



EL CENTRO REGIONAL MEDICAL CENTER  
BOARD OF TRUSTEES – SPECIAL MEETING

**MONDAY, FEBRUARY 13, 2023**  
**5:30 PM**

**MOB CONFERENCE ROOM 1&2**  
**1271 ROSS AVENUE, EL CENTRO, CA**

**PRESIDENT:** Tomas Oliva

**MEMBERS:** Sylvia Marroquin; Martha Cardenas-Singh; Edgard Garcia; Sonia Carter; Patty Maysent-CEO, UCSD Health; Christian Tomaszewski-M.D.-CMO, UCSD

**CLERK:** Belen Gonzalez

**ATTORNEY:** Hope Levy-Biehl  
Elizabeth Martyn, City Attorney

*This is a public meeting. If you are attending in person, and there is an item on the agenda on which you wish to be heard, please come forward to the microphone. Address yourself to the president. You may be asked to complete a speaker slip; while persons wishing to address the Board are not required to identify themselves (Gov't. Code § 54953.3), this information assists the Board by ensuring that all persons wishing to address the Board are recognized and it assists the Board Executive Secretary in preparing the Board meeting minutes. The president reserves the right to place a time limit on each person asking to be heard. If you wish to address the board concerning any other matter within the board's jurisdiction, you may do so during the public comment portion of the agenda.*

BOARD MEMBERS, STAFF AND THE PUBLIC MAY ATTEND VIA ZOOM.

To participate and make a public comment in person, via Zoom or telephone, please raise your hand, speak up and introduce yourself.

Join Zoom Meeting: <https://ecrmc.zoom.us/j/84159417565?pwd=cVRyQXIUMzRXMEJJSERvN2FCMUUzZz09>

Optional dial-in number: 1 (669) 444 9171

Meeting ID: 841 5941 7565 Passcode: 242758

Public comments via zoom are subject to the same time limits as those in person.

### OPEN SESSION AGENDA

#### ROLL CALL:

#### PLEDGE OF ALLEGIANCE:

**PUBLIC COMMENTS:** Any member of the public wishing to address the Board concerning matters on this agenda may do so at this time. Three minutes is allowed per speaker with a cumulative total of 15 minutes per group, which time may be extended by the President. Additional information regarding the format for public comments may be provided at the meeting.

#### BOARD MEMBER COMMENTS:

#### FINANCE and OPERATIONAL UPDATE—Informational

1. Mid-month update on Hospital operations and finances
  - Cash Flow Forecast (*Tammy Morita*)
  - Traveler Update (*Suzanne Martinez*)
  - Schedule of Town Hall Meetings with Physicians
  - Medical Update (*Tomaszewski*)

#### RECESS TO CLOSED SESSION

**A. TRADE SECRETS.** The Hospital Board will recess to closed session pursuant to Govt. Code Section 37606(b) for the purpose of discussion and/or deliberation of reports involving hospital trade secret(s) as defined in subdivision (d) of Section 3426.1 of the Civil Code and which is necessary, and would, if prematurely disclosed create a substantial probability of depriving the hospital of a substantial economic benefit:

| <u>Discussion of:</u>      | <u>Number of Items:</u> |
|----------------------------|-------------------------|
| <u>X</u> hospital service; | <u>2</u>                |
| <u>X</u> program;          | <u>2</u>                |
| <u>X</u> hospital facility | <u>1</u>                |

**B. CLOSED SESSION PURSUANT TO GOVT. CODE SECTION 54957**

The Hospital Board will recess to closed session pursuant to Govt. Code Section 54957

Title of Positions: Chief Executive Officer, Chief Medical Officer

**RECONVENE TO OPEN SESSION – BOARD PRESIDENT**

**ANNOUNCEMENT OF CLOSED SESSION ACTIONS, IF ANY – GENERAL COUNSEL**

**ADJOURNMENT:** Adjourn. (Time: ) Subject to additions, deletions, or changes.

**El Centro Regional Medical Center**

Cash Flow Forecast dated: February 10, 2023

| Actual/Projection                    | Actual         | Actual          | Actual          | Actual          | Projection      |
|--------------------------------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Month                                | Oct 2022       | Nov 2022        | Dec 2022        | Jan 2023        | Feb 2023        | Mar 2023        | Apr 2023        | May 2023        | Jun 2023        | Jul 2023        | Aug 2023        | Sep 2023        | Oct 2023        | Nov 2023        | Dec 2023        |
| <b>Cash receipts</b>                 |                |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |
| Patient receipts                     | 7,507          | 9,878           | 12,761          | 14,315          | 11,377          | 11,044          | 12,775          | 10,782          | 9,826           | 12,264          | 9,260           | 10,597          | 13,431          | 11,087          | 10,749          |
| Cerner Implementation - AR Slowdown  | -              | -               | -               | -               | -               | -               | -               | -               | -               | (3,500)         | (4,000)         | (5,000)         | (2,500)         | -               | -               |
| Pharmacy receipts                    | 63             | 41              | 53              | 86              | 57              | 57              | 72              | 57              | 57              | 72              | 57              | 57              | 72              | 57              | 57              |
| Collector deposits                   | 60             | 120             | 93              | 133             | 95              | 95              | 119             | 95              | 95              | 119             | 95              | 95              | 119             | 95              | 95              |
| Rent collection                      | 8              | -               | 8               | 16              | 8               | 8               | 9               | 8               | 8               | 9               | 8               | 8               | 9               | 8               | 8               |
| Cafeteria receipts                   | 5              | 6               | 5               | 6               | 5               | 5               | 7               | 5               | 5               | 7               | 5               | 5               | 7               | 5               | 5               |
| Other receipts                       | 3              | 44              | 11              | 63              | 28              | 28              | 36              | 28              | 28              | 36              | 28              | 28              | 36              | 28              | 28              |
| <b>Total operating receipts</b>      | <b>7,647</b>   | <b>10,088</b>   | <b>12,932</b>   | <b>14,618</b>   | <b>11,571</b>   | <b>11,239</b>   | <b>13,018</b>   | <b>10,977</b>   | <b>10,020</b>   | <b>9,007</b>    | <b>5,454</b>    | <b>5,791</b>    | <b>11,174</b>   | <b>11,281</b>   | <b>10,944</b>   |
| <b>Total operating disbursements</b> | <b>(7,761)</b> | <b>(11,329)</b> | <b>(10,704)</b> | <b>(16,356)</b> | <b>(12,326)</b> | <b>(12,326)</b> | <b>(14,068)</b> | <b>(12,326)</b> | <b>(12,326)</b> | <b>(16,085)</b> | <b>(12,326)</b> | <b>(12,326)</b> | <b>(14,068)</b> | <b>(12,326)</b> | <b>(10,994)</b> |
| <b>Cash flow from operations</b>     | <b>(114)</b>   | <b>(1,241)</b>  | <b>2,228</b>    | <b>(1,737)</b>  | <b>(755)</b>    | <b>(1,088)</b>  | <b>(1,050)</b>  | <b>(1,350)</b>  | <b>(2,306)</b>  | <b>(7,078)</b>  | <b>(6,872)</b>  | <b>(6,535)</b>  | <b>(2,894)</b>  | <b>(1,045)</b>  | <b>(50)</b>     |
| Supplemental receipts                | -              | -               | 5,607           | -               | 5,471           | 1,460           | (350)           | 384             | 10,124          | -               | (600)           | 384             | 850             | 1,050           | 384             |
| Capital expenditures                 | (520)          | (422)           | -               | (856)           | (28)            | (3,516)         | (142)           | (114)           | (114)           | (142)           | (259)           | (259)           | (323)           | (259)           | (259)           |
| Bond payments                        | (637)          | (637)           | (637)           | (637)           | (637)           | (637)           | (637)           | (637)           | (637)           | (637)           | (637)           | (637)           | (637)           | (637)           | (637)           |
| Other loan payments                  | (51)           | (35)            | (17)            | (76)            | (42)            | (42)            | (75)            | (60)            | (60)            | (75)            | (60)            | (60)            | (75)            | (60)            | (60)            |
| Transfers (to)/from bond funds       | 843            | -               | -               | 893             | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               |
| Restructuring Cost                   | -              | -               | (250)           | -               | -               | (79)            | (99)            | (79)            | (79)            | (67)            | (54)            | (54)            | (67)            | (54)            | (54)            |
| Pension plan funding                 | -              | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               |
| <b>Net non-operating cash flows</b>  | <b>182</b>     | <b>1,218</b>    | <b>(2,112)</b>  | <b>1,838</b>    | <b>4,764</b>    | <b>(2,814)</b>  | <b>(1,302)</b>  | <b>(506)</b>    | <b>9,235</b>    | <b>(921)</b>    | <b>(1,609)</b>  | <b>(626)</b>    | <b>(252)</b>    | <b>41</b>       | <b>(626)</b>    |
| <b>Net cash flow</b>                 | <b>68</b>      | <b>(23)</b>     | <b>116</b>      | <b>100</b>      | <b>4,009</b>    | <b>(3,901)</b>  | <b>(2,352)</b>  | <b>(1,855)</b>  | <b>6,929</b>    | <b>(8,000)</b>  | <b>(8,481)</b>  | <b>(7,161)</b>  | <b>(3,146)</b>  | <b>(1,004)</b>  | <b>(676)</b>    |
| <b>Beginning unrestricted cash</b>   | <b>3,779</b>   | <b>4,852</b>    | <b>5,419</b>    | <b>13,650</b>   | <b>11,229</b>   | <b>15,238</b>   | <b>11,337</b>   | <b>8,985</b>    | <b>7,129</b>    | <b>14,058</b>   | <b>6,059</b>    | <b>(2,423)</b>  | <b>(9,583)</b>  | <b>(12,730)</b> | <b>(13,734)</b> |
| Total net cash flow                  | 68             | (23)            | 116             | 100             | 4,009           | (3,901)         | (2,352)         | (1,855)         | 6,929           | (8,000)         | (8,481)         | (7,161)         | (3,146)         | (1,004)         | (676)           |
| <b>Ending unrestricted cash</b>      | <b>4,852</b>   | <b>5,419</b>    | <b>13,650</b>   | <b>11,229</b>   | <b>15,238</b>   | <b>11,337</b>   | <b>8,985</b>    | <b>7,129</b>    | <b>14,058</b>   | <b>6,059</b>    | <b>(2,423)</b>  | <b>(9,583)</b>  | <b>(12,730)</b> | <b>(13,734)</b> | <b>(14,410)</b> |

Key Assumptions:

Vendor payments managed week to week to ensure cash balances sufficient to meet critical payments, like, payroll, bond payments, other governmental transfer requirements  
 Major capital projects suspended. Focus will be to cover maintenance requirements.  
 Delay in electronic health record system (EHR) implementation.

# Traveler Projection

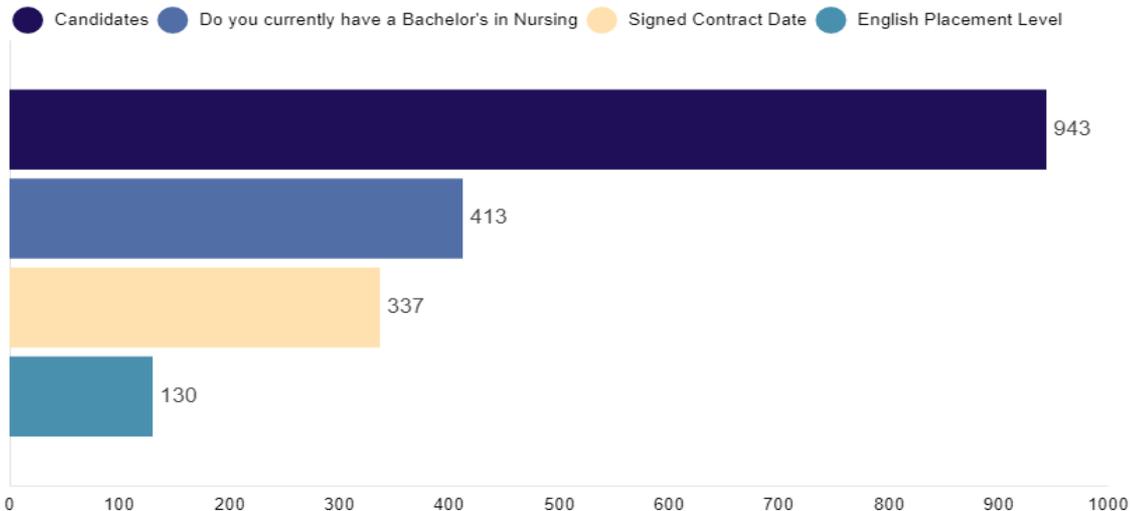


# IVC Visit

- Met with IVC Nursing students on January 30<sup>th</sup>
- 42 Fourth Semester students graduating in June of 2023
- Discussed the importance of civic duty and assisting both hospitals out of this difficult period.
- Very receptive
- Lots of questions around the Nurse Resident and Nurse Intern programs
  - Recommend continuing the Nurse Resident / Nurse Intern Programs
  - Change contracts to include time payback as RN

# Recruitment Dashboard

## Overall Percentages



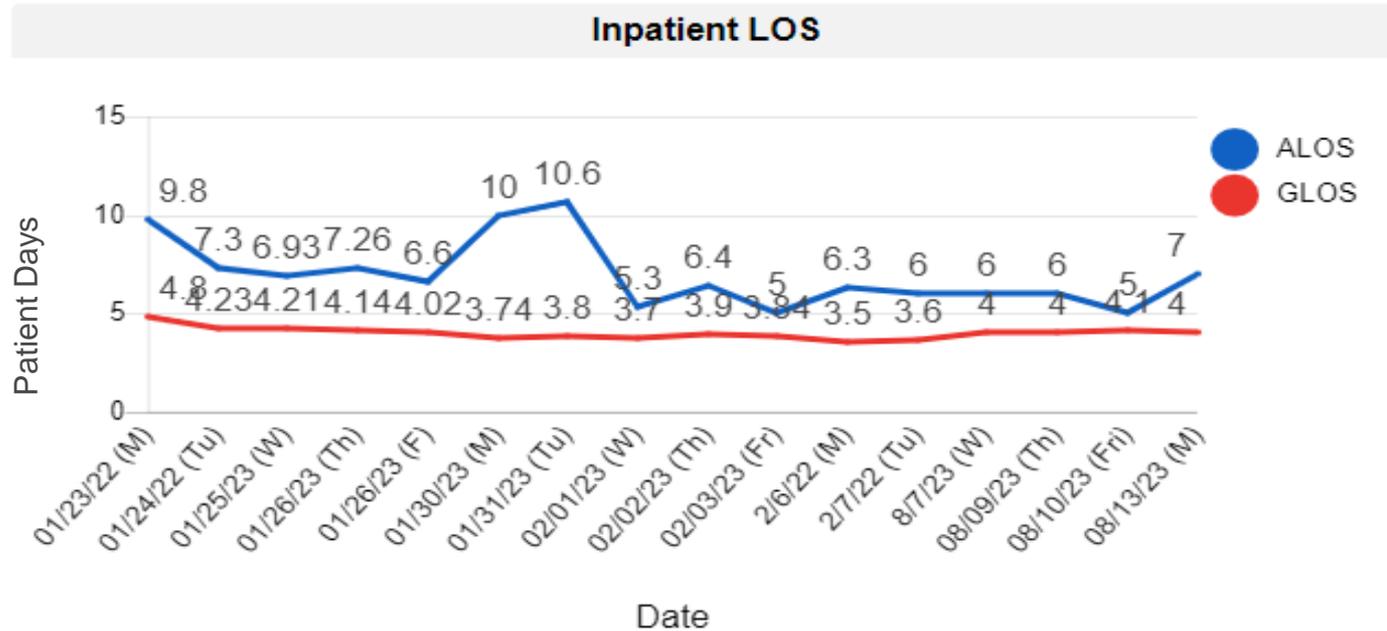
### Overall English Placement Levels

| Primary                              | English Placement Level | Candidates          |
|--------------------------------------|-------------------------|---------------------|
| <b>Total</b>                         |                         | Count<br><b>135</b> |
| English Placement Level<br><b>-A</b> |                         | Count<br><b>4</b>   |
| English Placement Level<br><b>A1</b> |                         | Count<br><b>33</b>  |
| English Placement Level<br><b>A2</b> |                         | Count<br><b>18</b>  |
| English Placement Level<br><b>B1</b> |                         | Count<br><b>27</b>  |
| English Placement Level<br><b>B2</b> |                         | Count<br><b>31</b>  |
| English Placement Level<br><b>C1</b> |                         | Count<br><b>17</b>  |
| English Placement Level<br><b>C2</b> |                         | Count<br><b>5</b>   |

### Status Report

| Primary                                   | Status | Count               |
|---|--------|---------------------|
| <b>Total</b>                              |        | Count<br><b>943</b> |
| Status<br><b>APPLICANT</b>                |        | Count<br><b>803</b> |
| Status<br><b>BRN APPLICATION</b>          |        | Count<br><b>2</b>   |
| Status<br><b>HIRED</b>                    |        | Count<br><b>4</b>   |
| Status<br><b>JOB OFFER LETTER</b>         |        | Count<br><b>2</b>   |
| Status<br><b>PENDING TN VISA APPROVAL</b> |        | Count<br><b>2</b>   |
| Status<br><b>PLACEMENT TEST</b>           |        | Count<br><b>124</b> |
| Status<br><b>TOEFL EXAM</b>               |        | Count<br><b>6</b>   |

# Length of Stay



- MDT meeting daily
  - Hospitalists
  - Nursing
  - Case Management
  - CDI
- Gap between ALOS and GLOS is narrowing
  - Increased efficiency