



SVHCD FINANCE COMMITTEE

AGENDA

TUESDAY, December 18, 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 11.27.18</p>	<i>Nevins</i>	Inform/Action
<p>4. QUARTERLY STRATEGY REPORT</p>	<i>Mather</i>	Inform
<p>5. OUTPATIENT DIAGNOSTIC CENTER UPDATE</p>	<i>Mather</i>	Inform
<p>6. 2019 FINANCE COMMITTEE WORKPLAN</p>	<i>Nevins</i>	Inform/Action
<p>7. ADMINISTRATIVE REPORT NOVEMBER 2018</p>	<i>Mather</i>	Inform
<p>8. FINANCIAL REPORT MONTH END November 30, 2018</p>	<i>Jensen</i>	Inform
<p>9. ADJOURN</p>	<i>Nevins</i>	



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

Present	Excused	Staff	Public
*Dr. Subhash Mishra via telephone *John Perez Joshua Rymer *Keith Hughes Peter Hohorst	Sharon Nevins *Susan Porth	Kelly Mather Ken Jensen	David Good

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 5:03 pm		
2. PUBLIC COMMENT SECTION	<i>Hohorst</i>		
	None		
3. CONSENT CALENDAR	<i>Hohorst</i>		
		MOTION: by Rymer 2 nd by Hughes. All in favor	
4. THIRD FLOOR UPGRADE FOR INPATIENT SERVICES	<i>Mather</i>		
	Ms. Mather reviewed the third floor plan for inpatient services. The plan will consolidate all inpatient beds to the third floor. She also reviewed the costs of the project (IT and nurses station upgrade) that will be covered by the Foundation.	MOTION: by Rymer to recommend the third floor upgrade to the Board for approval. 2 nd by Perez. All in favor	
5. 1st QUARTER CAPITAL SPENDING REVIEW	<i>Dungan</i>		

	Ms. Dungan reviewed the first quarter capital spending.		
6. OUTPATIENT DIAGNOSTIC CENTER UPDATE	<i>Mather</i>		
	Ms. Mather gave an update on the cash funding for the outpatient diagnostic center. She reported that there is currently funding through permitting.		
7. ADMINISTRATIVE REPORT NOVEMBER 2018	<i>Mather</i>		
	Ms. Mather reported on the positive article regarding the UCSF collaboration. The accreditation survey occurred and went very well. The hospital will be stroke ready in January. Outpatient volumes were up overall.		
8. FINANCIAL REPORT MONTH END OCTOBER 31, 2018	<i>Jensen</i>		
	<p>Mr. Jensen reported that the days of cash on hand was 12.8, Accounts Receivable was at 44 days and Accounts Payable was at 43.5 days. The October net loss was (\$119,795) vs. the budgeted net loss of (\$226,538) with a monthly EBIDA of -7.7% vs. the budgeted -2.5%.</p> <p>Mr. Jensen also reported that he met with the forensic accounts regarding the loss of revenue during the fires. The claim that was submitted was for \$535,000 and the accountants are recommending an interim payment of \$395,000. The insurance company will have to agree to that amount.</p>		
8. ADJOURN	<i>Hohorst</i>		
	Meeting adjourned at 5:40 pm		



To: SVHCD Board of Directors
From: Michelle Donaldson
Date: 11/30/2018
Subject: Quarterly Strategic Report

Summary

Focusing on goals has always been a strategy for growth and business development but we are now condensing this focus to 4 priority areas. These include UCSF North Bay Diagnostic Center, Bariatric Institute, Pain Management Service Line and Women’s Health Services. Alongside Marketing and Community Relations we have created specific initiatives which are trended for rolling monthly for results. In each of these areas a project plan has been put in place with team members from Sonoma Valley Hospital as well as other areas such as UCSF and Sonoma Valley Community Health Center. These collaborative efforts will assist in meeting our short and long term goals.

In addition to the project plans a weekly 30-60-90 strategic report and summary is distributed to the administrative team. This includes items in each of the priority categories, secondary areas of growth and new surgery and procedure revenue YTD. This also gives a snap shot of accomplished initiatives, areas on hold and items not moving forward. Every 90 days a roll up summary is provided to the team on reasons for the holds and discontinued items.

The chart below contains a summary of accomplishments from October 1st through November 30th

UCSF North Bay Diagnostics: Urology	<ul style="list-style-type: none"> • On-site Sonoma visit with Drs Carroll, Green and Karen Kemby VP Strategy at UCSF • Confirmation of clinic site in hospital • IT began implementation plan • Operations/IT scheduled on-site UCSF visit • Bi-weekly SVH and monthly UCSF meetings
Bariatric Institute	<ul style="list-style-type: none"> • First Clinical Integrated Network stakeholder meeting • Meeting with Ken, Dr. Perryman, Partnership stakeholders and I. Partnership agreed to support and grow our program, service line summary and quality data provided • Self-pay patient procedure completed • Direct to patient mailing completed • Direct to Partnership clinic postcards mailed
Pain Management Service Line	<ul style="list-style-type: none"> • SVCHC accepted pro forma and collaboration for Pain Management Service Line • New Physician providing cases to SVH, this makes 5 Pain Management Doctors in our community • Service line and brochure completed

Women's Health Services	<ul style="list-style-type: none"> • New Navigator role in place • Trends in Breast referrals opened up new opportunities for growth • Levy-Gantt pro forma analysis completed • LaFollette expanded clinic time in Sonoma • Post card mailing for Alexandridis completed
Other	<ul style="list-style-type: none"> • Endoscopy continues to grow, decision to move cases to 2nd floor out of Med/Surg • Laser cataract surgery logistics, margin analysis completed, cases should start in December • CPMC Shoulder surgeon visited Sonoma, starting privileges and due to start surgeries in Feb or March • Dr. Harf did his first 2 CDCR Ortho cases, this will help with TJR volumes • Cardiology using ancillaries and procedures which has caused significant growth over last 3 months • New Vascular surgeon space confirmed in timeshare and will be starting in Sonoma in January

Over the last 90 days there has been initiatives that are either on hold, moving to the next report or have been discontinued. Below is a list of those items with explanations.

Bariatrics-Follow up Partnership clinic calls- Partnership will be conducting outreach so we have decided not use up our resources calling the individual centers; Orbera- is waiting signatures from Perryman for agreement in pro fees; Girl Talk- will be discussed in 2019; Volumes did not meet FY 18 –we are down only 1 case YOY

Pain-All outreach has been on HOLD until SVCHC completed-now that this is moving forward we will be starting more outreach ASAP

Women's-Levy Gantt 1206b will not be moving forward due to pro forma reporting negative margins, this will be removed from the report

General Surgery-Volumes are down significantly throughout all Surgeons, Sawyer retiring caused a decreased of over 15 cases not picked up by other Surgeons. A report from UCSF CMA has been requested

Ortho- UCSF Action items being reviewed and need refined, TJR are down over 7 cases; Roach (shoulder) is reviewing space and OR Block time, he has communicated with Leslie regarding privileges

In addition to the 90 day Strategic Report, volumes of surgeries per service are trended weekly.

	FYTD 18	FYTD 19	Over/Under
Surgery Volumes			
General	102	76	▼
Bariatric	22	21	▼
Breast	0	6	▲
OBGyn	53	43	▼
Ophthalmology	91	119	▲
Orthopedics	152	170	▲
Total Joint Replacements	50	41	▼
Pain Management	284	311	▲
Podiatry	7	8	▲
Spine	4	4	▲
Urology	3	0	▼
Vascular	2	4	▲
ENT	1	3	▲
Endoscopy	323	416	▲
Total	1094	1222	▲

As stated above General Surgery is down 26 cases across all Surgeons. Dr. Sawyer leaving Sonoma accounted for 15 of the 26. According to research General Surgery cases have decrease locally and nationally. OBGYN has continued to decrease due to the closure of our OB unit. We have increased clinic time for one of our GYNs to hopefully capture more volumes. Although surgeries in GYN have decreased ancillary volumes related to GYN and Breast are up significantly. Ophthalmology continues to increase every quarter and we expect this trend to grow with our new laser procedure. Total Joint Replacements are down YOY due to CDCR created a new approval process that has backlogged many surgeries. We are expecting to build this volume back up over the next 6 months. Regarding Urology, this report did not capture the last few days in November through the first week of December therefore the Urology procedures are not reflected but 4 cases have been completed by Dr. Kaplan. Endoscopy continues to climb and we are moving these to the 2nd floor due to capacity issues in the OR.

In addition to trended volumes we continue to monitor direct margins using the CEO Dashboard reporting tool.

Below is a rolling report of each service unit

	ED	OP Surg	*SNF	IP	Rehab	OP Diag	Occ Health	Special Proc
FY 2018	\$8.6M	\$2.4M	\$294,000	\$4.1M	\$1.6M	\$5.0M	(\$62,000)	\$1.5M
FY 2017	\$8.3M	\$2.2M	\$889,000	\$5.7M	\$1.3M	\$4.5M	(\$67,000)	\$1.1M

We have seen success FY 2018 versus FY 2017 in several service units. Emergency Department (ED), Outpatient Surgery (OP Surg), Rehabilitation (Rehab) Outpatient Diagnostics (OP Diag) and Special Procedures (Special Proc) have all had increases that are contributed to increases in volumes and reimbursements. Several areas such as ED, OP Surg, Rehab and Special Proc have had increase in volumes FY 18 versus FY 17 but have managed their expenses well contributing to a higher direct margin. Other areas such as OP Diag has not seen a significant increase in volumes but expenses have reduced creating a higher margin. The decrease in our IP margin is due to the lower total joint replacement and other inpatient procedures as well as reduction in overall medical inpatient volume trending down year over year.

SONOMA VALLEY HOSPITAL
 COST PROJECTIONS and FUNDING SUMMARY
 THROUGH AUGUST 2019
 DESIGN & PRECONSTRUCTION THROUGH PERMITTING ONLY
 12/13/2018

11/30/18
 Total Funds Received: \$ 2,604,494
 Total Spent: \$ 2,069,223
 Total Approved Funding: \$ 3,337,596

Beginning Cash Balance \$ 535,271 \$ 361,478 \$ 2,528,922 \$ 2,342,354 \$ 2,124,476 \$ 2,252,129 \$ 3,044,026 \$ 2,949,625 \$ 2,841,628 \$ 2,825,154

Work Type	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											\$ -
Project 1: Imaging/CT/Hospitality	\$ 119,088	\$ 134,905	\$ 70,952	\$ 10,561	\$ 1,205	\$ 1,205	\$ 1,205	\$ 1,205	\$ 1,205	\$ 440,576	782,106
Project 2: Cardiology/Parking/Entrance	\$ 8,391	\$ 14,831	\$ 15,637	\$ 4,434	597	-	----	----	----	----	43,890
Project 3: MRI/Central Scheduling/Infrastructure	\$ 36,087	\$ 77,918	\$ 77,248	\$ 86,047	\$ 63,937	\$ 137,155	\$ 86,015	\$ 92,715	\$ 9,375	\$ 13,990	680,485
Project 4: UCSF Physician Clinic/Outpatient Procedures on 2nd Floor	\$ 320	\$ 14,417	\$ 14,417	\$ 14,417	4,486	-	----	----	----	----	48,056
Decommissioning Study of Central and East Wings	-	-	(35)	-	-	-	-	----	----	----	(35)
Master Planning Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	----	----	----	-
Insurance & Fee	14,064	9,755	7,182	4,653	2,830	5,576	3,515	3,785	426	18,319	70,106
SUBTOTAL DBT PROJECTED COSTS:	\$177,951	\$251,826	\$185,401	\$120,112	\$73,055	\$143,935	\$90,735	\$97,705	\$11,006	\$472,884	\$ 1,624,609
Project Management	\$ 10,756	\$ 10,000	\$ 10,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 126,756
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)	-	12,000	9,000	-	-	-	2,000	2,000	2,300	2,300	25,000
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)											243,691
SUBTOTAL OWNER PROJECTED COSTS:	\$ 16,756	\$ 22,000	\$ 19,000	\$ 115,100	\$ 17,000	\$ 137,000	\$ 26,000	\$ 28,500	\$ 28,801	\$ 28,802	\$ 656,050
TOTAL PROJECTED MONTHLY COSTS	\$ 194,707	\$ 273,826	\$ 204,401	\$ 235,212	\$ 90,055	\$ 280,935	\$ 116,735	\$ 126,205	\$ 39,807	\$ 501,686	\$ 2,280,659
TOTAL CAMPAIGN PLEDGES DUE	\$ -	\$ 2,187,004	\$ 500	\$ -	\$ 200,375	\$ 1,055,500	\$ 5,000	\$ 875	\$ 6,000	\$ -	\$ 3,449,254
TOTAL CAMPAIGN EXPENSES	\$ (20,914)	\$ (254,266)	\$ (17,333)	\$ (17,333)	\$ (17,333)	\$ (17,333)	\$ (17,333)	\$ (17,333)	\$ (17,333)	\$ (17,333)	\$ (379,178)

Ending Cash Balance \$ 361,478 \$ 2,528,922 \$ 2,342,354 \$ 2,124,476 \$ 2,252,129 \$ 3,044,026 \$ 2,949,625 \$ 2,841,628 \$ 2,825,154 \$ 2,340,801

DRAFT**2019 Finance Committee Work Plan****DRAFT**

January	February	March	April
<ul style="list-style-type: none"> • December Financials • Review 2019 Finance Calendar • Line of Credit review • Review 2nd Quarter FY 2019 capital spending 	<ul style="list-style-type: none"> • January Financials • Review FY 2020 Budget Assumptions • Review current year budget and adjustment plan 	<ul style="list-style-type: none"> • February Financials • FY 2020 Budget Update • Engage Auditor's mid-year review 	<ul style="list-style-type: none"> • March Financials • FY 2020 Budget Update • Review 3rd Quarter FY 2019 capital spending
May	June	July	August
<ul style="list-style-type: none"> • April Financials • Review and recommend FY 2020 budget proposal 	<ul style="list-style-type: none"> • May Financials • Review capital spending plan for FY 2020 	<ul style="list-style-type: none"> • June Financials • Review pre audited FY 2019 Financials • Review 4th Quarter FY 2019 capital spending 	<ul style="list-style-type: none"> • July Financials • FY 2019 audit update • Risk Assessment update
September	October	November	December
<ul style="list-style-type: none"> • August Financials • FY 2019 audit update • Review current insurance policies 	<ul style="list-style-type: none"> • September Financials • Review preliminary audit results • Review 1st Quarter FY 2020 capital spending 	<ul style="list-style-type: none"> • October Financials 	<ul style="list-style-type: none"> • November Financials • 2020 Finance Committee work plan



To: SVHCD Board of Directors
From: Kelly Mather
Date: 11/29/18
Subject: Administrative Report

Summary

While volumes were up in October, staff pay outs and registry expense resulted in less than positive financial results. We are still close to budget for the first four months. Now that we have made the changes with OB and Home Care, things should start to stabilize next month. Employee forums were held throughout November to communicate about the changes and inspire more optimism about the future now that needed changes were complete.

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"> ➤ The map to become a 5 Star hospital has been developed. We plan to create a new culture for Inpatient before everyone is together on the 3rd floor. ➤ Our mid-cycle accreditation survey was completed this month with CIHQ with very few findings. ➤ We hope to be “Stroke Ready” in early 2019. UCSF is overseeing this program. ➤ The SNF and Lab did very well on their annual licensing surveys. ➤ The Lab has implemented a new system whereby microbiology results now happen in 1 day versus 4 days in the past. This is a great quality enhancement!
Be the preferred hospital for patients, physicians, employers and health plans	<ul style="list-style-type: none"> ➤ Ophthalmology, Cardiology and Urology are all increasing over the prior year due to additional physicians in the community. ➤ A letter to the community was sent from the UCSF & SVH CEOs to share the progress we are making together in the affiliation. ➤ The Patient Access Center team is underway and we should pilot this change in imaging within the year. This will increase patient and physician satisfaction and efficiency will be much improved.
Implement new and enhanced revenue strategies as measured by increased direct margins in each service unit	<ul style="list-style-type: none"> ➤ The Outpatient Diagnostic Center is projected to increase revenue by over \$1 million per year and should break ground next summer. ➤ The Pain Management physicians are starting to work together on a referral network and the SV Community Health Center is partnering with us. ➤ As you will see from the Growth and Strategy report this quarter, several direct margins have increased such as Rehab, Diagnostics, ER and Special Procedures. ➤ Surgery margins are not increasing as fast as the volumes, but have increased.
Continue to improve financial stability as measured by EBDA	<ul style="list-style-type: none"> ➤ We have completed the Master Facility Plan for the campus to ensure our investments in the Central Wing make sense for the future and understand how we can comply with the 2030 seismic requirements. ➤ The SNF task force recommendations have been implemented and now we await the results.
Lead progress toward becoming a Healthier community	<ul style="list-style-type: none"> ➤ SVHF publicly launched the Outpatient Diagnostic Center Capital Campaign this month. We have raised \$14.6 million for this project and need \$20 million. ➤ Presented an update on UCSF and the ODC to Rotary this month. ➤ Occupational Health provided many flu shot clinics to our employers in town.

OCTOBER 2018

			National Benchmark
Patient Experience	Current Performance	FY 2019 Goal	
Would Recommend Hospital	75 th	> 60th percentile	50th percentile
Inpatient Overall Rating	67 th	>60th percentile	50th percentile
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	2	<1.5%	N/A
MRSA Bacteremia	0	<.13	<.13
C. Diff	0	3.5	7.4/10,000 pt days
PSI – 90 Composite	1	<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	2	< 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	17.4%	< 10%	< 15%
Financial Stability	YTD Performance	FY 2019 Goal	Benchmark
EBDA	-9%	1%	3%
FTE's/AOB	4.18	4.3	5.3
Days Cash on Hand	12.8	20	30
Days in Accounts Receivable	44	49	50
Length of Stay	4.0	3.85	4.03
Funds raised by SVHF	\$14.6 million	\$20 million	\$1 million
Strategic Growth	YTD Performance	FY 2019 Goal	Benchmark
Inpatient Discharges	348/1044	1000	1000
Outpatient Visits	17,334/52,002	53,000	51,924
Emergency Visits	3367/10,101	10,000	11,040
Surgeries + Special Procedures	1069/3207	2500	2,568
Community Benefit Hours	493.5/1480	1200	1200

Note: Colors demonstrate comparison to National Benchmark



To: SVH Finance Committee
From: Ken Jensen, CFO
Date: December 18, 2018
Subject: Financial Report for the Month Ending November 30, 2018

November's actual loss of (\$600,013) from operations was (\$96,363) unfavorable to the budgeted loss of (\$503,650). After accounting for all other activity; the November net loss was (\$94,700) vs. the budgeted net loss of (\$16,818) with a monthly EBIDA of -0.6% vs. a budgeted 2.2%.

Gross patient revenue for November was \$21,134,559; (\$172,136) under budget. Inpatient gross revenue was over budget by \$370,451. Inpatient days were over budget by 20 days and inpatient surgeries were over budgeted expectations by 2 cases. Outpatient revenue was over budget by \$265,659. Outpatient visits were over budgeted expectations by 51 visits, and outpatient surgeries were over budgeted expectations by 1 case and special procedures were under budgeted expectations by (20) cases. The Emergency Room gross revenue was under budget by (\$460,217) with ER visits under budgeted expectations by (130). SNF gross charges were under budgeted expectations by (\$348,029) and SNF patient days were under budget by (202) days, the unfavorable variance is due to the current restructuring model which has a cap of 15 patients per day.

Deductions from revenue were favorable to budgeted expectations by \$123,419. Of the variance, (\$190,938) is from the prior period adjustments or IGT payments. Without the IGT variance, the deductions from revenue variance is favorable by \$314,357 which is due to gross revenue being under budgeted expectations.

After accounting for all other operating revenue, the **total operating revenue** was unfavorable to budgeted expectations by (\$50,400).

Operating Expenses of \$4,859,719 were unfavorable to budget by (\$45,963). Salaries and wages and agency fees were over budget by (\$176,057) with the salaries and wages being over budget by (\$113,589) and agency fees over by (\$62,468). The overage in salaries were primarily in nursing costs in the ICU (\$48,161), Med-Surg (\$58,438), Surgery/Recovery (\$21,167), and in Radiology (\$18,133). In November the hospital does the annual skills labs for nursing which adds educational hours. The nursing costs were offset by a positive variance in SNF of \$51,340. The overage in agency fees were primarily in physical and occupational therapy (\$45,046) to support SNF patients and in the ER (\$30,436). The savings in Employee benefits of \$72,975 offsets the salaries, wages, and agency fees for an overall unfavorable variance of (\$103,082) for employee costs. Purchased Services were over budget by (\$44,698) due to an increased cost for Telepharmacy services in Pharmacy (\$12,728) and in Plant

Operations (\$12,091) due to an increase in repairs and maintenance, and in Employee Health Services (\$15,387) due to annual TB tests (this cost is budgeted over 12-months). There was no matching fee in the November.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for November is (\$365,104) vs. a budgeted net loss of (\$246,438). The hospital received SVHF donations of \$116,736 for the outpatient diagnostic center and other capital items. The total net loss for November after all activity was (\$94,700) vs. a budgeted net loss of (\$16,818).

EBIDA for the month of November was -0.6% vs. the budgeted 2.2%.

Patient Volumes – November

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	93	85	8	99
Newborn Discharges	0	0	0	11
Acute Patient Days	315	295	20	321
SNF Patient Days	326	528	-202	468
Home Care Visits	0	709	-709	630
OP Gross Revenue	\$13,530	\$13,725	(\$195)	\$12,952
Surgical Cases	161	158	3	155

Gross Revenue Overall Payer Mix – November

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	47.5%	42.8%	4.7%	41.2%	43.2%	-2.0%
Medicare Mgd Care	13.2%	12.7%	0.5%	15.5%	12.7%	2.8%
Medi-Cal	14.9%	17.8%	-2.9%	17.5%	17.8%	-0.3%
Self-Pay	1.4%	1.4%	0.0%	1.3%	1.3%	0.0%
Commercial	19.1%	20.8%	-1.7%	20.5%	20.6%	-0.1%
Workers Comp	1.9%	2.5%	-0.6%	2.0%	2.4%	-0.4%
Capitated	2.0%	2.0%	0.0%	2.0%	2.0%	0.0%
Total	100.0%	100.0%		100.0%	100.0%	

Cash Activity for November:

For the month of November the cash collection goal was \$3,688,151 and the Hospital collected \$3,701,819 or over the goal by \$13,668. The year-to-date cash collection goal was \$19,031,201 and the Hospital has collected \$18,587,309 or under goal by (\$443,892). Days of cash on hand are 9.6 days at November 30, 2018, this calculation includes the cash in the Money Market account. Accounts Receivable increased from October, from 44.0 days to 44.5 days in November. Accounts Payable increased by \$139,682 from October and Accounts Payable days are at 45.3.

ATTACHMENTS:

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



Sonoma Valley Hospital
Payer Mix for the month of November 30, 2018

ATTACHMENT A

November-18

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance
Medicare	10,033,077	9,075,421	957,656	10.6%
Medicare Managed Care	2,798,284	2,735,866	62,418	2.3%
Medi-Cal	3,145,049	3,829,058	-684,009	-17.9%
Self Pay	295,994	294,185	1,809	0.6%
Commercial & Other Government	4,031,828	4,404,946	-373,118	-8.5%
Worker's Comp.	397,712	534,116	-136,404	-25.5%
Capitated	432,615	433,103	-488	-0.1%
Total	21,134,559	21,306,695	(172,136)	

	Actual	Budget	Variance	% Variance
Medicare	47,950,320	47,173,649	776,671	1.6%
Medicare Managed Care	17,989,697	13,934,880	4,054,817	29.1%
Medi-Cal	20,389,274	19,564,898	824,376	4.2%
Self Pay	1,471,212	1,478,546	-7,334	-0.5%
Commercial & Other Government	23,914,363	22,612,006	1,302,357	5.8%
Worker's Comp.	2,377,402	2,653,431	-276,029	-10.4%
Capitated	2,337,191	2,204,719	132,472	6.0%
Total	116,429,459	109,622,129	6,807,330	

Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	1,447,690	1,216,004	231,686	19.1%
Medicare Managed Care	353,144	351,244	1,900	0.5%
Medi-Cal	440,621	521,315	-80,694	-15.5%
Self Pay	212,826	132,594	80,232	60.5%
Commercial & Other Government	1,438,963	1,499,336	-60,373	-4.0%
Worker's Comp.	81,809	113,047	-31,238	-27.6%
Capitated	14,752	14,044	708	5.0%
Prior Period Adj/IGT	161,617	352,555	-190,938	-54.2%
Total	4,151,422	4,200,139	(48,717)	-1.2%

	Actual	Budget	Variance	% Variance
Medicare	6,782,827	6,697,386	85,441	1.3%
Medicare Managed Care	2,436,346	1,872,853	563,493	30.1%
Medi-Cal	2,961,671	2,591,729	369,942	14.3%
Self Pay	759,049	707,676	51,373	7.3%
Commercial & Other Government	7,925,908	8,172,965	-247,057	-3.0%
Worker's Comp.	453,466	635,956	-182,490	-28.7%
Capitated	58,888	69,385	-10,497	-15.1%
Prior Period Adj/IGT	800,389	1,762,775	-962,386	-54.6%
Total	22,178,544	22,510,725	(332,181)	-1.5%

Percent of Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	34.8%	29.0%	5.8%	20.0%
Medicare Managed Care	8.5%	8.4%	0.1%	1.2%
Medi-Cal	14.5%	20.8%	-6.3%	-30.3%
Self Pay	5.1%	3.2%	1.9%	59.4%
Commercial & Other Government	34.7%	35.6%	-0.9%	-2.5%
Worker's Comp.	2.0%	2.7%	-0.7%	-25.9%
Capitated	0.4%	0.3%	0.1%	33.3%
Total	100.0%	100.0%	0.0%	0.0%

	Actual	Budget	Variance	% Variance
Medicare	30.6%	29.9%	0.6%	2.0%
Medicare Managed Care	11.0%	8.3%	2.7%	32.5%
Medi-Cal	17.0%	19.3%	-2.3%	-11.9%
Self Pay	3.4%	3.1%	0.3%	9.7%
Commercial & Other Government	35.7%	36.3%	-0.6%	-1.7%
Worker's Comp.	2.0%	2.8%	-0.8%	-28.6%
Capitated	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%	13.4%	1.0%	7.5%
Medicare Managed Care	12.6%	12.8%	-0.2%	-1.6%
Medi-Cal	19.1%	22.8%	-3.7%	-16.2%
Self Pay	71.9%	45.1%	26.8%	59.4%
Commercial & Other Government	35.7%	34.0%	1.7%	5.0%
Worker's Comp.	20.6%	21.2%	-0.6%	-2.8%
Capitated	3.4%	3.2%	0.2%	6.3%

	Actual	Budget	Variance	% Variance
Medicare	14.1%	14.2%	-0.1%	-0.7%
Medicare Managed Care	13.5%	13.4%	0.1%	0.7%
Medi-Cal	18.5%	22.3%	-3.8%	-17.0%
Self Pay	51.6%	47.9%	3.7%	7.7%
Commercial & Other Government	33.1%	36.1%	-3.0%	-8.3%
Worker's Comp.	19.1%	24.0%	-4.9%	-20.4%
Capitated	2.5%	3.1%	-0.6%	-19.4%

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

ATTACHMENT B

	<u>CURRENT MONTH</u>				<u>YEAR-TO-DATE</u>			<u>YTD</u>
	<u>Actual 11/30/18</u>	<u>Budget 11/30/18</u>	<u>Favorable (Unfavorable) Variance</u>		<u>Actual 11/30/18</u>	<u>Budget 11/30/18</u>	<u>Favorable (Unfavorable) Variance</u>	<u>Prior Year 11/30/17</u>
				Inpatient Utilization				
				Discharges				
1	79	75	4	Acute	391	389	2	365
2	14	10	4	ICU	50	58	(8)	78
3	93	85	8	Total Discharges	441	447	(6)	443
4	-	-	-	Newborn	46	24	22	46
5	93	85	8	Total Discharges inc. Newborns	487	471	16	489
				Patient Days:				
6	241	224	17	Acute	1,335	1,177	158	1,113
7	74	71	3	ICU	363	413	(50)	413
8	315	295	20	Total Patient Days	1,698	1,590	108	1,526
9	-	-	-	Newborn	102	45	57	78
10	315	295	20	Total Patient Days inc. Newborns	1,800	1,635	165	1,604
				Average Length of Stay:				
11	3.1	3.0	0.1	Acute	3.4	3.0	0.4	3.0
12	5.3	7.1	(1.8)	ICU	7.3	7.1	0.1	5.3
13	3.4	3.5	(0.1)	Avg. Length of Stay	3.9	3.6	0.3	3.4
14	0.0	0.0	-	Newborn ALOS	2.2	1.9	(0.3)	1.7
				Average Daily Census:				
15	8.0	7.5	0.6	Acute	8.7	7.7	1.0	7.3
16	2.5	2.4	0.1	ICU	2.4	2.7	(0.3)	2.7
17	10.5	9.8	0.7	Avg. Daily Census	11.1	10.4	0.7	10.0
18	0.0	0.0	-	Newborn	0.67	0.29	0.4	0.51
				Long Term Care:				
19	326	528	(202)	SNF Patient Days	2,480	2,587	(107)	2,599
20	22	30	(8)	SNF Discharges	126	143	(17)	139
21	10.9	17.6	(6.7)	Average Daily Census	16.2	16.9	(0.7)	17.0
				Other Utilization Statistics				
				Emergency Room Statistics				
22	772	902	(130)	Total ER Visits	4,139	4,530	(391)	4,378
				Outpatient Statistics:				
23	4,519	4,468	51	Total Outpatients Visits	22,339	22,298	41	21,982
24	33	31	2	IP Surgeries	147	131	16	141
25	128	127	1	OP Surgeries	690	683	7	647
26	55	75	(20)	Special Procedures	448	340	108	329
27	-	709	(709)	Home Health Visits	2,027	3,837	(1,810)	3,873
28	320	327	(7)	Adjusted Discharges	1,589	1,677	(89)	1,630
29	1,782	2,338	(557)	Adjusted Patient Days (Inc. SNF)	11,729	11,871	(142)	11,553
30	59.4	77.9	(18.6)	Adj. Avg. Daily Census (Inc. SNF)	76.7	77.6	(0.9)	75.5
31	1.4465	1.4000	0.047	Case Mix Index -Medicare	1.4518	1.4000	0.052	1.5591
32	1.5346	1.4000	0.135	Case Mix Index - All payers	1.4875	1.4000	0.087	1.4878
				Labor Statistics				
33	266	268	2.5	FTE's - Worked	274	271	(2.8)	280
34	288	303	15.8	FTE's - Paid	303	307	3.9	316
35	43.33	40.28	(3.05)	Average Hourly Rate	43.62	41.52	(2.10)	42.17
36	27.6	22.2	(5.4)	Manhours / Adj. Pat Day	22.6	22.6	0.0	23.9
37	153.8	158.8	5.0	Manhours / Adj. Discharge	166.5	159.7	(6.8)	169.1
38	22.2%	23.6%	1.4%	Benefits % of Salaries	22.2%	23.2%	1.0%	22.6%
				Non-Labor Statistics				
39	13.0%	12.1%	-0.9%	Supply Expense % Net Revenue	12.9%	11.8%	-1.1%	11.9%
40	1,656	1,660	4	Supply Exp. / Adj. Discharge	1,820	1,629	(191)	1,695
41	15,691	15,759	68	Total Expense / Adj. Discharge	16,641	15,958	(683)	16,687
				Other Indicators				
42	9.6			Days Cash - Operating Funds				
43	44.5	50.0	(5.5)	Days in Net AR	44.0	50.0	(6.0)	45.4
44	100%			Collections % of Net Revenue	98%			100.6%
45	45.3	55.0	(9.7)	Days in Accounts Payable	45.3	55.0	(9.7)	45.4
46	19.2%	20.8%	-1.5%	% Net revenue to Gross revenue	19.3%	21.2%	-1.9%	21.7%
47	21.1%			% Net AR to Gross AR	21.1%			22.8%

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

ATTACHMENT C

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>	
Assets				
Current Assets:				
1	Cash	\$ 1,171,537	\$ 1,084,636	\$ 2,342,550
2	Trustee Funds	2,490,205	2,486,350	2,108,022
3	Net Patient Receivables	7,706,932	8,011,008	8,385,741
4	Allow Uncollect Accts	(1,280,158)	(1,440,864)	(1,272,722)
5	Net A/R	6,426,774	6,570,144	7,113,019
6	Other Accts/Notes Rec	6,501,899	6,697,879	7,161,663
7	3rd Party Receivables, Net	1,800,485	1,310,452	981,487
8	Inventory	841,747	854,994	847,066
9	Prepaid Expenses	775,866	843,358	758,654
10	Total Current Assets	\$ 20,008,513	\$ 19,847,813	\$ 21,312,461
12	Property, Plant & Equip, Net	\$ 51,706,430	\$ 51,843,894	\$ 52,276,451
13	Specific Funds/ Money Market	345,128	957,582	919,177
14	Other Assets	-	-	-
15	Total Assets	\$ 72,060,071	\$ 72,649,289	\$ 74,508,089
Liabilities & Fund Balances				
Current Liabilities:				
16	Accounts Payable	\$ 3,735,636	\$ 3,595,954	\$ 3,294,590
17	Accrued Compensation	3,826,563	3,705,025	4,373,415
18	Interest Payable	403,059	302,291	423,103
19	Accrued Expenses	1,334,097	1,358,402	1,783,535
20	Advances From 3rd Parties	105,388	105,388	504,690
21	Deferred Tax Revenue	3,997,720	4,568,823	3,971,450
22	Current Maturities-LTD	957,080	1,009,180	1,291,404
23	Line of Credit - Union Bank	6,973,734	6,973,734	6,973,734
24	Other Liabilities	1,701,386	1,701,386	1,501,386
25	Total Current Liabilities	\$ 23,034,663	\$ 23,320,183	\$ 24,117,307
26	Long Term Debt, net current portion	\$ 32,948,323	\$ 33,157,321	\$ 35,160,401
27	Fund Balances:			
28	Unrestricted	\$ 10,011,755	\$ 10,223,191	\$ 11,269,063
29	Restricted	6,065,330	5,948,594	3,961,318
30	Total Fund Balances	\$ 16,077,085	\$ 16,171,785	\$ 15,230,381
31	Total Liabilities & Fund Balances	\$ 72,060,071	\$ 72,649,289	\$ 74,508,089

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

ATTACHMENT D

	Month				Volume Information	Year-To-Date				YTD					
	This Year		Variance			This Year		Variance			Prior Year				
	Actual		\$	%		Actual	Budget	\$	%						
1	93	85	8	9%	Acute Discharges	441	447	(6)	-1%	443					
2	326	528	(202)	-38%	SNF Days	2,480	2,587	(107)	-4%	2,599					
3	-	709	(709)	-100%	Home Care Visits	2,027	3,837	(1,810)	-47%	3,873					
4	13,530	13,725	(195)	-1%	Gross O/P Revenue (000's)	\$ 74,855	\$ 70,922	3,932	6%	\$ 68,879					
Financial Results															
Gross Patient Revenue															
5	\$ 6,208,651	\$ 5,838,200	370,451	6%	Inpatient	\$ 31,531,246	\$ 29,132,213	2,399,033	8%	\$ 28,554,693					
6	7,787,824	7,522,165	265,659	4%	Outpatient	42,894,470	38,817,629	4,076,841	11%	37,908,079					
7	5,742,518	6,202,735	(460,217)	-7%	Emergency	31,232,348	31,058,171	174,177	1%	29,628,299					
8	1,395,566	1,743,595	(348,029)	-20%	SNF	10,008,948	9,507,963	500,985	5%	9,777,952					
9	-	-	-	#DIV/0!	Home Care	762,447	1,106,153	(343,706)	-31%	1,404,573					
10	\$ 21,134,559	\$ 21,306,695	(172,136)	-1%	Total Gross Patient Revenue	\$ 116,429,459	\$ 109,622,129	6,807,330	6%	\$ 107,273,596					
Deductions from Revenue															
11	\$ (16,945,034)	\$ (17,334,381)	389,347	2%	Contractual Discounts	\$ (94,183,659)	\$ (88,250,529)	(5,933,130)	-7%	\$ (86,221,034)					
12	(175,000)	(100,000)	(75,000)	-75%	Bad Debt	(735,000)	(500,000)	(235,000)	-47%	(653,000)					
13	(24,720)	(24,730)	10	0%	Charity Care Provision	(132,645)	(123,650)	(8,995)	-7%	(47,269)					
14	161,617	352,555	(190,938)	-54%	Prior Period Adj/Government Program Revenue	800,389	1,762,775	(962,386)	*	2,294,443					
15	\$ (16,983,137)	\$ (17,106,556)	123,419	-1%	Total Deductions from Revenue	\$ (94,250,915)	\$ (87,111,404)	(7,139,511)	8%	\$ (84,626,860)					
Net Patient Service Revenue															
16	\$ 4,151,422	\$ 4,200,139	(48,717)	-1%	Risk contract revenue	\$ 472,874	\$ 569,392	(96,518)	-17%	\$ 650,145					
17	\$ 97,789	\$ 95,999	1,790	2%	Net Hospital Revenue	\$ 22,651,418	\$ 23,080,117	(428,699)	-2%	\$ 23,296,881					
18	\$ 4,249,211	\$ 4,296,138	(46,927)	-1%	Other Op Rev & Electronic Health Records	\$ 82,944	\$ 69,840	13,104	19%	\$ 87,537					
19	\$ 10,495	\$ 13,968	(3,473)	-25%	Total Operating Revenue	\$ 22,734,362	\$ 23,149,957	(415,595)	-2%	\$ 23,384,418					
20	\$ 4,259,706	\$ 4,310,106	(50,400)	-1%	Operating Expenses										
21	\$ 2,130,606	\$ 1,954,549	(176,057)	-9%	Salary and Wages and Agency Fees	\$ 11,538,931	\$ 10,988,603	(550,328)	-5%	\$ 11,624,205					
22	701,721	774,696	(72,975)	9%	Employee Benefits	3,909,815	4,229,134	(319,319)	8%	4,348,464					
23	\$ 2,832,327	\$ 2,729,245	(103,082)	-4%	Total People Cost	\$ 15,448,746	\$ 15,217,737	(231,009)	-2%	\$ 15,972,669					
24	\$ 464,003	\$ 501,842	37,839	8%	Med and Prof Fees (excl Agency)	\$ 2,412,064	\$ 2,516,399	104,335	4%	\$ 2,052,849					
25	529,285	540,362	11,077	2%	Supplies	2,891,559	2,730,850	(160,709)	-6%	2,763,184					
26	412,098	367,400	(44,698)	-12%	Purchased Services	1,922,996	1,850,296	(72,700)	-4%	1,826,092					
27	290,768	290,727	(41)	0%	Depreciation	1,460,066	1,437,219	(22,847)	-2%	1,425,559					
28	108,747	104,131	(4,616)	-4%	Utilities	550,722	580,855	30,133	5%	573,094					
29	35,320	35,320	-	0%	Insurance	176,600	170,927	(5,673)	-3%	159,095					
30	50,225	49,494	(731)	-1%	Interest	247,706	248,606	900	0%	233,989					
31	136,946	106,832	(30,114)	-28%	Other	543,063	600,895	57,832	10%	599,255					
32	-	88,403	88,403	*	Matching Fees (Government Programs)	0	442,014	442,014	100%	775,755					
33	\$ 4,859,719	\$ 4,813,756	(45,963)	-1%	Operating expenses	\$ 25,653,522	\$ 25,795,798	142,276	1%	\$ 26,381,541					
34	\$ (600,013)	\$ (503,650)	(96,363)	-19%	Operating Margin	\$ (2,919,160)	\$ (2,645,841)	(273,319)	-10%	\$ (2,997,123)					

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

	YTD	MONTH	
Description	Variance	Variance	
Volume Information			
1 Acute Discharges	(6)	8	
2 SNF Days	(107)	(202)	
3 Home Care Visits	(1,810)	(709)	
4 Gross O/P Revenue (000's)	3,932	(195)	
Financial Results			
Gross Patient Revenue			
5 Inpatient	2,399,033	370,451	Inpatient days are 315 days vs. budgeted expectations of 295 days and inpatient surgeries are 33 vs. budgeted expectations 31.
6 Outpatient	4,076,841	265,659	Outpatient visits are 4,519 vs. budgeted expectations of 4,468 visits and outpatient surgeries are 128 vs. budgeted expectations 127.
7 Emergency	174,177	(460,217)	ER visits are 772 vs. budgeted visits of 902.
8 SNF	500,985	(348,029)	SNF patient days are 326 vs. budgeted expected days of 528.
9 Home Care	(343,706)	-	
10 Total Gross Patient Revenue	6,807,330	(172,136)	
Deductions from Revenue			
11 Contractual Discounts	(5,933,130)	389,347	
12 Bad Debt	(235,000)	(75,000)	
13 Charity Care Provision	(8,995)	10	
14 Prior Period Adj/Government Program Revenue	(962,386)	(190,938)	Accrual of \$62,500 for the prime grant, Partnership 17/18 QIP payment \$40,615, and adjustment to due to CMS for FY 18 cost report of \$58,502.
15 Total Deductions from Revenue	(7,139,511)	123,419	
16 Net Patient Service Revenue	(332,181)	(48,717)	
17 Risk contract revenue	(96,518)	1,790	
18 Net Hospital Revenue	(428,699)	(46,927)	
19 Other Op Rev & Electronic Health Records	13,104	(3,473)	
20 Total Operating Revenue	(415,595)	(50,400)	
Operating Expenses			
21 Salary and Wages and Agency Fees	(550,328)	(176,057)	Salaries and Wages are over budget by (113,589) and the Agency fees are over budget by (\$62,468).
22 Employee Benefits	319,319	72,975	
23 Total People Cost	(231,009)	(103,082)	
24 Med and Prof Fees (excl Agency)	104,335	37,839	
25 Supplies	(160,709)	11,077	
26 Purchased Services	(72,700)	(44,698)	Purchased Services are over budget in Pharmacy (\$12,728) due to an increase cost in November for the tele-pharmacists, in Plant Operations (\$12,091) due to additional R&M and services and in Employee health services (\$15,387) due to employee TB tests (this cost is budgeted over 12-months).
27 Depreciation	(22,847)	(41)	
28 Utilities	30,133	(4,616)	
29 Insurance	(5,673)	-	
30 Interest	900	(731)	
31 Other	57,832	(30,114)	
32 Matching Fees (Government Programs)	442,014	88,403	No matching fee in November.
33 Operating expenses	142,276	(45,963)	
34 Operating Margin	(273,319)	(96,363)	
Non Operating Rev and Expense			
35 Miscellaneous Revenue	(68,758)	(23,345)	
36 Donations	(5,986)	(291)	Foundation donations for various employees continuing education
37 Physician Practice Support-Prima	8,332	2,083	
38 Parcel Tax Assessment Rev	(750)	(750)	
39 Extraordinary Items	-	-	
40 Total Non-Operating Rev/Exp	(67,162)	(22,303)	
		-	

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

	YTD	MONTH	
Description	Variance	Variance	
41 Net Income / (Loss) prior to Restricted Contributions	(340,481)	(118,666)	
		-	
42 Capital Campaign Contribution	(74,381)	(20,532)	
43 Restricted Foundation Contributions	872,864	61,316	Foundation donations for the ODC.
44 Net Income / (Loss) w/ Restricted Contributions	458,002	(77,882)	
45 GO Bond Tax Assessment Rev	-	-	
46 GO Bond Interest	-	-	
47 Net Income/(Loss) w GO Bond Activity	458,002	(77,882)	

Sonoma Valley Hospital
Statistical Analysis
FY 2019

ATTACHMENT G

	ACTUAL	BUDGET	ACTUAL												
	Nov-18	Nov-18	Oct-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
Statistics															
Acute															
Acute Patient Days	315	295	394	337	361	291	354	374	341	335	289	394	386	321	315
Acute Discharges (w/o Newborns)	93	85	92	90	85	81	99	108	103	106	82	111	96	99	87
SNF Days	326	528	405	457	628	664	545	423	525	566	494	646	563	468	624
HHA Visits	0	709	0	682	585	760	871	747	755	684	821	801	798	630	871
Emergency Room Visits	772	902	842	814	810	901	856	934	864	871	811	996	919	816	827
Gross Outpatient Revenue (000's)	\$13,530	\$13,725	\$15,824	\$13,946	\$16,762	\$14,801	\$13,677	\$15,188	\$14,170	\$13,064	\$12,519	\$14,741	\$14,051	\$12,952	\$11,864
Equivalent Patient Days	1,782	2,338	2,207	2,175	2,911	2,654	2,343	2,178	2,265	2,272	2,212	2,629	2,471	2,030	2,334
Births	0	0	9	13	14	8	16	9	6	8	11	7	10	11	12
Surgical Cases - Inpatient	33	31	34	31	26	23	28	29	30	34	16	32	24	34	23
Surgical Cases - Outpatient	128	127	141	151	139	127	123	146	114	117	123	109	136	121	97
Total Surgical Cases	161	158	175	182	165	150	151	175	144	151	139	141	160	155	120
Total Special Procedures	55	75	92	99	124	78	97	72	87	75	75	65	59	73	52
Medicare Case Mix Index	1.45	1.40	1.44	1.73	1.33	1.32	1.45	1.46	1.48	1.45	1.34	1.50	1.57	1.55	1.49
Income Statement															
Net Revenue (000's)	\$4,249	\$4,296	\$4,282	\$4,548	\$4,924	\$4,557	\$5,265	\$4,817	\$4,389	\$4,218	\$4,590	\$4,909	\$4,466	\$4,474	\$4,543
Operating Expenses (000's)	\$4,860	\$4,814	\$5,321	\$5,045	\$5,314	\$5,114	\$4,968	\$5,134	\$5,053	\$5,179	\$5,270	\$5,357	\$5,122	\$5,332	\$4,872
Net Income (000's)	(\$95)	(\$17)	(\$120)	\$209	\$32	\$214	\$859	\$369	\$221	(\$395)	(\$175)	\$125	(\$226)	(\$380)	\$62
Productivity															
Total Operating Expense Per Equivalent Patient Day	\$2,727	\$2,059	\$2,411	\$2,319	\$1,826	\$1,927	\$2,120	\$2,357	\$2,231	\$2,280	\$2,382	\$2,038	\$2,073	\$2,627	\$2,087
Productive FTEs	266	268	278	278	278	270	259	279	281	279	274	276	255	316	246
Non-Productive FTEs	22	35	20	36	31	40	39	27	26	23	31	36	52	13	58
Total FTEs	288	303	298	314	309	310	298	306	307	302	305	312	307	329	304
FTEs per Adjusted Occupied Bed	4.84	3.89	4.18	4.38	3.29	3.62	3.82	4.35	4.06	4.17	3.87	3.68	3.85	4.86	4.04
Balance Sheet															
Days of Expense In General Operating Cash	9.6		13	13	10	19	11	6	7	7	14	24	18	14	12
Net Days of Revenue in AR	45	50	44	48	43	41	42	47	43	43	47	51	51	48	45

Sonoma Valley Hospital
Cash Forecast
FY 2019

ATTACHMENT H

	Actual July	Actual Aug	Actual Sept	Actual Oct	Actual Nov	Forecast Dec	Forecast Jan	Forecast Feb	Forecast Mar	Forecast Apr	Forecast May	Forecast Jun	TOTAL
Hospital Operating Sources													
1 Patient Payments Collected	4,372,057	4,288,459	3,963,236	4,597,184	4,281,345	4,206,895	3,974,938	3,617,124	4,087,658	3,846,851	4,136,718	3,880,522	49,252,987
2 Capitation Revenue	94,582	92,314	96,054	92,135	97,789	95,999	95,999	95,999	95,999	95,999	95,999	95,999	1,144,867
3 Napa State	12,295	4,713	-	24,798	8,185	11,962	11,962	11,962	11,962	11,962	11,962	11,961	133,724
4 Other Operating Revenue	40,299	47,536	18,852	63,629	24,975	13,968	13,968	13,968	13,968	13,968	13,968	13,973	293,072
5 Other Non-Operating Revenue	45,944	12,250	51,133	42,712	14,067	26,673	26,673	26,673	26,673	26,673	26,673	26,673	352,817
6 Unrestricted Contributions	403		415	4,175	2,381	2,672	2,672	2,672	2,672	2,672	2,672	2,672	26,078
7 Line of Credit													-
Sub-Total Hospital Sources	4,565,580	4,445,271	4,129,690	4,824,633	4,428,742	4,358,169	4,126,212	3,768,398	4,238,932	3,998,125	4,287,992	4,031,800	51,203,545
Hospital Uses of Cash													
8 Operating Expenses	4,897,828	5,636,984	5,473,847	4,825,598	4,505,452	4,708,310	4,754,651	4,511,804	4,857,866	4,653,772	4,906,406	4,801,692	58,534,210
9 Add Capital Lease Payments	44,847	193,141	46,104	46,021	195,820								525,933
10 Additional Liabilities													-
11 Capital Expenditures	331,168		286,200	408,421	110,420	75,952	75,952	75,952	75,952	75,952	75,952	75,952	1,667,873
Total Hospital Uses	5,273,843	5,830,125	5,806,151	5,280,040	4,811,692	4,784,262	4,830,603	4,587,756	4,933,818	4,729,724	4,982,358	4,877,644	60,728,016
Net Hospital Sources/Uses of Cash	(708,263)	(1,384,854)	(1,676,461)	(455,407)	(382,950)	(426,093)	(704,391)	(819,358)	(694,886)	(731,599)	(694,366)	(845,844)	(9,524,471)
Non-Hospital Sources													
12 Restricted Cash/Money Market	(809,886)	524,043			612,500	(400,000)		550,000	(550,000)				(73,343)
13 Restricted Capital Donations	357,448	8,688	286,283	409,088	116,736	75,952	75,952	75,952	75,952	75,952	75,952	75,952	1,709,907
14 Parcel Tax Revenue	207,015		1,500,000			400,000				1,900,000			4,007,015
15 Payment - South Lot													-
16 Other:													-
17 IGT (Net)									1,400,000				1,400,000
18 IGT - AB915	20,681		384,837		40,615			900,000					1,346,133
19 PRIME	750,000					600,000						375,000	1,725,000
Sub-Total Non-Hospital Sources	525,258	532,731	2,171,120	409,088	769,851	675,952	75,952	1,525,952	925,952	1,975,952	75,952	450,952	10,114,712
Non-Hospital Uses of Cash													
20 Matching Fees					300,000			700,000					1,000,000
Sub-Total Non-Hospital Uses of Cash	-	-	-	-	300,000	-	-	700,000	-	-	-	-	1,000,000
Net Non-Hospital Sources/Uses of Cash	525,258	532,731	2,171,120	409,088	469,851	675,952	75,952	825,952	925,952	1,975,952	75,952	450,952	9,114,712
Net Sources/Uses	(183,005)	(852,123)	494,659	(46,319)	86,901	249,859	(628,439)	6,594	231,066	1,244,353	(618,414)	(394,892)	
Cash and Equivalents at beginning of period	<u>1,671,423</u>	1,488,418	636,295	1,130,954	1,084,636	1,171,537	1,421,396	792,957	799,551	1,030,617	2,274,970	1,656,556	
Cash and Equivalents at end of period	1,488,418	636,295	1,130,954	1,084,636	1,171,537	1,421,396	792,957	799,551	1,030,617	2,274,970	1,656,556	1,261,664	