

Palomar Pomerado Health
JOINT MEETING OF THE BOARD OF DIRECTORS &
STRATEGIC PLANNING COMMITTEE
PMC – Back ½ of Graybill Auditorium
May 17, 2005

AGENDA ITEM	DISCUSSION	CONCLUSION/ACTION	FOLLOW-UP/ RESPONSIBLE PARTY
CALL TO ORDER	5:58 p.m.		
ESTABLISHMENT OF QUORUM	Dr. Larson, Nancy Bassett, R.N., Michael Covert, Bruce Krider, Dr. Rivera, and Dr. Tornambe. Also attending were Gerald Bracht, Dr. Buringrud, Lorie Harmon, Bob Hemker, Marcia Jackson, and Dr. Kanter. Guests: Angela Holman, Dr. Just, Dr. Massone, Helen Monroe, Andrea Moss, Julie Taber, and Nick Xenitopoulos.		
NOTICE OF MEETING	The notice of meeting was mailed consistent with legal requirements.		
PUBLIC COMMENTS	There were no requests for public comments.		
MINUTES April 20, 2005		MOTION: Minutes already approved at May 9 PPH BOD Meeting.	

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PPH FOUNDATION PLANNING STUDY	<p>Palomar Pomerado Health Foundation retained Endowment Development Institute to perform a planning study to help assess the feasibility and inform the planning process for potential capital campaign. Results of this planning study were presented to the Strategic Planning Committee, and estimated that a Goal of \$50 - \$75 million for the campaign is feasible, but that it will be a challenging Goal.</p> <p>Helen indicated that the study was not technically a feasibility study, but more of a perceptions analysis. The study involved interviewing thirty-one individuals who each met in a 30-to-90 minute face-to-face interview.</p> <p>Public relations perceptions revealed that the PPH Foundation activities were unknown by most of them, and that Proposition BB Activities were not necessarily associated with the Foundation. The overall impression was that the BB Bond would fund all of the new facilities.</p> <p>When discussing the location of the new hospital and facilities, there was a belief that an Escondido hospital location is a vital concern. Ramona residents feel a strong need for a satellite center. San Marcos individuals were not convinced of a need for a satellite center. Competition with other hospitals in some district areas is seen as an important issue to address.</p> <p>As far as the organizational structure of the PPH Foundation, those most aware of the Foundation had concerns about management issues and lack of organizational structure. Those least familiar with the</p>		

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	<p>Foundation had no awareness of internal management and little knowledge of Foundation activities.</p> <p>When discussing Foundation leadership, the majority interviewed could not readily identify Foundation Board members. The perception is that the Foundation does not have the charismatic leadership for a capital campaign at this time, and that there needs to be substantial PR and awareness of the Foundation before implementation.</p>		
PROPERTY UPDATE	<p>PPH is in evaluation and purchasing processes for land in Rancho Peñasquitos, Escondido and Ramona. Marcia Jackson presented a brief update to the Committee.</p> <p>We are still in escrow with the Maranatha Church site in Rancho Peñasquitos. In Ramona, our brokers are working on the San Vicente site, which is a 5 to 8 acre parcel, which will initially consist of an outpatient clinic. An environmental assessment of this site is now underway. Two other potential sites may be an option if the San Vicente site proves undesirable.</p> <p>Bruce Krider asked how many miles are between the Ramona site and Pomerado Hospital, in the event that PPH may be eligible for CA reimbursement funding. Bob Hemker responded that the criteria for qualifying for CA funding includes both distance from POM and the time needed for critical access care. Michael Covert suggested that we find out what PPH needs in order to qualify for the funding, and notify the Committee by e-mail with the findings.</p>		
PPH CLINICAL	In response to a request from the Board of Directors, Dr.		

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RESEARCH PROGRAM	<p>John Massone, Interim Chief Quality Officer, and Dr. Richard Just, Chair Investigational Review Committee, have assessed PPH's current situation with regards to clinical research participation and have developed a plan for enhancing the Research Development Program. They presented their findings and recommendations to the Committee.</p> <p>Dr. Just told the Committee that PPH can do more clinical research studies and recommended that we should. Dr. Massone presented the Committee with a rough draft of a three-year Research Development Plan to expand clinical research at PPH. Under this Plan, Year 1 would: 1) establish a development & growth plan for clinical research, including an Interdisciplinary Development Group, 2) obtain clinician input regarding areas of interest, via a Clinical Survey, and 3) explore opportunities for resources and collaboration, with UCSD, Children's Hospital, community clinics, and others. Year 2 calls for 1) developing a pro-forma of a research program under the direction of the IRB, 2) identifying a program coordinator, 3) establishing a community call-in line for resources and clinician support, and 4) strengthen IRB support. In Year 3, protocols, pilot programs, and support of staff engagement would be implemented.</p> <p>Dr. Just also presented a Summary of PPH Investigational Review Activities for 2003- 2004 New Study Submissions, including breakdowns of new study submissions for both years, and breakdowns of continuing reviews for both years.</p>		
POTENTIAL EYE	Dr. Tornambe has suggested that PPH consider the		

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<p>CENTER DEVELOPMENT</p>	<p>establishment of an Eye Center in the new Outpatient Services Pavilion at Pomerado Hospital. An initial discussion of what that center might include took place with the Committee to determine the Committee's potential interest in recommending that management and the ophthalmologists study this concept more thoroughly.</p> <p>Dr. Tornambe expressed that the establishment of an Eye Center would give PPH a great opportunity to reshape and create a new image, and will give the public a place to want to go for the best eye care. He said that there are no Lasik instruments in North County, and there is a high demand for Lasik, as well as a large macular degeneration market. He suggested that PPH interface ours with the Retina Research Foundation that Dr. Tornambe started.</p> <p>Dr. Rivera asked how much space would be needed for the Eye Center, and Dr. Tornambe responded 3,000 SF would be good to start with, and possibly 4,000 – 5,000 SF at a later date.</p> <p>Michael Covert stated that the PPH Board of Directors established priorities for service line development. If there happens to be money and physician leadership out there that doesn't take resources away from the committed centers of excellence, then this is okay to pursue. Dr. Kanter suggested that patients at this Center would need different access and parking, which may change the building development. The Committee encouraged that further steps be taken to analyze this potential opportunity.</p>		

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FY '06 – '08 GOALS	<p>In preparation for the upcoming new fiscal year, the Executive Management Team has been working to establish draft goals to share with the Board. With the implementation of the Balanced Scorecard, the planning and goal establishment process has been modified somewhat to better integrate planning and the measurement system of the Balanced Scorecard. Marcia Jackson presented the updated process and draft FY '06 – '08 goals to the Committee.</p> <p>The discussion included the fact that we need metrics for the Balanced Scorecard, one or two outcome measures that can be tracked. The FY '09 Goals fell into five major categories as follows:</p> <p><u>FINANCIAL STRENGTH - Achieve Aa Bond Rating</u> <u>OBJECTIVES</u></p> <ol style="list-style-type: none"> 1. Optimize revenue management 2. Maximize efficient use of resources 3. Achieve profitability to support bond requirements 4. Grow the business <p><u>CUSTOMER SERVICE – Realize 90th Percentile (Gallup) for Physician and Patient Loyalty</u> <u>OBJECTIVES</u></p> <ol style="list-style-type: none"> 1. Develop loyal patients 2. Increase physician loyalty 3. Improve internal customer satisfaction <p><u>QUALITY – Achieve national recognition for</u></p>		

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	<p><u>clinical quality and performance excellence including achieving the California Baldrige award</u></p> <p><u>OBJECTIVES</u></p> <ol style="list-style-type: none"> 1. Demonstrate high quality patient care 2. Demonstrate safe patient care 3. Achieve service standards in all areas <p><u>WORKFORCE DEVELOPMENT – Achieve national recognition as one of the top health systems in the country to work for including achievement of Magnet Designation and achieving 90th percentile of Gallup employee engagement scores</u></p> <p><u>OBJECTIVES</u></p> <ol style="list-style-type: none"> 1. Attract & acquire the right number and quality of staff to PPH 2. Retain an engaged workforce 3. Demonstrate employee competence and growth <p><u>WORKPLACE DEVELOPMENT – Achieve national recognition for development of state-of-the-art facilities and technology</u></p> <p><u>OBJECTIVES</u></p> <ol style="list-style-type: none"> 1. Provide facilities for optimal delivery and receiving of services 2. Provide the tools and equipment for optimal performance 3. Achieve a safe workplace environment <p>Management will refine the objectives and annual targets and present an updated draft to the June Strategic Planning Committee meeting. Based on final</p>		

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	Committee input, management will present to the full BOD at the July BOD meeting for finalized approval. Dr. Larson suggested that we tie each goal to a particular BOD Committee, and report regularly to that Committee.		
COMMITTEE COMMENTS, SUGGESTIONS			
FINAL ADJOURNMENT	8:35 p.m.		
SIGNATURES Committee Chairperson Recording Secretary	<hr/> Alan Larson, M.D. <hr/> Lorie Harmon		