



SVHCD FINANCE COMMITTEE

AGENDA

TUESDAY, March 24, 2020

5:00 p.m. Regular Session

HELD VIA VIDEOCONFERENCE vs. IN PERSON.

To participate with Zoom videoconferencing
(your laptop or iPad needs a camera), click the link below:

<https://zoom.us/j/844134223>

and enter the **Meeting ID: 844 134 223.**

(There is no password or participant code for this meeting.)

To participate via telephone only (no video), dial:
+1 669 900 9128 and enter the **Meeting ID: 844 134 223.**

In compliance with the Americans Disabilities Act, if you require special accommodations to participate in a District meeting, please contact District Clerk Vivian Woodall at vwoodall@sonomavalleyhospital.org or (707) 935.5005 at least 48 hours prior to the meeting.	
AGENDA ITEM	RECOMMENDATION
MISSION STATEMENT <i>The mission of the SVHCD is to maintain, improve, and restore the health of everyone in our community.</i>	
1. CALL TO ORDER/ANNOUNCEMENTS	<i>Nevins</i>
2. PUBLIC COMMENT SECTION <i>At this time, members of the public may comment on any item not appearing on the agenda. It is recommended that you keep your comments to three minutes or less. Under State Law, matters presented under this item cannot be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public will be invited to make comments at the time the item comes up for Board consideration.</i>	<i>Nevins</i>
3. CONSENT CALENDAR Finance Committee Minutes 02.25.20	<i>Nevins</i> Inform/Action
4. OUTPATIENT DIAGNOSTIC CENTER UPDATE	<i>Mather/ Sarmiento</i> Inform
5. MASTER FACILITY AND INFRASTRUCTURE DRAFT PLAN	<i>Mather</i> Inform
6. ENGAGEMENT OF AUDITORS FOR MID-YEAR REVIEW	<i>Jensen</i> Inform
7. POLICY FOR FOUNDATION LOANS TO THE HOSPITAL	<i>Jensen</i> Inform
8. ADMINISTRATIVE REPORT	<i>Mather</i> Inform
9. FINANCIAL REPORT MONTH ENDED FEBRUARY 29, 2020	<i>Jensen</i> Inform

10. FISCAL YEAR 2021 BUDGET UPDATE	<i>Jensen</i>	Inform
11. ADJOURN	<i>Nevins</i>	



SVHCD
FINANCE COMMITTEE MEETING
MINUTES
TUESDAY, FEBRUARY 25, 2019
Schantz Conference Room

Present	Excused	Staff	Public	
Sharon Nevins via telephone Joshua Rymer via telephone Dr. Subhash Mishra via telephone Peter Hohorst Art Grandy Bruce Flynn	Susan Porth	Kelly Mather, CEO via telephone Ken Jensen, CFO Sarah Dungan, Controller Dawn Kuwahara Kimberly Drummond	Luis Sarmiento, Vertran Assoc., via telephone	
AGENDA ITEM		DISCUSSION	ACTIONS	FOLLOW-UP
MISSION & VISION STATEMENT <i>The mission of SVHCD is to maintain, improve and restore the health of everyone in our community.</i>				
1. CALL TO ORDER/ANNOUNCEMENTS		<i>Nevins</i>		
		Called to order at 5:00 pm		
2. PUBLIC COMMENT SECTION		<i>Nevins</i>		
		None		
3. CONSENT CALENDAR		<i>Nevins</i>		
		Minutes from the 12.17.19 meeting were reviewed.	MOTION: by Flynn to approve, 2 nd by Grandy. All four members in the District in favor.	
4. RECOMMENDATION ON SOLUTION FOR ALTERNATIVE POWER		<i>Drummond</i>		
		Ms. Drummond mentioned that Plant Operations had been researching energy solutions for some time with the idea to reduce energy bills, cool the hospital, and serve as a backup for PG&E blackouts. The Unison feasibility study, which Plant Operations recommended, would be performed at no cost to the hospital.	MOTION: by Hohorst to approve the request to do a feasibility study, 2 nd by Flynn. All four members in the District in favor.	

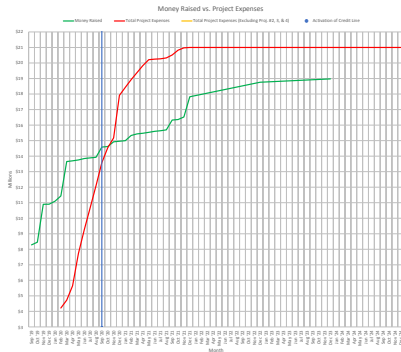
	There was additional discussion regarding Unison's Co-Gen system and how it operates, potential advantages of installation and potential savings.		
5. RISK MANAGEMENT REVIEW	<i>Jones</i>		
	Ms. Jones gave an overview of the risk management program. SVH historically has a very low claims rate.		
6. OUTPATIENT DIAGNOSTIC CENTER UPDATE	<i>Mather/Sarmiento</i>		
	Ms. Mather reported the project was still on budget; then Mr. Sarmiento gave an update. By the end of FY 2020, \$9.8 million will have been spent on the project, and cash on hand would be \$3.6 million. A status report on the various subprojects is now included in the Committee packet.		
7. ADMINISTRATIVE REPORT	<i>Mather</i>		
	Ms. Mather reported that recruitment of another primary care physician was progressing. Three nurse practitioners had been hired in the Sonoma Family Practice. Rental of SVH's second floor to an outpatient dialysis company is moving along. SVH is working with UCSF on several initiatives, and UCSF is interested in renting space as well.		
8. FINANCIAL REPORT MONTH ENDED JANUARY 31, 2020	<i>Jensen</i>		
	Mr. Jensen reviewed the payer mix. Days' cash on hand was 20.4 for the month of January, A/R days were at 38, A/P was at \$2.9 million and 42 days. Inpatient revenue was down due to volume, ER volumes were down but the level of service was up. Gross patient revenue was over budget by \$1.3 million. Total operating revenue was over budget by \$517,000. Expenses were in line except for implant supplies and purchased services. Net operating income was \$1.2 million, or \$216,000 better than budget.		
9. REVIEW OF SECOND QUARTER FY 2020 CAPITAL SPENDING	<i>Dungan</i>		

	Ms. Dungan reviewed the capital spending report. The hospital had paid off Celtic Financing and GE financing. The MRI van will be paid off by March 1, 2020.		
10. REVIEW OF BAD DEBT AND CHARITY CARE	<i>Jensen/Dungan</i>		
	Bad debt for last year included \$1.9 million in writeoffs and \$300,000 for charity care. Ms. Dungan reviewed the patient payment process and alternatives available for patients without insurance and those in need of charity care, as well as patients who self pay or have high deductibles.		
11. REQUEST FOR PARCEL TAX ADVANCE	<i>Dungan</i>		
	An advance on parcel tax monies from the County was requested.	MOTION: by Hohorst to approve, 2 nd by Grandy. All four members in the District were in favor.	
BUDGET ASSUMPTIONS	<i>Jensen/Dungan</i>		
	Ms. Dungan reviewed the assumptions for the FY 2021 budget.		
11. ADJOURN	<i>Nevins</i>		
	6:20 pm		

SONOMA VALLEY HOSPITAL
COST PROJECTIONS and FUNDING SUMMARY
FISCAL YEAR 2/2020 THROUGH 12/2024
DESIGN, PRE CONSTRUCTION AND CONSTRUCTION
As Reported 3/20/2020

	Through:	Feb '20	Mar '20	Apr '20	May '20	Jun '20
Campaign						
Fundraising Goal:		\$ 21,300,000				
Total Confirmed Pledges:		\$ 36,245,924				
Total Verbal Pledges:		\$ 1,000,000				
Total Cash Gifts Collected:		\$ 1,414,463				
Total Committed:		\$ 38,750,377				
Total Pledge Payments Collected:		\$8,623,671.32				
Total Cash Gifts Collected:		888,888.89				
Total Pledges & Cash Due**:		\$ 11,067,124	\$ 11,434,615	\$ 11,650,467	\$ 11,696,208	\$ 11,755,699
**Includes (\$8,580) in Uncollectible Pledges.						
Project						
Total Approved Funding:		\$ 12,469,003				
Total Spent***:		\$ 4,215,997				
Total Projected Costs:		\$ 4,215,997	\$ 4,722,690	\$ 5,645,525	\$ 7,724,765	\$ 9,286,610
***Includes \$462,866 in Corrosion Exemptions.						
Total Projected Cash In Hand:		\$ 6,689,749	\$ 6,520,547	\$ 7,811,562	\$ 5,780,064	\$ 4,297,710
Available Line of Credit:		\$ -	\$ -	\$ -	\$ -	\$ -
Calculated From 3/1/2020 Email from Carla Kappel						
Funds						
Pledge Payments		\$ 120,250	\$ 2,198,610	\$ 28,500	\$ 42,250	
Verbal Pledges Amortized Over Span of Campaign		\$ 17,241	\$ 17,241	\$ 17,241	\$ 17,241	\$ 17,241
Expenses						
Proj. #0 - ODC Preparation		\$ 655,549	\$ -	\$ -	\$ -	\$ -
Proj. #0 - Master Facility Planning		\$ 127,812	\$ -	\$ -	\$ -	\$ -
SPC #0		\$ -	\$ -	\$ -	\$ -	\$ -
Proj. #0 - Decommissioning Study		\$ 125,622	\$ -	\$ -	\$ -	\$ -
Proj. #1 CT, Mammography, Imaging Refurb		\$ 1,589,682	\$ 122,541	\$ 754,300	\$ 1,977,058	\$ 836,700
IT/Other		\$ 357,261	\$ 120,680	\$ 103,034	\$ 87,383	\$ 58,783
Proj. #2 Cardiology Equipment		\$ 40,514	\$ 242,760	\$ 39,787	\$ 6,939	\$ -
Blood Drive		\$ -	\$ -	\$ -	\$ -	\$ -
Proj. #3 MRI		\$ 691,967	\$ 20,692	\$ 23,844	\$ 6,789	\$ 644,112
Cardio Rooms		\$ -	\$ -	\$ -	\$ -	\$ 2,250
Out MRI Area		\$ -	\$ -	\$ 1,070	\$ 1,070	\$ -
Proj. #4 UCSF Clinic		\$ 8,235	\$ -	\$ -	\$ -	\$ -
2D Mammogram		\$ 556,709	\$ -	\$ -	\$ -	\$ -
Campaign Expenses		\$ 462,866	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -
Total		\$ 4,215,997	\$ 506,694	\$ 922,835	\$ 2,079,240	\$ 1,541,865

Prepared 3/20/2020



Prepared 3/20/2020

Sonoma Valley Hospital
Speed Report
Open Projects Under: Outpatient Diagnostic Center
CIP: 1258.0050 & 1258.0795 Through: 02/29/2020

Status / Issues	Finances / Budget
<div>Key</div> <div><div></div> Complete, <div></div> No Issue, <div></div> Likely Risk, <div></div> Budget or Schedule at Risk</div>	<div><div>Description</div><div>Board Approved Budget</div><div>Committed</div><div>Spent to Date</div><div>Exposure</div><div>Forecast</div></div>
Project #0 - ODC: Study Scope Complete	Project #0
	ODC Preparation\$845,904\$655,549\$655,549\$-
	Master Facility Planning\$142,039\$127,812\$127,812\$-
	SPC 4D\$-\$-\$-\$-
Project #0 - Master Planning: Study Scope Complete	Decommissioning Study\$288,468\$125,622\$125,622\$-
After Several Master Facility Planning meetings, the following was determined to be the best path forward:	Total\$1,276,411\$908,983\$908,983\$-
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.	Project #1
Provide more patient amenities, centralize scheduling, and upgrade technology to remain competitive.	CT, Waiting, Imaging Refurb\$9,365,951\$3,085,279\$1,189,482\$4,308,721\$7,394,000
Leverage UCSF affiliation to provide the framework needed to thrive in Sonoma.	CT ContingencyIncluded Above\$-\$-\$647,000\$647,000
The Board and CEO to continue to dialogue about future steps to meet 2030 seismic requirements.	IT/OtherIncluded Above\$574,042\$357,261\$351,958\$1,326,000
	Total\$9,365,951\$3,659,321\$1,546,743\$5,307,679\$9,367,000
	Project #2
	Cardiology Equipment\$330,000\$43,018\$40,514\$273,104\$316,122
	Cardiology ContingencyIncluded Above\$-\$-\$13,878\$13,878
	Blood Draw\$-\$-\$-\$-\$-
	Total\$330,000\$43,018\$40,514\$286,982\$330,000
Project #0 - Decommissioning: Study Scope Complete	Project #3
The study of the Central and East Wings to determine the feasibility of decommissioning these wings yielded the following:	MRI\$1,229,347\$843,630\$691,967\$7,196,138\$8,039,768
Cost of scope required for decommissioning exceeds any benefit to the hospital.	MRI ContingencyIncluded Above\$-\$-\$485,965\$485,965
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.	Cardiology Rooms/Shell Space\$-\$-\$740,494\$740,494
	Old MRI Area\$-\$6,125\$-\$93,875\$100,000
	Total\$1,229,347\$849,755\$691,967\$8,516,472\$9,366,227
	Project #4
	UCSF Clinic\$50,000\$50,000\$8,235\$(41,765)\$8,235
Project #1 - CT	Total\$12,251,709\$5,511,077\$3,196,442\$14,069,368\$19,980,445
CT Develop Final GMP and Design Build Agreement - 1/13/20	3D Mammo\$505,762\$556,709\$556,709\$-\$556,709
CT Construction Start - Phase 2 (Staff Hub, Old CT) - 6/25/20	Campaign Expenses\$-\$462,846\$462,846\$-\$462,846
CT Go Live - 7/2020 (Contingent on CDPH Sign-off)	Other\$-\$-\$-\$-\$-\$-
Wait Area Available for Staff Hub Relocation - 6/16/20 (Contingent on CDPH Sign-Off)	Subtotal\$12,757,471\$6,530,632\$4,215,997\$14,069,368\$21,000,000
Old CT Demo Start - 7/2020	
Substantial Completion CT Project - Phase 2 - 9/23/20	
Implementation of Shelter in Place Orders by Bay Area Counties Have Resulted in Field Work Stoppage Through 4/7/2020	
	Budget Notes
Project #2 - Cardio	1.) 3-D Mammography Equipment was purchased by the Foundation.
\$21K Approved by CEO to Spend on FF&E - 12/2019	2.) There are Electrical Make Ready costs for both the CT and MRI Projects. These costs have been absorbed by both the MRI and CT projects and are illustrated in their respective totals.
Capital Request to Board for Cardiology Equipment - 2/6/2020	3.) Forecast includes Amendment 20 to Dome Construction.
	4.) Blood Draw project costs were redistributed into project #1, under IT/Other and project #3, under contingnecy.
	5.) The Committed Campaign Expenses, which were reported to be \$416,500 as of the February 2020 project update, were discrepant. The discrepancy originated in February 2019. According to the Sonoma Valley Hospital Foundation the Forecasted Campaign Expenses through 12/31/2019 were \$475,957 (as reported 01/2019). On 3/17/2020, David Pier confirmed that the total Campaign Expenses, beginning in 2016 and spanning into 12/31/2019, amounted to \$462,846. The Committed and Forecasted Columns reflect cost to date.
Project #3 - MRI	
Backcheck 0 Comments Expected From OSHPD - 4/16/20	
Response to Backcheck 0 To Be Submitted to OSHPD - 5/13/2020	
Backcheck 1 Comments Expected From OSHPD - 6/12/20 (Per Dome's 2/8/20 MRI Schedule)	
MRI Develop Final GMP and Design Build Agreement - 7/6/20 (Per Dome's 2/8/20 MRI Schedule)	
Response to Backcheck 1 To Be Submitted to OSHPD - 7/10/20 (Per Dome's 2/8/20 MRI Schedule)	
OSHPD Plan Approval - 8/7/2020 (Per Dome's 2/8/20 MRI Schedule)	
Construction Start - MRI Area - 8/10/20 (Per Dome's 2/8/20 MRI Schedule)	
Construction Start - Roof - 1/18/21 (Per Dome's 2/8/20 MRI Schedule)	
Substantial Completion - MRI - 7/1/21 (Per Dome's 2/8/20 MRI Schedule)	
MRI Go Live - Summer 2021 (Per Dome's 2/8/20 MRI Schedule)	
Project #4 - UCSF Clinic	
Project to remain open until directed to close by CEO.	
Test fit for UCSF in progress.	

Cash Flow/ Cost Projections

Money Raised vs. Project Expenses

Money Raised

Total Project Expenses

Activation of Credit Line

Millions

Month

NOTE: Campaign Funds Run Out 10/2020. Credit Line Required by 9/2020. Credit Line Funds Run Out 2/2021.

2020 - Master Facility & Infrastructure Plan		PROJECTED COST	PRIORITY	TIMELINE (WITHIN)	AGE	NOTES
PROJECT	CATEGORY					
Structural - SPC4D Compliance	SEISMIC				N/A	
Anchorage - NPC Assessment	SEISMIC			1 YR	N/A	
Anchorage - NPC Compliance - 2030	SEISMIC			10 YR	N/A	
Legislation - SPC Exception inpatient wing	SEISMIC				N/A	OSHPD ALLOW ER/SURGERY COMPLIANCE ONLY
Kitchen - Cooking & Serving Table	EQUIPMENT			2 YR	20 YR	
Surgery - DaVinci Robot	EQUIPMENT					
Surgery - Anesthesia Machines (qty. 3)	EQUIPMENT	\$ 90,000.00	1			Current machines - End of Life
Surgery - OR Tables (qty. 3)	EQUIPMENT	\$ 90,000.00	2			
Ventilators (qty. 2)	EQUIPMENT	\$ 250,000.00	1-2			
Space Lab Monitors (qty. 26)	EQUIPMENT	\$ 500,000.00	4			
Isolation Room - Inpatient floor All compliance	FACILITY IMPROVEMENT - COMPLIANCE	\$ 125,000	1	1 YR	30 YR	
Pharmacy Clean Room - USP 797/800 code changes	FACILITY IMPROVEMENT - COMPLIANCE	\$ 450,000			N/A	ONLY IF CODE REQUIRED
Elevators - NPC Compliance - Replace jacks/doors	PHYSICAL PLANT	\$ 550,000	2	3 YR	40 YR	
Sewer Pumps	PHYSICAL PLANT	\$ 100,000	3	3 YR	40 YR	
Medical Air & Vacuum Systems	PHYSICAL PLANT	\$ 350,000	4	5 YR	40 YR	
Security Access - Exterior doors	PHYSICAL PLANT	\$ 250,000	5	5 YR	N/A	
Electrical - Automatic Transfer Switches	PHYSICAL PLANT	\$ 450,000		10 YR	40 YR	
Fire Alarm - Device upgrades & panel expansion	PHYSICAL PLANT	\$ 600,000		10 YR	30 YR	
Air Handler & Exhaust Fan - Replacement	PHYSICAL PLANT	\$ 3,100,000		10 YR	40 YR	
Cooling - Back-up power - New Wing	PHYSICAL PLANT	\$ 550,000			N/A	IF CO-GEN CONNECTION NOT POSSIBLE
Pipes - replacement	PHYSICAL PLANT	\$ 60,000		5 YR	30 YR	
Co-Gen System - Alternative Power Generation	PHYSICAL PLANT			2 YR		UNISON FUNDED-20 YR ESA
Landscape - Hospital perimeter/entrances	FACILITY IMPROVEMENT	\$ 100,000		1 YR	10 YR	
UCSF - Clinic - Old ED Area	FACILITY IMPROVEMENT					UCSF

2020 - Master Facility & Infrastructure Plan		PROJECTED COST	PRIORITY	TIMELINE (WITHIN)	AGE	NOTES
PROJECT	CATEGORY					
UCSF - Cardiology Suite	FACILITY IMPROVEMENT					UCSF
ICU Refurbishment	FACILITY IMPROVEMENT	\$ 330,000		1 YR		SVHF FUNDING
Med/Surg Room Upgrades	FACILITY IMPROVEMENT	\$ 300,000		3 YR		SVHF FUNDING
GI Suite - Medivator Move	FACILITY IMPROVEMENT	\$ 1,000,000		10 YR		
Interoperability - Electronic Orders	INFORMATION TECHNOLOGY		1			
Computers, WOWS, Operating System Updates	INFORMATION TECHNOLOGY	\$ 375,000	2			ANNUAL INVESTMENT - \$75K
Network Switch - Replacement	INFORMATION TECHNOLOGY	\$ 500,000	3			
EHR - PARAGON - Renewal	INFORMATION TECHNOLOGY		4			EXPIRES 9/2022
Paging System - VOIP Conversion	INFORMATION TECHNOLOGY		5			
EPIC	INFORMATION TECHNOLOGY					UCSF AFFILIATION - IMPACT EHR CONTRACT DEADLINE
TOTAL - PROJECT COSTS		\$ 10,120,000				



To: SVHCD Board of Directors
From: Kelly Mather
Date: 2/28/20
Subject: Administrative Report

Summary

We are prepared for the Coronavirus thanks to our excellent physicians and leaders. The South Lot housing project is underway and estimated to finish in summer 2021. The first model home should be up this summer. Affordable rentals will be available and Accessory Dwelling Units come with 12 of the new homes which helps address the affordable housing concerns in Sonoma.

The hospital now has only 24 Acute Care beds which meets the Critical Access Hospital criteria for number of acute beds. However, we have determined that SVH cannot meet the current mileage criteria of 15 miles away from the nearest hospital on secondary roads. If we met this criteria, the hospital could have a much higher payment from Medicare.

Update from FY 2020 Strategic Plan:

Strategic Priorities	Update
Exceed Community Expectations especially in Emergency Services	<ul style="list-style-type: none"> ➤ We are activating our new brand and have developed messages to the community to be seen as an asset in in which Emergency is top of mind. ➤ We celebrated Heart Health month for Women with a program in "Conversations with a Doctor."
Create UCSF Health Outpatient Center	<ul style="list-style-type: none"> ➤ Construction for this project is underway and we plan to bring the next phase, MRI, to the board for approval in May. ➤ We have raised \$19.4 million towards the goal of \$21 million toward the Capital Campaign. ➤ UCSF is releasing their new 2025 Strategic Plan this month and it includes their vision for moving from a system to a network in which "hubs" like ours are an important part of their strategy.
Become a 5 Star Hospital	<ul style="list-style-type: none"> ➤ Our tri-annual accreditation survey is expected in the near future. The team is ready. ➤ We are converting to the "Human Experience" model for patient and staff and plan to complete this project next month. ➤ We are in the midst of the annual Staff Engagement survey with a goal of at least 75% of the staff participating. ➤ We would like to refurbish our ICU and have put in a request to the Foundation for their consideration.
Provide Access to Excellent Physicians	<ul style="list-style-type: none"> ➤ We have a possible candidate for a Primary Care Physician with Prima Medical Group/MarinHealth Medical Network to begin in June. ➤ There are several UCSF specialists that are interested in coming to Sonoma. ➤ We are making progress on bringing Dialysis to the 2nd floor with Satellite Healthcare and Nephrologists from Santa Rosa. ➤ We are ready for the accreditation survey for Bariatrics Accreditation by June.
Healthy Hospital	<ul style="list-style-type: none"> ➤ The Wellness 2.0 program and portal has already inspired more participation and interaction. ➤ Performance Evaluations are underway and should be complete by April.

JANUARY 2020

			National
Patient Experience	Current Performance	FY 2020 Goal	Benchmark
Would Recommend Hospital	66.7%	> 70 percent	50th percentile
Inpatient Overall Rating	75%	>70 percent	50th percentile
Outpatient Services	4.7	4.5	3.8
Emergency Department	4.4	4.5	3.8
Quality & Safety	YTD Performance	FY 2020 Goal	Benchmark
Central Line Infection	0	<1	<.51
Catheter Infection	0	<1	<1.04
Surgery Site Infection – Colon	1	<1	N/A
Surgery Site Infection – Joint	0	<1.5%	N/A
MRSA Bacteremia	0	<.13	<.13
C. Difficile	1	3.5	7.4/10,000 pt days
Patient Safety Indicator	.66	<1	<1
Heart Failure Mortality Rate	11.7%	13%	17.3%
Pneumonia Mortality Rate	17.5%	20%	23.6%
Stroke Mortality Rate	15.1%	15%	19.7%
Sepsis Mortality Rate	7.3%	<18%	25%
30 Day All- Cause Readmissions	14.1%	< 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	1.62	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%/9.6%	< 15%	< 20%
Financial Stability	YTD Performance	FY 2020 Goal	Benchmark
EBDA	11.1%	3%	3%
Paid FTE's	230	<235	n/a
Days Cash on Hand	20.4	20	30
Days in Accounts Receivable	38	45	50
Length of Stay	3.8	3.85	4.03
Funds raised by SVHF	\$19.4 million	\$21 million	\$1 million
Strategic Growth		FY 2020 Goal	FY 2019
Inpatient Discharges	565/968	900	984
Outpatient Visits	31,598/54,168	55,000	54,596
Emergency Visits	6257/10,726	10,000	10,181
Surgeries + Special Procedures	1642/2814	3000	2950
Community Benefit Hours	662.5/1135	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: March 24, 2020
Subject: Financial Report for the Month Ending February 29, 2020

For the month of February the hospital's actual operating margin of (\$298,868) was \$326,588 favorable to the budgeted operating margin of (\$625,456). After accounting for all other activity; the net income for February was \$307,066 vs. the budgeted net income of \$34,539 with a monthly EBDA of 6.3% vs. a budgeted -1.9%.

Gross patient revenue for February was \$21,806,679, \$423,407 over budget. Inpatient gross revenue was under budget by (\$972,291). Inpatient days were under budget by (22) days and inpatient surgeries were under budget by (12) cases. Outpatient gross revenue was over budget by \$885,695 primarily in the surgery department by \$644,849. Outpatient visits were under budgeted expectations by (208) visits, outpatient surgeries were at budgeted expectations at 130 cases, and special procedures were at budget at 79 cases. The outpatient surgeries were of a higher acuity than average. The Emergency Room gross revenue was over budget by \$510,003 with ER visits over budgeted expectations by 45 visits.

Deductions from revenue were favorable to budgeted expectations by \$13,718. The hospital accrued an additional \$294,488 in FY 18-19 AB915 funds. Without the accrual of the additional AB915 funds the revenue deductions would be unfavorable to budget by (\$224,520) which is due to gross revenue being over budgeted expectations and bad debt expense being over budget by (\$100,000).

After accounting for all other operating revenue, the **total operating revenue** was favorable to budgeted expectations by \$435,439.

Operating Expenses of \$4,438,970 were unfavorable to budget by (\$108,851). Salaries and wages and agency fees were over budget by (\$38,797) and employee benefits were under budget by \$15,246. Professional fees are over budget by (\$33,052) due to legal expenses. Supplies are over budget by (\$51,133) primarily due to the cost of implants being over budget by (\$76,962). Purchased services were over budget by (\$26,748) due to budgeted services used in the month of February and the unbudgeted costs in Quality related to the human/patient experience initiative (\$7,500).

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for February was (\$4,460) vs. a budgeted net loss of (\$338,622).



The hospital received \$148,225 in donations from the Sonoma Valley Hospital Foundation primarily for the Outpatient Diagnostic Center costs. The total net income for February after all activity was \$307,066 vs. a budgeted net income of \$34,539.

EBDA for the month of February was 6.3% vs. the budgeted -1.9%.

Patient Volumes – February

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	86	81	5	76
Acute Patient Days	286	308	-22	265
Observation Days	16	0	16	9
OP Gross Revenue	\$16,285	\$14,890	\$1,395	\$13,994
Surgical Cases	145	158	-13	155

Gross Revenue Overall Payer Mix – February

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	41.3%	41.6%	-0.3%	41.7%	41.7%	0.0%
Medicare Mgd Care	12.8%	14.0%	-1.2%	13.7%	14.1%	-0.4%
Medi-Cal	17.9%	17.6%	0.3%	17.2%	17.6%	-0.4%
Self-Pay	0.9%	1.5%	-0.6%	1.8%	1.5%	0.3%
Commercial	23.7%	20.9%	2.8%	22.0%	20.8%	1.2%
Workers Comp	2.9%	2.4%	0.5%	2.8%	2.3%	0.5%
Capitated	0.5%	2.0%	-1.5%	0.8%	2.0%	-1.2%
Total	100.0%	100.0%		100.0%	100.0%	

Cash Activity for February:

For the month of February the cash collection goal was \$3,940,657 and the Hospital collected \$4,115,335 or over the goal by \$174,678. The year-to-date cash collection goal was \$29,458,452 and the Hospital has collected \$29,786,139 or over goal by \$327,687.

	CURRENT MONTH	PRIOR MONTH	VARIANCE	PRIOR YEAR
Days of Cash on Hand – Avg.	15.7	20.4	-4.7	7.6
Accounts Receivable Days	42.5	38.0	4.5	43.0
Accounts Payable	\$2,983,638	\$2,969,820	\$13,818	\$4,045,567
Accounts Payable Days	42.2	42.4	-0.2	49.8

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 February 29, 2020

ATTACHMENT A

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance
Medicare	9,023,059	8,871,443	151,616	1.7%
Medicare Managed Care	2,801,149	2,998,377	-197,228	-6.6%
Medi-Cal	3,891,776	3,767,778	123,998	3.3%
Self Pay	187,677	331,201	-143,524	-43.3%
Commercial & Other Government	5,181,110	4,483,037	698,073	15.6%
Worker's Comp.	621,939	508,013	113,926	22.4%
Capitated	99,969	423,423	-323,454	-76.4%
Total	21,806,679	21,383,272	423,407	

Actual	Budget	Variance	% Variance
74,189,950	70,274,393	3,915,557	5.6%
24,448,691	23,704,896	743,795	3.1%
30,501,059	29,727,772	773,287	2.6%
3,269,279	2,611,166	658,113	25.2%
39,213,693	35,235,944	3,977,749	11.3%
4,922,020	3,931,755	990,265	25.2%
1,358,988	3,307,290	-1,948,302	-58.9%
177,903,680	168,793,216	9,110,464	

Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	1,133,297	1,174,721	-41,424	-3.5%
Medicare Managed Care	312,328	355,907	-43,579	-12.2%
Medi-Cal	430,430	386,951	43,479	11.2%
Self Pay	109,810	167,985	-58,175	-34.6%
Commercial & Other Government	1,643,696	1,353,877	289,819	21.4%
Worker's Comp.	121,278	106,784	14,494	13.6%
Capitated	1,979	7,706	-5,727	-74.3%
Prior Period Adj/IGT	294,488	56,250	238,238	423.5%
Total	4,047,306	3,610,181	437,125	12.1%

Actual	Budget	Variance	% Variance
8,985,279	9,219,904	-234,625	-2.5%
2,705,047	2,813,770	-108,723	-3.9%
3,062,160	3,053,042	9,118	0.3%
1,649,356	1,324,383	324,973	24.5%
11,979,116	10,735,584	1,243,532	11.6%
1,001,965	826,455	175,510	21.2%
28,315	60,192	-31,877	-53.0%
1,960,245	1,858,802	101,443	5.5%
31,371,483	29,892,132	1,479,351	4.9%

Percent of Net Revenue:	Actual	Budget	Variance	% Variance
Medicare	28.0%	32.4%	-4.4%	-13.6%
Medicare Managed Care	7.7%	9.9%	-2.2%	-22.2%
Medi-Cal	10.6%	10.7%	-0.1%	-0.9%
Self Pay	2.7%	4.7%	-2.0%	-42.6%
Commercial & Other Government	40.6%	37.5%	3.1%	8.3%
Worker's Comp.	3.0%	3.0%	0.0%	0.0%
Capitated	0.1%	0.2%	-0.1%	-50.0%
Prior Period Adj/IGT	7.3%	1.6%	5.7%	356.3%
Total	100.0%	100.0%	0.0%	0.0%

Actual	Budget	Variance	% Variance
28.6%	30.9%	-2.4%	-7.8%
8.6%	9.4%	-0.8%	-8.5%
9.8%	10.2%	-0.4%	-3.9%
5.3%	4.4%	0.9%	20.5%
38.2%	35.9%	2.3%	6.4%
3.2%	2.8%	0.4%	14.3%
0.1%	0.2%	-0.1%	-50.0%
6.2%	6.2%	0.0%	0.0%
100.0%	100.0%	-0.1%	-0.1%

Projected Collection Percentage:	Actual	Budget	Variance	% Variance
Medicare	12.6%	13.2%	-0.6%	-4.5%
Medicare Managed Care	11.1%	11.9%	-0.8%	-6.7%
Medi-Cal	11.1%	10.3%	0.8%	7.8%
Self Pay	58.5%	50.7%	7.8%	15.4%
Commercial & Other Government	31.7%	30.2%	1.5%	5.0%
Worker's Comp.	19.5%	21.0%	-1.5%	-7.1%

Actual	Budget	Variance	% Variance
12.1%	13.1%	-1.0%	-7.6%
11.1%	11.9%	-0.8%	-6.7%
10.0%	10.3%	-0.3%	-2.9%
50.5%	50.7%	-0.2%	-0.4%
30.5%	30.5%	0.0%	0.0%
20.4%	21.0%	-0.6%	-2.9%

SONOMA VALLEY HOSPITAL
OPERATING INDICATORS
For the Period Ended February 29, 2020

ATTACHMENT B

	CURRENT MONTH				YEAR-TO-DATE			YTD
	Actual 02/29/20	Budget 02/29/20	Favorable (Unfavorable) Variance		Actual 02/29/20	Budget 02/29/20	Favorable (Unfavorable) Variance	Prior Year 03/01/19
				Inpatient Utilization				
				Discharges				
1	67	69	(2)	Med/Surg	525	566	(41)	601
2	19	12	7	ICU	126	100	26	96
3	86	81	5	Total Discharges	651	666	(15)	697
				Patient Days:				
4	196	230	(34)	Med/Surg	1,778	1,886	(108)	2,008
5	90	78	12	ICU	656	643	13	615
6	286	308	(22)	Total Patient Days	2,434	2,529	(95)	2,623
7	16	-	16	Observation days	143	-	143	74
				Average Length of Stay:				
8	2.9	3.3	(0.4)	Med/Surg	3.4	3.3	0.1	3.3
9	4.7	6.5	(1.8)	ICU	5.2	6.4	(1.2)	6.4
10	3.3	3.8	(0.5)	Avg. Length of Stay	3.7	3.8	(0.1)	3.8
				Average Daily Census:				
11	6.8	7.9	(1.2)	Med/Surg	7.3	7.7	(0.4)	8.2
12	3.1	2.7	0.4	ICU	2.7	2.6	0.1	2.5
13	9.9	10.6	(0.8)	Avg. Daily Census	10.0	10.4	(0.4)	10.8
				Other Utilization Statistics				
				Emergency Room Statistics				
14	972	927	45	Total ER Visits	7,229	7,200	29	6,601
				Outpatient Statistics:				
15	4,513	4,721	(208)	Total Outpatients Visits	36,111	36,516	(405)	35,542
16	15	27	(12)	IP Surgeries	179	218	(39)	211
17	130	131	(1)	OP Surgeries	1,107	1,015	92	1,087
18	79	80	(1)	Special Procedures	580	621	(41)	631
19	340	352	(13)	Adjusted Discharges	2,430	2,805	(375)	2,478
20	1,129	1,014	116	Adjusted Patient Days	9,062	8,015	1,047	17,093
21	38.9	35.0	4.0	Adj. Avg. Daily Census	37.1	32.8	4.3	70.1
22	1.2512	1.4000	(0.149)	Case Mix Index - Medicare	1.3569	1.4000	(0.043)	1.4822
23	1.3112	1.4000	(0.089)	Case Mix Index - All payers	1.4906	1.4000	0.091	1.5240
				Labor Statistics				
24	216	221	4	FTE's - Worked	207	215	7.8	263
25	237	247	9	FTE's - Paid	231	241	10.0	294
26	46.66	45.53	(1.13)	Average Hourly Rate	44.94	43.21	(1.73)	42.69
27	6.09	7.05	0.96	FTE / Adj. Pat Day	6.21	7.33	1.12	4.20
28	34.7	38.8	4.1	Manhours / Adj. Pat Day	35.4	41.7	6.4	23.9
29	115.5	111.7	(3.8)	Manhours / Adj. Discharge	132.0	119.3	(12.7)	165.2
30	21.7%	23.7%	1.9%	Benefits % of Salaries	22.7%	23.5%	0.8%	22.5%
				Non-Labor Statistics				
31	14.4%	14.6%	0.3%	Supply Expense % Net Revenue	14.7%	14.1%	-0.6%	12.9%
32	1,721	1,514	(207)	Supply Exp. / Adj. Discharge	1,819	1,515	(303)	1,875
33	13,392	12,605	(787)	Total Expense / Adj. Discharge	14,860	12,931	(1,929)	16,798
				Other Indicators				
34	13.2			Days Cash - Operating Funds				
35	42.5	50.0	(7.5)	Days in Net AR	43.5	50.0	(6.5)	43.7
36	105%			Collections % of Net Revenue	99%			98.7%
37	42.2	55.0	(12.8)	Days in Accounts Payable	42.2	55.0	(12.8)	46.2
38	18.7%	17.1%	1.6%	% Net revenue to Gross revenue	17.0%	17.9%	-0.9%	19.8%
39	17.9%			% Net AR to Gross AR	17.9%			18.6%

Sonoma Valley Health Care District
Balance Sheet
As of February 29, 2020

ATTACHMENT C

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets			
Current Assets:			
1 Cash	\$ 463,356	\$ 796,491	\$ 713,920
2 Cash - Money Market	1,334,946	1,334,793	1,259
3 Net Patient Receivables	6,937,171	6,879,920	6,725,162
4 Allow Uncollect Accts	(1,160,611)	(1,219,109)	(1,211,198)
5 Net A/R	5,776,560	5,660,811	5,513,964
6 Other Accts/Notes Rec	329,486	156,233	(66,000)
7 Parcel Tax Receivable	1,691,803	1,691,803	1,197,608
8 GO Bond Tax Receivable	1,172,250	1,172,250	1,777,301
9 3rd Party Receivables, Net	2,950,548	2,665,272	2,560,367
10 Inventory	960,964	952,230	843,164
11 Prepaid Expenses	595,721	619,178	897,933
12 Total Current Assets	\$ 15,275,634	\$ 15,049,061	\$ 13,439,516
13 Property, Plant & Equip, Net	\$ 49,287,767	\$ 49,522,200	\$ 51,431,722
14 Trustee Funds - GO Bonds	4,558,768	4,749,788	4,165,042
15 Other Assets	-	-	-
16 Total Assets	\$ 69,122,169	\$ 69,321,049	\$ 69,036,280
Liabilities & Fund Balances			
Current Liabilities:			
17 Accounts Payable	\$ 2,983,638	\$ 2,969,820	\$ 4,045,567
18 Accrued Compensation	3,040,852	2,916,790	3,508,838
19 Interest Payable - GO Bonds	472,594	572,570	705,362
20 Accrued Expenses	1,646,798	1,542,200	1,402,811
21 Advances From 3rd Parties	-	-	105,388
22 Deferred Parcel Tax Revenue	1,266,656	1,583,323	2,284,410
23 Deferred GO Bond Tax Revenue	1,034,933	1,293,665	-
24 Current Maturities-LTD	370,245	383,942	800,078
25 Line of Credit - Union Bank	5,473,734	5,473,734	6,723,734
26 Other Liabilities	44,236	109,553	201,386
27 Total Current Liabilities	\$ 16,333,686	\$ 16,845,597	\$ 19,777,574
28 Long Term Debt, net current portion	\$ 28,723,482	\$ 28,717,517	\$ 32,856,218
Fund Balances:			
29 Unrestricted	\$ 15,808,390	\$ 15,649,549	\$ 9,806,745
30 Restricted	8,256,611	8,108,386	6,595,743
31 Total Fund Balances	\$ 24,065,001	\$ 23,757,935	\$ 16,402,488
32 Total Liabilities & Fund Balances	\$ 69,122,169	\$ 69,321,049	\$ 69,036,280

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended February 29, 2020**

ATTACHMENT D

Month					Year-To- Date					YTD
This Year		Variance			This Year		Variance			
Actual		\$		%	Actual	Budget	\$	%	Prior Year	
1	86	81	5	6%	Volume Information					
2	286	308	(22)	-7%	Acute Discharges					697
3	16	-	16	0%	Patient Days					2,623
4	16,285	14,890	1,396	9%	Observation Days					13
					Gross O/P Revenue (000's)					\$ 117,244
Financial Results										
Gross Patient Revenue										
5	\$ 5,521,200	\$ 6,493,491	(972,291)	-15%	Inpatient					\$ 63,854,103
6	9,751,930	8,866,235	885,695	10%	Outpatient					68,039,163
7	6,533,549	6,023,546	510,003	8%	Emergency					49,252,386
8	\$ 21,806,679	\$ 21,383,272	423,407	2%	Total Gross Patient Revenue					\$ 181,145,652
Deductions from Revenue										
9	(17,795,749)	(17,655,669)	(140,080)	-1%	Contractual Discounts					\$ (147,499,023)
10	(250,000)	(150,000)	(100,000)	-67%	Bad Debt					(1,135,000)
11	(8,112)	(23,672)	15,560	66%	Charity Care Provision					(212,845)
12	294,488	56,250	238,238	*	Prior Period Adj/Government Program Revenue					2,980,909
13	\$ (17,759,373)	\$ (17,773,091)	13,718	0%	Total Deductions from Revenue					\$ (145,865,959)
14	\$ 4,047,306	\$ 3,610,181	437,125	12%	Net Patient Service Revenue					\$ 35,279,693
15	\$ 19,835	\$ 35,682	(15,847)	-44%	Risk contract revenue					\$ 660,468
16	\$ 4,067,141	\$ 3,645,863	421,278	12%	Net Hospital Revenue					\$ 35,940,161
17	\$ 72,961	\$ 58,800	14,161	24%	Other Op Rev & Electronic Health Records					\$ 95,900
18	\$ 4,140,102	\$ 3,704,663	435,439	12%	Total Operating Revenue					\$ 36,036,061
Operating Expenses										
19	\$ 1,829,991	\$ 1,791,194	(38,797)	-2%	Salary and Wages and Agency Fees					\$ 17,471,630
20	644,539	\$ 659,785	15,246	2%	Employee Benefits					6,051,030
21	\$ 2,474,530	\$ 2,450,979	(23,551)	-1%	Total People Cost					\$ 23,522,660
22	\$ 469,459	\$ 436,407	(33,052)	-8%	Med and Prof Fees (excld Agency)					\$ 3,824,679
23	584,271	533,138	(51,133)	-10%	Supplies					4,645,340
24	396,620	369,872	(26,748)	-7%	Purchased Services					3,087,697
25	266,250	266,763	513	0%	Depreciation					2,326,557
26	97,633	98,634	1,001	1%	Utilities					821,567
27	36,185	39,582	3,397	9%	Insurance					282,617
28	21,819	40,752	18,933	46%	Interest					405,949
29	92,203	93,992	1,789	2%	Other					852,080
30	-	-	-	*	Matching Fees (Government Programs)					641,048
31	\$ 4,438,970	\$ 4,330,119	(108,851)	-3%	Operating expenses					\$ 40,410,194
32	\$ (298,868)	\$ (625,456)	\$ 326,588	52%	Operating Margin					\$ (4,374,133)

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended February 29, 2020**

ATTACHMENT D

Month						Year-To- Date				YTD		
This Year			Variance			This Year		Variance		Prior Year		
Actual			\$		%	Actual	Budget	\$	%			
33	\$	(8,843)	\$	(17,792)	8,949	-50%	Non Operating Rev and Expense					
34		-		1,375	(1,375)	-100%	Miscellaneous Revenue/(Expenses)				\$	(135,639)
35		(13,416)		(13,416)	-	0%	Donations					7,883
36		316,667		316,667	-	0%	Physician Practice Support-Prima					(397,864)
37		0		0	-	0%	Parcel Tax Assessment Rev					2,532,586
38	\$	294,408	\$	286,834	7,574	3%	Extraordinary Items					0
							Total Non-Operating Rev/Exp				\$	2,006,966
39	\$	(4,460)	\$	(338,622)	334,162	-99%	Net Income / (Loss) prior to Restricted Contributions				\$	(2,367,167)
40	\$	-	\$	-	-	0%	Capital Campaign Contribution				\$	30,447
41	\$	148,225	\$	209,860	(61,635)	0%	Restricted Foundation Contributions				\$	1,674,040
42	\$	143,765	\$	(128,762)	272,527	-212%	Net Income / (Loss) w/ Restricted Contributions				\$	(662,680)
43		163,301		163,301	-	0%	GO Bond Activity, Net					1,224,336
44	\$	307,066	\$	34,539	272,527	789%	Net Income/(Loss) w GO Bond Activity				\$	561,656
	\$	261,790	\$	(71,859)	333,649		EBDA - Not including Restricted Contributions				\$	(40,610)
		6.3%		-1.9%								-0.1%

* Operating Margin without Depreciation expense:

\$	(298,868)	\$	(625,456)	\$	326,588	52%	Operating Margin	\$	(3,129,065)	\$	(4,745,980)	\$	1,616,915	34%
	266,250		266,763		513	0%	Add back Depreciation		2,067,365		2,134,104		66,739	3%
\$	(32,618)	\$	(358,693)	\$	327,101	91%	Operating Margin without Depreciation expense	\$	(1,061,700)	\$	(2,611,876)	\$	1,683,654	59%

Sonoma Valley Health Care District
Variance Analysis
For the Period Ended February 29, 2020

ATTACHMENT E

Operating Expenses			
Salary and Wages and Agency Fees	45,952	(38,797)	Salaries and wages over budget by (\$41,709) and agency fees under budget by \$2,912
Employee Benefits	55,277	15,246	
Total People Cost	101,229	(23,551)	
Med and Prof Fees (excl'd Agency)	31,260	(33,052)	Professional fees over budget due to legal costs (Human Resources)
Supplies	(168,025)	(51,133)	Implant costs over budget by (\$76,962)
Purchased Services	(32,421)	(26,748)	Purchased services over budget due to budgeted services used in the month of February and the unbudgeted cost in Quality due to the Human/Patient Experience initiative.
Depreciation	66,739	513	
Utilities	37,984	1,001	
Insurance	8,856	3,397	
Interest	117,378	18,933	
Other	2,244	1,789	
Matching Fees (Government Programs)	-	-	
Operating expenses	165,244	(108,851)	

Sonoma Valley Hospital
Cash Forecast
FY 2020

ATTACHMENT F

	Actual July	Actual Aug	Actual Sept	Actual Oct	Actual Nov	Actual Dec	Actual Jan	Actual Feb	Forecast Mar	Forecast Apr	Forecast May	Forecast Jun	TOTAL
Hospital Operating Sources													
1 Patient Payments Collected	4,267,579	3,747,119	3,783,981	3,724,440	3,674,833	4,402,798	4,285,824	3,729,401	3,900,174	3,665,360	3,802,680	3,701,357	46,685,545
2 Capitation Revenue	26,337	24,434	24,943	24,298	25,643	26,005	24,819	19,835	35,682	35,682	35,682	35,682	339,041
3 Napa State	2,565	983	6,153	17,109	18,240	49,465	14,872	-	11,231	11,231	11,231	11,231	154,312
4 Other Operating Revenue	27,168	113,630	31,381	162,702	77,470	51,209	86,697	148,851	58,800	58,800	58,800	58,800	934,307
5 Other Non-Operating Revenue	38,832	43,824	24,455	35,838	13,448	22,627	20,495	10,126	25,795	25,795	25,795	25,785	312,815
6 Unrestricted Contributions	12,593		755	3,263	6,219	2,765	10,214	1,550	1,375	1,375	1,375	1,375	42,859
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	3,909,763	4,033,057	3,798,243	3,935,563	3,834,230	48,468,880
Hospital Uses of Cash													
8 Operating Expenses	4,751,297	5,353,928	4,260,382	4,307,504	4,160,854	4,479,501	5,664,106	4,235,166	4,078,725	4,064,515	4,185,074	4,085,675	53,626,727
9 Add Capital Lease Payments	111,366	185,165	32,638	390,032	112,524	33,887	71,986	7,732	32,640	18,990	18,990	85,990	1,101,941
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	146,675	209,860	209,860	209,860	209,859	2,404,399
Total Hospital Uses	5,297,879	6,238,044	4,453,493	4,751,778	4,460,928	5,198,016	6,183,316	4,389,573	4,321,225	4,293,365	4,413,924	4,381,524	58,383,066
Net Hospital Sources/Uses of Cash	(922,805)	(2,308,055)	(581,825)	(784,129)	(645,076)	(643,147)	(1,740,395)	(479,810)	(288,168)	(495,122)	(478,361)	(547,294)	(9,914,185)
Non-Hospital Sources													
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	146,675	209,860	209,860	209,860	209,859	2,225,158
14 Parcel Tax Revenue	100,099					2,108,197				1,600,000			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				1,033,000			294,488	1,359,193
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	146,675	3,651,662	1,809,860	809,860	504,347	12,413,032
Non-Hospital Uses of Cash													
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	146,675	1,337,547	1,809,860	809,860	504,347	9,580,196
Net Sources/Uses													
Net Sources/Uses	(580,553)	(1,578,055)	1,130,329	(747,211)	(493,321)	1,159,679	(1,544,392)	(333,135)	1,049,379	1,314,738	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	463,356	1,512,735	2,827,473	3,158,972	
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	463,356	1,512,735	2,827,473	3,158,972	3,116,025	
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	1,334,946	334,946	334,946	4,234,946	4,234,946	
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	1,798,302	1,847,681	3,162,419	7,393,918	7,350,971	
Average Days of Cash on Hand	38.82	36.60	28.00	22.51	16.89	17.85	20.38	15.67	13.40	22.93	53.62	53.31	