

# **ADDENDUM A**

**Palomar Pomerado Health**  
**FINANCE COMMITTEE MEETING**  
**(BOARD MEETING WITH RESPECT TO BOARD MEMBERS ON THE COMMITTEE)**  
 Graybill Auditorium, Palomar Medical Center, 555 East Valley Parkway, Escondido, CA  
 Tuesday, April 24, 2007, Meeting Minutes

AGENDA ITEM	DISCUSSION	CONCLUSION/ACTION	FOLLOW UP
<b>MEETING CALLED TO ORDER</b>	6:00 p.m. by Chair Ted Kleiter		
<b>ESTABLISHMENT OF QUORUM</b>	Present: Directors Ted Kleiter, Nancy Bassett, R.N., Marcelo Rivera, M.D., and Linda Greer, R.N.; and Finance Committee Members Michael Covert and Benjamin Kanter, M.D.  Absent: Finance Committee Member Robert Trifunovic, M.D.		
<b>ATTENDANCE</b>	Also in attendance were Bob Hemker, Steve Gold and Secretary Tanya Howell		
<b>PUBLIC COMMENTS</b>	There were no public comments		
<b>ADJOURNMENT TO CLOSED SESSION</b>	<b>The meeting adjourned to Closed Session at 6:01 p.m.</b> ~ PURSUANT TO CALIFORNIA GOVERNMENT CODE §54954.5(H) <b>REPORT INVOLVING TRADE SECRET</b> DISCUSSION WILL CONCERN PROPOSED NEW SERVICE ESTIMATED DATE OF PUBLIC DISCLOSURE: APRIL 20, 2007 ~ANTICIPATED ACTION		
<b>OPEN SESSION RESUMED</b>	Chairman Kleiter called the Open Session to Order at 6:41 p.m.		
<b>ACTION RESULTING FROM CLOSED SESSION DISCUSSION</b>	~ Retail-based Health Clinics	<b>MOTION:</b> By Director Rivera, seconded by Director Bassett and carried to recommend the establishment of up to two retail-based health clinics in space leased in retail stores operated by SuperValu, Inc., under relationship and facility agreement(s) with terms and conditions to be negotiated by management.	Forwarded to the May 15, 2007, Board of Directors meeting with a recommendation for approval
<b>INFORMATION ITEM(S)</b>	<ul style="list-style-type: none"> <li>Bob Hemker reported that Philip Collins, Director of Patient Business Services (PBS), had been provided an opportunity to move back to Texas and would be leaving PPH, effective approximately May 11<sup>th</sup>. This vacancy provided an opportunity for management to reassess the structure of HealthWoRx/Revenue Cycle management; and the PBS department will be reorganized to report to Melanie Van Winkle, Director of Revenue Cycle. She will transition with Philip prior to his departure and will begin active recruitment of a Director of PBS to take his place, as well as reviewing the structure of the department for other realignments.</li> <li>Gerald Bracht reported that there is a physicians' group interested in pursuing an LLC partnership for the management of the Trilogy System. This would possibly refund the \$4 million capital expenditure, and we would recapture the dollars by redeploying funding previously earmarked for a new program back into the strategy buckets. The equipment</li> </ul>	<b>Information Only</b>	

AGENDA ITEM	DISCUSSION	CONCLUSION/ACTION	FOLLOW UP
	<p>could be in by the end of the year, with a strategy of having the LLC structure in place prior to placing the asset in service. We currently have about a 90-day window for Board approval, with a good start already on core documents, philosophy, valuation structure and strategy for the LLC.</p>		
<p><b>MINUTES – MARCH 27, 2007</b></p>	<p>No discussion.</p>	<p><b>MOTION:</b> By Director Rivera, seconded by Director Greer and carried to approve the minutes of the March 27, 2007, Board Finance Committee meeting as presented.</p>	
<p><b>NEW VISION PROGRAM REVIEW</b></p>	<p>Utilizing the attached presentation (<i>Attachment A</i>), Sheila Brown, R.N., M.B.A., Chief Clinical Outreach Officer, led a discussion regarding the New Vision medical detox program, which was begun approximately one year ago at Pomerado Hospital.</p> <ul style="list-style-type: none"> <li>• The original <i>pro forma</i> indicated a potential for 456 patients, with a contribution margin of \$407K, but actual was 189 patients with a contribution margin of (\$72K) <ul style="list-style-type: none"> <li>o There were 44 patients turned away due to lack of beds <ul style="list-style-type: none"> <li>■ Contribution margin would have increased to \$72K had the 44 turn-away patients been admitted</li> </ul> </li> </ul> </li> <li>• Ms. Brown will be evaluating the program in the next 30 days to determine whether it should be restructured or if we should exit the agreement <ul style="list-style-type: none"> <li>o We are currently in the notice period and criteria for terminating the relationship</li> </ul> </li> <li>• Current program <ul style="list-style-type: none"> <li>o Services are all medical, not surgical</li> <li>o LOS should be 2-3 days, usually has been longer</li> </ul> </li> <li>• Issues to be resolved <ul style="list-style-type: none"> <li>o New to the San Diego market, so there has been a start-up learning curve</li> <li>o Slow learning curve regarding insurance pre-approvals</li> <li>o Some issues with self-pay patients</li> </ul> </li> </ul>	<p><b>Information Only</b></p>	<p>Forwarded to the May 15, 2007, Board of Directors meeting as information</p>
<p><b>PROFESSIONAL SERVICES &amp; MEDICAL DIRECTOR AGREEMENT FOR OBSTETRICAL LABORIST SERVICES</b></p>			
<p><b>ESCONDIDO OB/GYN MEDICAL GROUP, INC.</b></p>	<p>Utilizing the attached presentation (<i>Attachment B</i>), Diane Key, R.N., Service Line Administrator for Women &amp; Children's Services, discussed the establishment of an Obstetric Laborist Program at PMC.</p> <ul style="list-style-type: none"> <li>• Key components of the program <i>Slide 6</i></li> <li>• Financial impact for FY08 of approximately \$509K <ul style="list-style-type: none"> <li>o Possible \$300K offset if program functions as physician development strategy</li> <li>o Alternative of an additional 4.2 FTEs for Certified Nurse Midwives would carry financial impact of approximately \$650K</li> </ul> </li> <li>• Three separate agreements currently – turned into one agreement for all services</li> <li>• In line with costs nationwide</li> </ul>	<p><b>MOTION:</b> By Director Rivera, seconded by Director Bassett and carried to recommend approval of the two-year Professional Services and Medical Director Agreement for OB Laborist Services with Escondido OB/GYN Medical Group, Inc., to be effective beginning on July 1, 2007</p>	<p>Forwarded to the May 15, 2007, Board of Directors meeting with a recommendation for approval</p>

AGENDA ITEM	DISCUSSION	CONCLUSION/ACTION	FOLLOW UP
<b>CONSULTANT AGREEMENTS – INTERNAL MEDICINE</b>			
<b>ISABEL J PEREIRA, M.D.</b> <b>TEJA SINGH, M.D.</b> <b>RODOLFO BATARSE, M.D.</b>	<p>The agreements with Drs. Singh and Batarse were pulled from the agenda.</p> <p>Staff is recommending ratification of services rendered by Isabel J. Pereira, M.D., as the interim Internal Medicine Consultant for the Gero-Psychiatric Unit from January 1, 2006, through April 30, 2007, and documentation of reimbursement for said services via an Agreement.</p>	<b>MOTION:</b> By Director Rivera, seconded by Michael Covert and carried to approve staff's recommendation as stated	<p>Forwarded to the May 15, 2007, Board of Directors meeting with a recommendation for approval</p>
<b>FINANCIAL REPORT MARCH 2007 &amp; YTD FY2007</b>	<p>Bob Hemker reviewed the March 2007 financial report, utilizing the presentation distributed as Addendum B in the agenda packet:</p> <ul style="list-style-type: none"> <li>• <b>Balanced Scorecard (BSC) Briefing Book for the Board (<i>Attachment C</i>)</b> <ul style="list-style-type: none"> <li>o Overview of the Board Measures and Initiatives in the BSC <ul style="list-style-type: none"> <li>■ Will begin presenting extracts to the Finance Committee on a quarterly basis</li> </ul> </li> <li>o HealthWoRx Initiative <ul style="list-style-type: none"> <li>■ Terminated relationship via consultant</li> <li>■ Immediate action team identifying early successes</li> <li>■ Phase I of strategy will commence in May/June and extend through FY08</li> </ul> </li> </ul> </li> <li>• Labor expenses are at 100% productivity and dollars less than budget – volume adjusted</li> <li>• Supplies <ul style="list-style-type: none"> <li>o Expired inventory could affect April numbers if unable to return to vendors <ul style="list-style-type: none"> <li>■ If vendor consigned inventory, then vendors were responsible for pulling expired items</li> <li>■ An update on new procedure will be provided at Leadership on Thursday of this week</li> </ul> </li> </ul> </li> <li>• 2006 Capitation Risk Pools <ul style="list-style-type: none"> <li>o April 1<sup>st</sup> is the cut-off date for the 2006 encounters</li> <li>o 14-month reconciliation is positive by about \$3.5 million</li> <li>o One group is showing a negative trend of about \$900K – significant improvement from the 2005 year</li> </ul> </li> <li>• No further discussion</li> </ul>	<b>MOTION:</b> By Director Rivera, seconded by Director Kleiter and carried to approve the March 2007 and YTD FY2007 Financial Report as presented	<p>Forwarded to the May 15, 2007, Board of Directors meeting with a recommendation for approval</p> <ul style="list-style-type: none"> <li>• Mr. Hemker will bring HealthWoRx measures back to the May 29<sup>th</sup> Finance Committee meeting, with the dashboard information added</li> </ul>
<b>ADJOURNMENT</b>	<b>The meeting was adjourned at 8:05 p.m.</b>		
<b>SIGNATURES:</b> <ul style="list-style-type: none"> <li>• <b>ACTING COMMITTEE CHAIR</b> _____ Marcelo Rivera</li> <li>• <b>COMMITTEE SECRETARY</b> _____ Tanya Howell</li> </ul>			

# **ATTACHMENT A**

# SPECIAL CARE HOSPITAL MANAGEMENT REVIEW

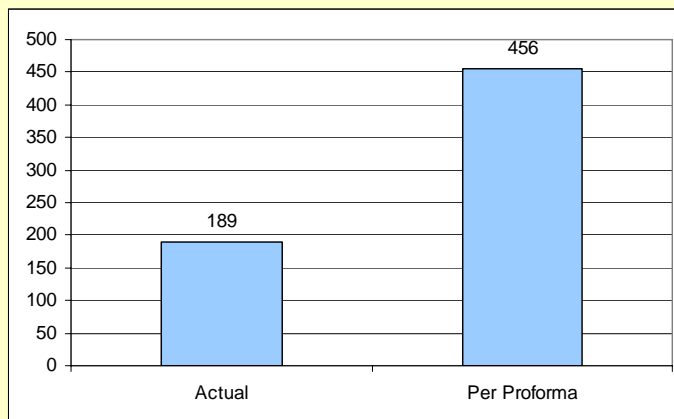
Sheila Brown  
Chief Clinical Outreach Officer

April 24, 2007

PALOMAR  
POMERADO  
HEALTH  
SPECIALIZING IN YOU

## Number of Patients

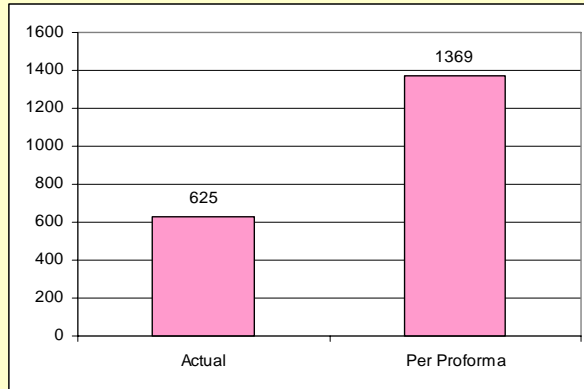
March 2006 – March 2007



PALOMAR  
POMERADO  
HEALTH  
SPECIALIZING IN YOU

## Number of Patient Days

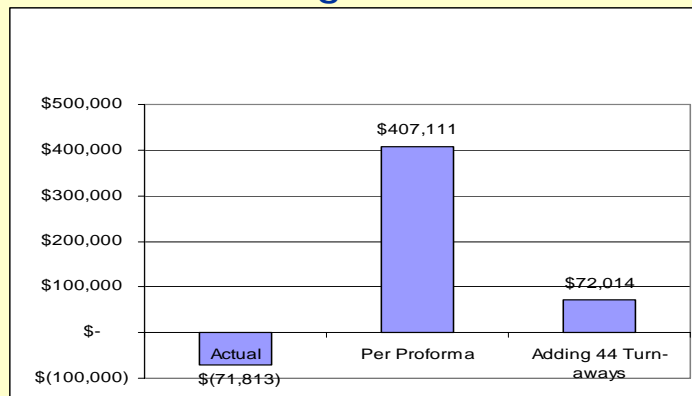
March 2006 – March 2007



PALOMAR  
POMERADO  
HEALTH  
SPECIALIZING IN YOU

## Contribution Margin

Actual, Pro Forma, and Potential had 44  
Turned-Away Patients been admitted  
March 2006 through March 2007



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POMERADO  
HEALTH  
SPECIALIZING IN YOU

## Next Steps

Management will restructure the contract with Special Care Hospital Management Corporation within the next 30 days or exit the contract



# **ATTACHMENT B**



# Palomar Pomerado Health Palomar Medical Center

Obstetric Laborist Professional Services  
and Medical Director Agreement

April 24, 2007

PALOMAR  
POMERADO  
HEALTH

## Background Obstetric Services

- Palomar Medical Center (PMC) currently receives Obstetrics/Gynecology professional services by individual Obstetrics/Gynecology physicians and Certified Nurse Midwives.
- The current Obstetricians and Midwives at PMC are responsible for approximately 4,400 deliveries per year.
- Of the 4,400 deliveries per year, Midwives deliver approximately 1,700 babies.



## Background Obstetric Services

- Currently, the Midwives at PMC are provided back-up coverage by Escondido OB/GYN Medical Group through a professional service agreement.
- A member of this group assumes the role of medical director for the Midwifery program.
- The medical director of the Midwifery program assumes clinical oversight for the prenatal services provided by the midwives and consults on high risk patients at the community clinics associated with PMC

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## Current Situation for Obstetric Services

- The professional service agreements for the following expire on June 30, 2007:
  - Certified Nurse Midwife back-up
  - Medical Director for Midwifery Program
  - ED Obstetric and Gynecology Call Coverage
- CNM delivery program based on volume requires an additional provider

4



## Current Situation for Obstetric Services

- ESC OB/GYN Medical Group is requesting re-negotiation of compensation related to the previous identified agreements

5



## Establishment of a Obstetric Laborist Program

- 24-hour in-house OB Laborist coverage
- Medical Director for the Midwifery Program
- Medical Director of Obstetrics Laborist Program
- Provision of medical oversight for the prenatal services provided in local clinics
- 24-hour in-house back-up coverage for Midwives
- 24 hour in-house Obstetrics/Gynecology coverage  
ED Call

6



## Benefits

Research has documented that the OB Laborist program will:

- improve patient outcomes
- increase patient satisfaction
- decrease length of stay
- increase physician satisfaction and nursing satisfaction

- Creates a strategic partnership with the ESC OB/GYN Medical Group

7



## Financial Impact

- Financial impact for FY08 is \$ 509,000
- Approx \$300,000 may be offset based on the OB Laborist Program functioning as a physician development strategy

8

## Alternative option: Addition of a CNM

- Requires the addition of 4.2 FTE's of Certified Nurse Midwives to provide 24-hour coverage

9

## Benefits and Challenges

- Addresses volume issue
- Does not address ESC OB/GYN Medical Group request for re-negotiation of compensation related to the identified agreements:
  - Certified Nurse Midwife back-up
  - Medical Director for Midwifery Program
  - ED Obstetric and Gynecology Call Coverage
- ESC OB/GYN Medical Group is only interested in the establishment of the OB Laborist Program as a mechanism for re-negotiation of above services

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## Challenges

- Alternative would require recruitment of new OB Group to provide the previous mentioned services
- Recruitment of a new OB Group would be challenging and time-consuming
- Short time-frame
- Impact to the prenatal clinics

11



## Financial Impact

- Requires the addition of 4.2 FTE's of Certified Nurse Midwives
- Financial impact for FY 08 including Salaries, Wages, Benefits and Malpractice Coverage = \$ 650,442

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# **ATTACHMENT C**





Page 1

- Achieve Profitability (FS)
- Demonstrate Business Growth (FS)
- Develop Loyal Patients (CS)
- Increase Physician Loyalty (CS)
- Demonstrate High Quality Patient Care (Q)
- Demonstrate Safe Patient Care (Q)
- Optimize Process Efficiency & Effectiveness (Q)
- Attract, Acquire&Retain High Quality Workforce(W)
- Demonstrate Employee Competence & Growth (WD)
- Create a Learning Organization (WD)

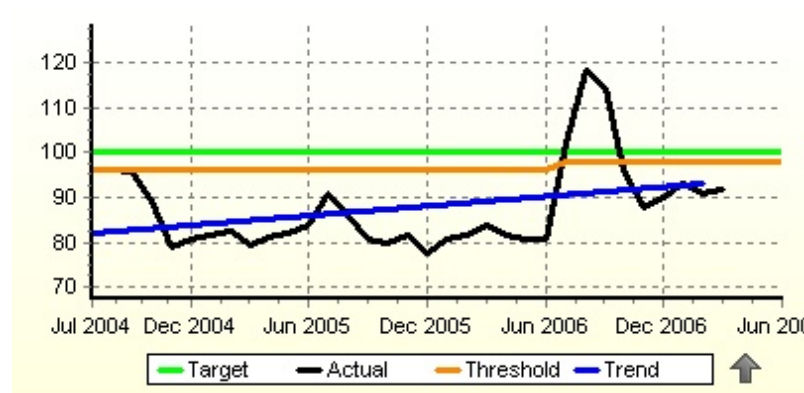
Measures [Show YTD](#) [Show Periods](#)

	ACTUAL	GOAL	VAR
<input checked="" type="checkbox"/> <b>OEBITDA Margin (Profitability)(PPH)</b>	91.8 %	100.0 %	(8.2) %

Comments

2/20/2007 [FY09 Goals - Achieve Aa bond rating.](#)

OEBITDA Margin (Profitability)(PPH)



↑ good direction updated: 4/16/2007

Initiatives [Show Periods](#)

	\$	👤	%	STATUS
<u>1.1.1 HealthWoRx (PPH)</u>	▲	▼	15%	In Progress

**Measure Detail >**

**OEBITDA Margin (Profitability)(PPH)**

(Net operating income+interest expense+depreciation expense+ prop taxes)/ Net pt revenue, actual vs. budget

[Covert, Michael](#) [Delosantos, Danny](#)  
[Hemker, Robert](#)

**Initiatives**

**Parent Objectives**

[\(1.1\) Achieve profitability\(Palomar Pomerado Health\)](#)

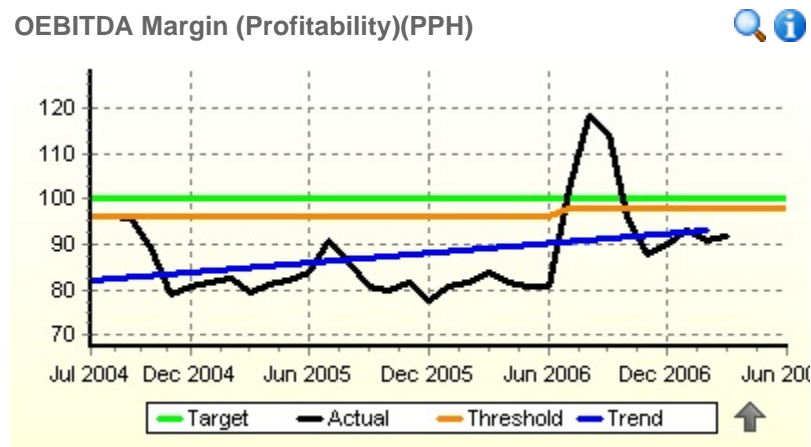
[Covert, Michael](#)  
[Hemker, Robert](#)

**Measures**

Ind	Name	Actual	Goal	Variance	Date	Owner(s)
▼	OEBITDA Margin (Profitability)(PPH)	91.8 %	100.0 %	(8.2) %	Mar 2007	<a href="#">Covert, Michael</a> <a href="#">Delosantos, Danny</a> <a href="#">Hemker, Robert</a>
▼	* » <a href="#">OEBITDA Margin (Profitability)(PMC)</a>	94.8 %	100.0 %	(5.2) %	Mar 2007	<a href="#">Bracht, Gerald</a> <a href="#">Delosantos, Danny</a>
▲	* » <a href="#">OEBITDA Margin (Profitability)(Pom)</a>	100.0 %	100.0 %	0.0 %	Mar 2007	<a href="#">Delosantos, Danny</a> <a href="#">Gold, Steve</a>

^ Contributing in Roll Up \* Leading Indicator

**Performance Graph >**



↑ good direction

updated: 4/16/2007

**Performance History >**

**OEBITDA Margin (Profitability)(PPH)**

Period	Actual	Goal	Variance
Jan 2006	80.6	100.0	(19.4)
Feb 2006	81.6	100.0	(18.4)
Mar 2006	83.7	100.0	(16.3)
Apr 2006	81.6	100.0	(18.4)
May 2006	80.6	100.0	(19.4)
Jun 2006	80.6	100.0	(19.4)
Jul 2006	102.0	100.0	2.0
Aug 2006	118.2	100.0	18.2
Sep 2006	114.3	100.0	14.3
Oct 2006	96.0	100.0	(4.0)
Nov 2006	87.8	100.0	(12.2)
Dec 2006	89.8	100.0	(10.2)
Jan 2007	92.9	100.0	(7.1)
Feb 2007	90.8	100.0	(9.2)
Mar 2007	91.8	100.0	(8.2)

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**User Defined Performance Graphs >**

**External Applications >**

**Attachments >**

Title Status Check Out

**A-17**

**Initiative Detail >**

**1.1.1 HealthWoRx (PPH)**

(5/1/2006 - 7/2/2007)

Develop, implement and operationalize a patient focused redesign of the business aspects of patient care.

[Van Winkle, Melanie](#)

**Parent Initiatives**

**Parent Measures**

**Parent Objectives**

**Parent Scorecards**

[Achieve profitability\(Palomar Pomerado Health\)](#)

[Covert, Michael](#)  
[Hemker, Robert](#)

**Parent Program Groups**

[FY07 System-Wide Initiatives](#)

[Jackson, Marcia](#)  
[Xenitopoulos, Nick](#)

**Initiative Hierarchy >**

Name	Type	Report	Status	%	\$		Owners
1.1.1 HealthWoRx (PPH)		<a href="#">4/1/2007</a>	In Progress	15%			<a href="#">Van Winkle, Melanie</a>

**Initiative Status Reports >**

Report Date	Status	% Complete	\$		Submitted By
<a href="#">4/1/2007</a>	In Progress	15%			<a href="#">Van Winkle, Melanie</a>
<a href="#">2/1/2007</a>	In Progress	n/a			<a href="#">Van Winkle, Melanie</a>
<a href="#">1/1/2007</a>	In Progress	n/a			<a href="#">Admin, Admin</a>
<a href="#">10/1/2006</a>	In Progress	15%			<a href="#">Van Winkle, Melanie</a>
<a href="#">9/1/2006</a>	In Progress	15%			<a href="#">Van Winkle, Melanie</a>
<a href="#">8/1/2006</a>	In Progress	10%			<a href="#">Van Winkle, Melanie</a>
<a href="#">7/1/2006</a>	In Progress	5%			<a href="#">Van Winkle, Melanie</a>

**Tasks >**

Name	Start Date	Due Date	Status	%	\$		Assigned To
<a href="#">*Define and Document Project Charter</a>	2/10/2006	10/16/2006	In Progress	98%	n/a	n/a	<a href="#">Van Winkle, Melanie</a>
<a href="#">*"Staging" of design features</a>	11/1/2006	1/22/2007	In Progress	75%	n/a	n/a	<a href="#">Van Winkle, Melanie</a>
<a href="#">*Address Facility &amp; Space needs</a>	12/1/2006	6/29/2007	Not Started	n/a	n/a	n/a	<a href="#">Van Winkle, Melanie</a>
<a href="#">*Address System Modification needs</a>	10/2/2006	6/29/2007	In Progress	2%	n/a	n/a	<a href="#">Van Winkle, Melanie</a>
<a href="#">*Plan &amp; Conduct Education Sessions</a>	4/2/2007	6/29/2007	Not Started	n/a	n/a	n/a	<a href="#">Van Winkle, Melanie</a>
<a href="#">*Conduct final implementation plan</a>	5/1/2007	7/31/2007	Not Started	n/a	n/a	n/a	<a href="#">Van Winkle, Melanie</a>

**Identify "low hanging fruit" & implement changes**

**\*Pt Acct - Benchmark Assessment**

**Implement Initial Communication Plan**

**\*Validate the Functionality of the Cerner Upgrade**

**\*Rev Cycle Baseline "Series Learning" Training**

**\*Rapid Design Sessions**

**\*Patient Focus Groups**

**\*Post RDS Documentation & Task Resolution**

**\*RDS Validation Session**

**\*Present Future State Designs to Steering Committee**

**Conduct post RDS Work Session**

**\*Develop new Procedures**

**\*Define Organizational Model & HR needs**

5/15/2006	7/2/2007	In Progress	50%	n/a	n/a	<a href="#">Van Winkle, Melanie</a>
6/2/2006	10/10/2006	Complete	100%	n/a	n/a	<a href="#">Van Winkle, Melanie</a>
6/13/2006	8/15/2006	Complete	100%	n/a	n/a	<a href="#">Van Winkle, Melanie</a>
9/8/2006	10/31/2006	In Progress	85%	n/a	n/a	<a href="#">Van Winkle, Melanie</a>
8/1/2006	5/31/2007	In Progress	10%	n/a	n/a	<a href="#">Van Winkle, Melanie</a>
7/10/2006	11/13/2006	Complete	100%	n/a	n/a	<a href="#">Van Winkle, Melanie</a>
8/1/2006	10/31/2006	In Progress	95%	n/a	n/a	<a href="#">Van Winkle, Melanie</a>
9/28/2006	1/31/2007	In Progress	15%	n/a	n/a	<a href="#">Van Winkle, Melanie</a>
10/2/2006	11/10/2006	Complete	100%	n/a	n/a	<a href="#">Van Winkle, Melanie</a>
10/2/2006	11/17/2006	In Progress	75%	n/a	n/a	<a href="#">Van Winkle, Melanie</a>
11/14/2006	11/30/2006	Not Started	0%	n/a	n/a	<a href="#">Van Winkle, Melanie</a>
1/2/2007	4/30/2007	Not Started	n/a	n/a	n/a	<a href="#">Van Winkle, Melanie</a>
11/14/2006	2/28/2007	Not Started	n/a	n/a	n/a	<a href="#">Van Winkle, Melanie</a>





\* - Milestone

**User Defined Performance Graphs >**

**Agenda >**

**External Applications >**

**Attachments >**

<b>Title</b>	<b>Status</b>	<b>Check Out</b>
 <a href="#">Project plan detail - 9-29-06</a>		
 <a href="#">Status Report - August 2006</a>		
 <a href="#">Status Report - July 2006</a>		
 <a href="#">Status Report - October 2006</a>		
 <a href="#">Status Report - September 2006</a>		

- Achieve Profitability (FS)
- Demonstrate Business Growth (FS)
- Develop Loyal Patients (CS)
- Increase Physician Loyalty (CS)
- Demonstrate High Quality Patient Care (Q)
- Demonstrate Safe Patient Care (Q)
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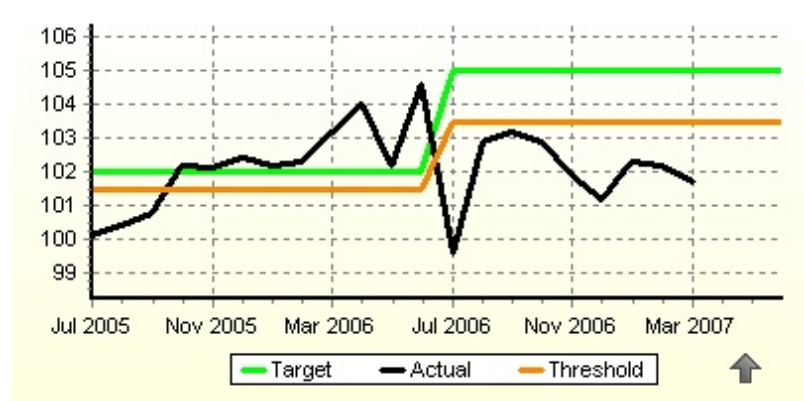
Measures [Show YTD](#) [Show Periods](#)

	ACTUAL	GOAL	VAR
<input checked="" type="checkbox"/> <b>Increase in Weighted Patient Days(PPH)</b>	101.7 %	105.0 %	(3.3) %

Comments

2/20/2007 [FY09 Goals - Achieve Aa bond rating.](#)

Increase in Weighted Patient Days(PPH)



↑ good direction updated: 4/16/2007

Initiatives [Show Periods](#)

	\$	👤	%	STATUS
<b>1.2.1 Update PPH Strategic Plan (PPH)</b>	▲	▼	65%	In Progress
<b>1.2.2 Comprehensive web strategy implementation (PPH)</b>	▲	▲	75%	In Progress

**Measure Detail >**

**Increase in Weighted Patient Days(PPH)**

Increase in Weighted Patient Days, current fiscal year to date compared to same period in prior fiscal year

[Covert, Michael](#) [Delosantos, Danny](#)

**Initiatives**

7/1/2006 [1.2.1 Update PPH Strategic Plan \(PPH\)](#)

Budget: Timing:

[Jackson, Marcia](#)

4/1/2006 [1.2.2 Comprehensive web strategy implementation \(PPH\)](#)

Budget: Timing:

[Friederichsen, Gustavo](#)

**Parent Objectives**

[\(1.2\) Demonstrate business growth\(Palomar Pomerado Health\)](#)

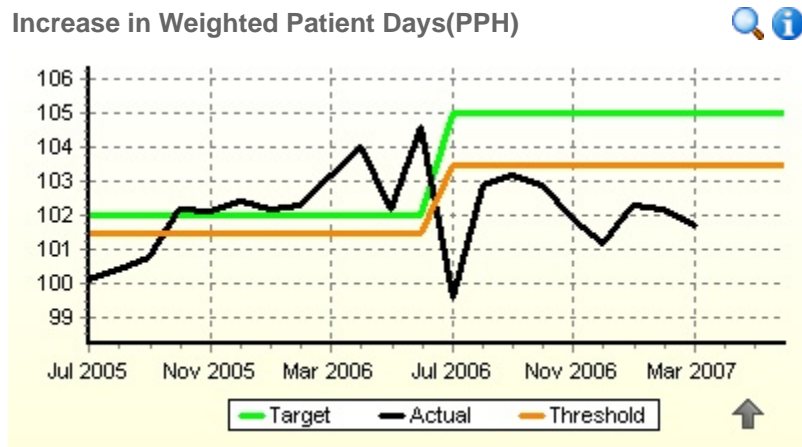
[Covert, Michael](#)  
[Hemker, Robert](#)

**Measures**

Ind Name	Actual	Goal	Variance	Date	Owner(s)
<b>Increase in Weighted Patient Days(PPH)</b>	101.7 %	105.0 %	(3.3) %	Mar 2007	<a href="#">Covert, Michael</a> <a href="#">Delosantos, Danny</a>
* » <a href="#">Increase in Weighted Patient Days(PMC)</a>	100.4 %	105.0 %	(4.6) %	Mar 2007	<a href="#">Bracht, Gerald</a> <a href="#">Delosantos, Danny</a>
* » <a href="#">Increase in Weighted Patient Days(Pom)</a>	103.0 %	105.0 %	(2.0) %	Mar 2007	<a href="#">Delosantos, Danny</a> <a href="#">Gold, Steve</a>

^ Contributing in Roll Up \* Leading Indicator

**Performance Graph >**



↑ good direction

updated: 4/16/2007

**Performance History >**

**Increase in Weighted Patient Days(PPH)**

Period	Actual	Goal	Variance
Jan 2006	102.2	102.0	0.2
Feb 2006	102.3	102.0	0.3
Mar 2006	103.2	102.0	1.2
Apr 2006	104.0	102.0	2.0
May 2006	102.2	102.0	0.2
Jun 2006	104.6	102.0	2.6
Jul 2006	99.6	105.0	(5.4)
Aug 2006	102.9	105.0	(2.1)
Sep 2006	103.2	105.0	(1.8)
Oct 2006	102.9	105.0	(2.1)
Nov 2006	101.9	105.0	(3.1)
Dec 2006	101.2	105.0	(3.8)
Jan 2007	102.3	105.0	(2.7)
Feb 2007	102.2	105.0	(2.8)
Mar 2007	101.7	105.0	(3.3)

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**User Defined Performance Graphs >**

**Initiative Detail >**

**1.2.1 Update PPH Strategic Plan (PPH)**

Establish an update comprehensive PPH Strategic Plan

**(7/1/2006 - 1/1/2007)**

Jackson, Marcia Xenitopoulos, Nick

**Parent Initiatives**

**Parent Measures**

Increase in Weighted Patient Days(PPH)

Covert, Michael

**Parent Objectives**

Demonstrate business growth(Planning PPH)

Jackson, Marcia  
Xenitopoulos, Nick

Demonstrate business growth(Palomar Pomerado Health)

Covert, Michael  
Hemker, Robert

**Parent Scorecards**

**Parent Program Groups**

FY07 System-Wide Initiatives

Jackson, Marcia  
Xenitopoulos, Nick

**Initiative Hierarchy >**

Name	Type	Report	Status	%	\$		Owners
1.2.1 Update PPH Strategic Plan (PPH)		<u>4/1/2007</u>	In Progress	65%			<u>Jackson, Marcia</u> <u>Xenitopoulos, Nick</u>

**Initiative Status Reports >**

Report Date	Status	% Complete	\$		Submitted By
<u>4/1/2007</u>	In Progress	65%			<u>Admin, Admin</u>
<u>2/1/2007</u>	In Progress	60%			<u>Jackson, Marcia</u>
<u>1/1/2007</u>	In Progress	60%			<u>Jackson, Marcia</u>
<u>12/1/2006</u>	In Progress	35%			<u>Jackson, Marcia</u>
<u>9/1/2006</u>	In Progress	25%			<u>Jackson, Marcia</u>
<u>8/1/2006</u>	In Progress	15%			<u>Jackson, Marcia</u>

**Tasks >**

Name	Start Date	Due Date	Status	%	\$		Assigned To
<b>*Phase 1: Market and Strategic Position Assessment</b>	7/1/2006	10/31/2006	Complete	100%	n/a	n/a	n/a
<b>*A. Project initiation</b>	7/1/2006	7/31/2006	Complete	100%			<u>Jackson, Marcia</u>
<b>*B. Market and Program/Service Definition Development</b>	7/1/2006	8/31/2006	Complete	100%	n/a	n/a	<u>Jackson, Marcia</u>

* <a href="#">C. Strategic Position Assessment</a>	7/1/2006	11/3/2006	Complete	100%	n/a	n/a	n/a
* <a href="#">D. Network Strategy Development</a>	8/1/2006	12/15/2006	Complete	100%	n/a	n/a	n/a
* <a href="#">E. Program/Service Analysis</a>	8/1/2006	11/3/2006	Complete	100%	n/a	n/a	n/a
* <a href="#">F. Physician Analysis</a>	8/1/2006	11/3/2006	Complete	100%	n/a	n/a	n/a
* <a href="#">G. Interviews/Focus Groups</a>	8/1/2006	10/16/2006	Complete	100%	n/a	n/a	<a href="#">Jackson, Marcia</a>
* <a href="#">Phase 2: Growth Strategy Development and Modeling</a>	10/1/2006	1/31/2007	Complete	100%	n/a	n/a	<a href="#">Jackson, Marcia</a>
* <a href="#">A. Prepare Service Line Plans</a>	10/1/2006	1/12/2007	Complete	100%	n/a	n/a	<a href="#">Jackson, Marcia</a>
* <a href="#">B. Financial Modeling</a>	10/1/2006	1/12/2007	Complete	100%	n/a	n/a	<a href="#">Jackson, Marcia</a>
* <a href="#">Phase 3: Finalization and Approval</a>	2/1/2007	3/30/2007	In Progress	20%	n/a	n/a	<a href="#">Jackson, Marcia</a>
* <a href="#">A. Prepare final document</a>	12/1/2006	2/12/2007	In Progress	20%	n/a	n/a	<a href="#">Jackson, Marcia</a>
* <a href="#">B. Achieve Board approval</a>	12/1/2006	3/12/2007	In Progress	20%	n/a	n/a	<a href="#">Jackson, Marcia</a>

\* - Milestone

[User Defined Performance Graphs >](#)

[Agenda >](#)

[External Applications >](#)

[Attachments >](#)

Title

Status

Check Out



**Initiative Detail >**

**1.2.2 Comprehensive web strategy implementation (PPH)**

(4/1/2006 - 12/15/2007)

Develop, launch, measure 3-pronged web strategy which includes the development of a customer portal, employee portal and physician portal.

[Friederichsen, Gustavo](#)

**Parent Initiatives**

**Parent Measures**

[Increase in Weighted Patient Days\(PPH\)](#)

[Covert, Michael](#)

**Parent Objectives**

[Demonstrate business growth\(Clinical Outreach Services PPH\)](#)  
[Demonstrate business growth\(Palomar Pomerado Health\)](#)

[Brown, Sheila](#)  
[Culverwell, Megan](#)  
[Covert, Michael](#)  
[Hemker, Robert](#)

**Parent Scorecards**

**Parent Program Groups**

[FY07 System-Wide Initiatives](#)

[Jackson, Marcia](#)  
[Xenitopoulos, Nick](#)

**Initiative Hierarchy >**

Name	Type	Report	Status	%	\$		Owners
1.2.2 Comprehensive web strategy implementation (PPH)		<a href="#">2/1/2007</a>	In Progress	75%			<a href="#">Friederichsen, Gustavo</a>
» <a href="#">Web Strategy for Clinical Outreach</a>		<a href="#">10/1/2006</a>	In Progress	60%			<a href="#">Sheila Brown</a> <a href="#">Megan Culverwell</a>

**Initiative Status Reports >**

Report Date	Status	% Complete	\$		Submitted By
<a href="#">2/1/2007</a>	In Progress	75%			<a href="#">Friederichsen, Gustavo</a>
<a href="#">10/1/2006</a>	In Progress	75%			<a href="#">Admin, Admin</a>

**Tasks >**

Name	Start Date	Due Date	Status	%	\$		Assigned To
* <a href="#">pph.org Home Page Revenue Stream II</a>	11/6/2006	12/11/2006	In Progress	n/a	n/a	n/a	<a href="#">Friederichsen, Gustavo</a>
* <a href="#">PPHTV (online) Revenue Stream I</a>	11/6/2006	12/31/2007	In Progress	40%	n/a	n/a	<a href="#">Friederichsen, Gustavo</a>
* <a href="#">Development of market growth-focused customer site</a>	4/1/2006	10/18/2006	In Progress	80%	n/a	n/a	<a href="#">Friederichsen, Gustavo</a>
<a href="#">Develop tool to track patient acquisition</a>	8/1/2006	11/30/2007	In Progress	25%	n/a	n/a	<a href="#">Friederichsen, Gustavo</a>
* <a href="#">Development of employee portal</a>	10/6/2006	4/15/2007	In Progress	20%	n/a	n/a	<a href="#">Friederichsen, Gustavo</a>
<a href="#">Patient Acquisition related to Web</a>	12/1/2006	6/30/2007	Not Started	n/a	n/a	n/a	n/a