# AGREEMENT BETWEEN THE COUNTY OF SAN MATEO AND THE REGENTS OF THE UNIVERSITY OF CALIFORNIA on behalf of UCSF MEDICAL CENTER, UCSF CHILDREN'S HOSPITAL and UCSF MEDICAL GROUP

THIS AGREEMENT, entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2004, by and between the COUNTY OF SAN MATEO, SAN MATEO MEDICAL CENTER, hereinafter called "County," and THE REGENTS OF THE UNIVERSITY OF CALIFORNIA on behalf of UCSF MEDICAL CENTER, UCSF CHILDREN'S HOSPITAL and UCSF MEDICAL GROUP, a California constitutional Corporation, hereinafter called "Contractor";

# WITNESSETH:

WHEREAS, pursuant to Government Code, Section 31000, County may contract with independent contractors for the furnishing of such services to or for County or any Department thereof

WHEREAS, it is necessary and desirable that Contractor be retained for the purpose of providing diagnostic and tertiary care services not available at San Mateo Medical Center as described in Schedule A.

# NOW, THEREFORE, IT IS HEREBY AGREED BY THE PARTIES HERETO AS FOLLOWS:

### 1. Exhibits.

The following exhibits are attached hereto and incorporated by reference herein:

Exhibit A—Services Exhibit B—Payments and rates Attachment I 504 Compliance

### 2 Services to be performed by Contractor.

In consideration of the payments set forth herein and in Exhibit "B," Contractor shall perform services for County in accordance with the terms, conditions and specifications set forth herein and in Exhibit "A."

### 3. Payments.

In consideration of the services provided by Contractor in accordance with all terms, conditions and specifications set forth herein and in Exhibit "A," County shall make payment to Contractor based on the rates and in the manner specified in Exhibit "B." The County reserves the right to withhold payment if the County determines that the quantity or quality of the work performed is unacceptable. In no event shall the County's total fiscal obligation under this Agreement exceed \$450,000

1

The maximum County obligation specified in paragraph A is based on projected utilization. If utilization exceeds projections and the County maximum obligation is expended prior to the termination or expiration of this Agreement, Contractor may discontinue services. County may, at its discretion, agree to an amendment whereby its maximum obligation is increased in consideration of Contractor's provision of services that are necessitated by changed projections or increased utilization

Contractor shall submit an invoice for services to County for payment in accordance with the provisions of Exhibit B. All invoices must be submitted to: San Mateo Medical Center, 222 West 39<sup>th</sup> Avenue, San Mateo, CA 94403, Attn.: Case Management Department. County shall not be obligated to pay Contractor for the services covered by any invoice if Contractor presents the invoice to County more than one hundred eighty (180) days after the date Contractor renders the services Any tracers or appeals must be submitted to County within three hundred and sixty five (365) days after the date Contractor renders the services. County shall not be obligated to respond to any tracers or appeals submitted by Contractor for services rendered to patients without an authorized referral form. County, in accordance with California Health and Safety Code 1371.8, shall not retrospectively deny payment of Covered Services rendered by Contractor for which Contractor obtained preauthorization from County unless authorized County Patient converts to Medi-Cal and Medi-Cal agrees to reimburse Contractor.\_ County shall pay Contractor for services within forty-five (45) days after receipt of approved billing.

# 4. <u>Term and Termination.</u>

Subject to compliance with all terms and conditions, the term of this Agreement shall be from January 1, 2003 through December 31, 2005.

This Agreement may be terminated by Contractor, the Chief Executive Officer of San Mateo Medical Center, or his/her designee at any time without a requirement of good cause upon ninety (90) days' written notice to the other party.

In the event of termination, all finished or unfinished documents, data, studies, maps, photographs, reports, and materials (hereafter referred to as materials) prepared by Contractor under this Agreement shall become the property of the County and shall be promptly delivered to the County. Upon termination, the Contractor may make and retain a copy of such materials. Subject to availability of funding, Contractor shall be entitled to receive payment for work/services provided prior to termination of the Agreement. Such payment shall be that portion of the full payment that is determined by comparing the work/services completed to the work/services required by the Agreement.

# 5. Availability of Funds.

The County may terminate this Agreement or a portion of the services referenced in the Attachments and Exhibits based upon unavailability of Federal, State, or County funds, by providing written notice to Contractor as soon as is reasonably possible but no later than sixty (60) days after the county learns of said unavailability of outside funding.

# 6. <u>Relationship of Parties.</u>

Contractor agrees and understands that the work/services performed under this Agreement are performed as an independent Contractor and not as an employee of the County and that Contractor acquires none of the rights, privileges, powers, or advantages of County employees. County may not use Contractor's name, trademarks or other proprietary symbols, names and marks in any advertising or other promotional material without the prior written consent of the Contractor.

# 7. Hold Harmless.

Contractor shall defend, indemnify and hold County, its officers, employees and agents harmless from and against any and all liability, loss, expense (including reasonable attorneys' fees) or claims for injury or damages arising out of the performance of this Agreement but only in proportion to and to the extent such liability, loss, expense, attorneys' fees, or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of Contractor, its officers, agents, or employees.

County shall defend, indemnify and hold Contractor, its officers, employees and agents harmless from and against any and all liability, loss, expense (including reasonable attorneys' fees) or claims for injury or damages arising out of the performance of this Agreement but only in proportion to and to the extent such liability, loss, expense, attorneys' fees, or claims for injury or damages are caused by or result from the negligent or intentional acts of omissions of County, its officers, agents, or employees

# 8. Assignability and Subcontracting.

Neither Contractor nor County shall assign this Agreement or any portion thereof to a third party or subcontract with a third party to provide services required <del>by</del>-under this Agreement without the prior written consent of the other party. Any such assignment or subcontract without prior written consent shall give the other party the right to automatically and immediately terminate this Agreement.

9. Insurance.

Contractor and County agree that each party will maintain in force, throughout the term of this Agreement, a program of insurance and/or self-insurance of sufficient scope and amount to permit each party to discharge promptly and obligations each incurs by operation of this Agreement. A certificate of insurance is not required from either party.

# 10. Compliance with laws; payment of Permits/Licenses.

All services to be performed by Contractor pursuant to this Agreement shall be performed in accordance with all applicable laws, including, but not limited to, Health Insurance Portability and Accountability Act of 1996 (HIPAA) and all Federal regulations promulgated thereunder, as amended, and the Americans with Disabilities Act of 1990, as amended, and Section 504 of the Rehabilitation Act of 1973, as amended and attached hereto and incorporated by reference herein as Attachment "I," which prohibits discrimination on the basis of handicap in programs and activities receiving any Federal or County financial assistance. Such services shall also be performed in accordance with all applicable ordinances and regulations, including, but not limited to, appropriate licensure, certification regulations, provisions pertaining to confidentiality of records, and applicable quality assurance regulations

The parties shall comply with all applicable laws in the performance of the Agreement. In the event of a conflict between the terms of this agreement and applicable law or regulations, the requirements of the applicable law will take precedence over the requirements set forth in this Agreement. Contractor will timely and accurately complete, sign, and submit all necessary documentation of compliance.

**11.** <u>Non-Discrimination.</u> (Deleted in consideration of Contractor's status as a public entity and agency of the State of California.)

# 12. <u>Retention of Records.</u>

Contractor shall maintain all required records for three (3) years after the County makes final payment and all other pending matters are closed, and shall be subject to the examination and/or audit of the County, a Federal grantor agency, and the State of California within the established three (3) year time frame. Contractor shall have no obligation to release to County patient-identifying information except with patient consent, where appropriate under applicable laws. Subject to the foregoing, County shall at all times be entitled to receive Patient information for limited purposes to determine and/or continue treatment protocols, responsibility for payment for services and for utilization review and guality assurance activities as provided in this Agreement. Contractor shall have no obligation to release to County any non-patient-identifying information that is otherwise confidential and proprietary to Contractor; provided, however, that Contractor may in its discretion furnish such information to County upon condition that County shall not disclose such information to any third party or parties without Contractor's express written consent, except as required by law. The parties acknowledge and agree that any County committee that reviews the quality of medical services rendered by Participating Physicians or other Contract Providers shall act in the capacity of a "peer review committee" for purposes of applicable law. For purposes of this section, "quality of medical services" shall include, without limitation, matters involving utilization management and review, and compliance with requirements, rules or regulations of County relating to the delivery, quality or appropriateness of medical care provided to Patients. Except as otherwise provided by law, the immunities provided to peer review committees under applicable provisions of the California Civil and Health and Safety Codes shall apply to any such County committee, including County's governing body, when performing the function described in the first sentence of this Section 12. County recognizes that the records and proceedings of Provider committees responsible for the evaluation and improvement of quality of care are privileged and protected under Section 1157 of the California Evidence Code, and, accordingly. County shall maintain the confidentiality of all Contractor peer review information to which it may gain access by virtue of this Agreement, and shall assert all privileges against discovery and otherwise that are afforded under law to such information, in the same manner and to the same degree as Contractor could so assert if such information were in Contractor's possession. All access by County to the foregoing information is provided in recognition of County's responsibilities under Section 1370 of the California Health and Safety Code to establish procedures for continuously reviewing quality of care and related matters of its contracting providers, and County shall not disclose any information obtained from Contractor hereunder except as expressly approved by Contractor or as may be required by law. County and Contractor agree to follow Contractor's attached Audit Policy (see Attachment II - Audit Policy).

# 13. Merger Clause.

This Agreement, including the Exhibits and Attachments attached hereto and incorporated herein by reference, constitutes the sole Agreement of the parties hereto and correctly states the rights, duties, and obligations of each party as of this document's date. Any prior agreement, promises, negotiations, or representations between the parties not expressly stated in this document are not binding. All subsequent modifications shall be in writing and signed by the parties.

### 14. Controlling Law.

The validity of this Agreement and of its terms or provisions, as well as the rights and duties of the parties hereunder, the interpretation, and performance of this Agreement shall be governed by the laws of the State of California

### 15. Notices.

Any notice, request, demand, or other communication required or permitted hereunder shall be deemed to be properly given when deposited in the United State mail, postage prepaid, or when deposited with a public telegraph company for transmittal, charges prepaid, addressed to:

### In the case of County, to:

Valerie Yv. Woolsey Director, Payor and Provider Contracting San Mateo Medical Center 222 W. 39<sup>th</sup> Avenue San Mateo, CA 94403

### In the case of Contractor, to:

Patricia Hobart Manager, Hospital Contracting UCSF Medical Center 2300 Harrison Street San Francisco, CA 94143-0940 IN WITNESS WHEREOF, the parties hereto, by their duly authorized representatives, have affixed their hands.

UCSF MEDICAL CENTER Fairly approves By:

Kenneth M. Jones Chief Financial Officer UCSF Medical Center

Date: 2-/18/05

**UCSF MEDICAL GROUP** fam Hawgered. By:

Samuel Hawgood, M.D. President UCSF Medical Group Date: 2/18/05

# COUNTY OF SAN MATEO

By:\_\_\_\_

Richard S. Gordon President, Board of Supervisors San Mateo County

Date:\_\_\_\_\_

ATTEST:

By:\_\_\_\_\_ Clerk of Said Board

C:\Documents and Settings\pattyh\Local Settings\Temporary7Internet Files\OLK55\UCSF Final Hospital Agreement 1 17 04.doc

# Exhibit "A"

In consideration of the payments set forth in Exhibit "B", Contractor shall provide the following services:

# I. Diagnostic and Tertiary Care Services

- A. In consideration of the payments provided for in Schedule B, paragraph I, of this Agreement, Contractor shall provide the full range of its available diagnostic and therapeutic services on a 24 hour/7 days a week basis to medically indigent patients referred in writing by County, subject to the provision of Schedule B, paragraph I.
- B. In the event that the patient must be hospitalized in Contractor's facility, Contractor's medical staff shall confer with San Mateo Medical Center medical staff to determine if or when a transfer to San Mateo Medical Center is medically appropriate. Medical records of the patient's stay at Contractor's facility shall accompany the patient.
- C County shall supply appropriate medical information to Contractor concerning patients referred to Contractor.
- D The services provided must be specifically referred by a member of San
   Mateo Medical Center's medical staff and approved by San Mateo Medical Center Administration on a referral form provided by County and will accompany the patient.
- E. County indigents who present at Contractor's facility without being referred In writing by San Mateo Medical Center are expressly excluded from the terms of this Agreement\_If a County indigent presents at Contractor's facility, Contractor shall contact San Mateo Medical Center's Admitting Department for transfer and/or authorization.
- F. In the event of the referral of a Medi-Cal pending patient, the County shall have six (6) months to provide proof of eligibility. After this time, the Contractor will be reimbursed at the agreed upon rate.
- G Nothing herein or contained in County's policies or protocols shall require
   Contractor to accept services rendered to Patient by other providers in advance of admission except in accordance with Contractor's Medical Staff Bylaws, rules and regulations.

# Exhibit "B"

In consideration of the services provided by Contractor in Exhibit "A", County shall pay Contractor based on the following fee schedule:

# UCSF Medical Center, UCSF Children's Hospital and UCSF Medical Group Inpatient and O/P Services Contract Rates For San Mateo Medical Center

I. <u>Diagnostic and Tertiary Care Services Provided January 1, 2003</u> – December 31, 2003

1.	Inpatient Admissions / Surgery	50% Billed Charges
2.	Outpatient Surgery	50% Billed Charges
3	Outpatient Services	50% Billed Charges
4	Dermatopathology	50% Billed Charges
5	O/P Laboratory	50% Billed Charges
6	Implants/Prosthetics/Orthotics (including LVADs and stents) Outpatient Only	50% Billed Charges
7	Transplants	50% Billed Charges

# II. <u>Diagnostic and Tertiary Care- Services Provided January 1, 2004 –</u> December 31, 2005

- 1 Inpatient Admissions / Surgery
- 2 Outpatient Surgery
- 3 Outpatient Services
- 4 Dermatopathology Services
- 5 O/P Laboratory

80% of attached Exhibit B1 UCSF DRG rate schedule, as annually amended Plus applicable pass throughs 47% of Billed Charges

47% Billed Charges

110% Region 5\_Medicare Fee Schedule

**Region 5 Medicare Fee Schedule** 

6 Implants/Prosthetics/Orthotics (Including LVADs and stents) Outpatient Only

7 Transplants

Cost plus 5%

Individual Deal Negotiations

Note Rates are exclusive of Professional Services and separately paid for by County at 50% of billed charges.

\*Medicare rate will be calculated using the current year Region 5 fee schedule at time service is provided.

The DRG's listed herein represent those currently in use for the procedures shown. Any change, published in the Federal Register, which assigns any of the procedures listed herein to a new or additional DRG shall be considered incorporated into this (payment exhibit) effective as of the effective date indicated for such change(s) in the Federal Register

- A. Rates apply to each approved and authorized day of service and includes payment for all services rendered during the admission including but not limited to: pre-admission services for provider within 24 hours of admission, room, board, nursing care, surgery and recovery suites, equipment, supplies, laboratory, radiology, pharmaceuticals and other services incidental to the admission.
- B. The preceding outpatient surgery rates apply to all services rendered during the surgery including but not limited to: pre-operative outpatient services within 24 hours of the surgery, nursing care, surgery and recovery suites, equipment, supplies, laboratory, radiology, pharmaceuticals and other services incidental to the surgery.
- C. The preceding rates exclude professional services that are not billed under the Contractor's TINs.
- D. The preceding rates apply to all authorized services available from Contractor. Hospital services are described in the hospital services inventory attached as Exhibit I. Laboratory rates will be understood to mean lab services associated with referred patients as well as lab specimen referrals for which no advance case management paperwork will be required.
- E. Pre-admission services provided within 24 hours of admission will be included in the first per diem.
- F. Contractor shall be reimbursed per current HCFA billing guidelines.
- G. Per diem rates exclude hospital-based physician fees.

- H. The services provided must be referred by a member of San Mateo Medical Center's medical staff and authorized by the Case Management Department or Hospital Administration. A valid outside authorized referral form must accompany the patient. County agrees to provide authorization at the time of patient referral. County shall not deny payment of Covered Services rendered by Contractor for failure to obtain the preauthorization required by this Agreement within a 72 hour period of referral if the parties retrospectively agree that such services were medically necessary and would have been approved prospectively had preauthorization been obtained. County agrees to inform and train staff members and physicians regarding the referral and authorization requirements defined in this Agreement. County agrees to notify the Patient, the Patient's physician, and Contractor of all denials of preauthorization at least twenty-four (24) hours before the scheduled commencement of any services hereunder. County agrees to notify Contractor at the time of admission if the patient is a Medi-Cal pending patient.
- Contractor shall provide billing for\_all services performed Contractor shall include the authorization number specific to the service date on all claims. Payment will be denied for those claims where authorization number does not match either date or type of service authorized.
- J. Upon discovery or notification by County, Contractor shall bill all other payors including, but not limited to, Medi-Cal, Medicare, private insurance patients and "full pay" patients. County shall bear no financial responsibility for such patients.
- K. For Medi-Cal patients referred to Contractor by County and\_Per Medi-Cal guidelines, as the Provider of Service, Contractor must complete and submit a Treatment Authorization Request (TAR) Form 50-1 to the appropriate Medi-Cal field office. County will provide information on the Outside Referral Form that will enable Contractor to complete these TARs.
- L. In the event that a patient referral to Contractor by County under this Agreement is subsequently determined to be eligible for third-party payment, Contractor shall claim against third-party payor and County shall bear no financial responsibility for such patient
- M. In the event of the referral of a Medi-Cal pending patient, the County shall have six (6) months to provide proof of eligibility. After this time, the Contractor will be reimbursed at the rates established in this Exhibit B. If patient is subsequently found eligible for Medi-Cal after payment has been made, San Mateo Medical Center will provide proof of retroactive eligibility to Contractor. Any payment made to Contractor must be reimbursed to San Mateo Medical Center within thirty (30) days of such notification.

The term of this agreement is January 1, 2003 to December 31, 2005. In no event shall total payment exceed \$.450,000

# ATTACHMENT II HOSPITAL AUDIT POLICY

Contractor recognizes the right of a payer to verify that hospital services enumerated on a bill submitted for payment have actually been rendered. We are willing to cooperate fully in billing audits based on good faith business practices. To ensure that billing audits impose minimal administrative burdens for both audit and hospital personnel and does not unduly delay payment of audited claims we have developed the audit policies and procedures shown below.

Notify the Accounts Receivable Department in writing of pending audit:

UCSF Medical Center Accounts Receivable Attn: Ann Culhane, Quality Review Services Box 0810, MCB 300 San Francisco, CA 94143-0810 (415) 353-3735

Provide the following Information at the time of notification:

Name of Patient Date of Birth UCSF Patient Number and Medical Record Number Service Dates Audit Company and Name of Auditor

Contact the Charge Auditor to arrange an appointment for medical record review:

Telephone:	(415) 353-4859
Fax:	(415) 353-4810
E-mail:	remy.wilson@ucsfmedctr.org

Accounts in audit for more than 90 calendar days without receipt of payment will be dropped from active audit status.

Audit fees will not be assessed on audited accounts.

<u>Off-site audits (desk audits), out patient audits, or audits of accounts with</u> <u>discharge balances of \$20,000.00 or less will not be recognized.</u> Any payer questions or concerns regarding line items on out patient bills or inpatient bills of less than \$20,000.00 are to be processed through Accounts Receivable. The payer is responsible for ensuring that the necessary authorization regarding the release of medical record information has been provided in writing to the hospital prior to the audit. Accounts in audit for more than 90 calendar days without receipt of authorization will be dropped from active audit status.

The medical record is not to serve as a duplicate patient bill but will be the basis of determining appropriate treatment associated with billed charges that appear on a patient's hospital bill. or to back up each individual charge on the patient's hospital bill. Ancillary department daily charge records, individual service charge tickets, and other sources of information will also serve as evidence that services were provided to the patient.

The purpose of a financial audit is to assure that billed services were actually provided to a patient in compliance with the physician's plan of treatment and that the charges are accurate. Questions regarding medical necessity and "reasonableness" of charges will not be considered in the scope of a financial audit.

An exit interview will be held with the designated hospital representative. At the exit interview, a complete copy of the audit results must be provided. In the event that further documentation is necessary, the hospital will furnish that documentation within 30 days.

When the insurance auditor and the hospital auditor finalize the audit, undercharges will be assessed as well as overcharges. An audit summary form listing net results by department will be prepared.

The audit firm will provide the level of documentation necessary to satisfy the payer regarding all adjustments agreed upon.

Accounts Receivable will refund all agreed upon unsupported charges within 45 working days following the exit interview. Payment will be mailed directly to the payer.

All questions regarding clarification of charging practices and protocol are to be directed to the Charge Auditor. To prevent disruption of the normal flow of operations within the hospital, direct contact with the departments by the insurance auditor is prohibited.

Failure to adhere to these guidelines by the auditor or the auditing firm representative will result in a letter of formal complaint will be issued to the appropriate insurance company.

# Attachment I

# Assurance of Compliance with Section 504 of the Rehabilitation Act of 1973, as Amended

The undersigned (hereinafter called the "Contractor(s)") hereby agrees that it will comply with Section 504 of the Rehabilitation Act of 1973, as amended, all requirements imposed by the applicable DHHS regulation, and all guidelines and interpretations issued pursuant thereto.

The Contractor(s) gives/give this assurance in consideration of and for the purpose of obtaining contracts after the date of this assurance. The Contractor(s) recognizes/recognize and agrees/agree that contracts will be extended in reliance on the representations and agreements made in this assurance. This assurance is binding on the Contractor(s), its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this assurance on behalf of the Contractor(s).

The Contractor(s): (Check a or b)

- a. () has no employees.
- b () employs fewer than 15 persons.
- c (X) employs 15 or more persons and, pursuant to Section 84.7 (a) of the regulation (45 C.F.R. 84.7 (a)), has designated the following person(s) to coordinate its efforts to comply with the DHHS regulation.

\_\_Michael B. Adams

Name of 504 Person - Type or Print

UCSF Medical Center 505 Parnassus St.				
Name of Contractor(s) - Type or Print	Street Address or PO Box			
San Francisco	CA	94143		
City	State	Zip Code		

I certify that the above information is complete and correct to the best of my knowledge.

12/3/04 Date

Signature and Title of Authorized Official

\*Exception: DHHS/regulations state that:

"If a recipient with fewer than 15 employees finds that, after consultation with a handicapped person seeking its services, there is no method of complying with (the facility accessibility regulations)...other than making a significant alteration in its existing facilities, the recipient may, as an alternative, refer the handicapped person to other providers of those services that are accessible." OCT-16-2000 14:15

City and County of San Francisco

DPH CUNTRACTS

415 554 2555 P.02/02

# Human Rights Commission

Contract Compliance Dispute Resolution/Fair Housing Minority/WomervLoosi Business Enterprise Lesbian Gay Bisezual Transgender 4 HiV Disorimination

00 JUL 14 AH 9 14

COMMISSION

Merivic S. Bambe **Executive** Director

## SOLE SOURCE, EMERGENCY AND PUBLIC ENTITY EXCEPTION & WAIVER REQUEST FORM

KENEWAL 1584

In addition to submitting this form, please attach additional pages explaining why the request for exception is being made. (See back page for information on basis upon which exception may be granted.)

Department: 81 Community Health Network	Contact Person: Galen Leung							
Mailing Address: 101 Grove St. rm. 307	Phone: <u>554-2607</u>							
Dept. Head Signature:								
Date Exception Request Submitted: JUL 1 4 2000	Type of Contract: Medical Services							
Date of Contract: 771/00 - 6/30/01	Dollar Amount of Contract:							
Name of Contractor: UCSP - Tertiary Care Services	Ethnicity: <u>N/A</u> Sex: <u>N/A</u>							
Address of Contractor: _ 3333 California St. St. #11	, SF CA 94143							
EXCEPTION FOR PRIME CONTRACT (please check a								
Sole Source: (non-compliance with Chapters 128 & 12C: nondiscrimination in benefits) Sole Source: (is not an MBE or WBE pursuant to Chapter 12D)								
Emergency: (Chapter 12B & 12C exception) Emergency: (Chapter 12D exception)	RECE SFC Composition							
Waived LBE preference for contracts over \$5 million:								
NOTE: Employment requirements are still in force even if a walver is granted a still a still in force even if a walver is granted as a still a								
Public Entity: (Chapter 12B & 12C exception)	Mar							
Has walver for this contract previously been granted or and dates:								
HRC ACTION								
12B & 12C Waiver Granted:         12D           12B & 12C Waiver Denied:         12D	Waiver Granted:							

Reason f	or Action: <u>Rublic entity</u>	offers access to to	consic and kompless th	edical
HAC Star Signature	ff: (193thin G. Color:	7	Date: Date:	7/21/100
P6	HRC Form 1A (7/97)  25 Van Nesø Avenue, Ste. 800.	San Francisco, CA 94102-5023 Recycled Paper	- FAX (415)431-5764 • 1	LDD (416)252-2550
				TOTAL P.02

P.2.7

(415)282-2500

921 'ON

MPR.28.2005 4:31PM

RISK MGMT.

FAX 573-2030

To: Valvie

University of California San Francisco

105

Office of Business, Administrative and Risk Management Services (BARMS)

1333 Caldorina Street Room 295, Dox 1338 San Francisco, CA 94143-1338 el: 010/076-2498 ax: 415/502-7476

April 5, 2005

San Mateo Medical Center 222 W. 39th Avenue San Mateo, California 94403

**RE: UCSF / San Mateo Hospital Agreement** 

#### STATEMENT OF SELF-INSURANCE

The University of California maintains a Program of Self-Insurance pursuant to the laws of the State of California. Such coverage exceeds per occurrence minimums of \$1,000,000. The University's insurance program is a combination of primary insurance policies with small deductibles and excess insurance above the self-insured retentions (SIR). Excess insurance above the self-insured retentions is purchased for general and professional liability.

Such Program of Self-Insurance shall apply to claims, costs, injuries or damages but only in proportion to and to the extent such claims, costs, injuries or damages are caused by or result from the negligent acts or omissions of the Regents of the University of California, its officers, agents, students or employees.

It should be expressly understood, however, that the intent of this insurance evidenced herein follows the provisions of the Bylaws and Slanding Orders of the Regents of the University of California, which do not permit any assumption of liability which does not result from and is not caused by the negligent acts or omissions of the officers, agents, students or employees. Any Indemnification or hold harmless clause with broader provisions than required under such Bylaws and Standing Orders shall invalidate this statement.

Under the Certificate of Consent to Self-Insure No. P-1344, granted by the State Director of Industrial Relations, a self-insurance program for Workers' Compensation liability was implemented by the Regents of the University of California, Office of Risk Management. Said program complies with applicable federal and state statutes.

Danal S Joes

Darrel T. Jones **Business Contracts Officer Business, Administrative & Risk Management Services** 



TOTAL P.01

LICENSE NUMBER: 220000091 LICENSE EFFECTIVE DATE: 04/26/2004 State of California License expiration date: 03/31/2005 687 Department of Health Services In accordance with applicable provisions of the Health and Safety Code of California and its rules and regulations, the Department of Health Services hereby issues this REGENTS OF THE UNIVERSITY OF CALIFORNIA to operate and maintain the following GENERAL ACUTE CARE HOSPITAL UCSF MEDICAL CENTER 505 PARNASSUS AVE, BOX 0296, SAN FRANCISCO, CA 94143-0210 UCSF MEDICAL CENTER AT MOUNT ZION 1600 DIVISADERO ST., SAN FRANCISCO, CA 94115 BED CLASSIFICATIONS/SERVICES OTHER APPROVED SERVICES 547 General Acute Care Chronic Dialysis - 20 Stations Occupational Therapy 87 Pediatric Speech Pathology 69 Intensive Care 51 I. C. Newborn Nursery Cardiovascular Surge 30 Perinatal Respiratory Care Svs 16 Coronary Care Podiatric Services Unspecified General Acute Care Nuclear Medicine Dental Service Basic Emergency Audiology Social Services Radiation Therapy (ADDITIONAL INFORMATION LISTED ON LICENSE ADDENDUM) This LICENSE is not transferable and is granted solely upon the following conditions,

This LICENSE is not transferable and is granted solely upon the following conditions, limitations and comments:

CONSOLIDATED LICENSE 12 General Acute Care beds in suspense at 505 PARNASSUS AVE, BOX 0296 from 04/01/2004

Sandra Shewry
DIRECTOR

1 11 aprila - Ken Lilija Zushinski, RN

AUTHORIZED REPRESENTATIVE HS 203 A (2001) Refer complaints regarding these facilities to The California Department of Health Services, Licensing and Certification, Daly City District Office, 350 90th Street, 2nd Floor, Daly City, CA 94015, (650)301-9971

POST IN A PROMINENT PLACE

LICENSE NUMBER: 22000095 LICENSE EFFECTIVE DATE: 04/26/2004 LICENSE EXPIRATION DATE: 03/31/2005 TOTAL LICENSED CAPACITY: 685



ADDITIONAL CONDITIONS, LIMITATIONS AND COMMENTS (Continued)

to 03/31/2005. Intensive Care in suspense -1 Perinatal bed in suspense - 1 Pediatric bed in suspense - 8 79 General Acute Care beds in suspense at 1600 DIVISADERO ST. from 04/01/2004 to 03/31/2005.

### POST IN A PROMINENT PLACE

.

UCSF MEDICAL CENTER

REPORT PERIOD END 06/30/2003

	(1) DAILY HOSPITAL SERVICES INTENSIVE CARE SERVICES BURN CORONARY MEDICAL NEUROSURGICAL PEDIATRIC PULMONARY SURGICAL DEFINITIVE OBSERVATION CARE ACUTE CARE SERVICES ALTEPRATE BUETL CTP. (LICENSED DEDS)		(2)		(3)	
	DAILY HOSPITAL SERVICES	L	ABORATORY SERVICES	C	LINIC SERVICES	
005	INTENSIVE CARE SERVICES		MICROBIOLOGY	1	DENTAL	6
010	BURN	6	NECROPSY	1	DERMATOLOGY	1
015	CORONARY	1	SEROLOGY	2	DIABETES	1
020	MEDICAL	1	SURGICAL PATHOLOGY	l	DRUG ABUSE	6
025	NEONATAL	1	DIAGNOSTIC IMAGING SERVICES		FAMILY THERAPY	2
030	NEUROSURGICAL	1	COMPUTED TOMOGRAPHY	1	GROUP THERAPY	2
035	PEDIATRIC	1	CYSTOSCOPY	1	HYPERTENSION	2
040	PULMONARY	2	MAGNETIC RESONANCE IMAGING	1	METABOLIC	2
045	SURGICAL	1	POSITRON EMISSION TOMOGRAPHY	5	NEUROLOGY	1
050	DEFINITIVE OBSERVATION CARE	2	ULTRASONOGRAPHY	1	NEONATAL	2
055	ACUTE CARE SERVICES		X-RAY - RADIOLOGY	1	OBESITY	2
060	ALTERNATE BIRTH CTR (LICENSED BEDS)	6	DIAGNOSTIC/THERAPEUTIC SERVICES		OBSTETRICS	1
065	GERIATRIC	2	AUDIOLOGY	1	OPHTHALMOLOGY	1
070	MEDICAL	1	BIOFEEDBACK THERAPY	2	ORTHOPEDIC	1
075	NEONATAL	1	CARDIAC CATHETERIZATION	1	OTOLARYNGOLOGY	1
080	ONCOLOGY	1	COBALT THERAPY	1	PEDIATRIC	1
085	ORTHOPEDIC	1	DIAGNOSTIC RADIOISOTOPE	2	PEDIATRIC SURGERY	1
090	PEDIATRIC	1	ECHOCARDIOLOGY	1	PODIATRY	2
095	PHYSICAL REHABILITATION	2	ELECTROCARDIOLOGY	1	PSYCHIATRIC	2
100	POST PARTUM	1	ELECTROENCEPHALOGRAPHY	1	RENAL	1
105	SURGICAL DEFINITIVE OBSERVATION CARE ACUTE CARE SERVICES ALITERNATE BIRTH CTR (LICENSED BEDS) GERIATRIC MEDICAL NEONATAL ONCOLOGY ORTHOPEDIC PEDIATRIC PHYSICAL REHABILITATION POST PARTUM SURGICAL TRANS INPAT CARE (ACUTE BEDS) NEWBORN CARE SERVICES DEVELOPMENTALLY DISABLED NURSERY CRE	1	ELECTROMYOGRAPHY	1	RHEUMATIC	1
107	TRANS INPAT CARE (ACUTE BEDS)	6				
110	NEWBORN CARE SERVICES		ENDOSCOPY	1	RURAL HEALTH	6
115	DEVELOPMENTALLY DISABLED NURSERY CRE	2	GASTRO-INTESTINAL LABORATORY	1	SURGERY	1
120	NEWBORN NURSERY CARE	1	HYPERBARIC CHAMBER SERVICES	6		
125	PREMATURE NURSERY CARE	1	LITHOTRIPSY	1	HOME CARE SERVICES	
130	HOSPICE CARE	6	NUCLEAR MEDICINE	1	HOME HEALTH AIDE SERVICES	1
135	INPATIENT CARE UNDER CUSTODY (JAIL)	2	OCCUPATIONAL THERAPY	2	HOME NURSING CARE (VISITING NURSE)	1
140	LONG-TERM CARE		PHYSICAL THERAPY	1	HOME PHYSICAL MEDICINE CARE	1
145	BEHAVIORAL DISORDER CARE	6	PERIPHERAL VASCULAR LABORATORY	1	HOME SOCIAL SERVICES CARE	1
150	DEVELOPMENTALLY DISABLED CARE	6	PULMONARY FUNCTION SERVICES	1	HOME DIALYSIS TRAINING	1
155	INTERMEDIATE CARE	6	RADIATION THERAPY	1	HOME HOSPICE CARE	1
160	RESIDENTIAL/SELF CARE	6	RADIUM THERAPY	1	HOME I.V. THERAPY SERVICES	1
165	SELF CARE	6	RADIOACTIVE IMPLANTS	2	JAIL CARE	6
170	SKILLED NURSING CARE	6	RECREATIONAL THERAPY	2	PSYCHIATRIC FOSTER HOME CARE	6
175	SUB-ACUTE CARE	6	RESPIRATORY THERAPY SERVICES	I		
177	SUB-ACUTE CARE - PEDIATRIC	6				
179	TRANS INPAT CARE (SNF BEDS)	6				
180	CHEMICAL DEPENDENCY - DETOX		SPEECH-LANGUAGE PATHOLOGY	1.	AMBULATORY SERVICES	
185	ALCOHOL	6	SPORTSCARE MEDICINE	1	ADULT DAY HEALTH CARE CENTER	2
190	DRUG	6	STRESS TESTING	2	AMBULATORY SURGERY SERVICES	1
195	SURGICAL TRANS INPAT CARE (ACUTE BEDS) NEWBORN CARE SERVICES DEVELOPMENTALLY DISABLED NURSERY CRE NEWBORN NURSERY CARE PREMATURE NURSERY CARE PREMATURE NURSERY CARE HOSPICE CARE INPATIENT CARE UNDER CUSTODY (JAIL) LONG-TERM CARE BEHAVIORAL DISORDER CARE DEVELOPMENTALLY DISABLED CARE INTERMEDIATE CARE RESIDENTIAL/SELF CARE SUB-ACUTE CARE SUB-ACUTE CARE SUB-ACUTE CARE SUB-ACUTE CARE SUB-ACUTE CARE (SNF BEDS) CHEMICAL DEPENDENCY - DETOX ALCOHOL DRUG CHEMICAL DEPENDENCY - REHAB		THERAPEUTIC RADIOISOTOPE	2	COMPREHENSIVE OUTPATIENT REHAB FAC	2

CODE

- SEPARATELY ORGANIZED, STAFFED, AND EQUIPPED UNIT OF HOSPITAL.
   SERVICE MAINTAINED IN HOSPITAL.
- 3 SERVICE CONTRACTED BUT HOSPITAL BASED.
- 4 SERVICE NOT MAINTAINED IN HOSPIAL BUT AVAILABLE FROM OUTSIDE

- 4 SERVICE NOT MAINTAINED IN HOSPIAL BUT AVAILABLE FROM OUTSIDE CONTRACTS OR OTHER HOSPIAL.
   5 SERVICE NOT PROVIDED IN HOSPIAL BUT SHARED WITH ANOTHER HOSPIAL UNDER CONTRACT.
   6 SERVICE NOT AVAILABLE.
   7 CLINIC SERVICES ARE COMMONLY PROVIDED IN THE EMERGENCY SUITE TO NON-EMERGENCY OUTPATIENTS BY HOSPITAL-BASED PHYSICIANS OR RESIDENTS (CLINIC SERVICE ONLY.)
   8 SERVICE AVAILABLE AT BUT NOT BILLED BY HOSPITAL.
   9 SERVICE AVAILABLE, BUT NOT USED DURING REPORTING CYCLE.

REPORT 2

CUCSF MEDICAL CENTER

#### CALIFORNIA HOSPITAL DISCLOSURE REPORT SERVICES INVENTORY

DATE PREPARED: 01/21/2004

REPORT PERIOD END 06/30/2003

(1)			(2)		(3)	
200	(1) ALCOHOL DRUG PSYCHIATRIC SERVICES PSYCHIATRIC ACUTE - ADULT	6	(2) X-RAY RADIOLOGY THERAPY PSYCHIATRIC SERVICES CLINIC PSYCHOLOGIST SERVICES CHILD CARE SERVICES	1	OBSERVATION (SHORT STAY) CARE	2
205	DRUG	6	PSYCHIATRIC SERVICES		SATELLITE AMBULATORY SURGERY CENTER	6
210	PSYCHIATRIC SERVICES		CLINIC PSYCHOLOGIST SERVICES	6	SATELLITE CLINIC SERVICES	1
215	PSYCHIATRIC ACUTE - ADULT	6	CHILD CARE SERVICES	6		
220	PSYCHIATRIC - ADOLESCENT AND CHILD	6	ELECTROCONVULSIVE THERAPY (SHOCK)		OTHER SERVICES	
225	PSYCHIATRIC INTENSIVE (ISOLATION) CR	6	MILIEU THERAPY	6	DIABETIC TRAINING CLASS	2
230	PSYCHIATRIC LONG-TERM CARE	6	NIGHT CARE	6	DIETETIC COUNSELING	2
235	PSYCHIATRIC LONG-TERM CARE OBSTETRIC SERVICES ABORTION SERVICES		MILIEU THERAPY NIGHT CARE PSYCHIATRIC THERAPY	2	DRUG REACTION INFORMATION	2
240	OBSTETRIC SERVICES		PSYCHOPHARMACOLOGICAL THERAPY	2	FAMILY PLANNING	2 1
245	ABORTION SERVICES	2	SHELTERED WORKSHOP	6	GENETIC COUNSELING	1
250	COMBINED LABOR/DELIVERY BIRTHING RM	1	RENAL DIALYSIS		MEDICAL RESEARCH PARENT TRAINING CLASS DATIENT DEDRESENTATIVE	2
255	DELIVERY ROOM SERVICE INFERTILITY SERVICES	1	HEMODIALYSIS	1	PARENT TRAINING CLASS	2
260	INFERTILITY SERVICES	2	HOME DIALYSIS SUPPORT SERVICES	1	PATIENT REPRESENTATIVE	1
265	LABOR ROOM SERVICES	1	PERITONEAL	2	PUBLIC HEALTH CLASS	2
270	SURGERY SERVICES		SELF-DIALYSIS TRAINING	2	SOCIAL WORK SERVICES	1
275	DENTAL	2	ORGAN ACQUISITION	1	TOXICOLOGY/ANTIDOTE INFORMATION	5
280	GENERAL	2	BLOOD BANK	1	VOCATIONAL SERVICES	1
285	GYNECOLOGICAL	2	EXTRACORPOREAL MEMBRANE OXYGENATION	2		
290	COMBINED LABOR/DELIVERY BIRTHING RM DELIVERY ROOM SERVICE INFERTILITY SERVICES LABOR ROOM SERVICES SURGERY SERVICES DENTAL GENERAL GENERAL GYNECOLOGICAL HEART KIDNEY NEUROSURGICAL OPEN HEART OPHTHALMOLOGIC ORGAN TRANSPLANT ORTHOPEDIC OTOLARYNGOLIC PEDIATRIC PLASTIC PODIATRY THORACIC UROLOGIC ANESTHESIA SERVICES	2	PHARMACY	1	MEDICAL EDUCATION PROGRAMS	
295	KIDNEY	2			APPROVED RESIDENCY	1
300	NEUROSURGICAL	2	EMERGENCY SERVICES		APPROVED FELLOWSHIP	1
305	OPEN HEART	2	EMERGENCY COMMUNICATION SYSTEMS	2	NON-APPROVED RESIDENCY	6
310	OPHTHALMOLOGIC	2	EMERGENCY HELICOPTER SERVICE	6	ASSOCIATE RECORDS TECHNICIAN	6
315	ORGAN TRANSPLANT	2	EMERGENCY OBSERVATION SERVICES	2	DIAGNOSTIC RADIOLOGIC TECHNOLOGIST	6
320	ORTHOPEDIC	2	EMERGENCY ROOM SERVICES	1	DIETETIC INTERN PROGRAM	2
325	OTOLARYNGOLIC	2	HELIPORT	6	EMERGENCY MEDICAL TECHNICIAN	6
330	PEDIATRIC	2	MEDICAL TRANSPORTATION	4	HOSPITAL ADMINISTRATION PROGRAM	2
335	PLASTIC	2	MOBILE CARDIAC CARE SERVICES	6	LICENSED VOCATIONAL NURSE	6
340	PODIATRY	2	ORTHOPEDIC EMERGENCY SERVICES	2	MEDICAL TECHNOLOGIST PROGRAM	2
345	THORACIC	2	PSYCHIATRIC EMERGENCY SERVICES	6	MEDICAL RECORDS ADMINISTRATOR	6
350	UROLOGIC	2	RADIOISOTOPE DECONTAMINATION ROOM	2	NURSE ANESTHETIST	6
355	ANESTHESIA SERVICES	2	TRAUMA TREATMENT E.R.	2	NURSE PRACTITIONER	2
360					NURSE MIDWIFE	6
365	LABORATORY SERVICES		CLINIC SERVICES		OCCUPATIONAL THERAPIST	6
370	ANATOMICAL PATHOLOGY	1	AIDS	1	PHARMACY INTERN	2 6
375	CHEMISTRY	1	ALCOHOLISM	6	PHYSICIAN'S ASSISTANT	
380	LABORATORY SERVICES ANATOMICAL PATHOLOGY CHEMISTRY CLINICAL PATHOLOGY CYTOGENETICS CYTOLOGY HEMATOLOGY	1	CLINIC SERVICES AIDS ALCHOLISM ALLERGY CARDIOLOGY CHEST MEDICAL CHILD DIAGNOSIS CULLO ETRADEGUE	1	PHYSICAL THERAPIST	2
385	CYTOGENETICS	2	CARDIOLOGY	1	REGISTERED NURSE	2
390	CYTOLOGY	1	CHEST MEDICAL	1	RESPIRATORY THERAPIST	2
395	HEMATOLOGY	1	CHILD DIAGNOSIS	2	SOCIAL WORKER PROGRAM	2
400	HISTOCOMPATIBILITY	1	CHILD TREATMENT	2		
405	IMMUNOLOGY	1	COMMUNICABLE DISEASE	1		

CODE

- CDE
  1 SEPARATELY ORGANIZED, STAFFED, AND EQUIPPED UNIT OF HOSPITAL.
  2 SERVICE MAINTAINED IN HOSPITAL.
  3 SERVICE CONTRACTED BUT HOSPITAL BASED.
  4 SERVICE NOT MAINTAINED IN HOSPITAL BUT AVAILABLE FROM OUTSIDE CONTRACTS OR OTHER HOSPITAL.
  5 SERVICE NOT PROVIDED IN HOSPITAL BUT SHARED WITH ANOTHER HOSPITAL UNDER CONTRACT.
  6 SERVICE NOT PROVIDED IN HOSPITAL BUT SHARED WITH ANOTHER HOSPITAL UNDER CONTRACT.
- 6 SERVICE NOT AVAILABLE.
- 7 CLINIC SERVICES ARE COMMONLY PROVIDED IN THE EMERGENCY SUITE TO NON-EMERGENCY

.

- OUTPATIENTS BY HOSPITAL-BASED PHYSICIANS OR RESIDENTS (CLINIC SERVICE ONLY.)
- 8 SERVICE AVAILABLE AT BUT NOT BILLED BY HOSPITAL.
  9 SERVICE AVAILABLE, BUT NOT USED DURING REPORTING CYCLE.

TIMOTHY J. HARTMAN

Phone: (650) 571-8565 Cell: (650) 346-7205

### CUSTOMER SERVICE — TRAINING Public Safety...Hotel Management...Staff Development

A dynamic professional with over fifteen years cumulative experience within the airline, travel and hospitality industries. Achieved success in territory sales, training, management, and adult education. Served as a Public Safety Communications Dispatcher, handling non-emergency and emergency calls from the public for police, fire and emergency medical services.

### **Customer Service/Order Administration**

Experience in corporate account maintenance, accurate database management, airline passenger service and reservations sales. Ensured client satisfaction in all existing corporate travel accounts by resolving sensitive customer service issues personally, in writing and over the phone. Handled over 150 general reservations calls daily in a regional center for air, car rental and hotel bookings in the mainland U.S., Hawaii, Alaska, Canada and Mexico.

### Management, Training & Development

Experienced in training employee groups of twenty or more. Effective as a working manager, ensuring organized and efficiently run offices. Assistant General Manager, supervising front desk, housekeeping and maintenance staff at long-term stay hotel. Interviewed and hired new employees, prepared payroll. Managed Peninsula/San Francisco Training territories, instructing travel agents individually and in classroom workshops on SABRE computer reservation system.

### Technical Recruiting, Outside Sales, Market Research, Management Career Consulting

Successful with increasing territory sales in the hotel, corporate travel and telecommunications industries. Provided staffing services, negotiating permanent placement for computer programming contractors. Consulted managers and executives for career changes in an extensive job search program. Worked as Telephone Interviewer, conducting consumer and business surveys. Recruited senior managers and executives to attend focus group meetings.

### **Public Safety**

Worked as Public Safety Communications Dispatcher for the City of San Francisco, handling non-emergency and emergency 911 calls from the public for police, fire and emergency medical services. Dispatched patrol cars on police radio channels to assignments throughout the city.

### ADDITIONAL INFORMATION\_

### Education

B.S. Aviation Administration, Embry-Riddle Aeronautical University
A.S. Transportation/Traffic Management, Community College of the Air Force
Public Speaking: Toastmasters, Dale Carnegie Course – Graduate Assistant (coached & trained adults)
Licensed/ Certified EMT with State of California, National Registry of Emergency Medical Technicians

**Computer Skills** 

Word Processing: MS Word, Windows 98, Excel. Type: 48 WPM, Data Entry: 8000 KPH

### **EMPLOYMENT HISTORY**

01/15/04 -- Present -- Security Dispatcher/Officer, Securitas -- San Mateo Medical Center -- San Mateo, CA

02/18/03 - 08/28/03 - Public Safety Communications Dispatcher, City of San Francisco. Handled incoming nonemergency and emergency calls from the public for police, fire and emergency medical services. Dispatched patrolcars on police radio channels to assignments throughout the city.

<u>08/22/01 - 09/26/01</u> - Asst. Gen. Mgr. - Extended Stay America, <u>10/08/01 - 02/08/03</u> - Patrol/Traffic Security Officer, Hillsdale Mall.

### 11/24/99 -- 05/26/00

Employee Benefits Coordinator - Adecco Employment Services. Contract position in Human Resources Office.

### 01/98 -- 11/23/99

Held various contract employment positions in customer service, market research and apartment leasing with Adecco Employment Services, Olsten Staffing, Manpower and Nelson Staffing Solutions. Senior Consultant providing management career consulting services with Cornell Business Associates. Contract employment with Manpower as Inside Sales Support Representative with a computer graphics equipment manufacturer.

### <u>01/96 -- 12/97</u>

Worked in contract employment on several customer service, data entry and market research assignments with Olsten Staffing, Office Team and Marketec, Inc. Also employed by Response Time, Inc. as a **Technical Recruiter**, placing computer programmers in contract and permanent positions.

### <u>07/93 -- 12/95</u>

Customer Service Agent, Acting Lead Reservations Sales Agent, Travel Agency Support Desk Agent, Hotel Reservations Supervisor Reno Air, Inc. – San Jose, CA/Reno, NV Clarion Hotel/Casino – Reno, NV

### 01/90 -- 06/93

Inside Sales Support Representative, Account Executive, Sales Account Manager, Corporate Account Executive, Market Research Telephone Interviewer

TAC Temporary Services, Travel 2000 – Mountain View, CA, Homewood Suites Hotel – San Jose, CA, Phoenix Communications – Sunnyvale, CA, Hallmark Personnel – Palo Alto, CA

### <u>02/87 -- 12/89</u>

**Corporate Sales/Office Manager, SABRE Specialist, Domestic Flight Attendant** Marisan Travel – Santa Clara, CA, American Airlines – Dallas, TX/San Francisco Bay Area Region

### <u>07/83 -- 01/87</u>

**Corporate Client Relations Representative, Reservations Sales Representative** Gelco Travel Services – Palo Alto, CA, United Airlines – San Francisco, CA,

### <u>12/76 -- 06/83</u>

Customer Service Agent, Corporate Travel Consultant, Assistant Supervisor Pacific Express Airlines – San Francisco/Oakland, CA, P.A.D. Travel – Mountain View, CA, US Air Force-E4/Sergeant – R.A.F. Lakenheath, U.K./Travis AFB, CA