

**TRI-CITY HEALTHCARE DISTRICT  
AGENDA FOR A REGULAR MEETING  
OF THE FINANCE, OPERATION AND PLANNING COMMITTEE  
Wednesday, March 20, 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 – February 21, 2024	2 min.	Standard
5.	Old Business		
6.	New Business		
7.	Consideration of Consent Calendar- <i>(All items will be approved with a single motion, unless pulled for discussion)</i>	30 min.	Chair
	<ul style="list-style-type: none"> <li>a) Medical Director Renewal– Opioid Stewardship Program <ul style="list-style-type: none"> <li>• Ole Snyder, M.D.</li> </ul> </li> </ul> <p><i>Motion: Request approval of the agreement with services provided by Ole Snyder, M.D. for a renewal term of 12 months, beginning May 1, 2024 and ending, April 30, 2025, for an annual and total term cost not to exceed \$18,000.</i></p>		Ellen Langenfeld / Dr. Ma
	<ul style="list-style-type: none"> <li>b) Software Support Renewal Proposal <ul style="list-style-type: none"> <li>• Infor (US), Inc.</li> </ul> </li> </ul> <p><i>Motion: Request approval of the agreement with Infor (US) Inc. for software support for a renewal term of 12 months beginning June 1, 2024 and ending May 31, 2025 for a total cost for the term of \$459,384.</i></p>		Mark Albright
8.	Financials	15 min.	Ray Rivas
	<ul style="list-style-type: none"> <li>a) Dashboard</li> </ul>	5 min.	Ray Rivas
9.	Comments by committee members:	2 min.	Chair
10.	Date of next meeting: <b>April 17, 2024</b>	2 min.	Chair
11.	Adjournment		
	<b>Total Budget Time for Meeting</b>	<b>1 hr. 0 min.</b>	

**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**  
**February 21, 2024**

<b>Members Present</b>	Director Tracy Younger, Director Nina Chaya, Director Adela Sanchez (joined the meeting at 3:35 p.m.), Dr. Mohammad Jamshidi-Nezhad, Dr. Henry Showah
<b>Non-Voting Members Present:</b>	Dr. Gene Ma, CEO; Janice Gurley, Interim CFO; Donald Dawkins, CNE; Roger Cortez, CCO; Jeremy Raimo, COO; Susan Bond, General Counsel
<b>Others Present</b>	Eva England, Gary Johnson, Tara Eagle, Miava Sullivan, Jane Dunmeyer, Miava Sullivan
<b>Members Absent:</b>	None

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
1. Call to order	Director Younger called the meeting to order at 3:02 pm.		Chair
2. Approval of Agenda		<b>MOTION</b> It was moved by Director Chaya, and seconded by Dr. Showah to approve the agenda of February 21, 2024. <b>Members:</b> <b>AYES:</b> Younger, Chaya, Dr. Jamshidi-Nezhad, Dr. Showah <b>NOES:</b> None <b>ABSTAIN:</b> None <b>ABSENT:</b> Director Sanchez	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

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
4. Ratification of minutes of January 16, 2024	Minutes were ratified.	<u>MOTION</u> <u>MOTION</u> It was moved by Dr. Showah and seconded by Dr. Jamshidi-Nezhad to approve the minutes of January 16, 2024. <u>Members:</u> AYES: Younger, Chaya, Dr. Jamshidi-Nezhad, Dr. Showah NOES: None ABSTAIN: None ABSENT: Director Sanchez	Chair
5. Old Business	None		
6. New Business	None		Chair
7. Consideration of Consent Calendar:	It had been requested by Director Younger that the following items be pulled for discussion: <ul style="list-style-type: none"> <li>7.a. Blood Gas Testing, Consumables &amp; Service Proposal               <ul style="list-style-type: none"> <li>• Werfen USA, LLC.</li> </ul> </li> <li>7.b. Primary Blood Supply               <ul style="list-style-type: none"> <li>• San Diego Blood Bank</li> </ul> </li> <li>7.c. Hematology Equipment, Service &amp; Consumables               <ul style="list-style-type: none"> <li>• Sysmex America, Inc</li> </ul> </li> </ul>		Chair

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
a) Blood Gas Testing, Consumables & Service Proposal <ul style="list-style-type: none"> <li>• Werfen USA, LLC</li> </ul>	Discussion was held and questions answered regarding the Blood Gas Testing, Consumables & Service Proposal with Werfen USA, LLC.	<u>MOTION</u> It was moved by Director Chaya, and seconded by Dr. Jamshidi-Nezhad to approve the agreement with the San Diego Blood Bank for Primary Blood Supply as amended to one year. <u>Members:</u> AYES: Younger, Chaya, Sanchez, Dr. Showah and Dr. Jamshidi-Nezhad NOES: None ABSTAIN: None ABSENT: None	Eva England/Tara Eagle
b) Primary Blood Supply Proposal <ul style="list-style-type: none"> <li>• San Diego Blood Bank</li> </ul>	Discussion was held and questions answered regarding the Primary Blood Supply Proposal for the San Diego Blood Bank. The term of the agreement was changed to one year	<u>MOTION</u> It was moved by Director Chaya, and seconded by Dr. Jamshidi-Nezhad to approve the agreement with the San Diego Blood Bank for Primary Blood Supply as amended to one year. <u>Members:</u> AYES: Younger, Chaya, Sanchez, Dr. Showah and Dr. Jamshidi-Nezhad NOES: None ABSTAIN: None ABSENT: None	Eva England/Tara Eagle
c) Hematology Equipment, Service, & Consumables Proposal <ul style="list-style-type: none"> <li>• Sysmex America, Inc.</li> </ul>	Discussion was held and questions answered regarding the Hematology Equipment, Service & Consumables Proposal with Sysmex America, Inc.	<u>MOTION</u> It was moved by Director Chaya, and seconded by Dr. Jamshidi-Nezhad to approve the agreement with Sysmex America, Inc. for Hematology Equipment, Service & Consumables.	Eva England/Tara Eagle

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8. Financials	<p>Janice Gurley presented the financials ending January 31, 2024 (dollars in thousands)</p> <table border="0"> <tr> <td colspan="2"><b><u>TCHD – Financial Summary</u></b></td> </tr> <tr> <td><b><u>Fiscal Year to Date</u></b></td> <td></td> </tr> <tr> <td>Operating Revenue</td> <td>\$ 165,090</td> </tr> <tr> <td>Operating Expense</td> <td>\$ 195,540</td> </tr> <tr> <td>EBITDA</td> <td>\$ (13,769)</td> </tr> <tr> <td>EROE</td> <td>\$ (25,272)</td> </tr> <tr> <td colspan="2"><b><u>TCHD – Key Indicators</u></b></td> </tr> <tr> <td><b><u>Fiscal Year to Date</u></b></td> <td></td> </tr> <tr> <td>Avg. Daily Census</td> <td>111</td> </tr> <tr> <td>Adjusted Patient Days</td> <td>46,107</td> </tr> <tr> <td>Surgery Cases</td> <td>2,761</td> </tr> <tr> <td>ED Visits</td> <td>25,637</td> </tr> <tr> <td colspan="2"><b><u>TCHD – Financial Summary</u></b></td> </tr> <tr> <td><b><u>Current Month</u></b></td> <td></td> </tr> <tr> <td>Operating Revenue</td> <td>\$ 27,145</td> </tr> <tr> <td>Operating Expense</td> <td>\$ 27,454</td> </tr> <tr> <td>EBITDA</td> <td>\$ 2,410</td> </tr> <tr> <td>EROE</td> <td>\$ 859</td> </tr> <tr> <td colspan="2"><b><u>TCHD – Key Indicators</u></b></td> </tr> <tr> <td><b><u>Current Month</u></b></td> <td></td> </tr> <tr> <td>Avg. Daily Census</td> <td>122</td> </tr> <tr> <td>Adjusted Patient Days</td> <td>6,874</td> </tr> <tr> <td>Surgery Cases</td> <td>470</td> </tr> <tr> <td>ED Visits</td> <td>3,618</td> </tr> </table> <p><b><u>Graphs:</u></b></p> <ul style="list-style-type: none"> <li>• TCMC-Average Daily Census, Total Hospital - Excluding Newborns</li> </ul>	<b><u>TCHD – Financial Summary</u></b>		<b><u>Fiscal Year to Date</u></b>		Operating Revenue	\$ 165,090	Operating Expense	\$ 195,540	EBITDA	\$ (13,769)	EROE	\$ (25,272)	<b><u>TCHD – Key Indicators</u></b>		<b><u>Fiscal Year to Date</u></b>		Avg. Daily Census	111	Adjusted Patient Days	46,107	Surgery Cases	2,761	ED Visits	25,637	<b><u>TCHD – Financial Summary</u></b>		<b><u>Current Month</u></b>		Operating Revenue	\$ 27,145	Operating Expense	\$ 27,454	EBITDA	\$ 2,410	EROE	\$ 859	<b><u>TCHD – Key Indicators</u></b>		<b><u>Current Month</u></b>		Avg. Daily Census	122	Adjusted Patient Days	6,874	Surgery Cases	470	ED Visits	3,618	<p><b><u>Members:</u></b>  <b>AYES:</b> Younger, Chaya, Sanchez, Dr. Showah and Dr. Jamshidi-Nezhad  <b>NOES:</b> None  <b>ABSTAIN:</b> None  <b>ABSENT:</b> None</p>	Janice Gurley
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Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	<ul style="list-style-type: none"> <li>• TCMC-Emergency Department Visits</li> <li>• TCMC-Acute Average Length of Stay</li> <li>• TCMC-Adjusted Patient Days</li> </ul>		
a. Dashboard	No discussion	Information Only	Janice Gurley
9. Comments by Committee Members	None		Chair
10. Date of next meeting	March 20, 2024		Chair
11. Adjournment	Meeting adjourned 4:00 pm		Chair



# Tri-City Medical Center

7.a.

**FINANCE, OPERATIONS & PLANNING COMMITTEE  
DATE OF MEETING: MARCH 20, 2024  
MEDICAL DIRECTOR - OPIOID STEWARDSHIP PROGRAM**

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

**Physician’s Names:** Ole Snyder, M.D.

**Area of Service:** Medical Director- Opioid Stewardship Program

**Term of Agreement:** 12 months, Beginning, May 1, 2024 – Ending, April 30, 2025

**Maximum Totals:** Within Hourly and/or Annualized Fair Market Value: YES  
Renewal, no change in rate

Hourly Rate	Maximum Hours per Month	Maximum Cost per Month	Annual/Term Cost (NTE)
\$150/hr.	10 hours	\$1,500	\$18,000

**Description of Services:**

- Medical Directorship agreement with responsibilities over the newly established opioid stewardship program with duties to include leading a multidisciplinary team to provide best practice recommendations in inpatient, ED, and outpatient settings.
- In collaboration with District representatives, the Medical director will help develop policies and protocols that will drive community standards to reduce opioid consumption, dispensing, and dependence through innovative programs. Not only are these programs expected to provide a service that enhances the health and wellness of the community we serve, but will work to establish a positive alliance and reputation within our local community.
- The medical director will have shared responsibility for the quality of the program.

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:** Ellen Langenfeld, Director of Pharmacy Services / Gene Ma, M.D., Chief Executive Officer

**Motion:**

I move that the Finance, Operations & Planning Committee recommend that the TCHD Board of Directors authorize the renewal of the Medical Directorship for Opioid Stewardship Program with services provided by Ole Snyder, M.D. for a term of 12 months, beginning May 1, 2024 and ending, April 30, 2025, for an annual and total term cost not to exceed \$18,000.



# Tri-City Medical Center

7.b.

## FINANCE, OPERATIONS & PLANNING COMMITTEE DATE OF MEETING: MARCH 20, 2024 SOFTWARE SUPPORT PROPOSAL

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

**Vendor's Name:** Infor (US), Inc.

**Area of Service:** Finance & Information Technology

**Term of Agreement:** 12 months, Beginning June 1, 2024 - Ending May 31, 2025

Annual / Term Cost
\$459,384

### Description of Services/Supplies:

- Software support for Lawson System Foundation, as well as the following sub-systems:
  - Financials Asset Management
  - Financials Account Payable
  - Financials General Ledger
  - Payroll
- Additionally, this agreement covers TCMC's interface engine (Cloverleaf).
- This represents an increase of \$26,337 to the previous agreement.

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:** Mark Albright, Chief Information Officer

### Motion:

I move that the Finance, Operations & Planning Committee recommend that the TCHD Board of Directors authorize the agreement with Infor (US), Inc. for software support for a term of 12 months beginning June 1, 2024 and ending May 31, 2025 for a total cost for the term of \$459,384.





**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	93.9	84.0	70.6	74.6	71.6	69.7	81.8	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	71.3	

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	205.5	212.8	168.0	158.4	144.5	127.7	193.4	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	127.7	122.0	

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)	\$859	\$633	(\$2,982)	(\$6,274)	(\$3,739)	(\$6,560)	(\$24,639)	(\$13,537)
FY23	(\$1,651)	(\$1,599)	(\$2,185)	(\$1,358)	(\$1,812)	(\$2,028)	(\$532)	(\$1,051)	(\$2,982)	(\$6,274)	(\$3,739)	(\$6,560)	(\$12,216)	

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%	3.16%	2.69%	-10.69%	-25.56%	-13.62%	-24.92%	-13.06%	-6.22%
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%	-5.57%	



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)	\$2,410	\$1,376					(\$12,392)	(\$547)
FY23	(\$686)	(\$205)	(\$987)	(\$175)	(\$594)	(\$781)	\$605	\$75	(\$1,648)	(\$5,086)	(\$2,549)	\$898	(\$2,747)	

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%	8.88%	5.84%					-6.57%	-0.25%
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%	-1.25%	

TCHD 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	6.23	5.67					6.55	6.21
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	6.41	

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

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY24	\$18.3	\$11.6	\$9.9	\$12.5	\$19.6	\$27.2	\$31.9	\$16.6				
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