



Finance Committee Meeting 2021

February 12, 2021



Finance Committee Meeting

Friday, February 12, 2021

8:30 AM

***** VIDEO CONFERENCE TELEPHONIC MEETING *****

AGENDA

IMPORTANT NOTICE Regarding COVID 19

Based on guidance from the California Department of Public Health and the California Governor's Office, in order to minimize the spread of the COVID-19 virus, Natividad Medical Center ("Natividad") Finance Committee meetings will be held entirely by Zoom. There will be no physical location for these meetings. Committee Members shall participate in the meeting by Zoom.

To participate in this Natividad Finance Committee meeting, the public are invited to observe and address the Committee via Zoom.

The meeting will be conducted via teleconference using the Microsoft Zoom program. This gives the public two options. The public may attend the meeting by phone. Or, the public may attend and observe the Zoom meeting via computer audio.

To participate by phone call use any of these numbers below:

- +1 971 247 1195 US (Portland)
- +1 253 215 8782 US (Tacoma)
- +1 346 248 7799 US (Houston)
- +1 602 753 0140 US (Phoenix)
- +1 720 928 9299 US (Denver)

Enter the Meeting ID number: 961 7495 4866 when prompted. You will then enter the Password: 590310 when prompted.

Or, to attend the Finance Committee meeting by Zoom computer audio click the following link:

<https://natividad.zoom.us/j/96174954866?pwd=cGVUcEJTTU53aGsyd0tJbDRlYUttQT09>

You will be placed in the meeting as an attendee; when you are ready to make a public comment if joined by computer audio please select the "Raise your Hand" option on the Zoom screen; and by phone please push #9 on your keypad.

1. If a member of the public wishes to comment on a particular agenda item, the public is strongly encouraged to submit their comments in writing via email to the Natividad Finance Committee at Natividadpubliccomments@natividad.com by 2:00 p.m. on the Thursday prior to the Committee meeting. To assist Natividad staff in identifying the agenda item to which the comment relates, the public is requested to indicate the Committee date and agenda number in the subject line. Comments received by the 2:00 p.m. Thursday deadline will be distributed to the Committee and will be placed in the record.
2. Members of the public wishing to comment on a specific agenda item while the matter is being heard may participate by any of the following means:
 - a. When the Chair calls for public comment on an agenda item, the Secretary of the Committee or his or her designee will first ascertain who wants to testify (among those who are in the meeting

telephonically) and will then call on speakers one at a time. Public speakers will be broadcast in audio form only.

- b. If speakers or other members of the public have documents they wish to distribute to the Committee for an agenda item, they are encouraged to submit such documents by 2:00 p.m. on Tuesday before the meeting to: Natividadpubliccomments@natividad.com. To assist staff in identifying the agenda item to which the comment relates, the public is requested to indicate the Committee date and agenda number in the subject line.
 - c. If members of the public want to present documents/Power Point presentations while speaking, they should submit the document by 2:00 p.m. on Thursday before the meeting at Natividadpubliccomments@natividad.com (If submitted after that deadline, staff will make best efforts, but cannot guarantee, to make it available to present at the Committee meeting.)
 - d. While the matter is being heard, a member of the public may submit a comment via email, preferably limited to 250 words or less, to the Secretary of the Committee at Natividadpubliccomments@natividad.com. To assist staff in identifying the agenda item to which the comment relates, the public is requested to indicate the Committee date and agenda number in the subject line. If the comment is received prior to close of public comment on an agenda item, every effort will be made to read the comment into the record, but some comments may not be read out loud due to time limitations or length of the comment (if the comment exceeds 250 words). Comments received prior to the close of the public comment period on an agenda item will be made part of the record for that item.
3. Members of the public who wish to make a general public comment for items not on the day's agenda may submit their comment via email, preferably limited to 250 words or less, to the Secretary of the Committee at Natividadpubliccomments@natividad.com. The Committee date and "general comment" should be indicated in the subject line. The comment will be placed in the record for the meeting, and every effort will be made to read the comment into the record at the appropriate time on the agenda.
 4. Individuals with disabilities who desire to request a reasonable accommodation or modification to observe or participate in the meeting may make such request by sending an email to Natividadpubliccomments@natividad.com. The request should be made no later than noon on the Wednesday prior to the Committee meeting in order to provide time for Natividad to address the request.
 5. The Chair and/or Secretary may set reasonable rules as needed to conduct the meeting in an orderly manner.

Call to Order

Marcia Atkinson, Chair

Roll Call

Agenda Additions/Corrections

Noemi Ferguson

Public Comments (Limited 3 minutes per speaker)

This portion of the meeting is reserved for persons to address the Natividad Finance Committee on any matter not on this agenda but under the jurisdiction of the Committee. Committee members may respond briefly to statements made or questions posed. They may ask a question for clarification; make a referral to staff for factual information, or request staff to report back to the Committee at a future meeting.

Approval of Minutes

1. Approve the Minutes of January 8, 2021 Finance Committee Meeting. *Pages 6-11*

Consent Items

2. Approve for consideration by the NMC Board of Trustees the Items in Attachment A. *Pages 12-27*

Scheduled Items/Discussion Items

3. Review and approve for consideration by the NMC Board of Trustees the following request which is in the final stages of negotiation:
 - a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with One Workplace dba Peninsula Business Interiors (PBI) for new product, delivery, installation and associated furniture services at NMC for an amount not to exceed \$1,750,000 with an agreement term April 15, 2021 through April 14, 2024.
 - b. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (2) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$175,000) of the original cost of the agreement. *Pages 28-29 (Andrea Rosenberg)*
4. Review and approve for consideration by the NMC Board of Trustees the following request which is in the final stages of negotiation:

Authorize the Deputy Purchasing Agent for Natividad Medical Center (NMC) or his designee to execute amendment No. 5 to the agreement (A-12753) with RBB Architects Inc. for architectural services for the Radiology Modernization Project at NMC pursuant to the Request for Qualifications (RFQ) # 9600-54, extending the agreement an additional three (3) month period (March 1, 2021 through May, 31, 2021) for a revised full agreement term of September 23, 2014 through May 31, 2021. *Pages 30-31 (Andrea Rosenberg)*

5. Review and approve for consideration by the NMC Board of Trustees the following request which is in the final stages of negotiation:

Authorize the Deputy Purchasing Agent for Natividad Medical Center (NMC) or his designee to execute an amendment No. 3 to the agreement (A-14280) with Optuminsight, Inc. for perioperative (surgery) consulting services to improve the number of surgical procedures and patients satisfaction, extending the agreement an additional two(2) years (March 1, 2021 through March 31, 2025) for a revised full agreement term of March 26, 2019 through March 31, 2025 and adding \$540,000 for a revised full agreement amount not to exceed \$ 2,220,000. *Pages 32-33 (Daniel Leon)*

6. Receive and Approve December 2020 Financial Report. *Pages 34-46*

Daniel Leon, CFO

Adjournment

**NEXT FINANCE COMMITTEE MEETING:
FRIDAY, MARCH 12, 2021 AT 8:30 A.M.**

***** VIDEO CONFERENCE TELEPHONIC MEETING *****

NOTE: Any individual may request a copy of the agenda, or a copy of all the documents constituting the agenda packet of any meeting of the Natividad Medical Center Finance Committee as required by the Ralph M. Brown Act, Section 54954.1. Upon receipt of a written request, The clerk to the Natividad Medical Center Finance Committee shall cause the requested materials to be mailed at the time the agenda is posted pursuant to Section 54954.2 and 54956. Any request for mailed copies of agendas or agenda packets shall be valid for the calendar year in which it is filed, and must be renewed following January 1 of each year. If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the American with Disabilities Act of 1990 (42 USC Sec. 12132), and the federal rules and regulations adopted in implementation thereof. Individuals requesting a disability-related modification or accommodation, including auxiliary aids or services, may contact Natividad Medical Center Hospital Administration at 831.755-4185. These requests may be made by a person with disability who requires a modification or accommodation in order to participate in the public meeting.



Finance Committee Meeting
Friday, February 12, 2021
Consent Items

Attachment A

1. <i>Pages 12-13</i>	a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 2 to the agreement (A-14062) with Modular Devices, Inc. for the continued lease of a mobile angiography/interventional radiology lab (IR) unit and a mobile magnetic resonance imaging (MRI) unit at NMC, with no change to the term of the agreement, and adding \$477,000 for a revised total agreement amount not to exceed \$4,262,000.
2. <i>Pages 14-15</i>	<p>a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with RQI Partners, LLC for the HeartCode learning tool at NMC for an amount not to exceed \$88,208 with an agreement term of April 1, 2021 through March 31, 2024.</p> <p>b. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (3) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$8,820) of the original cost of the agreement.</p> <p>c. Approve the NMC Chief Executive Officer's recommendation to accept non-standard insurance, limitations on liability, and limitations on damages provisions within the agreement.</p>
3. <i>Pages 16-17</i>	Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 2 to the agreement (A-13971) with Spin Recruitment Services for advertising recruitment services, extending the agreement an additional eighteen month (18) period (July 1, 2021 through December 31, 2022) for a revised full agreement term of July 1, 2018 through December 31, 2022, and adding \$300,000 for a revised total agreement amount not to exceed \$900,000.
4. <i>Pages 18-19</i>	<p>a. Amend Personnel Policies and Practices Resolution (PPPR) No. 98-394 Appendix A to adjust the salary range for the classification of Medical Unit Clerk, as indicated; and</p> <p>b. Direct the Human Resources Department to implement the changes in the Advantage HRM System.</p>
5. <i>Pages 20-21</i>	<p>a. Authorize the Deputy Purchasing Agent for Natividad Medical Center (NMC) or his designee to execute amendment No. 2 to the Agreement (A-13929) with Blue Elm Company LLC for Master Software License & Maintenance services for data integrity verification and issue resolution software at NMC adding \$3,840 for a revised total agreement amount not to exceed \$33,840.</p> <p>b. Authorize the Deputy Purchasing Agent for NMC or his delegate to execute up to three (3) future amendments for extended software maintenance in future years, provided that the annual cost of the extended maintenance does not exceed \$4,240 per year.</p> <p>c. Authorize the Deputy Purchasing Agent for NMC or his designee to execute up to three (3) future amendments which are not related to extended annual maintenance provided that the cost does not exceed ten percent (10%) (\$1,920) of the original cost of the agreement per each amendment.</p>
6. <i>Pages 22-23</i>	a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 1 to the agreement (A-13073) with Clinical Computer Systems for OBIX perinatal monitoring and data system services, extending the agreement an additional five (5) year period for a revised full agreement term of April 1, 2016 through March 31, 2026, and adding \$266,450 for a revised total agreement amount not to exceed \$396,844.

7. <i>Pages 24-25</i>	<ul style="list-style-type: none"> a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with Secure Exchange Solutions, Inc. for secure messaging services at NMC for an amount not to exceed \$58,500 with an agreement term retroactive to December 1, 2020 through January 25, 2024. b. Approve the NMC Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.
8. <i>Pages 26-27</i>	<ul style="list-style-type: none"> a. Authorize the Chief Executive Officer for Natividad Medical Center or his designee to execute the First Amendment to the Professional Services Agreement with Dopamine Therapeutics, Inc. to provide family medicine services at NMC, extending the term by twelve months (July 1, 2021 to June 30, 2022) for a revised full agreement term of August 1, 2019 to June 30, 2022, and adding \$200,000 for a revised total not to exceed amount of \$300,000 in the aggregate; and b. Authorize the Chief Executive Officer for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not exceed 10% (\$10,000) of the original contract amount and do not significantly change the scope of work.



Finance Committee Meeting

Friday, January 8, 2021

8:30 AM

*** VIDEO CONFERENCE TELEPHONIC MEETING ***

MINUTES

IMPORTANT NOTICE Regarding COVID 19

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<https://natividad.zoom.us/j/96174954866?pwd=cGVUcEJTTU53aGsyd0tJbDRlYUttQT09>

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 - d. While the matter is being heard, a member of the public may submit a comment via email, preferably limited to 250 words or less, to the Secretary of the Committee at Natividadpubliccomments@natividad.com. To assist staff in identifying the agenda item to which the comment relates, the public is requested to indicate the Committee date and agenda number in the subject line. If the comment is received prior to close of public comment on an agenda item, every effort will be made to read the comment into the record, but some comments may not be read out loud due to time limitations or length of the comment (if the comment exceeds 250 words). Comments received prior to the close of the public comment period on an agenda item will be made part of the record for that item.
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 5. The Chair and/or Secretary may set reasonable rules as needed to conduct the meeting in an orderly manner.

NMC Staff/County: Daniel Leon, Andrea Rosenberg, Dr. Craig Walls, Nancy Buscher, Dr. Charles Harris, Jeanne-Ann Balza

Call to Order

Marcia Atkinson, Chair

Roll Call

Present

*Marcia Atkinson
Dr. Chris Carpenter
Libby Downey
Dr. Gary Gray*

Not Present

None

Agenda Additions/Corrections

- None

Noemi Ferguson

Public Comments (Limited 3 minutes per speaker)

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Approval of Minutes

1. Approve the Minutes of November 13, 2020.

MOTION: *Motion to approve the minutes of November 13, 2020 moved by Dr. Chris Carpenter, seconded by Libby Downey, and approved by the following vote*

Roll call vote taken pursuant to Government Code 54953:

Dr. Gary Gray: AYE

Dr. Chris Carpenter: AYE

Marcia Atkinson: AYE

Libby Downey: AYE

Consent Items

2. Approve for consideration by the NMC Board of Trustees the Items in Attachment A.

MOTION: *Motion to approve Consent Items for consideration by the NMC Board of Trustees, Attachment A, item 1 through 8, moved by Libby Downey, seconded by Dr. Chris Carpenter, and approved by the following vote*

Roll call vote taken pursuant to Government Code 54953:

Dr. Gary Gray: AYE

Dr. Chris Carpenter: AYE

Marcia Atkinson: AYE

Libby Downey: AYE

Scheduled Items/Discussion Items

3. Receive and Approve October 2020 Financial Report.

Daniel Leon, CFO

MOTION: *Motion to accept the October 2020 Financial Reports moved by Libby Downey, seconded by Dr. Chris Carpenter, and approved by the following vote*

Roll call vote taken pursuant to Government Code 54953:

Dr. Gary Gray: AYE

Dr. Chris Carpenter: AYE

Marcia Atkinson: AYE

Libby Downey: AYE

4. Receive and Approve November 2020 Financial Report.

Daniel Leon, CFO

MOTION: *Motion to accept the November 2020 Financial Reports moved by Libby Downey, seconded by Dr. Chris Carpenter, and approved by the following vote*

Roll call vote taken pursuant to Government Code 54953:

Dr. Gary Gray: AYE

Dr. Chris Carpenter: AYE

Marcia Atkinson: AYE

Libby Downey: AYE

Adjournment at 8:52am

Marcia Atkinson, Chair

Recorded by Noemi Ferguson



Finance Committee Meeting
Friday, January 8, 2021
Consent Items
MINUTES
Attachment A

1.	<p>a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with Dynalabs, LLC for analytical laboratory testing of compounded pharmaceutical services at NMC for an amount not to exceed \$32,000 with an agreement term January 1, 2021 through December 31, 2025.</p> <p>b. Approve the NMC Chief Executive Officer's recommendation to accept non-standard indemnification and limitations on liability provisions within the agreement.</p>
2.	<p>a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 2 to the agreement (A-14274) with Visual Net Design for website update and hosting services, extending the agreement an additional two (2) year period (May 1, 2021 through April 30, 2023) for a revised full agreement term of May 1, 2018 through April 30, 2023, and adding \$139,976 for a revised total agreement amount not to exceed \$323,964.</p> <p>b. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (3) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$3,398) of the original cost of the agreement per each amendment.</p>
3.	<p>a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with Virtusa Corporation for CareDiscovery Quality Measures and CareDiscovery Electronic Quality Measures software subscription services at NMC for an amount not to exceed \$216,454 with an agreement term of January 26, 2021 through January 25, 2024.</p> <p>b. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (3) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$21,645) of the original cost of the agreement per each amendment.</p> <p>c. Approve the NMC Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.</p>
4.	<p>a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute the Professional and Call Coverage Services Agreement with Mazen Hashisho M.D. to provide vascular surgery services at NMC for an amount not to exceed \$1,600,000 for the period March 1, 2021 to March 31, 2024; and</p> <p>b. Authorize the Chief Executive Officer for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not exceed 10% (\$160,000) of the original contract amount and do not significantly change the scope of work.</p>
5.	<p>Authorize the Deputy Purchasing Agent for Natividad Medical Center (NMC) or his designee to execute amendment No.3 to the agreement (A-13426) with UpToDate Inc. for Anywhere electronic clinical resource subscription services, extending the agreement an additional one (1) year period (March 1, 2021 through February 28, 2022) for a revised full agreement term of December 1, 2016 through February 28, 2022, and adding \$90,488 for a revised total agreement amount not to exceed \$426,326.</p>
6.	<p>a. Authorize the Chief Executive Office for Natividad Medical Center (NMC) or his designee to execute amendment No. 2 (Order Form) to the agreement (A-13957) with Kronos, including one (1) future amendment, for software support and professional services, with no change to the term</p>

	<p>and will be concurrent to the original agreement term (July 1, 2018 through June 30, 2023) and adding \$26,350 for a revised total agreement amount not to exceed \$1,508,590</p> <p>b. Authorize the Deputy Purchasing Agent for NMC or his designee to execute up to one (1) future amendment to the agreement, which does not significantly alter the scope of work and does not cause an increase of more than ten percent (10%) (143,900) of the original cost of the agreement per the amendment.</p>
7.	<p>a. Ratify the execution by the Chief Executive Officer for Natividad Medical Center of the Agreement with Monterey Anesthesia Professionals (MAP) to provide billing agent services, for an amount not to exceed \$120,000 for the period January 1, 2021 to December 31, 2022; and</p> <p>b. Authorize the Chief Executive Officer for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not exceed 10% (\$12,000) of the original contract amount and do not significantly change the scope of work.</p>
8.	<p>a. Ratify the execution by the Chief Executive Officer for Natividad Medical Center of the Professional and Call Coverage Services Agreement with Monterey Anesthesia Professionals (MAP) to provide anesthesia services, for an amount not to exceed \$12,000,000 for the period January 1, 2021 to December 31, 2022; and</p> <p>b. Authorize the Chief Executive Officer for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not exceed 10% (\$1,200,000) of the original contract amount and do not significantly change the scope of work.</p>

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Amendment No. 2 to Equipment Lease Agreement with Modular Devices Inc.

Legistar Number:

..Title

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 2 to the agreement (A-14062) with Modular Devices, Inc. for the continued lease of a mobile angiography/interventional radiology lab (IR) unit and a mobile magnetic resonance imaging (MRI) unit at NMC, with no change to the term of the agreement, and adding \$477,000 for a revised total agreement amount not to exceed \$4,262,000.

..Report

RECOMMENDATION:

It is recommended the Board of Supervisors:

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 2 to the agreement (A-14062) with Modular Devices, Inc. for the continued lease of a mobile angiography/interventional radiology lab (IR) unit and a mobile magnetic resonance imaging (MRI) unit at NMC, with no change to the term of the agreement, and adding \$477,000 for a revised total agreement amount not to exceed \$4,262,000.

SUMMARY/DISCUSSION:

NMC entered into a lease agreement with Modular Devices back in 2013 to provide a Mobile Computerized Tomography (CT) laboratory, a mobile Angiography/Interventional Radiology (IR) Laboratory services and a Magnetic Resonance Imaging (MRI) mobile unit to enhance the imaging capabilities in the Diagnostic Imaging Department while the Imaging Department was undergoing a significant modernization project.

NMC began construction in the main Radiology department in October 2018. The department must remain operational during the construction project. Natividad needs the mobile trailers to be able to offer full radiology services during the construction process. Unfortunately, the construction project has taken longer than anticipated due to COVID-19, and the hospital needs to add money to the lease agreements for the mobile units (MRI and IR) through the end of June 2021.

The cost of the agreement is broken down into the following equipment leases: the monthly lease for the Mobile Angiography is \$31,500 or \$378,000 annually; and the monthly lease for the Mobile MRI is \$48,000 or \$576,000 annually.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this amendment No. 2 as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. This amendment No. 2 has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on February 12, 2021.

FINANCING:

The cost for this amendment No. 1 is \$477,000, which is included in the Fiscal Year 2020-21 Adopted Budget.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES:

This agreement will support the County strategic initiative for Health and Human Services by offering advanced radiology procedures (MRI and IR) to the residents of Monterey County while the Radiology Department is undergoing construction. These mobile trailers will ensure that services are not interrupted during the construction project.

- ☐ Economic Development
- ☐ Administration
- ☒ Health and Human Services
- ☐ Infrastructure
- ☐ Public Safety

Prepared by: Andrea Rosenberg, Assistant Administrator, 783-2562

Approved by: Gary R. Gray, DO, Chief Executive Officer, 783-2504

Attachments:

Modular Devices Inc. Amendment No. 2
Modular Devices Inc. Amendment No. 1
Modular Devices Inc. Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

RQI Partners LLC Agreement

Legistar Number: _____

..Title

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with RQI Partners, LLC for the HeartCode learning tool at NMC for an amount not to exceed \$88,208 with an agreement term of April 1, 2021 through March 31, 2024.
- b. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (3) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$8,820) of the original cost of the agreement.
- c. Approve the NMC Chief Executive Officer's recommendation to accept non-standard insurance, limitations on liability, and limitations on damages provisions within the agreement.

..Report

RECOMMENDATION:

It is recommended the Board of Supervisors:

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with RQI Partners, LLC for the HeartCode learning tool at NMC for an amount not to exceed \$88,208 with an agreement term of April 1, 2021 through March 31, 2024.
- b. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (3) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$8,820) of the original cost of the agreement.
- c. Approve the NMC Chief Executive Officer's recommendation to accept non-standard insurance, limitations on liability, and limitations on damages provisions within the agreement.

SUMMARY/DISCUSSION:

A primary goal at Natividad is to offer our patients and their families high quality, safe patient care. One way we achieve this at Natividad is to require patient care staff to have a current Basic Life Support (BLS) certification and, depending on the acuity of patients in their area of expertise, additional certifications such as Advanced Cardiac Life Support (ACLS) and/or Pediatric Advanced Life Support (PALS).

RQI HeartCode Part I is an evidence based American Heart Association (AHA) program that assists in the Cardiopulmonary Resuscitation (CPR) education and skills provided by healthcare workers. BLS, ACLS, and PALS are components of this program. The AHA is accepted as the expert resource for high quality resuscitation clinical practice nationwide.

Regulatory requirements:

Joint Commission

"...organizations will be surveyed to the National, State and Organizational requirements for ACLS, BLS, and CPR Certification, and organizations should take steps as soon as possible to ensure staff have current certification to meet these requirements."

Title 22

§70721. Employees

(e) Appropriate employees shall be given training in methods of hospital infection control and cardiopulmonary resuscitation.

Currently, Natividad Staff and Residents are assigned this essential resuscitation training through our HealthStream program. It allows Human Resources and the Nursing Education Department to electronically track assignments, completions, renewal dates, and provides easy access for staff.

In the past, Natividad purchased these learning tools from HealthStream; however, due to a change in HealthStream's process, Natividad will need to purchase them directly from RQI Partners, LLC. The contract with RQI Partners, LLC for the HeartCode learning tools for BLS, ACLS, and PALS will allow Natividad's Staff and Residents to continue receiving high quality Cardiopulmonary Resuscitation (CPR) training and competencies at Natividad via HealthStream and experience no change in the current process.

Natividad requests acceptance of the Natividad Chief Executive Officer's recommendations to accept non-standard risk provisions. This tool is a hosted subscription service for the purpose of staff education. It poses negligible patient privacy or information security risks as RQI Partners will not have access to hospitals systems nor will Natividad transmit any patient information (PHI) to the vendor through the course of this agreement.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this agreement as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The agreement has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on February 12, 2021.

FINANCING:

The cost for this agreement is \$88,208, of which \$31,102 is included in the Fiscal Year 2020-21 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES:

Natividad is dedicated to the people of Monterey County to provide the best possible care to each patient. It is critical that resources are available to staff that are evidenced based and current for delivering high quality and safe patient care.

- ☐ Economic Development
- ☐ Administration
- ☒ Health and Human Services
- ☐ Infrastructure
- ☒ Public Safety

Prepared by: Susan Watson, MSN, RN, Interim Director of Nursing Education, 783-2851

Approved by: Gary R. Gray, DO, Chief Executive Officer, 783-2504

Attachments:

RQI Partners LLC Master Service Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Spin Recruitment Inc. Amendment No. 2

Legistar Number:

..Title

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 2 to the agreement (A-13971) with Spin Recruitment Services for advertising recruitment services, extending the agreement an additional eighteen month (18) period (July 1, 2021 through December 31, 2022) for a revised full agreement term of July 1, 2018 through December 31, 2022, and adding \$300,000 for a revised total agreement amount not to exceed \$900,000.

..Report

RECOMMENDATION:

It is recommended the Board of Supervisors:

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 2 to the agreement (A-13971) with Spin Recruitment Services for advertising recruitment services, extending the agreement an additional eighteen month (18) period (July 1, 2021 through December 31, 2022) for a revised full agreement term of July 1, 2018 through December 31, 2022, and adding \$300,000 for a revised total agreement amount not to exceed \$900,000.

SUMMARY/DISCUSSION:

NMC utilizes Spin Recruitment Services to assist with its advertising efforts as a result of Request for Proposal (RFP) # 9600-78. NMC requires the assistance of an advertising agency in identifying highly qualified candidates for various hard to fill healthcare positions within NMC. The agencies selected to perform these services have a significant number of years of experience specific to the Health Care Industry. NMC has hard to fill positions such as Nurses, Respiratory Therapists, Nurse Practitioners, Physical Therapists, Occupational Therapists and other various clinical positions which require extensive advertising outside of our local area. As a result of the number of active recruitments, and the difficulty of filling them, NMC has utilized significant online, newspaper, and direct mail campaigns to find qualified candidates to meet the needs of the facility and provide quality patient care.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this amendment No. 2 as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The amendment No. 2 has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on February 12, 2021.

FINANCING:

The cost for this amendment No. 1 is \$300,000 of which \$200,000 is included in the Fiscal Year 2020-21 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES:

The services rendered in this Agreement provide the additional support NMC needs to fill hard to fill healthcare positions in order to continue providing reliable and quality patient care to NMC patients.

- ☐ Economic Development
- ☐ Administration
- ☒ Health and Human Services
- ☐ Infrastructure
- ☐ Public Safety

Prepared by: Janine Bouyea, Human Resources Administrator, 783-2701

Approved by: Gary R. Gray, DO, Chief Executive Officer, 783-2553

Attachments:

Spin Recruitment Inc. Amendment No. 2

Spin Recruitment Inc. Amendment No. 1

Spin Recruitment Inc. Agreement

Attachments on file with the Clerk of the Board

..Title

Adopt Resolution to:

- a. Amend Personnel Policies and Practices Resolution (PPPR) No. 98-394 Appendix A to adjust the salary range for the classification of Medical Unit Clerk, as indicated; and
- b. Direct the Human Resources Department to implement the changes in the Advantage HRM System.

..Report

RECOMMENDATION:

It is recommended that the Board of Supervisors:

Adopt Resolution to:

- a. Amend Personnel Policies and Practices Resolution (PPPR) No. 98-394 Appendix A to adjust the salary range for the classification of Medical Unit Clerk, as indicated; and
- b. Direct the Human Resources Department to implement the changes in the Advantage HRM System.

SUMMARY/DISCUSSION:

The Service Employees International Union (SEIU) Local 521 requested a compensation study for the Medical Unit Clerk classification. The Natividad HR Department conducted a wage study with our comparable agencies and recommends that a new salary range for the Medical Unit Clerk classification be set at \$3,549-\$4,847 (monthly) based on labor market findings.

The Medical Unit Clerk positions are critical to the effective delivery of direct patient care in that they perform a wide variety of clerical duties in support of doctors, nurses and other staff on various inpatient units and within assigned medical treatment areas. The primary function of incumbents within this classification is to act as a unit receptionist for various inpatient units and/or ancillary service departments within an inpatient acute care facility.

In October 2020, SEIU Local 521 requested that a compensation study be conducted on the classification of Medical Unit Clerk citing necessity primarily based on the premise that there was no record available of a compensation study since origination in 1981. Outside of negotiated cost of living adjustments, there is no record of a market analysis being performed since the classification was created to ensure alignment. The wage study is now complete and confirmed that the classification of Medical Unit Clerk is paid 16.35% below the survey mean.

It is therefore recommended the Board of Supervisors approve the proposed action to adjust the salary range of the Medical Unit Clerk classification to ensure that qualified applicants are recruited and retained for this position that is utilized within various departments of Natividad.

OTHER AGENCY INVOLVEMENT:

The Monterey County Human Resources Department and SEIU Local 521 concur with the recommendations.

FINANCING:

There is a salary increase of \$57,586 as a result of these actions for Natividad Medical Center (Unit 9600) FY 2020-21 Adopted Budget. This action does not impact the General Fund.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES:

The proposed recommended actions address the Board of Supervisors Administration Strategic Initiative. The actions demonstrate the County's commitment to meeting the Board's initiatives in recruiting, retaining, and attracting a diverse, talented workforce that supports the mission of Monterey County.

☐ Economic Development
☒ Administration
☐ Health & Human Services
☐ Infrastructure
☐ Public Safety

Prepared by: Janine Bouyea, Assistant Administrator, (831) 783-2701

Approved by: Dr. Gary R. Gray, D.O., Hospital Chief Executive Officer, (831) 783-2553

Attachments:
Resolution

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Blue Elm Amendment No. 2

Legistar Number:

..Title

- a. Authorize the Deputy Purchasing Agent for Natividad Medical Center (NMC) or his designee to execute amendment No. 2 to the Agreement (A-13929) with Blue Elm Company LLC for Master Software License & Maintenance services for data integrity verification and issue resolution software at NMC adding \$3,840 for a revised total agreement amount not to exceed \$33,840.
- b. Authorize the Deputy Purchasing Agent for NMC or his delegate to execute up to three (3) future amendments for extended software maintenance in future years, provided that the annual cost of the extended maintenance does not exceed \$4,240 per year.
- c. Authorize the Deputy Purchasing Agent for NMC or his designee to execute up to three (3) future amendments which are not related to extended annual maintenance provided that the cost does not exceed ten percent (10%) (\$1,920) of the original cost of the agreement per each amendment.

..Report

RECOMMENDATION:

It is recommended the Board of Supervisors:

- a. Authorize the Deputy Purchasing Agent for Natividad Medical Center (NMC) or his designee to execute amendment No. 2 to the Agreement (A-13929) with Blue Elm Company LLC for Master Software License & Maintenance services for data integrity verification and issue resolution software at NMC adding \$3,840 for a revised total agreement amount not to exceed \$33,840.
- b. Authorize the Deputy Purchasing Agent for NMC or his delegate to execute up to three (3) future amendments for extended software maintenance in future years, provided that the annual cost of the extended maintenance does not exceed \$4,240 per year.
- c. Authorize the Deputy Purchasing Agent for NMC or his designee to execute up to three (3) future amendments which are not related to extended annual maintenance provided that the cost does not exceed ten percent (10%) (\$1,920) of the original cost of the agreement per each amendment.

SUMMARY/DISCUSSION:

NMC's Electronic Health Record (EHR) MEDITECH transfers data daily to a Data Repository (DR). This Data Repository is key for reporting, data analytics, data to third party vendors, etc. There is a need to ensure that all the data is transferred correctly and completely. NMC uses Blue Elm's DrAuditor tool which automatically validates the process and data transfer to MEDITECH's DR. If the daily transactions between the MEDITECH applications and the DR don't transfer correctly there can be discrepancies and lead to inaccurate data in the Data Repository. Many of NMC's third party applications rely solely on the DR data and its integrity is critical. DrAuditor helps provide confidence in the Data Repository integrity by comparing records in the MEDITECH transactional environment with the data in the SQL Data Repository. Currently, the tool creates audit reports which allow NMC staff to manually resolve any data discrepancy issues.

NMC is requesting approval to purchase Blue Elm's Requeue module which automatically resolves many data discrepancy types without staff intervention. This ensures quick resolution of data transmission errors and minimal interruption to processes and workflows within NMC.

NMC is requesting approval of NMC Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, additional insured or blank endorsement and limitations on warrant and indemnity provisions within the agreement.

This agreement underwent extensive vetting by County approvers. There are numerous technical aspects and non-standard risk provisions that were especially negotiated. Services have not been initiated but the start date of this agreement has been maintained to preserve the parties' timeline for implementation.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel reviewed and approved this amendment No. 2 as to form, and the Auditor-Controller reviewed and approved as to payment provisions. The amendment No.2 was reviewed and approved by NMC's Finance Committee and Board of Trustees on February 12, 2021.

FINANCING:

The cost for this amendment No. 2 is \$3,840 which is included in the Fiscal Year 2020-21 Adopted Budget. There is no impact to the General Fund.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES:

Accurate data leads to better patient care by reducing errors and improving physician, departmental, and hospital performance.

- ☐ Economic Development
- ☐ Administration
- ☒ Health and Human Services
- ☐ Infrastructure
- ☐ Public Safety

Prepared by: Charles Harris M.D., Chief Medical Information Officer, 783-2785

Approved by: Gary R. Gray, DO, Chief Executive Officer, 783-2504

Attachments:

Blue Elm Amendment 1

Blue Elm Services Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Clinical Computer Systems, Inc. Agreement

Legistar Number: _____

..Title

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 1 to the agreement (A-13073) with Clinical Computer Systems for OBIX perinatal monitoring and data system services, extending the agreement an additional five (5) year period for a revised full agreement term of April 1, 2016 through March 31, 2026, and adding \$266,450 for a revised total agreement amount not to exceed \$396,844.

..Report

RECOMMENDATION:

It is recommended the Board of Supervisors:

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 1 to the agreement (A-13073) with Clinical Computer Systems for OBIX perinatal monitoring and data system services, extending the agreement an additional five (5) year period for a revised full agreement term of April 1, 2016 through March 31, 2026, and adding \$266,450 for a revised total agreement amount not to exceed \$396,844.

SUMMARY/DISCUSSION:

The OBIX Fetal Monitoring System has been used at Natividad Medical Center since 2011 to electronically monitor fetal heart rates and maternal uterine status in order to monitor maternal and fetal well-being before, during, and after labor. Continuous fetal surveillance monitoring is required for caring and managing both high and low risk laboring patients and it is the standard of care per AWHONN, ACOG and AAP guidelines. This system is critical to care provided by Natividad's OB department and for the care and delivery of babies.

Maintenance and support for this system is needed to address questions, issues, upgrades and enhancements. This request is for the extension of the maintenance and support fees for OBIX for an additional five years. This system is used daily and will continue to be used by the OB department into the future and support for the system as needed. Clinical Computer Systems Inc. represents OBIX and provides the support and maintenance that is needed.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this amendment No. 1 as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The amendment No. 1 has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on February 12, 2021.

FINANCING:

The cost for this Agreement is \$266,450 of which \$78,852 is included in the Fiscal Year 2020-21 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES:

This amendment is for the continued use of a system which allows perinatal and uterine monitoring and is critical to the health of mothers and babies born in Monterey County.

- ☐ Economic Development
- ☐ Administration
- ☒ Health and Human Services
- ☐ Infrastructure
- ☐ Public Safety

Prepared by: Charles Harris M.D., Chief Quality Officer, 783-2785
Approved by: Gary R. Gray, DO, Chief Executive Officer, 783-2504

Attachments:
Clinical Computer Systems, Inc. Amendment No. 1
Original Agreement with Clinical Computer Systems, Inc.

Attachments on file with Clerk of the Board:

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Secure Exchange Solutions, Inc. Master Software-As-A-Service Subscription Agreement

Legistar Number: _____

..Title

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with Secure Exchange Solutions, Inc. for secure messaging services at NMC for an amount not to exceed \$58,500 with an agreement term retroactive to December 1, 2020 through January 25, 2024.
- b. Approve the NMC Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.

..Report

RECOMMENDATION:

It is recommended the Board of Supervisors:

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with Secure Exchange Solutions, Inc. for secure messaging services at NMC for an amount not to exceed \$58,500 with an agreement term retroactive to December 1, 2020 through January 25, 2024.
- b. Approve the NMC Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.

SUMMARY/DISCUSSION:

Healthcare providers require the use of a Health Information Services Provider (HISP) to securely transmit protected patient data via Direct Secure Messaging (DSM). DSM is a Health Insurance Portability and Accountability (HIPAA) compliant transport method promoted by the Department of Health and Human Services.

HISPs offer healthcare organizations an onramp to the Direct Secure Messaging network where trading partners can exchange protected health information (PHI). Secure Exchange Solutions is the industry leader in providing HISP services and has been providing the underlying service, through an intermediary, to NMC for many years. NMC is now requesting an agreement that will connect us directly to Secure Exchange without the need to contract through a reseller.

NMC is requesting a retroactive agreement because our previous vendor exited the business abruptly, giving NMC no time to negotiate a new agreement with a new vendor before cutting off our service. Because this is a regulatory required service, Secure Exchange Services agreed to provide the service while NMC negotiated in good faith. Secure Exchange has been providing this service to NMC since November, 2020.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this agreement as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The agreement has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on February 12, 2021.

FINANCING:

The cost for this agreement is \$58,500 of which \$19,500 is included in the Fiscal Year 2020-21 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES:

This agreement allows NMC to satisfy regulatory requirements regarding transmission of protected health information (PHI) between systems and providers.

- ☐ Economic Development
- ☒ Administration
- ☐ Health and Human Services
- ☐ Infrastructure
- ☐ Public Safety

Prepared by: Charles Harris M.D., Chief Quality Officer, 783-2785

Approved by: Gary R. Gray, DO, Chief Executive Officer, 783-2553

Attachments:

Secure Exchange Solutions, Inc. Master Software-as-a-Service Subscription Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Dopamine Therapeutics, Inc. First Amendment

TITLE:

- a. Authorize the Chief Executive Officer for Natividad Medical Center or his designee to execute the First Amendment to the Professional Services Agreement with Dopamine Therapeutics, Inc. to provide family medicine services at NMC, extending the term by twelve months (July 1, 2021 to June 30, 2022) for a revised full agreement term of August 1, 2019 to June 30, 2022, and adding \$200,000 for a revised total not to exceed amount of \$300,000 in the aggregate; and
- b. Authorize the Chief Executive Officer for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not exceed 10% (\$10,000) of the original contract amount and do not significantly change the scope of work.

RECOMMENDATION:

It is recommended that the Board of Supervisors

- a. Authorize the Chief Executive Officer for Natividad Medical Center or his designee to execute the Professional Services Agreement with Dopamine Therapeutics, Inc. to provide family medicine services at NMC, extending the term by twelve months (July 1, 2021 to June 30, 2022) for a revised full agreement term of August 1, 2019 to June 30, 2022, and adding \$200,000 for a revised total not to exceed amount of \$300,000 in the aggregate; and
- b. Authorize the Chief Executive Officer for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not exceed 10% (\$10,000) of the original contract amount and do not significantly change the scope of work.

SUMMARY/DISCUSSION:

NMC operates Family Medicine Residency Program affiliated with the University of California's San Francisco Medical School with a total of 30 residents that practice in multiple settings including the inpatient labor and delivery unit. The Residency Program must arrange for patient care and supervision of its residents by qualified family medicine physicians. NMC has an agreement with Dopamine Therapeutics, Inc., for which Dr. Nathaniel Lepp provides family medicine services, as needed, to cover the service. NMC wishes to amend the Agreement at this time in order to avoid interruption of services. NMC has obtained an independent opinion of fair market value supporting the payment terms of this Agreement.

OTHER AGENCY INVOLVEMENT:

County Counsel has reviewed and approved this Amendment as to legal form. Auditor-Controller has reviewed and approved this Amendment as to fiscal provisions. The Amendment has also been reviewed and approved by Natividad Medical Center's Finance Committee and Board of Trustees on February 12, 2021.

FINANCING:

The cost of this Amendment is \$200,000. The total not to exceed amount of this Agreement is \$300,000 for the period August 1, 2019 to June 30, 2022. \$100,000 is included the Fiscal Year 2020/2021 Adopted Budget. The remaining balance will be budgeted in subsequent fiscal years. There is no impact to the General Fund.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES:

The services rendered in this agreement are required for Natividad's Family Medicine Residency Program and provide Natividad with the additional support it needs in order to provide reliable

and high quality patient care which improves the health and quality of life for patients and their families.

- ☐ Economic Development
- ☐ Administration
- ☒ Health and Human Services
- ☐ Infrastructure
- ☐ Public Safety

Prepared by: Jeanne-Ann Balza, Director of Physician Services, 783.2506

Approved by: Gary Gray D.O., Chief Executive Officer, 783.2553

Attachments: First Amendment; Assignment and Assumption Agreement; Agreement

Attachments on file at the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

One Workplace dba PBI, Agreement

Legistar Number:

..Title

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with One Workplace dba Peninsula Business Interiors (PBI) for new product, delivery, installation and associated furniture services at NMC for an amount not to exceed \$1,750,000 with an agreement term April 15, 2021 through April 14, 2024.
- b. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (2) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$175,000) of the original cost of the agreement.

..Report

RECOMMENDATION:

It is recommended the Board of Supervisors:

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with One Workplace dba Peninsula Business Interiors (PBI) for new product, delivery, installation and associated furniture services at NMC for an amount not to exceed \$1,750,000 with an agreement term April 15, 2021 through April 14, 2024.
- b. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (2) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$175,000) of the original cost of the agreement.

SUMMARY/DISCUSSION:

In 2012, Natividad Medical Center worked with its interior design firm to develop furniture standards for patient rooms, patient waiting rooms, nurses' stations, exam rooms, and office areas. There are many benefits to having a consistent standard approach to furniture selection. Standards allow for products to be utilized efficiently and allow for better management of inventory. NMC can rearrange and reconfigure the modular office products with minimal costs. NMC selected Steelcase products for its modular office furniture and many patient care furniture pieces. Steelcase is well known in the healthcare industry for its durability and ten-year warranty. One Work Place, doing business as, Peninsula Business Interiors, PBI, is the only local authorized furniture dealer located in Monterey County that sells Steelcase furniture products.

Upcoming projects include (but are not limited to) new furniture for Acute Rehabilitation Unit expansion, Emergency Department nursing/ physician stations, Medical Surgical Unit, Hospital Main Admitting, and Pharmacy.

None of the projects to be completed under the agreement involves work of public improvement for bidding purposes. The agreement complies with the laws regarding the payment of prevailing wages.

Approval of the recommended action will allow PBI to provide Natividad Medical Center with the necessary office and patient area furniture.

OTHER AGENCY INVOLVEMENT:

County Counsel has reviewed and approved this agreement as to legal form and risk provisions, and the Auditor-Controller has reviewed and approved as to payment provisions. The agreement has also

been reviewed and approved by NMC's Finance Committee and Board of Trustees on February 12, 2021

FINANCING:

The cost for this agreement is \$1,750,000 of which \$350,000 is included in the Fiscal Year 2020-2021 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate. There is no impact to the General Fund.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES:

The services rendered in this Agreement provide NMC with the additional support it needs to be able to provide quality patient care, which ultimately improves the health and quality of life for patients and their families.

- ☐ Economic Development
- ☐ Administration
- ☒ Health and Human Services
- ☐ Infrastructure
- ☐ Public Safety

Prepared by: Andrea Rosenberg, Hospital Administrator, 831-783-2562

Approved by: Gary R. Gray, DO, Chief Executive Officer, 783-2504

Attachments:

One Workplace dba PBI Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

RBB Architects Inc Amendment No. 5

Legistar Number: _____

..Title

It is recommended the Board of Supervisors:

Authorize the Deputy Purchasing Agent for Natividad Medical Center (NMC) or his designee to execute amendment No. 5 to the agreement (A-12753) with RBB Architects Inc. for architectural services for the Radiology Modernization Project at NMC pursuant to the Request for Qualifications (RFQ) # 9600-54, extending the agreement an additional three (3) month period (March 1, 2021 through May, 31, 2021) for a revised full agreement term of September 23, 2014 through May 31, 2021.

..Report

RECOMMENDATION:

It is recommended the Board of Supervisors:

Authorize the Deputy Purchasing Agent for Natividad Medical Center (NMC) or his designee to execute amendment No. 5 to the agreement (A-12753) with RBB Architects Inc. for architectural services for the Radiology Modernization Project at NMC pursuant to the Request for Qualifications (RFQ) # 9600-54, extending the agreement an additional three (3) month period (March 1, 2021 through May, 31, 2021) for a revised full agreement term of September 23, 2014 through May 31, 2021.

SUMMARY/DISCUSSION:

NMC is in the construction stage of modernizing the Radiology Department on the first floor of Building 500. The Radiology Department is adding two new Computerized Tomography (CT) scanners, a new Magnetic Resonance Imaging (MRI) as well as creating an Angiography hybrid suite for Interventional Radiology (IR).

The construction was originally forecasted to occur over a 24-month period with construction occurring into 4 phases to maintain services during the remodel. The construction was originally forecasted to occur over a 24-month period, with construction occurring into 4 phases to maintain services during the remodel. Construction started on September 4, 2018, and has currently completed 90% of the project. The Coronavirus (COVID-19) pandemic is continually generating unprecedented delays and disruptions to the Radiology Modernization project by effecting equipment manufacturing, availability of contractor workforce, and governmental personnel for project inspections. The manufacturer of the second CT had a wide spread infection which quarantined factory workers and delayed delivery of the equipment until early March. The project has exceed the original project schedule and now is anticipated to be completed by the end of March of 2021. The remaining term of the contract will be billed as-needed through May 31, 2021. The cost for this add service will be \$114,000.

The project may exceed the original forecasted time frame, but NMC believes the project will come in at or below budget.

This Amendment No. 5 will include extending the term of the agreement additional six (3) month period (March 1, 2021 through May 31, 2021) for a revised full agreement term of September 23, 2014 through May 31, 2021. A transfer of \$114,000 will be made from the approved capital project.

OTHER AGENCY INVOLVEMENT:

County Counsel has reviewed and approved this amendment No. 5 as to legal form, and the Auditor-Controller has reviewed and approved as to payment provisions.

FINANCING:

The cost for Amendment No. 5 is \$114,000 of which is included in the project contingency. There is no impact to the General Fund.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES:

Improve patient care.

- ☐ Economic Development
- ☐ Administration
- ☐ Health and Human Services
- ☒ Infrastructure
- ☐ Public Safety

Prepared by: Brian Griffin, Project Manager, 783-2605

Approved by: Gary R. Gray, DO, Chief Executive Officer, 783-2504

Attachments:

RBB Architects Inc. Amendment No. 5
RBB Architects Inc. Amendment No. 4
RBB Architects Inc. Amendment No. 3
RBB Architects Inc. Amendment No. 2
RBB Architects Inc. Amendment No. 1
RBB Architects Inc. Agreement
Spend Sheet

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Optuminsight Inc. Amendment No. 3

Legistar Number: _____

..Title

Authorize the Deputy Purchasing Agent for Natividad Medical Center (NMC) or his designee to execute an amendment No. 3 to the agreement (A-14280) with Optuminsight, Inc. for perioperative (surgery) consulting services to improve the number of surgical procedures and patients satisfaction, extending the agreement an additional two(2) years (March 1, 2021 through March 31, 2025) for a revised full agreement term of March 26, 2019 through March 31, 2025 and adding \$540,000 for a revised full agreement amount not to exceed \$ 2,220,000.

..Report

RECOMMENDATION:

It is recommended the Board of Supervisors:

Authorize the Deputy Purchasing Agent for Natividad Medical Center (NMC) or his designee to execute an amendment No. 3 to the agreement (A-14280) with Optuminsight, Inc. for perioperative (surgery) consulting services to improve the number of surgical procedures and patients satisfaction, extending the agreement an additional two(2) years (March 1, 2021 through March 31, 2025) for a revised full agreement term of March 26, 2019 through March 31, 2025 and adding \$540,000 for a revised full agreement amount not to exceed \$ 2,220,000.

SUMMARY/DISCUSSION:

The volume in Natividad's surgery rooms has increased by at least 10% year-to-year. In certain specialties like orthopedics, urology and GI, volumes increased by more than 20% year-to-year. Additional new procedures like neurosurgery have also added volume to the surgery department. The increase in volume over the past years has also added operational challenges to the surgery space for procedures, the coordination of schedules and appointments for procedures between surgeons, clinics and surgical suites, and overall the process for surgical procedures. An opportunity exists to increase volume and improve the overall processes for surgical procedures including customer satisfaction.

Optuminsight Advisory Services specializes in helping hospitals and healthcare systems address this challenge with expert guidance, insights, strategies, and implementation support to improve processes and capture additional volume. Optum's team will provide leadership in the following areas: improve volume growth by effectively organizing the scheduling process, improve customer service for both patients and physicians by improving access, adjust surgical suite numbers to optimize labor and productivity of staff, improve pre-procedure preparations to prevent delays and cancellations, improve surgery efficiency – length of procedures, and improve surgeons and specialists engagement in governing room capacity management. The extensive improvement plan will consist of the participation from front line personnel (registration, scheduling, financial counseling, etc) , nurses, surgery nurses, physicians, clinics, ancillary departments (laboratory, imaging, etc) and support staff in order to adjust processes to improve outcomes.

OTHER AGENCY INVOLVEMENT:

County Counsel has reviewed and approved this amendment no. 3 as to legal form, and the Auditor-Controller has reviewed and approved as to payment provisions. The amendment no. 3 has also been

reviewed and approved by NMC's Finance Committee and by its Board of Trustees on February 12, 2021.

FINANCING:

The cost for this agreement is \$540,000 of which \$180,000 is included in the Fiscal Year 2020-21 Adopted Budget and remaining balances will be included in corresponding years.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES:

This agreement is for executive level consulting services, the outcome of which will contribute to a more efficient use of resources within the organization.

- ☐ Economic Development
- ☐ Administration
- ☒ Health and Human Services
- ☐ Infrastructure
- ☐ Public Safety

Prepared by: Daniel Leon CFO, 783-2561

Approved by: Gary R. Gray, DO, Chief Executive Officer, 783-2504

Attachments:

Optuminsight, Inc. Agreement
Optuminsight amendment no. 1
Optuminsight amendment no. 2
Optuminsight amendment no. 3

Attachments on file with the Clerk of the Board

FINANCIAL STATEMENTS

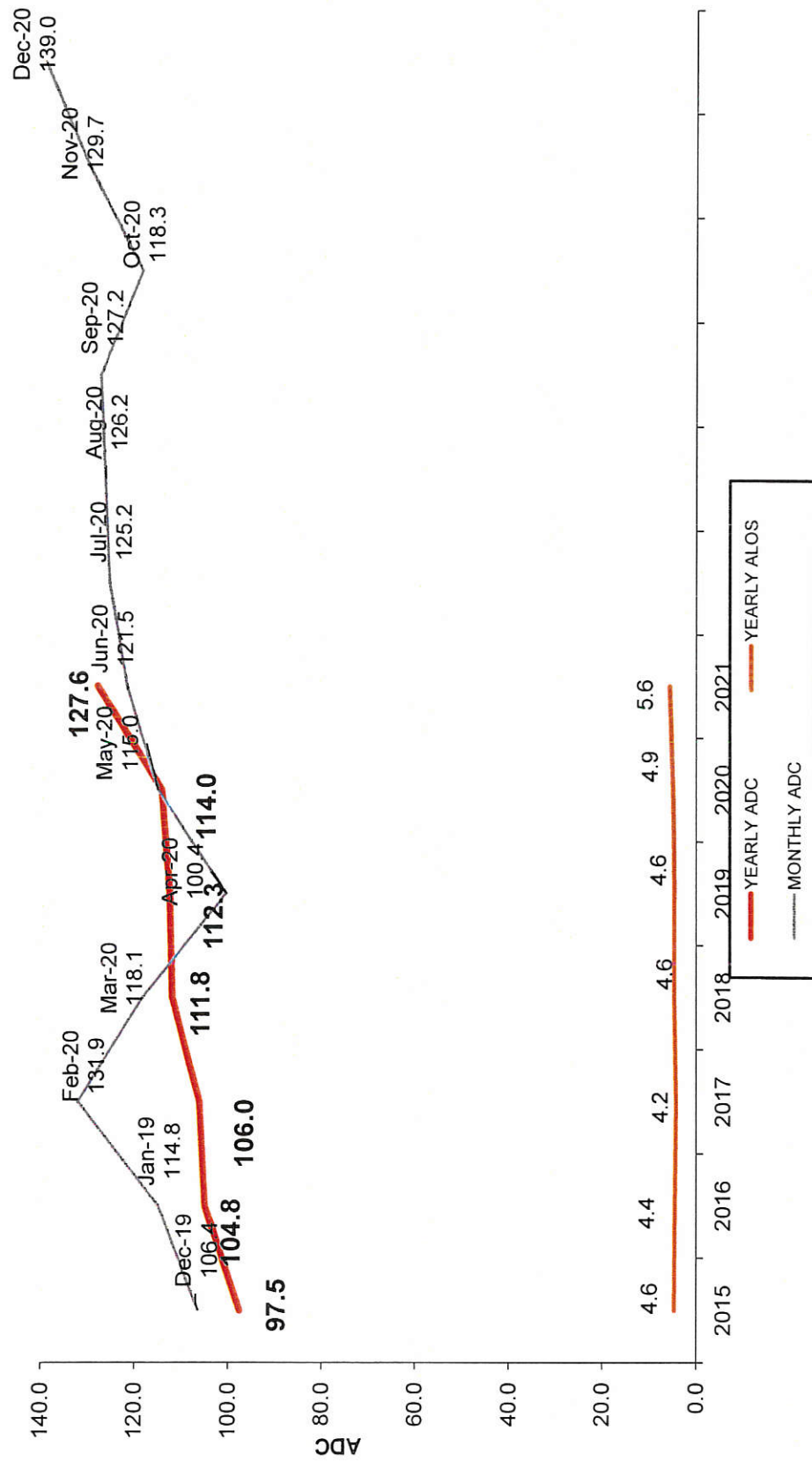
DECEMBER 31, 2020

FINANCIAL STATEMENTS

DECEMBER 31, 2020

I N D E X

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NATIVIDAD

STATISTICAL REPORT

DECEMBER 31, 2020

Month-To-Date					Year-To-Date					
10-20	11-20	12-20	Budget		Budget	Current	Prior Yr	%		
PT DAYS BY SERVICE					STAFFED BEDS				CY/PLY	
1	198	208	144	208	NICU	15	1,234	1,198	1,229	-2.52%
2	1,605	1,874	2,278	1,555	Med/Surg	61	9,230	11,196	9,185	21.89%
3	310	284	331	195	ICU	10	1,158	1,871	1,153	62.27%
4	28	42	27	54	Peds	12	320	187	321	-41.74%
5	713	702	733	724	Acute Rehab	24	4,296	4,290	4,212	1.85%
6	292	261	256	271	OB/Gyn	27	1,610	1,708	1,604	6.48%
7	3,146	3,371	3,769	3,007	TOTAL ACUTE	149	17,848	20,450	17,704	15.51%
8	521	521	541	465	Psychiatric	19	2,760	3,028	2,739	10.55%
9	3,667	3,892	4,310	3,472	TOTAL DAYS	168	20,608	23,478	20,443	14.85%
10	292	259	241	287	Nursery	18	1,704	1,726	1,695	1.83%
AVERAGE DAILY CENSUS										
11	78.5	89.0	97.9	73.6	Acute	125	73.7	87.8	73.3	19.78%
12	23.0	23.4	23.6	23.4	Acute Rehab	24	23.3	23.3	22.9	1.75%
13	16.8	17.4	17.5	15.0	Psychiatric	19	15.0	16.5	14.9	10.74%
14	118.3	129.7	139.0	112.0	TOTAL	168	112.0	127.6	111.1	14.85%
15	9.4	8.6	7.8	9.3	Nursery	18	9.3	9.4	9.2	2.17%
PERCENTAGE OF OCCUPANCY										
16	62.8%	71.2%	78.3%	58.9%	Acute		59.0%	70.2%	58.6%	19.8%
17	95.8%	97.5%	98.3%	97.5%	Acute Rehab		97.1%	97.1%	95.4%	1.7%
18	88.4%	91.6%	92.1%	78.9%	Psychiatric		78.9%	86.8%	78.4%	10.7%
19	70.4%	77.2%	82.7%	66.7%	TOTAL		66.7%	76.0%	67.7%	12.1%
20	52.2%	47.8%	43.3%	51.7%	Nursery		51.7%	52.2%	51.1%	2.2%
ADMISSIONS										
21	569	590	596	617	Acute		3,656	3,569	3,637	-1.87%
22	55	54	52	57	Acute Rehab		341	324	334	-2.99%
23	62	49	46	63	Psychiatric		375	291	374	-22.19%
24	686	693	694	737	TOTAL		4,372	4,184	4,345	-3.71%
25	176	158	147	172	Nursery		1,020	1,051	1,015	3.55%
26	177	161	151	183	Deliveries		1,085	1,073	1,033	3.87%
DISCHARGES										
27	563	560	568	633	Acute		3,753	3,491	3,734	-6.51%
28	52	54	53	65	Acute Rehab		388	325	333	-2.40%
29	62	49	46	56	Psychiatric		335	290	381	-23.88%
30	677	663	667	754	TOTAL		4,476	4,106	4,448	-7.69%
31	158	143	138	156	Nursery		926	962	921	4.45%
AVERAGE LENGTH OF STAY										
32	5.3	5.6	6.2	4.7	Acute(Hospital wide no babies)		4.7	5.6	4.7	19.15%
33	13.0	13.0	14.1	12.7	Acute Rehab		12.6	13.2	12.6	4.76%
34	2.6	2.6	2.7	2.7	OB/Gyn		2.7	2.5	2.7	-7.41%
35	8.4	10.6	11.8	7.4	Psychiatric		7.4	10.4	7.3	42.47%
36	1.7	1.6	1.6	1.7	Nursery		1.7	1.6	1.7	-5.88%
OUTPATIENT VISITS										
37	3,375	3,219	3,439	4,528	Emergency Room		26,879	20,966	26,746	-21.61%
38	481	513	525	571	ER Admits		3,390	3,116	3,372	-7.59%
39	70.1%	74.0%	75.6%	77.5%	ER Admits as a % of Admissions		77.5%	74.5%	77.6%	-4.04%
40	5,763	4,995	4,871	6,229	Clinic Visits		36,971	31,538	36,481	-13.55%
ANCILLARY PROCEDURES BILLED										
41	49,376	49,652	58,520	48,142	Lab Tests		285,746	311,738	286,607	8.77%
42	3,246	3,060	3,315	3,013	Radiology Procedures		17,882	19,490	20,899	-6.74%
43	194	204	171	210	MRI Procedures		1,246	1,178	1,239	-4.92%
44	78	93	51	148	Nuclear Med Procedures		878	477	874	-45.42%
45	1,158	993	1,023	1,140	Ultrasound Procedures		6,766	6,684	6,730	-0.68%
46	1,798	1,794	1,396	1,853	CT Scans		10,998	10,164	10,942	-7.11%
47	380	395	260	364	Surgeries		2,183	2,176	2,291	-5.02%
48	8.45	8.10	7.71	7.86	FTE'S PER AOB		7.86	8.09	8.07	0.25%
49	1,382.6	1,399.2	1,396.2	1,271.3	TOTAL PAID FTE'S		1,271.3	1,385.2	1,294.7	6.99%
50	5,073	5,183	5,616	5,015	ADJUSTED PATIENT DAYS		29,766	31,490	29,538	6.61%

STATEMENT OF REVENUES AND EXPENSES & CHANGES IN NET ASSETS-TREND-NORMALIZED
NATIVIDAD
FOR FY2021

	JUL-20	AUG-20	SEP-20	OCT-20	NOV-20	DEC-20	JAN-21	FEB-21	MAR-21	APR-21	MAY-21	JUN-21	YTD
REVENUE													
Patient Revenue:													
Inpatient	\$ 77,149,435	\$ 79,855,472	\$ 78,306,171	\$ 74,755,382	\$ 76,953,622	\$ 86,007,642							\$ 475,027,724
Pro Fees	2,696,122	2,236,186	2,299,002	2,494,198	1,868,807	2,532,642							14,126,957
Outpatient	28,527,426	27,989,196	27,159,445	29,608,527	26,810,166	26,823,056							166,917,816
Total Patient Revenue	108,372,983	110,080,854	107,764,618	106,858,107	107,632,595	115,363,340							656,072,497
Deductions from revenue													
Contractual Deductions	77,896,531	82,859,399	80,916,787	81,400,665	80,503,011	86,748,036							490,324,429
Bad Debt	5,810,435	3,985,636	3,289,758	2,044,119	3,030,736	2,482,925							20,643,609
Unable to Pay	198,523	183,546	105,354	112,097	236,157	187,623							1,003,300
Total Contractual Discounts	83,905,489	87,028,581	84,311,899	83,556,881	83,769,904	89,398,584							511,971,338
Net Patient Revenue	24,467,494	23,052,273	23,452,719	23,301,226	23,862,691	25,964,756							144,101,159
As a percent of Gross Revenue	22.58%	20.94%	21.76%	21.81%	22.17%	22.51%							21.96%
Total Government Funding	5,875,865	6,422,375	5,446,330	7,359,941	5,690,945	5,192,491							35,987,947
Other Operating Revenue:													
Rent Income	115,026	116,045	116,225	116,224	116,225	115,753							695,498
Interest Income	226,937	226,937	219,616	344,086	219,616	226,937							1,484,129
NMF Contribution	61,151	61,151	59,178	61,151	59,178	61,151							362,960
Other Income	608,176	292,810	295,493	318,962	367,237	233,363							2,114,041
Total Other Operating Revenue	1,009,290	696,943	690,512	840,423	762,256	637,204							4,636,628
TOTAL REVENUE	31,352,649	30,171,591	29,589,561	31,501,560	30,315,892	31,794,451							184,725,734
EXPENSE													
Salaries, Wages & Benefits													
Registry	18,294,132	16,141,804	15,341,913	15,350,217	15,140,737	15,770,781							96,039,584
Phys/Residents SWB & Contract Fees	890,450	1,182,181	1,680,809	1,374,188	1,476,186	1,523,535							8,127,349
Purchased Services	3,419,049	3,363,198	3,503,759	3,215,766	3,292,953	3,599,756							20,394,481
Supplies	2,759,766	3,000,463	3,257,830	3,384,603	3,585,479	3,616,722							19,682,753
Insurance	321,377	320,092	320,093	320,093	320,093	320,093							17,414,417
Utilities and Telephone	268,191	446,910	334,046	463,675	404,263	344,759							1,921,840
Interest Expense	175,382	163,966	(88,870)	(277,792)	69,186	172,680							2,261,854
Depreciation & Amortization	942,944	975,367	973,628	964,654	969,763	970,093							214,532
Other Operating Expense	483,569	776,259	579,531	683,866	648,311	685,917							5,796,469
TOTAL EXPENSE	30,392,516	28,927,201	28,569,112	28,451,084	28,984,089	30,386,730							175,710,732
NET INCOME(LOSS)	960,133	1,244,390	1,020,449	3,050,506	1,331,803	1,407,721							9,015,002
Normalization for Extraordinary Items													
Interest Anthem Arbitration													
CARES Act Funding	(730,230)	(730,230)	(730,230)	(974,844)	(974,844)	(244,614)							(4,384,992)
DSH Final Settlement FY09-10				(1,360,171)	-	-							(1,360,171)
Families First C-19 Response	(277,658)	(658,108)	-	(156,950)	-	-							(1,092,716)
Total Extraordinary Items	(1,007,888)	(1,388,338)	(730,230)	(2,491,965)	(974,844)	(244,614)							(6,837,879)
NET INCOME BEFORE Extraordinary Items	\$ (47,755)	\$ (143,948)	\$ 290,219	\$ 558,541	\$ 356,959	\$ 1,163,107	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,177,123
CAPITAL CONTRIBUTIONS													
County Contribution													
CHANGE IN NET ASSETS	\$ 960,133	\$ 1,244,390	\$ 1,020,449	\$ 3,050,506	\$ 1,331,803	\$ 1,407,721	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,015,002

NATIVIDAD

CAPITAL CONTRIBUTIONS

NATIVIDAD
CHANGES & CHANGES
AS OF DECEMBER 31

40

NATIVIDAD

BALANCE SHEET

AS OF DECEMBER 31, 2020

[illegible]

NATIVIDAD
STATE AND COUNTY RECEIVABLES

AS OF 12/31/20

BALANCE SHEET

	Req. Balance	Accruals	Reclas and Adj	Payment LHP Final Rec'd	GPP PRIME/CARES	IGT	Payments	Ending Balance
Medi-Cal Waiver (DSH + SNCP)	\$ 8,722,908	12,350,666				16,510,932	(37,252,012)	332,514
Hospital Fee	-	478,904					(425,287)	53,617
Rate Range IGT-CCAH-	5,562,092	4,083,286						9,645,378
MCMC EPP	7,864,092	3,911,888				3,939,641	(11,897,409)	3,818,212
MCMC QIP	18,519,196	4,448,768				9,221,285	(27,740,481)	4,448,768
SB1732	1,067,767	1,966,028					(306,413)	2,727,382
AB 915	-	1,814,792						1,814,792
Medical GME	1,925,521							(36,684)
CARES ACT Funding	(3,651,146)		4,384,992		180,590	2,458,739	(4,420,945)	(1,287,093)
A/R UCSF & TUORO University	-	37,600						37,600
A/R Seaside Clinic	-						(81,117)	(81,117)
A/R Office Buildings	39,425	716,569					(579,645)	176,348
Medical HPE	-	151,232						151,232
Interest Accrued Positive Cash	-	1,346,980					(673,490)	673,490
Accrued Donations	1,574,818	362,960					(454,335)	1,483,443
A/R Jail-FC&E	(3,302)	546,476					(429,909)	113,265
Health Department	69,628	867,745					(710,608)	226,764
STATE RECEIVABLES	\$ 41,690,998	\$ 33,083,914	\$ 4,384,992	\$ -	\$ 180,590	\$ 32,130,597	\$ (87,173,180)	\$ 24,297,911

P & L

	YTD Dec-20
Medi-Cal DSH / SNCP/PHYS SPA	\$ 7,630,857
PRIME	6,080,000
Rate Range IGT-CCAH-	4,083,286
Esperanza Care	(1,008,220)
Family First C-19 Response-FMAP Enhance-	1,092,716
EMS/ Maddy Funds	166,059
CARES Act Funding	4,384,992
HPE	151,232
Hospital Fee	478,904
MCMC EPP	3,911,888
HD Residency Support	(252,056)
MCMC QIP	4,448,768
AB915	1,814,792
Medicare GME	1,038,700
SB 1732	1,966,028
PRIME/FUNDING INCOME	\$ 35,987,946

NATIVIDAD

STATEMENT OF CASH FLOWS

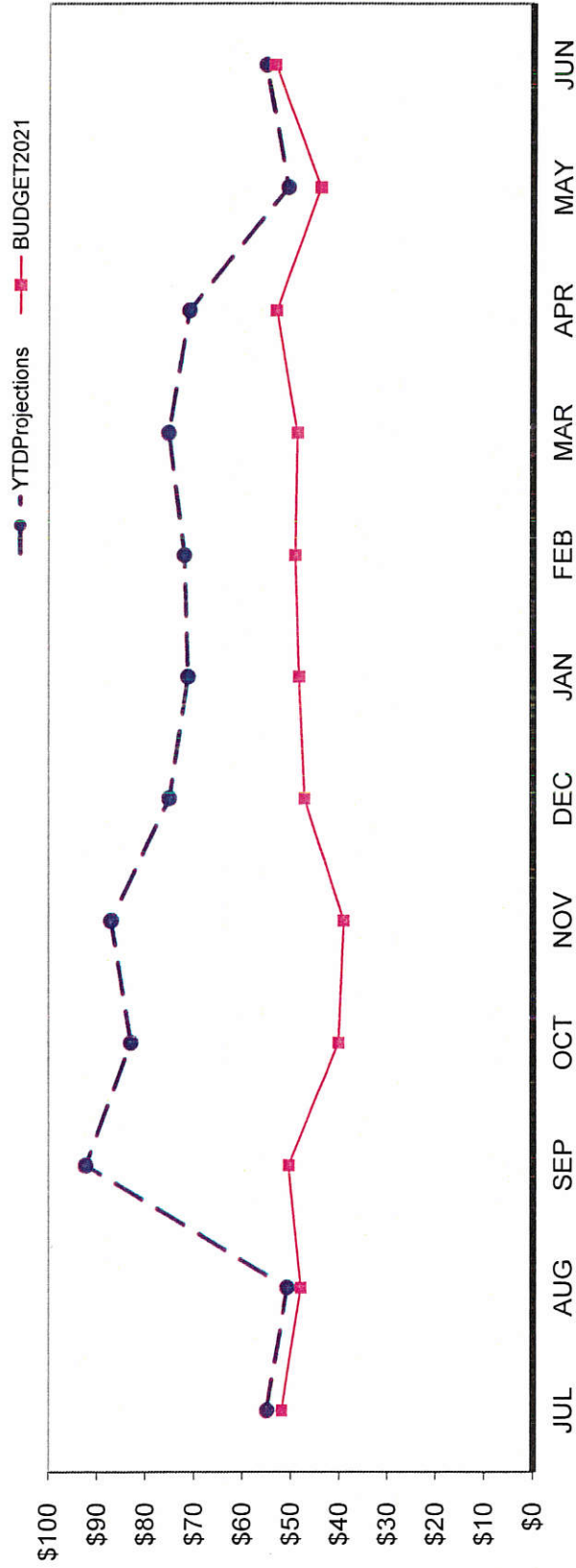
AS OF DECEMBER 31, 2020

	CURRENT MONTH	YEAR - TO - DATE
1	\$ 87,089,304	\$ 66,424,055
2		
3	1,407,721	9,015,002
4	-	-
5	970,531	5,799,092
6	2,378,252	14,814,094
7		
8	(4,075,804)	(10,536,686)
9	(7,064,410)	17,393,088
10	(501,368)	411,460
11	1,401,652	1,811,044
12	245,400	2,009,585
13	-	(10,199,409)
14	208,591	208,591
15	74,774	(1,873,876)
16	(9,711,165)	(776,203)
17		
18		
19	(1,387,275)	(5,155,720)
20	-	-
21	(1,387,275)	(5,155,720)
22		
23	(3,636,406)	(3,882,231)
24	397,823	3,706,538
25	-	-
26	(3,238,583)	(175,693)
27	(11,958,771)	8,706,478
28	\$ 75,130,533	\$ 75,130,533

NATIVIDAD
RECONCILIATION OF GOVERNMENT FUNDING
FISCAL YEAR 2021

	<u>BDGT-21</u>	<u>ESTIMATE FY2021</u>	<u>Variance to Budget</u>
	\$	\$	\$
Medi-Cal DSH Waiver & Phys SPA	11,540,000	11,600,171	60,171
PRIME Y4	12,160,000	12,160,000	-
EPP	7,760,000	7,760,000	-
QIP	8,825,000	8,825,000	-
Physician SPA	800,000	800,000	-
AB915	3,600,000	3,600,000	-
SB1732	3,900,000	3,900,000	-
CCAH Rate Range	8,100,000	8,100,000	-
HPE	300,000	300,000	-
Families First Corona Virus Response	-	1,092,716	1,092,716
HHS -CARE Fund Stimulus Covid-19	-	5,852,676	5,852,676
Esperanza Care Outside Purchased Service	(2,000,000)	(2,000,000)	-
HD Residency Support	(500,000)	(500,000)	-
Medicare GME & B/D	1,352,000	1,540,529	188,529
DHS Audit Final FY2010	-	1,300,000	1,300,000
EMS/ Maddy	-	166,059	166,059
Provider Fee	950,000	950,000	-
	<u>\$ 56,787,000</u>	<u>\$ 65,447,151</u>	<u>\$ 8,660,151</u>

Cash Flow Performance Fiscal Year 2021 (in Millions)



Months	JUL		AUG		SEP		OCT		NOV		DEC		JAN		FEB		MAR		APR		MAY		JUN	
	ACTUAL	ESTIMATE	ACTUAL	ESTIMATE	ACTUAL	ESTIMATE	ACTUAL	ESTIMATE	ACTUAL	ESTIMATE	ACTUAL	ESTIMATE	ACTUAL	ESTIMATE	ACTUAL	ESTIMATE	ACTUAL	ESTIMATE	ACTUAL	ESTIMATE	ACTUAL	ESTIMATE	ACTUAL	ESTIMATE
YTD	54.9		50.8		92.3		83.0		87.1		75.1		71.3		72.1		75.3		71.1		50.8		55.3	
BDGT	51.8		47.9		50.3		40.2		39.1		47.2		48.4		49.2		48.7		53.1		44.0		53.4	
Variance	3.0		2.9		41.9		42.9		48.0		27.9		22.9		22.9		26.6		18.0		6.8		1.8	

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