

**TRI-CITY HEALTHCARE DISTRICT
AGENDA FOR A REGULAR MEETING
OF THE FINANCE, OPERATION AND PLANNING COMMITTEE
September 19, 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 – August 22, 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) Lawson Support Services Proposal <ul style="list-style-type: none"> • Infor US, Inc. 	10 min.	Mark Albright
	b) Cardinal Health Supply Distribution Proposal <ul style="list-style-type: none"> • Cardinal Health 200, LLC 	10 min.	Tom Moore
	c) Physician Agreement for ED On-Call Coverage – Cardiology-General <ul style="list-style-type: none"> • Pargol Samani, M.D. 	5 min.	Sherry Miller
	d) Surgical Light Replacement & Video Integration Proposal, O.R. #4 <ul style="list-style-type: none"> • Stryker (Berchtold Lights & Stryker Video Integration) • Sun Structural Engineering (Design) • ETC Building and Design (Construction/Installation, OR #4) • Good-Men, Inc. (Emergency Power Relocation) • Follett (Medication Refrigerator) 	10 min.	Mary Diamond / Chris Miechowski
	e) Retail Pharmacy Build Out Approval <ul style="list-style-type: none"> • Good-Men Roofing & Construction, Inc. 	10 min.	Chris Miechowski
	f) New Seclusion Room – Inpatient Behavioral Health Unit <ul style="list-style-type: none"> • Good-Men Roofing & Construction, Inc. 	10 min.	Chris Miechowski
	g) Physician Consulting Agreement for Plastic Surgery Consultative & Procedural Services: <ul style="list-style-type: none"> • Gehaan D'Souza, M.D. - Plastic Surgery 	5 min.	Jeremy Raimo

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 office of the Executive Assistant 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) Neuroscience Health Institute - Operations Committee Agreement: <ul style="list-style-type: none"> Bilal Choudry, M.D. 	5 min.	Jeremy Raimo
	i) Neuroscience Health Institute - Quality Committee Agreement: <ul style="list-style-type: none"> Bilal Choudry, M.D. 	5 min.	Jeremy Raimo
	j) Cardiovascular Health Institute - Operations Committee Agreement: <ul style="list-style-type: none"> Paul Sarkaria, M.D. 	5 min.	Jeremy Raimo
	k) Cardiovascular Health Institute - Specialty Medical Directorship Agreement <ul style="list-style-type: none"> Mohammad Jamshidi-Nezhad, M.D. 	10 min.	Jeremy Raimo
	l) First Lease Amendment – 2124 E. El Camino Real, Suite 100, Oceanside, CA 92054 <ul style="list-style-type: none"> TCMC – Outpatient Physical Therapy & Occupational Medicine 	10 min.	Kapua Conley / Priya Joshi
	m) Physician Agreement for Hospitalist Services & Coverage <ul style="list-style-type: none"> Coastal Hospitalist Medical Associates, Inc. 	10 min.	Kapua Conley
	n) Financials	10 min.	Ray Rivas
	o) Work Plan – Information Only <ul style="list-style-type: none"> ED Throughput (<i>bi-monthly</i>) Meaningful Use (<i>semi-annual</i>) Crisis Stabilization Unit (<i>special</i>) Dashboard 	30 min.	Candice Parras Mark Albright Sharon Schultz Ray Rivas
7.	Comments by committee members	2 min.	Chair
8.	Date of next meeting: October 17, 2017	2 min.	Chair
9.	Community Member Openings: (3)	2 min.	Chair
10.	Adjournment		
	Total Budget Time for Meeting	2 hrs. 38 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 office of the Executive Assistant 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
August 22, 2017**

Members Present	Director Julie Nygaard, Director Cyril Kellett, Director Laura Mitchell, Dr. Marcus Contardo, Dr. Mark Yamanaka, Steve Harrington, Wayne Lingenfelter
Non-Voting Members Present:	Steve Dietlin, CEO, Ray Rivas, Acting CFO, Kapua Conley, COO, Scott Livingstone, Interim CCO
Others:	Director Jim Dagostino, David Bennett, Jane Dunmeyer, Maria Carapia, Kristy Larkin, Mary Diamond, Charlene Carty, Glen Newhart, Tom Moore, Colleen Thompson, Sharon Schultz, Susan Bond, Eva England, Norma Braun, Jeremy Raimo, Chris Miechowski, Priya Joshi, Scott Worman, M.D., Jody Root (Procopio), Barbara Hainsworth
Members Absent:	Dr. Gene Ma

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
1. Call to order	Director Nygaard called the meeting to order at 12:33 p.m.		
2. Approval of Agenda		MOTION It was moved by Dr. Contardo, Mr. Lingenfelter seconded, and it was unanimously approved to accept the agenda of August 22, 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 July 18, 2017	Minutes were ratified.	Minutes were ratified. MOTION It was moved by Director Kellett, Director Mitchell seconded, that the minutes of July 18, 2017 are to be approved.	
5. Old Business			
6. New Business			

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
<p>a. Introduction – New Physician Committee Member</p> <ul style="list-style-type: none"> • Mark Yamanaka, M.D. 	<p>Director Nygaard introduced Dr. Mark Yamanaka as the new Physician Member to the Finance, Operations and Planning Committee, replacing Dr. John Kroener.</p> <p>Also introduced at this time was Susan Bond, the new Director of Legal Services.</p>		Chair
<p>b. Air Handler Unit Filter Supplier & Maintenance Agreement</p> <ul style="list-style-type: none"> • Camfil USA, Inc. 	<p>Chris Miechowski detailed that this proposal is for the vendor Camfil USA to supply, maintain and replace filters in 44 air handlers within the hospital. It was also conveyed that of the three bids received, Camfil USA's was the most competitive.</p>	<p><u>MOTION</u> 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 an agreement with Camfil USA, Inc. for supplying and maintaining the air handler unit filters, for a total contract cost of \$288,340.</p>	Chris Miechowski
<p>c. Locum Tenens Contracts for Crisis Stabilization & Behavioral Health Units</p>	<p>Sharon Schultz explained that this agreement was with locum tenens vendors for supplemental physician staffing. This proposal is essential due to the increased need for coverage in both the Behavioral Health and Crisis Stabilization Units.</p>	<p><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 authorize the agreement with Locum Tenens vendors, with flexibility to add or delete agencies, for supplemental physician staffing of allied health providers for the duration of the remaining 20 month term, beginning August 1, 2016 and ending March 31, 2018, for a total cost for the term of \$1,748,000.</p>	Sharon Schultz

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
<p>d. Pacific Registry Agreement</p>	<p>Sharon Schultz explained that this agreement was a 12 month renewal of an existing agreement for Pacific Registry, with a 5% rate increase.</p>	<p><u>MOTION</u> It was moved by Dr. Kellelt, 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 Pacific Registry for Cancer Committee and Cancer Registry for a term of 12 months, beginning October 1, 2017 and ending September 30, 2018 for an annual cost of \$268,068 and a total cost for the term of \$268,068.</p>	<p>Sharon Schultz</p>
<p>e. Physician Agreement for Supportive Care Program Medical Director</p> <ul style="list-style-type: none"> • San Luis Rey Medical Group 	<p>Sharon Schultz detailed that this agreement would provide for a Medical Director for Supportive Care, and they would assume overall responsibility for clinical oversight of all patients receiving Supportive/Palliative Care services.</p>	<p><u>MOTION</u> It was moved by Director Mitchell, Director Kellelt seconded, and it was unanimously approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors authorize San Luis Rey Medical Group to provide medical oversight for the TCHD Supportive/Palliative Care Program for a term of 12 months beginning September 1, 2017 and ending August 31, 2018. Not to exceed an average of 40 hours per month, not to exceed 480 hours annually, at an hourly rate of \$150 for a term cost of \$72,000.</p>	<p>Sharon Schultz</p>
<p>f. Nurse Practitioner for Inpatient BHU & CSU Services</p> <ul style="list-style-type: none"> • Veronica Deatrick, APNP 	<p>Sharon Schultz outlined that this agreement was for nurse practitioner services for the Behavioral Health and Crisis Stabilization Units, to provide medical care to this patient population under the supervision of</p>	<p><u>MOTION</u> It was moved by Director Mitchell, Director Kellelt seconded, and it was unanimously approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors authorize Veronica</p>	<p>Sharon Schultz</p>

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	<p>the physician psychiatric staff.</p> <p>Director Nygaard, on behalf of the Committee, requested an update from Sharon Schultz at the September meeting, regarding the current status of the Behavioral Health and Crisis Stabilization Units.</p>	<p>Deatrick, APNP to provide medical care under the Supervision of the UCSD Psychiatrists for the term of 12 months beginning July 1, 2017 and ending June 30, 2018. Not to exceed an average of 110 hours in total per month, for a total term cost of \$200,000.</p> <p>Barbara Hainsworth to add this item to the Work Plan for September</p>	
<p>g. Ortho Billing and Coding Audit Proposal</p> <ul style="list-style-type: none"> VP-MA Health Solutions, Inc. 	<p>Scott Livingstone explained that this agreement was to provide an assessment of the accuracy of ICD-10-CM and CPT pertinent documentation and coding for Orthopedic Specialists of North County (OSNC) for a term of 5 months.</p>	<p>MOTION</p> <p>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 authorize the agreement with VP-MA Health Solutions, Inc. for Billing and Coding Audit Services for a term of 5 months, beginning July 25, 2017, and ending December 1, 2017, for a total cost for the term of \$40,000.</p>	<p>Jeremy Raimo / Scott Livingstone</p>
<p>h. Cloverleaf Proposal</p> <ul style="list-style-type: none"> Infor US, Inc. 	<p>Kapua Conley conveyed that this proposal is for an upgrade to current software releases, including licensure for an interface engine which allows information systems to send critical data elements and data streams to one another. This upgrade includes 12 months of product support services.</p>	<p>MOTION</p> <p>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 authorize the agreement with Infor US, Inc. for the upgrade of Cloverleaf interface engine for a term of 12 months, beginning September 1, 2017 and ending August 31, 2018 for an annual cost of \$56,400 and a total cost for the term of \$338,400.</p>	<p>Mark Albright</p>

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible																										
i. Financials	<p>Ray Rivas presented the financials ending July 31, 2017 (dollars in thousands)</p> <p><u>TCHD – Financial Summary</u></p> <table border="0"> <tr> <td><u>Current Month</u></td> <td></td> </tr> <tr> <td>Operating Revenue</td> <td>\$ 29,600</td> </tr> <tr> <td>Operating Expense</td> <td>\$ 30,419</td> </tr> <tr> <td>EBITDA</td> <td>\$ 898</td> </tr> <tr> <td>EROE</td> <td>\$ (394)</td> </tr> </table> <p><u>TCMC – Key Indicators – Current Month</u></p> <table border="0"> <tr> <td>Avg. Daily Census</td> <td>170</td> </tr> <tr> <td>Adjusted Patient Days</td> <td>9,221</td> </tr> <tr> <td>Surgery Cases</td> <td>511</td> </tr> <tr> <td>Deliveries</td> <td>210</td> </tr> <tr> <td>ED Visits</td> <td>5,542</td> </tr> </table> <p><u>TCMC - Net Patient A/R & Days in Net A/R By Fiscal Year</u></p> <table border="0"> <tr> <td>Net Patient A/R Avg.</td> <td>\$ 44.2</td> </tr> <tr> <td>(in millions)</td> <td>\$ 47.7</td> </tr> <tr> <td>Days in Net A/R Avg.</td> <td></td> </tr> </table> <p><u>Graphs:</u></p> <ul style="list-style-type: none"> • TCMC-Net Days in Patient Accounts Receivable • TCMC-Adjusted Patient Days • TCMC-Acute Average Length of Stay • TCMC-Emergency Department Visits 	<u>Current Month</u>		Operating Revenue	\$ 29,600	Operating Expense	\$ 30,419	EBITDA	\$ 898	EROE	\$ (394)	Avg. Daily Census	170	Adjusted Patient Days	9,221	Surgery Cases	511	Deliveries	210	ED Visits	5,542	Net Patient A/R Avg.	\$ 44.2	(in millions)	\$ 47.7	Days in Net A/R Avg.			Ray Rivas
<u>Current Month</u>																													
Operating Revenue	\$ 29,600																												
Operating Expense	\$ 30,419																												
EBITDA	\$ 898																												
EROE	\$ (394)																												
Avg. Daily Census	170																												
Adjusted Patient Days	9,221																												
Surgery Cases	511																												
Deliveries	210																												
ED Visits	5,542																												
Net Patient A/R Avg.	\$ 44.2																												
(in millions)	\$ 47.7																												
Days in Net A/R Avg.																													
j. Work Plan – Information Only <ul style="list-style-type: none"> • Wellness Center 	<p>David Bennett reviewed the update document including the membership status, as well as advising the Committee that the general manager at the Wellness</p>		David Bennett																										

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
<ul style="list-style-type: none"> • Medical Director – Surgery • IT Physician Liaison 	<p>Center had been replaced as of 8/21/17. Significant discussion ensued, during which Mr. Lingenfelter requested to see an income statement for the Wellness Center.</p> <p>In addition, Eva England and Priya Joshi gave a short PowerPoint presentation pertaining to the Medical Integration Programs and the collaboration of Physical Therapy and Cardiac Rehabilitation at the Wellness Center.</p> <p>Mary Diamond gave a short PowerPoint presentation reflecting the outcome performance metrics for Monthly First Case-On Time Starts, Total Block Utilization Percentage by Month and the Monthly Average Turnover & Close to Cut Intervals.</p> <p>Dr. Scott Worman, supported by Kapua Conley gave a brief PowerPoint presentation reflecting two major projects, Cerner Optimization for ED, Hospitalist, Surgery and Cardiology and Data Management for Quality Improvement. Also discussed were the pillars for Clinically Integrated Care as they apply to the Institute for Clinical Effectiveness.</p>		<p>Mary Diamond</p> <p>Mark Albright</p>

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: September 19, 2017
LAWSON SUPPORT SERVICES PROPOSAL

Type of Agreement		Medical Directors		Panel	X	Other: IT Support
Status of Agreement		New Agreement	X	Renewal – New Rates		Renewal – Same Rates

Vendor's Name: Infor US, Inc.

Area of Service: Information Technology

Term of Agreement: 36 months, Beginning, June 1, 2017 – Ending, May 31, 2020

Maximum Totals:

	Amount:
Year 1	\$289,018
Year 2	\$297,688
Year 3	\$306,619
Total Term Cost	\$893,325

Description of Services/Supplies:

- Multi-year support commitment for Lawson systems to include time management, payroll, accounts payable, and general ledger.
- 36 months of product support services

Document Submitted to Legal:		Yes	X	*No
Approved by Chief Compliance Officer:	X	Yes		No
Is Agreement a Regulatory Requirement:		Yes	X	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: Mark Albright, VP, IT/Information Systems / Kapua Conley, Chief Operating Officer

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Infor for a term of 36 months, beginning June 1, 2017, and ending May 31, 2020 for a total cost for the term of \$893,325.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: September 19, 2017
CARDINAL HEALTH SUPPLY DISTRIBUTION PROPOSAL

Type of Agreement		Medical Directors		Panel		Other:
Status of Agreement		New Agreement	X	Renewal – New Rates		Renewal – Same Rates

Vendor's Name: Cardinal Health 200, LLC
Area of Service: Primary Medical Supply Distribution Agreement
Term of Agreement: 60 months, Beginning, October 1, 2017 – Ending, September 30, 2022

Maximum Totals:

Monthly Cost	Annual Cost	Total Term Cost
\$900,000	\$10,800,000	\$54,000,000

Description of Services/Supplies:

- Delivery of contract priced supplies to our back dock 5 days a week (Mon-Fri) with zero freight costs
- Team of 10 Cardinal Health supply technicians to inventory and stock all TCHD locations daily and have someone here on duty 24 hours a day, 7 days a week, 365 days a year.
- Committed annual spend minimum of \$10.8M (Current annual spend is \$12M+)
- Annual savings off current spend from 3 vendors invited to participate in the RFP:
 - Cardinal Health - \$187,000
 - Medline - \$153,000
 - Owens & Minor – Provided incomplete RFP response so total cost could not be calculated
 - The rates O&M did provide were more than we currently pay

Document Submitted to Legal:		Yes	X	*No
Approved by Chief Compliance Officer:	X	Yes		No
Is Agreement a Regulatory Requirement:		Yes	X	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: Thomas Moore, Director, Materials Management / Ray Rivas, Acting Chief Financial Officer

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the primary medical supply distribution agreement with Cardinal Health for a term of 60 months, beginning October 1, 2017 – ending September 30, 2022 for an annual committed spend of \$10,800,000 and a total committed spend for the term of \$54,000,000.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: September 19, 2017
PHYSICIAN AGREEMENT for ED ON-CALL COVERAGE – Cardiology-General

Type of Agreement		Medical Directors	X	Panel		Other:
Status of Agreement	X	New Agreement		Renewal – New Rates		Renewal – Same Rates

Physician’s Name: Pargol Samani, M.D.

Area of Service: Emergency Department On-Call: Cardiology - General

Term of Agreement: 12 months, Beginning, October 1, 2017 – Ending, September 30, 2018

Maximum Totals: Within Hourly and/or Annualized Fair Market Value: YES
 For entire Current ED On-Call Area of Service Coverage: Cardiology, General

Rate/Day	Panel Days per Year	Panel Annual Cost
\$200	365	\$73,000

Position Responsibilities:

- Provide 24/7 patient coverage for all Cardiology-General 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 / Kapua Conley, Chief Operating Officer

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors add Pargol Samani, M.D. to the currently existing ED On-Call Coverage Panel for Cardiology-General for a term of 12 months, beginning October 1, 2017 – ending September 30, 2018.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: September 19, 2017
SURGICAL LIGHT REPLACEMENT AND VIDEO INTEGRATION PROPOSAL, O.R. #4

Type of Agreement		Medical Directors		Panel	X	Other:
Status of Agreement	X	New Agreement		Renewal – New Rates		Renewal – Same Rates

Vendor's Name: Stryker (Berchtold Lights and Stryker Video Integration)
 Sun Structural Engineering (Design)
 ETC Building and Design (Construction/Installation OR #4)
 Good-Men, Inc. (Emergency Power Relocation)
 Follett (Medication Refrigerator)

Area of Service: Surgery

Term of Agreement: One-Time Purchase

Maximum Totals:

Item:	Amount:
• Purchase of Berchtold F-Generation Surgical Lights and ChromoVision Camera System Full HD for E	\$77,593.78
• Purchase of SwitchPoint Infinity All-in-One HD Digital Routing System, ProCare Service Plan for 3 Years and Misc. Accessories	\$113,983.96
• Purchase of SDC 3 Base w/SDP 1000 printer kit and wireless transmitter	\$56,711.00
• Construction (<i>publicly bid agreement with ETC Building and Design</i>)	\$99,955.00
• Design Services, Inspection Services, Permit Fees, Contingency	\$105,255.50
• Construction, E Power Relocation	\$14,654.00
• Follett, LLC (Medication Refrigerator)	\$4,773.86
• 8% Tax, Shipping & Handling	\$37,834.17
Total Expected Cost:	\$510,761.27

Description of Services/Supplies:

- Replacement of Surgical Lights in OR #4, along with installation of an integration system to allow for better image availability during minimally invasive surgery and storage of images; relocation of emergency power and acquisition of medication refrigerator.

Document Submitted to Legal:		Yes	X	*No
Approved by Chief Compliance Officer:	X	Yes		No
Is Agreement a Regulatory Requirement:		Yes	X	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: Mary Diamond, Sr. Director-Nursing, Surgical Services / Sharon Schultz, Chief Nurse Executive

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the publicly bid agreement with ETC Building & Design for \$99,955, and the purchase of equipment to replace the lights in operating room #4, for a total expected project cost of \$510,761.27.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: September 19, 2017
Retail Pharmacy Build Out Approval

Type of Agreement		Medical Directors		Panel		Other:
Status of Agreement	X	New Agreement		Renewal – New Rates		Renewal – Same Rates

Vendor's Name: Good-Men Roofing and Construction, Inc.

Area of Service: Retail Pharmacy

Term of Agreement: Completion of Work

Maximum Totals: \$373,293

Description of Services/Supplies:

- In June 2017, the Board approved a budget of \$336,161 to build a retail pharmacy inside the hospital. However, after receiving construction bids, the project cost increased by \$37,132.
- Total requested budget amount of \$373,293 includes Good-Men contractor cost, design fees, permit fees, inspection fees, and contingency allowance.

Retail Pharmacy Contractor Bids:	Amounts:
Good-Men	\$ 284,348
Jennette	\$ 338,875
ETC	\$ 545,544
Pub Construction (<i>pulled their bid due to being incomplete</i>)	\$ 164,812

Document Submitted to Legal:		Yes	X	*No
Approved by Chief Compliance Officer:	X	Yes		No
Is Agreement a Regulatory Requirement:		Yes	X	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: Chris Miechowski, Director of Facilities / Kapua Conley, Chief Operating Officer

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize an agreement with Good-Men Roofing and Construction, Inc. for \$284,348 and a project budget increase of \$37,132 to the previously board approved project budget of \$336,161 in June 2017 for a total cost of \$373,293 for the construction of a Retail Pharmacy.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: September 19, 2017
New Seclusion Room - Inpatient Behavioral Health Unit

Type of Agreement		Medical Directors		Panel		Other:
Status of Agreement	X	New Agreement		Renewal – New Rates		Renewal – Same Rates

Vendor's Name: Good-Men Roofing & Construction, Inc.

Area of Service: Behavioral Health Unit

Term of Agreement: Completion of work

Maximum Totals:

Project:	Total:
Good-Men (Construction)	\$208,828
Design, Permits, Inspections, Contingency	\$86,654
Total Project Cost	\$295,482

Description of Services/Supplies:

- When we opened the Crisis Stabilization Unit in the BHU we took away the existing seclusion rooms from the In-patient BHU Unit.
- CDPH allowed us to use one of the existing rooms in the In-patient unit as a seclusion room until we processed the plans through OSHPD and built the new seclusion room.
- Good-Men Roofing & Construction, Inc. was the lowest responsive bidder. Bid results below:

Seclusion Room Bids:	Amounts:
Good-Men Roofing & Construction, Inc.	\$208,828
Jennette Company, Inc.	\$229,260

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: Chris Miechowski, Director of Facilities / Kapua Conley, Chief Operating Officer

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize an agreement with Good-Men Roofing & Construction, Inc. for \$208,828 and a total project budget of \$295,482 for construction of a Seclusion Room in the Behavioral Health Unit.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: September 19, 2017
PHYSICIAN CONSULTING AGREEMENT FOR PLASTIC SURGERY
CONSULTATIVE & PROCEDURAL SERVICES

Type of Agreement		Medical Directors		Panel	X	Other: Consulting
Status of Agreement	X	New Agreement		Renewal – New Rates		Renewal – Same Rates

Physician’s Name: Gehaan D’Souza, M.D.
Area of Service: Hospital Inpatient Units
Term of Agreement: 12 months, Beginning, October 1, 2017 – Ending, September 30, 2018
Maximum Totals: Within Hourly and/or Annualized Fair Market Value: YES

12 month (Term) Cost
\$100,000

Position Responsibilities:

- On a case-by-case basis, Physician to provide Plastic Surgery Services (Consultative and Procedural) for registered TCMC Hospital patients (both inpatient and observation patients)
- M.D. to provide TCMC with detailed EOB to include procedure codes
- An average of one case per month or 12 cases annually, at a per case rate of 125% of Medicare Rate for an estimated annual cost of \$100K per year

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 template is used.*

Person responsible for oversight of agreement: Jeremy Raimo, Sr. Director, Business Development / Kapua Conley, Chief Operating Officer

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize Dr. Gehaan D’Souza as the Plastics Coverage Physician for a term of 12 months beginning October 1, 2017 and ending September 30, 2018, for a total cost for the term of \$100,000.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: September 19, 2017
Neuroscience Health Institute - Operations Committee Agreement

Type of Agreement		Medical Directors		Panel	X	Other: Operations Committee
Status of Agreement		New Agreement		Renewal – New Rates	X	Renewal – Same Rates

Physician's Name: Bilal Choudry, M.D.

Area of Service: Neuroscience Health Institute

Term of Agreement: 12 months, Beginning, September 1, 2017 – Ending, August 31, 2018

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

Rate/Hour	Hours per Month	Hours per Year	Monthly Cost	Annual Cost	12 month (Term) Cost
\$210	2	24	\$420	\$5,040	\$5,040

Position Responsibilities:

Physician shall serve as an Operations Committee Member and shall be responsible for the services as outlined in the previously approved Co-Management Agreement for the Institute.

Document Submitted to Legal: <i>Outside Legal Counsel</i>	X	Yes		*No
Approved by Chief Compliance Officer:	X	Yes		No
Is Agreement a Regulatory Requirement:		Yes	X	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: Jeremy Raimo, Sr. Director Business Development / Ray Rivas, Acting Chief Financial Officer

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize Dr. Choudry as a Neuroscience Health Institute - Operations Committee member for a term of 12 months, beginning September 1, 2017 - Ending August 31, 2018. Not to exceed an average of 2 hours per month or 24 hours annually, at an hourly rate of \$210 for an annual cost of \$5,040, and a total cost for the term of \$5,040.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: September 19, 2017
Neuroscience Health Institute - Quality Committee Agreement

Type of Agreement		Medical Directors		Panel	X	Other: Quality Committee
Status of Agreement		New Agreement		Renewal – New Rates	X	Renewal – Same Rates

Physician's Name: Bilal Choudry, M.D.

Area of Service: Neuroscience Health Institute

Term of Agreement: 12 months, Beginning, September 1, 2017 – Ending, August 31, 2018

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

Rate/Hour	Hours per Month	Hours per Year	Monthly Cost	Annual Cost	12 month (Term) Cost
\$210	2	24	\$420	\$5,040	\$5,040

Position Responsibilities:

Physician shall serve as an Quality Committee Member and shall be responsible for the services as outlined in the previously approved Co-Management Agreement for the Institute.

Document Submitted to Legal: <i>Outside Legal Counsel</i>	X	Yes		*No
Approved by Chief Compliance Officer:	X	Yes		No
Is Agreement a Regulatory Requirement:		Yes	X	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: Jeremy Raimo, Sr. Director Business Development / Ray Rivas, Acting Chief Financial Officer

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize Dr. Choudry as a Neuroscience Health Institute - Quality Committee member for a term of 12 months, beginning September 1, 2017 - Ending August 31, 2018. Not to exceed an average of 2 hours per month or 24 hours annually, at an hourly rate of \$210 for an annual cost of \$5,040, and a total cost for the term of \$5,040.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: September 19, 2017
Cardiovascular Health Institute - Operations Committee Agreement

Type of Agreement		Medical Directors		Panel	X	Other: Operations Committee
Status of Agreement		New Agreement		Renewal – New Rates	X	Renewal – Same Rates

Physician's Name: Paul D. Sarkaria, M.D.
Area of Service: Cardiovascular Health Institute
Term of Agreement: 12 months, Beginning, September 1, 2017 – Ending, August 31, 2018
Maximum Totals: Within Hourly and/or Annualized Fair Market Value: YES

Rate/Hour	Hours per Month	Hours per Year	Monthly Cost	Annual Cost	12 month (Term) Cost
\$210	2	24	\$420	\$5,040	\$5,040

Position Responsibilities:

Physician shall serve as an Operations Committee Member and shall be responsible for the services as outlined in the previously approved Co-Management Agreement for the Institute.

Document Submitted to Legal: <i>Outside Legal Counsel</i>	X	Yes		*No
Approved by Chief Compliance Officer:	X	Yes		No
Is Agreement a Regulatory Requirement:		Yes	X	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: Jeremy Raimo, Sr. Director Business Development / Ray Rivas, Acting Chief Financial Officer

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize Dr. Sarkaria as a Cardiovascular Health Institute - Operations Committee member for a term of 12 months, beginning September 1, 2017 - Ending August 31, 2018. Not to exceed an average of 2 hours per month or 24 hours annually, at an hourly rate of \$210 for an annual cost of \$5,040, and a total cost for the term of \$5,040.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: September 19, 2017
Cardiovascular Health Institute - Specialty Medical Directorship Agreement

Type of Agreement	X	Medical Directors		Panel		Other:
Status of Agreement	X	New Agreement		Renewal – New Rates		Renewal – Same Rates

Physician’s Name: Mohammad Jamshidi-Nezhad, M.D., Vascular Surgery

Area of Service: Cardiovascular Health Institute

Term of Agreement: 12 months, Beginning, July 1, 2017 – Ending, June 30, 2018

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

Rate/Hour	Hours per Month	Hours per Year	Monthly Cost	Annual Cost	12 month (Term) Cost
\$210	12	144	\$2,520	\$30,240	\$30,240

Position Responsibilities:

Physician shall serve as Medical Director and shall be responsible for the medical direction of the listed Specialty Area and the performance of the other medical administrative services as outlined in the previously approved Co-Management Agreement for the Institute.

Document Submitted to Legal: <i>Outside Legal Counsel</i>	X	Yes		*No
Approved by Chief Compliance Officer:	X	Yes		No
Is Agreement a Regulatory Requirement:		Yes	X	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: Jeremy Raimo, Sr. Director Business Development / Ray Rivas, Acting Chief Financial Officer

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize Dr. Jamshidi-Nezhad as the Specialty Medical Director for Vascular Surgery for a term of 12 months, beginning July 1, 2017 - Ending June 30, 2018. Not to exceed an average of 12 hours per month or 144 hours annually, at an hourly rate of \$210 for an annual cost of \$30,240, and a total cost for the term of \$30,240.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: September 19, 2017
First Lease Amendment – 2124 E. El Camino Real, Ste. 100, Oceanside, CA 92054

Type of Agreement		Medical Directors		Panel	X	Other: Amendment
Status of Agreement		New Agreement	X	Renewal – New Rates		Renewal – Same Rates

Premises: 2124 E. El Camino Real, Ste. 100, Oceanside, CA 92054 (5,214 sq. ft.)
(TCMC – Outpatient Physical Therapy & Occupational Medicine)

Term of Agreement: 24 months, September 1, 2017 – Ending, August 31, 2019
First Amendment option to extend the existing lease agreement
Increasing lease payments 3% each year

Within Fair Market Value: YES (FMV was determined by Lease Comparables)

Rental Rate:

YEAR 1 - Square Foot Rate	Sq. Ft.-	Monthly Rent	Monthly CAM Fees	Yearly Cost
\$1.91	5,214	\$9,973	\$450	\$125,079
YEAR 2 - Square Foot Rate	Sq. Ft.	Monthly Rent	Monthly CAM Fees	Yearly Cost
\$1.97	5,214	\$10,272	\$450	\$128,669
Total Term Cost				\$253,748

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: Kapua Conley, Chief Operating Officer

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the First Amendment Lease Renewal option for Tri-City Medical Center with Norman Levitt/Levitt Family Trust for an additional two-year term, beginning September 1, 2017, ending August 31, 2019, at a total cost not to exceed \$253,748.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: September 19, 2017
PHYSICIAN AGREEMENT for HOSPITALIST SERVICES & COVERAGE

Type of Agreement		Medical Director		Panel		Other:
Status of Agreement	X	New Agreement	X	New Rates		Extension – Same Rates

Physicians Name: Coastal Hospitalists Medical Associates, Inc.
Area of Service: On-Site Coverage to Unassigned Patients
New Agreement Term: 22 Months – Beginning, September 1, 2017 – Ending, June 30, 2019
Maximum Totals: Within Hourly and/or Annualized Fair Market Value: YES

Monthly Cost	Annual Cost Not to Exceed	Education Expense (TCHD) per Year	Total NTE for 22 Month Term
\$217,917	\$2,615,004	\$10,000	\$4,814,174

The new agreement brings the Hospitalist program to Fair Market Value. The increase is primarily related to additional metrics assigned to the Incentive Pool, and will only be paid if metrics are met and TCMC has recognized those benefits. Annual cost includes Monthly Stipend, Medical Directorship, CSU/BHU Coverage, and Performance Incentives/Standards including Clinical Documentation, Supportive Care Compliance, Patient Throughput, Customer Service, Utilization Management and Quality Governance.

Position Responsibilities/Scope: Coastal Hospitalists shall provide on-site coverage for all TCMC unassigned patients, as follows:

- Provide care for patients presenting through Emergency Department who require post-ED observation care and/or inpatient admission.
- Coverage by hospitalists will ensure that there are sufficient physicians available as needed for coverage seven days per week, 24 hours per day, 365 days per year.
- Each physician who provides services shall be licensed and qualified to practice medicine in CA and be a member of TCHD's Medical Staff

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

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

Person responsible for oversight of agreement: Kapua Conley, Chief Operating Officer / Sharon Schultz, Chief Nurse Executive

Motion: I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors approve the new Hospitalist Services and On-Site Coverage Services Agreement beginning September 1, 2017 and ending June 30, 2019 at a monthly cost of \$217,917, an annual cost of \$2,615,004 plus an educational allowance up to \$10,000 per year, and a total cost of \$4,814,174 for the Term.

**Finance, Operations and Planning Work Plan
Program Tracking Schedule
FY 2018**

September 19, 2017

	July	Aug	Sept 2017	Oct	Nov	Dec	Jan	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)								•					Ray Rivas
Finance, Operations and Planning Charter, (Annual)										2020 •			Chair
Construction Report, (Quarterly)	•			•						•			Kapua Conley
Accountable Care Organization (ACO) (Annual), (Since 2013)													Chief Strategy Officer
Infusion Center, (Quarterly) (Report quarterly until Oct. 2015 then annual)				•									Sharon Schultz
ED Throughput, (Bi-Monthly) (Changed from monthly, to bi monthly August 2015)	•		•									•	Candice Parras

	July	Aug	Sept 2017	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	Responsible Party
Dashboard		•	•	•	•	•	•	•	•	•	•	•	Ray Rivas
Meaningful Use, (Semi-Annual) (Begin reporting September 2015 for one year then semi-annual)			•						•				Mark Albright
Neuroscience Institute – NSI Medical Directorships, (Semi-Annual) (Begin reporting June 2015 for first year then semi-annual)	•						•						Chief Strategy Officer
Medical Director – Surgery (Quarterly) (Began reporting in July 2015)	•			•			•			•			Mary Diamond
IT Physician Liaison (Semi-Annual) (Began reporting in July 2016)	•						•						Mark Albright
Update on Institutes (Annual):													
• Cardiovascular													
• Neuroscience		•											Chief Strategy Officer
• Orthopaedic													
(Added August 2016, begin reporting August 2017)													
PRIME (Annual) (Timeline pending for update)													Scott Livingstone
Crisis Stabilization Unit (CSU) Update (Semi-Annual) (Added January 2017, begin reporting July 2017)	•		•				•						Sharon Schultz
Institute for Clinical Effectiveness (Semi-Annual) (Added July 2017, begin reporting January 2018)	•						•						Jeremy Raimo



6.o.

HOSPITAL WIDE THROUGHPUT COMMITTEE



**FINANCE, OPERATIONS AND
PLANNING**

Candice Parras, RN – ED Director
September 2017



Tri-City Medical Center

ADVANCED HEALTH CARE...FOR **YOU**



Evaluation/ Analysis

- Left Without Being Seen (LWBS) Goal = 3.5%
- 2016 LWBS = 6.9%
- YTD 2017 LWBS = 1.61%

ED Arrival to Discharge 8/1/2017 – 8/31/2017



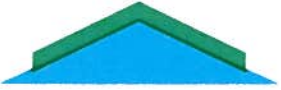


Actions/ Recommendations

- **Changes Implemented**
 1. **PA's providing MSE on all patients presenting to Triage from 8a to 2a**
 2. **MD in Triage 3/1/2017**
 - MD added to Triage at 10a to 12mn
 3. **Decrease LWBS**
 - Extended hours for Provider in Triage to increase flow, care for greater numbers of vertical ESI 3's.
 4. **Improve Patient Satisfaction**
 - Direct result of immediate contact with Provider
 - All patients registering at Triage
 5. **Triage Remodel**

11/2017 to accommodate larger # of pt.
(cont'd next page)





Next Steps

- **9/25/2017**
 - Trial for “NO WALL TIME”
 - 4 designated beds for Paramedic Patients
 - Returns ambulance back to the field





Tri-City Medical Center

ADVANCED HEALTH CARE...FOR ^{6.o.} YOU

MEANINGFUL USE UPDATE

SEPTEMBER 19, 2017



Meaningful Use - Definition

Meaningful Use (MU) is using certified electronic health record (EHR) technology to:

- Improve quality, safety, efficiency, and reduce health disparities
- Engage patients and families
- Improve care coordination, and population and public health
- Maintain privacy and security of patient health information

Meaningful Use sets specific objectives that hospitals must achieve to qualify for CMS financial incentives



Tri-City Medical Center

ADVANCED HEALTH CARE...FOR YOU

Meaningful Use Phases

Stage 1 – 2011 to 2012 (Complete)

- ✓ Data capture and sharing

Stage 2 – 2014 to 2017 (3rd Attestation 2/18)

- ✓ Advance clinical processes

Stage 3 – 2017 (Scheduled to Attest 2/19)

- ✓ Improved outcomes



MU Stage 3 Requirements

- EHR Must Meet 2015 Edition Certification Criteria
- Protect Patient Health Information (Security Assessment)
- ePrescribe (Generate/Send Electronic Prescriptions)
- Patient Electronic Access to Health Information
- Coordination of Care (Patient Engagement)
- Health Information Exchange (HIE) (Send & Receive Summary of Care)
- Public Health Reporting (Public Registries)



MU 3 Incentives = Penalty Avoidance

- Failure to Attest Penalty
 - Penalty = reduction to the annual CMS market basket updates
 - Penalties are based on a 2 year look back
 - Penalty applied in 2019 for failure to attest in 2017
 - Penalties are cumulative
- TCMC's estimated risk = **\$1,620,721**



Tri-City Medical Center

ADVANCED HEALTH CARE...FOR YOU

THANK YOU



Tri-City Medical Center

ADVANCED HEALTH CARE...FOR YOU^{6.0.}

STRATEGIC PLAN PROGRESS UPDATE: CRISIS STABILIZATION UNIT

FINANCE, OPERATIONS & PLANNING COMMITTEE

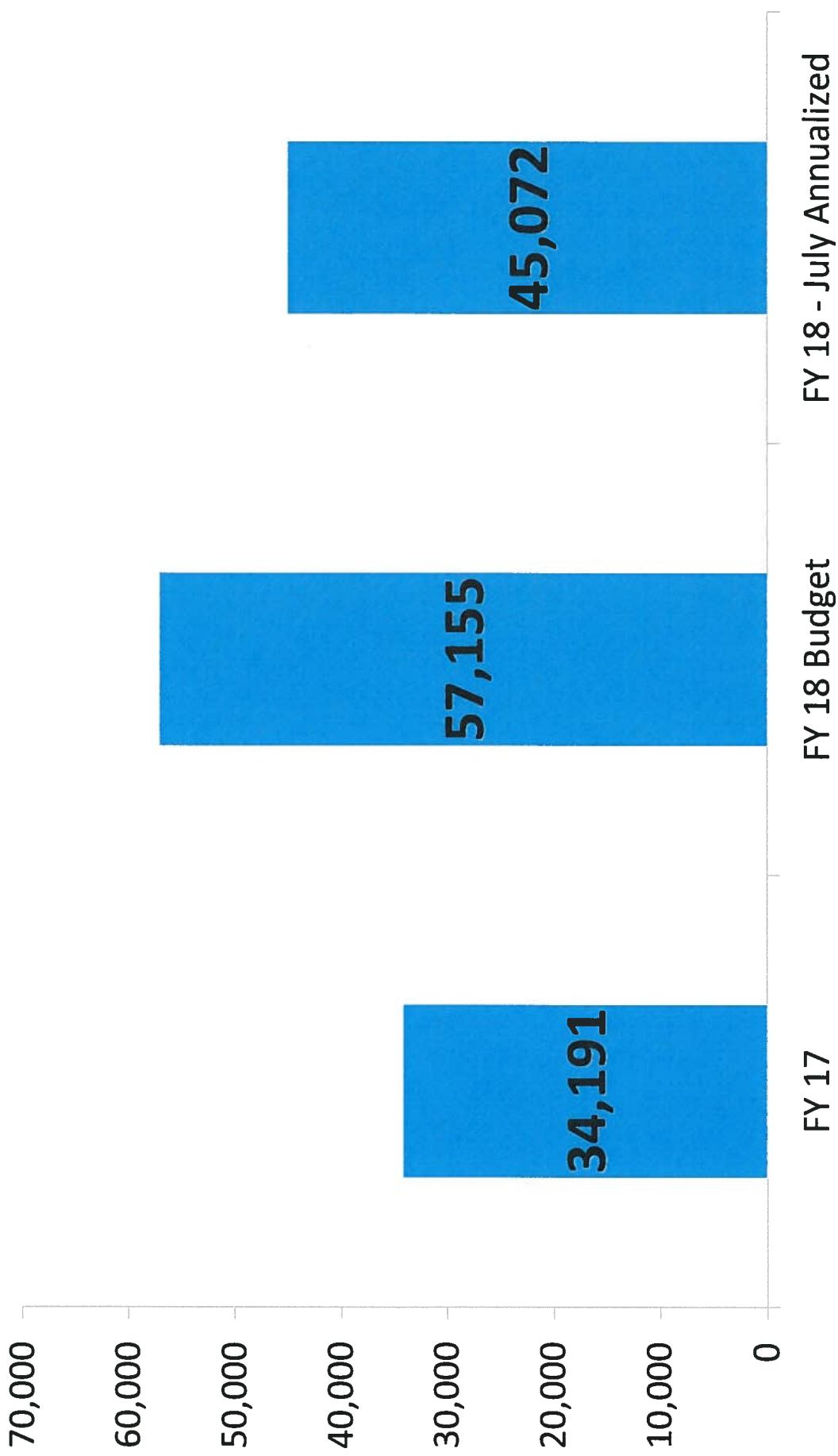
SEPTEMBER 19, 2017



Tri-City Medical Center

ADVANCED HEALTH CARE...FOR YOU

CSU Volume in Patient Hours





Tri-City Medical Center

ADVANCED HEALTH CARE...FOR YOU

CSU ALOS in Patient Hours

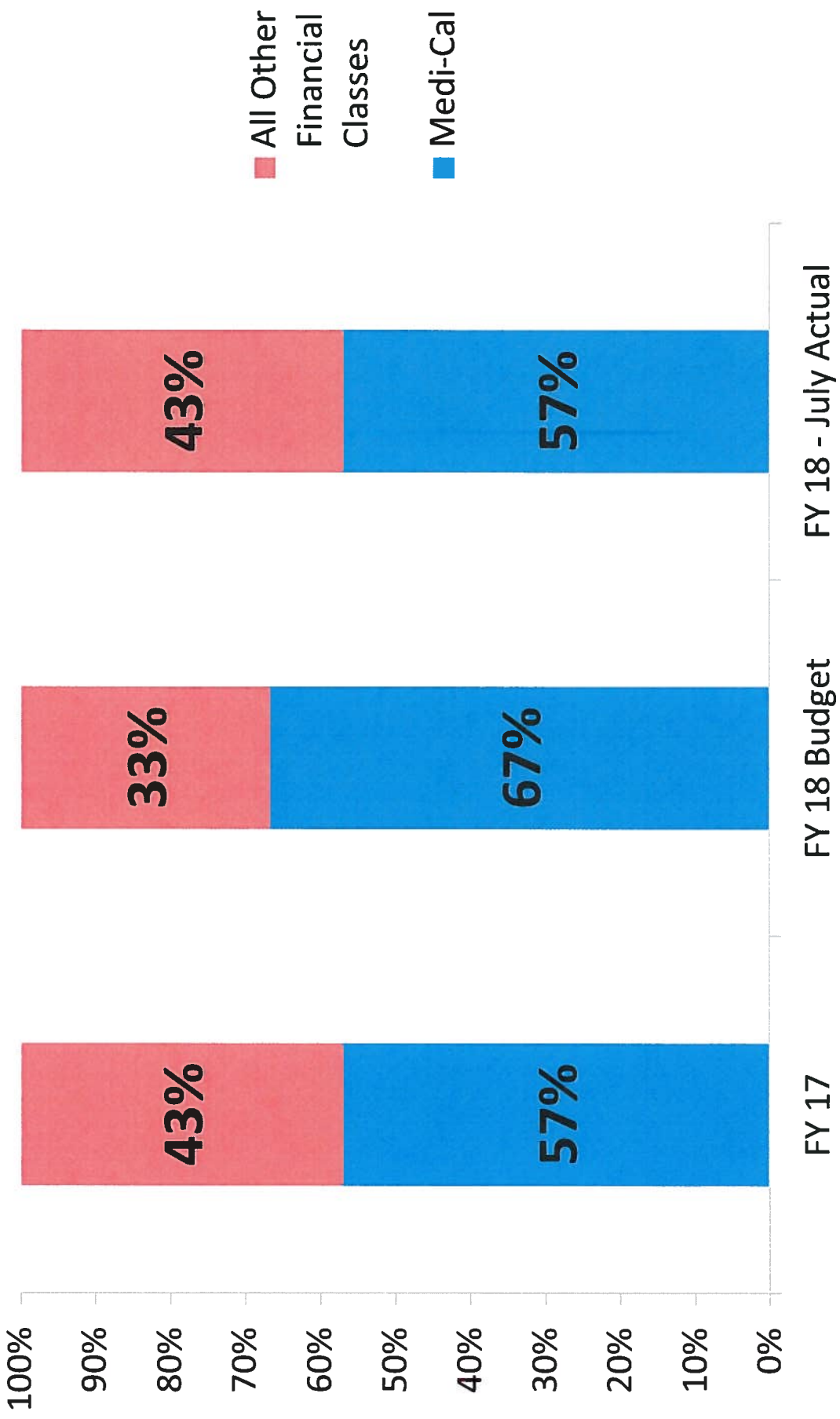




Tri-City Medical Center

ADVANCED HEALTH CARE...FOR YOU

CSU Payer Mix

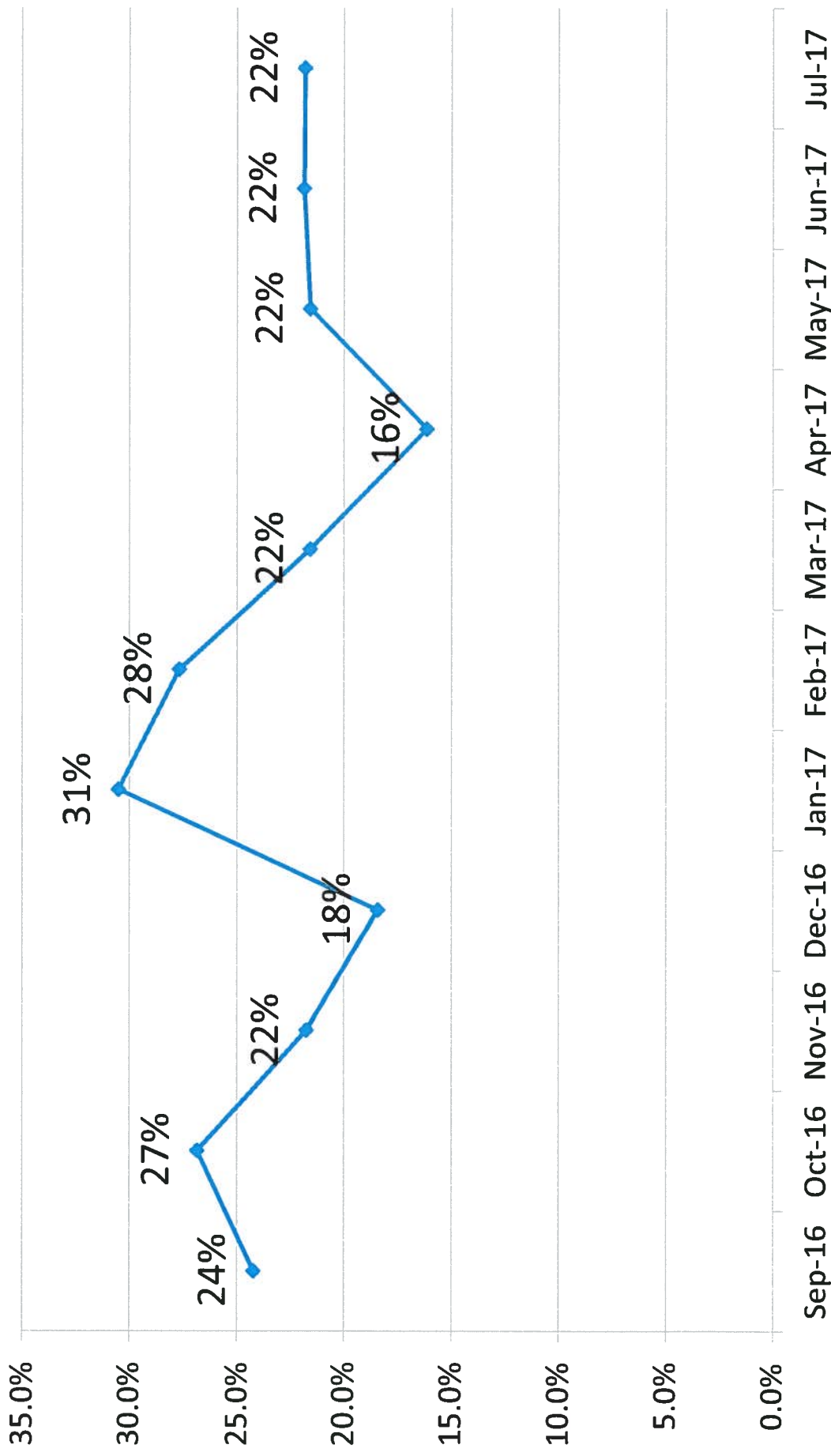




Tri-City Medical Center

ADVANCED HEALTH CARE...FOR YOU

Percentage of Patients Admitted to BHU from CSU





Key Accomplishments in July

- Clinical Stakeholder Alignment – educational meetings
 - ED MDs
 - Psychiatry
 - Psychiatric Liaisons
 - Nurse Practitioners
- Barrier removal for practice efficiency and patient throughput
- Strategic planning group meeting biweekly for real time practice implementation



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
FY18	47.7	47.8											47.7	48-52
FY17	51.2	50.2	48.7	50.5	49.6	50.5	48.9	49.0	48.8	49.4	48.1		50.7	

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
FY18	82.1	79.1											80.6	75-100
FY17	78.9	81.6	86.5	88.1	91.6	87.9	84.6	79.9	74.6	79.9	81.5		80.3	

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
FY18	(\$394)	(\$429)											(\$824)	\$ (942)
FY17	\$288	\$211	\$746	\$1,118	\$414	\$317	(\$226)	\$181	(\$2,912)	(\$63)	\$296		\$499	

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
FY18	-1.33%	-1.39%											-1.36%	-1.58%
FY17	1.04%	0.75%	2.69%	3.99%	1.51%	1.15%	-0.79%	0.67%	-9.92%	-0.22%	0.99%		0.89%	



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
FY18	\$898	\$864											\$1,762	\$1,632
FY17	\$1,583	\$1,496	\$2,015	\$2,365	\$1,711	\$1,556	\$1,010	\$1,428	(\$1,630)	\$1,213	\$1,558		\$3,079	

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
FY18	3.03%	2.80%											2.91%	2.74%
FY17	5.70%	5.32%	7.27%	8.43%	6.27%	5.64%	3.52%	5.28%	-5.55%	4.23%	5.21%		5.51%	

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
FY18	6.51	5.92											6.20	6.28
FY17	6.04	5.84	5.74	5.85	6.43	6.16	6.26	6.14	6.25	6.30	6.18		5.94	

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
FY18	1.57	1.48											1.10
FY17	1.37	1.37	1.37	1.59	1.73	1.50	1.35	1.37	1.51	1.32	1.35		1.10

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

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY18	\$58.5	\$49.8										
FY17	\$29.1	\$29.4	\$26.8	\$18.9	\$23.0	\$25.9	\$35.7	\$34.6	\$73.6	\$74.3	\$77.9	