

**AGENDA**  
**FINANCE COMMITTEE MEETING**  
**OF THE EL CAMINO HOSPITAL BOARD**  
**Tuesday, August 31, 2020 – 5:30 pm**

El Camino Hospital | 2500 Grant Road, Mountain View, CA 94040

PURSUANT TO STATE OF CALIFORNIA EXECUTIVE ORDER N-29-20 DATED MARCH 18, 2020, EL CAMINO HEALTH **WILL NOT BE PROVIDING A PHYSICAL LOCATION FOR THIS MEETING.** INSTEAD, THE PUBLIC IS INVITED TO JOIN THE OPEN SESSION MEETING VIA TELECONFERENCE AT:

**1-669-900-9128, MEETING CODE: 961 0737 0744#. No participant code. Just press #.**

**MISSION:** To provide oversight, information sharing and financial reviews related to budgeting, capital budgeting, long-range financial planning and forecasting, and monthly financial reporting for the El Camino Hospital Board of Directors. In carrying out its review, advisory and oversight responsibilities, the Committee shall remain flexible in order to best define financial strategies that react to changing conditions.

AGENDA ITEM	PRESENTED BY		ESTIMATED TIMES
<b>1. CALL TO ORDER / ROLL CALL</b>	John Zoglin, Chair		<b>5:30 – 5:31 pm</b>
<b>2. POTENTIAL CONFLICT OF INTEREST DISCLOSURES</b>	John Zoglin, Chair		<b>information 5:31 – 5:33</b>
<b>3. PUBLIC COMMUNICATION</b> a. Oral Comments <i>This opportunity is provided for persons in the audience to make a brief statement, not to exceed three (3) minutes on issues or concerns not covered by the agenda.</i> b. Written Correspondence	John Zoglin, Chair		<b>information 5:33 – 5:34</b>
<b>4. FINANCE COMMITTEE CANDIDATE INTERVIEWS</b> a. <a href="#">Finance Committee Position Specification</a> b. <a href="#">Bill Hooper</a> c. <a href="#">Cynthia Stewart</a>	John Zoglin, Chair		<b>discussion 5:34 – 6:50</b>
<b>5. RECOMMEND TO APPOINT FINANCE COMMITTEE MEMBER</b>	John Zoglin, Chair	<i>public comment</i>	<b>possible motion 6:50 – 7:00</b>
<b>6. ADJOURNMENT</b>	John Zoglin, Chair	<i>public comment</i>	<b>motion required 7:00 – 7:01pm</b>

**Upcoming Meetings:**

Regular Meetings: September 27, 2021, November 22, 2021, January 31, 2022 (Joint FC-IC), March 28, 2022, April 25, 2022, May 20, 2022 (Joint ECHB-FC)

A copy of the agenda for the Regular Meeting will be posted and distributed at least seventy-two (72) hours prior to the meeting. In observance of the Americans with Disabilities Act, please notify us at 650-988-7504 prior to the meeting so that we may provide the agenda in alternative formats or make disability-related modifications and accommodations.

**Position  
Specification  
El Camino Hospital Board  
Finance Committee  
Member**

**Current Committee  
Members:**

**Chair:** John Zoglin

**Members:** Joseph Chow, Wayne Doiguchi, Boyd Faust, Peter Fung, MD, and Don Watters

**POSITION**

**Role & Responsibilities:**

The position on the El Camino Hospital Finance Committee is for an individual who has the interest, experience and capacity to work with a mission driven, consumer facing organization, who can collaborate with, mentor and challenge a driven management team.

In order to fulfill the duties of a Finance Committee member as outlined in El Camino Hospital's Finance Committee Charter, candidates will have demonstrated strategic financial effectiveness in an environment as a Financial Officer or General Manager. A retired, though current as to financial matters, audit partner of a major accounting firm who has been the lead partner for other companies in the healthcare space may also be considered. The candidate will meet the qualifications necessary to be deemed a financial expert. Prior board experience is preferred but not required.

The candidate will have a demonstrated ability to facilitate and challenge an organization to adapt to changing business models, and a willingness to help the company move forward in its continuing growth as an industry leader.

Experience with evolving markets and technologies applicable to healthcare (services or products), financial services, industry, real estate or other complex financial environments would be highly valued, as would the following:

- Background in Healthcare
- South Bay Resident (Preferably Los Gatos Area)
- Large Complex Facility Construction
- Healthcare Payer Experience
- Candidates that would add gender/racial/cultural diversity to the Committee
- Experience in a large corporate environment
- Healthcare Provider Experience (Preferably Hospital / Healthsystem)

Irrespective of his/her industry background the ideal candidate will have express experience (and an appreciation of) within an environment that places a high value on service and service excellence. The Company values diversity and seeks candidates who represent the broad and diverse nature of its customers and employees.

Responsibilities and expectations include, but are not limited to:

- Actively participating in regularly scheduled Committee meetings.
- Serving as a Member of the Finance Committee;
- “Guide, not decide”: be a collaborative resource for the Board and the Hospital’s management team, with specific emphasis on the financial function team, providing experience-based insight to the Hospital’s business challenges and strategic issues;
- Offering strategic guidance regarding complex financial transactions such as M&A, joint venture, collaborative affiliations and divestiture activities;
- Engaging in the Company’s strategic planning process.

### **Personal Characteristics:**

The ideal candidate will have the following critical characteristics and behaviors:

- An impeccable reputation for honesty and integrity;
- Collaborative nature;
- Solid communication and interpersonal skills, with the ability to be effective with other Board members and executive management. Someone who has the ability to convey financial information to those who do not have strong financial grounding;
- High energy and sense of urgency;
- Innovative, creative and imaginative;
- Has a sense of humor;
- Mission driven;
- Comfortable with change.

### **MEETINGS**

Regular committee meetings generally occur every other month, typically on the last Monday of each month at 5:30 p.m. Participation may, from time to time, be by telephone. Occasional additional meetings are held as required for non-scheduled matters.

[REDACTED]

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**From:** [REDACTED]  
**Sent:** Friday, July 23, 2021 2:30 PM  
**To:** nominations  
**Subject:** submission for Finance Committee

**WARNING:** This email originated outside of the El Camino Hospital email system!  
**DO NOT CLICK** links if the sender is unknown, and never provide your User ID or Password.

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This email is a submission for consideration for the Finance Committee. My work experience is outlined below.

I have read through El Camino's published annual budget presentations and website. Those budget presentations appear extremely well done, with thorough staff work and analyses, providing your Finance Committee members excellent information to make informed decisions about budgets, plans, and finance matters.

My work experience as company president, as a manager and operator of several investment funds and related operating companies, and as a company director and university trustee has given me a great amount of hands-on experience overseeing and insuring financial excellence in many complex financial environments in real estate, technology, investment management, non-profit, and other industries.

My board experience is extensive, and I understand a board's role in focusing primarily on setting policy objectives and monitoring or evaluating progress on those policy objectives. Bill Miller, former CEO of SRI and former Provost at Stanford, former board chair and board member at several public companies said I was the best board member he had ever worked with because I devoted time, attention, and acumen to my board duties.

My financial experience is extensive, having prepared and assessed hundreds of budgets and financial plans for many complex profit and non-profit enterprises, managing audits and special audits, working cooperatively with executive teams and CFOs on all sorts of topics including improving operating results, improving accounting and reporting effectiveness, arranging debt and equity financing, investigating and correcting accounting or budget failures, etc.

At this time, I have adequate time and very strong interest to be of service to El Camino Hospital.

As a heads up, Finance Committee member Don Watters and I know each other, having met and worked together when I was a new associate at McKinsey & Co in the mid-1980s. Don is a lot smarter than I am, but I think I could make a solid contribution to your committee nonetheless.

I would be glad to meet and follow up with your staff or selection committee, if desired.

Sincerely, Bill Hooper

Menlo Park, CA

[REDACTED]

**Education:**

-AB Government, Dartmouth College, 1977; Class President, Co-Captain Varsity Basketball, Awarded Barrett All Around Achievement Cup

-MBA Stanford Graduate School of Business 1982

**Work or Relevant Experience:**

-McKinsey & Co.: associate 1982-1985; served as a consultant on business strategy and operations issues for McKinsey clients

-Woodside Hotels: Vice President 1985-1988 and President 1988-2007; operated 6 upscale hotels and 6 restaurants and 4 spas, significantly improved revenues and profits

-Co owner and co-operator Monterey Plaza Hotel: 1993-2007; purchased, upgraded and turned around this iconic hotel

-Co Founder Trinitas Partners and Pomona Farming: 2008-2019; capitalized, co-founded and co-operated a group of agriculture-focused investment funds and operating companies, which today have over \$1 bil in assets under management (retired in 2018).

-Board member and Chairman of Borland Software (a NASDAQ firm): 2000-2009; also served as chair of audit, compensation, and governance committees, and lead independent director

-Trustee, Azusa Pacific University: 2008-2017; served on finance committee, chair of academic affairs committee, was invited to serve a second 9 year term and declined

-Director: several private companies

-Elder and Vice Chair Menlo Park Presbyterian Church: 2011-2104; co-lead the reformation of the church governance model and by laws

## Candidate Questionnaire

El Camino Hospital Board of Directors  
Finance Committee Member

1. Identifying Information:

Name: Bill Hooper

Residence Address: [REDACTED]

Email Address: [REDACTED]

Phone Number: [REDACTED]

2. Please describe how your professional background demonstrates your knowledge and experience with the following:

- a. Demonstrated strategic financial effectiveness in an environment as a Financial Officer or General Manager.

There are many elements of my knowledge and experience in strategic financial effectiveness. At the very foundation of my approach, overall, I pursue a standard of excellence in financial effectiveness. In addition, I seek a level of effectiveness that is determined by being specific, measurable, achievable, relevant, and timely. Also, I know and understand accounting, systems and procedures and internal controls, financial modeling and forecasting, as well as business strategy and management topics which are also a part of financial effectiveness. For 39 years, in multiple industry settings I either ran or oversaw accounting and finance functions in complex, multi-unit companies, in numerous investment funds and related operating companies, as a board member and as an audit committee chair for a publicly traded company and for several other private companies and a large, complex non-profit private university. I oversaw the hiring of audit services, the hiring and evaluation of financial and accounting management teams, the preparation of financial reports, the correction of accounting and process deficiencies, SEC compliance, SEC investigations and related repairs, forecasting and modeling. So, I have a lot of experience, across many sectors (real estate, hospitality, food service, software, investment and fiduciary management, farming), across many situations (hiring, firing, training, auditing, reporting, forecasting, SEC compliance, etc), and I have a “nose” for getting at issues that need to be dealt with. I also have a lot of very good experience assessing the quality and accuracy of financial forecasts and budgets, preparing reports that are understandable and clear, and making wise investment decisions.

## Candidate Questionnaire

El Camino Hospital Board of Directors  
Finance Committee Member

- b. Experience (and an appreciation of) within an environment that places a high value on service and service excellence.

Excellence and high service starts with and derives from having an attitude, a posture, a discipline, and a heart that seeks the truth always, applies the “golden rule” always (treat others as we would like to be treated), and places others’ interests ahead of our own. For over 10 years, I ran several investment funds, having a standard of excellence in reporting and fiduciary duty for our blue-chip institutional investors and private investors. We provided excellent reporting and excellent service to our investors. For over 10 years, I ran a high-end hotel and restaurant that placed high service at the top of our objectives, and we trained for high service, constantly monitored and measured high service, and executed high levels of service. As a board member, I felt the obligation for excellence in service, for the benefit of our shareholders and stakeholders.

- c. Prior experience offering strategic insights in any of the following areas:  
(Circle all that applies to your experience)

## Candidate Questionnaire

El Camino Hospital Board of Directors  
Finance Committee Member

- Financial Services, Industry, Real Estate, (investment mgmt., hotels, restaurant, real estate, software, raising debt and equity)
- Background in Healthcare (little, advisor to and investor in primary care service company in Mexico City)
- South Bay Resident (Preferably Los Gatos Area) (Menlo Park)
- Large Complex Facility Construction (yes, in hotel construction)
- Healthcare Payer Experience (none)
- Candidates that would add gender/racial/cultural diversity to the Committee (no)
- Experience in a large corporate environment (yes)
- Healthcare Provider Experience (Preferably Hospital/ Health System) (no)

d. Are there any other aspects of the position description that you have experience with that are not specifically called out above? If so, please describe that experience.

I get along well with people, and have always received “high marks” for working well with others, and as a team member. I have a clear understanding and a lot of experience with the role of a board or committee member in setting policy and monitoring policy achievement, and in evaluation management teams (if appropriate in this case).

3. Why are you interested in being considered for a Finance Committee Member with El Camino Health?

My personal objective is to be of good service to other people. Medical services are the ultimate in important human services. El Camino Health is a large and important service to the community. I have a lot of business strategy, financial expertise, experience, wisdom and judgement that I wish to apply. Health care services and economics are changing, and my experience could be helpful. For all the these reasons, it would be terrific to contribute in some way to the very important mission of El Camino Health.



## Candidate Questionnaire

El Camino Hospital Board of Directors  
Finance Committee Member

4. Are there any civil, employment-related or criminal incidents in your background that we may uncover in a reference or background check? Have you ever been involved in a government investigating for business related issues (e.g. SEC)? (Note: Disclosure of a civil, employment-related, criminal incident (s) or government investigation will not necessarily disqualify you from appointment. The nature and timeframe with be taken into consideration.

Civil litigation that I would be glad to discuss, if desired.

5. Are you able to make the necessary time commitment?

I believe I have the time and can easily make the time commitment (I do need further detail on the time commitment).

6. Would this position create a conflict of interest with any of your other commitments? No.



## Cynthia Stewart, MBA

El Camino Hospital Board  
Finance Committee

July 22, 2021

Dear Committee Board Members,

My name is Cynthia Stewart and I have been a resident of San Jose since the 1970's. I am writing to express my interest in becoming a member of the El Camino Finance Committee. I am thrilled that Carol Somersille, of whom I have known for over 16 years, has recommended that I apply for the position. As the founder of Power Personnel, a healthcare staffing agency and partner of El Camino Hospital, I am very familiar with the El Camino's mission, vision, and continued growth by meeting the needs of individuals in the community that it serves.

The following summary highlights my education, healthcare experience, financial experience, and business experience that I have gained through my 25 years of leading the Bay Area's most diverse healthcare staffing agency. Power Personnel has been an important contributor to the Bay Area healthcare community through our staffing of frontline clinical and non-clinical staff, our diversity and inclusion achievements, and our community involvement. The following video link that illustrates how our vision aligns with the mission and vision of El Camino Hospital. <https://www.youtube.com/watch?v=fBM7DfIOAXM>. I believe that my contributions will be a value-added benefit to the El Camino Hospital Financial Committee.

- Education:
  - Bachelor of Science, Marketing - San Jose State University.
  - Master of Business Administration, Finance - California State University, Eastbay.
- Background in Healthcare:
  - Founder and President of Power Personnel.
  - Power Personnel provides workforce resources to Northern California healthcare organizations.
  - Power Personnel has more than 25 years of exceptional service delivery to acute care hospitals, including teaching hospitals, high acuity-trauma centers, skilled nursing facilities, mental health facilities, and outpatient clinics. Some of our partners include El Camino Hospital, Stanford Health Care, Dignity Health, Santa Clara County, Alameda County, Vi of Palo Alto, The Sequoia's, The Terraces of Los Altos, and many others.
- Financial Effectiveness and Experience:
  - Through my hands on leadership of Power Personnel, we have experienced continuous growth and profitability for over 25 years.
  - We have been recognized by Staffing Industry Analyst as a member of the 100 Fastest Growing Healthcare Staffing Companies for 4 consecutive years.

- The success and growth of Power Personnel demonstrates my ability to implement successful business models and navigate the financial challenges in scaling a company that operates in a very diverse and dynamic healthcare market.
- Diversity and Inclusion
  - I am an African American Woman
  - Power Personnel is a 100% Women-Minority Owned Business Enterprise.
  - Over 75% of all Power Personnel temporary workers are ethnically diverse.
  - Over 75% of all Power Personnel internal employees are ethnically diverse.
- Community Involvement
  - Alameda County Project Roomkey
  - Central County Occupational Center – Employer of the Year
  - Work to Future – Employer Partner
  - San Jose Community Law School - Mentor
  - National Junior Basketball League - Sponsor
  - San Jose Leadership Group - Alumni
- Experience Working with Large Healthcare Clients
  - Power Personnel has over 20 years providing strategic workforce solutions to Stanford Health Care and Dignity Health. Both organizations are multi-system large scale healthcare institutions. We have helped these organizations to implement cost effective workforce solutions that are a critical component of their financial performance. We have also provided workforce solutions to El Camino Hospital to support its financial effectiveness.
- Membership and Associations
  - California Hospital Association (CHPAC)
  - California Staffing Professionals (CSP)
  - American Staffing Association (ASA)
  - Staffing Industry Analyst (SIA)
- Board Member Experience
  - San Jose Jack and Jill - Treasurer

Thank you for your consideration. I look forward to hearing from you.

Sincerely,

Cynthia Stewart

# Cynthia Stewart, MBA

## HEALTH CARE EXECUTIVE

### PRESIDENT

26 years of successful hands-on leadership and performance growth.

Seasoned health care executive creating innovative healthcare workforce solutions, balancing strategic decisions and financial disciplines with a commitment to diversity and inclusion in the workplace. Core strengths include:

- Relationship Building
- Risk Taking Confidence
- Ability to adapt to change, pivoting as required
- Budgeting and Fiscal Management
- Strategic Planning and Execution
- Client Partner and Strategic Advisor
- Ability to proactively execute strategic initiatives
- Fostering innovation through a perspective of diversity and inclusion

### EXPERIENCE

Power Personnel, San Jose California  
Founder and President – April 1994 to Present

Provides leadership while driving and managing the organizations healthcare services, operations, and experience. Key role in strategy and growth, client relationships, service delivery, quality and service excellence, performance improvement, and cultural excellence.

### EDUCATION

Master of Business Administration (MBA), Finance, California State University, Eastbay

Bachelor of Science (B.S.), Marketing, San Jose University

### MEMBERSHIPS AND ASSOCIATIONS

California Hospital Association (CHPAC)  
California Staffing Professionals (CSP)  
American Staffing Association (ASA)  
Staffing Industry Analyst (SIA)