



FINANCE COMMITTEE REGULAR SESSION

AGENDA

Tuesday, April 25, 2017

5:00 p.m.

Location: Schantz Conference Room

**Sonoma Valley Hospital, 347 Andrieux Street
Sonoma CA 95476**

AGENDA ITEM	RECOMMENDATION	
MISSION STATEMENT The mission of the SVHCD is to maintain, improve, and restore the health of everyone in our community.		
1. CALL TO ORDER/ANNOUNCEMENTS	<i>Nevins</i>	
2. PUBLIC COMMENT SECTION	<i>Nevins</i>	
3. CONSENT CALENDAR • FC Minutes 3.28.17	<i>Nevins</i>	Action
4. DISCUSSION OF NEW COMMITTEE MEMBER – JOHN PEREZ	<i>Nevins</i>	Inform/Action
5. FINANCIAL REPORT FOR MONTH ENDING MARCH 31, 2017	<i>Jensen</i>	Inform/Action
6. CAPITAL CASH REQUIREMENTS	<i>Jensen</i>	Inform
7. REVIEW OF CURRENT DEBT	<i>Jensen</i>	Inform
8. AUDITORS'REVIEW OF RESERVE	<i>Jensen</i>	Inform
9. ADJOURN	<i>Nevins</i>	

3.

CONSENT CALENDAR



**SVHCD
FINANCE COMMITTEE MEETING
MINUTES
TUESDAY, MARCH 28, 2017
Schantz Conference Room**

Present	Excused	Staff	Public
Sharon Nevins Keith Chamberlin, MD Stephen Berezin Peter Hohorst Subhash Mishra, MD Susan Porth		Ken Jensen Jeannette Tarver Kelly Mather	David Wildmon

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
MISSION & VISION STATEMENT <i>The mission of SVHCD is to maintain, improve and restore the health of everyone in our community.</i>			
1. CALL TO ORDER/ANNOUNCEMENTS	<i>Nevins</i>		
	Meeting called to order at 5:04 pm.		
2. PUBLIC COMMENT SECTION	<i>Nevins</i>		
	<u>David Wildmon:</u> My wife and I have lived here for five years. I am here to voice my objection to the parcel tax increase. I'm opposed to the parcel tax idea. The basis of my opposition is that using the parcel tax to pay for [hospital costs] is having the bulk of it paid for by people not using the services. I wonder if the ER is being overused by people for non-emergency purposes. That is where I believe the savings should be focused. To be told that we need more money because we're operating in the red is not a good enough reason. You're coming to me saying to me I need 25% more because I don't have enough. I'm a small business person; I live within		

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	<p>my budget constraints and I believe the hospital should do the same. Do the things you must do first, then do the things you'd like to do, and lastly do discretionary things. Save on things that don't need to be done. Demonstrate that you have done everything possible to live within your means.</p> <p><u>Dr. Chamberlin</u>: How many clients do you have that do not pay you and still expect services? What do we do with people who come to the ER for services and can't afford to pay? It would be immoral on our part not to see them. (It is also illegal.) Obamacare was supposed to reduce ER visits but has doubled them instead. We are obligated to see those patients. I do about 20% of my work on nights and weekends for free.</p> <p><u>Mr. Wildmon</u>: I agree there are no short answers. What I don't agree with is pushing it off on me. I have seen my insurance and deductibles go up over the last several years. I'm being hit from two sides – paying for my own health care and paying for others. Just eliminate the waste and then come ask me.</p> <p><u>Ms. Mather</u>: We have eliminated the waste already, and I'm sorry you are not aware of that.</p> <p><u>Mr. Berezin</u>: These people are breaking their backs to make this hospital feasible.</p> <p><u>Mr. Wildmon</u>: Everyone who is voting is working from a point of ignorance on this.</p>		
3. CONSENT CALENDAR FC Minutes 01.24.17	<i>Nevins</i>	Action	
		MOTION by to approve by Hohorst, 2 nd by Berezin. All in favor	

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
4. FINANCIAL REPORT FOR MONTH ENDING JANUARY 31, 2017	<i>Jensen</i>	Inform/Action	
	<p>Mr. Jensen reported that days' cash are 27, accounts receivable are 45.7 days, and accounts payable are 38.9 days. On the balance sheet operating revenue was short by \$272,000. With surgeries down, implant costs were also down and 340b drug costs were down. The operating margin was (\$514,000) vs. a budget (\$358,000). Net income for February was \$308,000 vs. a budgeted loss of (\$9,000). EBIDA was 0.5% vs. a budget of 3.5%.</p> <p>Ms. Nevins commented on the year-to-date operating margin being out of sync with the budget for a variance of (\$273,000). Ms. Mather said two executive salaries were cut totaling approximately \$270,000, and a \$450,000 savings was expected from the 340b drug program. Mammography was expected to move back on site at the end of August for some savings. As long as surgery volumes continue to stay up, we can make up this variance. Surgery volumes on this statement do not capture special procedures, which are way up as well. We may open up another operating room on Mondays.</p> <p>Dr. Chamberlin asked about ER gross patient charges vs. net revenue. Mr. Jensen said it could be obtained from showing the five levels of ER charges. Ms. Mather reminded him that the Medical Executive Committee received that information regularly. Dr. Chamberlin thought the information could be disseminated to the public to tell them what the ER is used for.</p>		
5. CAPITAL CASH REQUIREMENTS	<i>Jensen</i>	Inform	
	Mr. Jensen explained that the Hospital is developing		

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	<p>a road map right now on where we'd like to head with the capital spending plan. We are currently at our debt capacity. Ms. Nevins asked to see timing on the capital spending plan as it develops. She asked for a capital plan at the next meeting with timing on when money would be needed for each item.</p> <p>Ms. Mather mentioned that the pharmacy upgrade on the list is over \$1 million alone, and one air handler has to be done. We are looking at \$2.5 million of items that have to be done in the next year. The pipes and nurse call system projects are under way, and the Mammography move is out to bid.</p>		
6. REVIEW OF CURRENT DEBT	<i>Jensen</i>	Inform	
	Mr. Jensen reviewed the current debt schedule.		
7. ADJOURN	<i>Nevins</i>		
	Meeting adjourned at 6:03 p.m.		

4.

JOHN PEREZ RESUME

JOHN PEREZ

930 Amedeo Court
Sonoma, CA 95476

Email: john.f.perez@comcast.net

Phone: 707-758-8496

SENIOR-LEVEL EXECUTIVE CORPORATE DEVELOPMENT, TURNAROUNDS & TRANSACTIONS

PROFILE & VALUE

Business Development Focus - Senior executive formulating pragmatic and effective business plans for software firms whether in startup, growth or turnaround phases.

Results Oriented - Successful track record in recruiting, developing and leading teams to achieve goals tied to overall business objectives and metrics.

Market Knowledge - Extensive background with enterprise software companies providing software and services to Healthcare and Manufacturing markets.

Process Orientation - Experienced with technology planning, strategy development, team building, process enhancement, client relations and quality improvement initiatives.

Transaction Expertise - Executive-level participation in IPO, debt and venture financing, and merger & acquisition efforts for multiple businesses.

Strategy, Execution & Leadership

P/L & Performance Improvement

Startup, Turnaround, Change

Mergers, Acquisitions, Divestitures

Product Development & Rollout

Quality & Continuous Improvement

Raising Capital

Growth Management & Business Development

Cost Analysis, Reduction and Control

QUALIFICATIONS & EXPERTISE

PROFESSIONAL EXPERIENCE

2009-Present

Business Advisory Consultant

Provide business advice and planning activities for startup and growth companies. Activities have included assisting with strategic plans, acquisitions and divestitures, change management, development of joint ventures and fund raising.

RPI, Inc., Tukwila, WA

2006-2009

Manufacturing Solutions Provider to Consumer Digital Photo Market

Chief Executive Officer

Managed business from insolvency to record revenues and earnings in 7 months. Sold commercial business and repositioned company as solutions provider to the consumer market serving clients such as HP Snapfish, Costco, Walgreens, Walmart as well as a number of startup firms. Introduced Lean Manufacturing and Agile development methods to company. Raised funding and secured financing to support expansion while growing revenues 400%.

RevX, Inc., Kirkland, WA

2002-2005

Venture-backed "restart" Business Process Management Software Firm

Chief Executive Officer

Raised \$7.5M in new venture capital for this startup and saw the firm through the launch of its commercial product with enterprise sales to Lucent, BP and T-Mobile. Business merged with Ultimus.

AXC Interactive, Inc., Seattle, WA

1998-2001

Internet Applications Development Consultancy

Chief Operating Officer

Led business development while acting as coach to first time management team. Refocused company away from hourly billing model to soliciting and winning large scale projects. Grew revenues 300% in one year and facilitated sale to Network Commerce, a public firm.

Glovia International, Marina Del Rey, CA <i>Publicly-held Mid-Market ERP Software Firm</i> Chief Operating Officer Managed product, support and implementation teams for the company as it developed and launched the largest release of its core product during its history. Responsible for facilitating a relationship with Fujitsu which resulted in the spin-off of this division from its UK parent company with \$35M in new capital infused from Fujitsu.	1996-1998
Wisner Martin, Inc., Spokane, WA <i>Publicly-held Physician Practice Management and RHIO Software Firm</i> President Managed company through turnaround period to profitability. Oversaw the development and release of the firm's MS-Windows-based product and improvements to customer service. Led company through a successful public offering of the company's shares. Company sold to Physician Computer Networks.	1994-1996
Integrated Health Systems, Inc., La Jolla, CA <i>Integrated Hospital Information Systems Software Firm</i> President Led firm through turnaround period to profitability. Managed firm through standardization of its product and release to entire customer base with significant improvements to customer service and client satisfaction. Company merged with Wisner Martin. Continued as President of this subsidiary post-merger.	1993-1996
<u>Software Technology Services</u> , Fountain Valley, CA <i>Healthcare IT Services Firm</i> President Developed business plan and launched business to pursue IT services business in the healthcare market. Secured contracts with major hospitals and software vendors providing application specific technical development, support and project management. STS was sold to Affiliated Computer Services.	1990-1992
ADAC Laboratories, Milpitas, CA <i>Publicly-held Radiology Imaging and Management Systems Firm</i> General Manager Public radiology imaging and software firm with \$250M in revenues. Led Radiology information systems business unit during turnaround period. Revenues doubled and profit margins led all business units in the firm with no increase in FTE. Company sold to Phillips.	1988-1989
Compucare Inc., Reston, VA <i>Publicly-held Hospital Information Systems Software and Facilities Management Firm</i> General Manager Held positions of increasing responsibility within the firm as the firm grew and went public. Positions held include Project Manager, Project Director and Regional Manager operating within the services as well as product groups of the firm. Company sold to Baxter Healthcare.	1974-1987
Meditech, Inc., Cambridge, MA <i>Privately-held Hospital Information Systems Software Firm</i> Software Engineer As an early employee of this now major player in the healthcare informatics market, developed application software for a variety of hospital clients of the company. Assisted in the creation of a team of employees focused on implementation and support of existing software modules.	1972-1973

EDUCATION

Catholic University of America, Washington, D.C, Bachelor of Science in Architecture 1970.

5.

FINANCIAL REPORT
FOR MONTH ENDING
MARCH 31, 2017



To: SVH Finance Committee
From: Ken Jensen, CFO
Date: April 25, 2017
Subject: Financial Report for the Month Ending March 31, 2017

The actual loss of (\$94,728) from operations for March was \$23,860 favorable to the budgeted loss of (\$118,588). The year-to date actual loss from operations is (\$3,614,942) compared to the expected loss of (\$3,365,913). After accounting for all other activity, the March net income was \$304,415 vs. the budgeted net income of \$229,642 with a monthly EBIDA of 9.0% vs. a budgeted 7.8%. Year-to-date the total net income is \$531,652 favorable to budget with a year to date EBIDA of 2.9% vs. the budgeted 3.3%.

Gross patient revenue for March was \$24,651,470, \$1,231,897 better than expected. Inpatient gross revenue was over budget by \$509,427. Inpatient days and inpatient surgeries were close to budgeted expectations but there was a higher than average case mix for March. Outpatient revenue was under budget by (\$91,262). Outpatient visits were under budgeted expectations by (835) visits and outpatient surgeries were over budget by 32 cases. The Emergency Room gross revenue is over budget by \$1,099,118; ER visits are under budget by (31) visits but had higher charges per patient due to higher acuity. SNF gross charges were under budgeted expectations by (\$190,756) and SNF patient days were under budget at (97) days. Home Health was under budget by (\$94,630) with visits under budget by (302) visits.

Deductions from revenue were unfavorable to budgeted expectations by (1,042,405). The unfavorable variance is due to the higher gross charges in March and the length of stay in the ICU was 9.6 days on a budgeted expectation of 7.2 days contributing to the increase in revenue deductions. The revenue deductions were offset by the accrual of the Prime grant of \$125,000. Without the accrual of the Prime grant the revenue deductions would be unfavorable to budget by (\$1,167,405).

After accounting for all other operating revenue, the **total operating revenue** was favorable to budget by \$156,513.

Operating Expenses of \$5,395,167 were unfavorable to budget by (\$132,563). Salaries and wages are under budget by \$49,732 and employee benefits are over budget by (\$56,099) due to PTO being over budget by (\$18,140) and employee health benefits being over budgeted expectations by (\$37,959). Supplies are over budget in March due to the cost of surgical implants being over budgeted expectations by (\$170,385) and the cost of the anti venom drug (\$29,864) for a snake bite patient. Purchased



services were under budget by \$45,718 due to budgeted services not used in the month of March. Interest expense is over budget in March due to the unbudgeted interest expense related to the south lot loan and the fluoroscopy project.

Year-to-date operating expenses are (\$270,681) over budgeted expectations. However, the Inter Governmental Transfer (IGT) program fees of \$747,361 were not budgeted in FY 2017. Without the IGT fees, year-to-date expenses are better than budget by \$476,680.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net income for March was \$141,302 vs. a budgeted net income of \$72,301. The total net income for March after all activity was \$304,415 vs. a budgeted net income of \$229,642.

EBIDA for the month of March was 9.0% vs. the budgeted 7.8%.

Patient Volumes – March

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	119	113	6	99
Newborn Discharges	12	16	-4	17
Acute Patient Days	415	411	4	426
SNF Patient Days	572	669	-97	580
Home Care Visits	849	1,151	-302	879
OP/ER/HHA Gross Rev.	\$15,098	\$14,195	\$903	\$14,266
Surgical Cases	189	159	30	141

Gross Revenue Overall Payer Mix – March

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	40.3%	47.2%	-6.9%	45.1%	47.2%	-2.1%
Medicare Mgd Care	14.4%	7.1%	7.3%	11.0%	7.2%	3.8%
Medi-Cal	18.2%	18.8%	-0.6%	17.3%	19.0%	-1.7%
Self Pay	1.6%	1.1%	0.5%	1.4%	1.2%	0.2%
Commercial	20.2%	20.1%	0.1%	20.5%	20.0%	0.5%
Workers Comp	3.3%	3.0%	0.3%	2.7%	2.7%	0.0%
Capitated	2.0%	2.7%	-0.7%	2.0%	2.7%	-0.7%
Total	100.0%	100.0%		100.0%	100.0%	

Cash Activity for March:

For the month of March the cash collection goal was \$3,599,803 and the Hospital collected \$3,852,346 or over the goal by \$252,543. The year-to-date cash collection goal was \$31,500,136 and the hospital has collected \$33,824,823, or over goal by \$2,324,687. Days of cash on hand are 15.8 days at March 31, 2017. Accounts Receivable decreased from February, from 45.7 days to 44.2 days in March. Accounts Payable decreased by \$147,712 from March and Accounts Payable days are at 36.4.

ATTACHMENTS:

- Attachment A is the Payer Mix Analysis which includes the projected collection percentage by payer.
- Attachment B is the Operating Indicators Report
- Attachment C is the Balance Sheet
- Attachment D (two pages) is the Statement of Revenue and Expense. The first page breaks out the hospital operations and page two includes all other activity.
- Attachment E is the Variance Analysis. The line number tie to the Statement of Revenue and Expense line numbers and explains any significant variances.
- Attachment F are the graphs for Revenue and Accounts Payable.
- Attachment G is the Statistical Analysis
- Attachment H (2 pages) is the Cash Forecast



Sonoma Valley Hospital
Payer Mix for the month of March, 2017

ATTACHMENT A

March-17

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance
Medicare	9,934,240	11,016,473	-1,082,233	-9.8%
Medicare Managed Care	3,545,350	1,655,358	1,889,992	114.2%
Medi-Cal	4,478,386	4,402,451	75,935	1.7%
Self Pay	401,165	256,580	144,585	56.4%
Commercial & Other Government	4,974,496	4,742,040	232,456	4.9%
Worker's Comp.	812,998	706,924	106,074	15.0%
Capitated	504,835	639,747	-134,912	-21.1%
Total	24,651,470	23,419,573	1,231,897	

Actual	Budget	Variance	% Variance
88,478,330	89,363,740	-885,410	-1.0%
21,640,647	13,665,610	7,975,037	58.4%
33,815,203	35,999,698	-2,184,495	-6.1%
2,960,675	2,206,170	754,505	34.2%
40,314,030	38,247,981	2,066,049	5.4%
5,307,516	5,304,565	2,951	0.1%
3,988,916	5,051,056	-1,062,140	-21.0%
196,505,317	189,838,820	6,666,497	

Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	1,535,498	1,859,197	-323,699	-17.4%
Medicare Managed Care	548,111	229,625	318,486	138.7%
Medi-Cal	706,091	647,617	58,474	9.0%
Self Pay	240,699	110,766	129,933	117.3%
Commercial & Other Government	1,800,295	1,931,755	-131,460	-6.8%
Worker's Comp.	180,892	162,527	18,365	11.3%
Capitated	16,710	22,317	-5,607	-25.1%
Prior Period Adj/IGT	125,000	-	125,000	*
Total	5,153,296	4,963,804	189,492	3.8%

Actual	Budget	Variance	% Variance
14,047,742	15,278,085	-1,230,343	-8.1%
3,020,015	2,065,890	954,125	46.2%
4,690,073	5,376,029	-685,956	-12.8%
1,197,454	877,955	319,499	36.4%
13,903,056	15,248,435	-1,345,379	-8.8%
1,203,833	1,204,751	-918	-0.1%
123,770	175,742	-51,972	-29.6%
2,219,626	-	2,219,626	*
40,405,569	40,226,887	178,682	0.4%

Percent of Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	29.9%	37.6%	-7.7%	-20.5%
Medicare Managed Care	10.6%	4.6%	6.0%	130.4%
Medi-Cal	13.7%	13.0%	0.7%	5.4%
Self Pay	4.7%	2.2%	2.5%	113.6%
Commercial & Other Government	34.9%	38.9%	-4.0%	-10.3%
Worker's Comp.	3.5%	3.3%	0.2%	6.1%
Capitated	0.3%	0.4%	-0.1%	-25.0%
Prior Period Adj/IGT	2.4%	0.0%	2.4%	*
Total	100.0%	100.0%	0.0%	0.0%

Actual	Budget	Variance	% Variance
34.8%	38.0%	-3.3%	-8.7%
7.5%	5.1%	2.4%	47.1%
11.6%	13.4%	-1.8%	-13.4%
3.0%	2.2%	0.8%	36.4%
34.3%	37.9%	-3.6%	-9.5%
3.0%	3.0%	0.0%	0.0%
0.3%	0.4%	-0.1%	-25.0%
5.5%	0.0%	5.6%	*
100.0%	100.0%	0.0%	0.0%

Projected Collection Percentage:	Actual	Budget	Variance	% Variance
Medicare	15.5%	16.9%	-1.4%	-8.3%
Medicare Managed Care	15.5%	13.9%	1.6%	11.5%
Medi-Cal	15.8%	14.7%	1.1%	7.5%
Self Pay	60.0%	43.2%	16.8%	38.9%
Commercial & Other Government	36.2%	40.7%	-4.5%	-11.1%
Worker's Comp.	22.2%	23.0%	-0.8%	-3.5%
Capitated	3.3%	3.5%	-0.2%	-5.7%
Prior Period Adj/IGT	0.5%	0.0%	0.5%	*

Actual	Budget	Variance	% Variance
15.9%	17.1%	-1.2%	-7.0%
14.0%	15.1%	-1.1%	-7.3%
13.9%	14.9%	-1.0%	-6.7%
40.4%	39.8%	0.6%	1.5%
34.5%	39.9%	-5.4%	-13.5%
22.7%	22.7%	0.0%	0.0%
3.1%	3.5%	-0.4%	-11.4%
1.1%	0.0%	1.1%	*

SONOMA VALLEY HOSPITAL
OPERATING INDICATORS
For the Period Ended March 31, 2017

ATTACHMENT B

CURRENT MONTH					YEAR-TO-DATE			YTD
	Actual 03/31/17	Budget 03/31/17	Favorable (Unfavorable) Variance		Actual 03/31/17	Budget 03/31/17	Favorable (Unfavorable) Variance	Prior Year 03/31/16
Inpatient Utilization								
Discharges								
1	109	98	11	Acute	831	760	71	760
2	10	15	(5)	ICU	101	142	(41)	131
3	119	113	6	Total Discharges	932	902	30	891
4	12	16	(4)	Newborn	105	130	(25)	130
5	131	129	2	Total Discharges inc. Newborns	1,037	1,032	5	1,021
Patient Days:								
6	319	303	16	Acute	2,788	2,366	422	2,403
7	96	108	(12)	ICU	890	853	37	861
8	415	411	4	Total Patient Days	3,678	3,219	459	3,264
9	25	32	(7)	Newborn	196	259	(63)	263
10	440	443	(3)	Total Patient Days inc. Newborns	3,874	3,478	396	3,527
Average Length of Stay:								
11	2.9	3.1	(0.2)	Acute	3.4	3.1	0.2	3.2
12	9.6	7.2	2.4	ICU	8.8	6.0	2.8	6.6
13	3.5	3.6	(0.1)	Avg. Length of Stay	3.9	3.6	0.4	3.7
14	2.1	2.0	0.1	Newborn ALOS	1.9	2.0	0.1	2.0
Average Daily Census:								
15	10.3	9.8	0.5	Acute	10.2	8.6	1.5	8.8
16	3.1	3.5	(0.4)	ICU	3.2	3.1	0.1	3.1
17	13.4	13.3	0.1	Avg. Daily Census	13.4	11.7	1.7	11.9
18	0.8	1.0	(0.2)	Newborn	0.72	0.95	(0.2)	0.96
Long Term Care:								
19	572	669	(97)	SNF Patient Days	5,024	5,704	(680)	5,679
20	28	31	(3)	SNF Discharges	269	250	19	239
21	18.5	21.6	(3.1)	Average Daily Census	18.3	20.8	(2.5)	20.7
Other Utilization Statistics								
Emergency Room Statistics								
22	941	972	(31)	Total ER Visits	8,191	7,861	330	7,889
Outpatient Statistics:								
23	4,277	5,112	(835)	Total Outpatients Visits	40,454	42,943	(2,489)	43,023
24	40	42	(2)	IP Surgeries	331	343	(12)	274
25	149	117	32	OP Surgeries	904	994	(90)	873
26	36	34	2	Special Procedures	375	281	94	295
27	849	1,151	(302)	Home Health Visits	8,277	8,475	(198)	8,498
28	380	366	14	Adjusted Discharges	3,082	2,987	94	3,014
29	2,548	2,742	(193)	Adjusted Patient Days (Inc. SNF)	22,294	23,168	(874)	23,870
30	82.2	88.4	(6.2)	Adj. Avg. Daily Census (Inc. SNF)	81.4	84.6	(3.2)	87.1
31	1.4455	1.4000	0.046	Case Mix Index -Medicare	1.6441	1.4000	0.244	1.5117
32	1.6790	1.4000	0.279	Case Mix Index - All payers	1.5583	1.4000	0.158	1.4136
Labor Statistics								
33	294	296	1.8	FTE's - Worked	282	288	5.8	284
34	322	329	6.8	FTE's - Paid	318	321	2.2	319
35	42.34	42.32	(0.02)	Average Hourly Rate	40.39	40.97	0.58	40.04
36	22.3	21.2	(1.1)	Manhours / Adj. Pat Day	22.3	21.6	(0.7)	20.9
37	149.8	158.8	9.0	Manhours / Adj. Discharge	161.3	167.5	6.3	165.2
38	22.8%	21.0%	-1.8%	Benefits % of Salaries	23.1%	22.3%	-0.8%	22.7%
Non-Labor Statistics								
39	15.3%	11.6%	-3.7%	Supply Expense % Net Revenue	12.5%	11.5%	-1.0%	11.2%
40	2,129	1,622	(507)	Supply Exp. / Adj. Discharge	1,693	1,604	(89)	1,520
41	14,604	14,799	195	Total Expense / Adj. Discharge	15,197	15,586	389	14,992
Other Indicators								
42	15.8			Days Cash - Operating Funds				
43	44.2	50.0	(5.8)	Days in Net AR	49.8	50.0	(0.2)	51.6
44	107%			Collections % of Net Revenue	107%			103.2%
45	36.4	55.0	(18.6)	Days in Accounts Payable	36.4	55.0	(18.6)	21.4
46	21.4%	21.9%	-0.4%	% Net revenue to Gross revenue	21.2%	21.9%	-0.7%	22.4%
47	21.8%			% Net AR to Gross AR	21.8%			25.4%

Sonoma Valley Health Care District
Balance Sheet
As of March 31, 2017

ATTACHMENT C

		<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets				
Current Assets:				
1	Cash	\$ 2,559,444	\$ 4,331,056	\$ 1,544,645
2	Trustee Funds	2,700,058	2,699,211	2,286,037
3	Net Patient Receivables	8,113,757	7,543,693	8,150,659
4	Allow Uncollect Accts	(1,149,938)	(1,179,316)	(718,232)
5	Net A/R	6,963,819	6,364,377	7,432,427
6	Other Accts/Notes Rec	2,438,762	2,515,774	3,875,906
7	3rd Party Receivables, Net	900,158	961,331	875,069
8	Inventory	822,961	834,899	915,675
9	Prepaid Expenses	872,662	793,790	845,029
10	Total Current Assets	\$ 17,257,864	\$ 18,500,438	\$ 17,774,788
12	Property, Plant & Equip, Net	\$ 53,695,461	\$ 53,830,783	\$ 52,968,535
13	Specific Funds	479,089	259,348	439,199
14	Other Assets	-	-	143,918
15	Total Assets	\$ 71,432,414	\$ 72,590,569	\$ 71,326,440
Liabilities & Fund Balances				
Current Liabilities:				
16	Accounts Payable	\$ 2,693,685	\$ 2,841,397	\$ 3,430,271
17	Accrued Compensation	3,782,670	4,572,173	4,211,103
18	Interest Payable	220,532	110,266	228,513
19	Accrued Expenses	1,334,021	1,428,041	1,483,266
20	Advances From 3rd Parties	119,128	100,376	186,530
21	Deferred Tax Revenue	1,490,726	1,987,635	1,478,332
22	Current Maturities-LTD	1,286,950	1,269,797	1,658,687
23	Line of Credit - Union Bank	6,973,734	6,973,734	5,923,734
24	Other Liabilities	1,386	1,386	158,932
25	Total Current Liabilities	\$ 17,902,832	\$ 19,284,805	\$ 18,759,368
26	Long Term Debt, net current portion	\$ 37,544,929	\$ 37,625,526	\$ 36,887,816
27	Fund Balances:			
28	Unrestricted	\$ 12,182,326	\$ 11,904,381	\$ 12,566,598
29	Restricted	3,802,328	3,775,858	3,112,659
30	Total Fund Balances	\$ 15,984,653	\$ 15,680,238	\$ 15,679,257
31	Total Liabilities & Fund Balances	\$ 71,432,414	\$ 72,590,569	\$ 71,326,440

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended March 31, 2017**

ATTACHMENT D

Month					Year-To- Date					YTD
This Year		Variance			This Year		Variance			Prior Year
Actual	Budget	\$	%	Actual	Budget	\$	%			
					Volume Information					
1	119	113	6	5%	Acute Discharges	932	902	30	3%	891
2	572	669	(97)	-14%	SNF Days	5,024	5,704	(680)	-12%	5,679
3	849	1,151	(302)	-26%	Home Care Visits	8,277	8,475	(198)	-2%	8,498
4	15,098	14,195	903	6%	Gross O/P Revenue (000's)	\$ 119,670	\$ 116,686	2,984	3%	\$ 114,001
					Financial Results					
					Gross Patient Revenue					
5	\$ 7,483,027	\$ 6,973,600	509,427	7%	Inpatient	\$ 59,131,474	\$ 53,381,924	5,749,550	11%	\$ 48,949,796
6	8,498,082	8,589,344	(91,262)	-1%	Outpatient	62,658,408	68,012,622	(5,354,214)	-8%	64,821,669
7	6,314,661	5,215,543	1,099,118	21%	Emergency	54,325,205	45,791,397	8,533,808	19%	46,631,496
8	2,060,689	2,251,445	(190,756)	-8%	SNF	17,490,629	19,771,383	(2,280,754)	-12%	19,390,786
9	295,011	389,641	(94,630)	-24%	Home Care	2,899,601	2,881,494	18,107	1%	2,798,157
10	\$ 24,651,470	\$ 23,419,573	1,231,897	5%	Total Gross Patient Revenue	\$ 196,505,317	\$ 189,838,820	6,666,497	4%	\$ 182,591,904
					Deductions from Revenue					
11	\$ (19,473,174)	\$ (18,353,550)	(1,119,624)	-6%	Contractual Discounts	\$ (157,003,622)	\$ (148,691,962)	(8,311,660)	-6%	\$ (143,997,137)
12	(125,000)	(66,250)	(58,750)	-89%	Bad Debt	(1,065,000)	(596,250)	(468,750)	-79%	(690,000)
13	(25,000)	(35,969)	10,969	30%	Charity Care Provision	(258,293)	(323,721)	65,428	20%	(257,066)
14	125,000	-	125,000	*	Prior Period Adj/Government Program Revenue	2,227,167	-	2,227,167	*	1,916,055
15	\$ (19,498,174)	\$ (18,455,769)	(1,042,405)	6%	Total Deductions from Revenue	\$ (156,099,748)	\$ (149,611,933)	(6,487,815)	4%	\$ (143,028,148)
					Net Patient Service Revenue					
16	\$ 5,153,296	\$ 4,963,804	189,492	4%		\$ 40,405,569	\$ 40,226,887	178,682	0%	\$ 39,563,756
					Risk contract revenue					
17	\$ 129,394	\$ 155,771	(26,377)	-17%		\$ 1,168,960	\$ 1,401,939	(232,979)	-17%	\$ 1,303,242
18	\$ 5,282,690	\$ 5,119,575	163,115	3%	Net Hospital Revenue	\$ 41,574,529	\$ 41,628,826	(54,297)	0%	\$ 40,866,998
					Other Op Rev & Electronic Health Records					
19	\$ 17,749	\$ 24,351	(6,602)	-27%		\$ 295,108	\$ 219,159	75,949	35%	\$ 209,472
20	\$ 5,300,439	\$ 5,143,926	156,513	3%	Total Operating Revenue	\$ 41,869,637	\$ 41,847,985	21,652	0%	\$ 41,076,470
					Operating Expenses					
21	\$ 2,407,823	\$ 2,457,555	49,732	2%	Salary and Wages and Agency Fees	\$ 20,075,452	\$ 20,505,577	430,125	2%	\$ 19,940,882
22	896,818	\$ 840,719	(56,099)	-7%	Employee Benefits	7,917,480	7,649,204	(268,276)	-4%	7,611,573
23	\$ 3,304,641	\$ 3,298,274	(6,367)	0%	Total People Cost	\$ 27,992,932	\$ 28,154,781	161,849	1%	\$ 27,552,455
24	\$ 384,635	\$ 396,757	12,122	3%	Med and Prof Fees (excl Agency)	\$ 3,480,499	\$ 3,533,820	53,321	2%	\$ 3,256,074
25	808,118	593,061	(215,057)	-36%	Supplies	5,215,888	4,790,972	(424,916)	-9%	4,581,036
26	305,908	351,626	45,718	13%	Purchased Services	2,761,828	3,106,194	344,366	11%	2,439,467
27	286,183	293,214	7,031	2%	Depreciation	2,530,292	2,638,926	108,634	4%	2,606,873
28	93,624	100,684	7,060	7%	Utilities	891,966	899,175	7,209	1%	843,436
29	29,292	33,417	4,125	12%	Insurance	266,571	300,500	33,929	11%	227,272
30	52,153	34,237	(17,916)	-52%	Interest	379,007	313,586	(65,421)	-21%	491,097
31	130,613	161,244	30,631	19%	Other	1,218,235	1,475,944	257,709	17%	1,457,985
32	-	-	-	*	Matching Fees (Government Programs)	747,361	-	(747,361)	*	368,026
33	\$ 5,395,167	\$ 5,262,514	(132,653)	-3%	Operating expenses	\$ 45,484,579	\$ 45,213,898	(270,681)	-1%	\$ 43,823,721
					Operating Margin					
34	\$ (94,728)	\$ (118,588)	23,860	20%		\$ (3,614,942)	\$ (3,365,913)	(249,029)	-7%	\$ (2,747,251)

ATTACHMENT D

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended March 31, 2017**

	Month				
	This Year		Variance		
	Actual	Budget	\$		%
35	\$ 3,688	\$ (21,611)	25,299		-117%
36	19,842	-	19,842		0%
37	(37,500)	(37,500)	-		0%
38	250,000	250,000	-		0%
39	\$ 236,030	\$ 190,889	45,141		24%
40	\$ 141,302	\$ 72,301	69,001		95%
41	\$ 26,470	\$ 20,698	5,772		28%
42	\$ -	\$ -	-		0%
43	\$ 167,772	\$ 92,999	74,773		80%
44	246,909	246,909	-		0%
45	(110,266)	(110,266)	-		0%
46	\$ 304,415	\$ 229,642	74,773		33%
	\$ 479,638	\$ 399,752			
	9.0%	7.8%			
	\$ 427,485	\$ 365,515			
	8.1%	7.1%			

Non Operating Rev and Expense
 Miscellaneous Revenue/(Expenses)
 Donations
 Physician Practice Support-Prima
 Parcel Tax Assessment Rev
Total Non-Operating Rev/Exp

Net Income / (Loss) prior to Restricted Contributions

Capital Campaign Contribution
 Restricted Foundation Contributions
Net Income / (Loss) w/ Restricted Contributions

GO Bond Tax Assessment Rev
 GO Bond Interest

Net Income/(Loss) w GO Bond Activity

EBIDA - Not including Restricted Contributions

EBDA - Not including Restricted Contributions

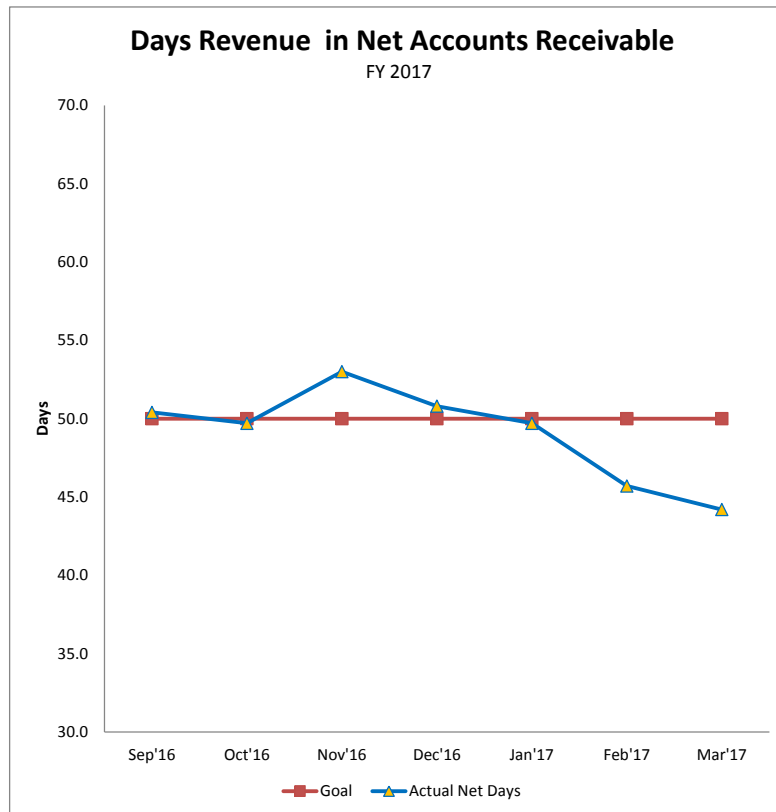
	Year-To- Date					YTD
	This Year		Variance			Prior Year
	Actual	Budget	\$		%	
	\$ (89,229)	\$ (172,315)	83,086		*	\$ 3,065
	96,009	-	96,009		0%	11,584
	(337,500)	(337,500)	-		0%	(337,500)
	2,250,378	2,250,000	378		0%	2,251,954
	\$ 1,919,658	\$ 1,740,185	179,473		10%	\$ 1,929,103
	\$ (1,695,284)	\$ (1,625,728)	(69,556)		4%	\$ (818,148)
	\$ 204,566	\$ 186,282	18,284		10%	\$ 612,284
	\$ 582,924	\$ -	582,924		100%	\$ -
	\$ (907,795)	\$ (1,439,446)	531,651		-37%	\$ (205,864)
	2,222,181	2,222,181	-		0%	2,184,993
	(1,008,037)	(1,008,038)	1		0%	(1,031,977)
	\$ 306,349	\$ (225,303)	531,652		-236%	\$ 947,152
	\$ 1,214,015	\$ 1,326,784				\$ 2,279,822
	2.9%	3.3%				5.6%
	\$ 835,008	\$ 1,013,198				
	2.0%	2.4%				

Sonoma Valley Health Care District
Statement of Revenue and Expenses Variance Analysis
For the Period Ended March 31, 2017

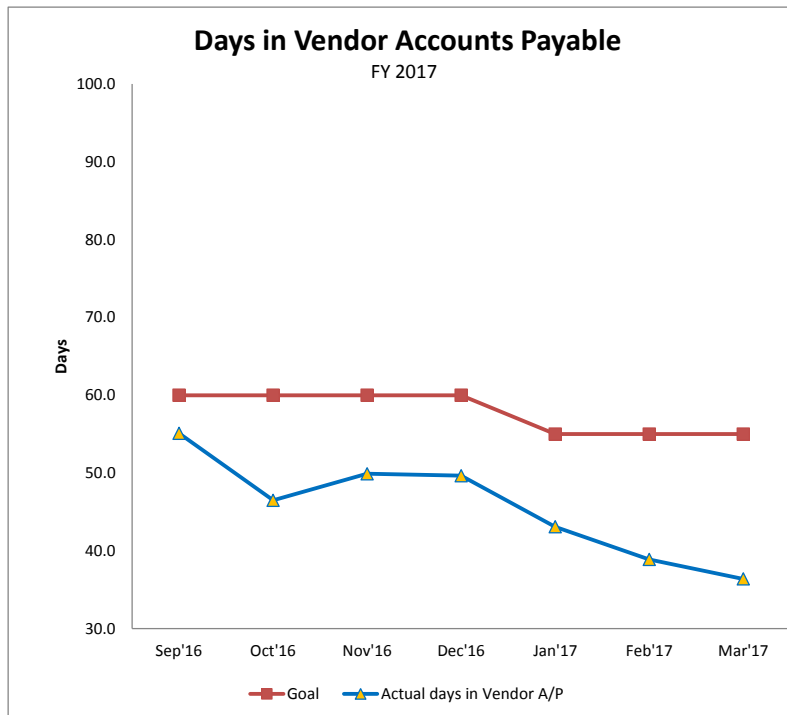
	YTD	MONTH	
Description	Variance	Variance	
Volume Information			
1 Acute Discharges	30	6	
2 SNF Days	(680)	(97)	
3 Home Care Visits	(198)	(302)	
4 Gross O/P Revenue (000's)	2,984	903	
Financial Results			
Gross Patient Revenue			
5 Inpatient	5,749,550	509,427	Inpatient days and inpatient surgeries were close to budgeted expectations but there was a higher IP case mix for March.
6 Outpatient	(5,354,214)	(91,262)	Outpatient visits are 4,277 vs. budgeted expectations of 5,112 visits and outpatient surgeries are 149 vs. budgeted expectations 117.
7 Emergency	8,533,808	1,099,118	ER visits are 941 vs. budgeted visits of 972 and the ER visits in March had a higher acuity than average.
8 SNF	(2,280,754)	(190,756)	SNF patient days are 572 vs. budgeted expected days of 669.
9 Home Care	18,107	(94,630)	HHA visits are 849 vs. budgeted expectations of 1,151.
10 Total Gross Patient Revenue	6,666,497	1,231,897	
Deductions from Revenue			
11 Contractual Discounts	(8,311,660)	(1,119,624)	
12 Bad Debt	(468,750)	(58,750)	
13 Charity Care Provision	65,428	10,969	
14 Prior Period Adj/Government Program Revenue	2,227,167	125,000	Prime grant accrual for March.
15 Total Deductions from Revenue	(6,487,815)	(1,042,405)	
16 Net Patient Service Revenue	178,682	189,492	
17 Risk contract revenue	(232,979)	(26,377)	Blue Shield capitation received was under budget.
18 Net Hospital Revenue	(54,297)	163,115	
19 Other Op Rev & Electronic Health Records	75,949	(6,602)	
20 Total Operating Revenue	21,652	156,513	
Operating Expenses			
21 Salary and Wages and Agency Fees	430,125	49,732	
22 Employee Benefits	(268,276)	(56,099)	Employee benefits are over budgeted expectations due to PTO (\$18,140) and employee benefit costs (\$37,959) .
23 Total People Cost	161,849	(6,367)	
24 Med and Prof Fees (excl Agency)	53,321	12,122	
25 Supplies	(424,916)	(215,057)	Supplies are over budget due to surgical implants being over budgeted expectations by (\$170,385) and the cost of the anti venom for a snake bit patient in the ER (\$29,864).
26 Purchased Services	344,366	45,718	Budgeted purchased services not used in March.
27 Depreciation	108,634	7,031	
28 Utilities	7,209	7,060	
29 Insurance	33,929	4,125	
30 Interest	(65,421)	(17,916)	Interest on the South lot loan and the flourosocopy project were not budgeted for FY 2017.
31 Other	257,709	30,631	Budgeted other costs not used in March.
32 Matching Fees (Government Programs)	(747,361)	-	
33 Operating expenses	(270,681)	(132,653)	
34 Operating Margin	(249,029)	23,860	
Non Operating Rev and Expense			
35 Miscellaneous Revenue	83,086	25,299	
36 Donations	96,009	19,842	Foundation grants received for employee education and training and for OP diagnostic center architect fees.
37 Physician Practice Support-Prima	-	-	
38 Parcel Tax Assessment Rev	378	-	
39 Total Non-Operating Rev/Exp	179,473	45,141	
40 Net Income / (Loss) prior to Restricted Contributions	(69,556)	69,001	

Sonoma Valley Health Care District
Statement of Revenue and Expenses Variance Analysis
For the Period Ended March 31, 2017

	YTD	MONTH	
Description	Variance	Variance	
		-	
41 Capital Campaign Contribution	18,284	5,772	Capital campaign donations received from the Foundation are over budgeted expectations for March.
42 Restricted Foundation Contributions	582,924	-	
43 Net Income / (Loss) w/ Restricted Contributions	531,651	74,773	
44 GO Bond Tax Assessment Rev	-	-	
45 GO Bond Interest	1	-	
46 Net Income/(Loss) w GO Bond Activity	531,652	74,773	



Days in A/R	Sep'16	Oct'16	Nov'16	Dec'16	Jan'17	Feb'17	Mar'17
Actual days in A/R	50.4	49.7	53.0	50.8	49.7	45.7	44.2
Goal	50.0	50.0	50.0	50.0	50.0	50.0	50.0



Days in A/P	Sep'16	Oct'16	Nov'16	Dec'16	Jan'17	Feb'17	Mar'17
Actual days in Vendor A/P	55.1	46.5	49.9	49.7	43.1	38.9	36.4
Goal	60.0	60.0	60.0	60.0	55.0	55.0	55.0

Sonoma Valley Hospital
Statistical Analysis
FY 2017

ATTACHMENT G

	ACTUAL	BUDGET
	Mar-17	Mar-17
Statistics		
Acute		
Acute Patient Days	415	411
Acute Discharges (w/o Newborns)	119	113
SNF Days	572	669
HHA Visits	849	1,151
Emergency Room Visits	941	972
Gross Outpatient Revenue (000's)	\$15,098	\$14,195
Equivalent Patient Days	2,537	2,735
Births	12	16
Surgical Cases - Inpatient	40	42
Surgical Cases - Outpatient	149	117
Total Surgical Cases	189	159
Total Special Procedures	36	34
Medicare Case Mix Index	1.45	1.40
Income Statement		
Net Revenue (000's)	\$5,283	\$5,120
Operating Expenses (000's)	\$5,395	\$5,263
Net Income (000's)	\$304	\$230
Productivity		
Total Operating Expense Per Equivalent Patient Day	\$2,127	\$1,924
Productive FTEs	294	296
Non-Productive FTE's	28	33
Total FTEs	322	329
FTEs per Adjusted Occupied Bed	3.93	3.73
Balance Sheet		
Days of Expense In General Operating Cash	16	
Net Days of Revenue in AR	44	50


ACTUAL													
Feb-17	Jan-17	Dec-16	Nov-16	Oct-16	Sep-16	Aug-16	Jul-16	Jun-16	May-16	Apr-16	Mar-16	Feb-16	
415	465	355	396	402	407	437	386	334	386	409	426	417	
97	119	100	95	99	95	105	103	95	85	97	99	101	
607	592	500	446	512	624	608	563	526	529	578	580	671	
922	877	919	938	880	1,042	890	960	942	844	999	879	889	
851	1,000	942	850	852	897	918	940	907	940	912	945	919	
\$12,189	\$13,500	\$12,935	\$13,147	\$13,347	\$13,512	\$13,336	\$12,605	\$13,465	\$13,827	\$12,542	\$14,266	\$12,049	
2,553	2,618	2,382	2,202	2,380	2,707	2,581	2,322	2,381	2,545	2,636	2,886	2,628	
12	11	9	8	9	14	17	14	14	13	17	17	9	
26	38	28	38	42	37	39	43	31	36	26	31	34	
101	110	98	123	84	81	85	73	93	87	92	110	93	
127	148	126	161	126	118	124	116	124	123	118	141	127	
41	28	40	32	29	49	63	57	61	30	42	36	45	
1.52	1.47	1.59	1.79	1.59	1.97	1.58	1.84	1.64	1.73	1.47	1.48	1.50	
\$4,266	\$4,528	\$3,588	\$4,452	\$4,727	\$4,406	\$4,919	\$5,172	\$4,980	\$4,610	\$4,481	\$4,484	\$4,614	
\$4,803	\$5,026	\$4,713	\$5,047	\$4,912	\$4,807	\$5,310	\$5,472	\$5,450	\$5,267	\$5,143	\$4,968	\$4,987	
\$308	(\$108)	(\$600)	(\$65)	\$337	(\$6)	(\$23)	\$59	(\$133)	(\$403)	(\$99)	(\$132)	\$39	
\$1,881	\$1,920	\$1,979	\$2,292	\$2,064	\$1,776	\$2,057	\$2,356	\$2,289	\$2,069	\$1,951	\$1,721	\$1,898	
294	280	253	289	280	283	286	278	287	300	292	293	296	
28	36	56	30	36	36	35	42	37	32	32	33	28	
322	316	309	319	316	319	321	320	324	332	324	326	324	
3.54	3.74	4.03	4.35	4.11	3.54	3.86	4.28	4.08	4.16	3.70	3.50	3.58	
27	20	25	10	11	6	15	11	9	9	13	10	12	
46	50	51	53	50	50	50	55	57	55	50	50	52	

ATTACHMENT H

(a) Net IGT is \$431,347

**Sonoma Valley Hospital
Cash Forecast
FY 2017**

ATTACHMENT H

FY 2017		Budgeted Sources 							
		Actual July - Dec	Actual Jan	Actual Feb	Actual Mar	Forecast Apr	Forecast May	Forecast Jun	Forecast TOTAL
Hospital Operating Sources									
1	Patient Payments Collected	25,438,249	4,110,672	4,603,390	4,630,430	4,198,395	4,331,158	4,290,879	51,603,173
2	Capitation Revenue	779,508	131,281	128,777	129,394	125,000	125,000	125,000	1,543,960
3	Napa State	153,900	84		64,824				218,808
4	Other Operating Revenue	164,969	77,478	46,006	82,316	24,351	24,351	24,351	443,823
5	Other Non-Operating Revenue	320,855	55,550	48,045	57,015	19,609	19,609	19,617	540,300
6	Unrestricted Contributions	66,996	16,968	5,312	19,842				109,118
7	Line of Credit	1,099,800	(851,142)						248,658
Sub-Total Hospital Sources		28,024,277	3,540,891	4,831,530	4,983,821	4,367,355	4,500,118	4,459,847	54,707,840
Hospital Uses of Cash									
8	Operating Expenses	27,813,548	4,696,532	4,846,020	6,578,663	4,749,098	4,835,696	4,888,105	58,407,662
9	Less Depreciation	-				(293,214)	(293,214)	(293,217)	(879,645)
10	Add Capital Lease Payments	507,107	38,355	173,920	63,444				782,826
11	Additional Liabilities	750,000	700,000			500,000	500,000	500,000	2,950,000
12	Capital - Board Approved Spending	356,828	151,646	89,244	139,796				737,514
13	Napa State	-							-
Total Hospital Uses		29,427,483	5,586,533	5,109,184	6,781,903	4,955,884	5,042,482	5,094,888	61,998,357
Net Hospital Sources/Uses of Cash		(1,403,206)	(2,045,642)	(277,654)	(1,798,082)	(588,529)	(542,364)	(635,041)	(7,290,517)
Non-Hospital Sources									
14	Restricted Cash/Capital Donations	375,909	1,029,121	481,238	26,470				1,912,738
15	Electronic Health Records	43,689							43,689
16	Parcel Tax Revenue	1,805,546				1,200,000			3,005,546
17	Advancement - Foundation	-							-
18	Advancement - South Lot	263,453							263,453
19	Other:	-							-
20	IGT	1,850,294	205,630		-	225,912			2,281,836
21	IGT - AB915 (Net)	-		903,363					903,363
22	PRIME	1,500,000					375,000		1,875,000
Sub-Total Non-Hospital Sources		5,838,891	1,234,751	1,384,601	26,470	1,425,912	375,000	-	10,285,625
Non-Hospital Uses of Cash									
23	Matching Fees	1,784,864				187,500			1,972,364
Sub-Total Non-Hospital Uses of Cash		1,784,864	-	-	-	187,500	-	-	1,972,364
Net Non-Hospital Sources/Uses of Cash		4,054,027	1,234,751	1,384,601	26,470	1,238,412	375,000	-	8,313,261
Net Sources/Uses		2,650,821	(810,891)	1,106,947	(1,771,612)	649,883	(167,364)	(635,041)	
Cash and Equivalents at beginning of period		1,384,178	4,034,999	3,224,109	4,331,056	2,559,444	3,209,327	3,041,963	
Cash and Equivalents at end of period		4,034,999	3,224,109	4,331,056	2,559,444	3,209,327	3,041,963	2,406,922	

Sonoma Valley Hospital
Capital Plan
FY 2017

FY 2017 Budget Requests:

Foundation Support:						
Dept #	Department	DESCRIPTION	ESTIMATED AMOUNT	Spent to Date	Spent this Quarter	FY 2017
7660	MRI	1.5 8 Channel Knee Coil	16,968	42,211		(25,243)
7420	Surgery	Mini C-Arm	71,038	68,819		2,219
7420	Surgery	Stryker Audio/Video Integration Upgrade	387,449		378,302	9,147
7420	Surgery	Wilson Frame	5,828			5,828
7420	Surgery	ECT Machine	16,670			16,670
7420	Surgery	Ureteroscope	18,746			18,746
6171	OB	Philips Fetal Monitors		23,206		(23,206)
			\$ 516,699	\$ 134,236	\$ 378,302	\$ 4,161

Infrastructure							Year 2	Year 3 (FY
Dept #	Department	DESCRIPTION	ESTIMATED AMOUNT	Spent to Date	Quarter	FY 2017	(FY 2018)	2019)
8480	Information Systems	Desktop computers/laptops/datalux all-in-one: Estimated annual refresh for computers that are more than 5 years old	25,000			25,000		
		Multiple printers (Zebra, Inkjet, Laser, Dymo) & Handheld Scanners: Estimated annul refresh of printers more than 5 years old	16,000			16,000		
8480	Information Systems	Kronos System Upgrade professional services from v5 to v7	15,570				15,570	
8480	Information Systems	VMWare license for 3 blade servers	9,000			9,000		
8480	Information Systems	PBX Replacement	225,000					225,000
8480	Information Systems	Back-up servers	90,000				90,000	
8480	Information Systems	HIE Replacement (Redwood Med Net)	100,000				100,000	
8480	Information Systems	Network Replacement	50,000			50,000		
8480	Information Systems	Fax Server (2nd server, lab)	15,000			15,000		
8480	Information Systems	McKesson Upgrade	230,000			230,000		
8450	Engineering	East Wing Pipes - SNF	300,000			300,000		
8450	Engineering	Nurse Call System - SNF	225,000			225,000		
8450	Engineering	Install Automatic doors by Cardio Pulmonary	25,000			25,000		
8450	Engineering	TV Cabling	9,406	9,406		-		
8450	Engineering	Elevators	375,000					375,000
8450	Engineering	Pharmacy Relocation	500,000				500,000	
8450	Engineering	Lobby Phase 2 (including IT)	400,000			400,000		
	Various	Contingency:	400,000					
		High Flow Insufflator		7,642				
		Rhizo Radio Frequent Ablator		21,616		370,743		
			\$ 3,009,976	\$ 38,663	\$ -	\$ 1,665,743	\$ 705,570	\$ 600,000
			\$ 3,526,675	\$ 172,899	\$ 378,302	\$ 1,669,903		

Construction In Progress (CIP)	CIP Budget	Spent Prior to Date	Remaining Balance	
E H R Implementation	6,315,356	5,343,727	971,629	MedOne Leases
Lobby Upgrade **	198,000	182,319	15,681	Operations
Phase 2 Feasibility *	40,000	24,785	15,215	Foundation
Nuclear Med Heat Pump	58,733	53,226	5,507	Celtic lease
Time Share	67,532	50,740	16,792	Operations
Fluoroscopy *	802,981	1,007,079	(204,098)	GE Loan
Fire System **	138,000	155,068	(17,068)	Operations
3D Mammograph	400,000	78,251	321,750	Foundation
SNF Pipes (patient rooms) **	100,000	32,230	67,770	Operations
SNF Nurse Call System	236,000	13,522	222,478	Operations
OP Diagnostic Center	10,000,000	41,920	9,958,080	Foundation
	\$ 18,356,602	\$ 6,982,866	\$ 11,373,736	

* Completed during FY 2017
** Projects complete, but open invoices

Start of FY 2017	5,685,219	
FY 2017 CIP Spend	\$ 1,373,648	
	813,205	GE Loan
	\$ 560,443	
Jan Monthly Spend	\$ 151,646	
Feb Monthly Spend	\$ 22,524	
Mar Monthly Spend	\$ 139,796	