

**TRI-CITY HEALTHCARE DISTRICT  
AGENDA FOR A REGULAR MEETING  
OF THE FINANCE, OPERATION AND PLANNING COMMITTEE  
March 21, 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 – February 14, 2017	2 min.	Standard
5.	Old Business-(All items for Discussion or possible Action)		
6.	New Business-(All Items for Discussion or possible Action)		
	a) Cerner Meaningful Use (MU3) Proposal	10 min.	Kathy Topp (for Terry Moede)
	b) In Motion, Inc. Proposal	10 min.	David Bennett
	c) Physician Agreement for Covering Physician for Inpatient Wound Care • Henry Showah, M.D.	10 min.	Sharon Schultz
	d) Physician Agreement for Covering Physician at the Carlsbad Wound Care/HBO Center • Henry Showah, M.D.	10 min.	Sharon Schultz
	e) Proposal for Sub-Lease of the 501 W. Vista Way Suite • Achieve Transcranial Magnetic Stimulation (TMS)	10 min.	Sarah Jayyousi
	f) Physician Agreement for ED On-Call Coverage – ENT • Anton Kushnaryov, M.D.	5 min.	Sherry Miller
	g) Physician Agreement for Covering Physician – OB/GYN • Raheleh Esfandiari, M.D. • Eimaneh Mostofian, M.D. • Marlene Poutney-Levesque, M.D.	5 min.	Sherry Miller

**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 Panel Agreement for ED On-Call Coverage – Neurology <ul style="list-style-type: none"> <li>• Andrew Blumenfeld, M.D.</li> <li>• Bilal Choudry, M.D.</li> <li>• Laura Desadier, M.D.</li> <li>• Benjamin Frishberg, M.D.</li> <li>• Gary Gualberto, M.D.</li> <li>• Amy Nielsen, D.O.</li> <li>• Irene Oh, M.D.</li> <li>• Remia Paduga, M.D.</li> <li>• Jay Rosenberg, M.D.</li> <li>• Mark Sadoff, M.D.</li> <li>• Gregory Sahagian, M.D.</li> <li>• Jack Schim, M.D.</li> <li>• Anchi Wang, M.D.</li> <li>• Chunyang Tracy Wang, M.D.</li> <li>• Michael Zupancic, M.D.</li> </ul>	10 min.	Sherry Miller
	i) Pulse Oximetry Equipment and Disposables Agreement <ul style="list-style-type: none"> <li>• Masimo Americas, Inc.</li> </ul>	10 min.	Kevin McQueen (for Tom Moore)
	j) Renewal of Blood Type and Screen Instruments, Consumables, and Cerner Interface Proposal <ul style="list-style-type: none"> <li>• Immucor, Inc.</li> </ul>	10 min.	Tara Eagle
	k) BHU/CSU Coverage Proposal <ul style="list-style-type: none"> <li>• Regents of the University of California (UCSD)</li> </ul>	10 min.	Wayne Knight
	l) Financials	10 min.	Ray Rivas
	m) Work Plan – Information Only <ul style="list-style-type: none"> <li>• ED Throughput</li> <li>• Dashboard</li> <li>• Meaningful Use</li> </ul>	20 min.	Candice Parras Ray Rivas Kapua Conley/Ray Rivas
7.	Comments by committee members	2 min.	Chair
8.	Date of next meeting: April 18, 2017	2 min.	Chair
9.	Community Member Openings: (none)	2 min.	Chair
10.	Adjournment		
	Total Budget Time for Meeting	2 hr. 23 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.

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.

**Tri-City Medical Center  
Finance, Operations and Planning Committee Minutes  
February 14, 2017**

<b>Members Present</b>	Director Julie Nygaard, Director Cyril Kellett, Director Laura Mitchell, Dr. Marcus Contardo, Carlo Marcuzzi, 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</b>	Director Jim Dagostino, David Bennett, Tom Moore, Glen Newhart, Charlene Carty, Joni Penix, Jeremy Raimo, Sharon Schultz, Chris Miechowski, Sherry Miller, Priya Joshi, Jane Dunmeyer, Eva England, Jody Root (Procopio), Barbara Hainsworth
<b>Members Absent:</b>	Dr. John Kroener, Dr. Frank Corona, Kathleen Mendez

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
1. Call to order	Director Nygaard called the meeting to order at 12:32 pm.		
2. Approval of Agenda		<u>MOTION</u> It was moved by Director Kellett, Director Mitchell seconded, and it was unanimously approved to accept the agenda of February 14, 2017.	Director Nygaard
3. Comments by members of the public on any item of interest to the public before committee's consideration of the item.	Director Nygaard read the paragraph regarding comments from members of the public.		
4. Ratification of minutes of January 17, 2017	Minutes were ratified.	Minutes were ratified. <u>MOTION</u> It was moved by Director Kellett, Dr. Contardo seconded, that the minutes of January 17, 2017, are to be approved without any requested modifications.	

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
5. Old Business			
6. New Business			Chair / Chris Miechowski
a. Review & Discuss Board Policy #15-013 <ul style="list-style-type: none"> <li>• Policies &amp; Procedures Including Bidding Regulations Governing Purchases of Supplies and Equipment, Procurement of Professional Services, and Bidding for Public Works Contracts</li> </ul>		<u>MOTION</u> It was moved by Mr. Harrington, Mr. Keane seconded, and it was unanimously approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors approve Board policy # 15-13, as it is currently written, with no recommended changes or modifications.	Chair / Chris Miechowski
b. Physician Agreement for ED On-Call Coverage - Neurosurgery <ul style="list-style-type: none"> <li>• Alexander A. Khalessi, M.D.</li> </ul>	Sherry Miller stated that this write-up is to add Dr. Alexander A. Khalessi, as new physician to the existing panel for ED On-Call coverage for Neurosurgery, with no increase in expense.	<u>MOTION</u> It was moved by Director Kellett, Director Mitchell seconded, and it was unanimously approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors add Alexander Khalessi M.D. to the currently existing ED On-Call Coverage Panel for Neurosurgery for a term of 12 months, beginning February 1, 2017 and ending January 31, 2018.	Sherry Miller
c. Physician Agreement for ED On-Call Coverage – Neurology <ul style="list-style-type: none"> <li>• Kalyani Korabathina, M.D.</li> </ul>	Sherry Miller conveyed that this write-up is to add Dr. Kalyani Korabathina as new physician to the existing panel for ED On-Call coverage for Neurology, with no increase in expense.	<u>MOTION</u> It was moved by Director Mitchell, Dr. Contardo seconded, and it was unanimously approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors add Kalyani Korabathina M.D. to the currently existing ED On-Call Coverage Panel for Neurology for a term of 12 months, beginning February 1, 2017	Sherry Miller

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
<p>d. Surgical Light Replacement and Video Integration Proposal, O.R. # 2</p>	<p>In Mary Diamond's absence, Chris Miechowski conveyed that this proposal was to update the lighting in operating room #2, as well as install a state of the art digital routing system. He further explained that this was the second of 10 rooms that would eventually be renovated.</p>	<p>and ending January 31, 2018.</p> <p><b>MOTION</b> It was moved by Director Kellett, 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 &amp; Construction for \$76,197, and the purchase of equipment to replace the lights in operating room 2, for a total expected project cost of \$365,828.</p>	<p>Mary Diamond / Chris Miechowski</p>
<p>e. Key Healthcare Consulting, LLC Proposal</p>	<p>Joni Penix explained this write-up was a renewal of the agreement for this vendor, who renders charge entry services for the Emergency Room, Crisis Stabilization Unit and Observation. Minor discussion ensued.</p>	<p><b>MOTION</b> It was moved by Mr. Lingenfelter, Director Kellett seconded, and it was unanimously approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors authorize the agreement with Key Healthcare Consulting, LLC for Charge Entry for a term of 36 months beginning, March 15, 2017 and ending, March 14, 2020 for an expected annual cost of \$285,492, and an expected total cost for the term of \$856,476.</p>	<p>Joni Penix</p>
<p>f. Physician Agreement for Cardiac Rehabilitation Physician Supervision</p> <ul style="list-style-type: none"> <li>Sharon M. Slowik, M.D.</li> </ul>	<p>Eva England conveyed that this was a renewal of the agreement with Dr. Slowik to continue as an on-site supervising physician for the Cardiac Rehabilitation program at the Wellness Center, for an additional 24 months.</p>	<p><b>MOTION</b> It was moved by Director Kellett, Mr. Lingenfelter seconded, and it was unanimously approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors authorize Dr. Sharon M. Slowik as the Coverage Physician for a term of 24 months</p>	<p>Eva England</p>

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
<p>g. Physician Agreement for Medical Director for Behavioral Health Services – Behavioral Health Unit (BHU)</p> <ul style="list-style-type: none"> <li>Neil Richtand, M.D., Ph.D.</li> </ul>	<p>Sharon Schultz reported that this agreement was for Dr. Richtand to act as the Medical Director for the Behavioral Health Unit. He will provide professional guidance, oversight for this area, as well as customary medical director duties as outlined in the agreement.</p>	<p>beginning July 1, 2017 and ending June 30, 2019. Not to exceed an average of 39 hours per month or 468 hours annually, at an hourly rate of \$148.30 for an annual cost of \$69,404.40, and a total cost for the term of \$138,808.80.</p> <p><b>MOTION</b> It was moved by Director Kellett, Dr. Contardo seconded, and it was unanimously approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors authorize Dr. Neil Richtand as the Medical Director of the BHU, beginning March 11, 2017 through March 31, 2018, not to exceed an average of 42 hours per month, at an hourly rate of \$150 for an annual cost of \$75,600, and a term cost of \$81,900.</p>	<p>Sharon Schultz</p>
<p>h. Physician Agreement for Medical Director for Behavioral Health Services – Crisis Stabilization Unit (CSU)</p> <ul style="list-style-type: none"> <li>Neil Richtand, M.D., Ph.D.</li> </ul>	<p>Sharon Schultz reported that this agreement was for Dr. Richtand to act as the Medical Director for the Crisis Stabilization Unit. He will provide professional guidance, oversight for this area, as well as customary medical director duties as outlined in the agreement.</p>	<p><b>MOTION</b> It was moved by Director Kellett, Dr. Contardo seconded, and it was unanimously approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors authorize Dr. Neil Richtand as the Medical Director of the CSU, beginning March 11, 2017 through March 31, 2018, not to exceed an average of 42 hours per month, at an hourly rate of \$150 for an annual cost of \$75,600, and a term cost of \$81,900.</p>	<p>Sharon Schultz</p>
<p>i. Physician Agreement for Rehabilitation Services</p>	<p>Priya Joshi explained that this agreement would add telemedicine</p>	<p><b>MOTION</b> It was moved by Director Mitchell,</p>	<p>Priya Joshi</p>

Topic	Discussions, Conclusions/Recommendations	Action Recommendations/Conclusions	Person(s) Responsible						
<ul style="list-style-type: none"> <li>Mark Sadoff, M.D.</li> </ul>	<p>consultation duties to Dr. Sadoff's current responsibilities, under his present contract. Priya explained that this request was for a two week trial for the telemedicine services to determine the feasibility and success of these services.</p> <p>After some discussion, it was requested that Priya return after the trial period to advise the committee of the overall results.</p>	<p>Director Kellett seconded, and it was unanimously approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors authorize the addition of Telemedicine responsibilities to the current Medical Director of Rehabilitation Services contract, with no additional cost.</p>							
<p>j. Recruitment Agreement Proposal</p> <ul style="list-style-type: none"> <li>Geehan D'Souza, M.D.</li> </ul>	<p>Jeremy Raimo and Wayne Knight each emphasized that according to an independent needs assessment, a physician with Dr. D'Souza's unique reconstructive plastic surgery skills would be of great benefit to the Tri-City area. Historically, plastic surgery has been an underserved specialty within the District.</p>	<p><b>MOTION</b> It was moved by Dr. Contardo, Director Kellett seconded, and it was unanimously approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors find it in the best interest of the public health of the communities served by the District to approve the expenditure, not to exceed \$637,500 in order to facilitate this plastic surgeon practicing medicine in the communities served by the District. This will be accomplished through a Physician Recruitment Agreement (not to exceed a two-year income guarantee) with Geehan D'Souza, M.D.</p>	Wayne Knight						
<p>k. Financials</p>	<p>Ray Rivas presented the financials ending January 31, 2017 (dollars in thousands)</p> <p><b>TCHD – Financial Summary</b></p> <table border="1"> <thead> <tr> <th><u>Fiscal Year to Date</u></th> <th></th> </tr> </thead> <tbody> <tr> <td>Operating Revenue</td> <td>\$ 195,285</td> </tr> <tr> <td>Operating Expense</td> <td>\$ 196,359</td> </tr> </tbody> </table>	<u>Fiscal Year to Date</u>		Operating Revenue	\$ 195,285	Operating Expense	\$ 196,359		Ray Rivas
<u>Fiscal Year to Date</u>									
Operating Revenue	\$ 195,285								
Operating Expense	\$ 196,359								

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	<p>EBITDA \$ 11,735</p> <p>EROE \$ 2,869</p> <p><b>TCMC – Key Indicators – FYTD</b></p> <p>Avg. Daily Census 183</p> <p>Adjusted Patient Days 66,495</p> <p>Surgery Cases 3,690</p> <p>Deliveries 1,580</p> <p>ED Visits 37,155</p> <p><b>TCHD-Financial Summary –</b></p> <p><b>Current Month</b></p> <p>Operating Revenue \$ 28,711</p> <p>Operating Expense \$ 29,565</p> <p>EBITDA \$ 1,010</p> <p>EROE \$ (226)</p> <p><b>TCMC – Key Indicators – Current Month</b></p> <p>Avg. Daily Census 188</p> <p>Adjusted Patient Days 9,377</p> <p>Surgery Cases 549</p> <p>Deliveries 217</p> <p>ED Visits 5,166</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 Avg. \$ 43.0</p> <p>(in millions)</p> <p>Days in Net A/R Avg. 50.0</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-Adjusted Patient Days</li> <li>• TCMC-Acute Average Length of Stay</li> </ul>		
I. Work Plan – Information	Director Nygaard reported that		Chair



Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
Only	these agenda items were for review only, but Committee members were welcome to ask questions.		
<ul style="list-style-type: none"> <li>Wellness Center</li> </ul>	Ray Rivas gave a one page PowerPoint presentation of the Wellness Center P & L financials. Some discussion ensued.		Ray Rivas
<ul style="list-style-type: none"> <li>Tri-City Real Estate Holding and Management LLC</li> </ul>	Ray Rivas conveyed that there is now only one property remaining in the LLC, which is the former bank building site located off of Vista Way, near the medical office building.		Ray Rivas
<ul style="list-style-type: none"> <li>Accountable Care Organization (ACO)</li> </ul>	Wayne Knight conveyed that due to changes within some of the affiliated medical groups, the criterion for an active ACO is currently not being met.	<b>After some discussion, it was recommended and agreed by consensus that the nominal fees should continue to be paid, in order for the ACO to remain active and viable.</b>	Wayne Knight
<ul style="list-style-type: none"> <li>Dashboard</li> </ul>	No discussion.		Ray Rivas
7. Comments by Committee Members		None	Chair
8. Date of next meeting	March 21, 2017		Chair
9. Community Openings (none)			
10. Adjournment	Meeting adjourned 1:53 pm		

**FINANCE, OPERATIONS & PLANNING COMMITTEE**  
**DATE OF MEETING: March 21, 2017**  
**Cerner Meaningful Use (MU3) Proposal**

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

**Vendor's Name:** Cerner  
**Area of Service:** Compliance / Quality / IT  
**Term of Agreement:** Fixed Fee: The total professional services will be a one-time fee  
 Project kickoff: May/June; July 2017 payment.

**Maximum Totals:**

<b>Total Cost</b>
\$297,000

**Description of Services/Supplies:**

- **Value:** Supports Quality Patient Care. Regulatory Compliance related. Meaningful Use/MU is a requirement of the ACA for all hospitals. This allows us to report regulatory compliance that ties to direct patient care. MU supports other requirements, data reporting for Stroke Certification and Diabetic Certification.
- **What is MU Stage 3?:** EHR Incentive Program/Measurements that requires the reporting of key Objective metrics. Such as Clinical Decision Support, Protect electronic protected health information, patient care related computerized provider order entry to list a few. The American Recovery and Reinvestment Act of 2009 authorizes the Centers for Medicare & Medicaid Services (CMS) to provide incentive payments to eligible professionals (EPs) and hospitals who adopt, implement, upgrade, or demonstrate meaningful use of certified electronic health record (EHR) technology.
- **History:** MU has already included Stage 1 and Stage 2 completion. MU3 addresses functional reporting for key Objectives such as ePrescribe, Electronic Access to health info, Secure Messaging, HIE/Data Exchange, and Base EHR data elements, and ensures that we will meet 2018 compliance requirements.
- **Technical:** Software upgrade for Cerner for MU3; three month upgrade and 4 month implementation in order to report regulatory required data.
- TCMC risks penalties and reduced reimbursement and reduced competitive market edge, if compliance is not met.

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:		Yes	X	No

**Person responsible for oversight of agreement:** Terry Moede, Project Lead, IT / Kapua Conley, Chief Operating Officer

**Motion:**

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Cerner for the required Meaningful Use project, beginning, May/June, 2017 for a one-time fixed fee, total cost of \$297,000.

**FINANCE, OPERATIONS & PLANNING COMMITTEE**  
**DATE OF MEETING: March 21, 2017**  
**IN MOTION, INC. PROPOSAL**

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

**Vendor's Name:** In Motion, Inc.

**Area of Service:** Marketing, Communications and Public Affairs

**Term of Agreement:** 3 events, one each to be held in January of 2018, 2019 and 2020  
*(Actual dates of event undetermined, but will be in January of each year)*

**Maximum Totals:**

Annual Cost	Total Term Cost
\$150,000	\$450,000

**Description of Services/Supplies:**

- TCMC will be featured as the Title Sponsor of the 2018, 2019, 2020 Carlsbad Marathon and Half Marathon in Carlsbad, CA.

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

**Person responsible for oversight of agreement:** David Bennett, Chief Marketing Officer

**Motion:**

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with In Motion, Inc. for 3 events, one each to be held in January of 2018, 2019 and 2020, for an annual cost of \$150,000, and a total cost for the term of \$450,000.

**FINANCE, OPERATIONS & PLANNING COMMITTEE**  
**DATE OF MEETING: March 21, 2017**  
**PHYSICIAN AGREEMENT for Covering Physician for Inpatient Wound Care**

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

**Physician's Name:** Henry Showah, M.D.  
**Area of Service:** Inpatient Wound Care  
**Term of Agreement:** 12 months, Beginning, March 1, 2017- Ending February 28, 2018  
**Maximum Totals:** Within Hourly and/or Annualized Fair Market Value: YES  
 No increase in expense

Rate/Hour	Hours per Month	Hours per Year	Cost for this Contract	Annual Cost	12 month (Term) Cost
\$150	2 hours	24 hours	\$3,600	\$3,600	\$3,600

**Position Responsibilities:**

- Provide supervision for inpatient wound care
- 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
- Participate in Quality Assurance and Performance Improvement activities
- Timely communication with primary care physicians
- 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 hospital and Medical Staff's utilization review, quality, performance improvement and risk programs

Board Approved Physician Contract Template:	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:** Sharon Schultz R.N., Chief Nurse Executive / Sr. VP

**Motion:** I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize Dr. Henry Showah as the Coverage Physician from March 1, 2017 for a term of 12 months, ending February 28, 2018. Not to exceed an average of 2 hours a month, at an hourly rate of \$150 for a total cost for the term of \$3,600.

**FINANCE, OPERATIONS & PLANNING COMMITTEE**
**DATE OF MEETING: March 21, 2017**
**PHYSICIAN AGREEMENT for Covering Physician at the Carlsbad Wound Care/HBO Center**

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

**Physician's Name:** Henry Showah, M.D.

**Area of Service:** Wound Care / HBO – Carlsbad

**Term of Agreement:** 12 months, Beginning, March 1, 2017- Ending February 28, 2018

**Maximum Totals:** Within Hourly and/or Annualized Fair Market Value: YES  
 No increase in expense

Rate/Hour	Hours per Month	Hours per Year	Cost for this Contract	Annual Cost	12 month (Term) Cost
\$150	6 hours	72 hours	\$10,800	\$10,800	\$10,800

**Position Responsibilities:**

- Provide supervision for the clinical operation of the Wound Care and HBO Programs in Carlsbad.
- 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 hospital and Medical Staff utilization review, quality, performance improvement and risk programs.

Board Approved Physician Contract Template:	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:** Sharon Schultz, R.N., Chief Nurse Executive / Sr. VP

**Motion:** I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize Dr. Henry Showah as the Coverage Physician from March 1, 2017 for a term of 12 months, ending February 28, 2018. Not to exceed an average of 6 hours a month, at an hourly rate of \$150 for a total cost for the term of \$10,800.



**FINANCE, OPERATIONS & PLANNING COMMITTEE**  
**DATE OF MEETING: March 21, 2017**  
**Proposal for Sub-Lease of the 501 W. Vista Way Suite**

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

**Vendor's Name:** Achieve Transcranial Magnetic Stimulation (TMS)  
**Area of Service:** Outpatient Behavioral Health  
**Term of Agreement:** 60 months, Beginning, April 1, 2017 – Ending, March 31, 2022

**Maximum Totals:**

Monthly Charge to Achieve TMS	Annual Amount	Total Term Amount
\$800 (With 3% annual increase)	\$9,600	\$50,968

**Description of Services/Supplies:**

- Currently leasing the 501 W. Vista Way suite, for Outpatient Behavioral Health staff offices. No patient care conducted in the 501 suite.
- Approached by Dr. Manish Sheth, Achieve TMS, regarding sharing our space and using common areas plus two offices in the 501 suite.
- Proposal allows us to cover half the 501 suite rent by sharing half our space (562 sq. ft.) and charging the same amount charged by our landlord. Agreement permits cancellation of lease with 30 day notice.
- Positives associated with this move are the close provision of Transcranial Magnetic Stimulation (TMS) Treatment, expanding treatment options for our Behavioral Health patients. TMS is currently provided by many hospitals and many patients ask for this treatment modality.

Board Approved Contract Template:	X	Yes		No
Approved by Chief Compliance Officer:	X	Yes		No
Is Agreement a Regulatory Requirement:		Yes	X	No
Budgeted Item:	N/A	Yes	N/A	No

**Person responsible for oversight of agreement:** Sarah Jayyousi, Operations Manager, Outpatient Behavioral Health Services / Sharon Schultz, Chief Nurse Executive

**Motion:**

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the lease agreement with Achieve TMS for a term of 60 months, beginning, April 1, 2017 and ending, March 31, 2022 for an annual rent received of \$9,600 (plus 3% annual increase), for a total amount for the term of \$50,968.

**FINANCE, OPERATIONS & PLANNING COMMITTEE  
DATE OF MEETING: March 21, 2017  
PHYSICIAN AGREEMENT for ED ON-CALL COVERAGE – ENT**

<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:** Anton Kushnaryov, M.D.

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

**Term of Agreement:** 15 months, Beginning, April 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: ENT  
New physicians to existing panel, no increase in expense

Rate/Day	Panel Days per Year	Panel Annual Cost
\$450/Monday - Thursday	260	\$117,000
\$550/Friday - Sunday	196	\$107,800
<b>Total Term Cost:</b>		<b>\$224,800</b>

**Position Responsibilities:**

- Provide 24/7 patient coverage for all ENT 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

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

**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 Dr. Anton Kushnaryov to the currently existing ED On-Call Coverage Panel for ENT for a term of 15 months, beginning April 1, 2017 and ending June 30, 2018.

**FINANCE, OPERATIONS & PLANNING COMMITTEE**  
**DATE OF MEETING: March 21, 2017**  
**PHYSICIAN AGREEMENT for ED ON-CALL COVERAGE – OB/GYN**

<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:** Raheleh Esfandiari M.D., Eimaneh Mostofian M.D. and Marlene Pountney-Levesque M.D.

**Area of Service:** Emergency Department On-Call: OB/GYN

**Term of Agreement:** 15 months, Beginning, April 1, 2017 – Ending, June 30, 2018

**Maximum Totals:** Within Hourly and/or Annualized Fair Market Value: YES

**Maximum Totals:** For entire Current ED On-Call Area of Service Coverage: OB/GYN  
New physicians to existing panel, no increase in expense

Rate/Day	Current Panel Days per Year	Current Panel Annual Cost
Weekday \$800	317	\$253,600
Weekend/holiday \$1000	139	\$139,000
	<b>Total Term Cost:</b>	<b>\$392,600</b>

**Position Responsibilities:**

- Provide 24/7 patient coverage for all OB/GYN 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

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

**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 Drs. Raheleh Esfandiari, Eimaneh Mostofian and Marlene Pountney-Levesque to the currently existing ED On-Call Coverage Panel for OB/GYN for a term of 15 months, beginning April 1, 2017 and ending June 30, 2018.



**FINANCE, OPERATIONS & PLANNING COMMITTEE**  
**DATE OF MEETING: March 21, 2017**  
**PHYSICIAN AGREEMENT for ED ON-CALL COVERAGE - NEUROLOGY**

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

**Physician’s Name:** Andrew Blumenfeld, M.D.; Bilal Choudry, M.D.; Laura Desadier, M.D.; Benjamin Frishberg, M.D.; Gary Gualberto, M.D.; Amy Nielsen, D.O.; Irene Oh, M.D.; Remia Paduga, M.D.; Jay Rosenberg, M.D.; Mark Sadoff, M.D.; Gregory Sahagian, M.D.; Jack Schim, M.D.; Anchi Wang, M.D.; Chunyang Tracy Wang, M.D.; Michael Zupancic, M.D.

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

**Term of Agreement:** 12 months, Beginning, July 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:

Rate/Day	Panel Days per Year	Panel Annual Cost
\$740	365	\$270,100

**Position Responsibilities:**

- Provide 24/7 patient coverage for all Neurology 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

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

**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 authorize the above Neurology physicians as the Neurology ED-Call Coverage Physicians for a term of 12 months, beginning July 1, 2017 and ending June 30, 2018 at daily rate of \$740, for an annual cost of \$270,100, for a total cost for the term of \$270,100.

**FINANCE, OPERATIONS & PLANNING COMMITTEE**  
**DATE OF MEETING: March 21, 2017**  
**PULSE OXIMETRY EQUIPMENT AND DISPOSABLES AGREEMENT**

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

**Vendor's Name:** Masimo Americas, Inc.

**Area of Service:** Nursing Services

**Term of Agreement:** 60 months, Beginning, April 1, 2017 – Ending, March 31, 2022

**Maximum Totals:**

Monthly Cost	Annual Cost	Total Term Cost
\$32,059	\$384,713	\$1,923,565

**Description of Services/Supplies:**

- Disposable pulse oximetry probe pricing agreement with minimum purchase commitment of \$384,713 annually. Previous agreement was \$500,000 per year
- Current annual spend in this category with this vendor is almost \$600K, so there are no new or additional costs to the District with this agreement
- With this commitment, we will receive \$778,699 in new and upgraded ICU bedside/nurses station monitoring equipment, hand held pulse oximeter equipment, as well as installation and training
- The current ICU monitors are due for replacement
- Pricing of Masimo disposables will remain at our current GPO price schedule

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

**Person responsible for oversight of agreement:** Tom Moore, Director, Purchasing / Ray Rivas, Acting Chief Financial Officer

**Motion:**

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Masimo Americas, Inc. for pulse oximetry technology for a term of 60 months, beginning April 1, 2017 and ending March 31, 2022 for an annual cost of \$384,713 and a total cost for the term of \$1,923,565.

**FINANCE, OPERATIONS & PLANNING COMMITTEE**
**DATE OF MEETING: March 21, 2017**
**Renewal of Blood Type and Screen Instruments, Consumables and Cerner Interface Proposal**

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

**Vendor's Name:** Immucor, Inc.

**Area of Service:** Laboratory

**Term of Agreement:** 5 years, Beginning, March 1, 2017 – Ending, February 28, 2022

**Maximum Totals:**

Monthly Cost	Annual Cost	Total Term Cost
\$9,578	\$114,936	\$574,680

**Description of Services/Supplies:**

- The Immucor Echo is an instrument that performs antibody type (ABO/Rh D), antibody screen, and blood unit cross match on patient samples in our Laboratory Transfusion Medicine Department. It is our instrument of choice for blood unit transfusion services.
- This proposal includes the renewal of a 5 year instrument lease with 5 years of service on the instrument, 5 years of consumables, and Cerner interface and necessary hardware. Among the consumables are reagents, quality control and calibration material.
- The agreement delivers two significant financial benefits and allows us to continue to use this tried and proven technology. It reduces our current annual expenditure by \$30,000 and holds the line on this reduced pricing for the contract term of five years. **\*\*This equates to a savings total of \$150,000 over the life of the agreement.**

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

**Person responsible for oversight of agreement:** Tara Eagle, Operations Manager, Lab / Kapua Conley, Chief Operating Officer

**Motion:**

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Immucor, Inc. for Echo Blood Type and Screen Instrument and Consumables for a term of 5 years, beginning, March 1, 2017 and ending, February 28, 2022 for an annual cost of \$114,936 and a total cost for the term of \$574,680.

**FINANCE, OPERATIONS & PLANNING COMMITTEE**
**DATE OF MEETING: March 21, 2017**
**BHU/CSU COVERAGE PROPOSAL**

<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:** Regents of the University of California (UCSD)

**Area of Service:** IP Behavioral Health and Crisis Stabilization Units

**Term of Agreement:** 36 months, Beginning, April 1, 2017 – Ending, March 31, 2020

**Maximum Totals:**

Monthly Cost	Annual Cost	Total Term Cost
\$103,215	\$1,238,580	\$3,715,740

**Description of Services/Supplies:**

- Manage psychiatric medical services on inpatient Behavioral Health Unit and Crisis Stabilization Unit 24 hours a day, 7 days a week, 365 days a year.
- Provide Medical Director and 4 FTE positions
- UCSD is the sole community provider who is willing to provide these services.

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

*\*Pending review of FMV documentation*
**Person responsible for oversight of agreement:** Wayne Knight, Chief Strategy Officer

**Motion:**

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with the University of California San Diego Health System for medical directorship and management of the Behavioral Health Unit and Crisis Stabilization Units for a term of 36 months, beginning April 1, 2017 and ending March 31, 2020, for an annual cost of \$1,238,215 and a total cost for the term of \$3,715,740.

**Finance, Operations and Planning Work Plan  
Program Tracking Schedule  
FY 2017  
March 21, 2017**

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



	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar 2017	April	May	June	Responsible Party
Dashboard		•	•	•	•	•	•	•	•	•	•	•	Ray Rivas
Meaningful Use, (Semi-Annual) (Start reporting September 2015 for one year then semi-annual)			•						•				Kapua Conley / Ray Rivas
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		•											Wayne Knight
• Orthopaedic													
(Added August 2016, begin reporting August 2017)													
PRIME (Annual) (Timeline pending for update)													Scott Livingstone
Update on Crisis Stabilization Unit (CSU) (Semi-Annual) (Added January 2017, begin reporting July 2017)	•						•						Sharon Schultz



Tri-City Medical Center

ADVANCED HEALTH CARE FOR YOU

6.m.

Financial Information

TCCM 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	48.9	49.0	49.5	50.4	47.4	46.7	49.8	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	47.5	48-52

TCCM 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	84.6	79.9	81.4	81.1	81.1	80.7	84.9	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	85.2	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	(\$226)	\$181	(\$220)	\$331	\$315	(\$1,842)	\$3,050	\$1,901
FY16	\$862	\$612	\$182	(\$189)	(\$513)	\$965	(\$1,784)	(\$411)	(\$220)	\$331	\$315	(\$1,842)	(\$276)	

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%	-0.79%	0.67%	-0.77%	1.13%	1.09%	-6.82%	1.37%	0.83%
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%	-0.13%	



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	\$1,010	\$1,428					\$13,163	\$12,342
FY16	\$2,046	\$1,817	\$1,357	\$1,011	\$644	\$2,155	(\$594)	\$797	\$1,019	\$1,530	\$1,598	(\$558)	\$9,233	

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%	3.52%	5.28%					5.92%	5.37%
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%	4.18%	

TCCM 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	6.26	6.14					6.05	6.00
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	5.92	

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	1.35	1.37					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	\$35.7	\$34.6				
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