



**FINANCE COMMITTEE REGULAR SESSION**

**AGENDA**

**Tuesday November 28, 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 10.24.17</p>	<i>Nevins</i>	Action
<p><b>3. ADMINISTRATIVE REPORT NOVEMBER 2017</b></p>	<i>Mather</i>	Inform
<p><b>4. FINANCIAL REPORT FOR MONTH ENDING OCTOBER. 2017</b></p>	<i>Jensen</i>	Inform
<p><b>6. BOND REFINANCING - HOLD</b></p>	<i>Jensen</i>	Inform/ Possible Action
<p><b>7. ADJOURN</b></p>	<i>Nevins</i>	



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

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

<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 5:01 p.m.		
<b>2. PUBLIC COMMENT SECTION</b>	<i>Nevins</i>		
	None		
<b>3. CONSENT CALENDAR</b> FC Minutes 9.25.17	<i>Nevins</i>	Action	
		<b>MOTION:</b> by Hohorst second by Perez. All in favor	
<b>5. ADMINISTRATIVE REPORT OCTOBER 2017</b>	<i>Mather</i>	Inform	
	Ms. Mather reported that we are in talks with UCSF on a collaboration with them.		

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	<p>She said there has been no progress with the Kaiser negotiations. Ms. Mather continues discussions with them.</p> <p>Ms. Mather also reported that 11 days of revenue have been lost due to the fire. The cancelled surgeries are being made up this week.</p>		
<b>6. FINANCIAL REPORT FOR MONTH ENDING SEPTEMBER 30, 2017</b>	<i>Jensen</i>	Inform	
	<p>Mr. Jensen gave his month end report for September 30, 2017. The payer mix was as expected with budget. Year to date of cash we are 90K over our goal. Day's cash on hand was 9.2 days. AR was at 46 days and AP was at 48 days. Total loss from operations was \$647,000 vs a budget of \$271,000. Net loss of 230k vs a budgeted net gain of \$136,000.</p>		
<b>7. AUDIT UPDATE</b>	<i>Jensen</i>	Inform	
	<p>The unmodified opinion by the audit group was that there were no adjustments or management recommendations.</p>		
<b>10. ADJOURN</b>	<i>Nevins</i>		
	<i>Meeting adjourned at 5:39pm</i>		



**To:** SVHCD Board of Directors  
**From:** Kelly Mather  
**Date:** 10/26/17  
**Subject:** Administrative Report

**Summary**

The recent fire emergency was a major focus in October. We started the month with a board retreat and good conversations about our future and how the hospital is poised for change. I'm incredibly grateful to work with our amazing staff and physicians who showed their dedication to the hospital and our community.

**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"> <li>➤ Our Skilled Nursing Facility has 5 stars again</li> <li>➤ Performance Improvement Fair was delayed and is now set for November</li> <li>➤ We are re-doing part of orientation to highlight the culture of health and safety</li> <li>➤ We have some opportunities to improve our communication during a disaster</li> </ul>
Be the preferred hospital for patients, physicians, employers and health plans	<ul style="list-style-type: none"> <li>➤ 3D Mammography construction will be completed in January</li> <li>➤ The campaign for the Outpatient Diagnostic Center is underway, we will start with replacing the CT Scanner for upgraded technology</li> <li>➤ Relay Health is now operational and increases understanding of patient eligibility for services and their financial responsibility</li> <li>➤ Canopy Health is working on increasing lives with open enrollment this Fall, more hospitals have joined this network</li> <li>➤ Annual Employee health screenings and Skills fair are underway</li> </ul>
Implement new and enhanced revenue strategies as measured by increased direct margins in each service unit	<ul style="list-style-type: none"> <li>➤ Great discussions with UCSF about potential collaborations</li> <li>➤ The Breast Surgeon (Dr. Alexandridis) is now here and will start seeing patients</li> <li>➤ We started digital advertising for Bariatrics</li> <li>➤ Several hospitals are now interested in Patients Data Base (the cost accounting program we started for small hospitals)</li> <li>➤ The Women's Place strategy is underway with a go live in January</li> <li>➤ Ophthalmology is increasing in volume due to Dr. Saidel's presence in Sonoma</li> </ul>
Continue to improve financial stability as measured by operating margin	<ul style="list-style-type: none"> <li>➤ The South Lot Purchase Agreement is complete</li> <li>➤ Time share leases were increased to ensure we cover more cost</li> <li>➤ Home Care is reducing expenses due to volumes and a lack of an increase with Kaiser</li> <li>➤ Due to the first four months of low inpatient volumes, expense reductions are underway</li> </ul>
Lead progress toward being a healthier community as measured by community benefit	<ul style="list-style-type: none"> <li>➤ Wellness University is underway this Fall</li> <li>➤ Project Pink was on for the month of October offering free mammograms</li> <li>➤ Jane Hirsch, Dave Pier and I have been meeting wit</li> <li>➤ GirlTalk with Dr. LaFollette was rescheduled and is sold out</li> <li>➤ We participated in the Bi- National Health Fair</li> <li>➤ We donated 100 flu shots to St. Leo's</li> </ul>

			National
Patient Experience	Current Performance	FY 2018 Goal	Benchmark
Would Recommend Hospital	66th percentile	> 60th percentile	50th percentile
Inpatient Overall Rating	53rd 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	2.5	< 2.3	2.3
Pressure Ulcers	0	<3.7	3.7
Injuries to Staff	2	< 10	17
Adverse Drug Events with Harm	0	0	0
C Section rate	11.3%	<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	5	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	5.3%	< 10%	< 15%
Financial Stability	YTD Performance	FY 2018 Goal	Benchmark
EBDA	-1.1%	2.89%	3%
FTE's/AOB	4.19	4.3	5.3
Days Cash on Hand	9.2	20	30
Days in Accounts Receivable	47	49	50
Length of Stay	3.5	3.85	4.03
Cost per Medicare Beneficiary	\$18,430	<\$20,000	\$20,473
Funds raised by SVHF	\$1,496,937	\$1,483,950	\$1 million
Strategic Growth	YTD Performance	FY 2018 Goal	Benchmark
Inpatient Discharges	257/1028	1193	1225
Outpatient Units of Service	16525/66,010	70,432	65,687
Emergency Visits	2735/10,940	11,022	11,019
Surgeries	513/2052	1,800	1,680
Births	23/92	132	120
Home Health Visits	2372/9488	11,053	11,400
Community Benefit Hours	432/1728	1200	1200





**To:** SVH Finance Committee  
**From:** Ken Jensen, CFO  
**Date:** November 28, 2017  
**Subject:** Financial Report for the Month Ending October 31, 2017

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The financials for the month of October reflect the lost and/or postponed patient revenue due to the Sonoma County wildfires. During the wildfires the hospital cancelled non-emergency services that included outpatient diagnostic services and surgeries. The hospital also experienced additional or extraordinary costs associated with the wildfires of (\$26,875) (Line 39) that consist of labor (\$25,499) and supplies (\$1,376).

The actual loss of (\$318,515) from operations for October was \$70,073 favorable to the budgeted loss of (\$388,588). After accounting for all other activity; the October net income was \$61,788 vs. the budgeted net income of \$19,498 with a monthly EBIDA of 5.5% vs. a budgeted 3.9%.

**Gross patient revenue** for October was \$19,873,467, less than budget by (\$2,570,182). Inpatient gross revenue was under budget by (\$1,397,718). Inpatient days were under budget by (102) days and inpatient surgeries were under budgeted expectations by (16) cases. Outpatient revenue was under budget by (\$1,305,413). Outpatient visits were under budgeted expectations by (1,053) visits, and outpatient surgeries were at budgeted expectations at 97 cases. The Emergency Room gross revenue is under budget by (\$452,787); with ER visits under budgeted expectations by (25) visits. SNF gross charges were over budgeted expectations by \$576,261 and SNF patient days were over budget by 114 days. Home Health was over budget by \$9,475 with visits close to budgeted expectations of 871 visits.

Gross revenue from surgical implants in October is \$482,735, with \$305,532 from inpatient surgeries and \$177,203 from outpatient surgeries, and total implant costs were (\$125,991). The net, before any revenue deductions, is \$356,744.

**Deductions from revenue** were favorable to budgeted expectations by \$2,304,689. The favorable variance is primarily due to the unfavorable variance in gross revenue of (\$2,570,182). The hospital also received additional IGT funds above what was previously accrued for in the amount of \$496,034.

After accounting for all other operating revenue, the **total operating revenue** was unfavorable to budget by (\$271,317).

**Operating Expenses** of \$4,871,642 were favorable to budget by \$341,390. Salaries and wages and agency fees are under budget by \$240,749. Salaries and wages are under budget by \$275,577 and

agency fees are over budget by (\$34,828). Employee benefits are under budget by \$25,598. Utilities cost are over budget by (\$18,934), PG&E is over budget by (\$9,764) and telephone costs are over budget by (\$8,851) due to a contract renewal with AT&T, we will receive a credit for the over charges. There were no matching fees posted in October.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for October was (\$83,119) vs. a budgeted net loss of (\$139,826). The total net income for October after all activity was \$61,788 vs. a budgeted net income of \$19,498.

EBIDA for the month of October was 5.5% vs. the budgeted 3.9%.

#### Patient Volumes – October

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	87	108	-21	99
Newborn Discharges	10	15	-5	9
Acute Patient Days	315	417	-102	402
SNF Patient Days	624	510	114	512
Home Care Visits	871	904	-33	880
OP Gross Revenue	\$11,864	\$13,613	(\$1,749)	\$13,347
Surgical Cases	120	135	-15	126

#### Gross Revenue Overall Payer Mix – October

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	45.0%	45.4%	-0.4%	44.7%	45.5%	-0.8%
Medicare Mgd Care	13.8%	9.9%	3.9%	11.6%	10.0%	1.6%
Medi-Cal	17.1%	17.8%	-0.7%	18.4%	17.9%	0.5%
Self Pay	0.6%	1.2%	-0.6%	1.3%	1.2%	0.1%
Commercial	19.0%	20.5%	-1.5%	19.6%	20.4%	-0.8%
Workers Comp	2.2%	3.1%	-0.9%	2.2%	3.0%	-0.8%
Capitated	2.3%	2.1%	0.2%	2.2%	2.0%	0.2%
Total	100.0%	100.0%		100.0%	100.0%	

#### Cash Activity for October:

For the month of October the cash collection goal was \$3,454,752 and the Hospital collected \$3,835,014 or over the goal by \$380,262. The year-to-date cash collection goal was \$14,635,881 and the Hospital has collected \$15,107,069 or over goal by 471,188. Days of cash on hand are 12.5 days at October 31, 2017. The balance in the Money Market account at October 31, 2017 is \$1,243,963 and is not included in the calculation of days of cash on hand. Accounts Receivable decreased from September, from 46.5 days to 45.3 days in October. Accounts Payable increased by \$2,543 from September and Accounts Payable days are at 48.3.



**ATTACHMENTS:**

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



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

ATTACHMENT A

October-17

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance
Medicare	8,943,421	10,158,932	-1,215,511	-12.0%
Medicare Managed Care	2,730,133	2,223,089	507,044	22.8%
Medi-Cal	3,385,140	3,999,581	-614,441	-15.4%
Self Pay	133,135	279,913	-146,778	-52.4%
Commercial & Other Government	3,785,536	4,621,327	-835,791	-18.1%
Worker's Comp.	437,932	691,822	-253,890	-36.7%
Capitated	458,170	468,985	-10,815	-2.3%
<b>Total</b>	<b>19,873,467</b>	<b>22,443,649</b>	<b>(2,570,182)</b>	

	Actual	Budget	Variance	% Variance
Medicare	38,496,610	41,612,200	-3,115,590	-7.5%
Medicare Managed Care	9,970,194	9,134,347	835,847	9.2%
Medi-Cal	15,800,313	16,351,503	-551,190	-3.4%
Self Pay	1,077,077	1,139,175	-62,098	-5.5%
Commercial & Other Government	16,924,293	18,736,725	-1,812,432	-9.7%
Worker's Comp.	1,929,647	2,740,349	-810,702	-29.6%
Capitated	1,888,642	1,871,197	17,445	0.9%
<b>Total</b>	<b>86,086,776</b>	<b>91,585,496</b>	<b>(5,498,720)</b>	

Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	1,442,301	1,514,630	-72,329	-4.8%
Medicare Managed Care	370,662	285,411	85,251	29.9%
Medi-Cal	465,753	534,527	-68,774	-12.9%
Self Pay	73,224	156,052	-82,828	-53.1%
Commercial & Other Government	1,401,625	1,729,194	-327,569	-18.9%
Worker's Comp.	88,291	128,807	-40,516	-31.5%
Capitated	11,217	15,207	-3,990	-26.2%
Prior Period Adj/IGT	558,534	313,272	245,262	78.3%
<b>Total</b>	<b>4,411,607</b>	<b>4,677,100</b>	<b>(265,493)</b>	<b>-5.7%</b>

	Actual	Budget	Variance	% Variance
Medicare	5,898,942	6,336,571	-437,629	-6.9%
Medicare Managed Care	1,400,873	1,172,749	228,124	19.5%
Medi-Cal	2,347,756	2,289,527	58,229	2.5%
Self Pay	566,037	543,331	22,706	4.2%
Commercial & Other Government	5,503,242	6,770,227	-1,266,985	-18.7%
Worker's Comp.	394,800	658,296	-263,496	-40.0%
Capitated	62,663	60,661	2,002	3.3%
Prior Period Adj/IGT	2,127,696	1,253,088	874,608	69.8%
<b>Total</b>	<b>18,302,009</b>	<b>19,084,450</b>	<b>(782,441)</b>	<b>-4.1%</b>

Percent of Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	32.7%	32.4%	0.3%	0.9%
Medicare Managed Care	8.4%	6.1%	2.3%	37.7%
Medi-Cal	23.1%	18.1%	5.0%	27.6%
Self Pay	1.7%	3.3%	-1.6%	-48.5%
Commercial & Other Government	31.8%	37.0%	-5.2%	-14.1%
Worker's Comp.	2.0%	2.8%	-0.8%	-28.6%
Capitated	0.3%	0.3%	0.0%	0.0%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>

	Actual	Budget	Variance	% Variance
Medicare	32.2%	33.3%	-1.2%	-3.6%
Medicare Managed Care	7.7%	6.1%	1.6%	26.2%
Medi-Cal	24.4%	18.6%	5.8%	31.2%
Self Pay	3.1%	2.8%	0.3%	10.7%
Commercial & Other Government	30.1%	35.5%	-5.4%	-15.2%
Worker's Comp.	2.2%	3.4%	-1.2%	-35.3%
Capitated	0.3%	0.3%	0.0%	14.1%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>-0.1%</b>	<b>-0.1%</b>

Projected Collection Percentage:	Actual	Budget	Variance	% Variance
Medicare	16.1%	14.9%	1.2%	8.1%
Medicare Managed Care	13.6%	12.8%	0.8%	6.3%
Medi-Cal	30.3%	21.2%	9.1%	42.9%
Self Pay	55.0%	55.8%	-0.8%	-1.4%
Commercial & Other Government	37.0%	37.4%	-0.4%	-1.1%
Worker's Comp.	20.2%	18.6%	1.6%	8.6%
Capitated	2.4%	3.2%	-0.8%	-25.0%

	Actual	Budget	Variance	% Variance
Medicare	15.3%	15.2%	0.1%	0.7%
Medicare Managed Care	14.1%	12.8%	1.3%	10.2%
Medi-Cal	28.3%	21.7%	6.6%	30.4%
Self Pay	52.6%	47.7%	4.9%	10.3%
Commercial & Other Government	32.5%	36.1%	-3.6%	-10.0%
Worker's Comp.	20.5%	24.0%	-3.5%	-14.6%
Capitated	3.3%	3.2%	0.1%	3.1%

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

**ATTACHMENT B**

<u>CURRENT MONTH</u>				<u>YEAR-TO-DATE</u>			<u>YTD</u>	
<u>Actual</u> <u>10/31/17</u>	<u>Budget</u> <u>10/31/17</u>	<u>Favorable</u> <u>(Unfavorable)</u> <u>Variance</u>		<u>Actual</u> <u>10/31/17</u>	<u>Budget</u> <u>10/31/17</u>	<u>Favorable</u> <u>(Unfavorable)</u> <u>Variance</u>	<u>Prior</u> <u>Year</u> <u>10/31/16</u>	
<b>Inpatient Utilization</b>								
<b>Discharges</b>								
1	72	92	(20)	Acute	285	357	(72)	352
2	15	16	(1)	ICU	59	64	(5)	50
3	87	108	(21)	Total Discharges	344	421	(77)	402
4	10	15	(5)	Newborn	33	57	(24)	53
5	97	123	(26)	Total Discharges inc. Newborns	377	478	(101)	455
<b>Patient Days:</b>								
6	231	316	(85)	Acute	863	1,235	(372)	1,236
7	84	101	(17)	ICU	342	394	(52)	396
8	315	417	(102)	Total Patient Days	1,205	1,629	(424)	1,632
9	24	30	(6)	Newborn	54	117	(63)	94
10	339	447	(108)	Total Patient Days inc. Newborns	1,259	1,746	(487)	1,726
<b>Average Length of Stay:</b>								
11	3.2	3.4	(0.2)	Acute	3.0	3.5	(0.4)	3.5
12	5.6	6.2	(0.6)	ICU	5.8	6.2	(0.4)	7.9
13	3.6	3.9	(0.2)	Avg. Length of Stay	3.5	3.9	(0.4)	4.1
14	2.4	2.0	0.4	Newborn ALOS	1.6	2.0	0.4	1.8
<b>Average Daily Census:</b>								
15	7.5	10.2	(2.7)	Acute	7.0	10.0	(3.0)	10.0
16	2.7	3.3	(0.5)	ICU	2.8	3.2	(0.4)	3.2
17	10.2	13.5	(3.3)	Avg. Daily Census	9.8	13.2	(3.4)	13.3
18	0.8	1.0	(0.2)	Newborn	0.44	0.95	(0.5)	0.76
<b>Long Term Care:</b>								
19	624	510	114	SNF Patient Days	2,131	2,307	(176)	2,307
20	33	22	11	SNF Discharges	113	101	12	115
21	20.1	16.5	3.7	Average Daily Census	17.3	18.8	(1.4)	18.8
<b>Other Utilization Statistics</b>								
<b>Emergency Room Statistics</b>								
22	827	852	(25)	Total ER Visits	3,562	3,607	(45)	3,607
<b>Outpatient Statistics:</b>								
23	3,814	4,867	(1,053)	Total Outpatients Visits	17,334	19,257	(1,923)	18,522
24	23	39	(16)	IP Surgeries	107	143	(36)	161
25	97	96	1	OP Surgeries	526	377	149	323
26	52	31	21	Special Procedures	256	131	125	198
27	871	904	(33)	Home Health Visits	3,243	3,741	(498)	3,772
28	298	332	(34)	Adjusted Discharges	1,308	1,326	(18)	1,310
29	2,334	2,359	(26)	Adjusted Patient Days (Inc. SNF)	9,523	9,995	(472)	9,989
30	75.3	76.1	(0.8)	Adj. Avg. Daily Census (Inc. SNF)	77.4	81.3	(3.8)	81.2
31	1.4880	1.4000	0.088	Case Mix Index -Medicare	1.5619	1.4000	0.162	1.7452
32	1.4850	1.4000	0.085	Case Mix Index - All payers	1.4856	1.4000	0.086	1.5863
<b>Labor Statistics</b>								
33	246	282	35.1	FTE's - Worked	272	287	15.3	282
34	304	322	18.1	FTE's - Paid	313	328	15.1	319
35	39.36	41.38	2.02	Average Hourly Rate	41.70	41.79	0.09	39.76
36	23.0	24.1	1.1	Manhours / Adj. Pat Day	23.0	23.0	(0.0)	22.4
37	180.0	171.4	(8.6)	Manhours / Adj. Discharge	167.7	173.4	5.7	170.8
38	23.8%	22.4%	-1.4%	Benefits % of Salaries	23.1%	22.2%	-0.9%	23.2%
<b>Non-Labor Statistics</b>								
39	11.4%	10.5%	-0.9%	Supply Expense % Net Revenue	11.4%	10.7%	-0.7%	11.9%
40	1,734	1,516	(218)	Supply Exp. / Adj. Discharge	1,633	1,576	(57)	1,761
41	16,881	16,190	(691)	Total Expense / Adj. Discharge	16,590	16,450	(140)	16,111
<b>Other Indicators</b>								
42	12.5			Days Cash - Operating Funds				
43	45.3	50.0	(4.7)	Days in Net AR	44.8	50.0	(5.2)	51.3
44	111%			Collections % of Net Revenue	103%			108.6%
45	48.3	55.0	(6.7)	Days in Accounts Payable	48.3	55.0	(6.7)	12.9
46	22.9%	21.4%	1.5%	% Net revenue to Gross revenue	21.9%	21.4%	0.5%	22.2%
47	23.0%			% Net AR to Gross AR	23.0%			26.0%

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

**ATTACHMENT C**

		<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
<b>Assets</b>				
Current Assets:				
1	Cash	\$ 2,020,693	\$ 1,535,825	\$ 1,785,152
2	Trustee Funds	2,106,493	2,104,929	1,690,566
3	Net Patient Receivables	8,306,715	8,570,235	8,643,574
4	Allow Uncollect Accts	(1,566,400)	(1,342,952)	(1,060,164)
5	Net A/R	6,740,315	7,227,283	7,583,410
6	Other Accts/Notes Rec	7,228,328	7,114,147	6,967,761
7	3rd Party Receivables, Net	2,217,756	2,798,090	2,451,242
8	Inventory	840,026	838,755	820,192
9	Prepaid Expenses	792,791	857,849	808,704
10	Total Current Assets	\$ 21,946,402	\$ 22,476,878	\$ 22,107,027
12	Property, Plant & Equip, Net	\$ 52,477,887	\$ 52,641,781	\$ 53,442,292
13	Specific Funds/ Money Market	1,243,963	1,143,122	186,368
14	Other Assets	-	-	144,911
15	Total Assets	\$ 75,668,252	\$ 76,261,781	\$ 75,880,598
 <b>Liabilities &amp; Fund Balances</b>				
Current Liabilities:				
16	Accounts Payable	\$ 3,703,111	\$ 3,700,568	\$ 3,398,692
17	Accrued Compensation	4,046,606	4,045,441	3,883,737
18	Interest Payable	317,328	211,552	330,797
19	Accrued Expenses	1,871,566	1,987,798	1,369,681
20	Advances From 3rd Parties	544,088	437,041	117,071
21	Deferred Tax Revenue	4,538,800	5,106,150	3,975,269
22	Current Maturities-LTD	1,298,638	1,274,224	1,048,921
23	Line of Credit - Union Bank	6,973,734	6,973,734	5,923,734
24	Other Liabilities	1,501,386	1,501,386	2,158,797
25	Total Current Liabilities	\$ 24,795,257	\$ 25,237,894	\$ 22,206,699
26	Long Term Debt, net current portion	\$ 35,263,105	\$ 35,475,785	\$ 37,529,163
27	Fund Balances:			
28	Unrestricted	\$ 11,705,739	\$ 11,643,951	\$ 12,953,705
29	Restricted	3,904,151	3,904,151	3,191,032
30	Total Fund Balances	\$ 15,609,890	\$ 15,548,102	\$ 16,144,736
31	Total Liabilities & Fund Balances	\$ 75,668,252	\$ 76,261,781	\$ 75,880,598

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

	Month					Year-To-Date				YTD					
	This Year		Variance			This Year		Variance			Prior Year				
	Actual	Budget	\$	%		Actual	Budget	\$	%						
<b>Volume Information</b>															
1	87	108	(21)	-19%	Acute Discharges	344	421	(77)	-18%	402					
2	624	510	114	22%	SNF Days	2,131	2,307	(176)	-8%	2,307					
3	871	904	(33)	-4%	Home Care Visits	3,243	3,741	(498)	-13%	3,772					
4	11,864	13,613	(1,749)	-13%	Gross O/P Revenue (000's)	\$ 55,927	\$ 55,482	445	1%	\$ 52,801					
<b>Financial Results</b>															
<b>Gross Patient Revenue</b>															
5	\$ 5,665,267	\$ 7,062,985	(1,397,718)	-20%	Inpatient	\$ 21,995,392	\$ 27,790,392	(5,795,000)	-21%	\$ 26,537,197					
6	6,033,698	7,339,111	(1,305,413)	-18%	Outpatient	30,646,368	29,292,782	1,353,586	5%	26,815,131					
7	5,530,817	5,983,604	(452,787)	-8%	Emergency	24,171,046	24,965,488	(794,442)	-3%	24,834,815					
8	2,323,054	1,746,793	576,261	33%	SNF	8,104,449	8,250,814	(146,365)	-2%	7,885,507					
9	320,631	311,156	9,475	3%	Home Care	1,169,521	1,286,020	(116,499)	-9%	1,309,924					
10	\$ 19,873,467	\$ 22,443,649	(2,570,182)	-11%	<b>Total Gross Patient Revenue</b>	\$ 86,086,776	\$ 91,585,496	(5,498,720)	-6%	\$ 87,382,574					
<b>Deductions from Revenue</b>															
11	\$ (15,869,994)	\$ (17,957,214)	2,087,220	12%	Contractual Discounts	\$ (69,320,494)	\$ (73,263,706)	3,943,212	5%	\$ (69,772,250)					
12	(150,000)	(100,000)	(50,000)	-50%	Bad Debt	(553,000)	(400,000)	(153,000)	-38%	(500,000)					
13	(400)	(22,607)	22,207	98%	Charity Care Provision	(38,969)	(90,428)	51,459	57%	(109,230)					
14	558,534	313,272	245,262	78%	Prior Period Adj/Government Program Revenue	2,127,696	1,253,088	874,608	*	1,810,022					
15	\$ (15,461,860)	\$ (17,766,549)	2,304,689	-13%	<b>Total Deductions from Revenue</b>	\$ (67,784,767)	\$ (72,501,046)	4,716,279	-7%	\$ (68,571,458)					
<b>Net Patient Service Revenue</b>															
16	\$ 4,411,607	\$ 4,677,100	(265,493)	-6%	Risk contract revenue	\$ 521,364	\$ 514,084	7,280	1%	\$ 512,301					
17	\$ 131,210	\$ 128,521	2,689	2%	Net Hospital Revenue	\$ 18,823,373	\$ 19,598,534	(775,161)	-4%	\$ 19,323,417					
18	\$ 4,542,817	\$ 4,805,621	(262,804)	-5%	Other Op Rev & Electronic Health Records	\$ 75,743	\$ 75,292	451	1%	\$ 106,159					
19	\$ 10,310	\$ 18,823	(8,513)	-45%	<b>Total Operating Revenue</b>	\$ 18,899,116	\$ 19,673,826	(774,710)	-4%	\$ 19,429,576					
20	\$ 4,553,127	\$ 4,824,444	(271,317)	-6%	<b>Operating Expenses</b>										
21	\$ 2,113,332	\$ 2,354,081	240,749	10%	Salary and Wages and Agency Fees	\$ 9,147,617	\$ 9,609,420	461,803	5%	\$ 8,893,684					
22	862,022	887,620	25,598	3%	Employee Benefits	3,512,952	3,597,759	84,807	2%	3,466,471					
23	\$ 2,975,354	\$ 3,241,701	266,347	8%	Total People Cost	\$ 12,660,569	\$ 13,207,179	546,610	4%	\$ 12,360,155					
24	\$ 417,278	\$ 409,331	(7,947)	-2%	Med and Prof Fees (excl Agency)	\$ 1,601,438	\$ 1,637,977	36,539	2%	\$ 1,551,923					
25	517,162	503,237	(13,925)	-3%	Supplies	2,136,807	2,090,905	(45,902)	-2%	2,307,529					
26	367,946	376,471	8,525	2%	Purchased Services	1,478,100	1,505,703	27,603	2%	1,195,023					
27	285,027	282,312	(2,715)	-1%	Depreciation	1,140,523	1,129,248	(11,275)	-1%	1,111,216					
28	120,556	101,622	(18,934)	-19%	Utilities	472,517	406,488	(66,029)	-16%	440,055					
29	31,819	27,614	(4,205)	-15%	Insurance	127,276	110,456	(16,820)	-15%	117,168					
30	46,277	45,099	(1,178)	-3%	Interest	186,141	182,566	(3,575)	-2%	133,089					
31	110,223	139,212	28,989	21%	Other	470,294	556,888	86,594	16%	537,111					
32	-	86,433	86,433	*	Matching Fees (Government Programs)	775,755	345,732	(430,023)	*	747,361					
33	\$ 4,871,642	\$ 5,213,032	341,390	7%	<b>Operating expenses</b>	\$ 21,049,420	\$ 21,173,142	123,722	1%	\$ 20,500,630					
34	\$ (318,515)	\$ (388,588)	70,073	18%	<b>Operating Margin</b>	\$ (2,150,304)	\$ (1,499,316)	(650,988)	-43%	\$ (1,071,054)					

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

	Month					Year-To-Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual	Budget	\$	%		Actual	Budget	\$	%		
<b>35</b>	\$ 2,370	\$ (13,222)	15,592	-118%						\$ (73,102)	
<b>36</b>	-	-	-	0%						53,088	
<b>37</b>	(56,766)	(54,683)	(2,083)	4%						(150,000)	
<b>38</b>	316,667	316,667	-	0%						1,000,378	
<b>39</b>	(26,875)	0	(26,875)	0%							
<b>40</b>	<u>\$ 235,396</u>	<u>\$ 248,762</u>	<u>13,509</u>	<u>-5%</u>						<u>\$ 830,364</u>	
<b>41</b>	<u>\$ (83,119)</u>	<u>\$ (139,826)</u>	<u>56,707</u>	<u>-41%</u>	<b>Net Income / (Loss) prior to Restricted Contributions</b>	<u>\$ (1,130,932)</u>	<u>\$ (503,867)</u>	<u>(600,190)</u>	<u>119%</u>	<u>\$ (240,690)</u>	
<b>42</b>	\$ -	\$ 14,417	(14,417)	-100%						\$ 60,809	
<b>43</b>	\$ -	\$ -	-	0%						\$ -	
<b>44</b>	<u>\$ (83,119)</u>	<u>\$ (125,409)</u>	<u>42,290</u>	<u>-34%</u>	<b>Net Income / (Loss) w/ Restricted Contributions</b>	<u>\$ (1,105,915)</u>	<u>\$ (446,199)</u>	<u>(659,716)</u>	<u>148%</u>	<u>\$ (179,881)</u>	
<b>45</b>	250,683	250,683	-	0%						987,636	
<b>46</b>	(105,776)	(105,776)	-	0%						(456,707)	
<b>47</b>	<u>\$ 61,788</u>	<u>\$ 19,498</u>	<u>42,290</u>	<u>217%</u>	<b>Net Income/(Loss) w GO Bond Activity</b>	<u>\$ (530,777)</u>	<u>\$ 128,939</u>	<u>(659,716)</u>	<u>-512%</u>	<u>\$ 351,048</u>	
	\$ 248,185	\$ 187,585			<b>EBIDA - Not including Restricted Contributions</b>	\$ 195,732	\$ 807,947			\$ 1,003,615	
	5.5%	3.9%				1.0%	4.1%			5.2%	
	\$ 201,908	\$ 142,486			<b>EBDA - Not including Restricted Contributions</b>	\$ 9,591	\$ 625,381				
	4.4%	3.0%				0.1%	3.2%				

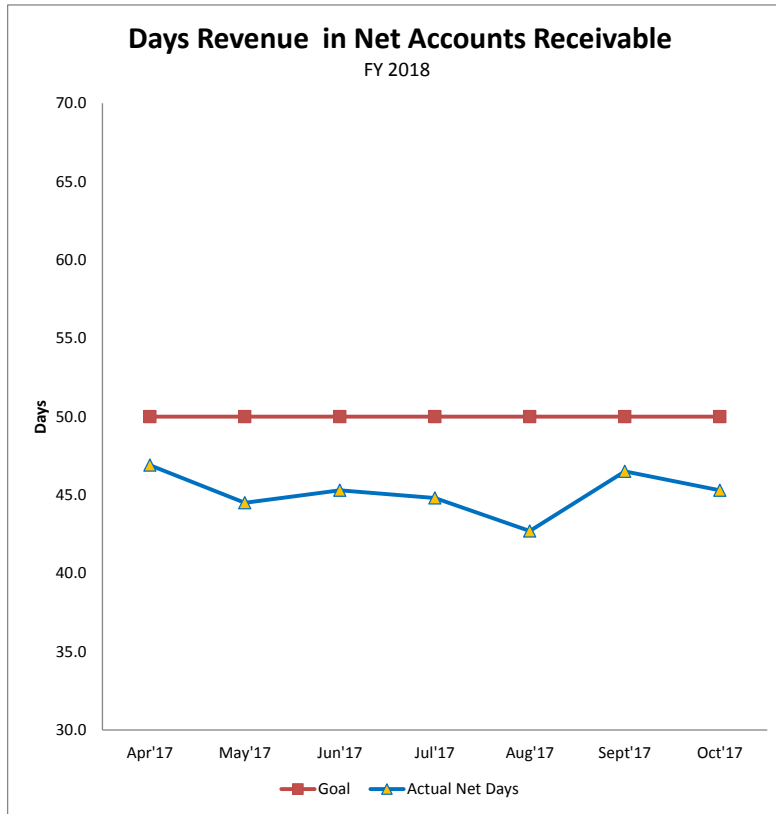
**Sonoma Valley Health Care District**  
**Statement of Revenue and Expenses Variance Analysis**  
**For the Period Ended October 31, 2017**

	YTD	MONTH	
Description	Variance	Variance	
<b>Volume Information</b>			
1 Acute Discharges	(77)	(21)	
2 SNF Days	(176)	114	
3 Home Care Visits	(498)	(33)	
4 Gross O/P Revenue (000's)	445	(1,749)	
<b>Financial Results</b>			
<b>Gross Patient Revenue</b>			
5 Inpatient	(5,795,000)	(1,397,718)	Inpatient days were below budgeted expectations by (102) days and IP surgeries were below budget by (16) cases.
6 Outpatient	1,353,586	(1,305,413)	Outpatient visits are 3,814 vs. budgeted expectations of 4,867 visits and outpatient surgeries are 97 vs. budgeted expectations 96.
7 Emergency	(794,442)	(452,787)	ER visits are 827 vs. budgeted visits of 852.
8 SNF	(146,365)	576,261	SNF patient days are 624 vs. budgeted expected days of 510.
9 Home Care	(116,499)	9,475	HHA visits are 871 vs. budgeted expectations of 904.
10 <b>Total Gross Patient Revenue</b>	<b>(5,498,720)</b>	<b>(2,570,182)</b>	
<b>Deductions from Revenue</b>			
11 Contractual Discounts	3,943,212	2,087,220	
12 Bad Debt	(153,000)	(50,000)	
13 Charity Care Provision	51,459	22,207	
14 Prior Period Adj/Government Program Revenue	874,608	245,262	Received Add'l IGT funding over amount accrued of \$496,034.
15 <b>Total Deductions from Revenue</b>	<b>4,716,279</b>	<b>2,304,689</b>	
16 <b>Net Patient Service Revenue</b>	<b>(782,441)</b>	<b>(265,493)</b>	
17 Risk contract revenue	7,280	2,689	
18 <b>Net Hospital Revenue</b>	<b>(775,161)</b>	<b>(262,804)</b>	
19 Other Op Rev & Electronic Health Records	451	(8,513)	
20 <b>Total Operating Revenue</b>	<b>(774,710)</b>	<b>(271,317)</b>	
<b>Operating Expenses</b>			
21 Salary and Wages and Agency Fees	461,803	240,749	Salaries and Wages are under budget by \$275,577 and the Agency fees are over budget by (\$34,828).
22 Employee Benefits	84,807	25,598	
23 <b>Total People Cost</b>	<b>546,610</b>	<b>266,347</b>	
24 Med and Prof Fees (excl'd Agency)	36,539	(7,947)	
25 Supplies	(45,902)	(13,925)	
26 Purchased Services	27,603	8,525	
27 Depreciation	(11,275)	(2,715)	
28 Utilities	(66,029)	(18,934)	PG&E is over budget by (\$9,764) and telephone costs are over budget by (\$8,851).
29 Insurance	(16,820)	(4,205)	
30 Interest	(3,575)	(1,178)	
31 Other	86,594	28,989	
32 Matching Fees (Government Programs)	(430,023)	86,433	No matching fees posted in October. The budgeted matching fees are spread evenly over 12 months.
33 <b>Operating expenses</b>	<b>123,722</b>	<b>341,390</b>	
34 <b>Operating Margin</b>	<b>(650,988)</b>	<b>70,073</b>	
<b>Non Operating Rev and Expense</b>			
35 Miscellaneous Revenue	50,652	15,592	
36 Donations	8,478	-	
37 Physician Practice Support-Prima	(8,332)	(2,083)	
38 Parcel Tax Assessment Rev	-	-	
39 Extraordinary Items	(26,875)	(26,875)	Extraordinary costs related to the wildfires; labor, registry, and supplies.
40 <b>Total Non-Operating Rev/Exp</b>	<b>50,798</b>	<b>13,509</b>	
41 <b>Net Income / (Loss) prior to Restricted Contributions</b>	<b>(600,190)</b>	<b>56,707</b>	

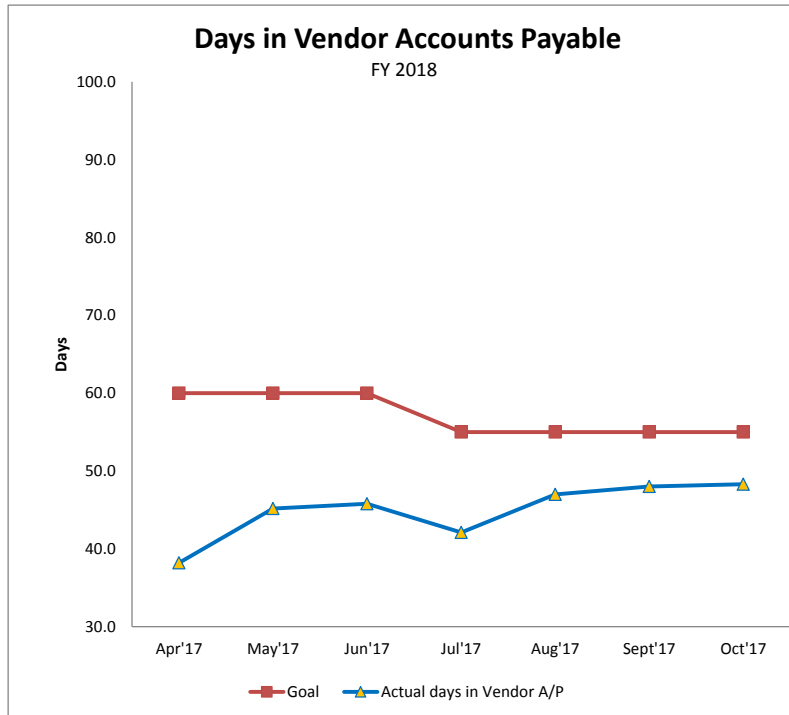
Sonoma Valley Health Care District  
Statement of Revenue and Expenses Variance Analysis  
For the Period Ended October 31, 2017

	YTD	MONTH	
Description	Variance	Variance	
		-	
42 Capital Campaign Contribution	(44,918)	(14,417)	No capital campaign donations received in October
43 Restricted Foundation Contributions	12,267	-	
44 <b>Net Income / (Loss) w/ Restricted Contributions</b>	<b>(659,716)</b>	<b>42,290</b>	
45 GO Bond Tax Assessment Rev	-	-	
46 GO Bond Interest	-	-	
47 <b>Net Income/(Loss) w GO Bond Activity</b>	<b>(659,716)</b>	<b>42,290</b>	





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



Days in A/P	Apr'17	May'17	Jun'17	Jul'17	Aug'17	Sept'17	Oct'17
Actual days in Vendor A/P	38.2	45.2	45.8	42.1	47.0	48.0	48.3
Goal	60.0	60.0	60.0	55.0	55.0	55.0	55.0

Sonoma Valley Hospital  
 Statistical Analysis  
 FY 2018

ATTACHMENT G

	ACTUAL		BUDGET		ACTUAL													
	Oct-17	Oct-17	Oct-17	Oct-17	Sep-17	Aug-17	Jul-17	Jun-17	May-17	Apr-17	Mar-17	Feb-17	Jan-17	Dec-16	Nov-16	Oct-16	Sep-16	
<b>Statistics</b>																		
<b>Acute</b>																		
Acute Patient Days	315	417	325	325	240	346	388	368	415	415	465	355	396	402	407			
Acute Discharges (w/o Newborns)	87	108	87	94	76	87	100	89	119	97	119	100	95	99	95			
<b>SNF Days</b>	624	510	479	500	528	458	559	512	572	607	592	500	446	512	624			
<b>HHA Visits</b>	871	904	789	713	870	940	966	934	849	922	877	919	938	880	1,042			
<b>Emergency Room Visits</b>	827	852	921	894	920	964	1,069	921	941	851	1,000	942	850	852	897			
<b>Gross Outpatient Revenue (000's)</b>	\$11,864	\$13,613	\$14,364	\$15,524	\$14,175	\$15,454	\$15,523	\$13,168	\$15,098	\$12,189	\$13,500	\$12,935	\$13,147	\$13,347	\$13,512			
<b>Equivalent Patient Days</b>	2,334	2,359	2,266	2,591	2,332	2,328	2,654	2,227	2,537	2,553	2,618	2,382	2,202	2,380	2,707			
<b>Births</b>	12	15	5	10	6	15	7	11	12	12	11	9	8	9	14			
<b>Surgical Cases - Inpatient</b>	23	39	33	22	29	36	30	47	40	26	38	28	38	42	37			
<b>Surgical Cases - Outpatient</b>	97	96	154	142	133	161	143	124	149	101	110	98	123	84	81			
<b>Total Surgical Cases</b>	120	135	187	164	162	197	173	171	189	127	148	126	161	126	118			
<b>Total Special Procedures</b>	52	31	75	77	52	66	58	44	36	41	28	40	32	29	49			
<b>Medicare Case Mix Index</b>	1.49	1.40	1.54	1.57	1.65	1.66	1.69	1.64	1.45	1.52	1.47	1.59	1.79	1.59	1.97			
<b>Income Statement</b>																		
Net Revenue (000's)	\$4,543	\$4,806	4,518	4,775	4,988	5,188	5,330	4,924	5,283	4,266	\$4,528	\$3,588	\$4,452	\$4,727	\$4,406			
Operating Expenses (000's)	\$4,872	\$5,213	\$5,206	\$5,380	\$5,592	\$5,250	\$5,678	\$5,308	\$5,395	\$4,803	\$5,026	\$4,713	\$5,047	\$4,912	\$4,807			
Net Income (000's)	\$62	\$19	\$ (230)	\$ (165)	\$ (198)	\$ 690	\$ 16	\$ (24)	\$ 304	\$ 308	\$ (108)	\$ (600)	\$ (65)	\$ 337	\$ (6)			
<b>Productivity</b>																		
Total Operating Expense Per Equivalent Patient Day	\$2,087	\$2,209	\$2,297	\$2,076	\$2,398	\$2,255	\$2,139	\$2,383	\$2,127	\$1,881	\$1,920	\$1,979	\$2,292	\$2,064	\$1,776			
Productive FTEs	246	282	289	279	271	278	291	285	294	294	280	253	289	280	283			
Non-Productive FTE's	58	40	27	35	47	43	28	28	28	28	36	56	30	36	36			
Total FTEs	304	322	316	314	318	321	319	313	322	322	316	309	319	316	319			
FTEs per Adjusted Occupied Bed	4.04	4.23	4.19	3.75	4.23	4.14	3.73	4.22	3.93	3.54	3.74	4.03	4.35	4.11	3.54			
<b>Balance Sheet</b>																		
Days of Expense In General Operating Cash	12.5		9	11	16	20	19	11	16	27	20	25	10	11	6			
Net Days of Revenue in AR	45	50	47	43	45	45	44	47	44	46	50	51	53	50	50			

Sonoma Valley Hospital  
Cash Forecast  
FY 2018

	Actual July	Actual Aug	Actual Sept	Actual 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	4,253,229	4,093,599	4,253,616	4,132,257	4,168,703	4,476,616	4,409,693	4,706,455	4,322,606	4,357,338	4,351,807	52,028,505
2 Capitation Revenue	133,404	128,220	128,530	131,210	128,521	128,521	128,521	128,521	128,521	128,521	128,521	128,518	1,549,528
3 Napa State	39,561	4,166	35,361	26,125	20,762	20,762	20,762	20,762	20,762	20,762	20,762	20,762	271,309
4 Other Operating Revenue	10,971	25,415	37,380	30,930	18,823	18,823	18,823	18,823	18,823	18,823	18,823	18,827	255,283
5 Other Non-Operating Revenue	26,914	38,081	68,232	33,898									167,126
6 Unrestricted Contributions		8,478	150										8,628
7 Line of Credit													-
<b>Sub-Total Hospital Sources</b>	<b>4,713,435</b>	<b>4,457,589</b>	<b>4,363,253</b>	<b>4,475,779</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>54,280,380</b>
<b>Hospital Uses of Cash</b>													
8 Operating Expenses	5,146,037	5,273,336	5,040,006	4,799,145	5,101,589	5,130,853	5,338,157	5,253,569	5,505,480	5,297,652	5,370,033	5,303,034	62,558,891
9 Less Depreciation					(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,312)	(282,301)	(2,258,485)
10 Add Capital Lease Payments	52,503	186,389	69,999	179,596	101,283	166,323	102,110	102,526	102,944	103,364	103,786	169,180	1,440,003
11 Additional Liabilities					200,000					500,000			700,000
12 Capital Expenditures	15,965	56,034	1,755	88,906									162,660
<b>Total Hospital Uses</b>	<b>5,214,505</b>	<b>5,515,759</b>	<b>5,111,761</b>	<b>5,067,647</b>	<b>5,120,560</b>	<b>5,014,864</b>	<b>5,157,955</b>	<b>5,073,783</b>	<b>5,326,112</b>	<b>5,618,704</b>	<b>5,191,507</b>	<b>5,189,913</b>	<b>62,603,070</b>
<b>Net Hospital Sources/Uses of Cash</b>	<b>(501,070)</b>	<b>(1,058,171)</b>	<b>(748,508)</b>	<b>(591,868)</b>	<b>(820,197)</b>	<b>(678,055)</b>	<b>(513,233)</b>	<b>(495,984)</b>	<b>(451,551)</b>	<b>(1,127,992)</b>	<b>(666,063)</b>	<b>(669,999)</b>	<b>(8,322,690)</b>
<b>Non-Hospital Sources</b>													
13 Restricted Cash/Capital Donations		527,977	(727,205)	(100,755)	(660,583)	14,417	268,828	18,828	18,828	18,828	18,828	18,828	(583,181)
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				1,877,696					860,000				2,737,696
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>527,977</b>	<b>772,795</b>	<b>1,751,736</b>	<b>689,417</b>	<b>489,212</b>	<b>268,828</b>	<b>918,828</b>	<b>854,170</b>	<b>1,818,828</b>	<b>168,828</b>	<b>(6,104)</b>	<b>8,406,790</b>
<b>Non-Hospital Uses of Cash</b>													
20 Matching Fees		509,543	266,212	675,000						75,000			1,525,755
<b>Sub-Total Non-Hospital Uses of Cash</b>	<b>-</b>	<b>509,543</b>	<b>266,212</b>	<b>675,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>1,525,755</b>
<b>Net Non-Hospital Sources/Uses of Cash</b>	<b>152,275</b>	<b>18,434</b>	<b>506,583</b>	<b>1,076,736</b>	<b>689,417</b>	<b>489,212</b>	<b>268,828</b>	<b>918,828</b>	<b>854,170</b>	<b>1,743,828</b>	<b>168,828</b>	<b>(6,104)</b>	<b>6,881,035</b>
<b>Net Sources/Uses</b>	<b>(348,795)</b>	<b>(1,039,737)</b>	<b>(241,925)</b>	<b>484,868</b>	<b>(130,780)</b>	<b>(188,843)</b>	<b>(244,405)</b>	<b>422,844</b>	<b>402,619</b>	<b>615,836</b>	<b>(497,235)</b>	<b>(676,103)</b>	
Cash and Equivalents at beginning of period	3,166,281	2,817,486	1,777,750	1,535,825	2,020,693	1,889,913	1,701,070	1,456,665	1,879,509	2,282,128	2,897,964	2,400,729	
<b>Cash and Equivalents at end of period</b>	<b>2,817,486</b>	<b>1,777,750</b>	<b>1,535,825</b>	<b>2,020,693</b>	<b>1,889,913</b>	<b>1,701,070</b>	<b>1,456,665</b>	<b>1,879,509</b>	<b>2,282,128</b>	<b>2,897,964</b>	<b>2,400,729</b>	<b>1,724,626</b>	