## Board of Directors Meeting Minutes – Monday, June 13, 2022

### Agenda Item

- Discussion

### Conclusion/Action/Follow Up

### NOTICE OF MEETING

Notice of Meeting was posted at the Palomar Health Administrative Office; also posted with full agenda packet to the Palomar Health website on Tuesday, June 7, 2022, which is consistent with legal requirements.

### I. CALL TO ORDER

Pursuant to Palomar Health Board Resolution No. 01.10.22(03)-03, the meeting was held virtually and called to order at 6:30 p.m. by Board Chair Linda Greer.

### II. ESTABLISHMENT OF QUORUM

Quorum comprised of Directors Barry, Clark, Corrales, Greer, Griffith, Pacheco

Excused Absence: Director Edwards-Tate

### III. OPENING CEREMONY – Pledge of Allegiance to the Flag

The Pledge of Allegiance to the Flag was recited in unison.

### MISSION AND VISION STATEMENTS

*The Palomar Health mission and vision statements are as follows:*

- The mission of Palomar Health is to heal, comfort and promote health in the communities we serve.
- The vision of Palomar Health is to be the health system of choice for patients, physicians and employees, recognized nationally for the highest quality of clinical care and access to comprehensive services.

### IV. PUBLIC COMMENTS

- Christine Bauer spoke about patient safety and staffing issues.
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<tr>
<td>V. APPROVAL OF MINUTES</td>
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A. Special Closed Session Board of Directors Meeting - Monday, May 9, 2022

B. Board of Directors Meeting - Monday, May 9, 2022

| A. MOTION: | By Director Barry, 2nd by Director Pacheco and carried to approve the Monday, May 9, 2022 Special Closed Session Board of Directors Meeting minutes as presented. Roll call voting was utilized. Director Corrales – aye Director Griffith – aye Director Greer – aye Director Barry – aye Director Clark – aye Director Pacheco – aye Director Edwards-Tate – absent Chair Greer announced that six board members were in favor. None opposed. No abstentions. One absence. Motion approved. |

| B. MOTION: | By Director Corrales, 2nd by Director Barry and carried to approve the Monday, May 9, 2022 Board of Directors Meeting minutes as presented. Roll call voting was utilized. Director Corrales – aye Director Griffith – aye Director Greer – aye Director Barry – aye Director Clark – aye Director Pacheco – aye Director Edwards-Tate – absent Chair Greer announced that six board members were in favor. None opposed. No abstentions. One absence. Motion approved. |

There was no discussion of agenda items V.A. – V.B.

### VI. PRESENTATIONS

| A. Patient Experience Moment | |


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| **Chief Administrative Officer Stephanie Baker introduced Clinical Pharmacy Services Manager Nada Ghobrial and her daughter Nicolette, who shared how she made 30 care baskets for infusion patients to lift their spirits; she feels it has been very gratifying to put smiles on the patient’s faces. Her inspiration for doing this is that she wants to let patients know there are people who care about them and understand the hardship they are going through. She wanted to speak tonight so she could spread some happiness and motivate others to do the same. She is also very passionate about becoming a doctor to be able to heal others.**  
  o Chair Greer thanked Nicolette for the caring thoughts she put forward. She noted that Palomar Health needs partners like Nicolette to help us with our patients; it is greatly appreciated by everyone.  
  o Utilizing the attaching presentation, Lifesharing Hospital Development Manager Matt Kidder provided an overview of the Lifesharing program, including some recent wins for Palomar Health and the way the organization has helped save lives.  
  o Chair Greer shared her appreciation with Mr. Kidder and the program, noting that organ donation is a legacy one can leave to help others go on with their lives. |                                                                            |
| **Chief Quality Officer Dr. Omar Khawaja introduced Palomar Health anesthesiologists Lan Vu, MD, and Al Saghbini, MD, who are a part of the next leadership team coming up through the Anesthesia department. Dr. Khawaja invited them to share their experiences at Palomar.**  
  o Dr. Saghbini has been with the organization for almost five years. He went to school in the area and has family here as well, and considers this his home. It is because of this that the organization and its success means a lot to him. He noted that prior to January of this year, the organization was not able to retain or hire anesthesiologists as the payer mix in the area does not offer a lot in terms of compensation. However, after joining the Palomar Health Medical Foundation, the group now has the ability to hire additional anesthesiologists. He believes that by administration taking this action, they were able to save the anesthesiology group and operating rooms at Palomar Health.  
  ▪ Chair Greer thanked Dr. Rick Engel for his part in improving the situation Dr. Saghbini described above. While he is missed by the board as a former board member, he is doing a great job with the mission he is so passionate about. Dr. Engel added that he greatly appreciates all the physicians in the anesthesiology group, and all who have stayed on board to grow this new, exciting future they are anticipating. Is thankful for the support of the board, administration and Palomar Health Medical Group in this endeavor. Chair Greer added that he will be leaving a great legacy with this opportunity.  
  o Dr. Vu has been with Palomar Health for almost four years and is happy to be a part of the anesthesiology group. Her mother-in-law, Marty Buck, was with Palomar for many years so that is her affiliation.  
  ▪ Director Corrales shared that it is nice to see a woman’s face in this type of position. She appreciates hearing about this important program and sharing it with our patients and the community we serve. |                                                                            |

**VII.* APPROVAL OF AGENDA to accept the Consent Items as listed**
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<tr>
<th>Discussion</th>
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<tbody>
<tr>
<td>A. Palomar Medical Center Escondido Medical Staff Credentialing &amp; Reappointments</td>
<td><strong>MOTION:</strong> By Director Pacheco, 2nd by Director Barry and carried to approve agenda items VII.A. – VII.H. as presented. Roll call voting was utilized. Director Corrales – aye Director Griffith – aye Director Greer – aye Director Barry – aye Director Clark – aye Director Pacheco – aye Director Edwards-Tate – absent Chair Greer announced that six board members were in favor. None opposed. No abstentions. One absence. Motion approved</td>
</tr>
<tr>
<td>B. Palomar Medical Center Poway Medical Staff Credentialing &amp; Reappointments</td>
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<tr>
<td>C. Modification to the Department of Medicine Rules and Regulations for Palomar Medical Center Escondido</td>
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<tr>
<td>D. Modification to the Department of Family Medicine Rules and Regulations for Palomar Medical Center Escondido</td>
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<tr>
<td>E. Acute Hospital at Home Telemedicine Privilege Checklist for Palomar Medical Center Escondido and Palomar Medical Center Poway</td>
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<tr>
<td>F. Nurse Practitioner Acute Hospital at Home Telemedicine Privilege Checklist for Palomar Medical Center Escondido and Palomar Medical Center Poway</td>
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<tr>
<td>G. Modification to the Medical Records Quality of Care Violations Policy for Palomar Medical Center Escondido and Palomar Medical Center Poway</td>
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<tr>
<td>H. Modification to the Credentialing Process for Palomar Medical Center Escondido and Palomar Medical Center Poway</td>
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There was no discussion.

### VIII. REPORTS

#### A. Medical Staffs

*1. Palomar Medical Center Escondido*

Palomar Medical Center Escondido Chief of Staff Dr. Sabiha Pasha provided the following report:

- The Medical Executive Committee has created credentialing guidelines for the Hospital at Home program, which were approved by the board earlier in the meeting. They are also working to credential all of the physicians and providers.
- Onboarding new clinical care nursewives through the TruCare group, who are set to start in July.
- There are currently sixteen COVID patients in-house, with two patients on ventilators. Have reached an endemic plateau number of approximately twelve – fifteen COVID patients at any given time.
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<tr>
<td>Palomar Medical Center Poway Chief of Staff Dr. Edward Gurrola II provided the following report:</td>
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<tr>
<td>• In-person meetings still on hold until possibly the end of the calendar year.</td>
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<td>• There is concern about the lack of cell phone service in certain areas of the hospital, including the OB operating room and the GI surgical suites. IT is working to resolve the issue.</td>
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<td>• The revised medical records policy was approved by the board earlier in the meeting.</td>
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<td>• A new system has been developed to treat patients with necrotizing fasciitis at the Poway campus, which will eliminate the need to transfer them to the Escondido campus.</td>
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<tr>
<td>• Thanked Dr. Khawaja for his assistance in addressing issues with general surgery coverage; new process anticipated for roll out in August.</td>
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<tr>
<td>• Currently experiencing a potential shortage of OB coverage due to some obstetricians staying in house overnight and on weekends. Dr. Khawaja is working to create a solution for this as well.</td>
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### B. Administrative

1. President and CEO
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- Palomar Health President and CEO Diane Hansen provided the following report:

  - The strategic plan summary will be brought to the full board for review in August.
  - The FY2023 Budget Special Full Board Review meeting to be held tomorrow at 4:30 pm. Board members have individually been through meetings with Finance leadership to review the budget and get any questions they have answered in advance of this meeting. Shared appreciation with Chief Financial Officer Hugh King and Senior Director Financial Planning & Analysis Melissa Wallace and their team for all of their efforts in this regard.
  - A 2-day Healthcare Summit is being scheduled for this October for the entire region, and will be held at the Palomar Health Escondido campus. Expectation is that the parking structure will be completed in time for use during the event. This summit is slated to be the biggest healthcare event ever held in this region. Administration, Foundation, Marketing and area media outlets are all involved in the planning process; will share more details as they are finalized. The focus of the event will be on fitness and wellness, and will include musical entertainment, food, and many other exciting activities.
  - Palomar Health is offering free SeaWorld tickets to employees and physicians; there will be three dates in August to choose from. Details to follow.
  - A landscaping refresh is under way at PMC Poway, which will beautify the campus and enhance its already impressive setting in the picturesque foothills of Poway.
  - In light of the appalling increase in mass shooting events across the country, the organization is doing everything it can to keep employees, patients, their families and physicians safe. Security guards now carry wands to identify any potential threats being brought into the hospital. There are additional cameras and increased training at all locations. Will also consider posting armed guards, which is something Ms. Hansen has not wanted to consider due to it potentially being used as another escalation opportunity. Does not want to change the look and feel of the organization, however with the current climate of violence her higher priority is to ensure that no one’s safety is taken for granted. Will bring details re: what else may be implemented to the board for their review. Please bring any concerns and requests for additional training to Ms. Hansen.
  - Thanked Dr. Khawaja for doing an incredible job representing the organization by speaking at the recent Citigroup National Investor Conference, which was very well received attendees. This group represents all of the large investment groups across the nation. Dr. Khawaja was able to share a different side of the organization, as well as speak to the future focus for raising the quality bar higher and higher.
  - Wanted to make clear that some of the comments being expressed by the union representatives are not based at all in fact, especially as relates to nursing and healthcare staffing. California alone has lost approximately 25% of the nurse workforce, making it a struggle to staff while ensuring that our patients and staff are never at risk. Noted that she is very upset by such cavalier comments as thy have no foundation in fact. Stated that everyone is doing their very best job every day in this regard. Taking excellent care of our patients and employees has and always will be our highest priority.
  - Ms. Hansen confirmed that there will be security cameras in the new parking structure as well as other advanced security measures.

2. Chair of the Board
### Agenda Item

**Discussion**

Board Chair Linda Greer provided the following report:

- The board will be attending the 70th Annual Association of California Healthcare Districts (ACHD) education retreat this September. The event will feature a wide variety of learning opportunities, including sessions to sharpen advocacy skills, create a culture of inclusion, and learn how to power up to energize yourself and your organization to serve with joy. Directors Jeff Griffith and Terry Corrales also sit on the board of this prestigious organization, which was founded over 70 years ago to promote the profound role Healthcare Districts play in responding to the specialized health needs of tens of millions of Californians while also having direct accountability to the communities that the Districts serve. Palomar Health is proud to collaborate with ACHD.

- The annual board self-evaluation survey results will be brought to a public full board meeting for review and discussion.

- Thanked board members for meeting with the Finance team to deep dive into the board budget in preparation for tomorrow’s full board FY2023 budget review / approval meeting.

### IX. APPROVAL OF BYLAWS, CHARTERS, RESOLUTIONS

**A. Modification to the Succession Policy - Lucidoc #21780**

**A. MOTION:** By Director Barry, 2nd by Director Griffith and carried to approve the redline version of the Modification to the Succession Policy - Lucidoc #21780 as presented. Roll call voting was utilized.

- Director Corrales – aye
- Director Griffith – aye
- Director Greer – aye
- Director Barry – aye
- Director Clark – aye
- Director Pacheco – aye
- Director Edwards-Tate – absent

Chair Greer announced that six board members were in favor. None opposed. No abstentions. One absence. Motion approved.

- Chief Legal Officer Kevin DeBruin noted that the clean version of the policy posted in the packet was incorrect, however the redline version therein is the correct version. The board therefore approved the redline version of the policy. The correct clean version of the policy is attached.
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<td>B. Resolution No. 06.13.22(01)-13 Bank of America Deposit Account &amp; Treasury Management Services Banking Resolution and Certificate of Incumbency</td>
<td>B. <strong>MOTION:</strong> By Director Griffith, 2nd by Director Corrales and carried to approve Resolution No. 06.13.22(01)-13 Bank of America Deposit Account &amp; Treasury Management Services Banking Resolution and Certificate of Incumbency as presented. Roll call voting was utilized. Director Corrales – aye Director Griffith – aye Director Greer – aye Director Barry – aye Director Clark – aye Director Pacheco – aye Director Edwards-Tate – absent Chair Greer announced that six board members were in favor. None opposed. No abstentions. One absence. Motion approved</td>
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- Chief Financial Officer Hugh King provided the board with an overview of the resolution, which was included in the meeting packet.

| C. Resolution No. 06.13.22(02)-14 of the Board of Directors of Palomar Health Authorizing the Investment of Monies in the Local Agency Investment Fund | C. **MOTION:** By Director Barry, 2nd by Director Clark and carried to approve. Resolution No. 06.13.22(02)-14 of the Board of Directors of Palomar Health Authorizing the Investment of Monies in the Local Agency Investment Fund as presented. Roll call voting was utilized. Director Corrales – aye Director Griffith – aye Director Greer – aye Director Barry – aye Director Clark – aye Director Pacheco – aye Director Edwards-Tate – absent Chair Greer announced that six board members were in favor. None opposed. No abstentions. One absence. Motion approved |

- Chief Financial Officer Hugh King provided the board with an overview of the resolution, which was included in the meeting packet.

### X. COMMITTEE REPORTS *(information only unless otherwise noted)*

- **A. Audit and Compliance Committee**

  - Committee Chair Greer reported that the committee was dark in May.

- **B. Community Relations Committee**

  - Committee Chair Corrales reported that the committee was dark in May.
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<td>C. Finance Committee</td>
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<tr>
<td>Committee Chair Barry reported that the committee was dark in May.</td>
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<tr>
<td>D. Governance Committee</td>
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<tr>
<td>Committee Chair Griffith reported that the committee was dark in May.</td>
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<tr>
<td>E. Human Resources Committee</td>
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<tr>
<td>Committee Chair Corrales shared highlights from the meeting summary, which is included in the agenda packet.</td>
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<td>F. Quality Review Committee</td>
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<tr>
<td>Committee Chair Greer reported that the committee was dark in May.</td>
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<tr>
<td>G. Strategic &amp; Facilities Planning Committee</td>
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<tr>
<td>Committee Chair Pacheco reported that the committee was dark in May.</td>
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## XI. FINAL ADJOURNMENT

- There being no further business, Chair Greer adjourned the meeting at 7:32 p.m.

## Signatures:

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<tr>
<th>Board Secretary</th>
<th>Terry Corrales, R.N.</th>
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<tbody>
<tr>
<td>Board Assistant</td>
<td>Debbie Hollick</td>
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Working Together to Maximize the Lifesaving Gift of Organ Donation

Matthew Kidder
Lifesharing Hospital Development Manager
Palomar Health Donation Liaison
Who is Lifesharing?

- One of 58 Organ Procurement Organizations (OPO) nationwide
- Designated by the federal government
- Serve San Diego & Imperial Counties
- 28 hospitals / 4 transplant centers
- Not-for-profit
- Regulated by CMS, OPTN, AOPO, UNOS
- FDA & AATB accredited tissue bank
- Provide professional & community education
Our Priorities and Mission

• Honor the wishes of donors and their families
• Educate and collaborate with health care providers and the public
• Represent and support donor families and recipients
• Inspire others to register to be donors
Types of Donation

- Eye
- Tissue
- Organ
- Whole Body
- Living Donation
Donors Recovered by Hospital

### Five Year Trend 2016-2020

- Scripps Chula Vista: 2%
- Tri-City: 5%
- Sharp Chula Vista: 5%
- Rady Children's: 5%
- Scripps Mercy: 9%
- UCSD - Hillcrest: 12%
- Sharp Memorial: 12%
- Palomar: 13%
- Grossmont: 12%
- Other: 11%
- Scripps La Jolla: 14%

### 2021

- Scripps Chula Vista: 5%
- Rady Children's: 3%
- Tri-City: 6%
- Sharp Chula Vista: 6%
- Scripps Mercy: 8%
- UCSD - Hillcrest: 18%
- Grossmont: 14%
- Sharp Memorial: 11%
- Palomar: 11%

Who is Waiting?

- More than 108,000 people are on the US Organ Waiting List
- 1 in 5 live in California

Petco Park: 42,445

Data from UNOS 12/15/2021
Why the Need?

Every 10 minutes, another person is added to the national transplant waiting list.

8,000 deaths occur every year in the U.S. because organs are not donated in time.

California makes up the largest part of the wait list, the longest waits and the most deaths while waiting.

82% of patients are in need of a kidney.

22 die each day because the organ they need is not donated in time.

1 out of 3 deceased donors is over the age of 50.
A Single Donor Can…

- Save 8
- Restore sight 2
- Heal over 75
Lives Saved – 2016-2021

Data Source: digitalDONOR Organ Summary Report
May 16\textsuperscript{th} 2022 – 4 Lives Saved

- An unfortunate case of a 42 year-old gentleman – found down after cardiac arrest
- Despite life-saving efforts by the PMC ED and 5W CCU teams the injury to his brain due to his prolonged downtime was not reversible and he unfortunately deteriorated to confirmed death by neurological criteria (Brain Death)
- His Mother, Aunt and Sister were at his bedside since day one. They were informed of the grave diagnosis and after some time they were able to meet with our team to discuss the potential he had to save lives through organ donation
- We informed his family that their loved one had previously registered himself to be an organ donor. They took great comfort knowing that he had decided his end of life wishes for them and they wanted to honor these wishes
Lives Saved!

- Thanks to our donor hero’s decision we were able to save the lives of 4 people that day:
  - His heart now beats new life in a 26 year-old man
  - His liver saved the life of a 60 year-old man
  - His left kidney saved a 48 year-old woman
  - His right kidney saved a 32 year-old woman
  - The recipient of his right kidney had been waiting over 8 years receiving multiple weekly dialysis treatments before getting this incredible life saving and life changing gift.
  - 3 of the 4 recipients were San Diegans, our friends, neighbors and fellow community members

Thank you Palomar Health and your teams that were able to make this incredible outcome a possibility!
Thank you for all that you do!

Matthew Kidder
Mkidder@health.ucsd.edu

Follow us @LifesharingSD
www.lifesharing.org

donateLIFEcalifornia.org | info@lifesharing.org | www.lifesharing.org
I. PURPOSE:

A. The Board of Directors of Palomar Health believes that it is good business practice to promulgate and maintain a "Succession Plan" for its Chief Executive Officer and executive Team. Therefore, it has adopted the following policy to assist the Board in the event of:

1. An immediate vacancy, unanticipated short-term or long-term caused by the death or extended disability of the Chief Executive Officer; or key member of the Executive Team.
2. An impending vacancy that will occur within several months caused by a notice of resignation.
3. An anticipated vacancy from a long-term notice by the Chief Executive Officer or member of the Executive Team due to resignation or retirement.

B. The intent of this policy is to provide clarity to the transition process, with minimal disturbance to the performance and effectiveness of the Health District, subsidiaries and related organizations.

C. It is the further intent of this policy to encourage and enhance the professional growth and development of the Senior Leadership Team. This may take the form of guidance mentorship, consultation, support and outside educational programs.

II. DEFINITIONS:

III. TEXT / STANDARDS OF PRACTICE:

1. It is the responsibility of the Chief Executive Officer of the District in consultation with the Board Chair to develop and maintain this plan; and to review such with the Board on an annual basis as part of the incumbent's performance evaluation.

A. Chief Executive Officer incapacitation for more than thirty days but less than one year:

1. In the event of incapacitation of the Chief Executive Officer, the situation will be evaluated by the Chair and Vice-Chair of the Board in consultation with the Chiefs of Staff of Palomar Medical Center–Escondido and Palomar Medical Center–Poway, and in turn, the full Board to determine the level of incapacitation and the need for the immediate appointment of an interim Chief Executive Officer.

2. Appropriate arrangements will be made through the District’s legal counsel and Chief Financial Officer for the interim Chief Executive Officer to have the necessary signing authority where required.

3. Further, a communications plan will be developed by the Board Chair in consultation with the Director of Marketing and Communications to notify the Executive Team, Board members, members of the Senior Leadership Team, Medical Staff and others in regard to the temporary appointment should such need to be made.

4. At the appropriate time during the period of incapacitation, the Board Chair, in consultation with the Chief Human Resources Officer, will determine whether the incapacitation is temporary or permanent.
a. If temporary, the interim Chief Executive Officer will continue in that role until the determination is made that the Chief Executive Officer is in a position to resume his original role.

b. If permanent, the members of the Board will confer on the process to select and appoint a Search Committee to initiate the search for a new Chief Executive Officer.

5. Once a determination has been made, it will be the responsibility of the Board Chair to communicate the plan of action with leadership, medical staffs, foundation, and employees the plan of action to be initiated in search of the new Chief Executive Officer. This may take the form of hot lines, special newsletters, e-mails, telephone calls, etc.

6. External audiences to be notified of the plan of action will include community and business leaders in the district, members of the press, affiliates and partners of Palomar Health, including Kaiser Permanente, Rady Children’s Hospital, UCSD and social service agencies associated with the District.

7. During this period the Director of Marketing and Communications will serve as the spokesperson for the District. All requests for information will be directed through this individual.

8. In the event of temporary incapacitation of the Chief Executive Officer, the following list identifies the positions and order that may be considered by the Board to fill the role for the period of the Chief Executive Officer’s incapacitation.

   Chief Financial Officer;
   Chief Medical Officer;
   Chief Administrative Officer;

Other members of the Executive Team.

B. Incapacitation of a member of the Executive Team.

1. The Chief Executive Officer will determine the level and extent of incapacitation of a member of the Executive Team in consultation with the Vice President of Human Resources.

2. Should it be required that an interim Executive Team member be named, the Chief Executive Officer, after consultation with Board leadership, shall name an individual to fill the position.

3. The following table identifies positions that may be considered in filling key executive roles:

<table>
<thead>
<tr>
<th>Position</th>
<th>Interim Executive</th>
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<tbody>
<tr>
<td>Chief Financial Officer</td>
<td>VP, Finance or Director, Financial Planning</td>
</tr>
<tr>
<td>Chief Administrative Officer</td>
<td>VP, Continuum of Care</td>
</tr>
<tr>
<td>Chief Medical Officer</td>
<td>Identified Medical Director</td>
</tr>
<tr>
<td>Chief Human Resources Officer</td>
<td>Director, Human Resources</td>
</tr>
<tr>
<td>Chief Nurse Executive</td>
<td>Identified Inpatient Care Director</td>
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4. In the event that the Chief Executive Officer determines, during this period, that the incapacitation is permanent, he/she will initiate a formal search to replace the incumbent. This may take the form of naming the interim leader to the position or initiating a candidate search process to identify and select an individual for the position.
C. Impending Vacancy Caused by Resignation or Termination.

1. In the event of an impending vacancy in the Chief Executive Officer position, the Board shall meet as soon as practicable and initiate the following plan:
   a. In order to ensure stability at the time of an immediate vacancy (within 30 days) an interim Chief Executive Officer will be named.
   b. The Board, in consultation with the leadership of the medical staffs, shall determine whether the use of an outside management firm is appropriate or whether there is adequate internal leadership to assume responsibilities for the Chief Executive Officer.
   c. It is anticipated that the chart of succession leadership (III.A.8 above) will be used as a basis for making this decision.

2. The Chair of the Board in consultation with the Vice-Chair, Treasurer and Vice President of Human Resources will determine the level and extent of compensation (including any bonuses and/or benefits) to be paid to the individual assuming the interim Chief Executive Officer’s role during the period in question.

3. Within 30 days of notification by the Chief Executive Officer of his impending resignation or retirement or in the event of termination, the Board of Palomar Health shall form a Search Committee made up of a minimum of five and not more than eleven members; with the Chair to be named by the Chair of the Board of Palomar Health.

4. Representation on the Search Committee will include but may not be limited to:
   a. Members of the Health District Board;
   b. Representation from the Medical Staff Leadership of Palomar Medical Center-Escondido and Palomar Medical Center-Poway;
   c. Representation from the Palomar Health Foundation;
   d. Community Leaders;
   e. Affiliated Partners;
   f. Staff Members of Palomar Health.

5. The role of the Search Committee will be to:
   a. Manage the search process, including initiation of Request for Proposals (RFPs) for selection of a search firm;
   b. Interview and selection of a search firm, if appropriate;
   c. Review and approve the Success Profile (job description/requirements) for the Chief Executive Officer position:
      i. Interview candidates and screen references;
      ii. Recommend candidates to the Palomar Health Board for approval.

6. The Search Committee will meet within two weeks of their appointment to begin the selection process. The Vice President of Human Resources will serve as staff to the committee.

7. Should the vacancy date be later than one year or longer, a Search Committee will be formed within six months of the Chief Executive Officer leaving the position to allow time for adequate selection of the incumbent's replacement and an effective transition to occur.

8. The Chair of the Search Committee will make regular and timely reports to the Board on the progress of the search.

9. Should the Chief Executive Officer be replacing a member of the Executive Team, he/she will be expected to make regular reports to the Board and appropriate Board committees on the progress made to fill the position.

D. Palomar Health Chief Executive Officer Job Description.

1. Reporting to the Palomar Health District Board, the Chief Executive Officer is responsible for
the strategic and day to day management of all programs, services and facilities of the Health District to effectively meet the health care needs of the citizens of the District, as defined in its mission and vision statement.

2. He/she is responsible for planning and goal development to ensure the effective stewardship and viability of the District, the organizational direction, control and use of resources and the effective management of staff to support and carry out the policies and directions of the Board.

3. The incumbent is further accountable for insuring that all necessary licensure, regulatory and accreditation requirements are met. He/she is responsible for developing and maintaining appropriate evaluation mechanisms to ensure the ongoing monitoring and improvement of the quality/safety of programs and services for Palomar Health in conjunction with the medical staff leadership of the District.

4. She/he is accountable for the creation of a working environment that encourages best practice, ethical management, high levels of productivity and a focus on those to be served by the District.

5. Minimum education will be a Master's Degree in Health Care Administration or related field.

6. Minimum Experience is 7-10 years of progressive position growth in a Health Care District or related entity with CHE credential or equivalent. Preferred Experience will be 10-15 years of progressive growth with previous CEO experience as a Chief Executive Officer of a large hospital or health system and fellowship credential of ACHE or equivalent.

7. Skill Requirements are included as Attachment A.

E. Success Profiles for the Chief Executive Officer and Executive Team member.

1. On an annual basis the Board and Chief Executive Officer will review and update the job description and requirements for the incumbent's position. The Chief Executive Officer will do the same with his/her Executive Team. Executive Team position descriptions will be kept on file in the Chief Executive Officer's office.

2. These job descriptions will be used as a basis for evaluating the performance of the leadership group and to identify areas for growth and development of the incumbents who hold these positions.

F. This policy will be reviewed and updated as required or at least every three years.