



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

AGENDA

**THURSDAY, JULY 1, 2021
REGULAR SESSION 6:00 P.M.**

HELD VIA ZOOM VIDEOCONFERENCE ONLY

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

<https://sonomavalleyhospital-org.zoom.us/j/96762690659?pwd=T0NjczVGZFNFUW0vbWEvNk1Gc09mdz09>

and enter the Meeting ID: 967 6269 0659, Passcode: 793555

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

and enter the Meeting ID: 967 6269 0659, Passcode: 793555

<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>Rymer</i>		
<p>2. 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>			
<p>3. BOARD CHAIR COMMENT</p>	<i>Rymer</i>	Inform	
<p>4. CONSENT CALENDAR a. Board-Finance Budget Study Session Minutes 05.25.21 b. Board Minutes 06.03.21 c. Finance Committee Minutes 05.25.21</p>	<i>Rymer</i>	Action	Page 3 Pages 4-7 Pages 8-10
<p>5. ANCILLARY SERVICES ANNUAL REPORT</p>	<i>Kuwahara</i>	Inform	Pages 8-23
<p>6. APPOINTMENTS TO FINANCE COMMITTEE</p>	<i>Boerum</i>	Action	Pages 24-30

7. RESOLUTION NO. 358 AUTHORIZING THE COMMENCEMENT OF PROCEEDINGS IN CONNECTION WITH THE PROPOSED ISSUANCE OF GO REFUNDING BONDS ...	<i>Boerum</i>	Action	Pages 31-46
8. APPROVE TIMING CHANGE TO PARCEL TAX RESOLUTION	<i>Rymer</i>	Action	
9. CMO REPORT	<i>Kidd</i>	Inform	Pages 47-48
10. ADMINISTRATIVE REPORT FOR MAY 2021	<i>Hennelly</i>	Inform	Pages 49-51
11. FINANCIALS FOR THE MONTH ENDED MAY 31, 2021	<i>Jensen</i>	Inform	Pages 52-61
12. BOARD COMMENTS	<i>Board Members</i>	Inform	
13. ADJOURN	<i>Rymer</i>		

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



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

THURSDAY, MAY 6, 2021

HELD VIA ZOOM VIDEOCONFERENCE

	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>Rymer</i>	
The meeting was called to order at 4:00 p.m.		
2. PUBLIC COMMENT	<i>Rymer</i>	
None		
3. FY 2022 BUDGET	<i>Jensen/ Dungan</i>	
<p>Mr. Jensen discussed the assumptions for assembling the FY 2022 budget which he believes is a conservative forecast of the coming fiscal year.</p> <p>Ms. Dungan discussed the budget schedules. The proposed budget projects gross patient revenue at \$269,596,320. Some of the major assumptions in the budget include:</p> <ul style="list-style-type: none"> • 6% price increase • Salary increases at 2% in January 2022 • Employee benefits increased due to changing providers • Costs for the CEO, CFO and CMO now included in professional fees • Purchased services include additional IT costs due to increased need for security and a reduction of COVID testing costs due to the acquisition of equipment to accomplish testing at the hospital. <p>The projected operating margin is (\$6.5 million). Projected net income is estimated at \$6 million. Cash projected at the end of the year is \$8 million, or 57 days' cash. The budget is projected to be cash neutral during very challenging times.</p>		No action was taken.
4. ADJOURN	<i>Rymer</i>	
Adjourned 4:33 p.m.		



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

MINUTES

THURSDAY, JUNE 3, 2021

HELD VIA ZOOM VIDEOCONFERENCE

	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>Rymer</i>	
The meeting was called to order at 6:00 p.m.		
2. PUBLIC COMMENT	<i>Rymer</i>	
None		
3. BOARD CHAIR COMMENTS	<i>Rymer</i>	
Mr. Rymer mentioned projects hospital staff have been working on, such as the CT opening, approving the budget, the parcel tax, the EHR discussion, and the past year dealing with the impact of the pandemic. The hospital has a new leader and the District has two new Board members. He acknowledged that this is a tough moment as we transition to some semblance of normalcy and expressed his thanks for everything the Board and hospital staff do.		
4. CONSENT CALENDAR	<i>Rymer</i>	
<ul style="list-style-type: none"> a. Board Minutes 05.06.21 b. Finance Committee Minutes 04.27.21 c. Quality Committee Minutes 04.28.21 d. Policies and Procedures e. Medical Staff Credentialing 		
		MOTION: by Boerum to approve, 2 nd by Kornblatt Idell. All in favor.
5. CONSIDERATION OF FY 2022 BUDGET	<i>Boerum</i>	
Mr. Boerum introduced the budget and reported that the Finance Committee recommended approval to the Board. Mr. Jensen based the budget upon the first seven months of FY 2021 (July to January) and annualized it, then added 10% volume for the remaining months. The main goal was to preserve cash. If the first six months of FY 2022 do better, parity adjustments might be made for any staff behind market.		MOTION: by to Boerum to approve, 2 nd by Mainardi. All in favor.
6. APPROVAL OF RESOLUTION NO. 357 – PARCEL TAX	<i>Rymer</i>	
Mr. Hennelly introduced the resolution and said he felt comfortable recommending a \$250 per parcel tax over a 10 year period. Language is being reinstated for the amount “up to \$250” maximum. Mr. Boerum said there are financial management reasons for a 10 year renewal and the resolution has his full support. This is to offset the		MOTION: by Boerum to approve, 2 nd by Bjorndal. All in favor.

<p>losses in operations due to our payer mix. The date of the election is up in the air at this time, but likely to be November 2021.</p> <p>Mr. Rymer asked if any Board members felt uncomfortable with the resolution; there were none that did. The District is permitted to go back to voters at any time to ask for an increase in the tax, should that become necessary. Mr. Hennelly said reimbursements and costs could change in the future, but he felt comfortable with this amount now.</p>		
<p>7. CONSIDERATION OF REFINANCING OF GO BONDS</p>	<p><i>Boerum</i></p>	
<p>Mr. Boerum said one of the two series of GO bonds was refinanced previously with Mr. Gary Hicks. Mr. Hicks has now proposed a refinancing of the remaining bond series, which would save District taxpayers some interest over the remaining life of the bonds. The Finance Committee recommended approval to the Board. Mr. Rymer thanked Mr. Boerum for championing this effort and the Finance staff for managing the refinance.</p>		<p>MOTION: by Boerum to approve, 2nd by Mainardi. All in favor.</p>
<p>8. OUTPATIENT DIAGNOSTIC CENTER PHASE I (CT) UPDATE</p>	<p><i>Hennelly</i></p>	
<p>The Outpatient Diagnostic Center is a multi-phase project, and the CT phase has largely been completed. A new air handler is being installed now with completion due at the end of July to solve the air balancing issue for occupancy the first week of August. The second phase MRI project has been put on hold. Mr. Hennelly indicated management is getting clarity on what has been done and what is left to do, with the hope of arriving at completion on budget. A cost estimate and completion date should be available at the next meeting. There will be no time during this construction when the hospital is without CT or MRI services.</p>		
<p>9. ELECTRONIC HEALTH RECORD (EHR) DISCUSSION</p>	<p><i>Hennelly</i></p>	
<p>Mr. Hennelly indicated the EHR is a 20 year old system which is nearing end of life and may not be supported in a few years. The decision point was escalated by the fact that MarinHealth is implementing UCSF's Epic system; it eases exchange of information both for the hospitals and the patients. We currently use a different provider so do not have the benefit of either of those. The question is do we implement UCSF Epic with a price tag of \$9 million. SVH does not have a viable funding proposal for that price right now. We have looked at alternative systems or implementing Epic with a different partner, both of which are less expensive. Dr. Kidd said we may be giving up the ability to customize if we go with a different version of Epic. Mr. Hennelly said the estimate is all-inclusive; UCSF's team would be available and included in the price. The cost-benefit information is being gathered, but at this time we are not ready to come to the Board for decision this month.</p>		
<p>10. DISCUSSION OF CEO GOALS FOR FY 2022</p>		
<p>Typically the CEO sets their goals for the coming year at this time. Mr. Rymer asked Mr. Hennelly to start thinking about this. Mr. Hennelly said that ideally he would like to set goals after a Board retreat to set strategic direction. Alternatively, goals could be set on</p>		

current performance. Mr. Rymer indicated that a Board retreat could be held this summer, and the Board members were supportive of that.		
11. DISCUSSION REGARDING IN-PERSON BOARD MEETINGS	<i>Rymer</i>	
Mr. Rymer reported that the City Council plans to restart in-person meetings in August depending on additional technical enhancements to the Council Chambers to allow the public to participate via Zoom. Dr. Mainardi thought this move premature. The hospital needs to be a model, and he quoted COVID and vaccination rates that suggest tabling the discussion of resuming in-person Board meetings for six months. Ms. Kornblatt Idell suggested tabling for a minimum of three months; Mr. Boerum and Dr. Bjorndal agreed to that time frame.		
12. GOVERNANCE COMMITTEE REPORT: a. Recommendation that Board policies be reviewed no less frequently than every three years b. Recommendation for revision to SVHCD Bylaws adding the Affiliation Oversight Committee c. Recommendation to approve revisions to Medical Staff Bylaws	<i>Boerum</i>	
a. b. c. Mr. Rymer added that the charter for the Affiliation Committee is being prepared; another bylaws revision may be needed since members of that committee will not all be residents of the district.		MOTION: by Boerum to approve, 2 nd by Bjorndal. All in favor. MOTION: by Boerum to approve, 2 nd by Bjorndal. All in favor. MOTION: by Boerum to approve, 2 nd by Bjorndal. All in favor.
13. CMO REPORT	<i>Kidd</i>	
Dr. Kidd welcomed the change from a focus on COVID to the EHR and the search for a GI physician. SVH has had a long stretch of no COVID inpatients since February. Official notice has been received from CDPH that all waivers end July 17th. The hospital is in the process of de-escalation, removing additional beds and closing drive thru testing. The tribute and dedication to Dr. Cohen is in process. The recent transition to virtual case management has been a bit of a challenge. The ED census has averaged 25/day for the month of May. The OR team is revamping central sterile. Six Daisy awards were given to nurses during May. The new slate of medical staff department chairs will come to the Board in July.		
14. ADMINISTRATIVE REPORT FOR MAY 2021	<i>Hennelly</i>	
Mr. Hennelly indicated the hospital is recruiting for IT leadership through UCSF and he expected it to be budget neutral. He continues to be out in the community and has received lots of requests for senior services/geriatric medicine. COVID is still a significant issue in unvaccinated populations.		

15. FINANCIALS FOR THE MONTH ENDED APRIL 30, 2021	<i>Jensen</i>	
<p>Mr. Jensen discussed patient volumes, operating revenues, and the payer mix for the month of April. The cash goal for the month was \$3.3 million and the hospital collected \$3.7 million. The year-to-date cash collection goal was \$30.3 million and the hospital has collected \$31 million. Days' cash were 32.4, A/R days were 43, A/P was \$3.3 million, and A/P days were 45. ER revenue was down 11%, while outpatient revenue was up 8%. IGT funds are expected in June. Total operating revenue was \$9.1 million, total operating expenses were \$6.7 million, and the operating margin was \$2.4 million. After accounting for all activity, net income was \$3.1 million and EBDA was 32.1%. May figures are looking promising.</p>		
16. BOARD COMMENTS	<i>Board</i>	
<p>Mr. Boerum mentioned on behalf of the Finance Committee that two positions are open for community members, and three have declared interest. We are collecting material and will schedule one-on-one meetings and will present the candidates at the July 1st Board meeting. The deadline for sending letters of interest and resumes is June 15th. Ms. Kornblatt Idell added her thanks to all hospital staff for their efforts during the past year.</p>		
17. ADJOURN	<i>Rymer</i>	
Adjourned 7:37 p.m.		



**SVHCD
FINANCE COMMITTEE MEETING
MINUTES**

**TUESDAY, MAY 25, 2021
Via Zoom Teleconference**

Present	Excused	Staff	Public	
Bill Boerum via Zoom Joshua Rymer via Zoom Subhash Mishra, MD via Zoom Bruce Flynn via Zoom Art Grandy via Zoom Peter Hohorst via Zoom Wendy Lee via Zoom		Ken Jensen, CFO, via Zoom Sabrina Kidd, CMO, via Zoom Sarah Dungan via Zoom John Hennelly, CEO, via Zoom Kimberly Drummond via Zoom Dawn Kuwahara via Zoom	Carl Gerlach via Zoom Gary Hicks 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>			;
	Mr. Boerum welcomed Wendy Lee Myatt to the Committee. There are two additional vacancies on the Committee, and applications are being accepted through June 15, 2021.			
3. CONSENT CALENDAR	<i>Boerum</i>			
a. Finance Committee Minutes 04.27.21			MOTION: by Flynn to approve, 2 nd by Grandy. All in favor.	
4. FY 2022 BUDGET RECOMMENDATION	<i>Jensen/Dungan</i>			
	Ms. Dungan reviewed the budget schedules.		MOTION: by Rymer to recommend approval to the Board, 2 nd by Flynn. All in favor.	

5. GO BOND REFINANCING	<i>Boerum</i>		
	Mr. Boerum and Mr. Hicks reviewed a proposal from Mr. Hicks to refinance one of the two series of GO bonds issued by the District in 2009 and 2010.	MOTION: by Rymer to recommend approval to the Board, 2 nd by Flynn. All in favor.	
6. ADMINISTRATIVE REPORT FOR MAY 2021	<i>Hennelly</i>		
	<p>Mr. Hennelly reported this month's update is mainly the ODC project. Phase 1 (CT) is almost complete and is fully funded. It should be operational by the end of July. Phase 2 (MRI) has been put on hold. Some modification to the project will be needed in order to come in on budget.</p> <p>Another major project is analysis of the Electronic Health Record and how SVH will move forward. The current Paragon system is 20 years old and needs replacement. UCSF has offered a discount if SVH joins Epic in the next several weeks. The initial cost would be \$10 million. Management would work with the Finance Committee on financing that. Connectivity with Epic could lead to more referrals. It is likely that a special meeting may be needed. There are other option to explore in addition to price, and that data is being collected currently.</p> <p>Volumes are picking up.</p>		
7. FINANCIAL REPORT FOR MONTH ENDED APRIL 30, 2020	<i>Jensen</i>		
	Mr. Jensen discussed the volumes and payer mix for the month of April. The cash goal was \$3.3 million and the hospital collected \$3.7 million. The year-to-date goal was \$30.3 million and the hospital has collected \$31 million. Days' cash on hand were 32.4, A/R days were 43.0, A/P were \$3.3 million, and A/P days were 45.0. Outpatient revenue was up by 8%, while emergency revenue was down by 11%. Total operating revenue was \$9.1 million. Operating expenses were \$6.7 million, for an operating margin of \$2.4 million. After all activity		

	net income for the month was \$3.1 million vs. a \$2.7 million budget. EBDA was 32.1%.		
8. ADJOURN	<i>Boerum</i>		
	Meeting adjourned at 5:45 p.m.		

Ancillary Services Annual Review FY 2021

SVHCD Board of Directors
July 1, 2021

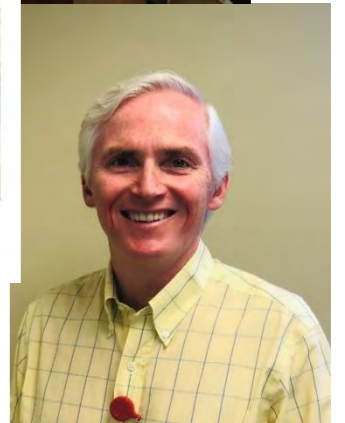
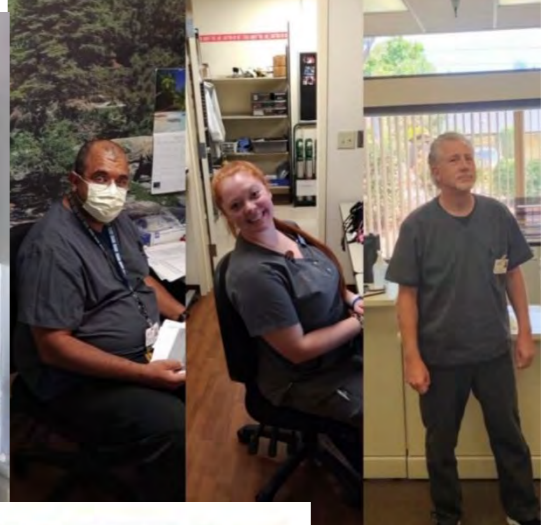
TODAY'S TOPICS

- Who Are We
- Our Staff
- Our Dashboard
 - ❖ Quality, Patient Experience
- Volumes
- Financial Performance
- Accomplishments
- Challenges
- **What's Next**

Who Are We

- Diagnostic Services
 - ❖ Imaging and Cardiology
- Laboratory
- Rehab Services
- Occupational Health
- Wound Care
- Patient Access/Admitting
- Physician Clinics

Our Staff



Our Mission

To support the mission and vision of the hospital while providing compassionate patient centered healthcare with excellence in quality, service, and access.



Dashboard

CY 2020							
Unit/Indicator	Q1	Q2	Q3	Q4	Goal	Staff Turnover	
Wound Care							
Mean Time to Heal	17	11	12	14	<31 days	0.0%	
Percent Outliers	11%	3%	3%	1%	<22%		
Percent Healed	100%	100%	100%	100%	>97%		
Diagnostic Services							
Exam Tracking	100%	SDE	SDE	SDE	>95%	6.3%	
Repeat Analysis	4%	4%	5%	3%	<5%		
Clinical Lab Services							
Blood Culture Contamination	2.7%	3.0%	2.9%	2.3%	<3%	10.9%	
Critical Values	74%	76%	90%	99%	100%		
Unit/Indicator							
Occ Health							
Chart Audits	100%	100%	100%	100%	100%	0.0%	
Employer Complaints	0	0	1	1	<3		
Patient Complaints	0	0	0	0	<3		
Rehab Services							
Functional Ability/OP	n/a	100%	72%	61%	100%	10.6%	
Ambulation Distance/IP	45%	50%	54%	56%	>150 feet		
Patient Access							
Registration Accuracy	98.5%	98.5%	99.0%	SDE	97%	8.6%	
POS Collections	0.84%	0.50%	0.75%	SDE	1%		
					Total Staff Turnover		19.3%

Patient Experience Rate My Hospital

Department	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
Cardiopulmonary	4.747	4.806	4.962	4.882
Medical Imaging	4.859	4.843	4.842	4.739
OP Rehab	4.865	4.922	4.913	4.886

Annual Volumes

Department	FY 2020	FY 2021 ann.
OP Rehab	23,318	25,184
Lab	122,921	134,862
X Ray	10,414	9,609
CT	4,602	4,676
MRI	1,415	1,336
Ultrasound	2,796	2,516
Mammo	2,253	2,112
PFT	632	675
EKG	948	688
Echo	854	768
Occ Health	6,827	5,592
Wound Care	2,881	1,997

FINANCIAL PERFORMANCE

Fiscal Year	OP DX	Rehab Svcs.	Occ Health
2019	\$3,021,917	\$276,423	\$78,129
2020	\$1,812,076	\$288,256	\$41,397
2021 through March	\$1,420,170	\$314,566	\$109,189**

****Downstream Revenue - \$311,325**

ACCOMPLISHMENTS

- New CT Room – 128 slice CT
- New Cardiology Equipment
- New Director of Diagnostic Services
- Cardiopulmonary/Medical Imaging = Diagnostic Services
- COVID 19 Drive Through Testing/24 Hr. Hotline
 - ❖ Students at Screening Desk
- Lab Procurement COVID 19 Testing Equipment
- E H R for Wound Care
- Telehealth

Our Challenges

- Turnover
- Staffing
- Regulatory Changes

What's Next

- Phase II and III of Outpatient Diagnostic Center
- New PACS system
- E H R for Occupational Health
- Remote Reading for Cardiology Testing
- Text Reminders for Outpatient Services
- Explore Expanding our Physical Therapy Clinic

Questions?

Thank you!



To: SVHCD Board of Directors
Meeting Date: July 1, 2021
Prepared by: Bill Boerum, Treasurer & Chair of Finance Committee
Agenda Item Title: Appointments to Finance Committee

Background:

The Charter of the Finance Committee provides for two additional community members. Having a full complement on this advisory committee will strengthen its capacity to provide sound recommendations to the Board on financial matters. During the past two months, applicants were solicited through public announcements. Three people stepped forward and provided letters of interest along with their CVs. Later, one applicant withdrew due to potential schedule conflicts.

The two applicants for consideration, Carl Gerlach and Catherine Donahue, were interviewed by me as well as CEO John Hennelly and CFO Ken Jensen. Their letters of interest and CVs are attached for your consideration and display the distinctive and different attributes they would bring to the Committee. As you consider them, they are available to say a few words as well as respond to your questions.

Recommendation:

It is my pleasure to recommend your approval for both applicants.

June 2, 2021

Bill Boerum

Treasurer, Sonoma Valley Hospital District

Bill,

I would like to formally volunteer to serve on the SVH Finance Committee. My wife and I have returned to our family home here in Sonoma after spending several years on projects in Truckee and Southern Oregon. Although I served as CEO at SVH, these projects emphasized my financial planning and management experience and skills and dealt with similar challenges to those facing SVH now. I attended your last Finance Committee meeting and have studied the various financial and planning documents that are available on the SVH website. I believe that I can help and that serving on the Finance Committee would be a good way to do so. Along with this letter, I am sending you a copy of my resume.

Sincerely,

Carl Gerlach

Carl H. Gerlach

Carl has over forty years of experience in healthcare as CFO, CEO, Board Member and consultant for hospitals, medical groups/clinics, healthcare systems, and managed care organizations. His expertise is improving financial performance and business planning. Most recently he worked for Curry Health Network (Gold Beach, Oregon) as CFO, Tahoe Forest Hospital (Truckee, California) as Director of Business Planning & Development, Sonoma Valley Hospital (Sonoma, California) as CEO, and Sutter Health (Northern California) as consultant. He was on the Board of Directors of Eskaton, an aging services company serving Northern and Central California. He holds an MBA from Stanford Graduate School of Business and a B.A. from Occidental College.

Achievements

Business plans that worked

- As CFO or CEO developed and executed several comprehensive business plans
- Results: financial performance improvement, facility construction projects, bond financings, affiliations, development of hospital/physician business relationships

Facility planning and improvement projects of strategic importance

- As CFO, CEO, and consultant, led development of several facility master plans that were key parts of overall strategic plans
- Most recently for Curry Health Network
 - Managed the financing of a new hospital facility
 - Developed a business plan for a free-standing emergency room (the only one in Oregon) that was opened in December 2019
- For Sonoma Valley Hospital
 - Achieved community consensus for a plan to meet state seismic standards, upgraded all building mechanical systems, constructed all new emergency and surgery facilities
 - Obtained special legislation and became the only district hospital to have design-build contracting capability in California
 - Construction was completed on time and within budget

Bond Measures with favorable terms

- As CFO or CEO, directed several significant debt financings
- Obtained 82% voter approval for a \$35 million bond financing for Sonoma Valley Hospital

Development & management of hospital/physician organizations

- Played lead role in development of two medical foundations: for Sonoma Valley Hospital in collaboration with Marin General and for Sutter Health in Fairfield, California
- Management: CEO of a large managed care management service organization; interim CFO of a medical foundation owned by Sutter Health; interim CFO of a Federally Qualified Health Center

Revenue cycle management improvement

- Developed and used “revenue cycle dashboards” to improve net revenue production for hospitals, medical foundations, and clinics

- For four years developed & managed the revenue cycle process for a Sutter Health medical foundation (92 physicians)

Patient – flow process improvements

- Participated in the development of a consulting firm specializing in improving patient flow, waiting times and service quality in emergency rooms
- Helped re-engineer Kaiser Northern California’s information system for surgical services and improved both financial performance and service quality

Aging Services & Long-Term Care

- As Board Member for Eskaton, an aging services company based in Sacramento, participated in strategic planning and financial management oversight
- As consultant:
 - Developed a Business Plan for Home Health Care for a large healthcare system
 - Served as Interim CFO for Jewish Home for Aged --- one of the nation’s largest long-term care facilities

Employment Summary

- Curry Health Network: 2015 – May 2020. CFO
- Tahoe Forest Hospital: 2012 – 2015. Director of Business Development & Planning
- GO-Team Consulting: 2012 – Current. Co-Founder & Partner
- Eskaton: 2006- 2014. Board of Directors
- Sonoma Valley Hospital: 2007 - 2010. CEO
- HFS Consultants: 2003 - 2007. Director
- Empath Consulting: 2001 - 2003. Director of Finance & Consultant
- East Bay Medical Network: 1997- 2001. CEO
- Woodland Healthcare: 1994-6. CFO/Executive Vice President
- Kaiser Permanente, Northern California: 1993-4. Consultant/IT
- Los Medanos Community Hospital: 1991-3. CEO
- Presbyterian Medical Center: 1987-90. CFO
- El Camino Hospital: 1984-7. CFO
- Highland General Hospital: 1979-83. CFO

Education

B.A. Occidental College, Los Angeles, CA, Magna cum Laude, Phi Beta Kappa

MBA Stanford Graduate School of Business, Stanford, CA

Affiliations

Healthcare Financial Management Association

June 3, 2021

Ms. Vivian Woodall
Board Clerk
Sonoma Valley Health Care District
Sonoma Valley Hospital
347 Andrieux Street
Sonoma, CA 95476

Dear Vivian,

I am respectfully applying for the Finance Committee position reporting to the Sonoma Valley Health Care District Board.

I am an accomplished finance leader with a passion for Sonoma and health care. I am a CPA with over 10 years of public accounting experience and have spent the majority of my career with large multinationals. Importantly, I was with McKesson for several years serving the healthcare industry.

My husband and I have been home owners in Sonoma since 2008 and have been permanent residents since 2014. We love the community and have put down long term roots. To that end, we are committed to contributing to its healthy growth.

I was excited to have been able to join the Board call tonight and it furthered my interest in this role. I would be honored to work alongside the talented individuals supporting fellow Sonomans dedicated to ensuring the highest level of healthcare and stewardship to this community. In my years of experience, I have faced diverse challenges and generated positive outcomes. I would be committed to serving the Board as it navigates through the challenges brought about by the events of the previous year.

Attached is my resume for your review and I look forward to meeting with you and other key stakeholders soon.

Warm Regards,



Catherine Donahue

cc Bill Boerum

Strategic business partner with strong technical foundation, innovative leader and results oriented. Big 4 alum with over ten years of public accounting experience; private sector experience with large multinationals.

Recent Experience

Hydrofarm Holdings Group Inc. (IPO Dec 2020)

2020 - Current

Fairless Hills, PA (NASDAQ: HYFM)

Vice President Corporate Controller

Distributor and manufacturer of controlled environment agriculture (“CEA”, principally hydroponics) equipment, nutrients and supplies. Broad management responsibility for global accounting function, policies and all financial reporting.

- Led re-engineering of accounting processes and functions in readiness for the IPO.
- Infrastructure building to accommodate rapid growth.

McKesson Corporation (a Fortune 10 Co.)

2014 – 2020

San Francisco, CA (NYSE: MCK)

Senior Director, Global Consolidation & Financial Reporting (GCR); Director, GCR

Multinational health services and information technology provider of pharmaceutical and care management products. Global financial operations role implementing tax-efficient strategies, transformation initiatives and process optimization. Accounting management oversight of global infrastructure for legal entity and statutory reporting, intercompany transactions, and policy setting.

- Led global initiative resulting in the implementation of an efficient, concise and scalable work flow for intercompany arrangements and business processes.
- Management of global Hyperion framework for legal entity and statutory financial reporting.
- Key senior member of cross-functional team executing global tax-efficient strategies, transformation initiatives, mergers & acquisitions, divestitures and reorganizations.

Senior Manager, International Accounting Group

- Controller for international holding, shared service and finance companies. Managed accounting and reporting to include debt/equity financing, mergers & acquisitions, board presentations and governance. Significant improvements in efficiency, timeliness and accuracy.

Esterline Defense Technologies (Division of Esterline Technologies Corp., a \$2 billion Co.)

2007 – 2013

Coachella, CA (NYSE: ESL)

Vice President Finance (CFO); Divisional Controller

Defense contractor comprised of five high-tech manufacturing companies, domestic and international, providing expendable countermeasure and combustible ordnance military products worldwide. Broad financial responsibility for divisional leadership, performance, budgeting, strategic planning, profitability, risk management, regulatory compliance and reporting (SEC, SOX, FAR).

- Drove operational excellence with ownership of all divisional accounting operations/functions including consolidated closing, reporting, forecasting, pricing, compliance, audit, tax and payroll.
- Significant reformation of the accounting department infrastructure, processes and personnel greatly improving group/individual performance, reporting quality, timeliness and accuracy.
- Established operational guidelines in broad areas of accounting providing the foundation for flexible, value-added financial reporting in an increasingly complex and challenging defense environment.
- Developed a robust control environment eliminating audit findings and lowering audit costs given the reduction of required testing and site visits.

Previous Experience

Apex Design Technology (Anaheim, CA) 2007 - 2007

Chief Financial Officer

Turnkey design, engineering and manufacturing company of high-precision parts/systems for the aerospace industry. Venture-backed with annual revenues of \$12 to \$15 million.

- Rebuilt accounting department infrastructure and processes for distressed company.

SC Fuels (Orange, CA) 2006 - 2006

Controller

Controller for three operating companies of a fuels distributor responsible for management of the accounting, tax and accounts payable departments. Annual revenues approximated \$2 billion.

- Management of multi-state tax reporting and emerging tax issues with alternative fuels.

DIRECTV Inc. (formerly a Hughes Electronics Corporation Co. trading as NYSE:GMH) 1996 - 2005

(El Segundo, CA; Subsidiary of AT&T Inc. as of 2015, NYSE: T)

Senior Manager, Finance, DIRECTV, Inc.

Managed \$2.5 billion operation for an \$11 billion digital television entertainment company. Oversight of all aspects of financial operations to include accounting, reporting, control/SOX environment, legal, communications, systems infrastructure and optimization, analytics, risk management.

- Implemented flexible, robust payment systems and processes necessary to support operations in a dynamic business environment with growth in excess of 500% during my tenure.
- Lead role in development of a cross-functional offset tool to achieve efficiencies and ensure timely collection of receivables. Weekly offsets averaging \$20 - \$25 million.
- Instigated two cost-reduction measures resulting in a savings in excess of \$1 million.
- Led restructuring that leveraged strengths and streamlined operations after a 40% staff reduction.

International Audit Manager and Project Auditor, Hughes Electronics Corporation

Managed international and domestic audit engagements of business units.

Ernst & Young LLP (Los Angeles, CA) 1992 - 1996

Senior Manager, Dispute Resolution & Litigation Service; Manager, Audit

Provided financial advisory services to include breach of contract analysis, corporate investigations of fraud/defalcations and compliance reviews across multiple industries.

- Emphasis in securities litigation.
- Provided audit services for manufacturing, health care companies and pension funds.

Previous Functional Experience

Public Accounting Roles

Provided audit, tax and consulting services. Tax preparation of corporate, partnership, fiduciary, and individual returns. Primary emphasis with bank and savings and loan institutions.

- Performed financial, operational and due diligence audits for bank and savings and loan institutions.
- Provided consulting services to include facilitation of negotiations, mediations and work-out situations for financial institutions with regulatory agencies including the FDIC, OTS and OCC.

Financial Operations and Senior Management Roles

Controller for a state-chartered, \$60 million financial institution responsible for all regulatory reporting, budgeting, forecasting, management of interest rate risk, liquidity, investment portfolio and tax reporting.

- Key management team member that drove the stabilization of a troubled financial institution; institution rating improved from a "4" rating to a "1" rating.
- Supervised reengineering process to include: implementation of new software systems, formulation and initiation of cost-cutting and revenue-generating measures, personnel morale building, contact with regulatory agencies, designing and instituting an internal control system.

Education

Kansas State University, Manhattan, KS; Bachelor of Science, Business Administration - Accounting Major; Cum Laude

Certifications, Affiliations & Technical Proficiencies

Certified Public Accountant (Active License, CA), Certified Fraud Examiner (Inactive); American Institute of Certified Public Accountants, Association of Certified Fraud Examiners; Oracle, SAP, Syteline, Siebel, Microsoft Office Suite, Lean Manufacturing



To: SVHCD Board of Directors
Meeting Date: July 1, 2021
Prepared by: Bill Boerum, Treasurer & Chair of Finance Committee
Agenda Item Title: Resolution No. 358 Authorizing the Commencement of Proceedings in Connection with the Proposed Issuance of GO Refunding Bonds ...

Background:

Following last month's Board approval in concept to refinance the 2010 series, general obligation bonds, arrangements have been apace to engage the various financial intermediaries party to the financing, and to prepare and review documents incident to the transaction (tasks completed as shown in the Schedule below). One of three planned meetings, with participation of hospital finance department staff as well as with our financial advisor and the bond counsel, already has been conducted. Attached to this memo, please see the documents relating to the transaction at this stage.

1. Financing Schedule
2. Financial Savings Analysis
3. Resolution Authorizing Commencement of Proceedings in Connection with Proposed Issuance of GO Refunding Bonds

Our Financial Advisor, Gary Hicks, and Bond Counsel, Brian Quint, are available to answer any questions.

Recommendation:

The Resolution authorizes the commencement of activities with named intermediaries on behalf of the District. Should it be decided as per the Schedule to proceed with a private placement (rate and terms being favorable), the bonds can be redeemed in eight weeks. I recommend that the Board – to realize its original intent to save property taxpayers close to \$2,000,000 in interest costs over the remaining life of the bonds – approve the Resolution.

TO: INTERESTED PARTIES

FROM: GARY HICKS

DATE: JUNE 23, 2021

**RE: SONOMA VALLEY HEALTH CARE DISTRICT (THE “DISTRICT”)
2021 GENERAL OBLIGATION REFUNDING BONDS (THE “BONDS”)
FINANCING SCHEDULE**

The following is a revised financing schedule for the above-referenced issue to assist financing team members in planning for critical dates and events. Please contact me at your earliest convenience should any of the dates indicated present a problem for any interested party.

<u>DATE</u>	<u>TASK TO BE COMPLETED</u>
June 3, 2021 6:00 p.m.	* District Board meeting – review of financing plan and savings. Approved moving forward with refunding.
June 4, 2021	* Requested engagement letters from Piper Sandler and Quint & Thimmig.
June 9, 2021	* Requested bids from Trustee and District legal counsel.
June 14, 2021	* Initial draft of Bond Resolution, BPA and other legal documents (the “Financing Documents”) sent to the finance team by Bond Counsel.
June 17, 2021	* Receipt of assessed value, tax and tax delinquency information from CMS.
June 18, 2021	* Placement Agent sends Request for Terms to prospective lenders.
June 22, 2021 10:00 a.m.	* Document review conference call to review Financing Documents.
June 23, 2021	* Revised draft of Financing Documents sent to finance team.
June 23, 2021	* Provide the District with the Initial Resolution, Finance Schedule and savings analysis for inclusion in Board member packets.
July 1, 2021 6:00 p.m.	District Board meeting – review of the Finance Schedule and updated savings analysis. Review and passage of Initial Resolution.
July 2, 2021 10:00 a.m.	Document review conference call to review Financing Documents.
July 5, 2021	Revised draft of Financing Documents sent to finance team members.

July 7, 2021	Receipt of Term Sheets from prospective lenders.
July 8, 2021 2:00 p.m.	Placement Agent prepares analysis of Term Sheets & reviews with the District. Term Sheet executed & decision to pursue private placement.
July 19, 2021 10:00 a.m.	Financing update and document review conference call. Due diligence discussion to follow document review call, if needed.
July 20, 2021	Distribution of final draft of Financing Documents to finance team.
July 26, 2021	Lender secures final credit approval and provides commitment letter.
July 27, 2021	Final comments on Financing Documents to Bond Counsel. District executes commitment letter and sends redemption letter to Paying Agent.
July 28, 2021	Deliver Bond Resolution, Debt Policy Resolution and other related documents to the District for inclusion in Board member packets. Paying Agent provides notice of redemption to owners of the 2010 Bonds.
July 30, 2021	Last day to complete due diligence work.
August 4, 2021	Signature ready Financing Documents sent by Bond Counsel.
August 5, 2021 6:00 p.m.	District Board meeting – review Finance Schedule, approve Bond Resolution and Debt Policy Resolution. Approve Tax Rate calculation.
August 6, 2021	Execute Bond Purchase Agreement. Send Tax Rate calculation to County.
August 12, 2021	Signed Financing Documents and certificates returned to Bond Counsel.
August 16, 2021 1:00 p.m.	Pre-closing via conference call.
August 17, 2021 8:00 a.m.	Closing via email.
August 27, 2021	Redemption of 2010 Bonds.

I look forward to working with all those involved with this financing. Should any of the scheduled dates established above for the completion of tasks cause difficulty for any participant, please contact me immediately at (801) 225-0731 to resolve any potential problem areas.

* Task Completed.

SOURCES AND USES OF FUNDS

Sonoma Valley Health Care District
(Sonoma County, California)
2021 General Obligation Refunding Bonds
--Preliminary, subject to change--
--Private Placement--

Dated Date 08/17/2021
Delivery Date 08/17/2021

Sources:

Bond Proceeds:	
Par Amount	15,840,000.00
	<hr/> 15,840,000.00 <hr/> <hr/>

Uses:

Refunding Escrow Deposits:	
Cash Deposit	15,647,750.08
Delivery Date Expenses:	
Cost of Issuance	190,520.00
Other Uses of Funds:	
Additional Proceeds	1,729.92
	<hr/> 15,840,000.00 <hr/> <hr/>

BOND PRICING

Sonoma Valley Health Care District
 (Sonoma County, California)
 2021 General Obligation Refunding Bonds
 --Preliminary, subject to change--
 --Private Placement--

Bond Component	Maturity Date	Amount	Rate	Yield	Price
Serial Bonds:					
	08/01/2022	1,390,000	2.150%	2.150%	100.000
	08/01/2023	1,430,000	2.150%	2.150%	100.000
	08/01/2024	1,470,000	2.150%	2.150%	100.000
	08/01/2025	1,510,000	2.150%	2.150%	100.000
	08/01/2026	1,560,000	2.150%	2.150%	100.000
	08/01/2027	1,605,000	2.150%	2.150%	100.000
	08/01/2028	1,650,000	2.150%	2.150%	100.000
	08/01/2029	1,695,000	2.150%	2.150%	100.000
	08/01/2030	1,740,000	2.150%	2.150%	100.000
	08/01/2031	1,790,000	2.150%	2.150%	100.000
		15,840,000			

Dated Date	08/17/2021	
Delivery Date	08/17/2021	
First Coupon	02/01/2022	
Par Amount	15,840,000.00	
Original Issue Discount		
Production	15,840,000.00	100.000000%
Underwriter's Discount		
Purchase Price	15,840,000.00	100.000000%
Accrued Interest		
Net Proceeds	15,840,000.00	

BOND SUMMARY STATISTICS

Sonoma Valley Health Care District
 (Sonoma County, California)
 2021 General Obligation Refunding Bonds
 --Preliminary, subject to change--
 --Private Placement--

Dated Date	08/17/2021
Delivery Date	08/17/2021
Last Maturity	08/01/2031
Arbitrage Yield	2.150088%
True Interest Cost (TIC)	2.150088%
Net Interest Cost (NIC)	2.150000%
All-In TIC	2.381158%
Average Coupon	2.150000%
Average Life (years)	5.688
Weighted Average Maturity (years)	5.688
Duration of Issue (years)	5.306
Par Amount	15,840,000.00
Bond Proceeds	15,840,000.00
Total Interest	1,937,064.00
Net Interest	1,937,064.00
Bond Years from Dated Date	90,096,000.00
Bond Years from Delivery Date	90,096,000.00
Total Debt Service	17,777,064.00
Maximum Annual Debt Service	1,809,242.50
Average Annual Debt Service	1,785,642.59
Underwriter's Fees (per \$1000)	
Average Takedown	
Other Fee	

Total Underwriter's Discount	
Bid Price	100.000000

Bond Component	Par Value	Price	Average Coupon	Average Life	PV of 1 bp change
Serial Bonds	15,840,000.00	100.000	2.150%	5.688	14,097.60
	15,840,000.00			5.688	14,097.60

	TIC	All-In TIC	Arbitrage Yield
Par Value	15,840,000.00	15,840,000.00	15,840,000.00
+ Accrued Interest			
+ Premium (Discount)			
- Underwriter's Discount			
- Cost of Issuance Expense		-190,520.00	
- Other Amounts			
Target Value	15,840,000.00	15,649,480.00	15,840,000.00
Target Date	08/17/2021	08/17/2021	08/17/2021
Yield	2.150088%	2.381158%	2.150088%

BOND DEBT SERVICE

Sonoma Valley Health Care District
(Sonoma County, California)
2021 General Obligation Refunding Bonds
--Preliminary, subject to change--
--Private Placement--

Dated Date 08/17/2021
Delivery Date 08/17/2021

Period Ending	Principal	Coupon	Interest	Debt Service
06/30/2022			155,144.00	155,144.00
06/30/2023	1,390,000	2.150%	325,617.50	1,715,617.50
06/30/2024	1,430,000	2.150%	295,302.50	1,725,302.50
06/30/2025	1,470,000	2.150%	264,127.50	1,734,127.50
06/30/2026	1,510,000	2.150%	232,092.50	1,742,092.50
06/30/2027	1,560,000	2.150%	199,090.00	1,759,090.00
06/30/2028	1,605,000	2.150%	165,066.25	1,770,066.25
06/30/2029	1,650,000	2.150%	130,075.00	1,780,075.00
06/30/2030	1,695,000	2.150%	94,116.25	1,789,116.25
06/30/2031	1,740,000	2.150%	57,190.00	1,797,190.00
06/30/2032	1,790,000	2.150%	19,242.50	1,809,242.50
	15,840,000		1,937,064.00	17,777,064.00

SUMMARY OF REFUNDING RESULTS

Sonoma Valley Health Care District
(Sonoma County, California)
2021 General Obligation Refunding Bonds
--Preliminary, subject to change--
--Private Placement--

Dated Date	08/17/2021
Delivery Date	08/17/2021
Arbitrage yield	2.150088%
Escrow yield	0.000000%
Value of Negative Arbitrage	
Bond Par Amount	15,840,000.00
True Interest Cost	2.150088%
Net Interest Cost	2.150000%
Average Coupon	2.150000%
Average Life	5.688
Weighted Average Maturity	5.688
Par amount of refunded bonds	15,600,000.00
Average coupon of refunded bonds	4.336518%
Average life of refunded bonds	5.857
Remaining weighted average maturity of refunded bonds	5.809
PV of prior debt to 08/17/2021 @ 2.250000%	17,376,174.22
Net PV Savings	1,620,676.62
Percentage savings of refunded bonds	10.388953%
Percentage savings of refunding bonds	10.231544%

SAVINGS

Sonoma Valley Health Care District
 (Sonoma County, California)
 2021 General Obligation Refunding Bonds
 --Preliminary, subject to change--
 --Private Placement--

Date	Prior Debt Service	Refunding Debt Service	Savings	Present Value to 08/17/2021 @ 2.2500000%
06/30/2022	330,577.50	155,144.00	175,433.50	173,654.43
06/30/2023	1,881,255.00	1,715,617.50	165,637.50	160,496.63
06/30/2024	1,890,255.00	1,725,302.50	164,952.50	156,404.06
06/30/2025	1,896,855.00	1,734,127.50	162,727.50	150,980.57
06/30/2026	1,905,955.00	1,742,092.50	163,862.50	148,804.78
06/30/2027	1,921,502.50	1,759,090.00	162,412.50	144,354.74
06/30/2028	1,932,075.00	1,770,066.25	162,008.75	140,966.30
06/30/2029	1,943,225.00	1,780,075.00	163,150.00	138,991.04
06/30/2030	1,953,687.50	1,789,116.25	164,571.25	137,301.15
06/30/2031	1,963,137.50	1,797,190.00	165,947.50	135,595.20
06/30/2032	1,973,425.00	1,809,242.50	164,182.50	131,397.78
	19,591,950.00	17,777,064.00	1,814,886.00	1,618,946.70

Savings Summary

PV of savings from cash flow	1,618,946.70
Plus: Refunding funds on hand	1,729.92
	1,620,676.62
Net PV Savings	1,620,676.62

PRIOR BOND DEBT SERVICE

Sonoma Valley Health Care District
(Sonoma County, California)
2021 General Obligation Refunding Bonds
--Preliminary, subject to change--
--Private Placement--

Period Ending	Principal	Coupon	Interest	Debt Service
06/30/2022			330,577.50	330,577.50
06/30/2023	1,245,000	4.000%	636,255.00	1,881,255.00
06/30/2024	1,305,000	4.000%	585,255.00	1,890,255.00
06/30/2025	1,365,000	4.000%	531,855.00	1,896,855.00
06/30/2026	1,430,000	4.000%	475,955.00	1,905,955.00
06/30/2027	1,505,000	4.100%	416,502.50	1,921,502.50
06/30/2028	1,580,000	4.250%	352,075.00	1,932,075.00
06/30/2029	1,660,000	4.250%	283,225.00	1,943,225.00
06/30/2030	1,745,000	4.500%	208,687.50	1,953,687.50
06/30/2031	1,835,000	4.500%	128,137.50	1,963,137.50
06/30/2032	1,930,000	4.500%	43,425.00	1,973,425.00
	15,600,000		3,991,950.00	19,591,950.00

SUMMARY OF BONDS REFUNDED

Sonoma Valley Health Care District
(Sonoma County, California)
2021 General Obligation Refunding Bonds
--Preliminary, subject to change--
--Private Placement--

Bond	Maturity Date	Interest Rate	Par Amount	Call Date	Call Price
\$23,000,000 General Obligation Bonds, Election of 2008, Series B (2010), 2010B, SERIAL:					
	08/01/2022	4.000%	1,245,000.00	08/27/2021	100.000
	08/01/2023	4.000%	1,305,000.00	08/27/2021	100.000
	08/01/2024	4.000%	1,365,000.00	08/27/2021	100.000
	08/01/2025	4.000%	1,430,000.00	08/27/2021	100.000
	08/01/2026	4.100%	1,505,000.00	08/27/2021	100.000
	08/01/2027	4.250%	1,580,000.00	08/27/2021	100.000
	08/01/2028	4.250%	1,660,000.00	08/27/2021	100.000
			10,090,000.00		
\$23,000,000 General Obligation Bonds, Election of 2008, Series B (2010), 2010B, 2031TERM:					
	08/01/2031	4.500%	5,510,000.00	08/27/2021	100.000
			15,600,000.00		

ESCROW REQUIREMENTS

Sonoma Valley Health Care District
(Sonoma County, California)
2021 General Obligation Refunding Bonds
--Preliminary, subject to change--
--Private Placement--

Period Ending	Interest	Principal Redeemed	Total
08/27/2021	47,750.08	15,600,000.00	15,647,750.08
	47,750.08	15,600,000.00	15,647,750.08

DISCLOSURE

Sonoma Valley Health Care District
(Sonoma County, California)
2021 General Obligation Refunding Bonds
--Preliminary, subject to change--
--Private Placement--

Piper Sandler is providing the information contained herein for discussion purposes only in anticipation of being engaged to serve as underwriter or placement agent on a future transaction and not as a financial advisor or municipal advisor. In providing the information contained herein, Piper Sandler is not recommending an action to you and the information provided herein is not intended to be and should not be construed as a 'recommendation' or 'advice' within the meaning of Section 15B of the Securities Exchange Act of 1934. Piper Sandler is not acting as an advisor to you and does not owe a fiduciary duty pursuant to Section 15B of the Exchange Act or under any state law to you with respect to the information and material contained in this communication. As an underwriter or placement agent, Piper Sandler's primary role is to purchase or arrange for the placement of securities with a view to distribution in an arm's-length commercial transaction, is acting for its own interests and has financial and other interests that differ from your interests. You should discuss any information and material contained in this communication with any and all internal or external advisors and experts that you deem appropriate before acting on this information or material.

The information contained herein may include hypothetical interest rates or interest rate savings for a potential refunding. Interest rates used herein take into consideration conditions in today's market and other factual information such as credit rating, geographic location and market sector. Interest rates described herein should not be viewed as rates that Piper Sandler expects to achieve for you should we be selected to act as your underwriter or placement agent. Information about interest rates and terms for SLGs is based on current publically available information and treasury or agency rates for open-market escrows are based on current market interest rates for these types of credits and should not be seen as costs or rates that Piper Sandler could achieve for you should we be selected to act as your underwriter or placement agent. More particularized information and analysis may be provided after you have engaged Piper Sandler as an underwriter or placement agent or under certain other exceptions as describe in the Section 15B of the Exchange Act.

SONOMA VALLEY HEALTH CARE DISTRICT

RESOLUTION NO. 358

**RESOLUTION AUTHORIZING THE COMMENCEMENT OF
PROCEEDINGS IN CONNECTION WITH THE PROPOSED ISSUANCE OF
GENERAL OBLIGATION REFUNDING BONDS AND DESIGNATING A
FINANCIAL ADVISOR, BOND COUNSEL, PLACEMENT
AGENT/UNDERWRITERS, PAYING AGENT AND DISTRICT COUNSEL
IN CONNECTION THEREWITH**

RESOLVED, by the Board of Directors (the "Board") of the Sonoma Valley Health Care District, a California local health care district (the "District"):

WHEREAS, the District proposes to issue its general obligation refunding bonds (the "Bonds") to refund its outstanding Sonoma Valley Health Care District (Sonoma County, California) General Obligation Bonds, Election of 2008, Series B (2010) (the "2010 Bonds");

WHEREAS, it is appropriate that the Board formally authorize commencement of proceedings, to confirm the engagement of a financial advisor, bond counsel, placement agent/underwriting syndicate, paying agent, and special District legal counsel and to approve certain preliminary actions in connection with the execution and delivery of the Bonds; and

NOW, THEREFORE, it is hereby DECLARED and ORDERED, as follows:

Section 1. The Board authorizes appropriate officers and officials of the District to proceed with the preparation of the necessary documents in connection with the issuance and sale of the Bonds, subject to the final approval thereof by the Board at a subsequent meeting. In connection with the private placement or public offering of the Bonds, any one of the Board Chair, the Board Treasurer, the District's Chief Executive Officer or the District's Chief Financial Officer (each, a "District Representative") is authorized to execute a term sheet with the institutional investor identified as the purchaser if the District proceeds with a private placement so long as the refunding of the 2010 Bonds produces at least 5% net present value savings as a percentage of the par amount outstanding of the 2010 Bonds.

If the District determines, in consultation with the District's financial advisor and placement agent, that a public offering of the Bonds, will produce greater present value savings to the District, the Board hereby authorizes the preparation of a preliminary official statement describing the Bonds (the "Preliminary Official Statement") if the District proceeds with a public offering.

The Underwriters (hereinafter defined), on behalf of the District, are authorized and directed to cause the Preliminary Official Statement to be distributed to such persons as may be interested in purchasing the Bonds therein offered for sale.

Section 2. G.L. Hicks Financial, LLC is hereby confirmed as financial advisor to the District in connection with the issuance and delivery of the Bonds.

Section 3. Quint & Thimmig LLP is hereby confirmed as bond counsel in connection with issuance and delivery of the Bonds.

Section 4. Piper Sandler & Co. is hereby confirmed as the senior managing underwriter and Hilltop Securities Inc. is hereby designated as co-managing underwriter of the Bonds if the Bonds are sold through a public offering (collectively, the "Underwriters"). If the Bonds are sold through a private placement, Piper Sandler & Co. is hereby confirmed as placement agent for the Bonds.

Section 5. The Bank of New York Mellon Trust Company, N.A. is hereby confirmed as paying agent in connection with issuance and delivery of the Bonds.

Section 6. Best Best & Krieger is hereby confirmed as District legal counsel in connection with issuance and delivery of the Bonds.

Section 7. All actions of the officers, agents and employees of the District that are in conformity with the purposes and intent of this resolution, whether taken before or after the adoption hereof, are hereby ratified, confirmed and adopted.

Section 8. The Board Chair, the Board Treasurer, the Chief Executive Officer, the Chief Financial Officer, the Board Secretary and other appropriate officers and officials of the District are hereby authorized and directed to take such action and to execute such documents as may be necessary or desirable to effectuate the intent of this resolution.

Section 9. This resolution shall be in full force and effect immediately upon its adoption.

* * * * *

I hereby certify that the foregoing resolution was duly adopted at a meeting of the Board of Directors of the Sonoma Valley Health Care District held on the 1st day of July, 2021, by the following vote:

AYES, and in favor of, Board Members:

NOES, Board Members:

ABSENT, Board Members:

Joshua Rymer, Chair
SONOMA VALLEY HEALTH CARE DISTRICT

ATTEST:

Judith Bjorndal, Secretary
SONOMA VALLEY HEALTH CARE DISTRICT



To: SVHCD Board of Directors
From: Sabrina Kidd, MD
Meeting Date: July 1, 2021
Subject: CMO Report

June Highlights Included:

1. COVID-19:
 - a. There was one COVID-19 inpatient at SVH in the month of June. Occasional COVID-19 related ED visits continue.
 - b. Although June 15 marked the end to many state COVID mandates, healthcare settings remain under most regulations including universal masking and distancing. SVH continues to follow the guidance of CDPH, and CA-OSHA for workplace guidelines in healthcare settings.
 - c. We are preparing to eliminate pre-op and routine admission testing for COVID-19 for individuals whose vaccination status is verified.
2. Med-Surg / ICU / Surgery / ED Updates:
 - a. Virtual Case Management: Although the concept is sound, we have identified several gaps in the delivery to date and are working through these with Banyan and our providers.
 - b. Case Management and Social Work will transition to be under our nursing umbrella (reporting up to our CNO) in July 2021.
 - c. ED census continues a slow upward trend; however volumes remains below pre-pandemic levels.
 - d. The OR team is now performing our outpatient infusions and are preparing to transition to vaccine verification in place of testing for all vaccinate pre-op patients.
 - e. We are pursuing video translation services to replace our phone translation services in clinical areas.
3. Medical Staff:
 - a. June meetings included the quarterly medical staff meeting, MEC, and PI Committee.
 - b. Nominations for new medical staff chairs are attached and voting will be in July.

4. Quality:
 - a. Reportable Events: None
 - b. Departmental leaders are now attending and reviewing PI projects / QAPI plans at Medical Staff Committee and will also be invited to Board Quality Committee on a rotating schedule.
5. Disaster Preparations:
 - a. Internal disaster committee and City of Sonoma Community Disaster Coalition held meetings to prepare for fire season.

Sonoma Valley Hospital Medical Staff 2021 Election of Officers

Vice Chief Elect –	Ako Walther
Medicine Department Chair –	Jasper Schmidt Stuart Campbell
Medicine Department Vice Chair –	Dennis Verducci Amelia Randolph
Surgery Department Chair –	Alexis Alexandridis Robert Harf
Surgery Department Vice Chair –	Dominic Amara Scott Perryman

A candidate may be added to the slate by petition. This petition must be signed by 10 members of the VOTING medical staff.



To: SVHCD Board of Directors
From: Administrative Team
Date: 07.01.21
Subject: Administrative Report

Summary: While the positivity rate on Covid testing in the Valley remains high, the hospital has seen few cases. SVH has had only one Covid admission in the past 4 weeks. The hospital continues to rebound in both in and outpatient areas. Phase 1 of the ODC is currently scheduled to open this summer following the resolution of several inspection issues.

Update from 2025 Strategic Plan:

Strategic Priorities	Update
Enhance Quality and Services through the affiliation with UCSF Health	<ul style="list-style-type: none"> ➤ Recruitment for the leadership position for SVH IT is in full swing. We are looking forward to benefitting from the robust UCSF IT team we will have access to under this agreement. ➤ Despite much effort, we have decided not to join the UCSF Epic implementation in concert with <i>Marin General</i>. UCSF Epic remains a possibility in the future. The team will spend the coming months determining our next generation EHR. ➤ Our Joint Operating Committee (JOC) will be meeting in July. The JOC is overseen by the Administrative Oversight Committee (AOC), staffed by the Board and UCSF. In concert with the Board, the AOC helps set strategic priorities for the JOC.
Exceed Community Expectations especially in Emergency Services	<ul style="list-style-type: none"> ➤ Phase 1 of the ODC continues to progress. The air handler installation is on track to be completed by the end of July. We expect inspections and occupancy to occur in August. ➤ Phase 2 of the project is under review with the general contractor. I expect to have a roadmap by the August board meeting. ➤ Engagement continues with community groups and community members.
Ensure Patients receive Excellent, Safe care	<ul style="list-style-type: none"> ➤ Patient feedback continues to be strong. You will note our Medicare 'Star Rating' has dropped from a 4 to a 3. This has occurred due to a resetting of the Star Rating system. SVH continues to perform at the same high-quality level it has in prior quarters.
Provide Access to Excellent Physicians	<ul style="list-style-type: none"> ➤ The team continues to work on recruitment efforts to bring MDs to Sonoma. ➤ We continue to explore ways in which UCSF can aid in those efforts.
Be a Healthy Hospital	<ul style="list-style-type: none"> ➤ Despite the end of the California public mask mandate on 6/15/21, hospitals and other high-risk areas of the community still require masks. ➤ Over 90% of our employees and medical staff have been vaccinated through a voluntary program. We will be reviewing our employee policies once the vaccines receive formal approval from the FDA.

MAY 2021

			National Benchmark
Patient Experience	Current Performance	FY 2021 Goal	
Would Recommend Hospital		> 70 percent	50th percentile
Inpatient Overall Satisfaction		>70 percent	50 th percentile
Outpatient Services	4.8	4.5	3.8
Emergency Department	4.7	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	<1	<1
Heart Failure Mortality Rate	0.0%	12%	12.9%
Pneumonia Mortality Rate	4.7%	20%	15.6%
Stroke Mortality Rate	0.0%	15%	13.8%
Sepsis Mortality Rate	6.9%	<18%	25%
30 Day All- Cause Readmissions	5.6%	< 15.3 %	< 15%
Serious Safety Events	0	0	0
Falls	0.53	< 2.3	2.3
Pressure Ulcers	0	<3.7	3.7
Injuries to Staff	11	< 10	17
Adverse Drug Events with Harm		0	0
Reportable HIPAA Privacy Events		0	0
Case Mix Index		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	15.3%	< 15%	< 20%
Financial Stability	YTD Performance	FY 2021 Goal	Benchmark
EBDA	-4.6%	>3%	3%
Paid FTE's	233	<235	235
Days Cash on Hand	27.2	>30	30
Days in Accounts Receivable	45.5	<45	50
Length of Stay	3.6	<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	716	850	862
Outpatient Visits	152,074	153,082	47,802
Emergency Visits	7,842	10,000	9784
Surgeries + Special Procedures	1,796	2000	2226
Community Benefit Hours	1204	800	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 2021	Mar 2021	Apr 2021	May 2021	Jun 2020
FY YTD Turnover	<15%	2.1	3.4	3.5	3.9	7	7	8.3	10.5	12.2	13.5	8.2	8.2
Leave of Absences	<12	6	8	10	13	13	13	15	17	17	16	10	9
EBDA	>3%	-8	-7	-18	-4.4	-27		-26	-	0.9	32.1	-4.6	-8.9
Operating Revenue	>3.5m	3.58	3.52	3.19	3.7	3.0	5.1	3.2	3.4	4.1	9.1	3.8	3.4
Net Income	>50k	418	658	-576	-235	1.4	823	-529	-666	339	3.1	-150	-565
Days Cash on Hand	>30	73	68.6	63	60	35.4	32.9	30.6	31.9	36.3	32.4	27.2	81
Receivable Days	<50	40	39	39	53.2	69.6	66.1	53.7	49.9	46.9	43.0	45.5	49
Accounts Payable Days	>50	35	31.6	40	58.3	53.3	45.4	47.4	47.6	47.2	45.0	44.9	40.7
Accounts Payable	<\$3m	2.3	2.1	2.85	4.0	3.8	2.9	3.4	3.5	3.4	3.3	3.3	2.8
Total Paid FTE's	<235	230	229	226	204	230	227	225	234	231	226	233	225
Inpatient Discharges	>80	75	65	60	64	57	65	63	54	69	75	69	65
Patient Days	>300	324	314	214	230	230	294	230	243	309	202	247	238
Observation Days	<20	20	21	32	18	11	21	15	15	16	12	24	16
Average Daily Census	>10	10.5	10.1	7.1	3.6	10.6	9.5	7.4	8.7	10	9.4	8	7.9
Outpatient Revenue	>\$15m	16.1	14.9	14.6	9.4	12.6	8.6	8.6	9.1	10.4	10.9	10.4	14.6
Surgeries	>120	115	114	115	121	111	123	102	99	133	123	124	116
Special Procedures	>50	37	34	57	47	50	50	27	45	55	58	56	46
Emergency Visits	>800	735	723	653	696	674	674	673	616	769	766	863	695
MRI	>120	93	84	N/A	114	145	159	100	116	144	135	144	116
Cardiology (Echos)	>65	63	71	N/A	88	46	85	56	55	84	74	80	70
Laboratory	>11	12.6	12.1	N/A	4	9.9	15.9	10.9	10.9	12.7	12.1	11.5	11.1
Radiology	>900	883	806	N/A	241	778	1090	766	776	891	914		797
Rehab	>2000	2206	1664	N/A	971	2207	3463	2062	215	2555	2933	2148	1984
CT	>350	382	426	N/A	117	356	525	340	432	467	442	465	401
Mammography	>200	213	179	N/A	75	129	158	192	175	188	205	198	228
Ultrasound	>250	228	253	N/A	76	189	248	188	245	319	263	266	272
Occupational Health	>550	580	426	N/A	534	331	458	365	500	491	509	426	462
Wound Care	>275	191	154	N/A	90	148	227	227	237	176	188	187	164



To: SVH Finance Committee
From: Ken Jensen, CFO
Date: June 22, 2021
Subject: Financial Report for the Month Ending May 31, 2021

During the month of May the hospital continued to experience higher outpatient volumes and there was an increase in Emergency room visits. For the month of May the hospital's actual operating margin of (\$735,945) was (\$171,408) unfavorable to the budgeted operating margin of (\$564,537). After accounting for all other activity, the net loss for May was (\$150,073) vs. the budgeted net income of \$235,247 with a monthly EBDA of -4.6% vs. a budgeted 0.5%.

Gross patient revenue for May was \$22,837,862; (\$1,255,467) under budget. Inpatient gross revenue was under budget by (\$1,534,015). Inpatient days were under budget by (61) days and inpatient surgeries were under budget by (9) cases. Outpatient gross revenue was over budget by \$171,329. Outpatient visits were under budget by (126) visits, outpatient surgeries were under budget by (36) cases, and special procedures were under budget by (26) cases. The increase in Outpatient gross revenue is due to higher than budgeted gross revenue in outpatient surgery. The Emergency Room gross revenue was over budget by \$107,219 with ER visits under budgeted expectations by (138) visits. The increase in ER gross revenue is primarily due to higher acuity visits and an increase in CT scans.

Deductions from revenue were favorable to budgeted expectations by \$974,308 due to gross revenue being under budget.

After accounting for all other operating revenue, the **total operating revenue** was unfavorable to budgeted expectations by (\$292,521).

Operating Expenses of \$4,565,807 were favorable to budget by \$121,113. Salaries and wages and agency fees were under budget by \$119,424 from flexing clinical staff and the CFO and CMO salary costs now in contracted labor. Contracted labor was over budget by (\$18,779) due to the UCSF contracted labor costs for the CFO and CMO and was offset by better than budget physician costs. Utilities are over budget by (\$17,459) primarily due to an increased in electricity costs. Other costs are over budget by (\$20,489) due to budgeted costs posted to May.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for May was (\$429,034) vs. a budgeted net loss of (\$244,962). In the month of May the hospital received \$92,927 in donations from the Sonoma Valley Hospital Foundation primarily for

the ODC construction costs. The total net loss for May after all activity was (\$150,073) vs. a budgeted net income of \$235,247.

EBDA for the month of May was -4.6% vs. the budgeted 0.5%.

Patient Volumes – May

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	69	82	-13	44
Acute Patient Days	247	308	-61	179
Observation Days	24	0	24	9
OP Gross Revenue	\$17,738	\$17,459	\$279	\$10,520
Surgical Cases	124	169	-45	44

Gross Revenue Overall Payer Mix – May

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	39.5%	42.1%	-2.6%	40.1%	42.2%	-2.1%
Medicare Mgd Care	17.1%	13.3%	3.8%	15.6%	13.3%	2.3%
Medi-Cal	17.3%	17.8%	-0.5%	18.5%	17.8%	0.7%
Self Pay	1.2%	1.9%	-0.7%	1.2%	1.9%	-0.7%
Commercial	22.0%	22.2%	-0.2%	21.6%	22.2%	-0.6%
Workers Comp	2.9%	2.7%	0.2%	3.0%	2.6%	0.4%
Total	100.0%	100.0%		100.0%	100.0%	

Cash Activity for May:

For the month of May the cash collection goal was \$3,975,755 and the Hospital collected \$3,420,816 or under the goal by (\$554,939). The year-to-date cash collection goal was \$34,332,162 and the Hospital has collected \$34,459,514 or over goal by \$127,352.

	CURRENT MONTH	PRIOR MONTH	VARIANCE	PRIOR YEAR
Days of Cash on Hand – Avg.	27.2	32.4	-5.2	87.1
Accounts Receivable Days	45.5	43.0	2.5	44.2
Accounts Payable	\$3,310,069	\$3,331,798	-\$21,729	\$2,417,235
Accounts Payable Days	44.9	45.0	-0.1	35.2

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 May 31, 2021

ATTACHMENT A

YTD

Gross Revenue:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	9,010,574	10,130,984	-1,120,410	-11.1%	91,350,095	102,513,879	-11,163,784	-10.9%
Medicare Managed Care	3,917,670	3,205,233	712,437	22.2%	35,408,467	32,380,054	3,028,413	9.4%
Medi-Cal	3,949,625	4,278,404	-328,779	-7.7%	41,979,501	43,220,200	-1,240,699	-2.9%
Self Pay	269,877	456,413	-186,536	-40.9%	2,643,674	4,592,402	-1,948,728	-42.4%
Commercial & Other Government	5,033,767	5,383,247	-349,480	-6.5%	49,422,118	54,321,126	-4,899,008	-9.0%
Worker's Comp.	656,349	639,048	17,301	2.7%	6,885,587	6,428,903	456,684	7.1%
Total	22,837,862	24,093,329	(1,255,467)		227,689,442	243,456,564	(15,767,122)	

Net Revenue:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	1,166,409	1,266,650	-100,241	-7.9%	10,991,593	12,568,505	-1,576,912	-12.5%
Medicare Managed Care	446,037	370,798	75,239	20.3%	3,922,498	3,593,867	328,631	9.1%
Medi-Cal	450,383	478,248	-27,865	-5.8%	4,489,146	4,681,626	-192,480	-4.1%
Self Pay	113,216	213,472	-100,256	-47.0%	1,343,857	2,128,420	-784,563	-36.9%
Commercial & Other Government	1,564,961	1,595,912	-30,951	-1.9%	14,800,765	16,945,695	-2,144,930	-12.7%
Worker's Comp.	119,456	116,222	3,234	2.8%	1,289,815	1,192,017	97,798	8.2%
Prior Period Adj/IGT	(100,319)	-	-100,319	*	7,999,941	5,570,424	2,429,517	*
Total	3,760,143	4,041,302	(281,159)	-7.0%	44,837,615	46,680,554	(1,842,939)	-3.9%

Percent of Net Revenue:	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	31.0%	31.3%	-0.3%	-1.0%	24.5%	26.9%	-2.5%	-9.3%
Medicare Managed Care	11.9%	9.2%	2.7%	29.3%	8.7%	7.7%	1.0%	13.0%
Medi-Cal	12.0%	11.8%	0.2%	1.7%	10.0%	10.0%	0.0%	0.0%
Self Pay	3.0%	5.3%	-2.3%	-43.4%	3.0%	4.6%	-1.6%	-34.8%
Commercial & Other Government	41.6%	39.5%	2.1%	5.3%	33.1%	36.3%	-3.2%	-8.8%
Worker's Comp.	3.2%	2.9%	0.3%	10.3%	2.9%	2.6%	0.3%	11.5%
Prior Period Adj/IGT	-2.7%	0.0%	-2.7%	*	17.8%	11.9%	5.9%	50%
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	12.9%	12.5%	0.4%	3.2%	12.0%	12.3%	-0.3%	-2.4%
Medicare Managed Care	11.4%	11.6%	-0.2%	-1.7%	11.1%	11.1%	0.0%	0.0%
Medi-Cal	11.4%	11.2%	0.2%	1.8%	10.7%	10.8%	-0.1%	-0.9%
Self Pay	42.0%	46.8%	-4.8%	-10.3%	50.8%	46.3%	4.5%	9.7%
Commercial & Other Government	31.1%	29.6%	1.5%	5.1%	29.9%	31.2%	-1.3%	-4.2%
Worker's Comp.	18.2%	18.2%	0.0%	0.0%	18.7%	18.5%	0.2%	1.1%

**SONOMA VALLEY HOSPITAL
OPERATING INDICATORS
For the Period Ended May 31, 2021**

ATTACHMENT B

	<u>CURRENT MONTH</u>				<u>YEAR-TO-DATE</u>			<u>YTD</u>
	<u>Actual 05/31/21</u>	<u>Budget 05/31/21</u>	<u>Favorable (Unfavorable) Variance</u>		<u>Actual 05/31/21</u>	<u>Budget 05/31/21</u>	<u>Favorable (Unfavorable) Variance</u>	<u>Prior Year 05/31/20</u>
Inpatient Utilization								
Discharges								
1	55	66	(11)	Med/Surg	566	681	(115)	625
2	14	16	(2)	ICU	150	169	(19)	172
3	69	82	(13)	Total Discharges	716	850	(134)	797
Patient Days:								
4	159	223	(64)	Med/Surg	1,928	2,303	(375)	2,097
5	88	85	3	ICU	997	875	122	888
6	247	308	(61)	Total Patient Days	2,925	3,178	(253)	2,985
7	24	-	24	Observation days	205	-	205	181
Average Length of Stay:								
8	2.9	3.4	(0.5)	Med/Surg	3.4	3.4	0.0	3.4
9	6.3	5.3	1.0	ICU	6.6	5.2	1.5	5.2
10	3.6	3.8	(0.2)	Avg. Length of Stay	4.1	3.7	0.3	3.7
Average Daily Census:								
11	5.1	7.2	(2.1)	Med/Surg	5.8	6.9	(1.1)	6.3
12	2.8	2.7	0.1	ICU	3.0	2.6	0.4	2.7
13	8.0	9.9	(2.0)	Avg. Daily Census	8.7	9.5	(0.8)	8.9
Other Utilization Statistics								
Emergency Room Statistics								
14	863	1,001	(138)	Total ER Visits	7,842	10,067	(2,225)	9,032
Outpatient Statistics:								
15	4,292	4,418	(126)	Total Outpatients Visits	44,060	46,742	(2,682)	43,779
16	16	25	(9)	IP Surgeries	181	254	(73)	217
17	108	144	(36)	OP Surgeries	1,099	1,443	(344)	1,210
18	56	82	(26)	Special Procedures	516	826	(310)	632
19	309	297	11	Adjusted Discharges	2,697	3,020	(322)	2,971
20	1,105	1,117	(12)	Adjusted Patient Days	10,952	11,292	(340)	11,106
21	35.6	36.0	(0.4)	Adj. Avg. Daily Census	32.7	33.7	(1.0)	33.2
22	1.3778	1.4000	(0.022)	Case Mix Index - Medicare	1.5444	1.4000	0.144	1.3928
23	1.4010	1.4000	0.001	Case Mix Index - All payers	1.4894	1.4000	0.089	1.5238
Labor Statistics								
24	210	221	11	FTE's - Worked	208	217	9.7	202
25	233	247	14	FTE's - Paid	228	243	14.3	225
26	45.74	45.91	0.17	Average Hourly Rate	46.63	45.40	(1.23)	45.26
27	6.54	6.85	0.31	FTE / Adj. Pat Day	6.99	7.20	0.21	6.79
28	37.2	39.0	1.8	Manhours / Adj. Pat Day	39.8	41.0	1.2	38.7
29	133.3	146.6	13.3	Manhours / Adj. Discharge	161.7	153.5	(8.2)	144.6
30	21.8%	22.0%	0.1%	Benefits % of Salaries	22.2%	22.4%	0.2%	22.9%
Non-Labor Statistics								
31	15.0%	14.6%	-0.3%	Supply Expense % Net Revenue	16.8%	15.0%	-1.8%	12.9%
32	1,823	1,988	164	Supply Exp. / Adj. Discharge	2,313	2,049	(264)	1,905
33	15,081	16,060	979	Total Expense / Adj. Discharge	19,706	17,692	(2,014)	17,116
Other Indicators								
34	26.5			Days Cash - Operating Funds				
35	45.5	50.0	(4.5)	Days in Net AR	49.7	50.0	(0.3)	43.0
36	86%			Collections % of Net Revenue	100%			96.0%
37	44.9	55.0	(10.1)	Days in Accounts Payable	44.9	55.0	(10.1)	50.0
38	16.5%	16.8%	-0.3%	% Net revenue to Gross revenue	16.3%	17.0%	-0.7%	20.0%
39	17.6%			% Net AR to Gross AR	17.6%			17.1%

Sonoma Valley Health Care District
Balance Sheet
As of May 31, 2021

ATTACHMENT C

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets			
Current Assets:			
1 Cash	\$ 2,260,520	\$ 2,816,185	\$ 1,763,015
2 Cash - Money Market	1,638,344	1,638,243	10,235,586
3 Net Patient Receivables	7,105,046	6,269,820	4,339,211
4 Allow Uncollect Accts	(1,465,814)	(979,996)	(824,014)
5 Net A/R	5,639,232	5,289,824	3,515,197
6 Other Accts/Notes Rec	1,551,383	1,624,496	89,180
7 Parcel Tax Receivable	185,362	185,362	114,617
8 GO Bond Tax Receivable	49,916	1,411,343	(160,080)
9 3rd Party Receivables, Net	5,309,989	5,220,366	535,013
10 Inventory	883,273	881,081	984,565
11 Prepaid Expenses	767,866	829,085	626,219
12 Total Current Assets	<u>\$ 18,285,885</u>	<u>\$ 19,895,985</u>	<u>\$ 17,703,312</u>
13 Property, Plant & Equip, Net	\$ 52,620,502	\$ 52,744,211	\$ 49,304,171
14 Trustee Funds - GO Bonds	5,935,057	4,573,552	5,527,015
15 Restricted Funds - Board Approved	1,000,000	1,000,000	-
16 Total Assets	<u><u>\$ 77,841,444</u></u>	<u><u>\$ 78,213,748</u></u>	<u><u>\$ 72,534,498</u></u>
Liabilities & Fund Balances			
Current Liabilities:			
17 Accounts Payable	\$ 3,310,069	\$ 3,331,798	\$ 2,417,235
18 Accrued Compensation	4,110,021	3,834,359	3,538,088
19 Interest Payable - GO Bonds	358,909	269,178	381,709
20 Accrued Expenses	1,973,740	1,939,694	1,390,721
21 Advances From 3rd Parties	-	-	-
22 Deferred Parcel Tax Revenue	316,651	633,318	316,655
23 Deferred GO Bond Tax Revenue	275,770	551,535	258,737
24 Current Maturities-LTD	270,436	277,946	343,332
25 Line of Credit - Union Bank	5,473,734	5,473,734	5,473,734
26 Other Liabilities	252,412	252,412	34,636
27 Total Current Liabilities	<u>\$ 16,341,742</u>	<u>\$ 16,563,974</u>	<u>\$ 14,154,847</u>
28 Long Term Debt, net current portion	\$ 27,183,234	\$ 27,183,233	\$ 28,660,787
Fund Balances:			
29 Unrestricted	\$ 19,187,553	\$ 19,430,553	\$ 20,635,437
30 Restricted	15,128,915	15,035,988	9,083,427
31 Total Fund Balances	<u>\$ 34,316,468</u>	<u>\$ 34,466,541</u>	<u>\$ 29,718,864</u>
32 Total Liabilities & Fund Balances	<u><u>\$ 77,841,444</u></u>	<u><u>\$ 78,213,748</u></u>	<u><u>\$ 72,534,498</u></u>

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended May 31, 2021**

ATTACHMENT D

	Month				Volume Information	Year-To-Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual		\$	%		Actual	Budget	\$	%		
1	69	82	(13)	-16%	Acute Discharges	716	850	(134)	-16%	797	
2	247	308	(61)	-20%	Patient Days	2,925	3,178	(253)	-8%	2,987	
3	24	-	24	0%	Observation Days	205	-	205	*	181	
4	\$ 17,738	\$ 17,459	\$ 279	2%	Gross O/P Revenue (000's)	\$ 166,974	\$ 175,035	\$ (8,061)	-5%	\$ 159,916	
Financial Results											
Gross Patient Revenue											
5	\$ 5,100,230	\$ 6,634,245	(1,534,015)	-23%	Inpatient	\$ 60,715,541	\$ 68,421,174	(7,705,633)	-11%	\$ 58,961,421	
6	10,415,163	10,243,834	171,329	2%	Outpatient	100,679,631	102,686,081	(2,006,450)	-2%	89,868,467	
7	7,322,469	7,215,250	107,219	1%	Emergency	66,294,270	72,349,309	(6,055,039)	-8%	70,388,127	
8	\$ 22,837,862	\$ 24,093,329	(1,255,467)	-5%	Total Gross Patient Revenue	\$ 227,689,442	\$ 243,456,564	(15,767,122)	-6%	\$ 219,218,015	
Deductions from Revenue											
9	(18,875,140)	(19,838,919)	963,779	5%	Contractual Discounts	\$ (189,333,745)	\$ (200,002,246)	10,668,501	5%	\$ (172,184,270)	
10	(100,000)	(200,000)	100,000	50%	Bad Debt	(1,270,000)	(2,200,000)	930,000	42%	(2,050,000)	
11	(2,260)	(13,108)	10,848	83%	Charity Care Provision	(248,003)	(144,188)	(103,815)	-72%	(123,465)	
12	(100,319)	-	(100,319)	*	Prior Period Adj/Government Program Revenue	7,999,921	5,570,424	2,429,497	44%	(1,011,025)	
13	\$ (19,077,719)	\$ (20,052,027)	974,308	-5%	Total Deductions from Revenue	\$ (182,851,827)	\$ (196,776,010)	13,924,183	-7%	\$ (175,368,760)	
14	\$ 3,760,143	\$ 4,041,302	(281,159)	-7%	Net Patient Service Revenue	\$ 44,837,615	\$ 46,680,554	(1,842,939)	-4%	\$ 43,849,255	
15	\$ 69,719	\$ 81,081	(11,362)	-14%	Other Op Rev & Electronic Health Records	\$ 960,406	\$ 891,891	68,515	8%	\$ 749,351	
16	\$ 3,829,862	\$ 4,122,383	(292,521)	-7%	Total Operating Revenue	\$ 45,798,021	\$ 47,572,445	\$ (1,774,424)	-4%	\$ 44,598,606	
Operating Expenses											
17	\$ 1,882,862	\$ 2,002,286	119,424	6%	Salary and Wages and Agency Fees	\$ 20,335,956	\$ 21,037,748	701,792	3%	\$ 19,449,085	
18	682,949	708,146	25,197	4%	Employee Benefits	7,274,049	7,543,802	269,753	4%	7,205,837	
19	\$ 2,565,811	\$ 2,710,432	144,621	5%	Total People Cost	\$ 27,610,005	\$ 28,581,550	971,545	3%	\$ 26,654,922	
20	\$ 498,968	\$ 480,189	(18,779)	-4%	Med and Prof Fees (excl Agency)	\$ 4,935,970	\$ 4,837,617	(98,353)	-2%	\$ 4,631,012	
21	562,792	591,167	28,375	5%	Supplies	6,239,741	6,187,025	(52,716)	-1%	5,660,269	
22	387,201	380,417	(6,784)	-2%	Purchased Services	4,622,011	4,490,000	(132,011)	-3%	4,212,627	
23	254,626	266,953	12,327	5%	Depreciation	2,808,331	2,936,483	128,152	4%	2,850,105	
24	103,581	86,122	(17,459)	-20%	Utilities	1,258,674	1,062,637	(196,037)	-18%	1,070,811	
25	50,615	42,599	(8,016)	-19%	Insurance	496,999	468,589	(28,410)	-6%	425,876	
26	16,504	23,821	7,317	31%	Interest	190,246	262,031	71,785	27%	325,101	
27	125,709	105,220	(20,489)	-19%	Other	1,178,359	1,176,774	(1,585)	0%	1,093,743	
28	-	-	-	*	Matching Fees (Government Programs)	2,818,574	2,429,217	(389,357)	16%	2,765,336	
29	\$ 4,565,807	\$ 4,686,920	121,113	3%	Operating expenses	\$ 52,158,910	\$ 52,431,923	273,013	1%	\$ 49,689,802	
30	\$ (735,945)	\$ (564,537)	\$ (171,408)	-30%	Operating Margin	\$ (6,360,889)	\$ (4,859,478)	(1,501,411)	-31%	\$ (5,091,196)	

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended May 31, 2021**

ATTACHMENT D

	Month					Year-To-Date				YTD Prior Year
	This Year		Variance			This Year		Variance		
	Actual		\$	%		Actual	Budget	\$	%	
31	\$ (9,756)	\$ 2,908	(12,664)	-435%						\$ 7,341,048
32	-	-	-	0%	Miscellaneous Revenue/(Expenses)	\$ 1,893	\$ 34,413	(32,520)	-94%	\$ 13,461
33	-	-	-	*	Donations	498	-	498	0%	(107,328)
34	316,667	316,667	-	0%	Physician Practice Support-Prima	-	-	-	*	3,483,337
35	0	0	-	0%	Parcel Tax Assessment Rev	3,483,337	3,483,337	-	0%	(5,444)
36	\$ 306,911	\$ 319,575	(12,664)	-4%	Extraordinary Items	36	0	36	0%	\$ 10,725,074
					Total Non-Operating Rev/Exp	\$ 3,485,764	\$ 3,517,750	(32,022)	-1%	
37	\$ (429,034)	\$ (244,962)	(184,072)	75%	Net Income / (Loss) prior to Restricted Contributions	\$ (2,875,125)	\$ (1,341,728)	(1,533,433)	114%	\$ 5,633,878
38	\$ -	\$ -	-	0%	Capital Campaign Contribution	\$ -	\$ -	-	0%	\$ -
39	\$ 92,927	\$ 294,175	(201,248)	0%	Restricted Foundation Contributions	\$ 5,833,982	\$ 3,235,925	2,598,057	100%	\$ 2,214,725
40	\$ (336,107)	\$ 49,213	(385,320)	-783%	Net Income / (Loss) w/ Restricted Contributions	\$ 2,958,857	\$ 1,894,197	1,064,660	56%	\$ 7,848,603
41	186,034	186,034	-	0%	GO Bond Activity, Net	2,040,674	2,040,674	-	0%	1,790,974
42	\$ (150,073)	\$ 235,247	(385,320)	-164%	Net Income/(Loss) w GO Bond Activity	\$ 4,999,531	\$ 3,934,871	1,064,660	27%	\$ 9,639,577
	\$ (174,408)	\$ 21,991	(196,399)		EBDA - Not including Restricted Contributions	\$ (66,794)	\$ 1,594,755	(1,661,549)		\$ 8,483,983
	-4.6%	0.5%				-0.1%	3.4%			19.0%

* Operating Margin without Depreciation expense:

\$ (735,945)	\$ (564,537)	\$ (171,408)	-30%	Operating Margin	\$ (6,360,889)	\$ (4,859,478)	\$ (1,501,411)	-31%
254,626	266,953	12,327	5%	Add back Depreciation	2,808,331	2,936,483	128,152	4%
\$ (481,319)	\$ (297,584)	\$ (159,081)	-62%	Operating Margin without Depreciation expense	\$ (3,552,558)	\$ (1,922,995)	\$ (1,373,259)	-85%

**Sonoma Valley Health Care District
Variance Analysis
For the Period Ended May 31, 2021**

ATTACHMENT E

Operating Expenses	YTD Variance	Month Variance	
Salary and Wages and Agency Fees	701,792	119,424	Salaries and wages are under budget by \$163,157 and agency fees are over budget by (\$43,733). Salaries and wages are better than budget due to flexing clinical staff in Med-Surg and CFO and CMO costs moved to contracted labor.
Employee Benefits	269,753	25,197	
Total People Cost	971,545	144,621	
Med and Prof Fees (excl Agency)	(98,353)	(18,779)	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	(52,716)	28,375	
Purchased Services	(132,011)	(6,784)	
Depreciation	128,152	12,327	
Utilities	(196,037)	(17,459)	Utilities/Electrical costs are higher than budget due to an increase in costs since January 2021.
Insurance	(28,410)	(8,016)	
Interest	71,785	7,317	
Other	(1,585)	(20,489)	Budgeted costs posted to May. YTD on budget.
Matching Fees (Government Programs)	(389,357)	-	
Operating expenses	273,013	121,113	

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	Actual Mar	Actual Apr	Actual 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	4,027,299	4,214,216	3,489,587	3,269,621	39,856,461
2 Other Operating Revenue	38,268	137,152	105,236	168,211	117,406	166,223	123,679	100,600	84,519	95,152	197,025	81,081	1,414,553
3 Other Non-Operating Revenue	73,172	15,194	22,125	4,004	12,969	16,141	22,280	46,486	19,733	10,731	14,948	23,796	281,579
4 Unrestricted Contributions	-	3,306	653	498	5,456	-	104,664	-	4,465	14,500	265	-	133,808
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	4,136,016	4,334,599	3,701,825	3,374,498	41,686,400
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	4,243,978	4,140,376	4,082,972	4,545,188	50,817,385
7 Add Capital Lease Payments	7,854	88,349	7,904	7,929	74,551	7,979	8,004	27,931	14,093	14,726	7,510	-	266,829
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	400,594	315,568	117,380	294,175	7,617,217
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	4,658,665	4,470,670	4,207,862	4,839,363	58,701,430
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)	(522,648)	(136,071)	(506,037)	(1,464,865)	(17,015,030)
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	-	365,953	257,826	92,662	294,175	5,996,696
12 Parcel Tax Revenue	86,141	-	-	-	-	2,046,911	-	-	-	1,567,726	-	-	3,700,779
13 Other Payments - Ins. Claims/HHS/Grants	340,068	49,150	-	-	10,839	-	-	-	-	50,000	-	-	450,057
14 Other:	-	-	-	-	-	-	-	-	-	-	-	-	-
15 IGT	-	-	108,320	-	(129,950)	30,856	-	1,984,768	25,584	-	8,105	5,467,609	7,495,291
16 IGT - AB915	-	-	-	-	-	-	-	(60,772)	-	-	-	-	(60,772)
17 PRIME	-	14,229	270,000	-	-	712,947	-	-	-	-	-	204,166	1,201,342
Sub-Total Non-Hospital Sources	2,210,637	2,036,729	449,652	-	6,687,451	3,181,892	459,231	23,996	391,537	3,875,552	100,767	1,965,950	21,383,394
Non-Hospital Uses of Cash													
18 Matching Fees	-	142,041	-	-	313,968	620,237	-	-	-	2,198,337	150,394	-	3,424,977
Sub-Total Non-Hospital Uses of Cash	-	142,041	-	-	313,968	620,237	-	-	-	2,198,337	150,394	-	3,424,977
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	391,537	1,677,215	(49,628)	1,965,950	17,958,417
Net Sources/Uses	(348,775)	497,285	283,473	(1,798,952)	1,830,969	579,345	(366,974)	(1,088,437)	(131,111)	1,541,144	(555,665)	501,085	
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	1,275,042	2,816,185	2,260,520	
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	1,275,042	2,816,185	2,260,520	2,761,605	
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	3,638,083	1,638,243	1,638,344	5,638,344	
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	4,913,125	4,454,428	3,898,864	8,399,949	
Average Days of Cash on Hand	73.00	68.60	63.00	60.10	35.35	28.30	30.56	31.92	36.34	32.35	27.20	59.21	