



# Maricopa County Special Health Care District

## Board of Directors Special Meeting

April 28, 2009  
3:00 p.m.

### Agenda



### **Board Members**

William Bruno, Chair, District 1  
Susan Gerard, Vice Chair, District 3  
Greg Patterson, District 2  
Elbert Bicknell, District 4  
Alice Lara, District 5

## **AGENDA – AMENDED** **Special Meeting**

**Board of Directors of the  
Maricopa County Special Health Care District**

• Maricopa Medical Center • Administration Building • Auditoriums 3 and 4 •  
• 2601 E. Roosevelt • Phoenix, AZ 85008 • Clerk's Office 602-344-5177 • Fax 602-344-0892 •

**Tuesday, April 28, 2009  
3:00 p.m.**

*If you wish to address the Board, please complete a speaker's slip and deliver it to the Clerk of the Board. If you have anything you wish distributed to the Board and include in the official record, please hand it to the Clerk who will distribute the information to the Board Members and Maricopa Integrated Health System Senior Staff. Speakers are limited to (3) three minutes.*

*(NOTE: One or more of the members of the Board of Directors of the Maricopa County Special Health Care District will attend either in person or by telephone conference call.)*

Pursuant to A.R.S. § 38-431.03(A)(3), or any applicable and relevant state or federal law, the Board may vote to recess into an Executive Session for the purpose of obtaining legal advice from the Board's attorney or attorneys on any matter listed on the agenda. Pursuant to A.R.S. § 38-431.03(A)(4), or any applicable and relevant state or federal law, the Board may vote to recess into an Executive Session for the purpose of consulting with its attorneys to consider its position and instruct its attorneys regarding the Board's position regarding any contracts that are subject to negotiations, in pending or contemplated litigation, or in settlement discussions conducted in order to avoid or resolve litigation, and that are listed on the General Session agenda for discussion or action or both. The Board also may wish to discuss any items listed for Executive Session discussion in General Session, or the Board may wish to take action in General Session on any items listed for discussion in Executive Session. To do so, the Board will recess Executive Session on any particular item and reconvene General Session to discuss that item or to take action on such item.

**THE TIMES LISTED FOR AGENDA ITEMS ARE ESTIMATED.  
ITEMS MAY BE DISCUSSED EARLIER OR IN A DIFFERENT SEQUENCE.**

### **Call to Order**

### **Roll Call**

### **Call to the Public**

*This is the time for the public to comment. The Board of Directors may not discuss items that are not specifically identified on the agenda. Therefore, pursuant to A.R.S. § 38-431.01(G), action taken as a result of public comment will be limited to directing staff to study the matter, responding to any criticism or scheduling a matter for further consideration and decision at a later date.*

Agendas are available within 24 hours of each meeting in the Clerk of the Board's Office, Maricopa Medical Center, Administration Bldg, 2<sup>nd</sup> Floor 2601 E. Roosevelt, Phoenix, AZ 85008, Monday through Friday between the hours of 8:00 a.m. and 5:00 p.m. Accommodations for individuals with disabilities, alternative format materials, sign language interpretation, and assistive listening devices are available upon 72 hours advance notice through the Clerk of the Board's Office, Maricopa Medical Center, Administration Bldg, 2<sup>nd</sup> Floor 2601 E. Roosevelt, Phoenix, Arizona 85008, (602) 344-5177. To the extent possible, additional reasonable accommodations will be made available within the time constraints of the request.

### **General Session, Presentation, Discussion and Action:**

1. Opening Comments **10 min**
  - Chief Executive Officer Summary of Current Events  
*Betsey Bayless, MIHS, Chief Executive Officer*
2. Discuss, Review and Possible Action on the Fiscal Year 2010 Budget Assumptions: **45 min**
  - a. Volumes
  - b. Cash Goals, Revenue, Reimbursement and Expense Related
  - c. Maricopa Health Plan and its Membership  
*Bill Vanaskie, MIHS, Chief Operating Officer*  
*Ken Meinke, MIHS, Chief Financial Officer*
3. Discuss, Review and Approve Proposed Fiscal Year 2010 Capital Budget **20 min**  
*Ken Meinke, MIHS, Chief Financial Officer*
4. Discuss Future District Strategic Initiatives **10 min**  
*Betsey Bayless, MIHS, Chief Executive Officer*

### **Motion to Recess General Session and Convene in Executive Session**

#### **Executive Session:**

- E-1 Records Exempt by Law from Public Inspection Based on Proprietary Information and Demonstrable and Material Harm that Would Place the District at a Competitive Disadvantage; Legal Advice; Contracts Subject to Negotiations; A.R.S. § 38-431.03(A)(2); A.R.S. § 38-431.03(A)(3); A.R.S. § 38-431.03(A)(4); A.R.S. § 48-5541.01(M)(4)(b), A.R.S. § 48-5541.01(M)(4)(c) and A.R.S. § 48-5541.01(M)(4)(d): Discussion or consideration of records exempt by law from public inspection, including the receipt and discussion of information that is specifically required to be maintained as confidential by state or federal law, information that is confidential or proprietary or consists of trade secrets, information the disclosure of which would cause demonstrable and material harm and would place the district at a competitive disadvantage in the marketplace, or information the disclosure of which would violate any privilege or confidentially granted by statute or common law; Discussion or consultation for legal advice with the attorney or attorneys of the public body; Discussion or consultation with the attorneys of the public body in order to consider its position and instruct its attorneys regarding the public body's position regarding contracts that are the subject of negotiations: Further discussion of a trade-secret and proprietary study of MIHS-strategic initiatives, and legal advice regarding same. **30 min**  
*Betsey Bayless, MIHS, Chief Executive Officer*  
*Bill Vanaskie, MIHS, Chief Operating Officer*  
*Ken Meinke, MIHS, Chief Financial Officer*  
*Warren Whitney, MIHS, Chief External Affairs Officer*  
*Louis B. Gorman, District Counsel*  
*David J. Cantelme, Board Counsel*

### **Recess Executive Session and Reconvene in General Session**

#### **General Session Presentation, Discussion and Action:**

5. Discuss Future Fiscal Year 2010 Budget Meetings and Budget Town Halls/Public Hearings **5 min**  
*Bil Bruno, Chair*

#### **Adjourn**



# Maricopa County Special Health Care District

## Board of Directors Special Meeting

April 28, 2009

Item 1. – No Handout



# Maricopa County Special Health Care District

## Board of Directors Special Meeting

April 28, 2009

Item 2.



**MARICOPA**  
INTEGRATED HEALTH SYSTEM

**SHCD Board Package  
April 28, 2009**

**Maricopa Integrated Health System  
Updated Budget Assumptions  
Fiscal Year 2010**

## Presentation Objective:

### Review / Discuss Fiscal 2010 Budget Assumptions

- Volume
- Payor mix
- Revenue / reimbursement
- Expenses



	<b>FY 2007 Actual</b>	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>Projected *</b>	<b>FY2010 Prelim Budget</b>	<b>% change FY09/FY10</b>
<b>Acute</b>						
Admissions	18,369	18,489	19,894	17,612	18,898	7.3%
Length of Stay	4.9	5.1	5.1	4.6	4.6	-1.3%
Patient Days	90,216	94,862	101,603	81,367	86,175	5.9%
<b>Behavioral Health</b>						
Admissions	2,738	2,520	2,759	2,347	2,398	2.2%
Length of Stay	19.9	23.2	21.0	26.3	26.2	-0.5%
Patient Days	54,375	58,579	58,024	61,740	62,776	1.7%

\* Projected is July 08 - March 09 actual plus projection for April 09 - June 09



# Outpatient and Ancillary Volume Assumptions

	FY2007 Actual	FY2008 Actual	FY2009 Budget	FY2009 Projected *	FY2010 Prelim Budget	% change FY09/FY10
ED visits	55,818	58,068	58,186	55,311	56,878	2.8%
<b>ED Admissions</b>						
Non-trauma admits	8,744	8,643	8,742	8,749	9,100	4.0%
Trauma admits	1,758	1,682	1,758	1,400	1,579	12.8%
<b>Total</b>	<u>10,502</u>	<u>10,325</u>	<u>10,500</u>	<u>10,149</u>	<u>10,679</u>	
<b>Surgeries</b>						
Inpatient	4,297	4,893	5,014	4,961	5,291	6.7%
Outpatient	2,600	2,683	2,719	2,944	2,999	1.9%
<b>Total</b>	<u>6,897</u>	<u>7,576</u>	<u>7,733</u>	<u>7,905</u>	<u>8,290</u>	
Deliveries	3,997	4,218	4,420	3,707	3,772	1.8%
Comfort Care	1,023,184	952,006	988,000	872,807	874,284	0.2%

\* Projected is July 08 - March 09 actual plus projection for April 09 - June 09



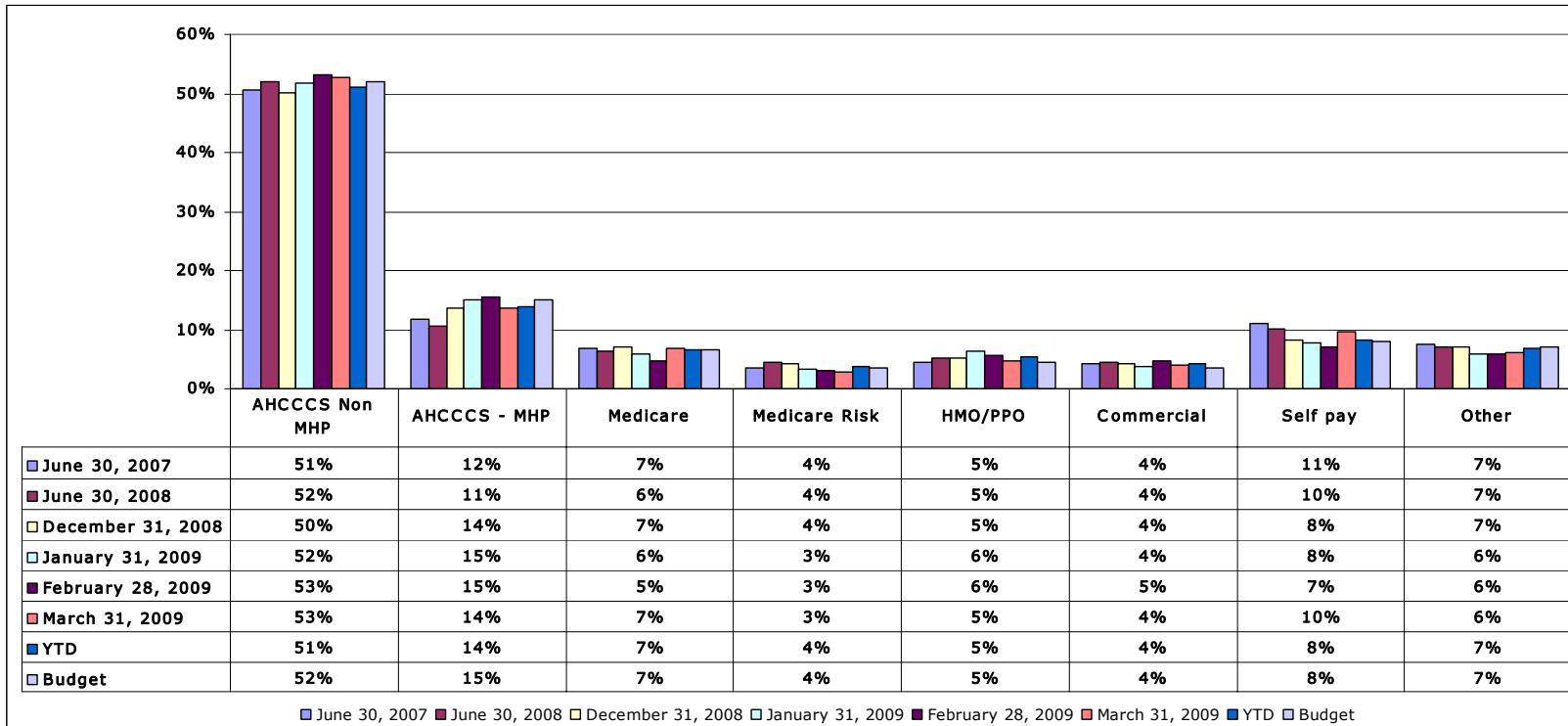
	<b>FY2007 Actual</b>	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2009 Projected *</b>	<b>FY2010 Prelim Budget</b>	<b>% change FY09/FY10</b>
<b>Ambulatory visits</b>						
FHC	150,972	152,025	160,759	151,852	163,394	7.6%
CHC	118,474	125,276	130,047	135,369	142,821	5.5%
Dental	25,598	25,170	27,820	21,416	23,667	10.5%
<b>Urgent Care visits**</b>	1,247	17,862	22,699	20,703	24,863	20.1%

\* Projected is July 08 - March 09 actual plus projection for April 09 - June 09

\*\*Urgent Care clinic opened in June 2007

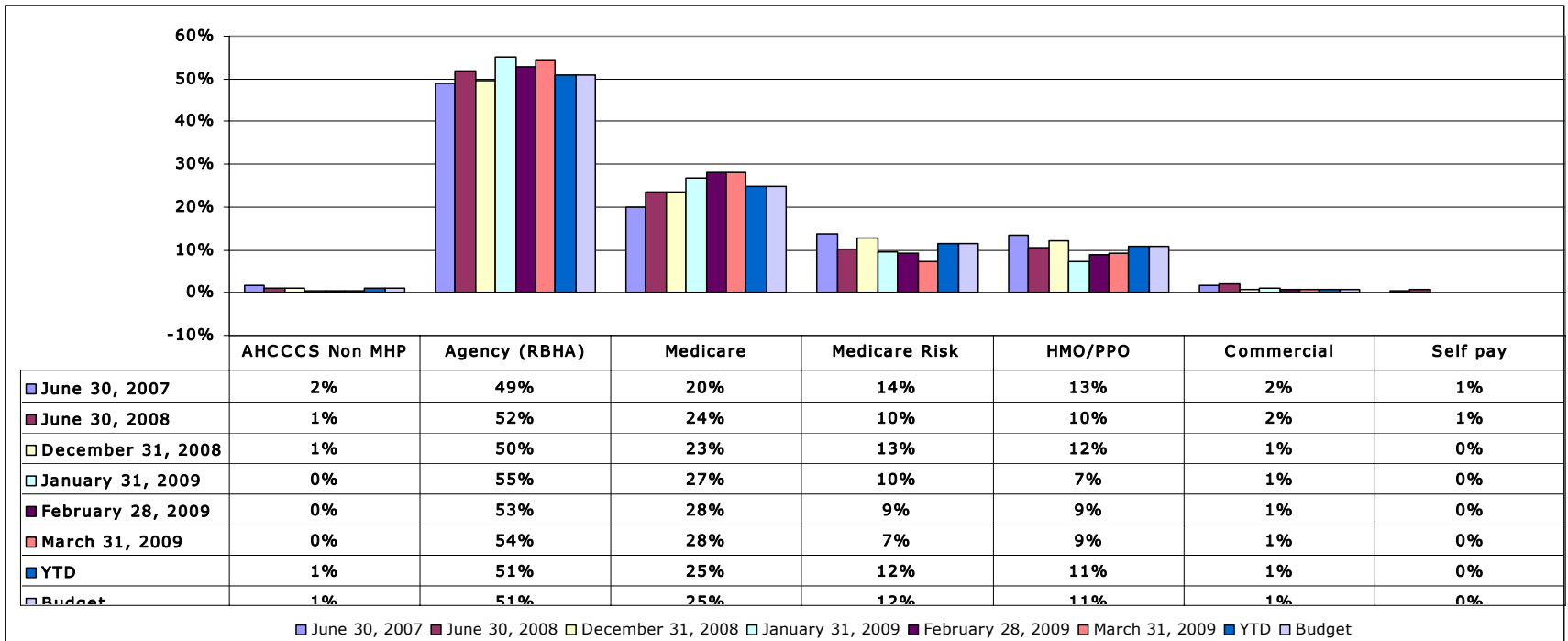


**Maricopa Medical Center Trended Payor Type Days as a Percentage of Total Inpatient Days**



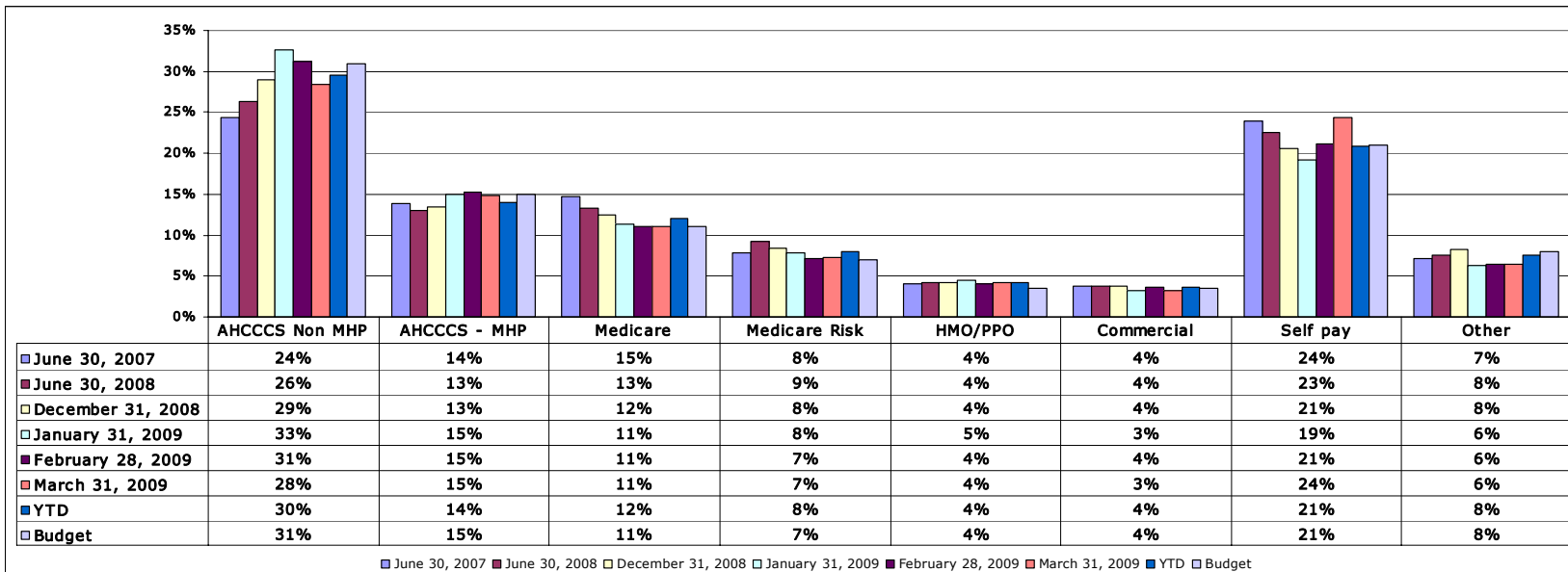


**Maricopa Medical Center Trended Payor Type Days as a Percentage of Total Behavioral Days**



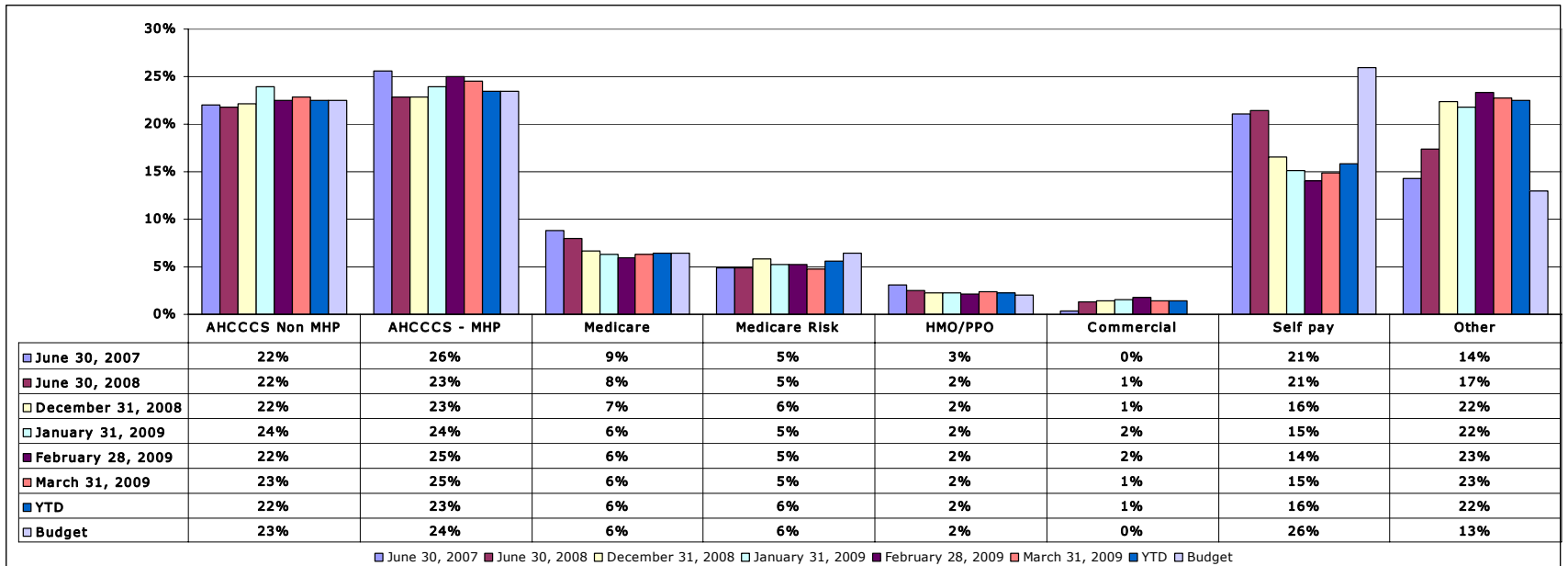


**Maricopa Medical Center Trended Payor Type Visits as a Percentage of Total Outpatient Visits**



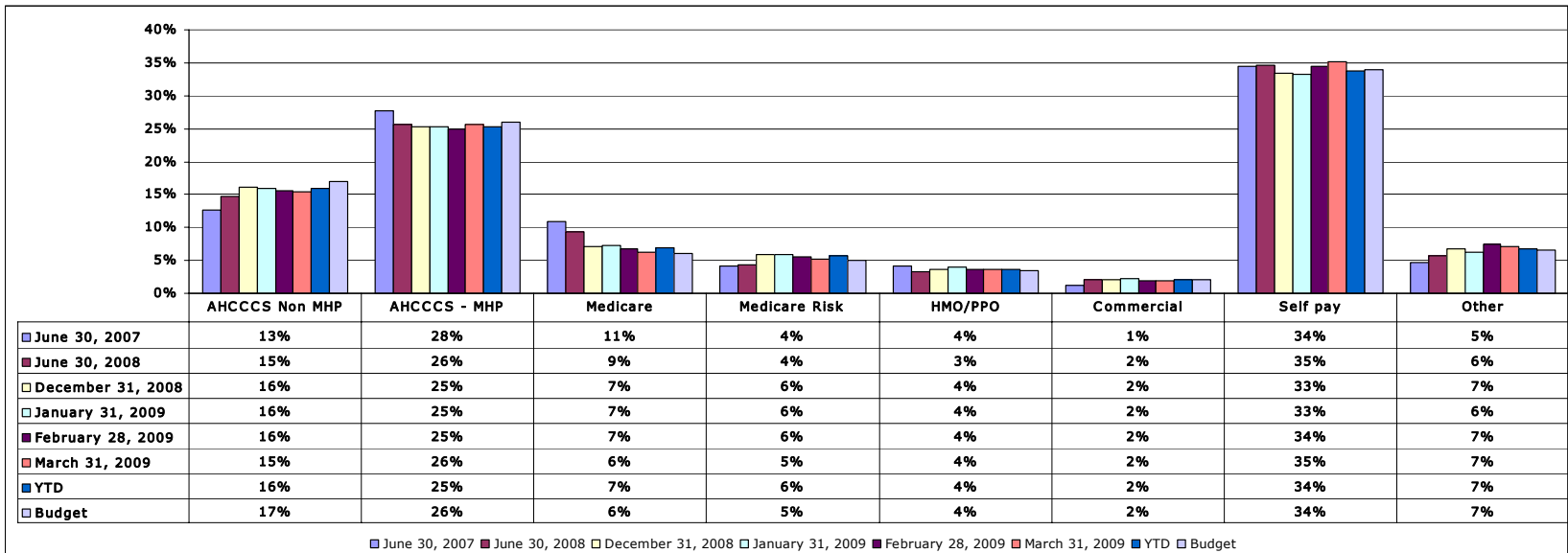


**Maricopa Medical Center Trended Payor Type Visits as a Percentage of Total FHC Visits**



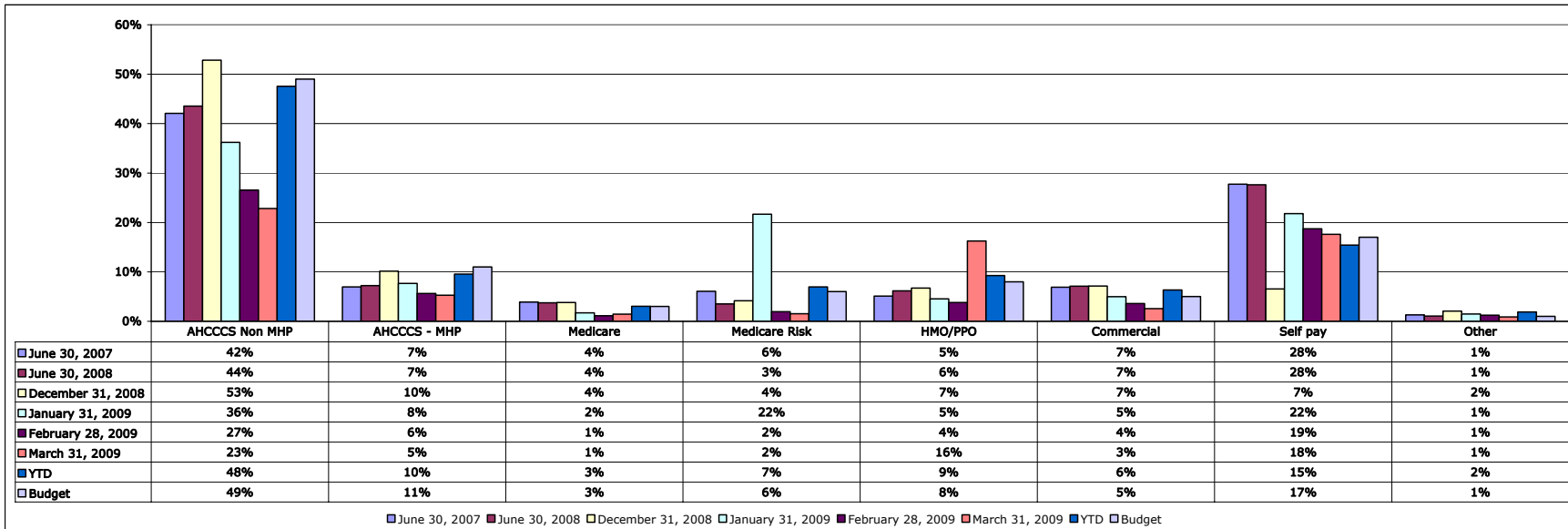


**Maricopa Medical Center Trended Payor Type Visits as a Percentage of Total CHC Visits**





**Maricopa Medical Center Trended Payor Type Visits as a Percentage of Total Urgent Care Visits**



- **Medicare rate increase**
  - Inpatient 3.0% effective October 1<sup>st</sup>
  - Outpatient 3.0% effective January 1<sup>st</sup>
  
- **AHCCCS rate decrease**
- Inpatient and outpatient – **5% to 10% reduction** from current payment rates (\$8M to \$16M). Partially mitigated by FQHC reimbursement at primary care locations
  
- **Magellan rate increase** – No change in current payment rates
  
- **Managed Care and Commercial rate increase** – 5.0%



# Revenue Assumptions

	<b>FY 2007 Actual</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Budget</b>	<b>Forecast*</b>	<b>FY 2010 Prelim Budget</b>	<b>% change FY09/FY10</b>
<b>State and Federal Funding</b>						
<b>(In Millions)</b>						
AHCCCS GME	\$7.63	\$7.63	\$7.63	\$7.93	\$7.93	0.0%
AHCCCS GME (expansion)	\$2.89	\$2.83	\$0.00	\$2.54	\$0.00	-100.0%
Trauma subsidy	\$3.00	\$3.63	\$3.63	\$3.76	\$3.76	0.0%
Psych Teaching subsidy	\$3.55	\$3.55	\$3.55	\$3.55	\$3.55	0.0%
Arizona Primary Care	\$2.62	\$2.79	\$1.97	\$2.22	\$1.20	-45.9%
DSH	\$4.20	\$4.20	\$4.20	\$4.20	\$4.20	0.0%
Ryan White	\$3.28	\$3.75	\$3.65	\$3.84	\$3.18	-17.2%
Section 1011	\$4.02	\$4.37	\$5.34	\$5.34	\$4.05 **	-24.1%
Sub-total	\$31.19	\$32.76	\$29.97	\$33.38	\$27.87	-16.5%
FQHC	\$3.63	\$7.36	\$11.55	\$11.73	\$13.77	17.4%
AHCCCS IME	\$0.00	\$11.93	\$0.00	\$11.93	\$0.00 ***	-100.0%
Grand Total	\$34.82	\$52.05	\$41.52	\$57.04	\$41.64	-27.0%
<b>Property Tax (In Millions)</b>	\$43.00	\$46.31	\$49.92	\$49.92	\$53.00	6.2%

\* Forecast is July 08 - March 09 actual plus projection for April - June 09.

\*\* Final payment for March 2009 claims, to be received in February 2010

\*\*\* There is no guarantee that additional Indirect Medical Education (IME) funding will continue



- **Merit Increases** - \$2.9M – 1.4% of projected FY 2009 salary expense
- **Market Adjustments** - \$1.5M – .75% of projected FY 2009 salary expense
- **Employee Benefits Expenditures:**
  - **Health Insurance:** FY 2009 Cost – \$22.0M  
Projected FY 2010 budget – No increase
  - **Other Benefits:** (Life, Dental, Tuition Reimbursement and Other): FY 2009 Cost - \$2.9M  
Projected FY 2010 budget - \$3.0M
- **ASRS**
  - FY 2009 MIHS contribution rate – 9.45%
  - FY 2010 MIHS contribution rate – 9.40%
- **Contracted Professional Fees (Med Pro)**
  - FY 2009 \$52M (Projected)
  - FY 2009 To be determined based on level of services purchased at fair market value rates.



**Overall projected price changes – 3.3%**

**Projected inflation by major category of expense:**

- Environmental services 6.1%
- Food and nutrition 3.5%
- I.V. solutions and supplies 5.0%
- Laboratory 3.9%
- Medical supplies 2.4%
- Office supplies 4.3%
- Orthopedics 6.2%
- Surgical supplies 2.7%
- Pharmacy 6.5%
- Electricity 1.9%
- Natural Gas 3.2%

Source: Novation January 2009 Budget Impact Projections Report



- In order to meet required operating targets, management is reviewing reductions in FTEs. The level of reductions has not been finalized. FTE reductions will be prioritized using the following principles:
  - Open Positions
  - Management
  - Administrative (Clinical and Non-Clinical)
  - Clinical Support Areas
  - Patient Care Providers



## Summary:

- Expected volume:
  - Admissions - increase of 7.3%
  - Patient days – increase of 5.9%
  - Outpatient services – increase of 7.3%
  - Ambulatory related – increase of 6.9%
- Driven primarily by expected AHCCCS cuts and a decrease in grant revenue, patient revenue per adjusted patient day is expected to **decrease by 2% - 3%**
- Salary related expenses are expected to **increase 3.5%**
- Non salary expenses are expected to **increase an average of 3.3%**

## Achieving the Fiscal 2010 budget targets will require the following:

- Strategic growth is critical
- Continued improvement in supply chain management area
- Increased efficiencies in staff productivity
- Potential FTE/Program Reductions/Eliminations
- **Status quo is not a viable option**



# Maricopa County Special Health Care District

## Board of Directors Special Meeting

April 28, 2009

Item 3.



**MARICOPA**  
INTEGRATED HEALTH SYSTEM

**Presentation to the:**

**Maricopa County Special Healthcare District  
Board of Directors**

**Capital Budget - FY 2010**

**April 28, 2009**



**Policy #: 99014 G**  
**Policy Title: Board Policy - Finance**  
**Budget – Operating and Capital**

**Policy:**

The Board of Directors has the responsibility to understand and approve the budgets. Assumptions and constraints are approved by the Board early in the budget process and must be in agreement with the District's financial and strategic plans. Management has the responsibility to develop the details of the budgets.

The District is required by statute to use a budgeting process. The District must develop and adopt a proposed budget on or before July 15 for submission to the Maricopa County Board of Supervisors, and other entities as required by law.

The budget shall consist of at the very least, a one (1) year operating budget, a three (3) year capital budget, and a one (1) cash flow budget.



**Capital Spending History**

Equipment (\$ in 000s)	2007 ACTUAL	2008 ACTUAL	2009 BUDGET	2009 PROJECTED
Facilities	\$10,911	\$10,658	\$ 4,153	\$ 4,153
Clinical	11,124	5,792	5,506	5,506
I. T. (Non-ARK)	3,059	1,456	2,997	2,997
<b>Subtotal</b>	<b>25,094</b>	<b>17,906</b>	<b>12,656</b>	<b>12,656</b>
Contingency		1,561	1,950	1,950
Emergency		940	1,000	1,300
Strategic (A)			10,000	130
ARK (B)			9,850	7,447
Capital Lease	3,097	3,735	4,683	4,353
Prior Year - Carryover		983	75	558
<b>Total Capital</b>	<b>\$28,828</b>	<b>\$25,125</b>	<b>\$40,214</b>	<b>\$28,394</b>

(A) The \$10 million consisted of \$7 million for a orthopedic program and \$3 million for items that may have been identified in the strategic plan. \$130,000 is the estimated cost for the Peds ED remodel design

(B) The difference in the ARK \$ is due to timing issues in the project (Contract start date, etc.)



## **FY 2010- Capital Budget – Process Overview**

### **November/December**

- **Capital Budget Requests are prepared & submitted**

### **January**

- **Requests (\$80M) are consolidated and categorized for review**
- **Review of requests with initial prioritization**

### **February**

- **Capital spending target established and presented at Board of Director's meeting**
- **Clinical, Information Technology, Facilities Management, and Bio-Medical Engineering Department teams reviewed and validated all requests**
- **Review of requests with additional prioritization**

### **March**

- **Prioritization of capital requests**
- **Senior Management review**

### **April**

- **Final recommendations formulated and prepared for District Board consideration**
- **Presentation to the District Board on April 28, 2009**



**Capital Spending History with Proposed FY 2010 Budget**

<b>Equipment (\$ in 000s)</b>	<b>2007 ACTUAL</b>	<b>2008 ACTUAL</b>	<b>2009 BUDGET</b>	<b>2009 PROJECTED</b>	<b>2010 PROPOSED</b>
Facilities	\$10,911	\$10,658	\$ 4,153	\$ 4,153	\$ 3,748
Clinical	11,124	5,792	5,506	5,506	10,706
I. T. (Non-ARK)	3,059	1,456	2,997	2,997	1,684
<b>Subtotal</b>	<b>25,094</b>	<b>17,906</b>	<b>12,656</b>	<b>12,656</b>	<b>16,138</b>
Contingency		1,561	1,950	1,950	2,000
Emergency		940	1,000	1,300	1,000
Strategic (A)			10,000	130	
ARK (B)			9,850	7,447	14,824
Capital Lease	3,097	3,735	4,683	4,353	4,011
Prior Year - Carryover		983	75	558	
<b>Total Capital</b>	<b>\$28,828</b>	<b>\$25,125</b>	<b>\$40,214</b>	<b>\$28,394</b>	<b>\$ 37,973</b>

(A) The \$10 million consisted of \$7 million for a orthopedic program and \$3 million for items that may have been identified in the strategic plan

(B) The difference in the ARK \$ is due to timing issues in the project (Contract start date, etc.)



## **FY 2010 PROPOSED CAPITAL BUDGET**

Facilities Infrastructure (Equipment \$100,000 or more)

<b>MMC Fire Panel Replacement</b>	<b>\$1,000,000</b>
<b>Maricopa Medical Center Roof Replacements</b>	<b>514,000</b>
<b>HVAC Controls &amp; Equipment for CHC</b>	<b>350,000</b>
<b>Fire Damper Repairs for MMC</b>	<b>325,000</b>
<b>Air Handler Replacement 4th Floor</b>	<b>300,000</b>
<b>Vehicles</b>	<b>225,000</b>
<b>Med Gas Upgrade Floors 4 &amp; 8</b>	<b>215,000</b>
<b>South Central FHC Roof Replacement</b>	<b>154,000</b>
<b>2619 Building Roof Replacement</b>	<b>123,000</b>
<b>Energy Management System Upgrade</b>	<b>100,000</b>
<b>Replace patient room furniture</b>	<b>100,000</b>
<b>Other Equipment Under \$100,000</b>	<b>342,000</b>
<b>Total</b>	<b>3,748,000</b>



## **FY 2010 PROPOSED CAPITAL BUDGET**

### **Clinical (Equipment \$100,000 or more)**

<b>Desert Vista Expansion</b>	<b>\$3,980,650</b>
<b>Imaging – Angiography Equipment</b>	<b>2,900,000</b>
<b>Beds &amp; Mattresses – Burn ICU</b>	<b>665,000</b>
<b>Imaging – Picture Archival System (PACS)</b>	<b>652,000</b>
<b>Imaging - Digital X-Ray</b>	<b>550,000</b>
<b>Surgical Table (Cysto) with x-ray equipment</b>	<b>500,000</b>
<b>Beds &amp; Mattresses – Medical/Surgical</b>	<b>257,578</b>
<b>Neonatal Incubators &amp; Warmers</b>	<b>210,091</b>
<b>Ultrasonic Surgical Aspirator (Sonopet)</b>	<b>130,000</b>
<b>Fetal Surveillance Equipment (QS) Expansion</b>	<b>117,725</b>
<b>Additional Surgical Instrument Sets</b>	<b>100,000</b>
<b>Other Equipment Under \$100,000</b>	<b>643,256</b>
<b>Total</b>	<b>\$10,706,300</b>



## **FY 2010 PROPOSED CAPITAL BUDGET**

### **Information Technology Infrastructure (Equipment \$100,000 or more)**

<b>PC Replacement/Refresh</b>	<b>\$400,000</b>
<b>Enterprise Storage</b>	<b>250,000</b>
<b>Disaster Recovery Hardware</b>	<b>170,000</b>
<b>Enterprise Backup Expansion</b>	<b>170,000</b>
<b>Nurse Wireless Communications</b>	<b>150,000</b>
<b>Data Center Server Replacement</b>	<b>110,000</b>
<b>Wireless for Remote Locations</b>	<b>110,000</b>
<b>Interface Engine Server Replacement</b>	<b>100,000</b>
<b>Fax Server Solution</b>	<b>100,000</b>
<b>Other Equipment Under \$100,000</b>	<b>123,700</b>
<b>Total</b>	<b>\$1,683,700</b>

## FY 2010 CAPITAL BUDGET COMPARISON

### CAPITAL EXPENDITURES SUMMARY

Source: Fitch Ratings for Nonprofit Hospitals and Health Care Systems (September 25, 2008)

	2007 ACTUAL	2008 ACTUAL	2009 BUDGET	2009 PROJECTED	2010 BUDGET	FITCH A RATED	FITCH BBB RATED	FY 07-10 AVG
Capital Expenditures as a % of <b>normalized</b> EBITDA (A)	100.41%	37.86%	67.29%	46.34%	74.81%	58.10%	58.00%	58.11%
Capital Expenditures as a % of <b>normalized</b> Depreciation (A)	137.28%	119.64%	191.50%	134.59%	180.82%	161.60%	122.00%	143.08%
Capital Expenditures as a % of Total Revenue	5.55%	4.91%	6.81%	5.02%	6.88%	8.00%	6.70%	6.01%

(A) Actual depreciation expense for MIHS is understated due to the asset valuation at the time the Special Health Care District was created. Management has reviewed similar sized organizations and estimates that "normalized" depreciation expense to be \$21 million

## 3 Year Capital Budget

Year	Facilities	Clinical	I.T.	Contingency	Emergency	ARK	Capital Lease	Total
FY 10	3,748,000	10,706,300	1,683,700	2,000,000	1,000,000	14,824,000	4,011,996	37,973,996
FY 11	3,000,000	9,000,000	3,000,000	2,000,000	1,000,000	16,671,925	3,077,891	37,749,816
FY 12	6,500,000	15,000,000	4,000,000	2,000,000	1,000,000	5,838,845	2,016,251	36,355,096
<b>Total \$</b>	<b>13,248,000</b>	<b>34,706,300</b>	<b>8,683,700</b>	<b>6,000,000</b>	<b>3,000,000</b>	<b>37,334,770</b>	<b>9,106,138</b>	<b>112,078,908</b>



**MARICOPA**  
INTEGRATED HEALTH SYSTEM

# Questions?



# Maricopa County Special Health Care District

## Board of Directors Special Meeting

April 28, 2009

Item 4. – No Information  
Available at This Time



# Maricopa County Special Health Care District

## Board of Directors Special Meeting

April 28, 2009

Item 5.

2009

**May**

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19 Board Briefings	20 Board Briefings	21 Board Briefings	22	23
24	25 HOLIDAY	26 E-Session	27 Formal Meeting	28	29	30
31						

**June**

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15 Board Briefings	16 Board Briefings	17 Board Briefings	18 Board Briefings	19 Board Briefings	20
21	22 E-Session	23	24 Formal Meeting	25	26	27
28	29	30				