

**TRI-CITY HEALTHCARE DISTRICT
AGENDA FOR A REGULAR MEETING
OF THE FINANCE, OPERATION AND PLANNING COMMITTEE
Tuesday, January 16, 2024
3:00 – 5:00 P.M.
Assembly Room #1
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 – October 18, 2023	2 min.	Standard
5.	Old Business		
6.	New Business		
	a) Finance, Operations & Planning Meeting Dates - 2024		Chair
7.	Consideration of Consent Calendar- <i>(All items will be approved with a single motion, unless pulled for discussion)</i>	30 min.	Chair
	a) Medical Directorship Agreement – Diabetic Services Program • Jamil Alkhaddo, M.D. <i>Motion: Request approval of the agreement with Jamil Alkhaddo, M.D. for the Diabetes program for a term of 12 months, beginning, February 1, 2024 through January 31, 2025 for a total term cost not to exceed \$28,800.</i>		Jeremy Raimo
	b) Sub-Lease Medical Office Space Proposal • TriasMD, LLC <i>Motion: Request approval of the agreement with TriasMD, LLC, beginning February 1, 2024 for 1 year. This proposal remains within the current fair market value rental rate of \$3.63 - \$4.50 per square foot, for a total possible revenue amount for the term of \$299,196.</i>		Jeremy Raimo
	c) Medical Directorship Agreement – Specialty Care Clinic & Progressive Care Unit • Victor Souza, M.D. <i>Motion: Request approval of the agreement with Dr. Victor Souza as the Medical Director/Covering Physician for Specialty Care Clinic and Progressive Care Unit for a term of 24 months beginning September 1, 2023, and ending August 31, 2025. 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>		Donald Dawkins

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 760-940-5756 at least 48 hours prior to the meeting so that we may provide reasonable accommodations.

	AGENDA ITEM	TIME ALLOTTED	PERSON RESPONSIBLE
8.	Financials	15 min.	Ray Rivas
	a) Dashboard	5 min.	Ray Rivas
9.	Comments by committee members:	2 min.	Chair
10.	Date of next meeting: February 21, 2024	2 min.	Chair
11.	Adjournment		
	Total Budget Time for Meeting	1 hr. 15 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 760-940-5756 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
October 18, 2023

Members Present	Director Tracy Younger, Director Nina Chaya, Director Adela Sanchez (joined the meeting at 3:40 p.m.), Dr. Mohammad Jamshidi-Nezhad,
Non-Voting Members Present:	Dr. Gene Ma, CEO; Ray Rivas, CFO; Donald Dawkins, CNE; Roger Cortez, CCO; Jeremy Raimo, COO, Mark Albright, CIO
Others:	Eva England, Gary Johnson, Ellen Langenfeld, Jane Dunmeyer, Miava Sullivan
Members Absent:	Dr. Henry Showah, Susan Bond, General Counsel

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
1. Call to Order	Director Younger called the meeting to order at 3:20 p.m.		Chair
2. Approval of Agenda		MOTION It was moved by Director Chaya, and Dr. Jamshidi-Nezhad seconded, and it was unanimously approved to accept the agenda of October 18, 2023. Members: AYES: Younger, Chaya, Jamshidi-Nezhad NOES: None ABSTAIN: None ABSENT: Showah	Chair
3. Comments by members of the public on any item of interest to the public before committee's consideration of the item.	Director Younger read the paragraph regarding comments from members of the public.	No comments	Chair
4. Ratification of minutes of September 20, 2023		Minutes were ratified. MOTION It was moved by Director Chaya, and Dr. Jamshidi-Nezhad seconded, and the minutes of	

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
5. Old Business	None	September 20, 2023 were unanimously approved, with Director Younger abstaining from the vote.	
6. New Business	None		
7. Consideration of Consent Calendar:	<p>It has been requested that the following item be pulled:</p> <p><u>Director Younger requested:</u> 7.e. Real Estate Sale: 2095 W Vista Way, Suite 217, Vista</p> <ul style="list-style-type: none"> Bradley Eli, D.M.D. <p>Item was tabled for further clarification: -If located within 100 feet from hospital campus -Clarification if HUD authorization is needed</p>	<p>MOTION It was moved by Director Chaya, and Dr. Jamshidi-Nezhad seconded, and it was unanimously approved to accept the Consent Calendar minus item 7.e. for October 18, 2023.</p> <p>Members: AYES: Younger, Chaya, Jamshidi-Nezhad NOES: None ABSTAIN: None ABSENT: Showah</p>	Chair
a) Physician's Assistant Service Agreement <ul style="list-style-type: none"> Physician Assistant Specialist California, Inc. (PASCAL) 		Approved via Consent Calendar	Eva England/Gary Johnson
b) Quality Leadership Agreement <ul style="list-style-type: none"> Chairperson QAPI Committee Nandan Prasad, M.D. 		Approved via Consent Calendar	Dr. Gene Ma / Jonathan Gonzalez
c) Medical Directorship Agreement for Plastic Surgery <ul style="list-style-type: none"> Consultative & Procedural Services Geehan D'Souza, M.D. 		Approved via Consent Calendar	Jeremy Raimo
d) Emergency Department Provider Training – OB/GYN <ul style="list-style-type: none"> Jamie Resnik, M.D. 		Approved via Consent Calendar	Dr. Gene Ma

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible																																								
e) Real Estate Sale: 2095 W Vista Way, Suite 217, Vista • Bradley Eli, D.M.D.		Pulled	Jeremy Raimo																																								
8. Financials:	<p>Ray Rivas presented the financials ending September 30, 2023 (dollars in thousands)</p> <p><u>TCHD – Financial Summary</u></p> <table border="0"> <tr> <td><u>Fiscal Year to Date</u></td> <td></td> </tr> <tr> <td>Operating Revenue</td> <td>\$ 73,312</td> </tr> <tr> <td>Operating Expense</td> <td>\$ 87,392</td> </tr> <tr> <td>EBITDA</td> <td>\$ (8,396)</td> </tr> <tr> <td>EROE</td> <td>\$ (11,874)</td> </tr> </table> <p><u>TCMC – Key Indicators</u></p> <table border="0"> <tr> <td><u>Fiscal Year to Date</u></td> <td></td> </tr> <tr> <td>Avg. Daily Census</td> <td>113</td> </tr> <tr> <td>Adjusted Patient Days</td> <td>20,272</td> </tr> <tr> <td>Surgery Cases</td> <td>1,227</td> </tr> <tr> <td>ED Visits</td> <td>11,774</td> </tr> </table> <p><u>TCHD – Financial Summary</u></p> <table border="0"> <tr> <td><u>Current Month</u></td> <td></td> </tr> <tr> <td>Operating Revenue</td> <td>\$ 22,569</td> </tr> <tr> <td>Operating Expense</td> <td>\$ 27,762</td> </tr> <tr> <td>EBITDA</td> <td>\$ (3,246)</td> </tr> <tr> <td>EROE</td> <td>\$ (4,443)</td> </tr> </table> <p><u>TCMC – Key Indicators</u></p> <table border="0"> <tr> <td><u>Current Month</u></td> <td></td> </tr> <tr> <td>Avg. Daily Census</td> <td>103</td> </tr> <tr> <td>Adjusted Patient Days</td> <td>5,888</td> </tr> <tr> <td>Surgery Cases</td> <td>383</td> </tr> <tr> <td>ED Visits</td> <td>3,791</td> </tr> </table> <p><u>Graphs:</u></p> <ul style="list-style-type: none"> • TCMC-Average Daily Census, Total Hospital - Excluding Newborns • TCMC-Adjusted Patient Days 	<u>Fiscal Year to Date</u>		Operating Revenue	\$ 73,312	Operating Expense	\$ 87,392	EBITDA	\$ (8,396)	EROE	\$ (11,874)	<u>Fiscal Year to Date</u>		Avg. Daily Census	113	Adjusted Patient Days	20,272	Surgery Cases	1,227	ED Visits	11,774	<u>Current Month</u>		Operating Revenue	\$ 22,569	Operating Expense	\$ 27,762	EBITDA	\$ (3,246)	EROE	\$ (4,443)	<u>Current Month</u>		Avg. Daily Census	103	Adjusted Patient Days	5,888	Surgery Cases	383	ED Visits	3,791		Ray Rivas
<u>Fiscal Year to Date</u>																																											
Operating Revenue	\$ 73,312																																										
Operating Expense	\$ 87,392																																										
EBITDA	\$ (8,396)																																										
EROE	\$ (11,874)																																										
<u>Fiscal Year to Date</u>																																											
Avg. Daily Census	113																																										
Adjusted Patient Days	20,272																																										
Surgery Cases	1,227																																										
ED Visits	11,774																																										
<u>Current Month</u>																																											
Operating Revenue	\$ 22,569																																										
Operating Expense	\$ 27,762																																										
EBITDA	\$ (3,246)																																										
EROE	\$ (4,443)																																										
<u>Current Month</u>																																											
Avg. Daily Census	103																																										
Adjusted Patient Days	5,888																																										
Surgery Cases	383																																										
ED Visits	3,791																																										

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	<ul style="list-style-type: none"> TCMC-Acute Average Length of Stay 		
a. Dashboard	No discussion		Ray Rivas
10. Comments by committee Members	None		Chair
11. Date of next meeting	Wednesday, December 6, 2023		Chair
13. Adjournment	Meeting adjourned 3:58 p.m.		Chair



Tri-City Medical Center

FINANCE, OPERATIONS AND PLANNING MEETING DATES / TIME:

2024

Time: 3:00 – 5:00 p.m.

Location: Assembly Room # 1

- Tuesday, January 16, 2024
- Wednesday, February 21, 2024
- Wednesday, March 20, 2024
- Wednesday, April 17, 2024
- Wednesday May 22, 2024
- Wednesday, June 19, 2024
- **JULY NO MEETING (BOD DARK)**
- Wednesday, August 21, 2024
- Wednesday, September 18, 2024
- **OCTOBER NO MEETING (BOD DARK)**
- Wednesday, November 6, 2024
- Wednesday, December 4, 2024



Tri-City Medical Center

7.a.

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: January 16, 2024

MEDICAL DIRECTORSHIP AGREEMENT – DIABETIC SERVICES PROGRAM

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

Physician’s Name: Jamil Alkhaddo, M.D.

Area of Service: Diabetic Services Program

Term of Agreement: 12 Months, Beginning, February 1, 2024 – Ending, January 31, 2025

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

Rate/hour	Hours Per Month	Hours Per Year	Monthly Cost	Annual Cost
\$150	16	192	\$2,400	\$28,800

Description of Services/Supplies:

- Medical Direction of Diabetes Program
- Develops, implements and monitors Diabetic planning to ensure patient care quality and regulatory compliance.
- As a requirement for Joint Commission for accreditation, the program must have physician oversight through a Medical Director

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

Person responsible for oversight of agreement: Jeremy Raimo, Chief Operations Officer

Motion:

I move that the Finance, Operations & Planning Committee recommend that the TCHD Board of Directors authorize a medical directorship agreement with Jamil Alkhaddo, M.D. for the Diabetic Services Program for a term of 12 months, beginning, February 1, 2024 through January 31, 2025 for a total term cost not to exceed \$28,800.



Tri-City Medical Center

7.b.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: January 16, 2024
Sub-Lease Medical Office Space Proposal – TriasMD, LLC.

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

Sub-tenant Name: TriasMD, LLC
Premises: 351 Santa Fe Drive, Ste. 100, Encinitas, CA 92024 (3,864 sq. ft.)
Term of Agreement: 1 year - February 1, 2024 – January 31, 2025
Within Fair Market Value: Yes (FMV was determined by Lease Comparables)

3% Rental Rate Increase Each Year	Max. \$ Per Month	Max. \$ Per Year
Rental Rate of \$3.85 per sq. ft. per month--1 st 4 mos.	\$12,282	\$147,384
Rental Rate of \$3.97 per sq. ft., per month—2 nd 8 mos.	\$12,651	\$151,812
Max. Total Term Amount:		\$299,196

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

Person responsible for oversight of agreement: Jeremy Raimo, Sr. Director Business Development

Motion:

I move that the Finance, Operations & Planning Committee recommend that the TCHD Board of Directors approve the sub-lease office space agreement with TriasMD, LLC, beginning February 1, 2024 for 1 year. This proposal remains within the current fair market value rental rate of \$3.63 - \$4.50 per square foot, for the total amount for the term of a maximum \$299,196.



Tri-City Medical Center

7.c

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: January 16, 2024

MEDICAL DIRECTORSHIP AGREEMENT - SPECIALTY CARE CLINIC & PROGRESSIVE CARE UNIT

Type of Agreement	X	Medical Directors		Panel		Other:
Status of Agreement		New Agreement		Renewal – New Rates	X	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, 2023 – Ending, August, 31, 2025

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 CDCR and Sheriff Departments.
- Communicates as needed with attending and referring physicians
- Provides oversight of chart audits, and 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: Joshua Smiley BSN, Clinical Nurse Manager-Specialty Care Clinic & Progressive Care Unit / Donald Dawkins, Chief Patient Care Services

Motion:

I move that the Finance, Operations & Planning Committee recommend that the TCHD Board of Directors approve the renewal of an agreement Dr. Victor Souza as the medical director/covering physician for the Specialty Care Clinic and Progressive Care Unit for a term of 24 months beginning September 1, 2023, and ending August 31, 2025. 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 term cost of \$78,240.



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
FY24	69.7	72.7	80.0	80.1	76.2	97.4	71.3	72.7	70.6	74.6	71.6	69.7	79.4	48-52
FY23	74.3	72.0	67.7	69.8	71.5	71.0	71.3	72.7	70.6	74.6	71.6	69.7	71.1	

TCMC Days in Accounts Payable (A/P)

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	C/M YTD Avg	Goal Range
FY24	140.9	153.4	189.6	207.9	226.1	211.0	142.0	153.4	168.0	158.4	144.5	177.7	188.1	75-100
FY23	105.3	105.6	106.4	115.2	119.0	128.8	142.0	153.4	168.0	158.4	144.5	177.7	113.4	

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
FY24	(\$3,585)	(\$3,847)	(\$4,443)	(\$2,962)	(\$5,827)	(\$5,468)	(\$532)	(\$1,051)	(\$2,982)	(\$6,274)	(\$3,739)	(\$6,560)	(\$26,131)	(\$14,830)
FY23	(\$1,651)	(\$1,599)	(\$2,185)	(\$1,358)	(\$1,812)	(\$2,028)	(\$532)	(\$1,051)	(\$2,982)	(\$6,274)	(\$3,739)	(\$6,560)	(\$10,633)	

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
FY24	-14.11%	-15.18%	-19.69%	-12.28%	-29.94%	-25.97%	-1.83%	-3.94%	10.69%	-25.56%	-13.62%	-24.92%	-18.94%	-9.24%
FY23	-5.96%	-5.83%	-8.19%	-4.89%	-6.83%	-7.33%	-1.83%	-3.94%	10.69%	-25.56%	-13.62%	-24.92%	-6.50%	



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
FY24	(\$2,442)	(\$2,708)	(\$3,246)	\$311	(\$4,168)	(\$3,926)	\$605	\$75	(\$1,648)	(\$5,086)	(\$2,549)	\$898	(\$16,179)	(\$5,112)
FY23	(\$686)	(\$205)	(\$987)	(\$175)	(\$594)	(\$781)	\$605	\$75	(\$1,648)	(\$5,086)	(\$2,549)	\$898	(\$3,427)	

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
FY24	-9.61%	-10.69%	-14.38%	1.29%	21.42%	-18.64%	2.08%	0.28%	-5.90%	-20.72%	-9.28%	3.41%	-11.73%	-3.18%
FY23	-2.48%	-0.75%	-3.70%	-0.63%	-2.24%	-2.82%	2.08%	0.28%	-5.90%	-20.72%	-9.28%	3.41%	-2.09%	

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
FY24	6.12	6.88	7.31	6.66	7.50	6.78	6.35	5.96	6.12	6.30	7.10	6.37	6.78	6.41
FY23	6.53	5.91	5.93	6.48	7.13	7.14	6.35	5.96	6.12	6.30	7.10	6.37	6.50	

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

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	C/M YTD	C/M YTD Budget
FY24	\$18.3	\$11.6	\$9.9	\$12.5	\$19.6	\$27.2	\$25.4	\$11.4	\$6.9	\$27.7	\$23.8	\$21.7		
FY23	\$43.9	\$38.1	\$29.6	\$25.3	\$20.7	\$22.5	\$25.4	\$11.4	\$6.9	\$27.7	\$23.8	\$21.7		