TRI-CITY HEALTHCARE DISTRICT
AGENDA FOR A REGULAR MEETING
OF THE FINANCE, OPERATION AND PLANNING COMMITTEE
January 16, 2018
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 ALLOTED	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 – December 7, 2017	2 min.	Standard
5.	Old Business		
6.	New Business		
	a) Introduction of New Committee Member: • Director Leigh Anne Grass	2 min.	Chair
7.	Consideration of Consent Calendar-*(All items will be approved with a single motion, unless pulled for discussion)*	30 min.	Chair
	a) Policy Review: • Plan to Manage and Estimate Project Cost, #8610-277 *Motion: Request approval to accept this policy, as it has been written.*		Chris Miechowski
	b) Coding Support Services – Contract Increase Proposal • Oxford Global Resources, LLC *Motion: Approval of the agreement with Oxford for Coding Support for a term of 12 months, beginning May 1, 2017 and ending April 30, 2018 for an increased cost of $330,000, for a total cost for the term of $630,000.*		Colleen Thompson
	c) Nova Biomedical Glucometer Contract Renewal for Point of Care Glucose Testing Proposal *Motion: Approval of the agreement with Nova Biomedical for Nova StatStrip Glucometer and Test Strips for a term of 60 months, beginning December 2, 2017 and ending December 1, 2022 for an annual cost of $55,200, and a total cost for the term of $276,000.*		Tara Eagle
	d) Physician Agreement for MDQ-Peer Review & QAPI Committees • Dr. James L. Johnson (Manta Med)		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 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 ALLOTED	PERSON RESPONSIBLE
	<u>Motion:</u> Approval of the agreement with Dr. James L. Johnson as the Physician Chairperson of MDQA/Peer Review/QAPI for a term of 12 months beginning November 1, 2017 and ending October 31, 2018. Not to exceed an average of 33 hours in total per month or 400 hours annually, at an hourly rate of $155 for an annual cost of $60,000 and a total cost for the term not to exceed $70,000.		
	e) Copier & Print Management Services Proposal • Vereco, Inc. *<u>Motion:</u> Approval of the agreement with Vereco, Inc. for copier, courier, mail delivery, document shredding, copy center and print management services for a term of 60 months beginning March 1, 2018 and ending February 28, 2023 for an annual cost of $1,740,000, and a total cost for the term of $8,700,000.*		Thomas Moore
	f) Harris Healthcare (QuadraMed) Software Support Renewal Proposal *<u>Motion:</u> Approval of the agreement with Harris Healthcare for Affinity Software Support for a term of 24 months, beginning January 1, 2018 and ending December 31, 2019 for an annual cost of $451,697.62 and a total cost for the term of $903,395.24*		Mark Albright
8.	Financials	10 min.	Ray Rivas
9.	Work Plan	30 min.	
	a) Wellness Center *(quarterly)*		David Bennett
	b) Construction Report *(quarterly)*		Chris Miechowski
	c) ED Throughput *(bi-monthly)*		Candice Parras
	d) IT Physician Liaison *(semi-annual)*		Mark Albright
	e) Crisis Stabilization Unit (CSU) *(bi-monthly)*		Sharon Schultz
	f) Institute for Clinical Effectiveness (ICE) *(semi-annual)*		Jeremy Raimo
	g) Dashboard		Ray Rivas
10.	Comments by committee members	2 min.	Chair
11.	Date of next meeting: February 13, 2018	2 min.	Chair
12.	Community Member Openings: (0)	2 min.	Chair
13.	Adjournment		
	Total Budget Time for Meeting	1 hrs. 25 min.	

<u>NOTE</u>: 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.

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Tri-City Medical Center
Finance, Operations and Planning Committee Minutes
December 7, 2017

Members Present	Director Julie Nygaard, Director Cyril Kellett, Director Laura Mitchell, Dr. Marcus Contardo, Dr. Gene Ma, Dr. Mark Yamanaka, Steve Harrington, Wayne Lingenfelter
Non-Voting Members Present:	Steve Dietlin, CEO, Ray Rivas, CFO, Kapua Conley, COO, Carlos Cruz, CCO, Scott Livingstone, VP Hospital Transformation Officer, Susan Bond, Director-Legal Services
Others:	Jeremy Raimo, Chris Miechowski, Colleen Thompson, Glen Newhart, Jane Dunmeyer, David Bennett, Maria Carapia, Sarah Jayyousi, Charlene Carty, Mark Albright, Mary Diamond, Thomas Moore, Candice Parras, Steve Berner, Barbara Hainsworth
Members Absent:	None

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
1. Call to order	Director Nygaard called the meeting to order at 12:36 p.m.		
2. Approval of Agenda		**MOTION** **It was moved by Director Kellett, Director Mitchell seconded, and it was unanimously approved to accept the agenda of December 7, 2017.**	
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.		Director Nygaard
4. Ratification of minutes of October 17, 2017	Minutes were ratified.	Minutes were ratified. **MOTION** **It was moved by Director Kellett, Dr. Contardo seconded, that the minutes of October 17, 2017 are to be approved, with Director Nygaard and Dr. Ma abstaining.**	
5. Old Business			

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
6. New Business			
a. Discussion: • Finance, Operations & Planning Committee Meeting: Structure, Membership and Meeting Frequency	Director Nygaard initiated the discussion. She emphasized the goal of any modifications made to the current structure would be to improve the overall efficiency of the Committee, and permit more in depth follow-up on the various programs and how they are performing. It was suggested that a consent calendar be implemented for renewal items. The structure of the voting and non-voting members would remain the same. It was recommended that there be two community members in lieu of the previous five. It was also suggested that a primary care physician be added to the medical staff member panel. The physicians on the Committee were asked to assist with the viability of this recommendation.		Chair
b. Co-Medical Director Agreement – Outpatient Behavioral health • Martina Klein, M.D.	Sarah Jayyousi explained that this is a new agreement with Dr. Martina Klein, who is replacing Dr. Mirow in the capacity of co-medical director for Outpatient Behavioral Health. Dr. Klein is projected to work four hours per week.	**MOTION** **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 Dr. Martina Klein for Co-Medical Directorship for a term of 31 months, beginning December 1, 2017 and ending June 30, 2020 for an hourly rate of $140, an annual maximum cost not to exceed $35,120,**	Sarah Jayyousi

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
		and a total cost for the term not to exceed $90,706.	
c. Rady Children's Specialists Agreement for NICU ROP Testing	Mary Diamond conveyed that this was a renewal agreement for ophthalmic consultation services in the NICU to screen for retinopathy of prematurity, with an increase in rate. Brief discussion ensued.	**MOTION** **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 agreement with Rady Children's Specialists of San Diego for Retinopathy of Prematurity Testing for a term of 12 months, beginning January 1, 2018, and ending December 31, 2018, for a cost of $3,077 per month, for a total cost for the term of $36,924.**	Mary Diamond
d. Premier Laser Services, Inc. Increase Proposal	Mary Diamond reported that this proposal is being submitted to increase the amount of the existing agreement with Premier Laser Services, Inc. She cited the increased use of certain devices, as well as a shift in use to the higher powered holmium laser as the sources for the increasing the amount.	**MOTION** **It was moved by Director Mitchell, Director Kellett seconded, and it was unanimously approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors authorize an increase in term cost for the existing agreement with Premier Laser Services LLC, with a term beginning April 4, 2016 and ending April 3, 2018. The new not-to-exceed cost for the term is $525,000.**	Mary Diamond
e. Premier Laser Services, Inc. Proposal	Mary Diamond explained that this proposal for Premier Laser Services, Inc. was a contract renewal to provide equipment, supplies and technicians for rental surgical lasers, ultrasound, extracorporeal shock wave	**MOTION** **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 authorize the**	Mary Diamond

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	lithotripsy (ESWL) and Cavitron ultrasonic surgical aspirator (CUSA) with no increase in rate.	**agreement with Premier Laser Services, Inc. for laser, ESWL (Extracorporeal Shock Wave Lithotripsy), ultrasound and CUSA (Cavitron Ultrasonic Surgical Aspirator) rental for a term of 24 months, beginning April 4, 2018 and ending April 3, 2020, for an annual cost of $275,000, and a total cost for the term of $550,000.**	
f. South Coast Perfusion, LLC Proposal	Mary Diamond conveyed that this agreement is a renewal for perfusion services with South Coast Perfusion, LLC, which includes an increase in rate.	**MOTION** **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 South Coast Perfusion, LLC for Perfusion Services for a term of 24 months, beginning February 1, 2018 and ending January 31, 2020 for a total term cost not to exceed $350,000.**	Mary Diamond
g. Shared Marketing Agreement Proposal • Katherine Ludington, M.D., North Coast Cardiology	David Bennett communicated that this was a new agreement for shared marketing services between Tri-City Medical Center and Dr. Katherine Ludington. All shared marketing costs would be agreed upon and signed off by both parties before production, and each party agrees to split the costs 50/50. David clarified that the agreement would consist of a printed mailer distributed to residents of the District and the primary care	**MOTION** **It was moved by Director Kellett, Director Mitchell seconded, and it was approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors authorize the agreement with Katherine Ludington, M.D. for shared marketing services for a term of 12 months, beginning December 1, 2017 and ending November 30, 2018 for an annual cost of $8,000, and a total cost for the term of $8,000 ($4,000 for each entity), with Mr.**	David Bennett

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	physicians. Significant discussion ensued.	**Lingenfelter dissenting.**	
h. SonoCiné Room Addition to Women's Imaging Center Project • Good-Men Roofing & Construction, Inc.	Glen Newhart explained that the SonoCiné ultrasound is a significantly more accurate breast cancer detection tool, and used in adjunct to traditional mammography. He stated that this project would be fully funded by the Tri-City Hospital Foundation. Chris Miechowski conveyed that Good-Men Roofing and Construction Company was the lowest responsive bidder for the project. Once begun, the project could be completed in 4-6 weeks.	**<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 an agreement with Good-Men Roofing & Construction, Inc. for construction costs of $124,263 and the total expected project cost of $257,082 for addition of the new SonoCiné Room in the Women's Imaging Center.**	Chris Miechowski
i. Enterprise Dragon Dictation Proposal	Mark Albright conveyed that this is a new agreement with Enterprise Dragon for voice recognition technology which would permit dictation of medical notes directly into the electronic medical record (EMR) in "real-time", thus enhancing communication between clinicians, while increasing patient safety and physician satisfaction. Significant discussion ensued. Director Nygaard requested Mark Albright return to give the Committee an update on this proposal, two months after the initial roll out.	**<u>MOTION</u>** **It was moved by Dr. Contardo, 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 Cerner for Enterprise Dragon for a term of 60 months, beginning January 1, 2018 and ending December 31, 2022 for an annual cost of $302,950, and a total cost for the term of $1,514,752.**	Mark Albright
j. Carlsbad-Wellness Center MOB Lease Agreement	Jeremy Raimo explained that this is a new agreement for a revenue	**<u>MOTION</u>** **It was moved by Director Mitchell, Dr.**	Jeremy Raimo

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
Proposal	generating, 10 year lease of suite 200 at the Carlsbad-Wellness medical office building to Lansara, a California corporation dba Dermacare. He further conveyed that the tenant improvements required are not to exceed $269,037. Brief discussion ensued.	**Contardo seconded, and it was unanimously approved that the Finance, Operations and Planning Committee recommend that the TCHD Board of Directors authorize the Lease Agreement for Suite 200 in the Carlsbad Wellness Center MOB located at 6260 El Camino Real, Carlsbad, CA 92009, with Lansara, Inc. for a ten-year term (120 Months), at the rate of $7,786.50 per month for the first year, increasing 3% yearly thereafter, and also tenant improvement costs of $269,037 for Suite 200 in the Carlsbad Wellness Center MOB.**	
k. Financials	Ray Rivas presented the financials ending October 31, 2017 (dollars in thousands) **TCHD – Financial Summary** **Fiscal Year to Date** Operating Revenue $ 121,365 Operating Expense $ 124,270 EBITDA $ 3,999 EROE $ (1,219) **TCMC – Key Indicators** **Fiscal Year to Date** Avg. Daily Census 172 Adjusted Patient Days 37,921 Surgery Cases 2,208 Deliveries 832 ED Visits 21,167 **TCHD – Financial Summary** **Current Month** Operating Revenue $ 31,312 Operating Expense $ 31,896		Ray Rivas

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	EBITDA $ 1,146 EROE $ (171) **TCMC – Key Indicators** **Current Month** Avg. Daily Census 173 Adjusted Patient Days 9,689 Surgery Cases 564 Deliveries 206 ED Visits 5,177 **TCMC - Net Patient A/R & Days in Net A/R By Fiscal Year** Net Patient A/R Avg. (in millions) $ 45.8 Days in Net A/R Avg. 48.8 **Graphs:** • TCMC-Net Days in Patient Accounts Receivable • TCMC-Adjusted Patient Days • TCMC-Acute Average Length of Stay		
I. Work Plan – Information Only • ED Throughput	Candice Parras gave a brief PowerPoint presentation detailing the significant improvement in ED wait times, as well as the "left without being seen" (LWBS) patient population. She sighted these improvements as the source for an increase in overall ED patient satisfaction. Also mentioned was the implementation of designated beds for patients arriving via paramedic, as well as the institution of the ED "zoomer nurse" to expedite patient flow.		Candice Parras

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
• Dashboard	No Discussion Additionally, Director Nygaard suggested and the Committee agreed to a change in the reporting structure of the following Work Plan items: • <u>Crisis Stabilization Unit (CSU)</u> – Reporting would be changed from semi-annually to every other month • <u>Medical Director, Surgery</u> – Reporting would be modified from quarterly to semi-annually		Ray Rivas
7. Comments by committee members	Mr. Lingenfelter took this opportunity to convey that he'd had a recent stay at Tri-City Medical Center and praised the hospital staff for ensuring his stay was extremely positive.		
8. Date of next meeting	Tuesday, January 16, 2018		Chair
9. Community Openings (3)			
10. Adjournment	Meeting adjourned 1:42 p.m.		

Tri-City Medical Center

ADVANCED HEALTH CARE FOR YOU

FINANCE, OPERATIONS AND PLANNING

MEETING DATES

2018

Time: 12:30-3:30 PM

Location: All meetings to be held in Assembly Room # 2, *(exceptions noted below)*

January 16, 2018

February 13, 2018, AR #3

March 20, 2018

April 17, 2018

May 22, 2018

June 19, 2018

July 17, 2018

August 21, 2018

September 18, 2018

October 16, 2018

~~November 20, 2018~~ CANCELLED

December 4, 2018 *(1st Week of December)*, AR #3

4002 Vista Way • Oceanside, California 92056 • (760) 724-8411

TRI-CITY HEALTHCARE DISTRICT TCHD FOUNDED 1957

Finance, Operations and Planning Committee

Date of Meeting: January 16, 2018

Introduction:

Director Leigh Anne Grass

Board Member

Tri-City Health Care District
Oceanside, California

Administrative Policy ~~Manual~~
District Operations

ISSUE DATE: 10/02

SUBJECT: PLAN TO MANAGE AND ESTIMATE PROJECT COST

REVISION DATE: 02/03, 04/06, 06/09, 07/11

POLICY NUMBER: 8610-277

Department Review	**11/17**
Administrative Policies & Procedures Committee Approval:	**~~02/15~~11/17**
Finance & Operations Committee Approval:	**03/15**
Board of Directors Approval:	**03/15**

A. **PURPOSE:**

1. To create a policy and process for all hospital personnel to submit an accurate project cost proposal to administration for request for approval.

B. **POLICY:**

1. Once a project has been discussed within a department, a Director/Manager will accurately describe the scope of the project and submit a renovation request ~~Form~~ to his/her Vice-President for scope approval. Project must be reviewed by Facilities and Information Technology for feasibility. Upon review and approval by the ~~Executive Council~~Vice President of the project scope the written request will be submitted to the Facilities Department for cost analysis.
2. After receiving direction from the Vice President~~Executive Council~~, the Facilities Department will:
   a. Meet with all personnel involved to determine the complete construction scope of the project.
   b. Provide an initial estimated cost and projected completion time to Administration ~~and to the Space Planning Committee~~, if needed.
3. If ~~Executive Council~~Vice President's decision is to approve a further investigation of the potential project, the following items will take place:
   a. If the project scope warrants, an architect will be called in to begin design development.
   b. If the project scope warrants, a construction manager will be called in to value engineer and put together a project budget, as well as manage the construction of the project.
4. Facilities will keep Administration abreast of design and budget details as the project develops.
5. After ~~a complete scope and preliminary design have been established~~the project is completely designed, approved by the Authorities Having Jurisdiction and bid out to contractors or a professional construction estimate is completed, a project budget will be finalized, a capital purchase requisition (CPR) will be submitted by the Facilities Department with the total estimated project cost to the Capital Budget Committee for review and approval. Any necessary bidding or bidding provisions will be finalized and necessary Board approvals will be completed.
6. Upon Administration/Board approval, the approved CPR will be submitted by the Facilities Department to the Finance Department for approval and assignment of a budget number.
7. Once the project has been approved and assigned a budget number, it will be assigned a project number (CIP Number) and construction administration will begin.
8. If the project scope changes at any point during the project, Administration must give written approval for the additional architectural/engineering fees and construction costs associated with these changes. This supplemental CPR will follow the same process of approval as the original project request.

9. If approved, the supplemental CPR will be submitted to Administration for review and approval. Any associated costs will be added to the total project budget.
10. During the fiscal year budget development process, the Facilities Department will utilize both in-house estimating resources as well as outside contractor resources to develop budget estimates Administration can depend on for the next fiscal year.
11. Once Administration and the Finance Department have approved a project, it is the responsibility of the ~~area's Director/Manager~~Director of Facilities to coordinate the project's progress and schedule all project related meetings. If any other departments are affected or involved, it is the responsibility of the area's Director/Manager and Director of Facilities to keep everyone informed of progress and responsibilities.

~~C. **FORM(S):**~~

~~1. Request for Space/Renovations~~

~~**Request for Space/Renovations**~~

TRI-CITY MEDICAL CENTER

REQUEST FOR SPACE/RENOVATIONS

DELETE

INSTRUCTIONS:
Complete a separate form for each project.
Forward original to the Engineering Department WITH YOUR DIRECTOR'S SIGNATURE for Space Planning Committee Review.

Note: This request is for budgetary purpose only. This does not mean the project has been approved. A Capital Purchase Requisition must be filled out AND approved before the start of any project.

DATE SUBMITTED: ____________________

COST CENTER NUMBER ____________________

DEPARTMENT NAME ____________________

DEPARTMENT DIRECTOR: ____________________

ADMINISTRATOR'S APPROVAL: ____________________

CONTACT PERSON: ____________________

If this renovation is required for a budgeted equipment item, please list (from Equipment Budget form):

EQUIPMENT DESCRIPTION: ____

EQUIPMENT COST: ____________________

RENOVATION NEEDED IN FISCAL YEAR ENDING IN 2005, 2006, OR 2007: ____________________

PROJECT DESCRIPTION: (please provide as much information and detail as possible)

____
____
____
____
____
____
____

Based on the descriptions below, the priority level of this project is: ________

PRIORITY:
A) Needed for JCAHO and/or Title 22 compliance and/or continuation of the service
B) Needed to support growth or to upgrade services
C) Desired to enhance departmental service

SPECIAL PROJECTS DEPT USE ONLY

DATE: ____________________

ESTIMATED COST: ____________ SIGNATURE: ____________________

Located on the Intranet under: TCMC Departments-Engineering-Electronic Forms-Request for Space/Renovations

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: January 16, 2018
Coding Support Services – Contract Increase Proposal

Type of Agreement		Medical Directors		Panel	X	Other: Increase in Term Cost
Status of Agreement		New Agreement		Renewal – New Rates		Renewal – Same Rates

Vendor's Name: Oxford Global Resources, LLC

Area of Service: Medical Records/Health Information

Term of Agreement: 12 months, Beginning, May 1, 2017– Ending, April 30, 2018

Maximum Totals:

Previously Approved Cost	Cost Increase	Total Term Cost
$300,000	$330,000	$630,000

Description of Services/Supplies:

- Exceeded original expenditure of $300K, approved in May 2017
- Continue to require outside service support for coding/billing in a timely manner while continuing to recruit qualified coder to address the more complex accounts for timely billing.

Document Submitted to Legal for Review:	X	Yes		No
Approved by Chief Compliance Officer:	X	Yes		No
Is Agreement a Regulatory Requirement:		Yes	X	No
Budgeted Item: Original Cost ($300,000)	X	Yes		No
Budgeted Item: Additional Cost ($330,000)		Yes	X	No

Person responsible for oversight of agreement: Colleen Thompson, Director, Medical Records / Ray Rivas, Chief Financial Officer

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Oxford for Coding Support for a term of 12 months, beginning May 1, 2017 and ending April 30, 2018 for an increased cost of $330,000, for a total cost for the term of $630,000.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: January 16, 2018
Nova Biomedical Glucometer Contract Renewal for Point of Care Glucose Testing Proposal

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

Vendor's Name: Nova Biomedical

Area of Service: Laboratory Point of Care (Nursing)

Term of Agreement: 60 months, Beginning, December 2, 2017 – Ending, December 1, 2022

Maximum Totals:

Expected Monthly Cost	Expected Annual Cost	Expected Total Term Cost
$4,600	$55,200	$276,000

Description of Services/Supplies:
- The Nova StatStrip Glucose Meter is the only FDA cleared CLIA-waived test meter to perform bedside glucose testing on critically ill patients
- The meters are currently interfaced with Cerner and the results populate within the patient EMR
- Upgrading to the next generation meter, as proposed in this contract, reduces the number of total glucometers needed due to fewer meter breakdowns/replacements
- This contract renewal represents a cost savings of $9,025 per year over the current contract

Document Submitted to Legal for Review:	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, Laboratory / Scott Livingstone, Chief Operating Officer

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Nova Biomedical for Nova StatStrip Glucometer and Test Strips for a term of 60 months, beginning December 2, 2017 and ending December 1, 2022 for an annual cost of $55,200, and a total cost for the term of $276,000.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: January 16, 2018
Physician Agreement for MDQA - Peer Review and QAPI Committees

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

Physician's Name: Dr. James L. Johnson (Manta Med)
Area of Service: MDQA/Peer Review/QAPI Committees
Term of Agreement: 12 months, Beginning, November 1, 2017 – Ending, October 31, 2018
Maximum Totals: Within Hourly and/or Annualized Fair Market Value: YES

Rate/Hour	Average Hours per Month	Hours per Year Not to Exceed	Monthly Cost	Annual / Term Cost Not to Exceed
$155	33	400	$5,000	$60,000
Education Hours & Travel Stipend				$10,000
			Total Cost:	**$70,000**

Position Responsibilities:
Chairperson MDQA-Peer Review and QAPI Committees:
• Promote initiatives for improving quality of patient care, and services within TCHD

- Lead MDQA Peer Review and QAPI as Physician Chairperson
- Provides Medical oversight for Quality/Performance Improvement regarding patient care
- Evaluates with the MDQA-Peer Review and QAPI members effectiveness of Teams leading QA/PI initiatives
    - Makes recommendations, with the QAPI members, for initiative interventions and outcomes
- Identify opportunities for improvement
- Makes recommendations to develop processes to fill in gaps in systems
- Attends NIH annually, when able, to bring best practice recommendations to the QAPI membership

Document Submitted to Legal for Review:	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: Sherry Miller, Manager, Medical Staff Services / Scott Livingstone, Chief Operating Officer

Motion: I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize Dr. James L. Johnson as the Physician Chairperson of MDQA/Peer Review/QAPI for a term of 12 months beginning November 1, 2017 and ending October 31, 2018. Not to exceed an average of 33 hours in total per month or 400 hours annually, at an hourly rate of $155 for an annual cost of $60,000 and a total cost for the term not to exceed $70,000.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: January 16, 2018
COPIER AND PRINT MANAGEMENT SERVICES PROPOSAL

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

Vendor's Name: Vereco, Inc.

Area of Service: Supply Chain Management

Term of Agreement: 60 months, Beginning, March 1, 2018 – Ending, February 28, 2023

Maximum Totals:

Monthly Cost	Annual Cost	Total Term Cost
$145,000	$1,740,000	$8,700,000

Description of Services/Supplies:

- Maintenance and repair services for TCHD's 184 copiers, 266 printers, and 2 fax machines
- Includes all copier paper, ink and toner cartridges and any necessary repair parts or new printers
- Provides 5 staff that perform mail delivery, courier services and copy center services
- Includes all of TCHD's document shredding and disposal services to protect against PHI breaches

Document Submitted to Legal for Review:	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, Supply Chain Management / Moore / Ray Rivas, Chief Financial Officer

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Vereco, Inc. for copier, courier, mail delivery, document shredding, copy center and print management services for a term of 60 months beginning March 1, 2018 and ending February 28, 2023 for an annual cost of $1,740,000, and a total cost for the term of $8,700,000.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING January 16, 2018
Harris Healthcare (QuadraMed) Software Support Renewal Proposal

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

Vendor's Name: Harris Healthcare (QuadraMed)

Area of Service: Affinity Patient Accounting (Information System)

Term of Agreement: 24 months, Beginning, January 1, 2018 – Ending, December 31, 2019

Maximum Totals:

Annual Cost	Total Term Cost
$451,697.62	$903,395.24

Description of Services/Supplies:

- Affinity is the patient accounting information system used primarily for generating patient bills and sending them to the appropriate insurance companies for reimbursement. Additionally, it stores the charge master which assigns a charge to a service provided or a supply item used or medication given in the provision of a service. This software is a critical component of our entire revenue cycle management.
- This agreement/renewal provides software support 7 days per week, 24 hours per day and covers break/fix issues, software enhancements, and software upgrades. The support fees are invoiced quarterly in advance. This support is critical to ensure system reliability and uptime and prevent potential disruptions to cash flow.

Document Submitted to Legal for Review:	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: Mark Albright, Vice President, Information Technology / Scott Livingstone, Chief Operating Officer

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Harris Healthcare for Affinity Software Support for a term of 24 months, beginning January 1, 2018 and ending December 31, 2019 for an annual cost of $451,697.62 and a total cost for the term of $903,395.24

Finance, Operations and Planning Work Plan
Program Tracking Schedule
FY2018
January 16, 2018

	July	Aug	Sept	Oct	Nov	Dec	Jan 2017	Feb	Mar	Apr	May	June	Responsible Party
Wellness Center (Quarterly), (Since 2009) (Changed from semi-annual to quarterly, April 2016)	•			•			•			•			David Bennett
Physician Recruitment Tracking (Annual), (Since 2009)												•	Jeremy Raimo
Tri-City Real Estate Holding and Management LLC (Annual), (Since 2011)								•					Ray Rivas
Finance, Operations and Planning Charter, (Annual)										2020 •			Chair
Construction Report, (Quarterly)	•			•			•			•			Scott Livingstone
Accountable Care Organization (ACO) (Annual), (Since 2013)								•					Chief Strategy Officer
Infusion Center, (Annual) (Report quarterly until Oct. 2015 then annual)				•									Sharon Schultz
ED Throughput, (Bi-Monthly) (Changed from monthly, to bi-monthly August 2015)	•		•		•		•		•		•		Candice Parras

9.

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

Tri - City Wellness Center Update
January 16, 2018

At the beginning of the 3rd quarter, 2017, a new General Manager was put in place at the Wellness Center. His results are below:

	3rd Quarter	4th Quarter
Beginning:	3439	3501
Adds:	382	397
Drops:	320	227
Ending:	3501	3671

- Stopped the 9 month decline in membership. Posted the largest Wellness Center (WC) membership increase in several years in November 2017, netting 170 new members in the 4th qtr.
- Recorded record sales in the Fitness, Spa and Pilates departments for the month of November.
- Worked with PT and Cardiac department heads to revamp / relaunch the WC Medically Integrated (MI) programs. In the first 90 days MI programs have been consolidated and re-branded, set new fee structures, restructured manpower, developed policies and procedures, and developed new marketing materials for MI programs.
- Reset expectations and accountability throughout the business where member growth and satisfaction are the focus.
- In the first 90 days, the new GM held 54 meetings with individual managers to speak about the best to move the business forward.
- Re-brand the WC - it is now Tri-City Wellness and Fitness Center.
- Brought together the WC managers, PT and Cardiac teams - for the first time so everyone could meet/ interact with one another and work out plans for future collaboration.
- Researched and vetted the process of how maintenance items were ordered, changed the ordering processes, to obtain items more quickly and cost effective.
- Malfunctioning lockers were the number 1 member complaint, developed a plan to replaced 30-40 locks per month. Members have noticed and are happy a plan is in place to fix this issue.
- Had Barre's installed in the Group Exercise room in my first 60 days. This was a project that had been in the works for more than a year, but nothing had been accomplished. This resulted in increased members taking these classes.
- New GM walks the floor 2-4 times a day speaking with members and also regularly engages staff in all departments during to check in and see how things are going.
- Has reformatted weekly manager meeting.
- Members now have an option of meeting with Personal Training staff or a health coach first. This has resulted in increased personal training revenue.
- Fixed the audio / music issues in the club and replaced old body pump weights. This resulted in a high level of member satisfaction.
- Created employee/ member satisfaction procedures/ programs that have resulted in positive WC culture environment.

Tri-City Medical Center

ADVANCED HEALTH CARE FOR YOU

Construction Report
As of December 2017

Project	FOP/Board Approval Date	% of Design Complete	Construction Start or Estimated Construction Start Date	Estimated Construction Completion Date*	% of Construction Complete	Total Budget	Actual Expenditures	Remaining Budget	Status / Comments
OR #1 Surgical Lights Replacement	December-16	100%	October-17	December-17	100%	412,871	374,846	38,025	Project is completed.
OR #3 Surgical Lights Replacement	July-17	100%	December-17	February-18	20%	445,380	25,174	420,206	Construction in progress.
Retail Pharmacy	September-17	100%	January-18	March-18	20%	373,293	27,447	345,846	Construction in progress.
BHU Seclusion Room	September-17	100%	January-18	April-18	0%	295,482	0	0	Preconstruction planning.
Sonocine Room Addition	December-17	100%	January-18	March-18	0%	257,082	0	0	Contract processing.
Surface Parking Lot	December-17	100%	February-18	May-18	0%	2,473,975	172,000	0	Working on City permit approval.
Total Construction Projects						**$4,258,083**	**$599,467**	**$804,077**	

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

HOSPITAL WIDE THROUGHPUT COMMITTEE

FINANCE, OPERATIONS AND PLANNING COMMITTEE

Candice Parras, R.N. – ED Director
January 16, 2018

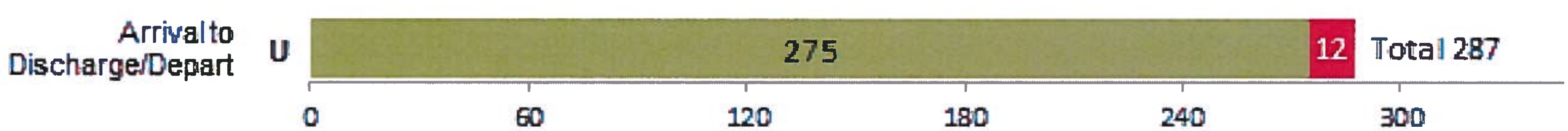
Tri-City Medical Center
ADVANCED HEALTH CARE...FOR YOU

Evaluation/ Analysis

- Left Without Being Seen (LWBS) Goal = 3.5%
- 2016 LWBS = 6.9%
- 2017 LWBS = 1.63%
- National Best Practice <3%

ED Arrival to Discharge

Decreased by 51 MINUTES over 2017



Tri-City Medical Center
ADVANCED HEALTH CARE...FOR YOU

Actions/ Recommendations

Changes Implemented

1. PA's providing MSE on all patients presenting to Triage from 8a to 2a.
   - MD added 3/01/17.

2. Decrease LWBS
   - Extended hours for Provider in Triage to increase flow, care for greater numbers of vertical ESI 3's.

3. Improve Patient Satisfaction
   - Direct result of immediate contact with Provider
   - All patients registering at Triage

4. Triage Volume
   - 70 + patients seen daily in Triage. This leaves ED beds open for much sicker patients and has decrease Paramedic waits or "wall time"

Next Steps

"NO WALL TIME" PROJECT- UPDATE 2018

- Gets Paramedic Patients to a bed in less than 20 minutes
- Returns ambulance back to the field
- TCMC Emergency Department best practice in SD County

WAITING AREA/TRIAGE ANOUNCEMENTS EVERY 2 HOURS

- Keeps patients informed of delays
- Repeated in English and Spanish
- Improves patient satisfaction

Tri-City Medical Center
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2018 Physician IT Liaison Update

Finance Operations and Planning

Scott Worman, MD

IT Liaison

Projects In Process

Cerner Optimization for ED, Hospitalist, Surgery and Cardiology

- Final stages of completion
- Meeting onsite with Cerner, Physicians and IT

Dragon Cloud Enterprise

- Administrative Process complete
- Implementation expected to take a month
- Should improve costs, efficiencies and communication across the organization

Strategic Priorities

Full Utilization of Information Technology Potential

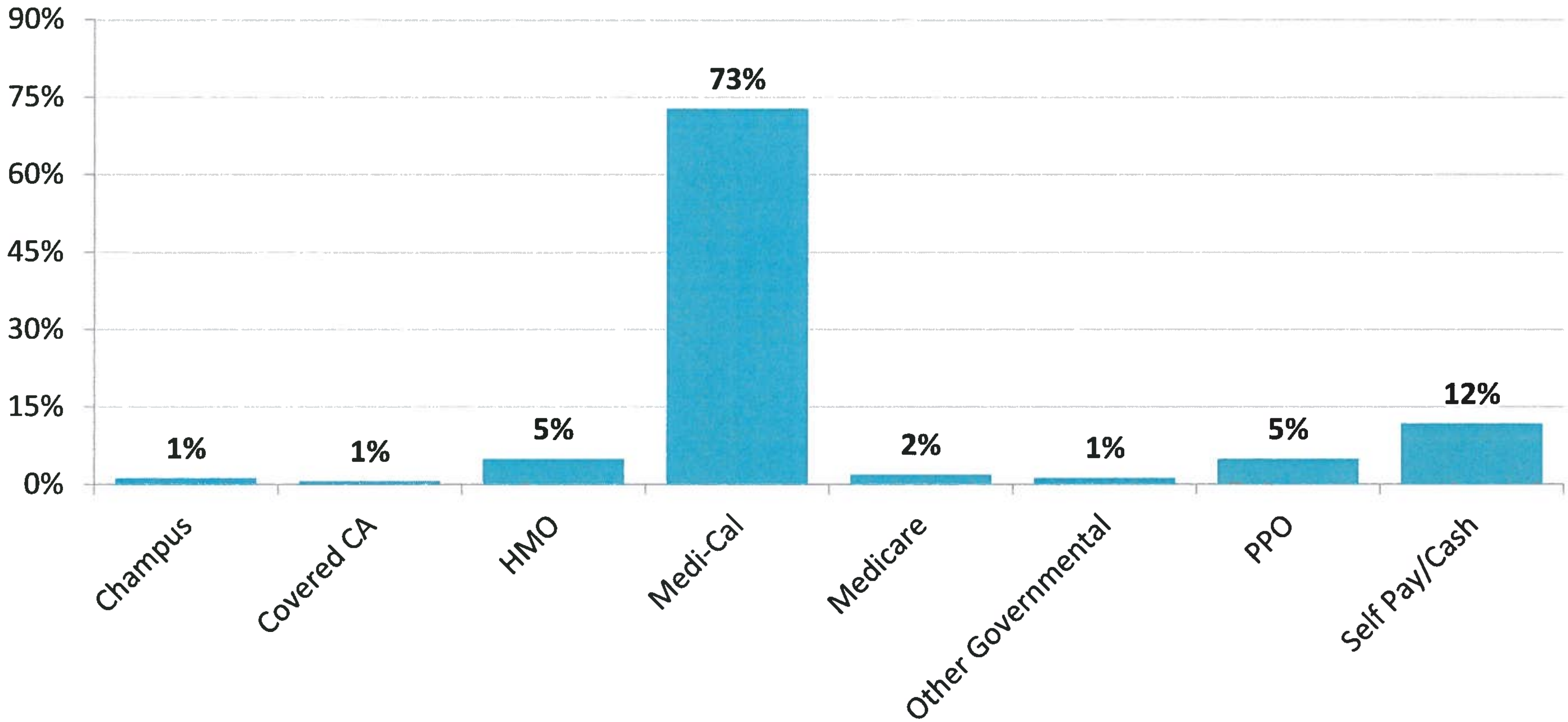
- All-In Cerner
  - Data Warehouse
  - Anesthesia and Surgery online
  - Connectivity with Epic (UCSD) – CommonWell

- Infrastructure upgrade

C.S.U. REPORT FOR FINANCE, OPERATIONS & PLANNING

January 16, 2018

CSU Payer Mix - 11/01/17 - 11/30/17



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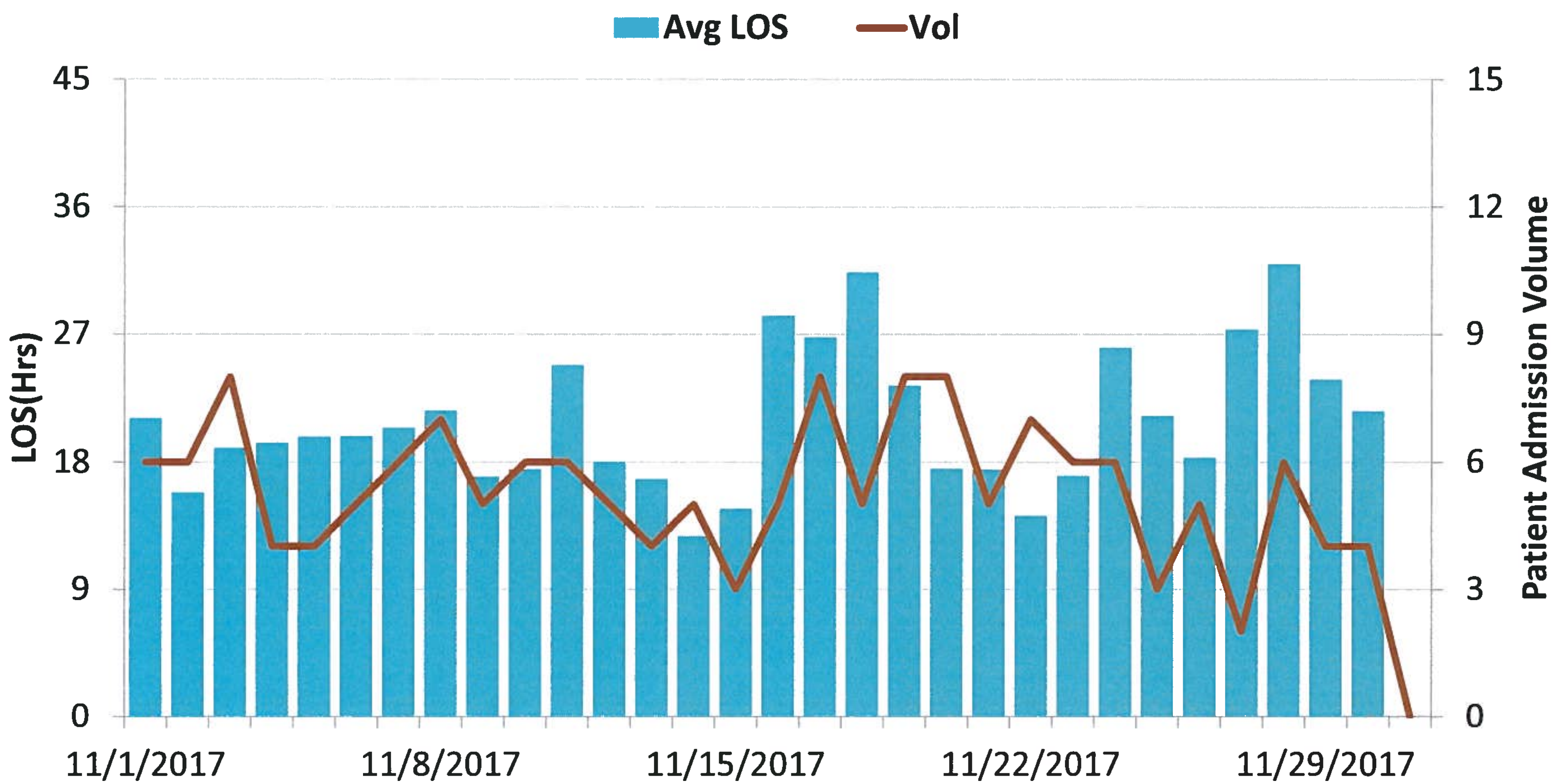
CSU Overall Admission Volume & Avg LOS



Tri-City Medical Center

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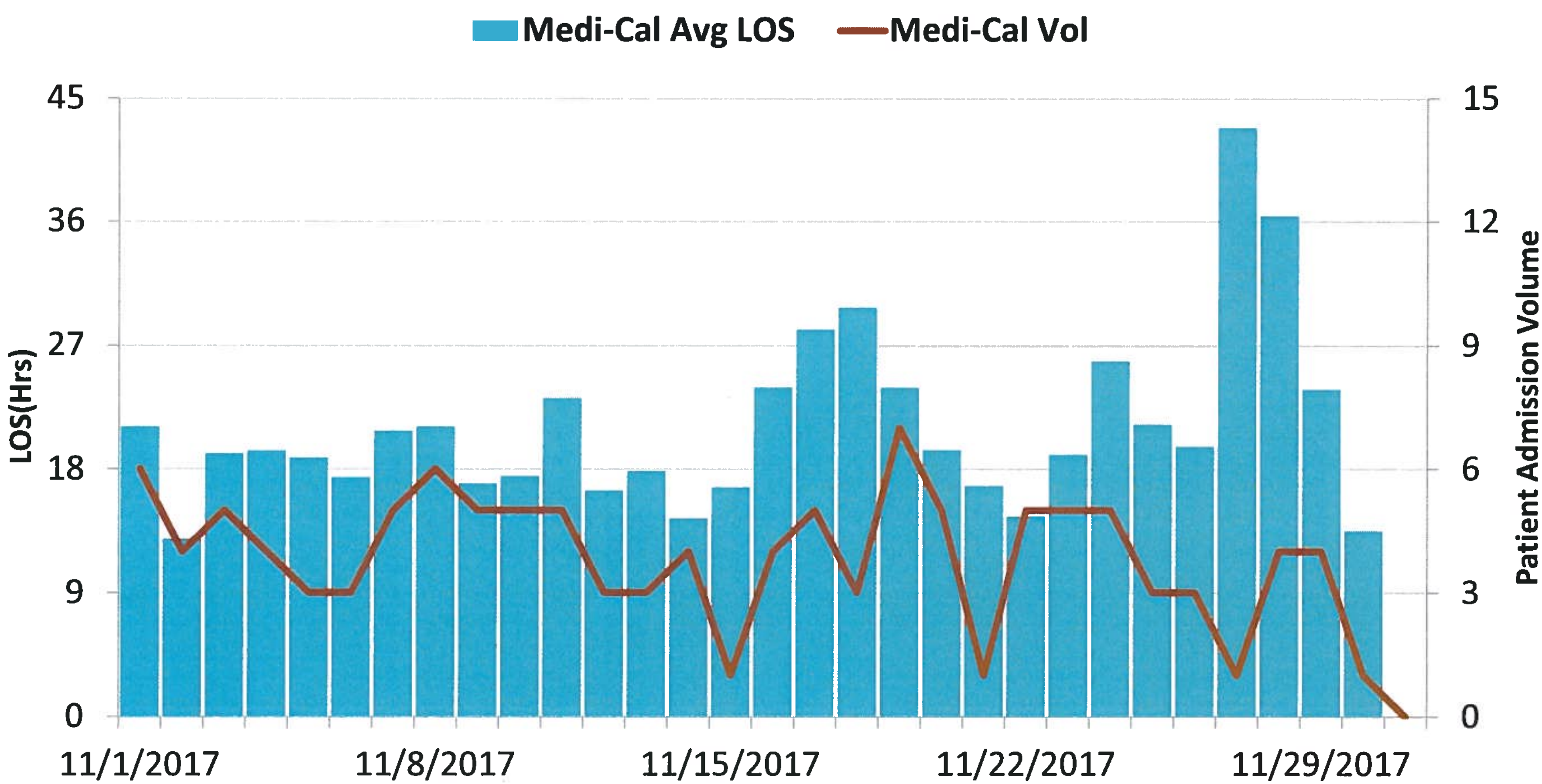
CSU Medi-Cal Admission Volume & Avg LOS



Process Improvement CSU

- New Manager
- Under the direction of the ED Director: Candice Parras
- Program Integrity Plan developed to respond to County Survey for inconsistent documentation and incomplete treatment and care plan
- Dr. Ahmed to start Feb 1, FT CSU.
- Consideration and evaluation for UCSD 4th yr Residents and Telemedicine from 1900-0700
- Start decreasing Locum Tenens NP/PA in February on Day Shift

Institute for Clinical Effectiveness Update:

January 16, 2018

- A prospective investor dinner took place which approximately 20 physicians attended on August 30, 2017. The investing period lasted 60 days with no packets returned from investors. The feedback from the physicians who attended was that the volume of metrics was too many and the distribution was too low and could the institute be designed around just one large metric. The result of the request requires another fair market valuation and additional legal input both of which require additional funds to move this initiative forward. At this time we are on hold to spend additional dollars without sufficient buy-in from prospective investors.

Financial Strength

Tri-City Medical Center

ADVANCED HEALTH CARE FOR YOU

Financial Information

TCMC Days in Accounts Receivable (A/R)

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	C/M YTD Avg	Goal Range
FY18	47.7	47.8	48.9	50.8	49.6	49.5							49.0	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	46.5	50.1	

TCMC Days in Accounts Payable (A/P)

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	C/M YTD Avg	Goal Range
FY18	82.1	79.1	78.8	83.4	87.7	81.3							82.1	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	81.9	85.8	

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)	($224)	($171)	($2,571)	($383)							($4,173)	($1,705)
FY17	$288	$211	$746	$1,118	$414	$317	($226)	$181	($2,912)	($63)	$296	$1,510	$3,095	

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%	-0.76%	-0.55%	-9.47%	-1.26%							-2.33%	-0.94%
FY17	1.04%	0.75%	2.69%	3.99%	1.51%	1.15%	-0.79%	0.67%	-9.92%	-0.22%	0.99%	5.04%	1.86%	

Financial Strength

Tri-City Medical Center

ADVANCED HEALTH CARE FOR YOU

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	$1,091	$1,146	($1,288)	$908							$3,619	$6,215
FY17	$1,583	$1,496	$2,015	$2,365	$1,711	$1,556	$1,010	$1,428	($1,630)	$1,213	$1,558	$2,741	$10,726	

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%	3.69%	3.66%	-4.74%	2.99%							2.02%	3.44%
FY17	5.70%	5.32%	7.27%	8.43%	6.27%	5.64%	3.52%	5.28%	-5.55%	4.23%	5.21%	9.16%	6.44%	

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	6.90	6.26	6.50	6.43							6.41	6.26
FY17	6.04	5.84	5.74	5.85	6.43	6.16	6.26	6.14	6.25	6.30	6.18	6.56	6.01	

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	$42.3	$48.2	$58.6	$54.5							
FY17	$29.1	$29.4	$26.8	$18.9	$23.0	$25.9	$35.7	$34.6	$73.6	$74.3	$77.9	$64.0	