



FINANCE COMMITTEE REGULAR SESSION

AGENDA

Tuesday, January 23, 2018

5:00 p.m.

Location: Schantz Conference Room

Sonoma Valley Hospital, 347 Andrieux Street

Sonoma CA 95476

Call In Number 866-228-9900 guest code 294221

<p>In compliance with the Americans Disabilities Act, if you require special accommodations to participate in a Finance Committee meeting, please contact District Clerk Stacey Finn at (707) 935.5004 at least 48 hours prior to the meeting.</p>	RECOMMENDATION	
AGENDA ITEM		
<p>MISSION STATEMENT The mission of the SVHCD is to maintain, improve, and restore the health of everyone in our community.</p>		
1. CALL TO ORDER/ANNOUNCEMENTS	<i>Nevins</i>	
2. PUBLIC COMMENT SECTION	<i>Nevins</i>	
<p>3. CONSENT CALENDAR • FC Minutes 12.19.17</p>	<i>Nevins</i>	Action
4. UCSF COLLABORATION AGREEMENT UPDATE	<i>Mather</i>	Inform
5. ADMINISTRATIVE REPORT JANUARY 2018	<i>Mather</i>	Inform
6. FINANCIAL REPORT FOR MONTH ENDING DECEMBER 31. 2017	<i>Jensen</i>	Inform
7. ADJOURN	<i>Nevins</i>	



SVHCD
FINANCE COMMITTEE MEETING
MINUTES
TUESDAY, DECEMBER 19, 2017
Schantz Conference Room

Present	Excused	Staff	Public
John Perez Sharon Nevins Peter Hohorst Susan Porth Dr. Mishra via telephone Steve Berezin Joshua Rymer	Keith Hughes	Kelly Mather Ken Jensen Sarah Dungan Jeanette Tarver	

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>		
	Called to order 5:00 p.m. Mr. Joshua Rymer, new Board President, is in attendance but will not be a voting member. Mr. Hohorst will be stepping out of the Finance Committee and into the Quality Committee. He and Mr. Rymer will switch committees.		
2. PUBLIC COMMENT SECTION	<i>Nevins</i>		
	None		
3. CONSENT CALENDAR FC Minutes 11.28.17	<i>Nevins</i>	Action	
		MOTION: by Hohorst 2nd by Porth. All in favor	

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
4. WHATS GOING WELL	<i>Mather</i>		
	<p>The Board met with UCSF and given the green light to move forward with the collaboration. This will offer us branding from UCSF as well as a Medical Director review of quality. The Medical Director will start with one day a week on site.</p> <p>The management restructure has been done. It will be effective January 2, 2018.</p>		
5. ADMINISTRATIVE REPORT DECEMBER 2017	<i>Mather</i>	Inform	
	<p>Ms. Mather reported that CMS has awarded us 4 stars gain. We are one of only four hospitals in the bay area with 4 stars.</p> <p>Dr. Cohen is retiring at the end of the year. The plan is to have the CMO come from UCSF once the collaboration is complete.</p> <p>The Breast surgeon marketing will begin in January.</p> <p>We have a Cardiologist coming on in the summer.</p> <p>The South Lot project has come up against some issues with the planning commission. Because of that we are having to do an amendment with our agreement regarding the second payment and when it got before the planning commission. There is still a promise that we will get the \$3.3 million by the originally agreed upon date.</p> <p>Ms. Mather reported that a discussion regarding partnership with Concentra taking Employee and Occupational Health was not successful, due to our size. But she said that there is value in us keeping the service line.</p>		

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	Ms. Mather said that there is a new pro forma for Home Care but she still recommends that we should still move forward due diligence with two Home Care agencies that are interested in taking over.		
6. FINANCIAL REPORT FOR MONTH ENDING NOVEMBER 30, 2017	<i>Jensen</i>	Inform	
	<p>Mr. Jensen reported that the volume continues to be down, but the payer mix continues to be what has been expected. Cash collected for last month was off by \$363,000, but year to date we were over by \$107,000. Days of cash on hand was 14.4 days. AR was up to 47.7 days and AP was at 42 days. The total operating revenue came in at \$203,000 off budget. Expenses were over by \$196,000. Total operating margin was an \$846,000 loss vs a budgeted loss of \$447,000. The actual loss of \$379,000 after the GO Bonds vs a budget of \$38,000. EBIDA was \$248,000 loss vs a budget \$178,000 gain. EBDA was \$296,000 loss vs a \$94,000 budgeted gain.</p> <p>Mr. Jensen reviewed of the cash projection out until June 2018. This compared the first four months actual and eight months compared performance at current YTD.</p>		
7. AUDIT GROUP REHIRE	<i>Jensen</i>	Inform/Action	
	Mr. Jensen recommended that we ask the current audit group to put in a new contract proposal.	All in favor of Mr. Jensen's recommendation to ask the audit group for a new contract proposal.	
8. ADJOURN	<i>Nevins</i>		
	<i>Meeting adjourned at 600pm</i>		



To: SVH Finance Committee
From: Ken Jensen, CFO
Date: January 23, 2017
Subject: Financial Report for the Month Ending December 31, 2017

The actual loss of (\$642,836) from operations for December was (\$202,688) unfavorable to the budgeted loss of (\$440,148). Included in December's loss is \$148,497 in employee severance pay that relates to the hospital's cost savings plan that goes into effect January 1, 2018. After accounting for all other activity; the December net loss was (\$226,474) vs. the budgeted net loss of (\$32,063) with a monthly EBIDA of -1.1% vs. a budgeted 2.9%.

Gross patient revenue for December was \$22,824,380, \$859,220 over budget. Inpatient gross revenue was over budget by \$449,524. Inpatient days were over budget by 18 days and inpatient surgeries were under budgeted expectations by (4) cases. Outpatient revenue was over budget by 285,440. Outpatient visits were under budgeted expectations by (42) visits, and outpatient surgeries were over budgeted expectations by 30 cases. The Emergency Room gross revenue is over budget by \$35,605 with ER visits close to budgeted expectations of 919 visits. SNF gross charges were over budgeted expectations by \$107,992 and SNF patient days were over budget by 63 days. Home Health was under budget by (\$19,341) with visits under budget by (109) visits which is due to seeing a reduced number of Kaiser HHA patients.

Gross revenue from surgical implants in December is \$628,436 with \$429,952 from inpatient surgeries and \$198,484 from outpatient surgeries, and total implant costs were (\$158,207). The net, before any revenue deductions, is \$470,229.

Deductions from revenue were unfavorable to budgeted expectations by (\$1,093,912). Of the variance (\$250,772) is from the budgeted governmental program payments (IGT) being spread over 12 months. Without the IGT variance, the deductions from revenue variance is unfavorable by (\$843,140) which is due to the gross revenue being over budgeted expectations and the adjustment to net Accounts Receivables.

After accounting for all other operating revenue, the **total operating revenue** was unfavorable to budget by (\$246,282).

Operating Expenses of \$5,121,635 were favorable to budget by \$43,594. Salaries and wages and agency fees were under budget by 1,763. Salaries and wages were under budget by \$46,214 and agency fees were over budget by (\$44,451). Included in the salaries and wages is severance pay of \$148,497.



Employee benefits were over budget by (\$22,298) due to PTO, year-to-date Employee Benefits are under budget by \$105,939. Professional fees were over budget by (\$6,642) primarily due to the Chief Revenue officer position being moved from employee to consultant. Supplies were over budget (\$43,998) primarily in surgery due to volume (\$47,698) and lab (\$9,487). Interest expense was over budget by (\$6,538) due to the payment of interest to Sonoma County for the advance of the parcel tax funds (\$7,397). There were no matching fees posted in December.

Administration has implemented both salary and program adjustments to improve the hospital's net income beginning in January 2018. Projected savings of \$100,000 to \$150,000 per month are expected.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for December was (\$387,965) vs. a budgeted net loss of (\$191,386). The total net loss for December after all activity was (\$226,474) vs. a budgeted net loss of (\$32,063).

EBIDA for the month of December was -1.1% vs. the budgeted 2.9%.

Patient Volumes – December

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	96	92	4	100
Newborn Discharges	10	15	-5	9
Acute Patient Days	386	368	18	355
SNF Patient Days	563	500	63	500
Home Care Visits	798	907	-109	919
OP Gross Revenue	\$14,051	\$13,739	\$312	\$12,935
Surgical Cases	160	134	26	126

Gross Revenue Overall Payer Mix – December

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	44.6%	45.2%	-0.6%	44.3%	45.4%	-1.1%
Medicare Mgd Care	12.2%	9.9%	2.3%	12.0%	9.9%	2.1%
Medi-Cal	16.6%	18.0%	-1.4%	17.6%	17.9%	-0.3%
Self Pay	0.8%	1.3%	-0.5%	1.2%	1.2%	0.0%
Commercial	22.1%	20.5%	1.6%	20.5%	20.5%	0.0%
Workers Comp	1.6%	3.1%	-1.5%	2.2%	3.1%	-0.9%
Capitated	2.1%	2.0%	0.1%	2.2%	2.0%	0.2%
Total	100.0%	100.0%		100.0%	100.0%	

Cash Activity for December:

For the month of December the cash collection goal was \$3,251,228 and the Hospital collected \$3,540,692 or over the goal by \$289,464. The year-to-date cash collection goal was \$21,579,961 and the Hospital has collected \$21,977,090 or over goal by 397,129. Days of cash on hand are 17.6 days at December 31, 2017. Accounts Receivable increased from November, from 47.7 days to 50.5 days in December. Accounts Payable increased by \$517,215 from November and Accounts Payable days are at 49.3.

ATTACHMENTS:

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



Sonoma Valley Hospital
Payer Mix for the month of December 31, 2017

ATTACHMENT A

December-17

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance
Medicare	10,388,091	9,908,771	479,320	4.8%
Medicare Managed Care	2,734,585	2,178,808	555,777	25.5%
Medi-Cal	3,717,260	3,952,972	-235,712	-6.0%
Self Pay	190,369	279,338	-88,969	-31.8%
Commercial & Other Government	4,960,397	4,525,504	434,893	9.6%
Worker's Comp.	364,959	673,063	-308,104	-45.8%
Capitated	468,719	446,704	22,015	4.9%
Total	22,824,380	21,965,160	859,220	

Actual	Budget	Variance	% Variance
57,847,822	61,322,196	-3,474,374	-5.7%
15,500,627	13,448,544	2,052,083	15.3%
22,859,058	24,186,732	-1,327,674	-5.5%
1,561,823	1,685,658	-123,835	-7.3%
26,562,509	27,805,887	-1,243,378	-4.5%
2,895,744	4,124,992	-1,229,248	-29.8%
2,870,393	2,766,303	104,090	3.8%
130,097,976	135,340,312	(5,242,336)	

Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	1,566,484	1,550,485	15,999	1.0%
Medicare Managed Care	408,634	279,726	128,908	46.1%
Medi-Cal	535,669	577,715	-42,046	-7.3%
Self Pay	87,893	125,903	-38,010	-30.2%
Commercial & Other Government	1,586,342	1,542,192	44,150	2.9%
Worker's Comp.	83,401	173,959	-90,558	-52.1%
Capitated	12,122	14,485	-2,363	-16.3%
Prior Period Adj/IGT	62,500	313,272	-250,772	-80.0%
Total	4,343,045	4,577,737	(234,692)	-5.1%

Actual	Budget	Variance	% Variance
8,836,871	9,358,462	-521,591	-5.6%
2,206,238	1,726,659	479,579	27.8%
3,355,577	3,419,440	-63,863	-1.9%
804,062	790,438	13,624	1.7%
8,730,950	9,947,975	-1,217,025	-12.2%
612,555	991,198	-378,643	-38.2%
86,585	89,674	-3,089	-3.4%
2,356,943	1,879,632	477,311	25.4%
26,989,781	28,203,478	(1,213,697)	-4.3%

Percent of Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	36.1%	33.9%	2.2%	6.5%
Medicare Managed Care	9.4%	6.1%	3.3%	54.1%
Medi-Cal	13.8%	19.5%	-5.7%	-29.2%
Self Pay	2.0%	2.8%	-0.8%	-28.6%
Commercial & Other Government	36.5%	33.6%	2.9%	8.6%
Worker's Comp.	1.9%	3.8%	-1.9%	-50.0%
Capitated	0.3%	0.3%	0.0%	0.0%
Total	100.0%	100.0%	0.0%	0.0%

Actual	Budget	Variance	% Variance
32.7%	33.2%	-0.6%	-1.8%
8.2%	6.1%	2.1%	34.4%
21.2%	18.8%	2.4%	12.8%
3.0%	2.8%	0.2%	7.1%
32.3%	35.3%	-3.0%	-8.5%
2.3%	3.5%	-1.2%	-34.3%
0.3%	0.3%	0.0%	0.0%
100.0%	100.0%	-0.1%	-0.1%

Projected Collection Percentage:	Actual	Budget	Variance	% Variance
Medicare	15.1%	15.6%	-0.5%	-3.2%
Medicare Managed Care	14.9%	12.8%	2.1%	16.4%
Medi-Cal	16.1%	22.5%	-6.4%	-28.4%
Self Pay	46.2%	45.1%	1.1%	2.4%
Commercial & Other Government	32.0%	34.1%	-2.1%	-6.2%
Worker's Comp.	22.9%	25.8%	-2.9%	-11.2%
Capitated	2.6%	3.2%	-0.6%	-18.8%

Actual	Budget	Variance	% Variance
15.3%	15.3%	0.0%	0.0%
14.2%	12.8%	1.4%	10.9%
25.0%	21.9%	3.1%	14.2%
51.5%	46.9%	4.6%	9.8%
32.9%	35.8%	-2.9%	-8.1%
21.2%	24.0%	-2.8%	-11.7%
3.0%	3.2%	-0.2%	-6.3%

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

ATTACHMENT B

CURRENT MONTH					YEAR-TO-DATE			YTD
	Actual 12/31/17	Budget 12/31/17	Favorable (Unfavorable) Variance		Actual 12/31/17	Budget 12/31/17	Favorable (Unfavorable) Variance	Prior Year 12/31/16
Inpatient Utilization								
Discharges								
1	86	76	10	Acute	451	524	(73)	524
2	10	16	(6)	ICU	88	95	(7)	73
3	96	92	4	Total Discharges	539	619	(80)	597
4	10	15	(5)	Newborn	56	86	(30)	70
5	106	107	(1)	Total Discharges inc. Newborns	595	705	(110)	667
Patient Days:								
6	315	267	48	Acute	1,428	1,814	(386)	1,792
7	71	101	(30)	ICU	484	589	(105)	591
8	386	368	18	Total Patient Days	1,912	2,403	(491)	2,383
9	21	30	(9)	Newborn	99	175	(76)	123
10	407	398	9	Total Patient Days inc. Newborns	2,011	2,578	(567)	2,506
Average Length of Stay:								
11	3.7	3.5	0.1	Acute	3.2	3.5	(0.3)	3.4
12	7.1	6.2	0.9	ICU	5.5	6.2	(0.7)	8.1
13	4.0	4.0	0.0	Avg. Length of Stay	3.5	3.9	(0.3)	4.0
14	2.1	2.0	0.1	Newborn ALOS	1.8	2.0	0.3	1.8
Average Daily Census:								
15	10.2	8.6	1.5	Acute	7.8	9.9	(2.1)	9.7
16	2.3	3.3	(1.0)	ICU	2.6	3.2	(0.6)	3.2
17	12.5	11.9	0.6	Avg. Daily Census	10.4	13.1	(2.7)	13.0
18	0.7	1.0	(0.3)	Newborn	0.54	0.95	(0.4)	0.67
Long Term Care:								
19	563	500	63	SNF Patient Days	3,162	3,253	(91)	3,253
20	27	22	5	SNF Discharges	166	143	23	179
21	18.2	16.1	2.0	Average Daily Census	17.2	17.7	(0.5)	17.7
Other Utilization Statistics								
Emergency Room Statistics								
22	919	942	(23)	Total ER Visits	5,297	5,399	(102)	5,399
Outpatient Statistics:								
23	4,315	4,357	(42)	Total Outpatients Visits	26,297	27,940	(1,643)	27,711
24	24	28	(4)	IP Surgeries	165	203	(38)	227
25	136	106	30	OP Surgeries	783	589	194	544
26	59	31	28	Special Procedures	388	188	200	270
27	798	907	(109)	Home Health Visits	4,671	5,649	(978)	5,629
28	315	306	9	Adjusted Discharges	1,945	1,956	(12)	2,011
29	2,427	2,321	106	Adjusted Patient Days (Inc. SNF)	13,980	14,522	(542)	14,574
30	78.3	74.9	3.4	Adj. Avg. Daily Census (Inc. SNF)	76.0	78.9	(2.9)	79.2
31	1.5742	1.4000	0.174	Case Mix Index -Medicare	1.5616	1.4000	0.162	1.7270
32	1.5357	1.4000	0.136	Case Mix Index - All payers	1.4958	1.4000	0.096	1.5869
Labor Statistics								
33	255	278	22.6	FTE's - Worked	276	283	7.0	278
34	307	318	10.7	FTE's - Paid	315	324	9.4	317
35	42.80	41.39	(1.41)	Average Hourly Rate	42.27	41.91	(0.37)	39.50
36	22.3	24.2	1.8	Manhours / Adj. Pat Day	23.6	23.4	(0.2)	22.8
37	172.4	183.6	11.2	Manhours / Adj. Discharge	169.6	173.7	4.0	165.5
38	22.7%	22.6%	-0.1%	Benefits % of Salaries	22.6%	22.4%	-0.3%	23.3%
Non-Labor Statistics								
39	12.2%	10.5%	-1.8%	Supply Expense % Net Revenue	11.9%	10.6%	-1.3%	12.6%
40	1,704	1,610	(95)	Supply Exp. / Adj. Discharge	1,697	1,568	(129)	1,723
41	16,797	17,419	622	Total Expense / Adj. Discharge	16,705	16,583	(121)	15,498
Other Indicators								
42	17.6			Days Cash - Operating Funds				
43	50.5	50.0	0.5	Days in Net AR	46.3	50.0	(3.8)	51.5
44	109%			Collections % of Net Revenue	102%			105.7%
45	49.3	55.0	(5.7)	Days in Accounts Payable	49.3	55.0	(5.7)	8.6
46	19.6%	21.4%	-1.9%	% Net revenue to Gross revenue	21.4%	21.4%	-0.1%	21.4%
47	23.1%			% Net AR to Gross AR	23.1%			25.5%

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

ATTACHMENT C

		<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets				
Current Assets:				
1	Cash	\$ 2,026,449	\$ 2,342,550	\$ 4,034,999
2	Trustee Funds	2,109,656	2,108,022	1,691,161
3	Net Patient Receivables	8,615,759	8,385,741	8,483,511
4	Allow Uncollect Accts	(1,287,179)	(1,272,722)	(1,291,168)
5	Net A/R	7,328,580	7,113,019	7,192,343
6	Other Accts/Notes Rec	5,238,473	7,161,663	5,279,179
7	3rd Party Receivables, Net	1,081,279	981,487	1,406,133
8	Inventory	833,528	847,066	792,747
9	Prepaid Expenses	775,572	758,654	823,015
10	Total Current Assets	\$ 19,393,537	\$ 21,312,461	\$ 21,219,577
12	Property, Plant & Equip, Net	\$ 52,080,214	\$ 52,276,451	\$ 53,749,264
13	Specific Funds/ Money Market	919,250	919,177	326,018
14	Other Assets	-	-	-
15	Total Assets	\$ 72,393,001	\$ 74,508,089	\$ 75,294,859
Liabilities & Fund Balances				
Current Liabilities:				
16	Accounts Payable	\$ 3,811,805	\$ 3,294,590	\$ 3,643,087
17	Accrued Compensation	4,477,610	4,373,415	4,230,152
18	Interest Payable	528,880	423,103	551,329
19	Accrued Expenses	1,489,726	1,783,535	1,342,994
20	Advances From 3rd Parties	320,549	504,690	134,655
21	Deferred Tax Revenue	3,404,100	3,971,450	2,981,452
22	Current Maturities-LTD	1,285,002	1,291,404	1,260,079
23	Line of Credit - Union Bank	6,973,734	6,973,734	5,923,734
24	Other Liabilities	1,386	1,501,386	1,901,186
25	Total Current Liabilities	\$ 22,292,792	\$ 24,117,307	\$ 21,968,668
26	Long Term Debt, net current portion	\$ 35,096,302	\$ 35,160,401	\$ 37,845,904
27	Fund Balances:			
28	Unrestricted	\$ 11,026,005	\$ 11,269,063	\$ 12,219,105
29	Restricted	3,977,902	3,961,318	3,261,183
30	Total Fund Balances	\$ 15,003,907	\$ 15,230,381	\$ 15,480,287
31	Total Liabilities & Fund Balances	\$ 72,393,001	\$ 74,508,089	\$ 75,294,859

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

ATTACHMENT D

	Month					Year-To- Date				YTD
	This Year		Variance			This Year		Variance		
	Actual	Budget	\$	%		Actual	Budget	\$	%	Prior Year
Volume Information										
1	96	92	4	4%	Acute Discharges	539	619	(80)	-13%	597
2	563	500	63	13%	SNF Days	3,162	3,253	(91)	-3%	3,253
3	798	907	(109)	-12%	Home Care Visits	4,671	5,649	(978)	-17%	5,629
4	14,051	13,739	312	2%	Gross O/P Revenue (000's)	\$ 82,930	\$ 82,582	349	0%	\$ 78,883
Financial Results										
Gross Patient Revenue										
5	\$ 6,768,438	\$ 6,318,914	449,524	7%	Inpatient	\$ 35,323,131	\$ 40,880,581	(5,557,450)	-14%	\$ 38,536,996
6	7,543,870	7,258,430	285,440	4%	Outpatient	45,451,949	43,842,509	1,609,440	4%	40,642,801
7	6,224,869	6,189,264	35,605	1%	Emergency	35,853,168	36,901,278	(1,048,110)	-3%	36,468,766
8	1,994,385	1,886,393	107,992	6%	SNF	11,772,337	11,774,227	(1,890)	0%	11,264,270
9	292,818	312,159	(19,341)	-6%	Home Care	1,697,391	1,941,717	(244,326)	-13%	1,969,462
10	\$ 22,824,380	\$ 21,965,160	859,220	4%	Total Gross Patient Revenue	\$ 130,097,976	\$ 135,340,312	(5,242,336)	-4%	\$ 128,882,295
Deductions from Revenue										
11	\$ (18,401,495)	\$ (17,578,088)	(823,407)	-5%	Contractual Discounts	\$ (104,622,529)	\$ (108,280,824)	3,658,295	3%	\$ (103,159,822)
12	(100,000)	(100,000)	-	0%	Bad Debt	(753,000)	(600,000)	(153,000)	-26%	(690,000)
13	(42,340)	(22,607)	(19,733)	-87%	Charity Care Provision	(89,609)	(135,642)	46,033	34%	(157,833)
14	62,500	313,272	(250,772)	-80%	Prior Period Adj/Government Program Revenue	2,356,943	1,879,632	477,311	*	1,844,626
15	\$ (18,481,335)	\$ (17,387,423)	(1,093,912)	6%	Total Deductions from Revenue	\$ (103,108,195)	\$ (107,136,834)	4,028,639	-4%	\$ (102,163,029)
16	\$ 4,343,045	\$ 4,577,737	(234,692)	-5%	Net Patient Service Revenue	\$ 26,989,781	\$ 28,203,478	(1,213,697)	-4%	\$ 26,719,266
17	\$ 122,912	\$ 128,521	(5,609)	-4%	Risk contract revenue	\$ 773,057	\$ 771,126	1,931	0%	\$ 779,508
18	\$ 4,465,957	\$ 4,706,258	(240,301)	-5%	Net Hospital Revenue	\$ 27,762,838	\$ 28,974,604	(1,211,766)	-4%	\$ 27,498,774
19	\$ 12,842	\$ 18,823	(5,981)	-32%	Other Op Rev & Electronic Health Records	\$ 100,379	\$ 112,938	(12,559)	-11%	\$ 244,367
20	\$ 4,478,799	\$ 4,725,081	(246,282)	-5%	Total Operating Revenue	\$ 27,863,217	\$ 29,087,542	(1,224,325)	-4%	\$ 27,743,141
Operating Expenses										
21	\$ 2,321,077	\$ 2,322,840	1,763	0%	Salary and Wages and Agency Fees	\$ 13,945,282	\$ 14,236,847	291,565	2%	\$ 13,147,150
22	901,676	\$ 879,378	(22,298)	-3%	Employee Benefits	5,250,140	5,356,079	105,939	2%	5,187,256
23	\$ 3,222,753	\$ 3,202,218	(20,535)	-1%	Total People Cost	\$ 19,195,422	\$ 19,592,926	397,504	2%	\$ 18,334,406
24	\$ 415,973	\$ 409,331	(6,642)	-2%	Med and Prof Fees (excl Agency)	\$ 2,468,822	\$ 2,456,639	(12,183)	0%	\$ 2,362,627
25	536,194	492,196	(43,998)	-9%	Supplies	3,299,378	3,067,879	(231,499)	-8%	3,464,228
26	368,318	376,471	8,153	2%	Purchased Services	2,194,410	2,258,464	64,054	3%	1,854,751
27	284,518	282,312	(2,206)	-1%	Depreciation	1,710,077	1,693,872	(16,205)	-1%	1,675,882
28	81,892	101,622	19,730	19%	Utilities	654,986	609,732	(45,254)	-7%	619,556
29	31,819	27,614	(4,205)	-15%	Insurance	190,914	165,684	(25,230)	-15%	175,752
30	54,342	47,804	(6,538)	-14%	Interest	288,331	274,785	(13,546)	-5%	226,145
31	125,826	139,228	13,402	10%	Other	725,081	835,754	110,673	13%	799,764
32	-	86,433	86,433	*	Matching Fees (Government Programs)	775,755	518,598	(257,157)	-50%	747,361
33	\$ 5,121,635	\$ 5,165,229	43,594	1%	Operating expenses	\$ 31,503,176	\$ 31,474,333	(28,843)	0%	\$ 30,260,472
34	\$ (642,836)	\$ (440,148)	(202,688)	-46%	Operating Margin	\$ (3,639,959)	\$ (2,386,791)	(1,253,168)	-53%	\$ (2,517,331)

ATTACHMENT D

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

	Month			
	This Year		Variance	
	Actual	Budget	\$	%
35	\$ (5,030)	\$ (13,222)	8,192	-62%
36	-	-	-	0%
37	(56,766)	(54,683)	(2,083)	4%
38	316,667	316,667	-	0%
39	0	0	-	0%
40	\$ 254,871	\$ 248,762	6,109	2%
41	\$ (387,965)	\$ (191,386)	(196,579)	103%
42	\$ 16,584	\$ 14,416	2,168	15%
43	\$ -	\$ -	-	0%
44	\$ (371,381)	\$ (176,970)	(194,411)	110%
45	250,683	250,683	-	0%
46	(105,776)	(105,776)	-	0%
47	\$ (226,474)	\$ (32,063)	(194,411)	606%
	\$ (49,105)	\$ 138,730		
	-1.1%	2.9%		
	\$ (103,447)	\$ 90,926		
	-2.3%	1.9%		

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

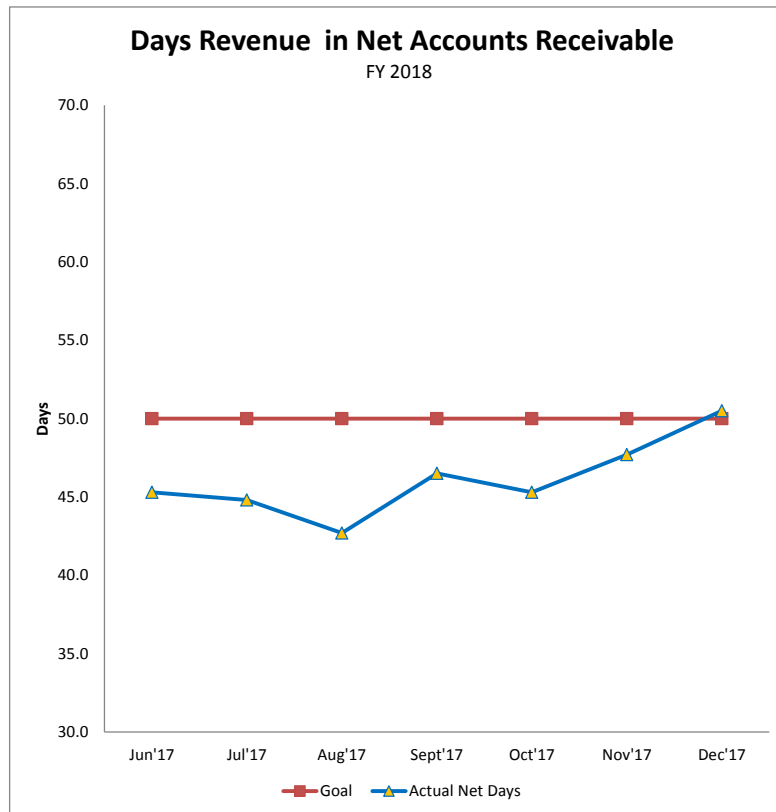
Year-To-Date					YTD
This Year		Variance			Prior Year
Actual	Budget	\$	%		
\$ (15,373)	\$ (78,530)	63,157	*		\$ (60,510)
22,321	-	22,321	0%		53,887
(340,596)	(328,098)	(12,498)	4%		(225,000)
1,900,002	1,900,002	-	0%		1,500,378
(26,875)	0	(26,875)	0%		
\$ 1,539,479	\$ 1,493,374	72,980	3%		\$ 1,268,755
\$ (2,100,480)	\$ (893,417)	(1,180,188)	132%		\$ (1,248,576)
\$ 86,501	\$ 86,500	1	0%		\$ 66,512
\$ 12,267	\$ -	12,267	100%		\$ -
\$ (2,001,712)	\$ (806,917)	(1,194,795)	148%		\$ (1,182,064)
1,504,098	1,504,098	-	0%		1,481,454
(639,146)	(639,146)	-	0%		(677,239)
\$ (1,136,760)	\$ 58,035	(1,194,795)	-2059%		\$ (377,849)
\$ (102,072)	\$ 1,075,240				\$ 653,451
-0.4%	3.7%				2.4%
\$ (390,403)	\$ 800,455				
-1.4%	2.8%				

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

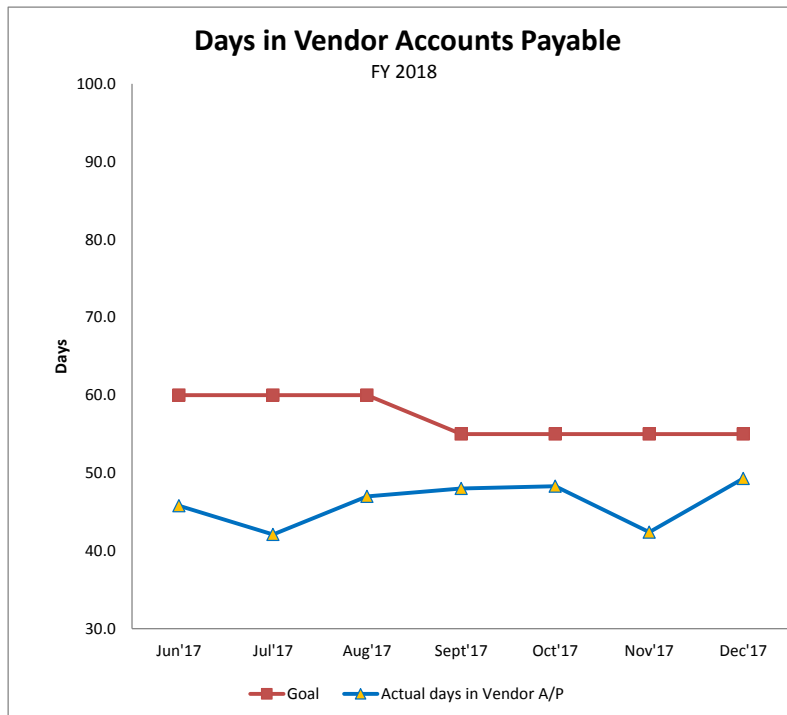
	YTD	MONTH	
Description	Variance	Variance	
Volume Information			
1 Acute Discharges	(80)	4	
2 SNF Days	(91)	63	
3 Home Care Visits	(978)	(109)	
4 Gross O/P Revenue (000's)	349	312	
Financial Results			
Gross Patient Revenue			
5 Inpatient	(5,557,450)	449,524	Inpatient days are 386 days vs. budgeted expectations of 368 days and inpatient surgeries are 24 vs. budgeted expectations 28.
6 Outpatient	1,609,440	285,440	Outpatient visits are 4,315 vs. budgeted expectations of 4,357 visits and outpatient surgeries are 136 vs. budgeted expectations 106.
7 Emergency	(1,048,110)	35,605	ER visits are 919 vs. budgeted visits of 942.
8 SNF	(1,890)	107,992	SNF patient days are 563 vs. budgeted expected days of 500.
9 Home Care	(244,326)	(19,341)	HHA visits are 798 vs. budgeted expectations of 907.
10 Total Gross Patient Revenue	(5,242,336)	859,220	
Deductions from Revenue			
11 Contractual Discounts	3,658,295	(823,407)	
12 Bad Debt	(153,000)	-	
13 Charity Care Provision	46,033	(19,733)	
14 Prior Period Adj/Government Program Revenue	477,311	(250,772)	Accrued \$62,500 for the prime grant. Budgeted payments from governmental programs spread over 12 months.
15 Total Deductions from Revenue	4,028,639	(1,093,912)	
16 Net Patient Service Revenue	(1,213,697)	(234,692)	
17 Risk contract revenue	1,931	(5,609)	
18 Net Hospital Revenue	(1,211,766)	(240,301)	
19 Other Op Rev & Electronic Health Records	(12,559)	(5,981)	
20 Total Operating Revenue	(1,224,325)	(246,282)	
Operating Expenses			
21 Salary and Wages and Agency Fees	291,565	1,763	Salaries and Wages are under budget by \$46,214 and the Agency fees are over budget by (\$44,451). Included in the Salaries and wages is severance pay totaling \$148,497.
22 Employee Benefits	105,939	(22,298)	PTO is over budget by (\$24,205) and employee benefits are under budget by \$1,907.
23 Total People Cost	397,504	(20,535)	
24 Med and Prof Fees (excl Agency)	(12,183)	(6,642)	Chief Revenue Officer was moved from employee to consultant (\$17,680).
25 Supplies	(231,499)	(43,998)	Supplies were over budget primarily in surgery due to higher than budgeted outpatient surgeries (\$47,698) and in the Lab (\$9,487)
26 Purchased Services	64,054	8,153	
27 Depreciation	(16,205)	(2,206)	
28 Utilities	(45,254)	19,730	
29 Insurance	(25,230)	(4,205)	
30 Interest	(13,546)	(6,538)	Interest paid to Sonoma County for the advance parcel tax funds (\$7,397).
31 Other	110,673	13,402	
32 Matching Fees (Government Programs)	(257,157)	86,433	No matching fees posted in December. The budgeted matching fees are spread evenly over 12 months.
33 Operating expenses	(28,843)	43,594	
34 Operating Margin	(1,253,168)	(202,688)	
Non Operating Rev and Expense			
35 Miscellaneous Revenue	63,157	8,192	
36 Donations	22,321	-	
37 Physician Practice Support-Prima	(12,498)	(2,083)	
38 Parcel Tax Assessment Rev	-	-	
39 Extraordinary Items	(26,875)	-	
40 Total Non-Operating Rev/Exp	72,980	6,109	
		-	

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

	YTD	MONTH	
	Variance	Variance	
41			
42			
43			
44			
45			
46			
47			



Days in A/R	Jun'17	Jul'17	Aug'17	Sept'17	Oct'17	Nov'17	Dec'17
Actual days in A/R	45.3	44.8	42.7	46.5	45.3	47.7	50.5
Goal	50.0	50.0	50.0	50.0	50.0	50.0	50.0



Days in A/P	Jun'17	Jul'17	Aug'17	Sept'17	Oct'17	Nov'17	Dec'17
Actual days in Vendor A/P	45.8	42.1	47.0	48.0	48.3	42.4	49.3
Goal	60.0	60.0	60.0	55.0	55.0	55.0	55.0

Sonoma Valley Hospital
Statistical Analysis
FY 2018

ATTACHMENT G

	ACTUAL	BUDGET
	Dec-17	Dec-17
Statistics		
Acute		
Acute Patient Days	386	368
Acute Discharges (w/o Newborns)	96	92
SNF Days	563	500
HHA Visits	798	907
Emergency Room Visits	919	942
Gross Outpatient Revenue (000's)	\$14,051	\$13,739
Equivalent Patient Days	2,471	2,321
Births	10	15
Surgical Cases - Inpatient	24	28
Surgical Cases - Outpatient	136	106
Total Surgical Cases	160	134
Total Special Procedures	59	31
Medicare Case Mix Index	1.57	1.40
Income Statement		
Net Revenue (000's)	\$4,466	\$4,706
Operating Expenses (000's)	\$5,122	\$5,165
Net Income (000's)	(\$226)	(\$32)
Productivity		
Total Operating Expense Per Equivalent Patient Day	\$2,073	\$2,225
Productive FTEs	255	278
Non-Productive FTE's	52	40
Total FTEs	307	318
FTEs per Adjusted Occupied Bed	3.85	4.24
Balance Sheet		
Days of Expense In General Operating Cash	17.6	
Net Days of Revenue in AR	51	50

ACTUAL													
Nov-17	Oct-17	Sep-17	Aug-17	Jul-17	Jun-17	May-17	Apr-17	Mar-17	Feb-17	Jan-17	Dec-16	Nov-16	
321	315	325	325	240	346	388	368	415	415	465	355	396	
99	87	87	94	76	87	100	89	119	97	119	100	95	
468	624	479	500	528	458	559	512	572	607	592	500	446	
630	871	789	713	870	940	966	934	849	922	877	919	938	
816	827	921	894	920	964	1,069	921	941	851	1,000	942	850	
\$12,952	\$11,864	\$14,364	\$15,524	\$14,175	\$15,454	\$15,523	\$13,168	\$15,098	\$12,189	\$13,500	\$12,935	\$13,147	
2,030	2,334	2,266	2,591	2,332	2,328	2,654	2,227	2,537	2,553	2,618	2,382	2,202	
11	12	5	10	6	15	7	11	12	12	11	9	8	
34	23	33	22	29	36	30	47	40	26	38	28	38	
121	97	154	142	133	161	143	124	149	101	110	98	123	
155	120	187	164	162	197	173	171	189	127	148	126	161	
73	52	75	77	52	66	58	44	36	41	28	40	32	
1.55	1.49	1.54	1.57	1.65	1.66	1.69	1.64	1.45	1.52	1.47	1.59	1.79	
4,474	4,543	4,518	4,775	4,988	5,188	5,330	4,924	5,283	4,266	\$4,528	\$3,588	\$4,452	
\$5,332	\$4,872	\$5,206	\$5,380	\$5,592	\$5,250	\$5,678	\$5,308	\$5,395	\$4,803	\$5,026	\$4,713	\$5,047	
\$ (380)	\$ 62	\$ (230)	\$ (165)	\$ (198)	\$ 690	\$ 16	\$ (24)	\$ 304	\$ 308	\$ (108)	\$ (600)	\$ (65)	
\$2,627	\$2,087	\$2,297	\$2,076	\$2,398	\$2,255	\$2,139	\$2,383	\$2,127	\$1,881	\$1,920	\$1,979	\$2,292	
316	246	289	279	271	278	291	285	294	294	280	253	289	
13	58	27	35	47	43	28	28	28	28	36	56	30	
329	304	316	314	318	321	319	313	322	322	316	309	319	
4.86	4.04	4.19	3.75	4.23	4.14	3.73	4.22	3.93	3.54	3.74	4.03	4.35	
14	12	9	11	16	20	19	11	16	27	20	25	10	
48	45	47	43	45	45	44	47	44	46	50	51	53	

Sonoma Valley Hospital
Cash Forecast
FY 2018

ATTACHMENT H

	Actual July	Actual Aug	Actual Sept	Actual Oct	Actual Nov	Actual Dec	Forecast Jan	Forecast Feb	Forecast Mar	Forecast Apr	Forecast May	Forecast Jun	TOTAL
Hospital Operating Sources													
1 Patient Payments Collected	4,502,585	4,253,229	4,093,599	4,253,616	3,890,115	3,814,761	4,476,616	4,409,693	4,706,455	4,322,606	4,357,338	4,351,807	51,432,421
2 Capitation Revenue	133,404	128,220	128,530	131,210	128,781	122,912	128,521	128,521	128,521	128,521	128,521	128,518	1,544,179
3 Napa State	39,561	4,166	35,361	26,125	5,181	21,341	20,762	20,762	20,762	20,762	20,762	20,762	256,307
4 Other Operating Revenue	10,971	25,415	37,380	30,930	42,863	35,092	18,823	18,823	18,823	18,823	18,823	18,827	295,592
5 Other Non-Operating Revenue	26,914	38,081	68,232	33,898	48,014	43,511							258,651
6 Unrestricted Contributions		8,478	150			19,590							28,218
7 Line of Credit													-
Sub-Total Hospital Sources	4,713,435	4,457,589	4,363,253	4,475,779	4,114,954	4,057,207	4,644,722	4,577,799	4,874,561	4,490,712	4,525,444	4,519,914	53,815,369
Hospital Uses of Cash													
8 Operating Expenses	5,146,037	5,273,336	5,040,006	4,799,145	5,326,497	4,701,617	5,238,157	5,153,569	5,405,480	5,197,652	5,270,033	5,203,034	61,754,563
9 Less Depreciation							(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,301)	(1,693,861)
10 Add Capital Lease Payments	52,503	186,389	69,999	179,596	109,938	70,502	102,110	102,526	102,944	103,364	103,786	169,180	1,352,837
11 Additional Liabilities										500,000			500,000
12 Capital Expenditures	15,965	56,034	1,755	88,906	88,829	59,065							310,554
Total Hospital Uses	5,214,505	5,515,759	5,111,761	5,067,647	5,525,264	4,831,184	5,057,955	4,973,783	5,226,112	5,518,704	5,091,507	5,089,913	62,224,094
Net Hospital Sources/Uses of Cash	(501,070)	(1,058,171)	(748,508)	(591,868)	(1,410,310)	(773,977)	(413,233)	(395,984)	(351,551)	(1,027,992)	(566,063)	(569,999)	(8,408,725)
Non-Hospital Sources													
13 Restricted Cash/Capital Donations		527,977	(727,205)	(100,755)	382,167	417	18,828	18,828	18,828	18,828	18,828	18,828	195,569
14 Parcel Tax Revenue	152,275		1,500,000			482,664				1,800,000			3,934,939
15 Payment - South Lot				(25,205)		(25,205)			(24,658)			(24,932)	(100,000)
16 Other:													-
17 IGT				1,877,696						860,000			2,737,696
18 IGT - AB915 (Net)							811,535						811,535
19 PRIME					1,350,000						150,000		1,500,000
Sub-Total Non-Hospital Sources	152,275	527,977	772,795	1,751,736	1,732,167	457,876	830,363	18,828	(5,830)	2,678,828	168,828	(6,104)	9,079,739
Non-Hospital Uses of Cash													
20 Matching Fees		509,543	266,212	675,000						75,000			1,525,755
Sub-Total Non-Hospital Uses of Cash	-	509,543	266,212	675,000	-	-	-	-	-	75,000	-	-	1,525,755
Net Non-Hospital Sources/Uses of Cash	152,275	18,434	506,583	1,076,736	1,732,167	457,876	830,363	18,828	(5,830)	2,603,828	168,828	(6,104)	7,553,984
Net Sources/Uses													
Net Sources/Uses	(348,795)	(1,039,737)	(241,925)	484,868	321,857	(316,101)	417,130	(377,156)	(357,381)	1,575,836	(397,235)	(576,103)	
Cash and Equivalents at beginning of period	3,166,281	2,817,486	1,777,750	1,535,825	2,020,693	2,342,550	2,026,449	2,443,579	2,066,423	1,709,042	3,284,878	2,887,643	
Cash and Equivalents at end of period	2,817,486	1,777,750	1,535,825	2,020,693	2,342,550	2,026,449	2,443,579	2,066,423	1,709,042	3,284,878	2,887,643	2,311,540	

