

AMENDED

**TRI-CITY HEALTHCARE DISTRICT
AGENDA FOR A REGULAR MEETING
OF THE FINANCE, OPERATION AND PLANNING COMMITTEE
Wednesday, August 21, 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 – May 22, 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
	a) First Amendment - Lease Renewal Proposal -3905 Waring Rd., Oceanside - OSNC • Cardiff Investments <i>Motion: Request approval of the First Amendment Lease Renewal with Cardiff Investments, for an additional Two (2) year term beginning September 1, 2024, ending August 31, 2026. This proposal remains within fair market value rental rate of \$3.11 per square foot, plus monthly CAM fees of \$0.57 for a monthly expense of \$37,586.91 year 1, and \$38,540.25 year 2, for a total expense for the Two (2) year term of \$903,525.92.</i>		Jeremy Raimo
	b) Reference Laboratory Testing Proposal • ARUP Laboratories, Inc. <i>Motion: Request approval of the agreement with ARUP Laboratories, Inc. for reference laboratory testing for a term of 36 months, beginning, November 1, 2024 and ending, October 31, 2027 for an annual cost of \$300,000 and a total cost for the term of \$900,000.</i>		Eva England
	c) Physician Recruitment Agreement • Pavan Reddy, M.D. <i>Motion: Request approval of the Agreement with Dr. Pavan Reddy for a term of 24 months beginning October 1, 2024 and ending September 30, 2026. Not to exceed a total amount for relocation assistance of \$10,000, and a sign-on bonus of \$50,000,</i>		Jeremy Raimo

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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.

AMENDED

	AGENDA ITEM	TIME ALLOTTED	PERSON RESPONSIBLE
	for a total expenditure of \$60,000 in the form of a loan forgiven over a 24-month period.		
	<p>d) Consulting Agreement – Governmental Affairs</p> <ul style="list-style-type: none"> Robert E. Hertzka, M.D. <p><i>Motion: Request approval of the agreement with Robert E. Hertzka, M.D. for Governmental Affairs for a term of 12 months, beginning September 1, 2024, and ending August 31, 2025, for an annual and total term cost not to exceed of \$118,800.</i></p>		Dr. Gene Ma
	<p>e) Physician Agreement – CVHI Vascular Surgery Medical Director</p> <ul style="list-style-type: none"> Mohammad Jamshidi-Nezhad, D.O. <p><i>Motion: Request approval of the agreement with Mohammad Jamshidi-Nezhad, D.O. as the CVHI Vascular Surgery Medical Director for term of 12 months, beginning, September 1, 2024 and ending, August 31, 2025. Not to exceed an average 12 hours per month or 144 hours annually, at an hourly rate of \$210 for an annual and term cost of \$30,240.</i></p>		Eva England
	<p>f) Physician Agreement – CVHI Cardiothoracic Surgery Medical Director</p> <ul style="list-style-type: none"> Yuan Hwang Lin, M.D. <p><i>Motion: Request approval of the agreement with Yuan Hwang Lin, M.D. as the CVHI Medical Director for Cardiothoracic Surgery for term of 12 months, beginning, September 1, 2024 and ending, August 31, 2025. Not to exceed an average 12 hours per month or 144 hours annually, at an hourly rate of \$210 for an annual and term cost of \$30,240.</i></p>		Eva England
	<p>g) Physician Agreement – CVHI Medical Director</p> <ul style="list-style-type: none"> Dr. Donald Ponec <p><i>Motion: Request approval of the agreement with Dr. Donald Ponec as the CVHI Medical Director for term of 12 months, beginning, September 1, 2024 and ending, August 31, 2025, not to exceed an average 8 hours per month or 96 hours annually, at an hourly rate of \$210 for an annual and term cost of \$20,160.</i></p>		Eva England
	<p>h) Physician Agreement – CVHI Invasive Cardiology Medical Director</p> <ul style="list-style-type: none"> Aaron Yung, M.D. <p><i>Motion: Request approval of the agreement with Aaron Yung M.D. as the CVHI Invasive Cardiology Medical Director for term of 12 months, beginning, September 1, 2024 and ending, August 31, 2025, not to exceed an average 12 hours per month or 144 hours annually, at an hourly rate of \$210 for an annual and term cost of \$30,240.</i></p>		Eva England
	<p>i) Physician Agreement – ED On-Call Coverage: Cardio-Thoracic Surgery</p> <ul style="list-style-type: none"> Yuan Hwang Lin & Darrell Wu, M.D. <p><i>Motion: Request approval of the agreement with Yuan Hwang Lin, M.D. and Darrell Wu, M.D., as the ED On-Call Coverage Panel for Cardiothoracic Surgery for a term of 24 months, beginning, September 1, 2024 and ending, August 31, 2026, for an annual cost of \$365,000 and a shared total term cost of \$730,000.</i></p>		Eva England
	<p>j) Physician Agreement – ED On-Call Coverage: Cardiovascular Surgery Assist Services</p> <ul style="list-style-type: none"> Yuan Hwang Lin & Darrell Wu, M.D. 		Eva England

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	AGENDA ITEM	TIME ALLOTTED	PERSON RESPONSIBLE
	<i>Motion: Request approval of the agreement with Yuan Hwang Lin, M.D. and Darrell Wu, M.D., for second surgical assist services for registered TCMC hospital patients for cardiovascular bypass procedures for a term of 24 months beginning, September 1, 2024 and ending, August 31, 2026, for a total term cost not to exceed \$547,500.</i>		
	k) Physician Agreement - Cardiovascular Health Institute – Quality Committee <ul style="list-style-type: none"> Donald Ponec, M.D. <i>Motion: Request approval of the agreement with Dr. Donald Ponec as Cardiovascular Health Institute – Quality Committee members for a term of 12 months, beginning September 1, 2024 – ending August 31, 2025, not to exceed 2 hours per month at an hourly rate of \$210 for an annual and term cost of \$5,040.</i>		Eva England
	l) Physician Agreement - Cardiovascular Health Institute – Quality Committee <ul style="list-style-type: none"> Aaron Yung, M.D. <i>Motion: Request approval of the agreement with Dr. Aaron Yung as Cardiovascular Health Institute – Quality Committee members for a term of 12 months, beginning September 1, 2024 – ending August 31, 2025, not to exceed 2 hours per month at an hourly rate of \$210 for an annual and term cost of \$5,040.</i>		Eva England
	m) Physician Agreement - Cardiovascular Health Institute – Quality Committee <ul style="list-style-type: none"> Andrew Deemer, M.D. <i>Motion: Request approval of the agreement with Dr. Andrew Deemer as Cardiovascular Health Institute – Quality Committee members for a term of 12 months, beginning September 1, 2024 – ending August 31, 2025, not to exceed 2 hours per month at an hourly rate of \$210 for an annual and term cost of \$5,040.</i>		Eva England
	n) Physician Agreement – Operations Committee CVHI <ul style="list-style-type: none"> Yuan Lin, M.D. <i>Motion: Request approval of the agreement with Yuan Lin, M.D. as Cardiovascular Health Institute – Operations Committee member for a term of 12 months, beginning, September 1, 2024 – ending, August 31, 2025, not to exceed 2 hours per month at an hourly rate of \$210 for an annual and term cost of \$5,040.</i>		Eva England
	o) Physician Agreement – Operations Committee CVHI <ul style="list-style-type: none"> Hanh Bui, M.D. <i>Motion: Request approval of the agreement with Hanh Bui, M.D. as Cardiovascular Health Institute – Operations Committee member for a term of 12 months, beginning, September 1, 2024 – ending, August 31, 2025, not to exceed 2 hours per month at an hourly rate of \$210 for an annual and term cost of \$5,040.</i>		Eva England
	p) Physician Agreement – Operations Committee CVHI <ul style="list-style-type: none"> Mohammad Jamshidi-Nezhad, D.O. <i>Motion: Request approval of the agreement with Jamshidi-Nezhad, M.D. as Cardiovascular Health Institute – Operations Committee member for a term of 12 months, beginning, September 1, 2024 – ending, August 31, 2025, not to exceed 2 hours per month at an hourly rate of \$210 for an annual and term cost of \$5,040.</i>		Eva England

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	AGENDA ITEM	TIME ALLOTTED	PERSON RESPONSIBLE
	q) Physician Agreement – ED On-Call Coverage – Gastroenterology – General and ERCP <ul style="list-style-type: none"> Megan E. Novo, M.D. <i>Motion: Request approval of the agreement with Megan E. Novo, M.D., to the Emergency Department on-call coverage panel for Gastroenterology -General & ERCP services for a term of 12 months, beginning September 1, 2024 and ending, August 31, 2025, as part of the existing coverage panel, resulting in no increase in cost for the shared total term amount.</i>		Jeremy Raimo
8.	Financials	15 min.	Janice Gurley
	a) Dashboard	5 min.	Janice Gurley
9.	Comments by committee members:	2 min.	Chair
10.	Date of next meeting: September 18, 2024	2 min.	Chair
11.	Adjournment		
	Total Budget Time for Meeting	1 hr. 15 min.	

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Tri-City Medical Center
Finance, Operations and Planning Committee Minutes
May 22, 2024

Members Present	Director Tracy Younger, Dr. Mohammad Jamshidi-Nezhad, Dr. Henry Showah (arrived 12:20pm)
Non-Voting Members Present:	Dr. Gene Ma, CEO; Janice Gurley, CFO; Roger Cortez, CCO; Mark Albright, CIO Jeremy Raimo, COO; Susan Bond, General Counsel
Others Present	Director George Coulter (given proxy from Director Nina Chaya in her absence), Miava Sullivan, Tony Vitrano, Benny Oporto, Joanne Barnett
Members Absent:	Director Nina Chaya, Director Adela Sanchez, Donald Dawkins, CNE

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
1. Call to order	Director Younger called the meeting to order at 12:10 pm.		Chair
2. Approval of Agenda		<u>MOTION</u> It was moved by Director Coulter, and seconded by Dr. Jamshidi-Nezhad to approve the agenda of May 22, 2024. <u>Members:</u> AYES: Younger, Coulter (Proxy), Dr. Jamshidi-Nezhad NOES: None ABSTAIN: None ABSENT: Director Sanchez, Director Chaya	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 February 21, 2024	Minutes were ratified.	MOTION It was moved by Dr. Jamshidi-Nezhad and seconded by Director Coulter to approve the minutes of February 21, 2024. Members: AYES: Younger, Coulter (Proxy), Jamshidi-Nezhad NOES: None ABSTAIN: None ABSENT: Director Sanchez, Director Chaya	Chair
5. Old Business	None		
6. New Business	None		Chair
7. Consideration of Consent Calendar:		MOTION It was moved by Dr. Jamshidi-Nezhad to approve the Consent Calendar and seconded by Director Coulter. Members: AYES: Younger, Coulter (Proxy), Dr. Mohammed-Jamshidi NOES: None ABSTAIN: None ABSENT: Director Sanchez, Director Chaya	Chair
a) Professional Services Agreement Renewal Aescapulus Medici, Inc. • Dr. Paul Lizotte		Approved via Consent Calendar	Jeremy Raimo
b) Physician Agreement Co-Medical Director – Outpatient Behavioral Health Services • Emad Tadros, M.D.		Approved via Consent Calendar	Donald Dawkins/Tony Vitrano
c) Physician Agreement Co-		Approved via Consent Calendar	Donald

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible								
Medical Director – Outpatient Behavior Health Services <ul style="list-style-type: none">Senior Medical Associates (Jason Keri as signer & Dr. Tavakoli as the covering physician)			Dawkins/Tony Vitrano								
d) Physician Recruitment Agreement <ul style="list-style-type: none">Christopher Bo, M.D.		Approved via Consent Calendar	Jeremy Raimo								
e) Bid Proposal – Sterile Processing Department Sink Replacement <ul style="list-style-type: none">Firestone Builders, Inc.		Approved via Consent Calendar	Jeremy Raimo/Benito Oporto								
f) Dialysis Services Proposal <ul style="list-style-type: none">DaVita, Inc.		Approved via Consent Calendar	Donald Dawkins/Joanne Barnett								
g) Physician Agreement for ED On-Call Coverage - Orthopedics <ul style="list-style-type: none">Braden McKnight, M.D.		Approved via Consent Calendar	Jeremy Raimo								
h) Physician Agreement for ED On-Call Coverage – Spine Surgery <ul style="list-style-type: none">Braden McKnight, M.D.	Jeremy Raimo noted the committee previously agreed in September, 2023 to waive Board approval for those physicians who are simply joining an existing call panel with no additional cost.	Approved via Consent Calendar Going forward, the addition of physicians to ED Call panels with no additional cost will not require Board approval.	Jeremy Raimo								
8. Financials	Janice Gurley presented the financials ending April 30, 2024 (dollars in thousands) <u>TCHD – Financial Summary</u> <u>Fiscal Year to Date</u> <table><tr><td>Operating Revenue</td><td>\$ 242,714</td></tr><tr><td>Operating Expense</td><td>\$ 275,833</td></tr><tr><td>EBITDA</td><td>\$ (8,570)</td></tr><tr><td>EROE</td><td>\$ (23,919)</td></tr></table> <u>TCMC – Key Indicators</u>	Operating Revenue	\$ 242,714	Operating Expense	\$ 275,833	EBITDA	\$ (8,570)	EROE	\$ (23,919)		Janice Gurley
Operating Revenue	\$ 242,714										
Operating Expense	\$ 275,833										
EBITDA	\$ (8,570)										
EROE	\$ (23,919)										

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	<u>Fiscal Year to Date</u> Avg. Daily Census 115 Adjusted Patient Days 67,367 Surgery Cases 4,095 ED Visits 36,623 <u>TCHD – Financial Summary</u> <u>Current Month</u> Operating Revenue \$ 27,194 Operating Expense \$ 27,929 EBITDA \$ 1,977 EROE \$ 479 <u>TCMC – Key Indicators</u> <u>Current Month</u> Avg. Daily Census 128 Adjusted Patient Days 7,490 Surgery Cases 451 ED Visits 3,744 <u>Graphs:</u> <ul style="list-style-type: none"> • TCHD-EBITDA and EROE • TCMC-Average Daily Census, Total Hospital - Excluding Newborns • TCMC-Emergency Department Visits • TCMC-Acute Average Length of Stay • TCMC-Adjusted Patient Days 		
a. Dashboard	No discussion	Information Only	Janice Gurley
9. Comments by Committee Members	None		Chair
10. Date of next meeting	June 19, 2024		Chair
11. Adjournment	Meeting adjourned 12:35 pm		Chair



7.a.

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: August 21, 2024

First Amendment - Lease Renewal Proposal – 3905 Waring Rd., Oceanside - OSNC

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

Vendor's Name: Cardiff Investments

Premises: 3905 Waring Rd., Oceanside, CA 92056 (10,218 sq. ft.)
Orthopaedic Specialist of North County – Oceanside location (TCMC 1206b practice)

Term of Agreement: 2 year, Beginning, September 1, 2024 – Ending, August 31, 2026

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

Rental Rate:	Monthly Expense
Rental Rate of \$3.11 per square foot, per month Year 1	\$31,777.98
\$10,000 rent abatement credit in month 2	(\$10,000)
-3% rent increase each year Year 2	\$32,731.32
(10,218 sq. ft.)	
Common Area Maintenance Fees – \$0.57 SF per mo.	\$5,808.93
Total 2 Yr. Term Expense Amount:	\$903,525.92

Document Submitted to Legal for Review: 8/7/24 (Negotiations with Colliers Int'l.)	X	Yes		No
Approved by Chief Compliance Officer: <i>Roger Cortez CCPO</i>	X	Yes		No
Is Agreement a Regulatory Requirement:		Yes	X	No
Budgeted Item:	X	Yes		No

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

Motion:

I move that the Finance, Operations & Planning Committee authorize the First Amendment Lease Renewal with Cardiff Investments, for an additional Two (2) year term beginning September 1, 2024, ending August 31, 2026. This proposal remains within fair market value rental rate of \$3.11 per square foot, plus monthly CAM fees of \$0.57 for a monthly expense of \$37,586.91 year 1, and \$38,540.25 year 2, for a total expense for the Two (2) year term of \$903,525.92.



Tri-City Medical Center

7.b.

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: AUGUST 21, 2024

REFERENCE LABORATORY TESTING PROPOSAL

Type of Agreement		Medical Director		Panel	X	Other: Lab Testing Agreement
Status of Agreement		New Agreement		Renewal – New Rates	X	Renewal – Same Rates

Vendor's Name: ARUP Laboratories, Inc.

Area of Service: Laboratory – Reference Laboratory Testing

Term of Agreement: 36 months, Beginning, November 1, 2024 – Ending, October 31, 2027

Maximum Totals:

Monthly Cost	Annual Cost	Total Term Cost
\$25,000	\$300,000	\$900,000

Description of Services/Supplies:

- ARUP Laboratories is our reference laboratory of choice for referral laboratory testing services. ARUP performs laboratory testing on our patient samples that we do not perform in our laboratory. We have a long-standing relationship with the reference laboratory dating back more than 10 years.
- ARUP Laboratories is interfaced directly to Cerner to ensure ease of ordering, specimen processing, and result review in a timely manner. Their commitment to quality mirrors the quality patient care focus and initiatives at TCMC.
- ARUP pricing is negotiated through a Group Purchasing Organization (GPO), Vizient, which provides volume-based tiered discounts based upon utilization. We have maximized available discounts with Vizient.

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

Person responsible for oversight of agreement: Eva England, Sr. Director-Ancillary Services

Motion:

I move that the Finance, Operations & Planning Committee recommend that the TCHD Board of Directors authorize the agreement with ARUP Laboratories, Inc. for reference laboratory testing for a term of 36 months, beginning, November 1, 2024 and ending, October 31, 2027 for an annual cost of \$300,000 and a total cost for the term of \$900,000.



Tri-City Medical Center

7.c.

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: August 21, 2024

PHYSICIAN RECRUITMENT AGREEMENT

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

Physician's Name: Pavan Reddy, M.D.

Area of Service: Interventional Cardiology

Term of Agreement: 24 months, Beginning, October 1, 2024 – Ending, September 30, 2026

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

Terms of the Agreement:	Proposal Costs:
Relocation Allowance	\$10,000
Sign-on Advance	\$50,000
Income Guarantee, NTE	\$0 (no income guarantee)
Total Loan Amount Request, NTE	\$60,000

Position Responsibilities:

- Physician will practice with Dr. Dimitri Sherev at Sherev Heart & Vascular Clinic, Vista, CA, and will receive assistance under a physician recruitment agreement in the form of a loan to be forgiven over a two-year (24 month) period, for relocation assistance and sign-on bonus as long as physician remains practicing in the TCHD service area full time.

Document Submitted to Legal for Review:	X	Yes		No
Approved by Chief Compliance Officer: <i>Roger Cortez</i> <i>CCPO</i>	X	Yes		No
Is Agreement a Regulatory Requirement:		Yes	X	No
Budgeted Item:	X	Yes		No

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

Motion:

I move that the Finance, Operations & Planning Committee recommend that the TCHD Board of Directors authorize a Physician Recruitment Agreement for Dr. Pavan Reddy for a term of 24 months beginning October 1, 2024 and ending September 30, 2026. Not to exceed a total amount for relocation assistance of \$10,000, and a sign-on bonus of \$50,000, for a total expenditure of \$60,000 in the form of a loan forgiven over a 24-month period.



Tri-City Medical Center

7.d

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: August 21, 2024
CONSULTING AGREEMENT – GOVERNMENTAL AFFAIRS

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

Vendor's Name: Robert E. Hertzka, M.D.

Area of Service: Governmental Affairs

Term of Agreement: 12 months, Beginning September 1, 2024 – Ending August 31, 2025

Maximum Totals:

Hourly Rate	Hours/Month	Monthly Cost (NTE)	Total Term Cost (NTE)
\$450/hr.	NTE 22 hrs./mo.	\$9,900	\$118,800

Description of Services/Supplies:

- Consulting services in the pursuit of legislative, regulatory, or financing objectives that support the interests of Tri-City Healthcare District
- Collaborate in close partnership with administration and Board of Directors to develop a strategic roadmap for governmental and legislative priorities
- Provide guidance and recommendations with respect to legislative advocacy on behalf of the District
- Be available as a resource to the Board and Hospital with respect to governmental affairs

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: Dr. Gene Ma, Chief Executive Officer

Motion:

I move that Finance Operations and Planning Committee recommend that the TCHD Board of Directors authorize the consulting agreement with Robert E. Hertzka, M.D. for Governmental Affairs for a term of 12 months, beginning September 1, 2024, and ending August 31, 2025, for an annual and total term cost not to exceed of \$118,800.



Tri-City Medical Center

7.e.

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: August 21, 2024

PHYSICIAN AGREEMENT – CVHI VASCULAR SURGERY MEDICAL DIRECTOR

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

Physician's Name: Mohammad Jamshidi-Nezhad, D.O. – CVHI Vascular Surgery Medical Director

Area of Service: Cardiovascular Health Institute (CVHI)

Term of Agreement: 12 months, Beginning, September 1, 2024 – 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	Term Cost
\$210	12	144	\$2,520	\$30,240

Position Responsibilities:

- Physician shall serve as Medical Director and shall be responsible for the medical direction of the listed specialty area and the performance of the other medical administrative service as outlined in the previously approved Co-Management Agreement for the Institute.

Document Submitted to Legal for Review:	X	Yes		No
Approved by Chief Compliance Officer: <i>Roger Cortez</i> <i>CCPO</i>	X	Yes		No
Is Agreement a Regulatory Requirement:		Yes	X	No
Budgeted Item:	X	Yes		No

Person responsible for oversight of agreement: Eva England, Sr. Director-Ancillary Services

Motion:

I move that the Finance, Operations & Planning Committee recommend that the TCHD Board of Directors authorize Mohammad Jamshidi-Nezhad, D.O. as the CVHI Vascular Surgery Medical Director for term of 12 months, beginning, September 1, 2024 and ending, August 31, 2025. Not to exceed an average 12 hours per month or 144 hours annually, at an hourly rate of \$210 for an annual and term cost of \$30,240.



Tri-City Medical Center

7.f.

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: August 21, 2024

PHYSICIAN AGREEMENT – CVHI CARDIOTHORACIC SURGERY MEDICAL DIRECTOR

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

Physician's Name: Yuan Hwang Lin, M.D. – CVHI Cardiothoracic Surgery Medical Director

Area of Service: Cardiovascular Health Institute (CVHI)

Term of Agreement: 12 months, Beginning, September 1, 2024 – 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	Term Cost
\$210	12	144	\$2,520	\$30,240

Position Responsibilities:

- Physician shall serve as the Institute Medical Director and shall be responsible for the medical direction of the Institute and the performance of the other medical administrative service as outlined in the previously approved Co-Management Agreement for the Institute.

Document Submitted to Legal for Review:	X	Yes		No
Approved by Chief Compliance Officer: <i>Roger Cortez</i> <i>CCPO</i>	X	Yes		No
Is Agreement a Regulatory Requirement:		Yes	X	No
Budgeted Item:	X	Yes		No

Person responsible for oversight of agreement: Eva England, Sr. Director-Ancillary Services

Motion:

I move that the Finance, Operations & Planning Committee recommend that the TCHD Board of Directors authorize Yuan Hwang Lin, M.D. as the CVHI Medical Director for Cardiothoracic Surgery for term of 12 months, beginning, September 1, 2024 and ending, August 31, 2025. Not to exceed an average 12 hours per month or 144 hours annually, at an hourly rate of \$210 for an annual and term cost of \$30,240.



Tri-City Medical Center

7.g.

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING August 21, 2024
PHYSICIAN AGREEMENT – CVHI 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. Donald Ponec - Cardiovascular Health Institute Medical Director

Area of Service: Cardiovascular Health Institute (CVHI)

Term of Agreement: 12 months, Beginning, September 1, 2024 – 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	Term Cost
\$210	8	96	\$1,680	\$20,160

Position Responsibilities:

- Physician shall serve as the Institute Medical Director and shall be responsible for the medical direction of the Institute and the performance of the other medical administrative service as outlined in the previously approved Co-Management Agreement for the Institute.

Document Submitted to Legal for Review:	X	Yes		No
Approved by Chief Compliance Officer: <i>Roger Cortez</i> <i>CCPO</i>	X	Yes		No
Is Agreement a Regulatory Requirement:		Yes	X	No
Budgeted Item:	X	Yes		No

Person responsible for oversight of agreement: Eva England, Sr. Director-Ancillary Services

Motion:

I move that the Finance, Operations & Planning Committee recommend that the TCHD Board of Directors authorize Dr. Donald Ponec as the CVHI Medical Director for term of 12 months, beginning, September 1, 2024 and ending, August 31, 2025, not to exceed an average 8 hours per month or 96 hours annually, at an hourly rate of \$210 for an annual and term cost of \$20,160.



Tri-City Medical Center

7.h.

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: August 21, 2024

PHYSICIAN AGREEMENT – CVHI INVASIVE CARDIOLOGY MEDICAL DIRECTOR

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

Physician's Name: Aaron Yung M.D. – CVHI Invasive Cardiology Medical Director

Area of Service: Cardiovascular Health Institute (CVHI)

Term of Agreement: 12 months, Beginning, September 1, 2024 – 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	Term Cost
\$210	12	144	\$2,520	\$30,240

Position Responsibilities:

- Physician shall serve as the Institute Medical Director and shall be responsible for the medical direction of the Institute and the performance of the other medical administrative service as outlined in the previously approved Co-Management Agreement for the Institute.

Document Submitted to Legal for Review:	X	Yes		No
Approved by Chief Compliance Officer: <i>Roger Cortez</i> <i>CCPO</i>	X	Yes		No
Is Agreement a Regulatory Requirement:		Yes	X	No
Budgeted Item:	X	Yes		No

Person responsible for oversight of agreement: Eva England, Sr. Director-Ancillary Services

Motion:

I move that the Finance, Operations & Planning Committee recommends that the TCHD Board of Directors authorize Aaron Yung M.D. as the CVHI Invasive Cardiology Medical Director for term of 12 months, beginning, September 1, 2024 and ending, August 31, 2025, not to exceed an average 12 hours per month or 144 hours annually, at an hourly rate of \$210 for an annual and term cost of \$30,240.

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: August 21, 2024

PHYSICIAN AGREEMENT for ED ON-CALL COVERAGE: CARDIO-THORACIC SURGERY

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

Physician's Name: Yuan Hwang Lin, M.D. & Darrell Wu, M.D.

Area of Service: Emergency Department On-Call: Cardio-Thoracic Surgery

Term of Agreement: 24 months, Beginning, September 1, 2024 – Ending, August 31, 2026

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

Rate/Day	Panel Annual Cost	Panel Total Term Cost
\$1,000	\$365,000	\$730,000

Position Responsibilities:

- Provide 24/7 patient coverage for all Cardio-Thoracic 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: <i>Roger Cortez</i> <i>CCPO</i>		Yes		No
Is Agreement a Regulatory Requirement:	X	Yes		No
Budgeted Item:	X	Yes		No

Person responsible for oversight of agreement: Eva England, Sr. Director-Ancillary Services

Motion:

I move that the Finance, Operations & Planning Committee recommend that the TCHD Board of Directors authorize Yuan Hwang Lin, M.D. and Darrell Wu, M.D., as the ED On-Call Coverage Panel for Cardiothoracic Surgery for a term of 24 months, beginning, September 1, 2024 and ending, August 31, 2026, for an annual cost of \$365,000 and a shared total term cost of \$730,000.



Tri-City Medical Center

7.j.

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: August 21, 2024

ED ON-CALL COVERAGE - CARDIOVASCULAR SURGERY ASSIST SERVICES

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

Physicians Name: Yuan Lin, M.D. and Dr. Darrell Wu, M.D.

Area of Service: Emergency Department On-Call: CVT Surgery Assist

Term of Agreement: 24 months, Beginning, September 1, 2024 – Ending, August 31, 2026

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

Rate/Day	Days per Year	Annual Cost	Total Term Cost Not to Exceed
\$750	Year 1: 365 days	\$273,750	\$547,500
	Year 2: 365 days	\$273,750	

Position Responsibilities:

- Provide 24/7 patient coverage for CVT Surgery Assist services to the primary CVT surgeon taking call 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: <i>Roger Cortez</i> <i>CCPO</i>		Yes		No
Is Agreement a Regulatory Requirement:	X	Yes		No
Budgeted Item:	X	Yes		No

Person responsible for oversight of agreement: Eva England, Sr. Director-Ancillary Services

Motion:

I move that the Finance, Operations & Planning Committee recommend that the TCHD Board of Directors authorize the agreement with a Yuan Lin, M.D. and Darrell Wu, M.D. for second surgical assist services for registered TCMC hospital patients for cardiovascular bypass procedures for a term of 24 months beginning, September 1, 2024 and ending, August 31, 2026, for a total term cost not to exceed \$547,500.



Tri-City Medical Center

7.k. AMENDED

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: August 21, 2024

Physician Agreement for Cardiovascular Health Institute – Quality Committee

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

Physician's Name: Donald Ponec, M.D.

Area of Service: Cardiovascular Health Institute – Quality Committee

Term of Agreement: 12 months, Beginning, September 1, 2024 – 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	12 months (Term) Cost
\$210	2	24	\$420	\$5,040

Position Responsibilities:

- Physician shall serve as Quality Committee Member and shall be responsible for the services as outlined in the previously approved Co-Management Agreement for the Institute

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: Eva England, Cardiovascular Senior Director

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Dr. Donald Ponec as Cardiovascular Health Institute – Quality Committee members for a term of 12 months, beginning September 1, 2024 – ending August 31, 2025, not to exceed 2 hours per month at an hourly rate of \$210 for an annual and term cost of \$5,040.



Tri-City Medical Center

7.I. AMENDED

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: August 21, 2024

Physician Agreement for Cardiovascular Health Institute – Quality Committee

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

Physician's Name: Aaron Yung, M.D.

Area of Service: Cardiovascular Health Institute – Quality Committee

Term of Agreement: 12 months, Beginning, September 1, 2024 – 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	12 months (Term) Cost
\$210	2	24	\$420	\$5,040

Position Responsibilities:

- Physician shall serve as Quality Committee Member and shall be responsible for the services as outlined in the previously approved Co-Management Agreement for the Institute

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: Eva England, Cardiovascular Senior Director

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Dr. Aaron Yung as Cardiovascular Health Institute – Quality Committee members for a term of 12 months, beginning September 1, 2024 – ending August 31, 2025, not to exceed 2 hours per month at an hourly rate of \$210 for an annual and term cost of \$5,040.



Tri-City Medical Center

7.m. AMENDED

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: August 21, 2024

Physician Agreement for Cardiovascular Health Institute – Quality Committee

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

Physician's Name: Andrew Deemer, M.D.

Area of Service: Cardiovascular Health Institute – Quality Committee

Term of Agreement: 12 months, Beginning, September 1, 2024 – 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	12 months (Term) Cost
\$210	2	24	\$420	\$5,040

Position Responsibilities:

- Physician shall serve as Quality Committee Member and shall be responsible for the services as outlined in the previously approved Co-Management Agreement for the Institute

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: Eva England, Cardiovascular Senior Director

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Dr. Andrew Deemer as Cardiovascular Health Institute – Quality Committee members for a term of 12 months beginning, September 1, 2024 – ending August 31, 2025, not to exceed 2 hours per month at an hourly rate of \$210 for an annual and term cost of \$5,040.



Tri-City Medical Center

7.n. AMENDED

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: August 21, 2024

PHYSICIAN AGREEMENT Operations Committee CVHI

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

Physician's Name: Yuan Lin, M.D.

Area of Service: Cardiovascular Health Institute – Operations Committee

Term of Agreement: 12 months, Beginning, September 1, 2024 – 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	12 month (Term) Cost
\$210	2	24	\$420	\$5,040

Position Responsibilities:

- Physician shall serve as an Operations Committee Member and shall be responsible for the services as outlined in the previously approved Co-Management Agreement for the Institute.

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: Eva England, Cardiovascular Senior Director

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Yuan Lin, M.D. as Cardiovascular Health Institute – Operations Committee member for a term of 12 months, beginning, September 1, 2024 – ending, August 31, 2025, not to exceed 2 hours per month at an hourly rate of \$210 for an annual and term cost of \$5,040.



Tri-City Medical Center

7.o. AMENDED

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: August 21, 2024
PHYSICIAN AGREEMENT Operations Committee CVHI

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

Physician's Name: Hanh Bui, M.D.

Area of Service: Cardiovascular Health Institute – Operations Committee

Term of Agreement: 12 months, Beginning, September 1, 2024 – 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	12 months (Term) Cost
\$210	2	24	\$420	\$5,040

Position Responsibilities:

- Physician shall serve as an Operations Committee Member and shall be responsible for the services as outlined in the previously approved Co-Management Agreement for the Institute

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: Eva England, Cardiovascular Senior Director

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with Dr. Hanh Bui, M.D. as Cardiovascular Health Institute – Operations Committee member for a term of 12 months, beginning September 1, 2024 – ending August 31, 2025, not to exceed 2 hours per month at an hourly rate of \$210 for an annual and term cost of \$5,040.



Tri-City Medical Center

7.p. AMENDED

FINANCE, OPERATIONS & PLANNING COMMITTEE
DATE OF MEETING: August 21, 2024
PHYSICIAN AGREEMENT Operations Committee CVHI

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

Physician's Name: Mohammad Jamshidi-Nezhad, D.O.

Area of Service: Cardiovascular Health Institute – Operations Committee

Term of Agreement: 12 months, Beginning, September 1, 2024 – 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	12 month (Term) Cost
\$210	2	24	\$420	\$5,040

Position Responsibilities:

- Physician shall serve as an Operations Committee Member and shall be responsible for the services as outlined in the previously approved Co-Management Agreement for the Institute

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: Eva England, Cardiovascular Senior Director

Motion:

I move that Finance Operations and Planning Committee recommend that TCHD Board of Directors authorize the agreement with. Dr. Jamshidi-Nezhad, Mohammad as Cardiovascular Health Institute – Operations Committee members for a term of 12 months, beginning September 1, 2024 – ending August 31, 2025, not to exceed 2 hours per month at an hourly rate of \$210 for an annual and term cost of \$5,040.



Tri-City Medical Center

7.q

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: August 21, 2024

PHYSICIAN AGREEMENT FOR ED ON-CALL COVERAGE – GASTROENTEROLOGY-GENERAL & ERCP

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

Vendor's Name: Megan E. Novo, M.D.

Area of Service: Emergency Department On-Call: Gastroenterology - General and ERCP

Term of Agreement: 12 months, Beginning, September 1, 2024 - Ending, August 31, 2025

Maximum Totals: Within Hourly and/or Annualized Fair Market Value: YES
Shared Call Agreement with Entire ED call panel for Gastroenterology - General & ERCP

Service	Rate/Day	Term	Total Term Cost
Gastroenterology	\$1,050	FY2025	\$383,250
ERCP	\$700	FY2025	\$255,500
Total Term Cost:			\$638,750

Description of Services/Supplies:

- Provide 24/7 patient coverage for all Gastroenterology-General and ERCP 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:		Yes	X	No
Budgeted Item:	X	Yes		No

Person responsible for oversight of agreement: Jeremy Raimo, Chief Operating Officer / Bert Lawson, Director-Emergency Services

Motion:

I move that the Finance, Operations & Planning Committee recommend that the TCHD Board of Directors authorize the agreement to add Megan E. Novo, M.D., to the Emergency Department on-call coverage panel for Gastroenterology - General & ERCP services for a term of 12 months, beginning September 1, 2024 and ending, August 31, 2025, as part of the existing coverage panel, resulting in no increase in cost for the shared total term amount.



Tri-City Medical Center

ADVANCED HEALTH CARE
for YOU

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
FY25	62.6												62.6	48-52
FY24	69.7	72.7	80.0	80.1	76.2	97.4	93.9	84.0	75.0	69.2	66.6		69.7	

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
FY25	157.3												157.3	75-100
FY24	140.9	153.4	189.6	207.9	226.1	211.0	205.5	212.8	212.4	199.3	175.5		140.9	

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
FY25	(\$18)												(\$18)	(\$889)
FY24	(\$3,585)	(\$3,847)	(\$4,443)	(\$2,962)	(\$5,827)	(\$5,468)	\$859	\$633	\$241	\$479	\$218		(\$3,585)	

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
FY25	-0.07%												-0.07%	-3.48%
FY24	-14.11%	-15.18%	-19.69%	-12.28%	-29.94%	-25.97%	3.16%	2.69%	0.90%	1.76%	0.83%		-14.11%	



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
FY25	\$1,519												\$1,519	\$623
FY24	(\$2,442)	(\$2,708)	(\$3,246)	\$311	(\$4,168)	(\$3,926)	\$2,410	\$1,376	\$1,846	\$1,977	\$1,794		(\$2,442)	

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
FY25	5.91%												5.91%	2.43%
FY24	-9.61%	-10.69%	-14.38%	1.29%	-21.42%	-18.64%	8.88%	5.84%	6.87%	7.27%	6.81%		-9.61%	

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
FY25	6.36												6.36	6.81
FY24	6.12	6.88	7.31	6.66	7.50	6.78	6.23	5.67	5.60	5.38	5.97		6.12	

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

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY25	\$24.3											
FY24	\$18.3	\$11.6	\$9.9	\$12.5	\$19.6	\$27.2	\$31.9	\$16.6	\$15.1	\$29.7	\$35.1	