

**Posted**  
**Thursday**  
**March 23, 2023**

**BOARD STRATEGIC & FACILITIES PLANNING  
 COMMITTEE MEETING**

**Agenda**

**TUESDAY, MARCH 28, 2023**  
**3:00 p.m. Meeting**



**PLEASE SEE PAGE 2 FOR MEETING LOCATION**

<i>PLEASE TURN OFF CELL PHONES OR SET THEM TO SILENT MODE UPON ENTERING THE MEETING ROOM</i>		<u>Time</u>	<u>Form A Page</u>	<u>Target</u>
<b>CALL TO ORDER &amp; ESTABLISHMENT OF QUORUM</b> .....				<b>3:00</b>
❖	Public Comments <sup>1</sup> .....	30		3:30
1.	Board Strategic & Facilities Planning Committee Follow-ups – <b>NONE</b> .....			3:30
2.	* Review/Approval: Minutes of the Board Strategic & Facilities Planning Committee Meeting – Tuesday, September 27, 2022 ( <b>ADD A – Pp9-15</b> ) .....	5	4	3:35
3.	* Review/Approval: Minutes of the Board Strategic & Facilities Planning Committee Meeting – Tuesday, November 22, 2022 ( <b>ADD B – Pp16-43</b> ) .....	5	5	3:40
4.	* Review/Approval: Minutes of the Board Strategic & Facilities Planning Committee Meeting – Tuesday, January 31, 2023 ( <b>ADD C – Pp44-49</b> ) .....	5	6	3:45
5.	Review: Service Line Update – Weight Management Program ( <b>ADD D – Pp50 68</b> ) .....	15	7	4:00
6.	Review: Construction Update ( <b>ADD E – Pp69 91</b> ) .....	10	5	4:10
<b>ADJOURNMENT</b> .....				<b>4:10</b>

**NOTE: The open session of the meeting—without public comments—is scheduled to last 40 minutes, starting at 3:00 p.m., with adjournment at 3:40 p.m.**

<b>Board Strategic &amp; Facilities Planning Committee – Voting Members</b>			
<b>Mike Pacheco, Director – Chair</b>	<b>Laura Barry – Director</b>	<b>Jeff Griffith, EMT-P – Director</b>	
<b>Diane Hansen, President &amp; CEO</b>	<b>Kanchan Koirala, MD, CoS Palomar Medical Center Escondido</b>	<b>Sam Filiciotto, MD, CoS Palomar Medical Center Poway</b>	
<b>Board Strategic &amp; Facilities Planning Committee – Alternate Voting Members</b>			
<b>Laurie Edwards-Tate, MS – BoD Alternate</b>	<b>Andrew Nguyen, MD, CoS-Elect CoS Alternate – Palomar Medical Center Escondido</b>	<b>Mark Goldsworthy, MD – CoS-Elect CoS Alternate – Palomar Medical Center Poway</b>	
<b>Board Strategic &amp; Facilities Planning Committee – Non-Voting Members</b>			
<b>Hugh King, CFO</b>	<b>Ryan Olsen, COO</b>	<b>Omar Khawaja, MD, CMO</b>	
<b>Mel Russell, RN, CNE</b>	<b>Julie Pursell, CHRO</b>	<b>Kevin DeBruin, CLO</b>	
<b>Mike Mills, VP Facilities &amp; Construction</b>	<b>Kristin Gaspar, VP Philanthropy</b>	<b>Kirk Effinger, Palomar Health Foundation Board Member</b>	<b>Connie Wong, Senior Director of Managed Care &amp; Business Development</b>

<sup>\*</sup> Asterisks indicate anticipated action. Action is not limited to those designated items.

<sup>1</sup> SEE PAGE 3

## Board Strategic & Facilities Planning Committee Location Options

- The Linda Greer Conference Room, 2125 Citracado Parkway, Suite 300, Escondido, CA 92029
  - Committee members who are elected members of the Board of Directors will attend at this location, unless otherwise noticed below
  - Elected members of the Board of Directors who are not members of the Committee and wish only to observe, non-Board member attendees, and members of the public may also attend at this location
- <https://meet.goto.com/168538957> or Dial in using your phone at 866.899.4679; Access Code: 168538957#<sup>1</sup>
  - Elected members of the Board of Directors who are not members of the Committee and wish only to observe, non-Board member attendees and members of the public may attend the meeting virtually utilizing the above link

<sup>1</sup> *New to GoToMeeting? Get the app now and be ready when your first meeting starts:*  
<https://global.gotomeeting.com/install/728792797>

# Strategic & Facilities Planning Committee Meeting

Meeting will begin at 3:00 p.m.



## 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

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### 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, September 27, 2022**

**TO:** Board Strategic & Facilities Planning Committee

**MEETING DATE:** Tuesday, March 28, 2023

**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, September 27, 2022, are respectfully submitted for approval (*Addendum A*).

**Budget Impact:** N/A

**Staff Recommendation:** Staff recommends approval of the Tuesday, September 27, 2022, Board Strategic & Facilities Planning Committee meeting minutes.

**Committee Questions:**

**COMMITTEE RECOMMENDATION:**

**Motion:**

**Individual Action:**

**Information:**

**Required Time:**

**Minutes**  
**Board Strategic & Facilities Planning Committee Meeting**  
**Tuesday, November 29, 2022**

**TO:** Board Strategic & Facilities Planning Committee

**MEETING DATE:** Tuesday, March 28, 2023

**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, November 29, 2022, are respectfully submitted for approval (*Addendum B*).

**Budget Impact:** N/A

**Staff Recommendation:** Staff recommends approval of the Tuesday, November 29, 2022, Board Strategic & Facilities Planning Committee meeting minutes.

**Committee Questions:**

**COMMITTEE RECOMMENDATION:**

**Motion:**

**Individual Action:**

**Information:**

**Required Time:**

**Minutes**  
**Board Strategic & Facilities Planning Committee Meeting**  
**Tuesday, January 31, 2023**

**TO:** Board Strategic & Facilities Planning Committee

**MEETING DATE:** Tuesday, March 28, 2023

**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, January 31, 2023, are respectfully submitted for approval (*Addendum C*).

**Budget Impact:** N/A

**Staff Recommendation:** Staff recommends approval of the Tuesday, January 31, 2023, Board Strategic & Facilities Planning Committee meeting minutes.

**Committee Questions:**

**COMMITTEE RECOMMENDATION:**

**Motion:**

**Individual Action:**

**Information:**

**Required Time:**

## Weight Management Program Service Line Update

**TO:** Board Strategic & Facilities Planning Committee

**MEETING DATE:** Tuesday, March 28, 2023

**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.

Dr. Karen Hanna, Medical Director, and Brian Cohen, Senior District Director of Service Lines, will provide an overview of the District's Weight Management Program (*Addendum D*).

**Budget Impact:** N/A

**Staff Recommendation:** *Information only*

**Committee Questions:**

### COMMITTEE RECOMMENDATION:

**Motion:**

**Individual Action:**

**Information:**

**Required Time:**

## District Construction Projects

**TO:** Board Strategic & Facilities Planning Committee

**MEETING DATE:** Tuesday, March 28, 2023

**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 (*Addendum E*).

**Budget Impact:** Varies

**Staff Recommendation:** *Information only*

**Committee Questions:**

### COMMITTEE RECOMMENDATION:

**Motion:**

**Individual Action:**

**Information:**

**Required Time:**



# ADDENDUM A

# Meeting Minutes

## BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE CALENDAR YEAR 2022



Passion. People. Purpose.™

ATTENDANCE ROSTER								
MEMBERS	MEETING DATES:							
	1/25/22	2/28/22 SPECIAL	3/29/22	5/31/22	7/26/22	9/27/22	11/29/22	
DIRECTOR MIKE PACHECO – CHAIR (STARTING 7/22)	V	V	V	CANCELLED	V	V		
DIRECTOR LAURA BARRY – (CHAIR FROM 1/22-3/22)	V	V	V		V	V		
DIRECTOR JEFF GRIFFITH, EMT-P	V	V	V		V	V/E*		
DIANE HANSEN, PRESIDENT & CEO	V	V	V		V	V		
SABIHA PASHA, MD, CoS, PMC ESCONDIDO	V	E	E		E	V		
EDWARD GURROLA, MD, CoS, PMC POWAY	V	E	V		V	V		
<i>DIRECTOR LAURIE EDWARDS-TATE, MS – ALTERNATE</i>								
<i>DIRECTOR TERRY CORRALES, RN – 2<sup>ND</sup> ALTERNATE</i>								
<i>KANCHAN KOIRALA, MD – ALTERNATE CoS PMC ESCONDIDO</i>						V		
<i>SAM FILICIOTTO, MD – ALTERNATE CoS PMC POWAY</i>	G							
<b>STAFF ATTENDEES</b>								
HUGH KING, CHIEF FINANCIAL OFFICER						V	V	
STEPHANIE BAKER, CHIEF OPERATIONS OFFICER							V	
OMAR KHAWAJA, MD, CHIEF MEDICAL OFFICER	V	V	V			V	V	
MEL RUSSELL, RN, CHIEF NURSE EXECUTIVE	V	E	V			V	V	
MIKE MILLS, VP FACILITIES & CONSTRUCTION						V	V	
GEOFF WASHBURN, CHIEF HUMAN RESOURCES OFFICER	V	E	E			E	E	
KEVIN DEBRUIN, CHIEF LEGAL OFFICER	V	V	V			V	V	
KRISTIN GASPAR, VP PHILANTHROPY	E	E	E			E	E	
KIRK EFFINGER, FOUNDATION BOARD	V	E	E			V	V	
CONNIE WONG, SENIOR DIRECTOR OF MANAGED CARE & BUSINESS DEVELOPMENT	V	E	V		V	V		
TANYA HOWELL – COMMITTEE ASSISTANT	V	V	V		V	V		
SHEILA BROWN, CHIEF OPERATIONS OFFICER	V	E	E		V			
MICHAEL BOGERT, CHIEF FINANCIAL OFFICER	V	V						
<b>INVITED GUESTS</b>	<b>SEE TEXT OF MINUTES FOR NAMES OF INVITED GUESTS</b>							

**BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, SEPTEMBER 27, 2022**

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
• DISCUSSION			
<b>NOTICE OF MEETING</b>			
<ul style="list-style-type: none"> <li>The agenda (as Notice of Meeting) was posted on Friday, September 23, 2022, at Palomar Health’s Administrative Office, which is consistent with legal requirements</li> <li>The agenda was also posted that date on the Palomar Health website</li> </ul>			
<b>CALL TO ORDER</b>			
<ul style="list-style-type: none"> <li>The meeting – held virtually – was called to order at 3:00 p.m. by Chair Mike Pacheco</li> </ul>			
<b>ESTABLISHMENT OF QUORUM</b>			
<ul style="list-style-type: none"> <li>Quorum was established (<i>see roster</i>)</li> <li><b>*Director Griffith had to leave the meeting prior to the vote on the Charter; however, there was still a quorum of the members present</b></li> </ul>			
<b>PUBLIC COMMENTS</b>			
<ul style="list-style-type: none"> <li>None filed</li> </ul>			
<b>1. BOARD STRATEGIC &amp; FACILITIES PLANNING COMMITTEE FOLLOW-UP</b>			
<ul style="list-style-type: none"> <li>There were no follow-ups</li> </ul>			
<b>2. CHARTER OF THE STRATEGIC &amp; FACILITIES PLANNING COMMITTEE OF THE PALOMAR HEALTH BOARD OF DIRECTORS</b>	<b>MOTION:</b> By Director Barry, seconded by Dr. Gurrola and carried to approve the new Charter of the Strategic & Facilities Planning Committee of the Palomar Health Board of Directors, with the recommended removal of §IV. Duties, Item G.  Vote taken by Roll Call: Director Barry – aye; Ms. Hansen – aye; Dr. Gurrola – aye; Director Pacheco – aye; Dr. Pasha – aye; Absent: Director Griffith	The amended Charter will be forwarded to the October 10, 2022, Board of Directors meeting with a recommendation for approval	<b>Y</b>
<ul style="list-style-type: none"> <li>Chair Pacheco asked if the members of the Committee had an opportunity to review the Charter, and Director Barry asked for confirmation that the Charter was based on the earlier policies within the Bylaws regarding what the purpose of this Committee was meant to be                             <ul style="list-style-type: none"> <li>CLO Kevin DeBruin confirmed that the duties had been taken from prior version of the Bylaws, noting that §VII. Committee Agendas was based on a prior policy that the Board had retied at its last regular meeting, and that §1. Purpose had been taken directly from the current Bylaws</li> </ul> </li> <li>Chair Pacheco then stated that there were a couple of items that probably didn’t have any purpose within this Committee anymore, one of which was the Biannual Environment of Care Report (§IV. Duties, Item G.), which he had confirmed with Committee Assistant Tanya Howell hadn’t been discussed for some time                             <ul style="list-style-type: none"> <li>CMO Omar Khawaja, MD, noted that report was actually now made to the Board Quality Review Committee, which he suggested was a more appropriate setting, and Chair Pacheco recommended that item be removed from the duties of this Committee</li> </ul> </li> <li>There were no other recommended changes</li> </ul>			

BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, SEPTEMBER 27, 2022

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
• DISCUSSION			
3. SERVICE LINE UPDATE – TOTAL JOINT CENTER OF EXCELLENCE	<i>Information Only</i>	Forwarded to the October 10, 2022, Board of Directors meeting as information <ul style="list-style-type: none"> <li>The Orthopedic service line will again be discussed at the next meeting, this time covering the smaller joints (e.g., hands and feet)</li> </ul>	<b>N</b>

- Chair Pacheco suggested that the Committee first identify the topic of the next service line review, and CEO Diane Hansen agreed, noting that she believed CMO Dr. Omar Khawaja had a few teed up
  - Dr. Khawaja stated that today’s presentation was going to be on total joints, which comprised about half of the Orthopedics service line, so there were two options
    - Finish out the Orthopedic service line that includes some of the smaller joints, like hand and foot, and then move to Trauma, which is actually significant
    - Or switch to Spine, on which there is also data readily available
  - Chair Pacheco stated that he thought it would be a good idea to finish the Orthopedic service line for the next meeting
- Dr. Khawaja introduced Brian Cohen, Sr. Director of Service Lines, noting that what he’d done with Orthopedics with the assistance of our physician leader on that team, Dr. James Bried, had been incredible; and Management had started using Mr. Cohen’s template to push out to other service lines like Cardiac and IR
  - Mr. Cohen’s role is also being expanded so that he can have more oversight over further service, all of which makes him the perfect person to kick these reviews off, discussing the Orthopedic service line over the next couple of meetings and discussing how the service lines will be expanding in the future
- Utilizing the presentation included as Addendum B in the packet, Mr. Cohen began his review
- Citing the awards on Page 11, Mr. Cohen stated that 4,500 hospitals were evaluated by Healthgrades, and Palomar has now been on the 100 Best at PMC Escondido for 8 years in a row for Joint Replacement, for 7 years in a row for Orthopedic Surgery, and for 3 years in a row for Spine Surgery. Can’t promote won again
  - Palomar received the designation of Blue Distinction Center for Knee & Hip Replacements by Blue Cross of California, and that type of award is critical in ensuring that Blue Cross patients are allowed to utilize our services
  - Palomar was also named a member of the Aetna Institutes of Quality and requested that the district become a Joint Commission Center for Hip & Knee Replacement
    - Over the last 8 months, Dr. Bried and the clinical teams at PMC Poway have worked toward reaching that goal, and the Joint Commission surveyor was on-site last week, reviewing the entire program, from the surgeon’s office through the entire hospital stay, then after release
      - Their findings should be released in a few days
    - Being in the top echelon of those being evaluated helps to ensure that Palomar Health is a part of every single narrow network, and Mr. Cohen was hopeful that patients from the coastal hospitals in the narrow networks would also start coming to Palomar Health
  - As noted on Page 12, more than half of Palomar’s market comes from outside of the service area, with 25% coming from well beyond, including the states of Maine & Hawaii
  - Page 13 details Surgical Volumes by Specialty as of 2021
  - Palomar’s clinical advances are utilized by all age groups, from Gen X through older adults

BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, SEPTEMBER 27, 2022

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
• DISCUSSION			
<ul style="list-style-type: none"> <li>• Page 15 details the Total Joint Center of Excellence model                             <ul style="list-style-type: none"> <li>○ The Medical Directors set the tone and put a team around the surgeons</li> <li>○ There are two major committees, with the Clinical Leadership Workgroup driving the change and identifying issues, and the Total Joint Center of Excellence Committee                                     <ul style="list-style-type: none"> <li>– The structure is the same at both PMC Poway and PMC Escondido</li> </ul> </li> </ul> </li> <li>• Differentiators (<i>Page 16</i>) – there are dedicated units at each hospital, and the high-quality outcomes—with faster recovery and less pain—drive word-of-mouth referrals                             <ul style="list-style-type: none"> <li>○ There is also coordinated care across a full gamut of services, from home health, to outpatient rehabilitation</li> <li>○ Staff education is regularly provided through annual symposiums, online learning modules, and in-services</li> </ul> </li> <li>• Online CarePath (<i>Pages 17 &amp; 18</i>) is an online app that our team worked with a technology company to develop                             <ul style="list-style-type: none"> <li>○ Before the pandemic, there were 1,205 patient participants registered and using the app; and since the pandemic began, that number has increased to 1,427, with the same or slightly better results from their engagement</li> </ul> </li> <li>• Discharge Rates (<i>Page 19</i>) – Over the last 2 years, the percentage of patients being discharged on the day of or after surgery has gone up significantly at PMC Escondido                             <ul style="list-style-type: none"> <li>○ The photo of the patient was snapped the day of surgery, and the PT had to use a gait belt on the patient in order to keep up with him</li> </ul> </li> <li>• Readmission Rates (<i>Page 20</i>) at both PMC Escondido and PMC Poway are well below the national averages</li> <li>• Patient Preparedness (<i>Page 21</i>): At both hospitals, well over the goal of 95% of patients reported that they felt prepared for surgery</li> <li>• Meaningful Outcomes (<i>Page 22</i>) – within 90 days, hip replacement patients were reporting that they were at an 80 out of a possible 100 in improvement in function and reduction of pain; and after 1 year, they were well into the green zone                             <ul style="list-style-type: none"> <li>○ Knee replacements have historically taken a little longer to reach those numbers, but it was reported at an 80 within a year</li> </ul> </li> <li>• Telling Our Story (<i>Page 23</i>)                             <ul style="list-style-type: none"> <li>○ An annual report has been published for several years now, and copies are placed in the hallways at the facilities                                     <ul style="list-style-type: none"> <li>– The report is geared toward primaries, staff and patients, and many patients have reported finding it fascinating</li> </ul> </li> <li>○ The team has led symposiums, with the 8<sup>th</sup> annual in 2021 held virtually                                     <ul style="list-style-type: none"> <li>– Attendees included nurses from local hospitals UCSD, Sharp, Alvarado, Scripps and Tri-City, as well as from Eisenhower in the desert and Hogue in Orange County, all coming to Palomar to learn about our Ortho &amp; Spine program while getting their CEU credits</li> </ul> </li> </ul> </li> <li>• Director Barry commented that it was wonderful that the excellence was continuing and that the programs were doing so well</li> <li>• Dr. Khawaja pointed out a few highlights                             <ul style="list-style-type: none"> <li>○ The physicians were really aligned, and new physicians recruited within the Ortho group were chosen because of their desire to practice evidence-based medicine                                     <ul style="list-style-type: none"> <li>– He also noted that Dr. Owsley had trained under Drs. Bried and Cohen, so there is a succession plan in place, which was incredibly important</li> </ul> </li> <li>○ Ryan Olsen, CEO of PHMG, was also just finishing the surgery center model within PHMG, which would provide an avenue for the Ortho team to continue within the group since joint surgeries were more frequently being performed in outpatient settings                                     <ul style="list-style-type: none"> <li>– Mr. Olsen also commented that it is the ecosystem that you create, as all of the components were needed in order to drive excellence across the continuum</li> </ul> </li> </ul> </li> </ul>			

BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, SEPTEMBER 27, 2022

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
• DISCUSSION			
<ul style="list-style-type: none"> <li>Chair Pacheco indicated that part of his focus related to the reviews of the service lines in the strategic planning setting was to determine what was going to be needed from them in the future, including the need for outpatient surgery centers to make the Ortho program more successful, noting further that whatever the needs might be, the Board could help make them a reality</li> </ul>			
4. CONSTRUCTION UPDATE	<i>Information Only</i>	Forwarded to the October 10, 2022, Board of Directors meeting as information	<b>N</b>
<ul style="list-style-type: none"> <li>Utilizing the presentation included as Addendum C in the packet, Mike Mills, VP Facilities &amp; Construction, provided an update on the status of construction projects around the District</li> <li>PMC POWAY – PROJECTS IN PROGRESS (PAGES 28-35)               <ul style="list-style-type: none"> <li>POP Imaging Suite floor plan</li> <li>The 5<sup>th</sup> Floor OB renovation has been approved by OSHPD, and the team is now reviewing bids</li> <li>A General Contractor has been secured for the ED Lobby Expansion, and construction is scheduled to begin in April of 2023</li> <li>A General Contractor is also under contract for the POP Elevator Expansion, and construction is in progress</li> <li>The UPS Building to supply clean energy for the imaging equipment is expected to be complete in April 2023</li> <li>A General Contractor has been secured for the Poway Main Lobby expansion, and they are in the process of finalizing the finishes</li> <li>The Cafeteria Refresh is in the design phase</li> <li>The Campus Landscaping project is 85% complete, and it has transformed the exterior of the campus</li> </ul> </li> <li>PMC ESCONDIDO – PROJECTS IN PROGRESS (PAGES 36-51)               <ul style="list-style-type: none"> <li>Palomar Health Outpatient Center III                   <ul style="list-style-type: none"> <li>The First and Third Floors are both 40% complete</li> <li>The Second Floor has been completed</li> </ul> </li> <li>Palomar Health Outpatient Center II                   <ul style="list-style-type: none"> <li>Currently in the design phase, reaching out to end users for design assistance</li> </ul> </li> <li>NICU Expansion is with CDPH for licensing</li> <li>The OB Emergency Department is in the design phase</li> <li>The Shelled CT Replacement equipment is scheduled for delivery in October</li> <li>The Lab Automated Line is moving along very well, and the new General Contractor is performing excellently and should meet the scheduled completion in December</li> <li>The Conference Center/Physician Sleep Space is nearing completion, with the flooring now in, and the conference table and monitors installed</li> <li>The Ninth Floor Peds buildout was reduced from 24 to 12 beds, and a General Contractor has now been selected</li> <li>The Exterior Lighting on the building should be completed in October</li> <li>The Exterior Signage around the campus has been installed, and the areas surrounding the new signs will be re-landscaped</li> <li>The ribbon cutting ceremony at the Parking Structure is scheduled for this Friday, September 30<sup>th</sup> <ul style="list-style-type: none"> <li>There are 1,907 spaces, 6 stories and 22 electronic vehicle chargers</li> </ul> </li> </ul> </li> <li>Chair Pacheco congratulated Mr. Mills on the fantastic progress that had been made since his last report</li> </ul>			

**BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, SEPTEMBER 27, 2022**

• <b>AGENDA ITEM</b>	<b>CONCLUSION/ACTION</b>	<b>FOLLOW UP/RESPONSIBLE PARTY</b>	<b>FINAL?</b>
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• **DISCUSSION**

**ADJOURNMENT**          **Following a motion by Director Barry, seconded by Dr. Gurrola, the meeting was adjourned by Chair Pacheco at 3:40 p.m.**

<b>SIGNATURES:</b>	<b>COMMITTEE CHAIR</b>	_____
		MIKE PACHECO
	<b>COMMITTEE ASSISTANT</b>	_____
		TANYA HOWELL

# ADDENDUM B



# Meeting Minutes

## CALENDAR YEAR 2022

ATTENDANCE ROSTER								
MEMBERS	MEETING DATES:							
	1/25/22	2/28/22 SPECIAL	3/29/22	5/31/22	7/26/22	9/27/22	11/29/22	
DIRECTOR MIKE PACHECO – CHAIR (STARTING 7/22)	V	V	V	CANCELLED	V	V	V	
DIRECTOR LAURA BARRY – (CHAIR FROM 1/22-3/22)	V	V	V		V	V	V	
DIRECTOR JEFF GRIFFITH, EMT-P	V	V	V		V	V	V	
DIANE HANSEN, PRESIDENT & CEO	V	V	V		V	V	V*	
SABIHA PASHA, MD, CoS, PMC ESCONDIDO	V	E	E		E	V	E	
EDWARD GURROLA, MD, CoS, PMC POWAY	V	E	V		V	V	V	
<i>DIRECTOR LAURIE EDWARDS-TATE, MS – ALTERNATE</i>								
<i>DIRECTOR TERRY CORRALES, RN – 2<sup>ND</sup> ALTERNATE</i>								
<i>KANCHAN KOIRALA, MD – ALTERNATE CoS PMC ESCONDIDO</i>					V			
<i>SAM FILICIOTTO, MD – ALTERNATE CoS PMC POWAY</i>	G							
<b>STAFF ATTENDEES</b>								
HUGH KING, CHIEF FINANCIAL OFFICER					V	V	V	
STEPHANIE BAKER, CHIEF OPERATIONS OFFICER						V	E	
OMAR KHAWAJA, MD, CHIEF MEDICAL OFFICER	V	V	V		V	V	V	
MEL RUSSELL, RN, CHIEF NURSE EXECUTIVE	V	E	V		V	V	V	
KEVIN DEBRUIN, CHIEF LEGAL OFFICER	V	V	V		V	V	V	
MIKE MILLS, VP FACILITIES & CONSTRUCTION					V	V		
KRISTIN GASPAR, VP PHILANTHROPY	E	E	E		E	E		
KIRK EFFINGER, FOUNDATION BOARD	V	E	E	V	V	V		
CONNIE WONG, SENIOR DIRECTOR OF MANAGED CARE & BUSINESS DEVELOPMENT	V	E	V	V	V	V		
TANYA HOWELL – COMMITTEE ASSISTANT	V	V	V	V	V	V		
SHEILA BROWN, CHIEF OPERATIONS OFFICER	V	E	E	V				
MICHAEL BOGERT, CHIEF FINANCIAL OFFICER	V	V						
GEOFF WASHBURN, CHIEF HUMAN RESOURCES OFFICER	V	E	E	E	E			
<b>INVITED GUESTS</b>	<b>SEE TEXT OF MINUTES FOR NAMES OF INVITED GUESTS</b>							

**BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, NOVEMBER 29, 2022**

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
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**• DISCUSSION**

**NOTICE OF MEETING**

- The agenda (as Notice of Meeting) was posted on Wednesday, November 23, 2022, at Palomar Health’s Administrative Office, which is consistent with legal requirements
- The agenda was also posted that date on the Palomar Health website

**CALL TO ORDER**

- The meeting – held virtually – was called to order at 3:01 p.m. by Chair Mike Pacheco

**ESTABLISHMENT OF QUORUM**

- Quorum was established (*see roster*)

**PUBLIC COMMENTS**

- None filed

**1. BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE FOLLOW-UP**

- There were no follow-ups

<p><b>2. MINUTES OF THE BOARD STRATEGIC &amp; FACILITIES PLANNING COMMITTEE MEETING – TUESDAY, JULY 26, 2022</b></p>	<p><b>MOTION:</b> By Dr. Gurrola, seconded by Director Barry and carried to approve the Minutes of the Board Strategic &amp; Facilities Planning Committee Meeting – Tuesday, July 26, 2022.</p> <p>Vote taken by Roll Call:                      Director Barry – aye; Director Griffith – aye; Dr. Gurrola – aye; Director Pacheco – aye. Absent: Ms. Hansen &amp; Dr. Pasha</p>	<p>Forwarded to the December 12, 2022, Board of Directors meeting as information</p>	<p><b>Y</b></p>
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- No discussion

<p><b>3. SERVICE LINE UPDATE – SPINE CENTER OF EXCELLENCE</b></p>	<p><i>Information Only</i></p>	<p>Forwarded to the December 12, 2022, Board of Directors meeting as information</p>	<p><b>N</b></p>
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- **\*CEO Diane Hansen** and CMO Omar Khawaja, MD, logged in just prior to this presentation
- Utilizing the presentation included in the agenda packet, Brian Cohen, Senior Director, Service Lines, presented an update on the Spine Center of Excellence strategy, to include what makes it special, and how the team was built, how the team helps each other get better, as well as how the story is being communicated to the community
- AWARDS (*PAGE 6*)
  - Mr. Cohen stated that he was very proud of the team, who have helped in achieving the following awards for Palomar Medical Center Escondido (PMCE) as one of America’s 100 Best by Healthgrades, some for as long as 6 years in a row:
    - From 2016 to 2023 for Joint Replacement
    - From 2017 to 2023 for Orthopedic Surgery
    - From 2022-2023 for Spine Surgery

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
• DISCUSSION			
<ul style="list-style-type: none"> <li>○ This has made PMCE one of the top 2-3% of hospitals and was achieved through common goals and collaboration</li> <li>○ PMCE was also the highest ranked hospital in the San Diego County area for Spine Surgery in 2022</li> <li>• USING AWARDS TO DRIVE DECISION MAKING (PAGE 7)               <ul style="list-style-type: none"> <li>○ The percentages listed on these pages came from Healthgrades</li> <li>○ Patients and referring physicians reviewing potential providers note specialty expertise and quality ratings when making their decisions</li> </ul> </li> <li>• SURGICAL VOLUMES BY TYPE (PAGES 8 &amp; 9)               <ul style="list-style-type: none"> <li>○ Volumes are affected by the type of surgery, as some procedures take longer than others</li> </ul> </li> <li>• GEOGRAPHICAL RESEARCH (PAGE 10)               <ul style="list-style-type: none"> <li>○ Palomar Health’s Primary Service Area (PSA) is delineated by blue and orange, with just under 50% of patients being from our district</li> <li>○ 15% of the patients come from close by in the North and Riverside County areas</li> <li>○ 25% of other patients includes those traveling from as far away in the United States as Maine and Hawaii, with many travelling from other countries because of our reputation</li> </ul> </li> <li>• MARKET SHARE (PAGES 11-12)               <ul style="list-style-type: none"> <li>○ 1,093 procedures derived from patients within the PSA of the district, with 47.2% and 35.9% of total Orthopedic and Spine cases, respectively</li> <li>○ Scripps is the district’s biggest competitor, with Tri-City and Kaiser both capturing smaller market shares</li> <li>○ For services provided in the PSA combined with the Secondary Service Area (SSA), almost 3,000 procedures were performed, with 22.5% and 17.3% of total Orthopedic and Spine cases, respectively</li> </ul> </li> <li>• MULTIPLE GENERATIONS (PAGE 13)               <ul style="list-style-type: none"> <li>○ The chart has been broken down by Gen X or Younger, Baby Boomers and the Silent Generation or Older                   <ul style="list-style-type: none"> <li>– Sports Medicine services were predominantly requested by Gen X</li> <li>– Hip &amp; Knee Replacements were predominantly performed for Boomers</li> <li>– Although Boomers were the predominant age group for Spine Surgery, Gen X has become the highest growth generation for that service, especially as minimally invasive surgical techniques have opened the door for this generation to have more complex surgeries with less down time</li> </ul> </li> </ul> </li> <li>• SPINE CENTER OF EXCELLENCE STRUCTURE (PAGE 14)               <ul style="list-style-type: none"> <li>○ The Spine Medical Director, happens to be a neurosurgeon, but whether neuro or ortho didn’t matter, as the physicians represent both specialties</li> <li>○ Both committees meet frequently</li> </ul> </li> <li>• DIFFERENTIATORS (PAGE 15)               <ul style="list-style-type: none"> <li>○ The surgeons and staff members on the team are all highly specialized</li> <li>○ One reason the program is unique is the communication provided across the spectrum during the patient’s journey, as patients are prepared to know what to expect</li> </ul> </li> <li>• ENGAGING PATIENTS WITH ONLINE CAREPATH (PAGES 16-17)               <ul style="list-style-type: none"> <li>○ An example of communication with patients regarding their preparation is the specialized app called Online CarePath (“the app”) that allows them to interact with their care team from the beginning through the end of their treatment</li> <li>○ Of the patients registered with the app, 82% were actively engaged pre-pandemic, and 98% felt prepared for surgery                   <ul style="list-style-type: none"> <li>– Those numbers stayed the same post-pandemic, with active engagement actually increasing slightly</li> </ul> </li> </ul> </li> <li>• QUALITY METRICS (PAGE 18)               <ul style="list-style-type: none"> <li>○ The scale is based on patient reports related to function and pain both before and after surgery</li> </ul> </li> </ul>			

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
• DISCUSSION			
<ul style="list-style-type: none"> <li>○ A standardized survey called the Oswestry Disability Index is used to conduct the surveys, with lower scores equaling better outcomes</li> <li>○ 1 year after surgery, the 385 patients surveyed had minimal to zero levels of disability/pain</li> <li>• SPINE PRODUCT APPROVALS AND QUALITY (PAGES 19-20)               <ul style="list-style-type: none"> <li>○ Another means of engaging the physicians is a specialized approval process for new products, which provides an avenue through which to respond to the needs of the surgeons, providing them the ability to provide the best products and technologies for their patients</li> <li>○ This new process has also resulted in yearly savings for constructs of \$459K, often from using the same products but obtaining better pricing with the physicians’ input</li> </ul> </li> <li>• ROBOTICS (PAGES 21-22)               <ul style="list-style-type: none"> <li>○ The role of robotics has been a source of focused in the past year                   <ul style="list-style-type: none"> <li>– It provides a means for the case to be performed in a shorter period of time                       <ul style="list-style-type: none"> <li>▪ The average number of minutes saved per fusion since 2019 is 17</li> </ul> </li> <li>– The surgeon is augmented using the robotic arms</li> <li>– It provides a more exact placement</li> </ul> </li> </ul> </li> <li>• TELLING THE STORY (PAGE 23)               <ul style="list-style-type: none"> <li>○ An outcomes report is published annually, with copies provided to all patient care units, dropped off at PCP offices, etc.</li> <li>○ It reads more like <i>People Magazine</i>, not a textbook</li> </ul> </li> <li>• In response to an inquiry by Dr. Gurrola regarding whether all of the surgeons who perform spine surgery at Palomar were included in the data, Mr. Cohen stated that the Healthgrades data was pulled from a public dataset, so there was not a way to exclude anyone               <ul style="list-style-type: none"> <li>○ Mr. Cohen also noted that participation in the center of excellence varied, with some very engaged groups and some more peripheral groups; however, those groups on the periphery were encouraged to become active with the engaged groups, which provided the best route to receiving approvals for new products</li> </ul> </li> <li>• Dr. Gurrola – noting that there were some outstanding surgeons at Poway, but he was curious to know what could be done when some surgeon’s skills outshone those of some others, and Mr. Cohen quoted the old adage, “A rising tide lifts all boats”               <ul style="list-style-type: none"> <li>○ Dr. Khawaja also noted that when recruiting through PHMG, management has been careful to select high-quality surgeons</li> </ul> </li> <li>• Chair Pacheco stated that this report was wonderful news, noting that nothing says quality more than people wanting to come to us</li> <li>• Chair Pacheco also asked if the next service line had been discussed, and Dr. Khawaja commented that the two that had been done really had strong integration and a lot of data, so he needed guidance as to whether the Committee wanted to continue in that vein               <ul style="list-style-type: none"> <li>○ If so, he suggested a review of Cardiac or just finish out Orthopedics</li> <li>○ He also noted that if there was a service line just starting off that didn’t yet have a lot of data, he could recommend Oncology or even Palliative Care</li> <li>○ Chair Pacheco said that he had heard a request from Director Barry at the last meeting to add Behavioral Health to the list, and Dr. Khawaja agreed that was a good idea; however, he thought the program needed a few more months of data, and suggested that it wait until at least the meeting after next                   <ul style="list-style-type: none"> <li>– Dr. Khawaja was going to be meeting with Ryan Olsen, CEO of PHMG, on Thursday, at which time they could discuss options and make a final decision</li> </ul> </li> </ul> </li> </ul>			
4. CONSTRUCTION UPDATE	<i>Information Only</i>	Forwarded to the December 12, 2022, Board of Directors meeting as information	<b>N</b>
<ul style="list-style-type: none"> <li>• Utilizing the attached presentation (ATTACHMENT 1), Mike Mills, VP Facilities &amp; Construction, provided an update on the status of construction projects around the District</li> </ul>			

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
• DISCUSSION			
<ul style="list-style-type: none"> <li>• POWAY PROJECTS IN PROGRESS (<i>SLIDES 3-10</i>)                             <ul style="list-style-type: none"> <li>○ The OR/HVAC Replacement has received OSHPD approval, and the team is evaluating bids</li> <li>○ The Outpatient Imaging at the POP – Joint Venture options are being evaluated, and the latest floorplan was presented</li> <li>○ The OB Renovation Project on the Fifth Floor has been approved by OSHPD; however, the project has been placed on pause while Management evaluates space planning opportunities related to several spaces</li> <li>○ The ED Lobby Expansion now has a General Contractor, and the completion is scheduled for March 2023</li> <li>○ The POP Elevator Expansion – after a slight delay – is scheduled for completion in July 2023</li> <li>○ The UPS Building is scheduled for completion in April 2023, and the team was grateful that the big pit that had already been dug made it through the rain a few weeks ago</li> <li>○ The Main Lobby Expansion underwent a re-evaluation of finishes, and the new ones were submitted last week</li> <li>○ The finishes for the Cafeteria Refresh were also re-evaluated finishes, as was the floor plan, and Mr. Mills expected to have new schematics by the end of this week</li> </ul> </li> <li>• ESCONDIDO PROJECTS IN PROGRESS (<i>SLIDES 11-20</i>)                             <ul style="list-style-type: none"> <li>○ Palomar Health Outpatient Center III                                     <ul style="list-style-type: none"> <li>– The First Floor is 65% complete</li> <li>– The Second Floor is complete and houses Orthopedics and Cardiology, and Mr. Mills provided a photo of the Imaging Equipment installed in Cardiology</li> <li>– The Third Floor is 75% complete</li> </ul> </li> <li>○ Palomar Health Outpatient Center II now has a stacking plan, and Management is currently in discussions with end users</li> <li>○ Construction of the NICU has been completed – and the project is with CDPH awaiting licensing</li> <li>○ The OB Emergency Department will occupy the current NICU space and is in design to be able to accommodate 6 OB ED room after the NICU relocation</li> <li>○ The equipment for the Escondido Shelled CT Replacement has been delivered, construction is being finalized, and Mr. Mills anticipates completion by the end of December</li> <li>○ The Lab Automated Line – although a very complicated project – has gone well and is expected to be complete by December 2022</li> <li>○ The Conference Room/Physician Sleep Quarters is undergoing its fourth round of OSHPD comments                                     <ul style="list-style-type: none"> <li>– Mr. Mills expected an approval last week and is now projecting the project to be finalized toward the end of December</li> </ul> </li> <li>○ A General Contractor has been selected for the Ninth Floor Peds Buildout and that project will be starting in January 2023</li> <li>○ A Parking Structure guidance system is under review, and the construction team has created mock-ups for leadership team to review before they move ahead with the implementation</li> </ul> </li> <li>• RFPs IN PROGRESS (<i>SLIDE 21</i>)                             <ul style="list-style-type: none"> <li>○ There is an RFP out for the completion of the Tenth &amp; Eleventh Floors at PMC Escondido</li> <li>○ At PMC Poway, Management has been reviewing the most efficient use of spaces, especially the ED/ICU; and permits for the entry drive are anticipated any day</li> </ul> </li> <li>• In response to a question from Director Barry regarding the A/V equipment in the Conference Center, Mr. Mills stated that it had been installed in parallel with the construction, and A/V was up and ready to go                             <ul style="list-style-type: none"> <li>○ He also noted that there OSHPD had an issue with one structural beam above the exterior bi-fold doors, and Management was addressing their comments</li> </ul> </li> <li>• Director Barry also inquired about the status of the Physician Sleep Quarters, and Mr. Mills stated that there had been a separate approval from OSHPD on that area, which is now in use</li> </ul>			

**BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, NOVEMBER 29, 2022**

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
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**• DISCUSSION**

- CFO Hugh King commended Mr. Mills and his team, noting that just looking at these slides made it clear that there were a lot of projects underway, as well as other smaller projects that were also underway, for many of which the District did not have the money earlier in the year, and the construction team had done an amazing job of juggling contractors and contracts to avoid any delay fees while the District got the financing in line
  - Chair Pacheco seconded the commendation to the team

**ADJOURNMENT**      **The meeting was adjourned by Chair Pacheco at 3:42 p.m.**

<b>SIGNATURES:</b>	<b>COMMITTEE CHAIR</b>	_____
		MIKE PACHECO
	<b>COMMITTEE ASSISTANT</b>	_____
		TANYA HOWELL

# ATTACHMENT 1

## Strategic & Facilities Planning Committee

Diane Hansen, Chief Executive Officer |

Michael Mills, VP Facilities/Construction Mgt |  
November 29, 2022



# Poway – Projects in Progress



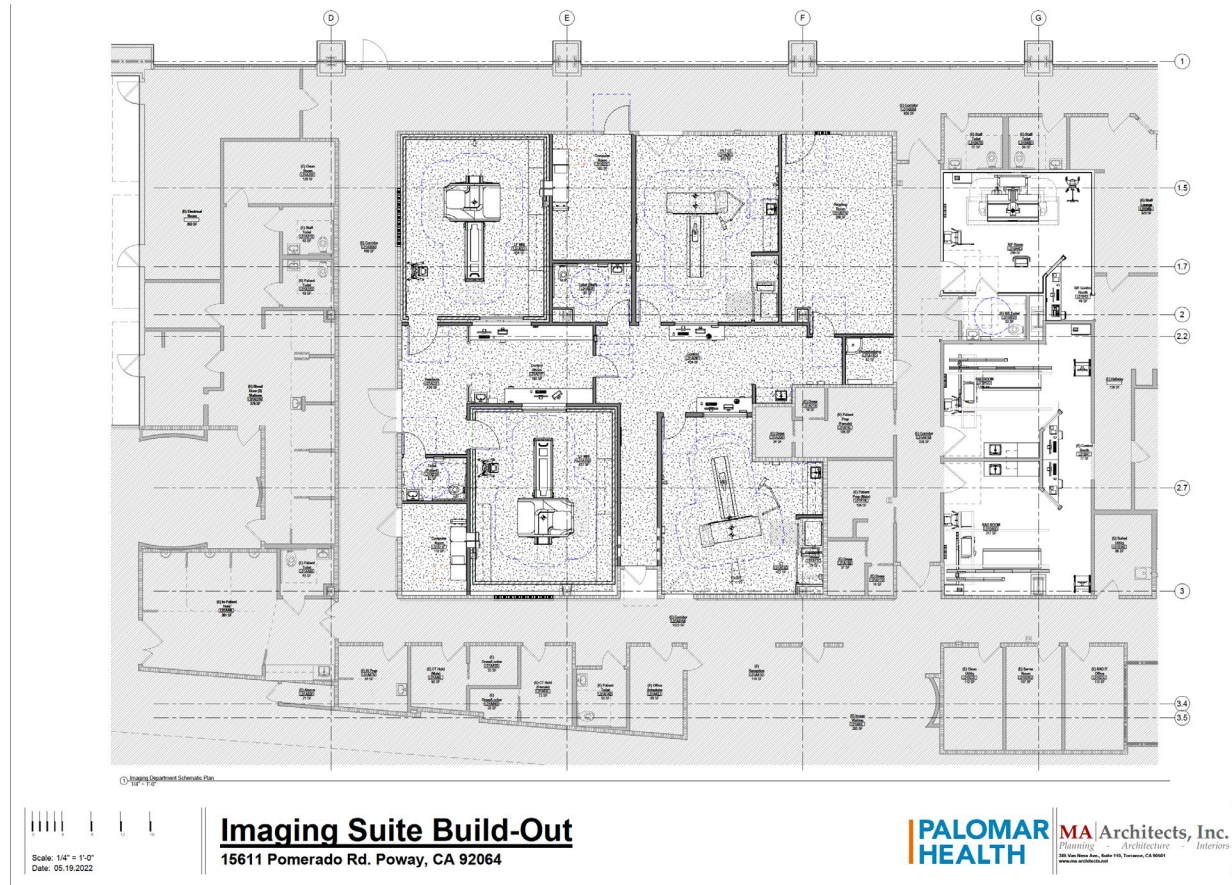


# Poway – Projects in Progress

- OR/HVAC replacement
  - OSHPD Approved – Evaluating bids
- Palomar Outpatient Pavilion – Outpatient Imaging Center
  - Evaluating joint venture options

# Poway – Projects in Progress

- POP Imaging Suite



# Poway – Projects in Progress

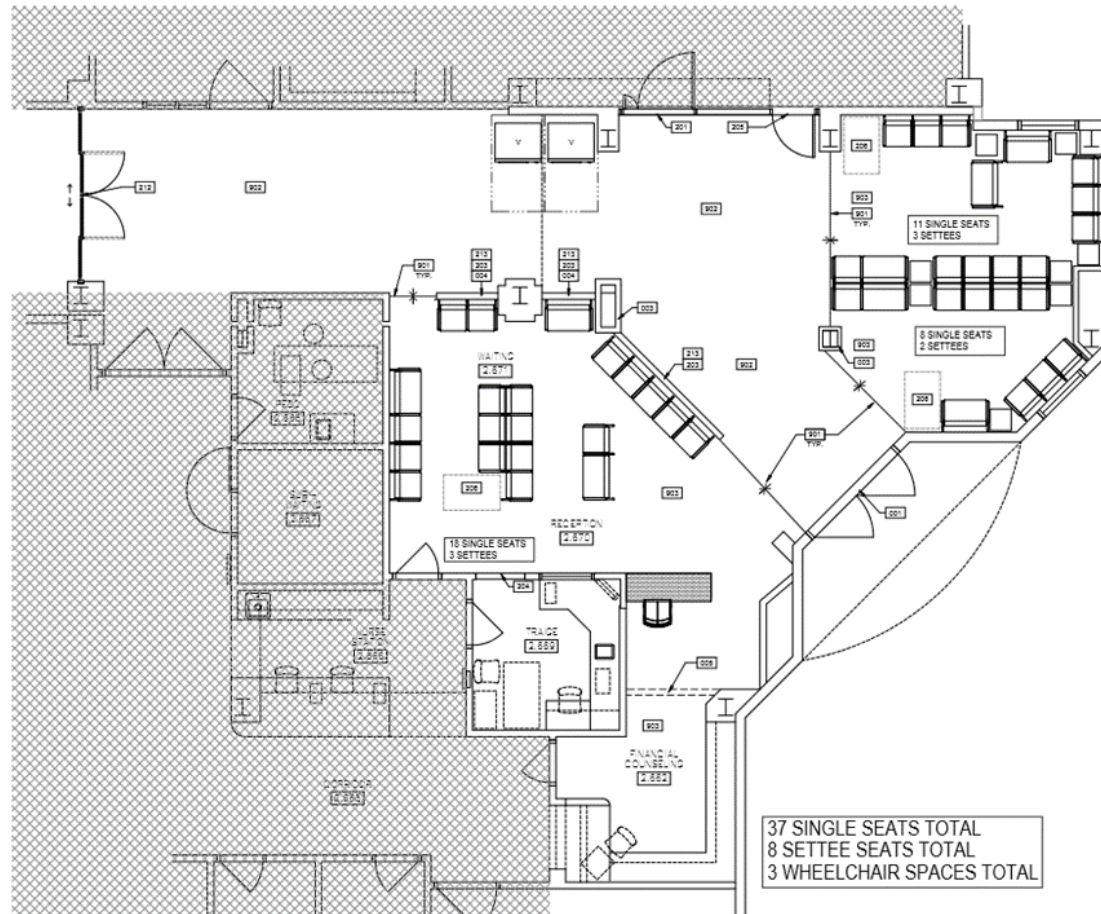
- OB Renovation 5<sup>th</sup> floor
  - Approved by OSHPD
  - Pending space planning options



# Poway – Projects in Progress

- ED Lobby Expansion

General Contractor secured. Start date 3/01/2023



# Poway – Projects in Progress

- POP Elevator Expansion



# Poway – Projects in Progress

- UPS Building  
Future site to support new imaging equipment
- Completion 4/01/2023



# Poway – Projects in Progress

- Poway Main Lobby expansion
  - General Contractor secured
  - Finalizing finishes with HCAI



# Poway – Projects in Progress

- Cafeteria refresh – Finishes selected





# Escondido – Projects in Progress



# Escondido – Projects in Progress

- Palomar Health Outpatient Center III
  - 1<sup>st</sup> floor – Ambulatory Surgery Center, Wound Care, Cardiac Rehab – 65% complete
  - 2<sup>nd</sup> floor – Orthopedics, Cardiology – Completed
  - 3<sup>rd</sup> floor – SD Vascular, Outpatient Rehab & Physician offices – 75% complete



# Escondido – Projects in Progress

- Palomar Health Outpatient Center III
  - 2<sup>nd</sup> flr Cardiology – GE NucMed Imaging Equipment



# Escondido – Projects in Progress

## Palomar Health Outpatient Center II

- Currently in design



# Escondido – Projects in Progress

## PMCE NICU Expansion 8<sup>th</sup> floor

- Expansion from 4 to 11 bassinets
- Construction is complete
- Currently in CDPH for licensing



## OB Emergency Department

- Will occupy the current NICU space
- In design to accommodate 6 OB ED rooms when NICU relocates

# Escondido – Projects in Progress

- Escondido Shelled CT Replacement  
Equipment delivered – finalizing construction



# Escondido – Projects in Progress

- Lab Automated Line – Completion December 2022



# Escondido – Projects in Progress

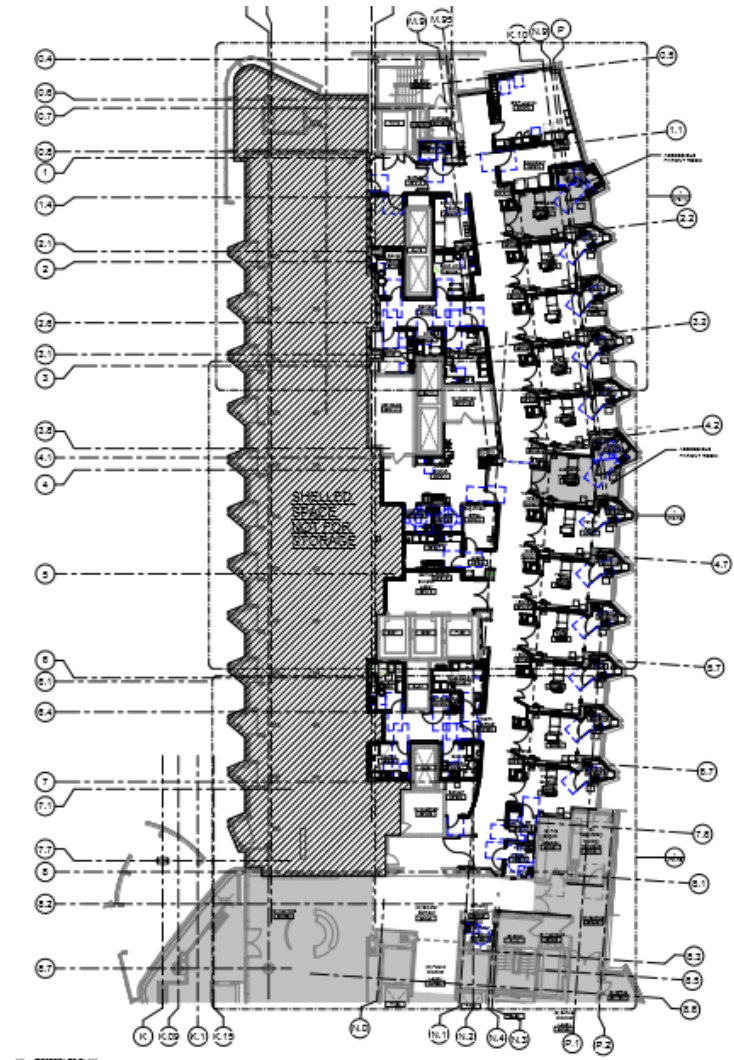
## Conference Center/Physician Sleep Quarters





# Escondido – Projects in Progress

- PMCE 9<sup>th</sup> floor Peds buildout
- Project scope was reduced from 24 to 12 pediatric beds
- General Contractor selected
- Start in January 2023



# Escondido – Projects in Progress

## Parking Structure Parking Guidance System

- License plate recognition cameras
- Identify real-time space availability



# Escondido – RFPs in Progress

## Escondido

- 10<sup>th</sup> & 11<sup>th</sup> floors

## Poway

- Entry drive
- ED/ICU at PMCP

# ADDENDUM C

# Meeting Minutes

## BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE

### CALENDAR YEAR 2023



[P = Present    V = Virtual    E = Excused    A = Absent    G = Guest]

ATTENDANCE ROSTER							
MEMBERS	MEETING DATES:						
	1/31/23						
DIRECTOR MIKE PACHECO – CHAIR	P						
DIRECTOR LAURA BARRY	P						
DIRECTOR JEFF GRIFFITH, EMT-P	P						
DIANE HANSEN, PRESIDENT & CEO	P						
KANCHAN KOIRALA, MD, CoS, PMC ESCONDIDO	V						
SAM FILICIOTTO, MD, CoS, PMC POWAY	V						
<i>DIRECTOR LAURIE EDWARDS-TATE, MS – ALTERNATE</i>							
<i>ANDREW NGUYEN, MD – ALTERNATE CoS PMC ESCONDIDO</i>							
<i>MARK GOLDSWORTHY, MD – ALTERNATE CoS PMC POWAY</i>							
<b>STAFF ATTENDEES</b>							
HUGH KING, CHIEF FINANCIAL OFFICER	P						
RYAN OLSEN, CHIEF OPERATIONS OFFICER	P						
OMAR KHAWAJA, MD, CHIEF MEDICAL OFFICER	P						
MEL RUSSELL, RN, CHIEF NURSE EXECUTIVE	P						
JULIE PURSELL, CHIEF HUMAN RESOURCES OFFICER	V						
KEVIN DEBRUIN, CHIEF LEGAL OFFICER	V						
MIKE MILLS, VP FACILITIES & CONSTRUCTION	E						
KRISTIN GASPAR, VP PHILANTHROPY	V						
KIRK EFFINGER, FOUNDATION BOARD	E						
CONNIE WONG, SENIOR DIRECTOR OF MANAGED CARE & BUSINESS DEVELOPMENT	V						
TANYA HOWELL – COMMITTEE ASSISTANT	P						
<b>INVITED GUESTS</b>	<b>SEE TEXT OF MINUTES FOR NAMES OF INVITED GUESTS</b>						

**BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, JANUARY 31, 2023**

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
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**• DISCUSSION**

**NOTICE OF MEETING**

- The agenda (as Notice of Meeting) was posted on Friday, January 27, 2023, at Palomar Health’s Administrative Office, which is consistent with legal requirements
- The full agenda packet was also posted that date on the Palomar Health website; and notice of that posting was made via email to the Board and staff

**CALL TO ORDER**

- The meeting – held in the Linda Greer Conference Room, 2125 Citracado Parkway, Suite 300, Escondido, CA, and virtually – was called to order at 3:00 p.m. by Chair Mike Pacheco

**ESTABLISHMENT OF QUORUM**

- Quorum was established (*see roster*)

**PUBLIC COMMENTS**

- None filed

**1. BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE FOLLOW-UP**

- There were no follow-ups

<b>2. MINUTES OF THE BOARD STRATEGIC &amp; FACILITIES PLANNING COMMITTEE MEETING – TUESDAY, NOVEMBER 29, 2022</b>			<b>Y</b>
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- Committee Assistant Tanya Howell reported that the minutes had not been finalized prior to the meeting and would be presented at a future date

<b>3. SERVICE LINE UPDATE – WOMEN’S &amp; CHILDREN’S SERVICES</b>	<b>Information Only</b>	Forwarded to the February 13, 2023, Board of Directors meeting as information	<b>N</b>
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- Utilizing the presentation included in the agenda packet, Amy Murray, District Director of Women’s & Children’s Services, thanked the Committee for the opportunity to share the quality and growth within the service line
- NICU EXPANSION ON 8 EAST (*PAGE 8*)
  - There was originally a 4-bed NICU, which was not enough space to keep up with over 300 deliveries a month, and the expansion of the unit had been planned all along
    - The expanded NICU, with 12 beds, opened on January 4, 2023, and there is still room for some further expansion
  - Palomar’s partnership with Rady Children’s (RC) has now evolved from RC providing a hospital within a hospital setting as “Rady Children’s Hospital at Palomar Health”, staffing and operating the NICU, with Palomar’s support, to a partnership in the Palomar NICU, with support from RC via contracted nursing and physician services, with everything else being done by Palomar staff

BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, JANUARY 31, 2023

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
• DISCUSSION			
<ul style="list-style-type: none"> <li>○ In order to navigate the move, equipment and supplies had to be purchased, IT had to create a new EMR for the tem, which is now on Cerner, and there were numerous other departments involved in making sure everything was ready on-site and on the back-end to transition to the expanded NICU</li> <li>○ There was a ribbon-cutting ceremony when they moved, and each of the 5 babies in the old 4-bed NICU got their own ribbon-cutting, with the ribbon cut by their primary nurse, and mementos in honor of the day</li> <li>• DELIVERY VOLUME (PAGE 9) <ul style="list-style-type: none"> <li>○ The expansion was necessary based on delivery volume</li> <li>○ The orange track in the chart shows FY22 volumes, and the peak in October occurred with the Vista Community Clinic joined the Palomar team, bringing with them what was anticipated to be 50 deliveries in the first month and actually turned out to be 100 <ul style="list-style-type: none"> <li>– FY22 tapered back down to anticipated levels, but it was worthwhile to have had that much growth in such a short period of time</li> </ul> </li> <li>○ The green track shows FY23 volumes, TrueCare joined the team in July of 2023 and deliveries exceeded 360 that month <ul style="list-style-type: none"> <li>– Ms. Murray noted that the team did a good job of managing the increased volume, but on average, 10% of that volume can end up in the NICU, and there just wasn't room in the old NICU for that type of volume, so many babies had to be readmitted to other facilities, including Tri-City, which was unfortunate because would have been preferable to keep North County moms and babies at Palomar, and the expanded NICU now allows that to occur <ul style="list-style-type: none"> <li>▪ In the past, the overflow had been sent to RC or to Kaiser if they were Kaiser patients</li> </ul> </li> <li>– Dr. Omar Khawaja, CMO, stated that the expansion was a good thing for the community, as the babies would be remaining in the same facility instead of their moms having to arrange transportation to visit their babies post-partum and sometimes post-C-section</li> </ul> </li> <li>○ Dr. Khawaja also commended Ms. Murray and her team on the community outreach they had completed at the beginning of this project, discussing what the FQHC's wanted to see in the community related to a NICU <ul style="list-style-type: none"> <li>– Most stated that they really wanted to continue the relationship with RC, which was accomplished by contracting for the services of the RC nurses and physicians</li> </ul> </li> <li>○ Hugh King, CFO, noted that when the partnership was a hospital within a hospital service, all the revenues accrued to RC's books; however, now all of that revenue is on Palomar's books <ul style="list-style-type: none"> <li>– He also noted there would be a decrease in paperwork, as a babies that had previously needed to be in the NICU would have been discharged from Palomar, then readmitted as RC patients</li> </ul> </li> </ul> </li> <li>• PMC ESCONDIDO (PMCE) 2022 QUALITY MEASURES (PAGE 10) <ul style="list-style-type: none"> <li>○ The national rate for Cesarean births was around 30%, PMCE's overall rate of 24.1% was below that</li> <li>○ The way to get the overall rate down is by targeting the low-risk Cesarean rate, which was at 19.9% at the end of last year</li> <li>○ VBAC stands for vaginal birth after Cesarean, not all hospitals even offer that option, but 81% of the patients at PMCE who attempted VBAC were successful</li> <li>○ Timely treatment of severe hypertension (HTN) is an area of focus across the country, and the numbers have gone up from 60% two years ago to 97.2%, very close to the goal of 100%</li> <li>○ The goal for exclusive breastfeeding is 51.1%, and that's where PMCE's number was holding</li> </ul> </li> <li>• AWARD WINNING CARE (PAGE 11) <ul style="list-style-type: none"> <li>○ The program has received awards from U.S. News, Blue Distinction and has also been recognized by Newsweek, CDPH and the California Maternal Quality Care Collaborative</li> </ul> </li> </ul>			

BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, JANUARY 31, 2023

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
• DISCUSSION			
<ul style="list-style-type: none"> <li>○ The criteria on which a program is judged were also listed</li> <li>• PMC POWAY (PMCP) 2022 QUALITY MEASURES (PAGE 12)               <ul style="list-style-type: none"> <li>○ The same stellar performance, with the Low Risk Cesarean Rate below the 23% threshold at 18%, beating PMCE</li> <li>○ VBAC was at 75%</li> <li>○ Timely treatment of HTN was at 100%</li> </ul> </li> <li>• PMCP DELIVERY TREND (PAGE 13)               <ul style="list-style-type: none"> <li>○ The delivery trend is different, going down from around 130 in July 2016 to 65/month in 2023                   <ul style="list-style-type: none"> <li>– Due in large part to physician attrition, with one death and several retirements</li> </ul> </li> </ul> </li> <li>• PHYSICIAN COVERAGE (PAGE 13)               <ul style="list-style-type: none"> <li>○ Just to compare and contrast the two campuses:                   <ul style="list-style-type: none"> <li>– PMCE                       <ul style="list-style-type: none"> <li>▪ Uses the Obstetric Hospitalists Group (OBHG), which is a great partnership and working relationship, and OBHG takes care of patients for the listed clinics</li> <li>▪ Now part of PHMG, Drs. Cizmar, Hinshaw and Babkina also perform deliveries at PMCE</li> </ul> </li> <li>– PMCP                       <ul style="list-style-type: none"> <li>▪ There is now one PHMG physician who used to be independent, Dr. Cobb</li> <li>▪ There is one independent physician, Dr. Fan, who has mostly Mandarin-speaking Chinese patients, due to word of mouth from patients who are members at a large Chinese church in San Diego</li> <li>▪ Drs. Castillo and Kohatsu no longer bring patients, but they do assist by sitting on the Laborist/GYN call panel</li> <li>▪ In response to a statement by Ms. Murray that the position was a difficult one for which to recruit, Dr. Khawaja commented that the difficult part about PMCP was there were three physicians covering all call, which wasn't sustainable                           <ul style="list-style-type: none"> <li>♦ He further noted that he and Brian Cohen, Sr. Director of District Service Lines, had recruited 4 to 6 groups over the past 6 years, and they had just not taken hold, noting that he didn't know what it was specifically about that market that kept them from replacing those physicians</li> </ul> </li> <li>▪ Dr. Khawaja also noted that it was a razor-thin line to only have 3 physicians available, and that Management was looking for other means of having backfill should there be an emergency</li> </ul> </li> </ul> </li> <li>○ There was some ensuing discussion related to potential options for what to do about recruitment for PMCP</li> </ul> </li> <li>• Diane Hansen, CEO, thanked Ms. Murray, calling her, "One of our resident rock stars", and commending the tremendous job she had done with NICU expansion, and commenting that a pediatric unit would be opening this summer, also headed up by Ms. Murray               <ul style="list-style-type: none"> <li>○ Ms. Murray thanked Ms. Hansen for the opportunities, stating her appreciation of the backing of the Executive Team and the Board, which made her job more enjoyable</li> </ul> </li> </ul>			



**BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, JANUARY 31, 2023**

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
• DISCUSSION			
<b>4. ESTABLISHMENT OF THE DATE, TIME AND LOCATION FOR THE REGULAR MEETINGS OF THE BOARD STRATEGIC &amp; FACILITIES PLANNING COMMITTEE FOR CALENDAR YEAR 2023 AND JANUARY 2024</b>	<b>MOTION:</b> By Ms. Hansen, seconded by Director Griffith and carried to approve the suggested schedule for the Board Strategic & Facilities Planning Committee Meetings for the remainder of Calendar Year 2023 and January 2024.  Vote taken by Roll Call: Director Barry – aye; Director Griffith – aye; Dr. Filiciotto – aye; Dr. Koirala – aye; Ms. Hansen – aye; Director Pacheco – aye. Absent:	Forwarded to the February 13, 2023, Board of Directors meeting as information	<b>N</b>
<ul style="list-style-type: none"> <li>• Chair Pacheco read the dates as listed in the packet                             <ul style="list-style-type: none"> <li>○ In 2023: Tuesday, March 28<sup>th</sup>, Tuesday, May 30<sup>th</sup>, Tuesday, July 25<sup>th</sup>, Tuesday, September 26<sup>th</sup>, Tuesday, November 28<sup>th</sup></li> <li>○ In 2024: Tuesday, January 30<sup>th</sup></li> </ul> </li> <li>• When Chair Pacheco inquired if there were any conflicts, Ms. Howell indicated that the meetings did fall on the same days of the month as in 2022</li> </ul>			
<b>ADJOURNMENT TO CLOSED SESSION</b> <b>TO The open session of the meeting was adjourned by Chair Pacheco at 3:36 p.m.</b>			
<b>ADJOURNMENT TO OPEN SESSION</b> <b>TO The open session was resumed at 4:35 p.m.</b>			
<b>5. ACTION RESULTING FROM CLOSED SESSION DISCUSSION – IF ANY</b>			<b>N</b>
<ul style="list-style-type: none"> <li>• There was no action resulting from the closed session discussion</li> </ul>			
<b>FINAL ADJOURNMENT</b> <b>The meeting was adjourned by Chair Pacheco at 4:40 p.m.</b>			
<p>SIGNATURES:</p> <p style="text-align: center;"> <b>COMMITTEE CHAIR</b>      _____                      _____                      MIKE PACHECO                 </p> <p style="text-align: center;"> <b>COMMITTEE ASSISTANT</b>      _____                      _____                      TANYA HOWELL                 </p>			

## **Weight Management Services**

Presented to Board Strategic & Facilities Planning Committee

March 28, 2023

**Karen J. Hanna, MD, Medical Director**  
**Brian Cohen, MHA, Senior Director of Service Lines**

# Weight Management | Agenda

1. Reimagining Weight Management
2. Achieving Quality Outcomes
3. Where Have we Been?
4. Where Are we Going?

# Weight Management | Introduction

Our complete program offers:

- **Medically Supervised Weight Loss**
- **Bariatric Surgery**
- **Nutrition Counseling**
- **Support Groups**

No two journeys are the same. New patients are routed to the right provider to discover what their needs are for living a high quality and productive life.

**Welcome!**

**PALOMAR HEALTH**  
Weight Management Center

Start Your WEIGHT-LOSS JOURNEY Today!

*Support You Need*  
— to be —  
**Your Healthy Best!**

Visit the front desk to learn more about our services.

# Weight Management | Medical Weight Management

## The 4 Pillars of Medical Weight Management

1. Nutrition
2. Physical Activity
3. Behavior
4. Medications

## Virtual Wellness Classes

### SEPTEMBER WEIGHT LOSS SERIES

Now more than ever it's important to make your health a priority. Join Palomar Health medical experts for a FREE virtual class on many popular health topics.

**PALOMAR HEALTH**  
Weight Management Center

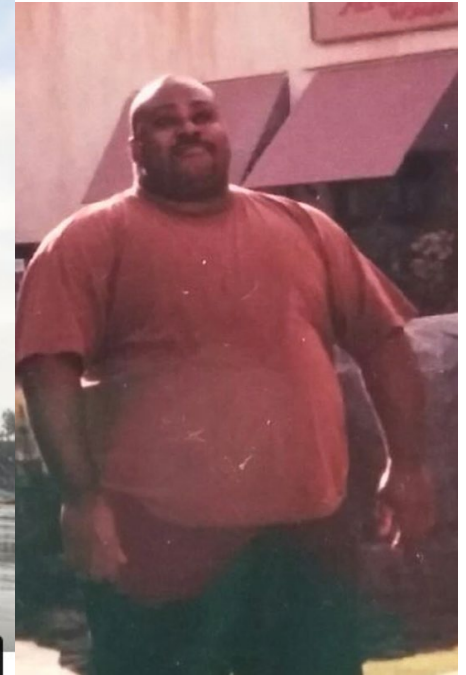
Welcome!



Start Your  
**WEIGHT-LOSS  
JOURNEY**  
Today!

Visit the front desk to learn more  
about our services.

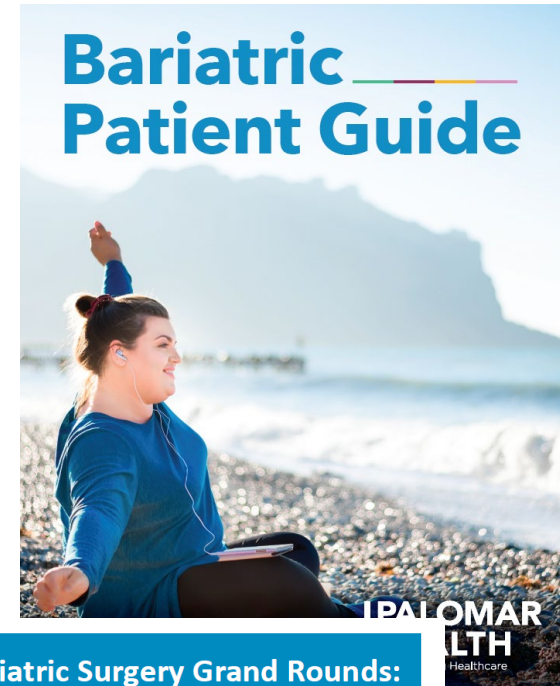
# Weight Management | Bariatric Surgery



“Big Ron” lost more than 150 pounds, and changed his lifestyle. From sick and tired all the time to riding his bike, gardening and cleaning the house.

# What are our True Differentiators?

- Coordinated Medical Weight Loss and Bariatric Surgery programs
- High quality patient outcomes leading to faster recovery
- Personalized care across Palomar Health services (PHMG, hospital, dietary, focus groups)
- Patient preparedness and digital engagement apps
- Staff education (CEU Grand Rounds)



## Bariatric Surgery Grand Rounds: Obesity is a Chronic Disease

**Dates (s):** October 12, 2023

**Times (s):** 8:00am-10:00am

**Location(s):** PMC-Poway Conference Room E (3<sup>rd</sup> Floor)

**Lecturer:** Karen Hanna, MD

**Course Description:** Nurses and interdisciplinary team members will learn the obesity facts and prevalence in the US and the world, and the causes of obesity. Learners will be introduced to multimodality treatments and their roles on obesity, and will learn the biological effects of bariatric surgery on obesity-related diseases.

**Course Objectives:** Upon completion, participants will be able to:

1. Identify the rising incidents of obesity in the US and the world
2. List at least 3 possible causes of obesity
3. Describe 3 multimodality treatments for obesity and their roles to include nutrition, exercise, mental health, medications, and surgery
4. Verbalize the surgery effects on 4 major obesity-related diseases

# Bariatric Surgery | Recognitions



**PMC Poway**  
**2006 – present**

- \* Initial Accreditation by ASMBS (2006)
- \* Last Re-Accreditation by MBSAQIP (February 2023)





# Bariatric Surgery | Mortality Rate

**30-day Mortality for Site 09704 and Total 30-day Mortality for All Sites:  
1/1/2021 - 12/31/2021**

Site	Number of Sites	Total Cases	Death Cases	Mortality Rate(%)	Mean Site Mortality Rate(%)	Standard Deviations From Mean Site Rate
09704	-	61	0	0	-	-0.259
All Sites	902	211254	164	0.0776	0.0965	-

**ZERO mortality  
at PMC-P  
over 36-months**

# Bariatric Surgery | Sleeve Gastrectomy



01/01/2021 - 12/31/2021 Semiannual Report: Site Summary

Palomar Medical Center Poway

Site: 09704

## Laparoscopic Sleeve Gastrectomy

	Total Cases	Observed		Pred Obs Rate**	Expected Rate	Odds Ratio	95% C.I.		Outlier	Decile	Adjusted Percentile	Adjusted Quartile	Assessment*
		Events	Rate				Lower	Upper					
LSG Morbidity	41	1	2.44%	1.59%	1.36%	1.17	0.37	3.77	No	7	55	3	As Expected
LSG All Occurrences Morbidity	41	1	2.44%	2.60%	2.64%	0.99	0.43	2.26	No	5	48	2	As Expected
LSG Serious Event	41	0	0.00%	1.09%	1.23%	0.88	0.33	2.37	No	4	42	2	As Expected
LSG Leak	41	0	0.00%	0.12%	0.12%	0.96	0.18	5.08	No	7	48	2	As Expected
LSG Bleeding	41	0	0.00%	0.43%	0.47%	0.92	0.26	3.31	No	5	46	2	As Expected
LSG SSI	41	1	2.44%	0.53%	0.31%	1.72	0.37	7.95	No	9	67	3	As Expected
LSG All Cause Reoperation	41	0	0.00%	0.43%	0.47%	0.92	0.26	3.29	No	5	46	2	As Expected
LSG Related Reoperation	41	0	0.00%	0.31%	0.32%	0.95	0.28	3.24	No	6	48	2	As Expected
LSG All Cause Intervention	41	0	0.00%	0.26%	0.28%	0.93	0.20	4.35	No	6	47	2	As Expected
LSG Related Intervention	41	0	0.00%	0.18%	0.19%	0.95	0.20	4.62	No	6	47	2	As Expected
LSG All Cause Readmission	41	0	0.00%	1.46%	1.69%	0.86	0.35	2.14	No	3	41	2	As Expected
LSG Related Readmission	41	0	0.00%	1.22%	1.36%	0.89	0.37	2.16	No	4	43	2	As Expected

**Maintaining high quality  
and consistency**

# Bariatric Surgery | Gastric Bypass



01/01/2021 - 12/31/2021 Semiannual Report: Site Summary

Palomar Medical Center Poway

Site: 09704

## Laparoscopic Roux-en-Y Gastric Bypass

	Total Cases	Observed		Pred Obs Rate**	Expected Rate	Odds Ratio	95% C.I.		Outlier	Decile	Adjusted Percentile	Adjusted Quartile	Assessment*
		Events	Rate				Lower	Upper					
LRYGB Morbidity	20	2	10.00%	5.72%	3.93%	1.49	0.50	4.44	No	9	66	3	As Expected
LRYGB All Occurrences Morbidity	20	2	10.00%	8.47%	7.93%	1.08	0.47	2.43	No	7	54	3	As Expected
LRYGB Serious Event	20	1	5.00%	4.00%	3.81%	1.05	0.43	2.59	No	7	52	3	As Expected
LRYGB Leak	20	0	0.00%	0.35%	0.37%	0.96	0.22	4.24	No	6	49	2	As Expected
LRYGB Bleeding	20	0	0.00%	1.39%	1.54%	0.90	0.28	2.90	No	3	45	2	As Expected
LRYGB SSI	20	1	5.00%	1.54%	0.86%	1.80	0.36	9.13	No	9	67	3	As Expected
LRYGB All Cause Reoperation	20	0	0.00%	1.58%	1.77%	0.89	0.29	2.72	No	3	44	2	As Expected
LRYGB Related Reoperation	20	0	0.00%	1.23%	1.34%	0.92	0.30	2.80	No	4	45	2	As Expected
LRYGB All Cause Intervention	20	0	0.00%	0.92%	1.04%	0.88	0.19	4.04	No	4	45	2	As Expected
LRYGB Related Intervention	20	0	0.00%	0.66%	0.73%	0.90	0.17	4.79	No	5	46	2	As Expected
LRYGB All Cause Readmission	20	1	5.00%	5.28%	5.34%	0.99	0.45	2.15	No	6	49	2	As Expected
LRYGB Related Readmission	20	1	5.00%	4.40%	4.29%	1.03	0.44	2.41	No	6	51	3	As Expected

**Maintaining high quality  
and consistency**

# MBSAQIP Quality Improvement Project for 2022

## Decreasing 30-Day ER visits after Bariatric Surgery

### Goal

- The occurrence rate on all 30-day ER visits after bariatric surgery in 2021 was 12.7%

### Methods

- Educate patients at discharge to call surgeon for any suspected complications prior to visiting ER (*pocket cards and fridge magnets*)
- Follow up phone calls after discharge
- Refer to surgeons for concerns
- Send the call information to surgeon's office for documentation

### Outcomes

- Bariatric related ED visits were down to 10% at the end of November 2022.

**What to Expect After Bariatric Surgery**

**Things to Keep in Mind**

- Sip, sip, sip throughout the day! Getting in enough fluids is your #1 priority.
- Symptoms of dehydration include:
  1. Nausea
  2. Fatigue
  3. Headache
  4. Dizziness
  5. Dry Lips
  6. Thirst
  7. Scant and Dark Urine
- Go slow and don't advance your diet too quickly. Follow the "Bariatric Surgery Guide" or recommendations from your surgeon or dietician.
- Remember, you may not feel hungry, but you still need to take in your protein drinks

Find out when and who to call if you are experiencing symptoms, on the back →

**PALOMAR HEALTH**  
Reimagining Healthcare

# Seminars, Support Groups and Education

Palomar is with you every step of the journey

## 1. Bariatric Surgery Education Seminar

- Hosted twice per month (Now available in Spanish!)
- Co-taught by surgeon and nurse
- 400+ patients attended in 2022

## 2. Preparing for Bariatric Surgery Class

- For patients already scheduled for surgery

## 3. Bariatric Surgery Support Group

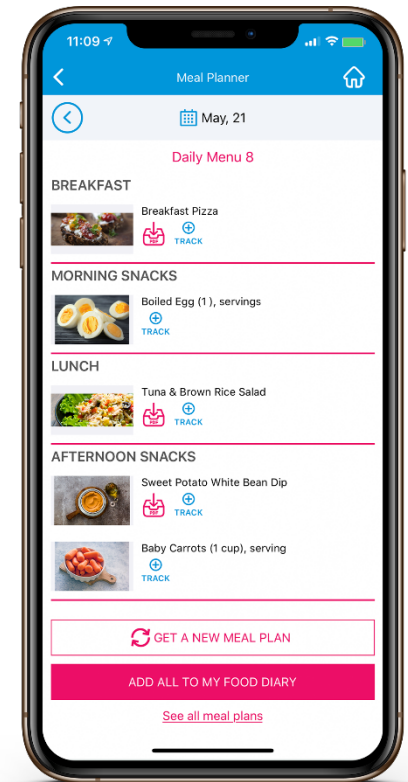
- For people considering weight-loss surgery or who have already undergone the surgery
- Hosted by a former patient

# Go Further | Engaging Patients in Medical Weight Loss

All Palomar Weight Management patients have free access to the Go Further Health mobile app.

There they can access:

- Unlimited access to Live and pre-recorded classes
- Personalized library access based on specific goals, lifestyle choices, needs and preferences
- Personalized recipes and meal plans
- Interactive tools to track progress

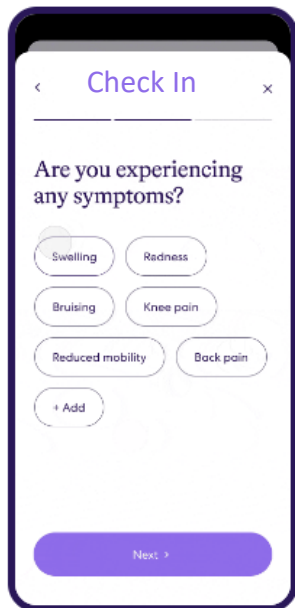


Palomar can track each patient's progress and activity, send targeted emails, and congratulate when milestones are met.

# Get Well | Engaging Patients in their Surgical Care Journey

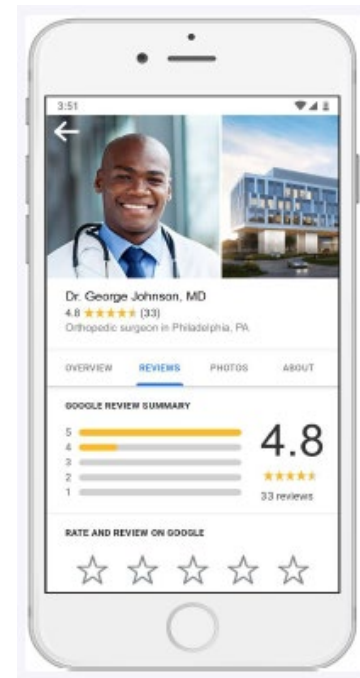
“Imagine the impact if you had the time to call every patient every day to let them know what to expect, know and do.”

Ensures patients understand what to do, when to do it, and why



Checklists so patients don't get lost in the system

Patients who indicate they are extremely likely to recommend their provider to others are asked to leave a Google review



# Bariatric Patient Reunion

- June 3rd – Lake Poway
  - Tell you story to the community
  - Games, Prizes and giveaways
  - Local catering
  - Sponsorship opportunities

*Join Us* for a **Bariatric Post-Op Gathering at Lake Poway**



**Saturday, June 3 • 11am - 5pm**  
14644 Lake Poway Rd, Poway, CA 92064

**Schedule:**

- 11am - 1pm** Lunch Gathering
- 1pm - 2pm** Special Guests
- 2pm - 3pm** Trivia and Bingo (with prizes for winners!)
- 3pm - 4pm** Games
- 4pm - 5pm** Free Time
- 5pm** Event Ends

Palomar Health will provide **FREE lunch and bottled water.**

Parking is free for Poway residents and will be reimbursed for non-residents. We'll be outside, so be sure to pack your chairs, hats, jackets, sunscreen and snacks!

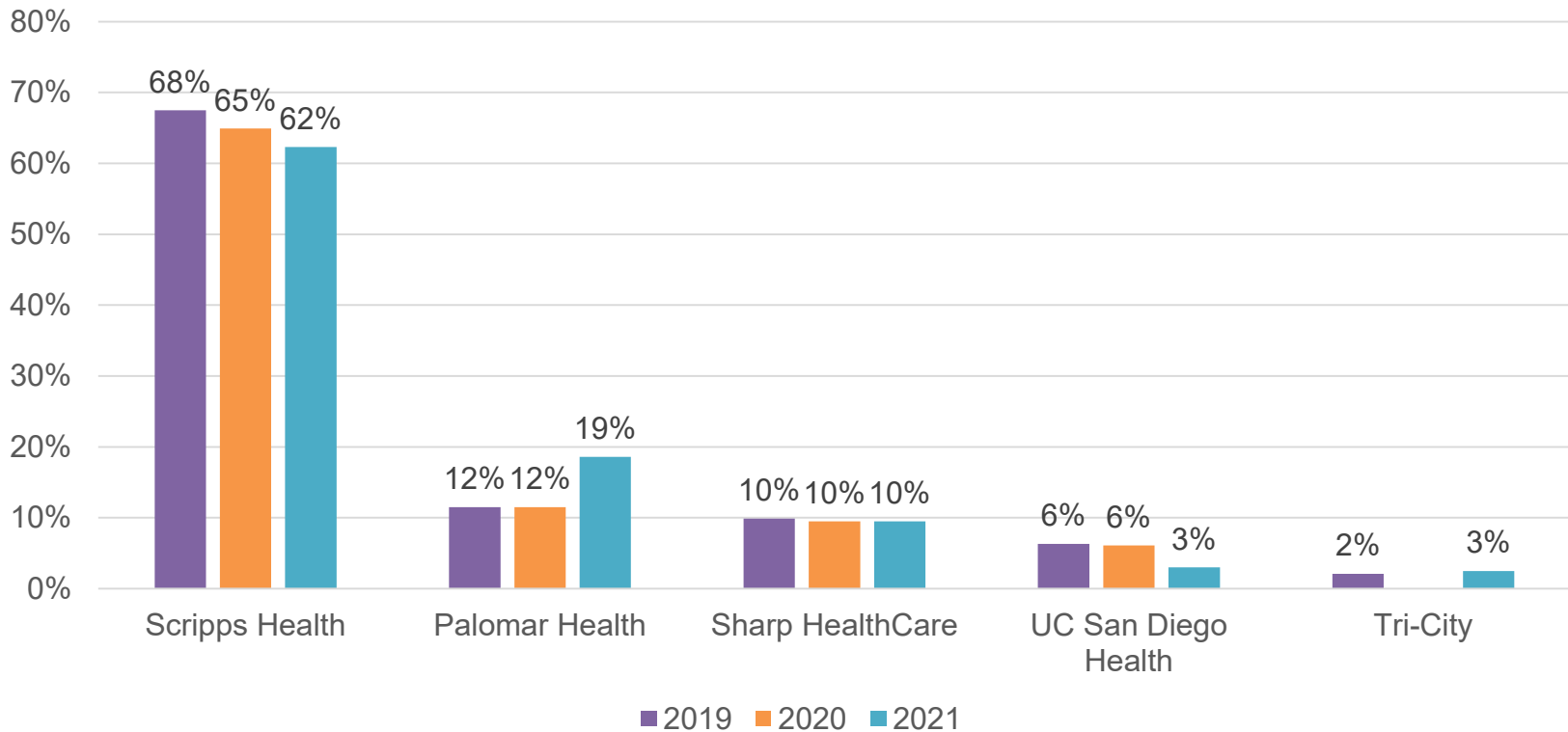
**PALOMAR HEALTH.**  
Reimagining Healthcare™

RSVP to Florence at  
Florence.Tai@PalomarHealth.org  
or call (858) 613-4024 by May 17, 2023

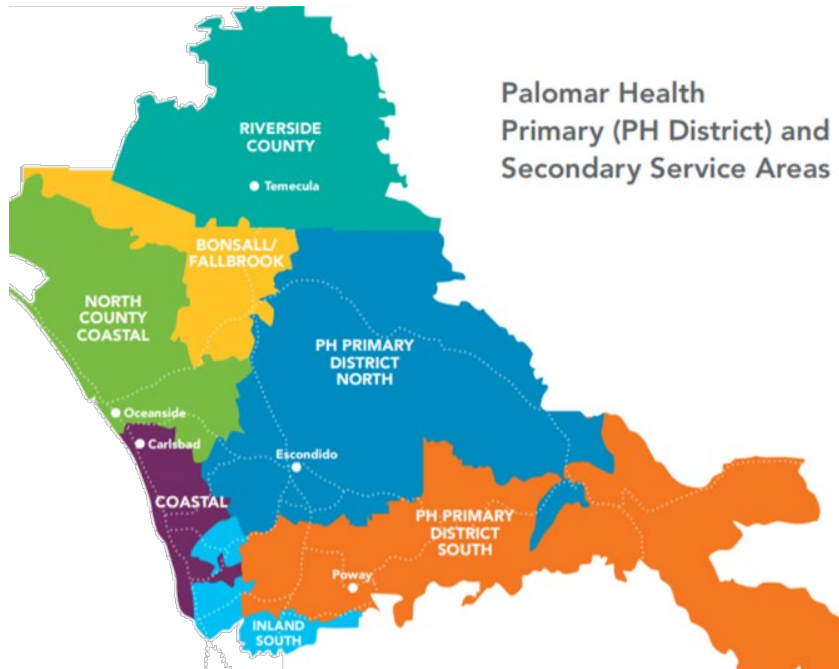


# Bariatric Surgery | Market Share from Palomar's District

Bariatric Surgery Market Share (Palomar District)



# Bariatric Surgery | Our Patient's Home Zips

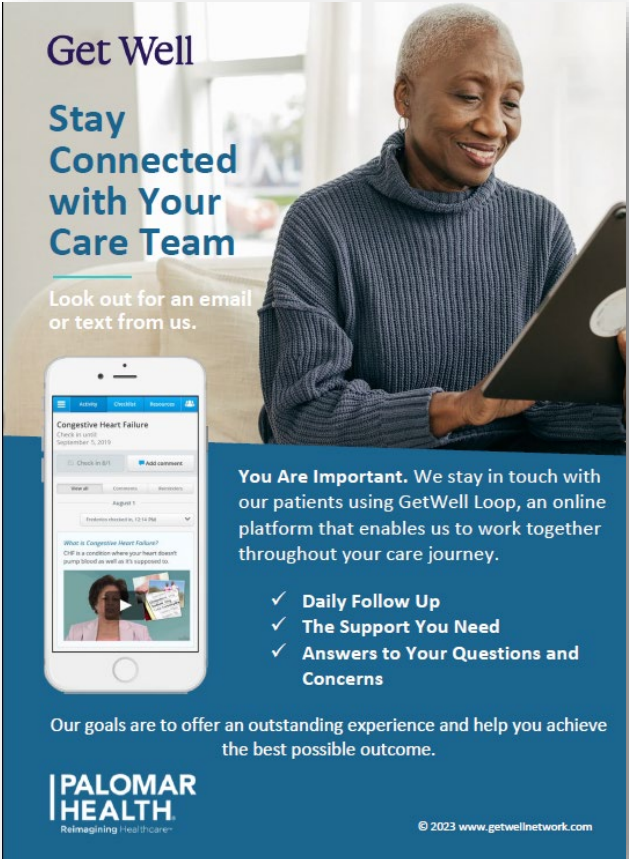


## Attracting patients from across San Diego and Riverside County

- **31%** Palomar District - North
- **17%** Palomar District - South
- **26%** SSA – North County Coastal
- **2%** SSA – Coastal
- **5%** SSA – Bonsall / Fallbrook
- **2%** SSA – Inland South
- **7%** SSA – Riverside
- **15%** Rest of SD County

# 2022 Accomplishments

- Digitized our patient engagement process by implementing the Go Further mobile app for Medical Weight Management.
- Educational content for patients preparing for Bariatric Surgery is now available in Spanish and English.
- MBSAQIP Quality Metrics Achieved - zero 30-day mortality and no “Outliers” or “Needs Improvement” outcomes
- Surgical volume growth of 24%
- Reduced cost of care by 16%



**Get Well**

**Stay Connected with Your Care Team**

Look out for an email or text from us.

**You Are Important.** We stay in touch with our patients using GetWell Loop, an online platform that enables us to work together throughout your care journey.

- ✓ Daily Follow Up
- ✓ The Support You Need
- ✓ Answers to Your Questions and Concerns

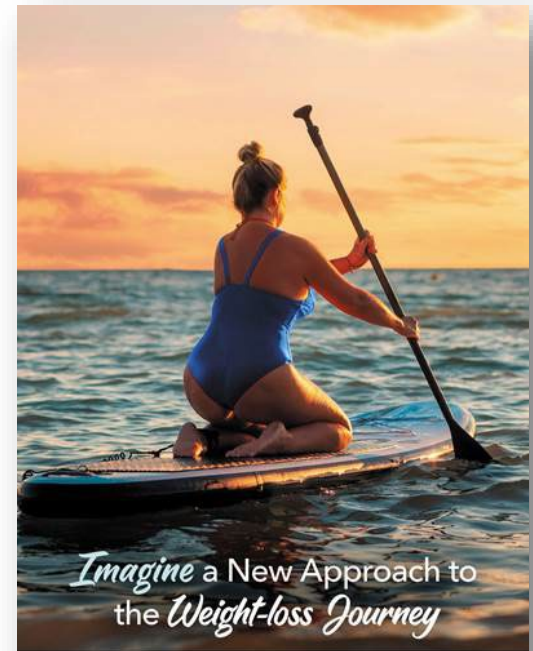
Our goals are to offer an outstanding experience and help you achieve the best possible outcome.

**PALOMAR HEALTH**  
Reimagining Healthcare™

© 2023 www.getwellnetwork.com

# 2023 Goals

- ✓ Pass the tri-annual MBSAQIP accreditation to maintain Comprehensive Center status by the American College of Surgeons
- ✓ Implement Get Well digital patient engagement platform for Bariatric Surgery
- Continue growing surgical volume
- Expand Medical Weight Management access
- Maximize participation in narrow networks, and Centers of Excellence
- Tell our story to the community
- Pursue Obesity Medicine accreditation



At Palomar Health, We've Expanded Our Services to Provide You with Customized Weight Management Programs and Bariatric Surgeries.

Our patients are guided along their individualized care path by a world-class team of medical experts committed to improving the quality of their lives. Through one-on-one meetings with a dietician nutritionist, a virtual health navigation system, and access to an exercise physiologist and support groups, we will be with you every step of the way.

**PALOMAR HEALTH**  
Reimagining Healthcare

PalomarHealth.org

# ADDENDUM E

## Strategic & Facilities Planning Committee

Diane Hansen, Chief Executive Officer |

Michael Mills, VP Facilities/Construction Mgt |  
March 28, 2023

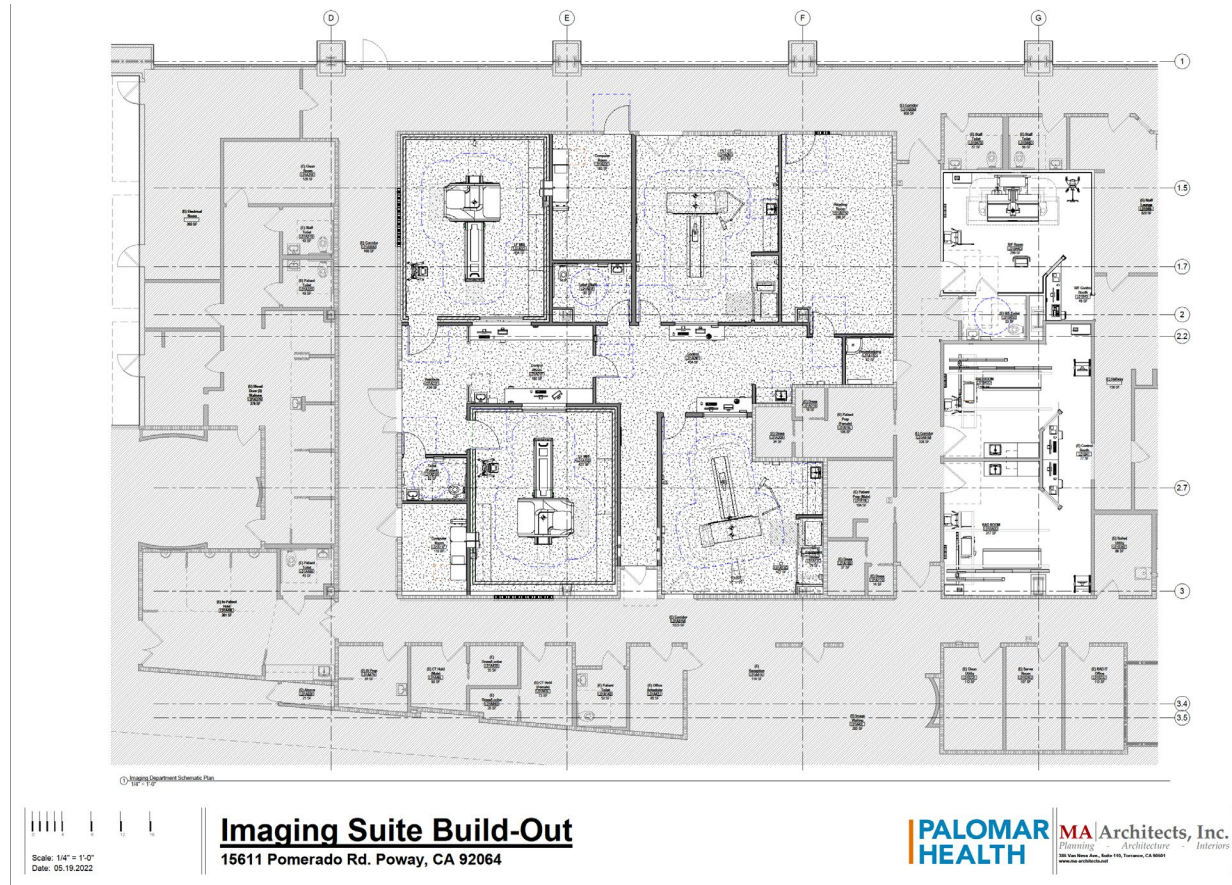


# Poway – Projects in Progress



# Poway – Projects in Progress

- POP Imaging Suite – Proceeding with design



# Poway – Projects in Progress

- ED Lobby Expansion - Started construction 3/01/2023





# Poway – Projects in Progress

- POP Elevator Expansion



# Poway – Projects in Progress

- CT HVAC



# Poway – Projects in Progress

- UPS Building
  - Future site to support new imaging equipment
  - Completion 9/01/2023



# Poway – Projects in Progress

- Poway Main Lobby expansion
  - Demolition completed, starting construction



# Poway – Projects in Progress

- Cafeteria refresh – Design finalized



# Escondido – Projects in Progress



# Escondido – Projects in Progress

- Palomar Health Outpatient Center III
  - 1<sup>st</sup> floor – Ambulatory Surgery Center, Wound Care, Cardiac Rehab – **80% complete**
  - 2<sup>nd</sup> floor – Orthopedics, Cardiology – **Completed**
  - 3<sup>rd</sup> floor – SD Vascular, Outpatient Rehab & Physician offices – **90% complete**



# Escondido – Projects in Progress

- Palomar Health Outpatient Center III
  - 1<sup>st</sup> floor ASC OR room





# Escondido – Projects in Progress

- Palomar Health Outpatient Center III
  - 1<sup>st</sup> floor Wound Care



# Escondido – Projects in Progress

- Palomar Health Outpatient Center III
  - 3<sup>rd</sup> floor Rehab



# Escondido – Projects in Progress

- Palomar Health Outpatient Center II
  - Currently in design



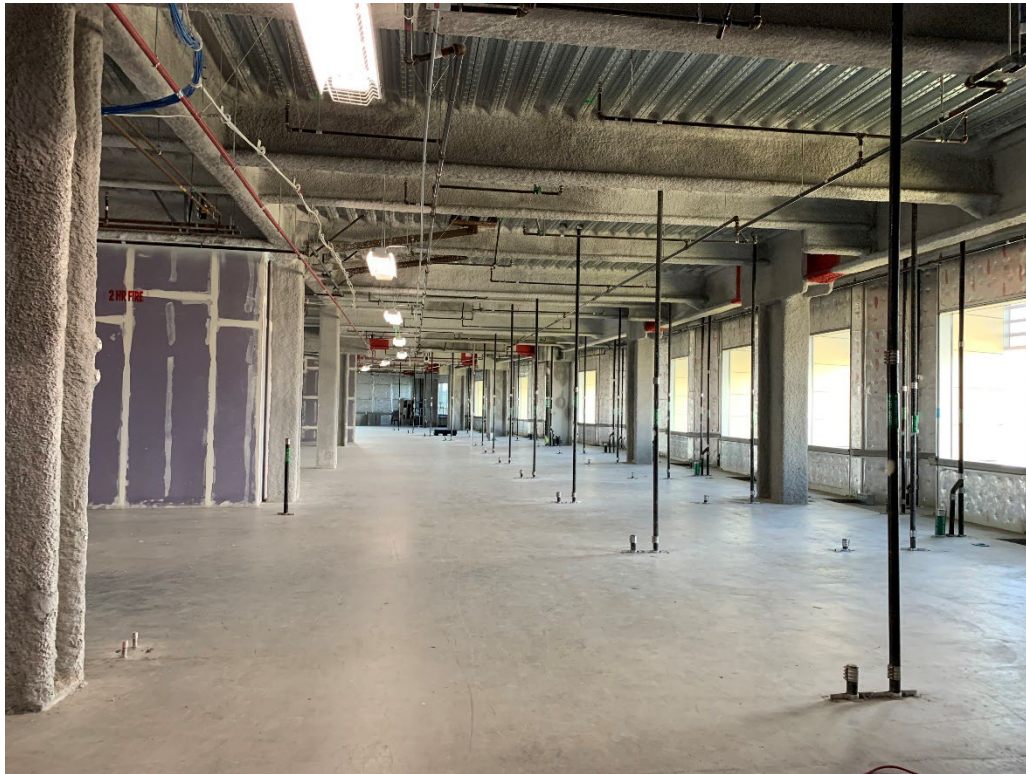
# Escondido – Projects in Progress

- Lab Automated Line – Completion April 2023



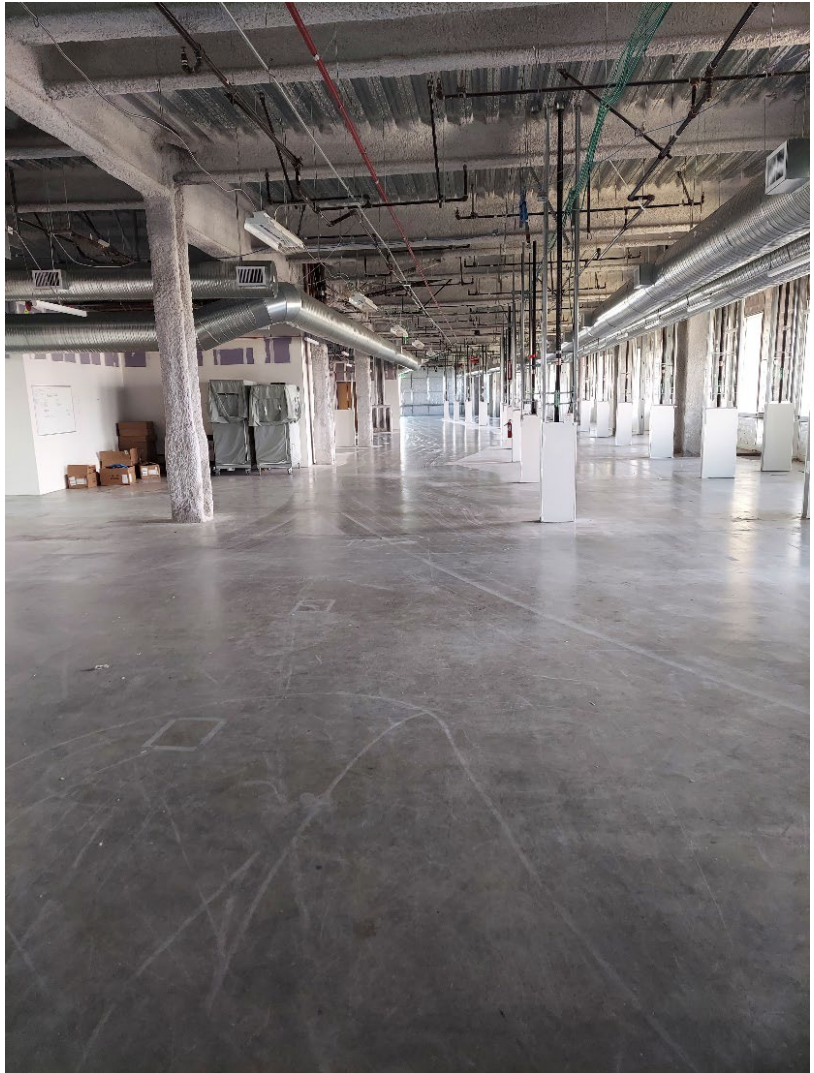
# Escondido – Projects in Progress

- PMCE 9<sup>th</sup> floor Build Out
  - Scope includes 12 Peds
  - Construction started January 2023



# Escondido – Projects in Progress

- PMCE 10<sup>th</sup> floor Build Out
  - Architect procured
  - Drafting RFP for General Contractor



# Escondido – Projects in Progress

- PMCE 11<sup>th</sup> floor Build Out
  - Architect procured
  - Drafting RFP for General Contractor



# Escondido – Projects in Progress

- Parking Structure Parking Guidance System
  - License plate recognition cameras
  - Identify real-time space availability





# Escondido – Projects in Progress

- Parking Structure Parking Guidance System
  - Conduit installed



# Escondido – Projects in Progress

- PMCE Emergency Department Exterior Signage



# Escondido – Projects in Progress

- PMCE Ambulance Bay Exterior Signage

