



**SONOMA VALLEY HEALTH CARE DISTRICT  
FINANCE COMMITTEE  
REGULAR MEETING AGENDA  
Tuesday, February 25, 2014, 5:00 p.m.**

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

AGENDA ITEM	RECOMMENDATION	
<b>MISSION STATEMENT</b> The mission of the SVHCD is to maintain, improve, and restore the health of everyone in our community.		
<b>1. CALL TO ORDER/ANNOUNCEMENTS</b>	<i>Fogg</i>	
<b>2. PUBLIC COMMENT SECTION</b> 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.		
<b>3. CONSENT CALENDAR:</b> A. FC Meeting Minutes, 01.28.14	<i>Fogg</i>	Action
<b>4. JANUARY 2014 FINANCIALS</b>	<i>Gritsutenko</i>	Inform/Action
<b>5. 2015 BUDGET CALENDAR</b>	<i>Gritsutenko</i>	Inform/Action
<b>6. PATIENT BILLING UPDATE</b>		Inform
<b>7. ADJOURN</b> Next meeting March 25, 2014	<i>Fogg</i>	

3.

## CONSENT CALENDAR



**SONOMA VALLEY HEALTH CARE DISTRICT  
FINANCE COMMITTEE  
MEETING MINUTES  
Tuesday, January 28, 2014  
Schantz Conference Room**

Members Present	Members Present cont.	Staff/ Public/Other	Other cont.	Excused/Absent
Dick Fogg Phil Woodward Subhash Mishra, M.D. Richard Conley Peter Hohorst Shari Glago	Sharon Nevins Steve Barclay Mary Smith Keith Chamberlin, M.D. Kelly Mather	David Cox Cheryl Untermann Sam McCandless Dennis Ciocca Gigi Betta		Jeanette Tarver

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
<b>MISSION AND VISION STATEMENTS</b>	<i>The mission of the SVHCD is to maintain, improve and restore the health of everyone in our community. The vision of the 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 members' health care journey.</i>		
<b>1. CALL TO ORDER</b>	<i>Fogg 5:00 p.m.</i>		
<b>2. PUBLIC COMMENT SECTION</b>	<i>Fogg</i>		
	Mr. McCandless asked Ms. Mather if other departments have had a similar analysis to that of OB. Ms. Mather answered yes and further explained that all eleven service lines or departments have had such an analysis based on "contributions".		
<b>3. CONSENT CALENDAR</b>	<i>Fogg</i>	Action	
<b>A. FC Minutes 1.7.14</b>		<b>MOTION</b> by Smith to approve and 2 <sup>nd</sup> by Chamberlin. All in favor.	
<b>4. 2009 SERIES-A GO BOND REFINANCING</b>	<i>Fogg/Ciocca</i>	Inform	
	The GO Bond refinancing process is being overseen by Gary Hicks the	.	

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	District's financial advisor. Total savings will be over \$148, 000/year and these savings will go toward reducing the community tax rate. The total amount of the bonds being retired is over \$12,000,000. Closing is scheduled for February 6 <sup>th</sup> . Ms Nevins proposed a press release and suggested asking Mr. Hicks for assistance writing the script.		
<b>5. DECEMBER 2013 FINANCIALS AND RAC UPDATE</b>	<i>Cox</i>	Inform	
	Mr. Cox presented the Financial statements for December 2013 highlighting the payor mix chart on page one of the narrative in the Agenda Package. Mr. Hohorst pointed out that over the past 3 months, revenue has not increased in line with other indicators. Mr. Cox agreed to take a look at the Medicare contractals and report back to the Committee on his findings.		
<b>6. PROJECTED CASH FLOWS</b>	<i>Cox</i>	Inform	
	Mr. Cox announced that the finance department is currently installing the Hospital's long-term financial planning program which will have the ability to project cash out on a multi-year basis. Mr. Woodward continues to express his concern and displeasure with the format of the Project Cash Flows and plans to present a proposal for change at a future Committee meeting.		
<b>7. OB UPDATE</b>	<i>Mather</i>	Inform	
	Ms. Mather gave some background on the recommended OB closure and the reasons for the recommendation. Since the Board meeting on 1.9.14, the Board and the CEO have agreed to delay its closure and look at ideas on how to save the OB. Toward that end, a <i>Save The OB</i> Committee has been formed with Mr. Hohorst as the Chair. If expenses are reduced and births increase, then it may be possible to continue the OB department. The savings goal is \$22,000 per month and the break-even number of monthly births is 15.		
<b>8. SVH FOUNDATION AUDIT UPDATE</b>	<i>Untermann</i>	Inform	
	To date, there have been three proposals received from the solicited CPAs. These three proposals will be presented to the Foundation Board on 2.10.14 and then the Foundation's Executive Committee will make a decision. On an unrelated note, beginning in February, the Foundation will begin to re-pay SVH for expenses incurred on the capital campaign (totaling approximately \$550,000). Hospital management decided to exclude		

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	these (not yet received) repayments from the cash flow statements however, they are part of unbudgeted cash.		
<b>9. PATIENT BILLING UPATE</b>	<i>Cox</i>	Inform	
	<p>Mr. Cox explained that these Patient Billing updates are produced by Bernadette Jensen who reports to Mr. Cox at Marin General.</p> <p>A new manager, Katherine Kyle has been hired to represent both PDH and SVH and she continues to implement her <i>process improvement plan</i> in patient billing . The goal is to have cash collections equal net revenue.</p> <p>As soon as Mr. Cox can get numeric projections from the consultants that have been hired, he will give the Committee an update. He estimates that this information will be available in about 3 month's time.</p>		
<b>11. ADJOURN</b>	Fogg		
	<p><b>Adjourn</b> 6:13 p.m. Next FC meeting is February 25, 2014.</p>		

# 4.

## JANUARY 2014

### FINANCIALS

- a. Narrative
- b. Financial Report (PPT)
- c. Financial Indicators
- d. Balance Sheet
- e. Income Statement
- f. Cash Flow, Part 1
- g. Cash Flow, Part 2
- h. Campaign Cash Flow
- i. Graph, AP
- j. Graph, AR
- k. Statistics
- l. Budget Volume Spread
- m. Budget Monthly Spread
- n. Payor Mix Trend



**To:** SVH Finance Committee  
**From:** Kristina Gritsutenko, Controller  
**Date:** February 25, 2014  
**Subject:** Financial Report for the Month Ending January 31, 2014

### Overall Results for January 2014

Overall for January, SVH has net income after the restricted contributions of \$13,334 on budgeted income of \$372,733, for an unfavorable variance of (\$359,399). Total net patient service revenue was under budget by (\$1,053,752), or 23%. Most of this variance is due to January volume significantly below budget primarily due to budget volume spread. Net revenue includes a RAC reserve of \$141,671. Risk contracts are under budget by (\$32,825) due to lower Napa State patients. SVH received the last installment of \$1,052,328 for phase one EHR Meaningful Use implementation. Other Operating Revenue was adjusted for the receipt of EHR funds and is under budget by (\$214,689) due to original EHR receivable and associated revenue higher than the funds received. Bringing Total Operating Revenue to \$3,772,147 or (\$1,301,266) under budget. Expenses were \$4,552,921 on a budget of \$5,091,887 or \$538,966 under budget. The EBIDA prior to the restricted donations for the month was (\$49,942) or -1.3%.

### Patient Volumes - January

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	91	162	-71	159
Acute Patient Days	389	540	-151	613
SNF Patient Days	754	704	50	707
Home Care Visits	1,040	1,100	-60	1,076
OP Gross Revenue	\$9,095	\$9,099	-\$4	\$8,805
Surgical Cases	113	139	-26	116

### Overall Payer Mix - January

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	56.7%	49.9%	6.9%	50.5%	49.3%	1.2%
Medi-Cal	12.6%	10.8%	1.9%	11.4%	10.7%	0.7%
Self Pay	4.3%	3.8%	0.4%	3.3%	3.8%	-0.5%
Commercial	17.7%	28.5%	-10.8%	25.2%	29.1%	-3.9%
Managed MC	3.3%	2.9%	0.4%	4.4%	2.9%	1.5%
Workers Comp	2.9%	1.4%	1.5%	3.1%	1.5%	1.7%
Capitated	2.4%	2.6%	-0.3%	2.1%	2.7 %	-0.7%
Total	100%	100%		100%	100%	

**Total Operating Revenues**

Total operating revenues for January were \$3.8 million on a budget of \$5.1 million or (\$1,301,266) under budget. Below are January's favorable variances:

- Skilled Nursing Home volume was over budget by 50 days.
- Bad Debts and Charity Care were favorable to budget by \$234,419.

Offset by the following unfavorable variances:

- Overall inpatient volume was under budget by 71 discharges.
- Outpatient volume was above budget and had higher Medicare patients and lower commercial insured patients.
- Home Care volume was under budget by 60 visits.

The net effect is Net Patient Revenue is under budget by (\$1,053,752) or 23%.

**Expenses**

January's expenses were \$4.6 million on a budget of \$5.1 million or under budget by \$538,966. The favorable variance this month is due to the new ER not opening in the month of January. The following is a summary of the operating expense variances for the month of January:

- Total productivity FTE's were under budget at 268 on a budget of 295, or \$241,012 under budget. Med Surg was under budget by \$76,285, IT, PFS, HIM and Quality had a net favorable variance of \$40,952, Lab was under budget by \$25,015, Recovery was under budget by \$22,240, Labor & Delivery was under budget by \$18,074, Radiology was under budget by \$16,356 and CT Scan was under budget by \$14,310.
- Medical and Prof Fees are over budget by (\$33,329), (\$39,250) is due to additional Prima Physician call.
- Supplies were under budget by \$25,696 due to volume.
- Purchase Services were under budget by \$40,255 due to projects in IT and Engineering that have been put on hold.
- Depreciation, Utilities and interest were all under budget due to the new ER not going into service until February.

**Cash Collections on Patient Receivables:**

For the month of January the cash collection goal was \$3,144,398. The Hospital collected \$3,252,903, or \$108,505 above goal. Year to date the Hospital patient collections goal was \$23,244,221, with actual collections of \$23,344,032, or \$119,811 above the goal.





## RAC Activity

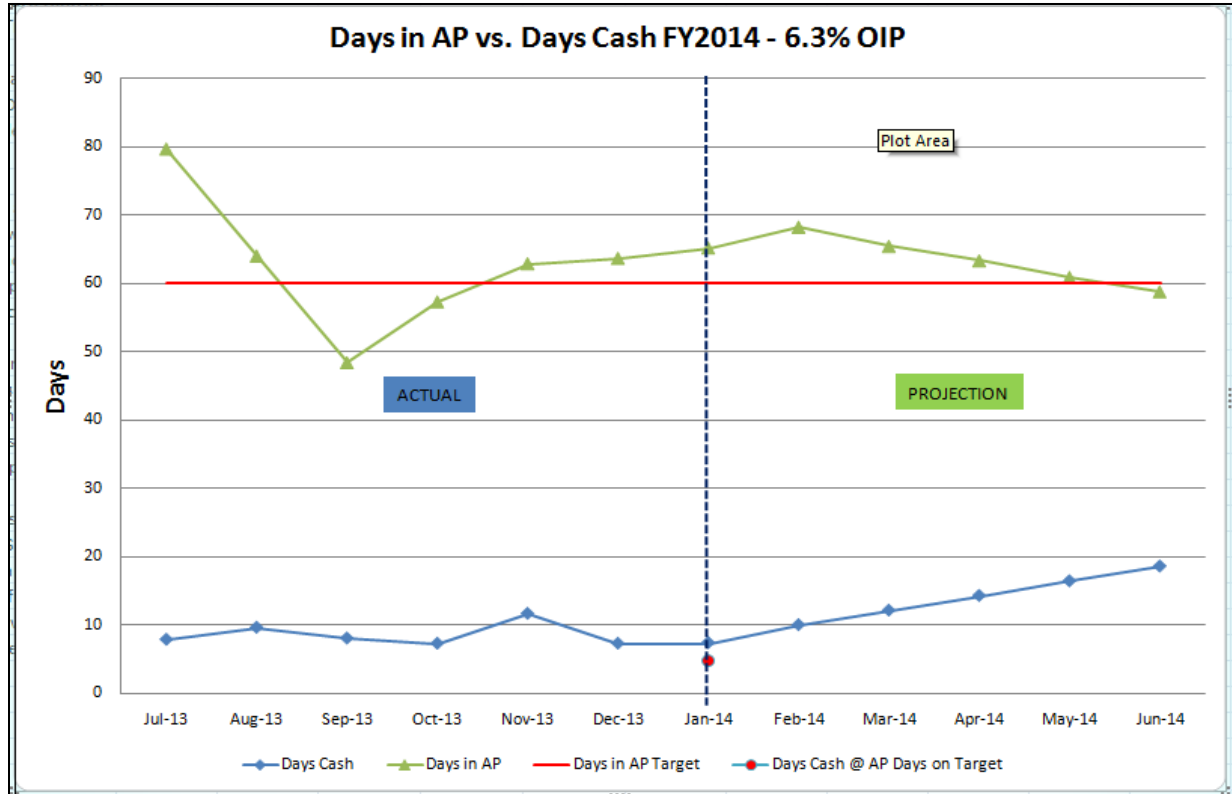
<b>Sonoma Valley Hospital</b>				
<b>RAC Reserve</b>				
<b>Activity Through January 2014</b>				
	<b>Change in Reserve</b>	<b>Take Backs</b>	<b>Appeals Won</b>	<b>Reserve Balance</b>
Jun-13				<b>715,383</b>
Jul-13		(54,655)		660,728
Aug-13		(115,900)	32,716	577,545
Sep-13	(230,000)	(199,693)		147,852
Oct-13	150,000	(5,886)		291,965
Nov-13		(223,810)		68,155
Dec-13	131,580	(16,617)		183,118
Jan-14	141,672	(19,384)		<b>305,406</b>
<b>FY 2014 Net</b>				
<b>Change in RAC Reserve</b>	<b>193,252</b>	<b>(635,945)</b>	<b>32,716</b>	<b>(409,977)</b>

## Days in AR, AP, Days Cash on Hand

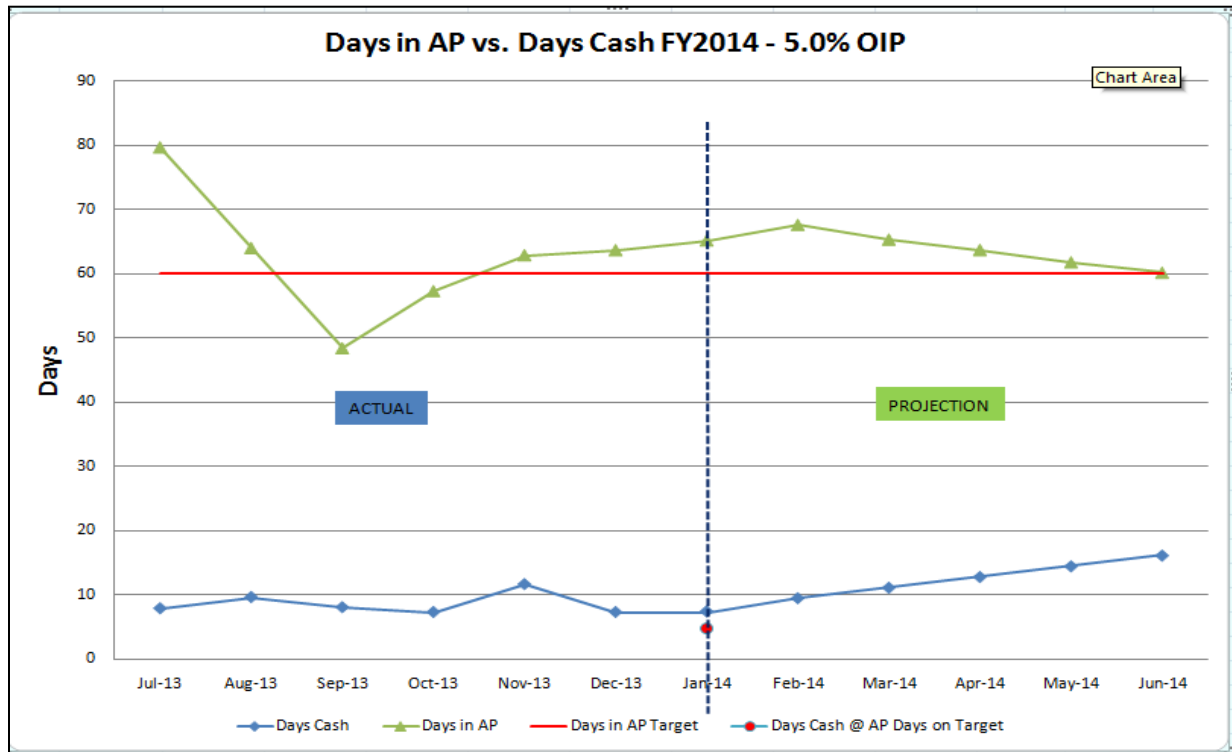
Days in Cash are at 7 and Days in Net A/R at 51.9.

In recent months AP Days have been increasing, while Cash Days have been decreasing, indicating deteriorating cash position. Currently AP Days are at 65 days, 5 days above target. Paying down AP Days to target is worth \$373K and would result in deterioration of cash position by another 2 days (from 7 to 5). Cash on hand is currently at \$1,065K or 7 Cash Days. This is significantly below target of 30 days implying potential for liquidity problems in case of business downturn or large lump payments. If Operating Initiatives Plan to reduce Operating Expenses by \$1,451K through the remainder of the year is successful, Cash Days will improve from 7 to 20 while AP Days will go down from 65 to 59 as a result of natural operating cycle (Graph 1 – 6.3% OIP Scenario). If Operating Initiatives Plan succeeds to reduce Operating Expenses by 5.0% through the remainder of the year, Cash Days will improve from 7 to 16 while AP Days will go down from 65 to 60, bringing AP Days to target level (Graph 2 – 5% OIP Scenario).

**Graph 1 – Operations Improvement Plan 6.3% reduction**



**Graph 2 – Operations Improvement Plan 5% reduction**



**Capital Campaign Summary:**

For the month of December, the Hospital received \$281,546 in capital campaign donations. The total amount received from the Capital Campaign to date is \$7,685,690 offset with spending of \$6,724,814. The funds are included on line 17, Specific Funds on the Balance Sheet. Included on line 17 is also \$21,469 for miscellaneous restricted funds, \$114,552 received from the Foundation for the X-ray machine and \$32,662 for the Health Round Table, all of which have been offset by spending of \$121,782.

	Cash Receipts	Spending	Balance
Emergency Dept.	\$1,511,046	\$1,337,170	\$173,876
Operating Room	\$0	\$0	\$0
Art Work/Lobby	\$400,000	\$180,757	\$219,243
General	\$5,511,851	\$5,206,887	\$304,964
Children's Area	\$250,000	\$0	\$250,000
Interest Earned	\$12,793	\$0	\$12,793
<b>Total Capital Campaign</b>	<b>\$7,685,690</b>	<b>\$6,724,814</b>	<b>\$960,876</b>
X-Ray Machine	\$114,552	\$114,552	\$0
Misc. Restricted Funds	\$21,469	\$21,469	\$0
Health Round Table	\$32,662	\$9,876	\$22,786
<b>Total Specific Funds</b>	<b>\$7,854,373</b>	<b>\$6,870,711</b>	<b>\$983,662</b>

These comparisons are for actual FY 2014 compared to actual FY 2013. These are not budget comparisons.

**ER Visits**

	ER – Inpatient				ER – Outpatient			
	CY	PY	Change	%	CY	PY	Change	%
July	109	109	0	0%	641	729	-88	-12.1%
Aug	94	106	-12	-11.3%	695	778	-83	-10.7%
Sept	105	111	-6	-5.6%	690	677	13	1.9%
Oct	60	95	-35	-32.4%	671	706	-35	-5.2%
Nov	72	101	-29	-27.1%	593	631	-38	-6.0
Dec	95	100	-5	-4.2%	656	693	-37	-5.9%
Jan	81	141	-60	-64.5%	730	711	19	2.7%
YTD	616	763	-147	-19.3%	4,676	4,925	-249	-5.0%

# Sonoma Valley Hospital Sonoma Valley Health Care District January 2014 Financial Report

Finance Committee  
February 25, 2014

# January Patient Volumes

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	91	162	-71	159
Acute Patient Days	389	540	-151	613
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Surgical Cases	113	139	-26	116

# Summary Statement of Revenues and Expenses Month of January 2014

		<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Percentage</u>	<u>Prior Year</u>
1	Total Operating Revenue	\$ 3,772,147	\$ 5,073,414	\$ (1,301,267)	-26%	\$ 4,825,276
2	Total Operating Expenses	\$ 4,552,921	\$ 5,091,887	\$ 538,966	11%	\$ 4,631,768
3	Operating Margin	\$ (780,774)	\$ (18,473)	\$ (762,301)	-4127%	\$ 193,508
4	NonOperating Rev/Exp	\$ 512,562	\$ 294,696	\$ 217,866	74%	\$ 299,699
5	Net Income before Restricted Cont.	\$ (268,212)	\$ 276,223	\$ (544,435)	-197%	\$ 493,207
6	Restricted Contribution	\$ 281,546	\$ 96,511	\$ 185,035	192%	\$ 43,788
7	Net Income with Restricted Contributor	\$ 13,334	\$ 372,734	\$ (359,400)	-96%	\$ 536,995
8	EBIDA before Restricted Contributions	\$ (49,942)	\$ 728,561	\$ (778,503)		\$ 758,833
9	EBIDA before Restricted Cont. %	-1%	14%	-16%		16%
10	Net Income without GO Bond Activity	\$ (104,067)	\$ 254,075	\$ (358,142)		\$ 413,439

# Summary Statement of Revenues and Expenses Year to Date January 31, 2013 (7 months)

		<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Percentage</u>	<u>Prior Year</u>
1	Total Operating Revenue	\$ 29,129,122	\$ 30,739,226	\$ (1,610,104)	-5%	\$ 28,690,430
2	Total Operating Expenses	\$ 31,608,074	\$ 32,216,723	\$ 608,649	2%	\$ 30,544,964
3	Operating Margin	\$ (2,478,953)	\$ (1,477,497)	\$ (1,001,456)	-68%	\$ (1,854,534)
4	NonOperating Rev/Exp	\$ 2,312,329	\$ 2,185,389	\$ 126,940	6%	\$ 2,240,938
5	Net Income before Restricted Cont.	\$ (166,623)	\$ 707,892	\$ (874,515)	-124%	\$ 386,404
6	Restricted Contribution	\$ 3,260,990	\$ 1,214,773	\$ 2,046,217	168%	\$ 448,709
7	Net Income with Restricted Contribution	\$ 3,094,367	\$ 1,922,665	\$ 1,171,702	61%	\$ 835,113
8	EBIDA before Restricted Contributions	\$ 1,391,777	\$ 2,630,174	\$ (1,238,397)		\$ 2,094,261
9	EBIDA before Restricted Cont. %	5%	9%	-3%		7%
10	Net Income without GO Bond Activity	\$ (988,430)	\$ (127,634)	\$ (860,796)		\$ (478,491)

# January Operating Revenues

		<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Percentage</u>	<u>Prior Year</u>
	REVENUE					
	NET PATIENT REVENUE					
1	Acute Inpatient	\$ 1,295,914	\$ 2,039,085	\$ (743,171)	-36%	\$ 2,222,009
2	Skilled Nursing Facility	\$ 510,870	\$ 476,245	\$ 34,625	7%	\$ 408,808
3	Outpatient and Emergency	\$ 1,586,890	\$ 2,170,839	\$ (583,949)	-27%	\$ 1,778,967
4	HomeCare	\$ 238,852	\$ 234,529	\$ 4,323	2%	\$ 232,793
5	Community Benefit (Charity)	\$ (24,350)	\$ (190,601)	\$ 166,251	87%	\$ (36,500)
6	Bad Debt Expense	\$ (160,000)	\$ (228,168)	\$ 68,168	30%	\$ (300,000)
7	Prior Period Adjustment		\$ -	\$ -	0%	\$ -
8	TOTAL NET PATIENT REVENUE	\$ 3,448,176	\$ 4,501,929	\$ (1,053,753)	-23%	\$ 4,306,077
	RISK CONTRACTS					
9	Capitation Revenue	\$ 158,658	\$ 164,178	\$ (5,520)	-3%	\$ 171,372
10	Napa State Hospital Revenue	\$ 130,434	\$ 157,739	\$ (27,305)	-17%	\$ 191,400
11	TOTAL RISK CONTRACTS	\$ 289,092	\$ 321,917	\$ (32,825)	-10%	\$ 362,772
12	OTHER OP. REVENUE	\$ 34,880	\$ 249,569	\$ (214,689)	-86%	\$ 156,427
13	TOTAL HOSPITAL NET REVENUE	\$ 3,772,148	\$ 5,073,415	\$ (1,301,267)	-26%	\$ 4,825,276



## Revenue Variances

Total operating revenues for December were \$3.8 million on a budget of \$5.1 million or (\$1,301,266) under budget. Net Patient Revenue is under budget by (\$1,053,752) or 23%.

- Skilled Nursing Home volume was over budget by 50 days.
- Bad Debts and Charity Care were favorable to budget by \$234,419.
- Overall inpatient volume was under budget by 71 discharges.
- Outpatient volume was under budget and had higher Medicare patients and lower commercial insured patients.
- Home Care volume was under budget by 60 visits.

# January Operating Expense

		<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Percentage</u>	<u>Prior Year</u>
	OPERATING EXPENSES					
1	Salary and Wages and Agency	\$ 1,969,404	\$ 2,210,416	\$ 241,012	11%	\$ 1,937,084
2	Employee Benefits	\$ 778,008	\$ 773,379	\$ (4,629)	-1%	\$ 842,461
3	Total People Cost	\$ 2,747,412	\$ 2,983,795	\$ 236,383	8%	\$ 2,779,545
4	Medical and Prof Fees (excl'd Agency)	\$ 439,625	\$ 406,386	\$ (33,239)	-8%	\$ 482,287
5	Supplies	\$ 519,028	\$ 544,724	\$ 25,696	5%	\$ 558,081
6	Purchased Services	\$ 399,454	\$ 439,709	\$ 40,255	9%	\$ 373,934
7	Depreciation	\$ 155,843	\$ 277,142	\$ 121,299	44%	\$ 204,044
8	Utilities	\$ 81,017	\$ 132,354	\$ 51,337	39%	\$ 66,913
9	Insurance	\$ 18,888	\$ 18,699	\$ (189)	-1%	\$ 17,054
10	Interest	\$ 27,502	\$ 140,271	\$ 112,769	80%	\$ 31,571
11	Other	\$ 164,152	\$ 148,807	\$ (15,345)	-10%	\$ 118,339
12	TOTAL OPERATING EXPENSE	\$ 4,552,921	\$ 5,091,887	\$ 538,966	11%	\$ 4,631,768

## Expense Variances

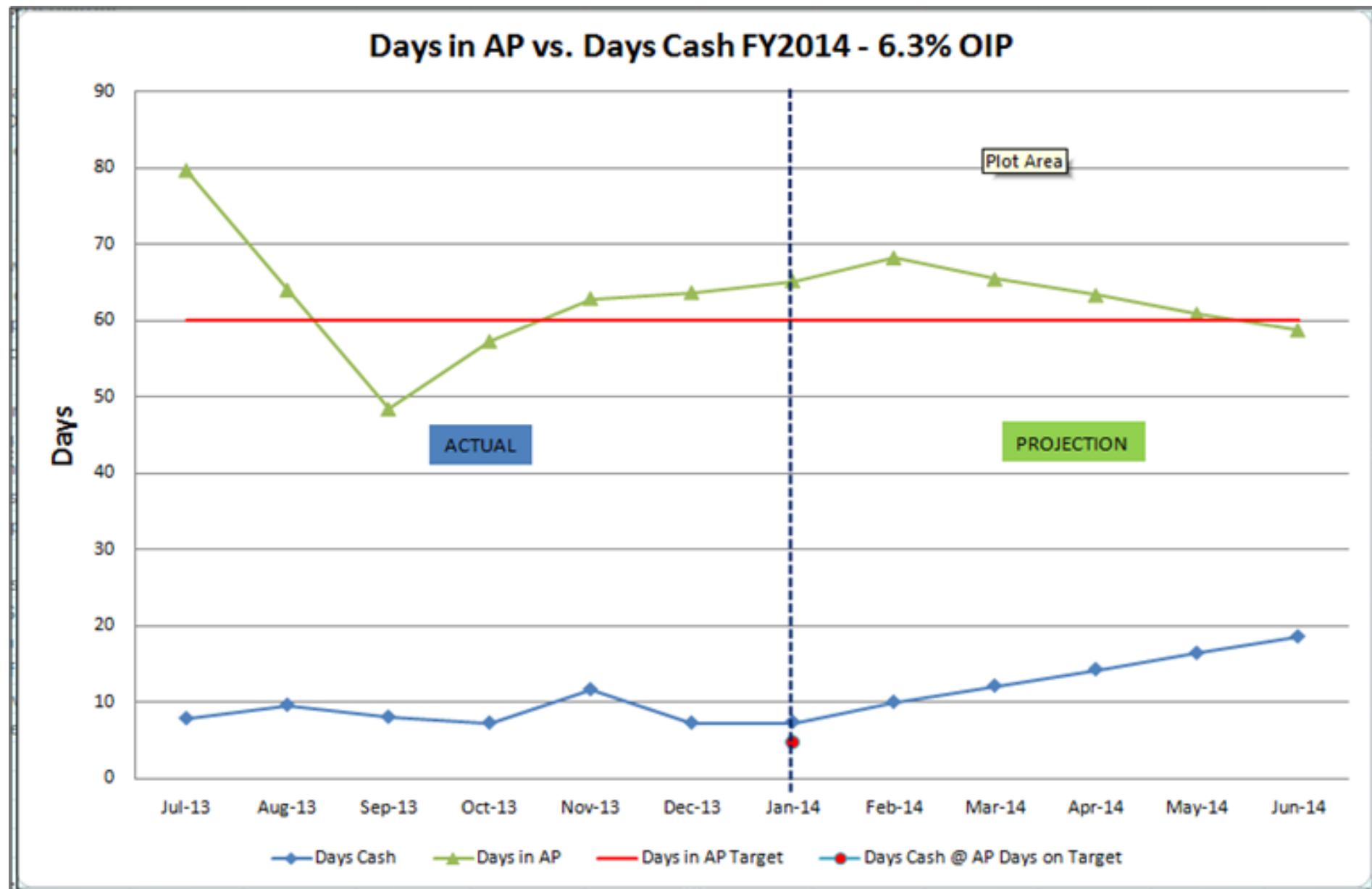
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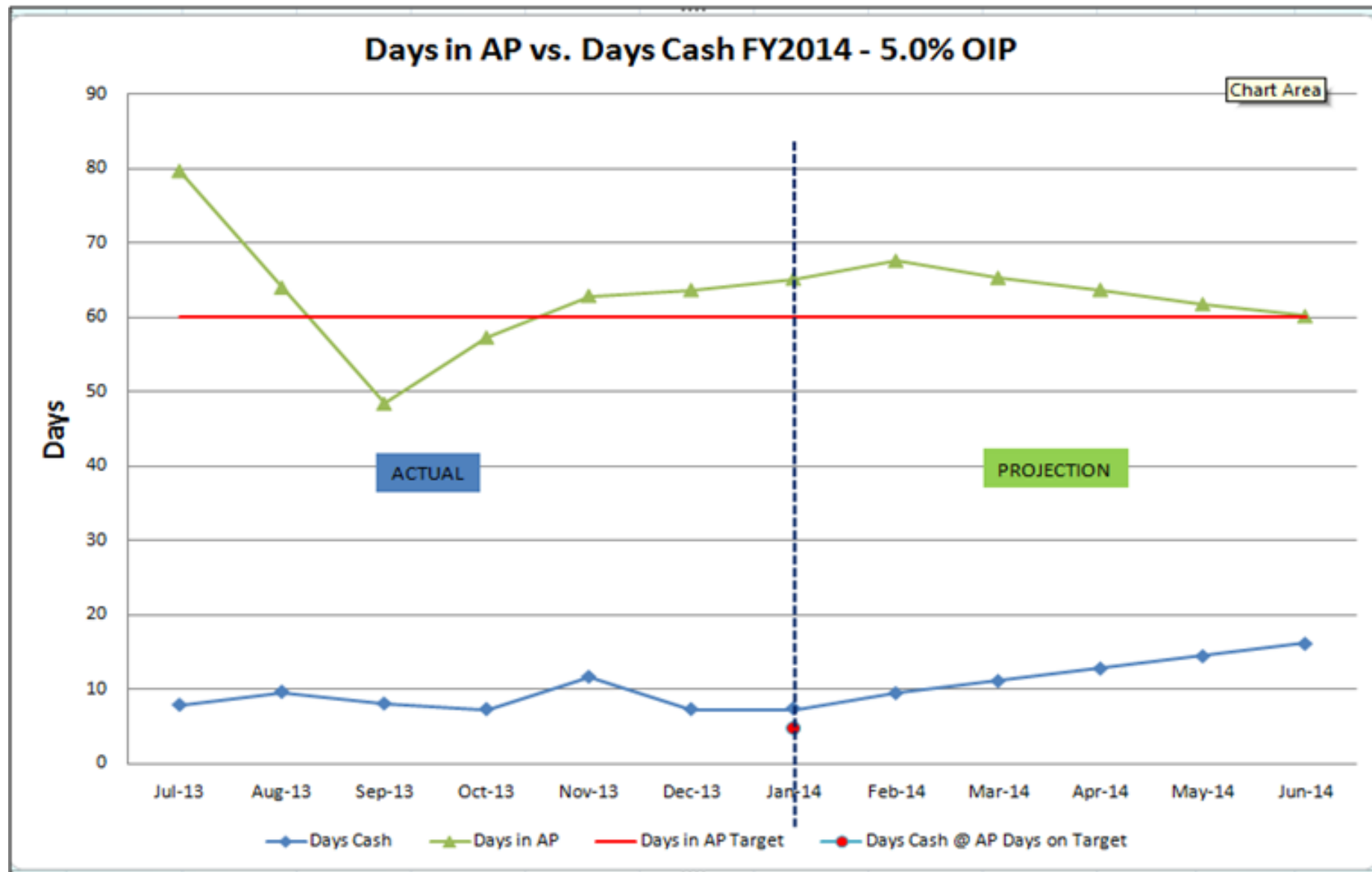
# January Non-Operating Items

		<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Percentage</u>	<u>Prior Year</u>
	NON OPERATING					
1	Miscellaneous Revenue	\$ 214,164	\$ 4,167	\$ 209,997	5040%	\$ 22,595
2	Donations	\$ 0	\$ -	\$ 0	0%	\$ (25,840)
3	Professional Center / Phys Recruitment	\$ -	\$ -	\$ -	0%	\$ -
4	Physician Practice Support - Prima	\$ (56,308)	\$ (65,630)	\$ 9,322	0%	\$ (65,630)
5	Tax Assessment Revenue-Parcel Tax	\$ 237,305	\$ 237,500	\$ (195)	0%	\$ 245,018
6	Tax Assessment Revenue - GO Bond	\$ 152,326	\$ 153,584	\$ (1,258)	-1%	\$ 153,567
7	GO Bond Interest	\$ (34,925)	\$ (34,925)	\$ -	0%	\$ (30,011)
8	NON-OPERATING REV/EXP	\$ 512,562	\$ 294,696	\$ 217,866	74%	\$ 299,699

## Days in AP and Days Cash Trend



## Days in AP and Days Cash Trend



**OPERATING INDICATORS  
SONOMA VALLEY HOSPITAL**

**For the month ended January, 2014**

	CURRENT MONTH			YEAR-TO-DATE			
	Actual 01/31/14	Budget 01/31/14	Favorable (Unfavorable) Variance	Actual 01/31/14	Budget 01/31/14	Favorable (Unfavorable) Variance	Prior Year 01/31/13
<b>Inpatient Utilization</b>							
<b>Discharges</b>							
1 Acute	78	141	(63)	572	716	(144)	769
2 ICU	13	21	(8)	116	145	(29)	73
3 Total Discharges	91	162	(71)	688	861	(173)	842
4 Newborn	7	14	(7)	83	95	(12)	90
5 Total Discharges inc. Newborns	98	162	(78)	771	956	(185)	932
<b>Patient Days:</b>							
6 Acute	274	416	(142)	1,862	2,225	(363)	2,455
7 ICU	115	124	(9)	749	860	(111)	583
8 Total Patient Days	389	540	(151)	2,611	3,085	(474)	3,038
9 Newborn	18	30	(12)	164	208	(44)	210
10 Total Patient Days inc. Newborns	407	570	(163)	2,775	3,293	(518)	3,248
<b>Average Length of Stay:</b>							
11 Acute	3.5	3.0	0.6	3.3	3.1	0.1	3.2
12 ICU	8.8	5.9	2.9	6.5	5.9	0.5	8.0
13 Avg. Length of Stay	4.3	3.3	0.9	3.8	3.6	0.2	3.6
14 Newborn ALOS	2.6	2.2	0.4	2.0	2.2	0.2	2.3
<b>Average Daily Census:</b>							
15 Acute	8.8	13.4	(4.6)	8.7	10.3	(1.7)	11.4
16 ICU	3.7	4.0	(0.3)	3.5	4.0	(0.5)	2.7
17 Avg. Daily Census	12.5	17.4	(4.9)	12.1	14.3	(2.2)	14.1
18 Newborn	0.6	1.0	(0.4)	0.8	1.0	(0.2)	1.0
<b>Long Term Care:</b>							
19 SNF Patient Days	754	704	50	4,281	4,494	(213)	4,524
20 SNF Discharges	38	39	(1)	209	253	(44)	238
21 Average Daily Census	24.3	22.7	2	19.9	20.9	(1)	21.0
<b>Other Utilization Statistics</b>							
<b>Emergency Room Statistics</b>							
22 Total ER Visits	811	848	(37)	5,292	5,734	(442)	5,688
<b>Outpatient Statistics:</b>							
23 Total Outpatients Visits	4,286	4,144	142	29,462	29,390	72	28,405
24 IP Surgeries	37	45	(8)	227	269	(42)	260
25 OP Surgeries	76	94	(18)	679	654	25	635
26 Special Procedures	37	32	5	238	239	(1)	267
27 Home Health Visits	1,040	1,100	(60)	6,076	6,275	(199)	6,771
28 Adjusted Discharges	268	403	(134)	2,031	2,402	(371)	2,325
29 Adjusted Patient Days	2,376	2,488	(112)	15,602	16,343	(741)	16,277
30 Adj. Avg. Daily Census	76.7	80.3	(3.6)	72.6	76.0	(3.4)	75.7
31 Case Mix Index -Medicare	1.9390	1.4000	0.539	1.6248	1.4000	0.225	1.4769
32 Case Mix Index - All payers	1.7496	1.4000	0.350	1.5786	1.4000	0.179	1.4791
<b>Labor Statistics</b>							
33 FTE's - Worked	268	295	26.2	280	279	(0.9)	282
34 FTE's - Paid	310	330	20.0	314	314	0.2	320
35 Average Hourly Rate	35.94	34.50	(1.44)	36.15	35.74	(0.42)	34.50
36 Manhours / Adj. Pat Day	23.1	23.4	0.4	24.7	23.6	(1.1)	24.1
37 Manhours / Adj. Discharge	204.3	144.9	(59.4)	189.6	160.4	(29.2)	168.6
38 Benefits % of Salaries	19.3%	21.6%	2.4%	22.1%	23.4%	1.3%	23.1%
<b>Non-Labor Statistics</b>							
39 Supply Expense % Revenue	3%	3%	0%	3%	3%	0%	3%
40 Supply Exp. / Adj. Discharge	1,935.18	1,352.93	(582)	1,758.79	1,472.84	(286)	1,532.11
41 Total Expense / Adj. Discharge	17,315.61	12,633.39	(4,682)	15,916.33	13,705.34	(2,211)	13,427.37
<b>Other Indicators</b>							
42 Days Cash - Operating Funds	7.0						
43 Days in Net AR	51.90	50.0	1.9	52.2	50.0	2.2	51.78
44 Collections % of Net Revenue	100%			100%			
45 Days in Accounts Payable	63.0	60.0	3.0	58.6	60.0	(1)	-
46 % Net revenue to Gross revenue	21.3%	26.5%	-5.2%	23.7%	25.2%	-1.5%	24.7%
47 % Net AR to Gross AR	23.1%			23.1%			24.3%

Sonoma Valley Health Care District  
Balance Sheet  
For The Period Ended  
As of January 31, 2014

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
<b>Assets</b>			
Current Assets:			
1 Cash	\$ 1,065,206	\$ 1,033,782	\$ 1,239,472
2 Trustee Funds	1,615,031	540,405	339,459
3 Net Patient Receivables	8,016,750	7,660,490	8,950,606
4 Allow Uncollect Accts	(1,754,440)	(1,641,569)	(1,478,295)
5 Net A/R	6,262,310	6,018,921	7,472,311
6 Other Accts/Notes Rec	4,282,451	5,330,620	4,607,455
7 3rd Party Receivables, Net	882,748	2,578,963	(141,464)
8 Due Frm Restrict Funds	-	-	-
9 Inventory	767,026	819,147	905,016
10 Prepaid Expenses	1,209,806	1,292,396	1,048,555
11 Total Current Assets	\$ 16,084,578	\$ 17,614,234	\$ 15,470,804
12 Board Designated Assets	\$ 5,399	\$ 5,384	\$ 186,333
13 Property, Plant & Equip, Net	10,942,777	11,065,061	10,555,196
14 Hospital Renewal Program	40,477,613	39,456,026	21,754,532
15 Unexpended Hospital Renewal Funds	-	-	11,702,114
16 Investments	-	-	-
17 Specific Funds	983,663	1,356,268	1,869,598
18 Other Assets	432,875	425,913	312,018
19 Total Assets	\$ 68,926,905	\$ 69,922,886	\$ 61,850,595
<b>Liabilities &amp; Fund Balances</b>			
Current Liabilities:			
20 Accounts Payable	\$ 4,687,120	\$ 4,586,205	\$ 4,572,134
21 Accrued Compensation	3,557,929	3,444,582	3,214,778
22 Interest Payable	853,021	710,351	857,115
23 Accrued Expenses	1,176,471	1,312,277	1,086,647
24 Advances From 3rd Parties	230,583	1,000,311	1,346,964
25 Deferred Tax Revenue	2,096,823	2,486,649	1,979,221
26 Current Maturities-LTD	853,800	850,698	1,301,750
27 Other Liabilities	4,197,540	4,188,919	83,036
28 Total Current Liabilities	\$ 17,653,287	\$ 18,579,992	\$ 14,441,645
29 Long Term Debt, net current portion	\$ 37,317,945	\$ 37,401,269	\$ 37,675,774
Fund Balances:			
31 Unrestricted	\$ 4,609,166	\$ 4,876,664	\$ 7,148,440
32 Restricted	9,346,507	9,064,961	2,584,736
33 Total Fund Balances	\$ 13,955,673	\$ 13,941,625	\$ 9,733,176
34 Total Liabilities & Fund Balances	\$ 68,926,905	\$ 69,922,886	\$ 61,850,595



**Sonoma Valley Health Care District  
Statement of Revenue and Expenses  
Comparative Results  
For the Period Ended January 2014**

		Month				Year-To-Date				YTD
		This Year		Variance		This Year		Variance		Prior Year
		Actual	Budget	\$	%	Actual	Budget	\$	%	
Volume Information										
1	Acute Discharges	91	162	(71)	-44%	688	861	(173)	-20%	842
2	SNF Days	754	704	50	7%	4,281	4,494	(213)	-5%	4,524
3	Home Care Visits	1,040	1,100	(60)	-5%	6,078	6,275	(197)	-3%	6,771
4	Gross O/P Revenue (000's)	9,095	9,099	(5)	0%	\$ 66,521	\$ 63,463	3,058	5%	\$ 59,844
Financial Results										
Gross Patient Revenue										
5	Inpatient	\$ 5,421,422	\$ 6,663,342	(1,241,920)	-19%	\$ 35,932,037	\$ 39,379,751	(3,447,714)	-9%	\$ 37,157,798
6	Outpatient & Emergency	8,770,243	8,797,517	(27,274)	0%	64,654,971	61,770,350	2,884,621	5%	57,857,680
7	SNF	3,006,477	2,434,385	572,092	24%	16,706,258	15,502,253	1,204,005	8%	14,768,414
8	Home Care	324,457	301,905	22,552	7%	1,866,439	1,693,102	173,337	10%	1,986,551
9	Total Gross Patient Revenue	\$ 17,522,599	\$ 18,197,149	(674,550)	-4%	\$ 119,159,705	\$ 118,345,456	814,249	1%	\$ 111,770,443
Deductions from Revenue										
10	Contractual Discounts	\$ (13,890,074)	\$ (13,276,453)	(613,621)	-5%	\$ (91,605,430)	\$ (88,226,049)	(3,379,381)	-4%	\$ (83,490,706)
11	Bad Debt	(160,000)	(228,168)	68,168	30%	(1,191,955)	(1,483,894)	291,939	20%	(1,900,000)
12	Charity Care Provision	(24,350)	(190,601)	166,251	87%	(172,677)	(1,091,688)	919,011	84%	(1,246,407)
13	Prior Period Adjustments	-	-	-	0%	696,982	-	696,982	0%	(300,000)
14	Total Deductions from Revenue	\$ (14,074,424)	\$ (13,695,222)	(379,202)	3%	\$ (92,970,062)	\$ (90,801,631)	(2,168,431)	2%	\$ (86,637,113)
15	Net Patient Service Revenue	\$ 3,448,175	\$ 4,501,927	(1,053,752)	-23%	\$ 26,189,643	\$ 27,543,825	(1,354,182)	-5%	\$ 25,133,330
16	Risk contract revenue	\$ 289,092	\$ 321,917	(32,825)	-10%	\$ 2,017,769	\$ 2,253,419	(235,650)	-10%	\$ 2,418,303
17	Net Hospital Revenue	\$ 3,737,267	\$ 4,823,844	(1,086,577)	-23%	\$ 28,207,412	\$ 29,797,244	(1,589,832)	-5%	\$ 27,551,633
18	Other Op Rev & Electronic Health Records	\$ 34,880	\$ 249,569	(214,689)	86%	\$ 921,710	\$ 941,983	(20,273)	-2%	\$ 1,138,797
19	Total Operating Revenue	\$ 3,772,147	\$ 5,073,413	(1,301,266)	-26%	\$ 29,129,122	\$ 30,739,227	(1,610,105)	-5%	\$ 28,690,430
Operating Expenses										
20	Salary and Wages and Agency Fees	\$ 1,969,404	\$ 2,210,416	241,012	11%	\$ 13,919,528	\$ 14,126,471	206,943	1%	\$ 13,526,039
21	Employee Benefits	778,008	773,379	(4,629)	-1%	5,145,389	5,386,683	241,294	4%	5,174,547
22	Total People Cost	\$ 2,747,412	\$ 2,983,795	236,383	8%	\$ 19,064,917	\$ 19,513,154	448,237	2%	\$ 18,700,586
23	Med and Prof Fees (excl Agency)	\$ 439,625	\$ 406,386	(33,239)	-8%	\$ 2,951,111	\$ 2,761,415	(189,696)	-7%	\$ 2,694,837
24	Supplies	519,028	544,724	25,696	5%	3,571,371	3,537,265	(34,106)	-1%	3,561,689
25	Purchased Services	399,454	439,709	40,255	9%	2,742,732	3,043,298	300,566	10%	2,792,673
26	Depreciation	155,843	277,142	121,299	44%	1,131,614	1,451,354	319,740	22%	1,283,079
27	Utilities	81,017	132,354	51,337	39%	549,918	626,478	76,560	12%	570,356
28	Insurance	18,888	18,699	(189)	-1%	132,216	130,892	(1,324)	-1%	138,304
29	Interest	27,502	140,271	112,769	80%	182,311	231,367	49,056	21%	214,701
30	Other	164,152	148,807	(15,345)	-10%	1,281,884	921,500	(360,384)	-39%	588,739
31	Operating expenses	\$ 4,552,921	\$ 5,091,887	538,966	11%	\$ 31,608,074	\$ 32,216,723	608,649	2%	\$ 30,544,964
32	Operating Margin	\$ (780,774)	\$ (18,474)	(762,300)	-4126%	\$ (2,478,953)	\$ (1,477,496)	(1,001,457)	-68%	\$ (1,854,534)
Non Operating Rev and Expense										
33	Miscellaneous Revenue	\$ 214,164	\$ 4,167	209,997	5040%	\$ 250,656	\$ 29,168	221,488	*	\$ 110,916
34	Donations	-	-	-	0%	44,574	117,604	(73,030)	62%	10,000.00
35	Professional Center/Phys Recruit	-	-	-	0%	-	-	-	0%	-
36	Physician Practice Support-Prima	(56,308)	(65,630)	9,322	-14%	(466,818)	(459,410)	(7,408)	2%	(459,410)
37	Parcel Tax Assessment Rev	237,305	237,500	(195)	0%	1,662,110	1,662,500	(390)	0%	1,714,540
38	GO Bond Tax Assessment Rev	152,326	153,584	(1,258)	-1%	1,066,282	1,075,088	(8,806)	-1%	1,074,969
39	GO Bond Interest	(34,925)	(34,925)	-	0%	(244,475)	(239,561)	(4,914)	2%	(210,077)
40	Total Non-Operating Rev/Exp	\$ 512,562	\$ 294,696	217,866	74%	\$ 2,312,329	\$ 2,185,389	126,940	6%	\$ 2,240,938
41	Net Income / (Loss) prior to Restricted Contributions	\$ (268,212)	\$ 276,222	(544,434)	-197%	\$ (166,623)	\$ 707,893	(874,516)	-124%	\$ 386,404
42	Capital Campaign Contribution	\$ 281,546	\$ 96,511	185,035	192%	\$ 3,260,990	\$ 1,214,773	2,046,217	168%	\$ 334,375
43	Restricted Foundation Contributions	\$ -	\$ -	-	0%	\$ -	\$ -	-	100%	\$ 114,334
44	Net Income / (Loss) w/ Restricted Contributions	\$ 13,334	\$ 372,733	(359,399)	-96%	\$ 3,094,367	\$ 1,922,666	1,171,701	61%	\$ 835,113
45	Net Income w/o GO Bond Activity	\$ (104,067)	\$ 254,074	(358,141)	141%	\$ (988,430)	\$ (127,634)	(860,796)	-674%	\$ (478,488)

**Sonoma Valley Hospital**  
**Statement of Cash Flows**  
**FY 2014**

	Actual Jul	Actual Aug	Actual Sep	Actual Oct	Actual Nov	Actual Dec	Actual Jan
<b>Operating Activities</b>							
1 Net Income (Loss)	186,942	439,673	1,112,506	989,528	(57,081)	412,529	14,048
<b>Adjustments to reconcile change in net assets to net cash provided by operating activities:</b>							
2 Depreciation and amortization	166,512	165,771	164,975	163,018	159,398	156,097	155,843
Net changes in operating assets and liabilities:							
3 (Increase)/Decrease in Patient accounts receivable - net	(216,002)	121,815	101,491	(372,918)	101,052	771,663	(243,389)
4 (Increase)/Decrease in Other accounts/notes receivable	4,587	(1,003)	(1,134)	1,492	(5,351)	4,829	(109)
5 (Increase)/Decrease in Third party receivables	(204,119)	(470,648)	(506,657)	(1,332)	(435,789)	(580,864)	1,696,215
6 (Increase)/Decrease in Pledges and other receivables	32,480	(372,503)	(277,364)	594,054	224,571	175,699	(26,348)
7 (Increase)/Decrease in Parcel and GOB tax receivables	189,656	161,822	-	450,000	450,000	752,256	1,074,626
8 (Increase)/Decrease in Other asset	1,638	2,659	1,658	(178,371)	16,658	1,658	(6,962)
9 (Increase)/Decrease in Inventories	38,698	(3,760)	572	(120,457)	62,720	(2,286)	52,121
10 (Increase)/Decrease Prepaid expenses	(111,174)	(4,795)	64,706	30,989	81,254	(278,964)	82,590
11 (Decrease)/Increase in Deferred revenues	(505,481)	(128,350)	(475,500)	(292,180)	(378,008)	(1,248,477)	(1,159,554)
12 (Decrease)/Increase in Accounts payable	(1,287,074)	(1,262,179)	(1,013,586)	772,238	516,608	(151,307)	100,915
13 (Decrease)/Increase in Accrued compensation	167,390	336,416	169,794	(489,793)	(62,719)	138,551	113,347
14 (Decrease)/Increase in Interest payable	142,853	(717,445)	142,670	142,671	142,670	142,670	142,670
15 (Decrease)/Increase in Accrued expenses	463,683	(91,605)	209,228	(15,628)	(59,835)	(150,963)	(135,806)
16 (Decrease)/Increase in Other liabilities	23	(1,000)	1,600,000	180,028	(15,000)	-	8,621
<b>Net Cash Provided/(Used) by operating activities</b>	<b>(929,388)</b>	<b>(1,825,132)</b>	<b>1,293,359</b>	<b>1,853,339</b>	<b>741,149</b>	<b>143,091</b>	<b>1,868,828</b>
<b>Investing Activities</b>							
17 Net Purchases of property, plant and equipment - Hospital Renewal Program	(2,193,346)	(419,671)	(1,346,040)	(1,934,989)	(2,017,416)	(1,553,431)	(1,021,587)
18 Net Purchases of property, plant and equipment - Other Fixed Assets	1,741,252	(298,895)	(778,061)	49,198	(174,060)	(95,070)	(33,559)
19 Net Proceeds and Distributions from investments	-	-	-	-	-	-	-
20 Net Book Value of Assets Disposed							
21 (Payment)/Refund of Deposits							
<b>Net cash Provided/(Used) by investing activities</b>	<b>(452,094)</b>	<b>(718,566)</b>	<b>(2,124,101)</b>	<b>(1,885,791)</b>	<b>(2,191,476)</b>	<b>(1,648,501)</b>	<b>(1,055,146)</b>
<b>Financing Activities</b>							
22 Proceeds (Repayments) from Borrowings - Banks & Carriers	(71,889)	(97,302)	(72,714)	(73,130)	43,078	(91,540)	(80,222)
23 Proceeds (Repayments) from Borrowings - Other							
24 Change in Restricted Funds (Specific Funds)	122,813	(54,010)	(992,298)	20,137	2,013,310	964,207	372,605
25 Change in Limited Use Cash (Trustee Funds)	-	723,292	-	-	-	-	(1,074,626)
26 Change in Board Designated Assets	181,087	-	-	(3)	-	-	(15)
27 Change in Unexpended Hospital Revewal Funds	114,825	2,229,554	1,680,075	-	-	-	-
28 Net Intercompany Borrowings/(Repayments)							
<b>Net cash Provided/(Used) by financing activities</b>	<b>346,836</b>	<b>2,801,534</b>	<b>615,063</b>	<b>(52,996)</b>	<b>2,056,388</b>	<b>872,667</b>	<b>(782,258)</b>
<b>Net increase/(Decrease) in cash and cash equivalents</b>	<b>(1,034,646)</b>	<b>257,836</b>	<b>(215,679)</b>	<b>(85,448)</b>	<b>606,061</b>	<b>(632,743)</b>	<b>31,424</b>
29 Cash and Equivalents at beginning of period	2,138,402	1,103,756	1,361,592	1,145,913	1,060,464	1,666,525	1,033,782
<b>Cash and Equivalents at end of period</b>	<b>1,103,756</b>	<b>1,361,592</b>	<b>1,145,913</b>	<b>1,060,465</b>	<b>1,666,525</b>	<b>1,033,782</b>	<b>1,065,206</b>

**Sonoma Valley Health Care District  
Balance Sheet  
FY 2014**

	Actual 07/31/2013	Actual 08/31/2013	Actual 09/30/2013	Actual 10/31/2013	Actual 11/30/2013	Actual 12/31/2013	Actual 01/31/2014	Cash Flow Item
<b>Assets</b>								
Current Assets:								
1 Cash	\$ 1,103,756	\$ 1,361,592	\$ 1,145,913	\$ 1,060,464	\$ 1,666,525	\$ 1,033,782	\$ 1,065,206	29
2 Trustee Funds	1,263,697	540,405	540,405	540,405	540,405	540,405	1,615,031	25
3 Net Patient Receivables	8,310,157	8,256,117	8,306,068	8,606,050	8,545,283	7,660,490	8,016,750	
4 Allow Uncollect Accts	(1,568,133)	(1,635,908)	(1,787,350)	(1,714,414)	(1,754,699)	(1,641,569)	(1,754,440)	
5 Net A/R	6,742,024	6,620,209	6,518,718	6,891,636	6,790,584	6,018,921	6,262,310	3
6 Other Accts/Notes Rec	467	1,470	2,604	1,112	6,463	1,634	1,743	4
7 3rd Party Receivables	583,673	1,054,321	1,560,978	1,562,310	1,998,099	2,578,963	882,748	5
8 Pledges and Other Receivables	2,694,950	3,067,453	3,344,817	2,750,763	2,526,192	2,350,493	2,376,841	6
9 Parcel & GOB Tax Receivables	4,792,571	4,630,749	4,630,749	4,180,749	3,730,749	2,978,493	1,903,867	7
10 Inventory	755,936	759,696	759,124	879,581	816,861	819,147	767,026	9
11 Prepaid Expenses	1,185,586	1,190,381	1,125,675	1,094,686	1,013,432	1,292,396	1,209,806	10
12 Total Current Assets	\$ 19,122,660	\$ 19,226,276	\$ 19,628,983	\$ 18,961,707	\$ 19,089,310	\$ 17,614,234	\$ 16,084,578	
13 Board Designated Assets	\$ 5,381	\$ 5,381	\$ 5,381	\$ 5,384	\$ 5,384	\$ 5,384	\$ 5,399	26
14 Property, Plant & Equip, Net	10,577,432	10,710,556	11,323,642	11,111,426	11,126,088	11,065,061	10,942,777	18
15 Hospital Renewal Program	32,184,479	32,604,150	33,950,190	35,885,179	37,902,595	39,456,026	40,477,613	17
16 Unexpended Hospital Renewal Funds	3,909,629	1,680,075	-	-	-	-	-	27
17 Investments	-	-	-	-	-	-	-	19
18 Specific Funds	3,307,614	3,361,624	4,353,922	4,333,785	2,320,475	1,356,268	983,663	24
19 Other Assets	270,175	267,516	265,858	444,229	427,571	425,913	432,875	8
20 Total Assets	\$ 69,377,370	\$ 67,855,578	\$ 69,527,976	\$ 70,741,710	\$ 70,871,423	\$ 69,922,886	\$ 68,926,905	
<b>Liabilities &amp; Fund Balances</b>								
Current Liabilities:								
21 Accounts Payable	\$ 5,724,431	\$ 4,462,252	\$ 3,448,666	\$ 4,220,904	\$ 4,737,512	\$ 4,586,205	\$ 4,687,120	12
22 Accrued Compensation	3,352,333	3,688,749	3,858,543	3,368,750	3,306,031	3,444,582	3,557,929	14
23 Interest Payable	857,115	139,670	282,340	425,011	567,681	710,351	853,021	14
24 Accrued Expenses	1,421,080	1,329,475	1,538,703	1,523,075	1,463,240	1,312,277	1,176,471	15
25 Advances from 3rd Parties	1,573,699	1,835,174	1,749,500	1,847,145	1,868,922	1,000,311	230,583	11
26 Deferred Contributions Revenue	-	-	-	-	-	-	-	11
27 Deferred Tax Revenue	4,435,776	4,045,951	3,656,125	3,266,300	2,866,515	2,486,649	2,096,823	11
28 Current Maturities-LTD	850,707	846,035	842,956	841,229	845,797	850,698	853,800	20
29 Other Liabilities	2,424,891	2,423,891	4,023,891	4,203,919	4,188,919	4,188,919	4,197,540	16
30 Total Current Liabilities	\$ 20,640,032	\$ 18,771,197	\$ 19,400,724	\$ 19,696,333	\$ 19,844,617	\$ 18,579,992	\$ 17,653,287	
31 Long Term Debt, net current portion	\$ 37,692,868	\$ 37,600,238	\$ 37,530,603	\$ 37,459,200	\$ 37,497,710	\$ 37,401,269	\$ 37,317,945	22
Fund Balances:								
32 Unrestricted	\$ 4,836,625	\$ 5,155,287	\$ 5,160,084	\$ 5,051,283	\$ 4,888,538	\$ 4,876,664	\$ 4,609,166	
34 Restricted	6,207,845	6,328,856	7,436,565	8,534,894	8,640,558	9,064,961	9,346,507	
35 Total Fund Balances	\$ 11,044,470	\$ 11,484,143	\$ 12,596,649	\$ 13,586,177	\$ 13,529,096	\$ 13,941,625	\$ 13,955,673	
36 Total Liabilities & Fund Balances	\$ 69,377,370	\$ 67,855,578	\$ 69,527,976	\$ 70,741,710	\$ 70,871,423	\$ 69,922,886	\$ 68,926,905	

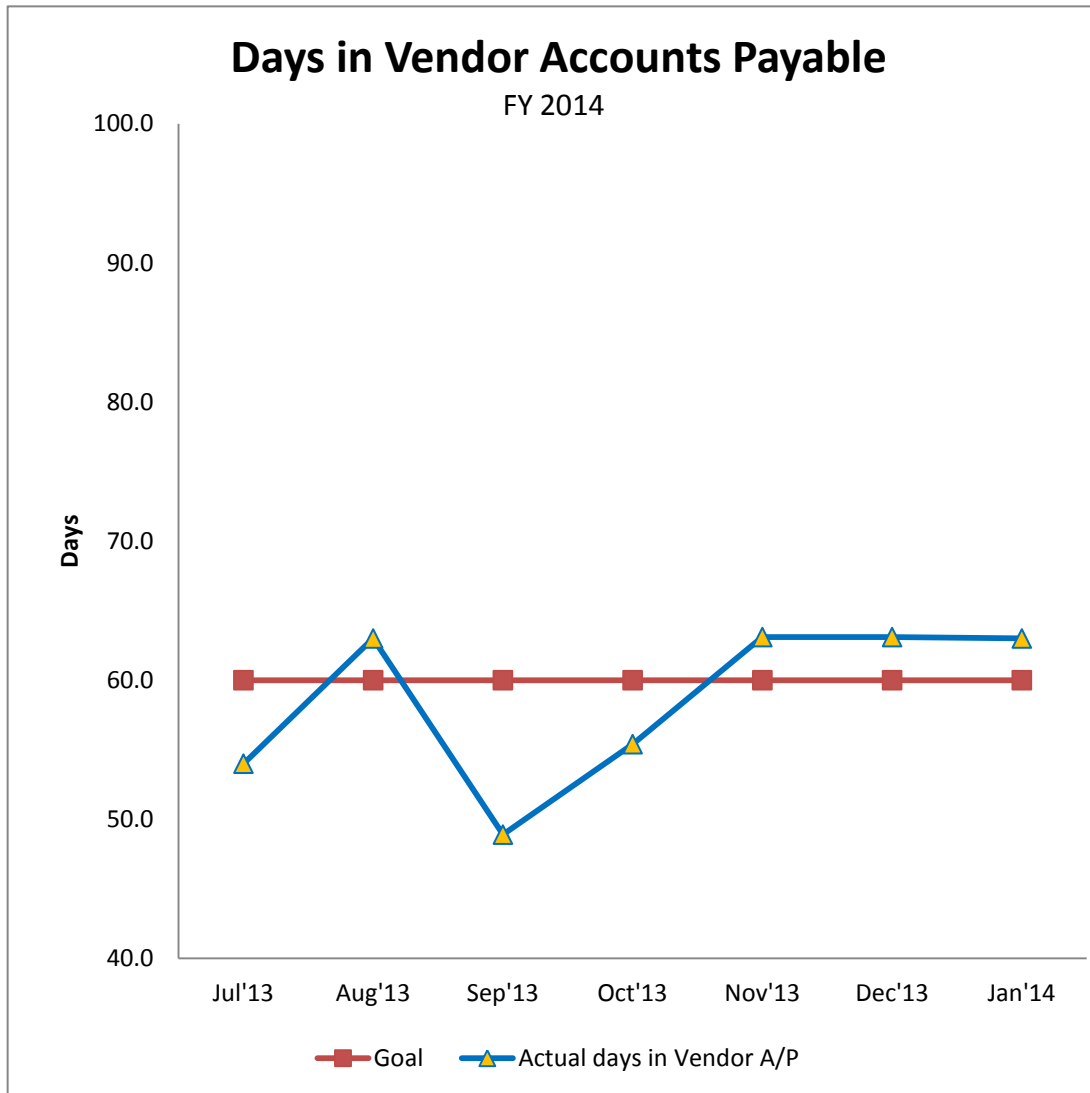
## SVH Capital Campaign Cash Flow Report

	January	February	March	April	May	June	July	August	September	October	November	December	Total
<b>Signed Pledges (Note 1)</b>													
<b>2014</b>		\$9,179	\$52,779	\$6,470	\$49,007	\$84,645	\$58,096	\$6,929	\$2,179	\$549,757	\$107,897	\$71,696	\$998,632
<b>2015</b>	\$93,777	\$54,339	\$51,589	\$4,564	\$40,339	\$134,022	\$27,099	\$6,117	\$1,367	\$521,675	\$104,739	\$60,441	\$1,100,065
<b>2016</b>	\$82,555	\$46,617	\$51,092	\$2,617	\$38,617	\$2,167	\$16,117	\$617	\$867	\$508,842	\$617	\$18,167	\$768,888
<b>2017</b>	\$82,556	\$46,842	\$50,867	\$2,617	\$31,117	\$2,167	\$13,617	\$617	\$867	\$8,842	\$617	\$16,867	\$257,589
<b>2018</b>	\$64,167	\$46,167	\$417	\$167	\$167	\$417	\$8,167	\$167	\$417	\$167	\$84	\$1,100	<u>\$121,600</u>
													\$3,246,774

**Note 1:**

Includes a \$1.5M verbal pledge which is expected to be paid \$500,000 per year in October 2014, 2015 and 2016

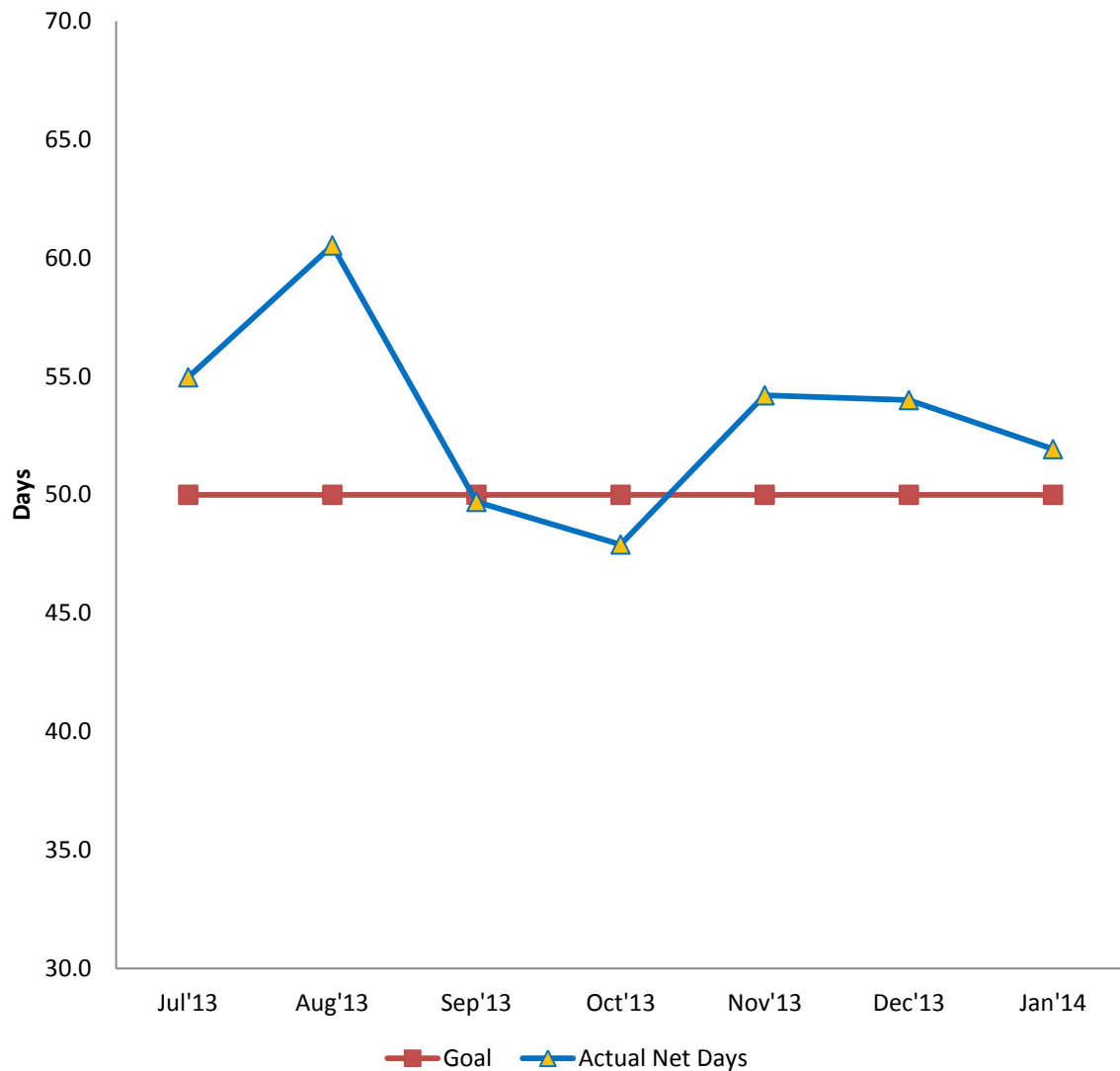
<b>SUMMARY</b>	
Cash gifts received	\$2,018,247
Pledge payments received	\$5,930,612
Past due pledges	\$47,009
Scheduled pledge payments	<u>\$3,246,774</u>
	\$11,242,642



Days in A/	Jul'13	Aug'13	Sep'13	Oct'13	Nov'13	Dec'13	Jan'14
Actual days in Vendor A/P	54.0	63.0	48.9	55.4	63.1	63.1	63.0
Goal	60.0	60.0	60.0	60.0	60.0	60.0	60.0

## Days Revenue in Net Accounts Receivable

FY 2014



Days in A/R	Jul'13	Aug'13	Sep'13	Oct'13	Nov'13	Dec'13	Jan'14
Actual days in A/R	55.0	60.5	49.7	47.9	54.2	54.0	51.9
Goal	50.0	50.0	50.0	50.0	50.0	50.0	50.0

**Sonoma Valley Hospital**  
Statistical Analysis  
FY 2014

	ACTUAL	BUDGET	ACTUAL												
	Jan-14	Jan-14	Dec-13	Nov-13	Oct-13	Sep-13	Aug-13	Jul-13	Jun-13	May-13	Apr-13	Mar-13	Feb-13	Jan-13	Dec-12
<b>Statistics</b>															
<b>Acute</b>															
Acute Patient Days	389	540	402	318	374	405	385	338	323	396	315	447	449	613	456
Acute Discharges	91	162	112	85	91	107	102	100	87	99	88	122	128	159	117
<b>SNF Days</b>	754	704	733	531	606	585	615	457	470	638	589	725	678	707	671
<b>HHA Visits</b>	1,040	1,100	951	903	941	745	736	760	990	1,140	1,101	1,067	1,001	1,076	940
<b>Emergency Room Visits</b>	811	848	751	665	731	795	789	750	716	795	729	757	710	852	793
<b>Gross Outpatient Revenue (000's)</b>	\$9,095	\$9,099	\$8,809	\$9,325	\$10,248	\$9,173	\$9,801	\$10,071	\$8,353	\$9,289	\$8,906	\$8,167	\$8,065	\$8,805	\$8,302
<b>Equivalent Patient Days</b>	2,375	2,488	2,356	2,145	2,342	2,157	2,256	1,945	1,892	2,266	2,237	2,422	2,314	2,594	2,353
<b>Births</b>	6	14	11	14	12	13	11	15	8	15	12	16	11	19	13
<b>Surgical Cases - Inpatient</b>	37	45	31	26	32	33	35	33	30	42	25	35	33	38	32
<b>Surgical Cases - Outpatient</b>	76	94	107	109	103	87	95	102	86	105	90	96	80	78	94
<b>Total Surgical Cases</b>	113	139	138	135	135	120	130	135	116	147	115	131	113	116	126
<b>Medicare Case Mix Index</b>	1.94	1.40	1.49	1.76	1.52	1.47	1.64	1.54	1.58	1.62	1.50	1.55	1.36	1.52	1.51
<b>Income Statement</b>															
Net Revenue (000's)	3,737	4,806	3,998	3,757	4,459	3,937	4,251	4,068	3,821	3,324	3,986	3,945	3,938	4,006	4,085
Operating Expenses (000's)	4,553	5,179	4,480	4,361	5,022	4,339	4,441	4,413	4,694	4,529	4,407	4,577	4,353	4,632	4,482
Net Income (000's)	13	354	412	(57)	990	883	440	185	732	(651)	149	251	114	237	134
<b>Productivity</b>															
Total Operating Expense Per Equivalent Patient Day	\$1,917	\$2,081	\$1,902	\$2,033	\$2,144	\$2,011	\$1,968	\$2,269	\$2,481	\$1,999	\$1,970	\$1,890	\$1,881	\$1,786	\$1,905
Productive FTEs	268	295	277	288	282	279	286	279	277	282	286	291	290	284	284
Non-Productive FTE's	42	36	38	25	29	41	30	36	40	28	34	31	32	37	33
Total FTEs	310	330	315	313	312	320	315	315	317	311	320	322	322	321	317
FTEs per Adjusted Occupied Bed	4.39	4.28	4.39	4.39	4.12	4.45	4.33	4.25	4.25	4.25	4.29	4.12	3.77	3.84	4.24
<b>Balance Sheet</b>															
Days of Expense In General Operating Cash	7		7	11	7	8	11	8	7	12	17	15	9	9	14
Net Days of Revenue in AR	51		52	54	48	50	53	50	62	59	55	51	53	51	53

Sonoma Valley Hospital  
2014 Budget Trend

	07/31/2013	08/31/2013	09/30/2013	10/31/2013	11/30/2013	12/31/2013	01/31/2014	02/28/2014	03/31/2014	04/30/2014	05/31/2014	06/30/2014	Total
<b>Discharges</b>													
Acute	97	99	91	103	86	99	141	112	104	70	79	70	1,151
ICU	21	21	20	21	20	21	21	19	21	20	21	20	246
SNF	38	36	28	38	39	34	39	30	34	32	37	25	411
Newborn	14	14	14	14	14	14	14	14	14	14	14	14	163
<b>Patient Days:</b>													
Acute	301	270	315	336	268	319	416	328	323	250	329	293	3,748
ICU	124	124	120	124	120	124	124	112	124	120	124	120	1,460
SNF	663	592	609	622	607	697	704	640	718	621	660	622	7,755
Newborn	30	30	30	30	30	30	30	30	30	30	30	31	359
 Total ER Visits	 870	 865	 809	 808	 747	 787	 848	 724	 784	 748	 886	 875	 9,751
Outpatient visits	4,135	4,490	4,089	4,453	4,260	3,819	4,144	4,053	4,212	4,376	4,249	4,124	50,404
Observation bed days													
I/P Surgeries	37	36	38	36	36	41	45	40	38	35	42	41	465
O/P Surgeries	96	92	96	98	94	84	94	83	101	93	90	87	1,108
Special Procedures	51	33	31	29	28	35	32	26	23	27	40	48	403
Home Health Visits	475	675	900	1000	1050	1075	1100	1150	1250	1300	1300	1300	12,575
Adjusted Discharges	338.05	361.04	304.31	362.22	319.28	314.52	402.63	302.33	327.11	260.72	262.12	220.96	
Adjusted Patient Days	2,354.16	2,280.40	2,291.96	2,415.79	2,186.47	2,328.47	2,488.23	2,031.40	2,396.98	2,120.23	2,126.81	1,980.26	
Adj. Avg. Daily Census													
Case Mix Index -Medicare	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
Case Mix Index - All paye	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4



IBS-103 Income Statement by Facility - Drill=Acct, Dept - Monthly - 1 Dataset													
FY 2014 Budget													
Prints on Legal Size Paper													
1 - Sonoma Valley Hospital	July	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
<b>Revenue</b>													
<a href="#">Inpatient Revenue</a>	5,358,437	5,172,322	5,645,919	5,411,004	5,225,773	5,902,954	6,663,342	5,791,482	5,665,012	5,095,946	6,101,578	5,864,485	67,898,254
<a href="#">Outpatient Revenue</a>	5,401,040	5,891,798	5,629,502	5,765,457	5,449,694	5,165,610	5,316,513	5,206,538	5,673,484	5,668,442	5,849,205	5,610,269	66,627,552
<a href="#">Emergency Revenue</a>	3,377,898	3,417,561	3,387,212	3,270,572	3,022,160	3,194,329	3,481,004	3,101,995	3,148,339	3,105,565	3,342,626	3,363,061	39,212,322
<a href="#">Skilled Nurs Revenue</a>	2,286,280	2,053,546	2,100,349	2,140,232	2,088,925	2,398,536	2,434,385	2,202,437	2,481,839	2,136,378	2,276,884	2,152,658	26,752,449
<a href="#">Home Health Revenue</a>	117,592	176,572	242,925	272,415	287,161	294,532	301,905	316,652	346,144	360,887	360,887	360,891	3,438,563
Total Revenue	16,541,247	16,711,799	17,005,907	16,859,680	16,073,713	16,955,961	18,197,149	16,619,104	17,314,818	16,367,218	17,931,180	17,351,364	203,929,140
<b>Deductions</b>													
<a href="#">Contractual Discounts</a>	-12,346,735	-12,531,690	-12,864,939	-12,658,845	-12,092,981	-12,511,511	-13,292,904	-12,316,827	-13,005,942	-12,073,848	-13,315,975	-12,930,851	-151,943,048
<a href="#">Discounts-Other Deductions</a>	-342,985	-341,202	-360,449	-352,068	-337,529	-365,476	-402,318	-358,469	-365,756	-337,280	-382,287	-366,498	-4,312,315
Total Deductions	-12,689,720	-12,872,892	-13,225,388	-13,010,912	-12,430,509	-12,876,987	-13,695,222	-12,675,296	-13,371,698	-12,411,128	-13,698,262	-13,297,348	-156,255,363
Net Patient Revenue	3,851,527	3,838,907	3,780,519	3,848,768	3,643,204	4,078,974	4,501,927	3,943,808	3,943,120	3,956,090	4,232,918	4,054,016	47,673,777
<b>Other Operating Revenue</b>													
<a href="#">Capitation Revenue</a>	321,917	321,917	321,917	321,917	321,917	321,917	321,917	321,917	321,917	321,917	321,917	321,917	3,863,004
<a href="#">Sundry Revenue</a>	19,569	19,569	19,569	19,569	19,569	19,569	19,569	19,569	19,569	19,569	19,569	19,569	234,828
<a href="#">Ungrouped Other Operating Revenue</a>	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Operating Revenue	341,486	341,486	341,486	341,486	341,486	341,486	341,486	341,486	341,486	341,486	341,486	341,486	4,097,832
Total Operating Revenue	4,193,013	4,180,393	4,122,005	4,190,254	3,984,690	4,420,460	4,843,413	4,285,294	4,284,606	4,297,576	4,574,404	4,395,502	51,771,609
<b>Expenses</b>													
<a href="#">Salaries</a>	1,908,681	1,908,686	1,959,281	1,987,228	1,908,569	1,999,152	2,168,133	1,985,181	2,109,587	1,987,996	2,131,018	2,024,718	24,078,230
<a href="#">Paid Time Off</a>	250,145	250,145	242,078	250,145	242,078	250,145	250,145	225,943	250,145	242,078	250,145	242,101	2,945,293
<a href="#">Employee Benefits</a>	523,234	523,234	517,816	523,234	517,818	523,232	523,234	506,987	523,232	517,818	523,234	517,867	6,240,940
<a href="#">Prof Fees-Agency</a>	41,206	41,206	39,817	41,206	39,818	41,205	42,283	38,013	42,282	40,860	42,283	40,860	491,039
<a href="#">Prof Fees-Phys</a>	351,606	341,606	341,606	351,606	325,939	325,939	335,939	325,939	325,939	335,939	325,939	325,925	4,013,922
<a href="#">Prof Fees-Other</a>	107,368	110,518	107,368	123,851	120,701	140,701	136,077	123,477	108,477	108,477	108,477	108,484	1,403,975
<a href="#">Supplies</a>	178,554	177,161	179,831	178,375	175,122	182,158	196,975	179,221	183,618	175,807	191,797	189,019	2,187,639
<a href="#">Minor Equipment</a>	8,091	7,091	7,091	7,091	7,091	7,091	7,091	7,091	7,091	7,091	7,091	7,084	86,085
<a href="#">Pat Chg Supplies</a>	307,429	304,044	343,308	305,549	302,988	314,476	340,658	305,460	329,232	299,067	324,475	311,602	3,788,293
<a href="#">Purchased Svcs</a>	436,998	436,002	436,961	436,292	432,619	424,717	439,709	437,089	435,508	432,824	441,423	435,117	5,225,259
<a href="#">Depreciation</a>	236,422	187,558	187,558	187,558	187,558	187,558	277,142	277,142	277,142	277,142	277,142	277,142	2,837,064
<a href="#">Utilities</a>	107,354	77,354	77,354	77,354	77,354	77,354	132,354	132,354	132,354	132,354	132,354	132,359	1,288,253
<a href="#">Insurance</a>	18,699	18,699	18,699	18,698	18,699	18,699	18,699	18,699	18,699	18,699	18,699	18,702	224,390
<a href="#">Interest</a>	51,158	49,785	48,935	48,734	48,585	48,535	175,196	175,147	175,097	175,046	174,997	174,942	1,346,157



FY 2014 Budget

Prints on Legal Size Paper

1 - Sonoma Valley Hospital	July	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
<a href="#">Education-Travel</a>	16,769	17,176	17,633	17,836	17,938	17,989	18,039	18,141	18,344	18,446	18,446	18,454	215,211
<a href="#">Other Expenses</a>	112,242	110,942	110,942	111,342	110,942	110,942	130,768	124,877	124,753	125,153	124,753	124,672	1,422,323
Total Expenses	4,655,956	4,561,207	4,636,278	4,666,099	4,533,819	4,669,893	5,192,442	4,880,761	5,061,500	4,894,797	5,092,273	4,949,048	57,794,073
Gain / (Loss) from Operations	-462,943	-380,814	-514,273	-475,845	-549,130	-249,433	-349,029	-595,467	-776,894	-597,221	-517,869	-553,546	-6,022,464
Operating Margin	-11.0%	-9.1%	-12.5%	-11.4%	-13.8%	-5.6%	-7.2%	-13.9%	-18.1%	-13.9%	-11.3%	-12.6%	-11.6%
Non-operating Revenue													
<a href="#">Interest Income</a>	4,167	4,167	4,166	4,167	4,167	4,166	4,167	4,167	4,166	4,167	4,167	4,166	50,000
<a href="#">Tax Revenue</a>	391,084	391,084	391,084	391,084	391,084	391,084	391,084	391,084	391,084	391,084	391,084	391,084	4,693,008
<a href="#">Donations</a>	127,601	122,185	122,736	122,728	1,222,185	208,431	211,511	189,437	264,505	185,854	204,287	794,205	3,775,665
<a href="#">Non-Op Revenue</a>	0	0	0	0	0	0	0	0	0	0	0	0	0
<a href="#">Physician Underwriting</a>	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-operating Revenue	522,852	517,436	517,986	517,979	1,617,436	603,681	606,762	584,688	659,755	581,105	599,538	1,189,455	8,518,673
Total Gain / (Loss)	59,909	136,622	3,713	42,134	1,068,306	354,248	257,733	-10,779	-117,139	-16,116	81,669	635,909	2,496,209

IP Acute Charges Payor Mix <i>(Based on Discharge dates)</i>	2013 Total	2014 Jul	2014 Aug	2014 Sep	2014 Oct	2014 Nov	2014 Dec	2014 Jan	2014 Total	2013-2014	2013-2015
Payor Class	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Jan-YTD	Difference	%Variance
01 MEDICARE	55%	72%	52%	50%	51%	52%	56%	66%	58%	3%	5%
03 MEDI-CAL	6%	3%	8%	4%	6%	16%	2%	3%	6%	-1%	-12%
04 CMSP	3%	2%	6%	5%	8%	1%	5%	2%	4%	1%	20%
12 WORKERS COMPENSATION	2%	2%	0%	0%	2%	3%	2%	3%	2%	0%	-6%
15 SELF PAY	2%	1%	3%	3%	1%	1%	5%	4%	3%	0%	15%
22 COMMERCIAL	11%	10%	8%	20%	22%	13%	6%	4%	11%	1%	7%
75 MEDICARE MGD CARE	4%	4%	9%	6%	3%	1%	3%	3%	4%	0%	0%
78 MEDI-CAL MGD CARE	7%	3%	8%	6%	2%	6%	13%	8%	6%	-1%	-14%
79 OTHER GOV'T	5%	1%	4%	5%	4%	4%	4%	6%	4%	-1%	-26%
96 COMM CAP	3%	2%	3%	2%	1%	1%	4%	0%	2%	-1%	-40%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%	0%
IP SNF Charges Payor Mix <i>(Based on Discharge dates)</i>	2013 Total	2014 Jul	2014 Aug	2014 Sep	2014 Oct	2014 Nov	2014 Dec	2014 Jan	2014 Total	2013-2014	2013-2015
Payor Class	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Jan-YTD	Difference	%Variance
01 MEDICARE	70%	81%	78%	83%	86%	74%	82%	63%	76%	5%	7%
03 MEDI-CAL	0	0%	0%	0%	0%	0%	0%	0%	0	-3%	-100%
04 CMSP	0	0%	0%	0%	0%	0%	0%	0%	0	0%	0%
12 WORKERS COMPENSATION	0	0%	0%	0%	0%	0%	0%	0%	0	0%	-100%
15 SELF PAY	0	0%	0%	0%	5%	0%	0%	1%	0	1%	400%
22 COMMERCIAL	0	0%	8%	3%	2%	4%	8%	1%	0	1%	70%
75 MEDICARE MGD CARE	0	1%	1%	13%	6%	2%	10%	2%	0	0%	4%
78 MEDI-CAL MGD CARE	0	17%	13%	2%	2%	21%	0%	33%	0	-4%	-20%
79 OTHER GOV'T	0	0%	0%	0%	0%	0%	0%	0%	0	0%	-100%
96 COMM CAP	0	0%	0%	0%	0%	0%	0%	0%	0	0%	-100%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%	0%
OP Charges Payor Mix (Excl. HH) <i>(Based on Discharge dates)</i>	2013 Total	2014 Jul	2014 Aug	2014 Sep	2014 Oct	2014 Nov	2014 Dec	2014 Jan	2014 Total	2013-2014	2013-2015
Payor Class	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Jan-YTD	Difference	%Variance
01 MEDICARE	41%	37%	65%	40%	38%	43%	45%	44%	46%	5%	12%
03 MEDI-CAL	4%	3%	2%	4%	4%	3%	2%	4%	3%	-1%	-23%
04 CMSP	3%	3%	2%	3%	3%	3%	3%	0%	3%	0%	-4%
12 WORKERS COMPENSATION	4%	4%	1%	3%	3%	4%	4%	2%	3%	-1%	-16%
15 SELF PAY	4%	6%	2%	4%	4%	4%	5%	5%	4%	0%	9%
22 COMMERCIAL	25%	25%	16%	24%	26%	26%	24%	22%	23%	-2%	-10%
75 MEDICARE MGD CARE	6%	4%	3%	6%	7%	4%	4%	5%	5%	-1%	-22%
78 MEDI-CAL MGD CARE	7%	9%	4%	8%	7%	8%	6%	11%	7%	1%	11%
79 OTHER GOV'T	2%	3%	2%	4%	2%	3%	3%	3%	3%	0%	19%
96 COMM CAP	5%	4%	3%	4%	5%	3%	5%	5%	4%	-1%	-24%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%	0%

5.

## 2015 BUDGET CALENDAR

# Sonoma Valley Hospital FY 2015 Operating and Capital Budget Timeline

DRAFT

March 2015							April 2015							May 2015							June 2015						
S	M	T	W	TH	F	S	S	M	T	W	TH	F	S	S	M	T	W	TH	F	S	S	M	T	W	TH	F	S
23	24	25	26	27	28	1			1	2	3	4	5					1	2	3	1	2	3	4	5	6	7
2	3	4	5	6	7	8	6	7	8	9	10	11	12	4	5	6	7	8	9	10	8	9	10	11	12	13	14
9	10	11	12	13	14	15	13	14	15	16	17	18	19	11	12	13	14	15	16	17	15	16	17	18	19	20	21
16	17	18	19	20	21	22	20	21	22	23	24	25	26	18	19	20	21	22	23	24	22	23	24	25	26	27	28
23/30	24/31	25	26	27	28	29	27	28	29	30				25	26	27	28	29	30	31	29	30					

Budget Calendar to Finance Committee	Feb-25-2014
Budget Calendar to District Board	Mar-6-2014
Budget Calendar to Departments	Mar-7-2014
Volume Projections & Productivity Standards to Finance Committee	Mar-25-2014
Budget Assumptions to District Board	Apr-3-2014
Capital Budget Workbooks Completed by Managers	Apr-7-2014
Manager/Director Training Sessions	Apr-11-2014 (as needed)
Departments develop budget in IDEA	Apr-14-2014 - Apr-18-2014
Departmental meetings with Finance	Apr-21-2014 - Apr-25-2014
Budget rollup draft to Executive Team *	May-6-2014
Finalize departmental budgets	Apr-28-2014 - May-16-2014
Study Session for Finance Committee & District Board	TBD Week of May 12-16?
Proposed budget to Finance Committee for approval	May-27-2014
Proposed budget to District Board for approval	Jun-5-2014

\* subsequent updates provided to Executive Team weekly