

1 Tamar Terzian, Esq. (SBN 254148)
tterzian@hansonbridgett.com
2 **Hanson Bridgett LLP**
777 S. Figueroa Street, Suite 4200
3 Los Angeles, CA 90017
Direct: (323) 210-7747
4

5 *Patient Care Ombudsman*
6
7

8 **UNITED STATES BANKRUPTCY COURT**
9 **CENTRAL DISTRICT OF CALIFORNIA**
10 **LOS ANGELES DIVISION**
11

12 In re

13 **BEVERLY COMMUNITY HOSPITAL**
14 **ASSOCIATION, *et al.*,**

15 Debtors.
16

17 X Affects All Debtors
18 Affects Beverly Community
Hospital Association.
19 Affects Montebello Community
Health Services, Inc.
20 Affects Beverly Hospital
Foundation
21

22 Debtors and
23 Debtors in Possession.
24

Lead Case No.: 2:23-bk-12359-SK

(Jointly Administered with
Case No. 2:23-bk-12360-SK and
Case No. 2:23-bk-12361-SK)

Chapter 11

**FIRST & FINAL APPLICATION OF
PATIENT CARE OMBUDSMAN, AND
PCO'S INDEPENDENT CONSULTANTS
FOR ALLOWANCE AND PAYMENT OF
COMPENSATION AND
REIMBURSEMENT OF EXPENSES
FOR THE PERIOD OF MAY 5, 2023
THROUGH AND INCLUDING
OCTOBER 18, 2023 ON A FINAL BASIS**

**[11 U.S.C. §§ 330 & 331; FRBP 2016(a)
and LBR 2016-1(a)]**

DATE: February 14, 2023

TIME: 10:00 a.m.

PLACE: Honorable Sandra Klein
Courtroom 1575
255 E. Temple Street
Los Angeles, CA 90012



**TO THE HONORABLE SANDRA KLEIN, UNITED STATES BANKRUPTCY JUDGE,
THE OFFICE OF THE UNITED STATES TRUSTEE, THE OFFICIAL COMMITTEE OF
UNSECURED CREDITORS AND ALL OTHER PARTIES OF INTEREST:**

Tamar Terzian, Patient Care Ombudsman (“PCO”), hereby applies to this Court for an order allowing and approving compensation for legal services rendered and reimbursement of expenses incurred during the period April 23, 2023 through September 18, 2023 (the “First and Final Application”) on behalf of the PCO and her independent team of consultants. PCO was duly appointed by the Office of United States Trustee (the “UST”), was approved by the Court and has performed the duties described in 11 U.S.C. § 333(b) and (c) in the above-referenced bankruptcy case. The PCO performed these duties with the assistance of an independent consulting team, whose verified statements were filed with the Court on May 5, 2023.

1. Name of Applicant: Tamar Terzian (“PCO”) and her team of independent consultants: Elaine Smith, Sherri Loveall and Patricia Suarez.

2. Type of Services Rendered: Patient Care Ombudsman for Beverly Community Hospital Association for the period April 23, 2023 through September 18, 2023 (the “Fee Period”).

3. Date of Beverly Community Hospital Association Filing Its Voluntary Chapter 11 Petition: April 19, 2023 (Docket 2-1).

4. Date of Entry of Order re Directing U.S. Trustee to Appoint Patient Care Ombudsman: April 25, 2023 (Docket 125).

5. Notice of Appointment of Healthcare Ombudsman: May 5, 2023 (Docket No. 206).

6. Date of Filing Notice of Acceptance by Tamar Terzian as PCO: May 11, 2023 (Docket No. 242).

7. Date of Filing of Last Fees and Expense Application: N/A.

8. Amount of Bankruptcy Retainer: \$0.

9. Total Fees and Costs Allowed and Paid to the Firm to Date (Including Prior Approved Fee Applications): N/A.

10. Summary of Requested Fees: See Exhibit 2 attached hereto.

11. TOTAL FEES REQUESTED THIS APPLICATION: \$113,496.25

1 Summary of Requested Expense Reimbursement: See Exhibit 2 attached hereto.

2 12. TOTAL EXPENSE REIMBURSEMENT REQUESTED THIS APPLICATION:
3 \$1,321.89 (see Exhibit 2).

4 13. TOTAL AWARD SOUGHT: PCO requests approval as follows: compensation of
5 \$113,496.25 and expenses of \$1,321.89, for a total of \$115,418.14. PCO reserves the right to
6 amend this First and Final Application to request fees for additional services performed by PCO
7 and her team of independent consultants.

8 14. PCO Submits The Following In Support Of The First and Final Application Herein
9 Pursuant To Local Bankruptcy Rule 2016-1: See “Narrative Statement of Case History and Legal
10 Services Rendered” attached hereto.

11
12 DATED: December 29, 2023

By: /s/ Tamar Terzian
Tamar Terzian
Patient Care Ombudsman

I.

NARRATIVE STATEMENT OF DEBTOR'S HISTORY

AND LEGAL SERVICES RENDERED

The following information and narrative statement of services rendered and expenses incurred from April 23, 2023 through September 18, 2023, the period covered by this First and Final Application, is provided pursuant to the requirements of Local Bankruptcy Rule 2016-1(a), the Office of the United States Trustee's Guide to Applications for Professional Compensation and FRBP 2016(a).

A. **Appointment of PCO**

On April 19, 2023, Beverly Community Hospital Association (the "Hospital") filed a voluntary petition under chapter 11 of title 11 of the Bankruptcy Code (Docket 2-1).

On April 25, 2023, the Court entered its Order directing the Office of U.S. Trustee to appoint a Patient Care Ombudsman ("PCO") (Docket No. 125) pursuant to 11 U.S.C. § 333(a)(1) to monitor and report to the Court the quality of patient care provided by Beverly Community Hospital (the "Hospital"). On May 5, 2023, the U.S. Trustee filed its Notice of Appointment of Health Care Ombudsman (Docket No. 206). On May 11, 2023, a Notice of Acceptance as Patient Care Ombudsman (Docket No. 242) was filed and PCO performed the duties described in 11 U.S.C. § 333(b). These duties were conducted with the assistance of a team of independent contractors, whose verified statements were filed with the Court on May 5, 2023 (*see* Docket No. 206).

Under 11 U.S.C. § 333(a), in a case where the debtor is a "health care business" as defined by section 101(27A), the Court shall order the appointment of a patient care ombudsman, Unless the Court finds that the appointment of an ombudsman is not necessary given the facts of the case. 11 U.S.C. § 333.

Section 333 of the Bankruptcy Code provides in pertinent part that the PCO shall:

- a. Monitor the quality of patient care provided to patients of the debtor, to the extent necessary under the circumstances, including interviewing patients and physicians;

e. The PCO shall have access to patient records consistent with authority of such Ombudsman under the Older Americans Act of 1965 and under non-Federal laws governing the State Long-Term Care Ombudsman program.

SERVICES RENDERED

In connection with this case, the PCO and her team surveyed, observed and evaluated the systems in place to assess the Hospital's ability to provide the standard of care during this bankruptcy case and through the sale process. PCO and her team obtained data by reviewing patient reports of care rendered, direct observation of care, review of medical records and analysis

1 of accreditation and monitoring agencies claims or other utilization data. During this review, PCO
2 and her independent consultants reviewed patient charts, observed care and interviewed various
3 staff members and patients in different departments.

4 PCO and her team were on site for several weeks meeting with various employees in each
5 department, conducting interviews, reviewing patient charts, discussing operational issues and
6 other issues raised by employees. PCO and her team met with the Chief Nursing Officer, Director
7 of Quality Risk and Chief Financial Officer on a regular basis to be informed of any incidents or
8 other day to day issues that may arise.

9 PCO and her team assessed each departments policies and procedures in addition to the
10 general Hospital policies and procedures regarding professional and staff obligations and
11 responsibilities. PCO and her team reviewed in medical records, including nurses' notes, attending
12 physicians' notes, operative notes, admission and discharge summaries, results, and interpretations
13 of clinical tests, procedures, and examinations.

14 The PCO was at all times well-informed on the status of all events (positive or negative),
15 corrective action plan progress, results of CDPH investigations, State Board of Pharmacy and Det
16 Norske Veritas, Inc. (DNV) surveys. PCO found that the staff at Beverly were highly-qualified
17 individuals that continued to perform the highest level of care for their patients in spite of the
18 turbulent sale process of the Hospital.

19 **The Sale Process**

20 Since the inception of this case the purpose was to sell the Hospital to the highest bidder.
21 The Hospital entertained many bidders and on August 16, 2023, this Court approved the sale to
22 Adventist Health Systems ("Adventist"). However, getting to the sale of the Hospital the PCO
23 expended time on site and addressing various concerns from staff and continued operational issues
24 as funding was limited. The sale to Adventist resulted in the several departments being closed, the
25 discharge of patients and the transfer of the patients. For example, the following departments had
26 to have no patients by the time Adventist took over: ICU, Emerson Wing (Telemetry), Tower 4
27 Med/Surg, Tower 5 Med/Surg, EKG, Nuclear Medicine, Interventional Radiology, Cath Lab/Stress
28

1 tests/Echocardiogram, Surgery downsizing, Pulmonary Function Testing, Out-Patient Lab and G.I.
2 Lab.

3 Some nursing and clinical staff expressed concerns to PCO and her team about the limited
4 services that would be reduced to the community after the sale of the Hospital. PCO met with staff
5 and discussed these issues with the CNO. With the sale to Adventist, services would be closed
6 patients were rerouted to nearby hospitals for care.

7 On September 1, 2023, the Hospital notified CDPH and EMS to redirect patients to other
8 nearby hospitals. PCO reviewed the Hospitals plan to transition pursuant to the sale. Effective
9 September 7, 2023 at 12:01 a.m., Adventist onboarded existing staff and had its own employees in
10 place to operate the Hospital. On September 6, 2023, PCO was on site during this process of
11 discharging patients and relocating patients.

12 PCO expended time preparing and issuing reports during the interim sale process and
13 attended the hearings for the sale of the Hospital. It is worth noting that at one-point PCO was
14 concerned that patients would have to be relocated if the sale was not consummated and sufficient
15 notice provided to the community.

16 **Itemized Accounting of PCO and Her Teams Services**

17 The within Application seeks approval of fees and costs for the period from May 2, 2023
18 through October 18, 2023, in the amount of \$115,418.14. An itemized listing of all hours worked, fees
19 billed and costs incurred by Applicant PCO and her independent consultants is attached hereto as
20 **Exhibit “2.”**

21 Applicant and her team also incurred expenses that are itemized. Applicant charges the
22 actual cost incurred Expenses for which reimbursement is sought.

23 **III.**

24 **GENERAL STATEMENT**

25 The services for which the PCO requests compensation were performed for, or on behalf of,
26 the Debtor and were not performed on behalf of any creditor, or for the benefit of any other person.

27 At all times covered by this First and Final Application, the PCO diligently sought to fulfill its
28 duty as a healthcare ombudsman.

1 The PCO has no agreement with any other person, firm or entity for the division or sharing
2 of any fees received in this case, in violation of the Bankruptcy Code, the Bankruptcy Rules or any
3 other provision of state or federal law.

4 The services rendered by the PCO and her team were necessary, proper and beneficial to
5 not only the Debtor, but to the entire bankruptcy estate. Services performed by the PCO and her
6 team throughout this case were performed in a professional and expeditious manner.

7 **A. Description of Attached Exhibits**

- 8 1. Exhibit 1 is the Notice of Appointing Tamar Terzian and her team of
9 independent consultants as PCO (Docket No. 206).
10 2. Exhibit 2 is a detailed itemized listing of the fees incurred and expenses,
11 description and time billed; and fees during the Fee Period, segregated by
12 date.
13 3. Exhibit 3 is a resume of the PCO and the fee schedule for PCO and the
14 independent consultants.

15 **WHEREFORE**, PCO respectfully prays for an Order of this Court approving this First and
16 Final Fee Application awarding and allowing compensation of **\$113,496.25** and expenses of
17 **\$1,321.89**, for a total of **\$115,418.14**, of which \$0.00 has been paid. The funds sought are fair and
18 reasonable for the services rendered during this case.

19 In addition, PCO respectfully seeks such other and further relief as this Court deems just
20 and proper under the circumstances.

21
22 DATED: December 29, 2023

By: /s/ Tamar Terzian
Tamar Terzian
Patient Care Ombudsman

DECLARATION OF TAMAR TERZIAN

I, Tamar Terzian, declare as follows:

1. I have personal knowledge of the facts stated herein. I can testify that said facts are true and correct.

2. I am the duly acting and appointed patient care ombudsman (“PCO”) for the debtor in the above-referenced bankruptcy case.

3. Beverly Community Hospital Association, Debtor in the above jointly-administered chapter 11 cases, commenced its bankruptcy case by filing a voluntary chapter 11 petition on April 19, 2023 (the “Debtor”).

4. This First and Final Application requests payment of fees and expenses incurred by me, as PCO, and my team of independent consultants in the amount of \$113,496.25 of fees and expenses of \$1,321.89, for a total of \$115,418.14 for the period covered by the First and Final Application.

5. In connection with the above captioned case, PCO and her team performed the duties described in 11 U.S.C. § 333(b). PCO and her team issued reports, participated in Court hearings, reviewed pleadings filed in the Bankruptcy Case, and conducted various site visits which included reviewing reports, interviewing patients, case managers and staff, auditing various departments and reviewing/verifying licensing.

6. Based on the services performed PCO and her team were instrumental in informing the Bankruptcy Court and all parties of the Hospitals operations during the sale process. As such, I request that the fees and expenses requested be approved on a final basis.

I declare under penalty of perjury under the law of the United States of America that the foregoing is true and correct.

Executed on December 29, 2023, at Los Angeles, California.

By: /s/ Tamar Terzian
Tamar Terzian
Patient Care Ombudsman

EXHIBIT “1”

PETER C. ANDERSON
UNITED STATES TRUSTEE
OFFICE OF THE UNITED STATES TRUSTEE
915 Wilshire Blvd., Suite 1850
Los Angeles, California 90017
(213) 894-4520 telephone
(213) 894-2603 facsimile

UNITED STATES BANKRUPTCY COURT
CENTRAL DISTRICT OF CALIFORNIA
LOS ANGELES DIVISION

In re:)	Lead Case No.: 2:23-bk-12359-SK
)	
)	Jointly Administered With:
BEVERLY COMMUNITY HOSPITAL)	
ASSOCIATION, <i>et al.</i>,)	Case No.: 2:23-bk-12360-SK;
)	Case No.: 2:23-bk-12361-SK
Debtor(s).)	
_____		Chapter 11 Cases
<input type="checkbox"/> Affects All Debtors)	
<input checked="" type="checkbox"/> Affects Beverly Community Hospital)	
Association.)	NOTICE OF APPOINTMENT OF A
<input type="checkbox"/> Affects Montebello Community Health)	PATIENT CARE OMBUDSMAN
Services, Inc.)	
<input type="checkbox"/> Affects Beverly Hospital Foundation)	
)	[NO HEARING REQUIRED]
Debtors and Debtors In Possession)	

Over the course of two days, the United States Trustee conducted interviews via Microsoft Teams of the following candidates, each of whom asked to be considered as Patient Care Ombudsman ("PCO") in this case. Prior to the interviews, each of these candidates provided resumes for themselves and team members, as applicable, as well as information about their background and qualifications, billing rates and strategies for addressing patient care issues.

- David N. Crapo on April 27, 2023;
- Tamar Terzian on April 27, 2023;
- Stanley Otake on April 27, 2023;
- Daniel T. McMurray on April 27, 2023;
- Dr. Nathan Rubin and Dr. Timothy Stacy on April 27, 2023; and,

- Suzanne Koenig on April 28, 2023.

During the interviews, the candidates were provided the opportunity to further discuss their strategies for patient care and further explain any reason(s) that they were the most qualified candidate for appointment.

Following these interviews, and after careful consideration of the candidates' qualifications, billing rates and strategies, I hereby appoint Tamar Terzian, as the patient care ombudsman in Beverly Community Hospital pursuant to the Court's order entered April 25, 2023. Ms. Terzian and her team members' resumes are attached hereto as Exhibit 1. The hourly rates schedule for Ms. Terzian and her team is attached hereto as Exhibit 2. Attached as Exhibit 3 are the statements of disinterested executed by Tamar Terzian, Sherri J. Loveall, Elaine L. Smith, Patricia Saurez and Victor Carrasco. Attached as Exhibit 4 is the Court's entered order directing the appointment of a Patient Care Ombudsman.

Ms. Terzian shall perform the duties required of the ombudsman pursuant to Bankruptcy Code § 333. Ms. Terzian's business address is 1122 E. Green Street, Pasadena, California 91106, and phone number is 818-242-1100.

DATED: May 5, 2023

UNITED STATES TRUSTEE



PETER C. ANDERSON

EXHIBITS INTENTIONALLY OMITTED

EXHIBIT “2”

TERZIAN LAW GROUP
A Professional Corporation
1122 E. Green Street
Pasadena, CA 91106
Tel: (818) 242-1100
Fax: (818) 242-1012

Beverly Community Hospital
309 W. Beverly Blvd.
Montebello, CA 90640

Our File: BEVERLY.PCO

Statement of Account for Services Rendered Through December 29, 2023

Professional Legal Services

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
Case Administration				
05/02/23	002	Case Administration Receive and review Debtors' Notice of Joint Administration of Cases	0.20	80.00
05/04/23	002	Case Administration Prepare draft verified statements on behalf of PCO team	2.30	920.00
05/05/23	002	Case Administration Correspond with team re review and signatures of Verified Statements	0.90	360.00
05/05/23	002	Case Administration Prepare and review Verified Statements of PCO team	0.60	240.00
05/05/23	002	Case Administration Correspondence with J. Nassiri, Debtors' counsel, re introduction to C. Jun, her associate; discuss initial site visit	0.40	160.00
05/05/23	002	Case Administration Correspond with C. Jun, Debtors' counsel, re Beverly Hospital site visit and scheduling meetings with M. Lueken, Q&A Manager, and N. Lee, CNO, and related matters	0.30	120.00
05/05/23	002	Case Administration Receive and review Notice of Appointment of PCO filed by OUST	0.20	80.00
05/08/23	002	Case Administration Visit Beverly Hospital site to meet with staff; interviews with various department directors, and tour of facilities	3.50	1,400.00

Page 2

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
05/08/23	002	Case Administration Correspond with N. Lee at Beverly Hospital re list of documents for PCO and team to review and upcoming site visit re same	0.30	120.00
05/08/23	002	Case Administration Correspond with M. Lueken of Beverly Hospital re follow-up on earlier meeting and attaching Huddle/Adm Nursing Supervisor Reports and Plan for Provision of Patient Care	0.50	200.00
05/08/23	005	Case Administration Beverly Hospital site visit; meet with front office staff; interviews with various department directors	3.00	525.00
05/08/23	007	Case Administration Travel to Beverly Hospital site; interview staff in ICU and Med Surgical departments; observe sepsis and hygiene protocols; note and report observations to PCO	8.00	1,400.00
05/08/23	002	Case Administration Discussion with PCO team re availability and various hospital department planning and coverage; review of facility and employee licenses	1.00	400.00
05/08/23	002	Case Administration Beverly Hospital site visit to meet with staff; interivews with various department directors	5.70	2,280.00
05/08/23	005	Case Administration Discussions with PCO and team re availability and various hospital department planning and coverage	1.10	192.50
05/08/23	006	Case Administration Discussions with PCO and team re availability and various hospital department planning and coverage	1.10	192.50
05/08/23	007	Case Administration Discussions with PCO and team re availability and various hospital department planning and coverage	1.10	192.50
05/09/23	002	Case Administration Correspond with S. Chadalavada at BH re Beverly BAA with requested updates accepted by Debtors' counsel	0.30	120.00

Page 3

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
05/09/23	002	Case Administration Meet and greet with PCO team and Beverly Hospital site visit	5.00	2,000.00
05/09/23	007	Case Administration Beverly Hospital site visit and meet and greet with PCO	5.00	875.00
05/09/23	005	Case Administration Beverly Hospital site visit and meet and greet with PCO	5.00	875.00
05/09/23	006	Case Administration Beverly Hospital site visit and meet and greet with PCO	5.00	875.00
05/10/23	002	Case Administration Correspond with Dr. Chad of Beverly Hospitality re Confidentiality Agreement	0.50	200.00
05/10/23	002	Case Administration Prepare email to S. Loveall (PCO team) and forward Confidentiality Agreement for execution	0.40	160.00
05/10/23	002	Case Administration Receive and review Notice of Appointment of Creditors' Committee	0.20	80.00
05/10/23	005	Case Administration Review, execute and return Confidentiality Agreement from PCO	0.40	70.00
05/10/23	006	Case Administration Review, execute and return Confidentiality Agreement from PCO	0.40	70.00
05/10/23	007	Case Administration Review, execute and return Confidentiality Agreement from PCO	0.40	70.00
05/10/23	002	Review confidentiality agreement for PCO team and make edits for each team member	1.50	600.00
05/11/23	002	Case Administration Correspond with Debtor's counsel re PCO's team members previous association with Pipeline	0.40	160.00
05/11/23	002	Case Administration Prepare and file Notice of Acceptance by Tamar Terzian as PCO	0.40	160.00
05/12/23	002	Case Administration Correspond with PCO team to confirm schedule regarding Beverly Hospital site visit	0.40	160.00

Page 4

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
05/12/23	005	Case Administration Correspond with PCO re availability schedule re Beverly Hospital site visit	0.40	70.00
05/12/23	006	Case Administration Correspond with PCO re availability schedule re Beverly Hospital site visit	0.40	70.00
05/12/23	007	Case Administration Correspond with PCO re availability schedule re Beverly Hospital site visit	0.40	70.00
05/15/23	002	Case Administration Visit Beverly Hospital site to meet with staff; interviews with various department directors	8.00	3,200.00
05/15/23	002	Case Administration Receive and review Stipulation to Continue Second Day Hearings from May 17, 2023 at 9:00 a.m. to May 26, 2023	0.20	80.00
05/15/23	005	Case Administration Beverly Hospital site visit; meet with executive staff, introductions, visits of hospital departments and further introductions	5.00	875.00
05/16/23	002	Case Administration Beverly Hospital site visit; meet with staff; interviews with various department directors	7.00	2,800.00
05/16/23	002	Case Administration Correspond with S. Loveall re cath lab supplies for Beverly Hospital	0.40	160.00
05/16/23	005	Case Administration Beverly Hospital site visit; meet with front office staff and observe and interview with various departments	8.00	1,400.00
05/16/23	005	Case Administration Correspond with PCO re cath lab supplies for Beverly Hospital	0.40	70.00
05/22/23	002	Case Administration draft interim report of each department and obtain information by reviewing quality reports	2.50	1,000.00

Page 5

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
05/22/23	002	Case Administration Beverly Hospital site visit to address various department policies; review status of patient care; review quality reports and minutes	7.00	2,800.00
05/22/23	005	Case Administration Beverly Hospital site visit addressing various departments policies, introductions, status of patient care	5.00	875.00
05/23/23	002	Case Administration Correspond with M. Lueken and N. Lee (COO/CNO) at Beverly Hospital to follow up after meeting hospital team; request second meeting to introduce additional PCO team members; review response thereto	0.30	120.00
05/23/23	002	Case Administration Receive and review S. Loveall's department reports through May 23, 2023 re BH	0.50	200.00
05/23/23	002	Case Administration Review correspondence from M. Luken at Beverly Hospital to links for information re hospital safety grade, Medicare and HAI reports	0.30	120.00
05/23/23	002	Case Administration Correspond with N. Lee, CNO, re Beverly Hospital site visit and meeting	0.40	160.00
05/23/23	005	Case Administration Beverly Hospital site visit; meet with staff and various department directors; observe patient care and procedures; and record notes re same	5.00	875.00
05/23/23	007	Case Administration Beverly Hospital site visit; review clinical charts, medical records and reports; and record notes re same	5.00	875.00
05/24/23	002	Case Administration Attend hearing re Debtors' Emergency Motion re (1) Cash Management System, (2) Prepetition Obligations, (3) Maintain Existing Business Forms, and (4) Perform Intercompany Transactions	1.20	480.00

Page 6

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
05/24/23	002	Case Administration Receive and review Stipulation Re Agreed Order Approving Debtors' Emergency Motion for Entry of Interim and Final Orders (I) Authorizing Debtors to (A) Pay Prepetition Wages, Salaries, and Other Compensation, and (B) Continue Employee Benefits Programs	0.20	80.00
05/24/23	002	Case Administration Receive and review Debtor BCHA's Statement of Financial Affairs	0.30	120.00
05/24/23	006	Case Administration Beverly Hospital site visit; review patient care procedures and review medical records, charts and reports; and record notes re same	5.00	875.00
05/25/23	002	Case Administration Beverly Hospital site visit; meet with staff and observe daily tasks; interviews with various department directors; and review clinical charts, medical records and reports	2.50	1,000.00
05/25/23	005	Case Administration Beverly Hospital site visit; attend meetings with staff and observe daily tasks; attend interviews with various department directors; and record notes re same	2.75	481.25
05/25/23	007	Case Administration Beverly Hospital site visit; review additional clinical charts, medical records and reports; interview charge nurses on duty; and record note re same	5.00	875.00
05/28/23	007	Case Administration Beverly Hospital site visit; continue to interview charge nurses on duty; observe patient care procedures; further review of clinical charts, medical records and reports; record notes re same	5.00	875.00
05/29/23	002	Case Administration Review Debtors' Notice of Updated Cash Flow Statement	0.20	80.00
05/29/23	007	Case Administration Beverly Hospital site visit; interview Cath Lab staff and nursing manager; record notes re same	8.00	1,400.00

Page 7

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
05/30/23	005	Case Administration Beverly Hospital site visit; attend state of the hospital information session; and record notes re same	5.00	875.00
05/30/23	002	Case Administration Beverly Hospital site visit; attend state of the hospital information session	6.50	2,600.00
05/30/23	006	Case Administration Beverly Hospital site visit; attend state of the hospital information session; and record notes re same	5.00	875.00
05/30/23	007	Case Administration Beverly Hospital site visit; attend state of the hospital information session; and record notes re same	5.00	875.00
05/31/23	002	Case Administration Correspond with K. Morrison, OUST, re status of bidding procedures hearing re sale motion	0.30	120.00
06/02/23	002	Case Administration Attend telephonic hearing re continued 341(a) meeting of creditors	0.30	120.00
06/07/23	002	Case Administration Attend hearing re Debtors' emergency motions re (1) Prepetition Financing, and Adequate Protection to Secured Creditors	0.30	120.00
06/11/23	002	Case Administration Correspond with P. Suarez re notes from interview with HR Department	0.30	120.00
06/11/23	006	Case Administration Prepare notes from interview with HR Department at Beverly Hospital and send to PCO	1.00	175.00
06/14/23	002	Case Administration Correspond with Debtors' counsel re any hospital issues or material concerns re Beverly Hospital	0.20	80.00
06/15/23	002	Case Administration Review correspondence from S. Loveall re reports through May 23 (autoclave/sterilization, labor and delivery, laboratory, nutrition and dietician, pediatric and radiology departments)	0.40	160.00
06/20/23	002	Case Administration Continued drafting of PCO's First Interim Report	2.50	1,000.00

Page 8

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
06/20/23	006	Case Administration Beverly Hospital site visit; interviews with Human Resources and Compliance Departments; and record notes re same	5.00	875.00
06/21/23	002	Case Administration Review correspondence from P. Suarez re notes of interview with HR Dept re operations and compliance	0.30	120.00
06/22/23	002	Case Administration Correspond with K. Morrison, USTP, re status of case and respond thereto	0.20	80.00
06/23/23	002	Case Administration Receive and review P. Suarez notes for multiple Beverly Hospital site visits in preparation of PCO's First Interim Report and reply thereto	0.40	160.00
06/23/23	006	Case Administration Prepare Beverly Hospital notes from multiple site visits and send to PCO re preparation of First Interim Report	1.00	175.00
06/24/23	002	Case Administration Correspond with S. Loveall re comments to PCO's First Interim Report	0.20	80.00
06/24/23	002	Case Administration Draft PCO's First Interim Report	1.80	720.00
06/24/23	002	Case Administration Correspond with S. Loveall re First Interim Report	0.30	120.00
06/26/23	002	Case Administration Receive and review E. Smith's report notes for First Interim Report	0.30	120.00
06/26/23	002	Case Administration Receive and review report from P. Juarez re HR Interview at BH	0.30	120.00
06/26/23	002	Case Administration Receive and review email from M. Lueken, Adm Director, Q&A, of BH re links to public data re hospital	0.20	80.00
06/26/23	002	Case Administration Correspond with E. Smith re First Interim Report	0.30	120.00

Page 9

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
06/27/23	002	Case Administration finalize and send First Interim Report draft to PCO team for review and comments	2.10	840.00
06/27/23	002	Case Administration Beverly Hospital site visit; conduct interviews with charge nurses on duty and follow-up interviews with various departments	7.50	3,000.00
06/27/23	005	Case Administration Beverly Hospital site visit; attend interviews with charge nurses on duty and during folllow-up interviews with various departments; and record notes re same	5.00	875.00
06/27/23	005	Case Administration Review PCO's First Interim Report draft for review and comment	0.30	52.50
06/27/23	006	Case Administration Review PCO's First Interim Report draft for review and comment	0.30	52.50
06/27/23	007	Case Administration Review PCO's First Interim Report draft for review and comment	0.30	52.50
06/28/23	002	Case Administration Attend Status Conference hearing	1.00	400.00
06/28/23	002	Case Administration Correspond with K. Morrison, USTP, re status of hospital and concerns	0.20	80.00
06/28/23	002	Case Administration Correspond with S. Loveall, E. Smith and P. Suarez re First Interim Report	0.30	120.00
06/28/23	007	Case Administration Beverly Hospital site visit; continued observation and reporting of patient care and procedures; and record notes re same	5.00	875.00
06/29/23	002	Case Administration Finalize and file First Interim Report	1.50	600.00
06/29/23	002	Case Administration Review correspondence from K. Morrison, USTP, re status of Hospital operations	0.20	80.00

Page 10

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
06/29/23	002	Case Administration Discussion with S. Loveall re PCO's First Interim Report	0.40	160.00
06/29/23	005	Case Administration Discussion with PCO re PCO's First Interim Report	0.40	70.00
06/30/23	002	Case Administration Receive and review Debtor BCH's MOR No. 1 for month ending May 2023	0.20	80.00
06/30/23	002	Case Administration Receive and review Debtor MCHSI's MOR No. 1 for month ending May 2023	0.20	80.00
06/30/23	002	Case Administration Receive and review Debtor BCH'S MOR No. 1 for month ending May 2023	0.20	80.00
07/03/23	002	Case Administration Receive and review Debtors' Notice of Updated Cash Flow Statement	0.20	80.00
07/05/23	002	Case Administration Review Debtors' Sale Motion	0.30	120.00
07/07/23	002	Case Administration Receive and review Stipulation to Continue Hearings re Various Matters (set for July 19 @ 10:00 a.m.)	0.20	80.00
07/10/23	002	Case Administration Review U.S. Bank's Objection to Debtors' Sale Motion	0.20	80.00
07/11/23	002	Case Administration Review Debtors' Updated Cash Flow Statement	0.20	80.00
07/11/23	002	Case Administration Review F. Gill Supplemental Declaration in Support of Debtors' Sale Motion	0.20	80.00
07/12/23	002	Case Administration Attend hearing re Debtors' Application to Employ Bankruptcy Counsel & Debtors' Emergency Motion (1) Approving Asset Purchase Agreement, (2) Approving Bidding Procedures, and (3) Approve Sale Free and Clear, etc.	1.50	600.00
07/13/23	002	Case Administration Review Scheduling Order re continued hearing on various matters	0.20	80.00

Page 11

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
07/17/23	002	Case Administration Review of Debtors' Notice of Filing Unpublished Opinions	0.20	80.00
07/19/23	002	Case Administration Site Visit to Montebello Community Hospital; tour facility and pharmacy; interview various department managers and staff; review and observe patient care and procedures; and observe overall hospital operations	7.50	3,000.00
07/19/23	005	Case Administration Site visit to Montebello Community Hospital; tour facility and pharmacy; attend interviews of various department managers and staff; review and observe patient care and procedures; and observe overall hospital operations; and record notes re same	6.00	1,050.00
07/20/23	002	Case Administration Review correspondence from Debtors' counsel re conversations with CNO and CEO after Beverly Hospital site visit	0.20	80.00
07/20/23	002	Case Administration Correspond with N. Lee, CNO, following up on 7/19/23 Beverly Hospital site visit	0.30	120.00
07/21/23	002	Case Administration Review correspondence from N. Lee and R. Asandei re follow-up discussion re 7/19 Beverly Hospital site visit	0.20	80.00
07/24/23	002	Case Administration Correspond with administrative team at Beverly Hospital re upcoming site visit	0.20	80.00
07/25/23	002	Case Administration Review Debtors' Notice of Updated Cash Flow and continued operations of the Hospital	0.10	40.00
07/25/23	002	Case Administration Review of Debtors' Notice of Filing Unpublished Opinions	0.20	80.00
07/25/23	007	Case Administration Montebello Hospital site visit; interview and observe staff and procedures on 3rd, 4th and 5th floors; and record notes re same	8.00	1,400.00

Page 12

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
07/26/23	002	Case Administration Further correspondence with administrative team at Beverly Hospital re upcoming site visit	0.30	120.00
07/27/23	002	Case Administration Correspondence with PCO team re 7/28 site visit	0.40	160.00
07/27/23	002	Case Administration Further discussion with S. Loveall following up on 7/28 Beverly Hospital site visit	0.30	120.00
07/27/23	005	Case Administration Correspondence with PCO re 7/28 Beverly Hospital site visit	0.40	70.00
07/27/23	006	Case Administration Correspondence with PCO re 7/28 Beverly Hospital site visit	0.40	70.00
07/27/23	007	Case Administration Correspondence with PCO re 7/28 Beverly Hospital site visit	0.40	70.00
07/28/23	007	Case Administration Beverly Hospital site visit; conduct interviews with nursing units; continued observation of patient care and procedures and staff interviews; visit pharmacy, ICU and Tele departments; and record notes re same	6.50	1,137.50
07/28/23	002	Case Administration Review Debtors' Statement re Status of Sale and Other Pending Matters	0.20	80.00
07/28/23	002	Case Administration Beverly Hospital site visit; conduct staff interviews; and visits to pharmacy, ICU, and Tele departments	7.00	2,800.00
07/31/23	002	Case Administration Review Notice of Errata re Debtors' Statement re Status of Sale Process	0.10	40.00
07/31/23	002	Case Administration Review Order Setting Status Conference re Sale Process and Other Pending Matters	0.10	40.00
07/31/23	002	Case Administration Review U.S. Bank's Response to Debtors' Statement re Status of Sale Process and Other Pending Matters	0.20	80.00

Page 13

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
07/31/23	002	Case Administration Review BCH, MCHSI and BHF MOR's No. 2 for month ending June 2023	0.30	120.00
07/31/23	002	Case Administration Discussion with E. Smith re patient records and observations of care	0.40	160.00
07/31/23	007	Case Administration Discussion with PCO re observation of care	0.40	70.00
08/01/23	002	Case Administration Review correspondence from A. Lattner re appearance at status conference hearing on 8/2/2023; review attachments and respond thereto	0.30	120.00
08/01/23	002	Case Administration Review correspondence from A. Lattner re due diligence information re AHS and sale of hospital	0.30	120.00
08/01/23	002	Case Administration Review Order re (1) Sale Motion Status Conference and (2) Modifying Order re DIP Budget Variance Report	0.30	120.00
08/01/23	002	Case Administration Review Creditors' Committee Statement and Reservation of Rights re Debtors' Sale Motion	0.20	80.00
08/01/23	002	Case Administration Review US DOJ's Objection to Debtors' Sale Motion	0.20	80.00
08/01/23	002	Case Administration Review US Bank's Objection to Debtors' Sale Motion	0.20	80.00
08/01/23	002	Case Administration Review Debtors' Notice of Updated DIP Budget and Cash Flow Statement	0.10	40.00
08/01/23	002	Case Administration Review Debtors' Response to Master Trustee re Status of Sale Process and Other Pending Matters	0.20	80.00
08/01/23	002	Case Administration Review Order re Filing Updated DIP Variance Report	0.10	40.00
08/01/23	002	Case Administration Review CA Dept of HCS's Objection and Response to Debtors' Sale Motion	0.20	80.00

Page 14
Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
08/01/23	002	Case Administration Review Debtors' Amended Notice of Updated Cash Flow Statement	0.10	40.00
08/01/23	006	Case Administration Beverly Hospital site visit; attend interviews with G. Holtz, HR Director, and M. Lueken, Quality Director; and record notes re same	1.00	175.00
08/01/23	006	Case Administration Prepare summary of interview findings on HR/Quality and ongoing response to staffing/managing pressure wounds during bankruptcy case and forward to PCO	1.00	175.00
08/02/23	002	Case Administration Correspondence and research with team and others regarding wind-down plan, including patient care and transfers	3.50	1,400.00
08/02/23	002	Case Administration Amend supplemental report of PCO and prepare for filing	2.10	840.00
08/02/23	002	Case Administration Correspond with S. Lee, CNO, re patient care and wind-down plan	0.30	120.00
08/02/23	002	Case Administration Correspond with Debtor re PCO's Supplemental Report	0.30	120.00
08/02/23	002	Case Administration Correspondence with C. Jun re hospital wind down and patient care and transfer	0.20	80.00
08/02/23	002	Case Administration Conference call with hospital staff to discuss 30-day shutdown plan including patient care and transfer in the event of no sale	0.90	360.00
08/02/23	002	Case Administration Prepare draft supplemental PCO report of wind down procedures provided by Hospital	0.50	200.00
08/02/23	002	Case Administration Correspondence with A. Cottrell re implementation of wind down patient care and transfers	0.20	80.00

Page 15

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
08/02/23	002	Case Administration Review Debtors' Notice of Continued Hearing on Various Matters to 8/17/23 and Continued Status Conference to 8/3/2023	0.10	40.00
08/02/23	002	Case Administration Review Declaration of M. Posner, CA Dept of Health Care Services	0.20	80.00
08/03/23	002	Case Administration Review correspondence from S. Lee re emergency operations plan and nursing supervisor's report	0.40	160.00
08/03/23	002	Case Administration Review Scheduling Order re (I) Continued Hearing on Various Matters to 8/17, and (II) Sale Motion Briefing Deadlines	0.20	80.00
08/03/23	005	Case Administration Beverly Hospital site visit; observe patient care and procedures; attend interviews with nursing supervisors for Emerson, ICU and Tele departments; and record notes re same	6.50	1,137.50
08/03/23	002	Case Administration Beverly Hospital site visit; observe patient care and procedures; interviews with nursing supervisors for Emerson, ICU and Tele departments	8.00	3,200.00
08/04/23	002	Case Administration Receive and review Debtors' Notice of Amended Scheduling Order re Continued Sale Motion and Briefing Deadlines	0.20	80.00
08/07/23	002	Case Administration Receive and review Debtors' Sale Motion to White Memorial Medical Center	0.30	120.00
08/07/23	002	Case Administration Receive and review K. Heinrich Declaration in Support of Debtors' Sale Motion to White Memorial Medical Center	0.20	80.00
08/07/23	002	Case Administration Receive and review Debtors' Notice of Executory Contracts and Unexpired Leases Designated by White Memorial Medical Center	0.30	120.00

Page 16

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
08/07/23	002	Case Administration Receive and review Amended Scheduling Order re Continued Sale Motion Briefing Deadlines	0.20	80.00
08/08/23	002	Case Administration Receive and review Cal-Med Health Center's Bid/Notice of Bid for purchase of BCH	0.20	80.00
08/08/23	002	Case Administration Receive and review Debtors' Notice of Updated DIP Budget and Cash Flow Statement	0.20	80.00
08/08/23	002	Case Administration Receive and review J.R. Bernbrock's Declaration re Debtors' Receipt of Bids and Deposits from Cal-Med Health Center	0.20	80.00
08/08/23	002	Case Administration Receive and review Order Requiring Debtors to File a Statement re Overbids Received on 8/8/23	0.20	80.00
08/09/23	002	Case Administration Receive and review Debtors' Statement re Determination of Highest and Best Bid for Assets	0.20	80.00
08/10/23	002	Case Administration Receive and review Creditors' Committee Statement re Debtors' Sale Motion	0.20	80.00
08/10/23	002	Case Administration Receive and review Sodexo, Inc. and Affiliates' Limited Objection to Sale Motion	0.20	80.00
08/10/23	002	Case Administration Receive and review U.S. DOJ's Limited Response to Debtors' Sale Motion	0.20	80.00
08/10/23	002	Case Administration Receive and review DIP Lender HRE Montebello, LLC's Limited Objection to Debtors' Sale Motion	0.20	80.00
08/10/23	002	Case Administration Receive and review U.S. Bank's Limited Objection to Debtors' Sale Motion	0.20	80.00

Page 17

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
08/10/23	002	Case Administration Receive and review U.S. Bank's Response to Debtors' Statement re Determination of Highest and Best Bid	0.20	80.00
08/10/23	002	Case Administration Receive and review Creditors' Committee Statement re Debtors' Sale Motion	0.20	80.00
08/10/23	002	Case Administration Receive and review CA Dept of HCS and CA DPH Objection and Response to Debtors' Sale Motion	0.20	80.00
08/10/23	002	Case Administration Receive and review Sodexo, Inc. and Affiliates' Motion to (I) Set an Immediate Deadline for Debtors to Assume or Reject Executory Contracts, and (II) Compel Payment of Related Cure Costs; and Application for Order Shortening Time on Hearing re same	0.30	120.00
08/10/23	002	Case Administration Receive and review Stipulation re Assumption and Assignment of Collective Bargaining Agreement with United Nurses Associations of CA/Union of HC Professionals	0.20	80.00
08/10/23	002	Case Administration Receive and review Order Granting Application and Setting Hearing on Shortened Notice re Sodexo Motion to Set Immediate Deadline for Debtors to Assume or Reject Executory Contracts, etc.	0.10	40.00
08/11/23	002	Case Administration Receive and review Creditors' Committee Reply to Sale Motion	0.20	80.00
08/11/23	002	Case Administration Beverly Hospital site visit with P. Suarez; discuss affect of sale and closing of various departments	5.20	2,080.00
08/11/23	002	Case Administration Correspond with S. Lee, CNO, re Beverly Hospital site visit	0.30	120.00
08/11/23	002	Case Administration Receive and review Creditors' Committee Reply re Debtors' Sale Motion	0.20	80.00

Page 18

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
08/11/23	002	Case Administration Receive and review Debtors' Response to Creditors' Committee Statement re Sale Motion	0.20	80.00
08/11/23	002	Case Administration Receive and review Creditors' Committee Reply in Support of Debtors' Sale Motion	0.20	80.00
08/11/23	002	Case Administration Receive and review Debtors' Omnibus Reply in Support of its Sale Motion	0.20	80.00
08/11/23	002	Case Administration Receive and review Statement of Master Trustee Concerning Reply of Creditors' Committee re Sale Motion	0.20	80.00
08/11/23	006	Case Administration Beverly Hospital site visit with PCO; attend HR interview and review of staffing; and record notes re same	4.10	717.50
08/14/23	002	Case Administration Correspond with S. Lee, CNO, re Beverly Hospital nursing supervisor's report	0.30	120.00
08/14/23	002	Case Administration Review correspondence from M. O'Connor, RC&RS Director, re concerns for care and emergent functions of BH	0.30	120.00
08/14/23	002	Case Administration Receive and review Joint Stipulation to (1) Approve Attorney General's Settlement Conditions, and (2) Enter Order	0.20	80.00
08/14/23	002	Case Administration Receive and review Debtors' Ojection to Sodexo, Inc. and Affiliates' Motion to Set Immediate Deadline for Debtors to Assume or Reject Executory Contracts, etc.	0.20	80.00
08/14/23	002	Case Administration Receive and review Exhibit to Proposed Order Approving Joint Stipulation by Attorney General	0.20	80.00

Page 19

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
08/15/23	002	Case Administration Receive and review Creditors' Committee Request for Leave to File Response to Master Trustee's Statement Concerning Reply with regard to Scheduling Order	0.10	40.00
08/15/23	002	Case Administration Receive and review Order Approving Attorney General's Joint Stipulation to Approving Settlement Conditions	0.10	40.00
08/15/23	002	Case Administration Receive and review Sodexo, Inc. and Affiliates Reply in Further Support of its Motion to Set an Immediate Deadline, etc.	0.20	80.00
08/15/23	002	Case Administration Receive and review Debtors' Notice of Updated DIP Budget and Cash Flow Statement	0.20	80.00
08/16/23	002	Case Administration Receive and review Stipulation between Debtors and Montebello, LLC re DIP Financing	0.20	80.00
08/17/23	002	Case Administration Attend continued Status Conference and hearing re Debtors' Sale Motion, Dr. Chang's Relief From Stay Motion and other matters	1.50	600.00
08/17/23	002	Case Administration Review Beverly Hospital 8/16/23 nursing supervisor's report	0.30	120.00
08/17/23	002	Case Administration Review correspondence from employees re community care, sale of hospital and employee concerns	0.20	80.00
08/17/23	002	Case Administration Review Debtors' Notice of Continued Hearing on Cash Collateral Motion	0.10	40.00
08/17/23	005	Case Administration Beverly Hospital site visit; visit all departments and attend interviews with directors; observe patient care in Emerson and Tower Wings and ICU; and record notes re same	5.30	927.50

Page 20

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
08/17/23	002	Case Administration Receive and review Order Approving Stipulation between Debtors and HRE Montebello, LLC re DIP Facility	0.10	40.00
08/17/23	002	Case Administration Beverly Hospital site visit; visit all departments and conduct interviews with directors; observe patient care in Emerson and Tower Wings and ICU and interview staff	7.50	3,000.00
08/18/23	002	Case Administration Receive and review Order (A) Authorizing Sale Of Debtors' Assets; (B) Approving Assumption And Assignment Of Executory Contracts And Unexpired Leases Related Thereto; And (C) Granting Related Relief	0.20	80.00
08/21/23	002	Case Administration Review and respond to correspondence from L. Rihbany, BH Employee Medical Services Manager	0.30	120.00
08/22/23	002	Case Administration Receive and review Debtors' Notice of Updated DIP Budget and Cash Flow Statement	0.20	80.00
08/22/23	002	Case Administration Receive and review Stipulation By BCHA and Amended Stipulation Between Debtors and HRE Montebello, LLC Re DIP Facility	0.20	80.00
08/23/23	002	Case Administration Receive and review Final Order (I) Authorizing Debtors To Use Cash Collateral Of U.S. Bank Trust, As Master Trustee; (II) Providing U.S. Bank, As Master Trustee, Adequate Protection; And (III) Granting Related Relief	0.20	80.00
08/23/23	002	Case Administration Receive and review Amended Stipulation Between Debtors and HRE Montebello, LLC Re DIP Facility	0.20	80.00
08/23/23	002	Case Administration Receive and review Debtors' Notice of Updated DIP Budget and Cash Flow Statement	0.20	80.00

Page 21

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
08/23/23	002	Case Administration Receive and review Order Approving Amended Stipulation between Debtors and HRE Montebello re DIP Facility	0.20	80.00
08/24/23	002	Case Administration Receive and review email from P. Suarez re her 8/11/2023 report re discussions with HR and RN Directors concerning ongoing HR and quality issues	0.30	120.00
08/24/23	002	Case Administration Receive and review Final Order (I) Authorizing Debtors To Use Cash Collateral Of U.S. Bank, (II) Providing U.S. Bank Adequate Protection; And (III) Granting Related Relief	0.20	80.00
08/24/23	006	Case Administration Prepare and send email to PCO re 8/11/2023 report re discussions with HR and RN Directors concerning ongoing HR and quality issues	1.00	175.00
08/24/23	002	Case Administration Begin drafting PCO's Second and Final Report	2.00	800.00
08/24/23	002	Case Administration Receive and review email from P. Suarez re nursing and ancillary staffing issues	0.20	80.00
08/28/23	002	Case Administration Discussion with PCO team re medical records and hospital audit checklist	1.10	440.00
08/28/23	005	Case Administration Discussion with PCO and team re medical records and hospital audit checklist	1.10	192.50
08/28/23	006	Case Administration Discussion with PCO and team re medical records and hospital audit checklist	1.10	192.50
08/28/23	007	Case Administration Discussion with PCO and team re medical records and hospital audit checklist	1.10	192.50

Page 22

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
08/28/23	002	Case Administration Receive and review email from S. Loveall re audit tools for Beverly Hospital site and medical records	0.40	160.00
08/29/23	002	Case Administration Receive and review Debtors' Notice of Updated DIP Budget and Cash Flow Statement	0.20	80.00
08/29/23	002	Case Administration Receive and review Debtors' Notice and Omnibus Motion to Reject Certain Executory Contracts and Unexpired Leases	0.30	120.00
08/30/23	002	Case Administration Receive and respond to emails from employees, re changing hands, department closures and staff termination	0.30	120.00
08/30/23	002	Case Administration Receive and review Debtors' Notice of Updated DIP Budget and Cash Flow Statement	0.20	80.00
08/30/23	002	Case Administration Beverly Hospital site visit; conduct interviews of case managers; review of patient records; and respond to staff concerns	7.50	3,000.00
08/30/23	005	Case Administration Beverly Hospital site visit; attend interviews of case managers; review of patient records; and record notes re same	5.00	875.00
09/01/23	005	Case Administration Review site visit notes and prepare correspondence to PCO with same information for PCO's Second and Final Interim Report	2.00	350.00
09/01/23	002	Case Administration Discussion with PCO team re sale of Beverly Hospital	0.50	200.00
09/01/23	005	Case Administration Discussion with PCO and team re sale of Beverly Hospital	0.50	87.50
09/01/23	006	Case Administration Discussion with PCO and team re sale of Beverly Hospital	0.50	87.50
09/01/23	007	Case Administration Discussion with PCO and team re sale of Beverly Hospital	0.50	87.50

Page 23

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
09/02/23	002	Case Administration Receive and review S. Loveall reports re CDI, Facilities Management, ICU and Autoclave and Sterlization Departments	1.00	400.00
09/02/23	002	Case Administration Discussion with PCO team re hospital winddown and sale closing	0.40	160.00
09/02/23	005	Case Administration Discussion with PCO and team re hospital winddown and sale closing	0.40	70.00
09/02/23	006	Case Administration Discussion with PCO and team re hospital winddown and sale closing	0.40	70.00
09/02/23	007	Case Administration Discussion with PCO and team re hospital winddown and sale closing	0.40	70.00
09/04/23	002	Case Administration Correspond with L. Rihbany, BH Employee Medical Services Manager, re department closings and 9/6/2023 site visit	0.40	160.00
09/05/23	002	Case Administration Prepare draft PCO's Second and Final Interim Report	2.50	1,000.00
09/05/23	002	Case Administration Receive and review CDPH Patient Transfer Plan from M. Lueken, BH Administrative Director, Q&A	0.20	80.00
09/05/23	002	Case Administration Receive and review Order Approving Stipulation Re Temporary Staffing Agreement	0.20	80.00
09/05/23	002	Case Administration Receive and review Debtors' Notice of Updated DIP Budget and Cash Flow Statement	0.20	80.00
09/06/23	002	Case Administration Receive and review (1) Stipulation re Temporary Staffing Agreement and Order Thereon, and (2) Debtors' Notice of Updated DIP Budget and Cash Flow Statement	0.30	120.00
09/06/23	002	Case Administration Correspond with Debtor's counsel re Beverly Hospital sale closing	0.50	200.00

Page 24

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
09/06/23	002	Case Administration Correspond with M. Lueken, LA County Dept. of Health, re Acting Assistant Chief	0.30	120.00
09/06/23	002	Case Administration Correspond with S. Lee re CA Department of Health contacts	0.30	120.00
09/06/23	002	Case Administration Correspond with S. Lee re 9/1 through 9/6/23 census by unit and review report	0.40	160.00
09/06/23	005	Case Administration Beverly Hospital site visit with PCO re sale closing; visit all departments and attend meetings with N. Lee, CNO, and Debtors' attorneys re closing issues and patient transfers; record notes re same and prepare information to be included in PCO's final report; and record notes re same	5.00	875.00
09/06/23	002	Case Administration Beverly Hospital site visit with S. Loveall re sale closing; visit remaining open departments; meetings with N. Lee, Beverly Hospital CNO, and Debtors' attorneys re closing issues and patient transfers	6.00	2,400.00
09/06/23	006	Case Administration Beverly Hospital site visit with PCO re sale closing. Visit all departments and record notes re PCO's discussions with N. Lee, CNO, and Debtors' attorneys re closing issues and patient transfers; and prepare information to be included in PCO's final report	5.00	875.00
09/07/23	002	Case Administration Receive and review Debtors' Notice of Closing of Sale to White Memorial Medical Center dba Adventist Health White Memorial	0.20	80.00
09/07/23	002	Case Administration Revisions to PCO's Second and Final report	1.50	600.00
09/08/23	002	Case Administration review notes and comments by team re PCO's Second and Final Report; request input and comments thereon	1.50	600.00

Page 25

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
09/08/23	002	Case Administration Receive and review Debtors' Notice of Closing of Sale to White Memorial Medical Center dba Adventist Health White Memorial	0.20	80.00
09/08/23	002	Case Administration Revise and finalize PCO's Second and Final Report	1.50	600.00
09/08/23	005	Case Administration Discussions with PCO and team re requested input and comments for Second and Final Interim Report	1.00	175.00
09/08/23	006	Case Administration Discussions with PCO and team re requested input and comments for Second and Final Interim Report	1.00	175.00
09/08/23	007	Case Administration Discussions with PCO and team re requested input and comments for Second and Final Interim Report	1.00	175.00
09/09/23	002	Case Administration Correspond with S. Loveall re PCO's Second and Final Report	0.40	160.00
09/09/23	005	Case Administration Correspond with PCO re Second and Final Report	0.40	70.00
09/11/23	002	Case Administration Review and edit PCO's Second and Final report, patient census, discharges and transfers for BH	0.50	200.00
09/12/23	002	Case Administration Receive and review U.S. Bank Trust Company, as Master Trustee's, Emergency Motion for Status Conference and OSC Why a Ch 11 Trustee Should Not be Appointed and Order thereon	0.40	160.00
09/13/23	002	Case Administration Attend Status Conference re U.S. Bank's Emergency Motion to Appoint Ch 11 Trustee	1.80	720.00
09/13/23	002	Case Administration Further revisions to PCO's Second and Final report	1.20	480.00
09/13/23	002	Case Administration Correspond with team re comments on Second and Final Report	0.40	160.00

Page 26

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
09/13/23	002	Case Administration Attend hearing re U.S. Bank's Emergency Motion for OSC and Appointment of Chapter 11 Trustee	2.10	840.00
09/13/23	002	Case Administration Receive and review (1) Debtors' Notice of Updated DIP Budget and Cash Flow, (2) Declarations of Justin R. Bernbrock and Alyssa Lozynski re Emergency Status Conference, and (3) Order to File Documents and Declaration in Advance of Emergency Status Conferencwe	0.20	80.00
09/13/23	002	Case Administration Discussion with PCO team re additional information for Second and Final Interim Report	0.40	160.00
09/13/23	005	Case Administration Discussion with PCO and team re additional information for Second and Final Interim Report	0.40	70.00
09/13/23	006	Case Administration Discussion with PCO and team re additional information for Second and Final Interim Report	0.40	70.00
09/13/23	007	Case Administration Discussion with PCO and team re additional information for Second and Final Interim Report	0.40	70.00
09/14/23	002	Case Administration Receive and review Order Directing the Appointment of a Ch 11 Trustee and Setting Hearing and Briefing Schedule on Fee Applications	0.20	80.00
09/14/23	002	Case Administration Further input and revision to PCO's Second and Final report	0.40	160.00
09/15/23	002	Case Administration Finalize PCO's Final Report	0.40	160.00
09/18/23	002	Case Administration Receive and review (1) Notice of Appointment of Ch Trustee, (2) UST's Application for Order Approving Appointment of Trustee & Fixing Bond, and (3) Order Approving Appointment of Ch 11 Trustee	0.30	120.00

Page 27

Beverly Community Hospital

<u>Date</u>	<u>Staff</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
10/02/23	002	Case Administration Prepare draft of PCO/independent consultant team's First Interim Fee Application	3.00	1,200.00
10/18/23	002	Case Administration Further preparation of First and Final Fee Application for PCO and team	2.40	960.00
		Total Case Administration	<u>389.35</u>	<u>113,496.25</u>
Other				
10/16/23	002	Case Administration Revisions to First and Final Fee Application for PCO and team	1.50	600.00
		Total Other	<u>1.50</u>	<u>600.00</u>

Summary of Services

002	Tamar Terzian	203.10 hr @ 400.00	\$	81240.00
005	Sherri Loveall	80.75 hr @ 175.00	\$	14131.25
007	Elaine Smith	66.90 hr @ 175.00	\$	11707.50
006	Patricia Suarez	40.10 hr @ 175.00	\$	7017.50
				<u> </u>
Total Professional Services			390.85	\$114,096.25

Page 28

Beverly Community Hospital

Costs and Disbursements

<u>Date</u>		<u>Description</u>	<u>Amount</u>
05/08/23	MILE	MILEAGE Beverly Hospital site visit (one way)	8.32
05/08/23	MILE	MILEAGE Beverly Hospital site visit (one way)	43.23
05/08/23	MILE	MILEAGE Beverly Hospital site visit (one way)	9.95
05/08/23	MILE	MILEAGE Beverly Hospital site visit (one way)	11.05
05/09/23	MILE	MILEAGE Beverly Hospital site visit (one way)	11.05
05/09/23	MILE	MILEAGE Beverly Hospital site visit (one way)	8.32
05/09/23	MILE	MILEAGE Beverly Hospital site visit (one way)	9.95
05/09/23	MILE	MILEAGE Beverly Hospital site visit (one way)	43.23
05/15/23	MILE	MILEAGE Beverly Hospital site visit (one way)	8.32
05/15/23	MILE	MILEAGE Beverly Hospital site visit (one way)	43.23
05/16/23	MILE	MILEAGE Beverly Hospital site visit (one way)	8.32
05/16/23	MILE	MILEAGE Beverly Hospital site visit (one way)	43.23
05/22/23	MILE	MILEAGE Beverly Hospital site visit (one way)	8.32
05/22/23	MILE	MILEAGE Beverly Hospital site visit (one way)	43.23
05/23/23	MILE	MILEAGE Beverly Hospital site visit (one way)	8.32
05/23/23	MILE	MILEAGE Beverly Hospital site visit (one way)	43.23
05/23/23	MILE	MILEAGE Beverly Hospital site visit (one way)	9.95
05/24/23	MILE	MILEAGE Beverly Hospital site visit (one way)	11.05
05/25/23	MILE	MILEAGE Beverly Hospital site visit (one way)	8.32
05/25/23	MILE	MILEAGE Beverly Hospital site visit (one way)	43.23
05/25/23	MILE	MILEAGE Beverly Hospital site visit (one way)	9.95
05/28/23	MILE	MILEAGE Beverly Hospital site visit (one way)	9.95

Page 29

Beverly Community Hospital

<u>Date</u>		<u>Description</u>	<u>Amount</u>
05/29/23	MILE	MILEAGE Beverly Hospital site visit (one way)	9.95
05/29/23	MILE	MILEAGE Beverly Hospital site visit (one way)	8.32
05/30/23	MILE	MILEAGE Beverly Hospital site visit (one way)	9.95
05/30/23	MILE	MILEAGE Beverly Hospital site visit (one way)	8.32
05/30/23	MILE	MILEAGE Beverly Hospital site visit (one way)	43.23
05/30/23	MILE	MILEAGE Beverly Hospital site visit	11.05
06/27/23	MILE	MILEAGE Beverly Hospital site visit (one way)	8.32
06/27/23	MILE	MILEAGE Beverly Hospital site visit (one way)	43.23
06/28/23	MILE	MILEAGE Beverly Hospital site visit (one way)	9.95
06/29/23	PACE	Pacer Charges for the Period of 4/26/2023 through 6/29/2023	77.90
07/19/23	MILE	MILEAGE Site visit to Montebello Community Hospital (one way)	8.32
07/19/23	MILE	MILEAGE Montebello Community Hospital site visit (one way)	8.32
07/19/23	MILE	MILEAGE Montebello Community Hospital site visit (one way)	43.23
07/25/23	MILE	MILEAGE Montebello Hospital site visit (one way)	9.95
07/28/23	MILE	MILEAGE Beverly Hospital site visit (one way)	43.23
07/28/23	MILE	MILEAGE Beverly Hospital site visit (one way)	8.32
08/01/23	MILE	MILEAGE Beverly Hospital site visit (one way)	11.05
08/03/23	MILE	MILEAGE Beverly Hospital site visit (one way)	43.23
08/03/23	MILE	MILEAGE Beverly Hospital site visit (one way)	9.95
08/03/23	MILE	MILEAGE Site visit to Beverly Hospital (one way)	8.32
08/11/23	MILE	MILEAGE Beverly Hospital site visit (one way)	7.80
08/11/23	MILE	MILEAGE Beverly Hospital site visit (one way)	11.05

Page 30

Beverly Community Hospital

<u>Date</u>		<u>Description</u>	<u>Amount</u>
08/17/23	MILE	MILEAGE Beverly Hospital site visit (one way)	43.23
08/17/23	MILE	MILEAGE Beverly Hospital site visit (one way)	8.32
08/30/23	MILE	MILEAGE Beverly Hospital site visit (one way)	8.32
08/30/23	MILE	MILEAGE Beverly Hospital site visit (one way)	43.23
09/06/23	MILE	MILEAGE Beverly Hospital site visit (one way)	8.32
09/06/23	MILE	MILEAGE Beverly Hospital site visit (one way)	43.23
09/22/23	PACE	Pacer Charges for the Period of 7/3/2023 through 9/22/2023	<u>280.50</u>
Total Costs and Disbursements			\$ 1,321.89
Total Current Charges			<u>\$115,418.14</u>
Summary of Account			
Balance Forward			\$ 0.00
Total Current Charges			115,418.14
Less Payments and Credits			<u>0.00</u>
Balance Due			<u>\$115,418.14</u>

EXHIBIT “3”

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28

FEE SCHEDULE

HOURLY RATES:

Tamar Terzian	\$400.00
Sherri J. Loveall	\$175.00
Elaine L. Smith	\$175.00
Patricia Suarez	\$175.00

COSTS & EXPENSES:

Mileage	\$0.65 per mile
---------	-----------------

TERZIAN LAW GROUP
a Professional Corporation

1122 E. Green Street
Pasadena, Ca 91106
Office: (818) 242-1100
Mobile: (626) 826-1271



Mrs. Terzian is the founder and partner of Terzian Law Group, APC. Mrs. Terzian represents a variety of clients ranging from individuals, trustees to small businesses. Mrs. Terzian's experience includes prominent restructurings in chapter 11 cases, business litigation, representation of creditors committees, debtors and institutional clients. Mrs. Terzian has also served as a Patient Care Ombudsman in various Chapter 11 Healthcare Cases.

Mrs. Terzian was a Judicial Extern to the Honorable Robert W. Alberts, United States Bankruptcy Court, Central District of California. Mrs. Terzian later served as a Judicial Law Clerk to the Honorable Robert N. Kwan, United States Bankruptcy Court, Central District of California. Mrs. Terzian was an attorney with Sulmeyer Kupetz, a Bankruptcy boutique in Los Angeles, California. Mrs. Terzian is a former Assistant United States Attorney where she has experience in civil bankruptcy and tax matters.

Mrs. Terzian is a member of the State Bar of California, the Past-President for the James T. King Southern California Bankruptcy Inns of Court, the Chair for Commercial Law and Bankruptcy Section of the Los Angeles County Bar Association, the Liason for the Multicultural Bar Association and the Armenian Bar Association and the Co-Chair for the International Women's Insolvency and Restructuring Confederation (IWIRC).

Tamar Terzian and her team are qualified to act as a Healthcare Ombudsman for Bankruptcy Healthcare Cases. Mrs. Terzian has been appointed as the Healthcare Ombudsman in the following cases to date:

- In re Advance Specialty Care, LLC, Case No. 2:17-bk-24737 RK (Bankr. C. D. Cal. 2018);
- In re Beverly Hills South Pacific Surgery Center, Case No. 2:18-bk-12857 ER (Bankr. C.D. Cal. 2018);
- In re Compcare Medical Inc., Case No. 6:18-bk-12748 SC (Bankr. C.D. Cal. 2018);
- In re Dale G. Knox; dba Rancho Santa Margarita Family Practice, Case No. 8:18-bk-12520 TA (Bankr. C.D. Cal. 2018);
- In re Damu Vusha and Akiba Vusha, Case No. 2:18-bk-11284 ER (Bankr. C.D. Cal. 2018);
- In re Hoag Urgent Care-Tustin, Inc. et al, Case No. 8:17-bk-13077 TA (Bankr. C.D. Cal. 2018);
- In re LBJ Healthcare Partners, Inc, Case No. 2:16-bk-15197 VZ (Bankr. C.D. Cal. 2018);
- In re Mohdsameer Aljanedi Dental Corporation, dba Beachside Dental Group, Case No. 8:17-bk-14089-MW (Bankr. C.D. Cal. 2018);
- In re MS Diagnostic Laboratory, LLC, Case No. 2:18-bk-15114 BR (Bankr. C.D. Cal. 2018);

TERZIAN LAW GROUP
a Professional Corporation

1122 E. Green Street
Pasadena, Ca 91106
Office: (818) 242-1100
Mobile: (626) 826-1271

- In re Porter Ranch Integrative Medical Clinic, P.C., Case No. 1:18-bk-10469 BK (Bankr. C.D. Cal. 2018); and
- In re Randal D. Haworth, M.D. Inc., Case No. 2:18-bk-16306 WB (Bankr. C.D. Cal. 2018).
- In re South Coast Behavioral Health, Case No. 8:19-bk-12375 MW (Bankr. C.D. Cal. 2019),
- In re Remy's HT RN, LLC, Case No. 2:21-bk-100026 WB (Bankr. C.D. Cal. 2021),
- In re Watsonville Community Hospital, Case No. 5:21-bk-51477 (MEH) (Bankr. N.D. Cal. 2022)
- In re Dr. Arian Mowlavi, Case No. 8:22-bk-10296 SC, (Bankr. C.D. 2022),
- Dr. R'Kione Britton, Case No. 2:22-bk-13004-DS (Bankr. C.D. 2022).

Federal Bankruptcy Rule 2007.2 Appointment of Patient Care Ombudsman in a Health Care Business Case

- a. Order to Appoint Patient Care Ombudsman. In a chapter 7, chapter 9, or chapter 11 case in which the debtor is a health care business, the court shall order the appointment of a patient care ombudsman under §333 of the Code, unless the court, on motion of the United States trustee or a party in interest filed no later than 21 days after the commencement of the case or within another time fixed by the court, finds that the appointment of a patient care ombudsman is not necessary under the specific circumstances of the case for the protection of patients.
- b. Motion for Order to Appoint Ombudsman. If the court has found that the appointment of an ombudsman is not necessary, or has terminated the appointment, the court, on motion of the United States trustee or a party in interest, may order the appointment at a later time if it finds that the appointment has become necessary to protect patients.
- c. Notice of Appointment. If a patient care ombudsman is appointed under §333, the United States trustee shall promptly file a notice of the appointment, including the name and address of the person appointed. Unless the person appointed is a State Long-Term Care Ombudsman, the notice shall be accompanied by a verified statement of the person appointed setting forth the person's connections with the debtor, creditors, patients, any other party in interest, their respective attorneys and accountants, the United States trustee, and any person employed in the office of the United States trustee.

Sherri J. Loveall, DBA

1995 Covington Ave
Simi Valley, CA 93065
310-901-4714

sherri@integratedhealthsystems.com

EDUCATION

Doctor of Business Administration

With an emphasis in Healthcare Management

Walden University, Minnesota

Graduation Date: July 2022

Study Nominated for Outstanding Doctoral Study 2022

Masters Degree of Business Administration

With an emphasis in Healthcare Management

Keller School of Business Management, West Hills, CA

Graduation Date – October 2006

GPA 3.85 – **Graduated with Distinction**

Bachelor of Science in Business Administration

DeVry University, West Hills, CA

Graduation Date - February 2004

GPA 3.96 – **Suma Cum Laude**

RELEVANT COURSE WORK

Principles of Management
Business Applications
Public Speaking

Managerial Accounting
Systems Analysis
Operating Systems

Financial Accounting
Technical Writing
Database Management

CERTIFICATIONS

Administrator with 25+ Years in Healthcare Industry

Billing and Coding Manager 20+ Years

Experience with IPA's and Medical Groups

Medi-Cal HAP Certified

Professional Demeanor

Type 55+ WPM

10-key by touch

TECHNICAL SKILLS

Microsoft Word
Microsoft Excel

PowerPoint
Report Writer

Visual Basic
Access

PROFESSIONAL EXPERIENCE

Integrated Health Systems, Gardena CA

May 1999 to Present

General Manager/Administrator

December 2009-Present

Manages operations of Integrated Health Systems with its 20+ medical billing clients including full scope management of six medical offices. Duties include financial and personnel management of all companies including deposits, payroll, AR/AP, auditing, credentialing and IPA Contracting. Supervising 60+ employees including Physicians, Nurse Practitioners and Physician Assistants. Management Company specializes in reconstruction of business operations and financial planning. Increased revenues by 18% in first year.

Medical Office Administrator/Consultant

December 2003 to December 2009

Managed five medical offices in the Los Angeles area. Duties include personnel and financial management including credentialing, deposits, payroll, AR/AP, auditing and IPA Contracting. Supervised 40+ employees. Strong knowledge of CHDP, CPSP, & Family Pact Programs.

Account Manager

May 1999 – December 2003

Creation of medical claims, deposits, and month end reports. Supervisor of three employees. Consultation and training of physicians' office staff. Credentialing of Physicians. Maintain good relations with clients and satisfy both physician and patient requests. Maintenance of computer network in office. Provides off-site HIPAA Compliance Training.

Dr. Lorne S. Label, M.D., Thousand Oaks, CA

December 1998 to May 1999

Administrative Medical Assistant

Provided support in Front and Back office duties. Greeted patients, prepared charts and insurance information. Clinical administration of shots and other office related duties.

Thousand Oaks Urgent Care, Thousand Oaks, CA

May 1998 to December 1998

Administrative Medical Assistant

Worked all positions, both front and back office including medical billing and collections. Preparation of charts, insurance information and scheduling of appointments.

CFS Income Tax, Simi Valley, CA

November 1996 to May 1998

Customer Service Representative/Tech Support

Customer service and tech support for a tax software company. Answered customer questions and provided support for tax software for accountants.

REFERENCES

Excellent references available upon request

ELAINE L. SMITH, PA-C

PHYSICIAN ASSISTANT, CERTIFIED

**1652 S. Ogden Drive
Los Angeles, CA 90019
(323) 793-0193**

Profile:

Outgoing with strong and effective organizational and communication skills. Good team player able to use own initiative to achieve company objectives. Great patient rapport. Loves patient care. Looking to gain more experience in urgent and emergency care.

Education:

Masters Public Health, 2008

Charles R. Drew University of Medicine and Science

Bachelor of Science, 1997

Charles R. Drew University of Medicine and Science

Major: Health Science/Physician Assistant Program

PA license issued: February 10, 1998

Associate Arts, 1995

West Los Angeles College

Major: Biology

University of California at Berkeley

1984-1991

Major: Interdisciplinary Studies (Pre Med)

Work Experience:

1995 to present

South Central Los Angeles Regional Center

Service Coordinator/Case Manager for Adults and Children with Disabilities

1997 to 2005

Florence Western Medical Clinic

Family Medicine PA-C

Routine medical and preventive care. Transmit appropriate therapeutic regimens. Pap smear expert. CHDP/Family Pact

2005 to 2007

Clinica San Miguel/PA-C

2007 to present

Integrated Health Systems/PA-C

2008-2009

Dr. Mayers Women's and Childrens Clinic/PA-C

Colposcopy trained; Cryosurgery trained

Skills: Bilingual Spanish, Microsoft Word

Hobbies: Tennis, Chess, Foreign Films, Calligraphy

PATRICIA SUAREZ

Los Angeles, CA, 90065

323.578.5022

frommersuarez@gmail.com

[LinkedIn](#)

Vice President Business Development

Revenue Growth – Strategic Development – Sales Programs

Dynamic Vice President Business Development with a track record of generating client portfolio expansion and new project acquisition to drive long-term success. Possesses substantial expertise in healthcare landscape that lends to successful identification, development, and analysis of strategic initiatives and revenue growth. Experienced in securing multi-million-dollar contracts, generating new business leads, and identifying and closing new business opportunities and sales.

- **Founded and directed \$1.5M+ integrated marketing firm** with innovative business development strategies
- **Increased referrals 20%** with provider outreach programs representing over \$20M in revenue
- **Negotiated \$10M+ medical group contracts** with demonstration of mutually beneficial advantages
- **Recruited and mentored 55+ physicians** with high-level of professionalism and subject matter expertise
- **Diversified and grew business outside healthcare** to include multiple retail sectors

SALES • MARKETING & ADVERTISING • SERVICE LINE DEVELOPMENT • STRATEGIC PLANNING • PROJECT MANAGEMENT • REPORTING • METRICS • RELATIONSHIP, STAKEHOLDER & VENDOR MANAGEMENT • EXECUTIVE INFLUENCE • ATTENTION TO DETAIL • CRITICAL THINKING • CUSTOMER SERVICE • CROSS-FUNCTIONAL LEADERSHIP • COMMUNICATION • NEGOTIATIONS • PRESENTATIONS • REGULATIONS • PROCESS, PROCEDURE & WORKFLOW • CREATIVITY • KPIs • MENTORING & COACHING • NETWORKING • HOSPITAL SYSTEMS • MS OFFICE

Executive Value Offered

- **Cross-Functional Team Leadership:** Inspires teams to maximize performance and retention
- **Strategic Analysis:** Collects and analyzes data to navigate strategic development of operations
- **Communication:** Acts as liaison between industry stakeholders, community members, and leadership
- **Adaptability:** Designs comprehensive planning to quickly pivot between competing timelines
- **Continuous Improvement:** Incorporates data analyses and stakeholder feedback to increase efficiency

Career Trajectory and Education

BUSINESS DEVELOPMENT & MARKETING CONSULTANT

	2022- PRESENT	
CHIEF BUSINESS DEVELOPMENT OFFICER	PIPELINE HEALTH -LOS ANGELES	2019 – 2022
SYSTEM DIRECTOR BUSINESS DEVELOPMENT & STRATEGY	PIPELINE HEALTH (FORMERLY AVANTI HOSPITALS)	2017 - 2019
VP, BUSINESS DEVELOPMENT & MARKETING	PACIFIC ALLIANCE MEDICAL CENTER	2013 - 2017
PRESIDENT	SUAREZ/FROMMER & ASSOCIATES	1995 - 2013
VP, BUSINESS DEVELOPMENT	KINDER/GOODSELL MARKETING	1993 - 1995
DIRECTOR OF MARKETING & SALES	CONSUMER DENTAL GROUP	1992 - 1993

Professional Experience & Achievements

CONSULTANT – LOS ANGELES

Los Angeles, CA • 09/20022 - Present

PIPELINE HEALTH – LOS ANGELES

Los Angeles, CA • 07/2017 – 08/2022

CHIEF BUSINESS DEVELOPMENT OFFICER (10/2019 - PRESENT)

SYSTEM DIRECTOR BUSINESS DEVELOPMENT & STRATEGY (07/2017 - 10/2019)

Research, identify, track, and solicit business opportunities that align with hospital system strategic goals. Collaborate with internal and external partners to plan, manage, and implement business objectives. Construct robust business pipelines to meet revenue and sales goals and strengthen long-term financial health of hospitals. Cultivate and build high impact referral networks and programs. Monitor physician/patient preferences to determine focus of sales efforts. Direct rebranding of hospital system from Avanti Hospitals to Pipeline Health.

KEY COMPETENCIES: SALES, NEGOTIATIONS, CONTRACTS, PROPOSALS, MARKETING, GROWTH STRATEGIES

Improved organization profile to attract new referrals by negotiating and securing \$10M+ medical group contracts

- Established partnerships with medical groups to demonstrate benefits of collaboration
- Leveraged physician network to develop integration and onboarding plans
- Employed PCP marketing tools and upheld high standards of care to generate patient referrals

KEY COMPETENCIES: LEADERSHIP, TRAINING, ONBOARDING, TEAM DEVELOPMENT, MENTORING, INITIATIVE, REVENUE GROWTH

Generated over 600 in-patient and 300 out-patient procedures annually by recruiting and coaching 25+ physicians

- Analyzed staffing requirements to mitigate effects of upcoming physician retirements
- Spearheaded development of succession planning to ensure seamless availability of specialists and physicians
- Established business development team to identify and recruit highly talented specialists

KEY COMPETENCIES: BUSINESS OPPORTUNITIES, CUSTOMER RETENTION, CONTINUOUS IMPROVEMENT, LEAD GENERATION, REFERRALS

Expanded referrals 20%+ from community providers to strengthen market position

- Built reputation of high level of care to adapt to competitive market and build census volume
- Designed and launched strategic community provider plans to align goals and objectives
- Introduced motivational management style to develop high-performing, customer-focused team
- Established ER FAST PASS program that elevated physician satisfaction

KEY COMPETENCIES: LEADERSHIP, EXECUTIVE INFLUENCE, CRISIS MANAGEMENT, RESEARCH, MARKETING, COMMUNICATION

Increased community trust in organization through comprehensive direction of Covid-19 Mobile Vaccine Program

- Collaborated with non-profit community health center to secure program development and deployment
- Provided logistical support to ensure success and bolster community confidence in organization

KEY COMPETENCIES: CREATIVITY, BUSINESS DEVELOPMENT, INITIATIVE, PATIENT NEEDS ASSESSMENT, GROWTH MARKETING

Stimulated new income streams by developing and marketing multiple new programs

- Enhanced OBGYN service line doubling volume
- Collaborative leadership in development of inpatient psychiatric unit

- Initiated acquisition of cariology, internal medicine practice

PACIFIC ALLIANCE MEDICAL CENTER

Los Angeles, CA • 08/2013 - 07/2017

VICE PRESIDENT, BUSINESS DEVELOPMENT & MARKETING

Developed, planned and implemented business strategies for integrated hospital system servicing a combined 370,000 managed care lives in Los Angeles. Provided leadership and oversight of wound care clinic as well as medical clinic for high-risk patients. Product line development included Ortho & Spine Program, Maternity Center, Center for Wound Healing: Surgical and Hyperbaric Oxygen Therapy, and Dual Diagnosed Service (primary medical with mild psych).

KEY COMPETENCIES: BRAND AWARENESS, RELATIONSHIP MANAGEMENT, SALES, DEMOGRAPHIC ANALYSIS, IMPROVEMENT PROCESS

Boosted in-network facility utilization 10%+

- Entered into dual risk agreements with medical groups responsible for 370K+ patients
- Launched targeted outreach plan to educate providers on acute care hospital services
- Innovated creative, engaging materials to support educational campaigns

KEY COMPETENCIES: PORTFOLIO MANAGEMENT, ADAPTABILITY, PROGRAM DEVELOPMENT & LAUNCH, REVENUE GROWTH, OPERATIONS

Improved payer mix 30%+ with transition of care program

- Assisted Directors of Internal Medicine, Nursing, and Case Management to begin hospital service enhancement
- Developed strong database of post-acute providers to support outreach activity
- Created educational materials highlighting hospital services for senior populations

KEY COMPETENCIES: PROGRAM DEVELOPMENT, PRODUCT LAUNCH, ADVERTISING, STRATEGIC DEVELOPMENT, COALITIONS

Amplified reputation for patient satisfaction by establishing 'Orthopedic & Spine Program' at PAMC

- Recruit high volume ortho specialist to facility
- Consulted with leadership to develop processes, procedures, workflows, and protocols
- Designed program branding to optimize reputation of high patient satisfaction

SUAREZ/FROMMER & ASSOCIATES

South Pasadena, CA • 01/1995 – 06/2013

PRESIDENT, FOUNDER

Created company from concept to success. Directed marketing strategy, annual business plan, referral programs, and marketing initiatives to help organizations achieve business goals. Supplied plans, collateral, and communications for programs, services, and products for integrated marketing firm focused on strategic planning. Named one of California's top multicultural businesses by Diversity Business research firm.

KEY COMPETENCIES: ENTREPRENEURIAL, NEW BUSINESS, NETWORKING, MARKETING, BUSINESS PLANS

Grew company from concept to encompassing full spectrum of marketing services for health care clients

- Developed network with administrators in Greater Los Angeles Area, contributing to business plans
- Implemented development strategies for Dignity Health, Memorial Health System, and Kaiser Permanente

- Drove marketing for 3 physician groups and 5 healthcare organizations

KEY COMPETENCIES: RELATIONSHIP BUILDING, DIVERSITY, PUBLIC RELATIONS, RETAIL MARKETING

Diversified and grew business outside healthcare to include multiple retail sectors

- Introduced Big Lots! to South California Hispanic market using omnichannel strategies
- Positioned Grand Central Market for acquisition in 2017 by promoting historic charm and increasing traffic
- Partnered with PR giants Fleishman-Hillard and Edelman Worldwide to broaden global reach for clients

KEY COMPETENCIES: LEADERSHIP, INNOVATION, CONTINUOUS IMPROVEMENT, NATIONAL SALES, NEW CLIENTS

Maximized growth opportunities with effective oversight of \$1.5M+ award-winning integrated marketing firm

- Identified market inefficiencies to develop innovative marketing strategies
- Provided high level of service to stakeholders, clients, and partners
- Activated sales plan for new client acquisition

KEY COMPETENCIES: BILINGUAL, CUSTOMER & PHYSICIAN SATISFACTION, SMALL BUSINESS SUPPORT, COMMUNITY OUTREACH, DIVERSITY

Produced Hispanic network linking Spanish-speaking patients to specialists and physicians

- Conducted market research to identify needs of Hispanic residents in hospital service area
- Determined that language barriers limited residents' knowledge of health and how to access services
- Identified providers and created network of physicians with understanding of Hispanic culture able to provide services in Spanish
- Branded network for market achieving 30% in increased in hospital admissions

KEY COMPETENCIES: MARKETING, BUSINESS DEVELOPMENT, COMMUNITY OUTREACH, CLIENT PROFILE, ENTREPRENEURIAL COMPETENCY

Delivered business goals for 20+ clients with innovative programs and powerful marketing strategies

- Designed integrated marketing strategies aligned with client goals
- Innovated, bold programs to boost revenue through targeted multilingual omnichannel campaigns
- Produced special events including grand openings for key hospital programs, growing client profiles

Awards, Affiliations, & Certification

DIVERSITY BUSINESS – MARKETING AGENCY AWARD 3 YEARS IN A ROW

DIGNITY HEALTH – BOARD OF DIRECTORS, PLANNING & STRATEGY

NORTHRIDGE HOSPITAL MEDICAL CENTER – BOARD CHAIR

GRAND PERFORMANCE – BOARD MEMBER

CITY OF LOS ANGELES - ENTREPRENEUR TRAINING PROGRAM CERTIFICATE

PROOF OF SERVICE OF DOCUMENT

I am over the age of 18 and not a party to this bankruptcy case or adversary proceeding. My business address is:

777 S. Figueroa Street, Suite 4200
Los Angeles, CA 90017

A true and correct copy of the foregoing document entitled: **"FIRST & FINAL APPLICATION OF PATIENT CARE OMBUDSMAN, AND PCO'S INDEPENDENT CONSULTANTS FOR ALLOWANCE AND PAYMENT OF COMPENSATION AND REIMBURSEMENT OF EXPENSES FOR THE PERIOD OF MAY 5, 2023 THROUGH AND INCLUDING OCTOBER 18, 2023 ON A FINAL BASIS"** will be served or was served **(a)** on the judge in chambers in the form and manner required by LBR 5005-2(d); and **(b)** in the manner stated below:

1. TO BE SERVED BY THE COURT VIA NOTICE OF ELECTRONIC FILING (NEF): Pursuant to controlling General Orders and LBR, the foregoing document will be served by the court via NEF and hyperlink to the document. On 12/29/2023, I checked the CM/ECF docket for this bankruptcy case or adversary proceeding and determined that the following persons are on the Electronic Mail Notice List to receive NEF transmission at the email addresses stated below:

- **Megan M Adeyemo** madeyemo@grsm.com, asoto@grsm.com
- **David E Ahdoot** dahdoot@bushgottlieb.com, kprestegard@bushgottlieb.com
- **Joseph M Ammar** ammar@millercanfield.com
- **Scott E Blakeley** seb@blakeleyllp.com, ecf@blakeleyllp.com
- **Joseph P Buchman** jbuchman@bwsllaw.com, gmitchehl@bwsllaw.com
- **Adrian Butler** abutler@bushgottlieb.com
- **Augustus Curtis** augustus.t.curtis@usdoj.gov
- **Howard M Ehrenberg (TR)** ehrenbergtrustee@gmlaw.com, ca25@ecfcbis.com; C123@ecfcbis.com; howard.ehrenberg@ecf.courtdrive.com; Karen.Files@gmlaw.com
- **David K Eldan** David.Eldan@doj.ca.gov
- **Amanda N Ferns** afern@fernslaw.com, mmakalintal@fernslaw.com
- **Alan W Forsley** alan.forsley@flpllp.com, awf@fkllawfirm.com, awf@fl-lawyers.net, addy@flpllp.com
- **John-Patrick M Fritz** jpf@lnbyg.com, JPF.LNBYB@ecf.inforuptcy.com
- **Evelina Gentry** evelina.gentry@akerman.com, rob.diwa@akerman.com
- **Evan Gershbein** ECFpleadings@kccllc.com
- **Faisal Gill** fgill@glawoffice.com
- **Steven T Gubner** sgubner@bg.law, ecf@bg.law
- **Melissa Hamill** melissa.hamill@doj.ca.gov
- **Hallie Dale Hannah** hallie@hannahlaw.com
- **Brian T Harvey** bharvey@buchalter.com, IFS_filing@buchalter.com; dbodkin@buchalter.com
- **Stella A Havkin** stella@havkinandshrago.com, shavkinesq@gmail.com
- **Robert M Hirsh** rhirsh@lowenstein.com
- **Mark S Horoupian** mark.horoupian@gmlaw.com, mhoroupian@ecf.courtdrive.com; cheryl.caldwell@gmlaw.com; karen.files@gmlaw.com
- **Darryl Jay Horowitz** dhorowitz@ch-law.com, bkasst@ch-law.com
- **David I Horowitz** david.horowitz@kirkland.com, keith.catuara@kirkland.com; terry.ellis@kirkland.com; elsa.banuelos@kirkland.com; ivon.granados@kirkland.com
- **Sonja Hourany** sonja.hourany@quinngroup.net, kadele@wglp.com; lbracken@wglp.com; shourany@ecf.courtdrive.com
- **Eric P Israel** eisrael@danninggill.com, danninggill@gmail.com; eisrael@ecf.inforuptcy.com
- **Quinn Scott Kaye** kaye@millercanfield.com
- **Nicholas A Koffroth** nkoffroth@foxrothschild.com, khoang@foxrothschild.com
- **David S Kupetz** David.Kupetz@lockelord.com, mylene.ruiz@lockelord.com
- **Alexandria Lattner** alattner@sheppardmullin.com, ehwalters@sheppardmullin.com
- **Daniel A Lev** daniel.lev@gmlaw.com, cheryl.caldwell@gmlaw.com; dlev@ecf.courtdrive.com
- **Marc A Levinson** MALevinson@orrick.com, borozco@orrick.com, casestream@ecf.courtdrive.com
- **Ron Maroko** ron.maroko@usdoj.gov
- **David M Medby** dmedby@lawgarcia.com, jmobleby@lawgarcia.com

This form is mandatory. It has been approved for use by the United States Bankruptcy Court for the Central District of California.

- **Joshua M Mester** jmester@jonesday.com
- **Elissa Miller** elissa.miller@gmlaw.com, emillersk@ecf.courtdrive.com; cheryl.caldwell@gmlaw.com
- **Kenneth Miskin** Kenneth.M.Miskin@usdoj.gov
- **Kelly L Morrison** kelly.l.morrison@usdoj.gov
- **Tania M Moyron** tania.moyron@dentons.com, rebecca.wicks@dentons.com; kathryn.howard@dentons.com; derry.kalve@dentons.com; glenda.spratt@dentons.com; DOCKET.GENERAL.LIT.LOS@dentons.com
- **Alan I Nahmias** anahmias@mbn.law, jdale@mbn.law
- **Jennifer L Nassiri** JNassiri@sheppardmullin.com
- **Neli Nima Palma** neli.palma@doj.ca.gov
- **Valerie Bantner Peo** vbantnerpeo@buchalter.com
- **Thomas Phinney** tphinney@ffwplaw.com, akieser@ffwplaw.com; docket@ffwplaw.com
- **Thomas J Polis** tom@polis-law.com, paralegal@polis-law.com; r59042@notify.bestcase.com
- **Christopher E Prince** cprince@lesnickprince.com, jmack@lesnickprince.com; cprince@ecf.courtdrive.com; jnavarro@lesnickprince.com
- **Dean G Rallis** drallis@hahnlawyers.com, jevans@hahnlawyers.com; drallis@ecf.courtdrive.com; jevans@ecf.courtdrive.com
- **William M Rathbone** wrathbone@grsm.com, sdurazo@grsm.com
- **Michael B Reynolds** mreynolds@swlaw.com, kcollins@swlaw.com
- **Russell W Reynolds** rreynolds@ch-law.com, bkasst@ch-law.com
- **Jason E Rios** jrios@ffwplaw.com, docket@ffwplaw.com
- **Mary H Rose** mrose@buchalter.com, marias@buchalter.com; docket@buchalter.com
- **Kenneth N Russak** krussak@knrlaw.com, krussak@russaklaw.com
- **Nathan A Schultz** nschultzesq@gmail.com
- **Olivia Scott** olivia.scott3@bclplaw.com
- **Zev Shechtman** zs@DanningGill.com, danninggill@gmail.com; zshechtman@ecf.inforuptcy.com
- **Howard Steinberg** steinbergh@gtlaw.com, pearsallt@gtlaw.com; NEF-BK@gtlaw.com; howard-steinberg-6096@ecf.pacerpro.com
- **Andrew Still** astill@swlaw.com, kcollins@swlaw.com
- **Tamar Terzian** tterzian@hansonbridgett.com, ssingh@hansonbridgett.com
- **Jacob Unger** junger@jacobungerlaw.com
- **United States Trustee (LA)** ustpreion16.la.ecf@usdoj.gov
- **Mark J Valencia** mvalencia@vclitigation.com
- **Emilio Eugene Varanini** emilio.varanini@doj.ca.gov
- **Kevin Walsh** kevin.walsh@gtlaw.com, kevin-walsh-3952@ecf.pacerpro.com
- **Kenneth K Wang** kenneth.wang@doj.ca.gov, Richard.Waldow@doj.ca.gov
- **Sharon Z. Weiss** sharon.weiss@bclplaw.com, raul.morales@bclplaw.com, REC_KM_ECF_SMO@bclplaw.com
- **Roye Zur** rzur@elkinskalt.com, cavila@elkinskalt.com; lwageman@elkinskalt.com; 1648609420@filings.docketbird.com

☐ Service information continued on attached page

2. SERVED BY UNITED STATES MAIL: On 12/29/2023, I served the following persons and/or entities at the last known addresses in this bankruptcy case or adversary proceeding by placing a true and correct copy thereof in a sealed envelope in the United States mail, first class, postage prepaid, and addressed as follows. Listing the judge here constitutes a declaration that mailing to the judge will be completed no later than 24 hours after the document is filed.

Hon. Sandra R. Klein
U.S. Bankruptcy Court Judge
255 E. Temple St., Suite 1582
Los Angeles, CA 90012

United States Trustee (LA)
915 Wilshire Blvd., Suite 1850
Los Angeles, CA 90017

☐ Service information continued on attached page

3. SERVED BY PERSONAL DELIVERY, OVERNIGHT MAIL, FACSIMILE TRANSMISSION OR EMAIL (state method for each person or entity served): Pursuant to F.R.Civ.P. 5 and/or controlling LBR, on (date) _____, I served the following persons and/or entities by personal delivery, overnight mail service, or (for those who consented in writing to such service method), by facsimile transmission and/or email as follows. Listing the judge here constitutes a declaration that personal delivery on, or overnight mail to, the judge will be completed no later than 24 hours after the document is filed.

☐ Service information continued on attached page

This form is mandatory. It has been approved for use by the United States Bankruptcy Court for the Central District of California.

I declare under penalty of perjury under the laws of the United States that the foregoing is true and correct.

12/29/2023

Date

Tamar Terzian

Printed Name

/s/ Tamar Terzian

Signature