Please join the meeting from your computer, tablet or smartphone: https://meet.gotomeeting.com/168538957
OR Dial in using your phone: 866.899.4679; Access Code: 168538957#1

NOTE: The open session of the meeting—without public comments—is scheduled to last 30 minutes, starting at 3:00 p.m., with adjournment at 3:30 p.m.

<table>
<thead>
<tr>
<th>Time</th>
<th>Form A Page</th>
<th>Target</th>
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<td>3:00</td>
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**Public Comments**

<table>
<thead>
<tr>
<th>Board Strategic &amp; Facilities Planning Committee – Voting Members</th>
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<tbody>
<tr>
<td>Mike Pacheco, Director – Chair</td>
</tr>
<tr>
<td>Laura Barry – Director</td>
</tr>
<tr>
<td>Diane Hansen, President &amp; CEO</td>
</tr>
<tr>
<td>Sabiha Pasha, MD, CoS</td>
</tr>
<tr>
<td>Palomar Medical Center Escondido</td>
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<tr>
<td>Edward Gurrola, MD, CoS</td>
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<tr>
<td>Palomar Medical Center Poway</td>
</tr>
</tbody>
</table>

**Board Strategic & Facilities Planning Committee – Alternate Voting Members**

<table>
<thead>
<tr>
<th>Laurie Edwards-Tate, MD – BoD Alternate</th>
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</thead>
<tbody>
<tr>
<td>Kanchan Koirala, CoS-Elect</td>
</tr>
<tr>
<td>CoS Alternate – Palomar Medical Center Escondido</td>
</tr>
<tr>
<td>Sam Filiciotto– CoS-Elect</td>
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<tr>
<td>CoS Alternate – Palomar Medical Center Poway</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Hugh King, CFO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stephanie Baker, RN, COO</td>
</tr>
<tr>
<td>Geoff Washburn, CHRO</td>
</tr>
<tr>
<td>Omar Khawaja, MD, CMO</td>
</tr>
<tr>
<td>Kevin DeBruin, CLO</td>
</tr>
</tbody>
</table>

**Kristin Gaspar, VP Philanthropy**

**Kirk Effinger, Palomar Health Foundation Board Member**

**Connie Wong, Senior Director of Managed Care & Business Development**

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

2 3 minutes allowed per speaker with a cumulative total of 30 minutes. For further details & policy, see Page 1A.
Request for Public Comments

If you would like to make a public comment, please submit a request by doing the following:

• Enter your name and “Public Comment” in the chat function once the meeting opens

Those who submit a request will be called on during the Public Comments section and given 3 minutes to speak

Public Comments Process

Pursuant to the Brown Act, the Board of Directors and Board Committees can only take action on items listed on the posted agenda. To ensure comments from the public can be made, there is a 30-minute public comments period at the beginning of the meeting. Each speaker who has requested to make a comment is granted three (3) minutes to speak. The public comment period is an opportunity to address the Board of Directors or a specific Board Committee on agenda items or items of general interest within the subject matter jurisdiction of Palomar Health.
Minutes
Board Strategic & Facilities Planning Committee Meeting
Tuesday, July 26, 2022

TO: Board Strategic & Facilities Planning Committee

MEETING DATE: Tuesday, November 29, 2022

FROM: Tanya Howell, Assistant

BY: Hubert U. King, Chief Financial Officer

Background: The minutes of the Board Strategic & Facilities Planning Committee meeting held on Tuesday, July 26, 2022, were not yet final at the time of posting. Should they be completed prior to the meeting, they will be submitted at that time for approval.

Budget Impact: N/A

Staff Recommendation: To be provided at the meeting.

Committee Questions:

COMMITTEE RECOMMENDATION:

Motion:

Individual Action:

Information:

Required Time:
Service Line Update – Total Spine Center of Excellence

TO: Board Strategic & Facilities Planning Committee

MEETING DATE: Tuesday, November 29, 2022

FROM: Hubert U. King, Chief Financial Officer

Background: At the meeting of the Board Strategic & Facilities Planning Committee on Tuesday, July 26, 2022, there was a consensus that the practice of reviewing various service lines throughout the year should be reinstated.

At the meeting on Tuesday, September 27, 2022, Brian Cohen, MHA, Senior Director Service Lines, presented an overview of Palomar Health’s Total Joint Center of Excellence. He was requested to follow that presentation at this month’s meeting with an overview of the District’s Total Spine Center of Excellence (Addendum A).

Budget Impact: N/A

Staff Recommendation: Information only

Committee Questions:

COMMITTEE RECOMMENDATION:

Motion:

Individual Action:

Information:

Required Time:
TO: Board Strategic & Facilities Planning Committee

MEETING DATE: Tuesday, November 29, 2022

FROM: Hubert U. King, Chief Financial Officer

Background: Michael Mills, Vice President Facilities and Construction, will provide an update on various construction projects within the District. The presentation was not yet final at the time of posting and will either be posted under separate cover as Addendum B or presented at the meeting.

Budget Impact: Varies

Staff Recommendation: Information only

Committee Questions:

Committee Recommendation:

Motion:

Individual Action:

Information:

Required Time:
Palomar Health’s Spine Center of Excellence

Presented to Strategic and Facilities Subcommittee on
November 29, 2022

Brian Cohen, MHA, Senior Director, Service Lines
Ortho/Spine Awards

Palomar Medical Center Escondido is the Top/Highest Ranked Hospital in the San Diego Area* (or San Diego County) for Spine Surgery in 2022 (* San Diego-Carlsbad-San Marcos, CA CBSA)

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Using Awards to Drive Decision Making

New Patients
87% of patients noted specialty expertise as an important factor in hospital selection*

Referrals
55% of Physicians consider quality rating measures important when referring patients***

Transparency
Since COVID, consumers are 65% more likely to choose a hospital based on quality of care*

Trusted by Patients
#1 Patient – Provider Marketplace

Monthly Unique Visitors (millions):
- Healthgrades: 22,893
- UWellness: 7,787
- Doctor Recommendations: 6,500
- Vespa: 3,661
- Urgent Care: 2,219

PALOMAR HEALTH
Surgical Volume | Ortho and Spine Surgery by Type in 2021

- Hand & Wrist Treatment: 3%
- Trauma & Fracture Care: 18%
- Hip Treatment & Replacement: 23%
- Knee Treatment & Replacement: 28%
- Shoulder Treatment & Replacement: 6%
- Spine Surgery: 17%
- Foot & Ankle Treatment & Replacement: 5%
Surgical Volume | Spine Surgery by Type in 2021

- Lumbar Fusion 51%
- Cervical Fusion 17%
- Decompression (laminectomy and microdiscectomy) 12%
- Arthroplasty 3%
- Pain Pumps/Stimulators 9%
- Other (fractures and trauma) 8%
Geographical Reach | 4,400+ Ortho/Spine Surgeries per Year

Patients from all across the country come to Palomar Health for their care. From Maine to Hawaii, we are known for our excellence in orthopedic and spine care.
Market Share | Inpatient Market Share – PSA/District

Spine Procedure Volume
PSA = 1,093
Market Share | Inpatient Market Share – PSA+SSA

Spine Procedure Volume
PSA = 1,093
SSA = 1,898
2,991
Clinical Advances | Driving Demand Across Multiple Generations

Ages 21 – 93
Age Range of Palomar’s Spine Surgery patients in 2021

Gen X or Younger (42-57)
The highest growth generation in need surgical repair of a spine disorder. Minimally invasive surgical techniques have opened the door for this generation to have more complex spine surgery without a lot of downtime.
Spine Center of Excellence (COE) Structure

- **Spine Medical Director**
- **Service Line Director**
- **Ortho & Spine Clinical Leadership Workgroup:**
  - Nursing Unit, Pre-Op, OR and PACU, Rehab / PT / OT, Pharmacy, Quality / Infection Control, Home Health, Clinical Resource Management
- **Spine Center of Excellence Committee:**
  - *Everyone above, plus:*
    - Surgeons, Anesthesiologists, Pain Management
    - Executive leaders
    - Supply Chain
    - Physician practice administrators
    - Invited Guests (other medical directors)
What are our True Differentiators?

- Specialized physicians and staff members
- High quality patient outcomes leading to faster recovery and less pain
- Personalized care across Palomar Health services
- Patient readiness
- Staff education
Engaging Patients in their Outcome

Online CarePath

To prepare for surgery, Palomar Health offers Online CarePath, a custom roadmap to get patients prepared and organized for surgery and recovery. Patients can interact with their care team about their health, from sleeping and eating, to pain control. Palomar Health specialists can reply with recommendations.

A Coordinated Journey
Engaging Patients During Global Pandemic

1,205 patient participants registered (pre-pandemic)
- 82% patients actively engaged with the online platform
- 98% patients felt prepared for surgery

1,427 patient participants registered (post-pandemic)
- 83% patients actively engaged with the online platform
- 98% patients felt prepared for surgery
Quality Metrics | Patient’s Reduction in Disability

Palomar Health wants to know how much surgery has improved our patients' daily lives. Patients report on their function & pain before and after surgery. We use a standardized survey called Oswestry Disability Index (lower score the better).
Approval Process for New Products

Value Improvement Process
- Spinal Implants
- Disposables
- New technologies

• Balancing the surgeon as an individual with the benefit of consensus
Premium Spine Implants at Best in Class Prices

$459,870 in yearly savings

“Current pricing is best in class, top 5% in VIE Healthcare's benchmark pricing….has not limited Palomar's ability to purchase and utilize new technologies”

Audit by VIE Healthcare Consulting
The Role of Robotics

**Patient Outcomes**
- Reduced radiation exposure
- Optimal pedicle screw placement
- Patient demand for advanced technology

**Surgeon and Staff Safety**
- Reduced radiation exposure

**Operational Efficiencies**
- Shorter case times (~20 minutes per level)
- Consolidation of implant market share
- Savings per case on cost of disposables
The Role of Robotics

17

The average number of minutes saved per fusion since 2019

PMC-Escondido performed their 100th Spine Robot Case on October 29, 2022!
Telling Our Story

2015
BACK TO THE FUTURE
The 2nd Annual Orthopedic & Spine Symposium

2016
Bodies in Motion
The 3rd Annual Orthopedic & Spine Symposium
Hosted by Palomar Health

2017

2018

2019

2020

2021

2022
What’s Next?

• Focus on maintaining quality outcomes (complications, return-to-ED, readmissions, and infections)
• Achieve full compliance with evidence-based guidelines around surgical management, and patient safety (e.g., infection prevention, rehab protocols)
• Participation in the American Spine Registry
• Maximize participation in narrow networks, and Centers of Excellence
• Tell our story to the community