

**TRI-CITY HEALTHCARE DISTRICT  
AGENDA FOR A REGULAR MEETING  
OF THE FINANCE, OPERATION AND PLANNING COMMITTEE  
January 17, 2017  
12:30-3:30  
Assembly Room 2  
Tri-City Medical Center  
4002 Vista Way, Oceanside, CA 92056**

The Committee may make recommendations on any of the items listed below, unless the item is specifically labeled "Informational Only"

	AGENDA ITEM	TIME ALLOTTED	PERSON RESPONSIBLE
1.	Call to Order	1 min.	Chair
2.	Approval of Agenda	2 min.	Chair
3.	Public Comments-Announcement Comments may be made at this time by members of the public on any item on the Agenda before the Committee's consideration of the item or on any matter within the jurisdiction of the Committee. NOTE: During the Committee's consideration of any Agenda item, members of the public also have the right to address the Committee at that time regarding that item.	2 min.	Chair
4.	Ratification of minutes – November 15, 2016	2 min.	Standard
5.	Old Business-(All items for Discussion or possible Action)		
6.	New Business-(All Items for Discussion or possible Action)		
	a) Ethics & Compliance Training Reminder • February 2, 2017	2 min.	Chair
	b) Finance, Operations and Planning Meeting Discussion • Regarding Tuesday, November 21, 2017 ( <i>cancellation</i> ) & December 7, 2017 ( <i>reschedule</i> )	10 min.	Chair
	c) Physician Agreement for ED On-Call Coverage - Neurosurgery • Sharona Ben-Haim, M.D.	10 min.	Sherry Miller
	d) Physician Agreement for ED On-Call Coverage – Neurosurgery • Pamela Jones, M.D.	10 min.	Sherry Miller
	e) Physician Agreement for ED On-Call Coverage – Orthopedic Surgery • Erik S. Stark, M.D.	10 min.	Sherry Miller
	f) Medical Coverage for CSU Proposal • Coastal Hospitalists	10 min.	Sharon Schultz
	g) Physician Agreement for Medical Director of BHU • Mohammad Ahmed, M.D.	10 min.	Sharon Schultz

**NOTE:** This meeting is also called and noticed as a meeting of the Board, but shall be conducted as an Administrative and Finance Committee meeting. Members of the Board who are not members of the Committee may attend the entire meeting, but shall not otherwise directly participate or vote on any item. The Committee shall take no final actions, but may make recommendations to be considered at a future meeting of the Board as to any item on the agenda, including information items. All public documents provided to the committee or Board for this meeting including materials related to an item on this agenda and submitted to the Board of Directors within 72 hours prior to this meeting may be reviewed at the District Offices located at 4002 Vista Way, Oceanside, CA 92056 in the Clerk's Office during normal business hours.

Note: If you have a disability, please notify us at 760-940-7323 at least 48 hours prior to the meeting so that we may provide reasonable accommodations.

	AGENDA ITEM	TIME ALLOTTED	PERSON RESPONSIBLE
	h) Physician Agreement for Medical Director of CSU <ul style="list-style-type: none"> <li>• Mohammad Ahmed, M.D.</li> </ul>	10 min.	Sharon Schultz
	i) Physician Agreement for Covering Physician of BHU <ul style="list-style-type: none"> <li>• Venugopal DePala, M.D.</li> </ul>	10 min.	Sharon Schultz
	j) Physician Agreement for Covering Physician of CSU <ul style="list-style-type: none"> <li>• Venugopal DePala, M.D.</li> </ul>	10 min.	Sharon Schultz
	k) Financials	10 min.	Ray Rivas
	l) Work Plan – Information Only <ul style="list-style-type: none"> <li>• Wellness Center, (quarterly)</li> <li>• Construction Report (quarterly)</li> <li>• Aionex Bed Board / Throughput (bi-monthly)</li> <li>• Dashboard (monthly)</li> <li>• Neuroscience Institute - NSI Medical Directorships (semi-annual)</li> <li>• Medical Director, Surgery (quarterly)</li> <li>• IT Physician Liaison (semi-annual)</li> </ul>	30 min.	David Bennett Kapua Conley Kathy Topp Ray Rivas Jeremy Raimo  Mary Diamond Terry Moede / Dr. Worman
7.	Comments by committee members	2 min.	Chair
8.	Date of next meeting: February 14, 2017	2 min.	Chair
9.	Community Member Openings: (none)	2 min.	Chair
10.	Adjournment		
	Total Budget Time for Meeting	2 hr. 25 min.	

**NOTE:** This meeting is also called and noticed as a meeting of the Board, but shall be conducted as an Administrative and Finance Committee meeting. Members of the Board who are not members of the Committee may attend the entire meeting, but shall not otherwise directly participate or vote on any item. The Committee shall take no final actions, but may make recommendations to be considered at a future meeting of the Board as to any item on the agenda, including information items. All public documents provided to the committee or Board for this meeting including materials related to an item on this agenda and submitted to the Board of Directors within 72 hours prior to this meeting may be reviewed at the District Offices located at 4002 Vista Way, Oceanside, CA 92056 in the Clerk's Office during normal business hours.

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**Tri-City Medical Center**  
**Finance, Operations and Planning Committee Minutes**

**November 15, 2016**

<b>Members Present</b>	Director James Dagostino, Director Cyril Kellett, Director Julie Nygaard, Dr. John Kroener, Dr. Marcus Contardo, Dr. Frank Corona, Kathleen Mendez, Steve Harrington, Wayne Lingenfelter, Tim Keane
<b>Non-Voting Members Present:</b>	Steve Dietlin, CEO, Ray Rivas, Acting CFO, Kapua Conley, COO, Cheryle Bernard-Shaw, CCO Wayne Knight, Chief Strategy Officer
<b>Others Present</b>	Director Laura Mitchell, Jane Dunmeyer, David Bennett, Glen Newhart, Tom Moore, Sharon Davies, Sharon Schultz, Jeremy Raimo, Eva England, Chris Miechowski, Charlene Carty, Mary Diamond, Steve Young, Jody Root (Procopio), Barbara Hainsworth
<b>Members Absent:</b>	Carlo Marcuzzi

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
1. Call to order	Director Dagostino called the meeting to order at 12:34 pm.		
2. Approval of Agenda	Director Dagostino announced that a revised agenda and revised write-up for item 6.g. were distributed prior to the start of the meeting. Additionally, items 6.h. and 6.i. are being pulled from the agenda.	<u><b>MOTION</b></u> It was moved by Mr. Keane, Ms. Mendez seconded, and it was unanimously approved to accept the agenda of November 15, 2016.	
3. Comments by members of the public on any item of interest to the public before committee's consideration of the item.	Director Dagostino read the paragraph regarding comments from members of the public.		Director Dagostino
4. Ratification of minutes of October 17, 2016	Minutes were ratified.	Minutes were ratified. <u><b>MOTION</b></u> It was moved by Director Nygaard, Dr. Contardo seconded, that the minutes of October 17, 2016, are to be approved without any requested modifications. Director Kellett and	

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
5. Old Business		Drs. Kroener and Corona abstained.	
6. New Business			
a. Finance, Operations and Planning Meeting Discussion • Regarding Tuesday, December 20, 2016		<u>MOTION</u> Committee members concurred, and the Finance, Operations and Planning Committee unanimously approved the cancellation of the December 20, 2016 Finance, Operations and Planning committee meeting.	Chair
b. Wayne Lingenfelter – Community Member • Second Term, serve through January 2019		<u>MOTION</u> Committee members concurred, and it unanimously approved Mr. Lingenfelter for a second term as a Community Member on the Finance, Operations and Planning Committee.	Chair
c. Surgical Light Replacement and Video Integration Proposal for OR #1	Mary Diamond conveyed that this proposal was to update the lighting in operating room #1, as well as install a state of the art digital routing system. She further explained that this was the first of 10 rooms that would eventually be renovated.  A suggestion was made by Mr. Harrington that the write-up template be edited to reflect whether the item or proposal being presented to the committee, has been included in the budget.	<u>MOTION</u> It was moved by Mr. Lingenfelter, Dr. Contardo seconded, and it was unanimously approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors authorize the publicly bid agreement with McCoy Design & Construction for \$70,329, and the purchase of equipment to replace the lights in operating room 1, for a total expected project cost of \$412,871.  <i>Barbara Hainsworth to revise write-up template</i>	Mary Diamond
d. Renovation of Labor & Delivery and Mother/Baby	Kapua Conley, Glen Newhart and Sharon Davies detailed the proposed renovation of the Labor & Delivery and Mother /Baby	<u>MOTION</u> It was moved by Director Nygaard, Dr. Contardo seconded, and it was unanimously approved that the	Chris Miechowski / Kapua Conley

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	<p>patient rooms. It was noted that the last renovations to this area had been undertaken in 1994, and were needed in order to remain competitive with other area facilities. It was noted that the Foundation had already provided their contribution amount for this project.</p>	<p>Finance, Operations and Planning Committee recommend that the TCHD Board of Directors authorize a project budget for renovating Labor &amp; Delivery and Mother/Baby rooms with a cost contribution of \$431,590 from Tri-City Healthcare District, and \$760,000 from Tri-City Hospital Foundation, for a total cost not to exceed \$1,191,590.</p>	
<p>e. IT Interim Leadership Proposal</p> <ul style="list-style-type: none"> <li>TK Moede Consulting, Inc.</li> </ul>	<p>Kapua Conley conveyed that this proposal would extend the contract for IT leadership with TK Moede Consulting, Inc. for an additional 6 month period. This would provide continuity in the roles of Interim Chief Information Officer/VP of Information Technology and Technology Subject Matter Specialist. It was further emphasized that there are a number of projects currently being evaluated / investigated, as well as one with San Diego Healthcare Exchange which would permit an exchange of information between Tri-City Medical Center and other healthcare facilities.</p>	<p><u><b>MOTION</b></u> It was moved by Mr. Keane, Dr. Contardo seconded, and it was unanimously approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors authorize the agreement with TK Moede Consulting, Inc. for continued IT leadership as the interim Chief information Officer/VP for a term of 6 months, beginning December 1, 2016 and ending May 31, 2017 for a monthly cost of \$50,200 and a total cost for the term of \$301,200.</p>	Kapua Conley
<p>f. Beckman Coulter Hematology Proposal</p>	<p>Steve Young explained that this proposal is a reagent renewal agreement, which includes new instrumentation for hematology analysis. Also included is the replacement of aging hematology equipment, which will improve turnaround times for results, as</p>	<p><u><b>MOTION</b></u> It was moved by Dr. Contardo, Mr. Lingenfelter seconded, and it was unanimously approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors authorize the agreement with Beckman Coulter for</p>	Steve Young

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible				
	well as enhance blood testing redundancy, and will standardize technologist workflow.	the Hematology Reagents and Instrumentation for a term of 60 months beginning December 15, 2016 and ending December 14, 2021 for an annual cost of \$72,948 and a total cost for the term of \$364,740, and a onetime seismic facility expense estimated to be \$24,800.					
g. Physician Agreement for Cardiac Rehabilitation Medical Director / Physician Supervision <ul style="list-style-type: none"><li>Karim H. El Sherief, M.D.</li></ul>	Steve Young reported that this was a renewal of the physician agreement with Dr. El Sherief to remain in the role as program Medical Director / Physician Supervision for Cardiac Rehabilitation for another 24 months.  A question was raised whether cardiac patients from UCSD were utilizing our Cardiac Rehab facilities. Steve confirmed that they have been, and the feedback has been positive.	<u>MOTION</u> It was moved by Mr. Keane, Dr. Contardo seconded, and it was unanimously approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors authorize Dr. Karim El-Sherief as the Medical Director of Cardiac Rehabilitation for a term of 24 months beginning July 1, 2017 ending June 30, 2019. Not to exceed an average of 44 hours per month or 528 hours annually, at an hourly rate of \$185.50 for an annual cost of \$97,944 and a total term cost not to exceed \$195,888.	Steve Young				
h. Physician Recruitment Proposal – Family Medicine <ul style="list-style-type: none"><li>Ronald Perez, M.D.</li></ul>	<b>PULLED</b>						
i. Physician Recruitment Proposal – Family Medicine <ul style="list-style-type: none"><li>Michael A. Pietela, M.D.</li></ul>	<b>PULLED</b>						
j. Financials	Ray Rivas presented the financials ending September 30, 2016 (dollars in thousands) <u>TCHD – Financial Summary</u> <u>Fiscal Year to Date</u> <table><tr><td>Operating Revenue</td><td>\$111,655</td></tr><tr><td>Operating Expense</td><td>\$ 111,154</td></tr></table>	Operating Revenue	\$111,655	Operating Expense	\$ 111,154		Ray Rivas
Operating Revenue	\$111,655						
Operating Expense	\$ 111,154						



Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	<p>EBITDA \$ 7,459</p> <p>EROE \$ 2,364</p> <p><b>TCMC – Key Indicators – FYTD</b></p> <p>Avg. Daily Census 184</p> <p>Adjusted Patient Days 38,876</p> <p>Surgery Cases 2,094</p> <p>Deliveries 966</p> <p>ED Visits 21,804</p> <p><b>TCHD-Financial Summary –</b></p> <p><b>Current Month</b></p> <p>Operating Revenue \$ 28,053</p> <p>Operating Expense \$ 27,532</p> <p>EBITDA \$ 2,365</p> <p>EROE \$ 1,118</p> <p><b>TCMC – Key Indicators – Current</b></p> <p><b>Month</b></p> <p>Avg. Daily Census 184</p> <p>Adjusted Patient Days 9,805</p> <p>Surgery Cases 517</p> <p>Deliveries 230</p> <p>ED Visits 5,318</p> <p><b>TCMC - Net Patient A/R &amp; Days in</b></p> <p><b>Net A/R By Fiscal Year</b></p> <p>Net Patient A/R \$ 43.1</p> <p>(in millions)</p> <p>Days in Net A/R 50.3</p> <p><b>Graphs:</b></p> <ul style="list-style-type: none"> <li>• TCMC-Net Days in Patient Accounts Receivable</li> <li>• TCMC-Average Daily Census, Total Hospital – Excluding Newborns</li> <li>• TCMC-Acute Average Length of Stay</li> <li>• TCMC-Emergency Department Visits</li> </ul>		

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
k. Work Plan – Information Only	Director Dagostino reported that these agenda items were for review only, but Committee members were welcome to ask questions.		Chairman
• Aionex Throughput	Kapua gave a brief PowerPoint presentation detailing an overall decrease in the length of stay in the ED over the past 2-years, and quicker processing of patients requiring CT scans, due to the installation of the new scanner in April 2016. He also noted a decrease in LWBS patients, due to physician's assistants being in Triage with expanded hours. Also mentioned was the testing of a "Zoomer Nurse" to reduce bottlenecks for patients either waiting to be seen or discharged. Also mentioned are plans for a Discharge Concierge Lounge to facilitate getting patients out of their rooms quicker, which will help with patient flow, which will may be in place as soon as December.		Kapua Conley
• Dashboard	No discussion		Ray Rivas
7. Comments by Committee Members		None	Chair
8. Date of next meeting	January 17, 2017		Chair
9. Community Openings (none)			
10. Adjournment	Meeting adjourned 1:34 pm		



## **Finance, Operations and Planning Committee**

**Date of Meeting: January 17, 2017**

### **Reminder:**

**Ethics & Compliance Training Workshop  
for Members of Board Committees**

**Date:** *February 2<sup>nd</sup>, 2017*

**Time:** *2:00 – 4:00 pm*

**Location:** *Assembly Rooms 2 & 3*

## **Finance, Operations and Planning Committee**

**Date of Meeting: January 17, 2017**

### **Discussion:**

- Tentative, November 21, 2017 Meeting Cancellation &
  - Potential Reschedule December Meeting to  
Thursday, December 7<sup>th</sup>, 2017

**Finance, Operations & Planning Meeting**

**FINANCE, OPERATIONS & PLANNING COMMITTEE  
DATE OF MEETING: January 17, 2017  
PHYSICIAN AGREEMENT for ED ON-CALL COVERAGE - NEUROSURGERY**

<b>Type of Agreement</b>		Medical Directors	X	Panel		Other:
<b>Status of Agreement</b>	X	New Agreement		Renewal – New Rates		Renewal – Same Rates

**Physician's Name:** Sharona Ben-Haim, MD

**Area of Service:** Emergency Department On-Call: Neurosurgery

**Term of Agreement:** 6 months, Beginning, January 1, 2017 – Ending, June 30, 2017

**Maximum Totals:** Within Hourly and/or Annualized Fair Market Value: YES  
For entire Current ED On-Call Area of Service Coverage: Neurosurgery  
New physician to existing panel, no increase in expense

<b>Rate/Day</b>	<b>Current Panel Days per Year</b>	<b>Current Panel Annual Cost</b>
\$800	FY17: 365	\$144,000
	<b>Total:</b>	<b>\$144,000</b>

**Position Responsibilities:**

- Provide 24/7 patient coverage for all Neurosurgery specialty services in accordance with Medical Staff Policy #8710-520 (Emergency Room Call: Duties of the On-Call Physician)
- Complete related medical records in accordance with all Medical Staff, accreditation, and regulatory requirements.

Document Submitted to Legal:	X	Yes		No
Approved by Chief Compliance Officer:	X	Yes		No
Is Agreement a Regulatory Requirement:	X	Yes		No
Budgeted Item:	X	Yes		No

**Person responsible for oversight of agreement:** Sherry Miller, Manager, Medical Staff Services / Kapua Conley, Chief Operating Officer

**Motion:**

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors add Sharona Ben-Haim, MD to the currently existing ED On-Call Coverage Panel for Neurosurgery for a term of 6 months, beginning January 1, 2017 and ending June 30, 2017.

**FINANCE, OPERATIONS & PLANNING COMMITTEE  
DATE OF MEETING: January 17, 2017  
PHYSICIAN AGREEMENT for ED ON-CALL COVERAGE - NEUROSURGERY**

<b>Type of Agreement</b>		Medical Directors	X	Panel		Other:
<b>Status of Agreement</b>	X	New Agreement		Renewal – New Rates		Renewal – Same Rates

**Physician's Name:** Pamela Jones, M.D.

**Area of Service:** Emergency Department On-Call: Neurosurgery

**Term of Agreement:** 6 months, Beginning, January 1, 2017 – Ending, June 30, 2017

**Maximum Totals:** Within Hourly and/or Annualized Fair Market Value: YES  
For entire Current ED On-Call Area of Service Coverage: Neurosurgery  
New physician to existing panel, no increase in expense

<b>Rate/Day</b>	<b>Current Panel Days per Year</b>	<b>Current Panel Annual Cost</b>
\$800	FY17: 180	\$144,000
	<b>Total:</b>	<b>\$ 144,000</b>

**Position Responsibilities:**

- Provide 24/7 patient coverage for all Neurosurgery specialty services in accordance with Medical Staff Policy #8710-520 (Emergency Room Call: Duties of the On-Call Physician)
- Complete related medical records in accordance with all Medical Staff, accreditation, and regulatory requirements.

Document Submitted to Legal:	X	Yes		No
Approved by Chief Compliance Officer:	X	Yes		No
Is Agreement a Regulatory Requirement:	X	Yes		No
Budgeted Item:	X	Yes		No

**Person responsible for oversight of agreement:** Sherry Miller, Manager, Medical Staff / Kapua Conley, Chief Operating Officer

**Motion:** I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors add Pamela Jones, M.D. to the currently existing ED On-Call Coverage Panel for Neurosurgery for a term of 6 months, beginning January 1, 2017 and ending June 30, 2017.

**FINANCE, OPERATIONS & PLANNING COMMITTEE**
**DATE OF MEETING: January 17, 2017**
**PHYSICIAN AGREEMENT for ED ON-CALL COVERAGE – ORTHOPEDIC SURGERY**

<b>Type of Agreement</b>		Medical Directors	X	Panel		Other:
<b>Status of Agreement</b>	X	New Agreement		Renewal – New Rates		Renewal – Same Rates

**Vendor's Name:** Erik Stark, M.D.

**Area of Service:** Emergency Department On-Call: Orthopedic Surgery

**Term of Agreement:** 18 months, Beginning, January 1, 2017 – Ending, June 30, 2018

**Maximum Totals:** Within Hourly and/or Annualized Fair Market Value: YES  
For entire Current ED On-Call Area of Service Coverage: Orthopedic Surgery  
New physician to existing panel, no increase in expense

<b>Rate/Day</b>	<b>Panel Days per Year</b>	<b>Panel Annual Cost</b>
Monday-Friday: \$1,500	FY17: 365	\$564,300
Saturday-Sunday-Holidays: \$1,650	FY18: 365	\$564,300
<b>Total Cost:</b>		<b>\$1,128,600</b>

**Description of Services/Supplies:**

- Provide 24/7 patient coverage for all Orthopedic Surgery specialty services in accordance with Medical Staff Policy #8710-520 (Emergency Room Call: Duties of the On-Call Physician)
- Complete related medical records in accordance with all Medical Staff, accreditation, and regulatory requirements.

Document Submitted to Legal:		Yes	X	No
Approved by Chief Compliance Officer:	X	Yes		No
Is Agreement a Regulatory Requirement:	X	Yes		No
Budgeted Item:	X	Yes		No

**Person responsible for oversight of agreement:** Sherry Miller, Manager, Medical Staff Services / Kapua Conley, Chief Operating Officer

**Motion:**

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors add Erik Stark, M.D. to the currently existing ED On-Call Coverage Panel for Orthopedic Surgery for a term of 18 months, beginning January 1, 2017 and ending June 30, 2018.

**FINANCE, OPERATIONS & PLANNING COMMITTEE  
DATE OF MEETING: January 17, 2017  
MEDICAL COVERAGE FOR CSU PROPOSAL**

<b>Type of Agreement</b>		Medical Directors		Panel	X	Other:
<b>Status of Agreement</b>		New Agreement		Renewal – New Rates		Renewal – Same Rates

**Vendor's Name:** Coastal Hospitalists

**Area of Service:** Crisis Stabilization Unit (CSU)

**Term of Agreement:** 5 months, Beginning, February 1, 2017 – Ending, June 30, 2017

**Maximum Totals:**

<b>Daily Rate</b>	<b>Monthly Cost</b>	<b>Total Term Cost</b>
\$875	\$26,250	\$131,250

**Description of Services/Supplies: New Service**

- Medical Care including History & Physical, medication orders, medical consultation for an average of eight patients per day, 24/7.
- Addendum to the current contract to provide medical treatment for outpatient behavioral health patients.
- This amount is in addition to the already awarded amount of \$3,584,000.

Document Submitted to Legal:		Yes	X	*No
Approved by Chief Compliance Officer:	X	Yes		No
Is Agreement a Regulatory Requirement:	X	Yes		No
Budgeted Item:		Yes	X	No

\*Approval is recommended based on utilizing the approved template. Legal review is not necessary when approved template is used.

**Person responsible for oversight of agreement:** Sharon Schultz, Chief Nurse Executive

**Motion:**

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Coastal Hospitalists for five months, beginning February 1, 2017 and ending June 30, 2017 for daily rate of \$875, a monthly cost of \$26,250, and a total term cost of \$131,250.





**FINANCE, OPERATIONS & PLANNING COMMITTEE**  
**DATE OF MEETING: January 17, 2017**  
**PHYSICIAN AGREEMENT FOR MEDICAL DIRECTOR OF BHU**

<b>Type of Agreement</b>	X	Medical Directors		Panel		Other:
<b>Status of Agreement</b>	X	New Agreement		Renewal – New Rates		Renewal – Same Rates

**Physicians Name:** Mohammad Ahmed, M.D.  
**Area of Service:** Inpatient Behavioral Health Unit (BHU)  
**Term of Agreement:** 12 Months, Beginning, February 1, 2017 – Ending, January 31, 2018  
**Maximum Totals:**

Rate/Hour	Hours per Month	Monthly Cost	12 month (Term) Cost
\$150	40	\$6,000	\$72,000

**Position Responsibilities:**

- Provide professional guidance and oversight for the Inpatient Behavioral Health Unit (BHU).
- Provide supervision for the clinical operation of the Department and Programs.
- Provide staff education to improve outcome of care.
- Resolve conflicts that are intra-departmental or inter-departmental in nature to ensure or improve timeliness of patient treatment and intervention.
- Ensure that services provided are in compliance with regulatory standards.
- Participate in Quality Assurance and Performance Improvement activities.
- Timely communication with primary care physicians and/or other community health resources.
- Documentation: Full and timely documentation for all patients. Comply with all legal regulatory, accreditation, Medical Staff and billing criteria, including applying Medicare guidelines, including, Title 1X for admission and discharge decisions.
- Utilization Review, Quality Improvement: Actively participate in the hospital and Medical Staff's utilization review, quality, performance improvement and risk programs.

Document Submitted to Legal:		Yes	X	*No
Approved by Chief Compliance Officer:	X	Yes		No
Is Agreement a Regulatory Requirement:	X	Yes		No
Budgeted Item:	X	Yes		No

\*Approval is recommended based on utilizing the approved template. Legal review is not necessary when template is used.

**Person responsible for oversight of agreement:** Sharon Schultz, Chief Nurse Executive

**Motion:**

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize Dr. Ahmed as the Medical Director of the BHU for 12 months beginning February 1, 2017 and ending January 31, 2018. Not to exceed 40 hours for the month, at an hourly rate of \$150, for a monthly cost of \$6,000, and a total cost for the term of \$72,000.



**FINANCE, OPERATIONS & PLANNING COMMITTEE  
DATE OF MEETING: January 17, 2017  
PHYSICIAN AGREEMENT FOR MEDICAL DIRECTOR OF CSU**

<b>Type of Agreement</b>	X	Medical Directors		Panel		Other:
<b>Status of Agreement</b>	X	New Agreement		Renewal – New Rates		Renewal – Same Rates

**Physicians Name:** Mohammad Ahmed, M.D.

**Area of Service:** Crisis Stabilization Unit (CSU)

**Term of Agreement:** 12 Months, Beginning, February 1, 2017 – Ending, January 31, 2018

**Maximum Totals:**

<b>Rate/Hour</b>	<b>Hours per Month</b>	<b>Monthly Cost</b>	<b>12 month (Term) Cost</b>
\$150	40	\$6,000	\$72,000

**Position Responsibilities:**

- Provide professional guidance and oversight for the Crisis Stabilization Unit (CSU).
- Provide supervision for the clinical operation of the Department and Programs.
- Provide staff education to improve outcome of care.
- Resolve conflicts that are intra-departmental or inter-departmental in nature to ensure or improve timeliness of patient treatment and intervention.
- Ensure that services provided are in compliance with regulatory standards.
- Participate in Quality Assurance and Performance Improvement activities.
- Timely communication with primary care physicians and/or other community health resources.
- Documentation: Full and timely documentation for all patients. Comply with all legal regulatory, accreditation, Medical Staff and billing criteria, including applying Medicare guidelines, including, Title 1X for admission and discharge decisions.
- Utilization Review, Quality Improvement: Actively participate in the hospital and Medical Staff's utilization review, quality, performance improvement and risk programs.

<b>Document Submitted to Legal:</b>		Yes	X	*No
<b>Approved by Chief Compliance Officer:</b>	X	Yes		No
<b>Is Agreement a Regulatory Requirement:</b>	X	Yes		No
<b>Budgeted Item:</b>	X	Yes		No

\*Approval is recommended based on utilizing the approved template. Legal review is not necessary when template is used.

**Person responsible for oversight of agreement:** Sharon Schultz, Chief Nurse Executive

**Motion:**

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize Dr. Ahmed as the Medical Director of the CSU for 12 months beginning February 1, 2017 and ending January 31, 2018. Not to exceed 40 hours for the month, at an hourly rate of \$150, for a monthly cost of \$6,000, and a total cost for the term of \$72,000.

**FINANCE, OPERATIONS & PLANNING COMMITTEE**  
**DATE OF MEETING: January 17, 2017**  
**PHYSICIAN AGREEMENT FOR COVERING PHYSICIAN FOR BHU**

<b>Type of Agreement</b>		Medical Directors		Panel	X	Other: Covering Physician
<b>Status of Agreement</b>	X	New Agreement		Renewal – New Rates		Renewal – Same Rates

**Physicians Name:** Venugopal DePala, M.D.  
**Area of Service:** Inpatient Behavioral Health Unit (BHU)  
**Term of Agreement:** 12 Months, Beginning, February 1, 2017 – Ending, January 31, 2018  
**Maximum Totals:**

Rate/Hour	Hours per Month	Monthly Cost	12 month (Term) Cost
\$150	10	\$1,500	\$18,000

**Position Responsibilities:**

- Provide professional guidance and oversight for the Inpatient Behavioral Health Unit (BHU).
- Provide supervision for the clinical operation of the Department and Programs.
- Provide staff education to improve outcome of care.
- Resolve conflicts that are intra-departmental or inter-departmental in nature to ensure or improve timeliness of patient treatment and intervention.
- Ensure that services provided are in compliance with regulatory standards.
- Participate in Quality Assurance and Performance Improvement activities.
- Timely communication with primary care physicians and/or other community health resources.
- Documentation: Full and timely documentation for all patients. Comply with all legal regulatory, accreditation, Medical Staff and billing criteria, including applying Medicare guidelines, including, Title 1X for admission and discharge decisions.
- Utilization Review, Quality Improvement: Actively participate in the hospital and Medical Staff's utilization review, quality, performance improvement and risk programs.

Document Submitted to Legal:		Yes	X	*No
Approved by Chief Compliance Officer:	X	Yes		No
Is Agreement a Regulatory Requirement:	X	Yes		No
Budgeted Item:	X	Yes		No

\*Approval is recommended based on utilizing the approved template. Legal review is not necessary when template is used.

**Person responsible for oversight of agreement:** Sharon Schultz, Chief Nurse Executive

**Motion:**

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize Dr. DePala as the Covering Physician for the BHU for 12 months beginning February 1, 2017 and ending January 31, 2018. Not to exceed 10 hours for the month, at an hourly rate of \$150, for a monthly cost of \$1,500, and a total cost for the term of \$18,000.

**FINANCE, OPERATIONS & PLANNING COMMITTEE**
**DATE OF MEETING: January 17, 2017**
**PHYSICIAN AGREEMENT FOR COVERING PHYSICIAN FOR CSU**

<b>Type of Agreement</b>		Medical Directors		Panel	X	Other: Covering Physician
<b>Status of Agreement</b>	X	New Agreement		Renewal – New Rates		Renewal – Same Rates

**Physicians Name:** Venugopal DePala, M.D.

**Area of Service:** Crisis Stabilization Unit (CSU)

**Term of Agreement:** 1 Month, Beginning, February 1, 2017 – Ending, January 31, 2018

**Maximum Totals:**

Rate/Hour	Hours per Month	Monthly Cost	12 month (Term) Cost
\$150	10	\$1,500	\$18,000

**Position Responsibilities:**

- Provide professional guidance and oversight for the Crisis Stabilization Unit (CSU).
- Provide supervision for the clinical operation of the Department and Programs.
- Provide staff education to improve outcome of care.
- Resolve conflicts that are intra-departmental or inter-departmental in nature to ensure or improve timeliness of patient treatment and intervention.
- Ensure that services provided are in compliance with regulatory standards.
- Participate in Quality Assurance and Performance Improvement activities.
- Timely communication with primary care physicians and/or other community health resources.
- Documentation: Full and timely documentation for all patients. Comply with all legal regulatory, accreditation, Medical Staff and billing criteria, including applying Medicare guidelines, including, Title 1X for admission and discharge decisions.
- Utilization Review, Quality Improvement: Actively participate in the hospital and Medical Staff's utilization review, quality, performance improvement and risk programs.

Document Submitted to Legal:		Yes	X	*No
Approved by Chief Compliance Officer:	X	Yes		No
Is Agreement a Regulatory Requirement:	X	Yes		No
Budgeted Item:	X	Yes		No

\*Approval is recommended based on utilizing the approved template. Legal review is not necessary when template is used.

**Person responsible for oversight of agreement:** Sharon Schultz, Chief Nurse Executive

**Motion:**

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize Dr. DePala as the Covering Physician for the CSU for 12 months beginning February 1, 2017 and ending January 31, 2018. Not to exceed 10 hours for the month, at an hourly rate of \$150, for a monthly cost of \$1,500, and a total cost for the term of \$18,000.

**Finance, Operations and Planning Work Plan  
Program Tracking Schedule**

**FY 2017**

January 17, 2016

	July	Aug	Sept	Oct	Nov	Dec	Jan 2017	Feb	Mar	Apr	May	June	Responsible Party
Wellness Center (Quarterly), since 2009 (changed from semi-annual to quarterly, April 2016)	•			•			•			•			David Bennett
Physician Recruitment Tracking (Annual), (Since 2009)												•	Jeremy Raimo
Tri-City Real Estate Holding and Management LLC (Annual), (Since 2011)								•					Steve Dietlin
Finance, Operations and Planning Charter, (Annual)										•			Chair
Construction Report, (Quarterly)	•			•			•			•			Kapua Conley
Accountable Care Organization (ACO) (Annual), (Since 2013)								•					Wayne Knight
Infusion Center, (Quarterly) (Report quarterly until Oct. 2015 then annual)				•									Sharon Schultz
Aionex Bed Board / Throughput, (Bi-Monthly) (Changed from monthly, to bi-monthly August 2015)	•		•		•		•		•		•		Kathy Topp

	July	Aug	Sept	Oct	Nov	Dec	Jan 2017	Feb	Mar	April	May	June	Responsible Party
Dashboard		•	•	•	•	•	•	•	•	•	•	•	Ray Rivas
Meaningful Use, (Semi-Annual) (Start reporting September 2015 for one year then semi-annual)			•						•				Terry Moede / Lyn Bolton
ICD-10 - Update (Annual)		•											Colleen Thompson
Neuroscience Institute – NSI Medical Directorships, (Semi-Annual) (Start reporting June 2015 for first year then semi-annual)	•						•						Wayne Knight
Medical Director – Surgery (Quarterly) (Began reporting in July 2015)	•			•			•			•			Mary Diamond
IT Physician Liaison (Semi-Annual) (Began reporting in July 2016)	•						•						Terry Moede
Update on Institutes (Annual): • Cardiovascular • Neuroscience • Orthopaedic (Added August 2016, begin reporting August 2017)		•											Wayne Knight

## Wellness Center Update as of December 31, 2016 January 17, 2017

1. Number of current members January 1, 2016: 3738  
 Members January – December: 1502  
 Cancellations January – December: 1602  
 Ending membership December 31, 2016: 3638

2. Corporate program rolling out with visits to major organizations within a 10 mile radius of the WC.

### Visited in 2016:

- 53 Companies
- 261 People Signed up (Including Carlsbad Unified Teachers, Callaway Golf & ViaSat)

Wellness Center staff attended business health expos to talk about the facility.

Attended in 2016 so far:

- 18 Expos
- 12 TCMC New Hire Orientations
- 4 Cafeteria Meet & Greet Events with Employees
- Other Events such as:
 

Marathon	Employee Picnic
NICU 30 <sup>th</sup> Anniversary	Guy Takayama Surf Pro
SuperGirl Surf Pro	2 Health fairs

3. Continuing focus is on developing a more emphasis on control of cancellations

4. Growth initiatives include:

- Continue corporate program presentations to local companies within a 10 sq. mile radius.
- We continue to put major attention to visiting corporations and developing individual organization weekly outreach plans of action.
- Will be collaborating with the Cardio Rehab and Physical Therapy areas at the WC to entice their respective patients to become members of the WC when their rehab programs are completed.

5. An overall marketing plan continues to focus on:

- Incentives for current members to bring new members in.
- Please see table below for the promotions / added members July through December 2016:



Wellness Center Promotion Results		
July 2016	Number of New Members who joined under promo	Promotional Dates
Promotions		
No enrollment fee for Alumni	10	All month
No Enrollment for Prospects	41	All month
August 2016	Number of New Members who joined under promo	Promotional Dates
Promotions		
Go for the Gold: 3 Services (Massage/Personal Training/Pilates) on us when you join	102	All month
No enrollment fee for Alumni	16	All month
September 2016	Number of New Members who joined under promo	Promotional Dates
Promotions		
No enrollment fee for Alumni	13	All month
Free Guest Pass (online only)	69	All month
October 2016	Number of New Members who joined under promo	Promotional Dates
Promotions		
No enrollment fee for Alumni	17	All month
\$0 enrollment for all prospects	39	10/24-10/31/16
Free Guest Pass (online only)	11	All month
November 2016	Number of New Members who joined under promo	Promotional Dates
Promotions		
Free Guest Pass (online only)	4	All month
Black Friday Savings (\$20 off membership dues rates)	208	11/21-11/30/16
December 2016	Number of New Members who joined under promo	Promotional Dates
Promotions		
No enrollment fee for Alumni	48	All month
Black Friday Savings (\$20 off rates) Extended Offer	44	12/1-12/4/16
\$0 Enrollment (Prospects)	14	12/30-12/31/16

- Pricing and incentives continue to be offered to Tri City Medical Center employees. Having the Wellness Center membership team doing outreach in the cafeteria, leadership meetings and employee forums, new hire orientations.
- We continue to focus heavily on our monthly promotions.

6. We continue our marketing/ advertising in North County:

- Seaside Courier
- District zip-code magazines
- Coast News both editions
- Specific placements in the NC UT section
- Chamber of Commerce periodicals to the community
- TV appearances with one of our WC nutritionists on KUSI and CH 6 (6 in 2016)
- Meeting with Active Sports each month for joint marketing programs.

7. Continuous social media updates.





**Construction Report**  
As of December 2016

Project	FOP/Board Approval Date	% of Design Complete	Construction Start or Estimated Construction Start Date	Estimated Construction Completion Date**	% of Construction Complete	Total Budget	Actual Expenditures *	Remaining Budget	Status / Comments
Campus MOB Improvements	February-16	100%	February-16	January-17	99%	\$ 969,723.00	\$ 455,205.49	\$ 514,517.51	Road restriping is the only work remaining. Just waiting for the rain to pass and asphalt to dryout before striping can be completed.
L&D and Mother Baby Renovation	December-16	100%	January-17	July-17	0%	\$ 1,191,590.00	\$ --	\$ 1,191,590.00	Contracts Review.
Rebuild of Men's & Women's ADA Shower Stalls to Code at the Wellness Center	June-16	100%	December-16	January-17	20%	\$ 59,945.00	\$ 24,997.83	\$ 34,947.17	Men's Locker Room demolition is complete.
<b>Total Construction Projects</b>						<b>\$ 2,221,258.00</b>	<b>\$ 480,203.32</b>	<b>\$ 1,741,054.68</b>	

\* "Actual Expenditures" excludes capitalized interest.

\*\* Estimated completion is based on actual physical project progress and not on amounts invoiced to the District



## Financial Information

### TCMC Days in Accounts Receivable (A/R)

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	C/M YTD Avg	Goal Range
FY17	51.2	50.2	48.7	50.5	49.6	50.5	51.7	48.9	49.5	50.4	47.4	46.7	50.1	48-52
FY16	46.7	45.7	45.7	45.3	47.0	49.1	51.7	48.9	49.5	50.4	47.4	46.7	46.6	48-52

### TCMC Days in Accounts Payable (A/P)

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	C/M YTD Avg	Goal Range
FY17	78.9	81.6	86.5	88.1	91.6	87.9	83.6	81.1	81.4	81.1	81.1	80.7	85.8	75-100
FY16	83.6	85.8	92.1	88.7	84.0	82.5	83.6	81.1	81.4	81.1	81.1	80.7	86.1	75-100

### TCHD EROE \$ in Thousands (Excess Revenue over Expenses)

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	C/M YTD	C/M YTD Budget
FY17	\$288	\$211	\$746	\$1,118	\$414	\$317	(\$1,784)	(\$411)	(\$220)	\$331	\$315	(\$1,842)	\$3,095	\$977
FY16	\$862	\$612	\$182	(\$189)	(\$513)	\$965	(\$1,784)	(\$411)	(\$220)	\$331	\$315	(\$1,842)	\$1,919	

### TCHD EROE % of Total Operating Revenue

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	C/M YTD	C/M YTD Budget
FY17	1.04%	0.75%	2.69%	3.99%	1.51%	1.15%	-6.31%	-1.53%	-0.77%	1.13%	1.09%	-6.82%	1.86%	0.57%
FY16	3.03%	2.20%	0.66%	-0.68%	-2.00%	3.40%	-6.31%	-1.53%	-0.77%	1.13%	1.09%	-6.82%	1.16%	



## Financial Information

### TCHD EBITDA \$ in Thousands (Earnings before Interest, Taxes, Depreciation and Amortization)

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	C/M YTD	C/M YTD Budget
FY17	\$1,583	\$1,496	\$2,015	\$2,365	\$1,711	\$1,556							\$10,726	\$8,812
FY16	\$2,046	\$1,817	\$1,357	\$1,011	\$644	\$2,155	(\$594)	\$797	\$1,019	\$1,530	\$1,598	(\$558)	\$9,030	

### TCHD EBITDA % of Total Operating Revenue

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	C/M YTD	C/M YTD Budget
FY17	5.70%	5.32%	7.27%	8.43%	6.27%	5.64%							6.44%	5.11%
FY16	7.20%	6.53%	4.90%	3.65%	2.50%	7.58%	-2.10%	2.97%	3.56%	5.22%	5.55%	-2.07%	5.45%	

### TCMC Paid FTE (Full-Time Equivalent) per Adjusted Occupied Bed

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	C/M YTD	C/M YTD Budget
FY17	6.04	5.84	5.74	5.85	6.43	6.16							6.01	6.04
FY16	6.13	6.05	5.91	5.98	6.11	6.01	5.77	5.43	6.07	5.86	6.09	5.99	6.03	

### TCHD Fixed Charge Coverage Covenant Calculation

	TTM Jul	TTM Aug	TTM Sep	TTM Oct	TTM Nov	TTM Dec	TTM Jan	TTM Feb	TTM Mar	TTM Apr	TTM May	TTM Jun	Covenant
FY17	1.37	1.37	1.37	1.59	1.73	1.50							1.10
FY16	1.88	1.96	2.15	2.05	1.85	1.92	1.87	1.73	1.70	1.82	1.63	1.47	1.10

### TCHD Liquidity \$ in Millions (Cash + Available Revolving Line of Credit)

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY17	\$29.1	\$29.4	\$26.8	\$18.9	\$23.0	\$25.9						
FY16	\$30.7	\$33.4	\$36.1	\$35.7	\$31.8	\$28.0	\$26.3	\$27.5	\$24.8	\$28.0	\$37.6	\$31.7