

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>							
STAFF ATTENDEES							
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						
INVITED GUESTS	SEE TEXT OF MINUTES FOR NAMES OF INVITED GUESTS						

BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, JANUARY 31, 2023			
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 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			
<ul style="list-style-type: none"> 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			
<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, NOVEMBER 29, 2022			Y
<ul style="list-style-type: none"> Committee Assistant Tanya Howell reported that the minutes had not been finalized prior to the meeting and would be presented at a future date 			
3. SERVICE LINE UPDATE – WOMEN’S & CHILDREN’S SERVICES		<i>Information Only</i>	N
<ul style="list-style-type: none"> Forwarded to the February 13, 2023, Board of Directors meeting as information 			
<ul style="list-style-type: none"> 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 (<i>PAGE 8</i>) <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 			

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<ul style="list-style-type: none"> ○ In order to navigate the move, equipment and supplies had to be purchased, IT had to create a new EMR for the team, 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 ○ 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 • DELIVERY VOLUME (PAGE 9) <ul style="list-style-type: none"> ○ The expansion was necessary based on delivery volume ○ 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"> – FY22 tapered back down to anticipated levels, but it was worthwhile to have had that much growth in such a short period of time ○ 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"> – 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"> ▪ In the past, the overflow had been sent to RC or to Kaiser if they were Kaiser patients – 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 ○ 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"> – 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 ○ 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"> – 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 • PMC ESCONDIDO (PMCE) 2022 QUALITY MEASURES (PAGE 10) <ul style="list-style-type: none"> ○ The national rate for Cesarean births was around 30%, PMCE's overall rate of 24.1% was below that ○ 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 ○ 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 ○ 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% ○ The goal for exclusive breastfeeding is 51.1%, and that's where PMCE's number was holding • AWARD WINNING CARE (PAGE 11) <ul style="list-style-type: none"> ○ 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 			

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<ul style="list-style-type: none"> ○ The criteria on which a program is judged were also listed • PMC POWAY (PMCP) 2022 QUALITY MEASURES (PAGE 12) <ul style="list-style-type: none"> ○ The same stellar performance, with the Low Risk Cesarean Rate below the 23% threshold at 18%, beating PMCE ○ VBAC was at 75% ○ Timely treatment of HTN was at 100% • PMCP DELIVERY TREND (PAGE 13) <ul style="list-style-type: none"> ○ The delivery trend is different, going down from around 130 in July 2016 to 65/month in 2023 <ul style="list-style-type: none"> – Due in large part to physician attrition, with one death and several retirements • PHYSICIAN COVERAGE (PAGE 13) <ul style="list-style-type: none"> ○ Just to compare and contrast the two campuses: <ul style="list-style-type: none"> – PMCE <ul style="list-style-type: none"> ▪ Uses the Obstetric Hospitalists Group (OBHG), which is a great partnership and working relationship, and OBHG takes care of patients for the listed clinics ▪ Now part of PHMG, Drs. Cizmar, Hinshaw and Babkina also perform deliveries at PMCE – PMCP <ul style="list-style-type: none"> ▪ There is now one PHMG physician who used to be independent, Dr. Cobb ▪ 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 ▪ Drs. Castillo and Kohatsu no longer bring patients, but they do assist by sitting on the Laborist/GYN call panel ▪ 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"> ◆ 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 ▪ 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 ○ There was some ensuing discussion related to potential options for what to do about recruitment for PMCP • 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"> ○ 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 			

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• DISCUSSION

<p>4. ESTABLISHMENT OF THE DATE, TIME AND LOCATION FOR THE REGULAR MEETINGS OF THE BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE FOR CALENDAR YEAR 2023 AND JANUARY 2024</p>	<p>MOTION: 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.</p> <p>Vote taken by Roll Call: Director Barry – aye; Director Griffith – aye; Dr. Filiciotto – aye; Dr. Koirala – aye; Ms. Hansen – aye; Director Pacheco – aye. Absent:</p>	<p>Forwarded to the February 13, 2023, Board of Directors meeting as information</p>	<p>N</p>
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- Chair Pacheco read the dates as listed in the packet
 - In 2023: Tuesday, March 28th, Tuesday, May 30th, Tuesday, July 25th, Tuesday, September 26th, Tuesday, November 28th
 - In 2024: Tuesday, January 30th
- 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

ADJOURNMENT TO CLOSED SESSION TO The open session of the meeting was adjourned by Chair Pacheco at 3:36 p.m.

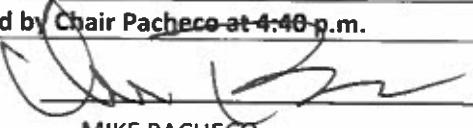
ADJOURNMENT TO OPEN SESSION TO The open session was resumed at 4:35 p.m.

<p>5. ACTION RESULTING FROM CLOSED SESSION DISCUSSION – IF ANY</p>			<p>N</p>
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- There was no action resulting from the closed session discussion

FINAL ADJOURNMENT The meeting was adjourned by Chair Pacheco at 4:40 p.m.

SIGNATURES:

COMMITTEE CHAIR 

 MIKE PACHECO

COMMITTEE ASSISTANT 

 TANYA HOWELL