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|--------------------|--|-------|-----------------|
| Group: | Strategic Planning Committee | Date: | August 29, 2022 |
| Chairman: | Brad Friedman | Time: | 3:30 p.m. |
| Vice Chairman: | Elizabeth Justen | | |
| Location: | Memorial Healthcare System – Executive Conference Room | | |
| In Attendance: | Brad Friedman, Elizabeth Justen, Steven Harvey (via video link), Jose Basulto (via video link), Douglas Harrison, Dr. Luis Orta (via video link), Scott Wester, Nina Beauchesne, Matthew Muhart, Dr. Marc Napp, Frank Rainer, Peter Powers, Dr. Randy Katz, Carina Marrero, Robert Alonso, Buket Huber, Melissa Masters, Adara Adams | | |
| Not In Attendance: | Laura Raybin Miller, Leah Carpenter, David Smith | | |

The Strategic Planning Committee meeting convened at 3:35p.m. on August 29, 2022. The meeting was certified by Frank Rainer and the following agenda items were discussed:

Open Session:

1. Review and Approval of Minutes – B. Friedman:

Chairman Friedman requested a motion to approve the meeting minutes from the April 19, 2021, meeting. Commissioner Justen made the motion which was seconded by Commissioner Harrison. All members voted in favor of approving the minutes.

2. Women's Imaging Expansion Update – M. Muhart, R. Alonso and C. Marrero:

Mr. Muhart provided a high-level overview of the Solis project. This is a model we identified and is the nation's largest breast imaging company. They will help elevate and position Memorial Healthcare System. The twofold reason for Solis is: (1) The service line requires a high touch, and (2) The market is moving away from hospital outpatient departments for imaging. Consumers are price sensitive and shopping for convenience. This opportunity broadens our reach and treats patients in convenient locations.

Mr. Alonso shared the strategic portfolio to show where Solis integrates. Mr. Alonso also shared cancer statistics and the rationale for partnering with Solis. There are about 3,000 breast cancer cases going undiagnosed in the South Florida market. Solis provides convenience with an all-female call center, as well as an online platform. There is continuity since the same radiologists read at the hospital and outpatient sites. Payers want members in a lower cost environment and Solis provides that.

Ms. Marrero shared that the Solis model ensures patients come in with almost 80% compliance. Higher compliance leads to earlier diagnosis and saving lives. Ms. Marrero shared the various modalities a patient can go through from diagnosis to treatment. Mr. Muhart shared that the diagnosis side is more sensitive to moving away from the hospital, while the treatment is part of the continuum and will remain in the hospital.

Ms. Marrero shared that the joint venture is aligned with the seven pillars. There is IT integration, an all-women's call center, marketing campaign, and remodel of some existing locations so that all centers look and feel the same. The women's imaging at Memorial Hospital West will also be relocated to the new cancer center. MORs are held to ensure alignment and the joint board meets quarterly.

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Commissioner Justen asked how the telephones are answered and Ms. Marrero shared that they will be answered with the new c-branded name of Memorial Solis. Mr. Wester added that Solis is on the front-end of cutting-edge technology which will aid with Graduate Medical Education (GME), and we will also be working with Solis at a regulatory level.

We are working on the RIS to standardize it if it is on the same platform.

Mr. Alonso shared the retail expansion opportunity with locations in Plantation, Weston and Miami Lakes with screening and ultrasound capabilities. There will eventually be seven sites.

Commissioner Justen asked to find a different word than retail to describe these sites and Commissioner Basulto suggested calling locations community-based sites.

The Chairman asked if the first three sites will be ready in Q2 2023 and when the renovations will be done. The team confirmed that renovations will start once the new spaces are available and that Memorial has exclusivity across Broward County and northern Miami-Dade.

The joint venture is a 50/50 partnership between Florida Community Health Network (FCHN) and Solis. They will ensure a go-forward strategy to encompass navigation and communication with referring physicians so that it will be seamless if the patient chooses to continue treatment at Memorial.

Commissioner Harrison asked about the business rationale and if anyone else is doing this. Mr. Wester shared that we are priced at a premium, but if we did this as Memorial, it would not be feasible. Screening is preventative and if a cancer diagnosis is made or additional follow-up is needed, they will have the ability to use Memorial for treatment if the patient chooses to.

The open session ended at 4:02 p.m.

Closed Session:

The meeting moved into a closed session at 4:05 p.m. and the closed session concluded at 7:35 p.m.

Commissioners thanked the staff for a good meeting.

The meeting adjourned at 7:35 p.m.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'Brad Friedman', with a stylized, cursive script.

Brad Friedman
Chairman
Strategic Planning Committee