



SVHCD FINANCE COMMITTEE

AGENDA

TUESDAY, October 23, 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 District Clerk Stacey Finn at sfinn@svh.com or (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 <i>At this time, members of the public may comment on any item not appearing on the agenda. It is recommended that you keep your comments to three minutes or less. Under State Law, matters presented under this item cannot be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public will be invited to make comments at the time the item comes up for Board consideration. At all times please use the microphone</i></p>	<i>Nevins</i>	
<p>3. CONSENT CALENDAR Finance Committee minutes 09.25.18</p>	<i>Nevins</i>	Inform/Action
<p>4. OUTPATIENT DIAGNOSTIC CENTER REVIEW</p>	<i>Mather/Carroll</i>	Inform
<p>5. 2019 BUDGET</p>	<i>Jensen</i>	Inform
<p>6. SNF FIRST QUARTER REPORT</p>	<i>Jensen</i>	Inform
<p>7. ADMINISTRATIVE REPORT OCTOBER 2018</p>	<i>Mather</i>	Inform
<p>8. FINANCIAL REPORT MONTH END SEPTEMBER 30, 2018</p>	<i>Jensen</i>	Inform
<p>9. CONFIRM NOVEMBER MEETING DATE (11/27/18)</p>	<i>Nevins</i>	Inform
<p>10. ADJOURN</p>	<i>Nevins</i>	



SVHCD
FINANCE COMMITTEE MEETING
MINUTES
TUESDAY, SEPTEMBER 25, 2018
Schantz Conference Room

Present	Excused	Staff	Public
Sharon Nevins Dr. Subhash Mishra via telephone Susan Porth Joshua Rymer Keith Hughes John Perez		Kelly Mather Sarah Dungan Ken Jensen Dave Pier Dawn Kuwahara	

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 4:59 pm		
2. PUBLIC COMMENT SECTION	<i>Nevins</i>		
	None		
3. CONSENT CALENDAR	<i>Nevins</i>		
		MOTION: by Rymer 2 nd by Porth. All in favor	
4. CASH PROJECTIONS AND FUNDING SUMMARY FOR THE OUTPATIENT DIAGNOSTIC CENTER	<i>Mather</i>		
	Mr. Pier updated the committee on the accounted for pledges. Ms. Mather reviewed the funding summary.	Request to have Kathleen Carroll prepare a draft format for the reporting budget	

		versus actual expenses and change orders.	
5. FY18 AUDIT UPDATE	<i>Dungan</i>		
	Ms. Dungan said that findings are consistent with last year's findings. The final report will be ready for the Oct. 23 rd meeting 4pm.		
6. REVIEW OF CURRENT INSURANCE POLICIES	<i>Jensen</i>		
	Mr. Jensen reviewed the new rates for insurance policies.	Mr. Jensen requested to obtain a quote on earthquake insurance.	
7. ADMINISTRATIVE REPORT SEPTEMBER 2018	<i>Mather</i>		
	Ms. Mather informed the committee that our legal firm dissolved and that the Board has approved continuing with our attorney at another firm. She also spoke about the restructuring of the inpatient and outpatient services.		
8. FINANCIAL REPORT MONTH END AUGUST 30, 2018	<i>Jensen</i>		
	Budget update – Ms. Dungan gave an update of the finalization of the budget. She reported it will be complete by next meeting. Ms. Mather spoke about a staffing and logistics pilot that will occur in SNF from October 1 st through November. Mr. Jensen reviewed the financials for August 2018. He reported that the days of cash on hand was 10 days. Accounts Receivable was at 43 days and Accounts Payable was at 47.6 days. The August net income was \$32,110 vs. the budgeted net income of \$41,441 with a monthly EBIDA of 4.3% vs. a budgeted 3.1%.	Ms. Dugan requested by the committee to calculate the average days of cash for the preceding four months for the next meeting.	
8. ADJOURN	<i>Nevins</i>		

	Meeting adjourned at 5:58 pm		
--	------------------------------	--	--

Finance Committee Meeting

Sonoma Valley Health Care District Board of Directors
October 23, 2018



VERTRAN ASSOCIATES



Agenda

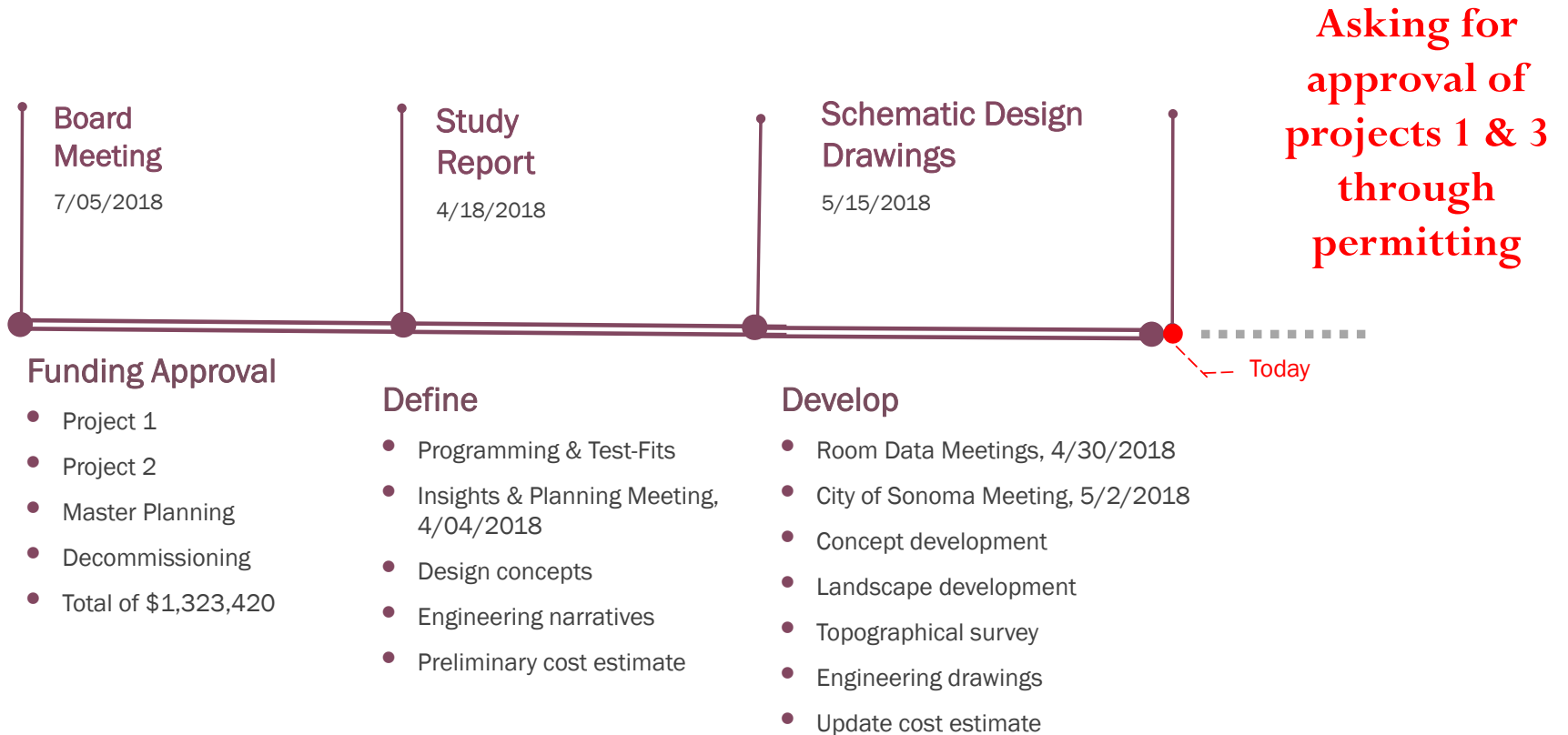
<u>Slide</u>	<u>Page Number</u>
Mission & Vision	3
Timeline	4
Project 1: Imaging/CT/Hospitality	8
Project 2: Cardiology/Parking/Entrance	13
Project 3: MRI/Centralized Scheduling/Infrastructure	16
Project 4: TBD	17
ODC Pro Forma Summary	18
Decommissioning Recommendation	21
Board Recommendation	23
Next Steps	24

ODC Mission & Vision

Mission: To provide patients with **easy access to an efficient, positive, and healing experience** by providing the **latest diagnostic equipment, outpatient procedures and testing close to home.**

Vision: To be an **efficient, high technology outpatient diagnostic center** for the North Bay with services **preferred by patients and physicians**, known for **exceptional quality and compassionate healthcare.**

Timeline



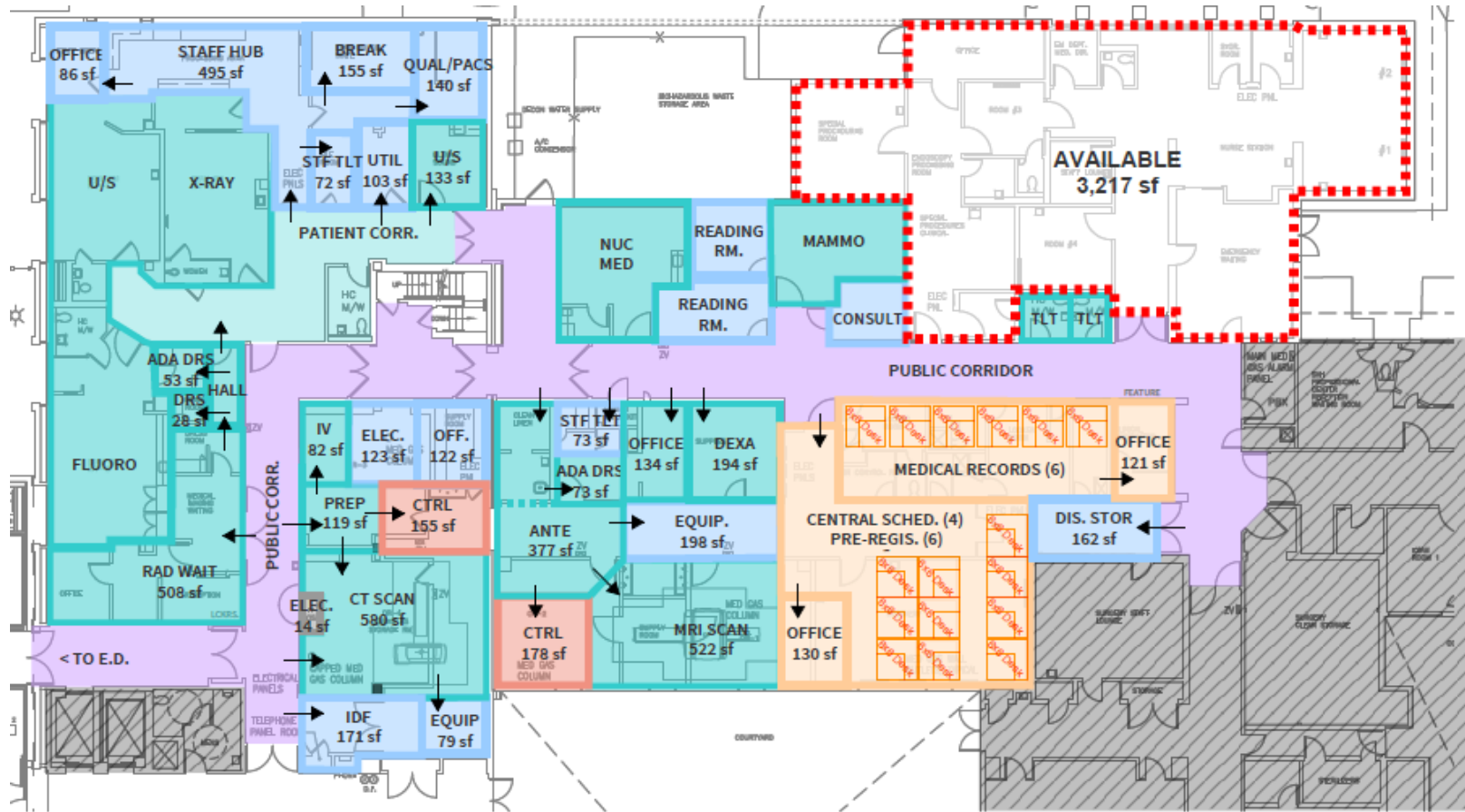
Priorities & Needs

- CT replacement is imminent, essential and needs more space
- Upgrade from 64-slice to 128-slice CT allows new revenue
- Upgrade the Cardiology services with physicians on site to increase revenue and improve patient experience
- Bring MRI inside building to improve the patient experience
- Upgrade the MRI to a 3 Tesla to be the first in the North Bay increasing referrals and reduce patient drive time
- Enhance efficiencies and patient flow through Centralized Scheduling (Patient Access Center)

Scope of Work Studied

- Replace end-of-life CT
- Provide an efficient connection from new ED to CT
- Expand and improve Outpatient Reception/Waiting areas
- Co-locate Imaging and Cardiopulmonary services together
- Provide MRI services inside the hospital
- Consolidate and upgrade IT components
- Assess SPC-4D option for 2030 seismic requirements in the West Wing (Inpatient Tower)
- Study the costs/benefits for decommissioning some wings

Outpatient Diagnostic Center



Project 1: Imaging/CT/Hospitality



with
h
in

LOBBY FEATURE WALL

Project 1: Imaging/CT/Hospitality



RADIOLOGY CORRIDOR

Project 1: Imaging/CT/Hospitality



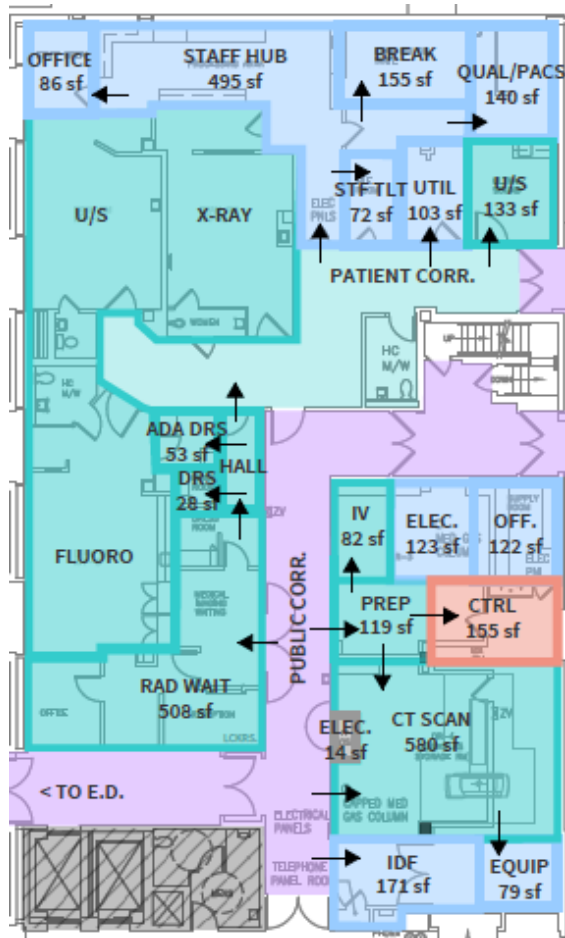
RADIOLOGY WAITING AND RECEPTION

Project 1: Imaging/CT/Hospitality



CT SCAN ROOM AND VESTIBULE

Project 1: Imaging/CT/Hospitality



Project Scope:

- New CT Scan & Suite in former OR
- Enlarged reception & waiting area
- Added ADA compliant dressing room
- New IDF room with upgraded equipment, nurse call
- Staff Hub renovations include staff restroom, breakroom and offices
- Flooring upgrades in imaging rooms & corridors
- Public corridor upgrades
- Micro market in former gift shop
- Scheduling software & self check-in kiosks

Project Budget: **\$7,511,285**

- Approved funding 7/5/18 = \$694,038
- Next funding request 11/1/18 = \$204,729

Project 2: Cardiology & North Entrance



Project 2: Cardiology & North Entrance

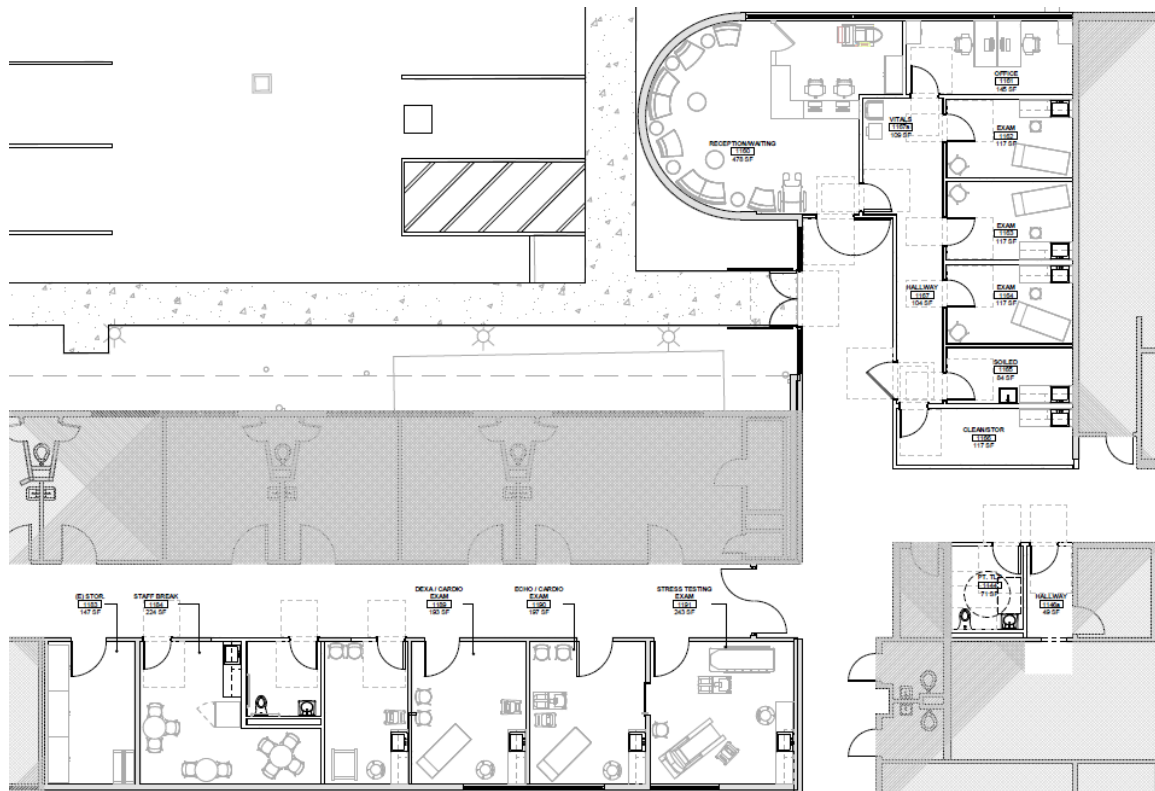


MAIN ENTRANCE CORRIDOR

Project 2: Cardiology & North Entrance



Project 2: Cardiology & North Entrance



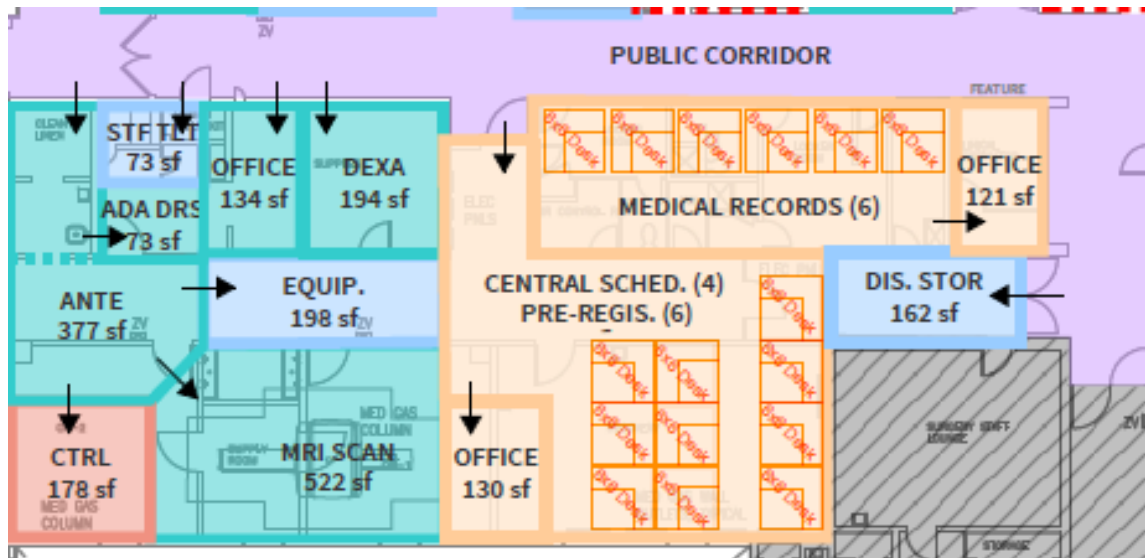
Project Scope:

- Reconfigure Occupational Health & Wound Care to allow Cardiology spaces
- Construct Cardiology Reception, Waiting, Physician Offices and Exam Rooms
- Construct entry canopy & new operable doors
- Renovate parking area and landscaping
- Cardiology PACS System

Project Budget: **ON HOLD**

- Approved funding 7/5/18 = \$187,422
- Requested funding 11/1/18 = **\$30,000**

Project 3: MRI, Central Scheduling, Lab



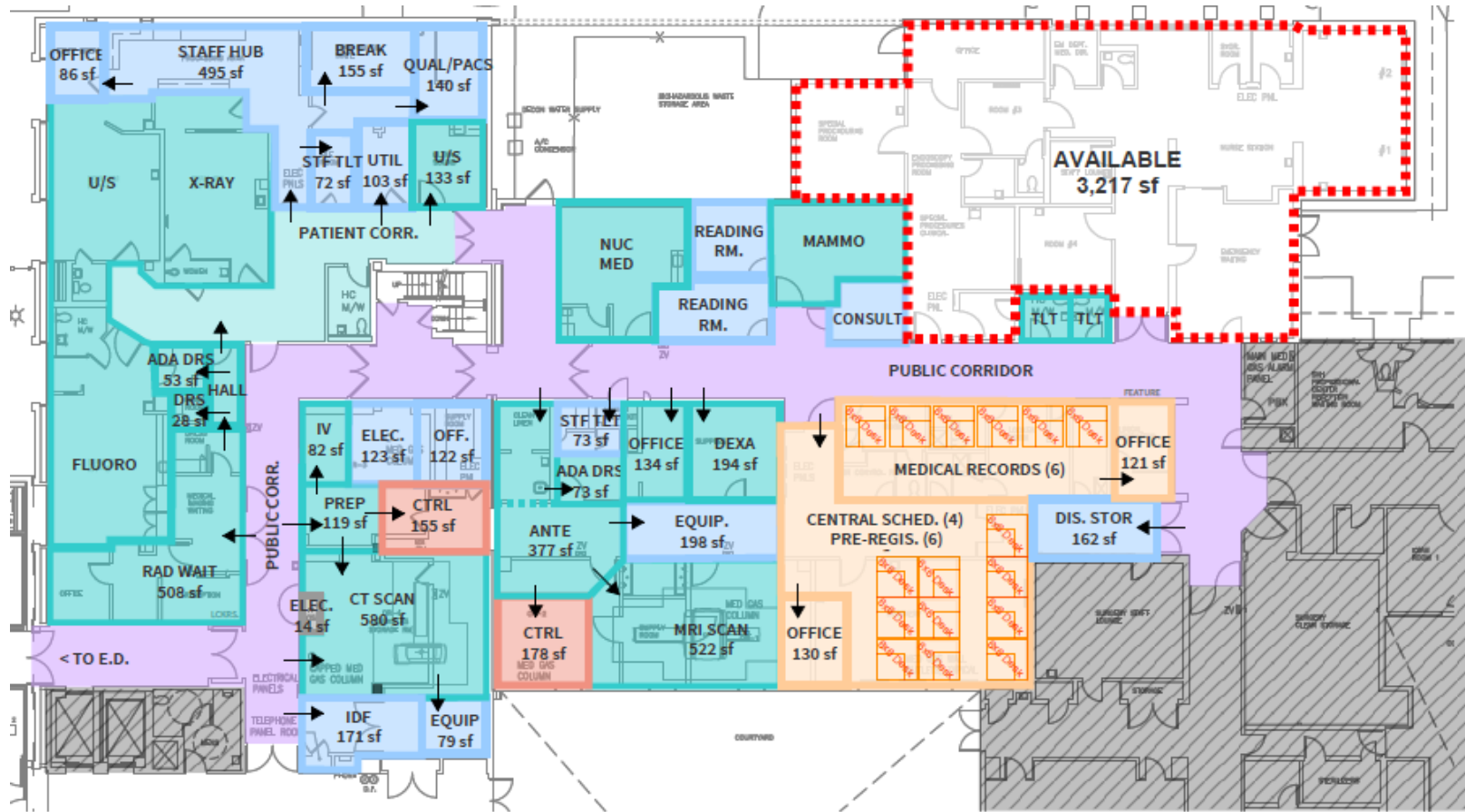
Project Scope:

- 3T MRI inside the building
- Co-locate Central Scheduling, Registration & Medical Records
- Patient facing lab renovation
- Equipment & IT Upgrades

Estimated Budget: \$10,000,000

- Requested funding 11/1/18 = **\$729,347**

Project 4: TBD



UCSF Outpatient Diagnostic Center of North Bay



Pro-forma

	Imaging	Outpt Lab	Cardiology	Total ODC
Baseline	\$1,881,267	(\$68,950)	\$450,896	
Year 1	\$794,304	\$252,472	\$551,914	+\$1,598,690
Year 2	\$1,149,999	\$346,073	\$669,620	+\$2,165,692
Year 3	\$1,545,670	\$453,050	\$792,340	+\$2,791,060

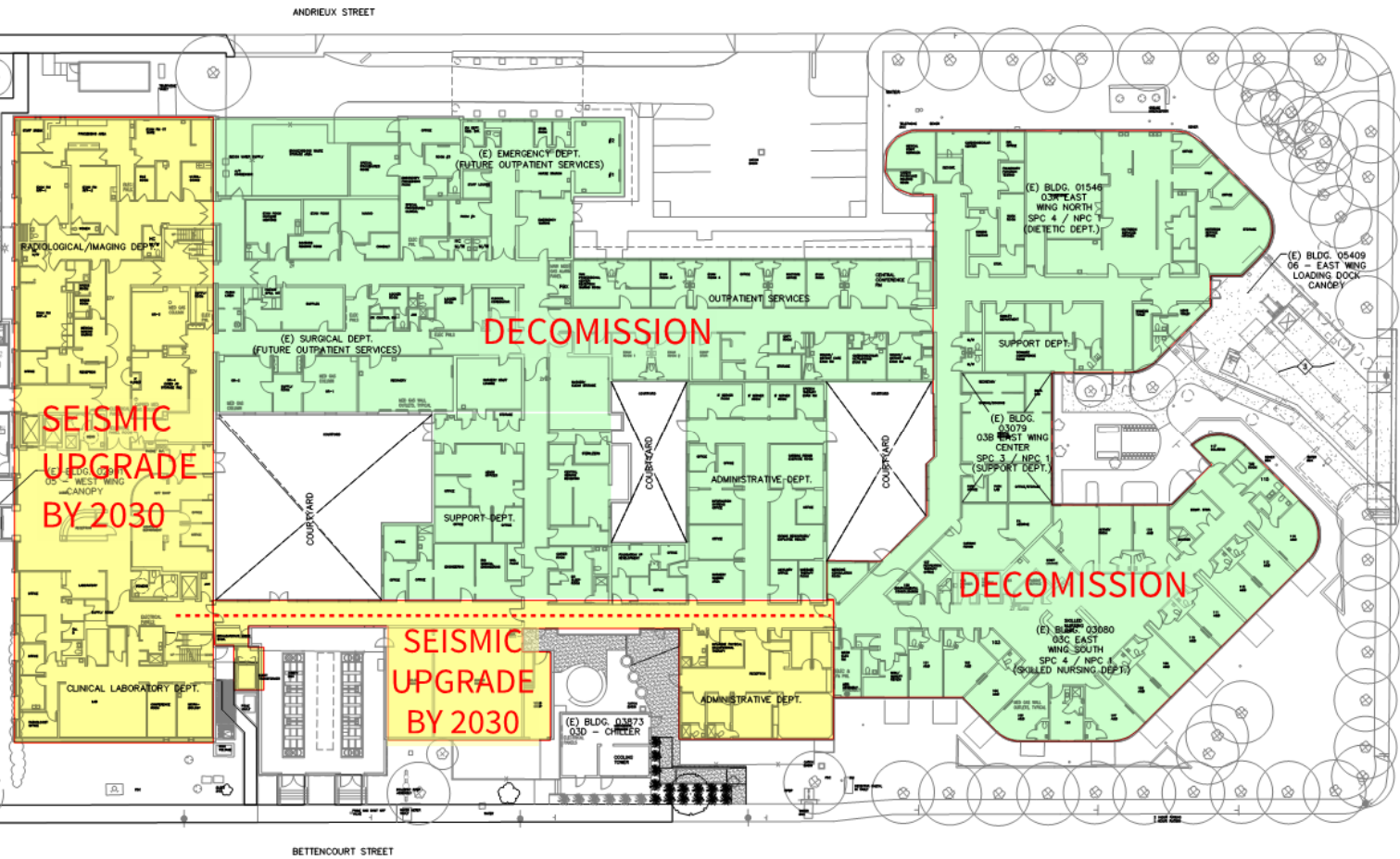
See Attached Pro-forma

Decommissioning Study Central/East Wings

- This was considered because future modifications in Central and East Wings can be reviewed more quickly at less cost and built faster if they are not under OSHPD
- However, this requires costly fire and structural separation walls
- Since the West Wing did not qualify for SPC-4D, it makes no sense to invest in decommissioning these wings before 2030

Decommissioning Study Central/East Wings

Recommendation:
Do NOT decommission
the Central and East
wings at this time
due to the cost of
separation and the
West Wing not
meeting 2030
seismic
requirements



Recommendation

For November 1st Board Meeting:

- Approve Project 1: CT/Imaging/Hospitality Project at \$7,511,285
- Project 1: CT/Imaging/Hospitality to Permit = \$204,729
- Project 2: Cardiology Alternative Options = \$30,000
- Project 3: MRI/Central Scheduling/Lab to Permit = \$729,347
- Project 4: Test Fit = \$50,000
- Other Costs = \$395,100

Total New Funding Request: \$1,409,176

Total Board Approval for Project 1 & Funding Design: \$8,715,732

Next Steps

- Board Meeting Approval of Project 1 & Funding Request – November 1st
- Master Facility Plan discussion – November 14th
- Continue to raise funds for the project – On going
- Finance to monitor the cash flows each month – On going
- Return to the board once permit has been received to demonstrate we have the funds to break ground – Summer 2019

Questions?



Outpatient Diagnostics Center (ODC) Pro Forma	Baseline FY 18	Projected			Projected
		YR 1 - 30%	YR 2 - 10%	YR 3 - 10%	YR 1 through YR 3
1 Volumes - Outpatient					
2 Mammography	4,144	5,387	5,926	6,519	17,832
3 CT Scan	1,299	1,689	1,858	2,043	5,590
4 Ultrasound	2,507	3,259	3,585	3,944	10,788
5 MRI	1,293	1,681	1,849	2,034	5,564
6 Radiology	5,431	7,060	7,766	8,543	23,370
7 Total Volumes - Outpatient	14,674	19,076	20,984	23,082	63,142
8					
9 Reimbursement - ODC					
10 Mammography	\$ 282,487	\$ 367,234	\$ 403,957	\$ 444,353	\$ 1,215,543
11 CT Scan	1,008,442	1,310,975	1,442,072	1,586,279	4,339,326
12 Ultrasound	537,520	698,776	768,653	845,518	2,312,947
13 MRI	912,170	1,185,821	1,304,403	1,434,843	3,925,067
14 Radiology	673,473	875,515	963,066	1,059,373	2,897,954
15 Total Reimbursement - ODC	\$ 3,414,092	\$ 4,438,319	\$ 4,882,151	\$ 5,370,366	\$ 14,690,837
16					
17 Direct Costs - ODC					
18 Mammography	\$ (194,788)	\$ (224,006)	\$ (235,207)	\$ (246,967)	\$ (706,180)
19 CT Scan	(538,444)	(619,211)	(650,171)	(682,680)	(1,952,061)
20 Ultrasound	(266,999)	(307,048)	(322,401)	(338,521)	(967,970)
21 MRI	(230,225)	(264,758)	(277,996)	(291,896)	(834,651)
22 Radiology	(302,369)	(347,724)	(365,111)	(383,366)	(1,096,201)
23 Total Direct Costs - ODC	\$ (1,532,824)	\$ (1,762,748)	\$ (1,850,885)	\$ (1,943,430)	\$ (5,557,063)
24					
25 Projected Direct Margin - ODC					
26 Mammography	\$ 87,699	\$ 143,227	\$ 168,751	\$ 197,386	\$ 509,364
27 CT Scan	469,998	691,764	791,901	903,600	2,387,264
28 Ultrasound	270,521	391,727	446,252	506,998	1,344,977
29 MRI	681,945	921,062	1,026,406	1,142,947	3,090,416
30 Radiology	371,104	527,790	597,956	676,007	1,801,753
31 Total Projected Direct Margin - ODC	\$ 1,881,267	\$ 2,675,571	\$ 3,031,266	\$ 3,426,937	\$ 9,133,774
32					
33 Lab - Outpatient					
34 Volumes	81,322	105,719	116,290	127,920	349,929
35 Reimbursement	\$ 1,297,107	\$ 1,686,239	\$ 1,854,863	\$ 2,040,349	\$ 5,581,452
36 Direct Costs	(1,365,697)	(1,502,267)	(1,577,380)	(1,656,249)	(4,735,897)
37 Total Projected Direct Margin - Lab OP	\$ (68,590)	\$ 183,972	\$ 277,483	\$ 384,100	\$ 845,555
38					
39 Cardiology - Outpatient					
40 Volumes	1,558	2,409	2,650	2,915	7,974
41 Reimbursement	\$ 720,290	\$ 1,195,319	\$ 1,321,534	\$ 1,453,255	\$ 3,970,108
42 Rent Revenue	\$ -	\$ 105,996	\$ 108,646	\$ 111,362	\$ 326,004
43 Direct Costs	(269,394)	(298,505)	(309,664)	(321,382)	(929,551)
44 Total Projected Direct Margin - Cardiology	\$ 450,896	\$ 1,002,810	\$ 1,120,516	\$ 1,243,236	\$ 3,366,561

Description	Project 1 CT
Design: Design, Permitting, Construction Administration	795,233
Permit Fees, Inspections	261,600
Dome Construction (Preliminary Budget dated 10/18/18) 10% Contingency 5% Escalation	2,920,000 350,000
Subtotal Construction	3,270,000
Equipment + Furniture Furniture Equipment	103,677 1,742,505
Subtotal Equipment & Furniture	1,846,182
IT and Communication (based on prelim budgets 10/18/18) IT PM consulting Misc. IT equipment Metropolitan Electric (infrastructure for IDF) Nurse Call Scheduling Software Self Check-in Kiosks IT Contingency (10%)	50,000 1,698 300,000 70,000 375,000 175,000 97,170
Subtotal IT	717,170
Operational Costs	32,500
Project Management	98,100
Project Contingency (15% of Construction)	490,500
PROJECT TOTAL	\$ 7,511,285

Project Gross Square Footage (SF) = 5,465
Project \$/SF = \$ 1,374.43

Notes

1. Scope of Work in Design Development Phase
2. Project Square Footage = 3,612
3. Construction Project Budget as of 10/18/18 is preliminary based on 75% DD plans.
4. Furniture and Equipment scope of work based on 75% Design Development plans.
5. IT and Communication as of 10/18/18 is preliminary.
6. Architect and Engineering Fees based includes SD, DD, CD and CA with Taylor et al and preconstruction services from Dome.
7. Permit Fees and Inspection Services costs are an allowance.
8. Project Schedule dated 10/5/18. Construction target start is August 2019 and target completion is 2nd quarter of 2020.
9. Project Scope includes CT Suite, IDF, Staff Offices, Elec. Closet, ADA Dressing Room, Reception/Subwait, Imaging Staff Hub, Staff Toilet, Storage, Small Ultra Sound, Patient and Public Corridor and Micro Market.

SONOMA VALLEY HOSPITAL
 COST PROJECTIONS and FUNDING SUMMARY
 BEGINNING OCTOBER 2018 THROUGH JUNE 2019
 DESIGN & PRECONSTRUCTION THROUGH PERMITTING ONLY
 10/18/2018

As of 9/30/18
 Total Funds Received: \$ 2,378,944
 Total Spent: \$ 1,586,305
 Total Approved Funding: \$ 1,928,420

Beginning Cash Balance \$ 792,639 \$ 326,320 \$ 86,996 \$ 2,420,559 \$ 2,221,790 \$ 1,964,244 \$ 2,073,167 \$ 2,975,854 \$ 2,941,916 \$ 2,899,353 \$ 2,854,789

Work Type	Oct '18	Nov '18	Dec '18	Jan '19	Feb '19	Mar '19	Apr '19	May '19	Jun '19	Jul '19	Aug '19	Totals
Design & Construction Services												
Conceptual Design for ODC	\$ 14,762											\$ 14,762
Project 1: Imaging/CT/Hospitality	67,863	58,409	60,059	93,557	63,510	10,131	10,131	10,131	10,131	10,131		394,053
Project 2: Cardiology/Parking/Entrance	61,521	10,000	10,000	10,000								91,521
Project 3: MRI/Central Scheduling/Infrastructure	97,733	144,865	96,075	85,984	82,931	82,931	26,548	23,495	23,495	23,495	23,495	711,047
Project 4: UCSF Physician Clinic/Outpatient Procedures on 2nd Floor		13,000	13,000	12,000	12,000							50,000
Decommissioning Study of Central and East Wings												-
Master Planning Study	26,903	3,330										30,233
Insurance & Fee	10,751	9,184	7,165	8,062	6,338	3,722	1,467	1,345	1,345	1,345	940	51,665
SUBTOTAL DBT PROJECTED COSTS:	\$279,533	\$238,788	\$186,299	\$209,603	\$164,779	\$96,784	\$38,146	\$34,971	\$34,971	\$34,971	\$24,435	\$ 1,343,281
Project Management	\$ 12,000	\$ 12,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 10,000	\$ 12,000	\$ 14,000	\$ 14,000	\$ 109,000
Permit Fees					98,100		\$ 120,000					218,100
Furniture (Projects 1 & 2) (Projects 3 & 4 TBD)	-	-	-	-	-	-	-	-	-	-	-	-
Equipment (Projects 1 & 2) (Projects 3 & 4 TBD)	-	-	-	-	-	-	-	-	-	-	-	-
IT (Projects 1 & 2)	3,450	3,450	-	-	-	-	-	2,300	2,300	2,300	2,300	11,500
Operational costs (temporary staff moves during construction)					5,000	5,000	5,000	5,000	7,500	7,501	7,502	42,503
Owner Contingency (Projects 1 & 2) (Projects 3 & 4 TBD)												201,492
SUBTOTAL OWNER PROJECTED COSTS:	\$ 208,450	\$ 21,450	\$ 7,000	\$ 7,000	\$ 110,100	\$ 12,000	\$ 132,000	\$ 21,300	\$ 25,800	\$ 27,801	\$ 27,802	\$ 582,595
TOTAL PROJECTED MONTHLY COSTS	\$ 487,983	\$ 260,238	\$ 193,299	\$ 216,603	\$ 274,879	\$ 108,784	\$ 170,146	\$ 56,271	\$ 60,771	\$ 62,772	\$ 52,237	\$ 1,925,876
TOTAL CAMPAIGN PLEDGES DUE	\$ 750	\$ -	\$ 2,272,597	\$ 500	\$ -	\$ 200,375	\$ 1,055,500	\$ 5,000	\$ 875	\$ 875	\$ 875	\$ 3,535,597
TOTAL CAMPAIGN EXPENSES	\$ (20,914)	\$ (20,914)	\$ (254,266)	\$ (17,333)	\$ (17,333)	\$ (17,333)	\$ (17,333)	\$ (17,333)	\$ (17,333)	\$ (17,333)	\$ (17,333)	\$ (400,092)
Ending Cash Balance	\$ 326,320	\$ 86,996	\$ 2,420,559	\$ 2,221,790	\$ 1,964,244	\$ 2,073,167	\$ 2,975,854	\$ 2,941,916	\$ 2,899,353	\$ 2,854,789	\$ 2,820,760	

**SONOMA VALLEY HOSPITAL
 PRECONSTRUCTION COSTS
 WITH FUNDING RECEIVED & REQUESTED**

Updated 10/18/18

	Funding Request 11/1/18
Project Management Services	110,000
Permitting, Agency	218,100
IT & Communications	25,000
Operational Costs	42,000
Project 1: Imaging/CT Design & Permitting	204,729
Project 2: Cardiology Plan Options	30,000
Project 3: MRI, Central Scheduling, Lab Design & Permitting	729,347
Project 4: Scope TBD Planning & Test Fits	50,000
Total Funding Request	\$ 1,409,176

11/1 Funding Request Scope
PM services through permitting
OSHPD Permit Costs for Projects 1 & 3
PM services & make ready
Staff, equipment move for construction
DBT Design & Permitting Phases
Plan options of scope & budget
DBT Design & Permitting Phases
Planning for use of 2nd Floor of West Wing



To: SVH Board of Directors
From: Sonoma Valley Hospital Administration
Date: October 23, 2018
Subject: Proposed FY 2019 Budget for the 6-Months of January 2019 to June 2019

During the middle part of Fiscal Year 2018 operating budget process, management needed time to review the then current operating structure before proposing an annual budget for Fiscal Year 2019. To give management time to adequately formulate a new hospital structure, the Board was presented with an approved budget for the first three months of the new fiscal year with the remaining nine months to be presented at a later time. Since the Skilled Nursing Facility and the transfer of Home Health were still under review, management subsequently presented a proposed budget for the next three months of October 2018 through December 2018. Now, since the Skilled Nursing Facility is still under review, management is proposing the final 6-month budget and presenting the entire budget for Fiscal Year 2019. The significant assumptions are:

- Volume is based upon a 12 month rolling average and adjusted for current volume.
- Gross Revenue includes a 6% price increase with a projected 1.4% increase in net revenue
- Contractual discounts/Bad debt are based upon actual experience
- A significant increase in reimbursement for capitated Medi-Cal
- Board approved closing of the Obstetrical Service unit at 10/31/2018
- Board approved transfer of Home Health department at 9/30/2018

The Net operating loss for the 12-months ending at June 30, 2018 is budgeted at (\$5,940,372). After accounting for Non-Operating income, the net loss prior to restricted donations and GO bond activity is (\$2,871,869). Including all other activity the Net loss for the 12-months ending June 30, 2019 is (\$166,529) with an EBDA of 1.1%.

ATTACHMENTS:

- Attachment A** - Approved FY 2019 6-Month Budget for July 2018 through December 2018 and proposed 6-month budget for January 2019 through June 2019
- Attachment B** - FY 2019 12-Month Budget Preliminary Cost Savings for July 2018 through June 2019
- Attachment C** - FY 2019 12-Month Budget Payer Mix for July 2018 through June 2019
- Attachment D** - FY 2019 12-Month Budget Cash Flow for July 2018 through June 2019
- Attachment E** – Projected 12-month Statement of Revenue and Expenses without Obstetrics and Home Health.



**Sonoma Valley Health Care District
Statement of Revenue and Expenses
FY 2019 Budget
July 1, 2018 through June 30, 2019**

Schedule A

	Approved		FY 2019 Budget
	FY 2019 Budget - 6 Months July 1, 2018 - December 31, 2018	FY 2019 Budget - 6 Months January 1, 2019 - June 30, 2019	
Volume Information			
Acute Discharges	539	552	1,091
Patient Days	1,880	1,967	3,847
SNF Days	3,150	2,715	5,865
Emergency Room Visits	5,449	5,322	10,771
Surgeries - Inpatient	152	194	346
Surgeries - Outpatient	815	791	1,606
Special Procedures	383	395	778
Home Care Visits	4,640	-	4,640
Gross O/P Revenue (000's)	\$ 86,092	\$ 89,227	\$ 173,691
Financial Results			
Gross Patient Revenue			
Inpatient	\$ 34,696,418	\$ 39,689,678	\$ 74,386,096
Outpatient	46,607,665	49,247,252	95,854,917
Emergency	37,856,816	39,979,562	77,836,378
SNF	11,439,929	7,216,535	18,656,464
Home Health	1,627,347	-	1,627,347
Total Gross Patient Revenue	\$ 132,228,175	\$ 136,133,027	\$ 268,361,202
Deductions from Revenue			
Contractual Discounts	\$ (106,385,676)	\$ (111,319,061)	\$ (217,704,737)
Bad Debt	(600,000)	(600,000)	(1,200,000)
Charity Care Provision	(148,380)	(148,385)	(296,765)
Prior Period Adj/Government Program Revenue	2,115,330	2,115,331	4,230,661
Total Deductions from Revenue	\$ (105,018,726)	\$ (109,952,115)	\$ (214,970,841)
Net Patient Service Revenue	\$ 27,209,449	\$ 26,180,912	\$ 53,390,361
Risk contract revenue	\$ 665,391	\$ 575,994	\$ 1,241,385
Net Hospital Revenue	\$ 27,874,840	\$ 26,756,906	\$ 54,631,746
Other Op Rev & Electronic Health Records	\$ 83,808	\$ 83,813	\$ 167,621
Total Operating Revenue	\$ 27,958,648	\$ 26,840,719	\$ 54,799,367
Operating Expenses			
Salary and Wages and Agency Fees	\$ 13,308,264	\$ 12,222,522	\$ 25,530,786
Employee Benefits	5,087,620	4,647,910	9,735,530
Total People Cost	\$ 18,395,884	\$ 16,870,432	\$ 35,266,316
Med and Prof Fees (excl'd Agency)	\$ 3,019,832	\$ 2,999,929	\$ 6,019,761
Supplies	3,260,345	3,550,241	6,810,586
Purchased Services	2,218,263	2,265,100	4,483,363
Depreciation	1,727,946	1,745,244	3,473,190
Utilities	662,986	584,169	1,247,155
Insurance	206,247	211,921	418,168
Interest	298,373	298,274	596,647
Other - a)	722,755	640,959	1,363,714
Matching Fees (Government Programs)	530,418	530,421	1,060,839
Operating expenses	\$ 31,043,049	\$ 29,696,690	\$ 60,739,739
Operating Margin	\$ (3,084,401)	\$ (2,855,971)	\$ (5,940,372)
Non Operating Rev and Expense			
Miscellaneous Revenue/(Expenses)	\$ (31,778)	\$ (63,095)	\$ (94,873)
Donations	16,032	16,038	32,070
Physician Practice Support-Prima	(340,596)	(328,098)	(668,694)
Parcel Tax Assessment Rev	1,900,000	1,900,000	3,800,000
Total Non-Operating Rev/Exp	\$ 1,543,658	\$ 1,524,845	\$ 3,068,503
Net Income / (Loss) prior to Restricted Contributions	\$ (1,540,743)	\$ (1,331,126)	\$ (2,871,869)

Sonoma Valley Health Care District
Statement of Revenue and Expenses
FY 2019 Budget
July 1, 2018 through June 30, 2019

Schedule A

	Approved		FY 2019 Budget
	FY 2019 Budget - 6 Months July 1, 2018 - December 31, 2018	FY 2019 Budget - 6 Months January 1, 2019 - June 30, 2019	
Capital Campaign Contribution	\$ 125,694	\$ 125,689	\$ 251,383
Restricted Foundation Contributions	\$ 330,018	\$ 330,024	\$ 660,042
Net Income / (Loss) w/ Restricted Contributions	\$ (1,085,031)	\$ (875,413)	\$ (1,960,444)
GO Bond Tax Assessment Rev	1,525,041	1,526,616	3,051,657
GO Bond Interest	(609,617)	(648,125)	(1,257,742)
Net Income/(Loss) w GO Bond Activity	\$ (169,607)	\$ 3,078	\$ (166,529)
EBIDA - Using Net Income/(Loss) prior to Restricted Contributions	\$ 485,576 1.7%	\$ 712,392 2.7%	\$ 1,197,968 2.2%
EBDA - Using Net Income/(Loss) prior to Restricted Contributions	\$ 187,203 0.7%	\$ 414,118 1.5%	\$ 601,321 1.1%

a) - Education, travel, rents, operating leases, dues & subscriptions, licenses & taxes, etc..

Sonoma Valley Health Care District
Schedule of Preliminary Cost Savings & Additions
FY 2019 Budget - 12 Months
July 1, 2018 through June 30, 2019

Schedule B

		FY 2019 Budget - 12 Months	
		July 1, 2018 - June 30, 2019	
<hr/>			
Peliminary Cost Savings & Additions:			
1. Closure of Obstetrics Department at 10/31/18:			
	Net Revenue	(688,481)	
	Direct and Attributable Costs	<u>1,000,580</u>	312,100
2. Transfer of Home Health:			
	Net Revenue	(1,209,171)	
	Direct and Attributable Costs	<u>1,376,548</u>	167,377
3. Restructure of Staffing in the Skilled Nursing Facility:			
	Reduction of FTE's from 29.6 to 21.8		393,902
4. Physical and Occupational Therapists registry for SNF (6 months) (237,438)			
5. Bariatric surgeries - Additional 8 cases annually			
	Direct Margin - \$144,000 annually = \$12,000/Monthly		144,000
6. Reduction in Administration - Contracted labor 21,216			
7. Reduction in Finance Overhead Departments - Salaries 14,577			
8. Salary increase at 2.5% - January 2019 (255,376)			
9. Partnership Healthcare - Increase in Contract (\$650,000/Annual) 650,000			
10. Disproportionate Share Hospital (DSH)			
	Based on reduction of Medi-Cal Days		(96,000)
11. 6% Price increase, net 690,423			
12. Severance Pay - October 2018 (27,590)			
13. Costs of closing/moving units (15,000)			
Total Preliminary Cost Savings & Additions			<u><u>1,762,191</u></u>

Note: Items #1 and #2 are based on Administrations analysis

Sonoma Valley Health Care District
Schedule of Payor Mix
FY 2019 Budget - 12 Months
July 1, 2018 through June 30, 2019

Schedule C

	FY 2019 Budget - 12 Months		
	<u>July 1, 2018 - June 30, 2019</u>	<u>Fiscal YTD at 6/30/2018</u>	<u>Variance</u>
Medicare	43.1%	44.4%	-1.3%
Medicare Managed Care	12.6%	13.3%	-0.7%
Medi-Cal	17.8%	17.9%	-0.1%
Self Pay	1.3%	1.2%	0.1%
Commercial	20.8%	19.0%	1.8%
Worker's Comp.	2.4%	2.1%	0.3%
Capitated	2.0%	2.1%	-0.1%
	<hr/>	<hr/>	
	100.0%	100.0%	

**Sonoma Valley Health Care District
Cash Forecast - FY 2019 Budget - 12 Months**

Schedule D

		FY 2019 Budget	
		July 1, 2018 - December 31, 2018	January 1, 2019 - June 30, 2019
Hospital Operating Sources			
1	Patient Payments Collected	25,022,348	23,993,810
2	Capitation Revenue	665,391	575,994
3	Napa State	71,772	71,771
4	Other Operating Revenue	83,808	83,813
5	Other Non-Operating Revenue	178,038	168,765
6	Unrestricted Contributions	16,032	16,038
7	Line of Credit	-	
Sub-Total Hospital Sources		26,037,389	24,910,191
Hospital Uses of Cash			
8	Operating Expenses	29,335,097	27,980,982
10	Add Capital Lease Payments	477,050	477,050
11	Additional Liabilities	-	
12	Capital Expenditures	455,712	330,024
Total Hospital Uses		30,267,859	28,788,056
Net Hospital Sources/Uses of Cash		(4,230,470)	(3,877,865)
Non-Hospital Sources			
13	Restricted Cash/Capital Donations	510,167	455,712
14	Parcel Tax Revenue	1,900,000	1,900,000
15	Net Proceeds - South Lot	-	
16	Other:		
17	IGT	1,740,330	1,740,331
18	IGT - AB915 (Net)	-	
19	PRIME	375,000	375,000
Sub-Total Non-Hospital Sources		4,525,497	4,471,043
Non-Hospital Uses of Cash			
20	Matching Fees	530,418	530,421
Sub-Total Non-Hospital Uses of Cash		530,418	530,421
Net Non-Hospital Sources/Uses of Cash		3,995,079	3,940,622
Net Sources/Uses		(235,391)	62,757
Cash and Equivalents at beginning of period		1,671,426	1,436,035
Cash and Equivalents at end of period		1,436,035	1,498,792

Sonoma Valley Health Care District
Statement of Revenue and Expenses
FY 2019 Budget - 6-Months January 1, 2019 to
June 30, 2019 Annualized

Schedule E

	FY 2019 Budget - 6 Months		12- Month Annualized	
	<u>January 1, 2019 - June 30, 2019</u>			
Volume Information				
Acute Discharges		552		1,104
Patient Days		1,967		3,934
SNF Days		2,715		5,430
Emergency Room Visits		5,322		10,644
Surgeries - Inpatient		194		388
Surgeries - Outpatient		791		1,582
Special Procedures		395		790
Home Care Visits		-		-
Gross O/P Revenue (000's)	\$	89,227	\$	178,454
Financial Results				
Gross Patient Revenue				
Inpatient	\$	39,689,678	\$	79,379,356
Outpatient		49,247,252		98,494,504
Emergency		39,979,562		79,959,124
SNF		7,216,535		14,433,070
Home Health		-		-
Total Gross Patient Revenue	\$	136,133,027	\$	272,266,054
Deductions from Revenue				
Contractual Discounts	\$	(111,319,061)	\$	(222,638,122)
Bad Debt		(600,000)		(1,200,000)
Charity Care Provision		(148,385)		(296,770)
Prior Period Adj/Government Program Revenue		2,115,331		4,230,662
Total Deductions from Revenue	\$	(109,952,115)	\$	(219,904,230)
Net Patient Service Revenue	\$	26,180,912	\$	52,361,824
Risk contract revenue	\$	575,994	\$	1,151,988
Net Hospital Revenue	\$	26,756,906	\$	53,513,812
Other Op Rev & Electronic Health Records	\$	83,813	\$	167,626
Total Operating Revenue	\$	26,840,719	\$	53,681,438
Operating Expenses				
Salary and Wages and Agency Fees	\$	12,222,522	\$	24,445,044
Employee Benefits		4,647,910	\$	9,295,820
Total People Cost	\$	16,870,432	\$	33,740,864
Med and Prof Fees (excl Agency)	\$	2,999,929	\$	5,999,858
Supplies		3,550,241		7,100,482
Purchased Services		2,265,100		4,530,200
Depreciation		1,745,244		3,490,488
Utilities		584,169		1,168,338
Insurance		211,921		423,842
Interest		298,274		596,548
Other - a)		640,959		1,281,918
Matching Fees (Government Programs)		530,421		1,060,842
Operating expenses	\$	29,696,690	\$	59,393,380
Operating Margin	\$	(2,855,971)	\$	(5,711,942)

Non Operating Rev and Expense			
Miscellaneous Revenue/(Expenses)	\$	(63,095)	\$ (126,190)
Donations		16,038	32,076
Physician Practice Support-Prima		(328,098)	(656,196)
Parcel Tax Assessment Rev		1,900,000	3,800,000
Total Non-Operating Rev/Exp	\$	1,524,845	\$ 3,049,690
Net Income / (Loss) prior to Restricted Contributions	\$	(1,331,126)	\$ (2,662,252)
Capital Campaign Contribution	\$	125,689	\$ 251,378
Restricted Foundation Contributions	\$	330,024	\$ 660,048
Net Income / (Loss) w/ Restricted Contributions	\$	(875,413)	\$ (1,750,826)
GO Bond Tax Assessment Rev		1,526,616	3,053,232
GO Bond Interest		(648,125)	(1,296,250)
Net Income/(Loss) w GO Bond Activity	\$	3,078	\$ 6,156
EBIDA - Not including Restricted Contributions	\$	712,392	\$ 1,424,784
		2.7%	2.7%
EBDA - Not including Restricted Contributions	\$	414,118	\$ 828,236
		1.5%	1.5%

a) - Education, travel, rents, operating leases, dues & subscriptions, licenses & taxes, etc..

Date Range	07/01/18 - 09/30/18
Service Unit	SNF SU
Visits	141
Patient-days	1749
Charges	
Lab	\$269,975
Anes	756
BI Bank	0
Card	14,808
ER	0
ICU	0
Impl	8,552
L&D	0
Oth	34,223
Rad	134,217
Rehab	2,173,756
Resptx	0
Room	3,873,651
Rx	278,705
Supplies	6,693
Proc	68,556
Total Charges	6,863,892
Revenue Adjustments	5,814,323
Net Revenue	1,049,569
	15.29%
Direct Costs	
Labor	
Nurse	(498,629)
CNA	(156,727)
Other	(249,386)
Total Labor	(904,742)
Pro Fees	
Pro	0
Total Staff	(904,742)
Operational	
Lab	(6,577)
Anes	(14)
BI Bank	0
Card	(28)
ER	0
ICU	0
Impl	(566)
L&D	0
Oth	(1,266)
Rad	(1,620)
Rehab	(1,355)
Resptx	0
Room	(13,853)
Rx	(44,610)
Supplies	(819)
Proc	(166)
Total Operational	(70,874)
TDCosts	(975,616)
Other Direct Costs	
Dietary	(52,470)
EVS	(10,739)
Laundry & Linen	(15,999)
Total Other Direct Costs	(79,208)
Direct Margin	(\$5,255)



To: SVHCD Board of Directors
From: Kelly Mather
Date: 9/26/18
Subject: Administrative Report

Summary

FY 2019 started off much better than last year. While we still have major concerns about cash on hand, the volumes have stabilized and increased in outpatient services. The OB closure is moving forward with an effective date of 10/31/18. The Emergency staff are taking refresher courses to be prepared for not having OB expertise in house. The Home Care transfer is official and will be effective 10/1/18. The new model for the SNF will also begin the first of October and will be tried for a couple of months to see if the changes will lead to the department covering the costs by the end of December. The FY 2019 budget for a full year will be taken to the board in November.

Strategic Update from FY 2019 Strategic Plan:

Strategic Priorities	Update
Highest levels of health care safety, quality and value	<ul style="list-style-type: none"> ➤ With the planned consolidation of Inpatient Services, we are implementing a plan to become one of the only 5 Star hospitals in the Bay Area. ➤ Our mid-cycle accreditation survey is still due any day now with CIHQ. ➤ We hope to have Stroke Certification in early 2019. UCSF has agreed to help oversee this program. ➤ It is open enrollment time and we are educating our community members about the options that use Sonoma Valley Hospital at the same price as Kaiser such as Western Health Advantage.
Be the preferred hospital for patients, physicians, employers and health plans	<ul style="list-style-type: none"> ➤ With the 3 Cardiologists, our volumes are increasing. ➤ Dr. Brown moved to the hospital and this improves access to radiology. ➤ We are starting the Rural Health Center at Sonoma Family Practice. ➤ A new Urologist starts this month and plans to keep patients in Sonoma. ➤ We are starting the Centralized Scheduling project which should include texting and email reminders for outpatient appointments.
Implement new and enhanced revenue strategies as measured by increased direct margins in each service unit	<ul style="list-style-type: none"> ➤ We hope to have the Pain Management Specialty Clinic with the health center up by the end of the year. ➤ The business plan for a Cancer Screening Clinic with Dr. Peter Carroll is underway. ➤ The bariatrics mailing was successful again. Referrals are increasing. ➤ Marketing, direct mail and advertisements for physicians continue to bring in patients from outside of the community.
Continue to improve financial stability as measured by margin	<ul style="list-style-type: none"> ➤ The timeshare clinic on First Street now has the Cardiology Associates of Marin and increased rental revenue. ➤ The OB closure and the Home Care transfer will improve the bottom line by over \$1 million per year. ➤ We are doing a Master Facility Plan for the campus which addresses the future of the East, Central and West Wing. None will be in compliance for 2030. ➤ The SNF staffing reduction should reduce expenses by at least \$200k per year.
Lead progress toward becoming a Healthier community	<ul style="list-style-type: none"> ➤ With heightened focus on Emergency Preparedness, the hospital is actively participating in community conferences and educational sessions. ➤ The physician talks this fall were well attended and appreciated.

AUGUST 2018

			National Benchmark
Patient Experience	Current Performance	FY 2019 Goal	
Would Recommend Hospital	77 th	> 60th percentile	50th percentile
Inpatient Overall Rating	66 th	>60th percentile	50th percentile
Home Health	92%	> 90%	> 80%
Outpatient Services	4.8	Rate My Hospital	4.5
Emergency	4.5	Rate My Hospital	4.5
Quality & Safety	YTD Performance	FY 2019 Goal	Benchmark
CLABSI	0	<1	<.51
CAUTI	0	<1	<1.04
SSI – Colon Surgery	0	<1	N/A
SSI – Total Joint	0	<1.5%	N/A
MRSA Bacteremia	0	<.13	<.13
C. Diff	9.9	3.5	7.4/10,000 pt days
PSI – 90 Composite	.046	<1	<1
Heart Failure Mortality Rate	12.5%	TBD	17.3%
Pneumonia Mortality Rate	18.1%	TBD	23.6%
Stroke Mortality Rate	14.7%	TBD	19.7%
Sepsis Mortality Rate	10.2%	<18%	25%
30 Day All- Cause Readmissions	9.30%	< 10 %	< 18.5%
Serious Safety Events	0	0	0
Falls	2	< 2.3	2.3
Pressure Ulcers	0	<3.7	3.7
Injuries to Staff	1	< 10	17
Adverse Drug Events with Harm	0	0	0
Reportable HIPAA Privacy Events	0	0	0
SNF Star Rating	4	4	3
Hospital Star Rating	4	4	3
Our People	YTD Performance	FY 2019 Goal	Benchmark
Press Ganey Engagement Survey	61 st percentile	75th percentile	50th percentile
Turnover	3.3%	< 10%	< 15%
Financial Stability	YTD Performance	FY 2019 Goal	Benchmark
EBDA	1.7%	1%	3%
FTE's/AOB	3.29	4.3	5.3
Days Cash on Hand	10	20	30
Days in Accounts Receivable	43	49	50
Length of Stay	3.9	3.85	4.03
Funds raised by SVHF	>\$10 million	\$20 million	\$1 million
Strategic Growth	YTD Performance	FY 2019 Goal	Benchmark
Inpatient Discharges	166/996	1000	1000
Outpatient Visits	9194/55,164	53,000	51,924
Emergency Visits	1711/10,266	10,000	11,040
Surgeries + Special Procedures	517/3102	2500	2,568
Community Benefit Hours	333/1998	1200	1200

Note: Colors demonstrate comparison to National Benchmark



To: SVH Finance Committee
From: Ken Jensen, CFO
Date: October 23, 2018
Subject: Financial Report for the Month Ending September 30, 2018

September's actual loss of (\$488,205) from operations was (\$17,855) unfavorable to the budgeted loss of (\$470,350). After accounting for all other activity; the September net income was \$208,930 vs. the budgeted net income of \$16,482 with a monthly EBIDA of 2.5% vs. a budgeted 2.6%.

Gross patient revenue for September was \$21,967,312; \$95,737 over budget. Inpatient gross revenue was over budget by \$160,645. Inpatient days were over budget by 13 days and inpatient surgeries were over budgeted expectations by 2 cases. Outpatient revenue was under budget by (\$50,607). Outpatient visits were under budgeted expectations by (615) visits, and outpatient surgeries were under budgeted expectations by (3) cases and special procedures were over budgeted expectations by 24 cases. The Emergency Room gross revenue was under budget by (\$48,671) with ER visits under budgeted expectations by (107). SNF gross charges were over budgeted expectations by \$60,980 and SNF patient days were close to budget at 457 days. Home Health was under budget by (\$26,610) with visits under budget by (119) visits.

Gross revenue from surgical implants in September is \$405,354 with \$299,225 from inpatient surgeries and \$106,129 from outpatient surgeries, and total implant costs were (\$74,924). The net, before any revenue deductions, is \$330,430.

Deductions from revenue were unfavorable to budgeted expectations by (\$210,328). Of the variance, (\$101,283) is from the prior period adjustments or IGT payments. Without the IGT variance, the deductions from revenue variance is unfavorable by (\$109,045) which is due to gross revenue being over budgeted expectations and adjustments to Accounts Receivable.

After accounting for all other operating revenue, the **total operating revenue** was unfavorable to budgeted expectations by (\$149,358).

Operating Expenses of \$5,044,673 were favorable to budget by \$131,503. Salaries and wages and agency fees were over budget by (\$81,622) with the overage in salaries and wages being (\$11,168) and agency fees over by (\$70,454). Supplies were under budget by \$39,806 due to a lower volume of surgical cases with implants. There was no matching fee in the September.



After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for September was (\$231,021) vs. a budgeted net loss of (\$213,138). The hospital received SVHF donations of \$286,283 for the outpatient diagnostic center. The total net income for September after all activity was \$208,930 vs. a budgeted net income of \$16,482.

EBIDA for the month of September was 2.5% vs. the budgeted 2.6%.

Patient Volumes – September

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	90	91	-1	87
Newborn Discharges	16	4	12	5
Acute Patient Days	337	324	13	325
SNF Patient Days	457	479	-22	479
Home Care Visits	682	801	-119	789
OP Gross Revenue	\$13,946	\$14,060	(\$114)	\$14,364
Surgical Cases	182	183	-1	187

Gross Revenue Overall Payer Mix – September

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	39.8%	43.1%	-3.3%	39.9%	43.0%	-3.1%
Medicare Mgd Care	16.7%	12.7%	4.0%	16.1%	12.8%	3.3%
Medi-Cal	20.0%	17.8%	2.2%	18.8%	17.8%	1.0%
Self Pay	1.7%	1.3%	0.4%	1.2%	1.3%	-0.1%
Commercial	18.3%	20.7%	-2.4%	19.9%	20.7%	-0.8%
Workers Comp	1.8%	2.4%	-0.6%	1.9%	2.4%	-0.5%
Capitated	1.7%	2.0%	-0.3%	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 \$3,628,615 and the Hospital collected \$3,498,174 or under the goal by (\$130,441). The year-to-date cash collection goal was \$11,185,726 and the Hospital has collected \$11,118,910 or under goal by (\$66,816). Days of cash on hand are 13.2 days at September 30, 2018, this calculation includes the cash in the Money Market account. Accounts Receivable increased from August, from 43.0 days to 47.9 days in September. Accounts Payable decreased by \$473,131 from August and Accounts Payable days are at 41.9.



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, 2018

ATTACHMENT A

September-18

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance
Medicare	8,747,016	9,416,767	-669,751	-7.1%
Medicare Managed Care	3,677,175	2,764,813	912,362	33.0%
Medi-Cal	4,400,791	3,898,569	502,222	12.9%
Self Pay	363,390	285,968	77,422	27.1%
Commercial & Other Government	3,995,014	4,542,679	-547,665	-12.1%
Worker's Comp.	405,523	528,003	-122,480	-23.2%
Capitated	378,403	434,776	-56,373	-13.0%
Total	21,967,312	21,871,575	95,737	

	Actual	Budget	Variance	% Variance
	28,111,323	28,605,796	-494,473	-1.7%
	11,316,947	8,406,473	2,910,474	34.6%
	13,244,579	11,845,673	1,398,906	11.8%
	857,606	881,597	-23,991	-2.7%
	14,066,732	13,795,526	271,206	2.0%
	1,331,623	1,615,092	-283,469	-17.6%
	1,567,518	1,342,048	225,470	16.8%
Total	70,496,328	66,492,205	4,004,123	

Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	1,256,214	1,318,347	-62,133	-4.7%
Medicare Managed Care	544,580	354,961	189,619	53.4%
Medi-Cal	654,398	530,778	123,620	23.3%
Self Pay	203,498	128,891	74,607	57.9%
Commercial & Other Government	1,457,516	1,729,963	-272,447	-15.7%
Worker's Comp.	75,023	136,467	-61,444	-45.0%
Capitated	8,968	14,098	-5,130	-36.4%
Prior Period Adj/IGT	251,272	352,555	-101,283	-28.7%
Total	4,451,469	4,566,060	(114,591)	-2.5%

	Actual	Budget	Variance	% Variance
	4,090,260	4,152,442	-62,182	-1.5%
	1,700,812	1,163,088	537,724	46.2%
	2,026,896	1,540,780	486,116	31.5%
	428,778	438,621	-9,843	-2.2%
	4,827,633	5,039,221	-211,588	-4.2%
	258,421	392,588	-134,167	-34.2%
	36,485	41,412	-4,927	-11.9%
	376,272	1,057,665	-681,393	-64.4%
Total	13,745,557	13,825,817	(80,260)	-0.6%

Percent of Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	28.2%	28.9%	-0.7%	-2.4%
Medicare Managed Care	12.3%	7.8%	4.5%	57.7%
Medi-Cal	20.3%	19.3%	1.0%	5.2%
Self Pay	4.6%	2.8%	1.8%	64.3%
Commercial & Other Government	32.7%	37.9%	-5.2%	-13.6%
Worker's Comp.	1.7%	3.0%	-1.3%	-43.3%
Capitated	0.2%	0.3%	-0.1%	-33.3%
Total	100.0%	100.0%	0.0%	0.0%

	Actual	Budget	Variance	% Variance
	29.7%	30.1%	-0.5%	-1.7%
	12.4%	8.4%	4.0%	47.6%
	17.5%	18.8%	-1.3%	-6.9%
	3.1%	3.2%	-0.1%	-3.1%
	35.1%	36.4%	-1.3%	-3.6%
	1.9%	2.8%	-0.9%	-32.1%
	0.3%	0.3%	0.0%	0.0%
Total	100.0%	100.0%	-0.1%	-0.1%

Projected Collection Percentage:	Actual	Budget	Variance	% Variance
Medicare	14.4%	14.0%	0.4%	2.9%
Medicare Managed Care	14.8%	12.8%	2.0%	15.6%
Medi-Cal	20.6%	22.7%	-2.1%	-9.3%
Self Pay	56.0%	45.1%	10.9%	24.2%
Commercial & Other Government	36.5%	38.1%	-1.6%	-4.2%
Worker's Comp.	18.5%	25.8%	-7.3%	-28.3%
Capitated	2.4%	3.2%	-0.8%	-25.0%

	Actual	Budget	Variance	% Variance
	14.0%	14.5%	-0.5%	-3.4%
	15.0%	13.8%	1.2%	8.7%
	18.1%	21.9%	-3.8%	-17.4%
	50.0%	49.8%	0.2%	0.4%
	34.3%	36.5%	-2.2%	-6.0%
	19.4%	24.3%	-4.9%	-20.2%
	2.3%	3.1%	-0.8%	-25.8%

**SONOMA VALLEY HOSPITAL
OPERATING INDICATORS
For the Period Ended September 30, 2018**

ATTACHMENT B

<u>CURRENT MONTH</u>				<u>YEAR-TO-DATE</u>			<u>YTD</u>	
<u>Actual</u> <u>09/30/18</u>	<u>Budget</u> <u>09/30/18</u>	<u>Favorable</u> <u>(Unfavorable)</u> <u>Variance</u>		<u>Actual</u> <u>09/30/18</u>	<u>Budget</u> <u>09/30/18</u>	<u>Favorable</u> <u>(Unfavorable)</u> <u>Variance</u>	<u>Prior</u> <u>Year</u> <u>09/30/17</u>	
Inpatient Utilization								
Discharges								
1	79	78	1	Acute	230	239	(9)	213
2	11	13	(2)	ICU	26	36	(10)	44
3	90	91	(1)	Total Discharges	256	275	(19)	257
4	16	4	12	Newborn	35	20	15	23
5	106	95	11	Total Discharges inc. Newborns	291	295	(4)	280
Patient Days:								
6	274	230	44	Acute	763	727	36	632
7	63	94	(31)	ICU	226	258	(32)	258
8	337	324	13	Total Patient Days	989	985	4	890
9	37	8	29	Newborn	83	37	46	30
10	374	332	42	Total Patient Days inc. Newborns	1,072	1,022	50	920
Average Length of Stay:								
11	3.5	2.9	0.5	Acute	3.3	3.0	0.3	3.0
12	5.7	7.2	(1.5)	ICU	8.7	7.2	1.5	5.9
13	3.7	3.6	0.2	Avg. Length of Stay	3.9	3.6	0.3	3.5
14	2.3	2.0	0.3	Newborn ALOS	2.4	1.9	(0.5)	1.3
Average Daily Census:								
15	9.1	7.7	1.5	Acute	8.3	7.9	0.4	6.9
16	2.1	3.1	(1.0)	ICU	2.5	2.8	(0.3)	2.8
17	11.2	10.8	0.4	Avg. Daily Census	10.8	10.7	0.0	9.7
18	1.2	0.3	1.0	Newborn	0.90	0.40	0.5	0.33
Long Term Care:								
19	457	479	(22)	SNF Patient Days	1,749	1,507	242	1,507
20	20	27	(7)	SNF Discharges	83	85	(2)	80
21	15.2	16.0	(0.7)	Average Daily Census	19.0	16.4	2.6	16.4
Other Utilization Statistics								
Emergency Room Statistics								
22	814	921	(107)	Total ER Visits	2,525	2,735	(210)	2,735
Outpatient Statistics:								
23	3,707	4,322	(615)	Total Outpatients Visits	12,901	13,515	(614)	13,520
24	31	29	2	IP Surgeries	80	80	-	84
25	151	154	(3)	OP Surgeries	417	429	(12)	429
26	99	75	24	Special Procedures	301	204	97	204
27	682	801	(119)	Home Health Visits	2,027	2,328	(301)	2,372
28	301	331	(29)	Adjusted Discharges	957	1,031	(74)	1,010
29	2,175	2,251	(76)	Adjusted Patient Days (Inc. SNF)	7,740	7,136	605	7,189
30	72.5	75.0	(2.5)	Adj. Avg. Daily Census (Inc. SNF)	84.1	77.6	6.6	78.1
31	1.7275	1.4000	0.328	Case Mix Index -Medicare	1.4579	1.4000	0.058	1.5866
32	1.4269	1.4000	0.027	Case Mix Index - All payers	1.4502	1.4000	0.050	1.4858
Labor Statistics								
33	278	267	(11.1)	FTE's - Worked	276	272	(3.6)	280
34	314	303	(11.1)	FTE's - Paid	311	308	(2.9)	316
35	42.48	42.46	(0.02)	Average Hourly Rate	42.67	41.59	(1.08)	42.46
36	24.7	23.0	(1.7)	Manhours / Adj. Pat Day	21.0	22.6	1.6	23.0
37	178.0	156.4	(21.6)	Manhours / Adj. Discharge	170.2	156.5	(13.6)	164.0
38	22.8%	23.7%	0.9%	Benefits % of Salaries	22.5%	23.4%	1.0%	22.9%
Non-Labor Statistics								
39	11.2%	11.7%	0.5%	Supply Expense % Net Revenue	12.5%	11.7%	-0.8%	11.3%
40	1,696	1,665	(31)	Supply Exp. / Adj. Discharge	1,833	1,608	(225)	1,603
41	17,261	16,127	(1,134)	Total Expense / Adj. Discharge	16,663	15,670	(993)	16,504
Other Indicators								
42	13.2			Days Cash - Operating Funds				
43	47.9	50.0	(2.1)	Days in Net AR	43.8	50.0	(6.2)	44.7
44	96%			Collections % of Net Revenue	99%			100.8%
45	41.9	55.0	(13.1)	Days in Accounts Payable	41.9	55.0	(13.1)	17.2
46	20.7%	21.5%	-0.8%	% Net revenue to Gross revenue	19.9%	21.4%	-1.5%	21.6%
47	21.7%			% Net AR to Gross AR	21.7%			22.6%

Sonoma Valley Health Care District
Balance Sheet
As of September 30, 2018

ATTACHMENT C

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets			
Current Assets:			
1 Cash	\$ 1,130,954	\$ 636,295	\$ 1,535,825
2 Trustee Funds	2,482,503	3,945,791	2,104,929
3 Net Patient Receivables	8,588,498	8,143,167	8,570,235
4 Allow Uncollect Accts	(1,272,002)	(1,255,318)	(1,342,952)
5 Net A/R	7,316,496	6,887,849	7,227,283
6 Other Accts/Notes Rec	6,632,224	6,875,990	7,114,147
7 3rd Party Receivables, Net	981,576	1,048,765	2,798,090
8 Inventory	852,258	848,499	838,755
9 Prepaid Expenses	855,096	899,891	857,849
10 Total Current Assets	<u>\$ 20,251,107</u>	<u>\$ 21,143,080</u>	<u>\$ 22,476,878</u>
12 Property, Plant & Equip, Net	\$ 51,673,320	\$ 51,664,079	\$ 52,641,781
13 Specific Funds/ Money Market	957,496	957,422	1,143,122
14 Other Assets	-	-	-
15 Total Assets	<u><u>\$ 72,881,923</u></u>	<u><u>\$ 73,764,581</u></u>	<u><u>\$ 76,261,781</u></u>
Liabilities & Fund Balances			
Current Liabilities:			
16 Accounts Payable	\$ 3,415,072	\$ 3,888,203	\$ 3,700,568
17 Accrued Compensation	3,538,598	3,461,612	4,045,441
18 Interest Payable	201,523	520,732	211,552
19 Accrued Expenses	1,303,922	1,502,382	1,987,798
20 Advances From 3rd Parties	99,490	110,058	437,041
21 Deferred Tax Revenue	5,139,926	5,711,029	5,106,150
22 Current Maturities-LTD	1,092,672	1,113,197	1,274,224
23 Line of Credit - Union Bank	6,973,734	6,973,734	6,973,734
24 Other Liabilities	1,701,386	201,386	1,501,386
25 Total Current Liabilities	<u>\$ 23,466,323</u>	<u>\$ 23,482,333</u>	<u>\$ 25,237,894</u>
26 Long Term Debt, net current portion	\$ 33,119,851	\$ 34,195,429	\$ 35,475,785
Fund Balances:			
28 Unrestricted	\$ 10,752,074	\$ 10,829,427	\$ 11,643,951
29 Restricted	5,543,675	5,257,392	3,904,151
30 Total Fund Balances	<u>\$ 16,295,749</u>	<u>\$ 16,086,819</u>	<u>\$ 15,548,102</u>
31 Total Liabilities & Fund Balances	<u><u>\$ 72,881,923</u></u>	<u><u>\$ 73,764,581</u></u>	<u><u>\$ 76,261,781</u></u>

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended September 30, 2018**

ATTACHMENT D

	Month				Volume Information	Year-To-Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual		\$	%		Actual	Budget	\$	%		
1	90	91	(1)	-1%	Acute Discharges	256	275	(19)	-7%	257	
2	457	479	(22)	-5%	SNF Days	1,749	1,507	242	16%	1,507	
3	682	801	(119)	-15%	Home Care Visits	2,027	2,328	(301)	-13%	2,372	
4	13,946	14,060	(114)	-1%	Gross O/P Revenue (000's)	\$ 45,509	\$ 43,240	2,268	5%	\$ 44,063	
Financial Results											
Gross Patient Revenue											
5	\$ 6,170,844	\$ 6,010,199	160,645	3%	Inpatient	\$ 18,097,592	\$ 17,567,777	529,815	3%	\$ 16,330,125	
6	7,669,855	7,720,462	(50,607)	-1%	Outpatient	25,613,001	23,963,049	1,649,952	7%	24,612,670	
7	6,019,966	6,068,637	(48,671)	-1%	Emergency	19,159,336	18,489,415	669,921	4%	18,640,229	
8	1,850,182	1,789,202	60,980	3%	SNF	6,863,952	5,648,541	1,215,411	22%	5,781,395	
9	256,465	283,075	(26,610)	-9%	Home Care	762,447	823,423	(60,976)	-7%	848,890	
10	\$ 21,967,312	\$ 21,871,575	95,737	0%	Total Gross Patient Revenue	\$ 70,496,328	\$ 66,492,205	4,004,123	6%	\$ 66,213,309	
Deductions from Revenue											
11	\$ (17,592,915)	\$ (17,533,340)	(59,575)	0%	Contractual Discounts	\$ (56,698,718)	\$ (53,349,863)	(3,348,855)	-6%	\$ (53,450,500)	
12	(160,000)	(100,000)	(60,000)	-60%	Bad Debt	(360,000)	(300,000)	(60,000)	-20%	(403,000)	
13	(14,200)	(24,730)	10,530	43%	Charity Care Provision	(68,325)	(74,190)	5,865	8%	(38,569)	
14	251,272	352,555	(101,283)	-29%	Prior Period Adj/Government Program Revenue	376,272	1,057,665	(681,393)	*	1,569,162	
15	\$ (17,515,843)	\$ (17,305,515)	(210,328)	1%	Total Deductions from Revenue	\$ (56,750,771)	\$ (52,666,388)	(4,084,383)	8%	\$ (52,322,907)	
Net Patient Service Revenue											
16	\$ 4,451,469	\$ 4,566,060	(114,591)	-3%	Risk contract revenue	\$ 282,950	\$ 377,394	(94,444)	-25%	\$ 390,154	
17	\$ 96,054	\$ 125,798	(29,744)	-24%	Net Hospital Revenue	\$ 14,028,507	\$ 14,203,211	(174,704)	-1%	\$ 14,280,556	
18	\$ 4,547,523	\$ 4,691,858	(144,335)	-3%	Other Op Rev & Electronic Health Records	\$ 35,512	\$ 41,904	(6,392)	-15%	\$ 65,433	
19	\$ 8,945	\$ 13,968	(5,023)	-36%	Total Operating Revenue	\$ 14,064,019	\$ 14,245,115	(181,096)	-1%	\$ 14,345,989	
20	\$ 4,556,468	\$ 4,705,826	(149,358)	-3%	Operating Expenses						
21	\$ 2,278,112	\$ 2,196,490	(81,622)	-4%	Salary and Wages and Agency Fees	\$ 6,948,788	\$ 6,709,782	(239,006)	-4%	\$ 7,034,285	
22	795,256	851,075	55,819	7%	Employee Benefits	2,473,235	2,571,392	98,157	4%	2,650,930	
23	\$ 3,073,368	\$ 3,047,565	(25,803)	-1%	Total People Cost	\$ 9,422,023	\$ 9,281,174	(140,849)	-2%	\$ 9,685,215	
24	\$ 498,938	\$ 503,334	4,396	1%	Med and Prof Fees (excl Agency)	\$ 1,431,467	\$ 1,510,816	79,349	5%	\$ 1,184,160	
25	510,891	550,697	39,806	7%	Supplies	1,754,206	1,657,279	(96,927)	-6%	1,619,645	
26	364,739	370,487	5,748	2%	Purchased Services	1,109,731	1,113,688	3,957	0%	1,110,154	
27	292,997	285,255	(7,742)	-3%	Depreciation	877,109	855,765	(21,344)	-2%	855,496	
28	113,865	120,931	7,066	6%	Utilities	336,877	361,493	24,616	7%	351,961	
29	35,320	33,429	(1,891)	-6%	Insurance	105,960	100,287	(5,673)	-6%	95,457	
30	49,710	49,598	(112)	0%	Interest	147,476	149,343	1,867	1%	139,864	
31	104,845	126,477	21,632	17%	Other	288,379	379,180	90,801	24%	360,071	
32	-	88,403	88,403	*	Matching Fees (Government Programs)	0	265,208	265,208	100%	775,755	
33	\$ 5,044,673	\$ 5,176,176	131,503	3%	Operating expenses	\$ 15,473,228	\$ 15,674,233	201,005	1%	\$ 16,177,778	
34	\$ (488,205)	\$ (470,350)	(17,855)	-4%	Operating Margin	\$ (1,409,209)	\$ (1,429,118)	19,909	1%	\$ (1,831,789)	

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended September 30, 2018**

ATTACHMENT D

	Month					Year-To- Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual		\$	%		Actual	Budget	\$	%		
35	\$ (5,215)	\$ (5,361)	146	-3%						\$ 25,905	
36	415	2,672	(2,257)	-84%						8,478	
37	(54,683)	(56,766)	2,083	-4%						(170,298)	
38	316,667	316,667	-	0%						950,001	
39	0	0	-	0%							
40	\$ 257,184	\$ 257,212	(28)	0%						\$ 814,086	
41	\$ (231,021)	\$ (213,138)	(17,883)	8%	Net Income / (Loss) prior to Restricted Contributions	\$ (653,497)	\$ (658,076)	4,579	-1%	\$ (1,017,703)	
42	\$ -	\$ 20,949	(20,949)	-100%	Capital Campaign Contribution	\$ 29,530	\$ 62,847	(33,317)	-53%	\$ 12,750	
43	\$ 286,283	\$ 55,003	231,280	0%	Restricted Foundation Contributions	\$ 622,889	\$ 165,009	457,880	100%	\$ -	
44	\$ 55,262	\$ (137,186)	192,448	-140%	Net Income / (Loss) w/ Restricted Contributions	\$ (1,078)	\$ (430,220)	429,142	-100%	\$ (1,004,953)	
45	254,436	254,436	-	0%	GO Bond Tax Assessment Rev	763,308	763,308	-	0%	752,049	
46	(100,768)	(100,768)	-	0%	GO Bond Interest	(307,312)	(307,312)	-	0%	(321,818)	
47	\$ 208,930	\$ 16,482	192,448	1168%	Net Income/(Loss) w GO Bond Activity	\$ 454,918	\$ 25,776	429,142	1665%	\$ (574,722)	
	\$ 111,686	\$ 121,715			EBIDA - Not including Restricted Contributions	\$ 371,088	\$ 347,032			\$ (22,343)	
	2.5%	2.6%				2.6%	2.4%			-0.2%	
	\$ 61,976	\$ 72,117			EBDA - Not including Restricted Contributions	\$ 223,612	\$ 197,689				
	1.4%	1.5%				1.6%	1.4%				

Sonoma Valley Health Care District
Statement of Revenue and Expenses Variance Analysis
For the Period Ended September 30, 2018

	YTD	MONTH	
Description	Variance	Variance	
Volume Information			
1 Acute Discharges	(19)	(1)	
2 SNF Days	242	(22)	
3 Home Care Visits	(301)	(119)	
4 Gross O/P Revenue (000's)	2,268	(114)	
Financial Results			
Gross Patient Revenue			
5 Inpatient	529,815	160,645	Inpatient days are 337 days vs. budgeted expectations of 324 days and inpatient surgeries are 31 vs. budgeted expectations 29.
6 Outpatient	1,649,952	(50,607)	Outpatient visits are 3,707 vs. budgeted expectations of 4,322 visits and outpatient surgeries are 151 vs. budgeted expectations 154.
7 Emergency	669,921	(48,671)	ER visits are 814 vs. budgeted visits of 921.
8 SNF	1,215,411	60,980	SNF patient days are 457 vs. budgeted expected days of 479.
9 Home Care	(60,976)	(26,610)	HHA visits are 682 vs. budgeted expectations of 801.
10 Total Gross Patient Revenue	4,004,123	95,737	
Deductions from Revenue			
11 Contractual Discounts	(3,348,855)	(59,575)	
12 Bad Debt	(60,000)	(60,000)	
13 Charity Care Provision	5,865	10,530	
14 Prior Period Adj/Government Program Revenue	(681,393)	(101,283)	AB915 supplemental payment of \$384,837 for FY 16-17 and accrual of \$62,500 for the prime grant.
15 Total Deductions from Revenue	(4,084,383)	(210,328)	
16 Net Patient Service Revenue	(80,260)	(114,591)	
17 Risk contract revenue	(94,444)	(29,744)	
18 Net Hospital Revenue	(174,704)	(144,335)	
19 Other Op Rev & Electronic Health Records	(6,392)	(5,023)	
20 Total Operating Revenue	(181,096)	(149,358)	
Operating Expenses			
21 Salary and Wages and Agency Fees	(239,006)	(81,622)	Salaries and Wages are over budget by (\$11,168) and the Agency fees are over budget by (\$70,454).
22 Employee Benefits	98,157	55,819	
23 Total People Cost	(140,849)	(25,803)	
24 Med and Prof Fees (excl Agency)	79,349	4,396	
25 Supplies	(96,927)	39,806	Supplies were under budget due to implants being under budget by \$90,087 and pharmaceuticals were over budget by (\$66,806).
26 Purchased Services	3,957	5,748	
27 Depreciation	(21,344)	(7,742)	
28 Utilities	24,616	7,066	
29 Insurance	(5,673)	(1,891)	
30 Interest	1,867	(112)	
31 Other	90,801	21,632	
32 Matching Fees (Government Programs)	265,208	88,403	No matching fee in September
33 Operating expenses	201,005	131,503	
34 Operating Margin	19,909	(17,855)	
Non Operating Rev and Expense			
35 Miscellaneous Revenue	(12,298)	146	
36 Donations	(7,198)	(2,257)	
37 Physician Practice Support-Prima	4,166	2,083	
38 Parcel Tax Assessment Rev	-	-	
39 Extraordinary Items	-	-	
40 Total Non-Operating Rev/Exp	(15,330)	(28)	
41 Net Income / (Loss) prior to Restricted Contributions	4,579	(17,883)	

Sonoma Valley Health Care District
Statement of Revenue and Expenses Variance Analysis
For the Period Ended September 30, 2018

	YTD	MONTH	
Description	Variance	Variance	
		-	
42 Capital Campaign Contribution	(33,317)	(20,949)	
43 Restricted Foundation Contributions	457,880	231,280	
44 Net Income / (Loss) w/ Restricted Contributions	429,142	192,448	
45 GO Bond Tax Assessment Rev	-	-	
46 GO Bond Interest	-	-	
47 Net Income/(Loss) w GO Bond Activity	429,142	192,448	

Sonoma Valley Hospital
Statistical Analysis
FY 2019

ATTACHMENT G

	ACTUAL	BUDGET	ACTUAL												
	Sep-18	Sep-18	Aug-18	Jul-18	Jun-18	May-18	Apr-18	Mar-18	Feb-18	Jan-18	Dec-17	Nov-17	Oct-17	Sep-17	Aug-17
Statistics															
Acute															
Acute Patient Days	337	324	361	291	354	374	341	335	289	394	386	321	315	325	325
Acute Discharges (w/o Newborns)	90	91	85	81	99	108	103	106	82	111	96	99	87	87	94
SNF Days	457	479	628	664	545	423	525	566	494	646	563	468	624	479	500
HHA Visits	682	801	585	760	871	747	755	684	821	801	798	630	871	789	713
Emergency Room Visits	814	921	810	901	856	934	864	871	811	996	919	816	827	921	894
Gross Outpatient Revenue (000's)	\$13,946	\$14,060	\$16,762	\$14,801	\$13,677	\$15,188	\$14,170	\$13,064	\$12,519	\$14,741	\$14,051	\$12,952	\$11,864	\$14,364	\$15,524
Equivalent Patient Days	2,175	2,251	2,911	2,654	2,343	2,178	2,265	2,272	2,212	2,629	2,471	2,030	2,334	2,266	2,591
Births	13	4	14	8	16	9	6	8	11	7	10	11	12	5	10
Surgical Cases - Inpatient	31	29	26	23	28	29	30	34	16	32	24	34	23	33	22
Surgical Cases - Outpatient	151	154	139	127	123	146	114	117	123	109	136	121	97	154	142
Total Surgical Cases	182	183	165	150	151	175	144	151	139	141	160	155	120	187	164
Total Special Procedures	99	75	124	78	97	72	87	75	75	65	59	73	52	75	77
Medicare Case Mix Index	1.73	1.40	1.33	1.32	1.45	1.46	1.48	1.45	1.34	1.50	1.57	1.55	1.49	1.54	1.57
Income Statement															
Net Revenue (000's)	\$4,548	\$4,692	\$4,924	\$4,557	\$5,265	\$4,817	\$4,389	\$4,218	\$4,590	\$4,909	\$4,466	\$4,474	\$4,543	\$4,518	\$4,775
Operating Expenses (000's)	\$5,045	\$5,176	\$5,314	\$5,114	\$4,968	\$5,134	\$5,053	\$5,179	\$5,270	\$5,357	\$5,122	\$5,332	\$4,872	\$5,206	\$5,380
Net Income (000's)	\$209	\$16	\$32	\$214	\$859	\$369	\$221	(\$395)	(\$175)	\$125	(\$226)	(\$380)	\$62	(\$230)	(\$165)
Productivity															
Total Operating Expense Per Equivalent Patient Day	\$2,319	\$2,300	\$1,826	\$1,927	\$2,120	\$2,357	\$2,231	\$2,280	\$2,382	\$2,038	\$2,073	\$2,627	\$2,087	\$2,297	\$2,076
Productive FTEs	278	267	278	270	259	279	281	279	274	276	255	316	246	289	279
Non-Productive FTEs	36	36	31	40	39	27	26	23	31	36	52	13	58	27	35
Total FTEs	314	303	309	310	298	306	307	302	305	312	307	329	304	316	314
FTEs per Adjusted Occupied Bed	4.38	4.04	3.29	3.62	3.82	4.35	4.06	4.17	3.87	3.68	3.85	4.86	4.04	4.19	3.75
Balance Sheet															
Days of Expense In General Operating Cash	13.2		10	19	11	6	7	7	14	24	18	14	12	9	11
Net Days of Revenue in AR	48	50	43	41	42	47	43	43	47	51	51	48	45	47	43

