



SVHCD FINANCE COMMITTEE

AGENDA

TUESDAY, December 17, 2019

5:00 p.m. Regular Session

Location: Schantz Conference Room

Sonoma Valley Hospital, 347 Andrieux Street

Sonoma CA 95476

Alternative Location:

1774 Stockton Street, 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 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 11.19.19</p>	<i>Nevins</i>	Inform/Action
<p>4. OUTPATIENT DIAGNOSTIC CENTER UPDATE</p>	<i>Mather</i>	Inform
<p>5. PRIME GRANT PERFORMANCE UPDATE</p>	<i>Lovejoy</i>	Inform
<p>6. 2020 FINANCE COMMITTEE WORK PLAN</p>	<i>Nevins</i>	Inform/Action
<p>7. ADMINISTRATIVE REPORT</p>	<i>Mather</i>	Inform
<p>8. FINANCIAL REPORT MONTH ENDED NOVEMBER 30, 2019</p>	<i>Jensen</i>	Inform
<p>9. ADJOURN</p>	<i>Nevins</i>	



SVHCD
FINANCE COMMITTEE MEETING
MINUTES
TUESDAY, NOVEMBER 19, 2019
Schantz Conference Room

Present	Excused	Staff	Public	
Sharon Nevins Susan Porth Peter Hohorst Dr. Subhash Mishra via telephone Joshua Rymer via telephone	Art Grandy	Ken Jensen, CFO Sarah Dungan, Controller Dawn Kuwahara	Bruce Flynn Susan Idell	
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 5:01 pm		
2. PUBLIC COMMENT SECTION		<i>Nevins</i>		
		None		
3. CONSENT CALENDAR		<i>Nevins</i>		
		Minutes from the 10.22.19 meeting were reviewed.	MOTION: by Hohorst to approve, 2 nd by Porth. All in favor.	
4. OUTPATIENT DIAGNOSTIC CENTER UPDATE		<i>Mather</i>		
		There was no verbal update this month.		
5. ADMINISTRATIVE REPORT		<i>Mather</i>		
		There was no verbal report this month.		
6. FINANCIAL REPORT MONTH END OCTOBER 31, 2019		<i>Jensen</i>		
		Mr. Jensen reviewed the payer mix for October, including 54.5% Medicare and 17.2% Medi-Cal, with commercial at 22% year to date. The cash		Add risk mgmt. presentation in 2020.

	<p>collection was on goal for the month, with days' cash at 22.5, AR at 46.2 days, AP over \$3 million at 45.4 days. Inpatient revenue was down, both outpatient and emergency revenue were up, and patient acuity was up. Bad debt was averaging (\$250,000) per month. After all activity, net income was (\$76,611) on a budget of \$50,243, for a (\$126,854) loss.</p> <p>The cash forecast was discussed, with Prime grant funds likely to be less than expected. The \$625,000 payment on the line of credit will be made in December after parcel tax funds are received.</p>		<p>Add a review of the pension plan.</p> <p>Mr. Rymer asked for an overview of handling bad debt, and then a presentation on how rates are negotiated.</p>
8. ADJOURN	<i>Nevins</i>		
	5:27 pm		

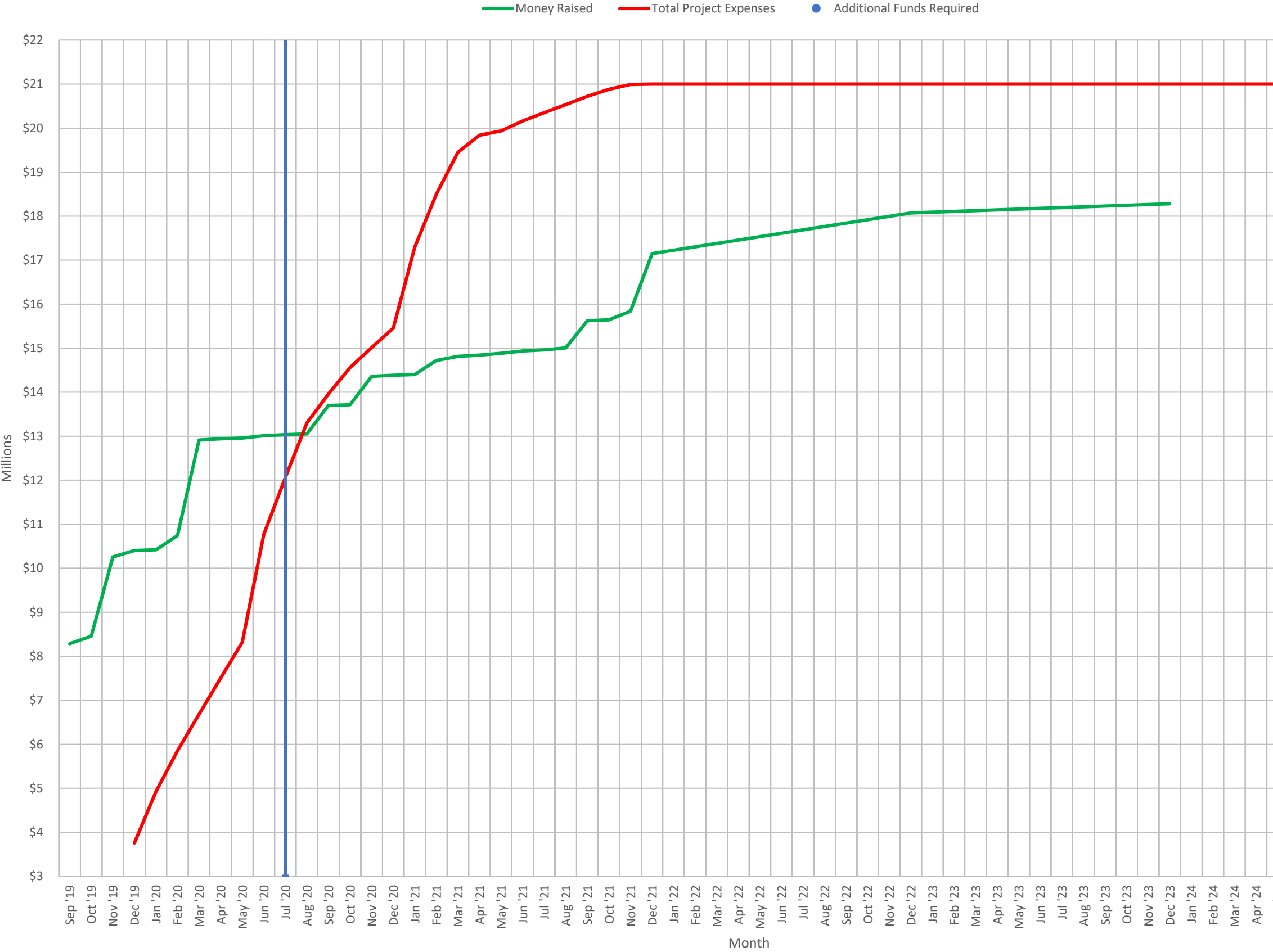
SONOMA VALLEY HOSPITAL
COST PROJECTIONS and FUNDING SUMMARY
FISCAL YEAR 11/2019 THROUGH 06/2020
DESIGN, PRECONSTRUCTION AND CONSTRUCTION
PREPARED 12/12/2019

	Through:	Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	May '20	Jun '20							
Campaign																
Fundraising Goal:	\$	21,000,000														
Total Confirmed Pledges:	\$	16,149,145														
Total Verbal Pledges:	\$	1,000,000.00	As Reported 12/12/19													
Total Cash Gifts Collected:	\$	1,131,697														
Total Committed:	\$	18,280,842														
Total Pledge Payments Collected:	\$	7,324,538														
Total Cash Gifts Collected:	\$	1,131,697														
Total Pledges & Cash Due*:	\$	8,456,234	\$	10,255,748	\$	10,403,310	\$	10,419,704	\$	10,740,097	\$	12,911,491	\$	12,940,384	\$	12,957,778
*Includes (\$4,110) in Uncollectible Pledges.																

Project																		
Total Approved Funding:																		
Total Spent**:																		
Total Projected Costs:			\$	3,757,269	\$	4,926,984	\$	5,851,879	\$	6,682,764	\$	7,503,602	\$	8,319,169	\$	10,774,878		
**Includes \$334,156 in Campaign Expenses.																		
Total Projected Cash In Hand:			\$	4,861,808	\$	6,258,605	\$	5,236,453	\$	4,327,951	\$	3,817,460	\$	5,168,014	\$	4,381,341	\$	1,943,025

	Due:	Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	May '20	Jun '20
Funds									
Pledge Payments	\$	167,375	\$ 1,783,120	\$ 131,169	\$ -	\$ 304,000	\$ 2,155,000	\$ 12,500	\$ 1,000
Verbal Pledges <u>Amoritized</u> Over Span of Campaign			\$ 16,393	\$ 16,393	\$ 16,393	\$ 16,393	\$ 16,393	\$ 16,393	\$ 16,393
Expenses									
Proj. #0 ODC	\$	655,549	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proj. #0 MP	\$	127,812	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proj. #0 Decom	\$	125,622	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proj. #1 CT	\$	1,001,221	\$ 94,880	\$ 684,669	\$ 684,669	\$ 714,667	\$ 725,832	\$ 744,112	\$ 1,901,885
IT	\$	122,579	\$ -	\$ 2,500	\$ 44,421	\$ 59,100	\$ 38,895	\$ 38,950	\$ 38,450
VoIP	\$	17,906	\$ 150,290	\$ 180,367	\$ 163,048	\$ 18,890	\$ 19,498	\$ -	\$ -
CT Make Ready	\$	58,626	\$ -	\$ 3,369	\$ 3,369	\$ 3,369	\$ 3,369	\$ 3,369	\$ 3,369
Proj. #2 Cardio	\$	30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proj. #3 MRI	\$	309,531	\$ 62,528	\$ 288,509	\$ 8,438	\$ 8,908	\$ 26,705	\$ 12,135	\$ 405,005
MRI Make Ready	\$	12,344	\$ 2,375	\$ -	\$ 7,500	\$ 12,500	\$ 6,539	\$ 17,000	\$ 107,000
Proj. #4 UCSF Clinic	\$	2,498	\$ 10,300	\$ 10,300	\$ 13,451	\$ 13,451	\$ -	\$ -	\$ -
3D Mammo	\$	556,709	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Campaign Expenses	\$	334,156	\$ 82,344	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$	3,354,552	\$ 402,717	\$ 1,169,715	\$ 924,895	\$ 830,885	\$ 820,839	\$ 815,566	\$ 2,455,709

Money Raised vs. Project Expenses





TO: SVH Finance Committee
From: Leslie Lovejoy, RN, Ph.D., Director, Clinical Care Transitions
Date: December 27, 2019
RE: Prime Grant Performance Update

Grant Summary:

The goal of this grant was to improve some aspect of care first by standardizing best practice workflow processes and then by meeting benchmark or achievement goals for five metrics over the course of the grant. Grant funding the first two years involved how well we met infrastructure goals and for reporting baseline metric data. To the extent that project goals were met and metrics were reported, the hospital earned the grant dollars associated with the grant year. Grant funding for the last three years is based on a 10% improvement from the last period or our performance met/exceeded national benchmarks.

Since the inception of the grant, Sonoma Valley Hospital has been recognized by CMS as being a high performing hospital. In addition, we have successfully improved the transition of care from the hospital back to home. The standardized workflow process we have put in place and the continuous performance improvement efforts of the medical staff and clinical team have transformed the way we transition patients back into the community.

While it is great that we are high performing, it creates challenges in meeting the achievement goal of 10% per metric. For some it is nearly impossible. This past year's performance on the metrics did not meet the achievement targets or benchmarks for 4 of the 5 metrics. Because of this, we failed to earn \$472,500 of the \$675,000 that was available in funding. This is concerning and the questions that arise are good ones. Unfortunately, we don't get a clear picture of our performance during the year as the final patient population is not really known until reporting. I had a sense that we were not going to meet targets when I abstracted the data. Concern over one metric led to a very intense performance improvement project that resulted in a 41% improvement. We experienced major changes in the hospital that resulted in some metric performance reductions that proactive measures failed to mitigate.

Obviously, I will continue to lead improvements and the hospital has the opportunity to apply for some of the funds left unearned from this year in October 2020. We will do this. In addition, I recommend that we look at the grant funding as bonus dollars not as expected dollars.

PRIME GRANT PERFORMANCE UPDATE 12.17.19

Indicator	DY12Final	DY13MY	DY13Final	DY14MY	DY14Final
2.2.1 – DHCS All-Cause Readmissions (ACR) Over 21	18.67%	11.39%	11.21%	10.92%	12.61%
Num	14	9	12	13	14
Den	75	79	107	119	111
LOWER IS BETTER VISIT BASED: final PRIME Population 21 yo or older: minus L&D , cancer, exp, etc					
2.2.2 - NQF 0166: H-CAHPS – Care Transition Metrics: Understanding Your Care When You Left The Hospital	52.38%	53.80%	52.64%	Mode adj. 54.3%	53.42%
Num	99	92	94	71	78
Den	189	171	178	130	146
USE HCAHPS VENDOR/Midas HCAHPS process focus results Note We do not currently use Mode adjustment since we utilize only 1 mode for the survey instrument-- cn					
2.2.4 - NQF 0646: Reconciled Medication List Received by Discharged Patients (Discharges from an Inpatient Facility to Home/Self Care or Any Other Site of Care) ALL AGES	22.90%	53.05%	89.42%	85.27%	81.45%
Num	60	148	245	249	180
Den	262	279	274	292	221
USE Report Track -PRIME Focus report					
2.2.5 - NQF 0648: Timely Transmission of Transition Record (Discharges from an Inpatient Facility to Home/Self Care or Any Other Site of Care) 18 Yrs and older	0.87%	15.29%	17.60%	18.03%	60.87%
Num	2	37	44	53	84
Den	229	242	250	294	138
USE Report Track -PRIME Focus report					
2.2.3 - NQF 0097: Medication Reconciliation – 30 days	1.40%	29.32%	23.96%	24.70%	22.83%
Num	2	39	23	41	29
Den	143	133	96	166	127
USE Report Track -PRIME Focus report (SVCHC population only due to MOU)					

PRIMEOne Benchmarks

25th /min.(%)	90th /Top perf%
16.00%	11.86%

44.00%	62.00%
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29.40%	98.00%
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2.00%	96.30%
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32.60%	93.30%
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DY14 - 2019 - Sonoma Valley Hospital, Sonoma Metrics Performance

Metric	Pay for Performance?	High Performance?	Performance
2.2.2 H-CAHPS: Care Transition Metrics (3)	Yes	Yes	
2.2.3 Medication Reconciliation – 30 days	Yes	Yes	
2.2.4 Reconciled Medication List Received by Discharged Patients	Yes	Yes	
2.2.5 Timely Transmission of Transition Record	Yes	Yes	100%

2020 Finance Committee Work Plan

January	February	March	April
<ul style="list-style-type: none"> December Financials Review 2020 Finance Calendar Review 2nd Quarter FY 2020 Capital Spending Bad Debt and Charity Care Review 	<ul style="list-style-type: none"> January Financials Review FY 2021 Budget Assumptions Risk Management Review – Danielle Jones 	<ul style="list-style-type: none"> February Financials FY 2021 Budget Update Engage Auditors for Mid-Year Review Pension Plan Review 	<ul style="list-style-type: none"> March Financials FY 2021 Budget Update Review 3rd Quarter Capital Spending Capital Infrastructure 10 Year Plan
May	June	July	August
<ul style="list-style-type: none"> April Financials Review and Recommend FY 2021 Budget Proposal Review of How Rates are Negotiated 	<ul style="list-style-type: none"> May Financials 	<ul style="list-style-type: none"> June Financials Review Pre-Audited FY 2020 Financials Review 4th Quarter Capital Spending 	<ul style="list-style-type: none"> July Financials FY 2020 Audit Update
September	October	November	December
<ul style="list-style-type: none"> August Financials FY 2020 Audit Update Review Current Insurance Policies 	<ul style="list-style-type: none"> September Financials Review Preliminary Audit Results Review 1st Quarter Capital Spending 	<ul style="list-style-type: none"> October Financials 	<ul style="list-style-type: none"> November Financials Annual Finance Committee Review 2021 Finance Committee Work Plan



To: SVHCD Board of Directors
From: Kelly Mather
Date: 11/22/19
Subject: Administrative Report

Summary

November was another busy month as we completed the staff forums and communications around the FY 2019 Annual Report. Feedback on “A Decade of Progress” pieces has been very positive and people have said it is nice to see a summary of all that has been accomplished and improved over the years.

Update from FY 2020 Strategic Plan:

Strategic Priorities	Update
Exceed Community Expectations in Emergency Services	<ul style="list-style-type: none"> ➤ We held several meetings this week on the Marketing & Branding initiative. We should have some messaging in early 2020. We are now working on the brand promise and having the hospital as an asset to the community being top of mind. ➤ We continue the E.D. marketing campaign on social media. ➤ Many are excited about the Micro Market which will offer access to good food 24/7 in the old gift shop.
Create UCSF Health Outpatient Center	<ul style="list-style-type: none"> ➤ We have raised \$18.4 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 this month. This project is on budget. There will be a party on December 4th to kick off the project before construction. ➤ We are looking at options for the UCSF physicians to offer clinics at SVH. ➤ UCSF will soon be doing Infectious Disease telemedicine for the hospital. ➤ Fe and I toured the Berkeley Outpatient Center to learn more about how John Muir and UCSF have collaborated together.
Become a 5 Star Hospital	<ul style="list-style-type: none"> ➤ We have engaged the “Humanize Health” consultant to help us improve our patient experience. ➤ A presentation on the path to a 5 Star hospital was shared with the Quality Committee.
Provide Access to Excellent Physicians	<ul style="list-style-type: none"> ➤ We will do another Primary Care Physicians recruitment this next year. ➤ There are several UCSF specialists that are interested in coming to Sonoma. ➤ The Cardiology area is getting a face lift and we have a receptionist and a waiting room for them now (with Wound Care). ➤ We are making good progress on the Bariatrics Accreditation and Dr. Perryman is doing a lunch & learn in December for physicians.
Healthy Hospital	<ul style="list-style-type: none"> ➤ We continue to hardwire our “Values in Action” and have a video in development which will be shared at the Service & Excellence Awards. ➤ We are celebrating 75 years in 2020 and have created a work plan to celebrate this milestone in the spring. ➤ Holiday fun around the hospital will be had with pie in November and a Gingerbread House Decorating contest in December.

OCTOBER 2019

			National
Patient Experience	Current Performance	FY 2020 Goal	Benchmark
Would Recommend Hospital	63.6%	> 70 percent	50th percentile
Inpatient Overall Rating	60%	>70 percent	50th percentile
Outpatient Services	4.82	4.5	3.8
Emergency Department	4.4	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	1	<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	7.6%	<18%	25%
30 Day All- Cause Readmissions	9.50%	< 10 %	< 18.5%
Serious Safety Events	1	0	0
Falls	1.5	< 2.3	2.3
Pressure Ulcers	0	<3.7	3.7
Injuries to Staff	9	< 10	17
Adverse Drug Events with Harm	0	0	0
Reportable HIPAA Privacy Events	0	0	0
Case Mix Index	1.51	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%/11.7%	< 15%	< 20%
Financial Stability	YTD Performance	FY 2020 Goal	Benchmark
EBDA	13.7%	3%	3%
Paid FTE's	233	<235	n/a
Days Cash on Hand	22.5	20	30
Days in Accounts Receivable	46.2	45	50
Length of Stay	3.9	3.85	4.03
Funds raised by SVHF	\$18.4 million	\$21 million	\$1 million
Strategic Growth	YTD Performance	FY 2020 Goal	FY 2019
Inpatient Discharges	309/927	900	984
Outpatient Visits	18,011/54,033	55,000	54,596
Emergency Visits	3719/11,157	10,000	10,181
Surgeries + Special Procedures	960/2880	3000	2950
Community Benefit Hours	448.5/1345	1000	1222

Note: Colors demonstrate comparison to National Benchmark



Healing Here at Home

TRENDED MONTHLY RESULTS

[illegible]



To: SVH Finance Committee
From: Ken Jensen, CFO
Date: December 17, 2019
Subject: Financial Report for the Month Ending November 30, 2019

For the month of November the hospital's actual operating loss of (\$566,751) was \$80,198 favorable to the budgeted loss of (\$646,949). After accounting for all other activity; the net income for November was \$101,456 vs. the budgeted net income of \$12,471, with a monthly EBDA of 0.4% vs. a budgeted -2.5%.

Gross patient revenue for November was \$21,631,093, or \$202,454 over budget. Inpatient gross revenue was under budget by (\$706,985). Inpatient days were over budget by 11 days and inpatient surgeries were under budget by (5) cases and the overall acuity levels were below average. Outpatient gross revenue was over budget by \$666,895. Outpatient visits were under budgeted expectations by (424) visits, outpatient surgeries were over budgeted expectations by 39 cases, and special procedures were under budget by (9) cases. The Emergency Room gross revenue was over budget by \$242,544 with ER visits under budgeted expectations by (49) visits.

Deductions from revenue were unfavorable to budgeted expectations by (\$221,601) 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.

After accounting for all other operating revenue, the **total operating revenue** was unfavorable to budgeted expectations by (\$21,334).

Operating Expenses of \$4,258,026 were favorable to budget by \$101,532. Salaries and wages and agency fees were under budget by \$61,056 and employee benefits were under budget by \$29,014. Purchased services were over budget by (\$46,690) due to budgeted services used in the month of November, unbudgeted costs for updating the healing gardens, and accrual of 50% of total costs for replacement of the Occupational Health corridor carpeting. Year-to-date purchased services are under budget by \$32,370.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for November was (\$249,395) vs. a budgeted net loss of (\$360,690). The total net income for November after all activity was \$101,456 vs. a budgeted net income of \$12,471.



EBDA for the month of November was 0.4% vs. the budgeted -2.5%.

Patient Volumes – November

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	90	81	9	93
Acute Patient Days	319	308	11	315
Observation Days	18	0	18	12
OP Gross Revenue	\$15,845	\$14,935	\$910	\$13,530
Surgical Cases	193	159	34	161

Gross Revenue Overall Payer Mix – November

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	47.2%	41.6%	5.6%	42.4%	41.7%	0.7%
Medicare Mgd Care	14.0%	14.0%	0.0%	14.1%	14.1%	0.0%
Medi-Cal	14.7%	17.6%	-2.9%	16.5%	17.6%	-1.1%
Self-Pay	2.7%	1.5%	1.2%	2.1%	1.5%	0.6%
Commercial	17.9%	20.9%	-3.0%	21.2%	20.8%	0.4%
Workers Comp	2.6%	2.4%	0.2%	2.8%	2.3%	0.5%
Capitated	0.9%	2.0%	-1.1%	0.9%	2.0%	-1.1%
Total	100.0%	100.0%		100.0%	100.0%	

Cash Activity for November:

For the month of November the cash collection goal was \$3,470,054 and the hospital collected \$3,526,006, or over the goal by \$55,952. The year-to-date cash collection goal was \$18,348,918 and the hospital has collected \$17,512,455 or under goal by (\$836,463).

	CURRENT MONTH	PRIOR MONTH	VARIANCE	PRIOR YEAR
Days of Cash on Hand – Avg.	16.9	22.5	-5.6	9.1
Accounts Receivable Days	44.7	46.2	-1.5	44.7
Accounts Payable	\$2,931,441	\$3,070,966	-\$139,525	\$3,735,636
Accounts Payable Days	42.9	45.4	-2.5	45.3

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 November 30, 2019

ATTACHMENT A

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance
Medicare	10,211,021	8,889,910	1,321,111	14.9%
Medicare Managed Care	3,033,049	3,005,106	27,943	0.9%
Medi-Cal	3,176,956	3,775,421	-598,465	-15.9%
Self Pay	573,548	331,883	241,665	72.8%
Commercial & Other Government	3,861,821	4,492,647	-630,826	-14.0%
Worker's Comp.	571,977	509,242	62,735	12.3%
Capitated	202,721	424,430	-221,709	-52.2%
Total	21,631,093	21,428,639	202,454	

Actual	Budget	Variance	% Variance
46,062,922	43,105,291	2,957,631	6.9%
15,255,384	14,538,737	716,647	4.9%
17,892,167	18,228,600	-336,433	-1.8%
2,255,866	1,600,952	654,914	40.9%
23,057,053	21,600,360	1,456,693	6.7%
3,032,481	2,407,041	625,440	26.0%
933,216	2,026,226	-1,093,010	-53.9%
108,489,089	103,507,207	4,981,882	

Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	1,292,701	1,177,557	115,144	9.8%
Medicare Managed Care	336,668	356,706	-20,038	-5.6%
Medi-Cal	332,945	387,736	-54,791	-14.1%
Self Pay	243,184	168,331	74,853	44.5%
Commercial & Other Government	1,272,084	1,356,779	-84,695	-6.2%
Worker's Comp.	117,141	107,043	10,098	9.4%
Capitated	4,257	7,725	-3,468	-44.9%
Prior Period Adj/IGT	-	56,250	-56,250	-100.0%
Total	3,598,980	3,618,127	(19,147)	-0.5%

Actual	Budget	Variance	% Variance
5,510,294	5,602,227	-91,933	-1.6%
1,742,956	1,725,747	17,209	1.0%
1,767,506	1,872,077	-104,571	-5.6%
1,164,728	812,003	352,725	43.4%
6,981,330	6,617,637	363,693	5.5%
623,730	505,960	117,770	23.3%
19,994	36,877	-16,883	-45.8%
256,955	708,169	-451,214	-63.7%
18,067,493	17,880,697	186,796	1.0%

Percent of Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	35.8%	32.4%	3.4%	10.5%
Medicare Managed Care	9.4%	9.9%	-0.5%	-5.1%
Medi-Cal	9.3%	10.7%	-1.4%	-13.1%
Self Pay	6.8%	4.7%	2.1%	44.7%
Commercial & Other Government	35.3%	37.5%	-2.2%	-5.9%
Worker's Comp.	3.3%	3.0%	0.3%	10.0%
Capitated	0.1%	0.2%	-0.1%	-50.0%
Prior Period Adj/IGT	0.0%	1.6%	-1.6%	-100.0%
Total	100.0%	100.0%	0.0%	0.0%

Actual	Budget	Variance	% Variance
30.6%	31.3%	-0.8%	-2.6%
9.6%	9.7%	-0.1%	-1.0%
9.8%	10.5%	-0.7%	-6.7%
6.4%	4.5%	1.9%	42.2%
38.6%	37.0%	1.6%	4.3%
3.5%	2.8%	0.7%	25.0%
0.1%	0.2%	-0.1%	-50.0%
1.4%	4.0%	-2.6%	-65.0%
100.0%	100.0%	2.5%	2.5%

Projected Collection Percentage:	Actual	Budget	Variance	% Variance
Medicare	12.7%	13.2%	-0.5%	-3.8%
Medicare Managed Care	11.1%	11.9%	-0.8%	-6.7%
Medi-Cal	10.5%	10.3%	0.2%	1.9%
Self Pay	42.4%	50.7%	-8.3%	-16.4%
Commercial & Other Government	32.9%	30.2%	2.7%	8.9%
Worker's Comp.	20.5%	21.0%	-0.5%	-2.4%

Actual	Budget	Variance	% Variance
12.0%	13.0%	-1.0%	-7.7%
11.4%	11.9%	-0.5%	-4.2%
9.9%	10.3%	-0.4%	-3.9%
51.6%	50.7%	0.9%	1.8%
30.3%	30.6%	-0.3%	-1.0%
20.6%	21.0%	-0.4%	-1.9%

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

ATTACHMENT B

	CURRENT MONTH				YEAR-TO-DATE			YTD
	Actual 11/30/19	Budget 11/30/19	Favorable (Unfavorable) Variance		Actual 11/30/19	Budget 11/30/19	Favorable (Unfavorable) Variance	Prior Year 11/30/18
				Inpatient Utilization				
				Discharges				
1	70	69	1	Med/Surg	324	348	(24)	391
2	20	12	8	ICU	75	62	13	50
3	90	81	9	Total Discharges	399	410	(11)	441
				Patient Days:				
4	223	230	(7)	Med/Surg	1,114	1,160	(46)	1,335
5	96	78	18	ICU	377	396	(19)	363
6	319	308	11	Total Patient Days	1,491	1,556	(65)	1,698
7	18	-	18	Observation days	86	-	86	39
				Average Length of Stay:				
8	3.2	3.3	(0.1)	Med/Surg	3.4	3.3	0.1	3.4
9	4.8	6.4	(1.6)	ICU	5.0	6.4	(1.4)	7.3
10	3.5	3.8	(0.2)	Avg. Length of Stay	3.7	3.8	(0.1)	3.9
				Average Daily Census:				
11	7.4	7.7	(0.2)	Med/Surg	7.3	7.6	(0.3)	8.7
12	3.2	2.6	0.6	ICU	2.5	2.6	(0.1)	2.4
13	10.6	10.3	0.4	Avg. Daily Census	9.7	10.2	(0.4)	11.1
				Other Utilization Statistics				
				Emergency Room Statistics				
14	880	929	(49)	Total ER Visits	4,599	4,409	190	4,139
				Outpatient Statistics:				
15	4,312	4,736	(424)	Total Outpatients Visits	22,323	22,357	(34)	22,339
16	22	27	(5)	IP Surgeries	113	134	(21)	147
17	171	132	39	OP Surgeries	726	622	104	690
18	72	81	(9)	Special Procedures	386	380	6	448
19	336	367	(31)	Adjusted Discharges	1,527	1,748	(221)	1,589
20	1,192	1,016	177	Adjusted Patient Days	5,701	4,917	784	11,729
21	39.7	33.9	5.9	Adj. Avg. Daily Census	37.3	32.1	5.1	76.7
22	1.2507	1.4000	(0.149)	Case Mix Index - Medicare	1.3387	1.4000	(0.061)	1.4518
23	1.3411	1.4000	(0.059)	Case Mix Index - All payers	1.4462	1.4000	0.046	1.4875
				Labor Statistics				
24	205	218	13	FTE's - Worked	207	213	6.5	274
25	229	243	14	FTE's - Paid	230	239	9.0	303
26	44.32	43.17	(1.15)	Average Hourly Rate	44.56	42.97	(1.59)	43.62
27	5.76	7.18	1.43	FTE / Adj. Pat Day	6.16	7.42	1.26	3.96
28	32.8	40.9	8.1	Manhours / Adj. Pat Day	35.1	42.3	7.2	22.6
29	116.3	113.3	(3.0)	Manhours / Adj. Discharge	131.0	119.0	(12.1)	166.5
30	23.2%	23.6%	0.4%	Benefits % of Salaries	23.0%	23.8%	0.8%	22.2%
				Non-Labor Statistics				
31	14.8%	14.6%	-0.2%	Supply Expense % Net Revenue	13.8%	14.6%	0.8%	12.8%
32	1,591	1,453	(138)	Supply Exp. / Adj. Discharge	1,647	1,510	(137)	1,820
33	12,980	12,173	(807)	Total Expense / Adj. Discharge	14,284	12,837	(1,447)	16,641
				Other Indicators				
34	17.0			Days Cash - Operating Funds				
35	44.7	50.0	(5.3)	Days in Net AR	43.9	50.0	(6.1)	44.0
36	102%			Collections % of Net Revenue	95%			97.7%
37	42.9	55.0	(12.1)	Days in Accounts Payable	42.9	55.0	(12.1)	44.1
38	16.8%	17.1%	-0.3%	% Net revenue to Gross revenue	16.8%	17.5%	-0.7%	19.5%
39	16.8%			% Net AR to Gross AR	16.8%			21.1%

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

ATTACHMENT C

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets			
Current Assets:			
1 Cash	\$ 1,181,204	\$ 1,674,525	\$ 1,171,537
2 Cash - Money Market	1,034,454	1,034,330	345,128
3 Net Patient Receivables	6,987,254	6,878,979	7,706,932
4 Allow Uncollect Accts	(1,362,004)	(1,335,923)	(1,280,158)
5 Net A/R	5,625,250	5,543,056	6,426,774
6 Other Accts/Notes Rec	164,238	284,781	(155,950)
7 Parcel Tax Receivable	3,800,000	3,800,000	3,800,000
8 GO Bond Tax Receivable	2,953,183	2,953,183	2,857,849
9 3rd Party Receivables, Net	1,317,044	1,339,408	1,800,485
10 Inventory	887,172	889,589	841,747
11 Prepaid Expenses	717,010	728,998	775,866
12 Total Current Assets	\$ 17,679,555	\$ 18,247,870	\$ 17,863,436
13 Property, Plant & Equip, Net	\$ 49,306,897	\$ 49,359,998	\$ 51,706,430
14 Trustee Funds - GO Bonds	2,960,913	2,956,128	2,490,205
15 Other Assets	-	-	-
16 Total Assets	\$ 69,947,365	\$ 70,563,996	\$ 72,060,071
Liabilities & Fund Balances			
Current Liabilities:			
17 Accounts Payable	\$ 2,931,441	\$ 3,070,966	\$ 3,735,636
18 Accrued Compensation	3,492,751	3,369,666	3,822,397
19 Interest Payable - GO Bonds	381,708	286,277	403,059
20 Accrued Expenses	1,344,244	1,393,921	1,334,097
21 Advances From 3rd Parties	59,991	119,469	105,388
22 Deferred Parcel Tax Revenue	2,216,657	2,533,324	2,216,661
23 Deferred GO Bond Tax Revenue	1,811,129	2,069,861	1,781,059
24 Current Maturities-LTD	422,646	448,256	957,080
25 Line of Credit - Union Bank	6,098,734	6,098,734	6,723,734
26 Other Liabilities	1,386	1,386	1,951,386
27 Total Current Liabilities	\$ 18,760,687	\$ 19,391,860	\$ 23,030,497
28 Long Term Debt, net current portion	\$ 28,784,686	\$ 28,871,600	\$ 32,948,320
Fund Balances:			
29 Unrestricted	\$ 14,800,668	\$ 14,886,762	\$ 10,011,755
30 Restricted	7,601,324	7,413,774	6,069,499
31 Total Fund Balances	\$ 22,401,992	\$ 22,300,536	\$ 16,081,254
32 Total Liabilities & Fund Balances	\$ 69,947,365	\$ 70,563,996	\$ 72,060,071

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

ATTACHMENT D

Month					Year-To- Date					YTD
This Year		Variance			This Year		Variance			Prior Year
Actual		\$	%	Actual	Budget	\$	%			
1	90	81	9	11%	Volume Information					
2	319	308	11	4%	Acute Discharges	399	410	(11)	441	
3	18	-	18	0%	Patient Days	1,491	1,556	(65)	1,698	
4	15,845	14,935	909	6%	Observation Days	86	-	86	13	
					Gross O/P Revenue (000's)	80,181	70,773	9,407	\$ 74,855	
					Financial Results					
					Gross Patient Revenue					
5	\$ 5,786,506	\$ 6,493,491	(706,985)	-11%	Inpatient	\$ 28,308,285	\$ 32,734,675	(4,426,390)	\$ 41,540,194	
6	9,561,321	8,894,426	666,895	7%	Outpatient	46,838,111	41,992,771	4,845,340	43,656,917	
7	6,283,266	6,040,722	242,544	4%	Emergency	33,342,693	28,779,761	4,562,932	31,232,348	
8	\$ 21,631,093	\$ 21,428,639	202,454	1%	Total Gross Patient Revenue	\$ 108,489,089	\$ 103,507,207	4,981,882	\$ 116,429,459	
					Deductions from Revenue					
9	(17,875,713)	(17,693,090)	(182,623)	-1%	Contractual Discounts	\$ (89,614,351)	\$ (85,466,319)	(4,148,032)	\$ (94,183,659)	
10	(150,000)	(150,000)	-	0%	Bad Debt	(1,030,000)	(750,000)	(280,000)	(735,000)	
11	(6,400)	(23,672)	17,272	73%	Charity Care Provision	(34,200)	(118,360)	84,160	(132,645)	
12	-	56,250	(56,250)		Prior Period Adj/Government Program Revenue	256,955	708,169	(451,214)	800,389	
13	\$ (18,032,113)	\$ (17,810,512)	(221,601)	1%	Total Deductions from Revenue	\$ (90,421,596)	\$ (85,626,510)	(4,795,086)	\$ (94,250,915)	
					Net Patient Service Revenue	\$ 18,067,493	\$ 17,880,697	186,796	\$ 22,178,544	
14	\$ 3,598,980	\$ 3,618,127	(19,147)	-1%						
15	\$ 25,643	\$ 35,682	(10,039)	-28%	Risk contract revenue	\$ 125,655	\$ 178,410	(52,755)	\$ 472,874	
16	\$ 3,624,623	\$ 3,653,809	(29,186)	-1%	Net Hospital Revenue	\$ 18,193,148	\$ 18,059,107	134,041	\$ 22,651,418	
17	\$ 66,652	\$ 58,800	7,852	13%	Other Op Rev & Electronic Health Records	\$ 317,821	\$ 294,000	23,821	\$ 82,944	
18	\$ 3,691,275	\$ 3,712,609	(21,334)	-1%	Total Operating Revenue	\$ 18,510,969	\$ 18,353,107	157,862	\$ 22,734,362	
					Operating Expenses					
19	\$ 1,734,427	\$ 1,795,483	61,056	3%	Salary and Wages and Agency Fees	\$ 8,916,600	\$ 8,937,678	21,078	\$ 11,538,931	
20	630,949	\$ 659,963	29,014	4%	Employee Benefits	3,222,618	3,296,039	73,421	3,909,815	
21	\$ 2,365,376	\$ 2,455,446	90,070	4%	Total People Cost	\$ 12,139,218	\$ 12,233,717	94,499	\$ 15,448,746	
22	\$ 400,224	\$ 436,446	36,222	8%	Med and Prof Fees (excl Agency)	\$ 2,098,728	\$ 2,177,539	78,811	\$ 2,412,064	
23	535,366	533,406	(1,960)	0%	Supplies	2,515,304	2,638,974	123,670	2,891,559	
24	422,212	375,522	(46,690)	-12%	Purchased Services	1,822,976	1,855,346	32,370	1,922,996	
25	264,359	266,763	2,404	1%	Depreciation	1,269,266	1,333,815	64,549	1,460,066	
26	95,763	109,260	13,497	12%	Utilities	531,758	562,755	30,997	550,722	
27	37,783	39,582	1,799	5%	Insurance	194,798	197,910	3,112	176,600	
28	29,589	40,752	11,163	27%	Interest	189,906	253,617	63,711	247,706	
29	107,354	102,381	(4,973)	-5%	Other	500,596	505,709	5,113	543,063	
30	-	-	-	*	Matching Fees (Government Programs)	0	130,086	130,086	0	
31	\$ 4,258,026	\$ 4,359,558	101,532	2%	Operating expenses	\$ 21,262,550	\$ 21,889,468	626,918	\$ 25,653,522	
32	\$ (566,751)	\$ (646,949)	80,198	12%	Operating Margin	\$ (2,751,581)	\$ (3,536,361)	784,780	\$ (2,919,160)	

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

ATTACHMENT D

	Month				
	This Year		Variance		
	Actual		\$	%	
33	\$ 7,886	\$ (18,367)	26,253	-143%	
34	6,219	1,375	4,844	352%	
35	(13,416)	(13,416)	-	0%	
36	316,667	316,667	-	0%	
37	0	0	-	0%	
38	\$ 317,356	\$ 286,259	31,097	11%	
39	\$ (249,395)	\$ (360,690)	111,295	-31%	
40	\$ -	\$ -	-	0%	
41	\$ 187,550	\$ 209,860	(22,310)	0%	
42	\$ (61,845)	\$ (150,830)	88,985	-59%	
43	163,301	163,301	-	0%	
44	\$ 101,456	\$ 12,471	88,985	714%	
	\$ 14,964	\$ (93,927)	108,891		
	0.4%	-2.5%			

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
This Year		Variance			
Actual	Budget	\$	%	Prior Year	
\$ 2,008,989	\$ 1,106,440	902,549	82%	\$ (96,454)	
10,696	6,875	3,821	-56%	7,374	
(67,080)	(67,080)	-	0%	(275,498)	
1,583,335	1,583,335	-	0%	1,582,585	
(5,444)	0	(5,444)	0%	0	
\$ 3,530,496	\$ 2,629,570	906,370	34%	\$ 1,218,007	
\$ 778,915	\$ (906,791)	1,691,150	-186%	\$ (1,701,153)	
\$ -	\$ -	-	0%	\$ 30,364	
\$ 732,622	\$ 1,049,300	(316,678)	100%	\$ 1,147,879	
\$ 1,511,537	\$ 142,509	1,369,028	961%	\$ (522,910)	
811,168	811,168	-	0%	763,332	
\$ 2,322,705	\$ 953,677	1,369,028	144%	\$ 240,422	
\$ 2,048,181	\$ 427,024	1,621,157		\$ (241,087)	
11.1%	2.3%			-1.1%	

Sonoma Valley Health Care District
Variance Analysis
For the Period Ended November 30, 2019

ATTACHMENT E

	YTD	MONTH	
Description	Variance	Variance	
Operating Expenses			
Salary and Wages and Agency Fees	21,078	61,056	Salaries and Wages are under budget by \$55,869 and Agency fees are under budget by \$5,187.
Employee Benefits	73,421	29,014	PTO is under budget by \$6,276 and Employee Benefits are under budget by \$22,738.
Total People Cost	94,499	90,070	
Med and Prof Fees (excl'd Agency)	78,811	36,222	
Supplies	123,670	(1,960)	
Purchased Services	32,370	(46,690)	Budgeted services used in November and unbudgeted costs for updating the healing gardens and 50% accrual of total costs for replacement of the Occupational Health corridor carpeting - YTD under budget by \$32,370.
Depreciation	64,549	2,404	
Utilities	30,997	13,497	
Insurance	3,112	1,799	
Interest	63,711	11,163	
Other	5,113	(4,973)	
Matching Fees (Government Programs)	130,086	-	
Operating expenses	626,918	101,532	

Sonoma Valley Hospital
Cash Forecast
FY 2020

ATTACHMENT F

	Actual July	Actual Aug	Actual Sept	Actual Oct	Actual 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	3,674,833	3,632,439	3,751,470	3,542,450	3,900,174	3,765,360	3,802,680	3,701,357	45,293,881
2 Capitation Revenue	26,337	24,434	24,943	24,298	25,643	35,682	35,682	35,682	35,682	35,682	35,682	35,682	375,429
3 Napa State	2,565	983	6,153	17,109	18,240	11,231	11,231	11,231	11,231	11,231	11,231	11,231	123,667
4 Other Operating Revenue	27,168	113,630	31,381	162,702	77,470	58,800	58,800	58,800	58,800	58,800	58,800	58,800	823,950
5 Other Non-Operating Revenue	38,832	43,824	24,455	35,838	13,448	25,795	25,795	25,795	25,795	25,795	25,795	25,785	336,953
6 Unrestricted Contributions	12,593		755	3,263	6,219	1,375	1,375	1,375	1,375	1,375	1,375	1,375	32,455
7 Line of Credit													-
Sub-Total Hospital Sources	4,375,074	3,929,990	3,871,668	3,967,650	3,815,852	3,765,322	3,884,353	3,675,333	4,033,057	3,898,243	3,935,563	3,834,230	46,986,335
Hospital Uses of Cash													
8 Operating Expenses	4,751,297	5,353,928	4,260,382	4,307,504	4,160,854	4,054,955	4,783,949	3,997,057	4,153,725	4,064,515	4,185,074	4,085,675	52,158,916
9 Add Capital Lease Payments	111,366	185,165	32,638	390,032	112,524	99,640	81,640	32,640	32,640	18,990	18,990	85,990	1,202,255
10 Additional Liabilities/LOC		625,000				625,000							1,250,000
11 Capital Expenditures	435,215	73,951	160,473	54,243	187,550	209,860	209,860	209,860	209,860	209,860	209,860	209,859	2,380,452
Total Hospital Uses	5,297,879	6,238,044	4,453,493	4,751,778	4,460,928	4,989,455	5,075,449	4,239,557	4,396,225	4,293,365	4,413,924	4,381,524	56,991,622
Net Hospital Sources/Uses of Cash	(922,805)	(2,308,055)	(581,825)	(784,129)	(645,076)	(1,224,133)	(1,191,096)	(564,224)	(363,168)	(395,122)	(478,361)	(547,294)	(10,005,287)
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	187,550	209,860	209,860	209,860	209,860	209,860	209,860	209,859	2,201,211
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					31,705			900,000					931,705
19 PRIME						135,000					270,000		405,000
Sub-Total Non-Hospital Sources	342,251	730,000	1,712,154	36,918	219,255	1,844,860	209,860	2,109,860	1,209,860	2,218,662	979,860	209,859	11,823,400
Non-Hospital Uses of Cash													
20 Matching Fees					67,500		451,221		2,000,000		135,000		2,653,721
Sub-Total Non-Hospital Uses of Cash	-	-	-	-	67,500	-	451,221	-	2,000,000	-	135,000	-	2,653,721
Net Non-Hospital Sources/Uses of Cash	342,251	730,000	1,712,154	36,918	151,755	1,844,860	(241,361)	2,109,860	(790,140)	2,218,662	844,860	209,859	9,169,679
Net Sources/Uses	(580,553)	(1,578,055)	1,130,329	(747,211)	(493,321)	620,727	(1,432,457)	1,545,636	(1,153,308)	1,823,540	366,499	(337,435)	
Operating Cash at beginning of period	3,450,014	2,869,461	1,291,406	2,421,736	1,674,525	1,181,204	1,801,931	369,474	1,915,110	761,802	2,585,342	2,951,841	
Operating Cash at End of Period	2,869,461	1,291,406	2,421,736	1,674,525	1,181,204	1,801,931	369,474	1,915,110	761,802	2,585,342	2,951,841	2,614,406	
Money Market Account Balance	3,258,551	2,533,925	1,034,199	1,034,330	1,035,454	1,535,454	1,535,454	1,535,454	535,454	535,454	4,035,454	4,035,454	
Total Cash at End of Period	6,128,012	3,825,331	3,455,935	2,708,855	2,216,658	3,337,385	1,904,928	3,450,564	1,297,256	3,120,796	6,987,295	6,649,860	
Average Days of Cash on Hand	38.82	36.60	28.00	22.51	16.89	24.97	14.25	25.82	9.71	23.35	52.28	49.75	