



**SVHCD FINANCE COMMITTEE**

**AGENDA**

**TUESDAY, APRIL 24, 2018**

**5:00 p.m. Regular Session**

**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 Interim District Clerk Vivian Woodall at (707) 935.5005 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 03.27.18</p>	<i>Nevins</i>	Action
<p><b>4. CAPITAL SPENDING FY 2018 TO DATE</b></p>	<i>Jensen</i>	Inform
<p><b>5. MID-YEAR ACCOUNTS RECEIVABLE AUDIT UPDATE</b></p>	<i>Jensen</i>	Inform
<p><b>6. FY 2019 BUDGET UPDATE</b></p>	<i>Jensen</i>	Inform
<p><b>7. ADMINISTRATIVE REPORT</b></p>	<i>Mather</i>	Inform
<p><b>8. FINANCIAL REPORT FOR MONTH ENDING MARCH 31, 2018</b></p>	<i>Jensen</i>	Inform
<p><b>9. ADJOURN</b></p>	<i>Nevins</i>	



**SVHCD  
FINANCE COMMITTEE MEETING  
MINUTES  
TUESDAY, MARCH 27, 2018  
Schantz Conference Room**

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

<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 4:59 pm		
<b>2. PUBLIC COMMENT SECTION</b>	<i>Nevins</i>		
	None		
<b>3. CONSENT CALENDAR</b> FC Minutes 02.27.18	<i>Nevins</i>	Action	
	Mr. Rymer requested a change to the minutes on the 1206b update. The intent is not to subsidize the clinic.	<b>MOTION:</b> by Rymer to approve with change, 2 <sup>nd</sup> by Berezin. All in favor.	
<b>4. REVENUE CYCLE PRESENTATION</b>	<i>Denton</i>	Inform	
	Ms. Denton discussed the three phases of the revenue cycle (admitting, coding, claims processing) and the challenges which begin with the physician order. The goal is 98% accuracy, which has almost been reached. The Patient Financial Services department is working on improving physician		Rymer requested metrics and actual results for the future.

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	coding. The challenges of working with the various payers was also discussed.		
<b>5. FINANCE COMMITTEE 2018 WORK PLAN</b>	<i>Jensen</i>	Action	
	An evaluation of Finance Committee performance was added in May. Review of retirement plan management was added in October.	No action requested.	Benefit plan manager to attend October meeting.
<b>6. REVIEW FINANCE COMMITTEE CHARTER</b>	<i>Jensen</i>	Action	
	It was recommended that the charter include a “minimum of four district citizens.” A pension review should be added to the charter. Ms. Nevins said the Committee may want to change its report to the Board on the performance of the Finance Committee. Suggested revisions to the charter will be brought to the next meeting.	No action requested.	
<b>7. HEALING AT HOME UPDATE</b>	<i>Jensen</i>	Inform	
	Mr. Jensen said a letter of intent will be discussed in closed session at the April Board meeting; then due diligence will begin.		
<b>8. 1206(b) CLINIC UPDATE</b>	<i>Jensen</i>	Inform	
	Ms. Mather said a position has been posted for a high-level practice manager for the clinics. SVH is hoping to start working with Sonoma Family Practice in the clinic July 1.		
<b>9. ADMINISTRATIVE REPORT APRIL 2018</b>	<i>Mather</i>	Inform	
	Ms. Mather hoped to have a draft of the Strategic Plan shortly, then a public input session will take place on April 26. The Hospital’s anesthesia contract is up for renegotiation this spring. She planned to ask them to consider CRNAs for lower level cases. Dr. Lane has retired and SVH is working with his patients to stay in Sonoma. She indicated that Sonoma could use another primary care practitioner to see patients.		

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
<b>10. FINANCIAL REPORT FOR MONTH ENDING FEBRUARY 28, 2018</b>	<i>Jensen</i>	Inform	
	<p>Mr. Jensen reviewed volumes, which were significantly under budget in February, partly due to the loss of SDC and Napa State patients. The payer mix was also reviewed. The cash goal was short by \$456,000 in February. Days' cash were 14.1, accounts receivable were 46.5, and accounts payable were 46.4. The balance of the parcel tax was expected in April.</p> <p>Gross patient revenue was under budget by \$3.7 million, with total operating revenue under budget by \$253,000. Salaries and benefits were under budget by \$403,000; supplies were also better than budget. February's net operating loss was \$557,000 and net income was a loss of \$175,000.</p>		
<b>11. ADJOURN</b>	<i>Nevins</i>		
	<i>Meeting adjourned at 6:29 pm</i>		



**To:** SVH Finance Committee  
**From:** Ken Jensen, CFO  
**Date:** April 24, 2018  
**Subject:** Financial Report for the Month Ending March 31, 2018

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During the month of March the hospital saw an improvement from February primarily in inpatient volume; patient days were still under budgeted expectations but inpatient surgeries were better than budget. As noted below, Emergency volume and acuity was below expectations. This negatively impacted Emergency Room revenue and the related Outpatient revenue. In previous years the month of March experienced higher volumes and this is reflected in the current budget. For the month of March the hospital accrued for a Hospital Quality Assurance Fee (HQAF) IGT for the fiscal year 16-17 which will net \$147,386; the hospital expects this IGT payment in May or June.

The actual loss of (\$947,303) from operations for March was (\$675,528) unfavorable to the budgeted loss of (\$271,775). After accounting for all other activity; March's net loss was (\$395,401) vs. the budgeted net income of \$140,722 with a monthly EBIDA of -8.3% vs. a budgeted 5.7%.

**Gross patient revenue** for March was \$21,673,359; (\$2,881,380) under budget. Inpatient gross revenue was under budget by (\$308,815). Inpatient days were under budget by (69) days and inpatient surgeries were over budgeted expectations by 2 cases. Outpatient revenue was under budget by (\$1,143,837). Outpatient visits were under budgeted expectations by (660) visits, and outpatient surgeries were under budgeted expectations by (12) cases. The Emergency Room gross revenue was under budget by (\$1,533,514) with ER visits under budgeted expectations by (74) visits. The ER experienced lower overall acuity during March. SNF gross charges were over budgeted expectations by \$146,505 and SNF patient days were at budget at 566 days. Home Health was under budget by (\$41,719) with visits under budget by (170) visits which is due to seeing a reduced number of Kaiser HHA patients.

Gross revenue from surgical implants in March is \$587,585 with \$397,349 from inpatient surgeries and \$190,236 from outpatient surgeries, and total implant costs were (\$134,924). The net, before any revenue deductions, is \$452,661.

**Deductions from revenue** were favorable to budgeted expectations by \$1,884,967. Of the variance, \$44,000 is from the accrual of the 16-17 HQAF IGT of \$294,772 (net after matching fee is \$147,386) and accrual of the Prime Grant of \$62,500. Without the IGT variance, the deductions from revenue variance are favorable by \$1,840,967 which is due to the gross revenue being under budgeted expectations.

The variance was also impacted by a continued negative shift in payer mix with Medicare and Medi-Cal volume increasing by 2.7 and 2.1 percentage points respectively over budget and Commercial volume dropping by 2.4 percentage points.

After accounting for all other operating revenue, the **total operating revenue** was unfavorable to budgeted expectations by (\$1,030,996).

**Operating Expenses** of \$5,179,140 were favorable to budget by \$355,468. (\$60,953) of the variance is due to the matching fee of (\$147,386) for the 16-17 HQAF IGT of which the hospital will receive \$294,772 in May. Without the IGT matching fee, the operating expenses would have an overall positive variance of \$416,421. The salaries and wages and agency fees were under budget by 212,460. Salaries and wages were under budget by \$233,477 and agency fees were over budget by (\$21,017). Professional fees were over budget by (\$25,580) primarily due to non-budgeted consulting fees offset by lower administration and management salaries. Supplies and purchased services are both under budget in the month of March due to the hospital's lower volumes.

For the month of March, the hospital saved \$96,039 attributable to the cost savings plan implemented January 1, 2018. See attachment I for details.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for March was (\$685,912) vs. a budgeted net loss of (\$23,013). The total net loss for March after all activity was (\$395,401) vs. a budgeted net income of \$140,722.

EBIDA for the month of March was -8.3% vs. the budgeted 5.7%.

#### Patient Volumes – March

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	106	104	2	119
Newborn Discharges	8	15	-7	12
Acute Patient Days	335	404	-69	415
SNF Patient Days	566	580	-14	572
Home Care Visits	684	854	-170	849
OP Gross Revenue	\$13,064	\$15,784	(\$2,721)	\$15,098
Surgical Cases	151	161	-10	189

### Gross Revenue Overall Payer Mix – March

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	45.0%	45.3%	-0.3%	44.2%	45.6%	-1.4%
Medicare Mgd Care	13.0%	10.0%	3.0%	12.9%	9.9%	3.0%
Medi-Cal	20.0%	17.9%	2.1%	18.0%	17.9%	0.1%
Self Pay	0.0%	1.2%	-1.2%	1.2%	1.2%	0.0%
Commercial	18.0%	20.4%	-2.4%	19.3%	20.4%	-1.1%
Workers Comp	2.4%	3.1%	-0.7%	2.2%	3.0%	-0.8%
Capitated	1.6%	2.1%	-0.5%	2.2%	2.0%	0.2%
Total	100.0%	100.0%		100.0%	100.0%	

### Cash Activity for March:

For the month of March the cash collection goal was \$4,030,553 and the Hospital collected \$3,811,539 or under the goal by (\$219,014). The year-to-date cash collection goal was \$32,825,169 and the Hospital has collected \$32,839,210 or over goal by \$14,041. Days of cash on hand are 6.7 days at March 31, 2018. The days of cash on hand includes the unrestricted portion in our Money Market account of \$719,563. Accounts Receivable decreased from February from 46.5 days to 43.0 days in March. Accounts Payable decreased by \$251,093 from February and Accounts Payable days are at 43.5.

### 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
- Attachment I is the Cash Savings from cost reduction plan implemented 1/1/2018

**Sonoma Valley Hospital**  
**Payer Mix for the month of March 31, 2018**

ATTACHMENT A

**March-18**

**YTD**

<b>Gross Revenue:</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	9,751,058	11,109,532	-1,358,474	-12.2%
Medicare Managed Care	2,805,181	2,459,706	345,475	14.0%
Medi-Cal	4,327,642	4,378,033	-50,391	-1.2%
Self Pay	-60	302,828	-302,888	-100.0%
Commercial & Other Government	3,923,476	5,031,681	-1,108,205	-22.0%
Worker's Comp.	522,905	769,327	-246,422	-32.0%
Capitated	343,157	503,632	-160,475	-31.9%
<b>Total</b>	<b>21,673,359</b>	<b>24,554,739</b>	<b>(2,881,380)</b>	

	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	86,795,352	93,889,782	-7,094,430	-7.6%
Medicare Managed Care	25,063,165	20,531,175	4,531,990	22.1%
Medi-Cal	35,485,194	36,887,867	-1,402,673	-3.8%
Self Pay	2,148,150	2,551,898	-403,748	-15.8%
Commercial & Other Government	37,537,315	42,156,067	-4,618,752	-11.0%
Worker's Comp.	4,289,551	6,258,171	-1,968,620	-31.5%
Capitated	4,233,405	4,193,690	39,715	0.9%
<b>Total</b>	<b>195,552,132</b>	<b>206,468,650</b>	<b>(10,916,518)</b>	

<b>Net Revenue:</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	1,377,595	1,588,375	-210,780	-13.3%
Medicare Managed Care	430,180	315,790	114,390	36.2%
Medi-Cal	678,185	639,836	38,349	6.0%
Self Pay	-	111,490	-111,490	-100.0%
Commercial & Other Government	1,158,018	1,931,556	-773,538	-40.0%
Worker's Comp.	104,659	198,839	-94,180	-47.4%
Capitated	13,167	16,331	-3,164	-19.4%
Prior Period Adj/IGT	357,272	313,272	44,000	14.0%
<b>Total</b>	<b>4,119,076</b>	<b>5,115,489</b>	<b>(996,413)</b>	<b>-19.5%</b>

	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	13,165,696	14,104,507	-938,811	-6.7%
Medicare Managed Care	3,679,812	2,635,963	1,043,849	39.6%
Medi-Cal	5,140,791	5,089,522	51,269	1.0%
Self Pay	1,096,566	1,239,975	-143,409	-11.6%
Commercial & Other Government	12,298,347	15,448,965	-3,150,618	-20.4%
Worker's Comp.	914,451	1,542,537	-628,086	-40.7%
Capitated	130,340	142,427	-12,087	-8.5%
Prior Period Adj/IGT	4,087,838	2,819,448	1,268,390	45.0%
<b>Total</b>	<b>40,513,841</b>	<b>43,023,344</b>	<b>(2,509,503)</b>	<b>-5.8%</b>

<b>Percent of Net Revenue:</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	33.4%	31.1%	2.3%	7.4%
Medicare Managed Care	10.4%	6.2%	4.2%	67.7%
Medi-Cal	25.1%	18.6%	6.5%	34.9%
Self Pay	0.0%	2.2%	-2.2%	-100.0%
Commercial & Other Government	28.3%	37.7%	-9.4%	-24.9%
Worker's Comp.	2.5%	3.9%	-1.4%	-35.9%
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>

	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	32.5%	32.8%	-0.4%	-1.2%
Medicare Managed Care	9.1%	6.1%	3.0%	49.2%
Medi-Cal	22.8%	18.4%	4.4%	23.9%
Self Pay	2.7%	2.9%	-0.2%	-6.9%
Commercial & Other Government	30.3%	35.9%	-5.6%	-15.6%
Worker's Comp.	2.3%	3.6%	-1.3%	-36.1%
Capitated	0.3%	0.3%	0.0%	0.0%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>-0.1%</b>	<b>-0.1%</b>

<b>Projected Collection Percentage:</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	14.1%	14.3%	-0.2%	-1.4%
Medicare Managed Care	15.3%	12.8%	2.5%	19.5%
Medi-Cal	23.9%	21.8%	2.1%	9.6%
Self Pay	0.0%	36.8%	-36.8%	-100.0%
Commercial & Other Government	29.5%	38.4%	-8.9%	-23.2%
Worker's Comp.	20.0%	25.8%	-5.8%	-22.5%
Capitated	3.8%	3.2%	0.6%	18.8%

	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>
Medicare	15.2%	15.0%	0.2%	1.3%
Medicare Managed Care	14.7%	12.8%	1.9%	14.8%
Medi-Cal	26.0%	21.4%	4.6%	21.5%
Self Pay	51.0%	48.6%	2.4%	4.9%
Commercial & Other Government	32.8%	36.6%	-3.8%	-10.4%
Worker's Comp.	21.3%	24.6%	-3.3%	-13.4%
Capitated	3.1%	3.4%	-0.3%	-8.8%



**SONOMA VALLEY HOSPITAL  
OPERATING INDICATORS  
For the Period Ended March 31, 2018**

**ATTACHMENT B**

<u>CURRENT MONTH</u>				<u>YEAR-TO-DATE</u>			<u>YTD</u>	
<u>Actual</u> <u>03/31/18</u>	<u>Budget</u> <u>03/31/18</u>	<u>Favorable</u> <u>(Unfavorable)</u> <u>Variance</u>		<u>Actual</u> <u>03/31/18</u>	<u>Budget</u> <u>03/31/18</u>	<u>Favorable</u> <u>(Unfavorable)</u> <u>Variance</u>	<u>Prior</u> <u>Year</u> <u>03/31/17</u>	
<b>Inpatient Utilization</b>								
<b>Discharges</b>								
1	93	87	6	Acute	706	810	(104)	831
2	13	16	(3)	ICU	132	146	(14)	101
3	106	104	2	Total Discharges	838	956	(118)	932
4	8	15	(7)	Newborn	82	128	(46)	105
5	114	118	(4)	Total Discharges inc. Newborns	920	1,084	(164)	1,037
<b>Patient Days:</b>								
6	238	303	(65)	Acute	2,174	2,799	(625)	2,788
7	97	101	(4)	ICU	756	902	(146)	890
8	335	404	(69)	Total Patient Days	2,930	3,701	(771)	3,678
9	11	30	(19)	Newborn	139	262	(123)	196
10	346	434	(88)	Total Patient Days inc. Newborns	3,069	3,963	(894)	3,874
<b>Average Length of Stay:</b>								
11	2.6	3.5	(0.9)	Acute	3.1	3.5	(0.4)	3.4
12	7.5	6.2	1.3	ICU	5.7	6.2	(0.4)	8.8
13	3.2	3.9	(0.7)	Avg. Length of Stay	3.5	3.9	(0.4)	3.9
14	1.4	2.0	(0.7)	Newborn ALOS	1.7	2.0	0.4	1.9
<b>Average Daily Census:</b>								
15	7.7	9.8	(2.1)	Acute	7.9	10.2	(2.3)	10.2
16	3.1	3.3	(0.1)	ICU	2.8	3.3	(0.5)	3.2
17	10.8	13.0	(2.2)	Avg. Daily Census	10.7	13.5	(2.8)	13.4
18	0.4	1.0	(0.6)	Newborn	0.51	0.96	(0.4)	0.72
<b>Long Term Care:</b>								
19	566	580	(14)	SNF Patient Days	4,868	5,096	(228)	5,024
20	29	25	4	SNF Discharges	265	224	41	269
21	18.3	18.7	(0.5)	Average Daily Census	17.8	18.6	(0.8)	18.3
<b>Other Utilization Statistics</b>								
<b>Emergency Room Statistics</b>								
22	871	945	(74)	Total ER Visits	7,975	8,263	(288)	8,191
<b>Outpatient Statistics:</b>								
23	4,713	5,373	(660)	Total Outpatients Visits	39,623	42,621	(2,998)	41,272
24	34	32	2	IP Surgeries	247	292	(45)	331
25	117	129	(12)	OP Surgeries	1,132	930	202	904
26	75	34	41	Special Procedures	603	281	322	375
27	684	854	(170)	Home Health Visits	6,977	8,293	(1,316)	8,277
28	340	363	(22)	Adjusted Discharges	2,989	3,034	(45)	3,082
29	2,272	2,759	(488)	Adjusted Patient Days (Inc. SNF)	21,136	22,617	(1,481)	22,294
30	73.3	89.0	(15.7)	Adj. Avg. Daily Census (Inc. SNF)	77.1	82.5	(5.4)	81.4
31	1.4458	1.4000	0.046	Case Mix Index -Medicare	1.5181	1.4000	0.118	1.6441
32	1.5115	1.4000	0.112	Case Mix Index - All payers	1.4757	1.4000	0.076	1.5583
<b>Labor Statistics</b>								
33	279	296	17.5	FTE's - Worked	276	285	8.9	282
34	302	339	36.8	FTE's - Paid	312	326	14.2	318
35	43.93	42.71	(1.22)	Average Hourly Rate	42.66	42.61	(0.05)	40.39
36	23.5	21.7	(1.8)	Manhours / Adj. Pat Day	23.0	22.5	(0.5)	22.3
37	156.7	165.0	8.3	Manhours / Adj. Discharge	162.9	167.8	4.9	161.3
38	21.8%	21.1%	-0.7%	Benefits % of Salaries	22.5%	22.1%	-0.4%	23.1%
<b>Non-Labor Statistics</b>								
39	11.5%	11.3%	-0.2%	Supply Expense % Net Revenue	11.8%	10.6%	-1.2%	12.5%
40	1,421	1,636	215	Supply Exp. / Adj. Discharge	1,639	1,539	(100)	1,693
41	15,694	15,705	11	Total Expense / Adj. Discharge	16,319	16,186	(133)	15,197
<b>Other Indicators</b>								
42	6.7			Days Cash - Operating Funds				
43	43.0	50.0	(7.0)	Days in Net AR	46.5	50.0	(3.5)	49.8
44	95%			Collections % of Net Revenue	100%			107.5%
45	43.5	55.0	(11.5)	Days in Accounts Payable	43.5	55.0	(11.5)	21.4
46	19.5%	21.4%	-1.9%	% Net revenue to Gross revenue	21.3%	21.4%	-0.1%	21.2%
47	21.3%			% Net AR to Gross AR	21.3%			21.8%

**Sonoma Valley Health Care District**  
**Balance Sheet**  
**As of March 31, 2018**

**ATTACHMENT C**

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
<b>Assets</b>			
Current Assets:			
1	\$ 375,086	\$ 1,493,055	\$ 2,559,444
2	Trustee Funds 3,625,045	4,041,283	2,700,058
3	Net Patient Receivables 7,760,498	8,440,995	8,113,757
4	Allow Uncollect Accts (1,199,386)	(1,216,076)	(1,149,938)
5	Net A/R 6,561,112	7,224,919	6,963,819
6	Other Accts/Notes Rec 1,838,996	1,747,039	2,438,762
7	3rd Party Receivables, Net 1,488,696	1,350,988	900,158
8	Inventory 829,196	841,098	822,961
9	Prepaid Expenses 845,340	903,043	872,662
10	<b>Total Current Assets \$ 15,563,471</b>	<b>\$ 17,601,425</b>	<b>\$ 17,257,864</b>
12	Property, Plant & Equip, Net \$ 52,062,188	\$ 52,296,982	\$ 53,695,461
13	Specific Funds/ Money Market 919,563	1,019,441	479,089
14	Other Assets -	-	-
15	<b>Total Assets \$ 68,545,222</b>	<b>\$ 70,917,848</b>	<b>\$ 71,432,414</b>
<b>Liabilities &amp; Fund Balances</b>			
Current Liabilities:			
16	Accounts Payable \$ 3,357,467	\$ 3,608,560	\$ 2,693,685
17	Accrued Compensation 3,832,217	4,622,919	3,782,670
18	Interest Payable 211,545	525,747	220,532
19	Accrued Expenses 1,427,213	1,361,944	1,334,021
20	Advances From 3rd Parties 112,930	160,739	119,128
21	Deferred Tax Revenue 1,702,050	2,269,400	1,490,726
22	Current Maturities-LTD 1,226,184	1,245,911	1,286,950
23	Line of Credit - Union Bank 6,973,734	6,973,734	5,923,734
24	Other Liabilities 1,386	1,386	1,051,386
25	<b>Total Current Liabilities \$ 18,844,727</b>	<b>\$ 20,770,340</b>	<b>\$ 17,902,832</b>
26	Long Term Debt, net current portion \$ 35,141,312	\$ 35,192,924	\$ 37,544,929
27	Fund Balances:		
28	Unrestricted \$ 10,276,579	\$ 10,817,584	\$ 12,182,326
29	Restricted 4,282,604	4,137,000	3,802,328
30	<b>Total Fund Balances \$ 14,559,183</b>	<b>\$ 14,954,584</b>	<b>\$ 15,984,653</b>
31	<b>Total Liabilities &amp; Fund Balances \$ 68,545,222</b>	<b>\$ 70,917,848</b>	<b>\$ 71,432,414</b>

**Sonoma Valley Health Care District  
Statement of Revenue and Expenses  
Comparative Results  
For the Period Ended March 31, 2018**

ATTACHMENT D

	Month					Year-To-Date				YTD					
	This Year		Variance			This Year		Variance			Prior Year				
	Actual	Budget	\$	%		Actual	Budget	\$	%						
<b>Volume Information</b>															
1	106	104	2	2%	Acute Discharges	838	956	(118)	-12%	932					
2	566	580	(14)	-2%	SNF Days	4,868	5,096	(228)	-4%	5,024					
3	684	854	(170)	-20%	Home Care Visits	6,977	8,293	(1,316)	-16%	8,277					
4	13,064	15,784	(2,721)	-17%	Gross O/P Revenue (000's)	\$ 123,254	\$ 126,087	(2,833)	-2%	\$ 119,670					
<b>Financial Results</b>															
<b>Gross Patient Revenue</b>															
5	\$ 6,385,612	\$ 6,694,427	(308,815)	-5%	Inpatient	\$ 53,921,893	\$ 61,875,132	(7,953,239)	-13%	\$ 59,131,474					
6	7,709,648	8,853,485	(1,143,837)	-13%	Outpatient	67,581,514	67,401,030	180,484	0%	62,658,408					
7	5,123,733	6,657,247	(1,533,514)	-23%	Emergency	53,226,870	55,999,419	(2,772,549)	-5%	54,325,205					
8	2,201,620	2,055,115	146,505	7%	SNF	18,269,817	18,340,583	(70,766)	0%	17,490,629					
9	252,746	294,465	(41,719)	-14%	Home Care	2,552,038	2,852,486	(300,448)	-11%	2,899,601					
10	\$ 21,673,359	\$ 24,554,739	(2,881,380)	-12%	<b>Total Gross Patient Revenue</b>	\$ 195,552,132	\$ 206,468,650	(10,916,518)	-5%	\$ 196,505,317					
<b>Deductions from Revenue</b>															
11	\$ (17,807,347)	\$ (19,629,915)	1,822,568	9%	Contractual Discounts	\$ (157,651,174)	\$ (165,161,291)	7,510,117	5%	\$ (157,003,622)					
12	(100,000)	(100,000)	-	0%	Bad Debt	(1,353,000)	(900,000)	(453,000)	-50%	(1,065,000)					
13	(4,208)	(22,607)	18,399	81%	Charity Care Provision	(121,955)	(203,463)	81,508	40%	(258,293)					
14	357,272	313,272	44,000	14%	Prior Period Adj/Government Program Revenue	4,087,838	2,819,448	1,268,390	*	2,227,167					
15	\$ (17,554,283)	\$ (19,439,250)	1,884,967	-10%	<b>Total Deductions from Revenue</b>	\$ (155,038,291)	\$ (163,445,306)	8,407,015	-5%	\$ (156,099,748)					
<b>Net Patient Service Revenue</b>															
16	\$ 4,119,076	\$ 5,115,489	(996,413)	-19%	Risk contract revenue	\$ 1,072,293	\$ 1,156,689	(84,396)	-7%	\$ 1,168,960					
17	\$ 99,290	\$ 128,521	(29,231)	-23%	Net Hospital Revenue	\$ 41,586,134	\$ 44,180,033	(2,593,899)	-6%	\$ 41,574,529					
18	\$ 4,218,366	\$ 5,244,010	(1,025,644)	-20%	Other Op Rev & Electronic Health Records	\$ 146,197	\$ 169,407	(23,210)	-14%	\$ 295,108					
19	\$ 13,471	\$ 18,823	(5,352)	-28%	<b>Total Operating Revenue</b>	\$ 41,732,331	\$ 44,349,440	(2,617,109)	-6%	\$ 41,869,637					
20	\$ 4,231,837	\$ 5,262,833	(1,030,996)	-20%	<b>Operating Expenses</b>										
21	\$ 2,342,930	\$ 2,555,390	212,460	8%	Salary and Wages and Agency Fees	\$ 20,777,146	\$ 21,694,921	917,775	4%	\$ 20,075,452					
22	836,619	925,523	88,904	10%	Employee Benefits	7,812,934	8,098,660	285,726	4%	7,917,480					
23	\$ 3,179,549	\$ 3,480,913	301,364	9%	Total People Cost	\$ 28,590,080	\$ 29,793,581	1,203,501	4%	\$ 27,992,932					
24	\$ 434,911	\$ 409,331	(25,580)	-6%	Med and Prof Fees (excl Agency)	\$ 3,763,141	\$ 3,684,632	(78,509)	-2%	\$ 3,480,499					
25	483,502	593,138	109,636	18%	Supplies	4,899,361	4,669,893	(229,468)	-5%	5,215,888					
26	371,068	376,471	5,403	1%	Purchased Services	3,292,473	3,387,335	94,862	3%	2,761,828					
27	288,155	282,312	(5,843)	-2%	Depreciation	2,573,568	2,540,808	(32,760)	-1%	2,530,292					
28	88,085	101,622	13,537	13%	Utilities	915,542	914,598	(944)	0%	891,966					
29	31,819	27,614	(4,205)	-15%	Insurance	286,371	248,526	(37,845)	-15%	266,571					
30	45,414	43,027	(2,387)	-6%	Interest	423,992	404,298	(19,694)	-5%	379,007					
31	109,251	133,747	24,496	18%	Other	1,073,315	1,237,355	164,040	13%	1,218,235					
32	147,386	86,433	(60,953)	*	Matching Fees (Government Programs)	1,491,827	777,897	(713,930)	-92%	747,361					
33	\$ 5,179,140	\$ 5,534,608	355,468	6%	<b>Operating expenses</b>	\$ 47,309,670	\$ 47,658,923	349,253	1%	\$ 45,484,579					
34	\$ (947,303)	\$ (271,775)	(675,528)	-249%	<b>Operating Margin</b>	\$ (5,577,339)	\$ (3,309,483)	(2,267,856)	-69%	\$ (3,614,942)					

**Sonoma Valley Health Care District  
Statement of Revenue and Expenses  
Comparative Results  
For the Period Ended March 31, 2018**

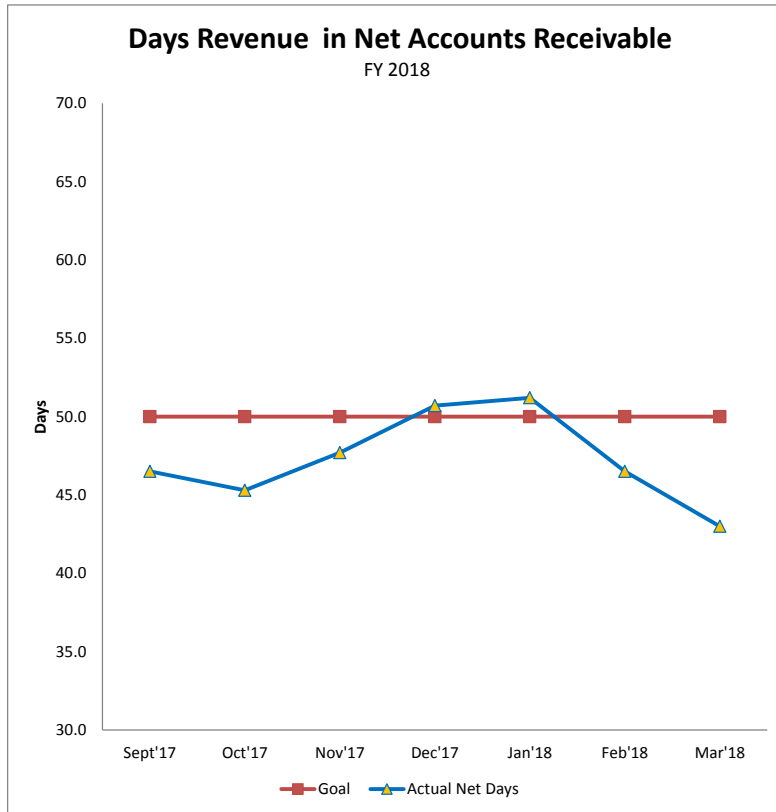
	Month					Year-To-Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual	Budget	\$	%		Actual	Budget	\$	%		
<b>35</b>	\$ (1,320)	\$ (13,222)	11,902	-90%						\$ (89,229)	
<b>36</b>	2,810	-	2,810	0%						96,009	
<b>37</b>	(56,766)	(54,683)	(2,083)	4%						(337,500)	
<b>38</b>	316,667	316,667	-	0%						2,250,378	
<b>39</b>	0	0	-	0%							
<b>40</b>	<u>\$ 261,391</u>	<u>\$ 248,762</u>	<u>12,629</u>	<u>5%</u>						<u>\$ 1,919,658</u>	
<b>41</b>	<u>\$ (685,912)</u>	<u>\$ (23,013)</u>	<u>(662,899)</u>	<u>2881%</u>	<b>Net Income / (Loss) prior to Restricted Contributions</b>	<u>\$ (3,284,627)</u>	<u>\$ (1,068,618)</u>	<u>(2,189,134)</u>	<u>205%</u>	<u>\$ (1,695,284)</u>	
<b>42</b>	\$ 32,583	\$ 18,828	13,755	73%	Capital Campaign Contribution	\$ 140,664	\$ 142,984	(2,320)	-2%	\$ 204,566	
<b>43</b>	\$ 113,021	\$ -	113,021	0%	Restricted Foundation Contributions	\$ 262,806	\$ -	262,806	100%	\$ -	
<b>44</b>	<u>\$ (540,308)</u>	<u>\$ (4,185)</u>	<u>(536,123)</u>	<u>12811%</u>	<b>Net Income / (Loss) w/ Restricted Contributions</b>	<u>\$ (2,881,157)</u>	<u>\$ (925,634)</u>	<u>(1,955,523)</u>	<u>211%</u>	<u>\$ (1,490,719)</u>	
<b>45</b>	250,683	250,683	-	0%	GO Bond Tax Assessment Rev	2,256,147	2,256,147	-	0%	2,222,181	
<b>46</b>	(105,776)	(105,776)	-	0%	GO Bond Interest	(956,474)	(956,474)	-	0%	(1,008,037)	
<b>47</b>	<u>\$ (395,401)</u>	<u>\$ 140,722</u>	<u>(536,123)</u>	<u>-381%</u>	<b>Net Income/(Loss) w GO Bond Activity</b>	<u>\$ (1,581,484)</u>	<u>\$ 374,039</u>	<u>(1,955,523)</u>	<u>-523%</u>	<u>\$ (276,575)</u>	
	\$ (352,343)	\$ 302,326			<b>EBIDA - Not including Restricted Contributions</b>	\$ (287,067)	\$ 1,876,488			\$ 1,214,015	
	-8.3%	5.7%				-0.7%	4.2%			2.9%	
	\$ (397,757)	\$ 259,299			<b>EBDA - Not including Restricted Contributions</b>	\$ (711,059)	\$ 1,472,190				
	-9.4%	4.9%				-1.7%	3.3%				

**Sonoma Valley Health Care District**  
**Statement of Revenue and Expenses Variance Analysis**  
**For the Period Ended March 31, 2018**

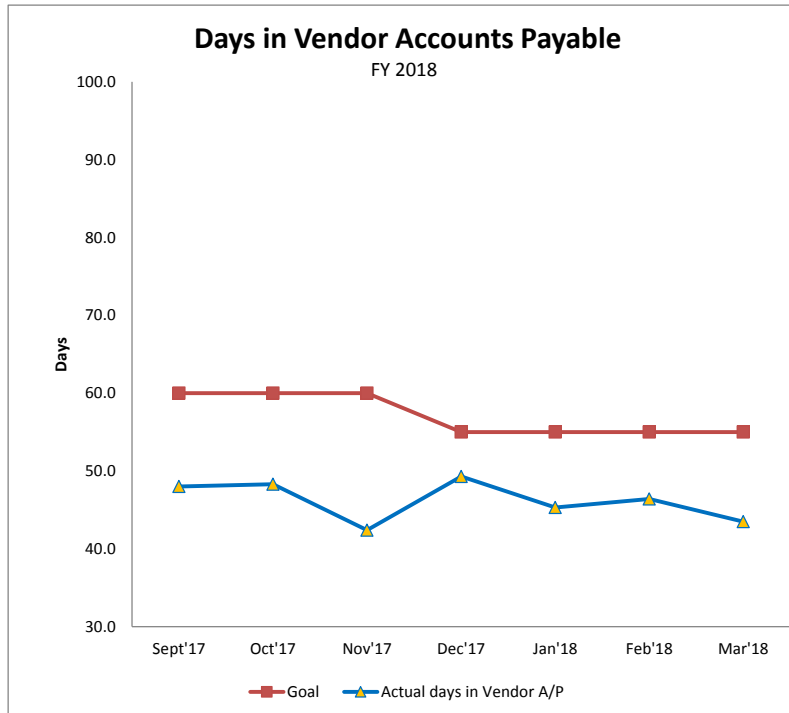
	YTD	MONTH	
Description	Variance	Variance	
<b>Volume Information</b>			
1 Acute Discharges	(118)	2	
2 SNF Days	(228)	(14)	
3 Home Care Visits	(1,316)	(170)	
4 Gross O/P Revenue (000's)	(2,833)	(2,721)	
<b>Financial Results</b>			
<b>Gross Patient Revenue</b>			
5 Inpatient	(7,953,239)	(308,815)	Inpatient days are 335 days vs. budgeted expectations of 404 days and inpatient surgeries are 34 vs. budgeted expectations 32.
6 Outpatient	180,484	(1,143,837)	Outpatient visits are 4,713 vs. budgeted expectations of 5,373 visits and outpatient surgeries are 117 vs. budgeted expectations 129.
7 Emergency	(2,772,549)	(1,533,514)	ER visits are 871 vs. budgeted visits of 945.
8 SNF	(70,766)	146,505	SNF patient days are 566 vs. budgeted expected days of 580.
9 Home Care	(300,448)	(41,719)	HHA visits are 684 vs. budgeted expectations of 854.
10 <b>Total Gross Patient Revenue</b>	<b>(10,916,518)</b>	<b>(2,881,380)</b>	
<b>Deductions from Revenue</b>			
11 Contractual Discounts	7,510,117	1,822,568	
12 Bad Debt	(453,000)	-	
13 Charity Care Provision	81,508	18,399	
14 Prior Period Adj/Government Program Revenue	1,268,390	44,000	Accrued \$62,500 for the prime grant, and \$294,772 for 16-17 HQAF IGT (Matching fee in line 32, net \$147,386).
15 <b>Total Deductions from Revenue</b>	<b>8,407,015</b>	<b>1,884,967</b>	
16 <b>Net Patient Service Revenue</b>	<b>(2,509,503)</b>	<b>(996,413)</b>	
17 Risk contract revenue	(84,396)	(29,231)	
18 <b>Net Hospital Revenue</b>	<b>(2,593,899)</b>	<b>(1,025,644)</b>	
19 Other Op Rev & Electronic Health Records	(23,210)	(5,352)	
20 <b>Total Operating Revenue</b>	<b>(2,617,109)</b>	<b>(1,030,996)</b>	
<b>Operating Expenses</b>			
21 Salary and Wages and Agency Fees	917,775	212,460	Salaries and Wages are under budget by \$233,477 and the Agency fees are over budget by (\$21,017).
22 Employee Benefits	285,726	88,904	PTO is under budget by \$47,646 and employee benefits are under budget by \$41,258.
23 <b>Total People Cost</b>	<b>1,203,501</b>	<b>301,364</b>	
24 Med and Prof Fees (excl Agency)	(78,509)	(25,580)	Chief Revenue Officer was moved from employee to consultant (\$17,680) and dietary consultant (\$16,900) .
25 Supplies	(229,468)	109,636	Supplies services are under budgeted expectations due to lower volume in March.
26 Purchased Services	94,862	5,403	
27 Depreciation	(32,760)	(5,843)	
28 Utilities	(944)	13,537	
29 Insurance	(37,845)	(4,205)	
30 Interest	(19,694)	(2,387)	
31 Other	164,040	24,496	
32 Matching Fees (Government Programs)	(713,930)	(60,953)	Matching fees for 16-17 HQAF IGT of \$147,386
33 <b>Operating expenses</b>	<b>349,253</b>	<b>355,468</b>	
34 <b>Operating Margin</b>	<b>(2,267,856)</b>	<b>(675,528)</b>	
<b>Non Operating Rev and Expense</b>			
35 Miscellaneous Revenue	71,503	11,902	
36 Donations	25,966	2,810	Foundation grants for employee education
37 Physician Practice Support-Prima	(18,747)	(2,083)	
38 Parcel Tax Assessment Rev	-	-	
39 Extraordinary Items	(26,875)	-	
40 <b>Total Non-Operating Rev/Exp</b>	<b>78,722</b>	<b>12,629</b>	
41 <b>Net Income / (Loss) prior to Restricted Contributions</b>	<b>(2,189,134)</b>	<b>(662,899)</b>	

**Sonoma Valley Health Care District**  
**Statement of Revenue and Expenses Variance Analysis**  
**For the Period Ended March 31, 2018**

	<b>YTD</b>	<b>MONTH</b>	
<b>Description</b>	<b>Variance</b>	<b>Variance</b>	
		-	
42 Capital Campaign Contribution	(2,320)	13,755	Capital Campaign donations and OP Diagnostic Center donations over budgeted expectations
43 Restricted Foundation Contributions	262,806	113,021	Foundation donations (3D Mammography - \$64,426.92) and A Women's Place (\$48,593.62)
44 <b>Net Income / (Loss) w/ Restricted Contributions</b>	<b>(1,955,523)</b>	<b>(536,123)</b>	
45 GO Bond Tax Assessment Rev	-	-	
46 GO Bond Interest	-	-	
47 <b>Net Income/(Loss) w GO Bond Activity</b>	<b>(1,955,523)</b>	<b>(536,123)</b>	



Days in A/R	Sept'17	Oct'17	Nov'17	Dec'17	Jan'18	Feb'18	Mar'18
Actual days in A/R	46.5	45.3	47.7	50.7	51.2	46.5	43.0
Goal	50.0	50.0	50.0	50.0	50.0	50.0	50.0



Days in A/P	Sept'17	Oct'17	Nov'17	Dec'17	Jan'18	Feb'18	Mar'18
Actual days in Vendor A/P	48.0	48.3	42.4	49.3	45.3	46.4	43.5
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												
	Mar-18	Mar-18	Feb-18	Jan-18	Dec-17	Nov-17	Oct-17	Sep-17	Aug-17	Jul-17	Jun-17	May-17	Apr-17	Mar-17	Feb-17		
<b>Statistics</b>																	
<b>Acute</b>																	
Acute Patient Days	335	404	289	394	386	321	315	325	325	240	346	388	368	415	415		
Acute Discharges (w/o Newborns)	106	104	82	111	96	99	87	87	94	76	87	100	89	119	97		
<b>SNF Days</b>	566	580	494	646	563	468	624	479	500	528	458	559	512	572	607		
<b>HHA Visits</b>	684	854	821	801	798	630	871	789	713	870	940	966	934	849	922		
<b>Emergency Room Visits</b>	871	945	811	996	919	816	827	921	894	920	964	1,069	921	941	851		
<b>Gross Outpatient Revenue (000's)</b>	\$13,064	\$15,784	\$12,519	\$14,741	\$14,051	\$12,952	\$11,864	\$14,364	\$15,524	\$14,175	\$15,454	\$15,523	\$13,168	\$15,098	\$12,189		
<b>Equivalent Patient Days</b>	2,272	2,759	2,212	2,629	2,471	2,030	2,334	2,266	2,591	2,332	2,328	2,654	2,227	2,537	2,553		
<b>Births</b>	8	15	11	7	10	11	12	5	10	6	15	7	11	12	12		
<b>Surgical Cases - Inpatient</b>	34	32	16	32	24	34	23	33	22	29	36	30	47	40	26		
<b>Surgical Cases - Outpatient</b>	117	129	123	109	136	121	97	154	142	133	161	143	124	149	101		
<b>Total Surgical Cases</b>	151	161	139	141	160	155	120	187	164	162	197	173	171	189	127		
<b>Total Special Procedures</b>	75	34	75	65	59	73	52	75	77	52	66	58	44	36	41		
<b>Medicare Case Mix Index</b>	1.45	1.40	1.34	1.50	1.57	1.55	1.49	1.54	1.57	1.65	1.66	1.69	1.64	1.45	1.52		
<b>Income Statement</b>																	
Net Revenue (000's)	\$4,218	\$5,244	4,590	4,909	4,466	4,474	4,543	4,518	4,775	4,988	5,188	5,330	4,924	5,283	4,266		
Operating Expenses (000's)	\$5,179	\$5,535	\$5,270	\$5,357	\$5,122	\$5,332	\$4,872	\$5,206	\$5,380	\$5,592	\$5,250	\$5,678	\$5,308	\$5,395	\$4,803		
Net Income (000's)	(\$395)	\$141	\$ (175)	\$ 125	\$ (226)	\$ (380)	\$ 62	\$ (230)	\$ (165)	\$ (198)	\$ 690	\$ 16	\$ (24)	\$ 304	\$ 308		
<b>Productivity</b>																	
Total Operating Expense Per Equivalent Patient Day	\$2,280	\$2,006	\$2,382	\$2,038	\$2,073	\$2,627	\$2,087	\$2,297	\$2,076	\$2,398	\$2,255	\$2,139	\$2,383	\$2,127	\$1,881		
Productive FTEs	279	296	274	276	255	316	246	289	279	271	278	291	285	294	294		
Non-Productive FTE's	23	43	31	36	52	13	58	27	35	47	43	28	28	28	28		
Total FTEs	302	339	305	312	307	329	304	316	314	318	321	319	313	322	322		
FTEs per Adjusted Occupied Bed	4.17	3.81	3.87	3.68	3.85	4.86	4.04	4.19	3.75	4.23	4.14	3.73	4.22	3.93	3.54		
<b>Balance Sheet</b>																	
Days of Expense In General Operating Cash	6.7		14	24	18	14	12	9	11	16	20	19	11	16	27		
Net Days of Revenue in AR	43	50	47	51	51	48	45	47	43	45	45	44	47	44	46		



Sonoma Valley Hospital  
Cash Forecast  
FY 2018

	Actual July	Actual Aug	Actual Sept	Actual Oct	Actual Nov	Actual Dec	Actual Jan	Actual Feb	Actual 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	3,890,115	3,814,761	4,401,932	3,677,850	4,283,702	4,422,606	4,357,338	4,451,807	50,403,141
2 Capitation Revenue	133,404	128,220	128,530	131,210	128,781	122,912	93,640	106,306	99,290	99,290	99,290	99,290	1,370,163
3 Napa State	39,561	4,166	35,361	26,125	5,181	21,341	30,259	-	-	20,762	20,762	20,762	224,280
4 Other Operating Revenue	10,971	25,415	37,380	30,930	42,863	35,092	33,639	57,291	45,083	18,823	18,823	18,827	375,136
5 Other Non-Operating Revenue	26,914	38,081	68,232	33,898	48,014	43,511	47,501	9,459	32,528	-	-	-	348,139
6 Unrestricted Contributions	-	8,478	150	-	-	19,590	835	-	2,810	390,000	-	-	421,863
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>4,114,954</b>	<b>4,057,207</b>	<b>4,607,806</b>	<b>3,850,906</b>	<b>4,463,413</b>	<b>4,951,481</b>	<b>4,496,213</b>	<b>4,590,686</b>	<b>53,142,721</b>
<b>Hospital Uses of Cash</b>													
8 Operating Expenses	5,146,037	5,273,336	5,040,006	4,799,145	5,326,497	4,701,617	4,944,257	4,794,729	5,813,204	4,790,340	4,837,721	4,770,733	60,237,622
9 Add Capital Lease Payments	52,503	186,389	69,999	179,596	109,938	70,502	45,558	181,715	71,338	103,364	103,786	169,180	1,343,868
10 Additional Liabilities	-	-	-	-	-	-	-	375,000	-	-	-	-	375,000
11 Capital Expenditures	15,965	56,034	1,755	88,906	88,829	59,065	546,421	-	37,792	-	-	-	894,767
<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>5,525,264</b>	<b>4,831,184</b>	<b>5,536,236</b>	<b>5,351,443</b>	<b>5,922,334</b>	<b>4,893,704</b>	<b>4,941,507</b>	<b>4,939,913</b>	<b>62,851,257</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>(1,410,310)</b>	<b>(773,977)</b>	<b>(928,430)</b>	<b>(1,500,538)</b>	<b>(1,458,921)</b>	<b>57,777</b>	<b>(445,294)</b>	<b>(349,227)</b>	<b>(9,708,535)</b>
<b>Non-Hospital Sources</b>													
12 Restricted Cash/Capital Donations	-	527,977	(727,205)	(100,755)	382,167	417	551,467	-	227,056	734,900	(697,244)	18,828	917,608
13 Parcel Tax Revenue	152,275	-	1,500,000	-	-	482,664	532,571	-	-	1,267,429	-	-	3,934,939
14 Payment - South Lot	-	-	-	(25,205)	-	(25,205)	-	-	(24,658)	-	-	(24,932)	(100,000)
15 Other:	-	-	-	-	-	-	-	-	-	-	-	-	-
16 IGT (Net)	-	-	-	1,877,696	-	-	-	-	-	-	1,242,582	-	3,120,278
17 IGT - AB915	-	-	-	-	-	-	811,535	-	138,554	-	162,259	-	1,112,348
18 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>1,732,167</b>	<b>457,876</b>	<b>1,895,573</b>	<b>-</b>	<b>340,952</b>	<b>2,002,329</b>	<b>707,597</b>	<b>143,896</b>	<b>10,485,173</b>
<b>Non-Hospital Uses of Cash</b>													
19 Matching Fees	-	509,543	266,212	675,000	-	-	-	-	-	716,072	75,000	-	2,241,827
<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>716,072</b>	<b>75,000</b>	<b>-</b>	<b>2,241,827</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>1,732,167</b>	<b>457,876</b>	<b>1,895,573</b>	<b>-</b>	<b>340,952</b>	<b>1,286,257</b>	<b>632,597</b>	<b>143,896</b>	<b>8,243,346</b>
<b>Net Sources/Uses</b>	<b>(348,795)</b>	<b>(1,039,737)</b>	<b>(241,925)</b>	<b>484,868</b>	<b>321,857</b>	<b>(316,101)</b>	<b>967,143</b>	<b>(1,500,538)</b>	<b>(1,117,969)</b>	<b>1,344,034</b>	<b>187,303</b>	<b>(205,331)</b>	
Cash and Equivalents at beginning of period	3,166,281	2,817,486	1,777,750	1,535,825	2,020,693	2,342,550	2,026,449	2,993,592	1,493,055	375,086	1,719,120	1,906,423	
<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>2,342,550</b>	<b>2,026,449</b>	<b>2,993,592</b>	<b>1,493,055</b>	<b>375,086</b>	<b>1,719,120</b>	<b>1,906,423</b>	<b>1,701,092</b>	

Sonoma Valley Hospital  
Cash Forecast  
FY 2018

ATTACHMENT H

	Actual July - Dec	Actual Jan	Actual Feb	Forecast Mar	Forecast Apr	Forecast May	Forecast Jun	TOTAL
<b>Hospital Operating Sources</b>								
1 Patient Payments Collected	24,807,906	4,401,932	3,677,850	4,283,702	4,422,606	4,357,338	4,451,807	50,403,141
2 Capitation Revenue	773,056	93,640	106,306	99,290	99,290	99,290	99,290	1,370,163
3 Napa State	131,735	30,259	-	-	20,762	20,762	20,762	224,280
4 Other Operating Revenue	182,650	33,639	57,291	45,083	18,823	18,823	18,827	375,136
5 Other Non-Operating Revenue	258,651	47,501	9,459	32,528	-	-	-	348,139
6 Unrestricted Contributions	28,218	835	-	2,810	390,000	-	-	421,863
7 Line of Credit								-
<b>Sub-Total Hospital Sources</b>	<b>26,182,217</b>	<b>4,607,806</b>	<b>3,850,906</b>	<b>4,463,413</b>	<b>4,951,481</b>	<b>4,496,213</b>	<b>4,590,686</b>	<b>53,142,721</b>
<b>Hospital Uses of Cash</b>								
8 Operating Expenses	30,286,638	4,944,257	4,794,729	5,813,204	4,790,340	4,837,721	4,770,733	60,237,622
10 Add Capital Lease Payments	668,927	45,558	181,715	71,338	103,364	103,786	169,180	1,343,868
11 Additional Liabilities			375,000	-	-	-	-	375,000
12 Capital Expenditures	310,554	546,421		37,792				894,767
<b>Total Hospital Uses</b>	<b>31,266,120</b>	<b>5,536,236</b>	<b>5,351,443</b>	<b>5,922,334</b>	<b>4,893,704</b>	<b>4,941,507</b>	<b>4,939,913</b>	<b>62,851,257</b>
<b>Net Hospital Sources/Uses of Cash</b>	<b>(5,083,903)</b>	<b>(928,430)</b>	<b>(1,500,538)</b>	<b>(1,458,921)</b>	<b>57,777</b>	<b>(445,294)</b>	<b>(349,227)</b>	<b>(9,708,535)</b>
<b>Non-Hospital Sources</b>								
13 Restricted Cash/Capital Donations	82,601	551,467	-	227,056	734,900	(697,244)	18,828	917,608
14 Parcel Tax Revenue	2,134,939	532,571	-	-	1,267,429	-	-	3,934,939
15 Payment - South Lot	(50,410)		-	(24,658)	-	-	(24,932)	(100,000)
16 Other:	-		-	-	-	-	-	-
17 IGT	1,877,696		-	-	-	1,242,582	-	3,120,278
18 IGT - AB915 (Net)	-	811,535	-	138,554	-	162,259	-	1,112,348
19 PRIME	1,350,000		-	-	-	-	150,000	1,500,000
<b>Sub-Total Non-Hospital Sources</b>	<b>5,394,826</b>	<b>1,895,573</b>	<b>-</b>	<b>340,952</b>	<b>2,002,329</b>	<b>707,597</b>	<b>143,896</b>	<b>10,485,173</b>
<b>Non-Hospital Uses of Cash</b>								
20 Matching Fees	1,450,755				716,072	75,000	-	2,241,827
<b>Sub-Total Non-Hospital Uses of Cash</b>	<b>1,450,755</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>716,072</b>	<b>75,000</b>	<b>-</b>	<b>2,241,827</b>
<b>Net Non-Hospital Sources/Uses of Cash</b>	<b>3,944,071</b>	<b>1,895,573</b>	<b>-</b>	<b>340,952</b>	<b>1,286,257</b>	<b>632,597</b>	<b>143,896</b>	<b>8,243,346</b>
<b>Net Sources/Uses</b>	<b>(1,139,832)</b>	<b>967,143</b>	<b>(1,500,538)</b>	<b>(1,117,969)</b>	<b>1,344,034</b>	<b>187,303</b>	<b>(205,331)</b>	
Cash and Equivalents at beginning of period	3,166,281	2,026,449	2,993,592	1,493,055	375,086	1,719,120	1,906,423	
<b>Cash and Equivalents at end of period</b>	<b>2,026,449</b>	<b>2,993,592</b>	<b>1,493,055</b>	<b>375,086</b>	<b>1,719,120</b>	<b>1,906,423</b>	<b>1,701,092</b>	

Sonoma Valley Hospital

Schedule of Cash Savings from Cost Reduction Plan

For the months of January Through March 2018

ATTACHMENT I

Department	Department	Job Code	Savings				Notes
			Jan-18	Feb-18	Mar-18	Total	
7290	Home Health	Total department	\$ 23,660	\$ 34,779	\$ 14,939	\$ 73,378	Cost reduction, net
7721	Respiratory Therapy	0000 - Management	727	909	257	1,893	Cardiopulmonary Manager
7770	Rehab	0000 - Management	9,431	9,008	6,754	25,193	Consolidation of Rehab managers (New hire in February )
8361/8750	CareTransitions/Quality	0000 - Management	2,872	3,015	3,317	9,204	Chief of Quality
8480	IT	0000 - Management	10,523	10,390	8,719	29,632	IT Manager
8510	Accounting	0000 - Management	8,386	6,828	6,997	22,211	Controller
8610	Administration	0000 - Management	6,120	6,243	6,733	19,096	CFO (.8 to .5)
8710	Medical Staff	0000 - Management	13,807	12,178	13,445	39,430	CMO/CMIO (To be replaced by UCSF CMO)
9550	Community Health	0000 - Management	3,787	3,602	3,787	11,176	Wellness Coordinator
		<b>Gross Salary savings</b>	<b>\$ 79,313</b>	<b>\$ 86,952</b>	<b>\$ 64,948</b>	<b>\$ 231,213</b>	
		<b>Employer portion FICA</b>	<b>6,067</b>	<b>6,652</b>	<b>4,968</b>	<b>17,688</b>	
		<b>Health Benefits</b>	<b>16,511</b>	<b>22,948</b>	<b>26,123</b>	<b>65,582</b>	
		<b>Total Savings</b>	<b>\$ 101,891</b>	<b>\$ 116,552</b>	<b>\$ 96,039</b>	<b>\$ 314,482</b>	