BOARD OF DIRECTORS
REGULAR MEETING

Palomar Health
1st Floor Conference Room
456 E. Grand Avenue, Escondido, CA

Dinner provided for Board members & invited guests

5:30 p.m. dinner/6:00 p.m. meeting
Tuesday, October 29, 2013

I. CALL TO ORDER

II. PUBLIC COMMENTS

5 minutes allowed per speaker, with a cumulative total of 15 minutes per group
For further details and policy see Request for Public Comments notices available in the meeting room

III. PRESENTATIONS

A. Program Activities Updates
   i. Interlink Pathways
   ii. Healthy Development Services (Addendum A – Pp14-25)

B. NEW GRANT – First 5 FIRST STEPS
   (Addendum B – Pp26-36)

IV. *MINUTES – Tuesday, February 26, 2013 (Addendum C – Pp37-52)

V. OLD BUSINESS

VI. NEW BUSINESS

* A. Discussion/Approval: Mission and Vision Statements
   

C. Update on Grants & Contracts Inventory and Proposals
   (Addendum F – Pp62-70)

* D. Resolution No. 10.29.13(06)-1 – Setting the Date, Time & Location for the Annual
   Organizational Meeting for Calendar Year 2014

VII. INFORMATION ITEMS

A. Medical Directorship for First 5 Healthy Development Services – Byron Chow, MD

VIII. BOARD MEMBER COMMENTS/FUTURE AGENDA ITEMS

IX. FINAL ADJOURNMENT

Next Regular Meeting: TBD

If you have a disability, please contact us 72 hours prior to scheduled meeting time
by calling 760-740-6383 to arrange reasonable accommodations

*Asterisks indicate anticipated action; action is not limited to those designated items
TO: Palomar Health Development Board

MEETING DATE: Tuesday, October 29, 2013

FROM: Christi Perdomo, Manager Career Development
      Brad Krietzberg, Director Organizational Learning

Background: The 24-month labor-based grant known as INTERLINK Pathways, awarded by the Gary & Mary West Foundation, concluded on July 31, 2013. The outcomes of the grant were the support of youth & young adults with internship & workforce readiness, internship placements and employment opportunities. We would like to share our final grant outcomes and present a short video that showcases the work that took place over the term of the grant.

Budget Impact: N/A

Staff Recommendation: N/A

STAFF RECOMMENDATION:

Motion:

Individual Action:

Information: X

Required Time: 10 minutes
Annual Healthy Development Services Update

TO: Palomar Health Development Board

MEETING DATE: Tuesday, October 29, 2013

FROM: Cindy Linder, North Inland Regional Coordinator, HDS

Background: Information will be presented on Healthy Development Services updates and outcomes (Addendum A).

Budget Impact: None

STAFF RECOMMENDATION:

Motion:

Individual Action:

Information: X

Required Time:
TO: Palomar Health Development Board

MEETING DATE: Tuesday, October 29, 2013

FROM: Shirin Strauss, Program Director, FIRST STEPS
Virginia Barragan, Department Director

Background:
In January 2012, the First 5 Commission of San Diego funded a county-wide At Risk Home Visiting Initiative of approximately $5M/year. Through a competitive grant process, Palomar Health was awarded a First 5 FIRST STEPS Home Visiting Grant to implement this program in North County: North Inland and North Coastal Regions. This is an annual grant for up to 5 years, with the possibility of being funded for a second five-year timeframe if funds are available. Ninety days of training was offered county-wide beginning July 1, 2013. Family sign-ups were begun in October 2013. (See Addendum B).

Budget Impact:
1) FY13-14: $1,328,323 (includes $1,278,323 annual grant + $50,000 start-up funds)
2) Remaining 4 years at: $1,278,323 annually
   a) Total 5 years of funding: $6,441,615.

STAFF RECOMMENDATION:

Motion:

Individual Action:

Information: X

Required Time: 10 minutes
TO: Palomar Health Development Board

MEETING DATE: Tuesday, October 29, 2013

FROM: Tanya Howell, Corporate Secretary

Background: The minutes of the Annual Organizational Meeting held on Tuesday, February 26, 2013, are respectfully submitted for approval (Addendum C).

Budget Impact: N/A

STAFF RECOMMENDATION: Approval of the February 26, 2013, Annual Organizational Meeting minutes.

Motion: X

Individual Action:

Information:

Required Time:
Prior Meeting Action Items

TO: Palomar Health Development Board
MEETING DATE: Tuesday, October 29, 2013
FROM: Tanya Howell, Corporate Secretary

Background: The attached Prior Meeting Action Items listing (Addendum D) has been implemented as a means of tracking topics that require follow-up at future meetings.

The only item requiring follow-up from the prior meeting was addressed on February 27, 2013. A copy of the email addressing that topic is attached to the listing.

Budget Impact: N/A

STAFF RECOMMENDATION:

Motion:

Individual Action:

Information: X

Required Time:
Ratification of Mission and Vision Statements

TO: Palomar Health Development Board
MEETING DATE: Tuesday, October 29, 2013
FROM: Bob Hemker, CFO

Background: As the Mission Statement and Vision Statement for Palomar Health Development, Inc., should periodically be reviewed, Management is presenting the following statements for ratification:

MISSION STATEMENT:

The Mission of Palomar Health Development, Inc., is to seek, secure and manage funds that promote and support the mission, vision and values of Palomar Health.

VISION STATEMENT:

To support the vision of Palomar Health by facilitating stewardship of grants and contracts.

Budget Impact: N/A

STAFF RECOMMENDATION: Staff recommends ratification of the Mission Statement and the Vision Statement as presented.

Motion: X

Individual Action:

Information:

Required Time:
TO: Palomar Health Development Board

MEETING DATE: Tuesday, October 29, 2013

FROM: Bob Hemker, Chief Financial Officer

Background: At each regularly scheduled meeting of the Board of Directors of Health Development, the staff members provide the most recent financial report. Kristine Roberts will review the Health Development/Research Institute Fiscal Year 2014 Financial Reports (Addendum E).

Budget Impact: None.

STAFF RECOMMENDATION:

Motion:

Individual Action:

Information: X

Required Time:
TO: Palomar Health Development Board

MEETING DATE: Tuesday, October 29, 2013

FROM: Bob Hemker, Chief Financial Officer

Background: Kristine Roberts will update the Board on grants managed by Health Development (Addendum F).

Budget Impact: None.

STAFF RECOMMENDATION:

Motion:

Individual Action:

Information: X

Required Time:
Resolution No. 10.29.13(06)-1
Setting the Date, Time & Location for the Annual Organizational Meeting for Calendar Year 2014

TO: Palomar Health Development Board

MEETING DATE: Tuesday, October 29, 2013

FROM: Bob Hemker, Chief Financial Officer

Background: In accordance with the changes to the Bylaws of the Corporation, the date, time and location for the Annual Organizational Meeting for Calendar Year 2014 shall be set at this last meeting of Calendar Year 2013. Potential dates and times during the month of February 2014 will be presented at the meeting. The 1st Floor Conference Room at the Palomar Health administrative offices located at 456 E. Grand Avenue, Escondido, California, will be the recommended location for all potential dates.

Budget Impact: N/A

STAFF RECOMMENDATION: Approval of Resolution No. 10.29.13(06)-1 Setting the Date, Time & Location for the Annual Organizational Meeting for Calendar Year 2014.

Motion:

Individual Action: X

Information:

Required Time:
RESOLUTION NO. 10.29.13(06)-1

RESOLUTION OF THE BOARD OF DIRECTORS OF PALOMAR HEALTH DEVELOPMENT, INC. ESTABLISHING THE DATE, TIME AND LOCATION FOR THE ANNUAL ORGANIZATIONAL MEETING FOR CALENDAR YEAR 2014

WHEREAS, Palomar Health Development, Inc. (“Corporation”) is required, pursuant to Section 54954 of the California Government Code and Section 4.03(a) of the Corporation’s Bylaws to pass a Resolution adopting the date, time and location of the Annual Organizational Meeting for the following calendar year;

NOW, THEREFORE, IT IS HEREBY RESOLVED by the Board of Directors of Corporation that the Annual Organizational Meeting for Calendar Year 2014 will be held at the date, time and location noted below:

<table>
<thead>
<tr>
<th>DATE/TIME</th>
<th>LOCATION</th>
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<tbody>
<tr>
<td></td>
<td>Palomar Health 1st Floor Conference Room 456 E. Grand Avenue Escondido, CA 92025</td>
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</table>

PASSED AND ADOPTED at the meeting of the Board of Directors of Corporation, held on October 29, 2013, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAINING:

DATED: October 29, 2013

APPROVED: ATTESTED:

Linda C. Greer, RN, Chairperson  T.E. Kleiter, Secretary
Board of Directors  Board of Directors
Palomar Health Development, Inc.  Palomar Health Development, Inc.
TO: Palomar Health Development Board

MEETING DATE: Tuesday, October 29, 2013

FROM: Cindy Linder, North Inland Regional Coordinator, HDS

Background: In accordance with the physician agreement review procedure approved in 2012, physician agreements are presented to the Board after execution as informational items.

A one-year extension to the Budgeted Routine agreement for the Medical Directorship for First 5 Healthy Development Services (HDS) with Byron Chow, M.D., a Pediatrician at Neighborhood Healthcare Clinic and a member of the HDS North Inland Community Advisory Board, became effective during the month of March 2013 and has already been executed. The abstract table for that agreement is attached.

Budget Impact: Within the current HDS budget with First 5.

STAFF RECOMMENDATION:

Motion:

Individual Action:

Information: X

Required Time:
### PALOMAR HEALTH DEVELOPMENT, INC.
#### AGREEMENT ABSTRACT

<table>
<thead>
<tr>
<th>Section Reference</th>
<th>Term/Condition</th>
<th>Term/Condition Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>TITLE</td>
<td>First 5 Healthy Development Services (HDS) Medical Director</td>
<td></td>
</tr>
<tr>
<td>AGREEMENT DATE</td>
<td>January 1, 2011; amendment effective March 3, 2013</td>
<td></td>
</tr>
<tr>
<td>PARTIES</td>
<td>Byron Chow, MD</td>
<td></td>
</tr>
<tr>
<td>PURPOSE</td>
<td>Provide support to HDS team of therapists, social workers and registered nurses in providing developmental services including speech therapy, occupational therapy and physical therapy to children 0-5 years.</td>
<td></td>
</tr>
</tbody>
</table>

**Exhibit 1.1** **SCOPE OF SERVICES**

1. Chart review for clients receiving grant-funded developmental services Level 3 (including speech therapy, occupational therapy and physical therapy) to confirm appropriateness of care

   a. Individual Plan of Treatment (POT) is appropriate for child

   b. Referrals are appropriate to existing resources

2. Provides support to developmental service staff with recommendations based on chart reviews

3. Serves as a physician liaison to PMC and POM Pediatric staff

4. Serves on the HDS North Inland Advisory Board

5. Attends quarterly meetings with HDS administrative team to identify opportunities for program level improvement

6. Provide annual in-service to related topic of interest to HDS staff

**Exhibit 2.1** **COMPENSATION METHODOLOGY**

- Hourly rate with a maximum yearly compensation

**PROCUREMENT METHOD**

- ☐ Request For Proposal
- X Discretionary

5.1 NEW TERM

- January 1, 2011 – December 31, 2013

5.2 RENEWAL

- Auto-renewal for one-year terms

5.3 TERMINATION

- Not less than 30 days of written notice without cause
- Immediately for cause

**BUDGETED**

- X YES  ☐ NO – IMPACT:

**EXCLUSIVITY**

- X NO  ☐ YES – EXPLAIN:

**JUSTIFICATION**

- Physician oversight will allow therapists to provide services to children 0-5 under the Healthy Development Services program.

**AGREEMENT NOTICED**

- X YES  ☐ NO – Methodology & Response:

**ALTERNATIVES/IMPACT**

In order to provide therapy services to children 0-5, physician oversight is required.

**Duties**

- Provision for Staff Education
- Provision for Medical Staff Education
- Provision for participation in Quality Improvement

**COMMENTS**

-  

**APPROVALS REQUIRED**

- ☒ Dept/Program Director  ☐ Chief Financial Officer  ☒ BOD
ADDENDUM A
Healthy Development Services (HDS)  
North Inland

Cindy Linder, RN  
Virginia Barragan, FACHE, PT, MOMT, DPT

October 29, 2013
HDS North Inland

Funded by First 5 San Diego

Five Year Contract Term

- July 2010 - June 2015
- $9,966,341

July 2013 - June 2014

- $2,155,311
HDS North Inland Services

**Palomar Health**
- Regional Coordination
- Care Coordination
- Parent Education
- Developmental Services
- Behavior Classes – NEW!

**Subcontracted Partners**
- Vision & Hearing Screening
- Behavior Therapy
## HDS North Inland Demographic Snapshot

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Percent</th>
<th>Compared to SANDAG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic/Latino</td>
<td>68%</td>
<td>41%</td>
</tr>
<tr>
<td>White</td>
<td>17%</td>
<td>48%</td>
</tr>
<tr>
<td>Multiracial / Other</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>Asian / Pacific Islander</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>Black</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Declined</td>
<td>3%</td>
<td></td>
</tr>
</tbody>
</table>

| Age Bracket  | Percent | | Language    | Percent |
|--------------|---------|------------------|---------|
| 0 to < 3 yrs | 68%     | English          | 42%     |
| 3 to 5 yrs   | 32%     | Spanish          | 56%     |
|              |         | Other            | 2%      |
HDS North Inland
Performance Measures 2013

Parent Ed Care Coordination Development Behavior

Target Actual
HDS North Inland Developmental Outcomes

85% of Children Made a Gain in One or More Domains (HELP)
HDS North Inland
Behavioral Outcomes

98% of Children Made a Gain (CBCL)

92% of Parents Made a Gain (PSI-SF)
HDS North Inland Service Excellence

- 84% Strongly Agree
  - Services Were Valuable

- 85% Strongly Agree
  - Recommend to Family and Friends

- 90% Strongly Agree
  - Treated With Kindness and Respect
What HDS Families are Saying

“It is unbelievable the amount of patience Talea uses with my grandson. He isn’t easy to work with and she is persistent. She gets him to follow her lead. His speech has improved and other people outside the family are able to understand him. Talea has been wonderful with Gage. I am very pleased with the program.”

Brittney was extremely helpful to me and my family. The guidance, tools, and service she provided us have changed the dynamics in our family. Everyone is so much happier now. Thank you will never be enough.

Love how she integrates child development into infant massage. Daniela loved being able to explore as she was given a massage. Sofia is very flexible in helping me learn to meet my daughter’s needs.

Veronica explained everything very well in each class. Always very professional and friendly with every family that attended the speech class.

They are both truly wonderful and patient. Thank you very much for your support and helping Alex with his speech and social skills. He learned his name and will be very successful in preschool thanks to both of you.
What is New in HDS?

- Infant Massage
- Jump Start
- Music Therapy
- New Location
Contact Information

- Cindy Linder, RN
  Regional Coordinator HDS North Inland
  Office: 760-796-6873
  Cell: 760-807-0113
  Email: cynthia.linder@palomarhealth.org

- HDS North Inland  Toll Free: 1-877-504-2299

- First 5 San Diego  Toll Free: 1-888-5 FIRST 5
  www.first5sandiego.org
ADDENDUM B
Palomar Health
North County
First 5 FIRST STEPS
Home Visiting Program
(Serving North Inland
and North Coastal Regions)
Introduction

• Shirin Strauss, MA, ICCE, IBCLC
  Program Director
  North County First 5 First Steps
• Virginia Barragan FACHE, DPT, MOMT
  Director of Rehab Services, Development Services, North County First
  5 First Steps
• Introduction to Leadership & Program
Situation

• In North Inland & North Coastal regions, two of the most pressing health needs are adequate prenatal care and child abuse prevention
• First 5 Initiative established to provide targeted at risk home visiting to address these needs
• Program started July 1, 2013
• Palomar Health awarded grant funding as the North County Lead (initial time frame: 5 years)
Background

• First 5 FIRST STEPS is a county-wide grant-funded program by the First 5 Commission of San Diego

• American Academy of Pediatrics San Diego Chapter (AAP-CA3) is the FIRST STEPS county-wide coordinator

• The project provides intensive non-medical home-visiting to enhance positive birth outcomes and child health and development for families who face hardships that place them at increased risk for poor outcomes
Grant Funding

• FY13-14: $1,328,323
  ($1,278,323 annual grant + $50,000 start-up)

• Remaining 4 years at: $1,278,323 annually

• Total 5 years (FY13-18): $6,441,615
Target Populations

- Home-visiting services are offered free of charge to:
  • Low-Income Families (< 200% FPL)
  • Teens (ages 13-21yrs)
  • Immigrants/Refugees
  • Military Families

- Services are available for all moms (a first time mom, or 2nd or 3rd baby, etc.)
Services Provided

• **Home Visits**
  • Moms enrolled prenatally up to 2 weeks postpartum; services provided until the child is 3 years of age
  • Weekly, bi-monthly or monthly home visits based on family needs assessments
  • Individualized services based on family’s strengths and needs
• **Monthly Parent Meetings**
  • Parent Education and Community Resources
  • Socialization Opportunities
• **Home Visitors**
  • Non-medical model
  • Health Educators with extensive experience and education working with families and young children
  • 100% Bilingual staff
Regions and Partners

• The First 5 FIRST STEPS Program provides services to eligible families residing in all 43 zip codes in North Inland and North Coastal Regions
  
  – Partnering Organizations
    • Home Start
    • Vista Community Clinic
  
  – External Program Evaluation
    • SDSU Maternal Child Health Initiative
Expected Outcomes

Implementing Two Nationally Recognized, Evidence-Based Models: Healthy Families America (HFA) and Parents As Teachers (PAT)

- Increase Utilization of Prenatal Care
- Reduce Pre-Term and Low Birth-Weight Babies
- Increase Access to Primary Care Medical Services (pediatrics and ongoing health care for families)
- Increase Immunization Rates
- Reduce Child Abuse and Neglect
- Nurture Healthy Parent-Child Relationships and Age-Appropriate, Healthy Development
- Link Families to Local Resources and Services
- Increase Parenting Skills and Knowledge
Referrals and More Information

• **Referrals:** Prenatally (preferred) and up to 2 weeks postpartum

• **Eligibility Criteria:** Family in target population, not enrolled in Nurse Family Partnership, and lives in N. County (N. Inland or N. Coastal)

• **FAX Referral Form to Palomar Health FIRST STEPS Program:** 760-739-2835 (we will call the family to assess family interest and eligibility)

For more information, contact:
Shirin Strauss, M.A., ICCE, IBCLC, Program Director at
760-739-3990, or shirin.strauss@palomarhealth.org
ADDENDUM C
# 2013 Attendance Roster

## Board of Directors

<table>
<thead>
<tr>
<th>MEMBERS</th>
<th>MEETING DATES</th>
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<tbody>
<tr>
<td></td>
<td>2/26</td>
</tr>
<tr>
<td>Michael Covert, FACHE</td>
<td>P</td>
</tr>
<tr>
<td>Linda Greer, RN</td>
<td>C</td>
</tr>
<tr>
<td>Bob Hemker</td>
<td>P</td>
</tr>
<tr>
<td>Ted Kleiter</td>
<td>P</td>
</tr>
<tr>
<td>Bruce Krider</td>
<td>P</td>
</tr>
<tr>
<td><strong>Guest Presenters¹</strong></td>
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</tbody>
</table>

P = Present  E = Excused  A = Absent  C = Chair

¹ See text of minutes for names of invited guests/presenters
AGENDA ITEM

• DISCUSSION

CONCLUSIONS/ACTION FOLLOW-UP/RESP. PARTY

I. CALL TO ORDER

• Chairperson Greer called the meeting to order at 6:02 p.m.
• Quorum comprised of Directors Covert, Greer, Hemker, Kleiter and Krider
• Notice of Meeting and Full Agenda Packet were posted at Palomar Health facilities and on the Palomar Health Development, Inc. (PHD) home page on the Palomar Health web site on Wednesday, February 20, 2013, which is consistent with legal requirements. Notice of that posting was also made via email.

II. PUBLIC COMMENTS

• There were no public comments

III. MINUTES* – Regular Quarterly Meeting, October 31, 2012

• No discussion

MOTION: By Director Hemker, seconded by Director Krider and carried to approve the minutes of the Regular Quarterly Meeting of October 31, 2012. All in favor. None opposed.

IV. OLD BUSINESS

• Prior Meeting Action Items (Attachment 1)
  o Director Hemker noted that the only pending item was related to Interlink Pathways, and that discussion is on the agenda for this evening’s meeting

V. NEW BUSINESS*


Director Hemker stated that the audit presentation was originally scheduled in 2012 but had to be postponed due to a meeting change
• Referencing Addendum B on Pp27-56 of the agenda packet, Mr. Hemker introduced AKT auditors Ron Mitchell and Jessica Strouth and asked if the members of the Board had any specific comments or questions for them
• Mr. Mitchell stated that the independent audit report was an unqualified opinion and there were no material findings

### I.A. AGENDA ITEM

#### DISCUSSION

- Ms. Strouth stated that the audit went smoothly
- The Executive Summary for both the Palomar Health Development, Inc., and the Healthy Development Services (HDS) Program audits can be found on Pg30
- In response to a question by Chairperson Greer, Mr. Hemker stated that Mr. Mitchell and the AKT firm have been auditing the financial statements for Palomar Health Development for 2 or 3 years, so they are not yet up for partner rotation

#### CONCLUSIONS/ACTION

<table>
<thead>
<tr>
<th>FOLLOW-UP/ RESP. PARTY</th>
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- Mr. Mitchell stated that the report on the HDS Program was also unqualified opinion

**MOTION:** By Director Hemker, seconded by Chairperson Greer and carried to approve Resolution No. 02.26.13(02)-2 – Authorizing Acceptance of the Program Specific Independent Audit of the Annual Financial Report of Healthy Development Services for Fiscal Year End 2012. All in favor. None opposed.

#### C. Resolution No. 02.26.13(03)-3 – Acknowledging Appointment of the New Board and Confirming the Election of Officers for Calendar Year 2013

- Chairperson Greer nominated Director Kleiter as Secretary and made a motion to recommend that all other officers remain the same as those elected for CY2012 (Linda Greer, Chairperson; Bruce Krider, Vice-Chairperson; Ted Kleiter, Secretary; Bob Hemker, Treasurer)

**MOTION:** By Chairperson Greer, seconded by Director Kleiter and carried to approve Resolution No. 02.26.13(03)-3 – Acknowledging Appointment of the New Board and Confirming the Election of Officers for Calendar Year 2013, with the slate of officers from CY2012 to remain the same, substituting Director Kleiter as Secretary. All in favor. None opposed.

#### D. Resolution No. 02.26.13(04)-4 – Establishing Regular Board Meetings: Calendar Year 2013

- Director Hemker suggested the dates of Tuesday, June 25, 2013, and Tuesday, October 29, 2013, with meetings to begin at 6:00 p.m. in the Grand Avenue Conference Room

**MOTION:** By Director Covert, seconded by Director Kleiter and carried to approve Resolution No. 02.26.13(04)-4 – Establishing Regular Board Meetings: Calendar Year 2013, with the meetings to be held on Tuesday, June 25, 2013 and Tuesday, October 29, 2013, with meetings to begin at 6:00 p.m. in the Grand Avenue Conference Room. All in favor. None opposed.

#### E. Resolution No. 02.26.13(05)-5 – Confirming Appointment of the Officers of the Corporation for Calendar Year 2013

- Director Greer recommended that the slate of officers remain the same as those elected for CY2012 (Michael Covert as President, Bob Hemker as Treasurer and Tanya Howell as Secretary)

**MOTION:** By Chairperson Greer, seconded by Director Kleiter and carried to approve Resolution No. 02.26.13(05)-5 – Confirming Appointment of the Officers of the Corporation for Calendar Year 2013, with the slate of officers from CY2012 to remain the same. All in favor. None opposed.
## (I.A) AGENDA ITEM

<table>
<thead>
<tr>
<th>DISCUSSION</th>
<th>CONCLUSIONS/ACTION</th>
<th>FOLLOW-UP/ RESP. PARTY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>F. Approval of New Corporate Logo</strong></td>
<td></td>
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</tr>
<tr>
<td>The logo as drafted by the Marketing Department is consistent with the Palomar Health name and logo, with the rendering similar to that used by dba’s throughout the District</td>
<td><strong>MOTION:</strong> By Director Kleiter, seconded by Director Krider and carried to approve the new corporate logo, with the entire name of the corporation to be changed to the same font as the words “Palomar Health”. All in favor. None opposed.</td>
<td></td>
</tr>
<tr>
<td>Director Kleiter stated that having the words “Development, Inc.” in a larger font might be appropriate for other entities such as the Foundation, but it was not appropriate for this entity, since the corporation isn’t known by those two words</td>
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## G. YTD Financial Report

Utilizing the presentation included in the agenda packet, Kristine Roberts, Supervisor Accounts Payable, presented the YTD FY2013 financials for PHD and the Research Institute (RI)

**PHD**
- Revenue had a positive variance of $9,336 vs. budget
  - Bulk of that variance is from MAA, which is still accepting our invoices based on the September 2009 time survey results
- Expenses had a negative variance of $20K vs. budget
  - Board-approved increase in administrative fees for Palomar Health staff for PHD-related work, which was not budgeted
  - The CMS nurse graduate and at risk grants were also not budgeted

**Research Institute**
- Revenue had a positive variance of $648K vs. budget
  - Did not budget for a research study related mostly to schizophrenia and mental health
  - Revenue is the patient care provided on the unit
- Expenses had a negative variance of $641K vs. budget
  - Also related to the unbudgeted research study
  - Expense is what PHD pays to Palomar Health for the patient care
- Expenses and revenue almost totally offset
- Net income had a positive variance of $7,533 vs. budget

**Indirect Revenue**
- 80% comes from the HDS grant
- A decision was made when submitting the Green Oaks Ranch grant proposal to forego indirect revenue
  - Benefits of keeping the grant outweighed loss of that small revenue stream
  - Will see that indirect revenue diminishing as the year progresses

Both PHD and RI continue the trend of positive net income

**MOTION:** By Director Hemker, seconded by Director Kleiter and carried to approve the YTD FY2013 Financial Report for Health Development and the Research Institute as presented. All in favor. None opposed.
## VI. PRESENTATIONS

### A. Update on Grants & Contracts Inventory

Utilizing the presentation included in the agenda packet, Aimee Jones, Staff Accountant, reviewed the listing of current grants, with the following additional information highlighted:

- First 5 Commission awarded additional funding for the JumpStart program related to addiction centers
- SDAACN only has about $400 left in grant monies
- Green Oaks Ranch
  - Grantor combined the 2 prior contracts into one
  - PHD is subcontracting with New Alternatives
  - As noted above, a decision was made to forego the 10% indirect revenue in order to keep the program going
- First 5 Targeted At Risk Home Visiting is an educational program for parents
- Komen grant was denied
  - Feedback on reason was vague, basically that the proposal didn’t meet the direction they’re going in this year and to reapply next year
- Federal grants are going narrow and deep so we haven’t had an opportunity to apply for any recently

### B. Program Activities Updates

#### I. Interlink Pathways

Utilizing the attached updated presentation (*Attachment 2*), Brad Krietzberg, Director Organizational Learning, and Christi Perdomo, Manager Career Development, provided an overview of recent activities:

- Gary & Mary West Foundation
  - Awarded a second installment
  - Funding covers labor costs for Interlink personnel
- Structural Changes
  - Relocated the Interlink Pathways office to Escondido, aligning them more closely with Pipeline Career Services
  - Brad has taken on responsibility for the program
- Additional grant objective to focus on employment opportunities in addition to internships
- Workshops prepare students for internships and the workforce
  - Teach professionalism, communication and how to prepare for employment
  - Workforce workshops are held at local schools (San Pasqual, Escondido, Orange Glen)
  - Also provide exposure to other healthcare jobs than just medical/nursing (e.g., lab tech, imaging tech, etc.)
### I.A. AGENDA ITEM
**DISCUSSION**

<table>
<thead>
<tr>
<th>II. Research Institute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilizing the presentation included in the agenda packet, Melissa Wallace, Manager Revenue Cycle Analytics, provided an update on the Research Institute (RI)</td>
</tr>
<tr>
<td>The RI program works in conjunction with the Investigational Review Committee (IRC), which focuses on reviewing all clinical trials and research that will be conducted at any Palomar Health facility to ensure the privacy and safety of the subjects</td>
</tr>
<tr>
<td>In the first quarter of FY2013 there were 5 new trials</td>
</tr>
<tr>
<td>- Chart review studies are to review past procedures to evaluate techniques or products</td>
</tr>
<tr>
<td>In the second quarter there were 7 trials approved</td>
</tr>
<tr>
<td>- Sotera wireless is for the cuff-less monitoring devices</td>
</tr>
<tr>
<td>- The IRC is not limited to studies conducted at Palomar Health facilities, and Dr. Ho is conducting his research from his own practice</td>
</tr>
<tr>
<td>Through February, there had been 4 new trials approved for the third quarter</td>
</tr>
<tr>
<td>Clinical trials bring patients into the hospital, and the revenues are passed through to Palomar Health from PHD</td>
</tr>
<tr>
<td>- Trials also bring outpatients in to the labs and pharmacy</td>
</tr>
<tr>
<td>Administrative overview process</td>
</tr>
<tr>
<td>- Budget negotiation is related to determining who the patient payor is</td>
</tr>
<tr>
<td>- Supply Chain Services and Information Security team have been added to the process</td>
</tr>
</tbody>
</table>

### VII. INFORMATION ITEMS
- None

### VIII. BOARD MEMBER COMMENTS/FUTURE AGENDA ITEMS
- None

### IX. ADJOURNMENT
The meeting was adjourned by Chairperson Greer at 6:56 p.m.

**SIGNATURES:**

<table>
<thead>
<tr>
<th>PHD Board Chair</th>
<th>Board Assistant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linda C. Greer, RN</td>
<td>Tanya Howell</td>
</tr>
</tbody>
</table>

**Next Meeting:** Regular Quarterly Meeting – Tuesday, June 25, 2013, 6:00 p.m., 1st Floor Conf Room, 456 E. Grand Avenue
ATTACHMENT 1
1 Interlink Pathways
   A 1/13/12: Need to have a dinner for principals and superintendents to discuss the program and determine how we can gain their support for it in their schools
   B 8/10/12: Next steps
      i Building partnerships with community agencies
      ii Focusing on workforce readiness
      iii Seeking placements for high school and post-high school students
   C 10/31/12: Interlink Pathways is undergoing a reorganization, and Brad Krietzberg will be making a full report on its personnel, budget and structure at the Annual Organizational Meeting in 2013
      i A request was made that his presentation include information on number of students who have finished the program and how many have actually gone into the healthcare field
   D 2/26/13: On agenda – can be removed from follow up
ATTACHMENT 2
Interlink Pathways Update

Palomar Health Development, Inc.
February 26, 2013

Gary & Mary West Foundation

• Awarded $260,000 total
  – Year 1 installment: $148,050 (8/16/11)
  – Year 2 installment: $111,950 (10/24/12)
• The grant covers labor costs for period of
  August 1, 2011 to July 31, 2013
  – YTD Actual: $59,111.98
  – YTD Budget: $69,011.44
  – Budget Variance: $9,899.46 favorable
Realignment Opportunities

- Relocated Interlink Pathways personnel to share offices with Pipeline Career Services
- Hired full-time Student Placement Coordinator (1 FTE) from the pipeline
- Established new reporting structure to meet our goals through:
  - Efficient exchange of knowledge, skills & expertise
  - Increased collaboration among projects
  - Improved data sharing & outcomes reporting

Structural Changes

- Brad Krietzberg, Director Organizational Learning
- Christi Perdomo, Manager Career Development
- Blanca Arias, Health Career Community Liaison
- Trang Nguyen, Student Placement Coordinator

*New Executive Director West Foundation: Ginny Merrifield*
Revised Grant Objectives

*Broadened grant objectives to focus on employment opportunities in addition to internships*

1. Increase internship opportunities for youth ages 16-24
2. Assist HCA and other students enter internships and **achieve employment**
3. Speakers’ Bureau exposes students to other health occupations aside from medicine and nursing

**OBJ 1: Internship Opportunities**

<table>
<thead>
<tr>
<th>Internship Types</th>
<th>YTD</th>
<th>% to Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Palomar Health Internships</td>
<td>620</td>
<td>140%</td>
</tr>
<tr>
<td>External Internships</td>
<td>136</td>
<td>226%</td>
</tr>
<tr>
<td><strong>Total Internship Opportunities</strong></td>
<td><strong>756</strong></td>
<td></td>
</tr>
</tbody>
</table>
### OBJ 2: Internship Readiness Workshops

<table>
<thead>
<tr>
<th>Variable</th>
<th>YTD</th>
<th>% to Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workshops</td>
<td>12</td>
<td>200%</td>
</tr>
<tr>
<td>Workshop Attendees</td>
<td>548</td>
<td>117%</td>
</tr>
<tr>
<td>Internship Applicants</td>
<td>115</td>
<td>96%</td>
</tr>
<tr>
<td>Internship Acceptances</td>
<td>77</td>
<td>128%</td>
</tr>
<tr>
<td>Percent of Accepted Workshop Attendees</td>
<td>67%</td>
<td></td>
</tr>
</tbody>
</table>

### OBJ 2: Workforce Readiness Workshops

<table>
<thead>
<tr>
<th>Variable</th>
<th>YTD</th>
<th>Progress to Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workshops</td>
<td>6</td>
<td>100%</td>
</tr>
<tr>
<td>Workshop Attendees</td>
<td>69</td>
<td>115%</td>
</tr>
<tr>
<td>Employment Applicants</td>
<td>81</td>
<td>162%</td>
</tr>
<tr>
<td>Hires</td>
<td>22</td>
<td>63%</td>
</tr>
</tbody>
</table>
Workshop Feedback

“Knowing my bird style and effectively using that at work and perhaps tweaking it for a better working environment. Thank you for the informative presentation.” Sarra Salito, WRW participant

“It made me realize I should practice using my voice more so it is louder and less shaky during the interview.” Jay Lambert, IRW participant

“The workshop really helped me identify my strengths and weaknesses in an interview setting. It provided me with tools and tips on how to succeed.” Rochelle Liu, IRW participant

Speakers’ Bureau

<table>
<thead>
<tr>
<th></th>
<th>YTD</th>
<th>% to Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presentations</td>
<td>12</td>
<td>150%</td>
</tr>
<tr>
<td>Presenters</td>
<td>12</td>
<td>67%</td>
</tr>
<tr>
<td>Attendees</td>
<td>401</td>
<td>200%</td>
</tr>
</tbody>
</table>

• Speakers from medical, nursing, and allied health careers
• Events throughout North County
  – San Pasqual Academy
  – EUHSD and HCAs
  – Palomar College
  – Encuentros Leadership Conference
Moving Forward...

• Gary & Mary West Foundation Site Visit
• Del Lago Academy Curriculum Design
• EUHSD and ROP/Adult programs
• Escondido Education COMPACT
• Adult Transition Program, SMUSD
• Palomar College
• Concorde Career College
• Palomar Health Foundation

Thank you!
ADDENDUM D
1 2/26/13: Information on how many individuals have been helped by each particular grant will be compiled and emailed to the members of the Board (copy of follow-up email attached)
Members of the PHD Board,

As requested at the 2/26/2013 PHD Board meeting, below is a summary of the number of individuals who have been helped by each of our grants:

**Bioterrorism/Emergency Preparedness**
Supports system as a whole

**MAA (Medi-Cal Administrative Activities)**
Supports system as a whole

**Marjorie Mosher Schmidt Foundation**
SART/Child Abuse Program saw approximately 530 victims in calendar year 2012.
Funds received from MMSF provide nurse education and forensic imaging equipment for the program.

**West Foundation (Interlink Pathways)**
377 students were served from 2/1/2012-1/31/2013.
25 interns completed their internship during that time period.
22 of those interns were hired by Palomar Health.

**National Children's Alliance (NCA)**
SART/Child Abuse Program saw approximately 530 victims in calendar year 2012.
Funds received from NCA help support the cost of a bilingual interviewer.

**Vaughn Parker Foundation**
0 patients served in 2012

**First 5 Commission (HDS North Inland)**
Total unduplicated number of children or parents by service area in the calendar year January – December 2012:
- 387 parents - Parent Education
- 906 children - Care Coordination
- 688 children - Developmental Services
- 307 children - Behavior Services
- 159 childcare providers – Behavior Services
- 1,572 children - Vision and Hearing Screening
**Archstone Foundation**  
Approximately 2,000 PMC ICU patients received spiritual care in calendar year 2012

**In-N-Out Child Abuse Foundation**  
SART/Child Abuse Program saw approx. 530 victims in calendar year 2012,  
Funds from In-N-Out are used to provide follow-up care with families and children who have been through counseling.

**San Diego Chapter of the American Association of Critical Care Nurses (SDAACN)**  
193 patients were included in the Clinical Investigator Research study

**Green Oaks Ranch**  
594 children were served at Green Oaks Ranch in 2012

Thank you,

**Aimee Jones**  
Staff Accountant

2227 Enterprise Street  
Escondido, CA 92029  
(760) 480-7989 phone  
(760) 480-7966 fax
ADDENDUM E
### FISCAL YEAR 2014
Income Statement Summary

<table>
<thead>
<tr>
<th></th>
<th>Health Development</th>
<th></th>
<th>Research Institute</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>YTD Actual</td>
<td>YTD Budget</td>
<td>Budget Variance YTD</td>
<td>YTD Actual</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td>53,344</td>
<td>46,454</td>
<td>6,890</td>
<td>4,150</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td>34,561</td>
<td>34,589</td>
<td>28</td>
<td>3,000</td>
</tr>
<tr>
<td><strong>Net Income/Loss</strong></td>
<td>18,783</td>
<td>11,865</td>
<td>6,918</td>
<td>1,150</td>
</tr>
</tbody>
</table>
Health Development & Research Institute
Financial Trend FY 2006-2014

HD/RI Revenue
HD/RI Expense
ADDENDUM F
Grant Update

October 29, 2013
## Current Grants

<table>
<thead>
<tr>
<th>TITLE</th>
<th>GRANTEE</th>
<th>Purpose</th>
<th>Awarded</th>
<th>FY14 Funds Receivable</th>
<th>Beg/End Date</th>
<th>Updates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bioterrorism/Emergency Preparedness</td>
<td>County of San Diego, Health &amp; Human Agency</td>
<td>To enhance San Diego’s Emergency Preparedness by utilizing HPP funding to purchase priority equipment and supplies including evacuation equipment, interoperable communications equipment, and surge capacity for pandemic influenza and fatality mgmt.</td>
<td>$1,040,480</td>
<td>$100,479</td>
<td>5/25/05-6/30/18</td>
<td>*$89,091 payment for FY13 was received in June.</td>
</tr>
<tr>
<td>MAA (Medical Administrative Activities)</td>
<td>County of San Diego Health &amp; Human Services Agency</td>
<td>Medi-Cal Administrative Activities (MAA) is a government program available to PH to recover some of the administrative costs associated with providing Medi-Cal services.</td>
<td>Approx. $275,000 Annually</td>
<td>Estimated at $240,000 ($204,000 to PH, $36,000 to PHD)</td>
<td>N/A</td>
<td>*FY2013 invoices will be submitted using Sept 2009 time survey results. *Perpetual time survey methodology is being utilized for current fiscal year. PH will no longer participate</td>
</tr>
<tr>
<td>Marjorie Mosher Schmidt Foundation - Child Abuse Program</td>
<td>Marjorie Mosher Schmidt Foundation</td>
<td>To provide funds for Nurse education as well as forensic imaging equipment.</td>
<td>$27,000</td>
<td>$0</td>
<td>12/14/09-N/A</td>
<td>*Received $5,000 in November 2012. *Additional funding is not expected at this time</td>
</tr>
<tr>
<td>TITLE</td>
<td>GRANTEE</td>
<td>Purpose</td>
<td>Awarded</td>
<td>FY14 Funds Receivable</td>
<td>Beg/End Date</td>
<td>Updates</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>--------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
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<td>---------------------</td>
<td>--------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>National Children's Alliance (NCA)</td>
<td>National Children's Alliance (NCA)</td>
<td>Having met standards set for Child Advocacy Centers, PH is an accredited member of the NCA. As a member of the NCA, PH receives a grant of $10,000 annually to provide continued support for the cost of a bilingual interviewer in PH's Child Abuse Program.</td>
<td>$9,000 Annually (reduced from $10,000 due to cuts in national budget)</td>
<td>$9,000</td>
<td>1/1/04-12/31/13</td>
<td>*$10,000 received 10/31/12. *Annual funding reduced from $10,000 to $9,000 in FY14</td>
</tr>
<tr>
<td>Parker -North County Project</td>
<td>Vaughn Parker Foundation</td>
<td>Donation through Foundation to provide additional funding for breast cancer diagnostic services to men and women 20-50 who fall between the gaps in the medical system, whether by income level, ethnicity, age, citizenship, or lack of insurance.</td>
<td>$50,902.60</td>
<td>$0</td>
<td>7/1/08-N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Healthy Development Services (HDS)</td>
<td>First 5 Commission</td>
<td>To serve as lead agency for the North Inland Region to provide integrated care and treatment services that address the health, developmental and behavioral needs of children ages birth through 5 years</td>
<td>$8,760,000 ($2,155,311 in FY14)</td>
<td>$1,654,526</td>
<td>07/01/10-06/30/15</td>
<td>*Health Development was awarded $2,155,311 for FY14. $500,785 has been invoiced through September 2014.</td>
</tr>
</tbody>
</table>
# Current Grants

<table>
<thead>
<tr>
<th>TITLE</th>
<th>GRANTEE</th>
<th>Purpose</th>
<th>Awarded</th>
<th>FY14 Funds Receivable</th>
<th>Beg/End Date</th>
<th>Updates</th>
</tr>
</thead>
</table>
| In-n-Out - Child Abuse Program             | In-N-Out Child Abuse Foundation                   | To provide funding for SART/Child Abuse Program community education and bilingual interviewing at the center. Funds to be used to provide follow-up with families and children who have been through counseling.                                                                                                                                                       | $19,000  | $0                    | N/A                           | *Received $6,500 in December 2012  
*Applied for FY14 funds. Award notification is expected in December 2013                                                                                                                                  |
| Clinical Investigator Research Grant Program | San Diego Chapter of the American Association of Critical Care Nurses (SDAACN) | To Create, Coordinate & Conduct the research study "Undiagnosed Prediabetes & Diabetes in the ED - A Missed Opportunity for Early Referral and Treatment."                                                                                                                                                                               | $2,500   | $0                    | 4/15/11-11/15/12              | N/A                                                                                                                                                                                                  |
| Green Oaks Ranch                           | Physical Health Services for CANN/New Alternatives | Provides an intake center for assessment and placement of abused, neglected, and/or abandoned children taken into immediate protective custody by Law Enforcement Officers and/or Health & Human Services Agency Social Workers.                                                                                                                                  | $863,500 ($157,000 annually for up to 5.5 years) | $115,904              | 1/1/13-12/31/13 with option to extend for 4.5 years, not to exceed 6/30/18.                                                                                                                            | *$41,096 invoiced in FY14                                                                                                               |
# New Grants

<table>
<thead>
<tr>
<th>TITLE</th>
<th>GRANTEE</th>
<th>Purpose</th>
<th>Awarded</th>
<th>FY14 Funds Receivable</th>
<th>Beg/End Date</th>
<th>Updates</th>
</tr>
</thead>
<tbody>
<tr>
<td>First 5 First Steps</td>
<td>First 5 Commission</td>
<td>To provide a comprehensive, community-based Targeted at Risk Home Visiting project for the North Inland/North Coastal region using the Healthy Families America (HFA) and Parents As Teachers (PAT) models. Palomar Health will lead this project and provide direct home visiting services.</td>
<td>$2,606,646 over 2 years</td>
<td>$1,128,097</td>
<td>7/1/2013-6/30/2015</td>
<td>*Awarded 4/8/2013  &lt;br&gt; *10% Indirect Rate to PHD  &lt;br&gt; *$150,226 invoiced through Sept. 2013</td>
</tr>
<tr>
<td>Schwartz Center Rounds</td>
<td>The Schwartz Center for Compassionate Healthcare</td>
<td>To promote compassionate healthcare through the conduction of Schwartz Center Rounds educational forums and programs.</td>
<td>$5,000</td>
<td>0</td>
<td>7/1/2013 – N/A</td>
<td>*PHD has reimbursed PH $815.28 for expenses associated with conducting Schwartz Rounds in FY14.</td>
</tr>
<tr>
<td>Glassomics</td>
<td>Qualcomm</td>
<td>To conduct research and development into the application of advanced mobile and wireless technology in medicine.</td>
<td>$50,000</td>
<td>0</td>
<td>9/1/2013 – 4/1/2014</td>
<td>*Funds will be used to examine the potential application of wearable technologies such as Google Glass and Smart Watches.</td>
</tr>
</tbody>
</table>
## Pending Grants

<table>
<thead>
<tr>
<th>TITLE</th>
<th>GRANTEE</th>
<th>Purpose</th>
<th>Potential Award Amount</th>
<th>Status</th>
</tr>
</thead>
</table>
| AHRA & Toshiba Putting Patients First Program                        | AHRA Education Foundation        | To improve patient care and safety in imaging        | $20,000                | *Application submitted October 14, 2013  
*Awardees to be announced in December 2013 |
# Non-Funded Grants

<table>
<thead>
<tr>
<th>TITLE</th>
<th>GRANTEE</th>
<th>Purpose</th>
<th>Potential Award Amount</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>CalTrans 5310 Elderly &amp; Disabled Specialized Transit Grant</td>
<td>Caltrans / Regional Transportation Planning Agency (RTPA)</td>
<td>Purchase of two wheelchair accessible vans to improve senior and disabled patient access to medical care at both Palomar Pomerado Health Wound Care Centers (PHWCC).</td>
<td>$120,000</td>
<td>*Decision was made not to pursue funds due to insufficient infrastructure to meet the demands of program administration.</td>
</tr>
<tr>
<td>CalTrans 5317 New Freedom Grant</td>
<td>Caltrans / Regional Transportation Planning Agency (RTPA)</td>
<td>To obtain funds to pay for the transportation vendor partner staff to operate and maintain the vans. Provide funding for Palomar Health Transport coordinator. Serve as a liaison with vendor partner and health system.</td>
<td>$550,000 over 3 years</td>
<td>*Decision was made not to pursue funds due to insufficient infrastructure to meet the demands of program administration</td>
</tr>
</tbody>
</table>
## Expired Grants

<table>
<thead>
<tr>
<th>TITLE</th>
<th>GRANTEE</th>
<th>Purpose</th>
<th>Awarded</th>
<th>FY14 Funds Receivable</th>
<th>Beg/End Date</th>
<th>Updates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Palliative/Spiritual Care Grant</td>
<td>Archstone Foundation</td>
<td>To improve the quality of spiritual care provided by the trans-disciplinary team to the critically ill patients in the medical-surgical intensive care units at Palomar Medical Center. The overall goal of the project is to put into practice the Inpatient Spiritual Care Implementation Model with an emphasis on identifying and treating spiritual distress the same as any other medical issue.</td>
<td>$200,000</td>
<td>$0</td>
<td>10/1/10-8/31/13</td>
<td>*5 month extension was granted to continue services through 8/31/2013. *Funds were fully expended in August 2013</td>
</tr>
<tr>
<td>Interlink Pathways (GO-MED)</td>
<td>West Foundation</td>
<td>Staff funding for navigators positions</td>
<td>$260,000</td>
<td>$0</td>
<td>8/1/11-7/31/13</td>
<td>*Program ended 7/31/13</td>
</tr>
</tbody>
</table>