

**Posted
Wednesday
May 24, 2023**

**BOARD STRATEGIC & FACILITIES PLANNING
COMMITTEE MEETING**

Agenda

**TUESDAY, MAY 30, 2023
3:00 p.m. Meeting**



PLEASE SEE PAGE 2 FOR MEETING LOCATION OPTIONS

<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>
CALL TO ORDER & ESTABLISHMENT OF QUORUM				3:00
❖ Public Comments ¹		30		3:30
1. Board Strategic & Facilities Planning Committee Follow-ups		2	4	3:32
2. * Review/Approval: Minutes of the Board Strategic & Facilities Planning Committee Meeting – Tuesday, March 28, 2023 (<i>ADD A – Pp8-16</i>)		3	5	3:35
3. Review: Service Line Update – Neurology (<i>ADD B – Pp17 28</i>)		15	6	3:50
4. Review: Construction Update (<i>ADD C – Pp29 49</i>)		10	7	4:00
ADJOURNMENT				4:00

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

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

^{*} Asterisks indicate anticipated action. Action is not limited to those designated items.

¹ 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
- **Join on your computer, mobile app or room device:** [Click here to join the meeting](#) | Meeting ID: 212 801 723 452 Passcode: QmRjDd | **or**
- **Dial in using your phone (*audio only*):** **929.352.2216** | Phone Conference ID: **927215715#**
 - 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 options

DocID: 21790
 Revision: 9
 Status: Official

Source:
 Administrative
 Board of Directors

Applies to Facilities:
 All Palomar Health Facilities

Applies to Departments:
 Board of Directors

Policy: Public Comments and Attendance at Public Board Meetings

I. PURPOSE:

A. It is the intention of the Palomar Health Board of Directors to hear public comment about any topic that is under its jurisdiction. This policy is intended to provide guidelines in the interest of conducting orderly, open public meetings while ensuring that the public is afforded ample opportunity to attend and to address the board at any meetings of the whole board or board committees.

II. DEFINITIONS:

A. None defined.

III. TEXT / STANDARDS OF PRACTICE:

- A. There will be one-time period allotted for public comment at the start of the public meeting. Should the chair determine that further public comment is required during a public meeting, the chair can call for such additional public comment immediately prior to the adjournment of the public meeting. Members of the public who wish to address the Board are asked to complete a [Request for Public Comment form](#) and submit to the Board Assistant prior to or during the meeting. The information requested shall be limited to name, address, phone number and subject, however, the requesting public member shall submit the requested information voluntarily. It will not be a condition of speaking.
- B. Should Board action be requested, it is encouraged that the public requestor include the request on the *Request for Public Comment* as well. Any member of the public who is speaking is encouraged to submit written copies of the presentation. C. The subject matter of any speaker must be germane to Palomar Health's jurisdiction.
- D. Based solely on the number of speaking requests, the Board will set the time allowed for each speaker prior to the public sections of the meeting, but usually will not exceed 3 minutes per speaker, with a cumulative total of thirty minutes.
- E. Questions or comments will be entertained during the "Public Comments" section on the agenda. All public comments will be limited to the designated times, including at all board meetings, committee meetings and board workshops.
- F. All voting and non-voting members of a Board committee will be seated at the table. Name placards will be created as placeholders for those seats for Board members, committee members, staff, and scribes. Any other attendees, staff or public, are welcome to sit at seats that do not have name placards, as well as on any other chairs in the room. For Palomar Health Board meetings, members of the public will sit in a seating area designated for the public.
- G. In the event of a disturbance that is sufficient to impede the proceedings, all persons may be excluded with the exception of newspaper personnel who were not involved in the disturbance in question.
- H. The public shall be afforded those rights listed below (Government Code Section 54953 and 54954).
 - 1. To receive appropriate notice of meetings;
 - 2. To attend with no pre-conditions to attendance;
 - 3. To testify within reasonable limits prior to ordering consideration of the subject in question;
 - 4. To know the result of any ballots cast;
 - 5. To broadcast or record proceedings (conditional on lack of disruption to meeting);
 - 6. To review recordings of meetings within thirty days of recording; minutes to be Board approved before release;
 - 7. To publicly criticize Palomar Health or the Board; and
 - 8. To review without delay agendas of all public meetings and any other writings distributed at the meeting. I. This policy will be reviewed and updated as required or at least every three years.

IV. ADDENDUM:

Original Document Date: 2/94
 Reviewed: 8/95; 1/99; 9/05
 Revision Number: 1 Dated: 9/20/05

Source Administrator Hernandez, Lisa

Document Owner DeBruin, Kevin

Collaborators: Carla Albright, Deanna Peterson, Deborah Hollick, Douglas Moir, Jami Piearson, Jeffrey Griffith, Julie H Avila, Kelly Wells, Laurie Edwards-Tate, Megan Strole, Nancy Calabria, Nanette Irwin, Richard Engel, Sally Valle, Tanya L Howell, Thomas Kumura

Reviewers

Approvals

- Committees: (10/12/2022) Policies & Procedures

- Signers: Kevin DeBruin

Original Effective Date Kevin DeBruin, Chief Legal Officer (10/25/2022 09:21AM PST)

Revised Reviewed [09/20/2005 Rev. 1], [03/13/2009 Rev. 2], [04/14/2012 Rev. 3], [05/01/2014 Rev. 4], [02/03/2017 Rev. 5], [04/22/2019 Rev. 6], [07/10/2019 Rev. 7], [12/02/2021 Rev. 8], [10/25/2022 Rev. 9]

Next Review Date 10/24/2025

Attachments:

(REFERENCED BY [Public Comment Form](#)

Paper copies of this document may not be current and should not be relied on for official purposes. The current version is in Lucidoc at

Board Strategic & Facilities Planning Committee Follow-Ups

TO: Board Strategic & Facilities Planning Committee

MEETING DATE: Tuesday, May 30, 2023

FROM: Hubert U. King, Chief Financial Officer

Background: At the Board's request, a list of items on which follow-up information was requested has been compiled, with items remaining on the list until each matter has been finalized.

March 28, 2023

- Dr. Khawaja was asked if the neurology group would be moving into the PHOC, and he said he'd have to find out
 - The answer is, "no"
- During today's construction update:
 - Mr. Mills will provide an update on employee participation in the final design planning of the PMC Poway cafeteria refresh
 - Mr. Mills will provide information related to the driveway relocation project at PMC Poway, which was not discussed at the March meeting as it was just in the permitting process at that time

Budget Impact: N/A

Staff Recommendation: *Information Only*

Committee Questions:

COMMITTEE RECOMMENDATION:

Motion:

Individual Action:

Information:

Required Time:

Minutes
Strategic & Facilities Planning Committee Meeting
Tuesday, March 28, 2023

TO: Board Strategic & Facilities Planning Committee

MEETING DATE: Tuesday, May 30, 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, March 28, 2023, are attached for the Committee's approval (*Addendum A*).

Budget Impact: N/A

Staff Recommendation: Approval

Committee Questions:

COMMITTEE RECOMMENDATION:

Motion:

Individual Action:

Information:

Required Time:

Neurology Service Line Update

TO: Board Strategic & Facilities Planning Committee

MEETING DATE: Tuesday, May 30, 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.

Omar Khawaja, MD, Chief Medical Officer, will provide an overview of the District's Neurology Service Line (*Addendum B*).

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, May 30, 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 C*).

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 2023



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

ATTENDANCE ROSTER							
MEMBERS	MEETING DATES:						
	1/31/23	3/28/2023					
DIRECTOR MIKE PACHECO – CHAIR	P	P					
DIRECTOR LAURA BARRY	P	P					
DIRECTOR JEFF GRIFFITH, EMT-P	P	P					
DIANE HANSEN, PRESIDENT & CEO	P	V					
KANCHAN KOIRALA, MD, CoS, PMC ESCONDIDO	V	V					
SAM FILICIOTTO, MD, CoS, PMC POWAY	V	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	P					
RYAN OLSEN, CHIEF OPERATIONS OFFICER	P	V					
OMAR KHAWAJA, MD, CHIEF MEDICAL OFFICER	P	V					
MEL RUSSELL, RN, CHIEF NURSE EXECUTIVE	P	V					
JULIE PURSELL, CHIEF HUMAN RESOURCES OFFICER	V						
KEVIN DEBRUIN, CHIEF LEGAL OFFICER	V	V					
MIKE MILLS, VP FACILITIES & CONSTRUCTION	E	V					
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	P					
INVITED GUESTS	SEE TEXT OF MINUTES FOR NAMES OF INVITED GUESTS						

BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, MARCH 28, 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 Thursday, March 23, 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 3:01 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, SEPTEMBER 27, 2022	MOTION: By Director Barry, seconded by Director Griffith and carried to approve the Minutes of the Board Strategic & Facilities Planning Committee Meeting, Tuesday, September 27, 2022 Vote taken by Roll Call: Director Barry – aye; Director Griffith – aye; Ms. Hansen – aye; Director Pacheco – aye; Dr. Koirala – aye; Dr. Filiciotto – aye; Absent:	Forwarded to the April 10, 2023, Board of Directors meeting as information	Y
<ul style="list-style-type: none"> No discussion 			
3. MINUTES OF THE BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE MEETING – TUESDAY, NOVEMBER 29, 2022	MOTION: By Director Griffith, seconded by Director Barry and carried to approve the Minutes of the Board Strategic & Facilities Planning Committee Meeting, Tuesday, November 29, 2022 Vote taken by Roll Call: Director Barry – aye; Director Griffith – aye; Ms. Hansen – aye; Director Pacheco – aye; Dr. Koirala – aye; Dr. Filiciotto – aye; Absent:	Forwarded to the April 10, 2023, Board of Directors meeting as information	Y

BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, MARCH 28, 2023

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
• DISCUSSION			
• No discussion			
4. MINUTES OF THE BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE MEETING – TUESDAY, JANUARY 31, 2023	MOTION: By Director Barry, seconded by Director Griffith and carried to approve the corrected Minutes of the Board Strategic & Facilities Planning Committee Meeting, Tuesday, January 31, 2023 Vote taken by Roll Call: Director Barry – aye; Director Griffith – aye; Ms. Hansen – aye; Director Pacheco – aye; Dr. Koirala – aye; Dr. Filiciotto – aye; Absent:	Forwarded to the April 10, 2023, Board of Directors meeting as information • Typo to be corrected prior to uploading the minutes to the website – done	Y
• Chair Pacheco pointed out a typo on Page 47 – the word “team” was missing the “a”			
5. CONSTRUCTION UPDATE (TAKEN OUT OF AGENDA ORDER)	Information Only	Forwarded to the April 10, 2023, Board of Directors meeting as information • During the next construction update, Mr. Mills will provide the following information: <ul style="list-style-type: none"> o An update on employee participation in the final design planning of the PMC Poway cafeteria refresh o An update on the driveway relocation project at PMC Poway 	N
<ul style="list-style-type: none"> • Utilizing the presentation included in the agenda packet, Mike Mills, VP of Facilities & Construction, presented an informational update on the status of construction projects throughout the district • POWAY PROJECTS IN PROGRESS (PAGES 71-77) <ul style="list-style-type: none"> o POP Imaging Suite – The team was moving forward with the design and had identified the equipment to be used o The ED Lobby Expansion – Demolition had been completed, construction had begun, and scheduled completion date was November 2023 o POP Elevator Expansion – Delayed due to some of the storms, back into construction, and anticipated another possible delay due to a storm scheduled to arrive the next day o CT HVAC – Required an incredible amount of coordination, 8 subcontractors involved, and the new air handler would make the CT machine much more pleasant to use going into the summer months <ul style="list-style-type: none"> – Final “box to be checked” for OSHPD approvals o UPS Building – Rains had also impacted this project, which will supply new power to the imaging equipment, and has a scheduled completion date of September 2023 <ul style="list-style-type: none"> – CFO Hugh King asked how many switchovers there were for the UPS, as he believed there were 14 departments that would need to be taken through switchovers, with each having to be coordinated so that services could continue, including in the ED 			

BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, MARCH 28, 2023

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
• DISCUSSION			
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> ▪ Mr. Mills confirmed that the number of switchovers was accurate, the project would be challenging and require a high degree of coordination, but the construction team was up to the task ○ Café Refresh – Design had been completed and there was a meeting scheduled for next week to walk through kitchen equipment options, after which construction could begin <ul style="list-style-type: none"> – In response to an inquiry by Chair Pacheco regarding whether the employees had been provided an opportunity to discuss the plans for the café, Mr. Mills stated that they had not, but the team had some colorized floor plans that could be put on display, and he felt certain that everyone would be happy with the new design and the drastic upgrade <ul style="list-style-type: none"> ▪ Chair Pacheco commented that he felt it would be a nice touch to have comments/suggestions from the employees included before the plans were finalized, which Mr. Mills thought was a good idea, and stated it would be implemented – In response to an inquiry by Mr. King, Mr. Mills stated that a completion date had not yet been targeted, but the bulk of the project consisted of finishes, so the construction duration should be short, probably no more than 3-4 months • ESCONDIDO PROJECTS IN PROGRESS (PAGES 79-91) <ul style="list-style-type: none"> ○ PHOC III – 2130 Citracado Parkway – The 1st floor was 80% complete (ASC, Wound Care & Cardiac Rehab); the 2nd floor had been completed and moved in (Ortho & Cardiology); and the 3rd floor was 90% complete (SD Vascular, OP Rehab & Physicians’ offices) <ul style="list-style-type: none"> – Mr. Mills commended the interior designer, Bre’an Fox, for her choice in finishes ○ PHOC II – 2127 Citracado Parkway – Still under design, and end users were being identified, with the interior build-out to begin once those processes had been completed ○ Lab Automated Line had a scheduled completion date of April 2023 ○ 9th Floor Build Out – Currently under construction, with ProWest Constructors as the general contractor <ul style="list-style-type: none"> – Construction started in January and the submittal was underway ○ 10th & 11th Floor Build Out – the architect had been procured and was working on designs; an RFP for a general contractor was being drafted, and the selection process was anticipated to be completed in the next couple of weeks; and spaces were cleaned out except for the Agiliti staff, with alcoves being built out on some of the lower levels to accommodate them <ul style="list-style-type: none"> – In response to an inquiry by Chair Pacheco, Mr. Mills provided the proposed use of the spaces on the 10th & 11th floors: <ul style="list-style-type: none"> ▪ 24 med/surg beds on each level, and once the design process had started, the team would be meeting with end users and get approvals from them prior to beginning construction ▪ He further clarified that there currently was a plan to add 12 med/surg beds on the 9th floor, as well as the PEDs unit, both of which would be separated by a partition wall ○ Parking Structure – Paid parking installation was anticipated to be completed by June, if not sooner <ul style="list-style-type: none"> – In response to an inquiry by Director Barry, the license plate recognition system would capture license plates via camera as soon as the vehicle entered the parking structure, and employee license plates would be entered into the system so that employees would be recognized and would park for free, with non-employees being required to pay <ul style="list-style-type: none"> ▪ Mr. King added that the system had features related to a specific license plate, and an app could be downloaded so the person parking could enter their license number, and the app would show them where they parked 			

BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, MARCH 28, 2023

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
• DISCUSSION			
<ul style="list-style-type: none"> ▪ Mr. Mills responded to further questioning that a decision related to any tie-in/partnership with law enforcement would be completely up to Management; however, the system would be tied into security, so that any car could be identified, and information related to how long it had been parked, whether it might have been abandoned, etc., would be easily accessible ▪ Responding to a question about patient admissions being cross-referenced to their cars in the parking structure, Mr. King stated that security was sensitive to that type of situation, especially based on incidents in the recent past, so measures would be taken to ensure vehicles remained in the structure if their owner had been admitted ▪ Director Pacheco asked if any considerations had been considered for a “no payment” option for admitted patients, and Mr. Mills responded that topic could be discussed; however, there would be 2 attendants roaming the parking structure in golf carts and equipped with handheld devices so they could assist people on site <ul style="list-style-type: none"> ○ Exterior ED and Ambulance Bay signs – Photos were presented • Noting that he thought he was supposed to wait until the end of the presentation before posing questions and realizing that others were asking them during each topic, Dr. Sam Filiciotto, CoS at PMC Poway, was recognized so that he could make inquiries about some of the prior topics <ul style="list-style-type: none"> ○ Date of completion for POP Imaging? Mr. Mills stated there was not yet a date of completion as the equipment had just been decided upon, a playbook would come with the equipment, and the design would be required to utilize the template for that equipment, which hadn’t yet been received <ul style="list-style-type: none"> – Mr. King added that the end of the year was the target, but it would be dependent on concrete pours, approvals, etc. ○ Date of completion for the POP elevator? The response was that it was anticipated to be finished in November ○ Noting that one of the problems with throughput was not having enough beds, he wondered whether or not the old ward concept or at least double rooms would be an option for the 9th and 10th floors, especially for certain kinds of patients; and Mr. Mills replied that end-user input would be solicited during the design phases, and the topic could be discussed at that time • Chair Pacheco thanked Mr. Mills for the presentation and the hard work his team had been doing to bring all the projects to finalization • Dr. Filiciotto asked about rebuilding the road at PMC Poway to go straight in rather than around, and Mr. Mills stated that project was still going through the permitting process and he would ensure that it was included next time he made a presentation 			
6. SERVICE LINE UPDATE – WEIGHT MANAGEMENT PROGRAM (TAKEN OUT OF AGENDA ORDER)	<i>Information Only</i>	Forwarded to the April 10, 2023, Board of Directors meeting as information <ul style="list-style-type: none"> • Dr. Khawaja was going to find out if the Neurology group was moving into the PHOC 	N
<ul style="list-style-type: none"> • Utilizing the presentation included in the agenda packet, Karen Hanna, MD, Medical Director, and Brian Cohen, Senior Director of Services Lines, were scheduled to present an informational update on the Weight Management Service Line <ul style="list-style-type: none"> ○ As Dr. Hanna was in surgery, Mr. Cohen requested that the presentation be postponed until after the construction update, and Chair Pacheco granted that request 			

BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, MARCH 28, 2023

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
• DISCUSSION			
<ul style="list-style-type: none"> ○ Dr. Hanna had not yet logged in to the meeting, so Mr. Cohen began the presentation, noting that he would be skipping some of the slides as he felt Dr. Hanna would prefer to present those should she be able to join the meeting before the presentation ended ○ He also commented that there was a great story to tell about this service line as, following a setback in 2019 due to the retirement of their highest volume surgeon, the program had been growing and was starting to hit its stride • Mr. Cohen stated that the obesity rate was climbing, with over half the population in the obese category, and people were struggling with learning how to eat right, having access to the right foods, and learning how to take the weight off and keep it off without resorting to fad diets <ul style="list-style-type: none"> ○ As obesity rates had risen, the costs of care had also gone up due to the comorbidities and complications related to obesity • Dr. Karen Hanna is the medical director of the program and a PHMG surgeon and has a great vision for the program <ul style="list-style-type: none"> ○ Other physicians in the program were also all PHMG, but others who aren't in that group were welcome to participate • Medically supervised weight loss was an important component of the program as most patients would not be candidates for bariatric surgery <ul style="list-style-type: none"> ○ There were four separate paths within the program: <ul style="list-style-type: none"> – The first would be with the medical weight management center, with weight loss managed under the care of a physician – The bariatric surgery program provided all forms of surgery associated therewith, including bypass surgery and lap bands – As patients on a weight management journey require a lifetime of support, the program also offered nutrition counseling and support groups • Director Griffith noted that during his career in EMS and the fire service, he frequently encountered patients who needed specialized bariatric equipment, like ambulances built to accommodate larger patients, wider gurneys, etc., to take care of the added weight, and he inquired about the possibility of the hospital becoming a bariatric receiving center for North County <ul style="list-style-type: none"> ○ He noted that it could be a pipeline to the bariatric program, while also helping the patients and the EMS, and if it became a reality, there could be presentations made to the fire departments and other EMS providers for awareness that the personnel and equipment were available through Palomar • Mr. Cohen then reviewed the 4 pillars of Medical Weight Management (<i>page 53</i>), noting that patients were required to do research ahead of appointments so that their one-on-one time with the physician would be maximized, and that all 4 pillars were important and had to be utilized together • Mr. Cohen highlighted a former bariatric surgery patient's journey, and how losing the weight and keeping it off had positively affected his lifestyle • True differentiators included coordination between the medical weight loss and bariatric surgery programs; high quality patient outcomes; a robust community across Palomar Health's services, including PHMG, the hospital, dietary and focus groups; patient preparedness; and staff education • The program was required to be accredited by the MBSA, to which organization outcomes also had to be reported, and re-accreditation was received in February 2023 • Also important to the program were recognitions and inclusion in narrow networks: The Blue Cross Blue Distinction Center+ indicated that the program not only provided good care, but it had been done at a good price; and Health Net was also a narrow network, where patients couldn't be sent to a program that didn't bear that seal of approval • All patients had access to an app called Go Further, which provided access to live and pre-recorded classes, personalized access based on specific goals and preferences, personalized recipes and meal plans, and interactive tools for progress tracking <ul style="list-style-type: none"> ○ The physician also had access to the patient's progress and could communicate directly with the patient through the app • Surgical patients also had access to an app called Get Well, which used built-in integration with Cerner and was being rolled out for use by all patients in the ED and the inpatient setting 			

BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, MARCH 28, 2023

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
• DISCUSSION			
<ul style="list-style-type: none"> ○ The app had processes called loops, which were patient care pathways that helped prepare patients for surgery and helped to keep in touch with them afterward ○ Also included were checklists to keep the patients from getting lost during what Mr. Cohen had learned was a 6-month minimum timeframe of preparing for surgery • One method of marketing the program’s story in the community was to hold a bariatric patient reunion, which has been scheduled for June 3rd at Lake Poway <ul style="list-style-type: none"> ○ About 100 patients and their families were expected to be in attendance, and the reunion was all patient driven, with patients participating in the planning, from the venue to the games and catering ○ As the patients wanted to share their stories, there would also be a camera crew to film at the event • The program’s market share started over in 2020, had started to increase when Dr. Hanna took over, and it had increased by 7% since that time <ul style="list-style-type: none"> ○ Mr. King commented that it was the most profitable service line at PMC Poway • Although most of the patients lived within the district, over 1/4 of them were from North County coastal, and another 1/3 were from other parts of the County • Accomplishments in 2022: Digitized patient engagement; educational content was available in Spanish and English, and Arabic was in the process of being added; the MBSAQIP quality metrics had been achieved; there was a 24% growth in surgical volume; and there was a reduction in costs of care of 16%, partially due to costs of scale, but also because the reasons for longer patient stays in the hospital had been learned and were being mitigated • Dr. Hanna joined the conference, and Mr. Cohen returned to the quality slides for her portion of the discussion • The initial accreditation had been achieved from MBSAQIP in 2006 under Dr. Callery’s leadership, and Dr. Hanna had just undergone her first re-accreditation process in February • Mortality rate had been zero in Dr. Hanna’s entire time with the program • Bariatric Surgery Semiannual Reports from MBSAQIP <ul style="list-style-type: none"> ○ Received every six months, provided standings related to standards, and the program was well within the standards of that national organization, both for Sleeve Gastrectomy and Gastric Bypass surgeries • As part of MBSAQIP, the program conducts a quality improvement project, and the project for 2022 was related to decreasing 30-day ER visits after bariatric surgery <ul style="list-style-type: none"> ○ Chosen as it was learned that the vast majority of the patients who presented at the ER didn’t have admittable problems, rather they were merely experiencing nausea or other relatively minor symptoms ○ The patients were provided education at the time of discharge that emphasized calling the surgeon for any suspected complications before going to the ER as well as the distribution of pocket cards and refrigerator magnets that contained reminders related to things of which they needed to be aware following surgery, including those about which they might need to be concerned ○ The team also instituted a program of follow-up calls to the patients after discharge ○ The result of the project was a 10% decrease in ER visits following surgery • Seminars, Support Groups and Education <ul style="list-style-type: none"> ○ Dr. Hanna videotaped an educational seminar that was being hosted twice a month and would soon be available on demand (in both English and Spanish) ○ There was a pre-op class available for patients already scheduled for surgery ○ A support group hosted by a former patient and a member of the bariatric team had also been established for patients considering or who had already undergone weight-loss surgery 			

BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, MARCH 28, 2023

• AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
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• DISCUSSION			
<ul style="list-style-type: none"> • Dr. Hanna stated that she had been very pleased to be able to utilize the Get Well, as it was an excellent aid, guiding the patients through the surgery process as well as for 3 months’ post-op • Mr. Cohen reviewed the program goals for 2023, several of which had already been accomplished, with continued growth in surgical volume as the number one priority <ul style="list-style-type: none"> ○ The program will soon be up on a national weight loss directory for patients interested in finding a program close to them, and it will be the exclusive program for the entire Southern California region ○ Expansion of Medical Weight Management access, so physician extenders were being reviewed as a means of providing access prior to patients seeing a physician, and there should be a PA on-boarded in the near future ○ An employer had recently reached out to the program about participating in employer-directed healthcare, not only for Bariatrics, but also for Orthopedic and Spine ○ Pursuit of an Obesity Medicine accreditation ○ Dr. Hanna commented that a recent issue brought up in a Board meeting was access to care, which prompted the search for a PA or an NP to run the program; and she also noted that the next time the accreditation process was undertaken, Obesity Medicine could be pursued at the same time • Chair Pacheco thanked Dr. Hanna and Mr. Cohen, noting that the program appeared to be making progress • Dr. Filiciotto also thanked Dr. Hanna, noting that he felt she had been doing a great job with the program and had always been helpful to him when he had questions • Dr. Khawaja stated that his Idea for a presentation for the next meeting was the Neurology service line, which held a number of touchpoints for the organization, as the group covered stroke, they had some infusion in the outpatient world, and there were some new drugs coming out that were quite interesting for Alzheimer’s patients 			

ADJOURNMENT **The meeting was adjourned by Chair Pacheco at 4:02 p.m.**

SIGNATURES:

COMMITTEE CHAIR _____
MIKE PACHECO

COMMITTEE ASSISTANT _____
TANYA HOWELL

Neurology Service Line

Presentation to Board Strategic & Facilities Planning Committee

May 30, 2023

Agenda

1. Stroke Overview
2. Epilepsy Monitoring Unit Overview
3. Collaborations

Stroke Overview



- Established the Stroke Program in 2008
- PMC Poway
 - Due for 8th recertification as Advanced ***Primary Stroke Center*** in October 2023
- PMC Escondido
 - Due for 1st recertification as ***Thrombectomy-Capable Stroke Center***
 - Recertification window opens July 14, 2023, through October 12, 2023

Palomar Health Stroke Program 2022 Highlights

	PMC Escondido	PMC Poway
Total Stroke Code (SC) Activations: 2022 Total ED SC: 1075 Total IPSC: 68	ED SC: 773 – 137 cancelled Inpatient SC: 48	ED SC: 302 – 45 cancelled Inpatient SC: 20
Final Diagnosis: <ul style="list-style-type: none"> • Acute Ischemic (AIS) • Hemorrhagic Stroke (HS) • TIA 	TOTAL: 737 <ul style="list-style-type: none"> • AIS: 358 • HS: 206 • TIAs: 173 	TOTAL: 149 <ul style="list-style-type: none"> • AIS: 75 • HS: 16 • TIAs: 58
Alteplase (tPA) Administrations: Total 89	65 tPA Administrations <ul style="list-style-type: none"> • ED: 65 • ≤ 60 Minutes: 100% 	24 tPA Administrations <ul style="list-style-type: none"> • ED: 23 IPSC: 1 • ≤ 60 minutes: 75%
Neuro Endovascular Cases: Total 100 Candidates <ul style="list-style-type: none"> • 84 Thrombectomies • 16 Angio/Cancel/Venous 	Total Cases: 75 <ul style="list-style-type: none"> • 62 Thrombectomy candidates • ED: 66 IPSC: 9 	Total Cases: 25 <ul style="list-style-type: none"> • 22 Thrombectomy candidates • ED: 24 IPSC: 1
Treatment Rates: AIS Total 433 Overall Thrombolytic & Thrombectomy Treatment Rates: 38.5%	Thrombolytic Treatment rate: $65/358=18\%$ MER Treatment Rate: $62/358 = 17\%$	Thrombolytic Treatment rate: $24/75 = 32\%$ MER Treatment Rate: $22/75 = 29\%$

Palomar Health Stroke Program 2022 Highlights

Door to Metrics 2021 MEDIAN Minutes	PMC Escondido	PMC Poway	Benchmark
Door to Provider	6	5	< 10
Door to CT Start	13	13	< 15
Door to CT Results	31	30	< 35
Door to POCT Glucose	8	4	< 10
Door to Needle – Thrombolytic Administration	39	53	< 60
Door In – Door Out Transfers	NA	82	< 120
Door to Groin Puncture	Direct Cases: 89.5	Transfer Cases: 16.5	Target 3 Direct: < 75 Target 3 Transfer: < 30
Door to First Device Pass	Direct Cases: 115	Transfer Cases: 44	Target 3 Direct: < 90 Target 3 Transfer: < 60

2022 Performance Improvement Project Summary

- VIZ AI Project: Successful Go-Live June 2022
- Achieved Target Phase 3 Thrombolytic Goals as follows:
 - PMCE: 60 min > 85% of the time; we achieved 100%!!!
 - PMCE: 45 min > 75% of the time; we achieved 79%!!!
- Achieved Door In-Door Out for Intervention Cases as follows:
 - PMCP: < 120 minutes; we achieved 82 minutes!!!
- Achieved Door to 1st Device for Transfer Cases:
 - PMCP: < 60 min 50% of the time; we achieved 78%!!!
- Active Participation with SD County Stroke Consortium
 - Co-Chair with UCSD Neurology Chair
 - Honorary 1st Pitch at SD Padre Game for Stroke Awareness
- IT Documentation Improvements for Nursing and Stroke Education

2022-2024 Performance Improvement Initiatives

PI Initiatives 2023 :

- Evidenced Based Swallow Screen Implementation
- Achieve Door to needle times within **45 minutes** of hospital arrival in **75%** or more of acute ischemic stroke patients treated with thrombolytics
- Achieve **door-to-device times** (arrival to first pass of thrombectomy device) in **50%** or more of eligible acute ischemic stroke patients treated with endovascular therapy
 - **Within 90 minutes for direct arrivals**
 - **Within 60 minutes for transfer patients**
- VIZ AI – all provider participation: ED, Neurology, Radiology, and IR Interventionalists
- Continue active participation with SD County Stroke Consortium
- Community Education
- Successful recertification with the Joint Commission

Epilepsy Monitoring Unit (EMU) Overview

- A planned hospitalization
 - patients with uncontrolled seizures
 - includes continuous video and EEG monitoring
 - Palomar owns three functional EEG units (2 on 7W, and 1 in ICU)
- Attempt to record seizures on video and EEG
 - withdrawal of anti-epileptic drugs
 - determine their type and location
- To develop a treatment plan
 - seizures are analyzed by an epileptologist
 - including surgery (e.g., DBS, neuro-stimulation [VNS, DBM], laser ablation)

Benefits of the EMU

- Offer patients a service that can control their seizures
- Build on Palomar Health's neuroscience reputation of excellence
- Meet the needs of patients from within the district and attract new patients from outside the district
- Capitalize on future growth (Sg2 predicts 27% growth in IP neurodiagnostics)
- Develop surgical pipeline for future growth (Palomar currently doesn't perform epileptic surgery, but could develop program if demand grows)

Competitive Environment

SD County Epilepsy Monitoring Units

Health System	Epilepsy Monitoring Unit?
<i>Sharp Healthcare</i>	<i>None</i>
<i>Kaiser</i>	<i>None</i>
<i>Tri-City Medical Center</i>	<i>24-hour recording only</i>
<i>UCSD</i>	<i>Yes: 24-hour monitoring</i>
<i>Scripps</i>	<i>Yes: 24-hour monitoring</i>
<i>Palomar Health</i>	<i>Yes: 24-hour monitoring</i>

EMU at PMC Escondido

- The Epilepsy Monitoring Unit has been in operation for 4+ years
- PMC Escondido has admitted 200+ elective patients for monitoring, with a growing waitlist for this service
- Our recent investment in new equipment and staff allows for multiple EMU studies at once
- Neuro RNs on 7 West have received specialized training in caring for this population

Collaborations

PALOMAR HEALTH Rehabilitation Institute



Neurological Rehabilitation

This doctor-supervised program is designed for patients with injury to the brain, spinal cord or nerves. People with neurological injuries or disease sometimes have difficulty moving freely, speaking, swallowing, breathing, or learning. [Learn More »](#)



Brain Injuries

Our therapists have specialized skills and training that help them recognize the unique needs of brain-injured individuals and provide consistent and structured rehabilitation. We offer comprehensive care to address physical dysfunction, cognitive impairments, and behavioral issues associated with these patients. [Learn More »](#)



Spinal Cord Injuries

We offer comprehensive rehabilitation for patients with spinal cord injuries, either traumatic or non-traumatic, who need a specialized and coordinated process to increase their physical, emotional, and psychological ability. [Learn More »](#)



Stroke Rehabilitation

Our multidisciplinary team provides specialty care to help individuals regain function from the physical and psychological effects following a stroke. Our goal is to help patients achieve the most complete recovery possible through prevention, recognition, assessment, and treatment of conditions related to stroke and its complications. [Learn More »](#)

ADDENDUM C

Strategic & Facilities Planning Committee

Diane Hansen, Chief Executive Officer |

Michael Mills, VP Facilities/Construction Mgt |
May 30, 2023

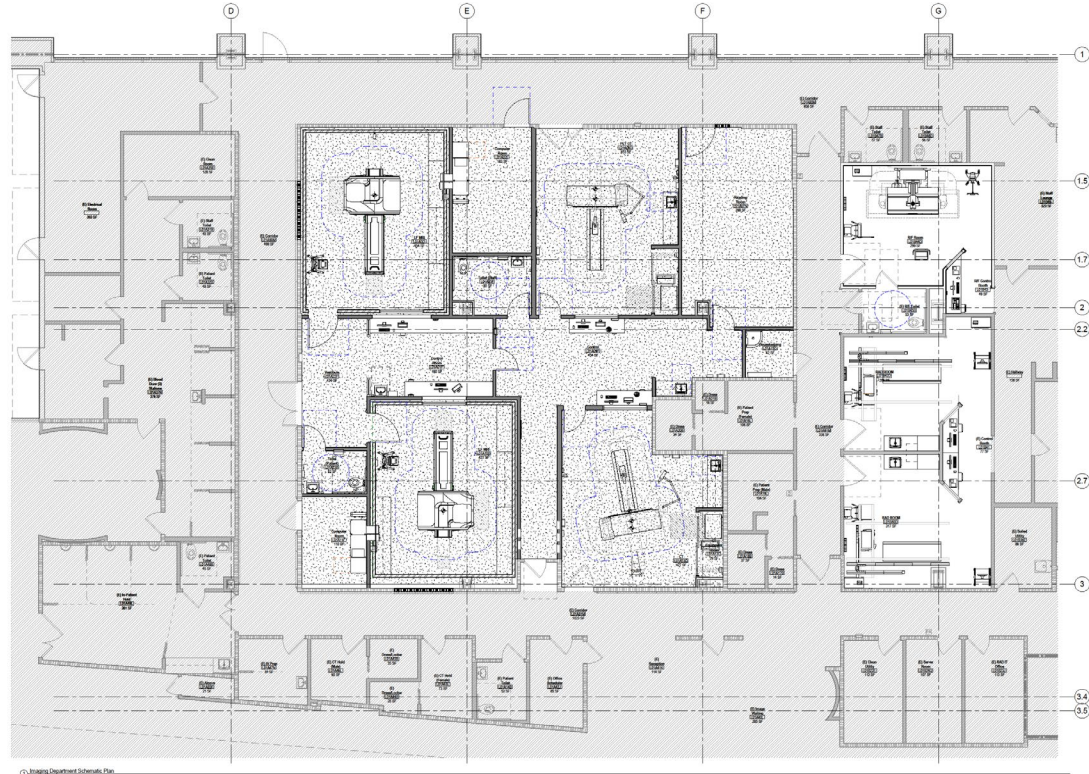


Poway – Projects in Progress



Poway – Projects in Progress

- POP Imaging Suite
 - Design completion 10/2023



Scale: 1/4" = 1'-0"
Date: 05.19.2022

Imaging Suite Build-Out
15611 Pomerado Rd. Poway, CA 92064

PALOMAR HEALTH | MA Architects, Inc.
Planning Architecture Interiors
100 West Main Street, Suite 100, Poway, CA 92064
www.ma-architects.com

Poway – Projects in Progress

- Main Lobby Expansion
 - Completion 6/30



Poway – Projects in Progress

- ED Lobby Expansion
 - Completion Phase I – 8/2023
 - Completion Phase II & III – 12/2023



Poway – Projects in Progress

- POP Elevator Expansion
 - Completion 10/2023



Poway – Projects in Progress

- UPS Building
 - Future site to support new imaging equipment
 - Main supply cut over 8/30
 - Completion 9/2023



Poway – Projects in Progress

- Cafeteria refresh
 - Employee Survey 6/9/2023
 - Design finalized 6/20/2023



Escondido – Projects in Progress



Escondido – Projects in Progress

- Palomar Health Outpatient Center III
 - 1st floor – Ambulatory Surgery Center, Wound Care, Cardiac Rehab – **95% complete**
 - 2nd floor – Orthopedics, Cardiology – **Completed**
 - 3rd floor – SD Vascular, Outpatient Rehab & Physician offices – **Completed**



Escondido – Projects in Progress

- Palomar Health Outpatient Center III
 - 1st floor ASC
 - Completion 6/2023



Escondido – Projects in Progress

- Palomar Health Outpatient Center III
 - 1st floor Wound Care Completed



Escondido – Projects in Progress

- Palomar Health Outpatient Center III
 - 1st floor Cardiac & Pulmonary Rehab Completed



Escondido – Projects in Progress

- Palomar Health Outpatient Center III
 - 3rd floor Rehab Completed



Escondido – Projects in Progress

- Palomar Health Outpatient Center III
 - 3rd floor Vascular Center Completed



Escondido – Projects in Progress

- Palomar Health Outpatient Center II
 - Currently in design



Escondido – Projects in Progress

- Lab Automated Line Completed



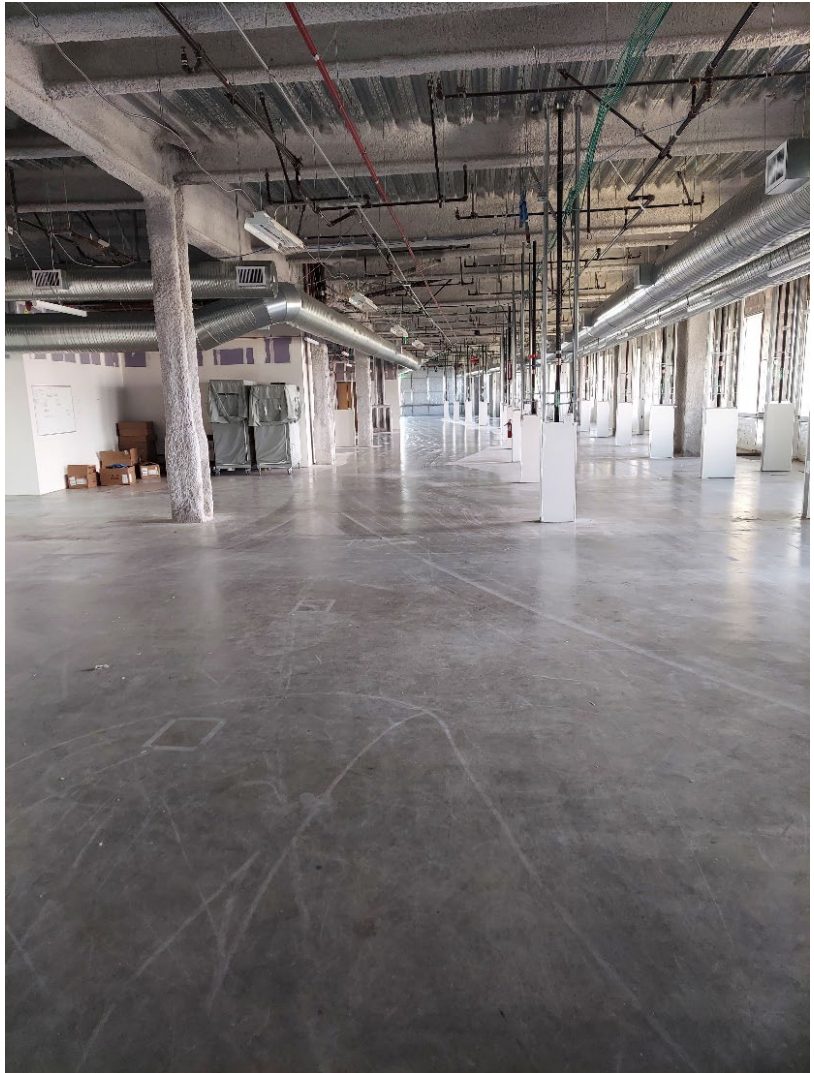
Escondido – Projects in Progress

- PMCE 9th floor Build Out
 - Completion 6/2024
 - 24 Med Surge Tele



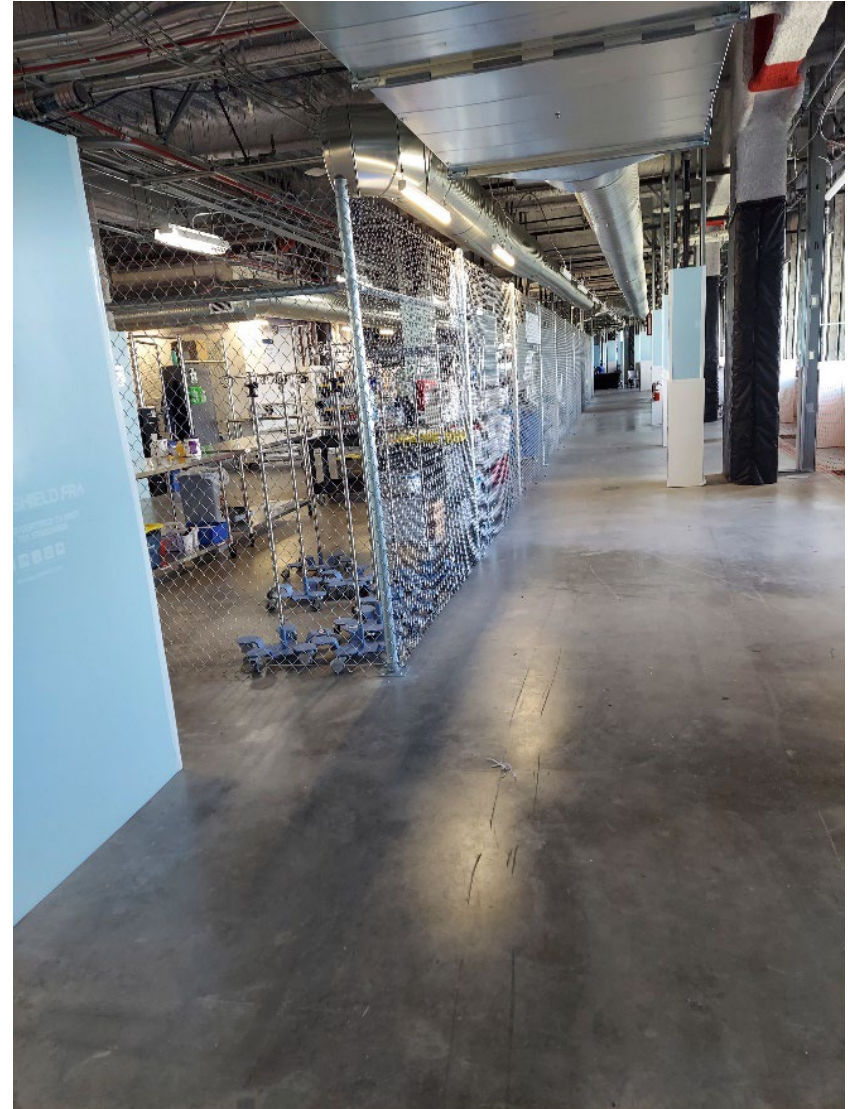
Escondido – Projects in Progress

- PMCE 10th floor Build Out
 - Architect procured
 - Demolition Contractor procured
 - Drafting RFP for General Contractor



Escondido – Projects in Progress

- PMCE 11th floor Build Out
 - Architect procured
 - Demolition Contractor procured
 - Drafting RFP for General Contractor



Escondido – Projects in Progress

- Parking Structure Parking Guidance System
 - Completion June 5

