



FINANCE COMMITTEE REGULAR SESSION

AGENDA

Tuesday, September 26, 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>	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>		
<p>1. CALL TO ORDER/ANNOUNCEMENTS</p>	<i>Nevins</i>	
<p>2. PUBLIC COMMENT SECTION</p>	<i>Nevins</i>	
<p>3. CONSENT CALENDAR</p> <ul style="list-style-type: none"> • FC Minutes 06.27.17 • FC Minutes 08.22.17 	<i>Nevins</i>	Action
<p>4. ADMINISTRATIVE REPORT SEPTEMBER 2017</p>	<i>Mather</i>	Inform
<p>5. FINANCIAL REPORT MONTH END AUGUST 30, 2017</p>	<i>Jensen</i>	Inform
<p>6. AUDIT STATUS/COORDINATE MEETING w/AUDIT COMMITTEE</p>	<i>Jensen</i>	Inform/ Action
<p>7. BOND REFINANCING DISCUSSION</p>	<i>Jensen</i>	Inform/Action
<p>8. CFO SEARCH PLAN</p>	<i>Jensen</i>	Inform/Action
<p>9. OTHER</p>	<i>Nevins</i>	Inform
<p>10. ADJOURN</p>	<i>Nevins</i>	



**SVHCD
FINANCE COMMITTEE MEETING
MINUTES
TUESDAY, JUNE 27, 2017
Schantz Conference Room**

Present	Excused	Staff	Public
Peter Hohorst John Perez Sharon Nevin Dr. Mishra Susan Porth	Steve Berezin	Ken Jensen Kelly Mather Sara Dungan Cynthia Denton	

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>		
	4:04pm		
2. PUBLIC COMMENT SECTION	<i>Nevins</i>		
	No public comments		
3. CONSENT CALENDAR FC Minutes 5.23.17	<i>Nevins</i>	Action	
		MOTION by Porth to approve, 2 nd by Perez. All in favor.	
4. ADMINISTRATIVE REPORT	<i>Mather</i>	Inform	
	Ms. Mather reported with Dr. Moreno on board Prima medical group should be back on track to make up volumes soon.		

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	<p>Ms. Mather said that we have been working with Canopy Health, John Muir, UCSF, and 11 other hospitals in the bay area. It is a limited Knox Keen health plan that goes through other health providers. With this, it could move us into a better rate with Medicare, as much as 130%. Right now we get 70% from Medicare.</p> <p>Meritage Medical network is currently handling our IPA and we are working with them to manage our physician practices the future.</p> <p>Ms. Mather reported that surgeries are up 18% over the prior year.</p> <p>Ms. Mather reported that there were three housing proposals for the South Lot purchase and one was for us to keep it and develop it ourselves. The next Board meeting there will be a vote on whether to keep or sale. This will happen after a closed session with our attorney to create some criteria for how the Board will evaluate the proposals. If the decision is to sell the hope is that would be done in August. The goal is to have it sold in 12 months.</p> <p>Ms. Nevins requested an update on local hospitals.</p> <p>Ms. Mather reported that Sonoma West has a new leader coming in to manage the hospital. Petaluma Valley has a new management company that will manage them once the St. Joe's lease is up.</p>		
<p>5. FINANCIAL REPORT FOR MONTH ENDING MAY 31, 2017</p>	<p><i>Jensen</i></p>		
	<p>Mr. Jensen reported out the finance information for the month end of May 2017. He pointed out that the payer mix we are at 79% for government program. Mr. Jensen did a comparison to 2012 and current state. In 2012 the commercial accounts were 35% of our business. Now they are at 19%. The net range for that is 2.2 million dollars. So we kept the bottom line at the</p>		

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	<p>average, recognizing the increase cost and decreased revenue.</p> <p>Mr. Jensen reported that the payer mixes are close to budget and that last month cash collected was 4.88 million. The highest net for patient accounting. Day's cash were at 18.5, days in AR was at 44.4, days in AP 45.2. Total gross revenue was 2.5 million dollars. Bad debt is up, and is a true up due to the auditors over accruing. Total operating revenue 5.348 million vs 4.7 million, six hundred thousand positive. Salary variances are due to agency fees. Supply variance are due to implant costs.</p> <p>Expenses were over 596 thousand net resulting in a negative loss of 329 thousand vs budgeted loss of 333 thousand. Net income with the GO bond adjustment is 16 thousand vs. a budgeted 15 thousand. EBIDA 4.1 5 vs. 1.9% IBIDA was 3.0% vs 3.2%. Cash forecast – by the end of this month we will be a 2.7 million dollars to start the fiscal year.</p>		
6. CAPITAL CASH REQUIREMENTS	<i>Jensen</i>	Inform	
	No new information to report		
7. REVIEW OF CURRENT DEBT	<i>Jensen</i>	Inform	
	No new information to report		
9. ADJOURN	<i>Nevins</i>		
	Meeting adjourned at 4:52 pm		



**SVHCD
FINANCE COMMITTEE MEETING
MINUTES
TUESDAY, AUGUST 22, 2017
Schantz Conference Room**

Present	Excused	Staff	Public
John Perez Sharon Nevins Keith Hughes Susan Porth Peter Hohorst	Steve Berezin Dr. Mishra Dr. Chamberlin	Ken Jensen Jeanette Tarver Sarah Dungan Dawn Kuwahara Kelly Mather	Gary Hicks

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 4:59p.m.		
2. PUBLIC COMMENT SECTION	<i>Nevins</i>		
	None		
3. CONSENT CALENDAR FC Minutes 7.25.17	<i>Nevins</i>	Action	
		MOTION: by Perez second by Hughes. All in favor	
4. REFINANCING OF THE SERIES B GO BOND	<i>Gary Hicks</i>	Inform/Action	
	Mr. Jensen said that we have an opportunity to save the tax payers 2 million dollars over the life of the bond, based on current rates.	MOTION: by Hohorst to recommend to the board to create a resolution to	

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	<p>Mr. Hicks presents the option to refinance the GO bond based on current interest rates. In doing so, it will be a savings of two million dollars for the taxpayers over the life of the bond. There is no cost to the hospital to refinance, but would increase the overall debt by two hundred thousand dollars.</p>	<p>refinance to the bond. 2nd by Hughes. All in favor.</p>	
<p>5. ADMINISTRATIVE REPORT</p>	<p><i>Mather</i></p>	<p>Inform</p>	
	<p>Ms. Mather gives the August administrative report. She reports that she and Jane Hirsch, Board President have been putting blogs out to the community in an effort to keep open communication going. She said Rate My Hospital has started with great success We are getting good feedback. The new breast surgeon is coming on board in October. This will be a great opportunity to bring women’s services back to the hospital. The Home Care contract renewal with Kaiser is still being worked through. She then reviewed the overall satisfaction goals.</p>		
<p>6. FINANCIAL REPORT FOR MONTH ENDING JULY 31, 2017</p>	<p><i>Jensen</i></p>	<p>Inform</p>	
	<p>Mr. Jensen gave the financial report for month end July 31, 2017. 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%.</p>		

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	<p>Gross patient revenue for July was \$21,164,140, (\$992,736) less than expected. Inpatient gross revenue was under budget by (\$1,691,016). Deductions from revenue were favorable to budgeted expectations by \$1,229,991.</p> <p>After accounting for all other operating revenue, the total operating revenue was favorable to budget by \$234,286. 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).</p> <p>EBIDA for the month of July was -0.1% vs. the budgeted 2.3%.</p> <p>The July 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</p>		
7. AUDIT STATUS	<i>Jensen</i>	Inform	
	<p>Mr. Jensen reported on the audit status that there were no significant adjustments or issues at this point. This will be the third year that we had no management letter.</p>		
8. REQUEST TO OBTAIN PARCEL TAX ADVANCE	<i>Jensen</i>	Inform/Action	

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	Mr. Jensen reported that Mr. Hohorst went to the county about getting the Parcel Tax advance. The county response was that the board will have to do a resolution to do so.	MOTION: To recommend a drawdown of the parcel tax for the amount of funds that we would normally receive in December. 1 st Porth second by Perez. All in favor	
9. HOLIDAY SCHEDULE DISCUSSION	<i>Nevins</i>	Inform	
	Committee agrees to a tentative 12/19 meeting, a change from the 12/26. Ms. Nevins request a survey at the Oct meeting regarding a Nov quorum.		
10. ADJOURN	<i>Nevins</i>		
	<i>Meeting adjourned at 612</i>		



To: SVHCD Board of Directors
From: Kelly Mather
Date: 8/31/17
Subject: Administrative Report

Summary

We started the new fiscal year with a very low census and lower than expected volumes in the Skilled Nursing Facility, Home Care, and some Outpatient services. We are flexing off staff due to low volumes and have made a few more permanent expense reductions. We have also updated our organization chart to reduce the number of people with the “Chief” title. We trust the community has noticed the increased communications and responses to concerns since the parcel tax vote in June.

Strategic Update from FY 2018 Strategic Plan:

Strategic Priorities	Update
Highest levels of health care safety, quality and value	<ul style="list-style-type: none"> ➤ We are attending a conference call about high reliable organizations. ➤ We have selected three major organization wide performance improvement goals.
Be the preferred hospital for patients, physicians, employers and health plans	<ul style="list-style-type: none"> ➤ Rate My Hospital has started and is a huge success! ➤ 3D Mammography construction has begun. ➤ The Foundation has agreed to start the campaign for the Outpatient Diagnostic Center. ➤ We are setting up meetings for physicians with new specialists. ➤ Relay Health will be up in October and will provide more financial clarity and transparency for patients. ➤ We are talking with Canopy Health and Kaiser about our value as a lower cost facility.
Implement new and enhanced revenue strategies as measured by increased direct margins in each service unit	<ul style="list-style-type: none"> ➤ Bariatrics and Orthopedics are drawing patients from outside of the District. ➤ Summit Pain Alliance is now seeing patients two full days in Sonoma, and they have a physiatrist. ➤ The practice assessment is complete with a primary care group to possibly be a rural health center. ➤ With the addition of an intake person and a physician, outside referrals are increasing in the SNF. ➤ Cardiology Associates of Marin have a final interview for a new cardiology in Sonoma in October. ➤ 2 OB/GYN’s have said they are coming to Sonoma.
Continue to improve financial stability as measured by operating margin	<ul style="list-style-type: none"> ➤ The Board is narrowing down the decision on the sale of the South Lot. ➤ With the move of Mammography & Home Care back to the hospital, there will be \$185k in savings. ➤ We continue to work with Kaiser to improve the Home Care rates.
Lead progress toward being a healthier community as measured by community benefit	<ul style="list-style-type: none"> ➤ The community health coaches are doing well. ➤ Health education and outreach continue with the addition of “Conversations with a Doc” at the hospital. ➤ We are increasing our outreach to the Latino population and learning how we can improve our perception.

			Prior Year/National
Patient Experience	Current Performance	FY 2018 Goal	Benchmark
Would Recommend Hospital	55th percentile	> 60th percentile	50th percentile
Inpatient Overall Rating	56th percentile	>60th percentile	50th percentile
Home Health	91%	> 90%	> 80%
Outpatient Services	4.8	Rate My Hospital	4.5
Emergency	4.6	Rate My Hospital	4.5
Quality & Safety	YTD Performance	FY 2018 Goal	Benchmark
Hospital Acquired Infections	5 of 6 <benchmark	5 of 6 <benchmark	6 of 6 <benchmark
30 Day All-Cause Readmissions	9.40%	< 10 %	< 18.5%
Serious Safety Events	0	0	0
Overall Surgical Site Infection Rate	0.43%	0.50%	n/a
Hand Hygiene	98%	>90%	>80%
Falls	2.1	< 2.3	2.3
Pressure Ulcers	3.3	<3.7	3.7
Injuries to Staff	9	< 10	17
Adverse Drug Events with Harm	0	0	0
C Section rate	10.80%	<20%	< 20%
Wound Care Time to Heal	22 days	< 30 days	< 31 days
Repeat Analysis in Radiology	3.25%	< 5%	< 5%
Reportable HIPAA Privacy Events	0	0	0
SNF Star Rating	4	4	3
Hospital Star Rating	3	4	3
Our People	YTD Performance	FY 2018 Goal	Benchmark
Press Ganey Engagement Survey	74th percentile	75th percentile	50th percentile
Wellness Ambassadors	232	250	> 200
Turnover	0.60%	< 10%	< 15%
Financial Stability	YTD Performance	FY 2018 Goal	Benchmark
EBDA	-0.10%	2.89%	3%
FTE's/AOB	4.23	4.3	5.3
Days Cash on Hand	16.5	20	30
Days in Accounts Receivable	45	49	50
Length of Stay	3.2	3.85	4.03
Cost per Medicare Beneficiary	\$18,430	<\$20,000	\$20,473
Funds raised by SVHF	\$1,476,937	\$4,483,950	\$1 million
Strategic Growth	YTD Performance	FY 2018 Goal	Benchmark
Inpatient Discharges	76	1193	1225
Outpatient Units of Service	14,736	180,286	180,697
Emergency Visits	920	11,022	11,000
Surgeries	162	1,800	1,680
Births	6	132	120
Home Health Visits	870	11,053	11,400
Community Benefit Hours	186	1200	1200



Healing Here at Home

ROLLING 12 MONTH RESULTS

MEASUREMENT	Goal FY 2018	Jul 2017	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017
Inpatient Satisfaction	6/10	5	0	1	2	3	3	2	3	2	6	5	5
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
Leaves of Absence	<12	20											
YTD EBIDA	>3%	.1	3.8	4.2	5.2	4.4	1.5	2.2	2	3	3	3.1	3.6
Operating Revenue	>5m	5.0	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	5.1	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	-197	-23	94	336	-270	-599	-107	307	304	-24	16	180
Days Cash on Hand	>20	16	15	6	11	10	25	20	27	16	11	19	20
A/R Days	<50	45	50	50	50	53	51	50	46	44	47	44	45
Total FTE's	<315	318	321	319	316	319	309	316	322	322	313	319	321
FTEs/AOB	<4.0	4.23	3.86	3.54	4.11	4.35	4.03	3.74	3.54	3.93	4.22	3.73	4.14
Inpatient Discharges	>90	76	105	95	99	95	100	119	97	119	89	100	87
Outpatient Revenue	>\$13m	14.1	13.3	13.5	13.3	13.1	12.9	13.5	12.2	15.1	13.1	15.5	15.4
Surgeries	>150	162	124	118	126	161	126	148	127	189	171	173	197
Home Health	>950	870	890	1042	880	938	919	877	922	849	934	966	940
Births	>11	6	17	14	9	8	9	11	12	12	11	7	15
SNF days	>550	528	608	624	512	446	500	592	607	572	512	559	458
MRI	>120	102	97	104	140	118	130	115	107	137	121	116	109
Cardiology (Echos)	>50	62	53	66	60	51	51	55	69	89	70	70	79
Laboratory	>12	11.9	12.2	11.4	12.6	12.1	12.0	12.5	11.5	13.9	12.1	13.6	11.8
Radiology	>850	881	944	1001	898	870	934	1012	981	1159	963	1142	1137
Rehab	>2700	2362	3008	3136	2575	2286	2117	2530	2161	3020	2748	2983	2802
CT	>300	326	327	412	367	306	340	341	323	398	385	407	376
ER	>900	920	918	897	852	850	942	1000	851	941	921	1069	964
Mammography	>200	223	475	421	434	435	399	171	215	246	191	214	219
Ultrasound	>300	287	310	288	288	290	271	253	284	334	213	279	312
Occupational Health	>600	642	724	741	797	636	601	484	568	611	631	607	659
Wound Care	>200	226	312	253	226	199	225	228	238	348	239	203	307



To: SVH Finance Committee
From: Ken Jensen, CFO
Date: September 26, 2017
Subject: Financial Report for the Month Ending August 31, 2017

The actual loss of (\$591,730) from operations for August was (\$218,805) unfavorable to the budgeted loss of (\$372,925). After accounting for all other activity; the August net loss was (\$164,630) vs. the budgeted net income of \$35,161 with a monthly EBIDA of 0.1% vs. a budgeted 4.1%.

Gross patient revenue for August was \$22,785,049, (\$474,646) less than expected. Inpatient gross revenue was under budget by (\$1,757,890). Inpatient days were under budget by (108) days and inpatient surgeries were under budgeted expectations by (8) cases. Outpatient revenue was over budget by \$1,850,226. Outpatient visits were at budgeted expectations at 4,902 visits, and outpatient surgeries were over budget by 45 cases. The Emergency Room gross revenue is under budget by (\$236,398); with ER visits close to budgeted expectations at 894 visits. SNF gross charges were under budgeted expectations by (\$274,042) and SNF patient days were under budget by (108) days. Home Health was under budget by (\$56,542) with visits under budget by (180) visits.

Gross revenue from surgical implants in August is \$466,793, with \$235,372 from inpatient surgeries and \$231,421 from outpatient surgeries, and total implant costs were (\$117,179). The net, before any revenue deductions, is \$349,614.

Deductions from revenue were favorable to budgeted expectations by \$274,398. The favorable variance is due to the unfavorable variance in gross revenue and the accrual of the HQAF IGT for FY 15-16. Of \$532,424. Without the accrual of the additional government funding, the revenue deductions would be favorable to budget by \$55,246.

After accounting for all other operating revenue, the **total operating revenue** was unfavorable to budget by (\$205,835).

Operating Expenses of \$5,379,799 were unfavorable to budget by (\$12,970). (\$179,779) of the variance is due to the matching fee for the HQAF IGT in which the hospital will receive \$532,424 in October or November. The matching fee of \$266,212 was accrued for in August, but the budget for the matching fee was spread evenly through-out the year due to the unknown timing of the IGT requests.

Salaries and wages and agency fees are under budget by \$102,168. Salaries and wages are under budget by \$132,578 and agency fees are over budget by (\$30,410). Employee benefits are under budget by \$38,505. Supplies are under budget in August due to the lower than expected inpatient volume. Utilities cost are over budget by (\$16,783), PG&E is normally higher in summer months but our budget is spread evenly over 12 months.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for August was (\$327,971) vs. a budgeted net loss of (\$124,163). The total net loss for August after all activity was (\$164,630) vs. a budgeted net income of \$35,161.

EBIDA for the month of August was 0.1% vs. the budgeted 4.1%.

Patient Volumes – August

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	94	113	-19	105
Newborn Discharges	9	14	-5	17
Acute Patient Days	325	433	-108	437
SNF Patient Days	500	608	-108	608
Home Care Visits	713	893	-180	890
OP Gross Revenue	\$15,524	\$13,956	\$1,568	\$13,336
Surgical Cases	164	127	37	124

Gross Revenue Overall Payer Mix – August

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	45.0%	45.7%	-0.7%	43.6%	45.5%	-1.9%
Medicare Mgd Care	11.7%	10.0%	1.7%	12.0%	10.0%	2.0%
Medi-Cal	17.7%	17.9%	-0.2%	18.9%	18.0%	0.9%
Self Pay	1.7%	1.3%	0.4%	1.3%	1.3%	0.0%
Commercial	18.9%	20.1%	-1.2%	19.4%	20.3%	-0.9%
Workers Comp	2.9%	3.0%	-0.1%	2.5%	2.9%	-0.4%
Capitated	2.1%	2.0%	0.1%	2.3%	2.0%	0.3%
Total	100.0%	100.0%		100.0%	100.0%	

Cash Activity for August:

For the month of August the cash collection goal was \$3,929,450 and the Hospital collected \$3,702,687 or under the goal by (\$226,763). The year-to-date cash collection goal was \$7,962,166 and the Hospital has collected \$7,715,239 or under goal by (\$246,927). Days of cash on hand are 10.6 days at August 31, 2017. Accounts Receivable decreased from July, from 44.8 days to 42.7 days in August. Accounts Payable increased by \$373,138 from July and Accounts Payable days are at 47.0.

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 August 31, 2017

ATTACHMENT A

August-17

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance
Medicare	10,256,751	10,619,010	-362,259	-3.4%
Medicare Managed Care	2,667,853	2,335,005	332,848	14.3%
Medi-Cal	4,024,107	4,163,389	-139,282	-3.3%
Self Pay	382,222	291,236	90,986	31.2%
Commercial & Other Government	4,323,327	4,696,565	-373,238	-7.9%
Worker's Comp.	652,989	689,387	-36,398	-5.3%
Capitated	477,800	465,103	12,697	2.7%
Total	22,785,049	23,259,695	(474,646)	

	Actual	Budget	Variance	% Variance
Medicare	19,156,801	20,650,350	-1,493,549	-7.2%
Medicare Managed Care	5,275,299	4,542,694	732,605	16.1%
Medi-Cal	8,294,772	8,171,739	123,033	1.5%
Self Pay	557,948	570,619	-12,671	-2.2%
Commercial & Other Government	8,573,753	9,237,673	-663,920	-7.2%
Worker's Comp.	1,075,761	1,331,540	-255,779	-19.2%
Capitated	1,014,855	911,956	102,899	11.3%
Total	43,949,189	45,416,571	(1,467,382)	

Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	1,513,641	1,561,620	-47,979	-3.1%
Medicare Managed Care	383,104	299,780	83,324	27.8%
Medi-Cal	573,033	558,467	14,566	2.6%
Self Pay	200,440	131,265	69,175	52.7%
Commercial & Other Government	1,288,694	1,788,897	-500,203	-28.0%
Worker's Comp.	134,908	178,178	-43,270	-24.3%
Capitated	20,068	15,081	4,987	33.1%
Prior Period Adj/IGT	532,424	313,272	219,152	*
Total	4,646,312	4,846,560	(200,248)	-4.1%

	Actual	Budget	Variance	% Variance
Medicare	2,822,233	3,131,284	-309,051	-9.9%
Medicare Managed Care	770,862	583,214	187,648	32.2%
Medi-Cal	1,301,438	1,144,275	157,163	13.7%
Self Pay	305,876	257,188	48,688	18.9%
Commercial & Other Government	2,540,937	3,347,885	-806,948	-24.1%
Worker's Comp.	219,533	344,148	-124,615	-36.2%
Capitated	33,574	29,570	4,004	13.5%
Prior Period Adj/IGT	1,506,662	626,544	880,118	*
Total	9,501,115	9,464,108	37,007	0.4%

Percent of Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	32.6%	32.2%	0.4%	1.2%
Medicare Managed Care	8.2%	6.2%	2.0%	32.3%
Medi-Cal	23.8%	18.0%	5.8%	32.2%
Self Pay	4.3%	2.7%	1.6%	59.3%
Commercial & Other Government	27.8%	36.9%	-9.1%	-24.7%
Worker's Comp.	2.9%	3.7%	-0.8%	-21.6%
Capitated	0.4%	0.3%	0.1%	33.3%
Total	100.0%	100.0%	0.0%	

	Actual	Budget	Variance	% Variance
Medicare	29.7%	33.1%	-3.5%	-10.6%
Medicare Managed Care	8.1%	6.2%	1.9%	30.6%
Medi-Cal	29.6%	18.7%	10.9%	58.3%
Self Pay	3.2%	2.7%	0.5%	18.5%
Commercial & Other Government	26.7%	35.4%	-8.7%	-24.6%
Worker's Comp.	2.3%	3.6%	-1.3%	-36.1%
Capitated	0.4%	0.3%	0.1%	33.3%
Total	100.0%	100.0%	-0.1%	

Projected Collection Percentage:	Actual	Budget	Variance	% Variance
Medicare	14.8%	14.7%	0.1%	0.7%
Medicare Managed Care	14.4%	12.8%	1.6%	12.5%
Medi-Cal	27.5%	20.9%	6.6%	31.6%
Self Pay	52.4%	45.1%	7.3%	16.2%
Commercial & Other Government	29.8%	38.1%	-8.3%	-21.8%
Worker's Comp.	20.7%	25.8%	-5.1%	-19.8%
Capitated	4.2%	3.2%	1.0%	31.3%

	Actual	Budget	Variance	% Variance
Medicare	14.7%	15.2%	-0.5%	-3.1%
Medicare Managed Care	14.6%	12.8%	1.8%	13.7%
Medi-Cal	33.9%	21.7%	12.2%	56.2%
Self Pay	54.8%	45.1%	9.7%	21.6%
Commercial & Other Government	29.6%	36.2%	-6.6%	-18.3%
Worker's Comp.	20.4%	25.8%	-5.4%	-21.1%
Capitated	3.3%	3.2%	0.1%	1.8%

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

ATTACHMENT B

	<u>CURRENT MONTH</u>				<u>YEAR-TO-DATE</u>			<u>YTD</u>
	<u>Actual 08/31/17</u>	<u>Budget 08/31/17</u>	<u>Favorable (Unfavorable) Variance</u>		<u>Actual 08/31/17</u>	<u>Budget 08/31/17</u>	<u>Favorable (Unfavorable) Variance</u>	<u>Prior Year 08/31/16</u>
				Inpatient Utilization				
				Discharges				
1	82	97	(15)	Acute	139	180	(41)	177
2	12	16	(4)	ICU	31	31	0	31
3	94	113	(19)	Total Discharges	170	211	(41)	208
4	9	14	(5)	Newborn	17	29	(12)	30
5	103	127	(24)	Total Discharges inc. Newborns	187	240	(53)	238
				Patient Days:				
6	242	332	(90)	Acute	401	623	(222)	634
7	83	101	(18)	ICU	164	189	(25)	189
8	325	433	(108)	Total Patient Days	565	812	(247)	823
9	15	29	(14)	Newborn	22	58	(36)	51
10	340	462	(122)	Total Patient Days inc. Newborns	587	870	(283)	874
				Average Length of Stay:				
11	3.0	3.4	(0.5)	Acute	2.9	3.5	(0.6)	3.6
12	6.9	6.2	0.7	ICU	5.3	6.2	(0.9)	6.1
13	3.5	3.8	(0.4)	Avg. Length of Stay	3.3	3.8	(0.5)	4.0
14	1.7	2.0	(0.4)	Newborn ALOS	1.3	2.0	0.8	1.7
				Average Daily Census:				
15	7.8	10.7	(2.9)	Acute	6.5	10.0	(3.6)	10.2
16	2.7	3.3	(0.6)	ICU	2.6	3.0	(0.4)	3.0
17	10.5	14.0	(3.5)	Avg. Daily Census	9.1	13.1	(4.0)	13.3
18	0.5	0.9	(0.4)	Newborn	0.35	0.94	(0.6)	0.82
				Long Term Care:				
19	500	608	(108)	SNF Patient Days	1,028	1,171	(143)	1,171
20	26	27	(1)	SNF Discharges	49	51	(2)	58
21	16.1	19.6	(3.5)	Average Daily Census	16.6	18.9	(2.3)	18.9
				Other Utilization Statistics				
				Emergency Room Statistics				
22	894	918	(24)	Total ER Visits	1,814	1,858	(44)	1,858
				Outpatient Statistics:				
23	4,902	4,910	(8)	Total Outpatients Visits	9,229	9,722	(493)	9,040
24	22	30	(8)	IP Surgeries	51	64	(13)	82
25	142	97	45	OP Surgeries	275	187	88	158
26	77	29	48	Special Procedures	129	63	66	120
27	713	893	(180)	Home Health Visits	1,583	1,853	(270)	1,850
28	377	350	27	Adjusted Discharges	677	660	17	654
29	2,591	2,606	(15)	Adjusted Patient Days (Inc. SNF)	4,923	4,990	(67)	4,903
30	83.6	84.1	(0.5)	Adj. Avg. Daily Census (Inc. SNF)	79.4	80.5	(1.1)	79.1
31	1.5700	1.4000	0.170	Case Mix Index -Medicare	1.6106	1.4000	0.211	1.7098
32	1.4745	1.4000	0.075	Case Mix Index - All payers	1.4891	1.4000	0.089	1.5822
				Labor Statistics				
33	279	294	14.1	FTE's - Worked	275	288	12.9	282
34	314	336	21.9	FTE's - Paid	316	330	14.0	321
35	42.44	41.40	(1.05)	Average Hourly Rate	41.64	41.38	(0.27)	39.85
36	21.4	22.8	1.4	Manhours / Adj. Pat Day	22.7	23.4	0.7	23.1
37	147.1	169.4	22.4	Manhours / Adj. Discharge	164.7	176.5	11.7	173.3
38	22.3%	21.9%	-0.5%	Benefits % of Salaries	23.1%	22.1%	-1.0%	23.3%
				Non-Labor Statistics				
39	10.9%	10.7%	-0.2%	Supply Expense % Net Revenue	10.9%	10.7%	-0.3%	11.3%
40	1,375	1,520	145	Supply Exp. / Adj. Discharge	1,578	1,569	(9)	1,743
41	14,705	15,792	1,087	Total Expense / Adj. Discharge	16,682	16,541	(141)	16,957
				Other Indicators				
42	10.6			Days Cash - Operating Funds				
43	42.7	50.0	(7.3)	Days in Net AR	43.8	50.0	(6.3)	52.6
44	94%			Collections % of Net Revenue	97%			112.2%
45	47.0	55.0	(8.0)	Days in Accounts Payable	47.0	55.0	(8.0)	25.9
46	21.0%	21.4%	-0.4%	% Net revenue to Gross revenue	22.2%	21.4%	0.8%	23.1%
47	22.6%			% Net AR to Gross AR	22.6%			26.1%

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

ATTACHMENT C

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets			
Current Assets:			
1	\$ 1,777,750	\$ 2,817,486	\$ 2,475,945
2	2,101,958	3,966,031	1,690,214
3	8,350,040	8,591,450	8,353,550
4	(1,403,714)	(1,388,210)	(990,919)
5	6,946,326	7,203,240	7,362,631
6	7,216,072	6,992,879	7,001,727
7	2,405,550	1,571,553	2,218,767
8	828,383	832,480	809,980
9	911,504	866,556	918,528
10	<u>\$ 22,187,543</u>	<u>\$ 24,250,225</u>	<u>\$ 22,477,792</u>
12	\$ 52,804,941	\$ 52,992,569	\$ 53,622,408
13	409,292	918,789	486,049
14	-	-	144,537
15	<u>\$ 75,401,776</u>	<u>\$ 78,161,583</u>	<u>\$ 76,730,787</u>
Liabilities & Fund Balances			
Current Liabilities:			
16	\$ 3,542,245	\$ 3,169,107	\$ 4,095,891
17	4,157,868	4,617,538	4,552,198
18	105,776	661,595	110,266
19	1,907,463	1,640,488	1,182,187
20	441,664	474,728	138,923
21	5,673,500	6,240,850	4,969,087
22	1,269,309	1,307,131	1,041,126
23	6,973,734	6,973,734	5,923,734
24	1,386	1,386	1,359,551
25	<u>\$ 24,072,945</u>	<u>\$ 25,086,557</u>	<u>\$ 23,372,963</u>
26	\$ 35,550,700	\$ 37,132,265	\$ 37,624,930
Fund Balances:			
28	\$ 11,880,563	\$ 12,063,627	\$ 12,683,903
29	3,897,568	3,879,134	3,048,992
30	<u>\$ 15,778,131</u>	<u>\$ 15,942,761</u>	<u>\$ 15,732,894</u>
31	<u>\$ 75,401,776</u>	<u>\$ 78,161,583</u>	<u>\$ 76,730,787</u>

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

	Month					Year-To-Date				YTD					
	This Year		Variance			This Year		Variance			Prior Year				
	Actual	Budget	\$	%		Actual	Budget	\$	%						
Volume Information															
1	94	113	(19)	-17%	Acute Discharges	170	211	(41)	-19%	208					
2	500	608	(108)	-18%	SNF Days	1,028	1,171	(143)	-12%	1,171					
3	713	893	(180)	-20%	Home Care Visits	1,583	1,853	(270)	-15%	1,850					
4	15,524	13,956	1,569	11%	Gross O/P Revenue (000's)	\$ 29,700	\$ 27,357	2,343	9%	\$ 25,941					
Financial Results															
Gross Patient Revenue															
5	\$ 5,272,105	\$ 7,029,995	(1,757,890)	-25%	Inpatient	\$ 10,278,392	\$ 13,727,298	(3,448,906)	-25%	\$ 13,620,558					
6	9,184,395	7,334,169	1,850,226	25%	Outpatient	16,569,658	14,056,981	2,512,677	18%	13,041,980					
7	6,098,510	6,334,908	(236,398)	-4%	Emergency	12,611,556	12,683,728	(72,172)	-1%	12,361,978					
8	1,979,097	2,253,139	(274,042)	-12%	SNF	3,935,168	4,311,563	(376,395)	-9%	4,167,434					
9	250,942	307,484	(56,542)	-18%	Home Care	554,415	637,001	(82,586)	-13%	640,051					
10	\$ 22,785,049	\$ 23,259,695	(474,646)	-2%	Total Gross Patient Revenue	\$ 43,949,189	\$ 45,416,571	(1,467,382)	-3%	\$ 43,832,001					
Deductions from Revenue															
11	\$ (18,503,461)	\$ (18,603,800)	100,339	1%	Contractual Discounts	\$ (35,664,167)	\$ (36,333,793)	669,626	2%	\$ (35,153,863)					
12	(153,000)	(100,000)	(53,000)	-53%	Bad Debt	(253,000)	(200,000)	(53,000)	-27%	(250,000)					
13	(14,700)	(22,607)	7,907	35%	Charity Care Provision	(37,569)	(45,214)	7,645	17%	(86,930)					
14	532,424	313,272	219,152	70%	Prior Period Adj/Government Program Revenue	1,506,662	626,544	880,118	*	1,497,597					
15	\$ (18,138,737)	\$ (18,413,135)	274,398	-1%	Total Deductions from Revenue	\$ (34,448,074)	\$ (35,952,463)	1,504,389	-4%	\$ (33,993,196)					
Net Patient Service Revenue															
16	\$ 4,646,312	\$ 4,846,560	(200,248)	-4%	Risk contract revenue	\$ 261,624	\$ 257,042	4,582	2%	\$ 252,004					
17	\$ 128,220	\$ 128,521	(301)	0%	Net Hospital Revenue	\$ 9,762,739	\$ 9,721,150	41,589	0%	\$ 10,090,809					
18	\$ 4,774,532	\$ 4,975,081	(200,549)	-4%	Other Op Rev & Electronic Health Records	\$ 24,508	\$ 37,646	(13,138)	-35%	\$ 58,347					
19	\$ 13,537	\$ 18,823	(5,286)	-28%	Total Operating Revenue	\$ 9,787,247	\$ 9,758,796	28,451	0%	\$ 10,149,156					
20	\$ 4,788,069	\$ 4,993,904	(205,835)	-4%	Operating Expenses										
21	\$ 2,352,922	\$ 2,455,090	102,168	4%	Salary and Wages and Agency Fees	\$ 4,647,745	\$ 4,821,931	174,186	4%	\$ 4,516,310					
22	872,447	910,952	38,505	4%	Employee Benefits	1,791,259	1,801,313	10,054	1%	1,766,599					
23	\$ 3,225,369	\$ 3,366,042	140,673	4%	Total People Cost	\$ 6,439,004	\$ 6,623,244	184,240	3%	\$ 6,282,909					
24	\$ 400,036	\$ 409,331	9,295	2%	Med and Prof Fees (excl Agency)	\$ 770,689	\$ 819,315	48,626	6%	\$ 766,679					
25	518,117	531,927	13,810	3%	Supplies	1,068,742	1,035,882	(32,860)	-3%	1,139,888					
26	378,451	376,471	(1,980)	-1%	Purchased Services	734,193	752,942	18,749	2%	621,999					
27	284,946	282,312	(2,634)	-1%	Depreciation	570,278	564,624	(5,654)	-1%	557,133					
28	118,405	101,622	(16,783)	-17%	Utilities	231,456	203,244	(28,212)	-14%	219,744					
29	31,819	27,614	(4,205)	-15%	Insurance	63,638	55,228	(8,410)	-15%	58,584					
30	46,887	45,914	(973)	-2%	Interest	94,087	92,233	(1,854)	-2%	65,137					
31	109,557	139,163	29,606	21%	Other	224,148	278,113	53,965	19%	322,299					
32	266,212	86,433	(179,779)	*	Matching Fees (Government Programs)	775,755	172,866	(602,889)	*	747,361					
33	\$ 5,379,799	\$ 5,366,829	(12,970)	0%	Operating expenses	\$ 10,971,990	\$ 10,597,691	(374,299)	-4%	\$ 10,781,733					
34	\$ (591,730)	\$ (372,925)	(218,805)	-59%	Operating Margin	\$ (1,184,743)	\$ (838,895)	(345,848)	-41%	\$ (632,577)					

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

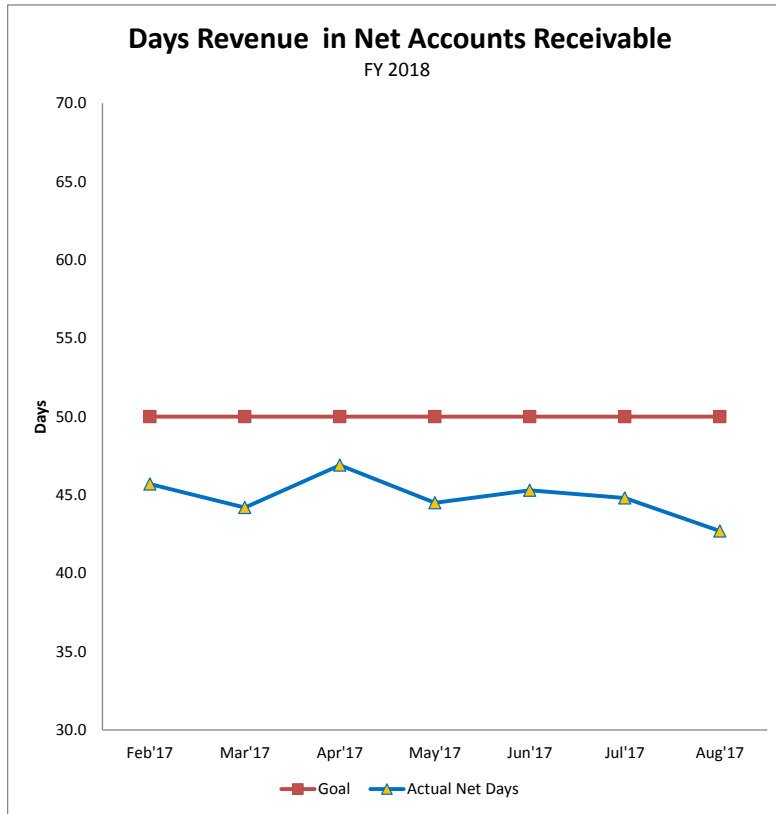
	Month					Year-To-Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual	Budget	\$	%		Actual	Budget	\$	%		
35	\$ (4,620)	\$ (13,222)	8,602	-65%						\$ (33,997)	
36	8,478	-	8,478	0%						0	
37	(56,766)	(54,683)	(2,083)	4%						(75,000)	
38	316,667	316,667	-	0%						500,378	
39	\$ 263,759	\$ 248,762	14,997	6%						\$ 391,381	
40	\$ (327,971)	\$ (124,163)	(203,808)	164%	Net Income / (Loss) prior to Restricted Contributions	\$ (666,294)	\$ (341,371)	(324,923)	95%	\$ (241,196)	
41	\$ 6,167	\$ 14,417	(8,250)	-57%	Capital Campaign Contribution	\$ 6,167	\$ 28,834	(22,667)	-79%	\$ 10,417	
42	\$ 12,267	\$ -	12,267	0%	Restricted Foundation Contributions	\$ 12,267	\$ -	12,267	100%	\$ -	
43	\$ (309,537)	\$ (109,746)	(199,791)	182%	Net Income / (Loss) w/ Restricted Contributions	\$ (647,860)	\$ (312,537)	(335,323)	107%	\$ (230,779)	
44	250,683	250,683	-	0%	GO Bond Tax Assessment Rev	501,366	501,366	-	0%	493,818	
45	(105,776)	(105,776)	-	0%	GO Bond Interest	(216,042)	(216,042)	-	0%	(232,185)	
46	\$ (164,630)	\$ 35,161	(199,791)	-568%	Net Income/(Loss) w GO Bond Activity	\$ (362,536)	\$ (27,213)	(335,323)	1232%	\$ 30,854	
	\$ 3,862	\$ 204,063			EBIDA - Not including Restricted Contributions	\$ (1,929)	\$ 315,486			\$ 381,074	
	0.1%	4.1%				0.0%	3.2%			3.8%	
	\$ (43,025)	\$ 158,149			EBDA - Not including Restricted Contributions	\$ (96,016)	\$ 223,253				
	-0.9%	3.2%				-1.0%	2.3%				

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

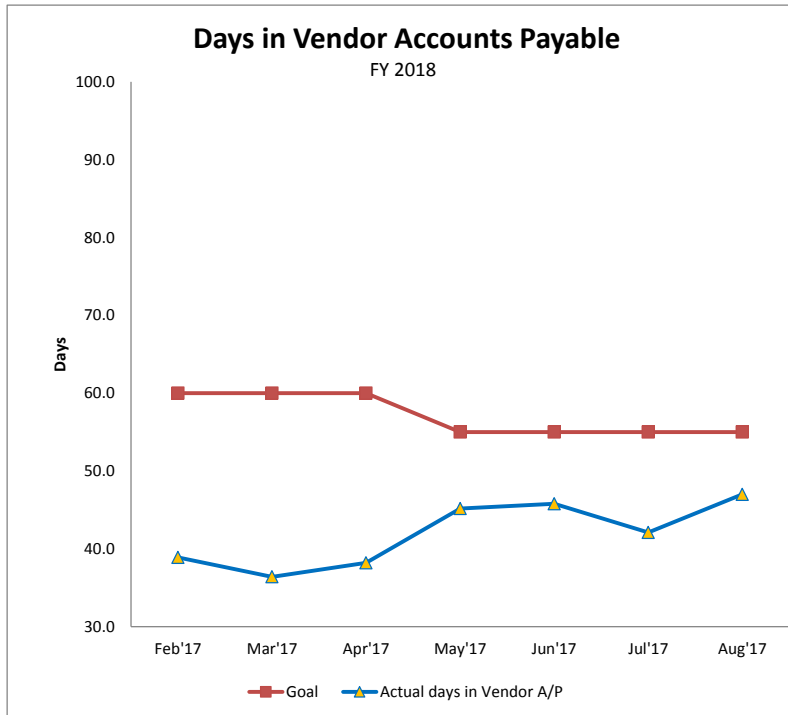
	YTD	MONTH	
Description	Variance	Variance	
Volume Information			
1 Acute Discharges	(41)	(19)	
2 SNF Days	(143)	(108)	
3 Home Care Visits	(270)	(180)	
4 Gross O/P Revenue (000's)	2,343	1,569	
Financial Results			
Gross Patient Revenue			
5 Inpatient	(3,448,906)	(1,757,890)	Inpatient days were below budgeted expectations by (108) days and IP surgeries were below budget by (8) cases.
6 Outpatient	2,512,677	1,850,226	Outpatient visits are 4,902 vs. budgeted expectations of 4,910 visits and outpatient surgeries are 142 vs. budgeted expectations 97.
7 Emergency	(72,172)	(236,398)	ER visits are 894 vs. budgeted visits of 918.
8 SNF	(376,395)	(274,042)	SNF patient days are 500 vs. budgeted expected days of 608.
9 Home Care	(82,586)	(56,542)	HHA visits are 713 vs. budgeted expectations of 893.
10 Total Gross Patient Revenue	(1,467,382)	(474,646)	
Deductions from Revenue			
11 Contractual Discounts	669,626	100,339	
12 Bad Debt	(53,000)	(53,000)	
13 Charity Care Provision	7,645	7,907	
14 Prior Period Adj/Government Program Revenue	880,118	219,152	HQAF IGT \$532,424.
15 Total Deductions from Revenue	1,504,389	274,398	
16 Net Patient Service Revenue	37,007	(200,248)	
17 Risk contract revenue	4,582	(301)	
18 Net Hospital Revenue	41,589	(200,549)	
19 Other Op Rev & Electronic Health Records	(13,138)	(5,286)	
20 Total Operating Revenue	28,451	(205,835)	
Operating Expenses			
21 Salary and Wages and Agency Fees	174,186	102,168	Salaries and Wages are under budget by \$132,578 and the Agency fees are over budget by (\$30,410).
22 Employee Benefits	10,054	38,505	
23 Total People Cost	184,240	140,673	
24 Med and Prof Fees (excl Agency)	48,626	9,295	
25 Supplies	(32,860)	13,810	
26 Purchased Services	18,749	(1,980)	
27 Depreciation	(5,654)	(2,634)	
28 Utilities	(28,212)	(16,783)	Utilities cost tend to be higher during summer months, the budget is spread evenly over 12 months.
29 Insurance	(8,410)	(4,205)	
30 Interest	(1,854)	(973)	
31 Other	53,965	29,606	
32 Matching Fees (Government Programs)	(602,889)	(179,779)	The HQAF IGT matching fee of \$266,212 posted in August. The budgeted matching fees are spread evenly over 12 months.
33 Operating expenses	(374,299)	(12,970)	
34 Operating Margin	(345,848)	(218,805)	
Non Operating Rev and Expense			
35 Miscellaneous Revenue	16,613	8,602	
36 Donations	8,478	8,478	
37 Physician Practice Support-Prima	(4,166)	(2,083)	
38 Parcel Tax Assessment Rev	-	-	
39 Total Non-Operating Rev/Exp	20,925	14,997	
40 Net Income / (Loss) prior to Restricted Contributions	(324,923)	(203,808)	

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

	YTD	MONTH
Description	Variance	Variance
41 Capital Campaign Contribution	(22,667)	(8,250)
42 Restricted Foundation Contributions	12,267	12,267
43 Net Income / (Loss) w/ Restricted Contributions	(335,323)	(199,791)
44 GO Bond Tax Assessment Rev	-	-
45 GO Bond Interest	-	-
46 Net Income/(Loss) w GO Bond Activity	(335,323)	(199,791)



Days in A/R	Feb'17	Mar'17	Apr'17	May'17	Jun'17	Jul'17	Aug'17
Actual days in A/R	45.7	44.2	46.9	44.5	45.3	44.8	42.7
Goal	50.0	50.0	50.0	50.0	50.0	50.0	50.0



Days in A/P	Feb'17	Mar'17	Apr'17	May'17	Jun'17	Jul'17	Aug'17
Actual days in Vendor A/P	38.9	36.4	38.2	45.2	45.8	42.1	47.0
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	ACTUAL												
	Aug-17	Aug-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
Statistics															
Acute															
Acute Patient Days	325	433	240	346	388	368	415	415	465	355	396	402	407	437	386
Acute Discharges (w/o Newborns)	94	113	76	87	100	89	119	97	119	100	95	99	95	105	103
SNF Days	500	608	528	458	559	512	572	607	592	500	446	512	624	608	563
HHA Visits	713	893	870	940	966	934	849	922	877	919	938	880	1,042	890	960
Emergency Room Visits	894	918	920	964	1,069	921	941	851	1,000	942	850	852	897	918	940
Gross Outpatient Revenue (000's)	\$15,524	\$13,956	\$14,175	\$15,454	\$15,523	\$13,168	\$15,098	\$12,189	\$13,500	\$12,935	\$13,147	\$13,347	\$13,512	\$13,336	\$12,605
Equivalent Patient Days	2,591	2,606	2,332	2,328	2,654	2,227	2,537	2,553	2,618	2,382	2,202	2,380	2,707	2,581	2,322
Births	10	14	6	15	7	11	12	12	11	9	8	9	14	17	14
Surgical Cases - Inpatient	22	30	29	36	30	47	40	26	38	28	38	42	37	39	43
Surgical Cases - Outpatient	142	97	133	161	143	124	149	101	110	98	123	84	81	85	73
Total Surgical Cases	164	127	162	197	173	171	189	127	148	126	161	126	118	124	116
Total Special Procedures	77	29	52	66	58	44	36	41	28	40	32	29	49	63	57
Medicare Case Mix Index	1.57	1.40	1.65	1.66	1.69	1.64	1.45	1.52	1.47	1.59	1.79	1.59	1.97	1.58	1.84
Income Statement															
Net Revenue (000's)	\$4,775	\$4,975	4,988	5,188	5,330	4,924	5,283	4,266	\$4,528	\$3,588	\$4,452	\$4,727	\$4,406	\$4,919	\$5,172
Operating Expenses (000's)	\$5,380	\$5,367	\$5,592	\$5,250	\$5,678	\$5,308	\$5,395	\$4,803	\$5,026	\$4,713	\$5,047	\$4,912	\$4,807	\$5,310	\$5,472
Net Income (000's)	(\$165)	\$35	-198	690	16	-24	304	308	(\$108)	(\$600)	(\$65)	\$337	(\$6)	(\$23)	\$59
Productivity															
Total Operating Expense Per Equivalent Patient Day	\$2,076	\$2,059	\$2,398	\$2,255	\$2,139	\$2,383	\$2,127	\$1,881	\$1,920	\$1,979	\$2,292	\$2,064	\$1,776	\$2,057	\$2,356
Productive FTEs	279	294	271	278	291	285	294	294	280	253	289	280	283	286	278
Non-Productive FTE's	35	42	47	43	28	28	28	28	36	56	30	36	36	35	42
Total FTEs	314	336	318	321	319	313	322	322	316	309	319	316	319	321	320
FTEs per Adjusted Occupied Bed	3.75	3.99	4.23	4.14	3.73	4.22	3.93	3.54	3.74	4.03	4.35	4.11	3.54	3.86	4.28
Balance Sheet															
Days of Expense In General Operating Cash	10.6		16	20	19	11	16	27	20	25	10	11	6	15	11
Net Days of Revenue in AR	43	50	45	45	44	47	44	46	50	51	53	50	50	50	55

Sonoma Valley Hospital
Cash Forecast
FY 2018

	Actual July	Actual Aug	Forecast Sept	Forecast Oct	Forecast Nov	Forecast 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	4,534,208	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	52,483,563
2 Capitation Revenue	133,404	128,220	128,521	128,521	128,521	128,521	128,521	128,521	128,521	128,521	128,521	128,518	1,546,831
3 Napa State	39,561	4,166	20,762	20,762	20,762	20,762	20,762	20,762	20,762	20,762	20,762	20,762	251,347
4 Other Operating Revenue	10,971	25,415	18,823	18,823	18,823	18,823	18,823	18,823	18,823	18,823	18,823	18,827	224,620
5 Other Non-Operating Revenue	26,914	38,081											64,996
6 Unrestricted Contributions		8,478											8,478
7 Line of Credit													-
Sub-Total Hospital Sources	4,713,435	4,457,589	4,702,314	4,436,172	4,300,363	4,336,809	4,644,722	4,577,799	4,874,561	4,490,712	4,525,444	4,519,914	54,579,834
Hospital Uses of Cash													
8 Operating Expenses	5,146,037	5,273,336	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	63,226,445
9 Less Depreciation			(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,301)	(2,823,109)
10 Add Capital Lease Payments	52,503	186,389	100,464	100,872	101,283	166,323	102,110	102,526	102,944	103,364	103,786	169,180	1,391,744
11 Additional Liabilities										500,000			500,000
12 Capital Expenditures	15,965	56,034											71,999
Total Hospital Uses	5,214,505	5,515,759	5,146,198	4,997,219	4,920,560	5,014,864	5,157,955	5,073,783	5,326,112	5,618,704	5,191,507	5,189,913	62,367,079
Net Hospital Sources/Uses of Cash	(501,070)	(1,058,171)	(443,884)	(561,047)	(620,197)	(678,055)	(513,233)	(495,984)	(451,551)	(1,127,992)	(666,063)	(669,999)	(7,787,245)
Non-Hospital Sources													
13 Restricted Cash/Capital Donations		527,977	280,629	(495,126)	(251,795)	14,417	18,828	18,828	18,828	18,828	18,828	18,828	189,070
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	532,424				860,000				2,241,662
18 IGT - AB915 (Net)								900,000					900,000
19 PRIME					1,350,000						150,000		1,500,000
Sub-Total Non-Hospital Sources	152,275	527,977	255,424	354,112	1,630,629	1,989,212	18,828	918,828	854,170	1,818,828	168,828	(6,104)	8,683,007
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	(10,788)	(320,888)	1,630,629	1,989,212	18,828	918,828	854,170	1,743,828	168,828	(6,104)	7,157,252
Net Sources/Uses	(348,795)	(1,039,737)	(454,672)	(881,935)	1,010,432	1,311,157	(494,405)	422,844	402,619	615,836	(497,235)	(676,103)	
Cash and Equivalents at beginning of period	3,166,281	2,817,486	1,777,750	1,323,078	441,143	1,451,575	2,762,732	2,268,327	2,691,171	3,093,790	3,709,626	3,212,391	
Cash and Equivalents at end of period	2,817,486	1,777,750	1,323,078	441,143	1,451,575	2,762,732	2,268,327	2,691,171	3,093,790	3,709,626	3,212,391	2,536,288	