clara Valley Medical Center, the Drug and Alcohol Services Department, and Valley Health Plan on issues related to business operations and compliance with confidentiality, ethics and security laws, including the California Health and Safety Code. I also conducted trainings on healthcare-related privacy laws and drafted and advised on a variety of healthcare-related contracts, including managed care contracts, and professional service and treatment contracts with community-based organizations. As a result, I developed an in-depth understanding of the provision of healthcare services at the local level and the needs of a fast growing community coupled with a longer life expectancy.

My experience of successfully collaborating with different groups in a large organization would also be valuable. In my role as the legal representative on the County's Countywide Contracting Committee, I worked with different County Departments to develop contracting and procurement governance policies and processes for the County. Similarly, in my capacity as a lead attorney for global supply chain at HP Inc., I work with my clients and HP's business units and global partners to think strategically and identify innovative ways to address and prepare for trends and changes in the industry that may impact HP's supply chain. If I am appointed, I look forward to drawing on these experiences when I collaborate with the District's existing and new partners to ensure the District has the resources it needs to meet its mission.

I am also excited about the opportunity to engage with and represent the community in this capacity. My civic and community involvement includes YWCA Board Member, the League of Women Voters Juvenile Justice Committee Member, Chair of the Los Altos Parks and Recreation Commission, and Vice-Chair of the Los Altos Grant Writing Committee. I have also organized and participated in numerous volunteer activities with local community organizations and participated in the Los Altos Community Foundation LEAD program. These opportunities always reinforced for me the importance of offering continuum of care and having accessible and quality healthcare.

Additionally, I am very familiar with the governance and compliance requirements of a Brown Act body. I have provided legal advice on the Brown Act and the California Public Records Act (CPRA), served on bodies governed by the Brown Act and presented on the CPRA in the Digital Age at the California State Association of Counties Annual Meeting. Equally important to understanding these requirements is the ability to successfully work with others on a multi-member board, which I have done effectively. Likewise, my experience negotiating multi-billion dollar contracts, managing budgets, and representing the County's Assessor's Office will be important in providing oversight of the District's assets and use of taxpayer dollars.

Finally, with the ever-changing healthcare landscape and uncertainty at both the state and federal level, the mission of the District is more important than ever. Having the right combination of experience, background and perspective on the Board will be necessary to meet the healthcare needs of the District. I believe I have that combination. It would be a privilege to serve on the District Board. Thank you for considering my application.

Very truly yours,



Neysa Fligor

Attachments (3):

Application to Serve as an El Camino Healthcare District Director
Recommendation Letter from County Supervisor Joe Simitian
Resume



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-
1. *Name Neysa Fligor
 2. *Residence address 600 Guadalupe Drive, Los Altos, CA 94022
 3. Phone (650) 485-9565 E-mail address nfligor@gmail.com (best contact until 8/13/17)
 4. *Are you registered to vote in the El Camino Healthcare District? Y (Y/N)
 5. Reasons for interest in serving: Based on my experience and background, I believe I would add value and a fresh perspective to the Board. I also have the drive and interest in helping to ensure that the District continues to meet the healthcare needs of the District today and for the short and long term.

(Please also see cover letter)

6. Educational background (Please list diplomas/degrees received and institutions attended):

- Georgetown University Law Center, JD, 2000
- Florida International University, cum laude,
Political Science and International Relations,
1997

7. Employment history (last 15 years):

HP Inc. (2015-Present); County of Santa
Clara (2006-2015); Stein & Lubin (2005-2006);
Drinker, Biddle & Reath (2003-2005); Shook, Hardy &
Bacon (2000-2003)

8. Relevant experience including public offices held:

Chair/Commissioner, Los Altos Parks and Recreation
Commission (2015-Present); Vice-Chair, Los Altos Grant
Writing Committee (2011); Deputy County Counsel, Santa
Clara County (2006-2015); Lead Senior Counsel, HP (2015-Present)
Los Altos Community Foundation LEAD Program (2015)

9. Please list professional and civic organization memberships:

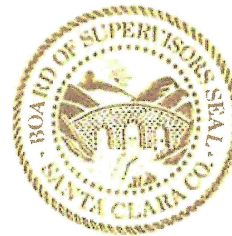
California Bar (admitted 2001); Florida Bar (admitted 2000 -inactive)
Board Member, YWCA Silicon Valley (2011-2013); Board Member/
Member, Charles Houston Bar Association (2013-Present);
Member, League of Women Voters (2016-Present); Member,
Los Altos Women's Caucus.

(Please also see cover letter)

S. JOSEPH SIMITIAN

SANTA CLARA COUNTY SUPERVISOR, DISTRICT FIVE

COUNTY GOVERNMENT CENTER, EAST WING
70 WEST HEDDING STREET, 10TH FLOOR
SAN JOSE, CALIFORNIA 95110
TEL: (408) 299-5050 or (650) 965-8737 FAX: (408) 280-0418
supervisor.simitian@bos.sccgov.org • www.supervisorsimitian.com



July 18, 2017

El Camino Healthcare District
Board of Directors
2500 Grant Road
Mountain View, CA 94040

Ladies and Gentlemen:

I would like to recommend Neysa Fligor for appointment to the El Camino Healthcare District Board of Directors.

I have known Neysa since I returned to the County Board of Supervisors in 2013. At the time, Neysa worked as a Deputy County Counsel, representing several departments I oversaw as Chair of the Finance and Government Operations Committee. Having observed Neysa operate in a professional environment, I can attest that she possesses the skills and personal attributes desired of a member of this Board.

Neysa is exceptionally bright and thoughtful, and has experience effectively managing the types of complex challenges facing large organizations. She is also a diplomatic leader who is able to steer potentially contentious discussions toward a common goal with insight, honesty, charm, and grace.

As an active community member, Neysa has a keen understanding of local issues and needs. I've been impressed by the dedication she has shown to our community, not only through her public service career, but in the breadth of civic organizations with which she has worked, including YWCA Silicon Valley, League of Women Voters, and several city commissions. These activities combine for valuable perspective for a member of a board responsible for meeting community needs.

In closing, it is perhaps worth mentioning that in my role as an elected official I receive frequent requests for letters of recommendation. I limit myself to supporting only those few I feel are genuinely exceptional. Neysa is in that category. I recommend Neysa Fligor enthusiastically and without reservation.

Sincerely

A handwritten signature in blue ink, appearing to read 'S. Joseph Simitian'. The signature is stylized with a large 'S' and a prominent 'i'.

S. Joseph Simitian
Supervisor, Fifth District

EDUCATION

GEORGETOWN UNIVERSITY LAW CENTER, Washington, DC

Juris Doctor, 2000

Activities: Finalist, Association of Trial Lawyers of America Regional Competition; Member, Mock Trial Team; President, Caribbean Law Students Association; Representative, International Law Programs Faculty/Student Committee; Journal of Gender and the Law; Harrison Institute Policy Clinic - Democracy and Trade Issues; and Volunteer, Youth Group Home

FLORIDA INTERNATIONAL UNIVERSITY, Miami, FL

Bachelor of Arts, *cum laude*, Political Science; International Relations, 1997; Minor, Latin American and Caribbean Studies

Activities: President, Varsity Debate Team; President, Caribbean Students Association; Student Organization Council, Delegate, Model United Nations

Honors: Dean's List (1994-1997); Phi Kappa Phi, Golden Key, Omicron Delta Kappa

RELEVANT EXPERIENCE

PROFESSIONAL BACKGROUND

HP INC., Palo Alto, CA

Oct. 2015- Present

Lead Senior Counsel – Global Supply Chain Operations

Negotiate and draft multi-billion dollar contracts. Strategize with clients and business groups to identify solutions to address short and long-term challenges. Collaborate with global partners to build mutually beneficial relationships. Work with Finance and Social and Environmental Responsibility teams to develop requirements for suppliers and manufacturers. Act as lead legal counsel for compliance audits. Provide advice related to contractual rights. Develop and streamline supply chain policies, processes and templates. Assist with developing business plans and goals. Organize volunteer activities with local organizations. Provide pro bono advice in an unlawful detainer matter. Participate in Street Law program. Provide training to clients.

OFFICE OF COUNTY COUNSEL, COUNTY OF SANTA CLARA, San Jose, CA

Jul. 2006 – Oct. 2015

Deputy County Counsel – General Government; Litigation; Health & Hospital

Provided advice to and conducted transactional work on behalf of County Departments, including Santa Clara Valley Medical Center, the Drug and Alcohol Services Department, and Valley Health Plan. Drafted and advised on a variety of healthcare-related contracts, including managed care contracts, and professional service and treatment contracts with community-based organizations. Provided MCLE trainings on health-related privacy laws. Collaborated with Procurement, Finance and Information Systems teams on issues related to the implementation of the County's cloud-based procure to pay system. Represented office on Countywide Contracting Committee. Benchmarked other government agencies and draft procurement policies and procedures related to contracting and soliciting to ensure compliance with applicable laws, regulations and best practices. Presented on Public Records Act in the Digital Age at the California State Association of Counties Annual Meeting. Managed code enforcement matters throughout County, including working with property owners to ensure compliance with codes, and serving on joint code enforcement task force with District Attorney Office and other Departments. Draft Impartial Analysis for ballot measure. Successfully first-chaired Assessor litigation trial. Handled own caseload from inception to favorable resolution including conducting discovery, taking and defending depositions, attending court conferences and hearings, participating in mediation and settlement conferences, and drafting and arguing dispositive motions. Acted as counsel for Juvenile Justice Commission. Coordinated volunteer activities with local organizations and 2014 summer intern program. Selected for Office Leadership Program.

COMMUNITY INVOLVEMENT

Chair/Commissioner, Los Altos Parks and Recreation Commission (2015-Present)

Member, League of Women Voters/Juvenile Justice Committee (2016 – Present)

Member, Los Altos Women's Caucus (2016 – Present)

Los Altos Community Foundation LEAD program (2015)

Board Member, YWCA Silicon Valley (2011-2013)

Vice-Chair, Los Altos Grant Writing Committee (2011)



Application to Serve as an El Camino Healthcare District Director

Instructions: The El Camino Healthcare District Board of Directors will hold a meeting to interview applicants on August 16, 2017 beginning at 5:30 pm. Applicants will have the opportunity to make a verbal statement no longer than 10 minutes, and will be asked to answer questions from sitting Board Members as well as any questions from the public at the meeting. Applicants must be registered to vote and a resident of the El Camino Healthcare District. This appointment will expire after the General District Board Election in November 2018.

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 6 additional pages (8 single-sided pages total) of supporting materials, including extended answers to questions contained in the application. Any materials in excess of this page limit will not be provided to the District Board. **All applications and supporting materials must be received in our office not later than August 1, 2017 and will be made publicly available.**

1. **Name:** Gary Kalbach

2. **Residence Address:** 769 Orange Avenue
Los Altos, California 94022

3. **Phone:** 650-948-7177 **E-Mail address:** gary@kalbach.net
650-255-2551 (cell)

4. **Are you registered to vote in the El Camino Healthcare District?:** YES

5. **Reasons for interest in serving:**

Timing-why now?

In October 2016 I told the ECHD Board I would not serve on that board or the ECH board with the ECH governance structure in place at the time. With the recent structural change, adding additional competent subject matter experts on the ECH board, I am enthused at the prospect of serving on both boards. I believe I would add value starting

immediately. I am applying for the continuation of the board positions realizing there is only 15 months remaining. I would bring five years of involvement on the Governance Committee as well as the Investment Committee and CEO selection committee for ECH. I also served as advisor to the ECHD Board recruiting sub-committee. I would need little or no "on boarding" to be productive in promoting a "team" atmosphere to the organization, critical with a new CEO and board members.

Commitment to ECHD

I am committed to the success of El Camino Healthcare District and El Camino Hospital and would relish the opportunity to apply my drive, experience and interest to both boards toward the ongoing success of ECH. I believe I can work effectively from the inside, as an ECHD board member, to promote the teamwork necessary to support the ECH board in its mission. My venture capital mentor, Jack Melchor, said, "success starts at the top with the attitude, actions and teamwork of the board". Ultimately, the ECHD board is responsible for selection of the ECH board members. With the board's commitment to expand the number of subject matter experts on the ECH board, I would like to help recruit and integrate health care insurance/payer perspective, clinical care and continuum of care expertise on the ECH board.

I am a strong believer in the process of evaluating board member competencies and would like to see this continue and used by the ECHD board.

ECHD has \$24 million in annual revenue, all from taxes, to be used for debt service and community benefit programs. I am a strong supporter of the community involvement of both ECHD and ECH.

Commitment to ECH

El Camino Hospital, on the other hand, is an \$800 million a year revenue organization operating in a very competitive and complex service environment. Long term, the success of ECH is partially dependent upon strategic relationships with others. I believe my years of strategic partner identification and negotiation experience would be very beneficial. Early on, as board chair of Children's Hospital @ Stanford, I negotiated a number of affiliation agreements and finally a \$100 million "bifurcation" payment all from Stanford University. With extensive venture capital board experience, I negotiated manufacturing, sales and production agreements. In 2007, as president of the Fogarty Institute for Innovation, I helped structure and negotiate the current strategic relationship with ECH.

To be successful, the ECH long-term reputation of "outstanding care" must be continued. Everyone is aware that healthcare is changing, but not exactly how it is changing. I do not have "the answers" but do have the experience to help evaluate and choose an ongoing direction to succeed.

I believe that working as an ECH board member I could enhance the integration of the new CEO and board members to operate efficiently with the staff, PAMF and independent doctors. This “team formation” period is extremely important to ongoing success and I could bring value immediately.

I have a specific interest in the development and application of technology in medicine and healthcare. I believe that integrating technology will be increasingly important in healthcare. Much has been written about an increasing level of technology in outcomes and resulting payment to providers. Technology should be an integral part of the “Hospital of Silicon Valley” of the future. My years of working with Dr. Tom Fogarty and co-founding the Fogarty Institute for Innovation @ El Camino Hospital has made me aware of this partnership potential.

In summary, I have the board-level experience and health care exposure to be of value to the ongoing success of the Hospital and healthcare initiatives of ECH. I have the current involvement with ECH to be instantly useful and the strong desire to serve on both boards in the current environment.

6. Educational background:

Graduate, Sloan Financial Management Program, **Stanford University Graduate School of Business**, Stanford, CA- Three summers ending July 1975.

Master of Business Administration (MBA) Degree, **San Jose State University, School of Business**, San Jose, CA (Decision Theory) - Jan 1966.

Bachelor of Science (BS) Degree, Business Administration, **Berkeley School of Business (now Haas School of Business), University of California**, Berkeley, CA (Operations Management with minor in Organizational Behavior) - Jan 1964.

7. Employment history:

During my 28+ year venture capital career I served on over 50 boards of directors; made 29 CEO additions/changes as companies grew and teams built up; and, negotiated numerous partnership agreements.

Now **retired**, focusing on not-for-profit organizations - June 2006 to present.

El Dorado Ventures, Menlo Park, CA. Founding Partner - September 1986 to June 2006.
– A Series of seven seed/early stage venture capital funds with total institutional investment raised of \$700 million.

West Coast Venture Capital, Cupertino CA. - Sole General Partner - September 1978 to September 1986 – Seed venture capital investor with highest IRR of any U.S. based venture fund of the era.

Union Bank, Palo Alto, CA.

1972-1978 – Vice President, Senior Loan and Credit Officer.

Wells Fargo Bank, San Francisco, CA.

1966-1972 – Vice President, Commercial Loan Administration.

8. Relevant experience including public offices held:

Hospital and Health Care experience:

El Camino Hospital, Mountain View, CA

2012 to Present – Governance Committee of Board of Directors

2015 to Present – Investment Committee of Board of Directors

2016-2017 – CEO Selection Committee

2017 – Advisor to ECHCD Committee on ECH Board Member selection

Fogarty Institute for Innovation at El Camino Hospital, Mountain View, CA

2007-2011 – Founding President and Chair of the Board. Negotiated original partner relationship with ECH. Established clinical trials business (later transferred to ECH).

Children's Hospital @ Stanford (Now Lucile Packard Children's Hospital), Palo Alto, CA

1982- 1993 – Member of Board of Directors

1993-1996 – Member and Chair of the Board. Led refocus of the Board from a "philanthropic" to a "self-sustaining" model (no longer dependent on philanthropic contributions) and to national preeminence. Honored by President and Mrs. Clinton at White House dinner September 1995.

In 1996, Five months of personal negotiations with Stanford University President, Gerhard Casper, resulted in several Affiliation Agreements. In 1997 UCSF Medical Center and Stanford Health Services agreed to merge, subject to merging Children's Hospital into Stanford Health Services. Stanford tried to force a non-cash merger. My personal weekly negotiations with the Stanford President resulted in a \$100 million payment, which served as the corpus of a new "**Lucile Packard Foundation for Children**".

Cystic Fibrosis Research, Inc., Mountain View, CA. -1980 – Founding President and Board Chair. Supporting medical research at Stanford University School of Medicine.

Ronald McDonald House @ Stanford - 1977 – Founding President of the Board. Led design, construction and operation of home for families with children being treated at Children' Hospital @ Stanford.

Other relevant Not-for-Profit board of director's activities:

Tower Foundation, **San Jose State University**. - 2007 -2013 - Vice Chair, Board of Directors. Tower manages all endowment funds for San Jose State University.

Chapman University, Orange, CA – Vice Chair of the Board of Governors. - 2007-2011

Los Altos Golf and Country Club, Los Altos, CA – 2006-2009– Board of Directors. While President in 2009 made significant top-level management changes and instituted effective long-term team building dynamics.

Haas Business School, University of California, Berkeley, CA.– Board of Advisors - 1996-2000 - Stimulated changes in strategic direction and management of the Lester Center for Entrepreneurship.

9: Please list professional and civic organization memberships:


City of Los Altos- Current activities:

City of Los Altos Financial Commission- Appointed by City Council September 2016.

City of Los Altos Disaster Service Worker appointment by Chief of Police September 2016. FEMA trained Emergency Response Team (CERT).

Los Altos Amateur Radio Emergency Service (LAARES)- City of Los Altos Emergency Operations Center disaster responsibilities.

Thomas J. Fogarty, M.D.

205 South Drive, Suite B, Mountain View, CA 94040
Phone: 650.854.1822  Fax: 650.854.2778

August 4, 2017

El Camino Healthcare
Board of Directors

Board of Directors:

This letter is written in support of Gary Kalbach, applicant to be considered as a Board member of El Camino Hospital.

I have known Gary for 36 years. He is extremely knowledgeable about healthcare issues. In addition, he is an astute businessman and understands the importance of how new medical technology can reduce healthcare costs to the hospital and patient. I believe his background and expertise will be extremely valuable to the hospital board.

Sincerely,

Tom Fogarty M.D.
Thomas Fogarty, MD



Application to Serve as an El Camino Healthcare District Director

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Administration C131
Mountain View, CA 94040

Or by e-mail: nominations@elcaminohospital.org

Applicants may submit up to 6 additional pages (8 single-sided pages total) of supporting materials, including extended answers to questions contained in the application. Any materials in excess of this page limit will not be provided to the District Board. **All applications and supporting materials must be received in our office not later than August 1, 2017 and will be made publicly available.**

**** Items 1, 2 and 4 are required***

-
1. *Name R. Michael Kasperzak, Jr.
 2. *Residence address 1172 Morton Court, Mountain View, CA 94040
 3. Phone 650-941-2479 E-mail address mkasperzak@gmail.com
 4. *Are you registered to vote in the El Camino Healthcare District? YES (Y/N)
 5. Reasons for interest in serving: I have been a long time supporter of our Mountain View
based hospital. I ran for the Board in 1984 as a 30 year old Health & Safety Chair
at the Red Cross and lost to the 3 incumbants in a very civil election. I was also a candidate for the
Not for profit Board several years thereafter. I have been heavily involved with the Hospital Foundation,
serving on several committees including the Campaign Cabinet. I was involved in the
Bond Measure campaign and during construction of the new Hospital. I also served on the last CEO Search
Committee, and currently serve on the Foundation Planned Giving Committee. As a 40 year
resident of Mountain View, I firmly believe there should be at least one District Director from Mountain
View! While a great resource for our community and region, the hospital does impact the
community and the residents deserve a "local" representative. Additionally, I believe my years of
public service and experience as a governance trainer can only serve the best interests of the District.
-

6. Educational background (Please list diplomas/degrees received and institutions attended):

The Lawrenceville School, 1972, Lawrenceville NJ

Lewis & Clark College, BA 1976 in Business & Economics, Portland OR

Hastings College of the Law, JD 1982

7. Employment history (last 15 years):

Dispute Resolution Specialists, 1993-2015, Mediator

City Councilmember & Mayor, 1999-2007, 2009-2016

Bronson, Bronson & McKinnon, 1982-1993, Litigation Partner

8. Relevant experience including public offices held:

City of Mountain View: Commissioner - Parks & Recreation (3 years) & Planning

Commission (2 years); City Council (Four 4-year terms, Mayor Twice). Candidate for 24th

Assembly District in 2016. Bay Area Water Supply & Conservation Authority: Director and Past

Vice Chair. Extensive Governance experience as a Governance Trainer for

The American Red Cross and League of CA Cities Institute for Local Government.

9. Please list professional and civic organization memberships:

California State Bar - Inactive Status. Past President and Board Member, League of CA Cities and Mountain View

Chamber of Commerce. Past Board Member - National League of Cities (Chaired Healthcare Task Force),

Silicon Valley American Red Cross, Avenidas, Acterra, Santa Clara County Bar Assn, Lewis & Clark College.

Current Board Member - KMTV, Los Altos Community Foundation, Community Services Agency, Charities

Housing (Board designee).



R. Michael Kasperzak Jr.

1172 Morton Court, Mountain View, California 94040
home: (650) 941-2479 cell: (650) 823-4860 work: (650) 948-5340
email: mkasperzak@gmail.com

Educational Background

Lewis & Clark College, BA 1976
■ *Majors: Economics, Business Administration*

Professional Training

Hastings College of the Law, JD 1982
■ *Hastings Law Journal, Senior Associate Editor*

Commercial Mediation, (40 hour Certified Florida Circuit Court Program), ADRA,
October 1991

U.S. District Court Mediation Training, (16 hours) United States District Court, N. Dist.
Cal., September 1993

Bankruptcy Dispute Resolution Program Training, (6 hours), United States Bankruptcy
Court, N. Dist. Cal., July 25, 1994

Advanced Mediation, (16 hours), ADRA, October 14, 1994

Federal Arbitration Training, (4 hours), United States District Court, N. Dist. Cal.,
December 2, 1994

Partners in Organizational Leadership, John F. Kennedy School of Government,
Harvard University, April 1999

Group Facilitation Methods, Institute for Cultural Affairs, July 16, 1999

Licenses

State Bar of California

■ *Inactive Status*

01/16

■ *Admitted to practice December 3, 1982*

Federal Aviation Administration

■ *Commercial Pilots License*

Professional History

Dispute Resolution Specialists 3/93—2016
*Principal/Mediator: Commercial mediation and alternative dispute
resolution services provider.*

Bronson, Bronson & McKinnon	9/82—2/93
<i>Partner: Practice focused on, but not limited to aviation industry defense litigation, arbitration and mediation.</i>	
Elect Air Tool	9/76—4/79
<i>Sales, purchasing and shipping.</i>	

ADR Experience

EEOC	
■ <i>Mediator</i>	4/01—Present
United States District Court	
■ <i>Mediator</i>	9/93—Present
■ <i>Arbitrator</i>	9/93—12/02
Santa Clara County	
■ <i>Office of Human Relations: Mediator</i>	4/93—Present
■ <i>Training Institute for Mediation: Trainer</i>	3/94—Present
Stanford University School of Law	
■ <i>Mediation Trainer</i>	1/97—Present
California Department of Insurance, Earthquake Mediation Program	
■ <i>Mediator</i>	7/96—Present

Professional Affiliations

State Bar of California	
■ <i>Inactive Status</i>	
Santa Clara County Bar Association	
■ <i>Board of Trustees</i>	1/95—12/96
California Dispute Resolution Council	1993—2004
■ <i>Board of Directors</i>	1/98—12/99
Mountain View Chamber of Commerce	
■ <i>Chairman</i>	7/97—6/98
■ <i>Vice-President Government Division</i>	12/96—7/97
■ <i>Board of Directors</i>	6/94—12/99
■ <i>Diversity Forum Mountain View</i>	1/97—2008
— <i>Co-Chairman</i>	6/99—2006

Civic & Non-Profit Activities

City of Mountain View	
■ <i>Mayor</i>	1/03 — 1/04
	1/12 — 1/13
■ <i>Councilmember</i>	1/99 — 1/07
	1/09 — 1/17

■ Vice Mayor 1/02 — 1/03
1/11 — 1/12

—Leadership Assignments

Chairman-Finance Committee
Delegate-League of California Cities General Assembly
Chairman-Procedures Committee
County Expressway Planning Study Policy Advisory Board
South Bay Military Affairs Council
Santa Clara County Cities Association
Chairman-Appointments Review Committee
Chairman-Neighborhood Committee
Chairman-Northwest Flood Zone Advisory Board
Chairman-Transportation Committee
Chairman-Caltrain Policy Advisory Committee
Chairman-Council Technology Committee

■ Environmental Planning Commission

— Commissioner 1/97 — 12/31/99

■ Parks and Recreation Commission

— Commissioner 1/94 — 12/96

— Vice-Chair 1/96 — 12/96

Bay Area Water Supply & Conservation Agency

■ Board Member 06/03 — Present

San Francisco Bay Area Regional Water System Financing Authority

■ Vice Chair 05/03 — 06/07

■ Board Member 05/03 — Present

National League of Cities

■ Board Member 11/12 — 11/16

■ Finance Administrative & Intergovernmental
Relations Steering Committee 12/02 — 12/12

■ Transportation & Infrastructure Policy Committee 9/01 — 12/02

League of California Cities

■ President 10/11 — 10/12

■ Board Member 11/09 — 11/16

■ Revenue & Taxation Policy Committee 9/00 — 9/10

—Vice Chair 11/02 — 11/03

■ Mayors & Councilmembers Academy

— Steering Committee 6/01 — 06

— Graduate —Levels I & II

American Red Cross

National Headquarters

■ First Alternate Nominee, Board of Governors May, 2001

■ Chair, Leadership Institutes 6/03 — 2008

- *Member, 1995 National Convention Resolutions Committee* 5/95
- Palo Alto Area Chapter*
- *Chairman of the Board* 7/92—6/94
- *Development Chair* 7/95—7/97
- *Board Member* 7/85—2012

Lewis & Clark College

- *Board of Trustees*
- *Trustee* 6/98—6/00
- *Alumni Association*
- *President* 6/98—6/00
- *Board Member* 7/95—2006

Honors and Awards

Lewis & Clark College

- *2000 Donald G. Balmer Citation for Outstanding Voluntary Service to the College, November 9, 2000*

Nonprofit Development Center

- *1997 Board Leadership Award, Nominee, April 8, 1997*

Santa Clara County Human Relations Commission

- *Award of Special Merit, February 29, 1996*

American Red Cross, Palo Alto Area Chapter

- *Clara Barton Award For Outstanding Volunteer Leadership, June 1994*

Hastings College of the Law

- *Thurston Society (Top 5% First Year Class Rank), May 1980*

Lewis and Clark College

- *Cum Laude, June 1976*
- *Delta Mu Delta, National Business Honor Society*

23171 Mora Glen Dr
Los Altos
CA 94024

(650) 303-2238 (cell)

July 31, 2017

Board of Directors
El Camino Hospital District Board

Dear Sir/Madam:

I am writing to you to serve as an El Camino Hospital District Board member.

I am a long-time resident of the hospital district and a registered voter.

I am the founder of a bay area startup company. I am a dynamic Finance & Operations leader with substantial experience in technology, enterprise and service sectors. I have a lot of transformational expertise focused on improving operational excellence, customer satisfaction and financial performance through process improvement and data analysis. I have led strategic planning in multiple organizations covering budget planning, infrastructure deployment and large multi-year projects.

I excel in the following areas:

- *Operationalizing Strategies* – Defining strategic levers, establishing process & organizational alignment, communication and execution.
- *Rhythm of Business & Strategic Planning* – Owning executive reviews, budgeting and forecasting.
- *Business Performance Management* – Work with campaign, segment and initiative owners to accurately measure and monitor qualitative and quantitative metrics.
- *Partner Engagement* - Considerable expertise in partner management and ability to direct large projects involving internal and external constituents across multiple geographies.

Earlier, I was the Vice-President of Global Finance Operations & Transformation at Hitachi Global Storage Technologies (HGST, a \$6B company). Previously, I led Business Transformation at Sun Microsystems with focus on operational excellence, cost management, and revenue generation. Before Sun, I was the Managing Director of Atlantis Consulting - a boutique consulting firm focusing on business strategy, market/financial analysis and global operations.

I have an MBA from Wharton specializing in strategy and finance and an MS from the University of Texas at Austin.

I have enclosed the formal application.

Yours truly,

Sivaram Krishnan



As a resident of the El Camino Healthcare District for almost 30 years, I have seen this institution blossom into one of the premier community hospitals in the nation. It has been my go-to hospital of choice and in addition to personally having multiple procedures/hospitalizations at El Camino Hospital, my wife and I also chose to have our son born here. This is a reflection of both the hospital's quality of service and our trust in the hospital caregivers.

The overlap between my skill set and (my perspective on) the needs of the El Camino Healthcare District motivate me to serve. I excel in the following areas:

- *Operationalizing Strategies* – Defining strategic levers, establishing process & organizational alignment, communication and execution.
- *Rhythm of Business & Strategic Planning* – Owning executive reviews, budgeting & forecasting.
- *Business Performance Management* – Work with campaign owners to accurately monitor metrics and executive dashboards.
- *Partner Engagement* - Considerable expertise directing large projects involving internal and external constituents.

Agility in responding to the needs of the community in the context of recent changes to healthcare law and likely legislation in future will be key to our hospital maintaining and further excelling in patient care standards. This is especially important when reimbursements and revenue are likely to be affected. El Camino Hospital has been careful in partnering with organizations that further its goals; I believe that carving out niche markets and excelling in those will be key for the hospital to remain both independent and successful.

I understand that the board's responsibility is one of governance, not management. By defining the vision for serving the community and identifying goals to realize that vision, the board provides strategic direction. It sets standards – in ethics, in compliance, and in operations to name a few. But most importantly, it builds and maintains a relationship with the community. In this context, when I was at Sun Microsystems, I was a part of corporate strategic planning and implementing their corporate operating system including identifying resource, technology and personnel needs to achieve annual goals.

I bring a perspective rooted in operational excellence, transformation and innovation. I am a team player who strongly believes in the art of creating consensus. I believe in the strength of the partnership between our community, healthcare providers and corporate partners, and can be an advocate for these constituencies as needed. I can help translate the strategic vision to operational initiatives. I believe in continuous learning and process improvement to better the healthcare experience our hospital provides. Here, I shall highlight work I did aimed at improving customer satisfaction and revenues at a bay area surgery center on a continuous quality improvement project that was a part of the hospital's accreditation efforts.

Underlying all governance functions is the stewardship of resources. It is the alignment of our financial plans to the vision/objectives, the effective allocation of funds, raising capital as needed, and monitoring financial performance. With years of operational experience in process improvement, I am an expert in defining metrics and creating executive dashboards to give key performance indicators the visibility they demand. This helps data driven, evidence-based decision making. This is particularly important for large multi-year projects with budget allocations/approvals spread over many years. I have a lot of experience with those.

The adoption of technology – both for patient care and for operational efficiencies – is an area where I can directly and immediately contribute. I have rolled out large technology deployments several times in my career.

I am aware of the exceptional community outreach programs of our hospital. I want to strengthen them further.

Year-after-year, I note the accomplishments of the South Asian Heart Center. I get enquiries about its services, not just from fellow Asians in this community, but across the country and even around the world. Recently, someone residing in New Delhi wanted information about participating in this program. This is a great example of a niche that the hospital can carve out, become a center for excellence and get recognition for its success.

The Mountain View-Los Altos Mental Health Services for schools is another outreach program that can catch problems at a young age. Grants for these programs and the dollars invested in the community do make a difference. I hear this from parents.

I also strongly believe and support community Grants targeting preventive services benefiting low-income residents which offer significant ROI and lower our community's future healthcare costs, e.g., Preventive dental services.

30 years ago, I started my career at Hewlett-Packard. HP has historically been a conscientious corporate citizen and both Bill Hewlett and Dave Packard were great philanthropists. Part of their generosity went to fund a children's hospital which has now become very famous – The Lucille Packard Children's Hospital. I know that El Camino – being a Community Hospital - can invest in a (branded) Women's Hospital; this would solidify its community standing even more. I would be a great champion for such an effort and work tirelessly with the corporate community around us to help this effort in a substantial way.

I have lived longer in the El Camino Hospital District area than anywhere else in my life. I have strived to give back to this community from which I have derived substantial benefit. For the past 2 years, I have been a volunteer coach for First Lego League. Indeed, this year, the team that I coached comprising of students from 3 different schools was one of the top 20 teams among 32k teams from 88 countries worldwide. We were also the only team from California. As a believer in STEM, I tutor kids in Math, Programming and Science.

My interest in serving is motivated by my belief that medicine – even though this is not my profession – is most noble. What can be higher than providing comfort to the ill, relief to those in pain, treatment to the suffering, sight to the vision impairedthe list is endless. So, anything to further this cause energizes me.

While I have been aware of other openings in the board of El Camino Hospital including the recent past, I waited till it was clear to me that I could make the appropriate commitment of time and effort. Now that our company's technology is being acquired, I have the time and inclination to serve.

I can be the perfect non-medical complement to the board. I see this social/volunteer opportunity as a responsibility of citizenship. Indeed, I believe I can be an excellent ambassador for our hospital and this close-knit community of ours that we are privileged to serve.

6. Educational background (Please list diplomas/degrees received and institutions attended):

MBA: The Wharton School, University of Pennsylvania

MS: The University of Texas at Austin

7. Employment history (last 15 years):

Founder/CEO Inborg Corporation	(2012 to present)
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VP, Global Finance Operations & Transformation Hitachi GST/Western Digital	(2010 to 2012)
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Director, Business Transformation Sun Microsystems	(2006 to 2010)
---	----------------

Managing Director Atlantis Consulting	(1995 to 2005)
--	----------------

8. Relevant experience including public offices held:

As a Global Vice-President for Financial Operations & Transformation, I have substantial experience in financial oversight and compliance. I have managed large multi-year budget projects.

I am experienced in credit risk management, cash forecasting and collections. I expect this to be valuable as hospital reimbursements and revenues come under pressure - especially with changes to law.

As a transformation expert, I led many process improvement initiatives in many organizations including large IT infrastructure and software deployments.

I understand real estate, facilities and development having worked in each of these areas.

9. Please list professional and civic organization memberships:

Wharton Founders Forum, FLL Coach



Application to Serve as an El Camino Healthcare District Director

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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 6 additional pages (8 single-sided pages total) of supporting materials, including extended answers to questions contained in the application. Any materials in excess of this page limit will not be provided to the District Board. **All applications and supporting materials must be received in our office not later than August 1, 2017 and will be made publicly available.**

**** Items 1, 2 and 4 are required***

-
1. *Name Edward M. Loizeaux
 2. *Residence address 2221 Via Maderos, Los Altos, CA 94024-7113
 3. Phone 650-962-1577 E-mail address Loizeaux@SBCGlobal.net
 4. *Are you registered to vote in the El Camino Healthcare District? Yes (Y/N)
 5. Reasons for interest in serving: I have lived and prospered in this area
for 48 years. I consider myself a problem solver and a generalist
in the business world. As such, my interest is in working toward
the objective of delivering good quality health care to local residents
with an economical cost. The challenges, I suspect, are many and stimulating.

6. Educational background (Please list diplomas/degrees received and institutions attended):

Rensselaer Polytechnic Institute (RPI), Troy, NY, Bachelor Mgt. Engr.

University of Southern California (USC), Master of Science Ind'l Engr.

California State College at Fullerton, Master of Business Administration

7. Employment history (last 15 years):

Retired for the past 21 years. Prior to retirement, worked as a

self-employed management consultant with MANUFACTURING

ADVISORS, Inc. for 12 years. Clients and earlier work history

provided on attached supplemental sheet.

8. Relevant experience including public offices held:

Have never run for any public office. Have extensive experience

working in a wide variety of corporate environments solving their

pressing problems. Have worked in several functional areas

including manufacturing, sales, management and consulting.

9. Please list professional and civic organization memberships:

Community Committee for International Students (CCIS) is an

organization affiliated with Stanford University. I teach English

classes for foreign students and also interview prospective

volunteers to insure their adequacy for certain CCIS programs.

Past memberships are listed in the attached supplemental sheet.

Ed Loizeaux's life in a nutshell.....

EARLY YEARS -- With an engineering degree in his pocket, Ed drove to California in 1963 to begin working at Norton Air Force Base in San Bernardino. Later, he moved to the civilian sector and worked for Lockheed Electronics (Los Angeles) and Electromagnetic Systems Laboratories (ESL) in Sunnyvale and others. He worked his way up the career ladder to become Operations Manager with about 125 people in his department. In one firm, he was responsible for designing and constructing a new facility for the company. Ed terminated the efforts of an existing architect and hired a new architect who had worked on the development of the Irvine Ranch in Orange County. The new improved design was accepted, the project went to bid and construction began. During these years, he attended night school and earned two master's degrees. After 15 years in the manufacturing arena, it became a bit repetitive. Something new and different was needed. It was time for a change.

MID YEARS -- A career change found Ed putting his manufacturing experience to good use selling MRP software systems for Control Data (SBC) and Software International. He eventually became a regional sales manager with responsibility for 13 western states. Software was sold and quotas were met. Travel was significant. During this time, certification classes were taught for the American Production & Inventory Control Society (APICS). The APICS experience led to teaching an Operations Management class at San Jose State University in the evening. As time went on, it was noticed that many prospects hired consultants to advise them on software evaluation and selection. Ed eventually realized that he knew as much or more about software evaluations than the highly paid consultants. Time for another change.

LATER YEARS -- In 1983, the consulting firm MANUFACTURING ADVISORS, Inc. was formed with Ed as the only employee. The first client was GAVILAN COMPUTER -- a startup in Los Gatos which was developing an amazing laptop computer. The Los Altos-based ASK software system was selected and implementation began. Gavilan quickly grew from 19 employees to 300+ and Ed personally trained most of them on the new computer system. When HP announced a superior laptop, Gavilan quickly went bankrupt and 300 people scattered all over Silicon Valley with Ed's business card in their hands. From there, the consulting business took off rapidly with clients both large and small. FMC Corporation was another early client which ultimately resulted in consulting engagements with three different divisions -- San Jose, Pomona and Green Bay, Wisconsin. Later, assignments in Brazil and Singapore followed with other clients. All of this was accomplished via word of mouth without any advertising. Travel was extensive. Ed retired at age 55 to enjoy a different kind of life.

HOBBY YEARS -- Construction was started on a large model railroad layout. Photos in magazines were followed by entire articles and then cover pictures. Milwaukee's PBS station produced a television show which can be seen here: <http://sscale.org/best-of-s/ed-loizeaux/>
A book, titled DCC COMMAND CONTROL, was co-authored and a niche model railroad magazine was published. Eventually, Ed was elected President of an international model railroad organization with 2,000+ members. As the train layout neared completion, an opportunity to mentor foreign graduate students entering Stanford University was presented.

Ed's life continued.....

Helping someone acclimate to American culture and language was appealing. Mentoring a foreign professional and fostering a good impression of this country is one small step toward world peace. Both of Ed's mentees were physicians – one from Japan; the other from Korea. Dr. Mamoru Arakawa is now the President of the Japanese Association of Young Heart Surgeons and a personal friend. Later, Ed was asked if he would take on the additional responsibility of interviewing prospective volunteers to insure a high quality of incoming community mentors while filtering out those who might not succeed.

As time went on, Ed began teaching English classes to foreign graduate students and their spouses who were attending Stanford University. Business case studies, presentations and debates are all used as techniques enabling participants to practice their not-quite-correct spoken English while Ed makes corrections as necessary. The Community Committee for International Students (CCIS) located in the Bechtel International Center on Stanford's campus is the umbrella organization for these efforts which are ongoing today.

Ed offered a challenge grant to his first alma mater, RPI, to motivate new first-time donors from the class of 1963. Result: a 20% increase in the number of donors. He was named a Patroon Fellow that year.

AND THEN – The San Jose Mercury News printed the following on May 19, 2017: “District board members said during the meeting they want to add appointed members with experience in health care, finance or business to get their perspective when voting on district matters.” Recently, the El Camino Healthcare District announced a vacancy on their Board of Directors. Perhaps there is a good match between the needs of the two boards and Ed's extensive business experience.

PHILOSOPHICAL AND PERSONAL BELIEFS –

1. The golden rule: Do unto others as you would have them do unto you.
2. Many of the world's problems are due to poor communication.
3. It is possible to disagree without being disagreeable.
4. Do the best job possible or spend time wishing you had done better.
5. Education, health and personal relationships are the only things that really matter.

Edward M. Loizeaux

July 28, 2017



July 21, 2017

Board of Directors
El Camino Healthcare District
2500 Grant Road
Mountain View, CA 94040

Dear Gentlemen and Gentlewoman:

I have known Edward Loizeaux for nearly thirteen years as we live nearby and meet frequently. I have come to know Ed and his wife, Judith, quite well over the years and both are good friends. They are a lovely family with solid values and perspectives needed in the world.

After seven years, I retired last month from the Board of the Stanford Medicine Alumni Association; hence I know very well the traits and characteristics needed to serve in a similar function for the El Camino Healthcare District. I am a Stanford Medical School graduate and I also completed my Internal Medicine Internship, Neurology Residency and Chief Residency all at Stanford Hospital and Clinics.

Ed has an interesting formal education consisting of a Master's Degree in Engineering and also a MBA. While working in local high technology companies, Ed taught certification classes for a professional society as well as a night school class at San Jose State University. Now retired, Ed teaches English classes for foreign graduate students entering Stanford University. Education of all kinds is very important to him.

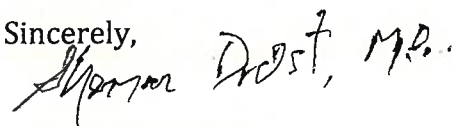
In the 1980s, he started the consulting firm MANUFACTURING ADVISORS and consulted with clients all over America and the world. His desire was to help clients with manufacturing problems and overall efficiency using the newly available computers of the time. Ed was good, business was good and Ed retired early. He and his wife both valued quality time over making more money. I know their decision has never been regretted.

Ed has a varied background which includes managing manufacturing operations, working with architects and contractors, constructing new buildings (one in Foster City), participating in labor union negotiations, selling software, making executive presentations, publishing a magazine, evaluation and selection of new software for clients, software contract negotiations, computerized system implementations, managing a worldwide hobby organization and so forth. I believe Ed's ability to successfully work with a wide variety of people in potentially stressful situations can be applied to most any endeavor.

Ed Loizeaux has an engaging personality and is well liked in the neighborhood. He hires local teenagers in the summer to help build his model railroad layout. They all love the experience and want to return. He and Judi have raised five children who are now all educated, married and self-sufficient. He is experienced at caring for his and Judi's parents. He is a real person without political ambition or desire for public recognition. Ed is careful with money, but generous with his time and talents. He is a problem solver by nature and a solid citizen.

I can recommend without hesitation that Edward Loizeaux be seriously considered for a position on the El Camino Healthcare District's Board of Directors. I would be pleased to discuss further if desired. My email address is: ssdrost@stanfordalumni.org.

Sincerely,



Sharon S. Drost, M.D.

Neurology and Neurological Sciences



July 23, 2017

Board of Directors
El Camino Healthcare District
2500 Grant Road
Mountain View, CA 94040

RE: Consideration of Appointment to the Board of Directors

Dear Board Members:

I have known Ed Loizeaux since 1971. In 1981 he hired my firm, VICOM Services, to develop a branding and marketing format for his new business, "Manufacturing Advisors," which he ran until he retired. I have continued to work with Mr. Loizeaux over the years on design and marketing issues regarding his hobby interests in the development, manufacturing and importing of model railroad equipment for the industry. He also published a related bi-monthly magazine that I assisted him with in the design and production which promoted scale model railroading. He has published other materials in the electronics field as well. He served as the President of the National Association of "S" Gaugers (NASG), again having me to assist him with his many promotional efforts which, I might add, were very successful in publicizing the hobby and increasing the membership in the NASG.

As a seventeen year City Council member and three time Mayor of the City of Campbell, I am well versed in the activities of the El Camino Hospital as a support player in the health care business in Campbell and the surrounding communities. As President of the Campbell Chamber of Commerce, I have met a number of members of the El Camino Hospital, especially those involved with public relations and marketing. The hospital is one of two Platinum Members of our Chamber and is highly respected.

Mr. Loizeaux has queried me, as a friend, business owner and former elected official about the obligations and expectations of becoming a Board Member of the El Camino Healthcare District. I recommend that you consider his application for the position of Board Member of the District.

Please feel free to contact me for my resume of service and associations.

Thank you and best regards,

Michael F. Kotowski

Community Committee for International Students
Bechtel International Center • Stanford University
584 Capistrano Way, Stanford, CA 94305
(650) 498-5252 www.ccisstanfordu.org

Connecting Stanford Internationals with the Community



July 17, 2017

To the Board of Directors of El Camino Health District:

It is my pleasure to write a recommendation for Ed Loizeaux who is a candidate for a vacant seat on your board.


I met Ed in the spring of 2015 when he contacted me via email telling me he was interested in teaching English at Bechtel, even though he had no formal teaching experience. I checked out Ed's experience with another CCIS program, English in Action, which he had been volunteering in for several years. The head of the program gave him an excellent recommendation. English in Action is a volunteer program whereby a community member is paired with a foreign visitor to Stanford for culture and language exchange.

Subsequently, Ed and I met and I asked him what interest and talents he thought he had which would enrich the English program. He said he felt comfortable talking about business and we jointly developed a Business English class and Ed started teaching in the summer of 2015. His format is to present business cases, have student groups analyze business problems and then have them present their solutions in front of the class. I attended a few of his early classes and made suggestions, not in content, but in teaching techniques that I thought would improve his class. He was open to everything I suggested and through trial and error, he has perfected his presentations. He has been teaching 3 quarters every year since.

Ed has many ideas and interests. He is a progressive thinker in that he will tell you what he thinks, but he will also ask for your assessment and input. He is willing to implement new ideas that he thinks will improve his class. He is very well liked by his students because he shows a deep and true interest in them. They often even stay after class to discuss life issues of a personal nature.

I have leaned on Ed a couple of times to help me with small issues that have cropped up in the English program and he is always eager to assist me. I can recommend Ed for his positive outlook, his eagerness to do a job well, his intelligence, his congeniality, and his organizational skills. I can attest that he can now put "teacher" down on his resume.

Sincerely,


MaryAnn Saunders, Coordinator
English Program



Jung Ryeol Lee

Associate Professor
Department of Obstetrics and Gynecology
Seoul National University Bundang Hospital
Seoul National University College of Medicine
82 Gumiro 173 Beon-gil Seongnam Gyeonggi-do 13620 Korea

July 28, 2017

Letter of Reference

To whom it may concern:

It is my pleasure to recommend Mr. Edward Loizeaux for a member of the Board of Directors of the El Camino Healthcare District (ECHD).

I have known him for two years. Ed was my mentor in the English-in-Action program which is a one-to-one mentor-mentee program for foreign scholars in Stanford University. He is one of the volunteer teachers at Bechtel International Center of Stanford University. He has classes in the center and teaches foreign scholars (mainly postdocs and visiting researchers) from all around the world. He also serves as a mentor in the English-in-Action program and I had met him as his mentee for one year and a half during my visiting research period at Stanford.

Ed was very kind and helped me a lot to adapt to a new country and a new environment. I was a foreigner and also a stranger in the beginning, but with his help, I became acclimated very quickly. I am a professor and medical doctor in Korea, but I was a non-native English speaking visiting scholar who started to live in a new country. Ed understands well about my situation and he suggested lots of things I could do for early adaptation. As an experienced senior citizen, Ed taught me not only English but also how can I handle problems well. When I worried about my older son's behavior in school, and about my younger son's not-so-well adapted school life, he tried to find a way to solve the problem with all his efforts. I was so impressed when he treated my problem as his own.

As a teacher of Bechtel International Center of Stanford University, he is one of the most famous teachers. I heard from his students that he is not just a good teacher, but a mentor of their life. In Stanford University, there are various kinds of visiting scholars from all around the world. Their age, race, sex, color, and nationality are different, but they are all non-native English speaking people and just came to a new country. He helped all those people to speak better English and live a better life in a new environment.

As a medical doctor working at a government-funded national hospital, I know well about the role of community-based public hospital and health district. Ed is a concerned, intelligent, and well-experienced person. Based on his character and his experience of helping various kinds of people, I believe that Ed would be a very appropriate person for a board member of ECHD. I highly recommend Mr. Edward Loizeaux as a member of the Board of Directors of the El Camino Healthcare District.

If you have any specific questions about Ed, please don't hesitate to contact me at leejrmd@snu.ac.kr.

Best regards,

Jung Ryeol Lee, M.D., Ph.D.

Associate Professor
Department of Obstetrics and Gynecology
Seoul National University Bundang Hospital
Seoul National University College of Medicine

July 31, 2017

To: El Camino Healthcare District Board of Directors

Fm: Tara Martin-Milius

Re: Application to serve as ECHD Director

Board Members:

El Camino Hospital and District has done a good job in serving the diverse communities of Silicon Valley for over 50 years. The Board balance of elected and appointed officials has worked for the benefit of the region. ECHD prides itself on Leadership in the industry with technology and quality of care.

The future is currently uncertain. Public, private, and non-profits are all intertwined and interdependent to some degree. ECHD, as a non-profit, has a more challenging role with funding for Medicare/Medicaid and the potential impacts to ACA, and the potential disruption of single payer plans currently moving in the legislature.

Competition for personnel and specialty services is rising. It's a tough, complex environment experiencing multiple types of changes simultaneously.

As an Organization Development practitioner, I am familiar with change management in complex systems. This is part of what I can bring to the board. As an elected official, having served on Sunnyvale City Council and LAFCo provides me with perspectives that may be useful to the Board.

I respectfully submit my application to serve as an El Camino Healthcare District Director for your consideration.

Tara Martin-Milius

408-733-5778

TaraMilius@gmail.com

Application to Serve as an El Camino Healthcare District Director

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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 6 additional pages (8 single-sided pages total) of supporting materials, including extended answers to questions contained in the application. Any materials in excess of this page limit will not be provided to the District Board. All applications and supporting materials must be received in our office not later than August 1, 2017 and will be made publicly available.

* Items 1, 2 and 4 are required

1. *Name Tara Martin-Milius

2. *Residence address 762 San Miguel Ave, Sunnyvale, CA 94085

3. Phone 408-733-5778 E-mail address TaraMilius@gmail.com

4. *Are you registered to vote in the El Camino Healthcare District? Yes (Y/N)

5. Reasons for interest in serving: Healthcare is very much under pressure from current political and public policy. The mission of healthcare in all organizations is being challenged. Our healthcare providers, from physicians to all levels of caregivers and administration need effective policy and political will to continue to be effective in this transitional period. I have worked in hospital systems, corporate systems, and political systems. I can bring those skills to the El Camino Healthcare District board.

6. Educational Background (please list diplomas/degrees received and institutions attended):

Masters in Organization Development, University of San Francisco

Bachelors in Business Administration, University of San Francisco

7. Employment history (last 15 years)

Sunnyvale City Council Member, 2012-2016

TMM Associates 2005-present, Owner, Management Consulting, Facilitation, Training

Center for Corporate Learning, Inc. 1992-2005, Founder, Management Consulting

Health Dimensions, Inc. 1990-1991, Internal Organization Development consultants
To hospitals, management, etc.

8. Relevant Experience including public offices held:

Sunnyvale City Council member, 2012-2016

Sunnyvale Vice Mayor

Sunnyvale Senior Center Healthcare group member

Sanata Clara County Emergency Prepared ness Council, Alt

9. Please list professional and civic organization memberships:

San Miguel Neighbors Association (SMNA) Chair and Co-chair

UNSCC Member through SMNA

Sunnyvale Chamber of Commerce

Continuation of Application to Serve as El Camino Healthcare District Director, Martin-Milius—page 3

8. Partial list of additional Public activities in Council (2012 – 2016):

- Santa Clara County Emergency Preparedness Council, Alternate (2012 – 2013)
- Valley Transportation Authority (VTA) State Route (SR) 85 Corridor Policy Advisory Board (PAB), Alternate (2015 – 2016)
- North Valley (NOVA) Job Training Consortium Workforce Board, Nomination Committee (2012 – 2016)
- Santa Clara Valley Water District (SCVWD), Lower Peninsula Flood Control and Watershed Advisory Committee (2012 – 2014)
- Santa Clara Valley Water District (SCVWD), Water Commission (2012 – 2016); Chair (2016)
- Santa Clara Valley Water District (SCVWD), Recycled Water Joint Committee (2012 – Present)
- Santa Clara Valley Water District (SCVWD), Advisory Committee (2015)
- Stevens Creek Trail Working Team (2013 – 2016)
- League of California Cities (LCC) Women's Caucus, Founding Member and Board Member (2013 – Present); 2nd Vice Chair (2015 – 2016)
- League of California Cities (LCC) Environmental Quality Policy Committee (2013 – Present); Vice Chair (2016)
- Local Agency Formation Commission of Santa Clara County (LAFCO) (2016 – 2016); Vice Chair (2016);Alternate (2015 – 2016)
- Silicon Valley Clean Energy Authority (SVCEA) Alternate (2016)
- League of California Cities (LCC) Water Bond Task Force (2014)
- Sunnyvale Arts Commission Member (2008 – 2011)
- Sunnyvale Arts Commission Vice-Chair (2009 – 2010)

9. Professional and Civic organization memberships

- Present
 - Sunnyvale Historical Society Board
 - SCVWD Environmental Resources Committee
 - Sunnyvale Democratic Club Board
- Past
 - National Organization of Women (NOW)
 - National Speakers Association Northern California (NSANC) Professional Member
 - American Production and Inventory Control Society (APICS)
 - American Society for Training and Development (ASTD)
 - International Society for Productivity Improvement (ISPI)
 - International Alliance of Facilitators (IAF)
 - International Alliance for Learning (IAL)
 - South Bay Organization Development Network (SBODN)
 - American Society for Quality (ASQ)



Application to Serve as an El Camino Healthcare District Director

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*** Items 1, 2 and 4 are required**

1. *Name SACHIHIKO (Mike) MICHITAKA
2. *Residence address 503 COTTAGE GROVE TER. SUNNYVALE CA 94085
3. Phone 408-674-8900 E-mail address smichitaka@comcast.net
4. *Are you registered to vote in the El Camino Healthcare District? Y (Y/N)
5. Reasons for interest in serving: _____

Broaden community contribution to the quality
healthcare field based on the past CEO management skills
of \$100 mil sales IT company, as well as other
public service experiences

6. Educational background (Please list diplomas/degrees received and institutions attended):

Harvard Business School (PMD44) Certificate Program:
Doshisha University (B.S. Economics Kyoto, JAPAN)

7. Employment history (last 15 years):

(2006 - Present)
- Ocean Seven Consulting, LLC (IT Management Company) Founder
- Nissho Electronics (USA) . CEO (2000 - 2005)

8. Relevant experience including public offices held:

(2016 - 2020 Second Term)
- Commissioner City of Sunnyvale (Chair Heritage Preservation Comm.)
(2016 - 2020 Second Term)
- Commission (Board Member) City of Sunnyvale. Board of Building Code App.
- Santa Clara Valley Water District (Board Committee) - EWRC
(Environmental and Water Resources Committee Member)
(2016 - Present)

9. Please list professional and civic organization memberships:

(2013 - 2014)
- Sunnyvale Sister City Association (NPO) Co-founder & then Board Member
- General Engineering Contractor class A Lic. State of California
- Leadership Sunnyvale graduate and alumni, then Board. (2016)
- SNAP graduate Sunnyvale Neighborhoods Actively Prepare (2015)

Sachihiko (Mike) Michitaka

LP Fund management advisor

smichitaka@gmail.com

Summary

Startup support , Speedy early stage Fund Raising,

POC Business Partners Search.

Turn-Around Operation Expert.

US subsidiaries establishment and create business /management strategy for the Asian Companies including Japan.

ICT Management Consulting Services.

Active in community volunteering and services.

Experience

Investment Committee Advisor at Infocom America,Inc

January 2013 - Present (4 years 1 month)

Fund Management Advisor

Founder at Ocean Seven Consulting, LLC

April 2006 - Present (10 years 10 months)

CEO

CEO at Nissho Electronics USA

August 2000 - May 2005 (4 years 10 months)

Annual sales: In excess of \$ 100 million

Sourcing unique ICT products and Services for Japan and Asian Market.

The first distributor of Juniper networks in Japan.

Investor for Startups as CVC.

www.nelco.com

External member of the Board, Founding Member at Fusion Communications Inc

2000 - 2001 (1 year)

The First 100% VOIP service telephone company in Japan.

External Board Auditor at Nifty Corporation

April 1998 - March 1999 (1 year)

One of the leading internet service providers in Japan

<http://www.nifty.com/>

Group Senior Vice President, Information Technology Division at Nissho-Iwai Corporation

1994 - 1999 (5 years)

Now Sojitz Corporation, an integrated global trading company with \$42 billion in annual trade transaction
Supervise and manage entire P/L of over 30 group companies in Information Technology Div.
www.sojitz.com/jp/

External Member of the Board at Infocom Corporation

1997 - 1998 (1 year)

<http://www.infocom.co.jp/>

VP & GM at Nissho-Iwai American Corp

August 1986 - March 1993 (6 years 8 months)

Now Sojitz corporation of America (<http://sojitzamericas.com/>)
U.S. subsidiary of Sojitz Corporation, an integrated global trading company with \$42 billion in annual trade transaction
VP& GM of Information Technology Dept.
Marketing IT Network and Switching Products and Services to Major US Telecom Carriers utilizing cusomerized logn term financing and lease arrangement .
Managed and toured around subsidairies after Black Monday crash.

CEO at Win Communications Corporation

January 1991 - December 1992 (2 years)

Founded in 1982, WIN Communications Corporation is a leading supplier of Computer Telephony and IP Communication equipment. Nation wide distributor .Turned around and sold.

Manager, Irrigation and Hydro/Geothermal Section at Nissho-Iwai corporation

April 1983 - July 1986 (3 years 4 months)

Prepare bid, negotiate, implement contracts with US Goverment and Agencies including BOR,BPA,DWR,LADWP,Cities/Counties.

Manager Machinery at Nissho Iwai American Corp

July 1977 - March 1983 (5 years 9 months)

Prepare bid, submit,negotiate,implement supply and install contracts for US Government and Agencies as RME (Responsible Management Employee as Licenced General Enginering Contractor Class A)

Languages

Japanese

(Native or bilingual proficiency)

Skills & Expertise

Jazz Saxophone
Horseback Riding
Business Strategy
Business Development
New Business Development
Strategic Planning
Product Marketing
Venture Capital
Negotiation
Team Building
Product Management
Start-ups
Product Development
Entrepreneurship
Project Management
Strategic Partnerships
Corporate Development

Education

Harvard Business School

PMD, Business Administration and Management, General, 1982 - 1982

/ Doshisha University

BA, Economics, 1966 - 1970

Activities and Societies: English Debate Team Leader

Interests

Jazz Saxophone/Guitar playing, Horse back riding /jumping , Golfing,Community Volunteering

Volunteer Experience

Co-Founder at Sunnyvale Sister City Association (SSCA) in Sunnyvale California

July 2012 - July 2014

Chair Commissioner Heritage Preservation Commission at City of Sunnyvale

2012-2016 renewed Second Term to 2020

Board of Building Code Appeals at City of Sunnyvale

2012-2016 Renewed Second Term to 2020

Board Committee Member at Santa Clara Valley Water District

Appointed and serving for two years from January ,2017

Certifications

General Engineering Contractor Class A

State of California

Leadership Sunnyvale Class of 2013-2014

NPO Leadership Sunnyvale

SNAP (Sunnyvale Neighborhood Actively Prepared) 2015 Winter

NPO SNAP

Sachihiko (Mike) Michitaka

LP Fund management advisor

smichitaka@gmail.com



[Contact Sachihiko \(Mike\) on LinkedIn](#)

Application to Serve as an El Camino Healthcare District Director

Name — Kristina Peterson, MS, MFT

Residence Address — 629 Barbara Avenue, Mountain View, CA 94040

Phone — 650-906-0613

Email — krisp100@gmail.com

Are you registered to vote in the El Camino Healthcare District? Yes

Reasons for interest in serving —

I offer the unique perspective of being both a resident of the El Camino Healthcare District for 20 years and an El Camino Hospital employee for ten years (2006-2016). I experienced the new hospital built around me and several executive positions change hands. I have been the staff member sitting with a patient in crisis, and I have been the patient in labor, trying to walk down the labor and delivery hallway and grateful to see the friendly face of a nurse. As an outpatient program coordinator, I interacted daily with insurance companies and, over the years, witnessed the changing landscape of third party payers and policy changes. As the co-founder of the Maternal Outreach Mood Services (MOMS) program, I participated in feasibility studies and research into community need and service gaps, hallmarks of program development in a community hospital. As the steward of El Camino Foundation grant awards, I honored the use of donors' gifts to create places and services of healing for our community.

The El Camino Healthcare District represents a diverse constituency. We benefit from the contributions of individuals from all ethnic backgrounds, genders, sexual orientations, religions, and socioeconomic levels. I believe that the District Board would best represent the views of its community by its own Board members reflecting this diversity. I recall my sense of powerlessness and invisibility when I saw the widely-publicized photo in March of this year, showing a room full of only men in Washington D.C. advising on health care bill provisions. In addition to being a district resident and voter, and a former hospital employee, my experience as a woman in the health care field helps shape my unique perspective.

Finally, I espouse the philosophy of integrated care in medicine, and my work reflects the importance of considering the whole person when developing programs and implementing care plans. As a specialist in geriatric mental health and a geriatric care manager, it is impossible to practice responsibly when there is fragmentation of care. The care of older adults clearly shows the complexity of considerations including multiple chronic conditions, concurrent acute illnesses, multiple interacting medications, psychiatric disorders, cognitive changes, grief and loss, financial limitations, and changing family dynamics. The direction of healthcare is moving toward this "bundling" of care and reimbursement will likely depend on factors including whole-person health. My position as co-chair of the Center of Excellence committee for Geriatric Mental Health was grounded in the importance of integration and collaboration among providers. My current work takes this a step further with its emphasis on quality of life factors enhancing overall health.

Over the past twenty years I have been a resident of the El Camino Healthcare District, a patient of El Camino Hospital, and a ten-year veteran employee of El Camino Hospital. As both a consumer and an employee I have witnessed the climate and delivery of health care change,

and the model of the community hospital become increasingly challenged. Yet as I speak with neighbors, fellow employees, physician colleagues, and members of the community, I hear resounding support for the continuation of El Camino Hospital as a provider of quality medical care for those in its community.

Educational background —

- M.S., Clinical Psychology, San Jose State University
- B.S., Psychology, Emphasis in Clinical and Counseling Psychology, summa cum laude
California Polytechnic State University, San Luis Obispo

Employment history —

- 2017 (current) Sage Eldercare Solutions — Geriatric Care Manager
 - * Provision of a wide range of support and advocacy services for older adults and their families, including assessment, service coordination, and care collaboration.
 - * Thorough knowledge of community resources for the aging population to support older adults' medical, functional, financial, legal, social, and emotional needs.
 - * Specialized focus on dementia care and mental health.
- 2006-2016 El Camino Hospital
Senior Program Therapist, Behavioral Health Department
 - * Provision of group, individual, family therapy, psychosocial assessment, case management, and clinical supervision in a variety of outpatient behavioral health programs — Partial Hospitalization, Eating Disorders, Perinatal Psychiatric Disorders, Geriatric Psychiatry, Psychotic Disorders.
 - * As program lead of perinatal mood/anxiety and geriatric programs, coordinated staffing, operational and supervisory responsibilities for multidisciplinary teams of up to eight clinicians and up to thirty patients. Led staff through multiple Joint Commission accreditation cycles and transition to Epic-based electronic medical record system.
 - * Wrote program curriculum for perinatal depression/anxiety, geriatric mental health and cognitive-behavioral therapy for psychotic disorders. Maintained data for outcome evaluation reports and led program improvement projects.
 - * Frequent presenter to community groups and professional organizations, including invited panelist on maternal mental health at State Capitol.

Relevant experience including public offices held —

- Co-chair, Center of Excellence for Geriatric Mental Health committee, El Camino Hospital
- Outpatient Suicide Risk reduction committee, El Camino Hospital
- New Hire Training committee, El Camino Hospital
- Board of Directors, Sunnyvale Presbyterian Church Logos ministry

Please list professional and civic organization memberships —

- California Association of Marriage and Family Therapists
- Committee for Mountain View Morale



Application to Serve as an El Camino Healthcare District Director

Instructions: The El Camino Healthcare District Board of Directors will hold a meeting to interview applicants on August 16, 2017 beginning at 5:30 pm. Applicants will have the opportunity to make a verbal statement no longer than 10 minutes, and will be asked to answer questions from sitting Board Members as well as any questions from the public at the meeting. Applicants must be registered to vote and a resident of the El Camino Healthcare District. This appointment will expire after the General District Board Election in November 2018.

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 6 additional pages (8 single-sided pages total) of supporting materials, including extended answers to questions contained in the application. Any materials in excess of this page limit will not be provided to the District Board. **All applications and supporting materials must be received in our office not later than August 1, 2017 and will be made publicly available.**

**** Items 1, 2 and 4 are required***

-
1. *Name Carol A. Somersille, M.D., F.A.C.O.G.
 2. *Residence address 1531 Begen Avenue, Mountain View, CA 94040
 3. Phone 650-988-3232 E-mail address staff@doctorsomersille.com
 4. *Are you registered to vote in the El Camino Healthcare District? Yes (Y/N)
 5. Reasons for interest in serving: As a homeowner who has lived in Mountain View
since 2001, and an independent physician who has maintained an established
practice in the Peninsula and South Bay since 1996, I am uniquely able to
assess our healthcare needs. Furthermore, I am known for my commitment
to patients, El Camino Hospital, and the community it serves.

6. Educational background (Please list diplomas/degrees received and institutions attended):

Harvard-Radcliffe College, Bachelor of Arts

The Johns Hopkins University School of Medicine, Doctor of Medicine

Baylor College of Medicine, Obstetrics and Gynecology Internship & Residency

American Board of Obstetricians and Gynecologists, Fellow

7. Employment history (last 15 years):

Self-employed Obstetrician and Gynecologist, 1996-present

Office address: 2490 Hospital Drive, Suite 300, Mountain View, CA 94040

www.doctorsomersille.com

8. Relevant experience including public offices held:

I am a member of several medical groups, and most recently was elected by

my peers to the board of El Camino Medical Group, which is a fast-growing

newly-formed group of independent physicians at El Camino Hospital. For

additional experience, please see attached curriculum vitae.

9. Please list professional and civic organization memberships:

Please see attached curriculum vitae.

Carol A. Somersille, M.D.
Fellow, American College of Obstetricians and Gynecologists

Current Address: 2490 Hospital Drive, Suite 300
Mountain View, California 94040
(650) 988-3232
www.doctorsomersille.com

EDUCATION

THE HACKLEY SCHOOL

Tarrytown, New York
High School Diploma– 1979

HARVARD-RADCLIFFE COLLEGE

Cambridge, Massachusetts
Bachelor of Arts– 1983 Concentration: **Biochemical Sciences**

THE JOHNS HOPKINS UNIVERSITY SCHOOL OF MEDICINE

Baltimore, Maryland
Doctor of Medicine– 1988

CLINICAL TRAINING

BAYLOR COLLEGE OF MEDICINE

1988 – 1992

Houston, Texas
Obstetrics and Gynecology Internship and Residency

MEDICAL LICENSURE

California Medical License #A50927	1992 – Present
Drug Enforcement Registration	1992 – Present
Texas Medical License #H7037	1990-2000

CERTIFICATION

American Board of Obstetrics and Gynecology	1994 – Present
Federal Licensure Examination	1990
Advanced Cardiac Lifesaving, Certified Provider	1988 – 2002
Neonatal Resuscitation, Certified Provider	1997 – 2002

HOSPITAL APPOINTMENTS

El Camino Hospital	2002 – Present
O'Connor Hospital	1994 – Present
Advisory Committee, Member	2005-2007
Obstetrics and Gynecology Quality Assurance Committee, Chair	2000-2002
Obstetrics and Gynecology Quality Assurance Committee, Member	1996 – 2002
Education / Library Committee, Member	1996 – 2000
Columbia Good Samaritan Hospital	1996 – 2008
Regional Medical Center of San Jose	1996 - 2003
Saint Joseph Hospital	1992 – 1994
Obstetrics and Gynecology Quality Assurance Committee, Member	1994

MEMBERSHIPS AND PROFESSIONAL ORGANIZATIONS

El Camino Medical Group, Elected Board Member	2017
Castilleja School, Lead Parent Representative	2017
African American Composers Initiative, Member	2013 - Present
Jack and Jill of America, Inc, San Jose Chapter, Member	2004 - Present
Chairman, Jack and Jill/Carole Roberston Day	2013-2016
Foothill Symphonic Winds, Member	2002 – Present
Union of American Physicians and Dentists, Member	1997 – Present
South Bay Labor Council Physician Representative	2000 - 2002
American College of Obstetricians and Gynecologists, Fellow	1996 – Present
Santa Clara County Medical Association , Member	1996 – Present
Shufelt Gynecologic Society of Santa Clara Valley, Member	1996 – 2003
California Medical Association, Member	1996 – Present
Diplomate of The American Board of Obstetrics and Gynecology	1994 – Present
Associated African-American Harvard Alumni, Member	1993 – Present
American College of Obstetricians and Gynecologists, Member	1991 – Present
American Medical Association, Member	1990 – Present
Harvard – Radcliffe Club, Member	1983 – Present

EXPERIENCE

Practicing Obstetrician and Gynecologist	
Private Practice	1996 – Present
California	
Family Health Foundation	1996 – 1998
San Jose, California	
San Jose Medical Group	1994 – 1996
San Jose, California	
CIGNA Healthcare of California	1992 – 1994
Santa Ana, California	
Research Assistant	1986
Cardiac effects of Phenylephrine	
The Johns Hopkins University School of Medicine. Baltimore, Maryland	
Research Intern	1985
Nutritional Surveillance Project	
Maryland State Department of Health and Mental Hygiene. Baltimore, Maryland	
Congressional Campaign Aide	1984
Teicher for Congress. New Rochelle, New York	
Substitute Teacher	1984
Greenburgh Central Seven School District. Hartsdale, New York	
Resident Advisor	1983
Premedical Research and Education Program. New York, New York	
Research Assistant	1982
Delirium Tremens Therapy	
Metropolitan Hospital Surgical Intensive Care Unit. New York, New York	
Research Assistant	1981
Recombinant DNA Technology	
Harvard Biological Laboratories. Cambridge, Massachusetts	
Research Assistant	1980
Polymer Chemistry	
Ciba Geigy Laboratories. Ardsley, New York	

References available upon request



Application to Serve as an
El Camino Healthcare
District Director

George O. Ting, M.D.

26747 Tanglewood Lane, Los Altos Hills, CA 94022 | 650.400.6699 | gting1@gmail.com

I am registered to vote in the El Camino Healthcare District

EDUCATION

- **Columbia College**, Columbia University, New York, B.A., 1968
- **University of Southern California Medical School**, Los Angeles, M.D., 1972
- **Rush University/Presbyterian-St.Lukes Medical Center**, Chicago, Internship/Residency in Internal Medicine, 1972-1975
- **Stanford University Medical School**, Nephrology Fellowship, 1975-1977

EMPLOYMENT

- **Nephrologist**, partner, El Camino Renal Medical Group, 1977 - present
- **Director of Medical Quality Assurance** 1985 - 1989, Developed El Camino Hospital's current physician peer review system
- **Medical Director, El Camino Dialysis Services** 1985 - 2014
 - Developed and provided medical direction of ECH's Dialysis Service line, (3 outpatient units, home dialysis and multi-site inpatient dialysis services)
 - Principal investigator: Observational study on outcomes in daily dialysis: led to NIH multi-year, multi-center randomized controlled trial: Frequent Hemodialysis Network
 - Directed divestiture of ECDS to joint venture with Satellite Dialysis Corporation, 2014
- **Professor Emeritus of Medicine**, Stanford School of Medicine Adjunct Faculty 1977 - present
Taught nephrology at Stanford, Palo Alto V.A., and Santa Clara Valley Medical Center

RELEVANT EXPERIENCE

- **ECH Medical Staff** member 1977 - present
 - Multiple committee chairs
 - Chief of Medicine 1983-1984, Chief of Staff 1992 - 1993
- **Strategic Alliance Task Force** 1992-1994, Resulted in formation of Camino Healthcare
- **Executive Council**, Camino Healthcare 1994 - 1997. Representative of Independent Physicians in the Integrated Delivery System
- **President**, Synergy Healthcare Partners 2011-2014. Led exploration of partnership of ECH Independent Physicians (Mountain View and Los Gatos) with Stanford University Healthcare Alliance (UHA) and Redwood Medical Group
- **Multiple Medical Advisory Boards** (Cobe, Satellite Healthcare, Wellbound, Aksys, RMS (Renal Management Strategies, division Baxter), TDS Information Systems)

PROFESSIONAL ORGANIZATION MEMBERSHIPS

American Medical Association, Santa Clara County Medical Association, National Kidney Foundation, Northern California Kidney Foundation, American Society of Nephrology, Renal Physicians Association, International Hemodialysis Society

WHY I AM INTERESTED IN SERVING

- **Unique bond to ECH:** as an immigrant first to Japan, then to the U.S., this community, where I've lived and worked for 40 years is only place I call home. I have deep roots here.
- **Skills:** I am good at strategic and executive decision-making; discerning fundamental issues in complex problems, and finding workable solutions.
- **I believe I can be of service with ideas based on my observations, insights, and beliefs:**

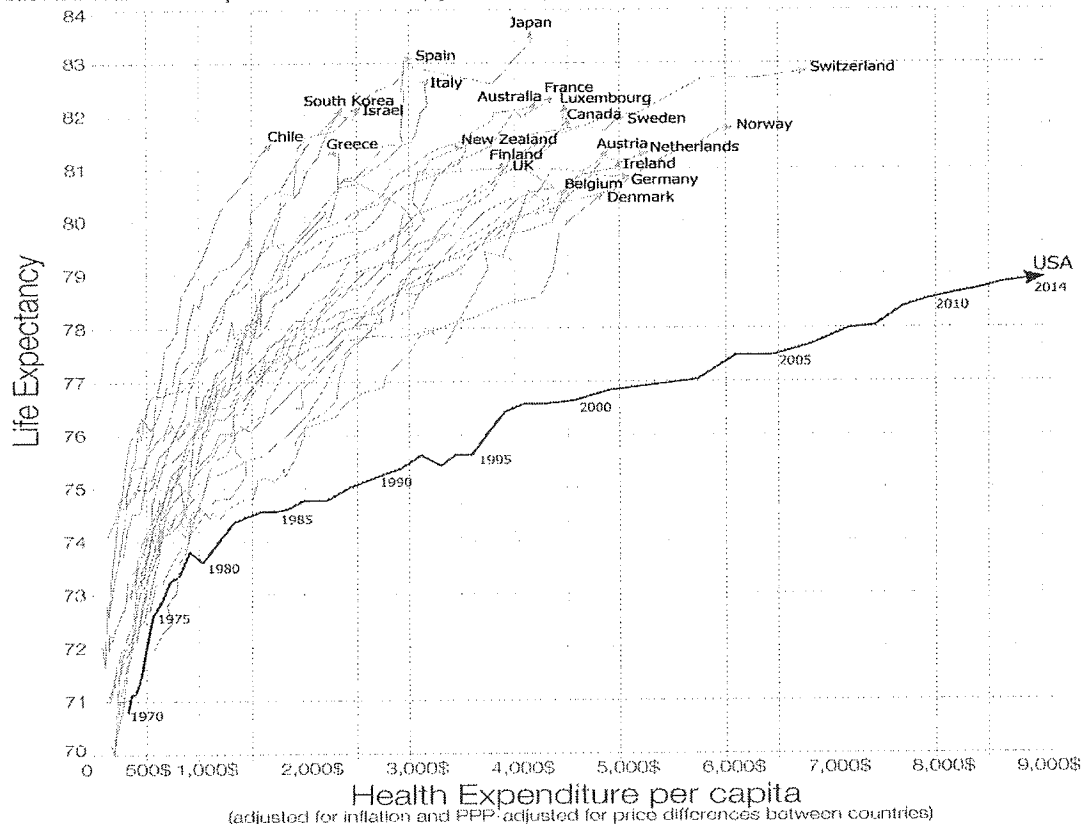
THE EXISTING SYSTEM AND PROBLEMS

- Uwe E. Reinhardt, Princeton healthcare economist, said at ECH 30 years ago, "in your most drunken state, you couldn't invent a more bizarre healthcare system". The humor is in its truth.
- There are many reasons our healthcare system fails too many in cost and in access:
 - Misaligned financial incentives promote providers to do more of everything: hospitals, to fill beds, have procedures done; physicians, activities that generate RVUs (relative value units).
 - Fragmentation of providers results in unnecessary competition and duplications, and costly inefficiencies causing delays and medical errors.
 - Profits of insurers depend wholly on charging more while providing less.
 - Often bewildering pricing practices of hospitals, pharmaceuticals and physician groups.
- We spend more than twice the average for all developed countries for healthcare. (World Bank 2017). The following figure shows how much of an outlier the U.S. is compared to other developed nations. And the divergence is worsening. We have failed to provide adequate value in the largest sector of our economy at a time when there is such great need in other areas.

Life expectancy vs. health expenditure over time (1970-2014)

Our World
in Data

Health spending measures the consumption of health care goods and services, including personal health care (curative care, rehabilitative care, long-term care, ancillary services and medical goods) and collective services (prevention and public health services as well as health administration), but excluding spending on investments. Shown is total health expenditure (financed by public and private sources).



Data source: Health expenditure from the OECD; Life expectancy from the World Bank. Licensed under CC-BY-SA by the author Max Roser. The data visualization is available at OurWorldinData.org and there you find more research and visualizations on this topic.

I BELIEVE:

- All Americans have a right to essential healthcare which should not be for profit.
- To align incentives, the goal must be to take the best care possible of a set population within a set budget. This can only be done where the payment system is on a capitation basis and by integrated delivery systems that can assume full risk. Financial incentives for all providers must be to produce desired clinical outcomes and satisfaction, not volume of services.
- The insurance industry is too expensive and offers limited value. For-profit commercial insurers spend more than 20% for administration, micromanaging resource utilization, excessive executive compensation, lobbying, and profit for shareholders. Their functions could be performed by clinical entities, as is done now in any integrated delivery system that collects its own premiums, such as Kaiser.
- A single payor is most efficient. The delivery system however should have multiple integrated systems competing on outcomes and satisfaction, offering choices of costs and features. Bare bones plans can offer just essential services; high end plans might include concierge services.
- Many needlessly fear Canada-like waiting times. Satisfaction will be achieved through free market forces. I believe costs will be lowered and approach those of other developed countries by reduction of for-profit insurance companies margins, aligning provider incentives, reducing pure production-driven activities, and improved negotiating power with pharmaceuticals.

PATH TO PROGRESS

- The above may sound near impossible to attain, given the considerable opposing political and financial forces, but it is what is needed for this country. It has been realized in most other developed countries to varying degrees. There are ways for us to get there.
- Our existing system is already moving towards "value of care" versus volume of services. Each year there is more bundling, less piecemeal payments, and more sharing of risk. As technology advances, healthcare becomes less centralized, more distributed (outpatient and home), and more personalized through biotech and genomics. Management of resources will shift from the payor to the provider. Rather than creating more regulations, pre-authorizations, hurdles and paying multiple disconnected providers, etc., lump payments instead to integrated delivery systems will allow the providers to decide how to best meet diverse and unique patient needs.
- Currently segments of healthcare are already successful along these lines. Kaiser is the dominant player locally for good reason. It is both payor and provider in a system where incentives for physicians and hospitals are aligned to optimally care for their subscribers, not for volume of services or bed filled. Physicians are salaried, their number and mix tailored to demand. Its hospitals are cost centers, and do not strive for high patient census or number of procedures. (This has important implications for ECH's future). The system's goals are prevention, high quality clinical outcomes, good value, and high satisfaction.
- The other local dominant provider, Sutter, in becoming a payor, will be an integrated system with hospitals and physician groups. It could easily change its physician incentives by shifting from RVU production basis to salary. The future role of its hospitals holds important lessons.

THE EL CAMINO HOSPITAL DILEMMA

- ECH is doing well right now. It has two main strengths: its location (no nearby competitors) and community ownership with strong support and great reputation (political and tax base).
- ECH weaknesses include being independent (smaller player), has been too hospital-centric in thinking, its expenses remain high, and has no clear strategy to avoid becoming a commodity.
- In the healthcare food chain, payors are at the top. Physician groups and hospitals each try to gain the higher position. Generally physicians have the edge; except through the emergency room, physicians direct which hospital patients go to, and they write all the orders for care.

- The goal is to be large and integrated enough to assume financial risk, collect the capitation tranche of money, and thus control payments to its physician and hospital cost centers.
- For this reason, Sutter changed its strategy. It started as a hospital chain; it utilized the foundation model to acquire physicians, PAMF, Gould, Sutter, Brown and Toland, to ascend the food chain. Its hospitals are now cost centers, commoditized. Now as a payor, it is at the top.
- In states without prohibition to the corporate practice of medicine, hospital systems are buying struggling physician practices to feed their business (old volume incentives). This is also a powerful future model for hospitals to have physician partners for an integrated care delivery (value system with the hospital system is in control).
- ECH is at risk for being such a cost center to a larger system. It could still remain viable in such a role, still be the hospital for the residents here, but not be "a desired healthcare destination".
 - A larger system would want ECH to provide just hospital services, not any of its current strategic and executive functions. Such a system would not wish to have, nor to pay for services competitive with its own, or initiatives outside its own strategic plans.
 - A larger system would have considerable say in the scope and scale of ECH operations.
 - The district would lose a hospital completely dedicated and accountable to this community.

HOPE FOR THE FUTURE: STEPS TO TAKE NOW

- ECH needs a larger footprint and a non-hospital-centric county-wide presence. Strong partnerships will help maintain long-term independence, with:
 - Physicians: partner more with PAMF, though they will always follow Sutter's agenda. Strategy with independent physicians is vital but elusive; primary care and specialists may require different approaches, which may require bold Board thinking.
 - Strategic partner. Both ECH and independent MDs can improve their professional contracts and negotiating power. ECH can be a highly desirable partner to other large organizations.
 - Businesses: self-insured companies need a collaborative hospital partner and know-how.
 - Other outpatient partners (skilled nursing, residential care) to manage chronic care.
 - Other community hospitals, such as Washington Hospital in Fremont: decreasing fixed expenses; economies of scale; bargaining strength; larger geographical coverage.
 - Community. More engagement to strengthen loyalty and commitment.
- ECH needs a multi-pronged Strategic Initiative to accomplish its goals:
 - Needs to move up food chain. In a capitated environment, an independent hospital without a physician partner will have little leverage.
 - Non-PAMF, non-Stanford ECH physicians are disappearing. ECH needs a cadre of physicians committed to ECH alone.
 - Develop and execute the right physician partner strategy now
 - In addition to partnering, ECH must develop its own primary care and outpatient centers, possibly again revisiting a foundation model (research the recent experiences of other California hospitals, especially the successes).
 - Carefully transition Volume to Value: to be prepared, be proactive, but not premature.
 - Shore up financial performance and establish an entrepreneurial outpatient division.
 - New businesses: telemedicine; neurosciences will burgeon and ECH might leverage its unique position in Behavioral Health; outpatient services, especially for coordinated management of chronic diseases.

With threats and change, there is opportunity.

The El Camino Healthcare District must preserve what was a visionary hospital as an enduring asset for the future wellbeing of this community.

DISCLOSURES OF CONFLICTS OF INTEREST

- Minority interest in Sunnyvale Satellite Dialysis clinic
- Ownership personal residence in Los Altos Hills
- In private practice in Mountain View with potential conflicts with Board decisions, but on verge of retirement

ADDITIONAL CURRICULUM VITAE DATA: PUBLICATIONS, INVITED PRESENTATION AND GRANTS

PUBLICATIONS

Book co-edited

Editor: Lindsay RM, Co-editors: Buoncristiani U, Lockridge RS, Pierratos A, Ting GO: *Daily and Nocturnal Hemodialysis*, 1st ed., Basel, Switzerland, S. Karger, AG, 126 pages, 2004

Original articles in refereed journals

1. Suri R, Larive B, Sherer S, Eggers P, Gassman J, James S, Lindsay R, Lockridge R, Ornt D, Rocco M, Ting GO, Kliger A. *Risk of Vascular Access Complications with Frequent Hemodialysis* JASN 24: 498-505, 2013
2. Sergeyeva O, Gorodetskaya I, Ramos R, Schiller B, Larive B, Raimann JG, Ting GO, Eggers PW, Chertow GM, Levin NW and the Frequent Hemodialysis Network Trials Group. Challenges to enrollment and randomization of the Frequent Hemodialysis Network (FHN) Daily Trial. *Journal of Nephrology*. 25:302-309, 2012. PMID: 22505248
3. Lockridge R, Ting G, Kjellstrand CM. *Superior patient and technique survival with very high standard Kt/V in quotidian home hemodialysis* Hemod Int, Vol 16 (3): 351 – 362, 2012
4. Jhamb M, Tamura MK, Gassman J, Garg AX, Lindsay R, Suri RS, Ting G, Finkelstein F, Beach S, Kimmel PL, Unruh M. *Design and Rationale of Health-Related Quality of Life and Patient-Reported Outcomes Assessment in the Frequent Hemodialysis Network Trials* Blood Purif 31(1-3): 151-8, 2011
5. Chertow GM, Levin WL, Beck GJ, Depner TA, Eggers PW, Gassman JJ, Gorodetskaya I, Greene T, James S, Larive B, Lindsay RM, Mehta RL, Miller B, Ornt DB, Rajagopalan S, Rastogi A, Rocco MV, Schiller B, Sergeyeva O, Ting GO, Unruh ML, Star RA, Kliger AS. *In-Center Hemodialysis: Six Times per Week versus Three Times per Week*. New Eng J Med, Vol 363:24, 2288-2300, 2010
6. Kjellstrand CM, Buoncristiani U, Ting GO, Traeger J, Piccoli GB, Sibai-Galland R, Young BA, Blagg CR. *Survival with short-daily hemodialysis: Association of time, site, and dose of dialysis*, Hemodialysis International, Vol 14:464-470, 2010
7. Kjellstrand CM, Buoncristiani U, Ting GO, Traeger J, Piccoli GB, Sibai-Galland R, Young BA, Blagg CR. *Short daily haemodialysis: Survival in 415 patients treated for 1006 patient-years*. Neph Dial Transpl Vol 23:10, 3283-3289, 2008
8. Odar-Cederlof I, Bjellerup P, Williams A, Blagg CR, Twardowski Z, Ting GO, Kjellstrand CM. *Daily dialyses decrease plasma levels of brain natriuretic peptide (BNP), a biomarker of left ventricular dysfunction*. Hemodialysis Int 10:4, 394-8, 2006
9. Blagg CR, Kjellstrand CM, Ting G, Young B. *Comparison of survival between short daily hemodialysis and conventional hemodialysis using the standardized mortality ratios*. Hemodial Int. Vol 10:371-374, 2006
10. Williams AW, Chebrolu SB, Ing TS, Ting G, Blagg CR, Twardowski ZJ, Woredekal Y, Delano B, Gandhi VC, Kjellstrand CM: *Early clinical, quality-of-life, and biochemical changes of "daily hemodialysis" (6 dialyses per week)*, Am J Kidney Dis, Vol 43:1, 103-111, 2003
11. Ting G, Kjellstrand C, Freitas T, Carrie B, Zarghamee S: *Long-Term Study of High-Comorbidity End-Stage Renal Disease Patients Converted From Conventional to Short Daily Hemodialysis*, A J Kid Dis, Vol 42:5, 1020-1035, 2003
12. Mohr PE, Neumann PJ, Franco SJ, Marainen J, Lockridge R, Ting G: *The Case for Daily Dialysis: Its Impact on Costs and Quality of Life*, Am J Kidney Dis, 37: 777-789, 2001
13. Ting GO: *Blood Access Outcomes Associated with a Short Daily Hemodialysis Program in the U.S.A*, Home Hemodialysis Journal, Vol 4: 42-46, 2000
14. Ing T, Blagg CR, Delano BG, Ghandi VC, Ting GO, Twardowski ZJ, Williams A, Woredekal YW, Kjellstrand CM:

- Use of Systemic Blood Urea Nitrogen Levels Obtained 30 minutes before the End of Hemodialysis to Portray Equilibrated, Postdialysis Blood Urea Nitrogen Values*, Home Hemodialysis Journal, Vol 4: 15-17, 2000
15. Ting GO, Carrie BJ, Zarghamee S, Freitas T: *Global ESRD Costs Associated with a Short Daily Hemodialysis Program in the U.S.A*, Home Hemodialysis Journal, 3:41-44, 1999
 16. McTigue M, Ting GO, Weiner MW: *Relationship between Sodium Transport and Oxygen Consumption in the Isolated Perfused Rat Kidney*, Renal Physiology, Ed.: G. M. Berlyne, N. Y.; S. Thomas, Manchester; Pub.: S. Karger, Basel, Switzerland 1983

Reviews

1. Ting GO, White S, Lindsay RM: Requirements of an In-Center Daily Hemodialysis Program. In: *Daily and Nocturnal Hemodialysis*, 1st ed., edited by Lindsay RM, Basel Switzerland, pp 10 – 21, 2004
1. Ting GO, Leitch RE, Ouwendyk M: Patient Recruitment and Selection. In: *Daily and Nocturnal Hemodialysis*, 1st ed., edited by Lindsay RM, Basel Switzerland, pp 29 - 39, 2004
2. Ting GO, *More frequent hemodialysis: Is it a cost-effective renal replacement therapy?* (Editorial) Nephrology Self-Assessment Program (NephSAP) edited by Glasscock R, Volume 3, Number 2, May 2004
3. Kjellstrand C, Ting G: *Daily Hemodialysis: Dialysis for the Next Century*, Adv. Renal Repl Ther, 5:1-9, 1998.
4. Ting GO, and Weiner MW: *Nutritional Disorders of Metabolic Diseases and Electrolyte Disorders*. Handbook of Nutrition and Food. C.R.C. Press, Cleveland, Ohio 1978

Original articles in non-refereed journals

1. Ting GO: *Short Daily Hemodialysis: Making an In-center Program Work*, Nephrology News and Issues, Vol 15:5, 64-66, 2001
2. Ting GO: *The Case for Short Daily Hemodialysis: Why sDHD will be the Predominant Modality for Frequent Dialysis*. ASAIO J.47: 443 – 445, 2001
3. Ting GO: *The Strategic Role of Daily Hemodialysis in Managed Care in the U.S.A*, Seminars in Dialysis, 13 (6): 385-388, 2000
4. Mohr PE, Neumann PJ, Franco SJ, Marainen J, Lockridge R, Ting G, *The Quality of Life and Economic Implications of Daily Dialysis*. Working Paper. Bethesda, MD, Project HOPE Center for Health Affairs, August 1999
5. Ting GO: *Future Role of Short Daily Hemodialysis, An Opinion Based on a California Study*, Seminars in Dialysis, Vol 12:6, 448-450, 1999

Abstracts

1. Kjellstrand CM, Buoncristiani U, Ting GO et al, *Survival in 405 patients treated by short daily hemodialysis (DHD) for 948 patient years rivals renal transplant survival. (abs)*. J Amer Soc Neph 16:733A, 2005
2. Blagg CR, Kjellstrand CM, Ting GO, Young B. *Short daily dialysis standard mortality ratios: 2003 and 2004. (abs)* J Amer Soc Neph 16:723A, 2005
3. Kjellstrand C, Ting G, Traeger J, Sibai-Galland R, Blagg CR, Young B: *Quotidian dialysis Survival in 221 patients treated by short daily hemodialysis for 315 patient years*. Hemodialysis International 9(1), 80, 2005
4. Ing T, Williams A, Ting GO, Blagg CL, Twardowski ZJ, Woredekal YW, Delano BG, Ghandi VC, Kjellstrand CM: *Equilibrated Urea Reduction Ratio (eURR) Derived by Using Blood Urea Nitrogen Levels Obtained 30 Minutes Before the End of Hemodialysis or by Using an Equation. (abs)* Peritoneal Dialysis International Vol 20, Suppl 1, S104, 2000
5. Mohr PE, Neumann PJ, Lockridge R, Ting G: *The Economic Implications of Daily Hemodialysis, (abs)* Peritoneal Dialysis International Vol 20, Suppl 1, S105, 2000
6. Williams AW, Ting GO, Blagg CL, Twardowski ZJ, Woredekal YW, Delano BG, Ghandi VC, Ing T, Kjellstrand CM: *Early Clinical, Quality of Life, and Biochemical Changes of Daily Hemodialysis. (abs)*, Journal American Society Nephrology 10: A1367, 1999
7. Ing T, Williams A, Ting GO, Blagg CL, Twardowski ZJ, Woredekal YW, Delano BG, Ghandi VC, Kjellstrand CM: *Factors Influencing Agreement between Blood Urea Nitrogen Levels Obtained Thirty Minutes Before and Thirty Minutes after the End of Hemodialysis. (abs)* Journal American Society Nephrology 10:1674 1999
8. Kjellstrand CM, Williams AW, Ting GO, Blagg CL, Twardowski ZJ, Woredekal YW: *Dialysis Quantification Made Accurate, Simple and Inexpensive. (abs)*, Journal American Society Nephrology 10: A1681 1999
9. Ting G, Freitas T, Saum N, Carrie B, Kjellstrand C, *Early Metabolic, Hematological, Clinical and Life Quality Changes with Daily Hemodialysis, (abs)*, Peritoneal Dialysis International 1998; 18 Suppl 1:S78
10. Ting G, Zarghamee S, Carrie B, Freitas T, Saum N, Carrie, Kjellstrand C: *Short Daily Hemodialysis – Clinical Outcomes and Quality of Life. (abs)*, Journal American Society Nephrology 1998; 9:228A
11. Ting G, Zarghamee S, Carrie B, Freitas T: *Short Daily Hemodialysis – Global ESRD Costs. (abs)*, Journal American Society Nephrology 1998; 9:240A

12. Ting G, Zarghamee S, Carrie B, Freitas T, Gordon K, Kjellstrand C: *Short Daily Hemodialysis – 12 month study of 5 patients.* (abs), Journal American Society Nephrology 1998; 9:22 A
13. McTigue M, Ting GO, Weiner MW: *Relationship between Sodium Transport and Oxygen Consumption in the Isolated Perfused Rat Kidney,* (abs), Clin. Res. 25:442A, 1977

INVITED PRESENTATIONS AT PROFESSIONAL CONFERENCES

1. Ting GO: *End-of-Life Planning for the Outpatient Dialysis Patient* Annual Dial Conf, Denver, CO, February 21, 2007
2. Ting GO: *Protein-bound Toxins.* Annual Dialysis Conference, Denver, Colorado, February 19, 2007
3. Ting GO: *Home Hemodialysis – Variations on a Theme.* Annual Dial Conf, Denver, CO, February 17, 2007
4. Ting, GO: *Review of Solute Kinetics in Conventional and Frequent Hemodialysis.* Stanford Nephrology Grand Rounds, November 6, 2006
5. Ting GO: *Daily Dialysis: A Complete Update on the Emerging Modality.* Annual Symposium, Florida Society of Nephrology, Fort Lauderdale, Florida, September 17, 2006
6. Ting GO: *Keynote Address: Daily Hemodialysis: an Ethical and Economic Dilemma for Nephrology.* Annual Dialysis Conference, San Francisco, California, February 26, 2006.
7. Ting GO: *Solute Kinetics in Daily Hemodialysis.* Annual Dialysis Conf, San Francisco, CA, February 26, 2006.
8. Ting GO: *DNR in the Outpatient Dialysis Unit.* Annual Dialysis Conf, San Francisco, CA, February 28, 2006.
9. Ting GO: *Short Daily Hemodialysis- Past, Present and Future.* Illinois Kidney Foundation Annual Symposium, Chicago, Illinois, September 11, 2005
10. Ting GO: *Hemeral Hemodialysis, Schedules and Prescriptions.* Annual Dialysis Conf, San Antonio, TX, March 2004
11. Ting GO: *Six and 1/3 years of Short Daily Hemodialysis.* International Short Hemodialysis Symposium, Seattle, Washington, March 2003
12. Ting GO: *Vascular Outcomes in Daily Hemodialysis.* Annual Dialysis Conference, Seattle, WA, March 2003
13. Ting GO: *Short Daily Hemodialysis in Mountain View, California.* Illinois Kidney Foundation Annual Symposium, Chicago, Illinois, September 29, 2002
14. Ting GO: *Solute Kinetics, Conventional versus Daily Hemodialysis, A Conceptual Approach.* Kaiser Permanente Medical Group of Southern California Annual Symposium, Long Beach, California, May 4, 2002
15. Ting GO: *Solute Short Daily Hemodialysis.* Kaiser Permanente Medical Group of Southern California Annual Symposium, Long Beach, California, May 4, 2002
16. Ting GO: *Defining the Benefits of Daily Hemodialysis.* Renal Physicians Ann Symp, Wash DC, March 23, 2002
17. Ting GO: *Short Daily Hemodialysis – a Five-Year Study.* American Nephrology Nurses Association Symposium, Napa, California, March 21, 2002
18. Ting GO: *Short Daily Hemodialysis.* Stanford University Research Conference, Stanford, CA, March 14, 2002
19. Ting GO: *Setting up a Short Daily Hemodialysis Program in the USA.* International Symposium on Hemodialysis, Tampa, Florida, March 5, 2002
20. Ting GO: *The Effect of Daily Hemodialysis on Anemia.* Annual Dialysis Conference, Tampa, FL, March 2, 2002
21. Ting GO: *Short Daily Hemodialysis.* University of Utah Medical School Nephrology Grand Rounds, Salt Lake City, Utah, January 23, 2002
22. Ting GO: *Short Daily Hemodialysis.* Southwest Kidney Foundation Annual Symposium, Scottsdale, Arizona, November 30, 2001
23. Ting GO: *Economic Considerations of Daily Hemodialysis.* American Society of Nephrology, World Congress of Nephrology, San Francisco, California, October 18, 2001
24. Ting GO: *Short Daily Hemodialysis.* New York Kidney Foundation Ann Symp, Syracuse, NY, October 5, 2001
25. Ting GO: *Short Daily Hemodialysis.* American Nephrol Nurses Assoc Regional Meeting, Napa, CA, June 18, 2001
26. Ting GO: *The Effect of Daily Hemodialysis on Hematocrit and Blood Pressure.* National Institute of Health Symposium on Increased Frequency of Hemodialysis, Bethesda, Maryland, April, 2001
27. Ting GO: *Increased Frequency of Hemodialysis.* American Society of Nephrology World Congress of Nephrology, Toronto, Canada, October, 2000
28. Ting GO: *The Case for Short Daily Hemodialysis.* American Society of Artificial Internal Organs Annual Symposium, New York, New York, June 29, 2000
29. Ting GO: *Global ESRD Costs and the Strategic Role of Short Daily Hemodialysis in Managed Care.* Annual Dialysis Conference, San Francisco, California, March 2000
30. Ting GO: *Short Daily Hemodialysis as Rescue Therapy.* Annual Dial Conf, San Francisco, CA, March 2000

31. Ting GO: *Early Clinical Outcomes and Quality of Life with Daily Hemodialysis*. American Society of Artificial Internal Organs Annual Symposium, New York, New York, June 20, 1998
32. Ting GO: *Clinical Outcomes and Quality of Life in High-acuity Patients on Short Daily Hemodialysis*. Annual Dialysis Conference, Charlotte, North Carolina, February, 1999
33. Ting GO: *Clinical Outcomes and Quality of Life with Short Daily Hemodialysis*. National Kidney Foundation, Northern California Annual Symposium, Foster City, California, September, 1998
34. Ting GO: *Early Clinical Outcomes and Quality of Life with Daily Hemodialysis*. Annual Dialysis Conference, Nashville, Tennessee, March 1997
35. Ting GO: *Clinical Leadership and Quality Improvement in US Healthcare Systems*. CEO Forum, TDS Quality Symposium, June, 1989
36. Ting GO: *Quality Assessment and Improvement*. Royal College of Physicians and Surgeons, Symposium on Quality of Care, London, England, March, 1989
37. Ting GO: *The Conservative Management of Chronic Renal Failure*. California Renal Dietitians Association, Annual Symposium, San Francisco, March 1979.
38. Ting GO: *Diagnosis and Treatment of Acute Renal Failure*. Medicine Grand Rounds, Santa Clara Kaiser Permanente Medical Group, September, 1978.

GRANTS

1. *Dialysis Outcomes and Practice Patterns Study, Phase V, 2009 - 2014*
Principal Investigators (USA): Frederick K Port, Philip J Held, Donna L. Mapes, et. al. 5% Effort
University Renal Research and Education Association (URREA), University of Michigan
2. *Frequent Hemodialysis Network, 2003 -2009*
Principal Investigator: Glenn Chertow
Co-Principal Investigators: Tom Depner, George O. Ting 10% Effort
National Institutes of Health, Bethesda, Maryland
3. *Short Daily Hemodialysis in High Acuity End-Stage Renal Disease Patients, 1996 - 2009*
Principal Investigator: George O. Ting
Co-Investigators: Carl Kjellstrand, Brian Carrie, Terri Freitas. 20% Effort
El Camino Dialysis Services, Mountain View, California
4. *Dialysis Outcomes and Practice Patterns Study, Phase IV, 2009-2012*
Principal Investigators (USA): Frederick K Port, Philip J Held, Donna L. Mapes, et. al. 5% Effort
University Renal Research and Education Association (URREA), University of Michigan
5. *Dialysis Outcomes and Practice Patterns Study, Phase III, 2004-2008*
Principal Investigators (USA): Frederick K Port, Philip J Held, Donna L. Mapes, et. al. 5% Effort
University Renal Research and Education Association (URREA), University of Michigan
6. *Dialysis Outcomes and Practice Patterns Study, Phase II, 2001 - 2004*
Principal Investigators (USA): Frederick K Port, Philip J Held, Donna L. Mapes, et. al. 5% Effort
University Renal Research and Education Association (URREA), University of Michigan
7. *Dialysis Outcomes and Practice Patterns Study, Phase I, 1995 - 2001*
Principal Investigators (USA): Frederick K Port, Philip J Held, Donna L. Mapes, et. al. 5% Effort
University Renal Research and Education Association (URREA), University of Michigan
8. *The Effects of Normal as Compared with Low Hematocrit Values in Patients with Cardiac Disease Who Are Receiving Hemodialysis and Epoetin, 1994 - 1997*
Principal Investigator: Anatole Besarab, W Kline Bolton, MD; Jeffrey K. Browne, PhD; et. al. 5% Effort,
Amgen, Thousand Oaks
9. *The Oxygen Requirements for Sodium Transport in the Isolated Perfused Rat Kidney, 1976 - 1977*
Principal Investigators: George O Ting, Michael W Weiner, Maureen McTigue 100% Effort, Post-doctoral Fellowship National Kidney Foundation and the Northern California Kidney Foundation,
10. *The Effects of Sodium on Resistance to Renal Ischemia, June - September 1969*
Principal Investigator: Benjamin Barbour. 100% Effort
National Institute of Health

DRAFT

**EL CAMINO HEALTHCARE DISTRICT
RESOLUTION 2017-12**

WHEREAS, effective June 30, 2017, a vacancy exists on the on the Board of Directors of the El Camino Healthcare District; and

WHEREAS, on June 20, 2017 the Board of Directors of the El Camino Healthcare District adopted Resolution 2017 -08 declaring its intent to fill the vacancy by appointment; and

WHEREAS, all notices and all actions required by or appropriate to comply with *Government Code Section 1780* with respect to filling a vacancy by appointment have been completed.

RESOLVED, that the nominations be closed and that a unanimous ballot be cast in favor of the individual named below for appointment as Director of the El Camino Healthcare District for a term to commence upon Administration and Affirmation of the Oath of Office and expire following the General District Board Election in November 2018.

NAME

DULY PASSED AND ADOPTED at a Regular Meeting held on August 16, 2017 by the following votes:

AYES:

NOES:

ABSENT:

ABSTENTIONS:

John Zoglin
Secretary, El Camino Healthcare District