



# SVHCD FINANCE COMMITTEE MEETING

## AGENDA

TUESDAY, May 23, 2023

6:00 p.m. Regular Session

**To Be Held in Person at  
 Sonoma Valley Hospital, 347 Andrieux Street  
 Basement Conference Room  
 Sonoma, CA 95476  
 and Via Zoom Videoconference**

To Participate via Zoom Videoconferencing,  
 use the link below:

<https://sonomavalleyhospital-org.zoom.us/j/99529404513>.

**Meeting ID:** 995 2940 4513

Dial by your location:

1 669 219 2599 or 1 669 900 912

AGENDA ITEM	RECOMMENDATION	
<b>MISSION STATEMENT</b> <i>The mission of the SVHCD is to maintain, improve, and restore the health of everyone in our community.</i>		
<b>1. CALL TO ORDER/ANNOUNCEMENTS</b>	<i>Boerum</i>	
<b>2. PUBLIC COMMENT SECTION</b> <i>At this time, members of the public may comment on any item not appearing on the agenda. It is recommended that you keep your comments to three minutes or less. Under State Law, matters presented under this item cannot be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public will be invited to make comments at the time the item comes up for Board consideration.</i>	<i>Boerum</i>	
<b>3. CONSENT CALENDAR</b> a. Finance Committee Minutes 04.25.23	<i>Boerum</i>	Action
<b>4. REVIEW AND RECOMMEND FY 2023/2024 BUDGET PROPOSAL</b>	<i>Boerum</i>	Action
<b>5. ODC UPDATE</b>	<i>Hennelly</i>	Inform
<b>6. EPIC UPDATE</b>	<i>Hennelly</i>	Inform
<b>7. UCSF AFFILIATION UPDATE</b>	<i>Hennelly</i>	Inform
<b>8. FINANCIAL REPORT FOR MONTH END APRIL 2023</b>	<i>Armfield</i>	Inform
<b>9. ADJOURN</b>	<i>Boerum</i>	



**SVHCD**  
**FINANCE COMMITTEE MEETING**  
**MINUTES**  
**TUESDAY, APRIL 25, 2023**  
**In Person at Sonoma Valley Hospital**  
**347 Andrieux Street**  
**and Via Zoom Teleconference**

Present	Not Present/Excused	Staff	Public	
Bill Boerum in person Wendy Lee Myatt in person Peter Hohorst in person Ed Case in person Bob Crane in person Graham Smith in person Catherine Donahue in person Carl Gerlach via Zoom Subhash Mishra, MD, via Zoom		John Hennelly, CEO, in person Ben Armfield, CFO, in person	Gary Hicks via Zoom	
AGENDA ITEM	DISCUSSION		ACTIONS	FOLLOW-UP
<b>MISSION &amp; VISION STATEMENT</b> <i>The mission of SVHCD is to maintain, improve and restore the health of everyone in our community.</i>				
<b>1. CALL TO ORDER/ANNOUNCEMENTS</b>	<i>Boerum</i>			
	Called to order at 7:16 p.m.			
<b>2. PUBLIC COMMENT SECTION</b>	None			
<b>3. PUBLIC COMMENT ON CLOSED SESSION</b>				
<b>4. CLOSED SESSION</b> <u>Government Code Sect. 37606 &amp; Health and Safety Code Sect. 32106: Report Involving Trade Secret – Discussion will concern proposed services</u>				
<b>5. REPORT ON CLOSED SESSION</b>				
	Mr. Boerum stated that the Committee had met in closed session to discuss a proposed service. No decision has been made at this time.			
<b>6. CONSENT CALENDAR</b>	<i>Boerum</i>		Action	

a. Finance Committee Minutes 03.28.23		<b>MOTION:</b> by Crane to approve, 2 <sup>nd</sup> by Lee-Myatt. All in favor.	
<b>7. ALLSCRIPTS/PARAGON EXTENSION</b>	<i>Armfield</i>	Action	
	Mr. Armfield informed the Committee that the existing contract with Enterprise Resource Planning (ERP) solution, Paragon, through Altera Digital Health is currently up for renewal. Mr. Armfield stated that although he believes there is another solution that would better fit the needs of the hospital long term, it is his recommendation to move forward with a 3-year Paragon renewal at this time.	<b>MOTION:</b> by Gerlach to recommend to the Board that they approve a 3-year contract extension of Paragon, 2 <sup>nd</sup> by Smith. All in favor.	
<b>8. ODC UPDATE</b>	<i>Hennelly</i>	Inform	
	Mr. Hennelly said that CIHQ had visited the hospital the week of April 17 <sup>th</sup> to conduct an accreditation inspection. Mr. Hennelly mentioned that several departments within the hospital received high marks and no recommendations for improvement, although there is a continued effort to improve physician documentation particularly as it pertains to OR.		
<b>9. EPIC UPDATE</b>	<i>Hennelly</i>	Inform	
	Mr. Hennelly said that numbers are good this quarter and volume is up on cash collections.		.
<b>10. UCSF AFFILIATION UPDATE</b>	<i>Hennelly</i>	Inform	
	Mr. Hennelly reported that UCSF initiatives continue to move forward, and that physician recruiting continues to be a focus area. Mr. Hennelly said that some MD candidates for GI have been reviewed although recruitment efforts continue.		
<b>11. REVIEW FINANCIAL STATEMENT FORMAT – REVISE FOR FY 2024</b>	<i>Armfield</i>	Inform	
	Mr. Armfield discussed the financial statement format. No comments were noted, and the format was accepted as is.		
<b>12. FINANCIAL REPORT FOR MONTH END MARCH 2023</b>	<i>Armfield</i>	Inform	
	Mr. Armfield stated that the hospital had another strong month. The operating margin, EBDA and net income all exceeded	Inform	

	budget. He reported that March was the best financial month that the hospital has posted this fiscal year when looking at the operating margin.		
<b>13. REVIEW 3RD QUARTER FY 2023 CAPITAL SPENDING</b>	<i>Armfield</i>	Inform	
	Mr. Armfield mentioned that there has not been much activity in this area. It is expected that the quarter will be closed out soon.		
<b>14. ADJOURN</b>	<i>Boerum</i>		
	Meeting adjourned at 7:46 p.m.		



**To:** SVHCD Board of Directors & Finance Committee  
**From:** Ben Armfield, Chief Financial Officer  
**Date:** May 23, 2023  
**Subject:** DRAFT Fiscal Year 2024 Budget

## **OVERVIEW:**

Fiscal Year 2023 has been a very significant year for the hospital as we launched one of the most significant initiatives to-date - the implementation of a new Electronic Medical Record. While the transition itself was unsettling and cumbersome, the conversion overall has been a success. The new EHR will allow us to enhance the coordination of care for patients in this community, help streamline the billing and collecting process, provide a path for increased UCSF physician presence, and ultimately, deliver volume growth to the hospital and increase access to care for patients in Sonoma. We have already started to see the operational benefits of the transition. Despite experiencing disruptions in the revenue cycle process brought on by the conversion, we have seen tangible improvements in our ability to bill and collect through Epic and we are now projected to end this fiscal year with more cash on hand than last.

Our volumes continue to be strong. We did see decreases in key department volumes in the months following the Epic transition, but we have seen positive month over month growth in key areas such as inpatient and outpatient surgery every month since the go live.

Looking to FY 2024, we anticipate further growth, and our budget methodology reflects that approach. Similar to the prior year, we used current year volume, revenue and expense trends from July through January as our baseline. We then adjusted based on the anticipated impact of targeted strategic initiatives and also key external factors impacting our environment.

## **Strategic Initiatives / Growth**

At a high level, we are expecting further volume growth across all areas of the hospital – inpatient, outpatient, and in the emergency room. Surgical volumes – orthopedics, colorectal/GI, geriatrics, diagnostic volumes such as MRIs, CT scans, EKGs, Echos, and emergency room visits are some of the targeted areas of growth for next fiscal year. Some of the strategic initiatives included in next fiscal year’s budget:

- We are taking tangible steps to grow the geriatric program at the hospital as we plan to invest in an Advance Practice Nurse (APN). This APN will help improve the coordination of care and enhance patient satisfaction, which will result in improved patient throughput and decreased length of stay.
- We plan to grow orthopedic volumes next fiscal year through additional mid-level support. This mid-level will help optimize the service, decrease length of stay for orthopedic patients and facilitate additional surgical growth.
- We anticipate growth in GI/colorectal surgeries due to an SVH-aligned surgeon coming back into the Sonoma market.
- We are budgeting for significant volume growth in MRI volumes due to the temporary trailer and 3 Tesla magnet becoming operational January 2024.
- We are budgeting for continued growth in other diagnostic volumes such as CT scans, EKGs, and Echos (cardiology diagnostics).
- We are taking steps to invest in our emergency room service to better care for the community and to also facilitate further volume growth. We are making strategic investments in a new medical group that will be



providing the service starting August 1, 2023, and are also budgeting allotments for outreach and marketing efforts to promote awareness throughout the community.

- We are making investments in primary care as we plan to hire another primary care physician into the 1206(b) family medicine clinic.

### **Revenue Enhancements**

In addition to the revenue impact resulting from the anticipated growth initiatives, this budget also contemplates and includes over \$1M in revenue enhancements resulting from the Epic Electronic Health Record conversion.

This budget also includes net revenue enhancements expected to be gained through specific managed care contract renegotiations.

### **Staffing Challenges**

We continue to navigate a very delicate and challenging environment. As we look to get beyond the financial impacts of the pandemic, we do see continued fallout that manifests itself in labor shortages and higher staffing costs.

One of the biggest challenges hospitals face nationwide is staffing, and SVH is not immune. Labor shortages and market pressures have further stressed our ability to recruit and also retain needed staff. We have had to leverage agency and traveler resources more heavily this past year as a result, and in doing so, drove up our labor costs. Staffing challenges have also been a barrier in facilitating targeted volume growth.

The hospital underwent a compensation market analysis this past fiscal year to benchmark our pay structure with other California facilities and assess our position in the market in respects to compensation across all departments and roles. We implemented a first round of compensation market adjustments this past fiscal year, which has helped significantly in some key areas. This budget includes appropriations for additional market adjustments for areas and jobs where we remain below market.

We are also implementing a referral bonus program and have made appropriations in the budget for those investments.

### **Bottom Line**

This budget for FY2024 projects a 9% increase in patient revenues with a 6.1% increase in operating expenses.

The budgeted Operating Margin of (\$5.0M) would be a 15% improvement over our projection of a full Fiscal Year 2023 (\$5.9M), and would also represent a 20% improvement from our Fiscal Year 2023 budget.

The draft budget has an Operating EBDA of (\$1.80M), which would be a 40% increase over our FY23 projection and nearly 50% better than our current year's budget.

**Table 1 | Operating Margin Snapshot – FY2024 Budget vs. FY23 Estimated Actual vs. FY23 Budget**

	FY23 Estimated				Budget FY 2023	Change	% Chg
	FY24 Budget	Actual	Change	% Chg			
<b>Operating Margin</b>	\$ (5,054,401)	\$ (5,956,752)	\$ 902,350	15.1%	\$ (6,368,291)	\$ 1,313,890	20.6%
Operating Margin %	-8.3%	-10.6%			-12%		
<b>Operating EBDA</b>	\$ (1,808,796)	\$ (3,010,230)	\$ 1,201,433	39.9%	\$ (3,619,266)	\$ 1,810,470	50.0%
Operating EBDA %	-3.0%	-5.4%			-6.6%		
<b>Total Net Income (Loss)</b>	\$ 3,570,513	\$ 3,129,908	\$ 440,605	14.1%	\$ 5,141,954	\$ (1,571,441)	-30.6%
<b>Net Patient Revenue</b>	\$ 59,377,692	\$ 54,482,786	\$ 4,894,906	9.0%	\$ 53,707,713	\$ 5,669,979	10.6%
<b>Operating Revenue</b>	\$ 60,788,515	\$ 56,124,308	\$ 4,664,207	8.3%	\$ 54,964,398	\$ 5,824,117	10.6%
<b>Operating Expenses</b>	\$ 65,842,916	\$ 62,081,060	\$ 3,761,857	6.1%	\$ 61,332,689	\$ 4,510,227	7.4%
<b>Total FTEs</b>	249.32	238.00	11.3	4.8%	241.60	7.7	3.2%



## Assumptions in the Fiscal Year 2024 Budget:

The Draft FY 2024 Budget is presented with the following assumptions included:

### VOLUMES & BUDGETED GROWTH

- **Inpatient volumes** are budgeted to remain relatively flat with our current run-rate.
  - Inpatient days include a 2% increase from current run-rate.
  - Inpatient surgeries are budgeted to increase by 2.2% from current run-rate.
  - Length of Stay is budgeted to decrease by 2.5% compared to current run-rate.
- **Outpatient volumes** are expected to increase in FY2024 across multiple areas:
  - **Outpatient Surgery** | Budgeted to increase 11% from current year run-rate due to the following:
    - **Orthopedic Surgery** | 6% increase in orthopedic surgical volumes resulting from additional program resources that will facilitate more effective and efficient throughput.
    - **ColoRectal Surgery / GI** | Budgeted 150 additional surgical and procedural cases due to SVH-aligned surgeon returning to Sonoma Valley market.
  - **Physical Therapy** | 10% increase in visit volumes generated due to capacity gained through full complement of hired therapists.
  - **CT** | 10% increase in OP referral volumes due to continued ramp-up of service post completion of the Phase I ODC project.
  - **MRI** | Overall 40% increase in volumes due to temporary MRI trailer becoming operational starting in January 2024.
  - **Cardiology** | 3% increase in cardiology volumes (Echos/EKGs) due to bringing service in-house and increased provider engagement.
  - **Emergency Room Visits** | Additional 6% increase in emergency room volumes due to new medical group providing service starting August 2023.

### REVENUES

#### Global Revenue Assumptions for FY24

- **Price Increase** | Gross revenues include a 6% built-in annual price increase.
- **Contractual Adjustments** | Contractual discounts and bad debt are based upon current experiences and are also adjusted for the FY24 price increase.
- **IGT Funding** | Government supplemental payments (IGT) are budgeted per current information from the Department of Health Care Services and the District Hospital Leadership Forum (DHLF).
- **Payor Mix** | Are based upon current experiences and adjusted slightly based on recent monthly trends.

#### Specific Revenue Assumptions for FY24

- **Epic Revenue Enhancements** | An additional \$1,200,000 of net revenue was budgeted to account for revenue enhancements resulting from the Epic implementation.
- **Managed Care Contract Adjustments** | An additional \$675,000 of net revenue was budgeted to account for anticipated revenue enhancements resulting from specific managed care contract renegotiations.



## EXPENSES

### Labor Expense Assumptions for FY24

- **Merit Increases** | 3% global salary increase for all eligible SVH staff.
- **Market Adjustments** | Additional \$350,000 budgeted for potential “round II” salary market adjustments.
- **FTEs** | FTEs based on current year run-rate, July2022-March2023 and adjusted by department based on projected volumes. The Draft FY 2024 budget includes an 11.12 FTE increase. See Variance Analysis (Attachment C) for details on the FTE adjustments.

### Other Expense Assumptions for FY24

- **Employee Benefits** | Based on actual current year costs and estimates from broker to budget FY2024.
- **Physician Fees** | Based upon anticipated costs for FY2024.
- **Supplies** | 3% global inflationary increase for supplies
  - **Blood** | 5% global inflationary increase for blood units
  - **Drugs** | 6.5% global inflationary increase for drug costs
- **Purchased Services** | Based upon anticipated costs for FY2024. Includes adjustments and anticipated costs now live with Epic EHR platform.
- **Interest** | Based on current year run-rate and adjusted for new CHFFA Help II Loan. Includes estimated interest expense savings from budgeted Line of Credit paydown (LOC paydown budgeted between June2023 & 1<sup>st</sup> Qtr FY2024).
- **Depreciation** | Based on current year run-rate and adjusted for Epic project coming online in FY2024.
- **Insurance** | Based on current year run-rate and increased by 6% per consultation with broker. Removed Malpractice Insurance from coverage lines as the new Emergency Medicine Group will procure on their own.
- **Utilities** | Based on current year run-rate.
- **Other Expenses**
  - **Public Relations / Marketing** | Includes additional appropriations for public relations / marketing efforts.
  - **Recruitment Expenses** | Includes additional appropriations for recruitment expenses and employee referral bonus.

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## ATTACHMENTS:

- Attachment A – Budget Comparison Summary
- Attachment B - FY24 Draft Budget
- Attachment C – Income Statement Comparison – FY24 Draft Budget vs. FY 2023 Estimated Actual
- Attachment C – Variance Analysis – FY23 Estimated Actual to FY24 Draft Budget
- Attachment D – Draft FY 2024 Budget – Schedule of Payer Mix
- Attachment E – Draft FY 2024 Budget – Cash Forecast





Sonoma Valley Hospital  
Budget Comparison Summary

Schedule A

FY 2024 Budget vs. FY23 Estimated Actual vs. FY23 Budget

	FY23 Estimated				Budget FY 2023		
	FY24 Budget	Actual	Change	% Chg	Budget FY 2023	Change	% Chg
<b>Operating Margin</b>	\$ (5,054,401)	\$ (5,956,752)	\$ 902,350	15.1%	\$ (6,368,291)	\$ 1,313,890	20.6%
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<b>Total Net Income (Loss)</b>	\$ 3,570,513	\$ 3,129,908	\$ 440,605	14.1%	\$ 5,141,954	\$ (1,571,441)	-30.6%
<b>Net Patient Revenue</b>	\$ 59,677,692	\$ 54,482,786	\$ 5,194,906	9.5%	\$ 53,707,713	\$ 5,969,979	11.1%
<b>Operating Revenue</b>	\$ 61,088,515	\$ 56,124,308	\$ 4,964,207	8.8%	\$ 54,964,398	\$ 6,124,117	11.1%
<b>Operating Expenses</b>	\$ 66,142,916	\$ 62,081,060	\$ 4,061,857	6.5%	\$ 61,332,689	\$ 4,810,227	7.8%
<b>Total FTEs</b>	249.32	238.00	11.3	4.8%	241.60	7.7	3.2%

**Sonoma Valley Healthcare District  
Statement of Revenue and Expenses  
FY 2024 DRAFT Budget**

**Schedule B**

**DRAFT  
FY 2024 Budget**

**Volume Information**

Acute Discharges	848
Patient Days	3,305
Length of Stay	3.9
Emergency Room Visits	10,262
Surgeries - Inpatient	190
Surgeries - Outpatient	1,935
Gross O/P Revenue (000's)	\$ 271,001

**Projected Gross Patient Revenue**

Inpatient	\$ 81,948,703
Outpatient	161,039,367
Emergency	109,961,343
<b>Total Projected Gross Patient Revenue</b>	<b>\$ 352,949,414</b>

**Projected Deductions from Revenue**

Contractual Discounts	\$ (297,939,942)
Bad Debt	(1,461,645)
Charity Care Provision	(659,889)
Prior Period Adj/Government Program Revenue	6,789,754
<b>Total Projected Deductions from Revenue</b>	<b>\$ (293,271,722)</b>

**Projected Net Patient Service Revenue** **\$ 59,677,692**

Other Op Revenue	\$ 1,410,823
<b>Projected Total Operating Revenue</b>	<b>\$ 61,088,515</b>

**Projected Operating Expenses**

Salary and Wages and Agency Fees	\$ 25,930,033
Employee Benefits	8,872,048
<b>Total People Cost</b>	<b>\$ 34,802,081</b>
Med and Prof Fees (excl Agency)	7,601,589
Supplies	7,976,086
Purchased Services	5,717,539
Depreciation	3,245,605
Utilities	2,039,434
Insurance	621,090
Interest	385,131
Other	1,234,501
Matching Fees (Government Programs)	2,519,860
<b>Projected Operating expenses</b>	<b>\$ 66,142,916</b>

**Projected Operating Margin** **\$ (5,054,401)**



Sonoma Valley Healthcare District  
Statement of Revenue and Expenses  
FY 2024 Draft Budget compared to FY 2023 Estimated Actual

Schedule C

	FY 2024		FY 2023		Variance	
	BUDGET	ESTIMATED ACTUAL	\$	%	\$	%
<b>Volume Information</b>						
Acute Discharges	848	810	37	4.6%		
Patient Days	3,305	3,241	64	2.0%		
Average Length of Stay	3.90	4.00	-0.1	-2.5%		
Emergency Room Visits	10,262	9,682	580	6.0%		
Surgeries - Inpatient	190	186	4	2.2%		
Surgeries - Outpatient	1,935	1,728	207	12.0%		
Gross O/P Revenue (000's)	\$ 271,001	\$ 246,236	\$ 24,764	10.1%		
<b>Financial Results</b>						
<b>Projected Gross Patient Revenue</b>						
Inpatient	\$ 81,948,703	\$ 76,339,503	\$ 5,609,200	7.3%		
Outpatient	161,039,367	148,434,618	12,604,749	8.5%		
Emergency	109,961,343	97,801,700	12,159,643	12.4%		
<b>Total Projected Gross Patient Revenue</b>	<b>\$ 352,949,414</b>	<b>\$ 322,575,821</b>	<b>\$ 30,373,592</b>	<b>9.4%</b>		
<b>Projected Deductions from Revenue</b>						
Contractual Discounts	\$ (297,939,942)	\$ (272,334,978)	\$ (25,604,963)	9.4%		
Bad Debt	(1,461,645)	(1,475,679)	14,034	-1.0%		
Charity Care Provision	(659,889)	(669,432)	9,543	-1.4%		
Prior Period Adj/Government Program Revenue	6,789,754	6,387,055	402,699	6.3%		
<b>Total Projected Deductions from Revenue</b>	<b>\$ (293,271,722)</b>	<b>\$ (268,093,035)</b>	<b>\$ (25,178,687)</b>	<b>9.4%</b>		
<b>Projected Net Patient Service Revenue</b>	<b>\$ 59,677,692</b>	<b>\$ 54,482,786</b>	<b>\$ 5,194,906</b>	<b>9.5%</b>		
Other Op Revenue	\$ 1,410,823	\$ 1,641,522	\$ (230,699)	-14.1%		
<b>Projected Total Operating Revenue</b>	<b>\$ 61,088,515</b>	<b>\$ 56,124,308</b>	<b>\$ 4,964,207</b>	<b>8.8%</b>		
<b>Projected Operating Expenses</b>						
Salary and Wages and Agency Fees	\$ 25,930,033	\$ 24,396,895	\$ 1,533,138	6.3%		
Employee Benefits	8,872,048	8,548,085	323,963	3.8%		
Total People Cost	\$ 34,802,081	\$ 32,944,980	\$ 1,857,101	5.6%		
Med and Prof Fees (excl Agency)	7,601,589	6,860,056	741,533	10.8%		
Supplies	7,976,086	7,784,572	191,514	2.5%		
Purchased Services	5,717,539	5,113,795	603,744	11.8%		
Depreciation	3,245,605	2,946,522	299,083	10.2%		
Utilities	2,039,434	1,957,504	81,930	4.2%		
Insurance	621,090	657,394	(36,304)	-5.5%		
Interest	385,131	425,390	(40,260)	-9.5%		
Other	1,234,501	1,118,993	115,508	10.3%		
Matching Fees (Government Programs)	2,519,860	2,271,852	248,008	10.9%		
<b>Projected Operating Expenses</b>	<b>\$ 66,142,916</b>	<b>\$ 62,081,060</b>	<b>\$ 4,061,857</b>	<b>6.5%</b>		
<b>Projected Operating Margin</b>	<b>\$ (5,054,401)</b>	<b>\$ (5,956,752)</b>	<b>\$ 902,350</b>	<b>15.1%</b>		

Sonoma Valley Healthcare District  
Statement of Revenue and Expenses  
FY 2024 Draft Budget compared to FY 2023 Estimated Actual

Schedule C

	FY 2024		FY 2023		Variance	
	BUDGET		ESTIMATED ACTUAL		\$	%
<b>Projected Non Operating Rev and Expense</b>						
Miscellaneous Revenue/(Expenses)	\$	56,599	\$	(106,252)	\$	162,852 -153.3%
Parcel Tax Assessment Rev		3,800,004		3,800,004		0 0.0%
<b>Projected Total Non-Operating Rev/Exp</b>	<b>\$</b>	<b>3,856,603</b>	<b>\$</b>	<b>3,693,752</b>	<b>\$</b>	<b>162,852 4.4%</b>
<b>Net Income / (Loss) prior to Restricted Contributions</b>	<b>\$</b>	<b>(1,197,798)</b>	<b>\$</b>	<b>(2,263,000)</b>	<b>\$</b>	<b>1,065,202 -47.1%</b>
Restricted Foundation Contributions	\$	2,862,365	\$	3,486,962	\$	(624,597) -17.9%
<b>Net Income / (Loss) w/ Restricted Contributions</b>	<b>\$</b>	<b>1,664,567</b>	<b>\$</b>	<b>1,223,962</b>	<b>\$</b>	<b>440,605 36.0%</b>
GO Bond Tax Assessment, Net		1,905,946		1,905,946		0 0.0%
<b>Projected Net Income/(Loss) w GO Bond Activity</b>	<b>\$</b>	<b>3,570,513</b>	<b>\$</b>	<b>3,129,908</b>	<b>\$</b>	<b>440,605 14.1%</b>
<b>Operating EBDA</b>	<b>\$</b>	<b>(1,808,796)</b>	<b>\$</b>	<b>(3,010,230)</b>	<b>\$</b>	<b>1,201,433 -39.9%</b>
		-3.0%		-5.4%		2.4%
Productive FTE'S		227.1		215.5		11.6 5.4%
Non-Productive FTE's		22.2		22.5		(0.3) -1.4%
<b>Total FTE's</b>		<b>249.3</b>		<b>238.0</b>		<b>11.3 4.8%</b>

Sonoma Valley Healthcare District  
 Schedule of Variance Analysis of FY 2023 Estimated Actual to FY 2024 Draft Budget  
 FY 2024 Budget - DRAFT

Schedule D

Variance Analysis

<b>Net Patient Revenue</b>	
<b>Net Patient Revenue - FY23 ESTIMATED ACTUAL</b>	<b>\$ 54,482,786</b>
<b>Changes of Note - FY23 Estimated Actual to FY24 Budget:</b>	
Revenue enhancements gained from Epic Implementation	1,200,000
Budgeted revenue enhancement from Managed Care Contract adjustments	675,200
Net Revenue impact from 6% Price Increase	612,500
<u>Projected Revenue Changes From Budgeted Growth:</u>	
Physical Therapy   10% increase in visit volumes	185,000
MRI   40% increase in volumes from temporary MRI starting January 2024	713,000
Surgery   6% increase in Orthopedic volumes	424,000
Surgery   Increase in GI/ColoRectal procedures beginning in July 2023	625,000
Emergency Room   6% increase in ER visits due to new medical group + outreach	286,100
Change in Anticipated IGT Revenue	402,700
All Other Changes	46,406
<b>Total Projected Changes for FY24 Budget</b>	<b>\$ 5,169,906</b>
<b>Net Patient Revenue - FY24 BUDGET</b>	<b>\$ 59,652,692</b>
Change From FY23 Estimated Actual	\$ 5,169,906
% Change	9.5%

<b>Salaries &amp; Wages</b>	
<b>Salaries &amp; Wages - FY23 ESTIMATED ACTUAL</b>	<b>\$ 24,396,895</b>
<b>Changes of Note - FY23 Estimated Actual to FY24 Budget</b>	
3% Merit Adjustment Salary Increases & Additional Allotment for Market Adjustments	1,011,300
<u>Salary Increases from FTE Additions (net 11.3 FTE adds from FY23 to FY24 Budget):</u>	
OP Therapy   2.5 FTE add to support budgeted volume growth	
Admitting / Registration   2.9 FTE add to support growth & stabilize dept	
Geriatrics   1.0 FTE for Advanced Practice Nurse (APN)	
Primary Care Provider   .60 FTE for new PCP to join 1206(B) Clinic	
MRI   .6 FTE add to support temporary trailer - Jan2024	
FTE 'True-Ups'   4.5 FTE increase for truing up positions hired mid-year FY23	
Salary cost reduction due to replacement of 3.75 FTEs worth of Travelers	(135,500)
Reclass of Nutrition & Dining costs   Move from Agency to Purchased Services for FY24	(274,000)
All Other Changes	(110,162)
<b>Total Projected Changes for FY24 Budget</b>	<b>\$ 1,533,138</b>
<b>Salaries &amp; Wages - FY24 BUDGET</b>	<b>\$ 25,930,033</b>
Change From FY23 Estimated Actual	\$ 1,533,138
% Change	6.3%

<b>Employee Benefits</b>	
<b>Employee Benefits - FY23 ESTIMATED ACTUAL</b>	<b>\$ 8,548,085</b>
<b>Changes of Note - FY23 Estimated Actual to FY24 Budget</b>	
Incremental employee benefits incurred due to FTE additions	208,300
Projected other increase in benefit costs	115,663

<b>Total Projected Changes for FY24 Budget</b>	<b>\$ 323,963</b>
<b>Employee Benefits - FY24 BUDGET</b>	<b>\$ 8,872,048</b>
Change From FY23 Estimated Actual	\$ 323,963
% Change	3.8%

**Medical and Professional Fees**

<b>Medical and Professional Fees - FY23 ESTIMATED ACTUAL</b>	<b>\$ 6,860,056</b>
<b>Changes of Note - FY23 Estimated Actual to FY24 Budget</b>	
<i>Physician / Professional Fee Changes:</i>	
Adjustment to Emergency Medicine Contract - New Provider	255,000
Adjustment to Cardiology Call Contract	112,900
Orthopedic Mid-level Support for SVH-aligned Orthopod	135,800
Adjustment to General Surgery Call Contract	54,000
<i>Other Professional Fee Changes:</i>	
UCSF Management Fees   True-up to reflect full year of cost	173,500
<i>All Other Changes</i>	10,333
<b>Total Projected Changes for FY24 Budget</b>	<b>\$ 741,533</b>
<b>Medical and Professional Fees - FY24 BUDGET</b>	<b>\$ 7,601,589</b>
Change From FY23 Estimated Actual	\$ 741,533
% Change	10.8%

**Supplies**

<b>Supplies - FY23 ESTIMATED ACTUAL</b>	<b>\$ 7,784,572</b>
<b>Changes of Note - FY23 Estimated Actual to FY24 Budget</b>	
3% Global Inflation Adjustment	155,700
5% Inflation in cost for Blood Units	25,600
6.5% Inflation in cost for Drugs/Pharmaceuticals	91,000
Budgeted supply cost reductions   Anticipated savings	(82,500)
<i>All Other Changes</i>	1,714
<b>Total Projected Changes for FY24 Budget</b>	<b>\$ 191,514</b>
<b>Supplies - FY24 BUDGET</b>	<b>\$ 7,976,086</b>
Change From FY23 Estimated Actual	\$ 191,514
% Change	2.5%

**Purchased Services**

<b>Purchased Services - FY23 ESTIMATED ACTUAL</b>	<b>\$ 5,113,795</b>
<b>Changes of Note - FY23 Estimated Actual to FY24 Budget</b>	
Reclass of Nutrition & Dining costs   Move from Agency to Purchased Services for FY24	274,000
ECRI   New supply cost benchmarking tool (drives supply reduction above)	88,000
FQHC / SVCHC Consultative Fees   Estimate for FY24 potential expenses	75,000
Security Coverage   Increased hours of security coverage at hospital	65,000
<i>All Other Changes</i>	101,744
<b>Total Projected Changes for FY24 Budget</b>	<b>\$ 603,744</b>
<b>Purchased Services - FY24 BUDGET</b>	<b>\$ 5,717,539</b>
Change From FY23 Estimated Actual	\$ 603,744
% Change	11.8%

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**Depreciation**

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	<b>Depreciation - FY23 ESTIMATED ACTUAL</b>	<b>\$</b>	<b>2,946,522</b>
<b>Changes of Note - FY23 Estimated Actual to FY24 Budget</b>			
EPIC Project   Incremental depreciation for EPIC, in-service in FY24			311,500
Assets fully depreciating in FY2023			(11,500)
<i>All Other Changes</i>			<i>(917)</i>
<b>Total Projected Changes for FY24 Budget</b>		<b>\$</b>	<b>299,083</b>
	<b>Depreciation - FY24 BUDGET</b>	<b>\$</b>	<b>3,245,605</b>
	Change From FY23 Estimated Actual	\$	299,083
	% Change		10.2%

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**Utilities**

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	<b>Utilities - FY23 ESTIMATED ACTUAL</b>	<b>\$</b>	<b>1,957,504</b>
<b>Changes of Note - FY23 Estimated Actual to FY24 Budget</b>			
Estimated increases with PG&E			81,900
<b>Total Projected Changes for FY24 Budget</b>		<b>\$</b>	<b>81,930</b>
	<b>Utilities - FY24 BUDGET</b>	<b>\$</b>	<b>2,039,434</b>
	Change From FY23 Estimated Actual	\$	81,930
	% Change		4.2%

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**Insurance**

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	<b>Insurance - FY23 ESTIMATED ACTUAL</b>	<b>\$</b>	<b>657,394</b>
<b>Changes of Note - FY23 Estimated Actual to FY24 Budget</b>			
Expected increase in Insurance base coverage cost - All Lines (6% increase in total)			39,400
Malpractice insurance for ED medical group (SVH not funding new Group's MPLI)			(76,000)
<b>Total Projected Changes for FY24 Budget</b>		<b>\$</b>	<b>(36,304)</b>
	<b>Insurance - FY24 BUDGET</b>	<b>\$</b>	<b>621,090</b>
	Change From FY23 Estimated Actual	\$	(36,304)
	% Change		-5.5%

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**Interest**

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	<b>Interest - FY23 ESTIMATED ACTUAL</b>	<b>\$</b>	<b>425,390</b>
<b>Changes of Note - FY23 Estimated Actual to FY24 Budget</b>			
HELP II Loan   Projected interest expense for new HELP II Loan (full year FY24)			35,000
Line of Credit   Projected savings in interest expense through LOC paydown			(80,000)
<i>All Other Changes</i>			<i>4,740</i>
<b>Total Projected Changes for FY24 Budget</b>		<b>\$</b>	<b>(40,260)</b>
	<b>Interest - FY24 BUDGET</b>	<b>\$</b>	<b>385,130</b>
	Change From FY23 Estimated Actual	\$	(40,260)
	% Change		-9.5%

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**Other Expenses**

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	<b>Other Expenses - FY23 ESTIMATED ACTUAL</b>	<b>\$</b>	<b>1,118,993</b>
<b>Changes of Note - FY23 Estimated Actual to FY24 Budget</b>			
Marketing / Program Development Expenses   Incremental for FY24			70,000
Recruitment Costs   SVH agency-led Leadership Hires (proj 3 hires @ \$40K/hire)			120,000
Employee Retention Bonus   New for FY24			15,000
Employee Referral Bonus   New for FY25			11,000
Non-Recurring EPIC Costs   One-time costs incurred in FY23. Not repeating in FY24			(45,200)
<i>All Other Changes</i>			<i>(55,292)</i>
<b>Total Projected Changes for FY24 Budget</b>		<b>\$</b>	<b>115,508</b>
	<b>Other Expenses - FY24 BUDGET</b>	<b>\$</b>	<b>1,234,501</b>
	Change From FY23 Estimated Actual	\$	115,508
	% Change		10.3%



**Sonoma Valley Health Care District  
Schedule of Payer Mix  
DRAFT FY 2024 Budget**

**Schedule E**

	<b>DRAFT FY 2024 Budget</b>	<b>ACTUAL FY 2023 Estimated Actual</b>
Medicare	36.4%	36.4%
Medicare Managed Care	17.1%	17.1%
Medi-Cal & Managed MediCal	19.5%	19.0%
Self Pay	1.0%	1.3%
Commercial & Other Government	23.0%	22.5%
Worker's Comp.	2.9%	3.6%
	<hr/>	<hr/>
	100.0%	100.0%

**Sonoma Valley Health Care District  
Cash Forecast - DRAFT FY 2024 Budget**

**Schedule F**

**DRAFT  
FY 2024 Budget  
July 1, 2023 - June 30, 2024**

**Hospital Operating Sources**

1	Patient Payments Collected	53,710,092
2	Other Operating Revenue	1,113,667
3	Other Non-Operating Revenue	103,201
4	Unrestricted Contributions	
5	Line of Credit	-
<b>Sub-Total Hospital Sources</b>		<b>54,926,960</b>

**Hospital Uses of Cash**

6	Operating Expenses	59,992,455
7	Add: Bridge Loan Paybacks	608,487
8	Add: CHFFA Help II Loan Repayments	370,000
9	Capital Expenditures (\$3,200,000 net of foundation covered)	6,062,365
10	Line of Credit	500,000
<b>Total Hospital Uses</b>		<b>67,533,307</b>

**Net Hospital Sources/Uses of Cash (12,606,347)**

**Non-Hospital Sources**

11	Restricted Cash/Capital Donations	2,862,365
12	Parcel Tax Revenue	3,800,000
13	Other:	
14	IGT /AB 915 IGT	6,789,754
<b>Sub-Total Non-Hospital Sources</b>		<b>13,452,119</b>

**Non-Hospital Uses of Cash**

15	Matching Fees	2,519,860
<b>Sub-Total Non-Hospital Uses of Cash</b>		<b>2,519,860</b>

**Net Non-Hospital Sources/Uses of Cash 10,932,259**

**Net Sources/Uses (1,674,088)**

Cash at beginning of period (Includes MM) 8,410,217

**Cash at end of period 6,736,129**

**Projected Days Cash on Hand - Beginning FY 2024 46.10**

**Budgeted Days Cash on Hand - End FY 2024 40.98**

Line 9 - Capital expenditures include \$2.8M in expected ODC costs funded by capital donations from the SVHF

Tactic Completed	Tactics under way now	Tactics to begin in the next 12 months	Tactics in conceptual form
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UCSF/SVH Joint Operating Dashboard

Strategic Objective	Initiative	Description/Tactic	Benefits/Impact	Start Date	Target Completion Date	Update	Updated	
<b>1 Increase Access to San Francisco based UCSF Care</b> - ability for Sonomans to access care at UCSF in the city has been difficult. This objective seeks to improve pathways to access care.	1.1	Expansion of Telemedicine Services with UCSF Affiliate Network	Neurology coverage for stroke and inpatient care	24/7 availability of neuro consult for stroke cases in ED	2019	2019	complete	7/19
			Infectious Disease coverage for hospital	Specialty coverage for ED and inpatient units			complete	7/19
	1.2	Beta Site for Capacity Management (transfer) Center	Intensivist Coverage of ICU	Expanded medical team would increase the types of cases that could be treated at SVH. The integration will improve both site's ability to place patients in the right setting for their needs. Impact to SVH increased	2022	2023	Engaging UCSF and third party vendors on contracting. Dr Sankaran has lead. Conversations progressing. Ongoing.	3/23
			Integration of SVH into the UCSF capacity management system		Summer 2023	2023-2024	System live. UCSF working on process. SVH participation pending.	1/23
<b>2 Increase Access to Locally Provided Specialists/Primary Care</b> - establishment of care sites in Sonoma will aid in access to UCSF care.	2.1	Physician Employment	Joint recruitment of GI specialists based in Sonoma	Provision of service currently unavailable in Sonoma and highly in demand.	2021	in process	Welcoming a general surgeon who will do GI. Still seeking a GI.	3/23
			Joint recruitment of orthopedic surgeon based in Sonoma	Orthopedics is in strong demand in Sonoma. Planning to insure availability over coming years.		2023-25	This is in concept stage at this point. Discussions will occur between existing partners to develop a plan.	8/22
	2.2	Expansion of Clinically Integrated Network	Engagement of UCSF faculty in growth or under represented service lines	Engagement can increase the types of care available in Sonoma and increase connectivity with programs at UCSF.	2022	2023	Issuance of RFP to faculty to identify programs which could be cited in Sonoma. Proposals must address market need. RFP to be issued Q1 2023	12/22
			Opportunity to contractually link Sonoma providers to UCSF network improving network access, quality oversight, and financial stability for practices	Helps insure stability of practices in Sonoma and improved access to broader network.		2023	UCSF revising program	12/22
<b>3 Increase Facility Utilization</b> - objective is to use available space and resources at SVH to alleviate capacity issues at UCSF where needs align. The result will be more availability of services in Sonoma.	3.1	Grow UCSF surgical presence in Sonoma	Objective is to engage UCSF surgicians to practice in Sonoma and at SVH.	Increase availability of surgical services in Sonoma/Increase utilization of SVH operating rooms		EPIC installation has removed key barrier. Improvement to interfaces underway. Dr Sankaran in talks with Dr Carrol (urologist) about beginning to provide services in Sonoma in 2023		12/22
	3.2	Explore collaborative opportunities in orthopedics	Details listed in section 2. Listed here to note it serves this objective.					
	3.3	Increase utilization of ODC by UCSF	Online scheduling	UCSF is moving to self scheduling which enables the patient to select the best location for their service based upon availability or location. This could optimize utilization of SVH assets.	2022	2023	On going conversations with UCSF Affiliates team on build requirements. Work on going.	12/22
	3.4	Development of Post Acute program	Objective is to insure adequate postacute care is available in Sonoma	Meeting market demand and insuring Sonoma has the right setting for care. Activation of dormant space at SVH.		2024	This is in concept stage at this point.	8/22
	3.5	Develop relationship with VA for the provision of care to veterans at SVH		Improve access for veterans and increase utilization of SVH services	2023	2024	Connecting with VA leadership through UCSF contacts	2/22
<b>4 Enhance IT Integration</b> - maximize connectivity between two organizations to improve integration of data available to community and patients	4.1	Maximize data availability between sites	EPIC implementation	Installation of EPIC will improve connectivity between UCSF and SVH.	January 2022	12/3/2022	Complete	12/22
			Optimize EPIC data transfer between instances	Maximizing data integration between SVH Epic and UCSF Epic will optimize utilization by clinicians and patients	Summer 2023	2025	Interface builds still underway	3/23
	4.2	Integration of IT management	Contract executed between UCSF and SVH for the provision of management services to SVH		2022	2022	Complete	1/22
<b>5 Share Resources/Reduce Costs</b> - by collaborating, can the two organizations save money?	Integration of coordination of care w UCSF and/or Marin Health							
	<del>6 Share Resources/Reduce Costs</del> - by collaborating, can the two organizations save money?	Leadership Development	Sound leadership yields high performing organization	Investment in leadership is paramount in a high performing organization. Impact is more innovation (growth), better staff and patient satisfaction, increased market competitiveness, higher employee retention.	2022	ongoing	Deescalation training of mangement completed in January.	1/23
		Explore JV opportunities around ODC	Develop a business case for a joint venture between SVH and UCSF around the ODC and surgical services	A joint venture would provide both capital and focus from UCSF on Sonoma.	CY2023	2024	Investment models under review. On going.	12/22
<b>Parking Lot</b>	Exploration of ways to integrate purchase of goods and services			Cooperating with UCSF on purchasing could yield significant savings			Management continually on the look out for such opportunities. Supplies were reviewed in 2022 - no opportunity. Reimbursement rates - not allowed unless UCSF has a controlling interest.	9/22



**To:** Sonoma Valley Health Care District Finance Committee  
**From:** Ben Armfield, Chief Financial Officer  
**Date:** May 23, 2023  
**Subject:** Financial Report for April 2023

**NOTE |** Due to finalization of FY2024 budgeting efforts and preparation of materials and schedules, the financial report for April is a condensed summary. We will plan on providing our normal report with more narrative and commentary in May’s report.

**1. OVERALL PERFORMANCE:**

April was another positive month and continues a run of now 5 months in a row where operations has exceeded both budget and the prior year.

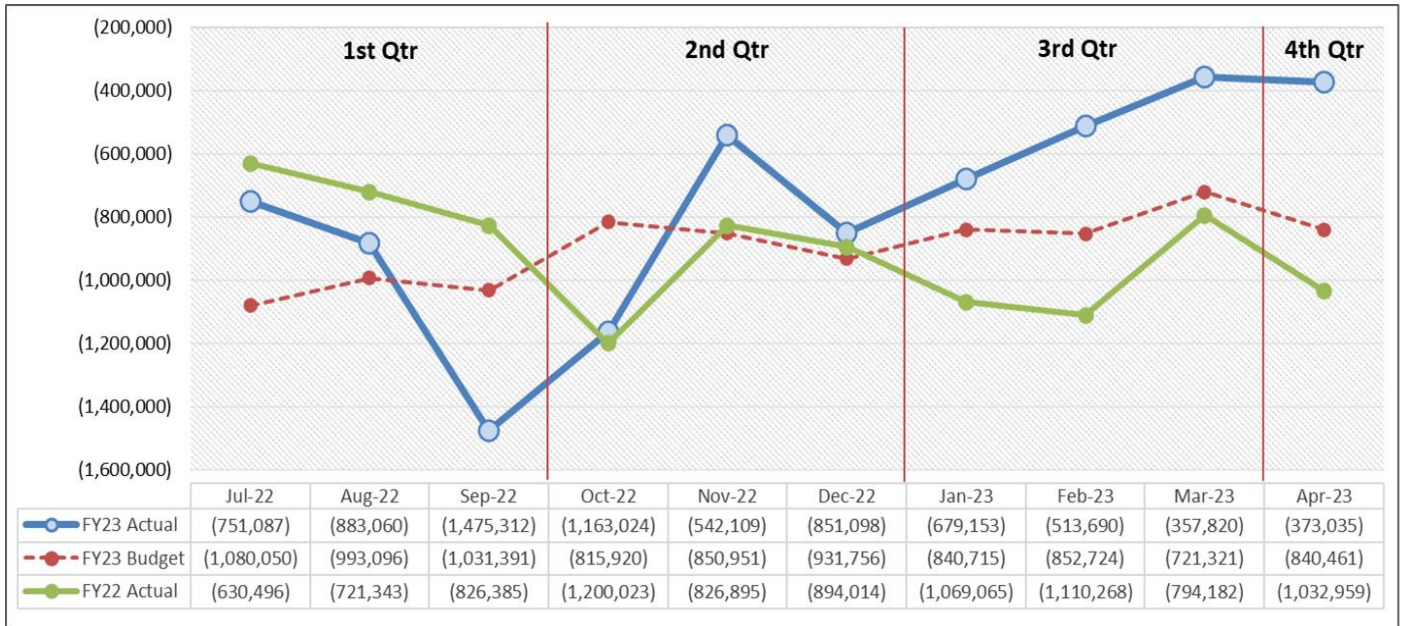
Volumes continue to remain strong. We set a fiscal year high in surgeries performed in April, which helped deliver strong patient revenues to the hospital. Net patient revenues in April exceeded budget by 7%. Operating expenses increased slightly from our recent trend and ran over budget for the month, but the variance was minimal as expenses only missed the target by 1%.

The month of April is highlighted by the cash and supplemental funding proceeds that were received. We received over \$9M in payments this past month as in the matter of weeks we received our IGT funding (\$6.0M), Parcel Tax Funds (\$1.5M), and proceeds from our HELP II Loan (\$2.0M). This surge of <anticipated> funding obviously changed our cash position significantly. The infusion of the proceeds received in April brought our Days Cash on Hand from 14.0 in March to over 62.0 in April!

We now project to end the year just under 50.0 days cash on hand, and are on track to end the year with more cash in the bank than last fiscal year.

**SVH Trended Operating Margin (excl IGT funding)**

FY23 Actual. FY23 Budget. FY22 Actual



**Table 1a | Overall Performance - April 2023 (Including IGT)**

	Current Year - Month				Current Year - YTD				Prior YTD			
	Actual		Budget		Actual		Budget		Actual		Budget	
			\$	%			\$	%			\$	%
Operating Margin	\$ 1,189,622	\$ (613,208)	\$ 1,802,830	294%	\$ (4,124,148)	\$ (5,141,931)	\$ 1,017,783	20%	\$ (5,653,669)	\$ 1,529,521	27%	
Operating EBDA	\$ 1,427,210	\$ (384,121)	\$ 1,811,331	472%	\$ (1,635,781)	\$ (2,851,061)	\$ 1,215,280	43%	\$ (3,323,875)	\$ 1,688,094	51%	
Net Income (Loss)	\$ 1,781,574	\$ 348,378	\$ 1,433,196	411%	\$ 3,102,224	\$ 4,498,292	\$ (1,396,068)	-31%	\$ (453,859)	\$ 3,556,083	784%	

**Table 1b | IGT Amounts in Income Statement – April 2023**

	Current Year - Month				Current Year - YTD				Prior YTD			
	Actual		Budget		Actual		Budget		Actual		Budget	
IGT Revenue	\$ 1,620,285	\$ 227,253			\$ 6,048,734	\$ 6,315,531			\$ 5,095,053			
IGT Expense	\$ (57,628)	\$ -			\$ (2,583,495)	\$ (2,499,077)			\$ (1,643,092)			
IGT Net Income	\$ 1,562,657	\$ 227,253			\$ 3,465,239	\$ 3,816,454			\$ 3,451,961			

**Table 1c | Overall Performance – April 2023 (Excluding IGT)**

	Current Year - Month				Current Year - YTD				Prior YTD			
	Actual		Budget		Actual		Budget		Actual		Budget	
			\$	%			\$	%			\$	%
Operating Margin	\$ (373,035)	\$ (840,461)	\$ 467,426	56%	\$ (7,589,387)	\$ (8,958,385)	\$ 1,368,998	15%	\$ (9,105,630)	\$ 1,516,243	17%	
Operating EBDA	\$ (135,447)	\$ (611,374)	\$ 475,927	78%	\$ (5,101,020)	\$ (6,667,515)	\$ 1,566,495	23%	\$ (6,775,836)	\$ 1,674,816	25%	
Net Income (Loss)	\$ 218,917	\$ 121,125	\$ 97,792	81%	\$ (363,015)	\$ 681,838	\$ (1,044,853)	-153%	\$ (3,905,820)	\$ 3,542,805	91%	

**2. NET REVENUE SUMMARY:**

**Table 2 | Net Patient Revenue – Actual vs. Budget - April 2023 (Excluding IGT)**

	Month of April 2023					Year To Date April 2023								
	Current Year - Month		Variance			Current Year - YTD		Variance		Prior YTD		Variance		
	Actual	Budget	Var	%	Actual	Budget	\$	%	Actual	\$	%			
Gross Revenue	\$ 28,173,342	\$ 26,370,718	\$ 1,802,624	7%	\$ 269,037,409	\$ 256,048,988	\$ 12,988,421	5%	\$ 241,118,577	\$ 27,918,832	12%			
Net Patient Revenue	\$ 4,283,192	\$ 3,996,942	\$ 286,250	7%	\$ 40,627,685	\$ 38,816,086	\$ 1,811,599	5%	\$ 36,937,432	\$ 3,690,253	10%			
NPR as a % of Gross	15.2%	15.2%	0%		15.1%	15.2%	0%		15.3%	-1%				
Tot Operating Revenue	\$ 4,611,030	\$ 4,101,665	\$ 509,365	12%	\$ 41,790,022	\$ 39,863,316	\$ 1,926,706	5%	\$ 37,891,568	\$ 3,898,454	10%			

**3. OPERATING EXPENSE SUMMARY:**

**Table 4 | Operating Expenses – Actual vs. Budget – April 2023 (Excluding IGT)**

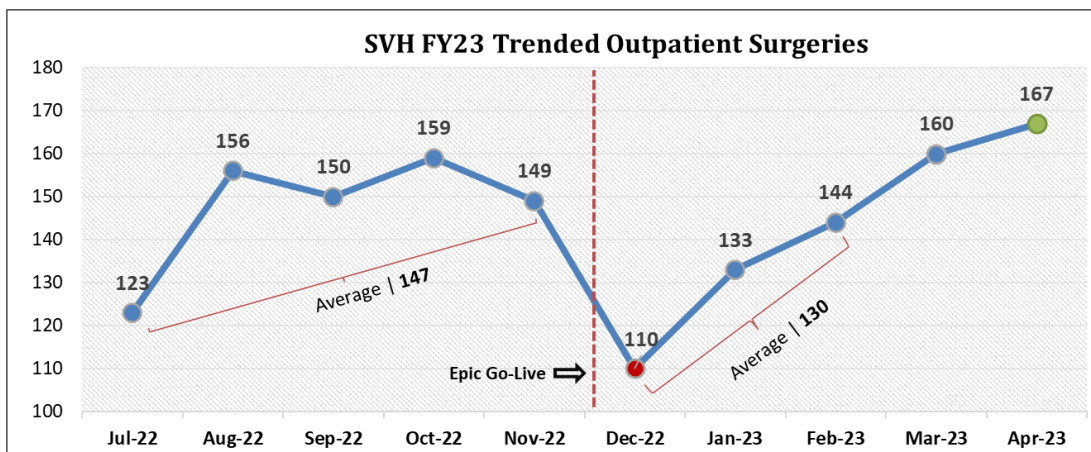
	Month of April 2023					Year To Date April 2023								
	Current Year - Month		Variance			Current Year - YTD		Variance		Prior YTD		Variance		
	Actual	Budget	Var	%	Actual	Budget	\$	%	Actual	\$	%			
Operating Expenses	\$ 4,984,065	\$ 4,942,126	\$ (41,939)	-1%	\$ 49,379,410	\$ 48,821,701	\$ (557,709)	-1%	\$ 46,997,198	\$ (2,382,212)	-5%			
Worked FTEs	222.0	222.4	0.4	0%	212.8	218.9	6.1	3%	205.2	(7.6)	-4%			

#### 4. VOLUME SUMMARY:

Table 5 | Patient Volumes – April 2023

	Month of April 2023				Year To Date April 2023							
	Current Year		Variance		Current Year		Variance		Prior Year		Variance	
	Actual	Budget	Var	%	Actual	Budget	Var	%	Actual	Var	%	
Acute Patient Days	258	266	(8)	-3%	2,736	2,621	115	4%	2,632	104	4%	
Average Daily Census	8.6	8.9	(0.3)	-3%	9.0	8.6	0.4	4%	8.7	0.3	4%	
Acute Discharges	67	64	3	5%	679	630	49	8%	632	47	7%	
IP Surgeries	14	13	1	8%	155	129	26	20%	124	31	25%	
OP Surgeries/Spec Proc	167	175	(8)	-5%	1,451	1,641	(190)	-12%	1,544	(93)	-6%	
<b>Total Surgeries / Procedures</b>	<b>181</b>	<b>188</b>	<b>(7)</b>	<b>-4%</b>	<b>1,606</b>	<b>1,770</b>	<b>(164)</b>	<b>-9%</b>	<b>1,668</b>	<b>(62)</b>	<b>-4%</b>	
Total Outpatient Visits	4,438	4,632	(194)	-4%	45,670	45,484	186	0%	46,644	(974)	-2%	
Total ER Visits	826	861	(35)	-4%	8,010	8,298	(288)	-3%	7,523	487	6%	

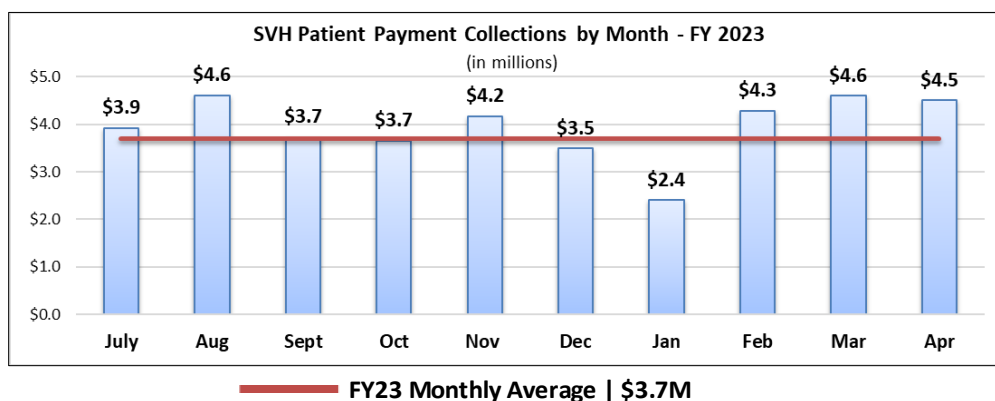
Volumes do continue to be strong. We set another fiscal year high in surgical volume in April, providing more evidence we are getting past the volume falloff caused by the Epic go-live. We continue to see increases in orthopedic and general surgeries.



#### 5. CASH ACTIVITY SUMMARY:

Table 6 | Cash / Revenue Cycle Indicators - April 2023

	Apr-23	Mar-23	Var	%
Days Cash on Hand	62.8	14.3	48.5	339%
A/R Days	55.5	55.9	(0.4)	-1%
A/P Days	62.0	56.3	5.7	10%



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**ATTACHMENTS:**

- Attachment A is the Payer Mix Analysis
- 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 Cash Projection



**Sonoma Valley Hospital**  
**Payer Mix for the month of April 30, 2023**

ATTACHMENT A

Gross Revenue	Month				Year-to-Date			
	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	10,609,341	9,799,091	810,250	8.3%	98,288,562	95,178,909	3,109,653	3.3%
Medicare Managed Care	4,842,609	4,406,908	435,701	9.9%	46,031,064	42,760,598	3,270,466	7.6%
Medi-Cal	5,245,532	4,405,696	839,836	19.1%	50,916,414	42,677,120	8,239,294	19.3%
Self Pay	677,586	466,245	211,341	45.3%	3,806,820	4,513,873	-707,053	-15.7%
Commercial & Other Gov't	5,876,993	6,500,723	-623,730	-9.6%	60,088,019	63,157,452	-3,069,433	-4.9%
Worker's Comp.	903,681	773,518	130,163	16.8%	9,678,164	7,575,666	2,102,498	27.8%
<b>Total</b>	<b>28,155,742</b>	<b>26,352,181</b>	<b>1,803,561</b>	<b>6.8%</b>	<b>268,809,043</b>	<b>255,863,618</b>	<b>12,945,425</b>	<b>5.1%</b>

Net Revenue	Month				Year-to-Date			
	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	1,111,886	1,145,047	-33,160	-2.9%	10,738,234	11,120,057	-381,823	-3.4%
Medicare Managed Care	562,304	507,211	55,093	10.9%	5,430,549	4,925,754	504,795	10.2%
Medi-Cal	443,304	459,241	-15,936	-3.5%	4,281,290	4,459,890	-178,600	-4.0%
Self Pay	150,505	137,578	12,926	9.4%	1,000,166	1,336,083	-335,917	-25.1%
Commercial & Other Gov't	1,810,577	1,600,364	210,213	13.1%	17,485,961	15,541,844	1,944,117	12.5%
Worker's Comp.	204,616	147,502	57,114	38.7%	1,691,485	1,432,458	259,027	18.1%
<b>Total</b>	<b>4,283,192</b>	<b>3,996,942</b>	<b>286,250</b>	<b>7.2%</b>	<b>40,627,685</b>	<b>38,816,086</b>	<b>1,811,599</b>	<b>4.7%</b>

Payor Mix	Month			Year-to-Date		
	Actual	Budget	% Variance	Actual	Budget	% Variance
Medicare	37.7%	37.2%	1.3%	36.6%	37.2%	-1.7%
Medicare Managed Care	17.2%	16.7%	2.8%	17.1%	16.7%	2.5%
Medi-Cal	18.6%	16.7%	11.4%	18.9%	16.7%	13.6%
Self Pay	2.4%	1.8%	36.0%	1.4%	1.8%	-19.7%
Commercial & Other Gov't	20.9%	24.7%	-15.4%	22.4%	24.7%	-9.4%
Worker's Comp.	3.2%	2.9%	9.3%	3.6%	3.0%	21.6%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>

Percent of Net Revenue	Month				Year-to-Date			
	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	26.0%	28.6%	-2.7%	-9.4%	26.4%	28.6%	-2.3%	-8.1%
Medicare Managed Care	13.1%	12.7%	0.4%	3.5%	13.4%	12.7%	0.7%	5.3%
Medi-Cal	10.3%	11.5%	-1.1%	-9.9%	10.5%	11.5%	-1.0%	-8.3%
Self Pay	3.5%	3.4%	0.1%	2.1%	2.5%	3.4%	-1.0%	-28.5%
Commercial & Other Gov't	42.3%	40.0%	2.2%	5.6%	43.0%	40.0%	3.0%	7.5%
Worker's Comp.	4.8%	3.7%	1.1%	29.5%	4.2%	3.7%	0.5%	12.8%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>-0.1%</b>	<b>-0.1%</b>

Net Revenue as a % of Gross	Month				Year-to-Date			
	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance
Medicare	10.5%	11.7%	-1.2%	-10.3%	10.9%	11.7%	-0.8%	-6.5%
Medicare Managed Care	11.6%	11.5%	0.1%	0.9%	11.8%	11.5%	0.3%	2.4%
Medi-Cal	8.5%	10.4%	-2.0%	-18.9%	8.4%	10.5%	-2.0%	-19.5%
Self Pay	22.2%	29.5%	-7.3%	-24.7%	26.3%	29.6%	-3.3%	-11.2%
Commercial & Other Gov't	30.8%	24.6%	6.2%	25.1%	29.1%	24.6%	4.5%	18.3%
Worker's Comp.	22.6%	19.1%	3.6%	18.7%	17.5%	18.9%	-1.4%	-7.6%
<b>TOTAL</b>	<b>15.2%</b>	<b>15.2%</b>			<b>15.1%</b>	<b>15.2%</b>		



**SONOMA VALLEY HOSPITAL  
OPERATING INDICATORS  
For the Period Ended April 30, 2023**

**ATTACHMENT B**

	<u>CURRENT MONTH</u>				<u>YEAR-TO-DATE</u>			<u>YTD</u>
	<u>Actual</u> <u>04/30/23</u>	<u>Budget</u> <u>04/30/23</u>	<u>Favorable</u> <u>(Unfavorable)</u> <u>Variance</u>		<u>Actual</u> <u>04/30/23</u>	<u>Budget</u> <u>04/30/23</u>	<u>Favorable</u> <u>(Unfavorable)</u> <u>Variance</u>	<u>Prior</u> <u>Year</u> <u>04/30/22</u>
<b>Inpatient Utilization</b>								
<b>Discharges</b>								
1	47	50	(3)	Med/Surg	485	489	(4)	483
2	20	14	6	ICU	194	141	53	149
3	67	64	3	Total Discharges	679	630	49	632
<b>Patient Days:</b>								
4	154	177	(23)	Med/Surg	1,722	1,744	(22)	1,708
5	104	89	15	ICU	1,014	877	137	924
6	258	266	(8)	Total Patient Days	2,736	2,621	115	2,632
7	12	-	12	<b>Observation days</b>	152	-	152	186
<b>Average Length of Stay:</b>								
8	3.3	3.6	(0.3)	Med/Surg	3.55	3.57	(0.02)	3.5
9	5.2	6.2	(1.0)	ICU	5.23	6.20	(0.97)	6.2
10	3.9	4.2	(0.3)	Avg. Length of Stay	4.03	4.16	(0.13)	4.2
<b>Average Daily Census:</b>								
11	5.1	5.9	(0.8)	Med/Surg	5.7	5.7	(0.1)	5.6
12	3.5	3.0	0.5	ICU	3.3	2.9	0.5	3.0
13	8.6	8.9	(0.3)	Avg. Daily Census	9.0	8.6	0.4	8.7
<b>Other Utilization Statistics</b>								
<b>Emergency Room Statistics</b>								
14	826	861	(35)	Total ER Visits	8,010	8,298	(288)	7,523
<b>Outpatient Statistics:</b>								
15	4,438	4,632	(194)	Total Outpatients Visits	45,670	45,484	186	46,644
16	14	13	1	IP Surgeries	155	129	26	124
17	167	175	(8)	OP Surgeries / Special Procedures	1,451	1,641	(190)	1,544
18	264	276	(12)	Adjusted Discharges	2,849	2,671	178	2,743
19	1,017	1,147	(129)	Adjusted Patient Days	12,685	11,112	1,573	11,461
20	33.9	38.2	(4.3)	Adj. Avg. Daily Census	41.7	36.6	5.2	37.7
21	1.6879	1.4000	0.288	Case Mix Index - Medicare	1.4920	1.4000	0.092	1.4467
22	1.5436	1.4000	0.144	Case Mix Index - All payers	1.4606	1.4000	0.061	1.4229
<b>Labor Statistics</b>								
23	222	222	0	FTE's - Worked	213	219	6.1	205
24	241	245	4	FTE's - Paid	235	241	6.0	227
25	51.51	47.59	(3.93)	Average Hourly Rate	49.94	47.01	(2.93)	46.61
26	7.09	6.41	(0.69)	FTE / Adj. Pat Day	5.63	6.59	0.96	6.03
27	40.4	36.5	(3.9)	Manhours / Adj. Pat Day	32.1	37.6	5.5	34.3
28	155.7	151.8	(3.9)	Manhours / Adj. Discharge	142.9	156.3	13.4	143.5
29	23.9%	25.4%	1.6%	Benefits % of Salaries	23.8%	25.1%	1.3%	24.6%
<b>Non-Labor Statistics</b>								
30	11.7%	15.8%	4.0%	Supply Expense % Net Revenue	14.0%	16.1%	2.1%	14.9%
31	2,618	2,283	(336)	Supply Exp. / Adj. Discharge	2,287	2,336	49	2,279
32	19,089	18,088	(1,000)	Total Expense / Adj. Discharge	18,390	19,394	1,004	18,001
<b>Other Indicators</b>								
33	62.8			Days Cash - Operating Funds				
34	55.5	50.0	5.5	Days in Net AR	45.9	50.0	(4.1)	41.4
35	110%			Collections % of Cash Goal	97%			98.7%
36	62.0	55.0	7.0	Days in Accounts Payable	62.0	55.0	7.0	46.2
37	21.0%	15.2%	5.8%	% Net revenue to Gross revenue	17.4%	15.2%	2.2%	17.4%
38	31.7%			% Net AR to Gross AR	31.7%			14.7%

**Sonoma Valley Health Care District**  
**Balance Sheet**  
**As of April 30, 2023**  
**UNAUDITED**

**ATTACHMENT C**

		<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
<b>Assets</b>				
Current Assets:				
1	Cash	\$ 1,874,510	\$ 1,405,145	\$ 2,920,110
2	Cash - Money Market	8,350,067	1,349,370	5,844,748
3	Net Patient Receivables	9,295,766	9,543,437	6,289,515
4	Allow Uncollect Accts	(1,581,837)	(1,435,473)	(1,329,479)
5	Net A/R	7,713,929	8,107,964	4,960,036
6	Other Accts/Notes Rec	1,578,759	639,303	1,735,967
7	Parcel Tax Receivable	203,861	1,741,233	207,928
8	GO Bond Tax Receivable	906,105	906,105	1,225,217
9	3rd Party Receivables, Net	402,417	4,695,155	212,052
10	Inventory	1,088,633	1,083,944	1,034,500
11	Prepaid Expenses	810,133	761,027	927,672
12	<b>Total Current Assets</b>	<b>\$ 22,928,415</b>	<b>\$ 20,689,245</b>	<b>\$ 19,068,230</b>
13	Property, Plant & Equip, Net	\$ 56,679,223	\$ 56,740,855	\$ 52,080,041
14	Trustee Funds - GO Bonds	4,666,114	4,650,265	4,785,913
15	Designated Funds - Board Approved	-	-	1,000,000
16	<b>Total Assets</b>	<b>\$ 84,273,752</b>	<b>\$ 82,080,365</b>	<b>\$ 76,934,184</b>
<b>Liabilities &amp; Fund Balances</b>				
Current Liabilities:				
17	Accounts Payable	\$ 6,680,915	\$ 8,153,183	\$ 3,948,671
18	Accrued Compensation	4,169,775	3,939,588	4,003,079
19	Interest Payable - GO Bonds	99,460	51,758	113,609
20	Accrued Expenses	1,339,706	1,156,068	1,575,907
21	Advances From 3rd Parties	-	-	-
22	Deferred Parcel Tax Revenue	633,330	949,997	633,334
23	Deferred GO Bond Tax Revenue	414,182	621,273	463,625
24	Current Maturities-LTD	217,475	217,475	348,292
25	Line of Credit - Union Bank	5,473,734	5,473,734	5,473,734
26	Other Liabilities	57,511	57,511	1,500,767
27	<b>Total Current Liabilities</b>	<b>\$ 19,086,089</b>	<b>\$ 20,620,588</b>	<b>\$ 18,061,018</b>
28	Long Term Debt, net current portion	\$ 27,111,937	\$ 25,165,467	\$ 24,932,445
29	Fund Balances:			
30	Unrestricted	\$ 19,657,211	\$ 17,957,336	\$ 18,099,934
31	Restricted	18,418,515	18,336,974	15,840,787
32	<b>Total Fund Balances</b>	<b>\$ 38,075,726</b>	<b>\$ 36,294,310</b>	<b>\$ 33,940,721</b>
33	<b>Total Liabilities &amp; Fund Balances</b>	<b>\$ 84,273,752</b>	<b>\$ 82,080,365</b>	<b>\$ 76,934,184</b>

**Sonoma Valley Health Care District  
Statement of Revenue and Expenses  
For the Period Ended April 30, 2023**

ATTACHMENT D

	Month					Year-To-Date					YTD	
	This Year		Variance			This Year		Variance			Prior Year	
	Actual	Budget	\$	%	Actual	Budget	\$	%				
<b>1</b>	-	-	-	#DIV/0!							632	
<b>2</b>	-	-	-	#DIV/0!							2,632	
<b>3</b>	-	-	-	0%							186	
<b>4</b>	\$ 21,031	\$ 20,257	\$ 775	4%							\$ 185,107	
	<b>Volume Information</b>											
			Acute Discharges			599	566	33	6%			632
			Patient Days			2,540	2,355	185	8%			2,632
			Observation Days			140	-	140	*			186
	\$	\$	\$		\$	\$	\$			\$	\$	
	21,031	20,257	775	4%	204,857	195,698	9,158	5%			185,107	
	<b>Financial Results</b>											
	<b>Gross Patient Revenue</b>											
<b>5</b>	\$ 7,142,383	\$ 6,113,805	\$ 1,028,578	17%	\$ 64,180,506	\$ 60,350,529	3,829,977	6%			\$ 55,819,037	
<b>6</b>	13,374,697	12,516,174	858,523	7%	123,072,241	121,264,241	1,808,000	1%			111,864,911	
<b>7</b>	7,656,262	7,740,739	(84,477)	-1%	81,784,662	74,434,218	7,350,444	10%			73,434,629	
<b>8</b>	\$ 28,173,342	\$ 26,370,718	\$ 1,802,624	7%	\$ 269,037,409	\$ 256,048,988	12,988,421	5%			\$ 241,118,577	
	<b>Total Gross Patient Revenue</b>											
			Contractual Discounts			\$ (226,449,222)	\$ (215,013,342)	(11,435,880)	-5%			\$ (202,298,420)
<b>9</b>	(23,298,003)	(22,150,813)	(1,147,190)	-5%	(1,624,039)	(2,000,000)	375,961	19%			(1,800,000)	
<b>10</b>	(592,147)	(200,000)	(392,147)	-196%	(336,463)	(219,560)	(116,903)	-53%			(82,725)	
<b>11</b>	-	(22,963)	22,963	100%	6,048,734	6,315,531	(266,797)	-4%			5,095,053	
<b>12</b>	1,620,285	227,253	1,393,032	613%							\$ (199,086,092)	
<b>13</b>	\$ (22,269,865)	\$ (22,146,523)	(123,342)	1%							\$ (199,086,092)	
	<b>Total Deductions from Revenue</b>											
			Charity Care Provision			(336,463)	(219,560)	(116,903)	-53%			(82,725)
<b>14</b>	\$ 5,903,477	\$ 4,224,195	\$ 1,679,282	40%							\$ 42,032,485	
<b>15</b>	\$ 327,838	\$ 104,723	\$ 223,115	*							\$ 954,136	
<b>16</b>	\$ 6,231,315	\$ 4,328,918	\$ 1,902,397	44%							\$ 42,986,621	
	<b>Net Patient Service Revenue</b>											
			Other Op Rev & Electronic Health Records			\$ 1,162,337	\$ 1,047,230	115,107	11%			\$ 954,136
<b>17</b>	\$ 2,117,939	\$ 1,992,548	(125,391)	-6%							\$ 42,986,621	
<b>18</b>	727,690	715,801	(11,889)	-2%							40,627,685	
<b>19</b>	\$ 2,845,629	\$ 2,708,349	(137,280)	-5%							\$ 18,342,567	
<b>20</b>	\$ 538,926	\$ 597,981	59,055	10%							\$ 6,913,587	
<b>21</b>	691,531	629,695	(61,836)	-10%							\$ 25,256,154	
<b>22</b>	341,292	469,602	128,310	27%							\$ 5,756,810	
<b>23</b>	237,588	229,087	(8,501)	-4%							\$ 6,250,812	
<b>24</b>	93,898	109,168	15,270	14%							\$ 4,296,598	
<b>25</b>	53,384	52,833	(551)	-1%							\$ 2,329,794	
<b>26</b>	98,593	18,703	(79,890)	-427%							\$ 1,238,343	
<b>27</b>	83,224	126,708	43,484	34%							\$ 514,703	
<b>28</b>	57,628	-	(57,628)	*							\$ 164,303	
<b>29</b>	\$ 5,041,693	\$ 4,942,126	(99,567)	-2%							\$ 1,189,681	
<b>30</b>	\$ 1,189,622	\$ (613,208)	\$ 1,802,830	294%							\$ 1,643,092	
	<b>Operating Expenses</b>											
			Salary and Wages and Agency Fees			\$ 20,338,331	\$ 19,629,839	(708,492)	-4%			\$ 18,342,567
			Employee Benefits			7,111,370	6,966,653	(144,717)	-2%			6,913,587
			Total People Cost			\$ 27,449,701	\$ 26,596,492	(853,209)	-3%			\$ 25,256,154
			Med and Prof Fees (excl'd Agency)			\$ 5,629,584	\$ 5,973,253	343,669	6%			\$ 5,756,810
			Supplies			6,516,825	6,238,955	(277,870)	-4%			6,250,812
			Purchased Services			4,170,362	4,494,589	324,227	7%			4,296,598
			Depreciation			2,488,367	2,290,870	(197,497)	-9%			2,329,794
			Utilities			1,611,529	1,260,870	(350,659)	-28%			1,238,343
			Insurance			551,723	528,330	(23,393)	-4%			514,703
			Interest			430,901	182,838	(248,063)	*			164,303
			Other			530,416	1,255,504	725,088	58%			1,189,681
			Matching Fees (Government Programs)			2,583,495	2,499,077	(84,418)	3%			1,643,092
			<b>Operating expenses</b>			\$ 51,962,905	\$ 51,320,778	(642,127)	-1.3%			\$ 48,640,290
			<b>Operating Margin</b>			\$ (4,124,148)	\$ (5,141,931)	1,017,783	20%			\$ (5,653,669)

**Sonoma Valley Health Care District  
Statement of Revenue and Expenses  
For the Period Ended April 30, 2023**

ATTACHMENT D

	Month					Year-To-Date				YTD	
	This Year		Variance			This Year		Variance			Prior Year
	Actual	Budget	\$	%		Actual	Budget	\$	%		
<b>31</b>	\$ (13,347)	\$ (12,971)	(376)	*	Miscellaneous Revenue/(Expenses)	\$ 53,725	\$ (131,365)	185,090	*	\$ (103,106)	
<b>32</b>	-	-	-	0%	Donations	-	-	-	0%	26,864	
<b>33</b>	-	-	-	*	Physician Practice Support-Prima	-	-	-	*	0	
<b>34</b>	316,667	316,667	-	0%	Parcel Tax Assessment Rev	3,166,670	3,166,670	-	0%	3,166,670	
<b>35</b>	-	-	-	0%	Extraordinary Items	-	-	-	0%	(97,933)	
<b>36</b>	<b>\$ 303,320</b>	<b>\$ 303,696</b>	<b>(376)</b>	<b>0%</b>	<b>Total Non-Operating Rev/Exp</b>	<b>\$ 3,220,395</b>	<b>\$ 3,035,305</b>	<b>185,090</b>	<b>6%</b>	<b>\$ 2,992,495</b>	
<b>37</b>	<b>\$ 1,492,942</b>	<b>\$ (309,512)</b>	<b>1,802,454</b>	<b>*</b>	<b>Net Income / (Loss) prior to Restricted Contributions</b>	<b>\$ (903,753)</b>	<b>\$ (2,106,626)</b>	<b>1,202,873</b>	<b>57%</b>	<b>\$ (2,661,174)</b>	
<b>38</b>	\$ -	\$ -	-	0%	Capital Campaign Contribution	\$ -	\$ -	-	0%	\$ -	
<b>39</b>	\$ 81,541	\$ 493,593	(412,052)	0%	Restricted Foundation Contributions	\$ 2,368,336	\$ 4,966,140	(2,597,804)	100%	\$ 623,231	
<b>40</b>	<b>\$ 1,574,483</b>	<b>\$ 184,081</b>	<b>1,390,402</b>	<b>755%</b>	<b>Net Income / (Loss) w/ Restricted Contributions</b>	<b>\$ 1,464,583</b>	<b>\$ 2,859,514</b>	<b>(1,394,931)</b>	<b>-49%</b>	<b>\$ (2,037,943)</b>	
<b>41</b>	207,091	164,297	42,794	26%	GO Bond Activity, Net	1,637,641	1,638,778	(1,137)	0%	1,584,084	
<b>42</b>	<b>\$ 1,781,574</b>	<b>\$ 348,378</b>	<b>1,433,196</b>	<b>-411%</b>	<b>Net Income/(Loss) w GO Bond Activity</b>	<b>\$ 3,102,224</b>	<b>\$ 4,498,292</b>	<b>(1,396,068)</b>	<b>-31%</b>	<b>\$ (453,859)</b>	
	\$ 1,730,530	\$ (80,425)	1,810,955		EBDA - Not including Restricted Contributions	\$ 1,584,614	\$ 184,244	1,400,370		\$ (331,380)	
	<b>\$ 1,427,210</b>	<b>\$ (384,121)</b>	<b>1,811,331</b>	<b>472%</b>	<b>Operating EBDA - Not including Restricted Contributions</b>	<b>\$ (1,635,781)</b>	<b>\$ (2,851,061)</b>	<b>1,215,280</b>	<b>43%</b>	<b>\$ (3,323,875)</b>	

Sonoma Valley Hospital  
Cash Forecast  
FY 2023

ATTACHMENT E

	Actual July	Actual Aug	Actual Sept	Actual Oct	Actual Nov	Actual Dec	Actual Jan	Actual Feb	Actual Mar	Actual Apr	Forecast May	Forecast Jun	TOTAL
<b>Hospital Operating Sources</b>													
Patient Payments Collected	3,924,051	4,613,392	3,735,746	3,656,614	4,177,640	3,497,534	2,406,320	4,286,383	4,595,033	3,686,973	4,500,000	4,900,000	47,979,685
Other Operating Revenue	19,072	182,649	33,561	250,527	23,522	40,390	43,299	222,918	65,455	376,174	104,723	104,732	1,467,023
Other Non-Operating Revenue	10,204	12,925	10,096	11,916	10,007	11,764	10,501	17,591	7,906	9,810	10,801	10,806	134,328
Unrestricted Contributions				3,200	2,051	202	5,829	285	1,920	4,362			17,848
Line of Credit													-
<b>Sub-Total Hospital Sources</b>	<b>3,953,328</b>	<b>4,808,966</b>	<b>3,779,404</b>	<b>3,922,256</b>	<b>4,213,220</b>	<b>3,549,890</b>	<b>2,465,949</b>	<b>4,527,177</b>	<b>4,670,313</b>	<b>4,077,319</b>	<b>4,615,524</b>	<b>5,015,538</b>	<b>49,598,884</b>
<b>Hospital Uses of Cash</b>													
Operating Expenses	4,913,977	4,894,375	5,088,864	4,586,736	4,470,658	5,948,370	4,634,254	4,503,661	4,193,763	4,845,190	5,514,467	5,659,475	59,253,789
Add Capital Lease Payments	13,501	13,354	13,280	13,354	45,386	55,162	45,517	33,948	58,750	55,531			347,782
Line of Credit Payment												750,000	750,000
Capital Expenditures	774,009	749,295	117,435	170,157	216,084	418,400	269,571	50,333	277,411	1,177,179	750,000	500,000	5,469,875
<b>Total Hospital Uses</b>	<b>5,701,487</b>	<b>5,657,024</b>	<b>5,219,578</b>	<b>4,770,247</b>	<b>4,732,128</b>	<b>6,421,932</b>	<b>4,949,342</b>	<b>4,587,942</b>	<b>4,529,924</b>	<b>6,077,900</b>	<b>6,264,467</b>	<b>6,909,475</b>	<b>65,821,446</b>
<b>Net Hospital Sources/Uses of Cash</b>	<b>(1,748,159)</b>	<b>(848,058)</b>	<b>(1,440,175)</b>	<b>(847,991)</b>	<b>(518,907)</b>	<b>(2,872,042)</b>	<b>(2,483,394)</b>	<b>(60,765)</b>	<b>140,390</b>	<b>(2,000,581)</b>	<b>(1,648,943)</b>	<b>(1,893,937)</b>	<b>(16,222,562)</b>
<b>Non-Hospital Sources</b>													
Restricted Cash/Money Market	750,000	750,000	1,000,000	500,000	750,000		1,250,000	1,500,000	-	(7,000,000)			(500,000)
Restricted Capital Donations	210	696,111	1,483	259,524	125,306	377,052	530,877	29,019	269,654	77,179			2,366,416
Parcel Tax Revenue	192,601					2,058,767		-		1,537,372			3,788,739
Other Payments - Ins. Claims/HHS/Grants/Loans											-	1,500,000	1,500,000
Other:													-
IGT - RATE RANGE (CY 2021)										4,519,302			4,519,302
IGT - AB915 (FY 21/22)												150,000	150,000
IGT - QIP (PY 4/CY21)					17,290					1,393,721			1,411,011
IGT - AB 113												100,000	100,000
HELP II LOAN										2,000,000			2,000,000
BRIDGE LOAN YR 2								750,660					750,660
<b>Sub-Total Non-Hospital Sources</b>	<b>942,811</b>	<b>1,446,111</b>	<b>1,001,483</b>	<b>759,524</b>	<b>892,596</b>	<b>2,435,819</b>	<b>1,780,877</b>	<b>2,279,679</b>	<b>269,654</b>	<b>2,527,574</b>	<b>-</b>	<b>1,750,000</b>	<b>16,086,127</b>
<b>Non-Hospital Uses of Cash</b>													
Matching Fees					-	3,642	-	2,214,224	-	57,627	20,784		2,296,277
<b>Sub-Total Non-Hospital Uses of Cash</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,642</b>	<b>-</b>	<b>2,214,224</b>	<b>-</b>	<b>57,627</b>	<b>20,784</b>	<b>-</b>	<b>2,296,277</b>
<b>Net Non-Hospital Sources/Uses of Cash</b>	<b>942,811</b>	<b>1,446,111</b>	<b>1,001,483</b>	<b>759,524</b>	<b>892,596</b>	<b>2,432,177</b>	<b>1,780,877</b>	<b>65,455</b>	<b>269,654</b>	<b>2,469,947</b>	<b>(20,784)</b>	<b>1,750,000</b>	<b>13,789,851</b>
<b>Net Sources/Uses</b>	<b>(805,349)</b>	<b>598,053</b>	<b>(438,691)</b>	<b>(88,467)</b>	<b>373,689</b>	<b>(439,865)</b>	<b>(702,516)</b>	<b>4,690</b>	<b>410,044</b>	<b>469,365</b>	<b>(1,669,727)</b>	<b>(143,937)</b>	
Operating Cash at beginning of period	2,493,558	1,688,209	2,286,262	1,847,571	1,759,104	2,132,793	1,692,928	990,411	995,101	1,405,145	1,874,510	204,783	
<b>Operating Cash at End of Period</b>	<b>1,688,209</b>	<b>2,286,262</b>	<b>1,847,571</b>	<b>1,759,104</b>	<b>2,132,793</b>	<b>1,692,928</b>	<b>990,411</b>	<b>995,101</b>	<b>1,405,145</b>	<b>1,874,510</b>	<b>204,783</b>	<b>60,846</b>	
Money Market Account Balance - Undesignated	5,095,597	4,345,597	3,346,052	2,846,649	2,096,825	2,097,663	1,848,555	1,349,026	1,349,370	8,349,370	8,349,370	8,349,370	
<b>Total Cash at End of Period</b>	<b>6,783,806</b>	<b>6,631,859</b>	<b>5,193,623</b>	<b>4,605,753</b>	<b>4,229,618</b>	<b>3,790,590</b>	<b>2,838,967</b>	<b>2,344,128</b>	<b>2,754,515</b>	<b>10,223,881</b>	<b>8,554,153</b>	<b>8,410,217</b>	
<b>Average Days of Cash on Hand</b>													
<b>Average Days of Cash on Hand</b>	<b>54.2</b>	<b>45.1</b>	<b>35.2</b>	<b>30.2</b>	<b>28.8</b>	<b>24.6</b>	<b>19.0</b>	<b>15.1</b>	<b>17.7</b>	<b>62.8</b>			
<b>Days of Cash on Hand at End of Month</b>	<b>53.8</b>	<b>42.0</b>	<b>34.1</b>	<b>31.1</b>	<b>27.9</b>	<b>24.5</b>	<b>18.5</b>	<b>14.3</b>	<b>16.9</b>	<b>65.4</b>	<b>48.1</b>	<b>46.1</b>	