

AMENDED
TRI-CITY HEALTHCARE DISTRICT
AGENDA FOR A REGULAR MEETING
OF THE FINANCE, OPERATION AND PLANNING COMMITTEE
Wednesday, November 6, 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 – August 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
	a) Medical Directorship Agreement – Plastic Surgery (Consultative & Procedural Services) <ul style="list-style-type: none"> • Gehaan D'Souza, M.D. <i>Motion: Request approval of the agreement with Dr. Gehaan D'Souza as the medical director for Plastic Surgery Consultative and Procedural Services for a term of 12 months beginning October 1, 2024 and ending September 30, 2025, for a total term cost of \$33,840.</i>		Jeremy Raimo
	b) ED On-Call Coverage – Orthopedics Panel – General, Foot & Ankle <i>Motion: Request approval of the agreement with David Amory, M.D., James Andry, M.D., Andrew Hartman, M.D., Serge Kaska, M.D., Hannah Kirby, M.D., Grant Seiden, M.D., Morgan Silldorff, M.D., Erik Stark, M.D., Braden McKnight, M.D., James Layson, M.D., and Nicholas Kusnezov, M.D., to provide ED On-Call Coverage Panel for Orthopedics-General and Foot & Ankle, for a term of 24 months, beginning November 1, 2024 and ending October 31, 2026, for an annual cost of \$746,725 and a total term cost of \$1,493,450.</i>		Jeremy Raimo
	c) Physician Agreement – ED and Inpatient Behavioral Health Services Consultation Services <ul style="list-style-type: none"> • Emad Tadros, M.D. 		Donald Dawkins/Sarah Jayyousi

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.

AMENDED

	AGENDA ITEM	TIME ALLOTTED	PERSON RESPONSIBLE
	<i>Motion: Request approval of the agreement with Dr. Emad Tadros for Emergency Room and Inpatient Units Unfunded, Underfunded and Denied Patients consultations services for a term of 21 months, beginning October 1, 2024 and ending June 30, 2026, for an annual cost of \$120,972 and a total term cost of \$211,701.</i>		
	d) Co-Medical Director Agreement – Utilization Review/DRG Program <ul style="list-style-type: none"> • Quoc T. Tran, M.D. & Zhong Zhao, M.D. <i>Motion: Request approval of the agreement with Quoc T. Tran, M.D. and Zhong Zhao, M.D. as co-medical directors of the Utilization Review and DRG Oversight program for a term of 12 months, beginning October 1, 2024 and ending September 30, 2025, for an annual and total term cost not to exceed \$102,000.</i>		Donald Dawkins/Melissa Terah
Amended	e) ED On-Call Coverage – Surgical Hospitalist Program <ul style="list-style-type: none"> • Coastal Surgeons <i>Motion: Request approval of the agreement with Coastal Surgeons, to provide a comprehensive General Surgicalist program for a term of 24 months, beginning October 12, 2024, and ending October 11, 2026, December 1, 2024, and ending November 30, 2026, at a daily rate of \$2,900, an annual cost of \$1,058,500 and a total term cost of \$2,117,000.</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: December 4, 2024	2 min.	Chair
11.	Adjournment		
	Total Budget Time for Meeting	1 hr. 0 min.	

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**Tri-City Medical Center
Finance, Operations and Planning Committee Minutes
August 21, 2024**

Members Present	Director Tracy Younger, Director Nina Chaya, Director Adela Sanchez, Dr. Mohammad Jamshidi-Nezhad, Dr. Henry Showah
Non-Voting Members Present:	Dr. Gene Ma, CEO; Janice Gurley, CFO; Jeremy Raimo, COO; Donald Dawkins, CNE; Roger Cortez, CCO; Mark Albright, CIO; Susan Bond, General Counsel
Others Present	Eva England, Miava Sullivan
Members Absent:	

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		MOTION It was moved by Director Chaya, and seconded by Dr. Jamshidi-Nezhad to approve the agenda of August 21, 2024. <u>Members:</u> AYES: Younger, Showah, Chaya, Jamshidi-Nezhad NOES: None ABSTAIN: None ABSENT: None	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 May 22, 2024	Minutes were ratified.	<u>MOTION</u> It was moved by Dr. Jamshidi- Nezhad and seconded by Dr. Showah to approve the minutes of May 22, 2024. <u>Members:</u> AYES: Younger, Chaya, Showah, Jamshidi-Nezhad NOES: None ABSTAIN: None ABSENT: None	Chair
5. Old Business	None		
6. New Business	None		Chair
7. Consideration of Consent Calendar:		<u>MOTION</u> It was moved by Director Chaya to approve the Consent Calendar and seconded by Dr. Jamshidi-Nezhad. <u>Members:</u> AYES: Younger, Showah, Chaya, Jamshidi-Nezhad NOES: None ABSTAIN: None ABSENT: None	Chair
a) First Amendment - Lease Renewal Proposal -3905 Waring Rd., Oceanside - OSNC • Cardiff Investments		Approved via Consent Calendar	Jeremy Raimo
b) Reference Laboratory Testing Proposal • ARUP Laboratories, Inc.		Approved via Consent Calendar	Eva England
c) Physician Recruitment Agreement • Pavan Reddy, M.D.		Approved via Consent Calendar	Jeremy Raimo

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
d) Consulting Agreement – Governmental Affairs • Robert E. Hertzka, M.D.		Approved via Consent Calendar	Dr. Gene Ma
e) Physician Agreement – CVHI Vascular Surgery Medical Director • Mohammad Jamshidi -Nezhad, D.O.		Approved via Consent Calendar	Eva England
f) Physician Agreement – CVHI Cardiothoracic Surgery Medical Director • Yuan Hwang Lin, M.D.		Approved via Consent Calendar	Eva England
g) Physician Agreement – CVHI Medical Director • Dr. Donald Ponec		Approved via Consent Calendar	Eva England
h) Physician Agreement – CVHI Invasive Cardiology Medical Director • Aaron Yung, M.D.		Approved via Consent Calendar	Eva England
i) Physician Agreement – ED On-Call Coverage: Cardio- Thoracic Surgery • Yuan Hwang Lin & Darrell Wu, M.D.		Approved via Consent Calendar	Eva England
j) Physician Agreement – ED On-Call Coverage: Cardiovascular Surgery Assist Services • Yuan Hwang Lin & Darrell Wu, M.D.		Approved via Consent Calendar	Eva England
k) Physician Agreement – Cardiovascular Health Institute – Quality Committee • Donald Ponec, M.D.		Approved via Consent Calendar	Eva England
m) Physician Agreement – Cardiovascular Health		Approved via Consent Calendar	Eva England

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
Institute – Quality Committee • Andrew Deemer, M.D.			
n) Physician Agreement – Operations Committee CVHI • Yuan Lin, M.D.		Approved via Consent Calendar	Eva England
o) Physician Agreement – Operations Committee CVHI • Hanh Bui, M.D.		Approved via Consent Calendar	Eva England
p) Physician Agreement – Operations Committee CVHI • Mohammad Jamshidi-Nezhad, D.O.		Approved via Consent Calendar	Eva England
q) Physician Agreement – ED On-Call Coverage – Gastroenterology – General and ERCP • Megan E. Novo, M.D.		Approved via Consent Calendar	Jeremy Raimo
8. Financials	Janice Gurley presented the financials ending July 31, 2024 (dollars in thousands) <u>TCHD – Financial Summary</u> <u>Fiscal Year to Date</u> Operating Revenue \$ 25,700 Operating Expense \$ 26,789 EBITDA \$ 1,519 EROE \$ (18) <u>TCMC – Key Indicators</u> <u>Fiscal Year to Date</u> Avg. Daily Census 117 Adjusted Patient Days 6,552 Surgery Cases 399 ED Visits 4,002 <u>TCHD – Financial Summary</u> <u>Current Month</u> Operating Revenue \$ 25,700 Operating Expense \$ 26,789		Janice Gurley

Topic	Discussions, Conclusions Recommendations	Action Recommendations/ Conclusions	Person(s) Responsible
	EBITDA \$ 1,519 EROE \$ (18) <u>TCMC – Key Indicators</u> <u>Current Month</u> Avg. Daily Census 117 Adjusted Patient Days 6,552 Surgery Cases 399 ED Visits 4,002 <u>Graphs:</u> <ul style="list-style-type: none"> • TCHD-EBITDA and EROE • TCHD Financial Summary • TCMC-Average Daily Census, Total Hospital - Excluding Newborns • TCMC-Emergency Department Visits • TCMC-Acute Average Length of Stay • TCMC-Adjusted Patient Days • TCMC-Paid Full Time Equivalents-13 Month Trend 		
a. Dashboard	No discussion	Information Only	Janice Gurley
9. Comments by Committee Members	None		Chair
10. Date of next meeting	September 18, 2024		Chair
11. Adjournment	Meeting adjourned 3:57 pm		Chair



Tri-City Medical Center

7.a.

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: November 6, 2024

MEDICAL DIRECTORSHIP AGREEMENT FOR PLASTIC SURGERY - CONSULTATIVE & PROCEDURAL SERVICES

Type of Agreement	X	Medical Directors		Panel	X	Other: Consulting & Procedural Services
Status of Agreement		New Agreement		Renewal – New Rates	X	Renewal – Same Rates

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

Area of Service: Hospital Inpatient, Observation & Outpatient Units

Term of Agreement: 12 months, Beginning, October 1, 2024 – Ending, September 30, 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
\$235	12	144	\$2,820	\$33,840

Position Responsibilities:

- Physician to provide Plastic Surgery Services (Consultative and Procedural) for registered TCMC Hospital patients (inpatient, observation, and outpatient units)
- Provide medical direction and services for plastic, wound care and reconstructive surgery
- Recommend to the medical staff that patients receive evidence-based plastic, wound and reconstructive care
- Participate in in-service training, utilization review, and service as a liaison for the community

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

Motion:

I move that the Finance Operations and Planning Committee recommend that the TCHD Board of Directors authorize the renewal of the agreement with Dr. Gehaan D'Souza as the medical director for Plastic Surgery Consultative and Procedural Services for a term of 12 months beginning October 1, 2024 and ending September 30, 2025, for a total term cost of \$33,840.



Tri-City Medical Center

7.b.

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: November 6, 2024

NAME OF AGREEMENT: ED ON-CALL COVERAGE – ORTHOPEDICS - General, Foot & Ankle

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

Physician’s Name: David Amory, M.D., James Andry, M.D., Andrew Hartman, M.D., Serge Kaska, M.D., Hannah Kirby, M.D., Grant Seiden, M.D., Morgan Silldorff, M.D., Erik Stark, M.D., Braden McKnight, M.D., James Layson, M.D., Nicholas Kusnezov, M.D.

Area of Service: Emergency Department On-Call: Orthopedics

Term of Agreement: 24 months, Beginning November 1, 2024 – Ending October 31, 2026

Maximum Totals: Within Hourly and/or Annualized Fair Market Value: YES
Shared Call agreement with Entire ED call panel for Orthopedic Surgery

Service	Coverage Days	Rate	Panel Days During Term	Total Term Panel Cost
General	Monday - Friday	\$1,750	507 days	\$887,250
	Saturday/Sunday/Holidays	\$1,800	223 days	\$401,400
Foot & Ankle	Monday - Friday	\$250	507 days	\$126,750
	Saturday/Sunday/Holidays	\$350	223 days	\$ 78,050
Total Term Cost				\$1,493,450

Description of Services/Supplies:

- Provide 24/7 patient coverage for all Orthopedics 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: Jeremy Raimo, Chief Operating Officer

Motion:

I move that the Finance, Operations & Planning Committee recommend the TCHD Board of Director approve the renewal agreement with David Amory, M.D., James Andry, M.D., Andrew Hartman, M.D., Serge Kaska, M.D., Hannah Kirby, M.D., Grant Seiden, M.D., Morgan Silldorff, M.D., Erik Stark, M.D., Braden McKnight, M.D., James Layson, M.D., and Nicholas Kusnezov, M.D., to provide ED On-Call Coverage Panel for Orthopedics-General and Foot & Ankle, for a term of 24 months, beginning November 1, 2024 and ending October 31, 2026, for an annual cost of \$746,725 and a total term cost of \$1,493,450.



Tri-City Medical Center

7.c.

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: November 6, 2024

PHYSICIAN AGREEMENT – Emergency Room and Inpatient Consultative Services

Type of Agreement		Medical Directors		Panel	X	Psychiatric Coverage
Status of Agreement		New Agreement	X	Renewal – New Rate (for unfunded/underfunded patients)		Renewal – Same Rate

Physician’s Name: Emad Tadros, M.D.

Area of Service: Emergency Room and Inpatient Units Unfunded, Underfunded and Denied Patients

Term of Agreement: 21 months, Beginning, October 1, 2024 – Ending, June 30, 2026

Maximum Totals: Within Hourly Fair Market Value.

	Hours per Month	Hours per Year (NTE)	Monthly Cost	Annual Cost (NTE)	Total Term Cost 21 Months (NTE)
Phone consults & availability for telehealth consults	On-Call Availability	384	\$4,977	\$59,724	\$104,517
Unfunded, underfunded or denied patient initial evaluations	21 Average	250	\$4,342	\$52,104	\$91,182
Unfunded, underfunded or denied patient follow up	8 Average	100	\$762	\$9,144	\$16,002
TOTALS:			\$10,081	\$120,972	\$211,701

On-Call Duties:

- Provide psychiatric phone consults for emergency room and inpatient units within one hour of request
- Provide telehealth consultations within 12 hours of request.
- Provide clinical guidance to physicians and psychiatric liaisons for ED and IP patients.

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

Person responsible for oversight of agreement: Sarah Jayyousi, Operations Manager-Outpatient Behavioral Health Services / Donald Dawkins, Chief Nurse Executive

Motion: I move that the Finance, Operations & Planning Committee recommend that the TCHD Board of Directors authorize the agreement with Dr. Emad Tadros for Emergency Room and Inpatient Units Unfunded, Underfunded and Denied Patients consultations services for a term of 21 months, beginning October 1, 2024 and ending June 30, 2026, for an annual cost of \$120,972 and a total term cost of \$211,701.



Tri-City Medical Center

7.d.

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: November 6, 2024

CO-MEDICAL DIRECTOR AGREEMENT FOR UTILIZATION REVIEW/DRG PROGRAM

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

Physician’s Name: Quoc T. Tran, M.D. & Zhong Zhao, M.D.

Area of Service: Utilization Review / DRG Program

Term of Agreement: 12 months, Beginning, October, 1, 2024 – Ending, September, 30, 2025

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

Rate/Hour	Maximum Hours per Month, per Medical Director	Hours per Year, per Director, Not to Exceed	Total Monthly Cost Not to Exceed	Total Annual / Term Cost Not to Exceed
\$170	25	300	\$8,500	\$102,000

Position Responsibilities:

- CMS “Conditions of Participation” and California Title XXII require the Utilization Review (UR) Committee Ensures DRG program compliance.
- Provide co-medical direction of the UR Committee
- Physician consultation for peer to peer reviews, denial reviews, and utilization review
- Works directly with the Director of Case Management/Social Services in overseeing multidisciplinary rounds, physician education and provider feedback.

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: Melissa Terah, Director of Nursing Strategy & Integration/Case Management / Donald Dawkins, Chief Nurse Executive

Motion:

I move that the Finance, Operations & Planning Committee recommend that the TCHD Board of Directors authorize the agreement with Quoc T. Tran, M.D. and Zhong Zhao, M.D. as co-medical directors of the Utilization Review and DRG Oversight program for a term of 12 months, beginning October 1, 2024 and ending September 30, 2025, for an annual and total term cost not to exceed \$102,000.



Tri-City Medical Center

7.e.

FINANCE, OPERATIONS & PLANNING COMMITTEE

DATE OF MEETING: November 6, 2024

PHYSICIAN AGREEMENT for ED ON-CALL COVERAGE: SURGICAL HOSPITALIST PROGRAM

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

Physician’s Names: Coastal Surgeons

Area of Service: Surgical Hospitalist for all Acute Care Service Units

Term of Agreement: 24 months, Beginning, December 1, 2024 – Ending, November 30, 2026

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

Rate/Day	Annual Cost	Total Term Cost
\$2,900	\$1,058,500	\$2,117,000

Position Responsibilities:

- Provide 24/7 patient coverage for a hospital-based, Surgical Hospitalist program otherwise referred to as a General Surgicalist to consult, manage, and treat all general surgical needs, including but not limited to primary management of soft tissue and deep space infections requiring surgical evaluation.
- Provide both inpatient and outpatient follow-up of all general surgical cases managed at Tri-City by the General Surgicalist Program.
- Coordinate surgical care across all specialties including emergency medicine, hospital medicine, and subspecialty care.
- Dedicate a medical director to oversee the success of the program, integration into hospital services, and to coordinate quality of care initiatives with the hospital quality department to achieve benchmarked quality outcomes.

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: Gene Ma, M.D., Chief Executive Officer / Jeremy Raimo, COO

Motion: I move that the Finance, Operations & Planning Committee recommend that the TCHD Board of Directors authorize the renewal of the agreement with Coastal Surgeons, a California Medical Corporation, to provide a comprehensive general surgicalist program for a term of 24 months, beginning December 1, 2024, and ending November 30, 2026, at a daily rate of \$2,900, for an annual cost of \$1,058,500 and a total term cost of \$2,117,000.



Tri-City Medical Center

ADVANCED HEALTH CARE
for YOU

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	\$1,972	\$1,165										\$4,657	\$1,745
FY24	(\$2,442)	(\$2,708)	(\$3,246)	\$311	(\$4,168)	(\$3,926)	\$2,410	\$1,376	\$1,846	\$1,977	\$1,794	\$1,156	(\$8,396)	

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%	7.41%	4.35%										5.89%	2.27%
FY24	-9.61%	-10.69%	-14.38%	1.29%	-21.42%	-18.64%	8.88%	5.84%	6.87%	7.27%	6.81%	4.06%	-11.45%	

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
FY25	6.36	6.28	6.02										6.22	7.05
FY24	6.12	6.88	7.31	6.66	7.50	6.78	6.23	5.67	5.60	5.38	5.97	5.95	6.77	

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
FY25	\$24.3	\$23.6	\$22.9										\$35.1	\$27.8
FY24	\$18.3	\$11.6	\$9.9	\$12.5	\$19.6	\$27.2	\$31.9	\$16.6	\$15.1	\$29.7	\$35.1	\$27.8		



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	60.6	60.9										61.3	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	68.2	74.1	

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
FY25	157.3	160.9	170.6										162.9	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	150.4	161.3	

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)	\$470	(\$347)										\$105	(\$2,750)
FY24	(\$3,585)	(\$3,847)	(\$4,443)	(\$2,962)	(\$5,827)	(\$5,468)	5859	5633	5241	5479	5218	(\$211)	(\$11,874)	

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%	1.77%	-1.29%										0.13%	-3.63%
FY24	-14.11%	-15.18%	-19.69%	-12.28%	-29.94%	-25.97%	3.16%	2.69%	0.90%	1.76%	0.83%	-0.74%	-16.20%	