



**SONOMA VALLEY HEALTH CARE DISTRICT
FINANCE COMMITTEE MEETING**

AGENDA

Tuesday, SEPTEMBER 27, 5:00 p.m.

SCHANTZ CONFERENCE ROOM

Sonoma Valley Hospital – 347 Andrieux St., Sonoma CA 95476

TOLL FREE CALL-IN NUMBER: 866 228-9900 GUEST CODE: 294221		
In compliance with the Americans with Disabilities Act, if you require special accommodations to participate in a District meeting, please contact the District Clerk, Gigi Betta at ebetta@svh.com or (707) 935.5004 at least 48 hours prior to the meeting.		
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.		
3. CONSENT CALENDAR FC Minutes 8.23.16	<i>Nevins</i>	Action
4. ADMINISTRATIVE REPORT SEPTEMBER 2016	<i>Mather</i>	Inform
5. REVISED 1206(b) CLINIC CASH FORECAST	<i>Jensen</i>	Inform/Action
6. AUDIT STATUS		
7. FINANCE REPORT MONTH ENDING AUGUST 31, 2016	<i>Jensen</i>	Inform
8. PARCEL TAX RESOLUTION	<i>Hohorst</i>	Inform/Action
9. ADJOURN Next meeting October 25, 2016	<i>Nevins</i>	

3.

CONSENT CALENDAR



SVHCD
FINANCE COMMITTEE MEETING
MINUTES
TUESDAY, August 23, 2016, 5:00pm
Schantz Conference Room

Present	Excused	Staff	Public
Sharon Nevins, Chair Peter Hohorst Susan Porth S. Mishra, MD (by phone) Stephen Berezin	Dick Fogg Steve Barclay Keith Chamberlin, MD	Ken Jensen Gigi Betta Jeannette Tarver Kelly Mather Dawn Kuwahara	Sam McCandless

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 5:00p.m.		
2. PUBLIC COMMENT SECTION 	<i>Nevins</i> No public comment.		
3. CONSENT CALENDAR FC Minutes 07.26.16	<i>Nevins</i> A minor misspelling on the 7.26.16 agenda has been corrected.	Action	
		MOTION by Berezin to approve <i>as amended</i> 2 nd by Porth. All in favor.	
4. PRIME GRANT AND BUDGET	<i>Lovejoy</i>	Inform/Action	

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	PRIME stands for the Public Hospital Redesign & Incentives in Medi-Cal, is funded by CMS, administered by DHCS and awards grants to hospitals to fund innovation and improve healthcare delivery. The grant total awarded to SVH is \$7 million and is allocated over a five-year period.		
5. 1206b BENEFITS AND PROJECTIONS	<i>Jensen</i>	Action	
	The FY2017 projected net benefit to SVH from Dr. Azari and Dr. Kidd is \$1, 057, 023. The FY2018 projected net benefit to SVH from Dr. Azari and Dr. Kidd are \$1, 072, 941. Start up costs is approx \$41,000. A breakdown of the cash flow projection and start-up costs was distributed by Mr. Jensen at the meeting.	MOTION by Hohorst to (1) approve the 1206b budget and (2) bring it to the Board for approval on 9.1.16. There was a 2 nd by Berezin and all were in favor.	Bring forward the budget to Board meeting on 9/1/16
6. RES. No. 329 ACQUISITION OF 851 AND 853 FOURTH ST. W., SONOMA, CA	<i>Jensen</i>	Inform	
	Res. No. 329 “ <i>South Lot</i> ” acquisition was approved in the Special Board meeting on August 15, 2016		
7. UPDATE ON ANNUAL AUDIT	<i>Jensen</i>	Inform/Action	
	The hospital audit in its 2 nd week and estimated to be complete on Friday, August 26, 2016.		
8. FINANCE REPORT MONTH ENDING JULY 31, 2016	<i>Jensen</i>	Inform	

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	<p>In July, the hospital experienced a lower than expected volume for outpatient services. The actual loss of (\$280,489) from operations for July was (\$17,265) unfavorable to the budgeted loss of (\$263,224). After accounting for all other activity, the July net income was a positive \$58,920 vs. budgeted expected income of \$87,716 with an EBIDA of 4.5% vs. the budgeted 5.6%.</p> <p>In July, the cash collection goal was \$3,693,925, the Hospital collected \$3,925,818, or over goal by \$231,893. Days of cash on hand were 10.6 as of July 31, 2016. Accounts Receivable decreased from 57.3 days in June to 54.8 days in July. Accounts Payable increased by \$95,376 from June and accounts payable days are at 54.1.</p>		
9. ADMINISTRATIVE REPORT AUGUST 2016	<i>Mather</i>	Inform	
	<p>The acquisition of 851 and 853 Fourth Street West, Sonoma CA closed escrow on August 22, 2106.</p> <p>Centers for Medicare & Medicaid Services (CMS) have published metrics for quality outcomes and SVH received 4 of 5 stars.</p> <p>Inpatient and emergency satisfaction results continue to be somewhat inconsistent. SVH ended 2015 at the 90th percentile for the Value Based Purchasing score quality measure. Members of the administrative team are meeting next week to develop an organization wide Quality goal. Ms. Mather has been attending each department's staff meeting to address any concerns. Expenses have been running much higher than budget due in part to medical leaves and increased physician cost. Due to cash flow concerns expense reductions are in place.</p>		
10. ADJOURN	Nevins		
Next meeting September 27, 2016	Ms. Nevins announced that the SVH Parcel Tax Committee has two new co-chairs, Tom Rouse and Pamela Gibson.		

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	Meeting adjourned at 6:35pm		

4.

ADMINISTRATIVE
REPORT
SEPTEMBER 2016

To: SVHCD Board of Directors
From: Kelly Mather
Date: 9/1/16
Subject: Administrative Report

Summary

We now own the South Lot property on 4th street which includes one of our parking lots thanks to a generous loan from the Nelson's. A decision on the use of this lot will be made this fall. The property is zoned residential. Cash flow continues to be of major concern. We reduced expenses in July and continue to reduce expenses due to the fact that some expected funds have been delayed and the last half of the salary increases were in July. A new daily margin tool is almost ready to help us manage to the volumes.

Dashboard and Trended Results

The new goals for FY 2017 are now effective. I am reviewing the results from FY 2016 with each of the leaders and also going over their final goals for FY 2017. The inpatient and emergency satisfaction results continue to be inconsistent and we did not meet our goal for FY 2016. However, we did improve our results over the prior year. A new organization wide quality goal is being developed. In the meantime, we changed the quality goal to a portion of the Value Based Purchasing score on safety and quality measures. I attended most of the department staff meetings to check on satisfaction and discuss any concerns by department. The staff is now aware of the new compensation system and that the new salaries will be effective in January. Inpatient volumes are significantly higher than prior years. Outpatient surgeries and volumes were way down in July. This is of great concern and we continue to flex staffing to the volumes. The hospital participated in the Back to School fair offering immunizations, spine screenings, nutrition education and 39 backpacks donated by our staff.

Strategic Update:

Strategic Priorities	Update
Quality	We received 4/5 stars from CMS which puts the hospital in the top 25 th percentile on quality and safety. The new Leapfrog grade will be out in September.
Timeshare Offices	Dr. Sawyer, general surgeon has been a great addition to Sonoma. Dr. Pope and his partners in pain management start next week.
1206(b) Clinic	Dr. Sabrina Kidd, colorectal and general surgeon starts in the Napa Street office in September.
Parcel Tax Renewal plan	The board will decide on whether to renew the parcel tax in October. The vote will be in March, 2017 by mail.
Physician Alignment	Prima (1206I) has added a nurse practitioner and continues and has made an offer to an Internist. We continue to work on recruiting several surgeons to Sonoma.
Electronic Health Record	We are recommending doing the major upgrade with remote hosting with McKesson.
Population Health	The Care Transitions program is now underway with the PRIME grant. We have received the first payment for this grant.

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	5 out of 9 in June	>7 = 5 (stretch) 6 = 4 5 = 3 (Goal) 4 = 2 <4=1
Service Excellence	Highly satisfied Emergency Patients	Maintain at least 4 out of 7 ERCAPS domain results above the 70 th percentile	4 out of 7 in June	6 = 5 (stretch) 5 = 4 4 = 3 (Goal) 3 = 2 2 = 1
Quality	Excellent Clinical Outcomes	Value Based Purchasing Safety Score at 80% or higher	77.5%	>85 = 5 (stretch) >80 =4 >75 =3 (Goal) >70=2 <70 =1
People	Highly Engaged and Satisfied Staff	Press Ganey percentile ranking of 75 th percentile or higher	4.33/5 or the 84 th percentile	>80 th = 5 (stretch) >77 th =4 >75 th =3 (Goal) >72 nd =2 <70 th =1
Finance	Financial Viability	YTD EBIDA	3%	>5% (stretch) >4.5%=4 >4.0% (Goal) >3/5%=2 <3.5%=1
	Efficiency and Financial Management	Meet FY 2017 Budgeted Expenses (excluding IGT)	\$4,913,317 (actual) \$5,042,541 (budget)	<2% =5 (stretch) <1% = 4 <Budget=3 (Goal) >1% =2 >2% = 1
Growth	Surgical Cases	Increase surgeries by 2% over prior year	116 YTD FY2017 125 YTD FY2016	>2% = 5 >1% = 3 < 1% = 2
	Outpatient & Emergency Volumes	2% increase (gross outpatient revenue over prior year)	\$12.6 mm YTD \$12.6 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	113 hours for 1 month	>1500 = 5 >1200 = 4 >1000 = 3 >750 = 2 >500 = 1



FY 2016 TRENDED RESULTS

MEASUREMENT	Goal FY 2016	Jul 2016	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016
Inpatient Satisfaction	6/9		5	2	6	7	8	3	4	1	1	5	5
Emergency Satisfaction	4/7		3	4	5	5	6	1	2	6	4	2	4
Value Based Purchasing	>75	77.5	52.2	53.5	52.5	53	53.5	n/a	n/a	n/a	n/a	n/a	n/a
Staff Satisfaction	>75th	84	91	91	91	91	91	91	91	84	84	84	84
FY YTD Turnover	<10%	.9	1.2	1.8	2.8	3.4	4.6	5.2	6.1	6.7	7.9	8.8	10
YTD EBIDA	>4%	4.5	7.6	7.7	7.3	5.7	6.6	6.2	6	5.6	5.2	4.7	4.4
Net Patient Revenue	>5m	5.1	4.6	4.7	4.7	4.1	4.7	4.5	4.6	4.5	4.3	4.6	4.9
Expense Management	<5m	4.9	4.8	4.9	4.9	4.6	4.8	4.9	4.9	4.9	5.1	5.2	5.4
Net Income	>50k	59	174	27.8	104	244	575	19	203	-131	-99	-403	-132
Days Cash on Hand	>20	11	16	18	13	9	21	14	12	12	13	9	9
A/R Days	<50	55	45	49	47	53	51	53	52	50	50	55	57
Total FTE's	<315	320	310	312	327	322	317	319	324	326	324	332	324
FTEs/AOB	<4.0	4.28	3.77	3.65	3.77	4.1	3.77	3.57	3.58	3.5	3.7	4.16	4.08
Inpatient Discharges	>100	103	74	92	97	85	109	124	101	99	97	85	95
Outpatient Revenue	>\$13m	12.6	12.9	12.7	13.1	11.9	12.2	12.1	12.1	14.2	12.5	13.8	13.5
Surgeries	>130	116	122	127	131	114	136	124	127	141	118	123	124
Home Health	>950	960	917	948	948	1088	915	933	889	879	999	844	942
Births	>15	14	15	11	11	14	24	17	9	17	17	13	14
SNF days	>600	563	634	607	666	544	648	710	671	580	578	529	526
MRI	>120	105	131	119	132	109	113	102	119	127	105	122	120
Cardiology (Echos)	>50	41	62	63	77	41	50	46	60	67	61	52	68
Laboratory	>12	11.2	12.2	11.5	11.7	11.6	11.4	11.9	12.1	12.4	12.0	11.9	11.8
Radiology	>850	902	1011	997	1018	875	907	904	961	1010	963	926	1000
Rehab	>2700	2618	2384	2773	2886	2297	3003	2815	2708	2979	2780	2782	2948
CT	>300	365	352	343	336	381	323	379	352	398	333	373	348
ER	>800	940	888	871	820	841	863	864	919	945	912	940	907
Mammography	>425	400	439	367	543	406	492	446	437	432	384	457	420
Ultrasound	>300	281	314	320	353	246	290	296	304	317	325	285	255
Occupational Health	>650	602	728	646	871	681	683	600	597	757	663	679	651
Wound Care	>200	221	228	208	248	246	297	228	232	222	276	235	264

5.

REVISED 1206(b) CLINIC CASH FORECAST

Sonoma Valley Specialty Clinic - 1206b
Projected Cash Forecast - 12 Months
Beginning October 1, 2016

	<u>Oct-16</u>	<u>Nov-16</u>	<u>Dec-16</u>	<u>Jan-17</u>	<u>Feb-17</u>	<u>Mar-17</u>	<u>Apr-17</u>	<u>May-17</u>	<u>Jun-17</u>	<u>Jul-17</u>	<u>Aug-17</u>	<u>Sep-17</u>
Projected Cash from Operations - a) & b)	-	-	-	50,998	16,999	16,999	16,999	16,999	16,999	16,999	21,076	21,076
Projected Paid Expenses - b)	(8,202)	(24,027)	(24,023)	(27,320)	(27,320)	(27,320)	(27,320)	(27,320)	(27,320)	(27,320)	(35,904)	(35,904)
Year One Start-up Costs	(15,000)	(15,000)	(11,770)									
Projected Cash needed for 1206b Clinic	(23,202)	(39,027)	(35,793)	23,678	(10,321)	(10,321)	(10,321)	(10,321)	(10,321)	(10,321)	(14,828)	(14,828)
Projected Hospital Revenue - c)	84,560	84,560	104,240	104,240	104,240	104,240	104,240	104,240	104,240	104,240	104,240	104,240
Projected Net cash to Hospital	61,358	45,533	68,447	127,918	93,919	93,919	93,919	93,919	93,919	93,919	89,412	89,412

a) - We are in the process of filing Medicare Form 855 and contracting with insurance companies.
We expect to begin billing December/January with collections coming in January.

b) - Projected cash and expenses are from the projected net income/(loss) schedule with a 30 to 90 day lag.

c) - Dr. Kidd began doing IP, OP, and special procedures at SVH in July, therefore we are projecting
a cash benefit to the hospital in October. Azari is projected to begin work in October, therefore
we project to see a cash benefit by December.

7.

FINANCIAL REPORT
MONTH ENDING AUGUST
31, 2016

To: SVH Finance Committee
From: Ken Jensen, CFO
Date: September 27, 2016
Subject: Financial Report for the Month Ending August 31, 2016

For the month of August the hospital continued to experience lower than expected volume for outpatient services and an increase in inpatient volume. Year-to-date the gross revenue is \$43,832,001 comparing favorably to the \$39,748,389 for the same period last year. The actual loss of (\$352,088) from operations for August was \$33,366 favorable to the budgeted loss of (\$385,454). After accounting for all other activity, the net income for August was loss of (\$23,406) vs. the budgeted loss of (\$30,840) with an EBIDA of 3.1% which is on budget.

Gross patient revenue for August was \$22,472,856, \$1,549,518 more than expected. Inpatient gross revenue was over budget by \$1,651,629 due to patient days being over budgeted expectations by 127 days and inpatient surgeries being over budget by 7 cases. Also, this month had a higher than average Medicare case mix of 1.58. Outpatient revenue was under budget by (\$979,405). Outpatient visits were close to budgeted expectations at 4,823 visits and outpatient surgeries were under budget by (24) cases. The Emergency Room gross revenue is over budget by \$823,213 due to a continued volume increase. SNF was over budgeted expectations by \$38,411 and Home Health was over budgeted expectations with a positive variance of \$15,670.

Deductions from revenue were unfavorable to budgeted expectations by (\$1,185,614) due to the favorable variance in inpatient gross revenue and was offset by the accrual for the Medi-Cal AB113 IGT of \$343,950 (the net amount to the hospital after the matching fee is estimated at \$154,286) and the CMS Prime Grant with a net amount of \$125,000 for August. Without the accrual of the government program funding, the deductions from revenue would be unfavorable to budget by (\$1,654,564).

After accounting for all other operating revenue, the **total operating revenue** was favorable to budget by \$347,202.

Operating Expenses of \$5,310,039 were over budget by (313,836). The IGT matching fee accounts for (\$188,984) of the operating expense variance. Without the cost of the IGT matching fee the hospital would have an unfavorable expense variance of (\$124,852). Salaries and wages were over budget by (\$16,946), due to the increase in inpatient volume and was offset by cash saving plans implemented in July. The agency fees were over budgeted expectations by (\$14,958) which is a reduction from previous months. Supplies are over budget in August by (\$87,225) due to the higher than expected inpatient

volume primarily in surgeries with the cost of implants being (\$64,018) over budgeted expectations. The costs of surgical implants are normally recovered with the insurance reimbursements. Utilities are over budget by (\$11,408) due to PG&E increasing third party gas delivery charges.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for August was (\$156,059) vs. a budgeted net loss of (\$184,191). The total net loss for August after all activity was (\$23,406) vs. a budgeted net loss of (\$30,840).

EBIDA for the month of August was 3.1% vs. the budgeted 3.1%.

Patient Volumes – August

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	105	74	31	74
Newborn Discharges	17	13	4	15
Acute Patient Days	437	310	127	297
SNF Patient Days	608	634	-26	634
Home Care Visits	890	857	33	917
OP Gross Revenue	\$13,336	\$13,538	(\$202)	\$12,910
Surgical Cases	124	141	-17	122

Overall Payer Mix – August

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	46.5%	46.0%	0.5%	46.9%	46.5%	0.4%
Medicare Mgd Care	9.4%	7.2%	2.2%	8.8%	7.2%	1.6%
Medi-Cal	16.6%	19.3%	-2.7%	16.9%	19.1%	-2.2%
Self Pay	2.9%	1.2%	1.7%	2.3%	1.2%	1.1%
Commercial	19.3%	20.6%	-1.3%	19.9%	20.4%	-0.5%
Workers Comp	3.0%	3.0%	0.0%	2.7%	2.9%	-0.2%
Capitated	2.3%	2.7%	-0.4%	2.5%	2.7%	-0.2%
Total	100.0%	100.0%		100.0%	100.0%	

Cash Activity for August:

For the month of August the cash collection goal was \$3,335,666 and the Hospital collected \$3,961,795, or over the goal by \$626,129. The year-to-date cash collection goal was \$7,029,591 and the hospital has collected \$7,887,613, or over goal by \$858,022. Days of cash on hand are 14.6 days at August 31, 2016. Accounts Receivable decreased from July, from 54.8 days to 50.3 days in August. Accounts Payable increased by \$210,232 from July and Accounts Payable days are at 55.3.

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 August 31, 2016

ATTACHMENT A

August-16

Gross Revenue:	Actual	Budget	Variance	% Variance
Medicare	10,428,967	9,616,184	812,783	8.5%
Medicare Managed Care	2,115,262	1,496,608	618,654	41.3%
Medi-Cal	3,718,016	4,047,280	-329,264	-8.1%
Self Pay	640,854	255,977	384,877	150.4%
Commercial & Other Government	4,392,335	4,317,156	75,179	1.7%
Worker's Comp.	666,032	620,097	45,935	7.4%
Capitated	511,390	570,036	-58,646	-10.3%
Total	22,472,856	20,923,338	1,549,518	

Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	1,654,677	1,595,909	58,768	3.7%
Medicare Managed Care	277,061	242,142	34,919	14.4%
Medi-Cal	472,478	636,162	-163,684	-25.7%
Self Pay	256,342	103,663	152,679	147.3%
Commercial & Other Government	1,497,242	1,686,882	-189,640	-11.2%
Worker's Comp.	153,587	147,385	6,202	4.2%
Capitated	14,194	18,484	-4,290	-23.2%
Prior Period Adj/IGT	468,950	-	468,950	*
Total	4,794,531	4,430,627	363,904	8.2%

Percent of Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	34.5%	36.0%	-1.5%	-4.2%
Medicare Managed Care	5.8%	5.5%	0.3%	5.5%
Medi-Cal	9.9%	14.4%	-4.5%	-31.3%
Self Pay	5.3%	2.3%	3.0%	130.4%
Commercial & Other Government	31.2%	38.1%	-6.9%	-18.1%
Worker's Comp.	3.2%	3.3%	-0.1%	-3.0%
Capitated	0.3%	0.4%	-0.1%	-25.0%
Prior Period Adj/IGT	9.8%	0.0%	9.8%	*
Total	100.0%	100.0%	0.0%	0.0%

Projected Collection Percentage:	Actual	Budget	Variance	% Variance
Medicare	15.9%	16.6%	-0.7%	-4.2%
Medicare Managed Care	13.1%	16.2%	-3.1%	-19.0%
Medi-Cal	12.7%	15.7%	-3.0%	-19.2%
Self Pay	40.0%	40.5%	-0.5%	-1.2%
Commercial & Other Government	34.1%	39.1%	-5.0%	-12.7%
Worker's Comp.	23.1%	23.8%	-0.7%	-2.8%
Capitated	2.8%	3.2%	-0.4%	-13.6%
Prior Period Adj/IGT	2.1%	0.0%	2.1%	*

YTD

	Actual	Budget	Variance	% Variance
	20,507,599	19,833,302	674,297	3.4%
	3,841,682	3,066,123	775,559	25.3%
	7,382,888	8,153,564	-770,676	-9.5%
	986,885	508,419	478,466	94.1%
	8,820,561	8,683,371	137,190	1.6%
	1,188,106	1,248,241	-60,135	-4.8%
	1,104,280	1,149,706	-45,426	-4.0%
	43,832,001	42,642,726	1,189,275	

	Actual	Budget	Variance	% Variance
	3,175,888	3,332,818	-156,930	-4.7%
	498,043	477,255	20,788	4.4%
	945,246	1,257,766	-312,520	-24.8%
	395,135	207,013	188,122	90.9%
	3,026,308	3,431,185	-404,877	-11.8%
	268,548	286,519	-17,971	-6.3%
	32,040	37,265	-5,225	-14.0%
	1,497,597	-	1,497,597	*
	9,838,805	9,029,821	808,984	9.0%

	Actual	Budget	Variance	% Variance
	32.3%	36.9%	-4.6%	-12.5%
	5.1%	5.3%	-0.2%	-3.8%
	9.6%	13.9%	-4.3%	-30.9%
	4.0%	2.3%	1.7%	73.9%
	30.8%	38.0%	-7.2%	-18.9%
	2.7%	3.2%	-0.5%	-15.6%
	0.3%	0.4%	-0.1%	-25.0%
	15.2%	0.0%	15.2%	*
	100.0%	100.0%	0.0%	0.0%

	Actual	Budget	Variance	% Variance
	15.5%	16.8%	-1.3%	-7.7%
	13.0%	15.6%	-2.6%	-16.7%
	12.8%	15.4%	-2.6%	-16.9%
	40.0%	40.7%	-0.7%	-1.7%
	34.3%	39.5%	-5.2%	-13.2%
	22.6%	23.0%	-0.4%	-1.7%
	2.9%	3.2%	-0.3%	-9.4%
	3.4%	0.0%	3.4%	*

SONOMA VALLEY HOSPITAL
OPERATING INDICATORS
For the Period Ended August 31, 2016

ATTACHMENT B

CURRENT MONTH					YEAR-TO-DATE			YTD
	Actual 08/31/16	Budget 08/31/16	Favorable (Unfavorable) Variance		Actual 08/31/16	Budget 08/31/16	Favorable (Unfavorable) Variance	Prior Year 08/31/15
Inpatient Utilization								
Discharges								
1	89	60	29	Acute	177	155	22	155
2	16	14	2	ICU	31	29	2	29
3	105	74	31	Total Discharges	208	184	24	184
4	17	13	4	Newborn	30	29	1	29
5	122	87	35	Total Discharges inc. Newborns	238	213	25	213
Patient Days:								
6	336	211	125	Acute	634	472	162	455
7	101	99	2	ICU	189	194	(5)	194
8	437	310	127	Total Patient Days	823	666	157	649
9	23	29	(6)	Newborn	51	52	(1)	52
10	460	339	121	Total Patient Days inc. Newborns	874	718	156	701
Average Length of Stay:								
11	3.8	3.5	0.3	Acute	3.6	3.0	0.5	2.9
12	6.3	7.1	(0.8)	ICU	6.1	6.7	(0.6)	6.7
13	4.2	4.2	(0.0)	Avg. Length of Stay	4.0	3.6	0.3	3.5
14	1.4	2.2	(0.9)	Newborn ALOS	1.7	1.8	0.1	1.8
Average Daily Census:								
15	10.8	6.8	4.0	Acute	10.2	7.6	2.6	7.3
16	3.3	3.2	0.1	ICU	3.0	3.1	(0.1)	3.1
17	14.1	10.0	4.1	Avg. Daily Census	13.3	10.7	2.5	10.5
18	0.7	0.9	(0.2)	Newborn	0.82	0.84	(0.0)	0.84
Long Term Care:								
19	608	634	(26)	SNF Patient Days	1,171	1,253	(82)	1,253
20	32	25	7	SNF Discharges	58	54	4	54
21	19.6	20.5	(0.8)	Average Daily Census	18.9	20.2	(1.3)	20.2
Other Utilization Statistics								
Emergency Room Statistics								
22	918	888	30	Total ER Visits	1,858	1,766	92	1,766
Outpatient Statistics:								
23	4,823	4,812	11	Total Outpatients Visits	9,040	9,851	(811)	9,851
24	39	32	7	IP Surgeries	82	68	14	55
25	85	109	(24)	OP Surgeries	158	218	(60)	192
26	63	29	34	Special Procedures	120	63	57	63
27	890	857	33	Home Health Visits	1,850	1,774	76	1,898
28	338	280	58	Adjusted Discharges	654	661	(7)	664
29	2,581	2,674	(94)	Adjusted Patient Days (Inc. SNF)	4,903	5,341	(438)	5,330
30	83.2	86.3	(3.0)	Adj. Avg. Daily Census (Inc. SNF)	79.1	86.1	(7.1)	86.0
31	1.5786	1.4000	0.179	Case Mix Index -Medicare	1.7098	1.4000	0.310	1.4807
32	1.5734	1.4000	0.173	Case Mix Index - All payers	1.5822	1.4000	0.182	1.3807
Labor Statistics								
33	286	280	(5.9)	FTE's - Worked	282	284	1.7	275
34	321	314	(7.6)	FTE's - Paid	321	316	(4.5)	311
35	40.21	40.61	0.39	Average Hourly Rate	39.85	40.69	0.84	39.28
36	22.0	20.7	(1.3)	Manhours / Adj. Pat Day	23.1	20.9	(2.2)	20.6
37	167.7	197.5	29.8	Manhours / Adj. Discharge	173.3	169.2	(4.1)	165.4
38	23.1%	22.8%	-0.3%	Benefits % of Salaries	23.3%	22.5%	-0.8%	23.0%
Non-Labor Statistics								
39	12.7%	11.8%	-1.0%	Supply Expense % Net Revenue	11.3%	11.5%	0.2%	10.3%
40	1,853	1,924	71	Supply Exp. / Adj. Discharge	1,743	1,627	(116)	1,417
41	16,144	18,355	2,211	Total Expense / Adj. Discharge	16,957	15,662	(1,295)	14,883
Other Indicators								
42	14.6			Days Cash - Operating Funds				
43	50.3	50.0	0.3	Days in Net AR	52.6	50.0	2.6	47.9
44	119%			Collections % of Net Revenue	112%			108.6%
45	55.3	55.0	0.3	Days in Accounts Payable	55.3	55.0	0.3	25.9
46	21.9%	21.9%	0.0%	% Net revenue to Gross revenue	23.1%	21.9%	1.2%	22.9%
47	26.1%			% Net AR to Gross AR	26.1%			24.9%

Sonoma Valley Health Care District
Balance Sheet
As of August 31, 2016

ATTACHMENT C

		<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets				
Current Assets:				
1	Cash	\$ 2,475,945	\$ 1,822,803	\$ 2,337,246
2	Trustee Funds	1,690,214	3,420,699	3,021,372
3	Net Patient Receivables	8,353,550	8,759,013	7,491,117
4	Allow Uncollect Accts	(990,919)	(923,051)	(670,887)
5	Net A/R	7,362,631	7,835,962	6,820,230
6	Other Accts/Notes Rec	7,001,727	7,220,036	8,199,845
7	3rd Party Receivables, Net	2,218,767	1,615,467	492,562
8	Inventory	809,980	818,225	848,309
9	Prepaid Expenses	918,528	933,945	736,862
10	Total Current Assets	\$ 22,477,792	\$ 23,667,137	\$ 22,456,426
12	Property, Plant & Equip, Net	\$ 53,622,408	\$ 52,121,582	\$ 54,344,324
13	Specific Funds	486,049	624,979	282,754
14	Other Assets	144,537	144,537	143,494
15	Total Assets	\$ 76,730,787	\$ 76,558,235	\$ 77,226,998
Liabilities & Fund Balances				
Current Liabilities:				
16	Accounts Payable	\$ 4,095,891	\$ 3,885,659	\$ 3,171,125
17	Accrued Compensation	4,552,197	4,217,183	4,412,862
18	Interest Payable	110,267	685,537	821,830
19	Accrued Expenses	1,182,187	1,227,518	1,173,221
20	Advances From 3rd Parties	138,923	116,712	1,593,706
21	Deferred Tax Revenue	4,969,087	5,465,995	4,927,774
22	Current Maturities-LTD	1,700,683	1,720,434	1,700,683
23	Line of Credit - Union Bank	6,723,734	6,723,734	5,923,734
24	Other Liabilities	559,551	349,551	290,576
25	Total Current Liabilities	\$ 24,032,520	\$ 24,392,323	\$ 24,015,511
26	Long Term Debt, net current portion	\$ 36,965,373	\$ 36,471,117	\$ 38,552,061
27	Fund Balances:			
28	Unrestricted	\$ 12,688,563	\$ 12,711,969	\$ 12,519,400
29	Restricted	3,044,332	2,982,827	2,140,026
30	Total Fund Balances	\$ 15,732,894	\$ 15,694,795	\$ 14,659,426
31	Total Liabilities & Fund Balances	\$ 76,730,787	\$ 76,558,235	\$ 77,226,998

Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended August 31, 2016

ATTACHMENT D

	Month					Year-To- Date				YTD
	This Year		Variance			This Year		Variance		
	Actual	Budget	\$	%		Actual	Budget	\$	%	Prior Year
					Volume Information					
1	105	74	31	42%	Acute Discharges	208	184	24	13%	184
2	608	634	(26)	-4%	SNF Days	1,171	1,253	(82)	-7%	1,253
3	890	857	33	4%	Home Care Visits	1,850	1,774	76	4%	1,898
4	13,336	13,538	(202)	-1%	Gross O/P Revenue (000's)	\$ 25,941	\$ 27,315	(1,373)	-5%	\$ 25,499
					Financial Results					
					Gross Patient Revenue					
5	\$ 6,914,900	\$ 5,263,271	1,651,629	31%	Inpatient	\$ 13,620,558	\$ 10,910,712	2,709,846	25%	\$ 9,768,588
6	6,952,942	7,932,347	(979,405)	-12%	Outpatient	13,041,980	16,154,048	(3,112,068)	-19%	15,046,092
7	6,136,501	5,313,288	823,213	15%	Emergency	12,361,978	10,556,510	1,805,468	17%	9,930,125
8	2,160,776	2,122,365	38,411	2%	SNF	4,167,434	4,417,409	(249,975)	-6%	4,383,974
9	307,737	292,067	15,670	5%	Home Care	640,051	604,047	36,004	6%	619,610
10	\$ 22,472,856	\$ 20,923,338	1,549,518	7%	Total Gross Patient Revenue	\$ 43,832,001	\$ 42,642,726	1,189,275	3%	\$ 39,748,389
					Deductions from Revenue					
11	\$ (17,960,075)	\$ (16,390,492)	(1,569,583)	-10%	Contractual Discounts	\$ (35,153,863)	\$ (33,408,467)	(1,745,396)	-5%	\$ (31,076,602)
12	(130,000)	(66,250)	(63,750)	-96%	Bad Debt	(250,000)	(132,500)	(117,500)	-89%	(200,000)
13	(57,200)	(35,969)	(21,231)	-59%	Charity Care Provision	(86,930)	(71,938)	(14,992)	-21%	(45,907)
14	468,950	-	468,950	*	Prior Period Adj/Government Program Revenue	1,497,597	-	1,497,597	*	356,954
15	\$ (17,678,325)	\$ (16,492,711)	(1,185,614)	7%	Total Deductions from Revenue	\$ (33,993,196)	\$ (33,612,905)	(380,291)	1%	\$ (30,965,555)
16	\$ 4,794,531	\$ 4,430,627	363,904	8%	Net Patient Service Revenue	\$ 9,838,805	\$ 9,029,821	808,984	9%	\$ 8,782,834
17	\$ 124,410	\$ 155,771	(31,361)	-20%	Risk contract revenue	\$ 252,004	\$ 311,542	(59,538)	-19%	\$ 312,020
18	\$ 4,918,941	\$ 4,586,398	332,543	7%	Net Hospital Revenue	\$ 10,090,809	\$ 9,341,363	749,446	8%	\$ 9,094,854
19	\$ 39,010	\$ 24,351	14,659	60%	Other Op Rev & Electronic Health Records	\$ 58,347	\$ 48,702	9,645	20%	\$ 81,648
20	\$ 4,957,951	\$ 4,610,749	347,202	8%	Total Operating Revenue	\$ 10,149,156	\$ 9,390,065	759,091	8%	\$ 9,176,502
					Operating Expenses					
21	\$ 2,280,909	\$ 2,249,005	(31,904)	-1%	Salary and Wages and Agency Fees	\$ 4,516,310	\$ 4,546,387	30,077	1%	\$ 4,317,861
22	887,465	\$ 840,742	(46,723)	-6%	Employee Benefits	1,766,599	1,701,484	(65,115)	-4%	1,691,156
23	\$ 3,168,374	\$ 3,089,747	(78,627)	-3%	Total People Cost	\$ 6,282,909	\$ 6,247,871	(35,038)	-1%	\$ 6,009,017
24	\$ 376,406	\$ 384,576	8,170	2%	Med and Prof Fees (excl Agency)	\$ 766,679	\$ 769,152	2,473	0%	\$ 676,583
25	626,906	539,681	(87,225)	-16%	Supplies	1,139,888	1,074,654	(65,234)	-6%	941,167
26	334,908	347,570	12,662	4%	Purchased Services	621,999	675,826	53,827	8%	554,937
27	276,663	293,214	16,551	6%	Depreciation	557,133	586,428	29,295	5%	584,205
28	109,765	98,357	(11,408)	-12%	Utilities	219,744	196,714	(23,030)	-12%	197,019
29	29,292	33,333	4,041	12%	Insurance	58,584	66,666	8,082	12%	50,540
30	30,913	32,608	1,695	5%	Interest	65,137	66,936	1,799	3%	77,094
31	167,828	177,117	9,289	5%	Other	322,299	354,497	32,198	9%	368,777
32	188,984	-	(188,984)	*	Matching Fees (Government Programs)	747,361	-	(747,361)	*	122,122
33	\$ 5,310,039	\$ 4,996,203	(313,836)	-6%	Operating expenses	\$ 10,781,733	\$ 10,038,744	(742,989)	-7%	\$ 9,581,461
34	\$ (352,088)	\$ (385,454)	33,366	9%	Operating Margin	\$ (632,577)	\$ (648,679)	16,102	2%	\$ (404,959)

ATTACHMENT D

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended August 31, 2016**

	Month				
	This Year		Variance		
	Actual	Budget	\$		%
35	\$ (21,131)	\$ (11,237)	(9,894)		88%
36	4,660	-	4,660		0%
37	(37,500)	(37,500)	-		0%
38	250,000	250,000	-		0%
39	\$ 196,029	\$ 201,263	(5,234)		-3%
40	\$ (156,059)	\$ (184,191)	28,132		-15%
41	\$ -	\$ 20,698	(20,698)		-100%
42	\$ -	\$ -	-		0%
43	\$ (156,059)	\$ (163,493)	7,434		-5%
44	246,909	246,909	-		0%
45	(114,256)	(114,256)	-		0%
46	\$ (23,406)	\$ (30,840)	7,434		-24%
	\$ 151,517	\$ 141,631			
	3.1%	3.1%			

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

	Year-To-Date					YTD
	This Year		Variance			Prior Year
	Actual	Budget	\$		%	
	\$ (33,997)	\$ (22,474)	(11,523)		*	\$ 12,382
	4,660	-	4,660		0%	0
	(75,000)	(75,000)	-		0%	(75,000)
	500,378	500,000	378		0%	501,954
	\$ 396,041	\$ 402,526	(6,485)		-2%	\$ 439,336
	\$ (236,536)	\$ (246,153)	9,617		-4%	\$ 34,377
	\$ 10,417	\$ 41,396	(30,979)		-75%	\$ 89,651
	\$ -	\$ -	-		100%	\$ -
	\$ (226,119)	\$ (204,757)	(21,362)		10%	\$ 124,028
	493,818	493,818	-		0%	485,554
	(232,185)	(232,186)	1		0%	(232,185)
	\$ 35,514	\$ 56,875	(21,361)		-38%	\$ 377,397
	\$ 385,734	\$ 407,211				\$ 695,676
	3.8%	4.4%				7.6%

Sonoma Valley Health Care District
Statement of Revenue and Expenses Variance Analysis
For the Period Ended July 31, 2016

ATTACHMENT E

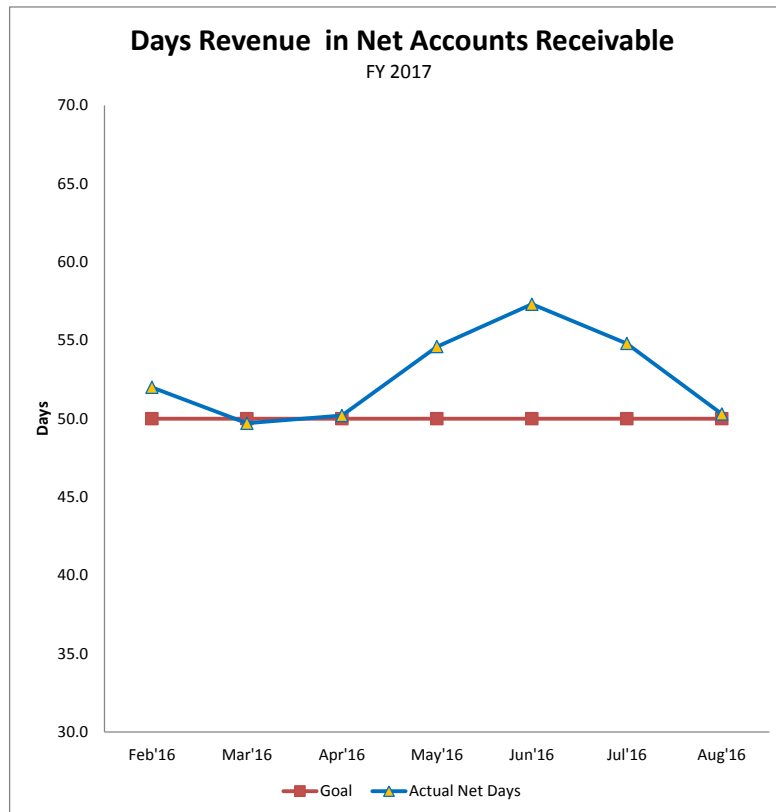
	YTD	MONTH	
Description	Variance	Variance	
Volume Information			
1 Acute Discharges	24	31	
2 SNF Days	(82)	(26)	
3 Home Care Visits	76	33	
4 Gross O/P Revenue (000's)	(1,373)	(202)	
Financial Results			
Gross Patient Revenue			
5 Inpatient	2,709,846	1,651,629	Patient Days are 437 vs. budgeted expectations of 310 and inpatient surgeries are 39 vs. budgeted expectations of 32.
6 Outpatient	(3,112,068)	(979,405)	Outpatient surgeries are 85 vs. budgeted expectations 109.
7 Emergency	1,805,468	823,213	ER visits are 918 vs. budgeted visits of 888
8 SNF	(249,975)	38,411	SNF patient days are 608 vs. budgeted expected days of 634.
9 Home Care	36,004	15,670	HHA visits are 890 vs. budgeted expectations of 857.
10 Total Gross Patient Revenue	1,189,275	1,549,518	
Deductions from Revenue			
11 Contractual Discounts	(1,745,396)	(1,569,583)	
12 Bad Debt	(117,500)	(63,750)	
13 Charity Care Provision	(14,992)	(21,231)	
14 Prior Period Adj/Government Program Revenue	1,497,597	468,950	Accrual of Prime Grant for August with a net amount of \$125,000 and accrual of FY 15-16 AB113 IGT of \$343,950 (matching fee in line 32, net proceeds is \$188,984).
15 Total Deductions from Revenue	(380,291)	(1,185,614)	
16 Net Patient Service Revenue	808,984	363,904	
17 Risk contract revenue	(59,538)	(31,361)	Blue Shield capitation received was under budget.
18 Net Hospital Revenue	749,446	332,543	
19 Other Op Rev & Electronic Health Records	9,645	14,659	
20 Total Operating Revenue	759,091	347,202	
Operating Expenses			
21 Salary and Wages and Agency Fees	30,077	(31,904)	Salaries and Wages were over budget by (\$16,946), this was due to the volume for inpatient services being over budget but was offset by furlough days taken. Agency fees were over budget by (\$14,958) due to increased inpatient volume over budget.
22 Employee Benefits	(65,115)	(46,723)	PTO was over budget by (\$27,788) and Employee benefits were over by (\$18,935).
23 Total People Cost	(35,038)	(78,627)	
24 Med and Prof Fees (excl Agency)	2,473	8,170	
25 Supplies	(65,234)	(87,225)	Supplies are over budget due to inpatient surgeries being over budget. Implant costs were (\$64,018) over budget, these costs are normally recovered with insurance reimbursements.
26 Purchased Services	53,827	12,662	Budgeted services not used in August.
27 Depreciation	29,295	16,551	
28 Utilities	(23,030)	(11,408)	PG&E has switched to a 3rd party for gas and the cost has increased for the hospital.
29 Insurance	8,082	4,041	
30 Interest	1,799	1,695	
31 Other	32,198	9,289	Various departments received invoices for annual dues and subscriptions and Licenses that are budgeted equally over 12 months.
32 Matching Fees (Government Programs)	(747,361)	(188,984)	Accrued IGT matching fee of \$188,984. This expense is offset from the revenue above from line 14.
33 Operating expenses	(742,989)	(313,836)	
34 Operating Margin	16,102	33,366	
Non Operating Rev and Expense			
35 Miscellaneous Revenue	(11,523)	(9,894)	The medical offices timshare cost centers are on budget with the expenses incurred but all of August's rents have not been received from the physicians (\$7,917).
36 Donations	4,660	4,660	

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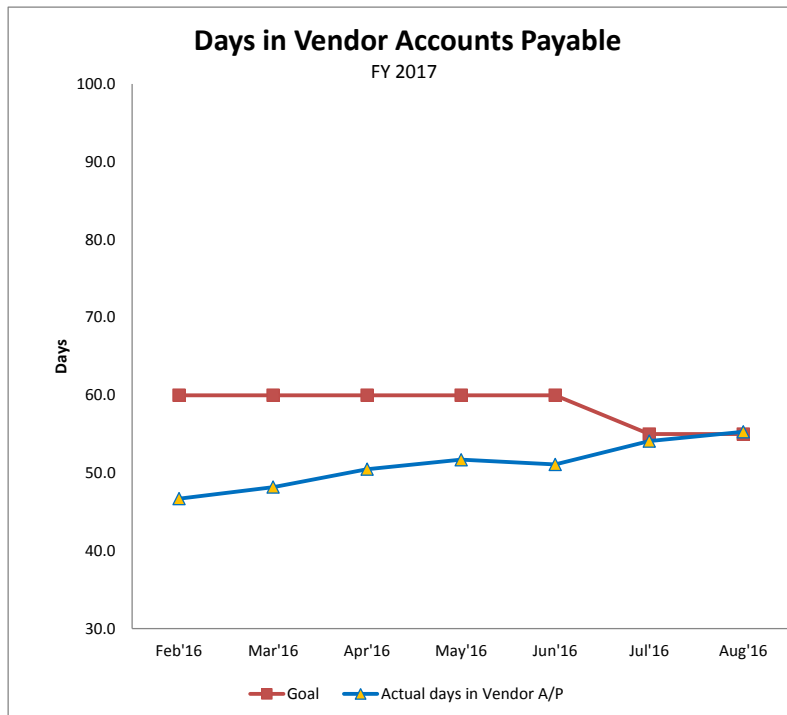
Sonoma Valley Health Care District
Statement of Revenue and Expenses Variance Analysis
For the Period Ended July 31, 2016

ATTACHMENT E

	YTD	MONTH	
	Variance	Variance	
37 Physician Practice Support-Prima	-	-	
38 Parcel Tax Assessment Rev	378	-	
39 Total Non-Operating Rev/Exp	(6,485)	(5,234)	
	-	-	
40 Net Income / (Loss) prior to Restricted Contributions	9,617	28,132	
	-	-	
41 Capital Campaign Contribution	(30,979)	(20,698)	No capital campaign donations received from the Foundation for August.
42 Restricted Foundation Contributions	-	-	
43 Net Income / (Loss) w/ Restricted Contributions	(21,362)	7,434	
	-	-	
44 GO Bond Tax Assessment Rev	-	-	
45 GO Bond Interest	1	-	
	-	-	
46 Net Income/(Loss) w GO Bond Activity	(21,361)	7,434	



Days in A/R	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16
Actual days in A/R	52.0	49.7	50.2	54.6	57.3	54.8	50.3
Goal	50.0	50.0	50.0	50.0	50.0	50.0	50.0



Days in A/P	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16
Actual days in Vendor A/P	46.7	48.2	50.5	51.7	51.1	54.1	55.3
Goal	60.0	60.0	60.0	60.0	60.0	55.0	55.0

Sonoma Valley Hospital
Statistical Analysis
FY 2017

ATTACHMENT G

Statistics	ACTUAL	BUDGET
	Aug-16	Aug-16
Acute		
Acute Patient Days	437	310
Acute Discharges (w/o Newborns)	105	74
SNF Days	608	634
HHA Visits	890	857
Emergency Room Visits	918	888
Gross Outpatient Revenue (000's)	\$13,336	\$13,538
Equivalent Patient Days	2,581	2,674
Births	17	13
Surgical Cases - Inpatient	39	32
Surgical Cases - Outpatient	85	109
Total Surgical Cases	124	141
Medicare Case Mix Index	1.58	1.40
Income Statement		
Net Revenue (000's)	4,919	4,586
Operating Expenses (000's)	\$5,310	\$4,996
Net Income (000's)	(23)	(31)
Productivity		
Total Operating Expense Per Equivalent Patient Day	\$2,057	\$1,868
Productive FTEs	286	280
Non-Productive FTE's	35	34
Total FTEs	321	314
FTEs per Adjusted Occupied Bed	3.86	3.63
Balance Sheet		
Days of Expense In General Operating Cash	15	
Net Days of Revenue in AR	50	50

ACTUAL											
Jul-16	Jun-16	May-16	Apr-16	Mar-16	Feb-16	Jan-16	Dec-15	Nov-15	Oct-15	Sep-15	Aug-15
386	334	386	409	426	417	404	351	316	325	376	297
103	95	85	97	99	101	124	109	85	97	92	74
563	526	529	578	580	671	710	648	544	666	607	634
960	942	844	999	879	889	933	915	1,088	948	948	917
940	907	940	912	945	919	864	863	841	820	871	888
\$12,605	\$13,465	\$13,827	\$12,542	\$14,266	\$12,049	\$12,184	\$12,274	\$11,900	\$13,103	\$12,774	\$12,910
2,322	2,381	2,545	2,636	2,886	2,628	2,771	2,614	2,384	2,691	2,565	2,679
14	14	13	17	17	9	17	21	14	11	11	15
43	31	36	26	31	34	26	32	24	36	36	26
73	93	87	92	110	93	98	104	90	95	91	96
116	124	123	118	141	127	124	136	114	131	127	122
1.84	1.64	1.73	1.47	1.48	1.50	1.41	1.35	1.69	1.53	1.69	1.52
5,172	4,980	4,610	4,481	4,484	4,614	4,522	4,729	4,029	4,655	4,739	4,612
\$5,472	\$5,450	\$5,267	\$5,143	\$4,968	\$4,987	\$4,932	4,829	4,665	4,931	4,931	4,863
59	(133)	(403)	(99)	(132)	39	19	575	245	104	170	149
\$2,356	\$2,289	\$2,069	\$1,951	\$1,721	\$1,898	\$1,780	\$1,847	\$2,022	\$1,832	\$1,922	\$1,815
278	287	300	292	293	296	271	277	292	299	280	273
42	37	32	32	33	28	48	41	30	28	32	37
320	324	332	324	326	324	319	317	322	327	312	310
4.28	4.08	4.16	3.70	3.50	3.58	3.57	3.77	4.05	3.77	3.65	3.58
11	9	9	13	10	12	14	21	9	13	18	16
55	57	55	50	50	52	53	51	53	47	49	45

Sonoma Valley Hospital
Cash Forecast
FY 2017

ATTACHMENT H

	Actual July	Actual Aug	Forecast Sept	Forecast Oct	Forecast Nov	Forecast Dec	Forecast Jan	Forecast Feb	Forecast Mar	Forecast Apr	Forecast May	Forecast Jun	Forecast TOTAL
Hospital Operating Sources													
1 Patient Payments Collected	4,375,192	4,731,348	4,419,141	4,518,202	4,069,834	4,354,329	4,423,155	4,363,605	4,946,805	4,418,111	4,550,874	4,510,595	53,681,191
2 Capitation Revenue	127,594	124,410	155,771	155,771	155,771	155,771	155,771	155,771	155,771	155,771	155,771	155,766	1,809,709
3 Napa State	2,326	49,264											51,590
4 Other Operating Revenue	39,800	21,422	24,351	24,351	24,351	24,351	24,351	24,351	24,351	24,351	24,351	24,351	304,732
5 Other Non-Operating Revenue	20,788	46,700	19,609	19,609	19,609	19,609	19,609	19,609	19,609	19,609	19,609	19,617	263,586
6 Unrestricted Contributions	1,549	11,560											13,109
7 Line of Credit	190,000	(190,000)	289,898	1,121,407	(1,411,305)								-
Sub-Total Hospital Sources	4,757,249	4,794,704	4,908,770	5,839,340	2,858,260	4,554,060	4,622,886	4,563,336	5,146,536	4,617,842	4,750,605	4,710,329	56,123,917
Hospital Uses of Cash													
8 Operating Expenses	4,578,560	4,139,921	4,684,186	4,812,570	4,615,678	4,789,159	4,889,975	4,671,846	5,017,010	4,749,098	4,835,696	4,850,152	56,633,851
9 Less Depreciation			(293,214)	(293,214)	(293,214)	(293,214)	(293,214)	(293,214)	(293,214)	(293,214)	(293,214)	(293,217)	(2,932,143)
10 Add Capital Lease Payments	49,245	173,774											223,019
11 Additional AP		400,000			2,000,000	1,000,000	500,000	500,000	500,000	1,500,000		500,000	6,900,000
12 Capital - Board Approved Spending	60,776	43,811											104,587
13 Napa State													-
Total Hospital Uses	4,688,581	4,757,506	4,390,972	4,519,356	6,322,464	5,495,945	5,096,761	4,878,632	5,223,796	5,955,884	4,542,482	5,056,935	60,929,314
Net Hospital Sources/Uses of Cash	68,668	37,198	517,798	1,319,984	(3,464,204)	(941,885)	(473,875)	(315,296)	(77,260)	(1,338,042)	208,123	(346,606)	(4,805,397)
Non-Hospital Sources													
14 Restricted Cash/Capital Donations Donations	3,167	141,475			1,000,000								1,144,642
15 Electronic Health Records													-
16 Parcel Tax Revenue	179,365					1,600,000				1,400,000			3,179,365
17 Advancement - Foundation		400,000			(400,000)								-
18 Advancement - South Lot		263,453											263,453
19 Other:													-
20 IGT				343,950	1,283,647			300,000					1,927,597
21 IGT - AB915 (Net)								900,000					900,000
22 PRIME	375,000				1,126,000								1,501,000
Sub-Total Non-Hospital Sources	557,532	804,928	-	343,950	3,009,647	1,600,000	-	1,200,000	-	1,400,000	-	-	8,916,057
Non-Hospital Uses of Cash													
23 Matching Fees	187,575	188,984	289,898	1,121,407									1,787,864
Sub-Total Non-Hospital Uses of Cash	187,575	188,984	289,898	1,121,407	-	-	-	-	-	-	-	-	1,787,864
Net Non-Hospital Sources/Uses of Cash	369,957	615,944	(289,898)	(777,457)	3,009,647	1,600,000	-	1,200,000	-	1,400,000	-	-	7,128,193
Net Sources/Uses													
	438,625	653,142	227,900	542,527	(454,557)	658,115	(473,875)	884,704	(77,260)	61,958	208,123	(346,606)	
Cash and Equivalents at beginning of period	1,384,178	1,822,803	2,475,945	2,703,845	3,246,372	2,791,815	3,449,930	2,976,055	3,860,759	3,783,499	3,845,457	4,053,580	
Cash and Equivalents at end of period	1,822,803	2,475,945	2,703,845	3,246,372	2,791,815	3,449,930	2,976,055	3,860,759	3,783,499	3,845,457	4,053,580	3,706,974	