



PALOMAR  
POMERADO  
HEALTH

**BOARD OF DIRECTORS  
AGENDA PACKET**

January 9, 2006

*The mission of Palomar Pomerado Health  
is to heal, comfort and promote health  
in the communities we serve.*

*A California Health Care District (Public Entity)*

# **PALOMAR POMERADO HEALTH BOARD OF DIRECTORS**

**Marcelo R. Rivera, MD, Chairman**  
**Nancy L. Bassett, RN, MBA, Vice Chairman**  
**Linda C. Greer, RN, Secretary**  
**T. E. Kleiter, Treasurer**  
**Bruce G. Krider, MA**  
**Alan W. Larson, MD**  
**Nancy H. Scofield**  
**Michael H. Covert, President and CEO**

*Regular meetings of the Board of Directors are usually held on the second Monday  
of each month at 6:30 p.m., unless indicated otherwise  
For an agenda, locations or further information  
call (858) 675-5106, or visit our website at [www.pph.org](http://www.pph.org)*

## **MISSION STATEMENT**

***The Mission of Palomar Pomerado Health is to:  
Heal, Comfort, Promote Health in the Communities we Serve***

## **VISION STATEMENT**

***Palomar Pomerado Health will 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***

## **CORE VALUES**

### ***Integrity***

*To be honest and ethical in all we do, regardless of consequences*

### ***Innovation and Creativity***

*To courageously seek and accept new challenges, take risks, and envision new and endless possibilities*

### ***Teamwork***

*To work together toward a common goal, while valuing our difference*

### ***Excellence***

*To continuously strive to meet the highest standards and to surpass all customer expectations*

### ***Compassion***

*To treat our patients and their families with dignity, respect and empathy at all times and  
to be considerate and respectful to colleagues*

### ***Stewardship***

*To inspire commitment, accountability and a sense of common ownership by all individuals*

## ***Affiliated Entities***

Escondido Surgery Center \* Palomar Medical Center \* Palomar Medical Auxiliary & Gift Shop \* Palomar Continuing Care Center \*  
Palomar Pomerado Health Foundation \* Palomar Pomerado Home Care \* Pomerado Hospital \* Pomerado Hospital Auxiliary & Gift Shop \*  
Palomar Pomerado Health Concern \* Ramona Radiology Center \* VRC Gateway & Parkway Radiology Center \* Villa Pomerado  
• Palomar Pomerado North County Health Development, Inc.\*

**PALOMAR POMERADO HEALTH  
BOARD OF DIRECTORS  
REGULAR MEETING AGENDA**

**Monday, January 9, 2006**

**Open Session: 6:30 p.m.**

**Pomerado Hospital  
15615 Pomerado Road  
Meeting Room E  
Poway, California 92064**

	<u>Time</u>	<u>Page</u>
<b>I. CALL TO ORDER</b>		
<b>II. OPENING CEREMONY</b>	5	
A. Pledge of Allegiance		
B. Recitation – Chaplain David Walden		
C. Mission & Vision – Board Member		
<i>“The mission of Palomar Pomerado Health is to heal, comfort and promote health in the communities we serve.”</i>		
<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>		
<b>III. PUBLIC COMMENTS</b>	5	
<i>(5 mins allowed per speaker with cumulative total of 15 min per group – for further details &amp; policy see Request for Public Comment notices available in meeting room).</i>		
<b>IV. * MINUTES</b>	2	1-16
Annual Board Meeting – December 12, 2005		
Joint Board/Strategic Planning Committee Meeting – December 20, 2005		
<b>V. * APPROVAL OF AGENDA to accept the Consent Items as listed</b>	5	17
A. Consolidated Financial Statements		
B. Revolving Fund Transfers/Disbursements – November, 2005		
1. Accounts Payable Invoices	\$ 21,122,036.00	
2. Net Payroll	<u>8,905,805.00</u>	
Total	<u>\$ 30,027,841.00</u>	
C. Ratification of Paid Bills		
<b>VI. PRESENTATIONS</b> (None)		

*“In observance of the ADA (American with Disabilities Act), please notify us at 858-675-5106, 48 hours prior to the meeting so that we may provide reasonable accommodations”*

**VII. REPORTS**

**A. Medical Staffs**

10

- \* 1. Palomar Medical Center – *Robert D. Trifunovic, M.D.* 18-32
  - a. Credentialing/Reappointments
- \* 2. Escondido Surgery Center – *Marvin W. Levenson, M.D.* 33
  - b. Credentialing/Reappointments
- \* 3. Pomerado Hospital – *Paul E. Tornambe, M.D.* 34-35
  - c. Credentialing/Reappointments

**B. Administrative**

- 1. President of Palomar Pomerado Health Foundation – *Pauline Getz*
  - a. Update on PPHF Activities 5 *Verbal Report*
- 2. Chairman of the Board – *Marcelo R. Rivera, M.D.* 10 *Verbal Report*
  - a. \*Appointment of Treasurer
  - b. Special Board Educational Meeting Jan 13
  - c. Special Board Annual CEO Evaluation Meeting Jan 25
  - d. 3<sup>rd</sup> Year Employee Award Pin to CEO
- 3. President and CEO – *Michael H. Covert* 20 *Verbal Report*
  - a. Values in Action Award
  - b. Leadership in Action Award
  - c. Customer Service Update – *Employee Engagement Survey; Patient Loyalty Scores; Winning Departments*
  - d. Memorial Service for Mr. Sam Stein (Jan 11 at 11 a.m., Temple Adat Shalom, Poway)
  - e. PPHF Facilities Naming Policy

**VIII. INFORMATION ITEMS (Discussion by exception only)**

- A. Educational Session - Facilities Master Plan—Cost } Facilities & Grounds *(separate cover)*
- Accumulation & Control System } Facilities & Grounds *(separate cover)*
- B. Date/Time/Location of Next Meeting } Strategic Planning 36-38
- C. 2006 Meeting Schedule } Strategic Planning
- D. Facilities Update

**IX. COMMITTEE REPORTS –for Finance Committee see also under Consent Items**

**A.. Facilities & Grounds Committee – *Director Krider (Chairman)***

- \* 1. **Approval:** Public Bid and Procurement-Prequalification of Contractors *(separate cover)*
- \* 2. **Approval:** Phase I Development, Pomerado Hospital Expansion *(separate cover)*

Board Meeting Agenda, January 9, 2006

**X. BOARD MEMBER COMMENTS/AGENDA ITEMS  
FOR NEXT MONTH**

**XI. ADJOURNMENT**

*Asterisks indicate anticipated action;  
Action is not limited to those designated items.*

**Palomar Pomerado Health**  
**BOARD OF DIRECTORS**  
**REGULAR ANNUAL) BOARD MEETING**  
Palomar Medical Center, Graybill Auditorium, Escondido  
Monday, December 12, 2005

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
<b>CALL TO ORDER</b>	6:30 pm Quorum comprised Directors Bassett, Greer, Kleiter, Krider, Larson, Rivera and Scofield.		
<b>OPENING CEREMONY</b>	The Pledge of Allegiance was recited in unison, followed by an inspirational reading by Chaplain Hard ( <i>attached</i> ).		
<b>MISSION AND VISION STATEMENTS</b>	<p>The Chairman, Dr. Rivera, invited Michael Covert, President and CEO to read the PPH mission and vision statements 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>		
<b>NOTICE OF MEETING</b>	Notice of Meeting was mailed consistent with legal requirements		
<b>PUBLIC COMMENTS</b>	<ul style="list-style-type: none"> <li>• Mr. Robroy Fawcett</li> </ul> <p>Mr. Fawcett addressed the Board regarding Board Policies review noting that Policy GOV-18 (Agenda Items: Board Packet Preparation) does not address posting Agenda and Board packets on the website. Referring to Policy GOV-20 (Public Comments and Attendance at Public Board Meetings), he questioned III.E. "time and date of presentation are at the discretion of the Board Chair", and Policy GOV-24 (Inspection and Copying of Public Records) that as a new policy it should</p>		

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
	<p>have findings demonstrating PPH's interest protected by the limitation and the need for protecting that interest.</p> <p>Chairman Rivera thanked Mr. Fawcett for his comments, but asked how many Requests for Public Information had had submitted to PPH. Mr. Fawcett responded that he had submitted about five and about seven in the past. When questioned further, Mr. Fawcett responded that he had received follow-up to his requests in a timely manner.</p>		
<p><b>APPROVAL OF MINUTES</b></p> <ul style="list-style-type: none"> <li>• November 14, 2005</li> </ul>		<p><b>MOTION:</b> by Scofield, 2<sup>nd</sup> by Bassett and carried to approve the November 14, 2005 minutes as submitted. All in favor. None opposed.</p> <p>Dr. Rivera abstained due to his absence at the November 14 meeting.</p>	
<p><b>APPROVAL OF AGENDA to accept the Consent Items as listed</b></p>	<p>Director Larson requested that items G &amp; H of the Consent Items be deferred for further discussion to a later part of the agenda.</p>	<p><b>MOTION:</b> by Scofield, 2<sup>nd</sup> by Bassett and carried to approve the Consent Items as submitted, Items A-F, with the exception of items G &amp; H (Administrative Medical/Surgical Stabilization Services Agreement with SpecialCare; and Pension Plan respectively, and that these items be deferred under respective Committee Reports). All in favor. None opposed.</p>	
<p><b>PRESENTATION</b></p>	<ul style="list-style-type: none"> <li>▪ "Get with the Guidelines" Awards from American Heart Association – Robert Stein, M.D., and Barbara Buesch, R.N.</li> </ul> <p>Dr. Stein and Barbara Buesch presented via powerpoint the background to "Get with the Guidelines" Awards from the American Heart Association. Dr. Stein took pleasure in announcing that the American Heart Association had awarded PPH for the 3<sup>rd</sup> successive year, the Coronary Artery Disease/Quality of Care Award. In addition, the AHA had awarded PPH for the first time, the Congestive Heart Failure/Quality of Care Award. These awards were something for</p>		

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
	<p>which PPH should feel proud and emphasized the continuing quest for high quality of care</p> <p>Dr. Stein and Ms Buesch were sincerely thanked for their presentation and efforts in this regard, and the awards given to PPH which were presented to the Board.</p>		
<b>REPORTS</b>			
<b>Medical Staff</b>			
<b>Palomar Medical Center</b>			
<ul style="list-style-type: none"> <li>▪ <b>Credentialing</b></li> </ul>	<p>James S. Otoshi, MD., Chief of PMC Medical Staff, presented PMC's requests for approval of Credentialing Recommendations.</p> <p>Chairman Rivera noted that this would be Dr. Otoshi's last Board meeting as Chief of PMC Medical Staff and thanked his for his time and diligence during his tenure, which had been very much appreciated.</p>	<p><b>MOTION:</b> by Scofield, 2<sup>nd</sup> by Kleiter 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 Greer declined. No abstentions.</p>	
<ul style="list-style-type: none"> <li>▪ <b>Medical Staff Bylaws, Rules and Regulations</b></li> </ul>	<p>James S. Otoshi, MD., Chief of PMC Medical Staff, presented PMC's requests for approval of Medical Staff Bylaws, Rules and Regulations.</p>	<p><b>MOTION:</b> by Scofield, 2<sup>nd</sup> by Kleiter and carried to approve the PMC Medical Staff Bylaws, Rules and Regulations, as presented. All in favor. None opposed.</p> <p>Director Greer declined. Director Larson abstained to avoid potential conflict of interest.</p>	
<b>Escondido Surgery Center</b>			
<ul style="list-style-type: none"> <li>▪ <b>Credentialing</b></li> </ul>	<p>Marvin W. Levenson, MD, Administrator/ Medical Director of the Escondido Surgery Center, presented requests for approval of Credentialing Recommendations.</p>	<p><b>MOTION:</b> by Scofield, 2<sup>nd</sup> by Kleiter and carried to approve the PMC Medical Staff Executive Committee credentialing recommendations for the Escondido Surgery Center, as presented. None opposed.</p> <p>Director Greer declined. Director Larson abstained to avoid potential conflict of interest.</p>	



AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
<b>Pomerado Hospital</b>			
<ul style="list-style-type: none"> <li>▪ <b>Credentialing</b></li> </ul>	<p>Benjamin Kanter, MD., on behalf of Paul Tornambe, MD., Chief of Pomerado Medical Staff, presented Pomerado Hospital's requests for approval of Credentialing Recommendations.</p>	<p><b>MOTION:</b> by Kleiter, 2<sup>nd</sup> by Scofield and carried to approve the Pomerado Hospital Medical Staff Executive Committee credentialing recommendations for the Pomerado Medical Staff, as presented. None opposed.</p> <p>Director Greer declined. Director Larson abstained to avoid potential conflict of interest.</p>	
<b>Administrative</b>			
<b>Chairperson - Palomar Pomerado Health Foundation</b>	<p>Ms Pauline Getz presented an update on PPH Foundation activities and referred to a recent meeting whereby there was excellent representation from the District and the Foundation Board together with some PPH Directors. It was very successful with the goal being to energize what is a substantially new Foundation Board.</p> <p>In addition, a year-end appeal has been sent out to the entire donor base and there has been participation in the employee campaign.</p> <p>A very successful event was recently hosted in Pauma Valley to which many were invited.</p> <p>Anew Facilities Naming Policy had been formulated and was being presented to the Foundation Executive Committee and the Foundation Board. It was anticipated that this would be submitted to the CEO by January.</p> <p>Chairman Rivera thanked Ms Getz for her informative report.</p>		
<b>Chairman of the Board - Palomar Pomerado Health</b>	<p>Marcelo R. Rivera, M.D.</p>		

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
<ul style="list-style-type: none"> <li>Election of Officers</li> </ul>	Office of Board Chairman	<p><b>MOTION:</b> by Larson, 2<sup>nd</sup> by Bassett and carried, there being no other nominations nor discussion, all in favor of Director Marcelo Rivera being voted Chairman for calendar year 2006, this being his second consecutive term as Chairman.</p> <p>Chairman Rivera thanked the Board for this honor and the trust he had been given, noting that this was his second consecutive term as Board Chairman and that with an excellent cohesive Board and Mr. Covert as CEO, we looked to the future with confidence. The Board echoed these sentiments, all thanking Dr. Rivera for his time and effort which were sincerely appreciated.</p>	
<ul style="list-style-type: none"> <li></li> </ul>	Office of Vice Chairman	<p><b>MOTION:</b> by Kleiter, 2<sup>nd</sup> by Larson and carried, there being no other nomination nor discussion, all in favor of Director Nancy Bassett being voted Vice Chair for calendar year 2006, this being her second consecutive term as Vice Chair.</p> <p>Congratulations were extended, with Director Greer noting that Director Bassett was doing a wonderful job in this regard.</p>	
<ul style="list-style-type: none"> <li></li> </ul>	Office of Secretary	<p><b>MOTION:</b> by Scofield, 2<sup>nd</sup> by Larson and carried, there being no other nominations nor discussion, all in favor of Director Linda Greer being voted Secretary for calendar year 2006. Congratulations were extended, with Director Larson noting that this was Director Greer's first anniversary on the Board and that he felt she had come up to speed remarkably well and had taken time</p>	

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
		<p>to become knowledgeable on all Committees, even though she was not a member of some of them.</p> <p>Director Scofield was sincerely thanked for her work as past Secretary.</p>	
<ul style="list-style-type: none"> <li>•</li> </ul>	Office of Treasurer	<b>MOTION:</b> by Kleiter, 2 <sup>nd</sup> by Scofield and carried that this be deferred to the January 2006 meeting.	
<ul style="list-style-type: none"> <li>• <b>Resolution No. 12.12.05(01)-27 Establishing Board Meeting for Calendar Year 2006</b></li> </ul>	<p>Following presentation of the resolution, Director Larson suggested a possibility of the second Tuesday of the month. During brief discussion it was generally suggested that based upon calendars and times of external meetings, the Board maintain the second Monday of the month for regular Board Meetings during calendar year 2006 commencing at 6:30 p.m., with locations alternating between PMC and Pomerado as indicated in the submitted Resolution.</p> <p>However, it was agreed to change the suggested date of January 16, 2006 (due to end of year holidays) back to the second Monday of January 9, 2006.</p> <p>Chairman Rivera thanked the Board for its input, noting that if there was need to change a particular regular Board meeting date during the year, this may be done by Resolution.</p>	<b>MOTION:</b> by Rivera, 2 <sup>nd</sup> by Scofield and carried to approve the dates of Regular Board Meetings for calendar year 2006, by adoption of Resolution No. 12.12.05(01)-27 as submitted, with the exception of <b>January 16 being changed to January 9, 2006.</b>	
<ul style="list-style-type: none"> <li>• <b>Annual Board Self-Evaluation Meeting December 14, 2005</b></li> </ul>	Chairman Rivera reminded that the Board's Annual Self-Evaluation meeting would be held on Wednesday, December 14 at 6 p.m.		
<ul style="list-style-type: none"> <li>• <b>Annual Board CEO Evaluation</b></li> </ul>	Chairman Rivera reminded that the Annual Board CEO Evaluation meeting would be held on Wednesday January 25, 2006 at 6 p.m.		
<b>President and CEO</b>	Michael H. Covert, CEO		
<ul style="list-style-type: none"> <li>• <b>FY 06 Qtr 1 Patient Loyalty Scores</b></li> </ul>	Michael Covert reviewed the FY 06, 1st Quarter Patient Loyalty Scores noting that PPH		

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
	overall patient loyalty grand mean scores improved from 3.42 in Q4 FY05 to 3.44 in Q1 FY06.		
<ul style="list-style-type: none"> <li>• Qtrly Patient Satisfaction "Highest to Goal" Award</li> </ul>	Pomerado ED received the Quarterly Patient Satisfaction "Highest to Goal" Award with Pharmacy as "Best Support".		
<ul style="list-style-type: none"> <li>• Employee Engagement Survey</li> </ul>	The Employee Engagement Survey through the Gallup Organization was in process from December 5-16.		
<ul style="list-style-type: none"> <li>• Update on ERTC and downtown sites</li> </ul>	Mr. Covert noted that we are working with staff relative to agreements and that a meeting was held with the City last week now that the CEQA process had begun. More to follow.		
<ul style="list-style-type: none"> <li>• Overview of 2005</li> </ul>	<p>Mr. Covert relayed that 2005 had been a very interesting year and that the Board had worked extremely well and Staff appreciates their efforts. He congratulated past officers and welcomed future officers for the new calendar year. He was also very proud of the Foundation staff who have put together a good team.</p> <p>In addition, Mr. Covert stated that interviews would take place for the position of Chief Information Officer during the coming week. Dr. Kanter will be serving as Chief Information Officer (Medical) including Cerner-based operations.</p> <p>The PMC Medical Staff had elected John Lilley, M.D. as PMC Chief of Staff elect, and together with Robert Trifunovic, M.D., who will be the PMC Chief of Staff commencing January, 2006, they would make a good team.</p> <p>Regarding the Foundation vacancy, our choice had been to go back out into the market place for candidates.</p> <p>A Financial Workshop was anticipated in January. In addition, he and Director Krider had attended a recent JCAHO meeting.</p>		

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
	<p>On January 30, 2006 our first formal gathering of our Expert Advisory Panel will take place at Pomerado, the purpose being to help keep PPH focused on the future and to bring knowledge and unique perspectives to our design process.</p>		
<ul style="list-style-type: none"> <li>• <b>Bi-Monthly Reports from Executive Staff</b> - Gerald Bracht</li> </ul>	<p>Gerald Bracht, COO of Palomar Medical Center, provided a verbal report to the Board, noting that the Mobile MRI and CT scanners were now open and seeing patients. Also, additional inpatient capacity for general acute care patients was made possible with the completion of work in the Behavioral Medicine Unit.</p> <p>Patient Loyalty winners (Jul-Sept) were also relayed.</p> <p>Renovation of the trauma suite was on target for end of December. In addition, an expanded shuttle service began December 12.</p> <p>Holiday meals were served to employees on all shifts on December 8 with special thanks for the Leadership Team at PMC for their participation in serving.</p> <p>Mr. Bracht extended accolades to Dr. Otoshi as outgoing Chief of Staff at PMC.</p>		
<ul style="list-style-type: none"> <li>• - Jim Flinn</li> </ul>	<p>Jim Flinn, COO of Pomerado Hospital referred to Pomerado's financial strength, noting that volume was good in October and Expenses were favorable other than negative variances in Contract Labor and Purchase Services.</p> <p>Customer Service scores for Q1 FY06 were also relayed.</p> <p>The Annual Medical Staff Holiday Celebration had been scheduled to celebrate successes of both the hospital and the Medical Staff.</p> <p>Work would soon commence on an alternative parking lot for employees due to the construction process with the overall plan for Phase 1 work at Pomerado to include the new Parking Deck, being reviewed at the December 19 Facilities &amp; Grounds Committee.</p>		
<ul style="list-style-type: none"> <li>• - Sheila Brown</li> </ul>	<p>Ms Sheila Brown, Chief Clinical Outreach Officer, provided a positive report on Patient</p>		

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
	Loyalty, Behavioral Health and E.D., Skilled Nursing Facilities, Home Health and Corporate Health.		
<ul style="list-style-type: none"> <li>- Lorie Shoemaker</li> </ul>	<p>Ms Lorie Shoemaker, Chief Nurse Executive, updated the Board on Nursing Schools, and provided information on Clinical Care Extenders, Celebrations, noting that the PPH Sexual Assault Response Team celebrated its 15<sup>th</sup> anniversary last month. Also, that the E.D.s at both campuses have got back the coveted service excellence trophies with Pomerado receiving the "Highest to Goal Award" and PMC receiving the "Most Improved".</p> <p>Following this report, Mr. Covert noted that Lorie Shoemaker and Brad Wiscons are spearheading our contact with high school districts regarding nurse/technical training, etc., and we are very excited about this aspect. Wallie George, Chief Human Resource Officer, has also been involved.</p>		
<b>INFORMATION ITEMS</b>	<i>Discussion by exception only</i>		
<ul style="list-style-type: none"> <li>Community Relations</li> </ul>			
<ul style="list-style-type: none"> <li>Strategic Planning</li> </ul>			
<ul style="list-style-type: none"> <li>Governance</li> </ul>			
<ul style="list-style-type: none"> <li>Finance</li> </ul>			
<ul style="list-style-type: none"> <li>Human Resources</li> </ul>			
<b>COMMITTEE REPORTS</b>			
<b>Strategic Planning</b>	<b>Alan W. Larson, M.D., Chairman</b>		
<ul style="list-style-type: none"> <li>Approval: FY '06 Goals Outcome</li> </ul>	Committee Chairman Larson requested approval to a modification of the FY '06 Goals (Target for the Physician Loyalty survey to achieve the 75 <sup>th</sup> percentile, based on the recalibration of the Gallup database).	<b>MOTION:</b> by Kleiter, 2 <sup>nd</sup> by Krider and carried to approve a modification to the FY '06 Goals Outcome for the "Target for the Physician Loyalty survey to achieve the 75 <sup>th</sup> percentile". All in favor. None opposed.	
<b>Governance Committee</b>	<b>Linda C. Greer, R.N., Chairperson</b>		
<ul style="list-style-type: none"> <li>Resolution No. 12.12.05(02)-28 to Amend and Restate the Bylaws of</li> </ul>	Chairperson Greer requested approval of this Resolution, with the one exception noted therein referred to under item 6.2.2(b) of the	<b>MOTION:</b> by Kleiter, 2 <sup>nd</sup> by Rivera and carried, to adopt Resolution No. 12.12.05 (02) – 28 to Amend and	

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ACTION	FOLLOW-UP/RESPONSIBLE PARTY
<p><b>Palomar Pomerado Health</b></p>	<p>Bylaws – Governance Committee – Non-voting Membership – addition of Compliance Officer, as this had not been specifically brought to the Governance Committee for review or approval.</p>	<p>Restate the Bylaws of Palomar Pomerado Health, <b>with the exception</b> of the addition of Compliance Officer as a Non-Voting Member of the Governance Committee. All in favor. None opposed.</p>	
<p><b>Finance</b></p>	<p><b>T. E. Kleiter, Chairman</b></p>		
<ul style="list-style-type: none"> <li>Resolution No. 12.12.05(03)-29 Approving Revised Plan of Finance, Approving a Debt Policy, Approving Issuance of Revenue Bonds, Director the CFO to Pursue Credit Enhancement for Revenue Bond Offerings, and Approving a Forward Rate Swap</li> </ul>	<p>Committee Chairman Kleiter requested approval to this Resolution as submitted.</p>	<p><b>MOTION:</b> by Kleiter, 2<sup>nd</sup> by Krider and carried, to adopt Resolution No. 12.12.05 (03) – 29 to Approving Revised Plan of Finance, Approving a Debt Policy, Approving the Issuance of Revenue Bonds, Director the CFO to Pursue Credit Enhancement for Revenue Bond Offerings, and Approving a Forward Rate Swap. All in favor. None opposed.</p>	
<ul style="list-style-type: none"> <li>Approval: Administrative Medical/Surgical Stabilization Services Agreement with SpecialCare Hospital Management Corporation</li> </ul>	<p>Director Kleiter noted that this item had been deferred from under Consent Items near the beginning of the agenda.</p> <p>Following discussion, it was agreed that this Agreement be approved but that it would be brought back for a six-monthly review and that this item be scheduled with next year's (2006) Finance Committee when the Chairman of that Committee has been appointed.</p>	<p><b>MOTION:</b> by Greer, 2<sup>nd</sup> by Kleiter and carried to approve the Administrative Medical/Surgical Stabilization Services Agreement with SpecialCare Hospital Management Corporation as submitted, <b>with the provision that this Agreement be reviewed in six months.</b></p>	<p><b>Bob Hemker, CFO and Chairman of Finance Committee for future Finance Committee meeting re: six-month review of Agreement</b></p>
<p><b>Human Resources</b></p>	<p><b>Nancy L. Bassett, RN, MBA, Chairperson</b></p>		
<ul style="list-style-type: none"> <li>Pension Plan Update</li> </ul>	<p>Director Bassett noted that this item had been deferred from under Consent Items near the beginning of the agenda and that no Human Resources Committee meeting had been held in November, hence the submittal of this updated Pension Plan based upon certain legal requirements.</p> <p>Director Kleiter suggested that Wallie George and Brenda Turner be available to review any of the proposed changes that were made in the</p>		<p><b>Bring back to future Board Meeting - (brought back to December 14, 2005 Special Board Meeting)</b></p>





**Palomar Pomerado Health  
JOINT BOD/STRATEGIC PLANNING COMMITTEE  
POMERADO – CONFERENCE ROOM E  
December 20, 2005**

AGENDA ITEM	DISCUSSION	CONCLUSION/ACTION	FOLLOW-UP/ RESPONSIBLE PARTY
<b>CALL TO ORDER</b>	The Strategic Planning Committee meeting was opened at 6:00 p.m. by Dr. Larson.		
<b>ESTABLISHMENT OF QUORUM</b>	Dr. Larson, Nancy Bassett, RN, Michael Covert, Linda Greer, Bruce Krider, Dr. Rivera, and Nancy Scofield. Also attending were Gerald Bracht, Dr. Buringrud, George Gigliotti, Lorie Harmon, Bob Hemker, Marcia Jackson, Dr. Kanter, Mike Shanahan. Guests: Sheila Brown, Tom Chessum, Carrie Frederick, Gustavo Friederichsen, Stephanie Heames, Andy Hoang, Joe Hook, Diane Key, Mary Oelman, Stonish Pierce, Opal Reinbold, Nick Xenitopoulos, and Steve Yundt.		
<b>NOTICE OF MEETING</b>	The notice of meeting was mailed consistent with legal requirements.		
<b>PUBLIC COMMENTS</b>	There were no requests for public comments.		
<b>MINUTES Nov. 15, 2005</b>		<b>MOTION:</b> Motion made by Director Scofield, seconded by Linda Greer, and carried for approval as presented (with Dr. Rivera abstaining since he was not at the November Committee meeting).	

12

AGENDA ITEM	DISCUSSION	CONCLUSION/ACTION	FOLLOW-UP/ RESPONSIBLE PARTY
<b>STRATEGIC PLANNING COMMITTEE 2006 MEETING SCHEDULE</b>	<p>The Strategic Planning Committee needs to establish the 2006 meeting schedule. In 2005, the Committee met on the third Tuesday of each month at 6:00 p.m. If this schedule were to be maintained, the attached 2006 schedule would be adopted.</p> <p>After discussion, it was motioned by Nancy Bassett, R.N., seconded by Director Scofield, and carried, to keep Strategic Planning Committee meetings on the third Tuesday of each month at 6:00 p.m., with dinner at 5:30 p.m., with the following exceptions:</p> <p><b>The January Strategic Planning Committee to meet on January 10, at POM in Conference Room E.</b></p> <p><b>The March Joint BOD/Strategic Planning Committee to meet on March 16, at PMC in the Graybill Auditorium.</b></p> <p><b>The May Strategic Planning Committee meeting will be held on May 24, at PMC in the Graybill Auditorium.</b></p> <p>Lorie Harmon to update and distribute the Strategic Planning Committee 2006 Meeting Schedule at the January 10 Committee meeting.</p> <p>The Strategic Planning Committee meeting was adjourned by Dr. Larson.</p>	<p><b>Strategic Planning Committee 2006 Meeting Schedule to be updated and distributed at the January 10 Committee meeting.</b></p>	<p><b>L. Harmon</b></p>
<b>FACILITY UPDATE</b>	<p>Dr. Rivera opened the full PPH Board meeting.</p> <p>The August 16 Strategic Planning Committee meeting was also a Joint BOD/Strategic Planning Committee meeting, where an update on the planning and process</p>		

13

AGENDA ITEM	DISCUSSION	CONCLUSION/ACTION	FOLLOW-UP/ RESPONSIBLE PARTY
	<p>status of affected PPH facilities (PMC East and West, and POM) was provided. An update on the status of these facilities was provided at the December 20 Joint BOD/Strategic Planning Committee meeting.</p> <p>This presentation was a review of project budget and scope status of the three facilities, including:</p> <ul style="list-style-type: none"> <li>• Market Conditions of the California Hospital Market Data</li> <li>• Cost Data for California Hospitals, including actual, bidding, under construction, and 2005 estimates plus escalation</li> <li>• Strategies - Delivery Methods and Design</li> </ul> <p>Along with Mike Shanahan, Tom Chessum and Steve Yundt from Anshen &amp; Allen, and Joe Hook from Rudolph &amp; Sletten, presented a Project Budget Update for POM, PMC West, and PMC East, which addressed the increases in project costs from the time that the Facilities Master Plan was adopted in July 2004, when an estimated project cost was approximately \$753 million, to the current cost estimates in December of 2005. The increased additional costs are approximately \$230 million, broken down as follows:</p> <ul style="list-style-type: none"> <li>• Market &amp; Schedule Conditions: 124.0 M</li> <li>• Program Revisions (Increases/Reductions) 31.3 M</li> <li>• Soft Costs (Plan Check Fees) 3.2 M</li> <li>• Land 19.0 M</li> <li>• Equipment 52.1 M <ul style="list-style-type: none"> <li>▪ (Program Additions)</li> <li>▪ (Increasing Medical Technology Use)</li> </ul> </li> </ul>		

14

AGENDA ITEM	DISCUSSION	CONCLUSION/ACTION	FOLLOW-UP/ RESPONSIBLE PARTY
	<ul style="list-style-type: none"> <li>▪ (Reuse, Saturation of Equipment)</li> </ul> <p>Timelines and schedules were discussed, along with their relation to cost management (design and construction preparation, re-phasing decisions, and construction completion of phasing).</p> <p>It was emphasized that we are no different than any other similar construction project out there today, which all face the same issues and challenges, including conditions that we can control (such as staying on schedule), as well as those that we have little to no control over (i.e., market conditions).</p> <p>Michael Covert announced that there will be further “quarterly snapshots” presented under the Strategic Planning Committee, with participation from facilities planning, as well as finance updates, and operational implications.</p> <p>The Board/Committee members thanked all participants for a detailed analysis and concise presentation.</p> <p>Dr. Rivera adjourned the full PPH Board meeting.</p>		

15


AGENDA ITEM	DISCUSSION	CONCLUSION/ACTION	FOLLOW-UP/ RESPONSIBLE PARTY
<b>COMMITTEE COMMENTS, SUGGESTIONS</b>	<p>Dr. Larson thanked everyone for their participation in the Strategic Planning Committee during 2005, with a special thanks to outgoing Chief of Staff, Dr. Otoshi.</p> <p>Dr. Larson mentioned that he is working with Michael Covert and Marcia Jackson to plan a Strategic Planning Retreat in spring of 2006, which will include the full PPH Board of Directors.</p> <p>In addition, Dr. Larson announced that, for the 2006 Strategic Planning Committee Meeting Schedule, one meeting each quarter would include the full Board of Directors, for the purpose of providing a quarterly facility update.</p>		
<b>FINAL ADJOURNMENT</b>	7: 40		
<b>SIGNATURES</b>	<p>_____ Marcelo Rivera, M.D., Board Chairman</p> <p>_____ Alan Larson, M.D., Committee Chairperson</p> <p>_____ Lorie Harmon</p>		

16

**PALOMAR POMERADO HEALTH  
 CONSOLIDATED DISBURSEMENTS  
 FOR THE MONTH OF  
 NOVEMBER, 2005**

11/01/05	TO	11/30/05	ACCOUNTS PAYABLE INVOICES	\$21,122,036.00
11/04/05	TO	11/18/05	NET PAYROLL	<u>\$8,905,805.00</u>
				\$30,027,841.00

I hereby state that this is an accurate and total listing of all accounts payable, patient refund and payroll fund disbursements by date and type since the last approval.

  
 \_\_\_\_\_  
 CHIEF FINANCIAL OFFICER

*APPROVAL OF REVOLVING, PATIENT REFUND AND PAYROLL FUND DISBURSEMENTS:*

Treasurer, Board of Directors PPH \_\_\_\_\_

Secretary, Board of Directors PPH \_\_\_\_\_

This approved document is to be attached to the last revolving fund disbursement page of the applicable financial month for future audit review.

cc: M. Covert, G. Bracht, R. Hemker, J. Flinn

# MEDICAL STAFF SERVICES



PALOMAR  
POMERADO  
HEALTH

December 20, 2005

TO: Board of Directors

BOARD MEETING DATE: January 9 2006

FROM: James S. Otoshi, M.D., Chief of Staff  
PMC Medical Staff Executive Committee

SUBJECT: Medical Staff Credentialing Recommendations

## PALOMAR MEDICAL CENTER

- I. Provisional Appointment (01/09/2006 – 12/31/2007)  
Richard L. Austin, Jr., M.D., Anesthesiology  
Jeffrey S. Gilroy, M.D., Radiation Oncology  
Jeffrey T. Ho, D.O., Physical Medicine & Rehabilitation  
Paul E. Kim, M.D., Pain Management (Includes PCCC)  
David C. Lozar, M.D., Family Practice  
Michael D. Mottet, M.D., Gastroenterology  
Isela Penunuri, M.D., Family Practice (Includes PCCC)  
Bradley Silverman, M.D., Gynecologic Oncology  
Nguyen P. Tran, M.D., Family Practice  
Wangping Zhao, M.D., Family Practice (Includes PCCC)
- II. Advancement from Provisional to Active Category  
Leslie J. Gullahorn, M.D., Orthopaedic Surgery (Includes PCCC) (01/09/2006 – 10/31/2007)
- III. Change from Active to Courtesy Status  
Rae D. Felthouse, M.D., Hematology/Oncology
- IV. Additional Privileges  
Bill C. Joswig, M.D., Cardiology
  - Moderate Sedation
  - Deep Sedation/AnalgesiaHuabao B. Lin, M.D., Anesthesiology
  - Cardiovascular Anesthesia Including BypassGregory A. Langford, M.D., Obstetrics and Gynecology
  - Apogee Vault Suspension
  - Perigee Transobturator Anterior Prolapse Repair
  - Avaulta Sling Procedure of the Anterior and Posterior CompartmentsJose G. Veliz, M.D., Pain Management
  - Cervical Radiofrequency Nerve Ablation
  - Lumbosacral Radiofrequency Nerve AblationKamen N. Zakov, M.D., Cardiology
  - Moderate Sedation
  - Deep Sedation/Analgesia

PALOMAR MEDICAL  
CENTER  
555 East Valley Parkway  
Escondido, CA 92025  
Tel 760.739.3140  
Fax 760.739.2926

POMERADO  
HOSPITAL  
15615 Pomerado Road  
Poway, CA 92064  
Tel 858.613.4664  
Fax 858.613.4217

ESCONDIDO  
SURGERY CENTER  
343 East Second Avenue  
Escondido, CA 92025  
Tel 760.480.6606  
Fax 760.480.1288

18

V. Voluntary Withdrawal of Privileges and Change to Surgery Assist Only

Jerome L. Sinsky, M.D., Obstetrics and Gynecology

- Postpartum Tubal Sterilization
- Gynecologic Treatment Bundle
- Gynecologic Surgery Bundle

VI. Leave of Absence

Arthur J. Stehly, M.D., Obstetrics and Gynecology – (Extension of Leave of Absence 01/01/2006 - 06/01/2006)  
 Alex I. Fraser, M.D., Anesthesiology (Effective 12/01/2005 – 11/30/2007)

VII. Voluntary Resignations/Withdrawal of Membership

Adelito M. Gale, M.D., Cardiothoracic Surgery (Effective 01/31/2006)  
 Eva M. Runnman, M.D., Internal Medicine (Effective 01/09/2006) (Includes PCCC)

VIII. Allied Health Professional Appointment (01/09/2006 – 12/31/2007)

Monique A. Ostermann, R.N., Registered Nurse/Clinical Research Coordinator

IX. Reappointments Effective 02/01/2006 – 01/31/2008

Lori A. Coleman, M.D.	Radiation Oncology	Dept of Radiology	Active
Robin S. Daus, M.D.	Family/General Practice	Dept of Family Practice	Active
Toni B. Georgiades, D.D.S.	Dentistry	Dept of Surgery	Associate
Jay R. Grossman, M.D.	Dermatology	Dept of Medicine	Courtesy
(Includes PCCC)			
Todd J. Harker, M.D.	Pediatrics	Dept of Pediatrics	Active
V. Don Kirtland, M.D.	Family/General Practice	Dept of Family Practice	Active
Gregory A. Langford, M.D.	OB/GYN	Dept of OB/GYN	Active
Albert W. Lin, D.D.S.	Oral/Maxillofacial Surg.	Dept of Surgery	Courtesy
Blesilda Mario-Singh, M.D.	Pathology	Dept of Pathology	Active
Philip C. Mathis, M.D.	Emergency Medicine	Dept of Emergency Med	Active
Anne P. McKeirnan, M.D.	OB/GYN	Dept of OB/GYN	Active
Peter J. Minkoff, M.D.	Family Practice	Dept of Family Practice	Active
(Includes PCCC)			
Carolyn O. Monahan, M.D.	Pediatrics	Dept of Pediatrics	Active
Elizabeth E. Payne, M.D.	Pediatrics	Dept of Pediatrics	Active
Isabel J. Pereira, M.D.	Internal Med/Geriatrics	Dept of Medicine	Associate
(Includes PCCC)			
Venus F. Ramos, M.D.	Physical Med & Rehab	Dept of Ortho/Rehab	Active
(Includes PCCC)			
Jeffrey M. Rosenburg, M.D.	Cardiothoracic Surgery	Dept of Surgery	Active
Lynn Sheffey, M.D.	Family/General Practice	Dept of Family Practice	Active
Kenneth G. Trestman, M.D.	Pulmonary Disease	Dept of Medicine	Active
Thomas S. Velky, Jr., M.D.	General Vascular Surgery	Dept of Surgery	Active

X. Allied Health Professional Reappointment Effective 01/09/2006 – 12/31/2007

Christine M. Anderson, AuD., Audiologist; Sponsors: Drs. Kripps and Fitzgerald.  
 (Includes PCCC)

Rachel A. Christian, P.A.-C., E.D. Physician Assistant; Sponsors: CEP

Certification by and Recommendation of Chief of Staff:

As Chief of Staff of Palomar Medical Center, I certify that the procedures described in the Medical Staff Bylaws for appointment, reappointment or alteration of staff membership or the granting of privileges and that the policy of the Palomar Pomerado Health System's Board of Directors regarding such practices have been properly followed. I recommend that the action requested in each case be taken by the Board of Directors.



**PALOMAR POMERADO HEALTH SYSTEM  
PROVISIONAL APPOINTMENT  
January, 2006**

**PERSONAL INFORMATION**

<i>Provider Name &amp; Title</i>	Richard L. Austin Jr., M.D.
<i>PPHS Facilities</i>	Escondido Surgery Center Pomerado Hospital Palomar Medical Center

**SPECIALTIES/BOARD CERTIFICATION**

<i>Specialties</i>	Anesthesiology Certified - 1988
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**ORGANIZATIONAL NAME**

<i>Name</i>	Anesthesia Consultants of CA
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**EDUCATION/AFFILIATION INFORMATION**

<i>Medical Education Information</i>	University of Oklahoma College of Medicine, Norman FROM: 09/01/1976 TO: 06/08/1980 Doctor of Medicine Degree
<i>Internship Information</i>	University of Oklahoma, Health Sciences Center Internal Medicine From: 07/01/1980 To: 06/30/1981 First Year Resident in Internal Medicine
<i>Residency Information</i>	University of Cincinnati Medical Center, Ohio Anesthesia From: 07/01/1981 To: 06/30/1984
<i>Fellowship Information</i>	University of Cincinnati Medical Center Critical Care Medicine From: 07/01/1982 To: 06/30/1983 Surgical Intensive Care/Critical Care
<i>Current Affiliation Information</i>	Sharp Memorial Hospital, Chula Vista HealthSouth Surgery Center, Castro Valley

**PALOMAR POMERADO HEALTH SYSTEM  
PROVISIONAL APPOINTMENT  
January, 2006**

**PERSONAL INFORMATION**

<i>Provider Name &amp; Title</i>	Donald C. Fithian, M.D.
<i>PPHS Facilities</i>	Pomerado Hospital

**SPECIALTIES/BOARD CERTIFICATION**

<i>Specialties</i>	Orthopaedic Surgery Certified - 1993/2004
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**ORGANIZATIONAL NAME**

<i>Name</i>	Kaiser Permanente
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**EDUCATION/AFFILIATION INFORMATION**

<i>Medical Education Information</i>	Columbia University, College of Phys & Surgeons, New York, NY FROM: 09/02/1980 TO: 05/16/1984
<i>Internship Information</i>	New York and Presbyterian Hospital General Surgery From: 07/01/1984 To: 06/30/1986
<i>Residency Information</i>	Columbia University Medical Center Orthopaedics From: 07/01/1986 To: 06/30/1990 part of New York and Presbyterian
<i>Fellowship Information</i>	San Diego Knee and Sports Medicine Fellowship Sports Medicine From: 08/01/1990 To: 08/31/1991 knee&shoulder surgery
<i>Current Affiliation Information</i>	Kaiser Permanente, San Diego

**PALOMAR POMERADO HEALTH SYSTEM  
PROVISIONAL APPOINTMENT  
January, 2006**

**PERSONAL INFORMATION**

<i>Provider Name &amp; Title</i>	Jeffrey S. Gilroy, M.D.
<i>PPHS Facilities</i>	Palomar Medical Center

**SPECIALTIES/BOARD CERTIFICATION**

<i>Specialties</i>	Radiation Oncology Certified - 2005
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**ORGANIZATIONAL NAME**

<i>Name</i>	X-Ray Medical Group, Inc.
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**EDUCATION/AFFILIATION INFORMATION**

<i>Medical Education Information</i>	University of Nebraska Medical Center, Omaha FROM: 08/21/1995 TO: 05/08/1999 Doctor of Medicine Degree
<i>Internship Information</i>	Creighton University Medical Center, Omaha Internal Medicine From: 07/01/1999 To: 06/30/2000
<i>Residency Information</i>	University of Florida, Gainesville Radiation Oncology From: 07/01/2000 To: 06/30/2004
<i>Fellowship Information</i>	N/A
<i>Current Affiliation Information</i>	Sharp Memorial Hospital Sharp Grossmont Hospital Sharp Memorial Hospital, Chula Vista

**PALOMAR POMERADO HEALTH SYSTEM  
PROVISIONAL APPOINTMENT  
January, 2006**

**PERSONAL INFORMATION**

<i>Provider Name &amp; Title</i>	Jeffrey T. Ho, D.O.
<i>PPHS Facilities</i>	Palomar Medical Center

**SPECIALTIES/BOARD CERTIFICATION**

<i>Specialties</i>	Physical Medicine & Rehab – Not Board Certified
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**ORGANIZATIONAL NAME**

<i>Name</i>	Rehab Associates Medical Group
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**EDUCATION/AFFILIATION INFORMATION**

<i>Medical Education Information</i>	Touro University College of Osteopathic Medicine, Vallejo, CA FROM: 08/01/1997 TO: 06/01/2001 Doctor of Osteopathy Degree
<i>Internship Information</i>	Harbor/UCLA Medical Center General Surgery From: 06/24/2001 To: 06/23/2002
<i>Residency Information</i>	Veterans Affairs Medical Center - West Los Angeles Physical Medicine/Rehab From: 07/01/2002 To: 06/30/2005
<i>Fellowship Information</i>	N/A
<i>Current Affiliation Information</i>	Lakewood Regional Medical Center, Lakewood, CA Long Beach Memorial Medical Center, CA

**PALOMAR POMERADO HEALTH SYSTEM  
PROVISIONAL APPOINTMENT  
January, 2006**

**PERSONAL INFORMATION**

<i>Provider Name &amp; Title</i>	Paul E. Kim, M.D.
<i>PPHS Facilities</i>	Escondido Surgery Center Palomar Medical Center (Palomar Continuing Care Center)

**SPECIALTIES/BOARD CERTIFICATION**

<i>Specialties</i>	Pain Management - Certified: 2001 Anesthesiology - Certified: 2001
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**ORGANIZATIONAL NAME**

<i>Name</i>	Paul E. Kim, M.D.
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**EDUCATION/AFFILIATION INFORMATION**

<i>Medical Education Information</i>	Chicago Medical School, Chicago, IL FROM: 07/27/1992 TO: 06/09/1996 Doctor of Medicine Degree
<i>Internship Information</i>	LAC/University of Southern Calif. Medical Center, Los Angeles, CA General Surgery From: 06/24/1996 To: 06/24/1997
<i>Residency Information</i>	University of California, Los Angeles Anesthesia From: 07/01/1997 To: 06/30/2000
<i>Fellowship Information</i>	University of California, Los Angeles Pain Management From: 07/17/2000 To: 07/16/2001
<i>Current Affiliation Information</i>	Scripps Ranch Surgery Center Scripps Memorial Hospital, La Jolla Beach Citys Surgery Center, Solana Beach, CA

**PALOMAR POMERADO HEALTH SYSTEM  
PROVISIONAL APPOINTMENT  
January, 2006**

**PERSONAL INFORMATION**

<i>Provider Name &amp; Title</i>	David C. Lozar, M.D.
<i>PPHS Facilities</i>	Palomar Medical Center

**SPECIALTIES/BOARD CERTIFICATION**

<i>Specialties</i>	Family Practice Certified - 2003
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**ORGANIZATIONAL NAME**

<i>Name</i>	Kaiser Permanente
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**EDUCATION/AFFILIATION INFORMATION**

<i>Medical Education Information</i>	Northwestern University Medical School, Chicago, IL FROM: 06/01/1992 TO: 05/31/1996 Doctor of Medicine Degree
<i>Internship Information</i>	Columbus Hospital, Chicago, IL General Surgery From: 06/18/1996 To: 06/27/1997
<i>Residency Information</i>	University of Massachusetts Medical Center, Worcester, MA Family Practice From: 07/01/1997 To: 06/30/2000
<i>Fellowship Information</i>	N/A
<i>Current Affiliation Information</i>	Kaiser Permanente, San Diego

**PALOMAR POMERADO HEALTH SYSTEM  
PROVISIONAL APPOINTMENT  
January, 2006**

**PERSONAL INFORMATION**

<i>Provider Name &amp; Title</i>	Vishal M. Mehta, M.D.
<i>PPHS Facilities</i>	Pomerado Hospital

**SPECIALTIES/BOARD CERTIFICATION**

<i>Specialties</i>	Orthopaedic Surgery - Not Board Certified
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**ORGANIZATIONAL NAME**

<i>Name</i>	Kaiser Permanente
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**EDUCATION/AFFILIATION INFORMATION**

<i>Medical Education Information</i>	University of Illinois, Chicago FROM: 08/26/1996 TO: 05/06/2000
<i>Internship Information</i>	University of Chicago, IL From: 07/01/2000 To: 06/30/2001
<i>Residency Information</i>	University of Chicago Orthopaedics From: 07/01/2001 To: 05/03/2005
<i>Fellowship Information</i>	Kaiser Permanente, San Diego Sports Medicine From: 08/01/2005 To: Present
<i>Current Affiliation Information</i>	None

**PALOMAR POMERADO HEALTH SYSTEM  
PROVISIONAL APPOINTMENT  
January, 2006**

**PERSONAL INFORMATION**

<i>Provider Name &amp; Title</i>	Michael D. Mottet, M.D.
<i>PPHS Facilities</i>	Escondido Surgery Center Palomar Medical Center

**SPECIALTIES/BOARD CERTIFICATION**

<i>Specialties</i>	Gastroenterology Certified - 1979 Internal Medicine Certified - 1977
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**ORGANIZATIONAL NAME**

<i>Name</i>	Kaiser Permanente
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**EDUCATION/AFFILIATION INFORMATION**

<i>Medical Education Information</i>	St. Louis University School of Medicine, MO FROM: 09/01/1970 TO: 05/11/1974
<i>Internship Information</i>	Naval Medical Center, San Diego Internal Medicine From: 07/01/1974 To: 06/30/1975
<i>Residency Information</i>	Naval Medical Center, San Diego Internal Medicine From: 07/01/1975 To: 06/30/1977
<i>Fellowship Information</i>	Naval Medical Center, San Diego Gastroenterology From: 07/15/1977 To: 07/14/1979
<i>Current Affiliation Information</i>	Kaiser Permanente, San Diego Naval Hospital, Bremerton WA



**PALOMAR POMERADO HEALTH SYSTEM  
PROVISIONAL APPOINTMENT  
January, 2006**

**PERSONAL INFORMATION**

<i>Provider Name &amp; Title</i>	Isela Penunuri, M.D.
<i>PPHS Facilities</i>	Palomar Medical Center (Palomar Continuing Care Center)

**SPECIALTIES/BOARD CERTIFICATION**

<i>Specialties</i>	Family Practice Certified - 2004
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**ORGANIZATIONAL NAME**

<i>Name</i>	Graybill Medical Group
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**EDUCATION/AFFILIATION INFORMATION**

<i>Medical Education Information</i>	Universidad Autonoma de Guadalajara, San Antonio, TX FROM: 09/01/1996 TO: 06/09/2000 Doctor of Medicine Degree
<i>Internship Information</i>	New York Medical College at St. Agnes Hospital, Valhalla, NY Fifth Pathway From: 07/01/2000 To: 06/30/2001
<i>Residency Information</i>	University of Wisconsin, Eau Claire Family Practice From: 07/01/2001 To: 06/30/2004 Luther Hospital/Sacred Heart Hospital
<i>Fellowship Information</i>	N/A
<i>Current Affiliation Information</i>	None

**PALOMAR POMERADO HEALTH SYSTEM  
PROVISIONAL APPOINTMENT  
January, 2006**

**PERSONAL INFORMATION**

<i>Provider Name &amp; Title</i>	M. Bradley Silverman, M.D.
<i>PPHS Facilities</i>	Pomerado Hospital Palomar Medical Center

**SPECIALTIES/BOARD CERTIFICATION**

<i>Specialties</i>	Obstetrics and Gynecology Certified - 2000 Gynecologic Oncology Certified - 2002
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**ORGANIZATIONAL NAME**

<i>Name</i>	UCSD Medical Center
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**EDUCATION/AFFILIATION INFORMATION**

<i>Medical Education Information</i>	UCSD School of Medicine FROM: 09/01/1987 TO: 06/09/1991 Doctor of Medicine Degree
<i>Internship Information</i>	University of California, San Diego Reproductive Medicine From: 06/24/1991 To: 06/27/1992 Obstetrics/Gynecology Internship
<i>Residency Information</i>	University of California, San Diego Obstetrics/Gynecology From: 07/01/1992 To: 06/30/1995 Obstetrics/Gynecology Residency
<i>Fellowship Information</i>	Mayo Clinic, Rochester, MN Gynecologic Oncology From: 06/29/1996 To: 06/25/1999 Gynecologic Oncology Fellowship
<i>Current Affiliation Information</i>	University of California, San Diego Sharp Memorial Hospital, Chula Vista Scripps Memorial Hospital, La Jolla Scripps Mercy Hospital Scripps Memorial Hospital, Encinitas Kaiser Permanente, San Diego

**PALOMAR POMERADO HEALTH SYSTEM  
PROVISIONAL APPOINTMENT  
January, 2006**

**PERSONAL INFORMATION**

<i>Provider Name &amp; Title</i>	Nguyen P. Tran, M.D.
<i>PPHS Facilities</i>	Palomar Medical Center

**SPECIALTIES/BOARD CERTIFICATION**

<i>Specialties</i>	Family Practice Certified - 2005
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**ORGANIZATIONAL NAME**

<i>Name</i>	Kaiser Permanente
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**EDUCATION/AFFILIATION INFORMATION**

<i>Medical Education Information</i>	Ross University School of Medicine, Edison, NJ FROM: 09/01/1997 TO: 11/30/2001 Doctor of Medicine Degree
<i>Internship Information</i>	University of Washington, Spokane Family Practice From: 06/19/2002 To: 06/29/2003
<i>Residency Information</i>	University of Washington, Spokane Family Practice From: 07/01/2003 To: 06/30/2005
<i>Fellowship Information</i>	N/A
<i>Current Affiliation Information</i>	Kaiser Permanente, San Diego

**PALOMAR POMERADO HEALTH SYSTEM  
PROVISIONAL APPOINTMENT  
January, 2006**

**PERSONAL INFORMATION**

<b>Provider Name &amp; Title</b>	Wangping Zhao, M.D.
<b>PPHS Facilities</b>	Escondido Surgery Center Palomar Medical Center (Palomar Continuing Care Center)

**SPECIALTIES/BOARD CERTIFICATION**

<b>Specialties</b>	Family Practice Certified - 2005
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**ORGANIZATIONAL NAME**

<b>Name</b>	Graybill Medical Group
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**EDUCATION/AFFILIATION INFORMATION**

<b>Medical Education Information</b>	Jiangxi Medical College, Jiangxi, China FROM: 03/01/1978 TO: 12/31/1982 Doctor of Medicine Degree
<b>Internship Information</b>	N/A
<b>Residency Information</b>	St. John Hospital & Medical Center, St. Clair Shores, MI Family Practice From: 07/01/2002 To: 06/30/2005
<b>Fellowship Information</b>	Stanford University Medical Center, Stanford, CA Research From: 01/01/2002 To: 01/31/2002 Sleep Clinic Research Fellowship
<b>Current Affiliation Information</b>	None

**PALOMAR POMERADO HEALTH  
ALLIED HEALTH PROFESSIONAL  
APPOINTMENTS  
FOR JANUARY 2006**

**NAME:** George E. Frazier, O.T.  
**SPECIALTY:** Orthopaedic Technician  
**SERVICES:** Orthopaedic Technician for the Kaiser Orthopaedic Surgeons at Pomerado Hospital  
**TRAINING:** Naval Regional Medical Center, San Diego, CA  
 Orthopaedic Technician Training 10/01/78-07/26/79  
**PRACTICE:** Orthopaedic Technician, Kaiser Permanente, San Diego, CA 07/01/91-Present  
 Orthopaedic Technician, Tri-City Hospital, Oceanside, CA 09/18/89-06/06/91  
 Operating Room Technician, Holy Cross Hospital, Chicago, IL 07/01/88-08/31/89  
 EEG Assistant, Northwestern Memorial Hospital, Chicago, IL 01/01/88-07/01/88  
 Orthopaedic Technician, Tri-City Hospital, Oceanside, CA 06/01/86-10/31/87  
 Receptionist/Drug Counselor, Western Clinical Health Services Chicago, IL 08/01/85-06/30/86  
 Central Supply Room Tech, Glennbrook Hospital, Glenview, IL 03/01/85-07/31/85  
 Orthopaedic Technician, U. S. Navy, Balboa Naval Hospital, S.D. 11/1/78-10/31/84  
**SPONSORS:** Kaiser Orthopaedic Surgeons at Pomerado Hospital  
**CERTIFICATION:** None  
**FACILITY:** Pomerado Hospital

**NAME:** Julie L. Gill, P.A.-C.  
**SPECIALTY:** Physician Assistant  
**SERVICES:** Physician Assistant services for Kaiser Orthopaedic Surgeons at Pomerado Hospital  
**TRAINING:** Springfield College and Baystate Health System  
 Bachelor of Science/Physician Assistant Certificate 09/01/95-05/16/99  
**PRACTICE:** Physician Assistant, Dept. of Orthopaedics, Kaiser Permanente, San Diego, CA 08/08/05-Present  
 Physician Assistant, New England Baptist Hospital, Boston, MA 09/17/99-06/30/05  
**SPONSORS:** Kaiser Orthopaedic Surgeons at Pomerado Hospital  
**CERTIFICATION:** National Commission on Certification of Physician Assistants 1999  
**FACILITY:** Pomerado Hospital

**NAME:** Monique A. Ostermann, R.N.  
**SPECIALTY:** Registered Nurse/Clinical Research Coordinator  
**SERVICES:** Registered Nurse for Clinical Research Studies for Roger Schechter, M.D.  
**TRAINING:** Palomar College, San Marcos, CA  
 Associate of Arts Degree in Nursing 08/01/03-05/20/05  
**PRACTICE:** Registered Nurse Clinical Research Study Coordinator for Roger Schechter, M.D. 09/01/05-Present  
 Registered Nurse, Critical Care, Palomar Medical Center, Escondido, CA 06/01/05-Present  
 Emergency Technician&CNA, Palomar Medical Center, Escondido, CA 06/01/02-05/31/05  
 Basic Life Support Instructor, Kaiser Permanente, San Diego 01/01/02-Present  
**SPONSORS:** Roger Schechter, M.D.,  
**CERTIFICATION:** None  
**FACILITIES:** Palomar Medical Center and Pomerado Hospital

# MEDICAL STAFF SERVICES



**DATE:** December 20, 2005  
**MEMO TO:** Palomar Pomerado Health  
Board of Directors  
**FROM:** Marvin Levenson, M.D.  
Medical Director, Escondido Surgery Center  
**RE:** Medical Staff Recommendations

The Medical Staff of Palomar Medical Center approved the following credentialing recommendations for Escondido Surgery Center for submission to the Board of Directors:

**Appointment:**

- ◆ Richard L. Austin, Jr., M.D., Anesthesiologist (01/09/2006 – 12/31/2007)
- ◆ Paul E. Kim, M.D., Pain Management (01/09/2006 – 12/31/2007)
- ◆ Michael D. Mottet, M.D., Gastroenterology (01/09/2006 – 12/31/2007)
- ◆ Wangping Zhao, M.D., Family Practice (01/09/2006 – 12/31/2007)

**Escondido Surgery Center Voluntary Withdrawal of Privileges and Change to Surgery Assist Only**

- ◆ Jerome L. Sinsky, M.D., Obstetrics and Gynecology  
- Gynecologic Surgery Bundle

**Escondido Surgery Center Leave of Absence**

- ◆ Arthur J. Stehly, M.D., Obstetrics and Gynecology (Extension of Leave of Absence 01/01/2006 - 06/01/2006)
- ◆ Alex I. Fraser, M.D., Anesthesiology (Effective 12/01/2005 – 11/30/2007)

**Voluntary Resignations/Withdrawals:**

- ◆ Adelito M. Gale, M.D., Cardiothoracic Surgery (Effective 01/31/2006)

**Reappointment:**

01/09/2006 – 10/31/2007

- ◆ Leslie Gullahorn, M.D., Orthopaedic Surgery

02/01/2006 – 01/31/2008

- ◆ Gregory A. Langford, M.D., OB/GYN
- ◆ Albert W. Lin, D.D.S., Oral/Maxillofacial Surgery
- ◆ Peter J. Minkoff, M.D., Family Practice
- ◆ Thomas S. Velky, Jr., M.D., General Vascular Surgery

**Certification by and Recommendation of Escondido Surgery Center Medical Director:**

As Medical Director of Escondido Surgery Center, I certify that the procedures described in the Escondido Surgery Center Policies and Procedures for appointment, reappointment or the granting of privileges and that the policy of the Palomar Pomerado Health Board of Directors regarding such practices have been properly followed. I recommend that the action requested in each case be taken by the Board of Directors.

PALOMAR MEDICAL  
CENTER  
555 East Valley Parkway  
Escondido, CA 92025  
Tel 760.739.3140  
Fax 760.739.2926

POMERADO  
HOSPITAL  
15615 Pomerado Road  
Poway, CA 92064  
Tel 858.613.4664  
Fax 858.613.4217

ESCONDIDO  
SURGERY CENTER  
343 East Second Avenue  
Escondido, CA 92025  
Tel 760.480.6606  
Fax 760.480.1288

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**Pomerado Hospital Medical Staff Services**  
15615 Pomerado Road  
Poway, CA 92064  
Phone – (858) 613-4664  
FAX - (858) 613-4217

DATE: December 29, 2005  
TO: Board of Directors - January 9, 2006 Meeting  
FROM: Paul E. Tornambe, M.D., Chief of Staff, Pomerado Hospital Medical Staff  
SUBJECT: Medical Staff Credentials Recommendations – December 2005:

Provisional Appointments: (1/09/2006 – 12/31/2007)

Richard L. Austin, M.D. – Anesthesia  
Donald C. Fithian, M.D. – Orthopedic Surgery  
Vishal Mehta, M.D. – Orthopedic Surgery  
M. Bradley Silverman, M.D. – GYN Oncology

Biennial Reappointments: (2/01/06- 1/31/2008)

Toni B. Georgiades, D.D.S. – Dentistry – Affiliate  
Gregory A. Langford, M.D. – OB/GYN - Active  
Albert W. Lin, D.D.S. – Surgery/Oral & Maxillofacial – Active  
Blesilda Mario-Singh, M.D. – Pathology – Active  
Peter J. Minkoff, M.D. – Family Practice – Courtesy (includes Villa)  
Isabel J. Pereira, M.D. – Internal Medicine – Active (includes Villa)  
Kyle B. Potts, M.D. – Surgery/General – Active  
Venus F. Ramos, M.D. – Physical Medicine/Rehab – Courtesy (includes Villa)  
Kenneth G. Trestman, M.D. – Internal Medicine/Pulmonary – Active (includes Villa and Sub-Acute)

Additional Privileges:

Sunil S. Rayan, M.D. – General/Vascular Surgery – Moderate Sedation  
Kamen N. Zakov, M.D. - Cardiology – Moderate Sedation/ Deep Sedation

Provisional Reviews/Advancements:

Leslie J. Gullahorn, M.D. – General Surgery (includes Villa)- Advanced to Active Category (01/09/2006 – 10/31/2007)  
Alan C. Westernen, M.D. - Ophthalmology – Advanced to Active Category (01/09/2006 – 10/31/2007)

Allied Health Appointments: (01/09/2006 – 12/31/2007)

Julie L. Gill, P.A.-C – Sponsors Kaiser Physicians  
George Frazier, O.T. – Sponsors Kaiser Physicians  
Monique A. Ostermann, R.N. – Sponsor Dr. Schechter

Allied Health Renewal (effective through (1/31/2008)

Christine M. Anderson, AuD - Sponsors – P. Fitzgerald, M.D., M. Kripps, M.D.

Leave of Absence – (Effective 12/01/2005 to 11/30/ 2007

Alex I. Fraser, M.D.

Change in Category:

David W. Cloyd, M.D. – General Surgery – Active to Courtesy Category  
Michele M. Grad, M.D. – Emergency Medicine - Courtesy to Active  
Bindu Singhal, M.D. – Internal Medicine - Active to Affiliate

Resignations:

Christopher Di Simone, M.D. – Internal Medicine  
Nikhil R. Gandhi, M.D. – Internal Medicine  
Swaminatha V. Gurudevan, M.D. – Internal Medicine  
Eva M. Runnman, M.D. – Internal Medicine (Villa)  
Juergen G. Winkler, M.D. – Family Practice

Allied Health Resignation:

Jennifer G. Burrows, R.N.  
Gwendolyn T. Cline, R.N.  
Julie Walch-Michnowicz, GNP

**POMERADO HOSPITAL**

Certification by and Recommendation of Chief of Staff: As Chief of Staff of Pomerado Hospital, I certify that the procedures described in the Medical Staff Bylaws for appointment, reappointment, or alternation of staff membership or the granting of privileges and the policy of the Palomar Pomerado Health System's Board of Directors regarding such practices have been properly followed. I recommend that the Board of Directors take the action requested in each case.



**Strategic Planning Committee  
Proposed 2006 Meeting Schedule**

**TO:** PPH Board of Directors  
**MEETING DATE:** January 9, 2006  
**FROM:** Joint BOD/Strategic Planning Committee on December 20, 2005.  
**BY:** Marcia Jackson, Chief Planning Officer

**BACKGROUND:** The Strategic Planning Committee needs to establish the 2006 meeting schedule. In 2005, the Committee met on the third Tuesday of each month at 6:00 p.m. If this schedule is to be maintained, the attached 2006 schedule would be adopted.

After discussion, it was motioned by Nancy Bassett, R.N., seconded by Director Scofield, and carried, to keep Strategic Planning Committee meetings on the third Tuesday of each month at 6:00 p.m., with dinner at 5:30 p.m., with the following exceptions:

The January Strategic Planning Committee to meet on January 10, at POM in Conference Room E.

The March Joint BOD/Strategic Planning Committee to meet on March 16, at PMC in the Graybill Auditorium.

The May Strategic Planning Committee meeting will be held on May 24, at PMC in the Graybill Auditorium.

Lorie Harmon to update and distribute the Strategic Planning Committee 2006 Meeting Schedule at the January 10 Committee meeting.

**COMMITTEE RECOMMENDATION:**

**Information:** X

## Facilities Update

**TO:** PPH Board of Directors

**DATE:** January 9, 2006

**FROM:** Joint BOD/Strategic Planning Committee on December 20, 2005

**BY:** Marcia Jackson, Chief Planning Officer  
Mike Shanahan, Director Facilities Planning & Development

**BACKGROUND:** The August 16 Strategic Planning Committee meeting was also a Joint BOD/Strategic Planning Committee meeting, where an update on the planning and process status of affected PPH facilities (PMC East and West, and POM) was provided. An update on the status of these facilities was provided at the December 20 Joint BOD/Strategic Planning Committee meeting.

This presentation was a review of project budget and scope status of the three facilities, including:

- Market Conditions of the California Hospital Market Data
- Cost Data for California Hospitals, including actual, bidding, under construction, and 2005 estimate plus escalation
- Strategies - Delivery Methods and Design

Along with Mike Shanahan, Tom Chessum and Steve Yundt from Anshen & Allen, and Joe Hook from Rudolph & Sletten, presented a Project Budget Update for POM, PMC West, and PMC East, which addressed the increases in project costs from the time that the Facilities Master Plan was adopted in July 2004, when an estimated project cost was approximately \$753 million, to the current cost estimates in December of 2005. The increased additional costs are approximately \$230 million, broken down as follows:

- |  |           |
|--|-----------|
| • Market & Schedule Conditions:            | \$124.0 M |
| • Program Revisions (Increases/Reductions) | 31.3 M    |
| • Soft Costs (Plan Check Fees)             | 3.2 M     |
| • Land                                     | 19.0 M    |
| • Equipment                                | 52.1 M    |
| ▪ (Program Additions)                      |           |
| ▪ (Increasing Medical Technology Use)      |           |
| ▪ (Reuse, Saturation of Equipment)         |           |

## Facilities Update

Timelines and schedules were discussed, along with their relation to cost management (design and construction preparation, re-phasing decisions, and construction completion of phasing).

It was emphasized that we are no different than any other similar construction project out there today, which all face the same issues and challenges, including conditions that we can control (such as staying on schedule), as well as those that we have little to no control over (i.e., market conditions).

Michael Covert announced that there will be further "quarterly snapshots" presented under the Strategic Planning Committee, with participation from facilities planning, as well as finance updates, and operational implications.

The Board/Committee members thanked all participants for a detailed analysis and concise presentation.

**STAFF RECOMMENDATION:** For information only.

### COMMITTEE RECOMMENDATION:

**Information:**           X

**PALOMAR POMERADO HEALTH**  
**Facilities Master Plan, Cost Accumulation & Control System**

**TO:** Board of Directors

**MEETING DATE:** Monday, January 9, 2006

**FROM:** FACILITIES AND GROUNDS COMMITTEE  
Meeting of December 19, 2005

**BY:** Jim Flinn, CHE  
Chief Administrative Officer  
Pomerado Hospital

**Background:** The Facilities Planning and Development Department has developed a comprehensive cost accumulation and reporting system for the Expansion and Modernization Program. An educational presentation was made to the Committee explaining the various documents, reports and control techniques that will be utilized to manage the program.

**Budget Impact:** NONE

**Staff Recommendation:** INFORMATIONAL ONLY

**Committee Questions:**

**COMMITTEE RECOMMENDATION:**

**Motion:**

**Individual Action:**

**Information:** X

**Required Time:**

# **Expansion and Replacement Program Cost Accumulation and Control**

**AUGUST 25, 2005**

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**PALOMAR POMERADO HEALTH**

# Expansion and Replacement Program Cost Accumulation and Control

## Completed Items

## Exhibit No.

Program budgets have been baselined at \$753 Million

The following has been established:

- Cost Centers 1
- Account Categories 2
- Allocation Rules 3
- Data Flow Rules between R&S and PPH 4
- Monthly Report Distribution Matrix 5
- Variance Analysis Rules 6
- Time Phased Budget Assumptions 7

**PALOMAR POMERADO HEALTH**

# Expansion and Replacement Program Cost Accumulation and Control

## List of Cost Centers

Cost Center No	NEW SITE	Cost Center No	POMERADO
1	Tower and D&T	7	Hospital Remodel
2	Hospital Support Building	8	Existing Central Plant
3	Central Plant	9	New Tower
4	Parking	10	New D&T
5	Site	11	New Central Plant
6	Regional Resource Building	12	Condo OSP
		13	Parking Garage
		14	Surface Parking
		15	Site
	<b>EXISTING PMC</b>		<b>SATELLITE CENTERS</b>
16	McLeod	21	Pefiasquitos Clinic
17	New Entry (includes elevator)	22	Ramona Clinic
18	Hospital Remodel		
19	Adams Wing		
20	Site		

EXHIBIT 1

**PALOMAR POMERADO HEALTH**

# Expansion and Replacement Program Cost Accumulation and Control

## Account Categories for Expansion Projects

ACCT / CATEGORY	DESCRIPTION
11005	ADMINISTRATION & OTHER
11010	ADMIN-LEGAL & INSURANCE
11020	ARCHITECT, ENGINEERING & CONSUL
11030	COMMISSIONING, MOVE-IN/STARTUP
11040	CONSTRUCTION
12030	EQUIPMENT
14070	LABOR
14100	LAND
16020	PERMITTING AND INSPECTION
16070	PROJECT CONTINGENCY
16075	PROJECT MANAGEMENT

EXHIBIT 2

**PALOMAR POMERADO HEALTH**

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# Expansion and Replacement Program Cost Accumulation and Control Building Project Expense Allocation processes

DESCRIPTION	RECOMMENDATION	ACTIVITY NUMBERS
Internal Labor Champion Teams	EE enter hours on API Timecard to department 8800. LGV2 transfers all Labor cost to a single CIP Account. Allocated quarterly based on prorata cost of cost center Reported as an unbudgeted variance by R&S unless directed to allocate from contingency.	P/R Expense: 10,20,30,55-8800 C I P: 120400-14070
Employee Travel	PPH to accumulate costs in main activity/cost center (PMC Project) unless identifiable by specific activity/cost center. Allocated quarterly based on prorata cost of cost center	120400
Legal Fees	R&S to accumulate budget for Legal expense into Admin & Other under main activity/cost center (PMC Project) unless identifiable by specific activity/cost center. Allocated quarterly based on prorata cost of cost center	120400
Insurance	R&S to accumulate budget for Insurance expense into Admin & Other under main activity/cost center (PMC Project) Allocated quarterly based on prorata cost of cost center	120400
Capitalized Interest on Construction Loans	PPH to track interest income and interest expense PPH to accumulate costs in main activity/cost center (PMC Project) unless identifiable by specific activity/cost center. Allocated quarterly based on prorata cost of cost center	120400
Permits	R&S to accumulate costs in main activity/cost center for each campus unless identifiable by specific activity/cost center. Allocate quarterly across each campus (ie. Palomar-New Site, Pomerado, Palomar Existing) based on prorata cost of campus	120489 - 120496 - 130491
IOR Costs (Inspector of Record)	R&S to accumulate costs in main activity/cost center for each campus unless identifiable by specific activity/cost center. Allocate quarterly across each campus (ie. Palomar-New Site, Pomerado, Palomar Existing) based on prorata cost of campus.	120489 - 120496 - 130491
Project Management	R&S to accumulate costs in main activity/cost center for each campus unless identifiable by specific activity/cost center. Allocate quarterly across each campus (ie. Palomar-New Site, Pomerado, Palomar Existing) based on prorata cost of campus	120489 - 120496 - 130491
Commissioning	R&S to accumulate costs in main activity/cost center for each campus unless identifiable by specific activity/cost center. Allocate quarterly across each campus (ie. Palomar-New Site, Pomerado, Palomar Existing) based on prorata cost of campus	120489 - 120496 - 130491

EXHIBIT 3

**PALOMAR POMERADO HEALTH**

# Expansion and Replacement Program Cost Accumulation and Control

## Data Flow between R&S and PPH

### For work ordered / Managed by R&S.

- 1) R&S codes (Activity # and Account Category) and submits a Vendor Proposal for approval by PPH Facilities Planning.
- 2) For approved proposals, Facilities Planning (Pam) issues a purchase order with the correct cost center and account category coding.
- 3) All Invoices are mailed directly to R&S by the Vendors. R&S verifies that the invoices are coded properly and approves them for payment.
- 4) R&S forwards approved invoices to Facilities Planning.
- 5) Facilities Planning forwards the invoices to A/P for payment and sends copies of the invoices to F/A Accountant.
- 6) A/P completes "Lawson Receiving Process" for 3-way match and check issuance.
- 7) An excel file of paid Invoices is mailed to R&S by PPH (Linda).

### For PPH ordered items

- 1) Invoices reviewed, coded (Activity # and Account Category) and approved by Facilities Planning (Mike Shanahan or George Gigliotti).
- 2) Facilities Planning forwards the invoices to A/P for payment and sends copies of the invoices to F/A Accountant.
- 3) A/P completes "Lawson Receiving Process" for 3-way match and check issuance.
- 4) An excel file of paid Invoices is mailed to R&S by PPH (Linda).

Totals in R&S system to equal totals in PPH system.

EXHIBIT 4

**PALOMAR POMERADO HEALTH**

# Expansion and Replacement Program Cost Accumulation and Control

Table 1 - Distribution Matrix

	MONTHLY	QUARTERLY	SEMI-ANNUAL
CEO / CFO / CPO	X		
FACILITIES & GROUNDS COMMITTEE		X	
EXPANSION STEERING COMMITTEE		X	
FINANCE COMMITTEE		X	
BOARD			X
CITIZENS OVERSIGHT COMMITTEE			X

# Expansion and Replacement Program Cost Accumulation and Control

## Analysis Rules

- **For contracts up to \$5M:**  
Must explain any variance 10% or greater
- **For contracts over \$5M:**  
Must explain any variance \$500K or greater
- **For misc. minor variances that add up to a significant variance:**  
Must explain the underlying cause

EXHIBIT 6

**PALOMAR POMERADO HEALTH**

# Expansion and Replacement Program Cost Accumulation and Control

## Time Phased Budget Assumptions

1. **CONSTRUCTION** The construction costs are spread over a typical S-curve
2. **ESCALATION** Spread on a straight line basis to midpoint of the construction duration
3. **EQUIPMENT** Spread across the last 2 quarters of the construction duration
4. **DESIGN & CONSULTING** Broken down by 9 Phases as occurs: *Programming, Schematic Design, Design Development, Construction Documents, OSHPD Review, Bidding, Pre-con Services, Construction Administration, Contingency*
5. **ADMINISTRATION & OTHER** Broken down by 8 Categories on a straight line as occurs: *Permit Fees, IOR, Legal, Move in/Start up, Project Management, Commissioning, Insurance, Other*
6. **CONTINGENCY** Contingencies will be a lump sum not time phased and subject to release by management

Each of the 22 Cost Centers incorporates the above breakdown and is Time Phased in accordance with the schedule included in the Facilities Master Plan (FMP).

EXHIBIT 7

**PALOMAR POMERADO HEALTH**

**COST REPORT  
LEVEL 1**

**TOTAL PROJECT ROLL UP**

**BY CAMPUS & COST ELEMENT**

**PALOMAR POMERADO HEALTH**

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**PROJECT COST STATUS REPORT SUMMARY**

Project Number: Rudolph and Sletten No. XXXX  
 Project Name: Facilities Master Plan

**Facilities Master Plan  
 Executive Summary**

7/25/05

Through Change Order No. 0

Cost Center	1 Original Budget Amount	2 Approved Change Orders	3 Pending Change Orders	4 = 1+2+3 Predicted Final Budget	5 Cost To Date	6 Estimated Cost To Complete	7 = 5+6 Predicted Final Cost	8 = 4-7 Variance + Save (-) Over
1 Palomar Medical Center West	531,000,000	0	0	531,000,000	0	531,000,000	531,000,000	0
2 Pomerado Hospital	139,000,000	0	0	139,000,000	0	139,000,000	139,000,000	0
3 Existing Palomar Medical Center	73,000,000	0	0	73,000,001	0	73,000,000	73,000,000	0
4 Satellite Clinics	10,000,000	0	0	10,000,000	0	10,000,000	10,000,000	0
<b>Total Cost - Facilities Master Plan</b>	<b>753,000,000</b>	<b>0</b>	<b>0</b>	<b>753,000,000</b>	<b>0</b>	<b>753,000,000</b>	<b>753,000,000</b>	<b>0</b>

PROJECT COST STATUS REPORT SUMMARY

Project Number: Rudolph and Sletten No. XXXX  
 Project Name: Facilities Master Plan

**Facilities Master Plan**  
 Cost Summary by Campus

7/25/05

Through Change Order No. 0

Cost Center	1 Original Budget Amount	2 Approved Change Orders	3 Pending Change Orders	4 = 1+2+3 Predicted Final Budget	5 Cost To Date	6 Estimated Cost To Complete	7 = 5+6 Predicted Final Cost	8 = 4-7 Variance + Save (-) Over
<b>Campus Summary</b>								
1 Construction	524,851,729	0	0	524,851,729	0	524,851,729	524,851,729	0
2 Equipment	48,248,177	0	0	48,248,177	0	48,248,177	48,248,177	0
3 Design & Consulting	69,347,757	0	0	69,347,757	0	69,347,757	69,347,757	0
4 Administrative & Other	25,770,219	0	0	25,770,219	0	25,770,219	25,770,219	0
5 Project Contingency	44,782,118	0	0	44,782,118	0	44,782,118	44,782,118	0
6 Land and Development	30,000,000	0	0	30,000,000	0	30,000,000	30,000,000	0
<b>subtotal - 3 Campus Summary</b>	<b>743,000,000</b>	<b>0</b>	<b>0</b>	<b>743,000,000</b>	<b>0</b>	<b>742,999,999</b>	<b>742,999,999</b>	<b>0</b>
<b>Satellite Clinics</b>								
1 Construction	6,000,000	0	0	6,000,000	0	6,000,000	6,000,000	0
2 Equipment	0	0	0	0	0	0	0	0
3 Design & Consulting	1,000,000	0	0	1,000,000	0	1,000,000	1,000,000	0
4 Administrative & Other	1,000,000	0	0	1,000,000	0	1,000,000	1,000,000	0
5 Project Contingency	1,000,000	0	0	1,000,000	0	1,000,000	1,000,000	0
6 Land and Development	1,000,000	0	0	1,000,000	0	1,000,000	1,000,000	0
<b>subtotal - Satellite Clinics</b>	<b>10,000,000</b>	<b>0</b>	<b>0</b>	<b>10,000,000</b>	<b>0</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>0</b>
<b>Total Cost Summary - Facilities Master Plan</b>	<b>753,000,000</b>	<b>0</b>	<b>0</b>	<b>753,000,000</b>	<b>0</b>	<b>752,999,999</b>	<b>752,999,999</b>	<b>0</b>



**COST REPORT  
LEVEL 2**

**CAMPUS ROLL UP**

**BY COST CENTER & ELEMENT**

**PALOMAR POMERADO HEALTH**

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PROJECT COST STATUS REPORT SUMMARY

PMC West - All Cost Centers

Project Number: Rudolph and Sletten No. XXXX  
 Project Name: Palomar Medical Center West  
 Escondido, California

7/18/05  
 Through Change Order No. 0

Cost Center	1 Original Budget Amount	2 Approved Change Orders	3 Pending Change Orders	4 = 1+2+3 Predicted Final Budget	5 Cost To Date	6 Estimated Cost To Complete	7 = 5+6 Predicted Final Cost	8 = 4-7 Variance + Save (-) Over
1 Tower and D&T	376,852,959	0	0	376,852,959	0	376,852,959	376,852,959	0
2 Hospital Support Building	55,188,860	0	0	55,188,860	0	55,188,860	55,188,860	0
3 Central Plant	40,508,660	0	0	40,508,660	0	40,508,660	40,508,660	0
4 Parking	7,710,151	0	0	7,710,151	0	7,710,151	7,710,151	0
5 Site	20,739,370	0	0	20,739,370	0	20,739,370	20,739,370	0
6 Regional Resource Building	not included in the Facilities Master Plan			0	0	0	0	0
subtotal	501,000,000	0	0	501,000,000	0	501,000,000	501,000,000	0
Land and Development	30,000,000	0	0	30,000,000	0	30,000,000	30,000,000	0
<b>Total Cost Summary - PMC West</b>	<b>531,000,000</b>	<b>0</b>	<b>0</b>	<b>531,000,000</b>	<b>0</b>	<b>531,000,000</b>	<b>531,000,000</b>	<b>0</b>



**COST REPORT  
LEVEL 3**

**INDIVIDUAL COST CENTER ROLL UP**

**(PMC WEST CAMPUS EXAMPLE)**

**PALOMAR POMERADO HEALTH**

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PROJECT COST STATUS REPORT SUMMARY

Project Number: Rudolph and Sletten No. XXXX  
 Project Name: Palomar Medical Center West  
 Escondido, California

PNC West - All Cost Centers  
 By Work Breakdown Structure

7/25/05  
 Through Change Order No. 0

Cost Center	1 Original Budget Amount	2 Approved Change Orders	3 Pending Change Orders	4 = 1+2+3 Predicted Final Budget	5 Cost To Date	6 Estimated Cost To Complete	7 = 5+6 Predicted Final Cost	8 = 4-7 Variance + Save (-) Over
<b>1 Tower and D&amp;T</b>								
Construction	279,334,105	0	0	279,334,105	0	279,334,105	279,334,105	0
Equipment	24,141,102	0	0	24,141,102	0	24,141,102	24,141,102	0
Design & Consulting	35,196,097	0	0	35,196,097	0	35,196,097	35,196,097	0
Administrative & Other	13,715,305	0	0	13,715,305	0	13,715,305	13,715,305	0
Project Contingency	24,466,350	0	0	24,466,350	0	24,466,350	24,466,350	0
subtotal	376,852,959	0	0	376,852,959	0	376,852,959	376,852,959	0
<b>2 Hospital Support Building</b>								
Construction	37,741,757	0	0	37,741,757	0	37,741,757	37,741,757	0
Equipment	7,532,792	0	0	7,532,792	0	7,532,792	7,532,792	0
Design & Consulting	4,755,461	0	0	4,755,461	0	4,755,461	4,755,461	0
Administrative & Other	1,853,120	0	0	1,853,120	0	1,853,120	1,853,120	0
Project Contingency	3,305,730	0	0	3,305,730	0	3,305,730	3,305,730	0
subtotal	55,188,860	0	0	55,188,860	0	55,188,860	55,188,860	0
<b>3 Central Plant</b>								
Construction	32,081,287	0	0	32,081,287	0	32,081,287	32,081,287	0
Equipment	in const	in const	in const	in const	in const	in const	in const	in const
Design & Consulting	4,042,243	0	0	4,042,243	0	4,042,243	4,042,243	0
Administrative & Other	1,575,190	0	0	1,575,190	0	1,575,190	1,575,190	0
Project Contingency	2,809,940	0	0	2,809,940	0	2,809,940	2,809,940	0
subtotal	40,508,660	0	0	40,508,660	0	40,508,660	40,508,660	0
<b>4 Parking</b>								
Construction	8,106,140	0	0	8,106,140	0	8,106,140	8,106,140	0
Equipment	0	0	0	0	0	0	0	0
Design & Consulting	769,374	0	0	769,374	0	769,374	769,374	0
Administrative & Other	299,812	0	0	299,812	0	299,812	299,812	0

PROJECT COST STATUS REPORT SUMMARY

PMC West - All Cost Centers

Project Number: Rudolph and Sletten No. XXXX  
 Project Name: Palomar Medical Center West  
 Escondido, California

By Work Breakdown Structure

7/25/05

Through Change Order No. 0

Cost Center	1 Original Budget Amount	2 Approved Change Orders	3 Pending Change Orders	4 = 1+2+3 Predicted Final Budget	5 Cost To Date	6 Estimated Cost To Complete	7 = 5+6 Predicted Final Cost	8 = 4-7 Variance + Save (-) Over
Project Contingency	534,825	0	0	534,825	0	534,825	534,825	0
subtotal	7,710,151	0	0	7,710,151	0	7,710,151	7,710,151	0
<b>5 Site</b>								
Construction	16,424,776	0	0	16,424,776	0	16,424,776	16,424,776	0
Equipment	0	0	0	0	0	0	0	0
Design & Consulting	2,069,522	0	0	2,069,522	0	2,069,522	2,069,522	0
Administrative & Other	806,457	0	0	806,457	0	806,457	806,457	0
Project Contingency	1,438,615	0	0	1,438,615	0	1,438,615	1,438,615	0
subtotal	20,739,370	0	0	20,739,370	0	20,739,370	20,739,370	0
<b>6 Regional Resource Building</b>	0	0	0	0	0	0	0	0
Construction	not included in the Facilities Master Plan							
Equipment	not included in the Facilities Master Plan							
Design & Consulting	not included in the Facilities Master Plan							
Administrative & Other	not included in the Facilities Master Plan							
Project Contingency	not included in the Facilities Master Plan							
Subtotal	501,000,000	0	0	501,000,000	0	501,000,000	501,000,000	0
Land and Development	30,000,000	0	0	30,000,000	0	30,000,000	30,000,000	0
<b>Total Cost Summary - PMC West</b>	<b>531,000,000</b>	<b>0</b>	<b>0</b>	<b>531,000,000</b>	<b>0</b>	<b>531,000,000</b>	<b>531,000,000</b>	<b>0</b>

**COST REPORT  
LEVEL 4**

**INDIVIDUAL COST CENTER**

**(PMC WEST CAMPUS EXAMPLE)**

**PALOMAR POMERADO HEALTH**

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PROJECT COST STATUS REPORT

PMC West Tower and D&T

Project Number: Rudolph and Sletten No. XXXX  
 Project Name: Palomar Medical Center West  
 Escondido, California

7/25/05  
 Through Change Order No. 0

Category of Work	1 Original Budget Amount	2 Approved Change Orders	3 Pending Change Orders	4 = 1+2+3 Predicted Final Budget	5 Cost To Date	6 Estimated Cost To Complete	7 = 5+6 Predicted Final Cost	8 = 4-7 Variance + Save (-) Over
<b>Construction</b>	<b>258,666,450</b>	<b>0</b>	<b>0</b>	<b>258,666,450</b>	<b>0</b>	<b>258,666,450</b>	<b>258,666,450</b>	<b>0</b>
1 FIELD ENGINEERING	0	0	0	0	0	0	0	0
2 FINAL CLEANING	0	0	0	0	0	0	0	0
3 EROSION CONTROL	0	0	0	0	0	0	0	0
4 EARTHWORK	0	0	0	0	0	0	0	0
5 DRILLED PIERS	0	0	0	0	0	0	0	0
6 A.C. PAVING	0	0	0	0	0	0	0	0
7 SITE CONCRETE - CIVIL	0	0	0	0	0	0	0	0
8 SITE CONCRETE - ARCHITECTURAL	0	0	0	0	0	0	0	0
9 PAVEMENT MARKINGS	0	0	0	0	0	0	0	0
10 SITE UTILITIES	0	0	0	0	0	0	0	0
11 FOUNDATION DRAINAGE	0	0	0	0	0	0	0	0
12 OPERATED SLIDING GATE	0	0	0	0	0	0	0	0
13 CRIB WALL	0	0	0	0	0	0	0	0
14 CHAIN LINK FENCE & GATES	0	0	0	0	0	0	0	0
15 SITE FURNISHINGS	0	0	0	0	0	0	0	0
16 LANDSCAPING & IRRIGATION	0	0	0	0	0	0	0	0
17 REINFORCING STEEL	0	0	0	0	0	0	0	0
18 BUILDING CONCRETE	0	0	0	0	0	0	0	0
19 FLOOR SEALER	0	0	0	0	0	0	0	0
20 COLORED CONCRETE TOPPING	0	0	0	0	0	0	0	0
21 PRECAST CONCRETE	0	0	0	0	0	0	0	0
22 MASONRY	0	0	0	0	0	0	0	0
23 STONE TILE	0	0	0	0	0	0	0	0
24 STRUCTURAL STEEL	0	0	0	0	0	0	0	0
25 METAL DECKING	0	0	0	0	0	0	0	0
26 EXTERIOR METAL STUDS	0	0	0	0	0	0	0	0
27 ARCHITECTURAL MISC IRON	0	0	0	0	0	0	0	0
28 ORNAMENTAL METALS	0	0	0	0	0	0	0	0
29 SHADING DEVICES	0	0	0	0	0	0	0	0
30 GLASS CANOPIES	0	0	0	0	0	0	0	0
31 EXPANSION JOINT COVERS	0	0	0	0	0	0	0	0
32 ROUGH CARPENTRY	0	0	0	0	0	0	0	0
33 FINISH CARPENTRY	0	0	0	0	0	0	0	0
34 WATERPROOFING	0	0	0	0	0	0	0	0
35 BATT INSULATION	0	0	0	0	0	0	0	0
36 ROOFING	0	0	0	0	0	0	0	0
37 SHEET METAL	0	0	0	0	0	0	0	0
38 ROOF ACCESSORIES	0	0	0	0	0	0	0	0
39 ROOF DECK PAVERS	0	0	0	0	0	0	0	0
40 JOINT SEALANTS	0	0	0	0	0	0	0	0



PROJECT COST STATUS REPORT

PHC West Tower and O&T

Project Number: Rudolph and Sletten No. XXXX  
 Project Name: Palomar Medical Center West  
 Escondido, California

7/25/05  
 Through Change Order No. 0

Category of Work	1 Original Budget Amount	2 Approved Change Orders	3 Pending Change Orders	4 = 1+2+3 Predicted Final Budget	5 Cost To Date	6 Estimated Cost To Complete	7 = 5+6 Predicted Final Cost	8 = 4-7 Variance + Save (-) Over
41 INSTALL DOORS & HARDWARE	0	0	0	0	0	0	0	0
42 HOLLOW METAL DOORS & FR	0	0	0	0	0	0	0	0
43	0	0	0	0	0	0	0	0
44 TOTAL DOORS & FR	0	0	0	0	0	0	0	0
45 WOOD DOORS	0	0	0	0	0	0	0	0
46 ACCESS DOORS	0	0	0	0	0	0	0	0
47 ROLL-UP DOORS	0	0	0	0	0	0	0	0
48 SKYLIGHTS	0	0	0	0	0	0	0	0
49 FINISH HARDWARE	0	0	0	0	0	0	0	0
50 CARD READER HARDWARE	0	0	0	0	0	0	0	0
51 GLASS & GLAZING - EXTERIOR	0	0	0	0	0	0	0	0
52 GLASS & GLAZING - INTERIOR	0	0	0	0	0	0	0	0
53 LATH & PLASTER	0	0	0	0	0	0	0	0
54 METAL STUDS & DRYWALL	0	0	0	0	0	0	0	0
55 TILE	0	0	0	0	0	0	0	0
56 ACOUSTICAL CEILINGS	0	0	0	0	0	0	0	0
57 FLOOR COVERING	0	0	0	0	0	0	0	0
58 FABRIC WRAPPED PANELS	0	0	0	0	0	0	0	0
59 SPECIAL COATINGS	0	0	0	0	0	0	0	0
60 PAINTING & VWC	0	0	0	0	0	0	0	0
61 MISCELLANEOUS SPECIALTIES	0	0	0	0	0	0	0	0
62 MARKER / TACK BOARDS	0	0	0	0	0	0	0	0
63 TOILET PARTITIONS	0	0	0	0	0	0	0	0
64 LOUVERS	0	0	0	0	0	0	0	0
65 WALL & CORNER GUARDS	0	0	0	0	0	0	0	0
66 ACCESS FLOORING	0	0	0	0	0	0	0	0
67 FLAG POLE	0	0	0	0	0	0	0	0
68 SIGNAGE	0	0	0	0	0	0	0	0
69 LOCKERS	0	0	0	0	0	0	0	0
70 FIRE EXTINGUISHERS	0	0	0	0	0	0	0	0
71 OPERABLE PARTITIONS	0	0	0	0	0	0	0	0
72 MOVEABLE SHELVING	0	0	0	0	0	0	0	0
73 TELEPHONE SPECIALTIES	0	0	0	0	0	0	0	0
74 TOILET ACCESSORIES	0	0	0	0	0	0	0	0
75 UNLOAD & STORE OWNER EQUIP	0	0	0	0	0	0	0	0
76 PROJECTION SCREENS	0	0	0	0	0	0	0	0
77 DOCK EQUIPMENT	0	0	0	0	0	0	0	0
78 TRASH COMPACTOR	0	0	0	0	0	0	0	0
79 FOOD SERVICE EQUIPMENT	0	0	0	0	0	0	0	0
80 LABORATORY EQUIPMENT	0	0	0	0	0	0	0	0
81 LABORATORY CASEWORK	0	0	0	0	0	0	0	0
82 MEDICAL EQUIPMENT	0	0	0	0	0	0	0	0
83 IMAGING EQUIPMENT - SEPARATE	0	0	0	0	0	0	0	0

PROJECT COST STATUS REPORT

PHC West Tower and D&T

Project Number: Rudolph and Sletten No. XXXX  
 Project Name: Palomar Medical Center West  
 Escondido, California

7/25/05  
 Through Change Order No. 0

Category of Work	1 Original Budget Amount	2 Approved Change Orders	3 Pending Change Orders	4 = 1+2+3 Predicted Final Budget	5 Cost To Date	6 Estimated Cost To Complete	7 = 5+6 Predicted Final Cost	8 = 4-7 Variance + Save (-) Over
84 TELEPHONE AND DATA CABLING	0	0	0	0	0	0	0	0
85 AV SYSTEMS	0	0	0	0	0	0	0	0
86 TELEVISION SYSTEM	0	0	0	0	0	0	0	0
87 FURNITURE, FIXTURES & EQUIPMENT	0	0	0	0	0	0	0	0
88 GRAPHIC, ARTWORK & SIGNAGE	0	0	0	0	0	0	0	0
89 SECURITY SYSTEM	0	0	0	0	0	0	0	0
90 PUBLIC ADDRESS SYSTEM	0	0	0	0	0	0	0	0
91 INTERCOM SYSTEM	0	0	0	0	0	0	0	0
92 NURSECALL, CODE BLUE	0	0	0	0	0	0	0	0
93 INFORMATION TECHNOLOGY	0	0	0	0	0	0	0	0
94 TELEPHONE SYSTEMS	0	0	0	0	0	0	0	0
95 MAIN TELEPHONE SWITCH - EXCLUDED	0	0	0	0	0	0	0	0
96 SOFTWARE APPLICATIONS	0	0	0	0	0	0	0	0
97 WINDOW TREATMENT	0	0	0	0	0	0	0	0
98 ENTRANCE MATS	0	0	0	0	0	0	0	0
99 ENVIRONMENTAL ROOMS	0	0	0	0	0	0	0	0
100 HAZARDOUS MATERIAL BUILDINGS	0	0	0	0	0	0	0	0
101 FIRE SUPPRESSION	0	0	0	0	0	0	0	0
102 HYDRAULIC ELEVATORS	0	0	0	0	0	0	0	0
103 PLUMBING	0	0	0	0	0	0	0	0
104 H.V.A.C.	0	0	0	0	0	0	0	0
105 AIR HANDLER UNITS	0	0	0	0	0	0	0	0
106 CHILLERS	0	0	0	0	0	0	0	0
107 BUILDING CONTROLS	0	0	0	0	0	0	0	0
108 ELECTRICAL	0	0	0	0	0	0	0	0
Contingency	20,667,655	0	0	20,667,655	0	20,667,655	20,667,655	0
Escalation, to midpoint	in const.	0	0	0	0	0	0	0
Equipment								
Medical Equipment	7,662,500	0	0	7,662,500	0	7,662,500	7,662,500	0
Imaging Equipment - Separate	0	0	0	0	0	0	0	0
Furniture, Fixtures & Equipment	2,536,875	0	0	2,536,875	0	2,536,875	2,536,875	0
Graphics, Artwork & Signage	671,788	0	0	671,788	0	671,788	671,788	0
Information Technology	2,650,000	0	0	2,650,000	0	2,650,000	2,650,000	0
Telephone Systems	825,000	0	0	825,000	0	825,000	825,000	0
Main Telephone Switch	0	0	0	0	0	0	0	0
Software Applications	200,000	0	0	200,000	0	200,000	200,000	0
Telephone & Data Cabling	1,432,018	0	0	1,432,018	0	1,432,018	1,432,018	0

PROJECT COST STATUS REPORT

Project Number: Rudolph and Sletten No. XXXX  
 Project Name: Palomar Medical Center West  
 Escondido, California

PMC West Tower and D&T

7/25/05

Through Change Order No. 0

Category of Work	1 Original Budget Amount	2 Approved Change Orders	3 Pending Change Orders	4 = 1+2+3 Predicted Final Budget	5 Cost To Date	6 Estimated Cost To Complete	7 = 5+6 Predicted Final Cost	8 = 4-7 Variance + Save (-) Over
<b>AV Systems</b>								
Television System	328,171	0	0	328,171	0	328,171	328,171	0
Security System	119,335	0	0	119,335	0	119,335	119,335	0
Public Address	984,512	0	0	984,512	0	984,512	984,512	0
Intercom System	167,069	0	0	167,069	0	167,069	167,069	0
Nursecall, Code Blue	173,035	0	0	173,035	0	173,035	173,035	0
Contingency	1,432,018	0	0	1,432,018	0	1,432,018	1,432,018	0
Escalation	1,918,232	0	0	1,918,232	0	1,918,232	1,918,232	0
	3,040,549	0	0	3,040,549	0	3,040,549	3,040,549	0
<b>Design &amp; Consulting</b>								
Design & Consulting	30,726,752	0	0	30,726,752	0	30,726,752	30,726,752	0
Programing								
Schematic Design								
Design Development								
Construction Documents								
Bidding								
Construction Administration								
Preconstruction Services	2,793,341	0	0	2,793,341	0	2,793,341	2,793,341	0
Contingency	1,676,004	0	0	1,676,004	0	1,676,004	1,676,004	0
<b>Administrative &amp; Other</b>								
Permit Fees	4,581,079	0	0	4,581,079	0	4,581,079	4,581,079	0
IOR	698,335	0	0	698,335	0	698,335	698,335	0
Legal	55,867	0	0	55,867	0	55,867	55,867	0
Move-in & start up costs	698,335	0	0	698,335	0	698,335	698,335	0
Project Management	3,491,676	0	0	3,491,676	0	3,491,676	3,491,676	0
Commissioning	1,396,671	0	0	1,396,671	0	1,396,671	1,396,671	0
Insurance	1,396,671	0	0	1,396,671	0	1,396,671	1,396,671	0
Other	1,396,671	0	0	1,396,671	0	1,396,671	1,396,671	0
<b>Project Contingency</b>								
	24,466,350	0	0	24,466,350	0	24,466,350	24,466,350	0
<b>Total - PMC West Tower and D&amp;T</b>	<b>376,852,959</b>	<b>0</b>	<b>0</b>	<b>376,852,959</b>	<b>0</b>	<b>376,852,959</b>	<b>376,852,959</b>	<b>0</b>

# **Facilities Master Plan**

# **Monthly Cost Report**

**September 30, 2005**

# Monthly Cost Report

## Table of Contents

1. **Cumulative Project**
  1. **By Campus**
  2. **By Element**
2. **Variance Analysis**
3. **Forecast**
  1. **By Campus**
  2. **By Element**
4. **Schedule**
5. **Potential Risks**
6. **Contingency Log**

Palomar Pomerado Health  
Expansion & Replacement Projects

**Cumulative Project**  
**Through September 30, 2005**

	<b>Budget</b>	<b>Actual Cost To Date</b>	<b>Variance + Favorable (-) Unfavorable</b>
<b>By Campus</b>			
1 Palomar Medical Center West	531,000,000	0	0
2 Pomerado Hospital	139,000,000	0	0
3 Existing Palomar Medical Center	73,000,000	0	0
4 Satellite Clinics	10,000,000	0	0
Total - Facilities Master Plan	753,000,000	0	0
<b>By Element</b>			
1 Construction	530,851,729	0	0
2 Equipment	48,248,177	0	0
3 Design & Consulting	70,347,757	0	0
4 Administrative & Other	26,770,219	0	0
5 Project Contingency	45,782,118	0	0
6 Land and Development	31,000,000	0	0
Total - Facilities Master Plan	753,000,000	0	0

**Cumulative Project by Element**  
Through September 30, 2005

By Campus / By Element	Budget	Actual Cost To Date	Variance + Favorable (-) Unfavorable
<b>1 Palomar Medical Center West</b>			
Construction	371,688,065	0	0
Equipment	31,673,894	0	0
Design & Consulting	46,832,697	0	0
Administrative & Other	18,249,884	0	0
Project Contingency	32,555,460	0	0
Land and Development	30,000,000	0	0
<b>subtotal</b>	<b>531,000,000</b>	<b>0</b>	<b>0</b>
<b>2 Pomerado Hospital</b>			
Construction	97,048,834	0	0
Equipment	14,667,928	0	0
Design & Consulting	14,266,180	0	0
Administrative & Other	4,765,096	0	0
Project Contingency	8,251,962	0	0
Land and Development (N/A)	0	N/A	N/A
<b>subtotal</b>	<b>139,000,000</b>	<b>0</b>	<b>0</b>
<b>3 Existing Palomar Medical Center</b>			
Construction	56,114,830	0	0
Equipment	1,906,355	0	0
Design & Consulting	8,248,880	0	0
Administrative & Other	2,755,239	0	0
Project Contingency	3,974,696	0	0
Land and Development (N/A)	0	N/A	N/A
<b>subtotal</b>	<b>73,000,000</b>	<b>0</b>	<b>0</b>
<b>4 Satellite Clinics</b>			
Construction	6,000,000	0	0
Equipment	0	0	0
Design & Consulting	1,000,000	0	0
Administrative & Other	1,000,000	0	0
Project Contingency	1,000,000	0	0
Land and Development	1,000,000	0	0
<b>subtotal</b>	<b>10,000,000</b>	<b>0</b>	<b>0</b>
<b>Total Cost - Facilities Master Plan</b>	<b>753,000,000</b>	<b>0</b>	<b>0</b>

Alabama Community Health  
Surveys in Bone and Joint  
Variance Analysis  
Phase I

I.

Cost Analysis

Actual Cost  
to Date

Budgeted  
to Date

Variance

1

II.

Explanation

1

2

3



Palomar Pomerado Health  
Expansion & Replacement Projects

**Forecast by Campus**  
Through September 30, 2005

	<b>Facilities Master Plan Budget</b>	<b>Actual Cost To Date</b>	<b>Estimated Cost To Complete</b>	<b>Estimated at Completion</b>	<b>Variance + Favorable ( - ) Unfavorable</b>
<b>By Campus</b>					
1 Palomar Medical Center West	531,000,000	0	0	531,000,000	0
2 Pomerado Hospital	139,000,000	0	0	139,000,000	0
3 Existing Palomar Medical Center	73,000,000	0	0	73,000,000	0
4 Satellite Clinics	10,000,000	0	0	10,000,000	0
<b>Total - Facilities Master Plan</b>	<b>753,000,000</b>	<b>0</b>	<b>0</b>	<b>753,000,000</b>	<b>0</b>
<b>By Element</b>					
1 Construction	530,851,729	0	0	530,851,729	0
2 Equipment	48,248,177	0	0	48,248,177	0
3 Design & Consulting	70,347,757	0	0	70,347,757	0
4 Administrative & Other	26,770,219	0	0	26,770,219	0
5 Project Contingency	45,782,118	0	0	45,782,118	0
6 Land and Development	31,000,000	0	0	31,000,000	0
<b>Total - Facilities Master Plan</b>	<b>753,000,000</b>	<b>0</b>	<b>0</b>	<b>753,000,000</b>	<b>0</b>

Palomar Pomerado Health  
Expansion & Replacement Projects

**Forecast by Element**  
Through September 30, 2005

By Campus / By Element	Facilities Master Plan Budget	Actual Cost To Date	Estimated Cost To Complete	Estimated at Completion	Variance + Favorable (-) Unfavorable
<b>1 Palomar Medical Center West</b>					
Construction	371,688,065	0	371,688,065	371,688,065	0
Equipment	31,673,894	0	31,673,894	31,673,894	0
Design & Consulting	46,832,697	0	46,832,697	46,832,697	0
Administrative & Other	18,249,884	0	18,249,884	18,249,884	0
Project Contingency	32,555,460	0	32,555,460	32,555,460	0
Land and Development	30,000,000	0	30,000,000	30,000,000	0
<b>subtotal</b>	<b>531,000,000</b>	<b>0</b>	<b>531,000,000</b>	<b>531,000,000</b>	<b>0</b>
<b>2 Pomerado Hospital</b>					
Construction	97,048,834	0	97,048,834	97,048,834	0
Equipment	14,667,928	0	14,667,928	14,667,928	0
Design & Consulting	14,266,180	0	14,266,180	14,266,180	0
Administrative & Other	4,765,096	0	4,765,096	4,765,096	0
Project Contingency	8,251,962	0	8,251,962	8,251,962	0
<b>subtotal</b>	<b>139,000,000</b>	<b>0</b>	<b>139,000,000</b>	<b>139,000,000</b>	<b>0</b>
<b>3 Existing Palomar Medical Center</b>					
Construction	56,114,830	0	56,114,830	56,114,830	0
Equipment	1,906,355	0	1,906,355	1,906,355	0
Design & Consulting	8,248,880	0	8,248,880	8,248,880	0
Administrative & Other	2,755,239	0	2,755,239	2,755,239	0
Project Contingency	3,974,696	0	3,974,696	3,974,696	0
<b>subtotal</b>	<b>73,000,000</b>	<b>0</b>	<b>73,000,000</b>	<b>73,000,000</b>	<b>0</b>
<b>4 Satellite Clinics</b>					
Construction	6,000,000	0	6,000,000	6,000,000	0
Equipment	0	0	0	0	0
Design & Consulting	1,000,000	0	1,000,000	1,000,000	0
Administrative & Other	1,000,000	0	1,000,000	1,000,000	0
Project Contingency	1,000,000	0	1,000,000	1,000,000	0
Land and Development	1,000,000	0	1,000,000	1,000,000	0
<b>subtotal</b>	<b>10,000,000</b>	<b>0</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>0</b>
<b>Total - Facilities Master Plan</b>	<b>753,000,000</b>	<b>0</b>	<b>753,000,000</b>	<b>753,000,000</b>	<b>0</b>

# **SCHEDULE**



# Monthly Cost Report

## Potential Risks

1. **NEW SITE FOR PMC WEST** The City of Escondido is requiring infrastructure improvements which were not included in the FMP (\$13M). Soil remediation may be required in areas where non- OSHPD structures are located on the site. What the requirements are, and if remediation is necessary, is currently under investigation.
2. **LARGER BUILDINGS** As a result of Champion Teams and User Groups input a number of departments have made changes that have added both new square footage and increased remodeling square footage compared to the amount of square feet included in the Facilities Master Plan (i.e. 65,000 new and 37,000 remodel at POM. Similar growth at PMCW). The Expansion Steering Committee is working on a preferred scheme and a fall back scheme for management review and approval for each campus.
3. **ESCALATION** Included in the Facilities Master Plan (FMP) at 5%. Market conditions over the past year grew at a significantly greater rate (roughly 18% to 23% in some trades).
4. **SCHEDULE** The schematic design was placed on hold pending the outcome of proposition BB. The Champion Teams and User Groups took longer than anticipated and it is taking some time to reconcile the schematic design milestone estimate. As a result the schedule has slipped six months. The team is working together to create a plan to mitigate the delay and make up the time during the remainder of the design phase and early construction phases.
5. **SATELLITE CENTERS** The land purchase for the PQ Clinic exceeded the budget by \$6M.

Palomar Pomerado Health  
Expansion & Replacement Projects  
**Contingency Log**  
Through September 30, 2005

Cost Center	Contingency		
<b>1 Palomar Medical Center West</b>			
Construction	27.8		
Equipment	2.6		
Design & Consulting	2.2		
Administrative & Other	0.0		
Project Contingency	32.6		
Subtotal	65.2		
<b>2 Pomerado Hospital</b>			
Construction	10.5		
Equipment	2.2		
Design & Consulting	0.7		
Administrative & Other	0.0		
Project Contingency	8.3		
Subtotal	21.7		
<b>3 Existing Palomar Medical Center</b>			
Construction	5.1		
Equipment	0.2		
Design & Consulting	0.4		
Administrative & Other	0.0		
Project Contingency	4.0		
Subtotal	9.7		
Total - 3 Campus portion	96.6		
<b>4 Satellite Clinics</b>			
Penasquitos Clinic			
Construction	0.0		
Equipment	0.0		
Design & Consulting	0.0		
Administrative & Other	0.0		
Project Contingency	0.5		
Subtotal	0.5		
Ramona Clinic			
Construction	0.0		
Equipment	0.0		
Design & Consulting	0.0		
Administrative & Other	0.0		
Project Contingency	0.5		
Subtotal	0.5		
Total - Satellite Clinic portion	1.0		
Total - Facilities Master Plan	97.6		

**PALOMAR POMERADO HEALTH**  
**Date/Time/Location Of Next Meeting**

**TO:** Board of Directors

**MEETING DATE:** Monday, January 9, 2006

**FROM:** FACILITIES AND GROUNDS COMMITTEE  
Meeting of December 19, 2005

**BY:** Jim Flinn, CHE  
Chief Administrative Officer  
Pomerado Hospital

**Background:** The next meeting is scheduled for March 20, 2006 to be held at 15255 Innovation Dr., Conference Room C – 2<sup>nd</sup> Floor. The dates, times and frequency when future meetings will occur will be discussed.

**Budget Impact:** N/A

**Staff Recommendation:** INFORMATION

**Committee Questions:**

**COMMITTEE RECOMMENDATION:**

**Motion:**

**Individual Action:**

**Information:** X

**Required Time:**

**PALOMAR POMERADO HEALTH**  
**Public Bid and Procurement-Prequalification of Contractors**

**TO:** Board of Directors

**MEETING DATE:** Monday, January 9, 2006

**FROM:** FACILITIES AND GROUNDS COMMITTEE  
Meeting of December 19, 2005

**BY:** Jim Flinn, CHE  
Chief Administrative Officer  
Pomerado Hospital

**Background:** The Facilities Planning and Development Department has developed a process to qualify vendors for work on the District's Facility Master Plan. Vendors on the approved list will be solicited for bids and awards will be made to the lowest qualified bidder. Additionally, the process establishes a bid review committee that evaluates and grants awards based on a criteria, that includes but is not limited to, a prospective bidder's financial stability, capacity to insure and bond, and past history of successful performance on similar projects. Additionally, it was agreed that prospective bidder's past conformance with sustainability guidelines would be added to the criteria of this process.

**Budget Impact:** NONE

**Staff Recommendation:** The Facilities, Planning and Development Department recommended approval of the process.

**Committee Questions:**

**COMMITTEE RECOMMENDATION:** The Board approve the Public bid and Procurement-Prequalification of Contractors process as submitted.

**Motion:** X

**Individual Action:**

**Information:**

**Required Time:**



## TABLE OF CONTENTS

Section Number	Description
00100	Notice Calling for Bids
00200	Instructions for Bidders
00250	Subcontractors List
00260	Non Collusion Affidavit
00270	Statement of Bidder's Qualifications
00300	Bid Bond
00350	Bid Proposal
00500	Contract for Labor and Materials Attachment A - Change Order Form Attachment B - Asbestos and Hazardous Materials Certification
00600	Performance Bond
00650	Labor & Materials Payment Bond
00670	Certificate of Worker's Compensation
00680	Drug Free Workplace Certification

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## NOTICE CALLING FOR BIDS

<b>DISTRICT</b>	<b>PALOMAR POMERADO HEALTH</b>
<b>PROJECT DESCRIPTION</b>	<b>AAAA</b>
<b>LATEST TIME/DATE FOR SUBMISSION OF BID PROPOSALS</b>	
<b>LOCATION FOR SUBMISSION OF BID PROPOSALS</b>	
<b>LOCATION FOR OBTAINING BID AND CONTRACT DOCUMENTS</b>	

**NOTICE IS HEREBY GIVEN** that PALOMAR POMERADO HEALTH ("District"), acting by and through its Board of Trustees, will receive up to, but not later than the above-stated date and time, sealed Bid Proposals for the Contract for the Work generally described as **AAAA**.

1. **Submittal of Bid Proposals.** All Bid Proposals must be submitted on forms furnished by the District at or prior to the last time for submission of Bid Proposals and the District's public opening of Bid Proposals.
2. **Bid and Contract Documents.** The Bid and Contract Documents are available at the location stated above for a **refundable/non-refundable** payment of \_\_\_\_\_ Dollars (\$ \_\_\_\_\_) per set by check payable to **PALOMAR POMERADO HEALTH**. If the deposit for Contract Documents is refundable, refunds will be made only if the Contract Documents are returned intact and in good order to the District within five (5) days of the opening of the Bid Proposals.
3. **Documents Accompanying Bid Proposal.** Each Bid Proposal shall be accompanied by: (a) the required Bid Security; (b) Subcontractors List; (c) Statement of Qualifications and (d) Non-Collusion Affidavit. Failure of a Bidder to submit each of the foregoing, completed and executed as required, will result in rejection of such Bidder's Bid Proposal for non-responsiveness.
4. **Prevailing Wage Rates.** Pursuant to California Labor Code §1773, the Director of the Department of Industrial Relations of the State of California has determined the generally prevailing rates of wages in the locality in which the Work is to be performed. These determinations, entitled "PREVAILING WAGE SCALE" may be viewed and obtained by accessing the Division of Labor Standards Enforcement databases at <http://www.dir.ca.gov/dir/databases.html>. The Contractor awarded the Contract for the Work shall post a copy of all applicable prevailing wage rates for the Work at conspicuous locations at the Site of the Work. The Contractor and all Subcontractors performing any portion of the Work shall pay not less than the applicable prevailing wage rate for the classification of labor provide by their respective workers in prosecution and execution of the Work.
5. **Contractors License Classification.** Bidders must possess the following classification(s) of California Contractors License at the time that the Contract for the Work is awarded: \_\_\_\_\_. The Bid Proposal of any Bidder not duly and properly licensed in accordance with the foregoing shall be rejected as non-responsive and the Bidder shall be subject to all penalties imposed by law as a result of not being properly licensed at the time of submitting its Bid Proposal. No payment shall be made for

the Work unless and until the Registrar of Contractors verifies to the District that the Bidder awarded the Contract is properly and duly licensed for the Work.

- 6. **Bid Security.** Each Bid Proposal shall be accompanied by Bid Security in an amount not less than ten percent (10%) of the maximum amount of the Bid Proposal, inclusive of any additive Alternate Bid Item(s). Failure of any Bid Proposal to be accompanied by Bid Security in the form and in the amount required shall render such Bid Proposal to be non-responsive and rejected by the District.
- 7. **No Withdrawal of Bid Proposals.** Bid Proposals shall not be withdrawn by any Bidder for a period of \_\_\_\_\_ ( ) days after the opening of Bid Proposals. During this time, all Bidders shall guarantee prices quoted in their respective Bid Proposals.
- 8. **Job-Walk.** The District will conduct a **Mandatory/Non Mandatory Job-Walk** for the Work. The Job-Walk, will be conducted beginning at [date/time]. Bidders are to meet at \_\_\_\_\_ at that date and time for the Job Walk. If attendance at the Job-Walk is indicated as being mandatory, the failure of a Bidder to attend the entirety of the Job Walk will result in rejection of the Bid Proposal for non-responsiveness.
- 9. **Award of Contract.** The Contract for the Work, if awarded, will be by action of the District's Board of Trustees to the responsible Bidder submitting the lowest priced responsive Bid Proposal. If the Bid Proposal requires Bidders to propose prices for Alternate Bid Items, the District's selection of Alternate Bid Items, if any, for determination of the lowest priced Bid Proposal and for inclusion in the scope of the Contract to be awarded shall be in accordance with the Instructions for Bidders. The District reserves the right to reject any or all Bid Proposals or to waive any irregularities or informalities in any Bid Proposal or in the bidding.

**PALOMAR POMERADO HEALTH**

By: \_\_\_\_\_

Title: \_\_\_\_\_

Publication Dates:  
\_\_\_\_\_, 20\_\_  
\_\_\_\_\_, 20\_\_

**[END OF SECTION]**

## INSTRUCTIONS FOR BIDDERS

**1. Preparation and Submittal of Bid Proposal.** All information required by the bid forms must be completely and accurately provided. Numbers shall be stated in both words and figures where so indicated in the bid forms; conflicts between a number stated in words and in figures are governed by the words. Partially completed Bid Proposals or Bid Proposals submitted on other than the bid forms included herein are non-responsive and will be rejected. Bid Proposals shall be submitted in sealed envelopes bearing on the outside the Bidder's name and address and identification of the Work for which the Bid Proposal is submitted. Bidders are solely responsible for timely submission of Bid Proposals to the District at the place designated in the Call for Bids. The District will place a date/time stamp machine in a conspicuous location at the place designated for submittal of Bid Proposals. A Bid Proposal is submitted only if the outer envelope containing the Bid Proposal is stamped by the District's date/time stamp machine. The date/time stamp is controlling and determinative as to the date and time of the Bidder's submittal of its Bid Proposal. The foregoing notwithstanding, whether or not Bid Proposals are opened exactly at the time fixed in the Call for Bids, no Bid Proposals shall be received or considered by the District after it has commenced the public opening and reading of Bid Proposals; Bid Proposals submitted after such time are non-responsive and will be returned to the Bidder unopened. Any Bidder may withdraw or modify its Bid Proposal by written request actually received by the District prior to the scheduled closing time for the receipt of Bid Proposals and the District's public opening and reading of Bid Proposals.

**2. Bid Security.** Each Bid Proposal shall be accompanied by Bid Security in the form of: (a) cash, (b) a certified or cashier's check made payable to the District or (c) a Bid Bond, in the form and content attached hereto, in favor of the District executed by the Bidder as a principal and a Surety as surety (the "Bid Security") in an amount not less than the percentage of the maximum amount of the Bid Proposal set forth in the Call for Bids. Any Bid Proposal submitted without the required Bid Security is non-responsive and will be rejected. If the Bid Security is in the form of a Bid Bond, the Bid Bond must be in the form and content included herein and the Surety is an Admitted Surety Insurer under Code of Civil Procedure §995.120.

**3. Modifications.** Changes to the bid forms which are not specifically called for or permitted may result in the District's rejection of the Bid Proposal as being non-responsive. Bid Proposals must not contain any erasures, interlineations or other corrections unless the same are suitably authenticated by affixing in the margin immediately opposite such erasure, interlineation or correction the surname(s) of the person(s) signing the Bid Proposal. Any Bid Proposal not conforming with the foregoing may be deemed by the District to be non-responsive. If any Bid Proposal or portions thereof, is determined by the District to be illegible, ambiguous or inconsistent, whether by virtue of any erasures, interlineations, corrections or otherwise, the District may reject such a Bid Proposal as being non-responsive.

**4. Examination of Site and Contract Documents.** Each Bidder shall at its sole cost and expense inspect the Site to become fully acquainted with conditions affecting the Work and carefully review the Contract Documents; submission of a Bid Proposal is prima facie evidence of such action by the Bidder. The failure of a Bidder to receive or examine any of the Contract Documents or to inspect the Site shall not relieve such Bidder from any obligation under the Contract Documents.

**5. Interpretation of Drawings, Specifications or Contract Documents.** If the Bidder is in doubt as to the true meaning of any part of the Contract Documents; finds discrepancies, errors or omissions therein; or finds variances in any of the Contract Documents with applicable rules, regulations, ordinances and/or laws, a written request for an interpretation or correction thereof may be submitted to the District. Bidders are solely responsible for submitting to such request not less than seven (7) days prior to the scheduled closing date for the receipt of Bid Proposals. Interpretations or corrections of the Contract

Documents will be by written addendum issued by or on behalf of the District. No person is authorized to render an oral interpretation or correction of any portion of the Contract Documents to any Bidder, and no Bidder is authorized to rely on any such oral interpretation or correction. Failure to request interpretation or clarification of any portion of the Contract Documents pursuant to the foregoing is a waiver of any discrepancy, defect or conflict therein.

**6. District's Right to Modify Contract Documents.** Before the public opening and reading of Bid Proposals, the District may modify the Work, the Contract Documents, or any portion(s) thereof by the issuance of written addenda disseminated to all Bidders who have obtained the Contract Documents. If the District issues any addenda during the bidding, the failure of any Bidder to acknowledge such addenda in its Bid Proposal will render the Bid Proposal non-responsive and rejected.

**7. Bidders Interested in More Than One Bid Proposal; Non-Collusion Affidavit.** No person or entity shall submit or be interested in more than one Bid Proposal for the Work; provided, however, that a person or entity that has submitted a subproposal to a Bidder or who has quoted prices for materials to a Bidder is not thereby disqualified from submitting a subproposal, quoting prices to other Bidders or submitting a Bid Proposal for the Work. The form of Non-Collusion Affidavit included in the Contract Documents must be completed and duly executed on behalf of the Bidder; failure of a Bidder to submit a completed and executed Non-Collusion Affidavit with its Bid Proposal will render the Bid Proposal non-responsive.

## **8. Award of Contract.**

**8.1 Award to Lowest Responsive Responsible Bidder.** The award of the Contract, if made by the District through action of the District's Board of Trustees, will be to the responsible Bidder submitting the lowest priced responsive Bid Proposal on the basis of the Base Bid Proposal or the Base Bid Proposal and Alternate Bid Items, if any, selected in accordance with these Instructions for Bidders.

**8.2 Selection of Alternate Bid Items.** The selection of Alternate Bid Items for inclusion in the scope of the Work of the Contract to be awarded and for determination of the lowest Bid Proposal based upon the Base Bid Proposal and the combination of Alternate Bid Items selected for inclusion in the Contract to be awarded will be by a "blind-bidder" process. After opening timely submitted Bid Proposals and before the public reading of Bid Proposals, District clerical staff ("Clerical Staff") who will not be engaged in the selection of Alternate Bid Items for inclusion in the Contract to be awarded will assign each Bidder an alphabetical letter for identification purposes. The Clerical Staff will mask all portions of the Bid Proposal and other documents submitted with Bid Proposals so that the identity of each Bidder is not revealed. The Clerical Staff will maintain a list ("the Bidders List") which identifies by name and the alphabetical letter assigned by the Clerical Staff to each Bidder. After completing the Bidders List, the Clerical Staff will publicly read the Bid Proposals amounts of each Bidder for the Base Bid as well as each Alternate Bid Item. In this public reading of Bid Proposals, Bidders will not be identified by name; Bidders will be identified only by alphabetical letter assigned to each Bidder by the Clerical Staff. After the public reading of Bid Proposals, the Clerical Staff will provide the Architect and the District's staff responsible for selection of Alternate Bid Items for inclusion in the Contract to be awarded ("District Project Staff") copies of Bid Proposals with the identities of Bidders masked; Bid Proposals reviewed by the Architect and District Project Staff will identify Bidders only by alphabetical letters. At such time as the Architect and the District Project Staff have completed review of Bid Proposals and made a determination of which Bidder (by the alphabetical letter assigned by Clerical Staff) has submitted the lowest Bid Proposal on the

basis of the Base Bid Proposal and any combination of Alternate Bid Items as determined by the Architect and the District Project Staff, the Clerical Staff will make available to the Project Staff the Bidders List so that the identity of the Bidder to be awarded the Contract can be identified. Until such time as the District Project Staff have completed review of Bid Proposals and determination of which Bidder has submitted the lowest Bid Proposal, there will be no communication between the Clerical Staff and the Architect or the District Project Staff regarding the identities of Bidders or disclosure of any portion of the Bidders List.

**8.3 Alternate Bid Items Not Included in Award of Contract.** Bidders are referred to the provisions of the Contract Documents permitting the District, during performance of the Work, add or delete from the scope of the Work any or all of the Alternate Bid Items with the cost or credit of the same being the amount(s) set forth by in the Alternate Bid Items Proposal.

**9. Subcontractors.** Each Bidder shall submit a list of its proposed Subcontractors whose work is valued at one-half of one percent (.05%) or more of the Bid Proposal amount. All Bidders are encouraged to disseminate all of the Contract Documents to all persons or entities submitting sub-bids to the Bidder. The omission of any portion or item of Work from the Bid Proposal or from the sub-bidders' sub-bids which is/are necessary to produce the intended results and/or which are reasonably inferable from the Contract Documents is not a basis for adjustment of the Contract Price or the Contract Time.

**10. Statement of Qualifications.** Each Bidder shall submit with its Bid Proposal the form of Statement of Bidder's Qualifications which is included within the Contract Documents. All information required by Statement of Bidder's Qualifications shall be completely and fully provided. Any Bid Proposal not accompanied by the Statement of Bidder's Qualifications completed with all information required and bearing the signature of the Bidder's duly authorized representative under penalty of perjury will render the Bid Proposal non-responsive and rejected. If any information provided by a Bidder in the Statement of Bidder's Qualifications is false or misleading, is incomplete so as to be false or misleading, or omits material facts rendering a response to be false or misleading, the District may reject the Bid Proposal submitted by such Bidder as being non-responsive.

**11. Workers' Compensation Insurance.** Pursuant to California Labor Code §3700, the successful Bidder shall secure Workers' Compensation Insurance for its employees engaged in the Work of the Contract. The successful Bidder shall sign and deliver to the District the form of Workers Compensation Insurance included with the Contract Documents.

**12. Bid Security Return.** The Bid Security of three or more low Bidders, the number being solely at the discretion of the District, will be held by the District for ten (10) days after the period for which Bid Proposals must be held open (which is set forth in the Call for Bids) or until posting by the successful Bidder of the bonds, certificates of insurance required and return of executed copies of the Agreement, whichever first occurs, at which time the Bid Security of such other Bidders will be returned to them.

**13. Forfeiture of Bid Security.** If the Bidder awarded the Contract fails or refuses to execute the Agreement within five (5) days from the date of receiving notification that it is the Bidder to whom the Contract has been awarded, the District may declare the Bidder's Bid Security forfeited as damages caused by the failure of the Bidder to enter into the Contract and may thereupon award the Contract for the Work to the responsible Bidder submitting the next lowest Bid Proposal or may call for new bids, in its sole and exclusive discretion.

**14. Job-Walk.** The District will conduct Job-Walk(s) at the time(s) and place(s) designated in the Call for Bids. The District may, in its sole and exclusive discretion, elect to conduct one or more Job-Walk(s) in

addition to that set forth in the Call for Bids, in which event the District shall notify all Bidders who have theretofore obtained the Contract Documents pursuant to the Call for Bids of any such additional Job-Walk. If the District elects to conduct any Job-Walk in addition to that set forth in the Call for Bids, the District shall, in its notice of any such additional Job-Walk(s), indicate whether Bidders' attendance at such additional Job-Walk(s) is/are mandatory. If the Job Walk is mandatory, the failure of any Bidder to have its authorized representative(s) present at the Mandatory Job-Walk or any additional Mandatory Job-Walk called by the District will render the Bid Proposal of such Bidder to be non-responsive. The District will reject the Bid Proposal of a Bidder who obtains the Bid and Contract Documents after the date of the Mandatory Job-Walk set forth in the Call for Bids.

**15. Public Records.** Bid Proposals and other documents responding to the Call for Bids become the exclusive property of the District upon submittal to the District. Upon the District's issuance of the Notice of Intent to award the Contract, all Bid Proposals and other documents submitted in response to the Call for Bids shall thereupon be considered public records, except for information contained in such Bid Proposals deemed to be Trade Secrets (as defined in California Civil Code §3426.1). A Bidder that indiscriminately marks all or most of its Bid Proposal as exempt from disclosure as a public record, whether by the notations of "Trade Secret" "Confidential" "Proprietary" or otherwise, may render the Bid Proposal non-responsive and rejected. The District is not liable or responsible for the disclosure of such records, including those exempt from disclosure if disclosure is deemed required by law, by an order of Court, or which occurs through inadvertence, mistake or negligence on the part of the District or its If the District is required to defend or otherwise respond to any action or proceeding wherein request is made for the disclosure of the contents of any portion of a Bid Proposal deemed exempt from disclosure hereunder, the Bidder submitting the materials sought by such action or proceeding agrees to defend, indemnify and hold harmless the District in any action or proceeding from and against any liability, including without limitation attorneys' fees arising therefrom. The party submitting materials sought by any other party shall be solely responsible for the cost and defense in any action or proceeding seeking to compel disclosure of such materials; the District's sole involvement in any such action shall be that of a stakeholder, retaining the requested materials until otherwise ordered by a court of competent jurisdiction.

**16. Compliance with Immigration Reform and Control Act of 1986.** The Bidder is solely and exclusively responsible for employment of individuals for the Work of the Contract in conformity with the Immigration Reform and Control Act of 1986, 8 USC §§101 et seq. (the "IRCA"); the successful Bidder shall also require that any person or entity employing labor in connection with any of the Work of the Contract shall so similarly comply with the IRCA.

**17. Notice of Intent to Award Contract.** Following the public opening and reading of Bid Proposals, the District will issue to Bidders who have timely submitted a Bid Proposal, a Notice of Intent to Award the Contract, identifying the responsible Bidder submitting the lowest priced responsive Bid Proposal and to whom the District intends to award the Contract along with the date, time and place of the Board of Trustees meeting to consider award of the Contract.

**18. Bid Protest.** Any Bidder submitting a Bid Proposal to the District may file a protest of the District's intent to award the Contract provided that each and all of the following are complied with:

- (i) The bid protest is in writing;
- (ii) The bid protest is filed and received by the District's Director of Construction not more than five (5) calendar days following the date of issuance of the District's Notice of Intent to Award the Contract; and
- (iii) The written bid protest sets forth, in detail, all grounds for the bid protest, including without limitation all facts, supporting documentation, legal authorities and argument in support of the grounds for the bid protest; any matters not set forth in



the written bid protest shall be deemed waived. All factual contentions must be supported by competent, admissible and creditable evidence. Any bid protest not conforming with the foregoing shall be rejected by the District as invalid. Provided that a bid protest is filed in strict conformity with the foregoing, the District's Director of Construction or such individual(s) as may be designated by him/her, shall review and evaluate the basis of the bid protest. The District's Director of Construction, or other individual designated by him/her shall provide the bidder submitting the bid protest with a written statement concurring with or denying the bid protest. The District's Board of Trustees will render a final determination and disposition of a bid protest by taking action to adopt, modify or reject the disposition of a bid protest as reflected in the written statement of the District's Director of Construction, or his/her designee. Action by the District's Board of Trustees relative to a bid protest shall be final and not subject to appeal or reconsideration by the District's Director of Construction, any other employee or officer of the District or the District's Board of Trustees. The rendition of a written statement by the District's Director of Construction (or his/her designee) and action by the District's Board of Trustees to adopt, modify or reject the disposition of the bid protest reflected in such written statement shall be express conditions precedent to the institution of any legal or equitable proceedings relative to the bidding process, the District's award of the Contract, the District's disposition of any bid protest or the District's decision to reject all Bid Proposals. In the event that any such legal or equitable proceedings are instituted and the District is named as a party thereto, the prevailing party(ies) shall recover from the other party(ies), as costs, all attorneys' fees and costs incurred in connection with any such proceeding, including any appeal arising therefrom.

**[End of Section]**

**PALOMAR POMERADO HEALTH**  
**Phase I Development, Pomerado Hospital Expansion**

**TO:** Board of Directors

**MEETING DATE:** Monday, January 9, 2006

**FROM:** FACILITIES AND GROUNDS COMMITTEE  
Meeting of December 19, 2005

**BY:** Jim Flinn, CHE  
Chief Administrative Officer  
Pomerado Hospital

**Background:** The City of Poway has approved the Phase-I Expansion of Pomerado Hospital, which includes a new 1200 car parking structure and related site work, utilities relocation, pedestrian access points, bridges and city required off-site improvements. The cost is \$28,922,990.00, with an expected completion date of March 2007.

**Budget Impact:** \$28,922,990.00

**Staff Recommendation:** The Facilities Planning and Development Department recommends approval of cost and schedule for these Phase-I improvements.

**Committee Questions:**

**COMMITTEE RECOMMENDATION:** Board to approve cost and schedule for Phase-I improvements as submitted.

**Motion:** X

**Individual Action:**

**Information:**

**Required Time:**

# Pomerado – Phase I Funding

<b>LOCATION / PROJECT</b>		<b>Total Project Cost</b>
1	Parking / Staging at City Lot	\$304,145
2	Parking at Cardio Track	\$120,000
3	Parking at NW of Tower	\$150,000
4	Northwest Entry Drive	\$707,625
5	Relocate Waste Management Center	\$268,547
6	Parking Structure (including elevator towers and bridges)	\$17,770,246
7	Relocate Mobile MRI	\$120,000
8	City Required Off-site improvements	\$1,189,527
9	Parking at Wound Care (SNF)	\$107,419
10	Site Work	\$5,685,481
11	Subtotal	\$26,422,990
12	Contingency	\$2,000,000
13	Escalation	\$500,000
14	<b>Total - Expansion Phase 1</b>	<b>\$28,922,990</b>