



**SVHCD FINANCE COMMITTEE**

**AGENDA**

**TUESDAY, April 23 , 2019**

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

**Location: Schantz Conference Room**

**Sonoma Valley Hospital, 347 Andrieux Street**

**Sonoma CA 95476**

Alternative location:

**1774 Stockton St, San Francisco**

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 3.26.19</p>	<i>Nevins</i>	Inform/Action
<p><b>4. OUTPATIENT DIAGNOSTIC CENTER UPDATE</b></p>	<i>Mather</i>	Inform
<p><b>5. FY 2020 BUDGET UPDATE</b></p>	<i>Jensen</i>	Inform
<p><b>6. REVIEW THIRD QUARTER FY2019 CAPITAL SPENDING</b></p>	<i>Jensen</i>	Inform
<p><b>7. BALANCE SHEET METRICS</b></p>	<i>Jensen</i>	Inform
<p><b>8. ADMINISTRATIVE REPORT APRIL 2019</b></p>	<i>Mather</i>	Inform
<p><b>9. FINANCIAL REPORT MONTH END MARCH 31, 2018</b></p>	<i>Jensen</i>	Inform



**SVHCD FINANCE COMMITTEE**

**AGENDA**

**TUESDAY, April 23 , 2019**

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

**Location: Schantz Conference Room**

**Sonoma Valley Hospital, 347 Andrieux Street**

**Sonoma CA 95476**

Alternative location:

**1774 Stockton St, San Francisco**

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>	<p><b>RECOMMENDATION</b></p>	
<p><b>AGENDA ITEM</b></p>		
<p><b>10. ADJOURN</b></p>	<p><i>Nevins</i></p>	



**SVHCD**  
**FINANCE COMMITTEE MEETING**  
**MINUTES**  
**TUESDAY, MARCH 26, 2019**  
**Schantz Conference Room**

Present	Excused	Staff	Public
Sharon Nevins *Susan Porth *Peter Hohorst *Dr. Subhash Mishra via telephone	Joshua Rymer Keith Hughes  <b>Absent</b> *John Perez	Kelly Mather, CEO Ken Jensen, CFO Sarah Dungan Jane Hirsch, Board Member Michael Mainardi, Board Member	

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 at 5:03 pm		
<b>2. PUBLIC COMMENT SECTION</b>	<i>Nevins</i>  None		
<b>3. CONSENT CALENDAR</b>	<i>Nevins</i>  Minutes from the 02.13, 02.26 and 03.20 meetings were reviewed.	<b>MOTION:</b> by Hohorst to approve 2 <sup>nd</sup> by Porth. All in favor	
<b>4. OUTPATIENT DIAGNOSTIC CENTER UPDATE</b>	<i>Mather</i>  Ms. Mather reviewed the current state of the Outpatient Diagnostic Center capital campaign. At this point 16.7 million dollars of the 21 million has been raised. The current amount of cash on hand will allow for project one to be completed.		

<b>5. FISCAL YEAR 2020 BUDGET UPDATE</b>	<i>Jensen</i>		
	Mr. Jensen spoke about the plan to meet budget by July 1 <sup>st</sup> .		
<b>6. MID YEAR REVIEW</b>	<i>Jensen</i>		
	Mr. Jensen said that the auditors will be invited in to do a mid-year review of the reserves.		
<b>7. SNF UPDATE</b>	<i>Hirsch</i>		
	Ms. Hirsch gave background on the SNF Task Force members and the work that was done to evaluate the viability of the SNF. She reported that the management company Ensign will take over the management of the SNF operations April 1 <sup>st</sup> . Mr. Jensen reviewed the potential financial impact to the transition of the oversight.		
<b>8. NEW COMMITTEE MEMBER</b>	<i>Nevins</i>		
	Ms. Nevins spoke about Mr. Grandy's experience and made the recommendation to add him to the committee. This addition to the committee will replace Mr. Hughes, per his resignation.		<b>Motion</b> by Porth to add Mr. Grandy to the Finance Committee 2 <sup>nd</sup> by Hohorst. All in favor.
<b>9. ADMINISTRATIVE REPORT 03.2019</b>	<i>Mather</i>		
	Ms. Mather gave a report on the financial plan to meet budget by July 1 <sup>st</sup> . She also gave an update on new physicians and the expansion of the Wound Care program.		
<b>10. FINANCIAL REPORT MONTH END 02.28.2019</b>	<i>Jensen</i>		
	Mr. Jensen reported that days of cash on hand was 4.6 days, Accounts Receivable was at 43 days, Accounts Payable was at 50 days. After all activity the total net loss for February was (\$277,823) vs, a budgeted net loss of (\$70,438). EBDA was -6.9% vs. the budgeted -0.2%.		

	Mr. Jensen spoke to Dr. Mainardi's question regarding the 10 day notice per H&SC 32130.1 in reference to the parcel tax note. The county's counsel responded that the ten day notice does not apply because parcel tax borrowing is different than what is in H&SC 32130.1.		
<b>11. ADJOURN</b>	<i>Nevins</i>		
	6:08pm		

SONOMA VALLEY HOSPITAL  
 COST PROJECTIONS and FUNDING SUMMARY  
 THROUGH DECEMBER 2020  
 DESIGN, PRECONSTRUCTION AND CONSTRUCTION  
 Updated 4-11-19

as of 3/31/19	
Total Fundraising Goal:	\$20 million
Total Funds Pledged:	\$15.5 million
Total Funds Received to Date:	\$ 5,255,044
Total Spent to Date:	\$ 2,522,055
Total Campaign Expenses to Date:	\$ 259,971
Total Cash Left to Date:	\$ 2,693,809
Total Approved Funding:	\$ 3,337,596 (excludes Mammography & Foundation Campaign Expenses)

	Beginning Cash Balance	\$721,446	\$496,124	\$1,572,754	\$1,468,847	\$ 1,605,442	\$ 2,693,809	\$ 3,397,747	\$ 3,116,940	\$ 2,780,022	\$ 2,641,117	\$ 2,191,901	\$ 2,010,175	\$ 2,225,709	\$ 1,851,206	
Work Type	Nov '18 Actuals	Dec '18 Actuals	Jan '19 Actuals	Feb '19 Actuals	Mar '19 Actuals	Apr '19	May '19	Jun '19	Jul '19	Aug '19	Sep '19	Oct '19	Nov '19	Dec '19	Totals	
<b>Design &amp; Construction Services</b>																
Conceptual Design for ODC																\$ -
Project 1: Imaging/CT/Hospitality	\$ 119,088	\$ 79,684	\$ 18,322	\$ 7,339	\$ 5,047	\$ 6,808	\$ 22,450	\$ 20,938	\$ 7,350	\$ 14,250	\$ 13,150	\$ 18,150	\$ 12,900	\$ 454,802	\$ 800,279	
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	19,334	10,608	10,601	27,350	67,150	66,300	67,700	66,200	56,200	303,065	839,366	
Project 4: UCSF Physician Clinic/Outpatient Procedures on 2nd Floor	320	-	109	-	-	-	-	-	-	-	-	-	-	-	429	
Decommissioning Study of Central and East Wings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Master Planning Study	17,206	-	-	-	-	-	-	-	-	-	-	-	-	-	17,206	
Insurance & Fee	14,064	3,291	2,489	1,047	731	1,183	1,595	1,805	3,204	3,448	3,460	3,601	2,986	30,744	73,647	
<b>SUBTOTAL DBT PROJECTED COSTS:</b>	<b>\$195,157</b>	<b>\$112,989</b>	<b>\$85,534</b>	<b>\$35,670</b>	<b>\$25,112</b>	<b>\$18,598</b>	<b>\$34,645</b>	<b>\$50,093</b>	<b>\$77,704</b>	<b>\$83,998</b>	<b>\$84,310</b>	<b>\$87,951</b>	<b>\$72,086</b>	<b>\$788,611</b>	<b>\$ 1,752,457</b>	
<b>Project Management</b>	\$ 10,756	\$ 10,360	\$ 10,973	\$ 10,260	\$ 10,778	\$ 11,000	\$ 9,500	\$ 8,500	\$ 9,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 141,127	
<b>Permit Fees/Inspections/Physicist</b>	-	-	350	-	-	-	-	-	-	162,000	5,000	1,800	-	5,000	174,150	
<b>Furniture</b>	-	850	2,465	1,445	1,573	-	-	-	-	-	30,000	-	12,500	-	48,833	
<b>Equipment</b>	-	-	-	-	-	-	-	-	-	-	-	133,000	125,000	200,000	458,000	
<b>IT</b>	-	-	-	-	15,668	129,803	2,000	2,000	12,151	2,300	-	-	-	-	163,922	
<b>Operational costs (temporary staff moves during construction)</b>	-	-	-	-	-	-	5,000	7,500	7,501	7,502	-	-	-	-	27,503	
<b>Owner Contingency</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Misc. Expenses</b>	-	11,238	36	-	-	-	-	10,540	-	-	-	-	-	-	21,814	
<b>SUBTOTAL OWNER PROJECTED COSTS:</b>	<b>\$ 16,756</b>	<b>\$ 23,298</b>	<b>\$ 16,638</b>	<b>\$ 13,150</b>	<b>\$ 56,839</b>	<b>\$ 366,548</b>	<b>\$ 246,245</b>	<b>\$ 294,910</b>	<b>\$ 49,785</b>	<b>\$ 347,802</b>	<b>\$ 80,000</b>	<b>\$ 279,600</b>	<b>\$ 285,000</b>	<b>\$ 420,000</b>	<b>\$ 1,815,588</b>	
<b>TOTAL PROJECTED MONTHLY COSTS</b>	<b>\$ 211,913</b>	<b>\$ 136,287</b>	<b>\$ 102,172</b>	<b>\$ 48,820</b>	<b>\$ 81,951</b>	<b>\$ 385,147</b>	<b>\$ 280,890</b>	<b>\$ 345,003</b>	<b>\$ 127,489</b>	<b>\$ 431,800</b>	<b>\$ 164,310</b>	<b>\$ 367,551</b>	<b>\$ 357,086</b>	<b>\$ 1,208,611</b>	<b>\$ 3,568,046</b>	
<b>TOTAL CAMPAIGN PLEDGES COLLECTED/DUE</b>	<b>\$ -</b>	<b>\$ 1,471,153</b>	<b>\$ -</b>	<b>\$ 203,831</b>	<b>\$ 1,188,734</b>	<b>\$ 1,107,500</b>	<b>\$ 18,500</b>	<b>\$ 26,500</b>	<b>\$ 7,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 601,500</b>	<b>\$ 1,000</b>	<b>\$ 1,581,439</b>	<b>\$ 6,209,157</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>\$ (475,957)</b>	
<b>Ending Cash Balance</b>	<b>\$ 496,124</b>	<b>\$ 1,572,754</b>	<b>\$ 1,468,847</b>	<b>\$ 1,605,442</b>	<b>\$ 2,693,809</b>	<b>\$ 3,397,747</b>	<b>\$ 3,116,940</b>	<b>\$ 2,780,022</b>	<b>\$ 2,641,117</b>	<b>\$ 2,191,901</b>	<b>\$ 2,010,175</b>	<b>\$ 2,225,709</b>	<b>\$ 1,851,206</b>	<b>\$ 2,205,619</b>		

**Sonoma Valley Hospital**  
**Capital Spending, CIP, and Capital Leases**  
For Fiscal Years Ending June 30, 2016, 2017, 2018,  
& fiscal YTD 2019 (Q1, Q2 & Q3)

<b>Foundation Support:</b>						
<b>Dept #</b>	<b>Department</b>	<b>DESCRIPTION</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>YTD FY 2019</b>
6171	OB	Panda infant warmer	41,465			
6171	OB	Natus Hearing Screening	21,397			
	MRI	1.5 8 Channel Knee Coil		42,211		
7420	Surgery	Mini C-Arm		68,819		
7420	Surgery	Stryker Audio/Video Integration Upgrade (Tower System)		378,302		
6171	OB	Philips Fetal Monitor - 2		47,724		
7420	Surgery	TruClear Hysteroscope System		41,700		
6171	OB	Jaundice Meter JM-105			7,332	
7500	Laboratory	GramPro Slide Strainer			6,914	
7420	Surgery/A Women's Place	Mammutone Neoprobe			44,244	
7631	Mammography	3 D Hologic Equipment			428,718	
7631	Mammography	Construction/furnishings/service eqt			612,596	
7631	Mammography	3D Reading Monitor			31,102	
8340	Dietary	Walk in Freezer				8,498
7500	Laboratory	ABL Flex Plus Analyzer				16,049
Foundation Support Sub-total			\$ 62,862	\$ 578,756	\$ 1,130,906	\$ 24,547

<b>Equipment:</b>						
<b>Dept #</b>	<b>Department</b>	<b>DESCRIPTION</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>YTD FY 2019</b>
7630	Medical Imaging	Dual Tower Imaging Table	6,296			
7670	Ultrasound	GE Ultrasound - Interface Software	14,681			
6171	OB	Epidural pumps	7,962			
9552	Timeshare	X-ray Machine	42,800			
8340	Dietary	Water & Ice dispenser	5,052			
8340	Dietary	Steamer Table with Stand	8,146			
7420	Surgery	Reconditioned Microscope	7,138			
7420	Surgery	High Flow Insufflator		7,642		
7420	Surgery	Rhizo Radio Freq Ablator		21,616		
7430	Ambulatory Care	Transport Gurney 30"		4,170		
7430	Ambulatory Care	Eye Surgery Stretcher		6,801		
7420	Surgery	Signia XL Bariatric Stapler		39,655		
7630	Medical Imaging	Empower CTA injector system			22,480	
7420	Surgery	Trimano Adapter/Support Arm			17,923	
8340	Dietary	Double Oven			7,586	
7420	Surgery	Amsco Steris Table			12,500	
8700	Medical Records	Misc Furniture/ reclassified CIP			6,550	
7420	Surgery	G6 Cyclo System Optical laser			21,432	
8340	Dietary	Mobile shelving - Uline				6,909
8480	Information Systems	GHA Technologies UCSF Telemedicine Cart				8,265

**Sonoma Valley Hospital**  
**Capital Spending, CIP, and Capital Leases**  
 For Fiscal Years Ending June 30, 2016, 2017, 2018,  
 & fiscal YTD 2019 (Q1, Q2 & Q3)

Equipment Sub-total \$ 92,075 \$ 79,884 \$ 88,471 \$ 15,174

**Information Systems/Electronic Health Records:**

Dept #	Department	DESCRIPTION	FY 2016	FY 2017	FY 2018	YTD FY 2019
8480	Information Systems	Wyse D90D7 Thin Clients	9,000			
8480	Information Systems	Single Sign On System		81,506		
8480	Information Systems	Computrition - Hospitality Suite Menu Plnr		93,897		
8480	Information Systems	E H R Phase III: E-RX & ECQM - Closed CIP			38,637	*Closed CIP
8480	Information Systems	E H R Phase IV: Purge PHI/Host One Content - Closed CIP			53,268	*Closed CIP
8480	Information Systems	E H R Phase V: Paragon 14 Upgrade - Closed CIP			55,920	*Closed CIP
8480	Information Systems	E H R Phase VI: Eligibility of Insurance Module - Closed CIP			7,964	*Closed CIP
8480	Information Systems	E H R Phase VII: HUB - Closed CIP			98,449	*Closed CIP
8480	Information Systems	9 HP Elite Notebooks			11,728	

Equipment Sub-total \$ 9,000 \$ 175,403 \$ 265,966 \$ -

**Building/Leasehold Improvements**

Dept #	Department	DESCRIPTION	FY 2016	FY 2017	FY 2018	YTD FY 2019
8450	Engineering/Plant Ops	Nurse Call System - Closed CIP	249,567			*Closed CIP
8450	Engineering/Plant Ops	Carpet - Hallway	66,282			
8450	Engineering/Plant Ops	Otto Construction - Site Bench	16,661			
8450	Engineering/Plant Ops	Automatic doors - Lobby	13,163			
9553	Timeshare - 462 W. Napa	462 W. Napa Timeshare - Closed CIP	50,740			*Closed CIP
8450	Engineering/Plant Ops	Spring pumps - 2 (basement)	9,100			
8450	Engineering/Plant Ops	NPC2 - Closed CIP	14,412			
8450	Engineering/Plant Ops	ER Communications - Closed CIP	10,853			*Closed CIP
8450	Engineering/Plant Ops	Rewire 3rd Floor TV Cable		9,406		
8450	Engineering/Plant Ops	Metro Electric - 3rd Floor Cabling			30,160	
8450	Engineering/Plant Ops	Fire Alarm 2nd floor Replacement - Closed CIP	55,649	101,458		*Closed CIP
8450	Engineering/Plant Ops	SNF Nurse Call - Closed CIP		174,625	21,135	*Closed CIP
8450	Engineering/Plant Ops	SNF Pipes - Closed CIP		109,509		*Closed CIP
8450	Engineering/Plant Ops	Lobby Upgrade - Closed CIP	135,710	46,665		*Closed CIP
8450	Engineering/Plant Ops	Additional 3rd Floor Cabling			13,460	*Closed CIP
7073	SFP Clinic - Perkins	Conklin Bros Flooring				16,859

Infrastructure Sub-total 622,137 441,663 64,755 16,859

Total Capital Assets \$ 786,074 \$ 1,275,706 \$ 1,550,097 \$ 56,580

Recap:

Capital Spend - Hospital	723,212	696,950	419,191	32,033
Capital Spend - Foundation	62,862	578,756	1,130,906	24,547
Total Capital Assets	<u>\$ 786,074</u>	<u>\$ 1,275,706</u>	<u>\$ 1,550,097</u>	<u>\$ 56,580</u>



**Sonoma Valley Hospital**  
**Capital Spending, CIP, and Capital Leases**  
 For Fiscal Years Ending June 30, 2016, 2017, 2018,  
 & fiscal YTD 2019 (Q1, Q2 & Q3)

Account #	Construction In Progress (CIP)	CIP Budget	Spent to Date	CIP Balance at 6/30/2018	Spending Fiscal YTD 2019	CIP Balance at 03/31/2018	
1258-0050	ODC - Project 1	11,500,000	1,956,105	675,091	1,274,049	1,949,140	Foundation
1258-0060	Conversion of Rooms 215-217	66,110	100,293	20,576	79,717	100,293	Operations
1258-0440	EHR Implementation	6,315,356	5,110,075	58,703	34,698	93,401	MedOne Leases/operations
1258-0800	A Women's Place	61,400	55,566	52,232	3,334	55,566	Foundation
1258-0820	CIP - 3rd Floor Acute Care Move	230,000	233,108	-	233,108	233,108	Foundation
1257-0180	CIP Basement/1st floor Flood 2019		6,125		6,125	6,125	Insurance (25K deductible)
CIP Balance		\$ 18,172,866	\$ 7,461,271	\$ 806,602	\$ 1,631,031	\$ 2,437,633	

**Capital Financing/Leasing:**

Dept #	Department	DESCRIPTION	Previous Years	FY 2016	FY 2017	FY 2018	YTD FY 2019	Monthly Cost	Term	Final Payment	
8450	CEC Loan Phase 1	California Energy Commission loan	443,774					3,563	180 Months	06/22/2023	Bi-annual Payments
8450	CEC Loan Phase 2	California Energy Commission loan	675,452					7,796	96 Months	06/22/2022	Bi-annual Payments
8480	Med One - EHR	E.H.R. - Equipment (multiple vendors)	638,260						60 Months	12/09/2018	Complete
7660	GE - MRI Van	MRI	1,008,145					14,295	84 Months	03/01/2020	Financing
Various	First American Equipment Finance	Construction/Equipment	652,488						60 Months	12/01/2018	Complete
Various	Celtic Finance	Various Equipment	2,719,041					47,158	60 Months	09/30/2019	Quarterly Payments
Various	Celtic Finance - #2	Various Equipment		238,462				4,457	60 Months	01/31/2021	Quarterly Payments
7630	Medical Imaging	Fluoroscopy Equipment			418,171			7,717	60 Months	12/01/2021	Financing
7630	Medical Imaging	Fluoroscopy Construction Costs			401,328			12,204	36 Months	12/21/2019	Financing
7420	Surgery	Cyclo G6 Laser console with Probes				21,432		595	36 Months	02/22/2021	Interest free
7420	Surgery	Gastrosopes (3)				121,500		3,375	36 Months	01/31/2021	Operating Lease
8480	Information Systems	Citrix Netscaler				124,598	255,639	6,677	48 Months	08/01/2022	Annual payments
Capital Financing/Leasing Total			\$ 6,137,159	\$ 238,462	\$ 819,499	\$ 267,530	\$ 255,639	\$ 107,838			



**To:** SVHCD Board of Directors  
**From:** Kelly Mather  
**Date:** 3/28/19  
**Subject:** Administrative Report

**Summary**

Changes continue this fiscal year as we reinvent our hospital. The new FY 2020 strategic plan will be ready for review and approval in May. The FY 2020 budget is underway with significant expense reductions targeted for July 1<sup>st</sup>. Due to the shrinking of our volumes that we traditionally relied upon, we must reduce overhead.

**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 the move to the 3<sup>rd</sup> floor went very well. We are changing the culture of Inpatient Care.</li> <li>➤ We expect the “Stroke Ready” certification on April 16<sup>th</sup>. Tele-neurology with UCSF started in March.</li> <li>➤ We are looking at a new safety self-assessment tool to be completed with the leaders.</li> <li>➤ The Staff Satisfaction survey will go out this month.</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 by May. This will include upgrading our phone system.</li> <li>➤ I have meet with several physicians and stakeholders to get their input on our strategic plan.</li> <li>➤ Several better I.T. solutions for radiology are underway.</li> </ul>
Implement new and enhanced revenue strategies as measured by increased direct margins in each service	<ul style="list-style-type: none"> <li>➤ The Outpatient Diagnostic Center project is going well. We have submitted Project 1 (CT/Imaging/Hospitality) to OSHPD. We will bring Project 2 (Cardiology/North Entrance/Lab) to the board in June. We are still raising funds for Project 3 (MRI.)</li> <li>➤ Discussing the need for another Primary Care Physician and/or Geriatrician for Sonoma.</li> <li>➤ Enhancing the CEO dashboard to look at every single service such as Speech Therapy, Wound Care and revenue by type of Surgery.</li> </ul>
Continue to improve financial stability as measured by EBDA	<ul style="list-style-type: none"> <li>➤ We are shrinking the hospital expenses to less than \$4.2 million per month going forward. This means we are restructuring and will unfortunately mean layoffs in July.</li> <li>➤ Ensign starts their assessment and consulting on April 1<sup>st</sup> in the SNF. We plan to transition staff to Ensign on July 1<sup>st</sup>.</li> <li>➤ The South Lot housing project is expected to be complete this summer. 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>➤ Re-prioritizing some of the community outreach due to less resources. But, we will keep events that bring a return on the investments such as physician talks.</li> <li>➤ Fundraising for the Outpatient Diagnostic Center continues and we are at \$16.7 million raised.</li> </ul>

## FEBRUARY 2019

			National Benchmark
<b>Patient Experience</b>	<b>Current Performance</b>	<b>FY 2019 Goal</b>	
Would Recommend Hospital	78 <sup>th</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	11	< 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	9.4%/14.1%	< 10%	< 15%
<b>Financial Stability</b>	<b>YTD Performance</b>	<b>FY 2019 Goal</b>	<b>Benchmark</b>
EBDA	-.1%	1%	3%
FTE's/AOB	4.44	4.3	5.3
Days Cash on Hand	4.6	20	30
Days in Accounts Receivable	43	49	50
Length of Stay	3.8	3.85	4.03
Funds raised by SVHF	\$16.7 million	\$20 million	\$1 million
<b>Strategic Growth</b>	<b>YTD Performance</b>	<b>FY 2019 Goal</b>	<b>Benchmark</b>
Inpatient Discharges	697/1045	1000	1000
Outpatient Visits	35,542/53,178	53,000	51,924
Emergency Visits	6601/9901	10,000	11,040
Surgeries + Special Procedures	1929/2893	2500	2,568
Community Benefit Hours	740/1110	1200	1200

Note: Colors demonstrate comparison to National Benchmark



**To:** SVH Finance Committee  
**From:** Ken Jensen, CFO  
**Date:** April 23, 2019  
**Subject:** Financial Report for the Month Ending March 31, 2019

March's actual gain of \$1,171,110 from operations was \$1,598,365 favorable to the budgeted loss of (\$427,255). For the month of March the hospital accrued the FY 17/18 Rate Range Intergovernmental Transfer (IGT) supplemental funding with projected net proceeds of \$1,943,466. After accounting for all other activity; the net gain for March was \$1,722,153 vs. the budgeted net gain of \$54,034 with a monthly EBDA of 22.3% vs. a budgeted 2.5%.

**Gross patient revenue** for March was \$22,753,564; (\$1,406,551) under budget. Inpatient gross revenue was under budget by (\$698,899). Inpatient days were under budget by (10) days and inpatient surgeries were under budgeted expectations by (4) cases. Outpatient revenue was over budget by \$48,452. Outpatient visits were under budgeted expectations by (190) visits, and outpatient surgeries were under budgeted expectations by (12) cases and special procedures were over budgeted expectations by 32 cases. The Emergency Room gross revenue was under budget by (\$392,906) with ER visits under budgeted expectations by (13) visits. SNF gross charges were under budgeted expectations by (\$363,288) and SNF patient days were under budget by (108) days and had an average daily census of 11.5 patients.

**Deductions from revenue** were favorable to budgeted expectations by \$4,663,194. Of the variance, \$3,596,877 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 \$1,066,317 which is due to gross revenue being under budgeted expectations.

After accounting for all other operating revenue, the **total operating revenue** was favorable to budgeted expectations by \$3,196,991.

**Operating Expenses** of \$6,663,023 were unfavorable to budget by (\$1,598,626). Of the variance, (\$1,855,063) is attributable to the IGT matching fee. Without the matching fee, total operating expenses would be favorable to budget by \$256,437. Salaries and wages and agency fees were over budget by (\$6,345) with the salaries and wages being over budget by (\$55,577) and agency fees under by \$49,232. Supplies were under budget \$142,056 primarily due to lower than budgeted volume in surgery.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net gain for March is \$1,468,723 vs. a budgeted net loss of (\$175,586). The hospital received donations from the Sonoma Valley Hospital Foundation for the Outpatient Diagnostic Center (\$47,503) and for the Acute Care 3<sup>rd</sup> floor move (\$52,259). After all activity the total net gain for March was \$1,722,153 vs. a budgeted net gain of \$54,034.

EBDA for the month of March was 22.3% vs. the budgeted 2.5%.

#### Patient Volumes – March

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	87	90	-3	106
Newborn Discharges	0	0	0	8
Acute Patient Days	317	327	-10	335
SNF Patient Days	357	465	-108	566
Home Care Visits	0	0	0	684
OP Gross Revenue	\$15,281	\$15,626	(\$345)	\$13,064
Surgical Cases	163	179	-16	151

#### Gross Revenue Overall Payer Mix – March

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	43.3%	42.8%	0.5%	42.2%	42.9%	-0.7%
Medicare Mgd Care	12.9%	12.9%	0.0%	14.5%	12.8%	1.7%
Medi-Cal	20.9%	17.8%	3.1%	18.0%	17.9%	0.1%
Self-Pay	1.4%	1.4%	0.0%	1.2%	1.4%	-0.2%
Commercial	19.5%	20.5%	-1.0%	20.4%	20.6%	-0.2%
Workers Comp	1.5%	2.6%	-1.1%	2.1%	2.4%	-0.3%
Capitated	0.5%	2.0%	-1.5%	1.6%	2.0%	-0.4%
Total	100.0%	100.0%		100.0%	100.0%	

#### Cash Activity for March:

For the month of March the cash collection goal was \$3,417,922 and the Hospital collected \$3,428,453 or over the goal by \$10,531. The year-to-date cash collection goal was \$33,192,209 and the Hospital has collected \$32,801,998 or under goal by (\$390,211). Days of cash on hand are 4.5 days at March 31, 2019. The hospital currently has \$2,584,514 out in IGT program fees. The hospital will receive \$1,442,777 in early May from the HQAF IGT program and a projected \$3,886,932 from the Rate Range IGT program in June. Accounts Receivable increased from February, from 43.0 days to 43.7 days in March. Accounts Payable increased by \$822,957 from February and Accounts Payable days are at 60.7.



**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 March 31, 2019**

ATTACHMENT A

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance
Medicare	9,842,452	10,350,745	-508,293	-4.9%
Medicare Managed Care	2,942,133	3,120,154	-178,021	-5.7%
Medi-Cal	4,756,768	4,286,885	469,883	11.0%
Self Pay	313,020	329,133	-16,113	-4.9%
Commercial & Other Government	4,439,915	4,961,887	-521,972	-10.5%
Worker's Comp.	351,823	622,646	-270,823	-43.5%
Capitated	107,453	488,665	-381,212	-78.0%
<b>Total</b>	<b>22,753,564</b>	<b>24,160,115</b>	<b>(1,406,551)</b>	

	Actual	Budget	Variance	% Variance
	86,134,606	86,067,262	67,344	0.1%
	29,492,563	25,686,551	3,806,012	14.8%
	36,646,288	35,929,568	716,720	2.0%
	2,534,672	2,731,972	-197,300	-7.2%
	41,692,599	41,443,390	249,209	0.6%
	4,181,135	4,886,470	-705,335	-14.4%
	3,217,353	4,028,292	-810,939	-20.1%
<b>Total</b>	<b>203,899,216</b>	<b>200,773,505</b>	<b>3,125,711</b>	

Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	1,272,629	1,356,104	-83,475	-6.2%
Medicare Managed Care	387,479	400,581	-13,102	-3.3%
Medi-Cal	547,504	538,646	8,858	1.6%
Self Pay	164,429	148,346	16,083	10.8%
Commercial & Other Government	1,389,783	1,574,170	-184,387	-11.7%
Worker's Comp.	69,520	140,928	-71,408	-50.7%
Capitated	3,042	15,845	-12,803	-80.8%
Prior Period Adj/IGT	3,949,432	352,555	3,596,877	1020.2%
<b>Total</b>	<b>7,783,818</b>	<b>4,527,175</b>	<b>3,256,643</b>	<b>71.9%</b>

	Actual	Budget	Variance	% Variance
	11,958,407	12,029,491	-71,084	-0.6%
	3,931,733	3,391,592	540,141	15.9%
	4,946,890	4,754,729	192,161	4.0%
	1,316,476	1,272,618	43,858	3.4%
	13,184,294	13,889,273	-704,979	-5.1%
	706,890	1,193,104	-486,214	-40.8%
	88,480	128,515	-40,035	-31.2%
	6,930,341	3,172,995	3,757,346	118.4%
<b>Total</b>	<b>43,063,511</b>	<b>39,832,317</b>	<b>3,231,194</b>	<b>8.1%</b>

Percent of Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	16.3%	30.0%	-13.7%	-45.7%
Medicare Managed Care	5.0%	8.8%	-3.8%	-43.2%
Medi-Cal	7.0%	11.9%	-4.9%	-41.2%
Self Pay	2.1%	3.3%	-1.2%	-36.4%
Commercial & Other Government	17.9%	34.8%	-16.9%	-48.6%
Worker's Comp.	0.9%	3.1%	-2.2%	-71.0%
Capitated	0.1%	0.3%	-0.2%	-66.7%
Prior Period Adj/IGT	50.7%	7.8%	42.9%	550.0%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>

	Actual	Budget	Variance	% Variance
	27.8%	30.2%	-2.5%	-8.3%
	9.1%	8.5%	0.6%	7.1%
	11.5%	11.9%	-0.4%	-3.4%
	3.1%	3.2%	-0.1%	-3.1%
	30.6%	34.9%	-4.3%	-12.3%
	1.6%	3.0%	-1.4%	-46.7%
	0.2%	0.3%	-0.1%	-33.3%
	16.1%	8.0%	8.1%	101.3%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>-8.2%</b>	<b>-8.2%</b>

Projected Collection Percentage:	Actual	Budget	Variance	% Variance
Medicare	12.9%	13.1%	-0.2%	-1.5%
Medicare Managed Care	13.2%	12.8%	0.4%	3.1%
Medi-Cal	11.5%	12.6%	-1.1%	-8.7%
Self Pay	52.5%	45.1%	7.4%	16.4%
Commercial & Other Government	31.3%	31.7%	-0.4%	-1.3%
Worker's Comp.	19.8%	22.6%	-2.8%	-12.4%

	Actual	Budget	Variance	% Variance
	13.9%	14.0%	-0.1%	-0.7%
	13.3%	13.2%	0.1%	0.8%
	13.5%	13.2%	0.3%	2.3%
	51.9%	46.6%	5.3%	11.4%
	31.6%	33.5%	-1.9%	-5.7%
	16.9%	24.4%	-7.5%	-30.7%

**SONOMA VALLEY HOSPITAL  
OPERATING INDICATORS  
For the Period Ended March 31, 2019**

**ATTACHMENT B**

	<u>CURRENT MONTH</u>				<u>YEAR-TO-DATE</u>			<u>YTD</u>
	<u>Actual 03/31/19</u>	<u>Budget 03/31/19</u>	<u>Favorable (Unfavorable) Variance</u>		<u>Actual 03/31/19</u>	<u>Budget 03/31/19</u>	<u>Favorable (Unfavorable) Variance</u>	<u>Prior Year 03/31/18</u>
				<b>Inpatient Utilization</b>				
				<b>Discharges</b>				
1	74	76	(2)	Acute	675	708	(33)	706
2	13	14	(1)	ICU	109	108	1	132
3	87	90	(3)	Total Discharges	784	816	(32)	838
4	-	-	-	Newborn	46	24	22	82
5	87	90	(3)	Total Discharges inc. Newborns	830	840	(10)	920
				<b>Patient Days:</b>				
6	233	230	3	Acute	2,241	2,137	104	2,174
7	84	97	(13)	ICU	699	763	(64)	756
8	317	327	(10)	Total Patient Days	2,940	2,900	40	2,930
9	-	-	-	Newborn	102	45	57	139
10	317	327	(10)	Total Patient Days inc. Newborns	3,042	2,945	97	3,069
				<b>Average Length of Stay:</b>				
11	3.1	3.0	0.1	Acute	3.3	3.0	0.3	3.1
12	6.5	6.9	(0.5)	ICU	6.4	7.1	(0.7)	5.7
13	3.6	3.6	0.0	Avg. Length of Stay	3.8	3.6	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	7.5	7.4	0.1	Acute	8.2	7.8	0.4	7.9
16	2.7	3.1	(0.4)	ICU	2.6	2.8	(0.2)	2.8
17	10.2	10.5	(0.3)	Avg. Daily Census	10.7	10.6	0.1	10.7
18	0.0	0.0	-	Newborn	0.37	0.16	0.2	0.51
				<b>Long Term Care:</b>				
19	357	465	(108)	SNF Patient Days	3,759	4,500	(741)	4,868
20	27	26	1	SNF Discharges	204	245	(41)	265
21	11.5	15.0	(3.5)	Average Daily Census	13.7	16.4	(2.7)	17.8
				<b>Other Utilization Statistics</b>				
				<b>Emergency Room Statistics</b>				
22	858	871	(13)	Total ER Visits	7,459	8,127	(668)	7,975
				<b>Outpatient Statistics:</b>				
23	4,805	4,995	(190)	Total Outpatients Visits	40,347	40,346	1	39,623
24	29	33	(4)	IP Surgeries	240	239	1	247
25	134	146	(12)	OP Surgeries	1,221	1,223	(2)	1,132
26	91	59	32	Special Procedures	722	563	159	603
27	-	-	-	Home Health Visits	2,027	3,837	(1,810)	6,977
28	347	328	19	Adjusted Discharges	2,825	3,000	(176)	2,989
29	2,052	2,241	(189)	Adjusted Patient Days (Inc. SNF)	19,145	20,938	(1,793)	21,136
30	66.2	72.3	(6.1)	Adj. Avg. Daily Census (Inc. SNF)	69.9	76.4	(6.5)	77.1
31	1.6090	1.4000	0.209	Case Mix Index -Medicare	1.4963	1.4000	0.096	1.5181
32	1.6049	1.4000	0.205	Case Mix Index - All payers	1.5330	1.4000	0.133	1.4757
				<b>Labor Statistics</b>				
33	255	251	(4.0)	FTE's - Worked	262	264	2.1	276
34	275	284	9.3	FTE's - Paid	292	299	6.7	312
35	43.39	41.85	(1.54)	Average Hourly Rate	42.92	40.90	(2.02)	42.66
36	23.7	22.4	(1.3)	Manhours / Adj. Pat Day	23.8	22.3	(1.5)	23.0
37	139.9	153.0	13.0	Manhours / Adj. Discharge	161.5	155.5	(6.0)	162.9
38	23.4%	23.4%	0.0%	Benefits % of Salaries	22.6%	23.7%	1.1%	22.5%
				<b>Non-Labor Statistics</b>				
39	12.5%	13.7%	1.2%	Supply Expense % Net Revenue	12.9%	12.3%	-0.6%	11.8%
40	1,410	1,924	514	Supply Exp. / Adj. Discharge	1,818	1,667	(151)	1,639
41	19,528	15,910	(3,618)	Total Expense / Adj. Discharge	17,134	15,610	(1,524)	16,319
				<b>Other Indicators</b>				
42	4.5			Days Cash - Operating Funds				
43	43.7	50.0	(6.3)	Days in Net AR	43.7	50.0	(6.3)	46.5
44	100%			Collections % of Net Revenue	99%			100.0%
45	60.7	55.0	5.7	Days in Accounts Payable	60.7	55.0	5.7	46.1
46	17.2%	19.1%	-1.9%	% Net revenue to Gross revenue	19.6%	20.3%	-0.8%	21.3%
47	18.9%			% Net AR to Gross AR	18.9%			21.3%



**Sonoma Valley Health Care District**  
**Balance Sheet**  
**As of March 31, 2019**

**ATTACHMENT C**

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
<b>Assets</b>			
Current Assets:			
1 Cash	\$ 734,404	\$ 713,920	\$ 375,086
2 Trustee Funds	3,568,572	4,165,042	3,625,045
3 Net Patient Receivables	6,708,016	6,725,162	7,760,498
4 Allow Uncollect Accts	(1,173,911)	(1,211,198)	(1,199,386)
5 Net A/R	5,534,105	5,513,964	6,561,112
6 Other Accts/Notes Rec	2,918,042	2,908,909	1,838,996
7 3rd Party Receivables, Net	6,608,195	2,560,367	1,488,696
8 Inventory	840,085	843,164	829,196
9 Prepaid Expenses	956,555	897,933	845,340
10 Total Current Assets	<u>\$ 21,159,958</u>	<u>\$ 17,603,299</u>	<u>\$ 15,563,471</u>
12 Property, Plant & Equip, Net	\$ 51,347,570	\$ 51,431,722	\$ 52,062,188
13 Specific Funds/ Money Market	1,259	1,259	919,563
14 Other Assets	-	-	-
15 Total Assets	<u><u>\$ 72,508,787</u></u>	<u><u>\$ 69,036,280</u></u>	<u><u>\$ 68,545,222</u></u>
<b>Liabilities &amp; Fund Balances</b>			
Current Liabilities:			
16 Accounts Payable	\$ 4,868,524	\$ 4,045,567	\$ 3,357,467
17 Accrued Compensation	3,392,724	3,508,838	3,832,217
18 Interest Payable	201,521	705,362	211,545
19 Accrued Expenses	1,393,047	1,402,811	1,427,213
20 Advances From 3rd Parties	105,388	105,388	112,930
21 Deferred Tax Revenue	1,713,308	2,284,410	1,702,050
22 Current Maturities-LTD	747,113	800,078	1,226,184
23 Line of Credit - Union Bank	6,723,734	6,723,734	6,973,734
24 Other Liabilities	2,351,386	201,386	1,386
25 Total Current Liabilities	<u>\$ 21,496,745</u>	<u>\$ 19,777,574</u>	<u>\$ 18,844,727</u>
26 Long Term Debt, net current portion	\$ 32,887,402	\$ 32,856,218	\$ 35,141,312
Fund Balances:			
28 Unrestricted	\$ 11,429,135	\$ 9,806,745	\$ 10,276,579
29 Restricted	6,695,505	6,595,743	4,282,604
30 Total Fund Balances	<u>\$ 18,124,640</u>	<u>\$ 16,402,488</u>	<u>\$ 14,559,183</u>
31 Total Liabilities & Fund Balances	<u><u>\$ 72,508,787</u></u>	<u><u>\$ 69,036,280</u></u>	<u><u>\$ 68,545,222</u></u>

**Sonoma Valley Health Care District  
Statement of Revenue and Expenses  
Comparative Results  
For the Period Ended March 31, 2019**

ATTACHMENT D

	Month				Volume Information	Year-To-Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual		\$	%		Actual	Budget	\$	%		
1	87	90	(3)	-3%	Acute Discharges	784	816	(32)	-4%	838	
2	357	465	(108)	-23%	SNF Days	3,759	4,500	(741)	-16%	4,868	
3	-	-	-	0%	Home Care Visits	2,027	3,837	(1,810)	-47%	6,977	
4	15,281	15,626	(345)	-2%	Gross O/P Revenue (000's)	\$ 132,518	\$ 129,657	2,860	2%	\$ 123,254	
<b>Financial Results</b>											
<b>Gross Patient Revenue</b>											
5	\$ 6,079,485	\$ 6,778,384	(698,899)	-10%	Inpatient	\$ 56,090,918	\$ 54,316,383	1,774,535	3%	\$ 53,921,893	
6	8,806,428	8,757,886	48,542	1%	Outpatient	76,083,144	70,688,649	5,394,495	8%	67,581,514	
7	6,474,816	6,867,722	(392,906)	-6%	Emergency	55,727,202	57,970,145	(2,242,943)	-4%	53,226,870	
8	1,392,835	1,756,123	(363,288)	-21%	SNF	15,235,505	16,692,175	(1,456,670)	-9%	18,269,817	
9	-	-	-	0%	Home Care	762,447	1,106,153	(343,706)	-31%	2,552,038	
10	\$ 22,753,564	\$ 24,160,115	(1,406,551)	-6%	<b>Total Gross Patient Revenue</b>	\$ 203,899,216	\$ 200,773,505	3,125,711	2%	\$ 195,552,132	
<b>Deductions from Revenue</b>											
11	\$ (18,751,397)	\$ (19,860,765)	1,109,368	6%	Contractual Discounts	\$ (166,250,420)	\$ (162,991,613)	(3,258,807)	-2%	\$ (157,651,174)	
12	(150,000)	(100,000)	(50,000)	-50%	Bad Debt	(1,285,000)	(900,000)	(385,000)	-43%	(1,353,000)	
13	(17,781)	(24,730)	6,949	28%	Charity Care Provision	(230,626)	(222,570)	(8,056)	-4%	(121,955)	
14	3,949,432	352,555	3,596,877	*	Prior Period Adj/Government Program Revenue	6,930,341	3,172,995	3,757,346	*	4,087,838	
15	\$ (14,969,746)	\$ (19,632,940)	4,663,194	-24%	<b>Total Deductions from Revenue</b>	\$ (160,835,705)	\$ (160,941,188)	105,483	0%	\$ (155,038,291)	
16	\$ 7,783,818	\$ 4,527,175	3,256,643	72%	<b>Net Patient Service Revenue</b>	\$ 43,063,511	\$ 39,832,317	3,231,194	8%	\$ 40,513,841	
17	\$ 23,610	\$ 95,999	(72,389)	-75%	Risk contract revenue	\$ 684,078	\$ 953,388	(269,310)	-28%	\$ 1,072,293	
18	\$ 7,807,428	\$ 4,623,174	3,184,254	69%	Net Hospital Revenue	\$ 43,747,589	\$ 40,785,705	2,961,884	7%	\$ 41,586,134	
19	\$ 26,705	\$ 13,968	12,737	91%	Other Op Rev & Electronic Health Records	\$ 122,605	\$ 125,712	(3,107)	-2%	\$ 146,197	
20	\$ 7,834,133	\$ 4,637,142	3,196,991	69%	<b>Total Operating Revenue</b>	\$ 43,870,194	\$ 40,911,417	2,958,777	7%	\$ 41,732,331	
<b>Operating Expenses</b>											
21	\$ 2,107,343	\$ 2,100,998	(6,345)	0%	Salary and Wages and Agency Fees	\$ 19,578,973	\$ 19,083,133	(495,840)	-3%	\$ 20,777,146	
22	754,921	786,121	31,200	4%	Employee Benefits	6,805,951	7,332,516	526,565	7%	7,812,934	
23	\$ 2,862,264	\$ 2,887,119	24,855	1%	Total People Cost	\$ 26,384,924	\$ 26,415,649	30,725	0%	\$ 28,590,080	
24	\$ 451,373	\$ 498,249	46,876	9%	Med and Prof Fees (excl Agency)	\$ 4,276,052	\$ 4,512,173	236,121	5%	\$ 3,763,141	
25	489,370	631,426	142,056	22%	Supplies	5,134,710	5,001,177	(133,533)	-3%	4,899,361	
26	380,179	378,785	(1,394)	0%	Purchased Services	3,467,876	3,348,206	(119,670)	-4%	3,292,473	
27	277,022	290,874	13,852	5%	Depreciation	2,603,579	2,600,568	(3,011)	0%	2,573,568	
28	82,197	90,431	8,234	9%	Utilities	903,764	929,879	26,115	3%	915,542	
29	35,320	35,320	-	0%	Insurance	317,937	312,207	(5,730)	-2%	286,371	
30	48,735	56,966	8,231	14%	Interest	454,684	469,272	14,588	3%	423,992	
31	93,097	106,824	13,727	13%	Other	945,178	1,028,199	83,021	8%	1,073,315	
32	1,943,466	88,403	(1,855,063)	*	Matching Fees (Government Programs)	2,584,514	795,626	(1,788,888)	*	1,491,827	
33	\$ 6,663,023	\$ 5,064,397	(1,598,626)	-32%	<b>Operating expenses</b>	\$ 47,073,218	\$ 45,412,956	(1,660,262)	-4%	\$ 47,309,670	
34	\$ 1,171,110	\$ (427,255)	1,598,365	374%	<b>Operating Margin</b>	\$ (3,203,024)	\$ (4,501,539)	1,298,515	29%	\$ (5,577,339)	

**Sonoma Valley Health Care District  
Statement of Revenue and Expenses  
Comparative Results  
For the Period Ended March 31, 2019**

ATTACHMENT D

	Month					Year-To- Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual		\$	%		Actual	Budget	\$	%		
<b>35</b>	\$ (8,190)	\$ (10,904)	2,714	-25%						\$ (45,488)	
<b>36</b>	2,136	2,672	(536)	-20%						25,966	
<b>37</b>	(13,000)	(56,766)	43,766	-77%						(510,894)	
<b>38</b>	316,667	316,667	-	0%						2,850,003	
<b>39</b>	0	0	-	0%						(26,875)	
<b>40</b>	<b>\$ 297,613</b>	<b>\$ 251,669</b>	<b>45,944</b>	<b>18%</b>						<b>\$ 2,292,712</b>	
<b>41</b>	<b>\$ 1,468,723</b>	<b>\$ (175,586)</b>	<b>1,644,309</b>	<b>-936%</b>	<b>Net Income / (Loss) prior to Restricted Contributions</b>	<b>\$ (898,445)</b>	<b>\$ (2,203,053)</b>	<b>1,304,608</b>	<b>-59%</b>	<b>\$ (3,284,627)</b>	
<b>42</b>	\$ -	\$ 20,949	(20,949)	-100%						\$ 140,664	
<b>43</b>	\$ 99,762	\$ 55,003	44,759	0%						\$ 262,806	
<b>44</b>	<b>\$ 1,568,485</b>	<b>\$ (99,634)</b>	<b>1,668,119</b>	<b>-1674%</b>	<b>Net Income / (Loss) w/ Restricted Contributions</b>	<b>\$ 905,804</b>	<b>\$ (1,519,485)</b>	<b>2,425,289</b>	<b>-160%</b>	<b>\$ (2,881,157)</b>	
<b>45</b>	254,436	254,436	-	0%						2,256,147	
<b>46</b>	(100,768)	(100,768)	-	0%						(956,474)	
<b>47</b>	<b>\$ 1,722,153</b>	<b>\$ 54,034</b>	<b>1,668,119</b>	<b>3087%</b>	<b>Net Income/(Loss) w GO Bond Activity</b>	<b>\$ 2,283,808</b>	<b>\$ (141,481)</b>	<b>2,425,289</b>	<b>-1714%</b>	<b>\$ (1,581,484)</b>	
	\$ 1,745,745	\$ 115,288	1,630,457		<b>EBDA - Not including Restricted Contributions</b>	\$ 1,705,134	\$ 397,515	1,307,619		\$ (711,059)	
	22.3%	2.5%				3.9%	1.0%			-1.7%	

**Sonoma Valley Health Care District**  
**Statement of Revenue and Expenses Variance Analysis**  
**For the Period Ended March 31, 2019**

	YTD	MONTH	
Description	Variance	Variance	
<b>Volume Information</b>			
1 Acute Discharges	(32)	(3)	
2 SNF Days	(741)	(108)	
3 Home Care Visits	(1,810)	-	
4 Gross O/P Revenue (000's)	2,860	(345)	
<b>Financial Results</b>			
<b>Gross Patient Revenue</b>			
5 Inpatient	1,774,535	(698,899)	Inpatient days are 317 days vs. budgeted expectations of 327 days and inpatient surgeries are 29 vs. budgeted expectations 33.
6 Outpatient	5,394,495	48,542	Outpatient visits are 4,805 vs. budgeted expectations of 4,995 visits and outpatient surgeries are 134 vs. budgeted expectations 146.
7 Emergency	(2,242,943)	(392,906)	ER visits are 858 vs. budgeted visits of 871.
8 SNF	(1,456,670)	(363,288)	SNF patient days are 357 vs. budgeted expected days of 465.
9 Home Care	(343,706)	-	
10 <b>Total Gross Patient Revenue</b>	<b>3,125,711</b>	<b>(1,406,551)</b>	
<b>Deductions from Revenue</b>			
11 Contractual Discounts	(3,258,807)	1,109,368	
12 Bad Debt	(385,000)	(50,000)	
13 Charity Care Provision	(8,056)	6,949	
14 Prior Period Adj/Government Program Revenue	3,757,346	3,596,877	Accrual of FY 17/18 Rate Range IGT of \$3,886,932 and accrual of Prime Grant of \$62,500.
15 <b>Total Deductions from Revenue</b>	<b>105,483</b>	<b>4,663,194</b>	
16 <b>Net Patient Service Revenue</b>	<b>3,231,194</b>	<b>3,256,643</b>	
17 Risk contract revenue	(269,310)	(72,389)	
18 <b>Net Hospital Revenue</b>	<b>2,961,884</b>	<b>3,184,254</b>	
19 Other Op Rev & Electronic Health Records	(3,107)	12,737	
20 <b>Total Operating Revenue</b>	<b>2,958,777</b>	<b>3,196,991</b>	
<b>Operating Expenses</b>			
21 Salary and Wages and Agency Fees	(495,840)	(6,345)	Salaries and Wages are over budget by (\$55,577) and Agency fees are under budget by \$49,232
22 Employee Benefits	526,565	31,200	
23 <b>Total People Cost</b>	<b>30,725</b>	<b>24,855</b>	
24 Med and Prof Fees (excl Agency)	236,121	46,876	
25 Supplies	(133,533)	142,056	Supplies were under budget primarily in surgery due to lower volume than budgeted.
26 Purchased Services	(119,670)	(1,394)	
27 Depreciation	(3,011)	13,852	
28 Utilities	26,115	8,234	
29 Insurance	(5,730)	-	
30 Interest	14,588	8,231	
31 Other	83,021	13,727	
32 Matching Fees (Government Programs)	(1,788,888)	(1,855,063)	FY 17/18 Rate Range IGT matching fee of \$1,943,466.
33 <b>Operating expenses</b>	<b>(1,660,262)</b>	<b>(1,598,626)</b>	
34 <b>Operating Margin</b>	<b>1,298,515</b>	<b>1,598,365</b>	
<b>Non Operating Rev and Expense</b>			
35 Miscellaneous Revenue	(79,158)	2,714	
36 Donations	(14,029)	(536)	
37 Physician Practice Support-Prima	100,030	43,766	
38 Parcel Tax Assessment Rev	(750)	-	
39 Extraordinary Items	-	-	
40 <b>Total Non-Operating Rev/Exp</b>	<b>6,093</b>	<b>45,944</b>	
41 <b>Net Income / (Loss) prior to Restricted Contributions</b>	<b>1,304,608</b>	<b>1,644,309</b>	

**Sonoma Valley Health Care District**  
**Statement of Revenue and Expenses Variance Analysis**  
**For the Period Ended March 31, 2019**

	YTD	MONTH	
Description	Variance	Variance	
		-	
42 Capital Campaign Contribution	(158,094)	(20,949)	
43 Restricted Foundation Contributions	1,278,775	44,759	The hospital received Foundation donations for the ODC (\$47,503) and for the Acute care 3rd floor move (\$52,259).
44 <b>Net Income / (Loss) w/ Restricted Contributions</b>	<b>2,425,289</b>	<b>1,668,119</b>	
45 GO Bond Tax Assessment Rev	-	-	
46 GO Bond Interest	-	-	
47 <b>Net Income/(Loss) w GO Bond Activity</b>	<b>2,425,289</b>	<b>1,668,119</b>	



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

ATTACHMENT G

	ACTUAL	BUDGET	ACTUAL												
	Mar-19	Mar-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
<b>Statistics</b>															
<b>Acute</b>															
Acute Patient Days	317	327	265	290	370	315	394	337	361	291	354	374	341	335	289
Acute Discharges (w/o Newborns)	87	90	76	83	97	93	92	90	85	81	99	108	103	106	82
<b>SNF Days</b>	357	465	286	345	291	326	405	457	628	664	545	423	525	566	494
<b>HHA Visits</b>	0	0	0	0	0	0	0	682	585	760	871	747	755	684	821
<b>Emergency Room Visits</b>	858	871	833	789	840	772	842	814	810	901	856	934	864	871	811
<b>Gross Outpatient Revenue (000's)</b>	\$15,281	\$15,626	\$13,994	\$14,826	\$13,583	\$13,530	\$15,824	\$13,946	\$16,762	\$14,801	\$13,677	\$15,188	\$14,170	\$13,064	\$12,519
<b>Equivalent Patient Days</b>	2,052	2,241	1,638	1,958	1,768	1,782	2,207	2,175	2,911	2,654	2,343	2,178	2,265	2,272	2,212
<b>Births</b>	0	0	0	0	0	0	9	13	14	8	16	9	6	8	11
<b>Surgical Cases - Inpatient</b>	29	33	18	20	26	33	34	31	26	23	28	29	30	34	16
<b>Surgical Cases - Outpatient</b>	134	146	137	137	123	128	141	151	139	127	123	146	114	117	123
<b>Total Surgical Cases</b>	163	179	155	157	149	161	175	182	165	150	151	175	144	151	139
<b>Total Special Procedures</b>	91	59	74	51	58	55	92	99	124	78	97	72	87	75	75
<b>Medicare Case Mix Index</b>	1.61	1.40	1.45	1.58	1.57	1.45	1.44	1.73	1.33	1.32	1.45	1.46	1.48	1.45	1.34
<b>Income Statement</b>															
Net Revenue (000's)	\$7,807	\$4,623	\$3,697	\$5,505	\$4,097	\$4,249	\$4,282	\$4,548	\$4,924	\$4,557	\$5,265	\$4,817	\$4,389	\$4,218	\$4,590
Operating Expenses (000's)	\$6,663	\$5,064	\$4,521	\$5,509	\$4,726	\$4,860	\$5,321	\$5,045	\$5,314	\$5,114	\$4,968	\$5,134	\$5,053	\$5,179	\$5,270
Net Income (000's)	\$1,722	\$54	(\$278)	\$807	(\$208)	(\$95)	(\$120)	\$209	\$32	\$214	\$859	\$369	\$221	(\$395)	(\$175)
<b>Productivity</b>															
Total Operating Expense Per Equivalent Patient Day	\$3,247	\$2,260	\$2,760	\$2,814	\$2,673	\$2,727	\$2,411	\$2,319	\$1,826	\$1,927	\$2,120	\$2,357	\$2,231	\$2,280	\$2,382
Productive FTEs	255	251	248	249	234	266	278	278	278	270	259	279	281	279	274
Non-Productive FTEs	20	33	29	31	47	22	20	36	31	40	39	27	26	23	31
Total FTEs	275	284	277	280	281	288	298	314	309	310	298	306	307	302	305
FTEs per Adjusted Occupied Bed	4.15	3.93	4.73	4.44	4.92	4.84	4.18	4.38	3.29	3.62	3.82	4.35	4.06	4.17	3.87
<b>Balance Sheet</b>															
Days of Expense In General Operating Cash	4.5		5	13	15	10	13	13	10	19	11	6	7	7	14
Net Days of Revenue in AR	44	50	43	43	44	45	44	48	43	41	42	47	43	43	47

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	Actual 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	3,711,986	3,746,851	4,236,718	4,080,522	49,677,731
2 Capitation Revenue	94,582	92,314	96,054	92,135	97,789	98,199	62,561	28,474	23,610	95,999	95,999	95,999	973,715
3 Napa State	12,295	4,713	-	24,798	8,185	-	-	5,135	6,174	11,962	11,962	11,961	97,185
4 Other Operating Revenue	40,299	47,536	18,852	63,629	24,975	48,665	35,012	10,595	22,415	13,968	13,968	13,973	353,886
5 Other Non-Operating Revenue	45,944	12,250	51,133	42,712	14,067	91,000	51,984	66,482	104,954	26,673	26,673	26,673	560,545
6 Unrestricted Contributions	403		415	4,175	2,381	1,159		509	2,136	2,672	2,672	2,672	19,194
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>3,871,275</b>	<b>3,898,125</b>	<b>4,387,992</b>	<b>4,231,800</b>	<b>51,682,256</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	4,035,545	4,853,772	4,716,406	5,001,692	58,688,681
9 Add Capital Lease Payments	44,847	193,141	46,104	46,021	195,820	34,330	21,314	193,464	21,780				796,821
10 Additional Liabilities/LOC													-
11 Capital Expenditures	331,168		286,200	408,421	110,420	11,238	407,402	110,181	99,762	75,952	75,952	75,952	1,992,648
<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>4,157,087</b>	<b>4,929,724</b>	<b>4,792,358</b>	<b>5,077,644</b>	<b>61,478,150</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>(285,812)</b>	<b>(1,031,599)</b>	<b>(404,366)</b>	<b>(845,844)</b>	<b>(9,795,893)</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	99,762	75,952	75,952	75,952	2,029,244
14 Parcel Tax Revenue	207,015		1,500,000			512,117			1,500,000				4,019,132
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>2,249,762</b>	<b>1,031,331</b>	<b>1,518,729</b>	<b>2,112,884</b>	<b>14,124,523</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>306,296</b>	<b>1,031,331</b>	<b>1,518,729</b>	<b>2,112,884</b>	<b>11,240,009</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>20,484</b>	<b>(268)</b>	<b>1,114,363</b>	<b>1,267,040</b>	
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	1,759,371	1,497,167	713,920	734,404	734,136	1,848,499	
<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>734,404</b>	<b>734,136</b>	<b>1,848,499</b>	<b>3,115,539</b>	



Sonoma Valley Hospital  
Cash Forecast  
FY 2019

ATTACHMENT H

	Actual July - Dec	Actual Jan	Actual Feb	Actual 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	3,711,986	3,746,851	4,236,718	4,080,522	49,677,731
2 Capitation Revenue	571,073	62,561	28,474	23,610	95,999	95,999	95,999	973,715
3 Napa State	49,991		5,135	6,174	11,962	11,962	11,961	97,185
4 Other Operating Revenue	243,956	35,012	10,595	22,415	13,968	13,968	13,973	353,886
5 Other Non-Operating Revenue	257,106	51,984	66,482	104,954	26,673	26,673	26,673	560,545
6 Unrestricted Contributions	8,533		509	2,136	2,672	2,672	2,672	19,194
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>3,871,275</b>	<b>3,898,125</b>	<b>4,387,992</b>	<b>4,231,800</b>	<b>51,682,256</b>
<b>Hospital Uses of Cash</b>								
8 Operating Expenses	30,108,130	5,387,017	4,586,118	4,035,545	4,853,772	4,716,406	5,001,692	58,688,681
9 Add Capital Lease Payments	560,263	21,314	193,464	21,780	-	-	-	796,821
10 Additional Liabilities/LOC			-	-	-	-	-	-
11 Capital Expenditures	1,147,447	407,402	110,181	99,762	75,952	75,952	75,952	1,992,648
<b>Total Hospital Uses</b>	<b>31,815,840</b>	<b>5,815,733</b>	<b>4,889,763</b>	<b>4,157,087</b>	<b>4,929,724</b>	<b>4,792,358</b>	<b>5,077,644</b>	<b>61,478,150</b>
<b>Net Hospital Sources/Uses of Cash</b>	<b>(4,938,017)</b>	<b>(1,468,694)</b>	<b>(821,561)</b>	<b>(285,812)</b>	<b>(1,031,599)</b>	<b>(404,366)</b>	<b>(845,844)</b>	<b>(9,795,893)</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	99,762	75,952	75,952	75,952	2,029,244
14 Parcel Tax Revenue	2,219,132		-	1,500,000	300,000	-	-	4,019,132
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>2,249,762</b>	<b>1,031,331</b>	<b>1,518,729</b>	<b>2,112,884</b>	<b>14,124,523</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>306,296</b>	<b>1,031,331</b>	<b>1,518,729</b>	<b>2,112,884</b>	<b>11,240,009</b>
<b>Net Sources/Uses</b>	<b>87,948</b>	<b>(262,204)</b>	<b>(783,247)</b>	<b>20,484</b>	<b>(268)</b>	<b>1,114,363</b>	<b>1,267,040</b>	
Cash and Equivalents at beginning of period	1,671,423	1,759,371	1,497,167	713,920	734,404	734,136	1,848,499	
<b>Cash and Equivalents at end of period</b>	<b>1,759,371</b>	<b>1,497,167</b>	<b>713,920</b>	<b>734,404</b>	<b>734,136</b>	<b>1,848,499</b>	<b>3,115,539</b>	