



FINANCE COMMITTEE REGULAR SESSION

AGENDA

Tuesday, October 24, 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 • FC Minutes 9.26.17</p>	<i>Nevins</i>	Action
<p>3. ADMINISTRATIVE REPORT OCTOBER 2017</p>	<i>Mather</i>	Inform
<p>4. FINANCIAL REPORT FOR MONTH ENDING SEPTEMBER. 2017</p>	<i>Jensen</i>	Inform
<p>6. AUDIT UPDATE</p>	<i>Jensen</i>	Inform/ Action
<p>7. POLL FOR THANKSGIVING HOLIDAY MEETING</p>	<i>Nevins</i>	Inform/Action
<p>8. ADJOURN</p>	<i>Nevins</i>	



**SVHCD
FINANCE COMMITTEE MEETING
MINUTES
TUESDAY, SEPTEMBER 26, 2017
Schantz Conference Room**

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

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 6.27.17 & 8.22.17	<i>Nevins</i>	Action	
		MOTION: by Berezin second by Perez. All in favor	
5. ADMINISTRATIVE REPORT	<i>Mather</i>	Inform	
	Ms. Mather reported that the beginning of the FY started with a low census. The Home Care agreement has not been signed with Kaiser as of		

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	<p>yet. If this does not happen we will be cutting back by 40-50 percent.</p> <p>She reported that the Breast surgeon is starting next week.</p> <p>The financial team has improved the reimbursements on the Pain Management implant issues.</p> <p>Ms. Mather said that she will be meeting with UCSF next week regarding doing clinical integration with them.</p> <p>The capital campaign has started for the outpatient diagnostic center. The goal is to raise 15-20 million. We currently need \$750,000 by the end of the year to finish off the mammography construction and pay that back.</p> <p>Ms. Mather is hopeful that this will be possible.</p>		
<p>6. FINANCIAL REPORT FOR MONTH ENDING AUGUST 30, 2017</p>	<p><i>Jensen</i></p>	<p>Inform</p>	
	<p>Mr. Jensen reported on the financial report for August 30, 2017</p> <p>Payer mix was what it was anticipated to be.</p> <p>Cash goal was \$3,929,450 and the hospital collected \$3,702,687. Days of cash on hand is 10.6 days. In the last week we did receive the advance on our Parcel Tax, and we expect some IGT money in the coming week. Accounts Payable is up to 47 days. Accounts Receivable is down to 42.7 days.</p> <p>Total Operating budget was off by \$205,000. Total expenses were over budget by \$12, 000 but they would have been \$195,000 better than budget had we not had the matching IGT fees.</p> <p>Operating loss of \$595,000 vs a budgeted loss of \$372,000.</p>		

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	Total net income loss for August was \$164,000 vs. the budgeted net income of \$35,000 with the EBIDA at 0.1% and IBIDA at -0.9%		
7. AUDIT STATUS/COORDINATE MEETING W/AUDIT COMMITTEE	<i>Jensen</i>	Inform	
	Annual audit meeting will be prior to the October Finance Committee meeting. The current feedback from the audit group has been positive. The committee discussed the upcoming end to the audit group's contract. They all agreed that they would like to continue with the same group.		
8. BOND REFINANCING DISCUSSION	<i>Jensen</i>	Inform	
	Mr. Jensen reports that the Board approved the evaluation of the Bond refinancing. Discussion amongst the committee regarding the overall benefit and or detriment of the refinancing of the bond. The committee decided to move forward with the evaluation of the refinancing. A decision will be made once the evaluation is complete.		
9. CFO SEARCH PLAN	<i>Mather</i>	Inform	
	Ms. Mather reported that a plan for a search CFO is underway, due to Mr. Jensen's retirement. The plan will be bring someone in to be mentored and trained by Mr. Jensen.		
10. ADJOURN	<i>Nevins</i>		
	<i>Meeting adjourned at 6:06pm</i>		



To: SVHCD Board of Directors
From: Kelly Mather
Date: 9/26/17
Subject: Administrative Report

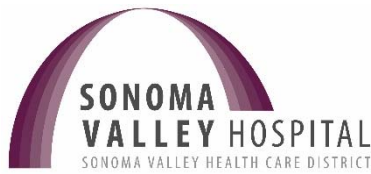
Summary

The summer was slow with many physicians on vacation. August financials reflect lower than expected revenue due to volumes and we are watching expenses closely. The Paragon 14 upgrade was successful. Several issues with the physical plant presented this past month including the elevators and overhead paging. The team responded well but we may have some major physical plant upgrades necessary in the very near future.

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"> ➤ Performance Improvement Fair is this month. ➤ We are re-doing part of orientation to highlight the culture of health and safety ➤ The state paid us a visit this month with a focus on surgery scope cleaning
Be the preferred hospital for patients, physicians, employers and health plans	<ul style="list-style-type: none"> ➤ 3D Mammography construction has begun. ➤ The campaign for the Outpatient Diagnostic Center is underway. ➤ Relay Health will be up this month to provide more financial clarity & transparency for patients. ➤ We have a meeting with UCSF this month. ➤ Kaiser discussions are on-going. ➤ Canopy Health now has a partnership with Western Health Advantage. ➤ I have met or am meeting with the hospital staff in their department meetings to get their feedback following the parcel tax campaign. There is not much concern, now. ➤ Leadership Development Institute was held in September.
Implement new and enhanced revenue strategies as measured by increased direct margins in each service unit	<ul style="list-style-type: none"> ➤ A Bariatric Institute (will have another name) is being considered. ➤ We are completing a one month trial with a primary care group to possibly be a rural health center ➤ Cardiology Associates of Marin have a final interview for another cardiologist ➤ The Breast Surgeon (Dr. Alexandridis) starts this month. ➤ We have found some opportunities to improve the margin in Occupational Health. ➤ Ophthalmology surgeries are increasing and patients love Dr. Saidel.
Continue to improve financial stability as measured by operating margin	<ul style="list-style-type: none"> ➤ The South Lot Purchase Agreement is almost complete. ➤ 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 Prime Grant dashboard is complete and will be sent to the state this month. ➤ We sponsored "Sonoma's Best" awards again this year. ➤ Jane Hirsch, Dave Pier and I have been meeting with community groups after the parcel tax concerns. ➤ We are leading the Bi-National Health Fair again this year with many partners. ➤ GirlTalk and Active Aging are gathering many attendees.

			National
Patient Experience	Current Performance	FY 2018 Goal	Benchmark
Would Recommend Hospital	100th percentile	> 60th percentile	50th percentile
Inpatient Overall Rating	88th percentile	>60th percentile	50th percentile
Home Health	91%	> 90%	> 80%
Outpatient Services	4.8	Rate My Hospital	4.5
Emergency	4.5	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	2.4	< 2.3	2.3
Pressure Ulcers	3.3	<3.7	3.7
Injuries to Staff	1	< 10	17
Adverse Drug Events with Harm	0	0	0
C Section rate	6.25%	<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	3.1%	< 10%	< 15%
Financial Stability	YTD Performance	FY 2018 Goal	Benchmark
EBDA	-0.10%	2.89%	3%
FTE's/AOB	3.75	4.3	5.3
Days Cash on Hand	10.6	20	30
Days in Accounts Receivable	43	49	50
Length of Stay	3.3	3.85	4.03
Cost per Medicare Beneficiary	\$18,430	<\$20,000	\$20,473
Funds raised by SVHF	\$1,476,937	\$1,483,950	\$1 million
Strategic Growth	YTD Performance	FY 2018 Goal	Benchmark
Inpatient Discharges	170/1020	1193	1225
Outpatient Units of Service	30,363/182,178	180,286	180,697
Emergency Visits	1814/10,884	11,022	11,000
Surgeries	326/1956	1,800	1,680
Births	16/96	132	120
Home Health Visits	1583/9498	11,053	11,400
Community Benefit Hours	346/1500	1200	1200



Healing Here at Home

ROLLING 12 MONTH RESULTS

MEASUREMENT	Goal FY 2018	Jul 2017	Aug 2017	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	6	1	2	3	3	2	3	2	6	5	5
FY YTD Turnover	<10%	.9	3.1	1.8	3.6	4.2	4.8	5.6	6.3	7.2	7.7	8.4	9
Leave of Absences	<12	10	10										
EBDA	>3%	.1	-.9	4.2	5.2	4.4	1.5	2.2	2	3	3	3.1	3.6
Operating Revenue	>5m	5.0	4.8	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	5.3	4.8	4.9	5.0	4.7	5.0	4.8	5.4	5.3	5.6	5.2
Net Income	>50k	-197	-164	94	336	-270	-599	-107	307	304	-24	16	180
Days Cash on Hand	>20	16	10	6	11	10	25	20	27	16	11	19	20
A/R Days	<50	45	43	50	50	53	51	50	46	44	47	44	45
Total FTE's	<320	318	314	319	316	319	309	316	322	322	313	319	321
FTEs/AOB	<4.0	4.23	3.75	3.54	4.11	4.35	4.03	3.74	3.54	3.93	4.22	3.73	4.14
Inpatient Discharges	>90	76	94	95	99	95	100	119	97	119	89	100	87
Outpatient Revenue	>\$13m	14.1	15.5	13.5	13.3	13.1	12.9	13.5	12.2	15.1	13.1	15.5	15.4
Surgeries	>150	162	164	118	126	161	126	148	127	189	171	173	197
Home Health	>950	870	713	1042	880	938	919	877	922	849	934	966	940
Births	>11	6	10	14	9	8	9	11	12	12	11	7	15
SNF days	>550	528	500	624	512	446	500	592	607	572	512	559	458
MRI	>120	102	134	104	140	118	130	115	107	137	121	116	109
Cardiology (Echos)	>50	62	93	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	966	1001	898	870	934	1012	981	1159	963	1142	1137
Rehab	>2700	2362	2872	3136	2575	2286	2117	2530	2161	3020	2748	2983	2802
CT	>300	326	390	412	367	306	340	341	323	398	385	407	376
ER	>900	920	894	897	852	850	942	1000	851	941	921	1069	964
Mammography	>200	223	235	421	434	435	399	171	215	246	191	214	219
Ultrasound	>300	287	326	288	288	290	271	253	284	334	213	279	312
Occupational Health	>600	642	705	741	797	636	601	484	568	611	631	607	659
Wound Care	>200	226	263	253	226	199	225	228	238	348	239	203	307



To: SVH Finance Committee
From: Ken Jensen, CFO
Date: October 24, 2017
Subject: Financial Report for the Month Ending September 30, 2017

The actual loss of (\$647,046) from operations for September was (\$375,213) unfavorable to the budgeted loss of (\$271,833). After accounting for all other activity; the September net loss was (\$230,029) vs. the budgeted net income of \$136,654 with a monthly EBIDA of -1.1% vs. a budgeted 6.0%.

Gross patient revenue for September was \$22,264,120, (\$1,461,156) less than expected. Inpatient gross revenue was under budget by (\$948,376). Inpatient days were under budget by (75) days and inpatient surgeries were under budgeted expectations by (7) cases. Outpatient revenue was over budget by \$146,322. Outpatient visits were under budgeted expectations by (377) visits, and outpatient surgeries were over budget by 60 cases. The Emergency Room gross revenue is under budget by (\$269,483); with ER visits close to budgeted expectations at 921 visits. SNF gross charges were under budgeted expectations by (\$346,231) and SNF patient days were under budget by (147) days. Home Health was under budget by (\$43,388) with visits under budget by (195) visits.

Gross revenue from surgical implants in September is \$587,853, with \$335,310 from inpatient surgeries and \$252,543 from outpatient surgeries, and total implant costs were (\$143,753). The net, before any revenue deductions, is \$440,100.

Deductions from revenue were favorable to budgeted expectations by \$907,201. The favorable variance is primarily due to the unfavorable variance in gross revenue of (\$1,461,156).

After accounting for all other operating revenue, the **total operating revenue** was unfavorable to budget by (\$531,844).

Operating Expenses of \$5,205,788 were favorable to budget by \$156,631. Salaries and wages and agency fees are under budget by \$46,868. Salaries and wages are under budget by \$94,138 and agency fees are over budget by (\$47,270). Employee benefits are under budget by \$49,155. Utilities cost are over budget by (\$18,883), PG&E is normally higher in warmer months but our budget is spread evenly over 12 months. There were no matching fees posted in September.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for September was (\$381,519) vs. a budgeted net loss of (\$22,670). The total net loss for September after all activity was (\$230,029) vs. a budgeted net income of \$136,654.

EBIDA for the month of September was -1.1% vs. the budgeted 6.0%.

Patient Volumes – September

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	87	102	-15	95
Newborn Discharges	6	14	-8	14
Acute Patient Days	325	400	-75	407
SNF Patient Days	479	626	-147	624
Home Care Visits	789	984	-195	1,042
OP Gross Revenue	\$14,364	\$14,512	(\$148)	\$13,512
Surgical Cases	187	134	53	118

Gross Revenue Overall Payer Mix – September

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	46.7%	45.6%	1.1%	44.6%	45.6%	-1.0%
Medicare Mgd Care	8.8%	10.0%	-1.2%	10.9%	10.0%	0.9%
Medi-Cal	18.5%	17.6%	0.9%	18.8%	17.9%	0.9%
Self Pay	1.7%	1.2%	0.5%	1.4%	1.2%	0.2%
Commercial	20.5%	20.5%	0.0%	19.8%	20.3%	-0.5%
Workers Comp	1.9%	3.0%	-1.1%	2.3%	3.0%	-0.7%
Capitated	1.9%	2.1%	-0.2%	2.2%	2.0%	0.2%
Total	100.0%	100.0%		100.0%	100.0%	

Cash Activity for September:

For the month of September the cash collection goal was \$3,218,963 and the Hospital collected \$3,556,817 or over the goal by \$337,854. The year-to-date cash collection goal was \$11,181,129 and the Hospital has collected \$11,272,056 or over goal by 90,927. Days of cash on hand are 9.2 days at September 30, 2017. Accounts Receivable increased from August, from 42.7 days to 46.5 days in September. Accounts Payable increased by \$158,323 from August and Accounts Payable days are at 48.0.

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 September 30, 2017

ATTACHMENT A

September-17

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance
Medicare	10,396,388	10,802,918	-406,530	-3.8%
Medicare Managed Care	1,964,762	2,368,564	-403,802	-17.0%
Medi-Cal	4,120,401	4,180,183	-59,782	-1.4%
Self Pay	385,994	288,643	97,351	33.7%
Commercial & Other Government	4,565,004	4,877,725	-312,721	-6.4%
Worker's Comp.	415,954	716,987	-301,033	-42.0%
Capitated	415,617	490,256	-74,639	-15.2%
Total	22,264,120	23,725,276	(1,461,156)	

	Actual	Budget	Variance	% Variance
Medicare	29,553,189	31,453,268	-1,900,079	-6.0%
Medicare Managed Care	7,240,061	6,911,258	328,803	4.8%
Medi-Cal	12,415,173	12,351,922	63,251	0.5%
Self Pay	943,942	859,262	84,680	9.9%
Commercial & Other Government	13,138,757	14,115,398	-976,641	-6.9%
Worker's Comp.	1,491,715	2,048,527	-556,812	-27.2%
Capitated	1,430,472	1,402,212	28,260	2.0%
Total	66,213,309	69,141,847	(2,928,538)	

Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	1,634,408	1,690,657	-56,249	-3.3%
Medicare Managed Care	259,349	304,124	-44,775	-14.7%
Medi-Cal	580,565	610,725	-30,160	-4.9%
Self Pay	186,937	130,091	56,846	43.7%
Commercial & Other Government	1,560,680	1,693,148	-132,468	-7.8%
Worker's Comp.	86,976	185,341	-98,365	-53.1%
Capitated	17,872	15,884	1,988	12.5%
Prior Period Adj/IGT	62,500	313,272	-250,772	*
Total	4,389,287	4,943,242	(553,955)	-11.2%

	Actual	Budget	Variance	% Variance
Medicare	4,456,641	4,821,941	-365,300	-7.6%
Medicare Managed Care	1,030,211	887,338	142,873	16.1%
Medi-Cal	1,882,003	1,755,000	127,003	7.2%
Self Pay	492,813	387,279	105,534	27.3%
Commercial & Other Government	4,101,617	5,041,033	-939,416	-18.6%
Worker's Comp.	306,509	529,489	-222,980	-42.1%
Capitated	51,446	45,454	5,992	13.2%
Prior Period Adj/IGT	1,569,162	939,816	629,346	*
Total	13,890,402	14,407,350	(516,948)	-3.6%

Percent of Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	37.2%	34.2%	3.0%	8.8%
Medicare Managed Care	5.9%	6.2%	-0.3%	-4.8%
Medi-Cal	14.7%	18.7%	-4.0%	-21.4%
Self Pay	4.3%	2.6%	1.7%	65.4%
Commercial & Other Government	35.5%	34.3%	1.2%	3.5%
Worker's Comp.	2.0%	3.7%	-1.7%	-45.9%
Capitated	0.4%	0.3%	0.1%	33.3%
Total	100.0%	100.0%	0.0%	0.0%

	Actual	Budget	Variance	% Variance
Medicare	32.1%	33.5%	-1.5%	-4.5%
Medicare Managed Care	7.4%	6.2%	1.2%	19.4%
Medi-Cal	24.8%	18.7%	6.1%	32.6%
Self Pay	3.5%	2.6%	0.9%	34.6%
Commercial & Other Government	29.6%	35.0%	-5.4%	-15.4%
Worker's Comp.	2.2%	3.7%	-1.5%	-40.5%
Capitated	0.4%	0.3%	0.1%	33.3%
Total	100.0%	100.0%	-0.1%	-0.1%

Projected Collection Percentage:	Actual	Budget	Variance	% Variance
Medicare	15.7%	15.7%	0.0%	0.0%
Medicare Managed Care	13.2%	12.8%	0.4%	3.1%
Medi-Cal	15.6%	22.1%	-6.5%	-29.4%
Self Pay	48.4%	45.1%	3.3%	7.3%
Commercial & Other Government	34.2%	34.7%	-0.5%	-1.4%
Worker's Comp.	20.9%	25.8%	-4.9%	-19.0%
Capitated	4.3%	3.2%	1.1%	34.4%

	Actual	Budget	Variance	% Variance
Medicare	15.1%	15.3%	-0.2%	-1.3%
Medicare Managed Care	14.2%	12.8%	1.4%	10.9%
Medi-Cal	27.8%	21.8%	6.0%	27.5%
Self Pay	52.2%	45.1%	7.1%	15.7%
Commercial & Other Government	31.2%	35.7%	-4.5%	-12.6%
Worker's Comp.	20.5%	25.8%	-5.3%	-20.5%
Capitated	3.6%	3.2%	0.4%	12.5%

**SONOMA VALLEY HOSPITAL
OPERATING INDICATORS
For the Period Ended September 30, 2017**

ATTACHMENT B

	<u>CURRENT MONTH</u>				<u>YEAR-TO-DATE</u>			<u>YTD</u>
	<u>Actual 09/30/17</u>	<u>Budget 09/30/17</u>	<u>Favorable (Unfavorable) Variance</u>		<u>Actual 09/30/17</u>	<u>Budget 09/30/17</u>	<u>Favorable (Unfavorable) Variance</u>	<u>Prior Year 09/30/16</u>
Inpatient Utilization								
Discharges								
1	74	85	(11)	Acute	213	266	(53)	262
2	13	17	(4)	ICU	44	47	(3)	41
3	87	102	(15)	Total Discharges	257	313	(56)	303
4	6	14	(8)	Newborn	23	43	(20)	44
5	93	116	(23)	Total Discharges inc. Newborns	280	356	(76)	347
Patient Days:								
6	231	296	(65)	Acute	632	919	(287)	937
7	94	104	(10)	ICU	258	293	(35)	293
8	325	400	(75)	Total Patient Days	890	1,212	(322)	1,230
9	8	29	(21)	Newborn	30	87	(57)	80
10	333	429	(96)	Total Patient Days inc. Newborns	920	1,299	(379)	1,310
Average Length of Stay:								
11	3.1	3.5	(0.4)	Acute	3.0	3.5	(0.5)	3.6
12	7.2	6.2	1.1	ICU	5.9	6.2	(0.3)	7.1
13	3.7	3.9	(0.2)	Avg. Length of Stay	3.5	3.9	(0.4)	4.1
14	1.3	2.0	(0.7)	Newborn ALOS	1.3	2.0	0.7	1.8
Average Daily Census:								
15	7.7	9.9	(2.2)	Acute	6.9	10.0	(3.1)	10.2
16	3.1	3.5	(0.3)	ICU	2.8	3.2	(0.4)	3.2
17	10.8	13.3	(2.5)	Avg. Daily Census	9.7	13.2	(3.5)	13.4
18	0.3	1.0	(0.7)	Newborn	0.33	0.95	(0.6)	0.87
Long Term Care:								
19	479	626	(147)	SNF Patient Days	1,507	1,797	(290)	1,795
20	31	28	3	SNF Discharges	80	79	1	85
21	16.0	20.9	(4.9)	Average Daily Census	16.4	19.5	(3.2)	19.5
Other Utilization Statistics								
Emergency Room Statistics								
22	921	897	24	Total ER Visits	2,735	2,755	(20)	2,755
Outpatient Statistics:								
23	4,291	4,668	(377)	Total Outpatients Visits	13,520	14,390	(870)	13,936
24	33	40	(7)	IP Surgeries	84	104	(20)	119
25	154	94	60	OP Surgeries	429	281	148	239
26	75	37	38	Special Procedures	204	100	104	169
27	789	984	(195)	Home Health Visits	2,372	2,837	(465)	2,892
28	333	334	(2)	Adjusted Discharges	1,010	995	16	974
29	2,266	2,646	(380)	Adjusted Patient Days (Inc. SNF)	7,189	7,635	(446)	7,610
30	75.5	88.2	(12.7)	Adj. Avg. Daily Census (Inc. SNF)	78.1	83.0	(4.9)	82.7
31	1.5385	1.4000	0.139	Case Mix Index -Medicare	1.5866	1.4000	0.187	1.7972
32	1.4792	1.4000	0.079	Case Mix Index - All payers	1.4858	1.4000	0.086	1.5651
Labor Statistics								
33	289	289	0.2	FTE's - Worked	280	289	8.7	282
34	316	331	14.4	FTE's - Paid	316	330	14.1	320
35	44.15	43.05	(1.09)	Average Hourly Rate	42.46	41.92	(0.54)	39.73
36	23.9	21.4	(2.5)	Manhours / Adj. Pat Day	23.0	22.7	(0.4)	22.1
37	162.5	169.1	6.6	Manhours / Adj. Discharge	164.0	174.0	10.0	172.4
38	22.5%	22.1%	-0.4%	Benefits % of Salaries	22.9%	22.1%	-0.8%	23.3%
Non-Labor Statistics								
39	12.2%	10.9%	-1.3%	Supply Expense % Net Revenue	11.3%	10.7%	-0.6%	11.7%
40	1,656	1,651	(5)	Supply Exp. / Adj. Discharge	1,603	1,596	(7)	1,755
41	16,140	16,526	385	Total Expense / Adj. Discharge	16,504	16,536	33	16,471
Other Indicators								
42	9.2			Days Cash - Operating Funds				
43	46.5	50.0	(3.5)	Days in Net AR	44.7	50.0	(5.3)	51.8
44	110%			Collections % of Net Revenue	101%			111.0%
45	48.0	55.0	(7.0)	Days in Accounts Payable	48.0	55.0	(7.0)	17.2
46	20.3%	21.4%	-1.1%	% Net revenue to Gross revenue	21.6%	21.4%	0.2%	22.3%
47	22.6%			% Net AR to Gross AR	22.6%			25.0%

Sonoma Valley Health Care District
Balance Sheet
As of September 30, 2017

ATTACHMENT C

		<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets				
Current Assets:				
1	Cash	\$ 1,535,825	\$ 1,777,750	\$ 947,230
2	Trustee Funds	2,104,929	2,101,958	1,690,214
3	Net Patient Receivables	8,570,235	8,350,040	8,599,231
4	Allow Uncollect Accts	(1,342,952)	(1,403,714)	(1,054,458)
5	Net A/R	7,227,283	6,946,326	7,544,773
6	Other Accts/Notes Rec	7,114,147	7,216,072	6,978,947
7	3rd Party Receivables, Net	2,798,090	2,405,550	2,498,653
8	Inventory	838,755	828,383	797,076
9	Prepaid Expenses	857,849	911,504	906,026
10	Total Current Assets	\$ 22,476,878	\$ 22,187,543	\$ 21,362,919
12	Property, Plant & Equip, Net	\$ 52,641,781	\$ 52,804,941	\$ 53,566,209
13	Specific Funds	1,143,122	409,292	486,088
14	Other Assets	-	-	144,537
15	Total Assets	\$ 76,261,781	\$ 75,401,776	\$ 75,559,753
 Liabilities & Fund Balances				
Current Liabilities:				
16	Accounts Payable	\$ 3,700,568	\$ 3,542,245	\$ 4,053,256
17	Accrued Compensation	4,045,441	4,157,868	3,656,295
18	Interest Payable	211,552	105,776	220,532
19	Accrued Expenses	1,987,798	1,907,463	1,290,486
20	Advances From 3rd Parties	437,041	441,664	171,054
21	Deferred Tax Revenue	5,106,150	5,673,500	4,472,178
22	Current Maturities-LTD	1,274,224	1,269,309	1,045,015
23	Line of Credit - Union Bank	6,973,734	6,973,734	5,923,734
24	Other Liabilities	1,501,386	1,386	1,345,923
25	Total Current Liabilities	\$ 25,237,894	\$ 24,072,945	\$ 22,178,473
26	Long Term Debt, net current portion	\$ 35,475,785	\$ 35,550,700	\$ 37,573,388
27	Fund Balances:			
28	Unrestricted	\$ 11,643,951	\$ 11,880,563	\$ 12,735,598
29	Restricted	3,904,151	3,897,568	3,072,295
30	Total Fund Balances	\$ 15,548,102	\$ 15,778,131	\$ 15,807,892
31	Total Liabilities & Fund Balances	\$ 76,261,781	\$ 75,401,776	\$ 75,559,753

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended September 30, 2017**

	Month					Year-To-Date				YTD					
	This Year		Variance			This Year		Variance			Prior Year				
	Actual	Budget	\$	%		Actual	Budget	\$	%						
Volume Information															
1	87	102	(15)	-15%	Acute Discharges	257	313	(56)	-18%	303					
2	479	626	(147)	-23%	SNF Days	1,507	1,797	(290)	-16%	1,795					
3	789	984	(195)	-20%	Home Care Visits	2,372	2,837	(465)	-16%	2,892					
4	14,364	14,512	(148)	-1%	Gross O/P Revenue (000's)	\$ 44,063	\$ 41,869	2,194	5%	\$ 39,453					
Financial Results															
Gross Patient Revenue															
5	\$ 6,051,733	\$ 7,000,109	(948,376)	-14%	Inpatient	\$ 16,330,125	\$ 20,727,407	(4,397,282)	-21%	\$ 19,842,663					
6	8,043,012	7,896,690	146,322	2%	Outpatient	24,612,670	21,953,671	2,658,999	12%	19,956,484					
7	6,028,673	6,298,156	(269,483)	-4%	Emergency	18,640,229	18,981,884	(341,655)	-2%	18,604,561					
8	1,846,227	2,192,458	(346,231)	-16%	SNF	5,781,395	6,504,021	(722,626)	-11%	6,256,344					
9	294,475	337,863	(43,388)	-13%	Home Care	848,890	974,864	(125,974)	-13%	1,002,364					
10	\$ 22,264,120	\$ 23,725,276	(1,461,156)	-6%	Total Gross Patient Revenue	\$ 66,213,309	\$ 69,141,847	(2,928,538)	-4%	\$ 65,662,416					
Deductions from Revenue															
11	\$ (17,786,333)	\$ (18,972,699)	1,186,366	6%	Contractual Discounts	\$ (53,450,500)	\$ (55,306,492)	1,855,992	3%	\$ (52,613,192)					
12	(150,000)	(100,000)	(50,000)	-50%	Bad Debt	(403,000)	(300,000)	(103,000)	-34%	(350,000)					
13	(1,000)	(22,607)	21,607	96%	Charity Care Provision	(38,569)	(67,821)	29,252	43%	(103,430)					
14	62,500	313,272	(250,772)	-80%	Prior Period Adj/Government Program Revenue	1,569,162	939,816	629,346	*	1,622,597					
15	\$ (17,874,833)	\$ (18,782,034)	907,201	-5%	Total Deductions from Revenue	\$ (52,322,907)	\$ (54,734,497)	2,411,590	-4%	\$ (51,444,025)					
Net Patient Service Revenue															
16	\$ 4,389,287	\$ 4,943,242	(553,955)	-11%	Risk contract revenue	\$ 390,154	\$ 385,563	4,591	1%	\$ 378,319					
17	\$ 128,530	\$ 128,521	9	0%	Net Hospital Revenue	\$ 14,280,556	\$ 14,792,913	(512,357)	-3%	\$ 14,596,710					
18	\$ 4,517,817	\$ 5,071,763	(553,946)	-11%	Other Op Rev & Electronic Health Records	\$ 65,433	\$ 56,469	8,964	16%	\$ 80,408					
19	\$ 40,925	\$ 18,823	22,102	*	Total Operating Revenue	\$ 14,345,989	\$ 14,849,382	(503,393)	-3%	\$ 14,677,118					
20	\$ 4,558,742	\$ 5,090,586	(531,844)	-10%	Operating Expenses										
21	\$ 2,386,540	\$ 2,433,408	46,868	2%	Salary and Wages and Agency Fees	\$ 7,034,285	\$ 7,255,339	221,054	3%	\$ 6,672,461					
22	859,671	908,826	49,155	5%	Employee Benefits	2,650,930	2,710,139	59,209	2%	2,616,028					
23	\$ 3,246,211	\$ 3,342,234	96,023	3%	Total People Cost	\$ 9,685,215	\$ 9,965,478	280,263	3%	\$ 9,288,489					
24	\$ 413,471	\$ 409,331	(4,140)	-1%	Med and Prof Fees (excl Agency)	\$ 1,184,160	\$ 1,228,646	44,486	4%	\$ 1,149,288					
25	550,903	551,786	883	0%	Supplies	1,619,645	1,587,668	(31,977)	-2%	1,710,279					
26	375,961	376,290	329	0%	Purchased Services	1,110,154	1,129,232	19,078	2%	927,070					
27	285,218	282,312	(2,906)	-1%	Depreciation	855,496	846,936	(8,560)	-1%	833,283					
28	120,505	101,622	(18,883)	-19%	Utilities	351,961	304,866	(47,095)	-15%	329,398					
29	31,819	27,614	(4,205)	-15%	Insurance	95,457	82,842	(12,615)	-15%	87,876					
30	45,777	45,234	(543)	-1%	Interest	139,864	137,467	(2,397)	-2%	99,651					
31	135,923	139,563	3,640	3%	Other	360,071	417,676	57,605	14%	415,640					
32	-	86,433	86,433	*	Matching Fees (Government Programs)	775,755	259,299	(516,456)	*	747,361					
33	\$ 5,205,788	\$ 5,362,419	156,631	3%	Operating expenses	\$ 16,177,778	\$ 15,960,110	(217,668)	-1%	\$ 15,588,335					
34	\$ (647,046)	\$ (271,833)	(375,213)	-138%	Operating Margin	\$ (1,831,789)	\$ (1,110,728)	(721,061)	-65%	\$ (911,217)					

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended September 30, 2017**

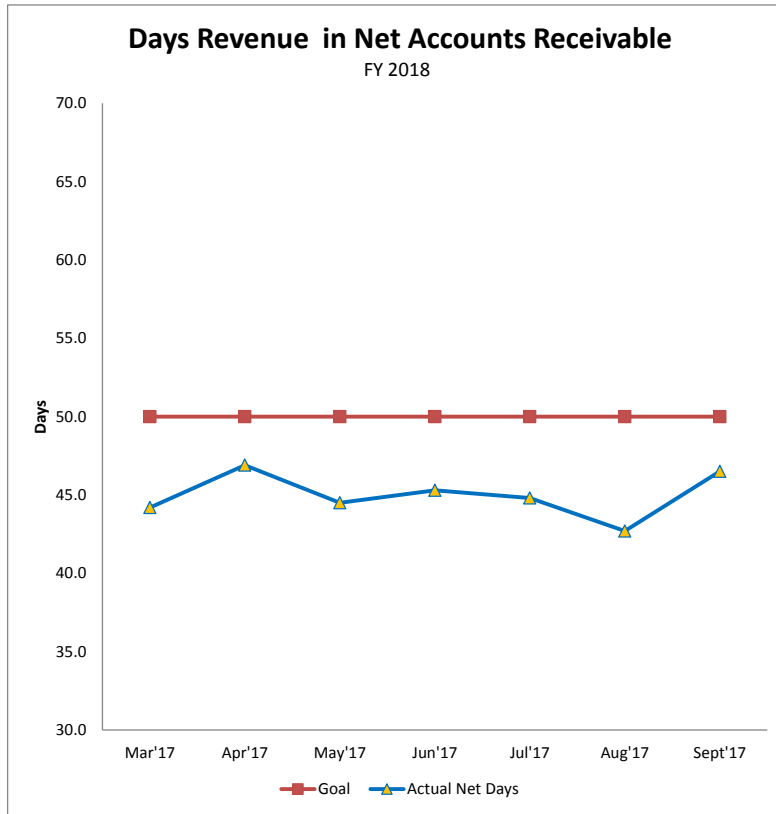
	Month					Year-To-Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual	Budget	\$	%		Actual	Budget	\$	%		
35	\$ 5,626	\$ (12,821)	18,447	-144%						\$ (61,908)	
36	-	-	-	0%						13,093	
37	(56,766)	(54,683)	(2,083)	4%						(112,500)	
38	316,667	316,667	-	0%						750,378	
39	\$ 265,527	\$ 249,163	16,364	7%						\$ 589,063	
40	\$ (381,519)	\$ (22,670)	(358,849)	1583%	Net Income / (Loss) prior to Restricted Contributions	\$ (1,017,703)	\$ (364,041)	(653,662)	180%	\$ (322,154)	
41	\$ 6,583	\$ 14,417	(7,834)	-54%	Capital Campaign Contribution	\$ 12,750	\$ 43,251	(30,501)	-71%	\$ 10,585	
42	\$ -	\$ -	-	0%	Restricted Foundation Contributions	\$ 12,267	\$ -	12,267	100%	\$ -	
43	\$ (374,936)	\$ (8,253)	(366,683)	4443%	Net Income / (Loss) w/ Restricted Contributions	\$ (992,686)	\$ (320,790)	(671,896)	209%	\$ (311,569)	
44	250,683	250,683	-	0%	GO Bond Tax Assessment Rev	752,049	752,049	-	0%	740,727	
45	(105,776)	(105,776)	-	0%	GO Bond Interest	(321,818)	(321,818)	-	0%	(346,441)	
46	\$ (230,029)	\$ 136,654	(366,683)	-268%	Net Income/(Loss) w GO Bond Activity	\$ (562,455)	\$ 109,441	(671,896)	-614%	\$ 82,717	
	\$ (50,524)	\$ 304,876			EBIDA - Not including Restricted Contributions	\$ (22,343)	\$ 620,362			\$ 610,780	
	-1.1%	6.0%				-0.2%	4.2%			4.2%	
	\$ (96,301)	\$ 259,642			EBDA - Not including Restricted Contributions	\$ (162,207)	\$ 482,895				
	-2.1%	5.1%				-1.1%	3.3%				

Sonoma Valley Health Care District
Statement of Revenue and Expenses Variance Analysis
For the Period Ended September 30, 2017

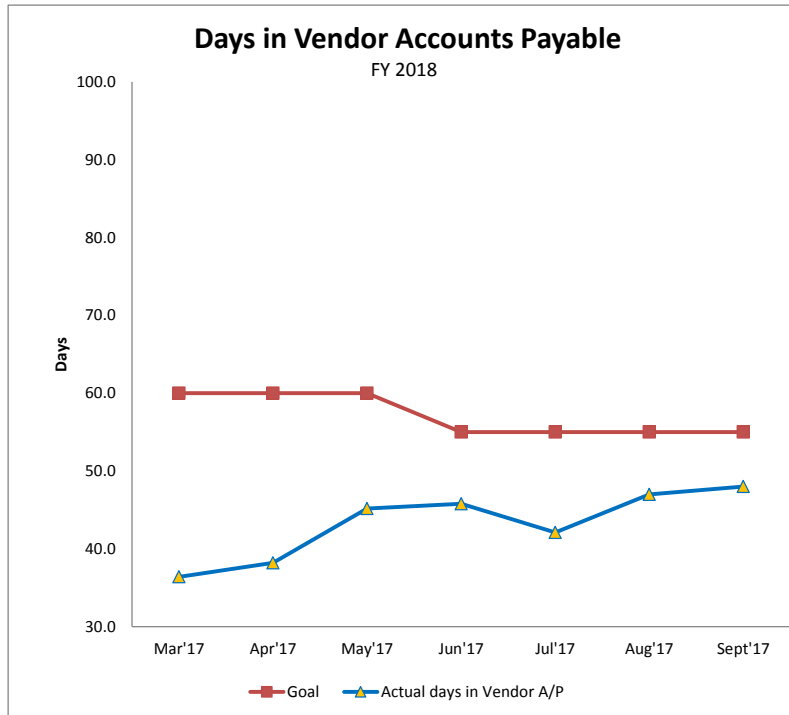
	YTD	MONTH	
Description	Variance	Variance	
Volume Information			
1 Acute Discharges	(56)	(15)	
2 SNF Days	(290)	(147)	
3 Home Care Visits	(465)	(195)	
4 Gross O/P Revenue (000's)	2,194	(148)	
Financial Results			
Gross Patient Revenue			
5 Inpatient	(4,397,282)	(948,376)	Inpatient days were below budgeted expectations by (75) days and IP surgeries were below budget by (7) cases.
6 Outpatient	2,658,999	146,322	Outpatient visits are 4,291 vs. budgeted expectations of 4,668 visits and outpatient surgeries are 154 vs. budgeted expectations 94.
7 Emergency	(341,655)	(269,483)	ER visits are 921 vs. budgeted visits of 897.
8 SNF	(722,626)	(346,231)	SNF patient days are 479 vs. budgeted expected days of 626.
9 Home Care	(125,974)	(43,388)	HHA visits are 789 vs. budgeted expectations of 984.
10 Total Gross Patient Revenue	(2,928,538)	(1,461,156)	
Deductions from Revenue			
11 Contractual Discounts	1,855,992	1,186,366	
12 Bad Debt	(103,000)	(50,000)	
13 Charity Care Provision	29,252	21,607	
14 Prior Period Adj/Government Program Revenue	629,346	(250,772)	Accrual of the net Prime Grant of \$62,500 vs. budgeted revenue from government programs \$313,272.
15 Total Deductions from Revenue	2,411,590	907,201	
16 Net Patient Service Revenue	(516,948)	(553,955)	
17 Risk contract revenue	4,591	9	
18 Net Hospital Revenue	(512,357)	(553,946)	
19 Other Op Rev & Electronic Health Records	8,964	22,102	The hospital received an E.H.R. incentive payment of \$30,110 in September.
20 Total Operating Revenue	(503,393)	(531,844)	
Operating Expenses			
21 Salary and Wages and Agency Fees	221,054	46,868	Salaries and Wages are under budget by \$94,138 and the Agency fees are over budget by (\$47,270).
22 Employee Benefits	59,209	49,155	
23 Total People Cost	280,263	96,023	
24 Med and Prof Fees (excl Agency)	44,486	(4,140)	
25 Supplies	(31,977)	883	
26 Purchased Services	19,078	329	
27 Depreciation	(8,560)	(2,906)	
28 Utilities	(47,095)	(18,883)	Utilities cost tend to be higher during warmer months, the budget is spread evenly over 12 months.
29 Insurance	(12,615)	(4,205)	
30 Interest	(2,397)	(543)	
31 Other	57,605	3,640	
32 Matching Fees (Government Programs)	(516,456)	86,433	No matching fees posted in September. The budgeted matching fees are spread evenly over 12 months.
33 Operating expenses	(217,668)	156,631	
34 Operating Margin	(721,061)	(375,213)	
Non Operating Rev and Expense			
35 Miscellaneous Revenue	65,170	18,447	
36 Donations	8,478	-	
37 Physician Practice Support-Prima	(6,249)	(2,083)	
38 Parcel Tax Assessment Rev	-	-	
39 Total Non-Operating Rev/Exp	67,399	16,364	
40 Net Income / (Loss) prior to Restricted Contributions	(653,662)	(358,849)	

Sonoma Valley Health Care District
Statement of Revenue and Expenses Variance Analysis
For the Period Ended September 30, 2017

	YTD	MONTH
Description	Variance	Variance
41 Capital Campaign Contribution	(30,501)	(7,834)
42 Restricted Foundation Contributions	12,267	-
43 Net Income / (Loss) w/ Restricted Contributions	(671,896)	(366,683)
44 GO Bond Tax Assessment Rev	-	-
45 GO Bond Interest	-	-
46 Net Income/(Loss) w GO Bond Activity	(671,896)	(366,683)



Days in A/R	Mar'17	Apr'17	May'17	Jun'17	Jul'17	Aug'17	Sept'17
Actual days in A/R	44.2	46.9	44.5	45.3	44.8	42.7	46.5
Goal	50.0	50.0	50.0	50.0	50.0	50.0	50.0



Days in A/P	Mar'17	Apr'17	May'17	Jun'17	Jul'17	Aug'17	Sept'17
Actual days in Vendor A/P	36.4	38.2	45.2	45.8	42.1	47.0	48.0
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		ACTUAL												
	Sep-17	Sep-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
Statistics															
Acute															
Acute Patient Days	325	400	325	240	346	388	368	415	415	465	355	396	402	407	437
Acute Discharges (w/o Newborns)	87	102	94	76	87	100	89	119	97	119	100	95	99	95	105
SNF Days	479	626	500	528	458	559	512	572	607	592	500	446	512	624	608
HHA Visits	789	984	713	870	940	966	934	849	922	877	919	938	880	1,042	890
Emergency Room Visits	921	897	894	920	964	1,069	921	941	851	1,000	942	850	852	897	918
Gross Outpatient Revenue (000's)	\$14,364	\$14,512	\$15,524	\$14,175	\$15,454	\$15,523	\$13,168	\$15,098	\$12,189	\$13,500	\$12,935	\$13,147	\$13,347	\$13,512	\$13,336
Equivalent Patient Days	2,266	2,646	2,591	2,332	2,328	2,654	2,227	2,537	2,553	2,618	2,382	2,202	2,380	2,707	2,581
Births	5	14	10	6	15	7	11	12	12	11	9	8	9	14	17
Surgical Cases - Inpatient	33	40	22	29	36	30	47	40	26	38	28	38	42	37	39
Surgical Cases - Outpatient	154	94	142	133	161	143	124	149	101	110	98	123	84	81	85
Total Surgical Cases	187	134	164	162	197	173	171	189	127	148	126	161	126	118	124
Total Special Procedures	75	37	77	52	66	58	44	36	41	28	40	32	29	49	63
Medicare Case Mix Index	1.54	1.40	1.57	1.65	1.66	1.69	1.64	1.45	1.52	1.47	1.59	1.79	1.59	1.97	1.58
Income Statement															
Net Revenue (000's)	\$4,518	\$5,072	4,775	4,988	5,188	5,330	4,924	5,283	4,266	\$4,528	\$3,588	\$4,452	\$4,727	\$4,406	\$4,919
Operating Expenses (000's)	\$5,206	\$5,362	\$5,380	\$5,592	\$5,250	\$5,678	\$5,308	\$5,395	\$4,803	\$5,026	\$4,713	\$5,047	\$4,912	\$4,807	\$5,310
Net Income (000's)	(\$230)	\$137	\$ (165)	\$ (198)	\$ 690	\$ 16	\$ (24)	\$ 304	\$ 308	\$ (108)	\$ (600)	\$ (65)	\$ 337	\$ (6)	\$ (23)
Productivity															
Total Operating Expense Per Equivalent Patient Day	\$2,297	\$2,027	\$2,076	\$2,398	\$2,255	\$2,139	\$2,383	\$2,127	\$1,881	\$1,920	\$1,979	\$2,292	\$2,064	\$1,776	\$2,057
Productive FTEs	289	289	279	271	278	291	285	294	294	280	253	289	280	283	286
Non-Productive FTE's	27	42	35	47	43	28	28	28	28	36	56	30	36	36	35
Total FTEs	316	331	314	318	321	319	313	322	322	316	309	319	316	319	321
FTEs per Adjusted Occupied Bed	4.19	3.75	3.75	4.23	4.14	3.73	4.22	3.93	3.54	3.74	4.03	4.35	4.11	3.54	3.86
Balance Sheet															
Days of Expense In General Operating Cash	9.2		11	16	20	19	11	16	27	20	25	10	11	6	15
Net Days of Revenue in AR	47	50	43	45	45	44	47	44	46	50	51	53	50	50	50

Sonoma Valley Hospital
Cash Forecast
FY 2018

	Actual July	Actual Aug	Actual 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	4,093,599	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	52,042,955
2 Capitation Revenue	133,404	128,220	128,530	128,521	128,521	128,521	128,521	128,521	128,521	128,521	128,521	128,518	1,546,839
3 Napa State	39,561	4,166	35,361	20,762	20,762	20,762	20,762	20,762	20,762	20,762	20,762	20,762	265,946
4 Other Operating Revenue	10,971	25,415	37,380	18,823	18,823	18,823	18,823	18,823	18,823	18,823	18,823	18,827	243,176
5 Other Non-Operating Revenue	26,914	38,081	68,232										133,228
6 Unrestricted Contributions		8,478	150										8,628
7 Line of Credit													-
Sub-Total Hospital Sources	4,713,435	4,457,589	4,363,253	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	54,240,773
Hospital Uses of Cash													
8 Operating Expenses	5,146,037	5,273,336	5,040,006	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	62,938,405
9 Less Depreciation				(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,301)	(2,540,797)
10 Add Capital Lease Payments	52,503	186,389	69,999	100,872	101,283	166,323	102,110	102,526	102,944	103,364	103,786	169,180	1,361,279
11 Additional Liabilities										500,000			500,000
12 Capital Expenditures	15,965	56,034	1,755										73,754
Total Hospital Uses	5,214,505	5,515,759	5,111,761	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	62,332,642
Net Hospital Sources/Uses of Cash	(501,070)	(1,058,171)	(748,508)	(561,047)	(620,197)	(678,055)	(513,233)	(495,984)	(451,551)	(1,127,992)	(666,063)	(669,999)	(8,091,869)
Non-Hospital Sources													
13 Restricted Cash/Capital Donations		527,977	(727,205)	179,874	(676,795)	14,417	268,828	18,828	18,828	18,828	18,828	18,828	(318,764)
14 Parcel Tax Revenue	152,275		1,500,000			500,000				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	772,795	1,003,907	1,205,629	489,212	268,828	918,828	854,170	1,818,828	168,828	(6,104)	8,175,173
Non-Hospital Uses of Cash													
20 Matching Fees		509,543	266,212	675,000						75,000			1,525,755
Sub-Total Non-Hospital Uses of Cash	-	509,543	266,212	675,000	-	-	-	-	-	75,000	-	-	1,525,755
Net Non-Hospital Sources/Uses of Cash	152,275	18,434	506,583	328,907	1,205,629	489,212	268,828	918,828	854,170	1,743,828	168,828	(6,104)	6,649,418
Net Sources/Uses	(348,795)	(1,039,737)	(241,925)	(232,140)	585,432	(188,843)	(244,405)	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	1,535,825	1,303,685	1,889,117	1,700,274	1,455,869	1,878,713	2,281,332	2,897,168	2,399,933	
Cash and Equivalents at end of period	2,817,486	1,777,750	1,535,825	1,303,685	1,889,117	1,700,274	1,455,869	1,878,713	2,281,332	2,897,168	2,399,933	1,723,830	