

**TRI-CITY HEALTHCARE DISTRICT
AGENDA FOR A REGULAR MEETING
OF THE FINANCE, OPERATION AND PLANNING COMMITTEE
January 24, 2019
8:30-11:30 A.M.
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 – December 4, 2018	2 min.	Standard
5.	Old Business		
	a) Revised – 2019 Meeting Schedule • Finance, Operations & Planning Committee		Chair
6.	New Business	5 min.	
	a) Introduction of New Committee Member: • Director Rocky Chavez		Chair
	b) Community Member Recognition: • Mr. Wayne Lingenfelter		Chair
7.	Consideration of Consent Calendar-(All items will be approved with a single motion, unless pulled for discussion)	30 min.	Chair
	a) Physician EKG / Echocardiogram Panel Agreement Renewal for Coverage • Dr. Anitha Rajamanickam <i>Motion: Request approval of the agreement to add Dr. Anitha Rajamanickam to the currently existing Cardiology Physician EKG and Echocardiology Panel Agreement for a term of 36 months, beginning July 1, 2018 and ending June 30, 2021.</i>		Eva England
	b) Rady Children's Specialists Agreement for NICU ROP Testing • Rady Children's Specialists of San Diego <i>Motion: Request approval of the agreement with Rady Children's Specialists of San Diego for Retinopathy of Prematurity Testing for a term of 12 months, beginning January 1, 2019, and ending December 31, 2019, for a cost of \$3,200 per month, for a total cost for the term of \$38,400.</i>		Cynthia Kranz

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

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

	AGENDA ITEM	TIME ALLOTTED	PERSON RESPONSIBLE
	<p>c) Carlsbad-Wellness Center MOB Lease Agreement Proposal</p> <ul style="list-style-type: none"> Ohana Medical Services Organization, Inc., ("Tenant") <p><i>Motion: Request approval of the Lease Agreement for Suite 101 in the Carlsbad Wellness Center MOB located at 6260 El Camino Real, Carlsbad, CA 92009, with Ohana Medical Services Organization, Inc., for a ten-year, five-month term (125 months), at the rate of \$7,971 per month, increasing base rent 3% yearly and with a total credit from the landlord not to exceed \$239,609.</i></p>		Jeremy Raimo
	<p>d) Physician Agreement for ED On-Call Coverage – Interventional Radiology (IR)</p> <ul style="list-style-type: none"> Cyrus Shabrang, M.D. <p><i>Motion: Request approval of the agreement with Dr. Cyrus Shabrang to be added to the currently existing ED On-Call Coverage Panel for Interventional Radiology for a term of 19 months, beginning December 1, 2018 and ending June 30, 2020.</i></p>		Sherry Miller
	<p>e) Cerner Community Works Proposal</p> <p><i>Motion: Request approval of the agreement with Cerner for Community Works for a term of 120 months (10 years), beginning February 1, 2019 and ending January 31, 2029 for an average annual cost of \$6,140,113, and a total cost for the term of \$61,401,130.</i></p>		Mark Albright / Scott Livingstone
	<p>f) Sub-Lease Agreement Proposal</p> <ul style="list-style-type: none"> Kenneth Carr, M.D. ("Tenant") <p><i>Motion: Request approval of the Sub-Lease Agreement for Suite 160 at 2067 W. Vista Way, Vista, CA 92083, with Kenneth Carr, M.D. for a month-to-month term, not to exceed 4 months, at the rate of \$2,169.76 per month.</i></p>		Jeremy Raimo
	<p>g) Physician Agreement for Supportive / Palliative Care Program Medical Director</p> <ul style="list-style-type: none"> Dr. Nicholas Jauregui <p><i>Motion: Request approval of the agreement with Dr. Nicholas Jauregui, to provide medical oversight for the TCHD Supportive / Palliative Care Program for a term of 12 months beginning February 1, 2019 and ending January 31, 2020. Not to exceed an average of 16 hours per month, and maximum of 200 hours annually, at an hourly rate of \$200 for a term cost not to exceed \$40,000.</i></p>		Lisa Stroud
8.	Financials	10 min.	Ray Rivas
9.	Work Plan	30 min.	
	a) Wellness Center (bi-monthly)		Scott Livingstone
	b) Construction Report (quarterly)		Chris Miechowski
	c) ED Throughput (quarterly)		Candice Parras
	d) IT Physician Liaison (semi-annual)		Mark Albright
	e) PRIME Update (annual)		Scott Livingstone
	f) Dashboard		Ray Rivas
10.	Comments by committee members	2 min.	Chair
11.	Date of next meeting: February 21, 2019	2 min.	Chair
12.	Community Member Openings (0)		
13.	Adjournment		
	Total Budget Time for Meeting	1 hr. 26 min.	

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

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

Tri-City Medical Center
Finance, Operations and Planning Committee Minutes
December 4, 2018

Members Present	Director Julie Nygaard, Dr. Marcus Contardo, Dr. Mark Yamanaka, Dr. Jeffrey Ferber, Wayne Lingenfelter, Jack Cumming, Dr. Gene Ma (<i>joined the meeting at 12:32 pm</i>)
Non-Voting Members Present:	Steve Dietlin, CEO, Ray Rivas, CFO, Scott Livingstone, COO, Sharon Schultz, CNE, Susan Bond, General Counsel
Others:	Tom Moore, Jane Dunmeyer, Aaron Byzak, Maria Carapia. Cristina Barrera, Eva England, Sherry Miller, Tara Eagle, Jennifer Paroly, Barbara Hainsworth
Members Absent:	Director Cyril Kellett, Director Leigh Anne Grass, Carlos Cruz, CCO

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
1. Call to order	Director Nygaard called the meeting to order at 12:30 pm.		Chair
2. Approval of Agenda		<p><u>MOTION</u> It was moved by Dr. Yamanaka, Dr. Ferber seconded, and it was unanimously approved to accept the agenda of December 4, 2018. <u>Members:</u> AYES: Nygaard, Contardo, Yamanaka, Ferber, Lingenfelter, Cumming NOES: None ABSTAIN: None ABSENT: Kellett, Grass, Ma</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.		Chair
4. Ratification of minutes of October 16, 2018	Director Nygaard advised that some minor verbiage changes had been made to section number 10 of the minutes. A revised version was distributed to the Committee members.	<p>Minutes were ratified. <u>MOTION</u> It was moved by Dr. Ferber, Mr. Cumming seconded, and the revised minutes of October 16, 2018 were</p>	

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	After a brief opportunity to review the changes, the revised minutes were ratified.	unanimously approved.	
5. Old Business	None		
6. New Business			
a. Finance, Operations & Planning Meeting Dates - 2019	Director Nygaard encouraged the members of the Committee to note the 2019 Finance, Operations & Planning Committee meeting dates on their respective calendars.		
7. Consideration of Consent Calendar:		<p><u>MOTION</u> It was moved by Mr. Cumming to approve the Consent Calendar, Dr. Yamanaka seconded. <u>Members:</u> AYES: Nygaard, Contardo, Yamanaka, Lingenfelter, Cumming NOES: None ABSTAIN: Ferber ABSENT: Ma</p>	Chair
a. Beckman Coulter Proposal		Approved via Consent Calendar	Tara Eagle
b. BD Diagnostics Phoenix M50 Instrument Proposal		Approved via Consent Calendar	Tara Eagle
c. Blood Bank Proposal • San Diego Blood Bank		Approved via Consent Calendar	Tara Eagle
d. Physician Agreement for Cardiac Rehabilitation Physician Supervision • Anitha Rajamanickam, M.D.		Approved via Consent Calendar	Eva England
e. Medical Directorship Agreement for Employee Health Services Department • Jeffrey M. Ferber, M.D.		Approved via Consent Calendar	Sharon Schultz / Scott Livingstone
f. Physician Agreement for MDQA – Peer Review &		Approved via Consent Calendar	Sherry Miller

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible																																								
QAPI Committees Proposal <ul style="list-style-type: none"> • Dr. James L. Johnson (Manta Med) 																																											
8. Financials:	<p>Ray Rivas presented the financials ending October 31, 2018 (dollars in thousands)</p> <p><u>TCHD – Financial Summary</u></p> <p><u>Fiscal Year to Date</u></p> <table> <tr> <td>Operating Revenue</td> <td>\$ 118,267</td> </tr> <tr> <td>Operating Expense</td> <td>\$ 120,455</td> </tr> <tr> <td>EBITDA</td> <td>\$ 4,942</td> </tr> <tr> <td>EROE</td> <td>\$ (225)</td> </tr> </table> <p><u>TCMC – Key Indicators</u></p> <p><u>Fiscal Year to Date</u></p> <table> <tr> <td>Avg. Daily Census</td> <td>153</td> </tr> <tr> <td>Adjusted Patient Days</td> <td>34,382</td> </tr> <tr> <td>Surgery Cases</td> <td>2,221</td> </tr> <tr> <td>Deliveries</td> <td>745</td> </tr> <tr> <td>ED Visits</td> <td>19,050</td> </tr> </table> <p><u>TCHD – Financial Summary</u></p> <p><u>Current Month</u></p> <table> <tr> <td>Operating Revenue</td> <td>\$ 29,558</td> </tr> <tr> <td>Operating Expense</td> <td>\$ 29,796</td> </tr> <tr> <td>EBITDA</td> <td>\$ 1,561</td> </tr> <tr> <td>EROE</td> <td>\$ 254</td> </tr> </table> <p><u>TCMC – Key Indicators</u></p> <p><u>Current Month</u></p> <table> <tr> <td>Avg. Daily Census</td> <td>150</td> </tr> <tr> <td>Adjusted Patient Days</td> <td>8,277</td> </tr> <tr> <td>Surgery Cases</td> <td>590</td> </tr> <tr> <td>Deliveries</td> <td>187</td> </tr> <tr> <td>ED Visits</td> <td>4,590</td> </tr> </table> <p><u>TCMC - Net Patient A/R & Days in</u></p> <p><u>Net A/R By Fiscal Year</u></p> <table> <tr> <td>Net Patient A/R Avg. (in millions)</td> <td>\$ 42.4</td> </tr> <tr> <td>Days in Net A/R Avg.</td> <td>49.8</td> </tr> </table>	Operating Revenue	\$ 118,267	Operating Expense	\$ 120,455	EBITDA	\$ 4,942	EROE	\$ (225)	Avg. Daily Census	153	Adjusted Patient Days	34,382	Surgery Cases	2,221	Deliveries	745	ED Visits	19,050	Operating Revenue	\$ 29,558	Operating Expense	\$ 29,796	EBITDA	\$ 1,561	EROE	\$ 254	Avg. Daily Census	150	Adjusted Patient Days	8,277	Surgery Cases	590	Deliveries	187	ED Visits	4,590	Net Patient A/R Avg. (in millions)	\$ 42.4	Days in Net A/R Avg.	49.8		Ray Rivas
Operating Revenue	\$ 118,267																																										
Operating Expense	\$ 120,455																																										
EBITDA	\$ 4,942																																										
EROE	\$ (225)																																										
Avg. Daily Census	153																																										
Adjusted Patient Days	34,382																																										
Surgery Cases	2,221																																										
Deliveries	745																																										
ED Visits	19,050																																										
Operating Revenue	\$ 29,558																																										
Operating Expense	\$ 29,796																																										
EBITDA	\$ 1,561																																										
EROE	\$ 254																																										
Avg. Daily Census	150																																										
Adjusted Patient Days	8,277																																										
Surgery Cases	590																																										
Deliveries	187																																										
ED Visits	4,590																																										
Net Patient A/R Avg. (in millions)	\$ 42.4																																										
Days in Net A/R Avg.	49.8																																										

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	<p>Graphs:</p> <ul style="list-style-type: none"> • TCMC-Net Days in Patient Accounts Receivable • TCMC-Average Daily Census, Total Hospital-Excluding Newborns • TCMC-Acute Average Length of Stay 		
9. Work Plan:			
a. Wellness Center	<p>Scott Livingstone gave a brief PowerPoint presentation on the following elements pertaining to the Wellness Center:</p> <ul style="list-style-type: none"> • Current Membership • Financial Performance, FYTD • Membership Costs • Medically Integrated Programs <p>In addition, he detailed other opportunities that are being evaluated:</p> <ul style="list-style-type: none"> • Increasing Membership Dues • Increasing Add-On Fees • Implementation of Productivity Model • Obtaining Supplies through TCMC's GPO • Focusing on Wellness vs. Fitness • Class Schedule Modifications 		Scott Livingstone
b. Dashboard	No discussion		Ray Rivas
10. Comments by committee members	<p>Mr. Lingenfelter conveyed a message of praise he'd received from an acquaintance, pertaining to care rendered at TCMC.</p> <p>Director Nygaard expressed her appreciation to both the Administration</p>		

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	and staff for their devotion to ensuring that TCMC continues to move in a very positive direction.		
11. Date of next meeting	Tuesday, January 22, 2019		Chair
12. Community Openings (0)			
13. Adjournment	Meeting adjourned 12:49 p.m.		

FINANCE, OPERATIONS AND PLANNING

REVISED

MEETING DATES / TIMES:

2019

Time: 8:30-11:30 AM

Location: Assembly Room # 2, (exceptions noted below in RED)

Thursday, January 24, 2019 (4th week)

Thursday, February 21, 2019, **AR #1**

Thursday, March 21, 2019, **AR #1**

Thursday, April 18, 2019

Thursday, May 23, 2019 (4th week), **AR #3**

Thursday, June 20, 2019

Thursday, July 18, 2019

Thursday, August 22, 2019, (4th week)

Thursday, September 19, 2019

Thursday, October 24, 2019 (4th week), **AR #3**

November - **No FOP Meeting Held**

Thursday, December 5, 2019 (1st week)

Finance, Operations and Planning Committee

Date of Meeting: January 24, 2019

Introduction:

Director Rocky Chavez
Board Member

Finance, Operations and Planning Committee

Date of Meeting: January 24, 2019

Community Member Recognition:

- Mr. Wayne Lingenfelter

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: January 24, 2019
PHYSICIAN EKG/ECHOCARDIOGRAM PANEL AGREEMENT RENEWAL for COVERAGE

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

Physician’s Name: Dr. Anitha Rajamanickam
Area of Service: Cardiology
Term of Agreement: 36 months, Beginning, July 1, 2018 – Ending, June 30, 2021
Maximum Totals: Within Hourly and/or Annualized Fair Market Value: YES (within 25%)
 Adding physician to existing panel; no increase in expense

Weekly Cost Not to Exceed	Annual Cost Not to Exceed	Total Term Cost Not to Exceed
\$4,160	\$216,320	\$648,960

Position Responsibilities:

- Panel Physician shall interpret echocardiographic studies of unassigned patients for which the attending physician does not specify an interpreting cardiologist.
- Electrocardiograms are to be interpreted twice daily on weekdays (Monday-Friday) and at least once per day on weekends (Saturday, Sunday or holidays).
- The final report for all echocardiograms is to be dictated within 24 hours of the performance of the study.
- For exercise of pharmacological stress test, if the scheduled panel physician cannot be available within 15 minutes of the scheduled start time to personally supervise the test, it is that panel physician’s responsibility to assure that another cardiologist will do so. The final report shall be dictated on the day of the study.

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

Person responsible for oversight of agreement: Eva England, Cardiovascular Service Line Administrator / Scott Livingstone, Chief Operating Officer

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors approve the agreement to add Dr. Anitha Rajamanickam to the currently existing Cardiology Physician EKG and Echocardiology Panel Agreement for a term of 36 months, beginning July 1, 2018 and ending June 30, 2021.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: January 24, 2019
Rady Children's Specialists Agreement for NICU ROP Testing

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

Vendor's Name: Rady Children's Specialists of San Diego
Area of Service: NICU - Retinopathy of Prematurity Testing
Term of Agreement: 12 months, Beginning, January 1, 2019 - Ending, December 31, 2019

Maximum Totals:

	Monthly Cost	Annual Cost	Total Term Cost
ROP Services	\$3,200	\$38,400	\$38,400
		Total:	\$38,400

Description of Services/Supplies:

- Ophthalmic Consultation Services for NICU - Retinopathy of Prematurity (ROP) Testing
- Requested increase of \$123 per month, \$1,476 for the term

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

Person responsible for oversight of agreement: Cynthia Kranz, Director-Nursing, Women & Newborn Services / Sharon Schultz, Chief Nurse Executive

Motion:

I move that Finance Operations and Planning Committee recommend that 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, 2019, and ending December 31, 2019, for a cost of \$3,200 per month, for a total cost for the term of \$38,400.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: January 24, 2019
Carlsbad-Wellness Center MOB Lease Agreement Proposal

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

Tenant Name: Ohana Medical Services Organization, Inc. (“Tenant”)
Term: 10 Year, 5 month Lease (125 Months), beginning at commencement date of completion of tenant improvements;
 3% Yearly Rent Escalator
 Option for (1), five year extensions at FMV
Premises: 6260 El Camino Real, Suite 101, Carlsbad, CA 92009 (2,657 sq. ft.)

Rental Rate from Ohana Medical Services Organization, Inc.:

Rental Rate:	Revenue per Month
Rental Rate of \$3.00 NNN per square foot, per month, (2657 sq. ft.)	\$7,971
Total Monthly Revenue:	\$7,971

Tri-City Healthcare District Base Rent Credit to Lessee:

District (“Landlord) to Provide:	Rent Credit Not to Exceed
Base Rent Credit of \$75 per square foot per rentable area, (2657 sq. ft.) credited on a Monthly basis over the first five year term (60 months)	\$199,275
5 months’ rent abatement	\$40,334
Total Credits from Landlord:	\$239,609

Within Fair Market Value: YES (FMV was determined by lease comparables)

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

Person responsible for oversight of agreement: Jeremy Raimo, Sr. Director, Business Development / Steve Dietlin, Chief Executive Officer

Motion:

I move that the Finance Operations and Planning Committee recommend that the TCHD Board of Directors authorize the Lease Agreement for Suite 101 in the Carlsbad Wellness Center MOB located at 6260 El Camino Real, Carlsbad, CA 92009, with Ohana Medical Services Organization, Inc., for a ten-year, five-month term (125 months), at the rate of \$7,971 per month, increasing base rent 3% yearly and with a total credit from the landlord not to exceed \$239,609.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: January 24, 2019
PHYSICIAN AGREEMENT for ED ON-CALL COVERAGE - Interventional Radiology (IR)

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

Physician's Name: Cyrus Shabrang, M.D.

Area of Service: Emergency Department On-Call: Interventional Radiology (IR)

Term of Agreement: 19 months, Beginning, December 1, 2018 – Ending, June 30, 2020
 Within Hourly and/or Annualized Fair Market Value: YES

Maximum Totals: For entire Current ED On-Call Area of Service Coverage: IR
 Adding physician to existing panel, no increase in expense

Rate/Day	Panel Days per Year	Panel Annual Cost
\$650	FY19: 365	\$237,250

Position Responsibilities:

- Provide 24/7 patient coverage for all Interventional Radiology 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:	X	Yes		No
Is Agreement a Regulatory Requirement:	X	Yes		No
Budgeted Item:	X	Yes		No

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

Motion: I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors add Cyrus Shabrang, M.D. to the currently existing ED On-Call Coverage Panel for Interventional Radiology for a term of 19 months, beginning December 1, 2018 and ending June 30, 2020.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: January 24, 2019
Cerner Community Works Proposal

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

Vendor's Name: Cerner

Area of Service: All Clinical & Financial Departments

Term of Agreement: 120 months, Beginning, February 1, 2019 – Ending, January 31, 2029

Maximum Totals:

Monthly Cost	Annual Cost	Total Term Cost
\$511,676	\$6,140,113	\$61,401,130

Description of Services/Supplies:

- Cerner Community Works is a prescriptive/cloud based deployment of Cerner's traditional Millennium IT platform providing a fully integrated acute care and ambulatory electronic health record (EHR) and revenue cycle management system, tailored to support community health care organizations. This Community Works proposal includes the entire portfolio of available applications/solutions to include the data warehouse, population health, and single sign-on.
- The Community Works platform includes Cerner's Application Management Services (AMS) which provides operational monitoring and support ensuring the system is always current with updates and code upgrades.
- Community Works is a 12 – 15 month implementation. Execution of this proposal ensures the system will go live at the expiration of the current Cerner Millennium contract in March 2020.

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, IT / Scott Livingstone, Chief Operating Officer

Motion: I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Cerner for Community Works for a term of 120 months (10 years), beginning February 2019 and ending January 2029 for an average annual cost of \$6,140,113, and a total cost for the term of \$61,401,130.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: January 24, 2019
Sub-Lease Agreement Proposal

Type of Agreement		Medical Directors		Panel	X	Other: Office Sub-Lease
Status of Agreement	X	New Agreement		Renewal – New Rates		Renewal – Same Rates

Tenant Name: Kenneth Carr, M.D. (“Tenant”)

Term: Month-to-Month, not to exceed 4 months, from February 1, 2019 through May 31, 2019

Premises: 2067 W. Vista Way, Suite 160, Vista, CA 92083 (1,558 sq. ft.)

Rental Rate:

Rental Rate from Kenneth Carr, M.D.:	Revenue per Month
Rental Rate of \$3.53/sq. ft. for 12 days per month @\$180.81/day	\$2,169.76
Total Monthly Revenue:	\$2,169.76

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

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

Person responsible for oversight of agreement: Jeremy Raimo, Sr. Director, Business Development / Steve Dietlin, Chief Executive Officer

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the Sub-Lease Agreement for Suite 160 at 2067 W. Vista Way, Vista, CA 92083, with Kenneth Carr, M.D. for a month-to-month term not to exceed 4 months, from February 1, 2019 through May 31, 2019, at the rate of \$2,169.76 per month.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: January 24, 2019
PHYSICIAN AGREEMENT for Supportive/Palliative Care Program Medical Director

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

Physician's Name: Dr. Nicholas Jauregui

Area of Service: Supportive / Palliative Care

Term of Agreement: 12 months, Beginning, February 1, 2019 – Ending, January 31, 2020

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

Rate/Hour	Average Hours per Month	Hours per Year Not to Exceed	Average Monthly Cost	Annual Cost Not to Exceed	12 month (Term) Cost Not to Exceed
\$200	16	200	\$3,200	\$40,000	\$40,000

Position Responsibilities - Supportive / Palliative Care Medical Director Services:

- This service will effectively reduce readmissions, lower length of stay, and improve patient care
- Physician shall serve as the Supportive Care Medical Director and assume education responsibility for Physicians and Nurses for these services
- Physician shall serve as the Leader for SC and PC education quarterly and participate in activities as mutually agreed upon with the TCHD Director of Case Management.
- Provides clinical education oversight to nurses
- Mentor and provide guidance to physicians
- Interface with community partners including Tri-City Medical Center leadership, physicians & employees

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: TCHD Foundation	X	Yes		No

Person responsible for oversight of agreement: Lisa Stroud, Director - Case Management /Scott Livingstone, Chief Operating Officer

Motion: I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize Dr. Nicholas Jauregui, to provide medical oversight for the TCHD Supportive / Palliative Care Program for a term of 12 months beginning February 1, 2019 and ending January 31, 2020. Not to exceed an average of 16 hours per month, and maximum of 200 hours annually, at an hourly rate of \$200 for a term cost not to exceed \$40,000.

**Finance, Operations and Planning Work Plan
Program Tracking Schedule
FY2019
January 24, 2019**

	July	Aug	Sept	Oct	Nov	Dec	Jan 2019	Feb	Mar	Apr	May	June	Responsible Party
Wellness Center (Bi-Monthly) , (Since 2009) (Changed from quarterly to bi-monthly, January 2018)	•		•		•		•		•		•		Scott Livingstone
Physician Recruitment Tracking (Annual) , (Since 2009)												•	Jeremy Raimo
Finance, Operations and Planning Charter, (Annual)										2020 •			Chair
Construction Report, (Quarterly)	•			•			•			•			Scott Livingstone
Infusion Center, (Annual) (Report quarterly until Oct. 2015 then annual)				•									Sharon Schultz
ED Throughput, (Quarterly) (Changed from bi-monthly to quarterly, January 2018)	•			•			•			•			Candice Parras
Meaningful Use, (Semi-Annual) (Begin reporting September 2015 for one year then semi-annually)			•						•				Mark Albright
Medical Director – Surgery (Semi-Annual) (Began reporting in July 2015)				•						•			Debra Feller
IT Physician Liaison (Semi-Annual) (Began reporting in July 2016)	•						•						Mark Albright

	July	Aug	Sept	Oct	Nov	Dec	Jan 2019	Feb	Mar	April	May	June	Responsible Party
Institutes Update (Annual): • Cardiovascular (Added August 2016, began reporting August 2017)		•											Jeremy Raimo
PRIME Update (Annual): (Began reporting in January 2019)							•						Scott Livingstone
Dashboard		•	•	•	•	•	•	•	•	•	•	•	Ray Rivas

Finance, Operations and Planning Committee

Date of Meeting: January 24, 2019

Work Plan:

Wellness Center Update

Verbal Presentation by:
Scott Livingstone, R.N., J.D.
Chief Operating Officer

Finance, Operations and Planning Committee

Date of Meeting: January 24, 2019

Work Plan:

Construction Report

Verbal Presentation by:

Chris Miechowski

Director, Facilities & Building Engineering



ED Throughput - Winter 2018

Candice Parras

Self Assessment Score _____, (1= Planning; 2= Some Activity; 3 = Some Improvement; 4= Significant Improvement; 5= Outstanding results)



Aim Statement

Improve the patient flow through the Emergency Department from Arrival to ED Discharge or Admission to the hospital

Changes Being Tested (T), Implemented (I), or Spread (S)

Changes Implemented

1. PA's providing MSE on all patients presenting to Triage from **8AM to 2AM**
2. **MD in Triage 3/1/2017= 4**
 - MD added to Triage at 10a to 12m
 - n. 5/1/18 MD hours until **2AM**
3. **Decrease LWBS = 4**
 - Extended hours for Provider in Triage to increase flow, care for greater numbers of vertical ESI 3's Decrease visit times
4. **Improve Patient Satisfaction= 2**
 - Direct result of immediate contact with Provider
 - All patients registering at Triage

Run Charts / Data

LWOT

Left Without Being Seen (LWBS)

2016 LWBS = 6.9%

GOAL 2017 = 3.5%

2017 LWBS = 1.61%

GOAL 2018 = 3%

2018 LWBS = 1.97 %

2018 ED Arrival to Discharge

- Overall time to discharge increased by **32 minutes** in **2017**



Barriers / Lessons Learned

Changes Implemented

1. PA's providing MSE on all patients presenting to Triage 2 additional hours **12mn-2a**
2. **"IN QUICKER"** Process added to TCMC Website
 - Patients can make appointments for minor concerns in 2019 from **9A – 5P**
3. **Improved Patient Satisfaction**
 - Direct result of immediate contact with Provider
 - All patients registering at Triage
4. **Triage process seeing 55+ patients daily treated and discharged.**
 - More available beds open for critical patients and Paramedic runs in the main ED

Recommendations and Next Steps

12/1/2018

"NO WALL TIME"

Paramedics greeted and patients placed in beds within 20 minutes of arrival. TCMC receives over **1,074** paramedic transports per month.

Remains the best in SD county

Team Members

Candice Parras: Leader
Rick Sanchez, Sharon A. Schultz; . Diane Sikora; Dr. Cary Mells; Dr. Mark O'Brien; Paula F. White; ; Steven A. Young; Hope Chaney; Jared Burton; David Benitez
Merebeth Richins;

Acknowledgments/ Contact Info

Rick Sanchez for data graphs

2019 I.T. Physician Liaison Update

Finance Operations & Planning Committee

January 24, 2019

Scott Worman, M.D.,

I.T. Physician Liaison

Completed & Ongoing Projects:

- **Dragon Cloud Enterprise Implementation:**
 - Transcription Costs – January: \$55,000/month,
December: Less than \$20,000/month
- **Radiology Storage**
- **Commonwell – Completed:**
 - Connectivity with Epic – U.C.S.D. & Other Facilities
- **Meaningful Use:**
 - Met 100% Requirements for 10/18 to 12/18
 - Meaningful Use 3

Strategic Priorities:

Full Utilization of Information Technology

▪ **Patient Care/Quality Improvement/Management:**

➤ *Community Works:*

- Data Warehouse
- Anesthesia & Surgery Online
- Supply Chain

▪ **Infrastructure Upgrade:**

- ##### ➤ *Required to Support Upgraded Cerner & Basic Hospital Needs*

Finance, Operations and Planning Committee

Date of Meeting: January 24, 2019

Work Plan:

PRIME Update

Verbal Presentation by:
Scott Livingstone, R.N., J.D.
Chief Operating Officer



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
FY19	51.0	48.5	50.3	49.5	52.3	56.5							51.3	48-52
FY18	47.7	47.8	48.9	50.8	49.6	49.5	49.8	47.2	46.8	47.0	46.6	45.8	49.0	

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
FY19	84.9	86.5	90.2	91.4	92.5	87.8							88.9	75-100
FY18	82.1	79.1	78.8	83.4	87.7	81.3	82.9	85.2	78.8	83.2	89.2	83.0	82.1	

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
FY19	(\$478)	(\$121)	\$119	\$254	\$342	\$236							\$352	\$98
FY18	(\$394)	(\$429)	(\$224)	(\$171)	(\$2,571)	(\$383)	(\$1,242)	(\$542)	(\$337)	(\$679)	(\$408)	\$3,118	(\$4,173)	

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
FY19	-1.64%	-0.39%	0.41%	0.86%	1.19%	0.79%							0.20%	0.06%
FY18	-1.33%	-1.39%	-0.76%	-0.55%	-9.47%	-1.26%	-3.94%	-1.86%	-1.09%	-2.31%	-1.31%	9.07%	-2.33%	



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
FY19	\$796	\$1,168	\$1,417	\$1,561	\$1,618	\$1,544							\$8,104	\$8,122
FY18	\$898	\$864	\$1,091	\$1,146	(\$1,288)	\$908	\$81	\$751	\$963	\$571	\$900	\$4,407	\$3,619	

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
FY19	2.73%	3.81%	4.90%	5.28%	5.65%	5.20%							4.59%	4.72%
FY18	3.03%	2.80%	3.69%	3.66%	-4.74%	2.99%	0.26%	2.57%	3.13%	1.95%	2.90%	12.82%	2.02%	

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

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	C/M YTD	C/M YTD Budget
FY19	6.73	6.70	6.75	6.98	7.82	6.50							6.91	6.65
FY18	6.51	5.92	6.90	6.26	6.50	6.43	5.95	5.99	5.86	6.29	6.43	6.43	6.41	

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

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
FY19	\$50.0	\$49.5	\$49.3	\$48.1	\$37.5	\$29.5								
FY18	\$58.5	\$49.8	\$42.3	\$48.2	\$58.6	\$54.5	\$54.7	\$53.1	\$49.4	\$42.7	\$41.5	\$52.8		