



**SVHCD FINANCE COMMITTEE**

**AGENDA**

**TUESDAY, September 24, 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@sonomavalleyhospital.org">sfinn@sonomavalleyhospital.org</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 08.27.19</p>	<i>Nevins</i>	Inform/Action
<p><b>4. FINANCE COMMITTEE CHARTER</b></p>	<i>Nevins</i>	Inform/Action
<p><b>5. CURRENT INSURANCE POLICY REVIEW</b></p>	<i>Jensen</i>	Inform
<p><b>6. OUTPATIENT DIAGNOSTIC CENTER UPDATE</b></p>	<i>Mather</i>	Inform
<p><b>7. ADMINISTRATIVE REPORT</b></p>	<i>Mather</i>	Inform
<p><b>8. FY2019 AUDIT UPDATE</b></p>	<i>Jensen</i>	Inform
<p><b>9. FINANCIAL REPORT MONTH END AUGUST 31, 2019</b></p>	<i>Jensen</i>	Inform



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



**SVHCD  
FINANCE COMMITTEE MEETING  
MINUTES  
TUESDAY, AUGUST 27, 2019  
Schantz Conference Room**

<b>Present</b>	<b>Excused</b>	<b>Staff</b>	<b>Public</b>
Sharon Nevins *Susan Porth *Peter Hohorst *Dr. Subhash Mishra via telephone *Art Grandy *Joshua Rymer		Ken Jensen, CFO Kelly Mather, CEO Sarah Dungan Dawn Kuwahara, RN CAO Jeffrey Tover	Susan Idell

<b>AGENDA ITEM</b>	<b>DISCUSSION</b>	<b>ACTIONS</b>	<b>FOLLOW-UP</b>
<b>MISSION &amp; VISION STATEMENT</b> <i>The mission of SVHCD is to maintain, improve and restore the health of everyone in our community.</i>			
<b>1. CALL TO ORDER/ANNOUNCEMENTS</b>	<i>Nevins</i>		
	Called to order at 4:59 pm		
<b>2. PUBLIC COMMENT SECTION</b>	<i>Nevins</i>		
	None		
<b>3. CONSENT CALENDAR</b>	<i>Nevins</i>		
	Minutes from the 06.25.19 meeting were reviewed.	<b>MOTION:</b> by Rymer to approve 2 <sup>nd</sup> by Hohorst. All in favor	
<b>4. PHYSICIAN CLINIC UPDATE</b>	<i>Tover</i>		
	Mr. Tover spoke about the previous, current and future state of the physician practice. The goal is to decrease the FY19 loss by half. Mr. Tover also stated that he continues to work on contract improvements for reimbursement.		
<b>5. FINANCE COMMITTEE CHARTER</b>	<i>Nevins</i>		

	<p>Ms. Nevins reviewed the charter for revisions. Recommended changes were as follows:</p> <ul style="list-style-type: none"> <li>• Space after a. on the first page</li> <li>• Page 4 performance evaluation</li> <li>• Page 4 organization – committee membership minimum (4 other district stakeholders)</li> <li>• Medical staff member to remain at one</li> <li>• Mr. Grandy recommends that more than a one year financial projection be presented for review.</li> </ul> <p>Revised Charter to be presented at the next meeting for approval.</p>		
<b>6. OUTPATIENT DIAGNOSTIC CENTER UPDATE</b>	<i>Mather</i>		
	Ms. Mather gave an update on the Outpatient Diagnostic Center project. To date, eighteen million of the twenty one million goal has been raised.		
<b>7. ADMINISTRATIVE REPORT</b>	<i>Mather</i>		
	Ms. Mather gave her Administrative report for August. She gave an update on the Patient Access Center, the new Hospitalist physicians group, and the fact that the new SNF management company broke even in the first month.		
<b>8. FY2019 AUDIT UPDATE</b>	<i>Jensen</i>		
	Mr. Jensen reported that the auditors left two days early with no findings.		
<b>9. FINANCIAL REPORT MONTH END JULY 31, 2019</b>	<i>Jensen</i>		
	Mr. Jensen reviewed the July financials.		

<b>10. FINANIAL PACKAGE PRESENTATION REVISION</b>	<i>Nevins</i>		
	<p>Recommended revisions to the packet were as follows:</p> <ul style="list-style-type: none"> <li>• Change to average days of cash on hand, vs monthly.</li> <li>• Money market was moved up a line</li> <li>• Trustee funds was moved down (add GO debt service)</li> <li>• Put GO Bond after all items that are not SVH</li> <li>• Split GO Bond and Parcel tax</li> <li>• Monitor the update on the line of credit monthly</li> <li>• Review of Mr. Hohorst recommendation of re-budgeting to estimated IGT rather than spreading it equally over 12 months.– <b><i>all in favor</i></b></li> <li>• Variances will only be reported if deemed significant. Additional note with the expectation of the variance</li> <li>• Add average number of days of cash to the bottom of the cash flow statement.</li> </ul>	<p>All in favor of recommended changes.</p>	
<b>11. ADJOURN</b>	<i>Nevins</i>		
	6:15 pm		



SUBJECT: Finance Committee Charter	POLICY #
DEPARTMENT: Board of Directors	PAGE 1 OF 4
APPROVED BY: Board of Directors	EFFECTIVE: 4/5/12
	REVISED: <u>3.26.13</u>

**Purpose:**

This charter (the “Charter”) sets forth the duties and responsibilities and governs the operations of the Finance Committee (the “Committee”) of the Board of Directors (the “Board”) of Sonoma Valley Healthcare District (the “District”), a nonprofit corporation organized and existing under the California Law.

The Finance Committee’s purpose is to assist the Board in its oversight of the District’s financial affairs, including District’s financial condition, financial planning, operational, and capital budgeting, debt structure, debt financing and refinancing and other significant financial matters involving the District. The Finance Committee is the body which makes recommendations to the District Board on all financial decisions.

**Policy:**

**Duties and Responsibilities**

The Committee’s primary duties and responsibilities are as follows:

- A. Review Monthly Financial Operating Performance
  1. Review the District’s monthly financial operating performance. The committee will review the monthly financial statements, including but not limited to the Statement of Revenues and Expenses, Balance Sheet and Statement of Cash Flows, prepared by management. The committee will also review other financial indicators as warranted.
  2. Review management’s plan for improved financial and operational performance including but not limited to new patient care programs, cost management plans, and new financial arrangements. The committee will make recommendations to the Board when necessary.
  
- B. Budgets
  1. Review and recommend to the Board for approval an annual operating budget for the District.
  2. Review management’s budget assumptions including volume, growth, inflation and other budget assumptions.
  3. Review and recommend to the Board for approval an annual capital expenditures budget for



SUBJECT: Finance Committee Charter	POLICY #
	PAGE 2 OF 4
DEPARTMENT: Board of Directors	EFFECTIVE: 4/5/12
APPROVED BY: Board of Directors	REVISED: <u>3.26.13</u>

the District. If deemed appropriate by the Committee, review and recommend to the Board for approval projected capital expenditures budgets for one or more succeeding years.

C. Debt, Financing and Refinancing

1. Evaluate and monitor the District's long and short-term indebtedness, debt structure, collateral or security, therefore, cash flows, and uses and applications of funds.
2. Evaluate and recommend to the Board for approval proposed new debt financing, including lines of credit, financings and refinancing, including (i) interest rate and whether the rate will be fixed or floating rate; (ii) collateral or security, if any; (iii) issuance costs; (iv) banks, investment banks, and underwriters retained or compensated by the District in connection with any financing or refinancing.
3. Review and recommend to the Board all guarantees or other obligations for the indebtedness of any third party.

D. Insurance

1. Review on an annual basis all insurance coverage's, including (i) identity and rating of carriers; (ii) premiums; (iii) retentions; (iv) self-insurance; (v) stop-loss policies; and (vi) all other aspects of insurance coverage for healthcare institutions.

E. Investment Policies

1. Review and recommend to the Board the District's cash management and cash investment policies, utilizing the advice of financial consultants as the Committee deems necessary or desirable.
2. Review and recommend to the Board the District's investment policies relating to assets of any employee benefit plans maintained and controlled by the District, utilizing the advice of financial consultants as the Committee deems necessary or desirable.

F. General

1. Review and recommend the services of all outside financial advisors, financial consultants, banks, investment banks, and underwriters for the District. Review annually the District's significant commercial and investment bank relationships.
2. Perform any other duties and responsibilities as the Board may deem necessary, advisable



SUBJECT: Finance Committee Charter	POLICY #
DEPARTMENT: Board of Directors	PAGE 3 OF 4
APPROVED BY: Board of Directors	EFFECTIVE: 4/5/12
	REVISED: <u>3.26.13</u>

or appropriate for the Committee to perform.

3. Perform such other duties and responsibilities as the Committee deems appropriate to carry out its purpose as provided in this Charter.
4. Meet on a monthly basis preceding the Board meeting concerning the District's financial affairs. Urgent and time sensitive matters shall be reported at the next regular or special Board meeting.
5. The Finance Committee will be invited to attend the presentation by the District's independent auditors.
6. The Finance Committee shall review the Charter annually after the close of the fiscal year, or more often if required. If revisions are needed, they will be taken to the Board for action.
7. The Finance Committee shall report to the District Board on the status of its prior fiscal year's work plan accomplishments by after the completion of the Financial Statement Audit.





SUBJECT: Finance Committee Charter	POLICY #
DEPARTMENT: Board of Directors	PAGE 4 OF 4
APPROVED BY: Board of Directors	EFFECTIVE: 4/5/12
	REVISED: <u>3.26.13</u>

**Organization**

The Committee’s membership, the chairperson, the call and conduct of Committee meetings, the preparation of Committee minutes, and the Committee’s other activities shall be appointed, conducted and accomplished in accordance with applicable provisions of the Bylaws and the Corporate Governance Principles adopted by the Board. The committee’s membership is subject to the Approval of the District Board. The membership shall include the following:

1. Two (2) Board Members, one being the Treasurer
2. Six (6) District Citizens
3. At least one (1) member of the Medical Staff
4. District’s Chief Executive Officer (non-voting)
5. District’s Chief Financial Officer (non-voting)

All District Citizen members of the committee must be stakeholders of the District. The District Board has defined stakeholder for the purpose of committee membership as:

- Living some or all of the time in the District, or
- Maintaining a place of business in the District, or
- Being an accredited member of the Hospital’s Medical Staff

**Performance Evaluation**

The Committee shall prepare and review with the Board an annual performance evaluation of the Committee, which evaluation shall compare the performance of the Committee with the requirements of this Charter. The performance evaluation shall also recommend to the Board any amendments to this Charter deemed necessary or desirable by the Committee. The performance evaluation shall be conducted in such manner as the Committee deems appropriate. The report to the Board may take the form of an oral report by the chairperson or any other member of the Committee designated by the Committee to make the report.

**Resources and Authority of the Committee**

The Finance Committee shall have the resources and authority appropriate to discharge its duties and responsibilities, including the responsibility to recommend to select, retain, terminate, and approve the engagement and other retention terms of special counsel or other experts or consultants, as it deems appropriate.

**Amendment**

This Charter shall not be amended except upon approval by the Board.

## 2019 INSURANCE RENEWALS

### Summary Schedule of Renewals

Line of Coverage	Carrier	Policy Period	Limits	Deductible	2018-2019 Expiring Premium	2019-2020 Renewal Premium
Professional & General Liab. (Hospital)	BETA	7/1/19 - 7/1/20	\$15M/\$25M	\$5,000	\$324,598	\$324,601
Professional & General Liab. (ED Docs)	BETA	7/1/19 - 7/1/20	\$1M/\$3M	\$5,000	\$68,094	\$68,091
Director & Officers Liab.	BETA	7/1/19 - 7/1/20	\$3M	\$10,000	\$29,820	\$ 32,803
Employment Practices Liab.	BETA	7/1/19 - 7/1/20	Shared in \$3M	\$75,000	Incl. Above	Inc. Above
Auto Liab.	BETA	7/1/19 - 7/1/20	\$6M	\$250/\$500	\$1,688	\$ 1,688
Property	HARPP	7/1/19 - 7/1/20	\$125M	\$25,000	\$60,464	\$84,358
Cyber Liab. & Privacy Breach	Beazley	7/1/19 - 7/1/20	\$2M	\$5,000	Incl. Above	\$2,500
Crime	AIG	7/1/19 - 7/1/21	\$1M	\$25,000	\$3,271	\$3,370
Fiduciary Liab.	Hudson Ins. Co.	7/1/19 - 7/1/20	\$1M	\$5,000	\$4,000	\$4,000
Excess Workers' Compensation	Safety National	7/1/19 - 7/1/20	Statutory	\$500,000	\$112,328	\$94,136
<b>Gross SVH Insurance Premium Total</b>					<b>\$604,263</b>	<b>\$615,547</b>
Less BETA Annual Dividend					-\$21,367	-\$26,628
Less BETA Multi-Line Dividend					n/a	n/a
Less Valley Emergency Billing					-\$68,094	-\$68,091
<b>Net SVH Insurance Premium Total</b>					<b>\$514,802</b>	<b>\$520,828</b>

**\*Cyber Retention Buy-Down: \$2,500 Additional Premium to lower retention from \$50K to \$5K**

**Billing:** BETA PL/GL for both Hospital and ED are billed monthly; all other insurance premiums are due within 30 days of policy inception

# 2019 INSURANCE RENEWALS

## Summary Schedule of Renewals

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Auto Liab.	BETA	7/1/19 - 7/1/20	\$6M	\$250/\$500	\$1,688	\$ 1,688
Property	HARPP	7/1/19 - 7/1/20	\$132M	\$25,000	\$60,464	\$84,358
Cyber Liab. & Privacy Breach	HARPP	7/1/19 - 7/1/20	\$2M	\$50,000	Incl. Above	Incl. Above
Crime	AIG	7/1/19 - 7/1/21	\$1M	\$25,000	\$3,271	\$3,370
Fiduciary Liab.	Hudson Ins. Co.	7/1/19 - 7/1/20	\$1M	\$5,000	\$4,000	\$4,000
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Less BETA Annual Dividend					-\$21,367	-\$26,628
Less BETA Multi-Line Dividend					n/a	n/a
Less Valley Emergency Billing					-\$68,094	-\$68,091
<b>Net SVH Insurance Premium Total</b>					<b>\$514,802</b>	<b>\$518,328</b>

**Billing** – BETA PL/GL for both Hospital and ED are billed monthly; Excess WC is financed with quarterly installments;  
All other insurance premiums are due within 30 days of policy inception

## 2019 INSURANCE RENEWALS

### Hospital Professional Liability & General Liability

	2018-2019 Expiring	2019-2020 Renewal
<b>Carrier</b>	BETA	BETA
<b>Limits</b>	\$15M/\$25M	\$15M/\$25M
<b>Deductible</b>	\$5,000	\$5,000
<b>Hospital Premium</b>	\$324,598	\$324,601
<b>Annual Dividend</b>	-\$21,367	-\$26,628
<b>Multi-Line Dividend</b>	\$0	\$0
<b>NET PREMIUM</b>	<b>\$303,231</b>	<b>\$297,973</b>

- **Premium Explanation:** Although there was a decrease in exposures, BETA kept the gross premium flat this year as a result of SVH's unfavorable historical loss experience. BETA recognizes that SVH has demonstrated improvement in the last three years and is hopeful they can begin to adjust SVH's contribution downward going forward if warranted.
- **Dividends:** Annual Dividend of \$26,628 will be paid in two installments on 10/1/19 and 4/1/20. The Multi-Line Dividend is for members with BETA policies for both PL/GL and Workers' Comp. SVH does not qualify for this dividend.
- **ED Risk Management Initiative Credit:** Qualified for \$5,000 credit again this year
- **Risk Management Resource Fund** = \$3,589 for 19-20 policy term; \$504 remaining for 18-19 policy term as of 5/31/19

## 2019 INSURANCE RENEWALS

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### ED Professional Liability

	2018-2019 Expiring	2019-2020 Renewal
<b>Carrier</b>	BETA	BETA
<b>Limits</b>	\$1M/\$3M	\$1M/\$3M
<b>Deductible</b>	\$5,000	\$5,000
<b>ED Premium</b>	<b>\$68,094</b>	<b>\$68,091</b>

- **Premium Allocation:** Per SVH's contract with VEP Healthcare, the annual premium is passed through to VEP on a monthly basis. The monthly premium installment is debited on the monthly invoices paid by VEP.

## 2019 INSURANCE RENEWALS

### Professional Liability & General Liability Claim Development

#### Hospital

Policy Period	Total Losses as of 5/31/15	Total Losses as of 5/31/16	Total Losses as of 5/31/17	Total Losses as of 5/31/18	Total Losses as of 5/31/19
2009-2010	\$96,370	\$96,370	\$96,370	\$96,370	\$96,370
2010-2011	\$123,981	\$123,981	\$123,981	\$123,981	\$123,981
2011-2012	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
2012-2013	\$15,154	\$15,154	\$15,154	\$15,154	\$15,154
2013-2014	\$50,000	\$50,000	\$39,828	\$39,828	\$39,828
2014-2015	\$105,550	\$516,502	\$437,009	\$437,009	\$437,009
2015-2016	-	\$0	\$0	\$0	\$0
2016-2017	-	-	\$15,000	\$43,152	\$43,575
2017-2018	-	-	-	\$0	\$0
2018-2019	-	-	-	-	\$5,000
<b>TOTAL</b>	<b>\$416,055</b>	<b>\$827,007</b>	<b>\$752,342</b>	<b>\$780,494</b>	<b>\$785,917</b>

#### Emergency Department

Policy Period	Total Losses as of 5/31/15	Total Losses as of 5/31/16	Total Losses as of 5/31/17	Total Losses as of 5/31/18	Total Losses as of 5/31/19
2009-2010	\$0	\$0	\$0	\$0	\$0
2010-2011	\$5,700	\$5,700	\$5,700	\$5,700	\$5,700
2011-2012	\$0	\$0	\$0	\$0	\$0
2012-2013	\$1,041,335	\$1,041,335	\$1,041,335	\$1,041,335	\$1,041,335
2013-2014	\$0	\$0	\$0	\$0	\$0
2014-2015	\$16,500	\$230,498	\$187,433	\$187,519	\$187,519
2015-2016	-	\$291	\$291	\$291	\$291
2016-2017	-	-	\$25,500	\$15,438	\$15,438
2017-2018	-	-	-	\$500	\$15,000
2018-2019	-	-	-	-	\$2,000
<b>TOTAL</b>	<b>\$1,063,535</b>	<b>\$1,277,824</b>	<b>\$1,260,259</b>	<b>\$1,250,783</b>	<b>\$1,267,283</b>

## 2019 INSURANCE RENEWALS

### Professional & General Liability

#### Census Data

Category	7/1/16 - 7/1/17 Estimated	7/1/17 - 7/1/18 Estimated	7/1/18 - 7/1/19 Estimated	7/1/19 - 7/1/20 Estimated
Acute Care Beds	3,883	4,490	3,706	3,770
Perinatal Beds	460	330	218	0
Cribs and Bassinets	344	257	182	0
Skilled Nursing Facility	7,486	6,727	6,472	5,475
Total High Acuity ER Visits	5,069	5,466	5,178	4,950
Total Low Acuity ER Visits	5,300	5,308	5,299	4,950
Outpatient Visits (excluding ER)	56,777	54,266	65,580	53,316
Counseling	2,184	2,127	2,046	1,876
Home Health	11,429	11,142	9,280	0
Outpatient Surgeries	1,151	1,131	1,490	1,630
Inpatient Surgeries	362	438	330	312
Bariatric Surgeries	38	39	50	60
Total Newborn Deliveries	168	141	103	0

#### NOTES

- Net census decrease of 17%
- **OB unit closed on 10/31/18**
- **Home Health transferred to Hospice by the Bay on 9/30/18**
- SNF transferring to a management company effective 7/1/19 but SVH will keep the license.

## 2019 INSURANCE RENEWALS

### Directors & Officers Liability and Employment Practices Liability

Carrier	D&O Limit	EPL Limit	D&O Deductible	EPL Deductible	2018-2019 Expiring Premium	2019-2020 Renewal Premium
BETA	\$3M	\$3M	\$10,000	\$75,000	\$29,820	<b>\$32,803</b>

#### NOTES

- EPL Limit is Shared with D&O Limit
- BETA is applying a 7% D&O rate increase to all members this year due to overall loss ratios on the entire pool of BETA members. Another 3% increase was applied to SVH due to unfavorable loss experience.
- D&O/EPL Marketplace: Healthcare industry rates and deductibles continue to increase for D&O and EPL as we have seen over the last few years, especially here in California. These increases are due to a large spike in industry claims related to mergers, acquisitions, and affiliations.

### Auto Liability

Carrier	Limit of Liability	Physical Damage Coverage	Deductibles	2018-2019 Expiring Premium	2019-2020 Renewal Premium
BETA	\$6M	Actual Repair Costs or Fair Market Value	\$250 Comprehensive \$500 Collision	\$1,688	<b>\$1,688</b>

#### NOTES

- Coverage for one vehicle (2012 Chevy Colorado) and Hired & Non-Owned Auto Liability



## 2019 INSURANCE RENEWALS

### Property

Carrier	All Risk Limit	Deductible	Total Insured Values	2018-2019 Expiring Premium	2019-2020 Renewal Premium
HARPP	\$125M	\$25K	\$132,343,483	\$60,464	<b>\$84,358</b>

#### NOTES

- Rate increased by 36% due to SVH's wildfire claim and overall Property insurance market rate increases from recent catastrophic weather events
- **Renewal Option 2: \$50K Deductible for \$81,358 Annual Premium**
- This HARPP coverage includes a \$2M Cyber Liability Limit and \$1M for Privacy Breach Notifications  
**Cyber Retention Buy-Down Option: Lower Cyber Retention from \$50K to \$5K for \$2,500 Additional Premium**
- **Competitive Marketing:** We approached other Property carriers and most declined to quote because they are no longer writing Property policies in areas at risk of wildfire. One carrier (Chubb) provided a premium indication of \$105K.

#### HARPP Coverage Details

Coverage	Limit	Deductible
Full All Risk Limit	\$125M	\$25K
Business Interruption	Actual Loss Sustained	24 Hours
Extra Expense	\$50M	24 Hours
Misc. Unnamed Locations (excl. EQ)	\$25M	\$25K
Course of Construction	\$25M	\$25K
Accidental Contamination	\$250K	\$25K
Boiler & Machinery	\$100M	\$25K
Cyber Liability	\$2M	\$50K
Privacy Breach Notification Costs	\$1M	\$50K

# 2019 INSURANCE RENEWALS

## Property

### Schedule of Values

Loc #	Address	Description	Real Property	Business Personal Property	BI/Rents	TOTAL
1	347 Andrieux Street	Hospital	\$76,712,637	\$29,372,083	\$24,528,000	<b>\$130,612,720</b>
1B	347 Andrieux Street	West Wing	Included Above	Included Above	Included Above	<b>Included Above</b>
1C	347 Andrieux Street	East Wing	Included Above	Included Above	Included Above	<b>Included Above</b>
1D	347 Andrieux Street	Central Wing	Included Above	Included Above	Included Above	<b>Included Above</b>
1E	347 Andrieux Street	Mobile MRI (Modular Van)	\$985,964	\$0	\$0	<b>\$985,964</b>
1H	347 Andrieux Street	New Wing	Included Above	Included Above	Included Above	<b>Included Above</b>
16	19312 Sonoma Highway	Physical Therapy/ Finance	\$0	\$348,596	\$0	<b>\$348,596</b>
17	853 West 4th Street	South Parking Lot	\$54,849	\$0	\$0	<b>\$54,849</b>
18	462 West Napa St	Specialty Offices	\$0	\$106,282	\$0	<b>\$106,282</b>
19	651 1st Street West, Suites K & L	Medical Offices	\$0	\$35,072	\$0	<b>\$35,072</b>
20	270 Perkins Street	Sonoma Valley Family Practice	\$0	\$200,000	\$0	<b>\$200,000</b>
			<b>\$77,753,450</b>	<b>\$30,062,033</b>	<b>\$24,528,000</b>	<b>\$132,343,483</b>

## 2019 INSURANCE RENEWALS

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### Crime Insurance

Carrier	Limit	Deductible	2017-2019 Expiring Premium	2019-2021 Renewal Premium
AIG	\$1M	\$25K	\$3,271 Per Year	<b>\$3,370 Per Year</b>

**NOTES**

- Carrier provided a 2-year policy for 2017-2019 at \$3,271 per year. Renewal premium for 2019-2021 is \$3,370 per year.

### Fiduciary Liability

Carrier	Limit	Deductible	2018-2019 Expiring Premium	2019-2020 Renewal Premium
Hudson Ins Co	\$1M	\$5K	\$4,000	<b>\$4,000</b>

**NOTES**

- Insured Plans:
  - Sonoma Valley Health Care District Retirement and Savings Plan
  - Sonoma Valley Health Care District 457 Deferred Compensation Plan
  - VALIC 403(b) including VALIC 457

## 2019 INSURANCE RENEWALS

### Excess Workers' Compensation

Carrier	Limit	SIR	2018-2019 Payroll	2018-2019 Premium	2019-2020 Payroll	2019-2020 Premium
Safety National	Statutory	\$500K	\$29,803,254	\$112,328	\$25,755,402	<b>\$94,136</b>

#### NOTES

- Safety National has offered another 2-Year Rate Guarantee for 2019-2021
- Payroll is down 13.6%
- Premium = Rate x Payroll

### Workers' Compensation Loss Experience

Year	No. of Claims	Total Incurred
2009 - 2010	5	\$129,576
2010 - 2011	3	\$8,837
2011 - 2012	7	\$245,328
2012 - 2013	4	\$113,404
2013 - 2014	7	\$240,398
2014 - 2015	6	\$15,533
2015 - 2016	6	\$229,792
2016 - 2017	13	\$355,479
2017 - 2018	9	\$99,628
2018 - 2019	13	\$124,365
<b>Total</b>	<b>73</b>	<b>\$1,562,340</b>
<b>Average</b>	<b>7.3</b>	<b>\$156,234</b>

SONOMA VALLEY HOSPITAL  
 COST PROJECTIONS and FUNDING SUMMARY  
 FISCAL YEAR 07/2019 THROUGH 06/2020  
 DESIGN, PRECONSTRUCTION AND CONSTRUCTION  
 PREPARED 9/18/2019

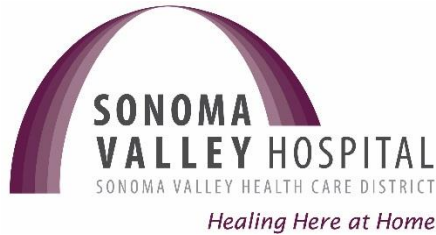
	Through:	Jul '19	Aug '19	Sep '19	Oct '19	Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	May '20	Jun '20
<b>Campaign</b>													
Fundraising Goal:		\$ 21,000,000	\$ 21,000,000										
Total Confirmed Pledges:		\$ 15,507,044	\$ 15,643,365										
Total Verbal Pledges:		\$ 1,130,000	\$ 1,300,080										
Total Cash Gifts Collected:		\$ 975,111	\$ 1,033,059										
<b>Total Committed:</b>		<b>\$ 17,612,155</b>	<b>\$ 17,976,504</b>										
Total Pledge Payments Collected:		\$ 6,874,476	\$ 6,891,321										
Total Cash Gifts Collected:		\$ 975,111	\$ 1,033,059										
<b>Total Pledges &amp; Cash Due*:</b>			<b>\$ 8,090,045</b>	<b>\$ 8,094,045</b>	<b>\$ 8,698,878</b>	<b>\$ 8,699,878</b>	<b>\$ 9,931,818</b>	<b>\$ 10,063,487</b>	<b>\$ 10,063,487</b>	<b>\$ 10,315,987</b>	<b>\$ 12,446,487</b>	<b>\$ 12,458,987</b>	<b>\$ 12,484,487</b>

\*Includes \$4,110 in Uncollectible Pledges.

**Project**

Total Approved Funding:	\$ 11,957,471												
Total Spent**:	\$ 3,108,370												
Total Projected Costs:		\$ 3,330,702	\$ 3,639,909	\$ 3,938,513	\$ 4,211,480	\$ 4,796,561	\$ 5,680,044	\$ 6,456,094	\$ 7,391,940	\$ 8,340,823	\$ 9,646,363	\$ 12,085,517	
**Includes \$297,261 in Campaign Expenses.													
Total Projected Cash In Hand:	\$ 4,555,867	\$ 4,703,854	\$ 4,398,647	\$ 4,704,877	\$ 4,432,909	\$ 5,079,768	\$ 4,327,954	\$ 3,551,904	\$ 2,868,557	\$ 4,050,175	\$ 2,757,135	\$ 343,480	

	Due:	Aug '19	Sep '19	Oct '19	Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	May '20	Jun '20
<b>Funds</b>												
Pledge Payments	\$ 6,874,476	\$ 165,665	\$ 4,000	\$ 604,833	\$ 1,000	\$ 1,231,939	\$ 131,669	\$ -	\$ 252,500	\$ 2,130,500	\$ 12,500	\$ 25,500
<b>Expenses</b>												
Proj. #0 ODC	\$ 655,410	\$ 1,000	\$ 1,000	\$ 2,000	\$ 3,500	\$ 7,500	\$ 12,500	\$ 15,000	\$ 17,500	\$ 15,000	\$ 12,500	\$ 12,500
Proj. #0 MP	\$ 127,712	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proj. #0 Decom	\$ 125,582	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proj. #1 CT	\$ 1,089,706	\$ 127,215	\$ 161,443	\$ 176,735	\$ 163,415	\$ 392,856	\$ 707,665	\$ 647,173	\$ 712,329	\$ 692,688	\$ 701,839	\$ 1,947,612
IT	\$ 122,579	\$ 39,421	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 984	\$ 56,600	\$ 36,395	\$ 38,450	\$ 38,450
VoIP	\$ -	\$ 14,250	\$ 130,196	\$ 150,369	\$ 117,188	\$ 53,562	\$ 66,435	\$ -	\$ -	\$ -	\$ -	\$ 18,000
CT Make Ready	\$ 40,395	\$ 5,613	\$ 14,222	\$ 14,222	\$ -	\$ -	\$ 9,000	\$ 9,000	\$ 8,504	\$ -	\$ -	\$ -
Proj. #2 Cardio	\$ 27,701	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proj. #3 MRI	\$ 238,476	\$ 71,963	\$ 115,209	\$ 88,314	\$ 74,498	\$ 153,528	\$ 131,908	\$ 113,878	\$ 206,017	\$ 241,195	\$ 591,201	\$ 479,043
MRI Make Ready	\$ -	\$ 1,000	\$ 1,000	\$ 13,250	\$ 12,000	\$ 11,000	\$ 15,500	\$ 109,500	\$ 184,500	\$ 234,500	\$ 187,000	\$ 86,838
Proj. #4 UCSF Clinic	\$ 2,491	\$ 9,476	\$ 9,476	\$ 9,476	\$ 9,476	\$ 9,118	\$ 487	\$ -	\$ -	\$ -	\$ -	\$ -
3D Mammo	\$ 556,709	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Campaign Expenses	\$ 284,583	\$ 12,678	\$ 22,079	\$ 22,079	\$ 22,079	\$ 22,079	\$ 30,923	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 3,108,370</b>	<b>\$ 222,332</b>	<b>\$ 309,208</b>	<b>\$ 298,604</b>	<b>\$ 272,967</b>	<b>\$ 585,081</b>	<b>\$ 883,482</b>	<b>\$ 776,051</b>	<b>\$ 935,846</b>	<b>\$ 948,883</b>	<b>\$ 1,305,540</b>	<b>\$ 2,439,155</b>



**To:** SVHCD Board of Directors  
**From:** Kelly Mather  
**Date:** 8/29/19  
**Subject:** Administrative Report

**Summary**

We shared the good news that we met the challenges of FY 2019 with the community and have received positive feedback. We have had a major turn around and we hope the community will hear that important message.

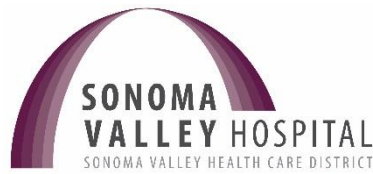
**Strategic Update from FY 2020 Strategic Plan:**

Strategic Priorities	Update
Exceed Community Expectations in Emergency Services	<ul style="list-style-type: none"> <li>➤ We started a “Faces of the Emergency Department” marketing initiative</li> <li>➤ We have started the interview phase of the new branding and expect to complete at least 25 interviews from many different SVH stakeholders and community leaders</li> <li>➤ The Community Perception survey has been completed. We will compare this to the results from 2015 when it was generally positive.</li> </ul>
Create UCSF Health Outpatient Center	<ul style="list-style-type: none"> <li>➤ We have raised \$18 million towards the goal of \$21 million to complete the new CT, MRI suites and upgrade the facilities in the new Outpatient Diagnostic Center (ODC.)</li> <li>➤ We plan to break ground on the first phase of the ODC by December, 2019.</li> <li>➤ We will send out a piece about what we’ve accomplished in this collaboration in November after we have our quarterly meeting.</li> <li>➤ The SVHF has a line of credit for \$4 million in case the pledges are not received in time for construction payments.</li> </ul>
Become a 5 Star Hospital	<ul style="list-style-type: none"> <li>➤ Since the move of all Inpatient services to the 3<sup>rd</sup> floor, we have worked to form a new “team” that includes ancillary &amp; support services and the Hospitalists. The changes have been good, but some will say disruptive. The outcome of this consolidation will continue, but it has already increased teamwork and communication.</li> <li>➤ We continue to work on the script for the patient education system</li> </ul>
Provide Access to Excellent Physicians	<ul style="list-style-type: none"> <li>➤ Prima has taken over the 3<sup>rd</sup> floor space on 1<sup>st</sup> Street West (previous time share) due to their need for space. They will continue to rent to the timeshare physicians.</li> <li>➤ We are discussing recruitment of another Primary Care Physician for Prima.</li> <li>➤ We continue to work on the plans to bring several physicians from UCSF to Sonoma.</li> </ul>
Healthy Hospital	<ul style="list-style-type: none"> <li>➤ We are starting an Employee Council whereby I meet with a representative staff member of each department quarterly to share information, listen and improve communications.</li> <li>➤ The Valley of the Moon Post Acute (previously our SNF) broke even in July – even with all the initial costs of implementation. Many changes were made to run the unit more like a regular SNF.</li> <li>➤ We paid off more of the line of credit with the south lot sale. Debt continues to decrease.</li> </ul>

## JULY 2019

			National
Patient Experience	Current Performance	FY 2020 Goal	Benchmark
Would Recommend Hospital	67 <sup>th</sup>	> 60th percentile	50th percentile
Inpatient Overall Rating	72 <sup>nd</sup>	>60th percentile	50th percentile
Outpatient Services	4.7	4.5	3.8
Emergency Department	4.5	4.5	3.8
Quality & Safety	YTD Performance	FY 2020 Goal	Benchmark
Central Line Infection	0	<1	<.51
Catheter Infection	0	<1	<1.04
Surgery Site Infection – Colon	0	<1	N/A
Surgery Site Infection – Joint	0	<1.5%	N/A
MRSA Bacteremia	0	<.13	<.13
C. Difficile	0	3.5	7.4/10,000 pt days
Patient Safety Indicator	0	<1	<1
Heart Failure Mortality Rate	12.5%	13%	17.3%
Pneumonia Mortality Rate	18.1%	20%	23.6%
Stroke Mortality Rate	14.7%	15%	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	2	< 10	17
Adverse Drug Events with Harm	0	0	0
Reportable HIPAA Privacy Events	0	0	0
Case Mix Index	1.49	1.4	1.3
Hospital Star Rating	4	4	3
Staff Satisfaction	Performance	FY 2020 Goal	Benchmark
Staff Pulse Survey	4.17 out of 5/83.4%	75%	75 %
Turnover	1.7%	< 15%	< 20%
Financial Stability	YTD Performance	FY 2020 Goal	Benchmark
EBDA	56.1%	3%	3%
FTE's/AOB	3.8	4.3	5.3
Days Cash on Hand	48.2	20	30
Days in Accounts Receivable	41.8	45	50
Length of Stay	3.7	3.85	4.03
Funds raised by SVHF	\$18 million	\$21 million	\$1 million
Strategic Growth	YTD Performance	FY 2020 Goal	FY 2019
Inpatient Discharges	72/864	900	984
Outpatient Visits	4098/49,176	55,000	54,596
Emergency Visits	1001/12,012	10,000	10,181
Surgeries + Special Procedures	241/2892	3000	2950
Community Benefit Hours	66.5/798	1000	1222

Note: Colors demonstrate comparison to National Benchmark



Healing Here at Home

## TRENDED MONTHLY RESULTS

MEASUREMENT	Goal FY 2020	Jul 2019	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019
FY YTD Turnover	<20%	1.7	3.3	3.6	5.8	6.9	8.2	8.7	9.4	11.1	13.4	14.5	17.7
Leave of Absences	<12	14	11	8	10	9	8	10	9	8	8	10	12
EBDA	>3%	56.1	1.7	1.6	-8.9	-1.7	-2	.7	-6.9	3.9	6.8	6.8	6.1
Operating Revenue	>4.5m	3.7	4.9	4.6	4.4	4.3	4.0	5.5	3.7	7.8	5.9	4.8	4.2
Expense Management	<5.0m	4.2	5.3	5.0	5.3	4.8	4.7	5.5	4.5	6.6	4.8	5.0	4.8
Net Income	>50k	2.3m	32	208	-273	-95	-207	806	-277	1722	1686	248	15.4
Days Cash on Hand	>20	48	10	13	13	9.6	14.8	13	4.6	4.5	9.6	39	35
Receivable Days	<50	42	43	48	44	45	44	43	43	44	38	37	43
Accounts Payable Days	>50	53											
Accounts Payable	<\$4m	3.5m											
Total Paid FTE's	<250	226	309	314	298	288	281	280	277	275	267	266	255
Inpatient Discharges	>80	72	85	90	92	93	97	83	76	87	87	86	66
Patient Days	>300	269											
Observation Days	>10	11											
Average Daily Census	>10	8.7											
Outpatient Revenue	>\$15m	16.1	16.8	13.9	15.8	13.5	13.6	14.8	13.9	15.2	15.4	16.2	15.1
Surgeries	>150	156	165	182	175	161	149	157	155	163	163	166	157
Special Procedures	>75	85											
Emergency Visits	>900	1001	810	814	842	772	840	789	833	858	890	891	941
MRI	>120	122	145	92	119	98	118	105	107	96	150	149	150
Cardiology (Echos)	>85	115	135	97	124	112	106	85	91	112	121	113	103
Laboratory	>12	11.3	13.4	11.7	13.7	12.6	11.8	12.7	11.4	12.2	12.1	12.3	10.7
Radiology	>900	1005	951	929	1112	884	906	987	1050	1025	1057	1044	908
Rehab	>2300	1958	2860	1788	2688	2131	2380	2964	2080	2358	2536	2539	1967
CT	>350	413	387	331	392	331	367	348	355	396	416	453	357
Mammography	>200	223	243	221	269	219	246	180	220	202	227	220	224
Ultrasound	>250	281	280	246	333	233	252	240	225	340	312	283	291
Occupational Health	>675	750	639	489	833	561	452	574	535	707	899	804	578
Wound Care	>275	329	256	198	293	266	288	230	286	268	346	311	307





**To:** SVH Finance Committee  
**From:** Ken Jensen, CFO  
**Date:** September 24, 2019  
**Subject:** Financial Report for the Month Ending August 31, 2019

---

For the month of August the hospital continued to experience higher than budgeted volumes in both outpatient and emergency room services and lower than budgeted inpatient volume. August's actual loss of (\$569,144) from operations was \$233,070 favorable to the budgeted loss of (\$802,214). After accounting for all other activity; the net loss for August was (\$93,767) vs. the budgeted net loss of (\$143,369) with a monthly EBDA of -0.4% vs. a budgeted -7.0%.

**Gross patient revenue** for August was \$20,833,665; \$185,545 over budget. Inpatient gross revenue was under budget by (\$1,414,948). Inpatient days were under budget by (70) days and inpatient surgeries were under budget by (3) cases. Outpatient revenue was over budget by \$729,086. Outpatient visits were over budgeted expectations by 282 visits, outpatient surgeries were over budgeted expectations by 12 cases, and special procedures were over budget by 5 cases. The Emergency Room gross revenue was over budget by \$871,407 with ER visits over budgeted expectations by 95 visits.

**Deductions from revenue** were unfavorable to budgeted expectations by (\$87,647) which is due to outpatient gross revenue being over budgeted expectations.

After accounting for all other operating revenue, the **total operating revenue** was favorable to budgeted expectations by \$81,050.

**Operating Expenses** of \$4,226,092 were favorable to budget by \$152,020. Salaries and wages and agency fees were under budget by \$6,746 and employee benefits were under budget by \$44,557 due to receiving a credit on our health insurance premiums. Year-to-date employee benefits are under budget by \$8,367. Purchased Services are under budget by \$50,265 due to a credit received from the Bio Medical equipment maintenance service and budgeted services not used in the month of August. Interest expense is under budget by \$27,847 due to lower than budgeted vendor financing costs and lower than budgeted LOC interest.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for August was (\$262,068) vs. a budgeted net loss of (\$516,530). The hospital

received \$5,000 in restricted contributions from the Sonoma Valley Hospital Foundation in August. The total net loss for August after all activity was (\$93,767) vs. a budgeted net loss of (\$143,369).

EBIDA for the month of August was -0.4% vs. the budgeted -7.0%.

#### Patient Volumes – August

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	76	82	-6	85
Acute Patient Days	240	310	-70	361
Observation Days	19	0	19	7
OP Gross Revenue	\$15,735	\$14,135	\$1,600	\$16,762
Surgical Cases	160	151	9	165

#### Gross Revenue Overall Payer Mix – August

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	44.9%	41.7%	3.2%	43.2%	41.8%	1.4%
Medicare Mgd Care	14.1%	14.1%	0.0%	14.2%	14.1%	0.1%
Medi-Cal	16.9%	17.6%	-0.7%	16.8%	17.6%	-0.8%
Self-Pay	1.0%	1.5%	-0.5%	1.8%	1.5%	0.3%
Commercial	19.9%	20.8%	-0.9%	21.1%	20.8%	0.3%
Workers Comp	2.6%	2.3%	0.3%	2.2%	2.3%	-0.1%
Capitated	0.6%	2.0%	-1.4%	0.7%	1.9%	-1.2%
Total	100.0%	100.0%		100.0%	100.0%	

#### Cash Activity for August:

For the month of August the cash collection goal was \$3,731,179 and the Hospital collected \$3,271,856 or under the goal by (\$459,323). The year-to-date cash collection goal was \$7,774,016 and the Hospital has collected \$7,000,346 or under goal by (\$773,670).

	CURRENT MONTH	PRIOR MONTH	VARIANCE	PRIOR YEAR
Days of Cash on Hand – Avg.	36.60	38.85	-2.25	11.91
Accounts Receivable Days	42.8	41.8	1.0	43.0
Accounts Payable	\$2,621,829	\$3,528,128	-\$906,299	\$3,888,203
Accounts Payable Days	39.5	53.2	-13.70	47.6

**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
- Attachment F is the Cash Projection



**Sonoma Valley Hospital**  
**Payer Mix for the month of August 31, 2019**

ATTACHMENT A

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance
Medicare	9,347,789	8,598,159	749,630	8.7%
Medicare Managed Care	2,930,087	2,900,208	29,879	1.0%
Medi-Cal	3,519,447	3,635,767	-116,320	-3.2%
Self Pay	203,967	319,324	-115,357	-36.1%
Commercial & Other Government	4,149,277	4,309,416	-160,139	-3.7%
Worker's Comp.	551,220	480,776	70,444	14.7%
Capitated	131,878	404,470	-272,592	-67.4%
<b>Total</b>	<b>20,833,665</b>	<b>20,648,120</b>	<b>185,545</b>	

	Actual	Budget	Variance	% Variance
	18,375,963	16,776,936	1,599,027	9.5%
	6,053,322	5,650,135	403,187	7.1%
	7,147,909	7,072,960	74,949	1.1%
	772,480	620,725	151,755	24.4%
	9,007,752	8,357,078	650,674	7.8%
	954,263	920,010	34,253	3.7%
	282,479	780,049	-497,570	-63.8%
<b>Total</b>	<b>42,594,168</b>	<b>40,177,893</b>	<b>2,416,275</b>	

Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	1,303,537	1,142,695	160,842	14.1%
Medicare Managed Care	386,478	344,255	42,223	12.3%
Medi-Cal	297,745	373,393	-75,648	-20.3%
Self Pay	117,199	161,961	-44,762	-27.6%
Commercial & Other Government	1,296,649	1,294,442	2,207	0.2%
Worker's Comp.	117,355	101,059	16,296	16.1%
Capitated	4,101	7,361	-3,260	-44.3%
Prior Period Adj/IGT	56,250	56,250	0	0.0%
<b>Total</b>	<b>3,579,314</b>	<b>3,481,416</b>	<b>97,898</b>	<b>2.8%</b>

	Actual	Budget	Variance	% Variance
	2,372,630	2,218,134	154,496	7.0%
	744,748	670,671	74,077	11.0%
	650,643	726,393	-75,750	-10.4%
	423,021	314,832	108,189	34.4%
	2,734,135	2,516,836	217,299	8.6%
	208,423	193,386	15,037	7.8%
	6,767	14,197	-7,430	-52.3%
	112,750	539,419	-426,669	-79.1%
<b>Total</b>	<b>7,253,117</b>	<b>7,193,868</b>	<b>59,249</b>	<b>0.8%</b>

Percent of Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	36.4%	32.8%	3.6%	11.0%
Medicare Managed Care	10.8%	9.9%	0.9%	9.1%
Medi-Cal	8.3%	10.7%	-2.4%	-22.4%
Self Pay	3.3%	4.7%	-1.4%	-29.8%
Commercial & Other Government	36.2%	37.2%	-1.0%	-2.7%
Worker's Comp.	3.3%	2.9%	0.4%	13.8%
Capitated	0.1%	0.2%	-0.1%	-50.0%
Prior Period Adj/IGT	1.6%	1.6%	0.0%	0.0%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>

	Actual	Budget	Variance	% Variance
	32.6%	30.8%	1.7%	5.5%
	10.3%	9.3%	1.0%	10.8%
	9.0%	10.1%	-1.1%	-10.9%
	5.8%	4.4%	1.4%	31.8%
	37.7%	35.0%	2.7%	7.7%
	2.9%	2.7%	0.2%	7.4%
	0.1%	0.2%	-0.1%	-50.0%
	1.6%	7.5%	-5.9%	-78.7%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>5.8%</b>	<b>5.8%</b>

Projected Collection Percentage:	Actual	Budget	Variance	% Variance
Medicare	13.9%	13.3%	0.6%	4.5%
Medicare Managed Care	13.2%	11.9%	1.3%	10.8%
Medi-Cal	8.5%	10.3%	-1.8%	-17.5%
Self Pay	57.5%	50.7%	6.8%	13.4%
Commercial & Other Government	31.2%	30.0%	1.2%	4.0%
Worker's Comp.	21.3%	21.0%	0.3%	1.4%

	Actual	Budget	Variance	% Variance
	12.9%	13.2%	-0.3%	-2.3%
	12.3%	11.9%	0.4%	3.4%
	9.1%	10.3%	-1.2%	-11.7%
	54.8%	50.7%	4.1%	8.1%
	30.4%	30.1%	0.3%	1.0%
	21.8%	21.0%	0.8%	3.8%

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

**ATTACHMENT B**

	<u>CURRENT MONTH</u>				<u>YEAR-TO-DATE</u>			<u>YTD</u>
	<u>Actual 08/31/19</u>	<u>Budget 08/31/19</u>	<u>Favorable (Unfavorable) Variance</u>		<u>Actual 08/31/19</u>	<u>Budget 08/31/19</u>	<u>Favorable (Unfavorable) Variance</u>	<u>Prior Year 08/31/18</u>
<b>Inpatient Utilization</b>								
<b>Discharges</b>								
1	67	69	(2)	Med/Surg	123	139	(16)	151
2	9	12	(3)	ICU	25	25	0	15
3	76	82	(6)	Total Discharges	148	164	(16)	166
<b>Patient Days:</b>								
4	204	231	(27)	Med/Surg	391	464	(73)	489
5	36	79	(43)	ICU	118	158	(40)	163
6	240	310	(70)	Total Patient Days	509	622	(113)	652
7	19	-	19	<b>Observation days</b>	30	-	30	13
<b>Average Length of Stay:</b>								
8	3.0	3.3	(0.3)	Med/Surg	3.2	3.3	(0.2)	3.2
9	4.0	6.4	(2.4)	ICU	4.7	6.4	(1.7)	10.9
10	3.2	3.8	(0.6)	Avg. Length of Stay	3.4	3.8	(0.4)	3.9
<b>Average Daily Census:</b>								
11	6.6	7.5	(0.9)	Med/Surg	6.3	7.5	(1.2)	7.9
12	1.2	2.5	(1.4)	ICU	1.9	2.5	(0.6)	2.6
13	7.7	10.0	(2.3)	Avg. Daily Census	8.2	10.0	(1.8)	10.5
<b>Other Utilization Statistics</b>								
<b>Emergency Room Statistics</b>								
14	975	880	95	Total ER Visits	1,976	1,690	286	1,711
<b>Outpatient Statistics:</b>								
15	4,749	4,467	282	Total Outpatients Visits	8,847	8,539	308	9,194
16	24	27	(3)	IP Surgeries	50	53	(3)	49
17	136	124	12	OP Surgeries	266	237	29	266
18	81	76	5	Special Procedures	166	145	21	202
19	310	348	(37)	Adjusted Discharges	587	682	(95)	656
20	980	982	(2)	Adjusted Patient Days	2,012	1,911	102	5,566
21	31.6	31.7	(0.1)	Adj. Avg. Daily Census	32.5	30.8	1.6	89.8
22	1.4294	1.4000	0.029	Case Mix Index - Medicare	1.4522	1.4000	0.052	1.3232
23	1.5310	1.4000	0.131	Case Mix Index - All payers	1.5118	1.4000	0.112	1.4619
<b>Labor Statistics</b>								
24	207	212	5.3	FTE's - Worked	204	210	6.1	274
25	226	237	11.4	FTE's - Paid	226	235	9.0	309
26	44.96	42.95	(2.01)	Average Hourly Rate	44.27	42.84	(1.44)	42.77
27	7.14	7.48	0.34	FTE / Adj. Pat Day	6.96	7.62	0.66	3.44
28	40.7	42.6	2.0	Manhours / Adj. Pat Day	39.6	43.4	3.8	19.6
29	128.4	120.4	(8.0)	Manhours / Adj. Discharge	136.0	121.7	(14.3)	166.5
30	21.9%	23.6%	1.7%	Benefits % of Salaries	23.3%	23.9%	0.6%	22.3%
<b>Non-Labor Statistics</b>								
31	14.5%	15.0%	0.5%	Supply Expense % Net Revenue	13.3%	14.4%	1.1%	13.1%
32	1,682	1,516	(166)	Supply Exp. / Adj. Discharge	1,660	1,533	(127)	1,896
33	13,970	12,903	(1,067)	Total Expense / Adj. Discharge	14,720	13,245	(1,475)	16,389
<b>Other Indicators</b>								
34	30.0			Days Cash - Operating Funds				
35	42.8	50.0	(7.2)	Days in Net AR	42.3	50.0	(7.7)	41.8
36	88%			Collections % of Net Revenue	90%			100.8%
37	39.5	55.0	(15.5)	Days in Accounts Payable	39.5	55.0	(15.5)	44.9
38	17.3%	17.0%	0.3%	% Net revenue to Gross revenue	17.2%	18.1%	-0.9%	19.5%
39	19.0%			% Net AR to Gross AR	19.0%			20.8%

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

**ATTACHMENT C**

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
<b>Assets</b>			
Current Assets:			
1 Cash	\$ 1,291,406	\$ 2,869,461	\$ 636,295
2 Cash - Money Market	2,533,925	3,258,551	957,422
3 Net Patient Receivables	6,728,831	6,779,817	8,143,167
4 Allow Uncollect Accts	(1,331,193)	(1,324,701)	(1,255,318)
5 Net A/R	5,397,638	5,455,116	6,887,849
6 Other Accts/Notes Rec	185,231	50,829	218,141
7 Parcel and GO Bond Tax Receivable	6,753,183	6,904,782	6,657,849
8 3rd Party Receivables, Net	1,213,627	1,166,589	1,048,765
9 Inventory	887,752	898,870	848,499
10 Prepaid Expenses	786,734	885,522	899,891
11 Total Current Assets	<u>\$ 19,049,496</u>	<u>\$ 21,489,720</u>	<u>\$ 18,154,711</u>
12 Property, Plant & Equip, Net	\$ 49,312,029	\$ 49,553,498	\$ 51,664,079
13 Trustee Funds - GO Bonds	5,177,232	5,016,479	3,945,791
14 Other Assets	-	-	-
15 Total Assets	<u><u>\$ 73,538,757</u></u>	<u><u>\$ 76,059,697</u></u>	<u><u>\$ 73,764,581</u></u>
<b>Liabilities &amp; Fund Balances</b>			
Current Liabilities:			
16 Accounts Payable	\$ 2,621,829	\$ 3,528,128	\$ 3,888,203
17 Accrued Compensation	3,038,565	3,609,479	3,461,612
18 Interest Payable - GO Bonds	700,024	604,593	520,732
19 Accrued Expenses	1,784,345	1,383,663	1,502,382
20 Advances From 3rd Parties	237,426	297,936	110,058
21 Deferred Parcel & GO Bond Tax Revenue	5,753,983	6,329,382	5,711,029
22 Current Maturities-LTD	542,343	608,272	1,113,197
23 Line of Credit - Union Bank	6,098,734	6,723,734	6,723,734
24 Other Liabilities	1,386	1,386	451,386
25 Total Current Liabilities	<u>\$ 20,778,635</u>	<u>\$ 23,086,573</u>	<u>\$ 23,482,333</u>
26 Long Term Debt, net current portion	\$ 30,419,490	\$ 30,538,725	\$ 34,195,429
27 Fund Balances:			
28 Unrestricted	\$ 15,124,679	\$ 15,223,446	\$ 10,829,427
29 Restricted	7,215,953	7,210,953	5,257,392
30 Total Fund Balances	<u>\$ 22,340,632</u>	<u>\$ 22,434,399</u>	<u>\$ 16,086,819</u>
31 Total Liabilities & Fund Balances	<u><u>\$ 73,538,757</u></u>	<u><u>\$ 76,059,697</u></u>	<u><u>\$ 73,764,581</u></u>

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

ATTACHMENT D

	Month				Volume Information	Year-To-Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual		\$	%		Actual	Budget	\$	%		
1	76	82	(6)	-7%	Acute Discharges	148	164	(16)	-10%	166	
2	240	310	(70)	-23%	Patient Days	509	622	(113)	-18%	652	
3	19	-	19	0%	Observation Days	30	-	30	*	13	
4	15,735	14,135	1,600	11%	Gross O/P Revenue (000's)	31,831	27,104	4,726	17%	\$ 31,563	
<b>Financial Results</b>											
<b>Gross Patient Revenue</b>											
5	\$ 5,098,263	\$ 6,513,211	(1,414,948)	-22%	Inpatient	\$ 10,763,114	\$ 13,073,464	(2,310,350)	-18%	\$ 16,940,518	
6	9,120,422	8,391,336	729,086	9%	Outpatient	18,044,142	16,039,942	2,004,200	12%	18,449,128	
7	6,614,980	5,743,573	871,407	15%	Emergency	13,786,912	11,064,487	2,722,425	25%	13,139,370	
8	\$ 20,833,665	\$ 20,648,120	185,545	1%	<b>Total Gross Patient Revenue</b>	\$ 42,594,168	\$ 40,177,893	2,416,275	6%	\$ 48,529,016	
<b>Deductions from Revenue</b>											
9	\$ (17,137,701)	\$ (17,049,282)	(88,419)	-1%	Contractual Discounts	\$ (35,026,001)	\$ (33,176,100)	(1,849,901)	-6%	\$ (39,105,803)	
10	(150,000)	(150,000)	-	0%	Bad Debt	(400,000)	(300,000)	(100,000)	-33%	(200,000)	
11	(22,900)	(23,672)	772	3%	Charity Care Provision	(27,800)	(47,344)	19,544	41%	(54,125)	
12	56,250	56,250	-	0%	Prior Period Adj/Government Program Revenue	112,750	539,419	(426,669)	*	125,000	
13	\$ (17,254,351)	\$ (17,166,704)	(87,647)	1%	<b>Total Deductions from Revenue</b>	\$ (35,341,051)	\$ (32,984,025)	(2,357,026)	7%	\$ (39,234,928)	
14	\$ 3,579,314	\$ 3,481,416	97,898	3%	<b>Net Patient Service Revenue</b>	\$ 7,253,117	\$ 7,193,868	59,249	1%	\$ 9,294,088	
15	\$ 24,434	\$ 35,682	(11,248)	-32%	Risk contract revenue	\$ 50,771	\$ 71,364	(20,593)	-29%	\$ 186,896	
16	\$ 3,603,748	\$ 3,517,098	86,650	2%	Net Hospital Revenue	\$ 7,303,888	\$ 7,265,232	38,656	1%	\$ 9,480,984	
17	\$ 53,200	\$ 58,800	(5,600)	-10%	Other Op Rev & Electronic Health Records	\$ 98,441	\$ 117,600	(19,159)	-16%	\$ 26,567	
18	\$ 3,656,948	\$ 3,575,898	81,050	2%	<b>Total Operating Revenue</b>	\$ 7,402,329	\$ 7,382,832	19,497	0%	\$ 9,507,551	
<b>Operating Expenses</b>											
19	\$ 1,791,683	\$ 1,798,429	6,746	0%	Salary and Wages and Agency Fees	\$ 3,532,060	\$ 3,554,287	22,227	1%	\$ 4,670,676	
20	615,862	660,419	44,557	7%	Employee Benefits	1,307,859	1,316,226	8,367	1%	1,677,979	
21	\$ 2,407,545	\$ 2,458,848	51,303	2%	Total People Cost	\$ 4,839,919	\$ 4,870,513	30,594	1%	\$ 6,348,655	
22	\$ 448,802	\$ 435,471	(13,331)	-3%	Med and Prof Fees (excl Agency)	\$ 865,519	\$ 869,552	4,033	0%	\$ 932,529	
23	521,926	527,256	5,330	1%	Supplies	973,566	1,045,553	71,987	7%	1,243,315	
24	319,607	369,872	50,265	14%	Purchased Services	649,137	740,080	90,943	12%	744,992	
25	246,455	266,763	20,308	8%	Depreciation	493,866	533,526	39,660	7%	584,112	
26	109,687	118,440	8,753	7%	Utilities	217,671	230,346	12,675	6%	223,012	
27	37,783	39,582	1,799	5%	Insurance	80,259	79,164	(1,095)	-1%	70,640	
28	32,957	60,804	27,847	46%	Interest	84,806	111,361	26,555	24%	97,766	
29	101,330	101,076	(254)	0%	Other	207,827	200,244	(7,583)	-4%	183,534	
30	-	-	-	#DIV/0!	Matching Fees (Government Programs)	0	130,086	130,086	100%	0	
31	\$ 4,226,092	\$ 4,378,112	152,020	3%	<b>Operating expenses</b>	\$ 8,412,570	\$ 8,810,425	397,855	5%	\$ 10,428,555	
32	\$ (569,144)	\$ (802,214)	233,070	29%	<b>Operating Margin</b>	\$ (1,010,241)	\$ (1,427,593)	417,352	29%	\$ (921,004)	

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

ATTACHMENT D

	Month						Year-To- Date				YTD	
	This Year		Variance				This Year		Variance			Prior Year
	Actual		\$	%	Actual		Budget	\$	%			
<b>33</b>	\$ 3,934	\$ (18,942)	22,876	-121%		\$ 1,995,463	\$ 1,162,116	833,347	72%	\$ (23,760)		
<b>34</b>	-	1,375	(1,375)	-100%		1,214	2,750	(1,536)	56%	403		
<b>35</b>	(13,416)	(13,416)	-	0%		(26,832)	(26,832)	-	0%	(111,449)		
<b>36</b>	316,667	316,667	-	0%		633,334	633,334	-	0%	633,334		
<b>37</b>	(109)	0	(109)	0%		(109)	0	(109)	0%	0		
<b>38</b>	<u>\$ 307,076</u>	<u>\$ 285,684</u>	<u>21,501</u>	<u>7%</u>		<u>\$ 2,603,070</u>	<u>\$ 1,771,368</u>	<u>831,811</u>	<u>47%</u>	<u>\$ 498,528</u>		
<b>39</b>	<u>\$ (262,068)</u>	<u>\$ (516,530)</u>	<u>254,462</u>	<u>-49%</u>	<b>Net Income / (Loss) prior to Restricted Contributions</b>	<u>\$ 1,592,829</u>	<u>\$ 343,775</u>	<u>1,249,163</u>	<u>363%</u>	<u>\$ (422,476)</u>		
<b>40</b>	\$ -	\$ -	-	0%		\$ -	\$ -	-	0%	\$ 29,530		
<b>41</b>	\$ 5,000	\$ 209,860	(204,860)	0%		\$ 347,251	\$ 419,720	(72,469)	100%	\$ 336,606		
<b>42</b>	<u>\$ (257,068)</u>	<u>\$ (306,670)</u>	<u>49,602</u>	<u>-16%</u>	<b>Net Income / (Loss) w/ Restricted Contributions</b>	<u>\$ 1,940,080</u>	<u>\$ 763,495</u>	<u>1,176,585</u>	<u>154%</u>	<u>\$ (56,340)</u>		
<b>43</b>	163,301	163,301	-	0%		321,265	321,265	-	0%	302,328		
<b>44</b>	<u>\$ (93,767)</u>	<u>\$ (143,369)</u>	<u>49,602</u>	<u>-35%</u>	<b>Net Income/(Loss) w GO Bond Activity</b>	<u>\$ 2,261,345</u>	<u>\$ 1,084,760</u>	<u>1,176,585</u>	<u>108%</u>	<u>\$ 245,988</u>		
	\$ (15,613)	\$ (249,767)	234,154		<b>EBDA - Not including Restricted Contributions</b>	\$ 2,086,695	\$ 877,301	1,209,394		\$ 161,636		
	-0.4%	-7.0%				28.2%	11.9%			1.7%		



Sonoma Valley Health Care District  
Variance Analysis  
For the Period Ended August 31, 2019

	YTD	MONTH	
Description	Variance	Variance	
<b>Operating Expenses</b>			
Salary and Wages and Agency Fees	22,227	6,746	Salaries and Wages are over budget by (\$24,816) and Agency fees are under budget by \$31,559.
Employee Benefits	8,367	44,557	PTO under budget by \$13,898 and employee benefits under budget by \$30,659. The hospital received a credit on the employee's health insurance invoice in August to reflect terminated employees.
<b>Total People Cost</b>	<b>30,594</b>	<b>51,303</b>	
Med and Prof Fees (excl Agency)	4,033	(13,331)	
Supplies	71,987	5,330	
Purchased Services	90,943	50,265	Purchased Services are under budget by \$50,265 due to a credit received from the Bio Medical equipment maintenance service and budgeted services not used in the month of August.
Depreciation	39,660	20,308	
Utilities	12,675	8,753	
Insurance	(1,095)	1,799	
Interest	26,555	27,847	Interest expense is under budget by \$27,847 due to lower than budgeted vendor financing costs and lower than budgeted LOC interest.
Other	(7,583)	(254)	
Matching Fees (Government Programs)	130,086	-	
<b>Operating expenses</b>	<b>397,855</b>	<b>152,020</b>	
<b>Operating Margin</b>	<b>417,352</b>	<b>233,070</b>	

Sonoma Valley Hospital  
Cash Forecast  
FY 2020

ATTACHMENT F

	Actual July	Actual Aug	Forecast Sept	Forecast Oct	Forecast Nov	Forecast Dec	Forecast Jan	Forecast Feb	Forecast Mar	Forecast Apr	Forecast May	Forecast Jun	TOTAL
<b>Hospital Operating Sources</b>													
1 Patient Payments Collected	4,267,579	3,747,119	3,270,938	3,562,302	3,550,396	3,532,439	3,751,470	3,542,450	3,900,174	3,665,360	3,802,680	3,701,357	44,294,264
2 Capitation Revenue	26,337	24,434	35,682	35,682	35,682	35,682	35,682	35,682	35,682	35,682	35,682	35,682	407,591
3 Napa State	2,565	983	11,231	11,231	11,231	11,231	11,231	11,231	11,231	11,231	11,231	11,231	115,859
4 Other Operating Revenue	27,168	113,630	58,800	58,800	58,800	58,800	58,800	58,800	58,800	58,800	58,800	58,800	728,798
5 Other Non-Operating Revenue	38,832	43,824	25,795	25,795	25,795	25,795	25,795	25,795	25,795	25,795	25,795	25,785	340,596
6 Unrestricted Contributions	12,593		1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375	26,343
7 Line of Credit													-
<b>Sub-Total Hospital Sources</b>	<b>4,375,074</b>	<b>3,929,990</b>	<b>3,403,821</b>	<b>3,695,185</b>	<b>3,683,279</b>	<b>3,665,322</b>	<b>3,884,353</b>	<b>3,675,333</b>	<b>4,033,057</b>	<b>3,798,243</b>	<b>3,935,563</b>	<b>3,834,230</b>	<b>45,913,450</b>
<b>Hospital Uses of Cash</b>													
8 Operating Expenses	4,751,297	5,353,928	4,453,158	4,163,786	4,079,462	4,054,955	4,138,949	3,997,057	4,178,725	4,189,515	4,460,074	4,085,675	51,906,582
9 Add Capital Lease Payments	111,366	185,165	45,095	45,095	184,786	45,095	32,952	171,952	32,952	157,892	18,892	18,892	1,050,131
10 Additional Liabilities/LOC		625,000								625,000			1,250,000
11 Capital Expenditures	435,215	73,951	209,860	209,860	209,860	209,860	209,860	209,860	209,860	209,860	209,860	209,859	2,607,766
<b>Total Hospital Uses</b>	<b>5,297,879</b>	<b>6,238,044</b>	<b>4,708,113</b>	<b>4,418,741</b>	<b>4,474,108</b>	<b>4,309,910</b>	<b>4,381,761</b>	<b>4,378,869</b>	<b>4,421,537</b>	<b>5,182,267</b>	<b>4,688,826</b>	<b>4,314,426</b>	<b>56,814,479</b>
<b>Net Hospital Sources/Uses of Cash</b>	<b>(922,805)</b>	<b>(2,308,055)</b>	<b>(1,304,292)</b>	<b>(723,556)</b>	<b>(790,829)</b>	<b>(644,588)</b>	<b>(497,408)</b>	<b>(703,536)</b>	<b>(388,480)</b>	<b>(1,384,024)</b>	<b>(753,263)</b>	<b>(480,196)</b>	<b>(10,901,029)</b>
<b>Non-Hospital Sources</b>													
12 Restricted Cash/Money Market	(1,056,509)	725,000	1,500,000			(500,000)		500,000		530,000	(2,000,000)		(301,509)
13 Restricted Capital Donations	342,251	5,000	209,860	209,860	209,860	209,860	209,860	209,860	209,860	209,860	209,860	209,859	2,445,850
14 Parcel Tax Revenue	100,099					2,000,000		1,000,000		600,000			3,700,099
15 Other Payments - South Lot/LOC/Fire Claim	956,411												956,411
16 Other:													-
17 IGT									2,111,515	2,111,515			4,223,030
18 IGT - AB915								900,000					900,000
19 PRIME						750,000					75,000		825,000
<b>Sub-Total Non-Hospital Sources</b>	<b>342,251</b>	<b>730,000</b>	<b>1,709,860</b>	<b>209,860</b>	<b>209,860</b>	<b>2,459,860</b>	<b>209,860</b>	<b>2,609,860</b>	<b>209,860</b>	<b>3,451,375</b>	<b>396,375</b>	<b>209,859</b>	<b>12,748,880</b>
<b>Non-Hospital Uses of Cash</b>													
20 Matching Fees						375,000		780,516	780,516				1,936,032
<b>Sub-Total Non-Hospital Uses of Cash</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>375,000</b>	<b>-</b>	<b>780,516</b>	<b>780,516</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,936,032</b>
<b>Net Non-Hospital Sources/Uses of Cash</b>	<b>342,251</b>	<b>730,000</b>	<b>1,709,860</b>	<b>209,860</b>	<b>209,860</b>	<b>2,084,860</b>	<b>209,860</b>	<b>1,829,344</b>	<b>(570,656)</b>	<b>3,451,375</b>	<b>396,375</b>	<b>209,859</b>	<b>10,812,848</b>
<b>Net Sources/Uses</b>	<b>(580,553)</b>	<b>(1,578,055)</b>	<b>405,568</b>	<b>(513,696)</b>	<b>(580,969)</b>	<b>1,440,272</b>	<b>(287,548)</b>	<b>1,125,808</b>	<b>(959,136)</b>	<b>2,067,351</b>	<b>(356,888)</b>	<b>(270,337)</b>	
Cash and Equivalents at beginning of period	<b>3,450,014</b>	2,869,461	1,291,406	1,696,974	1,183,278	602,309	2,042,581	1,755,034	2,880,842	1,921,707	3,989,058	3,632,170	
<b>Cash and Equivalents at end of period</b>	<b>2,869,461</b>	<b>1,291,406</b>	<b>1,696,974</b>	<b>1,183,278</b>	<b>602,309</b>	<b>2,042,581</b>	<b>1,755,034</b>	<b>2,880,842</b>	<b>1,921,707</b>	<b>3,989,058</b>	<b>3,632,170</b>	<b>3,361,834</b>	