



SVHCD FINANCE COMMITTEE

AGENDA

TUESDAY, MARCH 23, 2021

5:00 p.m. Regular Session

TO BE HELD VIA ZOOM VIDEOCONFERENCE

To Participate via Zoom Videoconferencing,
use the link below:

<https://sonomavalleyhospital-org.zoom.us/j/91062089638?pwd=eGtsRzhGcTNzN00ybHZ6OVhVY2lBdz09>

and Enter the **Meeting ID: 910 6208 9638**
Password: 179140

To Participate via Telephone only (no video), dial:

1-669-900-9128 or 1-669-219-2599

and Enter the **Meeting ID: 910 6208 9638**
Password: 179140

<p>In compliance with the Americans Disabilities Act, if you require special accommodations to participate in a District meeting, please contact District Clerk Vivian Woodall at vwoodall@sonomavalleyhospital.org or (707) 935.5005 at least 48 hours prior to the meeting.</p>		
AGENDA ITEM	RECOMMENDATION	
<p>MISSION STATEMENT <i>The mission of the SVHCD is to maintain, improve, and restore the health of everyone in our community.</i></p>		
<p>1. CALL TO ORDER/ANNOUNCEMENTS</p>	Boerum	
<p>2. PUBLIC COMMENT SECTION <i>At this time, members of the public may comment on any item not appearing on the agenda. It is recommended that you keep your comments to three minutes or less. Under State Law, matters presented under this item cannot be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public will be invited to make comments at the time the item comes up for Board consideration.</i></p>	Boerum	
<p>3. CONSENT CALENDAR a. Finance Committee Minutes 02.23.21</p>	Boerum	Action
<p>4. OUTPATIENT DIAGNOSTIC CENTER UPDATE</p>	Kuwahara	Inform
<p>5. UNISON AMENDMENT TO ENERGY SERVICES AGREEMENT</p>	Drummond	Action
<p>6. ADMINISTRATIVE REPORT FOR MARCH 2021</p>	Kuwahara	Inform
<p>7. FINANCIAL REPORT FOR MONTH ENDED FEBRUARY 28, 2021</p>	Jensen	Inform
<p>8. FY 2022 BUDGET UPDATE</p>	Dungan	Inform
<p>9. ADJOURN</p>	Boerum	



**SVHCD
FINANCE COMMITTEE MEETING
MINUTES**

**TUESDAY, JANUARY 26, 2019
Via Zoom Teleconference**

Present	Excused	Staff	Public	
Bill Boerum via Zoom Joshua Rymer via Zoom Subhash Mishra, MD via Zoom Bruce Flynn via Zoom Peter Hohorst via Zoom	Art Grandy	Ken Jensen, CFO and Interim CEO, via Zoom Sabrina Kidd, CMO and COO, via Zoom Sarah Dungan, via Zoom Dawn Kuwahara, via Zoom Kimberly Drummond, via Zoom Fe Sendaydiego, via Zoom Lynn McKissock, via Zoom	Margie Ratto-Young, Security Benefits, vis Zoom Michael Felton, Security Benefits, via Zoom Richard Maxey, Security Benefits, via Zoom Kevin McAtamney, Empower, via Zoom Chris Dunham, Empower, via Zoom Dave Ramirez, Empower, 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>Boerum</i>			
	Called to order at 5:01 pm			
2. PUBLIC COMMENT SECTION	<i>Boerum</i>			
	None			
3. CONSENT CALENDAR	<i>Boerum</i>			
a. Finance Committee Minutes 01.26.21			MOTION: by Flynn to approve, 2 nd by Rymer. All in favor.	
4. OUTPATIENT DIAGNOSTIC CENTER UPDATE	<i>Kuwahara</i>			
	Ms. Kuwahara reported the CT project is several weeks behind schedule. The MRI project has significant budget issues, and the issue is a pre-existing condition. She said she would have further details next month after this week's construction meeting.			

5. RETIREMENT PLAN RECOMMENDATION	<i>McKissock</i>		
	<p>Ms. Ratto-Young introduced her team from Security Benefits which hold the plan assets. They are the plan advisors. She also gave a brief background of the search for a new representative provider and web-based platform to replace CLS. The plan advisors felt CLS had too much international stock in their portfolio. The search was narrowed to Empower. (There is \$34 million in the plan and 400 accounts, consisting of approximately 320 current and 80 former employees).</p> <p>Mr. McAtamney gave a presentation of Empower’s capabilities. The plan’s fees are passed to the participants; however, there is an estimated annual savings of \$253,000 by switching providers. There is no third party participation with respect to security issues, and if any account is hacked Empower will make the account whole.</p>	<p>MOTION: by Mishra to recommend approval to the Board, 2nd by Flynn. All in favor.</p>	
6. INFORMATION TECHNOLOGY BUDGET IMPACT FY 2021	<i>Sendaydiego</i>		
	<p>Ms. Sendaydiego gave an overview of the October 11, 2020, cyberattack which resulted in 45 days of complete downtime. It took four to five months, until February 1st, to restore patient systems. The office of civil rights audit, due March 1, requires significant policy updates. Costs to date are \$1.4 million, with additional costs pending. However, total costs are expected to be under the \$2 million insurance policy limit.</p> <p>She reviewed the mandatory data security enhancements, some of which have already been implemented, totaling \$576,000 per year, and mandatory business continuity services of \$34,000 per year, for a total of \$610,000 per year. The reasoning behind these being mandatory by the Office of Civil Rights is because SVH had a cyberattack. This list is the minimum measures to meet compliance. Unless these are implemented,</p>		

	<p>SVH will fail the OCR audit. It will also be essential to have these minimum items before any potential switch to Epic for patient records.</p> <p>Mr. Rymer requested that additional information be added to the presentation for the Board.</p>		
7. AUDITOR ENGAGEMENT LETTERS	<i>Jensen</i>		
	<p>Mr. Jensen recommended SVH re-engage Armanino as its auditors for the next three years. In addition, he recommended Armanino perform the one-time CARES Act audit since the firm is familiar with the hospital's financials.</p>	MOTION: by Rymer to recommend approval to the Board of both letters, 2 nd by Flynn. All in favor.	
8. FY 2022 BUDGET ASSUMPTIONS			
	<p>Ms. Dungan reviewed the budget assumptions. The decision was made to look at the first seven months of this fiscal year and annualize it for the first six months of FY 2022. Then add 10% for the second six months of FY 2022. A 2% salary increase is planned for January 2022.</p>		
9. ADMINISTRATIVE REPORT FOR FEBRUARY 2021	<i>Kuwahara</i>		
	<p>SVH continues to focus on COVID vaccinations, and feedback from the community has been overwhelmingly positive. The hospital has recovered from the cyberattack. Satellite is considering using part of the second floor for home dialysis education.</p>		
10. FINANCIAL REPORT FOR MONTH ENDED JANUARY 31, 2020	<i>Jensen</i>		
	<p>Mr. Jensen reported that January volumes were low. He reviewed the payer mix. The cash goal for January was \$2.9 million and \$4 million was collected. The year-to-date cash goal was \$21 million and \$20 million was collected (under goal by approximately \$1.2 million). The higher collections were due to finally being able bill in December. He expected to be able to pick up that \$1.2 million in February. Days' cash on hand were 30.6, A/R days were 53.7, A/P was \$3.4 million, and</p>		

	<p>A/P days were 47.4.</p> <p>Total patient revenue was off budget by \$5 million and is all volume related. Total operating revenue was \$3.2 million, \$874,000 lower than budget. Expenses included a 2% salary increase in January. Total operating expenses were \$4.6 million, and the operating margin was (\$1.4 million), (\$768,000) below budget. Net income/loss for the month was (\$343,400), (\$509,300) below budget, and EBDA was (26.3%) vs. budget of (1.2%). Cash has been falling by approximately \$300,000 to 400,000 per month, and the administrative team is developing a mitigation list to deal with this issue.</p>		
<p>11. ADJOURN</p>	<p><i>Boerum</i></p>		
	<p>Meeting adjourned at 6:38 p.m.</p>		



February 16, 2021

Mr. Ken Jensen
Co-CEO / CFO
Sonoma Valley Hospital
347 Andrieux Street
Sonoma, CA 95476

Subject: Revised location for cogeneration system

Dear Mr. Jensen:

We are attaching an amendment to the Energy Services Agreement for the changes to the location of the combined heat and power ("CHP") system. The change in scope will cost an estimated \$300,000. Unison Energy will cover \$150,000 out of our project contingency. For the remaining \$150,000, we recommend financing the cost by slightly increasing the cost of electricity and thermal in our agreement. This will reduce the savings to the hospital to ~\$30,000 from ~\$40,000 in our initial pro forma.

Background: Sonoma Valley Hospital signed an Energy Services Agreement with Unison Energy in August, 2020 to install a 420kW cogeneration units to provide reliable power and hot water to the hospital.

Our initial proposal, and basis of the ESA, was to install our equipment in the hospital's boiler room. However, the hospital intends to repurpose the boiler room as a shop / storage room. The hospital asked Unison Energy to investigate maintaining that functionality for a portion of the boiler room while providing the CHP system.

The following changes will need to be made

- Split the room by adding a structural wall to the boiler room to subdivide the space into a CHP room and a shop storage room per OSHPD requirements (and subject to their review and approval).
- Relocate several existing pieces of equipment to access for maintenance of the CHP equipment
- Reclassify the working area as habitable--OSHPD codes will require the following (subject to their review and approval):
 - Meet current codes for ventilation and climate control
 - Confirm routes for personnel egress.
 - Meet fire codes and standards.
 - Upgrade the building lighting in the habitable area.

Assuming there are no complications associated with the OSHPD review and approval, the additional work is estimated at \$40k for engineering, \$225k for construction, and \$35k for contingency.

Unison Energy has already authorized the engineering work to detail the requirements and keep the project on track.

We estimate that this change will delay the project by 10 weeks—the engineering design changes will delay the project by 4 weeks while construction of the wall will add an additional 6 weeks to the project schedule.

* * * * *

Please see attached the updated pro forma and the ESA amendment for your consideration.

Thank you once again for working with Unison Energy. Please let us know if you have any questions or suggestions.

Best regards,

A handwritten signature in blue ink that reads "Tim Lukes". The signature is written in a cursive style with a long, sweeping underline.

Tim Lukes
Co-CEO
Unison Energy
22 West Putnam Ave
Greenwich, CT 06830

**AMENDMENT TO
ENERGY SERVICES AGREEMENT**

THIS AMENDMENT TO ENERGY SERVICES AGREEMENT (this “Amendment”) is made and entered into as of [_____], by and between Unison Energy, LLC, a Delaware limited liability company (“Seller”), and Sonoma Valley Hospital, a sub-division of the State of California (“Provider”). Seller and Buyer are referred to herein each individually as a “Party” and collectively as the “Parties”.

RECITALS

A. The Parties have entered into that certain Energy Services Agreement, dated as of August 11, 2021 (the “Original Agreement”).

B. The Parties now desire to enter into this Amendment to implement certain amendments with respect to certain matters as described herein.

NOW THEREFORE, in consideration of the premises and other good and valuable consideration, the receipt and adequacy of which are hereby acknowledged by the Parties, the Parties covenant and agree as follows:

1. Energy Service Payment. The Energy Service Payment in the Key Terms in the Original Agreement are hereby replaced with the following:

Energy Service Payment:	The Energy Service Payment consists of, as applicable.
Electricity Price:	\$0.0739 /kWh for Electricity Output.
Hot Water Price:	\$0.584 /therm for Thermal Energy Output
Steam Price:	Not applicable
Chilled Water Price:	Not applicable
Operating Hour Price:	Not applicable
Fixed Fee Price:	Not applicable

2. Amendment and Modification Only. The Parties hereby ratify and confirm all of their obligations under the Original Agreement as amended by this Amendment.

[Signatures on following page]

IN WITNESS WHEREOF, the Parties have caused this Amendment to be duly executed as of the date first written above.

Unison Energy, LLC

Sonoma Valley Hospital

By: _____
Timothy Lukes

By: _____
Ken Jensen

Title: Co-CEO

Title: [_____]



365

To: SVHCD Board of Directors
 From: Administrative Team
 Date: 2/28/2021
 Subject: Administrative Report

Summary: February was busy with the Sonoma Valley Health Partners mass vaccination clinics and COVID numbers continued to decline. In addition, we held the first Joint Operating Committee meeting under the new UCSF-SVH executive management structure and work is progressing on the CT phase of the ODC.

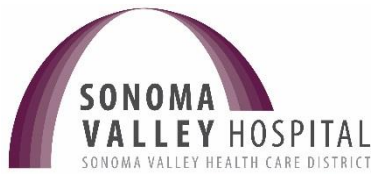
Update from 2025 Strategic Plan:

Strategic Priorities	Update
Enhance Quality and Services through the affiliation with UCSF Health	<ul style="list-style-type: none"> ➤ UCSF continues to support SVH through the final stages of cyberattack recovery and is now assisting with implementing the enhanced IT Security Plan. ➤ UCSF is putting together a proposal for further IT services including EPIC. Cost and timeline are yet to be determined. ➤ The first JOC meeting for the new SVH-UCSF & UCSF Affiliates executives was held in February. We outlined the structure for moving forward. ➤ The joint search committee (Board + UCSF) for a CEO has selected a candidate and is in the final stages of negotiations with hopes this is accepted by all and approved at the March 4 board meeting.
Exceed Community Expectations especially in Emergency Services	<ul style="list-style-type: none"> ➤ The new CT is now on-site and the first phase of the ODC is expected to open with the new CT this spring. A marketing campaign is in the works. ➤ The Sonoma Health Partners provided over 4700 COVID-19 vaccines to the Sonoma community in February. ➤ SVH has expanded its in house COVID-19 testing capacity to provide faster test results to those seen in the ED. ➤ SVH Pharmacist are providing group and 1:1 community education on medications and doing consultations through Sonoma Family Practice and Vintage House.
Ensure Patients receive Excellent, Safe care	<ul style="list-style-type: none"> ➤ We are welcoming a new Surgical Services Director March 1. ➤ We continue to recruit for a new Director of Imaging Services and have at least one promising candidate.
Provide Access to Excellent Physicians	<ul style="list-style-type: none"> ➤ UCSF continues to assist with the search for a gastroenterology solution for SVH. ➤ The quarterly medical staff meeting was held in February and morale is good despite COVID-19 and the recent Cyberattack.
Be a Healthy Hospital	<ul style="list-style-type: none"> ➤ The % of vaccinated staff and physicians at SVH is far ahead of the national average. ➤ The 2021 employee wellness program began in February.

DECEMBER 2020

			National
Patient Experience	Current Performance	FY 2021 Goal	Benchmark
Would Recommend Hospital	68	> 70 percent	50th percentile
Inpatient Overall Satisfaction	84	>70 percent	50 th percentile
Outpatient Services	4.86	4.5	3.8
Emergency Department	4.63	4.5	3.8
Quality & Safety	YTD Performance	FY 2021 Goal	Benchmark
Central Line Infection	0	<1	<.51
Catheter Infection	0	<1	<1.04
Surgery Site Infection – Colon	0	<1	N/A
Surgery Site Infection – Joint	0	<1.5%	N/A
MRSA Bacteremia	0	<.13	<.13
C. Difficile	1	3.5	2.7/10,000 pt days
Patient Safety Indicator	0.86	<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	0	0	0
Falls	1.3	< 2.3	2.3
Pressure Ulcers	0	<3.7	3.7
Injuries to Staff	9	< 10	17
Adverse Drug Events with Harm	0	0	0
Reportable HIPAA Privacy Events	N/A	0	0
Case Mix Index	1.44	1.4	1.3
Hospital Star Rating	3	4	3
Staff Satisfaction	Performance	FY 2021 Goal	Benchmark
Staff Pulse Survey	4.05 out of 5	>3.8	75%
Turnover	8.3	< 15%	< 20%
Financial Stability	YTD Performance	FY 2021 Goal	Benchmark
EBDA	-9.7	>3%	3%
Paid FTE's	225	<235	235
Days Cash on Hand	30.6	>30	30
Days in Accounts Receivable	51.6	<45	50
Length of Stay	4.1	<4.0	4.03
Funds raised by SVHF	\$21.1 million	\$21 million	\$1 million
Strategic Growth	YTD/Projected	FY 2021 Goal	FY 2020
Inpatient Discharges	449/523	850	862
Outpatient Visits	26820/29959	48,000	47,802
Emergency Visits	4828/6121	10,000	9784
Surgeries + Special Procedures	1103/1534	2000	2226
Community Benefit Hours	505/866	400	1332

Note: Colors demonstrate comparison to National Benchmark



Healing Here at Home

TRENDED MONTHLY RESULTS

MEASUREMENT	Goal FY 2021	Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020
FY YTD Turnover	<15%	2.1	3.4	3.5	3.9	7	7	8.3	6	7.3	7.3	8.2	8.2
Leave of Absences	<12	6	8	10	13	13	13	15	9	11	13	13	9
EBDA	>3%	-8	-7	-18	-4.4	-27		-26	10.5	25.7	-13.9	253	-8.9
Operating Revenue	>3.5m	3.58	3.52	3.19	3.7	3.0	5.1	3.2	4.1	8.3	2.8	1.3	3.4
Net Income	>50k	418	658	-576	-235	1.4	823	-529	307	2351	-297	3600	-565
Days Cash on Hand	>30	73	68.6	63	60	35.4	32.9	30.6	15.7	15.6	43.1	87.1	81
Receivable Days	<50	40	39	39	53.2	69.6	66.1	53.7	42.5	36.9	35.5	44	49
Accounts Payable Days	>50	35	31.6	40	58.3	53.3	45.4	47.4	42.2	53.4	41.9	35.2	40.7
Accounts Payable	<\$3m	2.3	2.1	2.85	4.0	3.8	2.9	3.4	3.0	3.7	2.9	2.4	2.8
Total Paid FTE's	<235	230	229	226	204	230	227	225	231	236	190	205	225
Inpatient Discharges	>80	75	65	60	64	57	65	63	86	63	39	44	65
Patient Days	>300	324	314	214	230	230	294	230	286	218	156	179	238
Observation Days	<20	20	21	32	18	11	21	15	16	16	13	9	16
Average Daily Census	>10	10.5	10.1	7.1	3.6	10.6	9.5	7.4	9.9	7	5.2	5.8	7.9
Outpatient Revenue	>\$15m	16.1	14.9	14.6	9.4	12.6	8.6	8.6	16.3	12.3	7.1	10.5	14.6
Surgeries	>120	115	114	115	121	111	123	102	145	80	17	34	116
Special Procedures	>50	37	34	57	47	50	50	27	79	43	1	8	46
Emergency Visits	>800	735	723	653	696	674	674	673	972	745	529	645	695
MRI	>120	93	84	N/A	114	145	159	100	146	70	39	68	116
Cardiology (Echos)	>65	63	71	N/A	88	46	85	56	68	52	35	52	70
Laboratory	>11	12.6	12.1	N/A	4	9.9	15.9	10.9	10.9	8.7	5.5	8.5	11.1
Radiology	>900	883	806	N/A	241	778	1090	766	934	684	420	572	797
Rehab	>2000	2206	1664	N/A	971	2207	3463	2062	2119	1626	566	1182	1984
CT	>350	382	426	N/A	117	356	525	340	388	335	263	367	401
Mammography	>200	213	179	N/A	75	129	158	192	243	243	15	87	228
Ultrasound	>250	228	253	N/A	76	189	248	188	238	198	110	163	272
Occupational Health	>550	580	426	N/A	534	331	458	365	572	544	392	380	462
Wound Care	>275	191	154	N/A	90	148	227	227	233	201	140	112	164



To: SVH Finance Committee
From: Ken Jensen, CFO
Date: March 23, 2021
Subject: Financial Report for the Month Ending February 28, 2021

During the month of February the hospital's volumes were consistent to previous months, but we experienced a higher case mix or patient acuity which increased our overall gross revenue. For the month of February the hospital's actual operating margin of (\$972,290) was (\$656,164) unfavorable to the budgeted operating margin of (\$316,126). After accounting for all other activity; the net loss for February was (\$479,669) vs. the budgeted net income of \$484,871 with a monthly EBDA of (12.1%) vs. a budgeted 6.5%.

Gross patient revenue for February was \$20,275,289; (\$2,726,461) under budget. Inpatient gross revenue was under budget by (\$1,070,879). Inpatient days were under budget by (51) days and inpatient surgeries were under budget by (12) cases. Outpatient gross revenue was under budget by (\$636,094). Outpatient visits were under budget by (765) cases, outpatient surgeries were under budget by (50) cases, and special procedures were under budget by (34) cases. The Emergency Room gross revenue was under budget by (\$1,019,488) with ER visits under budgeted expectations by (342) visits.

Deductions from revenue were favorable to budgeted expectations by \$1,930,958 due to the lower than budgeted gross revenue.

After accounting for all other operating revenue, the **total operating revenue** was unfavorable to budgeted expectations by (\$784,511).

Operating Expenses of \$4,378,199 were favorable to budget by \$128,347. Salaries and wages and agency fees were under budget by \$104,924 from flexing clinical staff due to lower than budgeted volumes and the CFO and CMO salary costs now in contracted labor. Contracted labor was over budget by (\$37,383) due to the UCSF contracted labor costs for the CFO and CMO. Supplies were over budget by (\$55,255) due to higher than budgeted implant costs (\$68,540) and in pharmacy due to a true-up from the costs of Remdesivir and other capitated drug costs (\$13,524). These supply overages were offset by other departments being under budget due to lower than budgeted volumes.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for February was (\$665,703) vs. a budgeted net income of \$4,662. The total net loss for February after all activity was (\$479,669) vs. a budgeted net income of \$484,871.

EBDA for the month of February was -12.1% vs. the budgeted 6.5%.

Patient Volumes – February

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	54	80	-26	86
Acute Patient Days	243	294	-51	286
Observation Days	15		15	16
OP Gross Revenue	\$15,030	\$16,685	(\$1,655)	\$16,285
Surgical Cases	99	161	-62	145

Gross Revenue Overall Payer Mix – February

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	40.7%	42.2%	-1.5%	40.6%	42.2%	-1.6%
Medicare Mgd Care	18.0%	13.3%	4.7%	15.4%	13.3%	2.1%
Medi-Cal	20.1%	17.8%	2.3%	18.9%	17.8%	1.1%
Self Pay	0.2%	1.9%	-1.7%	1.3%	1.9%	-0.6%
Commercial	18.4%	22.2%	-3.8%	21.3%	22.2%	-0.9%
Workers Comp	2.6%	2.6%	0.0%	2.5%	2.6%	-0.1%
Total	100.0%	100.0%		100.0%	100.0%	

Cash Activity for February:

For the month of February the cash collection goal was \$2,973,588 and the Hospital collected \$3,414,952 or over the goal by \$441,364. The year-to-date cash collection goal was \$24,312,765 and the Hospital has collected \$23,545,403 or under goal by (\$767,362). The year-to-date collections shortfall is due to the inability to bill claims from October 11th through mid-November. We expect to be caught up with collections in March.

	CURRENT MONTH	PRIOR MONTH	VARIANCE	PRIOR YEAR
Days of Cash on Hand – Avg.	31.9	30.6	1.3	15.7
Accounts Receivable Days	49.9	53.7	-3.8	42.5
Accounts Payable	\$3,465,299	\$3,391,691	\$73,608	\$2,983,638
Accounts Payable Days	47.6	47.4	0.2	42.2

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 28, 2021

ATTACHMENT A

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	7,860,206	9,669,748	-1,809,542	-18.7%	63,432,206	72,216,407	-8,784,201	-12.2%
Medicare Managed Care	3,336,645	3,060,461	276,184	9.0%	24,359,184	22,798,451	1,560,733	6.8%
Medi-Cal	3,846,820	4,087,193	-240,373	-5.9%	29,700,746	30,433,052	-732,306	-2.4%
Self Pay	137,422	436,336	-298,914	-68.5%	1,927,180	3,229,732	-1,302,552	-40.3%
Commercial & Other Government	4,263,879	5,138,104	-874,225	-17.0%	33,724,583	38,240,793	-4,516,210	-11.8%
Worker's Comp.	830,317	609,908	220,409	36.1%	4,303,974	4,520,839	-216,865	-4.8%
Total	20,275,289	23,001,750	(2,726,461)		157,447,873	171,439,274	(13,991,401)	

Net Revenue:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	991,958	1,267,934	-275,976	-21.8%	7,551,327	8,747,672	-1,196,345	-13.7%
Medicare Managed Care	364,028	368,073	-4,045	-1.1%	2,695,866	2,536,071	159,795	6.3%
Medi-Cal	441,615	482,684	-41,069	-8.5%	3,137,432	3,302,139	-164,707	-5.0%
Self Pay	87,744	227,504	-139,760	-61.4%	946,280	1,491,084	-544,804	-36.5%
Commercial & Other Government	1,275,796	1,639,491	-363,695	-22.2%	10,210,795	12,108,068	-1,897,273	-15.7%
Worker's Comp.	152,695	123,653	29,042	23.5%	814,764	844,981	-30,217	-3.6%
Prior Period Adj/IGT	-	-	0	*	2,708,950	1,100,000	1,608,950	*
Total	3,313,836	4,109,339	(795,503)	-19.4%	28,065,414	30,130,015	(2,064,601)	-6.9%

Percent of Net Revenue:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	29.9%	30.9%	-1.0%	-3.2%	26.8%	29.0%	-2.3%	-7.9%
Medicare Managed Care	11.1%	9.0%	2.1%	23.3%	9.6%	8.4%	1.2%	14.3%
Medi-Cal	13.3%	11.7%	1.6%	13.7%	11.2%	11.0%	0.2%	1.8%
Self Pay	2.6%	5.5%	-2.9%	-52.7%	3.4%	4.9%	-1.5%	-30.6%
Commercial & Other Government	38.5%	39.9%	-1.4%	-3.5%	36.4%	40.2%	-3.8%	-9.5%
Worker's Comp.	4.6%	3.0%	1.6%	53.3%	2.9%	2.8%	0.1%	3.6%
Prior Period Adj/IGT	0.0%	0.0%	0.0%	*	9.7%	3.7%	6.0%	162%
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	12.6%	13.1%	-0.5%	-3.8%	11.9%	12.1%	-0.2%	-1.7%
Medicare Managed Care	10.9%	12.0%	-1.1%	-9.2%	11.1%	11.1%	0.0%	0.0%
Medi-Cal	11.5%	11.8%	-0.3%	-2.5%	10.6%	10.9%	-0.3%	-2.8%
Self Pay	63.9%	52.1%	11.8%	22.6%	49.1%	46.2%	2.9%	6.3%
Commercial & Other Government	29.9%	31.9%	-2.0%	-6.3%	30.3%	31.7%	-1.4%	-4.4%
Worker's Comp.	18.4%	20.3%	-1.9%	-9.4%	18.9%	18.7%	0.2%	1.1%

**SONOMA VALLEY HOSPITAL
OPERATING INDICATORS
For the Period Ended February 28, 2021**

ATTACHMENT B

	<u>CURRENT MONTH</u>				<u>YEAR-TO-DATE</u>			<u>YTD</u>
	<u>Actual 02/28/21</u>	<u>Budget 02/28/21</u>	<u>Favorable (Unfavorable) Variance</u>		<u>Actual 02/28/21</u>	<u>Budget 02/28/21</u>	<u>Favorable (Unfavorable) Variance</u>	<u>Prior Year 02/28/20</u>
Inpatient Utilization								
Discharges								
1	41	64	(23)	Med/Surg	400	482	(82)	525
2	13	16	(3)	ICU	103	121	(18)	126
3	54	80	(26)	Total Discharges	503	603	(100)	651
Patient Days:								
4	153	213	(60)	Med/Surg	1,364	1,633	(269)	1,778
5	90	81	9	ICU	724	621	103	656
6	243	294	(51)	Total Patient Days	2,088	2,254	(166)	2,434
7	15	-	15	Observation days	153	-	153	143
Average Length of Stay:								
8	3.7	3.3	0.4	Med/Surg	3.4	3.4	0.0	3.4
9	6.9	5.1	1.9	ICU	7.0	5.1	1.9	5.2
10	4.5	3.7	0.8	Avg. Length of Stay	4.2	3.7	0.4	3.7
Average Daily Census:								
11	5.5	7.6	(2.1)	Med/Surg	5.6	6.7	(1.1)	7.3
12	3.2	2.9	0.3	ICU	3.0	2.6	0.4	2.7
13	8.7	10.5	(1.8)	Avg. Daily Census	8.6	9.3	(0.7)	10.0
Other Utilization Statistics								
Emergency Room Statistics								
14	616	958	(342)	Total ER Visits	5,444	7,079	(1,635)	7,229
Outpatient Statistics:								
15	3,748	4,513	(765)	Total Outpatients Visits	30,568	34,472	(3,904)	36,111
16	11	23	(12)	IP Surgeries	120	179	(59)	179
17	88	138	(50)	OP Surgeries	780	1,014	(234)	1,107
18	45	79	(34)	Special Procedures	347	581	(234)	580
19	209	291	(82)	Adjusted Discharges	1,842	2,128	(286)	2,430
20	938	1,069	(131)	Adjusted Patient Days	7,605	7,957	(352)	9,062
21	33.5	38.2	(4.7)	Adj. Avg. Daily Census	31.3	32.7	(1.5)	37.3
22	1.4226	1.4000	0.023	Case Mix Index - Medicare	1.5979	1.4000	0.198	1.3569
23	1.5010	1.4000	0.101	Case Mix Index - All payers	1.5095	1.4000	0.109	1.4906
Labor Statistics								
24	211	225	14	FTE's - Worked	206	216	10.1	207
25	234	252	18	FTE's - Paid	228	241	13.1	231
26	46.75	46.05	(0.70)	Average Hourly Rate	46.45	45.19	(1.25)	45.13
27	6.98	6.60	(0.39)	FTE / Adj. Pat Day	7.28	7.36	0.08	6.18
28	39.8	37.6	(2.2)	Manhours / Adj. Pat Day	41.5	41.9	0.4	35.2
29	179.0	138.1	(40.9)	Manhours / Adj. Discharge	171.3	156.8	(14.5)	131.5
30	25.2%	23.7%	-1.5%	Benefits % of Salaries	22.0%	22.5%	0.6%	22.7%
Non-Labor Statistics								
31	18.9%	13.9%	-5.0%	Supply Expense % Net Revenue	17.4%	14.7%	-2.8%	14.0%
32	2,998	1,959	(1,039)	Supply Exp. / Adj. Discharge	2,432	2,076	(356)	1,819
33	21,425	15,798	(5,627)	Total Expense / Adj. Discharge	20,050	17,451	(2,598)	14,860
Other Indicators								
34	35.9			Days Cash - Operating Funds				
35	49.9	50.0	(0.1)	Days in Net AR	51.4	50.0	1.4	43.5
36	116%			Collections % of Net Revenue	97%			101.5%
37	47.6	55.0	(7.4)	Days in Accounts Payable	47.6	55.0	(7.4)	46.2
38	16.4%	17.9%	-1.5%	% Net revenue to Gross revenue	16.3%	17.6%	-1.3%	17.8%
39	17.0%			% Net AR to Gross AR	17.0%			17.9%

Sonoma Valley Health Care District
Balance Sheet
As of February 28, 2021

ATTACHMENT C

		<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets				
Current Assets:				
1	Cash	\$ 1,406,153	\$ 2,494,590	\$ 463,356
2	Cash - Money Market	3,637,873	1,737,760	1,334,946
3	Net Patient Receivables	6,194,073	6,135,924	6,937,171
4	Allow Uncollect Accts	(951,947)	(817,681)	(1,160,611)
5	Net A/R	5,242,126	5,318,243	5,776,560
6	Other Accts/Notes Rec	2,026,449	1,258,821	329,486
7	Parcel Tax Receivable	1,753,089	1,753,089	1,691,803
8	GO Bond Tax Receivable	1,411,343	1,411,343	1,172,250
9	3rd Party Receivables, Net	215,106	2,204,474	2,950,548
10	Inventory	892,181	892,737	960,964
11	Prepaid Expenses	688,079	751,562	595,721
12	Total Current Assets	<u>\$ 17,272,399</u>	<u>\$ 17,822,619</u>	<u>\$ 15,275,634</u>
13	Property, Plant & Equip, Net	\$ 52,536,643	\$ 52,781,967	\$ 49,287,767
14	Trustee Funds - GO Bonds	5,111,704	5,111,640	4,558,768
15	Restricted Funds - Board Approved	1,000,000	1,000,000	-
16	Total Assets	<u><u>\$ 75,920,746</u></u>	<u><u>\$ 76,716,226</u></u>	<u><u>\$ 69,122,169</u></u>
 Liabilities & Fund Balances				
Current Liabilities:				
17	Accounts Payable	\$ 3,465,299	\$ 3,391,691	\$ 2,983,638
18	Accrued Compensation	3,498,407	3,511,478	3,040,852
19	Interest Payable - GO Bonds	628,104	538,373	472,594
20	Accrued Expenses	1,741,627	1,620,609	1,646,798
21	Advances From 3rd Parties	-	-	-
22	Deferred Parcel Tax Revenue	1,266,652	1,583,319	1,266,656
23	Deferred GO Bond Tax Revenue	1,103,065	1,378,830	1,034,933
24	Current Maturities-LTD	292,889	300,918	370,245
25	Line of Credit - Union Bank	5,473,734	5,473,734	5,473,734
26	Other Liabilities	252,412	219,146	44,236
27	Total Current Liabilities	<u>\$ 17,722,189</u>	<u>\$ 18,018,098</u>	<u>\$ 16,333,686</u>
28	Long Term Debt, net current portion	\$ 27,203,755	\$ 27,223,657	\$ 28,723,482
29	Fund Balances:			
30	Unrestricted	\$ 16,601,558	\$ 17,081,227	\$ 15,808,390
31	Restricted	14,393,244	14,393,244	8,256,611
32	Total Fund Balances	<u>\$ 30,994,802</u>	<u>\$ 31,474,471</u>	<u>\$ 24,065,001</u>
33	Total Liabilities & Fund Balances	<u><u>\$ 75,920,746</u></u>	<u><u>\$ 76,716,226</u></u>	<u><u>\$ 69,122,169</u></u>

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended February 28, 2021**

ATTACHMENT D

	Month				Volume Information	Year-To-Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual		\$	%		Actual	Budget	\$	%		
1	54	80	(26)	-33%	Acute Discharges	503	603	(100)	-17%	651	
2	243	294	(51)	-17%	Patient Days	2,088	2,254	(166)	-7%	2,434	
3	15	-	15	0%	Observation Days	153	-	153	*	143	
4	15,030	16,685	(1,655)	-10%	Gross O/P Revenue (000's)	114,305	122,945	(8,640)	-7%	\$ 129,962	
Financial Results											
Gross Patient Revenue											
5	\$ 5,245,593	\$ 6,316,472	(1,070,879)	-17%	Inpatient	\$ 43,143,203	\$ 48,494,543	(5,351,340)	-11%	\$ 47,864,639	
6	9,143,900	9,779,994	(636,094)	-7%	Outpatient	68,963,090	72,122,434	(3,159,344)	-4%	76,090,513	
7	5,885,796	6,905,284	(1,019,488)	-15%	Emergency	45,341,580	50,822,297	(5,480,717)	-11%	54,144,842	
8	\$ 20,275,289	\$ 23,001,750	(2,726,461)	-12%	Total Gross Patient Revenue	\$ 157,447,873	\$ 171,439,274	(13,991,401)	-8%	\$ 178,099,994	
Deductions from Revenue											
9	(16,761,453)	(18,679,303)	1,917,850	10%	Contractual Discounts	\$ (130,888,409)	\$ (140,704,395)	9,815,986	7%	\$ (144,728,185)	
10	(160,000)	(200,000)	40,000	20%	Bad Debt	(970,000)	(1,600,000)	630,000	39%	(1,730,000)	
11	(40,000)	(13,108)	(26,892)	-205%	Charity Care Provision	(233,000)	(104,864)	(128,136)	*	(74,012)	
12	-	-	-	*	Prior Period Adj/Government Program Revenue	2,708,950	1,100,000	1,608,950	146%	-	
13	\$ (16,961,453)	\$ (18,892,411)	1,930,958	-10%	Total Deductions from Revenue	\$ (129,382,459)	\$ (141,309,259)	11,926,800	-8%	\$ (146,532,197)	
14	\$ 3,313,836	\$ 4,109,339	(795,503)	-19%	Net Patient Service Revenue	\$ 28,065,414	\$ 30,130,015	(2,064,601)	-7%	\$ 31,567,797	
15	\$ 92,073	\$ 81,081	10,992	14%	Other Op Rev & Electronic Health Records	\$ 680,275	\$ 648,648	31,627	5%	\$ 531,862	
16	\$ 3,405,909	\$ 4,190,420	(784,511)	-19%	Total Operating Revenue	\$ 28,745,689	\$ 30,778,663	\$ (2,032,974)	-7%	\$ 32,099,659	
Operating Expenses											
17	\$ 1,745,545	\$ 1,850,469	104,924	6%	Salary and Wages and Agency Fees	\$ 14,654,336	\$ 15,077,620	423,284	3%	\$ 14,413,230	
18	628,550	691,497	62,947	9%	Employee Benefits	5,246,610	5,424,434	177,824	3%	5,237,024	
19	\$ 2,374,095	\$ 2,541,966	167,871	7%	Total People Cost	\$ 19,900,946	\$ 20,502,054	601,108	3%	\$ 19,650,254	
20	\$ 471,174	\$ 433,791	(37,383)	-9%	Med and Prof Fees (excl Agency)	\$ 3,451,608	\$ 3,434,634	(16,974)	0%	\$ 3,455,744	
21	625,111	569,856	(55,255)	-10%	Supplies	4,480,480	4,418,348	(62,132)	-1%	4,418,842	
22	405,565	430,250	24,685	6%	Purchased Services	3,445,326	3,300,416	(144,910)	-4%	3,008,683	
23	253,898	266,953	13,055	5%	Depreciation	2,045,458	2,135,624	90,166	4%	2,067,365	
24	87,283	91,693	4,410	5%	Utilities	944,150	805,497	(138,653)	-17%	805,372	
25	44,423	42,599	(1,824)	-4%	Insurance	359,992	340,792	(19,200)	-6%	307,800	
26	15,233	23,821	8,588	36%	Interest	140,998	190,568	49,570	26%	268,495	
27	101,417	105,617	4,200	4%	Other	818,816	861,267	42,451	5%	794,949	
28	-	-	-	*	Matching Fees (Government Programs)	620,237	425,000	(195,237)	46%	451,221	
29	\$ 4,378,199	\$ 4,506,546	128,347	3%	Operating expenses	\$ 36,208,011	\$ 36,414,200	206,189	1%	\$ 35,228,725	
30	\$ (972,290)	\$ (316,126)	(656,164)	-208%	Operating Margin	\$ (7,462,322)	\$ (5,635,537)	(1,826,785)	-32%	\$ (3,129,066)	

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended February 28, 2021**

ATTACHMENT D

	Month					Year-To- Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual		\$	%		Actual	Budget	\$	%		
31	\$ (10,080)	\$ 4,121	(14,201)	-345%						\$ 1,991,775	
32	-	-	-	0%						13,461	
33	-	-	-	*						(107,328)	
34	316,667	316,667	-	0%						2,533,336	
35	0	0	-	0%						(5,444)	
36	<u>\$ 306,587</u>	<u>\$ 320,788</u>	<u>(14,201)</u>	<u>-4%</u>						<u>\$ 4,425,800</u>	
37	<u>\$ (665,703)</u>	<u>\$ 4,662</u>	<u>(670,365)</u>	<u>-14379%</u>	Net Income / (Loss) prior to Restricted Contributions	<u>\$ (4,903,018)</u>	<u>\$ (3,076,916)</u>	<u>(1,826,138)</u>	<u>59%</u>	<u>\$ 1,296,734</u>	
38	\$ -	\$ -	-	0%	Capital Campaign Contribution	\$ -	\$ -	-	0%	\$ -	
39	\$ -	\$ 294,175	(294,175)	0%	Restricted Foundation Contributions	\$ 5,098,311	\$ 2,353,400	2,744,911	100%	\$ 1,387,909	
40	<u>\$ (665,703)</u>	<u>\$ 298,837</u>	<u>(964,540)</u>	<u>-323%</u>	Net Income / (Loss) w/ Restricted Contributions	<u>\$ 195,293</u>	<u>\$ (723,516)</u>	<u>918,809</u>	<u>-127%</u>	<u>\$ 2,684,643</u>	
41	186,034	186,034	-	0%	GO Bond Activity, Net	1,482,572	1,482,572	-	0%	1,301,071	
42	<u>\$ (479,669)</u>	<u>\$ 484,871</u>	<u>(964,540)</u>	<u>-199%</u>	Net Income/(Loss) w GO Bond Activity	<u>\$ 1,677,865</u>	<u>\$ 759,056</u>	<u>918,809</u>	<u>121%</u>	<u>\$ 3,985,714</u>	
	\$ (411,805)	\$ 271,615	(683,420)		EBDA - Not including Restricted Contributions	\$ (2,857,560)	\$ (941,292)	(1,916,268)		\$ 3,364,099	
	-12.1%	6.5%				-9.9%	-3.1%			10.5%	

* Operating Margin without Depreciation expense:

\$ (972,290)	\$ (316,126)	\$ (656,164)	-208%	Operating Margin	\$ (7,462,322)	\$ (5,635,537)	\$ (1,826,785)	-32%
253,898	266,953	13,055	5%	Add back Depreciation	2,045,458	2,135,624	90,166	4%
<u>\$ (718,392)</u>	<u>\$ (49,173)</u>	<u>\$ (643,109)</u>	<u>-1361%</u>	Operating Margin without Depreciation expense	<u>\$ (5,416,864)</u>	<u>\$ (3,499,913)</u>	<u>\$ (1,736,619)</u>	<u>-55%</u>

**Sonoma Valley Health Care District
Variance Analysis
For the Period Ended February 28, 2021**

ATTACHMENT E

Operating Expenses	YTD Variance	Month Variance	
Salary and Wages and Agency Fees	423,284	104,924	Salaries and wages are under budget by \$146,155 and agency fees are over budget by (\$41,231). Nursing registry companies have increased their hourly costs due to COVID-19.
Employee Benefits	177,824	62,947	
Total People Cost	601,108	167,871	
Med and Prof Fees (excl Agency)	(16,974)	(37,383)	Professional fees (contracted labor) is over budget due to CFO and CMO costs (UCSF). These costs are offset by their salary savings in Salaries and Wages.
Supplies	(62,132)	(55,255)	Supplies are over budget in surgery due to high implant costs (\$68,540) and in pharmacy due to a true-up from the costs of Remdesivir and other capitated drug costs (\$13,524). These costs were offset by other departments being under budget in supplies due to lower than budgeted volumes.
Purchased Services	(144,910)	24,685	
Depreciation	90,166	13,055	
Utilities	(138,653)	4,410	
Insurance	(19,200)	(1,824)	
Interest	49,570	8,588	
Other	42,451	4,200	
Matching Fees (Government Programs)	(195,237)	-	
Operating expenses	206,189	128,347	

Sonoma Valley Hospital
Cash Forecast
FY 2021

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	3,655,695	3,057,733	3,407,984	2,690,146	615,541	3,531,959	4,446,430	3,450,250	3,833,065	3,729,608	3,741,302	3,744,621	39,904,334
2 Other Operating Revenue	38,268	137,152	105,236	168,211	117,406	166,223	123,679	100,600	81,081	81,081	81,081	81,081	1,281,100
3 Other Non-Operating Revenue	73,172	15,194	22,125	4,004	12,969	16,141	22,280	46,486	23,796	23,796	23,796	23,796	307,555
4 Unrestricted Contributions	-	3,306	653	498	5,456		104,664						114,578
5 Line of Credit	-												-
Sub-Total Hospital Sources	3,767,135	3,213,385	3,535,999	2,862,859	751,372	3,714,323	4,697,054	3,597,336	3,937,942	3,834,485	3,846,179	3,849,498	41,607,566
Hospital Uses of Cash													
6 Operating Expenses	5,534,264	3,523,571	3,598,086	3,371,953	2,861,765	5,271,701	4,968,063	4,675,467	4,364,772	4,268,227	4,447,890	4,195,188	51,080,947
7 Add Capital Lease Payments	7,854	88,349	7,904	7,929	74,551	7,979	8,004	27,931					230,500
8 Additional Liabilities/LOC		-											-
9 Capital Expenditures	784,429	998,868	96,188	1,281,930	2,357,570	416,954	547,191	6,372	294,175	294,175	294,175	294,175	7,666,200
Total Hospital Uses	6,326,547	4,610,788	3,702,178	4,661,812	5,293,886	5,696,634	5,523,258	4,709,769	4,658,947	4,562,402	4,742,065	4,489,363	58,977,647
Net Hospital Sources/Uses of Cash	(2,559,412)	(1,397,403)	(166,179)	(1,798,952)	(4,542,514)	(1,982,311)	(826,205)	(1,112,433)	(721,005)	(727,917)	(895,886)	(639,865)	(17,370,081)
Non-Hospital Sources													
10 Restricted Cash/Money Market	1,000,000	1,000,000			4,500,000			(1,900,000)		2,000,000		(4,000,000)	2,600,000
11 Restricted Capital Donations	784,428	973,350	71,332	-	2,306,562	391,178	459,231	-	294,175	294,175	294,175	294,175	6,162,781
12 Parcel Tax Revenue	86,141					2,046,911				1,600,000			3,733,052
13 Other Payments - South Lot/Ins. Claims/HHS	340,068	49,150			10,839								400,057
14 Other:													-
15 IGT			108,320		(129,950)	30,856		1,984,768				5,120,000	7,113,993
16 IGT - AB915								(60,772)			337,735		276,963
17 PRIME		14,229	270,000			712,947							997,176
Sub-Total Non-Hospital Sources	2,210,637	2,036,729	449,652	-	6,687,451	3,181,892	459,231	23,996	294,175	3,894,175	631,910	1,414,175	21,284,023
Non-Hospital Uses of Cash													
18 Matching Fees		142,041			313,968	620,237				2,282,082			3,358,328
Sub-Total Non-Hospital Uses of Cash	-	142,041	-	-	313,968	620,237	-	-	-	2,282,082	-	-	3,358,328
Net Non-Hospital Sources/Uses of Cash	2,210,637	1,894,688	449,652	-	6,373,483	2,561,656	459,231	23,996	294,175	1,612,093	631,910	1,414,175	17,925,696
Net Sources/Uses	(348,775)	497,285	283,473	(1,798,952)	1,830,969	579,345	(366,974)	(1,088,437)	(426,830)	884,176	(263,976)	774,310	
Operating Cash at beginning of period	1,818,218	1,469,443	1,966,728	2,250,201	451,249	2,282,218	2,861,564	2,494,590	1,406,153	979,323	1,863,499	1,599,523	
Operating Cash at End of Period	1,469,443	1,966,728	2,250,201	451,249	2,282,218	2,861,564	2,494,590	1,406,153	979,323	1,863,499	1,599,523	2,373,833	
Money Market Account Balance - Unrestricted	8,236,372	7,236,714	6,237,010	6,237,307	1,737,535	1,737,651	1,737,760	3,637,873	3,637,873	1,637,873	1,637,873	5,637,873	
Total Cash at End of Period	9,705,815	9,203,442	8,487,211	6,688,556	4,019,754	4,599,215	4,232,350	5,044,026	4,617,196	3,501,372	3,237,396	8,011,706	
Average Days of Cash on Hand	73.00	68.60	63.00	60.10	35.35	28.30	30.56	31.92	33.17	25.15	23.26	57.55	