



**SONOMA VALLEY HEALTH CARE DISTRICT
BOARD OF DIRECTORS**

AGENDA

THURSDAY, JULY 2, 2020

REGULAR SESSION 6:00 P.M.

HELD VIA ZOOM VIDEOCONFERENCE ONLY

**To participate via Zoom videoconferencing
use the link below:**

<https://zoom.us/j/94118098223?pwd=K0xpNDM2eVdub2IHNVN3NjJIZkc0UT09>

and enter the Meeting ID: 941 1809 8223, Password: 986275

**To participate via telephone only,
dial: 1-669 900 9128 or 1-669 219 2599**

and enter the Meeting ID: 941 1809 8223, Password: 986275

<p>In compliance with the Americans Disabilities Act, if you require special accommodations to participate in a District meeting, please contact District Clerk Vivian Woodall at vwoodall@sonomavalleyhospital.org at least 48 hours prior to the meeting.</p>	RECOMMENDATION		
AGENDA ITEM			
<p>MISSION STATEMENT <i>The mission of SVHCD is to maintain, improve, and restore the health of everyone in our community.</i></p>			
<p>1. CALL TO ORDER</p>	<i>Hirsch</i>		
<p>2. BOARD CHAIR COMMENT</p>	<i>Hirsch</i>		
<p>3. PUBLIC COMMENT <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></p>	<i>Hirsch</i>		
<p>4. CONSENT CALENDAR</p> <ol style="list-style-type: none"> 1. Board Minutes 06.04.20 2. Board Minutes 06.23.20 3. Finance Committee Minutes 05.26.20 4. Finance Committee Minutes 06.16.20 5. Quality Committee Minutes 05.27.20 6. Medical Staff Credentialing 	<i>Hirsch</i>	Action	Pages 3-4 Page 5 Pages 6-8 Pages 9-10 Pages 11-14
<p>5. VALLEY OF THE MOON SEMI-ANNUAL REPORT</p>	<i>Empey</i>	Inform	Pages 15-21
<p>6. NEW BRANDING UPDATE FOR SONOMA VALLEY HOSPITAL</p>	<i>Mather</i>	Inform	Page 22

7. APPOINTMENT OF CEO COMPENSATION COMMITTEE	<i>Hirsch</i>	Inform/ Action	
8. CMO REPORT	<i>Kidd</i>	Inform	Page 23
9. ADMINISTRATIVE REPORT FOR JUNE	<i>Mather</i>	Inform	Pages 24-26
10. FINANCIALS FOR THE MONTH ENDED MAY 31, 2020	<i>Jensen</i>	Inform	Pages 27-36
11. BOARD COMMENTS	<i>Hirsch</i>	Inform	
12. ADJOURN	<i>Hirsch</i>		

Note: To view this meeting you may visit <http://sonomatv.org/> or YouTube.com.



**SONOMA VALLEY HEALTH CARE DISTRICT
BOARD OF DIRECTORS' MEETING**

MINUTES

THURSDAY, JUNE 4, 2020

HELD VIA ZOOM VIDEOCONFERENCE ONLY

	RECOMMENDATION	
MISSION STATEMENT <i>The mission of SVHCD is to maintain, improve and restore the health of everyone in our community.</i>		
1. CALL TO ORDER	<i>Hirsch</i>	
6:00 p.m.		
2. BOARD CHAIR COMMENT	<i>Hirsch</i>	
Ms. Hirsch reminded the Board that members are due for compliance training this year (due in November) and ethics training (due in August).		
3. PUBLIC COMMENT	<i>Hirsch</i>	
None		
4. CONSENT CALENDAR 1. Board Minutes 05.07.20 2. Finance Committee Minutes 04.28.20 3. Quality Committee Minutes 04.22.20 4. Governance Committee Minutes 01.22.20 5. SVHCD Bylaws 6. Policies & Procedures 7. Medical Staff Credentialing 8. Medical Staff Allocation of Resources 9. Medical Staff Bylaws	<i>Hirsch</i>	Action
Minor revisions to the SVHCD Bylaws and Medical Staff Bylaws were given to the Clerk. The Board decided to change review of the Medical Staff Bylaws to once every three years; review of the SVHCD Bylaws will remain every two years.		MOTION: by Mainardi to approve with corrections, 2 nd by Boerum. All in favor.
5. HUMAN RESOURCES ANNUAL REPORT	<i>McKissock</i>	Inform
Ms. McKissock reviewed the Human Resources Annual Report. Participation in the employee engagement survey was 75% with overall score of 4.05 out of 5. There is a renewed emphasis on employee wellness this year.		
6. RESOLUTION NO. 351 ORDERING AN ELECTION FOR OPEN BOARD POSITIONS TO BE HELD AND REQUESTING CONSOLIDATION WITH THE, NOVEMBER 2020 GENERAL DISTRICT ELECTION	<i>Woodall</i>	Inform/Action
Ms. Woodall reviewed the resolution documents. There is a financial impact to the District for holding an election. The County charges a cost to the District based on the number of open positions and can range from approximately \$22,000 to \$58,000.		MOTION: by Boerum, 2 nd by Rymer. Vote taken by roll call with five ayes. Passed.

7. LEGAL CONFLICT WAIVER FOR SVHCD-UCSF CONTRACTS	<i>Hirsch</i>	Inform/Action
The Hospital's legal counsel is doing some work with the Regents of UC. This waiver is to disclose that relationship. None of the other work is being done for UCSF.		MOTION: by Boerum to approve, 2 nd by Nevins. All in favor
8. PANDEMIC EMERGENCY UPDATE	<i>Kidd</i>	Inform
Dr. Kidd gave an update on the COVID-19 pandemic. Numbers in the county, although rising, are still comparatively low compared to other areas. The number of cases in late March through April was much higher than the County was aware of at the time. She also shared case data and reopening criteria from County websites.		
9. CMO REPORT	<i>Kidd</i>	Inform
Dr. Kidd gave the CMO report for the month.		
10. ADMINISTRATIVE REPORT FOR JUNE	<i>Mather</i>	Inform
Ms. Mather mentioned the SV Community Health Center testing has been going well; SVH provides the space. Dr. Gleser has been receiving very positive feedback. There is also an excellent new physician assistant at the Sonoma Family Practice. In response to a question, she indicated that if volumes are there in particular communities for certain services, UCSF would consider establishing a presence there.		
11. FINANCIALS FOR THE MONTH ENDED APRIL 30, 2020	<i>Jensen</i>	Inform
Mr. Jensen reviewed patient volumes and the payer mix for the month of April. The cash goal for the month was \$3.7 million and \$2.5 million was collected. Days cash on hand were 43.1, A/R days were 35.5, A/P were \$2.9 million, and A/P days were 41.9. Gross patient revenue was down by \$11.8 million. CARES Act funds of \$1.1 million will be accounted for differently at year end. Total operating revenue of \$2.8 million was down by \$1 million. Supply expenses were down due to low volumes. The operating margin of (\$958,000) was (\$392,000) below budget. Net loss was (\$297,569), (\$391,084) below budget, and EBDA was (13.9%). The cash forecast was briefly reviewed.		
12. BOARD COMMENTS	<i>Hirsch</i>	Inform
<ul style="list-style-type: none"> • Letters to State Legislators in Support of Additional Budget Requests for Hospitals • Letters to Federal Legislators Requesting Additional COVID-19 Funding Legislation for Hospitals 		
Ms. Nevins announced the Finance Committee will have a special meeting to continue budget discussions on June 16 th at 5:00 pm. On June 23 rd at 5:00 pm the regular Finance Committee will meet and have a joint session with the Board to present the budget for FY 2021.		
13. ADJOURN	<i>Hirsch</i>	
Adjourned 7:30 p.m.		



**SONOMA VALLEY HEALTH CARE DISTRICT
JOINT BOARD OF DIRECTORS' AND FINANCE
COMMITTEE SPECIAL BUDGET SESSION**

MINUTES

TUESDAY, JUNE 23, 2020

VIA ZOOM VIDEOCONFERENCE ONLY

	RECOMMENDATION	
MISSION STATEMENT <i>The mission of SVHCD is to maintain, improve and restore the health of everyone in our community.</i>		
1. CALL TO ORDER		
The meeting was called to order at 4:59 pm.		
2. PUBLIC COMMENT	<i>Hirsch</i>	
None		
3. FISCAL YEAR 2021 BUDGET	<i>Jensen</i>	
Volume was adjusted down by 25% for June and July. Ms. Dungan reviewed the fiscal year 2021 budget. If there were a continued loss of volume at 25% would be a 900k loss/month. 10% would be 300k.		MOTION: by Boerum to approve 2 nd by Rymer. All in favor.
4. ADJOURN	<i>Hirsch</i>	
Adjourned 5:25 pm		



**SVHCD
FINANCE COMMITTEE MEETING
MINUTES
TUESDAY, MAY 26, 2019
Via Zoom Teleconference**

Present		Staff	Public	
Sharon Nevins via Zoom Joshua Rymer via Zoom Dr. Subhash Mishra via Zoom Peter Hohorst via Zoom Art Grandy via Zoom	Bruce Flynn via Zoom Susan Porth via Zoom	Kelly Mather, CEO via Zoom Ken Jensen, CFO, via Zoom Sarah Dungan, Controller, via Zoom Dawn Kuwahara, via Zoom	Luis Sarmiento, Vertran Assoc., via Zoom	
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 5:02 pm			
2. PUBLIC COMMENT SECTION	<i>Nevins</i>			
	None			
3. CONSENT CALENDAR	<i>Nevins</i>			
	The minutes of 4.28.20 were reviewed.		MOTION: by Rymer to approve, 2 nd by Grandy. All in favor.	
4. REVIEW OF SONOMA VALLEY HOSPITAL RETIREMENT PLAN	<i>Securities America; CLS Investments</i>			
	Ms. Ratto-Young from Securities America discussed the retirement plans for SVH, and Mr. Eichenberger from CLS Investments discussed management of the plans. The managers are performing at less than 50% of the average of other similar fund managers. Ms. Nevins received clarification that the Committee's fiduciary responsibilities are to meet with the funds' holder and manager and review what			Eichenberger to check if audit reports available, as well as mgmt. letter.

	they are doing as SVH's acting fiduciary. The Committee allows the advisors to evaluate the funds.		
5. OUTPATIENT DIAGNOSTIC CENTER UPDATE	<i>Mather/Sarmiento</i>		
	Ms. Mather and Mr. Sarmiento gave a brief report on the Outpatient Diagnostic Center.		
6. APPROVAL OF UNISON ENERGY AGREEMENT FOR ALTERNATIVE POWER	<i>Drummond</i>		
	<p>Ms. Drummond reported that Unison Energy validated their initial findings and indicated SVH should realize greater annual savings than previously presented. There is a 20 year agreement. Unison has an incentive to operate efficiently; there is no capital investment or any maintenance costs on the part of SVH. The system will provide backup power for normal operations.</p> <p>The Committee asked whether complete due diligence had been done on this company as far as financial information, customer interviews, noise issues, etc. Ms. Drummond had spoken with customers who gave favorable reviews and also performed a site visit to a company with a similar installation in San Jose. However, Ms. Drummond was asked to address the Committee's concerns in writing before moving ahead. The agreement would be sent out for legal review.</p>	No action was taken.	
7. ADMINISTRATIVE REPORT	<i>Mather</i>		
	SVH celebrated Hospital Week and its 75 th anniversary. Additional donations have been received on the ODC Project and the Foundation has \$800k left to raise. There is a \$1M contingency in the project that has not been used. However, the Foundation has to reach \$20M to trigger an extra \$1M donation. Ms. Mather believed the funds can be raised without a loan. SVH received their three-year accreditation from CIHQ. Dr. Gleser started practicing May 1, 2020, in the Prima office.		
8. DRAFT BUDGET	<i>Jensen</i>		

	<p>Ms. Dungan reviewed the draft budget, which currently shows no changes in volume and includes a 6% price increase. She reviewed significant changes to the budget. The Committee asked for data regarding the impact of the COVID-19 situation on the first few months of the fiscal year.</p> <p>A special meeting of the Committee will be scheduled in mid-June to review additional changes.</p>		
9. FINANCIAL REPORT MONTH ENDED MARCH 31, 2020	<i>Jensen</i>		
	<p>Mr. Jensen reviewed patient volumes and the payer mix for April. Inpatients had higher acuity for the month. Cash collections were \$1.2 million under goal, but the hospital received CARES Act funds of \$1.1 million in April and \$4.4 million in May. Days' cash on hand were 43.1, A/R days were 35.5, A/P was \$2.9 million and A/P days were 41.9.</p> <p>Gross patient revenue was off by (53%) or (\$11.8 million), with total operating revenue off by (27%) or (\$1 million). Expenses and salaries were under budget, but the operating margin was (\$958,000), or (\$392,000) off budget. Net income after all activity was (\$297,000), under budget by (\$391,000).</p>		
10. HELP II LOAN PROGRAM APPLICATION DISCUSSION	<i>Jensen</i>		
	This item was added to the agenda in the event the Committee wished to consider it further.	No action was taken.	
10. REVIEW OF LINE OF CREDIT	<i>Jensen</i>		
	The Committee previously approved deferring the April 2021 payment to April 2022. Nothing further was discussed.		
11. ADJOURN	<i>Nevins</i>		
	Meeting adjourned at 6:30 p.m.		



**SVHCD
FINANCE COMMITTEE MEETING
MINUTES
TUESDAY, JUNE 16, 2019
Via Zoom Teleconference**

Present		Staff	Public	
Sharon Nevins via Zoom Joshua Rymer via Zoom Dr. Subhash Mishra via Zoom Peter Hohorst via Zoom	Art Grandy via Zoom Bruce Flynn via Zoom Susan Porth via Zoom	Ken Jensen, CFO, via Zoom Sarah Dungan, Controller, via Zoom Dawn Kuwahara, via Zoom		
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 5:02 pm			
2. PUBLIC COMMENT SECTION	<i>Nevins</i>			
	None			
3. REVIEW PROPOSED FISCAL YEAR 2021 BUDGET	<i>Jensen</i>			
	<p>The Committee asked about preliminary financials for May. Mr. Jensen said that preliminary numbers showed an operating loss for the month of \$2.6 million, not counting the \$4.4 million CARES funds received in May, but does include reclassification of \$1.1 million CARES funds received in April. Month to date revenue for June is tracking on budget with volume slightly higher than 50%. May showed an increase over April of \$500,000.</p> <p>Ms. Dungan reviewed additional budget assumptions: 25% revenue reduction for the months of July and August, a parity pool of \$24,000, elimination of the Prima subsidy, elimination of the Director of Care Transitions in December, assuming regular business in Sept. with no additional COVID</p>			MOTION: by Flynn to approve and recommend to the Board, 2 nd by Rymer. Vote by roll call with 7 ayes. All in favor.

	<p>surges. There are many variables that cannot be anticipated, including, among other things, uncertainty about the payer mix with patients losing jobs and insurance.</p> <p>Ms. Nevins suggested creating a discussion model of two additional months of reduced revenue as a talking point for the Board meeting.</p>		
4. ADJOURN	<i>Nevins</i>		
	Meeting adjourned at 5:33 p.m.		



**SONOMA VALLEY HEALTH CARE DISTRICT
QUALITY COMMITTEE
May 27, 2020 5:00 PM
MINUTES
Via Zoom**

Members Present	Members Present cont.	Excused	Public/Staff
Jane Hirsch via Zoom Susan Idell via Zoom Ingrid Sheets via Zoom Cathy Webber via Zoom	Howard Eisenstark, MD via Zoom Michael Mainardi, MD via Zoom	Carol Snyder	Sabrina Kidd, MD, CMO via Zoom Danielle Jones, RN, Chief Quality Officer via Zoom Dr. Judith Bjorndahl via Zoom

AGENDA ITEM	DISCUSSION	ACTION
1. CALL TO ORDER/ANNOUNCEMENTS	<i>Hirsch</i>	
	5:03 pm. Ms. Hirsch introduced Dr. Judith Bjorndahl. Ms. Hirsch also asked Dr. Kidd for a brief update on the COVID-19 situation. Dr. Kidd indicated the Hospital is resuming all services as of next week. Although not in a surge, SVH will not be eliminating safety measures any time in the near future. All pre-op patients are being tested. The general community is now being tested through the SV Community Health Center.	
2. PUBLIC COMMENT	<i>Hirsch</i>	
	None	
3. CONSENT CALENDAR		Action
<ul style="list-style-type: none"> • QC Minutes, 02.26.20 (Revised) • QC Minutes, 04.22.20 		MOTION: by Mainardi to approve, 2 nd by Idell. All in favor.
4. SVH QUALITY INDICATOR PERFORMANCE AND PLAN	<i>Jones</i>	Inform
	Ms. Jones reviewed quality indicator performance for the month of April. A new hospice room has been created on the third floor (instead of the Skilled Nursing unit). She also reported on stroke readiness certification (three documentation opportunities) and a recent surprise CDPH visit on COVID preparedness (with no plan of correction).	

AGENDA ITEM	DISCUSSION	ACTION
5. POLICIES AND PROCEDURES	<i>Jones</i>	
	<p>ORGANIZATIONAL</p> <p><u>New:</u> None to report</p> <p><u>Revisions:</u> Assessment and Disposition for Psychiatric Patients In the ED Clinical Nursing Procedures PC8610-124</p> <p><u>Reviewed/No Changes:</u> Informed Consent PR8610-134 Advanced Directives PR8610-100</p> <p>DEPARTMENTAL</p> <p><u>New:</u></p> <p>Rehab Physical Therapy Medical Emergencies in SVH Hand and Physical Therapy Clinic 7770-141 Hazardous Material Handling in the Outpatient Rehabilitation Clinic 7770-143</p> <p>Laboratory C. Difficile by PCR 7500-100</p> <p><u>Revisions:</u></p> <p>Wound Care Conservative Sharp Debridement 7740-103 Pulse Lavage 7740-140 Silver Nitrate, Use of 7740-105</p> <p>Physical Therapy Cold Pack Usage 7770-103 Department Staffing Plan 7770-109 Discharge Criteria of Rehabilitation Patients 7770-111 Gaits Belts, Use and Cleaning of 7770-117 Iontophoresis 7770-127</p> <p>Respiratory Therapy PB 840 Ventilator 7721-57 Phillips V60 BiPap 7721-12 Scope of Service 7721-66</p>	<p>MOTION: by Mainardi to approved all except for the two policies noted as being sent back for redraft; 2nd by Idell. All in favor.</p>

AGENDA ITEM	DISCUSSION	ACTION
	<p>Vapotherm High Flow System 7721-71</p> <p>Laboratory</p> <p>Quarantined Blood Products 7500-102</p> <p><u>Reviewed/No Changes:</u></p> <p>Physical Therapy</p> <p>Cancellation Policy 7710-100</p> <p>Clinical Competency 7770-101</p> <p>Contested Decision to Discontinue Skilled Rehab Services 7770-105</p> <p>Collection of Co-Payment 7770-107</p> <p>Downtime Scheduling Procedure 7770-112</p> <p>Fluidotherapy Usage 7770-113</p> <p>Frequently Used Terminology and Abbreviations 7770-115</p> <p>Hot Pack/Heating Pad Usage 7770-119</p> <p>Hoyer Lift 7770-121</p> <p>Ice Massage 7770-123</p> <p>Initial Evaluation 7770-125</p> <p>MD Notification 7770-129</p> <p>Paraffin Use 7770-131</p> <p>Patient Education 7770-133</p> <p>Phonophoresis 7770-135</p> <p>Transcutaneous Electrical Nerve Stimulation 7770-137</p> <p>Ultrasound 7770-139</p> <p><u>Retire:</u></p> <p>Respiratory Therapy</p> <p>Aerosol Therapy T Piece or Tracheostomy Mist</p> <p>Alert Patient Protocol for Continuous CPAP</p> <p>Arterial Blood Gas Sampling Recommended Parameter</p> <p>Arterial Puncture for Blood Gas Analysis, Technique for Performing</p> <p>Auto Vent 3000</p> <p>CPAP Treatment Procedure Alert Patient Protocol, CPAP Mask Procedure</p> <p>Cuff Leak Assessment</p> <p>Cuff Pressure Indicator</p> <p>Education Home Care Use of Compressor and Nebulizer Therapy</p> <p>Extubation Procedure</p> <p>Gas Cylinders Protocol</p> <p>Incentive Spirometry Indications</p>	

AGENDA ITEM	DISCUSSION	ACTION
	Incentive Spirometry Infant Oxyhood Infection Control Metered Dose Inhaler Therapy Nasotracheal Suctioning-Recommended Parameters Oral Care for the Mechanically Ventilated Patient Oxygen Administration Per Nasal Cannula Oxygen Administration Per Venturi Mask Procedure Oxygen Delivered by Disposable Face Mask Oxygen Delivery by High Concentration Mask, Non-rebreather Mask Pulse Oximetry The Physical Therapy Medical Emergencies and the Laboratory C. Difficile policies are to be revised and brought back in June.	
6. CLOSED SESSION	<i>Hirsch</i>	
a. <u>Calif. Health & Safety Code § 32155</u> Medical Staff Credentialing & Peer Review Report b. <u>Government Code §37624.3 and Calif. Health & Safety Code §§1461, 32155</u> : Report of Medical Staff Bioethics Committee	Called to order at 5:56 pm.	
7. REPORT OF CLOSED SESSION	<i>Hirsch</i>	
	Medical Staff credentialing was reviewed. A report and protocol from the Bioethics Committee was reviewed.	MOTION: by Eisenstark to approve credentialing, 2 nd by Idell, all in favor. MOTION: by Mainardi to approve, 2 nd by Sheets. All in favor.
8. ADJOURN	<i>Hirsch</i>	
	6:06 pm	



JULY 2020

SVH - ENSIGN PARTNERHIP UPDATE



VALLEY OF THE MOON
— POST ACUTE —

SUMMARY OF FACILITY

2nd Quarter 2020 Census Metrics

- AVERAGE DAILY CENSUS = 22.1 (down 3.72 from first quarter)
- AVG OCCUPANCY 81.84% (down from 91.98% in first quarter)
- 51% LONG TERM CARE
- 30 ADMISSIONS
- 31 DISCHARGES
- AVG. LENGTH OF STAY FOR SKILLED RESIDENTS IS 21.76 DAYS



CENSUS DETAIL

Period Ending	Apr/20	May/20	Jun/20	AVG	YTD
Sonoma Valley Hospital					
	27	27	27	27	27
Managed Care	5.27	3.77	1.40	3.48	3.63
Medicaid	11.67	10.61	11.93	11.40	11.81
Medicare A	4.70	7.00	8.73	6.81	7.38
Other	-	-	-	0.00	0.14
Private	0.77	-	0.47	0.41	0.51
TOTAL	22.40	21.39	22.53	22.10	23.47
Occupancy %	82.96%	79.21%	83.46%	81.85%	86.91%
Admissions	10	10	10	10.00	69
Discharges/Deaths	11	11	9	10.33	68



VALLEY OF THE MOON
POST ACUTE

ENSIGN GROUP

KEY QUALITY METRICS



Skilled Nursing Facility Quality Dashboard Q2 2020

PERFORMANCE GOAL	OBJECTIVE	METRIC	ACTUAL RESULT	GOAL LEVEL
1	Highly Satisfied Patients 90% or > highly satisfied	Exit Survey	Result= 95%	5 is 90 and above 4 is 85 to 89 3 is 81 to 88 2 is 75 to 80 1 is 74 and below
2	Falls reduction	Falls/patient days	CA Average 1.7 Natl Average 3.3 Result= 5/5508days =<1%	5 is 1.7 or less 4 is 1.8-2.5 3 is 2.6-3.3 2 is 3.4-3.9 1 is >3.9
3	Restraint Free Environment	Restraint utilization	CA Average 0.5% Natl Average 0.3% Result= 0%	5 is 0.5% or less 4 is 0.4-0.3% 3 is 0.31-0.35 4 is 0.36-0.40 5 is >0.41
4	Pressure Ulcer prevention	CMS report	CA Average 1.0% Natl Average 1.7% Result= 0%	5 is 1.0 or less 4 is 1.1-1.5% 3 is 1.6-1.8% 2 is 1.9-2.1% 1 is >2.1%
5	Antipsychotic Medication	CMS report	CA Average 1.4% (9.42%) Natl Average 1.8% (12.71%) Result= 3.57%	5 is 1.4% or less 4 is 1.5-1.7% 3 is 1.8-2.0% 2 is 2.1-2.5% 1 is > 2.6 %
6	% Patients successfully returned home	CMS report	CA Average 48.5% Natl Average 48.6% Result= 81.56%	5 is >48.6% 4 is 48.5-48.3% 3 is 48.2-47.9% 2 is 47.8-46.5% 1 is > 46.6%



VALLEY OF THE MOON
POST ACUTE

ENSIGN GROUP

KEY QUALITY METRICS CONTINUED...

7	Re-hospitalized within 30 days after SNF admission	CMS report	CA Average 22.8% Natl Average 22.9% Result= 14.77%	5 is <22.8% 4 is 22.9-23.5% 3 is 23.6-24.0% 2 is 24.1-24.6% 1 is >24.6
8	Residents who self-report moderate to severe pain	CMS report	CA Average 6.2% Natl Average 14.7% Result= 10.34%	5 is 6.2% or < 4 is 6.3-8.0% 3 is 9.1-14.0% 2 is 14.1-18% 1 is ≥ 18%
9	Discharged residents with Emergency Room visit within 30 days	CMS report	CA Average 10.1% Natl Average 10.7% Result= 5.24%	5 is ≤ 10.1% 4 is 10.2-10.5% 3 is 10.6-10.8% 2 is 10.9-11.1% 1 is ≥ 11.2%
10	Catheter Associated Urinary Tract Infection	CMS Report	Natl Average <1.04 Result= 0%	5 is <0.95 4 is <1.00 3 is <1.04 2 is <1.08 1 is <1.08
11	Central Line Bloodstream Infection	CMS Report	Natl Average <0.51 Result= 0%	5 is <0.44 4 is 0.45-0.50 3 is 0.51-0.55 2 is 0.56-0.60 1 is <0.60
12	C-Diff Infection	CMS Report	Natl Average 7.4/10k pt. days Result= 1.49%	5 is <6.9 4 is 6.8-7.0 3 is 7.1-7.4 2 is 7.5-7.9 1 is >7.9



FINANCIAL OVERVIEW

	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	TOTAL	YTD
Total Net Revenue	633,347.62	545,311.28	619,267.81	503,850.63	381,078.16	2,682,855.50	2,682,855.50
TOTAL OPERATING	446,369.09	389,446.01	430,200.35	387,755.49	373,695.98	2,027,466.92	2,027,466.92
EBITDAR	155,311.15	128,599.71	158,104.07	90,902.61	1,585.71	534,503.25	534,503.25

Revenue adjustment due to contractual discrepancy with PHP. Approx. \$140K



VALLEY OF THE MOON TEAM

Name	Position	Email	
Mike Empey	Administrator	mempey@ensignservices.net	
Angie Macaraeg	Dir. Of Nursing	amacaraeg@ensignservices.net	
Shobha Neupane	Director of Rehab	Sneupane@ensignservices.net	
Jennifer Raymond	Therapy Resource, Flagstone North	jraymond@ensignservices.net	
Claudia Alexander	MDS Resource, Flagstone North	cbalexander@ensignservices.net	
Teresa DeGuzman	Clinical Resource, Flagstone North	tdeguzman@ensignservices.net	
Cason Bush	Cluster Leader, Flagstone North	cbush@ensignservices.net	
Mira Jensen	Director of Clinical Services, Flagstone	mjensen@ensignservices.net	
Adam Willits	President, Flagstone	awillits@ensignservices.net	

Your BrandEquation

BRAND PROMISE

A compassionate heart for Sonoma Valley

BRAND VALUES

Embrace Neighbors
Welcome All
Bring Our Best
Own Our Moment
Care for Each Other
Heal with Heart & Mind
Nurture Sonoma Valley
Lead the Way Forward

BRAND VALUE PROPOSITION

I am **assured** knowing that Sonoma Valley Hospital supports my neighbors and me **not just in times of crisis, but also in our wellness journey.**

BRAND POSITIONING

Sonoma Valley Hospital is where I **feel at home and get the excellent care I expect.**

BRAND PERSONALITY

Expert
Local
Gracious
Resourceful
Trustworthy

MISSION





To: SVHCD Board of Directors
From: Sabrina Kidd, MD
Meeting Date: July 2, 2020
Subject: CMO Report

1. June Highlights included:

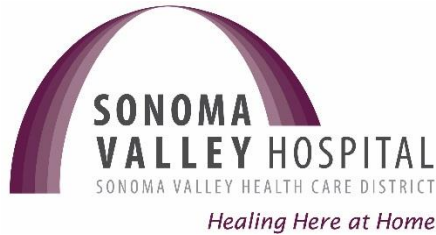
- a. COVID-19: All service line are now fully open and volumes are increasing. We remain prepared for a surge at any time. Highlights include:
 - i. We are continuing to cohort patients as needed on the 3rd floor.
 - ii. The second floor remains ready for a surge of patients should that be needed in the future.
 - iii. The old ED remains ready for use should a surge occur.
 - iv. We continue drive thru testing for pre-op patients for SVH and UCSF as well as with a physician order.
 - v. PPE (Personal protective equipment)
 - 1. We continue all re-use protocols and have an adequate supply for patient care.
 - 2. We continue a universal masking policy for all staff and visitors.
 - vi. Testing
 - 1. Testing is through DPH & UCSF with 24 hour turnaround times.
 - 2. In August, we will start running in house PCR testing with a 2-3 HOUR turnaround time.
 - 3. We will offer one time PCR and Antibody testing for all employees and physicians on July 8.
 - 4. We facilitated PCR & Antibody testing for first responders in June.
- b. GI Services: We have started talks to recruit GI services to Sonoma. I anticipate this will take at least 6-12 months.
- c. We underwent a major Paragon (EHR) upgrade in June.

2. Postponed Events:

- a. Quarterly medical staff meeting was postponed from June to August and will likely be held virtually.

3. Quality:

- a. No new concerns or events in May.



To: SVHCD Board of Directors
From: Kelly Mather
Date: 6/24/2020
Subject: Administrative Report

Summary

The volumes are back up to about 75% of usual in June as we have started to live with the pandemic. The weekday COVID testing option continues on our campus with the Health Center and we expect to have on site lab results available this summer which will mean a much quicker turnaround. The staff continue to be “heroes” and our community has been very generous with donations to show their appreciation.

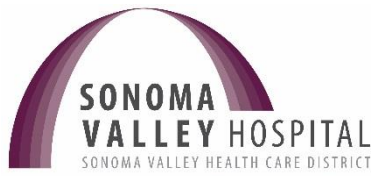
Update from FY 2020 Strategic Plan:

Strategic Priorities	Update
Exceed Community Expectations especially in Emergency Services	<ul style="list-style-type: none"> ➤ We had final interviews this week for a new Director of Emergency and should have a new leader starting this month. ➤ As the pandemic continues, all of our services are available and we have enough PPE for the staff. ➤ The Brand Communication Plan is now complete and we will share the “Compassionate Heart for Sonoma Valley” plans at the July board meeting.
Create UCSF Health Outpatient Center	<ul style="list-style-type: none"> ➤ Construction is under way with a plan to complete the CT in the fall. ➤ The MRI project will be presented to the board in August. We have \$568k left to meet the goal. ➤ No updates on the plans to bring physicians from UCSF to Sonoma as we are all behind on some strategies due to COVID-19. We have targeted the old Cardiology space for their clinic when they join us. ➤ We have better options to bring UCSF physicians through telehealth and have been working on a solution for Gastroenterology.
Become a 5 Star Hospital	<ul style="list-style-type: none"> ➤ We are rolling out an action plan for “Human Experience” now that the design sessions have been completed. ➤ We are re-doing orientation with the new brand and “Values in Action” and to make it more about our culture and less about policies and procedures. ➤ Staff Engagement results have been shared and action plans are underway. We will likely do a different survey next year.
Provide Access to Excellent Physicians	<ul style="list-style-type: none"> ➤ Our major concern is the lack of Gastroenterology right now. ➤ We have made good progress on Primary Care and now have a Physician Assistant at Sonoma Family Practice and a Nurse Practitioner at Prima in addition to Dr. Gleser. We are still recruiting another PCP for 2021. ➤ There are several UCSF specialists that are interested in coming to Sonoma. ➤ The accreditation survey for Bariatrics will not happen until 2021.
Healthy Hospital	<ul style="list-style-type: none"> ➤ We had Employee Council meetings in June and have had excellent feedback and suggestions on how we can continue to be a great place to work. ➤ We are working with a company to do an Employee COVID Testing day on July 8th that will include the antibody testing. ➤ We are starting Wellness Wednesdays with a new Wellness Team. ➤ Performance Evaluations are mostly complete.

MAY 2020

			National Benchmark
Patient Experience	Current Performance	FY 2020 Goal	
Would Recommend Hospital	80%	> 70 percent	50th percentile
Inpatient Q Review Rating	4.77	4.5	3.8
Outpatient Services	4.82	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	1	<1	N/A
Surgery Site Infection – Joint	0	<1.5%	N/A
MRSA Bacteremia	0	<.13	<.13
C. Difficile	1	3.5	2.7/10,000 pt days
Patient Safety Indicator	.76	<1	<1
Heart Failure Mortality Rate	11.7%	12%	12.9%
Pneumonia Mortality Rate	17.5%	20%	15.6%
Stroke Mortality Rate	15.1%	15%	13.8%
Sepsis Mortality Rate	7.3%	<18%	25%
30 Day All- Cause Readmissions	14.1%	< 15.3 %	< 15%
Serious Safety Events	1	0	0
Falls	1.5	< 2.3	2.3
Pressure Ulcers	4.5	<3.7	3.7
Injuries to Staff	11	< 10	17
Adverse Drug Events with Harm	0	0	0
Reportable HIPAA Privacy Events	0	0	0
Case Mix Index	1.8	1.4	1.3
Hospital Star Rating	4	4	3
Staff Satisfaction	Performance	FY 2020 Goal	Benchmark
Staff Pulse Survey	4.05 out of 5	>3.8	75%
Turnover	8.2%/8.9%	< 15%	< 20%
Financial Stability	YTD Performance	FY 2020 Goal	Benchmark
EBDA	19%	3%	3%
Paid FTE's	225	<235	n/a
Days Cash on Hand	87.1	20	30
Days in Accounts Receivable	44.2	45	50
Length of Stay	4.1	3.85	4.03
Funds raised by SVHF	\$19.438 million	\$21 million	\$1 million
Strategic Growth		FY 2020 Goal	FY 2019
Inpatient Discharges	797/869	900	984
Outpatient Visits	43,779/47,758	55,000	54,596
Emergency Visits	9089/9915	10,000	10,181
Surgeries + Special Procedures	2064/2251	3000	2950
Community Benefit Hours	1045/1140	1000	1222

Note: Colors demonstrate comparison to National Benchmark



Healing Here at Home

TRENDED MONTHLY RESULTS

MEASUREMENT	Goal FY 2020	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2019
FY YTD Turnover	<15%	1.7	2.6	3.9	3.9	4.8	5.6	5.6	6	7.3	7.3	8.2	17.7
Leave of Absences	<12	14	13	8	11	15	16	13	9	11	13	13	12
EBDA	>3%	56.1	-.4	-1.1	-.3	.4	4.5	16.1	10.5	25.7	-13.9	253	6.1
Operating Revenue	>3.5m	3.7	3.7	3.6	3.8	3.7	4.0	5.4	4.1	8.3	2.8	1.3	4.2
Expense Management	<4.5m	4.2	4.2	4.2	4.3	4.2	4.4	5.1	4.4	6.8	3.7	3.8	4.8
Net Income	>50k	2.3m	-93	36	-76	101	180	873	307	2351	-297	3600	15.4
Days Cash on Hand	>20	38	36	28	22.5	16.9	17.9	20.4	15.7	15.6	43.1	87.1	35
Receivable Days	<50	42	42	44	46.2	44	44	38	42.5	36.9	35.5	44	43
Accounts Payable Days	>50	53	40	41	45	43	43	42	42.2	53.4	41.9	35.2	
Accounts Payable	<\$3m	3.5	2.6	2.7	3.1	2.9	2.9	2.9	3.0	3.7	2.9	2.4	
Total Paid FTE's	<235	226	226	235	233	230	230	230	231	236	190	205	255
Inpatient Discharges	>80	72	76	71	90	90	87	79	86	63	39	44	66
Patient Days	>300	269	240	312	351	319	336	321	286	218	156	179	
Observation Days	<20	11	19	17	21	18	29	12	16	16	13	9	
Average Daily Census	>10	8.7	7.7	10.4	11.3	10.6	10.8	10.4	9.9	7	5.2	5.8	
Outpatient Revenue	>\$15m	16.1	15.7	16.4	16.1	15.9	16.3	17.3	16.3	12.3	7.1	10.5	15.1
Surgeries	>150	156	160	143	187	193	152	150	145	80	17	34	157
Special Procedures	>75	85	81	74	74	72	57	58	79	43	1	8	
Emergency Visits	>900	1001	975	939	973	880	984	953	972	745	529	645	941
MRI	>120	122	127	138	147	145	159	138	146	70	39	68	150
Cardiology (Echos)	>85	115	67	74	107	46	85	83	68	52	35	52	103
Laboratory	>12	11.3	11.3	10.4	11.0	11.3	11.3	11.6	10.9	8.7	5.5	8.5	10.7
Radiology	>900	1005	983	980	1035	888	1033	1113	934	684	420	572	908
Rehab	>2300	1958	2928	2135	2010	2207	2181	2422	2119	1626	566	1182	1967
CT	>350	413	433	378	406	356	433	429	388	335	263	367	357
Mammography	>200	223	243	222	250	219	216	172	243	243	15	87	224
Ultrasound	>250	281	270	280	244	255	251	234	238	198	110	163	291
Occupational Health	>675	750	737	530	753	535	660	517	572	544	392	380	578
Wound Care	>275	329	316	247	226	237	294	252	233	201	140	112	307



To: SVH Finance Committee
From: Ken Jensen, CFO
Date: June 23, 2020
Subject: Financial Report for the Month Ending May 31, 2020

During the month of May the hospital began to experience an increase in overall volume but still recognized significant decreases from budget. The decrease in volume in May has resulted in a loss of net revenue of approximately (\$1.6M). The hospital received an additional distribution from the CARES Act funding in May of \$4,423,886. The hospital has received total net distributions of \$5,383,443 from the CARES Act funding. The funds are posted to line 33 non-operating miscellaneous revenue based on the recommendation from our financial auditors.

For the month of May the hospital's actual operating margin of (\$2,561,412) was (\$2,057,421) unfavorable to the budgeted operating margin of (\$503,991). The reclassification of (\$1,149,084) from April's CARES Act distribution is included in the operating margin; without the reclassification May's operating margin would be (\$1,412,328) or (\$908,337) unfavorable to budget. After accounting for all other activity; the net gain for May was \$3,600,344 vs. the budgeted net income of \$154,857 with a monthly EBDA of 253.0% vs. a budgeted 1.2%.

Gross patient revenue for May was \$13,869,447, or (8,999,547) under budget. Inpatient gross revenue was under budget by (\$3,470,812). Inpatient days were under budget by (145) days and inpatient surgeries were under budget by (21) cases. Outpatient gross revenue was under budget by (\$4,567,618). Outpatient visits were under budgeted expectations by (2,338) visits, outpatient surgeries were under budget by (105) cases, and special procedures were under budget by (79) cases. The Emergency Room gross revenue was under budget by (\$961,117) with ER visits under budgeted expectations by (352) visits.

Deductions from revenue were favorable to budgeted expectations by \$6,366,150 due to the decreased volumes. Prior period adjustments include the reclassification of April's CARES Act funding of (\$1,149,084) to non-operating and accrual of additional 2018/2019 AB915 funds of \$138,059.

After accounting for all other operating revenue, the **total operating revenue** was unfavorable to budgeted expectations by (\$2,636,713).

Operating Expenses of \$3,889,592 were favorable to budget by \$579,292. Salaries and wages and agency fees were under budget by \$256,536 due to flexing both clinical and non-clinical staff due to low



volumes, and employee benefits were under budget by \$36,336. Professional fees are under budget by \$44,206 partly due to clinic physician costs being under budgeted expectations by \$22,874 and a decrease in Prima support. Supplies are under budget by \$251,332 due to lower volumes. Purchased services were over budget by (\$36,161) primarily due to plant operations being over budget by (\$20,006). Total expenses in the month of May related to Covid-19 are (\$95,853).

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net income for May was \$3,101,523 vs. a budgeted net loss of (\$218,304). The hospital received \$335,520 in donations from the Sonoma Valley Hospital Foundation primarily for the Outpatient Diagnostic Center costs. The total net income for May after all activity was \$3,600,344 vs. a budgeted net income of \$154,857.

EBDA for the month of May was 253.0% vs. the budgeted 1.2%.

Patient Volumes – May

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	44	86	-42	86
Acute Patient Days	179	324	-145	340
Observation Days	9	0	9	6
OP Gross Revenue	\$10,520	\$16,048	(\$5,528)	\$16,224
Surgical Cases	44	170	-126	166

Gross Revenue Overall Payer Mix – May

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	47.9%	41.5%	6.4%	41.3%	41.6%	-0.3%
Medicare Mgd Care	14.1%	14.0%	0.1%	14.6%	14.1%	0.5%
Medi-Cal	14.6%	17.6%	-3.0%	17.5%	17.6%	-0.1%
Self-Pay	2.3%	1.5%	0.8%	1.8%	1.5%	0.3%
Commercial	18.2%	21.0%	-2.8%	21.5%	20.9%	0.6%
Workers Comp	2.6%	2.4%	0.2%	2.6%	2.3%	0.3%
Capitated	0.3%	2.0%	-1.7%	0.7%	2.0%	-1.3%
Total	100.0%	100.0%		100.0%	100.0%	

Cash Activity for May:

For the month of May the cash collection goal was \$3,749,623 and the Hospital collected \$2,257,487 or under the goal by (\$1,492,136). The year-to-date cash collection goal was \$40,858,318 and the Hospital has collected \$38,212,380 or under goal by (\$2,645,938).

Please note the correction of April's Average Days of Cash on Hand from 43.1 to 53.9; the corrected average reflects the correct daily AP expense.

	CURRENT MONTH	PRIOR MONTH	VARIANCE	PRIOR YEAR
Days of Cash on Hand – Avg.	87.1	53.9	33.2	28.9
Accounts Receivable Days	44.2	35.5	8.7	37.2
Accounts Payable	\$2,417,235	\$2,918,422	-\$501,187	\$3,621,402
Accounts Payable Days	35.2	41.9	-6.7	45.3

ATTACHMENTS:

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



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

ATTACHMENT A

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	6,640,232	9,476,440	-2,836,208	-29.9%	90,386,813	98,640,416	-8,253,603	-8.4%
Medicare Managed Care	1,954,138	3,204,933	-1,250,795	-39.0%	31,973,986	33,293,148	-1,319,162	-4.0%
Medi-Cal	2,026,040	4,028,811	-2,002,771	-49.7%	38,260,830	41,774,984	-3,514,154	-8.4%
Self Pay	317,200	354,211	-37,011	-10.4%	3,959,840	3,670,391	289,449	7.9%
Commercial & Other Government	2,525,841	4,801,709	-2,275,868	-47.4%	47,098,954	49,576,116	-2,477,162	-5.0%
Worker's Comp.	363,658	547,772	-184,114	-33.6%	5,704,126	5,560,649	143,477	2.6%
Capitated	42,338	455,118	-412,780	-90.7%	1,568,959	4,664,012	-3,095,053	-66.4%
Total	13,869,447	22,868,994	(8,999,547)		218,953,508	237,179,716	(18,226,208)	

Net Revenue:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	776,991	1,266,779	-489,788	-38.7%	10,917,610	12,997,107	-2,079,497	-16.0%
Medicare Managed Care	222,185	380,426	-158,241	-41.6%	3,555,859	3,951,898	-396,039	-10.0%
Medi-Cal	223,472	413,759	-190,287	-46.0%	3,921,840	4,290,290	-368,450	-8.6%
Self Pay	189,178	179,656	9,522	5.3%	2,021,276	1,861,622	159,654	8.6%
Commercial & Other Government	763,062	1,450,116	-687,054	-47.4%	14,399,230	15,081,337	-682,107	-4.5%
Worker's Comp.	72,368	115,142	-42,774	-37.1%	1,157,489	1,168,849	-11,360	-1.0%
Capitated	783	8,283	-7,500	-90.5%	32,128	84,884	-52,756	-62.2%
Prior Period Adj/IGT	(1,011,025)	56,250	-1,067,275	-1897.4%	7,579,316	5,741,780	1,837,536	32.0%
Total	1,237,014	3,870,411	(2,633,397)	-68.0%	43,584,748	45,177,767	(1,593,019)	-3.5%

Percent of Net Revenue:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	62.8%	32.7%	30.1%	92.0%	25.0%	28.8%	-3.9%	-13.5%
Medicare Managed Care	18.0%	9.8%	8.2%	83.7%	8.2%	8.7%	-0.5%	-5.7%
Medi-Cal	18.1%	10.7%	7.4%	69.2%	9.0%	9.5%	-0.5%	-5.3%
Self Pay	15.3%	4.6%	10.7%	232.6%	4.6%	4.1%	0.5%	12.2%
Commercial & Other Government	61.5%	37.5%	24.0%	64.0%	33.0%	33.4%	-0.4%	-1.2%
Worker's Comp.	5.9%	3.0%	2.9%	96.7%	2.7%	2.6%	0.1%	3.8%
Capitated	0.1%	0.2%	-0.1%	-50.0%	0.1%	0.2%	-0.1%	-50.0%
Prior Period Adj/IGT	-81.7%	1.5%	-83.2%	-5546.7%	17.4%	12.7%	4.7%	37.0%
Total	100.0%	100.0%	0.0%	0.0%	100.0%	100.0%	-0.1%	-0.1%

Projected Collection Percentage:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	11.7%	13.4%	-1.7%	-12.7%	12.1%	13.2%	-1.1%	-8.3%
Medicare Managed Care	11.4%	11.9%	-0.5%	-4.2%	11.1%	11.9%	-0.8%	-6.7%
Medi-Cal	11.0%	10.3%	0.7%	6.8%	10.3%	10.3%	0.0%	0.0%
Self Pay	59.6%	50.7%	8.9%	17.6%	51.0%	50.7%	0.3%	0.6%
Commercial & Other Government	30.2%	30.2%	0.0%	0.0%	30.6%	30.4%	0.2%	0.7%
Worker's Comp.	19.9%	21.0%	-1.1%	-5.2%	20.3%	21.0%	-0.7%	-3.3%

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

ATTACHMENT B

	<u>CURRENT MONTH</u>				<u>YEAR-TO-DATE</u>			<u>YTD</u>
	<u>Actual</u> <u>05/31/20</u>	<u>Budget</u> <u>05/31/20</u>	<u>Favorable</u> <u>(Unfavorable)</u> <u>Variance</u>		<u>Actual</u> <u>05/31/20</u>	<u>Budget</u> <u>05/31/20</u>	<u>Favorable</u> <u>(Unfavorable)</u> <u>Variance</u>	<u>Prior</u> <u>Year</u> <u>05/31/19</u>
Inpatient Utilization								
Discharges								
1	34	73	(39)	Med/Surg	625	785	(160)	825
2	10	13	(3)	ICU	172	139	33	132
3	44	86	(42)	Total Discharges	797	924	(127)	957
Patient Days:								
4	113	242	(129)	Med/Surg	2,099	2,617	(518)	2,731
5	66	82	(16)	ICU	888	892	(4)	890
6	179	324	(145)	Total Patient Days	2,987	3,509	(522)	3,621
7	9	-	9	Observation days	181	-	181	97
Average Length of Stay:								
8	3.3	3.3	0.0	Med/Surg	3.4	3.3	0.0	3.3
9	6.6	6.3	0.3	ICU	5.2	6.4	(1.3)	6.7
10	4.1	3.8	0.3	Avg. Length of Stay	3.7	3.8	(0.0)	3.8
Average Daily Census:								
11	3.6	7.8	(4.2)	Med/Surg	6.2	7.8	(1.5)	8.1
12	2.1	2.6	(0.5)	ICU	2.6	2.7	(0.0)	2.6
13	5.8	10.5	(4.7)	Avg. Daily Census	8.9	10.4	(1.6)	10.8
Other Utilization Statistics								
Emergency Room Statistics								
14	645	997	(352)	Total ER Visits	9,089	10,170	(1,081)	9,240
Outpatient Statistics:								
15	2,762	5,100	(2,338)	Total Outpatients Visits	43,779	51,672	(7,893)	50,160
16	7	28	(21)	IP Surgeries	221	303	(82)	302
17	37	142	(105)	OP Surgeries	1,211	1,436	(225)	1,488
18	8	87	(79)	Special Procedures	632	879	(247)	901
19	182	375	(193)	Adjusted Discharges	2,971	3,918	(947)	3,448
20	741	1,086	(345)	Adjusted Patient Days	11,114	11,262	(147)	23,401
21	23.9	35.0	(11.1)	Adj. Avg. Daily Census	33.1	33.5	(0.4)	69.6
22	1.5078	1.4000	0.108	Case Mix Index - Medicare	1.3928	1.4000	(0.007)	1.5212
23	1.4549	1.4000	0.055	Case Mix Index - All payers	1.5238	1.4000	0.124	1.5453
Labor Statistics								
24	183	220	37	FTE's - Worked	202	217	14.5	259
25	205	246	42	FTE's - Paid	225	242	17.4	288
26	45.86	43.98	(1.89)	Average Hourly Rate	45.13	43.43	(1.70)	42.81
27	8.56	7.03	(1.52)	FTE / Adj. Pat Day	6.80	7.23	0.43	4.13
28	48.8	40.1	(8.7)	Manhours / Adj. Pat Day	38.8	41.2	2.4	23.5
29	198.4	116.0	(82.4)	Manhours / Adj. Discharge	145.0	118.5	(26.6)	159.6
30	23.2%	22.1%	-1.0%	Benefits % of Salaries	22.9%	23.2%	0.3%	22.8%
Non-Labor Statistics								
31	23.5%	14.0%	-9.5%	Supply Expense % Net Revenue	15.8%	14.1%	-1.7%	11.8%
32	1,620	1,456	(164)	Supply Exp. / Adj. Discharge	1,905	1,503	(402)	1,849
33	21,875	12,196	(9,679)	Total Expense / Adj. Discharge	17,116	13,034	(4,081)	16,979
Other Indicators								
34	86.1			Days Cash - Operating Funds				
35	44.2	50.0	(5.8)	Days in Net AR	42.2	50.0	(7.8)	42.6
36	81%			Collections % of Net Revenue	96%			102.0%
37	35.2	55.0	(19.8)	Days in Accounts Payable	35.2	55.0	(19.8)	50.0
38	9.1%	17.1%	-8.0%	% Net revenue to Gross revenue	16.4%	17.6%	-1.3%	21.6%
39	18.8%			% Net AR to Gross AR	18.8%			17.7%

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

ATTACHMENT C

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets			
Current Assets:			
1 Cash	\$ 1,763,015	\$ 2,719,200	\$ 4,082,531
2 Cash - Money Market	10,235,586	6,235,214	2,201,431
3 Net Patient Receivables	4,339,211	4,841,011	6,258,285
4 Allow Uncollect Accts	(824,014)	(1,299,500)	(1,255,011)
5 Net A/R	3,515,197	3,541,511	5,003,274
6 Other Accts/Notes Rec	89,180	264,593	28,246
7 Parcel Tax Receivable	114,617	114,617	118,348
8 GO Bond Tax Receivable	(160,080)	1,172,250	(220,003)
9 3rd Party Receivables, Net	535,012	573,802	1,279,593
10 Inventory	984,566	987,778	877,125
11 Prepaid Expenses	626,219	742,843	797,542
12 Total Current Assets	\$ 17,703,312	\$ 16,351,808	\$ 14,168,087
13 Property, Plant & Equip, Net	\$ 49,304,171	\$ 49,287,211	\$ 51,098,617
14 Trustee Funds - GO Bonds	5,527,015	4,192,341	4,999,410
15 Other Assets	-	-	-
16 Total Assets	\$ 72,534,498	\$ 69,831,360	\$ 70,266,114
Liabilities & Fund Balances			
Current Liabilities:			
17 Accounts Payable	\$ 2,417,235	\$ 2,918,422	\$ 3,621,402
18 Accrued Compensation	3,538,088	3,248,403	3,802,899
19 Interest Payable - GO Bonds	381,709	286,278	403,057
20 Accrued Expenses	1,390,721	1,519,187	1,386,452
21 Advances From 3rd Parties	-	-	105,388
22 Deferred Parcel Tax Revenue	316,655	633,322	571,102
23 Deferred GO Bond Tax Revenue	258,737	517,469	-
24 Current Maturities-LTD	343,332	347,571	611,934
25 Line of Credit - Union Bank	-	5,473,734	6,723,734
26 Other Liabilities	5,508,370	37,836	201,386
27 Total Current Liabilities	\$ 14,154,847	\$ 14,982,222	\$ 17,427,354
28 Long Term Debt, net current portion	\$ 28,660,787	\$ 28,730,618	\$ 32,778,482
29 Fund Balances:			
30 Unrestricted	\$ 20,635,437	\$ 17,370,898	\$ 13,191,576
31 Restricted	9,083,427	8,747,622	6,868,702
32 Total Fund Balances	\$ 29,718,864	\$ 26,118,520	\$ 20,060,278
33 Total Liabilities & Fund Balances	\$ 72,534,498	\$ 69,831,360	\$ 70,266,114

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

ATTACHMENT D

	Month				Volume Information	Year-To-Date				YTD					
	This Year		Variance			This Year		Variance			Prior Year				
	Actual		\$	%		Actual	Budget	\$	%						
1	44	86	(42)	-49%	Acute Discharges	797	924	(127)	-14%	957					
2	179	324	(145)	-45%	Patient Days	2,987	3,509	(522)	-15%	3,621					
3	9	-	9	0%	Observation Days	181	-	181	*	13					
4	10,520	16,048	(5,528)	-34%	Gross O/P Revenue (000's)	159,992	163,317	(3,326)	-2%	\$ 164,135					
Financial Results															
Gross Patient Revenue															
5	\$ 3,349,860	\$ 6,820,672	(3,470,812)	-51%	Inpatient	\$ 58,961,421	\$ 73,862,766	(14,901,345)	-20%	\$ 87,255,102					
6	5,009,626	9,577,244	(4,567,618)	-48%	Outpatient	89,603,960	97,050,743	(7,446,783)	-8%	94,983,752					
7	5,509,961	6,471,078	(961,117)	-15%	Emergency	70,388,127	66,266,207	4,121,920	6%	69,208,307					
8	\$ 13,869,447	\$ 22,868,994	(8,999,547)	-39%	Total Gross Patient Revenue	\$ 218,953,508	\$ 237,179,716	(18,226,208)	-8%	\$ 251,447,161					
Deductions from Revenue															
9	(11,424,408)	(18,881,161)	7,456,753	39%	Contractual Discounts	\$ (180,774,610)	\$ (195,833,337)	15,058,727	8%	\$ (205,058,056)					
10	(170,000)	(150,000)	(20,000)	-13%	Bad Debt	(2,050,000)	(1,650,000)	(400,000)	-24%	(1,785,000)					
11	(27,000)	(23,672)	(3,328)	-14%	Charity Care Provision	(123,465)	(260,392)	136,927	53%	(262,426)					
12	(1,011,025)	56,250	(1,067,275)	*	Prior Period Adj/Government Program Revenue	7,579,315	5,741,780	1,837,535	*	9,142,978					
13	\$ (12,632,433)	\$ (18,998,583)	6,366,150	-34%	Total Deductions from Revenue	\$ (175,368,760)	\$ (192,001,949)	16,633,189	-9%	\$ (197,962,504)					
Net Patient Service Revenue															
14	\$ 1,237,014	\$ 3,870,411	(2,633,397)	-68%	Risk contract revenue	\$ 264,507	\$ 392,502	(127,995)	-33%	\$ 731,717					
15	\$ 21,083	\$ 35,682	(14,599)	-41%	Net Hospital Revenue	\$ 43,849,255	\$ 45,570,269	(1,721,014)	-4%	\$ 54,216,374					
16	\$ 1,258,097	\$ 3,906,093	(2,647,996)	-68%	Other Op Rev & Electronic Health Records	\$ 749,351	\$ 646,800	102,551	16%	\$ 427,981					
17	\$ 70,083	\$ 58,800	11,283	19%	Total Operating Revenue	\$ 44,598,606	\$ 46,217,069	(1,618,463)	-4%	\$ 54,644,355					
18	\$ 1,328,180	\$ 3,964,893	(2,636,713)	-67%	Operating Expenses										
19	\$ 1,657,726	\$ 1,914,262	256,536	13%	Salary and Wages and Agency Fees	\$ 19,449,087	\$ 20,162,264	713,177	4%	\$ 23,563,943					
20	637,410	673,746	36,336	5%	Employee Benefits	7,205,837	7,309,122	103,285	1%	8,344,194					
21	\$ 2,295,136	\$ 2,588,008	292,872	11%	Total People Cost	\$ 26,654,924	\$ 27,471,386	816,462	3%	\$ 31,908,137					
22	\$ 393,628	\$ 437,834	44,206	10%	Med and Prof Fees (excl Agency)	\$ 4,631,012	\$ 4,800,071	169,059	4%	\$ 5,187,743					
23	295,032	546,364	251,332	46%	Supplies	5,660,269	5,888,093	227,824	4%	6,376,335					
24	399,450	363,289	(36,161)	-10%	Purchased Services	4,212,627	4,066,129	(146,498)	-4%	4,365,998					
25	258,621	266,763	8,142	3%	Depreciation	2,850,105	2,934,393	84,288	3%	3,136,052					
26	94,061	90,047	(4,014)	-4%	Utilities	1,070,811	1,116,771	45,960	4%	1,071,072					
27	37,783	39,582	1,799	5%	Insurance	425,876	435,402	9,526	2%	401,298					
28	17,977	40,752	22,775	56%	Interest	325,101	508,129	183,028	36%	592,765					
29	97,904	96,245	(1,659)	-2%	Other	1,093,741	1,085,409	(8,332)	-1%	1,164,245					
30	-	-	-	*	Matching Fees (Government Programs)	2,765,336	1,561,029	(1,204,307)	-77%	2,796,223					
31	\$ 3,889,592	\$ 4,468,884	579,292	13%	Operating expenses	\$ 49,689,802	\$ 49,866,812	177,010	0%	\$ 56,999,868					
32	\$ (2,561,412)	\$ (503,991)	\$ (2,057,421)	-408%	Operating Margin	\$ (5,091,196)	\$ (3,649,743)	(1,441,453)	-39%	\$ (2,355,513)					

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

ATTACHMENT D

	Month				Year-To- Date				YTD
	This Year		Variance		This Year		Variance		Prior Year
	Actual		\$	%	Actual	Budget	\$	%	
33	\$ 5,345,983	\$ (18,942)	5,364,925	-28323%	\$ 7,341,049	\$ 994,513	6,346,536	*	\$ (150,164)
34	285	1,378	(1,093)	-79%	13,746	15,128	(1,382)	9%	16,613
35	0	(13,416)	13,416	-100%	(107,328)	(147,576)	40,248	-27%	(436,864)
36	316,667	316,667	-	0%	3,483,337	3,483,337	-	0%	3,482,587
37	0	0	-	0%	(5,444)	0	(5,444)	0%	0
38	\$ 5,662,935	\$ 285,687	5,377,248	*	\$ 10,725,360	\$ 4,345,402	6,385,402	*	\$ 2,912,172
39	\$ 3,101,523	\$ (218,304)	3,319,827	-1521%	\$ 5,634,164	\$ 695,659	4,943,949	711%	\$ 556,659
40	\$ -	\$ -	-	0%	\$ -	\$ -	-	0%	\$ 30,447
41	\$ 335,520	\$ 209,860	125,660	0%	\$ 2,214,440	\$ 2,308,460	(94,020)	100%	\$ 1,946,999
42	\$ 3,437,043	\$ (8,444)	3,445,487	-40804%	\$ 7,848,604	\$ 3,004,119	4,844,485	161%	\$ 2,534,105
43	163,301	163,301	-	0%	1,790,974	1,790,974	-	0%	1,685,340
44	\$ 3,600,344	\$ 154,857	3,445,487	2225%	\$ 9,639,578	\$ 4,795,093	4,844,485	101%	\$ 4,219,445
	\$ 3,360,144	\$ 48,459	3,311,685		\$ 8,484,269	\$ 3,630,052	4,854,217		\$ 3,692,711
	253.0%	1.2%			19.0%	7.9%			6.8%

* Operating Margin without Depreciation expense:

\$ (2,561,412)	\$ (503,991)	\$ (2,057,421)	-408%	Operating Margin	\$ (5,091,196)	\$ (3,649,743)	\$ (1,441,453)	-39%
258,621	266,763	8,142	3%	Add back Depreciation	2,850,105	2,934,393	84,288	3%
\$ (2,302,791)	\$ (237,228)	\$ (2,049,279)	-871%	Operating Margin without Depreciation expense	\$ (2,241,091)	\$ (715,350)	\$ (1,357,165)	-213%

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

ATTACHMENT E

Operating Expenses	YTD Variance	Month Variance	
Salary and Wages and Agency Fees	713,177	256,536	Salaries & wages under budget by \$198,097 and agency fees under budget by \$58,439
Employee Benefits	103,285	36,336	
Total People Cost	816,462	292,872	
Med and Prof Fees (excl Agency)	169,059	44,206	Physician and professional fees are under budget partly due to clinic physician costs being under budget by \$22,874.
Supplies	227,824	251,332	Supplies are under budget by due to lower volumes.
Purchased Services	(146,498)	(36,161)	Plant Operations over budget in Purchased Services by (\$20,006)
Depreciation	84,288	8,142	
Utilities	45,960	(4,014)	
Insurance	9,526	1,799	
Interest	183,028	22,775	
Other	(8,332)	(1,659)	
Matching Fees (Government Programs)	(1,204,307)	-	
Operating expenses	(402,282)	638,784	

Sonoma Valley Hospital
Cash Forecast
FY 2020

	Actual July	Actual Aug	Actual Sept	Actual Oct	Actual Nov	Actual Dec	Actual Jan	Actual Feb	Actual Mar	Actual Apr	Actual 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	4,098,798	2,787,408	2,443,885	2,612,725	43,558,790
2 Capitation Revenue	26,337	24,434	24,943	24,298	25,643	26,005	24,819	19,835	23,554	23,556	21,083	22,735	287,242
3 Napa State	2,565	983	6,153	17,109	18,240	49,465	14,872	-	142	2,063	9,427	11,231	132,250
4 Other Operating Revenue	27,168	113,630	31,381	162,702	77,470	51,209	86,697	148,851	96,064	83,650	98,050	58,800	1,035,672
5 Other Non-Operating Revenue	38,832	43,824	24,455	35,838	13,448	22,627	20,495	10,126	22,181	9,463	9,025	25,785	276,099
6 Unrestricted Contributions	12,593		755	3,263	6,219	2,765	10,214	1,550	545	24,128	285	1,375	63,692
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	4,241,285	2,930,267	2,581,755	2,732,651	45,353,746
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	3,575,640	4,678,063	4,172,559	4,085,675	53,724,674
9 Add Capital Lease Payments	111,366	185,165	32,638	390,032	112,524	33,887	71,986	7,732	7,757	7,757	74,070	7,150	1,042,064
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	304,401	161,937	335,520	209,859	2,576,677
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	3,887,797	4,847,757	4,582,148	4,302,684	58,593,414
Net Hospital Sources/Uses of Cash	(922,805)	(2,308,055)	(581,825)	(784,129)	(645,076)	(643,147)	(1,740,395)	(479,810)	353,488	(1,917,490)	(2,000,393)	(1,570,033)	(13,239,668)
Non-Hospital Sources													
12 Restricted Cash/Money Market	(1,056,509)	725,000	1,500,000			(500,000)	200,000		1,100,000	(6,000,000)	(4,000,000)	1,000,000	(7,031,509)
13 Restricted Capital Donations	342,251	5,000	160,473	36,918	187,550	59,628	447,224	146,675	304,401	161,937	335,520	209,859	2,397,436
14 Parcel Tax Revenue	100,099					2,108,197			1,000,000	574,501			3,782,796
15 Other Payments - South Lot/Ins. Claims/HHS	956,411		51,682							1,149,084	4,423,886		6,581,062
16 Other:									35,656		117,500		153,156
17 IGT									1,408,802	5,481,012		294,488	7,184,302
18 IGT - AB915					31,705					1,033,318		113,200	1,178,223
19 PRIME PUB3172						135,000					229,500		364,500
Sub-Total Non-Hospital Sources	342,251	730,000	1,712,154	36,918	219,255	1,802,825	647,224	146,675	3,848,859	2,399,851	1,106,406	1,617,547	14,609,967
Non-Hospital Uses of Cash													
20 Matching Fees					67,500		451,221		2,314,115	114,750	62,198		3,009,784
Sub-Total Non-Hospital Uses of Cash	-	-	-	-	67,500	-	451,221	-	2,314,115	114,750	62,198	-	3,009,784
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	1,534,744	2,285,101	1,044,208	1,617,547	11,600,183
Net Sources/Uses	(580,553)	(1,578,055)	1,130,329	(747,211)	(493,321)	1,159,679	(1,544,392)	(333,135)	1,888,232	367,612	(956,185)	47,514	
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	2,351,588	2,719,200	1,763,015	
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	2,351,588	2,719,200	1,763,015	1,810,529	
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	235,051	6,235,214	10,235,586	9,235,586	
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	2,586,639	8,954,414	11,998,601	11,046,115	
Average Days of Cash on Hand	38.82	36.60	28.00	22.51	16.89	17.85	20.38	15.67	15.61	53.90	87.11	82.05	