

**TRI-CITY HEALTHCARE DISTRICT
AGENDA FOR A REGULAR MEETING
OF THE FINANCE, OPERATION AND PLANNING COMMITTEE
Thursday, August 22, 2019
8:30-11:30 A.M.
Assembly Room 3
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 – June 20, 2019	2 min.	Standard
5.	Old Business		
6.	New Business		
	a) Introduction – New Physician Committee Members: <ul style="list-style-type: none"> • Dr. Cary Mells 	2 min.	Chair
	b) Community Member Candidate Interviews: <ul style="list-style-type: none"> • Lisa De Jesus • Kathryn Fitzwilliam • M.E. "Mick" Midkiff • Frank Pokrop 	30 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 for ED On-Call Coverage <ul style="list-style-type: none"> • Pulmonary & ICU <i>Motion: Request approval of the agreement with Frank Corona, M.D., Martin Nielsen, M.D., Mark Yamanaka, M.D., Safouh Malhis, M.D., as the ED On-Call Coverage Physicians for Pulmonary & ICU for a term of 24 months, beginning July 1, 2019 and ending June 30, 2021 at a daily rate of \$1,500 for total term cost of \$1,096,500.</i>		Sherry Miller
	b) Medical Staff Leadership Agreement – Physician Well-Being Committee Chair <ul style="list-style-type: none"> • Cary Mells, M.D. <i>Motion: Request approval of the agreement with Cary Mells, M.D. as the Medical Staff Leadership Agreement for Chair of the Physician Well-Being Committee for a term of 24 months, beginning August 1, 2019 and ending July 31, 2021, not to exceed an annual total of \$36,000 per year, and a total of \$72,000 for the term.</i>		Sherry Miller

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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) Medical Staff Leadership Agreement – Chief of Staff</p> <ul style="list-style-type: none"> Mark Yamanaka, M.D. <p><i>Motion: Request approval of the Medical Staff Leadership Agreement for Chief of Staff, Mark Yamanaka, M.D. for a term of 24 months, beginning July 1, 2019 and ending on June 30, 2021, for a TCHD stipend of \$5,950 per month, \$71,400 annually and \$142,800 for 24 months; plus an educational allowance up to \$10,000 for a total not to exceed \$152,800 for the term, paid by TCHD.</i></p>		Sherry Miller
	<p>d) Physician Agreement for Specialty Care Clinic & Progressive Care Unit</p> <ul style="list-style-type: none"> Victor Souza, M.D. <p><i>Motion: Request approval of the agreement with Dr. Victor Souza as the Medical Director/Covering Physician for a term of 24 months beginning September 1, 2019, and ending August 31, 2021. Not to exceed an average of 20 hours per month or 240 hours annually, at an hourly rate of \$163, for an annual cost of \$39,120 and a total cost for the term of \$78,240.</i></p>		Lori Roach
	<p>e) Physician Agreement for Home Health Medical Director</p> <ul style="list-style-type: none"> Dr. John LaFata <p><i>Motion: Request approval of the agreement with Dr. John LaFata as the Coverage Physician for a term of 24 months beginning September 1, 2019 and ending August 31, 2021. Not to exceed an average of 10 hours per month or 120 hours annually, at an hourly rate of \$169 for an annual cost of \$20,280, and a total cost for the term of \$40,560.</i></p>		Monica Trudeau
	<p>f) Fifth Lease Amendment Proposal</p> <ul style="list-style-type: none"> Oscar Matthews, M.D. (Cardiologist) <p><i>Motion: Request approval of the fifth amendment lease renewal agreement with Dr. Oscar Matthews, for an additional one-year term, beginning August 1, 2019, ending July 31, 2020. This proposal remains within the current fair market value rental rate of \$2.14 per square foot, for a monthly revenue of \$3,114.40, for a total revenue for the term of \$37,373.</i></p>		Jeremy Raimo
	<p>g) Carlsbad-Wellness Center MOB Lease Agreement Proposal</p> <ul style="list-style-type: none"> Dean Vayser, DPM, ILD Consulting (“Tenant”) <p><i>Motion: Request approval of the Lease Agreement for office space inside Suite 100 in the Carlsbad Wellness Center MOB located at 6260 El Camino Real, Carlsbad, CA 92009, with Dean Vayser, DPM, for a 24 month term, at the rate of \$857.50 per month, for the total revenue for the term of \$20,580.</i></p>		Jeremy Raimo
	<p>h) Cox Metro-E Proposal</p> <ul style="list-style-type: none"> Cox Business <p><i>Motion: Request approval of the agreement with COX for Metro-E services for TCMC for a term of 60 months for Tri-City Medical Center, and 36 for months for OSNC, Tri-City Primary Care, & Wellness, for a total cost for the term cost of \$527,520.</i></p>		Mark Albright
	<p>i) Network Hardware Proposal</p> <ul style="list-style-type: none"> Cerner <p><i>Motion: Request approval of the agreement with Cerner for network hardware / software / licenses / professional services for a term of 36 months, beginning September 1, 2019, and ending August 31, 2022 for a total cost for the term of \$1,849,941.37.</i></p>		Mark Albright
	<p>j) Video / Power Lease Proposal</p> <ul style="list-style-type: none"> Stryker <p><i>Motion: Request approval of the agreement with Stryker for video/Power for a term of</i></p>		Debra Feller

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	AGENDA ITEM	TIME ALLOTTED	PERSON RESPONSIBLE
	<i>60 months, beginning October, 2019 and ending October, 2024 for an annual cost of \$644,877.48 and a total cost for the term \$3,224,387.40 (taxes included).</i>		
8.	Financials	10 min.	Ray Rivas
9.	Work Plan	20 min.	
	a) Wellness Center (<i>bi-monthly</i>)		Scott Livingstone
	b) Construction Report (<i>quarterly</i>)		Chris Miechowski
	c) ED Throughput (<i>quarterly</i>)		Candice Parras
	d) Institute Update: (<i>annual</i>) • Cardiovascular		Eva England
	e) Dashboard		Ray Rivas
10.	Comments by committee members	2 min.	Chair
11.	Date of next meeting: September 19, 2019	2 min.	Chair
12.	Community Member Openings (1)	2 min.	Chair
13.	Adjournment		
	Total Budget Time for Meeting	1 hr. 45 min.	

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Tri-City Medical Center
Finance, Operations and Planning Committee Minutes
June 20, 2019

Members Present	Director Julie Nygaard, Director Rocky Chavez, Director Leigh Anne Grass, Dr. Marcus Contardo, Dr. Mark Yamanaka, Dr. Jeffrey Ferber, Mr. Jack Cumming
Non-Voting Members Present:	Steve Dietlin, CEO, Ray Rivas, CFO, Dr. Gene Ma, CMO, Susan Bond, General Counsel
Others:	Jane Dunmeyer, Mark Albright, Diane Sikora, Eva England, Kristy Larkin, Merebeth Richins, Maria Carapia, E. Sue Shrader, Jeremy Raimo, Anna Aguilar, Sherry Miller, Barbara Hainsworth
Members Absent:	Scott Livingstone, COO, Barbara Vogelsang, CNE

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
1. Call to order	Director Nygaard called the meeting to order at 8:36 a.m.		Chair
2. Approval of Agenda		<p><u>MOTION</u> It was moved by Director Grass, Dr. Ferber seconded, and it was unanimously approved to accept the agenda of June 20, 2019. <u>Members:</u> AYES: Nygaard, Grass, Chavez, Contardo, Yamanaka, Ferber, Cumming NOES: None ABSTAIN: None ABSENT: None</p>	Chair
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 May 23, 2019		<p>Minutes were ratified. <u>MOTION</u> It was moved by Dr. Contardo, Dr. Ferber seconded, and the minutes of May 23, 2019 were unanimously approved, with Director Grass</p>	Chair

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
		abstaining from the vote.	
5. Old Business	None		
6. New Business	Director Nygaard welcomed Dr. Gene Ma to the Finance, Operations and Planning committee, in his new role as the Chief Medical Officer for Tri-City Medical Center.		
7. Consideration of Consent Calendar:	<p>It has been requested that the following item be pulled for discussion:</p> <p><u>Dr. Contardo requested:</u> 7.q. Registry Contract for Nursing & Allied Health Proposal</p> <ul style="list-style-type: none"> • Aya Healthcare 	<p><u>MOTION</u> It was moved by Dr. Ferber, Director Grass seconded, and it was unanimously approved to accept the Consent Calendar of June 20, 2019.</p> <p><u>Members:</u> AYES: Nygaard, Grass, Chavez, Contardo, Yamanaka, Ferber, Cumming NOES: None ABSTAIN: Dr. Yamanaka ABSENT: None</p>	Chair
a. Physician Agreement for Cardiovascular Health Institute – Operations Committee	<ul style="list-style-type: none"> • Drs. Mohammad Jamshidi-Nezhad & David Spiegel 	Approved via Consent Calendar	Eva England
b. Cardiovascular Health Institute – Medical Director Proposal	<ul style="list-style-type: none"> • Dr. Donald Ponec 	Approved via Consent Calendar	Eva England
c. Cardiovascular Health Institute – Specialty Medical Directorship Proposal	<ul style="list-style-type: none"> • Drs. Mohammad Jamshidi-Nezhad, Ashish Kabra & David Spiegel 	Approved via Consent Calendar	Eva England
d. Physician Agreement for Cardiovascular Health Institute		Approved via Consent Calendar	Eva England

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
– Quality Committee			
e. Physician Agreement for Cardiac Rehabilitation Medical Director • Dr. Karim El Sherief		Approved via Consent Calendar	Eva England
f. Physician Agreement for Cardiac Rehabilitation Physician Supervision • Sharon Slowik, M.D.		Approved via Consent Calendar	Eva England
g. Physician Agreement for ICU Medical Director • Mark Yamanaka, M.D.		Approved via Consent Calendar	Merebeth Richins
h. Physician Agreement for ED On-Call Coverage • Urology		Approved via Consent Calendar	Sherry Miller
i. Physician Agreement for Anesthesia Services • Anesthesia Services Medical Group (ASMG)		Approved via Consent Calendar	Scott Livingstone
j. Physician Agreement for ED On-Call Coverage • Cardiology – General		Approved via Consent Calendar	Sherry Miller
k. Physician Agreement for ED On-Call Coverage • Cardiology – STEMI		Approved via Consent Calendar	Sherry Miller
l. Physician Agreement for ED On-Call Coverage • Gastroenterology – General & ERCP		Approved via Consent Calendar	Sherry Miller
m. Physician Agreement for ED On-Call Coverage • Interventional Radiology		Approved via Consent Calendar	Sherry Miller

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
n. Physician Agreement for ED On-Call Coverage <ul style="list-style-type: none"> Ophthalmology 		Approved via Consent Calendar	Sherry Miller
o. Physician Agreement for ED On-Call Coverage <ul style="list-style-type: none"> Spine 		Approved via Consent Calendar	Sherry Miller
p. Physician Agreement for ED On-Call Coverage – Oral/Max Surgery <ul style="list-style-type: none"> Brian Mudd, D.D.S. 		Approved via Consent Calendar	Sherry Miller
q. Registry Contract for Nursing & Allied Health Proposal <ul style="list-style-type: none"> Aya Healthcare 		<p><u>MOTION</u> It was moved by Dr. Contardo, Director Grass seconded, to authorize the agreement with Aya Healthcare for the contract labor managed service agreement, for a term of 36 months, beginning, July 1, 2019 and ending, June 30, 2022 for an annual cost of \$4.5M and a total cost for the term of \$13.5M. <u>Members:</u> AYES: Nygaard, Grass, Chavez, Contardo, Yamanaka, Ferber, Cumming NOES: None ABSTAIN: None ABSENT: None</p>	
r. Home Sleep Study Interpretation Proposal <ul style="list-style-type: none"> Advanced Sleep Medicine, Inc. 		Approved via Consent Calendar	Merebeth Richins
8. Financials:	Ray Rivas presented the financials ending May 31, 2019 (dollars in thousands) <u>TCHD – Financial Summary</u>		Ray Rivas

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	<p><u>Fiscal Year to Date</u></p> <p>Operating Revenue \$ 328,463</p> <p>Operating Expense \$ 332,902</p> <p>EBITDA \$ 16,386</p> <p>EROE \$ 1,919</p> <p><u>TCMC – Key Indicators</u></p> <p><u>Fiscal Year to Date</u></p> <p>Avg. Daily Census 153</p> <p>Adjusted Patient Days 91,296</p> <p>Surgery Cases 5,925</p> <p>ED Visits 51,810</p> <p><u>TCHD – Financial Summary</u></p> <p><u>Current Month</u></p> <p>Operating Revenue \$ 31,430</p> <p>Operating Expense \$ 31,197</p> <p>EBITDA \$ 2,221</p> <p>EROE \$ 904</p> <p><u>TCMC – Key Indicators</u></p> <p><u>Current Month</u></p> <p>Avg. Daily Census 143</p> <p>Adjusted Patient Days 8,004</p> <p>Surgery Cases 557</p> <p>ED Visits 4,700</p> <p><u>TCMC - Net Patient A/R & Days in</u></p> <p><u>Net A/R By Fiscal Year</u></p> <p>Net Patient A/R Avg. (in millions) \$ 44.2</p> <p>Days in Net A/R Avg. 52.7</p> <p><u>Graphs:</u></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 		

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
9. Work Plan:			
a. Physician Recruitment Tracking (<i>annual</i>)	Jeremy Raimo gave a brief overview of PowerPoint handout, which was included in the agenda packet.		Jeremy Raimo
b. Dashboard	No discussion		Ray Rivas
10. Comments by committee members	None		
11. Date of next meeting	Thursday, July 18, 2019		Chair
12. Community Openings (1)			Chair
13. Adjournment	Meeting adjourned 8:56 a.m.		Chair

Finance, Operations and Planning Committee

Date of Meeting: August 22, 2019

Introduction:

Cary Mells, M.D.
Physician Member

Finance, Operations and Planning Committee

Date of Meeting: August 22, 2019

Community Member Applicants:

Please find the following resumes for your consideration:

- Lisa De Jesus
- Kathryn Fitzwilliam
- M.E. "Mick" Midkiff
- Frank Pokrop

Received
4-23-19

Henry Wright Realty - Lisa De Jesus, Broker[®]/Owner
450 S. Melrose Dr., Ste. 109
Vista, CA 92083
(760) 313-1000
lisadejesusre@gmail.com

20th April, 2019

Teri Donnellan, Executive Assistant
Tri-City Medical Center - Administration
4002 Vista Way
Oceanside, CA 92056

RE: Finance, Operations & Planning Committee - Open Community Seat

Dear Ms. Donnellan.

This letter is to serve as notice of my genuine interest in the Community Member Opening on Tri-City Healthcare District Board of Directors Finance, Operations & Planning Committee. It would be my honor to serve the Board as a Member of this committee.

As a small business owner with over a decade being self-employed, budgets, operations and planning are all an integral part of my success. As a current City of Vista Review Board Commission Member, former City of La Mesa Planning Commissioner, former Chair of the Housing Opportunities Committee and Member of the Government Affairs Committee at the Greater San Diego Association of Realtors, I have a keen aptitude for participating and contributing to Diverse Councils, Boards and other organizations serving the greater good of both my community and my trade. I would like to contribute here.

My qualifications seem as good as most and my contribution to the Tri-City Healthcare District Board would always be in the best interest of their created Mission and standards. I look forward to your response.

Sincerely,



Lisa De Jesus

Att: resume

Lisa De Jesus

111 Wallace Lane

Vista, CA 92083

~~(619) 794-5557~~ 760-313-1000

lrdj2018@gmail.com

Skills Overview

Incredible interpersonal, business development, government affairs, legislative strategy abilities. Experience in land use and property management. Start-up company experience (quick adaptation to change). Always a team player, flexible availability, work to completion and dependable/reliable. Diversity of experience in numerous settings with a wide range of responsibilities - from client relations to successful self-employment.

Experience

2010 - PRESENT

Real Estate - Licensed Real Estate Broker® - KW, Pacific Sotheby's, Big Block Realty

- Represented clients in over \$38m in transactions
- Licensed California Real Estate Broker - DRE#01924360
- Employed CRM both proprietarily and well known (SalesForce, etc)

2008 - 2010

Thames Valley American Women's Club, Maidenhead, UK - Director of Public Relations

- Developed Media strategies for exposure and public information
- Chaired committee to research non-profit organizations to sponsor

2005 - 2007

Education Systems, La Jolla, CA - Director of Client Relations

- Maintain dialogue with over 140 Colleges and Universities nationwide and in Canada. All were clients of Education Systems and used our EMAS (Enrollment Management Action Software) - a cradle-to-grave student recruitment system
- Managed all client expectations from purchase through implementation and beyond
- Coordination of disciplines to meet implementation timelines.

*Employment history prior includes Telecommunications Sales/Strategy, Self-employment as a Public Relation and Marketing professional.

Education

2000

San Diego State University, San Diego – BA Public Administration

Understanding the local, state and federal day to day operations, regulatory history and the dynamic between them.

1997

Grossmont College, El Cajon, AA, Spanish

6 semesters of increasing levels of Spanish grammar and conversational practice. Coursework included Cross Cultural Studies and Spanish American Literature.

Community Service History Includes

- Planning Commissioner, City of La Mesa (2001-2003)
- Chair, Housing Opportunities Committee, San Diego Association of Realtors (2016-2017)
- Committee Member, Government Affairs, San Diego Association of Realtors (2016-2017)
- Volunteer, 2nd Grade, Our Lady of Guadalupe School (2016-2018)

*25 years of volunteer history - Student/Community/Trade advocacy

Kathryn E. Fitzwilliam

6041 Patmos Way, Oceanside, California 92056

(760) 941 3288

VOLUNTEER EXPERIENCE

Tri City Medical Center: Audit Committee Community Member 2014-2019
Ocean Hills Country club: Various Board Posistions 2003-2019

PROFESSIONAL EXPERIENCE

LifeTechnologies, Carlsbad, California 2007 – 2014
Director, Accounting Systems & Compliance

Gateway, Irvine, California 2003 – 2006
VP, Internal Audit

The Walt Disney Company, Burbank, California 2000 - 2003
Director Management Audit

Kelly Services, Inc., Troy, Michigan 1995 - 2000
Director Business Systems 1998- 2000
Director Internal Audit 1997 -1998
IT Audit Manager 1996 -1997
Senior Information Systems Auditor 1995 -1996

Deloitte & Touche LLP, Detroit, Michigan 1992 - 1995
Systems Consulting Assignments
Accounting Assignments
Auditing Assignments

Amerisure, Southfield, Michigan 1990 - 1991
Business Systems Analyst

Fanuc Robotics, Auburn Hills, Michigan 1989 -1990
Interim Controller and MIS Director – UK subsidiary

EDUCATION, PROFESSIONAL QUALIFICATIONS AND HONORS

Walsh College of Accountancy and Business Administration, Troy, Michigan
Bachelor of Accountancy, GPA 3.96/4.0, Presidential Scholarship, President's Honor Roll

Oakland Community College, Farmington Hills, Michigan
Associate Degree in Computer Science, Summa Cum Laude, GPA 4.00/4.00, and Dean's Honor Roll

Certified Public Accountant, licensed expired

Certified Information Systems Auditor
AICPA Elijah Watts Sells Award with High Distinction for CPA examination achievement (top 100 in country, out of 70,000)

Financial Executive Institute Award - Walsh College recipient for academic achievement

5-14-19

5410 Los Robles Dr.
Carlsbad, CA 92008
May 12, 2019

Tri-City Medical Center
4002 Vista Way
Oceanside, CA 92056

Attn: Teri Donnellan

Re: Finance, Operations & Planning Committee

I have seen your ads in the The Coast News for several weeks now, and had thought about applying, but was not really sure. Now I think I might be the person you are looking for.

I have an M.B.A. from Wharton with a major in finance, after receiving my undergraduate degree from Colgate University as a philosophy major. I've worked in New York City for 11 years; six years in the securities investment department at a major insurance company and then five years for Wall Street firms. My last position there was head of U.S. Research and Investment Banking (it was a small firm, to be sure, but I loved the dual responsibilities). I formed my own Securities Broker/Dealer, continuing in Research and Investment Banking. In the securities industry, I am a Financial and Operations Principal. Information on the B/D as a Registered Investment Advisor is available on the S.E.C.'S web site.

I semi-retired before moving out to California in 2013, although the broker-dealer is still active. Being somewhat retired, I have the time to pursue volunteer activities on your Committee.

I know this is short, but please call me at (760) 683-5231 if you have any questions.

Thank you.

Sincerely,



M. E. (Mick) Midkiff

6-27-19

June 24, 2019

Ms. Teri Donnelton
Executive Assistant
Tri-City Medical Center
4002 Vista Way
Oceanside, CA 92056

RE: Community Member Positions: (1) Audit/Compliance/Ethics, or,
(2) Finance, Operations and Planning Committees

Dear Ms. Donnelton:

Hello.

I saw these positions posted on the Tri-City web site and attached to this cover letter is my resume for your use and consideration. To be direct I believe that I could serve on either committee and I'll defer to the judgment of you and others on this. Here is a quick listing of some skills that I would bring to this position.

- (1) Background in Audit/Compliance and Ethics:
 - a. In prior positions I carried out audit and compliance duties as well as specific responsibilities for leading or supporting ethics and related training and investigations in large organizations

- (2) Background in Finance, Operations and Planning:
 - a. In several prior roles I had budgetary responsibilities for budgets up to \$3 million USD along with supervisory duties for up to 11 headcount. As a volunteer for a non-profit educational group I oversaw budgets and the audits of our activities.
 - b. For operational issues while my background includes the manufacturing of sterile products, I was also chair of the building standards committee while at Abbott. This entailed the definition and compliance with various standards for building, office and laboratory construction activities.

- (3) "B" IRB at UCSD... For the last four years I have volunteered with this group covering drug, device, surgical and social research protocols.

I hope this package provides a suitable basis for review and I would be happy to meet with you or others to discuss these opportunities.

Lastly, thanks for returning my call last week. I wanted to ask about meeting times and the committee schedules.

Sincerely,



Frank Pokrop

Frank Pokrop
Cell: (442) 273-4827
fpokrop@sbcglobal.net

Profile: Constructive, broadly experienced executive in regulatory affairs and quality assurance

Objective: Seeking a position of vice president or senior director level

PROFESSIONAL EXPERIENCE AND ACCOMPLISHMENTS

Sotera Wireless Inc. San Diego, CA **05/2018 – Present**
Developer of the ViSi mobile patient monitoring system. **Dir. Quality and Regulatory Affairs**
Lead a team of 10 covering quality system activities. Maintain EU certifications. Formal management representative.

Accomplishments:

- (i) Initiate a cradle-to-grave, company-wide quality metrics program,
- (ii) Rescued and redirected a 510(k) to successful clearance.

BD, formerly CareFusion, Inc., San Diego, CA **03/2010 – 03/2018**
Manufacturer of medical devices and drug products. **Director Regulatory Affairs**
Responsible for the worldwide FDA / quality system and compliance auditing of 48 manufacturing, repair, and distribution facilities. Managed the company's standards program. Experience with confidential and ethics investigations. Managed the budget and supervised 3 audit managers and 2 QA/IT systems validation managers. Company SME on risk management, UDI, software, auditing and compliance. Experience with due diligence and M&A activities.

Accomplishments:

- (i) Established a risk-based global audit system that incorporated FDA and global compliance metrics,
- (ii) Established a company-wide access system for standards including semi-annual regulatory updates,
- (iii) Led the corporate transition for both ISO 14971:2012 and ISO 13485:2016,
- (iv) Provided global regulatory updates to all employees on a monthly basis,
- (v) Filed three 510(k) submissions based on rush requests from sites,
- (vi) Coordinated a global cost-saving response to the FDA's regulation for symbols on medical device labeling, and,
- (vii) Provided quarterly comments to the Board and executives on compliance, audits, and global regulatory developments.

Addition Technology, Inc., Des Plaines, IL **03/2007-03/2010**
Manufacturer of corneal implants. **Director Regulatory Affairs and Quality Assurance**
Responsible for two facilities, the quality system, regulatory affairs, and product quality for US/FDA Class III corneal implants that are sold globally. Maintained PMA and HDE submissions in the USA. Managed audits by FDA, the EU and other countries. Carried out internal and vendor audits and managed the supplier management system. Wrote and maintained EU Technical Files. Served as the IRB contact for clinical trials. Formal management representative.

Accomplishments:

- (i) Obtained domestic and international product approvals.

Siemens Molecular Imaging, Hoffman Estates, IL **03/2003 – 03/2007**
Manufacturer of SPECT and SPECT/CT systems. **Senior Manager, Global Regulatory Affairs**
Responsible for global product submissions for combined SPECT and CT systems and supporting software programs. Supervised a staff of three. Served as the regulatory affairs contact for five global research facilities.

Accomplishments:

- (i) Obtained worldwide approvals for both imaging systems and diagnostic, stand-alone software packages for combined imaging modalities,

3) **Consensus and Cost Savings:**

Developed a public-facing web page that communicated FDA's medical device symbol requirements saving \$3 million USD, 2017.

EDUCATION:

BS, Biology and Political Science, University of Wisconsin at LaCrosse
Certificate in Executive Management, UCLA (a one-year program)

CERTIFICATIONS:

ASQ: CQE, CQA, CSQE, CPGP

RAPS: Regulatory Affairs (RAC)

ISACA: CISA, Certified Information Systems Auditor (cyber security)

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: August 22, 2019
PHYSICIAN AGREEMENT for ED ON-CALL COVERAGE – Pulmonary & ICU

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

Physician’s Name: Frank Corona, M.D., Martin Nielsen, M.D., Mark Yamanaka, M.D., Safouh Malhis, M.D.

Area of Service: Emergency Department On-Call: Pulmonary & ICU

Term of Agreement: 24 months, Beginning, July 1, 2019 – Ending, June 30, 2021

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

Rate/Day	Panel Days per Year	Panel Annual Cost
\$1,500	FY2020: 366	\$549,000
	FY2021: 365	\$547,500
	Total Term Cost	\$1,096,500

Position Responsibilities:

- Provide 24/7 patient coverage for all Pulmonary & ICU 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, 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 Frank Corona, M.D., Martin Nielsen, M.D., Mark Yamanaka, M.D., Safouh Malhis, M.D., as the ED On-Call Coverage Physicians for Pulmonary & ICU for a term of 24 months, beginning July 1, 2019 and ending June 30, 2021 at a daily rate of \$1,500 for total term cost of \$1,096,500.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: August 22, 2019
Medical Staff Leadership Agreement-Physician Well-Being Committee Chair

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

Physician's Name: Cary Mells, M.D.

Area of Service: Medical Staff: Physician Well-Being Committee Chair

Term of Agreement: 24 months, Beginning, August 1, 2019 – Ending, July 31, 2021

Maximum Totals: Within Hourly and/or Annualized Fair Market Value: YES
 For entire Current Medical Staff Area of Service Coverage: Physician Well-Being

Rate/Month	Annual Term Cost	Total Term Cost
\$3,000	\$36,000	\$72,000

Position Responsibilities:

- Perform the duties of Chair of the Physician Well-Being Committee as set forth in the Tri-City Healthcare District Medical Staff Bylaws.
- Be available as a resource to the Medical Staff and Hospital with respect to well-being issues.
- Liaise with Hospital Administration and Medical Staff on issues relating to physician well-being programs.

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 / Scott Livingstone, Chief Operating Officer

Motion: I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize Cary Mells, M.D. as the Medical Staff Leadership Chair of the Physician Well-Being Committee for a term of 24 months, beginning August 1, 2019 and ending July 31, 2021, not to exceed an annual amount of \$36,000 per year, and a total of \$72,000 for the term.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: August 22, 2019
PHYSICIAN AGREEMENT FOR CHIEF OF STAFF
MEDICAL STAFF LEADERSHIP AGREEMENT – CHIEF OF STAFF

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

Physicians Name: Mark Yamanaka, M.D.

Area of Service: Chief of Staff, Medical Staff Leadership

Term of Agreement: 24 months, Beginning, July 1, 2019 – Ending, June 30, 2021

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

Est. Rate/Hour	Hours per Month	Hours per Year	Monthly Stipend (TCHD)	Annual Stipend (TCHD)	Education Expense (TCHD) for Term	Cost for 24 Month Term (TCHD)
\$148.75	40	480	\$5,950	\$71,400	\$10,000	\$152,800

Position Responsibilities:

- Previous monthly stipend amount: \$5,950
- Perform the duties of Chief of Staff as set for the in the Tri-City Healthcare District Medical Staff Bylaws
- Attend meetings of the Board of Directors and such Board Committees as may be requested from time-to-time, including the Professional Affairs Committee.
- Liaise with Hospital Administration, including reporting on the status of activities of the Medical Staff.
- Attend Education training, including Greeley training regarding Credentialing and Peer Review

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:	X	Yes		No

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

Motion: I move that the Finance, Operations and Planning Committee recommend the TCHD Board of Directors approve the Medical Staff Leadership Agreement for Chief of Staff, Mark Yamanaka, M.D. for a term of 24 months, beginning July 1, 2019 and ending on June 30, 2021, for a TCHD stipend of \$5,950 per month, \$71,400 annually and \$142,800 for 24 months; plus an educational allowance up to \$10,000 for a total not to exceed \$152,800 for the term, paid by TCHD.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: August 22, 2019
Physician Agreement for Specialty Care Clinic & Progressive Care Unit

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

Physician's Name: Victor Souza, M.D.

Area of Service: Specialty Care Clinic and Progressive Care Unit

Term of Agreement: 24 months, Beginning, September 1, 2019 – Ending, August 31, 2021

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

Rate/Hour	Hours per Month	Hours per Year	Monthly Cost	Annual Cost	24 month (Term) Cost
\$163	20	240	\$3,260	\$39,120	\$78,240

Position Responsibilities:

- Participates in daily UR on the inpatient unit with the CDCR patients as needed.
- Participates in risk management investigation and evaluation of events.
- Establishes and reviews policies and procedures for medical care.
- Participates in quarterly or more frequent meetings with the CDCR and Sheriff Departments.
- Communicates as needed with attending and referring physicians; provides oversight of chart audits, peer review and delinquencies in documentation.
- Assists in introducing new services/programs requested by the vendors.

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: Lori Roach, R.N. Manager, Clinical IP Forensic Unit / Barbara Vogelsang, Chief Nurse Executive

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize Dr. Victor Souza as the Medical Director/Covering Physician for a term of 24 months beginning September 1, 2019, and ending August 31, 2021. Not to exceed an average of 20 hours per month or 240 hours annually, at an hourly rate of \$163, for an annual cost of \$39,120 and a total cost for the term of \$78,240.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: August 22, 2019
PHYSICIAN AGREEMENT for Home Health Medical Director

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

Physician's Name: Dr. John LaFata

Area of Service: Home Health

Term of Agreement: 24 months, Beginning, September 1, 2019 – Ending, August 31, 2021

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

Rate / Hour	Hours per Month	Hours per Year	Monthly Cost	Annual Cost	24 month (Term) Cost
\$169	10	120	\$1,690	\$20,280	\$40,560

Position Responsibilities:

- Monitors and assures the delivery of quality, efficient, medically needed, safe home health services.
- Provides professional guidance and oversight for Tri-City Home Health Services. Attends case conference and department meetings.
- Conducts in-service training on (discipline/home health) specific issues and/or topics for physicians and home health staff.
- Participate in development and implementation of Home Care quality assurance program and risk management program as directed by Hospital, and shall assist Department in establishing, implementing, and maintaining procedures to maintain the quality of Medical Services provided.
- Develop and maintain ongoing dialogue with members of Hospital's Medical Staff concerning Department services.

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: Monica Trudeau, Director-Home Health / Barbara Vogelsang, Chief Nurse Executive

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize Dr. John LaFata as the Coverage Physician for a term of 24 months beginning September 1, 2019 and ending August 31, 2021. Not to exceed an average of 10 hours per month or 120 hours annually, at an hourly rate of \$169 for an annual cost of \$20,280, and a total cost for the term of \$40,560.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: August 22, 2019
Fifth Lease Amendment Proposal – Oscar Matthews, M.D.

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

Physician Name: Oscar Matthews, M.D. (Cardiologist)
Premises: 2095 Vista Way, Suite 107, Vista, CA 92083 (1,450 sq. ft.)
Term of Agreement: 12 months, Beginning, August 1, 2019 - Ending July 31, 2020
 Extends the existing lease agreement for 12 months / 1 year
Within Fair Market Value: YES (FMV was determined by Lease Comparables)

Rental Rate from Dr. Oscar Matthews:	Revenue per Month
Rental Rate of \$2.14 per square foot, per month, (1,450 rentable sq. ft.)	\$3,114.40
Total Term Revenue Amount:	\$37,373

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: <i>(Revenue)</i>		Yes	N/A	No

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

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the Fifth Amendment Lease Renewal with Dr. Oscar Matthews for an additional one-year term, beginning August 1, 2019, ending July 31, 2020. This proposal remains within the current fair market value rental rate of \$2.14 per square foot, for a monthly revenue of \$3,114.40, for a total revenue for the term of \$37,373.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: August 22, 2019
Carlsbad-Wellness Center MOB Lease Agreement Proposal

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

Tenant Name: Dean Vayser, DPM, ILD Consulting (“Tenant”)
Term: 24 Months, beginning at commencement date of August 1, 2019;
 Option for (1), one-year extensions at FMV
Premises: 6260 El Camino Real, Suite 100, Carlsbad, CA 92009 (245 sq. ft., inside Tri-City
 Medical Center Wound Care Center)
Within Fair Market Value: YES (FMV was determined by Lease Comparables)

Rental Rate from Dean Vayser, DPM:	Revenue per Month
Gross Rental Rate of \$3.50 per square foot, per month, (245 rentable sq. ft.)	\$857.50
Total Revenue Amount:	\$20,580

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: <i>(Revenue)</i>		Yes	N/A	No

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

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the Lease Agreement for office space inside Suite 100 in the Carlsbad Wellness Center MOB located at 6260 El Camino Real, Carlsbad, CA 92009, with Dean Vayser, DPM, for a 24 month term, at the rate of \$857.50 per month, for a total revenue for the term of \$20,580.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: August 22, 2019
COX Metro-E Proposal

Type of Agreement		Medical Directors		Panel	X	Other: Increase Bandwidth / Services
Status of Agreement	X	New Agreement		Renewal – New Rates		Renewal – Same Rates

Vendor's Name: COX Business

Area of Service: 3-Orthopaedic Specialists of North County Clinics, Tri-City Primary Care, Tri-City Medical Center, Wellness Center

Term of Agreement: 36 months – Orthopaedic Specialists of North County Clinics (3), Tri-City Primary Care, Wellness Center
 60 months - Tri-City Medical Center

Maximum Totals:

Current Term Cost	Additions	Total Term Cost
\$328,440	\$199,080	\$527,520

Description of Services/Supplies:

The following is necessary to implement Cerner Community Works & have off-site backups:

- Increasing TCMC Metro-E bandwidth to 2 GB from 1 GB
- Increasing Wellness Ctr. Metro-E Bandwidth to 1 GB from 500 MB
- Adding 500 MB Metro-E at TCPC
- Adding 500 MB at OSNC Oceanside
- Adding 500 MB Metro-E at OSNC Carlsbad
- Adding 500 MB Metro-E at OSNC Vista

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: Mark Albright, VP of 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 COX for Metro-E services for TCMC for a term of 60 months for Tri-City Medical Center, and 36 for months for OSNC, Tri-City Primary Care, & Wellness, for a total cost for the term cost of \$527,520.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: August 22, 2019
Network Hardware Proposal

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

Vendor's Name: Cerner

Area of Service: Entire Hospital

Term of Agreement: 36 months, Beginning, September 1, 2019 – Ending, August 31, 2022

Fee Description:	Financial Terms:	Amount Totals:
Monthly Subscription Fees:	\$15,150.00 x 36 mo.	\$545,400.00
Annual License Fees:	\$54,403.99 x 3 yrs.	\$163,211.97
One-Time Hardware Fees:	Quarterly Payments \$142,666.18 x 8	\$1,141,329.44
	Total Contracted Amount:	\$1,849,941.41

Description of Services/Supplies:

- Cisco Hardware (wired & wireless) to build new wired / wireless TCMC networks
- Required software & licenses for the hardware
- 2 months Microsoft Active Directory Professional Services

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:		Yes	X	No

Person responsible for oversight of agreement: Mark Albright, VP of 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 Cerner for network hardware / software / licenses / professional services for a term of 36 months, beginning September 1, 2019, and ending August 31, 2022 for a total cost for the term of \$1,849,941.37.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: August 22, 2019
Video / Power Lease Proposal

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

Vendor's Name: Stryker
Area of Service: Surgical Services
Term of Agreement: 60 Month Term, Commencing 10 Days Post-Delivery & Installation
 October 2019 - October 2024

Maximum Totals:

Monthly Cost	Annual Cost	Total Term Cost
\$53,739.79	\$644,877.48	\$3,224,387.40

Description of Services/Supplies:

- Provides service for all specialties
- Enhances physician recruitment/retention
- Maintains state of art equipment
- Smoke evacuation compliance, visual image capture, ease of optics, CA Law
- Budgeted payment consistent with future upgrades eliminating capital dollars
- Repair & replace obsolete equipment
- Standardized equipment reducing errors with users
- Advanced image modalities for prevention of complications
- Efficiencies in staffing & time management
- Immediate clinical data integration to EMR, enhancing HIPPA compliance
- Clinical support for trouble shooting
- Contract compliance with equipment Capitus

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:	X	Yes		No

Person responsible for oversight of agreement: Debra Feller, Clinical Director-Surgery / Barbara Vogelsang, Chief Nurse Executive

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Stryker for video/Power for a term of 60 months, beginning October, 2019 and ending October, 2024 for an annual cost of \$644,877.48 and a total cost for the term \$3,224,387.40 (taxes included).

Finance, Operations and Planning Work Plan
Program Tracking Schedule
FY2020
August 22, 2019

	July	Aug 2019	Sept	Oct	Nov	Dec	Jan	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) (Quarterly until Oct. 2015 then annual)				•									Barbara Vogelsang
ED Throughput, (Quarterly) (Changed from bi-monthly to quarterly, January 2018)	•			•			•			•			Candice Parras
Medical Director – Surgery (Semi-Annual) (Began reporting in July 2015; changed to semi-annual December 2017)				•						•			Debra Feller
IT Physician Liaison (Semi- Annual) (Began reporting in July 2016)													Mark Albright
Institute Update (Annual): • Cardiovascular (Added August 2016, began reporting August 2017)		•											Eva England
PRIME Update (Annual): (Began reporting in January 2019)							•						Scott Livingstone
Dashboard		•	•	•	•	•	•	•	•	•	•	•	Ray Rivas

Finance, Operations and Planning Committee

Date of Meeting: August 22, 2019

Work Plan:

**Wellness Center Update:
Scott Livingstone, Chief Operating Officer**



ADVANCED HEALTH CARE
FOR YOU

Construction Report
As of July 2019

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
Pharmacy USP 800 Upgrades	October-18	100%	January-19	July-19	100%	\$ 1,099,949.00	\$ 635,582.51	\$ 464,366.49	Construction is completed.
Total Construction Projects						\$ 1,099,949.00	\$ 635,582.51	\$ 464,366.49	

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



Next Steps

- 1st week open- decreased waits by 12 minutes
- Discharged patients 10 minutes faster
- Main waiting area



Team Members

Candice Parras: Leader
 Rick Sanchez, 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

Station D Triage Area

- Opened 6/14/19
- 8 treatment areas
- Internal waiting area
- Results pending area- 8 chairs
- Open 12 noon - 12mn
- 1 MD, 3 RN's
- PA continues to triage in front lobby screening minor patient concerns.

Run Charts / Data

Left Without Being Seen (LWBS)

National Best Practice
 < 3%

Current: 2019 YTD = 2.3%

2019 ED Arrival to Discharge
 Continues to improve



Aim Statement

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

Changes Implemented

1. PA's providing MSE on all patients presenting to Triage from 8AM to 2AM
2. MD & PA in Triage
 - MD added to Triage at 12 noon - 12 midnight
3. Decrease LWBS
 - 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
 - Direct result of immediate contact with Provider
 - All patients registering at Triage

Finance, Operations and Planning Committee

Date of Meeting: August 22, 2019

Work Plan:

- Institute Update:
 - Cardiovascular – *Eva England*



Financial Information

TCMC Days in Accounts Receivable (A/R)												C/M	Goal
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD Avg	Range
FY20	52.8											52.8	48-52
FY19	51.0	48.5	50.3	49.5	52.3	56.5	58.9	56.7	57.0	50.5	48.9	51.0	

TCMC Days in Accounts Payable (A/P)												C/M	Goal
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD Avg	Range
FY20	93.0											93.0	75-100
FY19	84.9	86.5	90.2	91.4	92.5	87.8	93.1	92.2	83.6	84.1	91.4	84.9	

TCHD EROE \$ in Thousands (Excess Revenue over Expenses)												C/M	C/M
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD	YTD Budget
FY20	(\$476)											(\$476)	(\$1,797)
FY19	(\$478)	(\$121)	\$119	\$254	\$342	\$236	(\$527)	\$99	\$206	\$885	\$904	(\$478)	

TCHD EROE % of Total Operating Revenue												C/M	C/M
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD	YTD Budget
FY20	-1.65%											-1.65%	-6.53%
FY19	-1.64%	-0.39%	0.41%	0.86%	1.19%	0.79%	-1.76%	0.34%	0.67%	2.89%	2.88%	-1.64%	



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
FY20	\$686												\$686	(\$625)
FY19	\$796	\$1,168	\$1,417	\$1,561	\$1,618	\$1,544	\$826	\$1,468	\$1,548	\$2,219	\$2,221		\$796	

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
FY20	2.38%												2.38%	-2.27%
FY19	2.73%	3.81%	4.90%	5.28%	5.65%	5.20%	2.76%	5.07%	5.00%	7.25%	7.07%		2.73%	

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
FY20	7.04												7.04	6.93
FY19	6.73	6.70	6.75	6.98	7.82	6.50	6.68	6.52	6.71	7.27	7.29		6.73	

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

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
FY20	\$52.4													
FY19	\$50.0	\$49.5	\$49.3	\$48.1	\$37.5	\$29.5	\$36.3	\$32.9	\$20.6	\$40.7	\$57.1			