

*Healing Here at Home*

**SONOMA VALLEY HEALTHCARE DISTRICT  
BOARD OF DIRECTORS  
REGULAR MEETING AGENDA  
Thursday, April 3, 2014  
6:00 p.m. Regular Session**

Location: Community Meeting Room  
177 First Street West, Sonoma, CA

AGENDA ITEM	RECOMMENDATION	
<b>MISSION STATEMENT</b> <i>The mission of the SVHCD is to maintain, improve, and restore the health of everyone in our community.</i>		
<b>1. CALL TO ORDER</b>	<i>Nevins</i>	
<b>2. PUBLIC COMMENT SECTION</b> <i>At this time, members of the public may comment on any item not appearing on the agenda. It is recommended that you keep your comments to three minutes or less. Under State Law, matters presented under this item cannot be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public will be invited to make comments at the time the item comes up for Board consideration. At all times please use the microphone.</i>	<i>Nevins</i>	
<b>3. CONSENT CALENDAR</b> A. Regular Board Minutes, 03.06.14 B. FC Minutes 02.25.14 C. QC Minutes 02.26.14 D. QC Policy & Procedure E. MEC Credentialing Report, 03.26.14	<i>Nevins</i>	Action
<b>4. DRAFT ROLLING STRATEGIC PLAN</b>	<i>Mather/Rymer</i>	Inform
<b>5. SAVE OB COMMITTEE UPDATE</b>	<i>Cohen/Kobe/Kenney</i>	Inform
<b>6. FINANCIAL REPORT FOR FEBRUARY 2014</b>	<i>Cox</i>	Inform
<b>7. BUDGET ASSUMPTIONS FY2015</b>	<i>Mather</i>	Inform
<b>8. ADMINISTRATIVE REPORT FOR MARCH 2014</b>	<i>Mather</i>	Inform
<b>9. OFFICER &amp; COMMITTEE REPORTS</b> A. Secretary's Report i. Endorsement for ACHD Board of Directors	<i>Boerum</i>	Inform/Action
<b>10. INTERVIEWS FOR QUALITY COMMITTEE</b>	<i>All</i>	Action
<b>11. ADJOURN</b> Next regular Board meeting, May 1, 2014	<i>Nevins</i>	

3.

## CONSENT CALENDAR



**SONOMA VALLEY HEALTH CARE DISTRICT  
BOARD OF DIRECTORS  
REGULAR MEETING MINUTES  
Thursday, March 6, 2013  
Community Meeting Room**

Board Present	Board Absent/Excused	Staff/Other Present	Staff/Other cont.
Bill Boerum Peter Hohorst Sharon Nevins Kevin Carruth Jane Hirsch		Robert Cohen MD Kelly Mather Paula Davis Lynn Scurry	Dick Fogg Kristina Gritsutenko Elizabeth Gibboney Selma Blanus

AGENDA ITEM	DISCUSSION	ACTION	FOLLOW-UP
<b>MISSION AND VISION STATEMENTS</b>	<i>The mission of the SVHCD is to maintain, improve, and restore the health of everyone in our community. The vision of the SVHCD is that: SVH will be a nationally recognized, compassionate place of healing and known for excellence in clinical quality. We serve as the guide and indispensable link for our community's health care journey.</i>		
<b>1. CALL TO ORDER/ANNOUNCEMENTS</b>	<i>Nevins</i>		
	6: 00 p.m. Selma Blanus was introduced by Ms. Mather. Ms. Blanus is the newly appointed Executive Director of the SVH Foundation.		
<b>2. PUBLIC COMMENT SECTION</b>	<i>Nevins</i>		
<i>At this time, members of the public may comment on any item not appearing on the agenda. It is recommended that you keep your comments to three minutes or less. Under State Law, matters presented under this item cannot be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public will be invited to make comments at the time the item comes up for Board consideration. At all times please use the microphone.</i>			
<b>3. CONSENT CALENDAR:</b>	<i>Nevins</i>	Action	
A. Regular Board Minutes, 02.06.14 B. FC Minutes 01.28.14 C. GC Minutes 01.28.14 D. QC Minutes 01.29.14 E. QC Policy & Procedures F. MEC Credentialing Report, 02.26.14 G. GC April 2014 Work Plan		<b>MOTION</b> by Carruth to approve A-G and 2 <sup>nd</sup> by Hirsh. All in favor.	
<b>4. PATNERSHIP HEALTHPLAN</b> Elizabeth Gibboney, Deputy Executive	<i>Gibboney</i>	Inform	

AGENDA ITEM	DISCUSSION	ACTION	FOLLOW-UP
Director/COO, Partnership HealthPlan of Calif.			
	Mr. Fogg introduced tonight's featured speaker, Elizabeth Gibboney. Ms. Gibboney presented an overview of Partnership Health Plan and then took questions from the Board.		
<b>5. HUMAN RESOURCES ANNUAL REPORT</b>	<i>Davis</i>	Inform	
	Ms. Davis gave the Human Resources Annual Report for 2013 and took questions from the Board.		
<b>6. FINANCIAL REPORT JAN. 2014</b>	<i>Gritsutenko</i>	Inform	
	Ms. Gritsutenko presented the financial report for the month ending January 31, 2014.		
<b>7. ADMIN REPORT FOR FEB 2014</b>	<i>Mather</i>	Inform	
	Ms. Mather presented the Administration Report for February 2014.		
<b>8. CMO REPORT</b>	<i>Cohen</i>	Inform	
	Dr. Cohen, CMO and CMIO gave a brief status update for February 2013.		
<b>9. OFFICER AND COMMITTEE REPORTS</b>	<i>All</i>	Inform/Action	
A. <u>Chair's Report</u> i. Vacancies on Quality Committee (inform) ii. FC Operating & Capital Budget Timeline FY15 (inform) B. <u>Secretary's Report</u> i. Northern California Health Care Authority (JPA) – Conduit Issuer of Debt Obligations (action) ii. Association of California Healthcare Districts-Update (inform) C. <u>Governance Committee</u> i. Medi-Cal Funding Act 2014 (inform) ii. Media Policy (inform) iii. Biennial By Law Review (action) iv. Investment Policy LD-118 (action) D. <u>Quality Committee</u> i. Board Quality Committee Dashboard 2013 (inform)		<b>MOTION</b> by Hohorst to adopt changes to JPA By-Laws ( <b>B.i.</b> ) and 2 <sup>nd</sup> by Boerum. Approved (4 to 1): Nevins-aye Carruth-opposed Boerum-aye Hirsch-aye Hohorst-aye  <b>MOTION</b> by Carruth-- to approve <b>C. iii.</b> “with the edit” and 2 <sup>nd</sup> by Hirsch. All in favor.  <b>MOTION</b> by Boerum to approve <b>C. iv.</b> and 2 <sup>nd</sup> by Hirsch. All in favor.	Bring GC Media Policy to Board meeting on 4/3 for approval.
<b>10. ADJOURN</b>	<i>Nevins</i>		
	Adjourn 8:00 p.m. Next Board meets 4/3/14		



**SONOMA VALLEY HEALTH CARE DISTRICT  
FINANCE COMMITTEE  
MEETING MINUTES  
Tuesday, February 25, 2014  
Schantz Conference Room**

Members Present	Members Present cont.	Staff/ Public/Other	Other cont.	Excused/Absent
Dick Fogg Kristina Gritsutenko Phil Woodward Richard Conley Peter Hohorst	Sharon Nevins Steve Barclay Mary Smith Kelly Mather Shari Glago	David Cox Bernadette Jensen McCandless Gigi Betta		Keith Chamberlin, M.D. Bernadette Jensen Subhash Mishra, M.D.

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
<b>MISSION AND VISION STATEMENTS</b>	<i>The mission of the SVHCD is to maintain, improve and restore the health of everyone in our community. The vision of the SVHCD is that SVH will be a nationally recognized, compassionate place of healing known for excellence in clinical quality. We serve as the guide and indispensable link in our community members' health care journey.</i>		
<b>1. CALL TO ORDER</b>	<i>Fogg 5:00 PM</i>		
	Mr. Fogg announced that the SVHF Board has selected Susan Goranson, CPA to do their 2013 Audit.		
<b>2. PUBLIC COMMENT SECTION</b>	<i>Fogg</i>		
	None.		
<b>3. CONSENT CALENDAR</b>	<i>Fogg</i>	Action	
<b>A. FC Minutes 1.28.14</b>		<b>MOTION</b> by Hohorst to approve and 2 <sup>nd</sup> by Woodward. All in favor.	
<b>4. JANUARY 2014 FINANCIALS</b>	<i>Cox</i>	Inform	
	Ms. Mather made a short "state of the hospital" presentation to the Committee.		

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	<p>Mr. Cox announced that Marin General Hospital has filed for <b>SCAN Health Plan</b> (a Medicare part D plan with a 4.5 star rating) in Sonoma and Napa counties for 2015. Marin General has accepted the <i>downside</i> risk leaving SVH at risk for the <i>upside</i> only.</p> <p>At the Committee's request, the statement of cash flow has been re-formatted. Mr. Cox introduced the new format and provided a handout. The Committee agreed that it is a great improvement over the past format and overall was very pleased. Mr. Woodward proposed a few changes.</p> <p>Ms. Nevins asked Mr. Cox for greater detail and clarification on the Hospital's RAC policies going forward.</p> <p>Ms. Gritsutenko was asked to provide a <i>projected</i> cash flow statement at the next FC meeting on 3/25/14.</p>		
<b>5. FC OPERATING &amp; CAPITAL BUDGET TIMELINE FY 2015</b>	<i>Gritsutenko</i>	Inform/Action	
	Following Ms Gritsutenko's presentation of the FC Operating & Capital Budget Timeline FY 2015, the Committee recommended to approve the Calendar with some minor changes. The Calendar will be included in the Board Agenda Package for the Board meeting on 3/6/14.	<b>MOTION</b> by Glago to approve as amended and 2 <sup>nd</sup> by Barclay. All in favor.	
<b>6. PATIENT BILLING UPDATE</b>			
	Ms. Jensen did not attend the meeting so the patient billing update will be put forward to next month. Mr. Fogg requested that Mr. Cox make tonight's presentation <b>together with</b> next month's presentation at the FC meeting on 3/25/14.		
<b>7. ADJOURN</b>	Fogg		
	<p><b>Adjourn</b></p> <p>6:10 PM</p> <p>Next FC meeting is March 25, 2014.</p>		



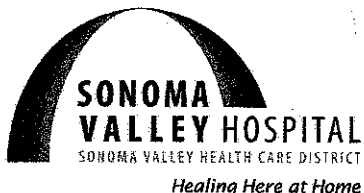
**SONOMA VALLEY HEALTH CARE DISTRICT  
QUALITY COMMITTEE  
REGULAR MEETING MINUTES  
Wednesday, February 26, 2014  
Schantz Conference Room**

<b>Committee Members Present</b>	<b>Committee Members Present</b>	<b>Committee Members Absent/Excused</b>	<b>Admin Staff /Other</b>
Jane Hirsch John Perez Robert Cohen M.D. Susan Idell	Leslie Lovejoy Howard Eisenstark Kevin Carruth	Paul Amara M.D.	Gigi Betta

<b>AGENDA ITEM</b>	<b>DISCUSSION</b>	<b>CONCLUSIONS/ ACTION</b>	<b>FOLLOW-UP/ RESPONSIBLE PARTY</b>
<b>1. CALL TO ORDER</b>	<i>Hirsch</i>		
	5:02 p.m. Welcome back to Kevin Carruth, 1 <sup>st</sup> Vice Chair of the Board of Directors and now member of the Quality Committee.		
<b>2. PUBLIC COMMENT</b>	<i>Hirsch</i>		
	None		
<b>3. CONSENT CALENDAR</b>	<i>Hirsch</i>	Action	
A. QC Meeting Minutes, 1.29.14		<b>MOTION:</b> by Perez to approve and 2 <sup>nd</sup> by Idell. All in favor.	
<b>4. POLICIES &amp; PROCEDURES</b>	<i>Lovejoy</i>	Action	
		<b>MOTION:</b> by Carruth to approve and 2 <sup>nd</sup> by Idell. All in favor.	
<b>5. QUALITY REPORTS FOR FEBRUARY 2014</b>	<i>Lovejoy</i>	Inform/Action	
	Ms. Lovejoy presented the Quality Report for February 2014, the Core Measures Report and AHRQ Safety Results.		Add to 3/26/14 agenda: "Transparency in Pricing"
<b>6. EVALUATION OF 2013 WORK PLAN</b>	<i>Lovejoy</i>	Inform/Action	
	Ms. Lovejoy reviewed the work plan for 2013.		
<b>7. PROPOSED 2014 WORK PLAN</b>	<i>Lovejoy</i>	Inform/Action	

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ ACTION	FOLLOW-UP/ RESPONSIBLE PARTY
	Ms. Lovejoy presented the work plan for 2014 and the Committee recommended approval.	<b>MOTION:</b> by Perez to approve and 2 <sup>nd</sup> by Eisenstark. All in favor.	
<b>8. QC DASHBOARD 2013</b>	<i>Lovejoy</i>	Inform/Action	
	Quality Committee recommends Board approval on 3/6/14.		
<b>9. CLOSING COMMENTS/ANNOUNCEMENTS</b>	<i>Hirsch</i>		
<b>10. ADJOURN</b>	<i>Hirsch</i>		
	6:25 p.m.		
<b>11. UPON ADJOURNMENT OF REGULAR OPEN SESSION</b>	<i>Hirsch</i>	Inform	
<b>12. CLOSED SESSION</b>	<i>Amara</i>	Action	
	Ms. Hirsch and Mr. Carruth expedited the credentials for the physician reappointment on page 2 of the SVH Medical Staff Report dated 2/26/14.		
<b>13. REPORT OF CLOSED SESSION/ADJOURN</b>	<i>Hirsch</i>	Inform	
	Adjourn 6:25 p.m. Next QC meeting is on March 26, 2014.		





## POLICY AND PROCEDURE Approvals Signature Page

### Review and Approval Requirements

The SVH departmental/organizational policies and/or procedures on the attached list have been reviewed and approved by the following organizational leaders for meeting all of the following criteria. All of these policies and procedures are:

- Consistent with the Mission, Vision and Values of the Sonoma Valley Health Care District
- Consistent with all Board Policy, Hospital Policy and Hospital Procedures
- Meet all applicable law, regulation, and related accreditation standards
- Consistent with prevailing standards of care
- Consistent with evidence-based practice

We recommend their acceptance by the Quality Committee and that the Quality Committee forward them to the Sonoma Valley Health Care District Board with a recommendation to approve.

DEPARTMENT: ED 7010-16 Patient Privacy ; 7010-15 Security Lockdown, ED

Departmental/Organizational (Provision of Care) PC 8610-210 Cardiac Rhythm Monitoring

APPROVED BY: Chief Nursing Officer	DATE: January 2014
	Printed Name

S. Douglas Campbell, MD  
Chief, Medical Staff

Date

1/9/14

Michael Brown, MD  
Chief, Surgical Staff

Date

2/5/14

Leslie Lovejoy, RN  
Chief Nursing Officer

Date

2/20/14

Paul Amara, MD  
Chief of Medical Staff

3/17/14

Date

Sharon Nevins  
Chair, Board of Directors

Date

**Policy Submission Summary Sheet**

**Emergency Department Policy and Procedures**

New document or revision written by: Mark Kobe, DON

<b>Type</b>  <b>Revision XX New      Policy</b>	<b>Regulatory</b> <b>X CMS</b> <b>X CDPH (formerly DHS)</b> <b>D TJC (formerly JCHAO)</b> <b><input type="checkbox"/> Other:</b>
<b>Departmental: Clinical/Non-clinical</b> <i>(circle which type)</i>	<b>XXXOrganizational</b> <i>(List departments effected)</i>
<b>Please <u>briefly</u> state changes to existing document/form or overview of new document/form here:</b> <b>(include reason for change(s) or new document/form)</b> The following organizational policy addendum has been created:  Cardiac Rhythm Monitoring PC 8610-210: This policy defines EHR documentation standards for cardiac monitored patients in the ED, ICU, M/S tele and the PACU. RN verification standards and policy for physician notification are identified.	

## Policy Submission Summary Sheet

### Emergency Department Policy and Procedures

New document or revision written by: Mark Kobe, DON

<b>Type Departmental</b>  <b>Revision</b> <b>X New</b> <b>Policy</b>	<b>Regulatory</b> <b>X CMS</b> <b>X CDPH</b> (formerly DHS) <b>D TJC</b> (formerly JCHAO) <input type="checkbox"/> <b>Other:</b>
<b>Departmental: Clinical/Non-clinical</b> <i>(circle which type)</i>	<b>XXXDepartmental</b> <i>(List departments effected)</i>
<b>Please <u>briefly</u> state changes to existing document/form or overview of new document/form here:</b> <b>(include reason for change(s) or new document/form)</b>	
<p>The following ED Department policies has been created. A policy describing privacy in the ED did not formerly exist. This policy fills that void:</p> <p><u>7010-16</u> Patient Privacy, Emergency Department</p>	

# Policy Submission Summary Sheet

## Emergency Department Policy and Procedures

New document or revision written by: Mark Kobe, DON

<b>Type</b>  <b>Revision</b> <input checked="" type="checkbox"/> <b>New</b> <b>Policy</b>	<b>Regulatory</b> <input checked="" type="checkbox"/> <b>CMS</b> <input checked="" type="checkbox"/> <b>CDPH</b> (formerly DHS) <input checked="" type="checkbox"/> <b>TJC</b> (formerly JCHAO) <input type="checkbox"/> <b>Other:</b>
<b>Departmental: Non-clinical</b> <i>(circle which type)</i>	<b>XXXDepartmental</b> <i>(List departments effected)</i>
<b>Please <u>briefly</u> state changes to existing document/form or overview of new document/form here:</b> <b>(include reason for change(s) or new document/form)</b> The following Departmental policy has been created:  <b><u>7010-15</u>   Security Lockdown of the Emergency Department</b>  The construction of the new ED included the provision for the ability to completely lockdown of the ED. This policy provides guidelines for its use and deactivation.	



**POLICY AND PROCEDURE**  
**Approvals Signature Page**

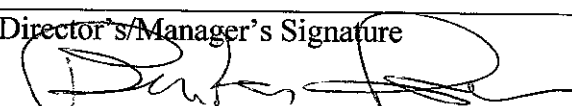
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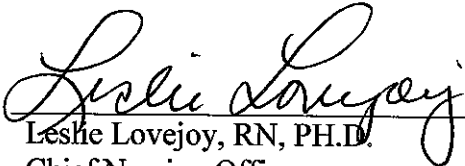
**Review and Approval Requirements**

The SVH departmental/organizational policies and/or procedures on the attached list have been reviewed and approved by the following organizational leaders for meeting all of the following criteria. All of these policies and procedures are:


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We recommend their acceptance by the Quality Committee and that the Quality Committee forward them to the Sonoma Valley Health Care District Board with a recommendation to approve.

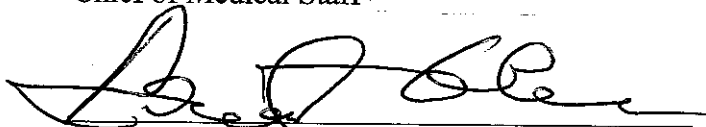
<b>Organizational: ECHAZ8610-120 Mercury Management Policy</b> <b>LD8610-420 Mercury-Free Purchasing Policy</b>	
APPROVED BY: Director of Facilities	DATE: 1-30-14
Director's/Manager's Signature 	Printed Name Alley Brown, Director Environmental Services

  
Leslie Lovejoy, RN, PH.D.  
Chief Nursing Officer

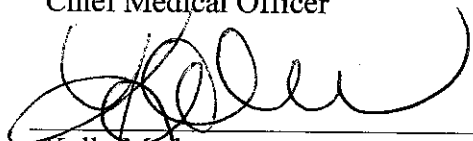
3-17-14  
Date

  
D. Paul Amara, MD  
Chief of Medical Staff

3/17/14  
Date

  
Robert Cohen, MD  
Chief Medical Officer

3/20/14  
Date

  
Kelly Mather  
Chief Executive Officer

3/20/14  
Date

Sharon Nevins  
Chair, Board of Directors

Date



POLICY AND PROCEDURE  
Approvals Signature Page

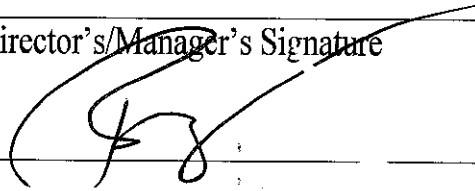
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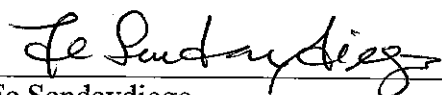
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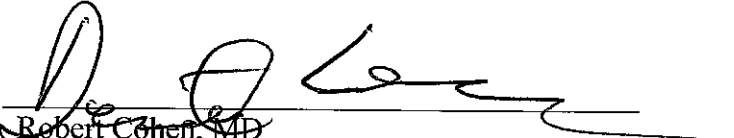
We recommend their acceptance by the Quality Committee and that the Quality Committee forward them to the Sonoma Valley Health Care District Board with a recommendation to approve.

<b>Department: Information Management</b>	
APPROVED BY:	DATE: 3/13/14
Director's/Manager's Signature 	Printed Name <b>Beverly Seyfert, Director Information Systems</b>

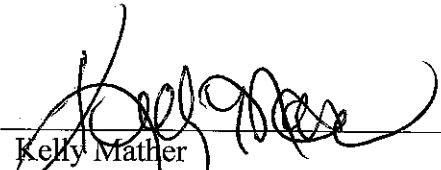
  
Fe Sendaydiego  
Chief Information Officer

3/13/14

Date

  
Robert Cohen, MD  
Chief Medical Officer

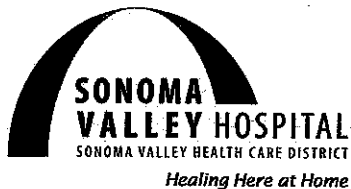
3/13/14  
Date

  
Kelly Mather  
Chief Executive Officer

3/13/14  
Date

Sharon Nevins  
Chair, Board of Directors

Date



# Policy Submission Summary Sheet

Title of Document: Information Management Department

New document or revision written by:

<b>Type</b> <input type="checkbox"/> Revision <input type="checkbox"/> New Policy		<b>Regulatory</b> <input type="checkbox"/> CMS <input type="checkbox"/> CDPH (formerly DHS) <input type="checkbox"/> TJC (formerly JCHAO) <input type="checkbox"/> Other:	
<input type="checkbox"/> <b>Organizational: Clinical/Non-clinical</b> <i>(circle which type)</i>		<input checked="" type="checkbox"/> <b>Departmental</b> <input type="checkbox"/> <b>Interdepartmental</b> <i>(List departments effected)</i>	
<b>Please <u>briefly</u> state changes to existing document/form or overview of new document/form here:</b> <i>(include reason for change(s) or new document/form)</i>			
<div> <div>IM8480-01</div> <div>Change Management, Information Systems</div> </div> <div> <div>IM8480-02</div> <div>On-Call, Information Systems</div> </div> <div> <div>IM8480-03</div> <div>System Downtime Notification, Information Systems</div> </div>			
<div> <div>Reviewed By</div> <div>Date</div> <div>Approved (Y/N)</div> <div>Comment</div> </div>			
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**POLICY AND PROCEDURE**  
**Approvals Signature Page**

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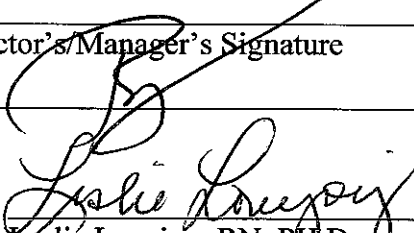
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We recommend their acceptance by the Quality Committee and that the Quality Committee forward them to the Sonoma Valley Health Care District Board with a recommendation to approve.

<b>Organizational: IM8610-126 Printing (from McKesson) Policy</b>	
<b>IM8610-200 Downtime (McKesson/Paragon Clinical) Documentation Policy</b>	
APPROVED BY:	DATE: 1/30/14
Director's/Manager's Signature	Printed Name Beverly Seyfert, Director Information Systems

  
Leslie Lovejoy, RN, PH.D.  
Chief Nursing Officer

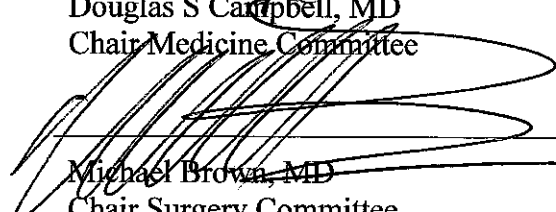
2-4-14

Date

  
Douglas S Campbell, MD  
Chair Medicine Committee

2/13/14

Date

  
Michael Brown, MD  
Chair Surgery Committee

2/4/14

Date

  
D. Paul Amara, MD  
Chief of Medical Staff

3/17/14

Date

  
Robert Cohen, MD  
Chief Medical Officer


2/20/14

Date

  
Kelly Mather  
Chief Executive Officer

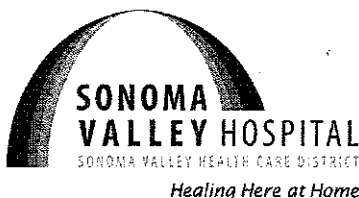
2/20/14

Date

  
Sharon Nevins  
Chair, Board of Directors

Date





## POLICY AND PROCEDURE Approvals Signature Page

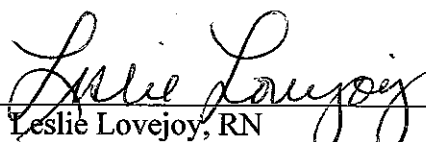
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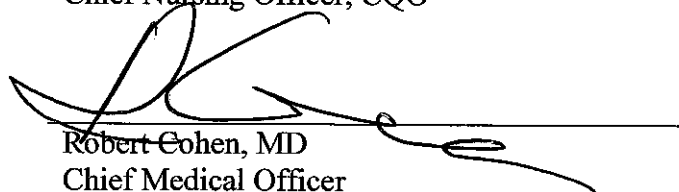
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We recommend their acceptance by the Quality Committee and that the Quality Committee forward them to the Sonoma Valley Health Care District Board with a recommendation to approve.

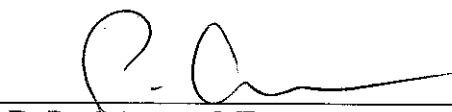
Organizational: Multiple (refer to Summary Sheet)	
APPROVED BY	DATE:
Director's/Manager's Signature	Printed Name

  
Leslie Lovejoy, RN  
Chief Nursing Officer, CNO

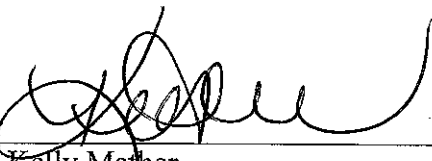
2-11-14  
Date

  
Robert Cohen, MD  
Chief Medical Officer

2/20/14  
Date

  
D. Paul Amara, MD  
President of Medical Staff

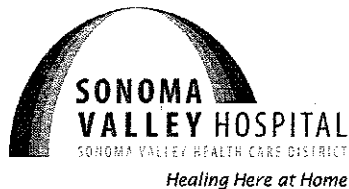
3/17/14  
Date

  
Kelly Mather  
Chief Executive Officer

2/20/14  
Date

Sharon Nevins  
Chair, Board of Directors

\_\_\_\_\_  
Date



# Policy Submission Summary Sheet

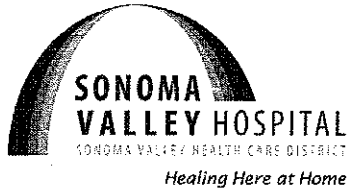
Title of Document: **Organizational-Multiple Departments**

New document or revision written by:

<b>Type</b>  <b>X Revision</b> <input type="checkbox"/> <b>New Policy</b>	<b>Regulatory</b> <input type="checkbox"/> <b>CMS</b> <input type="checkbox"/> <b>CDPH (formerly DHS)</b> <input type="checkbox"/> <b>TJC (formerly JCHAO)</b> <input type="checkbox"/> <b>Other:</b>
<input type="checkbox"/> <b>Organizational: Clinical/Non-clinical</b> <i>(circle which type)</i>	<input type="checkbox"/> <b>Departmental</b> <input type="checkbox"/> <b>Interdepartmental</b> <i>(List departments effected)</i>

Please briefly state changes to existing document/form or overview of new document/form here:  
 (include reason for change(s) or new document/form)

ECHAZ8610-108 Hazardous Material Chemical List - Reviewed; no changes  
 ECHAZ8610-110 Asbestos Abatement - Retire; included in Engineering department policies  
 ECHAZ8610-114 Hazardous Material Policy-retire; included information in ECHAZ8610-109 Spill Response policy  
 ECHAZ8610-109 Hazardous Material Spill Response Policy-revised; added language from ECHAZ8610-114; updated language regarding large and small response of the Hazmat Response Team, updated Code Orange instructions.  
 ECSAF8610-102 Safety Rounds Policy - reviewed; updated to current renamed from Hazard Surveillance Program  
 ECSAF8610-104: Measuring & Assessing Performance of EOC - retire; Incorporated into Safety Committee policy#2  
 ECSAF8610-106 Safety guidelines - retire; part of the EOC plan  
 ECSAF8610-106 Sharps Evaluation & Implementation - retire; part of blood borne pathogen plan  
 ECSAF8610-109 Product Recall - retire; included in policy LD8610-205 Product Recalls  
 ECSAF8610-110 General Personal Protective Equipment - retire; part Engineering department policies  
 ECSAF8610-General Infection Control - retire; included in Standard Precautions policy  
 HR8610-213 Pull Notice Program - reviewed; no changes to policy, changed number only  
 IM8610-183 IM System Security and Password Control - revised; minor change "IS will assist the employee in changing their password." rather than "IS will issue a new password"  
 IM8610-202 Notification of Computer Security Violation - revised; minor additions noting it is a violation of security to share a password with some exceptions, a manager needs to sign off on any change in system access  
 LD8610-135 Administrative Responsibility - changed nursing Admin Coordinator to Nursing Supervisor  
 LD8610-165 Corporate Compliance & LD 8610-165 a - retire; included in Corporate Compliance Plan  
 NR8610-140 Nursing Education Reimbursement - revised; define use of A. Tom Smith funds  
 PC 8610-105 Code Management for Patient Emergency: Code Blue - updated to current standard  
 PC8610-106 Chart Plan for Patient Assessment Chart Attachment A - reviewed; updated Assessment Plan Attachment A to reflect current time frames for inpatient referrals and admissions  
 PC8610-106 Plan for Patient Assessment etc - revised; added documentation in to EHR where applicable  
 PC8610-115 Maintenance/Security of Code/Broselow Carts & Emergency Medications - Renamed from Crash Cart Maintenance; revised and updated to represent facility wide standardization  
 PC8610-150: Admission & Discharge by Unit - revised; updated SNF & ICU information, added all patients receive copy of Discharge plan  
 PC8610-155 Case Management Intervention - revised; update time parameters for assessment  
 PC8610-922 Safe Baby surrender - revised; was updated to reflect changes in registration and arm banding due to the implementation of the EHR  
 PCLB8610-112 Adverse tissue Reactions - reviewed; no changes



## Policy Submission Summary Sheet

Title of Document: **Organizational-Multiple Departments**

New document or revision written by:

PCLB8610-113 Record thermometer Documentation - reviewed; no changes  
 PCMI 8610-158: Critical Tests Results, Medical Imaging - reviewed; added Spine Cord Compression to MRI exams  
 RC8610-102 Disclosure or PHI by Hospital Personnel - reviewed; updated to include all users of PHI, legal information; changed number from IM8610-116.

Reviewed By	Date	Approved (Y/N)	Comment
Policy & Procedure Team	1/22/2014	yes	
Surgery Committee			
Medicine Committee			

# Policy Submission Summary Sheet

Title of Document: **Organizational-Multiple Departments**

New document or revision written by:

<b>Type</b>  <b>X Revision</b> <input type="checkbox"/> <b>New Policy</b>	<b>Regulatory</b> <input type="checkbox"/> <b>CMS</b> <input type="checkbox"/> <b>CDPH (formerly DHS)</b> <input type="checkbox"/> <b>TJC (formerly JCHAO)</b> <input type="checkbox"/> <b>Other:</b>
<b>X Organizational: Clinical/Non-clinical</b> <i>(circle which type)</i>	<input type="checkbox"/> <b>Departmental</b> <input type="checkbox"/> <b>Interdepartmental</b> <i>(List departments effected)</i>

Please briefly state changes to existing document/form or overview of new document/form here:  
 (include reason for change(s) or new document/form)

LD8610-160 Visitors' Policy- retire; combined with RI8610-128 Patient's Right to Visitation  
 LD8610-120 Soliciting of Charitable Funds- reviewed; no changes  
 LD8610-137 Organizational Chart- reviewed; no changes  
 LD8610-139 Senior Management Team- reviewed; no changes  
 LD8610-141 Retention of Use of Legal Counsel- reviewed; no changes  
 RI8610-121 Bio-Ethical Issues- reviewed; no changes  
 RI8610-112 Encouraging Patients and Families to Report Concerns about Safety- reviewed; no changes  
 RI8610-113 Patients Right to Access Protective Services- reviewed; no changes  
 RI8610-105 Patient Rights & Responsibilities- reviewed; no changes

Reviewed By	Date	Approved (Y/N)	Comment
Policy & Procedure Team	3-11-14	yes	
Medicine Committee	3-13-14		



# POLICY AND PROCEDURE

## Approvals Signature Page

### Review and Approval Requirements

The SVH departmental/organizational policies and/or procedures on the attached list have been reviewed and approved by the following organizational leaders for meeting all of the following criteria. All of these policies and procedures are:

- Consistent with the Mission, Vision and Values of the Sonoma Valley Health Care District
- Consistent with all Board Policy, Hospital Policy and Hospital Procedures
- Meet all applicable law, regulation, and related accreditation standards
- Consistent with prevailing standards of care
- Consistent with evidence-based practice

We recommend their acceptance by the Quality Committee and that the Quality Committee forward them to the Sonoma Valley Health Care District Board with a recommendation to approve.

<b>Organizational: Pharmacy</b>	
APPROVED BY: Chief Quality Officer	DATE: x 11/5/13
Director's/Manager's Signature x	Printed Name Chris Kutza

Douglas S Campbell, MD  
Chair Medicine Committee

11/21/13

Date

Michael Brown, MD  
Chair Surgery Committee

2/5/14

Date

Robert Cohen, MD  
Chief Medical Informatics Officer

2/20/14

Date

Kelly Mather  
Chief Executive Officer

2/20/14

Date

D. Paul Amara, MD  
President of Medical Staff  
Chair, Pharmacy and Therapeutics Committee

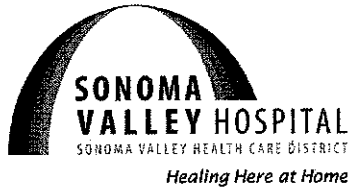
3/17/14

Date

~~Bill Boerum~~ SHARON NEVINS  
Chair, Board of Directors

Date

Policy Submission Summary Sheet



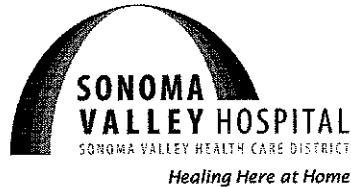
Title of Document: **Pharmacy Department**  
New document or revision written by: Chris Kutza, Director of Pharmacy

<b>Type</b>  <b>X Revision   X New Policy</b>	<b>Regulatory</b> <input type="checkbox"/> <b>CMS</b> <input type="checkbox"/> <b>CDPH</b> (formerly DHS) <input type="checkbox"/> <b>TJC</b> (formerly JCHAO) <input type="checkbox"/> <b>Other:</b>
<b>X Organizational: Clinical</b> <i>(circle which type)</i>	<b>X Departmental</b> <input type="checkbox"/> <b>Interdepartmental</b> <i>(List departments effected)</i>

Please briefly state changes to existing document/form or overview of new document/form here:  
(include reason for change(s) or new document/form)

MM8610-101 Look Alike Sound Alike—Reviewed & Updated  
MM8610-102 Controlled Substance Management— Reviewed & Updated  
MM8610-103 Warfarin Protocol— Reviewed & Updated  
MM8610-104 Lipid Rescue for Local Anesthetic Toxicity—New Policy approved 12/12/2012 P&T Committee

Reviewed By	Date	Approved (Y/N)	Comment



## Policy Submission Summary Sheet

Title of Document: **Pharmacy Department**

New document or revision written by: Chris Kutza, Director of Pharmacy

<b>Type</b>  <b>X Revision</b> <input type="checkbox"/> <b>New Policy</b>	<b>Regulatory</b> <input type="checkbox"/> <b>CMS</b> <input type="checkbox"/> <b>CDPH (formerly DHS)</b> <input type="checkbox"/> <b>TJC (formerly JCHAO)</b> <input type="checkbox"/> <b>Other:</b>		
<b>X Organizational: Clinical</b> <i>(circle which type)</i>	<b>X Departmental</b> <input type="checkbox"/> <b>Interdepartmental</b> <i>(List departments effected)</i>		
<b>Please <u>briefly</u> state changes to existing document/form or overview of new document/form here:</b> (include reason for change(s) or new document/form)			
<b><u>Delete the following policies/procedures:</u></b>  MM-129d After Hours Aseptic Technique Skills Checklist—Obsolete MM-129b After Hours RN IV Competency—Obsolete Appendix A-Anxiolytics & Hypnotics—Not a policy; obsolete Appendix B-Antipsychotics—Not a policy; obsolete MM-186 Blood Derivatives—Obsolete MM-152a IV Meds Not Requiring Intensive Care—Not a policy; obsolete MM-152b IV Meds Requiring Intensive Care—Not a policy; obsolete Look Alike Sound Alike List—Not a policy; obsolete MM-155 Medication Delivery Priorities—Obsolete Medication Distribution System Flow Chart—Not a policy; Obsolete Medication Reconciliation FORM—Not a policy; Obsolete MM-161 Medications Not to be Crushed—Obsolete MM-163 Neuromuscular Blocking Agents—Obsolete OFF Hours Pharm Laminated Card—Not a policy; Obsolete MM-157 Patient Controlled Analgesia, (Set Up) Nursing—Obsolete MM-166 Patient Controlled Analgesia—Obsolete Pediatric Dosing—Not a policy; Obsolete MM-169 Pre-Operative Antibiotic Administration—Obsolete MM-171 Routine Bowel Care Preparation—Obsolete MM-179 Sonoma Valley Fire Med—Obsolete Standard IV Concentrations—Not a policy; Obsolete MM-176 Storage of Injectable Lorazepam—Obsolete			
Reviewed By	Date	Approved (Y/N)	Comment

# Policy Submission Summary Sheet



Title of Document: **Pharmacy Department**  
 New document or revision written by: Chris Kutza, Director of Pharmacy

<b>Type</b>  X Revision    X New Policy	<b>Regulatory</b> <input type="checkbox"/> CMS <input type="checkbox"/> CDPH (formerly DHS) <input type="checkbox"/> TJC (formerly JCHAO) <input type="checkbox"/> Other:
<b>X Organizational: Clinical</b>	<b>X Departmental</b> <input type="checkbox"/> Interdepartmental

**Please briefly state changes to existing document/form or overview of new document/form here:**  
 (include reason for change(s) or new document/form)

MM8610-114 Vaccine Screening-Pneumococcal and Influenza—Updated (Replaces MM-120)  
 MM8610-119 Pharmacist Review of Medication Orders—Updated (Replaces MM-119, 175, 183)  
 MM8610-120 Access to Patient Information for Medication Management—Updated (Replaces MM-118)  
 MM8610-121 Floorstock Medications—Updated (Replaces MM-144)  
 MM8610-122 Formulary Management—Updated (Replaces MM-102)  
 MM8610-123 Storage of Medications—Updated (Replaces MM-111)  
 MM8610-124 Inspection of Nursing Units and Medication Storage Areas—Updated (Replaces MM-146)  
 MM8610-125 Temperature Monitoring of Medication Storage—Updated (Replaces MM-174)

Reviewed By	Date	Approved (Y/N)	Comment





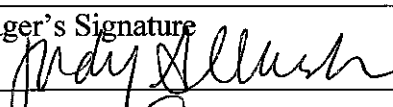
**POLICY AND PROCEDURE**  
**Approvals Signature Page**


**Review and Approval Requirements**

The SVH departmental/organizational policies and/or procedures on the attached list have been reviewed and approved by the following organizational leaders for meeting all of the following criteria. All of these policies and procedures are:

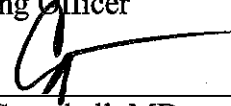
- Consistent with the Mission, Vision and Values of the Sonoma Valley Health Care District
- Consistent with all Board Policy, Hospital Policy and Hospital Procedures
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- Consistent with prevailing standards of care
- Consistent with evidence-based practice

We recommend their acceptance by the Quality Committee and that the Quality Committee forward them to the Sonoma Valley Health Care District Board with a recommendation to approve.

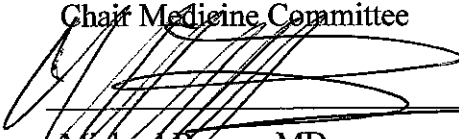
<b>Organizational: RC8610-125 Clinical Documentation in the Electronic Medical Record</b>	
APPROVED BY:	DATE: 1/29/2014
Director's/Manager's Signature 	Printed Name <b>Celia Lenson, Director of HIM</b>

  
Leslie Lovejoy, RN, PH.D.  
Chief Nursing Officer


2/4/14  
Date

  
Douglas S Campbell, MD  
Chair Medicine Committee

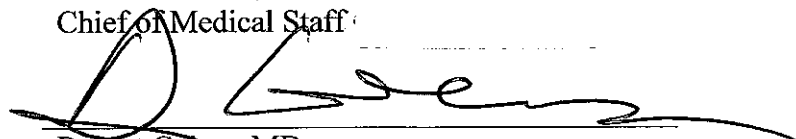
2/13/14  
Date

  
Michael Brown, MD  
Chair Surgery Committee

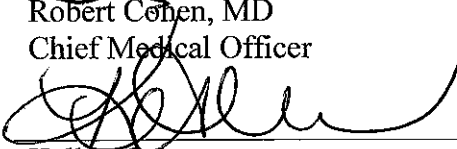
2/5/14  
Date

  
D. Paul Amara, MD  
Chief of Medical Staff

3/17/14  
Date

  
Robert Cohen, MD  
Chief Medical Officer

2/20/14  
Date

  
Kelly Mather  
Chief Executive Officer

2/20/14  
Date

  
Sharon Nevins  
Chair, Board of Directors

                      
Date

4.

# DRAFT ROLLING STRATEGIC PLAN

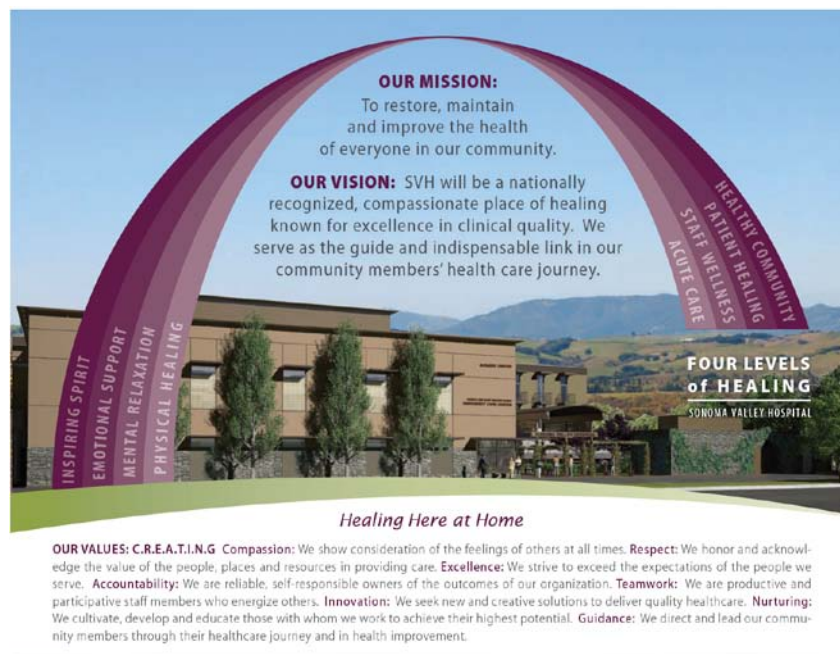
# Sonoma Valley Hospital

## 2014 Three-Year Rolling Strategic Plan

### Executive Summary

Sonoma Valley Hospital ("SVH") has entered a new era of service to the Sonoma Valley. The Hospital has made tremendous strides in patient service levels, upgrade of its physical plant and creation of a positive culture. SVH is the preferred choice among residents for Emergency, Diagnostics, Rehabilitation, Skilled Nursing, Home Health Care and Occupational Health. SVH is in the process of redefining itself for the future in order to stay financially viable; provide the services that best address community needs; and help our residents to stay healthy.

In order to become sustainable amid the shifting landscape of modern health care, SVH must rethink its role as a community hospital. New and sustainable sources of revenue are needed to replace diminishing income from traditional inpatient services. Difficult choices must be made in terms of which services are offered. New models and sources of revenue must be identified from regional expansion of selected services (e.g., Home Health Care) and increased market share of inpatient procedures. And finally, continued generous support from the community is needed.



## **Environment Assessment: Trends in Hospital Healthcare**

SVH, like many other hospitals, faces numerous challenges and rapid changes to the environment in which it operates.

Changes in reimbursement and medical practice rules are impacting hospital margins:

- Government rules and reimbursement practices are placing severe pressure on Hospital revenues as medicine is pushed to outpatient procedures; reimbursement rates are reduced; patient outcomes are tied to reimbursement; and post-facto audits cause reimbursement take-backs.
- Commercial, fee-for-service margins are declining as insurers take their cue from governmental reimbursement and medical practice requirements.
- At the same time, regulatory requirements for Hospital operations, staffing and procedures are not being scaled back to provide commensurate expense reduction opportunities.

There are opportunities on the horizon that may offset some of the margin pressure, but they are not here yet:

- The health care market is moving toward a capitation model, which, once implemented, holds the possibility of higher margins, improved cash flow, and aligned incentives for improving community health.
- Advances in medical treatment, technology and health care practices are becoming a necessary part of hospital expense management to help offset the pressure on revenues.
- Tight integration of physicians and hospital networks has created more alignment to lower the costs of providing services and protecting market share.

## **SVH Situation Analysis**

- SVH serves a very small community making it difficult for the hospital to ever be fully self-supporting. It has become clear that both community and philanthropic support are required to sustain the Hospital financially.
- SVH's service area has a disproportionate share of 50+ residents and is under-represented in younger age categories. Seniors make up a significant portion of the SVH market with 19.5% of the valley being over 65 years of age. This is significantly higher than the 13.2% average in the U.S.
- Consistent with a large and growing senior population, SVH is experiencing an increase in Medicare patients as a percent of total volumes. Due to lower government reimbursement, this is also placing pressure on margins.
- SVH's service area has a large and fast growing Latino population. By 2016, more than 32% of the Valley's population will be Hispanic. Latinos are expected to make up over 50% of California population by 2050, and that benchmark could be reached in the SVH service area before that time.
- SVH has dramatically improved its service delivery over the past few years and now ranks above the national average for patient satisfaction.
- Consistent with other institutions, the Hospital is experiencing steep declines in inpatient volumes.

- However, gross outpatient revenue is increasing dramatically, up by ~50% between 2010 and 2013.
- Hospital margins are extremely low. Some services lose money (e.g., Obstetrics) while other procedures (e.g. Joint Replacement and Bariatric Surgeries) are profitable and are targeted areas of growth.
- The Hospital is known and valued by the community for its emergency care services.
- SVH has a good share of the market for Medicine, Gynecology, Inpatient Rehabilitation/Skilled Nursing, Outpatient Rehabilitation, Home Health Care and Diagnostics. SVH is showing positive growth and recovery in Orthopedics and Gastroenterology.
- Demand for new/additional physicians in the SVH service area should be relatively low during the planning period. Expected growth varies by sub-specialty, but current projections show no significant recruitment is needed until 2016.

### Competitive Assessment

SVH is one of eight hospitals in a 25-mile radius from Sonoma and is significantly smaller than all but one of these facilities. Kaiser Permanente is the largest competitor for SVH (when both San Rafael and Santa Rosa facilities are combined) although capturing volume from these hospitals will require SVH to win a larger share of the health plans used by valley businesses and residents.



### Sonoma Valley Hospital Inpatient Market Position

- SVH Inpatient cases dropped by 8.7% between 2010 and 2013, from 1,790 cases in 2010 to 1,636 in 2013. The decline in Inpatient volumes is, at least in part, a function of having certain procedures moved from inpatient to outpatient.
- Sonoma Valley Hospital's share of inpatient cases fell to 43.5% in 2012 (2013 data on market share is not yet available), decreasing 2.5% since 2010. Share loss can be attributed to implementation of case management as SVH provides appropriate levels of care for all patients.
- Marin General Hospital now has about a 10% inpatient market share, up from 3% in 2010, which shows that the regional partnership is effective.
- Santa Rosa Memorial and Napa's Queen of the Valley hospitals also handle a large number of inpatient procedures that could be done at SVH. Sonoma Valley Hospital lost share in five of its top seven-inpatient procedures and lost significant share in other, less common procedures (e.g., General Medical, Pulmonary, Neurology, Neonatology).

<b>Inpatient Share</b>	<b>SVH Cases</b>	<b>SVH Share 2012</b>	<b>Share Change 2010-12</b>
Rehabilitation (SNF)	353	90.5%	-4.1%
Orthopedics	176	35.5%	1.7%
Obstetrics	151	46.0%	-1.1%
Infectious Diseases	149	65.4%	-4.4%
Gastroenterology	112	56.3%	3.8%
Cardiology	109	35.2%	-2.6%
General - Surgical	93	35.5%	-0.6%
All Other	285	23.7%	-7.4%
<b>Total</b>	<b>1,428</b>	<b>43.5%</b>	<b>-2.5%</b>

- Kaiser Santa Rosa and San Rafael combined handle approximately 13.8% of inpatient procedures for Sonoma Valley residents and have a large share of many of the most common procedures.

<b>Inpatient Share for Selected Procedures</b>	<b>SVH</b>	<b>Kaiser Combined</b>	<b>Santa Rosa Memorial</b>	<b>Marin General</b>	<b>Queen of the Valley</b>
General - Surgical	35.5%	18.7%	6.1%	4.2%	8.4%
Cardiology	35.2%	13.9%	6.1%	14.5%	8.1%
Infectious Disease	65.4%	15.8%	4.4%	0.9%	1.8%
Orthopedics	35.5%	15.6%	8.1%	5.0%	7.1%
Obstetrics	46.0%	22.3%	4.9%	2.1%	4.9%

### Outpatient Market Position

- Outpatient surgical market share for the primary service area increased significantly, from 27% in 2010 to 32.1% in 2013. However, SVH is underperforming in surgery and is experiencing significant outmigration for surgeries that can easily be done locally.
- Kaiser Santa Rosa and San Rafael handle approximately 17% of outpatient surgeries performed for residents in the combined service. Sonoma patients are attracted to Kaiser due to its attractive pricing for its HMO offering despite experiencing considerable inconvenience in traveling to facilities outside the Sonoma Valley.
- Queen of the Valley in Napa and Petaluma Valley Hospital are secondary competitors for outpatient surgeries. Queen of the Valley handles about 9% of Sonoma Valley residents' outpatient surgeries.

#### Emergency Department Market Position

- The Hospital's emergency market share continues to be high at 68% for the combined service area and the number of emergency visits is increasing each year.

#### **Strategic Priorities 2014-2016**

##### **1) REDESIGN THE SMALL COMMUNITY HOSPITAL MODEL FOR GREATER VIABILITY**

Trends in health care and hospital economics make it clear that small hospitals can no longer be all things to all patients. To be viable, the Hospital must reinvent itself in four important ways: actively manage the mix of services offered with an emphasis on outpatient services; pursue viable opportunities to reach a broader, regional audience with selected services; eliminate or reduce costs for unprofitable services; and continue to reduce the cost structure to below Medicare payments for each patient.

##### **2) INSPIRE SONOMA EMPLOYERS TO OFFER HEALTH PLANS THAT USE SONOMA VALLEY HOSPITAL AND ITS AFFILIATED PHYSICIANS**

The changing nature of reimbursement and stronger ties between physicians and hospitals mean that SVH will increase revenues by identifying financially attractive health plan partners for Sonoma Valley residents as an alternative to Kaiser. Access to the SVH must become an important reason for employers and residents when choosing a health plan.

##### **3) IMPROVE FACILITY TO BE A STATE-OF-THE-ART HOSPITAL**

With opening of the new Emergency Department and Surgical Center, the Hospital took a major step toward becoming a state-of-the-art facility. However, significant additional work is needed to bring the remaining physical plant up-to-date. The Hospital will undertake a multi-year capital campaign working with the Sonoma Valley Hospital Foundation and philanthropic community to obtain the capital needed for additional facility improvements.

#### 4) BUILD A HEALING HOSPITAL AND A HEALTHIER COMMUNITY

With the implementation of capitation models and the decline in inpatient volumes, hospitals will need to focus on creating healthier communities in order to succeed. SVH will continue its efforts to become a place of healing, committed to high quality services and staff who inspire physical, mental, emotional and spiritual healing for the Sonoma Valley.

#### **The Future**

Sonoma Valley Hospital has emerged from a period of turmoil and uncertainty about its future. The Hospital has made significant progress in stabilizing the organization and dramatically improving service delivery and quality. With generous support from the community, the Hospital has completed construction of a new Emergency Department and Surgery Center, which opened in February of 2014. The Hospital also has addressed some of the long-standing deferred maintenance issues to bring older facilities up to seismic requirements, allowing these areas to function effectively for another 20 years.

Reimbursements from Medicare and Medi-Cal are significantly below cost and the Hospital still must rely on the support of an annual parcel tax to achieve financial stability. The future will include ongoing pressure on margins as insurance companies and government policies work to further reduce reimbursement for care. The community has been very generous in recent years through the approval of a General Obligation Bond, the parcel tax and significant philanthropic contributions.

Sonoma Valley Hospital is uniquely positioned to succeed in the continually evolving landscape that is health care today. The old hospital model, in which the economics of health care is largely based on serving those who are acutely ill is no longer viable. The 'Future' is a hospital economic model growing from the need to serve the entire community as a place of healing and a partner in health.



# Implementation Plan for the Strategic Priorities

## RE-DESIGN A SMALL COMMUNITY HOSPITAL MODEL FOR VIABILITY

	QTR 1	QTR 2	QTR 3	QTR 4	FY 2016	FY 2017
Increase surgeries with focused marketing of Orthopedics and operate as Surgery Center	X					
Leverage new cost accounting system to enhance service unit and procedure profitability	X	X				
Negotiate improved systems for reimbursement systems with health plan partners (above cost)		X	X			
Complete expansion of home care agency to Marin County; consider Napa & West County			X		North Bay	
Win back ancillary services when patients are referred to out-of-area specialists through PCP			X	X		
Increase outside referrals to SVH's Skilled Nursing Unit	X	X	X	X	X	
Increase Rehabilitation, Occupational Health and Wound Care service market share through continued community outreach	X	X	X	X	X	

## INSPIRE SONOMA EMPLOYERS TO OFFER HEALTH PLANS THAT USE SONOMA VALLEY HOSPITAL AND ITS AFFILIATED PHYSICIANS

	QTR 1	QTR 2	QTR 3	QTR 4	FY 2016	FY 2017
Launch Employer Health Wellness Program	X					
Build local employer loyalty and promote partner health plans to reduce out-migration	X	X				
Offer new Medicare Advantage plan partner to Sonoma County		X	X			
Expand capitation model to additional health plans covering a larger percent of Sonoma Valley residents			X	X		
Build loyalty and support growth of SVH affiliated physician practices through networking and the community seeing physicians as a “trusted source”	X	X	X	X		
Share in savings from health and wellness programs led by Hospital for population health	X	X	X	X		

## FACILITY IMPROVEMENTS TO BE A STATE-OF-THE-ART HOSPITAL

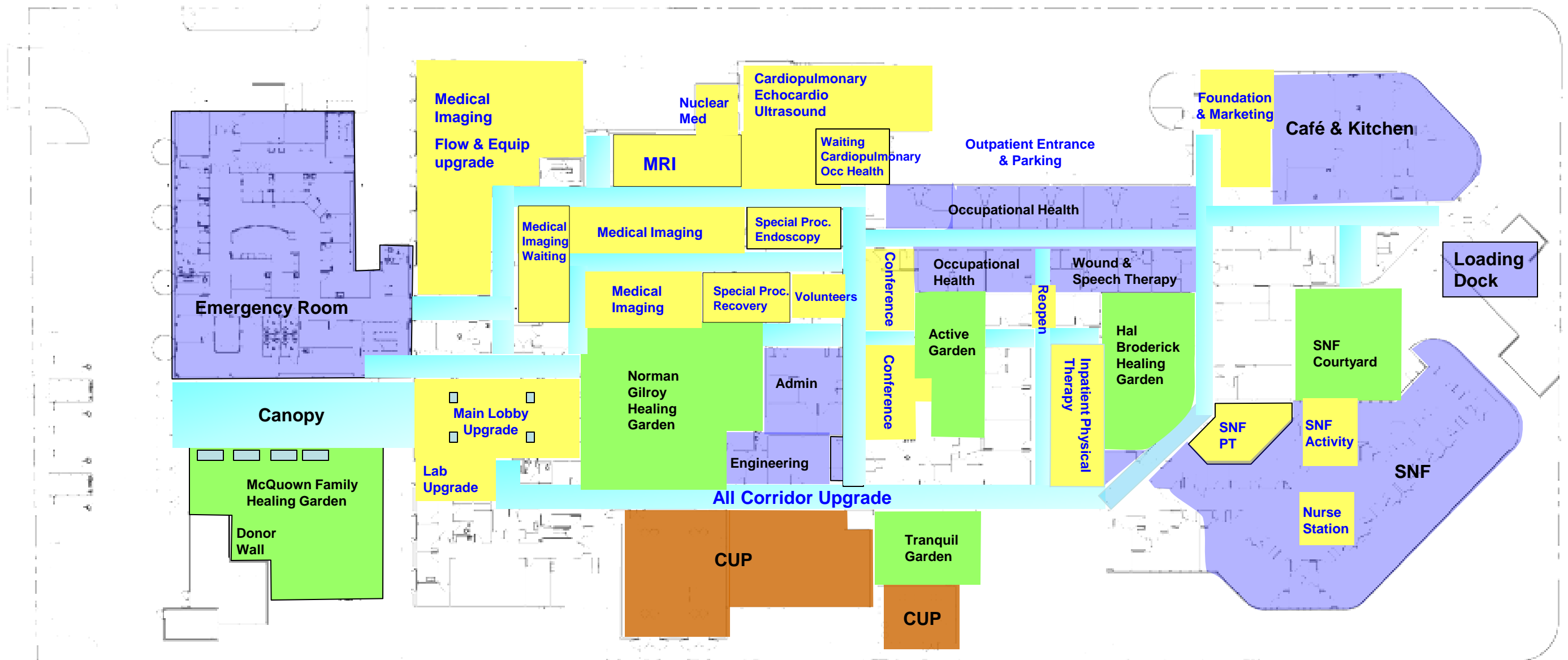
	QTR 1	QTR 2	QTR 3	QTR 4	FY 2016	FY 2017
Complete 1 <sup>st</sup> Floor refurbishment (Lobby, Lab, Corridors) to improve the image of quality	X					
Get an open MRI and move inside the hospital with philanthropic support for more referrals		X				
Begin capital campaign for a new Outpatient Diagnostic Center to enhance efficiency and reduce costs			X			
Build IT infrastructure for patient portal and create the foundation for more technology				X		
Refurbish 3 <sup>rd</sup> floor with an Integrative Health Center to enhance patient services and visits				X		
Replace diagnostic imaging equipment for more efficiency and reduced costs					X	
Consider East Wing facility upgrades and SNF expansion					X	

## BUILD A HEALING HOSPITAL AND A HEALTHIER COMMUNITY

	QTR 1	QTR 2	QTR 3	QTR 4	FY 2016	FY 2017
Complete the 11 healing hospital modules and share best practices across the nation	X					
Launch Integrative Health Center offering a broad range of healthy and healing therapies	X					
Expand the SVH Staff wellness program to family members for increased health cost savings		X				
Offer Wellness University & other classes to the community to improve brand loyalty			X			
Continue to offer Health Awareness & Education programs through Compass, Girl Talk & Women's Health Center	X	X	X	X		
Support Sonoma Valley Health Roundtable initiatives and lead the Circle of Wellness	X	X	X	X		
Show improvement toward goals for a Healthy Sonoma County 2020 in the Valley				X	X	X



Blue = All Corridor Upgrade



5.

# SAVE OB COMMITTEE UPDATE

# **Save OB Committee Report**

**April 3, 2014**

# Goals

- Reduce loss to \$240K by April 1
- Achieve volumes averaging 15/month by July 1

# Status

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	YTD
<b>Deliveries</b>	15	11	13	12	14	11	6	14	96
<b>Contrib. Margin</b>	-26.4	-40.4	-46.3	-33.3	-13.1	-54.7	-71.4	-16.0	-302



# Marketing Report

- Increase awareness in Sonoma Valley for The Birthplace at SVH and the advantages it offers moms and families
- Encourage young women and their partners to visit The Birthplace

# Stakeholder Moms Input

## Strengths

- It's local
- Low Cesarean rate
- Small, intimate setting
- Knowledgeable staff
- Dr. Amara
- Lactation coaching

## Weaknesses

- Access to midwives
- No female OB/GYN
- Hospital construction
- No NICU
- Reputation
- No birthing tub
- Follow up (infant care, new parents)

# Communications Strategies

- Develop messaging
- Community tours of OB
  - Promote through SVH ads, fliers (retailers, physician offices), website, radio PSAs, local mom's group, Facebook, Twitter
  - 7 people toured in February
  - 12 people in March (4 couples who are Dr. Amara patients)

# Communications cont.

## ■ Stakeholder Moms

- 5 women who spoke at Jan Board meeting
- Asked their support in getting the word out
  - Social media (Facebook, Yelp); speak at tours
  - Collected testimonials for Facebook, website

## ■ KSVY Radio Interviews

- Two moms; Dr. Amara and Pauline Headley

# Communications cont.

- Latino community outreach
  - Spanish radio PSAs, Church bulletins, fliers and news release in Spanish, Health Center and La Luz contacts
  - La Luz is planning a tour for women and sharing SVH Facebook posts

# Communications cont.

- Physician office staff tours
  - Dr. Amara's staff
  - Sonoma Family Practice
  - Dr. DeTorres' staff (April)
  - Drs. Bose, Bozzone, Clinton and Smith staffs (TBD)

# Communications cont.

- Set up and promote birthing classes (bilingual outreach)
  - 3 couples to-date
  - Health Center classes pending
- Announce birthing tub (Mar)
  - News release, email blast, moms contact
  - April SVH monthly ad
  - Facebook and Twitter

# Upcoming

- Continue to promote tours, conduct community outreach
- Google advertising (small test effort)
- Report on OB efforts
  - Save OB Committee actions
  - Stakeholder, county and community outreach
  - Email, blog, newspaper, local groups



# Staffing Report

- Reduce loss to \$240K by April 1
- Achieve volumes averaging 15/month by July 1

# Nursing Strategies

Strategy	Cost/Mo*	Reduction	Projected Savings/Mo
Reduce On-Call Pay	\$7,049	15%	\$1,057
Health Center Support (Cover cost of CBE class)	\$605	100%	\$605
Decrease unit meetings to quarterly (av. 10 staff)	\$540	33%	\$360
RN home at 7 with 0 census	\$242	100%	\$242
Decrease supply costs	\$500	100%	\$500
<b>Total Monthly Savings:</b>			<b>\$2,764</b>

\*Data based on financials June 1, 2013 thru December 31, 2013

# Nursing Strategies

## Ongoing Issues

- Benefitted staff leaving SVN
  - Four 0.9 FTE staff have resigned and one 0.9 FTE reduced to 0.6 FTE. Total of 3.9 FTE
  - Replacement of staff by travelers. Currently using four travelers at \$75/hr. \$43,200/mo
  - Deployment of OB RN to M/S and ED in zero census only moderately successful

# Physician Report

■ Dr. Clinton reduction in call pay	= \$ 150
■ Pediatric call reduction	= \$1370
■ Medical Directorship reduction	= \$3250
■ Dr. Amara 10% call reduction	= \$1054
■ Dr. Bose increase in call	= \$2475
■ Decrease in Prima stipend	= <u>\$2150</u>
■ Total physician reductions	<b>\$10,449</b>

# Total OB Cost Savings

- Physician Contribution: \$10,449
- Nursing Contribution: \$ 2,764
- Projected monthly savings: **\$13,213**
- Projected annual savings: **\$158,556**

		CM_Direct									PayorMix%	Annualized Projection
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Total		
Operating Stats	Total Primary - Inpatient	62	44	47	54	54	39	37	50	387		
	Total Primary - Outpatient	29	21	31	48	30	26	27	51	263		
	Total Primary Statistics	91	65	78	102	84	65	64	101	650		
	Total Inpatient Revenue	170,962	121,700	141,570	175,320	163,973	120,139	96,011	136,461	1,126,134	82%	1,689,201
	Total Outpatient Revenue	27,987	23,652	21,088	55,681	25,822	17,121	20,031	41,596	232,978	17%	349,467
	Total Emergency Revenue	0	1,558	2,058	0	1,426	467	467	2,856	8,832	1%	13,248
	<b>Total Gross Patient Revenue</b>	<b>198,949</b>	<b>146,910</b>	<b>164,716</b>	<b>231,001</b>	<b>191,221</b>	<b>137,727</b>	<b>116,509</b>	<b>180,913</b>	<b>1,367,944</b>		<b>2,051,916</b>
	<b>Total Inpatient Revenue</b>	69,666	56,763	56,773	73,961	79,352	53,008	40,524	55,576	485,622		723,638
	<i>Net Rev as a % of Gross Rev</i>	<i>41%</i>	<i>47%</i>	<i>40%</i>	<i>42%</i>	<i>48%</i>	<i>44%</i>	<i>42%</i>	<i>41%</i>	<i>43%</i>		<i>43%</i>
	<b>Total Outpatient Revenue</b>	1,933	4,196	955	5,364	3,192	1,486	1,137	3,484	21,747		32,620
	<i>Net Rev as a % of Gross Rev</i>	<i>7%</i>	<i>18%</i>	<i>5%</i>	<i>10%</i>	<i>12%</i>	<i>9%</i>	<i>6%</i>	<i>8%</i>	<i>9%</i>		<i>9%</i>
	<b>Total Emergency Revenue</b>	0	118	452	0	233	233	0	0	1,037		1,555
	<i>Net Rev as a % of Gross Rev</i>	<i>0%</i>	<i>8%</i>	<i>22%</i>	<i>0%</i>	<i>16%</i>	<i>50%</i>	<i>0%</i>	<i>0%</i>	<i>12%</i>		<i>12%</i>
<b>Total Net Patient Revenue</b>		<b>71,599</b>	<b>61,076</b>	<b>58,180</b>	<b>79,324</b>	<b>82,778</b>	<b>54,728</b>	<b>41,660</b>	<b>59,060</b>	<b>508,406</b>		<b>757,813</b>
<i>Net Rev as a % of Gross Rev</i>		<i>36%</i>	<i>42%</i>	<i>35%</i>	<i>34%</i>	<i>43%</i>	<i>40%</i>	<i>36%</i>	<i>33%</i>	<i>37%</i>		<i>37%</i>
<b>Supplemental Funding</b>												
<b>Medicare DSH</b>		<b>41,905</b>	<b>41,905</b>	<b>41,905</b>	<b>41,905</b>	<b>41,905</b>	<b>41,905</b>	<b>41,905</b>	<b>41,905</b>	<b>335,243</b>		<b>502,864</b>
<b>Total Estimated Operating Revenue</b>		<b>113,504</b>	<b>102,982</b>	<b>100,086</b>	<b>121,230</b>	<b>124,683</b>	<b>96,633</b>	<b>83,566</b>	<b>100,966</b>	<b>843,648</b>		<b>1,260,677</b>
<i>Net Rev as a % of Gross Rev (after DSH)</i>		<i>57%</i>	<i>70%</i>	<i>61%</i>	<i>52%</i>	<i>65%</i>	<i>70%</i>	<i>72%</i>	<i>56%</i>	<i>62%</i>		<i>61%</i>
Direct Expenses												
	Total Salaries	77,716	79,157	85,377	89,947	80,997	84,159	81,389	62,129	640,871		961,306
	Total Paid Time Off	5,371	7,827	6,421	7,527	6,198	11,934	10,510	4,538	60,326		90,489
	Total Employee Benefits	24,926	26,095	27,539	29,242	26,158	28,828	27,570	20,000	210,359		315,538
	Total Prof Fees-Agency	6,521	6,248	2,290	-2,074	0	1,570	11,349	5,753	31,656		47,485
	Total Prof Fees-Phys	22,824	22,824	22,824	23,016	23,080	22,888	22,952	22,888	183,296		274,944
	Total Prof Fees-Other	0	0	0	0	0	0	0	0	0		0
	Total Supplies	660	1,551	1,707	1,000	791	1,237	899	1,281	9,127		13,691
	Total Minor Equipment	278	0	0	429	129	558	42	0	1,437		2,156
	Total Pat Chg Supplies	221	0	0	0	0	14	0	48	284		426
	Total Purchased Svcs	0	0	0	4,690	20	0	0	0	4,710		7,065
	Total Purch Mgd Care	0	0	0	0	0	0	0	0	0		0
	Total Depreciation	0	0	0	0	0	0	0	0	0		0
	Total Utilities	0	0	0	0	0	0	0	0	0		0
	Total Insurance	0	0	0	0	0	0	0	0	0		0
	Total Interest	0	0	0	0	0	0	0	0	0		0
	Total Education-Travel	1,131	-607	0	374	239	0	0	124	1,261		1,891
	Total Other Expenses	314	349	289	444	169	201	290	266	2,322		3,483
	<b>Total Direct Expenses</b>	<b>139,963</b>	<b>143,444</b>	<b>146,448</b>	<b>154,595</b>	<b>137,781</b>	<b>151,390</b>	<b>155,001</b>	<b>117,026</b>	<b>1,145,648</b>		<b>1,718,473</b>
<b>Contribution Margin</b>		<b>(26,459)</b>	<b>(40,462)</b>	<b>(46,362)</b>	<b>(33,365)</b>	<b>(13,098)</b>	<b>(54,757)</b>	<b>(71,435)</b>	<b>(16,061)</b>	<b>(302,000)</b>		<b>(457,796)</b>
Manhours												
	Total Productive Manhours	1,241	1,112	1,298	1,421	1,207	1,170	1,224	836	9,510		14,265
	Total NonProductive Manhours	32	113	83	76	6	170	227	140	847		1,270
	Total Manhours	1,404	1,277	1,393	1,497	1,213	1,340	1,591	1,127	10,842		16,262
	Total FTEs	8	7	8	8	7	8	9	7	8		7
<i>Calendar Days</i>		<i>31</i>	<i>31</i>	<i>30</i>	<i>31</i>	<i>30</i>	<i>31</i>	<i>31</i>	<i>28</i>	<i>243</i>		<i>365</i>

6.

FINANCE REPORT  
FEBRUARY 2014



**To:** SVH Finance Committee  
**From:** Kristina Gritsutenko, Controller  
**Date:** March 25, 2014  
**Subject:** Financial Report for the Month Ending February 28, 2014

### Overall Results for February 2014

Overall for the month, SVH has net loss after the restricted contributions of (\$2,183) on budgeted loss of (\$10,779), for a favorable variance of \$8,596. Total net patient service revenue was under budget by (\$760,429), or 19%. Most of this variance is due to February volume significantly below budget. Net revenue includes a RAC reserve increase of \$37,059 (gross of RAC take-backs of \$7,059) and a net bad debt/contractuals reserve increase of \$89,526 to off-set the anticipated aged AR bad debt write-offs in February-June 2014 timeframe. Risk contracts are under budget by (\$56,567) due to lower Napa State patients. Other Operating Revenue was under budget by (\$4,546). Total Operating Revenue was \$3,463,752 or (\$821,542) under budget. Expenses were \$4,272,974 on a budget of \$4,785,120 or \$512,146 under budget. The EBIDA prior to the restricted donations for the month was (\$160,282) or -5%.

### Patient Volumes – February

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	79	131	-52	128
Acute Patient Days	300	440	-140	449
SNF Patient Days	641	640	1	678
Home Care Visits	872	1,150	-278	1,001
OP Gross Revenue	8,604	8,625	-21	8,065
Surgical Cases	121	123	-2	113

### Overall Payer Mix – February

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	55%	50%	6%	51%	49%	2%
Medi-Cal	14%	11%	3%	12%	11%	1%
Self Pay	2%	4%	-2%	3%	4%	-1%
Commercial	18%	29%	-10%	24%	29%	-5%
Managed MC	4%	3%	1%	4%	3%	1%
Workers Comp	3%	1%	2%	3%	1%	2%
Capitated	3%	3%	1%	2%	3%	-1%
Total	100%	100%		100%	100%	



### **Total Operating Revenues**

Total operating revenues for the month were \$3.5 million on a budget of \$4.3 million or (\$821,542) under budget. The bulk of the variance is attributed to Inpatient Acute Net Service Revenue under budget by (\$628k). Below are the key variances:

- Inpatient Acute volume was under budget by 140 days and 32%, with the overall negative net revenue variance of (\$628k).
- Outpatient volume and charges were on budget with the negative net revenue rate variance of (\$199k). Outpatient payor mix continues to remain unfavorable with higher Medicare volume and lower commercial volume.
- Skilled Nursing Home volume was on budget with the negative net revenue rate variance of (\$49k).
- Home Health volume was below budget by 278 visits or 24%, however had a favorable overall net revenue variance of \$37k.
- Bad Debt was unfavorable to budget by (\$178k) due to the increase in the bad debt reserve in February to offset the bad debt write-offs of uncollectible AR over 366 days. The reserve build-up is being done incrementally over February-June period.
- Charity Care was favorable to budget by \$146k.
- Prior period adjustments were favorable to budget by \$111k.

The net effect of these variances on the Net Patient Service Revenue was unfavorable (\$760k), or 19% below budget.

### **Expenses**

Monthly expenses were \$4.3 million on a budget of \$4.8 million or under budget by \$512,146, with the bulk of favorability attributable to the fact that the new ER has not yet been capitalized. Below is the summary of the operating expense variances for the month:

- Salaries and wages, excluding PTO, were under budget by \$151k. Productive FTEs were under budget by 33. Total FTEs were under budget by 34. The average hourly rate was over budget by 11% primarily due to the labor skill mix variance and rate variance.
- Employee benefits including PTO were under budget by \$32k.
- Medical and Prof Fees were over budget by (\$78k), primarily due to additional Prima Physician call (\$30k), unbudgeted consulting costs in surgery (\$37k), patient accounting (\$4k), pharmacy (\$3k).
- Supplies were under budget by \$82k due to volume.
- Purchase Services were under budget by \$3k due to projects in IT and Engineering that have been put on hold.
- Depreciation, Utilities and interest were all under budget due to the new ER capitalization going into effect in March, trailing budget assumptions.

### **Cash Collections on Patient Receivables:**

The cash collection goal for the month was \$3,559,947. The Hospital collected \$3,484,418, or \$76k below target. Year to date the Hospital patient collections goal was \$28,390,621, with actual collections of \$26,828,450, or (\$1,562,172) below the goal.



## RAC Activity

<b>Sonoma Valley Hospital</b>				
<b>RAC Reserve</b>				
<b>Activity Through February 2014</b>				
	Change in Reserve	Take Backs	Appeals Won	Reserve Balance
Jun-13				715,383
Jul-13		(54,655)		660,728
Aug-13		(115,900)	32,716	577,545
Sep-13	(230,000)	(199,693)		147,852
Oct-13	150,000	(5,886)		291,965
Nov-13		(223,810)		68,155
Dec-13	131,580	(16,617)		183,118
Jan-14	141,672	(19,384)		305,406
Feb-13	37,059	(7,059)		335,406
<b>FY 2014 Net</b>				
<b>Change in RAC Reserve</b>	<b>230,311</b>	<b>(643,004)</b>	<b>32,716</b>	<b>(379,977)</b>

## Days in AR, AP, Days Cash on Hand

Days in Cash were 8.4 and Days in Net AR were 49. Days in AP were 65.3.

## OP and ER Visits

SONOMA VALLEY HOSPITAL															
OUTPATIENT & ER VISITS															
	OP Visits					ER - Inpatient					ER - Outpatient				
	2012	2013	2014	Change FY 2013/2014	%	2012	2013	2014	Change FY 2013/2014	%	2012	2013	2014	Change FY 2013/2014	%
July	4,304	4,091	4,209	118	2.9%	114	109	109	-	0.0%	772	729	641	(88)	-12.1%
August	4,692	4,392	4,235	(157)	-3.6%	105	106	94	(12)	-11.3%	718	778	695	(83)	-10.7%
September	4,757	3,888	4,166	278	7.2%	107	111	105	(6)	-5.4%	693	677	690	13	1.9%
October	4,640	4,456	4,582	126	2.8%	108	95	60	(35)	-36.8%	679	706	671	(35)	-5.0%
November	4,582	3,931	3,959	28	0.7%	107	101	72	(29)	-28.7%	632	631	593	(38)	-6.0%
December	4,212	3,583	4,025	442	12.3%	119	100	95	(5)	-5.0%	622	693	656	(37)	-5.3%
January	4,297	4,064	4,286	222	5.5%	93	141	81	(60)	-42.6%	698	711	730	19	2.7%
February	4,476	3,721	3,979	258	6.9%	94	112	80	(32)	-28.6%	598	598	575	(23)	-3.8%
March	4,778	3,910		-		121	97		-		662	660		-	
April	4,390	4,141		-		88	88		-		629	641		-	
May	4,608	4,131		-		107	97		-		756	698		-	
June	4,189	3,669		-		95	89		-		715	627		-	
<b>TOTAL</b>	<b>53,926</b>	<b>47,977</b>		<b>1,315</b>	<b>4.1%</b>	<b>1,258</b>	<b>1,246</b>	<b>696</b>	<b>(179)</b>	<b>-20.5%</b>	<b>8,174</b>	<b>8,149</b>	<b>5,251</b>	<b>(272)</b>	<b>-4.9%</b>



# Sonoma Valley Hospital Sonoma Valley Health Care District February 2014 Financial Report

Finance Committee  
March 25, 2014



## February Patient Volumes

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	79	131	-52	128
Acute Patient Days	300	440	-140	449
SNF Patient Days	641	640	1	678
Home Care Visits	872	1,150	-278	1,001
OP Gross Revenue	8,604	8,625	-21	8,065
Surgical Cases	121	123	-2	113

# Summary Statement of Revenues and Expenses Month of February 2014

		<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Percentage</u>	<u>Prior Year</u>
1	Total Operating Revenue	\$ 3,463,752	\$ 4,285,294	\$ (821,542)	-19%	\$ 3,948,218
2	Total Operating Expenses	\$ 4,272,974	\$ 4,785,120	\$ 512,146	11%	\$ 4,353,458
3	Operating Margin	\$ (809,222)	\$ (499,826)	\$ (309,396)	-62%	\$ (405,240)
4	NonOperating Rev/Exp	\$ 429,308	\$ 392,536	\$ 36,772	9%	\$ 466,294
5	Net Income before Restricted Cont.	\$ (379,915)	\$ (107,290)	\$ (272,625)	254%	\$ 61,054
6	Restricted Contribution	\$ 377,732	\$ 96,511	\$ 281,221	291%	\$ 53,317
7	Net Income with Restricted Contribution	\$ (2,183)	\$ (10,779)	\$ 8,596	-80%	\$ 114,371
8	EBIDA before Restricted Contributions	\$ (160,282)	\$ 344,999	\$ (505,281)		\$ 297,931
9	EBIDA before Restricted Cont. %	-5%	8%	-13%		8%
10	Net Income without GO Bond Activity	\$ (118,426)	\$ (134,352)	\$ 15,926		\$ (62,502)

# Summary Statement of Revenues and Expenses Year to Date February 28, 2013 (8 months)

		<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Percentage</u>	<u>Prior Year</u>
1	Total Operating Revenue	\$ 31,894,157	\$ 34,219,521	\$ (2,325,364)	-7%	\$ 31,637,067
2	Total Operating Expenses	\$ 35,927,297	\$ 37,001,843	\$ 1,074,546	3%	\$ 34,898,422
3	Operating Margin	\$ (4,033,141)	\$ (2,782,322)	\$ (1,250,819)	-45%	\$ (3,261,355)
4	NonOperating Rev/Exp	\$ 3,865,271	\$ 3,479,436	\$ 385,835	11%	\$ 3,876,464
5	Net Income before Restricted Cont.	\$ (167,870)	\$ 697,114	\$ (864,984)	-124%	\$ 615,109
6	Restricted Contribution	\$ 3,260,990	\$ 1,214,773	\$ 2,046,217	168%	\$ 334,375
7	Net Income with Restricted Contribution	\$ 3,093,120	\$ 1,911,887	\$ 1,181,233	62%	\$ 949,484
8	EBIDA before Restricted Contributions	\$ 1,609,493	\$ 3,071,685	\$ (1,462,192)		\$ 2,559,843
9	EBIDA before Restricted Cont. %	5%	9%	-3%		8%
10	Net Income without GO Bond Activity	\$ (1,091,937)	\$ (261,986)	\$ (829,951)		\$ (373,339)

7.

# BUDGET ASSUMPTIONS 2015

# FY 2015 MAJOR BUDGET ASSUMPTIONS

- 1) Break even with Parcel Tax
- 2) No volume or growth increases (any increases will be profit)
- 3) Annual salary increase of 3% in January (as usual)
- 4) 5% Benefits increase
- 5) 4.5% Supply cost increase
- 6) Reduce overhead expenses by 10% over prior year
- 7) Prima support payment will stay the same (no MD recruits)



8.

ADMINISTRATIVE  
REPORT  
MARCH 2014



**To:** Sonoma Valley Healthcare District Board of Directors  
**From:** Kelly Mather  
**Date:** 3/27/14  
**Subject:** Administrative Report

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**Summary:** Raving reviews for our new Emergency Department keep coming in. Some say it feels like they are entering a nice hotel now. Our main concern is the significant decrease in net revenue due to inpatient admissions being down by over 50 per month from last year. We expected net revenue to be \$4 million this year and it was \$3.5 million in February. We are reducing salary expenses and other expenses, but with the net revenue being so much lower than planned, significant changes must be made by the end of this fiscal year for viability.

#### **Leadership and Organizational Results (Dashboard)**

As demonstrated by the February dashboard, we are still doing well compared to the goals for this year. Patient satisfaction has been up and down each month and we are now meeting goals in all but inpatient consistently. The construction on the med/surg floor has been going on since February and the noise is an issue for the inpatients. The Value Based Purchasing score has been calculated for 2013 and we finished at the 95<sup>th</sup> percentile. Expenses are under budget for the year, but volumes are not high enough to sustain the planned expenses. The Skilled Nursing volumes were at budget and Surgery volumes are ahead of last year. Home Care, Emergency, Inpatient admissions were all significantly under the budget. Outpatient volumes are at budget with Rehab and Wound Care significantly above prior year. Staff satisfaction surveys will be received next week. We had 75% participation for the organization.

#### **Marketing & Strategic Planning**

The rolling strategic plan for 2014 is being discussed at the April board meeting. We have 4 major initiatives for the next fiscal year. 1) Reinvent the hospital to ensure viability 2) Reduce outmigration through Sonoma Valley employer loyalty and partner health plans 3) Continue to improve the reputation, service and efficiency by creating a new outpatient service center and creating a new foundation for information technology through philanthropic donations 4) Improve the health of the community through the Healing Hospital model.

#### **Operations**

We expect our tri-annual accreditation survey this spring. The leaders are actively preparing for this to ensure a positive survey. Information technology and the need to move most everything to electronic systems, maintain them and upgrade them continues grow and results in major added expense. This problem keeps growing. The patient accounting and accounting departments are starting to get more organized with new leadership, however the CFO transition has been very difficult and presented many financial issues that are now being resolved. We are creating a payment plan with the major vendors over 60 days and continue to work on getting Accounts Payable down. We also have to loan against the pledges to complete the new wing project which will increase our line of credit to \$7 million.

## FEBRUARY 2014 DASHBOARD

PERFORMANCE GOAL	OBJECTIVE	METRIC	ACTUAL RESULT	GOAL LEVEL
<b>Service Excellence</b>	High In-Patient Satisfaction	5 out of 8 HCAHPS results above the 50 <sup>th</sup> percentile	4 out of 8 86.9%	>5 = 5 (stretch) <b>&gt;4 = 4</b> >3 = 3 (Goal) >2 = 2 <1=1
	High Out-Patient Satisfaction	Press Ganey monthly mean score	Outpatient 94.2% Surgery 93.1 % Emergency 89.7%	>94% = 5 (stretch) >93%=4 <b>&gt;92% =3 (Goal)</b> >91%=2 <90%=1
<b>Quality</b>	Excellent Clinical Outcomes	Value Based Purchasing Clinical Score	100% for 9 months of the last 12	100% for 12 mos= 5 <b>100% 9/12 mos=4</b> 100% 6/12 mos =3 >90%=2 <80%=1
<b>People</b>	Highly Engaged and Satisfied Staff	Press Ganey percentile ranking of current mean score	2013 77% mean score at 80 <sup>th</sup> percentile	>85 <sup>th</sup> = 5 (stretch) >82nd=4 <b>&gt;80th=3 (Goal)</b> >77th=2 <76 <sup>th</sup> =1
<b>Finance</b>	Financial Viability	YTD EBIDA	5%	>10% (stretch) >9%=4 >8% (Goal) <7%=2 <b>&lt;6%=1</b>
	Efficiency and Financial Management	FY 2014 Budgeted Expenses	\$35,927,297 (actual) \$37,001,843 (budget)	<2% =5 (stretch) <b>&lt;1% = 4</b> <Budget=3 (Goal) >1% =2 >2% = 1
<b>Growth</b>	Surgical Cases	Increase surgeries by 2% over prior year	1027 YTD FY2014 1036 YTD FY 2013	<b>&gt;2% (stretch)</b> >1%=4 >0% (Goal) <0%=2 <1%=1
	Outpatient Volumes	2% increase (gross outpatient revenue over prior year)	\$72.9 million YTD \$65.6 million 2013 (9% increase)	
<b>Community</b>	Community Benefit Hours	Hours of time spent on community benefit activities for the fiscal year	1125 hours for 8 months	>1500 = 5 >1200 = 4 <b>&gt;1000 = 3</b> >750 = 2 <500 = 1

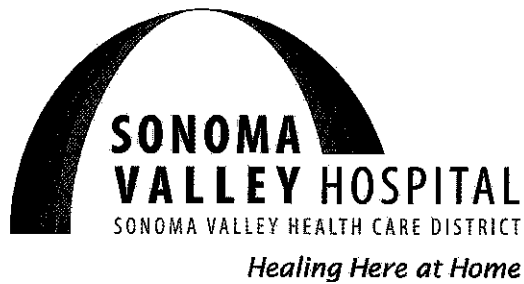


## FY 2013 - 2014 TRENDED RESULTS

MEASUREMENT	Goal FY 2014	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2015	Mar 2013	Apr 2013	May 2013	Jun 2013
Inpatient Satisfaction	>87%	86.9	86.5	85.2	86.7	88.8	88.2	86.1	86.9	87.1	86.5	86.1	86.5
Outpatient Satisfaction	>93%	93.8	94.2	93.9	92.5	94.5	92.9	94	94.2	91.6	92.8	91.8	92.7
Surgery Satisfaction	>93%	93.2	94.1	93.7	92.7	93.1	91.7	92.5	93.1	92.9	92.8	92.0	92.6
Emergency Satisfaction	>89%	89.4	89.6	88.6	86.9	88.6	89.7	89.5	89.7	88.8	89.1	89.5	88.9
Value Based Purchasing Clinical Score	100	88	77	100	100	100	100	100	80	100	100	90	100
Staff Satisfaction	>77%	77	77	77	77	77	75	77	77	77	77	77	77
Turnover	<10%	2.8	2.8	2.8	7.9	7.9	7.9	9.9	9.9	8.6	3.6	3.6	3.6
EBIDA	>8%	7	12	7	6	6	6	5	5	8	9	0	8
Net Revenues	>3.9m	4.08	4.35	4.0	4.5	3.9	4.1	3.75	3.46	4.2	3.9	3.3	3.8
Expense Management	<4.5m	4.4	4.4	4.3	5.0	4.3	4.4	4.55	4.27	4.5	4.4	4.5	4.7
Net Income	>50	185	440	883	990	-57	412	13	-160	251	91	-651	732
Days Cash on Hand	>20	8	11	8	7	11	7	7	6	15	17	12	7
A/R Days	<55	64	53	50	48	50	52	51	47	51	55	56	62
Total FTE's	<320	315	315	320	312	313	315	310	301	322	320	311	317
FTEs/AOB	<4.5	4.25	4.33	4.45	4.12	4.39	4.39	4.39	4.4	4.12	4.29	4.25	4.25
Inpatient Discharges	>100	100	102	107	91	85	112	91	79	122	88	99	87
Outpatient Revenue	>\$8.8m	10.1	9.8	9.2	10.2	9.3	8.8	9.1	8.6	8.1	8.9	9.3	8.3
Surgeries	>130	135	130	120	135	135	138	113	121	131	115	147	116
Home Health	>1000	760	760	748	941	903	951	1040	872	1067	1101	1140	990
Births	>15	15	11	13	9	14	11	6	14	16	12	15	8
SNF days	>660	457	615	585	606	531	733	754	641	725	589	638	470
MRI	>120	119	121	111	125	111	83	103	108	107	125	104	106
Cardiology (Echos)	>70	76	68	93	76	61	50	45	50	74	70	91	73
Laboratory	>12.5	12.0	11.8	13.1	13.9	11.9	12.5	13.1	11.1	12.2	11.9	12.4	10.7
Radiology	>850	959	931	885	801	819	877	963	837	900	829	915	828
Rehab	>2587	2868	2893	2543	2471	2572	2899	2485	2403	2690	2771	2736	2657
CT	>300	392	368	299	277	295	285	332	295	277	328	272	301
ER	>775	838	789	795	801	665	751	811	655	757	729	795	716
Mammography	>475	486	457	465	677	569	489	430	445	494	481	545	431
Ultrasound	>300	263	343	329	342	341	307	290	350	298	343	302	292
Occupational Health	>550	492	576	853	521	642	535	579	504	521	523	556	494

10.

QUALITY  
COMMITTEE  
APPLICATIONS



**LIST OF APPLICATIONS FOR SVH QUALITY COMMITTEE**  
Interviews to be held at SVH Board Meeting, April 3, 2014, 7:15p.m.

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<u>LAST NAME</u>	<u>FIRST NAME</u>
Adam	Richard
Berezin	Stephen
Beugelmans	Geetal
Dunlap	Mary Lou
Ely	George
Grant	Kevin
Jones	Kendall
Lazarus	Wayne
Mainardi	Michael
Sheets	Ingrid
Snyder	Carol
Tait	Carol
Wall	Margaret
Webber	Cathy
Woodward	Kelsey

A



## Board Committee Application

Date:

### Contact Information

PLEASE PRINT

Name Richard W. Adam ("Dick")  
Street Address 251 Cavedale Road  
City, State, Zip Sonoma, CA 95476  
Home Phone 707-938-2725  
Other Phone (mobile) 415-264-0885  
E-Mail Address bhvnyd@vom.com

Are you a resident of the Sonoma Valley Health Care District? ☒ Yes ☐ No

Are you an employee or official of the District? ☐ Yes ☒ No

If yes, what position do you hold?

Which Committee are you applying for?  
☐ Finance Committee  
☐ Audit Committee  
☒ Quality Committee

### Why do you want to become a Committee member (or alternate)?

Interested in quality management/outcomes measurements in a health care setting, especially in a small hospital.

### Qualifications

MPH, Hospital Admin, UC Berkeley, 1966. Hospital Administrator from 1966 to 1977 (Alta Bates). 30 years as hospital planning/construction consultant/project manager.

Chaired SVH new hospital planning committee in late '90s. Served on SVH board 2000-2002; had to resign due to family health issues.

### Work Experience

1967-1977: Alta Bates Hospital, Berkeley: COO when I left.

1977-2007: As a consultant, managed health facility design and construction projects for many

hospitals in Northern California, including Sonoma Valley Hospital. Managed dozens of projects, valued at more that \$500,000,000 in total.

**Committee Experience**

Former positions: President, Planned Parenthood of SF-Alameda Counties; Vice Chair, Berkeley/Albany YMCA; President, Bay Area Young (Hospital) Administrators; President, UCB Hospital Admin Alumni Assoc.

At SVH: VP of Board; chair, Joint Conference Cte; chair, New Hospital Planning Cte; co-chair, Parcel Tax Campaign cte (the first one); member, Finance Cte; member, SV Health Center Board (before conversion to FQHC).

**What do you feel are your strengths and weaknesses in serving on a committee?**

Strong profession background. Understand how the health care system works (or doesn't). Good listener.

Weaknesses: ?? perhaps a too-sensitive BS alarm.

What is your availability to attend Committee meetings regularly?

Retired and widowed, so pretty available

If offered a position, when could you start?

immediately

**Please attached a current resume and return with this completed application to:**

Attn: Board Clerk  
Sonoma Valley Hospital  
347 Andrieux Street  
Sonoma, CA 95476



**RICHARD W. ADAM**  
**458 SANTA CLARA AVENUE**  
**OAKLAND, CALIFORNIA 94610**  
**(415) 540-6802**

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**CONSULTANT IN HOSPITAL  
PLANNING AND CONSTRUCTION**

**EDUCATION**

B.S. University of Kansas, 1959  
M.P.H., Hospital Administration  
University of California, Berkeley, 1966

**EXPERIENCE**

1980 - present      Consultant in hospital architectural planning and construction coordination.

1977 - 1980        Director of Construction, Herrick Hospital and Health Care Center, Berkeley. Managed major addition and remodeling program, including a medical office building. Total project size \$28 million.

1967 - 1977        Assistant/Associate Administrator, Alta Bates Hospital, Berkeley. Line responsibility at various times for essentially each department of the hospital. Managed two large building additions and several remodel projects. Total project costs over ten years: \$35 million.

1966 - 1967        Administrative Resident, Valley Memorial Hospital, Livermore. Major emphasis on planning a \$2.5 million addition.

1964 - 1965        Administrative Intern, Samuel Merritt Hospital, Oakland,

Past President, Health Care Executives of Northern California.

Past President, UC Berkeley Hospital Administration Alumni Association.



## Board Committee Application

Date:

### Contact Information

PLEASE PRINT

Name	Stephen Berezin
Street Address	529 Michael Dr
City, State, Zip	Sonoma, CA 95476
Home Phone	707-343-1625
Other Phone (mobile)	415-265-5474
E-Mail Address	spb529@sonic.net

Are you a resident of the Sonoma Valley Health Care District?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you an employee or official of the District?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes, what position do you hold?	
Which Committee are you applying for?	<input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit Committee <input checked="" type="checkbox"/> Quality Committee

### Why do you want to become a Committee member (or alternate)?

I served in the past on two committees, CBOC as Vice Chair and the CEO's Construction Committee. It is important to me to continue to assist the hospital, in any way possible, so that it continues to serve the community which depends on its facilities and services. In a word I would like to continue my association with the hospital district to help it thrive!

### Qualifications

Since I now have some experience with two of the working committees, I believe I could learn quickly the new responsibilities.

### Work Experience

See Resume/Bio

### Committee Experience

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**What do you feel are your strengths and weaknesses in serving on a committee?**

See qualifications. Obviously I have had successful experience working with members of the hospital staff. I greatly enjoyed the opportunity.

What is your availability to attend Committee meetings regularly?	I am regularly available
If offered a position, when could you start?	When Called

**Please attached a current resume and return with this completed application to:**

Attn: Board Clerk  
Sonoma Valley Hospital  
347 Andrieux Street  
Sonoma, CA 95476

# Stephen Berezin

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## Objective

Although my original education was scientific, (see below), I became a fulltime real estate development professional in 1973 and I continue to this day in a reduced role. I consider myself very conversant with financial issues as they apply to real estate as well as corporate activities. At this stage in my life I would like to give back to the community in which I live, in a meaningful way.

## Work experience

[ 1966-1970 ]      Argonne Nat'l Laboratory      Chicago, IL  
**Postdoctoral Fellow**

- Participation with one of the High Energy Physics research groups in exploring strong interactions using the Zero Gradient Synchrotron

[ 1969-1972 ]      Doyle O'Connor Company      Chicago, IL  
**Consultant**

- Employed by the investment banking group to participate in group decisions regarding potential investment in young high-tech companies.

[ 1972-1978 ]      Pacific Nat'l Equity Company      San Francisco, CA  
**Partner**

- Pacific Nat'l Equity Co was originally formed for the purpose of pursuing investment banking of high-tech companies as well as real estate development and financing. In 1973 I took over the development of heavily subsidized senior citizen in San Francisco using various FHA programs then available. This was as a result of a court order requiring the City and County to provide relocation housing for seniors displaced by the Yerba Buena Center redevelopment project in which we participated as developers. In the course of my activities, I successfully completed four conversions of older hotels to safe SRO housing for seniors. In addition, I also developed market rate multifamily rental and for sale housing totaling more than 2000 units, in various cities throughout the nation as well

[ 1979-1987 ]      Foxcroft Associates      San Francisco, CA  
**Partner**

- Continued my real estate development activities mainly in San Francisco. Among projects completed are 210 Units of high rise condominiums and another whole block mixed use redevelopment project in the Western Addition of San Francisco.

[ 1988-1993 ]      Berezin & Associates      San Francisco, CA  
**Principal**

- I became a licensed real estate broker and pursued independent

brokerage opportunities as well a property management.

[ 1993-present ]      The Rapallo Group, Inc      San Francisco, CA

**Principal**

- The Rapallo Group was formed primarily for the purpose and rehabilitating and managing various properties held by close family members and associates and well as management of other classes of financial assets. I directed the rehabbing and structural upgrading of three UMB buildings to modern retail and office space in the Civic Center area of San Francisco. In addition, I was responsible for the disposition of various properties no longer desired by our investors. We continue to manage the properties we currently hold.

▪

**Education**

1956-60      Penn State University,      University Park, PA

**BS Physics**

1960-1966      Stanford University,      Palo Alto, CA

**PhD Physics**

**Professional  
Licenses**

California Real Estate Broker

**Professional  
memberships**

California Realtor

**Other Real Estate  
Activities**

I am a lecturer in continuing education courses for Lawyers in the field of real estate development, sponsored by Lorman Educational Services. We cover the planning process through construction to delivery and customer service. Other lecturers cover various legal issues having to do with contracting, financing, investor requirements, as well as zoning and planning issues.

**Sonoma Valley  
Health District**

Vice Chairman Citizen's Bond Oversight Committee, Member of the CEO's Construction Committee



B

## Board Committee Application

Date:

**Contact Information****PLEASE PRINT**

Name	Geetal Beugelmans
Street Address	1405 Denmark Street
City, State, Zip	Sonoma. CA. 95476
Home Phone	707-996-512
Other Phone (mobile)	650-281-8512
E-Mail Address	Geetal@hotmail.com

Are you a resident of the Sonoma Valley Health Care District?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you an employee or official of the District?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes, what position do you hold?	
Which Committee are you applying for?	<input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit Committee <input checked="" type="checkbox"/> Quality Committee

**Why do you want to become a Committee member (or alternate)?**

Quality control is essential in a hospital setting. With Medicare patient readmission penalties it becomes even more crucial. Community service is important to me. Having a background in nursing, I believe I offer a valuable perspective for your committee.

**Qualifications**

- RN license
- Hospital nursing experience
- Nurse Management experience
- Health Care Business ownership experience

**Work Experience**

- Unit Nurse, Palo Alto VA
- Hospice Nurse, Palo Alto VA
- Clinical Nurse Supervisor, Medicare Certified , Joint Commission Accredited , Home Health Agency
- Founder, Nurse Case Management Company.

**Committee Experience**

Utilization, quality control committee, Professional Home Care Associates.  
Patient Review, Professional Home Care Associates.

**What do you feel are your strengths and weaknesses in serving on a committee?**

My strengths include critical thinking and problem solving. My weakness may be possible need to visit elderly family members out of state.

What is your availability to attend Committee meetings regularly?	I am available.
If offered a position, when could you start?	Immediately

**Please attached a current resume and return with this completed application to:**

Attn: Board Clerk  
Sonoma Valley Hospital  
347 Andrieux Street  
Sonoma, CA 95476

1405 Denmark St.  
Sonoma, CA. 95476  
650-281-8512  
geetal@hotmail.com

## **Geetal Ada Beugelmans, RN**

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### **Experience**

#### **2011 - Present**

##### **Elder Health Consultants, Portola Valley and Sonoma, CA. Founder, Director**

- Complete Assessment, Care Planning, and Case Management of Clients.
- Management of support services personnel.
- Coordination and follow up of client medical services.
- Client medication management.

#### **2012 The Forum at Rancho San Antonio, Cupertino, CA.**

##### **Interim Assisted Living Manager/ Dementia Consultant**

- Assume responsibilities of Assisted Living Manager.
- Develop and establish dementia unit as component of assisted living environment.

#### **2011 Keystone Collaborative, Redwood City, CA**

##### **Clinical Nurse Supervisor**

- Case management of clients.
- Develop and initiate care plan.
- Supervise and schedule staff.
- Market in the community to educate health care professionals and others about our services and Elder Care.

#### **2010 – 2011 Managed Care at Home, Fremont, CA.**

##### **Clinical Supervisor**

- Supervise clinical staff, audit charts, and investigate falls, incidents and complaints; following up with reports.
- Initiate and provide monthly staff education.
- Audit OASIS documentation.
- Visit, care plan, and manage care of patients new to home health.



**2005 – 2009     Classic Residence by Hyatt Palo Alto, CA.  
                         Director of Assisted Living, Memory Support**

- Manage care for up to 80 residents.
- Triage care, medication management, case management, communication with physicians, disease process education.
- Supervise staff of 60 nurses and caregivers.
- Responsible for scheduling, payroll, budget.
- Assessments of candidates for admission, as well as residents moving through all levels of care.
- Interact with resident families during times of crisis.

**Education**

- RN program, DeAnza College, Magna Cum Laude.
- LVN program, Kauai Community College, Phi Theta Kappa.

**Certification**

**Administrator, RCFE since 2004**

References upon request.



## Board Committee Application

Date:

### Contact Information

PLEASE PRINT

Name	Mary Lou Dunlap
Street Address	620 Oak Lane
City, State, Zip	Sonoma, Ca. 95476
Home Phone	(707) 938-2225
Other Phone (mobile)	(707) 479-8457
E-Mail Address	<u>mloudun@gmail.com</u>

Are you a resident of the Sonoma Valley Health Care District?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Are you an employee or official of the District?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If yes, what position do you hold?		
Which Committee are you applying for?	<input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit Committee <input checked="" type="checkbox"/> Quality Committee	

### Why do you want to become a Committee member (or alternate)?

As senior citizen/consumer of the health care services the local Health Care District provides, I advocate for excellence in service provision. Serving on the Quality Committee would allow me to provide input/oversight to ensure the Hospital provides a measurable high quality of integrated care

### Qualifications

Experience in direct patient care, meeting health care regulatory standards, policy implementation, knowledge of community standards, policy implementation, labor relations provides me a unique set of qualifications to review/assess quality of care issues

### Work Experience

Direct patient care as a staff nurse, administrative experience in different State of California Departments which all focused on delivery of health care (see resume)

### Committee Experience

Have worked with committees of various levels, intra-department, departmental and statewide. Have also been responsible to represent my assigned facility or my department. Have worked with different employee groups and concerned families.

What do you feel are your strengths and weaknesses in serving on a committee?

Strengths: understand the assigned responsibilities of different representative groups. I strive for accountability. Am flexible, fair, and objective and consider the impact of my actions on the recipient.

Weakness: have some mobility issues

What is your availability to attend Committee meetings regularly?

Yes


If offered a position, when could you start?

3/26/14

Please

ication to:

3/18/14



Ms. Beta - I should inform you I currently work in the Gift Shop on Tuesday Afternoons and serve as the Education Grants Chair on the SVH Auxiliary Board.

I see no conflict of interest if appointed to the Quality Committee

Mary Lou Dunlap

## **Resume**

Mary Lou Dunlap

Post Office Box 1752

Sonoma, California 95476

### **Submitted for consideration of application to serve as Community Member, Quality Committee**

Physical Residence: 620 Oak Lane, Sonoma, California

#### **Education/License:**

San Jose City College, Nursing

San Jose State University, Nursing

St. Mary's College, Health Services Administration

License, Registered Nurse, California (inactive)

#### **Experience**

*Registered Nurse: Department of Mental Health (DMH), Department of Developmental Services (DDS); floor staff, shift supervisor*

*Nurse Instructor, Santa Rosa Junior College, Psychiatric Training Program; Student Advisor*

*Program Director: 1) Physical Development Program 2) Pediatric Program*

Duties included 24 hour responsibility for development an integrated program meeting clients' needs, providing managerial direction, motivation, evaluation regarding meeting Departmental and Program goals to subordinate staff and peers. Was a member of statewide DDS Management Review Team.

*Coordinator, Nursing Services:* proposed, established this classification to meet state licensing requirements, and developed classification of Standards Compliance Coordinator to monitor compliance with facilities' licensing requirements.

*Labor Relations Specialist:* Initial bargaining teams for Psychiatric Technician, Registered Nurse, and Physician/Dental unions.

California Department of Corrections and Rehabilitation (CDCR):

*Correctional Health Services Administrator (CDCR), 1986-1988*

Administrative supervision of health care services delivery to inmate population through nursing, dental, medical, mental health, pharmacy, diagnostic services, dietary; secure initial licensing for facility, provide training to custody staff.

*Employee Relations Officer*

*Classification and Parole Representative*

*Special Assignment, Gates Consent Decree Compliance Team*

*Program Administrator*

*Correctional Administrator:*

Sierra Conservation Center: supervision of regional firefighting camps, coordination of health-care triage teams at fire-fighting staging areas.

Pleasant Valley State Prison: improved health care services delivery through increasing treatment clinic efficiency, and training of custody staff

*Chief Deputy Warden, Northern California Women's Prison:* manage daily institution operations, improved health care services delivery

*Chief Deputy Warden, Deuel Vocational Institution:* Assist Warden in managing daily operations

*Retired Annuitant, CDCR, CMF:* Director of Nursing: supervision of nursing services, established medication error report system, initiated a recruitment

program through affiliation with local nursing schools, initiated oversight of temporary help, began review of emergency medical response activities. Correctional Administrator: Quality assurance through monitoring service utilization, care management activities, improving communication , providing training, liaison with community health care providers



## Board Committee Application

Date:

### Contact Information

PLEASE PRINT

Name	George Ely
Street Address	120 Park Lane
City, State, Zip	Sonoma, CA 95476
Home Phone	707 938 8943
Other Phone (mobile)	707 373 0191
E-Mail Address	kngpcv@att.net

Are you a resident of the Sonoma Valley Health Care District?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you an employee or official of the District?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes, what position do you hold?	N/A
Which Committee are you applying for?	<input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit Committee <input checked="" type="checkbox"/> Quality Committee

### Why do you want to become a Committee member (or alternate)?

I am interested in assisting SVH in providing the highest possible quality of care and services.

### Qualifications

33 years experience as a Registered Nurse, in acute care and administrative/management, and training positions. 16 years experience in Calif. Dept. of Public Health, Licensing and Certification Division. Training program coordinator in state facility. Training officer in U.S. Air Force Reserve aeromedical unit.

### Work Experience

Please refer to the attached resume.

**Committee Experience**

Credit union board of directors – served as secretary, vice-president and president.  
Homeowners' association board of directors – served as secretary and president.  
State facility disaster preparedness committee – served as chair person.  
State facility year 2000 preparedness committee – served as chair person.  
State facility patient care assessment and training program – served as coordinator.  
State facility executive committee member.  
County Juvenile Justice/Delinquency Prevention commission.  
U.S. Air Force Reserve – commander's mission assessment committee, Operation Desert Storm.

**What do you feel are your strengths and weaknesses in serving on a committee?**

Ability to listen to others without bias. Ability to utilize appropriate information gathering techniques, such as observation, interviews and record reviews. Ability to objectively analyze information. Ability to prepare concise, comprehensive written reports, recommendations and/or action plans. Ability to implement plans and to evaluate the results. Ability to stay focused on the issue at hand and to assist others in doing so. Willingness to take on additional assignments.

What is your availability to attend Committee meetings regularly?	No problem
If offered a position, when could you start?	Immediate

**Please attached a current resume and return with this completed application to:**

Attn: Board Clerk  
Sonoma Valley Hospital  
347 Andrieux Street  
Sonoma, CA 95476



George Ely  
120 Park Lane  
Sonoma, California 95476  
Home Phone 707 938 8943  
Home Email: [kngpcv@att.net](mailto:kngpcv@att.net)

## **PROFILE**

After earning a university degree in liberal arts, most of my professional experience and training has been related to assessment and information gathering, analyses, planning, implementation and evaluation; evolving to appraising the ability of others to do these things.

## **EXPERIENCE**

### **Deputy Probation Officer, Riverside County, California — 1973-1977**

Caseload supervision of court wards and probationers. Investigation of probation violations. Composed probation officer court reports including disposition recommendations. Conducted arrests, searches and seizures as a law enforcement officer.

### **Registered Nurse — 1979-1989**

Staff RN positions in intensive care, coronary care, emergency room; progressing to management and administrative positions in acute mental health, substance abuse treatment and eating disorders program. Various acute care hospitals.

### **Health Facilities Evaluator Nurse/Investigator, California Department of Public Health — 1989-1993 and 2001-2011**

Four years - investigated complaints and prepared written reports, including recommendations, involving certified nursing assistants in a range of facilities throughout the state. Represented the state in administrative law judge hearings. Ten years - conducted licensing and certification inspections and complaint/special incident investigations in a variety of health care facilities. Retired 2011.

### **Health Services Specialist, Sonoma Developmental Center — 1993-2000**

Served as assistant to the clinical director, assistant to the medical director, training program coordinator and supervisor of medical supply.

**Medical Services Technician/Clinical Nurse, U.S. Air Force Reserve —  
1967-1973 and 1981-1995**

Six years as a medical services technician (enlisted) providing basic nursing care to Viet Nam war combat casualties. Fourteen years as a clinical nurse (officer) progressing to officer in charge and unit training officer in an aeromedical evacuation unit, including overseas assignments in Japan and during Operation Desert Storm. Retired 1995, rank Major.

**EDUCATION**

University of California, Davis, California — B.A., Psychology, 1973

Riverside Community College, Riverside, California - Associate Degree, Clinical Nursing, 1979

**SKILLS**

Extensive training and experience in investigation techniques, including evidence gathering and interviewing, analytical thinking, and report writing. Considerable state and federal training and experience in determining the status of regulatory areas dealing with direct patient care and treatment; such as nursing services, physician services, rehabilitative services, ancillary services, and environment and physical plant evaluation in licensed and certified health care facilities.

**COMMUNITY AFFILIATIONS**

California State Parks volunteer - Two years, current.

Homeowners' association board of directors - 7 years, current.

Credit union board of directors - Fifteen years

Napa County Juvenile Justice/Delinquency Prevention Commission - 2 years



## Board Committee Application

Date:

### Contact Information

PLEASE PRINT

Name	Kevin Grant
Street Address	473 E. Napa St.
City, State, Zip	Sonoma, CA 95476
Home Phone	939-9041
Other Phone (mobile)	338-9307
E-Mail Address	KKGRANT@COMCAST.NET

Are you a resident of the Sonoma Valley Health Care District?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you an employee or official of the District?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes, what position do you hold?	
Which Committee are you applying for?	<input type="checkbox"/> Finance Committee <input checked="" type="checkbox"/> Audit Committee <input checked="" type="checkbox"/> Quality Committee

Why do you want to become a Committee member (or alternate)?

I have career experience that is applicable to serving on this committee. Participating as a committee member offers new challenges and opportunities. Being retired, I have the time to devote to community service. I believe quality and customer service are important criteria for business success.

### Qualifications

I have the ability to effectively communicate with all levels of staff, management and the public. I work well with others, listening first and talking second. I have excellent time management and attention to detail, and I'm enthusiastic about improving the status and implementation of quality into business practices and public relations.

### Work Experience

17 years in Environment, Health and Safety ; 3 yrs as owner/operator of own business ; 17 yrs. in customer service/sales in wine industry.

### Committee Experience

Environment and Community Services Commission, City of Sonoma  
Noise Abatement Committee, City of Foster City.  
Mentor, Sonoma Mentoring Alliance

What do you feel are your strengths and weaknesses in serving on a committee?

**Strengths:**

Ability to understand and evaluate new concepts and information.  
Work well with others; good team player; ability to compromise.  
Committed to completing assignments and take on responsibility.  
I have a good perspective on quality principles and practices.

**Weakness:**

I do not have health care experience.

What is your availability to attend Committee meetings regularly?

No constraints

If offered a position, when could you start?

Immediately

Please attached a current resume and return with this completed application to:

Attn: Board Clerk  
Sonoma Valley Hospital  
347 Andrieux Street  
Sonoma, CA 95476

**Kevin Grant**

473 E. Napa St  
Sonoma, CA 95476  
Phone 707-939-9041  
Cell 707-338-9307

[kkgrant@comcast.net](mailto:kkgrant@comcast.net)

**OBJECTIVE**

To participate on a team oriented committee focused on value oriented activities.

**SUMMARY OF QUALIFICATIONS**

Results oriented, hands-on professional with successful accomplishments in performing and managing programs in Environment, Health and Safety, Quality and Public Relations that meet or exceed customer expectations.

Major strengths include ability to communicate with all levels of management, employees and customers. Ability to work well with others, excellent time management, willing to look for alternative solutions, attention to detail. Possess enthusiasm for improving the quality of business processes and customer focus. Excellent interpersonal skills. Computer and internet literate.

**PROFESSIONAL ACCOMPLISHMENTS**

Developed and audited environment, health and safety programs within Hewlett Packard divisions, that were based on a set of management principles. These programs were designed to ensure consistent and acceptable performance against internal standards as well as domestic and international regulatory requirements.

Participated on a small corporate based work group to develop quality performance criteria and practices for use by functional managers within Hewlett Packard in order to improve their business success. The results of this effort established an internal process of quality management similar to a subsequent external system defined as ISO 9000-Quality Management.

Established successful San Francisco based coffee café business based on quality product and exceptional customer service.

Successfully established a portfolio of repeat customers for wine sales based on customer service.

**Work History**

Corporate Environment, Health and Safety, Hewlett Packard 1983-1992

Corporate Quality Program, Hewlett Packard 1992-1994

Owner/operator Bean Scene Café, San Francisco 1994-1996

Winery Tasting Room Sales. Various Sonoma County wineries 1997-present

**Education**

B.S Biology/Chemistry, University of Arizona

M.S. Public Health/Industrial Hygiene, University of Washington

J



## Board Committee Application

Date:

### Contact Information

PLEASE PRINT

Name	Kendall Jones
Street Address	384 Chase Street
City, State, Zip	Sonoma, CA 95476
Home Phone	707-343-1131
Other Phone (mobile)	707-344-5475
E-Mail Address	Kendall.l.jones@comcast.net

Are you a resident of the Sonoma Valley Health Care District?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you an employee or official of the District?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes, what position do you hold?	
Which Committee are you applying for?	<input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit Committee <input checked="" type="checkbox"/> Quality Committee

### Why do you want to become a Committee member (or alternate)?

I want to become involved in our community. Patient safety and quality is a subject I am interested in and I have some experience in the area. I think I could bring a good perspective to the discussion.

### Qualifications

I am a former Nursing Director at Santa Rose Memorial Hospital. I have attending some Quality Board meetings at SRMH in the past, and appreciate the oversight and responsibility of the role.

### Work Experience

See attached resume (most recent).

### Committee Experience

I have attended and facilitated many committees, including nursing and hospital administrative and operations.

### What do you feel are your strengths and weaknesses in serving on a committee?

Ability to listen, work in a group, contribute opinions based on experience, good time management.

What is your availability to attend Committee meetings regularly?

Good

If offered a position, when could you start?

When needed

Please attached a current resume and return with this completed application to:

3-13-14

To: Gigi Belta  
From: Ken Jones

I am dropping off  
my application as a  
volunteer community  
member of your SVHCD  
Quality Committee.  
Please let me know if there  
are any questions. Thx, Ken

# Kendall Jones

[kendall.l.jones@comcast.net](mailto:kendall.l.jones@comcast.net)

384 Chase Street  
Sonoma, CA 95476

C-707-344-5475 H-707-343-1131

**Nursing Director:** Experienced health care manager with extensive experience in nursing operations and management of multiple units. Strong problem solving, communication, and collaboration skills. Adept in developing teams and implementation of new programs in a fast-paced, changing environment.

## Professional Experience

**6/06-12/13:** Santa Rosa Memorial Hospital, Santa Rosa, CA (level II trauma center)

Nursing Director:

Oncology - 29 beds

Neuroscience - 26 beds

General Surgical - 32 beds

Orthopedics/Trauma - 42 beds

Acute Rehab - 16 beds

Telemetry Units; Medical and Cardiac - 45 beds (190 total beds/~350 staff)

Nursing Administration: Administrative Supervisors/Staffing Coordinators/Travelers

**3/03-6/06:** Santa Rosa Memorial Hospital, Santa Rosa, CA

Nurse Manager, Med-Surg Tele Unit (26 beds)

**1/94-3/03:** San Francisco General Hospital, San Francisco, CA

Nurse Manager, Critical Care Step-Down Unit (24 beds)

## Deliverables

### Quality and Safety: CMS Auditing and tracking tool development:

Facilitated development of a tool for all inpatient units to track their progress with ongoing follow up and sustainment. Focus on falls, pressure ulcers, catheter associated urinary tract infections, and medication reconciliation.

### Patient Satisfaction Standard Work:

Created a roll out plan with management team, including job instructions, to improve HCAHPS scores focusing on the 'how' rather than the 'what' (or tasks) to ensure improvement and sustainment. Developed root cause countermeasures for areas needing improvement.

### 3% - 10%+ Nursing Department Budget Reduction Plan:

Created significant fiscal savings by achieving improvements in where and how transfusions are administered, identified each unit's best productivity census points based on their HPPD, managed reduction in overtime and extra shift pay by changing staffing matrices including how CNA's are utilized and scheduled/replaced when using NPT.

### Centralized Nursing Department Scheduling:

Goal to ensure balanced staffing to meet need of patients by involving stakeholders in creating a new process that assesses staffing requirements throughout the hospital.

### Regional Referral Operations Development:

Developed and implemented algorithm for standard work for both the ED and inpatient areas when the hospital receives daily patient referrals throughout northern California, so there are no declines and patients are accepted and placed timely.

### Computerizing Nursing Operations Report:

Communicates census and hospital status data each shift by unit which is emailed to nursing management and discussed at bed meetings on each shift.



**Creation of centralized Nursing/CNA float pools and traveler/registry oversight:**

Assessment of CNA and RN needs on inpatient units. Oversight of the hiring, orientation, and follow up required for ongoing staffing matrix and acuity needs.

**viewed and communicated time and attendance expectations for all staff:**

Goal is to decrease use of incidental over-time by staff and payroll edits needed. Includes development and oversight of a tool for Nurse Managers to track usage by percentage on each unit to assist in staff follow up. Goal reached of less than < 1%.

**CDPH 2567 responses:**

Participates in the written response for information and follow up when nursing complaints are received.

**Union negotiation and strike prep/operations experience:**

Helped to represent nursing on the six-member hospital negotiating team for the last eight years (four times) and closely planned and participated in the hospital operations for three strikes.

**Budget development and productivity follow up:**

Works with the finance department and Nurse Managers to ensure meaningful follow up for bi-weekly productivity and monthly variance reports and action plans.

**Nursing matrix and acuity development and oversight:**

Developed staffing matrices to maintain Title 22 ratio's for direct care-givers, including RN's/LVN's, CNA's, Telemetry Techs, and Unit Secretaries.

**Patient Flow improvements and tracking:**

Participated in improving patient placement from the ED to inpatient units, including a new ED Surge policy.

**Projects:**

**Represented nursing with Facilities & Construction department to build 2 new nursing units**

**Helped create a 'no meeting zone' time period throughout hospital**

**Remote telemetry policy and procedure development**

**Regulatory Readiness and Meaningful Use preparation**

**Combining units to create a Nursing Project Manager position**

**Falls reduction standard work**

**Charge Nurse development**

**Education**

1991: San Francisco State University, San Francisco, CA  
Master of Science in Health Education

1976: George Mason University, Fairfax, VA  
Bachelor of Science in Nursing

**Professional**

Nurse Executive Advanced, Board Certified, expires 2014

AONE member

Greenbelt Certified; Lean Process

IHI: Last attended 12-10

California Nursing License: 290587, expires 11/15

References upon request



## Board Committee Application

Date:

### Contact Information

PLEASE PRINT

Name	WAYNE LAZARUS
Street Address	101 DRAKE MEWS
City, State, Zip	SONOMA, CA. 95476
Home Phone	707-939-1026
Other Phone (mobile)	
E-Mail Address	WAVEWARRIOR@BIGPLANET.COM

Are you a resident of the Sonoma Valley Health Care District?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you an employee or official of the District?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes, what position do you hold?	
Which Committee are you applying for?	<input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit Committee <input type="checkbox"/> Quality Committee

Why do you want to become a Committee member (or alternate)?

BE A MEMBER OF A GROUP TO HELP INSURE THE COMMUNITY HAS GOOD SERVICES.

### Qualifications

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### Work Experience

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### Committee Experience

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What do you feel are your strengths and weaknesses in serving on a committee?

STRENGTH: LIFE EXPERIENCES

WEAKNESS: EXPOSURE TO EXISTING  
COMMITTEE.

What is your availability to attend Committee  
meetings regularly?

OPEN

If offered a position, when could you start?

SOON

Please attached a current resume and return with this completed application to:

Attn: Board Clerk  
Sonoma Valley Hospital  
347 Andrieux Street  
Sonoma, CA 95476

**DR. WAYNE LAZARUS**

**EDUCATION**

**Ph.D. Degree, Clinical Psychology,**  
Walden University, Naples, Florida.

**M.S. Degree, School Psychology,**  
University of San Francisco, San Francisco, California.

**B.A. Degree, Sociology and Educational Psychology,**  
California State University of Hayward, Hayward, California.

**A.A. Degree, Music,**  
San Francisco City College, San Francisco, California.

**EXPERIENCE**

Self Employed, Develop evaluative questionnaires for pre and post marital counseling, and counseling of pre and post marital couples.

Langley Porter Neuropsychiatric Institute, University of California, San Francisco Medical Center, San Francisco, California.

**Evaluation Consultant and Supervisor**

Duties: Research consultant for a Health, Education and Welfare Department project. Advised two psychiatric interns who were doing group therapy work.

Kaiser Permanente Medical Group, Learning Disabilities Clinic, Oakland, Calif.

**Psychologist**

Duties: Compared learning disability patients with research findings to verify validity.

Barbados, West Indies

**Psychologist**

Duties: Developed two measurement scales for predicting attitudes of high school students.

Banff School of Fine Arts, Canada

**Counselor**

Duties: Responsible for counseling individual students and planning activities. Head counselor during special student session.

Mount Diablo School District, Pleasant Hill, California.

**Psychologist**

Duties: Developed educational supplemental program for high school low achievers working with elementary school low achievers creating a dual benefit.

Created after-school physical education program for elementary students who were "problem" students.

Contra Costa County, Special Education, Pleasant Hill, California.

**Psychologist**

Duties: Developed teacher in-service educational program and concomitantly better attitudinal level between personnel.

**Experience--Continued**

Learning Disability Clinic, Oakland, California.

**Co-Director**

Duties: Worked in conjunction with local schools to supplement and enrich student performance levels.

San Lorenzo School District, San Lorenzo, California

**Teacher**

Duties: Acted as a substitute teacher at all grade levels.

San Francisco State University, San Francisco, California.

**Group Leader-Counselor, Student Nurses**

Duties: Helped develop and research nursing school attrition problems.

San Leandro School District, San Leandro, California.

**Intern Counselor-Public Schools.**

Duties: Developed a student group process class to better deal with school problems.

**MONOGRAPHS**

The Affluence of Interpersonal Feelings Within a Group Where a Variable of Self Disclosure is Applied.

A Comparison Between the Self Esteems of Barbadian Students in the Grammar and Comprehensive Schools.

**CREDENTIALS**

State of California:

Pupil Personnel: Psychometrist, Counselor, School Psychologist.

Community College Instructor: Special Education (Handicapped), Counselor, Psychology.

**REFERENCES AVAILABLE UPON REQUEST**

Wayne Lazarus  
101 Drake Mews  
Sonoma, CA 95476

MAR 13 2014

M

# Board Committee Application

Date: 3/5/14

## Contact Information

PLEASE PRINT

Michael Mainardi M.D.	
2877 White Alder	
Sonoma	CA
Home Phone	707-938-9331
Mobile	650-773-2105
email	<u>michaelmainardi1@gmail.com</u>

Are you a resident of the Sonoma Valley Health Care District?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you an employee or official of the District?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes, what position do you hold?	
Which Committee are you applying for?	<input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit Committee <input checked="" type="checkbox"/> Quality Committee

## Why do you want to become a Committee member (or alternate)?

I am interested in the health care of our community. I would like to define the needs of our community to see if the hospital can provide those needs in a high quality format and remain profitable.

## Qualifications

I have been a practicing physician for 40 years and understand the importance of health care in a community. I have also served in an academic environment (UCSF) and understand the need for quality as part of the health care services.

### Work Experience

40 year history as an internist and gastroenterologist in private practice in San Mateo.  
Medical Director, Mid Peninsula Endoscopy Center. 2000-2013  
Associate Clinical Professor of Medicine UCSF for 25 years.  
President, Mid Peninsula Endoscopy Associates, 2000-2013

### Committee Experience

As Medical Director and President of MPEA i chaired many committees regarding quality of care, financing, employee issues.  
I currently serve on the board of the George Ranch Homeowners Association and have chaired the Architectural Control Committee.

### What do you feel are your strengths and weaknesses in serving on a committee?

My health care background gives me insight into the issues the hospital may confront. I realize my bias is from being a physician rather than a patient.

What is your availability to attend Committee meetings regularly?

I am available now that i am retired.

If offered a position, when could you start?

Immediately.

Please attached a current resume and return with this completed application to:

Attn: Board Clerk  
Sonoma Valley Hospital  
347 Andrieux Street  
Sonoma, CA 95476

Michael Mainardi M.D.  
2877 White Alder  
Sonoma, California  
Phone: 707-938-9331(home)  
650-773-2105(cell)

Education:

Georgetown University, Washington DC. Bachelor of Science, 1963  
George Washington University Medical School, Washington DC. M.D., 1967

University of Miami, Miami, Florida, Medical Internship, 1967-1968  
University of Miami, Miami, Florida, Medical Residency, 1968-1969  
Harlem Hospital, New York City, Medical Residency, 1971-1972  
St. Vincent's Hospital, New York City, GI Fellowship, 1972-1973  
UCLA/VA Hospital, Los Angeles, California, GI Fellowship, 1973-1974

Military Service:

11th USAF Hospital, Utapao, Thailand 1969-1970  
Hamilton Air Force Base, Novato, California 1970-1971

Clinical Practice:

Solo practice: 50 S. San Mateo Dr., Suite 280, San Mateo, CA 94401  
Active Staff, Mills-Peninsula Hospital, Burlingame, California.  
Associate Prof. of Medicine, UCSF. 1974-2000  
Medical Director, Mid Peninsula Endoscopy Center, San Mateo. 2000-2012  
President, Mid Peninsula Endoscopy Associates, 2000-2012

Board Certifications:

Internal Medicine  
Gastroenterology

Member Organizations:

American Gastroenterology Association  
American Society of Gastrointestinal Endoscopy  
Northern California Society Of Clinical Gastroenterology  
San Mateo County Medical Association



# Board Committee Application

5

Date: March 4, 2014

## Contact Information

PLEASE PRINT

Name	Ingrid Sheets
Street Address	1397 Nut Tree Lane
City, State, Zip	Sonoma, CA 95476
Home Phone	707-938-5715
Other Phone (mobile)	707-290-4510
E-Mail Address	isheets@comcast.net

Are you a resident of the Sonoma Valley Health Care District?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you an employee or official of the District?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes, what position do you hold?	
Which Committee are you applying for?	<input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit Committee <input checked="" type="checkbox"/> Quality Committee

## Why do you want to become a Committee member (or alternate)?

I feel that service to the community is important. I have been in the healthcare field all of my working career and feel I might have something to contribute.

## Qualifications

I hold a BSN from San Francisco State University, MS degree in Nursing from UCSF, and an Ed.D in Education from USF. I have taught community health, geriatric, and palliative care nursing at the university level for the past 15 years for both graduate and undergraduate nursing students. My nursing career included work as a Clinical Nurse Specialist at Marin Home Care where I was responsible for Quality Management.

## Work Experience

Please see my CV.

## Committee Experience

I created and chaired the Ethics Committee at Marin Home Care/Sutter Home Health until leaving the facility to start my doctoral education. I was on the risk management committee and the PAC committees as well. From 2000 until my retirement in 2013 I was a tenure track then tenured faculty of

Dominican University of California. In that role I was involved in and chaired many committees both in the Department of Nursing as well as the greater University-wide committees such as the Assessment Committee, the Faculty Affairs Committee, Admissions and Progression committee and many more. I have served on the Advisory Board for Senior Access for many years, an Alzheimer's Day Care facility.

**What do you feel are your strengths and weaknesses in serving on a committee?**

I feel my strengths in committee work lie in my organizational skills, critical thinking ability, and love of listening and considering the thoughts of others, which may not be the same as my own. I seek to compromise and like problem solving. My weakness for committee work may be illusive to me, I can't think of a weakness at this point.

What is your availability to attend Committee meetings regularly?	I should be able to attend the regular meetings.
If offered a position, when could you start?	I could start in April, 2014

**Please attached a current resume and return with this completed application to:**

Attn: Board Clerk  
Sonoma Valley Hospital  
347 Andrieux Street  
Sonoma, CA 95476

**INGRID SHEETS Ed.D, MS, RN-BC, CNS**

1397 Nut Tree Lane

Sonoma, California 95476

(707) 938-5715 Home

(707) 290-4510 Cell

ingrid.sheets@dominican.edu

**SUMMARY OF QUALIFICATIONS**

- Doctor of Education
- Master's Degree in Nursing- Community Health/Advanced Practice Home Care Clinical Nurse Specialist
- Forty years of clinical nursing experience, mainly community health with the last 20 years a gerontological and palliative care focus
- Twenty-five years as a community based prenatal childbirth educator, director of staff development and education, and 13 years in academic nursing education

**EDUCATION:** University of San Francisco, San Francisco, CA.

Doctor of Education

University of California San Francisco, San Francisco, CA.

Master of Science, Nursing; Education Minor

San Francisco State University, San Francisco, CA.

Bachelor of Science, Nursing

**LICENSURES and CERTIFICATIONS:**

Registered Nurse License, California (RN193318)

Clinical Nurse Specialist License, California (CNS1396)

Public Health Nursing License, California (13409)

Clinical Nurse Specialist: Community Health Nursing Practice: Advanced Practice Home Care/Hospice

American Nurses Credentialing Center Certifications:

- ANCC: Gerontological Nurse

- ANCC: Home Healthcare Nurse

State Certified Ombudsman for Long Term Care

**PROFESSIONAL EXPERIENCE**

2012-present	Adjunct Associate Professor, Department of Nursing
2012	<b>Retired</b> from Full Time Tenured position
2002-2012	Full time, Tenure Track, Associate Professor, Nursing Program, Dominican University of California
2005-2006	Development of curriculum and all courses for the Geriatric Clinical Nurse Specialist / Nurse Educator Program launched: Fall 2005
2001-2012	State Certified Ombudsman for Long Term Care: Sonoma County
1999-2004	Clinical Nurse Specialist, Sutter VNA Marin; Chair/Founder of Ethics Committee; Quality Management; Education Specialist; Palliative Care
2002-2003	Chair Collaborative Academic/Practice Alliance, Marin Department of Health and Human Services and Dominican University Dept. of Nursing
1999-2002	Adjunct Faculty, Dominican University of California, Fundamentals Nursing, Community Health Nursing, Clinical Instructor
1999-2000	Adjunct Clinical Faculty, UCSF School of Nursing, Masters Entry Program in Nursing (MEPN): Community Health Nursing: UCSF Home Care
1997-1999	UCSF: Research Assistant. Congestive Heart Failure in Home Care study.

	Dr. Carmen Portillo, principal investigator
1998-1999	Sonoma Valley Community Health Center, Comprehensive Perinatal Services Program, Case Manager and Childbirth Educator
1987-1997	Clarke Home Nursing Service, Sonoma, CA. RN Case Manager, Palliative Care, Ethics Committee member, Staff development.
1985-1987	Hanna Boys Center, Sonoma, CA. Pediatric clinic care, boys 8-18 years,
1982-1985	Sonoma Specialty Clinic, Sonoma Valley Hospital.
1975-1995	Certified Childbirth Educator, Sonoma, CA
1972-1975	International Childbirth Education Association
	Certified Childbirth Educator, Anchorage, Alaska
1970-1972	Alameda County Public Health Department, Oakland, CA: Public Health Nurse in West Oakland district, Maternal Child Health, Family Planning Clinic, Immunization Clinics
1968-1970	Alta Bates Hospital, Berkeley, CA: Acute care and ICU/CCU

#### RELATED EXPERIENCES:

##### Relevant Continuing Education in Gerontological/Palliative Care Nursing:

Aug 2013	Palliative Care Nursing: Caring for Suffering Patients 19 units
April 2009	Connecting the Dots: Geriatric Nursing, Education, and Clinical Simulation 11.75 units
Nov. 2008	National Gerontological Nursing Association Conference The Richness of Diversity in Gerontological Nursing 16.7 units
Oct. 2008	Certification Prep Course, Gerontological Nursing 13.5 units
June 2007	Geriatric Nursing Education Consortium (GNEC) 18.1 units
June 2005	End-of-Life Nursing Education Consortium, (ELNEC) Graduate Training Program 14 units
Feb. 2005	Care at the End-of-Life: An Interdisciplinary Approach, UCSF, 12 units
2003-2005	Faculty Development Program in Geriatric Nursing: Program of Study Mather LifeWays/ Rush University/ NLN. All 5 Courses
	Concepts in Aging 32 units
	Environmental Context of Aging 24 Units
	Cultural Dimensions of Aging 24 units
	Interdisciplinary Seminar on Aging 16 units
	Interventions with Older Adults 32 units
2004	American Society on Aging: West Coast Summer Series on Aging, San Francisco, CA. 18 units
2003	Caring for Our Elders: Reaching Nurses in Specialty Practice, UCSF, 10 units
2003	Beyond Awareness: Responding to Suspected Financial Elder Abuse, 4 units

- 2003            How do we do the right thing? Excellence in Care at the End-of-Life. USF, 6 units
- 2002            Faculty training: End of Life Nursing Education Consortium: sponsored by the RWJ Foundation through the American Association of Colleges of Nursing and the City of Hope "Train the Trainer course on End of Life Care"

**SERVICE TO THE UNIVERSITY:**

- 2011-2012    Chair Evaluation Committee, Department of Nursing, Dominican University of California; Member Faculty Affairs Committee, Dominican University of California
- 2008-2009    Chair: Dominican University Assessment Committee
- 2008-2009    Recording Secretary for Faculty Forum
- 2008-2010    Chair: Evaluation Committee, Department of Nursing, Dominican University of California:
- 2007-2008    Chair: Curriculum Committee, Department of Nursing, Dominican University of California
- 2005-2008    Recording Secretary and member of Dominican University Assessment Committee
- 2003-2005    Chair: Learning Resources Committee, Department of Nursing, Dominican University of California

USF Teaching Academy, Fall 2001

Advanced Practice Home Care clinical residency and Teaching Practicum  
UCSF/Stanford Home Care. Staff Development Program

Clinical residency: ON LOK/ Senior Health (PACE Program)  
Community Health Focus: Advanced Physical Assessment; Family Systems

Advanced Practice Home Care clinical residency: Marin Home Care,  
Outcomes Management focus: OASIS education project

**SERVICE TO THE COMMUNITY**

- 2012-present    Hospice by the Bay Patient Care Volunteer
- 2007-present    Advisory Board Member, Senior Access of Marin
- 2005- 2012    Professional Quality Advisory Committee (PQAC) member: Sutter Visiting Nurses Association
- 2001-2012    Ombudsman for Long Term Care, Sonoma County  
Sonoma Health Care Center, Sonoma  
Golden Center, London House, Sonoma

- 2000-2011     Ethics Committee Sutter VNA, Marin Home Care
- 2003-2004     Board Member: NorthBay Network for Healthcare Education
- 2002-2007     Coordinator, Co-Chair, and Founder, and member of the Collaborative Academic Practice Alliance (CAPA): DHHS of Marin County and Universities Orientation
- Oct 23, 2003   Coordinator of the: Pain Management Training for Nurses in Skilled Nursing and Residential Care Facilities sponsored by Elder Care Advocates of Marin and the Marin County Department of Health's Division of Aging, and Dominican University Department of Nursing
- Oct. 2002     Search Committee and Interview panel member for Clinical Services Administrator, County of Marin

**PROFESSIONAL ORGANIZATION MEMBERSHIPS:**

National Gerontological Nursing Association  
 Sigma Theta Tau Nursing Honor Society: Alpha Eta & Rho Alpha Chapters  
 Hospice and Palliative Care Nurses Association  
 Marin County Section on Aging

**PROFESSIONAL PRESENTATIONS:**

- 1999            "The ON LOK/PACE Program: An alternative way to deliver home care to the frail elderly". Bay Area Home Healthcare Nurses Association February 1999, San Francisco.
- 1999            Panel member representing Home Care in presentation about Community Based Nursing, UCSF, School of Nursing
- 2001            UCSF, Masters in Nursing program: Presentation on "OASIS/PPS and Outcomes Measurement in Home Care"
- 2002            "Grief, Loss, and Bereavement" Two hour presentations given to the Fundamentals of Nursing class, April 23, 2002; Dec. 3, 2002; May 1, 2003; Dec 2, 2003, April 15, 2004, Nov. 11, 2004
- 2002            "End-Of-Life Nursing Education Consortium" presentation to Faculty of Dominican University of California, Department of Nursing; March 8, 2002
- 2002            "Pain Management and End-of-Life Care for the Institutionalized Elderly" presentation provided to the members of the Senior Advocacy Services and Ombudsman Long Term Care Program of Sonoma County, July 25, 2002 (2 hour presentation)
- 2003            "Ethics and the Elderly: Current Issues" presentation given to the Marin County Section on Aging, January 16, 2003
- 2003            "Pain Management in Long Term Care" presentation to the administration, nursing and physical therapy staff, Sonoma Healthcare and Rehabilitation, March 26, 2003

- 2003      "Shaping the Future of Nursing: An Education Revolution" Poster presentation given to the faculty of Dominican University of California, Department of Nursing on April 11, 2003
  
- 2003      "Elder Abuse, What It Is and California Reporting Requirements" presentation given to staff at Sonoma Healthcare and Rehabilitation, April 30, 2003
  
- 2003      "Setting the Stage for Palliative Care" and " Cultural aspects of End-of-Life Care" : two presentations given at the Faculty Retreat for Professional Development and Diversity Training, Dominican University of California, Department of Nursing, May 23, 2003
  
- 2003      "Current Trends in Palliative care across the Life span: a Panel Presentation": Program Coordinator and panel member. Presentation to Sigma Theta Tau, Rho Alpha Chapter, Fall Scholarly Program, Oct 27, 2003
  
- 2003      Podium presentation at the American Public Health Association, 131<sup>st</sup> annual Meeting & Exposition, Nov. 19, 2003, San Francisco, CA: Scientific Sessions: Joint Leadership development of faculty and practitioners to improve the public health infrastructure (session 5138.0) Academic Public Health Caucus. Abstract presented "Collaboration vs. Competition: Results of an Academic Practice Alliance".
  
- 2004      Podium presentation at the Faculty Development in Geriatric Nursing Conference: co-sponsored by Mather Institute on Aging, Mather LifeWays, and the University of Illinois at Chicago Nursing Institute: Topic: How Do We Excite Students About Careers in Long-Term Care? April 29, 2004.
  
- 2004      "How to Read Medical Records in Long Term Care". A 3 hour presentation delivered to Senior Advocacy Services, Ombudsman Program of Sonoma County.
  
- 2007      Poster Presentation at the Association for Community Health Nurse Educators, May 31, 2007, Kansas City, KS. Abstract presented "The Umbrella Project—A Service Learning Education Innovation"
  
- 2009      Poster Presentation at Connecting the Dots: Geriatric Nursing, Education, and Clinical Simulation conference, University of North Carolina at Chapel Hill, April 2-3, 2009. Abstract presented "The Geri Sim Fair as one University's Attempt to Integrate High to Low Levels of Simulation in a Foundational Gerontological Nursing Course."
  
- 2009      Staff Development program at Sonoma Health Care Center: Nursing Home Care of the Dying: Improving Care at all Levels. Four session program to educate all staff in the care of the dying resident, building on current skills and utilizing evidence based best practice. Sept and Oct, 2009
  
- 2009      NGNA Poster Presentation: The Geri Sim Fair as one University's Attempt to integrate High to Low levels of Simulation in a Foundational Gerontological Nursing Course Oct 7-11, 2009

2014 Patient Care Volunteer Staff inservice for Hospice by the Bay, Sonoma, CA:  
"Quality of Life at the End of Life" February, 2014.

#### **PUBLICATIONS:**

*Journal of Community Health Nursing*: "Collaboration vs Competition: Results of an Academic Practice Alliance" (co-author). Publish date: Fall 2004 Issue

*Journal of Nursing Education* (July, 2009) "One University's Strategy to Address the Nursing Faculty Shortage" (co-author.)

*Journal of Nursing Education* (July, 2011) "Integrating simulation into a Foundational Gerontological nursing course." (Principal author).

**AWARDS:** ELNEC Award of Excellence: In recognition of demonstrated excellence in implementing the End-of-Life Education Consortium curriculum. (Nov. 16, 2003 at the AACN National Conference in San Antonio, Texas.)

#### **SCHOLARSHIPS AND GRANTS:**

University of San Francisco: Allen and Dorothy Calvin Doctoral Dissertation Award (Oct, 2007) Research Grant

Hospice and Palliative Nurses Foundation Educational Scholarship for Individuals (Aug. 2005)

#### **BOOK REVIEWS:**

Completed March, 2005. Mauk, K.L. (2006). *Gerontological nursing: Competencies for care*. Sudbury, MA: Jones and Bartlett Publishers

#### **RECENT TEACHING EXPERIENCE**

Dominican University of California  
Department of Nursing  
50 Acacia Ave.  
San Rafael, CA 94901

#### **Faculty Teaching Positions at Dominican University of California:**

2007- 2012	Foundations of Gerontological Nursing – Faculty of Record, didactic and clinical courses
2006-present	Care at the End-of-Life
2006 & 2009	Community Health Nursing – didactic and clinical courses
2005	MSN Program
	Concepts and Theories of Aging
	Cultural Aspects of Aging
2002-2006	Community Health Nursing - Faculty of Record
	Fall and Spring Semesters: BSN Program
2001 & 2003	Community Health Nursing - Faculty of Record
	Summer: Pathways Program (RN to BSN)
2000-2002	Community Health Nursing- Clinical Faculty
1999	Fundamentals of Nursing – Clinical faculty

#### **Adjunct Faculty:**

1999-2000 University of California, San Francisco  
MEPN program; Community Health Nursing





## Board Committee Application

Date:

### Contact Information

PLEASE PRINT

Name	CAROL A. SNYDER
Street Address	818 3rd St. West
City, State, Zip	SONOMA, CA 95476
Home Phone	(707) 935-6965
Other Phone (mobile)	(707) 721-6313
E-Mail Address	carolsnyder09@yahoo.com

Are you a resident of the Sonoma Valley Health Care District?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you an employee or official of the District?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes, what position do you hold?	NA
Which Committee are you applying for?	<input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit Committee <input checked="" type="checkbox"/> Quality Committee

### Why do you want to become a Committee member (or alternate)?

I want to become a Quality Committee member because I am a long-time Sonoma resident with a strong Quality and Management background. I feel very fortunate in having such a valuable local resource in Sonoma Valley Hospital - two of my three children were born there - and want to support the continued success and evolution of the hospital as my way of giving back and further investing in the community.

### Qualifications

Throughout my 30 year career in FDA regulated industries, there has always been a clear customer service/support directive to the work which I've very much enjoyed. Additionally, my quality focused work to ensure customers experience a high degree of product quality and consistency aligns well with the Quality Committee objectives of ensuring SVH provides high quality medical care and patient experiences. I believe my business operations and management experience, ability to work cooperatively on a team and knowledge and support of the community further contribute to my qualifications as a volunteer on the Quality Committee.

### Work Experience

My recent work experience includes management positions with organic and natural consumer packaged goods companies such as Nutiva, The Hain Celestial Group, and Spectrum Organic Products. Previous pharmaceutical and biotechnology experience includes Santen, Inveresk Research and Genentech.

### Committee Experience

During my professional career, I have served as a subject matter expert on numerous corporate teams including cross functional product development, safety (food, health, environment), internal audit readiness and material review board (MRB).

**What do you feel are your strengths and weaknesses in serving on a committee?**

I feel my strengths in serving on a committee include my Quality and Operations experience in FDA regulated industries, knowledge of how to translate corporate goals, objectives and strategies into the tactical level to produce results and active participation and support of the Sonoma community.

My main weakness is that I do not have recent direct health care experience. That said, I have had health care exposure in my lifetime which includes volunteering as a Candy Stripper during my teens, Emergency Medical Technician (EMT) certification, and work as a Data Manager on drug clinical trials.

What is your availability to attend Committee meetings regularly?

I am available to regularly attend Quality Committee meetings.

If offered a position, when could you start?

Wednesday March 26, 2014

**Please attached a current resume and return with this completed application to:**

Attn: Board Clerk  
Sonoma Valley Hospital  
347 Andrieux Street  
Sonoma, CA 95476

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## **PROFILE**

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Quality-driven, highly motivated, self-directed professional with a strong combination of cross-functional skills and practical experience in diverse 7 and 21 CFR regulated industries and markets (Organic Foods, Natural Foods, Dietary Supplements, Personal Care Products, Pharmaceuticals and Biotechnology). Strengths:

### **QUALITY ASSURANCE / CONTROL (QA/QC)**

Created and enforced robust practices and procedures for Quality Systems including version controlled documentation, analytical services, supplier approval, audits, food safety, operations support, customer quality, product complaint investigations, corrective and preventative action (CAPA), customer inquiry and issue response.

Improved consistency and quality of supplier incoming raw materials as well as in-house and contract manufactured finished goods for a wide range of branded and private label retail, bulk and food service products.

Directed analytical and sensory evaluation testing.

### **REGULATORY**

Set specifications/standards and managed responsibilities in compliance with State, Federal and International regulations and religious guidelines.

Led audits with in-house personnel, global regulatory bodies, certifying agencies, clients and contract manufacturers to support quality systems, attain certifications, approve vendors or become a preferred supplier.

Supported Phase 1, 2 and 3 clinical trials from protocol development through database lock.

### **TECHNICAL**

Developed knowledge and thorough understanding of product life cycle phases and supply chain, including product development, global procurement, in-house or contract manufacturing, technical and costing.

Handled facts and organized them into refined systems that fit together in sequential order. Employed rational reasoning and focused concentration to improve and enhance business processes, practices and information systems.

Authored documentation and reports for deviation investigations, process improvement experiments and product stability evaluation. Wrote persuasive papers and provided technical information for dissemination to internal and external audiences.

### **MANAGEMENT / OPERATIONS**

Guided departmental and corporate strategies into the tactical level producing desired results according to timelines in support of consistent, profitable growth and industry leadership.

Promoted business success by ensuring consumer safety, product satisfaction, supply chain integrity and operational efficiency.

Communicated company and departmental objectives clearly to direct reports ensuring their job performance created value for both them and the company.





## Board Committee Application

Date:

### Contact Information

PLEASE PRINT

Name Carol Tait  
Street Address 64 Guadalajara Dr  
City, State, Zip Sonoma, CA 95476  
Home Phone 707/935-3136  
Other Phone (mobile) 707/299-9635  
E-Mail Address Carol\_william@yahoo.com

**\*\*PLEASE NOTE\*\* "WILLIAM" IS MISSPELLED**

Are you a resident of the Sonoma Valley Health Care District?

☒ Yes ☐ No

Are you an employee or official of the District?

☐ Yes ☒ No

If yes, what position do you hold?

Which Committee are you applying for?

☐ Finance Committee

☐ Audit Committee

☒ Quality Committee

**Why do you want to become a Committee member (or alternate)?**

I understood there were 2 positions for unpaid volunteers. Not sure if that is considered an alternate or not. I would like to know more about the responsibilities of being a committee member.

### Qualifications

I have spent my full working career in dental/medical field. Approximately 20 years as either a dental assistant or office manager in Marin Co. I retired from Marin General Hospital after approx. 25 years: started as a temp billing clerk, went full time as billing clerk/customer service. Promoted to Insurance Coordinator for inpatient accounts and finished as Admitting Dept Customer Representative working closely with the Surgical Pre-Registration nursing staff. MGH was a totally paper system when I started and I survived implementation of 5 different computed systems.

**Work Experience**

Please see above.

**Committee Experience**

Various committees during those 25 years at MGH, most of which were system and/or department improvement committees.

**What do you feel are your strengths and weaknesses in serving on a committee?**

I am familiar with some of the problems facing a medical provider

I am pro-patient ---- I try to put myself in their shoes and think they should be treated the way I want to be treated.

I listen ---- I pride myself on having common sense and looking at situations with an unbiased view.

I work well with others.

What is your availability to attend Committee meetings regularly?

I understand once a month. If more I am available.

If offered a position, when could you start?

Whenever you are ready.

**Please attached a current resume and return with this completed application to:**

Attn: Board Clerk  
Sonoma Valley Hospital  
347 Andrieux Street  
Sonoma, CA 95476



## Board Committee Application

Date:

### Contact Information

PLEASE PRINT

Name

Street Address

City, State, Zip

Home Phone

Other Phone (mobile)

E-Mail Address

Margaret (Peg) WALL

89 Temec Circle

SONOMA, CA 95476

707-938-3532

360-770-4447

Peg.e.wall@gmail.com

Are you a resident of the Sonoma Valley Health Care District?

☒ Yes

☐ No

Are you an employee or official of the District?

☐ Yes

☒ No

If yes, what position do you hold?

Which Committee are you applying for?

☐ Finance Committee

☐ Audit Committee

☒ Quality Committee

Why do you want to become a Committee member (or alternate)?

Would like to use my background as a nurse to make a contribution to my community

### Qualifications

RN for 17 years, served on various committees in hospital such as infection control

### Work Experience

Staff RN, Cardiac Care

### Committee Experience

## infection Control Committee

What do you feel are your strengths and weaknesses in serving on a committee?

Strengths : Knowledge of Healthcare industry -  
experience working in Healthcare  
Good listener

Weaknesses : no specific experience with this type of committee

What is your availability to attend Committee meetings regularly?

full Availability

If offered a position, when could you start?

right away

Please attached a current resume and return with this completed application to:

Attn: Board Clerk  
Sonoma Valley Hospital  
347 Andrieux Street  
Sonoma, CA 95476



Margaret Wall  
89 Temelec Circle  
Sonoma, CA 95476

Email: peg.e.wall@gmail.com  
Phone: 707-938-3532  
Alt: 360-770-4447

## OBJECTIVE

I am looking for part time employment that allows me to use my nursing skills and expertise in either an in-patient or out-patient setting.  
I have been an RN for 15 years with experience in both acute care and office settings with an emphasis on cardiac care. I recently completed a refresher course for nurses and wish to find employment as soon as possible. I have a current California RN license, ACLS and telemetry certification.

## PROFESSIONAL EXPERIENCE

8/2012 - 11/2012 *Educare Partners/Gayle Swift* Petaluma, CA  
Re-entry program for RN's

Thirteen week course for RN's reviewing all major body systems, pharmacology and review and *practice* of practical nursing skills.

2/2009 - 3/2010 *JW Process Consultants* Sonoma, CA  
Administrative Assistant

Administrative support to the CEO in daily operations of engineering consulting business. Responsibilities included assessment and documentation of client needs. Correspondence, scheduling and planning of events meetings and travel.

2005 - 2006 *Hurricane Katrina Field Relief Hospital* Baton Rouge, LA  
RN

Volunteer position immediately following the occurrence of Hurricane Katrina in 2005. Responsibilities included initial set up of facility on the campus of LSU, triage and intake of all displaced people as well as patients evacuated from hospitals in the effected areas. The facility remained open for approximately thirty days after which time my duties were mainly data management.

2002 - 2004 *Visiting Nurse Services of the Northwest* Mt. Vernon, WA  
Home Health RN

Planned and implemented the home nursing care for a group of patients discharged from the hospital. Responsibilities included wound care, teaching about the management of disease processes and self care. Communicated status and needs of patients to MD and assisted with acquiring community resources.

2000 - 2003 *Affiliated Health Services* Mt. Vernon, WA  
Staff RN

Planned and implemented care for a group of patients on a medical/cardiac unit. Earned ACLS and Telemetry certification. I was also floated to the surgical unit on a regular basis and provided medical care to pediatric patients.

1999 - 2000 *Lakewood Regional Medical Center* Long Beach, CA  
Staff RN

Responsible for the planning and implementation of nursing care for a group of patients on a thirty-one bed medical/surgical unit.

1997 - 1998 *Office of James Beckner* Stanwood, WA  
Registered Nurse

I was the sole RN for an internal medicine practice. Responsibilities included managing patient flow, blood draws, X-rays, urinalysis and assisting with procedures. I also managed all calls from several facilities regarding the current status and needs of patients under the Doctor's care.

7/1996 - 8/1997 *Anacortes Convalescence center* *Anacortes, WA*  
**LPN/Treatment Nurse**

Responsibilities included medication administration for 15-20 patients, wound care, diabetic care and supervision of 4-6 CNA's. Occasional urinary catheter and IV insertion and care.

**EDUCATION**

1997 *Skagit Valley College* *Mt. Vernon, WA*  
**Associate degree** Nursing GPA: 3.78

Current California Registered Nursing License  
ACLS and Telemetry certified



## Board Committee Application

Date:

### Contact Information

PLEASE PRINT

Name	Cathy Webber
Street Address	997 Napa Road
City, State, Zip	Sonoma, CA 95476
Home Phone	none
Other Phone (mobile)	707-939-0113
E-Mail Address	cathy@cathywebber.com

Are you a resident of the Sonoma Valley Health Care District?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you an employee or official of the District?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes, what position do you hold?	
Which Committee are you applying for?	<input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit Committee <input checked="" type="checkbox"/> Quality Committee

### Why do you want to become a Committee member (or alternate)?

To contribute to the quality of healthcare and organizational excellence at our hospital so that the needs of our community can be continuously improved so that patients and their families receive the highest level of medical care possible in today's complex healthcare system.

### Qualifications

Quality and process improvement have been my professional life for over thirty years. With a focus on using data to inform decision making, I facilitate impactful meetings, dialogue, and projects that result in significant improvements in processes and stakeholder engagement.

In addition, I have served as a "Baldrige examiner" for the California Awards for Performance Excellence (CAPE) for 9 years. I have taught classes on the Baldrige criteria and have examined over 3 healthcare organizations, including 2 hospitals in California. With the recent Baldrige award given to Sutter Hospital in Davis, CA, I would be excited to visit with them to learn how Sonoma Valley Hospital could become more like them.

**Work Experience**

20 years automating business processes through the use of technology  
10 years as a professional facilitator, specializing in the Technology of Participation Methods (ToP®)

**Committee Experience**

Hired by the Sonoma Valley Health Care Coalition, I worked with the Community Engagement Committee to gather consensus throughout our communities regarding their needs for healthcare in the Valley.

I work on several committees in my church including our Church Council and Earth Care Committee.

**What do you feel are your strengths and weaknesses in serving on a committee?**

Weaknesses – I view these as my challenges when participating on a committee:

- frustration when committee members dominate conversations or are off topic
- irritation when committee leadership does not lead in a thoughtful and inclusive manner

Strengths – I view these are skills that could be leveraged:

- Ability to shift roles, from follower to leader to follower to leader
- Facilitation of group dialogue: strategic planning, action planning, developing criteria, prioritizing, stakeholder engagement, using data to inform decision making, and so on
- Producer of great documentation

What is your availability to attend Committee meetings regularly?	Available
If offered a position, when could you start?	At any time

**Please attached a current resume and return with this completed application to:**

Attn: Board Clerk  
Sonoma Valley Hospital  
347 Andrieux Street  
Sonoma, CA 95476

## **CATHY WEBBER**

997 Napa Road, Sonoma, CA 95476

Cell: (707) 939-0113

Email: [cathy@cathywebber.com](mailto:cathy@cathywebber.com)

### **PROFESSIONAL EXPERIENCE**

December 2013 – present

#### **Organizational Excellence Consultant**

##### **GOODWILL INDUSTRIES of Sacramento Valley and Northern Nevada**

Goodwill Industries provides employment opportunities to people with disabilities or other special needs by operating a retail business based on the receiving and processing of donated goods.

- Reporting to the Director of Operations, responsible for documenting key processes and procedures for their Workforce Development and Donated Goods operations
- Identifying opportunities for “low-hanging fruit” improvements
- Facilitating workout sessions for rapid process improvement design and planning
- Creating balanced scorecards for key processes within the organization

June 2012 – December 2013

#### **Client Engagement Specialist**

##### **SONOMA LEADERSHIP SYSTEMS**

Sonoma, CA

Sonoma Leadership Systems ([www.sonomaleadership.com](http://www.sonomaleadership.com)) is a leadership development company, with a focus on providing **The Leadership Challenge®** consulting services and workshops to organizations.

- Reporting to the president, responsible for managing day-to-day operations, including project management, contracts, and client billing
- Developing new processes and improving existing processes for back office operations
- Supporting 360-leadership assessments and leadership development workshops
- Tracking and reporting monthly operational metrics

2008 – present

#### **Senior Associate**

##### **ABINADER GROUP**

Oakland, CA

Abinader Group is a consulting firm committed to non-profits groups, educational institutions, public service organizations, and the communities they serve.

- Developing and conducting surveys and interviews with key stakeholder groups.
- Analyzing results and synthesizing data into meaningful information for decision making.
- Designing and facilitating cross-functional workshops to share information, deepen dialogue, and build consensus around key issues and decisions.

2003 – present

#### **INDEPENDENT CONSULTANT**

Marin and Sonoma Counties, CA

Providing a range of management consulting and training services, with a focus on strategic planning facilitation, organizational alignment, and process improvement.

- Volunteer Examiner for the California Awards for Performance Excellence (CAPE) quality program for 9 year cycles, using the Baldrige criteria for performance excellence. Senior lead on 3 site visits, including 2 hospitals, overseeing the examination process and final feedback reports.

- Adjunct Professor, Dominican University, San Rafael, taught Information Technology for Managers to adult learners in their Pathways Program.
- Adjunct Professor, Santa Rosa Junior College, taught workshops on Conflict Management.
- Trainer, Sonoma County, taught workshops on Critical Thinking, Business Case Development, and Project Management.

2001 – 2003, 1980 - 1989      **Account Executive**  
 11 years total      **UNISYS CORPORATION**      San Francisco, Irvine, and Honolulu, HI

- Strategic Partner Relationship Manager for new account sales, working with Microsoft, SAS, Brocade, and other vendors to provide integrated, mission critical IT solutions to Fortune 500 accounts in California and Hawaii.

1997 – 2001      **Business Development and Sales**      San Francisco Bay Area, CA  
 4 years      **START-UPS: ENWISEN, BRANDERS, PILOT NETWORK SERVICES**

- Created sales infrastructure and processes including tracking database, proposal and contract templates, sales presentations and materials for internet start-up offering online HR benefits information portal.
- Coordinated sales presentations, data center site visits, technical exchanges, and proposal writing for a network security monitoring company.

1992 – 1997      **Account Manager, e-Commerce Consultant**  
 5 years      **GE INFORMATION SERVICES**      San Francisco, CA

- Designed and supported over \$1M of mission critical e-commerce messaging solutions for Fortune 500 accounts including Charles Schwab, ADP, Bechtel, Chevron, and VISA.
- Led cross-organizational "boundaryless sales teams" that developed a common strategy for calling on selected GE accounts in San Francisco, including Wells Fargo Bank and PG&E.
- Participated on one Six-Sigma quality improvement project as a Green Belt team member.

## EDUCATION

MS      Telecommunications Management, Golden Gate University, San Francisco, CA  
 BA      Economics and English, UC Davis, Davis, CA

W

## Board Committee Application

Date: 3/6/2014

**Contact Information**

PLEASE PRINT

Name	Kelsey Woodward
Street Address	435 7th St. West
City, State, Zip	Sonoma, CA 95476
Home Phone	207-475-7776 (mobile)
Other Phone (mobile)	
E-Mail Address	kelseywoodward@comcast.net

Are you a resident of the Sonoma Valley Health Care District?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you an employee or official of the District?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes, what position do you hold?	
Which Committee are you applying for?	<input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit Committee <input checked="" type="checkbox"/> Quality Committee

**Why do you want to become a Committee member (or alternate)?**

I would like to engage in the challenge of providing quality care experiences for patients and families in this era of cost containment.

**Qualifications**

Having been employed in healthcare for ten years, I think I offer experience, perspective and an open mind in this pursuit.

**Work Experience**

Please refer to my resume.

**Committee Experience**

Nothing locally. I moved to Sonoma in November, 2012. I have been volunteering in Schools of Hope (Sassarini School) cheering on first graders in their reading.

What do you feel are your strengths and weaknesses in serving on a committee?

I think I am a good listener who can take information, process it and not be reluctant to brainstorm and evaluate new policies and procedures. I am able to be objective and empathetic.

Time is precious and I appreciate organized, well-run meetings with agendas. Otherwise, my impatience can seep in!

What is your availability to attend Committee meetings regularly?

If offered a position, when could you start?

I am available

mid-April 2014

Please attached a current resume and return with this completed application to:

Attn: Board Clerk  
Sonoma Valley Hospital  
347 Andrieux Street  
Sonoma, CA 95476



**Kelsey R. Woodward**  
**435 7<sup>th</sup> Street West**  
**Sonoma, CA 75476**  
**207.475.7776**  
**kelseywoodward@comcast.net**

#### SUMMARY

Thirty years of experience developing programs, gathering resources and building constituencies in academic, healthcare and business settings. Special talent for forging partnerships, establishing joint ventures and creating affiliations where none previously existed. Effective and creative handling of multiple, complex projects.

#### ACCOMPLISHMENTS

##### *Conceptualizing/planning*

- Initiated assessment and strategic planning concepts to increase effectiveness and efficiency of second largest medical center department.
- Designed and implemented new volunteer placement, training, evaluation and recognition programs. Was invited to give seminars on recruiting and training volunteers to community, regional and state organizations.
- Worked with team to create new hospital division, to define division's mission, goals and objectives in order to better serve patients and families.
- Developed and implemented patient and family care program that spawned medical center-wide complaint tracking system in response to quality enhancement initiatives.
- Chaired the redesign of a flagging internal fund drive and taught 200 volunteer employees fundraising techniques. Proceeds increased 30%.
- Recruited (and retained) diverse healthcare volunteers, doubling number of volunteers to 450 in first year.
- Pioneered use of arts to enhance healing environment. Engaged local, regional and national performance and visual artists to showcase their work in medical center.

##### *Management/Organizational*

- Managed over 750 volunteers, ages 14-90, and supervised staff of six: recruited, interviewed, placed, and evaluated performance.
- Specified/reviewed office procedures and policies. Assured compliance.
- Prepared and managed department budget.
- Cultivated key prospects for major gifts in nonprofit sector. Successfully solicited foundations, corporations, and federal agencies, in addition to individuals.
- Organized and presided over several high profile fundraising events.
- Identified and qualified corporate leads, closed sales and arranged for customer support.

## EMPLOYMENT HISTORY

DARTMOUTH-HITCHCOCK MEDICAL CENTER  
*Director of Volunteer Services*

Lebanon, NH  
1984-1994

DARTMOUTH COLLEGE  
*Assistant to the Provost and Dean of Faculty*  
*Major Gift Research Writer*

Hanover, NH  
1979-1984  
1978-1979

BANK OF BOSTON  
*Marketing Representative*

Boston, MA  
1974-1979

## EDUCATION

DARTMOUTH COLLEGE  
*B.A.*  
PINE MANOR COLLEGE  
*A.A.*

Hanover, NH  
  
Brookline, MA

## CONTINUING EDUCATION

UNIVERSITY OF NEW HAMPSHIRE  
LEBANON COLLEGE

Durham, NH  
Lebanon, NH

## COMPUTER SKILLS

MAC and PC platforms

*References furnished on request*