

**TRI-CITY HEALTHCARE DISTRICT  
AGENDA FOR A REGULAR MEETING  
OF THE FINANCE, OPERATION AND PLANNING COMMITTEE  
April 17, 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 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 – March 20, 2018	2 min.	Standard
5.	Old Business		
6.	New Business		
	a) New Community Member Interviews / Appointment: <ul style="list-style-type: none"> <li>Mr. Jack Cumming</li> <li>Mr. Robert Knezek</li> </ul>	20 min.	Chair
7.	Consideration of Consent Calendar-(All items will be approved with a single motion, unless pulled for discussion)	30 min.	Chair
	a) Physician Agreement Proposal for Outpatient Behavioral Health - Evening Program <ul style="list-style-type: none"> <li>Dennis Ordas, M.D.</li> </ul> <i>Motion: Request approval of the agreement with Dr. Dennis Ordas for the Co-Medical Directorship for a term of 26 months, beginning May 1, 2018 and ending June 30, 2020 for an hourly rate of \$140, an annual cost of \$86,640, and a total cost for the term of \$187,720.</i>		Sarah Jayyousi
	b) Blood Culture Bottle Consumables <ul style="list-style-type: none"> <li>Becton, Dickinson &amp; Company</li> </ul> <i>Motion: Request approval of the agreement with Becton, Dickinson and Company for Blood Culture Bottle Consumables for a term of 36 months, beginning May 1, 2018 and ending April 30, 2021 for an annual cost of \$90,300, and a total cost for the term of \$270,900.</i>		Tara Eagle

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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
<p>c) Nurse Call System Replacement - ICU</p> <ul style="list-style-type: none"> <li>West-Com &amp; TV, Inc.</li> </ul> <p><u>Motion:</u> Request approval of the agreement with West-Com &amp; TV, Inc. for \$593,000 and the total project budget of \$835,463 for replacement of the nurse call system in the ICU.</p> <p>d) Physician Agreement for ED On-Call Coverage – Gastroenterology, General &amp; ERCP</p> <p><u>Motion:</u> Request approval of the agreement with physicians Christopher Devereaux, M.D.; Thomas Krol, M.D.; Javaid Shad, M.D.; Michael Shim, M.D.; Matthew Viernes, M.D. as the Gastroenterology General &amp; ERCP ED-Call Coverage Physicians for a term of 12 months, beginning July 1, 2018 and ending June 30, 2019 at a daily rate of \$700 for GI, for an annual cost of \$255,500, and ERCP at a daily rate of \$500 for an annual cost of \$182,500, and a total cost for the term of \$438,000.</p> <p>e) Physician Agreement for ED On-Call Coverage - Orthopedics</p> <p><u>Motion:</u> Request approval of the agreement with orthopedic physicians David Amory, M.D.; Eric Stark, M.D.; David Daugherty, M.D.; Andrew Hartman, M.D.; Harish Hosalkar, M.D.; Grant Seiden, M.D., as the Orthopedic ED-Call Coverage Physicians for a term of 24 months, beginning July 1, 2018 and ending June 30, 2020 at a daily rate of \$1,500 Monday-Friday and \$1,650 for Saturday-Sunday and TCMC recognized holidays that are not on the weekend, for a total cost of \$1,129,950.</p> <p>f) Physician Agreement for ED On-Call Coverage - Urology</p> <p><u>Motion:</u> Request approval of the agreement with urology physicians Caroline J. Vilchis, M.D., Bradley Frasier, M.D., Michael Guerena, M.D., Jason Phillips, M.D., Arthur Warshawsky, M.D. and Aaron Boonjindasup, M.D. as the Urology ED-Call coverage physicians for a term of 12 months, beginning July 1, 2018 and ending June 30, 2019 at a daily rate of \$600, for an annual and term cost of \$219,000.</p> <p>g) Physician Agreement for ED On-Call Coverage – OB/GYN</p> <ul style="list-style-type: none"> <li>Lisa Leonard, M.D. &amp; Maria Quan, M.D.</li> </ul> <p><u>Motion:</u> Request approval to add Lisa Leonard, M.D. and Maria Quan M.D. to the currently existing ED On-Call Coverage Panel for OB/GYN for a term months, beginning May 1, 2018 and ending June 30, 2018.</p> <p>h) Emergency Medicine Coverage</p> <ul style="list-style-type: none"> <li>Team Physicians of Southern California Medical Group</li> </ul> <p><u>Motion:</u> Request approval for the agreement with Team Physicians of Southern California Medical Group for Emergency Medicine Physician and Allied Health Coverage for a term of 24 months, beginning June 1, 2018 and ending May 31, 2020.</p>		Chris Miechowski
Financials	10 min.	Ra
Work Plan	15 min.	
a) Construction Report (quarterly)		Chris Miechowski
b) E.D. Throughput (quarterly)		Candice Parras
c) Medical Director - Surgery (quarterly)		Debra Feller
d) Dashboard		Ray Rivas

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	AGENDA ITEM	TIME ALLOTTED	PERSON RESPONSIBLE
10.	Comments by committee members	2 min.	Chair
11.	Date of next meeting: May 22, 2018	2 min.	Chair
12.	Community Member Openings: (1)	2 min.	Chair
13.	Adjournment		
	Total Budget Time for Meeting	1 hr. 28 min.	

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**Tri-City Medical Center**  
**Finance, Operations and Planning Committee Minutes**  
**March 20, 2018**

<b>Members Present</b>	Director Julie Nygaard, Director Cyril Kellett, Dr. Marcus Contardo, Dr. Gene Ma, Dr. Mark Yamanaka, Dr. Jeffrey Ferber. Steve Harrington, Wayne Lingenfelter
<b>Non-Voting Members Present:</b>	Steve Dietlin, CEO, Ray Rivas, CFO, Scott Livingston, COO, Sharon Schultz, CNE, Carlos Cruz, CCO, Susan Bond, General Counsel
<b>Others:</b>	Director Laura Mitchell, Jeremy Raimo, Jane Dunmeyer, Colleen Thompson, Glen Newhart, Esther Beverly, Charlene Carty, Mark Albright, Cristina Barrera, Eva England, Sherry Miller, Tom Moore, Barbara Hainsworth
<b>Members Absent:</b>	Director Leigh Anne Grass

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
1. Call to order	Director Nygaard called the meeting to order at 12:31 p.m.		
2. Approval of Agenda	<p>Director Nygaard solicited approval from the members of the Committee regarding the addition of an item to the agenda, not included in the previously distributed packet:</p> <ul style="list-style-type: none"> <li>• 7.g. Coding Support Services – Contract Increase Proposal</li> <li>• Oxford Global Resources, LLC</li> </ul> <p>The write-up agreement was distributed to the committee members at this time.</p>	<p><b><u>MOTION</u></b>  <b>It was moved by Director Kellett, Dr. Contardo seconded, and it was unanimously approved to accept the agenda of March 20, 2018.</b>  <b><u>Members:</u></b>  <b>AYES: Nygaard, Kellett, Contardo, Ma, Yamanaka, Ferber, Harrington, Lingenfelter</b>  <b>NOES: None</b>  <b>ABSTAIN: None</b>  <b>ABSENT: Grass</b></p>	
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

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
4. Ratification of minutes of February 13, 2018	Minutes were ratified.	Minutes were ratified. <b><u>MOTION</u></b> It was moved by Dr. Contardo, Director Kellett seconded, that the minutes of February 13, 2018 are to be unanimously approved, with Director Nygaard and Dr. Ma abstaining from the vote.	
5. Old Business			
6. New Business			
a. Community Member Recognition: • Mr. Steve Harrington	Director Nygaard conveyed gratitude on behalf of the committee members to Mr. Harrington for his valuable contribution to the Finance, Operations and Planning Committee, and presented him with a certificate of appreciation.		Chair
7. Consideration of Consent Calendar:	Mr. Harrington requested that the following item be pulled for discussion: 7.a. Abbott / St. Jude Medical – Product Purchase Commitment Proposal  Mr. Lingenfelter requested that the following item be pulled for discussion: 7.g. Coding Support Services – Contract Increase - Oxford Global, LLC	<b><u>MOTION</u></b> Director Kellett moved to approve the Consent Calendar minus the items pulled. Dr. Contardo seconded the motion. <b><u>Members:</u></b> <b>AYES:</b> Nygaard, Kellett, Contardo, Ma, Yamanaka, Ferber, Harrington, Lingenfelter <b>NOES:</b> None <b>ABSTAIN:</b> None <b>ABSENT:</b> Grass	Chair
a. Abbott / St. Jude Medical – Product Purchase Commitment Proposal:	Mr. Harrington requested that this item be pulled for discussion.  Eva England provided a brief PowerPoint presentation conveying the details of this proposal and emphasizing	<b><u>MOTION</u></b> It was moved by Dr. Ma, seconded by Mr. Lingenfelter to authorize the agreement with Abbott / St. Jude Medical for a term of 48 months, beginning April 1, 2018 and ending March 31, 2022 for an annual cost of	Eva England

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	both the 15% savings for Cardiac Rhythm Management (CRM), and that there is no expected capital outlay for this agreement. Brief discussion ensued.	<b>\$2,435,489, and a total cost for the term of \$9,741,956.</b> <b><u>Members:</u></b> <b>AYES:</b> Nygaard, Kellett, Contardo, Ma, Yamanaka, Ferber, Harrington, Lingenfelter <b>NOES:</b> None <b>ABSTAIN:</b> None <b>ABSENT:</b> Grass	
b. Physician Agreement for ED On-Call Coverage - Neurology • Abigail Lawler, M.D.		<b>Approved via Consent Calendar</b>	Sherry Miller
c. Physician Agreement for Covering Physician – Inpatient Wound Care • Sharon Slowik, M.D.		<b>Approved via Consent Calendar</b>	Sharon Schultz
d. Physician Agreement for Covering Physician – Inpatient Wound Care • Henry Showah, M.D.		<b>Approved via Consent Calendar</b>	Sharon Schultz
e. Physician Agreement for Covering Physician – Outpatient Wound Care / HBO • Sharon Slowik, M.D.		<b>Approved via Consent Calendar</b>	Sharon Schultz
f. Physician Agreement for Covering Physician – Outpatient Wound Care / HBO • Henry Showah, M.D.		<b>Approved via Consent Calendar</b>	Sharon Schultz
g. Coding Support Services – Contract Increase Proposal • Oxford Global Resources, LLC	Mr. Lingenfelter requested that this item be pulled for discussion.  Ray Rivas detailed that this proposal is	<b><u>MOTION</u></b> <b>It was moved by Dr. Contardo, seconded by Dr. Yamanaka to authorize the agreement with Oxford</b>	Colleen Thompson

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	necessary to satisfy outside coding expenses for the remaining term of the original agreement. He emphasized the importance of recruiting qualified coders to eliminate the need for outsourced coding services. Colleen Thompson noted that there have been challenges encountered in locating and hiring coding staff that are able to address the more complex accounts needed for timely billing of patient accounts. Discussion ensued.	<b>for Coding Support for a term of 12 months, beginning May 1, 2017 and ending April 30, 2018 for an increased cost of \$125,000, for a total cost for the term of \$755,000.</b> <b><u>Members:</u></b> <b>AYES:</b> Nygaard, Kellett, Contardo, Ma, Yamanaka, Ferber, Harrington, Lingenfelter <b>NOES:</b> None <b>ABSTAIN:</b> None <b>ABSENT:</b> Grass	
8. Financials:	Ray Rivas presented the financials ending February 28, 2018 (dollars in thousands) <b><u>TCHD – Financial Summary</u></b> <b><u>Fiscal Year to Date</u></b> Operating Revenue           \$ 239,606 Operating Expense           \$ 249,125 EBITDA                         \$   4,451 EROE                            \$   (5,957) <b><u>TCMC – Key Indicators</u></b> <b><u>Fiscal Year to Date</u></b> Avg. Daily Census                 177 Adjusted Patient Days           75,881 Surgery Cases                   4,289 Deliveries                       1,560 ED Visits                         41,279 <b><u>TCHD – Financial Summary</u></b> <b><u>Current Month</u></b> Operating Revenue           \$ 29,214 Operating Expense           \$ 30,165 EBITDA                         \$    751 EROE                            \$   (542) <b><u>TCMC – Key Indicators</u></b>		Ray Rivas

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	<p><b><u>Current Month</u></b></p> <p>Avg. Daily Census 186</p> <p>Adjusted Patient Days 9,201</p> <p>Surgery Cases 528</p> <p>Deliveries 169</p> <p>ED Visits 4,619</p> <p><b><u>TCMC - Net Patient A/R &amp; Days in Net A/R By Fiscal Year</u></b></p> <p>Net Patient A/R Avg. (in millions) \$ 45.6</p> <p>Days in Net A/R Avg. 48.9</p> <p><b><u>Graphs:</u></b></p> <ul style="list-style-type: none"> <li>• TCMC-Net Days in Patient Accounts Receivable</li> <li>• TCMC-Average Daily Census, Total Hospital-Excluding Newborns</li> <li>• TCMC-Acute Average Length of Stay</li> </ul>		
9. Work Plan:			
a. Wellness Center ( <i>bi-monthly</i> )	<p>Scott Livingstone provided a brief PowerPoint presentation detailing two key objectives that have been identified by district leadership:</p> <ul style="list-style-type: none"> <li>• Objective 1: Grow Membership</li> <li>• Objective 2: Decrease Financial Losses</li> </ul> <p>Scott detailed that there has been and 11% increase in membership from August 2017 to February 2018. If this growth potential continues, a record number of memberships could be anticipated by the close of March 2018. Significant discussion ensued regarding tax fee recovery, implementation of a productivity model, in-house marketing</p>		Scott Livingstone



Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	strategies, GPO discounts and maximizing utilization of medical integrated programs.		
b. Meaningful Use ( <i>semi-annual</i> )	<p>Mark Albright offered a short PowerPoint presentation of the following items and their present status:</p> <ul style="list-style-type: none"> <li>• Meaningful Use Phases</li> <li>• MU Stage 3 Objective Roadmap</li> <li>• MU 3 Incentives = Penalty Avoidance</li> </ul> <p>Brief discussion ensued.</p>		Mark Albright
c. Crisis Stabilization Unit (CSU) ( <i>bi-monthly</i> )	<p>Sharon Schultz furnished a PowerPoint presentation detailing the following:</p> <ul style="list-style-type: none"> <li>• CSU Payer Mix: 1/1/18-1/31/18</li> <li>• CSU Overall Admission Volume &amp; Average LOS: 1/1/18-1/31/18</li> <li>• CSU Medi-Cal Admission Volumes &amp; Average LOS: 1/1/18-1/31/18</li> <li>• CSU Payer Mix: 2/1/18-2/28/18</li> <li>• CSU Overall Admission Volume &amp; Average LOS: 2/1/18-2/28/18</li> <li>• CSU Medi-Cal Admission Volumes &amp; Average LOS: 2/1/18-2/28/18</li> <li>• Process Improvement-CSU</li> </ul> <p>Brief discussion ensued.</p>		Sharon Schultz
d. Dashboard	No discussion		Ray Rivas
10. Comments by committee members			
11. Date of next meeting	Tuesday, April 17, 2018		Chair
12. Community Openings (0)			
13. Adjournment	Meeting adjourned 1:25 p.m.		

**Finance, Operations and Planning Committee**

**Date of Meeting: April 17, 2018**

**Community Member Applicants:**

Attached you will find the following resumes for consideration:

- John B. "Jack" Cumming
- Robert J. Knezek

Summary:

Consulting actuary with extensive experience as a senior health insurance executive in both line and staff positions



Career

1989 - Present Independent Consulting Actuary

Most recently, as I've aged, I've worked with the senior housing industry on healthcare and other issues related to senior housing and aging services. I am the Research Director for the National Continuing Care Residents Association and work closely with both providers and those they serve to improve the aging experience in America.

Past consulting assignments have included: Managing the group accident and health business for a small insurance company; Operational review for a regional Health Maintenance Organization; Developing an ordinary life insurance portfolio for a one-state insurer; Advising investors seeking to form a life and health insurance company; Expert witness for both plaintiffs and defendants; Arbitrator in a reinsurance dispute; and General life and health insurance consulting

1986 - 1989 PennCorp Financial, Inc.

Senior Vice President

Managed Actuarial, Product Support, Compliance, and Product Development departments; Monitored and supervised company's group insurance operations; Directed product development and implementation company-wide; Determined actuarial, underwriting, and product policy; and Served as Board Member of the insurance company subsidiaries

1983 - 1986 Home Life Insurance Company

Senior Vice President and Chief Actuary

Participated in corporate financial and investment policy determination; Served as member of the Investment Committee; and Introduced asset and liability matching concepts to the management of the Company's investments

1965 - 1983 Equitable Life Assurance Society

Vice President

Individual Life Insurance: Product development and underwriting selection policy

Individual Health Insurance: Directed the business as profit center head; and Managed centralized administrative operations (270 employees)

Group Pensions: Managed the plan valuation and consulting unit (180 employees); and consulted with Equitable pension clients

1961 - 1965 Coopers & Lybrand

Pension and insurance actuarial consultant

1958 - 1961 New York Life Insurance Company

Group underwriting assistant; Sales agent

Professional

Past Chairman, New York State Agents Licensing Advisory Board

Past Chairman, Actuarial Committee, New York State Life Guaranty Corporation

Past Chairman, Individual Committee, Health Insurance Association of America

Author, "Regulatory Monitoring of Individual Health Insurance Policy Experience,"

Fellow, Society of Actuaries

Member, American Academy of Actuaries

Chartered Financial Consultant

Chartered Life Underwriter

Princeton University, A.B., 1958

New York University, M.A., 1965

**ROBERT J. KNEZEK**  
**3216 VIA DE CANTO**  
**CARLSBAD, CA 92008**  
**(760) 434-1004**  
**e-mail address: rjkrjkrjk@aol.com**

A twenty year administrator with financial, student personnel, facilities, strategic planning and general management skills. Private sector exposure as financial analyst in auto industry. Would be excellent senior level manager to address finance, budgeting, planning, and student personnel requirements for an organization. Highly proficient in financial analysis, computer modeling and applications for planning purposes. Interfaces well with outside organizations and government agencies. Effective manager of people. Practices TQM principles. Major strengths and expertise include:

- Student Program Administration
- Financial Planning and Analysis
- Budgeting, Forecasting & Strategic Planning
- Creating Participatory Organizational Culture
- Automating and Linking Organizational Information
- Facilities/Buildings/Grounds Assessments
- Contract Administration/Services
- Information & Technology Management
- Personnel Administration, Training, & Development
- Representation of Organization to Outside Agencies

Organized and focused, with great flexibility to handle task, manage projects, and solve problems. Demonstrated leadership traits and strong communication abilities. Teaching experience in Accounting, Management Principles, Business, Statistics, and Computer Applications.

## **PROFESSIONAL HISTORY**

Adjunct Instructor @ ITT-Tech and Kaplan College, taught business and math courses  
2007-present

Executive Consulting for the Non-Profit Sector-Affiliated Consultant  
(2004 to present)

Los Angeles County Office of Education, Downey, CA (4/99- 10/03)  
Position: Administrative Services Manager for grant funded division  
with \$200M in grants distributed over 30 affiliated programs.  
Supervise thirty-five people in Finance, Facilities, Information Systems, and Program Monitoring. Responsible for refunding process, finance, budget, facilities, and program oversight.

West Coast University, Los Angeles, CA (4/96-5/98)

Position: Vice President for Administration and CFO for a small urban university with multiple campus operations in Southern California. Supervised approximately forty staff in all administration and finance functions. Responsible for budget and planning functions, controllership, purchasing, personnel, facilities, and other general administrative areas.

Federal Emergency Management Agency, Pasadena, CA (6/95-4/96)

Position: Manager of Finance, for the FEMA Office for Southern CA.

Managed the oversight of earthquake relief funds for the Northridge Earthquake Disaster Project. Supervising eight staff and providing financial oversight of several billion dollars of aid to the Northridge Area. Responsible to and interface with FEMA HDQ in Washington DC.

Georgetown University, Washington, DC (8/88-5/93):

Position: Director of Finance and Administration for the Division of Student Affairs and Auxiliary Services which included Student Affairs, Athletics, Protective Services, Yates Intramural Complex, Residence Halls, and several student run businesses.

Responsibilities: General financial administration of the division. Representation of the division in financial committees. Interfaced with other administrators on financial matters. Participation in and development of strategic planning for the division, with responsibility for strategic planning, financial planning, and assessment of facility needs maintenance.

Wayne State University, Detroit, Michigan (6/70 to 7/88):

Position: Senior Financial Staff within the Office of Budget and Planning (11/82 to 7/88)

Responsibilities: Preparation of major parts of annual budget requests to the state of Michigan. Preparation of financial analyses, revenue projections, planning studies and computerized modeling. Coordination and/or preparation of various reports required by state and federal agencies. Representation of the university at state and federal agencies. Execution of budget control and internal budget analysis.

Position: Research Associate within the Office for Institutional Research (7/75 to 10/82)

Responsibilities: Preparation of state and federal reports. Preparation of institutional cost studies, personnel and other resource utilization analyses, revenue projections, and enrollment management studies and planning. Coordination and/or preparation of various reports required by state and federal agencies.

Position: Research Assistant within the Office for Institutional Research (6/70 to 6/75)

Responsibilities: Preparation of state reports. Preparation of institutional cost studies, enrollment analysis, tuition analyses, other resource utilization analyses. Performance of general institutional research analysis as required by management.

Ford Motor Company (Motorcraft Div.) Livonia, Michigan (3/69 to 5/70)

Position: Financial Analyst in the Department of Financial Analysis, Divisional

Controller's Office Responsibilities: Performed salaried

personnel expense and headcount analyses for the division. Participated in annual divisional budget preparation. Marketing channel analyses.

Wayne County Community College, Detroit, Michigan (9/69 to 6/88):

Position: Adjunct Business Instructor. Responsibilities: Taught accounting, management, and computer applications courses.

Other Positions:

Highland Park and Brighton Schools, Highland Park and Brighton, Michigan 9/67 to 12/68) Responsibilities: Taught secondary math.

General Motors Corporation: intermittent jobs (1962-67)

-Cadillac Div., Detroit MI. (6/66 to 9/67), computer operator and methods and procedures analyst.

-Chevrolet Div., Van Nuys Ca. (1/65 to 5/65), production.

-Chevrolet Div., Saginaw MI. (5/62 to 12/64), performed machine inventory studies, capital expenditure analyses, and worked as a draftsman in plant engineering.

Education:

Wayne State University, Detroit, Michigan (1967-69) MBA Degree. Major concentration in Management with minor concentrations in Finance, Labor Relations, and Operations Research.

Central Michigan University, Mt. Pleasant, Michigan (1965-67). B. S. Degree with Major in Mathematics and with minor in Physical Science.

Delta College, University Center, Michigan (1961-63) 60 credits of engineering coursework.

## **PROFESSIONAL REFERENCES**

**-Mary Elizabeth Shutler, Ph.D.**, Dean of Arts and Sciences,  
National University, {former Vice President for Academic  
Affairs and Provost, West Coast University, and former  
Vice President for Academic Affairs at CSULA] 20341 Alta  
Hacienda Drive, Walnut, CA 91789 **(909) 595-4447**

**-Mary Jo. Heeb, PH.D.** Associate Professor, Dept. of Molecular  
and Experimental Medicine, Scripps Research Institute, MEM180,  
10550 Tory Pines Road, La Jolla, CA 92037 **(858) 784-2185**

**-Thomas Franco, LLB**, Department Chair, Business Studies  
Wayne County Community College, 801 Fort Street, Detroit,  
MI 48226 **(313) 548-2047**

**-James Selover, PH. D.**, President, Carlsbad Library Arts Foundation,  
6927 Mimosa Drive, Carlsbad, CA 92011, **(760) 268-0541**

**-Ingrid Stuliver, Ph.D.**,, Director of Research, Tri-City Hospital  
Corporation, 4002 Vista Way, Oceanside CA 92056 **(619) 977-8689**

**FINANCE, OPERATIONS & PLANNING COMMITTEE**
**DATE OF MEETING: April 17 , 2017**
**Physician Agreement Proposal for Outpatient Behavioral Health - New Evening Program**

<b>Type of Agreement</b>	X	Co-Medical Directors		Panel	X	Other: Addition of 4 hours per week
<b>Status of Agreement</b>		New Agreement		Renewal – New Rates		Renewal – Same Rates

**Physician Name:** Dennis Ordas, M.D.

**Area of Service:** Outpatient Behavioral Health - New Evening Program

**Term of Agreement:** 26 months, Beginning, May 1, 2018 – Ending, June 30, 2020

**Maximum Totals:**

Hourly Cost	Monthly Cost	Annual Cost	Total Term Cost
\$140	\$6,720	\$80,640	\$174,720
48 hours	\$500 Vacation Coverage	\$6,000 Vacation Coverage	\$13,000 Vacation Coverage
<b>Totals</b>	<b>\$ 7,220</b>	<b>\$86,640</b>	<b>\$187,720</b>

This agreement increases hours from 32 to 48 per month for the startup of an Evening Program.

**Description of Services/Supplies:**

- Additional 4 hours per week for evening program
- Provide professional guidance and oversight for the Outpatient Behavioral Health department, including, Intensive Outpatient Program, and start-up of an evening program.
- Provide supervision for the clinical operation of the department and programs.
- Provide patient and staff education and educate providers and community members on availability of efficacy of Intensive outpatient Program services.
- Respond to insurance authorization calls and complete reports requested by patients
- Facilitate weekly treatment team meetings and evaluate appropriateness for continued stay.

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

*\*\*To be included in the proposed FY Budget*
**Person responsible for oversight of agreement:** Sarah Jayyousi, Operations Manager, Outpatient Behavioral Health / Sharon Schultz, Chief Nurse Executive

**Motion:**

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Dr. Dennis Ordas for the Co-Medical Directorship for a term of 26 months, beginning May 1, 2018 and ending June 30, 2020 for an hourly rate of \$140, an annual cost of \$86,640, and a total cost for the term of \$187,720.



**FINANCE, OPERATIONS & PLANNING COMMITTEE**
**DATE OF MEETING: April 17, 2018**
**Blood Culture Bottle Consumables Proposal**

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

**Vendor's Name:** Becton, Dickinson and Company

**Area of Service:** Laboratory

**Term of Agreement:** 36 months, Beginning, May 1, 2018 – Ending, April 30, 2021

**Maximum Totals:**

Monthly Cost	Annual Cost	Total Term Cost
\$7,525	\$90,300	\$ 270,900

**Description of Services/Supplies:**

- Blood cultures are drawn on patients to diagnose bacteremia and septicemia, and are a core laboratory service.
- The BD bottles are part of our BD Bactec FX Blood Culture System and no other manufacturer's bottles are usable. Becton, Dickinson and Company supplies the bottles into which the blood is drawn.
- Pricing is negotiated per Vizient GPO, and is not further negotiable.
- Agreement renewal offers \$5,300 annual cost savings (\$15,900 cost savings over the 3-year agreement term).

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

*\*\*To be included in the proposed FY Budget*
**Person responsible for oversight of agreement:** Tara Eagle, Operations Manager, Clinical 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 Becton, Dickinson and Company for Blood Culture Bottle Consumables for a term of 36 months, beginning May 1, 2018 and ending April 30, 2021 for an annual cost of \$90,300, and a total cost for the term of \$270,900.

**FINANCE, OPERATIONS & PLANNING COMMITTEE**
**DATE OF MEETING: April 17, 2018**
**Nurse Call System Replacement - ICU**

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

**Vendor's Name:** West-Com & TV, Inc.

**Area of Service:** Intensive Care Unit (ICU)

**Term of Agreement:** Completion of Work

**Maximum Totals:**

<b>Project Proposal:</b>	<b>Total Expected Cost:</b>
West-Com & TV, Inc. (equipment & installation)	\$593,000
Design, Permits, Inspections, Construction Management, Contingency	\$242,463
<b>Total Expected Project Cost</b>	<b>\$835,463</b>

**Description of Services/Supplies:**

- This request is to replace the existing nurse call system.
- There are no repair parts available for the existing nurse call system in the South Tower.
- The Nurse Managers interviewed the top 3 nurse call vendors and West-Com received the best score.
- We negotiated West-Com to the lowest price of the RFP.

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

**Person responsible for oversight of agreement:** Chris Miechowski, Director of Facilities / Scott Livingstone, Chief Operating Officer

**Motion:**

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize an agreement with West-Com & TV, Inc. for \$593,000 and the total project budget of \$835,463 for replacement of the nurse call system in the ICU.

**FINANCE, OPERATIONS & PLANNING COMMITTEE**
**DATE OF MEETING: April 17, 2018**
**PHYSICIAN AGREEMENT for ED ON-CALL COVERAGE - Gastroenterology – General & ERCP**

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

**Physician's Name:** Christopher Devereaux, M.D., Thomas Krol, M.D., Javaid Shad, M.D., Michael Shim, M.D., Matthew Viernes, M.D.

**Area of Service:** Emergency Department On-Call: Gastroenterology – General & ERCP

**Term of Agreement:** 12 months, Beginning, July 1, 2018 – Ending, June 30, 2019

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

Rate/Day	Panel Days per Year	Annual Panel Cost
GI -\$700 ERCP-\$500	365	\$255,500 \$182,500
	Total Term Cost:	\$438,000

**Position Responsibilities:**

- Provide 24/7 patient coverage for all Gastroenterology 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 for Review:	X	Yes		No
Approved by Chief Compliance Officer:		Yes	X	No
Is Agreement a Regulatory Requirement:	X	Yes		No
Budgeted Item:	X	Yes		No

*\*\*To be included in the proposed FY Budget*

**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 physicians Christopher Devereaux, M.D.; Thomas Krol, M.D.; Javaid Shad, M.D.; Michael Shim, M.D.; Matthew Viernes, M.D. as the Gastroenterology General & ERCP ED-Call Coverage Physicians for a term of 12 months, beginning July 1, 2018 and ending June 30, 2019 at a daily rate of \$700 for GI, for an annual cost of \$255,500, and ERCP at a daily rate of \$500 for an annual cost of \$182,500, and a total cost for the term of \$438,000.

**FINANCE, OPERATIONS & PLANNING COMMITTEE**  
**DATE OF MEETING: April 17, 2018**  
**PHYSICIAN AGREEMENT for ED ON-CALL COVERAGE – Orthopedics**

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

**Physician's Name:** David Amory, M.D.; Eric Stark, M.D.; David Daugherty, M.D.; Andrew Hartman, M.D.; Harish Hosalkar, M.D.; Grant Seiden, M.D.

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

**Term of Agreement:** 24 months, Beginning, July 1, 2018 – Ending, June 30, 2020

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

<b>Rate/Day</b>	<b>Annual Panel Days</b>	<b>Annual Panel Cost</b>	<b>Panel Term Cost</b>
Mon-Fri / \$1,500	253 255	\$379,500 382,500	\$762,000
Sat-Sun / TCMC Recognized Holidays: \$1,650	112 111	\$184,800 183,150	\$367,950
<b>Total Term Cost:</b>			<b>\$1,129,950</b>

**Position Responsibilities:**

- Provide 24/7 patient coverage for all Urology 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 for Review:	X	Yes		No
Approved by Chief Compliance Officer:		Yes	X	No
Is Agreement a Regulatory Requirement:	X	Yes		No
Budgeted Item:	X	Yes		No

*\*\*To be included in the proposed FY Budget*

**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 Orthopedic physicians David Amory, M.D.; Eric Stark, M.D.; David Daugherty, M.D.; Andrew Hartman, M.D.; Harish Hosalkar, M.D.; Grant Seiden, M.D., as the Orthopedic ED-Call Coverage Physicians for a term of 24 months, beginning July 1, 2018 and ending June 30, 2020 at a daily rate of \$1,500 Monday-Friday and \$1,650 for Saturday-Sunday and TCMC recognized holidays that are not on the weekend, for a total cost of \$1,129,950.

**FINANCE, OPERATIONS & PLANNING COMMITTEE**  
**DATE OF MEETING: April 17, 2018**  
**PHYSICIAN AGREEMENT for ED ON-CALL COVERAGE – Urology**

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

**Physician's Name:** Caroline J. Vilchis, M.D, Bradley Frasier M.D., Michael Guerena, M.D., Jason Phillips, M.D., Arthur Warshawsky, M.D. and Aaron Boonjindasup, M.D.

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

**Term of Agreement:** 12 months, Beginning, July 1, 2018 – Ending, June 30, 2019

**Maximum Totals:** Within Hourly and/or Annualized Fair Market Value: YES  
 For entire Current ED On-Call Area of Service Coverage: Urology  
 Increase of \$250 Hourly rate; annual increase of \$91,250.

<b>Rate/Day</b>	<b>Panel Days per Year</b>	<b>Panel Annual Cost</b>
\$600	365	\$219,000
	<b>Total:</b>	<b>\$219,000</b>

**Position Responsibilities:**

- Provide 24/7 patient coverage for all Urology 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 for Review:	X	Yes		No
Approved by Chief Compliance Officer:		Yes	X	No
Is Agreement a Regulatory Requirement:	X	Yes		No
Budgeted Item:	X	Yes		No

*\*\*To be included in the proposed FY Budget*

**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 urology physicians Caroline J. Vilchis, M.D., Bradley Frasier, M.D., Michael Guerena, M.D., Jason Phillips, M.D., Arthur Warshawsky, M.D. and Aaron Boonjindasup, M.D. as the Urology ED-Call coverage physicians for a term of 12 months, beginning July 1, 2018 and ending June 30, 2019 at a daily rate of \$600, for an annual and term cost of \$219,000.

**FINANCE, OPERATIONS & PLANNING COMMITTEE**  
**DATE OF MEETING: April 17, 2018**  
**PHYSICIAN AGREEMENT for ED ON-CALL COVERAGE – OB/GYN**

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

**Physician's Names:** Lisa Leonard, M.D.; Maria Quan, M.D.

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

**Term of Agreement:** 2 months, Beginning, May 1, 2018 – Ending, June 30, 2018

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

For entire Current ED On-Call Area of Service Coverage:  
Adding new physicians to existing panel, no increase in expense

OB-GYN - Rate/Day	Panel Days per Year	Panel Annual Cost	Term Cost
Mon-Fri / \$800	256 253	\$204,800 \$202,400	\$407,200
Sat-Sun / TCMC Recognized Holidays: \$1,000	109 112	\$109,000 \$112,000	\$221,000
<b>Total Term Cost:</b>			<b>\$628,200</b>

**Position Responsibilities:**

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

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

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

**Motion:** I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors add Lisa Leonard, M.D. and Maria Quan, M.D. to the currently existing ED On-Call Coverage Panel for OB/GYN for a term of 2 months, beginning May 1, 2018 and ending June 30, 2018.



**FINANCE, OPERATIONS & PLANNING COMMITTEE**
**DATE OF MEETING: April 17, 2018**
**Emergency Medicine Coverage**

<b>Type of Agreement</b>		Medical Directors		Panel		Other:
<b>Status of Agreement</b>		New Agreement		Renewal – New Rates	X	Renewal – No Reimbursement

**Vendor's Name:** Team Physicians of Southern California Medical Group

**Area of Service:** Emergency Department

**Term of Agreement:** 24 months, Beginning, June 1, 2018 – Ending, May 31, 2020

**Maximum Totals:**

Monthly Cost	Annual Cost	Total Term Cost
N/A	N/A	N/A

**Description of Services/Supplies:**

- Provide 24/7 medical care, intervention and treatment to all who present to the ED
- LWBS: 3% (median) (*was 3.5%*)
- M.D. assigned to Decision to Admit: 160 Minutes (median)
- M.D. assigned to Discharge Order: 120 Minutes (median)
- Patient satisfaction for "Doctors Overall": Goal 50% of Top Box Score

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

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

**Motion:**

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Team Physicians of Southern California Medical Group for Emergency Medicine Physician and Allied Health Coverage for a term of 24 months, beginning June 1, 2018 and ending May 31, 2020.

**Finance, Operations and Planning Work Plan  
Program Tracking Schedule  
FY2018  
April 17, 2018**

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr 2018	May	June	Responsible Party
<b>Wellness Center (Bi-Monthly)</b> , (Since 2009) (Changed from quarterly to bi-monthly, January 2018)	•		•		•		•		•		•		Scott Livingstone
<b>Physician Recruitment Tracking (Annual)</b> , (Since 2009)												•	Jeremy Raimo
<b>Finance, Operations and Planning Charter, (Annual)</b>										2020 •			Chair
<b>Construction Report, (Quarterly)</b>	•			•			•			•			Scott Livingstone
<b>Infusion Center, (Annual)</b> (Report quarterly until Oct. 2015 then annual)				•									Sharon Schultz
<b>ED Throughput, (Quarterly)</b> (Changed from bi-monthly to quarterly, January 2018)	•			•			•			•			Candice Parras
<b>Meaningful Use, (Semi-Annual)</b> (Begin reporting September 2015 for one year then semi-annually)			•						•				Mark Albright
<b>Medical Director – Surgery (Semi-Annual)</b> (Began reporting in July 2015)				•						•			Debra Feller
<b>IT Physician Liaison (Semi-Annual)</b> (Began reporting in July 2016)	•						•						Mark Albright



	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April 2018	May	June	Responsible Party
<b>Institutes Update (Annual):</b> <ul style="list-style-type: none"> <li>• Cardiovascular</li> <li>• Neuroscience</li> <li>• Orthopaedic</li> </ul> (Added August 2016, began reporting August 2017)		•											Jeremy Raimo
<b>PRIME Update (Annual):</b> (Timeline pending for update)													Scott Livingstone
<b>Crisis Stabilization Unit (CSU) Update (Bi-Monthly):</b> (Changed from semi-annual to bi-monthly, December 2017) (Added January 2017, begin reporting July 2017)	•		•		•		•		•		•		Sharon Schultz
<b>Institute for Clinical Effectiveness (Semi-Annual):</b> (Added July 2017, begin reporting January 2018) Timeline pending													Jeremy Raimo
<b>Dashboard</b>		•	•	•	•	•	•	•	•	•	•	•	Ray Rivas



# Tri-City Medical Center

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

## Construction Report

**As of March 2018**

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 #3 Surgical Lights Replacement	July-17	100%	December-17	March-18	100%	\$ 445,380.00	\$ 390,100.77	\$ 55,279.23	Construction completed.
OR #4 Surgical Lights Replacement	September-17	100%	April-18	July-18	0%	\$ 510,761.00	\$ 39,855.87	\$ 470,905.13	Scheduling construction.
Retail Pharmacy	September-17	100%	January-18	April-18	80%	\$ 373,293.00	\$ 199,597.28	\$ 173,695.72	Construction in progress.
BHU Seclusion Room	September-17	100%	January-18	April-18	80%	\$ 295,482.00	\$ 22,755.66	\$ 272,726.34	Construction in progress.
Sonocine Room Addition	December-17	100%	January-18	April-18	90%	\$ 257,082.00	\$ 34,338.46	\$ 222,743.54	Construction in progress.
Surface Parking Lot	December-17	100%	February-18	June-18	40%	\$ 2,473,975.00	\$ 344,553.00	\$ 2,129,422.00	Construction in progress.
<b>Total Construction Projects</b>						<b>\$ 4,355,973.00</b>	<b>\$ 1,031,201.04</b>	<b>\$ 3,324,771.96</b>	

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

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

# HOSPITAL WIDE THROUGHPUT COMMITTEE

**FINANCE, OPERATIONS  
& PLANNING COMMITTEE**

Candice Parras, RN – ED Director  
April 17, 2018





# Evaluation/ Analysis

- Left Without Being Seen (LWBS) Goal = 3.5%
- FY 2016 LWBS = 7.58%
- FY 2017 LWBS = 4.92%
- New 2018 Goal 3% 2018 YTD 2.34%
- National Best Practice <3%

## ED FLU SURGE 2018

2200 Flu Swabs used to test for flu

Patients seen with positive results up through 3/29/2018

Lessons Learned: Prepare early!



# Actions/ Recommendations

## Changes Implemented

1. PA's providing MSE on all patients presenting to Triage from 8A to 2A.
  - MD Hours 10AM-12MN will be extended 5/1/2018 until 2AM
2. Decrease LWBS
  - Extended hours for Provider in Triage to increase flow, care for greater numbers of vertical ESI 3's and decrease treatment times
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 decreased Paramedic waits



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



# 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**
- **Add “ ED Travel Guide” to each patient’s visit**



# MEDICAL DIRECTOR, OR

Outcome Performance Report  
September 2017 – March 2018



## PROCESS IMPROVEMENTS

- Quarterly scheduler's luncheon
- Streamline throughput/standardization
- Initiatives
  - Added X robot
  - Physician/patient consult room
  - Documentation upgrade
  - Time out/Antibiotic selection/procedure debrief
  - OR Committee block utilization review
  - Core staffing
  - Light renovation
  - GPO utilization
  - PSH

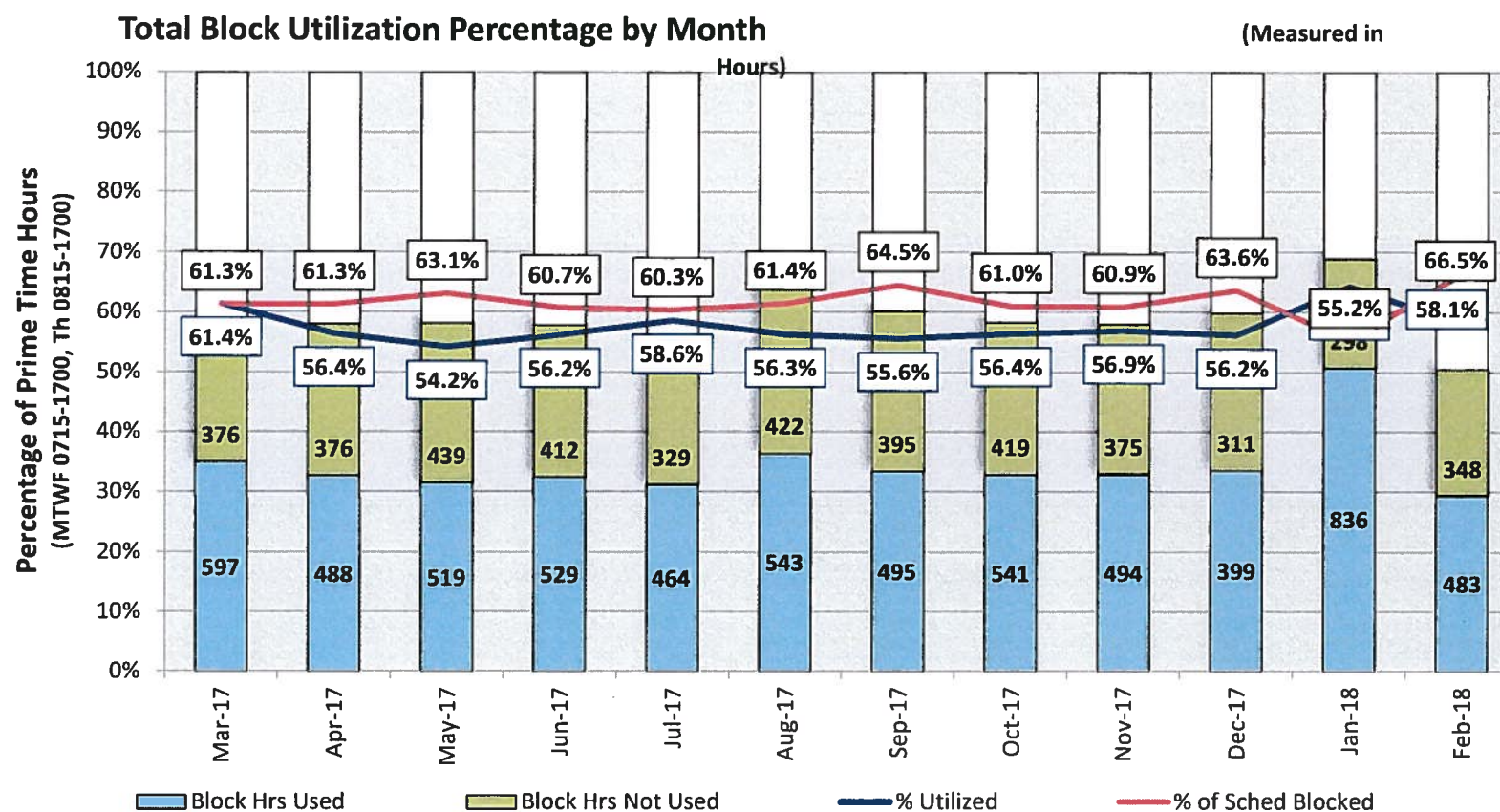




## Peri-Operative Surgical Home (PSH)

- *Peri-Operative Surgical Home (PSH)* is a patient-centric, team-based model of care created by leaders within the American Society of Anesthesiologists to help meet the demands of a rapidly approaching health care paradigm that will emphasize gratified providers, improved population health, reduced care costs and satisfied patients.
- *Enhanced recovery after surgery (ERAS)* protocols are multimodal perioperative care pathways designed to achieve early recovery after surgical procedures.

# TOTAL BLOCK UTILIZATION BY MONTH



## ROBOTIC BLOCK UTILIZATION

	Block days			Feb-18	Total Avg
<b>Coastal Surgeons</b>	5th Mon 0715-1700	N/A	N/A	N/A	<b>53.3%</b>
	1st Wed 0715-1700	310	585	<b>53.0%</b>	
	3rd Thu 0815-1700	282	525	<b>53.7%</b>	
<b>Gandhi</b>	2nd Monday 0715-1700	577	585	98.6%	<b>99.0%</b>
	4th Monday 0715-1700	581	585	99.3%	
<b>Mazarei</b>	1st Friday 0715-1700	0	585	<b>0.0%</b>	<b>0.0%</b>
<b>MISNC</b>	1st Tue 0715-1700	580	585	99.1%	<b>72.1%</b>
Fierer/Hanna/Grove	3rd Wed 0715-1700	264	585	<b>45.1%</b>	
<b>North Coast Urology</b>	2nd Tue 0715-1700	0	585	<b>0.0%</b>	<b>33.0%</b>
Frasier/Guerena	3rd Tue 0715-1700	275	585	<b>47.0%</b>	
Vilchis/Phillips	4th Tue 0715-1700	304	585	<b>52.0%</b>	
Boonjindasup	5th Tue 0715-1700	N/A	N/A	N/A	
<b>Thoracic</b>	2nd Friday 0715-1700	0	585	<b>0.0%</b>	<b>0.0%</b>
Gramins/Onaitis	4th Friday 0715-1700	0	585	<b>0.0%</b>	
<b>OPEN/Released</b>	Varied	3219			
<b>TOTAL BLOCK UTILIZATION</b>		6392	10875	<b>58.8%</b>	
<b>MINUTES NOT USED</b>		4483			
<b>HOURS NOT USED</b>		74.7			

**\*\* Case Minutes past Blocks:**

895



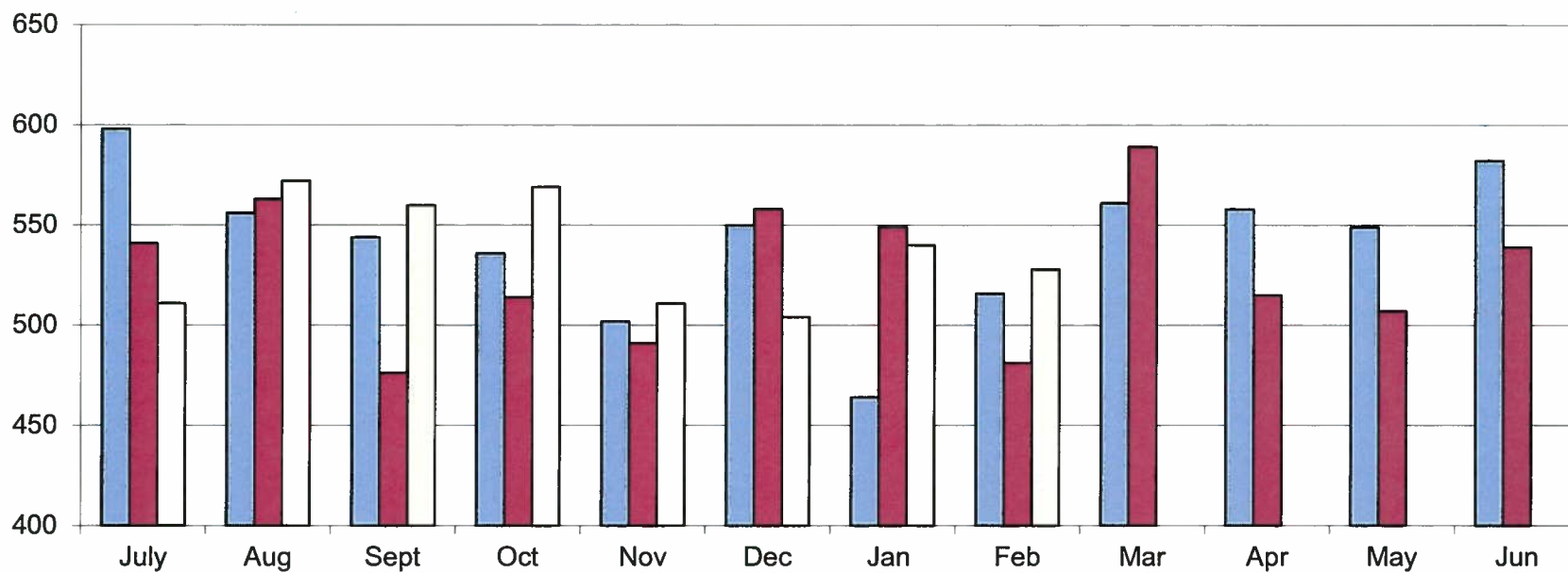
## ROBOTIC BLOCK VOLUME

	total XI case per mon	total SI / X case per mon
Dec-17	29	6
Jan-18	34	6
Feb-18	29	6
18-Mar	31	8



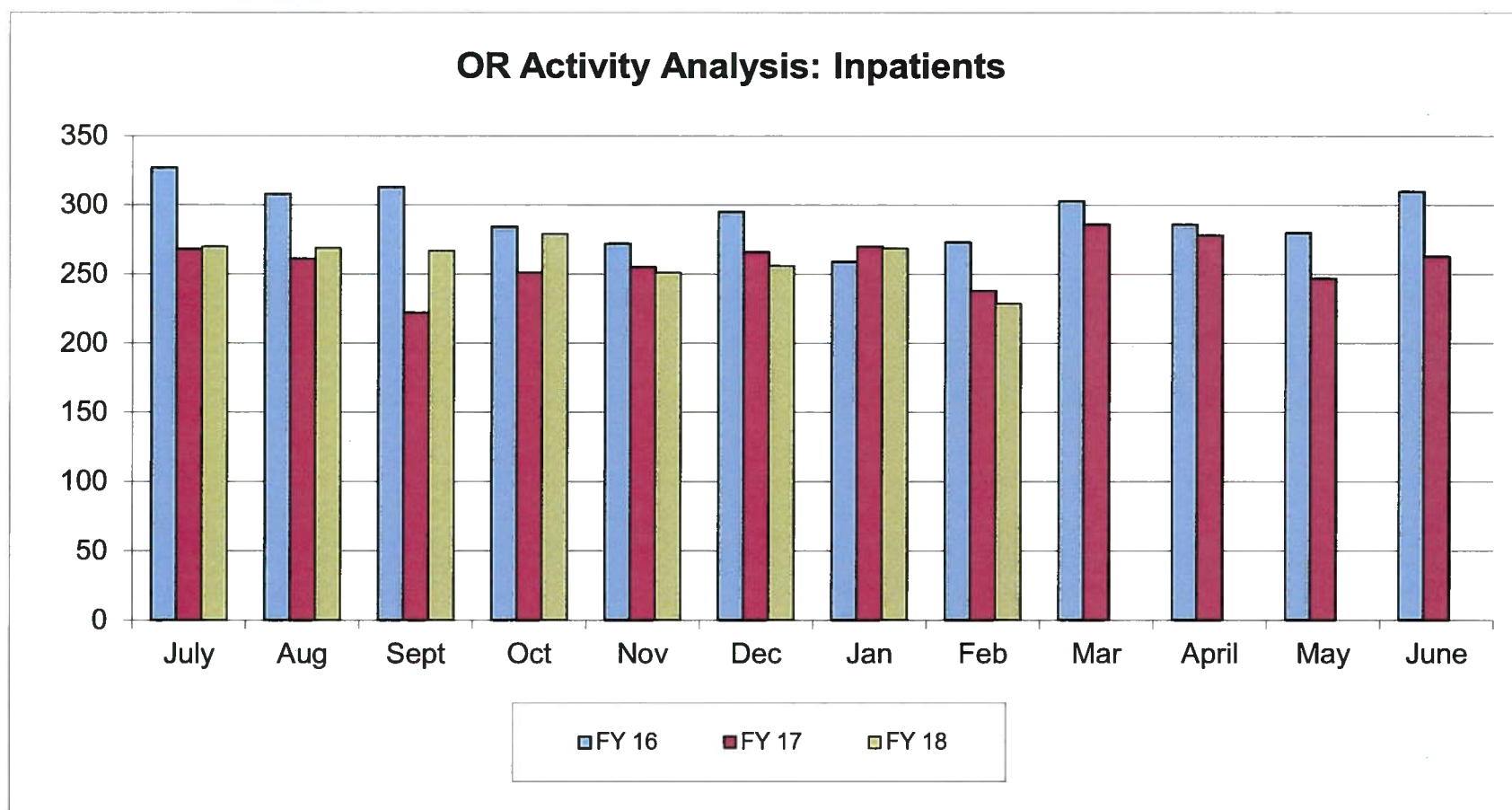
## SURGICAL VOLUME OVERALL

OR Activity Analysis - Total Cases - All Specialties



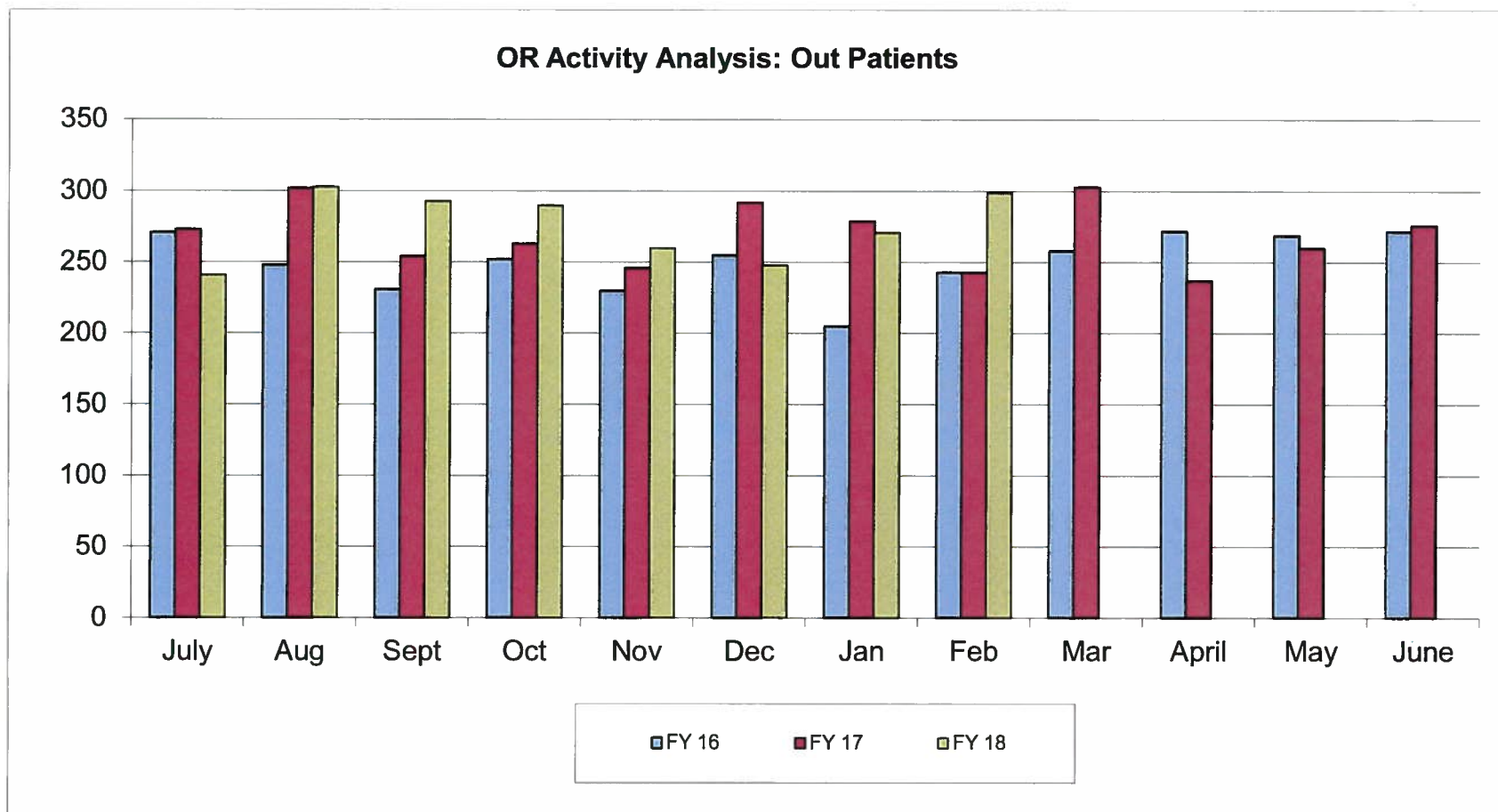


## INPATIENT





## OUTPATIENT





## OUTCOMES

- Enhanced relationships between physician offices and TCMC
- Room utilization
- Patient privacy improved
- Standardized fascia closure for colorectal surgery
- GI power chart
- Procedural sedation/stroke care standardized process
- Time out policy enhancement to include antibiotic selection and end of case debrief
- Reduction of travelers
- Improved intraoperative visualization
- Contract compliance
- PSH





## COST SAVINGS

- Improve cost savings and reduce supply inventory
  - Organization and condensing of supply locations
  - Reduce inventory levels and redundant clinical supplies
  - Maximize GPO
- Reduce contracted staff
- Length of stay
- Continue to work on block utilization and robotic use



## 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	48.9	50.8	49.6	49.5	49.8	47.2	46.8				48.7	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	46.5	49.7	

### 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	78.8	83.4	87.7	81.3	82.9	85.2	78.8				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	83.8	

### 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)	(\$1,242)	(\$542)	(\$337)				(\$6,294)	(\$76)
FY17	\$288	\$211	\$746	\$1,118	\$414	\$317	(\$226)	\$181	(\$2,912)	(\$63)	\$296	\$1,510	\$138	

### 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%	-3.94%	-1.86%	-1.09%				-2.33%	-0.03%
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%	0.05%	



## 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	\$81	\$751	\$963				\$5,414	\$11,999
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	\$11,534	

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%	0.26%	2.57%	3.13%				2.00%	4.39%
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%	4.58%	

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	5.95	5.99	5.86				6.24	6.24
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	6.08	

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	\$54.7	\$53.1	\$49.4					
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		