Please join the meeting from your computer, tablet or smartphone: https://global.gotomeeting.com/join/168538957
OR Dial in using your phone: 8668994679; Access Code: 168538957#1

**PLEASE NOTE:** Participation will be telephonic pursuant to Governor Newsom’s Executive Order N-25-20

**NOTE:** The meeting—without public comments—is scheduled to last 25 minutes, starting at 5:30 p.m., with adjournment at 5:55 p.m.

<table>
<thead>
<tr>
<th>Time</th>
<th>Form A Page</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>5:30</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**CALL TO ORDER & ESTABLISHMENT OF QUORUM** .................................................................

- Public Comments²................................................................. 15 ........................ 5:30

1. Board Strategic & Facilities Planning Committee Follow-up ....................................................... 2 ........................ 5:45

2. * Approval: Minutes of the Board Strategic & Facilities Planning Committee Meeting – Tuesday, June 22, 2021 (ADD A – Pp10-17) ................................................................. 2 ........................ 5:47

3. * Approval: Minutes of the Special Board Strategic & Facilities Planning Committee Meeting – Tuesday, June 22, 2021 (ADD A – Pp18-23) ................................................................. 3 ........................ 5:50


5. Committee Member Comments.................................................................................................................. 10 ........................ 6:00

- Public Comments²................................................................. 15 ........................ 6:05

**ADJOURNMENT** ........................................................................................................................... 6:25

**Board Strategic & Facilities Planning Committee – Voting Members**

<table>
<thead>
<tr>
<th>Richard C. Engel, MD, Director – Chair</th>
<th>Linda Greer, RN – Director</th>
<th>Jeff Griffith, EMT-P – Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diane Hansen, President &amp; CEO Palomar Medical Center Escondido</td>
<td>Sabiha Pasha, MD, CoS</td>
<td>Edward Gurrola, MD, CoS Palomar Medical Center Poway</td>
</tr>
</tbody>
</table>

**Board Strategic & Facilities Planning Committee – Alternate Voting Members**

<table>
<thead>
<tr>
<th>Laura Barry – Director – BoD Alternate</th>
<th>Kanchan Koirala, CoS-Elect</th>
<th>Sam Filiciotto – CoS-Elect</th>
</tr>
</thead>
<tbody>
<tr>
<td>CoS Alternate – Palomar Medical Center Escondido</td>
<td>CoS Alternate – Palomar Medical Center Poway</td>
<td></td>
</tr>
</tbody>
</table>

**Board Strategic & Facilities Planning Committee – Non-Voting Members**

<table>
<thead>
<tr>
<th>Michael Bogert, CFO</th>
<th>Sheila Brown, RN, COO</th>
<th>Omar Khawaja, MD, CMO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mel Russell, RN, CNE</td>
<td>Paul Sas, Chief Administrative Officer</td>
<td>Geoff Washburn, Chief Human Resources Officer</td>
</tr>
<tr>
<td>Kevin DeBruin, Chief Legal Officer</td>
<td>Kristin Gaspar, Interim VP Philanthropy</td>
<td>Kirk Effinger, Palomar Health Foundation Board Member</td>
</tr>
</tbody>
</table>

¹ Asterisks indicate anticipated action. Action is not limited to those designated items.

1 New to GoToMeeting? Get the app now and be ready when your first meeting starts: https://global.gotomeeting.com/install/679772541

2 5 minutes allowed per speaker with a cumulative total of 15 minutes per topic. For further details & policy, see Request for Public Comment notices on the Website.
Background: At the Board’s request, a list of items on which follow-up information was requested has been compiled, with items remaining on the list until each matter has been finalized.

May 25, 2021

- Mr. Sas will discuss Poway funding numbers with Ms. Gaspar offline
- Mr. Sas will review the status regarding both the rock honoring veterans that might still be at the downtown campus and the WWI memorial rock at the PMC Escondido campus, ensuring that both are appropriately moved and/or finalized as memorials at the new campus
  - The memorial rock was relocated 7/1/2021 to the Escondido campus, next to the flagpoles

Budget Impact: N/A

Staff Recommendation: Information Only

Committee Questions:
Minutes
Strategic & Facilities Planning Committee
Tuesday, May 25, 2021

TO: Board Strategic & Facilities Planning Committee

MEETING DATE: Tuesday, July 27, 2021

FROM: Tanya Howell, Assistant

BY: Michael J. Bogert, Chief Financial Officer

Background: The minutes of the Board Strategic & Facilities Planning Committee meeting held on Tuesday, May 25, 2021, are respectfully submitted for approval (Addendum A).

Budget Impact: N/A

Staff Recommendation: Staff recommends approval of the Tuesday, May 25, 2021, Board Strategic & Facilities Planning Committee minutes.

Committee Questions:

COMMITTEE RECOMMENDATION:

Motion:

Individual Action:

Information:

Required Time:
Minutes
Special Strategic & Facilities Planning Committee
Tuesday, June 22, 2021

TO: Board Strategic & Facilities Planning Committee
MEETING DATE: Tuesday, July 27, 2021
FROM: Tanya Howell, Assistant
BY: Michael J. Bogert, Chief Financial Officer

Background: The minutes of the Special Board Strategic & Facilities Planning Committee meeting held on Tuesday, June 22, 2021, are respectfully submitted for approval (Addendum B).

Budget Impact: N/A

Staff Recommendation: Staff recommends approval of the Tuesday, June 22, 2021, Special Board Strategic & Facilities Planning Committee minutes.

Committee Questions:

COMMITTEE RECOMMENDATION:
Motion:
Individual Action:
Information:
Required Time:
Review of Board Strategic & Facilities Planning Committee Bylaws

TO: Board Strategic & Facilities Planning Committee

MEETING DATE: Tuesday, July 27, 2021

FROM: Michael J. Bogert, Chief Financial Officer

Background: Annually or as edits are needed, the Board Strategic & Facilities Planning Committee reviews the Bylaws of Palomar Health as they relate to the Committee and recommends any necessary revisions.

The following organizational changes occurred in June 2021:

- The positions of Chief Nursing Officer for each of the campus were replaced with the position Chief Nurse Executive
- The position Senior Director of Managed Care and Business Development was created in order to develop a team focused on strategic business development

Therefore, the following edits to §VIII.B.5.b. Non-Voting Membership are being recommended:

- Removal of CNOs and addition of the Chief Nurse Executive
- Addition of the Senior Director of Managed Care and Business Development

The recommended edits are attached, both in redline and clean versions.

Budget Impact: None

Staff Recommendation: Approval

Committee Questions:

COMMITTEE RECOMMENDATION:

Motion:

Individual Action:

Information:

Required Time:
B. **Standing Committees.** There shall be the following standing committees of the Board: Finance; Governance; Audit and Compliance; Human Resources; Strategic and Facilities; Community Relations; and Quality Review. Standing committees will be treated as the Board with respect to Article V of these bylaws. All provisions in Article V that apply to Board members shall apply to members of any standing committee.

5. **Strategic and Facilities Planning Committee.**
   a. **Voting Membership.** All recommendations must be ratified by the full Board prior to any action taken. The Committee shall consist of six voting members: Three members of the Board, the President and Chief Executive Officer, and the Chief of Staff from each hospital. There shall be three alternate Committee members:
      i. One alternate shall be a member of the Board, also appointed by the Chairperson of the Board, who shall attend Committee meetings and enjoy voting rights on the Committee only when serving as an alternate for a voting Board Committee member; however, if the Board Member First Alternate is also not available, another member of the Board may attend with Board Chair approval.
      ii. The second and third alternate Committee members shall be the Chiefs of Staff elect from each hospital, who shall attend Committee meetings and enjoy voting rights on the Committee only when serving as an alternate for their respective Chief of Staff.
   b. **Non-Voting Membership.** The Chief Financial Officer, the Chief Operations Officer, the Chief Medical Officer, the Chief Nursing Officer Palomar Medical Center Escondido, the Chief Nursing Officer Palomar Medical Center Poway Nurse Executive, the Chief Administrative Officer, the Chief Legal Officer, the Chief Human Resources Officer, the Vice President Philanthropy, the Senior Director of Managed Care and Business Development, and a board member of the Palomar Health Foundation, recommended by the Foundation and approved by the Committee Chairperson. As needed, other appropriate relevant staff in facilities, planning, and compliance may be requested to attend to facilitate the work of the Committee.
   c. **Duties.** The duties of the Committee shall include but are not limited to:
      i. Regarding the Strategic Function: Review, assess, and establish that the mission and vision of the Board are implemented in an effective and meaningful manner through the establishment and implementation of plans and programs that enhance the well-being of the citizens of the District.
         I. Review and make recommendations to the Board regarding the District’s short and long range strategic plans, master and facility plans, physician development plans, and strategic collaborative relationships.
         II. Review the development of new programs and system initiatives to ensure their direction is in accordance with the mission and vision of the organization and support the strategic plans of the District.
         III. Monitor completion of annual goals in order to ensure their effective completion on behalf of the system.
IV. Recommend educational programs and enhance Board members’ understanding of trends in the local, State, and National health care arena and issues affecting the system.

V. Review annually those policies within the Committee’s purview and report the results of such review to the Board. Such reports shall include recommendations regarding the modification of existing, or creation of new policies.

VI. Perform such other duties as may be assigned by the Board.

ii. Regarding the Facilities Function: Provide oversight for the development, expansion, modernization, and replacement of the Health System facilities and grounds in order to promote the physical life of the assets belonging to the District, and to ensure the safety and well-being of those working in and being served in the facilities and on the grounds.

I. Approve the annual Facilities Development Plan and regularly review updates on implementation of plan.

II. Receive a biannual Environment of Care report.

III. Perform such other duties as may be assigned by the Board.

IV. Advise the Finance Committee with respect to the need of adequate projects funding.

V. Ensure that the District is in compliance with governmental agency and accreditation requirements with respect to earthquake and disaster preparedness, fire and safety codes, environmental standards, and physical security needs, etc.

VI. Provide oversight regarding the maintenance of facilities and grounds and implementation of improvement projects.

VII. Ensure that a long-term facility plan is developed and updated regularly.

VIII. Perform such other duties as may be assigned by the Board.
B. **Standing Committees.** There shall be the following standing committees of the Board: Finance; Governance; Audit and Compliance; Human Resources; Strategic and Facilities; Community Relations; and Quality Review. Standing committees will be treated as the Board with respect to Article V of these bylaws. All provisions in Article V that apply to Board members shall apply to members of any standing committee.

5. **Strategic and Facilities Planning Committee.**
   a. Voting Membership. All recommendations must be ratified by the full Board prior to any action taken. The Committee shall consist of six voting members: Three members of the Board, the President and Chief Executive Officer, and the Chief of Staff from each hospital. There shall be three alternate Committee members:
      i. One alternate shall be a member of the Board, also appointed by the Chairperson of the Board, who shall attend Committee meetings and enjoy voting rights on the Committee only when serving as an alternate for a voting Board Committee member; however, if the Board Member First Alternate is also not available, another member of the Board may attend with Board Chair approval.
      ii. The second and third alternate Committee members shall be the Chiefs of Staff elect from each hospital, who shall attend Committee meetings and enjoy voting rights on the Committee only when serving as an alternate for their respective Chief of Staff.
   b. Non-Voting Membership. The Chief Financial Officer, the Chief Operations Officer, the Chief Medical Officer, the Chief Nurse Executive, the Chief Administrative Officer, the Chief Legal Officer, the Chief Human Resources Officer, the Vice President Philanthropy, the Senior Director of Managed Care and Business Development, and a board member of the Palomar Health Foundation, recommended by the Foundation and approved by the Committee Chairperson. As needed, other appropriate relevant staff in facilities, planning, and compliance may be requested to attend to facilitate the work of the Committee.
   c. Duties. The duties of the Committee shall include but are not limited to:
      i. Regarding the Strategic Function: Review, assess, and establish that the mission and vision of the Board are implemented in an effective and meaningful manner through the establishment and implementation of plans and programs that enhance the well-being of the citizens of the District.
         I. Review and make recommendations to the Board regarding the District’s short and long range strategic plans, master and facility plans, physician development plans, and strategic collaborative relationships.
         II. Review the development of new programs and system initiatives to ensure their direction is in accordance with the mission and vision of the organization and support the strategic plans of the District.
         III. Monitor completion of annual goals in order to ensure their effective completion on behalf of the system.
IV. Recommend educational programs and enhance Board members understanding of trends in the local, State, and National health care arena and issues affecting the system.

V. Review annually those policies within the Committee’s purview and report the results of such review to the Board. Such reports shall include recommendations regarding the modification of existing, or creation of new policies.

VI. Perform such other duties as may be assigned by the Board.

ii. Regarding the Facilities Function: Provide oversight for the development, expansion, modernization, and replacement of the Health System facilities and grounds in order to promote the physical life of the assets belonging to the District, and to ensure the safety and well-being of those working in and being served in the facilities and on the grounds.

I. Approve the annual Facilities Development Plan and regularly review updates on implementation of plan.

II. Receive a biannual Environment of Care report.

III. Perform such other duties as may be assigned by the Board.

IV. Advise the Finance Committee with respect to the need of adequate projects funding.

V. Ensure that the District is in compliance with governmental agency and accreditation requirements with respect to earthquake and disaster preparedness, fire and safety codes, environmental standards, and physical security needs, etc.

VI. Provide oversight regarding the maintenance of facilities and grounds and implementation of improvement projects.

VII. Ensure that a long-term facility plan is developed and updated regularly.

VIII. Perform such other duties as may be assigned by the Board.
# BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE

## MEETING MINUTES

### CALENDAR YEAR 2021

## ATTENDANCE ROSTER

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>DIRECTOR RICHARD C. ENGEL, MD – CHAIR</td>
<td></td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIRECTOR LINDA GREER, RN</td>
<td></td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIRECTOR JEFF GRIFFITH, EMT-P</td>
<td></td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIANE HANSEN, PRESIDENT &amp; CEO</td>
<td></td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SABIHA PASHA, MD, COS, PMC ESCONDIDO</td>
<td></td>
<td>A</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EDWARD GURROLA, MD, COS, PMC POWAY</td>
<td></td>
<td>A</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIRECTOR LAURA BARRY – ALTERNATE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KANCHAN KOIRALA, MD – ALTERNATE COS PMC ESCONDIDO</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAM FILICIOTTO, MD – ALTERNATE COS PMC POWAY</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**STAFF ATTENDEES**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>MICHAEL BOGERT, CHIEF FINANCIAL OFFICER</td>
<td></td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SHEILA BROWN, CHIEF OPERATIONS OFFICER</td>
<td></td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OMAR KHAWAJA, MD, CHIEF MEDICAL OFFICER</td>
<td></td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MEL RUSSELL, RN, CNO PMC ESCONDIDO</td>
<td></td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JOYCE VOLSCH, PhD, CNO PMC POWAY</td>
<td></td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PAUL SAS, CHIEF ADMINISTRATIVE OFFICER</td>
<td></td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KEVIN DEBRUIN, CHIEF LEGAL OFFICER</td>
<td></td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GEOFF WASHBURN, CHIEF HUMAN RESOURCES OFFICER</td>
<td></td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KRISTIN GASPAR, INTERIM VP PHILANTHROPY</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KIRK EFFINGER, FOUNDATION BOARD</td>
<td></td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WAYNE HERRON, VP PHILANTHROPY</td>
<td></td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TANYA HOWELL – COMMITTEE ASSISTANT</td>
<td></td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**INVITED GUESTS**

See text of minutes for names of invited guests
**Notice of Meeting**

- The agenda (as Notice of Meeting) was posted on Wednesday, May 19, 2021, at Palomar Health’s Administrative Office, which is consistent with legal requirements. The agenda was also posted that date on the Palomar Health website; and notice of that posting was made via email to the Board and staff.

**Call to Order**

- The meeting – held virtually – was called to order at 5:30 p.m. by Chair Richard C. Engel, MD.

**Establishment of Quorum**

- Quorum was established (see roster).

**Public Comments**

- None filed.

**Information Items**

- None.

1. **Board Strategic & Facilities Planning Committee Follow-up**

   - Ms. Hansen agreed that a simple, high-level overview of what the approval process had been in the past and where each project stood relative to its budget could be provided as part of future construction update presentations.
   - Included as part of the construction update presentation for this meeting.

2. **Minutes, Board Strategic & Facilities Planning Committee Meeting, Tuesday, March 23, 2021**

   - **Motion:** By Director Greer, seconded by Chair Engel and carried to approve the Minutes of the Board Strategic & Facilities Planning Committee Meeting, Tuesday, March 23, 2021, with the one edit as presented.
   - **Vote taken by Roll Call:** Director Greer – aye; Dr. Pasha– aye; Ms. Hansen – aye; Chair Engel –aye; Director Griffith –aye; Dr. Gurrola – aye; Absent: n/a
   - Forwarded to the June 14, 2021, Board of Directors meeting as information.

   - Assistant Tanya Howell pointed out a typo on page 2 of the minutes, wherein Dr. Engel was listed as having been absent during the vote rather than Dr. Gurrola. That correction has already been made in the version of the minutes that are ready for signature.

3. **Resolution No. 06.14.21(01)-13 of the Board of Directors of Palomar Health Establishing a Revision to the Date, Time and Location for the Regular Meetings of the Board Strategic & Facilities Planning Committee for the Remainder of Calendar Year 2021 and January 2022**

   - **Motion:** By Dr. Gurrola, seconded by Ms. Hansen and carried to approve the Resolution as presented.
   - **Vote taken by Roll Call:** Director Greer – aye; Dr. Pasha– aye; Ms. Hansen – aye; Chair Engel –aye; Director Griffith –aye; Dr. Gurrola – aye; Absent: n/a
   - Forwarded to the June 14, 2021, Board of Directors meeting with a recommendation for approval.
### AGENDA ITEM

**Chair Engel** stated that he had discussed this option with CEO Diane Hansen and was in support of the idea of changing to every other month.

Chair Engel requested and received confirmation that the change would not preclude the Committee Chair from calling a special meeting of the Committee should the need arise.

- Committee Assistant Howell noted that any planned special Committee meetings would require her assistance in confirming there would be a quorum for the date in question.
- Director Greer requested that any planned special Committee meetings be discussed with the Board Chair prior to final scheduling.

### DISCUSSION

Chair Engel then asked what, if anything, was being done regarding cellular service at that campus, and Mr. Sas stated that it was a separate project.

Ms. Hansen interjected that the DAS piece would also upgrade the cell phone capabilities within the facility, as well, especially as it relates to the horrible cell service in the Medical Staff offices.

Director Greer noted that the planned completion for the CT wasn’t until February 1, 2022; and, as the CT at Poway had been down just the other day, she felt that postponing the replacement seemed an unfortunately long time away since the current equipment was having glitches.

Director Greer also commented that she didn’t know whether CNO Mel Russell was aware when equipment went down, but she hoped he was as it caused problems for everyone.

### CONSTRUCTION PROJECTS UPDATE

- Paul Sas, Chief Administrative Officer, stated that about 1.5 years ago, there were approximately 52 ongoing construction projects in the District.
- With project completions, the number of projects had gone down to 30, but Ms. Hansen has added 3, so the total of ongoing projects is now 33.

**POWAY – PROJECTS COMPLETED (PAGE 14)**

- The infrastructure upgrades were completed in March 2021.

**POWAY – PROJECTS IN PROGRESS (PAGES 16-21)**

- The CT Replacement is contingent on the UPS building, but there are now 2 bidders for that project, and Mr. Sas will know this coming Friday how that will be resolved.
- Chair Engel asked if the DAS impacted cellular phone service and the Wi-Fi in the hospital, and Mr. Sas said that it was strictly Wi-Fi.
- Chair Engel then asked what, if anything, was being done regarding cellular service at that campus, and Mr. Sas stated that it was a separate project.
- Ms. Hansen interjected that the DAS piece would also upgrade the cell phone capabilities within the facility, as well, especially as it relates to the horrible cell service in the Medical Staff offices.
- Director Greer noted that the planned completion for the CT wasn’t until February 1, 2022; and, as the CT at Poway had been down just the other day, she felt that postponing the replacement seemed an unfortunately long time away since the current equipment was having glitches.
- Director Greer also commented that she didn’t know whether CNO Mel Russell was aware when equipment went down, but she hoped he was as it caused problems for everyone.

- Forwarded to the June 14, 2021, Board of Directors meeting as information.
  - Mr. Sas will discuss Poway funding numbers with Ms. Gaspar offline.
  - Mr. Sas will review the status regarding both the rock honoring veterans that might still be at the downtown campus and the WWI memorial rock at the PMC Escondido campus, ensuring that both are appropriately moved and/or finalized as memorials at the new campus.

<table>
<thead>
<tr>
<th>AGENDA ITEM</th>
<th>CONCLUSION/ACTION</th>
<th>FOLLOW UP/RESPONSIBLE PARTY</th>
<th>Final?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair Engel stated that he had discussed this option with CEO Diane Hansen and was in support of the idea of changing to every other month</td>
<td>Information only</td>
<td>Forwarded to the June 14, 2021, Board of Directors meeting as information</td>
<td>Y</td>
</tr>
</tbody>
</table>
Mr. Russell stated that he was aware, and that Mr. Sas and his team had an excellent escalation process in place to keep everyone informed so that contingency planning could be used to ensure appropriate triage of exams

- He further noted that he knew Mr. Sas’ team was working closely with CFO Michael Bogert to mitigate some of those issues

- Kristin Gaspar, Interim VP of Philanthropy, asked if there was a means of obtaining a cumulative total on Poway-related upgrades, as there was a strong desire by the Foundation Board to be supportive of Poway projects through proceeds from this year’s gala
  - Mr. Sas told her that he would be reviewing a lot of that information tonight, but that he’d also be happy to provide her with the numbers separately

- Mr. Sas also noted that the CT issues were being attacked from two different angles, the first problem being that to replace the current CT, the UPS upgrade was needed; however, the team is also moving ahead with the Outpatient Imaging Center at the POP, which will have both an MRI and a CT, and they are trying to move rapidly through that project, so that by the February 2022 timeframe, there will be 2 CTs on the Poway campus
  - The external elevator is also being upgraded so that inpatients can be transported when needed to the POP
  - In conjunction with the Outpatient Imaging Center, Mr. Sas just sent an RFP to 4 architects for the design of the Ambulatory Surgery Center and the Outpatient Imaging Center
    - He has received a pro forma back from AMSURG, with whom he’s been working the past few months, and the estimated net earnings are close to $4M
  - The ED Lobby Expansion is still in the design phase, which was partially delayed due to COVID activity
    - The design is anticipated to be completed in early June, and Mr. Sas will send the construction out for bid at that time
  - The POP elevator expansion is also in the design phase and will support the new Outpatient Imaging Center and Ambulatory Surgery Center, both of which are also in the design phase
    - Dr. Gurrola commented that the original elevator had cost some outrageous amount of money back in the day, due to something about not having to have physical contact with the other building, so he wondered if the new elevator was going to cost a lot of money, as well
    - Mr. Sas stated that it was not going to cost as much, as the design for this elevator was intentionally low-cost and as efficient as possible
    - Ms. Hansen stated that it would be a lot less expensive and would add an additional bank of elevators essentially to the outside of the structure, rather than changing the size of the elevators that had already been installed, which would also have been unbelievably expensive
      - She added that the new design will still allow transport to the second floor at the POP, as well as providing a covered walkway on the first level from the POP to the ED, providing the ability to transport patients between the two facilities, but not at the extravagant expense initially anticipated
  - Mr. Sas stated that – with the pending change in ownership of the POP building, and as part of the system-wide signage project – we will now be able to put signage on that building, and the new owners are thrilled to help with signage
  - The UPS building went out for a second bid last Friday, as there was only one bidder in the previous round
<table>
<thead>
<tr>
<th>AGENDA ITEM</th>
<th>CONCLUSION/ACTION</th>
<th>FOLLOW UP/RESPONSIBLE PARTY</th>
<th>FINAL?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DISCUSSION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ESCONDIDO – PROJECTS COMPLETED IN FY2021 (PAGE 23)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o The Palomar Health Outpatient Center I (PHOC I) is now fully occupied, with Urgent Care moving in next month, and all other tenants and services up and working</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o The Rehab Institute went live in April</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o The SmartMarket Café has been installed in the cafeteria</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o The mobile unit will be leaving the ED CT this Friday</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o The SMACC building has also been renovated to allow the movement of home care and finance to that location, allowing those teams to move from a leased building on Parkway</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ESCONDIDO - PROJECTS IN PROGRESS (PAGES 25-33)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Palomar Health Outpatient Center II (PHOC II) is currently under design, an architect has been engaged, and it is about 80% leased</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o The Cath Lab Upgrade is scheduled to be completed in June and will allow the expansion of services Interventional Radiology, Vascular, Neuro and Oncology in one suite</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o When the NICU expansion was first discussed about a year ago, the original projection was in the $6M range, but Mr. Russell came up with a brilliant idea to instead convert 12 rooms, bringing the cost down to less than $1M</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Construction will begin in June, as it has been on hold for 2 months awaiting supplies, as there was some difficulty obtaining some required items</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The current NICU space will be converted to an OB Emergency Department as soon as the NICU moves out, anticipated to open four months after the completion of the NICU, which is anticipated to occur in February 2022</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Construction on the Conference Center will also be starting in June</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>After having gone out to bid at what the team thought would likely be in the $3.5M range, the winning bid actually came in at $2.6M, and it will probably cost around $3M when complete, as AV and other equipment for the room were not included in the bid price</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ms. Gaspar stated that she hadn’t modified the end goal and would keep it steady at $3.5M, noting that the Foundation was continuing to raise money for that project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o OSHPD’s response regarding the plans for the 9th Floor Peds buildout is due in June and, once received, it is anticipated to be a 12-month project and the unit could possibly be open in June of next year</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The design was created to ensure that future expansion would be very efficient, with minimal disruption</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mr. Sas commented that the original scope was reduced from 24 to 12 beds, and when Director Greer asked the reason for that change, he stated that funds were severely lacking as the COVID crisis had just begun when the project plans were being finalized, so there was a reduction in space to create cost savings</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>In response to an inquiry from Dr. Gurrola regarding whether the floor could be versatile and convertible to adult beds if the pediatric need didn’t arise, Mr. Sas stated that the beds were scheduled to be licensed as Peds</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sheila Brown, COO, added that Peds had a different type of scope than adult beds, so the beds and room sizes would all be different in the pediatric/adolescent world</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Dr. Gurrola then asked if there were the need, could the licensing be changed to convert them to adult beds, and Mr. Sas stated that could be done, as there were no significant architectural differences, as—although in many instances the sinks and toilets are put at a lower level for Peds—our team kept everything the standard size and height, but they did also add a play area for the kids.

Dr. Gurrola asked if it might be worth paying a bit more to confirm the space’s versatility for future needs, and Mr. Sas said that the requirements for Peds weren’t that far off from those for Med/Surg, so it wouldn’t be difficult to make the changes if needed.

The work on the 2140 Enterprise building is wrapping up, and HR, Quality, Marketing and Education will be moved into a temporary location by the end of June to accommodate the closure of the downtown campus.

- Additional work is being completed in the warehouse area to add secure cages for departments that need secure department storage.
- Construction on the Parking Structure will begin in June.
- The Tower Signage at PMC Escondido should be wrapped up in July, having been approved through OSHPD, and it is in process of being assembled.
- The downtown campus is scheduled to be handed over to the new owners on June 23rd.

Director Greer commented that the team was doing an awesome job, and she was almost in tears because all of these plans were now becoming reality—thank you!

In response to an inquiry about a moderately large rock at the downtown campus that bore a plaque honoring veterans, Mr. Sas stated that he would put it on his list to ensure that the rock was moved to the rock garden at the PMC Escondido.

Chair Engel also inquired about a sign in the flag area at PMC Escondido, noting that it was a granite stone sign that appeared to be temporary, and he wondered if there were plans to make it permanent.

- Ms. Hansen stated that she didn’t know what the original plan had been, but Management would take a look and try to figure out what to do with it; and Mr. Russell stated that it had been moved from the downtown campus, and that it was a dedication plaque to WWII, and the facilities team was reviewing options to frame it off as a means of finishing it off.
- Ms. Gaspar stated that the Foundation had a number of historical photos in their storage room and wondered if there had been anything else identified at the downtown campus that needed to be salvaged for historical purposes.

- Director Greer stated that things have been slowly coming off the walls (e.g., statues, busts, etc.), and Mr. Sas stated that when the closure of the downtown campus was announced, several family members had reached out about items related to their loved ones, so many items had already been returned to family members when requested.
- Ms. Gaspar said the Foundation would like to set up some type of historical wall/case by the Conference Center to display historic memories from the old campus, and she added that the photo of Dr. Graybill was in her office.

No further comments

None filed
# Board Strategic & Facilities Planning Committee – Meeting Minutes – Tuesday, May 25, 2021

## Committee Chair

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Conclusion/Action</th>
<th>Follow Up/Responsible Party</th>
<th>Final?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion</td>
<td>The meeting was adjourned by Chair Engel at 6:06 p.m.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Signatures:

**Committee Chair**

<table>
<thead>
<tr>
<th>Signature</th>
<th>RICHARD C. ENGEL, MD</th>
</tr>
</thead>
</table>

**Committee Assistant**

<table>
<thead>
<tr>
<th>Signature</th>
<th>TANYA HOWELL</th>
</tr>
</thead>
</table>
ADDENDUM B
# BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE

## MEETING MINUTES

## CALENDAR YEAR 2021

### ATTENDANCE ROSTER

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>DIRECTOR RICHARD C. ENGEL, MD – CHAIR</td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIRECTOR LINDA GREER, RN</td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIRECTOR JEFF GRIFFITH, EMT-P</td>
<td>P</td>
<td>P*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIANE HANSEN, PRESIDENT &amp; CEO</td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SABIHA PASHA, MD, COS, PMC ESCONDIDO</td>
<td>A</td>
<td>P*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EDWARD GURROLA, MD, COS, PMC POWAY</td>
<td>A</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIRECTOR LAURA BARRY – ALTERNATE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| KANCHAN KOIRALA, MD – ALTERNATE CoS | | | | | | | | | | | | PMC ESCONDIDO
| SAM FILICIOTTO, MD – ALTERNATE CoS | | | | | | | | | | | | PMC POWAY
| STAFF ATTENDEES | | | | | | | | | | | | |
| MICHAEL BOGERT, CHIEF FINANCIAL OFFICER | P | P | | | | | | | | | | |
| SHEILA BROWN, CHIEF OPERATIONS OFFICER | P | P | | | | | | | | | | |
| OMAR KHAWAJA, MD, CHIEF MEDICAL OFFICER | P | P | | | | | | | | | | |
| MEL RUSSELL, RN, CNO PMC ESCONDIDO | P | P | | | | | | | | | | |
| JOYCE VOLSCH, PhD, CNO PMC POWAY | P | P | | | | | | | | | | |
| PAUL SAS, CHIEF ADMINISTRATIVE OFFICER | P | P | | | | | | | | | | |
| KEVIN DEBRUIN, CHIEF LEGAL OFFICER | P | P | | | | | | | | | | |
| GEOFF WASHBURN, CHIEF HUMAN RESOURCES OFFICER | P | P | | | | | | | | | | |
| KRISTIN GASPAR, INTERIM VP PHILANTHROPY | | | | | | | | | | | | |
| KIRK EFFINGER, FOUNDATION BOARD | P | P | | | | | | | | | | |
| WAYNE HERRON, VP PHILANTHROPY | P | P | | | | | | | | | | |
| TANYA HOWELL – COMMITTEE ASSISTANT | P | P | | | | | | | | | | |
| INVITED GUESTS | | | | | | | | | | | | |

**CANCELLED**

See text of minutes for names of invited guests.
Special Board Strategic & Facilities Planning Committee – Meeting Minutes – Tuesday, June 22, 2021

AGENDA ITEM

• DISCUSSION

NOTICE OF MEETING

• The agenda (as Notice of Meeting) was posted on Friday, June 18, 2021, at Palomar Health’s Administrative Office, which is consistent with legal requirements. The agenda was also posted that date on the Palomar Health website; and notice of that posting was made via email to the Board and staff.

CALL TO ORDER

• The meeting – held virtually – was called to order at 5:30 p.m. by Chair Richard C. Engel, MD

ESTABLISHMENT OF QUORUM

• Quorum was established (see roster)

PUBLIC COMMENTS

The following individuals spoke about quality of care and the Vituity contract:

- Christine Bauer
- Margaret Thomas
- Joanne Meza
- Dr. Allen Hansen
- Gigi Marisma
- Dr. Cory Nelkin
- Dr. De Silva
- Dr. Deaver
- Dr. Harrison
- Dr. Fadul
- Dr. Mutyala

Committee Chair Engel thanked the speakers for sharing their thoughts

1. STRATEGIES FOR IMPROVED COMMUNICATION BETWEEN THE BOARD AND MEDICAL STAFF

• Committee Chair Engel noted that this is not a full Board meeting; rather it is a special Board Strategic & Facilities Planning Committee meeting. Noted that the other two Board Committee members, Directors Greer and Griffith, were present at the meeting and may speak to the topics being discussed. Other Board members in attendance who are not on the Committee are welcome to listen but may not speak. As Chair of this Committee, he stated that he does not speak to the Board’s shared opinion, but rather his own. One of the reasons he ran for the Board was to try to share the physician perspective with the Board and administrative team. Chair Engel still remains a clinically practicing physician, and therefore lives in that world.

• Committee Chair Engel stated that the whole dynamic between the Board, Medical Staff and Administration has been adversely impacted by recent events. Therefore, he wanted to use this meeting as a vehicle for the Medical Staff to have an opportunity to communicate directly, without undue constraints, to the members of this Committee, and ultimately to the full Board. Director Engel explained that he had requested of COSs Gurrola and Pasha that they select several members of their Medical Staffs, the specific individuals and the number of individuals to be determined by them, to serve as essentially a physician panel. He further explained that this meeting is primarily intended to allow our Medical Staff members the opportunity to
address to this Committee issues of interest and concern to them in the context of the two questions listed below. He stated that it was his expectation that all comments would be constructive and focused and respectful of all parties. It was further expected that references to unsubstantiated rumors or facts not in evidence would be avoided.

- Offered up the following two questions for discussion:
  1. From the Medical Staff perspective, what do you feel this Board should know, that you feel individual Board members may not be fully aware of, or may not understand, on any relevant topics you would like to communicate to this Board?
  2. From the Medical Staff perspective, what would you propose that this Board could do, or may do different or better?

- Point of order by Director Griffith – so both sides can share their thoughts on the topic, the Administration should be allowed time to speak as well.

- Point of order by Director Greer – is in agreement with Director Griffith on the above

- Committee Chair Engel responded to the concerns of Directors Griffith and Greer stating that ALL Committee members, including those from Administration, will be allowed to share their comments and thoughts after the physician panel has completed, as the agenda indicates. He further stated that he will not limit Committee members’ opportunity to comment nor limit the time they needed to complete their thoughts. He then read off the voting and non-voting members of the Committee and clarified that he will allow all Committee members to comment, both voting and non-voting members.

Palomar Medical Center Escondido Dr. Sabiha Pasha and Palomar Medical Center Poway Dr. Edward Gurrola introduced physicians who provided their input on the questions above. Comments included concerns about the change in the contract between Palomar Health and Vituity and the new contract with EMA (Emergency Medical Associates) but were not limited to those topics.

- Dr. Hinshaw spoke about collaboration issues between the Medical Staff and Palomar Health Administration and the changes to the OB Contract and OB Service line structure and management.

- Dr. Kosmo spoke about closure of the oncology panel and communication issues with Administration that had functional impact on his patient care activities.

- Dr. Steele spoke about trust issues between the Medical Staff and Administration and Board, the closure of the neurosurgery panel and his concern about the impact of the changes to the ED, Hospitalists and Intensivists contracts on Medical Staff function and patient care activities.

- Dr. Gelberg spoke about the disruption of patient care and her concerns about the selection process and how the decision to change groups in favor of EMA was handled.

- Dr. Butler requested that the topic of moving to a hospital staffing agency (EMA) be revisited by the Administration and the Board and offered several reasons in support of his request.

- Dr. Hansen spoke about his concerns re: the move to EMA, and requested the decision be revisited. He was very concerned about the process and whether the anticipated staffing models proposed or implied by EMA would be sufficient for PH.
### Special Board Strategic & Facilities Planning Committee – Meeting Minutes – Tuesday, June 22, 2021

<table>
<thead>
<tr>
<th>AGENDA ITEM</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DISCUSSION</strong></td>
</tr>
<tr>
<td>- Dr. Buitenhuys spoke of his concerns about the current administrative team and Board and the handling of this situation.</td>
</tr>
<tr>
<td>- Dr. Filiciotto spoke about communication issues between the Medical Staff and Administration and Board and requested more meaningful meetings with the Board</td>
</tr>
<tr>
<td>- Dr. Rivera spoke about communication issues between the Medical Staff, Board and Administration and requested the move to EMA be reconsidered.</td>
</tr>
<tr>
<td>- Dr. Pasha thanked everyone who shared their concerns, and stated that there is a lack of efficiency in this organization, adding that if we can bring efficiency into the organization and get rid of waste, then the quadruple aim will be achieved because in organizations where they have achieved this efficiency they have achieved the quadruple aim. Knows that the Board, Administration and doctors can all work together</td>
</tr>
<tr>
<td>- Dr. Gurrola thanked Committee Chair Engel for putting this meeting together. Stated that the process has been severely flawed in this situation, and would urge that the Board reconsider the matter</td>
</tr>
</tbody>
</table>

| 2. SUMMARY OF COMMITTEE DISCUSSION |
| - Chair Engel said that his hope for this meeting was to provide Medical Staff physicians an opportunity to be heard by the Board directly on these issues. He is appreciative for all those who spoke and for their ability to articulate their concerns so accurately and effectively. He also appreciated the Board members who were listening in as well as Directors Greer and Griffith, who were participating formally in the Committee meeting. |

| 3. COMMITTEE MEMBER COMMENTS |
| - Palomar Health President & CEO Diane thanked everyone in attendance at today’s meeting for sharing their thoughts because she knows they are all passionate about the quality of care that is delivered to our patients and their commitment to this organization. The administrative team is equally as passionate about all of those things. We value our doctors and all our staff, and we continue to say that throughout our rounding and listening to their thoughts. We have the best physicians in the nation who provided the best care during the pandemic. Clarified that the decision made with EMA was not at all about the quality of care that is being provided. Acknowledged that the PH organization always puts patients above profit. Therefore, she is disappointed when she hears those comments because this is not primarily driven by an intent to achieve some financial savings. Realizes there is a lot of misinformation out there and asked everyone to please check the facts and make sure that what they are hearing is accurate. Administration did not have to go through an RFP process, but absolutely knew it was the right thing to do in order to be fair, open and transparent. Absolutely believes that this will drive the kind of change that we need to move this organization forward. It is about patient care, and it is about us. Does hear the pain, concern and frustration, and has listened to everyone’s comments. Will absolutely do the best to address your concerns and frustration. Patient safety has always been and will always be our first priority. Noted that the organization’s quality scores are now better than ever, and that a lot of great work will continue down that path. She strongly believes that the decision to go with EMA is the right decision for us to continue in that direction. Understands that this is difficult, but wanted everyone to hear and know that the organization appreciates each and every person in the organization, and thanks those here tonight for being a part of this conversation. |
AGENDA ITEM

• DISCUSSION

  - Chief Medical Officer Dr. Omar Khawaja provided the following information that was part of some very specific requests as part of the contract: EMA has met with 75 of the physicians so far across the ED, ICU and hospitals, and 15 of the AHP. EMA has also met with PA’s and scribes. They confirmed once again that they will not be changing the schedule or the staffing models. Dr. Khawaja also followed up with the two other participants who had submitted written bids, letting them know why Palomar Health would not be moving forward with them. Also had a good conversation earlier today with the Chief Strategy Officer and Chief Operating Officer.

  - Chair Engel shared his opinion that this has been an important and meaningful Committee meeting, and he was grateful for all who participated. Hoped that everyone can find a way to move forward constructively together. Reminded that whatever comments he made tonight were made solely as Chair of this Subcommittee, and do not represent the opinions of the full Board nor anyone else.

PUBLIC COMMENTS

• None filed

ADJOURNMENT

The meeting was adjourned by Chair Engel at 7:38 p.m.

SIGNATURES:

COMMITTEE CHAIR

RICHARD C. ENGEL, MD

BOARD ASSISTANT

DEBBIE HOLLICK