

**Palomar Pomerado Health
BOARD OF DIRECTORS
REGULAR BOARD MEETING**
Pomerado Hospital, Meeting Room E, Poway
Monday, May 9, 2005

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
CLOSED SESSION	5:30 p.m.		
ADJOURNMENT TO OPEN SESSION	6:30 p.m.	No reportable action.	
CALL TO ORDER	6:30 pm Quorum comprised Directors Bassett, Greer, Kleiter, Krider, Larson, Rivera and Scofield		
OPENING CEREMONY	The Pledge of Allegiance was recited in unison, followed by an inspirational reading by Chaplain Walden <i>(attached)</i> .	Chaplain Walden was thanked for his recitation.	
MISSION AND VISION STATEMENTS	<p>The PPH mission and vision statements were read by Director Krider, as follows:</p> <p><i>The mission of Palomar Pomerado Health is to heal, comfort and promote health in the communities we serve.</i></p> <p><i>The vision of PPH is to be the health system of choice for patients, physicians and employees, recognized nationally for the highest quality of clinical care and access to comprehensive services.</i></p>		
NOTICE OF MEETING	Notice of Meeting was mailed consistent with legal requirements		
PUBLIC COMMENTS	Two requests to speak were received.		
<ul style="list-style-type: none"> • Mr. G. Tustison Healthcare costs 	Mr. G. Tustison of Ramona took the podium, reporting to the Board his concerns regarding his friend Charley who had been in a car accident that was not his fault. However, his friend had been billed \$35,000 by Palomar Medical Center. Mr. Tustison stated he had conducted research on behalf of his friend during which he was advised to pay only one-third. He found that those patients receiving		

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
	<p>Medicare or those who have insurance received discounts, but as his friend had no insurance there was no discount. He continued that as he and his friend were part of the tax-paying public, a tax-supported hospital should charge all patients the same, referring to the equal protection clause of Federal and State statutes. He asked if the hospital district was setting itself up for a massive lawsuit.</p> <p>Mr. Tustison then referred to the Board Chairman whom he claimed, was elected on the basis of our mission statement. He also referred to the financial statements in the board packet, the recent new contract for the CEO, the bond issue, and coronary bypass surgeries all of which were expensive. He felt we should change our mission statement to include, "quality, affordable medical care", with executive compensation made more reasonable and medical care and quality improved, noting the Board of Directors has a lot of work ahead. In reference to his friend, Mr. Tustison said that Charley can either impoverish himself or declare bankruptcy.</p>		
<ul style="list-style-type: none"> • Mr. David Martin ERTC site 	<p>Mr. David Martin of Escondido, representing EMPAC (Escondido Mobile Home Positive Action Committee) directing his comments to the Board stated that he had met with Mr. Covert several times and, on behalf of EMPAC, Mr. Martin spoke in favor of the ERTC site keeping the hospital in Escondido, as well as the revitalization of the current PMC. EMPAC would start a petition if necessary to commence a recall of the recent resolution of the Escondido City Council. They also had faith in Mr. Covert and in his meetings with staff and engineers to approve the best location possible for a new hospital. Mr. Martin thanked the Board and Mr. Covert for allowing him to come before this meeting to speak on behalf of EMPAC.</p>		

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
APPROVAL OF MINUTES <ul style="list-style-type: none"> • Regular Board Meeting – April 11, 2005 • Joint Board/Strategic Planning Committee Meeting – April 20, 2005 		MOTION: by Scofield, 2 nd by Krider and carried to approve the minutes of the Regular meeting of April 11, 2005 and the minutes of the Joint Board/Strategic Planning Committee Meeting of April 20, 2005, as submitted. All in favor. None opposed.	
CONSENT ITEMS		MOTION: BY Kleiter, 2 nd by Larson and carried to approve the Consent Items as submitted. All in favor. None opposed.	
PRESENTATION			
<ul style="list-style-type: none"> ▪ Nursing Shortage White Paper – Challenges & Opportunities for PPH & Community Partners 	<p>Following a request from Director Bassett, Brad Wiscons, Director of Grant Services Health Department and Jim Mickelson, Director of Children's Service Line Administration presented via powerpoint, information to the Board on the Nursing Shortage White Paper of February, 2005 prepared by Kay Stuckhardt, M.P.H. that provided key recommendations (<i>attached</i>).</p> <p>In addition, Jim Mickelson provided information on the GO-MED program for those students who are interested in a healthcare career and to assure mentoring of students within high schools/colleges. A health science club within high schools was also mentioned.</p>	<p>Directors Greer and Bassett agreed this was an excellent presentation. Director Scofield inquired as to possible plans for mentoring of students at the grade school level as it was important to interest them at a young age. Mr. Mickelson concurred, but noted that we have to have the schools in place first. There were ideas of a possible healthcare weekend camp. Dr. Tornambe suggested promoting PPH within the area of students' community service.</p> <p>Chairman Rivera concurred that this was a wonderful program, noting that he had recently made contact with Congressmen Hunter, Filner and Issa in Washington, DC at the CHA Health Policy Legislative Day regarding development of a School of Nursing. Congressmen Cunningham and Davis requested a copy of this White Paper and Congressman Cunningham was very interested in helping with federal funds. The Governor had identified \$90 million for nursing.</p>	<p>Chairman Rivera will further discuss with Michael Covert and Gustavo Friederichsen.</p> <p>--Director Bassett referred to the need for all kinds of healthcare technicians and assistant supports.</p> <p>--Director Kleiter noted he had never heard of a health science club in a high school, but it could provide us with a base. Jim Mickelson agreed.</p>

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
REPORTS			
Medical Staff			
Palomar Medical Center			
<ul style="list-style-type: none"> ▪ Credentialing 	<p>James S. Otoshi, MD., Chief of PMC Medical Staff, presented PMC's requests for approval of Credentialing Recommendations.</p>	<p>MOTION: by Kleiter, 2nd by Scofield and carried to approve the PMC Medical Staff Executive Committee credentialing recommendations for the PMC Medical Staff, as presented. All in favor. None opposed.</p> <p>Director Larson abstained to avoid potential conflict of interest. Director Greer declined.</p>	
<ul style="list-style-type: none"> ▪ Department of Radiology Rules and Regulations 	<p>James S. Otoshi, MD., Chief of PMC Medical Staff, presented PMC's request for approval of modifications to the Department of Radiology Rules and Regulations.</p>	<p>MOTION: by Kleiter, 2nd by Scofield and carried to approve modifications to PMC's Department of Radiology Rules and Regulations as presented. All in favor. None opposed.</p> <p>Director Larson abstained to avoid potential conflict of interest. Director Greer declined.</p>	
<ul style="list-style-type: none"> ▪ Department of Surgery Rules and Regulations 	<p>James S. Otoshi, MD., Chief of PMC Medical Staff, presented PMC's request for approval of modifications to the Department of Surgery Rules and Regulations.</p>	<p>MOTION: by Kleiter, 2nd by Bassett and carried to approve modifications to PMC's Department of Surgery Rules and Regulations as presented. All in favor. None opposed.</p> <p>Director Larson abstained to avoid potential conflict of interest. Director Greer declined.</p>	
Escondido Surgery Center			
<ul style="list-style-type: none"> ▪ Credentialing 	<p>L.. Richard Greenstein, MD., Medical Director of the Escondido Surgery Center, presented requests for approval of Credentialing Recommendations.</p>	<p>MOTION: by Scofield, 2nd by Bassett and carried to approve the PMC Medical Staff Executive Committee credentialing recommendations for the Escondido Surgery Center, as presented. All in favor. None opposed.</p>	

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
		Director Larson abstained to avoid potential conflict of interest. Director Greer declined.	
Pomerado Hospital			
<ul style="list-style-type: none"> ▪ Credentialing 	Paul E. Tornambe, MD., Chief of Pomerado Medical Staff, presented Pomerado Hospital's requests for approval of Credentialing Recommendations.	MOTION: by Scofield, 2 nd by Bassett and carried to approve the Pomerado Hospital Medical Staff Executive Committee credentialing recommendations for the Pomerado Medical Staff, as presented. None opposed. Directors Larson and Rivera abstained to avoid potential conflict of interest. Director Greer declined.	
Administrative			
Chairperson - Palomar Pomerado Health Foundation	G. Douglas Moir, M.D., Chairman		
	<p>Dr. Moir provided a monthly Foundation update to the Board, referring to the expanded fund-raising campaign. The Foundation is also fine-tuning its guidelines and strategies. Dr. Moir issued an invitation to the Board to attend as either golfer or volunteer at the Foundation's June 22 golf tournament fundraiser at the Pauma Valley Country Club to benefit the Cardiac Alert Program and join their enthusiastic supporters that day. Also, on June 23 from 5 – 7:30 pm, the Foundation is holding its Annual Board meeting at the California Center for the Arts, Escondido.</p> <p>A gift of \$100,000 had been received from a donor to the Foundation which will go toward cardiac equipment and the nucleus of a scholarship fund. The Foundation is also working with a major donor in crafting a donor gift.</p>	Chairman Rivera congratulated and thanked Dr. Moir on a wonderful job.	

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
Chairman of the Board - Palomar Pomerado Health	Marcelo R. Rivera, MD, Chairman		
	It was announced that Mr. Herman Izor, President elect of the Pomerado Auxiliary will be installed as President at the Auxiliary's Installation of Officers on Tuesday, May 10 at 11:30 a.m. at the Rancho Bernardo Country Club.		
<ul style="list-style-type: none"> • Resolution No. 05.09.05 (01) – 07 in support of AB 702 	Chairman Rivera explained the importance of this resolution originally proposed by Director Larson which would emphasize the strong position PPH takes in support of California Assembly Bill (AB) 702 requiring the Office of Statewide Health Planning and Development (OSHPD) to establish a Statewide registered nurse educator loan program, noting that the nursing shortage in California, San Diego County and in Inland North County is at crisis levels.	<p>MOTION: by Bassett, 2nd by Larson and carried that the Board authorizes Resolution No. 05.09.05 (01)-07 in favor of California Assembly Bill 702 requiring the Office of Statement Health Planning and Development (OSHPD) to establish a Statewide registered nurse educator loan program, noting that the nursing shortage in California, San Diego County and in Inland North County is at crisis levels.</p> <p>All in favor. None opposed. Passed unanimously.</p>	Gustavo Friederichsen to forward the approved Resolution.
<ul style="list-style-type: none"> • Resolution No. 05.09.05 (02)-09 Authorizing Reimbursement and Indemnity for Kent E. Neff, M.D. 	Chairman Rivera provided background regarding a physician review requiring fairness and an open mind. Dr. Neff, an outstanding consultant, had agreed to work with the Medical Staff and his report would be submitted to the Medical Staff Executive Committee at PMC. Reimbursement and Indemnity for Kent E. Neff, M.D. by PPH was requested.	<p>MOTION: by Bassett, 2nd by Larson and carried that Authorization be given under Resolution No. 05.09.05 (02)-09 for the Reimbursement and Indemnification of Kent E. Neff, M.D.</p> <p>All in favor. None opposed. Passed unanimously.</p>	
<ul style="list-style-type: none"> • CHA Congressional Action Program May 1 – 5, Washington, DC 	Chairman Rivera represented the hospital district in Washington, DC for the CHA Congressional Action Program May 1 – May 5 which he found to be educational and very rewarding and was proud to attend as a member of PPH. Our reputation today is that we are known statewide as the largest public hospital district to go before the community and obtain our tax support for the hospital of the future. Many others stated that when they	Director Bassett thanked Chairman Rivera for his excellent report and time taken in attending this program.	

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
	<p>are ready they may approach us for advice. He noted that we are continually growing as a system.</p> <p>On a nation-wide basis the fact that PPH has a complete Master Facility Plan to double Pomerado Hospital, is re-focusing/re-designing PMC, is building a new hospital with 531 beds to increase our bed capacity by 70% and with Urgent Care clinics to be built in outlying areas under a \$756 million building program, was very impressive to all. We are now at a point of providing a regional health system for approximately 1.2 million people in Inland North County covering 800 square miles.</p> <p>Chairman Rivera continued that it was important in talking to legislators to ensure there was a clear message, noting that the cost of healthcare is crucial and that 40 million people who are uninsured in the U.S. is unacceptable.</p> <p>It was also important to support Nurse Education. Regarding Trauma, he discussed the idea suggested by Director Bassett of taking returning veterans from Iraq and helping them adjust to civilian life by employing their expertise, as had occurred during the Vietnam war. He stated that Reps Cunningham and Hunter were supportive of this idea.</p> <p>Expanding the moratorium on hospitals to provide services in outlying areas was also discussed, and it was gratifying to see that attendees from Scripps, Fallbrook, Mercy and PPH etc worked together as one group from San Diego.</p>		
<p>President and CEO</p>	<p>Michael H. Covert, CEO</p>		
<ul style="list-style-type: none"> Chairman's Birthday 	<p>Michael Covert conveyed wishes for Chairman Rivera's birthday that day.</p>		

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
<ul style="list-style-type: none"> • Values in Action Award April 2005 	<p>The CEO read a congratulatory Values in Action award letter for April 2005 addressed to Tina Dunn, Patient Business Services, Innovation noting Tina is a person who can be counted upon as a co-worker and as a friend, and exemplified PPH core values of integrity, teamwork, innovation and creativity, excellence and compassion.</p> <p>--Tina Dunn had submitted a letter expressing regret that she would be unable to attend in person.</p>		
<ul style="list-style-type: none"> • Leadership In Action Award – 2nd Qtr 2005 	<p>Michael Covert then read out a congratulatory Leadership in Action award letter to Cathy Bachety, Director of Nursing at Villa Pomerado, honoring Cathy's innovative management style enabling staff to feel they can present their concerns and are truly heard. Her willingness to share her expertise to encourage creative solutions to clinical problems, steadfastness and persistence were also lauded.</p> <p>--Cathy Bachety attended with Sheila Brown, Chief Clinical Outreach Officer.</p>		
<ul style="list-style-type: none"> • Service Excellence - Quarterly Patient Loyalty Awards – Q4 2w004 Winners 	<p>Mr. Covert reviewed the Quarterly Patient Loyalty Awards set up to recognize department for their Patient Loyalty successes. Congratulations presented were for Highest overall score: North Campus (PMC Observation Unit); South Campus (Pomerado Wound Care Centre); Most Improved: North Campus (PMC Acute Rehab Unit T9); South Campus (Pomerado Outpatient Radiology); Highest to Goal: North Campus (PMC ED); South Campus (Pomerado Med/Surg).</p>		
<ul style="list-style-type: none"> • Employee Engagement Survey 	<p>It was anticipated that the next employee engagement survey would occur in June.</p>		
<ul style="list-style-type: none"> • National Hospital Week/ Nurses' Week 	<p>Michael Covert noted that the Board had been invited to accompany him to the various employee meals provided within the system to celebrate National Hospital Week.</p>		

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
	<p>Regarding Nurses' Week, Lorie Shoemaker thanked the Board for their support, including passage of a resolution that evening in favor of AB 702</p> <p>Nurses' Week commenced May 6 with Pomerado celebrating with nursing staff and a Basket Day to which the Board had also contributed, with every nurse receiving three raffle tickets allowing a nurse to win one of many specially prepared baskets.</p>		
<ul style="list-style-type: none"> • Nurse of the Year Award (renamed the Charlotta Baker Hintz Award) <p>--Vera Knox, PMC</p> <p>--Sarah Gordon, Pomerado</p>	<p>Lorie Shoemaker explained the background to the Nurse of the Year Award with winners being selected through the Collective Practice Council. It was entirely unbiased and centered around the forces of magnetism and nursing excellence.</p> <p>The Nurse of the Year Award is being renamed the Charlotta Baker Hintz Award to commemorate Ms Baker Hintz, a dietician, who in 1933 helped start a 13-bed hospital on a former poultry farm in Escondido. Ms Shoemaker stated that they are looking for family members of Charlotta.</p> <p>Awardees for the Charlotta Baker Hintz Nurse of the Year award were for PPH North:</p> <p>Vera Knox, a 20-year veteran of PPH and a member of PMC's Birth Center. Ms Shoemaker read the congratulatory letter noting Ms Knox's attributes of keeping her skills and knowledge updated, participation on unit councils and involved herself in all aspects. She had a special touch particularly for those experiencing tragedy.</p> <p>A congratulatory letter was then read by Mr. Covert honoring Sarah Gordon as Nurse of the Year awardee for PPH South at Pomerado. Sarah is a one-year graduate from Point Loma Nazarene College where she was</p>	<p>Congratulations conveyed to Vera Knox and Sarah Gordon.</p>	

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
	also a mentor there. She had traveled on her own time to Mexico and also to India to assist with the recent tsunami devastation. Sarah follows up with her patients and PPH is blessed to have Sarah as a role model.		
<ul style="list-style-type: none"> • Bond Issue – Visit with Moody’s and Standard & Poor 	Michael Covert relayed a recent visit with Bob Hemker and Marcia Jackson to Moody’s, San Francisco regarding issuance of the General Obligation (GO) bonds and annual review of Revenue Bonds, as well as a meeting with Standard & Poor concerning our GO Bonds. He had been very proud of both Bob and Marcia in their presentations and the meetings had gone extremely well. Marcia agreed that they were well received with a clear understanding by all parties of who we are.		
<ul style="list-style-type: none"> • Administrative Update - Chief Human Resources Officer 	The CEO noted that four candidates for the position of Chief Human Resources Officer were being interviewed at the end of the week following which he would discuss with Human Resources Committee as to who would be brought back to meet with staff.		
<ul style="list-style-type: none"> • Foundation Leadership 	Mr. Covert stated that the Search Committee for the Foundation leadership is proceeding to identify a candidate.		
<ul style="list-style-type: none"> • Nurses’ Week – addendum 	At this point Chairman Rivera thanked Lorie Shoemaker for the invitation to Nurses’ Week at Noon that day. Director Bassett concurred. Chairman Rivera continued that he had always appreciated nurses’ input regarding patients over the years as they had skills and knowledge extremely important to the patient’s well being. Noting that doctors put patients into the hospital, trust, compassion and getting the patient safely home again are part of the nurses’ skills.	<p>Director Bassett felt that everyone should thank board members Dr. Rivera and Dr. Larson as they had been very pro-nursing in coming to the nurses’ aid and putting nurses’ concerns first.</p> <p>Directors Rivera and Larson appreciated these sentiments.</p>	
INFORMATION ITEMS	<i>Discussion by exception only</i>		
<ul style="list-style-type: none"> ▪ Quality Review 			
<ul style="list-style-type: none"> ▪ Strategic Planning 			
<ul style="list-style-type: none"> ▪ Internal Audit 			

10

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
<ul style="list-style-type: none"> Finance 			
COMMITTEE REPORTS			
Finance	T. E. Kleiter, Chairman		
<ul style="list-style-type: none"> Resolution No. 05.09.05 (02)-08 Authorizing the Issuance of Not to Exceed \$80,000,000 Aggregate Principal Amount of PPH General Obligation (GO) Bonds, Election of 2004, Series 2005A Bonds 	<p>Director Kleiter stated that in August, 2004, the Board approved the Plan of Finance to provide necessary funding to complete the previously approved Facility Master Plan. In preparation for issuance of the first tranche of GO Bonds, next steps were reviewed at the April 11, 2005 Board meeting, at which time Management was instructed to continue to pursue the issuance of \$80 million of fixed rate GO Bonds by June 30, 2005. The Board also recommended that a Joint Powers Agreement (JPA) be established, with Tri-City Healthcare District as the JPA partner to facilitate a negotiated sale of the GO Bonds. On April 28, 2005, Tri-City Board of Directors approved the establishment of a JPA between Tri-City Healthcare District and PPH.</p> <p>In continuation for the preparation of the issuance of the first tranche of GO Bonds, a Bond Resolution and Associated Documents; Bond Purchase Agreement; Continuing Disclosure Undertaking; Paying Agent Agreement; and Preliminary Official Statement (POS) would be needed. Board approval was sought.</p>	<p>MOTION: by Kleiter, 2nd by Krider and carried that Resolution No. 05.09.05(02)-08 Authorizing Issuance of Not to Exceed \$80,000,000 Aggregate Principal Amount of Palomar Pomerado Health General Obligation (GO) Bonds, Election of 2004, Series 2005A Bonds and associated documents and delegate to management the authority to take the appropriate action necessary to complete the associated documents and matters necessary to issue the first tranche of General Obligation (GO) Bonds by June 30, 2005.</p> <p>All in favor. None opposed. Unanimously carried.</p>	
BOARD MEMBER COMMENTS/AGENDA ITEMS FOR NEXT MONTH	<p>Chairman Rivera commented that during his visit to Washington, DC there was a group of public, private, profit, and non-profit entities represented and although all were competitors everyone worked cooperatively for excellent patient care services. It was now disheartening to find that a majority of Escondido City Council Members had approved a resolution May 4 opposing PPH's potential location for a new hospital at the ERTC site in Escondido.</p> <p>Nearly 70% of the population supported us</p>		

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
	<p>throughout the communities of North County in our Proposition BB on the November 2004 ballot granting us \$496 million of tax payers' hard earned money. We were given a clear mandate. PPH covers 800 square miles and we do not represent one specific community, but cover communities such as Vista, Rancho Bernardo, Rancho Penasquitos, San Marcos, Ramona and Escondido.</p> <p>It was now time to put our energies together to build this great system and not waste our CEO's time, our attorney's time and our Board's time. Mayor Lori Pfeiler and Councilman Ron Newman had opposed the resolution. Council Members Marie Waldron, Sam Abed and Ed Gallo adopted the resolution against PPH's potential hospital site plans.</p> <p>Chairman Rivera continued that his message to the three opposing City Council Members was that this was the time to come together as a community and not to unnecessarily abuse the powers of eminent domain.</p> <p>Directors Scofield and Kleiter agreed.</p>		
ADJOURNMENT	8:05 p.m.		
SIGNATURES <ul style="list-style-type: none"> ▪ Board Secretary ▪ Board Assistant 	<hr/> Nancy H. Scofield <hr/> Christine D. Meaney		

21

PALOMAR POMERADO HEALTH
BOARD OF DIRECTORS
Monday 9, 2005

Chaplain David Walden
Recitation

Mr Chairman, honored Board, Mr. Covert and our Medical Leaders and staff... guests and community thank you all for your dedication and commitment to the total well being of every person in our health district.

In the good Book there is a saying that goes something like this..."making the most of every opportunity.."

As chaplains we have a three principled moto we follow that simply states we shall be devoted to prayer..alert to opportunities to bring comfort and hope and thirdly we do it with an attitude of thankfulness...

We pursue these three principles making the most of every opportunity to thank those who bring sunshine to a gray and gloomy dayfor the nurse who is there when needed .. who cares in a loving way.

We make the most of every opportunity to say thank you to the doctors for their encouragement when their patient was weary and in distraught.. we thanked them for their knowledge and the joy they have brought..

As chaplains we make the most of every opportunity to say thank you to the clergy for all the prayers made on our patient and families behalf.....we support them as they erase the tears and replace them with a laugh..

As members of a healing team ... we can face each new tomorrow .. for as your chaplain I know I can depend On God who sent an angel and it is you my fellow PPH friend.

Making the Most of every opportunity to benefit others is truly the meaning of the Second most important law, the Golden Rule to love thy neighbor as thyself.

Mr Chairman, honored Board, Mr Covert and our Medical Leaders and staff .. guests and community. Thank you all for your dedication and commitment to the total well being of every person in our health district.

May 5th was our nations National Day of Prayer and this Sunday is the global day of prayer where one hundred and sixty two nations an estimated two hundred million people of faith will be gathered .. not unlike our past generations .. and leaders like General Robert E Lee who spoke these words, **“Lord, send us anywhere – only accompany us; Place any burden on us – only sustain us; Sever any tie but that which binds us to Thy heart.”**

In the good Book there is a saying that goes something like this .. **“making the most of every opportunity to practice the Golden Rule ..”**

As chaplains we follow three simple principles to bring the golden rule into practical application we are devoted to prayer .. alert to opportunities to bring comfort and hope and thirdly we do it all with an attitude of thankfulness.

We pursue these three principles making the most of every opportunity to thank those who bring sunshine to a gray and gloomy day ... for the nurse who is there when needed .. who cares in a loving way.

We make the most of every opportunity to say thank you to the doctors for their encouragement when their patient was weary and in distraught .. we thanked them for their knowledge and the joy they have brought ..

As chaplains we make the most of every opportunity to say thank you to the clergy for all the prayers made on our patient and families behalf We support them as they erase the tears and replace them with a laugh ..

As members of a healing team ... we can face each new tomorrow .. for as your chaplain I know I can depend
On God who sent an angel and it is you my fellow PPH friend .

Making the Most of every opportunity to benefit others is truly the meaning of the Golden Rule to love thy neighbor as thyself.