**BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE**

Monday, June 27, 2016  
5:30 p.m. Buffet for board members & invited guests  
6:00 p.m. Meeting  

Palomar Medical Center  
Raymond Family Conference Center  
2185 Citracado Parkway, Escondido, CA 92029

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**PLEASE TURN OFF CELL PHONES OFF OR SET THEM TO SILENT MODE UPON ENTERING THE MEETING ROOM**

<table>
<thead>
<tr>
<th>Time</th>
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<tr>
<td>6:00</td>
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**CALL TO ORDER**

- Public Comments  

- *Information Item(s)*

1. *Approval: Minutes – Monday, April 25, 2016*

2. **Strategic Partnerships: Mayo Clinic Care Network** - Leila Shams, Manager, Strategy

3. **Balanced Score Card Value: Brand** - Serrina Bergstraesser, Director Business Development & Physician Integration

- Public Comments

**ADJOURNMENT**

7:14

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**Board Strategic & Facilities Planning Committee Members -- **Voting Members**

- **Ray McCune, RN, Chair**  
- **Jerry Kaufman, PTMA, Director**  
- **Aeron Wickes, MD, Director**  
- **Dara Czerwonka, MSW, 1st Alternate**  
- **Della Shaw, EVP Strategy**  
- **Diane Hansen, EVP Finance**  
- **Frank Beirne, EVP Operations**  
- **Robert Hemker, President and CEO**  
- **Alan, Conrad, MD, EVP Physician Alignment**  
- **Maria Sudak, RN, MSN, CCRN, NEA-BC, VP PMC / CNO PMC**  
- **Larry LaBossiere, RN, MSN, CEN, CNS, MB, IVP POM/PHDC, ICNO POM/PHDC**  
- **Jean Larsen, Foundation Philanthropy Officer**  
- **PH Foundation Board Member**  
- **Brenda Turner, EVP Human Resources**

Next Meeting: Monday July 25, 2016 – Palomar Medical Center, Raymond Family Conference Center

**NOTE:** If you have a disability, please notify us by calling 760-740-6375 72 hours prior to the event so that we may provide reasonable accommodations

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

2 5 minutes allowed per speaker with a cumulative total of 15 minutes per group. For further details & policy, see Request for Public Comment notices available in meeting room
Minutes
Board Strategic & Facilities Planning Committee
Monday, April 25, 2016

TO: Board Strategic & Facilities Planning Committee

MEETING DATE: Monday, June 27, 2016

FROM: Debbie Hollick, Committee Secretary

Background: The minutes of the Board Strategic & Facilities Planning Committee meeting held on Monday, April 25, 2016 are respectfully submitted for approval (Addendum A).

Budget Impact: N/A

Staff Recommendation: Staff recommends approval of the Monday, April 25, 2016 Board Strategic & Facilities Planning Committee meeting minutes as presented.

Committee Questions:

COMMITTEE RECOMMENDATION:

Motion:

Individual Action:

Information:

Required Time:
TO: Board Strategic & Facilities Planning Committee

MEETING DATE: Monday, June 27, 2016

FROM: Leila Shams, Manager Strategy

Background: Provide the Board an update on Palomar Health’s activities over the past year as members of the Mayo Clinic Care Network.

Budget Impact: N/A

Staff Recommendation: Not applicable

Committee Questions:

COMMITTEE RECOMMENDATION:

Motion:

Individual Action:

Information:

Required Time:
Balanced Score Card Value: Brand

TO: Board Strategic & Facilities Planning Committee
MEETING DATE: Monday, June 27, 2016
FROM: Serrina Bergstraesser, Director, Business Development and Physician Integration

Background: Presentation will include a high level overview of the FY17 work plan to support Strategic Value, Brand, which includes volume measures and goals.

Budget Impact: N/A

Staff Recommendation: N/A

Committee Questions:

COMMITTEE RECOMMENDATION:

Motion:

Individual Action:

Information:

Required Time:
ADDENDUM A
<table>
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<tr>
<td>DIRECTOR RAYMOND MCCUNE – COMMITTEE CHAIR</td>
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**Invited Guests**

See Text of Minutes for Names of Guest Presenters
**STRATEGIC & FACILITIES PLANNING MEETING MINUTES – MONDAY, APRIL 25, 2016**

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<tr>
<th>AGENDA ITEM</th>
<th>CONCLUSION/ACTION</th>
<th>FOLLOW UP / RESPONSIBLE PARTY</th>
<th>FINAL?</th>
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**DISCUSSION**

**CALL TO ORDER**

The meeting – held in the Palomar Medical Center Raymond Family Conference Center, 2185 Citracado Parkway, Escondido, CA 92029 – was called to order at 6:00 p.m. by Committee Chair McCune

**ESTABLISHMENT OF QUORUM**

- Quorum comprised of Directors McCune, Kaufman, Wickes, Czerwonka (1st board alternate)
- Excused Absences: None

**NOTICE OF MEETING**

Notice of Meeting was posted at PH’s Administrative office; also posted with full agenda packet on the PH web site on Tuesday, April 19, 2016, which is consistent with legal requirements. Notice of that posting was also made via email to the Board and staff

**PUBLIC COMMENTS**

There were no public comments

**INFORMATION ITEMS**


   No discussion

   **MOTION:** By Director Wickes, 2nd by Director Kaufman and carried to approve the Monday, March 28, 2016 Board Strategic & Facilities Planning Committee meeting minutes with revision as noted. All in favor. None opposed

   N/A

2. Strategic Planning Update

   *Information only*
## AGENDA ITEM

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Utilizing the presentation distributed in the meeting packet, Vice President Continuum Care Sheila Brown provide an update on the new Crisis Stabilization Unit, which included the following elements:

**Call for Action:**
- In November of 2004, California voters passed Proposition 63 to tax all millionaires in California with a 1% tax for the “Mental Health Services Act”
- In 2015, Palomar Health submitted a response to the San Diego County Request for Information to open a Crisis Stabilization Unit for residents of the North Inland County Region

**Goals of Crisis Stabilization Unit:**
- Rapidly stabilize the acute crisis
- Treat in a less restrictive setting
- Create a therapeutic alliance
- Provide appropriate aftercare plan

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Committee requested presentation be shared with the full board

Board Assistant to agendize for May 9, 2016 Board of Director’s meeting

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There were no public comments

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Meeting adjourned at 6:48 p.m. by Chair McCune

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**COMMITTEE CHAIR**

__________________________  Ray McCune, R.N.

**COMMITTEE SECRETARY**

__________________________  Debbie Hollick
ADDENDUM B
Agenda

• Mayo Care Clinic Network Update
• Network Development Strategies
• Products & Service Utilization
• Marketing & Outreach
• Next Steps
Goal | To help people gain the benefits of Mayo Clinic expertise without having to travel to a Mayo Clinic facility.

Value | Developing closer relationships with community medical providers through formal collaboration and information-sharing tools

Network Hospitals | 40
MCCN Products & Services

- eHealth Activities
- Knowledge Extension
- Healthcare Consulting
- Patient Education Materials
- Brand Use
Figure 1: Average rating of MCCN products and services. The number in the bubble represents the rating and the number of members who provided a numeric rating. HCC=Health Care Consulting, AME=Ask Mayo Expert, Patient Ed=Patient Education materials.
Power of the Network: By the Numbers

- 10 million patients with the potential to be reached by MCCN
- 18,000 staffed hospital beds
- 16,000 physicians with access to MCCN tools and services
- 108 hospitals
- 36 members
- 30 Leapfrog “A” hospitals
- 19 Magnet hospitals
Value of the Network
2015 MCCN Member Survey

- Average network member service satisfaction rating
  - 4.9 out of 5
- Collaboration and partnership
  - 62.5% cited the collaboration and partnership as the most satisfying components of MCCN membership
- Satisfaction with products and services
  - 3.8 out of 5 (AME)
  - 4.6 out of 5 (eTumor Boards)
Mayo Clinic Care Network Development Strategies

• Payer strategies and emerging payment models
• Population Health
• Big data: Approach and practical experience
• Telehealth
• Government Relations: Advocacy
• Group Purchasing Organization (GPO): Investigating opportunity and benefit with network members
MCCN | Benefits and Impact

- Patient experience: stay in our community, high quality care, increase loyalty to Palomar Health
- Access to Mayo Clinic’s full patient education library
- Develop effective and efficient processes using Health Care Consulting projects
- Collaboration and sharing around best practice
- Physician/patient satisfaction

- Cutting-edge education and information for staff and physicians
- Staff and community awareness and engagement
- National and local partnership awareness
- Brand differentiator – network of highly recognized hospitals
- Use of Mayo Clinic Care Processes & Evidence-Based Practices
Ask Mayo Expert (AME)
Staff and physician access to Mayo Clinic’s significant breadth and depth of clinical expertise through an on-line portal and search engine.

eConsults
A Mayo Clinic specialist and Palomar Health specialist consult on a patient’s diagnosis and care management plan through secure online communication.

Healthcare Consulting
Staff and physician access to expertise and tools from Mayo Clinic. Service ranges from protocol, pathways and policies to collaborative practice redesign and leadership training and support.
### Ask Mayo Expert (AME)

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Leadership Events

• Annual Leadership Summit
• Quarterly CNO calls/training
• Leadership Excellence Program - Dyad Participation
• Clinical Leadership Symposium
• Webinar Training
MCCN | Current HCC Projects

Information Exchange
- Balanced Scorecard
- Social Media Residency
- Imaging Department Benchmarking
- Innovative Diffusion Method: CAUTI
- Epilepsy Monitoring Unit
- No One Dies Alone Program
- OB/GYN Triage Project
- Total Shoulder Pathway

System-Wide Projects
- Practice Redesign Collaborative – COPD Hospital Reduction Readmission Rates
- PMC Perioperative – Sterile Processing Department Project
- Physician Live Grand Rounds Pilot
- Dine with the Docs/Grand Rounds
- Webinar Series – Mayo Child and Family Advocacy Programs, Nurse Core Curriculum, Empathic Communication
- Ortho Symposium Speaker
Palomar Health Perioperative Project  |  Team Visit to Mayo Clinic

![Team Visit to Mayo Clinic]
Phone Line

- Dedicated phone line for Mayo Clinic Care Network inquiries
- Published in all marketing materials
- Calls are generally to learn more about the MCCN relationship
- An opportunity for Palomar Health to answer questions and provide information about Palomar Health specialists who have eConsult capabilities

Key Takeaways

- Physician’s office interaction with referred patients is key to patient satisfaction and sense of value for the Mayo Clinic and Palomar relationship
Key Takeaways

- Patients are looking for quality care with brands of confidence
- Specialists sought after vary
- Opportunity to keep patients in our community for specialist consults
- Opportunity to track patient/physician satisfaction with the connection
MCCN | Dedicated Phone Line Data

Key Takeaways

• Community recognition of the Mayo Clinic Brand

• Community desire to connect with a Mayo Clinic network physician and hospital

• Over 50% of community callers have commercial insurance or Medicare with Supplement

• Opportunity to connect Palomar Health Network of Physicians to our community

- N:105
- Represents the insurance of patients who called the MCCN Phone Line
Palomar Health and Mayo Clinic


Palomar Health has joined the Mayo Clinic Care Network (MCCN), formalizing a relationship that recognizes the mutual goal of fostering physician collaboration to improve the delivery of healthcare to our patients and communities. Palomar Health is the first hospital in California, and one of only 24 hospitals nationwide, to become a member of the Mayo Clinic Care Network. With Mayo Clinic, we share a common philosophy, commitment and mission to provide the best possible care to patients and their families.

What is the Mayo Clinic Care Network?
The Mayo Clinic Care Network is a collaboration between Mayo Clinic and healthcare organizations such as Palomar Health. In 2013, Palomar Health became the first California member of this network.

What does this formal collaboration mean for physicians?
Palomar Health physicians have access to the latest Mayo Clinic expertise and clinical care for patients. Palomar Health will also have access to Mayo Clinic’s expertise for its community members.

Why did Mayo Clinic choose Palomar Health for participation in the Mayo Clinic Care Network?
Palomar Health was selected to join the Mayo Clinic Care Network because of its commitment to delivering superior healthcare to its patients and communities. Palomar Health will provide the delivery of healthcare through high-quality, evidence-based medical care and treatment. In addition, Palomar Health has demonstrated a strong commitment to the Mayo Clinic’s mission.

Is there an agreement about sending referrals to Mayo Clinic?
No, there is no obligation for physicians to refer patients to Mayo Clinic. As a member of the Mayo Clinic Care Network, Palomar Health and Mayo Clinic will work together on an ongoing basis to improve the care experience for patients.

Does this mean that Palomar Health could be purchased by Mayo Clinic?
This agreement is not an acquisition or merger. Palomar Health is a member of the Mayo Clinic Care Network and is an independent, not-for-profit, community-owned healthcare organization. Mayo Clinic Care Network members like Palomar Health are independent entities with their own identities and operations. Mayo Clinic policies, procedures, and business models may differ from those of Palomar Health.

For more information, contact Palomar Health’s Strategic Marketing Department at 760-850-3245.
Next Steps

• Continue current healthcare consulting projects; add 2-3 new projects by year end
• Continue to collaborate on new “network” projects
• Relaunch eConsults to specialty physicians
• Internal marketing campaign to our staff – brand and resource awareness
• MCCN website microsite refresh
ADDENDUM C
Business Development FY17 Goals
Balanced Score Card Value: Brand
Measures: Market Share and Surgical Volume

Serrina Bergstraesser, Director
Business Development & Physician Integration
June 27, 2016
Business Development & Physician Integration
Mission 2013

Retain and grow business for Palomar Health

- BUSINESS DEVELOPMENT
  Develop programs that grow Palomar Health volume

- PHYSICIAN INTEGRATION
  Create an environment where physician prefer to work
Business Development
Mission 2016

SYSTEM GROWTH
Retain and grow *volume* for Palomar Health

BUSINESS DEVELOPMENT
Develop and promote programs that grow Palomar Health volume

PHYSICIAN EXPERIENCE ADVOCACY
Facilitate an experience that attracts and retains high quality physicians and leads to loyalty in use of and referral to Palomar Health
Business Development Vision 2016

We are organizational connectors who serve by aligning internal and external stakeholders to:

• Capture growth opportunities in alignment with our strategy and capacity.

• Improve access to health system resources that result in consumer and physician loyalty to Palomar Health.

• Develop, implement, and promote programs that increase consumer brand affinity to Palomar Health.

• Support Palomar Health’s Strategy to become recognized as the dominant provider of integrated health services as measured by market position and value based metrics of care.
Business Development & Physician Integration 2013-2016

Program Development
Stewards of BlueDistinction Center of Excellence (Hip and Knee Replacement, Spine, Cardiac Care, Maternity)

Physician Relations
- Share information on Palomar Health programs
- Gather issues and forward to operations
- Facilitate connections between community physicians and medical staff

Targeted Volume/Revenue Growth
Stewards of physician experience and market analytics

Physician Relations – Increase Physician Volume through
- Outreach and market intelligence
- Facilitate reduction of barriers and hassles for physicians
- Communicate resolution of barriers/hassles
- Targeted physician recruitment and onboarding
- Facilitate connections between community physicians, medical staff, and operations
Targeted Market Analysis

Business Development will analyze 11 service lines identified as priorities by Operational Leaders. Analysis includes:

- Harvest market data, industry trends, and competitor claims data from analytic tools
- Quantify outmigration of volume and lost revenue opportunity
- Set market share and revenue targets
- Incorporate into Balanced Scorecard (shared between Business Development and Operations)
- Identify targeted physicians for outreach
- Measure monthly progress and share with Operations
Volume Growth | Alignment Between Business Development & Operations

• Align organization around market share and revenue outcomes

• Communicate with operational leaders to ensure readiness for specialties and services where we expect organic and/or targeted growth

• Partner with new service line leaders who will drive program strategy and service development (physician outreach, market intelligence, business case support)

• Support quality, service excellence, and mission-sustaining financial performance through network alignment
Volume Growth | Clarity around Objectives by Service Line

**Protect** – monitor and maintain market share, tap into organic growth, continue engaging physicians to ensure loyalty

**Growth Preparation** – maintain market share and ensure organizational readiness for growth

**Grow** – increase revenue and market share
Primary Care Physician Market Share Targets | PCP Downstream Revenue Calculation

Palomar Health Revenue for Defined Service Line

\[
\frac{\text{Derived Service Area Hospitals’ Revenue for Defined Service Line}}{\text{Percentage of Palomar Health PCP Network Market Share (Revenue)}
\]

* Source: Crimson Market Advantage | PCP to Specialist inferred referrals form correlation between PCP and downstream revenue by service line; excludes closed network groups (e.g., Kaiser, Scripps Clinic, Sharp Rees-Steely)
Specialist Market Share Targets | Physician Specialist Attending Revenue Calculation

\[
\frac{\text{Palomar Health Revenue for Defined Service Line}}{\text{Derived Service Area Hospitals’ Revenue for Defined Service Line}} = \text{Percentage of Palomar Health Specialist Market Share (Revenue)}
\]

* Source: Crimson Market Advantage | Physician claims submissions for work performed in all hospitals for defined service line in defined service area
## Multi-Faceted Approach to Growth Varies by Specialty

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<th>Service Excellence</th>
<th>Physician Alignment</th>
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**Note:** A check in the Clinical Quality category indicates organizational focus and multidisciplinary collaboration around data collection, clinical pathways, and outcomes measurement to successfully demonstrate quality.
Questions and Discussion