

July 15, 2021

TO: Legal Counsel

News Media

Salinas Californian
El Sol
Monterey County Herald
Monterey County Weekly
KION-TV
KSBW-TV/ABC Central Coast
KSMS/Entravision-TV

The next regular meeting of the **QUALITY AND EFFICIENT PRACTICES COMMITTEE - COMMITTEE OF THE WHOLE** of the Salinas Valley Memorial Healthcare System will be held **MONDAY, JULY 19, 2021, AT 8:30 A.M., IN THE CISLINI PLAZA BOARD ROOM IN SALINAS VALLEY MEMORIAL HOSPITAL, 450 E. ROMIE LANE, SALINAS, CALIFORNIA, OR BY PHONE OR VIDEO (Visit svmh.com/virtualboardmeeting for Access Information).**

Please note: Pursuant to Executive Order N-25-20 issued by the Governor of the State of California in response to concerns regarding COVID-19, Board Members of Salinas Valley Memorial Healthcare System, a local health care district, are permitted to participate in this duly noticed public meeting via teleconference and certain requirements of The Brown Act are suspended.



Pete Delgado
President/Chief Executive Officer

Committee Members: Juan Cabrera – Chair; Joel Hernandez Laguna – Vice Chair; Pete Delgado – President/Chief Executive Officer; Allen Radner, M.D. – Chief Medical Officer; Clement Miller – Chief Operating Officer; Lisa Paulo – Chief Nursing Officer; Michele Averill – Community Member; and Ted Kaczmar, M.D. – Medical Staff Member

**QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING – JULY 2021
COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**MONDAY, JULY 19, 2021
8:30 A.M. – CISLINI PLAZA BOARD ROOM
SALINAS VALLEY MEMORIAL HOSPITAL
450 E. ROMIE LANE, SALINAS, CALIFORNIA
OR BY PHONE OR VIDEO
(Visit svmh.com/virtualboardmeeting for Access Information)**

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AGENDA

1. Approval of Minutes from the Quality and Efficient Practices Committee Meeting of June 28, 2021 (DELGADO)
 - Motion/Second
 - Action by Committee/Roll Call Vote
2. Patient Care Services Update (PAULO)
3. Financial and Statistical Review (LOPEZ)
4. Public Input
This opportunity is provided for members of the public to make a brief statement, not to exceed three (3) minutes, on issues or concerns within the jurisdiction of this District Board which are not otherwise covered under an item on this agenda.
5. Closed Session
(See Attached Closed Session Sheet information)
6. Reconvene Open Session/Report on Closed Session
7. Adjournment – The August 2021 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, August 23, 2021, at 8:30 a.m.**

Notes: This Committee meeting may be attended by Board Members who do not sit on this Committee. In the event that a quorum of the entire Board is present, this Committee shall act as a Committee of the Whole. In either case, any item acted upon by the Committee or the Committee of the Whole will require consideration and action by the full Board of Directors as a prerequisite to its legal enactment.

Requests for a disability related modification or accommodation, including auxiliary aids or services, in order to attend or participate in a meeting should be made to the Executive Assistant during regular business hours at 831-755-0741. Notification received 48 hours before the meeting will enable the District to make reasonable accommodations.

The Committee packet is available at the Committee Meeting, at www.svmh.com, and in the Human Resources Department of the District. All items appearing on the agenda are subject to action by the Committee.

**SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM
QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING OF THE
BOARD OF DIRECTORS – COMMITTEE OF THE WHOLE**

AGENDA FOR CLOSED SESSION

Pursuant to California Government Code Section 54954.2 and 54954.5, the board agenda may describe closed session agenda items as provided below. No legislative body or elected official shall be in violation of Section 54954.2 or 54956 if the closed session items are described in substantial compliance with Section 54954.5 of the Government Code.

CLOSED SESSION AGENDA ITEMS

[] **LICENSE/PERMIT DETERMINATION**
(Government Code §54956.7)

Applicant(s): (Specify number of applicants) _____

[] **CONFERENCE WITH REAL PROPERTY NEGOTIATORS**
(Government Code §54956.8)

Property: (Specify street address, or if no street address, the parcel number or other unique reference, of the real property under negotiation): _____

Agency negotiator: (Specify names of negotiators attending the closed session): _____

Negotiating parties: (Specify name of party (not agent): _____

Under negotiation: (Specify whether instruction to negotiator will concern price, terms of payment, or both): _____

[] **CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION**
(Government Code §54956.9(d)(1))

Name of case: (Specify by reference to claimant's name, names of parties, case or claim numbers): _____, or

Case name unspecified: (Specify whether disclosure would jeopardize service of process or existing settlement negotiations): _____

[] **CONFERENCE WITH LEGAL COUNSEL-ANTICIPATED LITIGATION**
(Government Code §54956.9)

Significant exposure to litigation pursuant to Section 54956.9(d)(2) or (3) (Number of potential cases): _____

Additional information required pursuant to Section 54956.9(e): _____

Initiation of litigation pursuant to Section 54956.9(d)(4) (Number of potential cases): _____

[] **LIABILITY CLAIMS**
(Government Code §54956.95)

Claimant: (Specify name unless unspecified pursuant to Section 54961): _____

Agency claimed against: (Specify name): _____

[] **THREAT TO PUBLIC SERVICES OR FACILITIES**
(Government Code §54957)

Consultation with: (Specify name of law enforcement agency and title of officer): _____

[] **PUBLIC EMPLOYEE APPOINTMENT**
(Government Code §54957)

Title: (Specify description of position to be filled): _____

[] **PUBLIC EMPLOYMENT**
(Government Code §54957)

Title: (Specify description of position to be filled): _____

[] **PUBLIC EMPLOYEE PERFORMANCE EVALUATION**
(Government Code §54957)

Title: (Specify position title of employee being reviewed): _____

[] **PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE**
(Government Code §54957)

(No additional information is required in connection with a closed session to consider discipline, dismissal, or release of a public employee. Discipline includes potential reduction of compensation.)

[] **CONFERENCE WITH LABOR NEGOTIATOR**
(Government Code §54957.6)

Agency designated representative: (Specify name of designated representatives attending the closed session): _____

Employee organization: (Specify name of organization representing employee or employees in question): _____, or

Unrepresented employee: (Specify position title of unrepresented employee who is the subject of the negotiations): _____

CASE REVIEW/PLANNING
(Government Code §54957.8)

(No additional information is required to consider case review or planning.)

REPORT INVOLVING TRADE SECRET
(Government Code §37606 & Health and Safety Code § 32106)

Discussion will concern: (Specify whether discussion will concern proposed new service, program, or facility): _____

Estimated date of public disclosure: (Specify month and year): _____

HEARINGS/REPORTS
(Government Code §37624.3 & Health and Safety Code §§1461, 32155)

Subject matter: (Specify whether testimony/deliberation will concern staff privileges, report of medical audit committee, or report of quality assurance committee):

1. Report of the Medical Staff Quality and Safety Committee

CHARGE OR COMPLAINT INVOLVING INFORMATION PROTECTED BY FEDERAL LAW (Government Code §54956.86)

(No additional information is required to discuss a charge or complaint pursuant to Section 54956.86.)

ADJOURN TO OPEN SESSION

**MINUTES OF THE JUNE 2021
QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING
COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**MONDAY, JUNE 28, 2021
8:30 A.M. – CISLINI PLAZA BOARD ROOM
SALINAS VALLEY MEMORIAL HOSPITAL
450 E. ROMIE LANE, SALINAS, CALIFORNIA
OR BY PHONE OR VIDEO
(Visit svmh.com/virtualboardmeeting for Access Information)**

Pursuant to Executive Order N-25-20 issued by the Governor of the State of California in response to concerns regarding COVID-19, Board Members of Salinas Valley Memorial Healthcare System, a local health care district, are permitted to participate in this duly noticed public meeting via teleconference and certain requirements of The Brown Act are suspended.

Committee Members Present: Juan Cabrera, Chair; Joel Hernandez Laguna, Vice Chair; Allen Radner, MD, by teleconference; Pete Delgado, Clement Miller, Ted Kaczmar, MD, Lisa Paulo, in person.

Committee Members Absent: Michele Averill.

Other Board Members Present, Constituting Committee of the Whole: Victor Rey, Jr., by teleconference, constituting Committee of the Whole.

Also Present: Augustine Lopez, Aniko Kukla, Brenda Bailey, Norma Coyazo, Celina Medina, Karen Schroeder, Derek Ames in person.

A quorum was present and the meeting was called to order at 8:33 a.m. by Juan Cabrera, Committee Chair.

APPROVAL OF MINUTES FROM THE QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING OF MAY 24, 2021

Minutes of the Quality and Efficient Practices Committee Meeting of May 24, 2021, were included in the agenda packet. Pete Delgado, President/Chief Executive Officer, recommended approval.

No Public Input.

MOTION: The Quality and Efficient Practices Committee approves the minutes of the Quality and Efficient Practices Committee Meeting of May 24, 2021, as presented.
Moved/Seconded/Roll Call Vote: Ayes: Cabrera, Hernandez Laguna, Delgado, Miller, Radner; Noes: None; Abstentions: None; Absent: Paulo, Averill, Kaczmar; Motion Carried.

Lisa Paulo, Chief Nursing Officer, joined the meeting at 8:40 a.m.

PATIENT CARE SERVICES UPDATE

Clement Miller, Chief Operating Officer, presented the Patient Care Services Update. A summary of key highlights and areas discussed is as follows:

Patient Experience:

- Lisa Paulo has accepted the position of Chief Nursing Officer for SVMHS.
- Patient Experience is transitioning to the Nursing Department.
- Year-to-date patient experience data shows that SVMHS continues to improve performance.

Quality:

- Current State of COVID-19.

Magnet® Updates:

- To maintain Magnet designation, Tim Porter-O'Grady has provided a summary of steps to SVMHS regarding continued engagement of staff and leadership priorities.

Practice Council Update: Key highlights of the Research Evidence Based Practice Council (REBP) presented by: Norma Coyazo, BSN, RNC-OB/Chair and Celina Medina, Staff Nurse II, Co-Chair, are as follows:

- Purpose: To promote and build capacity for nursing research and the use of evidence-based practice to advance clinical excellence. The Council assists in the research and EBP process, and fosters and supports investigative role development and dissemination of findings.
- Accomplishments:
 - Obtained medical librarian access to assist with clinical questions.
 - Held three EBP full workshops; designed half day workshops for staff nurses.
 - Two manuscripts accepted for print.
 - Held Poster Expo – virtually!
- Goals:
 - Initiate a research study led by a clinical nurse to IRB by October 1, 2021.
 - Submit current research study (staff nurse experience and experience of nursing) by fourth quarter 2021.
 - Support at least two EBP initiatives.
 - Increase participation in Poster Expo and other dissemination activities – already planned:
 - Calls for abstracts for Fall Expo
 - Multiple presentations at regional and national nursing conferences
 - Present EBP workshops for shared governance leaders, hospital leaders, educators and other key stakeholders.
- Current Work:
 - Research studies – staff nurses' experiences and perception of nursing peer review; and collaborative research with CSUMB, Samuel Merritt as a study site to study bereavement in the ICU.

- EBP Initiatives - prevention and management of extravasation in the CT contrast patient; and ambulation in the ICU for vented patients.

Finance Update:

- Partnering with the finance team regarding alignment with available tools.

Staff Experience:

- Engagement Survey –nursing engagement continues to improve.
- Cultural Competency – work is underway to improve communications with patients and families whose primary language is not English. A new committee is being formed to support the existing Patient Family Advisory Council, focused on this effort.

Ted Kaczmar, MD, joined the meeting at 8:45 a.m.

There was brief discussion among the Committee regarding the posters and outstanding efforts of the Research Evidence Based Practice Council, including work with a Medical Librarian; and the cultural competency initiative that involves engaging community members.

FINANCIAL AND STATISTICAL REVIEW

Augustine Lopez, Chief Financial Officer, provided a financial and statistical performance review for the month ending May 31, 2021. This information was included in the Committee packet.

Key highlights of the financial summary for May were: (1) consolidated income from operations was \$3.0 million with an operating margin of 5.6%, including \$5.1 million total normalizing items (net); (2) SVMH gross revenues were unfavorable to budget; (3) SVMH payor mix was unfavorable to budget; (4) SVMH total normalized net patient revenues were unfavorable to budget; (5) patient volumes in infusion therapy, cardiology and surgery were stronger than expected; (6) average daily census and total admissions were below budget; (7) total acute average length of stay was favorable to budget; and (8) inpatient surgeries were below budget.

The case mix index for all discharges (with and without COVID) based on discharges for July 2020 thru May 2021 was also reviewed.

PUBLIC INPUT

None.

CLOSED SESSION

Juan Cabrera, Chair, announced that the item to be discussed in Closed Session is *Hearings/ Reports – Report of the Medical Staff Quality and Safety Committee*. The meeting was recessed into Closed Session under the Closed Session protocol at 9:06 a.m.

RECONVENE OPEN SESSION/REPORT ON CLOSED SESSION

The Committee reconvened Open Session at 9:24 a.m. Juan Cabrera reported that in Closed Session, the Committee discussed: *Hearings/Reports – Report of the Medical Staff Quality and Safety Committee*. No action was taken in the Closed Session.

ADJOURNMENT

There being no other business, the meeting was adjourned at 9:25 a.m. The July 2021 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, July 19, 2021, at 8:30 a.m.**

Juan Cabrera, Chair
Quality and Efficient Practices Committee

/ks

Board Paper: Quality & Efficient Practices Committee

Agenda Item: Patient Care Services Update

Executive: Lisa Paulo, MSN/MPA, RN

Sponsor: Chief Nursing Officer

Date: July 19, 2021

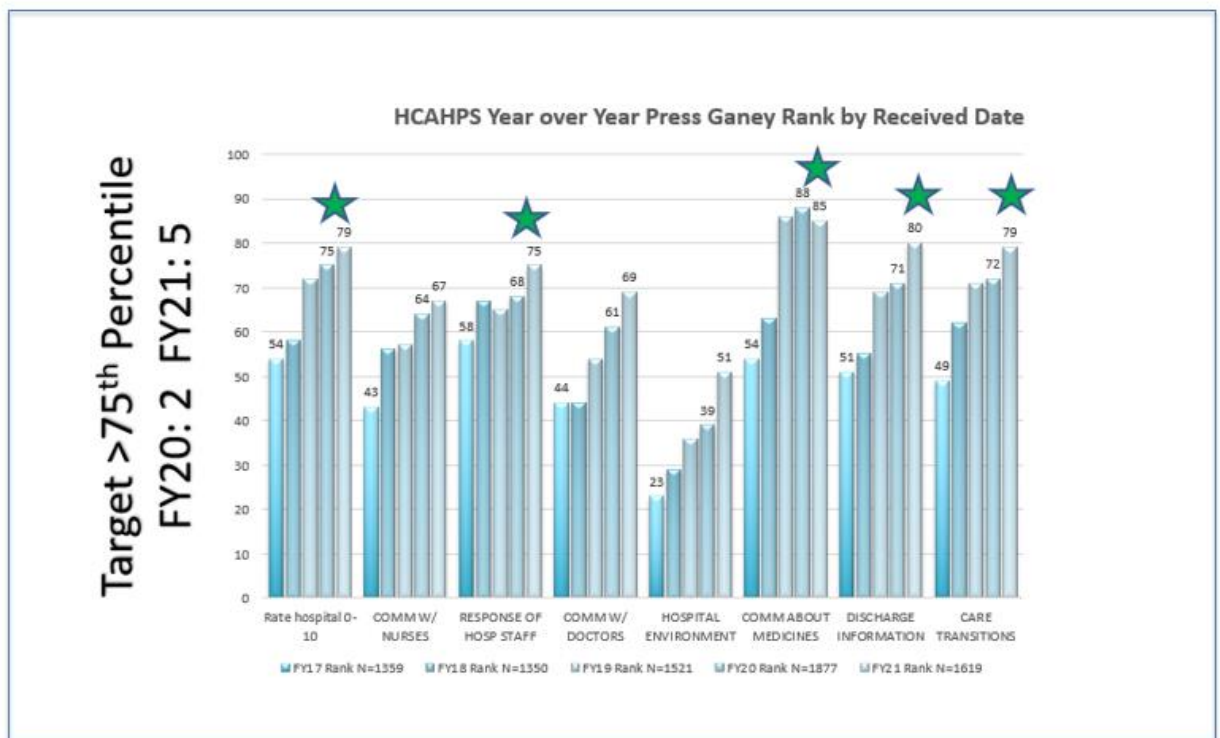
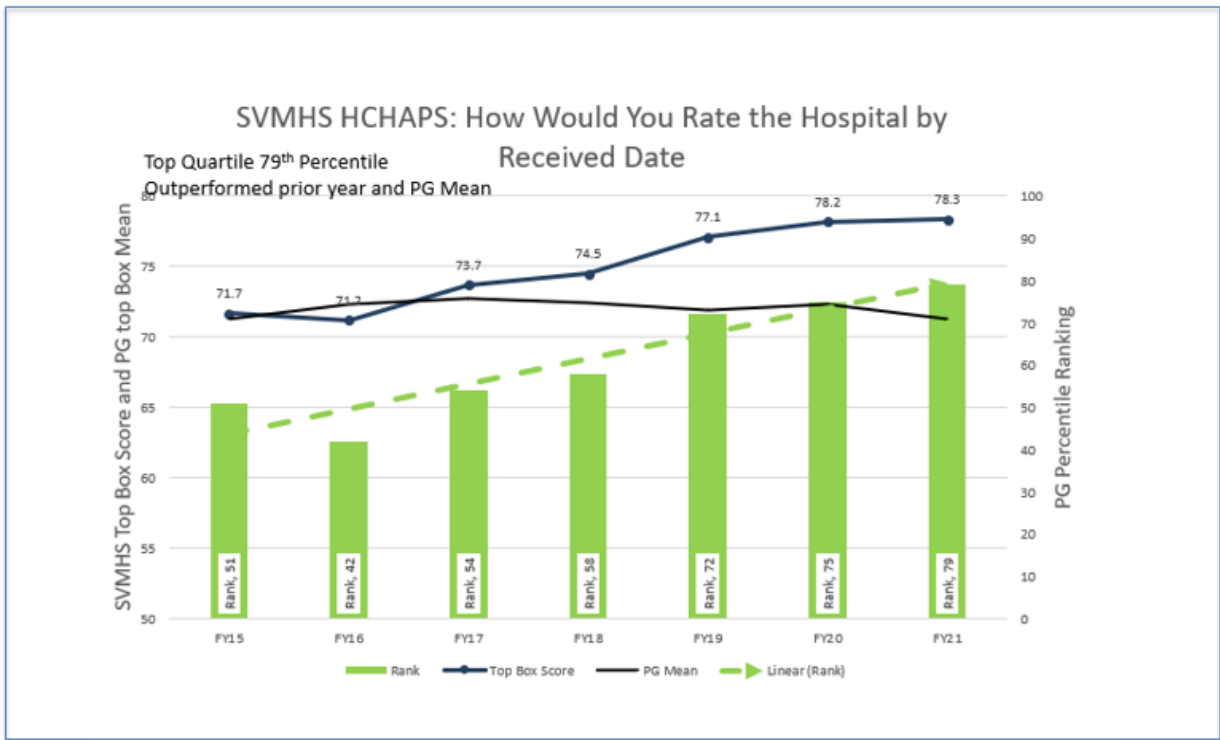
Pillar/Goal Alignment:

Service
 People
 Quality
 Finance
 Growth
 Community

Patient Experience:

FY2021 Outcomes





Quality:

Nursing Peer Review Updates

- Incorporated the Peer Feedback approach to review WeCare events with nurses
 - The goal of the Peer Feedback approach is to engage nurses in professional dialogues, to provide support, education, and improve patient safety
- SVMH is not Latex-Free
 - Staff were re-educated on care guidelines related to patients who present with latex sensitivity or allergy – a WinTip was created
- Newborn Safety Initiative - In progress
 - Updated newborn profile to automatically pull mother's diabetic status to ensure newborn's blood sugar is monitored after delivery
- Reduce over sedation events related to Hydromorphone
 - Added respiratory rate to query
 - Re-educated nurses about post narcotic pain administration
 - Order Set changed for pain meds from 1.0 mg to 0.5 mg.
 - To-date, there has been no Rapid Response Team or Code Blue events reported

Outpatient Infusion Unit Practice Council –Presented by Meghan Ackerman, BSN, RN/Outpatient Infusion

- The OPI Unit Practice Council is a new council
 - Formed in September 2020
 - Comprised of 5 RNs from Outpatient Infusion, a Nurse Navigator, Nurse Educator, Nurse Manager and Magnet Nurse Specialist
- Accomplishments so far
 - Started monthly journal clubs covering topics such as PICC Line dermatitis and Port Flushes
 - Launched performance improvement project related to PICC Line dermatitis
 - Perform periodic medication reviews to educate RNs on new regimens, review complex treatments
- Upcoming Plans
 - Partnered with Healing Partners of the Central Coast
 - Start a Monthly Employee Appreciation program

Finance Update:

FY22 Productivity

- Updating unit staffing matrix based on FY22 UOS
- Continue close monitoring of daily staffing

Collaboration with Finance Team

- Report modifications
- Nurse Leader Education

Collaboration with Human Resources (HR)

- Strengthen Position Control process
- Close review of all position requests

Financial Performance Review

June 2021

Augustine Lopez
Chief Financial Officer



Consolidated Financial Summary

For the Month of June 2021

Profit/Loss Statement

\$ in Millions	For the Month of June 2021				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 63.5	\$ 52.8	\$ 10.7	20.3%	
Operating Expense	\$ 52.2	\$ 50.9	\$ (1.3)	-2.6%	
Income from Operations*	\$ 11.3	\$ 1.9	\$ 9.4	494.7%	
<i>Operating Margin %</i>	17.9%	3.5%	14.4%	411.43%	
Non Operating Income**	\$ (0.2)	\$ 0.8	\$ (1.0)	-125.0%	
Net Income	\$ 11.1	\$ 2.7	\$ 8.4	311.1%	
<i>Net Income Margin %</i>	17.6%	5.1%	12.5%	245.1%	

*** Income from Operations includes:**

- \$0.7M AB113 Intergovernmental Transfer (FY 17)
- \$0.4M AB113 Intergovernmental Transfer (FY 21)
- \$0.9M PRIME Payment (net) in excess of budget (FY 20)
- \$1.6M AB915 M-Cal OP Supplemental (FY 20)
- \$3.4M Prior period Year End Adjustments
(Pension, A/R, AB 915, Old Master Facility Plan)

\$7.0M Total Normalizing Items, Net

**Unfavorable variance in non-operating income is predominantly due to lower than expected returns on investments in subsidiaries

Consolidated Financial Summary

For the Month of June 2021 - Normalized

Profit/Loss Statement

\$ in Millions	For the Month of June 2021				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 54.1	\$ 52.8	\$ 1.3		2.5%
Operating Expense	\$ 49.8	\$ 50.9	\$ 1.1		2.2%
Income from Operations	\$ 4.3	\$ 1.9	\$ 2.4		126.3%
<i>Operating Margin %</i>	8.0%	3.5%	4.5%		128.6%
Non Operating Income	\$ (0.2)	\$ 0.8	\$ (1.0)		-125.0%
Net Income	\$ 4.1	\$ 2.7	\$ 1.4		51.9%
<i>Net Income Margin %</i>	7.7%	5.1%	2.6%		51.0%

Favorable results predominantly due to:

- Much stronger than expected outpatient volumes in several programs
- Outpatient surgeries were (17%) 42 cases above budget
- ER outpatient visits were 455 visits (14%) above budget
- Exceptionally well managed length of stay in all payors
- Cost Saving Initiatives: material improvement in labor productivity was achieved

Consolidated Financial Summary

Year-to-Date June 2021

Profit/Loss Statement

\$ in Millions	FY 2021 YTD June				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue*	\$ 667.1	\$ 595.1	\$ 72.0	12.1%	
Operating Expense	\$ 613.8	\$ 591.3	\$ (22.5)	-3.8%	
Income from Operations	\$ 53.3	\$ 3.8	\$ 49.5	1302.6%	
<i>Operating Margin %</i>	8.0%	0.6%	7.4%	1233.3%	
Non Operating Income**	\$ 14.2	\$ 9.2	\$ 5.0	54.3%	
Net Income	\$ 67.5	\$ 13.0	\$ 54.5	419.2%	
<i>Net Income Margin %</i>	10.1%	2.2%	7.9%	359.1%	

*** Income from Operations includes:**

- \$7.5M AB113 Intergovernmental Transfer Payments (fiscal years ended 2014 through 2021)
- \$5.8M Hospital Quality Assurance Fee, net (18 months ended 12/31/2020)
- \$1.6M AB915 M-Cal OP Supplemental (FY 20)
- \$0.7M Other
- <\$6.2M> Prior Year Adjustments (AB 915, Old Master Facility Plan CIP)

\$9.4M Total Normalizing Items, Net

Favorable performance results due to:

- Higher than expected inpatient and outpatient volumes

**Favorable variance in non-operating income is predominantly due to higher than expected returns on investments in subsidiaries (including realized gain on sale of Salinas Valley Assisted Living)

Consolidated Financial Summary

Year-to-Date June 2021 - Normalized

Profit/Loss Statement

\$ in Millions	FY 2021 YTD June				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 651.7	\$ 595.1	\$ 56.6		9.5%
Operating Expense	\$ 607.8	\$ 591.3	\$ (16.5)		-2.8%
Income from Operations	\$ 43.9	\$ 3.8	\$ 40.1		1055.3%
<i>Operating Margin %</i>	6.8%	0.6%	6.2%		1033.3%
Non Operating Income	\$ 14.2	\$ 9.2	\$ 5.0		54.3%
Net Income	\$ 58.1	\$ 13.0	\$ 45.1		346.9%
<i>Net Income Margin %</i>	8.9%	2.2%	6.7%		304.5%

SVMH Financial Highlights June 2021

Gross Revenues were favorable

- **Gross Revenues** were **11% favorable** to budget
- **IP gross revenues** were **2% favorable** to budget
 - **ED gross revenues** were **7% favorable** to budget
 - **OP gross revenues** were **26% favorable** to budget in the following areas:
 - Infusion Therapy
 - Other OP Pharmacy
 - Cardiology
 - Surgery
 - Radiology
 - Other OP Services

- **Commercial:** **6% above** budget
- **Medicaid:** **5% above** budget
- **Medicare:** **21% above** budget

Payor Mix - **unfavorable** to budget

Total Normalized Net Patient Revenues were **\$45.9M**, which was **favorable** to budget by **\$1.5M** or **3.3%**

Financial Summary – June 2021



1) Strong Outpatient business:

- Stronger than expected patient volumes in Infusion Therapy, Cardiology, Radiology, Surgery and Other Outpatient Services

2) Outpatient Surgeries were 17% (42 cases) above budget at 290

3) ER Outpatient visits were above budget by 14% (455 visits);

- Compared to July, visits decreased from 4,456 to 3,593 (a 19% decline)

4) Total Acute ALOS was 10% favorable at 3.7 vs 4.1 days budgeted

5) Medicare ALOS CMI adjusted was 18% favorable at 2.1 days with a Case Mix Index of 2.0



6) Lower than expected Inpatient business:

- Average daily census was at 108, 9% below budget of 119

7) Total admissions were 1 admit below budget

- ER admissions were 7% below budget (44 admits)
- ER admissions (including OB ED) were 82% of total acute admissions

8) Inpatient Surgeries were 7% (11 cases) below budget at 153

9) Deliveries were 7% (10 deliveries) below budget at 142

10) OP Observation cases were 13% (20 cases) above budget at 179

CMI – All Discharges (with & without COVID)

Based on Discharges July 2020 thru June 2021

All Payors Month	All Discharges				COVID Discharges Only				Discharges Excluding COVID			
	All Payor CMI	Discharges	ADC	ALOS	All Payor CMI	Discharges	ADC	ALOS	All Payor CMI	Discharges	ADC	ALOS
7/31/2020	1.58	906	118	4.0	2.08	108	17	4.8	1.51	798	101	3.9
8/31/2020	1.68	859	117	4.2	2.32	89	18	6.4	1.60	770	99	4.0
9/30/2020	1.71	818	112	4.1	2.27	58	15	7.7	1.66	760	98	3.8
10/31/2020	1.64	864	115	4.1	2.39	55	13	7.5	1.59	809	102	3.9
11/30/2020	1.76	784	110	4.2	2.32	93	18	5.7	1.68	691	92	4.0
12/31/2020	1.76	852	121	4.4	2.15	222	45	6.2	1.62	630	77	3.8
1/31/2021	1.81	890	139	4.8	2.33	289	65	7.0	1.56	601	74	3.8
2/28/2021	1.78	767	119	4.4	2.36	89	27	8.4	1.70	678	92	3.8
3/31/2021	1.74	875	116	4.1	3.11	27	11	12.8	1.69	848	105	3.8
4/30/2021	1.59	824	104	3.8	1.92	9	1	3.7	1.59	815	103	3.8
5/31/2021	1.70	816	100	3.8	2.19	7	1	5.1	1.69	809	99	3.8
6/30/2021	1.64	828	100	3.6	2.04	10	2	5.9	1.63	818	98	3.6
Total	1.70	10,083	114	4.1	2.29	1,056	20	6.7	1.63	9,027	95	3.8

Medicare Month	Medicare Discharges				Medicare COVID Discharges Only				Medicare Discharges Excluding			
	Medicare CMI	Discharges	ADC	ALOS	Medicare CMI	Discharges	ADC	ALOS	Medicare CMI	Discharges	ADC	ALOS
7/31/2020	1.70	335	44	4.1	1.82	32	5	5.0	1.69	303	39	4.0
8/31/2020	1.83	317	52	5.1	2.41	27	7	8.1	1.78	290	45	4.8
9/30/2020	1.90	285	45	4.8	2.11	16	4	7.9	1.89	269	41	4.6
10/31/2020	1.79	333	47	4.4	2.45	19	4	7.1	1.75	314	43	4.2
11/30/2020	1.88	302	47	4.7	2.29	30	8	7.9	1.83	272	39	4.3
12/31/2020	1.96	324	52	5.0	1.97	95	16	5.3	1.96	229	36	4.8
1/31/2021	1.97	360	65	5.6	2.31	133	30	6.9	1.77	227	35	4.8
2/28/2021	1.98	276	50	5.0	2.42	40	12	8.7	1.91	236	37	4.4
3/31/2021	1.84	338	50	4.6	4.62	7	5	22.9	1.78	331	45	4.2
4/30/2021	1.71	324	44	4.1	1.86	2	0	6.5	1.71	322	44	4.1
5/31/2021	1.96	326	46	4.3	3.95	2	1	9.0	1.95	324	45	4.3
6/30/2021	1.97	315	43	4.1		0	0		1.97	315	43	4.1
Total	1.87	3,835	49	4.6	2.56	403	8	7.0	1.83	3,432	41	4.4

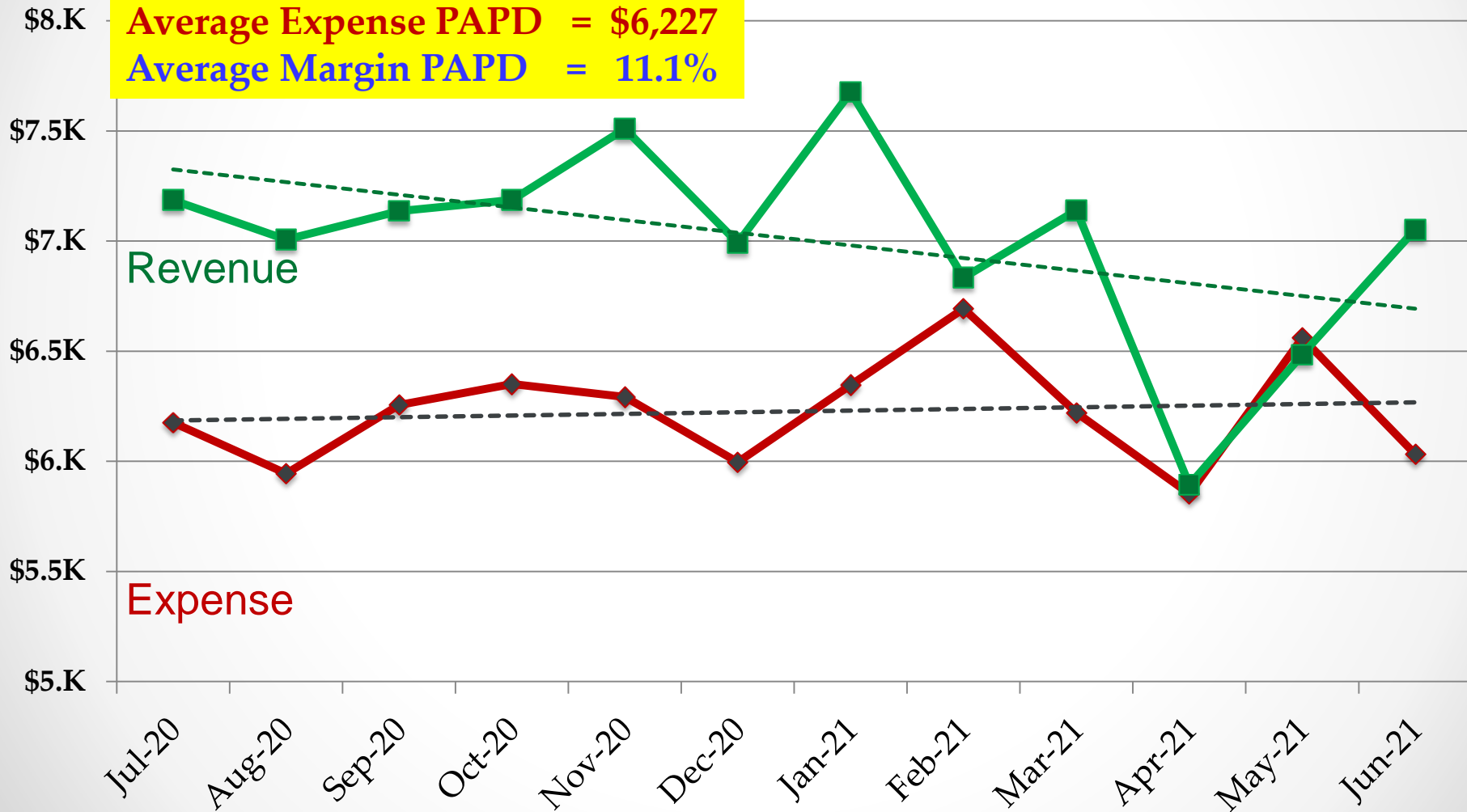
SVMH Revenues & Expenses Per Adjusted Patient Day (Normalized by month)

Rolling 12 Months: July 20 to June 21

Average Revenue PAPD = \$7,008

Average Expense PAPD = \$6,227

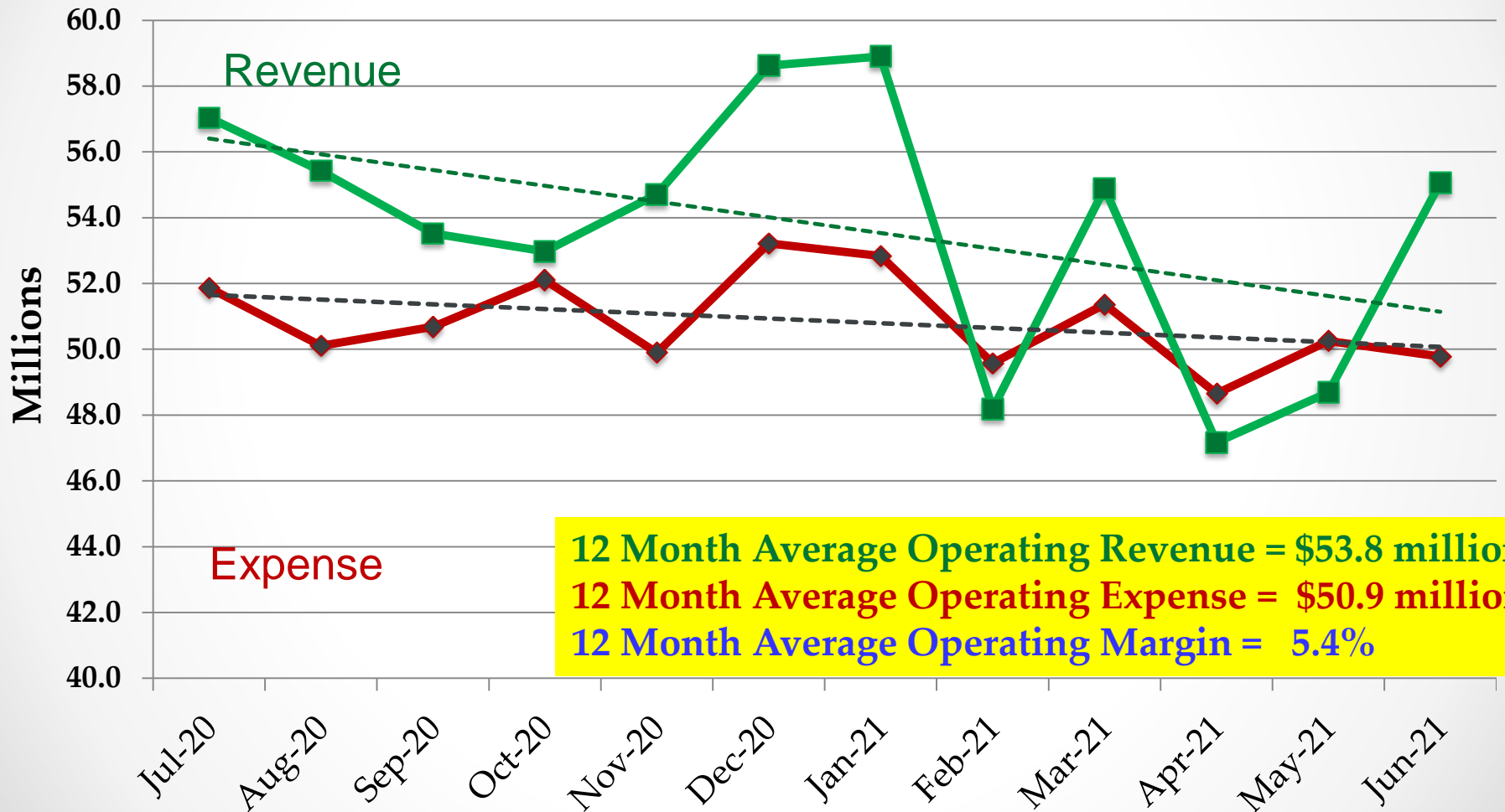
Average Margin PAPD = 11.1%



SVMHS Operating Revenues & Expenses

(Normalized by month)

Rolling 12 Months: July 20 to June 21



SVMHS Key Financial Indicators

June cash collections were \$50.2M

Statistic	YTD	SVMHS		S&P A+ Rated		YTD	
	Jun-21	Target	+/-	Hospitals	+/-	Jun-20	+/-
Operating Margin*	6.8%	9.0%		4.0%		12.4%	
Total Margin*	8.9%	10.8%		6.6%		14.8%	
EBITDA Margin**	11.0%	13.4%		13.6%		15.9%	
Days of Cash*	373	305		249		352	
Days of Accounts Payable*	47	45		-		53	
Days of Net Accounts Receivable***	45	45		49		50	
Supply Expense as % NPR	12.6%	15.0%		-		11.9%	
SWB Expense as % NPR	52.5%	53.0%		53.7%		50.0%	
Operating Expense per APD*	6,241	4,992		-		5,484	

*These metrics have been adjusted for normalizing items

**Metric based on Operating Income (consistent with industry standard)

***Metric based on 90 days average net revenue (consistent with industry standard)

Days of Cash and Accounts Payable metrics have been adjusted to **exclude** accelerated insurance payments (COVID-19 assistance)

QUESTIONS / COMMENTS

SALINAS VALLEY MEMORIAL HOSPITAL
SUMMARY INCOME STATEMENT
June 30, 2021

	<u>Month of June,</u>		<u>Twelve months ended June 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 54,346,443	\$ 48,585,682	\$ 572,005,259	\$ 566,355,541
Other operating revenue	1,660,083	645,043	14,604,068	14,656,370
Total operating revenue	<u>56,006,526</u>	<u>49,230,725</u>	<u>586,609,327</u>	<u>581,011,911</u>
Total operating expenses	41,638,956	36,650,380	490,856,433	461,636,279
Total non-operating income	<u>(2,905,703)</u>	<u>690,377</u>	<u>(30,618,754)</u>	<u>(7,254,253)</u>
Operating and non-operating income	<u>\$ 11,461,867</u>	<u>\$ 13,270,721</u>	<u>\$ 65,134,140</u>	<u>\$ 112,121,379</u>

SALINAS VALLEY MEMORIAL HOSPITAL
 BALANCE SHEETS
 June 30, 2021

	<u>Current year</u>	<u>Prior year</u>
ASSETS:		
Current assets	\$ 425,957,332	\$ 386,476,087
Assets whose use is limited or restricted by board	143,257,278	130,408,692
Capital assets	244,922,431	266,594,539
Other assets	187,105,312	186,905,448
Deferred pension outflows	<u>49,623,720</u>	<u>83,379,890</u>
	<u>\$ 1,050,866,073</u>	<u>\$ 1,053,764,656</u>
LIABILITIES AND EQUITY:		
Current liabilities	141,767,568	166,836,591
Long term liabilities	14,781,121	14,780,831
	83,376,347	126,340,336
Net assets	<u>810,941,037</u>	<u>745,806,898</u>
	<u>\$ 1,050,866,073</u>	<u>\$ 1,053,764,656</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
SCHEDULES OF NET PATIENT REVENUE
June 30, 2021**

	Month of June,		Twelve months ended June 30,	
	current year	prior year	current year	prior year
Patient days:				
By payer:				
Medicare	1,585	1,435	20,286	21,257
Medi-Cal	914	1,018	12,355	12,825
Commercial insurance	695	827	8,727	9,618
Other patient	41	109	1,391	1,285
Total patient days	<u>3,235</u>	<u>3,389</u>	<u>42,759</u>	<u>44,985</u>
Gross revenue:				
Medicare	\$ 96,958,943	\$ 78,370,371	\$ 1,026,341,868	\$ 984,365,580
Medi-Cal	54,050,431	51,433,550	637,501,652	623,119,840
Commercial insurance	50,490,984	46,843,398	568,462,088	561,788,308
Other patient	6,160,119	8,569,002	98,523,566	94,118,105
Gross revenue	<u>207,660,477</u>	<u>185,216,322</u>	<u>2,330,829,174</u>	<u>2,263,391,834</u>
Deductions from revenue:				
Administrative adjustment	131,169	452,500	3,502,174	4,500,668
Charity care	1,193,690	413,789	12,808,167	10,484,590
Contractual adjustments:				
Medicare outpatient	30,778,098	25,276,652	306,057,790	297,142,477
Medicare inpatient	42,557,050	30,754,833	454,865,294	446,842,225
Medi-Cal traditional outpatient	2,989,944	2,429,345	26,518,159	32,499,887
Medi-Cal traditional inpatient	2,969,748	7,738,011	76,857,735	76,144,573
Medi-Cal managed care outpatient	22,017,776	18,352,771	225,050,608	230,379,747
Medi-Cal managed care inpatient	17,889,988	17,203,079	219,174,385	202,122,987
Commercial insurance outpatient	17,821,126	17,123,111	193,298,540	175,375,270
Commercial insurance inpatient	12,781,064	11,981,821	189,338,065	170,734,918
Uncollectible accounts expense	4,080,441	3,659,023	43,303,645	40,502,360
Other payors	(1,896,060)	1,245,707	8,049,353	10,306,590
Deductions from revenue	<u>153,314,034</u>	<u>136,630,640</u>	<u>1,758,823,915</u>	<u>1,697,036,293</u>
Net patient revenue	<u>\$ 54,346,443</u>	<u>\$ 48,585,682</u>	<u>\$ 572,005,259</u>	<u>\$ 566,355,541</u>
Gross billed charges by patient type:				
Inpatient	\$ 103,538,117	\$ 94,909,778	\$ 1,267,196,564	\$ 1,208,458,751
Outpatient	77,188,082	69,489,725	802,354,256	764,974,151
Emergency room	26,934,280	20,816,818	261,278,353	289,958,933
Total	<u>\$ 207,660,479</u>	<u>\$ 185,216,322</u>	<u>\$ 2,330,829,173</u>	<u>\$ 2,263,391,834</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
STATEMENTS OF REVENUE AND EXPENSES
June 30, 2021**

	<u>Month of June,</u>		<u>Twelve months ended June 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 54,346,443	\$ 48,585,682	\$ 572,005,259	\$ 566,355,541
Other operating revenue	<u>1,660,083</u>	<u>645,043</u>	<u>14,604,068</u>	<u>14,656,370</u>
Total operating revenue	<u>56,006,526</u>	<u>49,230,725</u>	<u>586,609,327</u>	<u>581,011,911</u>
Operating expenses:				
Salaries and wages	14,905,415	15,074,646	187,979,910	175,692,111
Compensated absences	2,770,858	2,670,666	32,114,313	30,598,525
Employee benefits	3,633,410	4,879,472	82,903,545	82,954,002
Supplies, food, and linen	5,507,039	4,351,170	72,939,727	67,052,147
Purchased department functions	3,160,948	3,204,224	38,823,877	37,001,463
Medical fees	1,355,057	1,959,116	16,411,802	21,124,825
Other fees	7,057,348	1,234,422	23,292,341	12,876,335
Depreciation	1,819,768	1,765,614	21,553,620	20,535,967
All other expense	<u>1,429,113</u>	<u>1,511,050</u>	<u>14,837,298</u>	<u>13,800,904</u>
Total operating expenses	<u>41,638,956</u>	<u>36,650,380</u>	<u>490,856,433</u>	<u>461,636,279</u>
Income from operations	<u>14,367,570</u>	<u>12,580,345</u>	<u>95,752,894</u>	<u>119,375,632</u>
Non-operating income:				
Donations	(461,834)	492,492	2,168,234	13,278,902
Property taxes	1,345,713	915,796	5,012,380	4,582,462
Investment income	(2,113,889)	(1,224,548)	1,008,484	3,896,981
Taxes and licenses	0	0	0	(29,074)
Income from subsidiaries	<u>(1,675,693)</u>	<u>506,637</u>	<u>(38,807,852)</u>	<u>(28,983,524)</u>
Total non-operating income	<u>(2,905,703)</u>	<u>690,377</u>	<u>(30,618,754)</u>	<u>(7,254,253)</u>
Operating and non-operating income	11,461,867	13,270,721	65,134,140	112,121,379
Net assets to begin	<u>799,479,170</u>	<u>732,536,177</u>	<u>745,806,897</u>	<u>633,685,518</u>
Net assets to end	<u>\$ 810,941,037</u>	<u>\$ 745,806,898</u>	<u>\$ 810,941,037</u>	<u>\$ 745,806,898</u>
Net income excluding non-recurring items	\$ 7,807,152	\$ 11,223,277	\$ 48,630,807	\$ 103,242,129
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>3,654,715</u>	<u>2,047,444</u>	<u>16,503,333</u>	<u>8,879,250</u>
Operating and non-operating income	<u>\$ 11,461,867</u>	<u>\$ 13,270,721</u>	<u>\$ 65,134,140</u>	<u>\$ 112,121,379</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
SCHEDULES OF INVESTMENT INCOME
June 30, 2021**

	Month of June,		Twelve months ended June 30,	
	current year	prior year	current year	prior year
Detail of other operating income:				
Dietary revenue	\$ 128,027	\$ 117,994	\$ 1,606,186	\$ 1,772,036
Discounts and scrap sale	2,553	148,629	1,008,907	1,647,870
Sale of products and services	75,040	5,589	408,243	191,943
Clinical trial fees	760	3,174	110,186	3,174
Stimulus Funds	0	0	0	0
Rental income	127,771	92,604	1,951,216	1,835,326
Other	1,325,932	277,053	9,519,330	9,206,021
	<u>\$ 1,660,083</u>	<u>\$ 645,043</u>	<u>\$ 14,604,068</u>	<u>\$ 14,656,370</u>
Detail of investment income:				
Bank and payor interest	\$ 108,124	\$ 217,441	\$ 1,356,658	\$ 3,017,684
Income from investments	(2,201,203)	(1,437,361)	(3,263,480)	877,268
Gain or loss on property and equipment	(20,810)	(4,628)	2,915,307	2,029
	<u>\$ (2,113,889)</u>	<u>\$ (1,224,548)</u>	<u>\$ 1,008,484</u>	<u>\$ 3,896,981</u>
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (128,966)	\$ 1,490,977	\$ (2,219,778)	\$ (1,310,243)
Neurological Clinic	(7,208)	(30,826)	(925,516)	(725,880)
Palliative Care Clinic	(80,974)	(21,997)	(924,013)	(603,916)
Surgery Clinic	(158,110)	(31,094)	(1,927,081)	(1,304,609)
Infectious Disease Clinic	(42,917)	(19,784)	(341,653)	(289,734)
Endocrinology Clinic	(124,731)	54,658	(2,062,837)	(1,534,378)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(586,677)	(272,626)	(5,654,070)	(5,142,957)
OB/GYN Clinic	(373,951)	54,139	(4,353,833)	(2,303,735)
PrimeCare Medical Group	1,210,971	(577,754)	(7,943,506)	(7,079,755)
Oncology Clinic	(233,934)	(303,750)	(3,235,177)	(2,753,651)
Cardiac Surgery	(303,628)	14,324	(2,043,030)	(1,377,995)
Sleep Center	(44,758)	99,058	(661,689)	(721,157)
Rheumatology	(65,803)	83,488	(665,674)	(254,342)
Precision Ortho MDs	(348,134)	(155,058)	(2,945,324)	(3,428,458)
Precision Ortho-MRI	0	(19,451)	(1,492)	(43,282)
Precision Ortho-PT	(68,136)	(2,191)	(609,168)	(115,955)
Dermatology	(22,427)	(3,523)	(351,332)	(83,847)
Hospitalists	0	0	0	0
Behavioral Health	(91,115)	38,235	(913,412)	(581,991)
Pediatric Diabetes	(30,618)	(50,358)	(409,766)	(325,878)
Neurosurgery	(29,191)	(13,343)	(325,650)	(272,732)
Multi-Specialty-RR	6,120	18,408	49,054	124,110
Radiology	2,494	(13,323)	(2,192,773)	(13,323)
Salinas Family Practice	(54,716)	0	(229,907)	0
Total SVMC	(1,576,409)	338,209	(40,887,627)	(30,143,708)
Doctors on Duty	(209,983)	460,731	612,871	546,896
Assisted Living	0	(11,542)	(65,904)	(88,318)
Salinas Valley Imaging	0	(9,659)	(19,974)	14,366
Vantage Surgery Center	9,975	38,770	261,875	187,175
LPCH NICU JV	0	369,588	0	369,588
Central Coast Health Connect	(96,947)	(90,226)	(96,947)	(90,226)
Monterey Peninsula Surgery Center	95,124	(98,352)	1,263,560	1,183,449
Aspire/CHI/Coastal	25,382	(199,002)	(815,691)	(1,332,341)
Apex	59,449	49,970	167,738	104,637
21st Century Oncology	(13,350)	(343,644)	(77,825)	234,363
Monterey Bay Endoscopy Center	31,066	1,794	850,071	30,596
	<u>\$ (1,675,693)</u>	<u>\$ 506,637</u>	<u>\$ (38,807,852)</u>	<u>\$ (28,983,524)</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
BALANCE SHEETS
June 30, 2021**

	<u>Current year</u>	<u>Prior year</u>
A S S E T S		
Current assets:		
Cash and cash equivalents	\$ 340,058,708	\$ 301,810,759
Patient accounts receivable, net of estimated uncollectibles of \$21,318,690	70,975,794	69,081,906
Supplies inventory at cost	8,616,495	8,412,644
Other current assets	<u>6,306,335</u>	<u>7,170,778</u>
Total current assets	<u>425,957,332</u>	<u>386,476,087</u>
Assets whose use is limited or restricted by board	<u>143,257,278</u>	<u>130,408,692</u>
Capital assets:		
Land and construction in process	33,482,774	56,817,097
Other capital assets, net of depreciation	<u>211,439,657</u>	<u>209,777,442</u>
Total capital assets	<u>244,922,431</u>	<u>266,594,539</u>
Other assets:		
Investment in Securities	145,963,160	146,721,917
Investment in SVMC	14,018,873	14,438,120
Investment in Aspire/CHI/Coastal	3,904,049	3,821,881
Investment in other affiliates	22,687,057	21,391,357
Net pension asset	<u>532,173</u>	<u>532,173</u>
Total other assets	<u>187,105,312</u>	<u>186,905,448</u>
Deferred pension outflows	<u>49,623,720</u>	<u>83,379,890</u>
	<u>\$ 1,050,866,073</u>	<u>\$ 1,053,764,656</u>
 LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 60,443,616	\$ 61,960,734
Due to third party payers	63,747,156	87,393,325
Current portion of self-insurance liability	<u>17,576,796</u>	<u>17,482,532</u>
Total current liabilities	141,767,568	166,836,591
Long term portion of workers comp liability	<u>14,781,121</u>	<u>14,780,831</u>
Total liabilities	<u>156,548,689</u>	<u>181,617,422</u>
Pension liability	<u>83,376,347</u>	<u>126,340,336</u>
Net assets:		
Invested in capital assets, net of related debt	244,922,431	266,594,539
Unrestricted	<u>566,018,606</u>	<u>479,212,359</u>
Total net assets	<u>810,941,037</u>	<u>745,806,898</u>
	<u>\$ 1,050,866,073</u>	<u>\$ 1,053,764,656</u>

SALINAS VALLEY MEMORIAL HOSPITAL
STATEMENTS OF REVENUE AND EXPENSES - BUDGET VS. ACTUAL
June 30, 2021

	Month of June,				Twelve months ended June 30,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 207,660,477	\$ 187,575,103	20,085,374	10.71%	\$ 2,330,829,174	\$ 2,095,322,007	235,507,167	11.24%
Deductions from revenue	153,314,034	143,167,055	10,146,979	7.09%	1,758,823,915	1,593,337,813	165,486,102	10.39%
Net patient revenue	54,346,443	44,408,047	9,938,396	22.38%	572,005,259	501,984,193	70,021,066	13.95%
Other operating revenue	1,660,083	919,590	740,493	80.52%	14,604,068	11,035,075	3,568,993	32.34%
Total operating revenue	56,006,526	45,327,637	10,678,889	23.56%	586,609,327	513,019,268	73,590,059	14.34%
Operating expenses:								
Salaries and wages	14,905,415	14,795,433	109,982	0.74%	187,979,910	172,459,861	15,520,049	9.00%
Compensated absences	2,770,858	2,593,922	176,936	6.82%	32,114,313	31,733,560	380,753	1.20%
Employee benefits	3,633,410	7,894,746	(4,261,336)	-53.98%	82,903,545	89,966,213	(7,062,668)	-7.85%
Supplies, food, and linen	5,507,039	5,322,395	184,644	3.47%	72,939,727	61,890,026	11,049,701	17.85%
Purchased department functions	3,160,948	3,115,228	45,720	1.47%	38,823,877	37,328,456	1,495,421	4.01%
Medical fees	1,355,057	1,678,265	(323,208)	-19.26%	16,411,802	20,306,659	(3,894,857)	-19.18%
Other fees	7,057,348	824,350	6,232,998	756.11%	23,292,341	10,101,997	13,190,344	130.57%
Depreciation	1,819,768	1,789,255	30,513	1.71%	21,553,620	21,471,064	82,556	0.38%
All other expense	1,429,113	1,388,612	40,501	2.92%	14,837,298	16,828,227	(1,990,929)	-11.83%
Total operating expenses	41,638,956	39,402,207	2,236,749	5.68%	490,856,433	462,086,061	28,770,372	6.23%
Income from operations	14,367,570	5,925,430	8,442,140	142.47%	95,752,894	50,933,207	44,819,687	88.00%
Non-operating income:								
Donations	(461,834)	166,667	(628,501)	-377.10%	2,168,234	2,000,000	168,234	8.41%
Property taxes	1,345,713	333,333	1,012,380	303.71%	5,012,380	4,000,000	1,012,380	25.31%
Investment income	(2,113,889)	160,094	(2,273,983)	-1420.41%	1,008,484	1,921,122	(912,638)	-47.51%
Income from subsidiaries	(1,675,693)	(3,935,149)	2,259,456	-57.42%	(38,807,852)	(46,129,653)	7,321,801	-15.87%
Total non-operating income	(2,905,703)	(3,275,056)	369,352	-11.28%	(30,618,754)	(38,208,531)	7,589,777	-19.86%
Operating and non-operating income	\$ 11,461,867	\$ 2,650,374	8,811,492	332.46%	\$ 65,134,140	\$ 12,724,676	52,409,465	411.87%

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of June and twelve months to date

	<u>Month of June</u>		<u>Twelve months to date</u>		<u>Variance</u>
	<u>2020</u>	<u>2021</u>	<u>2019-20</u>	<u>2020-21</u>	
<u>NEWBORN STATISTICS</u>					
Medi-Cal Admissions	46	41	547	511	(36)
Other Admissions	97	102	1,295	1,138	(157)
Total Admissions	143	143	1,842	1,649	(193)
Medi-Cal Patient Days	69	65	880	784	(96)
Other Patient Days	155	150	2,168	1,843	(325)
Total Patient Days of Care	224	215	3,048	2,627	(421)
Average Daily Census	7.5	7.2	8.4	7.2	(1.2)
Medi-Cal Average Days	1.6	1.6	1.7	1.6	(0.1)
Other Average Days	0.6	1.4	1.6	1.6	(0.1)
Total Average Days Stay	1.6	1.5	1.7	1.6	(0.1)
<u>ADULTS & PEDIATRICS</u>					
Medicare Admissions	310	334	4,356	3,844	(512)
Medi-Cal Admissions	280	224	2,940	2,789	(151)
Other Admissions	388	296	3,782	3,325	(457)
Total Admissions	978	854	11,078	9,958	(1,120)
Medicare Patient Days	1,231	1,417	18,919	1,344	(17,575)
Medi-Cal Patient Days	1,047	933	12,942	1,048	(11,894)
Other Patient Days	968	768	11,608	40,349	28,741
Total Patient Days of Care	3,246	3,118	43,469	42,741	(728)
Average Daily Census	108.2	103.9	119.1	117.1	(2.0)
Medicare Average Length of Stay	4.0	4.2	4.3	0.3	(4.0)
Medi-Cal Average Length of Stay	3.9	3.5	3.7	0.3	(3.4)
Other Average Length of Stay	2.6	2.1	2.3	9.2	6.9
Total Average Length of Stay	3.5	3.2	3.4	3.7	0.3
Deaths	32	19	311	432	121
Total Patient Days	3,470	3,333	46,517	45,368	(1,149)
Medi-Cal Administrative Days	8	2	78	178	100
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	8	2	78	178	100
Percent Non-Acute	0.23%	0.06%	0.17%	0.39%	0.22%

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of June and twelve months to date

	<u>Month of June</u>		<u>Twelve months to date</u>		<u>Variance</u>
	<u>2020</u>	<u>2021</u>	<u>2019-20</u>	<u>2020-21</u>	
<u>PATIENT DAYS BY LOCATION</u>					
Level I	299	234	3,360	3,166	(194)
Heart Center	336	343	4,232	4,076	(156)
Monitored Beds	792	313	10,249	8,700	(1,549)
Single Room Maternity/Obstetrics	391	378	4,824	4,181	(643)
Med/Surg - Cardiovascular	489	728	8,285	8,857	572
Med/Surg - Oncology	230	221	3,018	2,218	(800)
Med/Surg - Rehab	368	379	4,765	5,064	299
Pediatrics	78	80	1,194	1,129	(65)
Nursery	224	215	3,048	2,627	(421)
Neonatal Intensive Care	143	89	1,504	1,530	26
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	76.67%	60.00%	70.62%	66.54%	
Heart Center	74.67%	76.22%	77.09%	74.24%	
Monitored Beds	97.78%	38.64%	103.71%	88.04%	
Single Room Maternity/Obstetrics	35.23%	34.05%	35.62%	30.87%	
Med/Surg - Cardiovascular	36.22%	53.93%	50.30%	53.78%	
Med/Surg - Oncology	58.97%	56.67%	63.43%	46.62%	
Med/Surg - Rehab	47.18%	48.59%	50.07%	53.22%	
Med/Surg - Observation Care Unit	0.00%	69.22%	0.00%	61.40%	
Pediatrics	14.44%	14.81%	18.12%	17.14%	
Nursery	45.25%	43.43%	25.24%	21.75%	
Neonatal Intensive Care	43.33%	26.97%	37.36%	38.00%	

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	<u>Month of June</u>		<u>Twelve months to date</u>		<u>Variance</u>
	<u>2020</u>	<u>2021</u>	<u>2019-20</u>	<u>2020-21</u>	
<u>DELIVERY ROOM</u>					
Total deliveries	148	159	1,816	1,628	(188)
C-Section deliveries	46	47	572	512	(60)
Percent of C-section deliveries	31.08%	29.56%	31.50%	31.45%	-0.05%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	27,464	22,559	261,403	243,618	(17,785)
Out-Patient Operating Minutes	22,425	30,077	299,206	285,341	(13,865)
Total	49,889	52,636	560,609	528,959	(31,650)
Open Heart Surgeries	8	16	129	147	18
In-Patient Cases	203	152	1,964	1,720	(244)
Out-Patient Cases	244	291	3,157	3,001	(156)
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	22	27	345	381	36
High Risk	448	496	6,958	5,899	(1,059)
More Than One Resource	2,126	2,503	29,876	26,240	(3,636)
One Resource	1,654	1,298	18,024	14,534	(3,490)
No Resources	55	93	571	510	(61)
Total	<u>4,305</u>	<u>4,417</u>	<u>55,774</u>	<u>47,564</u>	<u>(8,210)</u>

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	<u>2020</u>	<u>2021</u>	<u>2019-20</u>	<u>2020-21</u>	
CENTRAL SUPPLY					
In-patient requisitions	12,553	15,068	172,936	178,842	5,906
Out-patient requisitions	11,132	10,428	122,318	117,126	-5,192
Emergency room requisitions	1,687	1,744	31,597	18,844	-12,753
Interdepartmental requisitions	6,090	5,937	81,820	79,845	-1,975
Total requisitions	<u>31,462</u>	<u>33,177</u>	<u>408,671</u>	<u>394,657</u>	<u>-14,014</u>
LABORATORY					
In-patient procedures	30,975	32,668	402,272	419,915	17,643
Out-patient procedures	9,569	11,941	118,468	134,604	16,136
Emergency room procedures	7,396	10,389	111,602	106,977	-4,625
Total patient procedures	<u>47,940</u>	<u>54,998</u>	<u>632,342</u>	<u>661,496</u>	<u>29,154</u>
BLOOD BANK					
Units processed	<u>237</u>	<u>279</u>	<u>3,339</u>	<u>3,386</u>	<u>47</u>
ELECTROCARDIOLOGY					
In-patient procedures	910	1,009	11,990	11,274	-716
Out-patient procedures	419	513	5,237	4,970	-267
Emergency room procedures	759	1,016	10,598	10,698	100
Total procedures	<u>2,088</u>	<u>2,538</u>	<u>27,825</u>	<u>26,942</u>	<u>-883</u>
CATH LAB					
In-patient procedures	89	92	1,006	942	-64
Out-patient procedures	83	122	984	1,068	84
Emergency room procedures	0	0	0	1	1
Total procedures	<u>172</u>	<u>214</u>	<u>1,990</u>	<u>2,011</u>	<u>21</u>
ECHO-CARDIOLOGY					
In-patient studies	280	353	3,564	3,623	59
Out-patient studies	192	231	2,190	2,234	44
Emergency room studies	0	2	15	20	5
Total studies	<u>472</u>	<u>586</u>	<u>5,769</u>	<u>5,877</u>	<u>108</u>
NEURODIAGNOSTIC					
In-patient procedures	167	159	2,069	1,871	-198
Out-patient procedures	28	24	262	294	32
Emergency room procedures	0	0	1	0	-1
Total procedures	<u>195</u>	<u>183</u>	<u>2,332</u>	<u>2,165</u>	<u>-167</u>

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SLEEP CENTER					
In-patient procedures	0	0	0	2	2
Out-patient procedures	154	202	2,123	2,260	137
Emergency room procedures	0	0	0	0	0
Total procedures	<u>154</u>	<u>202</u>	<u>2,123</u>	<u>2,262</u>	<u>139</u>
RADIOLOGY					
In-patient procedures	1,181	1,297	15,511	15,754	243
Out-patient procedures	809	481	5,766	6,551	785
Emergency room procedures	956	1,242	15,689	13,168	-2,521
Total patient procedures	<u>2,946</u>	<u>3,020</u>	<u>36,966</u>	<u>35,473</u>	<u>-1,493</u>
MAGNETIC RESONANCE IMAGING					
In-patient procedures	118	129	1,558	1,476	-82
Out-patient procedures	138	123	1,062	1,614	552
Emergency room procedures	6	9	111	114	3
Total procedures	<u>262</u>	<u>261</u>	<u>2,731</u>	<u>3,204</u>	<u>473</u>
MAMMOGRAPHY CENTER					
In-patient procedures	2,759	3,758	38,130	37,647	-483
Out-patient procedures	2,742	3,733	37,987	37,402	-585
Emergency room procedures	0	0	7	3	-4
Total procedures	<u>5,501</u>	<u>7,491</u>	<u>76,124</u>	<u>75,052</u>	<u>-1,072</u>
NUCLEAR MEDICINE					
In-patient procedures	16	11	211	151	-60
Out-patient procedures	69	62	946	866	-80
Emergency room procedures	0	1	6	9	3
Total procedures	<u>85</u>	<u>74</u>	<u>1,163</u>	<u>1,026</u>	<u>-137</u>
PHARMACY					
In-patient prescriptions	75,836	77,253	1,027,727	1,032,105	4,378
Out-patient prescriptions	16,951	16,768	190,357	176,902	-13,455
Emergency room prescriptions	4,982	6,665	83,380	65,657	-17,723
Total prescriptions	<u>97,769</u>	<u>100,686</u>	<u>1,301,464</u>	<u>1,274,664</u>	<u>-26,800</u>
RESPIRATORY THERAPY					
In-patient treatments	19,733	15,453	193,401	230,319	36,918
Out-patient treatments	434	945	5,847	5,951	104
Emergency room treatments	45	197	4,061	2,036	-2,025
Total patient treatments	<u>20,212</u>	<u>16,595</u>	<u>203,309</u>	<u>238,306</u>	<u>34,997</u>
PHYSICAL THERAPY					
In-patient treatments	2,154	2,436	28,685	27,986	-699
Out-patient treatments	342	386	3,048	3,321	273
Emergency room treatments	0	0	0	4	4
Total treatments	<u>2,496</u>	<u>2,822</u>	<u>31,733</u>	<u>31,311</u>	<u>-422</u>

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OCCUPATIONAL THERAPY					
In-patient procedures	1,371	1,671	17,269	17,462	193
Out-patient procedures	208	178	1,524	1,653	129
Emergency room procedures	0	0	0	0	0
Total procedures	<u>1,579</u>	<u>1,849</u>	<u>18,793</u>	<u>19,115</u>	<u>322</u>
SPEECH THERAPY					
In-patient treatments	440	463	4,595	4,792	197
Out-patient treatments	52	34	317	348	31
Emergency room treatments	0	0	2	0	-2
Total treatments	<u>492</u>	<u>497</u>	<u>4,914</u>	<u>5,140</u>	<u>226</u>
CARDIAC REHABILITATION					
In-patient treatments	0	0	1	2	1
Out-patient treatments	433	542	5,415	5,302	-113
Emergency room treatments	0	0	0	1	1
Total treatments	<u>433</u>	<u>542</u>	<u>5,416</u>	<u>5,305</u>	<u>-111</u>
CRITICAL DECISION UNIT					
Observation hours	<u>263</u>	<u>332</u>	<u>3,546</u>	<u>3,497</u>	<u>-49</u>
ENDOSCOPY					
In-patient procedures	88	74	1,080	1,108	28
Out-patient procedures	44	26	459	317	-142
Emergency room procedures	0	0	0	0	0
Total procedures	<u>132</u>	<u>100</u>	<u>1,539</u>	<u>1,425</u>	<u>-114</u>
C.T. SCAN					
In-patient procedures	526	593	7,252	6,679	-573
Out-patient procedures	499	412	3,610	5,721	2,111
Emergency room procedures	404	602	6,541	5,778	-763
Total procedures	<u>1,429</u>	<u>1,607</u>	<u>17,403</u>	<u>18,178</u>	<u>775</u>
DIETARY					
Routine patient diets	16,282	17,213	223,724	198,283	-25,441
Meals to personnel	21,283	22,598	287,335	242,951	-44,384
Total diets and meals	<u>37,565</u>	<u>39,811</u>	<u>511,059</u>	<u>441,234</u>	<u>-69,825</u>
LAUNDRY AND LINEN					
Total pounds laundered	<u>89,436</u>	<u>92,016</u>	<u>1,413,705</u>	<u>1,181,422</u>	<u>-232,283</u>

PUBLIC INPUT

CLOSED SESSION

*(Report on Item to be
Discussed in Closed Session)*

*RECONVENE OPEN SESSION/
REPORT ON CLOSED SESSION*

*ADJOURNMENT – THE AUGUST 2021
QUALITY AND EFFICIENT
PRACTICES COMMITTEE MEETING IS
SCHEDULED FOR MONDAY,
AUGUST 23, 2021, AT 8:30 A.M.*