



SVHCD FINANCE COMMITTEE

AGENDA

TUESDAY, November 19, 2019

5:00 p.m. Regular Session

Location: Schantz Conference Room
Sonoma Valley Hospital, 347 Andrieux Street
Sonoma CA 95476
 Call In Number 866-228-9900, guest code 294221

<p>In compliance with the Americans Disabilities Act, if you require special accommodations to participate in a District meeting, please contact District Clerk Vivian Woodall at vwoodall@sonomavalleyhospital.org or (707) 935.5005 at least 48 hours prior to the meeting.</p>	RECOMMENDATION	
AGENDA ITEM		
<p>MISSION STATEMENT <i>The mission of the SVHCD is to maintain, improve, and restore the health of everyone in our community.</i></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 10.22.19</p>	<i>Nevins</i>	Inform/Action
<p>4. OUTPATIENT DIAGNOSTIC CENTER UPDATE</p>	<i>Mather</i>	Inform
<p>5. ADMINISTRATIVE REPORT</p>	<i>Mather</i>	Inform
<p>6. FINANCIAL REPORT MONTH ENDED OCTOBER 31, 2019</p>	<i>Jensen</i>	Inform
<p>7. ADJOURN</p>	<i>Nevins</i>	



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

Present	Excused	Staff	Public
Sharon Nevins Susan Porth Peter Hohorst Art Grandy Dr. Subhash Mishra via telephone Joshua Rymer via telephone		Kelly Mather, CEO Ken Jensen, CFO Sarah Dungan, Controller Celia Kruse De La Rosa	

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 5:03 pm		
2. PUBLIC COMMENT SECTION	<i>Nevins</i>		
	None		
3. CONSENT CALENDAR	<i>Nevins</i>		
	Minutes from the 09.24.19 meeting were reviewed.	MOTION: by Hohorst to approve, 2 nd by Porth. All in favor.	
4. REVIEW 1ST QUARTER FY 2020 CAPITAL SPENDING	<i>Jensen</i>		
	Ms. Dungan reviewed the capital activity for the first quarter.		
5. OUTPATIENT DIAGNOSTIC CENTER UPDATE	<i>Mather</i>		
	Ms. Mather reviewed the Outpatient Diagnostic Center activity.		

6. ADMINISTRATIVE REPORT	<i>Mather</i>		
	<p>Ms. Mather reported that the community perception survey results were in and discussed in the Board Chair blog. Management is currently working to rebrand the hospital and market the ER. PG&E is now aware of how important a customer the hospital is. SVH was never shut down during the previous fires, was shut down during the early October outage, but will not be out this week. A new United Healthcare Medicare Advantage plan is being offered as an alternative to SCAN. Both plans are accepted by SVH, but not many MDs take SCAN. Valley of the Moon Post Acute has had three good months through September Discussions are under way again regarding offering dialysis services.</p>		
7. FINANCIAL REPORT MONTH END SEPTEMBER 30, 2019	<i>Jensen</i>		
	<p>Mr. Jensen reviewed the financials for the month of September. The payer mix showed Medicare at 39.8%, Managed Medicare at 12.5%, Medi-Cal at 17.1%, and commercial at 24.4%. Average days of cash on hand were 28 days. Accounts Receivable days were 44, and Accounts Payable days were 41.3.</p> <p>Inpatient Revenue was off 16% due to the acuity of patients. Salaries were over budget due to increased volume in the ER. Expenses overall were \$64,275 better than expected.</p> <p>Average daily cash was added to the cash forecast. The sheet will start showing a combined cash and money market total for available cash.</p>		
8. ADJOURN	<i>Nevins</i>		
	5:45 pm		

SONOMA VALLEY HOSPITAL
 COST PROJECTIONS and FUNDING SUMMARY
 FISCAL YEAR 09/2019 THROUGH 06/2020
 DESIGN, PRECONSTRUCTION AND CONSTRUCTION
 PREPARED 11/14/2019

	Through:	Sep '19	Oct '19	Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	May '20	Jun '20
Campaign											
Fundraising Goal:		21000000	\$ 21,000,000								
Total Confirmed Pledges:		15830145	\$ 16,130,145								
Total Verbal Pledges:		1300080	\$ 1,300,000	As Reported 10/23/19							
Total Cash Gifts Collected:		1033559	\$ 1,043,655								
Total Committed:	\$	18,163,784	\$ 18,473,800								
Total Pledge Payments Collected:	\$	6,939,734	\$ 7,240,734								
Total Cash Gifts Collected:	\$	1,033,559	\$ 1,043,655								
Total Pledges & Cash Due*:	\$	7,973,293	\$ 8,284,389	\$ 8,910,190	\$ 10,148,248	\$ 10,300,885	\$ 10,321,853	\$ 10,645,320	\$ 12,821,788	\$ 12,855,256	\$ 12,901,724

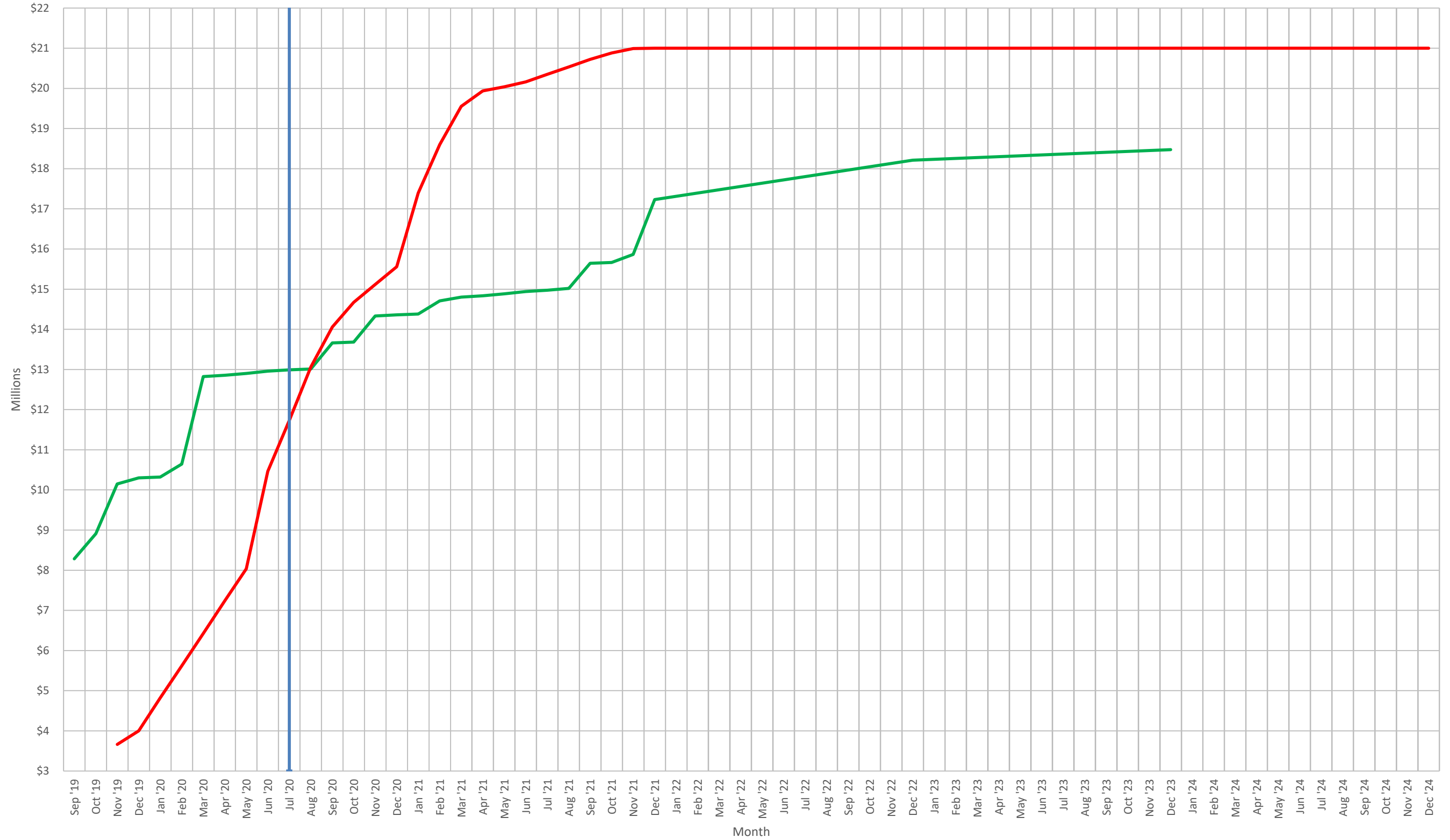
*Includes (\$4,110) in Uncollectible Pledges.

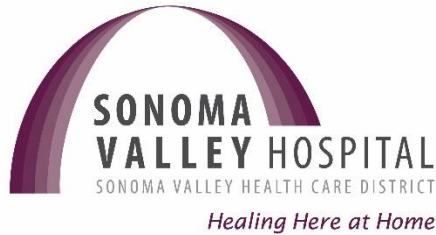
Project											
Total Approved Funding:	\$	11,957,471	\$ 12,457,471								
Total Spent**:	\$	3,279,440	\$ 3,320,163								
Total Projected Costs:				\$ 3,663,206	\$ 4,002,122	\$ 4,821,022	\$ 5,620,201	\$ 6,423,361	\$ 7,239,588	\$ 8,033,572	\$ 10,465,189
**Includes \$318,705 in Campaign Expenses.											
Total Projected Cash In Hand:	\$	4,594,375	\$ 4,864,748	\$ 5,147,506	\$ 6,046,648	\$ 5,380,385	\$ 4,602,174	\$ 4,122,481	\$ 5,482,722	\$ 4,722,206	\$ 2,337,057

	Due:	Oct '19	Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	May '20	Jun '20
Funds										
Pledge Payments	\$	311,596	\$ 604,833	\$ 1,217,090	\$ 131,669	\$ -	\$ 302,500	\$ 2,155,500	\$ 12,500	\$ 25,500
Verbal Pledges <u>Amortized</u> Over Span of Campaign			\$ 20,968	\$ 20,968	\$ 20,968	\$ 20,968	\$ 20,968	\$ 20,968	\$ 20,968	\$ 20,968
Expenses										
Proj. #0 ODC	\$	655,549	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proj. #0 MP	\$	127,442	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proj. #0 Decom	\$	125,712	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proj. #1 CT	\$	989,532	\$ 14,356	\$ 58,174	\$ 63,415	\$ 343,267	\$ 667,899	\$ 697,859	\$ 705,984	\$ 725,899
IT	\$	122,579	\$ -	\$ -	\$ -	\$ 2,500	\$ 44,421	\$ 59,100	\$ 57,501	\$ 38,950
VoIP	\$	17,156	\$ -	\$ 122,558	\$ 152,540	\$ 173,087	\$ 52,382	\$ 12,778	\$ 19,498	\$ -
CT Make Ready	\$	55,626	\$ 718	\$ 11,402	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proj. #2 Cardio	\$	30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proj. #3 MRI	\$	309,811	\$ 49,096	\$ 102,012	\$ 62,528	\$ 288,509	\$ 8,438	\$ 8,908	\$ 26,705	\$ 12,135
MRI Make Ready	\$	8,844	\$ -	\$ -	\$ -	\$ -	\$ 13,625	\$ 12,500	\$ 6,539	\$ 17,000
Proj. #4 UCSF Clinic	\$	2,498	\$ -	\$ -	\$ 11,536	\$ 11,536	\$ 12,414	\$ 12,016	\$ -	\$ -
3D Mammo	\$	556,709	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Campaign Expenses	\$	318,705	\$ 3,806	\$ 48,897	\$ 48,897	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$	3,320,163	\$ 67,976	\$ 343,043	\$ 338,916	\$ 818,900	\$ 799,179	\$ 803,160	\$ 816,227	\$ 793,984

Money Raised vs. Project Expenses

— Money Raised — Total Project Expenses ● Additional Funds Required





To: SVHCD Board of Directors
From: Kelly Mather
Date: 10/31/19
Subject: Administrative Report

Summary

October has been a very challenging month with the public service power shut-offs. We were on generator for almost 48 hours with the first wind event. Thank goodness we only were on generator for 4 hours with the second round.

Strategic Update from FY 2020 Strategic Plan:

Strategic Priorities	Update
Exceed Community Expectations in Emergency Services	<ul style="list-style-type: none"> ➤ We have completed the “Brand Equation” which is the first step in enhancing our brand. The 12 member internal team did an excellent job with the “Mission Minded” experts and we should have a new feel by Spring 2020. ➤ We put out a blog about how “We are always here for you” during the first PSPS. ➤ We continue the E.D. marketing campaign with positive response. ➤ UCSF is doing over 20 Neurology Tele-medicine visits per month.
Create UCSF Health Outpatient Center	<ul style="list-style-type: none"> ➤ We have raised \$18.3 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). ➤ We plan to break ground on the first phase of the ODC by December 2019. ➤ We had a great meeting with UCSF and are ready to start several new initiatives.
Become a 5 Star Hospital	<ul style="list-style-type: none"> ➤ The In-Patient team: Hospitalists, ICU, Med/Surg, Respiratory Therapy, Physical Therapy, Pharmacy, Case Management, Dietary & EVS have come together to create a collaborative team on the 3rd floor. ➤ After attending the “Humanize Health” conference; we are meeting with a Patient Experience consultant who will help take us to the next level. ➤ CMS may be dropping this measurement.
Provide Access to Excellent Physicians	<ul style="list-style-type: none"> ➤ Prima is going through a leadership change. We hope PCP recruitment for Sonoma becomes a priority with the new leadership. ➤ We continue to work on the plans to bring several physicians from UCSF to Sonoma. ➤ There was a lot of confusion in the community because SCAN was dropped by the Meritage Medical Network. SVH continues to be a provider for SCAN and MMN is offering a new Medicare Advantage plan with United Health Care.
Healthy Hospital	<ul style="list-style-type: none"> ➤ The Valley of the Moon Post Acute unit completed their licensing survey. ➤ Satellite Healthcare (dialysis company) is concerned about the construction costs; we are looking at some other outpatient options for 2nd floor as well. ➤ We are re-energizing our Wellness Program for the staff this year to focus on stress management and options for movement and breaks. ➤ The Active Aging series with Vintage House was a huge success! ➤ We gave free flu shots to various vulnerable groups with partnership organizations.

SEPTEMBER 2019

			National Benchmark
Patient Experience	Current Performance	FY 2020 Goal	
Would Recommend Hospital	84.6%	> 70 percent	50th percentile
Inpatient Overall Rating	84.6%	>70 percent	50th percentile
Outpatient Services	4.7	4.5	3.8
Emergency Department	4.6	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	6	< 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	>3.8	75%
Turnover	3.9%	< 15%	< 20%
Financial Stability	YTD Performance	FY 2020 Goal	Benchmark
EBDA	18.5%	3%	3%
Paid FTE's	235	<230	n/a
Days Cash on Hand	28	20	30
Days in Accounts Receivable	44	45	50
Length of Stay	3.7	3.85	4.03
Funds raised by SVHF	\$18.3 million	\$21 million	\$1 million
Strategic Growth	YTD Performance	FY 2020 Goal	FY 2019
Inpatient Discharges	219/876	900	984
Outpatient Visits	13,278/53,112	55,000	54,596
Emergency Visits	2915/11,659	10,000	10,181
Surgeries + Special Procedures	699/2796	3000	2950
Community Benefit Hours	345/1380	1000	1222

Note: Colors demonstrate comparison to National Benchmark



To: SVH Finance Committee
From: Ken Jensen, CFO
Date: November 19, 2019
Subject: Financial Report for the Month Ending October 31, 2019

For the month of October the hospital's actual operating loss of (\$588,486) was \$20,116 favorable to the budgeted loss of (\$608,602). After accounting for all other activity; the net loss for October was (\$76,611) vs. the budgeted net income of \$50,243 with a monthly EBDA of -0.3% vs. a budgeted -1.5%.

Gross patient revenue for October was \$22,379,844, \$312,305 over budget. Inpatient gross revenue was under budget by (\$353,545). Inpatient days were over budget by 34 days, inpatient surgeries were under budget by (7) cases, and the overall acuity levels were below average. Outpatient gross revenue was over budget by \$201,575. Outpatient visits were under budgeted expectations by (157) visits, outpatient surgeries were over budgeted expectations by 31 cases, and special procedures were under budget by (9) cases. The Emergency Room gross revenue was over budget by \$464,275 with ER visits over budgeted expectations by 15 visits.

Deductions from revenue were unfavorable to budgeted expectations by (\$367,392) which is primarily due to outpatient and emergency gross revenue being over budgeted expectations. The hospital also experienced a lower than average Medicare Case Mix along with a higher length of stay than budgeted.

After accounting for all other operating revenue, the **total operating revenue** was unfavorable to budgeted expectations by (\$43,140).

Operating Expenses of \$4,369,861 were favorable to budget by \$63,256. Salaries and wages and agency fees were over budget by (\$17,826) due to higher than budgeted wages in Med-Surg, ICU, and the Emergency room due to higher volumes. The higher than budgeted salaries and wages were offset by lower than budgeted employee benefits and total people costs were under budget by \$20,576. Purchased services were over budget by (\$45,905) due to budgeted services used in the month of October; year-to-date purchased services are under budget by \$79,090.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for October was (\$276,830) vs. a budgeted net loss of (\$322,918). The total net loss for October after all activity was (\$76,611) vs. a budgeted net income of \$50,243.



EBDA for the month of October was -0.3% vs. the budgeted -1.5%.

Patient Volumes – October

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	90	84	6	87
Acute Patient Days	351	317	34	394
Observation Days	21	0	21	27
OP Gross Revenue	\$16,072	\$15,406	\$666	\$15,824
Surgical Cases	187	163	24	175

Gross Revenue Overall Payer Mix – October

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	39.2%	41.5%	-2.3%	41.3%	41.7%	-0.4%
Medicare Mgd Care	15.3%	14.1%	1.2%	14.2%	14.1%	0.1%
Medi-Cal	17.2%	17.6%	-0.4%	17.0%	17.6%	-0.6%
Self-Pay	1.9%	1.5%	0.4%	1.9%	1.5%	0.4%
Commercial	21.5%	20.9%	0.6%	22.0%	20.8%	1.2%
Workers Comp	4.0%	2.4%	1.6%	2.8%	2.3%	0.5%
Capitated	0.9%	2.0%	-1.1%	0.8%	2.0%	-1.2%
Total	100.0%	100.0%		100.0%	100.0%	

Cash Activity for October:

For the month of October the cash collection goal was \$3,506,010 and the Hospital collected \$3,503,435 or under the goal by (\$2,575). The year-to-date cash collection goal was \$14,878,864 and the Hospital has collected \$13,986,449 or under goal by (\$892,415). The AR Days have increased from prior month and we are currently reviewing the AR Aging report to identify aged accounts.

	CURRENT MONTH	PRIOR MONTH	VARIANCE	PRIOR YEAR
Days of Cash on Hand – Avg.	22.5	28.0	-5.5	11.1
Accounts Receivable Days	46.2	44.0	2.2	44.0
Accounts Payable	\$3,070,966	\$2,780,037	\$290,929	\$3,595,954
Accounts Payable Days	45.4	41.3	4.1	43.5

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 October 31, 2019

ATTACHMENT A

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	8,771,515	9,152,635	-381,120	-4.2%	35,851,901	34,215,381	1,636,520	4.8%
Medicare Managed Care	3,433,490	3,093,753	339,737	11.0%	12,222,335	11,533,631	688,704	6.0%
Medi-Cal	3,839,421	3,887,822	-48,401	-1.2%	14,715,211	14,453,179	262,032	1.8%
Self Pay	416,615	341,767	74,848	21.9%	1,682,318	1,269,069	413,249	32.6%
Commercial & Other Government	4,833,154	4,628,411	204,743	4.4%	19,195,232	17,107,713	2,087,519	12.2%
Worker's Comp.	887,942	525,552	362,390	69.0%	2,460,504	1,897,799	562,705	29.7%
Capitated	197,707	437,599	-239,892	-54.8%	730,495	1,601,796	-871,301	-54.4%
Total	22,379,844	22,067,539	312,305		86,857,996	82,078,568	4,779,428	

Net Revenue:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	899,684	1,116,387	-216,703	-19.4%	4,217,593	4,424,670	-207,077	-4.7%
Medicare Managed Care	320,752	367,228	-46,476	-12.7%	1,406,288	1,369,041	37,247	2.7%
Medi-Cal	468,409	399,279	69,130	17.3%	1,434,561	1,484,341	-49,780	-3.4%
Self Pay	217,386	173,344	44,042	25.4%	921,544	643,672	277,872	43.2%
Commercial & Other Government	1,498,427	1,499,110	-683	0.0%	5,709,246	5,260,858	448,388	8.5%
Worker's Comp.	177,944	110,471	67,473	61.1%	506,589	398,917	107,672	27.0%
Capitated	4,389	7,964	-3,575	-44.9%	15,737	29,152	-13,415	-46.0%
Prior Period Adj/IGT	87,955	56,250	31,705	56.4%	256,955	651,919	-394,964	-60.6%
Total	3,674,946	3,730,033	(55,087)	-1.5%	14,468,513	14,262,570	205,943	1.4%

Percent of Net Revenue:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	24.6%	29.9%	-5.3%	-17.7%	29.1%	31.0%	-2.0%	-6.5%
Medicare Managed Care	8.7%	9.8%	-1.1%	-11.2%	9.7%	9.6%	0.1%	1.0%
Medi-Cal	12.7%	10.8%	1.9%	17.6%	9.9%	10.4%	-0.5%	-4.8%
Self Pay	5.9%	4.6%	1.3%	28.3%	6.4%	4.5%	1.9%	42.2%
Commercial & Other Government	40.8%	40.2%	0.6%	1.5%	39.5%	36.9%	2.6%	7.0%
Worker's Comp.	4.8%	3.0%	1.8%	60.0%	3.5%	2.8%	0.7%	25.0%
Capitated	0.1%	0.2%	-0.1%	-50.0%	0.1%	0.2%	-0.1%	-50.0%
Prior Period Adj/IGT	2.4%	1.5%	0.9%	60.0%	1.8%	4.6%	-2.8%	-60.9%
Total	100.0%	100.0%	0.0%	0.0%	100.0%	100.0%	2.7%	2.7%

Projected Collection Percentage:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	10.3%	12.2%	-1.9%	-15.6%	11.8%	12.9%	-1.1%	-8.5%
Medicare Managed Care	9.3%	11.9%	-2.6%	-21.8%	11.5%	11.9%	-0.4%	-3.4%
Medi-Cal	12.2%	10.3%	1.9%	18.4%	9.7%	10.3%	-0.6%	-5.8%
Self Pay	52.2%	50.7%	1.5%	3.0%	54.8%	50.7%	4.1%	8.1%
Commercial & Other Government	31.0%	32.4%	-1.4%	-4.3%	29.7%	30.8%	-1.1%	-3.6%
Worker's Comp.	20.0%	21.0%	-1.0%	-4.8%	20.6%	21.0%	-0.4%	-1.9%

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

ATTACHMENT B

	<u>CURRENT MONTH</u>				<u>YEAR-TO-DATE</u>			<u>YTD</u>
	<u>Actual 10/31/19</u>	<u>Budget 10/31/19</u>	<u>Favorable (Unfavorable) Variance</u>		<u>Actual 10/31/19</u>	<u>Budget 10/31/19</u>	<u>Favorable (Unfavorable) Variance</u>	<u>Prior Year 10/31/18</u>
Inpatient Utilization								
Discharges								
1	71	71	-	Med/Surg	254	279	(25)	312
2	19	13	6	ICU	55	50	5	36
3	90	84	6	Total Discharges	309	329	(20)	348
Patient Days:								
4	271	236	35	Med/Surg	891	930	(39)	1,094
5	80	81	(1)	ICU	281	318	(37)	289
6	351	317	34	Total Patient Days	1,172	1,248	(76)	1,383
7	21	-	21	Observation days	68	-	68	27
Average Length of Stay:								
8	3.8	3.3	0.5	Med/Surg	3.5	3.3	0.2	3.5
9	4.2	6.4	(2.2)	ICU	5.1	6.4	(1.3)	8.0
10	3.9	3.8	0.1	Avg. Length of Stay	3.8	3.8	(0.0)	4.0
Average Daily Census:								
11	8.7	7.6	1.1	Med/Surg	7.2	7.6	(0.3)	8.9
12	2.6	2.6	(0.0)	ICU	2.3	2.6	(0.3)	2.3
13	11.3	10.2	1.1	Avg. Daily Census	9.5	10.1	(0.6)	11.2
Other Utilization Statistics								
Emergency Room Statistics								
14	973	958	15	Total ER Visits	3,719	3,480	239	3,367
Outpatient Statistics:								
15	4,733	4,890	(157)	Total Outpatients Visits	18,011	17,621	390	17,820
16	20	27	(7)	IP Surgeries	91	107	(16)	114
17	167	136	31	OP Surgeries	555	490	65	562
18	74	83	(9)	Special Procedures	314	299	15	393
19	319	370	(51)	Adjusted Discharges	1,191	1,381	(190)	1,269
20	1,244	1,050	195	Adjusted Patient Days	4,509	3,902	607	9,947
21	40.1	33.9	6.3	Adj. Avg. Daily Census	36.7	31.7	4.9	80.9
22	1.3683	1.4000	(0.032)	Case Mix Index - Medicare	1.3607	1.4000	(0.039)	1.4531
23	1.5134	1.4000	0.113	Case Mix Index - All payers	1.4725	1.4000	0.073	1.4757
Labor Statistics								
24	211	217	7	FTE's - Worked	207	212	4.8	276
25	233	243	11	FTE's - Paid	230	237	7.7	307
26	45.52	43.14	(2.39)	Average Hourly Rate	44.62	42.93	(1.69)	43.67
27	5.79	7.18	1.39	FTE / Adj. Pat Day	6.27	7.48	1.22	3.80
28	33.0	40.9	7.9	Manhours / Adj. Pat Day	35.7	42.6	6.9	21.7
29	128.7	116.1	(12.6)	Manhours / Adj. Discharge	135.2	120.5	(14.7)	169.7
30	21.6%	22.9%	1.3%	Benefits % of Salaries	22.9%	23.8%	0.9%	22.3%
Non-Labor Statistics								
31	14.0%	14.3%	0.3%	Supply Expense % Net Revenue	13.6%	14.6%	1.0%	12.8%
32	1,628	1,458	(169)	Supply Exp. / Adj. Discharge	1,663	1,525	(138)	1,861
33	14,037	12,281	(1,756)	Total Expense / Adj. Discharge	14,653	13,014	(1,639)	16,880
Other Indicators								
34	20.8			Days Cash - Operating Funds				
35	46.2	50.0	(3.8)	Days in Net AR	43.7	50.0	(6.3)	43.9
36	100%			Collections % of Net Revenue	94%			97.0%
37	45.4	55.0	(9.6)	Days in Accounts Payable	45.4	55.0	(9.6)	43.8
38	16.5%	17.1%	-0.5%	% Net revenue to Gross revenue	16.8%	17.6%	-0.8%	19.3%
39	18.8%			% Net AR to Gross AR	18.8%			20.1%

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

ATTACHMENT C

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets			
Current Assets:			
1 Cash	\$ 1,674,525	\$ 2,421,736	\$ 1,084,636
2 Cash - Money Market	1,034,330	1,034,199	957,582
3 Net Patient Receivables	6,878,979	6,599,234	8,011,008
4 Allow Uncollect Accts	(1,335,923)	(1,358,265)	(1,440,864)
5 Net A/R	5,543,056	5,240,969	6,570,144
6 Other Accts/Notes Rec	284,781	254,152	40,030
7 Parcel and GO Bond Tax Receivable	6,753,183	6,753,183	6,657,849
8 3rd Party Receivables, Net	1,339,408	1,260,665	1,310,452
9 Inventory	889,589	885,848	854,994
10 Prepaid Expenses	728,998	764,647	843,358
11 Total Current Assets	\$ 18,247,870	\$ 18,615,399	\$ 18,319,045
12 Property, Plant & Equip, Net	\$ 49,359,998	\$ 49,156,899	\$ 51,843,894
13 Trustee Funds - GO Bonds	2,956,128	2,951,154	2,486,350
14 Other Assets	-	-	-
15 Total Assets	\$ 70,563,996	\$ 70,723,452	\$ 72,649,289
Liabilities & Fund Balances			
Current Liabilities:			
16 Accounts Payable	\$ 3,070,966	\$ 2,780,037	\$ 3,595,954
17 Accrued Compensation	3,369,666	3,119,053	3,700,859
18 Interest Payable - GO Bonds	286,277	190,846	302,291
19 Accrued Expenses	1,393,921	1,501,035	1,358,402
20 Advances From 3rd Parties	119,469	178,436	105,388
21 Deferred Parcel & GO Bond Tax Revenue	4,603,185	5,178,584	4,568,823
22 Current Maturities-LTD	448,256	473,750	1,009,180
23 Line of Credit - Union Bank	-	6,098,734	6,723,734
24 Other Liabilities	6,100,120	1,386	1,951,386
25 Total Current Liabilities	\$ 19,391,860	\$ 19,521,861	\$ 23,316,017
26 Long Term Debt, net current portion	\$ 28,871,600	\$ 28,824,444	\$ 33,157,318
27 Fund Balances:			
28 Unrestricted	\$ 14,886,762	\$ 15,000,291	\$ 10,223,191
29 Restricted	7,413,774	7,376,856	5,952,763
30 Total Fund Balances	\$ 22,300,536	\$ 22,377,147	\$ 16,175,954
31 Total Liabilities & Fund Balances	\$ 70,563,996	\$ 70,723,452	\$ 72,649,289

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

ATTACHMENT D

	Month				Volume Information	Year-To-Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual		\$	%		Actual	Budget	\$	%		
1	90	84	6	7%	Acute Discharges	309	329	(20)	-6%	348	
2	351	317	34	11%	Patient Days	1,172	1,248	(76)	-6%	1,383	
3	21	-	21	0%	Observation Days	68	-	68	*	13	
4	16,072	15,406	666	4%	Gross O/P Revenue (000's)	64,336	55,837	8,498	15%	\$ 61,325	
Financial Results											
Gross Patient Revenue											
5	\$ 6,307,889	\$ 6,661,434	(353,545)	-5%	Inpatient	\$ 22,521,779	\$ 26,241,184	(3,719,405)	-14%	\$ 33,935,977	
6	9,386,089	9,184,514	201,575	2%	Outpatient	37,276,790	33,098,345	4,178,445	13%	35,869,093	
7	6,685,866	6,221,591	464,275	7%	Emergency	27,059,427	22,739,039	4,320,388	19%	25,489,830	
8	\$ 22,379,844	\$ 22,067,539	312,305	1%	Total Gross Patient Revenue	\$ 86,857,996	\$ 82,078,568	4,779,428	6%	\$ 95,294,900	
Deductions from Revenue											
9	(18,562,853)	(18,220,084)	(342,769)	-2%	Contractual Discounts	\$ (71,738,638)	\$ (67,773,229)	(3,965,409)	-6%	\$ (77,238,625)	
10	(230,000)	(150,000)	(80,000)	-53%	Bad Debt	(880,000)	(600,000)	(280,000)	-47%	(560,000)	
11	-	(23,672)	23,672	100%	Charity Care Provision	(27,800)	(94,688)	66,888	71%	(107,925)	
12	87,955	56,250	31,705	56%	Prior Period Adj/Government Program Revenue	256,955	651,919	(394,964)	*	638,772	
13	\$ (18,704,898)	\$ (18,337,506)	(367,392)	2%	Total Deductions from Revenue	\$ (72,389,483)	\$ (67,815,998)	(4,573,485)	7%	\$ (77,267,778)	
14	\$ 3,674,946	\$ 3,730,033	(55,087)	-1%	Net Patient Service Revenue	\$ 14,468,513	\$ 14,262,570	205,943	1%	\$ 18,027,122	
15	\$ 24,298	\$ 35,682	(11,384)	-32%	Risk contract revenue	\$ 100,012	\$ 142,728	(42,716)	-30%	\$ 375,085	
16	\$ 3,699,244	\$ 3,765,715	(66,471)	-2%	Net Hospital Revenue	\$ 14,568,525	\$ 14,405,298	163,227	1%	\$ 18,402,207	
17	\$ 82,131	\$ 58,800	23,331	40%	Other Op Rev & Electronic Health Records	\$ 251,169	\$ 235,200	15,969	7%	\$ 72,449	
18	\$ 3,781,375	\$ 3,824,515	(43,140)	-1%	Total Operating Revenue	\$ 14,819,694	\$ 14,640,498	179,196	1%	\$ 18,474,656	
Operating Expenses											
19	\$ 1,869,841	\$ 1,852,015	(17,826)	-1%	Salary and Wages and Agency Fees	\$ 7,182,173	\$ 7,142,195	(39,978)	-1%	\$ 9,408,325	
20	628,002	666,404	38,402	6%	Employee Benefits	2,591,669	2,636,076	44,407	2%	3,208,094	
21	\$ 2,497,843	\$ 2,518,419	20,576	1%	Total People Cost	\$ 9,773,842	\$ 9,778,271	4,429	0%	\$ 12,616,419	
22	\$ 406,547	\$ 437,046	30,499	7%	Med and Prof Fees (excl Agency)	\$ 1,698,504	\$ 1,741,093	42,589	2%	\$ 1,948,061	
23	519,312	539,374	20,062	4%	Supplies	1,979,938	2,105,568	125,630	6%	2,362,274	
24	415,777	369,872	(45,905)	-12%	Purchased Services	1,400,764	1,479,824	79,060	5%	1,510,898	
25	264,815	266,763	1,948	1%	Depreciation	1,004,907	1,067,052	62,145	6%	1,169,298	
26	105,716	107,940	2,224	2%	Utilities	435,995	453,495	17,500	4%	441,975	
27	38,973	39,582	609	2%	Insurance	157,015	158,328	1,313	1%	141,280	
28	45,106	50,752	5,646	11%	Interest	160,317	212,865	52,548	25%	197,481	
29	75,772	103,369	27,597	27%	Other	393,242	403,328	10,086	3%	406,116	
30	-	-	-	#DIV/0!	Matching Fees (Government Programs)	0	130,086	130,086	100%	0	
31	\$ 4,369,861	\$ 4,433,117	63,256	1%	Operating expenses	\$ 17,004,524	\$ 17,529,910	525,386	3%	\$ 20,793,802	
32	\$ (588,486)	\$ (608,602)	\$ 20,116	3%	Operating Margin	\$ (2,184,830)	\$ (2,889,412)	704,582	24%	\$ (2,319,146)	

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

ATTACHMENT D

	Month			
	This Year		Variance	
	Actual		\$	%
33	\$ 8,958	\$ (18,942)	27,900	-147%
34	3,263	1,375	1,888	137%
35	(13,416)	(13,416)	-	0%
36	316,667	316,667	-	0%
37	(3,816)	0	(3,816)	0%
38	\$ 311,656	\$ 285,684	29,788	9%
39	\$ (276,830)	\$ (322,918)	46,088	-14%
40	\$ -	\$ -	-	0%
41	\$ 36,918	\$ 209,860	(172,942)	0%
42	\$ (239,912)	\$ (113,058)	(126,854)	112%
43	163,301	163,301	-	0%
44	\$ (76,611)	\$ 50,243	(126,854)	-252%
	\$ (12,015)	\$ (56,155)	44,140	
	-0.3%	-1.5%		

Non Operating Rev and Expense	
Miscellaneous Revenue/(Expenses)	
Donations	
Physician Practice Support-Prima	
Parcel Tax Assessment Rev	
Extraordinary Items	
Total Non-Operating Rev/Exp	
Net Income / (Loss) prior to Restricted Contributions	

Capital Campaign Contribution	
Restricted Foundation Contributions	
Net Income / (Loss) w/ Restricted Contributions	

GO Bond Activity, Net

Net Income/(Loss) w GO Bond Activity

EBDA - Not including Restricted Contributions

	Year-To- Date				YTD Prior Year
	This Year		Variance		
	Actual	Budget	\$	%	
Miscellaneous Revenue/(Expenses)	\$ 2,001,103	\$ 1,124,807	876,296	78%	\$ (67,748)
Donations	4,477	5,500	(1,023)	19%	4,993
Physician Practice Support-Prima	(53,664)	(53,664)	-	0%	(220,815)
Parcel Tax Assessment Rev	1,266,668	1,266,668	-	0%	1,266,668
Extraordinary Items	(5,444)	0	(5,444)	0%	0
Total Non-Operating Rev/Exp	\$ 3,213,140	\$ 2,343,311	875,273	37%	\$ 983,098
Net Income / (Loss) prior to Restricted Contributions	\$ 1,028,310	\$ (546,101)	1,579,855	-289%	\$ (1,336,048)
Capital Campaign Contribution	\$ -	\$ -	-	0%	\$ 29,947
Restricted Foundation Contributions	\$ 545,072	\$ 839,440	(294,368)	100%	\$ 1,031,560
Net Income / (Loss) w/ Restricted Contributions	\$ 1,573,382	\$ 293,339	1,280,043	436%	\$ (274,541)
GO Bond Activity, Net	647,867	647,867	-	0%	609,664
Net Income/(Loss) w GO Bond Activity	\$ 2,221,249	\$ 941,206	1,280,043	136%	\$ 335,123
EBDA - Not including Restricted Contributions	\$ 2,033,217	\$ 520,951	1,512,266		\$ (166,750)
	13.7%	3.6%			-0.9%

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

ATTACHMENT E

	YTD	MONTH	
Description	Variance	Variance	
Operating Expenses			
Salary and Wages and Agency Fees	(39,978)	(17,826)	Salaries and Wages are over budget by (\$29,031) and Agency fees are under budget by \$11,205.
Employee Benefits	44,407	38,402	PTO is under budget by \$15,478 and Employee Benefits are under budget by \$22,924.
Total People Cost	4,429	20,576	
Med and Prof Fees (excl Agency)	42,589	30,499	
Supplies	125,630	20,062	
Purchased Services	79,060	(45,905)	Budgeted services used in October - YTD under budget by \$79,060.
Depreciation	62,145	1,948	
Utilities	17,500	2,224	
Insurance	1,313	609	
Interest	52,548	5,646	
Other	10,086	27,597	
Matching Fees (Government Programs)	130,086	-	
Operating expenses	525,386	63,256	

Sonoma Valley Hospital
Cash Forecast
FY 2020

ATTACHMENT F

	Actual July	Actual Aug	Actual Sept	Actual Oct	Forecast Nov	Forecast Dec	Forecast Jan	Forecast Feb	Forecast Mar	Forecast Apr	Forecast May	Forecast Jun	TOTAL
Hospital Operating Sources													
1 Patient Payments Collected	4,267,579	3,747,119	3,783,981	3,724,440	3,550,396	3,632,439	3,751,470	3,542,450	3,900,174	3,765,360	3,802,680	3,701,357	45,169,444
2 Capitation Revenue	26,337	24,434	24,943	24,298	35,682	35,682	35,682	35,682	35,682	35,682	35,682	35,682	385,468
3 Napa State	2,565	983	6,153	17,109	11,231	11,231	11,231	11,231	11,231	11,231	11,231	11,231	116,658
4 Other Operating Revenue	27,168	113,630	31,381	162,702	58,800	58,800	58,800	58,800	58,800	58,800	58,800	58,800	805,281
5 Other Non-Operating Revenue	38,832	43,824	24,455	35,838	25,795	25,795	25,795	25,795	25,795	25,795	25,795	25,785	349,299
6 Unrestricted Contributions	12,593		755	3,263	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375	27,611
7 Line of Credit													-
Sub-Total Hospital Sources	4,375,074	3,929,990	3,871,668	3,967,650	3,683,279	3,765,322	3,884,353	3,675,333	4,033,057	3,898,243	3,935,563	3,834,230	46,853,762
Hospital Uses of Cash													
8 Operating Expenses	4,751,297	5,353,928	4,260,382	4,307,504	4,129,462	4,054,955	4,783,949	3,997,057	4,178,725	4,064,515	4,210,074	4,085,675	52,177,524
9 Add Capital Lease Payments	111,366	185,165	32,638	390,032	32,640	99,640	81,640	32,640	32,640	18,990	18,990	85,990	1,122,371
10 Additional Liabilities/LOC		625,000				625,000							1,250,000
11 Capital Expenditures	435,215	73,951	160,473	54,243	209,860	209,860	209,860	209,860	209,860	209,860	209,860	209,859	2,402,761
Total Hospital Uses	5,297,879	6,238,044	4,453,493	4,751,778	4,371,962	4,989,455	5,075,449	4,239,557	4,421,225	4,293,365	4,438,924	4,381,524	56,952,656
Net Hospital Sources/Uses of Cash	(922,805)	(2,308,055)	(581,825)	(784,129)	(688,683)	(1,224,133)	(1,191,096)	(564,224)	(388,168)	(395,122)	(503,361)	(547,294)	(10,098,894)
Non-Hospital Sources													
12 Restricted Cash/Money Market	(1,056,509)	725,000	1,500,000			(500,000)			1,000,000		(3,500,000)		(1,831,509)
13 Restricted Capital Donations	342,251	5,000	160,473	36,918	209,860	209,860	209,860	209,860	209,860	209,860	209,860	209,859	2,223,521
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		51,682										1,008,092
16 Other:													-
17 IGT									1,408,802	4,000,000			5,408,802
18 IGT - AB915								900,000					900,000
19 PRIME						750,000					270,000		1,020,000
Sub-Total Non-Hospital Sources	342,251	730,000	1,712,154	36,918	209,860	2,459,860	209,860	2,109,860	1,209,860	2,218,662	979,860	209,859	12,429,005
Non-Hospital Uses of Cash													
20 Matching Fees						375,000	451,221		2,000,000		135,000		2,961,221
Sub-Total Non-Hospital Uses of Cash	-	-	-	-	-	375,000	451,221	-	2,000,000	-	135,000	-	2,961,221
Net Non-Hospital Sources/Uses of Cash	342,251	730,000	1,712,154	36,918	209,860	2,084,860	(241,361)	2,109,860	(790,140)	2,218,662	844,860	209,859	9,467,784
Net Sources/Uses	(580,553)	(1,578,055)	1,130,329	(747,211)	(478,823)	860,727	(1,432,457)	1,545,636	(1,178,308)	1,823,540	341,499	(337,435)	
Operating Cash at beginning of period	3,450,014	2,869,461	1,291,406	2,421,736	1,674,525	1,195,702	2,056,429	623,972	2,169,608	991,300	2,814,840	3,156,339	
Operating Cash at End of Period	2,869,461	1,291,406	2,421,736	1,674,525	1,195,702	2,056,429	623,972	2,169,608	991,300	2,814,840	3,156,339	2,818,904	
Money Market Account Balance	3,258,551	2,533,925	1,034,199	1,034,330	1,034,330	1,534,330	1,534,330	1,534,330	534,330	534,330	4,034,330	4,034,330	
Total Cash at End of Period	6,128,012	3,825,331	3,455,935	2,708,855	2,230,032	3,590,759	2,158,302	3,703,938	1,525,630	3,349,170	7,190,669	6,853,234	
Average Days of Cash on Hand	38.82	36.60	28.00	22.51	16.68	26.86	16.15	27.71	11.41	25.06	53.80	51.27	