



**SVHCD FINANCE COMMITTEE**

**AGENDA**

**TUESDAY, March 26 , 2019**

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

**Location: Schantz Conference Room**

**Sonoma Valley Hospital, 347 Andrieux Street**

**Sonoma CA 95476**

Alternative location:

**62 Westlake Rd, Key Largo Florida**

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 <a href="mailto:sfinn@svh.com">sfinn@svh.com</a> or (707) 935.5004 at least 48 hours prior to the meeting.</p>	<b>RECOMMENDATION</b>	
<b>AGENDA ITEM</b>		
<p><b>MISSION STATEMENT</b> The mission of the SVHCD is to maintain, improve, and restore the health of everyone in our community.</p>		
<p><b>1. CALL TO ORDER/ANNOUNCEMENTS</b></p>	<i>Nevins</i>	
<p><b>2. PUBLIC COMMENT SECTION</b> <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><b>3. CONSENT CALENDAR</b> Finance Committee minutes 02.13.19, 02.26.19, 03.20.19</p>	<i>Nevins</i>	Inform/Action
<p><b>4. OUTPATIENT DIAGNOSTIC CENTER UPDATE</b></p>	<i>Mather</i>	Inform
<p><b>5. FISCAL YEAR 2020 BUDGET UPDATE</b></p>	<i>Jensen</i>	Inform
<p><b>6. MID YEAR REVIEW</b></p>	<i>Jensen</i>	Inform
<p><b>7. SNF UPDATE</b></p>	<i>Hirsch</i>	Inform
<p><b>8. NEW MEMBER – ARTHUR GRANDY</b></p>	<i>Nevins</i>	Inform/Action
<p><b>9. ADMINISTRATIVE REPORT MARCH 2019</b></p>	<i>Mather</i>	Inform



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<p><b>AGENDA ITEM</b></p>		
<p><b>10. FINANCIAL REPORT MONTH END FEBRUARY 28, 2018</b></p>	<p><i>Jensen</i></p>	<p>Inform</p>
<p><b>11. ADJOURN</b></p>	<p><i>Nevins</i></p>	



**SVHCD  
FINANCE COMMITTEE MEETING  
MINUTES  
WEDNESDAY FEBRUARY 13, 2019  
Conference Call Special Session**

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

<b>AGENDA ITEM</b>	<b>DISCUSSION</b>	<b>ACTIONS</b>	<b>FOLLOW-UP</b>
<b>MISSION &amp; VISION STATEMENT</b> <i>The mission of SVHCD is to maintain, improve and restore the health of everyone in our community.</i>			
<b>1. CALL TO ORDER/ANNOUNCEMENTS</b>	<i>Nevins</i>		
	Called to order 2:00 pm		
<b>2. PUBLIC COMMENT SECTION</b>	<i>Nevins</i>		
	None		
<b>3. UNION BANK LOAN AGREEMENT</b>			
	Committee reviewed and discussed the Union Bank loan agreement. It was stated that the only change from the original agreement was the terms of the pay down.	<b>MOTION:</b> by Hohorst to approve the terms of the loan agreement. 2 <sup>nd</sup> by Perez. Vote by Roll Call – five in favor. No dissent.	
<b>4. ADJOURN</b>	<i>Nevins</i>		
	2:14 pm		



**SVHCD**  
**FINANCE COMMITTEE MEETING**  
**MINUTES**  
**TUESDAY, JANUARY 22, 2019**  
**Schantz Conference Room**

Present	Excused	Staff	Public
*John Perez Joshua Rymer via telephone Sharon Nevins via telephone *Susan Porth Peter Hohorst *Keith Hughes via telephone *Dr. Subhash Mishra via telephone		Ken Jensen, CFO Dawn Kuwahara, CAO Mark Kobe, CNO	Art Grandy

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
<b>MISSION &amp; VISION STATEMENT</b> <i>The mission of SVHCD is to maintain, improve and restore the health of everyone in our community.</i>			
<b>1. CALL TO ORDER/ANNOUNCEMENTS</b>	<i>Nevins</i>		
	Called to order 5:00pm		
<b>2. PUBLIC COMMENT SECTION</b>	<i>Nevins</i>		
	None		
<b>3. CONSENT CALENDAR</b>	<i>Nevins</i>		
	Minutes from the 01.22.19 meeting were reviewed.	<b>MOTION:</b> by Rymer 2 <sup>nd</sup> by Porth. All in favor	
<b>4. OPERATING REVIEW SUMMARY</b>	<i>Kobe</i>		
	Mr. Kobe presented an operating review for nursing from July 2018 to January 2019. Variance's that were reviewed were due to orientation, registry staff, and travelers. The trends are showing improvement, with an expectation to resolve in March.		

<b>5. REVIEW OF FISCAL YEAR 2020 BUDGET ASSUMPTIONS</b>	<i>Jensen</i>		
	Mr. Jensen presented the 2020 budget assumptions.		
<b>6. ADMINISTRATIVE REPORT</b>	<i>Mather</i>		
	Ms. Mather was not in attendance. Committee reviewed the administrative reports.	.	
<b>7. FINANCIAL REPORT MONTH END JANUARY 31, 2019</b>	<i>Jensen</i>		
	<p>Mr. Jensen gave the financial report for month end January 31, 2019.</p> <p>The days of cash on hand was 13. Accounts Receivable was at 43 days, and Accounts Payable was at 49 days. EBDA was 9.7% vs. the budgeted 2.3%.</p> <p>After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net income for January was \$245,587 vs. a budgeted net loss of (\$185,091). After all activity the total net income was \$806, 657 vs. a budgeted net income of \$44,529.</p>	Add a variance and comparison of last year on EBDA	
<b>8. ADJOURN</b>	<i>Nevins</i>		
	5:51 pm		



**SVHCD  
FINANCE COMMITTEE MEETING  
MINUTES  
WEDNESDAY MARCH 20, 2019  
Conference Call Special Session**

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

<b>AGENDA ITEM</b>	<b>DISCUSSION</b>	<b>ACTIONS</b>	<b>FOLLOW-UP</b>
<b>MISSION &amp; VISION STATEMENT</b> <i>The mission of SVHCD is to maintain, improve and restore the health of everyone in our community.</i>			
<b>1. CALL TO ORDER/ANNOUNCEMENTS</b>	<i>Nevins</i>		
	Called to order 09:30 am		
<b>2. PUBLIC COMMENT SECTION</b>	<i>Nevins</i>		
	None		
<b>3. RESOLUTION 344- ISSUANCE OF TAX AND RENENUE ANTICIPATION NOTE</b>			
	Committee reviewed and discussed taking an advancement on the parcel tax.	<b>MOTION:</b> by Nevins to recommend to the Board to take the advance on the parcel tax, 2 <sup>nd</sup> by Perez. Vote by Roll Call –four in favor. No dissent.	
<b>4. ADJOURN</b>	<i>Nevins</i>		
	09:40 am		





**EXECUTIVE SUMMARY**  
**SVH OUTPATIENT DIAGNOSTIC CENTER**

3/18/19

**Financial Summary: (As of 2/28/19)**

<b>Total Fundraising Goal:</b>	<b>\$20 million</b>
<b>Total Funds Pledged:</b>	<b>\$15.5 million</b>
<b>Total Funds Received to Date:</b>	<b>\$4,240,928</b>
<b>Total Spent to Date:</b>	<b>\$2,474,552</b>
<b>Total Campaign Expenses to Date:</b>	<b>\$259,971</b>
<b>Total Cash Left to Date:</b>	<b>\$2,516,468</b>
<b>Total Approved Funding:</b>	<b>\$3,337,596</b>

**Background:**

The Sonoma Valley Hospital Foundation and Sonoma Valley Hospital began the Outpatient Diagnostic Center project in 2018. We have divided the project into four phases. The preliminary phase included selecting a Design Build team, doing a Decommissioning study and a Master Facility Plan.

After several Master Facility Planning meetings, the following was determined to be the best path forward:

- Move forward with the Outpatient Diagnostic Center replacing the aging CT, relocating a 3T MRI inside the hospital, improving the lab draw area and replacing the Cardiology equipment for approximately \$21 million.
- Work with UCSF on potential uses for the old Emergency Department.
- Create one inpatient unit on the third floor and expand Surgery throughout the second floor.
- Because the West Wing does not meet the SPC 4d guidelines, the options were reviewed to meet the current OSHPD 2030 seismic requirements.

The study of the Central and East Wings to determine feasibility of decommissioning these wings yielded the following:

- Cost of scope required for decommissioning exceeds any benefit to the hospital.
- The scopes of work would include building a stand-by kitchen in West Wing, removal of the SNF from the East Wing, having to relocate medical records to the West Wing, and building structural and fire separations between the West Wing and the Central Wing. The cost and time it would take to accomplish this separation is exorbitant.
- The separation would have to happen if sections were raised to rebuild and it would take years.

**Phase 1**

The first project includes a new CT, Imaging Waiting & Dressing, and a Hospitality room. The budget for this project is \$9,717,649. Plans will be submitted to OSHPD for permitting in May 2019. The new CT scan equipment will go live in 1<sup>st</sup> quarter 2020.

**Phase 2**

The second project includes minor upgrades to the North Entrance, infra-structure and new Cardiology equipment. This project will come to the board in Spring 2019 for approval. The board approved a study of new options for Cardiology because the initial plans were too costly.





## **EXECUTIVE SUMMARY**

### **SVH OUTPATIENT DIAGNOSTIC CENTER**

#### **Phase 3**

The third project includes the MRI and possibly improving the Laboratory Blood Draw area. Funding for design has been approved for \$729,347. This project will not be presented until the funds are raised. Plans will be submitted to OSHPD for permitting in December 2019.

#### **Other**

The SVHF ODC campaign expenses are projected to cost \$500k over 2 years and are included in the cost of the project. In addition, the SVHF paid for the construction of the Mammography suite from funds raised at \$550k.

#### **Financial Projection:**

The attached worksheet projects the cash available for the project each month after expenses. This projection includes the board approved Project 1. and therefore, we have projected the cash outlay and costs through June 2020. This worksheet will be updated as the board approves further projects.

#### **Milestones of Progress & Achievements:**

##### Preliminary Phase:

- Design Build Team selected on February 8, 2018
- Decommissioning Study completed on August 29, 2018
- Master Facility Plan completed on October 10, 2018

##### Project 1:

- Design projected to be completed in April 2019
- OSHPD submission projected for April 2019
- OSHPD & Board approval projected for October 2019
- Breaking ground projected for November 2019

##### Project 2:

- Upgrade North Entrance
  - Design projected to be completed in May 2019
  - OSHPD submission projected for May 2019
  - OSHPD approval projected for August 2019
  - Breaking ground projected for August 2019
- New Cardiology Equipment
  - Pricing information compiled by April 2019
  - Board approval projected for May 2019

##### Project 3:

- Design projected to be completed in August 2019
- OSHPD submission projected for December 2019
- OSHPD & Board approval projected for June 2020
- Breaking ground projected for July 2020

SONOMA VALLEY HOSPITAL  
 COST PROJECTIONS and FUNDING SUMMARY  
 THROUGH AUGUST 2019  
 DESIGN & PRECONSTRUCTION THROUGH PERMITTING ONLY  
 Updated 3-18-19

as of 2/28/19	
Total Fundraising Goal:	\$20 million
Total Funds Pledged:	\$15.5 million
Total Funds Received to Date:	\$ 4,240,928
Total Spent to Date:	\$ 2,474,552
Total Campaign Expenses to Date:	\$ 259,971
Total Cash Left to Date:	\$ 2,516,468
Total Approved Funding:	\$ 3,337,596 (excludes Mammography & Foundation Campaign Expenses)

Beginning Cash Balance	\$721,446	\$545,642	\$1,608,985	\$1,503,455	\$ 2,516,468	\$ 2,598,953	\$ 3,011,907	\$ 2,648,062	\$ 2,192,188	\$ 2,099,663	\$ 1,906,256	\$ 1,780,182	\$ 1,604,995	\$ 833,574	\$ 1,388,830	\$ 124,000	\$ (1,029,646)	\$ (2,179,080)	\$ (4,106,765)	\$ (5,231,869)	\$ (6,257,410)	\$ (7,297,126)	\$ (7,883,020)	\$ (8,427,073)	\$ (8,370,626)	\$ (8,919,680)		
Work Type	Nov '18 Actuals	Dec '18 Actuals	Jan '19 Actuals	Feb '19 Actuals	Mar '19	Apr '19	May '19	Jun '19	Jul '19	Aug '19	Sep '19	Oct '19	Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	May '20	Jun '20	Jul '20	Aug '20	Sep '20	Oct '20	Nov '20	Dec '20	Totals	
<b>Design &amp; Construction Services</b>																												
Conceptual Design for ODC																											\$ -	
Project 1: Imaging/CT/Hospitality	\$ 119,088	\$ 79,684	\$ 18,322	\$ 7,339	\$ 21,029	\$ 27,808	\$ 11,300	\$ 9,288	\$ 19,000	\$ 8,000	\$ 18,500	\$ 458,627	\$ 440,876	\$ 440,876	\$ 440,876	\$ 440,876	\$ 440,876	\$ 440,876	\$ 441,076	\$ 441,076	\$ 441,076	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	4,766,464
Project 2: Cardiology/Parking/Entrance/Infrastructure	8,391	2,796	959	9,315	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	21,461
Project 3: MRI/Patient Access/Blood Draw	36,087	27,218	63,585	17,969	121,640	97,608	107,101	133,350	5,150	4,300	17,700	4,000	9,000	267,351	584,146	584,146	584,146	584,146	584,146	521,074	520,874	520,574	520,574	520,574	520,574	206,054	7,163,086	
Project 4: UCSF Physician Clinic/Outpatient Procedures on 2nd Floor	320	-	109	-	6,500	6,930	6,517	5,000	5,000	17,680	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	48,056	
Master Planning Study	17,206	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17,206	
Insurance & Fee	14,064	3,291	2,489	1,047	5,992	6,139	4,249	5,950	1,175	1,208	1,459	18,644	18,130	28,542	41,308	41,308	41,308	41,308	41,316	38,775	38,767	20,979	20,979	20,979	20,979	8,304	488,691	
<b>SUBTOTAL DBT PROJECTED COSTS:</b>	<b>\$195,157</b>	<b>\$112,989</b>	<b>\$91,047</b>	<b>\$35,670</b>	<b>\$154,683</b>	<b>\$158,482</b>	<b>\$109,684</b>	<b>\$153,588</b>	<b>\$30,325</b>	<b>\$31,188</b>	<b>\$37,659</b>	<b>\$481,270</b>	<b>\$468,005</b>	<b>\$736,768</b>	<b>\$1,066,330</b>	<b>\$1,066,330</b>	<b>\$1,066,330</b>	<b>\$1,066,330</b>	<b>\$1,066,538</b>	<b>\$1,000,924</b>	<b>\$1,000,716</b>	<b>\$541,553</b>	<b>\$541,553</b>	<b>\$541,553</b>	<b>\$541,553</b>	<b>\$214,358</b>	<b>\$ 12,510,584</b>	
<b>Project Management</b>	\$ 10,756	\$ 10,360	\$ 10,973	\$ 10,260	\$ 12,000	\$ 12,000	\$ 8,000	\$ 8,500	\$ 9,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 7,500	\$ 10,000	\$ 221,849	
Permit Fees/Inspections/Physicist	1,500	-	350	-	-	98,100	8,500	-	-	-	120,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	228,450	
Furniture	850	2,465	1,445	3,188	-	-	-	-	-	-	30,000	-	12,500	-	32,000	-	30,350	15,000	-	-	20,000	20,920	-	-	-	45,000	213,718	
Equipment	-	-	-	-	-	-	-	-	-	-	-	133,000	125,000	125,000	125,000	8,125	920	1,364,030	-	-	-	-	-	-	-	-	1,881,075	
IT	-	-	-	-	15,668	129,803	2,000	2,000	12,151	2,300	-	-	-	-	-	22,294	95,127	56,148	22,294	8,257	-	-	-	-	-	-	368,041	
Operational costs (temporary staff moves during construction)							5,000	7,500	7,501	7,502																	27,503	
Owner Contingency		11,238	36																								11,274	
Misc. Expenses																											-	
<b>SUBTOTAL OWNER PROJECTED COSTS:</b>	<b>\$ 19,956</b>	<b>\$ 26,528</b>	<b>\$ 14,248</b>	<b>\$ 16,635</b>	<b>\$ 54,916</b>	<b>\$ 465,648</b>	<b>\$ 253,245</b>	<b>\$ 284,370</b>	<b>\$ 49,785</b>	<b>\$ 143,802</b>	<b>\$ 70,000</b>	<b>\$ 276,000</b>	<b>\$ 285,000</b>	<b>\$ 260,000</b>	<b>\$ 324,000</b>	<b>\$ 87,316</b>	<b>\$ 333,104</b>	<b>\$ 2,921,856</b>	<b>\$ 71,066</b>	<b>\$ 25,117</b>	<b>\$ 42,500</b>	<b>\$ 44,340</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 7,500</b>	<b>\$ 100,000</b>	<b>\$ 4,087,139</b>	
<b>TOTAL PROJECTED MONTHLY COSTS</b>	<b>\$ 215,113</b>	<b>\$ 139,517</b>	<b>\$ 105,296</b>	<b>\$ 52,305</b>	<b>\$ 209,599</b>	<b>\$ 624,130</b>	<b>\$ 362,929</b>	<b>\$ 437,958</b>	<b>\$ 80,110</b>	<b>\$ 174,990</b>	<b>\$ 107,659</b>	<b>\$ 757,270</b>	<b>\$ 753,005</b>	<b>\$ 996,768</b>	<b>\$ 1,390,330</b>	<b>\$ 1,153,646</b>	<b>\$ 1,399,434</b>	<b>\$ 3,988,185</b>	<b>\$ 1,137,604</b>	<b>\$ 1,026,041</b>	<b>\$ 1,043,216</b>	<b>\$ 585,893</b>	<b>\$ 544,053</b>	<b>\$ 544,053</b>	<b>\$ 549,053</b>	<b>\$ 314,358</b>	<b>\$ 16,597,723</b>	
<b>AL CAMPAIGN PLEDGES COLLECTED/DUE</b>	<b>\$ 52,718</b>	<b>\$ 1,461,096</b>	<b>\$ 1,500</b>	<b>\$ 1,083,734</b>	<b>\$ 310,500</b>	<b>\$ 1,055,500</b>	<b>\$ 17,500</b>	<b>\$ 500</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,500</b>	<b>\$ -</b>	<b>\$ 1,570,439</b>	<b>\$ 125,500</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 2,060,500</b>	<b>\$ 12,500</b>	<b>\$ 500</b>	<b>\$ 3,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,500</b>	<b>\$ -</b>	<b>\$ 619,500</b>	<b>\$ 9,832,488</b>	
<b>TOTAL CAMPAIGN EXPENSES</b>	<b>\$ (13,409)</b>	<b>\$ (258,237)</b>	<b>\$ (1,734)</b>	<b>\$ (18,416)</b>	<b>\$ (18,416)</b>	<b>\$ (18,416)</b>	<b>\$ (18,416)</b>	<b>\$ (18,416)</b>	<b>\$ (18,416)</b>	<b>\$ (18,416)</b>	<b>\$ (18,416)</b>	<b>\$ (18,416)</b>	<b>\$ (18,416)</b>	<b>\$ (18,416)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (475,957)</b>	
<b>Ending Cash Balance</b>	<b>\$ 545,642</b>	<b>\$ 1,608,985</b>	<b>\$ 1,503,455</b>	<b>\$ 2,516,468</b>	<b>\$ 2,598,953</b>	<b>\$ 3,011,907</b>	<b>\$ 2,648,062</b>	<b>\$ 2,192,188</b>	<b>\$ 2,099,663</b>	<b>\$ 1,906,256</b>	<b>\$ 1,780,182</b>	<b>\$ 1,604,995</b>	<b>\$ 833,574</b>	<b>\$ 1,388,830</b>	<b>\$ 124,000</b>	<b>\$ (1,029,646)</b>	<b>\$ (2,179,080)</b>	<b>\$ (4,106,765)</b>	<b>\$ (5,231,869)</b>	<b>\$ (6,257,410)</b>	<b>\$ (7,297,126)</b>	<b>\$ (7,883,020)</b>	<b>\$ (8,427,073)</b>	<b>\$ (8,370,626)</b>	<b>\$ (8,919,680)</b>	<b>\$ (8,614,538)</b>		

## Arthur Grandy

Art and his wife Margaret moved in 2014 to Sonoma from London, which was the last stop in international careers for both, spanning over forty years. His thirty-one years in Citibank's international business took them to developing countries in the Middle East and Asia before the move to London where Art was Head of Global Risk Management for the emerging markets. After retiring from Citibank, Art held advisory and directorship positions in international banks, taught on a pro bono basis at the American University of Beirut and now is on the Board of the Sonoma Valley Fund. Art grew up in California and has BSCE and MBA degrees from UC Berkeley.



**To:** SVHCD Board of Directors  
**From:** Kelly Mather  
**Date:** 2/28/19  
**Subject:** Administrative Report

**Summary**

Changes continue this fiscal year as we reinvent our hospital. The new FY 2020 strategic plan should be ready to present in May.

**Strategic Update from FY 2019 Strategic Plan:**

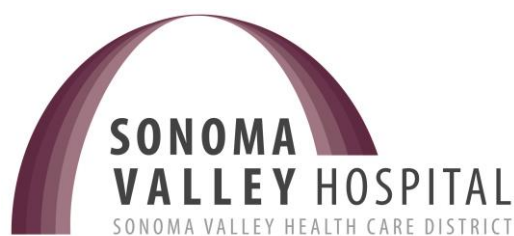
Strategic Priorities	Update
Highest levels of health care safety, quality and value	<ul style="list-style-type: none"> <li>➤ The 5 Star hospital plan and move to the 3<sup>rd</sup> floor is set for March 7<sup>th</sup>. Respiratory Therapy will be joining the Patient Care Services team at that time.</li> <li>➤ We are still awaiting the “Stroke Ready” accreditation survey. UCSF is overseeing this program and they started the Tele-neurology service this week.</li> <li>➤ We completed the AHRQ Safety survey and look forward to the results to help ensure we continue to have a “culture of safety.”</li> <li>➤ The Staff Satisfaction survey will go out in April.</li> </ul>
Be the preferred hospital for patients, physicians, employers and health plans	<ul style="list-style-type: none"> <li>➤ The Patient Access Center plans to start the new service with Medical Imaging in May. This will include upgrading our phone system.</li> <li>➤ We are meeting with several physicians and stakeholders to get their input on our strategies this month.</li> <li>➤ Several new I.T. solutions for radiology are underway, this was long overdue.</li> </ul>
Implement new and enhanced revenue strategies as measured by increased direct margins in each service unit	<ul style="list-style-type: none"> <li>➤ The Outpatient Diagnostic Center project is going well. We are submitting Project 1 (CT/Imaging/Hospitality) to OSHPD now. We will bring Project 2 (Cardiology/North Entrance/Lab) to the board in May. We are still raising funds for Project 3 (MRI.)</li> <li>➤ The new Vascular Surgeon, Dr. Desai, starts this month.</li> <li>➤ The SVCHC Pain Specialty Clinic should go live in April.</li> </ul>
Continue to improve financial stability as measured by EBDA	<ul style="list-style-type: none"> <li>➤ We have reduced the traveler and registry use in nursing which will decrease expenses going forward. We continue to work to decrease turnover.</li> <li>➤ We are shrinking the hospital expenses to less than \$4.5 million per month going forward.</li> <li>➤ The SNF task force has completed their work. We are in negotiations with a management company that will keep the SNF open. So, it is positive for all.</li> <li>➤ The South Lot housing project is moving forward. This plans offers market, affordable and accessory dwelling units addressing the need for housing in Sonoma. Selling a portion of this lot will pay down our line of credit.</li> </ul>
Lead progress toward becoming a Healthier community	<ul style="list-style-type: none"> <li>➤ Conversations with a Doctor was a big hit in February with Dr. Rainow.</li> <li>➤ Dr. Garrett (Cardiologist) is leading the “Let’s Talk about Women’s Health” on March 1<sup>st</sup>.</li> <li>➤ Fundraising for the Outpatient Diagnostic Center continues and we are at \$16 million raised.</li> </ul>

# JANUARY 2019

			National Benchmark
<b>Patient Experience</b>	<b>Current Performance</b>	<b>FY 2019 Goal</b>	
Would Recommend Hospital	71 <sup>st</sup>	> 60th percentile	50th percentile
Inpatient Overall Rating	51 <sup>st</sup>	>60th percentile	50th percentile
Outpatient Services	4.9	Rate My Hospital	4.5
Emergency	4.6	Rate My Hospital	4.5
<b>Quality &amp; Safety</b>	<b>YTD Performance</b>	<b>FY 2019 Goal</b>	<b>Benchmark</b>
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	1	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	9.50%	< 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	8	< 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
<b>Our People</b>	<b>Performance</b>	<b>FY 2019 Goal</b>	<b>Benchmark</b>
Staff Satisfaction Survey	61 <sup>st</sup> percentile	75th percentile	50th percentile
Turnover	8.7%/14.9%	< 10%	< 15%
<b>Financial Stability</b>	<b>YTD Performance</b>	<b>FY 2019 Goal</b>	<b>Benchmark</b>
EBDA	.7%	1%	3%
FTE's/AOB	4.44	4.3	5.3
Days Cash on Hand	13	20	30
Days in Accounts Receivable	43	49	50
Length of Stay	3.8	3.85	4.03
Funds raised by SVHF	\$16 million	\$20 million	\$1 million
<b>Strategic Growth</b>	<b>YTD Performance</b>	<b>FY 2019 Goal</b>	<b>Benchmark</b>
Inpatient Discharges	621/1066	1000	1000
Outpatient Visits	31,238/53,550	53,000	51,924
Emergency Visits	5768/9888	10,000	11,040
Surgeries + Special Procedures	1700/2914	2500	2,568
Community Benefit Hours	695/1191	1200	1200

Note: Colors demonstrate comparison to National Benchmark





*Healing Here at Home*

**To:** SVH Finance Committee  
**From:** Ken Jensen, CFO  
**Date:** March 26, 2019  
**Subject:** Financial Report for the Month Ending February 28, 2019

February's actual loss of (\$824,723) from operations was (\$271,601) unfavorable to the budgeted loss of (\$553,122). After accounting for all other activity; the February net loss was (\$277,823) vs. the budgeted net loss of (\$70,438) with a monthly EBDA of -6.9% vs. a budgeted -0.2%.

**Gross patient revenue** for February was \$21,088,501; (\$296,356) under budget. Inpatient gross revenue was under budget by (\$142,055). Inpatient days were under budget by (44) days and inpatient surgeries were under budgeted expectations by (5) cases. Outpatient revenue was over budget by \$365,837. Outpatient visits were under budgeted expectations by (74) visits, and outpatient surgeries were under budgeted expectations by (4) cases and special procedures were over budgeted expectations by 15 cases. The Emergency Room gross revenue was under budget by (\$31,818) with ER visits at budgeted expectations of 833 visits. SNF gross charges were under budgeted expectations by (\$488,320) and SNF patient days were under budget by (134) days and had an average daily census of 10.2 patients.

**Deductions from revenue** were unfavorable to budgeted expectations by (\$102,682). Of the variance, (\$290,055) is from the prior period adjustments or IGT payments. Without the prior period adjustments and IGT variance, the deductions from revenue variance is favorable by \$187,373 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 (\$469,951).

**Operating Expenses** of \$4,521,380 were favorable to budget by \$198,350. Salaries and wages and agency fees were under budget by \$29,904 with the salaries and wages being under budget by \$5,495 and agency fees under by \$24,409. Supplies were over budget (\$29,026) primarily due to higher than budgeted cost of implants and other supplies in surgery (\$21,827). Purchased Services are over budget by (\$7,277) due to the unbudgeted cost of the board election (\$22,660). Utilities are under budget by \$11,270 due to receiving the anticipated credit from AT&T of \$28,499. There was no matching fee in February.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for February is (\$541,672) vs. a budgeted net loss of (\$300,058). The hospital received donations from the Sonoma Valley Hospital Foundation for the Outpatient Diagnostic Center (\$97,881) and for the Acute Care 3<sup>rd</sup> floor move (\$12,300). After all activity the total net loss for February was (\$277,823) vs. a budgeted net loss of (\$70,438).

EBDA for the month of February was -6.9% vs. the budgeted -0.2%.

#### Patient Volumes – February

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	76	87	-11	82
Newborn Discharges	0	0	0	11
Acute Patient Days	265	309	-44	289
SNF Patient Days	286	420	-134	494
Home Care Visits	0	0	0	821
OP Gross Revenue	\$13,994	\$13,660	\$334	\$12,519
Surgical Cases	155	164	-9	139

#### Gross Revenue Overall Payer Mix – February

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	45.3%	42.2%	3.1%	42.2%	42.9%	-0.7%
Medicare Mgd Care	12.9%	12.7%	0.2%	14.7%	12.8%	1.9%
Medi-Cal	18.4%	18.3%	0.1%	17.6%	17.9%	-0.3%
Self-Pay	1.3%	1.4%	-0.1%	1.2%	1.4%	-0.2%
Commercial	19.2%	20.8%	-1.6%	20.5%	20.6%	-0.1%
Workers Comp	2.3%	2.6%	-0.3%	2.1%	2.4%	-0.3%
Capitated	0.6%	2.0%	-1.4%	1.7%	2.0%	-0.3%
Total	100.0%	100.0%		100.0%	100.0%	

#### Cash Activity for February:

For the month of February the cash collection goal was \$3,346,929 and the Hospital collected \$3,351,781 or over the goal by \$4,852. The year-to-date cash collection goal was \$29,774,287 and the Hospital has collected \$29,373,544 or under goal by (\$400,743). Days of cash on hand are 4.6 days at February 28, 2019. The money market reserve of \$544,000 was used for the current HQAF inter-governmental transfer program (IGT) fee and the hospital will receive \$1,442,777 in early May 2019. Accounts Receivable stayed the same from January, from 43.0 days to 43.0 days in February. Accounts Payable increased by \$41,692 from January and Accounts Payable days are at 49.8.



**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 February 28, 2019**

ATTACHMENT A

February-19

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance
Medicare	9,561,595	9,212,240	349,355	3.8%
Medicare Managed Care	2,723,537	2,743,272	-19,735	-0.7%
Medi-Cal	3,879,186	3,827,302	51,884	1.4%
Self Pay	277,134	285,558	-8,424	-3.0%
Commercial & Other Government	4,039,253	4,357,966	-318,713	-7.3%
Worker's Comp.	482,718	533,911	-51,193	-9.6%
Capitated	125,078	424,608	-299,530	-70.5%
<b>Total</b>	<b>21,088,501</b>	<b>21,384,857</b>	<b>(296,356)</b>	

	Actual	Budget	Variance	% Variance
Medicare	76,292,154	75,716,517	575,637	0.8%
Medicare Managed Care	26,550,430	22,566,397	3,984,033	17.7%
Medi-Cal	31,889,520	31,642,683	246,837	0.8%
Self Pay	2,221,652	2,402,839	-181,187	-7.5%
Commercial & Other Government	37,252,684	36,481,503	771,181	2.1%
Worker's Comp.	3,829,312	4,263,824	-434,512	-10.2%
Capitated	3,109,900	3,539,627	-429,727	-12.1%
<b>Total</b>	<b>181,145,652</b>	<b>176,613,390</b>	<b>4,532,262</b>	

Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	1,401,466	1,269,714	131,752	10.4%
Medicare Managed Care	343,983	362,195	-18,212	-5.0%
Medi-Cal	468,994	501,076	-32,082	-6.4%
Self Pay	141,782	128,706	13,076	10.2%
Commercial & Other Government	1,139,473	1,290,633	-151,160	-11.7%
Worker's Comp.	94,564	137,994	-43,430	-31.5%
Capitated	4,841	13,768	-8,927	-64.8%
Prior Period Adj/IGT	62,500	352,555	-290,055	-82.3%
<b>Total</b>	<b>3,657,603</b>	<b>4,056,641</b>	<b>(399,038)</b>	<b>-9.8%</b>

	Actual	Budget	Variance	% Variance
Medicare	10,685,778	10,673,387	12,391	0.1%
Medicare Managed Care	3,544,254	2,991,011	553,243	18.5%
Medi-Cal	4,399,386	4,216,083	183,303	4.3%
Self Pay	1,152,047	1,124,272	27,775	2.5%
Commercial & Other Government	11,794,511	12,315,103	-520,592	-4.2%
Worker's Comp.	637,370	1,052,176	-414,806	-39.4%
Capitated	85,438	112,670	-27,232	-24.2%
Prior Period Adj/IGT	2,980,909	2,820,440	160,469	5.7%
<b>Total</b>	<b>35,279,693</b>	<b>35,305,142</b>	<b>(25,449)</b>	<b>-0.1%</b>

Percent of Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	38.3%	31.3%	7.0%	22.4%
Medicare Managed Care	9.4%	8.9%	0.5%	5.6%
Medi-Cal	12.8%	12.4%	0.4%	3.2%
Self Pay	3.9%	3.2%	0.7%	21.9%
Commercial & Other Government	31.2%	31.8%	-0.6%	-1.9%
Worker's Comp.	2.6%	3.4%	-0.8%	-23.5%
Capitated	0.1%	0.3%	-0.2%	-66.7%
Prior Period Adj/IGT	1.7%	8.7%	-7.0%	-80.5%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>

	Actual	Budget	Variance	% Variance
Medicare	30.4%	30.2%	0.1%	0.3%
Medicare Managed Care	10.0%	8.5%	1.5%	17.6%
Medi-Cal	12.5%	11.9%	0.6%	5.0%
Self Pay	3.3%	3.2%	0.1%	3.1%
Commercial & Other Government	33.4%	34.9%	-1.5%	-4.3%
Worker's Comp.	1.8%	3.0%	-1.2%	-40.0%
Capitated	0.2%	0.3%	-0.1%	-33.3%
Prior Period Adj/IGT	8.4%	8.0%	0.4%	5.0%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>-0.5%</b>	<b>-0.5%</b>

Projected Collection Percentage:	Actual	Budget	Variance	% Variance
Medicare	14.7%	13.8%	0.9%	6.5%
Medicare Managed Care	12.6%	13.2%	-0.6%	-4.5%
Medi-Cal	12.1%	13.1%	-1.0%	-7.6%
Self Pay	51.2%	45.1%	6.1%	13.5%
Commercial & Other Government	28.2%	29.6%	-1.4%	-4.7%
Worker's Comp.	19.6%	25.8%	-6.2%	-24.2%

	Actual	Budget	Variance	% Variance
Medicare	14.0%	14.1%	-0.1%	-0.7%
Medicare Managed Care	13.3%	13.3%	0.0%	0.0%
Medi-Cal	13.8%	13.3%	0.5%	3.8%
Self Pay	51.9%	46.8%	5.1%	10.9%
Commercial & Other Government	31.7%	33.8%	-2.1%	-6.2%
Worker's Comp.	16.6%	24.7%	-8.1%	-32.8%

**SONOMA VALLEY HOSPITAL  
OPERATING INDICATORS  
For the Period Ended February 28, 2019**

**ATTACHMENT B**

	<u>CURRENT MONTH</u>				<u>YEAR-TO-DATE</u>			<u>YTD</u>
	<u>Actual 02/28/19</u>	<u>Budget 02/28/19</u>	<u>Favorable (Unfavorable) Variance</u>		<u>Actual 02/28/19</u>	<u>Budget 02/28/19</u>	<u>Favorable (Unfavorable) Variance</u>	<u>Prior Year 02/28/18</u>
<b>Inpatient Utilization</b>								
<b>Discharges</b>								
1	60	75	(15)	Acute	601	632	(31)	613
2	16	12	4	ICU	96	94	2	119
3	76	87	(11)	Total Discharges	697	726	(29)	732
4	-	-	-	Newborn	46	24	22	74
5	76	87	(11)	Total Discharges inc. Newborns	743	750	(7)	806
<b>Patient Days:</b>								
6	188	225	(37)	Acute	2,008	1,907	101	1,936
7	77	84	(7)	ICU	615	666	(51)	659
8	265	309	(44)	Total Patient Days	2,623	2,573	50	2,595
9	-	-	-	Newborn	102	45	57	128
10	265	309	(44)	Total Patient Days inc. Newborns	2,725	2,618	107	2,723
<b>Average Length of Stay:</b>								
11	3.1	3.0	0.1	Acute	3.3	3.0	0.3	3.2
12	4.8	7.0	(2.2)	ICU	6.4	7.1	(0.7)	5.5
13	3.5	3.6	(0.1)	Avg. Length of Stay	3.8	3.5	0.2	3.5
14	0.0	0.0	-	Newborn ALOS	2.2	1.9	(0.3)	1.7
<b>Average Daily Census:</b>								
15	6.7	8.0	(1.3)	Acute	8.3	7.8	0.4	8.0
16	2.8	3.0	(0.3)	ICU	2.5	2.7	(0.2)	2.7
17	9.5	11.0	(1.6)	Avg. Daily Census	10.8	10.6	0.2	10.7
18	0.0	0.0	-	Newborn	0.42	0.19	0.2	0.53
<b>Long Term Care:</b>								
19	286	420	(134)	SNF Patient Days	3,402	4,035	(633)	4,302
20	14	26	(12)	SNF Discharges	177	219	(42)	236
21	10.2	15.0	(4.8)	Average Daily Census	14.0	16.6	(2.6)	17.7
<b>Other Utilization Statistics</b>								
<b>Emergency Room Statistics</b>								
22	833	831	2	Total ER Visits	6,601	7,256	(655)	7,104
<b>Outpatient Statistics:</b>								
23	4,304	4,378	(74)	Total Outpatients Visits	35,542	35,351	191	34,910
24	18	23	(5)	IP Surgeries	211	206	5	213
25	137	141	(4)	OP Surgeries	1,087	1,077	10	1,015
26	74	59	15	Special Procedures	631	504	127	528
27	-	-	-	Home Health Visits	2,027	3,837	(1,810)	6,293
28	268	313	(45)	Adjusted Discharges	2,478	2,672	(195)	2,649
29	1,638	2,017	(379)	Adjusted Patient Days (Inc. SNF)	17,093	18,697	(1,604)	18,864
30	58.5	72.0	(13.5)	Adj. Avg. Daily Census (Inc. SNF)	70.3	76.9	(6.6)	77.6
31	1.4506	1.4000	0.051	Case Mix Index -Medicare	1.4822	1.4000	0.082	1.5272
32	1.5904	1.4000	0.190	Case Mix Index - All payers	1.5240	1.4000	0.124	1.4712
<b>Labor Statistics</b>								
33	248	250	1.8	FTE's - Worked	263	265	2.8	276
34	277	283	5.5	FTE's - Paid	294	301	6.3	313
35	41.92	41.77	(0.15)	Average Hourly Rate	42.87	40.79	(2.08)	42.51
36	27.0	22.3	(4.6)	Manhours / Adj. Pat Day	23.8	22.3	(1.6)	23.0
37	165.2	144.2	(21.0)	Manhours / Adj. Discharge	164.5	155.8	(8.7)	163.7
38	25.0%	25.5%	0.5%	Benefits % of Salaries	22.5%	23.8%	1.2%	22.6%
<b>Non-Labor Statistics</b>								
39	15.7%	13.2%	-2.5%	Supply Expense % Net Revenue	12.9%	12.1%	-0.8%	11.8%
40	2,165	1,760	(405)	Supply Exp. / Adj. Discharge	1,875	1,635	(240)	1,667
41	17,327	15,601	(1,726)	Total Expense / Adj. Discharge	16,798	15,573	(1,225)	16,400
<b>Other Indicators</b>								
42	4.6			Days Cash - Operating Funds				
43	43.0	50.0	(7.0)	Days in Net AR	43.7	50.0	(6.3)	46.9
44	100%			Collections % of Net Revenue	99%			100.8%
45	49.8	55.0	(5.2)	Days in Accounts Payable	49.8	55.0	(5.2)	46.1
46	17.5%	19.4%	-2.0%	% Net revenue to Gross revenue	19.8%	20.5%	-0.6%	21.5%
47	18.6%			% Net AR to Gross AR	18.6%			21.5%

**Sonoma Valley Health Care District**  
**Balance Sheet**  
**As of February 28, 2019**

**ATTACHMENT C**

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
<b>Assets</b>			
Current Assets:			
1 Cash	\$ 713,920	\$ 1,497,167	\$ 1,493,055
2 Trustee Funds	4,165,042	4,159,115	4,041,283
3 Net Patient Receivables	6,725,162	7,005,213	8,440,995
4 Allow Uncollect Accts	(1,211,198)	(1,325,274)	(1,216,076)
5 Net A/R	5,513,964	5,679,939	7,224,919
6 Other Accts/Notes Rec	2,908,909	2,912,282	1,747,039
7 3rd Party Receivables, Net	2,560,367	1,816,212	1,350,988
8 Inventory	843,164	841,518	841,098
9 Prepaid Expenses	897,933	803,356	903,043
10 Total Current Assets	<u>\$ 17,603,299</u>	<u>\$ 17,709,589</u>	<u>\$ 17,601,425</u>
12 Property, Plant & Equip, Net	\$ 51,431,722	\$ 51,582,709	\$ 52,296,982
13 Specific Funds/ Money Market	1,259	545,220	1,019,441
14 Other Assets	-	-	-
15 Total Assets	<u><u>\$ 69,036,280</u></u>	<u><u>\$ 69,837,518</u></u>	<u><u>\$ 70,917,848</u></u>
<b>Liabilities &amp; Fund Balances</b>			
Current Liabilities:			
16 Accounts Payable	\$ 4,045,567	\$ 4,003,875	\$ 3,608,560
17 Accrued Compensation	3,508,838	3,388,222	4,622,919
18 Interest Payable	705,362	604,594	525,747
19 Accrued Expenses	1,402,811	1,424,734	1,361,944
20 Advances From 3rd Parties	105,388	105,388	160,739
21 Deferred Tax Revenue	2,284,410	2,855,513	2,269,400
22 Current Maturities-LTD	800,078	852,842	1,245,911
23 Line of Credit - Union Bank	6,723,734	6,723,734	6,973,734
24 Other Liabilities	201,386	201,386	1,386
25 Total Current Liabilities	<u>\$ 19,777,574</u>	<u>\$ 20,160,288</u>	<u>\$ 20,770,340</u>
26 Long Term Debt, net current portion	\$ 32,856,218	\$ 32,996,918	\$ 35,192,924
Fund Balances:			
28 Unrestricted	\$ 9,806,745	\$ 10,194,750	\$ 10,817,584
29 Restricted	6,595,743	6,485,562	4,137,000
30 Total Fund Balances	<u>\$ 16,402,488</u>	<u>\$ 16,680,312</u>	<u>\$ 14,954,584</u>
31 Total Liabilities & Fund Balances	<u><u>\$ 69,036,280</u></u>	<u><u>\$ 69,837,518</u></u>	<u><u>\$ 70,917,848</u></u>

**Sonoma Valley Health Care District  
Statement of Revenue and Expenses  
Comparative Results  
For the Period Ended February 28, 2019**

ATTACHMENT D

	Month				Volume Information	Year-To-Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual		\$	%		Actual	Budget	\$	%		
1	76	87	(11)	-13%	Acute Discharges	697	726	(29)	-4%	732	
2	286	420	(134)	-32%	SNF Days	3,402	4,035	(633)	-16%	4,302	
3	-	-	-	0%	Home Care Visits	2,027	3,837	(1,810)	-47%	6,293	
4	13,994	13,660	334	2%	Gross O/P Revenue (000's)	\$ 117,244	\$ 114,044	3,199	3%	\$ 110,190	
<b>Financial Results</b>											
<b>Gross Patient Revenue</b>											
5	\$ 5,909,666	\$ 6,051,721	(142,055)	-2%	Inpatient	\$ 50,011,433	\$ 47,537,999	2,473,434	5%	\$ 47,536,281	
6	8,043,444	7,677,607	365,837	5%	Outpatient	67,276,716	61,930,763	5,345,953	9%	59,871,866	
7	5,950,310	5,982,128	(31,818)	-1%	Emergency	49,252,386	51,102,423	(1,850,037)	-4%	48,103,137	
8	1,185,081	1,673,401	(488,320)	-29%	SNF	13,842,670	14,936,052	(1,093,382)	-7%	16,068,197	
9	-	-	-	0%	Home Care	762,447	1,106,153	(343,706)	-31%	2,299,292	
10	\$ 21,088,501	\$ 21,384,857	(296,356)	-1%	<b>Total Gross Patient Revenue</b>	\$ 181,145,652	\$ 176,613,390	4,532,262	3%	\$ 173,878,773	
<b>Deductions from Revenue</b>											
11	\$ (17,388,698)	\$ (17,556,041)	167,343	1%	Contractual Discounts	\$ (147,499,023)	\$ (143,130,848)	(4,368,175)	-3%	\$ (139,843,827)	
12	(100,000)	(100,000)	-	0%	Bad Debt	(1,135,000)	(800,000)	(335,000)	-42%	(1,253,000)	
13	(4,700)	(24,730)	20,030	81%	Charity Care Provision	(212,845)	(197,840)	(15,005)	-8%	(117,747)	
14	62,500	352,555	(290,055)	-82%	Prior Period Adj/Government Program Revenue	2,980,909	2,820,440	160,469	*	3,730,566	
15	\$ (17,430,898)	\$ (17,328,216)	(102,682)	1%	<b>Total Deductions from Revenue</b>	\$ (145,865,959)	\$ (141,308,248)	(4,557,711)	3%	\$ (137,484,008)	
<b>Net Patient Service Revenue</b>											
16	\$ 3,657,603	\$ 4,056,641	(399,038)	-10%		\$ 35,279,693	\$ 35,305,142	(25,449)	0%	\$ 36,394,765	
17	\$ 28,474	\$ 95,999	(67,525)	-70%	Risk contract revenue	\$ 660,468	\$ 857,389	(196,921)	-23%	\$ 973,003	
18	\$ 3,686,077	\$ 4,152,640	(466,563)	-11%	Net Hospital Revenue	\$ 35,940,161	\$ 36,162,531	(222,370)	-1%	\$ 37,367,768	
19	\$ 10,580	\$ 13,968	(3,388)	-24%	Other Op Rev & Electronic Health Records	\$ 95,900	\$ 111,744	(15,844)	-14%	\$ 132,726	
20	\$ 3,696,657	\$ 4,166,608	(469,951)	-11%	<b>Total Operating Revenue</b>	\$ 36,036,061	\$ 36,274,275	(238,214)	-1%	\$ 37,500,494	
<b>Operating Expenses</b>											
21	\$ 1,853,011	\$ 1,882,915	29,904	2%	Salary and Wages and Agency Fees	\$ 17,471,630	\$ 16,982,135	(489,495)	-3%	\$ 18,434,216	
22	692,763	746,924	54,161	7%	Employee Benefits	6,051,030	6,546,395	495,365	8%	6,976,315	
23	\$ 2,545,774	\$ 2,629,839	84,065	3%	Total People Cost	\$ 23,522,660	\$ 23,528,530	5,870	0%	\$ 25,410,531	
24	\$ 460,664	\$ 497,027	36,363	7%	Med and Prof Fees (excl Agency)	\$ 3,824,679	\$ 4,013,924	189,245	5%	\$ 3,328,230	
25	579,115	550,089	(29,026)	-5%	Supplies	4,645,340	4,369,751	(275,589)	-6%	4,415,859	
26	382,634	375,357	(7,277)	-2%	Purchased Services	3,087,697	2,969,421	(118,276)	-4%	2,921,405	
27	288,079	290,874	2,795	1%	Depreciation	2,326,557	2,309,694	(16,863)	-1%	2,285,413	
28	69,132	89,031	19,899	22%	Utilities	821,567	839,448	17,881	2%	827,457	
29	35,377	35,320	(57)	0%	Insurance	282,617	276,887	(5,730)	-2%	254,552	
30	45,696	56,966	11,270	20%	Interest	405,949	412,306	6,357	2%	378,578	
31	114,909	106,824	(8,085)	-8%	Other	852,080	921,375	69,295	8%	964,064	
32	-	88,403	88,403	*	Matching Fees (Government Programs)	641,048	707,223	66,175	9%	1,344,441	
33	\$ 4,521,380	\$ 4,719,730	198,350	4%	<b>Operating expenses</b>	\$ 40,410,194	\$ 40,348,559	(61,635)	0%	\$ 42,130,530	
34	\$ (824,723)	\$ (553,122)	(271,601)	-49%	<b>Operating Margin</b>	\$ (4,374,133)	\$ (4,074,284)	(299,849)	-7%	\$ (4,630,036)	

**Sonoma Valley Health Care District  
Statement of Revenue and Expenses  
Comparative Results  
For the Period Ended February 28, 2019**

ATTACHMENT D

	Month				Year-To- Date				YTD	
	This Year		Variance		This Year		Variance		Prior Year	
	Actual		\$	%	Actual	Budget	\$	%		
<b>35</b>	\$ (21,125)	\$ (9,509)	(11,616)	122%	<b>Non Operating Rev and Expense</b>					
<b>36</b>	509	2,672	(2,163)	-81%	Miscellaneous Revenue/(Expenses)					\$ (44,168)
<b>37</b>	(13,000)	(56,766)	43,766	-77%	Donations					23,156
<b>38</b>	316,667	316,667	-	0%	Physician Practice Support-Prima					(454,128)
<b>39</b>	0	0	-	0%	Parcel Tax Assessment Rev					2,533,336
<b>40</b>	\$ 283,051	\$ 253,064	29,987	12%	Extraordinary Items					(26,875)
					<b>Total Non-Operating Rev/Exp</b>					\$ 2,031,321
<b>41</b>	\$ (541,672)	\$ (300,058)	(241,614)	81%	<b>Net Income / (Loss) prior to Restricted Contributions</b>					\$ (2,598,715)
<b>42</b>	\$ -	\$ 20,949	(20,949)	-100%	Capital Campaign Contribution					\$ 108,081
<b>43</b>	\$ 110,181	\$ 55,003	55,178	0%	Restricted Foundation Contributions					\$ 149,785
<b>44</b>	\$ (431,491)	\$ (224,106)	(207,385)	93%	<b>Net Income / (Loss) w/ Restricted Contributions</b>					\$ (2,340,849)
<b>45</b>	254,436	254,436	-	0%	GO Bond Tax Assessment Rev					2,005,464
<b>46</b>	(100,768)	(100,768)	-	0%	GO Bond Interest					(850,698)
<b>47</b>	\$ (277,823)	\$ (70,438)	(207,385)	294%	<b>Net Income/(Loss) w GO Bond Activity</b>					\$ (1,186,083)
	\$ (253,593)	\$ (9,184)	(244,409)		<b>EBDA - Not including Restricted Contributions</b>					\$ (313,302)
	-6.9%	-0.2%								-0.8%

**Sonoma Valley Health Care District**  
**Statement of Revenue and Expenses Variance Analysis**  
**For the Period Ended February 28, 2019**

	YTD	MONTH	
Description	Variance	Variance	
<b>Volume Information</b>			
1 Acute Discharges	(29)	(11)	
2 SNF Days	(633)	(134)	
3 Home Care Visits	(1,810)	-	
4 Gross O/P Revenue (000's)	3,199	334	
<b>Financial Results</b>			
<b>Gross Patient Revenue</b>			
5 Inpatient	2,473,434	(142,055)	Inpatient days are 265 days vs. budgeted expectations of 309 days and inpatient surgeries are 18 vs. budgeted expectations 23.
6 Outpatient	5,345,953	365,837	Outpatient visits are 4,304 vs. budgeted expectations of 4,378 visits and outpatient surgeries are 137 vs. budgeted expectations 141.
7 Emergency	(1,850,037)	(31,818)	ER visits are 833 vs. budgeted visits of 831.
8 SNF	(1,093,382)	(488,320)	SNF patient days are 286 vs. budgeted expected days of 420.
9 Home Care	(343,706)	-	
10 <b>Total Gross Patient Revenue</b>	<b>4,532,262</b>	<b>(296,356)</b>	
<b>Deductions from Revenue</b>			
11 Contractual Discounts	(4,368,175)	167,343	
12 Bad Debt	(335,000)	-	
13 Charity Care Provision	(15,005)	20,030	
14 Prior Period Adj/Government Program Revenue	160,469	(290,055)	Accrual of Prime Grant of \$62,500.
15 <b>Total Deductions from Revenue</b>	<b>(4,557,711)</b>	<b>(102,682)</b>	
16 <b>Net Patient Service Revenue</b>	<b>(25,449)</b>	<b>(399,038)</b>	
17 Risk contract revenue	(196,921)	(67,525)	
18 <b>Net Hospital Revenue</b>	<b>(222,370)</b>	<b>(466,563)</b>	
19 Other Op Rev & Electronic Health Records	(15,844)	(3,388)	
20 <b>Total Operating Revenue</b>	<b>(238,214)</b>	<b>(469,951)</b>	
<b>Operating Expenses</b>			
21 Salary and Wages and Agency Fees	(489,495)	29,904	Salaries and Wages are under budget by \$5,495 and Agency fees are under budget by 24,409.
22 Employee Benefits	495,365	54,161	
23 <b>Total People Cost</b>	<b>5,870</b>	<b>84,065</b>	
24 Med and Prof Fees (excl Agency)	189,245	36,363	
25 Supplies	(275,589)	(29,026)	Supplies were over budget primarily due to higher than budgeted cost of implants and other supplies in surgery (\$21,827).
26 Purchased Services	(118,276)	(7,277)	Purchased Services are over budget due to the unbudgeted cost of the board election (\$22,660).
27 Depreciation	(16,863)	2,795	
28 Utilities	17,881	19,899	Utilities are under budget due primarily to the AT&T credit received \$28,499
29 Insurance	(5,730)	(57)	
30 Interest	6,357	11,270	
31 Other	69,295	(8,085)	
32 Matching Fees (Government Programs)	66,175	88,403	No matching fee.
33 <b>Operating expenses</b>	<b>(61,635)</b>	<b>198,350</b>	
34 <b>Operating Margin</b>	<b>(299,849)</b>	<b>(271,601)</b>	
<b>Non Operating Rev and Expense</b>			
35 Miscellaneous Revenue	(81,872)	(11,616)	
36 Donations	(13,493)	(2,163)	
37 Physician Practice Support-Prima	56,264	43,766	
38 Parcel Tax Assessment Rev	(750)	-	
39 Extraordinary Items	-	-	
40 <b>Total Non-Operating Rev/Exp</b>	<b>(39,851)</b>	<b>29,987</b>	
41 <b>Net Income / (Loss) prior to Restricted Contributions</b>	<b>(339,700)</b>	<b>(241,614)</b>	

**Sonoma Valley Health Care District**  
**Statement of Revenue and Expenses Variance Analysis**  
**For the Period Ended February 28, 2019**

	YTD	MONTH	
Description	Variance	Variance	
		-	
42 Capital Campaign Contribution	(137,145)	(20,949)	
43 Restricted Foundation Contributions	1,234,016	55,178	The hospital received Foundation donations for the ODC (\$97,881) and for the Acute care 3rd floor move (\$12,300).
44 <b>Net Income / (Loss) w/ Restricted Contributions</b>	<b>757,171</b>	<b>(207,385)</b>	
45 GO Bond Tax Assessment Rev	-	-	
46 GO Bond Interest	-	-	
47 <b>Net Income/(Loss) w GO Bond Activity</b>	<b>757,171</b>	<b>(207,385)</b>	





**Sonoma Valley Hospital**  
**Statistical Analysis**  
**FY 2019**

ATTACHMENT G

	ACTUAL	BUDGET	ACTUAL												
	Feb-19	Feb-19	Jan-19	Dec-18	Nov-18	Oct-18	Sep-18	Aug-18	Jul-18	Jun-18	May-18	Apr-18	Mar-18	Feb-18	Jan-18
<b>Statistics</b>															
<b>Acute</b>															
Acute Patient Days	265	309	290	370	315	394	337	361	291	354	374	341	335	289	394
Acute Discharges (w/o Newborns)	76	87	83	97	93	92	90	85	81	99	108	103	106	82	111
<b>SNF Days</b>	286	420	345	291	326	405	457	628	664	545	423	525	566	494	646
<b>HHA Visits</b>	0	0	0	0	0	0	682	585	760	871	747	755	684	821	801
<b>Emergency Room Visits</b>	833	831	789	840	772	842	814	810	901	856	934	864	871	811	996
<b>Gross Outpatient Revenue (000's)</b>	\$13,994	\$13,660	\$14,826	\$13,583	\$13,530	\$15,824	\$13,946	\$16,762	\$14,801	\$13,677	\$15,188	\$14,170	\$13,064	\$12,519	\$14,741
<b>Equivalent Patient Days</b>	1,638	2,017	1,958	1,768	1,782	2,207	2,175	2,911	2,654	2,343	2,178	2,265	2,272	2,212	2,629
<b>Births</b>	0	0	0	0	0	9	13	14	8	16	9	6	8	11	7
<b>Surgical Cases - Inpatient</b>	18	23	20	26	33	34	31	26	23	28	29	30	34	16	32
<b>Surgical Cases - Outpatient</b>	137	141	137	123	128	141	151	139	127	123	146	114	117	123	109
<b>Total Surgical Cases</b>	155	164	157	149	161	175	182	165	150	151	175	144	151	139	141
<b>Total Special Procedures</b>	74	59	51	58	55	92	99	124	78	97	72	87	75	75	65
<b>Medicare Case Mix Index</b>	1.45	1.40	1.58	1.57	1.45	1.44	1.73	1.33	1.32	1.45	1.46	1.48	1.45	1.34	1.50
<b>Income Statement</b>															
Net Revenue (000's)	\$3,697	\$4,167	\$5,505	\$4,097	\$4,249	\$4,282	\$4,548	\$4,924	\$4,557	\$5,265	\$4,817	\$4,389	\$4,218	\$4,590	\$4,909
Operating Expenses (000's)	\$4,521	\$4,720	\$5,509	\$4,726	\$4,860	\$5,321	\$5,045	\$5,314	\$5,114	\$4,968	\$5,134	\$5,053	\$5,179	\$5,270	\$5,357
Net Income (000's)	(\$278)	(\$70)	\$807	(\$208)	(\$95)	(\$120)	\$209	\$32	\$214	\$859	\$369	\$221	(\$395)	(\$175)	\$125
<b>Productivity</b>															
Total Operating Expense Per Equivalent Patient Day	\$2,760	\$2,340	\$2,814	\$2,673	\$2,727	\$2,411	\$2,319	\$1,826	\$1,927	\$2,120	\$2,357	\$2,231	\$2,280	\$2,382	\$2,038
Productive FTEs	248	250	249	234	266	278	278	278	270	259	279	281	279	274	276
Non-Productive FTEs	29	33	31	47	22	20	36	31	40	39	27	26	23	31	36
Total FTEs	277	283	280	281	288	298	314	309	310	298	306	307	302	305	312
FTEs per Adjusted Occupied Bed	4.73	3.92	4.44	4.92	4.84	4.18	4.38	3.29	3.62	3.82	4.35	4.06	4.17	3.87	3.68
<b>Balance Sheet</b>															
Days of Expense In General Operating Cash	4.6		13	15	10	13	13	10	19	11	6	7	7	14	24
Net Days of Revenue in AR	43	50	43	44	45	44	48	43	41	42	47	43	43	47	51

Sonoma Valley Hospital  
Cash Forecast  
FY 2019

ATTACHMENT H

	Actual July	Actual Aug	Actual Sept	Actual Oct	Actual Nov	Actual Dec	Actual Jan	Actual Feb	Forecast Mar	Forecast Apr	Forecast May	Forecast Jun	TOTAL
<b>Hospital Operating Sources</b>													
1 Patient Payments Collected	4,372,057	4,288,459	3,963,236	4,597,184	4,281,345	4,244,883	4,197,482	3,957,008	4,187,658	3,746,851	4,236,718	4,080,522	50,153,403
2 Capitation Revenue	94,582	92,314	96,054	92,135	97,789	98,199	62,561	28,474	95,999	95,999	95,999	95,999	1,046,104
3 Napa State	12,295	4,713	-	24,798	8,185	-	-	5,135	11,962	11,962	11,962	11,961	102,973
4 Other Operating Revenue	40,299	47,536	18,852	63,629	24,975	48,665	35,012	10,595	13,968	13,968	13,968	13,973	345,439
5 Other Non-Operating Revenue	45,944	12,250	51,133	42,712	14,067	91,000	51,984	66,482	26,673	26,673	26,673	26,673	482,264
6 Unrestricted Contributions	403		415	4,175	2,381	1,159		509	2,672	2,672	2,672	2,672	19,730
7 Line of Credit													-
<b>Sub-Total Hospital Sources</b>	<b>4,565,580</b>	<b>4,445,271</b>	<b>4,129,690</b>	<b>4,824,633</b>	<b>4,428,742</b>	<b>4,483,906</b>	<b>4,347,039</b>	<b>4,068,202</b>	<b>4,338,932</b>	<b>3,898,125</b>	<b>4,387,992</b>	<b>4,231,800</b>	<b>52,149,913</b>
<b>Hospital Uses of Cash</b>													
8 Operating Expenses	4,897,828	5,636,984	5,473,847	4,825,598	4,505,452	4,768,421	5,387,017	4,586,118	4,757,866	4,853,772	4,616,406	4,501,692	58,811,002
9 Add Capital Lease Payments	44,847	193,141	46,104	46,021	195,820	34,330	21,314	193,464					775,041
10 Additional Liabilities/LOC													-
11 Capital Expenditures	331,168		286,200	408,421	110,420	11,238	407,402	110,181	75,952	75,952	75,952	75,952	1,968,838
<b>Total Hospital Uses</b>	<b>5,273,843</b>	<b>5,830,125</b>	<b>5,806,151</b>	<b>5,280,040</b>	<b>4,811,692</b>	<b>4,813,989</b>	<b>5,815,733</b>	<b>4,889,763</b>	<b>4,833,818</b>	<b>4,929,724</b>	<b>4,692,358</b>	<b>4,577,644</b>	<b>61,554,881</b>
<b>Net Hospital Sources/Uses of Cash</b>	<b>(708,263)</b>	<b>(1,384,854)</b>	<b>(1,676,461)</b>	<b>(455,407)</b>	<b>(382,950)</b>	<b>(330,083)</b>	<b>(1,468,694)</b>	<b>(821,561)</b>	<b>(494,886)</b>	<b>(1,031,599)</b>	<b>(304,366)</b>	<b>(345,844)</b>	<b>(9,404,967)</b>
<b>Non-Hospital Sources</b>													
12 Restricted Cash/Money Market	(809,886)	524,043			612,500	(200,000)		544,000	650,000			(1,850,000)	(529,343)
13 Restricted Capital Donations	357,448	8,688	286,283	409,088	116,736	5,800	407,402	110,181	75,952	75,952	75,952	75,952	2,005,434
14 Parcel Tax Revenue	207,015		1,500,000			512,117			1,500,000	400,000			4,119,132
15 Other Payments - South Lot/LOC/Fire Claim							(250,000)		274,000				24,000
16 Other:													-
17 IGT											1,442,777	3,886,932	5,329,709
18 IGT - AB915	20,681		384,837		40,615		1,049,088	25,181		381,379			1,901,781
19 PRIME	750,000					600,000							1,350,000
<b>Sub-Total Non-Hospital Sources</b>	<b>525,258</b>	<b>532,731</b>	<b>2,171,120</b>	<b>409,088</b>	<b>769,851</b>	<b>917,917</b>	<b>1,206,490</b>	<b>679,362</b>	<b>2,499,952</b>	<b>857,331</b>	<b>1,518,729</b>	<b>2,112,884</b>	<b>14,200,713</b>
<b>Non-Hospital Uses of Cash</b>													
20 Matching Fees					300,000			641,048	1,943,466				2,884,514
<b>Sub-Total Non-Hospital Uses of Cash</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>641,048</b>	<b>1,943,466</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,884,514</b>
<b>Net Non-Hospital Sources/Uses of Cash</b>	<b>525,258</b>	<b>532,731</b>	<b>2,171,120</b>	<b>409,088</b>	<b>469,851</b>	<b>917,917</b>	<b>1,206,490</b>	<b>38,314</b>	<b>556,486</b>	<b>857,331</b>	<b>1,518,729</b>	<b>2,112,884</b>	<b>11,316,199</b>
<b>Net Sources/Uses</b>	<b>(183,005)</b>	<b>(852,123)</b>	<b>494,659</b>	<b>(46,319)</b>	<b>86,901</b>	<b>587,834</b>	<b>(262,204)</b>	<b>(783,247)</b>	<b>61,600</b>	<b>(174,268)</b>	<b>1,214,363</b>	<b>1,767,040</b>	
Cash and Equivalents at beginning of period	<b>1,671,423</b>	1,488,418	636,295	1,130,954	1,084,636	1,171,537	1,759,371	1,497,167	713,920	775,520	601,252	1,815,615	
<b>Cash and Equivalents at end of period</b>	<b>1,488,418</b>	<b>636,295</b>	<b>1,130,954</b>	<b>1,084,636</b>	<b>1,171,537</b>	<b>1,759,371</b>	<b>1,497,167</b>	<b>713,920</b>	<b>775,520</b>	<b>601,252</b>	<b>1,815,615</b>	<b>3,582,655</b>	

Sonoma Valley Hospital  
Cash Forecast  
FY 2019

ATTACHMENT H

	Actual July - Dec	Actual Jan	Actual Feb	Forecast Mar	Forecast Apr	Forecast May	Forecast Jun	TOTAL
<b>Hospital Operating Sources</b>								
1 Patient Payments Collected	25,747,164	4,197,482	3,957,008	4,187,658	3,746,851	4,236,718	4,080,522	50,153,403
2 Capitation Revenue	571,073	62,561	28,474	95,999	95,999	95,999	95,999	1,046,104
3 Napa State	49,991		5,135	11,962	11,962	11,962	11,961	102,973
4 Other Operating Revenue	243,956	35,012	10,595	13,968	13,968	13,968	13,973	345,439
5 Other Non-Operating Revenue	257,106	51,984	66,482	26,673	26,673	26,673	26,673	482,264
6 Unrestricted Contributions	8,533		509	2,672	2,672	2,672	2,672	19,730
7 Line of Credit								-
<b>Sub-Total Hospital Sources</b>	<b>26,877,823</b>	<b>4,347,039</b>	<b>4,068,202</b>	<b>4,338,932</b>	<b>3,898,125</b>	<b>4,387,992</b>	<b>4,231,800</b>	<b>52,149,913</b>
<b>Hospital Uses of Cash</b>								
8 Operating Expenses	30,108,130	5,387,017	4,586,118	4,757,866	4,853,772	4,616,406	4,501,692	58,811,002
9 Add Capital Lease Payments	560,263	21,314	193,464	-	-	-	-	775,041
10 Additional Liabilities/LOC			-	-	-	-	-	-
11 Capital Expenditures	1,147,447	407,402	110,181	75,952	75,952	75,952	75,952	1,968,838
<b>Total Hospital Uses</b>	<b>31,815,840</b>	<b>5,815,733</b>	<b>4,889,763</b>	<b>4,833,818</b>	<b>4,929,724</b>	<b>4,692,358</b>	<b>4,577,644</b>	<b>61,554,881</b>
<b>Net Hospital Sources/Uses of Cash</b>	<b>(4,938,017)</b>	<b>(1,468,694)</b>	<b>(821,561)</b>	<b>(494,886)</b>	<b>(1,031,599)</b>	<b>(304,366)</b>	<b>(345,844)</b>	<b>(9,404,967)</b>
<b>Non-Hospital Sources</b>								
12 Restricted Cash/Money Market	126,657		544,000	650,000	-	-	(1,850,000)	(529,343)
13 Restricted Capital Donations	1,184,043	407,402	110,181	75,952	75,952	75,952	75,952	2,005,434
14 Parcel Tax Revenue	2,219,132		-	1,500,000	400,000	-	-	4,119,132
15 Other Payments - South Lot/LOC/Fire Claim		(250,000)	-	274,000	-	-	-	24,000
16 Other:			-	-	-	-	-	-
17 IGT			-	-	-	1,442,777	3,886,932	5,329,709
18 IGT - AB915	446,133	1,049,088	25,181	-	381,379	-	-	1,901,781
19 PRIME	1,350,000		-	-	-	-	-	1,350,000
<b>Sub-Total Non-Hospital Sources</b>	<b>5,325,965</b>	<b>1,206,490</b>	<b>679,362</b>	<b>2,499,952</b>	<b>857,331</b>	<b>1,518,729</b>	<b>2,112,884</b>	<b>14,200,713</b>
<b>Non-Hospital Uses of Cash</b>								
20 Matching Fees	300,000	-	641,048	1,943,466	-	-	-	2,884,514
<b>Sub-Total Non-Hospital Uses of Cash</b>	<b>300,000</b>	<b>-</b>	<b>641,048</b>	<b>1,943,466</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,884,514</b>
<b>Net Non-Hospital Sources/Uses of Cash</b>	<b>5,025,965</b>	<b>1,206,490</b>	<b>38,314</b>	<b>556,486</b>	<b>857,331</b>	<b>1,518,729</b>	<b>2,112,884</b>	<b>11,316,199</b>
<b>Net Sources/Uses</b>	<b>87,948</b>	<b>(262,204)</b>	<b>(783,247)</b>	<b>61,600</b>	<b>(174,268)</b>	<b>1,214,363</b>	<b>1,767,040</b>	
Cash and Equivalents at beginning of period	1,671,423	1,759,371	1,497,167	713,920	775,520	601,252	1,815,615	
<b>Cash and Equivalents at end of period</b>	<b>1,759,371</b>	<b>1,497,167</b>	<b>713,920</b>	<b>775,520</b>	<b>601,252</b>	<b>1,815,615</b>	<b>3,582,655</b>	