



**REGULAR MEETING OF THE BOARD OF DIRECTORS**  
**BOARD MEETING MINUTES**

AGENDA ITEM	DISCUSSIONS/CONCLUSIONS	ACTIONS/FOLLOW-UP/ RESPONSIBLE PARTY
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<b>PRESENT AT MEETING:</b>	<p><b>Board Members:</b> John Mohun, President; Larry Long, Vice President; Karen Sessler, M.D., Secretary; Dale Chamblin, Treasurer; Roger Kahn, Board Member</p> <p><b>Staff:</b> Bob Schapper, CEO; Virginia Razo, COO; Crystal Betts, CFO; Judy Newland, Chief Nursing Officer; Patricia Barrett, Executive Assistant/Clerk of the Board</p> <p><b>Others:</b> Steve Gross, Legal Counsel</p>	
1. <b>Call to Order</b>	<b>Director Mohun called the meeting to order at 4:02 p.m.</b>	
2. <b>Roll Call</b>	The Roll Call reflected that all Board members were present.	
3. <b>Clear the Agenda/Items Not On the Posted Agenda</b>	Director Mohun cleared the agenda	
4. <b>Input -- Audience Employee Associations</b>	Audience input was asked, but none was offered.	
5. <b>Closed Session:</b>	Closed session began at 4:27 p.m.	
<b>A.</b> Approval of closed session minutes of 7/11/14; 7/22/14; 8/12/14; 8/21/14; and 9/23/14	<b>Draft minutes included in closed session agenda packet for review.</b>	
<b>B.</b> Chief Executive Officer Performance Evaluation, Including Eligible Incentive Compensation	<b>Discussion held on a privileged matter.</b>	
<b>C.</b> Consideration of Claim (Potential Litigation) [1 claim]	<b>Discussion held on a privileged matter.</b>	
<b>D.</b> Government Code Section 54957: Chief Executive Officer Performance Evaluation,	<b>Discussion held on a privileged matter.</b>	



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Including Eligible Incentive Compensation		
6. Dinner Break	<i>5:37 p.m.</i>	
7. Open Session – Call to Order	<i>Director Mohun called the open session to order at 6:06 p.m.</i>	
8. Clear The Agenda/Items Not On The Posted Agenda	The agenda was cleared.	
9. Input – Audience:	Input was asked, none was offered.	
10. Input From Employee Associations	Employee Associations input was asked, none was offered.	
11. Medical Staff Report and Approval of Consent Agenda	Dr. Barta provided a review of the MEC report. It was noted that Dr. Paul Krause has been appointed to replace newly elected Board member, Dr. Charles Zipkin, on the Medical Education Committee. Dr.	<b><u>Motion made by Director Sessler, seconded by Director Long to approve items 1 – 4 of the MEC report. Passed unanimously.</u></b>
12. Consent Calendar: A. Minutes of Meetings of: 09/18/14 and 10/28/14 B. Financial Report	<p>Draft minutes provided for review as part of the agenda packet.</p> <p>Director Mohun pulled the revenue and expenses document provided in the financial report for further discussion. Clarification was requested related to the operating expenses increasing so significantly. CFO referred the Board to the statement of expense which explains the variances referenced in the revenue and expense report. Specifically the expenses primarily related to Board directed projects.</p> <p>Discussion took place related to the legal fee processing and timeliness of payment for the Board directed projects, and the review and approval process. It was reported that the invoices go through compliance for review and approval and since none of the projects were budgeted there is no budget to confirm the invoices against.</p>	<p><b><u>Motion made by Director Sessler, seconded by Director Kahn, to approve the minutes of 9/18/14 and 10/28/14. Passed unanimously.</u></b></p> <p><b><u>Motion made by Director Kahn, seconded by Long to approve the financial report as presented. Passed unanimously.</u></b></p>



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	<p>Purchase services variance relates to a three year grant. The final invoices came in after the fiscal year resulting in a timing issue. The second issue related to a bad debt item handled via a collection agency. A negative variance is a positive thing for the District.</p>	
<p><b>13. Presentations/Staff Reports</b> <b><i>Information/Discussion/Potential Action Item</i></b></p> <p>A. Contracts</p> <p><b>a. MSC Compensation Methodology Presentation (followed by approx. 15 contracts)</b></p> <p><b>b. MSC Contracts</b></p> <ol style="list-style-type: none"> <li>1. Bay Area Pediatric Pulmonary Medical Corporation</li> <li>2. Robert Chase, M.D.</li> <li>3. Stephen D. Forner, M.D.</li> <li>4. Jerry Schaffer, M.D.</li> <li>5. Sierra Nevada Nephrology</li> <li>6. Silver State Hearing and Balance, Inc.</li> <li>7. Nina Winans, M.D.</li> </ol> <p><b>c. MSC/Hospitalists Contracts</b></p> <ol style="list-style-type: none"> <li>1. Lisanne Burkholder, M.D.</li> <li>2. North Lake Pediatrics Medical Group, Inc.</li> </ol>	<p>Due to the volume and timing, contracts are being presented directly to the Board this month.</p> <p>The COO shared that all MSC contracts have been reviewed by Hooper Lundy &amp; Bookman and confirmed for FMV and commercial reasonableness. There will be a small budget variance of approximately \$225,000.</p> <p>Gayle McAmis provided background related to the purpose for physician contracts and industry trend toward physician/ hospital agreements. The various ways the District has benefited by contracting with physicians was provided.</p> <p>Overall goals of the compensation model were provided. Areas reviewed include:</p> <ul style="list-style-type: none"> <li>• FMV</li> <li>• Align incentives with business models</li> <li>• Quality incentives</li> <li>• Internally equitable model</li> </ul> <p>The full time physician model was reviewed. Explanation of the 15% differential applied to offset the cost of malpractice insurance was</p>	<p><b><u>Motion made by Director Sessler, seconded by Kahn to approve contracts as presented. Passed unanimously.</u></b></p>



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<p>3. Joshua Scholnick, M.D. 4. J. Timothy Lombard, M.D. dba Sierra Multispecialty Medical Group, Inc. 5. Greg Tirdel, M.D.</p> <p><b>d. Other Contracts</b></p> <p>1. Shawni Coll, D.O. 2. Jeffrey Dodd, M.D. 3. Reini Jensen, M.D.</p>	<p>reviewed. Discussion took place related to the rationale behind setting of the base and incentive bonus amounts.</p> <p>A PowerPoint presentation providing a physician contract summary was presented.</p> <p>The reference to bonusing is that physicians are being paid for the work they do and bonusing for work greater than the expected productivity.</p> <p>CEO provided background related to process for identifying services and physician recruitment based on the needs of the community.</p> <p>Explanation pertaining to the MSC contract related budget variance was provided. There was no increase for the physicians built into the budget. The net overage for the year will be 238K dollars. Two more physician contracts will be brought to the Board next month but are not anticipated to significantly impact these numbers. The percentage of total MSC compensation is small.</p> <p>Dr. Barta recognized Drs. Lombard and Tirdel for their support of her as a family practice physician. The COO publicly recognized Gayle McAmis and Tim Garcia-Jay for their work on the MSC contracts.</p>	
<p>14. <b>Items for Board Discussion and /or Action</b> <b><i>Information/Discussion/Potential Action Item</i></b></p>	<p>A. <b>Biennial Bylaws Review</b> Director Sessler provided background related to the updates to the Bylaws. Changes to the bylaws require two readings by the Board prior to approval. Substantive changes reflect that board meetings will take place the last Tuesday of the month rather</p>	<p><b><u>Motion made by Director Sessler, seconded by Director Long to approved the Bylaws as a revised. Passed unanimously</u></b></p>



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<p>A. Biennial Bylaws Review</p> <p>B. Annual CEO Incentive Compensation Award</p>	<p>than the fourth; and clarifies that the Board meeting starts at 4PM.</p> <p>Additional changes include clean up of the antidiscrimination statement language and the establishment of a new Board "Community Benefit Committee".</p> <p>Director Chamblin inquired if any change to the bylaws would need to be made to address agendizing things going forward. Director Sessler confirmed that this will be handled via a board policy. The timing of the appointment of new board officers will be addressed in the bylaws in the future to allow the appointment of board officers following the seating of the new boards rather than after the first of the year.</p> <p><b>B. Annual CEO Incentive Compensation Award</b></p> <p>Director Mohun shared that this item is related to item 5D of Closed Session. Director Kahn provided background related to the CEO incentive compensation. The maximum incentive compensation available to the CEO is 15% of base pay. If the District meets its budget for the review year, he is entitled to 50% of his incentive compensation. If budget numbers are not met, the CEO is entitled to no incentive compensation. In addition, the CEO has a number of performance goals identified for the 2013/2014 fiscal year. It was reported that the CEO was quite successful but not fully successful on the performance goals, and the Board has determined that the CEO is eligible for 78.5% of his total incentive compensation. This equates to</p>	<p><b><u>Motion made by Director Kahn, seconded by Director Long to approve incentive comp for the CEO at 78.5% of the eligible 15% of base pay. Motion passed 4 – 1. Director Mohun the dissenting vote.</u></b></p>



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	<p>approximately 12% of his pay (\$40-45k).</p> <p>Director Sessler provided background related to the inclusion of risk based compensation included in the CEO contract. This philosophy trickles to the entire leadership team of the district.</p> <p>Director Mohun shared that during his review of the contract he noted that it specifies that the CEO's compensation is tied only to financial performance. Historically this has not been the practice. District Counsel clarified that the both parties of the contract have interpreted and applied the contract to include the inclusion of both of these types of incentive compensation components (financial and performance). It has been mutually agreed upon by the Board and CEO to continue with splitting the eligible incentive compensation 50(finance)/50(performance), rather than 100% for financial performance.</p>	
<p>15. Officer Reports</p>	<p><b>A. Chief Executive Officer's Report</b></p> <p>Written report provided as part of the agenda packet. Director Sessler asked for clarification related to the special meeting for wellness survey feedback. The date of the special meeting is December 11, 2014 from 4 – 8 p.m. Dr. Coll indicated that she would have attended if it were not in conflict with the physician's holiday gathering. A targeted presentation at the medicine committee meeting will be considered. Caroline confirmed that the presentation will be targeted to the physicians. It was concluded that Board members will have a conflict with the holiday party as well. An early start time or</p>	



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	<p>change of date will be considered.</p> <p><b>B. Chief Operating Officer’s Report</b>                      The COO provided an update related to the CPSI Care implementation. An update was provided related to the patient and family care models and related advisory counsel. The Quality Department was recognized for their work on this initiative. It was reported that there is an active recruitment for a Dietary Director; Margaret Holmes has indicated she will retire after 40 years in January. Just Culture training will take place January 20<sup>th</sup> and 21<sup>st</sup>. A speaker has been invited to share her story related to the loss of her child to help personalize the Just Culture process; this speaker will also present to the Board Quality Committee in January as well.</p> <p>Director Chamblin shared a summary of the work he and Director of Community Development are doing related to public comment and would want to tie this with the work being done for patient experience communication.</p> <p><b>C. Chief Nursing Officer’s Report</b>                      Written report provided as part of the agenda packet. The Surgical Services Process Improvement Team, Dr. Shawni Coll, the surgeons, and their staff were all recognized for their work. Dr. Coll was specifically thanked for her leadership.</p> <p><b>D. Incline Village Community Hospital Administrator’s Report</b>                      Written report provided as part of the agenda packet.</p>	



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	<p><b>E. Chief Information Officer’s Report</b>                      CIO shared work is being done to bring CPSI hosting back in-house. This change will save the District approximately \$40k a year. Staff is working to stabilize the environment by bringing new PCs into the units. TFH is trying to book Meaningful Use (MU) before the end of the fiscal year; needs to be completed 90 days prior to the time to start recording the data which – an April timeframe. A binder is being prepared with all of the elements in the event of a 3<sup>rd</sup> party audit. ICD10 and MU are separate and distinct with potential overlapping timelines. Moving forward with CPOE at the same time as these initiatives is a consideration.</p> <p>The MU2 roll back recently announced does not apply to TFHD.</p>	
<p><b>16. Board Committee Reports/Recommendations</b></p> <p>A. Governance Committee Meeting – 11/12/14</p> <p>B. Finance Committee Meeting – 11/24/14</p>	<p><b>A. Governance Committee Meeting – 11/12/14</b>                      Director Sessler provided a summary of the topics discussed at the November 12, 2014 Governance Committee meeting. Board orientation, ACHD Board education January 22-23 in Sacramento will include required ethics training. Discussion taking place regarding a mid-February offsite full day retreat</p> <p><b>B. Finance Committee Meeting – 11/24/14</b>  <i>a. 2015 Budget Variance</i>                      Director Chamblin provided background related to the establishment of the budget and board directed projects not included in the budget. Following some research Director</p>	<p><b><u>Motion made by Director Kahn, seconded Director Long, to approve purchase of Dr. Richards’ Unit #360 at the appraised value of \$540,000 and authorize staff to enter into a purchase agreement for unit #360 at the appraised value of \$540,000. Passes unanimously.</u></b></p> <p><b><u>Motion made by Director Chamblin, seconded by Director</u></b></p>





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	<p>Chamblin concluded it is not uncommon or inappropriate to request a budget adjustment.</p> <p>Director Sessler asked for clarification related to what is triggering the variance. The variance is under professional fees related to the 1090 investigation and the contract compliance audit.</p> <p>Director Mohun indicated he did not believe the expense was unforeseeable and does not believe the projects to be board directed. Director Mohun asked for clarification as to how much the consulting law firm will cost TFHD for this project as he feels the fees are outrageous. Director Mohun made reference to a Hooper Lundy invoice with a billable on 7/9/14 indicating a phone conversation with Mr. Mohun at an expense of \$29,000. Indicating that the invoice did not have an itemization of what the expenditures are for. The Compliance Officer indicated a concern that the Board's discussion was entering into attorney/client items or privileged material that should not be discussed in open session.</p> <p>The Compliance Officer provided background related to the selection of the consulting firm and expressed concern that the Board was perhaps not cognoscente of the complexity of the project at the time staff was directed to complete a full physician contract review. Director Kahn confirmed that the Board directed this compliance review and that the multi-layer review of the contracts was specifically directed by Director</p>	<p><b><u>Long to approve self reporting to the SEC and to approve the related best practices policy. Passed unanimously.</u></b></p> <p><b><u>Motion made by Director Chamblin, seconded by Director Sessler, to approve adoption of Resolution 2014-04, 2015 Bond Refunding for the District's 2006 Revenue Bonds and its 2008 General Obligation Bonds.</u></b></p> <p><b><u>Roll Call Vote:</u></b>  <b><u>Kahn - aye</u></b>  <b><u>Chamblin - aye</u></b>  <b><u>Mohun - aye</u></b>  <b><u>Long - aye</u></b>  <b><u>Sessler - aye</u></b></p>



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	<p>Mohun.</p> <p>Director Mohun was reminded by General Counsel not to share closed session confidential information while in open session.</p> <p>The Compliance Officer recommends that for any future board directed projects have staff compile a project plan, with estimated budget prior to proceeding.</p> <p>Director Mohun stated that he recommended the Latham firm as they were unaffiliated with the hospital. Hooper Lundy &amp; Bookman is working off of a 2011 engagement letter and was asked to present to the Board on an unrelated topic at the last board meeting. Director Kahn reminded the Board that Director Mohun was the one directing the complexity of the compliance review.</p> <p>It was noted that the compliance review project was not an entirely board directed process but was increased in scope by the Board Chair.</p> <p>Discussion took place regarding the implications of approving a budget variance and whether this has been done in the past.</p> <p>Director Mohun stated the district should be compliant, and that staff should have provided an update each month related to the cost of professional fees.</p>	
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	<p>Director Kahn reminded the Board that staff did not believe there was a compliance issue and it was the Board’s action to pursue the compliance audit. This was confirmed by Director Chamblin.</p> <p>The CEO reminded the Board that Management was excused from participating in the Board meeting during which this item was discussed. Management remained separate and CEO questions why the Board is directly addressing staff when they were directed to remain outside the audit process. The Board was reminded to utilize the Just Culture process to learn how to manage these types of projects if they arise in the future.</p> <p>Director Mohun disagreed that staff had to stay out of this issue, stating that managing the project is a core competency expected of management.</p> <p>Director Kahn shared that the CFO reported in finance committee the estimated cost at the September meeting. The CFO added that the estimated costs had been brought forward to Finance Committee 3 months in a row.</p> <p>It was noted that the Finance Committee needs to communicate more effectively with the Board.</p> <p>Discussion took place regarding the management’s separation of the compliance project.</p>	



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	<p>Director Mohun indicated his belief that the Board should have signed the contract. Director Sessler expressed concern that Director Mohun is protesting and revising history. It is disingenuous for the Board and its members to say this work needs to be done and then say “we don’t want to pay for it.”</p> <p>Director Chamblin reserves the right to revisit the topic.</p> <p><b>b. Purchase of Medical Office Building Suite 360</b>                      Rick McConn provided an overview of the Medical Office Building across the street from the hospital. The hospital has a right of first refusal on any available unit. Dr. Richards has indicated his intent to retire and interest in selling his office suite.</p> <p>Two appraisal reviews have been done on the unit and they agree on the identified value of the unit. The purchase of the unit would give the hospital ownership of the entire third floor and help facilitate some of the off campus moves associated with the facility master plan.</p> <p>This Issue was presented to, and is supported by, the finance committee. Cost of the unit would result in a loss of two days cash on hand. No identified downside to the purchase of the space. Unfinished space of approximately 500 sf not currently being used. This unused space is accessible only through Dr. Richards' space. The unit does not currently meet the OSPHD 3 requirements but is self sustaining in its current state.</p>	



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	<p>The Freeman White study underway as part of the facilities master plan will help determine the appropriate use for the entire third floor space.</p> <p>Discussion took place related to the appraisals and comparables to other units sold in the building. Discussion took place related to any potential impact on the sublet tenants.</p> <p>Director Mohun recommends this topic moved to Closed Session for a more robust discussion. Per general counsel, a negotiation can be identified and topic moved into closed session for further analysis.</p> <p>Discussion took place regarding the process related to the right of first refusal.</p> <p><b>c. Municipalities Continuing Disclosure Cooperation Initiative (MCDC) Questionnaire for Self-Reporting Entities</b>                      Financial Advisory, Gary Hicks, was introduced. Mr. Hicks has been a financial advisor with TFHD for many years; primarily involved in bond issuance and adopting good/better/best for the organizations bond rating.</p> <p>Mr. Hicks provided background related to the SEC continued disclosure requirements.</p> <p>Two Municipalities Continuing Disclosure Cooperation Initiative</p>	



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	<p>(MCDC) Questionnaires for Self-Reporting Entities were reviewed with the Board. Issues of some quarterly and/or annual reporting for the District being late in 2010 and 2012.</p> <p>Of the two underwriters involved, it was determined that Citibank self reported and Wells Fargo did not. It became in the District's self interest to self report once one of the underwriters did so. There will be no material monetary impacts for the District to self report.</p> <p>District Counsel provided some addition background indicating that by self reporting the District is likely to have to enter into some form of settlement agreement with the SEC. May not be monetary but could include some other compliance agreement such as additional training.</p> <p>Discussion related to the potential impact of the information not being available to the secondary market.</p> <p>TFHD feels confident that all that could have been done to confirm compliance was done. The District can document that we have been within the 30 day required window to file (within a few days) in all cases, with the exception of the period during the system conversion; all reports have been filed those were simply late due to the data not being available. One additional situation resulted from information needed from the county not being available on a timely basis.</p>	



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	<p>The CFO and Director of Finance will put together a binder for the SEC should they ask for it. SEC will likely require that entities who self report agree to certain procedures to ensure compliance. A document entitled “Post-Issuance Compliance Procedures for Outstanding Tax-Exempt Bonds” was provided for review and discussion. Mr. Hicks walked through the various steps the District will take to address the post-issuance compliance.</p> <p>In the future the District will set in place policies and procedures that will identify best practice and responsible party. One step in the policy will require that the District looks on the EMMA site to ensure the information has been posted, otherwise the District will report directly to the SEC.</p> <p>Recommendation made for Board approval to self report and adoption of the Post-issuance compliance procedure for outstanding tax-exempt bonds policy.</p> <p>The TFHD self reporting deadline is December 1<sup>st</sup>.</p> <p><b>d. Refinancing of Bonds – 2006 Revenue Bond &amp; 2008 GO Bond Series A</b></p> <p>Mr. Hicks provided a summary of the opportunity to refinance outstanding debt obligations. Refinancing will not extend the maturity date of either bond.</p> <p>Recommendation to adopt Resolution No. 2014-04 2015 Bond</p>	



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	<p>Refunding for the District's 2006 Revenue Bonds and Its 2008 General Obligation Bonds.</p> <p>Other TFHD bonds are within the no call provision period that does not allow the District to refinance.</p> <p><i>Open session recessed at 8:38 p.m.</i>  <i>Opens session reconvened at 8:44 p.m.</i></p>	
<p>17. <b>Agenda Input For Upcoming Committee Meetings</b></p>	<p>There will be no Finance meeting in December.</p> <p>There will be one Personnel Committee decisions needed in December.</p> <p>Quality Committee is scheduled on January 22<sup>nd</sup></p>	
<p>18. <b>Board Members Reports/Closing Remarks</b></p>	<p>None.</p>	
<p>19. <b>Closed Session Continued, If Necessary</b></p>		
<p>20. <b>Open Session</b></p>		
<p>21. <b>Report of Actions Taken in Closed Session</b></p>	<p>None.</p>	
<p>22. <b>Adjourn</b></p>	<p><b>Meeting adjourned at 10:25 p.m.</b></p>	

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