



SVHCD FINANCE COMMITTEE

AGENDA

TUESDAY, August 24, 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/98390034346?pwd=bG9GdEpWVkhYTlpLSHILUWZtMm84dz09>

Meeting ID: 983 9003 4346

Passcode: 768934

One tap mobile

+16699009128,,98390034346#

+12133388477,,98390034346#

Dial by your location

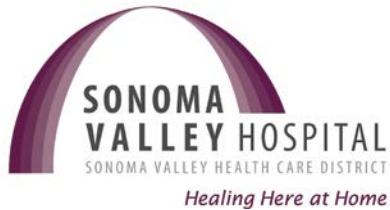
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In compliance with the Americans Disabilities Act, if you require special accommodations to participate in a District meeting, please contact District Clerk Jenny Fontes at jfontes@sonomavalleyhospital.org or (707) 935.5005 at least 48 hours prior to the meeting.	
AGENDA ITEM	RECOMMENDATION
MISSION STATEMENT <i>The mission of the SVHCD is to maintain, improve, and restore the health of everyone in our community.</i>	
1. CALL TO ORDER/ANNOUNCEMENTS	Boerum
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>	Boerum
3. CONSENT CALENDAR a. Finance Committee Minutes 07.27.21	Boerum Action
4. RESOLUTION 361 SETTING THE TAX RATE FOR THE 2021-2022 FISCAL YEAR	Dungan Action
5. ADMINISTRATIVE REPORT FOR AUGUST 2021	Hennelly Inform
6. FINANCIAL REPORT FOR MONTH ENDED JULY	Dungan Inform

7. BOARD ADVISORY PROJECTS	<i>Boerum</i>	Inform/Action
8. ATTRIBUTES OF A NEW CFO	<i>Boerum</i>	Inform
9. ADJOURN	<i>Boerum</i>	



SVHCD
FINANCE COMMITTEE MEETING
MINUTES
TUESDAY, JULY 27, 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 Peter Hohorst via Zoom Wendy Lee via Zoom Carl Gerlach via Zoom Catherine Donahue via Zoom			Ken Jensen, CFO, via Zoom Sarah Dungan via Zoom Dawn Kuwahara, CAO, via Zoom Celia Kruse De La Rosa 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 5:02 p.m. Mr. Boerum introduced the new committee members Mr. Gerlach and Ms. Donahue.			
2. PUBLIC COMMENT SECTION		<i>Boerum</i>			;
3. CONSENT CALENDAR		<i>Boerum</i>			
a. Finance Committee Minutes 06.22.21				MOTION: by Mishra to approve, 2 nd by Gerlach. All in favor.	
4. AUDIT UPDATE		<i>Jensen</i>			
		Mr. Jensen said that the control testing for the audit has been done. The physical audit will begin in the middle of August. Ms. Dungan said the auditors will simultaneously be doing the government CAIRS ACT audit as well.			

	Mr. Boerum said that there will be two new audit committee members presented to the Board in August for approval.		
5. FOURTH QUARTER CAPITAL SPENDING	<i>Boerum</i>		
	Ms. Dungan reviewed the capital spending plan for the fourth quarter spending for FY21. For FY21 the total capital asset spend was \$429,504. The committee discussed how much capital spending should be done and how it should be focused.		
6. ADMINISTRATIVE REPORT FOR JULY 2021			
	Mr. Jensen spoke in Mr. Hennelly's absence. He reported that the CT is expected to go live in mid-August. The MRI project and construction discussion continues with the contractors. There was a quarterly meeting with UCSF and it included the discussion about telemedicine expansion.		
7. FINANCIAL REPORT FOR MONTH ENDED June 30, 2020	<i>Jensen</i>		
	Mr. Jensen discussed patient volumes and the payer mix for the month of June 2021. The cash collection goal was \$3.6 million, and the hospital collected \$4.2 million. The fiscal year 2021 goal was \$37.9 million, and the hospital collected \$38.7 million, over goal by \$764,986. Days' cash on hand were 44.6, A/R days were 39.3, A/P were \$3.5 million, and A/P days were 48.4. At fiscal year end the hospital's actual operating margin of (\$6,402,370) was (\$1,122,326) unfavorable to the budgeted operating margin of (\$5,280,044). The unfavorable variance at year-end is a result of lower than budgeted volumes primarily in inpatient and the emergency room due to the COVID-19 pandemic.		

	<p>For the month of June, the hospital's actual operating margin of (\$41,481) was \$379,085 favorable to the budgeted operating margin of (\$420,566).</p> <p>Operating Expenses of \$4,429,691 were favorable to budget by \$203,717.</p> <p>After accounting for all other activity, the net income for June was \$358,087 vs. the budgeted net income of \$379,611.</p>		
8. BOND REFINANCING UPDATE	<i>Boerum</i>		
	Mr. Boerum spoke about the Board approval of the Debt Management Policy as well as the Bond Resolution. The closing is expected for August 5, 2021.		
9. ADJOURN	<i>Boerum</i>		
	Meeting adjourned at 5:50 p.m.		



Meeting Date: August 24, 2021

Prepared by: Sarah Dungan, Controller

Agenda Item Title: Setting the Tax Rate for the 2021-22 Fiscal Year for GO Bonds

Background and Reasoning:

The total assessed value of the secured property in the District is \$11,479,411,999. The tax required to assure payment of the principle, interest, and reasonable reserve for the Bonds for Fiscal Year 2021-2022 is \$2,333,333. The rate, calculated per the Sonoma County's approved formula is \$20.30 per \$100,000 of assessed valuation.

Consequences of Negative Action/Alternative Actions:

Without the resolution, the County is directed to apply the most recently provided tax rate.

Financial Impact:

The resolution will instruct the County to collect the General Obligation Bond tax to be paid to the bond holders.

Selection Process and Contract History:

The Hospital has done similar resolutions in the past.

Board Committee:

Finance

EXHIBIT A

Payment Date	Principal	Interest	Total
February 1, 2022 (2021)	-	138,486	138,486
February 1, 2022 (2014)	-	171,310	171,310
August 1, 2022 (2021)	1,415,000	141,634	1,556,634
August 1, 2022 (2014)	744,000	171,310	915,310

Amount Needed for 2022 Debt Service 2,781,740

County Collection Fee (Sect 29142) 0.0025 6,954

Adjustment to Paying Agent reserve (371,470)

Amount Needed -- To be paid by 2021-22 Property Taxes 2,417,224 **A**

Assessed Value - Unsecured 302,271,502 **B1**

95% of Unsecured Assessed Value 287,157,927 **B2 = .95xB1**

Prior Year Rate 0.029% **B3**

Paid by Assessment on Unsecured Property 83,891 **B = B2xB3**

Remaining Amount Needed **2,333,333.17** **C=A-B**

Assessed Value - Secured + Utility 11,436,284,662 **D1**

Assessed Value - "HOPTR" 43,127,337 **D2**

Assessed Value - Total 11,479,411,999 **D = D1+D2**

Tax Rate Calculation 0.000203 **E = C/D**

Tax Rate per \$100 of Assessed Value 0.0203 **F = Ex100**

Tax Rate Adjustment Factor 0.0% **G**

Tax Rate Adjustment - **H = FxG**

Tax Rate on Secured Property, as reflected on tax bill (per \$100 of AV) **0.0203** **I = F+H**

Tax Rate as reflected in Board Resolution (per \$100,000 of AV) **20.30** **= 1000 x I**

	2014	B Series	Total
Debt Service	\$ 1,086,620	\$ 1,695,120	\$ 2,781,740

Adjustment Factor - 0%	-	-	-
	\$ 1,086,620	\$ 1,695,120	\$ 2,781,740

	Total District Assessed Value	
	Assumed	Actual
FY 2018	9,448,733,253	
FY 2019	9,944,701,074	
FY 2020	10,552,740,965	
FY 2021	11,041,944,276	
FY 2022	11,479,411,999	
Increase	-3.81%	-100.00%

Note: County of Sonoma supplied assessed value information.
Format for calculations prepared by SVH Controller.

SONOMA VALLEY HEALTH CARE DISTRICT

RESOLUTION No. 361

**RESOLUTION SETTING THE TAX RATE FOR THE 2021-22 FISCAL YEAR
FOR THE PAYMENT OF PRINCIPAL AND INTEREST ON THE SONOMA
VALLEY HEALTH CARE DISTRICT (SONOMA COUNTY, CALIFORNIA)
GENERAL OBLIGATION BONDS, ELECTION OF 2008**

WHEREAS, by resolution, adopted by the Board of Directors (the "Board") of the Sonoma Valley Health Care District (the "District") on August 6, 2008, the Board determined and declared that public interest and necessity demanded the need to raise moneys for the expansion, improvement, acquisition, construction, equipping and renovation of health facilities of the District (the "Project"), and the Board called an election to be held within the boundaries of the District in accordance with the California Elections Code;

WHEREAS, a special municipal election was held in the District on November 4, 2008 and thereafter canvassed pursuant to law;

WHEREAS, an election there was submitted to and approved by the requisite two-thirds (2/3) vote of the qualified electors of the District a question as to the issuance and sale of general obligation bonds of the District for the purpose of raising money for the Project in the maximum aggregate principal amount of \$35,000,000, payable from the levy of an *ad valorem* tax against all taxable property in the District;

WHEREAS, pursuant to Chapter 4 of Division 23 (commencing with section 32300) of the California Health and Safety Code (the "Act"), the District is empowered to issue general obligation bonds;

WHEREAS, the District sold, on January 27, 2009, an initial series of bonds for the purpose of raising funds needed for the Project and for other authorized costs in the aggregate principal amount of \$12,000,000, identified as the "Sonoma Valley Health Care District (Sonoma County, California) General Obligation Bonds, Election of 2008, Series A (2009)" (the "2009 Bonds"); and

WHEREAS, the District sold, on August 1, 2010, an additional series of bonds for the purpose of raising funds needed for the Project and for other authorized costs in the aggregate principal amount of \$23,000,000, identified as the "Sonoma Valley Health Care District (Sonoma County, California) General Obligation Bonds, Election of 2008, Series B (2010)" (the "2010 Bonds"); and

WHEREAS, the District sold, on January 28, 2014, a refunding series of bonds for the purpose of refunding the 2009 Bonds in the aggregate principal amount of \$12,437,000, identified as the "Sonoma Valley Health Care District (Sonoma County, California) 2014 General Obligation Refunding Bonds" (the "2014 Bonds"); and

WHEREAS, the District sold, on July 28, 2021, a refunding series of bonds for the purpose of refunding the 2010 Bonds in the aggregate principal amount of \$15,825,000, identified as the "Sonoma Valley Health Care District (Sonoma County, California) 2021 General Obligation Refunding Bonds" (the "2021 Bonds" and together with the 2014 Bonds, the "Bonds"); and

WHEREAS, Sonoma County (the "County") has requested that the District provide to the County the tax rate required for Fiscal Year 2021-22 to pay principal and interest on the Bonds and to provide a reasonable reserve;

NOW, THEREFORE, THE BOARD OF DIRECTORS OF SONOMA VALLEY HEALTH CARE DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:

Section 1. Recitals. All of the recitals herein are true and correct. To the extent that the recitals relate to findings and determinations of the Board, the Board declares such findings or determinations to be made thereby.

Section 2. Tax Rate; Remittance.

(a) Based upon the County's estimate of assessed valuation of all secured property in the District (\$11,479,411,999) the tax rate required to assure payment of the principal of, interest on and a reasonable reserve for the Bonds for Fiscal Year 2021-22 is \$20.30 per \$100,000 of assessed valuation. It is the intent of the District to provide to the County, by resolution, the tax rate required to assure payment of the principal of, interest on and a reasonable reserve for the Bonds for Fiscal Year 2021-22 and each Fiscal Year thereafter, so long as the Bonds remain outstanding. However, in the event the District fails to provide a tax rate in any year, the County is directed to apply the most recently provided tax rate in such year.

(b) The District hereby delegates to the County Board of Supervisors the authority to annually levy and collect the annual *ad valorem* property taxes required for the payment of the principal of and interest on the Bonds.

(c) The District hereby requests that such amounts, as collected, be remitted directly to The Bank of New York Mellon Trust Company, N.A., the District's paying agent for the Bonds.

Section 3. Request for Necessary County Actions. The County Board of Supervisors and the County Auditor-Controller-Treasurer-Tax Collector, and other officials of the County, are hereby directed to take whatever action that may be necessary pursuant to law to provide for the levy and collection of a property tax on all taxable property within the District at the tax rate specified in Section 2(a) above.

Section 4. General Authority. The Chair, the Secretary, the Chief Executive Officer and the Chief Financial Officer, and their respective designees, are each hereby authorized, empowered and directed in the name and on behalf of the District to take any and all steps which they or any of them might deem necessary or appropriate in order to give effect to this resolution.

Section 5. Effective Date. This resolution shall take effect immediately on and after its adoption.

* * * * *

PASSED AND ADOPTED this 2nd day of September 2021, by the following vote:

AYES:

NAYS:

ABSTAIN:

ABSENT:

Joshua M. Rymer
Chair, Board of Directors
Sonoma Valley Health Care District

ATTEST:

Judith Bjorndal
Secretary, Board of Directors
Sonoma Valley Health Care District



To: SVHCD Board of Directors
From: Administrative Team
Date: 08.05.21
Subject: Administrative Report

Summary: June saw strong volumes throughout the hospital. Surgery was particularly busy. Covid continues to demand the hospital's focus. Community positivity rates are on the rise. The hospital has expanded testing of patients. Vaccination rates of employees and medical staff is over 93% (463/495), well above regional and national averages. The Outpatient Diagnostic Center project CT phase is near completion. Occupancy is expected in the coming weeks.

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 on going. Many high-quality applicants. Expect the process to be completed by the end of August. ➤ Our Joint Operating Committee (JOC) met in July. The group reviewed <ul style="list-style-type: none"> ○ opportunities to create collaborative programs ○ status of SVH EMR ○ completion of expansion of management services agreement to include IT leader ➤ Establishment of pipeline for UCSF to assist in physician recruitment
Exceed Community Expectations especially in Emergency Services	<ul style="list-style-type: none"> ➤ Phase 1 of the ODC continues to progress. The final component of gaining occupancy to the CT phase of the project is sign off on the air handling system. While the system is operational, the balancing has proven challenging and OSHPD is requiring some modifications that may shift approval into mid-August. ➤ Phase 2 of the project is under review. ➤ Engagement continues with community groups and community members.
Ensure Patients receive Excellent, Safe care	<ul style="list-style-type: none"> ➤ We have reinstituted covid testing of all admissions and surgical cases. ➤ As you will note on the next page, the patient experience scores remain well above national averages. While there are always opportunities for improvement, the staff continues to perform well.
Provide Access to Excellent Physicians	<ul style="list-style-type: none"> ➤ The team continues to work on recruitment efforts to bring MDs to Sonoma. Focus currently on primary care and surgery.
Be a Healthy Hospital	<ul style="list-style-type: none"> ➤ Masking continues to be required by all individuals at the hospital. We have implemented a new screening system at the hospital entrance that provides a day pass upon completion of screening protocol. ➤ 91% of our employees and 99% of our medical staff have chosen to be vaccinated. We continue to encourage everyone to get vaccinated. A team is reviewing whether to require vaccination as a condition of employment. ➤ Financially you'll note that volumes in June were some of the strongest in months. Key statistic, surgeries and special procedures were both highest in the fiscal year.

MAY 2021

			National
Patient Experience	Current Performance	FY 2021 Goal	Benchmark
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	3.8%	11.3%	11.3%
Pneumonia Mortality Rate	4.7%	15.6%	15.6%
Stroke Mortality Rate	0.0%	13.8%	13.8%
Sepsis Mortality Rate	7.3%	25%	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	13	< 10	17
Adverse Drug Events with Harm	1	0	0
Reportable HIPAA Privacy Events	0	0	0
Case Mix Index	1.48	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	0.6	>3%	3%
Paid FTE's	229	<235	235
Days Cash on Hand	66	>30	30
Days in Accounts Receivable	48.8	<45	50
Length of Stay	4	<4.0	4.03
Funds raised by SVHF	\$21.1 million	\$21 million	\$1 million
Strategic Growth Finance	YTD/Projected	FY 2021 Goal	FY 2020
Inpatient Discharges	716	850	862
Outpatient Visits	48,705	153,082	47,802
Emergency Visits	8,689	10,000	9784
Surgeries + Special Procedures	587	2000	2226
Community Benefit Hours	1204	800	1332

Note: Colors demonstrate comparison to National Benchmark



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 2021
FY YTD Turnover	<15%	2.1	3.4	3.5	3.9	7	7	8.3	10.5	12.2	13.5	8.2	16.1
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	-12.1	0.9	32.1	-4.6	0.6
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	4.4
Net Income	>50k	418	658	-576	-235	1.4	823	-529	-666	339	3.1	-150	358
Days Cash on Hand	>30	73	68.6	63	60	35.4	32.9	30.6	31.9	36.3	32.4	27.2	44.6
Receivable Days	<50	40	39	39	53.2	69.6	66.1	53.7	49.9	46.9	43.0	45.5	39.3
Accounts Payable Days	>50	35	31.6	40	58.3	53.3	45.4	47.4	47.6	47.2	45.0	44.9	48.4
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	3.5
Total Paid FTE's	<235	230	229	226	204	230	227	225	234	231	226	233	229
Inpatient Discharges	>80	75	65	60	64	57	65	63	54	69	75	69	71
Patient Days	>300	324	314	214	230	230	294	230	243	309	202	247	243
Observation Days	<20	20	21	32	18	11	21	15	15	16	12	24	28
Average Daily Census	>10	10.5	10.1	7.1	3.6	10.6	9.5	7.4	8.7	10	9.4	8	8.1
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	11.7
Surgeries	>120	115	114	115	121	111	123	102	99	133	123	124	138
Special Procedures	>50	37	34	57	47	50	50	27	45	55	58	56	71
Emergency Visits	>800	735	723	653	696	674	674	673	616	769	766	863	847
MRI	>120	93	84	N/A	114	145	159	100	116	144	135	144	138
Cardiology (Echos)	>65	63	71	N/A	88	46	85	56	55	84	74	80	96
Laboratory	>11	12.6	12.1	N/A	4	9.9	15.9	10.9	10.9	12.7	12.1	11.5	12.5
Radiology	>900	883	806	N/A	241	778	1090	766	776	891	914		876
Rehab	>2000	2206	1664	N/A	971	2207	3463	2062	2155	2555	2933	2148	2325
CT	>350	382	426	N/A	117	356	525	340	432	467	442	465	415
Mammography	>200	213	179	N/A	75	129	158	192	175	188	205	198	301
Ultrasound	>250	228	253	N/A	76	189	248	188	245	319	263	266	301
Occupational Health	>550	580	426	N/A	534	331	458	365	500	491	509	426	576
Wound Care	>275	191	154	N/A	90	148	227	227	237	176	188	187	205



Healing Here at Home

To: SVH Finance Committee
From: Ken Jensen, CFO
Date: August 24, 2021
Subject: Financial Report for the Month Ending July 31, 2021

During the month of July the hospital experienced higher than budgeted outpatient services and emergency room visits and lower than expected inpatient volumes. For the month of July the hospital's actual operating margin of (\$630,496) was \$487,529 favorable to the budgeted operating margin of (\$1,118,025). After accounting for all other activity; the net loss for July was (\$65,117) vs. the budgeted net loss of (\$84,874) with a monthly EBDA of -2.0% vs. a budgeted -16.6%.

Gross patient revenue for July was \$24,790,164; \$4,422,687 over budget. Inpatient gross revenue was under budget by (\$802,490). Inpatient days were under budget by (37) days and inpatient surgeries were at budget at 15 cases. Outpatient gross revenue was over budget by \$3,173,336. Outpatient visits were over budget by 68 visits, outpatient surgeries were over budget by 29 cases, and special procedures were over budget by 29 cases. The Emergency Room gross revenue was over budget by \$2,051,841 with ER visits over budgeted expectations by 188 visits.

Deductions from revenue were unfavorable to budgeted expectations by (\$3,605,688) due to higher gross revenue than budgeted.

After accounting for all other operating revenue, the **total operating revenue** was favorable to budgeted expectations by \$800,341.

Operating Expenses of \$4,724,618 were unfavorable to budget by (\$312,812). Salaries and wages and agency fees were over budget by (\$59,317) due to higher outpatient and emergency room volumes. Professional fees were over budget by (\$24,452) due to Human Resources legal costs. Supplies are over budget by (\$100,566) due to higher supply costs in surgery (\$62,349) from higher outpatient surgeries and in the lab (\$45,409) due to increased COVID testing. Purchased services are over budget by (\$64,433) due to outsourcing COVID testing to UCSF when lab equipment went down (\$18,419) and in IT by (\$41,019). Utilities are over budget by (\$24,168) due to higher than average electrical usage; plant operations are reviewing and this could be related to ongoing construction at the hospital.

After accounting for all income and expenses, but not including Restricted Contributions and GO bond activity, the net loss for July was (\$329,152) vs. a budgeted net loss of (\$800,382). In the month of July the hospital received \$121,954 in donations from the Sonoma Valley Hospital Foundation primarily for



the ODC construction costs. The total net loss for July after all activity was (\$65,117) vs. a budgeted net loss of (\$84,874).

EBDA for the month of July was -2.0% vs. the budgeted -16.6%.

Patient Volumes – July

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	69	59	10	75
Acute Patient Days	221	258	-37	324
Observation Days	31	0	31	20
OP Gross Revenue	\$19,644	\$14,419	\$5,225	\$15,573
Surgical Cases	130	101	29	115

Gross Revenue Overall Payer Mix – July

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	38.4%	39.7%	-1.3%	38.4%	39.7%	-1.3%
Medicare Mgd Care	16.4%	15.5%	0.9%	16.4%	15.5%	0.9%
Medi-Cal	15.8%	19.3%	-3.5%	15.8%	19.3%	-3.5%
Self Pay	1.6%	1.1%	0.5%	1.6%	1.1%	0.5%
Commercial	24.8%	21.4%	3.4%	24.8%	21.4%	3.4%
Workers Comp	3.0%	3.0%	0.0%	3.0%	3.0%	0.0%
Total	100.0%	100.0%		100.0%	100.0%	

Cash Activity for June:

For the month of July the cash collection goal was \$3,789,016 and the Hospital collected \$3,738,429 or under the goal by (\$50,587).

	CURRENT MONTH	PRIOR MONTH	VARIANCE	PRIOR YEAR
Days of Cash on Hand – Avg.	58.8	44.6	14.2	73.0
Accounts Receivable Days	40.3	39.3	1.0	40.4
Accounts Payable	\$3,313,114	\$3,573,913	-\$260,799	\$2,298,513
Accounts Payable Days	40.4	48.4	-8.0	34.6

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 July 31, 2021

ATTACHMENT A

	Month				Year-to-Date			
	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Gross Revenue:								
Medicare	9,493,798	8,070,659	1,423,139	17.6%	9,493,798	8,070,659	1,423,139	17.6%
Medicare Managed Care	4,074,608	3,144,036	930,572	29.6%	4,074,608	3,144,036	930,572	29.6%
Medi-Cal	3,912,366	3,932,428	-20,062	-0.5%	3,912,366	3,932,428	-20,062	-0.5%
Self Pay	401,192	219,045	182,147	83.2%	401,192	219,045	182,147	83.2%
Commercial & Other Government	6,158,309	4,389,398	1,768,911	40.3%	6,158,309	4,389,398	1,768,911	40.3%
Worker's Comp.	749,891	611,911	137,980	22.5%	749,891	611,911	137,980	22.5%
Total	24,790,164	20,367,477	4,422,687		24,790,164	20,367,477	4,422,687	

	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Net Revenue:								
Medicare	1,103,070	960,129	142,941	14.9%	1,103,070	960,129	142,941	14.9%
Medicare Managed Care	459,616	362,822	96,794	26.7%	459,616	362,822	96,794	26.7%
Medi-Cal	420,971	414,085	6,886	1.7%	420,971	414,085	6,886	1.7%
Self Pay	168,461	82,646	85,815	103.8%	168,461	82,646	85,815	103.8%
Commercial & Other Government	1,727,733	1,268,185	459,548	36.2%	1,727,733	1,268,185	459,548	36.2%
Worker's Comp.	138,280	113,265	25,015	22.1%	138,280	113,265	25,015	22.1%
Prior Period Adj./IGT	-	-	-	*	-	-	-	*
Total	4,018,131	3,201,132	816,999	25.5%	4,018,131	3,201,132	816,999	25.5%

	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Percent of Net Revenue:								
Medicare	27.5%	30.0%	-2.5%	-8.3%	27.5%	30.0%	-2.6%	-8.7%
Medicare Managed Care	11.4%	11.3%	0.1%	0.9%	11.4%	11.3%	0.1%	0.9%
Medi-Cal	10.5%	12.9%	-2.4%	-18.6%	10.5%	12.9%	-2.4%	-18.6%
Self Pay	4.2%	2.6%	1.6%	61.5%	4.2%	2.6%	1.6%	61.5%
Commercial & Other Government	43.0%	39.7%	3.3%	8.3%	43.0%	39.7%	3.3%	8.3%
Worker's Comp.	3.4%	3.5%	-0.1%	-2.9%	3.4%	3.5%	-0.1%	-2.9%
Prior Period Adj./IGT	0.0%	0.0%	0.0%	*	0.0%	0.0%	0.0%	*
Total	100.0%	100.0%	0.0%	0.0%	100.0%	100.0%	-0.1%	-0.1%

	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Projected Collection Percentage:								
Medicare	11.6%	11.9%	-0.3%	-2.5%	11.6%	11.9%	-0.3%	-2.5%
Medicare Managed Care	11.3%	11.5%	-0.2%	-1.7%	11.3%	11.5%	-0.2%	-1.7%
Medi-Cal	10.8%	10.5%	0.3%	2.9%	10.8%	10.5%	0.3%	2.9%
Self Pay	42.0%	37.7%	4.3%	11.4%	42.0%	37.7%	4.3%	11.4%
Commercial & Other Government	28.1%	28.9%	-0.8%	-2.8%	28.1%	28.9%	-0.8%	-2.8%
Worker's Comp.	18.4%	18.5%	-0.1%	-0.5%	18.4%	18.5%	-0.1%	-0.5%

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

ATTACHMENT B

	CURRENT MONTH				YEAR-TO-DATE			YTD
	Actual 07/31/21	Budget 07/31/21	Favorable (Unfavorable) Variance		Actual 07/31/21	Budget 07/31/21	Favorable (Unfavorable) Variance	Prior Year 07/31/20
				Inpatient Utilization				
				Discharges				
1	55	47	8	Med/Surg	55	47	8	62
2	14	12	2	ICU	14	12	2	13
3	69	59	10	Total Discharges	69	59	10	75
				Patient Days:				
4	179	169	10	Med/Surg	179	169	10	221
5	42	89	(47)	ICU	42	89	(47)	103
6	221	258	(37)	Total Patient Days	221	258	(37)	324
7	31	-	31	Observation days	31	-	31	20
				Average Length of Stay:				
8	3.3	3.6	(0.3)	Med/Surg	3.3	3.6	(0.3)	3.6
9	3.0	7.4	(4.4)	ICU	3.0	7.4	(4.4)	7.9
10	3.2	4.4	(1.2)	Avg. Length of Stay	3.2	4.4	(1.2)	4.3
				Average Daily Census:				
11	5.8	5.5	0.3	Med/Surg	5.8	5.5	0.3	7.1
12	1.4	2.9	(1.5)	ICU	1.4	2.9	(1.5)	3.3
13	7.1	8.3	(1.2)	Avg. Daily Census	7.1	8.3	(1.2)	10.5
				Other Utilization Statistics				
				Emergency Room Statistics				
14	893	705	188	Total ER Visits	893	705	188	735
				Outpatient Statistics:				
15	4,656	4,588	68	Total Outpatients Visits	4,656	4,588	68	4,124
16	15	15	-	IP Surgeries	15	15	-	17
17	115	86	29	OP Surgeries	115	86	29	98
18	67	38	29	Special Procedures	67	38	29	37
19	332	202	130	Adjusted Discharges	332	202	130	261
20	1,064	882	182	Adjusted Patient Days	1,064	882	182	1,127
21	34.3	28.5	5.9	Adj. Avg. Daily Census	34.3	28.5	5.9	36.3
22	1.3078	1.4000	(0.092)	Case Mix Index - Medicare	1.3078	1.4000	(0.092)	1.5505
23	1.3637	1.4000	(0.036)	Case Mix Index - All payers	1.3637	1.4000	(0.036)	1.5070
				Labor Statistics				
24	202	201	(1)	FTE's - Worked	202	201	(0.6)	208
25	231	222	(9)	FTE's - Paid	231	222	(8.5)	230
26	44.19	44.37	0.18	Average Hourly Rate	44.19	44.37	0.18	46.56
27	6.73	7.82	1.09	FTE / Adj. Pat Day	6.73	7.82	1.09	6.33
28	38.4	44.6	6.2	Manhours / Adj. Pat Day	38.4	44.6	6.2	36.1
29	122.9	194.9	72.0	Manhours / Adj. Discharge	122.9	194.9	72.0	155.8
30	24.7%	25.0%	0.3%	Benefits % of Salaries	24.7%	25.0%	0.3%	20.0%
				Non-Labor Statistics				
31	16.0%	17.0%	0.9%	Supply Expense % Net Revenue	16.0%	17.0%	0.9%	16.8%
32	1,937	2,691	754	Supply Exp. / Adj. Discharge	1,937	2,691	754	2,226
33	14,496	22,319	7,823	Total Expense / Adj. Discharge	14,496	22,319	7,823	17,381
				Other Indicators				
34	54.6			Days Cash - Operating Funds				
35	40.3	50.0	(9.7)	Days in Net AR	40.3	50.0	(9.7)	40.4
36	99%			Collections % of Net Revenue	99%			151.9%
37	40.4	55.0	(14.6)	Days in Accounts Payable	40.4	55.0	(14.6)	51.0
38	16.2%	15.7%	0.5%	% Net revenue to Gross revenue	16.2%	15.7%	0.5%	15.8%
39	17.3%			% Net AR to Gross AR	17.3%			16.2%

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

ATTACHMENT C

		<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets				
Current Assets:				
1	Cash	\$ 2,242,111	\$ 4,044,067	\$ 1,469,443
2	Cash - Money Market	5,638,824	5,638,551	8,236,372
3	Net Patient Receivables	6,592,553	6,320,618	4,858,880
4	Allow Uncollect Accts	(1,477,415)	(1,440,050)	(932,384)
5	Net A/R	5,115,138	4,880,568	3,926,496
6	Other Accts/Notes Rec	1,818,190	1,698,726	149,027
7	Parcel Tax Receivable	3,800,000	3,964,000	3,800,000
8	GO Bond Tax Receivable	2,601,816	2,781,740	3,309,180
9	3rd Party Receivables, Net	10,905	10,905	192,029
10	Inventory	948,036	934,048	837,989
11	Prepaid Expenses	1,078,794	871,737	1,018,074
12	Total Current Assets	\$ 23,253,814	\$ 24,824,342	\$ 22,938,610
13	Property, Plant & Equip, Net	\$ 52,389,263	\$ 52,581,237	\$ 50,051,552
14	Trustee Funds - GO Bonds	6,115,089	5,935,165	5,528,299
15	Restricted Funds - Board Approved	1,000,000	1,000,000	-
16	Total Assets	\$ 82,758,166	\$ 84,340,744	\$ 78,518,461
Liabilities & Fund Balances				
Current Liabilities:				
17	Accounts Payable	\$ 3,313,114	\$ 3,573,913	\$ 2,298,513
18	Accrued Compensation	3,648,969	4,380,361	3,360,927
19	Interest Payable - GO Bonds	538,371	448,640	572,571
20	Accrued Expenses	1,918,872	1,868,844	1,478,758
21	Advances From 3rd Parties	-	-	-
22	Deferred Parcel Tax Revenue	3,483,337	3,800,004	3,483,321
23	Deferred GO Bond Tax Revenue	2,549,933	2,781,745	3,033,420
24	Current Maturities-LTD	430,034	263,571	307,231
25	Line of Credit - Union Bank	5,473,734	5,473,734	5,473,734
26	Other Liabilities	252,412	252,412	121,966
27	Total Current Liabilities	\$ 21,608,776	\$ 22,843,224	\$ 20,130,441
28	Long Term Debt, net current portion	\$ 26,819,927	\$ 27,102,940	\$ 28,652,966
29	Fund Balances:			
30	Unrestricted	\$ 18,989,953	\$ 19,177,024	\$ 19,657,543
31	Restricted	15,339,510	15,217,556	10,077,511
32	Total Fund Balances	\$ 34,329,463	\$ 34,394,580	\$ 29,735,054
33	Total Liabilities & Fund Balances	\$ 82,758,166	\$ 84,340,744	\$ 78,518,461

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

ATTACHMENT D

	Month				
	This Year		Variance		
	Actual		\$	%	
1	69	59	10	17%	
2	221	258	(37)	-14%	
3	-	-	-	0%	
4	\$ 19,644	\$ 14,419	\$ 5,225	36%	
5	\$ 5,146,317	\$ 5,948,807	(802,490)	-13%	
6	12,026,381	8,853,045	3,173,336	36%	
7	7,617,466	5,565,625	2,051,841	37%	
8	\$ 24,790,164	\$ 20,367,477	4,422,687	22%	
9	(20,548,733)	(16,988,774)	(3,559,959)	-21%	
10	(200,000)	(150,000)	(50,000)	-33%	
11	(23,300)	(27,571)	4,271	15%	
12	-	-	-	*	
13	\$ (20,772,033)	\$ (17,166,345)	(3,605,688)	21%	
14	\$ 4,018,131	\$ 3,201,132	816,999	26%	
15	\$ 75,991	\$ 92,649	(16,658)	-18%	
16	\$ 4,094,122	\$ 3,293,781	800,341	24%	
17	\$ 1,803,453	\$ 1,744,136	(59,317)	-3%	
18	701,974	668,957	(33,017)	-5%	
19	\$ 2,505,427	\$ 2,413,093	(92,334)	-4%	
20	\$ 535,448	\$ 510,996	(24,452)	-5%	
21	643,402	542,836	(100,566)	-19%	
22	468,891	404,458	(64,433)	-16%	
23	247,025	252,880	5,855	2%	
24	146,934	122,766	(24,168)	-20%	
25	48,877	46,909	(1,968)	-4%	
26	16,716	17,966	1,250	7%	
27	111,898	99,902	(11,996)	-12%	
28	-	-	-	*	
29	\$ 4,724,618	\$ 4,411,806	(312,812)	-7%	
30	\$ (630,496)	\$ (1,118,025)	\$ 487,529	44%	

Volume Information

Acute Discharges
Patient Days
Observation Days
Gross O/P Revenue (000's)

Financial Results**Gross Patient Revenue**

Inpatient
Outpatient
Emergency

Total Gross Patient Revenue**Deductions from Revenue**

Contractual Discounts
Bad Debt
Charity Care Provision

Prior Period Adj/Government Program Revenue

Total Deductions from Revenue**Net Patient Service Revenue**

Other Op Rev & Electronic Health Records

Total Operating Revenue**Operating Expenses**

Salary and Wages and Agency Fees

Employee Benefits

Total People Cost

Med and Prof Fees (excl'd Agency)

Supplies

Purchased Services

Depreciation

Utilities

Insurance

Interest

Other

Matching Fees (Government Programs)

Operating expenses**Operating Margin**

Year-To- Date					YTD
This Year		Variance			
Actual	Budget	\$	%	Prior Year	
69	59	10	17%	75	
221	258	(37)	-14%	324	
-	-	-	*	20	
\$ 19,644	\$ 14,419	\$ 5,225	36%	\$ 15,548	
\$ 5,146,317	\$ 5,948,807	(802,490)	-13%	\$ 6,275,637	
12,026,381	8,853,045	3,173,336	36%	9,176,632	
7,617,466	5,565,625	2,051,841	37%	6,396,158	
\$ 24,790,164	\$ 20,367,477	4,422,687	22%	\$ 21,848,427	
\$ (20,548,733)	\$ (16,988,774)	(3,559,959)	-21%	\$ (18,214,126)	
(200,000)	(150,000)	(50,000)	-33%	(150,000)	
(23,300)	(27,571)	4,271	15%	(33,000)	
-	-	-	*	-	
\$ (20,772,033)	\$ (17,166,345)	(3,605,688)	21%	\$ (18,397,126)	
\$ 4,018,131	\$ 3,201,132	816,999	26%	\$ 3,451,301	
\$ 75,991	\$ 92,649	(16,658)	-18%	\$ 129,655	
\$ 4,094,122	\$ 3,293,781	\$ 800,341	24%	\$ 3,580,956	
\$ 1,803,453	\$ 1,744,136	(59,317)	-3%	\$ 1,891,655	
701,974	668,957	(33,017)	-5%	638,840	
\$ 2,505,427	\$ 2,413,093	(92,334)	-4%	\$ 2,530,495	
\$ 535,448	\$ 510,996	(24,452)	-5%	\$ 413,521	
643,402	542,836	(100,566)	-19%	580,568	
468,891	404,458	(64,433)	-16%	373,266	
247,025	252,880	5,855	2%	257,919	
146,934	122,766	(24,168)	-20%	118,409	
48,877	46,909	(1,968)	-4%	47,006	
16,716	17,966	1,250	7%	16,581	
111,898	99,902	(11,996)	-12%	100,064	
0	-	-	*	0	
\$ 4,724,618	\$ 4,411,806	(312,812)	-7%	\$ 4,437,829	
\$ (630,496)	\$ (1,118,025)	487,529	44%	\$ (856,873)	

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

ATTACHMENT D

Month					Year-To- Date					YTD	
This Year			Variance		This Year			Variance		Prior Year	
Actual		\$		%	Actual	Budget	\$	%			
31	\$	(15,323)	\$	976	(16,299)	-1670%	Non Operating Rev and Expense			\$	(4,590)
32		-		-	-	0%	Miscellaneous Revenue/(Expenses)				0
33		-		-	-	*	Donations				0
34		316,667		316,667	-	0%	Physician Practice Support-Prima				0
35		0		0	-	0%	Parcel Tax Assessment Rev				316,667
36	\$	301,344	\$	317,643	(16,299)	-5%	Extraordinary Items				0
						Total Non-Operating Rev/Exp					
37	\$	(329,152)	\$	(800,382)	471,230	-59%	Net Income / (Loss) prior to Restricted Contributions			\$	(544,796)
38	\$	-	\$	-	-	0%	Capital Campaign Contribution			\$	-
39	\$	121,954	\$	523,803	(401,849)	0%	Restricted Foundation Contributions			\$	782,578
40	\$	(207,198)	\$	(276,579)	69,381	-25%	Net Income / (Loss) w/ Restricted Contributions			\$	237,782
41		142,081		191,705	(49,624)	-26%	GO Bond Activity, Net				180,334
42	\$	(65,117)	\$	(84,874)	19,757	-23%	Net Income/(Loss) w GO Bond Activity			\$	418,116
	\$	(82,127)	\$	(547,502)	465,375		EBDA - Not including Restricted Contributions			\$	(286,877)
		-2.0%		-16.6%							-8.0%

* Operating Margin without Depreciation expense:

\$ (630,496)	\$ (1,118,025)	\$ 487,529	44%
247,025	252,880	5,855	2%
\$ (383,471)	\$ (865,145)	\$ 493,384	56%

Operating Margin	\$ (630,496)	\$ (1,118,025)	\$ 487,529	44%
Add back Depreciation	247,025	252,880	5,855	2%
Operating Margin without Depreciation expense	\$ (383,471)	\$ (865,145)	\$ 493,384	56%

\$ (630,496)	\$ (1,118,025)	\$ 487,529	44%
247,025	252,880	5,855	2%
\$ (383,471)	\$ (865,145)	\$ 493,384	56%

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

ATTACHMENT E

Operating Expenses	YTD Variance	Month Variance	
Salary and Wages and Agency Fees	(59,317)	(59,317)	Salaries and wages are over budget by (\$16,475) and agency fees are over by (\$42,842) due to increased volumes in OP surgeries and ER visits.
Employee Benefits	(33,017)	(33,017)	PTO is over budget by (\$27,811) and employee benefits are over by (\$5,206).
Total People Cost	(92,334)	(92,334)	
Med and Prof Fees (excl Agency)	(24,452)	(24,452)	Professional fees are over budget due to Human Resources legal fees (\$30,839)
Supplies	(100,566)	(100,566)	Supplies are over in surgery due to higher than expected OP surgeries and in lab due to higher than expected COVID testing.
Purchased Services	(64,433)	(64,433)	Purchased services are over in the lab (\$18,419) due to outsourcing COVID tests to UCSF while lab equipment was down and in IT (\$41,019).
Depreciation	5,855	5,855	
Utilities	(24,168)	(24,168)	Utilities are higher than budgeted due to increased usage in July.
Insurance	(1,968)	(1,968)	
Interest	1,250	1,250	
Other	(11,996)	(11,996)	
Matching Fees (Government Programs)	-	-	
Operating expenses	(312,812)	(312,812)	

Sonoma Valley Hospital
Cash Forecast
FY 2022

ATTACHMENT F

	Actual July	Forecast Aug	Forecast Sept	Forecast Oct	Forecast Nov	Forecast Dec	Forecast Jan	Forecast Feb	Forecast Mar	Forecast Apr	Forecast May	Forecast Jun	TOTAL
Hospital Operating Sources													
1 Patient Payments Collected	3,768,614	3,480,984	3,349,418	3,560,232	3,535,250	3,481,361	3,667,320	3,580,044	3,818,142	3,646,790	3,763,729	3,682,225	43,334,109
2 Other Operating Revenue	50,926	92,649	92,649	92,649	92,649	92,649	77,649	77,649	77,649	77,649	77,649	77,637	980,053
3 Other Non-Operating Revenue	10,121	14,516	14,516	14,516	14,516	14,516	14,516	14,516	14,516	14,516	14,516	14,518	169,799
4 Unrestricted Contributions	14,875												14,875
5 Line of Credit													-
Sub-Total Hospital Sources	3,844,535	3,588,149	3,456,583	3,667,397	3,642,415	3,588,526	3,759,485	3,672,209	3,910,307	3,738,955	3,855,894	3,774,380	44,498,835
Hospital Uses of Cash													
6 Operating Expenses	5,686,921	4,208,846	4,132,714	4,258,835	4,202,649	4,225,711	4,382,476	4,221,825	4,421,291	4,324,996	4,397,288	4,356,571	52,820,123
7 Add Capital Lease Payments	116,550												116,550
8 Additional Liabilities/LOC		105,033	22,115	22,140	22,166	89,458	14,502	14,502	14,502	14,502	14,502	82,109	415,531
9 Capital Expenditures	114,099	525,512	525,512	525,512	525,512	525,512	525,512	525,512	525,512	525,512	525,512	525,511	5,894,730
Total Hospital Uses	5,917,571	4,839,391	4,680,341	4,806,487	4,750,327	4,840,681	4,922,490	4,761,839	4,961,305	4,865,010	4,937,302	4,964,191	59,246,935
Net Hospital Sources/Uses of Cash	(2,073,036)	(1,251,242)	(1,223,758)	(1,139,090)	(1,107,912)	(1,252,155)	(1,163,005)	(1,089,630)	(1,050,998)	(1,126,055)	(1,081,408)	(1,189,811)	(14,748,100)
Non-Hospital Sources													
10 Restricted Cash/Money Market			1,000,000		2,000,000		(2,000,000)						1,000,000
11 Restricted Capital Donations	107,079	525,512	525,512	525,512	525,512	525,512	525,512	525,512	525,512	525,512	525,512	525,511	5,887,710
12 Parcel Tax Revenue	164,000					2,050,000				1,662,000			3,876,000
13 Other Payments - Ins. Claims/HHS/Grants													-
14 Other:													-
15 IGT							2,649,560					89,000	2,738,560
16 IGT - AB915											335,000		335,000
17 QIP													-
Sub-Total Non-Hospital Sources	271,080	525,512	1,525,512	525,512	2,525,512	2,575,512	1,175,072	525,512	525,512	2,187,512	860,512	614,511	13,837,271
Non-Hospital Uses of Cash													
18 Matching Fees						1,099,170					44,500		1,143,670
Sub-Total Non-Hospital Uses of Cash	-	-	-	-	-	1,099,170	-	-	-	-	44,500	-	1,143,670
Net Non-Hospital Sources/Uses of Cash	271,080	525,512	1,525,512	525,512	2,525,512	1,476,342	1,175,072	525,512	525,512	2,187,512	816,012	614,511	12,693,601
Net Sources/Uses	(1,801,956)	(725,730)	301,754	(613,578)	1,417,600	224,187	12,067	(564,118)	(525,486)	1,061,457	(265,396)	(575,300)	
Operating Cash at beginning of period	4,044,067	2,242,111	1,516,381	1,818,135	1,204,557	2,622,157	2,846,344	2,858,411	2,294,293	1,768,807	2,830,264	2,564,868	
Operating Cash at End of Period	2,242,111	1,516,381	1,818,135	1,204,557	2,622,157	2,846,344	2,858,411	2,294,293	1,768,807	2,830,264	2,564,868	1,989,568	
Money Market Account Balance - Unrestricted	5,638,824	5,638,824	4,638,824	4,638,824	2,638,824	2,638,824	4,638,824	4,638,824	4,638,824	4,638,824	4,638,824	4,638,824	
Total Cash at End of Period	7,880,935	7,155,205	6,456,959	5,843,381	5,260,981	5,485,168	7,497,235	6,933,117	6,407,631	7,469,088	7,203,692	6,628,392	

Average Days of Cash on Hand	58.8												
Days of Cash on Hand at End of Month	54.6	48.7	44.0	39.8	35.8	37.4	51.1	47.2	43.6	50.9	49.1	45.2	



To: Finance Committee
From: Bill Boerum, Finance Committee Chair & Treasurer
Meeting Date: August 24, 2021
Subject: Board Advisory Projects

My request is for discussion and - depending on consensus determination – recommendation to the Board at its next meeting on September 2, that the Committee undertake one or two ad hoc projects to provide advice to the Board for strategic financial management.

For example, a sub-committee would study and recommend what would it take to change the payer mix over time (of course not lessening our commitment or delivery of existing government programs). During my time on the Board the payer mix has gone from 62% to 74% government programs which has had operating margin and cash flow generating impacts. The analysis, including scenario-building alternatives - would not involve specific service line recommendations, but rather top-level financial dynamics: what level of non-government program revenues at which assumed margins would over time change the payer mix.

The above is one example of a scenario-building exercise the Committee could consider. Our discussion might come up with something else, or an additional project. Another could be capital raising alternatives.

Any project(s) undertaken would be to provide input for the Board for any upcoming strategic planning deliberations, not hospital operations.



To: Finance Committee
From: Bill Boerum, Finance Committee Chair & Treasurer
Meeting Date: August 24, 2021
Subject: Attributes of a New CFO

Though not officially announced, our long-serving Chief Financial Officer, Ken Jensen will be retiring in January. A search for a new CFO is being undertaken by John Hennelly, CEO. As a result of our amended affiliation with UCSF Health in November, CFO Ken has been an employee of UCSF, as has the CEO and Chief Medical Officer (all three C-levels so stipulated). The Board only exercises supervision (jointly with UCSF) of the CEO. The CEO supervises (and hires) the CFO and the CMO, and all other hospital managers.

Nonetheless, Board Chair Joshua Rymer and CEO John Hennelly join me in soliciting from Committee members your identification of the attributes of a new CFO. This is for discussion purposes only, that is, for listening by our CEO. No recommendations will be made to either the Board or to John. The hiring of the new CFO is entirely the prerogative of the CEO.

Nonetheless, what the veteran Committee members say, drawing on their years of experience on the Committee, as well as the fresh eyes outlook of new Members, all can have an impact on John's approach, assisting him in determining what is best for the District and the Hospital. Your candor will be appreciated.