



**FINANCE COMMITTEE REGULAR SESSION**

**AGENDA**

**Tuesday, August 22, 2017**

**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>	<b>RECOMMENDATION</b>	
<b>AGENDA ITEM</b>		
<p><b>MISSION STATEMENT</b> The mission of the SVHCD is to maintain, improve, and restore the health of everyone in our community.</p>		
<p><b>1. CALL TO ORDER/ANNOUNCEMENTS</b></p>	<i>Nevins</i>	
<p><b>2. PUBLIC COMMENT SECTION</b></p>	<i>Nevins</i>	
<p><b>3. CONSENT CALENDAR</b> • FC Minutes 07.25.17</p>	<i>Nevins</i>	Action
<p><b>4. REFINANCING THE SERIES B GO BOND</b></p>	<i>G. Hicks</i>	Inform/Action
<p><b>5. ADMINISTRATIVE REPORT AUGUST 2017</b></p>	<i>Mather</i>	Inform
<p><b>6. FINANCIAL REPORT FOR MONTH ENDING JULY 31, 201</b></p>	<i>Jensen</i>	Inform/ Action
<p><b>7. AUDIT STATUS</b></p>	<i>Jensen</i>	Inform
<p><b>8. REQUEST TO OBTAIN PARCEL TAX ADVANCE</b></p>	<i>Jensen</i>	Inform/Action
<p><b>9. HOLIDAY SCHEDULE DISCUSSION</b></p>	<i>Nevins</i>	Inform/Action
<p><b>10. ADJOURN</b></p>	<i>Nevins</i>	



**SVHCD  
FINANCE COMMITTEE MEETING  
MINUTES  
TUESDAY, JULY 25, 2017  
Schantz Conference Room**

<b>Present</b>	<b>Excused</b>	<b>Staff</b>	<b>Public</b>
John Perez Sharon Nevin Dr. Mishra via telephone	Steve Berezin Susan Porth Peter Hohorst	Ken Jensen Jeanette Tarver	

<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>Nevins</i>		
	Called to order 5:09 p.m.		
<b>2. PUBLIC COMMENT SECTION</b>	<i>Nevins</i>		
	None		
<b>3. CONSENT CALENDAR</b> FC Minutes 6.27.17	<i>Nevins</i>	Action	
		<b>MOTION:</b> Quorum not present for a vote	
<b>4. DISCUSSION OF NEW COMMITTEE MEMBER – KEITH HUGHES</b>	<i>Nevins</i>	Inform/Action	
	Ms. Nevins gave a brief synopsis of Mr. Hughes background and experience.	<b>MOTION:</b> Quorum not present for a vote.	

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
<b>5. ADMINISTRATIVE REPORT</b>	<i>Mather</i>	Inform	
	Deferred to next meeting		
<b>6. FINANCIAL REPORT FOR MONTH ENDING JUNE 30, 2017</b>	<i>Jensen</i>	Inform/Action	
	<p>Mr. Jensen reported out the unaudited financials for the month end of June. The June net income was \$689,970 vs. the budgeted net loss of \$39,977 with a monthly EBIDA of 8.5% vs. a budgeted 2.8%. This fiscal year net income is \$1,269,598 favorable to budget with a year-end EBIDA of 3.6% vs. the budgeted 3.3%.</p> <p>Mr. Jensen said that the gross patient revenue for June was \$23,651,284, 2,291,683 better than expected primarily due to the June 1<sup>st</sup> price increase. After accounting for all other operating revenue, the total operating revenue was favorable to budget by \$498,275. Operating expenses of \$5,248,718 were unfavorable to budget by \$153,339 due to employee benefits, PTO, supplies and purchased services being over budget.</p> <p>Mr. Jensen reported that the year-to-date cash goal was \$43,285,626 and the hospital collected \$45,670,485. Days of cash on hand are 19.8 days as of June 30, 2017. AR was at 45.3, an increase from May. AP increased by \$75,208 from May and AP days were at 45.8.</p> <p>Mr. Jensen then gave an overview of the year end June 30, 2017. After accounting for all activity, the Fiscal Year ended with a net income of \$998,081 vs. a budgeted net loss of \$281,517. EBIDA ended at \$2,054,261 or 3.6% vs budgeted at \$1,782,778, or 3.3%. Accounts payable was \$3,525,679 vs 3,790,283 at the end of last fiscal year. Cash at June 30<sup>th</sup> was \$3,166,281 vs 1,384,175 at June 30, 2016.</p>		

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	<p>The June 30<sup>th</sup> gross patient revenue was over budget by \$12,403,758. The revenue deductions were unfavorable to budget by \$10,697,439 which is primarily due to the significant positive variance in IP and ER gross revenue. Year-end expenses were over budget by \$1,333,551 due to employee benefits, supplies and interest due to the unbudgeted interest expense related to the south lot loan and the fluoroscopy project.</p> <p>Mr. Jensen reported that Gary Hicks, investment banker who handled the last bond, has given us an option to refinance a portion of the bond. Mr. Hicks will present at the next meeting with more detail. Ms. Nevins asks if we will take a new look at the debt. Mr. Jensen said that not next month but the following month will begin the review of this.</p>		
<b>7. DECEMBER PARCEL ADVANCE</b>	<i>Jensen</i>	Inform	
	<p>Mr. Jensen reported that we can take an advance on the Parcel tax. But the county requires that the Board will have to approve a legitimate note that is due to the county for the amount drawn. This can only be done once, and the full amount can be pulled out. If this is something that we want to do it will need to be voted by the Finance Committee the Board. Ms. Nevins would like to see the cash flows prior to deciding this.</p>		
<b>8. CAPITAL CASH REQUIREMENTS</b>	<i>Jensen</i>	Inform	
	<p>Mr. Jensen reported that cash flow allocations were just finalized and will come out in the next month.</p>		
<b>9. REVIEW OF CURRENT DEBT</b>	<i>Jensen</i>	Inform	
	<p>No changes from what was previously presented.</p>		

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
10. ADJOURN	<i>Nevins</i>		
	<i>Meeting adjourned at 5:44pm</i>		



**To:** SVHCD Board of Directors  
**From:** Kelly Mather  
**Date:** 7/26/17  
**Subject:** Administrative Report

**Summary**

We have made budget for FY 2017 and this was a very big accomplishment. While there have been many conversations and concerns about the Hospital’s financial situation, we have come together to overcome serious financial challenges this past year and all the while, SVH continues receive recognition for excellence and quality. We end this fiscal year in a much better financial position than last year when we faced a significant cash shortfall. We reached our major strategic goal of increasing surgeries with the addition of many new surgeons. We have almost paid off the Electronic Health Record which continues to be a costly but necessary investment. We have addressed a great deal of the deferred maintenance and extended the Hospital life for many years. We have also replaced or added new technology such as the new Fluoroscopy room which was over 30 years old.

We are not failing because we need a parcel tax; we are succeeding because we have the community support to keep our Hospital viable with the parcel tax. In the coming year we will continue to review comparisons and best practices with all hospitals to demonstrate our efficiency and ensure we are fiscally responsible. We know we must continue these conversations with the community. We have received hundreds of comments and suggestions and the engagement and interest is appreciated. It was wonderful to feel the support and hear the positive comments at the 4<sup>th</sup> of July parade.

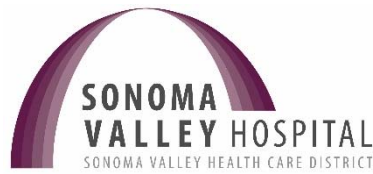
**Strategic Update from FY 2017 Strategic Plan:**

Strategic Priorities	Update
Satisfaction	The scores continue to improve and we are now better than the state average and at the national average for inpatient satisfaction. Our goals were very high this year.
Quality & Safety	We implemented the work place violence prevention program which was a very big undertaking.
Physician Alignment	We rounded on most of the physician offices this past month and were pleased to hear such positive comments about our service and staff. The physicians are very supportive of our hospital.
Revenue Growth	Our success continues in surgery, especially bariatrics. Outpatient volumes were about the same as last year due to increased utilization controls by health plans.
Technology Upgrades	We started construction on the 3D mammography project which is very exciting. The Paragon 14 upgrade continues and this change should be very much more user friendly for physicians and staff.
Financial Stability	We made budget for FY 2017. We recently made a few reductions in expenses to start the new fiscal year off right due to some unexpected expenses.
Community Health	The Hospital had a great presence in the 4 <sup>th</sup> of July parade. A number of health fairs are set for this fall. The great news is that over 2700 people attended hospital community health and education events this past year.



# JUNE 2017

PILLAR	PERFORMANCE GOAL	METRIC	ACTUAL RESULT	GOAL LEVEL
Service Excellence	Highly satisfied Inpatients	Rolling 12 month average of at least 5 out of 9 HCAHPS domain results above the 70 <sup>th</sup> percentile	1 out of 9 through May	>7 = 5 (stretch) 6 = 4 5 = 3 (Goal) 4 = 2 <b>&lt;4=1</b>
Service Excellence	Highly satisfied Emergency Patients	Rolling 12 month average of at least 4 out of 7 ERCAPS domain results above the 70 <sup>th</sup> percentile	4 out of 7 through May	6 = 5 (stretch) 5 = 4 <b>4 = 3 (Goal)</b> 3 = 2 2 = 1
Quality	Excellent Clinical Outcomes	Value Based Purchasing Safety Score at 75% or higher	77%	>85 = 5 (stretch) >80 = 4 <b>&gt;75 = 3 (Goal)</b> >70 = 2 <70 = 1
People	Highly Engaged and Satisfied Staff	Press Ganey percentile ranking of 75 <sup>th</sup> percentile or higher	4.24/5 or the 85% mean score and 74 <sup>th</sup> percentile	>80 <sup>th</sup> = 5 (stretch) >77 <sup>th</sup> =4 >75 <sup>th</sup> =3 (Goal) <b>&gt;72<sup>nd</sup>=2</b> <70 <sup>th</sup> =1
Finance	Financial Viability	YTD EBIDA	3.6%	>4% (stretch) <b>&gt;3.5%=4</b> >3.0% (Goal) >2.5%=2 <2.5%=1
	Efficiency and Financial Management	Meet FY 2017 Budgeted Expenses (excluding IGT)	\$60,687,725 (actual) \$60,386,129 (budget)	<2% =5 (stretch) <1% = 4 <Budget=3 (Goal) <b>&gt;1% =2</b> >2% = 1
Growth	Surgical Cases	Increase surgeries by 2% over prior year	1765 YTD FY2017 1463 YTD FY2016	<b>&gt;2% = 5</b> >1% = 3 < 1% = 2
	Outpatient & Emergency Volumes	2% increase (gross outpatient revenue over prior year)	\$164 mm YTD \$154 mm prior year	>5% = 5 (stretch) >3% = 4 <b>&gt;2% = 3 (Goal)</b> <2% = 2
Community	Community Benefit Hours	Hours of time spent on community benefit activities per year	1427	>1500 = 5 <b>&gt;1200 = 4</b> >1000 = 3 >750 = 2 >500 = 1



Healing Here at Home

### FY 2017 TRENDED RESULTS

MEASUREMENT	Goal FY 2017	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017
Inpatient Satisfaction	5/9	0	0	1	2	3	3	2	3	2	6	5	
Emergency Satisfaction	4/7	1	1	1	1	2	3	2	3	3	7	7	
VBP Safety score	>75	77.5	77.5	67	67	67	67	77	77	77	77	77	77
Staff Satisfaction	>75th	84	84	84	84	84	84	84	74	74	74	74	74
FY YTD Turnover	<10%	.9	1.5	1.8	3.6	4.2	4.8	5.6	6.3	7.2	7.7	8.4	9
YTD EBIDA	>3%	4.5	3.8	4.2	5.2	4.4	1.5	2.2	2	3	3	3.1	3.6
Operating Revenue	>5m	5.1	5.0	4.5	4.7	4.5	3.7	4.5	4.3	5.3	4.9	5.3	5.2
Expense Management	<5m	4.9	5.1	4.8	4.9	5.0	4.7	5.0	4.8	5.4	5.3	5.6	5.2
Net Income	>50k	59	-23	94	336	-270	-599	-107	307	304	-24	16	180
Days Cash on Hand	>20	11	15	6	11	10	25	20	27	16	11	19	20
A/R Days	<50	55	50	50	50	53	51	50	46	44	47	44	45
Total FTE's	<315	320	321	319	316	319	309	316	322	322	313	319	321
FTEs/AOB	<4.0	4.28	3.86	3.54	4.11	4.35	4.03	3.74	3.54	3.93	4.22	3.73	4.14
Inpatient Discharges	>100	103	105	95	99	95	100	119	97	119	89	100	87
Outpatient Revenue	>\$13m	12.6	13.3	13.5	13.3	13.1	12.9	13.5	12.2	15.1	13.1	15.5	15.4
Surgeries	>130	116	124	118	126	161	126	148	127	189	171	173	197
Home Health	>950	960	890	1042	880	938	919	877	922	849	934	966	940
Births	>12	14	17	14	9	8	9	11	12	12	11	7	15
SNF days	>600	563	608	624	512	446	500	592	607	572	512	559	458
MRI	>120	105	97	104	140	118	130	115	107	137	121	116	109
Cardiology (Echos)	>50	41	53	66	60	51	51	55	69	89	70	70	79
Laboratory	>12	11.2	12.2	11.4	12.6	12.1	12.0	12.5	11.5	13.9	12.1	13.6	11.8
Radiology	>850	902	944	1001	898	870	934	1012	981	1159	963	1142	1137
Rehab	>2700	2618	3008	3136	2575	2286	2117	2530	2161	3020	2748	2983	2802
CT	>300	365	327	412	367	306	340	341	323	398	385	407	376
ER	>900	940	918	897	852	850	942	1000	851	941	921	1069	964
Mammography	>425	400	475	421	434	435	399	171	215	246	191	214	219
Ultrasound	>300	281	310	288	288	290	271	253	284	334	213	279	312
Occupational Health	>650	602	724	741	797	636	601	484	568	611	631	607	659
Wound Care	>200	221	312	253	226	199	225	228	238	348	239	203	307





**To:** SVH Finance Committee  
**From:** Ken Jensen, CFO  
**Date:** August 22, 2017  
**Subject:** Financial Report for the Month Ending July 31, 2017

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The actual loss of (\$593,013) from operations for July was (\$127,043) unfavorable to the budgeted loss of (\$465,970). After accounting for all other activity; the July net loss was (\$197,906) vs. the budgeted net loss of (\$62,374) with a monthly EBIDA of -0.1% vs. a budgeted 2.3%.

**Gross patient revenue** for July was \$21,164,140, (\$992,736) less than expected. Inpatient gross revenue was under budget by (\$1,691,016). Inpatient days were under budget by (139) days and inpatient surgeries were under budgeted expectations by (5) cases. Outpatient revenue was over budget by \$662,451. Outpatient visits were under budgeted expectations by (485) visits, but outpatient surgeries were over budget by 43 cases. The Emergency Room gross revenue is over budget by \$164,226; with ER visits close to budgeted expectations at 920 visits. SNF gross charges were under budgeted expectations by (\$102,353) and SNF patient days were under budget by (35) days. Home Health was under budget by (\$26,044) with visits under budget by (90) visits.

**Deductions from revenue** were favorable to budgeted expectations by \$1,229,991. The favorable variance is due to the recording of the Rate Range IGT for FY 15-16. The revenue deductions were offset by the accrual of the Rate Range IGT of \$849,238 and Prime grant of \$125,000. Without the accrual of the additional government funding, the revenue deductions would be favorable to budget by \$569,025.

After accounting for all other operating revenue, the **total operating revenue** was favorable to budget by \$234,286.

**Operating Expenses** of \$5,592,191 were unfavorable to budget by (\$361,329). (\$423,110) of the variance is due to the matching fee for the Rate Range IGT in which the hospital will receive \$849,238 in September or October. The matching fee of \$509,543 was accrued for in July, but the budget for the matching fee was spread evenly through-out the year due to the timing of the IGT requests.

Salaries and wages and agency fees are under budget by \$72,018. Salaries and wages are under budget by \$92,985 and agency fees are over budget by (\$20,967). Employee benefits are over budget by (\$28,451) due to PTO being over budget by (\$9,737) and employee health benefits being over budgeted expectations by (\$18,714). Medical and Professional Fees are better than budget by \$39,331. Medical fees are under budget by \$26,259 and other professional fees are under budget by \$13,072 due to



services not being used in July. Supplies are over budget in July primarily in surgery, (\$102,083), due to the cost of implants being over budget by (\$83,456).

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for July was (\$338,323) vs. a budgeted net loss of (\$217,208). The total net loss for July after all activity was (\$197,906) vs. a budgeted net loss of (\$62,374).

EBIDA for the month of July was -0.1% vs. the budgeted 2.3%.

#### Patient Volumes – July

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	76	98	-22	103
Newborn Discharges	8	15	-7	14
Acute Patient Days	240	379	-139	386
SNF Patient Days	528	563	-35	563
Home Care Visits	870	960	-90	960
OP Gross Revenue	\$14,175	\$13,401	\$774	\$12,605
Surgical Cases	162	124	38	116

#### Gross Revenue Overall Payer Mix – July

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	42.2%	45.3%	-3.1%	42.2%	45.3%	-3.1%
Medicare Mgd Care	12.3%	10.0%	2.3%	12.3%	10.0%	2.3%
Medi-Cal	20.2%	18.1%	2.1%	20.2%	18.1%	2.1%
Self Pay	0.8%	1.3%	-0.5%	0.8%	1.3%	-0.5%
Commercial	20.0%	20.4%	-0.4%	20.0%	20.4%	-0.4%
Workers Comp	2.0%	2.9%	-0.9%	2.0%	2.9%	-0.9%
Capitated	2.5%	2.0%	0.5%	2.5%	2.0%	0.5%
Total	100.0%	100.0%		100.0%	100.0%	

#### Cash Activity for July:

For the month of July the cash collection goal was \$4,032,716 and the Hospital collected \$4,012,551 or under the goal by (\$20,165). Days of cash on hand are 16.5 days at July 31, 2017. Accounts Receivable decreased from June, from 45.3 days to 44.8 days in July. Accounts Payable decreased by \$356,572 from June and Accounts Payable days are at 42.1

**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**  
**Payer Mix for the month of July 31, 2017**

ATTACHMENT A

**July-17**

**YTD**

<b>Gross Revenue:</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	8,900,050	10,031,340	-1,131,290	-11.3%
Medicare Managed Care	2,607,446	2,207,689	399,757	18.1%
Medi-Cal	4,270,665	4,008,350	262,315	6.5%
Self Pay	175,726	279,383	-103,657	-37.1%
Commercial & Other Government	4,250,426	4,541,108	-290,682	-6.4%
Worker's Comp.	422,772	642,153	-219,381	-34.2%
Capitated	537,055	446,853	90,202	20.2%
<b>Total</b>	<b>21,164,140</b>	<b>22,156,876</b>	<b>(992,736)</b>	

	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	8,900,050	10,031,340	-1,131,290	-11.3%
Medicare Managed Care	2,607,446	2,207,689	399,757	18.1%
Medi-Cal	4,270,665	4,008,350	262,315	6.5%
Self Pay	175,726	279,383	-103,657	-37.1%
Commercial & Other Government	4,250,426	4,541,108	-290,682	-6.4%
Worker's Comp.	422,772	642,153	-219,381	-34.2%
Capitated	537,055	446,853	90,202	20.2%
<b>Total</b>	<b>21,164,140</b>	<b>22,156,876</b>	<b>(992,736)</b>	

<b>Net Revenue:</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	1,308,592	1,569,664	-261,072	-16.6%
Medicare Managed Care	387,758	283,434	104,324	36.8%
Medi-Cal	728,405	585,808	142,597	24.3%
Self Pay	105,436	125,923	-20,487	-16.3%
Commercial & Other Government	1,252,243	1,558,988	-306,745	-19.7%
Worker's Comp.	84,625	165,970	-81,345	-49.0%
Capitated	13,506	14,489	-983	-6.8%
Prior Period Adj/IGT	974,238	313,272	660,966	*
<b>Total</b>	<b>4,854,803</b>	<b>4,617,548</b>	<b>237,255</b>	<b>5.1%</b>

	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	1,308,592	1,569,664	-261,072	-16.6%
Medicare Managed Care	387,758	283,434	104,324	36.8%
Medi-Cal	728,405	585,808	142,597	24.3%
Self Pay	105,436	125,923	-20,487	-16.3%
Commercial & Other Government	1,252,243	1,558,988	-306,745	-19.7%
Worker's Comp.	84,625	165,970	-81,345	-49.0%
Capitated	13,506	14,489	-983	-6.8%
Prior Period Adj/IGT	974,238	313,272	660,966	*
<b>Total</b>	<b>4,854,803</b>	<b>4,617,548</b>	<b>237,255</b>	<b>5.1%</b>

<b>Percent of Net Revenue:</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	27.0%	34.0%	-7.0%	-20.6%
Medicare Managed Care	8.0%	6.1%	1.9%	31.1%
Medi-Cal	15.0%	12.7%	2.3%	18.1%
Self Pay	2.2%	2.7%	-0.5%	-18.5%
Commercial & Other Government	25.7%	33.8%	-8.1%	-24.0%
Worker's Comp.	1.7%	3.6%	-1.9%	-52.8%
Capitated	0.3%	0.3%	0.0%	0.0%
Prior Period Adj/IGT	20.1%	6.8%	13.3%	*
<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>
Medicare	27.0%	34.0%	-7.0%	-20.6%
Medicare Managed Care	8.0%	6.1%	1.9%	31.1%
Medi-Cal	15.0%	12.7%	2.3%	18.1%
Self Pay	2.2%	2.7%	-0.5%	-18.5%
Commercial & Other Government	25.7%	33.8%	-8.1%	-24.0%
Worker's Comp.	1.7%	3.6%	-1.9%	-52.8%
Capitated	0.3%	0.3%	0.0%	0.0%
Prior Period Adj/IGT	20.1%	6.8%	13.3%	*
<b>Total</b>	<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	14.7%	15.7%	-1.0%	-6.4%
Medicare Managed Care	14.9%	12.8%	2.1%	16.4%
Medi-Cal	17.1%	14.6%	2.5%	17.1%
Self Pay	60.0%	45.1%	14.9%	33.0%
Commercial & Other Government	29.5%	34.3%	-4.8%	-14.0%
Worker's Comp.	20.0%	25.8%	-5.8%	-22.5%
Capitated	2.5%	3.2%	-0.7%	-21.9%
Prior Period Adj/IGT	4.6%	1.4%	3.2%	*

	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	14.7%	15.7%	-1.0%	-6.4%
Medicare Managed Care	14.9%	12.8%	2.1%	16.4%
Medi-Cal	17.1%	14.6%	2.5%	17.1%
Self Pay	60.0%	45.1%	14.9%	33.0%
Commercial & Other Government	29.5%	34.3%	-4.8%	-14.0%
Worker's Comp.	20.0%	25.8%	-5.8%	-22.5%
Capitated	2.5%	3.2%	-0.7%	-21.9%
Prior Period Adj/IGT	4.6%	1.4%	3.2%	*

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

**ATTACHMENT B**

	<u>CURRENT MONTH</u>				<u>YEAR-TO-DATE</u>			<u>YTD</u>
	<u>Actual 07/31/17</u>	<u>Budget 07/31/17</u>	<u>Favorable (Unfavorable) Variance</u>		<u>Actual 07/31/17</u>	<u>Budget 07/31/17</u>	<u>Favorable (Unfavorable) Variance</u>	<u>Prior Year 07/31/16</u>
				<b>Inpatient Utilization</b>				
				<b>Discharges</b>				
1	57	84	(27)	Acute	57	84	(27)	88
2	19	14	5	ICU	19	14	5	15
3	76	98	(22)	Total Discharges	76	98	(22)	103
4	8	15	(7)	Newborn	8	15	(7)	13
5	84	112	(28)	Total Discharges inc. Newborns	84	112	(28)	116
				<b>Patient Days:</b>				
6	159	291	(132)	Acute	159	291	(132)	298
7	81	88	(7)	ICU	81	88	(7)	88
8	240	379	(139)	Total Patient Days	240	379	(139)	386
9	7	30	(23)	Newborn	7	30	(23)	28
10	247	409	(162)	Total Patient Days inc. Newborns	247	409	(162)	414
				<b>Average Length of Stay:</b>				
11	2.8	3.5	(0.7)	Acute	2.8	3.5	(0.7)	3.4
12	4.3	6.2	(1.9)	ICU	4.3	6.2	(1.9)	5.9
13	3.2	3.9	(0.7)	Avg. Length of Stay	3.2	3.9	(0.7)	3.7
14	0.9	2.0	(1.2)	Newborn ALOS	0.9	2.0	1.2	2.2
				<b>Average Daily Census:</b>				
15	5.1	9.4	(4.3)	Acute	5.1	9.4	(4.3)	9.6
16	2.6	2.8	(0.2)	ICU	2.6	2.8	(0.2)	2.8
17	7.7	12.2	(4.5)	Avg. Daily Census	7.7	12.2	(4.5)	12.5
18	0.2	1.0	(0.7)	Newborn	0.23	0.96	(0.7)	0.90
				<b>Long Term Care:</b>				
19	528	563	(35)	SNF Patient Days	528	563	(35)	563
20	23	25	(2)	SNF Discharges	23	25	(2)	26
21	17.0	18.2	(1.1)	Average Daily Census	17.0	18.2	(1.1)	18.2
				<b>Other Utilization Statistics</b>				
				<b>Emergency Room Statistics</b>				
22	920	940	(20)	Total ER Visits	920	940	(20)	940
				<b>Outpatient Statistics:</b>				
23	4,327	4,812	(485)	Total Outpatients Visits	4,327	4,812	(485)	4,217
24	29	34	(5)	IP Surgeries	29	34	(5)	43
25	133	90	43	OP Surgeries	133	90	43	73
26	52	34	18	Special Procedures	52	34	18	57
27	870	960	(90)	Home Health Visits	870	960	(90)	960
28	301	310	(10)	Adjusted Discharges	301	310	(10)	316
29	2,332	2,384	(52)	Adjusted Patient Days (Inc. SNF)	2,332	2,384	(52)	2,322
30	75.2	76.9	(1.7)	Adj. Avg. Daily Census (Inc. SNF)	75.2	76.9	(1.7)	74.9
31	1.6512	1.4000	0.251	Case Mix Index -Medicare	1.6512	1.4000	0.251	1.8410
32	1.5037	1.4000	0.104	Case Mix Index - All payers	1.5037	1.4000	0.104	1.5910
				<b>Labor Statistics</b>				
33	271	283	11.7	FTE's - Worked	271	283	11.7	278
34	318	324	6.0	FTE's - Paid	318	324	6.0	320
35	40.85	41.35	0.50	Average Hourly Rate	40.85	41.35	0.50	39.49
36	24.1	24.0	(0.1)	Manhours / Adj. Pat Day	24.1	24.0	(0.1)	24.4
37	186.9	184.4	(2.5)	Manhours / Adj. Discharge	186.9	184.4	(2.5)	179.3
38	23.8%	22.3%	-1.5%	Benefits % of Salaries	23.8%	22.3%	-1.5%	23.5%
				<b>Non-Labor Statistics</b>				
39	11.0%	10.6%	-0.4%	Supply Expense % Net Revenue	11.0%	10.6%	-0.4%	9.9%
40	1,832	1,624	(208)	Supply Exp. / Adj. Discharge	1,832	1,624	(208)	1,625
41	19,161	17,386	(1,775)	Total Expense / Adj. Discharge	19,161	17,386	(1,775)	17,827
				<b>Other Indicators</b>				
42	16.5			Days Cash - Operating Funds				
43	44.8	50.0	(5.2)	Days in Net AR	44.8	50.0	(5.2)	54.8
44	99%			Collections % of Net Revenue	99%			106.3%
45	42.1	55.0	(12.9)	Days in Accounts Payable	42.1	55.0	(12.9)	51.7
46	23.6%	21.4%	2.2%	% Net revenue to Gross revenue	23.6%	21.4%	2.2%	24.3%
47	23.6%			% Net AR to Gross AR	23.6%			25.4%

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

**ATTACHMENT C**

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
<b>Assets</b>			
Current Assets:			
1 Cash	\$ 2,817,486	\$ 3,166,281	\$ 1,822,803
2 Trustee Funds	3,966,031	3,966,031	3,420,699
3 Net Patient Receivables	8,591,450	9,409,871	8,759,013
4 Allow Uncollect Accts	(1,388,210)	(1,441,052)	(923,051)
5 Net A/R	7,203,240	7,968,819	7,835,962
6 Other Accts/Notes Rec	6,992,879	7,137,441	7,220,036
7 3rd Party Receivables, Net	1,984,109	1,455,586	1,615,467
8 Inventory	832,480	832,006	818,225
9 Prepaid Expenses	866,556	848,434	933,945
10 Total Current Assets	<u>\$ 24,662,781</u>	<u>\$ 25,374,598</u>	<u>\$ 23,667,137</u>
12 Property, Plant & Equip, Net	\$ 52,992,569	\$ 53,261,936	\$ 52,121,582
13 Specific Funds	918,789	918,711	624,979
14 Other Assets	-	-	144,537
15 Total Assets	<u><u>\$ 78,574,139</u></u>	<u><u>\$ 79,555,245</u></u>	<u><u>\$ 76,558,235</u></u>
<b>Liabilities &amp; Fund Balances</b>			
Current Liabilities:			
16 Accounts Payable	\$ 3,169,107	\$ 3,525,679	\$ 3,885,659
17 Accrued Compensation	4,617,538	4,524,435	4,217,183
18 Interest Payable	661,595	551,329	685,537
19 Accrued Expenses	1,640,488	1,623,579	1,227,518
20 Advances From 3rd Parties	474,728	510,275	116,712
21 Deferred Tax Revenue	6,240,850	6,808,200	5,465,995
22 Current Maturities-LTD	1,307,131	1,302,516	1,037,255
23 Line of Credit - Union Bank	6,973,734	6,973,734	5,923,734
24 Other Liabilities	1,386	1,386	1,149,551
25 Total Current Liabilities	<u>\$ 25,086,557</u>	<u>\$ 25,821,133</u>	<u>\$ 23,709,144</u>
26 Long Term Debt, net current portion	\$ 37,132,265	\$ 37,180,889	\$ 37,154,296
Fund Balances:			
28 Unrestricted	\$ 12,476,183	\$ 12,674,089	\$ 12,711,969
29 Restricted	3,879,134	3,879,134	2,982,827
30 Total Fund Balances	<u>\$ 16,355,317</u>	<u>\$ 16,553,223</u>	<u>\$ 15,694,795</u>
31 Total Liabilities & Fund Balances	<u><u>\$ 78,574,139</u></u>	<u><u>\$ 79,555,245</u></u>	<u><u>\$ 76,558,235</u></u>

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

ATTACHMENT D

	Month				Volume Information	Year-To-Date				YTD
	This Year		Variance			This Year		Variance		
	Actual	Budget	\$	%		Actual	Budget	\$	%	
1	76	98	(22)	-22%	Acute Discharges	76	98	(22)	-22%	103
2	528	563	(35)	-6%	SNF Days	528	563	(35)	-6%	563
3	870	960	(90)	-9%	Home Care Visits	870	960	(90)	-9%	960
4	14,175	13,401	774	6%	Gross O/P Revenue (000's)	\$ 14,175	\$ 13,401	774	6%	\$ 12,605
<b>Financial Results</b>										
<b>Gross Patient Revenue</b>										
5	\$ 5,006,287	\$ 6,697,303	(1,691,016)	-25%	Inpatient	\$ 5,006,287	\$ 6,697,303	(1,691,016)	-25%	\$ 6,705,658
6	7,385,263	6,722,812	662,451	10%	Outpatient	7,385,263	6,722,812	662,451	10%	6,089,038
7	6,513,046	6,348,820	164,226	3%	Emergency	6,513,046	6,348,820	164,226	3%	6,225,477
8	1,956,071	2,058,424	(102,353)	-5%	SNF	1,956,071	2,058,424	(102,353)	-5%	2,006,658
9	303,473	329,517	(26,044)	-8%	Home Care	303,473	329,517	(26,044)	-8%	332,314
10	\$ 21,164,140	\$ 22,156,876	(992,736)	-4%	<b>Total Gross Patient Revenue</b>	\$ 21,164,140	\$ 22,156,876	(992,736)	-4%	\$ 21,359,145
<b>Deductions from Revenue</b>										
11	\$ (17,160,706)	\$ (17,729,993)	569,287	3%	Contractual Discounts	\$ (17,160,706)	\$ (17,729,993)	569,287	3%	\$ (17,193,788)
12	(100,000)	(100,000)	-	0%	Bad Debt	(100,000)	(100,000)	-	0%	(120,000)
13	(22,869)	(22,607)	(262)	-1%	Charity Care Provision	(22,869)	(22,607)	(262)	-1%	(29,730)
14	974,238	313,272	660,966	*	Prior Period Adj/Government Program Revenue	974,238	313,272	660,966	*	1,028,647
15	\$ (16,309,337)	\$ (17,539,328)	1,229,991	-7%	<b>Total Deductions from Revenue</b>	\$ (16,309,337)	\$ (17,539,328)	1,229,991	-7%	\$ (16,314,871)
<b>Net Patient Service Revenue</b>										
16	\$ 4,854,803	\$ 4,617,548	237,255	5%	Risk contract revenue	\$ 4,854,803	\$ 4,617,548	237,255	5%	\$ 5,044,274
17	\$ 133,404	\$ 128,521	4,883	4%	Net Hospital Revenue	\$ 133,404	\$ 128,521	4,883	4%	\$ 127,594
18	\$ 4,988,207	\$ 4,746,069	242,138	5%	Other Op Rev & Electronic Health Records	\$ 4,988,207	\$ 4,746,069	242,138	5%	\$ 5,171,868
19	\$ 10,971	\$ 18,823	(7,852)	-42%	<b>Total Operating Revenue</b>	\$ 10,971	\$ 18,823	(7,852)	-42%	\$ 19,337
20	\$ 4,999,178	\$ 4,764,892	234,286	5%	<b>Operating Expenses</b>	\$ 4,999,178	\$ 4,764,892	234,286	5%	\$ 5,191,205
21	\$ 2,294,823	\$ 2,366,841	72,018	3%	Salary and Wages and Agency Fees	\$ 2,294,823	\$ 2,366,841	72,018	3%	\$ 2,235,401
22	918,812	890,361	(28,451)	-3%	Employee Benefits	918,812	890,361	(28,451)	-3%	879,134
23	\$ 3,213,635	\$ 3,257,202	43,567	1%	Total People Cost	\$ 3,213,635	\$ 3,257,202	43,567	1%	\$ 3,114,535
24	\$ 370,653	\$ 409,984	39,331	10%	Med and Prof Fees (excl Agency)	\$ 370,653	\$ 409,984	39,331	10%	\$ 390,273
25	550,625	503,955	(46,670)	-9%	Supplies	550,625	503,955	(46,670)	-9%	512,982
26	355,742	376,471	20,729	6%	Purchased Services	355,742	376,471	20,729	6%	287,091
27	285,332	282,312	(3,020)	-1%	Depreciation	285,332	282,312	(3,020)	-1%	280,470
28	113,051	101,622	(11,429)	-11%	Utilities	113,051	101,622	(11,429)	-11%	109,979
29	31,819	27,614	(4,205)	-15%	Insurance	31,819	27,614	(4,205)	-15%	29,292
30	47,200	46,319	(881)	-2%	Interest	47,200	46,319	(881)	-2%	34,224
31	114,591	138,950	24,359	18%	Other	114,591	138,950	24,359	18%	154,471
32	509,543	86,433	(423,110)	*	Matching Fees (Government Programs)	509,543	86,433	(423,110)	*	558,377
33	\$ 5,592,191	\$ 5,230,862	(361,329)	-7%	<b>Operating expenses</b>	\$ 5,592,191	\$ 5,230,862	(361,329)	-7%	\$ 5,471,694
34	\$ (593,013)	\$ (465,970)	(127,043)	-27%	<b>Operating Margin</b>	\$ (593,013)	\$ (465,970)	(127,043)	-27%	\$ (280,489)

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

	Month					Year-To-Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual	Budget	\$	%		Actual	Budget	\$	%		
<b>35</b>	\$ (5,211)	\$ (13,222)	8,011	-61%							
<b>36</b>	-	-	-	0%							
<b>37</b>	(56,766)	(54,683)	(2,083)	4%							
<b>38</b>	316,667	316,667	-	0%							
<b>39</b>	<b>\$ 254,690</b>	<b>\$ 248,762</b>	<b>5,928</b>	<b>2%</b>							
<b>40</b>	<b>\$ (338,323)</b>	<b>\$ (217,208)</b>	<b>(121,115)</b>	<b>56%</b>	<b>Net Income / (Loss) prior to Restricted Contributions</b>	<b>\$ (338,323)</b>	<b>\$ (217,208)</b>	<b>(121,115)</b>	<b>56%</b>	<b>\$ (80,477)</b>	
<b>41</b>	\$ -	\$ 14,417	(14,417)	-100%	Capital Campaign Contribution	\$ -	\$ 14,417	(14,417)	-100%	\$ 10,417	
<b>42</b>	\$ -	\$ -	-	0%	Restricted Foundation Contributions	\$ -	\$ -	-	100%	\$ -	
<b>43</b>	<b>\$ (338,323)</b>	<b>\$ (202,791)</b>	<b>(135,532)</b>	<b>67%</b>	<b>Net Income / (Loss) w/ Restricted Contributions</b>	<b>\$ (338,323)</b>	<b>\$ (202,791)</b>	<b>(135,532)</b>	<b>67%</b>	<b>\$ (70,060)</b>	
<b>44</b>	250,683	250,683	-	0%	GO Bond Tax Assessment Rev	250,683	250,683	-	0%	246,909	
<b>45</b>	(110,266)	(110,266)	-	0%	GO Bond Interest	(110,266)	(110,266)	-	0%	(117,929)	
<b>46</b>	<b>\$ (197,906)</b>	<b>\$ (62,374)</b>	<b>(135,532)</b>	<b>217%</b>	<b>Net Income/(Loss) w GO Bond Activity</b>	<b>\$ (197,906)</b>	<b>\$ (62,374)</b>	<b>(135,532)</b>	<b>217%</b>	<b>\$ 58,920</b>	
	\$ (5,791)	\$ 111,423			<b>EBIDA - Not including Restricted Contributions</b>	\$ (5,791)	\$ 111,423			\$ 234,217	
	-0.1%	2.3%				-0.1%	2.3%			4.5%	
	\$ (52,991)	\$ 65,104			<b>EBDA - Not including Restricted Contributions</b>	\$ (52,991)	\$ 65,104				
	-1.1%	1.4%				-1.1%	1.4%				

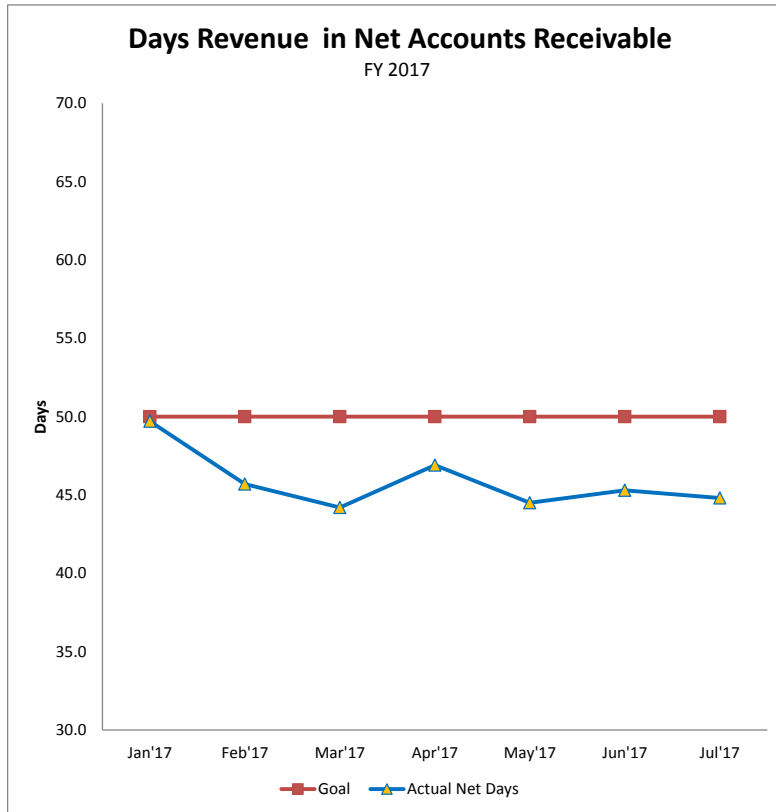


**Sonoma Valley Health Care District  
Statement of Revenue and Expenses Variance Analysis  
For the Period Ended July 31, 2017**

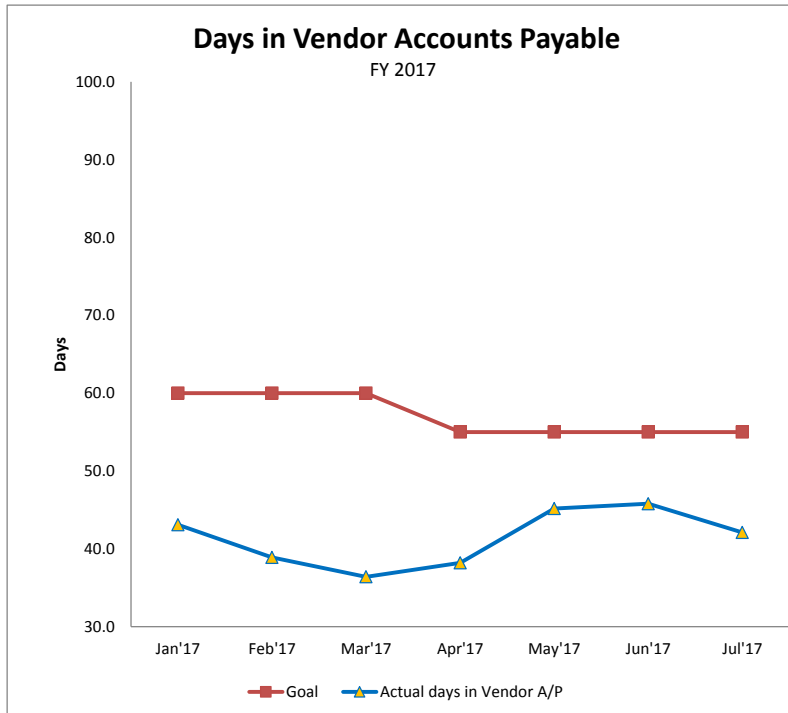
	YTD	MONTH	
Description	Variance	Variance	
<b>Volume Information</b>			
1 Acute Discharges	(22)	(22)	
2 SNF Days	(35)	(35)	
3 Home Care Visits	(90)	(90)	
4 Gross O/P Revenue (000's)	774	774	
<b>Financial Results</b>			
<b>Gross Patient Revenue</b>			
5 Inpatient	(1,691,016)	(1,691,016)	Inpatient days were below budgeted expectations by (139) days and IP surgeries were below budget by (5) cases. \$534,094 is from IP implant charges, which offsets the costs of the implants.
6 Outpatient	662,451	662,451	Outpatient visits are 4,327 vs. budgeted expectations of 4,812 visits and outpatient surgeries are 133 vs. budgeted expectations 90. \$189,228 is from OP implant charges, which offsets the costs of the implants.
7 Emergency	164,226	164,226	ER visits are 920 vs. budgeted visits of 940.
8 SNF	(102,353)	(102,353)	SNF patient days are 528 vs. budgeted expected days of 563.
9 Home Care	(26,044)	(26,044)	HHA visits are 870 vs. budgeted expectations of 960.
10 <b>Total Gross Patient Revenue</b>	<b>(992,736)</b>	<b>(992,736)</b>	
<b>Deductions from Revenue</b>			
11 Contractual Discounts	569,287	569,287	
12 Bad Debt	-	-	
13 Charity Care Provision	(262)	(262)	
14 Prior Period Adj/Government Program Revenue	660,966	660,966	Rate Range IGT \$849,238 and Prime grant \$125,000.
15 <b>Total Deductions from Revenue</b>	<b>1,229,991</b>	<b>1,229,991</b>	
16 <b>Net Patient Service Revenue</b>	<b>237,255</b>	<b>237,255</b>	
17 Risk contract revenue	4,883	4,883	
18 <b>Net Hospital Revenue</b>	<b>242,138</b>	<b>242,138</b>	
19 Other Op Rev & Electronic Health Records	(7,852)	(7,852)	
20 <b>Total Operating Revenue</b>	<b>234,286</b>	<b>234,286</b>	
<b>Operating Expenses</b>			
21 Salary and Wages and Agency Fees	72,018	72,018	Salaries and Wages are under budget by \$92,985 and the Agency fees are over budget by (\$20,967).
22 Employee Benefits	(28,451)	(28,451)	Employee benefits are over budgeted expectations due to employee benefit costs (\$18,714).
23 <b>Total People Cost</b>	<b>43,567</b>	<b>43,567</b>	
24 Med and Prof Fees (excl Agency)	39,331	39,331	
25 Supplies	(46,670)	(46,670)	Supplies are over budget primarily in the surgery department due to surgical implants (\$102,083).
26 Purchased Services	20,729	20,729	
27 Depreciation	(3,020)	(3,020)	
28 Utilities	(11,429)	(11,429)	
29 Insurance	(4,205)	(4,205)	
30 Interest	(881)	(881)	
31 Other	24,359	24,359	
32 Matching Fees (Government Programs)	(423,110)	(423,110)	The Rate Range IGT fee of \$509,543 hit in July, when the budget is spread evenly for the year.
33 <b>Operating expenses</b>	<b>(361,329)</b>	<b>(361,329)</b>	
34 <b>Operating Margin</b>	<b>(127,043)</b>	<b>(127,043)</b>	
<b>Non Operating Rev and Expense</b>			
35 Miscellaneous Revenue	8,011	8,011	
36 Donations	-	-	
37 Physician Practice Support-Prima	(2,083)	(2,083)	
38 Parcel Tax Assessment Rev	-	-	
39 <b>Total Non-Operating Rev/Exp</b>	<b>5,928</b>	<b>5,928</b>	
		-	

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

	YTD	MONTH
Description	Variance	Variance
40 <b>Net Income / (Loss) prior to Restricted Contributions</b>	(121,115)	(121,115)
	-	-
41 Capital Campaign Contribution	(14,417)	(14,417)
42 Restricted Foundation Contributions	-	-
43 <b>Net Income / (Loss) w/ Restricted Contributions</b>	(135,532)	(135,532)
	-	-
44 GO Bond Tax Assessment Rev	-	-
45 GO Bond Interest	-	-
	-	-
46 <b>Net Income/(Loss) w GO Bond Activity</b>	(135,532)	(135,532)



Days in A/R	Jan'17	Feb'17	Mar'17	Apr'17	May'17	Jun'17	Jul'17
Actual days in A/R	49.7	45.7	44.2	46.9	44.5	45.3	44.8
Goal	50.0	50.0	50.0	50.0	50.0	50.0	50.0



Days in A/P	Jan'17	Feb'17	Mar'17	Apr'17	May'17	Jun'17	Jul'17
Actual days in Vendor A/P	43.1	38.9	36.4	38.2	45.2	45.8	42.1
Goal	60.0	60.0	60.0	55.0	55.0	55.0	55.0

Sonoma Valley Hospital  
 Statistical Analysis  
 FY 2018

ATTACHMENT G

Statistics	ACTUAL	BUDGET	ACTUAL												
	Jul-17	Jul-17	Jun-17	May-17	Apr-17	Mar-17	Feb-17	Jan-17	Dec-16	Nov-16	Oct-16	Sep-16	Aug-16	Jul-16	Jun-16
<b>Acute</b>															
Acute Patient Days	240	379	346	388	368	415	415	465	355	396	402	407	437	386	334
Acute Discharges (w/o Newborns)	76	98	87	100	89	119	97	119	100	95	99	95	105	103	95
<b>SNF Days</b>	528	563	458	559	512	572	607	592	500	446	512	624	608	563	526
<b>HHA Visits</b>	870	960	940	966	934	849	922	877	919	938	880	1,042	890	960	942
<b>Emergency Room Visits</b>	920	940	964	1,069	921	941	851	1,000	942	850	852	897	918	940	907
<b>Gross Outpatient Revenue (000's)</b>	\$14,175	\$13,401	\$15,454	\$15,523	\$13,168	\$15,098	\$12,189	\$13,500	\$12,935	\$13,147	\$13,347	\$13,512	\$13,336	\$12,605	\$13,465
<b>Equivalent Patient Days</b>	2,332	2,382	2,328	2,654	2,227	2,537	2,553	2,618	2,382	2,202	2,380	2,707	2,581	2,322	2,381
<b>Births</b>	6	15	15	7	11	12	12	11	9	8	9	14	17	14	14
<b>Surgical Cases - Inpatient</b>	29	34	36	30	47	40	26	38	28	38	42	37	39	43	31
<b>Surgical Cases - Outpatient</b>	133	90	161	143	124	149	101	110	98	123	84	81	85	73	93
<b>Total Surgical Cases</b>	162	124	197	173	171	189	127	148	126	161	126	118	124	116	124
<b>Total Special Procedures</b>	52	34	66	58	44	36	41	28	40	32	29	49	63	57	61
<b>Medicare Case Mix Index</b>	1.65	1.40	1.66	1.69	1.64	1.45	1.52	1.47	1.59	1.79	1.59	1.97	1.58	1.84	1.64
<b>Income Statement</b>															
Net Revenue (000's)	\$4,988	\$4,746	5,188	5,330	4,924	5,283	4,266	\$4,528	\$3,588	\$4,452	\$4,727	\$4,406	\$4,919	\$5,172	\$4,980
Operating Expenses (000's)	\$5,592	\$5,231	\$5,250	\$5,678	\$5,308	\$5,395	\$4,803	\$5,026	\$4,713	\$5,047	\$4,912	\$4,807	\$5,310	\$5,472	\$5,450
Net Income (000's)	(\$198)	(\$62)	690	16	-24	304	308	(\$108)	(\$600)	(\$65)	\$337	(\$6)	(\$23)	\$59	(\$133)
<b>Productivity</b>															
Total Operating Expense Per Equivalent Patient Day	\$2,398	\$0	\$2,255	\$2,139	\$2,383	\$2,127	\$1,881	\$1,920	\$1,979	\$2,292	\$2,064	\$1,776	\$2,057	\$2,356	\$2,289
Productive FTEs	271	283	278	291	285	294	294	280	253	289	280	283	286	278	287
Non-Productive FTE's	47	41	43	28	28	28	28	36	56	30	36	36	35	42	37
Total FTEs	318	324	321	319	313	322	322	316	309	319	316	319	321	320	324
FTEs per Adjusted Occupied Bed	4.23	4.22	4.14	3.73	4.22	3.93	3.54	3.74	4.03	4.35	4.11	3.54	3.86	4.28	4.08
<b>Balance Sheet</b>															
Days of Expense In General Operating Cash	16.5		20	19	11	16	27	20	25	10	11	6	15	11	9
Net Days of Revenue in AR	45	50	45	44	47	44	46	50	51	53	50	50	50	55	57

Sonoma Valley Hospital  
Cash Forecast  
FY 2018

	Actual July	Forecast Aug	Forecast Sept	Forecast Oct	Forecast Nov	Forecast Dec	Forecast Jan	Forecast Feb	Forecast Mar	Forecast Apr	Forecast May	Forecast Jun	TOTAL
<b>Hospital Operating Sources</b>													
1 Patient Payments Collected	4,502,585	3,878,106	4,534,208	4,268,066	4,132,257	4,168,703	4,476,616	4,409,693	4,706,455	4,322,606	4,357,338	4,351,807	52,108,440
2 Capitation Revenue	133,404	128,521	128,521	128,521	128,521	128,521	128,521	128,521	128,521	128,521	128,521	128,518	1,547,132
3 Napa State	39,561	20,762	20,762	20,762	20,762	20,762	20,762	20,762	20,762	20,762	20,762	20,762	267,943
4 Other Operating Revenue	10,971	18,823	18,823	18,823	18,823	18,823	18,823	18,823	18,823	18,823	18,823	18,827	218,028
5 Other Non-Operating Revenue	26,914												26,914
6 Unrestricted Contributions													-
7 Line of Credit													-
<b>Sub-Total Hospital Sources</b>	<b>4,713,435</b>	<b>4,046,212</b>	<b>4,702,314</b>	<b>4,436,172</b>	<b>4,300,363</b>	<b>4,336,809</b>	<b>4,644,722</b>	<b>4,577,799</b>	<b>4,874,561</b>	<b>4,490,712</b>	<b>4,525,444</b>	<b>4,519,914</b>	<b>54,168,457</b>
<b>Hospital Uses of Cash</b>													
8 Operating Expenses	5,146,037	5,277,774	5,328,046	5,178,659	5,101,589	5,130,853	5,338,157	5,253,569	5,505,480	5,297,652	5,370,033	5,303,034	63,230,883
9 Less Depreciation		(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,301)	(3,105,421)
10 Add Capital Lease Payments	52,503	100,057	100,464	100,872	101,283	166,323	102,110	102,526	102,944	103,364	103,786	169,180	1,305,412
11 Additional Liabilities		200,000											200,000
12 Capital Expenditures	15,965												15,965
<b>Total Hospital Uses</b>	<b>5,214,505</b>	<b>5,295,519</b>	<b>5,146,198</b>	<b>4,997,219</b>	<b>4,920,560</b>	<b>5,014,864</b>	<b>5,157,955</b>	<b>5,073,783</b>	<b>5,326,112</b>	<b>5,118,704</b>	<b>5,191,507</b>	<b>5,189,913</b>	<b>61,646,839</b>
<b>Net Hospital Sources/Uses of Cash</b>	<b>(501,070)</b>	<b>(1,249,307)</b>	<b>(443,884)</b>	<b>(561,047)</b>	<b>(620,197)</b>	<b>(678,055)</b>	<b>(513,233)</b>	<b>(495,984)</b>	<b>(451,551)</b>	<b>(627,992)</b>	<b>(666,063)</b>	<b>(669,999)</b>	<b>(7,478,382)</b>
<b>Non-Hospital Sources</b>													
13 Restricted Cash/Capital Donations		509,543	14,417	(495,126)	14,417	14,417	18,828	18,828	18,828	18,828	18,828	18,828	170,636
14 Parcel Tax Revenue	152,275					2,000,000				1,800,000			3,952,275
15 Payment - South Lot			(25,205)			(25,205)			(24,658)			(24,932)	(100,000)
16 Other:													-
17 IGT				849,238	550,762				860,000				2,260,000
18 IGT - AB915 (Net)								900,000					900,000
19 PRIME				1,350,000							150,000		1,500,000
<b>Sub-Total Non-Hospital Sources</b>	<b>152,275</b>	<b>509,543</b>	<b>(10,788)</b>	<b>1,704,112</b>	<b>565,179</b>	<b>1,989,212</b>	<b>18,828</b>	<b>918,828</b>	<b>854,170</b>	<b>1,818,828</b>	<b>168,828</b>	<b>(6,104)</b>	<b>8,682,911</b>
<b>Non-Hospital Uses of Cash</b>													
20 Matching Fees		509,543	675,000	287,191						75,000			1,546,734
<b>Sub-Total Non-Hospital Uses of Cash</b>	<b>-</b>	<b>509,543</b>	<b>675,000</b>	<b>287,191</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>1,546,734</b>
<b>Net Non-Hospital Sources/Uses of Cash</b>	<b>152,275</b>	<b>-</b>	<b>(685,788)</b>	<b>1,416,921</b>	<b>565,179</b>	<b>1,989,212</b>	<b>18,828</b>	<b>918,828</b>	<b>854,170</b>	<b>1,743,828</b>	<b>168,828</b>	<b>(6,104)</b>	<b>7,136,177</b>
<b>Net Sources/Uses</b>	<b>(348,795)</b>	<b>(1,249,307)</b>	<b>(1,129,672)</b>	<b>855,874</b>	<b>(55,018)</b>	<b>1,311,157</b>	<b>(494,405)</b>	<b>422,844</b>	<b>402,619</b>	<b>1,115,836</b>	<b>(497,235)</b>	<b>(676,103)</b>	
Cash and Equivalents at beginning of period	3,166,281	2,817,486	1,568,179	438,507	1,294,381	1,239,363	2,550,520	2,056,115	2,478,959	2,881,578	3,997,414	3,500,179	
<b>Cash and Equivalents at end of period</b>	<b>2,817,486</b>	<b>1,568,179</b>	<b>438,507</b>	<b>1,294,381</b>	<b>1,239,363</b>	<b>2,550,520</b>	<b>2,056,115</b>	<b>2,478,959</b>	<b>2,881,578</b>	<b>3,997,414</b>	<b>3,500,179</b>	<b>2,824,076</b>	