



FINANCE COMMITTEE REGULAR SESSION

AGENDA

Tuesday, February 28, 2017

5:00 p.m.

Location: Schantz Conference Room

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

AGENDA ITEM	RECOMMENDATION	
MISSION STATEMENT The mission of the SVHCD is to maintain, improve, and restore the health of everyone in our community.		
1. CALL TO ORDER/ANNOUNCEMENTS	<i>Nevins</i>	
2. PUBLIC COMMENT SECTION	<i>Nevins</i>	
3. CONSENT CALENDAR • FC Minutes 01.24.17	<i>Nevins</i>	Action
4. FINANCIAL REPORT FOR MONTH ENDING JANUARY 31, 2017	<i>Jensen</i>	Inform/Action
5. BUDGET ASSUMPTIONS FY2018	<i>Jensen</i>	Inform
6. REVIEW OF CURRENT DEBT	<i>Jensen</i>	Inform
7. ADMINISTRATIVE REPORT FEBRUARY 2017	<i>Mather</i>	Inform
8. ADJOURN	<i>Nevins</i>	

3.

CONSENT CALENDAR



SVHCD
FINANCE COMMITTEE MEETING
MINUTES
TUESDAY, JANUARY 24, 2017
Schantz Conference Room

Present	Excused	Staff	Public
Sharon Nevins Peter Hohorst Susan Porth Stephen Berezin S. Mishra, MD	Keith Chamberlin	Ken Jensen Sarah Dungan	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 5:00 pm. Ms. Nevins announced that Mr. Barclay had passed away in December. The Committee does have a quorum tonight. She also reminded the members that the Committee is green and packets will not normally be provided. She would like to increase the membership to nine.		
2. PUBLIC COMMENT SECTION	<i>Nevins</i>		
	No public comment.		
3. CONSENT CALENDAR FC Minutes 10.25.16	<i>Nevins</i>	Action	
		MOTION by Hohorst to approve and 2 nd by Porth. All in favor	

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
4. FINANCE REPORT FOR MONTH ENDING 12.31.16	<i>Jensen</i>	Inform/Action	
	<p>Mr. Jensen reported deliveries were low in December and had been over-budgeted. Skilled Nursing days have been down, and new surgeons are ramping up two months later than expected. Thus, gross patient revenue was under budget in December by (\$444,646). After accounting for all other activity the December net loss was (\$599,524) vs. a budgeted net loss of (\$117,622).</p> <p>Days cash stands at 25.2. Accounts Receivable is currently at 50.8 days. There has been a focus on paying down Accounts Payable, which is currently at 49.7 days. Some of the line of credit was paid back as well.</p> <p>The expected pledge of \$1 million was received in Jan., not Dec. Inter-Governmental Transfer funds received were only 75% of expected for all hospitals. The remaining 25% (or \$354,000) will be received in Feb. SVH also expects receipt of \$900,000 of AB915 funds in Feb., a parcel tax payment in April, and another Prime grant payment.</p> <p>It was suggested that future packets include both the current version of the cash forecast as well as a version with the first six months consolidated to make the report more readable.</p>		
5. CAPITAL SPENDING REPORT FOR SECOND QUARTER FY2017	<i>Dungan/Jensen</i>	Inform	
	<p>The spent to date column is actually Q1 and Q2 combined. The Foundation has committed to fund the \$516,000 plus the overages.</p> <p>Funds for the lobby and fire system upgrades were</p>		

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	out of operations. Architect fees were covered by the Foundation. The fluoroscopy equipment was a loan. Many of these items were approved in prior years. Anything over \$5,000 must be capitalized. The format of the report will be revised.		
6. PALM DRIVE LAWSUIT	<i>Jensen</i>	Inform/Action	
	The Hospital was served with a lawsuit regarding preferential payments from the bankruptcy court for Palm Drive Hospital. Services were provided after the bankruptcy filing. SVH's bankruptcy lawyer was able to reduce our liability to zero, but his costs were \$8,000.		
6. FINANCE COMMITTEE ANNUAL WORK PLAN	<i>Jensen</i>	Inform/Action	
		MOTION by Porth to approve and 2 nd by Berezin. All in favor	
7. ADJOURN	<i>Nevins</i>	Inform	
	Meeting adjourned at 6:18 p.m.		

4.

FINANCIAL REPORT
FOR MONTH ENDING
1.31.17



To: SVH Finance Committee
From: Ken Jensen, CFO
Date: February 28, 2017
Subject: Financial Report for the Month Ending January 31, 2017

The actual loss of (\$488,597) from operations for January was \$55,865 favorable to the budgeted loss of (\$544,462). The year-to date actual loss from operations is (\$3,005,928) compared to the expected loss of (\$2,889,078). After accounting for all other activity, the January net loss was (\$107,802) vs. the budgeted net loss of (\$196,231) with a monthly EBIDA of 1.3% vs. a budgeted -0.6%. Year-to-date the total net income is \$140,365 favorable to budget with a year to date EBIDA of 2.2% vs. the budgeted 2.5%.

Gross patient revenue for January was \$22,650,860, \$1,704,189 better than expected. Inpatient gross revenue was over budget by \$1,063,648. Inpatient days were over budgeted expectations by 63 days and inpatient surgeries were over budget by 6 cases. Outpatient revenue was under budget by (\$227,403). Outpatient visits were under budgeted expectations by (118) visits and outpatient surgeries were close to budget at 110 cases. The Emergency Room gross revenue is over budget by \$1,223,845, with ER visits over budget by 136 visits. SNF was under budgeted expectations by (\$374,264) due to SNF patient days being under budgeted expectations by (118) days. Home Health was over budget by \$18,363 with visits close to budget at 877.

Deductions from revenue were unfavorable to budgeted expectations by (\$1,748,075). The unfavorable variance is primarily due to inpatient and ER gross revenue being significantly over budgeted expectations. Furthermore, the length of stay in the ICU was 10.2 days on a budgeted expectation of 4.7 days contributing to the increase in revenue deductions. The revenue deductions were offset by January's accrual of the Prime grant of \$125,000.

After accounting for all other operating revenue, the **total operating revenue** was unfavorable to budget by (\$82,490).

Operating Expenses of \$5,026,383 were favorable to budget by \$138,355. Salaries and wages were under budget by \$13,212 and employee benefits are over budget by (\$41,098) due to employee health benefits being over budgeted expectations (\$31,232). Physician costs were under budget in January due to a subsidy refund from Prima doctors. Supplies are under budget in January due to the pharmacy's participation of the 340b drug pricing program, the pharmacy's drug costs were better than budget by \$48,004. Purchase services were under budget by \$38,166 due to budgeted services not used in the



month of January. Interest expense is over budget in January due to the unbudgeted interest expense related to the south lot loan (\$12,694) and the fluoroscopy project (\$3,398).

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for January was (\$277,612) vs. a budgeted net loss of (\$353,572). The total net loss for January after all activity was (\$107,802) vs. a budgeted net loss of (\$196,231).

EBIDA for the month of January was 1.3% vs. the budgeted -0.6%.

Patient Volumes – January

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	119	124	-5	124
Newborn Discharges	11	16	-5	17
Acute Patient Days	465	402	63	404
SNF Patient Days	592	710	-118	710
Home Care Visits	877	872	5	933
OP/ER/HHA Gross Rev.	\$13,500	\$12,493	\$1,007	\$12,184
Surgical Cases	148	143	5	124

Gross Revenue Overall Payer Mix – January

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	43.7%	47.9%	-4.2%	45.9%	47.3%	-1.4%
Medicare Mgd Care	14.8%	7.3%	7.5%	10.2%	7.2%	3.0%
Medi-Cal	17.7%	19.0%	-1.3%	17.2%	19.0%	-1.8%
Self Pay	1.3%	1.1%	0.2%	1.6%	1.2%	0.4%
Commercial	18.3%	19.6%	-1.3%	20.5%	20.0%	0.5%
Workers Comp	2.3%	2.5%	-0.2%	2.6%	2.7%	-0.1%
Capitated	1.9%	2.6%	-0.7%	2.0%	2.6%	-0.6%
Total	100.0%	100.0%		100.0%	100.0%	

Cash Activity for January:

For the month of January the cash collection goal was \$3,730,020 and the Hospital collected \$3,554,144, or under the goal by (\$175,876). The year-to-date cash collection goal was \$24,909,637 and the hospital has collected \$25,948,826, or over goal by \$1,039,189. Days of cash on hand are 20.2 days at January 31, 2017. Accounts Receivable decreased from December, from 50.8 days to 49.7 days in January. Accounts Payable decreased by \$512,901 from December and Accounts Payable days are at 43.1.

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 January 31, 2017

ATTACHMENT A

January-17

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance
Medicare	9,893,221	10,015,554	-122,333	-1.2%
Medicare Managed Care	3,357,941	1,515,759	1,842,182	121.5%
Medi-Cal	3,999,368	3,965,971	33,397	0.8%
Self Pay	291,084	237,772	53,312	22.4%
Commercial & Other Government	4,161,977	4,152,679	9,298	0.2%
Worker's Comp.	514,966	525,302	-10,336	-2.0%
Capitated	432,303	533,634	-101,331	-19.0%
Total	22,650,860	20,946,671	1,704,189	

Actual	Budget	Variance	% Variance
69,351,114	68,632,517	718,597	1.0%
15,364,770	10,549,755	4,815,015	45.6%
26,064,082	27,720,856	-1,656,774	-6.0%
2,464,172	1,718,059	746,113	43.4%
31,333,014	29,317,276	2,015,738	6.9%
3,933,153	3,963,398	-30,245	-0.8%
3,022,850	3,851,937	-829,087	-21.5%
151,533,155	145,753,798	5,779,357	

Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	1,592,519	1,695,778	-103,259	-6.1%
Medicare Managed Care	429,481	208,457	221,024	106.0%
Medi-Cal	511,519	578,435	-66,916	-11.6%
Self Pay	98,619	95,109	3,510	3.7%
Commercial & Other Government	1,510,078	1,717,104	-207,026	-12.1%
Worker's Comp.	115,867	119,812	-3,945	-3.3%
Capitated	13,185	25,459	-12,274	-48.2%
Prior Period Adj/IGT	125,000	-	125,000	*
Total	4,396,268	4,440,154	(43,886)	-1.0%

Actual	Budget	Variance	% Variance
10,958,114	11,731,144	-773,030	-6.6%
2,086,098	1,598,737	487,361	30.5%
3,559,181	4,200,448	-641,267	-15.3%
914,368	674,577	239,791	35.5%
10,651,121	11,660,459	-1,009,338	-8.7%
883,711	881,813	1,898	0.2%
93,315	135,301	-41,986	-31.0%
1,969,626	-	1,969,626	*
31,115,534	30,882,479	233,055	0.8%

Percent of Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	36.3%	38.2%	-1.9%	-5.0%
Medicare Managed Care	9.8%	4.7%	5.1%	108.5%
Medi-Cal	11.6%	13.0%	-1.4%	-10.8%
Self Pay	2.2%	2.1%	0.1%	4.8%
Commercial & Other Government	34.4%	38.7%	-4.3%	-11.1%
Worker's Comp.	2.6%	2.7%	-0.1%	-3.7%
Capitated	0.3%	0.6%	-0.3%	-50.0%
Prior Period Adj/IGT	2.8%	0.0%	2.8%	*
Total	100.0%	100.0%	0.0%	

Actual	Budget	Variance	% Variance
35.3%	37.8%	-2.6%	-6.9%
6.7%	5.2%	1.5%	28.8%
11.4%	13.7%	-2.3%	-16.5%
2.9%	2.2%	0.7%	31.8%
34.3%	37.8%	-3.5%	-9.3%
2.8%	2.9%	-0.1%	-3.4%
0.3%	0.4%	-0.1%	-25.0%
6.3%	0.0%	6.4%	*
100.0%	100.0%	0.0%	

Projected Collection Percentage:	Actual	Budget	Variance	% Variance
Medicare	16.1%	16.9%	-0.8%	-4.7%
Medicare Managed Care	12.8%	13.8%	-1.0%	-7.2%
Medi-Cal	12.8%	14.6%	-1.8%	-12.3%
Self Pay	33.9%	40.0%	-6.1%	-15.3%
Commercial & Other Government	36.3%	41.3%	-5.0%	-12.1%
Worker's Comp.	22.5%	22.8%	-0.3%	-1.3%
Capitated	3.0%	4.8%	-1.8%	-37.5%
Prior Period Adj/IGT	0.6%	0.0%	0.6%	*

Actual	Budget	Variance	% Variance
15.8%	17.1%	-1.3%	-7.6%
13.6%	15.2%	-1.6%	-10.5%
13.7%	15.2%	-1.5%	-9.9%
37.1%	39.3%	-2.2%	-5.6%
34.0%	39.8%	-5.8%	-14.6%
22.5%	22.2%	0.3%	1.4%
3.1%	3.5%	-0.4%	-11.4%
1.3%	0.0%	1.3%	*

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

ATTACHMENT B

CURRENT MONTH					YEAR-TO-DATE			YTD
	Actual 01/31/17	Budget 01/31/17	Favorable (Unfavorable) Variance		Actual 01/31/17	Budget 01/31/17	Favorable (Unfavorable) Variance	Prior Year 01/31/16
Inpatient Utilization								
Discharges								
1	109	103	6	Acute	633	580	53	580
2	10	21	(11)	ICU	83	111	(28)	111
3	119	124	(5)	Total Discharges	716	691	25	691
4	11	16	(5)	Newborn	81	103	(22)	103
5	130	140	(10)	Total Discharges inc. Newborns	797	794	3	794
Patient Days:								
6	363	303	60	Acute	2,155	1,779	376	1,771
7	102	99	3	ICU	693	650	43	650
8	465	402	63	Total Patient Days	2,848	2,429	419	2,421
9	20	35	(15)	Newborn	143	208	(65)	208
10	485	437	48	Total Patient Days inc. Newborns	2,991	2,637	354	2,629
Average Length of Stay:								
11	3.3	2.9	0.4	Acute	3.4	3.1	0.3	3.1
12	10.2	4.7	5.5	ICU	8.3	5.9	2.5	5.9
13	3.9	3.2	0.7	Avg. Length of Stay	4.0	3.5	0.5	3.5
14	1.8	2.2	(0.4)	Newborn ALOS	1.8	2.0	0.3	2.0
Average Daily Census:								
15	11.7	9.8	1.9	Acute	10.0	8.3	1.7	8.2
16	3.3	3.2	0.1	ICU	3.2	3.0	0.2	3.0
17	15.0	13.0	2.0	Avg. Daily Census	13.2	11.3	1.9	11.3
18	0.6	1.1	(0.5)	Newborn	0.67	0.97	(0.3)	0.97
Long Term Care:								
19	592	710	(118)	SNF Patient Days	3,845	4,428	(583)	4,428
20	38	26	12	SNF Discharges	217	187	30	187
21	19.1	22.9	(3.8)	Average Daily Census	17.9	20.6	(2.7)	20.6
Other Utilization Statistics								
Emergency Room Statistics								
22	1,000	864	136	Total ER Visits	6,399	6,025	374	6,025
Outpatient Statistics:								
23	4,389	4,507	(118)	Total Outpatients Visits	32,100	33,215	(1,115)	33,215
24	38	32	6	IP Surgeries	265	260	5	209
25	110	111	(1)	OP Surgeries	654	760	(106)	670
26	28	26	2	Special Procedures	298	214	84	214
27	877	872	5	Home Health Visits	6,506	6,288	218	6,730
28	389	372	17	Adjusted Discharges	2,400	2,292	108	2,349
29	2,618	2,755	(138)	Adjusted Patient Days (Inc. SNF)	17,192	17,923	(732)	18,355
30	84.4	88.9	(4.4)	Adj. Avg. Daily Census (Inc. SNF)	80.0	83.4	(3.4)	85.4
31	1.4723	1.4000	0.072	Case Mix Index -Medicare	1.6906	1.4000	0.291	1.5185
32	1.4343	1.4000	0.034	Case Mix Index - All payers	1.5651	1.4000	0.165	1.4075
Labor Statistics								
33	280	293	13.2	FTE's - Worked	278	286	7.2	281
34	316	326	10.3	FTE's - Paid	317	318	1.2	317
35	41.88	40.78	(1.09)	Average Hourly Rate	39.84	40.58	0.75	39.32
36	21.3	20.9	(0.4)	Manhours / Adj. Pat Day	22.6	21.8	(0.8)	21.2
37	143.4	154.9	11.5	Manhours / Adj. Discharge	162.0	170.2	8.3	165.5
38	22.3%	21.1%	-1.2%	Benefits % of Salaries	23.1%	22.5%	-0.7%	22.8%
Non-Labor Statistics								
39	10.2%	11.0%	0.8%	Supply Expense % Net Revenue	12.3%	11.5%	-0.8%	11.3%
40	1,191	1,362	171	Supply Exp. / Adj. Discharge	1,637	1,599	(37)	1,528
41	13,307	14,293	986	Total Expense / Adj. Discharge	15,143	15,744	602	14,875
Other Indicators								
42	20.2			Days Cash - Operating Funds				
43	49.7	50.0	(0.3)	Days in Net AR	51.2	50.0	1.2	51.5
44	96%			Collections % of Net Revenue	104%			100.4%
45	43.1	55.0	(11.9)	Days in Accounts Payable	43.1	55.0	(11.9)	13.9
46	20.0%	21.9%	-1.9%	% Net revenue to Gross revenue	21.2%	21.9%	-0.8%	22.7%
47	22.6%			% Net AR to Gross AR	22.6%			24.2%

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

ATTACHMENT C

		<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets				
Current Assets:				
1	Cash	\$ 3,224,109	\$ 4,034,999	\$ 2,077,644
2	Trustee Funds	1,691,454	1,691,161	2,970,872
3	Net Patient Receivables	8,118,058	8,483,511	8,216,147
4	Allow Uncollect Accts	(1,202,373)	(1,291,168)	(633,564)
5	Net A/R	6,915,685	7,192,343	7,582,583
6	Other Accts/Notes Rec	4,687,699	5,279,179	4,849,282
7	3rd Party Receivables, Net	1,750,015	1,406,133	647,488
8	Inventory	821,117	792,747	897,951
9	Prepaid Expenses	839,826	823,015	683,022
10	Total Current Assets	\$ 19,929,905	\$ 21,219,577	\$ 19,708,842
12	Property, Plant & Equip, Net	\$ 53,542,041	\$ 53,749,264	\$ 53,157,893
13	Specific Funds	326,047	326,018	584,122
14	Other Assets	-	-	143,691
15	Total Assets	\$ 73,797,993	\$ 75,294,859	\$ 73,594,548
Liabilities & Fund Balances				
Current Liabilities:				
16	Accounts Payable	\$ 3,130,186	\$ 3,643,087	\$ 3,259,693
17	Accrued Compensation	4,559,155	4,230,152	4,338,309
18	Interest Payable	661,595	551,329	685,537
19	Accrued Expenses	1,404,470	1,342,994	1,295,728
20	Advances From 3rd Parties	142,811	134,655	1,165,198
21	Deferred Tax Revenue	2,484,543	2,981,452	2,463,887
22	Current Maturities-LTD	1,708,979	1,706,832	1,708,979
23	Line of Credit - Union Bank	6,973,734	7,823,534	5,923,734
24	Other Liabilities	1,386	1,386	155,448
25	Total Current Liabilities	\$ 21,066,859	\$ 22,415,421	\$ 20,996,514
26	Long Term Debt, net current portion	\$ 37,358,649	\$ 37,399,151	\$ 36,825,822
27	Fund Balances:			
28	Unrestricted	\$ 12,078,136	\$ 12,219,105	\$ 12,717,565
29	Restricted	3,294,350	3,261,183	3,054,648
30	Total Fund Balances	\$ 15,372,485	\$ 15,480,287	\$ 15,772,213
31	Total Liabilities & Fund Balances	\$ 73,797,993	\$ 75,294,859	\$ 73,594,548

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

ATTACHMENT D

Month					Year-To- Date					YTD
This Year		Variance			This Year		Variance			
Actual	Budget	\$	%		Actual	Budget	\$	%	Prior Year	
					Volume Information					
1	119	124	(5)	-4%	Acute Discharges	716	691	25	4%	691
2	592	710	(118)	-17%	SNF Days	3,845	4,428	(583)	-13%	4,428
3	877	872	5	1%	Home Care Visits	6,506	6,288	218	3%	6,730
4	13,500	12,493	1,007	8%	Gross O/P Revenue (000's)	\$ 92,383	\$ 89,967	2,416	3%	\$ 87,686
					Financial Results					
					Gross Patient Revenue					
5	\$ 7,080,982	\$ 6,017,334	1,063,648	18%	Inpatient	\$ 45,617,978	\$ 40,271,741	5,346,237	13%	\$ 37,029,633
6	6,976,915	7,204,318	(227,403)	-3%	Outpatient	47,619,716	51,913,329	(4,293,613)	-8%	50,242,736
7	6,215,584	4,991,739	1,223,845	25%	Emergency	42,684,350	35,913,438	6,770,912	19%	35,486,057
8	2,061,971	2,436,235	(374,264)	-15%	SNF	13,326,241	15,514,910	(2,188,669)	-14%	15,168,101
9	315,408	297,045	18,363	6%	Home Care	2,284,870	2,140,380	144,490	7%	2,207,794
10	\$ 22,650,860	\$ 20,946,671	1,704,189	8%	Total Gross Patient Revenue	\$ 151,533,155	\$ 145,753,798	5,779,357	4%	\$ 140,134,321
					Deductions from Revenue					
11	\$ (18,207,332)	\$ (16,404,298)	(1,803,034)	-11%	Contractual Discounts	\$ (121,367,154)	\$ (114,155,786)	(7,211,368)	-6%	\$ (110,600,547)
12	(150,000)	(66,250)	(83,750)	-126%	Bad Debt	(840,000)	(463,750)	(376,250)	-81%	(410,000)
13	(22,260)	(35,969)	13,709	38%	Charity Care Provision	(180,093)	(251,783)	71,690	28%	(207,166)
14	125,000	-	125,000	*	Prior Period Adj/Government Program Revenue	1,969,626	-	1,969,626	*	1,802,827
15	\$ (18,254,592)	\$ (16,506,517)	(1,748,075)	11%	Total Deductions from Revenue	\$ (120,417,621)	\$ (114,871,319)	(5,546,302)	5%	\$ (109,414,886)
					Net Patient Service Revenue					
16	\$ 4,396,268	\$ 4,440,154	(43,886)	-1%		\$ 31,115,534	\$ 30,882,479	233,055	1%	\$ 30,719,435
					Risk contract revenue					
17	\$ 131,281	\$ 155,771	(24,490)	-16%		\$ 910,789	\$ 1,090,397	(179,608)	-16%	\$ 1,050,171
18	\$ 4,527,549	\$ 4,595,925	(68,376)	-1%	Net Hospital Revenue	\$ 32,026,323	\$ 31,972,876	53,447	0%	\$ 31,769,606
					Other Op Rev & Electronic Health Records					
19	\$ 10,237	\$ 24,351	(14,114)	-58%		\$ 254,604	\$ 170,457	84,147	49%	\$ 179,036
20	\$ 4,537,786	\$ 4,620,276	(82,490)	-2%	Total Operating Revenue	\$ 32,280,927	\$ 32,143,333	137,594	0%	\$ 31,948,642
					Operating Expenses					
21	\$ 2,334,758	\$ 2,347,970	13,212	1%	Salary and Wages and Agency Fees	\$ 15,481,908	\$ 15,833,186	351,278	2%	\$ 15,280,666
22	981,817	\$ 940,719	(41,098)	-4%	Employee Benefits	6,169,073	5,978,160	(190,913)	-3%	5,879,882
23	\$ 3,316,575	\$ 3,288,689	(27,886)	-1%	Total People Cost	\$ 21,650,981	\$ 21,811,346	160,365	1%	\$ 21,160,548
24	\$ 342,255	\$ 396,457	54,202	14%	Med and Prof Fees (excl Agency)	\$ 2,704,882	\$ 2,740,306	35,424	1%	\$ 2,395,958
25	463,007	506,115	43,108	9%	Supplies	3,927,235	3,664,806	(262,429)	-7%	3,588,686
26	313,092	351,258	38,166	11%	Purchased Services	2,167,843	2,433,233	265,390	11%	1,934,094
27	283,222	293,214	9,992	3%	Depreciation	1,959,104	2,052,498	93,394	5%	2,034,222
28	86,851	100,684	13,833	14%	Utilities	706,407	697,807	(8,600)	-1%	678,384
29	29,292	33,417	4,125	12%	Insurance	205,044	233,666	28,622	12%	176,740
30	53,565	34,882	(18,683)	-54%	Interest	279,710	244,789	(34,921)	-14%	362,739
31	138,524	160,022	21,498	13%	Other	938,288	1,153,960	215,672	19%	1,169,215
32	-	-	-	*	Matching Fees (Government Programs)	747,361	-	(747,361)	*	368,026
33	\$ 5,026,383	\$ 5,164,738	138,355	3%	Operating expenses	\$ 35,286,855	\$ 35,032,411	(254,444)	-1%	\$ 33,868,612
					Operating Margin					
34	\$ (488,597)	\$ (544,462)	55,865	10%		\$ (3,005,928)	\$ (2,889,078)	(116,850)	-4%	\$ (1,919,970)

ATTACHMENT D

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

	Month			
	This Year		Variance	
	Actual	Budget	\$	%
35	\$ (18,483)	\$ (21,610)	3,127	-14%
36	16,968	-	16,968	0%
37	(37,500)	(37,500)	-	0%
38	250,000	250,000	-	0%
39	\$ 210,985	\$ 190,890	20,095	11%
40	\$ (277,612)	\$ (353,572)	75,960	-21%
41	\$ 33,167	\$ 20,698	12,469	60%
42	\$ -	\$ -	-	0%
43	\$ (244,445)	\$ (332,874)	88,429	-27%
44	246,909	246,909	-	0%
45	(110,266)	(110,266)	-	0%
46	\$ (107,802)	\$ (196,231)	88,429	-45%
	\$ 59,175	\$ (25,476)		
	1.3%	-0.6%		
	\$ 5,610	\$ (60,358)		
	0.1%	-1.3%		

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

Net Income / (Loss) prior to Restricted Contributions

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

GO Bond Tax Assessment Rev
 GO Bond Interest

Net Income/(Loss) w GO Bond Activity

EBIDA - Not including Restricted Contributions

EBDA - Not including Restricted Contributions

	Year-To-Date				YTD
	This Year		Variance		Prior Year
	Actual	Budget	\$	%	
	\$ (78,993)	\$ (130,349)	51,356	*	\$ 20,377
	70,855	-	70,855	0%	0
	(262,500)	(262,500)	-	0%	(262,500)
	1,750,378	1,750,000	378	0%	1,751,954
	\$ 1,479,740	\$ 1,357,151	122,589	9%	\$ 1,509,831
	\$ (1,526,188)	\$ (1,531,927)	5,739	0%	\$ (410,139)
	\$ 99,679	\$ 144,886	(45,207)	-31%	\$ 554,273
	\$ 179,832	\$ -	179,832	100%	\$ -
	\$ (1,246,677)	\$ (1,387,041)	140,364	-10%	\$ 144,134
	1,728,363	1,728,363	-	0%	1,699,439
	(787,505)	(787,506)	1	0%	(803,465)
	\$ (305,819)	\$ (446,184)	140,365	-31%	\$ 1,040,108
	\$ 712,626	\$ 765,360			\$ 1,986,822
	2.2%	2.5%			6.2%
	\$ 432,916	\$ 520,571			
	1.3%	1.6%			

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

	YTD	MONTH	
Description	Variance	Variance	
Volume Information			
1 Acute Discharges	25	(5)	
2 SNF Days	(583)	(118)	
3 Home Care Visits	218	5	
4 Gross O/P Revenue (000's)	2,416	1,007	
Financial Results			
Gross Patient Revenue			
5 Inpatient	5,346,237	1,063,648	Patient Days are 465 vs. budgeted expectations of 402 and inpatient surgeries are 38 vs. budgeted expectations of 32.
6 Outpatient	(4,293,613)	(227,403)	Outpatient surgeries are 110 vs. budgeted expectations 111.
7 Emergency	6,770,912	1,223,845	ER visits are 1000 vs. budgeted visits of 864.
8 SNF	(2,188,669)	(374,264)	SNF patient days are 592 vs. budgeted expected days of 710.
9 Home Care	144,490	18,363	HHA visits are 877 vs. budgeted expectations of 872.
10 Total Gross Patient Revenue	5,779,357	1,704,189	
Deductions from Revenue			
11 Contractual Discounts	(7,211,368)	(1,803,034)	
12 Bad Debt	(376,250)	(83,750)	
13 Charity Care Provision	71,690	13,709	
14 Prior Period Adj/Government Program Revenue	1,969,626	125,000	Prime grant accrual for January.
15 Total Deductions from Revenue	(5,546,302)	(1,748,075)	
16 Net Patient Service Revenue	233,055	(43,886)	
17 Risk contract revenue	(179,608)	(24,490)	Blue Shield capitation received was under budget.
18 Net Hospital Revenue	53,447	(68,376)	
19 Other Op Rev & Electronic Health Records	84,147	(14,114)	
20 Total Operating Revenue	137,594	(82,490)	
Operating Expenses			
21 Salary and Wages and Agency Fees	351,278	13,212	
22 Employee Benefits	(190,913)	(41,098)	Employee health benefits are over budgeted expectations (\$31,232) .
23 Total People Cost	160,365	(27,886)	
24 Med and Prof Fees (excl Agency)	35,424	54,202	
25 Supplies	(262,429)	43,108	Supplies are under budget primarily due to the pharmacy's participation in the 340b drug pricing program (\$48,004 better than budget).
26 Purchased Services	265,390	38,166	Budgeted purchased services not used in January.
27 Depreciation	93,394	9,992	
28 Utilities	(8,600)	13,833	
29 Insurance	28,622	4,125	
30 Interest	(34,921)	(18,683)	Interest on the South lot loan (\$12,694) and the flourosocopy project (\$3,398) were unbudgeted for FY 2017.
31 Other	215,672	21,498	Budgeted other costs not used in January.
32 Matching Fees (Government Programs)	(747,361)	-	
33 Operating expenses	(254,444)	138,355	
34 Operating Margin	(116,850)	55,865	
Non Operating Rev and Expense			
35 Miscellaneous Revenue	51,356	3,127	
36 Donations	70,855	16,968	Foundation grants received for employee education and training and for OP diagnostic center architect fees.
37 Physician Practice Support-Prima	-	-	
38 Parcel Tax Assessment Rev	378	-	
39 Total Non-Operating Rev/Exp	122,589	20,095	
40 Net Income / (Loss) prior to Restricted Contributions	5,739	75,960	

	YTD	MONTH	
Description	Variance	Variance	
Capital Campaign Contribution	(45,207)	12,469	Capital campaign donations received from the Foundation are over budgeted expectations for January.
Restricted Foundation Contributions	179,832	-	
Net Income / (Loss) w/ Restricted Contributions	140,364	88,429	
GO Bond Tax Assessment Rev	-	-	
GO Bond Interest	1	-	
Net Income/(Loss) w GO Bond Activity	140,365	88,429	

Month	Goal (Days)	Actual days in Vendor A/P (Days)
Jul'16	60.0	54.0
Aug'16	60.0	55.0
Sep'16	60.0	55.0
Oct'16	60.0	46.0
Nov'16	60.0	50.0
Dec'16	55.0	49.0
Jan'17	55.0	43.0

[illegible]

Sonoma Valley Hospital
Statistical Analysis
FY 2017

ATTACHMENT G

	ACTUAL	BUDGET
	Jan-17	Jan-17
Statistics		
Acute		
Acute Patient Days	465	402
Acute Discharges (w/o Newborns)	119	124
SNF Days	592	710
HHA Visits	877	872
Emergency Room Visits	1,000	864
Gross Outpatient Revenue (000's)	\$13,500	\$12,493
Equivalent Patient Days	2,618	2,755
Births	11	16
Surgical Cases - Inpatient	38	32
Surgical Cases - Outpatient	110	111
Total Surgical Cases	148	143
Medicare Case Mix Index	1.47	1.40
Income Statement		
Net Revenue (000's)	4,528	4,596
Operating Expenses (000's)	\$5,026	\$5,165
Net Income (000's)	(108)	(196)
Productivity		
Total Operating Expense Per Equivalent Patient Day	\$1,920	\$1,875
Productive FTEs	280	293
Non-Productive FTE's	36	33
Total FTEs	316	326
FTEs per Adjusted Occupied Bed	3.74	3.67
Balance Sheet		
Days of Expense In General Operating Cash	20	
Net Days of Revenue in AR	50	50

ACTUAL												
Dec-16	Nov-16	Oct-16	Sep-16	Aug-16	Jul-16	Jun-16	May-16	Apr-16	Mar-16	Feb-16	Jan-16	Dec-15
355	396	402	407	437	386	334	386	409	426	417	404	351
100	95	99	95	105	103	95	85	97	99	101	124	109
500	446	512	624	608	563	526	529	578	580	671	710	648
919	938	880	1,042	890	960	942	844	999	879	889	933	915
942	850	852	897	918	940	907	940	912	945	919	864	863
\$12,935	\$13,147	\$13,347	\$13,512	\$13,336	\$12,605	\$13,465	\$13,827	\$12,542	\$14,266	\$12,049	\$12,184	\$12,274
2,382	2,202	2,380	2,707	2,581	2,322	2,381	2,545	2,636	2,886	2,628	2,771	2,614
9	8	9	14	17	14	14	13	17	17	9	17	21
28	38	42	37	39	43	31	36	26	31	34	26	32
98	123	84	81	85	73	93	87	92	110	93	98	104
126	161	126	118	124	116	124	123	118	141	127	124	136
1.59	1.79	1.59	1.97	1.58	1.84	1.64	1.73	1.47	1.48	1.50	1.41	1.35
3,588	4,452	4,727	4,406	4,919	5,172	4,980	4,610	4,481	4,484	4,614	4,522	4,729
\$4,713	\$5,047	\$4,912	\$4,807	\$5,310	\$5,472	\$5,450	\$5,267	\$5,143	\$4,968	\$4,987	\$4,932	\$4,829
(600)	(65)	337	(6)	(23)	59	(133)	(403)	(99)	(132)	39	19	575
\$1,979	\$2,292	\$2,064	\$1,776	\$2,057	\$2,356	\$2,289	\$2,069	\$1,951	\$1,721	\$1,898	\$1,780	\$1,847
253	289	280	283	286	278	287	300	292	293	296	271	277
56	30	36	36	35	42	37	32	32	33	28	48	41
309	319	316	319	321	320	324	332	324	326	324	319	317
4.03	4.35	4.11	3.54	3.86	4.28	4.08	4.16	3.70	3.50	3.58	3.57	3.77
25	10	11	6	15	11	9	9	13	10	12	14	21
51	53	50	50	50	55	57	55	50	50	52	53	51

Sonoma Valley Hospital
Cash Forecast
FY 2017

ATTACHMENT H

FY 2017		Budgeted Sources												
		Actual July	Actual Aug	Actual Sept	Actual Oct	Actual Nov	Actual Dec	Actual 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	3,928,129	4,155,005	3,905,768	4,342,807	4,110,672	3,325,020	4,946,805	4,418,111	4,550,874	4,510,595	51,300,326
2	Capitation Revenue	127,594	124,410	126,315	133,982	132,267	134,940	131,281	125,000	125,000	125,000	125,000	125,000	1,535,789
3	Napa State	2,326	49,264	12,455	-	78,395	11,460	84						153,984
4	Other Operating Revenue	39,800	21,422	28,846	30,148	24,397	20,356	77,478	24,351	24,351	24,351	24,351	24,351	364,202
5	Other Non-Operating Revenue	20,788	46,700	32,026	71,410	72,181	77,749	55,550	19,609	19,609	19,609	19,609	19,617	474,458
6	Unrestricted Contributions	1,549	11,560	13,093	39,995	799		16,968						83,964
7	Line of Credit	190,000	(190,000)		812,500	287,300		(851,142)						248,658
Sub-Total Hospital Sources		4,757,249	4,794,704	4,140,864	5,243,040	4,501,108	4,587,312	3,540,891	3,493,980	5,115,765	4,587,071	4,719,834	4,679,563	54,161,382
Hospital Uses of Cash														
8	Operating Expenses	4,578,560	4,139,921	5,611,993	4,675,722	4,283,113	4,524,239	4,696,532	4,671,846	5,017,010	4,749,098	4,835,696	4,852,085	56,635,815
9	Less Depreciation								(293,214)	(293,214)	(293,214)	(293,214)	(293,217)	(1,466,073)
10	Add Capital Lease Payments	49,245	173,774	36,968	40,319	172,462	34,339	38,355						545,462
11	Additional Liabilities		400,000				350,000	700,000	500,000	500,000	500,000	500,000	775,000	4,225,000
12	Capital - Board Approved Spending	60,776	43,811	62,997	155,782	7,836	25,626	151,646						508,474
13	Napa State													-
Total Hospital Uses		4,688,581	4,757,506	5,711,958	4,871,823	4,463,411	4,934,204	5,586,533	4,878,632	5,223,796	4,955,884	5,042,482	5,333,868	60,448,678
Net Hospital Sources/Uses of Cash		68,668	37,198	(1,571,094)	371,217	37,697	(346,892)	(2,045,642)	(1,384,652)	(108,031)	(368,813)	(322,648)	(654,305)	(6,287,296)
Non-Hospital Sources														
14	Restricted Cash/Capital Donations Donations	3,167	141,475	42,379	118,737	69,984	167	1,029,121						1,405,030
15	Electronic Health Records						43,689							43,689
16	Parcel Tax Revenue	179,365					1,626,181			1,200,000				3,005,546
17	Advancement - Foundation		400,000				(400,000)							-
18	Advancement - South Lot		263,453											263,453
19	Other:													-
20	IGT				343,950		1,506,344	205,630	225,912					2,281,836
21	IGT - AB915 (Net)								903,363					903,363
22	PRIME	375,000			1,125,000							375,000		1,875,000
Sub-Total Non-Hospital Sources		557,532	804,928	42,379	1,587,687	69,984	2,776,381	1,234,751	1,129,275	-	1,200,000	375,000	-	9,777,917
Non-Hospital Uses of Cash														
23	Matching Fees	187,575	188,984		1,120,982	287,323					187,500			1,972,364
Sub-Total Non-Hospital Uses of Cash		187,575	188,984	-	1,120,982	287,323	-	-	-	-	187,500	-	-	1,972,364
Net Non-Hospital Sources/Uses of Cash		369,957	615,944	42,379	466,705	(217,339)	2,776,381	1,234,751	1,129,275	-	1,012,500	375,000	-	7,805,553
Net Sources/Uses		438,625	653,142	(1,528,715)	837,922	(179,642)	2,429,489	(810,891)	(255,377)	(108,031)	643,687	52,352	(654,305)	
Cash and Equivalents at beginning of period		1,384,178	1,822,803	2,475,945	947,230	1,785,152	1,605,510	4,034,999	3,224,109	2,968,732	2,860,701	3,504,388	3,556,740	
Cash and Equivalents at end of period		1,822,803	2,475,945	947,230	1,785,152	1,605,510	4,034,999	3,224,109	2,968,732	2,860,701	3,504,388	3,556,740	2,902,435	

(a) Net IGT is \$431,347

**Sonoma Valley Hospital
Cash Forecast
FY 2017**

ATTACHMENT H

Budgeted Sources

	Actual July - Dec	Actual Jan	Forecast Feb	Forecast Mar	Forecast Apr	Forecast May	Forecast Jun	Forecast TOTAL
Hospital Operating Sources								
1 Patient Payments Collected	25,438,249	4,110,672	3,325,020	4,946,805	4,418,111	4,550,874	4,510,595	51,300,326
2 Capitation Revenue	779,508	131,281	125,000	125,000	125,000	125,000	125,000	1,535,789
3 Napa State	153,900	84						153,984
4 Other Operating Revenue	164,969	77,478	24,351	24,351	24,351	24,351	24,351	364,202
5 Other Non-Operating Revenue	320,855	55,550	19,609	19,609	19,609	19,609	19,617	474,458
6 Unrestricted Contributions	66,996	16,968						83,964
7 Line of Credit	1,099,800	(851,142)						248,658
Sub-Total Hospital Sources	28,024,277	3,540,891	3,493,980	5,115,765	4,587,071	4,719,834	4,679,563	54,161,382
Hospital Uses of Cash								
8 Operating Expenses	27,813,548	4,696,532	4,671,846	5,017,010	4,749,098	4,835,696	4,852,085	56,635,815
9 Less Depreciation	-		(293,214)	(293,214)	(293,214)	(293,214)	(293,217)	(1,466,073)
10 Add Capital Lease Payments	507,107	38,355						545,462
11 Additional Liabilities	750,000	700,000	500,000	500,000	500,000	500,000	775,000	4,225,000
12 Capital - Board Approved Spending	356,828	151,646						508,474
13 Napa State	-							-
Total Hospital Uses	29,427,483	5,586,533	4,878,632	5,223,796	4,955,884	5,042,482	5,333,868	60,448,678
Net Hospital Sources/Uses of Cash	(1,403,206)	(2,045,642)	(1,384,652)	(108,031)	(368,813)	(322,648)	(654,305)	(6,287,296)
Non-Hospital Sources								
14 Restricted Cash/Capital Donations Donations	375,909	1,029,121						1,405,030
15 Electronic Health Records	43,689							43,689
16 Parcel Tax Revenue	1,805,546				1,200,000			3,005,546
17 Advancement - Foundation	-							-
18 Advancement - South Lot	263,453							263,453
19 Other:	-							-
20 IGT	1,850,294	205,630	225,912					2,281,836
21 IGT - AB915 (Net)	-		903,363					903,363
22 PRIME	1,500,000					375,000		1,875,000
Sub-Total Non-Hospital Sources	5,838,891	1,234,751	1,129,275	-	1,200,000	375,000	-	9,777,917
Non-Hospital Uses of Cash								
23 Matching Fees	1,784,864				187,500			1,972,364
Sub-Total Non-Hospital Uses of Cash	1,784,864	-	-	-	187,500	-	-	1,972,364
Net Non-Hospital Sources/Uses of Cash	4,054,027	1,234,751	1,129,275	-	1,012,500	375,000	-	7,805,553
Net Sources/Uses	2,650,821	(810,891)	(255,377)	(108,031)	643,687	52,352	(654,305)	
Cash and Equivalents at beginning of period	1,384,178	4,034,999	3,224,109	2,968,732	2,860,701	3,504,388	3,556,740	
Cash and Equivalents at end of period	4,034,999	3,224,109	2,968,732	2,860,701	3,504,388	3,556,740	2,902,435	

5.

**BUDGET
ASSUMPTIONS
FY2018**

Budget Assumptions FY 2017/2018:

The budget for the new fiscal year will be based upon the actual experience for the 12 month period ending January 2017. Due to the fact that the information is relatively current, minimal inflation will be assumed except where noted.

Revenue:

- The assumption is that the Parcel Tax will pass and the income will be \$3.8m
- Will include anticipated new volume
- The payer mix will be assumed as was in the 12 month period. However, attention will have to be paid to what happens with Obama care. If repealed, bad debt will go up and there will be the elimination of the three new MediCal aide codes.
- Will anticipate a 6% price increase.
- Will need to decide on what to include for supplemental income. PRIME will be included for both the match and payment back. Need to decide to include or not to include other IGT type money.
- Will separate time share income/expense from the 1206b clinic.

Expenses:

- Salaries will include the \$400k for additional nursing compensation to be given 4/17.
- 3% salary increases assumed 01/18.
- Individual salary increases will be considered by employee NOT job code. This will make the PTO assumption more accurate by department. PTO value will be increased by salary increases.

- Benefits will be calculated based upon current contracts.
- Med & Pro Fees will be based upon contracts
- Supplies based upon 12 month actual. Will adjust for the 340b drug program.
- Purchased services will be based upon both actual experience and contracts.
- Depreciation will be calculated after certain CIPs are closed.
- Interest actual and will include South Lot interest.
- Insurance; will get estimate from the broker.
- Matching fees; at least PRIME but will decide on others.
- Travel and education based upon 12 months.

6.

REVIEW OF CURRENT DEBT

7.

ADMINISTRATIVE
REPORT
FEBRUARY 2017



To: SVHCD Board of Directors
From: Kelly Mather
Date: 2/23/17
Subject: Administrative Report

Summary

We are very excited to share that 90% of the staff completed the annual employee satisfaction survey this year. This is the highest participation to date. We had a very positive quarterly medical staff meeting this month, and the physicians seem very engaged and excited about the future of SVH and the new physicians in Sonoma. A new physician has taken over Dr. Olness' practice; his name is Dr. Delorefice. The outpatient volumes were up in January with Emergency at an all time high seeing 1000 patients. Of note, mammography volumes were cut in half since the beginning of the year due to regulation changes and we can no longer bill for CAD.

Dashboard and Trended Results

The patient satisfaction results continue to improve; however because we made the goal higher, we have not met the goal yet. We expect the staff satisfaction results to be here the first week of April; those will be shared with the leadership first and then I share the organization wide results at the staff forums in May. We are on track to meet our budget for FY 2017, even with a low volume month this December. Surgery volume is up 11% over the prior year. We are actually doing surgeries we have not done in the past few years. February was heart health month and Dr. Price and the Cardiopulmonary team did some great health education talks in the community.

Strategic Update from FY 2017 Strategic Plan:

Strategic Priorities	Update
Satisfaction	We added the patient advisor to the patient experience team. Physician satisfaction surveys were completed in November. Salary increases went into effect in January. Staff satisfaction survey results will be here in April.
Quality & Safety	We completed the CalHEN evidence based medicine projects for several diagnoses. Leaders are updating their Quality Assurance/Performance Improvement plans for review with me in April. The medical directors of the departments are comparing SVH to national benchmarks.
Physician Alignment	The physicians are doing well. The pain management service has increased surgery volume.
Regional Services	Bariatrics, Wound Care, Skilled Nursing, Colorectal Surgery and Occupational Health are all seeing patients from outside the district.
Technology Upgrades	We are moving to remote hosting to upgrade the Electronic Health Record this spring. We have selected an outpatient rehab EHR.
Financial Health	We have purchased the south lot. We also had a strong year in fundraising. The service lines are showing positive margins. The parcel tax committee continues to go strong with many positive endorsements and testimonials.
Community Health	The community care network is under way and health coaches have been recruited.

JANUARY 2017

PILLAR	PERFORMANCE GOAL	METRIC	ACTUAL RESULT	GOAL LEVEL
Service Excellence	Highly satisfied Inpatients	Rolling 12 month average of at least 5 out of 9 HCAHPS domain results above the 70 th percentile	3 out of 9 through December	>7 = 5 (stretch) 6 = 4 5 = 3 (Goal) 4 = 2 <4=1
Service Excellence	Highly satisfied Emergency Patients	Rolling 12 month average of at least 4 out of 7 ERCAPS domain results above the 70 th percentile	3 out of 7 through December	6 = 5 (stretch) 5 = 4 4 = 3 (Goal) 3 = 2 2 = 1
Quality	Excellent Clinical Outcomes	Value Based Purchasing Safety Score at 75% or higher	68%	>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	>80th = 5 (stretch) >77 th = 4 >75 th = 3 (Goal) >72 nd = 2 <70 th = 1
Finance	Financial Viability	YTD EBIDA	2.2%	>4% (stretch) >3.5% = 4 >3.0% (Goal) >2.5% = 2 <2.5% = 1
	Efficiency and Financial Management	Meet FY 2017 Budgeted Expenses (excluding IGT)	\$34,539,494 (actual) \$35,032,411 (budget)	<2% = 5 (stretch) <1% = 4 <Budget = 3 (Goal) >1% = 2 >2% = 1
Growth	Surgical Cases	Increase surgeries by 2% over prior year	1308 YTD FY2017 1164 YTD FY2016	>2% = 5 >1% = 3 < 1% = 2
	Outpatient & Emergency Volumes	2% increase (gross outpatient revenue over prior year)	\$92.6 mm YTD \$87.9 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	782.5 hours for 7 months	>1500 = 5 >1200 = 4 >1000 = 3 >750 = 2 >500 = 1



FY 2017 TRENDED RESULTS

MEASUREMENT	Goal FY 2017	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016
Inpatient Satisfaction	5/9	0	0	1	2	3	3						
Emergency Satisfaction	4/7	1	1	1	1	2	3						
VBP Safety score	>75	77.5	77.5	67	67	67	67						
Staff Satisfaction	>75th	84	84	84	84	84	84	84	91	84	84	84	84
FY YTD Turnover	<10%	.9	1.5	1.8	3.6	4.2	4.8	5.6	6.1	6.7	7.9	8.8	10
YTD EBIDA	>4%	4.5	3.8	4.2	5.2	4.4	1.5	2.2	6	5.6	5.2	4.7	4.4
Operating Revenue	>5m	5.1	5.0	4.5	4.7	4.5	3.7	4.5	4.6	4.5	4.3	4.6	4.9
Expense Management	<5m	4.9	5.1	4.8	4.9	5.0	4.7	5.0	4.9	4.9	5.1	5.2	5.4
Net Income	>50k	59	-23	94	336	-270	-599	-107	203	-131	-99	-403	-132
Days Cash on Hand	>20	11	15	6	11	10	25	20	12	12	13	9	9
A/R Days	<50	55	50	50	50	53	51	50	52	50	50	55	57
Total FTE's	<315	320	321	319	316	319	309	316	324	326	324	332	324
FTEs/AOB	<4.0	4.28	3.86	3.54	4.11	4.35	4.03	3.74	3.58	3.5	3.7	4.16	4.08
Inpatient Discharges	>100	103	105	95	99	95	100	119	101	99	97	85	95
Outpatient Revenue	>\$13m	12.6	13.3	13.5	13.3	13.1	12.9	13.5	12.1	14.2	12.5	13.8	13.5
Surgeries	>130	116	124	118	126	161	126	148	127	141	118	123	124
Home Health	>950	960	890	1042	880	938	919	877	889	879	999	844	942
Births	>15	14	17	14	9	8	9	11	9	17	17	13	14
SNF days	>600	563	608	624	512	446	500	592	671	580	578	529	526
MRI	>120	105	97	104	140	118	130	115	119	127	105	122	120
Cardiology (Echos)	>50	41	53	66	60	51	51	55	60	67	61	52	68
Laboratory	>12	11.2	12.2	11.4	12.6	12.1	12.0	12.5	12.1	12.4	12.0	11.9	11.8
Radiology	>850	902	944	1001	898	870	934	1012	961	1010	963	926	1000
Rehab	>2700	2618	3008	3136	2575	2286	2117	2530	2708	2979	2780	2782	2948
CT	>300	365	327	412	367	306	340	341	352	398	333	373	348
ER	>900	940	918	897	852	850	942	1000	919	945	912	940	907
Mammography	>425	400	475	421	434	435	399	171	437	432	384	457	420
Ultrasound	>300	281	310	288	288	290	271	253	304	317	325	285	255
Occupational Health	>650	602	724	741	797	636	601	484	597	757	663	679	651
Wound Care	>200	221	312	253	226	199	225	228	232	222	276	235	264