



**SONOMA VALLEY HEALTH CARE DISTRICT
FINANCE COMMITTEE
REGULAR MEETING **AGENDA**
Tuesday, January 26, 5:00 p.m.**

**Location: Schantz Conference Room
Sonoma Valley Hospital – 347 Andrieux St., Sonoma CA 95476**

TOLL FREE CALL-IN NUMBER: 866 228-9900 GUEST CODE: 294221		
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 At this time, members of the public may comment on any item not appearing on the agenda. It is recommended that you keep your comments to three minutes or less. Under State Law, matters presented under this item cannot be discussed or acted upon by the Committee at this time. For items appearing on the agenda, the public will be invited to make comments at the time the item comes up for Committee consideration.	<i>Nevins</i>	
3. CONSENT CALENDAR <ul style="list-style-type: none"> • FC Minutes, 11.17.15 • No December 2015 Minutes 	<i>Nevins</i>	Action
4. RESOLUTION No. 326 LINE OF CREDIT EXTENSION	<i>Jensen</i>	Action
5. ADMINISTRATIVE REPORT DECEMBER 2015	<i>Nevins/Mather</i>	Inform
6. 2016 FC WORK PLAN	<i>Nevins/Jensen</i>	Action
7. FINANCE REPORT FOR MONTH ENDING DECEMBER 31, 2015	<i>Jensen</i>	Inform/Action
8. PROJECTED BUDGET 2016	<i>Jensen</i>	Inform/Action
9. FY16 QUARTERLY CAPITAL EXPENDITURES	<i>Jensen</i>	Action
10. MID-YEAR AUDIT 2016	<i>Jensen</i>	Inform/Action



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AGENDA ITEM	RECOMMENDATION	
11. 1206(B) CLINIC FORMATION	<i>Nevins/Jensen</i>	Inform/Action
12. ADJOURN Next meeting February 23, 2016	<i>Nevins</i>	

3.

CONSENT CALENDAR



**SONOMA VALLEY HEALTH CARE
DISTRICT
FINANCE COMMITTEE MEETING
MINUTES
TUESDAY, November 17, 2015
Schantz Conference Room**

Present	Excused/Absent	Staff	Public
Dick Fogg Stephen Berezin Sharon Nevins S. Mishra, M.D. (by phone) Peter Hohorst Mary Smith	Steve Barclay	Ken Jensen Jeannette Tarver Michelle Donaldson Gigi Betta Sarah Dungan Kelly Mather	Keith Chamberlin, M.D. Susan Porth

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
MISSION AND VISION STATEMENTS	<i>The mission of SVHCD is to maintain, improve and restore the health of everyone in our community. The vision of SVHCD is that SVH will be a nationally recognized, compassionate place of healing known for excellence in clinical quality. We serve as the guide and indispensable link in our community's health care journey.</i>		
1. CALL TO ORDER	<i>Fogg</i>		
	Meeting called to order at 5:00pm. The December 2015 FC meeting has been cancelled but the financial report will still be distributed to Board, Community and Staff.		
2. PUBLIC COMMENT SECTION	<i>Fogg</i>		
	No public comment.		
3. CONSENT CALENDAR	<i>Fogg</i>	Action	

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
FC Meeting Minutes, 10.27.15		MOTION by Berezin to approve Consent and 2 nd by Hohorst. All in favor.	
4. ADMINISTRATIVE REPORT FOR NOVEMBER 2015	<i>Nevins</i>	Inform	
	<p>Ms. Mather presented the dashboard and trended results and gave strategic updates on outreach, service area optimization, time share, Satellite Health outpatient services, employer direct program, parcel tax renewal 2017, population health, community opinion survey and philanthropy.</p> <p>Ms. Nevins urges that everyone on the Committee make a donation to the Hospital in response to the latest fundraising request.</p> <p>Responding to questions, Ms. Donaldson explained the increased volumes and downturn of margins at Home Health.</p> <p>Ms. Mather will present on the Staff Forums at the Board meeting on January 7, 2016.</p>		
5. FINANCIAL REPORT FOR MONTH ENDING OCT. 31, 2015	<i>Jensen</i>	Inform	
	<p>Mr. Fogg asked that a quarterly proforma on Home Health be included in financials on a quarterly basis. Mr. Jensen shared that SVH experienced a \$300,000 Medi-Cal profit on fully allocated costs last year.</p> <p>Paying down the lines of credit was discussed.</p>		
6. YEAR TO DATE OPERATING PROJECTION	<i>Jensen</i>	Inform/Action	

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	Mr. Jensen distributed a handout on YTD Operating Projections including actuals through October 2015 and budget numbers for November 2015 to June 2016.	Mr. Jensen will revise the Projection as discussed and distribute to Committee.	
7. ADJOURN	<i>Fogg</i>		
	Meeting adjourned at 6:00pm.		

4.

RESOLUTION No. 326
LINE OF CREDIT
EXTENSION



Resolution No. 326

RESOLUTION OF THE SONOMA VALLEY HEALTHCARE DISTRICT AUTHORIZING THE EXECUTION OF THE EXTENSION OF THE LINE OF CREDIT AGREEMENT AND RELATED DOCUMENTATION FOR AN ADDITIONAL THREE YEARS WITH THE UNION BANK

WHEREAS, the District wishes to extend the existing Line of Credit terms and conditions remaining the same for the continued use for operational or expansion of the Sonoma Valley Hospital.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Sonoma Valley Healthcare District as follows:

Section 1. The District shall enter into an arrangement with the Bank approved by the Board of Directors by which the Bank will extend the LOC with all conditions and terms remaining the same for an additional three years.

Section 2. The District's Chief Executive Officer is authorized and directed to take such action and to execute on behalf of the District any transaction documents necessary or desirable to effectuate securing the extension of the Line of Credit from the Bank on existing terms and conditions.

Section 3. The Secretary of this District is hereby authorized to execute, acknowledge and deliver a certified copy of this Resolution and the Bank's authorization to extend the existing Line of Credit for an additional three years beginning February 1, 2016.

PASSED AND ADOPTED by the Board of Directors of the Sonoma Valley Health Care District, a political subdivision of the State of California, on this 6th day of October, 2011, by the following vote:

HIRSCH
HOHORST
RYMER
NEVINS
BOERUM

Jane Hirsch, Chair
SONOMA VALLEY HEALTH CARE
DISTRICT

ATTEST:

Bill Boerum, Secretary
SONOMA VALLEY HEALTH CARE
DISTRICT

(SEAL)

5.

ADMINISTRATIVE
BOARD REPORT
DECEMBER 2015



To: SVHCD Board of Directors
From: Kelly Mather
Date: 12/30/15
Subject: Administrative Report

Summary

The 2015 annual report has been printed and will go to over 7000 households as an insert in the newspaper next week. Bob Kenney did an outstanding job on this. Staff all received notifications on their annual raises or longevity payments of 3%. We have since found out that most hospitals only did a 1 – 2% raise this year. Physician expenses have significantly increased this fiscal year. Emergency and Hospitalist physicians have received a significant increase, based on the market. Radiology physicians will receive a stipend starting in January, due to the change in our payer mix. Finding the funds to give the salary increases this year has been extremely difficult, but we want to stay in the range of small hospital market rates.

Dashboard and Trended Results

The Patient Experience team continues to implement best practices to further improve the patient satisfaction scores. Reaching the goal of most domains above the 70th percentile is not easy, but we are making progress. Due to a lower patient satisfaction score in September, we are back to the 80th percentile for the VBP score. The staff satisfaction survey will begin next week with a goal of 80% participation. The EBIDA has decreased a bit and the cash on hand is not as high as expected. The Parcel Tax money (\$1.6 million) is due by the end of this month and this will put us back into a more normal cash position. Surgeries are also not as high as hoped, but we expect to see at least 5 more surgery referrals from the Employer Direct program starting in January. We slowed down our community outreach in November and December and will re-start many of our on-going educational programs in January.

Strategic Update

Growth: Looking at the trending report, Emergency, Home Care and C.T. volumes were up. The other volumes seem to have been affected by the holidays. Outpatient revenue was down from the previous months. We continue to work with physicians to reduce out-migration.

Optimization of each Service Area: We are gearing up to begin the Inpatient Optimization project. This will be a team effort and will include the Hospitalists.

Time Share: The second time share is underway and will be opening in February. This will include Dr. Weiss' office. We also plan to start our first 1206(b) clinic in this space in February, with board review and approval.

Satellite Dialysis: The lease is with legal for review and we will start construction as soon as the state approved the plans.

Sleep Lab: We are working on bringing a sleep lab with Dr. Kram to Sonoma.

Parcel Tax Renewal Vote in 2017: The committee will meet with the new consultant in January to help us decide the best strategy, length of time and amount requested for the ballot in March 2017.

Community Opinion Survey: The summary results of the survey were sent out in the CEO blog and picked up by the Index Tribune.

Philanthropy: The Foundation raised the full amount to purchase our new 3D mammography unit. Again, the community stepped up to help us bring the best technology to Sonoma. The SVHF team raised over \$1 million in 2015.

NOVEMBER DASHBOARD

PILLAR	PERFORMANCE GOAL	METRIC	ACTUAL RESULT	GOAL LEVEL
Service Excellence	Highly satisfied Inpatients	Maintain at least 5 out of 9 HCAHPS domain results above the 70 th percentile	2 out of 9 in September	>7 = 5 (stretch) 6 = 4 5 = 3 (Goal) 4 = 2 <4=1
Service Excellence	Highly satisfied Emergency Patients	Maintain at least 5 out of 7 ERCAPS domain results above the 70 th percentile	4 out of 7 in September	7 = 5 (stretch) 6 = 4 5 = 3 (Goal) 4 = 2 3 = 1
Quality	Excellent Clinical Outcomes	Value Based Purchasing Clinical Score at 50 or higher	52.5 (80 TH percentile)	>55 = 5 (stretch) >52 = 4 >50 = 3 (Goal) >47 = 2 <40 = 1
People	Highly Engaged and Satisfied Staff	Press Ganey percentile ranking of 75 th percentile or higher	79.6% mean score at 91 st percentile	>80th = 5 (stretch) >77 th =4 >75 th =3 (Goal) >72 nd =2 <70 th =1
Finance	Financial Viability	YTD EBIDA	5.7%	>5% (stretch) >4.5%=4 >4.0% (Goal) >3/5%=2 <3.5%=1
	Efficiency and Financial Management	Meet FY 2016 Budgeted Expenses	\$24,108,554 (actual) \$24,125,346 (budget)	<2% = 5 (stretch) <1% = 4 <Budget=3 (Goal) >1% = 2 >2% = 1
Growth	Surgical Cases	Increase surgeries by 2% over prior year	642 YTD FY2014 619 YTD FY2015	>2% = 5 >1% = 3 < 1% = 2
	Outpatient & Emergency Volumes	2% increase (gross outpatient revenue over prior year)	\$63.5 mm YTD \$55.5 mm prior year	>5% = 5 (stretch) >3% = 4 >2% = 3 (Goal) <2% = 2
Community	Community Benefit Hours	Hours of time spent on community benefit activities per year	900 hours for 5 months	>1500 = 5 >1200 = 4 >1000 = 3 >750 = 2 >500 = 1



FY 2016 TRENDED RESULTS

MEASUREMENT	Goal FY 2016	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015
Inpatient Satisfaction	6/9	5	5	2									
Emergency Satisfaction	5/7	2	3	4									
Value Based Purchasing	>50	52	52.2	53.5	52.5						47	48	48
Staff Satisfaction	>75th	91	91	91	91	91	76	76	91	91	91	91	91
FY YTD Turnover	<10%	1.2	1.2	1.8	2.8	3.4	4.9	5.5	6.5	7.4	7.6	8	8.3
YTD EBIDA	>4%	8.2	7.6	7.7	7.3	5.7	6.7	6.9	6.2	5.4	4.7	4.2	3.8
Net Operating Revenue	>4.5m	4.48	4.6	4.7	4.7	4.1	4.1	4.4	4.6	4.1	4.1	4.1	4.5
Expense Management	<4.8m	4.7	4.8	4.9	4.9	4.6	4.3	4.6	5.0	4.7	4.8	4.6	5.1
Net Income	>50k	202	174	27.8	104	244	-1	29	-211	-382	-278	74	139
Days Cash on Hand	>20	22	16	18	13	9	13	17	12	15	20	17	16
A/R Days	<50	46	45	49	47	53	49	53	48	47	47	43	47
Total FTE's	<315	313	310	312	327	322	300	299	303	310	304	307	309
FTEs/AOB	<4.0	3.6	3.77	3.65	3.77	4.1	4.12	4.12	3.46	3.79	4.05	3.91	3.36
Inpatient Discharges	>100	110	74	92	97	85	111	104	98	113	95	97	97
Outpatient Revenue	>\$12m	12.6	12.9	12.7	13.1	11.9	10.1	11.8	10.5	11.8	11.2	10.7	12.0
Surgeries	>130	125	122	127	131	114	117	129	136	137	144	118	122
Home Health	>1000	981	917	948	948	1088	1103	1097	1109	1232	1154	963	1014
Births	>15	16	15	11	11	14	18	11	11	16	7	11	24
SNF days	>660	619	634	607	666	544	596	654	607	669	487	626	669
MRI	>120	143	131	119	132	109	100	108	116	157	138	125	144
Cardiology (Echos)	>65	66	62	63	77	41	67	62	56	67	61	63	66
Laboratory	>12.5	12.1	12.2	11.5	11.7	11.6	11.4	12.5	11.5	12.1	12.3	11.9	12.3
Radiology	>850	1036	1011	997	1018	875	890	1111	1053	1156	1030	1014	965
Rehab	>2587	3014	2384	2773	2886	2297	3010	2478	2751	3113	3063	3008	2873
CT	>300	384	352	343	336	381	316	392	309	347	302	357	335
ER	>800	878	888	871	820	841	824	988	845	769	876	943	846
Mammography	>475	462	439	367	543	406	339	487	444	466	497	476	453
Ultrasound	>325	395	314	320	353	246	299	309	317	357	391	354	345
Occupational Health	>650	733	728	646	871	681	648	653	588	679	687	573	660

6.

2016 FINANCE COMMITTEE WORK PLAN

2016 Finance Committee Work Plan

January	February	March	April
<ul style="list-style-type: none"> ❖ Six month Financial Review/Six months projection ❖ 2nd Quarter Capital Spending Report ❖ Renew Line of Credit 	<ul style="list-style-type: none"> ❖ Monthly Financial Statements ❖ Review Budget Assumptions 	<ul style="list-style-type: none"> ❖ Monthly Financial Statements ❖ Review Auditors Mid Year Findings ❖ Review 2017 Budget Status 	<ul style="list-style-type: none"> ❖ Monthly Financial Statements ❖ 3rd Quarter Capital Spending Report ❖ Review 2017 Budget Status ❖ Nine month Financial Review/ three months projection
May	June	July	August
<ul style="list-style-type: none"> ❖ Monthly Financial Statements ❖ 2017 Operating Budget Review ❖ Insurance Review ❖ Agree to Parcel Tax assumptions for new budget ❖ Approve FY2017 Operating Budget 	<ul style="list-style-type: none"> ❖ Monthly Financial Statement ❖ Discuss South Lot Purchase 	<ul style="list-style-type: none"> ❖ Monthly Financial Statements ❖ Pre close report ❖ 4th Quarter Capital Spending Report ❖ Capital Budget Review 	<ul style="list-style-type: none"> ❖ Monthly Financial Statements ❖ Conduct Annual Audit
September	October	November	December
<ul style="list-style-type: none"> ❖ Monthly Financial Statements ❖ Audit status 	<ul style="list-style-type: none"> ❖ Monthly Financial Statements ❖ Audited Financial Statements and Audit presentation AT COMBINED MEETING WITH AUDIT COMMITTEE ❖ 1st Quarter Capital Spending Report ❖ 2017 1st Quarter Financial Review/Nine month projection 	<ul style="list-style-type: none"> ❖ Monthly Financial Statements ❖ Cost Reports for FY16 for Medicare, Medi-Cal, OSHPD, AB915 and IGT 	<ul style="list-style-type: none"> ❖ Monthly Financial Statements ❖ Annual Finance Committee Review

7.

FINANCE REPORT
FOR MONTH ENDING
DECEMBER 31, 2015



To: SVH Finance Committee
From: Ken Jensen, CFO
Date: January 26, 2016
Subject: Financial Report for the Month Ending December 31, 2015

Financially, December was another positive month. The loss from operations is (\$82,001), better than budget by \$462,749. In Fiscal Year 2015 we accrued amounts that were expected for AB 915, Outpatient Supplemental Reimbursement. In November, we filed a cost report with MediCal and Partnership Health Plan which claimed \$597,133 more than what we had accrued due to increased volume, particularly in for Emergency Services. In December we received notice that SVH received notice that it will receive the addition money in the next few months. The additional reimbursement was recorded in December and it lowered the Contractual Discounts by the additional amount. Without the additional AB915 reimbursement, December's loss from operations would have been (\$679,134) or (\$134,384) worse than budget. The year-to-date actual loss from operations is (\$1,528,758) which compares favorably to the expected year-to-date loss of (\$2,255,435). After accounting for all other activity, the December net income was a gain of \$574,955 vs. the budgeted net income of \$371,753. The December EBIDA was 10.6% vs. a budgeted 0.3%. Year-to-date, the total net income is \$731,107 better than budget with a year to date EBIDA of 6.6% vs the budget of 6.6%.

Gross patient revenue for December was \$19,895,941, \$1,661,778 better than expected. Inpatient gross revenue was under budget by (\$73,735) due to patient days being under expectations by 64. Outpatient revenue was over budget by \$799,310 due to an increase in outpatient surgeries, 18 over budget. The Emergency Room gross revenue is over budget by \$965,371 due to the continuing trend of increased volume over budgeted expectations. SNF was over expectations by \$36,852 due to a slight increase in volume. Home Health was under budget by (\$66,020) due to purposely reducing services provided to Marin patients.

Deductions from revenue were unfavorable to budgeted expectations by (\$1,702,564) due to higher than expected use of the Emergency Room by Medi-Cal and Medicare patients. Overall, Medi-Cal accounts for 21.5% of gross revenue on budgeted expectations of 17.8%

After accounting for all other operating revenue, the **total operating revenue** was \$433,964 better than budget.

Operating Expenses of \$4,828,540 were better than budget by \$28,785. The significant negative variances were: Employee Benefits (\$47,727), supplies (61,895) and interest expense (33,270).



Employee benefits were over budgeted expectations due to higher use of PTO during the holidays, but were offset by a lower cost in salaries and wages. Supplies were over budget due to higher volume in the Emergency Department, Surgery, Laboratory, and Pharmacy. Interest expense is over budgeted expectations due to the quarterly true up of the Celtic lease.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net gain for December was \$138,006 vs. a budgeted net loss of (\$312,788). The total net income for December after all activity was \$574,955 vs. a budgeted net income of \$371,753.

EBIDA for the month of December was 10.6% vs. the budgeted 0.3%.

Patient Volumes – December

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	109	116	-7	111
Newborn Discharges	24	16	8	18
Acute Patient Days	351	415	-64	406
SNF Patient Days	648	596	52	596
Home Care Visits	915	1,204	-289	1,103
OP Gross Revenue	\$12,274	\$10,512	\$1,762	\$10,084
Surgical Cases	136	117	19	117

Overall Payer Mix – December

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	44.2%	49.7%	-5.5%	46.6%	48.9%	-2.3%
Medicare Mgd Care	9.0%	4.9%	4.1%	6.9%	4.8%	2.1%
Medi-Cal	21.5%	17.8%	3.7%	19.6%	17.6%	2.0%
Self Pay	0.4%	1.8%	-1.4%	1.1%	1.8%	-0.7%
Commercial	19.9%	19.8%	0.1%	20.3%	20.6%	-0.3%
Workers Comp	3.0%	3.2%	-0.2%	2.9%	3.3%	-0.4%
Capitated	2.0%	2.8%	-0.8%	2.7%	3.0%	-0.3%
Total	100.0%	100.0%		100.0%	100.0%	

Cash Activity for December:

For the month of December the cash collection goal was \$3,422,216 and the Hospital collected \$3,740,509, or over the goal by \$318,293. The year-to-date cash goal is \$20,784,018 and the Hospital has collected \$20,912,928 or over the goal by \$128,910. The cash collection goal is based upon net hospital revenue from 90 days ago. Days of cash on hand are 21 days at December 31, 2015. The increase in cash is due to the December receipt of the parcel tax. Accounts Receivable decreased from November, from 53.2 days to 51.2 days in December. Accounts Payable is up by \$235,698 from November and Accounts Payable days are at 53.7.

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 is the Cash Forecast



Sonoma Valley Hospital
Net Revenue by Payer for the month of December 31, 2015

ATTACHMENT A

December-15

Gross Revenue:	Actual	Budget	Variance	% Variance
Medicare	8,772,327	9,016,234	-243,907	-2.7%
Medi-Cal	4,265,444	3,230,326	1,035,118	32.0%
Self Pay	82,197	318,538	-236,341	-74.2%
Commercial	3,986,709	3,688,899	297,810	8.1%
Medicare Managed Care	1,781,576	874,558	907,018	103.7%
Worker's Comp.	600,617	589,399	11,218	1.9%
Capitated	407,070	516,209	-109,139	-21.1%
Total	19,895,941	18,234,163	1,661,778	

Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	1,409,843	1,627,761	(217,918)	-13.4%
Medi-Cal	605,456	633,690	(28,234)	-4.5%
Self Pay	24,659	111,488	(86,829)	-77.9%
Commercial	1,564,949	1,329,691	235,259	17.7%
Medicare Managed Care	231,427	139,180	92,247	66.3%
Worker's Comp.	133,637	138,869	(5,231)	-3.8%
Capitated	14,003	21,004	(7,001)	-33.3%
Prior Period Adj/IGT	597,133	125,250	471,883	376.8%
Total	4,581,108	4,126,933	454,175	11.0%

Percent of Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	30.8%	39.4%	-8.6%	-21.8%
Medi-Cal	13.2%	15.4%	-2.2%	-14.3%
Self Pay	0.5%	2.7%	-2.2%	-81.5%
Commercial	34.2%	32.2%	2.0%	6.2%
Medicare Managed Care	5.1%	3.4%	1.7%	50.0%
Worker's Comp.	2.9%	3.4%	-0.5%	-14.7%
Capitated	0.3%	0.5%	-0.2%	-40.0%
Prior Period Adj/IGT	13.0%	3.0%	10.0%	333.3%
Total	100.0%	100.0%	0.0%	0.0%

Projected Collection Percentage:	Actual	Budget	Variance	% Variance
Medicare	16.1%	18.1%	-2.0%	-11.0%
Medi-Cal	14.2%	19.6%	-5.4%	-27.6%
Self Pay	30.0%	35.0%	-5.0%	-14.3%
Commercial	39.3%	36.0%	3.2%	8.9%
Medicare Managed Care	13.0%	15.9%	-2.9%	-18.4%
Worker's Comp.	22.3%	23.6%	-1.3%	-5.6%
Capitated	3.4%	4.1%	-0.6%	-15.5%
Prior Period Adj/IGT	3.0%	0.7%	2.3%	336.9%

YTD

	Actual	Budget	Variance	% Variance
	55,659,141	55,056,369	602,772	0.5%
	23,486,903	19,804,884	3,682,019	3.3%
	1,327,614	2,010,074	(682,460)	-0.6%
	24,485,007	23,752,181	732,826	0.6%
	8,196,488	5,454,137	2,742,351	2.4%
	3,460,583	3,757,523	(296,940)	-0.3%
	3,168,804	3,400,731	(231,927)	-0.2%
	119,784,541	113,235,899	6,548,642	

	Actual	Budget	Variance	% Variance
	10,008,420	10,493,649	(485,229)	-4.6%
	3,406,603	3,140,081	266,522	8.5%
	406,308	691,285	(284,977)	-41.2%
	8,873,271	8,636,900	236,372	2.7%
	1,177,388	869,224	308,165	35.5%
	775,457	909,558	(134,101)	-14.7%
	113,302	121,188	(7,886)	-6.5%
	1,566,827	751,500	815,327	108.5%
	26,327,577	25,613,384	714,193	2.8%

	Actual	Budget	Variance	% Variance
	38.0%	41.0%	-3.1%	-7.6%
	12.9%	12.3%	0.6%	4.9%
	1.5%	2.7%	-1.2%	-44.4%
	33.7%	33.7%	0.0%	0.0%
	4.5%	3.4%	1.1%	32.4%
	2.9%	3.6%	-0.7%	-19.4%
	0.4%	0.5%	-0.1%	-20.0%
	6.1%	2.8%	3.4%	121.4%
	100.0%	100.0%	0.0%	0.0%

	Actual	Budget	Variance	% Variance
	18.0%	19.1%	-1.1%	-5.7%
	14.5%	15.9%	-1.4%	-8.5%
	30.6%	34.4%	-3.8%	-11.0%
	36.2%	36.4%	-0.1%	-0.3%
	14.4%	15.9%	-1.6%	-9.9%
	22.4%	24.2%	-1.8%	-7.4%
	3.6%	3.6%	0.0%	0.3%
	1.3%	0.7%	0.6%	97.1%

SONOMA VALLEY HOSPITAL
OPERATING INDICATORS
For the Period Ended December 31, 2015

ATTACHMENT B

CURRENT MONTH				YEAR-TO-DATE			YTD	
	Actual 12/31/15	Budget 12/31/15	Favorable (Unfavorable) Variance		Actual 12/31/15	Budget 12/31/15	Favorable (Unfavorable) Variance	Prior Year 12/31/14
Inpatient Utilization								
Discharges								
1	97	100	(3)	Acute	477	513	(36)	523
2	12	16	(4)	ICU	90	88	2	87
3	109	116	(7)	Total Discharges	567	601	(34)	610
4	24	16	8	Newborn	87	86	1	93
5	133	132	1	Total Discharges inc. Newborns	654	687	(33)	703
Patient Days:								
6	292	311	(19)	Acute	1,466	1,590	(124)	1,526
7	59	104	(45)	ICU	551	590	(39)	608
8	351	415	(64)	Total Patient Days	2,017	2,180	(163)	2,134
9	43	31	12	Newborn	173	164	9	168
10	394	446	(52)	Total Patient Days inc. Newborns	2,190	2,344	(154)	2,302
Average Length of Stay:								
11	3.0	3.1	(0.1)	Acute	3.1	3.1	(0.0)	2.9
12	4.9	6.7	(1.8)	ICU	6.1	6.7	(0.6)	7.0
13	3.2	3.6	(0.4)	Avg. Length of Stay	3.6	3.6	(0.1)	3.5
14	1.8	1.9	(0.1)	Newborn ALOS	2.0	1.9	(0.1)	1.8
Average Daily Census:								
15	9.4	10.0	(0.6)	Acute	8.0	8.6	(0.7)	8.3
16	1.9	3.4	(1.5)	ICU	3.0	3.2	(0.2)	3.3
17	11.3	13.4	(2.1)	Avg. Daily Census	11.0	11.8	(0.9)	11.6
18	1.4	1.0	0.4	Newborn	0.94	0.89	0.0	0.91
Long Term Care:								
19	648	596	52	SNF Patient Days	3,718	3,638	80	3,638
20	26	27	(1)	SNF Discharges	161	165	(4)	169
21	20.9	19.2	1.7	Average Daily Census	20.2	19.8	0.4	19.8
Other Utilization Statistics								
Emergency Room Statistics								
22	863	746	117	Total ER Visits	5,161	4,582	579	5,056
Outpatient Statistics:								
23	4,654	4,629	25	Total Outpatients Visits	28,708	29,357	(649)	27,491
24	32	31	1	IP Surgeries	183	193	(10)	193
25	104	86	18	OP Surgeries	572	586	(14)	586
26	31	18	13	Special Procedures	188	179	9	186
27	915	1,204	(289)	Home Health Visits	5,797	7,513	(1,716)	6,878
			-	Home Health Patients	0	0	-	
28	353	340	13	Adjusted Discharges	1,975	1,993	(17)	1,971
29	2,614	2,404	210	Adjusted Patient Days (Inc. SNF)	15,585	15,150	435	14,618
30	84.3	77.6	6.8	Adj. Avg. Daily Census (Inc. SNF)	84.7	82.3	2.4	79.4
31	1.3512	1.4000	(0.049)	Case Mix Index -Medicare	1.5371	1.4000	0.137	1.5123
32	1.2704	1.4000	(0.130)	Case Mix Index - All payers	1.4169	1.4000	0.017	1.5330
Labor Statistics								
33	277	278	1.7	FTE's - Worked	283	281	(2.2)	269
34	317	312	(5.1)	FTE's - Paid	317	314	(2.4)	304
35	37.98	39.61	1.64	Average Hourly Rate	39.10	39.32	0.22	37.80
36	21.4	22.9	1.5	Manhours / Adj. Pat Day	21.3	21.8	0.4	21.8
37	158.6	162.2	3.6	Manhours / Adj. Discharge	168.2	165.4	(2.8)	161.7
38	22.6%	22.5%	-0.1%	Benefits % of Salaries	22.6%	22.9%	0.3%	23.7%
Non-Labor Statistics								
39	10.9%	10.6%	-0.3%	Supply Expense % Net Revenue	11.2%	11.1%	-0.1%	11.8%
40	1,459	1,335	(125)	Supply Exp. / Adj. Discharge	1,547	1,481	(66)	1,498
41	14,098	14,737	639	Total Expense / Adj. Discharge	15,111	15,003	(109)	14,340
Other Indicators								
42	20.9			Days Cash - Operating Funds				
43	51.2	50.0	1.2	Days in Net AR	48.6	50.0	(1.4)	50.7
44	109%			Collections % of Net Revenue	101%			100.1%
45	53.7	60.0	(6.3)	Days in Accounts Payable	53.7	60.0	(6.3)	58.1
46	23.8%	23.7%	0.1%	% Net revenue to Gross revenue	22.8%	23.6%	-0.8%	23.1%
47	25.4%			% Net AR to Gross AR	25.4%			25.9%

Sonoma Valley Health Care District
Balance Sheet
As of December 31, 2015

ATTACHMENT C

		<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets				
Current Assets:				
1	Cash	\$ 3,108,433	\$ 1,397,891	\$ 1,823,144
2	Trustee Funds	2,970,872	1,302,603	2,533,185
3	Net Patient Receivables	7,864,567	8,306,816	7,398,657
4	Allow Uncollect Accts	(654,860)	(726,710)	(668,956)
5	Net A/R	7,209,707	7,580,106	6,729,701
6	Other Accts/Notes Rec	4,932,326	7,749,709	3,999,477
7	3rd Party Receivables, Net	1,122,720	422,221	1,190,072
8	Inventory	904,149	894,596	803,069
9	Prepaid Expenses	752,812	727,902	933,858
10	Total Current Assets	\$ 21,001,019	\$ 20,075,028	\$ 18,012,506
12	Property, Plant & Equip, Net	\$ 53,415,047	\$ 53,705,856	\$ 55,654,793
13	Specific Funds	275,657	279,134	370,214
14	Other Assets	143,691	143,691	143,007
15	Total Assets	\$ 74,835,415	\$ 74,203,709	\$ 74,180,519
Liabilities & Fund Balances				
Current Liabilities:				
16	Accounts Payable	\$ 3,732,055	\$ 3,496,357	\$ 4,047,093
17	Accrued Compensation	4,229,706	4,061,646	3,617,860
18	Interest Payable	571,281	457,025	589,645
19	Accrued Expenses	1,628,644	1,254,088	1,210,693
20	Advances From 3rd Parties	1,261,918	1,397,743	31,592
21	Deferred Tax Revenue	2,956,665	3,449,442	3,436,032
22	Current Maturities-LTD	1,706,832	1,703,099	1,706,832
23	Line of Credit - Union Bank	5,923,734	5,923,734	5,698,734
24	Other Liabilities	165,819	192,855	144,392
25	Total Current Liabilities	\$ 22,176,654	\$ 21,935,989	\$ 20,482,873
26	Long Term Debt, net current portion	\$ 36,905,660	\$ 37,089,574	\$ 39,740,968
27	Fund Balances:			
28	Unrestricted	\$ 12,768,215	\$ 12,501,688	\$ 12,554,469
29	Restricted	2,984,886	2,676,458	1,402,209
30	Total Fund Balances	\$ 15,753,101	\$ 15,178,146	\$ 13,956,678
31	Total Liabilities & Fund Balances	\$ 74,835,415	\$ 74,203,709	\$ 74,180,519

Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended December 31, 2015

Month					Year-To- Date				YTD	
This Year		Variance			This Year		Variance		Prior Year	
Actual	Budget	\$	%	Actual	Budget	\$	%			
Volume Information										
1	109	116	(7)	-6%	Acute Discharges	567	601	(34)	-6%	610
2	648	596	52	9%	SNF Days	3,718	3,638	80	2%	3,638
3	915	1,204	(289)	-24%	Home Care Visits	5,797	7,513	(1,716)	-23%	6,878
4	12,274	10,512	1,762	17%	Gross O/P Revenue (000's)	\$ 75,502	\$ 69,339	6,163	9%	\$ 65,562
Financial Results										
Gross Patient Revenue										
5	\$ 5,327,142	\$ 5,400,877	(73,735)	-1%	Inpatient	\$ 31,268,630	\$ 30,259,656	1,008,974	3%	\$ 30,519,645
6	7,104,819	6,305,509	799,310	13%	Outpatient	43,340,998	42,740,214	600,784	1%	38,856,567
7	4,896,597	3,931,226	965,371	25%	Emergency	30,540,603	24,861,597	5,679,006	23%	24,588,941
8	2,264,831	2,227,979	36,852	2%	SNF	12,736,190	13,076,298	(340,108)	-3%	12,485,554
9	302,552	368,572	(66,020)	-18%	Home Care	1,898,120	2,298,134	(400,014)	-17%	2,116,475
10	\$ 19,895,941	\$ 18,234,163	1,661,778	9%	Total Gross Patient Revenue	\$ 119,784,541	\$ 113,235,899	6,548,642	6%	\$ 108,567,183
Deductions from Revenue										
11	\$ (15,824,466)	\$ (14,121,902)	(1,702,564)	-12%	Contractual Discounts	\$ (94,485,625)	\$ (87,710,547)	(6,775,078)	-8%	\$ (84,215,081)
12	(60,000)	(89,314)	29,314	33%	Bad Debt	(350,000)	(535,884)	185,884	35%	(740,000)
13	(27,500)	(21,264)	(6,236)	-29%	Charity Care Provision	(188,166)	(127,584)	(60,582)	-47%	(111,700)
14	597,133	125,250	471,883	0%	Prior Period Adj/Government Program Revenue	1,566,827	751,500	815,327	0%	30,581
15	\$ (15,314,833)	\$ (14,107,230)	(1,207,603)	9%	Total Deductions from Revenue	\$ (93,456,964)	\$ (87,622,515)	(5,834,449)	7%	\$ (85,036,200)
16	\$ 4,581,108	\$ 4,126,933	454,175	11%	Net Patient Service Revenue	\$ 26,327,577	\$ 25,613,384	714,193	3%	\$ 23,530,983
17	\$ 148,240	\$ 171,184	(22,944)	-13%	Risk contract revenue	\$ 920,200	\$ 1,027,104	(106,904)	-10%	\$ 1,547,492
18	\$ 4,729,348	\$ 4,298,117	431,231	10%	Net Hospital Revenue	\$ 27,247,777	\$ 26,640,488	607,289	2%	\$ 25,078,475
19	\$ 17,191	\$ 14,458	2,733	-19%	Other Op Rev & Electronic Health Records	\$ 160,559	\$ 86,748	73,811	85%	\$ 482,842
20	\$ 4,746,539	\$ 4,312,575	433,964	10%	Total Operating Revenue	\$ 27,408,336	\$ 26,727,236	681,100	3%	\$ 25,561,317
Operating Expenses										
21	\$ 2,128,408	\$ 2,184,359	55,951	3%	Salary and Wages and Agency Fees	\$ 12,992,249	\$ 12,964,241	(28,008)	0%	\$ 12,047,955
22	873,469	\$ 825,742	(47,727)	-6%	Employee Benefits	4,992,684	4,826,080	(166,604)	-3%	4,560,932
23	\$ 3,001,877	\$ 3,010,101	8,224	0%	Total People Cost	\$ 17,984,933	\$ 17,790,321	(194,612)	-1%	\$ 16,608,887
24	\$ 376,599	\$ 376,605	6	0%	Med and Prof Fees (excld Agency)	\$ 2,035,742	\$ 2,133,549	97,807	5%	\$ 2,132,678
25	515,552	453,657	(61,895)	-14%	Supplies	3,056,525	2,951,713	(104,812)	-4%	2,953,931
26	292,675	352,170	59,495	17%	Purchased Services	1,678,086	2,113,020	434,934	21%	2,029,941
27	290,245	283,132	(7,113)	-3%	Depreciation	1,746,659	1,698,789	(47,870)	-3%	1,744,920
28	94,350	98,958	4,608	5%	Utilities	600,509	593,748	(6,761)	-1%	603,508
29	25,266	20,834	(4,432)	-21%	Insurance	151,474	125,004	(26,470)	-21%	115,530
30	76,687	43,417	(33,270)	-77%	Interest	291,934	246,353	(45,581)	-19%	277,497
31	155,289	155,951	662	0%	Other	1,023,206	955,173	(68,033)	-7%	162,146
32	0	62,500	62,500	100%	Matching Fees (Government Programs)	368,026	375,000	6,974	2%	645,940
33	\$ 4,828,540	\$ 4,857,325	28,785	1%	Operating expenses	\$ 28,937,094	\$ 28,982,671	45,577	0%	\$ 27,274,979
34	\$ (82,001)	\$ (544,750)	462,749	85%	Operating Margin	\$ (1,528,758)	\$ (2,255,435)	726,677	32%	\$ (1,713,662)

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended December 31, 2015**

	Month			
	This Year		Variance	
	Actual	Budget	\$	%
35	\$ 7,507	\$ 13,657	(6,150)	-45%
36	-	5,805	(5,805)	-100%
37	(37,500)	(37,500)	-	0%
38	250,000	250,000	-	0%
39	\$ 220,007	\$ 231,962	(11,955)	-5%
40	\$ 138,006	\$ (312,788)	450,794	-144%
41	\$ 308,428	\$ 35,183	273,245	777%
42	\$ -	\$ 520,837	(520,837)	0%
43	\$ 446,434	\$ 243,232	203,202	84%
44	242,777	242,777	-	0%
45	(114,256)	(114,256)	-	0%
46	\$ 574,955	\$ 371,753	203,202	55%
	\$ 504,938 10.6%	\$ 13,761 0.3%		

Non Operating Rev and Expense
Miscellaneous Revenue
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

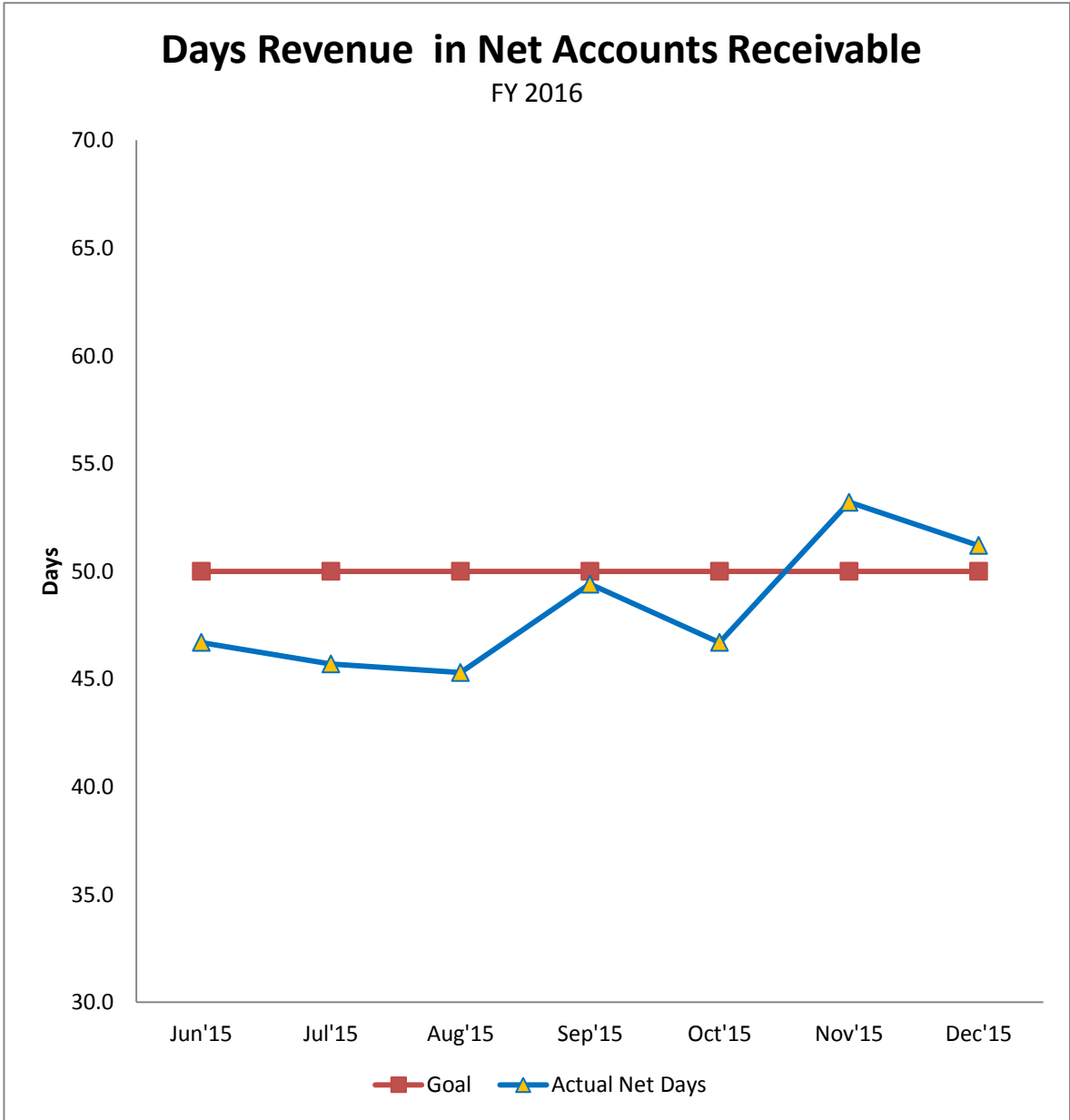
EBIDA - Not including Restricted Contributions

Year-To- Date					YTD
This Year		Variance			
Actual	Budget	\$	%	Prior Year	
\$ 20,836	\$ 81,942	(61,106)	-75%	\$ 79,932	
-	34,830	(34,830)	100%	46,629	
(225,000)	(225,000)	-	0%	(225,000)	
1,501,954	1,500,000	1,954	0%	1,500,000	
\$ 1,297,790	\$ 1,391,772	(93,982)	-7%	\$ 1,401,562	
\$ (230,968)	\$ (863,663)	632,695	-73%	\$ (312,100)	
\$ 484,511	\$ 211,098	273,413	130%	\$ 395,088	
\$ 450,000	\$ 625,002	(175,002)	100%	\$ -	
\$ 703,543	\$ (27,563)	731,106	-2653%	\$ 82,988	
1,456,662	1,456,662	-	0%	915,644	
(689,209)	(689,210)	1	0%	(771,159)	
\$ 1,470,996	\$ 739,889	731,107	99%	\$ 227,473	
\$ 1,807,625	\$ 1,081,480			\$ 1,710,317	
6.6%	4.0%			6.7%	

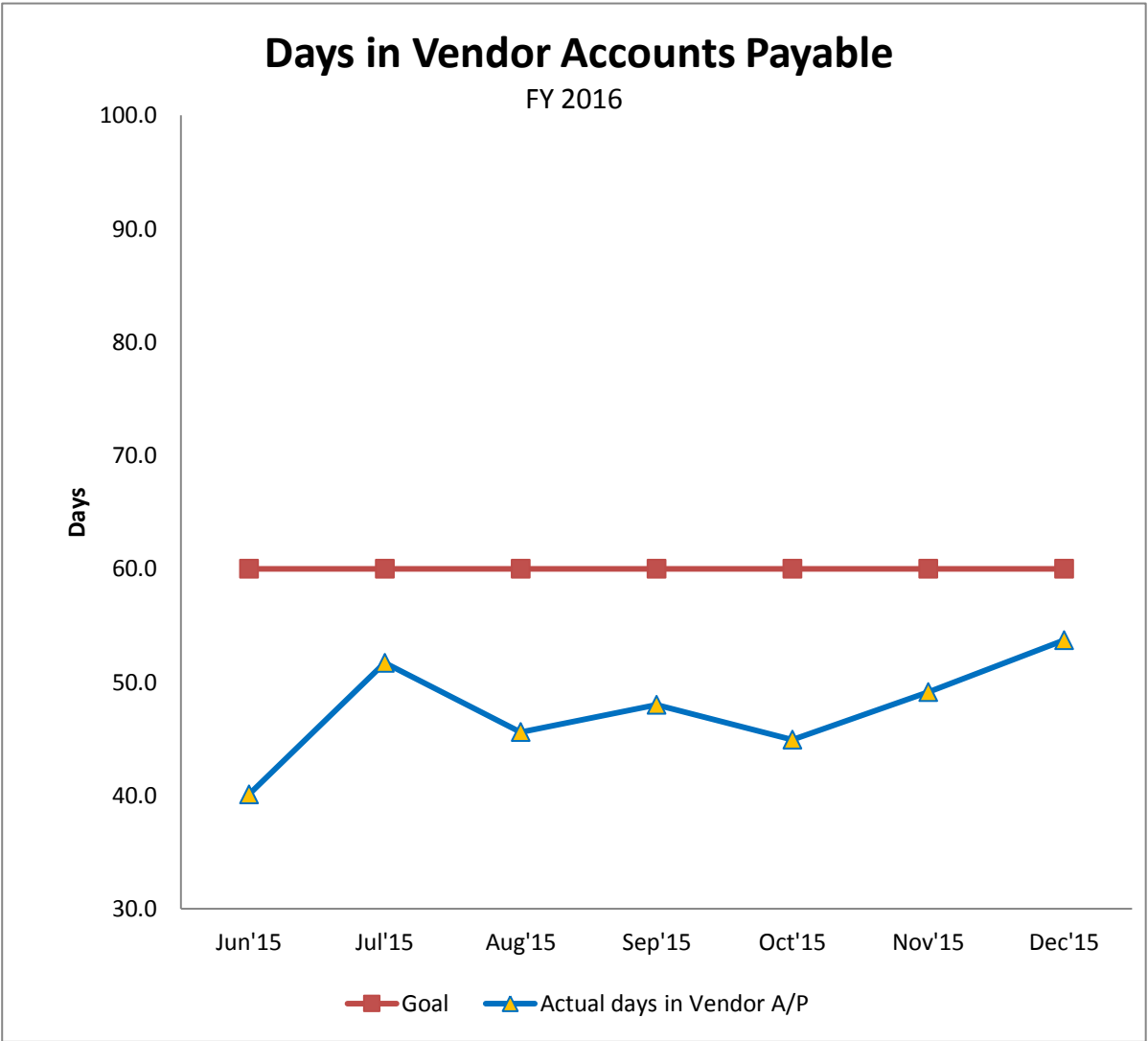
Sonoma Valley Health Care District
Statement of Revenue and Expenses Variance Analysis
For the Period Ended December 31, 2015

ATTACHMENT E

	YTD	MONTH	
Description	Variance	Variance	
Volume Information			
1 Acute Discharges	(34)	(7)	
2 SNF Days	80	52	
3 Home Care Visits	(1,716)	(289)	
4 Gross O/P Revenue (000's)	6,163	1,762	
Financial Results			
Gross Patient Revenue			
5 Inpatient	1,008,974	(73,735)	Acute patient days were under budget by 64.
6 Outpatient	600,784	799,310	Outpatient visits were over budget by 25 visits and outpatient surgeries were over budget by 18 cases.
7 Emergency	5,679,006	965,371	ER visits were over budget by 117 visits.
8 SNF	(340,108)	36,852	SNF patient days were over budget by 52 days.
9 Home Care	(400,014)	(66,020)	Home Care visits were under budget by 289 visits.
10 Total Gross Patient Revenue	6,548,642	1,661,778	
Deductions from Revenue			
11 Contractual Discounts	(6,775,078)	(1,702,564)	The ER payer mix consisted of primarily Medicare and Medi-Cal with reimbursement rates of 8.25% and 3.25% respectively.
12 Bad Debt	185,884	29,314	
13 Charity Care Provision	(60,582)	(6,236)	
14 Prior Period Adj/Government Program Revenue	815,327	471,883	The hospital received notification of it's AB 915 Partnership and Medi-Cal OP supplemental payment for FY 2015 and it is \$597,133 over what was accrued.
15 Total Deductions from Revenue	(5,834,449)	(1,207,603)	
Net Patient Service Revenue	714,193	454,175	
Risk contract revenue	(106,904)	(22,944)	Blue Shield capitation received was under budget.
18 Net Hospital Revenue	607,289	431,231	
19 Other Op Rev & Electronic Health Records	73,811	2,733	
20 Total Operating Revenue	681,100	433,964	
Operating Expenses			
21 Salary and Wages and Agency Fees	(28,008)	55,951	Gross wages and salaries were under budget but is offset by higher PTO use.
22 Employee Benefits	(166,604)	(47,727)	There was a higher use of PTO in December due to the holidays.
23 Total People Cost	(194,612)	8,224	
24 Med and Prof Fees (excl Agency)	97,807	6	
25 Supplies	(104,812)	(61,895)	Supplies are over budget due to higher volume in ER, surgery, lab, and pharmacy.
26 Purchased Services	434,934	59,495	Budgeted Services not used during December.
27 Depreciation	(47,870)	(7,113)	
28 Utilities	(6,761)	4,608	
29 Insurance	(26,470)	(4,432)	Insurance premiums increased over budgeted expectations.
30 Interest	(45,581)	(33,270)	
31 Other	(68,033)	662	
32 Matching Fees (Government Programs)	6,974	62,500	There were no matching fees in December. This expense is offset from the revenue above from line 14.
33 Operating expenses	45,577	28,785	
Operating Margin	726,677	462,749	
Non Operating Rev and Expense			
35 Miscellaneous Revenue	(61,106)	(6,150)	
36 Donations	(34,830)	(5,805)	There were no unrestricted donations in December.
37 Physician Practice Support-Prima	-	-	
38 Parcel Tax Assessment Rev	1,954	-	
39 Total Non-Operating Rev/Exp	(93,982)	(11,955)	
Net Income / (Loss) prior to Restricted Contributions	632,695	450,794	
41 Capital Campaign Contribution	273,413	273,245	Capital campaign donations received from the Foundation were over budgeted expectations.
42 Restricted Foundation Contributions	(175,002)	(520,837)	The mammography funds of \$450,000 accrued in November were budgeted in December.
43 Net income / (Loss) w/ Restricted Contributions	731,106	203,202	
44 GO Bond Tax Assessment Rev	-	-	
45 GO Bond Interest	1	-	
46 Net income/(Loss) w GO Bond Activity	731,107	203,202	



Days in A/R	Jun'15	Jul'15	Aug'15	Sep'15	Oct'15	Nov'15	Dec'15
Actual days in A/R	46.7	45.7	45.3	49.4	46.7	53.2	51.2
Goal	50.0	50.0	50.0	50.0	50.0	50.0	50.0



Days in A/P	Jun'15	Jul'15	Aug'15	Sept'15	Oct'15	Nov'15	Dec'15
Actual days in Vendor A/P	40.1	51.7	45.6	48.0	44.9	49.1	53.7
Goal	60.0	60.0	60.0	60.0	60.0	60.0	60.0

	ACTUAL	BUDGET
	Dec-15	Dec-15
Statistics		
Acute		
Acute Patient Days	351	415
Acute Discharges (w/o Newborns)	109	116
SNF Days	648	596
HHA Visits	915	1,204
Emergency Room Visits	863	746
Gross Outpatient Revenue (000's)	\$12,274	\$10,512
Equivalent Patient Days	2,614	2,404
Births	21	16
Surgical Cases - Inpatient	32	31
Surgical Cases - Outpatient	104	86
Total Surgical Cases	136	117
Medicare Case Mix Index	1.35	1.40
Income Statement		
Net Revenue (000's)	4,729	4,298
Operating Expenses (000's)	4,829	4,857
Net Income (000's)	575	372
Productivity		
Total Operating Expense Per Equivalent Patient Day	\$1,847	\$2,021
Productive FTEs	277	278
Non-Productive FTE's	41	34
Total FTEs	317	312
FTEs per Adjusted Occupied Bed	3.77	4.03
Balance Sheet		
Days of Expense In General Operating Cash	21	
Net Days of Revenue in AR	51	50

ACTUAL												
Nov-15	Oct-15	Sep-15	Aug-15	Jul-15	Jun-15	May-15	Apr-15	Mar-15	Feb-15	Jan-15	Dec-14	Nov-14
316	325	376	297	352	357	373	378	401	372	390	406	364
85	97	92	74	110	97	97	95	113	98	104	111	96
544	666	607	634	619	669	626	487	669	607	654	596	580
1,088	948	948	917	981	1,014	963	1,154	1,232	1,109	1,097	1,103	1,090
841	820	871	888	878	846	943	876	954	845	988	824	761
\$11,900	\$13,103	\$12,774	\$12,910	\$12,639	\$12,065	\$10,719	\$11,237	\$11,839	\$10,541	\$11,804	\$10,084	\$10,956
2,384	2,691	2,565	2,679	2,651	2,757	2,432	2,255	2,579	2,455	2,667	2,227	2,457
14	11	11	15	15	24	11	7	16	11	11	18	15
24	36	36	26	29	35	33	33	34	33	22	31	30
90	95	91	96	96	87	85	111	103	103	107	86	88
114	131	127	122	125	122	118	144	137	136	129	117	118
1.69	1.53	1.69	1.52	1.44	1.76	1.69	1.71	1.42	1.46	1.46	1.42	1.41
4,029	4,655	4,739	4,612	4,483	4,564	4,137	4,100	4,175	4,618	4,448	4,080	3,861
4,665	4,931	4,931	4,863	4,718	5,103	4,698	4,875	4,783	5,046	4,634	4,472	4,457
245	104	170	149	203	139	74	96	(59)	(104)	202	87	102
\$2,022	\$1,832	\$1,922	\$1,815	\$1,780	\$1,851	\$1,932	\$2,162	\$1,854	\$2,055	\$1,738	\$2,008	\$1,814
292	299	280	273	277	273	278	276	284	278	246	258	278
30	28	32	37	36	36	29	28	26	25	53	42	25
322	327	312	310	313	309	307	304	310	303	299	300	303
4.05	3.77	3.65	3.58	3.66	3.36	3.91	4.05	3.79	3.46	3.48	4.12	3.93
9	13	18	16	22	16	17	20	15	12	17	13	9
53	47	49	45	46	47	43	47	47	48	51	49	51

Sonoma Valley Hospital
Cash Forecast
FY 2016

ATTACHMENT H

	Actual July - Nov	Actual Dec	Forecast Jan	Forecast Feb	Forecast Mar	Forecast Apr	Forecast May	Forecast Jun	Forecast Jul	Forecast Aug	Forecast Sep	Forecast Oct	Forecast Nov	Forecast Dec	Forecast TOTAL		
Hospital Operating Sources																	
1 Patient Payments Collected	20,187,564	3,961,779	3,826,240	3,973,482	4,321,248	3,818,699	4,549,338	3,991,672	4,273,644	3,960,600	3,928,857	4,412,104	3,915,173	4,021,206	73,141,605		
2 Capitation Revenue	771,960	148,240													920,200		
3 Napa State			693,430	93,430	93,430	93,430	93,430	93,430	35,000	35,000	35,000	35,000	35,000	35,000	1,370,580		
4 Other Operating Revenue	146,387	20,950	14,458	14,458	14,458	14,458	14,458	14,458	62,250	15,411	11,738	17,936	39,052	20,950	421,422		
5 Other Non-Operating Revenue	152,199	46,513	13,657	13,657	13,657	13,657	13,657	13,657	8,340	23,819	27,860	44,332	47,848	46,513	479,366		
6 Unrestricted Contributions			5,000	5,000	5,000	5,000	5,000	5,000	500	500	500	500	500	500	33,000		
7 Line of Credit															-		
Sub-Total Hospital Sources	21,258,110	4,177,482	4,552,785	4,100,027	4,447,793	3,945,244	4,675,883	4,118,217	4,379,735	4,035,330	4,003,955	4,509,872	4,037,572	4,124,169	76,366,173		
Hospital Uses of Cash																	
8 Operating Expenses	23,021,771	3,922,568	4,243,025	4,438,019	4,973,795	4,588,664	5,047,197	4,635,725	4,621,060	5,037,752	4,106,515	5,419,403	4,252,701	4,205,700	82,513,894		
9 Less Depreciation			(283,132)	(283,132)	(283,132)	(283,132)	(283,132)	(283,132)	(283,132)	(283,132)	(283,132)	(283,132)	(283,132)	(283,132)	(3,397,584)		
10 Add Capital Lease Payments	785,145	180,181	214,722	89,935	97,192	90,250	216,289	92,045	213,809	92,154	169,806	93,230	216,146	180,181	2,731,085		
11 Additional AP			750,000			750,000								750,000	2,250,000		
12 Capital - Board Approved Spending	74,140	37,519													111,659		
13 Napa State			655,940												655,940		
Total Hospital Uses	23,881,056	4,140,268	5,580,555	4,244,822	4,787,855	5,145,782	4,980,354	4,444,638	4,551,737	4,846,774	3,993,189	5,229,501	4,185,715	4,852,749	84,864,994		
Net Hospital Sources/Uses of Cash	(2,622,946)	37,214	(1,027,770)	(144,795)	(340,062)	(1,200,538)	(304,471)	(326,421)	(172,002)	(811,444)	10,766	(719,629)	(148,143)	(728,580)	(8,498,821)		
Non-Hospital Sources																	
14 Restricted/Capital Donations Donations	424,916														424,916		
15 Electronic Health Records	85,361														85,361		
16 Parcel Tax Revenue	123,335	1,673,328				1,250,000			120,000					1,500,000	4,666,662		
17 Other:															-		
18 LIHP	623,866														623,866		
19 IGT	696,305				450,000					250,000		450,000			1,846,305		
20 IGT - AB915 (Net)			850,228			296,805									1,147,033		
Sub-Total Non-Hospital Sources	1,953,783	1,673,328	850,228	-	450,000	1,546,805	-	-	120,000	250,000	-	450,000	-	1,500,000	8,794,143		
Non-Hospital Uses of Cash																	
21 Matching Fees	368,026								125,000		225,000				718,026		
Sub-Total Non-Hospital Uses of Cash	368,026	-	-	-	-	-	-	-	125,000	-	225,000	-	-	-	718,026		
Net Non-Hospital Sources/Uses of Cash	1,585,757	1,673,328	850,228	-	450,000	1,546,805	-	-	(5,000)	250,000	(225,000)	450,000	-	1,500,000	8,076,117		
Net Sources/Uses	(1,037,189)	1,710,542	(177,542)	(144,795)	109,938	346,267	(304,471)	(326,421)	(177,002)	(561,444)	(214,234)	(269,629)	(148,143)	771,420	(422,704)		
Cash and Equivalents at beginning of period	2,435,080	1,397,891	3,108,433	2,930,890	2,786,095	2,896,033	3,242,300	2,937,829	2,611,409	2,434,406	1,872,962	1,658,728	1,389,099	1,240,956			
Cash and Equivalents at end of period	1,397,891	3,108,433	2,930,890	2,786,095	2,896,033	3,242,300	2,937,829	2,611,409	2,434,406	1,872,962	1,658,728	1,389,099	1,240,956	2,012,376			
															YTD Cash Goal	Available Cash	
															\$ 1,212,376	\$ 800,000	Note #1

Note #1 - \$800,000 reserved for board approved capital during FY 2016.

8.

PROJECTED BUDGET 2016

Sonoma Valley Hospital
YTD Operationg Projection

Financial Results	Actual as of Dec 2015	Approved 6 month Budget	Total	6 month of 1st 6 mos.	Adjusted 12 mo Projection	Original Budget	Projection vs Budget
Gross Patient Revenue							
Inpatient	31,268,630	31,635,306	62,903,936	1,008,974	63,912,910	61,894,962	2,017,948
Outpatient	43,340,998	39,753,790	83,094,788	1,161,364	84,256,152	81,933,424	2,322,728
Emergency	30,540,603	25,615,982	56,156,585	5,679,006	61,835,591	50,477,579	11,358,012
SNF	12,736,190	14,621,344	27,357,534	(340,108)	27,017,426	27,697,642	(680,216)
Home Care	1,898,120	2,143,643	4,041,763	(400,014)	3,641,749	4,441,777	(800,028)
Total Gross Patient Revenue	119,784,541	113,770,065	233,554,606	7,109,222	240,663,828	226,445,384	14,218,444
Deductions from Revenue							
Contractual Discounts	(94,485,625)	(88,560,376)	(183,046,001)	(5,616,578)	(188,662,579)	(177,199,423)	(11,463,156)
Bad Debt	(350,000)	(535,876)	(885,876)	185,884	(699,992)	(1,071,760)	371,768
Charity Care Provision	(188,166)	(127,598)	(315,764)	(60,582)	(376,346)	(255,182)	(121,164)
Prior Period Adj/Government Program Revenue	1,566,827	750,000	2,316,827	(736,173)	1,580,654	2,430,000	(849,346)
Total Deductions from Revenue	(93,456,964)	(88,473,850)	(181,930,814)	(6,227,449)	(188,158,263)	(176,096,365)	(12,061,898)
Net Patient Service Revenue	26,327,577	25,296,215	51,623,792	881,773	52,505,565	50,349,019	2,156,546
Risk contract revenue	920,200	1,587,688	2,507,888	(853,328)	1,654,560	3,175,372	(1,520,812)
Net Hospital Revenue	27,247,777	26,883,903	54,131,680	28,445	54,160,125	53,524,391	635,734
Other Op Rev & Electronic Health Records	160,559	86,734	247,293	73,811	321,104	173,482	147,622
Total Operating Revenue	27,408,336	26,970,637	54,378,973	102,256	54,481,229	53,697,873	783,356
Operating Expenses							
Salary and Wages and Agency Fees	12,992,249	13,489,761	26,482,010	28,008	26,510,018	26,454,002	56,016
Employee Benefits	4,992,684	4,698,972	9,691,656	166,604	9,858,260	9,525,052	333,208
Total People Cost	17,984,933	18,188,733	36,173,666	194,612	36,368,278	35,979,054	389,224
Med and Prof Fees (excl'd Agency)	2,035,742	2,109,645	4,145,387	(518,808)	3,626,579	4,243,195	(616,616)
Supplies	3,056,525	2,903,107	5,959,632	104,810	6,064,442	5,854,822	209,620
Purchased Services	1,678,086	2,113,006	3,791,092	(434,934)	3,356,158	4,226,026	(869,868)
Depreciation	1,746,659	1,698,790	3,445,449	47,870	3,493,319	3,397,579	95,740
Utilities	600,509	593,747	1,194,256	6,761	1,201,017	1,187,495	13,522
Insurance	151,474	124,996	276,470	26,470	302,940	250,000	52,940
Interest	291,934	224,602	516,536	45,581	562,117	470,955	91,162
Other	1,023,206	934,333	1,957,539	68,034	2,025,573	1,889,505	136,068
Matching Fees (Government Programs)	368,026	375,000	743,026	(6,974)	736,052	750,000	(13,948)
Operating expenses	28,937,094	29,265,959	58,203,053	(466,578)	57,736,475	58,248,631	(512,156)
Operating Margin	(1,528,758)	(2,295,322)	(3,824,080)	(364,322)	(4,188,402)	(4,550,758)	362,356

Major Adjustments in 12 Month Projection:

SNF Transfer Payment	230,000
LIHP	(623,000)
Lower Capitation	(277,000)
ER Doctors	(90,000)
Radiologist	(82,000)
Prima	(90,000)
Hospitalist	(159,000)

9.

FY16 QUARTERLY
CAPITAL
EXPENDITURES

FY 2015 Carry Overs

Dept #	Department	DESCRIPTION	Remaining Approved Budget	Spent to Date	Remaining Balance
8450	Engineering	Fire System	120,000	13,738	106,262
8450	Engineering	Nurse Call System	100,000	98,966	1,034

FY 2016 Budget Requests:

Dept #	Department	DESCRIPTION	ESTIMATED AMOUNT	SPENT TO DATE	REMAINING BALANCE
8450	Engineering	Fire System	18,000		18,000
8450	Engineering	Nurse Call System	150,000	79,772	70,228
7660	MRI	1.5 8 Channel Knee Coil	16,968		16,968
7660	MRI	1.5 8 CHANNEL NEUROVASCULAR ARRAY	25,200		25,200
7670	Ultrasound	OB GYN Stretcher	6,473		6,473
		Computrition Diet Office system. This will enable us to implement Room Service for the acute patients, and to get nutritional analysis of menu items			
8340	Dietary		72,198		72,198
8340	Dietary	Boilerless Convection Steamer	7,180		7,180
6171	OB	2 Wireless Fetal Monitors	50,000		50,000
6171	OB	2 Infant Warmers	45,000		45,000
6171	OB	Carts	8,000		8,000
7630	Radiology	OR Table	10,000	6,296	-
7420	Surgery	Camera (eye microscope)	113,655	44,350	7,687
7420	Surgery	Eye Tray	5,513		5,513
7420	Surgery	Mini C-Arm	71,038		71,038
7420	Surgery	Colonoscope	24,250		24,250
7420	Surgery	Cautery Machine	6,027		6,027
8450	Engineering	EAH #1- Nurses Station air handler, SNF - replacement	270,000		270,000
8450	Engineering	EAH #2 - Patient room air handler, SNF - replacement	135,000		135,000
8450	Engineering	SNF chilled water pipes	750,000		750,000
8450	Engineering	Install Automatic doors by Cardio Pulmonary	25,000		25,000
8450	Engineering	Automatic door at PT-Hwy 12	25,000		25,000
8450	Engineering	SPC-4D Classification	50,000		50,000
8450	Engineering	Sewer pumps replacement in the basement	100,000		100,000
		Desktop computers/laptops/datalux all-in-one: Estimated annual refresh for computers that are more than 5 years old			
8480	Information Systems		50,000		50,000
		Multiple printers (Zebra, Inkjet, Laser, Dymo) & Handheld Scanners: Estimated annul refresh of printers more than 5 years old			
8480	Information Systems		16,000		16,000
8480	Information Systems	Kronos System Upgrade professional services from v5 to v7	15,570		15,570
		FormFast Phase II (expand use of signature pads) 14 desktop locations: Occ Health, Outpatient PT, Imaging, ER, Caridio & Admitting; includes additional server license and HL7 Interface			
8480	Information Systems		18,148		18,148
8480	Information Systems	CareBook SVH Implementation (Grant)	-		-
8480	Information Systems	Hospital Wireless Network Replacement	7,000		7,000
8480	Information Systems	VMWare license for 3 blade servers	9,000		9,000
		Fiber pull from new wing 1st floor to MPOE to WW basement MPOE			
8480	Information Systems		10,000		10,000
		Cisco POE Switches (3560) 3 @ \$4000 each			
8480	Information Systems		12,000		12,000
8510	Accounting	AP paperless system	70,000		70,000
	Various	Contingency	100,000		100,000
		Ultra Sound (Direct Connect)		14,681	
		Replace Spring Pumps in Basement		9,100	

* Foundations Goal to raise money for these items.

2,292,218	154,199	2,096,478
2,512,218	266,904	2,203,774

Year 1 (Fiscal Year 2016)

Patient Care	Plant/ Building	Information Technology	Year 2 (FY 2017)	Year 3 (FY 2018)
	18,000			
	150,000			
16,968				
			25,200	
6,473				
72,198				
7,180				
50,000	*			
45,000	*			
8,000	*			
10,000				
113,655				
5,513				
			71,038	
				24,250
				6,027
			270,000	
			135,000	
			325,000	425,000
	25,000			
	25,000			
			50,000	
			100,000	
		50,000		
		16,000		
			15,570	
		18,148		
		7,000		
		9,000		
		10,000		
		12,000		
		70,000		
		100,000		

334,986	218,000	292,148	991,808	455,277
		845,134		

Construction In Progress (CIP)	CIP Committed	Spent Prior to Date	Remaining Balance
E H R Implementation	6,315,356	5,294,353	1,021,003
NPC2	12,800	14,412	(1,612)
Lobby Upgrade	198,000	33,945	164,056
Phase 2 Feasibility	40,000	24,785	15,215
Nuclear Med Heat Pump	58,733	10,615	48,118
ER Communication	25,596	10,853	14,742
Time Share	67,532	8,750	58,782
Flouroscopy	802,981	41,005	761,976
	7,520,998	5,388,963	1,261,522

MedOne Leases
Operations
Operations
Operations
Celtic lease
Operations
Operations
GE Loan