



# SVHCD FINANCE COMMITTEE

## AGENDA

**TUESDAY, February 25, 2020**

**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

| 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 <a href="mailto:vwoodall@sonomavalleyhospital.org">vwoodall@sonomavalleyhospital.org</a> or (707) 935.5005 at least 48 hours prior to the meeting.   |                 |               |
|---|-----------------|---------------|
| AGENDA ITEM   | RECOMMENDATION  |               |
| <b>MISSION STATEMENT</b><br><i>The mission of the 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>   |               |
| <b>2. PUBLIC COMMENT SECTION</b><br><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.</i> | <i>Nevins</i>   |               |
| <b>3. CONSENT CALENDAR</b><br>Finance Committee Minutes 12.17.19  | <i>Nevins</i>   | Inform/Action |
| <b>4. RECOMMENDATION ON SOLUTION FOR ALTERNATIVE POWER</b>  | <i>Drummond</i> | Inform/Action |
| <b>5. RISK MANAGEMENT REVIEW</b>  | <i>Jones</i>    | Inform        |
| <b>6. OUTPATIENT DIAGNOSTIC CENTER UPDATE</b>   | <i>Mather</i>   | Inform        |
| <b>7. ADMINISTRATIVE REPORT</b>   | <i>Mather</i>   | Inform        |
| <b>8. FINANCIAL REPORT MONTH ENDED JANUARY 31, 2020</b>   | <i>Jensen</i>   | Inform        |
| <b>9. REVIEW OF SECOND QUARTER FY 2020 CAPITAL SPENDING</b>   | <i>Dungan</i>   | Inform        |
| <b>10. REVIEW OF BAD DEBT AND CHARITY CARE</b>  | <i>Jensen</i>   | Inform        |
| <b>11. REQUEST FOR PARCEL TAX ADVANCE</b>   | <i>Dungan</i>   | Inform/Action |

|   |               |        |
|---|---------------|--------|
| <b>12. REVIEW FISCAL YEAR 2021 BUDGET<br/>ASSUMPTIONS</b> | <i>Jensen</i> | Inform |
| <b>13. ADJOURN</b>  | <i>Nevins</i> |        |

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**SVHCD**  
**FINANCE COMMITTEE MEETING**  
**MINUTES**  
**TUESDAY, DECEMBER 17, 2019**  
**Schantz Conference Room**

| Present   | Excused | Staff   | Public  |           |
|---|---------|---|---|-----------|
| Sharon Nevins<br>Susan Porth<br>Peter Hohorst<br>Art Grandy<br>Dr. Subhash Mishra via telephone<br>Joshua Rymer via telephone                     |         | Kelly Mather, CEO<br>Ken Jensen, CFO<br>Sarah Dungan, Controller<br>Dawn Kuwahara<br>Leslie Lovejoy   | Bruce Flynn   |           |
| AGENDA ITEM   |         | DISCUSSION  | ACTIONS   | FOLLOW-UP |
| <b>MISSION &amp; VISION STATEMENT</b><br><i>The mission of SVHCD is to maintain, improve and restore the health of everyone in our community.</i> |         |   |   |           |
| <b>1. CALL TO ORDER/ANNOUNCEMENTS</b>   |         | <i>Nevins</i>   |   |           |
|   |         | Called to order at 5:00 pm  |   |           |
| <b>2. PUBLIC COMMENT SECTION</b>  |         | <i>Nevins</i>   |   |           |
|   |         | None  |   |           |
| <b>3. CONSENT CALENDAR</b>  |         | <i>Nevins</i>   |   |           |
|   |         | Minutes from the 11.19.19 meeting were reviewed.  | <b>MOTION:</b> by Porth to approve, 2 <sup>nd</sup> by Hohorst. All in favor. |           |
| <b>4. OUTPATIENT DIAGNOSTIC CENTER UPDATE</b>   |         | <i>Mather</i>   |   |           |
|   |         | Ms. Mather reported \$18.6 million in donations had been pledged to date for the Outpatient Diagnostic Center. The MRI project will break ground in summer 2020 after the CT project is complete. |   |           |
| <b>5. PRIME GRANT PERFORMANCE UPDATE</b>  |         | <i>Lovejoy</i>  |   |           |
|   |         | CMS funds demo grant projects to improve patient care. This grant is to improve transitions   |   |           |

|  |  |   |   |
|--|--|---|---|
|  | of care, a 5-year project. CMS selected the metrics. SVH received full reimbursement for the first two years of the project. For year 3 the hospital received \$200,000 of the \$675,000 available. SVH was already a high quality hospital so it was very challenging to improve baseline metrics. The grant will end with the final report in Oct 2020.  |   |   |
| <b>6. 2020 FINANCE COMMITTEE WORK PLAN</b>               | <i>Nevins</i>  |   |   |
|  | Mr. Jensen reviewed the work plan for 2020. The Outpatient Diagnostic Center update would continue as an agenda item until the project is complete and not be included on the work plan. Mr. Hohorst suggested review of the line of credit in May. Ms. Nevins thought it would be useful to review the latest three-year projection and to add that going forward. A subcommittee consisting of Mr. Grandy, Ms. Porth, and Mr. Jensen was asked to put together the three-year projection. A suggestion was made to create some alternative forecasts with the parcel tax in mind. Mr. Rymer asked about finance-related suggestions from the SVH Independent Observations Report; Ms. Nevins said this should be an agenda item for February and not on the work plan. | <b>MOTION:</b> by Hohorst to approve, 2 <sup>nd</sup> by Porth. All in favor. | See “Discussion” for follow-up items.                         |
| <b>7. ADMINISTRATIVE REPORT</b>                          | <i>Mather</i>  |   |   |
|  | Ms. Mather reviewed the administrative report for December. Both urology and infectious disease consultations are now available on telemedicine from UCSF.   |   | Mather to present branding report to FC when approved in Feb. |
| <b>8. FINANCIAL REPORT MONTH ENDED NOVEMBER 30, 2019</b> | <i>Jensen</i>  |   |   |
|  | Mr. Jensen reviewed the payer mix for November, with government payers at 75.9% vs. budget of 73.2%. Days of cash on hand were 16.9, with the  |   |   |

|                   |   |  |  |
|-------------------|---|--|--|
|                   | parcel tax payment expected on December 24 <sup>th</sup> . A/R days were 44.7, A/P stood at \$2.9 million, and A/P days were 42.9. Inpatient revenue was down due to acuity, outpatient revenue was up, and ER revenue was up. Expenses were well controlled, with purchased services over due to unbudgeted garden refurbishment and some repairs in Occupational Health. Net income for the month was \$101,456 vs. a budgeted \$12,471. EBDA was 0.4% vs. a budgeted (2.5%). |  |  |
| <b>9. ADJOURN</b> | <i>Nevins</i>   |  |  |
|                   | 5:57 pm   |  |  |



**To:** SVHCD Finance Committee  
**Meeting Date:** February 25, 2020  
**Prepared By:** Kimberly Drummond, Director of Facilities  
**Agenda Item:** Recommendation on Solution for Alternative Power

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**Recommendation:**

Plant Operations recommends that Sonoma Valley Hospital sign a Letter of Agreement with Unison Energy, LLC to perform a feasibility study to install a Combine Heat and Power (“CHP” or “Co-Gen”) system at the Hospital. If a Unison Co-Gen system is installed at the Hospital, it would allow for modest annual savings on our electricity costs. The added value is that this system would provide seamless Hospital operations during a power outage. This system would be a no-cost solution for providing a back-up energy source for all services on our Normal power branch including our Cooling Systems during a power outage and no ongoing maintenance costs.

**Background:**

Grigory Gatenian, Plant Operations Manager has been researching alternative power solutions to reduce the Hospital utility costs for the past year. He has met with multiple companies that offer solar and fuel cells. Through his analysis, these options were determined not viable due to the inability to be installed on the Hospital’s main campus, a high cost to connect to the Hospital’s main electrical system and/or maintenance costs. He learned of Unison and their Co-Gen system to provide on-site generation of electricity utilizing natural gas. The Co-Gen option appears feasible as it will:

- Be installed in the old boiler room that has been mainly vacant since 2014
- Connect to and power the Main Hospital normal power branch
- Require no capital investment from the Hospital to install
- Require no ongoing maintenance expense from the Hospital
- Provide power to the Hospital chillers during the PGE Public Safety Power Shutdown (“PSPS”) events or other PG&E outages.
- Reduce annual electricity expense. This reduction is achieved by decreasing the Hospital’s PG&E electrical consumption. This also reduces the demand load from PG&E.

PG&E looks at the highest load demand in a day and charges the Hospital at that “demand” level during the billing period regardless of actual usage as they are holding that power in reserve based on our potential need.

- Allow hot water heat recovery to reduce gas usage for the Domestic Hot Water and the heating boilers in the Hospital.

Grigory and I have done a site survey at a grocery facility in San Jose. The system is well maintained and has provided the grocery facility a back-up power source during power outages. The Buck Institute is in the process of installing a Co-Gen system with Unison. Unison maintains the system at its own expense.

Unison has done a base study of the Hospital’s energy bills and have calculated that they will (conservatively) save the Hospital \$27K in the initial year with an estimated lifetime (20 yrs.) savings of almost \$1.5M.

The next step is to allow Unison to perform an on-site feasibility study to validate their initial analysis/pro-forma. The in-depth feasibility study will cost Unison approximately \$30,000. The Unison Letter of Agreement commits the Hospital to pay \$15,000 for the feasibility study costs if the study validates the pro-forma and we decide not to proceed within 60 days of the completed study. Furthermore, if the feasibility study does not confirm the pro-forma, the Hospital can elect a “no-go” option and is under no obligation to pay the \$15,000 for the study.

### **Consequences of Negative Action/Alternative Actions:**

The Hospital has 2 chillers that provide cooling for the existing Hospital (West, Central, East Wings). There is a cooling tower that provides cooling for the New Wing. Both chillers and the cooling tower are shut down during the PG&E PSPS. These PSPS events happen during October when outside temperatures can still be high. In 2019, inside temps reached 80 degrees in the SNF patient rooms during the PSPS. High temps can trigger patient evacuation if they are unable to be controlled.

The Co-Gen offers the Hospital an opportunity for a no-cost emergency back-up source for all loads on the normal power branch. The Hospital chillers are on the normal power branch in the existing Hospital. As the Co-gen is powering all panels that are connected to the normal power branch, both chillers will remain available to the Hospital during a power outage.

This feasibility study will look at the possibility of powering the cooling tower in the New Wing. The initial (quick) site visit from Unison has shown that it may not be possible to power the cooling tower due to proximity. We believe that if Unison were to review connectivity options with our local electrical contractor that has 30 years’ experience working in our hospital, a solution may be found to connect the Co-gen to the cooling tower.

### **Financial Impact:**

Potential \$15,000 if the Hospital does not move forward with Unison’s Energy Service Agreement (“ESA”) within 60 days of a feasibility study that confirms Unison’s pro-forma. There

is no cost to the Hospital for the feasibility study if we proceed with an ESA or if the pro-forma is not confirmed by the study.

The projected cost provided by Vertran & Associates to establish the supplementary back-up power for one chiller **OR** the cooling tower is \$527K. We would recommend this project for the cooling tower if Unison could not connect it to the Co-gen System.

If we did not move forward with the Co-gen system at all, we would recommend the supplementary back-up power for one chiller **AND** the cooling tower which is projected to cost \$623K. These costs are preliminary based on the concept and not schematic design. Schematic design could increase costs based on discovered conditions.

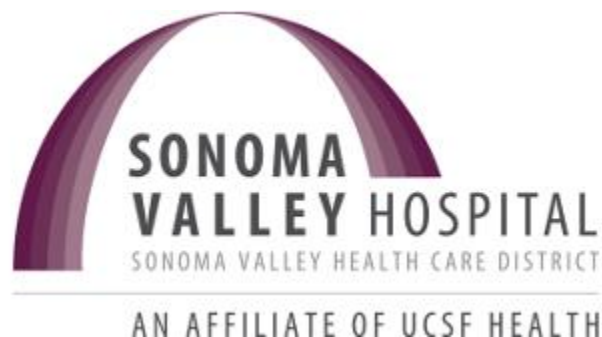
**Attachments:**

Unison presentation with pro-forma

Unison Letter of Agreement – CHP Energy Facility Design, Engineering and Economics Survey



# Reducing Energy Costs Using On-Site Generation



October 2019

**SMARTER ENERGY — INSIDE THE BOX**

+ Reliable Power + Lower Costs + No Capital Investment



# Executive summary

Unison Energy owns, installs and operates distributed generation power plants under an Energy Services Agreement (ESA) structure, providing significant energy cost savings and improved resilience with no capital cost

- **Savings:**

- First year savings are projected to be approximately \$27K
- Lifetime savings are projected to be approximately \$1.5M
- Unison first year all-in electric cost is projected to be \$0.1139/kWh compared to \$0.1459/kWh from the utility

- **Reliability:** Our systems offer additional redundancy at no capital cost using (1) generator

- Systems are capable of operating independently from the grid in the event of an outage and covering the majority of the load requirement
- Generators are capable of offsetting over 80% the facility's total annual electric consumption and covering over 50% of peak demand

- **No Capital Cost:** Unison Energy pays for the installation, operation and maintenance; customers are billed based on usage with no capital outlay or initial investment

# Solution overview

- Standard **containerized units** – containers are 50' x 10' and contain all necessary electrical and heat recovery gear internally
- Engine sizes are **scalable** from 100kW to 23MW

- Walls have sound attenuation built in to reduce sound and emissions gear to meet local standards – 65 dBa



- Unison Energy remotely monitors hundreds of attributes of system performance 24 x 7



- System emissions are low enough to meet the strictest EPA and state emissions standards



- All relevant equipment such as switchgear, heat recovery, and pumps are in our unit, limiting the amount of site specific engineering required

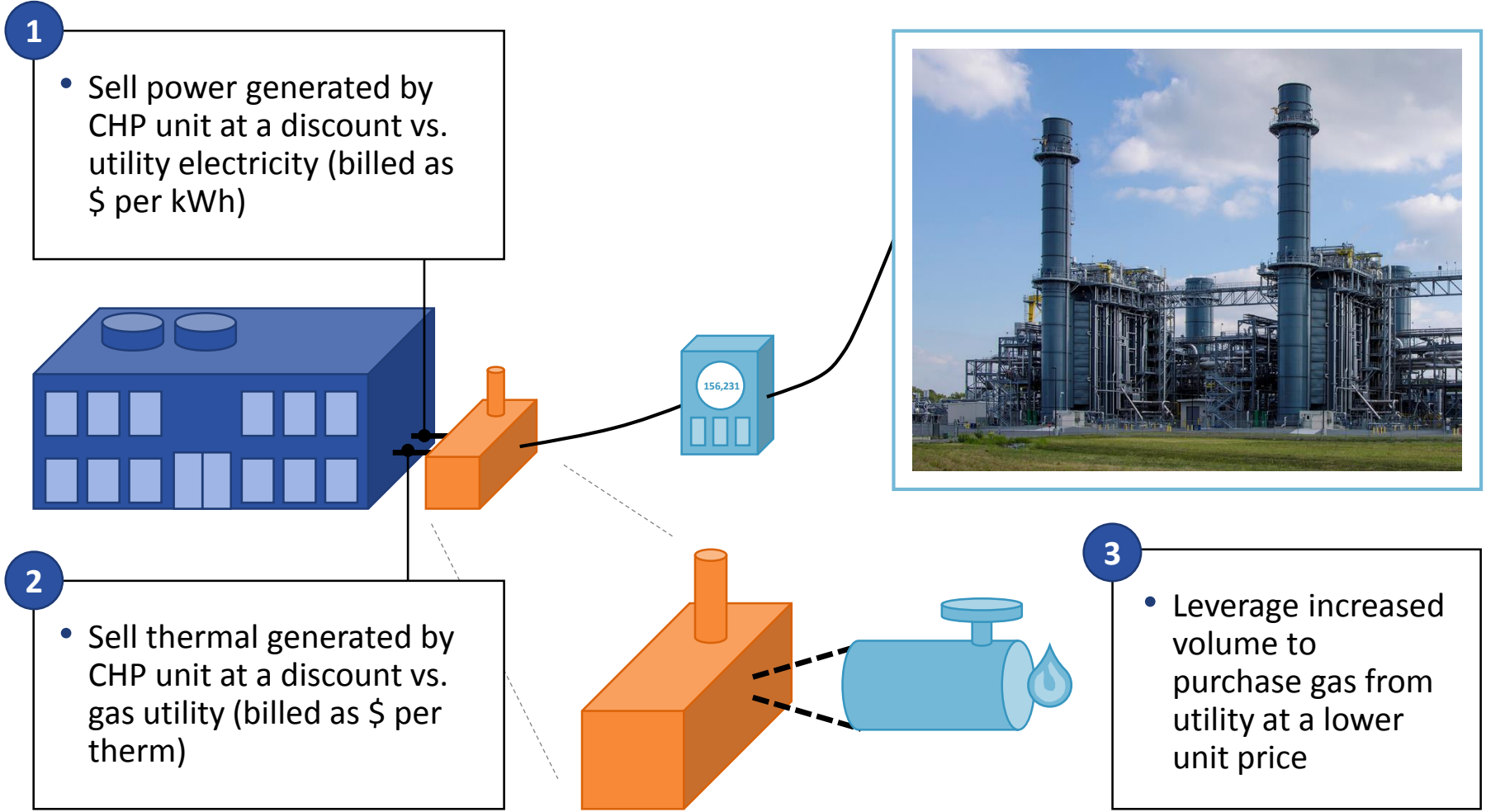


# Unison Energy Combined Heat and Power (“CHP”) system

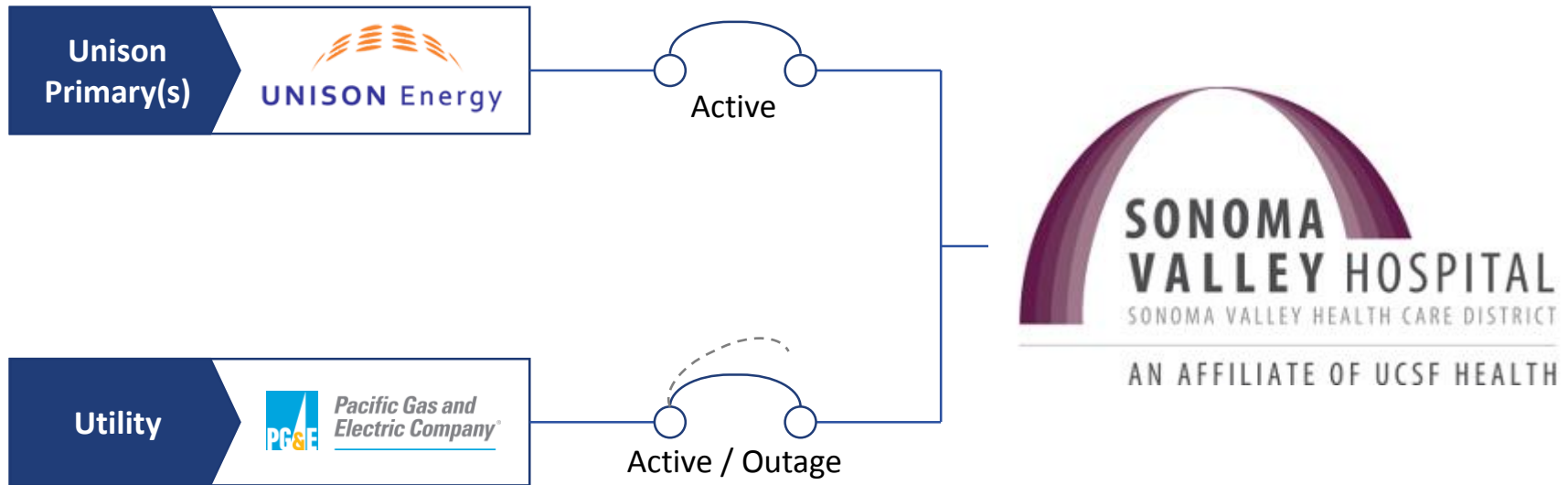


# Unison Combine Heat and Power (“CHP”) systems provide thermal and electric services, generating savings

Unison Utility

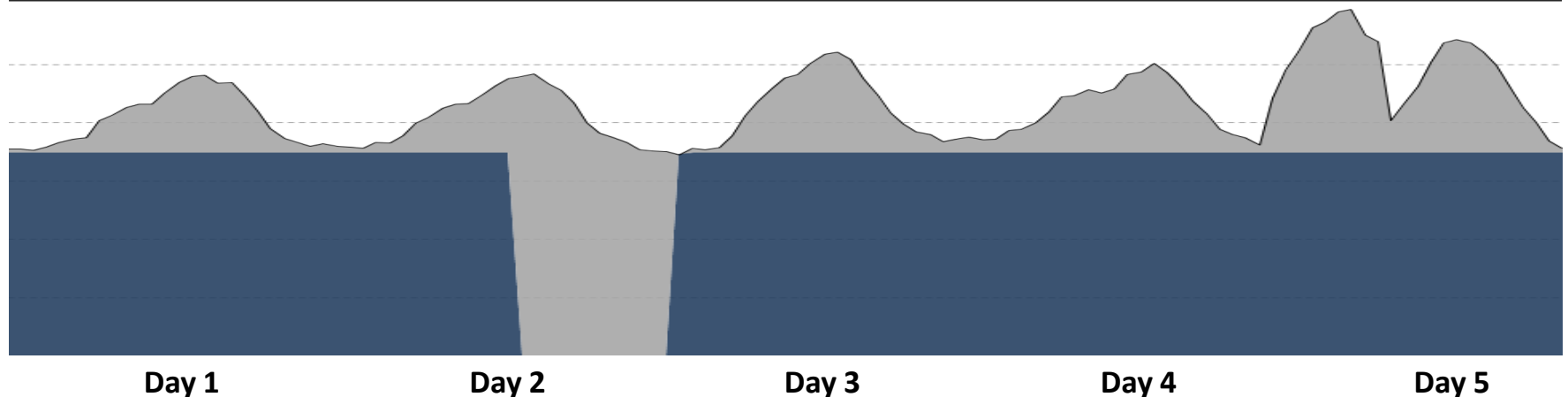


Unison engine will dispatch in parallel with the grid to ensure that power is always on



Example 5 day dispatch profile

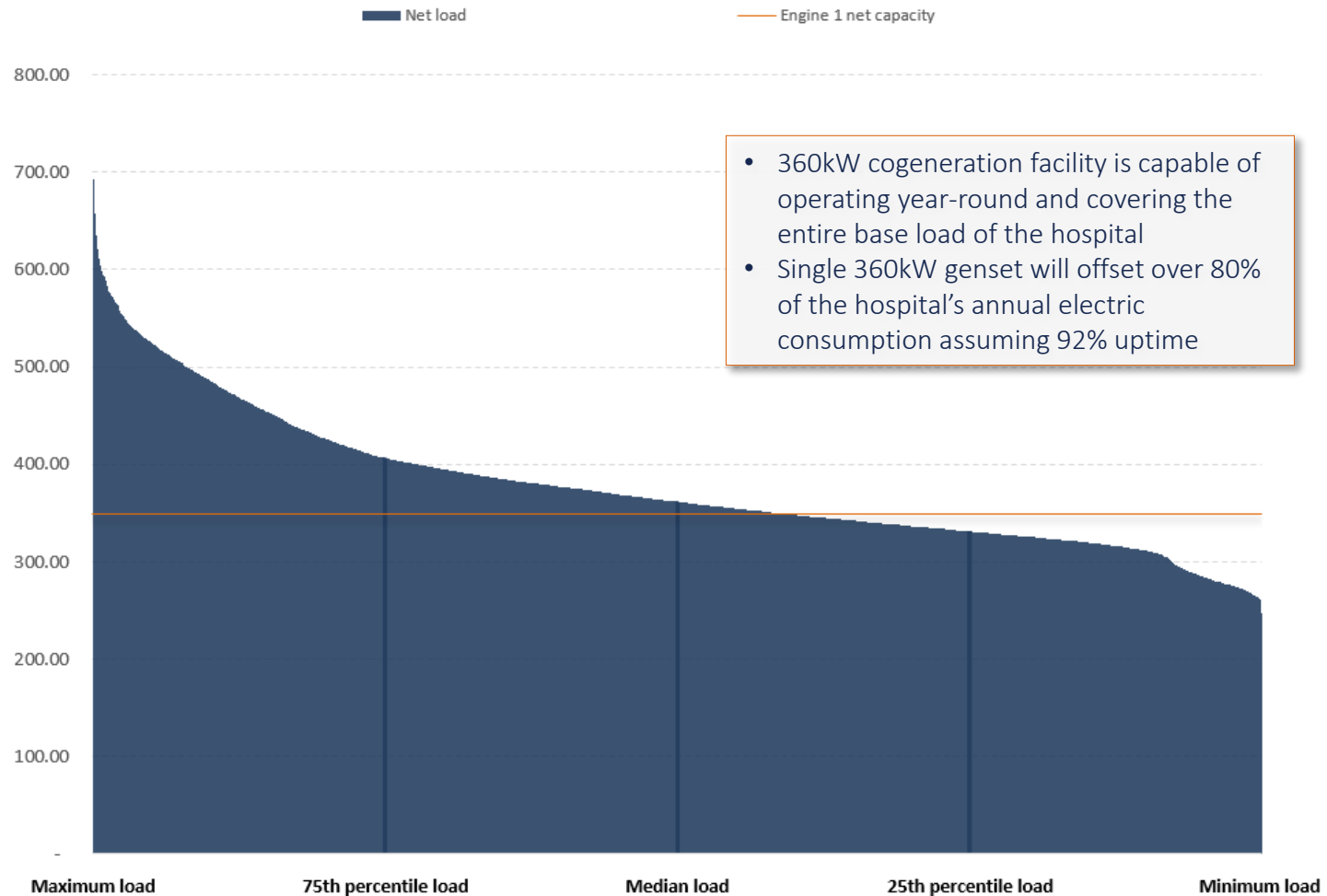
■ Engine 1    ■ Utility Usage    — Client Load (net of Chilling Offset)



# The proposed cogeneration system would use (1) 360kW generator with hot water heat recovery

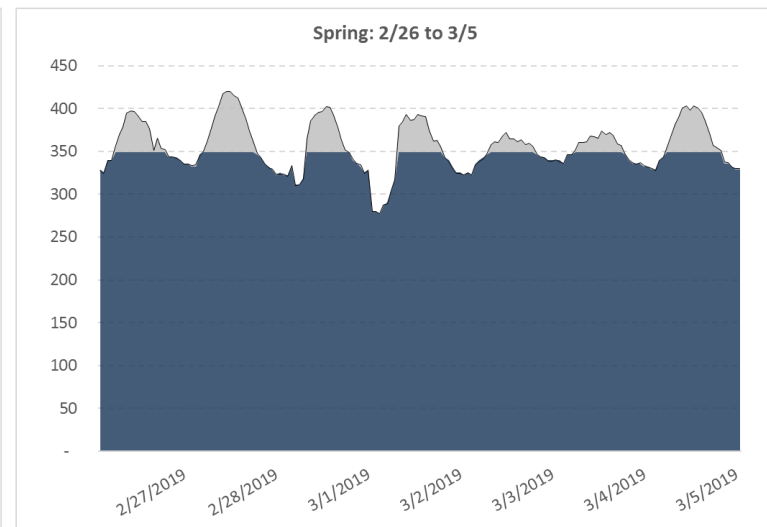
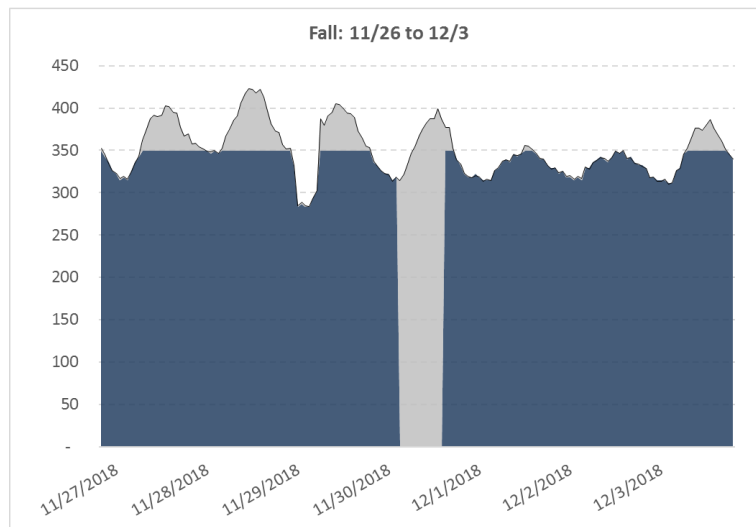
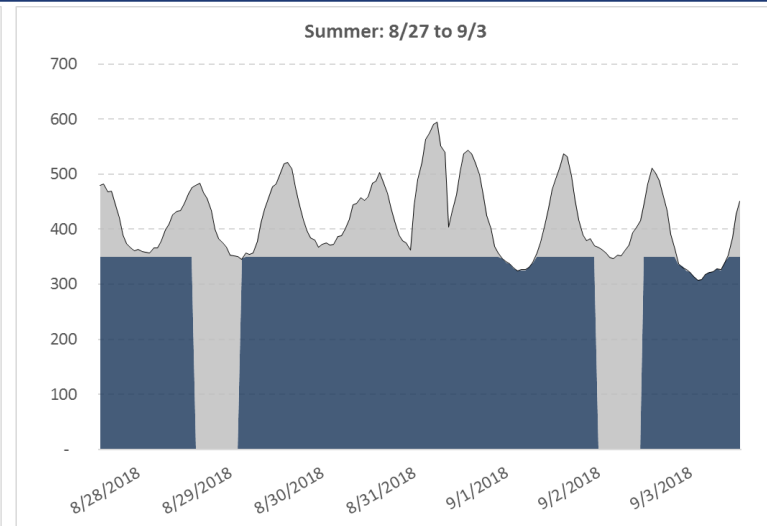
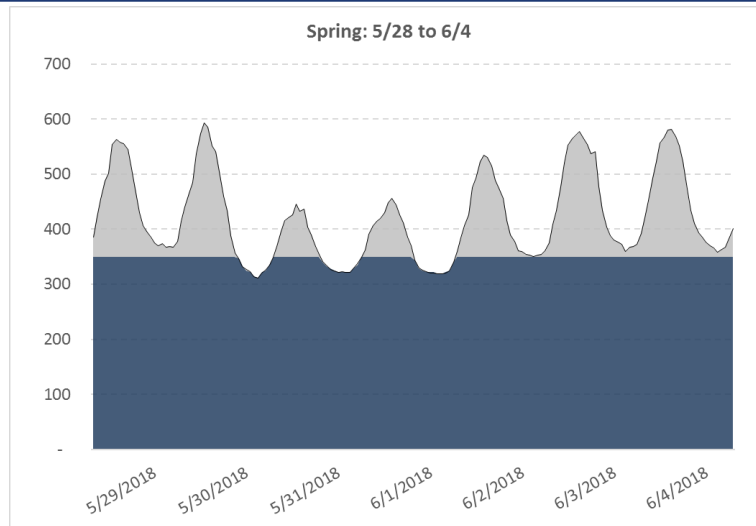
## Electric load curve

kWe



# Example dispatch profiles by season

## One week sample dispatch profile by season *kWe*





# The facility's first year energy cost savings are projected to be approximately \$27K compared to assumed costs with Direct Access

## First year pro-forma, 20-year ESA

| UTILITY                      |                       |                        |                   |
|------------------------------|-----------------------|------------------------|-------------------|
| Electric                     |                       |                        |                   |
|                              | Consumption<br>kWh    | Unit Cost<br>USD/kWh   | Total Cost<br>USD |
| <i>Electricity - Utility</i> | 3,311,431             | 0.1459                 | 483,225.69        |
| Total Current Electric Cost  |                       |                        | 483,225.69        |
| Addressable Thermal          |                       |                        |                   |
|                              | Consumption<br>Therms | Unit Cost<br>USD/Therm | Total Cost<br>USD |
| <i>Natural gas - Utility</i> | 145,730               | 0.644                  | 93,850.30         |
| Total Current Thermal Cost   |                       |                        | 93,850.30         |
| TOTAL CURRENT ENERGY COST    |                       |                        | 577,075.99        |

| UNISON ENERGY                     |                       |                        |                   |
|-----------------------------------|-----------------------|------------------------|-------------------|
| Electric (incl. electric offsets) |                       |                        |                   |
|                                   | Consumption<br>kWh    | Unit Cost<br>USD/kWh   | Total Cost<br>USD |
| <i>Electricity - Unison</i>       | 2,733,079             | 0.1139                 | 311,255.80        |
| Unison - generation ESA           | 2,733,079             | 0.0735                 | 200,965.96        |
| Unison - fuel <sup>1,2</sup>      | 2,733,079             | 0.0404                 | 110,289.84        |
| <i>Electricity - Utility</i>      | 578,352               | 0.2780                 | 160,758.61        |
| Total New Electric Cost           |                       |                        | 472,014.41        |
| Addressable Thermal               |                       |                        |                   |
|                                   | Consumption<br>Therms | Unit Cost<br>USD/Therm | Total Cost<br>USD |
| <i>Natural gas - Utility</i>      | 31,100                | 0.644                  | 20,028.15         |
| <i>Hot water - Unison</i>         | 97,436                | 0.591                  | 57,612.61         |
| Unison - hot water ESA            | 97,436                | 0.591                  | 57,612.61         |
| Total New Thermal Cost            |                       |                        | 77,640.77         |
| TOTAL NEW ENERGY COST             |                       |                        | 549,655.18        |

Combined Year 1 Energy Savings:

\$27,420.81

Note 1: Generation fuel usage billed in conjunction with remaining thermal fuel usage in the form of USD/Therm (total USD is the same as presented above)

Note 2: Generation natural gas usage is 261,357 therms at a unit price of \$0.422 per therm

Over the course of a 20-year Energy Services Agreement (“ESA”), the facility is expected to save approximately \$1.5M

## Lifetime pro-forma, 20-year ESA

| Nominal year                          | 0         | 1         | 2         | 3         | 4         | 5         | 16        | 17        | 18        | 19        |
|---------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| PRO-FORMA: PROJECT LIFETIME           |           |           |           |           |           |           |           |           |           |           |
| Electric (incl. electric offsets)     |           |           |           |           |           |           |           |           |           |           |
| <i>Electricity - current</i>          |           |           |           |           |           |           |           |           |           |           |
| Current consumption (kWh)             | 3,311,431 | 3,311,431 | 3,311,431 | 3,311,431 | 3,311,431 | 3,311,431 | 3,311,431 | 3,311,431 | 3,311,431 | 3,311,431 |
| Current cost (USD)                    | 483,226   | 500,139   | 517,643   | 535,761   | 554,513   | 573,921   | 837,907   | 867,233   | 897,586   | 929,002   |
| Current unit cost (USD/kWh)           | 0.146     | 0.151     | 0.156     | 0.162     | 0.167     | 0.173     | 0.253     | 0.262     | 0.271     | 0.281     |
| <i>Electricity - new</i>              |           |           |           |           |           |           |           |           |           |           |
| New consumption (kWh)                 | 3,311,431 | 3,311,431 | 3,311,431 | 3,311,431 | 3,311,431 | 3,311,431 | 3,311,431 | 3,311,431 | 3,311,431 | 3,311,431 |
| New cost (USD)                        | 472,014   | 486,525   | 501,494   | 516,935   | 532,863   | 549,295   | 768,329   | 792,237   | 816,908   | 842,365   |
| New unit cost (USD/kWh)               | 0.143     | 0.147     | 0.151     | 0.156     | 0.161     | 0.166     | 0.232     | 0.239     | 0.247     | 0.254     |
| Total electricity savings (USD)       | 11,211    | 13,613    | 16,150    | 18,826    | 21,649    | 24,625    | 69,577    | 74,996    | 80,679    | 86,637    |
| Thermal                               |           |           |           |           |           |           |           |           |           |           |
| <i>Natural gas - current</i>          |           |           |           |           |           |           |           |           |           |           |
| Current consumption (Therms)          | 145,730   | 145,730   | 145,730   | 145,730   | 145,730   | 145,730   | 145,730   | 145,730   | 145,730   | 145,730   |
| Current cost (USD)                    | 93,850    | 97,135    | 100,535   | 104,054   | 107,695   | 111,465   | 162,735   | 168,431   | 174,326   | 180,427   |
| Current unit cost (USD/Therm)         | 0.644     | 0.667     | 0.690     | 0.714     | 0.739     | 0.765     | 1.117     | 1.156     | 1.196     | 1.238     |
| <i>Natural gas - new</i>              |           |           |           |           |           |           |           |           |           |           |
| New consumption (Therms)              | 31,100    | 31,100    | 31,100    | 31,100    | 31,100    | 31,100    | 31,100    | 31,100    | 31,100    | 31,100    |
| New cost (USD)                        | 20,028    | 20,729    | 21,455    | 22,206    | 22,983    | 23,787    | 34,729    | 35,944    | 37,202    | 38,504    |
| New unit cost (USD/Therm)             | 0.644     | 0.667     | 0.690     | 0.714     | 0.739     | 0.765     | 1.117     | 1.156     | 1.196     | 1.238     |
| <i>Unison hot water - new</i>         |           |           |           |           |           |           |           |           |           |           |
| New consumption - hot water (Therms)  | 97,436    | 97,436    | 97,436    | 97,436    | 97,436    | 97,436    | 97,436    | 97,436    | 97,436    | 97,436    |
| New cost - hot water (USD)            | 57,613    | 59,053    | 60,529    | 62,042    | 63,594    | 65,183    | 85,526    | 87,664    | 89,856    | 92,102    |
| New unit cost - hot water (USD/Therm) | 0.591     | 0.606     | 0.621     | 0.637     | 0.653     | 0.669     | 0.878     | 0.900     | 0.922     | 0.945     |
| Total thermal savings (USD)           | 16,210    | 17,353    | 18,551    | 19,805    | 21,119    | 22,494    | 42,480    | 44,822    | 47,268    | 49,821    |
| Total savings                         |           |           |           |           |           |           |           |           |           |           |
| Total energy savings (USD)            | 27,421    | 30,966    | 34,701    | 38,632    | 42,769    | 47,120    | 112,058   | 119,818   | 127,946   | 136,458   |

Lifetime savings: \$1,482,671

# Unison Energy Pricing Model Assumptions

| Unison Energy Model Assumptions                  |                                   |
|--|-----------------------------------|
| Primary Engine Size                              | 360kW                             |
| Secondary Engine Size                            | N/A                               |
| Engine Availability                              | 92%                               |
| Heat Recovery                                    | Hot Water                         |
| Other Equipment                                  | SCR (emissions)                   |
| Estimated Client Boiler Efficiency               | 85%                               |
| Electric ESA Rate (\$/kWh)                       | \$0.0735                          |
| Chilled Water ESA Rate (\$/ton-hour)             | N/A                               |
| Thermal ESA Rate (\$/therm)                      | \$0.591                           |
| Annual Engine Production (kWh)                   | 2,733,079                         |
| Annual Steam Production (therms)                 | N/A                               |
| Annual Hot Water Production (therms)             | 97,436                            |
| Total Gas Offset (net of boiler efficiency)      | 92%                               |
| Pre-ESA Electric Utility Tariff                  | E-19S (Supply from Direct Access) |
| Post-ESA Electric Utility Tariff                 | E-19S + Schedule S                |
| Pre-ESA Gas Utility Tariff                       | Rate GN-T                         |
| Post-ESA Gas Utility Tariff (cogeneration usage) | Rate EG (Electric Generation)     |
| Post-ESA Gas Utility Tariff (facility usage)     | Rate GN-T                         |
| Total Rebates / Incentives                       | \$0                               |

# Unison Energy's real-time database allows the tracking of hundreds of datapoints with advanced data visualization

## Gas Consumption (mmBTU)

| Gen1  | Gen2  | Gen3 | Total |
|-------|-------|------|-------|
| 4,065 | 4,369 |      | 8,434 |

## Thermal (therms)

| Gen1   | Gen2   | Gen3 | Total  |
|--------|--------|------|--------|
| 13,754 | 14,164 |      | 27,918 |

## Electric (kWh)

| Gen1    | Gen2    | Gen3 |
|---------|---------|------|
| 509,364 | 533,622 |      |

## Facility Demand

4,072

kW

## Max Gross Output

3,207

kW

## Facility Usage

1,135,707

kWh

## Gross Production

1,042,986

kWh

## Utility Demand

2,246

kW

## Max Net Output

3,122

kW

## Utility Usage

117,353

kWh

## Net Production

1,018,354

kWh

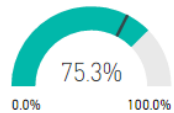
## Electric Efficiency

|         |
|---------|
| 42.8 %  |
| Gen1    |
| 41.7 %  |
| Gen2    |
| (Blank) |
| Gen3    |
| 42.2 %  |
| Total   |

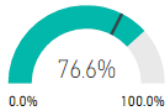
## Thermal Efficiency

|         |
|---------|
| 33.8 %  |
| Gen1    |
| 32.4 %  |
| Gen2    |
| (Blank) |
| Gen3    |
| 33.1 %  |
| Total   |

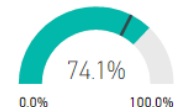
## Total System Efficiency



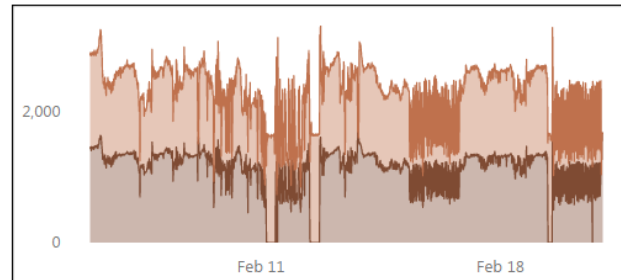
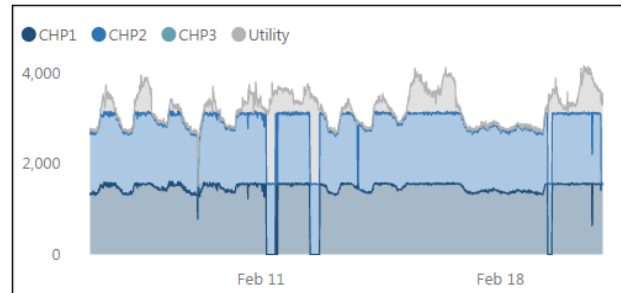
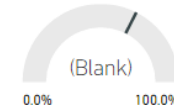
## Gen1



## Gen2



## Gen3



100%

FacilityUptime

360

TotalFacilityOpHo...

342

Hours

357

Hours

(Blank)

Hours

95.2%

Gen1 Uptime

99.3%

Gen2 Uptime

0%

Gen3 Uptime

# Overview of business terms and next steps

|                             |  |
|-----------------------------|--|
| <b>Term:</b>                | <ul style="list-style-type: none"><li>• 10-20 years, flexible to meet client needs</li></ul>   |
| <b>Electricity usage:</b>   | <ul style="list-style-type: none"><li>• Electricity billed at \$ per kWh rate ONLY for actual usage</li></ul>  |
| <b>Thermal usage:</b>       | <ul style="list-style-type: none"><li>• Thermal output billed at \$ per therm rate ONLY for actual usage</li></ul>                                     |
| <b>Fuel:</b>                | <ul style="list-style-type: none"><li>• Natural gas purchased by client or purchased by Unison Energy with a direct pass through of costs</li></ul>    |
| <b>Capital costs:</b>       | <ul style="list-style-type: none"><li>• Covered by Unison Energy</li></ul>   |
| <b>Maintenance:</b>         | <ul style="list-style-type: none"><li>• Covered by Unison Energy</li></ul>   |
| <b>Site closure option:</b> | <ul style="list-style-type: none"><li>• Customer may (1) pay to relocate to another location or (2) pay down the remaining principal on debt</li></ul> |

|                   |   |
|-------------------|---|
| <b>Next steps</b> | <ul style="list-style-type: none"><li>• Review legal agreements for any major business issues</li><li>• Sign LOI</li><li>• UE sends engineers on site visit to estimate site costs and develop interval usage forecast</li><li>• Finalize pro-forma</li><li>• Review and sign ESA and Lease with Legal</li><li>• Construction takes 9-15 months</li></ul> |
|-------------------|---|



**CONFIDENTIAL**

June 14, 2019

**SONOMA VALLEY HOSPITAL**  
**347 Andriuex Street**  
**Sonoma, CA 95476**

Attn: **Grigory Gatenian**

RE: Letter of Agreement – CHP Energy Facility Design, Engineering and Economics Survey

Dear Grigory:

Thank you for your interest in reviewing the feasibility of a cogeneration facility ("CHP Facility") with Unison Energy, LLC ("Unison" or "Contractor"). I am pleased to provide the attached proposal and Scope of Work for a Feasibility Study to assess the engineering, permitting and economic potential for a CHP Facility for the Sonoma Valley Hospital (the "Company") location at 347 Andriuex Street Sonoma, CA 95476 (the "**Site**").

Using the initial energy data provided by you, Unison estimates a CHP Facility will yield a replacement of greater than 80% of the electrical needs of the Site and an annual energy cost savings of \$61,291 in the first year and \$2,444,064 over the 20-year term of the Energy Services Agreement ("ESA" attached in Exhibit C) and Site Access License (attached in Exhibit D). A preliminary Pro-forma<sup>1</sup> for savings details is attached in Exhibit A. The CHP Facility will also provide power for the Site during utility outages.

This Letter of Agreement (the "**Agreement**") identifies the mutual intentions of the Company and the Contractor.

- Contractor agrees to complete a technical and economic assessment on behalf of the Company to determine the feasibility of the CHP Facility.
- Contractor will pay for feasibility study subject to the below "Go" / "No-Go" criteria:
  - If the feasibility study confirms the energy savings projected in Exhibit A, then Company has two options:
    1. Go forward with CHP Facility as outlined in the Energy Services Agreement Term Sheet and sign Unison's ESA within 60 days of the submission of the completed feasibility study to Company or,
    2. If Company decides to not move forward with the CHP project the Company will reimburse Contractor for the cost of feasibility study not to exceed \$15,000.
  - If feasibility study does not confirm the energy savings projected in the Preliminary CHP Facility Pro-forma<sup>2</sup>, then the Company has two options:
    1. If the energy savings and or energy reliability generated by the CHP Facility are still compelling, Company can sign Unison's ESA and go forward with the CHP Facility or,
    2. Company can elect the "No-Go" option and is under no obligation to reimburse Contractor for the feasibility study.

**Feasibility Study Scope of Work.**

Unison will invest the capital required to prepare the Feasibility Study to be delivered to the Company. Contractor's deliverable to the Company is a report (the "Feasibility Study") that will include the following:

- 1) Model energy usage before and after the implementation of the CHP Facility using available utility bills, interval analysis, site visits, contractor interviews, and observed operating metrics
- 2) Determine the optimal electric and or thermal integration for the facility that will maximize reliability and savings for the Company.
- 3) Determine the appropriate CHP Facility size and configuration.
- 4) Estimate site implementation costs for the implementation of a CHP Facility. Identify the modifications and retrofits required to the existing Site design.
- 5) Model both gas and electric tariffs pre and post implementation including any utility standby charges for electricity and gas local distribution company ("LDC") and 3<sup>rd</sup> party marketing costs.
- 6) Identify relevant permits, site, and federal, state, and local requirements that would need to be met prior to installation and for operation
- 7) .Prepare a full economic evaluation of the CHP Facility; including a draft term sheet between the Company and Contractor (an "ESA Term Sheet")

**Authorizations and Company Financials.**

1. The Company agrees to provide Contractor with the necessary Utility Authorization Letter (see Exhibit B attached) and,
2. Company shall provide Contractor with three years of audited and or reviewed financials.

+++++

If the above terms and conditions and the below General Terms and Conditions are acceptable to you, please execute below in order to confirm and return a copy at your earliest convenience. EXHIBITS C and D are for your review only and are subject to future review and negotiation should you decide to move forward with the CHP Facility.

Agreed to and accepted by:

**Unison Energy, LLC**

**[COMPANY NAME]**

By: \_\_\_\_\_

By: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

**Attachments:**

- **EXHIBIT A:** Preliminary CHP Project Pro-forma
- **EXHIBIT B:** Utility Authorization Letter
- **EXHIBIT C:** Form of Energy Services Agreement
- **EXHIBIT D:** Form of Site Access Lease / License



**To:** Finance Committee

**Meeting Date:** February 25, 2020

**Prepared by:** Danielle Jones

**Agenda Item Title:** Risk Management Review

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## Risk Management Claims Reports FY2020

### *Clinical Claims:*

SVH has had an association with BETA Healthcare Group since 1997. BETA HCG Risk Management Authority administers risk-sharing pools under a joint powers agreement pursuant to California Government Code Claim Section 6500, et seq. and Section 990, et seq. Coverage limits for Hospital Professional and General liability is \$15 million with a \$5,000 deductible. Emergency Department Professional coverage limits are \$1 million/\$3 million with a \$5,000 deductible.

In addition, each year Beta sets aside \$2,500 for risk related education and \$2,500 for outside peer review activities. Program Beta also provides free registration for numerous educational seminars and annual conferences and offers free on-site consultations and educational programs.

Sonoma Valley Hospital has a very low claims history. The table below outlines our claims from calendar years 2017 through 2019. Like the rest of the nation, the Emergency Department is at the most risk for having a claim reported.

The 2017 ED case was finalized with a settlement agreement and mutual release of liability. The cost associated with this case is related to write off payments and adjustments totaling \$19,839.21 for three separate encounters.

### *Business Claims:*

No new claims.



### ***Regulatory Claims:***

Sonoma Valley Hospital received the California Department of Public Health statement of deficiency for the retained sponge event in 2015. A plan of correction has been developed, initiated and submitted. An administrative penalty has been assessed in the amount of \$12,600. The plan of corrections was accepted by the California Department of Public Health in August 2019.

We anticipate a second administrative penalty for \$12,600 from the California Department of Public Health for a wrong site surgery in 2019.

### ***Precautionary Claims:***

The hazards of not preparing for potential issues can have significant, long-term effects. Neglecting to have comprehensive risk management plans in place can compromise patient care, increase liability risks, and result in financial losses. Thus, three cases recognized as potential risks have been evaluated and submitted to BETA as precautionary.

**BETA Risk Management Authority**

**HCL Claims As Of 2/19/20**

**For Contract Periods Between 2017 And 2019**

**Claim Type: General Liability And Professional Liability Claims; Claim Status: Closed And Open Claims**

**Sonoma Valley Health Care District**

| Contract Period | Facility                              | Claim Number | Expense Paid | Expense Gross Incurred | Expense Deductible Outstanding | Expense Net Incurred* | Total Reserves | Total Paid   | Total Gross Incurred | Total Deductible Outstanding | Total Net Incurred* |
|-----------------|---------------------------------------|--------------|--------------|------------------------|--------------------------------|-----------------------|----------------|--------------|----------------------|------------------------------|---------------------|
| 2017            | Sonoma Valley Health Care District ER | 3            | 1,653        | 1,653                  | 0                              | 1,653                 | 0              | 1,653        | 1,653                | 0                            | 1,653               |
| 2018            | Sonoma Valley Health Care District    | 2            | 956          | 956                    | 0                              | 956                   | 0              | 956          | 956                  | 0                            | 956                 |
| 2018            | Sonoma Valley Health Care District ER | 1            | 400          | 400                    | 0                              | 400                   | 0              | 400          | 400                  | 0                            | 400                 |
| 2019            | Sonoma Valley Health Care District    | 1            | 599          | 25,000                 | 0                              | 25,000                | 34,402         | 599          | 35,000               | 5,000                        | 30,000              |
|                 | <b>Grand Totals</b>                   | <b>7</b>     | <b>3,607</b> | <b>28,008</b>          | <b>0</b>                       | <b>28,008</b>         | <b>34,402</b>  | <b>3,607</b> | <b>38,008</b>        | <b>5,000</b>                 | <b>33,008</b>       |

*\*Net Incurred = Reserves + Payments - Deductible or SIR Outstanding - Deductible Payments*

SONOMA VALLEY HOSPITAL  
COST PROJECTIONS and FUNDING SUMMARY  
FISCAL YEAR 01/2020 THROUGH 06/2020  
DESIGN, PRECONSTRUCTION AND CONSTRUCTION  
As Reported 2/20/2020

|   | Through: | Jan '20      | Feb '20       | Mar '20       | Apr '20       | May '20       | Jun '20       |
|---|----------|--------------|---------------|---------------|---------------|---------------|---------------|
| <b>Campaign</b>                               |          |              |               |               |               |               |               |
| Fundraising Goal:                             | \$       | 21,000,000   |               |               |               |               |               |
| Total Confirmed Pledges:                      | \$       | 16,245,924   |               |               |               |               |               |
| Total Verbal Pledges:                         | \$       | 1,000,000    |               |               |               |               |               |
| Total Cash Gifts Collected:                   | \$       | 1,406,302    |               |               |               |               |               |
| Total Committed:                              | \$       | 18,652,226   |               |               |               |               |               |
| As Reported 2/5/2020                          |          |              |               |               |               |               |               |
| Total Pledge Payments Collected:              | \$       | 9,495,502.32 |               |               |               |               |               |
| Total Cash Gifts Collected:                   | \$       | 1,406,302    |               |               |               |               |               |
| Total Pledges & Cash Due*:                    | \$       | 10,916,438   | \$ 10,949,493 | \$ 11,281,798 | \$ 13,492,464 | \$ 13,533,019 | \$ 13,587,324 |
| *Includes (\$8,580) in Uncollectible Pledges. |          |              |               |               |               |               |               |

|   |         |            |              |              |              |              |              |
|---|---------|------------|--------------|--------------|--------------|--------------|--------------|
| <b>Project</b>                              |         |            |              |              |              |              |              |
| Total Approved Funding:                     | \$      | 12,757,471 |              |              |              |              |              |
| Total Spent**:                              | \$      | 4,010,788  |              |              |              |              |              |
| Total Projected Costs:                      | \$      | 4,010,788  | \$ 4,384,169 | \$ 5,490,627 | \$ 6,354,457 | \$ 8,400,082 | \$ 9,894,427 |
| **Includes \$457,479 in Campaign Expenses.  |         |            |              |              |              |              |              |
| Total Projected Cash In Hand:               | \$      | 6,845,919  | \$ 6,505,593 | \$ 5,731,440 | \$ 7,078,276 | \$ 5,073,205 | \$ 3,633,166 |
| As Confirmed with Carla Kappel on 2/21/2020 |         |            |              |              |              |              |              |
| Available Line of Credit:                   |         | \$ -       | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |
|   | To Date | Feb '20    | Mar '20      | Apr '20      | May '20      | Jun '20      |              |

|  |    |           |            |              |            |              |              |
|--|----|-----------|------------|--------------|------------|--------------|--------------|
| <b>Funds</b>                                   |    |           |            |              |            |              |              |
| Pledge Payments                                |    | \$ 16,106 | \$ 315,356 | \$ 2,193,716 | \$ 23,606  | \$ 37,356    |              |
| Verbal Pledges Amortized Over Span of Campaign |    | \$ 16,949 | \$ 16,949  | \$ 16,949    | \$ 16,949  | \$ 16,949    |              |
| <b>Expenses</b>                                |    |           |            |              |            |              |              |
| Proj. #0 ODC                                   | \$ | 655,549   | \$ -       | \$ -         | \$ -       | \$ -         | \$ -         |
| Proj. #0 MP                                    | \$ | 127,812   | \$ -       | \$ -         | \$ -       | \$ -         | \$ -         |
| Proj. #0 Decom                                 | \$ | 125,622   | \$ -       | \$ -         | \$ -       | \$ -         | \$ -         |
| Proj. #1 CT                                    | \$ | 1,054,028 | \$ 201,625 | \$ 722,303   | \$ 727,700 | \$ 1,935,558 | \$ 778,200   |
| IT   | \$ | 122,579   | \$ -       | \$ 875       | \$ 29,973  | \$ 29,973    | \$ 15,736    |
| VoIP   | \$ | 230,240   | \$ 5,671   | \$ 121,305   | \$ 71,837  | \$ 50,806    | \$ 21,047    |
| CT Make Ready                                  | \$ | 60,054    | \$ 4,388   | \$ 2,586     | \$ -       | \$ -         | \$ -         |
| Proj. #2 Cardio                                | \$ | 36,002    | \$ 33,954  | \$ 242,760   | \$ 3,406   | \$ -         | \$ -         |
| Blood Draw                                     | \$ | -         | \$ -       | \$ -         | \$ -       | \$ -         | \$ -         |
| Cardio PFT & Echo RMs                          | \$ | -         | \$ -       | \$ -         | \$ -       | \$ -         | \$ -         |
| Cardio Treadmill Room                          | \$ | -         | \$ -       | \$ -         | \$ -       | \$ -         | \$ 1,750     |
| Proj. #3 MRI                                   | \$ | 564,364   | \$ 112,949 | \$ 5,259     | \$ 27,844  | \$ 15,789    | \$ 664,112   |
| MRI Make Ready                                 | \$ | 15,594    | \$ -       | \$ -         | \$ -       | \$ -         | \$ -         |
| Gazebo & MRI Trailer Removal                   | \$ | -         | \$ 685     | \$ 1,070     | \$ 1,070   | \$ -         | \$ -         |
| Proj. #4 UCSF Clinic                           | \$ | 2,498     | \$ 5,736   | \$ 10,300    | \$ 2,000   | \$ 13,500    | \$ 13,500    |
| 3D Mammo                                       | \$ | 556,709   | \$ -       | \$ -         | \$ -       | \$ -         | \$ -         |
| Campaign Expenses                              | \$ | 457,479   | \$ -       | \$ -         | \$ -       | \$ -         | \$ -         |
| Other  | \$ | 2,258     | \$ 8,372   | \$ -         | \$ -       | \$ -         | \$ -         |
| Total  | \$ | 4,010,788 | \$ 373,381 | \$ 1,106,458 | \$ 863,829 | \$ 2,045,626 | \$ 1,494,345 |

Sonoma Valley Hospital  
Speed Report  
Open Projects Under: Outpatient Diagnostic Center  
CIP: 1258.0050 & 1258.0795 Through: 01/31/2020

| Status / Issues  |   | Finances / Budget  |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
|--|---|--|---------------|--------------|---------------|---------------|---------------|-------|--------------------|------------------------------|---------|-----|---|---------|-----|---|---------|------|---|---------|------|---|---------|------|---|---------|------|-----|---------|------|-----|---------|------|-----|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|---------|------|------|
| Key  |   | Description  | Budget        | Committed    | Spent to Date | Exposure      | Forecast      |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| □ Complete, ■ No Issue, ■ Likely Risk, ■ Budget or Schedule at Risk  |   | Project #0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Project #0 - ODC: Study Scope Complete   |   | ODC  | \$ 845,904    | \$ 655,549   | \$ 655,549    | \$ -          | \$ 655,549    |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
|  |   | Master Planning  | \$ 142,039    | \$ 127,812   | \$ 127,812    | \$ -          | \$ 127,812    |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
|  |   | Decommissioning  | \$ 288,468    | \$ 125,622   | \$ 125,622    | \$ -          | \$ 125,622    |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
|  |   | Total  | \$ 1,276,411  | \$ 908,983   | \$ 908,983    | \$ -          | \$ 908,983    |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Project #0 - Master Planning: Study Scope Complete   |   | Project #1   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| After Several Master Facility Planning meetings, the following was determined to be the best path forward:                 |   | CT   | \$ 9,365,951  | \$ 2,957,090 | \$ 1,054,028  | \$ 5,016,882  | \$ 7,973,972  |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Enhance diagnostic services to remain viable to population: replace aging CT, locate a 3T MRI inside the hospital, improve revenue streams through Cardiology and Orthopedics on site.  | IT   | \$ -          | \$ 160,579   | \$ 122,579    | \$ 215,421    | \$ 376,000    |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Provide more patient amenities, centralize scheduling, and upgrade technology to remain competitive.  | VoIP   | \$ -          | \$ 413,463   | \$ 230,240    | \$ 136,537    | \$ 550,000    |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Leverage UCSF affiliation to provide the framework needed to thrive in Sonoma.  | CT Make Ready  | \$ -          | \$ 67,028    | \$ 60,054     | \$ -          | \$ 67,028     |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | The Board and CEO to continue to dialogue about future steps to meet 2030 seismic requirements.   | Total  | \$ 9,365,951  | \$ 3,598,160 | \$ 1,466,901  | \$ 5,368,840  | \$ 8,967,000  |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Project #0 - Decommissioning: Study Scope Complete   |   | Project #2   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| The study of the Central and East Wings to determine the feasibility of decommissioning these wings yielded the following: |   | Cardio   | \$ 330,000    | \$ 41,011    | \$ 36,002     | \$ 275,111    | \$ 316,122    |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Cost of scope required for decommissioning exceeds any benefit to the hospital.   | Blood Draw   | \$ -          | \$ -         | \$ -          | \$ 683,878    | \$ 683,878    |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | The scopes of work would include building a stand-by kitchen in the west wing, removal of the SNF from the east wing, having to relocate medical records to the West Wing, and building structural and fire separations between the West Wing and the Central Wing. | Total  | \$ 330,000    | \$ 41,011    | \$ 36,002     | \$ 958,989    | \$ 1,000,000  |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Project #1 - CT  |   | Project #3   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | CT Develop Final GMP and Design Build Agreement - 1/13/20   | MRI  | \$ 1,229,347  | \$ 819,414   | \$ 564,364    | \$ 7,425,586  | \$ 8,245,000  |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Project Approval - 12/30/19   | MRI Make Ready   | \$ -          | \$ 15,594    | \$ 15,594     | \$ -          | \$ 15,594     |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Abatement Start - 12/18/2019  | Cardio Treadmill RM  | \$ -          | \$ -         | \$ -          | \$ 86,860     | \$ 86,860     |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | CT Construction Start - Phase 1 - 1/21/20   | Cardio PFT & Echo RM   | \$ -          | \$ -         | \$ -          | \$ 653,634    | \$ 653,634    |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | CT Construction Start - Phase 2 - 6/25/20   | Gazebo & MRI Trailer Removal   | \$ -          | \$ -         | \$ -          | \$ 93,875     | \$ 100,000    |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | CT Go Live - 7/2020 (Contingent on CDPH Sign-off)   | Total  | \$ 1,229,347  | \$ 835,008   | \$ 579,958    | \$ 8,259,955  | \$ 9,101,088  |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Reception Area Available for Staff Hub Relocation - 6/12/20 (Contingent on CDPH Sign-Off)   | Project #4   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Old CT Demo Start - 7/2020  | UCSF Clinic  | \$ 50,000     | \$ 50,000    | \$ 2,498      | \$ -          | \$ 50,000     |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Substantial Completion CT Project - Phase 2 - 9/10/20   | Subtotal   | \$ 12,251,709 | \$ 5,433,161 | \$ 2,994,343  | \$ 14,587,785 | \$ 20,027,071 |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Project #2 - Cardio  |   | 3D Mammo   | \$ 505,762    | \$ 556,709   | \$ 556,709    | \$ -          | \$ 556,709    |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | \$21K Approved by CEO to Spend on FF&E - 12/2019  | Campaign Expenses  | \$ -          | \$ 457,479   | \$ 457,479    | \$ -          | \$ 457,479    |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Capital Request to Board for Cardiology Equipment - 2/6/2020  | Other  | \$ -          | \$ 10,630    | \$ 2,258      | \$ -          | \$ 10,630     |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Project #3 - MRI   |   | Total  | \$ 12,757,471 | \$ 6,457,979 | \$ 4,010,788  | \$ 14,587,785 | \$ 21,051,889 |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Backcheck 0 Comments Expected From OSHPD - 2/11/20  | Budget Notes   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Response to Backcheck 0 To Be Submitted to OSHPD - 3/10/20  | 1.) 3-D Mammography Equipment was purchased by the Foundation.   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Backcheck 1 Comments Expected From OSHPD - 4/13/20  | 2.) There are Electrical Make Ready costs for both the CT and MRI Projects. The CT project requires the existing hospital electrical system to be made code compliant. The MRI project requires power from the ED/OR Wing.   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | MRI Develop Final GMP and Design Build Agreement - 4/14/20  | 3.) Project contingency for CT raised back to 15% of construction costs.   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Response to Backcheck 1 To Be Submitted to OSHPD - 5/11/20  | 4.) Electrical Make Ready for MRI reduced from \$856,088 to Spent to Date total of \$15,594. Remainder broken into the PFT & Echo Exam Room Project and the Cardiology Treadmill Exam Room Project.  |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | OSHPD Plan Approval - 6/12/20   | 5.) Dome was issued Amendments 17 and 18 capturing six net new PCO's. The project estimates were updated to reflect these costs.   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Construction Start - MRI Area - 6/15/20   | 6.) Foundation has provided forecasted Campaign Expenses at completion in the amount of \$416.5K.  |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Construction Start - Roof - 11/3/20   | 7.) Forecast increased by \$51.9K as a result of increased campaign expenses and overpayments to OSHPD (categorized as other).   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Substantial Completion - MRI - 4/16/21  | Cash Flow/ Cost Projections  |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | MRI Go Live - Spring 2021   | <div>Money Raised vs. Project Expenses</div> <table><caption>Money Raised vs. Project Expenses Data (Approximate)</caption><tr><th>Month</th><th>Money Raised (\$M)</th><th>Total Project Expenses (\$M)</th></tr><tr><td>Sep '19</td><td>7.0</td><td>-</td></tr><tr><td>Oct '19</td><td>8.0</td><td>-</td></tr><tr><td>Nov '19</td><td>10.0</td><td>-</td></tr><tr><td>Dec '19</td><td>10.5</td><td>-</td></tr><tr><td>Jan '20</td><td>10.5</td><td>-</td></tr><tr><td>Feb '20</td><td>10.5</td><td>4.0</td></tr><tr><td>Mar '20</td><td>13.0</td><td>6.0</td></tr><tr><td>Apr '20</td><td>13.5</td><td>8.0</td></tr><tr><td>May '20</td><td>13.5</td><td>10.0</td></tr><tr><td>Jun '20</td><td>13.5</td><td>12.0</td></tr><tr><td>Jul '20</td><td>13.5</td><td>13.5</td></tr><tr><td>Aug '20</td><td>13.5</td><td>13.5</td></tr><tr><td>Sep '20</td><td>14.0</td><td>14.0</td></tr><tr><td>Oct '20</td><td>14.0</td><td>15.0</td></tr><tr><td>Nov '20</td><td>14.0</td><td>18.0</td></tr><tr><td>Dec '20</td><td>14.5</td><td>19.0</td></tr><tr><td>Jan '21</td><td>14.5</td><td>19.5</td></tr><tr><td>Feb '21</td><td>14.5</td><td>20.0</td></tr><tr><td>Mar '21</td><td>15.0</td><td>20.0</td></tr><tr><td>Apr '21</td><td>15.0</td><td>20.0</td></tr><tr><td>May '21</td><td>15.0</td><td>20.0</td></tr><tr><td>Jun '21</td><td>15.0</td><td>20.0</td></tr><tr><td>Jul '21</td><td>15.0</td><td>20.0</td></tr><tr><td>Aug '21</td><td>15.5</td><td>20.5</td></tr><tr><td>Sep '21</td><td>15.5</td><td>20.5</td></tr><tr><td>Oct '21</td><td>16.0</td><td>21.0</td></tr><tr><td>Nov '21</td><td>16.0</td><td>21.0</td></tr><tr><td>Dec '21</td><td>16.0</td><td>21.0</td></tr><tr><td>Jan '22</td><td>16.5</td><td>21.0</td></tr><tr><td>Feb '22</td><td>16.5</td><td>21.0</td></tr><tr><td>Mar '22</td><td>16.5</td><td>21.0</td></tr><tr><td>Apr '22</td><td>16.5</td><td>21.0</td></tr><tr><td>May '22</td><td>16.5</td><td>21.0</td></tr><tr><td>Jun '22</td><td>16.5</td><td>21.0</td></tr><tr><td>Jul '22</td><td>16.5</td><td>21.0</td></tr><tr><td>Aug '22</td><td>16.5</td><td>21.0</td></tr><tr><td>Sep '22</td><td>16.5</td><td>21.0</td></tr><tr><td>Oct '22</td><td>16.5</td><td>21.0</td></tr><tr><td>Nov '22</td><td>16.5</td><td>21.0</td></tr><tr><td>Dec '22</td><td>16.5</td><td>21.0</td></tr><tr><td>Jan '23</td><td>16.5</td><td>21.0</td></tr><tr><td>Feb '23</td><td>16.5</td><td>21.0</td></tr><tr><td>Mar '23</td><td>16.5</td><td>21.0</td></tr><tr><td>Apr '23</td><td>16.5</td><td>21.0</td></tr><tr><td>May '23</td><td>16.5</td><td>21.0</td></tr><tr><td>Jun '23</td><td>16.5</td><td>21.0</td></tr><tr><td>Jul '23</td><td>16.5</td><td>21.0</td></tr><tr><td>Aug '23</td><td>16.5</td><td>21.0</td></tr><tr><td>Sep '23</td><td>16.5</td><td>21.0</td></tr><tr><td>Oct '23</td><td>16.5</td><td>21.0</td></tr><tr><td>Nov '23</td><td>16.5</td><td>21.0</td></tr><tr><td>Dec '23</td><td>16.5</td><td>21.0</td></tr><tr><td>Jan '24</td><td>16.5</td><td>21.0</td></tr><tr><td>Feb '24</td><td>16.5</td><td>21.0</td></tr><tr><td>Mar '24</td><td>16.5</td><td>21.0</td></tr><tr><td>Apr '24</td><td>16.5</td><td>21.0</td></tr><tr><td>May '24</td><td>16.5</td><td>21.0</td></tr><tr><td>Jun '24</td><td>16.5</td><td>21.0</td></tr><tr><td>Jul '24</td><td>16.5</td><td>21.0</td></tr><tr><td>Aug '24</td><td>16.5</td><td>21.0</td></tr><tr><td>Sep '24</td><td>16.5</td><td>21.0</td></tr><tr><td>Oct '24</td><td>16.5</td><td>21.0</td></tr><tr><td>Nov '24</td><td>16.5</td><td>21.0</td></tr><tr><td>Dec '24</td><td>16.5</td><td>21.0</td></tr></table> |               |              |               |               |               | Month | Money Raised (\$M) | Total Project Expenses (\$M) | Sep '19 | 7.0 | - | Oct '19 | 8.0 | - | Nov '19 | 10.0 | - | Dec '19 | 10.5 | - | Jan '20 | 10.5 | - | Feb '20 | 10.5 | 4.0 | Mar '20 | 13.0 | 6.0 | Apr '20 | 13.5 | 8.0 | May '20 | 13.5 | 10.0 | Jun '20 | 13.5 | 12.0 | Jul '20 | 13.5 | 13.5 | Aug '20 | 13.5 | 13.5 | Sep '20 | 14.0 | 14.0 | Oct '20 | 14.0 | 15.0 | Nov '20 | 14.0 | 18.0 | Dec '20 | 14.5 | 19.0 | Jan '21 | 14.5 | 19.5 | Feb '21 | 14.5 | 20.0 | Mar '21 | 15.0 | 20.0 | Apr '21 | 15.0 | 20.0 | May '21 | 15.0 | 20.0 | Jun '21 | 15.0 | 20.0 | Jul '21 | 15.0 | 20.0 | Aug '21 | 15.5 | 20.5 | Sep '21 | 15.5 | 20.5 | Oct '21 | 16.0 | 21.0 | Nov '21 | 16.0 | 21.0 | Dec '21 | 16.0 | 21.0 | Jan '22 | 16.5 | 21.0 | Feb '22 | 16.5 | 21.0 | Mar '22 | 16.5 | 21.0 | Apr '22 | 16.5 | 21.0 | May '22 | 16.5 | 21.0 | Jun '22 | 16.5 | 21.0 | Jul '22 | 16.5 | 21.0 | Aug '22 | 16.5 | 21.0 | Sep '22 | 16.5 | 21.0 | Oct '22 | 16.5 | 21.0 | Nov '22 | 16.5 | 21.0 | Dec '22 | 16.5 | 21.0 | Jan '23 | 16.5 | 21.0 | Feb '23 | 16.5 | 21.0 | Mar '23 | 16.5 | 21.0 | Apr '23 | 16.5 | 21.0 | May '23 | 16.5 | 21.0 | Jun '23 | 16.5 | 21.0 | Jul '23 | 16.5 | 21.0 | Aug '23 | 16.5 | 21.0 | Sep '23 | 16.5 | 21.0 | Oct '23 | 16.5 | 21.0 | Nov '23 | 16.5 | 21.0 | Dec '23 | 16.5 | 21.0 | Jan '24 | 16.5 | 21.0 | Feb '24 | 16.5 | 21.0 | Mar '24 | 16.5 | 21.0 | Apr '24 | 16.5 | 21.0 | May '24 | 16.5 | 21.0 | Jun '24 | 16.5 | 21.0 | Jul '24 | 16.5 | 21.0 | Aug '24 | 16.5 | 21.0 | Sep '24 | 16.5 | 21.0 | Oct '24 | 16.5 | 21.0 | Nov '24 | 16.5 | 21.0 | Dec '24 | 16.5 | 21.0 |
| Month  | Money Raised (\$M)  | Total Project Expenses (\$M)   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Sep '19  | 7.0   | -  |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Oct '19  | 8.0   | -  |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Nov '19  | 10.0  | -  |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Dec '19  | 10.5  | -  |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Jan '20  | 10.5  | -  |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Feb '20  | 10.5  | 4.0  |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Mar '20  | 13.0  | 6.0  |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Apr '20  | 13.5  | 8.0  |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| May '20  | 13.5  | 10.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Jun '20  | 13.5  | 12.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Jul '20  | 13.5  | 13.5   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Aug '20  | 13.5  | 13.5   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Sep '20  | 14.0  | 14.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Oct '20  | 14.0  | 15.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Nov '20  | 14.0  | 18.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Dec '20  | 14.5  | 19.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Jan '21  | 14.5  | 19.5   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Feb '21  | 14.5  | 20.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Mar '21  | 15.0  | 20.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Apr '21  | 15.0  | 20.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| May '21  | 15.0  | 20.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Jun '21  | 15.0  | 20.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Jul '21  | 15.0  | 20.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Aug '21  | 15.5  | 20.5   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Sep '21  | 15.5  | 20.5   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Oct '21  | 16.0  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Nov '21  | 16.0  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Dec '21  | 16.0  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Jan '22  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Feb '22  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Mar '22  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Apr '22  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| May '22  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Jun '22  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Jul '22  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Aug '22  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Sep '22  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Oct '22  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Nov '22  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Dec '22  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Jan '23  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Feb '23  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Mar '23  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Apr '23  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| May '23  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Jun '23  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Jul '23  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Aug '23  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Sep '23  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Oct '23  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Nov '23  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Dec '23  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Jan '24  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Feb '24  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Mar '24  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Apr '24  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| May '24  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Jun '24  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Jul '24  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Aug '24  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Sep '24  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Oct '24  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Nov '24  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Dec '24  | 16.5  | 21.0   |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| Project #4 - UCSF Clinic   |   |  |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Project to remain open until directed to close by CEO.  |  |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |
| ■  | Test fit for UCSF in progress.  |  |               |              |               |               |               |       |                    |                              |         |     |   |         |     |   |         |      |   |         |      |   |         |      |   |         |      |     |         |      |     |         |      |     |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |         |      |      |



**To:** SVHCD Board of Directors  
**From:** Kelly Mather  
**Date:** 2/2/20  
**Subject:** Administrative Report

## Summary

FY 2020 has been a good year for the first 6 months. All of the managers are doing an excellent job managing expenses. We've spent more time hard wiring and improving processes this year and it's nice to feel things seem to stabilize. I testified at a Joint Hearing on Health for the State Senate and Assembly last week on seismic requirements for 2030 and hope that we made a difference and that this law will be modified. We are starting to refresh our rolling three-year strategic plan and will have a draft for the board in April.

## Update from FY 2020 Strategic Plan:

| Strategic Priorities   | Update   |
|--|--|
| Exceed Community Expectations especially in Emergency Services | <ul style="list-style-type: none"> <li>➤ We have our brand promise and are now in the process of developing messaging to help the community see the hospital as an asset in which Emergency is top of mind.</li> <li>➤ We had several disaster preparedness experiences and completed a training with California Hospital Association in 2019 which is part of the expectation of Emergency Services in our valley.</li> </ul>   |
| Create UCSF Health Outpatient Center                           | <ul style="list-style-type: none"> <li>➤ Phase 1 (CT with an expanded imaging waiting room) is underway and due to open this summer.</li> <li>➤ We have raised \$18.6 million towards the goal of \$21 million toward the Capital Campaign and are awaiting some final answers on the last \$2.5 million.</li> <li>➤ Several different teams from UCSF visited SVH to discuss options for specialty clinics and other specialized services in Sonoma.</li> <li>➤ Infectious Disease telemedicine roll out went well.</li> </ul>    |
| Become a 5 Star Hospital                                       | <ul style="list-style-type: none"> <li>➤ We are converting to the "Human Experience" model for patient and staff satisfaction and continue to gather information from staff before the design phase.</li> <li>➤ We are starting the staff engagement survey with the "pulse" survey this month.</li> <li>➤ The posters displaying the 2019 performance improvement are on display.</li> </ul>  |
| Provide Access to Excellent Physicians                         | <ul style="list-style-type: none"> <li>➤ We have begun the Primary Care Physicians recruitment with Prima Medical Group/Marin Health Medical Network.</li> <li>➤ There are several UCSF specialists that are interested in coming to Sonoma.</li> <li>➤ Working on a recommendation to bring Dialysis to the 2<sup>nd</sup> floor with Satellite Healthcare and Nephrologists from Santa Rosa.</li> <li>➤ We are making good progress on the Bariatrics Accreditation and Dr. Perryman and expect the survey in spring.</li> </ul> |
| Healthy Hospital   | <ul style="list-style-type: none"> <li>➤ The Service and Excellence Awards event was a huge success. Staff felt recognized and said they enjoyed it immensely.</li> <li>➤ Staff salary increases of 2% across the board were implemented.</li> <li>➤ The Wellness 2.0 program is being rolled out and will be much more interactive and inspiring to maintain a healthy culture.</li> <li>➤ All new job descriptions and performance evaluations have been created.</li> </ul>   |

## DECEMBER 2019

|                                 |                     |              | National           |
|---------------------------------|---------------------|--------------|--------------------|
| Patient Experience              | Current Performance | FY 2020 Goal | Benchmark          |
| Would Recommend Hospital        | 100%                | > 70 percent | 50th percentile    |
| Inpatient Overall Rating        | 75%                 | >70 percent  | 50th percentile    |
| Outpatient Services             | 4.81                | 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        | 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               | 7                   | < 10         | 17                 |
| Adverse Drug Events with Harm   | 0                   | 0            | 0                  |
| Reportable HIPAA Privacy Events | 0                   | 0            | 0                  |
| Case Mix Index                  | 1.75                | 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                        | 5.6%/11.2%          | < 15%        | < 20%              |
| Financial Stability             | YTD Performance     | FY 2020 Goal | Benchmark          |
| EBDA                            | 9.9%                | 3%           | 3%                 |
| Paid FTE's                      | 230                 | <235         | n/a                |
| Days Cash on Hand               | 17.9                | 20           | 30                 |
| Days in Accounts Receivable     | 44                  | 45           | 50                 |
| Length of Stay                  | 3.8                 | 3.85         | 4.03               |
| Funds raised by SVHF            | \$18.6 million      | \$21 million | \$1 million        |
| Strategic Growth                |                     | FY 2020 Goal | FY 2019            |
| Inpatient Discharges            | 486/972             | 900          | 984                |
| Outpatient Visits               | 26,739/53,478       | 55,000       | 54,596             |
| Emergency Visits                | 5304/10,608         | 10,000       | 10,181             |
| Surgeries + Special Procedures  | 1434/2868           | 3000         | 2950               |
| Community Benefit Hours         | 592.5/1185          | 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:** February 25, 2020  
**Subject:** Financial Report for the Month Ending January 31, 2020

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For the month of January the hospital's actual operating margin of \$321,894 was \$217,490 favorable to the budgeted operating margin of \$104,404. In January, the hospital accrued for the FY 18/19 Hospital Quality Assurance Fee (HQAF) IGT of \$1,408,802 with a matching fee of \$451,221 for a net of \$957,581. The hospital paid the matching fee in the month of January and expects to receive the funds in April. After accounting for all other activity; the net income for January was \$1,217,117 vs. the budgeted net income of \$763,249 with a monthly EBDA of 16.1% vs. a budgeted 13.4%.

**Gross patient revenue** for January was \$23,947,370, or \$1,370,750 over budget. Inpatient gross revenue was under budget by (\$516,738). Inpatient days were under budget by (21) days and inpatient surgeries were under budget by (3) cases. Outpatient gross revenue was over budget by \$691,461 primarily in the surgery department by \$618,053. Outpatient visits were at budgeted expectations of 4,859 visits, outpatient surgeries were under budgeted expectations by (11) cases, and special procedures were under budget by (25) cases. The outpatient surgeries were of a higher acuity than average. The Emergency Room gross revenue was over budget by \$1,196,027 with ER visits at budgeted expectations of 953 visits. We saw higher charges in the ER in January for CT Scans, lab charges, and pharmacy charges.

**Deductions from revenue** were unfavorable to budgeted expectations by (\$855,807) which is due to gross revenue being over budgeted expectations. The hospital also experienced a higher than average all payer Case Mix.

After accounting for all other operating revenue, the **total operating revenue** was favorable to budgeted expectations by \$517,324.

**Operating Expenses** of \$5,090,996 were unfavorable to budget by (\$299,834). Salaries and wages and agency fees were under budget by \$59,772 and employee benefits were over budget by (\$19,971). Supplies are over budget by (\$182,198) primarily due to the cost of implants being over budget by (\$182,209). Purchased services were over budget by (\$12,710) due to unbudgeted costs in Quality related to the human/patient experience initiative (\$7,500). Other costs are over budget by (\$19,509) due to the unbudgeted costs for the Service and Excellence awards dinner in January. There was a matching fee made for the upcoming HQAF IGT of \$451,221.



After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net income for January was \$606,382 vs. a budgeted net income of \$390,088. The hospital received \$447,434 in donations from the Sonoma Valley Hospital Foundation primarily for Outpatient Diagnostic Center costs. The total net income for January after all activity was \$1,217,117 vs. a budgeted net income of \$763,249.

EBDA for the month of January was 16.1% vs. the budgeted 13.4%.

#### Patient Volumes – January

|                    | ACTUAL   | BUDGET   | VARIANCE | PRIOR YEAR |
|--------------------|----------|----------|----------|------------|
| Acute Discharges   | 79       | 90       | -11      | 83         |
| Acute Patient Days | 321      | 342      | -21      | 290        |
| Observation Days   | 12       | 0        | 12       | 3          |
| OP Gross Revenue   | \$17,269 | \$15,381 | \$1,887  | \$14,826   |
| Surgical Cases     | 150      | 164      | -14      | 157        |

#### Gross Revenue Overall Payer Mix – January

|                   | ACTUAL | BUDGET | VARIANCE | YTD ACTUAL | YTD BUDGET | VARIANCE |
|-------------------|--------|--------|----------|------------|------------|----------|
| Medicare          | 41.8%  | 41.7%  | 0.1%     | 41.8%      | 41.7%      | 0.1%     |
| Medicare Mgd Care | 12.3%  | 14.1%  | -1.8%    | 13.9%      | 14.1%      | -0.2%    |
| Medi-Cal          | 16.4%  | 17.6%  | -1.2%    | 17.1%      | 17.6%      | -0.5%    |
| Self-Pay          | 1.7%   | 1.5%   | 0.2%     | 2.0%       | 1.5%       | 0.5%     |
| Commercial        | 24.0%  | 20.8%  | 3.2%     | 21.8%      | 20.8%      | 1.0%     |
| Workers Comp      | 3.2%   | 2.3%   | 0.9%     | 2.8%       | 2.3%       | 0.5%     |
| Capitated         | 0.6%   | 2.0%   | -1.4%    | 0.8%       | 2.0%       | -1.2%    |
| Total             | 100.0% | 100.0% |          | 100.0%     | 100.0%     |          |

#### Cash Activity for January:

For the month of January the cash collection goal was \$3,598,980 and the Hospital collected \$3,626,569 or over the goal by \$27,589. The year-to-date cash collection goal was \$25,517,795 and the Hospital has collected \$25,670,804 or over goal by \$153,009.

|                             | CURRENT MONTH | PRIOR MONTH | VARIANCE | PRIOR YEAR  |
|-----------------------------|---------------|-------------|----------|-------------|
| Days of Cash on Hand – Avg. | 20.4          | 17.9        | 2.5      | 9.4         |
| Accounts Receivable Days    | 38.0          | 43.3        | -5.3     | 43.8        |
| Accounts Payable            | \$2,969,820   | \$2,922,632 | \$47,188 | \$4,116,857 |
| Accounts Payable Days       | 42.4          | 42.4        | 0.0      | 45.7        |

**ATTACHMENTS:**

- Attachment A is the Payer Mix Analysis which includes the projected collection percentage by payer.
- Attachment B is the Operating Indicators Report
- Attachment C is the Balance Sheet
- Attachment D (two pages) is the Statement of Revenue and Expense. The first page breaks out the hospital operations and page two includes all other activity.
- Attachment E is the Variance Analysis
- Attachment F is the Cash Projection

**Sonoma Valley Hospital**  
**Payer Mix for the month of January 31, 2020**

ATTACHMENT A

YTD

| <b>Gross Revenue:</b>         | <b>Actual</b>     | <b>Budget</b>     | <b>Variance</b>  | <b>% Variance</b> |
|-------------------------------|-------------------|-------------------|------------------|-------------------|
| Medicare                      | 10,033,589        | 9,409,336         | 624,253          | 6.6%              |
| Medicare Managed Care         | 2,953,987         | 3,171,484         | -217,497         | -6.9%             |
| Medi-Cal                      | 3,916,227         | 3,975,763         | -59,536          | -1.5%             |
| Self Pay                      | 412,678           | 349,170           | 63,508           | 18.2%             |
| Commercial & Other Government | 5,740,125         | 4,706,734         | 1,033,391        | 22.0%             |
| Worker's Comp.                | 754,557           | 522,962           | 231,595          | 44.3%             |
| Capitated                     | 136,207           | 441,171           | -304,964         | -69.1%            |
| <b>Total</b>                  | <b>23,947,370</b> | <b>22,576,620</b> | <b>1,370,750</b> |                   |

| <b>Actual</b>      | <b>Budget</b>      | <b>Variance</b>  | <b>% Variance</b> |
|--------------------|--------------------|------------------|-------------------|
| 65,166,891         | 61,402,950         | 3,763,941        | 6.1%              |
| 21,647,542         | 20,706,519         | 941,023          | 4.5%              |
| 26,609,283         | 25,959,994         | 649,289          | 2.5%              |
| 3,081,602          | 2,279,965          | 801,637          | 35.2%             |
| 34,032,583         | 30,752,907         | 3,279,676        | 10.7%             |
| 4,300,081          | 3,423,742          | 876,339          | 25.6%             |
| 1,259,019          | 2,883,867          | -1,624,848       | -56.3%            |
| <b>156,097,001</b> | <b>147,409,944</b> | <b>8,687,057</b> |                   |

| <b>Net Revenue:</b>           | <b>Actual</b>    | <b>Budget</b>    | <b>Variance</b> | <b>% Variance</b> |
|-------------------------------|------------------|------------------|-----------------|-------------------|
| Medicare                      | 1,199,727        | 1,261,696        | -61,969         | -4.9%             |
| Medicare Managed Care         | 280,847          | 376,455          | -95,608         | -25.4%            |
| Medi-Cal                      | 362,051          | 408,311          | -46,260         | -11.3%            |
| Self Pay                      | 193,899          | 177,099          | 16,800          | 9.5%              |
| Commercial & Other Government | 1,717,202        | 1,421,434        | 295,768         | 20.8%             |
| Worker's Comp.                | 150,911          | 109,927          | 40,984          | 37.3%             |
| Capitated                     | 2,588            | 8,029            | -5,441          | -67.8%            |
| Prior Period Adj/IGT          | 1,408,802        | 1,038,133        | 370,669         | 35.7%             |
| <b>Total</b>                  | <b>5,316,027</b> | <b>4,801,084</b> | <b>514,943</b>  | <b>10.7%</b>      |

| <b>Actual</b>     | <b>Budget</b>     | <b>Variance</b>  | <b>% Variance</b> |
|-------------------|-------------------|------------------|-------------------|
| 7,851,982         | 8,045,183         | -193,201         | -2.4%             |
| 2,392,719         | 2,457,863         | -65,144          | -2.7%             |
| 2,631,730         | 2,666,091         | -34,361          | -1.3%             |
| 1,539,546         | 1,156,398         | 383,148          | 33.1%             |
| 10,335,420        | 9,381,707         | 953,713          | 10.2%             |
| 880,687           | 719,671           | 161,016          | 22.4%             |
| 26,336            | 52,486            | -26,150          | -49.8%            |
| 1,665,757         | 1,802,552         | -136,795         | -7.6%             |
| <b>27,324,177</b> | <b>26,281,951</b> | <b>1,042,226</b> | <b>4.0%</b>       |

| <b>Percent of Net Revenue:</b> | <b>Actual</b> | <b>Budget</b> | <b>Variance</b> | <b>% Variance</b> |
|--------------------------------|---------------|---------------|-----------------|-------------------|
| Medicare                       | 22.6%         | 26.3%         | -3.7%           | -14.1%            |
| Medicare Managed Care          | 5.3%          | 7.8%          | -2.5%           | -32.1%            |
| Medi-Cal                       | 6.8%          | 8.5%          | -1.7%           | -20.0%            |
| Self Pay                       | 3.6%          | 3.7%          | -0.1%           | -2.7%             |
| Commercial & Other Government  | 32.3%         | 29.6%         | 2.7%            | 9.1%              |
| Worker's Comp.                 | 2.8%          | 2.3%          | 0.5%            | 21.7%             |
| Capitated                      | 0.1%          | 0.2%          | -0.1%           | -50.0%            |
| Prior Period Adj/IGT           | 26.5%         | 21.6%         | 4.9%            | 22.7%             |
| <b>Total</b>                   | <b>100.0%</b> | <b>100.0%</b> | <b>0.0%</b>     | <b>0.0%</b>       |

| <b>Actual</b> | <b>Budget</b> | <b>Variance</b> | <b>% Variance</b> |
|---------------|---------------|-----------------|-------------------|
| 28.8%         | 30.6%         | -1.9%           | -6.2%             |
| 8.8%          | 9.4%          | -0.6%           | -6.4%             |
| 9.6%          | 10.1%         | -0.5%           | -5.0%             |
| 5.6%          | 4.4%          | 1.2%            | 27.3%             |
| 37.8%         | 35.7%         | 2.1%            | 5.9%              |
| 3.2%          | 2.7%          | 0.5%            | 18.5%             |
| 0.1%          | 0.2%          | -0.1%           | -50.0%            |
| 6.1%          | 6.9%          | -0.8%           | -11.6%            |
| <b>100.0%</b> | <b>100.0%</b> | <b>-0.1%</b>    | <b>-0.1%</b>      |

| <b>Projected Collection Percentage:</b> | <b>Actual</b> | <b>Budget</b> | <b>Variance</b> | <b>% Variance</b> |
|---|---------------|---------------|-----------------|-------------------|
| Medicare                                | 12.0%         | 13.4%         | -1.4%           | -10.4%            |
| Medicare Managed Care                   | 9.5%          | 11.9%         | -2.4%           | -20.2%            |
| Medi-Cal                                | 9.2%          | 10.3%         | -1.1%           | -10.7%            |
| Self Pay                                | 47.0%         | 50.7%         | -3.7%           | -7.3%             |
| Commercial & Other Government           | 29.9%         | 30.2%         | -0.3%           | -1.0%             |
| Worker's Comp.                          | 20.0%         | 21.0%         | -1.0%           | -4.8%             |

| <b>Actual</b> | <b>Budget</b> | <b>Variance</b> | <b>% Variance</b> |
|---------------|---------------|-----------------|-------------------|
| 12.0%         | 13.1%         | -1.1%           | -8.4%             |
| 11.0%         | 11.9%         | -0.9%           | -7.6%             |
| 9.9%          | 10.3%         | -0.4%           | -3.9%             |
| 50.0%         | 50.7%         | -0.7%           | -1.4%             |
| 30.4%         | 30.5%         | -0.1%           | -0.3%             |
| 20.5%         | 21.0%         | -0.5%           | -2.4%             |

**SONOMA VALLEY HOSPITAL**  
**OPERATING INDICATORS**  
For the Period Ended January 31, 2020

**ATTACHMENT B**

|    | <b>CURRENT MONTH</b>       |                            |   |                                     | <b>YEAR-TO-DATE</b>        |                            |   | <b>YTD</b>                         |
|----|----------------------------|----------------------------|---|-------------------------------------|----------------------------|----------------------------|---|------------------------------------|
|    | <b>Actual<br/>01/31/20</b> | <b>Budget<br/>01/31/20</b> | <b>Favorable<br/>(Unfavorable)<br/>Variance</b> |                                     | <b>Actual<br/>01/31/20</b> | <b>Budget<br/>01/31/20</b> | <b>Favorable<br/>(Unfavorable)<br/>Variance</b> | <b>Prior<br/>Year<br/>01/31/19</b> |
|    |                            |                            |   | <b>Inpatient Utilization</b>        |                            |                            |   |                                    |
|    |                            |                            |   | <b>Discharges</b>                   |                            |                            |   |                                    |
| 1  | 63                         | 77                         | (14)  | Med/Surg                            | 458                        | 497                        | (39)  | 541                                |
| 2  | 16                         | 14                         | 2   | ICU                                 | 107                        | 89                         | 18  | 80                                 |
| 3  | 79                         | 90                         | (11)  | Total Discharges                    | 565                        | 586                        | (21)  | 621                                |
|    |                            |                            |   | <b>Patient Days:</b>                |                            |                            |   |                                    |
| 4  | 229                        | 255                        | (26)  | Med/Surg                            | 1,582                      | 1,656                      | (74)  | 1,820                              |
| 5  | 92                         | 87                         | 5   | ICU                                 | 566                        | 565                        | 1   | 538                                |
| 6  | 321                        | 342                        | (21)  | Total Patient Days                  | 2,148                      | 2,221                      | (73)  | 2,358                              |
| 7  | 12                         | -                          | 12  | <b>Observation days</b>             | 127                        | -                          | 127   | 65                                 |
|    |                            |                            |   | <b>Average Length of Stay:</b>      |                            |                            |   |                                    |
| 8  | 3.6                        | 3.3                        | 0.3   | Med/Surg                            | 3.5                        | 3.3                        | 0.1   | 3.4                                |
| 9  | 5.8                        | 6.4                        | (0.6)   | ICU                                 | 5.3                        | 6.4                        | (1.1)   | 6.7                                |
| 10 | 4.1                        | 3.8                        | 0.3   | Avg. Length of Stay                 | 3.8                        | 3.8                        | 0.0   | 3.8                                |
|    |                            |                            |   | <b>Average Daily Census:</b>        |                            |                            |   |                                    |
| 11 | 7.4                        | 8.2                        | (0.8)   | Med/Surg                            | 7.4                        | 7.7                        | (0.3)   | 8.5                                |
| 12 | 3.0                        | 2.8                        | 0.2   | ICU                                 | 2.6                        | 2.6                        | 0.0   | 2.5                                |
| 13 | 10.4                       | 11.0                       | (0.7)   | Avg. Daily Census                   | 10.0                       | 10.3                       | (0.3)   | 11.0                               |
|    |                            |                            |   | <b>Other Utilization Statistics</b> |                            |                            |   |                                    |
|    |                            |                            |   | <b>Emergency Room Statistics</b>    |                            |                            |   |                                    |
| 14 | 953                        | 959                        | (6)   | Total ER Visits                     | 6,257                      | 6,273                      | (16)  | 5,768                              |
|    |                            |                            |   | <b>Outpatient Statistics:</b>       |                            |                            |   |                                    |
| 15 | 4,859                      | 4,857                      | 2   | Total Outpatients Visits            | 31,598                     | 31,795                     | (197)   | 31,238                             |
| 16 | 26                         | 29                         | (3)   | IP Surgeries                        | 164                        | 191                        | (27)  | 193                                |
| 17 | 124                        | 135                        | (11)  | OP Surgeries                        | 977                        | 884                        | 93  | 950                                |
| 18 | 58                         | 83                         | (25)  | Special Procedures                  | 501                        | 541                        | (40)  | 557                                |
| 19 | 283                        | 358                        | (75)  | Adjusted Discharges                 | 2,090                      | 2,454                      | (364)   | 2,210                              |
| 20 | 1,151                      | 1,073                      | 78  | Adjusted Patient Days               | 7,932                      | 7,001                      | 931   | 15,455                             |
| 21 | 37.1                       | 34.6                       | 2.5   | Adj. Avg. Daily Census              | 36.9                       | 32.6                       | 4.3   | 71.9                               |
| 22 | 1.5004                     | 1.4000                     | 0.100   | Case Mix Index - Medicare           | 1.3720                     | 1.4000                     | (0.028)   | 1.4867                             |
| 23 | 1.6277                     | 1.4000                     | 0.228   | Case Mix Index - All payers         | 1.5162                     | 1.4000                     | 0.116   | 1.5145                             |
|    |                            |                            |   | <b>Labor Statistics</b>             |                            |                            |   |                                    |
| 24 | 205                        | 220                        | 15  | FTE's - Worked                      | 206                        | 214                        | 8.3   | 265                                |
| 25 | 230                        | 246                        | 16  | FTE's - Paid                        | 230                        | 240                        | 10.1  | 297                                |
| 26 | 45.43                      | 43.89                      | (1.54)  | Average Hourly Rate                 | 44.71                      | 43.12                      | (1.60)  | 42.95                              |
| 27 | 6.20                       | 7.10                       | 0.91  | FTE / Adj. Pat Day                  | 6.23                       | 7.36                       | 1.14  | 4.13                               |
| 28 | 35.3                       | 40.5                       | 5.2   | Manhours / Adj. Pat Day             | 35.5                       | 42.0                       | 6.5   | 23.5                               |
| 29 | 143.5                      | 121.2                      | (22.2)  | Manhours / Adj. Discharge           | 134.6                      | 119.7                      | (14.9)  | 164.5                              |
| 30 | 21.8%                      | 22.2%                      | 0.4%  | Benefits % of Salaries              | 22.8%                      | 23.5%                      | 0.6%  | 22.2%                              |
|    |                            |                            |   | <b>Non-Labor Statistics</b>         |                            |                            |   |                                    |
| 31 | 18.5%                      | 11.3%                      | -7.2%   | Supply Expense % Net Revenue        | 14.7%                      | 14.0%                      | -0.7%   | 12.6%                              |
| 32 | 2,568                      | 1,522                      | (1,046)   | Supply Exp. / Adj. Discharge        | 1,835                      | 1,515                      | (320)   | 1,840                              |
| 33 | 18,360                     | 13,680                     | (4,680)   | Total Expense / Adj. Discharge      | 15,099                     | 12,969                     | (2,130)   | 16,734                             |
|    |                            |                            |   | <b>Other Indicators</b>             |                            |                            |   |                                    |
| 34 | 15.8                       |                            |   | Days Cash - Operating Funds         |                            |                            |   |                                    |
| 35 | 38.0                       | 50.0                       | (12.0)  | Days in Net AR                      | 43.0                       | 50.0                       | (7.0)   | 43.8                               |
| 36 | 101%                       |                            |   | Collections % of Net Revenue        | 98%                        |                            |   | 98.5%                              |
| 37 | 42.4                       | 55.0                       | (12.6)  | Days in Accounts Payable            | 42.4                       | 55.0                       | (12.6)  | 45.7                               |
| 38 | 16.4%                      | 21.4%                      | -5.0%   | % Net revenue to Gross revenue      | 16.7%                      | 18.0%                      | -1.3%   | 20.2%                              |
| 39 | 16.6%                      |                            |   | % Net AR to Gross AR                | 16.6%                      |                            |   | 19.8%                              |

**Sonoma Valley Health Care District**  
**Balance Sheet**  
**As of January 31, 2020**

**ATTACHMENT C**

|  | <u>Current Month</u> | <u>Prior Month</u> | <u>Prior Year</u> |
|--|----------------------|--------------------|-------------------|
| <b>Assets</b>                          |                      |                    |                   |
| Current Assets:                        |                      |                    |                   |
| 1 Cash                                 | \$ 796,491           | \$ 2,340,883       | \$ 1,497,167      |
| 2 Cash - Money Market                  | 1,334,793            | 1,534,600          | 545,220           |
| 3 Net Patient Receivables              | 6,879,920            | 6,931,515          | 7,005,213         |
| 4 Allow Uncollect Accts                | (1,219,109)          | (1,318,747)        | (1,325,274)       |
| 5 Net A/R                              | 5,660,811            | 5,612,768          | 5,679,939         |
| 6 Other Accts/Notes Rec                | 156,233              | 210,748            | (62,627)          |
| 7 Parcel Tax Receivable                | 1,691,803            | 1,691,803          | 1,777,301         |
| 8 GO Bond Tax Receivable               | 1,172,250            | 2,953,183          | 1,197,608         |
| 9 3rd Party Receivables, Net           | 2,665,272            | 1,172,989          | 1,816,212         |
| 10 Inventory                           | 952,230              | 936,953            | 841,518           |
| 11 Prepaid Expenses                    | 619,178              | 834,173            | 803,356           |
| 12 Total Current Assets                | \$ 15,049,061        | \$ 17,288,100      | \$ 14,095,694     |
| 13 Property, Plant & Equip, Net        | \$ 49,522,200        | \$ 49,112,639      | \$ 51,582,709     |
| 14 Trustee Funds - GO Bonds            | 4,749,788            | 2,965,208          | 4,159,115         |
| 15 Other Assets                        | -                    | -                  | -                 |
| 16 Total Assets                        | \$ 69,321,049        | \$ 69,365,947      | \$ 69,837,518     |
| <b>Liabilities &amp; Fund Balances</b> |                      |                    |                   |
| Current Liabilities:                   |                      |                    |                   |
| 17 Accounts Payable                    | \$ 2,969,820         | \$ 2,922,632       | \$ 4,003,875      |
| 18 Accrued Compensation                | 2,916,790            | 3,639,134          | 3,388,222         |
| 19 Interest Payable - GO Bonds         | 572,570              | 477,139            | 604,594           |
| 20 Accrued Expenses                    | 1,542,200            | 1,685,273          | 1,424,734         |
| 21 Advances From 3rd Parties           | -                    | -                  | 105,388           |
| 22 Deferred Parcel Tax Revenue         | 1,583,323            | 1,899,990          | 2,855,513         |
| 23 Deferred GO Bond Tax Revenue        | 1,293,665            | 1,552,397          | -                 |
| 24 Current Maturities-LTD              | 383,942              | 397,582            | 852,842           |
| 25 Line of Credit - Union Bank         | 5,473,734            | 5,473,734          | 6,723,734         |
| 26 Other Liabilities                   | 109,553              | 1,386              | 201,386           |
| 27 Total Current Liabilities           | \$ 16,845,597        | \$ 18,049,267      | \$ 20,160,288     |
| 28 Long Term Debt, net current portion | \$ 28,717,517        | \$ 28,775,862      | \$ 32,996,918     |
| Fund Balances:                         |                      |                    |                   |
| 29 Unrestricted                        | \$ 15,649,549        | \$ 14,879,866      | \$ 10,194,750     |
| 30 Restricted                          | 8,108,386            | 7,660,952          | 6,485,562         |
| 31 Total Fund Balances                 | \$ 23,757,935        | \$ 22,540,818      | \$ 16,680,312     |
| 32 Total Liabilities & Fund Balances   | \$ 69,321,049        | \$ 69,365,947      | \$ 69,837,518     |

**Sonoma Valley Health Care District  
Statement of Revenue and Expenses  
Comparative Results  
For the Period Ended January 31, 2020**

ATTACHMENT D

| Month                       |                 |                 |             |        | Year-To- Date                               |                  |                  |             | YTD        |                  |
|-----------------------------|-----------------|-----------------|-------------|--------|---|------------------|------------------|-------------|------------|------------------|
| This Year                   |                 | Variance        |             |        | This Year                                   |                  | Variance         |             | Prior Year |                  |
| Actual                      |                 | \$              | %           | Actual | Budget                                      | \$               | %                |             |            |                  |
| Volume Information          |                 |                 |             |        |   |                  |                  |             |            |                  |
| 1                           | 79              | 90              | (11)        | -12%   | Acute Discharges                            | 565              | 585              | (20)        | -3%        | 621              |
| 2                           | 321             | 342             | (21)        | -6%    | Patient Days                                | 2,148            | 2,221            | (73)        | -3%        | 2,358            |
| 3                           | 12              | -               | 12          | 0%     | Observation Days                            | 127              | -                | 127         | *          | 13               |
| 4                           | 17,269          | 15,381          | 1,887       | 12%    | Gross O/P Revenue (000's)                   | 113,754          | 100,673          | 13,080      | 13%        | \$ 103,250       |
| Financial Results           |                 |                 |             |        |   |                  |                  |             |            |                  |
| Gross Patient Revenue       |                 |                 |             |        |   |                  |                  |             |            |                  |
| 5                           | \$ 6,678,584    | \$ 7,195,322    | (516,738)   | -7%    | Inpatient                                   | \$ 42,343,439    | \$ 46,737,428    | (4,393,989) | -9%        | \$ 56,759,356    |
| 6                           | 9,813,236       | 9,121,775       | 691,461     | 8%     | Outpatient                                  | 66,142,269       | 59,719,866       | 6,422,403   | 11%        | 59,995,719       |
| 7                           | 7,455,550       | 6,259,523       | 1,196,027   | 19%    | Emergency                                   | 47,611,293       | 40,952,650       | 6,658,643   | 16%        | 43,302,076       |
| 8                           | \$ 23,947,370   | \$ 22,576,620   | 1,370,750   | 6%     | Total Gross Patient Revenue                 | \$ 156,097,001   | \$ 147,409,944   | 8,687,057   | 6%         | \$ 160,057,151   |
| Deductions from Revenue     |                 |                 |             |        |   |                  |                  |             |            |                  |
| 9                           | (19,818,245)    | (18,639,997)    | (1,178,248) | -6%    | Contractual Discounts                       | \$ (128,892,681) | \$ (121,714,841) | (7,177,840) | -6%        | \$ (130,110,325) |
| 10                          | (200,000)       | (150,000)       | (50,000)    | -33%   | Bad Debt                                    | (1,480,000)      | (1,050,000)      | (430,000)   | -41%       | (1,035,000)      |
| 11                          | (21,900)        | (23,672)        | 1,772       | 7%     | Charity Care Provision                      | (65,900)         | (165,704)        | 99,804      | 60%        | (208,145)        |
| 12                          | 1,408,802       | 1,038,133       | 370,669     | 36%    | Prior Period Adj/Government Program Revenue | 1,665,757        | 1,802,552        | (136,795)   | *          | 2,918,409        |
| 13                          | \$ (18,631,343) | \$ (17,775,536) | (855,807)   | 5%     | Total Deductions from Revenue               | \$ (128,772,824) | \$ (121,127,993) | (7,644,831) | 6%         | \$ (128,435,061) |
| Net Patient Service Revenue |                 |                 |             |        |   |                  |                  |             |            |                  |
| 14                          | \$ 5,316,027    | \$ 4,801,084    | 514,943     | 11%    |   | \$ 27,324,177    | \$ 26,281,951    | 1,042,226   | 4%         | \$ 31,622,090    |
| 15                          | \$ 24,819       | \$ 35,682       | (10,863)    | -30%   | Risk contract revenue                       | \$ 176,479       | \$ 249,774       | (73,295)    | -29%       | \$ 631,994       |
| 16                          | \$ 5,340,846    | \$ 4,836,766    | 504,080     | 10%    | Net Hospital Revenue                        | \$ 27,500,656    | \$ 26,531,725    | 968,931     | 4%         | \$ 32,254,084    |
| 17                          | \$ 72,044       | \$ 58,800       | 13,244      | 23%    | Other Op Rev & Electronic Health Records    | \$ 458,901       | \$ 411,600       | 47,301      | 11%        | \$ 85,320        |
| 18                          | \$ 5,412,890    | \$ 4,895,566    | 517,324     | 11%    | Total Operating Revenue                     | \$ 27,959,557    | \$ 26,943,325    | 1,016,232   | 4%         | \$ 32,339,404    |
| Operating Expenses          |                 |                 |             |        |   |                  |                  |             |            |                  |
| 19                          | \$ 1,846,062    | \$ 1,905,834    | 59,772      | 3%     | Salary and Wages and Agency Fees            | \$ 12,583,239    | \$ 12,667,988    | 84,749      | 1%         | \$ 15,618,619    |
| 20                          | 693,002         | \$ 673,031      | (19,971)    | -3%    | Employee Benefits                           | 4,592,485        | 4,632,516        | 40,031      | 1%         | 5,358,267        |
| 21                          | \$ 2,539,064    | \$ 2,578,865    | 39,801      | 2%     | Total People Cost                           | \$ 17,175,724    | \$ 17,300,504    | 124,780     | 1%         | \$ 20,976,886    |
| 22                          | \$ 447,274      | \$ 437,078      | (10,196)    | -2%    | Med and Prof Fees (excld Agency)            | \$ 2,986,285     | \$ 3,050,597     | 64,312      | 2%         | \$ 3,364,015     |
| 23                          | 727,277         | 545,079         | (182,198)   | -33%   | Supplies                                    | 3,834,571        | 3,717,679        | (116,892)   | -3%        | 4,066,225        |
| 24                          | 388,232         | 375,522         | (12,710)    | -3%    | Purchased Services                          | 2,612,063        | 2,606,390        | (5,673)     | 0%         | 2,705,063        |
| 25                          | 267,107         | 266,763         | (344)       | 0%     | Depreciation                                | 1,801,115        | 1,867,341        | 66,226      | 4%         | 2,038,478        |
| 26                          | 87,941          | 90,897          | 2,956       | 3%     | Utilities                                   | 707,739          | 744,722          | 36,983      | 5%         | 752,435          |
| 27                          | 39,034          | 39,582          | 548         | 1%     | Insurance                                   | 271,615          | 277,074          | 5,459       | 2%         | 247,240          |
| 28                          | 28,848          | 40,752          | 11,904      | 29%    | Interest                                    | 246,676          | 345,121          | 98,445      | 29%        | 360,253          |
| 29                          | 114,998         | 95,489          | (19,509)    | -20%   | Other                                       | 702,745          | 703,200          | 455         | 0%         | 737,170          |
| 30                          | 451,221         | 321,135         | (130,086)   | 41%    | Matching Fees (Government Programs)         | 451,221          | 451,221          | -           | 0%         | 641,048          |
| 31                          | \$ 5,090,996    | \$ 4,791,162    | (299,834)   | -6%    | Operating expenses                          | \$ 30,789,754    | \$ 31,063,849    | 274,095     | 1%         | \$ 35,888,813    |
| 32                          | \$ 321,894      | \$ 104,404      | \$ 217,490  | -208%  | Operating Margin                            | \$ (2,830,197)   | \$ (4,120,524)   | 1,290,327   | 31%        | \$ (3,549,409)   |

**Sonoma Valley Health Care District  
Statement of Revenue and Expenses  
Comparative Results  
For the Period Ended January 31, 2020**

ATTACHMENT D

| Month     |    |           |          |          |         | Year-To- Date               |   |    |          | YTD |            |           |           |           |           |       |           |             |
|-----------|----|-----------|----------|----------|---------|-----------------------------|---|----|----------|-----|------------|-----------|-----------|-----------|-----------|-------|-----------|-------------|
| This Year |    |           | Variance |          |         | This Year                   |   |    | Variance |     | Prior Year |           |           |           |           |       |           |             |
| Actual    |    |           | \$       |          | %       | Actual                      | Budget  | \$ | %        |     |            |           |           |           |           |       |           |             |
| 33        | \$ | (18,763)  | \$       | (18,942) | 179     | -1%                         | Non Operating Rev and Expense                         |    |          |     |            |           |           |           |           |       |           |             |
| 34        |    | -         |          | 1,375    | (1,375) | -100%                       | Miscellaneous Revenue/(Expenses)                      |    |          |     | \$         | (114,514) |           |           |           |       |           |             |
| 35        |    | (13,416)  |          | (13,416) | -       | 0%                          | Donations   |    |          |     | 13,461     | 9,625     | 3,836     | -40%      | 7,374     |       |           |             |
| 36        |    | 316,667   |          | 316,667  | -       | 0%                          | Physician Practice Support-Prima                      |    |          |     | (93,912)   | (93,912)  | -         | 0%        | (384,864) |       |           |             |
| 37        |    | 0         |          | 0        | -       | 0%                          | Parcel Tax Assessment Rev                             |    |          |     | 2,216,669  | 2,216,669 | -         | 0%        | 2,215,919 |       |           |             |
| 38        | \$ | 284,488   | \$       | 285,684  | (1,196) | 0%                          | Extraordinary Items                                   |    |          |     | (5,444)    | 0         | (5,444)   | 0%        | 0         |       |           |             |
|           |    |           |          |          |         | Total Non-Operating Rev/Exp |   |    |          | \$  | 4,131,392  | \$        | 3,200,938 | 935,898   | 29%       | \$    | 1,723,915 |             |
| 39        | \$ | 606,382   | \$       | 390,088  | 216,294 | 55%                         | Net Income / (Loss) prior to Restricted Contributions |    |          |     | \$         | 1,301,195 | \$        | (919,586) | 2,226,225 | -242% | \$        | (1,825,494) |
| 40        | \$ | -         | \$       | -        | -       | 0%                          | Capital Campaign Contribution                         |    |          |     | \$         | -         | \$        | -         | -         | 0%    | \$        | 30,447      |
| 41        | \$ | 447,434   | \$       | 209,860  | 237,574 | 0%                          | Restricted Foundation Contributions                   |    |          |     | \$         | 1,239,684 | \$        | 1,469,020 | (229,336) | 100%  | \$        | 1,563,859   |
| 42        | \$ | 1,053,816 | \$       | 599,948  | 453,868 | 76%                         | Net Income / (Loss) w/ Restricted Contributions       |    |          |     | \$         | 2,540,879 | \$        | 549,434   | 1,991,445 | 362%  | \$        | (231,188)   |
|           |    |           |          |          |         |                             |   |    |          |     |            |           |           |           |           |       |           |             |
| 43        |    | 163,301   |          | 163,301  | -       | 0%                          | GO Bond Activity, Net                                 |    |          |     | 1,137,770  | 1,137,770 | -         | 0%        |           |       | 1,070,668 |             |
| 44        | \$ | 1,217,117 | \$       | 763,249  | 453,868 | 59%                         | Net Income/(Loss) w GO Bond Activity                  |    |          |     | \$         | 3,678,649 | \$        | 1,687,204 | 1,991,445 | 118%  | \$        | 839,480     |
|           |    |           |          |          |         |                             |   |    |          |     |            |           |           |           |           |       |           |             |
|           | \$ | 873,489   | \$       | 656,851  | 216,638 |                             | EBDA - Not including Restricted Contributions         |    |          |     | \$         | 3,102,310 | \$        | 947,755   | 2,154,555 |       | \$        | 212,984     |
|           |    | 16.1%     |          | 13.4%    |         |                             |   |    |          |     |            | 11.1%     |           | 3.5%      |           |       |           | 0.7%        |

**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     |     |
| \$ 2,000,618  | \$ 1,068,556 | 932,062   | 87%   | \$ (114,514)   |     |
| 13,461        | 9,625        | 3,836     | -40%  | 7,374          |     |
| (93,912)      | (93,912)     | -         | 0%    | (384,864)      |     |
| 2,216,669     | 2,216,669    | -         | 0%    | 2,215,919      |     |
| (5,444)       | 0            | (5,444)   | 0%    | 0              |     |
| \$ 4,131,392  | \$ 3,200,938 | 935,898   | 29%   | \$ 1,723,915   |     |
| \$ 1,301,195  | \$ (919,586) | 2,226,225 | -242% | \$ (1,825,494) |     |
| \$ -          | \$ -         | -         | 0%    | \$ 30,447      |     |
| \$ 1,239,684  | \$ 1,469,020 | (229,336) | 100%  | \$ 1,563,859   |     |
| \$ 2,540,879  | \$ 549,434   | 1,991,445 | 362%  | \$ (231,188)   |     |
| 1,137,770     | 1,137,770    | -         | 0%    | 1,070,668      |     |
| \$ 3,678,649  | \$ 1,687,204 | 1,991,445 | 118%  | \$ 839,480     |     |
| \$ 3,102,310  | \$ 947,755   | 2,154,555 |       | \$ 212,984     |     |
| 11.1%         | 3.5%         |           |       | 0.7%           |     |

\$ (114,514)  
7,374  
(384,864)  
2,215,919  
0  
**\$ 1,723,915**

**\$ (1,825,494)**

\$ 30,447  
\$ 1,563,859  
**\$ (231,188)**

1,070,668  
**\$ 839,480**

\$ 212,984  
0.7%

\* Operating Margin without Depreciation expense:

|    |                |    |                |    |                |             |
|----|----------------|----|----------------|----|----------------|-------------|
| \$ | 321,894        | \$ | 104,404        | \$ | 217,490        | -208%       |
|    | 267,107        |    | 266,763        |    | (344)          | 0%          |
| \$ | <b>589,001</b> | \$ | <b>371,167</b> | \$ | <b>217,146</b> | <b>-59%</b> |

**Operating Margin**  
Add back Depreciation  
**Operating Margin without Depreciation expense**

|    |                    |    |                    |    |                  |            |
|----|--------------------|----|--------------------|----|------------------|------------|
| \$ | (2,830,197)        | \$ | (4,120,524)        | \$ | 1,290,327        | 31%        |
|    | 1,801,115          |    | 1,867,341          |    | 66,226           | 4%         |
| \$ | <b>(1,029,082)</b> | \$ | <b>(2,253,183)</b> | \$ | <b>1,356,553</b> | <b>54%</b> |

**Sonoma Valley Health Care District**  
**Variance Analysis**  
**For the Period Ended January 31, 2020**

**ATTACHMENT E**

|                                     |                |                  |  |
|-------------------------------------|----------------|------------------|--|
| <b>Operating Expenses</b>           |                |                  |  |
| Salary and Wages and Agency Fees    | 84,749         | 59,772           | Salaries and wages are under budget by \$60,681 and registry costs are over budget by (\$909).   |
| Employee Benefits                   | 40,031         | (19,971)         | Paid time off (PTO) is over budget by (\$34,533) due to the increase of the PTO liability to reflect the 2% wage increase. Employee benefits are under budget by \$14,562. |
| <b>Total People Cost</b>            | <b>124,780</b> | <b>39,801</b>    |  |
| Med and Prof Fees (excl Agency)     | 64,312         | (10,196)         |  |
| Supplies                            | (116,892)      | (182,198)        | Supplies over budget due to surgical implant costs (\$182,209).  |
| Purchased Services                  | (5,673)        | (12,710)         | Purchased Services over budget due to the unbudgeted cost in Quality related to the Human/Patient experience initiative.   |
| Depreciation                        | 66,226         | (344)            |  |
| Utilities                           | 36,983         | 2,956            |  |
| Insurance                           | 5,459          | 548              |  |
| Interest                            | 98,445         | 11,904           |  |
| Other                               | 455            | (19,509)         |  |
| Matching Fees (Government Programs) | -              | (130,086)        | FY 18/19 HQAF IGT matching fee.  |
| <b>Operating expenses</b>           | <b>274,095</b> | <b>(299,834)</b> |  |



Sonoma Valley Hospital  
Cash Forecast  
FY 2020

ATTACHMENT F

|  | Actual<br>July | Actual<br>Aug | Actual<br>Sept | Actual<br>Oct | Actual<br>Nov | Actual<br>Dec | Actual<br>Jan | Forecast<br>Feb | Forecast<br>Mar | Forecast<br>Apr | Forecast<br>May | Forecast<br>Jun | TOTAL       |
|--|----------------|---------------|----------------|---------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------|
| <b>Hospital Operating Sources</b>            |                |               |                |               |               |               |               |                 |                 |                 |                 |                 |             |
| 1 Patient Payments Collected                 | 4,267,579      | 3,747,119     | 3,783,981      | 3,724,440     | 3,674,833     | 4,402,798     | 4,285,824     | 3,742,450       | 3,900,174       | 3,665,360       | 3,802,680       | 3,701,357       | 46,698,594  |
| 2 Capitation Revenue                         | 26,337         | 24,434        | 24,943         | 24,298        | 25,643        | 26,005        | 24,819        | 35,682          | 35,682          | 35,682          | 35,682          | 35,682          | 354,889     |
| 3 Napa State                                 | 2,565          | 983           | 6,153          | 17,109        | 18,240        | 49,465        | 14,872        | 11,231          | 11,231          | 11,231          | 11,231          | 11,231          | 165,543     |
| 4 Other Operating Revenue                    | 27,168         | 113,630       | 31,381         | 162,702       | 77,470        | 51,209        | 86,697        | 58,800          | 58,800          | 58,800          | 58,800          | 58,800          | 844,256     |
| 5 Other Non-Operating Revenue                | 38,832         | 43,824        | 24,455         | 35,838        | 13,448        | 22,627        | 20,495        | 25,795          | 25,795          | 25,795          | 25,795          | 25,785          | 328,484     |
| 6 Unrestricted Contributions                 | 12,593         |               | 755            | 3,263         | 6,219         | 2,765         | 10,214        | 1,375           | 1,375           | 1,375           | 1,375           | 1,375           | 42,684      |
| 7 Line of Credit                             |                |               |                |               |               |               |               |                 |                 |                 |                 |                 | -           |
| Sub-Total Hospital Sources                   | 4,375,074      | 3,929,990     | 3,871,668      | 3,967,650     | 3,815,852     | 4,554,869     | 4,442,921     | 3,875,333       | 4,033,057       | 3,798,243       | 3,935,563       | 3,834,230       | 48,434,450  |
| <b>Hospital Uses of Cash</b>                 |                |               |                |               |               |               |               |                 |                 |                 |                 |                 |             |
| 8 Operating Expenses                         | 4,751,297      | 5,353,928     | 4,260,382      | 4,307,504     | 4,160,854     | 4,479,501     | 5,664,106     | 3,997,057       | 4,078,725       | 4,064,515       | 4,185,074       | 4,085,675       | 53,388,618  |
| 9 Add Capital Lease Payments                 | 111,366        | 185,165       | 32,638         | 390,032       | 112,524       | 33,887        | 71,986        | 32,640          | 32,640          | 18,990          | 18,990          | 85,990          | 1,126,848   |
| 10 Additional Liabilities/LOC                |                | 625,000       |                |               |               | 625,000       |               |                 |                 |                 |                 |                 | 1,250,000   |
| 11 Capital Expenditures                      | 435,215        | 73,951        | 160,473        | 54,243        | 187,550       | 59,628        | 447,224       | 209,860         | 209,860         | 209,860         | 209,860         | 209,859         | 2,467,583   |
| Total Hospital Uses                          | 5,297,879      | 6,238,044     | 4,453,493      | 4,751,778     | 4,460,928     | 5,198,016     | 6,183,316     | 4,239,557       | 4,321,225       | 4,293,365       | 4,413,924       | 4,381,524       | 58,233,050  |
| Net Hospital Sources/Uses of Cash            | (922,805)      | (2,308,055)   | (581,825)      | (784,129)     | (645,076)     | (643,147)     | (1,740,395)   | (364,224)       | (288,168)       | (495,122)       | (478,361)       | (547,294)       | (9,798,599) |
| <b>Non-Hospital Sources</b>                  |                |               |                |               |               |               |               |                 |                 |                 |                 |                 |             |
| 12 Restricted Cash/Money Market              | (1,056,509)    | 725,000       | 1,500,000      |               |               | (500,000)     | 200,000       |                 | 1,000,000       |                 | (3,900,000)     |                 | (2,031,509) |
| 13 Restricted Capital Donations              | 342,251        | 5,000         | 160,473        | 36,918        | 187,550       | 59,628        | 447,224       | 209,860         | 209,860         | 209,860         | 209,860         | 209,859         | 2,288,343   |
| 14 Parcel Tax Revenue                        | 100,099        |               |                |               |               | 2,108,197     |               |                 | 1,000,000       | 600,000         |                 |                 | 3,808,296   |
| 15 Other Payments - South Lot/LOC/Fire Claim | 956,411        |               | 51,682         |               |               |               |               |                 |                 |                 |                 |                 | 1,008,092   |
| 16 Other:                                    |                |               |                |               |               |               |               |                 |                 |                 |                 |                 | -           |
| 17 IGT                                       |                |               |                |               |               |               |               |                 |                 | 1,408,802       | 4,500,000       |                 | 5,908,802   |
| 18 IGT - AB915                               |                |               |                |               | 31,705        |               |               | 1,033,318       |                 |                 |                 | 294,488         | 1,359,511   |
| 19 PRIME                                     |                |               |                |               |               | 135,000       |               |                 |                 |                 |                 |                 | 135,000     |
| Sub-Total Non-Hospital Sources               | 342,251        | 730,000       | 1,712,154      | 36,918        | 219,255       | 1,802,825     | 647,224       | 1,243,178       | 2,209,860       | 2,218,662       | 809,860         | 504,347         | 12,476,535  |
| <b>Non-Hospital Uses of Cash</b>             |                |               |                |               |               |               |               |                 |                 |                 |                 |                 |             |
| 20 Matching Fees                             |                |               |                |               | 67,500        |               | 451,221       |                 | 2,314,115       |                 |                 |                 | 2,832,836   |
| Sub-Total Non-Hospital Uses of Cash          | -              | -             | -              | -             | 67,500        | -             | 451,221       | -               | 2,314,115       | -               | -               | -               | 2,832,836   |
| Net Non-Hospital Sources/Uses of Cash        | 342,251        | 730,000       | 1,712,154      | 36,918        | 151,755       | 1,802,825     | 196,003       | 1,243,178       | (104,255)       | 2,218,662       | 809,860         | 504,347         | 9,643,699   |
| <b>Net Sources/Uses</b>                      |                |               |                |               |               |               |               |                 |                 |                 |                 |                 |             |
|  | (580,553)      | (1,578,055)   | 1,130,329      | (747,211)     | (493,321)     | 1,159,679     | (1,544,392)   | 878,954         | (392,423)       | 1,723,540       | 331,499         | (42,947)        |             |
| Operating Cash at beginning of period        | 3,450,014      | 2,869,461     | 1,291,406      | 2,421,736     | 1,674,525     | 1,181,204     | 2,340,883     | 796,491         | 1,675,445       | 1,283,022       | 3,006,562       | 3,338,061       |             |
| Operating Cash at End of Period              | 2,869,461      | 1,291,406     | 2,421,736      | 1,674,525     | 1,181,204     | 2,340,883     | 796,491       | 1,675,445       | 1,283,022       | 3,006,562       | 3,338,061       | 3,295,114       |             |
| Money Market Account Balance                 | 3,258,551      | 2,533,925     | 1,034,199      | 1,034,330     | 1,035,454     | 1,534,600     | 1,334,793     | 1,334,793       | 334,793         | 334,793         | 4,234,793       | 4,234,793       |             |
| Total Cash at End of Period                  | 6,128,012      | 3,825,331     | 3,455,935      | 2,708,855     | 2,216,658     | 3,875,483     | 2,131,284     | 3,010,238       | 1,617,815       | 3,341,355       | 7,572,854       | 7,529,907       |             |
|  |                |               |                |               |               |               |               |                 |                 |                 |                 |                 |             |
| Average Days of Cash on Hand                 | 38.82          | 36.60         | 28.00          | 22.51         | 16.89         | 17.85         | 20.38         | 22.31           | 11.99           | 24.77           | 56.14           | 55.82           |             |

Sonoma Valley Hospital  
Capital Spending, CIP, and Capital Leases  
For Fiscal Years Ending June 30, 2016, 2017, 2018, 2019, & YTD FY 2020

| Foundation Support:          |                         |  |           |            |              |           |             |
|------------------------------|-------------------------|--|-----------|------------|--------------|-----------|-------------|
| Dept #                       | Department              | DESCRIPTION  | FY 2016   | FY 2017    | FY 2018      | FY 2019   | YTD FY 2020 |
| 6171                         | OB                      | Panda infant warmer                                    | 41,465    |            |              |           |             |
| 6171                         | OB                      | Natus Hearing Screening                                | 21,397    |            |              |           |             |
|                              | MRI                     | 1.5 8 Channel Knee Coil                                |           | 42,211     |              |           |             |
| 7420                         | Surgery                 | Mini C-Arm   |           | 68,819     |              |           |             |
| 7420                         | Surgery                 | Stryker Audio/Video Integration Upgrade (Tower System) |           | 378,302    |              |           |             |
| 6171                         | OB                      | Philips Fetal Monitor - 2                              |           | 47,724     |              |           |             |
| 7420                         | Surgery                 | TruClear Hysteroscope System                           |           | 41,700     |              |           |             |
| 6171                         | OB                      | Jaundice Meter JM-105                                  |           |            | 7,332        |           |             |
| 7500                         | Laboratory              | GramPro Slide Strainer                                 |           |            | 6,914        |           |             |
| 7420                         | Surgery/A Women's Place | Mammotone Neoprobe                                     |           |            | 44,244       |           |             |
| 7631                         | Mammography             | 3 D Hologic Equipment                                  |           |            | 428,718      |           |             |
| 7631                         | Mammography             | Construction/furnishings/service eqt                   |           |            | 612,596      |           |             |
| 7631                         | Mammography             | 3D Reading Monitor                                     |           |            | 31,102       |           |             |
| 8340                         | Dietary                 | Walk in Freezer  |           |            |              | 8,498     |             |
| 7500                         | Laboratory              | ABL Flex Plus Analyzer                                 |           |            |              | 16,049    |             |
| 8450                         | Engineering/Plant Ops   | Infrared Thermal Imager                                |           |            |              |           | 10,336      |
| 6010                         | ICU                     | Patient Lift for ICU                                   |           |            |              |           | 8,605       |
|                              |                         | A Women's Place - Building Improvements                |           |            |              |           | 22,601      |
|                              |                         | A Women's Place - Equipment and Furniture              |           |            |              |           | 33,280      |
| Foundation Support Sub-total |                         |  | \$ 62,862 | \$ 578,756 | \$ 1,130,906 | \$ 24,547 | \$ 74,822   |

| Equipment:          |                       |  |           |           |           |            |             |
|---------------------|-----------------------|--|-----------|-----------|-----------|------------|-------------|
| Dept #              | Department            | DESCRIPTION  | FY 2016   | FY 2017   | FY 2018   | FY 2019    | YTD FY 2020 |
| 7630                | Medical Imaging       | Dual Tower Imaging Table                           | 6,296     |           |           |            |             |
| 7670                | Ultrasound            | GE Ultrasound - Interface Software                 | 14,681    |           |           |            |             |
| 6171                | OB                    | Epidural pumps                                     | 7,962     |           |           |            |             |
| 9552                | Timeshare             | X-ray Machine                                      | 42,800    |           |           |            |             |
| 8340                | Dietary               | Water & Ice dispenser                              | 5,052     |           |           |            |             |
| 8340                | Dietary               | Steamer Table with Stand                           | 8,146     |           |           |            |             |
| 7420                | Surgery               | Reconditioned Microscope                           | 7,138     |           |           |            |             |
| 7420                | Surgery               | High Flow Insufflator                              |           | 7,642     |           |            |             |
| 7420                | Surgery               | Rhizo Radio Freq Ablator                           |           | 21,616    |           |            |             |
| 7430                | Ambulatory Care       | Transport Gurney 30"                               |           | 4,170     |           |            |             |
| 7430                | Ambulatory Care       | Eye Surgery Stretcher                              |           | 6,801     |           |            |             |
| 7420                | Surgery               | Signia XL Bariatric Stapler                        |           | 39,655    |           |            |             |
| 7630                | Medical Imaging       | Empower CTA injector system                        |           |           | 22,480    |            |             |
| 7420                | Surgery               | Trimano Adapter/Support Arm                        |           |           | 17,923    |            |             |
| 8340                | Dietary               | Double Oven  |           |           | 7,586     |            |             |
| 7420                | Surgery               | Amsco Steris Table                                 |           |           | 12,500    |            |             |
| 8700                | Medical Records       | Misc Furniture/ reclassified CIP                   |           |           | 6,550     |            |             |
| 7420                | Surgery               | G6 Cyclo System Optical laser                      |           |           | 21,432    |            |             |
| 8340                | Dietary               | Mobile shelving - Uline                            |           |           |           | 6,909      |             |
| 8480                | Information Systems   | GHA Technologies UCSF Telemedicine Cart            |           |           |           | 8,265      |             |
| 7420                | Surgery               | Stryker Medical - Refurbished PI drive/attachments |           |           |           | 15,415     |             |
| 7420                | Surgery               | Olympus - EVIS EXERA III                           |           |           |           | 29,716     |             |
| 8450                | Engineering/Plant Ops | UCSF signage - multiple sites                      |           |           |           | 8,182      |             |
| 7420                | Surgery               | Stryker Medical - System 8 Drill/saws              |           |           |           | 107,487    |             |
| Various             |                       | Celtic Lease payoff - various equipment            |           |           |           |            | 421,904     |
| Equipment Sub-total |                       |  | \$ 92,075 | \$ 79,884 | \$ 88,471 | \$ 175,974 | \$ 421,904  |

Sonoma Valley Hospital  
Capital Spending, CIP, and Capital Leases  
For Fiscal Years Ending June 30, 2016, 2017, 2018, 2019, & YTD FY 2020

| Information Systems/Electronic Health Records: |                     |  |         |         |         |         |             |
|--|---------------------|--|---------|---------|---------|---------|-------------|
| Dept #   | Department          | DESCRIPTION  | FY 2016 | FY 2017 | FY 2018 | FY 2019 | YTD FY 2020 |
| 8480   | Information Systems | Wyse D90D7 Thin Clients                                      | 9,000   |         |         |         |             |
| 8480   | Information Systems | Single Sign On System  |         | 81,506  |         |         |             |
| 8480   | Information Systems | Computrition - Hospitality Suite Menu Plnr                   |         | 93,897  |         |         |             |
| 8480   | Information Systems | E H R Phase III: E-RX & ECQM - Closed CIP                    |         |         | 38,637  |         | *Closed CIP |
| 8480   | Information Systems | E H R Phase IV: Purge PHI/Host One Content - Closed CIP      |         |         | 53,268  |         | *Closed CIP |
| 8480   | Information Systems | E H R Phase V: Paragon 14 Upgrade - Closed CIP               |         |         | 55,920  |         | *Closed CIP |
| 8480   | Information Systems | E H R Phase VI: Eligibility of Insurance Module - Closed CIP |         |         | 7,964   |         | *Closed CIP |
| 8480   | Information Systems | E H R Phase VII: HUB - Closed CIP                            |         |         | 98,449  |         | *Closed CIP |
| 8480   | Information Systems | 9 HP Elite Notebooks   |         |         | 11,728  |         |             |
| 8480   | Information Systems | Citrix Platinum Netscaler Upgrade                            |         |         | 255,639 |         |             |
| 8480   | Information Systems | Dell Computers - 20  |         |         |         |         | 17,252      |
| 8480   | Information Systems | Dragon One Speech Recognition                                |         |         |         |         | 11,300      |

|                     |    |       |    |         |    |         |    |   |    |        |
|---------------------|----|-------|----|---------|----|---------|----|---|----|--------|
| Equipment Sub-total | \$ | 9,000 | \$ | 175,403 | \$ | 521,605 | \$ | - | \$ | 28,552 |
|---------------------|----|-------|----|---------|----|---------|----|---|----|--------|

| Building/Leasehold Improvements |                         |   |         |         |         |         |             |
|---------------------------------|-------------------------|---|---------|---------|---------|---------|-------------|
| Dept #                          | Department              | DESCRIPTION                                   | FY 2016 | FY 2017 | FY 2018 | FY 2019 | YTD FY 2020 |
| 8450                            | Engineering/Plant Ops   | Nurse Call System - Closed CIP                | 249,567 |         |         |         | *Closed CIP |
| 8450                            | Engineering/Plant Ops   | Carpet - Hallway                              | 66,282  |         |         |         |             |
| 8450                            | Engineering/Plant Ops   | Otto Construction - Site Bench                | 16,661  |         |         |         |             |
| 8450                            | Engineering/Plant Ops   | Automatic doors - Lobby                       | 13,163  |         |         |         |             |
| 9553                            | Timeshare - 462 W. Napa | 462 W. Napa Timeshare - Closed CIP            | 50,740  |         |         |         | *Closed CIP |
| 8450                            | Engineering/Plant Ops   | Spring pumps - 2 (basement)                   | 9,100   |         |         |         |             |
| 8450                            | Engineering/Plant Ops   | NPC2 - Closed CIP                             | 14,412  |         |         |         |             |
| 8450                            | Engineering/Plant Ops   | ER Communications - Closed CIP                | 10,853  |         |         |         | *Closed CIP |
| 8450                            | Engineering/Plant Ops   | Rewire 3rd Floor TV Cable                     |         | 9,406   |         |         |             |
| 8450                            | Engineering/Plant Ops   | Metro Electric - 3rd Floor Cabling            |         |         | 30,160  |         |             |
| 8450                            | Engineering/Plant Ops   | Fire Alarm 2nd floor Replacement - Closed CIP | 55,649  | 101,458 |         |         | *Closed CIP |
| 8450                            | Engineering/Plant Ops   | SNF Nurse Call - Closed CIP                   |         | 174,625 | 21,135  |         | *Closed CIP |
| 8450                            | Engineering/Plant Ops   | SNF Pipes - Closed CIP                        |         | 109,509 |         |         | *Closed CIP |
| 8450                            | Engineering/Plant Ops   | Lobby Upgrade - Closed CIP                    | 135,710 | 46,665  |         |         | *Closed CIP |
| 8450                            | Engineering/Plant Ops   | Additional 3rd Floor Cabling                  |         |         | 13,460  |         | *Closed CIP |
| 7073                            | SFP Clinic - Perkins    | Conklin Bros Flooring                         |         |         |         | 16,859  |             |

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

|                      |    |         |    |           |    |           |    |         |    |         |
|----------------------|----|---------|----|-----------|----|-----------|----|---------|----|---------|
| Total Capital Assets | \$ | 786,074 | \$ | 1,275,706 | \$ | 1,805,736 | \$ | 217,380 | \$ | 525,278 |
|----------------------|----|---------|----|-----------|----|-----------|----|---------|----|---------|

|                            |    |         |    |           |    |           |    |         |    |         |
|----------------------------|----|---------|----|-----------|----|-----------|----|---------|----|---------|
| Recap:                     |    |         |    |           |    |           |    |         |    |         |
| Capital Spend - Hospital   |    | 723,212 |    | 696,950   |    | 674,830   |    | 192,833 |    | 450,456 |
| Capital Spend - Foundation |    | 62,862  |    | 578,756   |    | 1,130,906 |    | 24,547  |    | 74,822  |
| Total Capital Assets       | \$ | 786,074 | \$ | 1,275,706 | \$ | 1,805,736 | \$ | 217,380 | \$ | 525,278 |

Sonoma Valley Hospital  
Capital Spending, CIP, and Capital Leases  
For Fiscal Years Ending June 30, 2016, 2017, 2018, 2019, & YTD FY 2020

| Account #   | Construction In Progress (CIP)  | CIP Budget    | Spent to Date | CIP Balance at 6/30/2019 | Spending Fiscal YTD 2020 | CIP Balance Fiscal YTD 2020 |                          |
|-------------|---------------------------------|---------------|---------------|--------------------------|--------------------------|-----------------------------|--------------------------|
| 1258-0050   | ODC - Project 1                 | 11,500,000    | 2,655,031     | 2,010,758                | 644,273                  | 2,655,031                   | Foundation               |
| 1258-0060   | Conversion of Rooms 215-217     | 66,110        | 107,465       | 104,104                  | 3,361                    | 107,465                     | Operations               |
| 1258-0440   | EHR Implementation              | 6,315,356     | 5,110,075     | 107,882                  | (70,882)                 | 37,000                      | MedOne Leases/operations |
| 1258-0820   | CIP - 3rd Floor Acute Care Move | 230,000       | 253,014       | 250,729                  | 2,285                    | 253,014                     | Foundation               |
| 1258-0830   | Wound Care Expansion            | 74,350        | 13,496        | -                        | 13,496                   | 13,496                      | Operations               |
| CIP Balance |                                 | \$ 18,185,816 | \$ 8,139,081  | \$ 2,473,473             | \$ 592,533               | \$ 3,066,006                |                          |

Capital Financing/Leasing:

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

Bad Debt Review  
Finance Committee  
January 2020

**Cost:**

- FY 2019 Bad Debt write-offs totaled \$1.9m
- FY 2019 Charity Care write-offs totaled \$300k

**Patient Registration:**

- Elective services in most cases we have time to verify insurance coverage
  - If patient has verified coverage Patient Access attempts to provide the patient with an estimated share of cost.
  - If service is a non-covered benefit, patient is advised that they will be responsible for the cost of the service
  - Patient is then asked for payment of their share of cost or a deposit.
  - Patient is asked to sign an acceptance of responsibility form
- 
- If the patient receiving urgent or emergent services they are not financially screened until after the service has been rendered.
  - Patient is asked for the coo-payment that is on their insurance card before being discharged. Most of these services are in the Emergency Room.

**Hospital Presumptive Eligibility (HPE) Program: (Attachment A):**

- The Affordable Care Act allows certified hospitals to presumptively assume patients are eligible for MediCal that appear to meet qualifications
- The Affordable Care Act also created three new categories of Medicaid eligibility

**Sonoma Valley Hospital Charity Care Policy (Attachment B):**

- Charity Care is provided to those patients who meet certain income criteria. It is distinguished from bad debt because of the patient's willingness to complete the application and/or apply for MediCal.

**Financial Assistance Program (Attachment C)**

- Current Federal Poverty Guideline
- Charity Care Application and Process

**Payment Plans and Discount Policy (Attachment D):**

- Provides a structure for payment plan timing and discounts
- Not mandated but SVH follows SB 1276
- Liability of \$501 or less allowed six months to pay
- Liability above \$500 allowed twelve months to pay
- An account cannot be referred to collections until there is no payment for 120 days. If the patient makes a payment within the 120 days, the 120 day count starts over.

**Bad Debt Policy (Attachment E):**

- Attempts to provide a consistent process for uncollectable accounts before they are referred to a collection agency.
- No account is referred to a collection agency until after 120 days after the initial billing.

**Collection Agency (Attachment F):**

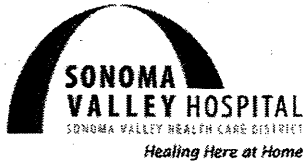
- At one point SVH had two collection agencies and both charged 25% of collections
- Several years' ago, SVH went out to bid to have only one agency. The result was a reduction in the collection fee to 16.5%.
- Rash-Curtis is the current Collection agency.

## **Hospital Presumptive Eligibility (HPE) Program**

---

The Patient Protection and Affordable Care Act (ACA) established the Hospital Presumptive Eligibility (HPE) program, which was implemented by the Department of Health Care Services (DHCS) on January 1, 2014. The HPE program provides qualified individuals immediate access to temporary, no-cost Medi-Cal services while individuals apply for permanent Medi-Cal coverage or other health coverage. Qualified HPE providers approved by the DHCS make HPE determinations via the HPE Application Web Portal. For further information about the HPE program process and/or how to become a HPE provider, please refer to the HPE Program Provider Resources section below.

For questions regarding the HPE program, providers may contact the Medi-Cal Telephone Service Center (TSC) at 1-800-541-5555 from 8 a.m. to 5 p.m., Monday through Friday, except holidays. To reach a representative, follow the HPE automation prompt options below.



SUBJECT: Charity Care Policy

POLICY # GL8610-122

PAGE 2 OF 4

DEPARTMENT: Organizational

EFFECTIVE: 4/13

APPROVED BY: CFO

REVIEW/REVISED: 4/13  
12/16

**Charity Care Application:**

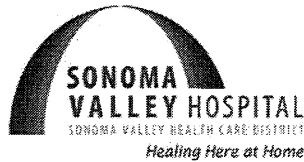
1. A low income uninsured, or under-insured, hospital patient who indicates the financial inability to pay a bill for a medically necessary service shall be evaluated for charity or discount assistance.
2. The Sonoma Valley Hospital standardized application form (Statement of Financial Condition) will be used to document each patient's overall financial situation.
3. Family Status on the application can include spouse, domestic partner, and dependent listed on the most recent federal tax returns.
4. Current tax return/pay stubs may be used to verify annual income. Proof of Final Determination from a federal, state or county program may also serve as verification of income.
5. Once a determination has been made, SVH shall inform each applicant of the facilities' decision within two weeks from the date complete application is submitted.
6. A patient's employment status may be taken into consideration when evaluating charity care status as well as potential payments from pending litigation, and third party liens related to the incident of care.
7. The amount and frequency of hospital bills may also be considered. Specifically, a patient with high medical costs is defined as out of pocket medical costs in a 12-month period that exceed 10% of the patient's family income during that period, and the patient did not receive a discounted rate due to insurance coverage. This patient can apply for assistance so they can receive applicable service provided at SVH. Documentation must be provided in the form of income verification as well as copies of all medical bills during the 12-month period.
8. The eligibility period for charity care will be 90 days prior to date of services and 6 months following the initial approval of the application, unless the patient's family income or insurance status changes within that period, rendering the patient ineligible and needing to re-apply again providing all documentation requested for Charity Care.

**Patient Financial Assistance Guidelines**

Services eligible under the policy will be made available to the patient on a sliding fee scale, in accordance with financial need as determined by the Federal Poverty Levels (FPL) in effect at the time of the determination as follows:

- Patient's whose household net income is under 200% of the FPL are eligible to receive care at a 100% write off (Charity Care)
- Patient's whose household net income is above 201% but below 350% of the FPL are eligible to receive care at a 75% discounted rate (Charity Care discount)
- Patient's whose household net income is above 351% but below 450% of the FPL are eligible to receive care at a 50% discounted rate (Charity Care discount)





SUBJECT: Charity Care Policy

POLICY # GL8610-122

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EFFECTIVE: 4/13

APPROVED BY: CFO

REVIEW/REVISED: 4/13  
12/16

**Communication of the Financial Assistance Program to Patients and the Public**

Information about patient financial assistance available from SVH shall be distributed by various means, including written notice from Admitting and ER on the Conditions of Admission, written notice on all patient bills, and by posting notices in the Emergency, Admitting and Outpatient Departments. Posting notice of the availability of assistance and a contact phone number shall also be made on the SVH web site. SVH provides written communication in English and Spanish to all patients for financial assistance.

If a patient qualifies for the hospital's financial assistance policy for low-income uninsured/under-insured patients and is cooperating with the hospital in regard to efforts to settle an outstanding bill within a reasonable time period, SVH shall not send, nor intimate that it will send, the unpaid bill to any outside agency. At such time the hospital sends the uncollected account to an outside collection agency, the amount referred to the agency shall reflect the reduced-payment level for which the patient was eligible under the hospital's financial assistance policy for low income uninsured patients.

For patients who qualify for financial assistance and who are cooperating in good faith to resolve their hospital bills, SVH will offer interest-free extended payment plans to allow payment of the discounted price over time, and will not impose wage garnishments or liens on primary residences. The hospital and the patient may negotiate the terms of the payment plan on an individual basis.

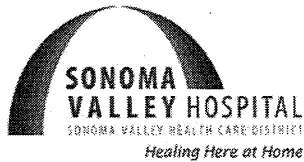
**Authorization for charity write-off**

Approval matrix:

|  |                     |
|--|---------------------|
| CFO  | Above \$20,001      |
| Patient Accounting Manager and Controller    | \$20,000 - \$10,001 |
| Patient Accounting Manager                   | \$10,000 - \$5,001  |
| Revenue Cycle Analyst or Financial Counselor | \$5,000 and below   |

**Appeal Process**

If a patient has a dispute regarding the decision for charity or discounted care, a written appeal may be filed with the SVH Patient Accounting Manager or the Director of Finance. The CFO will review the basis of the appeal and will provide a written response within two weeks following receipt of the appeal. This decision will be final.



SUBJECT: Charity Care Policy

POLICY # GL8610-122

DEPARTMENT: Organizational

PAGE 4 OF 4

EFFECTIVE: 4/13

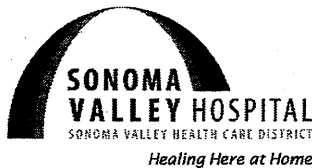
APPROVED BY: CFO

REVIEW/REVISED: 4/13  
12/16

**Reference:**

Confidentiality of information and individual dignity will be maintained for all that seek charitable services. The handling of personal health information will meet all HIPPA requirements. In implementing this policy, SVH shall comply with all federal, state and local laws, rules and regulations that may apply to activities conducted pursuant to this policy.

1. Current Federal Poverty Level Chart
2. OSPHD Healthcare Information Division – Hospital Fair Pricing Policies – Hospital Reporting Frequently Asked Questions Regarding AB 774



**Financial Assistance Program For Low Income  
Uninsured Patients  
Frequently Asked Questions**

Attachment C

**How do I determine whether I qualify for financial assistance for my hospital bills?**

Sonoma Valley Hospital offers Charity Care Discount Payment options to our low-income, uninsured patients that meet the program eligibility requirements. Using the most recent Federal Poverty Guidelines

If your family income is below 200% of the Federal Poverty Income Guidelines, you may qualify for charity care (the hospital will write off 100% of your charges).

If your family income is between 201% and 350% of the Federal Poverty Income Guideline, you may qualify for the discount payment option, leaving a nominal balance as your responsibility.

| <b>Sonoma Valley Hospital<br/>Federal Poverty Income Guideline Grid</b> |                                       |                              |                              |
|---|---------------------------------------|------------------------------|------------------------------|
| <b>Size of Family</b>   | <b>If income is below 200% of FPG</b> | <b>Above 201% under 350%</b> | <b>Above 351% under 450%</b> |
| 1   | \$24,980.00                           | \$43,715.00                  | \$56,205.00                  |
| 2   | \$33,820.00                           | \$59,185.00                  | \$76,095.00                  |
| 3   | \$42,660.00                           | \$74,655.00                  | \$76,095.00                  |
| 4   | \$51,500.00                           | \$89,950.00                  | \$115,875.00                 |
| 5   | \$60,340.00                           | \$105,595.00                 | \$135,765.00                 |
| 6   | \$69,180.00                           | \$121,065.00                 | \$155,655.00                 |
| 7   | \$78,020.00                           | \$136,535.00                 | \$175,545.00                 |
| 8   | \$86,860.00                           | \$152,005.00                 | \$195,435.00                 |
| <b>Patient Liability:</b>   |                                       |                              |                              |
| Write off 100% of balance   |                                       | 75% Discount                 | 50% Discount                 |

If your family income is below 350% of the Federal Poverty Income Guideline and you have high medical costs (annual medical costs 10% of your family income), you may qualify for either charity care or discount payment option.

The business office will begin the eligibility determination process once they receive a completed application form along with your family income verification documents and Medi-Cal/CMSP denial/approval letter. Failure to submit a completed application and supporting family income documentation may result in a denial.

**How do I apply for financial assistance?**

You will need to first apply for county medical assistance with Medi-Cal/CMSP. When denied/approved please provide letter from the county explaining why. Also provide family income documentation, such as most recent tax returns. If you do not file taxes please attach a letter explaining how you support you and your family. Complete the "Financial Assistance Application" form and return all items listed above to the Hospital at:

**Sonoma Valley Hospital  
Attn: Lisa Stone Patient Accounting  
347 Andrieux Street Sonoma, Ca. 95476  
Fax: 707-935-5319**

**How will I be notified of my application determination?**

Once the eligibility review of your application is complete, you will receive a phone call from our patient accounting office informing you of your new balance.



## Financial Assistance Application

Patient Name: \_\_\_\_\_ SSN: \_\_\_\_\_  
Spouse: \_\_\_\_\_ SSN: \_\_\_\_\_  
Address: \_\_\_\_\_  
City/State/Zip: \_\_\_\_\_  
Account#(s) \_\_\_\_\_ Phone#: \_\_\_\_\_

**Family Size:** \_\_\_\_\_ (include self, spouse and all dependents).  
List all dependents that you support on taxes

| Name  | Age   | Relationship |
|-------|-------|--------------|
| _____ | _____ | _____        |
| _____ | _____ | _____        |
| _____ | _____ | _____        |
| _____ | _____ | _____        |
| _____ | _____ | _____        |

If additional space is needed please use the back of page.

**Employment** (if self employed, give business name)

Employer: \_\_\_\_\_ Position: \_\_\_\_\_

Spouse Employer: \_\_\_\_\_ Position: \_\_\_\_\_

### Current Monthly Income

Must supply proof of income (tax return, pays stubs, etc).

- 1) Gross wages and salary before deductions \_\_\_\_\_
- 2) Income from operating business (if self employed) \_\_\_\_\_
- 3) Other income \_\_\_\_\_
- 4) Interest and dividends \_\_\_\_\_
- 5) Social Security income \_\_\_\_\_
- 6) Other \_\_\_\_\_

**Total Current Monthly income** \_\_\_\_\_

By signing this form, I agree to allow Sonoma Valley Hospital to check employment and credit history for the purpose of determining my eligibility for financial assistance. I understand I may be requested to provide proof of the information I am providing.

\_\_\_\_\_  
Signature of Patient or Guarantor

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Spouse

\_\_\_\_\_  
Date



**Sonoma Valley Hospital**  
**Eligibility Determination Worksheet**  
**Office use only**

Patient Account Number \_\_\_\_\_

Date Application Received \_\_\_\_\_

The patient's gross family income is at or below 200% of the current federal poverty level:

Y\_\_\_\_ N\_\_\_\_

The patient's gross family income is over 201% and below 350% of the current federal poverty level:

Y\_\_\_\_ N\_\_\_\_

The patient's gross family income is over 351% and below 450% of the federal poverty level:

Y\_\_\_\_ N\_\_\_\_

**Decision:**      ☐ 100% write-off Charity Care  
                         ☐ 75% Charity Care Discount  
                         ☐ 50% Charity Care Discount

Balance on Bill: \_\_\_\_\_

Charity Care Discount: \_\_\_\_\_

Patients responsibility      \$ \_\_\_\_\_

The applicant's request for Financial Assistance has been denied for the following reasons:

☐ The application is incomplete      ☐ Not enough supporting documentation received

☐ Income cannot be verified      ☐ Over the income and poverty level

Other: \_\_\_\_\_  
\_\_\_\_\_

Approval:

Revenue Cycle Analyst  
or Financial Counselor: \_\_\_\_\_

up to \$5000,

Patient Accounting Manager  
or Director of Finance: \_\_\_\_\_

\$5,001-\$20,000

CFO: \_\_\_\_\_

\$20,001-above



Title: **Private Pay, Payment Plan, & High Medical Costs Discount Policy**

Number:  
Page: 1 of 2

|  |   |
|--|---|
|  | Effective Date: <b>04/2015</b>                  |
| Approved By CEO, CFO   | Revision Dates: <b>05/2012, 2/2013, 03/2014</b> |
| Signature: _____ Date: _____   | Review Dates: _____                             |
| <b>PURPOSE</b><br>To define discount structure for all private pay patients, and to work with patients on payment plans, in direct accordance with SB 1276 at Sonoma Valley Hospital.  |   |
| <b>POLICY</b><br>All patients at Sonoma Valley Hospital that do not have health insurance benefits, have a High Deductible plan, high medical costs and/or elect not to use their health insurance to cover services rendered, are eligible to receive a discount according to the guidelines below.   |   |
| <b>RESPONSIBILITIES</b><br>Patient Accounting Manager or the Director of Finance is responsible for administering and maintaining this policy.   |   |
| <b>PROCEDURE</b><br>All qualifying patients, in accordance with "Policy" above, will receive a 30% (thirty percent) discount off total of charges.<br><br>Patients with an out-of-pocket expenses, following insurance payment, will be eligible for a 20% (twenty percent) prompt pay discount if paid in full before account is in collections.<br><br>Sonoma Valley Hospital offers payment plans for all patients, interest-free. Patients with a balance of \$500.00 (five hundred dollars) or less will need to resolve the account balance within 6 (six) months. Patients with a balance over \$501.00 (five hundred one dollars) will be extended the option to pay over 12 (twelve) consecutive months. Any circumstances outside of these re-payment guidelines will require approval of SVH management. A payment plan that is past due 60 days or greater will be referred to outside collection agency.<br><br>Patients that are in need of further discounts should be informed of other options such as applying for government funded programs (ie. MediCal, CMSP, Covered California) and/or Sonoma Valley Hospitals Financial Assistance Program. |   |
| <b>Exclusions:</b> The following services and/or products are <u>excluded</u> from the discount policy: <ul style="list-style-type: none"><li>➤ Skilled Nursing Facility, Monthly Share-of-Cost (SOC) payment</li><li>➤ Blood Alcohol Draws</li><li>➤ Lab Kit Draws</li></ul>  |   |

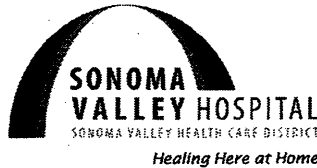


**Title: Private Pay, Payment Plan, & High  
Medical Costs Discount Policy**

**Number:**  
**Page: 2 of 2**

**Regulatory Requirements**

Confidentiality of information and individual dignity will be maintained for all that seek charitable services. The handling of personal health information will meet all HIPPA requirements. In implementing this policy, SVH shall comply with all federal, state and local laws, rules and regulations that may apply to activities conducted pursuant to this policy.

Title: **Bad Debt Policy**

Number: LD119

Page: 1 of 3

Approved By: Finance Committee

Effective Date: **04/2015**

Signature: \_\_\_\_\_

Date: 05/02/2012

Revision Dates: **12/2001, 9/2004, 02/2006, 01/2007, 05/2012**Review Dates: **12/2001, 9/2004, 02/2006, 01/2007, 05/2012****PURPOSE**

The purpose of this policy is to classify Bad Debt patients and to ensure consistent and appropriate referral of unpaid accounts to outside agency(s) for additional collection activities.

**POLICY**

Accounts with unpaid self pay balances will be referred to outside agency for collection activity.

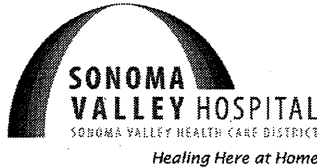
**RESPONSIBILITIES**

Patient Accounting Manager or the Director of Finance is responsible for administering and maintaining this policy.

**PROCEDURE**

1. All insurance eligibility and benefits will be verified at the time of service.
2. Billing to insurance will be made in a timely manner as specified by contract or statute.
  - a. Collection representative will insure that all insurances have been verified and billed as appropriate.
  - b. Discounts previously applied to account including uninsured discounts will remain on the account.
  - c. Failure to bill within filing guidelines does not allow for bad debt filing.
  - d. Charges declared as not medically necessary by the insurance may not be declared as bad debt unless the patient was notified in writing in advance of service.
  - e. Insurance response (EOB, denials, etc) will be documented in appropriate computer system (the patients account).
3. Medicare/Medi-Cal/CMSP data base will be accessed on all accounts listed as self pay.
  - a. Batch file of self-pay accounts will be submitted to eligibility vendor at least monthly.
    - i. If batch files are not accepted by Medicare/Medi-Cal/CMSP, notation of any attempt at Medicare/Medi-Cal/CMSP verification is appropriate.
  - b. Batch file will access the Medicare/Medi-Cal/CMSP eligibility file and return appropriate information for billing to Medicare/Medi-Cal/CMSP.
  - c. Account will be updated with new information.
  - d. Appropriate billing will be completed.
  - e. After payment or denial, process will begin again.
4. Self-pay accounts will be worked by SVH Patient Accounting Representative.
  - a. Return mail will result in changing the account to a self-pay status.
    - i. Telephone contact may be attempted to patient and/or employer.





Title: **Bad Debt Policy.**

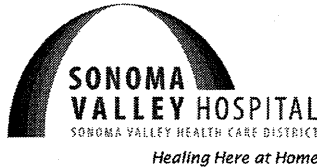
Number: LD119

Page: 2 of 3

- ii. Check address against imaged identification, telephone directory.
  - b. Flag accounts as bad address for future registration.
  - c. Send all open accounts to the outsource agency if unable to verify new address.
- 5. Accounts scheduled for assignment are to be reviewed by the Patient Financial Representative prior to assignment.
  - a. Accounts with balances greater than \$10,000 and an insurance listed require management approval by CFO, Patient Accounting Manager, Supervisor, or Director of Finance.
  - b. Accounts shall be placed in collection status/Bad Debt after 120 days of the first statement bill date to the patient.
  - c. Accounts may NOT be written off the bad debt GL until returned as non-collectable.
- 6. Refer to the appropriate agency via electronic format.
  - a. All collection efforts are to be documented.
  - b. Agency is to report all activity on each account by credit noting the patients account.
- 7. If collection efforts are unsuccessful, account is to be returned to the hospital with complete collection documentation and history.
  - a. A total of 120 days must pass before an account can be declared uncollectible.
  - b. The 120 days may include the collection efforts prior to placement with the agency.
  - c. Patient will receive a bill at 30 day, 60 days, 90 days, and again at 120 days with a final phone call. Each account is documented with credit notes in patients account.
  - d. The hospital must demonstrate that reasonable collection efforts have been made.
  - e. There must be a minimum of 120 calendar days elapse between the first notice to the patient and the date the account is assigned to bad debt.
  - f. The returned account shall be declared as uncollectible and reflected as bad debt.
- 8. A payment plan that is more than 60 days past due will be assigned to an outside collection agency.

### **Billing and Collections**

SVH shall not send patients to a collection agency prior to 120 days from time of initial billing. SVH will send patients a bill within 30 days, 60 days, 90 days, and again at 120 days with a final phone call. SVH provides communication in English and Spanish to all patients for financial assistance. For those patients with a pending application for a government program serving the low-income, or a pending application for charity care or reduced-payment for health care services under the hospital's own financial assistance policy will not be sent to collections until the review process has been completed. A SVH Patient Accounting Representative will contact the federal, state or county agency to verify the application is pending, and if so, postpones the collection process until applications are completed and closed. If patients do not respond to the pre-collect



Title: **Bad Debt Policy**

Number: LD119

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notice at or after 120 days the account will be placed with an outside collection agency. Any collection agency utilized by the hospital will be knowledgeable of the hospital's charity care and discount policies and must comply with AB 774. Hospital accounts of any balance size can be returned from an outside collection agency upon determination of either of the following:

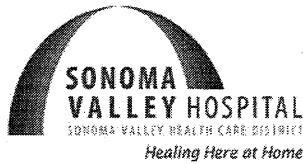
- Debtor is deceased and no estate funding is available to cover the balance, or
- The debt is part of a bankruptcy

Hospital accounts will be returned to the Hospital from an outside collection agency when The Agency declares the account closed and all efforts to collect are exhausted.

These notes will be recorded by the collection agency in each patients account.

#### **Regulatory Requirements**

Confidentiality of information and individual dignity will be maintained for all that seek charitable services. The handling of personal health information will meet all HIPPA requirements. In implementing this policy, SVH shall comply with all federal, state and local laws, rules and regulations that may apply to activities conducted pursuant to this policy.



SUBJECT: Charity Care Policy

POLICY # GL8610-122

DEPARTMENT: Organizational

PAGE 1 OF 4

EFFECTIVE: 4/13

APPROVED BY: CFO

REVIEW/REVISED: 4/13  
12/16

**Purpose:**

The purpose of this policy is to define the eligibility criteria for charity care or discounted payments and to provide administrative and accounting guidelines for the identification, classification and reporting of patient accounts as charity care. California Assembly Bill 774 became effective January 1<sup>st</sup> 2007. The law mandates that as a condition of obtaining or holding an acute care hospital license, Hospitals must limit bills to the uninsured with family income at or below 350% of the Current Federal Poverty Level (FPL) and individuals with high cost medical bills compared to their families income.

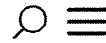
**Policy:**

Sonoma Valley Hospital (SVH) is committed to providing financial assistance to persons who have health care needs and are uninsured, under-insured, and ineligible for a government program and is otherwise unable to pay for medically necessary care based on their individual financial situation. Consistent with our mission to maintain, improve, and restore the health of everyone in our community, SVH will ensure that the financial capacity of people who need health care services does not prevent them from seeking or receiving care at our facility. Financial assistance is not considered to be a substitute for personal responsibility, and patients are expected to cooperate with SVH's procedures for obtaining financial assistance, and to contribute to the cost of their care based upon their individual ability to pay.

**Procedure:**

**Eligibility for Patient Financial Assistance:**

- Eligibility for financial assistance will be considered for those individuals who are uninsured, ineligible for any government health care benefit program, and unable to pay for their care, based upon a determination of financial need as defined by the most current Federal Poverty Income Guidelines.
- SVH requires individuals to apply for federal, state or county programs (i.e. Medi-Cal, CMSP) and supply proof of final determination before charity care/discount is granted. Information and applications for federal, state and county programs will be provided to patients upon request, or during discussions regarding possible eligibility for financial assistance.
- The granting of financial assistance shall be based on an individualized determination of financial need, and shall not take into account age, gender, race, socio-economic or immigrant status, sexual orientation or religious affiliation.
- Charity care and discounts provided by this policy are available only for those services that are medically necessary.
- Assets are not considered in determining eligibility for charity or discounted care.
- An insured patient may be eligible for charity care or discounted payment for the patient liability portion of their bill if the patient's income (family income) meets the eligibility criteria.



Attachment F

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## Healthcare Collection Services

**Rash Curtis is PCI Level 1-Certified and HIPAA-compliant**

- We provide first-party or early stage collection services.
- We manage select portions, or all of your pre-bad debt accounts receivable.
- We provide third-party debt collection and system conversion services.
- We specialize in turnaround environments – outsourcing entire business offices from billing to collections.

Focused on rapid resolution of outstanding accounts, we provide all necessary services for billing, re-billing and follow-up, regardless of age of placement and financial class, such as:

- Commercial insurance
- Managed care insurance
- Medicaid

- Medicare
- Self-pay
- Self-pay residuals
- Automobile injuries
- Worker's compensation

We monitor all calls in our process to help recover your revenue while maintaining positive relationships with your patients.

In addition to these services, Rash Curtis offers legal collections. We have in-house attorney services ranging from no-cost representation to full litigation and execution of assets.

You may also want to ask about our Healthcare Consulting.

[Home](#)   [About](#)   [Services](#)   [Contact](#)



**To: SVH Finance Committee**  
**From: Ken Jensen, CFO**  
**Date: February 25, 2020**  
**Subject: Fiscal Year 2021 Budget Assumptions**

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The following assumptions will be applied to the actual experience from February 2019 through January 2020. Other adjustments will be made as necessary to reflect current trends in healthcare going forward.

**VOLUME**

- Based upon the 12 months ending January 2020 and adjusted for any program changes from FY 2020 and current volume trends.

**GROSS REVENUE**

- Gross price increase of 6% - this is allowed by most SVH contracts.

**CONTRACTUAL ALLOWANCES**

- Assume current collection rates and adjust allowance for 6% price increase.
- Payer Mix will be based upon the 12-months ending January 2020.
- Intergovernmental and supplemental payments will be based upon input from the District Hospital Leadership Group (will be conservative).

**WAGES AND BENEFITS**

- 2.0% increase for salaries for 6-months beginning January 2021 through June 2021
- Employee benefits will be based upon actual experience and estimates from the providers

**PHYSICIAN FEES & PROFESSIONAL FEES**

- Based upon current costs or final contract arrangements.

**SUPPLIES/FOOD**

- 2% increase for inflation for 12 months ending January 2020

**PURCHASED SERVICES**

- Assume actual 12 months ending January 2020.
- Purchased services to be reviewed by department and adjusted as needed.

**DEPRECIATION**

- Current, plus any adjustments for any new equipment

**INSURANCE**

- Will confirm with insurance agent; expect a 3-5% increase.

**INTEREST**

- Current, will adjust for expiring leases/loans.

**UTILITIES**

- Assume actual 12 months ending January 2020.
- No increase given oil prices

**OTHER EXPENSES**

- Rent/leases - current, will adjust for any new expected leases and remove any expiring.
- All other, no increase
- Will review by department