



# **Board of Trustees Meeting 2026**

## **January 9, 2026**





## NMC Board of Trustees Meeting

Friday, January 9, 2026

9:00 AM

NATIVIDAD ROOM

1<sup>st</sup> Floor, Building 200

### AGENDA

For information on The Ralph M. Brown Act: Open Meetings please click on the link below:

[https://leginfo.legislature.ca.gov/faces/codes\\_displayText.xhtml?division=2.&chapter=9.&part=1.&lawCode=GOV&title=5](https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?division=2.&chapter=9.&part=1.&lawCode=GOV&title=5)

#### Participation in meetings

While the Natividad Board of Trustees meeting room remains open, members of the public may participate in this Natividad Board of Trustees meeting in 2 ways:

1. You may attend the meeting in person; or,
2. You may participate through ZOOM. For ZOOM participation please join by phone call at any of these numbers below:

+1 971 247 1195 US (Portland)  
+1 253 215 8782 US (Tacoma)  
+1 346 248 7799 US (Houston)  
+1 602 753 0140 US (Phoenix)  
+1 720 928 9299 US (Denver)

Enter the Meeting ID number: **922 6419 9047** when prompted.

You will then enter the Password: **337935** when prompted.

Or, to attend the Natividad Board of Trustees meeting by Zoom computer audio at:

<https://natividad.zoom.us/j/92264199047?pwd=bT4yx0B3balDfgtpMGzIU8IOPJRriD.1>

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Or

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The Chair and/or Secretary may set reasonable rules as needed to conduct the meeting in an orderly manner.

Members of the Natividad Medical Center Board of Trustees are appointed by the Monterey County Board of Supervisors. Membership and terms of office are established by the Natividad Medical Center Bylaws.



## Reunión de la Junta Directiva de NMC

**Viernes, 9 de enero 2026**

**9:00 AM**

**NATIVIDAD ROOM**

**1<sup>er</sup> Piso, Edificio 200**

### **AGENDA**

**Para obtener información sobre la Ley Ralph M. Brown: reuniones públicas, haga clic en la siguiente enlace:**

**[https://leginfo.legislature.ca.gov/faces/codes\\_displayText.xhtml?division=2.&chapter=9.&part=1.&lawCode=GOV&title=5](https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?division=2.&chapter=9.&part=1.&lawCode=GOV&title=5)**

#### **Podrá participar en la reunión**

**Mientras la sala de reuniones de la junta directiva de Natividad permanezca abierta, los miembros del público podrán participar en esta reunión de la junta directiva de Natividad de 2 maneras:**

**1.Podrá asistir a la reunión en persona; o,**

**2.Podrá participar a través de ZOOM. Para participar por ZOOM, únase por llamada telefónica a cualquiera de los siguientes números:**

+1 971 247 1195 US (Portland)  
+1 253 215 8782 US (Tacoma)  
+1 346 248 7799 US (Houston)  
+1 602 753 0140 US (Phoenix)  
+1 720 928 9299 US (Denver)

**Ingrese el número de ID de la reunión: 922 6419 9047 cuando se le solicite.**

**Luego, ingrese la contraseña: 337935 cuando se le solicite.**

**O, para asistir a la reunión del Consejo directivo de Natividad mediante audio por Zoom en:**

**<https://natividad.zoom.us/j/92264199047?pwd=bT4yx0B3balDfgtpMGzIU8IOPJRriD.1>**

**Si decide no asistir en persona a la reunión de la junta directiva de Natividad pero desea hacer un comentario público general o comentar sobre un tema específico en el orden del día, puede hacerlo de 2 maneras:**

- 1. Enviar sus comentarios por escrito a través del correo electrónico del consejo directivo de Natividad a [Natividadpubliccomments@natividad.com](mailto:Natividadpubliccomments@natividad.com) antes de las 2:00 p.m. del jueves previo a la reunión de la Junta. Para ayudar al personal de Natividad a identificar el tema en la agenda al que se refiere el comentario, indique en la línea de asunto la fecha de la Junta y el número del tema. Los comentarios recibidos antes de la fecha límite de las 2:00 p.m. del jueves serán distribuidos a la Junta y se incluirán en el acta de la reunión.**



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2. Puede hacer un comentario público uniéndose a través de ZOOM a uno de los números telefónicos o haciendo clic en el enlace de ZOOM de arriba. Será colocado en la reunión como asistente; cuando esté listo para hacer un comentario público, si se unió por audio de la computadora, seleccione la opción "Levantar la mano" en la pantalla de Zoom; y por teléfono, presione #9 en su teclado.
  - a. Si los miembros del público desean presentar documentos o presentaciones de PowerPoint durante su presentación, deben enviar los documentos antes de las 2:00 p.m. del jueves previo a la reunión a [Natividadpubliccomments@natividad.com](mailto:Natividadpubliccomments@natividad.com). (Si envía las presentaciones después de la fecha límite, el personal hará su mejor esfuerzo, pero no puede garantizar que los materiales estén disponibles para ser presentados en la reunión del Comité.

**PARA DIRIGIRSE A LA JUNTA DURANTE LOS COMENTARIOS PUBLICOS:** Los miembros del público pueden dirigir comentarios a la junta con respecto a cada tema de la agenda y pueden comentar cuando el presidente solicite comentarios públicos generales para los temas que no están en la agenda de ese día.

**PARA DIRIGIRSE A LA JUNTA SOBRE UN TEMA ESPECIFICO DE LA ANDA:** Cuando el presidente solicite comentarios públicos sobre un tema específico de la agenda, el secretario de la Junta o su designado primero determinará quién desea testificar (entre los que están en la reunión por teléfono) y luego llamará a los oradores uno por uno. Los oradores públicos serán transmitidos solo en formato de audio. Si los miembros del público desean presentar documentos o presentaciones de PowerPoint mientras hablan, deben enviar el documento antes de las 2:00 p.m. del jueves anterior a la reunión a [Natividadpubliccomments@natividad.com](mailto:Natividadpubliccomments@natividad.com) (Si se envía después de esa fecha límite, el personal hará lo mejor posible, pero no puede garantizar que esté disponible para presentarse en la reunión de la Junta).

**DISTRIBUCION DE DOCUMENTOS:** Los documentos relacionados con los temas de la agenda que se distribuyan a la Junta menos de 72 horas antes de la reunión estarán disponibles para la inspección pública en el Escritorio del secretario de la junta directiva, Oficina de Administración de Natividad, 1441 Constitution Blvd., Salinas, CA. Los documentos distribuidos a la Junta durante la reunión por el personal del Condado estarán disponibles en la reunión; los documentos distribuidos a la Junta por miembros del público estarán disponibles después de la reunión.

**AJUSTES RAZONABLES; MODIFICACIONES:** Las personas con discapacidades que deseen solicitar un ajuste razonable o modificación para observar o participar en la reunión pueden hacer dicha solicitud enviando un correo electrónico a [Natividadpubliccomments@natividad.com](mailto:Natividadpubliccomments@natividad.com) La solicitud debe hacerse a más tardar al mediodía del miércoles anterior a la reunión de la Junta, para proporcionar tiempo suficiente a Natividad para abordar la solicitud.

**SERVICIO DE INTERPRETACIÓN Y TRADUCCIÓN:** La Junta Directiva de Natividad invita y fomenta la participación de los residentes del Condado de Monterey en sus reuniones. Si necesita la asistencia de un intérprete o la traducción de un documento incluido en la agenda, comuníquese con el secretario de la Junta Directiva en la Oficina de Administración de Natividad, ubicada en 1441 Constitution Blvd., Salinas, CA, o por teléfono al (831) 755-4185. El secretario hará todo lo posible para atender las solicitudes de asistencia con interpretación o traducción de documentos. Las solicitudes deben hacerse lo antes posible y, como mínimo, antes del mediodía del miércoles previo a la reunión de la Junta.

El Presidente y/o el Secretario pueden establecer reglas razonables según sea necesario para llevar a cabo la reunión de manera ordenada.

Los miembros de la junta directiva del Centro Médico Natividad son nombrados por la Junta de Supervisores del Condado de Monterey. La membresía y los términos del cargo están establecidos por los Estatutos del Centro Médico Natividad.

1. **Call to Order**
2. **Roll Call**
3. **Pledge of Allegiance**
4. **Additions and Corrections by Clerk** *Page 1-10 – Board Clerk*  
*The Clerk of the Board of Trustees will announce agenda corrections and proposed additions, which may be acted on by the Board as provided in Sections 54954.2 of the California Government Code.*
5. **Minutes**
  - Approve the Minutes of November 7, 2025 Board of Trustees Meeting. *Page 11-26*
6. **Board Comments**
7. **Public Comments (Limited up to 3 minutes per speaker at the discretion of the Chair)**  
*This portion of the meeting is reserved for persons to address the Board on any matter not on this agenda but under the jurisdiction of the Board of Trustees. Board members may respond briefly to statements made or questions posed. They may ask a question for clarification; make a referral to staff for factual information, or request staff to report back to the Board at a future meeting.*
8. **Consent Calendar**  
**Approve the following policies, procedures, rules, and regulations:**  
8a. Policies/Procedures/Forms/Manuals (listed and available upon request)  
  
*Policies/Manuals/Order Sets*  
*New*
  - x-xxxx Clinic Transfer Guidelines
  - ED-1430 Consult Guidelines*No Changes*
  - 6:0650 Declaration of Incomplete Medical Record
  - 6:1000 Health Information Management
  - 6:4100 Administrative Authentication of Transcribed Reports
  - BUS-1000 Accountability/control of Revenues
  - BUS-1001 Accounts to be Held from Bad Credit
  - BUS-1002 Admitting Cash Balancing
  - BUS-1004 Write Off Procedure for Patient Accounts
  - BUS-1005 Medically Indigent Adults (MIA)
  - BUS-1006 Billing Change Request

- BUS-1007 Cash Receipts
- BUS-1008 Incoming Payments
- BUS-1009 Credit Balances
- BUS-1010 Deposits/Posting Cash
- BUS-1011 Faxing
- BUS-1012 Incorrect Mailing Address
- BUS-1013 Employee Early/Late Policy
- BUS-1014 Medicare Bad Debt
- BUS-1015 NMG Medical Insurance
- BUS-1016 Patient Account Follow-up
- BUS-1017 Patient Complaints
- BUS-1018 Discount for Payment-in-Full (PIF)
- BUS-1019 Private Pay Discount
- BUS-1020 Referring Private Pay Accounts to Early-Out Debt
- BUS-1021 Secondary Billing
- BUS-1022 Small Balance Write-Off
- BUS-1023 (Conflict of Interest) Staff Members and their Relatives Accounts
- BUS-1024 Unidentified Cash
- BUS-1025 Zero Payment Policy
- BUS-1026 Audit Policy
- BUS-1027 Processing Share-of-Cost for Medi-Cal
- DIET-1004 Alternative Food Choices
- DIET-1026 Fire Safety
- TPMG-008 Orthopedic Trauma Practice Management
- TPMG-010 Rib Fracture Management
- TPMG-012 Traumatic Brain Injury
- TPMG-013 Venous Thromboembolism Treatment in Traumatic Brain Injury
- TPMG-015 Neurosurgical Trauma Contingency
- TPMG-016 Tracheostomy Practice Management
- LDU-6005 Amniocentesis

***Revised***

- Supplemental Diet Manual
- DIET-1058 Food Service
- DIET-1098 Patient Card File
- EVS-2583 Perioperative Environmental Cleaning Procedure
- GME-9006 Supervision Policy
- OR-7038 OR/PACU Surgical Skin Antisepsis Preparation
- OR-7040 OR Count Surgical Services
- ED-1310 Initiation of Buprenorphine in the Emergency Department
- ED-1395 Stroke Screening in the ED

- ED-1405 Stroke Assessment and Initial Nursing Management Protocol
- PERI-6520 NICU/MIU/PEDS Care Seat Challenge
- WCS-1 Maternal Sepsis Guidelines
- LDU-6000 Admission to the Labor & Delivery
- LDU-6085 Induction of Labor
- LDU-6115 Operative Vaginal Delivery
- LDU-6150 Shoulder Dystocia
- LDU-6180 Videotaping and Still Photography in Labor and Delivery
- LDU-6190 Post Anesthesia Care Unit (PACU)

***Retire***

- SP-7500 Bariatrics Lap Band Adjustments

**Approve for submission to the Monterey County Board of Supervisors the following agreements identified in Item 8b – 8h of the consent calendar. All of the listed items were previously reviewed and approved by the NMC Finance Committee.**

**8b. \* Approve for Submission to the Monterey County Board of Supervisors the Following Assembly Bill (AB) 1882 Annual Update, Page 27-28 (CONSENT)**

Receive annual update on the status of compliance with the Structural Performance Category ratings of the buildings on the Natividad Medical Center campus, and on the services provided in each building, as required by Assembly Bill (AB) 1882 (Chapter 584), Statutes of 2022 until compliance with the seismic safety standards outlined in the Alfred E. Alquist Hospital Facilities Seismic Safety Act of 1983 is achieved.

**8c. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Angeles Contractor Inc., Page 29-30 (CONSENT)**

- Authorize the Chief Executive Officer at Natividad Medical Center (NMC) or a designee to award a construction agreement in the amount of \$4,768,885 to Angeles Contractor Inc., the lowest responsible and responsive base bidder, for the Natividad Medical Center Medical-Surgical 3 Renovation Project; and
- Approve the NMC's Chief Executive Officer's recommendation to accept the Performance Bond and Payment Bond executed and submitted by Angeles Contractor Inc.; and
- Approve and authorize the Chief Executive Officer for Natividad Medical Center or a designee to execute the construction contract and, subject to the requirements of the Public Contract Code, approve change orders that do not exceed 10 percent of the original contract amount and do not materially alter the scope of work.

**8d. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Comtel Systems Technology, Inc., Page 31-33 (CONSENT)**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to execute a standard agreement with Comtel Systems Technology, Inc for software maintenance and repair to the Rauland Nurse Call system services at NMC for an amount not to exceed \$395,597 with an agreement term February 1, 2026 through January 31, 2031.

**8e. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement for Net Health Systems, Inc., Page 34-35 (CONSENT)**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to



execute renewal and amendment No. 10 to the agreement (A-13298) with Net Health Systems, Inc. for rehabilitation documentation software and licenses, extending the agreement an additional two (2) year period (December 1, 2025 through November 30, 2027) for a revised full agreement term of August 31, 2016 through November 30, 2027 and adding \$175,807 for a revised total agreement amount not to exceed \$856,424.

**8f. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Wolters Kluwer Health, Inc., Page 36-37 (CONSENT)**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to execute a retroactive Order No. 1264842, applying the terms and conditions of the parties Master Subscription Agreement (A-14570) between the County of Monterey and Wolters Kluwer Health, Inc. (WKH) for the provision of nursing education online tools, subscriptions, licenses, and maintenance support services at NMC for the term of November 27, 2025 through January 31, 2029, and adding \$264,716 for a revised total agreement amount not to exceed \$687,675.

**8g. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with MD Buyline, Inc., Page 38-39 (CONSENT)**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to execute renewal and amendment No. 5 to the agreement (A-14537) with MD Buyline, Inc., a symplr company for subscription and consulting services, extending the agreement an additional 1 year period January 3, 2026 through January 2, 2027 for a revised full agreement term of January 3, 2018 through January 2, 2027, and adding \$25,859 for a revised total agreement amount not to exceed \$250,229.

**8h. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Hooper, Lundy & Bookman PC, Page 40-41 (CONSENT)**

- a. Authorize the County Counsel to execute a standard agreement with Hooper, Lundy & Bookman PC, for legal services with respect to healthcare matters, for a maximum County obligation of \$900,000 for a term Date Fully Executed through December 31, 2028; and
- b. Authorize the County Counsel to execute up to three (3) future amendments that do not exceed 10% (\$90,000) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over \$990,000.

**9. Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with RLDatix Safety Institute, which is in the final stages of negotiation, Page 42-43 (Tammy Perez)**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to execute a retroactive Nonstandard Participation and Confidentiality Agreement with RLDatix Safety Institute ("PSO") to enable NMC to participate in the RLDatix Safety Institute, a federally certified Patient Safety Organization (PSO), to confidentially share patient safety and quality data and receive legally protected analytics and insights to improve patient care at no cost for the term of December 10, 2025 through December 9, 2026.
- b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard provisions within the agreement.

10. **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Healing HealthCare Company, LLC, which is in the final stages of negotiation, Page 44-45 (Janine Bouyea)**
  - a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to execute a retroactive agreement between the County of Monterey and Healing HealthCare Company, LLC for the provision of C.A.R.E Channel programming for broadcasting services for Natividad Medical Center, an amount not to exceed \$10,445 for the term of January 1, 2026 through December 31, 2026; and
  - b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard, insurance, and limitations on liability provisions within the agreement.
11. **Accept Oral Report from Natividad Chief Financial Officer – Daniel Leon, CFO**
  - a. October 2025 YTD Financial Reports Page 46-58
  - b. November 2025 YTD Financial Reports Page 46-58
12. **Receive Oral Report from Natividad Chief Executive Officer - Dr. Charles Harris, CEO**
  - a. Legislative Update
13. **Nominate and recommend to the Board of Supervisors the Governance and Nominating Committee's recommended nominee for appointment to the Natividad Board of Trustees for a First, One-Year Term, effective upon appointment. – Simon Salinas**

*As per the BOT bylaws, an appointed BOT member serves for an initial term of one year, as a trial period for the BOT member and the BOT. Thereafter, with the consent of the BOT member and with the recommendation of the BOT, such appointed BOT member may serve a term of three (3) years, and may serve up to two (2) additional consecutive three (3) year terms if re-appointed by the Board of Supervisors. The BOT Governance and Nominating Committee have submitted the names appearing above for the BOT's consideration.*

14. **Report from Governance and Nominating Committee on 2025 Proposed Revisions to Natividad Medical Center (Continued from November 7, 2025 BOT Meeting) – Simon Salinas Page 59-102**
  - a. Consider and approve 2025 revisions to the 2017 Natividad Medical Center ("NMC") Bylaws presented at the November 7, 2025 BOT meeting;
  - b. Submit revised NMC Bylaws for final approval by the Board of Supervisors.
15. **Receive Oral Report from Natividad Chief Nursing Officer – Nancy Buscher, CNO**
16. **Closed Session Public Comment**

*Closed Session may be held at the conclusion of the Board's Regular Agenda, or at any time during the course of the meeting, before or after the scheduled time, announced by the Chairperson of the Board. The public may comment on Closed Session items prior to the Board's recess to Closed Session.*

**The Board Recesses for Closed Session Agenda Items**

**17. Closed Session under Government Code Section 54950**

Pursuant to Health and Safety Code Section 1461, Evidence Code Section 1157, and in accordance with Government Code Section 54954.5, the Board will receive Medical Quality Assurance Reports.

**The Board Reconvenes to Open Session on Public Agenda Items**

**18. Accept and approve November 2025 Credentials Report from Medical Staff Office relating to appointment of medical staff and allied health professionals. *Page 103-105***

**Adjournment**

**Next Board of Trustees Meeting  
Friday, February 6, 2026  
9:00 AM  
Natividad Room  
1<sup>st</sup> Floor, Building 200**



## **NMC Board of Trustees Meeting**

**Friday, November 7, 2025**

**9:00 AM**

**NATIVIDAD ROOM**

**1<sup>st</sup> Floor, Building 200**

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**Enter the Meeting ID number: 965 2688 1205 when prompted.**

**You will then enter the Password: 556008 when prompted.**

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**Or**

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public comment if joined by computer audio, please select the “Raise your Hand” option on the Zoom screen; and by phone please push #9 on your keypad.

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The Chair and/or Secretary may set reasonable rules as needed to conduct the meeting in an orderly manner.

**PLEASE NOTE: IF ALL PARTICIPATING BOARD MEMBERS ARE PRESENT IN PERSON, PUBLIC PARTICIPATION BY ZOOM IS FOR CONVENIENCE ONLY AND IS NOT REQUIRED BY LAW. IF THE ZOOM FEED IS LOST FOR ANY REASON, THE MEETING MAY BE PAUSED WHILE A FIX IS ATTEMPTED BUT THE MEETING MAY CONTINUE AT THE DISCRETION OF THE CHAIRPERSON.**

Members of the Natividad Medical Center Board of Trustees are appointed by the Monterey County Board of Supervisors. Membership and terms of office are established by the Natividad Medical Center Bylaws.



## **Reunión de la Junta Directiva de NMC**

**Viernes, 7 de noviembre 2025**

**9:00 AM**

**NATIVIDAD ROOM**

**1<sup>er</sup> Piso, Edificio 200**

### **Actas de la reunión**

#### **Podrá participar en la reunión**

**Mientras la sala de reuniones de la junta directiva de Natividad permanezca abierta, los miembros del público podrán participar en esta reunión de la junta directiva de Natividad de 2 maneras:**

**1.Podrá asistir a la reunión en persona; o,**

**2.Podrá participar a través de ZOOM. Para participar por ZOOM, únase por llamada telefónica a cualquiera de los siguientes números:**

+1 971 247 1195 US (Portland)  
+1 253 215 8782 US (Tacoma)  
+1 346 248 7799 US (Houston)  
+1 602 753 0140 US (Phoenix)  
+1 720 928 9299 US (Denver)

**Ingrese el número de ID de la reunión: 965 2688 1205 cuando se le solicite.**

**Luego, ingrese la contraseña: 556008 cuando se le solicite.**

**O, para asistir a la reunión del Consejo directivo de Natividad mediante audio por Zoom en:**

**<https://natividad.zoom.us/j/96526881205?pwd=45o3yp52RVc00WPxExayIUawX0jbQh.1>**

Si decide no asistir en persona a la reunión de la junta directiva de Natividad pero desea hacer un comentario público general o comentar sobre un tema específico en el orden del día, puede hacerlo de 2 maneras:

1. Enviar sus comentarios por escrito a través del correo electrónico del consejo directivo de Natividad a [Natividadpubliccomments@natividad.com](mailto:Natividadpubliccomments@natividad.com) antes de las 2:00 p.m. del jueves previo a la reunión de la Junta. Para ayudar al personal de Natividad a identificar el tema en la agenda al que se refiere el comentario, indique en la línea de asunto la fecha de la Junta y el número del tema. Los comentarios recibidos antes de la fecha límite de las 2:00 p.m. del jueves serán distribuidos a la Junta y se incluirán en el acta de la reunión.

O



2. Puede hacer un comentario público uniéndose a través de ZOOM a uno de los números telefónicos o haciendo clic en el enlace de ZOOM de arriba. Será colocado en la reunión como asistente; cuando esté listo para hacer un comentario público, si se unió por audio de la computadora, seleccione la opción "Levantar la mano" en la pantalla de Zoom; y por teléfono, presione #9 en su teclado.
  - a. Si los miembros del público desean presentar documentos o presentaciones de PowerPoint durante su presentación, deben enviar los documentos antes de las 2:00 p.m. del jueves previo a la reunión a [Natividadpubliccomments@natividad.com](mailto:Natividadpubliccomments@natividad.com). (Si envía las presentaciones después de la fecha límite, el personal hará su mejor esfuerzo, pero no puede garantizar que los materiales estén disponibles para ser presentados en la reunión del Comité.

**PARA DIRIGIRSE A LA JUNTA DURANTE LOS COMENTARIOS PUBLICOS:** Los miembros del público pueden dirigir comentarios a la junta con respecto a cada tema de la agenda y pueden comentar cuando el presidente solicite comentarios públicos generales para los temas que no están en la agenda de ese día.

**PARA DIRIGIRSE A LA JUNTA SOBRE UN TEMA ESPECIFICO DE LA ANDA:** Cuando el presidente solicite comentarios públicos sobre un tema específico de la agenda, el secretario de la Junta o su designado primero determinará quién desea testificar (entre los que están en la reunión por teléfono) y luego llamará a los oradores uno por uno. Los oradores públicos serán transmitidos solo en formato de audio. Si los miembros del público desean presentar documentos o presentaciones de PowerPoint mientras hablan, deben enviar el documento antes de las 2:00 p.m. del jueves anterior a la reunión a [Natividadpubliccomments@natividad.com](mailto:Natividadpubliccomments@natividad.com) (Si se envía después de esa fecha límite, el personal hará lo mejor posible, pero no puede garantizar que esté disponible para presentarse en la reunión de la Junta).

**DISTRIBUCION DE DOCUMENTOS:** Los documentos relacionados con los temas de la agenda que se distribuyan a la Junta menos de 72 horas antes de la reunión estarán disponibles para la inspección pública en el Escritorio del secretario de la junta directiva, Oficina de Administración de Natividad, 1441 Constitution Blvd., Salinas, CA. Los documentos distribuidos a la Junta durante la reunión por el personal del Condado estarán disponibles en la reunión; los documentos distribuidos a la Junta por miembros del público estarán disponibles después de la reunión.

**AJUSTES RAZONABLES; MODIFICACIONES:** Las personas con discapacidades que deseen solicitar un ajuste razonable o modificación para observar o participar en la reunión pueden hacer dicha solicitud enviando un correo electrónico a [Natividadpubliccomments@natividad.com](mailto:Natividadpubliccomments@natividad.com). La solicitud debe hacerse a más tardar al mediodía del miércoles anterior a la reunión de la Junta, para proporcionar tiempo suficiente a Natividad para abordar la solicitud.

**SERVICIO DE INTERPRETACIÓN Y TRADUCCIÓN:** La Junta Directiva de Natividad invita y fomenta la participación de los residentes del Condado de Monterey en sus reuniones. Si necesita la asistencia de un intérprete o la traducción de un documento incluido en la agenda, comuníquese con el secretario de la Junta Directiva en la Oficina de Administración de Natividad, ubicada en 1441 Constitution Blvd., Salinas, CA, o por teléfono al (831) 755-4185. El secretario hará todo lo posible para atender las solicitudes de asistencia con interpretación o traducción de documentos. Las solicitudes deben hacerse lo antes posible y, como mínimo, antes del mediodía del miércoles previo a la reunión de la Junta.

El Presidente y/o el Secretario pueden establecer reglas razonables según sea necesario para llevar a cabo la reunión de manera ordenada.

**TENGA EN CUENTA: SI TODOS LOS MIEMBROS DE LA JUNTA PARTICIPAN EN PERSONA, LA PARTICIPACIÓN PÚBLICA A TRAVÉS DE ZOOM ES SOLO POR CONVENIENCIA Y NO ES REQUERIDA POR LA LEY. SI SE PIERDE LA TRANSMISIÓN DE ZOOM POR CUALQUIER MOTIVO, LA REUNIÓN PUEDE SER PAUSADA MIENTRAS SE INTENTA SOLUCIONAR EL PROBLEMA, PERO LA REUNIÓN PUEDE CONTINUAR A DISCRECIÓN DEL PRESIDENTE.**

Los miembros de la junta directiva del Centro Médico Natividad son nombrados por la Junta de Supervisores del Condado de Monterey. La membresía y los términos del cargo están establecidos por los Estatutos del Centro Médico Natividad.

**Board of Trustees:** Simon Salinas, Dr. Charles Harris, Jacqueline Cruz, Sonia De La Rosa, Libby Downey, and Mitch Winick

**Absent:** Marcia Atkinson, Dr. Valerie Vigil, Supervisor Chris Lopez, and Manuel Osorio

**NMC Staff/County:** Stacey Saetta, Daniel Leon, Ari Entin, Dr. Craig Walls, Janine Bouyea, Cher Krause, Jennifer Williams, Jeanne-Ann Balza, Nancy Majewski, Art Tiognson, and Noemi Breig

1. **Call to Order**

2. **Roll Call**

*Present*

*Simon Salinas  
Dr. Charles Harris  
Jacqueline Cruz  
Sonia De La Rosa  
Libby Downey  
Mitch Winick*

*Absent*

*Marcia Atkinson  
Dr. Valerie Vigil  
Supervisor Chris Lopez  
Manuel Osorio*

3. **Pledge of Allegiance**

4. **Additions and Corrections by Clerk**– Board Clerk

*The Clerk of the Board of Trustees will announce agenda corrections and proposed additions, which may be acted on by the Board as provided in Sections 54954.2 of the California Government Code.*

5. **Minutes**

- Approve the Minutes of October 3, 2025 Board of Trustees Special Meeting.

**MOTION:** *Motion to approve the minutes of October 3, 2025, Board of Trustees Meeting, by Libby Downey, seconded by Sonia De La Rosa, and approved unanimously.*

6. **Board Comments**

7. **Public Comments (Limited up to 3 minutes per speaker at the discretion of the Chair)**

*This portion of the meeting is reserved for persons to address the Board on any matter not on this agenda but under the jurisdiction of the Board of Trustees. Board members may respond briefly to statements made or questions posed. They may ask a question for clarification; make a referral to staff for factual information, or request staff to report back to the Board at a future meeting.*

8. **Consent Calendar**

**Approve the following policies, procedures, rules, and regulations:**

**8a. Policies/Procedures/Forms/Manuals (listed and available upon request)**

***Policies/Manuals/Order Sets***

***New***

- x:xxxx Glossary for Privacy and Security Policies
- x:xxxx IT Access Control
- x:xxxx IT Business Continuity and Disaster Recovery Planning
- x:xxxx IT Change Control
- x:xxxx IT Configuration Management
- x:xxxx IT Device and Media Control
- x:xxxx IT Incident Response and Reporting
- x:xxxx IT Network Security
- x:xxxx IT Physical Security
- x:xxxx IT Remote Access
- x:xxxx IT Risk Analysis and Management
- x:xxxx IT Security Architecture
- x:xxxx IT Security Awareness, Training, and Education
- x:xxxx IT Security Evaluation
- x:xxxx IT Security Exceptions for Noncompliance
- x:xxxx IT Security Monitoring and Auditing
- x:xxxx IT Security Principles
- x:xxxx IT Security Responsibilities

***No Changes***

- 1:1405 Receipt of Patients from Other Acute Facilities
- 1:4000 HIV Testing and Disclosure, Without Source Patient Consent
- 3:0505 IV to PO Medication Conversion
- 3:0510 Pharmacy Management of Stress Ulcer Prophylaxis in Critically Ill Patients
- 3:3795-402 Non-Sterile Compounding Packaging and Transporting
- 3:3795-204 Non-Sterile Compounding Component and CNSP Storage
- 3:7795-205 Non-Sterile Compounding Maintenance and Calibration of Equipment
- 3:7795-503 Non-Sterile Compounding Final Verification and Release Testing
- 3:7795-504 Non-Sterile Compounding Use of Compounding Related Equipment and Supplies
- 3:7795-505 Non-Sterile CNSP Labeling

- 3:9203 Pyxis Overrides and First Dose Medication Review
- 3:9950 IV Medication Infusion Discontinuation Protocol
- 4:0709 Radiation Protection and Safety Program
- DIAG-1004 Mammography Quality Assurance Plan
- DIAG-1012 Mammography Screening Protocols
- DIAG-1029 Equip Mammography
- DIAG-1405 Imaging Time Out
- DIAG-1410 C-Spine Collar Removal in Diagnostic Imaging
- DIAG-1415 Mini C-Arm Use
- DIAG-1837 Film Badge Ordering and Monitoring

### ***Revised***

- 1:0080 Hypoglycemia Management for the Non-Pregnant Adult
- 1:0210 Naloxone Distribution
- 1:1100 Resuscitation Orders
- 1:1220 The California End of Life Option Act (Patient's Request for Medical Aid-In-Dying)
- 1:3225 Severe Sepsis/Septic Shock Management Guidelines, Adult In-Patient Population (Excludes LDU & MIU Patients)
- 1:4460 Brain Death Determination
- 1:9080 Suicide Assessment and Precaution Management
- 3:1650 "Stop Orders" on Drugs
- 3:2100 Medication Administration
- 3:2110 Pain Screening, Assessment, and Management Policy
- 3:3180 Management of Malignant Hyperthermia Guidelines
- 3:3795-302 Non-Sterile Compounding Orientation Training and Competency
- 3:5600 Aminoglycoside Antibiotic Pharmacy Protocol
- 3:6000 CHEMPACK Request and Deployment Policy & Procedures
- 3:7700-804 Compounding handling Customer Complaints
- 3:7700-806 Compounding Adverse Events
- 3:7700-808 Compounding Recall and Quarantine
- 3:7795-202 Non-Sterile Compounding Downtime Procedures
- 3:7795-203 Non-Sterile Compounding Cleaning of Compounding Space and Equipment
- 3:7795-301 Non-Sterile Compounding Hand Hygiene and Garbing
- 3:7795-303 Non-Sterile Compounding Conduct of Personnel in Compounding Area
- 3:7795-401 Non-Sterile Compounding Component Selection
- 3:7795-501 Non-Sterile Compounding CNRP Stability and Assignment of BUD
- 3:7795-502 Non-Sterile Compounding Processes
- 3:7795-506 Non-Sterile Compounding Documentation of Compounding
- 3:7797 Sterile Compounding
- 3:7810 Medication Ordering/Prescribing
- 3:8100 Infusion Center Approved Medication List
- 3:9100 Anticoagulation (Warfarin) Clinic
- 4:0715 Receipt and Storage of Radioactive Materials
- ICU-2022 Continuous Renal Replacement Therapy (CRRT) Clinical Procedure
- IMC-5002 Intravenous Medications, Medical-Surgical and Intermediate Care Unit

- DIAG-1450 Acceptable Intravenous (IV) Catheters to Use for Computed Tomography (CIT) Exams
- IC-200 Cleaning and Low-Level or Intermediate-Level Disinfection of Shared Hospital Equipment
- IMC-5006 Continuous Infusion of Magnesium Sulfate, Intermediate Care Unit
- MIU-6310 Admission of Patient to Mother Infant Unit
- Natividad Plan for the Provision of Care
- OPST-6010 Splint Pan Use and Cleaning
- GME-9000 Annual Institutional Review Policy
- GME-9013 GME Trainee Eligibility & Selection Policy
- GME-9004 Duty Hours Policy
- GME-9003 Disaster Policy
- GME-9001 Closure and Reductions Policy
- GME-9005 Special Review Policy

#### ***Retire***

- 3:700 Non-Sterile Medication Preparation, Compounding, and Storage

#### ***Late Additions***

#### ***New***

- x:xxx GMEC Evaluation & Promotion Policy
- x:xxx GMEC Vendor Policy
- x:xxx GMEC Noncompetition Policy

#### ***Order Sets***

- MED GI Bleed
- MED Seizures
- MED Sepsis
- MED Heart Failure
- GEN Enteral Nutrition
- ICU CRRT
- EVD or BOLT (ED or ICU)

**Approve for submission to the Monterey County Board of Supervisors the following agreements identified in Item 8b – 8r of the consent calendar. All of the listed items were previously reviewed and approved by the NMC Finance Committee.**

**8b. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Accruent, LLC, (CONSENT)**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 5 to the agreement (A-14065) with Accruent, LLC for maintenance management software services, extending the agreement an additional one (1) year period (January 1, 2026 through December 31, 2026) for a revised full agreement term of January 1, 2018 through December 31, 2026, and adding \$38,414 for a revised total agreement amount not to exceed \$220,103.

**8c. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Locumtenens.com, LLC, (CONSENT)**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 7 to the agreement (A-16146) with Locumtenens.com, LLC for recruiting and assignment of physician services, extending the agreement an additional three (3) month period (January 1, 2026 through March 31, 2026) for a revised full agreement term of August 26, 2022 through March 31, 2026, and adding \$1,300,000 for a revised total agreement amount not-to-exceed \$11,700,000.

**8d. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Locum Tenens RFP# 9600-61, (CONSENT)**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendments No. 14 to the agreements with Medical Search, LLC dba SUMO Medical Staffing (A-12896) and MDA Holdings, Inc. dba Medical Doctor Associates (A-12899), and amendment No. 15 to the agreement with AMN Healthcare Locum Tenens, Inc. (A-12897) for locum tenens physician referral services at NMC pursuant to Request for Proposals (RFP) #9600-61, extending the agreements an additional three (3) month period (January 1, 2026 through March 31, 2026) for a revised full agreement term of August 1, 2015 through March 31, 2026; with no change to the total aggregate amount for all agreements not-to-exceed \$22,700,000.

**8e. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement for Monarch Medical Technologies, LLC, (CONSENT)**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 4 to the agreement (A-14125) with Monarch Medical Technologies, LLC for glucose management system enterprise software subscription services, extending the agreement an additional three (3) period (February 1, 2026 through January 31, 2029) for a revised full agreement term of October 1, 2018 through January 31, 2029 and adding \$185,736 for a revised total agreement amount not to exceed \$645,559.

**8f. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Delphine Engel, MD Inc., (CONSENT)**

- a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Second Amendment to the Professional and Call Coverage Services Agreement (A-16651) with Delphine Engel, MD Inc. to provide general and critical care surgical services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of January 1, 2024 to December 31, 2027 and adding \$350,000 for a revised not to exceed amount of \$750,000 in the aggregate; and
- b. Authorize the CEO or his designee to sign up to three (3) future amendments to this agreement where the total amendments do not significantly change the scope of work, do not cause an increase of more than 10% (\$40,000) of the original contract amount and do not increase the total contract amount above \$790,000.

**8g. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with David R. Flemming, MD, (CONSENT)**

- a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Second Amendment to the Professional and Call Coverage Services Agreement (A-16660) with David R. Flemming, MD to provide general and critical care surgical services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of November 1, 2022 to December 31, 2027 and adding



- \$100,000 for a revised not to exceed amount of \$500,000 in the aggregate; and
- b. Authorize the CEO or his designee to sign up to three (3) future amendments to this agreement where the total amendments do not significantly change the scope of work, do not cause an increase of more than 10% (\$10,000) of the original contract amount and do not increase the total contract amount above \$510,000.

**8h. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with J. Anthony Shaheen, M.D., Inc., (CONSENT)**

- a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Second Amendment to the Professional and Call Coverage Services Agreement (A-16661) with J. Anthony Shaheen, M.D., Inc. to provide urology services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of October 1, 2022 to December 31, 2027, with no change to the total contract amount of \$400,000; and
- b. Authorize the CEO or his designee to sign up to three (3) future amendments to this agreement where the total amendments do not significantly change the scope of work, do not cause an increase of more than 10% (\$10,000) of the original contract amount and do not increase the total contract amount above \$410,000.

**8i. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Marta Zulik, M.D. Inc., (CONSENT)**

- a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Third Amendment to the Professional Services Agreement (A-14537) with Marta Zulik, M.D. Inc. to provide pulmonology critical care services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of November 1, 2019 to December 31, 2027, with no change to the total contract amount of \$400,000; and
- b. Authorize the CEO for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not significantly change the scope of work, do not exceed 10% (\$40,000) of the original contract amount and do not increase the total contract amount above \$440,000.

**8j. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Tele-Rheumatology Medical Associates, (CONSENT)**

- a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the First Amendment to the Professional Services Agreement with Tele-Rheumatology Medical Associates dba Rheum Without Walls to provide rheumatology services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of January 1, 2024 to December 31, 2027, and adding \$300,000 for a revised total agreement amount not to exceed \$500,000 in the aggregate; and
- b. Authorize the CEO for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not significantly change the scope of work, do not exceed 10% (\$20,000) of the original contract amount, and do not increase the total contract amount above \$520,000.

**8k. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with UCSF Pediatric Cardiology Services, (CONSENT)**

- a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the First Amendment to the Professional Services Agreement with The

Regents of the University of California, a public corporation, on behalf of the University of California, San Francisco, School of Medicine, Department of Pediatrics (UCSF) to provide pediatric cardiology services extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of January 1, 2025 to December 31, 2027, and adding \$200,000 for a revised total agreement amount not to exceed \$400,000 in the aggregate; and

- b. Authorize the CEO for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not significantly change the scope of work, do not exceed 10% (\$20,000) of the original contract amount and do not increase the total contract amount above \$420,000.

**8l. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with ECMO PRN, (CONSENT)**

- a. Ratify execution by the designee of the CEO for Natividad Medical Center of an agreement with ECMO PRN, dated September 9, 2025, for one-time ECMO services and ECMO interfacility transportation services; and
- b. Approve CEO's recommendation to accept non-standard insurance and limitation of liability provisions in the agreements; and
- c. Authorize the Auditor-Controller to process payment to ECMO for specified outstanding invoices in the amount of \$1,500 for ECMO services and ECMO interfacility transportation services.

**8m. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Medisolv, Inc., (CONSENT)**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a nonstandard agreement with Medisolv, Inc. for electronic submittal of quality metrics services at NMC for a maximum County obligation of \$435,000 for the term of January 1, 2026 through December 31, 2028.
- b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard contract provisions within the Master Business Agreement.
- c. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard contract provisions within the Business Associate Agreement.
- d. Authorize the Chief Executive Officer for Natividad Medical Center or his designee to execute up to three (3) future amendments that do not exceed 10% (\$43,500) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over \$478,500.

**8n. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Vizient, Inc., (CONSENT)**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a retroactive agreement between the County of Monterey and Vizient, Inc. for the provision of participation in its no cost group purchasing program for Natividad Medical Center, at no cost for the term of July 1, 2025 through June 30, 2026.

**8o. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Healthcare Coding & Consulting Services, LLC, (CONSENT)**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 1 to the agreement (A-17040) with Healthcare Coding & Consulting Services, LLC for U.S. base remote medical record coding and consulting services, adding \$780,000 for a revised total agreement amount not to exceed \$1,380,000 with no change to the

existing term of August 22, 2024 through August 21, 2026.

**8p. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Stryker Sales Corporation, (CONSENT)**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a retroactive agreement between the County of Monterey and Stryker Sales Corporation dba Stryker Instruments for the provision of preventative maintenance on power tools and Neptune equipment services for Natividad Medical Center, for a maximum County obligation of \$40,000 for the term of May 15, 2025 through November 14, 2025.

**8q. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Planned Parenthood Mar Monte-San Jose Health Center, (CONSENT)**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a retroactive agreement between the County of Monterey and Planned Parenthood Mar Monte-San Jose Health Center for the provision of Resident rotations for Natividad Medical Center, for the term of February 1, 2025 through February 14, 2030 at no cost ; and
- b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.

**8r. \* Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Natividad Medical Foundation, (CONSENT)**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 3 to the agreement (A-14574) with Natividad Medical Foundation for philanthropic services, extending the agreement an additional two (2) year period (January 1, 2026 through December 31, 2027) for a revised full agreement term of January 1, 2020 through December 31, 2027, and adding \$2,097,435 for a revised total agreement amount not to exceed \$7,242,011.

***MOTION: Motion to approve Policies/Procedures/Forms/Manuals and contract items 8a-8r, moved by Sonia De La Rosa, seconded by Mitch Winick, and approved unanimously.***

**9. Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with the Regents of the University of California, which is in the final stages of negotiation, (Andrea Rosenberg)**

Adopt a Resolution to:

- a. Authorize the Chief Executive Officer for Natividad or his designee to execute a License Agreement with the Regents of the University of California, a California corporation, to grant a non-exclusive, non-transferable, revocable license to enter upon and use approximately 766 square feet of office space, located at 1326 Natividad Road, Unit A3, Salinas, California, in the Valle Verde Medical Condominium Complex, for the purpose of conducting environmental health research and health education on environmental exposures in Salinas Valley children, as part of the Center for the Health Assessment of Mothers and Children of Salinas (CHAMACOS), a research initiative affiliated with the University of California, Berkeley, on a month-to-month basis commencing December 1, 2025, for \$500 per month; and

- b. Find that the proposed License Agreement is in the public interest and that said License Agreement will not substantially conflict or interfere with the use of the property by the County.

***MOTION: Motion to approve Scheduled Item 9, moved by Mitch Winick, seconded by Libby Downey, and approved unanimously.***

**10. Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Executive Consulting Group, LLC, which is in the final stages of negotiation, (Dr. Charles Harris)**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a nonstandard agreement with Executive Consulting Group, LLC, dba ECG Management Consultants, a Delaware LLC for consulting services at NMC for a maximum County obligation of \$210,000 for the term of December 1, 2025 through November 30, 2026.
- b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard payment conditions, termination, insurance, royalties and inventions, miscellaneous provisions and limitations on liability provisions within the agreement.
- c. Approve and authorize the Chief Executive Officer for Natividad Medical Center or designee to execute up to three (3) future amendments that do not exceed 10% (\$21,000) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over \$273,000.

***MOTION: Motion to approve Scheduled Item 10, moved by Libby Downey, seconded by Jacqueline Cruz, and approved unanimously.***

**11. Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Coker Group, LLC, which is in the final stages of negotiation, (Dr. Charles Harris)**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a standard agreement with Coker Group Holdings, LLC dba Coker for consulting services at NMC for a maximum County obligation of \$300,000 for the term of December 1, 2025 through November 30, 2026.
- b. Approve and authorize the Chief Executive Officer for Natividad Medical Center (NMC) or designee to execute up to three (3) future amendments that do not exceed 10% (\$30,000) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over \$390,000.

***MOTION: Motion to approve Scheduled Item 11, moved by Jacqueline Cruz, seconded by Mitch Winick, and approved unanimously.***

**12. Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with OptumInsight Inc., which is in the final stages of negotiation, (Daniel Leon)**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a nonstandard agreement with Optum, for OptumInsight, Inc. services at NMC for a maximum County obligation of \$300,000 for the term of December 1, 2025 through November 30, 2026.
- b. Authorize the Chief Executive Officer for Natividad Medical Center or his designee to execute up to three (3) future amendments that do not exceed 10% (\$30,000) of the original



agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over \$390,000.

- c. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.

***MOTION: Motion to approve Scheduled Item 12, moved by Jacqueline Cruz, seconded by Sonia De La Rosa, and approved unanimously.***

**13. Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with CareFusion Solutions, LLC., which is in the final stages of negotiation, (Dr. Craig Walls)**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a Standard agreement with CareFusion Solutions, LLC dba MedKeeper for verification software guide services at NMC for a maximum County obligation of \$226,854 for the term of five years effective as of the last signature date with NMC signing last.
- b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard contract provisions within the agreement.
- c. Authorize the Chief Executive Officer for Natividad Medical Center or his designee to execute up to three (3) future amendments that do not exceed 10% (\$22,685) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over \$249,539.

***MOTION: Motion to approve Scheduled Item 13, moved by Mitch Winick, seconded by Libby Downey, and approved unanimously.***

**14. Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Healthcare Transformation Inc., which is in the final stages of negotiation, (Janine Bouyea)**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 3 to the agreement (A-16297) with Healthcare Transformation, Inc. dba HCT Executive Interim Management and Consulting for interim management services, including but not limited to Nursing Directors, Executive Interim Leadership, Clinic Services Management and Ancillary Management services, extending the agreement an additional one (1) year period (November 28, 2025 through November 27, 2026 ) for a revised full agreement term of November 28, 2022 through November 27, 2026, and adding \$300,000 for a revised total agreement amount not to exceed \$1,150,000.

***MOTION: Motion to approve Scheduled Item 14, moved by Jacqueline Cruz, seconded by Sonia De La Rosa, and approved unanimously.***

**15. Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Data Innovations LLC, which is in the final stages of negotiation, (Andrea Rosenberg)**

- a. Authorize the Chief Executive Officer for Natividad or his designee to execute a master agreement with Data Innovations LLC for laboratory middleware software SD2 maintenance and support, for an amount not to exceed \$120,570 with an agreement term effective when signed by both parties for a three year period.
- b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard

- confidentiality, insurance, and limitations on liability provisions within the agreement.
- c. Approve the NMC's Chief Executive Officer's recommendation to accept and execute a non-standard Business Associate Agreement associated with the Master Agreement.

**MOTION:** *Motion to approve Scheduled Item 15, moved by Libby Downey, seconded by Jacqueline Cruz, and approved unanimously.*

16. Accept Oral Report from Natividad Chief Financial Officer – Daniel Leon, CFO  
a. September 2025 YTD Financial Reports

**MOTION:** *Motion to accept the September 2025 Financial Report, moved by Mitch Winick, seconded by Sonia De La Rosa, and approved unanimously.*

17. Receive Oral Report from Natividad Chief Executive Officer - Dr. Charles Harris, CEO  
a. Legislative Update

18. Receive Oral Report from Governance and Nominating Committee regarding Vacancies– Simon Salinas

19. Report from Governance and Nominating Committee on 2025 Proposed Revisions to Natividad Medical Center Bylaws – Simon Salinas

- a. Consider and approve 2025 revisions to the 2017 Natividad Medical Center (“NMC”) Bylaws; and  
b. Submit revised NMC Bylaws for final approval by the Board of Supervisors.

**MOTION:** *Motion to continue and bring back to the January 2026 Board of Trustees meeting, the 2025 Proposed Revisions to Natividad Medical Center Bylaws, moved by Mitch Winick, seconded by Jacqueline Cruz, and approved unanimously.*

20. Receive Oral Report from Natividad Chief of Staff –~~Dr. Valerie Vigil, COS~~ Dr. Craig Walls, CMO

21. Closed Session Public Comment

*Closed Session may be held at the conclusion of the Board's Regular Agenda, or at any time during the course of the meeting, before or after the scheduled time, announced by the Chairperson of the Board. The public may comment on Closed Session items prior to the Board's recess to Closed Session.*

#### The Board Recesses for Closed Session Agenda Items

22. Closed Session under Government Code Section 54950

- a. Pursuant to Health and Safety Code Section 54957(b)(1), the Board will confer regarding a performance evaluation for the Natividad Medical Center Chief Executive Officer.



- b. Pursuant to Health and Safety Code Section 1461, Evidence Code Section 1157, and in accordance with Government Code Section 54954.5, the Board will receive Medical Quality Assurance Reports.

**The Board Reconvenes to Open Session on Public Agenda Items**

- 23. **Accept and approve October 2025 Credentials Report from Medical Staff Office relating to appointment of medical staff and allied health professionals.**

***MOTION:***     *Motion to accept the report on October 2025 Credentials Report, moved by Sonia De La Rosa, seconded by Mitch Winick, and approved unanimously.*

- 24. **Approve Board of Trustees 2026 Proposed Meeting Dates**

***MOTION:***     *Motion to accept the Board of Trustees 2026 Proposed Meeting Dates, moved by Sonia De La Rosa, seconded by Mitch Winick, and approved unanimously.*

**Adjournment:** With no other business before the Board, the meeting was adjourned at 11:38 am

***Recorded by Noemi Breig***

## **..Title**

Receive annual update on the status of compliance with the Structural Performance Category ratings of the buildings on the Natividad Medical Center campus, and on the services provided in each building, as required by Assembly Bill (AB) 1882 (Chapter 584), Statutes of 2022 until compliance with the seismic safety standards outlined in the Alfred E. Alquist Hospital Facilities Seismic Safety Act of 1983 is achieved.

## **..Report**

### **RECOMMENDATION:**

It is recommended that the Board of Supervisors:

Receive annual update on the status of compliance with the Structural Performance Category ratings of the buildings on the Natividad Medical Center campus, and on the services provided in each building, as required by Assembly Bill (AB) 1882 (Chapter 584), Statutes of 2022 until compliance with the seismic safety standards outlined in the Alfred E. Alquist Hospital Facilities Seismic Safety Act of 1983 is achieved.

### **SUMMARY:**

The Alfred E. Alquist Hospital Facilities Seismic Safety Act (HFSSA) of 1983 established statewide seismic safety standards for hospital facilities. Under the Act, owners of general acute care inpatient hospitals must, by January 1, 2030, either demolish, replace, or convert to non-acute care use any hospital buildings that are not in substantial compliance with HFSSA regulations, or seismically retrofit those buildings to achieve compliance.

### **DISCUSSION:**

Assembly Bill 1882 (AB 1882) is intended to increase transparency and public awareness regarding a hospital's compliance with HFSSA seismic safety standards. The bill requires public notification through on-site hospital postings, public notices, publication on the Department of Health Care Access and Information (HCAI) website, and annual compliance status updates until compliance is achieved. Hospitals must also submit an annual report detailing each building's Structural Performance Category (SPC), Nonstructural Performance Category (NPC), and the services provided in each building on the hospital campus.

Each general acute care hospital building is assigned an SPC rating that measures the anticipated seismic performance of its structural systems, including beams, columns, shear walls, slabs, and foundations. Hospitals must achieve an SPC rating of 3 or higher to meet structural compliance requirements. Buildings are also assigned an NPC rating that evaluates the anchorage and bracing of nonstructural elements, including architectural components, mechanical and electrical systems, medical equipment, and associated piping, ductwork, conduits, and machinery. Hospitals must achieve an NPC rating of 5 to meet nonstructural compliance requirements. AB 1882 further requires hospitals to notify patients and the public when a building does not meet both the SPC 3 and NPC 5 standards.

Natividad Medical Center (NMC) operates eight acute care buildings that are subject to SPC and NPC compliance requirements. Currently, seven of the eight buildings meet SPC standards; however, none meet NPC-5 requirements. NMC has worked closely with the architectural firm Hamelton Green and Abrams (HGA) and its engineering consultants and developed a Seismic

Master Plan that will either bring these buildings into compliance or remove non-compliant facilities from HCAI jurisdiction prior to the 2030 deadline.

In addition, NMC has contracted with 19Six Architects to develop plans and specifications to address requirements identified in the Seismic Master Plan. Three proposals were submitted to coordinate the development of key improvements necessary to achieve NPC 5 compliance:

1. Bracing end-of-line fire sprinkler systems in acute care areas;
2. Separating Building 600A from Building 600B, including construction of a compliant corridor connection to Building 940; and
3. Upgrading campus infrastructure to support a minimum of 72 hours of emergency operations.

The required Services Report was submitted to HCAI on December 17, 2025, and the Hospital Signage Report was submitted on November 26, 2024. Staff will continue to provide annual updates on compliance progress. A detailed summary of each affected building's SPC and NPC ratings, along with the services provided in each building, is included in the attached report.

OTHER AGENCY INVOLVEMENT:

This report has been supported by the Finance Committee and NMC's Board of Trustees on January 9, 2026

FINANCING:

A design fee of \$200,000 was approved in Fiscal Year 2022–2023, followed by an allocation of \$100,000 in FY 2024–2025 and an additional \$2,450,000 in FY 2025–2026 in the Adopted Budget for the three projects identified above. Design and construction costs beyond these allocations will be funded in future fiscal-year budgets, with no impact on the General Fund.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES:

By complying with the Alfred E. Alquist Hospital Facilities Seismic Safety Act of 1983, Natividad Medical Center will be able to continue providing health care and improving the quality of life for Monterey County residents and their families.

X Economic Development  
X Administration  
X Health & Human Services  
X Infrastructure  
X Public Safety

Prepared by: Brian Griffin, Project Manager. (831) 783-2605

Approved by: Dr. Charles R. Harris, Chief Executive Officer, (831) 783.2551

Attachments: Attachment A - Structural Performance Category and Services report  
Attachment B - Facility Map - Public Notices

## MONTEREY COUNTY BOARD OF SUPERVISORS **BOARD REPORT**

**Legistar Number:** \_\_\_\_\_

### **..Title**

- a. Authorize the Chief Executive Officer at Natividad Medical Center (NMC) or a designee to award a construction agreement in the amount of \$4,768,885 to Angeles Contractor Inc., the lowest responsible and responsive base bidder, for the Natividad Medical Center Medical-Surgical 3 Renovation Project; and
- b. Approve the NMC's Chief Executive Officer's recommendation to accept the Performance Bond and Payment Bond executed and submitted by Angeles Contractor Inc.; and
- c. Approve and authorize the Chief Executive Officer for Natividad Medical Center or a designee to execute the construction contract and, subject to the requirements of the Public Contract Code, approve change orders that do not exceed 10 percent of the original contract amount and do not materially alter the scope of work.

### **..Report**

#### **RECOMMENDATION:**

#### **It is recommended the Board of Supervisors:**

- a. Authorize the Chief Executive Officer at Natividad Medical Center (NMC) or a designee to award a construction agreement in the amount of \$4,768,885 to Angeles Contractor Inc., the lowest responsible and responsive base bidder, for the Natividad Medical Center Medical-Surgical 3 Renovation Project; and
- b. Approve the NMC's Chief Executive Officer's recommendation to accept the Performance Bond and Payment Bond executed and submitted by Angeles Contractor Inc.; and
- c. Approve and authorize the Chief Executive Officer for Natividad Medical Center or a designee to execute the construction contract and, subject to the requirements of the Public Contract Code, approve change orders that do not exceed 10 percent of the original contract amount and do not materially alter the scope of work.

#### **SUMMARY:**

Natividad Medical Center (NMC) requests approval from the Board of Supervisors to award the construction contract for the Medical-Surgical 3 Renovation Project. Approval of this item will allow NMC to proceed with the construction phase of the project.

#### **DISCUSSION:**

Natividad Medical Center is entering the construction phase of a project to modernize and renovate the Medical-Surgical Inpatient Unit located on the third floor of Building 500. The project includes the integration of new technology, most notably patient charting stations in each patient room and at select hallway locations. Additional improvements include upgraded lighting at patient headwalls and refreshed finishes in patient rooms, toilet rooms, and designated areas of the public corridors.

NMC engaged Hammel, Green and Abrahamson (HGA) to prepare the construction documents and specifications under NMC's On-Call Architectural Agreement (MYA6333). HGA submitted the construction documents to the California Department of Health Care Access and Information (HCAI) on May 23, 2024, and received approval on May 7, 2025.

Bids were publicly opened and read aloud by the Contracts/Purchasing Agent on November 25, 2025, at the Clerk of the Board's Conference Room 1032, Monterey County Government Center, 168 West Alisal Street, Salinas, California. NMC received one (1) bid from two (2) eligible bidders. The lowest responsible and responsive base bid, in the amount of \$4,768,885, was submitted by Angeles Contractor Inc.

#### **OTHER AGENCY INVOLVEMENT:**

The Office of County Counsel has reviewed and approved this Specifications as to form and legality, and the Auditor-Controller has reviewed and approved as to payment provisions. The agreement has also been supported by NMC's Finance Committee and by its Board of Trustees on January 9, 2026.

#### **FINANCING:**

NMC has transferred \$7,958,209 to Fund 404 to support the design and construction of the Medical-Surgical 3 Renovation Project. As of September 2025, current expenditures total \$337,782. Based on the estimated probable cost, sufficient funding is available to cover construction. The total identified cost is \$7,161,000, which includes \$4,768,885 for construction and \$2,392,115 allocated as a construction reserve. This action will have no impact on the General Fund.

#### **BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:**

Approval of this item will allow NMC to proceed with construction of the Medical-Surgical 3 Renovation Project. Completion of this project will significantly enhance the quality and functionality of the facility, supporting the delivery of high-quality patient care in a modern and comfortable environment.

- ☐ Well-Being and Quality of Life
- ☒ Sustainable Infrastructure for Present and Future
- ☐ Safe and Resilient Communities
- ☐ Diverse and Thriving Economy
- ☐ Administrative

Prepared by: Brian Griffin, Project Manager (831) 783-2605

Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s): Angeles Contractor Inc. Agreement, which includes Performance and Payment Bonds

Attachments on file with the Clerk of the Board

# MONTEREY COUNTY BOARD OF SUPERVISORS **BOARD REPORT**

## **Comtel Systems Technology, Inc Agreement**

**Legistar Number:** \_\_\_\_\_

### **..Title**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to execute a standard agreement with Comtel Systems Technology, Inc for software maintenance and repair to the Rauland Nurse Call system services at NMC for an amount not to exceed \$395,597 with an agreement term February 1, 2026 through January 31, 2031.

### **..Report**

#### **RECOMMENDATION:**

#### **It is recommended the Board of Supervisors:**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to execute a standard agreement with Comtel Systems Technology, Inc for software maintenance and repair to the Rauland Nurse Call system services at NMC for an amount not to exceed \$395,597 with an agreement term February 1, 2026 through January 31, 2031.

#### **SUMMARY:**

The proposed agreement with Comtel Systems Technology, Inc. provides five (5) years of software maintenance and support for Natividad Medical Center's Rauland Responder 5 Nurse Call system. The agreement ensures continued access to technical support, software fixes, security updates, and manufacturer-released software updates that are necessary to maintain the stability, reliability, and regulatory readiness of the Nurse Call system.

#### **DISCUSSION**

The Rauland Responder 5 Nurse Call system is a mission-critical clinical communication tool used throughout Natividad Medical Center to enable patients, nurses, and other clinical staff to communicate quickly and reliably. The system supports patient safety by allowing patients to request assistance, enables staff to respond efficiently to alarms and events, and helps coordinate care at the bedside and across units. To ensure this system remains secure, stable, and supported, Natividad Medical Center requires ongoing software maintenance and access to technical support from a qualified, authorized Rauland dealer.

Comtel Systems Technology, Inc. is the authorized Rauland distributor and service provider for Natividad Medical Center's Responder 5 system. The proposed five-year Software Maintenance and Service Agreement covers manufacturer-required software maintenance fees, software patches and fixes, and security and feature updates for the Responder 5 application. The agreement also provides for remote monitoring and troubleshooting via a secure VPN connection, telephone support to hospital staff, and implementation of software updates necessary to resolve system issues.

In addition to the recurring maintenance and support, the agreement includes funding for software-related services on a time and materials basis. These services may include configuration changes, implementation of new software features, or other software upgrades that become advisable during the term of the agreement. Comtel Systems Technology, Inc. will perform such enhancements at the hourly rates specified in the agreement, with any additional work authorized in advance by Natividad Medical Center. This structure allows Natividad Medical Center to plan for known maintenance costs while retaining flexibility to implement needed improvements over the five-year



period.

The services under this agreement are beneficial to Natividad Medical Center because they help ensure that the Nurse Call system remains current with manufacturer-released updates, operates reliably on supported platforms, and is promptly restored in the event of a software malfunction. Maintaining support coverage mitigates the risk of prolonged downtime that could disrupt communications between patients and caregivers, and it reduces the likelihood of unplanned emergency repairs at higher, non-contract rates. The agreement's provisions governing remote access and customer responsibilities also help ensure that the system is operated in a secure and compliant manner.

These services are also beneficial to patients and clinical staff. A stable and properly maintained Nurse Call system supports timely response to patient needs, enhances patient safety and satisfaction, and contributes to efficient nursing workflow. Prompt application of software fixes and security updates helps protect the integrity and availability of the system, which in turn supports the hospital's ability to provide safe and reliable care.

This item represents a renewal and continuation of software maintenance and support for the existing Responder 5 system rather than a change in system platform. This agreement ensures continuity of support for a critical clinical communication system and aligns with Natividad Medical Center's commitment to safe and reliable patient care.

#### **OTHER AGENCY INVOLVEMENT:**

The Office of County Counsel has reviewed and approved this agreement as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The agreement has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on January 9, 2026.

#### **FINANCING:**

The cost for this agreement is \$395,597 of which \$79,119 is included in the FY 2025-26 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate. There is no impact on the General Fund with this action.

#### **BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:**

Maintaining reliable clinical communication systems, such as the Rauland Responder 5 Nurse Call system supports safe and resilient communities by enhancing patient safety, care coordination, and emergency response within Natividad Medical Center. Ongoing software maintenance and support ensure that this critical system remains secure, up to date, and available when needed, thereby strengthening the hospital's ability to provide consistent, high-quality care to Monterey County residents.

- ☒ X Well-Being and Quality of Life
- ☐    Sustainable Infrastructure for Present and Future
- ☐    Safe and Resilient Communities
- ☐    Diverse and Thriving Economy
- ☐    Administrative

Prepared by: Ari Entin, Hospital Chief Information Officer, 783-2564  
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):

Board Report

Comtel Systems Technology, Inc. Agreement

Attachments on file with the Clerk of the Board

## MONTEREY COUNTY BOARD OF SUPERVISORS **BOARD REPORT**

**Net Health Systems Renewal and Amendment No. 10**

**Legistar Number:** \_\_\_\_\_

### **..Title**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to execute renewal and amendment No. 10 to the agreement (A-13298) with Net Health Systems, Inc. for rehabilitation documentation software and licenses, extending the agreement an additional two (2) year period (December 1, 2025 through November 30, 2027) for a revised full agreement term of August 31, 2016 through November 30, 2027 and adding \$175,807 for a revised total agreement amount not to exceed \$856,424.

### **..Report**

#### **RECOMMENDATION:**

#### **It is recommended the Board of Supervisors:**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to execute renewal and amendment No. 10 to the agreement (A-13298) with Net Health Systems, Inc. for rehabilitation documentation software and licenses, extending the agreement an additional two (2) year period (December 1, 2025 through November 30, 2027) for a revised full agreement term of August 31, 2016 through November 30, 2027 and adding \$175,807 for a revised total agreement amount not to exceed \$856,424.

#### **SUMMARY:**

Natividad Medical Center's (NMC) outpatient Physical Therapy, Occupational Therapy and Speech Therapy Departments currently uses the ReDoc software in conjunction with the hospital's Meditech system for scheduling and billing. ReDoc is in use as Meditech does not presently offer an outpatient solution for Therapy medical record documentation. Net Health is a nationally recognized company that provides rehabilitation documentation software solutions to more than 500 outpatient therapy sites and is considered an industry leader for outpatient therapy online documentation.

#### **DISCUSSION**

Net Health's enterprise solution provides therapists and therapy teams with the tools they need to operate efficiently, stay compliant, and enhance patient care and outcomes. Outpatient Therapy is strictly regulated by regulatory agencies, and the ReDoc software keeps current with changes in regulations and billing requirements. Patient care is also enhanced by using ReDoc, as the software allows the therapist to generate comprehensive reports that convey medical necessity and functional outcomes to send to the patient's provider. Additional benefits of using ReDoc, is the software's ability to alert the therapist to any billing or coding errors and provides reminders for critical events, such as progress reports, re-certifications, and re-authorizations, all while tracking Medicare Cap limits. The ReDoc software also provides appointment scheduling, patient reminders, robust analytics, billing, and management reports. ReDoc also provides point-of-care alerts to the therapist related to therapy caps, re-authorization requirements, and other critical events during the patient's therapy.

In addition, Natividad Medical Center (NMC) utilizes Net Health's AgilityEH software package for the purpose of recording and tracking services that are provided to employees by the Employee Health Department. This software allows Natividad Medical Center (NMC) to better monitor and report services rendered, such as TB Screening, Respiratory Fit Testing, Exposure Management and

Vaccination Administration to meet regulatory requirements for employee health services.

**OTHER AGENCY INVOLVEMENT:**

The Office of County Counsel has reviewed and approved this renewal and amendment No. 10 as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The renewal and amendment No. 10 has also been reviewed and approved by Natividad Medical Center's (NMC) Finance Committee and by its Board of Trustees on January 9, 2026

**FINANCING:**

The cost for this renewal and amendment No. 10 is \$175,807 of which \$71,792 is included in the FY 2025-26 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate. There is no impact on the General Fund with this action.

**BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:**

This agreement is for a software system which improves data processing at Natividad Medical Center (NMC). By enhancing documentation accuracy and regulatory compliance, this system supports patient safety and ensures resilient healthcare operations. Additionally, the use of this system directly contributes to a more efficient and effective use of resources within the organization.

- ☐ Well-Being and Quality of Life
- ☐ Sustainable Infrastructure for Present and Future
- ☒ Safe and Resilient Communities
- ☐ Diverse and Thriving Economy
- ☐ Administrative

Prepared by: Raquel Mojica, IT Business Applications Manager, 831-783-2812

Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):

Board Report

Net Health Systems Inc Renewal and Amendment 10

Net Health Systems Inc 9

Net Health Systems Inc 8

Net Health Systems Inc 7

Net Health Systems Inc 6

Net Health Systems Inc 5

Net Health Systems Inc 4

Net Health Systems Inc 3

Net Health Systems Inc 2

Net Health Systems Inc 1

Net Health Systems Inc Original Agreement

Attachments on file with the Clerk of the Board

## MONTEREY COUNTY BOARD OF SUPERVISORS **BOARD REPORT**

**Wolters Kluwer Health, Inc. Order No. 1264842**

**Legistar Number:** \_\_\_\_\_

### **..Title**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to execute a retroactive Order No. 1264842, applying the terms and conditions of the parties Master Subscription Agreement (A-14570) between the County of Monterey and Wolters Kluwer Health, Inc. (WKH) for the provision of nursing education online tools, subscriptions, licenses, and maintenance support services at NMC for the term of November 27, 2025 through January 31, 2029, and adding \$264,716 for a revised total agreement amount not to exceed \$687,675.

### **..Report**

#### **RECOMMENDATION:**

#### **It is recommended the Board of Supervisors:**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to execute a retroactive Order No. 1264842, applying the terms and conditions of the parties Master Subscription Agreement (A-14570) between the County of Monterey and Wolters Kluwer Health, Inc. (WKH) for the provision of nursing education online tools, subscriptions, licenses, and maintenance support services at NMC for the term of November 27, 2025 through January 31, 2029, and adding \$264,716 for a revised total agreement amount not to exceed \$687,675.

#### **SUMMARY:**

This summary outlines the renewal request and continued use of Lippincott clinical and learning programs provided by Wolters Kluwer Health, Inc. (WKH), nationally recognized as a gold-standard source of evidence-based clinical practice resources. The services include Lippincott Procedures, Lippincott Learning, and Blended Learning, which together support standardized, safe, and high-quality patient care while ensuring staff competency and regulatory compliance. Lippincott Procedures is a web-based clinical reference that provides step-by-step evidence-based procedural guidance. The resource includes more than 1,700 validated procedures and skills spanning nursing, respiratory therapy, and physical therapy. Content is regularly updated to reflect current evidence and professional practice standards, ensuring clinicians have reliable, real-time access to best practices at the point of care.

Lippincott Learning and Blended Learning provide comprehensive online competency management and continuing education resources. The library includes evidence-based courses developed in collaboration with The Joint Commission Resources and supports both self-directed and instructor-led learning. These programs are now fully integrated with the HealthStream Learning Management System, allowing leadership to assign required education, track completion electronically, and monitor compliance across clinical departments. To ensure deliverables are met, a structured oversight process will be implemented through ongoing evaluation of utilization metrics and periodic review to confirm alignment with regulatory requirements, accreditation standards, and organizational priorities.

#### **DISCUSSION:**

The Lippincott programs provide significant benefits to both the hospital and the patients it serves. For the organization, these services support standardization of care, regulatory compliance, and workforce competency. By providing staff with a trusted source of evidence-based procedures and

education, the hospital reduces practice variation, strengthens clinical governance, and supports compliance with The Joint Commission and other accrediting bodies. The availability of customizable, evidence-based learning modules allows the organization to tailor education to unit-specific needs while maintaining consistency across departments. Overall, the continued use of Lippincott programs represents a strategic investment in clinical excellence, patient safety, and workforce development, aligning with the hospital's mission to deliver high-quality, evidence-based care to the community.

#### **OTHER AGENCY INVOLVEMENT:**

The Office of County Counsel has reviewed and approved this Order No. 1264842 as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The Order No. 1264842 has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on January 9, 2026.

#### **FINANCING:**

The cost for this Order No. 1264842 is \$264,716 which \$93,046.09 is included in the FY 2025-26 Adopted Budget. Amounts for the remaining will be included in those budgets as appropriate. There is no impact on the General Fund with this action.

#### **BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:**

The hospital is committed to serving the people of Monterey County by delivering the highest quality, safe, and patient-centered care. Ensuring clinicians have access to current, evidence-based resources directly supports the organization's strategic goals related to patient safety and workforce development. Investment in evidence-based professional development tools strengthens staff competency and enables the hospital to meet regulatory requirements while continuously improving patient outcomes and community trust. Also, it is critical that evidence-based resources such as Lippincott programs are available for staff's professional development in order to maintain high quality and safe patient care.

- ☐ Well-Being and Quality of Life
- ☐ Sustainable Infrastructure for Present and Future
- ☒ Health and Human Services
- ☐ Safe and Resilient Communities
- ☐ Diverse and Thriving Economy
- ☐ Administrative

Prepared by: Maria Lourdes Escolta, Director of Nursing Education, 783-2851

Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):

Board Report

Wolters Kluwer Health, Inc., Order No. 1268482

Wolters Kluwer Health, Inc. Amendment No. 2

Wolter Kluwer Health, Inc. Original Agreement

Attachments on file with the Clerk of the Board



## **MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT**

**MD Buyline, Inc., a symplr Company Renewal and Amendment No. 5**  
**Number:** \_\_\_\_\_

**Legistar**

### **..Title**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to execute renewal and amendment No. 5 to the agreement (A-14537) with MD Buyline, Inc., a symplr company for subscription and consulting services, extending the agreement an additional 1 year period January 3, 2026 through January 2, 2027 for a revised full agreement term of January 3, 2018 through January 2, 2027, and adding \$25,859 for a revised total agreement amount not to exceed \$250,229.

### **..Report**

#### **RECOMMENDATION:**

#### **It is recommended the Board of Supervisors:**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to execute renewal and amendment No. 5 to the agreement (A-14537) with MD Buyline, Inc., a symplr company for subscription and consulting services, extending the agreement an additional 1 year period January 3, 2026 through January 2, 2027 for a revised full agreement term of January 3, 2018 through January 2, 2027, and adding \$25,859 for a revised total agreement amount not to exceed \$250,229.

#### **SUMMARY:**

Natividad is seeking to extend the current agreement with MD Buyline for it's quote subscription services.

#### **DISCUSSION**

MD Buyline provides Natividad Medical Center (NMC) with access to its automated cost analysis subscription services. The cost analysis subscription services compare new equipment quotes against other current costs in the active marketplace in real time. The reports that are auto generated include a cost comparative analysis and also provide NMC with suggestions as to which areas can be more easily negotiated down. NMC has found these reports to be extremely helpful during the procurement of medical equipment to ensure it receives competitive pricing. As a result, NMC can make new product decisions with greater efficiency, transparency and supporting documentation.

This subscription previously included a license for a Medical Supply Recall Notification Tracker, however, MD Buyline discontinued that service in late 2025. Natividad is actively pursuing a replacement.

#### **OTHER AGENCY INVOLVEMENT:**

The Office of County Counsel has reviewed and approved this renewal and amendment No.5 as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The renewal and amendment No.5 has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on January 9, 2026.

## **FINANCING:**

The cost for this renewal and amendment No. 5 is \$25,859 which is included in the FY 2025-26 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate. There is no impact on the General Fund with this action.

## **BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:**

- ☐ Well-Being and Quality of Life
- ☐ Sustainable Infrastructure for Present and Future
- ☐ Safe and Resilient Communities
- ☐ Diverse and Thriving Economy
- ☒ Administrative

Prepared by: Jason Garcia, Purchasing and Materials Support Director, 783-2375

Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):

Board Report

MD Buyline Renewal and Amendment 5

MD Buyline Amendment 4

MD Buyline Renewal and Amendment 3

MD Buyline Renewal and Amendment 2

MD Buyline Amendment 1

MD Buyline Membership Agreement

Attachments on file with the Clerk of the Board

**..Title**

- a. Authorize the County Counsel to execute a standard agreement with Hooper, Lundy & Bookman PC, for legal services with respect to healthcare matters, for a maximum County obligation of \$900,000 for a term Date Fully Executed through December 31, 2028; and
- b. Authorize the County Counsel to execute up to three (3) future amendments that do not exceed 10% (\$90,000) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over \$990,000.

**..Report****RECOMMENDATION:****It is recommended the Board of Supervisors:**

- a. Authorize the County Counsel to execute a standard agreement with Hooper, Lundy & Bookman PC, for legal services with respect to healthcare matters, for a maximum County obligation of \$900,000 for a term Date Fully Executed through December 31, 2028; and
- b. Authorize the County Counsel to execute up to three (3) future amendments that do not exceed 10% (\$90,000) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over \$990,000.

**SUMMARY:**

Natividad seeks to enter into a new agreement with an existing contractor Hooper, Lundy & Bookman PC (“HLB”). As the largest law firm in the U.S. dedicated exclusively to representing health care clients, and with clients in all 50 states and two U.S. territories, the law firm represents some of the largest and most respected providers and suppliers from coast to coast.

**DISCUSSION:**

Natividad looks to HLB to identify and evaluate opportunities and challenges, help make informed decisions, and devise and implement strategies to reach its goals. Particular areas of assistance include inpatient and outpatient behavioral health compliance, licensing and accreditation, Medicare and Medi-Cal reimbursement, federal and state privacy and confidentiality requirements, and operational issues.

**OTHER AGENCY INVOLVEMENT:**

County Counsel has reviewed and approved this Agreement as to legal form and risk provisions, and the Auditor-Controller has reviewed and approved as to payment provisions. This Agreement has also been reviewed and approved by Natividad’s Finance Committee and Board of Trustees on January 9, 2025.

**FINANCING:**

The cost for this agreement is \$900,000 of which \$300,000 is included in the FY 2025-26 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate. There is no impact on the General Fund with this action.

**BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:**

The legal services provided by Hooper Lundy & Bookman advance the County's Strategic Plan in assisting in the expansion of access to exceptional health services, in the growth in non-General-Fund revenues, and in strengthening of Natividad's long-term fiscal sustainability.

- ☒ Well-Being and Quality of Life
- ☒ Sustainable Infrastructure for Present and Future
- ☐ Safe and Resilient Communities
- ☐ Diverse and Thriving Economy
- ☒ Administrative

Prepared by: Daniel Leon, Chief Financial Officer, 783-2561

Approved by: Charles R. Harris, M.D., Chief Executive Officer, 783-2504

Attachments:

Hooper, Lundy and Bookman P.C. Agreement

Attachments on file with the Clerk of the Board

## **MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT**

### **RLDATIX SAFETY INSTITUTE PARTICIPATION AND CONFIDENTIALITY AGREEMENT**

**Legistar Number:** \_\_\_\_\_

#### **..Title**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to execute a retroactive Nonstandard Participation and Confidentiality Agreement with RLDatix Safety Institute ("PSO") to enable NMC to participate in the RLDatix Safety Institute, a federally certified Patient Safety Organization (PSO), to confidentially share patient safety and quality data and receive legally protected analytics and insights to improve patient care at no cost for the term of December 10, 2025 through December 9, 2026.
- b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard provisions within the agreement.

#### **..Report**

#### **RECOMMENDATION:**

#### **It is recommended the Board of Supervisors:**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to execute a retroactive Nonstandard Participation and Confidentiality Agreement with RLDatix Safety Institute ("PSO") to enable NMC to participate in the RLDatix Safety Institute, a federally certified Patient Safety Organization (PSO), to confidentially share patient safety and quality data and receive legally protected analytics and insights to improve patient care at no cost for the term of December 10, 2025 through December 9, 2026.
- b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard provisions within the agreement.

#### **SUMMARY:**

RLDatix Patient Safety Organization (PSO) helps hospitals strengthen patient safety by providing a federally recognized framework for collecting, analyzing, and learning from occurrence reports. When hospitals submit safety events through the RLDatix PSO, those reports can be protected as Patient Safety Work Product under the Patient Safety and Quality Improvement Act, helping keep them confidential and privileged. This protection encourages open, honest reporting by staff, supports system-wide learning, and enables hospitals to identify risks, share insights, and implement improvements without fear that safety reports will be used for punitive or legal purposes.

#### **DISCUSSION**

RLDatix PSO services support Natividad Medical Center by providing a protected, structured way to collect and analyze occurrence reports, helping the organization identify trends, reduce risk, and improve care processes. The federal confidentiality protections encourage staff to report safety events more openly, leading to more complete data and stronger system-wide learning. Participation also supports regulatory compliance, strengthens the hospital's patient safety culture, and enables leadership to make data-driven improvements without fear that reports will be used for punitive or legal purposes.

For patients, these services contribute to safer, higher-quality care. By protecting and analyzing occurrence reports, the hospital can better identify hazards, prevent repeat events, and implement improvements that reduce the risk of harm. This proactive approach helps ensure more consistent, reliable care and reinforces the hospital's commitment to patient safety, transparency, and continuous improvement.

**OTHER AGENCY INVOLVEMENT:**

The Office of County Counsel has reviewed and approved this agreement as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The agreement has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on January 9, 2026.

**FINANCING:**

There is no cost associated with this Agreement.

**BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:**

Participation in the RLDatix Patient Safety Organization supports the BOS strategic plan by strengthening a culture of safety and continuous learning through protected, transparent reporting of safety events. This enables the organization to identify risks early, implement effective improvements, and consistently deliver the highest quality and safest care for patients.

- ☐ Well-Being and Quality of Life
- ☐ Sustainable Infrastructure for Present and Future
- ☒ Safe and Resilient Communities
- ☐ Diverse and Thriving Economy
- ☐ Administrative

Prepared by: Tammy Perez, Director of Quality 831-783-2512

Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):

Board Report

RLDatix Safety Institute ("PSO") Participation and Confidentiality Agreement

Attachments on file with the Clerk of the Board



## **MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT**

**Healing HealthCare Company, LLC Agreement**

**Legistar Number:** \_\_\_\_\_

### **..Title**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to execute a retroactive agreement between the County of Monterey and Healing HealthCare Company, LLC for the provision of C.A.R.E Channel programming for broadcasting services for Natividad Medical Center, an amount not to exceed \$10,445 for the term of January 1, 2026 through December 31, 2026; and
- b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard, insurance, and limitations on liability provisions within the agreement.

### **..Report**

#### **RECOMMENDATION:**

#### **It is recommended the Board of Supervisors:**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or a designee to execute a retroactive agreement between the County of Monterey and Healing HealthCare Company, LLC for the provision of C.A.R.E Channel programming for broadcasting services for Natividad Medical Center, an amount not to exceed \$10,445 for the term of January 1, 2026 through December 31, 2026; and
- b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard, insurance, and limitations on liability provisions within the agreement.

#### **SUMMARY:**

Natividad has secured a grant with the assistance of the Natividad Medical Center Foundation to assist in providing additional resources for patients who are in the facility when it comes to their television choices. The C.A.R.E. Channel will provide Natividad with an additional option focused on 24-hour relaxation programming that combines soothing nature imagery with calming instrumental music. This type of programming has shown to reduce anxiety, support rest and sleep, and improve the overall hospital experience for patients and families. This therapeutic environment helps mitigate stress, mask intrusive noise, and promote comfort throughout care, directly contributing to better patient well-being and a higher quality of life during medical treatment, benefiting our patients and improving the quality of care provided.

#### **DISCUSSION**

Natividad is requesting that the board approve our contract with the C.A.R.E. Channel which will assist Natividad Medical Center in meeting the Well-Being and Quality of Life Joint Commission Standard. The C.A.R.E. Channel provides continuous 24-hour relaxation programming that combines soothing nature imagery with calming instrumental music, shown to reduce anxiety, support rest and sleep, and improve the overall hospital experience for patients and families. This therapeutic environment helps mitigate stress, mask intrusive noise, and promote comfort throughout care, which contributes directly to better patient well-being and a higher quality of life during medical treatment.

#### **Benefits to Natividad Medical Center**

Research shows that therapeutic media, including calming music and nature imagery, patient outcomes by reducing stress, supporting sleep, and enhancing emotional well-being. The CARE Channel provides a proven, evidence-based platform that supports Natividad Medical Center's goals

for patient experience, healing environment, and staff wellness. Delivering 24-hour relaxation programming with calming nature imagery, instrumental music, and mindful content, the channel creates a continuous therapeutic environment throughout the hospital. Unlike typical commercial channels, which can be overstimulating or irrelevant to wellness, the CARE Channel intentionally promotes a peaceful, restorative atmosphere, aligning with the hospital's mission to be a space of health and healing.

The CARE Channel provides measurable wellness benefits for all patients and families. For older adults and patients with Alzheimer's or dementia, the calming programming reduces agitation, promotes orientation, and creates a reassuring environment. Patients with mental health challenges, including PTSD, anxiety, or depression, experience reduced stress, improved mood, and restorative sleep. Children, younger adults, and patients with chronic illness gain therapeutic distraction, emotional support, and comfort during hospitalization.

Operating automatically through the hospital's television system, the CARE Channel requires minimal staff management while ensuring consistent, high-quality experiences for patients and families. Leadership can track usage and engagement through quarterly reports, monitor outcomes, and guide quality improvement initiatives. By adopting a platform already used by over 1,000 healthcare facilities nationwide, Natividad Medical Center leverages established best practices to deliver innovative, patient-centered care while supporting staff well-being.

#### **OTHER AGENCY INVOLVEMENT:**

The Office of County Counsel has reviewed and approved this agreement as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The agreement has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on January 9, 2026.

#### **FINANCING:**

The cost for this agreement is \$10,445 which is included in the FY 2025-26 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate. There is no impact on the General Fund with this action.

#### **BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:**

Supporting the installation of the C.A.R.E. Channel will enhance the hospital environment for our patients, leading to higher-quality care.

- ☒ Well-Being and Quality of Life
- ☐ Sustainable Infrastructure for Present and Future
- ☐ Safe and Resilient Communities
- ☐ Diverse and Thriving Economy
- ☐ Administrative

Prepared by: Janine Bouyea, Chief People Operations Officer, 783-2701

Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):

Board Report

Healing HealthCare Company, LLC Original Agreement

Attachments on file with the Clerk of the Board

# FINANCIAL STATEMENTS

NOVEMBER 30, 2025

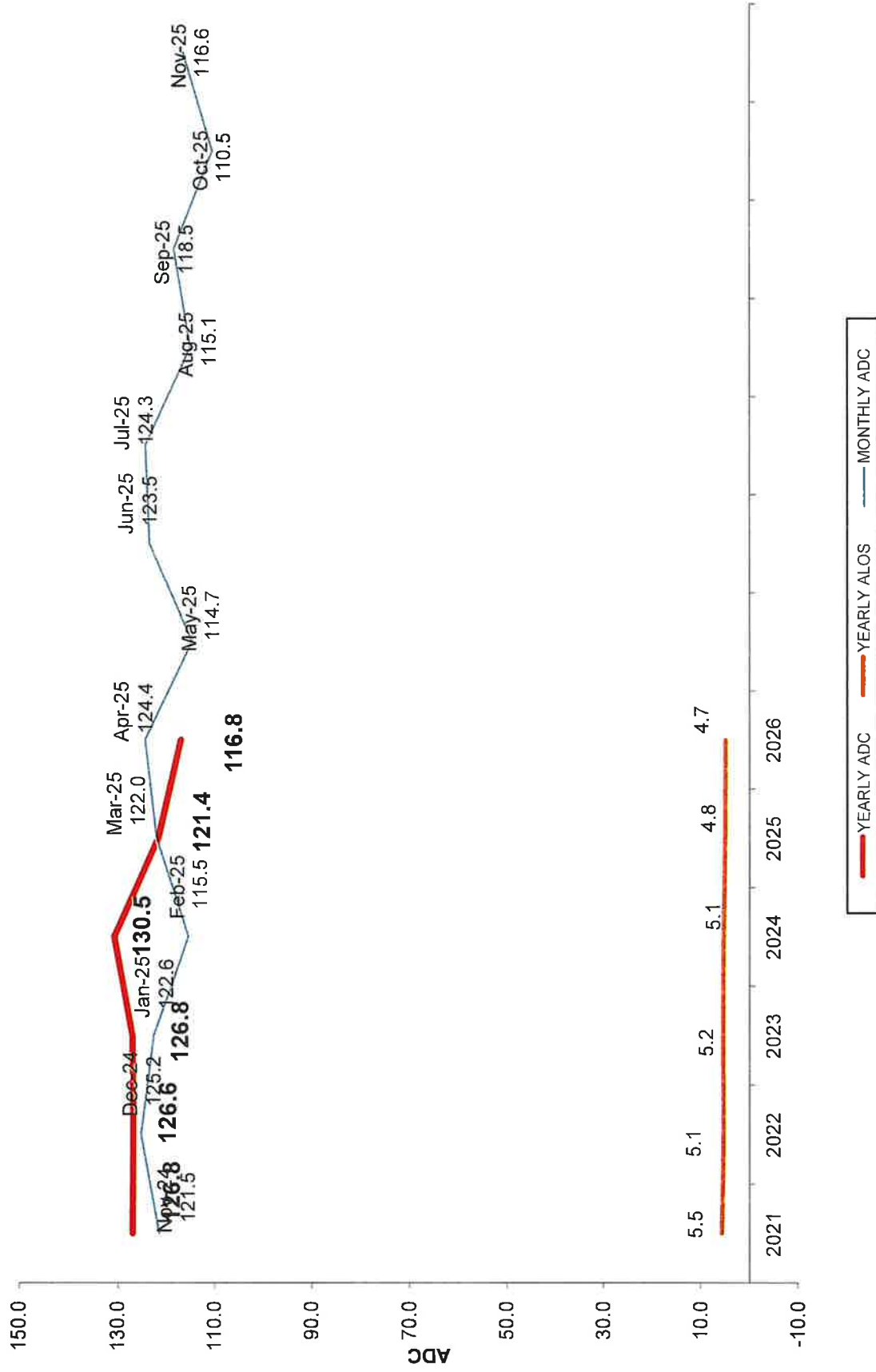
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## **FINANCIAL STATEMENTS**

**NOVEMBER 30, 2025**

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**NATIVIDAD**  
**STATISTICAL REPORT**  
**November 30, 2025**

Month-To-Date					Year-To-Date					
9-25	10-25	11-25	Budget			Budget	Current	Prior Yr	%	
					PT DAYS BY SERVICE	STAFFED BEDS	CY/PY			
1	168	203	212	253	NICU	15	1,288	954	1,231	-22.50%
2	1,692	1,572	1,619	1,718	Med/Surg	57	8,762	8,290	8,306	-0.19%
3	208	181	156	202	ICU	10	1,032	886	1,011	-12.36%
4	40	59	87	102	Peds	12	518	311	510	-39.02%
5	745	794	765	816	Acute Rehab	28	4,161	3,949	3,919	0.77%
6	304	267	255	301	OB/Gyn	27	1,534	1,369	1,482	-7.62%
7	3,157	3,076	3,094	3,391	TOTAL ACUTE	149	17,295	15,759	16,459	-4.25%
8	397	350	404	449	Psychiatric	19	2,289	2,119	2,204	-3.86%
9	3,554	3,426	3,498	3,840	TOTAL DAYS	168	19,584	17,878	18,663	-4.21%
10	263	243	244	276	Nursery	18	1,407	1,363	1,372	-0.66%
AVERAGE DAILY CENSUS										
11	80.4	73.6	77.6	85.8	Acute	121	85.8	77.2	82.0	-5.85%
12	24.8	25.6	25.5	27.2	Acute Rehab	28	27.2	25.8	25.6	0.78%
13	13.2	11.3	13.5	15.0	Psychiatric	19	15.0	13.8	14.4	-4.17%
14	118.5	110.5	116.6	128.0	TOTAL	168	128.0	116.8	122.0	-4.26%
15	8.8	7.8	8.1	9.2	Nursery	18	9.2	8.9	9.0	-1.11%
PERCENTAGE OF OCCUPANCY										
16	66.4%	60.8%	64.1%	70.9%	Acute		70.9%	63.8%	67.8%	-5.9%
17	88.6%	91.4%	91.1%	97.1%	Acute Rehab		97.1%	92.1%	91.4%	0.8%
18	69.5%	59.5%	71.1%	78.9%	Psychiatric		78.9%	72.6%	75.8%	-4.2%
19	70.5%	65.8%	69.4%	76.2%	TOTAL		76.2%	69.5%	72.6%	-4.3%
20	48.9%	43.3%	45.0%	51.1%	Nursery		51.1%	49.4%	50.0%	-1.1%
ADMISSIONS										
21	664	632	648	667	Acute		3,400	3,226	3,253	-0.83%
22	61	56	50	60	Acute Rehab		303	292	286	2.10%
23	57	57	49	48	Psychiatric		246	263	232	13.36%
24	782	745	747	774	TOTAL		3,949	3,781	3,771	0.27%
25	172	159	142	174	Nursery		890	841	869	-3.22%
26	183	167	152	185	Deliveries		944	882	921	-4.23%
DISCHARGES										
27	591	608	586	619	Acute		3,158	2,958	3,037	-2.60%
28	61	55	50	59	Acute Rehab		301	295	287	2.79%
29	65	52	45	49	Psychiatric		251	261	234	11.54%
30	717	715	681	727	TOTAL		3,710	3,514	3,558	-1.24%
31	154	146	136	160	Nursery		815	782	795	-1.64%
AVERAGE LENGTH OF STAY										
32	4.5	4.6	4.7	5.0	Acute(Hospital wide no babies)		5.0	4.7	4.9	-4.08%
33	12.2	14.2	15.3	13.7	Acute Rehab		13.7	13.5	13.7	-1.46%
34	2.9	2.6	2.7	2.6	OB/Gyn		2.6	2.6	2.5	4.00%
35	7.0	6.1	8.2	9.3	Psychiatric		9.3	8.1	9.5	-14.74%
36	1.5	1.5	1.7	1.6	Nursery		1.6	1.6	1.6	0.00%
OUTPATIENT VISITS										
37	4,801	4,921	4,592	5,006	Emergency Room		25,531	24,253	24,900	-2.60%
38	405	419	428	418	ER Admits		2,132	2,058	1,981	3.89%
39	51.8%	56.2%	57.3%	54.0%	ER Admits as a % of Admissions		54.0%	54.4%	52.5%	3.61%
40	243	269	222	131	Trauma Cases		668	1,128	674	67.36%
41	8,091	8,305	6,643	7,228	Clinic Visits		36,864	39,025	35,784	9.06%
ANCILLARY PROCEDURES BILLED										
42	56,229	57,491	53,001	54,262	Lab Tests		276,736	277,328	272,146	1.90%
43	4,701	4,862	4,190	4,698	Radiology Procedures		23,959	22,882	23,402	-2.22%
44	254	306	265	254	MRI Procedures		1,296	1,420	1,278	11.11%
45	95	97	96	101	Nuclear Med Procedures		516	491	485	1.24%
46	1,411	1,560	1,383	1,370	Ultrasound Procedures		6,987	7,270	6,766	7.45%
47	3,202	3,344	3,023	2,878	CT Scans		14,680	15,643	14,224	9.98%
48	422	444	357	415	Surgeries		2,116	1,994	2,082	-4.23%
49	7.72	8.02	7.76	7.51	PAID FTEs PER AOB		7.51	7.81	7.82	-0.13%
50	6.82	7.03	6.50	6.59	PROD FTEs PER AOB		6.59	6.79	6.86	-1.02%
51	1,405.9	1,391.5	1,379.5	1,444.3	TOTAL PAID FTEs		1,444.3	1,402.9	1,441.0	-2.65%
52	1,243.0	1,220.3	1,154.6	1,266.6	TOTAL PROD FTEs		1,266.6	1,219.6	1,263.8	-3.50%
53	5,463	5,380	5,330	5,766	ADJUSTED PATIENT DAYS		29,406	27,510	28,172	-2.35%



**NATIVIDAD**  
**STATEMENT OF REVENUES AND EXPENSES & CHANGES IN NET ASSETS-TREND-NORMALIZED**  
**FOR FY2026**

	JUL-25	AUG-25	SEP-25	OCT-25	NOV-25	DEC-25	JAN-26	FEB-26	MAR-26	APR-26	MAY-26	JUN-26	YTD
<b>R E V E N U E</b>													
<b>Patient Revenue:</b>													
1 Inpatient	77,615,311	66,551,124	72,649,437	72,534,970	68,482,103								357,832,946
2 Pro Fees	8,864,968	6,836,168	7,322,644	6,694,053	5,565,059								35,272,912
3 Outpatient	43,392,257	41,472,767	42,964,899	45,190,279	38,777,564								211,797,764
4 Total Patient Revenue	129,872,536	114,860,079	122,936,979	124,409,302	112,824,726								604,903,622
<b>Deductions from revenue:</b>													
5 Contractual Deductions	98,567,895	89,190,623	94,062,551	95,740,980	85,503,101								463,085,151
6 Bad Debt	3,381,834	2,737,230	3,464,645	2,058,639	3,134,462								14,776,810
7 Unable to Pay	232,825	127,823	218,328	298,234	130,075								1,008,286
8 Total Contractual Discounts	102,202,554	92,055,677	97,745,524	98,098,853	88,767,639								478,870,247
9 Net Patient Revenue	27,669,983	22,804,402	25,191,455	26,310,449	24,057,087								126,033,376
10 As a percent of Gross Revenue	21.31%	19.85%	20.49%	21.15%	21.32%			0.00%	0.00%	0.00%	0.00%		20.84%
<b>Total Government Funding</b>													
11 Other Operating Revenue:	8,506,581	8,506,581	8,506,581	8,506,581	8,506,581								42,532,905
12 Rent Income	134,419	134,419	134,419	463,567	145,847								1,012,671
13 Interest Income	850,000	1,500,000	1,650,000	850,000	1,503,000								6,353,000
14 NMF Contribution	79,673	79,673	79,673	79,673	79,673								398,365
15 Other Income	508,953	1,896,394	775,102	866,510	788,048								4,833,007
16 Total Other Operating Revenue	1,571,045	3,610,486	2,639,194	2,259,750	2,516,568								12,597,042
17 TOTAL REVENUE	37,747,508	34,921,468	36,337,230	37,076,780	35,080,236								181,163,323
<b>EXPENSE</b>													
<b>Salaries, Wages &amp; Benefits</b>													
18 Registry	22,305,813	21,818,944	21,827,794	21,431,723	20,844,172								108,228,446
19 Phys/Residents SWB & Contract Fees	526,470	417,239	660,274	535,896	481,856								2,621,735
20 Purchased Services	5,487,262	5,368,777	5,613,278	5,701,528	5,338,664								27,529,528
21 Supplies	3,306,799	2,917,234	3,244,862	3,516,543	3,014,166								16,001,604
22 Insurance	3,069,231	3,131,089	3,238,964	3,672,706	3,097,862								16,209,853
23 Utilities and Telephone	578,180	578,301	581,487	578,180	595,005								2,911,152
24 Interest Expense	458,048	435,996	541,481	459,185	420,660								2,315,370
25 Depreciation & Amortization	55,495	55,495	55,495	36,847	36,847								240,179
26 Other Operating Expense	1,022,078	984,008	960,599	975,560	966,710								4,928,956
27 TOTAL EXPENSE	553,027	424,302	503,201	578,884	484,618								2,554,043
28 NET INCOME(LOSS)	37,364,403	36,151,366	37,247,436	37,487,062	35,290,579								183,540,866
29 Normalization for Extraordinary Items	383,205	(1,229,916)	(910,206)	(410,282)	(210,343)								(2,377,543)
30													
31													
32													
33													
34													
<b>CAPITAL CONTRIBUTIONS</b>													
35													
36													
37													
<b>CHANGE IN NET ASSETS</b>													
38													

**NATIVIDAD**  
**STATEMENT OF REVENUES AND EXPENSES & CHANGES IN NET ASSETS**  
**AS OF NOVEMBER 30, 2025**

CURRENT MONTH				YEAR -TO -DATE			
	Actual	Budget	Variance fav. (unfav)		Actual	Budget	Variance fav. (unfav)
			\$ VAR. % VAR				\$ VAR. % VAR
R E V E N U E							
Patient Revenue:							
1	\$ 68,482,103	\$ 78,648,467	\$ (10,166,364) (12.9)		\$ 357,832,946	\$ 401,107,171	\$ (43,274,225) (10.8)
2	5,565,059	5,321,041	244,018 4.6		35,272,912	27,137,336	8,135,576 30.0
3	38,777,564	42,115,479	(3,337,915) (7.9)		211,797,764	214,788,909	(2,991,145) (1.4)
4	112,824,726	126,084,987	(13,260,261) (10.5)		604,903,622	643,033,416	(38,129,794) (5.9)
5	85,503,101	95,981,839	10,478,738 10.9		463,085,151	489,507,383	26,422,232 5.4
6	3,134,462	3,106,418	(28,044) (0.9)		14,776,810	15,842,731	1,065,921 6.7
7	130,075	110,223	(19,852) (18.0)		1,008,286	562,137	(446,149) (79.4)
8	88,767,639	99,199,480	10,430,841 10.5		478,870,247	505,912,251	27,042,004 5.3
9	24,057,087	26,886,507	(2,829,420) (10.5)		126,033,376	137,121,165	(11,087,789) (8.1)
10	21.32%	21.32%			20.84%	21.32%	
11	8,506,581	8,506,581	-		42,532,905	42,532,905	-
Total Government Funding							
Other Operating Revenue:							
12	145,847	137,724	8,123 5.9		1,012,671	688,620	324,051 47.1
13	1,503,000	666,756	836,244 125.4		6,353,000	3,333,789	3,019,211 90.6
14	79,673	79,673	-		398,365	398,365	0
15	788,048	518,721	269,327 51.9		4,833,007	2,593,605	2,239,402 86.3
16	2,516,568	1,402,874	1,113,694 79.4		12,597,042	7,014,379	5,582,663 79.6
17	35,080,236	36,795,962	(1,715,726) (4.7)		181,163,323	186,668,449	(5,505,126) (2.9)
TOTAL REVENUE							
EXPENSE							
18	20,844,172	21,355,582	511,410 2.4		108,228,446	108,287,306	58,860 0.1
19	481,856	547,069	65,213 11.9		2,621,735	2,790,053	168,318 6.0
20	5,338,684	5,434,844	96,160 1.8		27,529,528	27,412,297	(117,231) (0.4)
21	3,014,166	3,388,783	354,617 10.5		16,001,604	17,098,327	1,096,723 6.4
22	3,097,862	3,378,855	280,993 8.3		16,209,853	17,232,153	1,022,300 5.9
23	595,005	537,470	(57,535) (10.7)		2,911,152	2,687,350	(223,802) (8.3)
24	420,660	332,296	(88,364) (26.6)		2,315,370	1,694,717	(620,653) (36.6)
25	36,847	42,473	5,627 13.2		240,179	216,610	(23,569) (10.9)
26	966,710	1,066,820	100,110 9.4		4,928,956	5,440,801	511,845 9.4
27	494,618	485,801	(8,817) (1.8)		2,554,043	2,477,563	(76,480) (3.1)
28	35,290,579	36,549,993	1,259,414 3.4		183,540,866	185,337,177	1,796,311 1.0
29	(210,343)	245,969	(456,312) (185.5)		(2,377,543)	1,331,272	(3,708,815) (278.6)
NET INCOME(LOSS)							
CAPITAL CONTRIBUTIONS							
30	-	-	-		-	-	-
31	-	-	-		-	-	-
32	-	-	-		-	-	-
33	-	-	-		-	-	-
34	\$ (210,343)	\$ 245,969	\$ (456,312) (185.5) %	County Contribution	\$ (2,377,543)	\$ 1,331,272	\$ (3,708,815) (278.6) %
CHANGE IN NET ASSETS					\$		\$

**NATIVIDAD**  
**STATEMENT OF REVENUES AND EXPENSES & CHANGES IN NET ASSETS PER ADJUSTED PATIENT DAY**  
**AS OF NOVEMBER 30, 2025**

	CURRENT MONTH				YEAR -TO -DATE					
			Variance fav. (unfav)				Variance fav. (unfav)			
	Actual	Budget	\$ VAR.	% VAR	Actual	Budget	\$ VAR.	% VAR		
	5,330	5,766	(436)	-7.6%	27,510	29,407	(1,897)	-6.4%		
	<b>REVENUE</b>				<b>ADJUSTED PATIENT DAYS</b>					
	<b>ADJUSTED PATIENT DAYS</b>									
1	\$	12,849	\$	13,640	\$	13,007	\$	13,640	\$	13,595
2		1,044		923		1,282		923		964
3		7,276		7,304		7,699		7,304		7,418
4		21,168		21,867		21,988		21,867		21,977
	<b>Patient Revenue:</b>									
			(5.8) %				(633)		-4.6%	
5		16,042		16,646		16,833		16,646		16,712
6		588		539		537		539		539
7		24		19		37		19		18
8		16,655		17,204		17,407		17,204		17,269
9		4,514		4,663		4,581		4,663		4,709
10		21.32%		21.32%		20.84%		21.32%		21.43%
	<b>As a percent of Gross Revenue</b>									
11		1,596		1,475		1,546		1,446		1,446
	<b>Total Government Funding</b>									
	<b>Other Operating Revenue:</b>									
12		27		24		37		23		22
13		282		116		231		113		78
14		15		14		14		14		14
15		148		90		176		88		109
16		472		243		458		239		222
17		6,582		6,382		6,585		6,348		6,377
	<b>EXPENSE</b>									
18		3,911		3,704		3,934		3,682		3,607
19		90		95		95		95		172
20		1,002		943		1,001		932		963
21		566		584		582		581		583
22		581		586		589		586		606
23		112		93		106		91		88
24		79		58		84		58		71
25		7		7		9		7		6
26		181		185		179		185		177
27		93		84		93		84		82
28		6,621		6,339		6,672		6,302		6,355
	<b>NET INCOME(LOSS)</b>									
29		(39)		43		(86)		45		22
	<b>CAPITAL CONTRIBUTIONS</b>									
30										
31										
32										
33										
34	\$	(39)	\$	43	\$	(86)	\$	45	\$	22
	<b>% CHANGE IN NET ASSETS</b>									

**NATIVIDAD  
BALANCE SHEET  
AS OF NOVEMBER 30, 2025**

	CURRENT MONTH				YEAR - TO - DATE			
	BEGINNING	ENDING	INC/(DEC)	% CHG.	BEGINNING	ENDING	INC/(DEC)	% CHG.
1	\$ 154,222,230	\$ 126,374,294	\$ (27,847,935)	(18.1) %	\$ 111,731,438	\$ 126,374,294	\$ 14,642,856	13.1 %
2	50,012,259	57,018,317	7,006,059	14.0	62,531,577	57,018,317	(5,513,259)	(8.8)
3	23,781,879	53,200,374	29,418,495	123.7	23,419,477	53,200,374	29,780,897	127.2
4	6,732,406	7,043,084	310,678	4.6	5,646,922	7,043,084	1,396,161	24.7
5	12,779,920	12,201,955	(577,965)	(4.5)	4,957,730	12,201,955	7,244,226	146.1
6	247,528,694	255,838,025	8,309,332	3.4	208,287,145	255,838,025	47,550,881	22.8
7	375,922,110	380,740,408	4,818,299	1.3	374,480,189	380,740,408	6,260,219	1.7
8	(260,972,375)	(261,895,440)	(923,066)	(0.4)	(257,679,703)	(261,895,440)	(4,215,737)	(1.6)
9	114,949,735	118,844,968	3,895,233	3.4	116,800,486	118,844,968	2,044,482	1.8
10	279,465,749	278,844,555	(621,194)	(0.2)	318,681,632	278,844,555	(39,837,078)	(12.5)
11	\$ 641,944,177	\$ 653,527,548	\$ 11,583,371	1.8 %	\$ 643,769,263	\$ 653,527,548	\$ 9,758,285	1.5 %
<b>CURRENT ASSETS</b>								
CASH								
ACCOUNTS RECEIVABLE NET								
STATE/COUNTY RECEIVABLES								
INVENTORY								
PREPAID EXPENSE								
TOTAL CURRENT ASSETS								
PROPERTY, PLANT & EQUIPMENT								
LESS: ACCUMULATED DEPRECIATION								
NET PROPERTY, PLANT & EQUIPMENT								
OTHER ASSETS								
TOTAL ASSETS								
<b>CURRENT LIABILITIES</b>								
ACCRUED PAYROLL								
ACCOUNTS PAYABLE								
MCARE/MEDICAL LIABILITIES								
CURRENT PORTION OF DEBT								
OTHER ACCRUALS								
TOTAL CURRENT LIABILITIES								
<b>LONG TERM LIABILITIES</b>								
LT ACCRUED LIABILITIES								
UN EARNED CONTRIBUTIONS								
LONG TERM PORTION OF C.O.P's								
TOTAL LONG TERM DEBT								
<b>FUND BALANCES</b>								
ACCUMULATED FUND								
CHANGE IN NET ASSETS								
TOTAL FUND BALANCES								
TOTAL LIAB. & FUND BALANCES								
12	40,420,482	43,419,652	2,999,170	7.4	30,523,768	43,419,652	12,895,883	42.2
13	12,181,669	16,707,505	4,525,836	37.2	11,989,306	16,707,505	4,718,200	39.4
14	43,629,943	46,950,023	3,320,080	7.6	46,779,782	46,950,023	170,241	0.4
15	4,722,104	4,722,104	-	-	4,475,737	4,722,104	246,367	5.5
16	11,538,002	12,541,447	1,003,445	8.7	13,440,120	12,541,447	(898,673)	(6.7)
17	112,492,200	124,340,732	11,848,531	10.5	107,208,713	124,340,732	17,132,018	16.0
18	1,631,108	1,576,291	(54,817)	(3.4)	1,850,377	1,576,291	(274,086)	(14.8)
19	-	-	-	-	-	-	-	-
20	4,167,108	4,167,108	-	-	8,889,212	4,167,108	(4,722,104)	(53.1)
21	5,798,217	5,743,399	(54,817)	(0.9)	10,739,589	5,743,399	(4,996,190)	(46.5)
22	525,820,961	525,820,961	-	-	523,564,157	525,820,961	2,256,803	0
23	(2,167,200)	(2,377,543)	(210,343)	9.7	2,256,803	(2,377,543)	(4,634,347)	(205.4)
24	523,653,761	523,443,417	(210,343)	(0.0)	525,820,961	523,443,417	(2,377,544)	(0.5)
25	\$ 641,944,177	\$ 653,527,548	\$ 11,583,371	1.8 %	\$ 643,769,263	\$ 653,527,548	\$ 9,758,285	1.5 %
							(0)	

**NATIVIDAD  
STATE AND COUNTY RECEIVABLES  
AS OF 11/30/25**

<b>BALANCE SHEET</b>	<b>Beg. Balance</b>	<b>Accruals</b>	<b>IGTs Transferred Out</b>	<b>Received</b>	<b>End. Balance</b>
Medi-Cal Waiver (DSH + SNCP)	0	6,250,000	16,521,958	(16,057,870)	6,714,089
Physician SPA	0	520,835		(410,707)	110,128
Rate Range IGT-CCAH-AB915	8,399,050	6,666,665	13,703,165		28,768,880
Medi-Cal GME	1,513,573	1,241,250			2,754,823
Medi-Cal HPE	0	416,665	926,678	(1,056,808)	286,535
SB1732	0	104,165		(5,288)	98,877
Hospital Fee	258,770	1,166,665		(174,011)	1,251,424
MCMC EPP	0	416,665			416,665
MCMC QIP	9,721,361	8,750,000	10,207,712	(19,546,112)	9,132,962
	2,318,142	16,666,665	12,344,564	(32,840,663)	(1,511,292)
<b>GOVERNMENT RECEIVABLES</b>	<b>22,210,896</b>	<b>42,199,575</b>	<b>53,704,077</b>	<b>(70,091,459)</b>	<b>48,023,090</b>
Accrued Donations	26,169	398,365		(245,043)	179,491
Office Buildings	78,361	1,036,919		(755,437)	359,843
Miscellaneous Receivable	77,489	1,914,140		(642,280)	1,349,350
Probation	313	591,426		(374,029)	217,710
UCSF & TOURO University	26,250	56,000		(59,850)	22,400
Interest Accrued	0	6,353,000		(4,622,063)	1,730,937
Health Department	0	757,083		(439,530)	317,554
Watsonville	1,000,000				1,000,000
<b>OTHER RECEIVABLES</b>	<b>1,208,581</b>	<b>11,106,934</b>	<b>0</b>	<b>(7,138,231)</b>	<b>5,177,285</b>
<b>STATE/COUNTY RECEIVABLES</b>	<b>23,419,477</b>	<b>53,306,509</b>	<b>53,704,077</b>	<b>(77,229,689)</b>	<b>53,200,374</b>

<b>P &amp; L</b>	<b>YTD NOV-25</b>
Medi-Cal Waiver (DSH + SNCP)	\$ 6,250,000
Physician SPA	\$ 520,835
Rate Range IGT-CCAH-AB915	\$ 6,666,665
Medi-Cal GME	\$ 416,665
Medi-Cal HPE	\$ 104,165
SB1732	\$ 1,166,665
Hospital Fee	\$ 416,665
MCMC EPP	\$ 8,750,000
MCMC QIP	\$ 16,666,665
HD Residency Support	\$ (208,335)
Medicare Bi-Weekly Payment	\$ 541,665
<b>GOVERNMENT FUNDING INCOME</b>	<b>\$ 42,532,905</b>

# NATIVIDAD

## STATEMENT OF CASH FLOWS

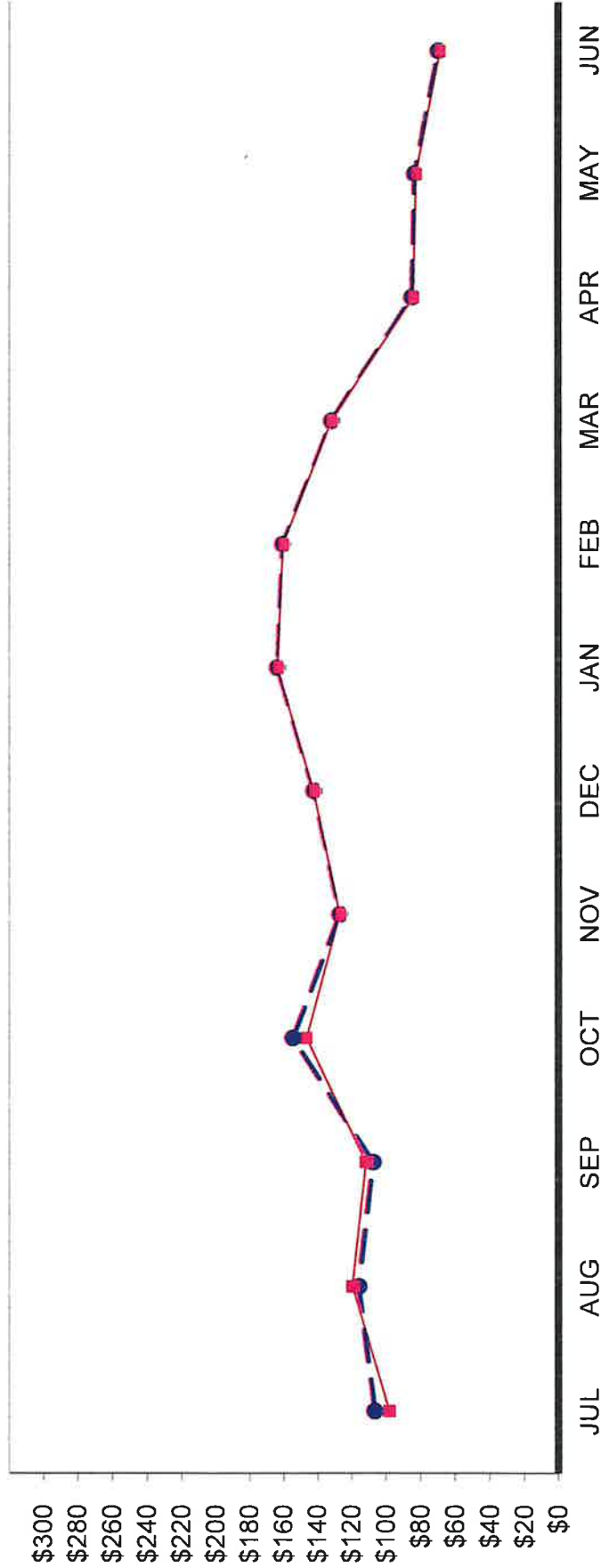
### AS OF NOVEMBER 30, 2025

	CURRENT MONTH		YEAR - TO - DATE
1	\$ 154,222,230	CASH AT BEGINNING OF PERIOD	\$ 111,731,438
2		FROM OPERATIONS:	
3	(210,343)	NET INCOME/(LOSS)	(2,377,543)
4	-	NET INCOME ADJ - PRIOR YEAR	-
5	923,066	DEPRECIATION/AMORT	\$ 4,215,737
6	712,722	SUBTOTAL	1,838,194
7		CHANGES IN WORKING CAPITAL:	
8	(7,006,059)	ACCOUNTS RECEIVABLE	5,513,259
9	(29,418,495)	STATE/COUNTY RECEIVABLE	(29,780,897)
10	267,287	PREPAID EXPENSE & INVENTORY	(8,640,387)
11	2,999,170	ACCRUED PAYROLL	12,895,883
12	4,525,836	ACCOUNTS PAYABLE	4,718,200
13	3,320,080	MCARE/MEDICAL LIABILITIES	170,241
15	-	SHORT TERM DEBT	246,367
16	1,003,445	ACCRUED LIABILITIES	(898,673)
17	(24,308,736)	NET (DECREASE)/INCREASE	(15,776,006)
18		CAPITAL ADDITIONS:	
19	(4,818,299)	PP&E ADDITIONS	(6,260,219)
20	-	NBV OF ASSETS DISPOSED	-
19	-		-
21	(4,818,299)	TOTAL CAPITAL (Use of Cash)	(6,260,219)
22		FINANCING ACTIVITY:	
23	(54,817)	LONG TERM BOND DEBT	(4,996,190)
24	621,194	OTHER ASSETS	39,837,078
25	-	INVESTMENTS	-
26	566,377	TOTAL FINANCING	34,840,888
27	(27,847,935)	INC./(DEC.) IN CASH BALANCE	14,642,856
28	\$ 126,374,294	CASH BALANCE - END OF PERIOD	\$ 126,374,294



**NATIVIDAD**  
**RECONCILIATION OF GOVERNMENT FUNDING**  
**FISCAL YEAR 2026**

		<b><u>BDGT-26</u></b>	<b><u>ESTIMATE</u></b> <b><u>FY2026</u></b>	<b><u>Variance to</u></b> <b><u>Budget</u></b>
01	Medi-Cal DSH Waiver (GPP)	\$ 15,000,000	\$ 15,000,000	\$ -
02	Physician SPA	\$ 1,250,000	\$ 1,250,000	\$ -
03	EPP	\$ 17,000,000	\$ 17,000,000	\$ -
04	EPP: 25% Add-On	\$ 4,000,000	\$ 4,000,000	\$ -
05	QIP	\$ 40,000,000	\$ 40,000,000	\$ -
06	AB915	\$ 2,979,000	\$ 2,979,000	\$ -
07	SB1732	\$ 2,800,000	\$ 2,800,000	\$ -
08	CCAH Rate Range	\$ 16,000,000	\$ 16,000,000	\$ -
09	HPE	\$ 250,000	\$ 250,000	\$ -
10	Reserved for future use	\$ -	\$ -	\$ -
11	Reserved for future use	\$ -	\$ -	\$ -
12	HD Residency Support	\$ (500,000)	\$ (500,000)	\$ -
13	Medi-Cal GME	\$ 1,000,000	\$ 1,000,000	\$ -
14	Reserved for future use	\$ -	\$ -	\$ -
15	Medicare Bi-Weekly Payments	\$ 1,300,000	\$ 1,300,000	\$ -
16	Provider Fee	\$ 1,000,000	\$ 1,000,000	\$ -
		<u>\$ 102,079,000</u>	<u>\$ 102,079,000</u>	<u>\$ -</u>



	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
Months	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
YTD	106.1	115.5	107.2	154.2	126.4	141.9	163.2	160.1	131.4	84.5	82.9	69.3
BDGT	97.1	118.5	110.7	145.6	125.9	141.4	162.7	159.3	130.9	83.2	81.6	68.0
Variance	9.0	(3.0)	(3.4)	8.6	0.5	0.5	0.5	0.8	0.4	1.3	1.3	1.3

NATIVIDAD  
CASH FORECAST  
FISCAL YEAR 2026

	ACTUAL JUL	ACTUAL AUG	ACTUAL SEP	ACTUAL OCT	ACTUAL NOV	ESTIMATE DEC	ESTIMATE JAN	ESTIMATE FEB	ESTIMATE MAR	ESTIMATE APR	ESTIMATE MAY	ESTIMATE JUN	Total YTD
Beginning Balance	111,731,438	106,104,156	115,462,344	107,225,359	154,213,671	126,365,735	135,427,037	163,216,511	160,107,619	131,364,093	84,479,782	82,865,142	111,731,438
<b>CASH RECEIPTS</b>													
Patient Revenues (incl pro fees and lab cop)	27,741,846	28,055,872	25,580,389	31,236,818	17,852,349	23,405,737	31,390,605	23,931,036	27,719,526	29,134,215	27,352,494	25,248,464	318,649,352
Short-Dayle payments		1,426,320	599,397	2,884,187			1,602,158	52,612	1,708,429		1,009,594		9,282,698
Provider Fee						419,346			419,346			365,526	1,204,218
Rate-Range CY24							31,989,775						31,989,775
Hospital Presumptive Eligibility			5,288			210,698			195,672			150,712	562,370
Foundation Donations	73,997	53,344	20,890	80,451	16,360	35,261	118,232	63,531	394,348	157,601	83,357	52,592	1,149,965
McCal Waiver CY25 (6PP)	12,341,010			3,716,860		8,516,400				9,466,292			34,040,562
McCal Waiver CY25 (6PP) - IGT Refund				5,725,810									5,725,810
SB1732		174,011						2,180,462					2,354,473
Health Department Reimb						384,597	268,055	138,077		242,176		144,556	1,177,461
Medi-Cal GME		1,056,808				1,044,503			882,551		882,551	710,108	4,576,521
Medi-Cal Cost Report FY19 settlement	3,083,580												3,083,580
P14 - FYE 6/30/11					3,222,152	8,683,539							11,905,691
Medicare Cost Report settlement		398,119		96,316	97,928								592,363
CCAH CalAIM Incentive Payments				150,554						486,946			637,500
CCAH Workforce Recruitment Grant				102,776						486,946			589,722
AB915											2,287,935		2,287,935
Rent Income	93,356	17,310	93,356	188,160	339,008	393,511	126,503	126,503	126,503	127,003	126,553	126,993	1,884,756
QTP				32,840,663						32,840,663			65,681,327
EPP				19,545,865	246					19,545,619			39,091,731
Physician Services	55,295	66,111	50,276	58,737	463,250								693,670
Physician SPA			410,707								841,489		1,252,196
CCAH Hospital Quality Incentive Program (HQIP)		799,500				345,100							1,144,600
CCAH Specialty Care Incentive (SCI)			650							25,208		245,463	271,321
Capital Expenditures		(151,311)											139,535 (11,777)
IGT Sub-Fund Transfer In/(Out)	463,339	30,849,477	8,224,757	463,339		19,428,975	463,339		27,950,841		813,788		88,657,856
Fund 404 Transfer		459,385	4,279,913	190,021	618,328	734,305	602,689	306,908					7,191,548
Interest Income				4,622,063			2,067,860			3,751,201			10,441,123
Miscellaneous Revenue	294,964	591,398	346,481	1,106,688	247,646	592,280	416,520	585,957	437,415	237,410	574,821	531,111	5,962,692
Total Cash Receipts	44,147,388	63,796,343	39,612,104	103,009,309	22,857,268	64,194,254	69,045,737	27,385,085	59,834,631	96,501,280	33,972,581	27,715,059	652,071,038
<b>CASH DISBURSEMENTS</b>													
Purchased Services and Supplies	12,670,196	11,553,412	9,175,844	16,546,308	6,362,093	9,736,164	16,717,961	8,034,564	37,112,102	116,795,777	10,548,741	20,291,476	275,544,638
Rate-Range Assessment Fee CY24					2,112,309								2,112,309
Rate-Range IGT CY24					11,590,856								11,590,856
HD Residency Support				125,000			125,000						250,000
IGT Medi-Cal GME	463,339			463,339			463,339				813,788		2,203,806
IGT McCal Waiver CY25 (6PP)	8,297,201		8,224,757		5,725,810				6,364,449				28,612,218
IGT EPP		10,207,712							9,241,828				19,449,540
IGT QTP		12,344,564							12,344,564				24,689,128
P14 - FYE 6/30/11				6,444,304									6,444,304
P14 - FYE 6/30/12 - SNCP Overpayment				273,280									273,280
Building Lease / Rental Equipment													
Unfunded Actuarial Liability (UAL) Annual Allocation						16,468,967							16,468,967
COP Principal & Interest Payments				4,808,633					335,411				5,144,043
Payroll and Benefits	20,922,200	20,332,468	20,522,011	20,519,661	20,095,836	21,858,711	21,858,711	20,349,356	21,858,711	21,355,590	21,858,711	21,355,590	252,867,557
Workers Comp Allocation			5,572,265										5,572,265
Property Insurance	14,177		2,317,130										2,331,307
General Liability Ins - Non Recoverable			691,259										691,259
General Liability Ins - Recoverable			1,194,511										1,194,511
Professional Liability Ins	502,177			780,122									1,282,299
Cyber Insurance	24,736												24,736
COWCAP	4,402,626												4,402,626
Data Processing						1,066,093	266,991	266,876		533,849	533,889	532,859	3,200,556
NMC Solar - Engie						3,968,570	1,790,697	1,403,519	1,208,562	1,448,838	1,061,661	821,385	11,703,230
SB1732										210,363			210,363
Transfer From 451 to 404													
Transfer From 451 to IGT				5,262,471									5,262,471
Transfer From 451 to Strategic Funds													
Capital Expenditures	793,160		151,311	797,079	4,818,299	2,034,447	33,564	439,663	112,531	3,041,174	770,432		12,992,461
Total Cash Disbursements	48,089,813	54,438,155	47,849,089	56,020,997	50,705,203	55,132,952	41,256,263	30,493,978	88,578,157	143,385,590	35,587,221	43,001,310	694,538,728
Increase/(Decrease)	(3,942,425)	9,358,188	(8,236,985)	46,986,312	(27,847,935)	9,061,302	27,789,474	(3,108,893)	(28,743,526)	(46,884,310)	(1,614,640)	(15,286,251)	(42,467,690)
Ending Cash Fund 451	107,789,014	115,462,344	107,225,359	154,213,671	126,365,735	135,427,037	163,216,511	160,107,619	131,364,093	84,479,782	82,865,142	67,578,891	69,263,749
(+) Cash In Transit	(1,684,858)					6,433,575							1,684,858
(-) Petty Cash and CC	8,559	8,559	8,559	8,559	8,559	8,559	8,559	8,559	8,559	8,559	8,559	8,559	
Ending Cash as per G/L	106,112,715	115,470,903	107,233,918	154,222,230	126,374,294	141,869,171	163,225,070	160,116,177	131,372,651	84,488,341	82,873,701	69,272,308	
<b>Fund 404</b>													
Beginning Balance	177,393,776	177,393,776	176,934,391	172,654,478	172,464,457	171,846,129	171,111,824	170,509,135	170,202,227	170,202,227	170,202,227	170,202,227	
Transfer In from fund 451													
Transfer Out fund 404		(459,385)	(4,279,913)	(190,021)	(618,328)	(734,305)	(602,689)	(306,908)					
Capital Expenditures													
Ending Cash Fund 404	177,393,776	176,934,391	172,654,478	172,464,457	171,846,129	171,111,824	170,509,135	170,202,227	170,202,227	170,202,227	170,202,227	170,202,227	
Ending Cash Fund 451 & 404	285,182,789	292,396,735	279,879,838	326,678,128	298,211,865	306,538,861	333,725,646	330,309,846	301,566,320	254,682,009	253,067,369	237,781,118	

## **..Title**

- a. Consider and approve 2025 revisions to the 2017 Natividad Medical Center (“NMC”) Bylaws presented at the November 7, 2025 BOT meeting; and
- b. Submit revised NMC Bylaws for final approval by the Board of Supervisors.

## **..Report**

### **RECOMMENDATION:**

It is recommended that the Board of Trustees:

- a. Consider and approve 2025 revisions to the 2017 Natividad Medical Center (“NMC”) Bylaws presented at the November 7, 2025 BOT meeting; and
- b. Submit revised NMC Bylaws for final approval by the Board of Supervisors

### **SUMMARY:**

On October 23, 2025, the NMC Board of Trustees Governance and Nominating Committee (“Governance Committee”) reviewed and made recommendations on substantive and non-substantive revisions to the 2017 NMC Bylaws for consideration and approval by the full NMC Board of Trustees at its November 7, 2025 Regular Meeting.

On November 7, 2025, the NMC Board of Trustees considered and discussed the 2025 revisions to the 2017 NMC Bylaws, as recommended by the Governance and Nominating Committee. Based on the direction of discussions, the NMC Board of Trustees voted to continue the item to the January 9, 2026 NMC Board of Trustees meeting.

### **DISCUSSION:**

On November 7, 2025, the Governance and Nominating Committee recommended the following substantive revisions to the 2017 Bylaws:

1. Article III, Section 3.B.4.f. The proposed revision clarifies that the Board of Trustees has the power to receive and review the auditor’s report, but not select the external auditor for Natividad, a power retained by the Board of Supervisors.
2. Article IV, Section 1.D.1. currently allows a BOT member whose 10-year term limit has expired to remain in office until the date the member’s successor takes office. The proposed revision allows a BOT member whose 10-year term limit has expired to remain in office until the earlier of the date that the member’s successor takes office or the date that is twelve (12) months following such annual meeting.
3. Article VI, Section 2.A.2. clarifies the duties of the Executive Committee, i.e., that the primary duty of the Community Relations and Planning Committee--to develop a Strategic Plan and Business Plan—would be relocated to the Executive Committee.
4. Former Article VI, Section 2.D. (Community Relations and Planning Committee) is eliminated.
5. New Article VI, Section 2.D. revises the membership of the Governance and Nominating Committee to expressly include the Chair, the CEO, the Chief of the Medical Staff, and

one appointed member. It also clarifies that this committee reviews the BOT bylaws and makes recommendations.

6. Article VI, Section 2.B. The proposed revisions
  - a. increase the membership of the Finance Committee from three to five voting members
  - b. provide that the County's Treasurer or Auditor-Controller may serve as Ex Officio member, rather than as a required Ex Officio member
  - c. provide increased flexibility that if the Chief Financial Officer ("CFO") or the CFO's designee cannot attend a meeting of the Finance Committee and provide professional support, the CEO may designate another individual to attend and provide support
  - d. clarify the responsibilities for reviewing reports and monitoring and evaluating a capital development plan
  - e. removes the requirement to prepare the business plan, which is instead included in Executive Committee responsibilities
  - f. removes and clarifies certain redundancies
7. Article VI, Section 2.C. The proposed revisions
  - a. elevate quality concerns at the BOT level
  - b. change the composition of the Quality Committee to 5 BOT members, including the Chair, CEO, Chief of the Medical Staff, and two appointed members
  - c. clarify that the Quality Committee's role is to review reports of Medical Staff committees that are entitled to Section 1157 protections—namely, the Joint Conference Committee, Patient Safety Quality Council, Medical Executive Committee, or Medical Staff Quality Review Committee
8. New Article XV (Review) changes the default bylaws review and revision cycle to every three years.

The NMC Board of Trustees engaged in discussion on the proposed bylaws, including whether the Governance Committee's membership should be increased by two members, for a total of five members, rather than by one additional member, for a committee total of four members, as recommended by the Governance Committee. See Redlined Version of BOT 2025 Recommended Revisions, Former Article VI, Section 2.E; Clean Version of BOT 2025 Recommended Revisions, New Article VI, Section 2.D.

The NMC Board of Trustees engaged in further discussions over whether the Board of Trustees membership should be increased to add the Chief Nursing Officer as an Ex Officio Member.

#### OTHER AGENCY INVOLVEMENT:

County Counsel has reviewed and approved the 2025 bylaws revisions as to legal form.

#### FINANCING:

There is no cost associated with this request so there is no impact to the General Fund.

## BOARD OF SUPERVISORS STRATEGIC PLAN GOALS:

One of the primary purposes of the NMC BOT Bylaws is to define clearly accountability and responsibility for the efficient operation of NMC. This stated purpose is perfectly aligned with the Board of Supervisors Strategic Plan Goal for promoting efficient and effective sustainable infrastructure for the present and future. The revised NMC BOT Bylaws add necessary updates and clarity to the 2017 Bylaws thereby further promoting this strategic plan goal.

Mark a check to the related Board of Supervisors Strategic Plan Goals:

- ☐ Well-Being and Quality of Life
- ☒ Sustainable Infrastructure for the Present and Future
- ☐ Safe and Resilient Communities
- ☐ Diverse and Thriving Economy

Prepared by: Stacy L. Saetta, Chief Deputy County Counsel, 831-755-5045

Approved by: Charles R. Harris, M.D., Chief Executive Officer, Natividad Medical Center, 831-783-2504

### Attachments:

Redlined BOT 2025 Recommended Revisions to the 2017 Natividad Board of Trustees Bylaws, discussed 11/7/2025

Clean Version BOT 2025 Recommended Revisions to the 2017 Natividad Board of Trustees Bylaws, discussed 11/7/2025

# **Natividad Medical Center**

## **Bylaws**



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## ARTICLE I – PURPOSE AND EFFECTIVENESS OF BYLAWS

The primary purposes of the Natividad Medical Center (“NMC”) Bylaws are to: 1) establish the framework that allows the Board of Trustees (“BOT”) to fulfill its role as the NMC governing board to the fullest extent permitted by law and as authorized by the Monterey County Board of Supervisors, 2) clearly define accountability and responsibility for the efficient and effective oversight of day-to-day operations of NMC, 3) clearly define the accountability and responsibility for the safety and quality of care, treatment, and services at NMC, and the efficient operation of NMC and compliance with federal and state statutes and regulations and TJC requirements. 4) clarify the respective roles and responsibilities of the BOT and the Board of Supervisors in NMC operations. 5) comply with the requirements of The Joint Commission (“TJC”), Medicare, and California Code of Regulations Title 22, and 46) allow NMC to function within policies and procedures prevalent in the health care industry and in compliance with applicable Federal, State, and Local statutes and regulations. These Bylaws shall be effective as of May 5, 2017.

These Bylaws shall be effective as of May 5, 2017, including such amendments as may thereafter be duly approved in accordance with the procedures for such amendments, effective upon the date of their adoption or at such later time as may be stated in such amendments.

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## ARTICLE II - DEFINITIONS

Within the context of this document, the following definitions apply:

**Appeal** means the specific procedure(s) set forth in these Bylaws by which an applicant or Medical Staff member has the right to request a review of an adverse recommendation or action on his/her application for Medical Staff membership and/or clinical privileges or a Medical Staff member’s membership and/or clinical privileges.

**Board of Supervisors** means the five duly elected representatives of the County of Monterey.

**Board of Trustees or BOT** means the appointed and Ex Officio members of the governing body of NMC.

**Brown Act** means the Ralph M. Brown Act (Government Code § 54950, *et seq.*)

**Business Plan** means the document developed by the Finance Committee to define the directions and business objectives of NMC for the future.

**Chief Executive Officer (“CEO”)** means the individual duly selected, employed and empowered by the Board of Supervisors to administer day to day NMC operations in consultation with, and by and under the supervision of, the BOT.

**Chief Medical Officer** means that individual duly appointed by the CEO individual who is responsible for working with and assisting the Chief of the Medical Staff and clinical departments, and is concerned with medico-administrative aspects of patient care at the Hospital.

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**Compliance** means operation of NMC within limits established by such legal or regulatory requirements as County ordinances and resolutions, the requirements of TJC, and relevant State and Federal statutes and regulations.

**Conflict of Interest** means direct or indirect economic interest, gained as the result of BOT action in which a BOT member participated; or any employment, activity, or economic enterprise for compensation that is inconsistent, incompatible, in conflict with, or inimical to his/her duties as a BOT member.

**County** means the Legal Entity legal entity known as the County of Monterey County in the State of California.

**Ex Officio** means by virtue of an office held, with vote unless otherwise specified in this document.

**Gender** means words of masculine gender include correlative words of the feminine and neuter genders unless the context shall otherwise indicate.

**Hospital or NMC** means Natividad Medical Center and includes patient care services provided in the Hospital and/or in other enrolled locations, structures and facilities under the Hospital's license.

**Medical Staff** means the physicians, dentists, podiatrists, and clinical psychologists appointed by the BOT. The details of the Medical Staff organization are contained in Medical Staff Bylaws.

**Medical Staff Bylaws** means those documents which organize and govern the Medical Staff of NMC.

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**Monterey County** means the geographical territory of the County of Monterey, a county of the 17<sup>th</sup> class under section 28038 of the California Government Code.

**Procedural Rights** means the procedure(s) referenced or established by these Bylaws and the Medical Staff Bylaws, together with the careful implementation thereof, to accord and protect existing legal rights of Medical Staff members and applicants for Medical Staff membership and/or clinical privileges.

**Regular Monthly Meeting** means the meeting of the BOT held on a pre-established, duly noticed, monthly schedule as may be amended as necessary from time to time in accordance with the Brown Act and/or other applicable statutes.

**Vacancy** means an unfilled BOT member seat or an unfilled office. Vacancies may occur because of resignation, death, expiration of term, -removal from the BOT or from an officer position, or failure of a member to attend at least fifty percent (50%) of the scheduled BOT meetings in one year.

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### ARTICLE III - MISSION, AUTHORITY, OBLIGATIONS



**Section 1. Mission.**— The Mission of Natividad Medical Center is to continually improve the health status of the people of Monterey County through access to affordable, high quality healthcare services.

**Section 2. Authority**

- A. **Title to Property.** The title, direction and control of NMC property is in the County of Monterey and is vested with under the control of the Board of Supervisors. Disposition of property by the County of Monterey shall require the approval of the Board of Supervisors, which shall take into consideration the recommendations of the BOT. Purchases or sales of NMC property and investment, transfer or other expenditures of trust funds shall be made only upon the written approval of the Board of Supervisors or their designee(s).
- B. **Professional and Other Health Care Staff.** The Medical Staff and other health care professionals who provide patient care services in or under the auspices of NMC are subject to the authority of the BOT.
- C. **Disposition of Surplus Funds.** In the event of a surplus of NMC revenue over expenses, use of surplus funds shall be determined by the Board of Supervisors.
- D. **Budget.** Approval of the Fiscal Year Budget for NMC is vested by law in the Board of Supervisors and shall be based upon consideration of the recommendations of the BOT. The Fiscal Year Budget shall be prepared according to generally accepted accounting principles, and must include all anticipated income and expenses for NMC.

**Section 3. Obligations & Responsibilities.** ~~The purpose of these Bylaws is to clearly define the accountability and responsibility for the safety and quality of care, treatment, and services at NMC, and the efficient operation of NMC and compliance with federal and state statutes and regulations and TJC requirements. These Bylaws clarify the respective roles and responsibilities of the BOT and the Board of Supervisors in NMC operations.~~

- A. The CEO shall be responsible for overseeing all day to day operational activities of NMC. The business of NMC shall be conducted by the CEO under the direction and supervision of the BOT and with ultimate approval by the Board of Supervisors, as outlined in these Bylaws with due attention to relevant community interests and concerns and designed to ensure a uniform level of patient care.
- B. The powers and responsibilities of the BOT include, but are not limited to, the following:
1. Encourage NMC to fulfill its mission by:
    - a. Creating a clear statement of NMC's mission, vision, values and strategic plan to achieve the mission and vision;
    - b. Monitoring the alignment of NMC management's strategies with the key goals and achieving the vision; and

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- c. Monitoring how the Hospital's programs are meeting the needs of the community within the resources available to do so.
2. Provide for effective executive management by:
- a. Providing input to the Board of Supervisors in the hiring and if necessary, terminating of the CEO;
  - b. Monitoring the CEO's performance;
  - c. Delegating all management functions to the CEO subject to County and BOT policies and directives; and
  - d. Ensuring that leadership succession plans are in place of key management positions.
3. Provide for NMC high quality of care by:
- a. Monitoring the effectiveness of the Medical Staff process for recommending the appointment, reappointment, credentialing and privileging of Medical Staff members;
  - b. Appointing, reappointing, and granting clinical privileges to Medical Staff members, including radiologic and outpatient service Medical Staff members;
  - c. Adopting internal and external quality standards to be used to assess the care provided;
  - d. Ensuring that patients are admitted to the Hospital on the recommendation of a licensed practitioner permitted to admit patients to the Hospital, in accordance with the Medical Staff Bylaws and State law;
  - e. Working with the Medical Staff to ensure that a doctor of medicine or osteopathy is on duty at the Hospital at all times, and a doctor of medicine or osteopathy is responsible for the care of each patient;
  - f. Providing that management and Medical Staff have quality and utilization monitoring systems in place and that they are functioning effectively to achieve the desired outcomes;
  - g. Establishing and monitoring an effective performance improvement program;
  - h. Establishing and monitoring an effective ethics and compliance program;
  - i. Approving NMC's written scope of services;
  - j. Specify the frequency and detail of quality indicator data collected and reviewed by the hospital's Quality Committee, and reviewing the quality indicator data on a regular basis;

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- k. Monitoring the contracted services provided by the hospital to ensure the services are provided in a safe and effective manner and in compliance with quality of care standards;
  - l. Overseeing the effective operation of the complaint resolution process; and
  - m. Approving NMC's policies and procedures, including the policies and procedures for all service lines of NMC.
4. Provide for NMC's financial strength by:
- a. Approving a financial plan, including annual operating and capital budgets, that will meet the strategic plan;
  - b. Monitoring and assessing financial performance;
  - c. Holding management accountable for providing thorough and accurate financial reports;
  - d. Requiring management to implement controls that provide an appropriate system of checks and balances;
  - e. Mandating that there is an effective internal audit function; and
  - f. ~~Selecting the external auditor and receiving~~Receiving and reviewing the auditor's report.
5. Function effectively and efficiently as the BOT by:
- a. Creating a statement of its roles and responsibilities and using this statement to direct its work;
  - b. Providing that the BOT structure and committee structure reflects and supports its roles and responsibilities to include diligence in attendance and encouragement of candid conversations;
  - c. Recruiting effective BOT members with the knowledge, time and skills needed to govern;
  - d. Providing that systems and procedures are in place to assist the BOT in doing its work, including an annual BOT self-evaluation;
  - e. Providing that the BOT, Medical Staff, and management operate in accord with applicable standards and laws; and
  - f. Respecting the confidentiality of NMC matters.

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D. The Board of Supervisors reserves to itself the power and authority to oversee and manage labor relations and collective bargaining. In addition, the Board of Supervisors reserves to itself the following power and authority, with consideration of such input from the BOT may choose to provide or the Board of Supervisors may request:

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1. Borrowing approval(s);

2. Labor relations/collective bargaining;

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3. Audit approval;

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3. 4. Budget approval;

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4. 5. Contract approval;

6. 5. Hiring and termination of the CEO;

7. 6. Termination of any Hospital programs or services that require a Beilenson Act hearing; and

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8. 7. Any other power and authority the Board of Supervisors determines to be appropriate.

#### ARTICLE IV - MEMBERS

**Section 1. Number, Qualifications, Section and Term.** The BOT shall consist of eleven (11) members:

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A. Four (4) of whom shall serve in an Ex Officio capacity, with vote, for their terms of office as:

1. County Administrative Officer;

2. Chief of the Medical Staff;

3. One member of the Board of Supervisors, nominated and appointed by the Board of Supervisors; and

4. NMC CEO.

B. Seven (7) who shall be appointed because of their skills and backgrounds including but not limited to the following:

1. Finance experience at the CFO chief financial officer level;

2. Executive experience in a large and complex organization;

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3. Executive experience in the health care or insurance industry;
  4. Experience in health care governance;
  5. Experience as a community leader;
  6. Skills related to the strategic plan of NMC;
  7. Membership on the Medical Staff of NMC; and/or
  8. Clinical experience as a physician.
- C. Authority for appointing individuals to the BOT shall be the responsibility of the Board of Supervisors. Individuals to be appointed shall be nominated by the BOT.

Appointed members of the BOT shall be residents of Monterey County. The criteria to be considered in nominating individuals as Trustees shall include:

1. Background and skills needed on the BOT;

2. Resident of Monterey County:

Available

- 3.2. Availability and willingness to attend a minimum of ten (10) monthly BOT meetings per year and actively participate on at least one BOT committee;
- 4.3. Willingness to acquire the knowledge and skills required to lead a complex health care organization;
- 5.4. History of community leadership; and/or
- 6.5. Commitment to the improvement and development of the health care of the community.

**D. Terms of Office.**

1. Effective as of May 5, 2017 and thereafter, any appointed BOT member who has served on the BOT for ten (10) or more consecutive years of service, shall resign as of the date of the annual meeting in the tenth (10th) year of such service, provided, at the discretion of the BOT, that the final term may be extended so that the BOT member can remain in office until the BOT member's successor has been appointed that unless otherwise specified in the member's notice of resignation, if no successor is appointed on or before the date of the annual meeting to which this section refers, then the member shall remain in office until the earlier of the date that the member's successor takes office or the date that is twelve (12) months following such annual meeting.

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2. Effective as of May 5, 2017 and thereafter, the BOT shall limit the length of terms of BOT members appointed to the BOT in order to comply with the requirements of subsection 1 above.
3. Subject to the provisions of subsection 2 above, each of the appointed BOT members with the qualifications set forth in ~~subsections 1 through 6 of~~ Section 1-C above shall serve for an initial term of one year, as a trial period for the BOT member and the BOT. Thereafter, with the consent of the BOT member and with the recommendation of the BOT, such appointed BOT member may serve a term of three (3) years, and may serve up to two (2) additional consecutive three (3) year terms if re-appointed by the Board of Supervisors.
4. At least sixty (60) days prior to the expiration of each term, each Trustee described in subsection ~~2-1~~B above shall notify the Chairs of the BOT and of the Board of Supervisors if such BOT member is willing to be re-appointed to a subsequent term.
5. Each of the Ex Officio BOT members shall serve as a BOT member for so long as he or she remains in the designated office, or is the Supervisor selected by Board of Supervisors.
6. After serving three (3) consecutive three (3) year terms, any BOT member described in subsection ~~D.3~~ above may be re-appointed to the BOT following a one-year absence from the BOT.

**Section 2. Duties:** Duties of individual BOT members include, but are not necessarily limited to:

- A. Regularly attend BOT meetings. ~~including a minimum of ten (10) meetings per year;~~
- B. Actively participate on and attend meetings of BOT committee(s) to which the member is assigned;
- C. Promptly relate community input to the Board;
- D. Represent NMC in a positive and effective manner in public forums;
- E. Be sufficiently informed about Hospital management and patient care services that the BOT member can effectively evaluate proposed actions and reports;
- F. Accept and fulfill reasonable assignments from the Chair of the BOT; and
- G. Participate in the orientation and educational programs for new BOT members.

**Section 3. Vacancies and Removal of Trustees or Officers**

**A. Trustees**

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1. If a BOT member has not satisfied the above-listed attendance requirements, the BOT shall recommend that the Board of Supervisors declare that a Vacancy on the BOT exists or present to the Board of Supervisors that good reason exists to not declare that a Vacancy exists.
2. BOT member Vacancies may also be created by other means, including but not limited to, expiration of term, resignation, death, removal, or moving outside the boundaries of ~~the~~ Monterey County.
3. In the event of a Vacancy, a replacement shall be nominated by the remainder of the BOT, based on the criteria set forth above in Article IV, Section 1A, B and C, and recommended to the Board of Supervisors for timely appointment.

#### B. Officers

1. Officers may be removed by vote of a majority of those current BOT members for failure to perform the duties of the office, or for malfeasance in office.
2. Vacancy in any office shall be filled by nomination and election by the BOT as soon as is reasonably possible

**Section 4. Compensation.**— The members of the BOT shall receive no compensation, but shall be reimbursed for actual and necessary expenses incurred in the performance of official business of NMC as assigned by the BOT, in accordance with established County policies.

**Section 5. Standard of Conduct.**— To the extent not inconsistent with other requirements imposed by state, federal, or local laws, procedures or policies regarding the duties of BOT members in their roles as public officials, each BOT member shall perform his or her duties in good faith, in a manner the member believes to be in the best interest of ~~NMCthe~~ County of ~~Monterey~~, on behalf of NMC, and including such reasonable inquiry as an ordinarily prudent person in a like position would use under similar circumstances.

#### **Section 6. Conflict of Interest**

A. No BOT member shall participate in any matter which comes before the BOT, or in any matter in which he/she is required to act in his/her capacity as a BOT member, when the BOT member has or may have a direct or indirect economic interest which may be affected as a result of such action. Additionally, no BOT member shall undertake any employment, activity, or economic enterprise for compensation that is inconsistent, incompatible, in conflict with, or inimical to his/her duties as a BOT member.

B. BOT members shall be required to follow the NMC Conflict of Interest Code adopted by the Board of Supervisors, which shall be attached hereto.

C. This Section 6 is intended to incorporate any applicable federal, state, or local law regarding such matters (including but not limited to applicable provisions of the California Government Code and regulations thereunder), and is not intended to

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supplement or alter such requirements. To the extent such laws are amended in the future, such amendments shall be deemed incorporated herein.

## ARTICLE V - OFFICERS

### **Section 1. Officers.** The Officers of the BOT shall be the:

- A. Chair;
- B. Vice Chair; and
- C. Secretary/Treasurer.

### **Section 2. Qualifications, Selection and Term**

- A. Officers are elected by the BOT at its Annual Meeting from among its own members. All members of the BOT are eligible. Election must be by no less than a majority of those Trustees currently appointed.
- B. Officers are elected for a one (1) year period and shall serve until a successor has been duly elected. Officers shall be eligible for no more than two (2) consecutive one (1) year terms in the particular office.
- C. A BOT member shall not simultaneously hold more than one office.

### **Section 3. Duties**

- A. The Chair shall:
  - 1. Preside at all meetings of the BOT;
  - 2. Be an Ex Officio member of all BOT standing committees;
  - 3. Execute, or delegate the authority to execute, correspondence, and other on behalf of the BOT.
  - 4. Execute, or delegate the authority to execute, written instruments as authorized by the BOT; and
  - 45. Appoint chairpersons and members of BOT committees, consistent with these Bylaws, except in cases where these Bylaws explicitly provide for such appointments, in which case no further action shall be required to place such members on such committees.
- B. The Vice Chair shall:
  - 1. In the absence of the Chair, assume the duties of the Chair; and

2. Perform such reasonable duties as may be required by the BOT or by the Chair of the BOT.

C. The Secretary/Treasurer shall:

1. Serve as chair of the BOT Finance Committee;
2. Be responsible for overseeing the creation and/or maintenance of other financial documentation as may from time to time be required by the BOT's activities; and
3. Perform such reasonable duties as may be required by the BOT or by the Chair of the BOT.

## ARTICLE VI - COMMITTEES

### Section 1. Appointment and Terms of Members of BOT Committees-

- A. The Chair of the BOT shall appoint members of the BOT committees. except as otherwise provided herein. Appointments ~~are~~ shall be for one (1) year.
- B. ~~A.~~ The CEO shall be an Ex Officio member, with vote, of all BOT standing committees.

### Section 2. Standing Committees

#### A. Executive Committee

1. Composition: The BOT Executive Committee ~~consists~~ shall consist of the following four (4) BOT members: Chair of the BOT, Vice Chair, Secretary/Treasurer of the BOT, and the CEO.
2. Duties: ~~Acts for~~

- a. The Executive Committee may exercise the powers of the full BOT as specifically authorized by the Bylaws or when specifically empowered by a vote of the full BOT constituting a quorum at a regular or special meeting, or when time is of the essence and convening the entire BOT is not possible or practical. All actions of the Executive Committee shall be reported to the BOT at its next regular meeting.
- b. The Executive Committee shall be responsible, with NMC administration, for developing a multi-year Strategic Plan for NMC that is consistent with Article III Section 1, as well as preparing the annual Business Plan.

All actions of the Executive Committee shall be reported to the BOT at its next regular meeting, and shall be agendized in such a manner as to allow the BOT, to the

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extent lawful and practicable, to reverse or modify such action if it so chooses.

3. County Meetings: The BOT Executive Committee, or a subcommittee thereof, is authorized to attend closed sessions of the Board of Supervisors as may be requested by the Board of Supervisors and consistent with applicable law.

## **B. Finance Committee**

1. Composition. The BOT Finance Committee ~~consists~~shall consist of the following ~~three (3)~~five (5) BOT members: the ~~Chair of the BOT, the Secretary/Treasurer of the BOT, the Chief of the Medical Staff, and the CEO, and such other members as the Chair of the BOT shall appoint to bring the total number of voting members to five (5).~~ The County's Treasurer or Auditor-Controller ~~shall~~may serve as an Ex Officio member. The Finance Committee shall be chaired by the Secretary/Treasurer of the BOT. The Chief Financial Officer ~~("CFO") or their designee, or if none, then the CEO's designee,~~ shall attend all meetings of the Finance Committee and provide professional support.

2. Duties: The duties shall include but not be limited to the following:

- a. Assist in establishing and enhancing valid business and financial management systems;

~~b. Annual review~~Review and recommend a budget, as well as monthly reviews of for BOT approval each year;

~~b.c. Review financial performance reports of NMC each month and make appropriate recommendations to the BOT;~~

~~c.d.~~ Develop and recommend fiscal policy and standards to the BOT;

~~d.~~ Develop and monitor and evaluate a three-year capital development plan for NMC, and make recommendations to the BOT thereon:

~~e.~~ Develop a combined budget for NMC to present (but this requirement shall be deemed modified if and to the BOT for approval:

~~f.g. Review~~extent the operating and capital budgets County imposes requirements inconsistent herewith); and monthly financial reports of NMC and make appropriate recommendations to the BOT;

~~g.f.~~ Ensure the integrity of NMC's financial statements, the financial reporting process, and the systems of internal accounting and financial controls: ~~and,~~

~~h.~~ Prepare the Business Plan for NMC. The Business Plan will provide for capital expenditures for at least a three year period. The Business Plan will identify the objective of, anticipated sources of financing for, and each anticipated capital expenditure in excess of \$600,000 that relates to: the acquisition of land;

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improvement of land, buildings, and equipment; or replacement, modernization, and expansion of buildings and equipment. The Business Plan will be reviewed and updated annually.

### C. Quality Committee

1. Composition: The BOT Quality Committee ~~consists~~ shall consist of three (3) BOT members appointed by the BOT Chair, one of whom shall be the BOT, the Chief of the Medical Staff, the Chief Medical Officer and, the CEO, and two (2) additional BOT member appointed by the Chair of the chair of the Medical Staff Patient Safety/Quality Council (the "PSQC") BOT. The CEO shall designate appropriate staff to provide professional support for the Committee.
2. Duties: The duties of the BOT Quality Committee shall include, but not be limited to:
  - a. Annually approve the annual Quality Improvement Plan for NMC;
  - b. Ensuring that the Quality Improvement Plan reflects the complexity of NMC's organization and services, and involves all departments and services;
  - c. Make recommendations to the full BOT regarding the development and adoption of Medical Staff and NMC policy, practice, and planning;
  - d. Ensuring that NMC establishes clear expectations for safety;
  - e. Making recommendations to the full BOT regarding the allocation of resources for measuring, assessing, improving, and sustaining NMC's performance and reducing risk to patients;
  - f. Review the Medical Executive Committee ("MEC") recommendations regarding the qualifications, credentials, performance, professional competence, and character of applicants and Medical Staff members, and make recommendations to the full BOT regarding Medical Staff appointments and reappointments, grants of clinical privileges, and corrective action;
  - g. Review reasonable steps taken by the MEC to promote ethical conduct and competent clinical performance on the part of Medical Staff membership including any Medical Staff corrective action and reporting to the full BOT when appropriate; and
  - ~~h. Review reports of the PSQC and MEC, including any identified actual or potential areas of patient risk and recommending appropriate action to the full BOT.~~
  - h. Review reports of the Patient Safety Quality Council Committee ("PSQC") and MEC, including any identified actual or potential areas of patient risk and

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recommending appropriate action to the full BOT. For avoidance of doubt, the Quality Committee shall not consider matters that are within the jurisdiction of the PSQC or MEC, Medical Staff Quality Review Committee, or any other organized medical staff committee, peer review body, or other body whose proceedings are subject to Section 1157 of the California Evidence Code, except in reviewing the reports and other matters originally considered by such other body. Where such reports and other material are subject to protection under Evidence Code §1157, or may be discussed in closed session pursuant to Health & Safety Code §1461, or are otherwise subject to similar confidentiality or privacy protections under applicable law, the Committee shall conduct its proceedings in such a manner as to preserve such protections or status to the maximum extent reasonably feasible, while also maximizing the information that may be shared with the full BOT, to the extent consistent with the foregoing regarding privacy and confidentiality protections.

3. Meetings of the BOT Quality Committee: To the extent permitted under applicable law.

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- a. The peer review deliberations shall occur in closed session; and
- b. Quality discussion and hearings are held shall occur in closed session.

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#### **D. Community Relations and Planning Committee**

1. Composition: The BOT Chair shall appoint all members of the BOT Community Relations and Planning Committee. The Committee shall consist of the following four (4) members of the BOT: one (1) representative from the Medical Staff, the CEO, a designee of the CEO, and one (1) additional BOT member appointed by the Chair of the Board of Trustees.
2. Duties: Responsible, with NMC administration, for developing a multi-year Strategic Plan for NMC that is consistent with Article III Section 1, as well as preparing the annual Business Plan. The Committee will also review recommendations from the CEO for changes in services provided and make recommendations to the BOT. The Committee shall include in its review community relations and marketing programs.

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#### **E. D. Governance and Nominating Committee**

1. Composition: The BOT Governance and Nominating Committee shall consist of three BOT the following five (5) members of the BOT: the Chair of the BOT, the Chief of Medical Staff, the CEO, and two (2) additional members appointed by the Chair of the BOT.

#### 2. Duties:

- 2.a. The Committee shall develop and implement a process for recruiting and nominating new members for the BOT. Nominations will be submitted to the Board of Supervisors for appointment to the BOT. In addition, the Committee

will be responsible for monitoring the BOT's work in accordance with the Bylaws and policies and procedures adopted by the BOT, and overseeing the education and development of BOT members.

- b. The Committee shall undertake a review of these Bylaws (including the Conflict of Interest Code required by Section 6(b)), and make recommendations to the BOT for amendments or reaffirmation thereof, in advance of the BOT's review of these Bylaws pursuant to Article XV, and at such other times as the Committee may deem appropriate.

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### **Section 3. Medical Staff Authority and Responsibility**

It is acknowledged that the Medical Staff of NMC is an entity governed by the Medical Staff Bylaws, rules and regulations, and applicable policies and procedures. The NMC Board delegates to the NMC Medical Staff the responsibility for the oversight of clinical quality.

### **Section 4. Additional Committees and Assignments**

Additional committees, standing or ad hoc, may be established at any time and from time to time by the Board. The membership of ad hoc committees shall be as provided by the BOT in the action creating such ad hoc committee, and no BOT member shall have a right to membership on any ad hoc committee unless specifically appointed thereto.

## **ARTICLE VII - MEETINGS**

### **Section 1. Frequency and Place of Meetings**

- A. The annual meeting of the BOT shall be held at a time and place to be designated by the BOT, and shall be held for the purpose of organization, election of Officers, and the transaction of such other business as may appropriately come before the BOT.
- B. Regular meetings of the BOT shall be held with notice on the first Friday of each month at a time and place to be designated by the BOT, or at such other time as the BOT may designate by formal action adopting or amending its schedule of regular meetings. Each such meeting shall be duly noticed in accordance with the requirements of the Brown Act.
- C. Standing committees of the BOT shall meet in accordance with the annual schedule of committee meetings adopted by the BOT, or as frequently as is necessary to fulfill the committee's duties, but not less than quarterly.
- D. All meetings of the BOT are shall be held at the principal office of NMC or at such other place within the County of Monterey County as the BOT provides by resolution may provide.

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### **Section 2. Special Meetings**

- A. Special BOT meetings may be called at any time for a specific, announced purpose by the BOT Chair of the BOT, or on request of the majority of the then-sitting BOT members, in compliance with applicable law.
- B. Notice of a special meeting shall be delivered, in writing, to all BOT members at least twenty-four (24) hours in advance of the meeting and such notice shall be posted and delivered in accordance with Government Code §54956.

### **Section 3. Quorum**

- A. For regular and special meetings of the BOT, a quorum shall be a majority of those Trustees currently appointed. Every act or decision done or made by a majority of the BOT members present at a meeting duly held at which a quorum is present shall be regarded as the act of the BOT.

- B. For committees, a quorum shall be a majority of the members of that committee, and shall include at least one BOT member.

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### **Section 4. Majority**

Actions of the BOT or any committee shall be by a majority of those Trustees physically and electronically voting members in attendance in compliance with applicable law.

### **Section 5. Minutes**

A record of proceedings of all meetings of the BOT and its standing committees shall be kept on file at the offices of NMC.

### **Section 6. Public Meetings**

All meetings of the BOT and its standing committees shall be open to the public, unless otherwise provided by law, except for closed sessions. Meetings are conducted in accordance with the Brown Act or other applicable statutes.

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## **ARTICLE VIII - CHIEF EXECUTIVE OFFICER**

### **Section 1. Qualifications and Position**

- A. A qualified and competent CEO shall be retained by the Board of Supervisors, through a search and interview process, with input from the BOT, and shall be given responsibility for the day-to-day management of NMC, subject to BOT and Board of Supervisors oversight. The CEO shall possess the requisite knowledge, skills and experience to sufficiently evaluate, support and monitor the quality of patient care at NMC.

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~~B. The CEO is an Ex Officio member of all BOT committees.~~

~~CB.~~ The California Department of Public Health (Licensing and Certification), the California Department of Health Care Services (Medi-Cal), and the federal Centers for Medicare and Medicaid Services (Medicare) shall be notified in writing whenever the services of a new CEO are retained.

## **Section 2. Annual Performance Evaluation**

- A. The CEO is evaluated at least annually by the BOT. The result of the annual performance evaluation will be presented to the Board of Supervisors for review, modification, and final decision. The BOT and the Board of Supervisors may evaluate the CEO as often as deemed appropriate.
- B. The final decision on CEO hiring and termination will be retained by the Board of Supervisors, who will consider the recommendation of the BOT.

## **ARTICLE IX - MEDICAL STAFF**

### **Section 1. Appointment** The BOT shall:

- A. Determine in accordance with State and federal law, which categories of practitioners are eligible to apply for appointment to the Medical Staff.
- B. Appoint members of the Medical Staff and grant the clinical privileges of each practitioner, approve ~~allied health professional ("AHP")~~ advanced practice provider status and practice prerogatives, after considering the recommendations of the MEC, at the time of initial application and reappointment in accordance with the Medical Staff Bylaws, Rules and Regulations, AHP Rules and Regulations, and other applicable policies and procedures. The BOT shall ensure that the criteria for selection include evidence of current licensure, relevant training and/or experience, current competence, clinical judgment, interpersonal and communication skills, and physical and mental health status.
- C. Assure that the Medical Staff has bylaws and approve the Medical Staff Bylaws, rules and regulations, and other applicable policies and procedures.
- D. Provide for self-government by the Medical Staff with respect to the professional work performed at NMC.
- E. Require that patient care services at NMC or under NMC auspices be provided only by a member of the Medical Staff or under supervision of the Medical Staff, and within the clinical privileges or practice prerogatives granted by the BOT.
- F. Direct that adequate support personnel be available to assist the Medical Staff with organizational functions, including Medical Staff membership and clinical privileges (credentialing), physician performance evaluation (peer review), and collection and

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analysis of clinical data (quality assurance, utilization review, and risk management).

- G. Assure that a complete and accurate medical record is prepared and maintained for each patient.

## **Section 2. Termination and Due Process**

Membership on the Medical Staff and specific practice privileges are subject to denial, suspension, termination, or curtailment for cause by the BOT. In such an event, due process shall be provided as described in Medical Staff Bylaws.

## **ARTICLE X - INDEMNIFICATION**

Members of the BOT and officers shall be indemnified, defended, and held harmless to the full extent permitted by California law against all claims, liabilities and expenses incurred as a result of an action by the BOT, except in the instance of willful misconduct in the performance of duties as a Trustee or officer, or actions taken as a Trustee or Officer that are beyond the course and scope of his/her duties as a Trustee or officer.

## **ARTICLE XI - RULES AND PROCEDURES**

Agreed upon rules and detailed procedures for implementation of these Bylaws may be contained in a companion document entitled, "Board Policy and Procedures," if adopted by the BOT.

## **ARTICLE XII - ADOPTION**

The Board of Supervisors shall adopt Bylaws with input from the BOT. Such Bylaws shall then be submitted to the BOT for implementation.

## **ARTICLE ~~XII~~XIII - AMENDMENT**

These Bylaws may be amended by the Board of Supervisors at any time. The BOT may recommend amendments to these Bylaws to the Board of Supervisors. Such amended Bylaws shall then be submitted to the BOT for implementation.

## **ARTICLE XIV – INTERPRETATION**

Words used in these Bylaws that reference a particular gender shall be interpreted to refer to all genders, unless the context indicates otherwise.

## **ARTICLE XV - REVIEW**

BOT Bylaws shall be reviewed by the BOT at least every ~~two~~three years for recommendation to the Board of Supervisors for reaffirmation or possible revision, or more frequently if necessary.

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# **Natividad Medical Center**

## **Bylaws**

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## ARTICLE I – PURPOSE AND EFFECTIVENESS OF BYLAWS

The primary purposes of the Natividad Medical Center (“NMC”) Bylaws are to: 1) establish the framework that allows the Board of Trustees (“BOT”) to fulfill its role as the NMC governing board to the fullest extent permitted by law and as authorized by the Monterey County Board of Supervisors, 2) clearly define accountability and responsibility for the efficient and effective oversight of day-to-day operations of NMC, 3) clearly define the accountability and responsibility for the safety and quality of care, treatment, and services at NMC, and the efficient operation of NMC and compliance with federal and state statutes and regulations and TJC requirements, 4) clarify the respective roles and responsibilities of the BOT and the Board of Supervisors in NMC operations, 5) comply with the requirements of The Joint Commission (“TJC”), Medicare, and California Code of Regulations Title 22, and 6) allow NMC to function within policies and procedures prevalent in the health care industry and in compliance with applicable Federal, State, and Local statutes and regulations.

These Bylaws shall be effective as of May 5, 2017, including such amendments as may thereafter be duly approved in accordance with the procedures for such amendments, effective upon the date of their adoption or at such later time as may be stated in such amendments.

## ARTICLE II - DEFINITIONS

Within the context of this document, the following definitions apply:

**Appeal** means the specific procedure(s) set forth in these Bylaws by which an applicant or Medical Staff member has the right to request a review of an adverse recommendation or action on his/her application for Medical Staff membership and/or clinical privileges or a Medical Staff member’s membership and/or clinical privileges.

**Board of Supervisors** means the five duly elected representatives of the County.

**Board of Trustees or BOT** means the appointed and Ex Officio members of the governing body of NMC.

**Brown Act** means the Ralph M. Brown Act (Government Code § 54950, *et seq.*)

**Business Plan** means the document developed by the Finance Committee to define the directions and business objectives of NMC for the future.

**Chief Executive Officer (“CEO”)** means the individual duly selected, employed and empowered to administer day to day NMC operations in consultation with, and by and under the supervision of, the BOT.

**Chief Medical Officer** means that duly appointed individual who is responsible for working with and assisting the Chief of the Medical Staff and clinical departments, and is concerned with medico-administrative aspects of patient care at the Hospital.

**Compliance** means operation of NMC within limits established by such legal or regulatory

requirements as County ordinances and resolutions, the requirements of TJC, and relevant State and Federal statutes and regulations.

**Conflict of Interest** means direct or indirect economic interest, gained as the result of BOT action in which a BOT member participated; or any employment, activity, or economic enterprise for compensation that is inconsistent, incompatible, in conflict with, or inimical to his/her duties as a BOT member.

**County** means the legal entity known as the County of Monterey in the State of California.

**Ex Officio** means by virtue of an office held, with vote unless otherwise specified in this document.

**Hospital or NMC** means Natividad Medical Center and includes patient care services provided in the Hospital and/or in other enrolled locations, structures and facilities under the Hospital's license.

**Medical Staff** means the physicians, dentists, podiatrists, and clinical psychologists appointed by the BOT. The details of the Medical Staff organization are contained in Medical Staff Bylaws.

**Medical Staff Bylaws** means those documents which organize and govern the Medical Staff of NMC.

**Monterey County** means the geographical territory of the County of Monterey, a county of the 17<sup>th</sup> class under section 28038 of the California Government Code.

**Procedural Rights** means the procedure(s) referenced or established by these Bylaws and the Medical Staff Bylaws, together with the careful implementation thereof, to accord and protect existing legal rights of Medical Staff members and applicants for Medical Staff membership and/or clinical privileges.

**Regular Monthly Meeting** means the meeting of the BOT held on a pre-established, duly noticed, monthly schedule as may be amended as necessary from time to time in accordance with the Brown Act and/or other applicable statutes.

**Vacancy** means an unfilled BOT member seat or an unfilled office. Vacancies may occur because of resignation, death, expiration of term, removal from the BOT or from an officer position, or failure of a member to attend at least fifty percent (50%) of the scheduled BOT meetings in one year.

### **ARTICLE III - MISSION, AUTHORITY, OBLIGATIONS**

**Section 1. Mission** The Mission of Natividad Medical Center is to continually improve the health status of the people of Monterey County through access to affordable, high quality healthcare services.

**Section 2. Authority**

- A. Title to Property. The title, direction and control of NMC property is in the County and is under the control of the Board of Supervisors. Disposition of property by the County shall require the approval of the Board of Supervisors, which shall take into consideration the recommendations of the BOT. Purchases or sales of NMC property and investment, transfer or other expenditures of trust funds shall be made only upon the written approval of the Board of Supervisors or their designee(s).
- B. Professional and Other Health Care Staff. The Medical Staff and other health care professionals who provide patient care services in or under the auspices of NMC are subject to the authority of the BOT.
- C. Disposition of Surplus Funds. In the event of a surplus of NMC revenue over expenses, use of surplus funds shall be determined by the Board of Supervisors.
- D. Budget. Approval of the Fiscal Year Budget for NMC is vested by law in the Board of Supervisors and shall be based upon consideration of the recommendations of the BOT. The Fiscal Year Budget shall be prepared according to generally accepted accounting principles, and must include all anticipated income and expenses for NMC.

### **Section 3. Obligations & Responsibilities**

- A. The CEO shall be responsible for overseeing all day to day operational activities of NMC. The business of NMC shall be conducted by the CEO under the direction and supervision of the BOT and with ultimate approval by the Board of Supervisors, as outlined in these Bylaws with due attention to relevant community interests and concerns and designed to ensure a uniform level of patient care.
- B. The powers and responsibilities of the BOT include, but are not limited to, the following:
  - 1. Encourage NMC to fulfill its mission by:
    - a. Creating a clear statement of NMC's mission, vision, values and strategic plan to achieve the mission and vision;
    - b. Monitoring the alignment of NMC management's strategies with the key goals and achieving the vision; and
    - c. Monitoring how the Hospital's programs are meeting the needs of the community within the resources available to do so.
  - 2. Provide for effective executive management by:
    - a. Providing input to the Board of Supervisors in the hiring and if necessary, terminating of the CEO;
    - b. Monitoring the CEO's performance;

- c. Delegating all management functions to the CEO subject to County and BOT policies and directives; and
  - d. Ensuring that leadership succession plans are in place of key management positions.
3. Provide for NMC high quality of care by:
- a. Monitoring the effectiveness of the Medical Staff process for recommending the appointment, reappointment, credentialing and privileging of Medical Staff members;
  - b. Appointing, reappointing, and granting clinical privileges to Medical Staff members, including radiologic and outpatient service Medical Staff members;
  - c. Adopting internal and external quality standards to be used to assess the care provided;
  - d. Ensuring that patients are admitted to the Hospital on the recommendation of a licensed practitioner permitted to admit patients to the Hospital, in accordance with the Medical Staff Bylaws and State law;
  - e. Working with the Medical Staff to ensure that a doctor of medicine or osteopathy is on duty at the Hospital at all times, and a doctor of medicine or osteopathy is responsible for the care of each patient;
  - f. Providing that management and Medical Staff have quality and utilization monitoring systems in place and that they are functioning effectively to achieve the desired outcomes;
  - g. Establishing and monitoring an effective performance improvement program;
  - h. Establishing and monitoring an effective ethics and compliance program;
  - i. Approving NMC's written scope of services;
  - j. Specify the frequency and detail of quality indicator data collected and reviewed by the hospital's Quality Committee, and reviewing the quality indicator data on a regular basis;
  - k. Monitoring the contracted services provided by the hospital to ensure the services are provided in a safe and effective manner and in compliance with quality of care standards;
  - l. Overseeing the effective operation of the complaint resolution process; and
  - m. Approving NMC's policies and procedures, including the policies and procedures for all service lines of NMC.

4. Provide for NMC's financial strength by:

- a. Approving a financial plan, including annual operating and capital budgets, that will meet the strategic plan;
- b. Monitoring and assessing financial performance;
- c. Holding management accountable for providing thorough and accurate financial reports;
- d. Requiring management to implement controls that provide an appropriate system of checks and balances;
- e. Mandating that there is an effective internal audit function; and
- f. Receiving and reviewing the auditor's report.

5. Function effectively and efficiently as the BOT by:

- a. Creating a statement of its roles and responsibilities and using this statement to direct its work;
- b. Providing that the BOT structure and committee structure reflects and supports its roles and responsibilities to include diligence in attendance and encouragement of candid conversations;
- c. Recruiting effective BOT members with the knowledge, time and skills needed to govern;
- d. Providing that systems and procedures are in place to assist the BOT in doing its work, including an annual BOT self-evaluation;
- e. Providing that the BOT, Medical Staff, and management operate in accord with applicable standards and laws; and
- f. Respecting the confidentiality of NMC matters.

**D.** The Board of Supervisors reserves to itself the power and authority to oversee and manage labor relations and collective bargaining. In addition, the Board of Supervisors reserves to itself the following power and authority, with consideration of such input as the BOT may choose to provide or the Board of Supervisors may request:

- 1. Borrowing approval(s);
- 2. Audit approval;
- 3. Budget approval;
- 4. Contract approval;

5. Hiring and termination of the CEO;
6. Termination of any Hospital programs or services that require a Beilenson Act hearing; and
7. Any other power and authority the Board of Supervisors determines to be appropriate.

#### **ARTICLE IV - MEMBERS**

**Section 1. Number, Qualifications, Section and Term.** The BOT shall consist of eleven (11) members:

- A. Four (4) of whom shall serve in an Ex Officio capacity, with vote, for their terms of office as:
  1. County Administrative Officer;
  2. Chief of the Medical Staff;
  3. One member of the Board of Supervisors, nominated and appointed by the Board of Supervisors; and
  4. NMC CEO.
- B. Seven (7) who shall be appointed because of their skills and backgrounds including but not limited to the following:
  1. Finance experience at the chief financial officer level;
  2. Executive experience in a large and complex organization;
  3. Executive experience in the health care or insurance industry;
  4. Experience in health care governance;
  5. Experience as a community leader;
  6. Skills related to the strategic plan of NMC;
  7. Membership on the Medical Staff of NMC; and/or
  8. Clinical experience as a physician.
- C. Authority for appointing individuals to the BOT shall be the responsibility of the Board of Supervisors. Individuals to be appointed shall be nominated by the BOT.

Appointed members of the BOT shall be residents of Monterey County. The criteria to



be considered in nominating individuals as Trustees shall include:

1. Background and skills needed on the BOT;
2. Availability and willingness to attend a minimum of ten (10) monthly BOT meetings per year and actively participate on at least one BOT committee;
3. Willingness to acquire the knowledge and skills required to lead a complex health care organization;
4. History of community leadership; and/or
5. Commitment to the improvement and development of the health care of the community.

**D. Terms of Office.**

1. Effective as of May 5, 2017 and thereafter, any appointed BOT member who has served on the BOT for ten (10) or more consecutive years of service, shall resign as of the date of the annual meeting in the tenth (10th) year of such service, provided, that unless otherwise specified in the member's notice of resignation, if no successor is appointed on or before the date of the annual meeting to which this section refers, then the member shall remain in office until the earlier of the date that the member's successor takes office or the date that is twelve (12) months following such annual meeting.
2. Effective as of May 5, 2017 and thereafter, the BOT shall limit the length of terms of BOT members appointed to the BOT in order to comply with the requirements of subsection 1 above.
3. Subject to the provisions of subsection 2 above, each of the appointed BOT members with the qualifications set forth in Section 1.C above shall serve for an initial term of one year, as a trial period for the BOT member and the BOT. Thereafter, with the consent of the BOT member and with the recommendation of the BOT, such appointed BOT member may serve a term of three (3) years, and may serve up to two (2) additional consecutive three (3) year terms if re-appointed by the Board of Supervisors.
4. At least sixty (60) days prior to the expiration of each term, each Trustee described in subsection 1.B above shall notify the Chairs of the BOT and of the Board of Supervisors if such BOT member is willing to be re-appointed to a subsequent term.
5. Each of the Ex Officio BOT members shall serve as a BOT member for so long as he or she remains in the designated office, or is the Supervisor selected by Board of Supervisors.

6. After serving three (3) consecutive three (3) year terms, any BOT member described in subsection D.3 above may be re-appointed to the BOT following a one-year absence from the BOT.

**Section 2. Duties:** Duties of individual BOT members include, but are not necessarily limited to:

- A. Regularly attend BOT meetings;
- B. Actively participate on and attend meetings of BOT committee(s) to which the member is assigned;
- C. Promptly relate community input to the Board;
- D. Represent NMC in a positive and effective manner in public forums;
- E. Be sufficiently informed about Hospital management and patient care services that the BOT member can effectively evaluate proposed actions and reports;
- F. Accept and fulfill reasonable assignments from the Chair of the BOT; and
- G. Participate in the orientation and educational programs for new BOT members.

**Section 3. Vacancies and Removal of Trustees or Officers**

**A. Trustees**

1. If a BOT member has not satisfied the above-listed attendance requirements, the BOT shall recommend that the Board of Supervisors declare that a Vacancy on the BOT exists or present to the Board of Supervisors that good reason exists to not declare that a Vacancy exists.
2. BOT member Vacancies may also be created by other means, including but not limited to, expiration of term, resignation, death, removal, or moving outside the boundaries of Monterey County.
3. In the event of a Vacancy, a replacement shall be nominated by the remainder of the BOT, based on the criteria set forth above in Article IV, Section 1A, B and C, and recommended to the Board of Supervisors for timely appointment.

**B. Officers**

1. Officers may be removed by vote of a majority of those current BOT members for failure to perform the duties of the office, or for malfeasance in office.
2. Vacancy in any office shall be filled by nomination and election by the BOT as soon as is reasonably possible

**Section 4. Compensation** The members of the BOT shall receive no compensation, but shall be reimbursed for actual and necessary expenses incurred in the performance of official business of NMC as assigned by the BOT, in accordance with established County policies.

**Section 5. Standard of Conduct** To the extent not inconsistent with other requirements imposed by state, federal, or local laws, procedures or policies regarding the duties of BOT members in their roles as public officials, each BOT member shall perform his or her duties in good faith, in a manner the member believes to be in the best interest of the County, on behalf of NMC, and including such reasonable inquiry as an ordinarily prudent person in a like position would use under similar circumstances.

**Section 6. Conflict of Interest**

- A. No BOT member shall participate in any matter which comes before the BOT, or in any matter in which he/she is required to act in his/her capacity as a BOT member, when the BOT member has or may have a direct or indirect economic interest which may be affected as a result of such action. Additionally, no BOT member shall undertake any employment, activity, or economic enterprise for compensation that is inconsistent, incompatible, in conflict with, or inimical to his/her duties as a BOT member.
- B. BOT members shall be required to follow the NMC Conflict of Interest Code adopted by the Board of Supervisors, which shall be attached hereto.
- C. This Section 6 is intended to incorporate any applicable federal, state, or local law regarding such matters (including but not limited to applicable provisions of the California Government Code and regulations thereunder), and is not intended to supplement or alter such requirements. To the extent such laws are amended in the future, such amendments shall be deemed incorporated herein.

**ARTICLE V - OFFICERS**

**Section 1. Officers.** The Officers of the BOT shall be the:

- A. Chair;
- B. Vice Chair; and
- C. Secretary/Treasurer.

**Section 2. Qualifications, Selection and Term**

- A. Officers are elected by the BOT at its Annual Meeting from among its own members. All members of the BOT are eligible. Election must be by no less than a majority of those Trustees currently appointed.
- B. Officers are elected for a one (1) year period and shall serve until a successor has been

duly elected. Officers shall be eligible for no more than two (2) consecutive one (1) year terms in the particular office.

C. A BOT member shall not simultaneously hold more than one office.

### **Section 3. Duties**

A. The Chair shall:

1. Preside at all meetings of the BOT;
2. Be an Ex Officio member of all BOT standing committees;
3. Execute, or delegate the authority to execute, correspondence on behalf of the BOT,
4. Execute, or delegate the authority to execute, written instruments as authorized by the BOT; and
5. Appoint chairpersons and members of BOT committees, consistent with these Bylaws, except in cases where these Bylaws explicitly provide for such appointments, in which case no further action shall be required to place such members on such committees.

B. The Vice Chair shall:

1. In the absence of the Chair, assume the duties of the Chair; and
2. Perform such reasonable duties as may be required by the BOT or by the Chair of the BOT.

C. The Secretary/Treasurer shall:

1. Serve as chair of the BOT Finance Committee;
2. Be responsible for overseeing the creation and/or maintenance of other financial documentation as may from time to time be required by the BOT's activities; and
3. Perform such reasonable duties as may be required by the BOT or by the Chair of the BOT.

## **ARTICLE VI - COMMITTEES**

### **Section 1. Appointment and Terms of Members of BOT Committees**

A. The Chair of the BOT shall appoint members of the BOT committees, except as otherwise provided herein. Appointments shall be for one (1) year.

- B. The CEO shall be an Ex Officio member, with vote, of all BOT standing committees.

## **Section 2. Standing Committees**

### **A. Executive Committee**

1. **Composition:** The BOT Executive Committee shall consist of the following four (4) BOT members: Chair of the BOT, Vice Chair, Secretary/Treasurer of the BOT, and the CEO.
2. **Duties:**
  - a. The Executive Committee may exercise the powers of the full BOT as specifically authorized by the Bylaws or when specifically empowered by a vote of the full BOT constituting a quorum at a regular or special meeting, or when time is of the essence and convening the entire BOT is not possible or practical.
  - b. The Executive Committee shall be responsible, with NMC administration, for developing a multi-year Strategic Plan for NMC that is consistent with Article III Section 1, as well as preparing the annual Business Plan.

All actions of the Executive Committee shall be reported to the BOT at its next regular meeting, and shall be agendized in such a manner as to allow the BOT, to the extent lawful and practicable, to reverse or modify such action if it so chooses.

3. **County Meetings:** The BOT Executive Committee, or a subcommittee thereof, is authorized to attend closed sessions of the Board of Supervisors as may be requested by the Board of Supervisors and consistent with applicable law.

### **B. Finance Committee**

1. **Composition.** The BOT Finance Committee shall consist of the following five (5) BOT members: the Chair of the BOT, the Secretary/Treasurer of the BOT, the Chief of the Medical Staff, the CEO, and such other members as the Chair of the BOT shall appoint to bring the total number of voting members to five (5). The County's Treasurer or Auditor-Controller may serve as an Ex Officio member. The Finance Committee shall be chaired by the Secretary/Treasurer of the BOT. The Chief Financial Officer or their designee, or if none, then the CEO's designee, shall attend all meetings of the Finance Committee and provide professional support.
2. **Duties:** The duties shall include but not be limited to the following:
  - a. Assist in establishing and enhancing valid business and financial management systems;
  - b. Review and recommend a budget for BOT approval each year;

- c. Review financial reports of NMC each month and make appropriate recommendations to the BOT;
- d. Develop and recommend fiscal policy and standards to the BOT;
- e. Develop and monitor and evaluate a three-year capital development plan for NMC, and make recommendations to the BOT thereon (but this requirement shall be deemed modified if and to the extent the County imposes requirements inconsistent herewith); and
- f. Ensure the integrity of NMC's financial statements, the financial reporting process, and the systems of internal accounting and financial controls.

### **C. Quality Committee**

1. Composition: The BOT Quality Committee shall consist of five (5) BOT members: the Chair of the BOT, the Chief of the Medical Staff, the CEO, and two (2) additional BOT member appointed by the Chair of the BOT. The CEO shall designate appropriate staff to provide professional support for the Committee.
2. Duties: The duties of the BOT Quality Committee shall include, but not be limited to:
  - a. Annually approve the annual Quality Improvement Plan for NMC;
  - b. Ensuring that the Quality Improvement Plan reflects the complexity of NMC's organization and services, and involves all departments and services;
  - c. Make recommendations to the full BOT regarding the development and adoption of Medical Staff and NMC policy, practice, and planning;
  - d. Ensuring that NMC establishes clear expectations for safety;
  - e. Making recommendations to the full BOT regarding the allocation of resources for measuring, assessing, improving, and sustaining NMC's performance and reducing risk to patients;
  - f. Review the Medical Executive Committee ("MEC") recommendations regarding the qualifications, credentials, performance, professional competence, and character of applicants and Medical Staff members, and make recommendations to the full BOT regarding Medical Staff appointments and reappointments, grants of clinical privileges, and corrective action;
  - g. Review reasonable steps taken by the MEC to promote ethical conduct and competent clinical performance on the part of Medical Staff membership including any Medical Staff corrective action and reporting to the full BOT when appropriate; and

- h. Review reports of the Patient Safety Quality Council Committee (“PSQC”) and MEC, including any identified actual or potential areas of patient risk and recommending appropriate action to the full BOT. For avoidance of doubt, the Quality Committee shall not consider matters that are within the jurisdiction of the PSQC or MEC, Medical Staff Quality Review Committee, or any other organized medical staff committee, peer review body, or other body whose proceedings are subject to Section 1157 of the California Evidence Code, except in reviewing the reports and other matters originally considered by such other body. Where such reports and other material are subject to protection under Evidence Code §1157, or may be discussed in closed session pursuant to Health & Safety Code §1461, or are otherwise subject to similar confidentiality or privacy protections under applicable law, the Committee shall conduct its proceedings in such a manner as to preserve such protections or status to the maximum extent reasonably feasible, while also maximizing the information that may be shared with the full BOT, to the extent consistent with the foregoing regarding privacy and confidentiality protections.
- 3. Meetings of the BOT Quality Committee: To the extent permitted under applicable law,
    - a. The peer review deliberations shall occur in closed session; and
    - b. Quality discussion and hearings shall occur in closed session.

**D. Governance and Nominating Committee**

- 1. Composition: The BOT Governance and Nominating Committee shall consist of the following five (5) members of the BOT: the Chair of the BOT , the Chief of Medical Staff, the CEO, and two (2) additional members appointed by the Chair of the BOT.
- 2. Duties:
  - a. The Committee shall develop and implement a process for recruiting and nominating new members for the BOT. Nominations will be submitted to the Board of Supervisors for appointment to the BOT. In addition, the Committee will be responsible for monitoring the BOT’s work in accordance with the Bylaws and policies and procedures adopted by the BOT, and overseeing the education and development of BOT members.
  - b. The Committee shall undertake a review of these Bylaws (including the Conflict of Interest Code required by Section 6(b)), and make recommendations to the BOT for amendments or reaffirmation thereof, in advance of the BOT’s review of these Bylaws pursuant to Article XV, and at such other times as the Committee may deem appropriate.



### **Section 3. Medical Staff Authority and Responsibility**

It is acknowledged that the Medical Staff of NMC is an entity governed by the Medical Staff Bylaws, rules and regulations, and applicable policies and procedures. The NMC Board delegates to the NMC Medical Staff the responsibility for the oversight of clinical quality.

### **Section 4. Additional Committees and Assignments**

Additional committees, standing or ad hoc, may be established at any time and from time to time by the Board. The membership of ad hoc committees shall be as provided by the BOT in the action creating such ad hoc committee, and no BOT member shall have a right to membership on any ad hoc committee unless specifically appointed thereto.

## **ARTICLE VII - MEETINGS**

### **Section 1. Frequency and Place of Meetings**

- A. The annual meeting of the BOT shall be held at a time and place to be designated by the BOT, and shall be held for the purpose of organization, election of Officers, and the transaction of such other business as may appropriately come before the BOT.
- B. Regular meetings of the BOT shall be held with notice on the first Friday of each month at a time and place to be designated by the BOT, or at such other time as the BOT may designate by formal action adopting or amending its schedule of regular meetings. Each such meeting shall be duly noticed in accordance with the requirements of the Brown Act.
- C. Standing committees of the BOT shall meet in accordance with the annual schedule of committee meetings adopted by the BOT, or as frequently as is necessary to fulfill the committee's duties.
- D. All meetings of the BOT shall be held at the principal office of NMC or at such other place within Monterey County as the BOT may provide.

### **Section 2. Special Meetings**

- A. Special BOT meetings may be called at any time for a specific, announced purpose by the Chair of the BOT, or on request of the majority of the then-sitting BOT members, in compliance with applicable law.
- B. Notice of a special meeting shall be delivered, in writing, to all BOT members at least twenty-four (24) hours in advance of the meeting and such notice shall be posted and delivered in accordance with Government Code §54956.

### **Section 3. Quorum**

- A. For regular and special meetings of the BOT, a quorum shall be a majority of those

Trustees currently appointed. Every act or decision done or made by a majority of the BOT members present at a meeting duly held at which a quorum is present shall be regarded as the act of the BOT.

- B. For committees, a quorum shall be a majority of the members of that committee.

#### **Section 4. Majority**

Actions of the BOT or any committee shall be by a majority of those voting members in attendance in compliance with applicable law.

#### **Section 5. Minutes**

A record of proceedings of all meetings of the BOT and its standing committees shall be kept on file at the offices of NMC.

#### **Section 6. Public Meetings**

All meetings of the BOT and its standing committees shall be open to the public, unless otherwise provided by law, except for closed sessions. Meetings are conducted in accordance with the Brown Act or other applicable statutes.

### **ARTICLE VIII - CHIEF EXECUTIVE OFFICER**

#### **Section 1. Qualifications and Position**

- A. A qualified and competent CEO shall be retained by the Board of Supervisors, through a search and interview process, with input from the BOT, and shall be given responsibility for the day-to-day management of NMC, subject to BOT and Board of Supervisors oversight. The CEO shall possess the requisite knowledge, skills and experience to sufficiently evaluate, support and monitor the quality of patient care at NMC.
- B. The California Department of Public Health (Licensing and Certification), the California Department of Health Care Services (Medi-Cal), and the federal Centers for Medicare and Medicaid Services (Medicare) shall be notified in writing whenever the services of a new CEO are retained.

#### **Section 2. Annual Performance Evaluation**

- A. The CEO is evaluated at least annually by the BOT. The result of the annual performance evaluation will be presented to the Board of Supervisors for review, modification, and final decision. The BOT and the Board of Supervisors may evaluate the CEO as often as deemed appropriate.
- B. The final decision on CEO hiring and termination will be retained by the Board of Supervisors, who will consider the recommendation of the BOT.

## **ARTICLE IX - MEDICAL STAFF**

### **Section 1. Appointment** The BOT shall:

- A.** Determine in accordance with State and federal law, which categories of practitioners are eligible to apply for appointment to the Medical Staff.
- B.** Appoint members of the Medical Staff and grant the clinical privileges of each practitioner, approve advanced practice provider status and practice prerogatives, after considering the recommendations of the MEC, at the time of initial application and reappointment in accordance with the Medical Staff Bylaws, Rules and Regulations, AHP Rules and Regulations, and other applicable policies and procedures. The BOT shall ensure that the criteria for selection include evidence of current licensure, relevant training and/or experience, current competence, clinical judgment, interpersonal and communication skills, and physical and mental health status.
- C.** Assure that the Medical Staff has bylaws and approve the Medical Staff Bylaws, rules and regulations, and other applicable policies and procedures.
- D.** Provide for self-government by the Medical Staff with respect to the professional work performed at NMC.
- E.** Require that patient care services at NMC or under NMC auspices be provided only by a member of the Medical Staff or under supervision of the Medical Staff, and within the clinical privileges or practice prerogatives granted by the BOT.
- F.** Direct that adequate support personnel be available to assist the Medical Staff with organizational functions, including Medical Staff membership and clinical privileges (credentialing), physician performance evaluation (peer review), and collection and analysis of clinical data (quality assurance, utilization review, and risk management).
- G.** Assure that a complete and accurate medical record is prepared and maintained for each patient.

### **Section 2. Termination and Due Process**

Membership on the Medical Staff and specific practice privileges are subject to denial, suspension, termination, or curtailment for cause by the BOT. In such an event, due process shall be provided as described in Medical Staff Bylaws.

## **ARTICLE X - INDEMNIFICATION**

Members of the BOT and officers shall be indemnified, defended, and held harmless to the full extent permitted by California law against all claims, liabilities and expenses incurred as a result of an action by the BOT, except in the instance of willful misconduct in the performance of duties as a Trustee or officer, or actions taken as a Trustee or Officer that are beyond the course

and scope of his/her duties as a Trustee or officer.

## **ARTICLE XI - RULES AND PROCEDURES**

Agreed upon rules and detailed procedures for implementation of these Bylaws may be contained in a companion document entitled, "Board Policy and Procedures," if adopted by the BOT.

## **ARTICLE XII - ADOPTION**

The Board of Supervisors shall adopt Bylaws with input from the BOT. Such Bylaws shall then be submitted to the BOT for implementation.

## **ARTICLE XIII - AMENDMENT**

These Bylaws may be amended by the Board of Supervisors at any time. The BOT may recommend amendments to these Bylaws to the Board of Supervisors. Such amended Bylaws shall then be submitted to the BOT for implementation.

## **ARTICLE XIV – INTERPRETATION**

Words used in these Bylaws that reference a particular gender shall be interpreted to refer to all genders, unless the context indicates otherwise.

## **ARTICLE XV - REVIEW**

BOT Bylaws shall be reviewed by the BOT at least every three years for recommendation to the Board of Supervisors for reaffirmation or possible revision, or more frequently if necessary.

Attachment: Board of Supervisors adopted Conflict of Interest Code

## CREDENTIALS REPORT

<b>INITIAL APPOINTMENTS:</b> The following practitioners have applied for initial appointment to the Medical Staff or Allied Health Professional staff. Review and recommendation for staff membership and/or privileges is based on quantitative and qualitative factors such as: current licensure, DEA, professional liability insurance, board certification, continuing education, review of health status, education, training and current clinical competence, NPDB, litigation history, peer references and current and prior affiliations, etc. Membership and/or privilege requirements are satisfactorily met, unless specified below. <u>Initial appointments will be granted Provisional staff status along with privileges or practice prerogatives for a period not to exceed twenty-four (24) months.</u>					
NAME	SPECIALTY / SERVICE	NOTES	PROCTOR	APPOINTMENT PERIOD	RECOMMEND
Chaudhry, Saqib, MD	Teleneurology / Medical Specialties		Dr. Medawar	01/09/2026 – 01/01/2028 Temporary Privileges 11/07/2025 – 01/09/2026	Srv Dir: 10/15/2025
Galinato, Athony E., MD	Teleradiology / Radiology		Dr. Medawar	01/09/2026 – 01/01/2028	Srv Dir: 10/27/2025
Gullapalli, Yochita, MD	Internal Medicine Hospitalist / Medical Specialties		Dr. Medawar	01/09/2026 – 01/01/2028 Temporary Privileges 11/05/2025 – 01/09/2026	Srv Dir: 10/27/2025
Heria, Nabeel A., MD	Teleneurology / Medical Specialties			01/09/2026 – 01/01/2028 Temporary Privileges 11/07/2025 – 01/09/2026	Srv Dir: 10/28/2025
Liu, Yunguang, MD	Pathology / Pathology		Dr. Sequeira	01/09/2026 – 01/01/2028	Srv Dir: 10/24/2025
Pattison, Hunter M., MD	Emergency Medicine / Emergency Medicine		Dr. Burke	01/09/2026 – 01/01/2028	Srv Dir: 10/30/2025
Su, Hsiu P., MD	Teleradiology / Radiology		Dr. Martinez	01/09/2026 – 01/01/2028	Srv Dir: 10/27/2025
Treppendahl, CRNA	Anesthesia		Dr. Shah	01/09/2026 – 01/01/2028 Temporary Privileges 01/05/2026 – 01/09/2026	Srv Dir: 10/28/2025

**LOCUMS TENENS:** The following practitioner(s) were granted Temporary privileges to fulfill an important patient care, treatment, service need and to see only the patients of the practitioner for whom he/she is providing locum tenens services.

NAME	SPECIALTY	SERVICE	REASON	TIMEFRAME	RECOMMEND
None					

**REAPPOINTMENTS:** The following practitioners have applied for reappointment to the Medical or AHP Staff. Review and recommendation for staff membership and/or privileges is based on quantitative and qualitative factors such as: current licensure, DEA, professional liability insurance, board certification, continuing education, review of health status, current clinical competence, NPDB, litigation history, peer references, OPPE and peer review data. Membership and/or privilege requirements are satisfactorily met, unless specified below. Membership requirements are met, unless specified below.

Practitioners will be reappointed to their current staff status, unless specified below, for a period not to exceed 24 months.

NAME	SPECIALTY / SERVICE	NOTES	STATUS	REAPPOINTMENT PERIOD	RECOMMEND
Acuna, Miguel A., MD	Psychiatry / Psychiatry		Active	02/01/2025 – 02/01/2027	Srv Dir: 10/27/2025
Aharonian, Artin, MD	Teleradiology / Radiology		Courtesy	02/01/2025 – 02/01/2027	Srv Dir: 10/27/2025
Haberlach, Marissa J., DO	Emergency Medicine / Emergency Medicine		Active	02/01/2025 – 02/01/2027	Srv Dir: 10/30/2025
Hartnett, Kathleen S., NNP-BC	Neonatal Nurse Practitioner / Pediatrics		Advanced Practice Professional	02/01/2025 – 02/01/2027	Srv Dir: 10/30/2025
Hartung, Claire J., MD	Family Medicine w/ OB / Family Medicine		Active	02/01/2025 – 02/01/2027	Srv Dir: 10/26/2025
Henault, Emerald N., PA-C	Physician Assistant Emergency Medicine		Advanced Practice Professional	02/01/2025 – 02/01/2027	Srv Dir: 10/30/2025
Nuwer, Marc R., MD	Intraoperative Neuromonitoring / Medical Specialties		Courtesy	02/01/2025 – 02/01/2027	Srv Dir: 10/25/2025
Romans, Helena K., AGPCNP-BC	Adult-Gerontology Primary Care Nurse Practitioner / Surgical Specialties		Advanced Practice Professional	02/01/2025 – 02/01/2027	Srv Dir: 10/28/2025
Sakopoulos, Andreas G., MD	Vascular Surgery / Surgical Specialties		Courtesy	02/01/2025 – 02/01/2027	Srv Dir: 10/28/2025
Underwood, Amelia, PA-C	Physician Assistant / Family Medicine		Provisional	02/01/2025 – 02/01/2027	Srv Dir: 10/28/2025
Ursu, Stefan, MD, PhD	Psychiatry / Psychiatry		Active	02/01/2025 – 02/01/2027	Srv Dir: 10/26/2025
Watson, Charlene D., NNP-BC	Neonatal Nurse Practitioner / Pediatrics		Advanced Practice Professional	02/01/2025 – 02/01/2027	Srv Dir: 10/30/2025

**INITIAL FPPE / RELEASE FROM PROCTORING:** The following practitioner(s) have completed their basic and/or advanced procedure proctoring requirements.

NAME	SPECIALTY / SERVICE	PRIVILEGES / PRACTICE PREROGATIVES
Colliton, Helen M., DO	Family Medicine w/ OB / FM OB Fellow	Adolescent and Adult, Newborn, OB Core and VBAC proctor completed

**CATEGORY CHANGES OUTSIDE OF REAPPOINTMENT:** The following practitioner(s) category or status were changed as described.

NAME	SPECIALTY / SERVICE LINE	CURRENT / NEXT	REASON	EFFECTIVE DATE
None				

**PRIVILEGE CHANGES OUTSIDE OF REAPPOINTMENT:** The following practitioner(s) have requested an increase or decrease of privileges. An increase in privileges shall be granted for the remainder of the current appointment period.

NAME	SPECIALTY / SERVICE	REQUEST	PROCTOR
None			



<b>RESIGNATIONS:</b> The following practitioner(s) have voluntarily resigned their staff membership and privileges or AHP status. Practitioners were in good standing with the Medical Staff of Natividad at the time of the resignation, unless specified below.			
NAME	SPECIALTY / SERVICE	REASON	EFFECTIVE DATE
Arreola, Holly A., FNP-BC	Family Medicine Nurse Practitioner / Family Medicine	Voluntary Resignation	11/26/2025
Barghouthi, Tamara T., MD	Teleneurology / Medical Specialties	Voluntary Resignation	10/06/2025
Chanchorn, Ekkawit, MD, PhD	Internal Medicine / Medical Specialties	Failure to submit reappointment / Voluntary resignation	10/20/2025
Loeb, Charles A., MD	Urology / Surgical Specialties	Failure to submit reappointment / Voluntary resignation	02/02/2026
Nair, Sreedharan D., MD	Psychiatry / Psychiatry	Voluntary Resignation	11/07/2025
Saintford, Ralph, MD	Psychiatry / Psychiatry	Voluntary Resignation	11/07/2025

<b>RELEASE FROM ADVANCED PROCEDURE TEACHING / TRAINING:</b> The following Advanced Practice Professional(s) have completed their advanced procedure teaching/training requirements in the following privileges as per MSP008-4. They are eligible to apply for these practice prerogatives.			
NAME	SPECIALTY	SERVICE	RECOMMEND
None			

<b>TRAUMA NURSE PRACTITIONER ADVANCED PROCEDURE TEACHING / TRAINING:</b> The following Trauma Nurse Practitioner(s) meet the qualifications and request to participate in the Advanced Procedure Teaching / Training, MSP008-4.	
NAME	PROCEDURE
None	

<b>NEONATAL NURSE PRACTITIONER ADVANCED PROCEDURE TEACHING / TRAINING:</b> The following Neonatal Nurse Practitioner(s) meet the qualifications and request to participate in the Advanced Procedure Teaching / Training, MSP008-5.	
NAME	PROCEDURE
Hartnett, Kathleen S., NNP-BC	PICC Lines, and Chest tube placement and Thoracentesis

<b>Emergency Medicine Physician Assistant, Nurse Practitioner ADVANCED PROCEDURE TEACHING AND TRAINING:</b> The following meet the qualifications and request to participate in the Advanced procedure Teaching / Training, MSP008-6	
NAME	PROCEDURE
None	