



**SVHCD JOINT FINANCE COMMITTEE-BOARD  
REGULAR SESSION**

**AGENDA**

**Tuesday, October 25, 2016**

**5:00 p.m.**

**Location: Schantz Conference Room**

**Sonoma Valley Hospital, 347 Andrieux St., 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>Nevins</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.	<i>Nevins</i>	
<b>3. CONSENT CALENDAR 9.27.16</b>	<i>Nevins</i>	Action
<b>4. FINANCE REPORT FOR MONTH ENDING 9.30.16</b>	<i>Jensen</i>	Inform/Action
<b>5. 1<sup>st</sup> QUARTER CAPITAL SPENDING FY 2017</b>	<i>Tarver</i>	Inform/Action
<b>6. 1<sup>st</sup> QUARTER FINANCE REVIEW-9 MONTH PROJECTION</b>	<i>Jensen</i>	Inform/Action
<b>7. ADJOURN</b>	<i>Nevins</i>	

3.

## CONSENT CALENDAR



**SVHCD**  
**FINANCE COMMITTEE MEETING**  
**MINUTES**  
**TUESDAY, September 27, 2016**  
**Schantz Conference Room**

<b>Present</b>	<b>Excused</b>	<b>Staff</b>	<b>Public</b>
Peter Hohorst Stephen Berezin Susan Porth (by phone) S. Mishra, MD (by phone) Keith Chamberlin (by phone)	Sharon Nevins Steve Barclay	Ken Jensen Gigi Betta Jeannette Tarver Kelly Mather	Sam McCandless

<b>AGENDA ITEM</b>	<b>DISCUSSION</b>	<b>ACTIONS</b>	<b>FOLLOW-UP</b>
<b>MISSION &amp; VISION STATEMENT</b> <i>The mission of SVHCD is to maintain, improve and restore the health of everyone in our community.</i>			
<b>1. CALL TO ORDER/ANNOUNCEMENTS</b>	<i>Hohorst</i>		
	Meeting called to order at 5:00p.m.		
<b>2. PUBLIC COMMENT SECTION</b>	<i>Hohorst</i>		
No public comment.			
<b>3. CONSENT CALENDAR</b>	<i>Hohorst</i>	Action	
FC Minutes 8.23.16		<b>MOTION</b> by Berezin to approve and 2 <sup>nd</sup> by Porth. All in favor.	
<b>4. ADMINISTRATIVE REPORT SEPTEMBER 2016</b>	<i>Mather</i>	Inform	

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	<p><b>New Physicians</b>  <u>SVH Specialty Clinic, W. Napa Street</u>  Dr. Kidd, Colorectal and General Surgery started on 9.27.16 and Dr. Azari will start on 10.20.16.  <u>Prima Medical Offices, 1<sup>st</sup> Street W.</u>  Dr. Pope, Pain Management started on 9.13.16 and Dr. Lafollette, OB/GYN will start 10.17.16.  On Thursday, October 27, 2016 there will be a SVH Board Town hall meeting at 5:00pm in the Community Meeting Room on 177-1<sup>st</sup> Street West.</p>		
<b>5. REVISED 1206(b) CLINIC CASH FORECAST</b>	<i>Jensen</i>	Inform/Action	
	The 12-month Projected Cash Flow for the SVH Specialty Clinic (1206b) was presented.		
<b>6. AUDIT STATUS</b>	<i>Jensen</i>	Inform	
	<p>The auditors made their last journal entry today and the final report has no adverse events, open issues or comments.  On Tuesday, October 25, 2016 there will be a Joint Audit Committee/Finance Committee meeting in the Basement Conference Room. The Audit Committee begins at 4:00pm and the Finance Committee begins at 5:00pm.</p>		
<b>7. FINANCE REPORT MONTH ENDING AUGUST 31, 2016</b>	<i>Jensen</i>	Inform	

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	<p>After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for August was (\$156,059) vs. a budgeted net loss of (\$184,191). The total net loss for August after all activity was (\$23,406) vs. a budgeted net loss of (\$30,840).</p> <p>EBIDA for the month of August was 3.1% vs. the budgeted 3.1%.</p>		
<b>8. PARCEL TAX RESOLUTION</b>	<i>Hohorst</i>	Inform/Action	
	<p>Resolution No. 331 on Parcel Tax was presented requesting SVHCD voters to approve, on March 17, 2017, an extension of the existing parcel tax for 5 years up to a rate of \$250.</p> <p>Resolution No. 331 will go to the Board on October 6, 2016 for approval and will be accompanied by a revised cover letter to the Board.</p>	<b>MOTION</b> by Berezin recommending that Res. No. 331 be brought forward to the Board on October 6, 2016. 2 <sup>nd</sup> by Porth and all in favor.	
<b>9. ANNOUNCEMENTS/ADJOURNMENT</b>	<i>Hohorst</i>	Inform	
	<p>The Audit and Finance Committee meetings are on Tuesday, October 25, 2016 in the Schantz Conference Room. The Audit Committee begins at 4:00pm and the Finance Committee follows at 5:00pm.</p> <p>Meeting adjourned at 5:55pm</p>		

4.

FINANCE REPORT  
FOR MONTH ENDING  
SEPTEMBER 30, 2016



**To:** SVH Finance Committee  
**From:** Ken Jensen, CFO  
**Date:** October 25, 2016  
**Subject:** Financial Report for the Month Ending September 30, 2016

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The actual loss of (\$278,640) from operations for September was \$6,129 favorable to the budgeted loss of (\$284,769). The year-to date actual loss from operations is (\$911,217) compared to the expected loss of (\$933,447). After accounting for all other activity, the September net income was \$94,074 vs. the budgeted net income of \$59,230 with a monthly EBIDA of 5.1% vs. a budgeted 5.0%. Year-to-date the total net income was 13,482 favorable to budget with a year to date EBIDA of 4.2% vs. the budgeted 4.7%.

**Gross patient revenue** for September was \$21,830,415, \$961,317 more than expected. Inpatient gross revenue was under budget by (\$97,856). Inpatient days were over budgeted expectations by 39 days and inpatient surgeries were under budget by 8 cases. Outpatient revenue was under budget by (\$82,423). Outpatient visits were over budgeted expectations by 264 visits and outpatient surgeries were under budget by (22) cases. The Emergency Room gross revenue is over budget by \$1,193,681 due to the continued volume increase. SNF was under budgeted expectations by (\$113,372). The SNF patient days were over budget by 17 days but the patients were at a lower level of acuity. Home Health was over budgeted expectations with a positive variance of \$61,287 with visits over budgeted expectations by 158.

**Deductions from revenue** were unfavorable to budgeted expectations by (\$1,000,872) due to the favorable variance in the ER gross revenue and a payer mix with higher self-pay and Medicare Managed care than budgeted. The revenue deductions were offset by the accrual for the CMS Prime Grant with a net amount of \$125,000 for September. Without the accrual of the CMS Prime Grant, the deductions from revenue would be unfavorable to budget by (\$1,125,872).

After accounting for all other operating revenue, the **total operating revenue** was unfavorable to budget by (\$71,301).

**Operating Expenses** of \$4,806,602 were favorable to budget by \$77,430. Salaries and wages were under budget by \$55,542 and agency fees over budgeted expectations by (\$9,923) which is an improvement over prior months. Supplies are over budget in September by (\$60,505) primarily due to the cost of implants being (\$57,481) over budgeted expectations. The costs of surgical implants are normally



recovered with the insurance reimbursements. Utilities are over budget by (\$11,297) due to PG&E increasing third party gas delivery charges.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for September was (\$80,958) vs. a budgeted net loss of (\$94,121). The total net income for September after all activity was \$94,074 vs. a budgeted net income of \$59,230.

EBIDA for the month of September was 5.1% vs. the budgeted 5.0%.

#### Patient Volumes – September

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	95	92	3	92
Newborn Discharges	14	10	4	11
Acute Patient Days	407	368	39	376
SNF Patient Days	624	607	17	607
Home Care Visits	1,042	884	158	948
OP Gross Revenue	\$13,512	\$12,347	\$1,165	\$12,774
Surgical Cases	118	148	-30	127

#### Overall Payer Mix – September

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	48.6%	47.8%	0.8%	47.5%	46.9%	0.6%
Medicare Mgd Care	9.1%	7.3%	1.8%	8.9%	7.3%	1.6%
Medi-Cal	17.2%	18.9%	-1.7%	17.0%	19.0%	-2.0%
Self Pay	2.1%	1.2%	0.9%	2.2%	1.2%	1.0%
Commercial	18.6%	19.6%	-1.0%	19.5%	20.1%	-0.6%
Workers Comp	2.4%	2.6%	-0.2%	2.6%	2.8%	-0.2%
Capitated	2.0%	2.6%	-0.6%	2.3%	2.7%	-0.4%
Total	100.0%	100.0%		100.0%	100.0%	

#### Cash Activity for September:

For the month of September the cash collection goal was \$3,271,216 and the Hospital collected \$3,543,870, or over the goal by \$272,654. The year-to-date cash collection goal was \$10,300,807 and the hospital has collected \$11,431,483, or over goal by \$1,130,676. Days of cash on hand are 5.7 days at September 30, 2016. Accounts Receivable increased from August, from 50.3 days to 50.4 days in September. Accounts Payable decreased by \$42,635 from August and Accounts Payable days are at 55.1.



**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 September 30, 2016**

ATTACHMENT A

**September-16**

<b>Gross Revenue:</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	10,612,736	9,972,037	640,699	6.4%
Medicare Managed Care	1,990,018	1,524,454	465,564	30.5%
Medi-Cal	3,754,830	3,940,851	-186,021	-4.7%
Self Pay	450,908	240,888	210,020	87.2%
Commercial & Other Government	4,065,691	4,080,787	-15,096	-0.4%
Worker's Comp.	520,863	556,593	-35,730	-6.4%
Capitated	435,369	553,488	-118,119	-21.3%
<b>Total</b>	<b>21,830,415</b>	<b>20,869,098</b>	<b>961,317</b>	

**YTD**

	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
	31,120,335	29,805,339	1,314,996	4.4%
	5,831,700	4,590,577	1,241,123	27.0%
	11,137,718	12,094,415	-956,697	-7.9%
	1,437,793	749,307	688,486	91.9%
	12,886,252	12,764,158	122,094	1.0%
	1,708,969	1,804,834	-95,865	-5.3%
	1,539,649	1,703,194	-163,545	-9.6%
	<b>65,662,416</b>	<b>63,511,824</b>	<b>2,150,592</b>	

<b>Net Revenue:</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	1,845,409	1,736,887	108,522	6.2%
Medicare Managed Care	278,603	256,695	21,908	8.5%
Medi-Cal	525,676	576,077	-50,401	-8.7%
Self Pay	144,291	90,663	53,628	59.2%
Commercial & Other Government	1,337,612	1,622,045	-284,433	-17.5%
Worker's Comp.	108,340	118,827	-10,487	-8.8%
Capitated	14,655	17,947	-3,292	-18.3%
Prior Period Adj/IGT	125,000	-	125,000	*
<b>Total</b>	<b>4,379,586</b>	<b>4,419,141</b>	<b>(39,555)</b>	<b>-0.9%</b>

	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
	5,021,297	5,069,706	-48,409	-1.0%
	776,646	733,950	42,696	5.8%
	1,470,922	1,833,843	-362,921	-19.8%
	539,426	297,676	241,750	81.2%
	4,363,920	5,053,230	-689,310	-13.6%
	376,888	405,346	-28,458	-7.0%
	46,695	55,212	-8,517	-15.4%
	1,622,597	-	1,622,597	*
	<b>14,218,391</b>	<b>13,448,963</b>	<b>769,428</b>	<b>5.7%</b>

<b>Percent of Net Revenue:</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	42.1%	39.3%	2.8%	7.1%
Medicare Managed Care	6.4%	5.8%	0.6%	10.3%
Medi-Cal	12.0%	13.0%	-1.0%	-7.7%
Self Pay	3.3%	2.1%	1.2%	57.1%
Commercial & Other Government	30.5%	36.7%	-6.2%	-16.9%
Worker's Comp.	2.5%	2.7%	-0.2%	-7.4%
Capitated	0.3%	0.4%	-0.1%	-25.0%
Prior Period Adj/IGT	2.9%	0.0%	2.9%	*
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>

	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
	35.3%	37.7%	-2.5%	-6.6%
	5.5%	5.5%	0.0%	0.0%
	10.3%	13.6%	-3.3%	-24.3%
	3.8%	2.2%	1.6%	72.7%
	30.7%	37.6%	-6.9%	-18.4%
	2.7%	3.0%	-0.3%	-10.0%
	0.3%	0.4%	-0.1%	-25.0%
	11.4%	0.0%	11.5%	*
	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>

<b>Projected Collection Percentage:</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	17.4%	17.4%	0.0%	0.0%
Medicare Managed Care	14.0%	16.8%	-2.8%	-16.7%
Medi-Cal	14.0%	14.6%	-0.6%	-4.1%
Self Pay	32.0%	37.6%	-5.6%	-14.9%
Commercial & Other Government	32.9%	39.7%	-6.8%	-17.1%
Worker's Comp.	20.8%	21.3%	-0.5%	-2.3%
Capitated	3.4%	3.2%	0.2%	6.3%
Prior Period Adj/IGT	0.6%	0.0%	0.6%	*

	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
	16.1%	17.0%	-0.9%	-5.1%
	13.3%	16.0%	-2.7%	-16.8%
	13.2%	15.2%	-2.0%	-13.1%
	37.5%	39.7%	-2.2%	-5.5%
	33.9%	39.6%	-5.7%	-14.5%
	22.1%	22.5%	-0.4%	-2.0%
	3.0%	3.2%	-0.2%	-5.2%
	2.5%	0.0%	2.5%	*

**SONOMA VALLEY HOSPITAL**  
**OPERATING INDICATORS**  
For the Period Ended September 30, 2016

**ATTACHMENT B**

CURRENT MONTH				YEAR-TO-DATE			YTD
	Actual 09/30/16	Budget 09/30/16	Favorable (Unfavorable) Variance		Actual 09/30/16	Budget 09/30/16	Favorable (Unfavorable) Variance
							Prior Year 09/30/15
				Inpatient Utilization			
				Discharges			
1	85	75	10	Acute	262	230	32
2	10	17	(7)	ICU	41	46	(5)
3	95	92	3	Total Discharges	303	276	27
4	14	10	4	Newborn	44	39	5
5	109	102	7	Total Discharges inc. Newborns	347	315	32
				Patient Days:			
6	303	258	45	Acute	937	730	207
7	104	110	(6)	ICU	293	304	(11)
8	407	368	39	Total Patient Days	1,230	1,034	196
9	29	27	2	Newborn	80	79	1
10	436	395	41	Total Patient Days inc. Newborns	1,310	1,113	197
				Average Length of Stay:			
11	3.6	3.4	0.1	Acute	3.6	3.2	0.4
12	10.4	6.5	3.9	ICU	7.1	6.6	0.5
13	4.3	4.0	0.3	Avg. Length of Stay	4.1	3.7	0.3
14	2.1	2.7	(0.6)	Newborn ALOS	1.8	2.0	0.2
				Average Daily Census:			
15	10.1	8.6	1.5	Acute	10.2	7.9	2.3
16	3.5	3.7	(0.2)	ICU	3.2	3.3	(0.1)
17	13.6	12.3	1.3	Avg. Daily Census	13.4	11.2	2.1
18	1.0	0.9	0.1	Newborn	0.87	0.86	0.0
				Long Term Care:			
19	624	607	17	SNF Patient Days	1,795	1,860	(65)
20	27	24	3	SNF Discharges	85	78	7
21	20.8	20.2	0.6	Average Daily Census	19.5	20.2	(0.7)
				Other Utilization Statistics			
				Emergency Room Statistics			
22	897	871	26	Total ER Visits	2,755	2,637	118
				Outpatient Statistics:			
23	4,896	4,632	264	Total Outpatients Visits	13,936	14,483	(547)
24	37	45	(8)	IP Surgeries	119	113	6
25	81	103	(22)	OP Surgeries	239	321	(82)
26	49	37	12	Special Procedures	169	100	69
27	1,042	884	158	Home Health Visits	2,892	2,658	234
28	320	284	36	Adjusted Discharges	974	945	30
29	2,707	2,388	320	Adjusted Patient Days (Inc. SNF)	7,610	7,728	(118)
30	90.2	79.6	10.7	Adj. Avg. Daily Census (Inc. SNF)	82.7	84.0	(1.3)
31	1.9720	1.4000	0.572	Case Mix Index -Medicare	1.7972	1.4000	0.397
32	1.5310	1.4000	0.131	Case Mix Index - All payers	1.5651	1.4000	0.165
				Labor Statistics			
33	283	285	2.2	FTE's - Worked	282	284	1.9
34	319	318	(1.2)	FTE's - Paid	320	317	(3.4)
35	39.48	40.48	0.99	Average Hourly Rate	39.73	40.62	0.88
36	20.2	22.8	2.6	Manhours / Adj. Pat Day	22.1	21.5	(0.6)
37	170.5	191.5	21.0	Manhours / Adj. Discharge	172.4	175.9	3.5
38	23.3%	23.1%	-0.2%	Benefits % of Salaries	23.3%	22.7%	-0.6%
				Non-Labor Statistics			
39	12.9%	11.1%	-1.8%	Supply Expense % Net Revenue	11.8%	11.4%	-0.4%
40	1,781	1,795	14	Supply Exp. / Adj. Discharge	1,755	1,677	(78)
41	15,478	17,728	2,250	Total Expense / Adj. Discharge	16,471	16,283	(187)
				Other Indicators			
42	5.7			Days Cash - Operating Funds			
43	50.4	50.0	0.4	Days in Net AR	51.8	50.0	1.8
44	108%			Collections % of Net Revenue	111%		102.1%
45	55.1	55.0	0.1	Days in Accounts Payable	55.1	55.0	0.1
46	20.2%	21.9%	-1.7%	% Net revenue to Gross revenue	22.1%	21.9%	0.2%
47	25.0%			% Net AR to Gross AR	25.0%		25.2%

**Sonoma Valley Health Care District**  
**Balance Sheet**  
**As of September 30, 2016**

**ATTACHMENT C**

		<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
<b>Assets</b>				
Current Assets:				
1	Cash	\$ 947,230	\$ 2,475,945	\$ 2,684,836
2	Trustee Funds	1,690,214	1,690,214	1,302,578
3	Net Patient Receivables	8,599,231	8,353,550	8,192,931
4	Allow Uncollect Accts	(1,054,458)	(990,919)	(765,241)
5	Net A/R	7,544,773	7,362,631	7,427,690
6	Other Accts/Notes Rec	6,978,947	7,001,727	7,369,070
7	3rd Party Receivables, Net	2,498,653	2,218,767	617,448
8	Inventory	797,076	809,980	840,056
9	Prepaid Expenses	906,026	918,528	757,259
10	Total Current Assets	\$ 21,362,919	\$ 22,477,792	\$ 20,998,937
12	Property, Plant & Equip, Net	\$ 53,566,209	\$ 53,622,408	\$ 54,275,240
13	Specific Funds	486,088	486,049	282,776
14	Other Assets	144,537	144,537	143,494
15	Total Assets	\$ 75,559,753	\$ 76,730,787	\$ 75,700,447
<b>Liabilities &amp; Fund Balances</b>				
Current Liabilities:				
16	Accounts Payable	\$ 4,053,256	\$ 4,095,891	\$ 3,460,898
17	Accrued Compensation	3,656,295	4,552,198	4,624,324
18	Interest Payable	220,532	110,266	228,512
19	Accrued Expenses	1,290,486	1,182,187	1,363,575
20	Advances From 3rd Parties	171,054	138,923	1,504,676
21	Deferred Tax Revenue	4,472,178	4,969,087	4,434,997
22	Current Maturities-LTD	1,693,049	1,700,683	1,693,049
23	Line of Credit - Union Bank	-	6,723,734	5,923,734
24	Other Liabilities	7,269,657	559,551	379,887
25	Total Current Liabilities	\$ 22,826,507	\$ 24,032,520	\$ 23,613,652
26	Long Term Debt, net current portion	\$ 36,925,354	\$ 36,965,373	\$ 37,257,564
27	Fund Balances:			
28	Unrestricted	\$ 12,735,598	\$ 12,683,903	\$ 12,675,807
29	Restricted	3,072,295	3,048,992	2,153,424
30	Total Fund Balances	\$ 15,807,892	\$ 15,732,894	\$ 14,829,231
31	Total Liabilities & Fund Balances	\$ 75,559,753	\$ 76,730,787	\$ 75,700,447

**Sonoma Valley Health Care District  
Statement of Revenue and Expenses  
Comparative Results  
For the Period Ended September 30, 2016**

ATTACHMENT D

Month					Year-To- Date					YTD
This Year		Variance			This Year		Variance			
Actual	Budget	\$	%		Actual	Budget	\$	%	Prior Year	
					Volume Information					
1	95	92	3	3%	Acute Discharges	303	276	27	10%	276
2	624	607	17	3%	SNF Days	1,795	1,860	(65)	-3%	1,860
3	1,042	884	158	18%	Home Care Visits	2,892	2,658	234	9%	2,846
4	13,512	12,347	1,165	9%	Gross O/P Revenue (000's)	\$ 39,453	\$ 39,661	(208)	-1%	\$ 38,225
					Financial Results					
					Gross Patient Revenue					
5	\$ 6,222,105	\$ 6,319,961	(97,856)	-2%	Inpatient	\$ 19,842,663	\$ 17,230,673	2,611,990	15%	\$ 15,599,128
6	6,914,504	6,996,927	(82,423)	-1%	Outpatient	19,956,484	23,150,975	(3,194,491)	-14%	22,220,299
7	6,242,583	5,048,902	1,193,681	24%	Emergency	18,604,561	15,605,412	2,999,149	19%	15,217,706
8	2,088,910	2,202,282	(113,372)	-5%	SNF	6,256,344	6,619,691	(363,347)	-5%	6,460,952
9	362,313	301,026	61,287	20%	Home Care	1,002,364	905,073	97,291	11%	932,000
10	\$ 21,830,415	\$ 20,869,098	961,317	5%	Total Gross Patient Revenue	\$ 65,662,416	\$ 63,511,824	2,150,592	3%	\$ 60,430,085
					Deductions from Revenue					
11	\$ (17,459,329)	\$ (16,347,738)	(1,111,591)	-7%	Contractual Discounts	\$ (52,613,192)	\$ (49,756,204)	(2,856,988)	-6%	\$ (47,501,872)
12	(100,000)	(66,250)	(33,750)	-51%	Bad Debt	(350,000)	(198,750)	(151,250)	-76%	(220,000)
13	(16,500)	(35,969)	19,469	54%	Charity Care Provision	(103,430)	(107,907)	4,477	4%	(108,657)
14	125,000	-	125,000	*	Prior Period Adj/Government Program Revenue	1,622,597	-	1,622,597	*	766,794
15	\$ (17,450,829)	\$ (16,449,957)	(1,000,872)	6%	Total Deductions from Revenue	\$ (51,444,025)	\$ (50,062,861)	(1,381,164)	3%	\$ (47,063,735)
					Net Patient Service Revenue					
16	\$ 4,379,586	\$ 4,419,141	(39,555)	-1%		\$ 14,218,391	\$ 13,448,963	769,428	6%	\$ 13,366,350
					Risk contract revenue					
17	\$ 126,315	\$ 155,771	(29,456)	-19%		\$ 378,319	\$ 467,313	(88,994)	-19%	\$ 467,898
18	\$ 4,505,901	\$ 4,574,912	(69,011)	-2%	Net Hospital Revenue	\$ 14,596,710	\$ 13,916,276	680,434	5%	\$ 13,834,248
					Other Op Rev & Electronic Health Records					
19	\$ 22,061	\$ 24,351	(2,290)	-9%		\$ 80,408	\$ 73,053	7,355	10%	\$ 94,523
20	\$ 4,527,962	\$ 4,599,263	(71,301)	-2%	Total Operating Revenue	\$ 14,677,118	\$ 13,989,329	687,789	5%	\$ 13,928,771
					Operating Expenses					
21	\$ 2,156,151	\$ 2,201,770	45,619	2%	Salary and Wages and Agency Fees	\$ 6,672,461	\$ 6,748,157	75,696	1%	\$ 6,440,090
22	849,429	827,260	(22,169)	-3%	Employee Benefits	2,616,028	2,528,744	(87,284)	-3%	2,484,630
23	\$ 3,005,580	\$ 3,029,030	23,450	1%	Total People Cost	\$ 9,288,489	\$ 9,276,901	(11,588)	0%	\$ 8,924,720
24	\$ 382,609	\$ 384,576	1,967	1%	Med and Prof Fees (excl Agency)	\$ 1,149,288	\$ 1,153,728	4,440	0%	\$ 1,005,065
25	570,391	509,886	(60,505)	-12%	Supplies	1,710,279	1,584,540	(125,739)	-8%	1,460,923
26	305,071	347,650	42,579	12%	Purchased Services	927,070	1,023,476	96,406	9%	826,236
27	276,150	293,214	17,064	6%	Depreciation	833,283	879,642	46,359	5%	874,565
28	109,654	98,357	(11,297)	-11%	Utilities	329,398	295,071	(34,327)	-12%	302,700
29	29,292	33,333	4,041	12%	Insurance	87,876	99,999	12,123	12%	75,590
30	34,514	32,201	(2,313)	-7%	Interest	99,651	99,137	(514)	-1%	131,266
31	93,341	155,785	62,444	40%	Other	415,640	510,282	94,642	19%	543,352
32	-	-	-	*	Matching Fees (Government Programs)	747,361	-	(747,361)	*	368,026
33	\$ 4,806,602	\$ 4,884,032	77,430	2%	Operating expenses	\$ 15,588,335	\$ 14,922,776	(665,559)	-4%	\$ 14,512,443
					Operating Margin					
34	\$ (278,640)	\$ (284,769)	6,129	2%		\$ (911,217)	\$ (933,447)	22,230	2%	\$ (583,672)

## ATTACHMENT D

**Sonoma Valley Health Care District  
Statement of Revenue and Expenses  
Comparative Results  
For the Period Ended September 30, 2016**

	Month				
	This Year		Variance		
	Actual	Budget	\$		%
35	\$ (27,911)	\$ (21,852)	(6,059)		28%
36	13,093	-	13,093		0%
37	(37,500)	(37,500)	-		0%
38	250,000	250,000	-		0%
39	<b>\$ 197,682</b>	<b>\$ 190,648</b>	<b>7,034</b>		<b>4%</b>
40	<b>\$ (80,958)</b>	<b>\$ (94,121)</b>	<b>13,163</b>		<b>-14%</b>
41	\$ 168	\$ 20,698	(20,530)		-99%
42	\$ 42,211	\$ -	42,211		0%
43	<b>\$ (38,579)</b>	<b>\$ (73,423)</b>	<b>34,844</b>		<b>-47%</b>
44	246,909	246,909	-		0%
45	(114,256)	(114,256)	-		0%
46	<b>\$ 94,074</b>	<b>\$ 59,230</b>	<b>34,844</b>		<b>59%</b>
	\$ 229,706	\$ 231,294			
	5.1%	5.0%			

<b>Non Operating Rev and Expense</b>
Miscellaneous Revenue/(Expenses)
Donations
Physician Practice Support-Prima
Parcel Tax Assessment Rev
<b>Total Non-Operating Rev/Exp</b>
<b>Net Income / (Loss) prior to Restricted Contributions</b>

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

GO Bond Tax Assessment Rev
GO Bond Interest

**Net Income/(Loss) w GO Bond Activity**

**EBIDA - Not including Restricted Contributions**

	Year-To- Date					YTD
	This Year		Variance			Prior Year
	Actual	Budget	\$		%	
	\$ (61,908)	\$ (44,326)	(17,582)		*	\$ 6,481
	13,093	-	13,093		0%	0
	(112,500)	(112,500)	-		0%	(112,500)
	750,378	750,000	378		0%	751,954
	<b>\$ 589,063</b>	<b>\$ 593,174</b>	<b>(4,111)</b>		<b>-1%</b>	<b>\$ 645,935</b>
	<b>\$ (322,154)</b>	<b>\$ (340,273)</b>	<b>18,119</b>		<b>-5%</b>	<b>\$ 62,263</b>
	\$ 10,585	\$ 62,094	(51,509)		-83%	\$ 103,049
	\$ 46,871	\$ -	46,871		100%	\$ -
	<b>\$ (264,698)</b>	<b>\$ (278,179)</b>	<b>13,481</b>		<b>-5%</b>	<b>\$ 165,312</b>
	740,727	740,727	-		0%	728,331
	(346,441)	(346,442)	1		0%	(346,441)
	<b>\$ 129,588</b>	<b>\$ 116,106</b>	<b>13,482</b>		<b>12%</b>	<b>\$ 547,202</b>
	\$ 610,780	\$ 638,506				\$ 1,068,094
	4.2%	4.7%				7.7%

**Sonoma Valley Health Care District**  
**Statement of Revenue and Expenses Variance Analysis**  
**For the Period Ended September 30, 2016**

ATTACHMENT E

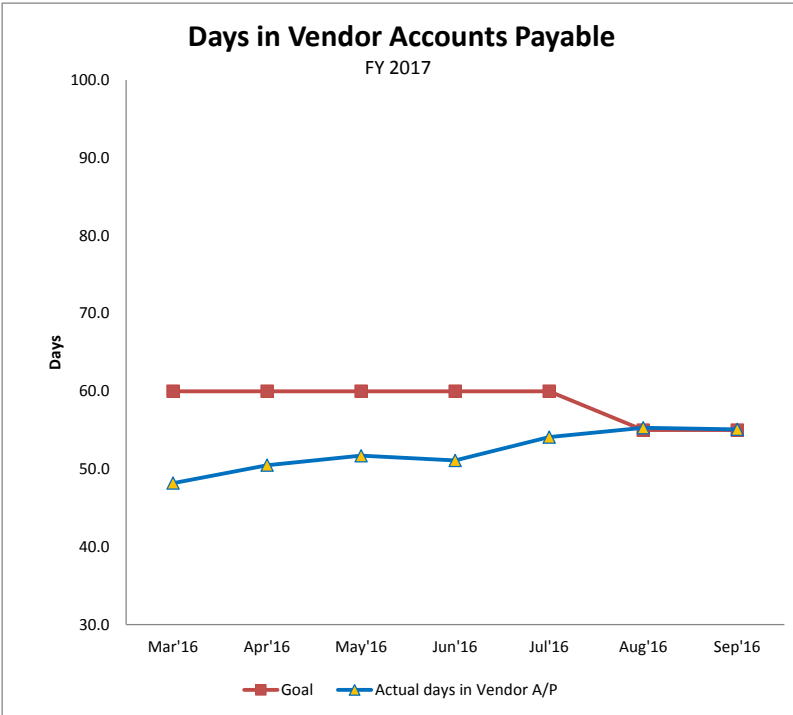
	YTD	MONTH	
Description	Variance	Variance	
<b>Volume Information</b>			
1 Acute Discharges	27	3	
2 SNF Days	(65)	17	
3 Home Care Visits	234	158	
4 Gross O/P Revenue (000's)	(208)	1,165	
<b>Financial Results</b>			
<b>Gross Patient Revenue</b>			
5 Inpatient	2,611,990	(97,856)	Patient Days are 407 vs. budgeted expectations of 368 and inpatient surgeries are 37 vs. budgeted expectations of 45.
6 Outpatient	(3,194,491)	(82,423)	Outpatient surgeries are 81 vs. budgeted expectations 103.
7 Emergency	2,999,149	1,193,681	ER visits are 897 vs. budgeted visits of 871
8 SNF	(363,347)	(113,372)	SNF patient days are 624 vs. budgeted expected days of 607.
9 Home Care	97,291	61,287	HHA visits are 1,042 vs. budgeted expectations of 884.
10 <b>Total Gross Patient Revenue</b>	<b>2,150,592</b>	<b>961,317</b>	
<b>Deductions from Revenue</b>			
11 Contractual Discounts	(2,856,988)	(1,111,591)	
12 Bad Debt	(151,250)	(33,750)	
13 Charity Care Provision	4,477	19,469	
14 Prior Period Adj/Government Program Revenue	1,622,597	125,000	Accrual of Prime Grant for September with a net amount of \$125,000.
15 <b>Total Deductions from Revenue</b>	<b>(1,381,164)</b>	<b>(1,000,872)</b>	
16 <b>Net Patient Service Revenue</b>	<b>769,428</b>	<b>(39,555)</b>	
17 Risk contract revenue	(88,994)	(29,456)	Blue Shield capitation received was under budget.
18 <b>Net Hospital Revenue</b>	<b>680,434</b>	<b>(69,011)</b>	
19 Other Op Rev & Electronic Health Records	7,355	(2,290)	
20 <b>Total Operating Revenue</b>	<b>687,789</b>	<b>(71,301)</b>	
<b>Operating Expenses</b>			
21 Salary and Wages and Agency Fees	75,696	45,619	Salaries and Wages were under budget by \$55,542 and agency fees were over budget by (\$9,923).
22 Employee Benefits	(87,284)	(22,169)	PTO was over budget by (\$24,161) and Employee benefits were under by \$1,992.
23 <b>Total People Cost</b>	<b>(11,588)</b>	<b>23,450</b>	
24 Med and Prof Fees (excl Agency)	4,440	1,967	
25 Supplies	(125,739)	(60,505)	Supplies are over budget due to implant costs being over budget by (\$57,481), these costs are normally recovered with insurance reimbursements.
26 Purchased Services	96,406	42,579	Budgeted services not used in September.
27 Depreciation	46,359	17,064	
28 Utilities	(34,327)	(11,297)	PG&E uses a 3rd party for gas and the cost has increased for the hospital.
29 Insurance	12,123	4,041	
30 Interest	(514)	(2,313)	
31 Other	94,642	62,444	Budgeted other costs not used in September.
32 Matching Fees (Government Programs)	(747,361)	-	
33 <b>Operating expenses</b>	<b>(665,559)</b>	<b>77,430</b>	
34 <b>Operating Margin</b>	<b>22,230</b>	<b>6,129</b>	
<b>Non Operating Rev and Expense</b>			
35 Miscellaneous Revenue	(17,582)	(6,059)	The medical offices timshare cost centers are close to budget with the expenses incurred but all of the rents have not been received from the physicians (\$7,253).
36 Donations	13,093	13,093	
37 Physician Practice Support-Prima	-	-	
38 Parcel Tax Assessment Rev	378	-	

**Sonoma Valley Health Care District**  
**Statement of Revenue and Expenses Variance Analysis**  
**For the Period Ended September 30, 2016**

	YTD	MONTH	
	Variance	Variance	
39			
40			
41			
42			
43			
44			
45			
46			



Days in A/R	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Actual days in A/R	49.7	50.2	54.6	57.3	54.8	50.3	50.4
Goal	50.0	50.0	50.0	50.0	50.0	50.0	50.0

[illegible]

**Sonoma Valley Hospital**  
Statistical Analysis  
FY 2017

ATTACHMENT G

Statistics	ACTUAL	BUDGET
	Sep-16	Sep-16
<b>Acute</b>		
Acute Patient Days	407	368
Acute Discharges (w/o Newborns)	95	92
<b>SNF Days</b>	624	607
<b>HHA Visits</b>	1,042	884
<b>Emergency Room Visits</b>	897	871
<b>Gross Outpatient Revenue (000's)</b>	\$13,512	\$12,347
<b>Equivalent Patient Days</b>	2,707	2,388
<b>Births</b>	14	12
<b>Surgical Cases - Inpatient</b>	37	45
<b>Surgical Cases - Outpatient</b>	81	103
<b>Total Surgical Cases</b>	118	148
<b>Medicare Case Mix Index</b>	1.97	1.40
<b>Income Statement</b>		
Net Revenue (000's)	4,406	4,575
Operating Expenses (000's)	\$4,807	\$4,884
Net Income (000's)	(6)	59
<b>Productivity</b>		
Total Operating Expense Per Equivalent Patient Day	\$1,776	\$2,045
Productive FTEs	283	285
Non-Productive FTE's	36	33
Total FTEs	319	318
FTEs per Adjusted Occupied Bed	3.54	4.00
<b>Balance Sheet</b>		
Days of Expense In General Operating Cash	6	
Net Days of Revenue in AR	50	50

ACTUAL												
Aug-16	Jul-16	Jun-16	May-16	Apr-16	Mar-16	Feb-16	Jan-16	Dec-15	Nov-15	Oct-15	Sep-15	Aug-15
437	386	334	386	409	426	417	404	351	316	325	376	297
105	103	95	85	97	99	101	124	109	85	97	92	74
608	563	526	529	578	580	671	710	648	544	666	607	634
890	960	942	844	999	879	889	933	915	1,088	948	948	917
918	940	907	940	912	945	919	864	863	841	820	871	888
\$13,336	\$12,605	\$13,465	\$13,827	\$12,542	\$14,266	\$12,049	\$12,184	\$12,274	\$11,900	\$13,103	\$12,774	\$12,910
2,581	2,322	2,381	2,545	2,636	2,886	2,628	2,771	2,614	2,384	2,691	2,565	2,679
17	14	14	13	17	17	9	17	21	14	11	11	15
39	43	31	36	26	31	34	26	32	24	36	36	26
85	73	93	87	92	110	93	98	104	90	95	91	96
124	116	124	123	118	141	127	124	136	114	131	127	122
1.58	1.84	1.64	1.73	1.47	1.48	1.50	1.41	1.35	1.69	1.53	1.69	1.52
4,919	5,172	4,980	4,610	4,481	4,484	4,614	4,522	4,729	4,029	4,655	4,739	4,612
\$5,310	\$5,472	\$5,450	\$5,267	\$5,143	\$4,968	\$4,987	\$4,932	4,829	4,665	4,931	4,931	4,863
(23)	59	(133)	(403)	(99)	(132)	39	19	575	245	104	170	149
\$2,057	\$2,356	\$2,289	\$2,069	\$1,951	\$1,721	\$1,898	\$1,780	\$1,847	\$2,022	\$1,832	\$1,922	\$1,815
286	278	287	300	292	293	296	271	277	292	299	280	273
35	42	37	32	32	33	28	48	41	30	28	32	37
321	320	324	332	324	326	324	319	317	322	327	312	310
3.86	4.28	4.08	4.16	3.70	3.50	3.58	3.57	3.77	4.05	3.77	3.65	3.58
15	11	9	9	13	10	12	14	21	9	13	18	16
50	55	57	55	50	50	52	53	51	53	47	49	45

Sonoma Valley Hospital  
Cash Forecast  
FY 2017

ATTACHMENT H

	Actual July	Actual Aug	Actual Sept	Forecast Oct	Forecast Nov	Forecast Dec	Forecast Jan	Forecast Feb	Forecast Mar	Forecast Apr	Forecast May	Forecast Jun	Forecast TOTAL
<b>Hospital Operating Sources</b>													
1 Patient Payments Collected	4,375,192	4,731,348	3,928,129	4,518,202	4,069,834	4,354,329	4,423,155	4,363,605	4,946,805	4,418,111	4,550,874	4,510,595	53,190,179
2 Capitation Revenue	127,594	124,410	126,315	155,771	155,771	155,771	155,771	155,771	155,771	155,771	155,771	155,766	1,780,253
3 Napa State	2,326	49,264	12,455										64,045
4 Other Operating Revenue	39,800	21,422	28,846	24,351	24,351	24,351	24,351	24,351	24,351	24,351	24,351	24,351	309,226
5 Other Non-Operating Revenue	20,788	46,700	32,026	19,609	19,609	19,609	19,609	19,609	19,609	19,609	19,609	19,617	276,003
6 Unrestricted Contributions	1,549	11,560	13,093										26,202
7 Line of Credit	190,000	(190,000)		1,661,305	(1,411,305)								250,000
Sub-Total Hospital Sources	4,757,249	4,794,704	4,140,864	6,379,238	2,858,260	4,554,060	4,622,886	4,563,336	5,146,536	4,617,842	4,750,605	4,710,329	55,895,909
<b>Hospital Uses of Cash</b>													
8 Operating Expenses	4,578,560	4,139,921	5,611,993	4,812,570	4,615,678	4,789,159	4,889,975	4,671,846	5,017,010	4,749,098	4,835,696	4,850,152	57,561,658
9 Less Depreciation				(293,214)	(293,214)	(293,214)	(293,214)	(293,214)	(293,214)	(293,214)	(293,214)	(293,217)	(2,638,929)
10 Add Capital Lease Payments	49,245	173,774	36,968										259,987
11 Additional AP		400,000			2,000,000	1,000,000	500,000	500,000	500,000	1,500,000		500,000	6,900,000
12 Capital - Board Approved Spending	60,776	43,811	62,997										167,584
13 Napa State													-
Total Hospital Uses	4,688,581	4,757,506	5,711,958	4,519,356	6,322,464	5,495,945	5,096,761	4,878,632	5,223,796	5,955,884	4,542,482	5,056,935	62,250,300
Net Hospital Sources/Uses of Cash	68,668	37,198	(1,571,094)	1,859,882	(3,464,204)	(941,885)	(473,875)	(315,296)	(77,260)	(1,338,042)	208,123	(346,606)	(6,354,391)
<b>Non-Hospital Sources</b>													
14 Restricted Cash/Capital Donations Donations	3,167	141,475	42,379		1,000,000								1,187,021
15 Electronic Health Records													-
16 Parcel Tax Revenue	179,365					1,600,000				1,400,000			3,179,365
17 Advancement - Foundation		400,000			(400,000)								-
18 Advancement - South Lot		263,453											263,453
19 Other:													-
20 IGT				343,950	1,283,647			300,000					1,927,597
21 IGT - AB915 (Net)								900,000					900,000
22 PRIME	375,000				1,126,000								1,501,000
Sub-Total Non-Hospital Sources	557,532	804,928	42,379	343,950	3,009,647	1,600,000	-	1,200,000	-	1,400,000	-	-	8,958,436
<b>Non-Hospital Uses of Cash</b>													
23 Matching Fees	187,575	188,984		1,411,305									1,787,864
Sub-Total Non-Hospital Uses of Cash	187,575	188,984	-	1,411,305	-	-	-	-	-	-	-	-	1,787,864
Net Non-Hospital Sources/Uses of Cash	369,957	615,944	42,379	(1,067,355)	3,009,647	1,600,000	-	1,200,000	-	1,400,000	-	-	7,170,572
Net Sources/Uses	438,625	653,142	(1,528,715)	792,527	(454,557)	658,115	(473,875)	884,704	(77,260)	61,958	208,123	(346,606)	
Cash and Equivalents at beginning of period	1,384,178	1,822,803	2,475,945	947,230	1,739,757	1,285,200	1,943,315	1,469,440	2,354,144	2,276,884	2,338,842	2,546,965	
Cash and Equivalents at end of period	1,822,803	2,475,945	947,230	1,739,757	1,285,200	1,943,315	1,469,440	2,354,144	2,276,884	2,338,842	2,546,965	2,200,359	

5.

1<sup>st</sup> QUARTER CAPITAL  
SPENDING FY2017

Sonoma Valley Hospital  
Capital Plan  
FY 2017

**FY 2017 Budget Requests:**

**Foundation Support:**

Dept #	Department	DESCRIPTION	ESTIMATED AMOUNT	Spent to Date	FY 2017
7660	MRI	1.5 8 Channel Knee Coil	16,968	42,211	(25,243)
7420	Surgery	Mini C-Arm	71,038		71,038
7420	Surgery	Stryker Audio/Video Integration Upgrade	387,449		387,449
7420	Surgery	Wilson Frame	5,828		5,828
7420	Surgery	ECT Machine	16,670		16,670
7420	Surgery	Ureteroscope	18,746		18,746
			\$ 516,699	\$ 42,211	\$ 474,488

**Infrastructure**

Dept #	Department	DESCRIPTION	ESTIMATED AMOUNT	FY 2017	Year 2 (FY 2018)	Year 3 (FY 2019)
8480	Information Systems	Desktop computers/laptops/datalux all-in-one: Estimated annual refresh for computers that are more than 5 years old	25,000	25,000		
8480	Information Systems	Multiple printers (Zebra, Inkjet, Laser, Dymo) & Handheld Scanners: Estimated annual refresh of printers more than 5 years old	16,000	16,000		
8480	Information Systems	Kronos System Upgrade professional services from v5 to v7	15,570		15,570	
8480	Information Systems	VMWare license for 3 blade servers	9,000	9,000		
8480	Information Systems	PBX Replacement	225,000		225,000	
8480	Information Systems	Back-up servers	90,000		90,000	
8480	Information Systems	HIE Replacement (Redwood Med Net)	100,000		100,000	
8480	Information Systems	Network Replacement	50,000	50,000		
8480	Information Systems	Fax Server (2nd server, lab)	15,000	15,000		
8480	Information Systems	McKesson Upgrade	230,000	230,000		
8450	Engineering	East Wing Pipes - SNF	300,000	300,000		
8450	Engineering	Nurse Call System - SNF	225,000	225,000		
8450	Engineering	Install Automatic doors by Cardio Pulmonary	25,000	25,000		
8450	Engineering	TV Cabling	9,406	-		
8450	Engineering	Elevators	375,000	375,000		
8450	Engineering	Pharmacy Relocation	500,000		500,000	
8450	Engineering	Lobby Phase 2 (including IT)	400,000	400,000		
	Various	Contingency:	400,000	400,000		
			\$ 3,009,976	\$ 9,406	\$ 2,070,000	\$ 930,570
			\$ 3,526,675	\$ 51,617	\$ 2,544,488	\$ -

Construction In Progress (CIP)	CIP Budget	Spent Prior to Date	Remaining Balance	
E H R Implementation	6,315,356	5,329,907	985,449	MedOne Leases
Lobby Upgrade	198,000	179,588	18,412	Operations
Phase 2 Feasibility	40,000	24,785	15,215	Foundation
Nuclear Med Heat Pump	58,733	51,438	7,295	Celtic lease
Time Share	67,532	50,740	16,792	Operations
Fluoroscopy	802,981	56,743	746,238	GE Loan
Fire System	138,000	128,651	9,349	Operations
3D Mammograph		11,848		Foundation
OP Diagnostic Center	10,000,000	6,829	9,993,171	Foundation
		\$ 17,620,602	\$ 5,840,528	\$ 11,791,921

Start of FY 2017 5,685,219

FY 2017 CIP Spend \$ 155,309

6.

1<sup>st</sup> QUARTER FINANCE  
REVIEW  
9 MONTH PROJECTION

**Sonoma Valley Hospital**  
**YTD Operating Projection**

<b>Financial Results</b>	<b>Actual as of 9/30/16</b>	<b>Approved 9 Month Budget</b>	<b>Total</b>	<b>Original Budget</b>	<b>Projection vs Budget</b>
<b>Gross Patient Revenue</b>					
Inpatient	19,842,663	54,525,599	74,368,262	71,756,272	2,611,990
Outpatient	19,956,484	67,685,232	87,641,716	90,836,207	(3,194,491)
Emergency	18,604,561	45,187,704	63,792,265	60,793,116	2,999,149
SNF	6,256,344	19,263,063	25,519,407	25,882,754	(363,347)
Home Care	1,002,364	2,970,101	3,972,465	3,875,174	97,291
<b>Total Gross Patient Revenue</b>	<b>65,662,416</b>	<b>189,631,699</b>	<b>255,294,115</b>	<b>253,143,523</b>	<b>2,150,592</b>
<b>Deductions from Revenue</b>					
Contractual Discounts	(52,613,192)	(148,556,226)	(201,169,418)	(198,312,430)	(2,856,988)
Bad Debt	(350,000)	(596,250)	(946,250)	(795,000)	(151,250)
Charity Care Provision	(103,430)	(323,713)	(427,143)	(431,620)	4,477
Prior Period Adj/Government Program Revenue	1,622,597	-	1,622,597		1,622,597
<b>Total Deductions from Revenue</b>	<b>(51,444,025)</b>	<b>(149,476,189)</b>	<b>(200,920,214)</b>	<b>(199,539,050)</b>	<b>(1,381,164)</b>
<b>Net Patient Service Revenue</b>	<b>14,218,391</b>	<b>40,155,510</b>	<b>54,373,901</b>	<b>53,604,473</b>	<b>769,428</b>
Risk contract revenue	378,319	1,401,934	1,780,253	1,869,247	(88,994)
Net Hospital Revenue	14,596,710	41,557,444	56,154,154	55,473,720	680,434
Other Op Rev & Electronic Health Records	80,408	219,159	299,567	292,212	7,355
<b>Total Operating Revenue</b>	<b>14,677,118</b>	<b>41,776,603</b>	<b>56,453,721</b>	<b>55,765,932</b>	<b>687,789</b>
<b>Operating Expenses</b>					
Salary and Wages and Agency Fees	6,672,461	20,829,852	27,502,313	27,578,009	75,696
Employee Benefits	2,616,028	7,479,735	10,095,763	10,008,479	(87,284)
Total People Cost	9,288,489	28,309,587	37,598,076	37,586,488	(11,588)
Med and Prof Fees (excl'd Agency)	1,149,288	3,464,145	4,613,433	4,617,873	4,440
Supplies	1,710,279	4,755,060	6,465,339	6,339,600	(125,739)
Purchased Services	927,070	3,131,556	4,058,626	4,155,032	96,406
Depreciation	833,283	2,638,929	3,472,212	3,518,571	46,359
Utilities	329,398	885,209	1,214,607	1,180,280	(34,327)
Insurance	87,876	300,001	387,877	400,000	12,123
Interest	99,651	319,032	418,683	418,169	(514)
Other	415,640	1,365,124	1,780,764	1,875,406	94,642
Matching Fees (Government Programs)	747,361	-	747,361		(747,361)
<b>Operating expenses</b>	<b>15,588,335</b>	<b>45,168,643</b>	<b>60,756,978</b>	<b>60,091,419</b>	<b>(665,559)</b>
<b>Operating Margin</b>	<b>(911,217)</b>	<b>(3,392,040)</b>	<b>(4,303,257)</b>	<b>(4,325,487)</b>	<b>22,230</b>