

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

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
• DISCUSSION			
NOTICE OF MEETING			
<ul style="list-style-type: none"> 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			
<ul style="list-style-type: none"> The meeting – held virtually – was called to order at 3:01 p.m. by Chair Mike Pacheco 			
ESTABLISHMENT OF QUORUM			
<ul style="list-style-type: none"> Quorum was established (<i>see roster</i>) 			
PUBLIC COMMENTS			
<ul style="list-style-type: none"> None filed 			
1. BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE FOLLOW-UP			
<ul style="list-style-type: none"> There were no follow-ups 			
2. MINUTES OF THE BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE MEETING – TUESDAY, JULY 26, 2022	MOTION: By Dr. Gurrola, seconded by Director Barry and carried to approve the Minutes of the Board Strategic & Facilities Planning Committee Meeting – Tuesday, July 26, 2022. Vote taken by Roll Call: Director Barry – aye; Director Griffith – aye; Dr. Gurrola – aye; Director Pacheco – aye. Absent: Ms. Hansen & Dr. Pasha	Forwarded to the December 12, 2022, Board of Directors meeting as information	Y
<ul style="list-style-type: none"> No discussion 			
3. SERVICE LINE UPDATE – SPINE CENTER OF EXCELLENCE	<i>Information Only</i>	Forwarded to the December 12, 2022, Board of Directors meeting as information	N
<ul style="list-style-type: none"> *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) <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> From 2016 to 2023 for Joint Replacement From 2017 to 2023 for Orthopedic Surgery From 2022-2023 for Spine Surgery 			

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<ul style="list-style-type: none"> ○ This has made PMCE one of the top 2-3% of hospitals and was achieved through common goals and collaboration ○ PMCE was also the highest ranked hospital in the San Diego County area for Spine Surgery in 2022 • USING AWARDS TO DRIVE DECISION MAKING (PAGE 7) <ul style="list-style-type: none"> ○ The percentages listed on these pages came from Healthgrades ○ Patients and referring physicians reviewing potential providers note specialty expertise and quality ratings when making their decisions • SURGICAL VOLUMES BY TYPE (PAGES 8 & 9) <ul style="list-style-type: none"> ○ Volumes are affected by the type of surgery, as some procedures take longer than others • GEOGRAPHICAL RESEARCH (PAGE 10) <ul style="list-style-type: none"> ○ Palomar Health's Primary Service Area (PSA) is delineated by blue and orange, with just under 50% of patients being from our district ○ 15% of the patients come from close by in the North and Riverside County areas ○ 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 • MARKET SHARE (PAGES 11-12) <ul style="list-style-type: none"> ○ 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 ○ Scripps is the district's biggest competitor, with Tri-City and Kaiser both capturing smaller market shares ○ 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 • MULTIPLE GENERATIONS (PAGE 13) <ul style="list-style-type: none"> ○ 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"> – Sports Medicine services were predominantly requested by Gen X – Hip & Knee Replacements were predominantly performed for Boomers – 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 • SPINE CENTER OF EXCELLENCE STRUCTURE (PAGE 14) <ul style="list-style-type: none"> ○ The Spine Medical Director, happens to be a neurosurgeon, but whether neuro or ortho didn't matter, as the physicians represent both specialties ○ Both committees meet frequently • DIFFERENTIATORS (PAGE 15) <ul style="list-style-type: none"> ○ The surgeons and staff members on the team are all highly specialized ○ 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 • ENGAGING PATIENTS WITH ONLINE CAREPATH (PAGES 16-17) <ul style="list-style-type: none"> ○ 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 ○ 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"> – Those numbers stayed the same post-pandemic, with active engagement actually increasing slightly • QUALITY METRICS (PAGE 18) <ul style="list-style-type: none"> ○ The scale is based on patient reports related to function and pain both before and after surgery 			

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<ul style="list-style-type: none"> ○ A standardized survey called the Oswestry Disability Index is used to conduct the surveys, with lower scores equaling better outcomes ○ 1 year after surgery, the 385 patients surveyed had minimal to zero levels of disability/pain • SPINE PRODUCT APPROVALS AND QUALITY (PAGES 19-20) <ul style="list-style-type: none"> ○ 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 ○ 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 • ROBOTICS (PAGES 21-22) <ul style="list-style-type: none"> ○ The role of robotics has been a source of focused in the past year <ul style="list-style-type: none"> – It provides a means for the case to be performed in a shorter period of time <ul style="list-style-type: none"> ▪ The average number of minutes saved per fusion since 2019 is 17 – The surgeon is augmented using the robotic arms – It provides a more exact placement • TELLING THE STORY (PAGE 23) <ul style="list-style-type: none"> ○ An outcomes report is published annually, with copies provided to all patient care units, dropped off at PCP offices, etc. ○ It reads more like <i>People Magazine</i>, not a textbook • 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"> ○ 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 • 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"> ○ Dr. Khawaja also noted that when recruiting through PHMG, management has been careful to select high-quality surgeons • Chair Pacheco stated that this report was wonderful news, noting that nothing says quality more than people wanting to come to us • 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"> ○ If so, he suggested a review of Cardiac or just finish out Orthopedics ○ 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 ○ 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"> – 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 			
4. CONSTRUCTION UPDATE	<i>Information Only</i>	Forwarded to the December 12, 2022, Board of Directors meeting as information	N
<ul style="list-style-type: none"> • Utilizing the attached presentation (ATTACHMENT 1), Mike Mills, VP Facilities & Construction, provided an update on the status of construction projects around the District 			

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<ul style="list-style-type: none"> • POWAY PROJECTS IN PROGRESS (SLIDES 3-10) <ul style="list-style-type: none"> ○ The OR/HVAC Replacement has received OSHPD approval, and the team is evaluating bids ○ The Outpatient Imaging at the POP – Joint Venture options are being evaluated, and the latest floorplan was presented ○ 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 ○ The ED Lobby Expansion now has a General Contractor, and the completion is scheduled for March 2023 ○ The POP Elevator Expansion – after a slight delay – is scheduled for completion in July 2023 ○ 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 ○ The Main Lobby Expansion underwent a re-evaluation of finishes, and the new ones were submitted last week ○ 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 • ESCONDIDO PROJECTS IN PROGRESS (SLIDES 11-20) <ul style="list-style-type: none"> ○ Palomar Health Outpatient Center III <ul style="list-style-type: none"> – The First Floor is 65% complete – The Second Floor is complete and houses Orthopedics and Cardiology, and Mr. Mills provided a photo of the Imaging Equipment installed in Cardiology – The Third Floor is 75% complete ○ Palomar Health Outpatient Center II now has a stacking plan, and Management is currently in discussions with end users ○ Construction of the NICU has been completed – and the project is with CDPH awaiting licensing ○ 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 ○ 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 ○ The Lab Automated Line – although a very complicated project – has gone well and is expected to be complete by December 2022 ○ The Conference Room/Physician Sleep Quarters is undergoing its fourth round of OSHPD comments <ul style="list-style-type: none"> – Mr. Mills expected an approval last week and is now projecting the project to be finalized toward the end of December ○ A General Contractor has been selected for the Ninth Floor Peds Buildout and that project will be starting in January 2023 ○ 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 • RFPS IN PROGRESS (SLIDE 21) <ul style="list-style-type: none"> ○ There is an RFP out for the completion of the Tenth & Eleventh Floors at PMC Escondido ○ 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 • 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"> ○ 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 • 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 			

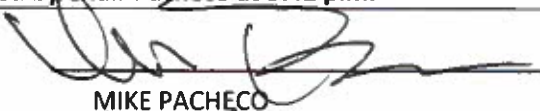
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<ul style="list-style-type: none">• CFO Hugh King commended Mr. Mills and his team, noting that just looking at these slides made it clear that there were a lot of projects underway, as well as other smaller projects that were also underway, for many 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<ul style="list-style-type: none">○ Chair Pacheco seconded the commendation to the team			

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

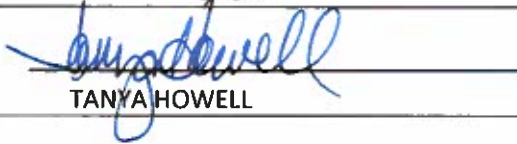
SIGNATURES:

COMMITTEE CHAIR



MIKE PACHECO

COMMITTEE ASSISTANT



TANYA HOWELL