



SVHCD FINANCE COMMITTEE

AGENDA

TUESDAY, May 28 , 2019

5:00 p.m. Regular Session

Location: Schantz Conference Room

Sonoma Valley Hospital, 347 Andrieux Street

Sonoma CA 95476

<p>In compliance with the Americans Disabilities Act, if you require special accommodations to participate in a Finance Committee meeting, please contact District Clerk Stacey Finn at sfinn@svh.com or (707) 935.5004 at least 48 hours prior to the meeting.</p>	RECOMMENDATION	
AGENDA ITEM		
<p>MISSION STATEMENT The mission of the SVHCD is to maintain, improve, and restore the health of everyone in our community.</p>		
<p>1. CALL TO ORDER/ANNOUNCEMENTS</p>	<i>Nevins</i>	
<p>2. PUBLIC COMMENT SECTION <i>At this time, members of the public may comment on any item not appearing on the agenda. It is recommended that you keep your comments to three minutes or less. Under State Law, matters presented under this item cannot be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public will be invited to make comments at the time the item comes up for Board consideration. At all times please use the microphone</i></p>	<i>Nevins</i>	
<p>3. CONSENT CALENDAR Finance Committee minutes 04.23.19</p>	<i>Nevins</i>	Inform/Action
<p>4. OUTPATIENT DIAGNOSTIC CENTER UPDATE</p>	<i>Mather</i>	Inform
<p>5. FISCAL YEAR 2020 BUDGET</p>	<i>Jensen</i>	Inform/Action
<p>6. ENSIGN SNF MANAGEMENT AGREEMENT</p>	<i>Jensen/Mather</i>	Inform/Action
<p>7. THREE YEAR FINANCIAL GOALS</p>	<i>Nevins</i>	Inform/Action
<p>8. ADMINISTRATIVE REPORT MAY 2019</p>	<i>Mather</i>	Inform
<p>9. FINANCIAL REPORT MONTH END APRIL 30, 2018</p>	<i>Jensen</i>	Inform
<p>10. ADJOURN</p>	<i>Nevins</i>	



**SVHCD
FINANCE COMMITTEE MEETING
MINUTES
TUESDAY, APRIL 23, 2019
Schantz Conference Room**

Present	Excused	Staff	Public
Sharon Nevins *Susan Porth *Peter Hohorst *Dr. Subhash Mishra via telephone Joshua Rymer via telephone *Art Grandy *John Perez		Ken Jensen, CFO Sarah Dungan	

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
MISSION & VISION STATEMENT <i>The mission of SVHCD is to maintain, improve and restore the health of everyone in our community.</i>			
1. CALL TO ORDER/ANNOUNCEMENTS	<i>Nevins</i>		
	Called to order at 5:00 pm		
2. PUBLIC COMMENT SECTION	<i>Nevins</i>		
	None		
3. CONSENT CALENDAR	<i>Nevins</i>		
	Minutes from the 03.26.19 meeting were reviewed.	MOTION: by Porth to approve 2 nd by Hohorst. All in favor	
4. OUTPATIENT DIAGNOSTIC CENTER UPDATE	<i>Nevins</i>		
	The committee reviewed the update in Ms. Mather's absence.		
5. FISCAL YEAR 2020 BUDGET UPDATE	<i>Jensen</i>		
	Mr. Jensen gave an update on the fiscal year 2020 budget. The goal was to get the operating margin down to \$3.8 million. At this point the		

	goal is close to being met, but not there yet. Recommendation to have the regularly scheduled finance committee meeting in May to discuss the budget prior to the joint meeting with the Board.		
6. REVIEW THIRD QUARTER FY2019 CAPITAL SPENDING	<i>Dungan</i>		
	Ms. Dungan reviewed the third quarter fiscal year 2019 capital spending. The bulk of the spending has been in CIP's for the outpatient diagnostic center. The funding was covered by the Foundation. The hospital did not enter into any new leases in quarter three.		
7. BALANCE SHEET METRICS	<i>Nevins</i>		
	Mr. Jensen reviewed the SVH financial metrics compared to Moody's as of February 2019. This will be presented quarterly to the Finance Committee. The committee reviewed and discussed the three year financial goals.		
8. ADMINISTRATIVE REPORT APRIL 2019	<i>Nevins</i>		
	Committee reviewed the administrative report in Ms. Mather's absence		
9. FINANCIAL REPORT MONTH END MARCH 31, 2019	<i>Jensen</i>		
	Mr. Jensen reported that the gross payer mix for March was as follows, Medicare at 43.3%, Medi-Cal was 20.9% and commercial was at 19.5%. Days of cash on hand was 4.5. After all activity the total net gain for March was \$1,722,153 vs. a budgeted net gain of \$54,034.		

10. ADJOURN	<i>Nevins</i>		
	Meeting adjourned at 5:55 pm		

SONOMA VALLEY HOSPITAL
 COST PROJECTIONS and FUNDING SUMMARY
 THROUGH DECEMBER 2020
 DESIGN, PRECONSTRUCTION AND CONSTRUCTION
 Updated 5-24-19

as of 4/30/19	
Total Fundraising Goal:	\$21 million
Total Funds Pledged:	\$15.5 million
Total Funds Received to Date:	\$ 5,255,044
Total Spent to Date:	\$ 2,552,711
Total Campaign Expenses to Date:	\$ 259,971
Total Cash Left to Date:	\$ 2,693,809
Total Approved Funding:	\$ 3,362,596 (excludes Mammography & Foundation Campaign Expenses)

Work Type	Beginning Cash Balance															
	Nov '18 Actuals	Dec '18 Actuals	Jan '19 Actuals	Feb '19 Actuals	Mar '19 Actuals	Apr '19 Actuals	May '19	Jun '19	Jul '19	Aug '19	Sep '19	Oct '19	Nov '19	Dec '19	Totals	
Design & Construction Services																\$ -
Conceptual Design for ODC																640,538
Project 1: Imaging/CT/Hospitality	\$ 119,088	\$ 79,684	\$ 18,322	\$ 7,339	\$ 5,047	\$ 18,060	\$ 23,158	\$ 20,938	\$ 7,350	\$ 14,250	\$ 13,450	\$ 18,150	\$ 12,900	\$ 282,802	21,461	
Project 2: Cardiology/Parking/Entrance/Infrastructure	8,391	2,796	959	9,315	-	-	-	-	-	-	-	-	-	-	588,916	
Project 3: MRI/Patient Access/Blood Draw	36,087	27,218	63,585	17,969	19,334	545	10,601	32,350	67,950	67,100	67,700	66,200	56,200	56,078	429	
Project 4: UCSF Physician Clinic/Outpatient Procedures on 2nd Floor	320	-	109	-	-	-	-	-	-	-	-	-	-	-	-	
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	1,405	1,364	2,148	3,035	3,278	3,270	3,399	2,785	13,657	55,964	
SUBTOTAL DBT PROJECTED COSTS:	\$195,157	\$112,989	\$85,534	\$35,670	\$25,112	\$20,011	\$35,122	\$55,436	\$78,335	\$84,628	\$84,420	\$87,749	\$71,885	\$352,537	\$ 1,324,584	
Project Management	\$ 10,756	\$ 10,360	\$ 10,973	\$ 10,260	\$ 10,778	\$ 10,645	\$ 9,500	\$ 8,500	\$ 9,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	140,772	
Permit Fees/Inspections/Physicist	-	-	350	-	-	-	-	-	-	162,000	5,000	1,800	-	5,000	174,150	
Furniture	-	850	2,465	1,445	1,573	-	-	-	-	-	30,000	-	12,500	-	48,833	
Equipment	-	-	-	-	-	-	-	-	-	-	-	133,000	125,000	200,000	458,000	
IT	-	-	-	-	15,668	129,803	2,000	2,000	12,151	2,300	-	-	-	-	163,922	
Operational costs (temporary staff moves during construction)	-	-	-	-	-	-	5,000	7,500	7,501	7,502	-	-	-	-	27,503	
Owner Contingency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Misc. Expenses	-	11,238	36	-	-	-	-	10,540	-	-	-	-	-	-	21,814	
SUBTOTAL OWNER PROJECTED COSTS:	\$ 16,756	\$ 23,298	\$ 16,638	\$ 13,150	\$ 56,839	\$ 140,448	\$ 18,500	\$ 143,412	\$ 145,525	\$ 591,859	\$ 203,439	\$ 412,785	\$ 293,566	\$ 420,000	\$ 1,815,233	
TOTAL PROJECTED MONTHLY COSTS	\$ 211,913	\$ 136,287	\$ 102,172	\$ 48,820	\$ 81,951	\$ 160,459	\$ 53,622	\$ 198,848	\$ 223,859	\$ 676,488	\$ 287,859	\$ 500,534	\$ 365,451	\$ 772,537	\$ 3,139,818	
TOTAL CAMPAIGN PLEDGES COLLECTED/DUE	\$ -	\$ 1,471,153	\$ -	\$ 203,831	\$ 1,188,734	\$ 1,107,500	\$ 18,500	\$ 26,500	\$ 7,000	\$ 1,000	\$ 1,000	\$ 601,500	\$ 1,000	\$ 1,581,439	\$ 6,209,157	
TOTAL CAMPAIGN EXPENSES	\$ (13,409)	\$ (258,237)	\$ (1,734)	\$ (18,416)	\$ (18,416)	\$ (18,416)	\$ (18,416)	\$ (18,416)	\$ (18,416)	\$ (18,416)	\$ (18,416)	\$ (18,416)	\$ (18,416)	\$ (18,416)	\$ (475,957)	
Ending Cash Balance	\$ 496,124	\$ 1,572,754	\$ 1,468,847	\$ 1,605,442	\$ 2,693,809	\$ 3,622,434	\$ 3,568,896	\$ 3,378,132	\$ 3,142,857	\$ 2,448,953	\$ 2,143,678	\$ 2,226,228	\$ 1,843,361	\$ 2,633,847		



To: Sonoma Valley Hospital Finance Committee & District Board Members
From: Sonoma Valley Hospital Administration
Date: May 28, 2019
Subject: Proposed FY 2020 Budget for July 1, 2019 through June 30, 2020

During fiscal year 2019 the hospital's administration implemented the following changes; the OB department closed and Home Health transferred to Hospice by the Bay. Furthermore, the Skilled Nursing Facility (SNF) was reviewed by a board approved task force, and administration has since begun the process to transfer the SNF to a third party for management. As the hospital discontinues the previously mentioned services it is necessary to reduce the hospital's overhead costs and "right size" the hospital. Administration's goal for the fiscal year 2020 budget was to reduce costs by \$4 Million. In fiscal year 2019 the hospital received an increase in government supplemental payments from previous years but since these are not guaranteed payments we have budgeted for these supplemental payments at a conservative amount.

The budgeted operating loss for fiscal year 2020 is (\$4,185,407) with a net income of \$4,903,584 and an EBDA of 7.3%. The FY 2020 budget includes the sale of the south lot with a net projected gain of \$1,200,000.

The proposed FY 2020 budget assumes the following assumptions:

- Volume is based upon a 12-month rolling average and is consistent with current trends in FY 2019
- Gross revenue includes a 6% price increase with a projected 1.5% increase in net revenue
- Contractual discounts/bad debt are based upon current experiences and adjusted for the price increase
- Government supplemental payments (IGT) are budgeted at a conservative amount
- Skilled Nursing Facility transferring to a third party for operations management as of July 1, 2019
- Reduction of overhead and operating costs - see schedule B

ATTACHMENTS:

- Attachment A --Proposed FY 2020 Budget
- Attachment B – FY 2020 Budget Cost Additions & Reductions from Base Budget
- Attachment C – FY 2020 Budgeted Payer Mix
- Attachment D – FY 2020 Budget – Cash Forecast
- Attachment E – Projected FY 2019 (without OB & HHA) compared to Proposed FY 2020 Budget

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
FY 2020 Budget
July 1, 2019 through June 30, 2020**

Schedule A

FY 2020 Budget

Volume Information

Acute Discharges	1,015
Patient Days	3,828
Emergency Room Visits	10,104
Surgeries - Inpatient	330
Surgeries - Outpatient	1,573
Special Procedures	900
Gross O/P Revenue (000's)	\$ 178,835

Financial Results

Projected Gross Patient Revenue

Inpatient	\$ 80,635,223
Outpatient	106,289,890
Emergency	72,545,153
SNF	22,472,368
Total Projected Gross Patient Revenue	\$ 281,942,634

Projected Deductions from Revenue

Contractual Discounts	\$ (236,722,716)
Bad Debt	(1,800,000)
Charity Care Provision	(284,064)
Prior Period Adj/Government Program Revenue	5,798,030
Total Projected Deductions from Revenue	\$ (233,008,750)

Projected Net Patient Service Revenue

\$ 48,933,884

Risk contract revenue	\$ 428,180
Net Hospital Revenue	\$ 49,362,064

Other Op Revenue	\$ 705,592
Projected Total Operating Revenue	\$ 50,067,656

Projected Operating Expenses

Salary and Wages and Agency Fees	\$ 22,018,511
Employee Benefits	7,975,375
Total People Cost	\$ 29,993,886
Med and Prof Fees (excl Agency)	5,242,232
Supplies	6,429,769
Purchased Services	4,420,345
Depreciation	3,201,156

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
FY 2020 Budget
July 1, 2019 through June 30, 2020**

Schedule A

	<u>FY 2020 Budget</u>
Utilities	1,220,285
Insurance	474,990
Interest	528,625
Other	1,180,746
Matching Fees (Government Programs)	1,561,029
Projected Operating expenses	\$ 54,253,063
Projected Operating Margin	\$ (4,185,407)
Projected Non Operating Rev and Expense	
Miscellaneous Revenue/(Expenses)	\$ (223,851)
Sale of South Lot	\$ 1,200,000
Donations	16,500
Physician Practice Support-Prima	(156,000)
Parcel Tax Assessment Rev	3,800,000
Projected Total Non-Operating Rev/Exp	\$ 4,636,649
Net Income / (Loss) prior to Restricted Contributions	\$ 451,242
Capital Campaign Contribution	\$ -
Restricted Foundation Contributions	\$ 2,518,319
Net Income / (Loss) w/ Restricted Contributions	\$ 2,969,561
GO Bond Tax Assessment Rev	3,104,784
GO Bond Interest	(1,170,761)
Projected Net Income/(Loss) w GO Bond Activity	\$ 4,903,584
Projected EBDA - Not including Restricted Contributions	\$ 3,652,398 7.3%
FTE'S	246.1

Sonoma Valley Health Care District
Schedule of Cost Additions & Reductions from Base Budget
FY 2020 Budget
July 1, 2019 through June 30, 2020

Schedule B

	FY 2020 Budget	
	July 1, 2019 - June 30, 2020	
Additions/Reductions from Base Budget:		
1. 6% Price increase with a projected 1.5% increase in Net Revenue		
	Gross Revenue	15,017,346
	Revenue Deductions	<u>(14,290,160)</u>
		727,186
2. Transfer of Skilled Nursing Facility		
	Net Revenue	(3,546,182)
	SNF Labor Costs (salaries & benefits)	2,788,777
	PT, OT, ST Labor Costs (Salaries & Benefits)	505,072
	Other Direct Costs	92,748
	Shared Services Contract Revenue	<u>550,000</u>
		390,415
3. Increase in Wound Care Volume (additional 1,560 visits)		
	Net Revenue	237,634
	Additional Direct Costs	<u>(77,792)</u>
		159,842
4. Decrease in Capitation Revenue		(695,536)
5. Reduction of 9.3 FTE's (salaries & benefits)		948,130
6. Reduction in Nursing & Other Clinical Registry Costs		782,178
7. Salary Increases (2% at April 1, 2019 & 2% at January 1, 2020)		(617,452)
8. Increase CMO from .2 to .4 FTE's		(82,350)
9. SFP Clinic Manager		(102,157)
10. New Radiology Technician		(122,309)
11. New Facilities Coordinator Position		(72,659)
12. Reduction of OB/Pediatric Physician Call Pay		196,736
13. Reduction in Administrative Consulting		115,114
14. Reduction in Public Relations Consulting		106,114
15. Reduction in SFP Clinic Consulting		137,125
16. Reduction in Marketing/Public Relations Cost		32,163
17. Reduction in Surgery costs (January 2020 - June 2020)		50,000
18. Reduction of Depreciation Expense		265,297
19. Sale of South Lot - Net		1,200,000
20. Reduction of Prima Physician Support		<u>531,287</u>
Total Cost Additions & Reductions from Base Budget - FY 2020 Budget		<u><u>3,949,124</u></u>

**Sonoma Valley Health Care District
Schedule of Payer Mix
FY 2020 Budget
July 1, 2019 through June 30, 2020**

Schedule C

	FY 2020 Budget
	<u>July 1, 2019 - June 30, 2020</u>
Medicare	43.1%
Medicare Managed Care	14.6%
Medi-Cal	17.0%
Self Pay	1.4%
Commercial	19.8%
Worker's Comp.	2.2%
Capitated	1.9%
	<hr/>
	100.0%

**Sonoma Valley Health Care District
Cash Forecast - FY 2020 Budget**

Schedule D

**FY 2020 Budget
July 1, 2019 - June 30, 2020**

Hospital Operating Sources		
1	Patient Payments Collected	43,001,080
2	Capitation Revenue	428,180
3	Napa State	134,774
4	Other Operating Revenue	705,592
5	Other Non-Operating Revenue	302,868
6	Unrestricted Contributions	16,500
7	Line of Credit	-
	Sub-Total Hospital Sources	44,588,994
Hospital Uses of Cash		
8	Operating Expenses	50,365,125
10	Add Capital Lease Payments	680,628
11	Additional Liabilities	
12	Capital Expenditures	2,518,319
13	Line of Credit	1,200,000
	Total Hospital Uses	54,764,072
	Net Hospital Sources/Uses of Cash	(10,175,078)
Non-Hospital Sources		
14	Restricted Cash/Capital Donations	2,518,319
15	Parcel Tax Revenue	3,800,000
16	Net Proceeds - South Lot	1,200,000
17	Other:	
18	IGT	4,223,030
19	IGT - AB915 (Net)	900,000
20	PRIME	675,000
	Sub-Total Non-Hospital Sources	13,316,349
Non-Hospital Uses of Cash		
21	Matching Fees	1,561,029
	Sub-Total Non-Hospital Uses of Cash	1,561,029
	Net Non-Hospital Sources/Uses of Cash	11,755,320
	Net Sources/Uses	1,580,242
	Cash and Equivalents at beginning of period	3,049,046
	Cash and Equivalents at end of period	4,629,288
	Budgeted Days of Cash on Hand at end of period	33.55

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
FY 2019 Projected Compared to FY 2020 Budget**

Schedule E

	<u>Projected</u> FY 2019 - a)	<u>Variance</u>	<u>Budget</u> FY 2020
Volume Information			
Acute Discharges	1,013		1,015
Patient Days	3,818		3,828
Emergency Room Visits	10,129		10,104
Surgeries - Inpatient	344		330
Surgeries - Outpatient	1,611		1,573
Special Procedures	961		900
Gross O/P Revenue (000's)	\$ 177,675		\$ 178,835
Financial Results			
Gross Patient Revenue			
Inpatient	\$ 74,975,677	5,659,546	\$ 80,635,223
Outpatient	101,817,185	4,472,705	106,289,890
Emergency	75,857,521	(3,312,368)	72,545,153
SNF	20,036,740	2,435,628	22,472,368
Total Gross Patient Revenue	\$ 272,687,123	\$ 9,255,511	\$ 281,942,634
Deductions from Revenue			
Contractual Discounts	\$ (224,011,164)	(12,711,552)	\$ (236,722,716)
Bad Debt	(1,735,000)	(65,000)	(1,800,000)
Charity Care Provision	(303,091)	19,027	(284,064)
Prior Period Adj/Government Program Revenue	9,838,776	(4,040,746)	5,798,030
Total Deductions from Revenue	\$ (216,210,479)	\$ (16,798,271)	\$ (233,008,750)
Net Patient Service Revenue	\$ 56,476,644	\$ (7,542,760)	\$ 48,933,884
Risk contract revenue	\$ 898,786	(470,606)	\$ 428,180
Net Hospital Revenue	\$ 57,375,430	\$ (8,013,366)	\$ 49,362,064
Other Op Revenue	\$ 446,493	259,099	\$ 705,592
Projected Total Operating Revenue	\$ 57,821,923	\$ (7,754,267)	\$ 50,067,656
Projected Operating Expenses			
Salary and Wages and Agency Fees	\$ 24,848,492	(2,829,981)	\$ 22,018,511
Employee Benefits	8,980,628	(1,005,253)	7,975,375
Total People Cost	\$ 33,829,120	(3,835,234)	\$ 29,993,886
Med and Prof Fees (excl Agency)	5,802,379	(560,147)	5,242,232
Supplies	7,011,039	(581,270)	6,429,769
Purchased Services	4,686,250	(265,905)	4,420,345
Depreciation	3,452,088	(250,932)	3,201,156
Utilities	1,213,479	6,806	1,220,285
Insurance	436,620	38,370	474,990
Interest	622,603	(93,978)	528,625
Other	1,236,404	(55,658)	1,180,746
Matching Fees (Government Programs)	2,761,323	(1,200,294)	1,561,029
Projected Operating expenses	\$ 61,051,305	\$ (6,798,242)	\$ 54,253,063
Projected Operating Margin	\$ (3,229,382)	\$ (956,025)	\$ (4,185,407)

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
FY 2019 Projected Compared to FY 2020 Budget**

Schedule E

	<u>Projected</u> <u>FY 2019 - a)</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2020</u>
Projected Non Operating Rev and Expense			
Miscellaneous Revenue/(Expenses)	\$ (129,581)	(94,270)	\$ (223,851)
Sale of South Lot		1,200,000	\$ 1,200,000
Donations	5,350	11,150	16,500
Physician Practice Support-Prima	(449,864)	293,864	(156,000)
Parcel Tax Assessment Rev	3,800,000	-	3,800,000
Projected Total Non-Operating Rev/Exp	\$ 3,225,905	\$ 1,410,744	\$ 4,636,649
Net Income / (Loss) prior to Restricted Contributions	\$ (3,477)	\$ 454,719	\$ 451,242
Capital Campaign Contribution			
Restricted Foundation Contributions	\$ 2,030,233	488,086	\$ 2,518,319
Net Income / (Loss) w/ Restricted Contributions	\$ 2,026,756	\$ 942,805	\$ 2,969,561
GO Bond Tax Assessment Rev	3,053,232	51,552	3,104,784
GO Bond Interest	(1,230,197)	59,436	(1,170,761)
Projected Net Income/(Loss) w GO Bond Activity	\$ 3,849,791	\$ 1,053,793	\$ 4,903,584
Projected EBDA - Not including Restricted Contributions	\$ 3,448,611		\$ 3,652,398
	6.0%		7.3%
FTE'S	280.3	(34.2)	246.1

a) - Projected FY 2019 is 10 months actual at 4/30/2019 and 2 months budgeted through 6/31/2019 without OB and HHA revenue and direct costs.



To: SVH Finance Committee and Board of Directors
From: Ken Jensen, CFO
Date: May 2019
Subject: Proposal to Transfer Skilled Nursing Operations to a Contracted Operator

RECOMMENDATION TO THE BOARD OF DIRECTORS:

Management is recommending to the Sonoma Valley Hospital Board of Directors that the operation and financial risk of its Skilled Nursing Unit be transferred to Ensign (Bouverie Healthcare Services) by approving the following three agreements:

- OPERATIONS TRANSFER AGREEMENT transfers the operation and financial responsibility for the operation of the Skilled Nursing Unit from Sonoma Valley Hospital (Operator) to Ensign (Manager). Ensign will operate under the SVH license. SNF employees will be transferred to the employment of Ensign. Ensign intends to apply for a sub-acute license in order to care for more acute patients. Ensign assures that there would be a minimum of 5 SNF beds.
- MANAGEMENT AGREEMENT is the contract required by the State to allow for a licensed facility to allow a contract manager to operate and be responsible for any of its beds.
- SHARED SERVICES AGREEMENT identifies those services that will be shared with and paid for by Ensign. This document will be a dynamic instrument that will add and delete services that change during the years.

A TERM SHEET FOR EACH AGREEMENT IS ATTACHED

BACKGROUND:

The SNF at SVH has operated under the Hospital license and up until a few years ago it was covering its operation costs through the Medicare Cost Report. Regulations were changed to “cap” the reimbursable costs and over the years cost inflation has exceeded the “cap”. In completing the budget for FY 2018/19 and prior to some efficiencies that were implemented, the Unit was facing upwards of an \$800,000 loss. Management undertook a review of the alternatives that included closing the Unit. A task force including staff, Board and public members was established to review alternatives, including closing the unit. Even after implementing some efficiencies it was determined that the Unit would not break even. Ensign, a company well established in the long term and skilled nursing business, approached the committee and made a proposal to take over the Unit and operate it under the Hospital license at no risk to SVH. The committee recommended that management enter into discussion with Ensign to determine if an arrangement could be established that would maintain skilled nursing beds for the community. Ensign determined that if they could use beds for both SNF and Long Term care that the unit could become profitable. Contracts were proposed and negotiated that would allow Ensign to take full responsibility operating and financing the unit. This led management to the recommendation above.

Sonoma Valley Hospital/Ensign (Bouverie Healthcare Services)

Skilled Nursing Terms Summary (as of 5/23/19)

There are three agreements covering the Operations (Transfer Agreement), Ensign's Management Agreement and the Shared Services Agreement. The significant terms of each agreement are summarized as follows (Operator=SVH, Manager=Ensign):

OPERATIONS TRANSFER AGREEMENT:

- Primary purpose is to transfer operational and financial responsibility for the operations of the Skilled Nursing Unit from Sonoma Valley Hospital (Operator) to Ensign (Manager)
- The SNF will continue to operate under the SVH license
- Manager will continue with SNF beds with the intent to obtain for SVH a Sub-Acute license maintaining at least 5 Skilled Nursing beds along with 22 sub-acute beds
- Term of the agreements is 10 years after the sub-acute license is issued and has an option to renew for an additional 10 years
- Manager can terminate the agreement in one year with 180 days' notice if the sub-acute license is not obtained
- Ensign will employ all SNF staff beginning July 1, 2019
- Operator will pay out to their employees and PTO liabilities before the transfer
- Inventory will be transferred to Manager on the transfer date. At the end of the Agreement, Manager will transfer back the then inventory to SVH
- Equipment (except for patient beds) and furniture will be transferred to the Manager on the transfer date. At the end of the lease, the existing equipment will be transferred back to SVH. Manager can use all patient beds but if a new patient bed is purchased, Operator the Operator will receive the bed
- Manager will be responsible for billing, collections and the maintenance of the medical record. The Manager will use the Operators Federal Tax ID for these purposes. Operator will have access to the medical records as needed
- Operator will be responsible for mandated government reports such as the Medicare/Medi-Cal/OSHPD reports.
- Mutual indemnification

- Manager will meet quarterly with the Operator and present quality, safety and other required metrics. Manager will be responsible for any action plans and will report to the SVHCD board
- Manager will provide the Medical Director

MANAGEMENT AGREEMENT:

- Again, term is 10 years, with a 180 day out at the end of one year if the sub-acute license is not received
- Manager will include in the operating expenses a management fee of 5% of the operating expenses
- Operator will receive the lesser of \$15,000 or the net income whichever is less each month with a reconciliation on a quarterly basis; the 15,000 will be increased annually based on an annual CPI-based escalator (capped at 2.5% increase, with a zero floor)
- Manager will be responsible for any losses. Operator will not have any liability for any losses
- Manager shall arrange for and maintain all necessary and proper hazard insurance covering the Facility the furniture, fixtures and equipment. Manager will obtain all necessary and proper malpractice and public liability insurance for the protection of the Manager, Tenant, and Operator and their officers, partner's agents and employees.
- Manager and Operator will meet quarterly to review operations, quality and financials. Either party will meet with one and another as requested

SHARED SERVICES AGREEMENT:

This agreement is to identify services and related costs that will be shared by the Manager and the Operator

- Operator shall provide Kitchen and Food services to SNF patients covered under this agreement. At first, Operator will charge the Manager at an agreed to cost per meal per month
- Operator shall provide Environmental Services and supplies under this agreement Operator will charge the Manager the agreed upon cost per year and it will be reviewed annually
- Manager will pay for utility costs provided by the Operator based upon the allocation made in the Medicare Cost Report each month of 7%
- Phone and Internet services will be maintained by the Operator until further notice. Cost will be based upon the Medicare Cost report Allocation

- Repairs and maintenance costs up to \$5,000 will be paid by the Operator as the Manager pays a monthly fee for facilities. Any costs over \$5,000 related to the SNF only will be paid by the Manager. Any costs that are shared with the operation will be mutually agreed upon and split appropriately
- Manager will provide its own laundry and linen services
- Operator will maintain the common areas and the Manager will pay the pro-rated costs based upon the MediCare Cost Report
- Manager's employees will have the same access to all common areas and parking as do the Operator's employees
- Manager will provide its own laundry service
- Operator will maintain the common areas and Manager will pay the pro-rated costs based upon the MediCare Cost Report allocation each month
- Operator is responsible for all taxes and an allocation will be pro-rated to the Manager
- Operator will provide lab and imaging services to the Manager at a pre-agreed to price
- Operator will be allowed to bill for certain services that are allowed for under Medicare regulations
- Operator and Manager will review costs annually. Manager will pay the actual costs as adjusted annually
- Both parties agree to share staff when identified, as appropriate at the actual cost through a pass-through arrangement
- Manager and Operator will meet annually to review costs for services. Both parties will agree to reasonably cooperate to revise and renew costs for services as mutually agreed

All agreements will be recorded with the Sonoma County Recorder's Office

Sonoma Valley Hospital Board
Three Year Financial Board Goals
May. 2019 Finance Committee Meeting

The Finance Committee has developed revised financial goals for the next three years and submits these goals to the Board for approval at the June 2019 meeting.

The Finance Committee bases these goals on what the Committee and Administration believe are reasonably achievable during the next three years with an expressed aim of increasing the financial stability and liquidity of the hospital.

These can and should then be used as input and guidance for the development of operating budgets for FY2020 and beyond.

- Meet the board approved budget each year.
- Achieve the following balance sheet goals:
 - Strictly limit the addition of new leases or any additional balance sheet debt, except under extraordinary circumstances and with board approval.
 - Decrease the balance of the Line of Credit as follows
 - By end of year FY 2020, the Line of Credit balance is reduced to \$5.75M (pending final sale of the South Lot)
 - By end of year FY2021, the Line of Credit balance is reduced to \$5M
 - By end of year FY2022, the Line of Credit balance is reduced to \$4M
 - Increase the Days of Cash rolling average cash balance, as follows:
 - By end of year FY 2020, the Days of Cash rolling average balance is increased by an additional 10 days over prior year's rolling average
 - By end of year FY 2021, the Days of Cash rolling average balance is increased by an additional 5 days over prior year's rolling average
 - By end of year FY 2022, the Days of Cash rolling average balance is increased by an additional 5 days over prior year's rolling average



To: SVHCD Board of Directors
From: Kelly Mather
Date: 4/29/19
Subject: Administrative Report

Summary

We are now stroke certified! After many changes have been made in this fiscal year, things are starting to come together. The FY 2020 budget is almost complete and ready for review at the May 30th special meeting. The strategic plan is coming to the board this month for review and approval.

Strategic Update from FY 2019 Strategic Plan:

Strategic Priorities	Update
Highest levels of health care safety, quality and value	<ul style="list-style-type: none"> ➤ The 5 Star hospital plan continues with a strong focus on patient experience. The new hospitalist group will be key to this achievement as well. They begin in June. ➤ We now have the stroke certification. ➤ The Staff Satisfaction survey went out today and will be a great tool for us to assess the culture.
Be the preferred hospital for patients, physicians, employers and health plans	<ul style="list-style-type: none"> ➤ The Patient Access Center start this week. This will include upgrading our phone system which is part of the Outpatient Diagnostic Center project. ➤ The strategic plan is complete and represented many different stakeholder views and concerns. ➤ Canopy Health is partnering with us to provide free telehealth visits this summer to their members in Sonoma Valley.
Implement new and enhanced revenue strategies as measured by increased direct margins in each service	<ul style="list-style-type: none"> ➤ The Outpatient Diagnostic Center project has run into a few snags with power due to our old building. We hope to break ground by the end of 2019. ➤ We have a potential Geriatrician interested in joining our hospital team. ➤ A new “Management Information System” previously called “Cost Accounting” will be rolled out in June to include direct margins on all services, even small.
Continue to improve financial stability as measured by EBDA	<ul style="list-style-type: none"> ➤ The FY 2020 budget reflects a smaller level of overhead due to the reductions in services this past year. ➤ Ensign will present at the May board meeting. The final contract is almost complete. We plan to transition staff to Ensign on July 1st. ➤ 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.
Lead progress toward becoming a Healthier community	<ul style="list-style-type: none"> ➤ Met with a community member who would like to help lead more conversations about the hospital in people’s homes. ➤ The Advanced Health Care Directive or POLST program at Vintage house was a huge success with double the attendees. ➤ Fundraising for the Outpatient Diagnostic Center continues and we are at \$16.8 million raised.

MARCH 2019

			National Benchmark
Patient Experience	Current Performance	FY 2019 Goal	
Would Recommend Hospital	83 rd	> 60th percentile	50th percentile
Inpatient Overall Rating	51 st	>60th percentile	50th percentile
Outpatient Services	4.9	Rate My Hospital	4.5
Emergency	4.6	Rate My Hospital	4.5
Quality & Safety	YTD Performance	FY 2019 Goal	Benchmark
CLABSI	0	<1	<.51
CAUTI	0	<1	<1.04
SSI – Colon Surgery	0	<1	N/A
SSI – Total Joint	0	<1.5%	N/A
MRSA Bacteremia	0	<.13	<.13
C. Diff	0	3.5	7.4/10,000 pt days
PSI – 90 Composite	1	<1	<1
Heart Failure Mortality Rate	12.5%	TBD	17.3%
Pneumonia Mortality Rate	18.1%	TBD	23.6%
Stroke Mortality Rate	14.7%	TBD	19.7%
Sepsis Mortality Rate	10.2%	<18%	25%
30 Day All- Cause Readmissions	9.50%	< 10 %	< 18.5%
Serious Safety Events	0	0	0
Falls	2.7	< 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
Our People	Performance	FY 2019 Goal	Benchmark
Staff Satisfaction Survey	61 st percentile	75th percentile	50th percentile
Turnover	11.1%/13.3%	< 10%	< 15%
Financial Stability	YTD Performance	FY 2019 Goal	Benchmark
EBDA	3.9%	1%	3%
FTE's/AOB	4.15	4.3	5.3
Days Cash on Hand	4.6	20	30
Days in Accounts Receivable	44	49	50
Length of Stay	3.8	3.85	4.03
Funds raised by SVHF	\$16.8 million	\$20 million	\$1 million
Strategic Growth	YTD Performance	FY 2019 Goal	Benchmark
Inpatient Discharges	784/1045	1000	1000
Outpatient Visits	40,347/53,796	53,000	51,924
Emergency Visits	7459/9945	10,000	11,040
Surgeries + Special Procedures	2183/2910	2500	2,568
Community Benefit Hours	891/1188	1200	1200

Note: Colors demonstrate comparison to National Benchmark



Healing Here at Home

TRENDED MONTHLY RESULTS

MEASUREMENT	Goal FY 2019	Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2018	May 2018	Jun 2018
FY YTD Turnover	<10%	1.6	3.3	3.6	5.8	6.9	8.2	8.7	9.4	11.1	16.2	17.8	20.3
Leave of Absences	<12	13	11	8	10	9	8	10	9	8	15	12	11
EBDA	>1%	0	1.7	1.6	-8.9	-1.7	-2	.7	-6.9	3.9	-1.8	-1.2	.4
Operating Revenue	>4.5m	4.5	4.9	4.6	4.4	4.3	4.0	5.5	3.7	7.8	4.4	4.8	5.2
Expense Management	<5.0m	5.1	5.3	5.0	5.3	4.8	4.7	5.5	4.5	6.6	5.0	5.1	4.9
Net Income	>50k	214	32	208	-273	-95	-207	806	-277	1722	220	369	543
Days Cash on Hand	>20	19.1	10	13	13	9.6	14.8	13	4.6	4.5	6.8	6.2	10.6
A/R Days	<50	41	43	48	44	45	44	43	43	44	43	47	42
Total FTE's	<300	310	309	314	298	288	281	280	277	275	307	306	298
FTEs/AOB	<4.5	3.62	3.29	4.38	4.18	4.84	4.92	4.44	4.73	4.15	4.06	4.35	3.82
Inpatient Discharges	>90	81	85	90	92	93	97	83	76	87	103	108	99
Outpatient Revenue	>\$14m	14.8	16.8	13.9	15.8	13.5	13.6	14.8	13.9	15.2	14.1	15.2	13.6
Surgeries	>150	150	165	182	175	161	149	157	155	163	144	175	151
ER	>900	901	810	814	842	772	840	789	833	858	864	934	856
Births	>11	8	14	13	9	n/a	n/a	n/a	n/a	n/a	6	9	16
SNF days	>350	664	628	457	405	326	291	345	286	357	525	423	545
MRI	>120	99	145	92	119	98	118	105	107	96	154	153	148
Cardiology (Echos)	>85	88	135	97	124	112	106	85	91	112	95	84	78
Laboratory	>12.5	12.4	13.4	11.7	13.7	12.6	11.8	12.7	11.4	12.2	11.5	12.5	13.0
Radiology	>900	894	951	929	1112	884	906	987	1050	1025	905	968	877
Rehab	>2700	2414	2860	1788	2688	2131	2380	2964	2080	2358	2455	2586	2670
CT	>350	359	387	331	392	331	367	348	355	396	367	394	358
Mammography	>200	280	243	221	269	219	246	180	220	202	202	220	221
Ultrasound	>250	181	280	246	333	233	252	240	225	340	293	311	267
Occupational Health	>600	570	639	489	833	561	452	574	535	707	774	822	625
Wound Care	>250	290	256	198	293	266	288	230	286	268	210	237	225



To: SVH Finance Committee
From: Ken Jensen, CFO
Date: May 28, 2019
Subject: Financial Report for the Month Ending April 30, 2019

April's actual gain of \$1,076,636 from operations was \$1,541,068 favorable to the budgeted loss of (\$464,432). For the month of April the hospital accrued additional funds received from the FY 17/18 HQAF and Rate Range Intergovernmental Transfer (IGT) programs of \$1,627,327. After accounting for all other activity; the net gain for April was \$1,686,794 vs. the budgeted net gain of \$17,321 with a monthly EBDA of 28.2% vs. a budgeted 1.8%.

Gross patient revenue for April was \$23,221,279; \$474,484 over budget. Inpatient gross revenue was under budget by (\$207,557). Inpatient days were over budget by 13 days and inpatient surgeries were under budgeted expectations by (3) cases. Outpatient revenue was over budget by \$770,278. Outpatient visits were over budgeted expectations by 232 visits, and outpatient surgeries were over budgeted expectations by 7 cases and special procedures were over budgeted expectations by 14 cases. The Emergency Room gross revenue was over budget by \$266,174 with ER visits over budgeted expectations by 26 visits. SNF gross revenue was under budgeted expectations by (\$354,411) with SNF patient days under budget by (88) days and an average daily census of 12.1 patients.

Deductions from revenue were favorable to budgeted expectations by \$850,446. Of the variance, \$1,412,272 is from the prior period adjustments or IGT payments. Without the prior period adjustments and IGT variance, the deductions from revenue variance is unfavorable by (561,826) which is due to gross revenue being over budgeted expectations and an increase to the bad debt reserve.

After accounting for all other operating revenue, the **total operating revenue** was favorable to budgeted expectations by \$1,533,619.

Operating Expenses of \$4,853,318 were favorable to budget by \$7,449. Salaries and wages and agency fees were under budget by \$37,900 with the salaries and wages being over budget by (\$42,071) and agency fees under by \$79,971. Supplies were over budget (\$82,510) primarily in surgery due to implant costs (\$30,280) and in the pharmacy (\$87,813) due to the high costs of anti-venom needed for a snake bite patient. Purchased Services are over budget by (\$83,615) due to previous months budgeted IT costs posted to April (\$82,228). Insurance costs are over budget by (\$12,721) due to the cost of physician malpractice insurance for the Sonoma Family Practice not budgeted. There were no matching fees in April.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net gain for April is \$1,403,239 vs. a budgeted net loss of (\$212,299). The hospital received donations from the Sonoma Valley Hospital Foundation for the Outpatient Diagnostic Center (\$35,890) and for the Acute Care 3rd floor move (\$93,997). After all activity the total net gain for April was \$1,686,794 vs. a budgeted net gain of \$17,321.

EBDA for the month of April was 28.2% vs. the budgeted 1.8%.

Patient Volumes – April

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	87	93	-6	103
Newborn Discharges	0	0	0	8
Acute Patient Days	341	328	13	341
SNF Patient Days	362	450	-88	525
Home Care Visits	0	0	0	755
OP Gross Revenue	\$15,396	\$14,359	\$1,037	\$14,170
Surgical Cases	163	159	4	144

Gross Revenue Overall Payer Mix – April

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	45.5%	43.3%	2.2%	42.6%	42.9%	-0.3%
Medicare Mgd Care	10.6%	12.9%	-2.3%	14.1%	12.8%	1.3%
Medi-Cal	18.0%	17.7%	0.3%	18.0%	17.9%	0.1%
Self-Pay	1.1%	1.3%	-0.2%	1.2%	1.4%	-0.2%
Commercial	20.9%	20.3%	0.6%	20.5%	20.6%	-0.1%
Workers Comp	2.6%	2.5%	0.1%	2.1%	2.4%	-0.3%
Capitated	1.3%	2.0%	-0.7%	1.5%	2.0%	-0.5%
Total	100.0%	100.0%		100.0%	100.0%	

Cash Activity for April:

For the month of April the cash collection goal was \$3,334,059 and the Hospital collected \$4,187,390 or over the goal by \$853,331. The year-to-date cash collection goal was \$36,526,268 and the Hospital has collected \$36,989,388 or over goal by \$463,120. Days of cash on hand are 9.6 days at April 30, 2019. Accounts Receivable decreased from March, from 43.7 days to 37.9 days in April. Accounts Payable increased by \$1,101,989 from March and Accounts Payable days are at 74.4.

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 April 30, 2019**

ATTACHMENT A

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	10,577,518	9,850,869	726,649	7.4%	96,712,124	95,918,131	793,993	0.8%
Medicare Managed Care	2,451,332	2,934,954	-483,622	-16.5%	31,943,895	28,621,505	3,322,390	11.6%
Medi-Cal	4,190,937	4,022,013	168,924	4.2%	40,837,225	39,951,581	885,644	2.2%
Self Pay	244,512	301,791	-57,279	-19.0%	2,779,184	3,033,763	-254,579	-8.4%
Commercial & Other Government	4,865,001	4,617,457	247,544	5.4%	46,557,600	46,060,847	496,753	1.1%
Worker's Comp.	596,238	560,386	35,852	6.4%	4,777,373	5,446,856	-669,483	-12.3%
Capitated	295,741	459,325	-163,584	-35.6%	3,513,094	4,487,617	-974,523	-21.7%
Total	23,221,279	22,746,795	474,484		227,120,495	223,520,300	3,600,195	

Net Revenue:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	1,410,825	1,379,121	31,704	2.3%	13,369,232	13,408,612	-39,380	-0.3%
Medicare Managed Care	296,366	376,804	-80,438	-21.3%	4,228,099	3,768,396	459,703	12.2%
Medi-Cal	494,531	547,585	-53,054	-9.7%	5,441,421	5,302,314	139,107	2.6%
Self Pay	124,016	136,023	-12,007	-8.8%	1,440,492	1,408,641	31,851	2.3%
Commercial & Other Government	1,392,363	1,334,549	57,814	4.3%	14,576,657	15,223,822	-647,165	-4.3%
Worker's Comp.	124,673	144,837	-20,164	-13.9%	831,563	1,337,941	-506,378	-37.8%
Capitated	3,697	14,894	-11,197	-75.2%	92,177	143,409	-51,232	-35.7%
Prior Period Adj/IGT	1,764,827	352,555	1,412,272	400.6%	8,695,168	3,525,550	5,169,618	146.6%
Total	5,611,298	4,286,368	1,324,930	30.9%	48,674,809	44,118,685	4,556,124	10.3%

Percent of Net Revenue:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	25.1%	32.2%	-7.1%	-22.0%	27.4%	30.5%	-3.2%	-10.5%
Medicare Managed Care	5.3%	8.8%	-3.5%	-39.8%	8.7%	8.5%	0.2%	2.4%
Medi-Cal	8.8%	12.8%	-4.0%	-31.3%	11.2%	12.0%	-0.8%	-6.7%
Self Pay	2.2%	3.2%	-1.0%	-31.3%	3.0%	3.2%	-0.2%	-6.3%
Commercial & Other Government	24.8%	31.1%	-6.3%	-20.3%	29.9%	34.5%	-4.6%	-13.3%
Worker's Comp.	2.2%	3.4%	-1.2%	-35.3%	1.7%	3.0%	-1.3%	-43.3%
Capitated	0.1%	0.3%	-0.2%	-66.7%	0.2%	0.3%	-0.1%	-33.3%
Prior Period Adj/IGT	31.5%	8.2%	23.3%	284.1%	17.9%	8.0%	9.9%	123.8%
Total	100.0%	100.0%	0.0%	0.0%	100.0%	100.0%	-10.0%	-10.0%

Projected Collection Percentage:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	13.3%	14.0%	-0.7%	-5.0%	13.8%	14.0%	-0.2%	-1.4%
Medicare Managed Care	12.1%	12.8%	-0.7%	-5.5%	13.2%	13.2%	0.0%	0.0%
Medi-Cal	11.8%	13.6%	-1.8%	-13.2%	13.3%	13.3%	0.0%	0.0%
Self Pay	50.7%	45.1%	5.6%	12.4%	51.8%	46.4%	5.4%	11.6%
Commercial & Other Government	28.6%	28.9%	-0.3%	-1.0%	31.3%	33.1%	-1.8%	-5.4%
Worker's Comp.	20.9%	25.8%	-4.9%	-19.0%	17.4%	24.6%	-7.2%	-29.3%

**SONOMA VALLEY HOSPITAL
OPERATING INDICATORS
For the Period Ended April 30, 2019**

ATTACHMENT B

	<u>CURRENT MONTH</u>				<u>YEAR-TO-DATE</u>			<u>YTD</u>
	<u>Actual 04/30/19</u>	<u>Budget 04/30/19</u>	<u>Favorable (Unfavorable) Variance</u>		<u>Actual 04/30/19</u>	<u>Budget 04/30/19</u>	<u>Favorable (Unfavorable) Variance</u>	<u>Prior Year 04/30/18</u>
				Inpatient Utilization				
				Discharges				
1	76	81	(5)	Acute	751	789	(38)	801
2	11	12	(1)	ICU	120	120	-	140
3	87	93	(6)	Total Discharges	871	909	(38)	941
4	-	-	-	Newborn	46	24	22	88
5	87	93	(6)	Total Discharges inc. Newborns	917	933	(16)	1,029
				Patient Days:				
6	236	242	(6)	Acute	2,477	2,379	98	2,434
7	105	86	19	ICU	804	849	(45)	837
8	341	328	13	Total Patient Days	3,281	3,228	53	3,271
9	-	-	-	Newborn	102	45	57	152
10	341	328	13	Total Patient Days inc. Newborns	3,383	3,273	110	3,423
				Average Length of Stay:				
11	3.1	3.0	0.1	Acute	3.3	3.0	0.3	3.0
12	9.5	7.2	2.4	ICU	6.7	7.1	(0.4)	6.0
13	3.9	3.5	0.4	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
				Average Daily Census:				
15	7.9	8.1	(0.2)	Acute	8.1	7.8	0.3	8.0
16	3.5	2.9	0.6	ICU	2.6	2.8	(0.1)	2.8
17	11.4	10.9	0.4	Avg. Daily Census	10.8	10.6	0.2	10.8
18	0.0	0.0	-	Newborn	0.34	0.15	0.2	0.50
				Long Term Care:				
19	362	450	(88)	SNF Patient Days	4,121	4,950	(829)	5,393
20	16	26	(10)	SNF Discharges	220	271	(51)	304
21	12.1	15.0	(2.9)	Average Daily Census	13.6	16.3	(2.7)	17.7
				Other Utilization Statistics				
				Emergency Room Statistics				
22	890	864	26	Total ER Visits	8,349	8,991	(642)	8,839
				Outpatient Statistics:				
23	4,795	4,563	232	Total Outpatients Visits	45,142	44,909	233	43,997
24	30	33	(3)	IP Surgeries	270	272	(2)	277
25	133	126	7	OP Surgeries	1,354	1,349	5	1,246
26	80	66	14	Special Procedures	802	629	173	690
27	-	-	-	Home Health Visits	2,027	3,837	(1,810)	7,732
28	306	323	(17)	Adjusted Discharges	3,130	3,323	(193)	3,360
29	2,086	2,109	(23)	Adjusted Patient Days (Inc. SNF)	21,231	23,047	(1,816)	23,401
30	69.5	70.3	(0.8)	Adj. Avg. Daily Census (Inc. SNF)	69.8	75.8	(6.0)	77.0
31	1.6553	1.4000	0.255	Case Mix Index -Medicare	1.5122	1.4000	0.112	1.5145
32	1.6312	1.4000	0.231	Case Mix Index - All payers	1.5428	1.4000	0.143	1.4794
				Labor Statistics				
33	244	247	3.0	FTE's - Worked	260	262	2.2	277
34	267	280	12.7	FTE's - Paid	290	297	7.3	311
35	42.83	41.67	(1.16)	Average Hourly Rate	42.91	40.97	(1.94)	42.74
36	21.9	22.7	0.8	Manhours / Adj. Pat Day	23.6	22.3	(1.3)	23.1
37	149.2	148.2	(1.1)	Manhours / Adj. Discharge	160.3	154.8	(5.5)	160.5
38	24.0%	24.3%	0.4%	Benefits % of Salaries	22.8%	23.8%	1.0%	22.5%
				Non-Labor Statistics				
39	11.4%	12.8%	1.4%	Supply Expense % Net Revenue	12.7%	12.3%	-0.4%	11.8%
40	2,111	1,744	(367)	Supply Exp. / Adj. Discharge	1,846	1,674	(172)	1,619
41	16,253	15,558	(694)	Total Expense / Adj. Discharge	17,048	15,605	(1,443)	16,068
				Other Indicators				
42	9.6			Days Cash - Operating Funds				
43	37.9	50.0	(12.1)	Days in Net AR	43.1	50.0	(6.9)	46.1
44	126%			Collections % of Net Revenue	101%			103.3%
45	74.4	55.0	19.4	Days in Accounts Payable	74.4	55.0	19.4	45.9
46	24.3%	19.3%	5.0%	% Net revenue to Gross revenue	20.0%	20.2%	-0.2%	21.1%
47	17.6%			% Net AR to Gross AR	17.6%			21.5%

Sonoma Valley Health Care District
Balance Sheet
As of April 30, 2019

ATTACHMENT C

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets			
Current Assets:			
1 Cash	\$ 1,553,622	\$ 734,404	\$ 1,101,646
2 Trustee Funds	3,574,837	3,568,572	3,628,488
3 Net Patient Receivables	6,023,427	6,708,016	7,523,327
4 Allow Uncollect Accts	(1,123,964)	(1,173,911)	(1,091,983)
5 Net A/R	4,899,463	5,534,105	6,431,344
6 Other Accts/Notes Rec	1,324,976	2,918,042	819,250
7 3rd Party Receivables, Net	8,166,578	6,608,195	2,333,644
8 Inventory	843,684	840,085	818,935
9 Prepaid Expenses	858,237	956,555	924,013
10 Total Current Assets	<u>\$ 21,221,397</u>	<u>\$ 21,159,958</u>	<u>\$ 16,057,320</u>
12 Property, Plant & Equip, Net	\$ 51,206,524	\$ 51,347,570	\$ 51,903,384
13 Specific Funds/ Money Market	1,259	1,259	203,518
14 Other Assets	-	-	-
15 Total Assets	<u><u>\$ 72,429,180</u></u>	<u><u>\$ 72,508,787</u></u>	<u><u>\$ 68,164,222</u></u>
Liabilities & Fund Balances			
Current Liabilities:			
16 Accounts Payable	\$ 5,970,513	\$ 4,868,524	\$ 3,137,322
17 Accrued Compensation	3,525,701	3,392,724	3,963,962
18 Interest Payable	302,289	201,521	317,320
19 Accrued Expenses	1,156,637	1,393,047	1,408,467
20 Advances From 3rd Parties	105,388	105,388	126,897
21 Deferred Tax Revenue	1,142,205	1,713,308	1,134,700
22 Current Maturities-LTD	679,654	747,113	1,206,336
23 Line of Credit - Union Bank	6,723,734	6,723,734	6,973,734
24 Other Liabilities	201,386	2,351,386	2,001,386
25 Total Current Liabilities	<u>\$ 19,807,507</u>	<u>\$ 21,496,745</u>	<u>\$ 20,270,124</u>
26 Long Term Debt, net current portion	\$ 32,810,239	\$ 32,887,402	\$ 33,113,941
Fund Balances:			
28 Unrestricted	\$ 12,986,042	\$ 11,429,135	\$ 10,020,524
29 Restricted	6,825,392	6,695,505	4,759,632
30 Total Fund Balances	<u>\$ 19,811,434</u>	<u>\$ 18,124,640</u>	<u>\$ 14,780,157</u>
31 Total Liabilities & Fund Balances	<u><u>\$ 72,429,180</u></u>	<u><u>\$ 72,508,787</u></u>	<u><u>\$ 68,164,222</u></u>

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended April 30, 2019**

ATTACHMENT D

	Month				Volume Information	Year-To-Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual		\$	%		Actual	Budget	\$	%		
1	87	93	(6)	-6%	Acute Discharges	871	909	(38)	-4%	941	
2	362	450	(88)	-20%	SNF Days	4,121	4,950	(829)	-17%	5,393	
3	-	-	-	0%	Home Care Visits	2,027	3,837	(1,810)	-47%	7,732	
4	15,396	14,359	1,035	7%	Gross O/P Revenue (000's)	\$ 147,912	\$ 144,004	3,907	3%	\$ 137,423	
Financial Results											
Gross Patient Revenue											
5	\$ 6,466,835	\$ 6,674,392	(207,557)	-3%	Inpatient	\$ 62,557,753	\$ 60,990,775	1,566,978	3%	\$ 60,605,786	
6	8,771,586	8,001,308	770,278	10%	Outpatient	84,854,730	78,689,957	6,164,773	8%	75,716,950	
7	6,623,938	6,357,764	266,174	4%	Emergency	62,351,140	64,327,909	(1,976,769)	-3%	59,030,335	
8	1,358,920	1,713,331	(354,411)	-21%	SNF	16,594,425	18,405,506	(1,811,081)	-10%	20,360,006	
9	-	-	-	0%	Home Care	762,447	1,106,153	(343,706)	-31%	2,829,750	
10	\$ 23,221,279	\$ 22,746,795	474,484	2%	Total Gross Patient Revenue	\$ 227,120,495	\$ 223,520,300	3,600,195	2%	\$ 218,542,827	
Deductions from Revenue											
11	\$ (19,101,808)	\$ (18,688,252)	(413,556)	-2%	Contractual Discounts	\$ (185,352,228)	\$ (181,679,865)	(3,672,363)	-2%	\$ (176,264,925)	
12	(250,000)	(100,000)	(150,000)	-150%	Bad Debt	(1,535,000)	(1,000,000)	(535,000)	-54%	(1,453,000)	
13	(23,000)	(24,730)	1,730	7%	Charity Care Provision	(253,626)	(247,300)	(6,326)	-3%	(170,455)	
14	1,764,827	352,555	1,412,272	*	Prior Period Adj/Government Program Revenue	8,695,168	3,525,550	5,169,618	*	4,150,338	
15	\$ (17,609,981)	\$ (18,460,427)	850,446	-5%	Total Deductions from Revenue	\$ (178,445,686)	\$ (179,401,615)	955,929	-1%	\$ (173,738,042)	
Net Patient Service Revenue											
16	\$ 5,611,298	\$ 4,286,368	1,324,930	31%	Risk contract revenue	\$ 706,787	\$ 1,049,387	(342,600)	-33%	\$ 1,170,250	
17	\$ 22,709	\$ 95,999	(73,290)	-76%	Net Hospital Revenue	\$ 49,381,596	\$ 45,168,072	4,213,524	9%	\$ 45,975,035	
18	\$ 5,634,007	\$ 4,382,367	1,251,640	29%	Other Op Rev & Electronic Health Records	\$ 418,552	\$ 139,680	278,872	200%	\$ 158,464	
19	\$ 295,947	\$ 13,968	281,979	*	Total Operating Revenue	\$ 49,800,148	\$ 45,307,752	4,492,396	10%	\$ 46,133,499	
20	\$ 5,929,954	\$ 4,396,335	1,533,619	35%	Operating Expenses						
21	\$ 1,953,543	\$ 1,991,443	37,900	2%	Salary and Wages and Agency Fees	\$ 21,532,516	\$ 21,074,576	(457,940)	-2%	\$ 23,054,374	
22	771,899	764,542	(7,357)	-1%	Employee Benefits	7,577,850	8,097,058	(519,208)	6%	8,664,339	
23	\$ 2,725,442	\$ 2,755,985	30,543	1%	Total People Cost	\$ 29,110,366	\$ 29,171,634	61,268	0%	\$ 31,718,713	
24	\$ 447,231	\$ 497,842	50,611	10%	Med and Prof Fees (excl Agency)	\$ 4,723,283	\$ 5,010,015	286,732	6%	\$ 4,251,992	
25	645,039	562,529	(82,510)	-15%	Supplies	5,779,749	5,563,706	(216,043)	-4%	5,441,841	
26	459,208	375,593	(83,615)	-22%	Purchased Services	3,927,084	3,723,799	(203,285)	-5%	3,624,106	
27	266,763	290,874	24,111	8%	Depreciation	2,870,342	2,891,442	21,100	1%	2,853,585	
28	82,870	90,431	7,561	8%	Utilities	986,634	1,020,310	33,676	3%	1,003,569	
29	48,041	35,320	(12,721)	-36%	Insurance	365,978	347,527	(18,451)	-5%	318,190	
30	69,966	56,966	(13,000)	-23%	Interest	524,650	526,238	(1,588)	0%	469,772	
31	108,758	106,824	(1,934)	-2%	Other	1,053,937	1,135,023	81,086	7%	1,188,713	
32	-	88,403	88,403	*	Matching Fees (Government Programs)	2,584,514	884,029	(1,700,485)	*	1,491,827	
33	\$ 4,853,318	\$ 4,860,767	7,449	0%	Operating expenses	\$ 51,926,537	\$ 50,273,723	(1,652,814)	-3%	\$ 52,362,308	
34	\$ 1,076,636	\$ (464,432)	\$ 1,541,068	332%	Operating Margin	\$ (2,126,389)	\$ (4,965,971)	2,839,582	57%	\$ (6,228,809)	

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended April 30, 2019**

ATTACHMENT D

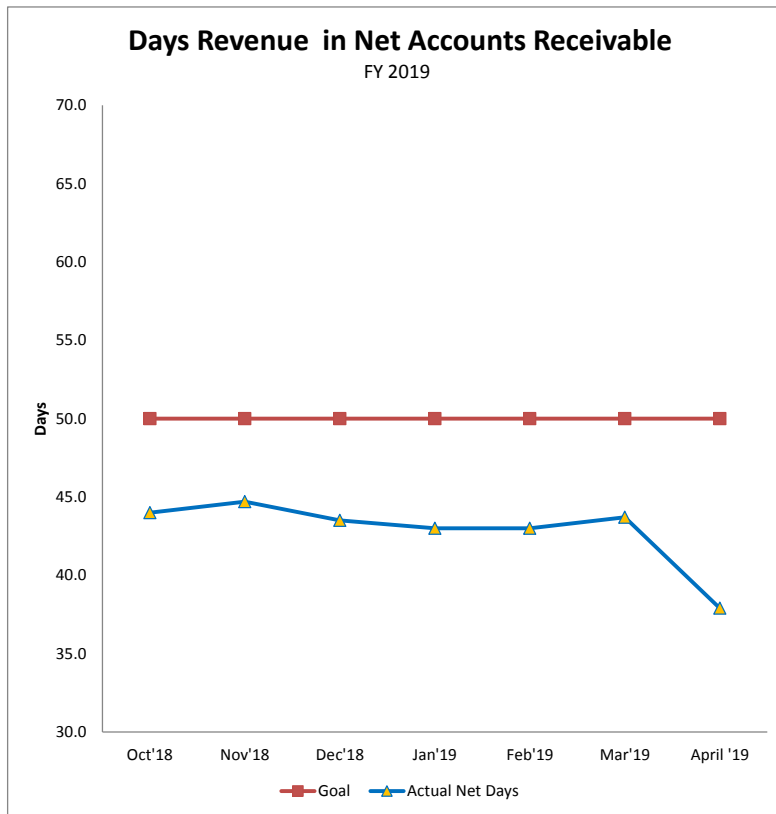
	Month					Year-To- Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual		\$	%		Actual	Budget	\$	%		
35	\$ 16,342	\$ (10,440)	26,782	-257%						\$ (55,961)	
36	6,594	2,672	3,922	147%						27,046	
37	(13,000)	(56,766)	43,766	-77%						(567,660)	
38	316,667	316,667	-	0%						3,166,670	
39	0	0	-	0%						(26,875)	
40	\$ 326,603	\$ 252,133	74,470	30%						\$ 2,543,220	
41	\$ 1,403,239	\$ (212,299)	1,615,538	-761%	Net Income / (Loss) prior to Restricted Contributions	\$ 504,793	\$ (2,415,352)	2,920,145	-121%	\$ (3,685,589)	
42	\$ -	\$ 20,949	(20,949)	-100%	Capital Campaign Contribution	\$ 30,447	\$ 209,490	(179,043)	-85%	\$ 140,664	
43	\$ 129,887	\$ 55,003	74,884	0%	Restricted Foundation Contributions	\$ 1,903,689	\$ 550,030	1,353,659	100%	\$ 739,834	
44	\$ 1,533,126	\$ (136,347)	1,669,473	-1224%	Net Income / (Loss) w/ Restricted Contributions	\$ 2,438,929	\$ (1,655,832)	4,094,761	-247%	\$ (2,805,091)	
45	254,436	254,436	-	0%	GO Bond Tax Assessment Rev	2,544,360	2,544,360	-	0%	2,506,830	
46	(100,768)	(100,768)	-	0%	GO Bond Interest	(1,012,688)	(1,012,688)	-	0%	(1,062,250)	
47	\$ 1,686,794	\$ 17,321	1,669,473	9638%	Net Income/(Loss) w GO Bond Activity	\$ 3,970,601	\$ (124,160)	4,094,761	-3298%	\$ (1,360,511)	
	\$ 1,670,002	\$ 78,575	1,591,427		EBDA - Not including Restricted Contributions	\$ 3,375,135	\$ 476,090	2,899,045		\$ (832,004)	
	28.2%	1.8%				6.8%	1.1%			-1.8%	

Sonoma Valley Health Care District
Statement of Revenue and Expenses Variance Analysis
For the Period Ended April 30, 2019

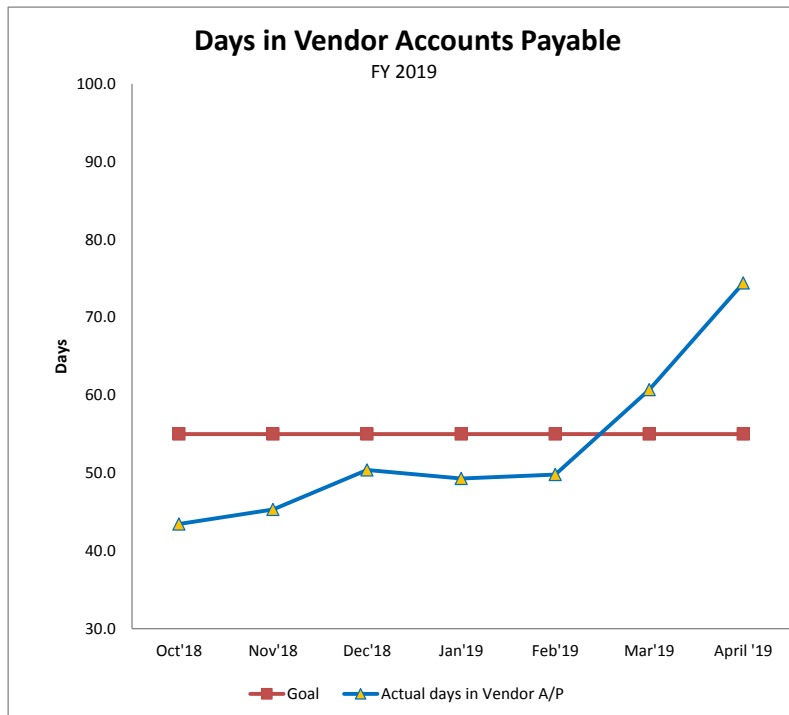
	YTD	MONTH	
Description	Variance	Variance	
Volume Information			
1 Acute Discharges	(38)	(6)	
2 SNF Days	(829)	(88)	
3 Home Care Visits	(1,810)	-	
4 Gross O/P Revenue (000's)	3,907	1,035	
Financial Results			
Gross Patient Revenue			
5 Inpatient	1,566,978	(207,557)	Inpatient days are 341 days vs. budgeted expectations of 328 days and inpatient surgeries are 30 vs. budgeted expectations 33.
6 Outpatient	6,164,773	770,278	Outpatient visits are 4,795 vs. budgeted expectations of 4,563 visits and outpatient surgeries are 133 vs. budgeted expectations 126.
7 Emergency	(1,976,769)	266,174	ER visits are 890 vs. budgeted visits of 864.
8 SNF	(1,811,081)	(354,411)	SNF patient days are 362 vs. budgeted expected days of 450.
9 Home Care	(343,706)	-	
10 Total Gross Patient Revenue	3,600,195	474,484	
Deductions from Revenue			
11 Contractual Discounts	(3,672,363)	(413,556)	
12 Bad Debt	(535,000)	(150,000)	
13 Charity Care Provision	(6,326)	1,730	
14 Prior Period Adj/Government Program Revenue	5,169,618	1,412,272	Accrual of additional amounts received for the FY 17/18 HQAF IGT (\$441,048) and the Rate Range IGT of (\$1,186,279) and accrual of Prime Grant (\$62,500).
15 Total Deductions from Revenue	955,929	850,446	
16 Net Patient Service Revenue	4,556,124	1,324,930	
17 Risk contract revenue	(342,600)	(73,290)	
18 Net Hospital Revenue	4,213,524	1,251,640	
19 Other Op Rev & Electronic Health Records	278,872	281,979	Received \$196,603 of fire claim and accrued final \$77,879 amount due.
20 Total Operating Revenue	4,492,396	1,533,619	
Operating Expenses			
21 Salary and Wages and Agency Fees	(457,940)	37,900	Salaries and Wages are over budget by (\$42,071) and Agency fees are under budget by \$79,971
22 Employee Benefits	519,208	(7,357)	
23 Total People Cost	61,268	30,543	
24 Med and Prof Fees (excl Agency)	286,732	50,611	
25 Supplies	(216,043)	(82,510)	Supplies were over budget primarily in surgery/implants due to higher volume in surgeries using implants and in Pharmacy due to a snake bite patient requiring anti-venom.
26 Purchased Services	(203,285)	(83,615)	Purchased services over budget due to previous months IT invoices being posted to April.
27 Depreciation	21,100	24,111	
28 Utilities	33,676	7,561	
29 Insurance	(18,451)	(12,721)	
30 Interest	1,588	(13,000)	
31 Other	81,086	(1,934)	
32 Matching Fees (Government Programs)	(1,700,485)	88,403	No matching fee in April.
33 Operating expenses	(1,652,814)	7,449	
34 Operating Margin	2,839,582	1,541,068	
Non Operating Rev and Expense			
35 Miscellaneous Revenue	(52,376)	26,782	
36 Donations	(10,107)	3,922	
37 Physician Practice Support-Prima	143,796	43,766	
38 Parcel Tax Assessment Rev	(750)	-	
39 Extraordinary Items	-	-	
40 Total Non-Operating Rev/Exp	80,563	74,470	
		-	

Sonoma Valley Health Care District
Statement of Revenue and Expenses Variance Analysis
For the Period Ended April 30, 2019

	YTD	MONTH	
Description	Variance	Variance	
41 Net Income / (Loss) prior to Restricted Contributions	2,920,145	1,615,538	
		-	
42 Capital Campaign Contribution	(179,043)	(20,949)	
43 Restricted Foundation Contributions	1,353,659	74,884	The hospital received Foundation donations for the ODC (\$35,890) and for the Acute care 3rd floor move (\$93,997).
44 Net Income / (Loss) w/ Restricted Contributions	4,094,761	1,669,473	
45 GO Bond Tax Assessment Rev	-	-	
46 GO Bond Interest	-	-	
47 Net Income/(Loss) w GO Bond Activity	4,094,761	1,669,473	



Days in A/R	Oct'18	Nov'18	Dec'18	Jan'19	Feb'19	Mar'19	April '19
Actual days in A/R	44.0	44.7	43.5	43.0	43.0	43.7	37.9
Goal	50.0	50.0	50.0	50.0	50.0	50.0	50.0



Days in A/P	Oct'18	Nov'18	Dec'18	Jan'19	Feb'19	Mar'19	April '19
Actual days in Vendor A/P	43.5	45.3	50.4	49.3	49.8	60.7	74.4
Goal	55.0	55.0	55.0	55.0	55.0	55.0	55.0

Sonoma Valley Hospital
Statistical Analysis
FY 2019

ATTACHMENT G

Statistics	ACTUAL	BUDGET	ACTUAL												
	Apr-19	Apr-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
Acute															
Acute Patient Days	341	328	317	265	290	370	315	394	337	361	291	354	374	341	335
Acute Discharges (w/o Newborns)	87	93	87	76	83	97	93	92	90	85	81	99	108	103	106
SNF Days	362	450	357	286	345	291	326	405	457	628	664	545	423	525	566
HHA Visits	0	0	0	0	0	0	0	0	682	585	760	871	747	755	684
Emergency Room Visits	890	864	858	833	789	840	772	842	814	810	901	856	934	864	871
Gross Outpatient Revenue (000's)	\$15,396	\$14,359	\$15,281	\$13,994	\$14,826	\$13,583	\$13,530	\$15,824	\$13,946	\$16,762	\$14,801	\$13,677	\$15,188	\$14,170	\$13,064
Equivalent Patient Days	2,086	2,109	2,052	1,638	1,958	1,768	1,782	2,207	2,175	2,911	2,654	2,343	2,178	2,265	2,272
Births	0	0	0	0	0	0	0	9	13	14	8	16	9	6	8
Surgical Cases - Inpatient	30	33	29	18	20	26	33	34	31	26	23	28	29	30	34
Surgical Cases - Outpatient	133	126	134	137	137	123	128	141	151	139	127	123	146	114	117
Total Surgical Cases	163	159	163	155	157	149	161	175	182	165	150	151	175	144	151
Total Special Procedures	80	66	91	74	51	58	55	92	99	124	78	97	72	87	75
Medicare Case Mix Index	1.66	1.40	1.61	1.45	1.58	1.57	1.45	1.44	1.73	1.33	1.32	1.45	1.46	1.48	1.45
Income Statement															
Net Revenue (000's)	\$5,634	\$4,382	\$7,807	\$3,697	\$5,505	\$4,097	\$4,249	\$4,282	\$4,548	\$4,924	\$4,557	\$5,265	\$4,817	\$4,389	\$4,218
Operating Expenses (000's)	\$4,853	\$4,861	\$6,663	\$4,521	\$5,509	\$4,726	\$4,860	\$5,321	\$5,045	\$5,314	\$5,114	\$4,968	\$5,134	\$5,053	\$5,179
Net Income (000's)	\$1,687	\$17	\$1,722	(\$278)	\$807	(\$208)	(\$95)	(\$120)	\$209	\$32	\$214	\$859	\$369	\$221	(\$395)
Productivity															
Total Operating Expense Per Equivalent Patient Day	\$2,327	\$2,305	\$3,247	\$2,760	\$2,814	\$2,673	\$2,727	\$2,411	\$2,319	\$1,826	\$1,927	\$2,120	\$2,357	\$2,231	\$2,280
Productive FTEs	244	247	255	248	249	234	266	278	278	278	270	259	279	281	279
Non-Productive FTE's	23	33	20	29	31	47	22	20	36	31	40	39	27	26	23
Total FTEs	267	280	275	277	280	281	288	298	314	309	310	298	306	307	302
FTEs per Adjusted Occupied Bed	3.84	3.98	4.15	4.73	4.44	4.92	4.84	4.18	4.38	3.29	3.62	3.82	4.35	4.06	4.17
Balance Sheet															
Days of Expense In General Operating Cash	9.6		5	5	13	15	10	13	13	10	19	11	6	7	7
Net Days of Revenue in AR	38	50	44	43	43	44	45	44	48	43	41	42	47	43	43

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	Actual Apr	Forecast May	Forecast Jun	TOTAL
Hospital Operating Sources													
1 Patient Payments Collected	4,372,057	4,288,459	3,963,236	4,597,184	4,281,345	4,244,883	4,197,482	3,957,008	3,711,986	5,022,741	4,236,718	4,080,522	50,953,621
2 Capitation Revenue	94,582	92,314	96,054	92,135	97,789	98,199	62,561	28,474	23,610	24,319	95,999	95,999	902,035
3 Napa State	12,295	4,713	-	24,798	8,185	-	-	5,135	6,174	8,306	11,962	11,961	93,529
4 Other Operating Revenue	40,299	47,536	18,852	63,629	24,975	48,665	35,012	10,595	22,415	47,814	13,968	13,973	387,732
5 Other Non-Operating Revenue	45,944	12,250	51,133	42,712	14,067	91,000	51,984	66,482	104,954	59,194	26,673	26,673	593,066
6 Unrestricted Contributions	403		415	4,175	2,381	1,159		509	2,136	6,594	2,672	2,672	23,116
7 Line of Credit													-
Sub-Total Hospital Sources	4,565,580	4,445,271	4,129,690	4,824,633	4,428,742	4,483,906	4,347,039	4,068,202	3,871,275	5,168,968	4,387,992	4,231,800	52,953,099
Hospital Uses of Cash													
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	4,737,356	4,716,406	5,370,607	58,941,180
9 Add Capital Lease Payments	44,847	193,141	46,104	46,021	195,820	34,330	21,314	193,464	21,780	144,621			941,442
10 Additional Liabilities/LOC											1,400,000	400,000	1,800,000
11 Capital Expenditures	331,168		286,200	408,421	110,420	11,238	407,402	110,181	99,762	196,603	75,952	75,952	2,113,299
Total Hospital Uses	5,273,843	5,830,125	5,806,151	5,280,040	4,811,692	4,813,989	5,815,733	4,889,763	4,157,087	5,078,580	6,192,358	5,846,559	63,795,921
Net Hospital Sources/Uses of Cash	(708,263)	(1,384,854)	(1,676,461)	(455,407)	(382,950)	(330,083)	(1,468,694)	(821,561)	(285,812)	90,388	(1,804,366)	(1,614,759)	(10,842,821)
Non-Hospital Sources													
12 Restricted Cash/Money Market	(809,886)	524,043			612,500	(200,000)		544,000	650,000		(2,850,000)		(1,529,343)
13 Restricted Capital Donations	357,448	8,688	286,283	409,088	116,736	5,800	407,402	110,181	99,762	129,887	75,952	75,952	2,083,179
14 Parcel Tax Revenue	207,015		1,500,000			512,117			1,500,000	155,961			3,875,093
15 Other Payments - South Lot/LOC/Fire Claim							(250,000)			196,603			(53,397)
16 Other:													-
17 IGT											7,169,044	385,310	7,554,354
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						270,000	1,620,000
Sub-Total Non-Hospital Sources	525,258	532,731	2,171,120	409,088	769,851	917,917	1,206,490	679,362	2,249,762	863,830	4,394,996	731,262	15,451,667
Non-Hospital Uses of Cash													
20 Matching Fees					300,000			641,048	1,943,466	135,000	211,709		3,231,223
Sub-Total Non-Hospital Uses of Cash	-	-	-	-	300,000	-	-	641,048	1,943,466	135,000	211,709	-	3,231,223
Net Non-Hospital Sources/Uses of Cash	525,258	532,731	2,171,120	409,088	469,851	917,917	1,206,490	38,314	306,296	728,830	4,183,287	731,262	12,220,444
Net Sources/Uses	(183,005)	(852,123)	494,659	(46,319)	86,901	587,834	(262,204)	(783,247)	20,484	819,218	2,378,921	(883,497)	
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	1,553,622	3,932,543	
Cash and Equivalents at end of period	1,488,418	636,295	1,130,954	1,084,636	1,171,537	1,759,371	1,497,167	713,920	734,404	1,553,622	3,932,543	3,049,046	

Sonoma Valley Hospital
Cash Forecast
FY 2019

	Actual July - Dec	Actual Jan	Actual Feb	Actual Mar	Actual Apr	Forecast May	Forecast Jun	TOTAL
Hospital Operating Sources								
1 Patient Payments Collected	25,747,164	4,197,482	3,957,008	3,711,986	5,022,741	4,236,718	4,080,522	50,953,621
2 Capitation Revenue	571,073	62,561	28,474	23,610	24,319	95,999	95,999	902,035
3 Napa State	49,991		5,135	6,174	8,306	11,962	11,961	93,529
4 Other Operating Revenue	243,956	35,012	10,595	22,415	47,814	13,968	13,973	387,732
5 Other Non-Operating Revenue	257,106	51,984	66,482	104,954	59,194	26,673	26,673	593,066
6 Unrestricted Contributions	8,533		509	2,136	6,594	2,672	2,672	23,116
7 Line of Credit								-
Sub-Total Hospital Sources	26,877,823	4,347,039	4,068,202	3,871,275	5,168,968	4,387,992	4,231,800	52,953,099
Hospital Uses of Cash								
8 Operating Expenses	30,108,130	5,387,017	4,586,118	4,035,545	4,737,356	4,716,406	5,370,607	58,941,180
9 Add Capital Lease Payments	560,263	21,314	193,464	21,780	144,621	-	-	941,442
10 Additional Liabilities/LOC			-	-	-	1,400,000	400,000	1,800,000
11 Capital Expenditures	1,147,447	407,402	110,181	99,762	196,603	75,952	75,952	2,113,299
Total Hospital Uses	31,815,840	5,815,733	4,889,763	4,157,087	5,078,580	6,192,358	5,846,559	63,795,921
Net Hospital Sources/Uses of Cash	(4,938,017)	(1,468,694)	(821,561)	(285,812)	90,388	(1,804,366)	(1,614,759)	(10,842,821)
Non-Hospital Sources								
12 Restricted Cash/Money Market	126,657		544,000	650,000	-	(2,850,000)	-	(1,529,343)
13 Restricted Capital Donations	1,184,043	407,402	110,181	99,762	129,887	75,952	75,952	2,083,179
14 Parcel Tax Revenue	2,219,132		-	1,500,000	155,961	-	-	3,875,093
15 Other Payments - South Lot/LOC/Fire Claim		(250,000)	-	-	196,603	-	-	(53,397)
16 Other:			-	-	-	-	-	-
17 IGT			-	-	-	7,169,044	385,310	7,554,354
18 IGT - AB915	446,133	1,049,088	25,181	-	381,379	-	-	1,901,781
19 PRIME	1,350,000		-	-	-	-	270,000	1,620,000
Sub-Total Non-Hospital Sources	5,325,965	1,206,490	679,362	2,249,762	863,830	4,394,996	731,262	15,451,667
Non-Hospital Uses of Cash								
20 Matching Fees	300,000	-	641,048	1,943,466	135,000	211,709	-	3,231,223
Sub-Total Non-Hospital Uses of Cash	300,000	-	641,048	1,943,466	135,000	211,709	-	3,231,223
Net Non-Hospital Sources/Uses of Cash	5,025,965	1,206,490	38,314	306,296	728,830	4,183,287	731,262	12,220,444
Net Sources/Uses	87,948	(262,204)	(783,247)	20,484	819,218	2,378,921	(883,497)	
Cash and Equivalents at beginning of period	1,671,423	1,759,371	1,497,167	713,920	734,404	1,553,622	3,932,543	
Cash and Equivalents at end of period	1,759,371	1,497,167	713,920	734,404	1,553,622	3,932,543	3,049,046	