



January 11, 2024

TO: Legal Counsel

News Media

Salinas Californian

El Sol

Monterey County Herald

Monterey County Weekly

KION-TV

KSBW-TV/ABC Central Coast

KSMS/Entravision-TV

The next regular meeting of the **PERSONNEL, PENSION AND INVESTMENT COMMITTEE - COMMITTEE OF THE WHOLE** of **SALINAS VALLEY HEALTH**<sup>1</sup> will be held **MONDAY, JANUARY 15, 2024, AT 12:00 P.M., CEO CONFERENCE ROOM, DOWNING RESOURCE CENTER, Room 117, SALINAS VALLEY HEALTH MEDICAL CENTER, 450 E. ROMIE LANE, SALINAS, CALIFORNIA** or via **TELECONFERENCE** (*visit [SalinasValleyHealth.com/virtualboard](https://SalinasValleyHealth.com/virtualboard) meeting for Access Information*).

A handwritten signature in black ink, appearing to read "Allen Radner".

Allen Radner, MD

Interim President/Chief Executive Officer

Committee Members: Juan Cabrera, Chair; Catherine Carson, Vice Chair; Allen Radner, MD, Interim President/CEO; Augustine Lopez, Chief Financial Officer; Michelle Childs, Chief Human Resources Officer; Glenn Berry, MD, Medical Staff Member; Tony Redmond, Community Member

**PERSONNEL, PENSION AND INVESTMENTS COMMITTEE  
COMMITTEE OF THE WHOLE  
SALINAS VALLEY HEALTH<sup>1</sup>**

**MONDAY, JANUARY 15, 2024, 8:30 A.M.  
CEO CONFERENCE ROOM  
DOWNING RESOURCE CENTER, Room 117**

**Salinas Valley Health Medical Center  
450 E. Romie Lane, Salinas, California  
or via Teleconference**

**(Visit [svmh.com/virtualboardmeeting](https://svmh.com/virtualboardmeeting) for Access Information)**

**AGENDA**

1. Call to Order / Roll Call

2. Public Comment

This opportunity is provided for members of the public to make a brief statement, not to exceed three (3) minutes, on issues or concerns within the jurisdiction of this District Board, which are not otherwise covered under an item on this agenda.

3. Approve Minutes of the Personnel, Pension and Investment Committee Meeting of November 14, 2023 (RADNER)

- Motion/Second
- Action by Committee/Roll Call Vote

4. Consider Recommendation for Board Approval of (i) Findings Supporting Recruitment of Najwa Bahu-Baugh, MD, (ii) Contract Terms for Dr. Bahu-Baugh's Recruitment Agreement, and (iii) Contract Terms for Dr. Bahu-Baugh's Internal Medicine Professional Services Agreement (RADNER/RAY)

- Staff Report
- Committee Questions to Staff
- Public Comment
- Committee Discussion/Deliberation
- Motion/Second
- Action by Committee/Roll Call Vote

5. HR Metrics (CHILDS/ANDERSEN)

6. Adjournment

The next Personnel, Pension and Investment Committee Meeting is scheduled for **Monday, February 12, 2024 at 12:00 p.m.**

<sup>1</sup>Salinas Valley Memorial Healthcare System operating as Salinas Valley Health

This Committee meeting may be attended by Board Members who do not sit on this Committee. In the event that a quorum of the entire Board is present, this Committee shall act as a Committee of the Whole. In either case, any item acted upon by the Committee or the Committee of the Whole will require consideration and action by the full Board of Directors as a prerequisite to its legal enactment.

The Committee packet is available at the Committee Meeting, at [www.SalinasValleyHealth.com](http://www.SalinasValleyHealth.com), and in the Human Resources Department of the District. All items appearing on the agenda are subject to action by the Committee.

Requests for a disability related modification or accommodation, including auxiliary aids or services, in order to attend or participate in a meeting should be made to the Board Clerk during regular business hours at 831-759-3050. Notification received 48 hours before the meeting will enable the District to make reasonable accommodations item acted upon by the Committee or the Committee of the Whole will require consideration and action by the full Board of Directors as a prerequisite to its legal enactment.

*CALL TO ORDER*  
*ROLL CALL*

*(Chair to call the meeting to order)*

*PUBLIC COMMENT*



**SALINAS VALLEY HEALTH<sup>1</sup>  
PERSONNEL, PENSION AND INVESTMENT COMMITTEE  
COMMITTEE OF THE WHOLE  
MEETING MINUTES NOVEMBER 14, 2023**

Committee Members Present:

In-person: Chair Juan Cabrera, Glenn Berry, MD, Michelle Childs, Pete Delgado, Augustine Lopez.

Via Teleconference: Vice-Chair Catherine Carson, Tony Redmond

Committee members absent: None

Other Board Members Present, Constituting Committee of the Whole: Rolando Cabrera, MD, and Joel Hernandez-Laguna.

*Catherine Carson joined the meeting via teleconference at 12:18 p.m.*

**1. CALL TO ORDER/ROLL CALL**

A quorum was present and Chair Juan Cabrera called the meeting to order at 12:14 p.m. in Downing Resource Center, Rooms B, and C.

**2. APPROVAL OF MINUTES FROM THE PERSONNEL, PENSION AND INVESTMENT COMMITTEE MEETING OF SEPTEMBER 26, 2023**

The minutes of the Personnel, Pension, and Investment Committee meeting of September 26, 2023, were included in the Committee packet.

**PUBLIC COMMENT:**

None

**MOTION:**

Upon motion by Committee member Pete Delgado, and second by Committee Member Augustine Lopez Childs, the minutes of the September 26, 2023 Personnel, Pension and Investment Committee were approved, as presented.

Ayes: Chair Cabrera, Berry, MD, Childs, Delgado, Lopez, and Redmond

Noes: None;

Abstentions: None;

Absent: Vice Chair Carson,

**Motion Carried**

**3. APPROVAL OF MINUTES FROM THE PERSONNEL, PENSION AND INVESTMENT COMMITTEE MEETING OF OCTOBER 24, 2023**

The minutes of the Personnel, Pension, and Investment Committee meeting of October 24, 2023, were included in the Committee packet.

**PUBLIC COMMENT:**

None

<sup>1</sup>Salinas Valley Memorial Healthcare System operating as Salinas Valley Health

**MOTION:**

Upon motion by Committee member Pete Delgado, and second by Committee Member Glenn Berry, MD, the minutes of the October 24, 2023 Personnel, Pension and Investment Committee were approved, as presented.

Ayes: Chair Cabrera, Berry, MD, Childs, Delgado, Lopez, and Redmond

Noes: None;

Abstentions: None;

Absent: Vice Chair Carson

**Motion Carried**

**4. CONSIDER RECOMMENDATION FOR BOARD APPROVAL OF:**

- A. The Findings Supporting Recruitment of Ramaiha Indudhara, MD,
- B. The Contract Terms for Dr. Indudhara's Recruitment Agreement, and
- C. The Contract Terms for Dr. Indudhara's Urology Professional Services Agreement

**PUBLIC COMMENT:**

None

**COMMENTS FROM THE BOARD:** Further discussion with staff clarified Salinas Valley Health has been building a more robust Urology program and Dr. Indudhara will be the fourth Urologist in the program.

**MOTION:**

Upon motion by Committee member Delgado, and seconded by Chair, Juan Cabrera, the Personnel, Pension, and Investment Committee recommends the Board of Directors consider approval of Dr. Indudhara's findings supporting recruitment, contract terms for recruitment agreement, and contract terms for the Urology Professional Services Agreement.

Ayes: Chair Cabrera, Carson, Berry, MD, Childs, Delgado, Lopez, and Redmond

Noes: None;

Abstentions: None;

Absent: None

**Motion Carried**

**5. REVIEW SVMHS DEFINED BENEFIT INVESTMENT POLICY DECISIONS**

Augustine Lopez, CFO, and Steve Kjar and Frank Salb of Creative Planning Retirement Services reported on objectives and philosophy for the investment of plan assets. The Committee’s overall objectives have included: Being mindful of market risk for the investment of assets. Quarterly review of asset allocation and market risk. Maintaining the objective of long-term performance. Creative Planning reviewed a display showing investment performance of various investment alternatives over time. The Committee confirmed the philosophy of a diversified investment lineup and the strategic approach to investing and that quarterly investment evaluations will continue.

**Board Member Discussion:** Further discussion with Creative Planning clarified an evaluation of the current bond portfolio and also the asset allocation for the international stock. Evaluation of the bond portfolio is appropriate at this time given interest rates have increased and there is now yield to be obtained in these investments. In addition, the current allocation to international stocks is approximately 21% of the portfolio. Creative Planning will evaluate this asset allocation and report back to the Committee on the alternatives to this allocation.

## 6. TRAINING ON FIDUCIARY REQUIREMENTS AND BEST PRACTICES FOR THE FIDUCIARIES OF SVMHS'S 403(B) PLAN, 457 PLAN AND EMPLOYEE PENSION PLAN

Augustine Lopez, CFO, Steve Kjar, Frank Salb of Creative Planning Retirement Services, and Sam Henson reported on fiduciary requirements and best practices. Sam Henson leads Creative Planning's fiduciary process legal team. Mr. Henson is a former Department of Labor investigator and has conducted multiple fiduciary breach evaluations. Mr. Henson joined the meeting and led a presentation focused on fiduciary education for the Committee as follows: The retirement plans for Salinas Valley Memorial Healthcare District are governmental and are exempt from ERISA. However, state rules will generally align with ERISA so fiduciary standards must be maintained. Fiduciaries are identified by action, not titles. Anyone who exercises discretionary authority or control over the management of plan assets is a fiduciary. The Personnel, Pension and Investment Committee is a fiduciary to the District's Plans.

Fiduciary responsibility is to act only for the benefit of plan participants and to perform duties with care, skill and diligence. Fiduciaries can perform these duties by hiring subject matter experts to assist with the administration of a plan and pay only necessary and reasonable expenses.

**Board Member Discussion:** Further discussion with Creative Planning clarified a fiduciary approach is process based. Committees must have a process, document the process and continually execute on the approved process. Documentation of meetings is critical to the process and the best protection fiduciaries can employ to demonstrate their diligence.

## 7. REVIEW INVESTMENT PERFORMANCE FOR QUARTER ENDING SEPTEMBER 30, 2023 OF SVMHS'S 403(b) PLAN, 457 PLAN, AND EMPLOYEE PENSION PLAN

Augustine Lopez, CFO, and Steve Kjar and Frank Salb of Creative Planning Retirement Services presented a report on the Investment Performance for Quarter Ending September, 2023 of SVMHS's 403(b) Plan, 457 Plan and Employee Pension Plan.

- Economic Review: The economy (as measured by GDP) grew in the 3<sup>rd</sup> Quarter. Employment remains very high (conversely, unemployment is very low). Inflation continues to be a concern but it has moved lower. At the end of the 3<sup>rd</sup> quarter it remained approximately 2% higher than the Federal Reserve's target. The Federal Reserve raised the Federal Funds Rate by .25% during the quarter. Long term bond yields also increased. The Stock Market "cooled" in the 3<sup>rd</sup> quarter.
- Assets by Plan
  - 403(b) \$119 million
  - 457(b) \$20 million
  - Pension Plan \$416 million

Performance for the Pension Plan exceeded the benchmark for the One-Year and Three-Year timeframes. Benchmark Performance exceeded Actual by .15% annually for the Five-Year timeframe.

The investment lineups for the 403(b) and 457(b) Plans was also evaluated and no changes to the lineup were recommended.

## 8. PUBLIC COMMENT

None



## 9. ADJOURNMENT

There being no other business, the meeting was adjourned at 1:31 p.m. The next Personnel, Pension, and Investment Committee Meeting is scheduled for **Tuesday, December 12, 2023, at 12:00 p.m.**

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Juan Cabrera, Chair, Personnel  
Pension and Investment Committee

## Board Paper: Personnel, Pension and Investment Committee

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Agenda Item: **Consider Recommendation for Board Approval of (i) Findings Supporting Recruitment of Najwa Bahu-Baugh, MD, (ii) Contract Terms for Dr. Bahu-Baugh's Recruitment Agreement, and (iii) Contract Terms for Dr. Bahu-Baugh's Internal Medicine Professional Services Agreement**

Executive Sponsor: Allen Radner, MD, Interim President/CEO, Salinas Valley Health  
Gary Ray, Chief Legal & Administrative Officer, Salinas Valley Health

Date: January 15, 2024

### Executive Summary

In consultation with members of the medical staff, Salinas Valley Health (SVH) executive management has identified the recruitment of physicians specializing in primary care as a recruiting priority for the hospital's service area. Based on the Medical Staff Development Plan, completed by ECG Management Group in January 2023, the specialty of primary care/internal medicine was recommended as a top priority for recruitment. In addition, the recruitment of additional primary care physicians will help with patient access and with a reduction in the current average wait time for new patient appointments at Salinas Valley Health Primecare.

The recommended physician, Najwa Bahu-Baugh, MD, attended Medical School at the American University of the Caribbean and completed her Residency and Internship in Internal Medicine at the College of Medicine at the University of Oklahoma. She also completed her Fellowship in Pulmonary and Critical Care Medicine at the University of Oklahoma. Dr. Bahu-Baugh practiced inpatient and outpatient pulmonary and critical care until 2020. She is currently providing outpatient primary care and pulmonary services at her private practice in Oklahoma. Dr. Bahu-Baugh is excited to relocate to the area with her husband and be near extended family. She plans to join SVH Clinics in June 2024.

### Terms and Conditions of Agreements

The proposed physician recruitment requires the execution of two types of agreements:

1. **Professional Services Agreement**. Essential Terms and Conditions:

- **Professional Services Agreement (PSA)**. Contracted physician under a PSA with Salinas Valley Health and a member of Salinas Valley Health Clinics. Pursuant to California law, physician will not be an employee of SVH or SVH Clinics but rather a contracted physician.
- **Term**: PSA is for a term of two years, with annual compensation reported on an IRS W-2 Form.
- **Base Compensation**: \$300,000 per year.
- **Productivity Compensation**: To the extent it exceeds the base salary, physician is eligible for work Relative Value Units (wRVU) productivity compensation at a \$51.00 wRVU conversion factor.
- **Benefits**. Physician will be eligible for standard SVH Clinics physician benefits:
  - ❖ Access to SVH Health Plan for physician and qualified dependents. Premiums are projected based on 15% of SVH cost.
  - ❖ Access to SVH 403(b) and 457 retirement plans. Five percent base contribution to 403(b) plan that vests after three years. This contribution is capped at the limits set by Federal law.
  - ❖ Four weeks (20 days) of time off each calendar year.
  - ❖ Continuing Medical Education (CME) annual stipend in the amount of \$2,400 paid directly to physician and reported as 1099 income.
- **Professional Liability Insurance**. Professional liability is provided through BETA Healthcare Group.

2. **Recruitment Agreement** that provides a recruitment incentive of \$40,000, which is structured as forgivable loan over two years of service.

## Meeting our Mission, Vision, Goals

### Strategic Plan Alignment:

The recruitment of Dr. Bahu-Baugh is aligned with our strategic priorities for the growth and finance pillars. We continue to develop Salinas Valley Health Clinics infrastructure that engages our physicians in a meaningful way, promotes efficiencies in care delivery and creates opportunities for expansion of services. This investment provides a platform for growth that can be developed to better meet the needs of the residents of our District by improving access to care regardless of insurance coverage or ability to pay for services.

### Pillar/Goal Alignment:

Service     People     Quality     Finance     Growth     Community

### Financial/Quality/Safety/Regulatory Implications

The addition of Dr. Bahu-Baugh to SVH Clinics has been identified as a need for recruitment while also providing additional resources and coverage for SVH Primecare.

The compensation proposed in these agreements have been reviewed against published industry benchmarks to confirm that the terms contemplated are fair market value and commercially reasonable.

### Recommendation

Salinas Valley Health Administration requests that the Personnel, Pension and Investment Committee recommend to the Salinas Valley Health Board of Directors approval of the following:

1. **The Findings Supporting Recruitment of Najwa Bahu-Baugh, MD;**
  - That the recruitment of an internal medicine physician to Salinas Valley Health Clinics is in the best interest of the public health of the communities served by the District; and
  - That the recruitment benefits and incentives the hospital proposes for this recruitment are necessary in order to attract and relocate an appropriately qualified physician to practice in the communities served by the District;
2. **The Contract Terms of the Recruitment Agreement for Dr. Bahu-Baugh; and**
3. **The Contract Terms of the Internal Medicine Professional Services Agreement for Dr. Bahu-Baugh.**

### Attachments

- Curriculum Vitae for Najwa Bahu-Baugh, MD

**CURRICULUM VITAE  
NAJWA A. BAHU-BAUGH, MD**

**CITIZENSHIP: USA**

**MEDICAL LICENSURE:**

Oklahoma #20169 (1996)

California #C 171107

Florida #ME 147626

**EDUCATION:**

1994 MD American University of the Caribbean

**BOARD CERTIFICATION:**

NBPAS: 2019-Present

ABIM - Internal Medicine 2000-Present

Pulmonary Critical Care eligible 2002-2019

**POSTGRADUATE TRAINING AND FELLOWSHIP APPOINTMENTS:**

Fellowship, Pulmonary and Critical Care Medicine July 1999 – June 2002  
Department of Medicine University of Oklahoma Health Sciences Center  
Oklahoma City, Oklahoma

Chief Residency, Internal Medicine July 1998 – June 1999 College of Medicine  
University of Oklahoma Health Sciences Center Oklahoma City, Oklahoma

Residency & Internship, Internal Medicine July 1995 – July 1998  
College of Medicine University of Oklahoma Health Sciences Center Oklahoma  
City, Oklahoma

**TEACHING RESPONSIBILITIES:**

Clinical Rotations;

Great Plains Family Residency Program, 2002 -2020 Preceptor for Second Year  
Medical Students, 1998 – 2020

Teaching Clinical Medicine III for PA program, 2000 – 2001 1

MEMBERSHIP IN PROFESSIONAL AND SCIENTIFIC SOCIETIES

American College of Physicians / American Society of Internal Medicine, Member 1995 to Present  
American College of Chest Physicians, Member 1999 to Present  
American Thoracic Society, Member 2001 to Present  
American Society of Women in Medicine, Member 1997 to Present  
American Medical Association, Member 1995  
Society for Critical Care Medicine, Member 1999  
Oklahoma Medical Society, Member 1995

LECTURES

When to call the doctor at night – ICU in service April 2008  
COPD's and answers – Better Breathers Summer 2006  
Nocturnal Ventilation - Who Benefits March 2002  
ILD - Drug Induced March 2002 TB - Treatment and Prevention December 2001  
Pneumonia and Pneumothorax November 2000 and September 2001  
Fat Emboli Syndrome June 2001  
Pulmonary Manifestations of Collagen Vascular Disease April 2001  
Inflammation and Steroids February 2001  
NAEPP – Overview of Treatment September 2000  
Atypical Pneumonia June 2000  
Approach to *HN* Patient with Pulmonary Symptoms May 2000  
Bronchoprovocation Testing February 2000  
Oxygen Toxicity December 1999  
Bronchiectasis February 2023  
Overview of Restrictive and Obstructive lung disease February 2023

CLINICAL RESEARCH

COPD Exacerbation and Troponin

STAFF PRIVILEGES

Integris Medical Center July 2018 November 2020

Mercy Health Center July 2002 – 2018

Deaconess Hospital August 2002 – 2020

Select Specialty Hospital August 2002 – 2020

VA Medical Center July 1998 – 2005

Kindred Hospital July 1999 -2003 OUHSC July 1995 -June 2002 Oklahoma

Physician Hospital July 1998 – July 2000 2

Watonga Hospital July 1997 – June 2000

Fairview Hospital July 1998 – July 2000

MEDICAL APPOINTMENTS

Deaconess Hospital - Chief of Medicine 2013-2018

Deaconess Hospital-Medical Director, Respiratory Department January 2008 -  
January 2009

Mercy Hospital-Section Chief, Pulmonology Department January 2008 -2012

Mercy Hospital-Peer Review, Pulmonology Department January 2008 -January  
2010

Mercy Hospital- Physician Reviewer for new pulmonologist January 2007 -2010

Deaconess Hospital- Critical Care Committee March 2006 – Present Deaconess  
Hospital – P&T Committee January 2004 – Present

# HR Metrics – FY24/Q1

Robert Andersen | Manager, Human Resources

Michelle Barnhart Childs | Chief Human Resources Officer

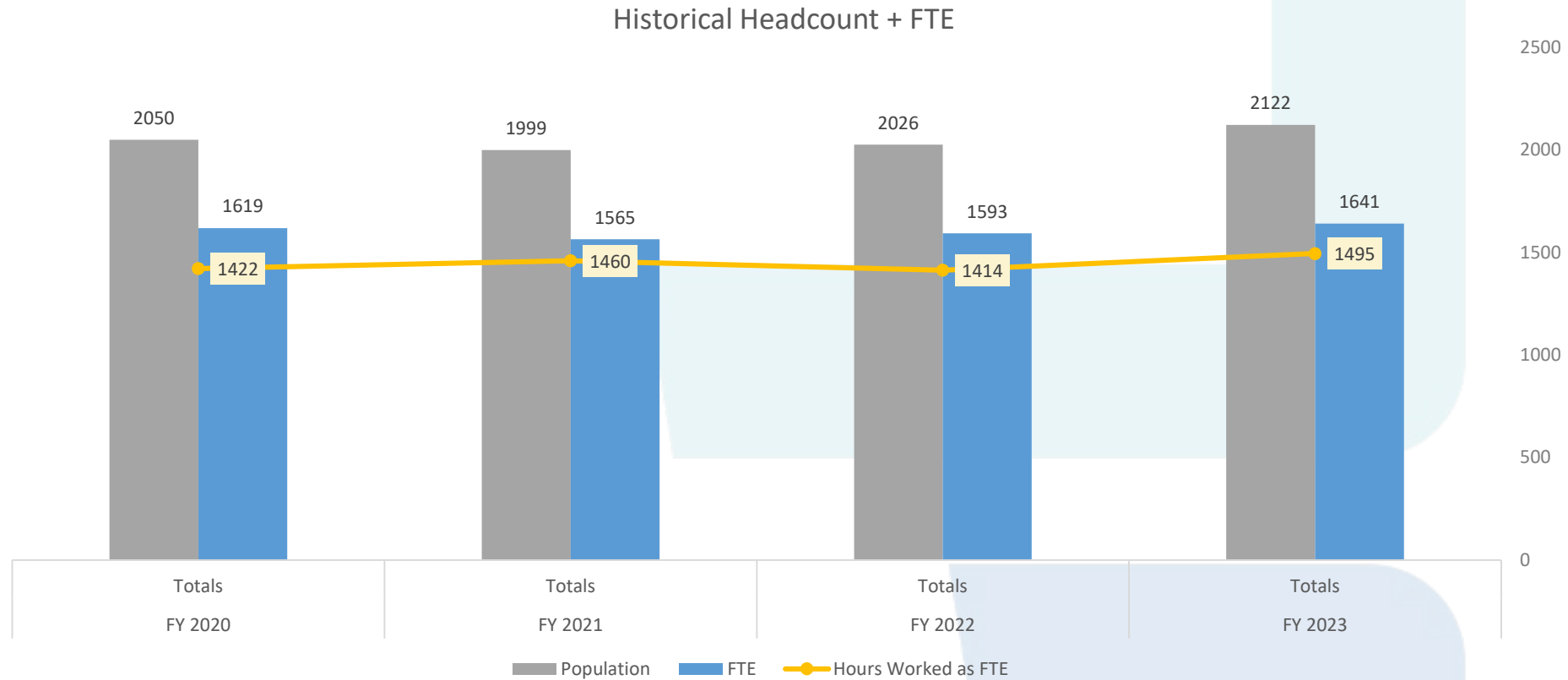
December 2023

# Agenda:

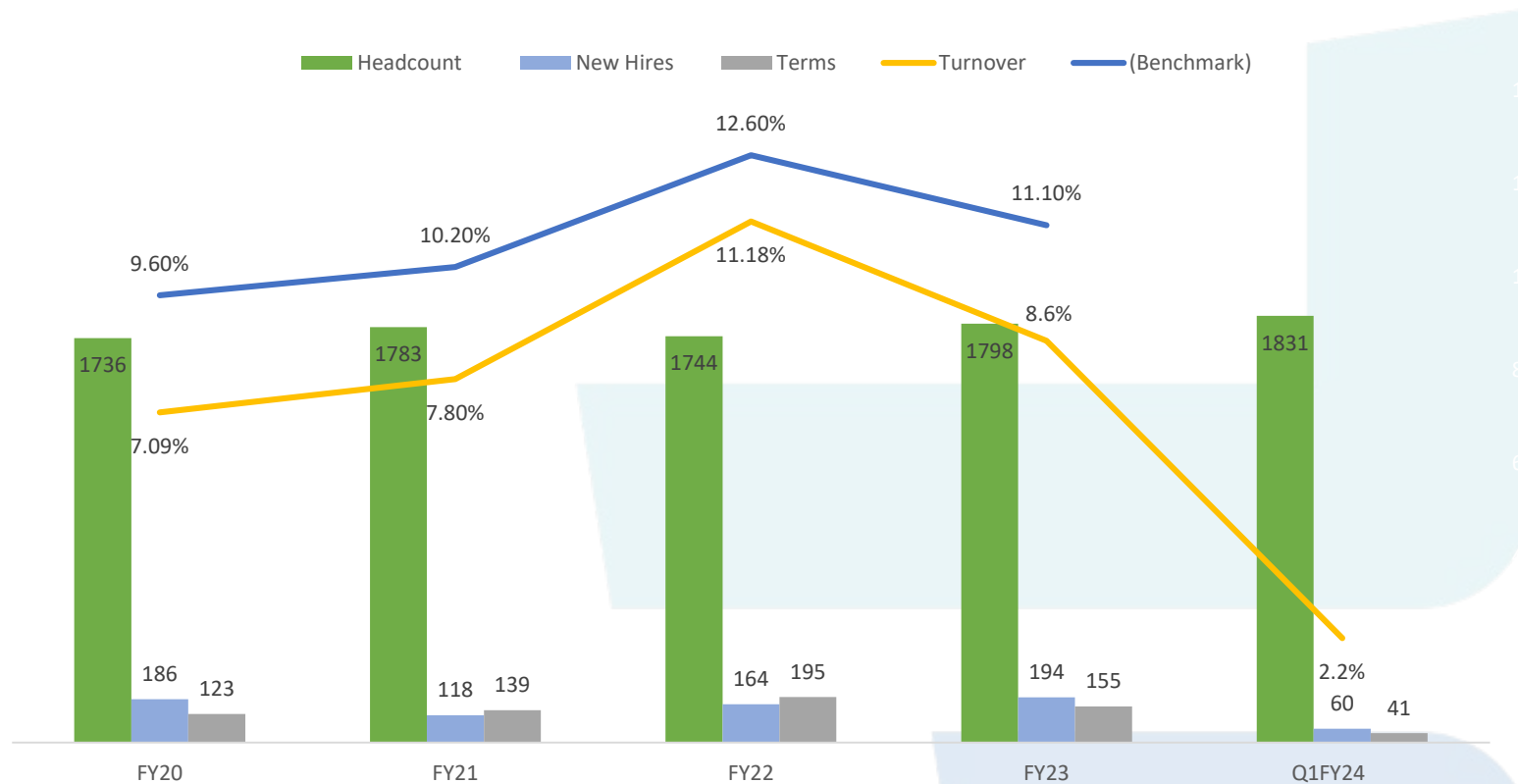
Headcount  
Turnover (Overall)  
Turnover (First Year)  
New Grad Retention  
Travelers  
Evaluations  
Recruitment



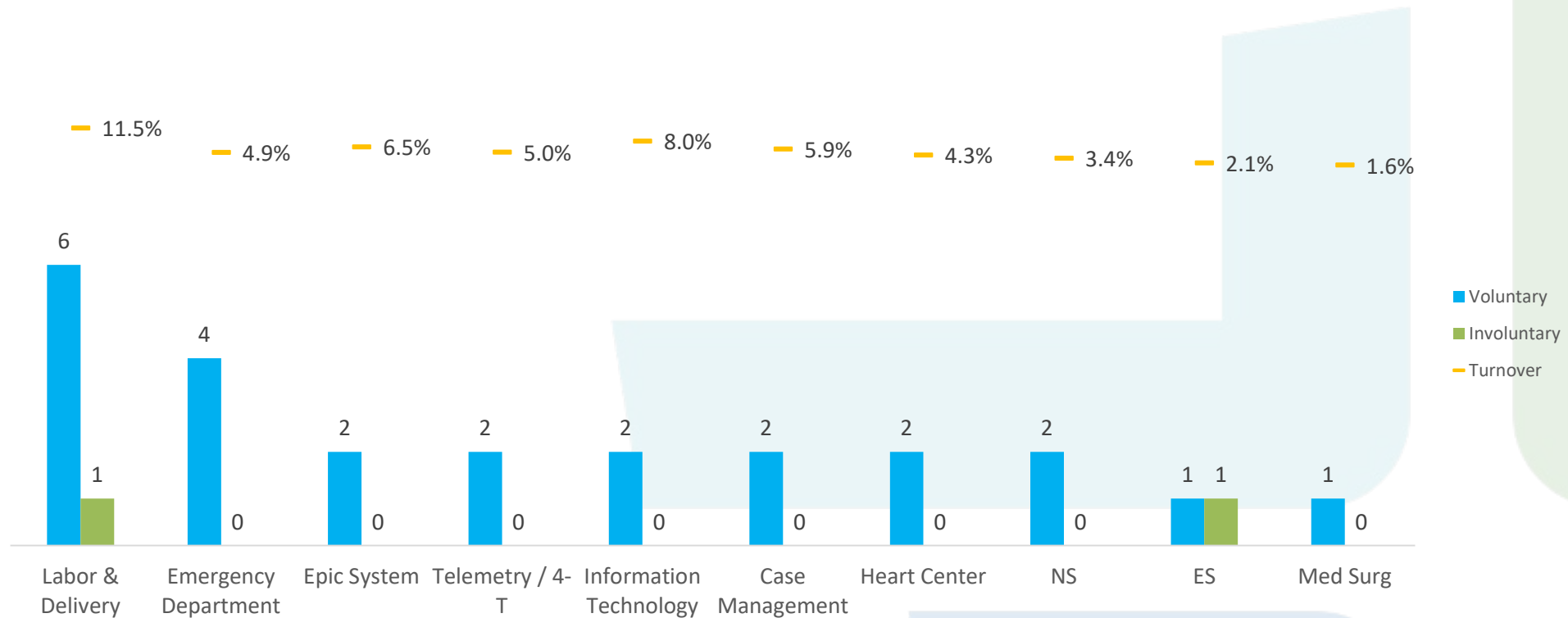
# Historical Headcount + FTE Trend



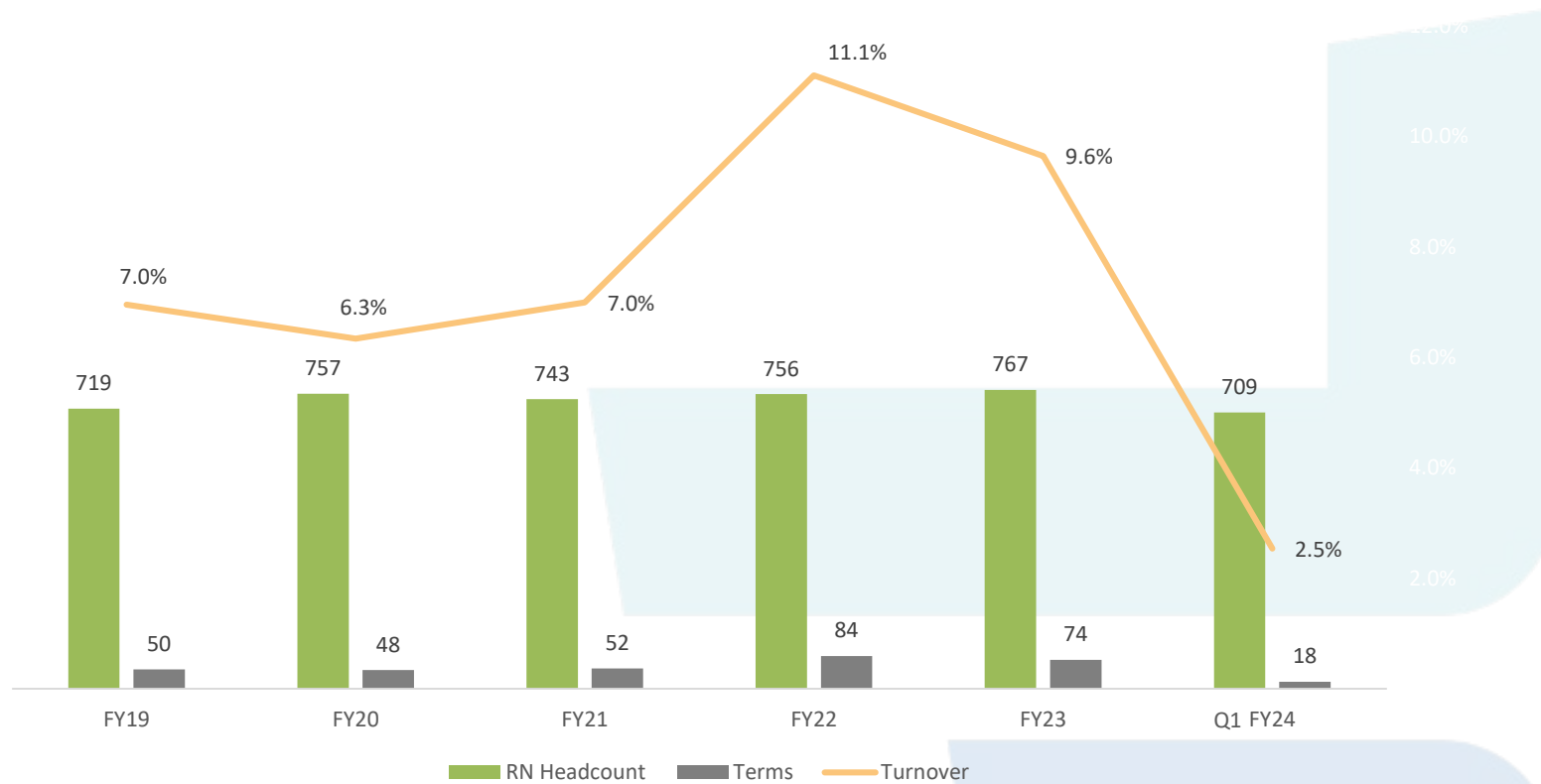
# FY24/Q1 | Overall Turnover (Benefited)



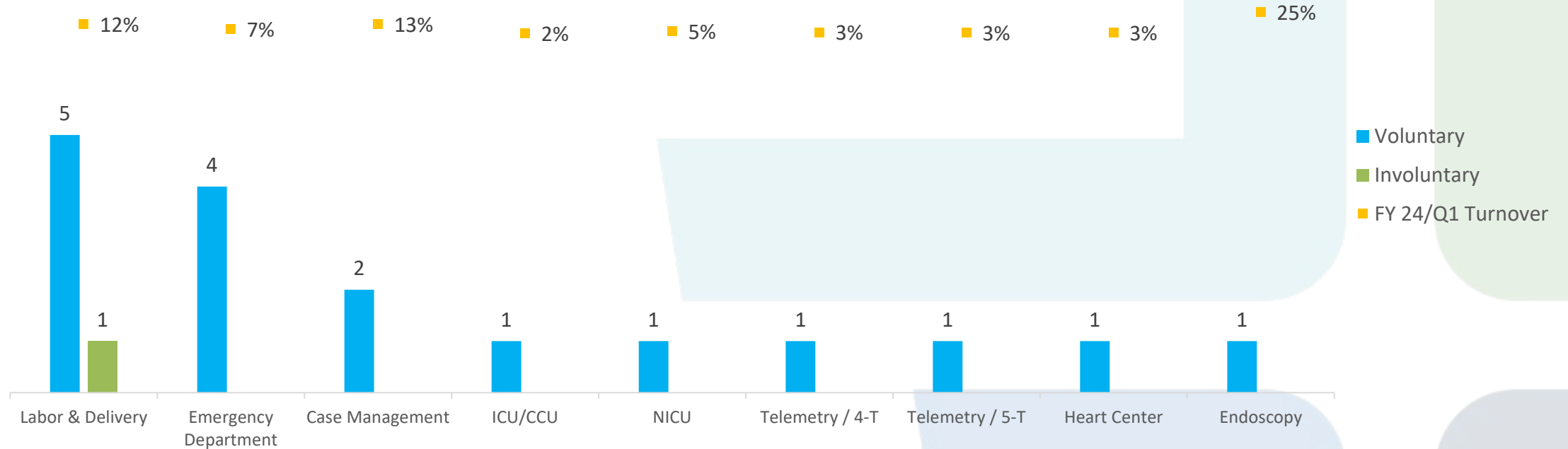
# FY24/Q1 | Turnover by Department (Benefited)



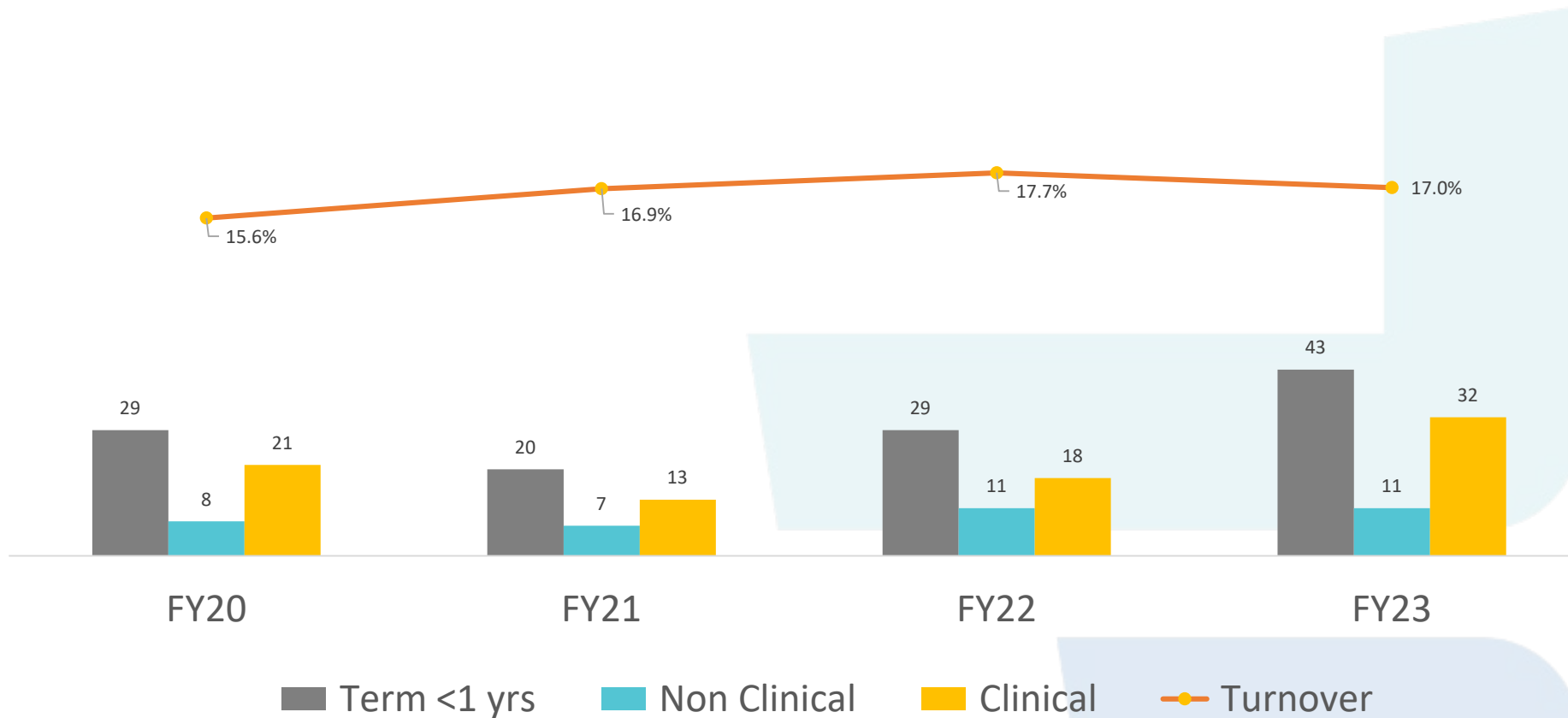
# FY24/Q1 | RN Turnover (Benefited)



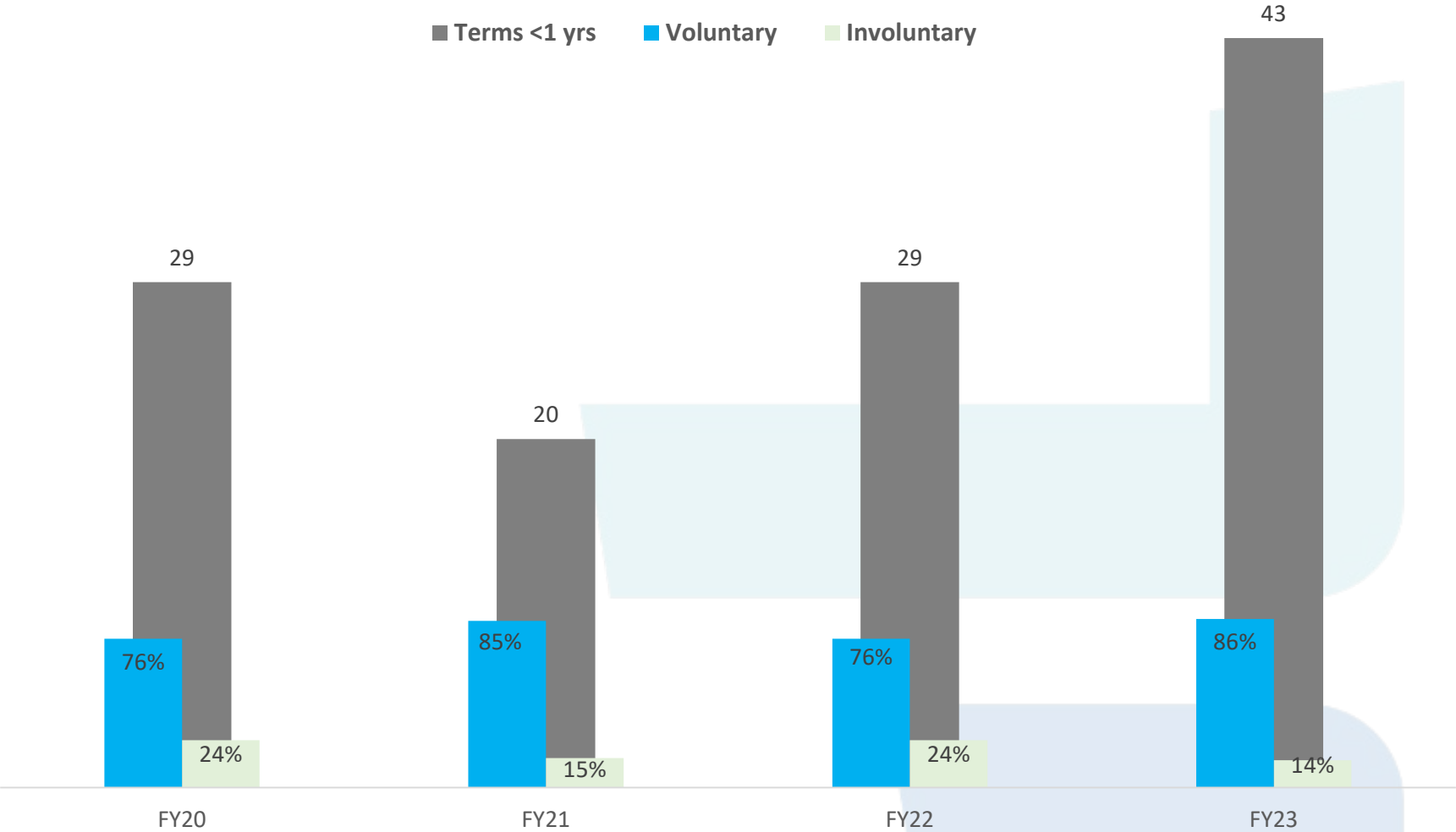
# FY24/Q1 | RN Turnover by Dept (Benefited)



# FY24/Q1 | First Year Turnover – EE Type (Benefited)

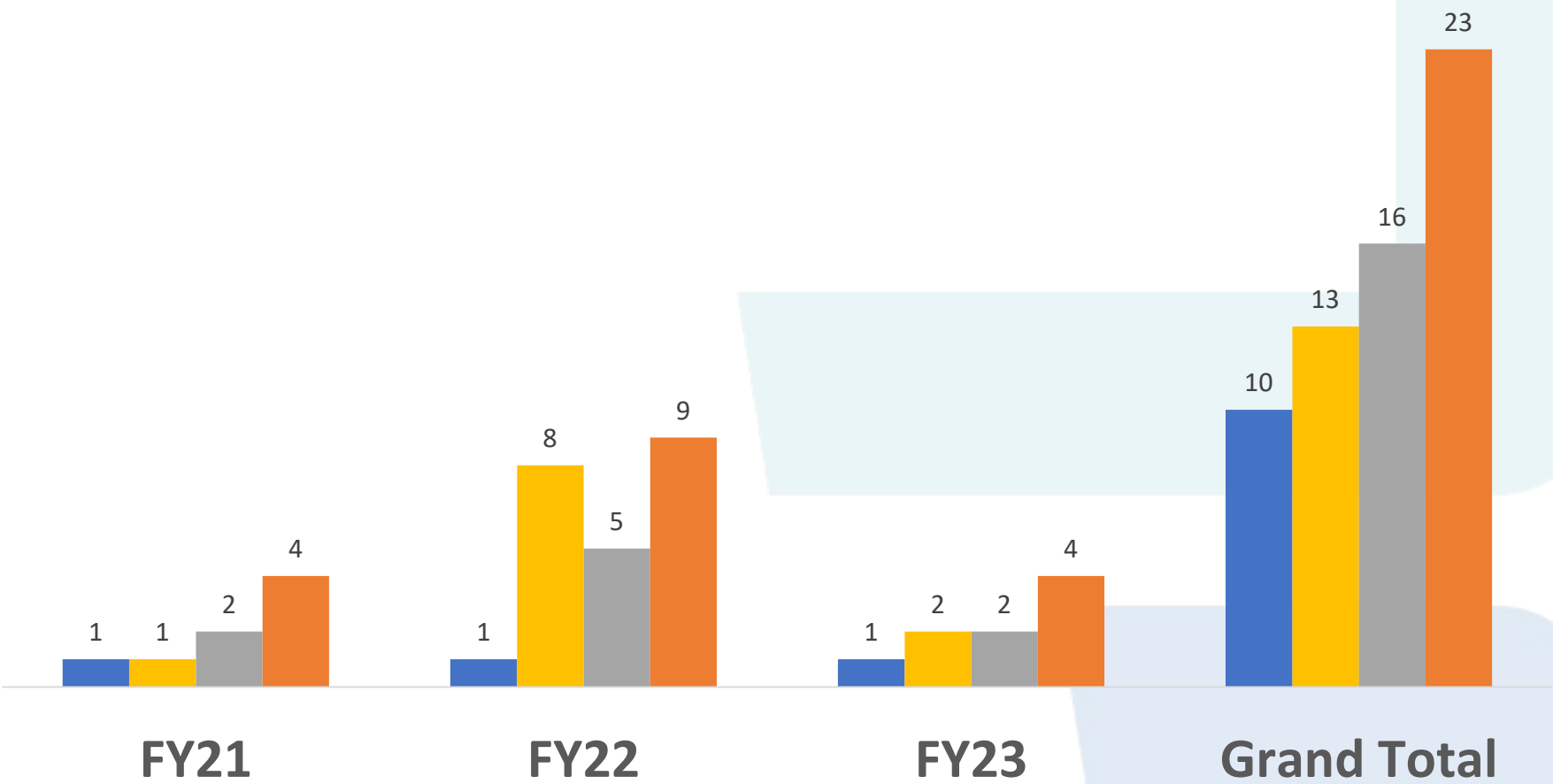


# FY24/Q1 | 1st Year Turnover – Term Type (Benefited)



# FY24/Q1 | First Year Turnover – Top Reasons (Benefited)

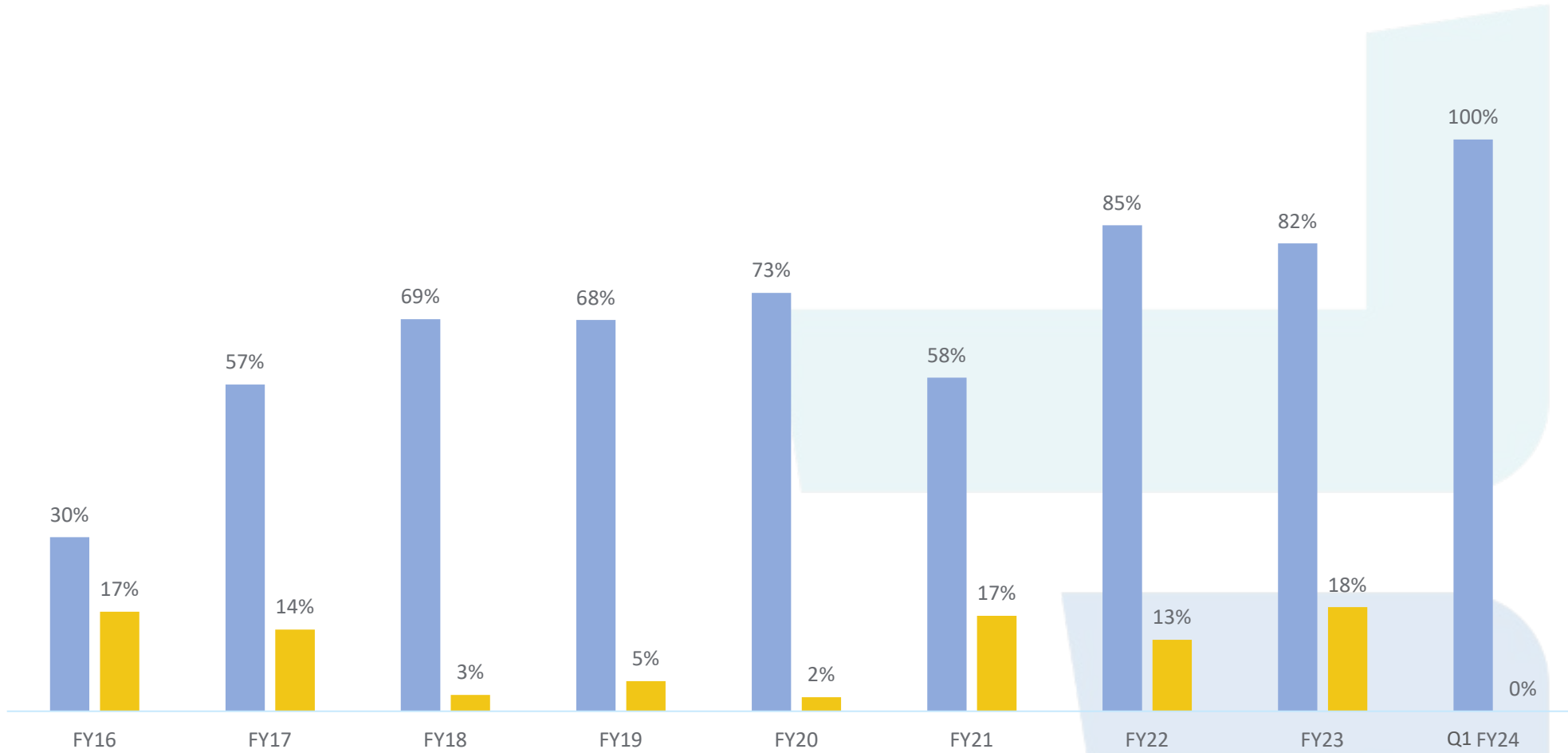
■ Advancement Opportunities   ■ Other   ■ Failed to Complete Intro Period   ■ Family Obligations/School



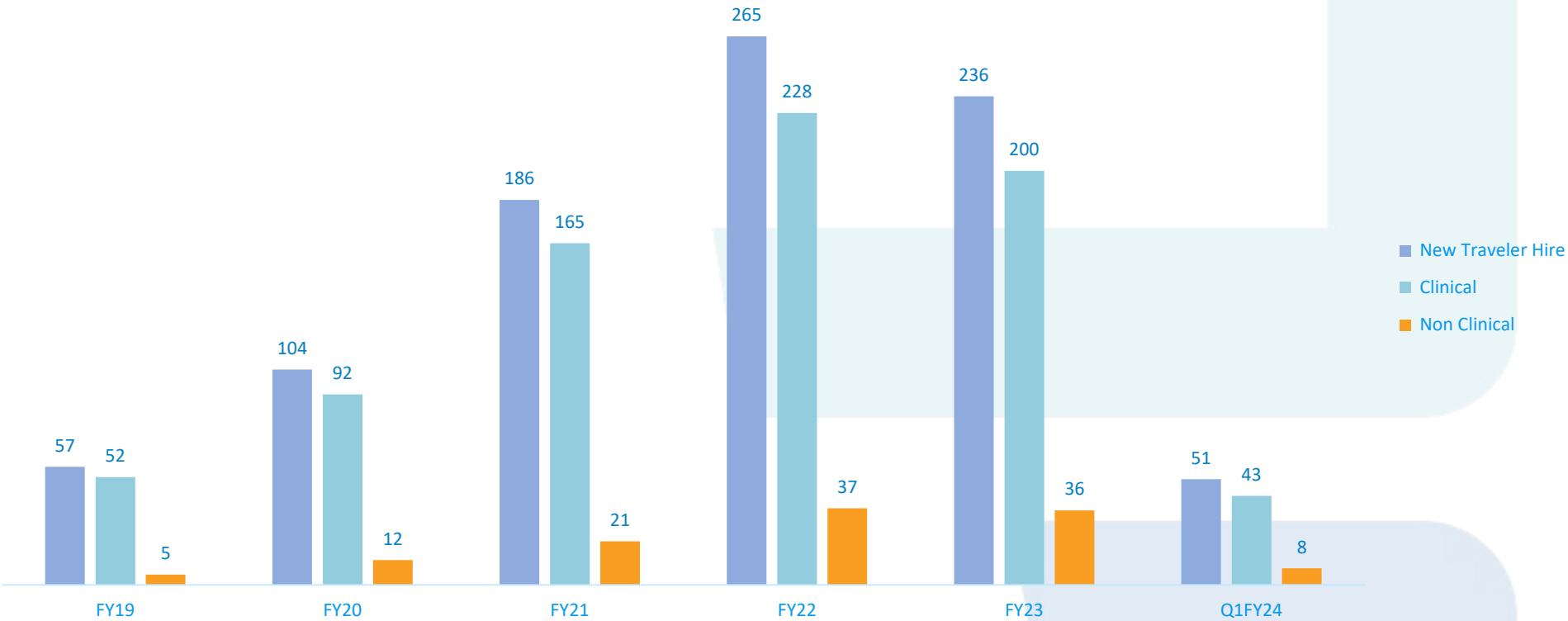


# FY24/Q1 | New Grad Retention Rate & Turnover

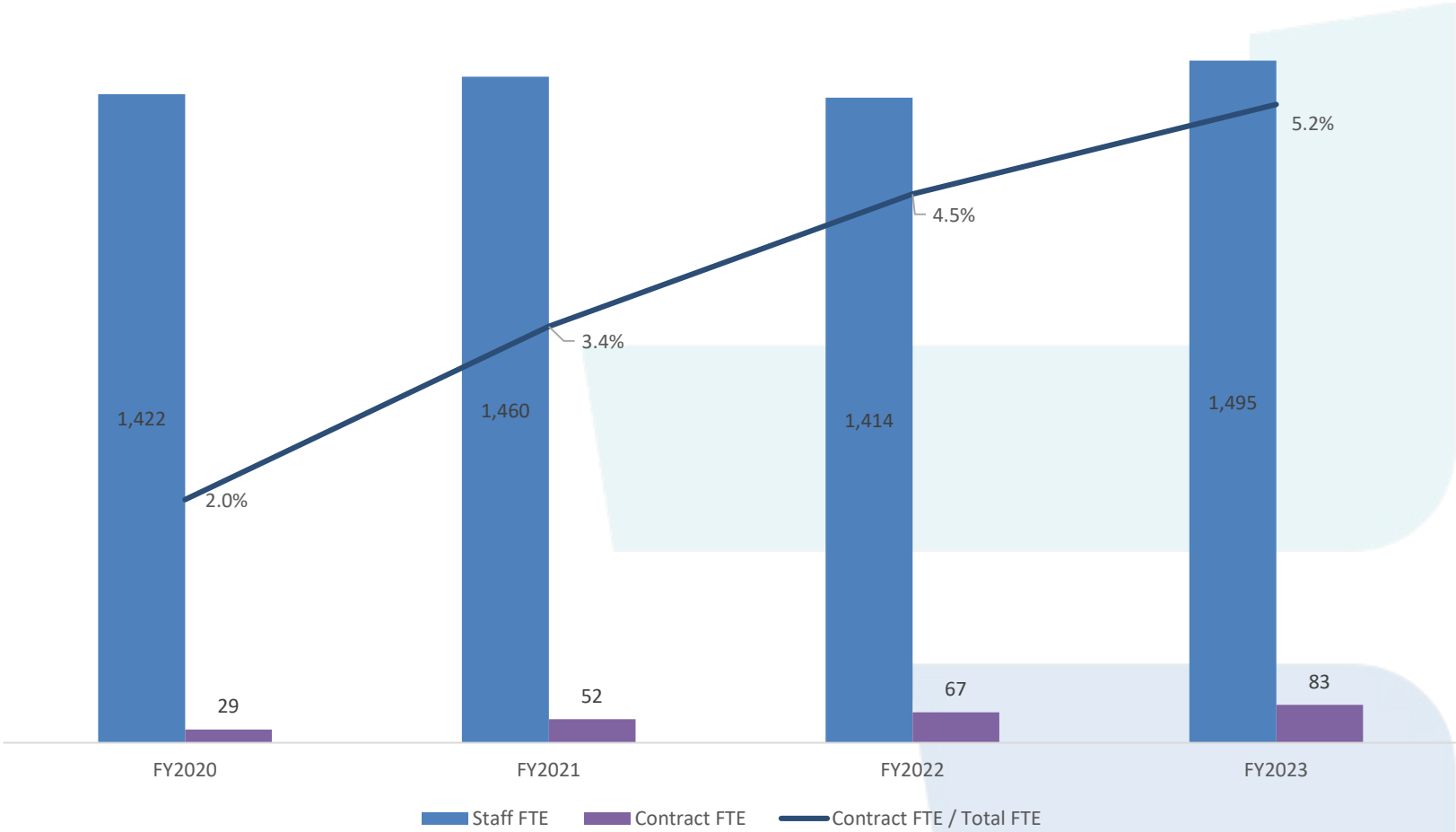
■ Retention End of FY23   ■ 1st Yr Turnover



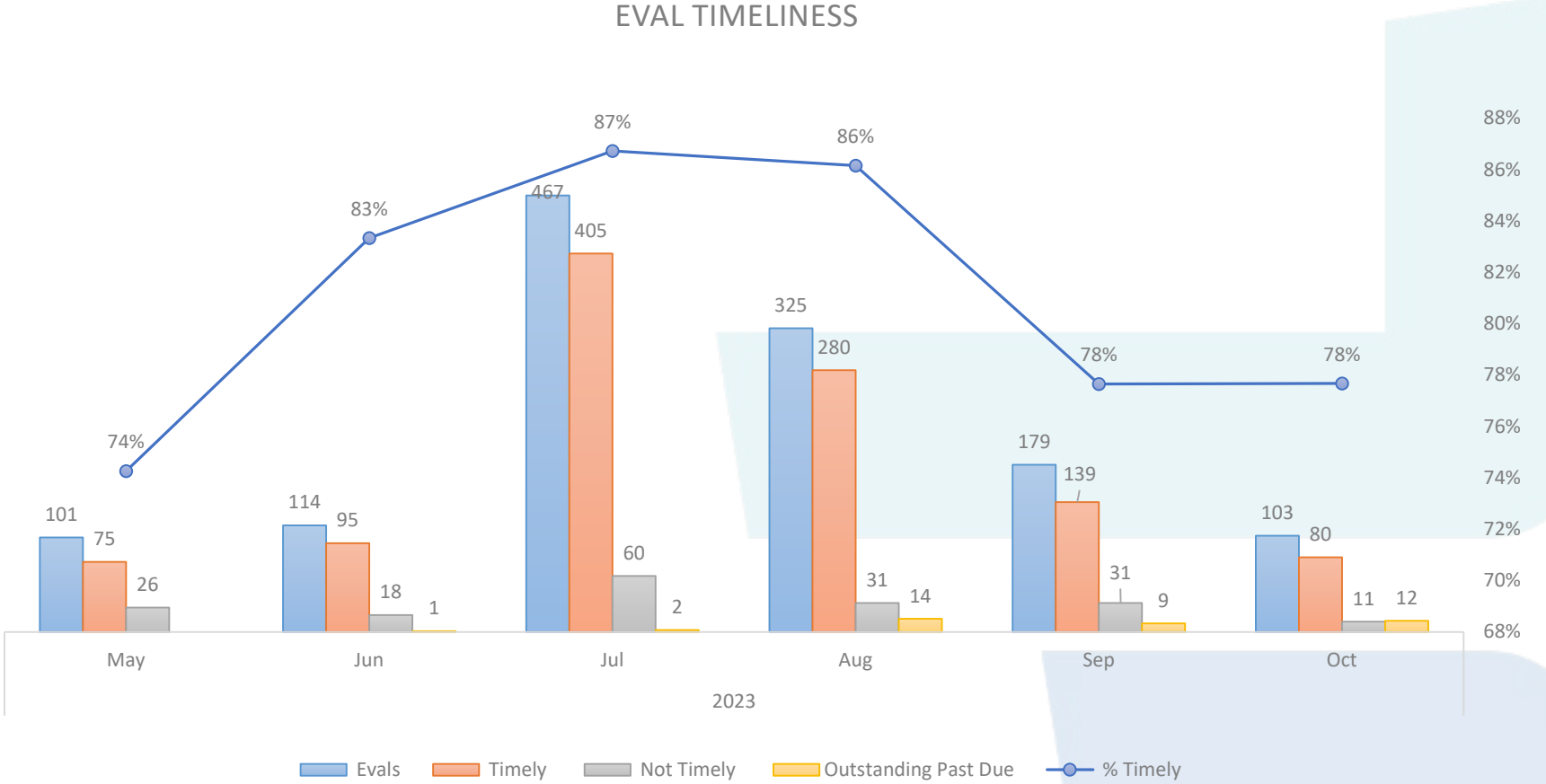
# FY24/Q1 | Traveler Count



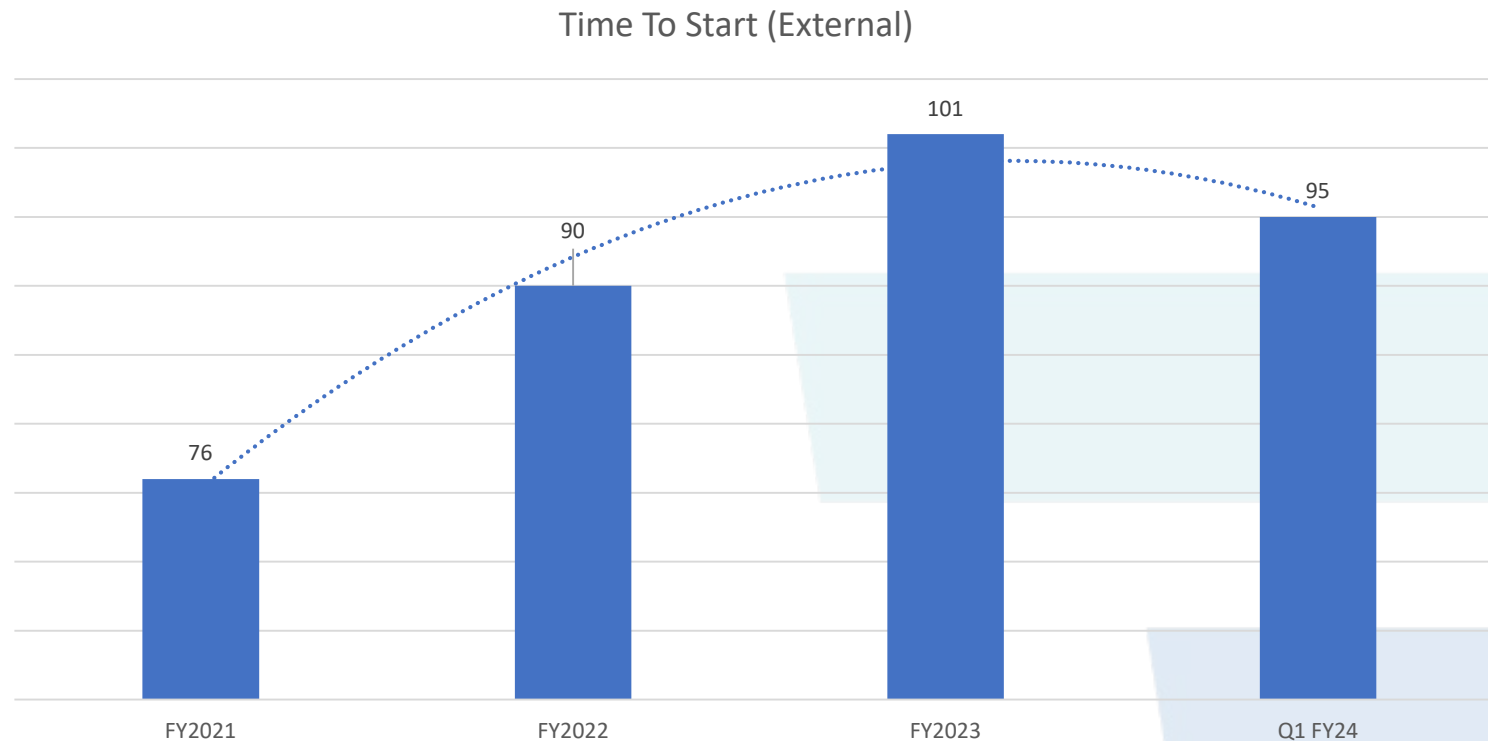
# Historical Hours Worked as FTE (Staff / Contract)



# Last 6 Months | Evaluation Compliance



# FY24/Q1 - Time to Start (External)



# Questions | Thank you

# **ADJOURNMENT**