

**Posted**  
**Wednesday**  
**November 23, 2022**

**BOARD STRATEGIC & FACILITIES PLANNING  
 COMMITTEE MEETING**



**Agenda**

**TUESDAY, NOVEMBER 29, 2022**  
**3:00 p.m. Meeting**

**PLEASE NOTE:**

**Participation will be virtual pursuant to  
 Board Resolution No. 01.10.22(03)-03**

**Please join the meeting from your computer, tablet or smartphone:**

**<https://meet.goto.com/168538957>**

**OR Dial in using your phone: 866.899.4679; Access Code: 168538957#<sup>1</sup>**

	<u>Time</u>	<u>Form A</u> <u>Page</u>	<u>Target</u>
<b>CALL TO ORDER &amp; ESTABLISHMENT OF QUORUM</b> .....			<b>3:00</b>
❖ Public Comments <sup>2</sup> .....	30		3:30
1. Board Strategic & Facilities Planning Committee Follow-ups – <b><i>NONE</i></b> .....			3:30
2. * Review/Approval: Minutes of the Board Strategic & Facilities Planning Committee Meeting – Tuesday, July 26, 2022 ( <b><i>TO BE PRESENTED AT THE MEETING</i></b> ) .....	5	2	3:35
3. Review: Service Line Update – Spine Center of Excellence ( <b><i>ADD A – Pp5-24</i></b> ).....	15	3	3:50
4. Review: Construction Update ( <b><i>ADD B – TO BE DISTRIBUTED UNDER SEPARATE COVER</i></b> ).....	10	4	4:00
<b>ADJOURNMENT</b> .....			<b>4:00</b>

**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.**

<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>Sabiha Pasha, MD, CoS Palomar Medical Center Escondido</b>	<b>Edward Gurrola, MD, CoS Palomar Medical Center Poway</b>
<b>Board Strategic &amp; Facilities Planning Committee – Alternate Voting Members</b>		
<b>Laurie Edwards-Tate, MD – BoD Alternate</b>	<b>Kanchan Koirala, CoS-Elect CoS Alternate – Palomar Medical Center Escondido</b>	<b>Sam Filiciotto– 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>Stephanie Baker, RN, COO</b>	<b>Omar Khawaja, MD, CMO</b>
<b>Mel Russell, RN, CNE</b>	<b>Geoff Washburn, CHRO</b>	<b>Kevin DeBruin, CLO</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>

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

<sup>1</sup> New to GoToMeeting? Get the app now and be ready when your first meeting starts: <https://global.gotomeeting.com/install/679772541>

<sup>2</sup> 3 minutes allowed per speaker with a cumulative total of 30 minutes. For further details & policy, see Page IA.

# 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, July 26, 2022**

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

**MEETING DATE:** Tuesday, November 29, 2022

**FROM:** Tanya Howell, Assistant

**BY:** Hubert U. King, Chief Financial Officer

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

**Budget Impact:** N/A

**Staff Recommendation:** To be provided at the meeting.

**Committee Questions:**

**COMMITTEE RECOMMENDATION:**

**Motion:**

**Individual Action:**

**Information:**

**Required Time:**

## Service Line Update – Total Spine Center of Excellence

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

**MEETING DATE:** Tuesday, November 29, 2022

**FROM:** Hubert U. King, Chief Financial Officer

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

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

**Budget Impact:** N/A

**Staff Recommendation:** *Information only*

**Committee Questions:**

### COMMITTEE RECOMMENDATION:

**Motion:**

**Individual Action:**

**Information:**

**Required Time:**

## District Construction Projects

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

**MEETING DATE:** Tuesday, November 29, 2022

**FROM:** Hubert U. King, Chief Financial Officer

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

**Budget Impact:** Varies

**Staff Recommendation:** *Information only*

**Committee Questions:**

### COMMITTEE RECOMMENDATION:

**Motion:**

**Individual Action:**

**Information:**

**Required Time:**

## Palomar Health's Spine Center of Excellence

Presented to Strategic and Facilities Subcommittee on  
November 29, 2022

Brian Cohen, MHA, Senior Director, Service Lines



# Ortho/Spine Awards



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



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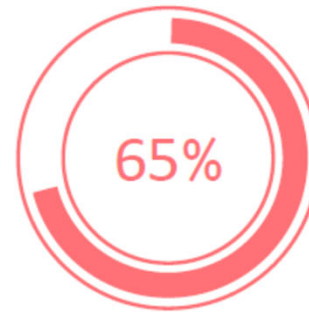


# Using Awards to Drive Decision Making



## New Patients

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



## Transparency

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

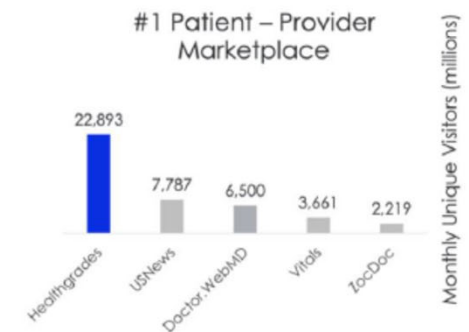


## Referrals

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



## Trusted by Patients



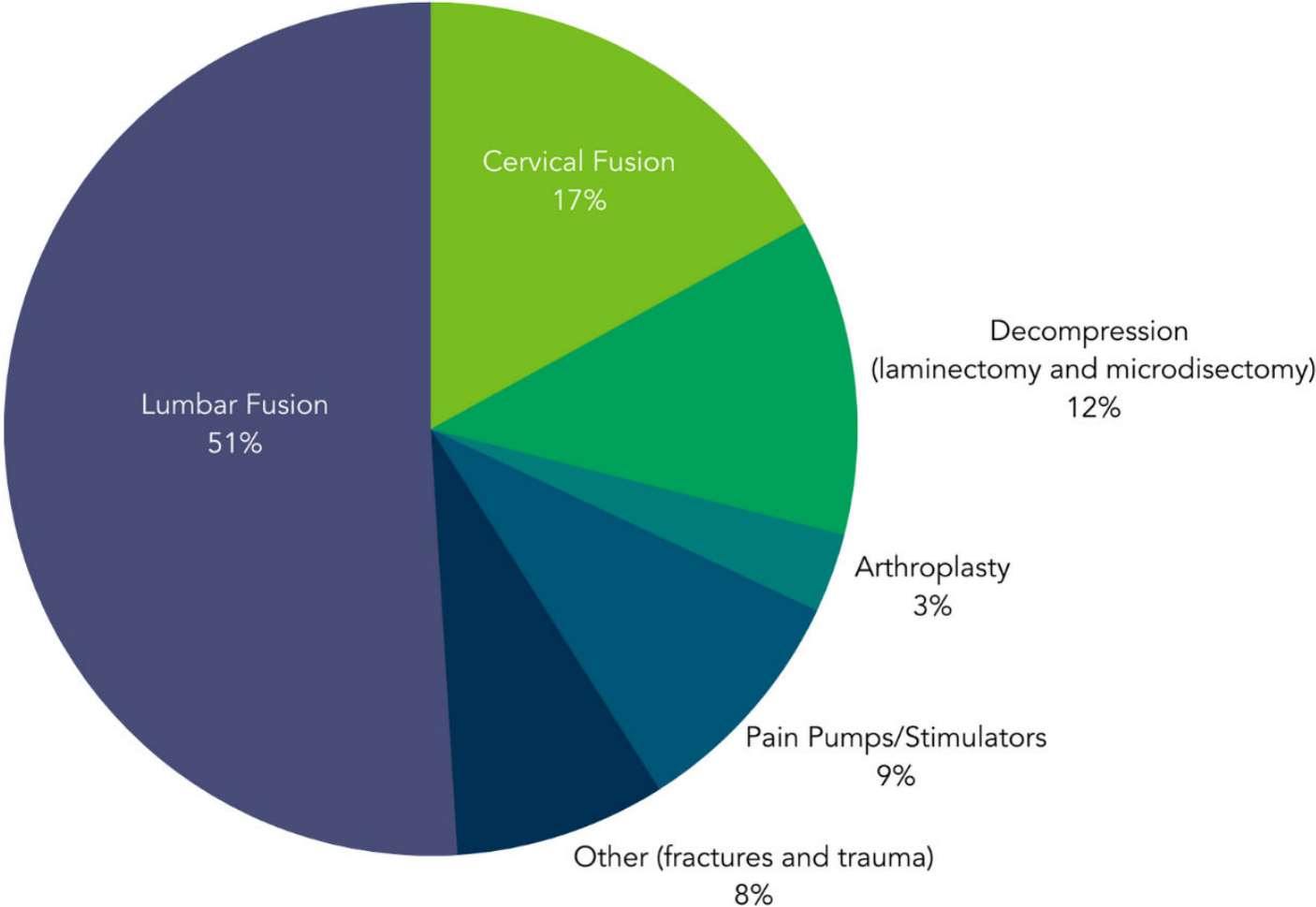


# Surgical Volume | Ortho and Spine Surgery by Type in 2021

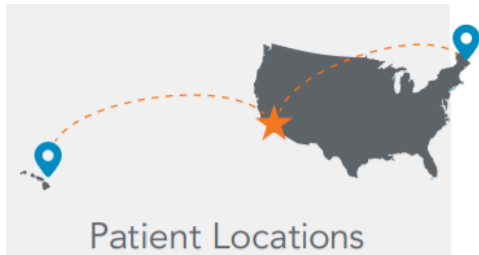


- Hand & Wrist Treatment 3%
- Trauma & Fracture Care 18%
- Hip Treatment & Replacement 23%
- Knee Treatment & Replacement 28%
- Shoulder Treatment & Replacement 6%
- Spine Surgery 17%
- Foot & Ankle Treatment & Replacement 5%

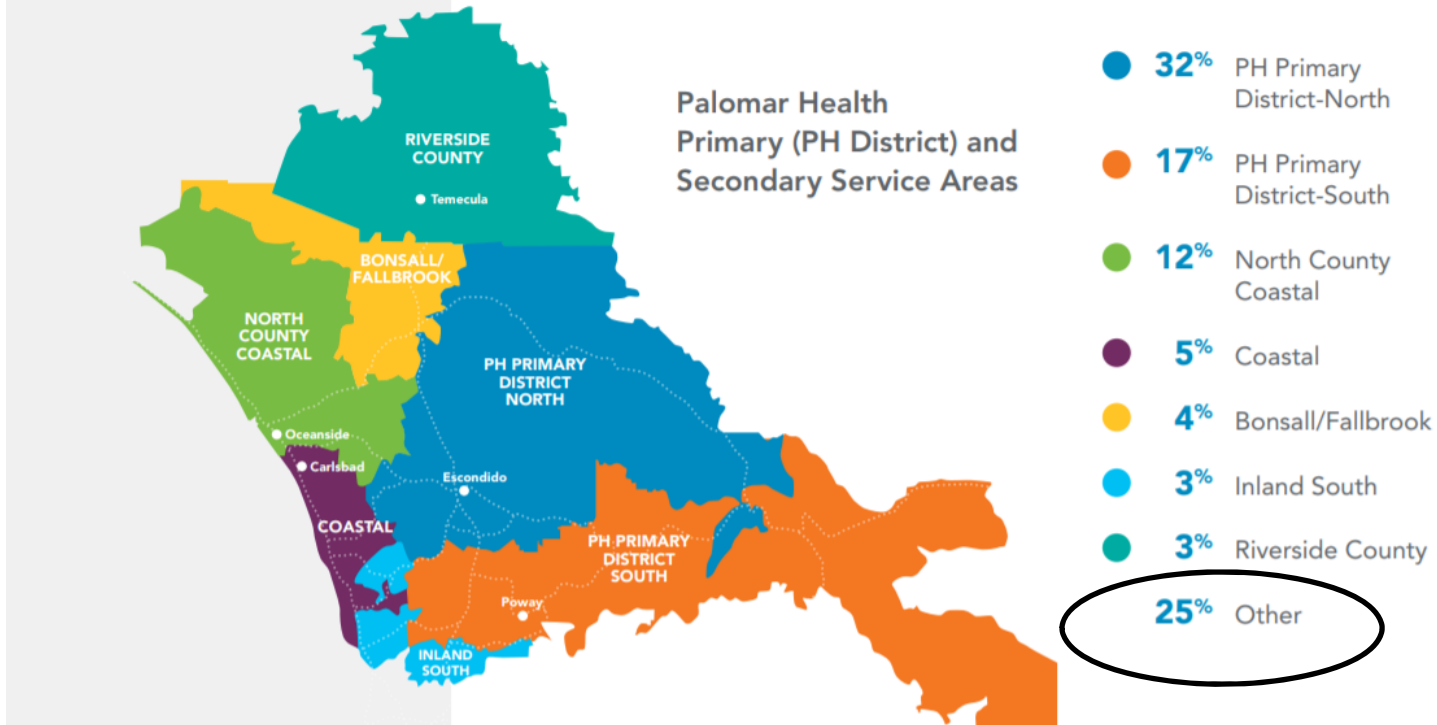
# Surgical Volume | Spine Surgery by Type in 2021



# Geographical Reach | 4,400+ Ortho/Spine Surgeries per Year

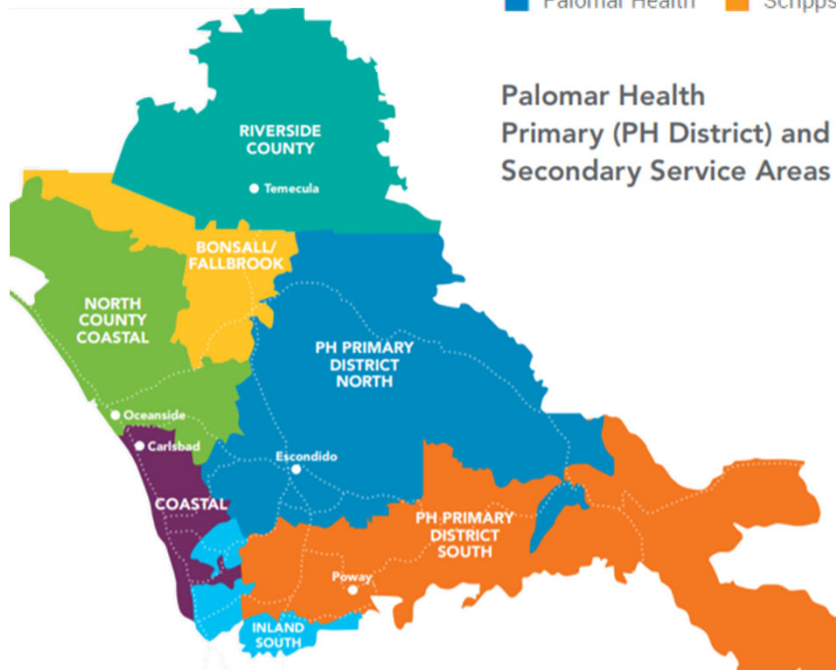
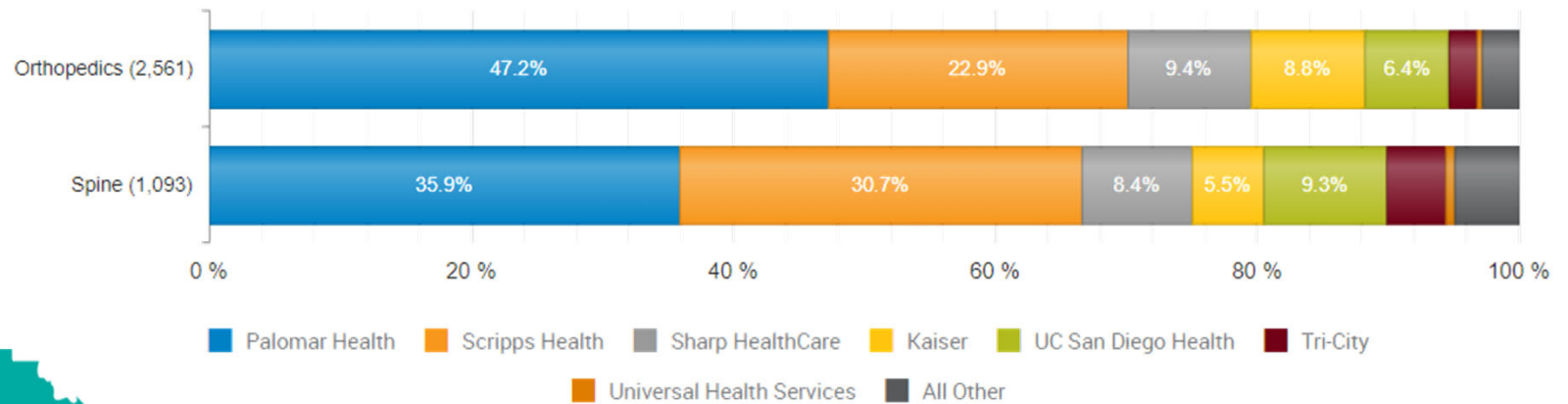


Patients from all across the country come to Palomar Health for their care. **From Maine to Hawaii, we are known for our excellence in orthopedic and spine care.**



# Market Share | Inpatient Market Share – PSA/District

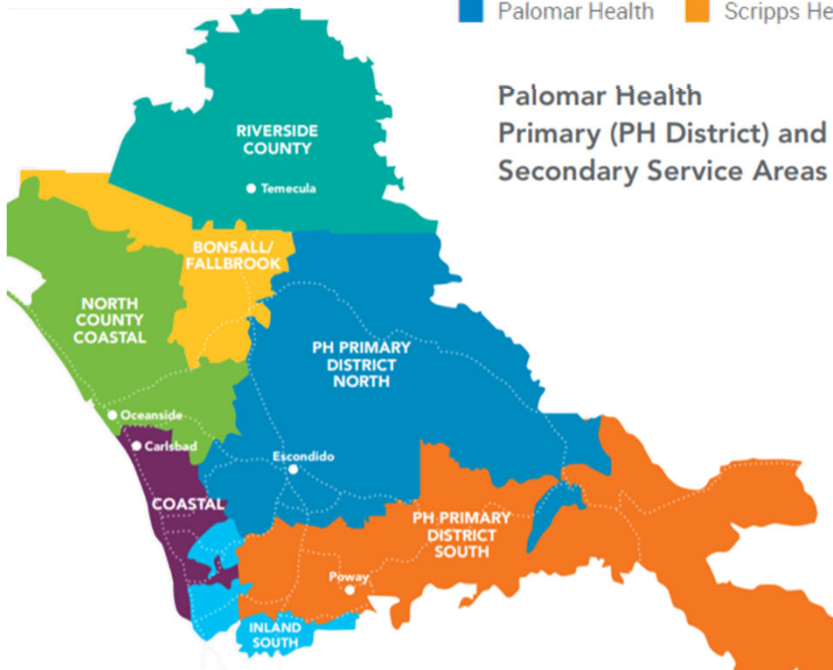
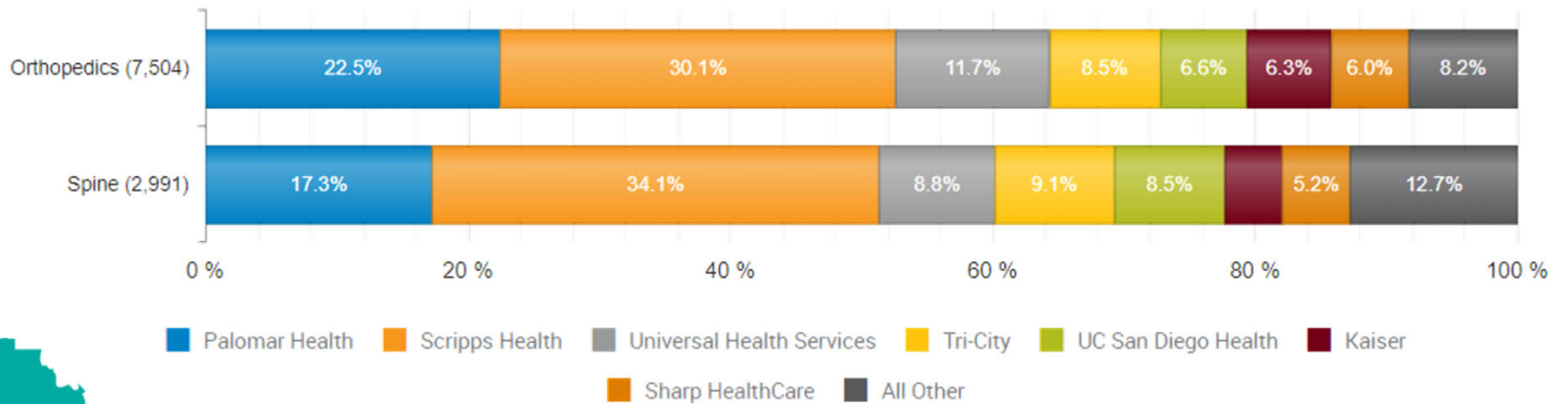
Market Share Q1 2020 - Q4 2020\*



**Spine Procedure Volume**  
PSA = 1,093

# Market Share | Inpatient Market Share – PSA+SSA

Market Share Q1 2020 - Q4 2020\*



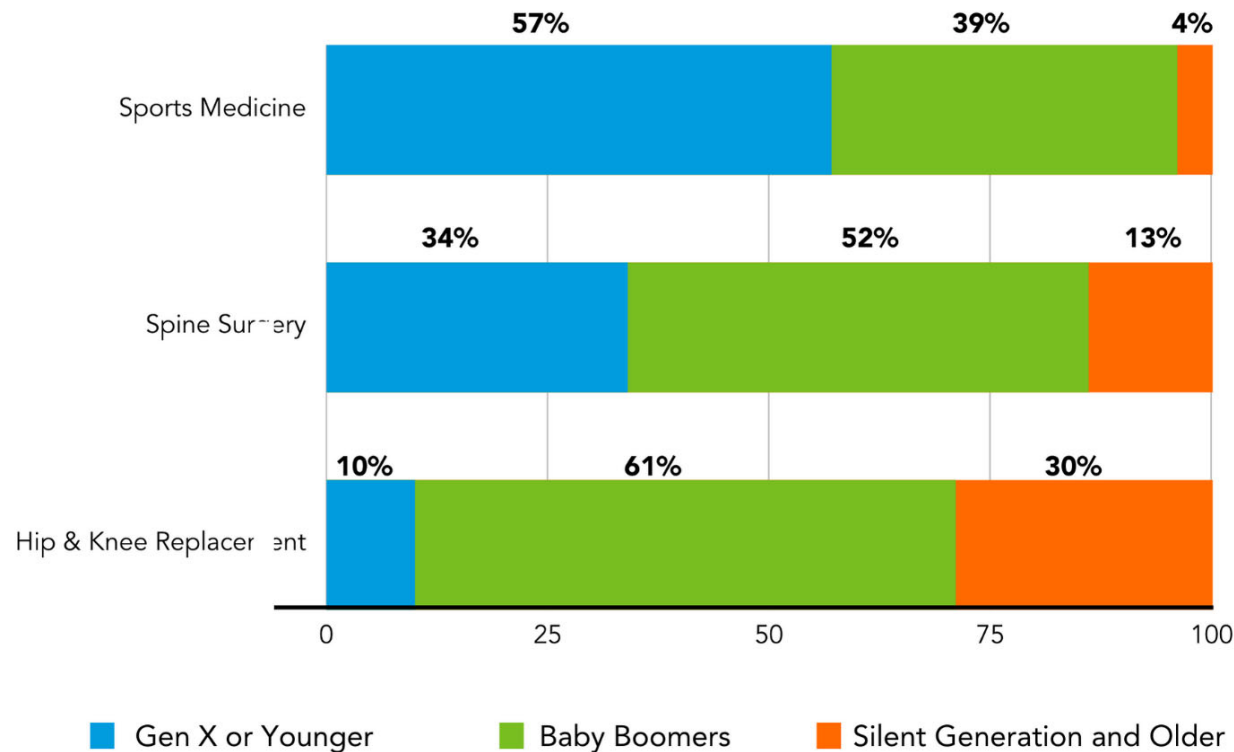
## Spine Procedure Volume

PSA = 1,093

SSA = 1,898

2,991

# Clinical Advances | Driving Demand Across Multiple Generations



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

## Gen X or Younger (42-57)

The highest growth generation in need surgical repair of a spine disorder. Minimally invasive surgical techniques have opened the door for this generation to have more complex spine surgery without a lot of downtime.

# Spine Center of Excellence (COE) Structure

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

**Clinical Leadership Workgroup**

*Chaired by: RN Clinical Coordinator*



**Spine Center of Excellence Committee**

*Co-Chaired by: Medical Director and Service Line Director*

# What are our True Differentiators?

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

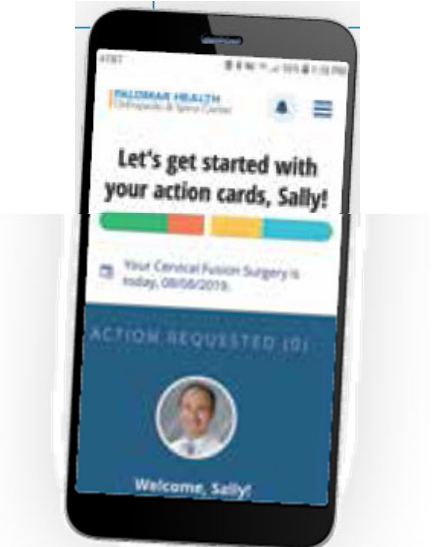




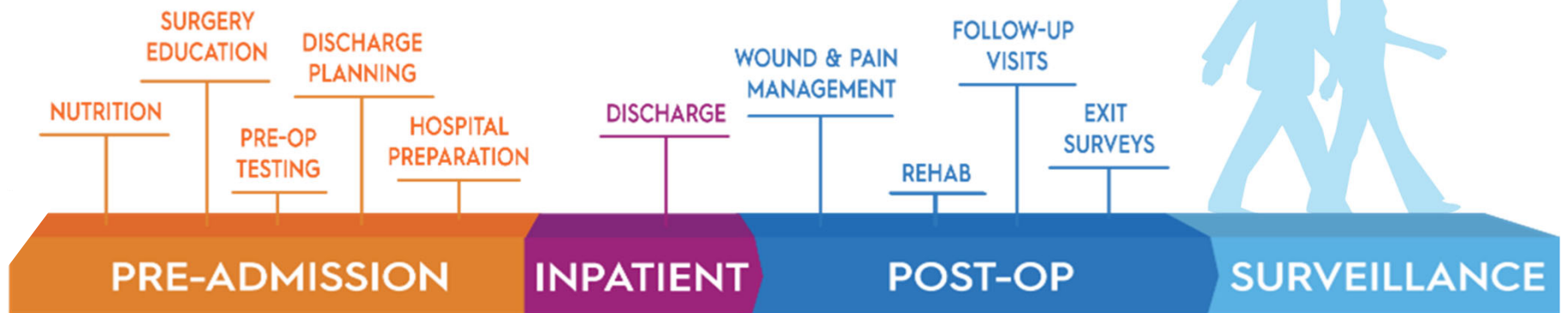
# Engaging Patients in their Outcome

## Online CarePath

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



## A Coordinated Journey



# Engaging Patients During Global Pandemic

1,205

patient participants  
registered  
(pre-pandemic)

82% patients **actively engaged**  
with the online platform

98% patients felt **prepared** for  
surgery

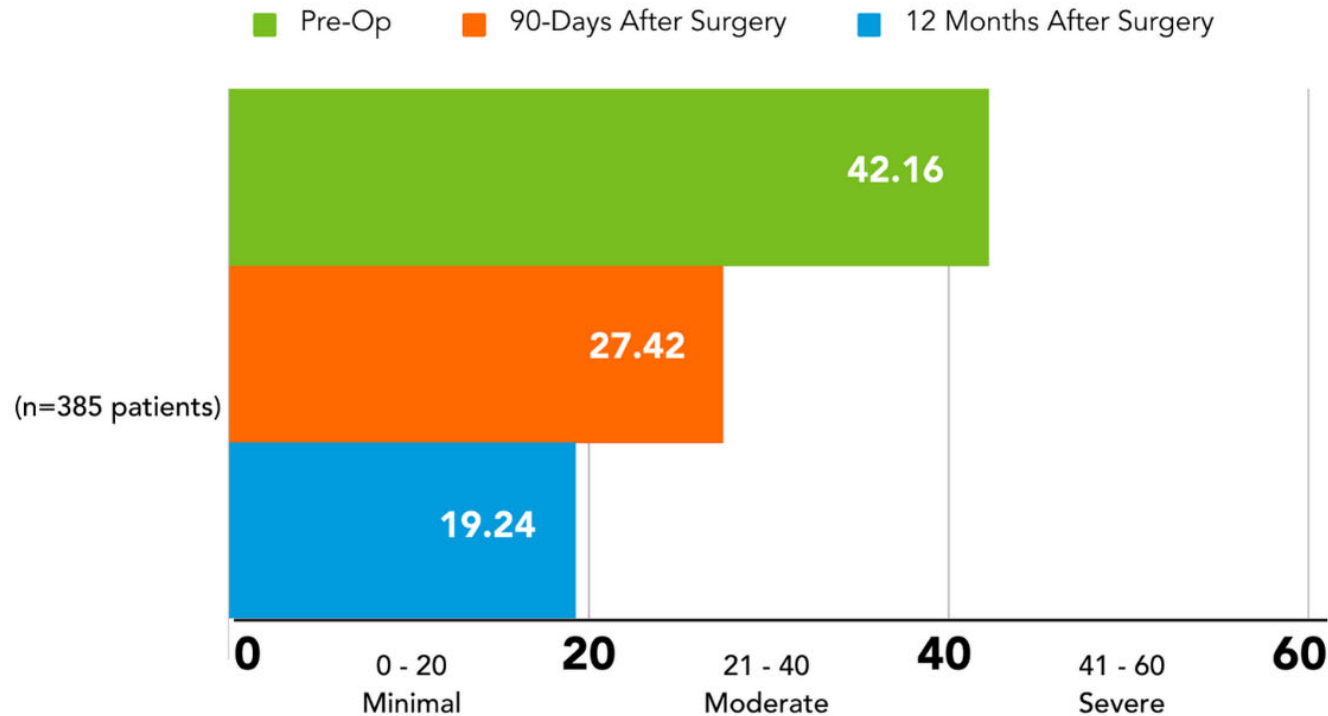
1,427

patient participants  
registered  
(post-pandemic)

↑ 83% patients **actively engaged**  
with the online platform

98% patients felt **prepared** for  
surgery

# Quality Metrics | Patient's Reduction in Disability



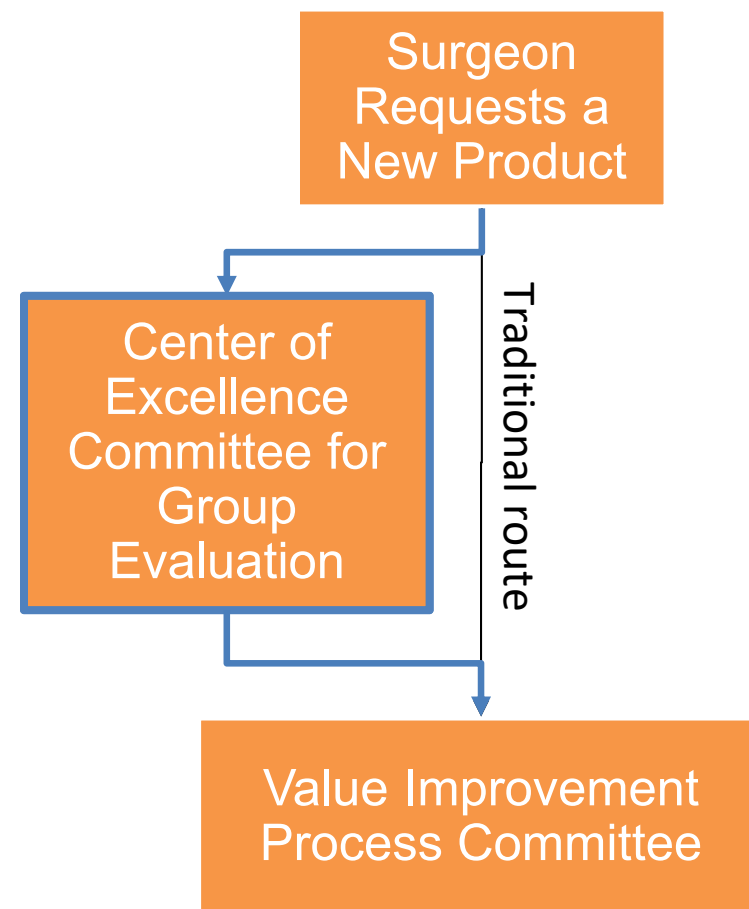
## Why is this important?

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

# Approval Process for New Products

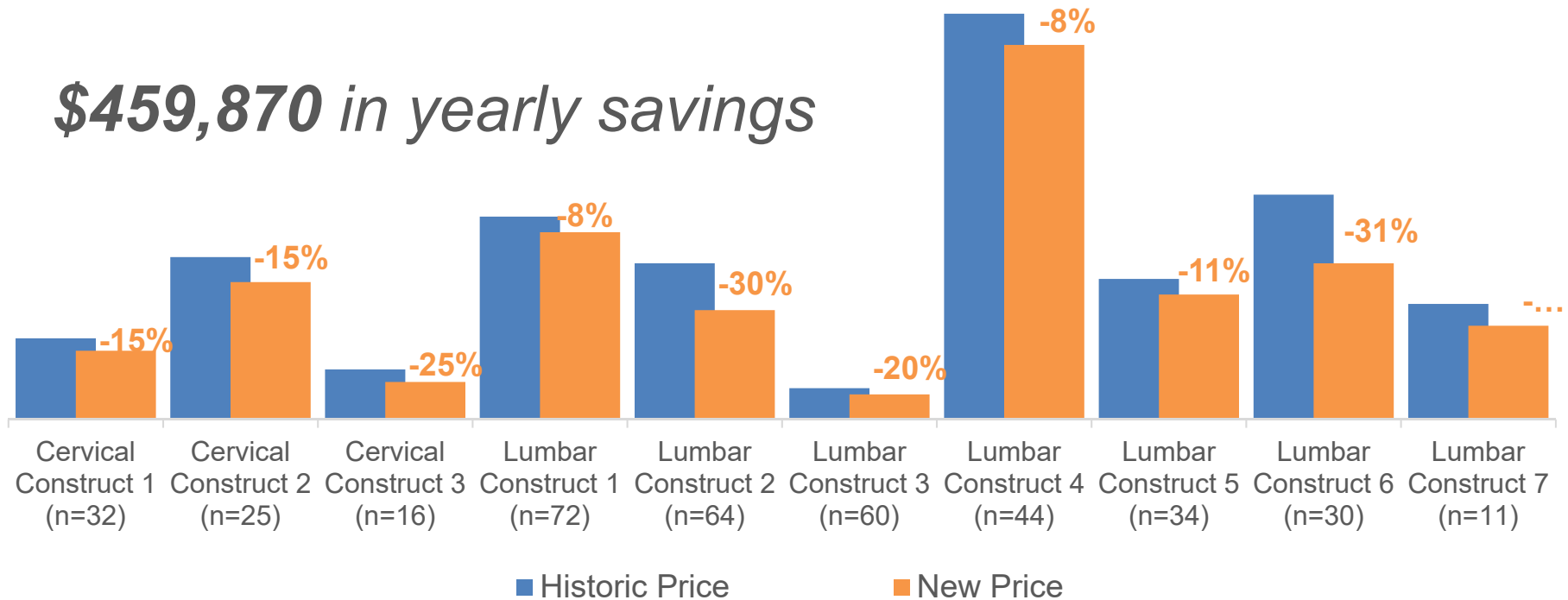
## Value Improvement Process

- Spinal Implants
- Disposables
- New technologies
- Balancing the surgeon as an individual with the benefit of consensus



# Premium Spine Implants at Best in Class Prices

*\$459,870 in yearly savings*



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

**Audit by VIE Healthcare Consulting**

# The Role of Robotics

## Patient Outcomes

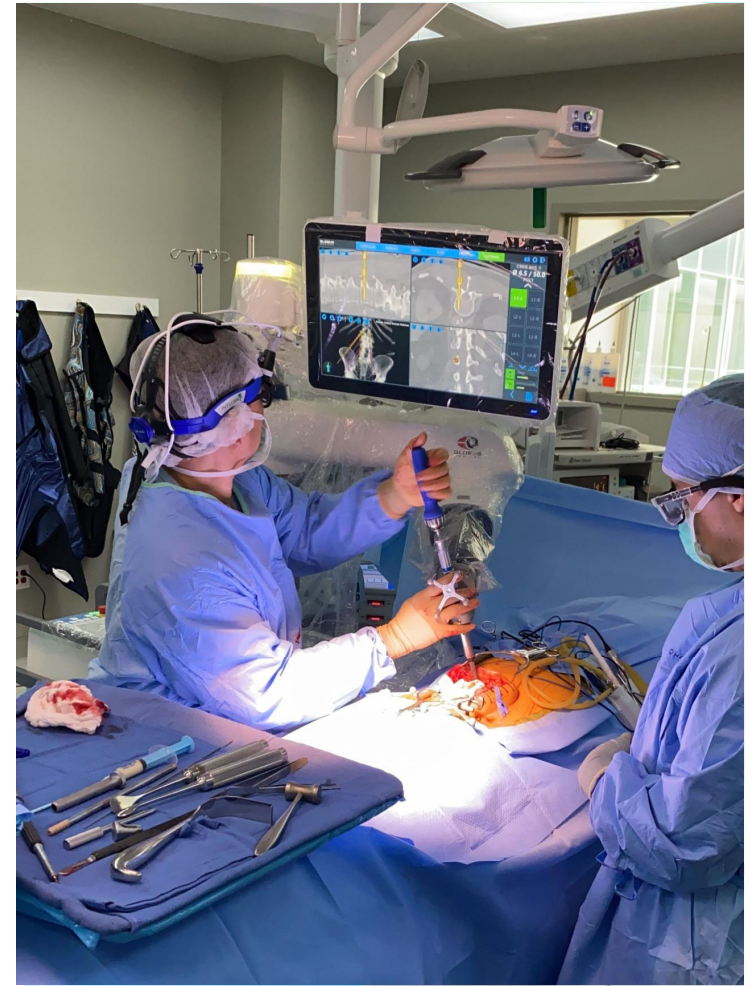
- Reduced radiation exposure
- Optimal pedicle screw placement
- Patient demand for advanced technology

## Surgeon and Staff Safety

- Reduced radiation exposure

## Operational Efficiencies

- Shorter case times (~20 minutes per level)
- Consolidation of implant market share
- Savings per case on cost of disposables



## The Role of Robotics

# 17

The average number of minutes saved per fusion since 2019



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

# Telling Our Story

2019 Orthopedic & Spine

2022  
*Orthopedic & Spine*  
**OUTCOMES REPORT**

What it takes to be  
*America's 100 Best Hospital*  
*Spine | Joint | Ortho*

**PALOMAR HEALTH**  
Reimagining Orthopedic & Spinal Care

2015

**BACK TO THE FUTURE**

The 2<sup>nd</sup> Annual Orthopedic & Spine Symposium

2016

**Bodies in Motion**

The 3<sup>rd</sup> Annual Orthopedic & Spine Symposium  
Hosted by Palomar Health

2017

SAVE THE DATE  
FRIDAY,  
SEPTEMBER 15, 2017  
8 A.M. - 4 P.M.  
PalomarHealth.org/AAOSWalktoRemember

**4<sup>TH</sup>**  
ANNUAL ORTHOPEDIC  
& SPINE SYMPOSIUM  
A WALK TO REMEMBER

**PALOMAR HEALTH**

2018

The 5<sup>th</sup> Annual  
ORTHOPEDIC & SPINE SYMPOSIUM

**READY SET GO!**  
09.28.18

2019

6<sup>th</sup> Annual Orthopedic & Spine Symposium

09/27/19  
**Your Lucky Day**  
The Lucky Blend of Caring Hands and  
Advanced Technologies

2020

7<sup>th</sup> Annual Orthopedic & Spine Symposium

**OUR FUTURE IS STILL BRIGHT**  
IN 2020

2021

8<sup>th</sup> Annual Orthopedic & Spine Symposium

**CHARGING FORWARD**  
in 2021

8<sup>th</sup> Annual Ortho & Spine Symposium.

2022



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## What's Next?

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