

May 20, 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, MAY 24, 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/Interim Chief Nursing Officer; Michele Averill – Community Member; and Ted Kaczmar, M.D. – Medical Staff Member

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

**MONDAY, MAY 24, 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 April 26, 2021 (DELGADO)
 - Motion/Second
 - Action by Committee/Roll Call Vote
2. Patient Care Services Update (MILLER)
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 June 2021 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, June 21, 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.

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

**MONDAY, APRIL 26, 2021
8:30 A.M. – CISLINI PLAZA BOARD ROOM
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450 E. ROMIE LANE, SALINAS, CALIFORNIA
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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; Michele Averill by teleconference; Pete Delgado, Clement Miller, Allen Radner, MD, Ted Kaczmar, MD, in person.

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

Also Present: Lea Woodrow, Lisa Garcia, Lisa Sandberg, Karen Schroeder, Derek Ames in person; Augustine Lopez, Brenda Bailey and Audrey Parks by teleconference.

A quorum was present and the meeting was called to order at 8:31 a.m. by Juan Cabrera, Committee Chair.

APPROVAL OF MINUTES FROM THE QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING OF MARCH 22, 2021

Minutes of the Quality and Efficient Practices Committee Meeting of March 22, 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 March 22, 2021, as presented.
Moved/Seconded/Roll Call Vote: Ayes: Cabrera, Hernandez Laguna, Delgado, Miller, Averill; Noes: None; Abstentions: None; Absent: Radner, Kaczmar; Motion Carried.

Allen Radner, MD, joined the meeting at 8:34 a.m.

Ted Kaczmar, MD, joined the meeting at 8:40 a.m.

PATIENT CARE SERVICES UPDATE

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

Quality:**COVID-19 Update:**

- Current state of COVID-19
- COVID-19 Practices Adopted for Continued Improvement
 - Clinical Operations Throughput
 - COVID-19 Census
 - Aspire Patient Census
 - Telemetry Management Review

Magnet® Update:

- 2021 Certified Nurses' Day Celebration
 - 223 certified nurses were recognized
 - The Chief Operating Officer/Interim Chief Nursing Officer and volunteers from the Professional Development Council rounded on both day and night shifts on March 19 to acknowledge each certified nurse.
- Unit Practice Report Out
 - Pediatrics Unit Practice Council (PUPC) Members: Lisa Garcia (Chair), and Lisa Sandberg, presented the following areas of focus:
 - Health-Protect-Empower-Teach (common medications for pediatric patients)
 - Changes to Admission History – vaping query and Safe/Co-Sleeping

Finance:

- Daily Productivity Monitoring in Nursing
- Staff Based Education
- Management education
- Capital Plan

Patient Experience:

- Current numbers – patient experience is the number #1 priority
- Unit Improvements
 - Leader 2 Leader
 - Manager Welcome Rounds

Staff Experience:

- Resilience
- CNO Advisory Council
- Quarterly Town Halls – areas of focus are patient experience, quality, and finance
- The Employee Engagement Survey is underway

The Committee commented on the important opportunity to recognize certified nurses for their outstanding achievements and dedication to patient safety, and briefly discussed the excellent efforts of case management during COVID and metrics identified to monitor.

FINANCIAL AND STATISTICAL REVIEW

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

Key highlights of the financial summary for March were: (1) consolidated income from operations was \$3.9 million with an operating margin of 7.1%, including \$0.4 million total normalizing items (net); (2) SVMH gross revenues were favorable to budget; (3) SVMH payor mix was unfavorable to budget; (4) average daily census was higher than expected; (5) total admissions were above budget; (6) outpatient volumes were higher than expected; (7) inpatient and outpatient surgeries were above budget; (8) ER outpatient visits were below budget; and (9) the Medicare average length of stay case mix index adjusted was unfavorable to budget.

The case mix index for all discharges (with and without COVID) based on discharges for July 2020 thru March 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 9:00 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 May 2021 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, May 24, 2021, at 8:30 a.m.**

Juan Cabrera, Chair
Quality and Efficient Practices Committee

Board Paper: Quality & Efficient Practices Committee

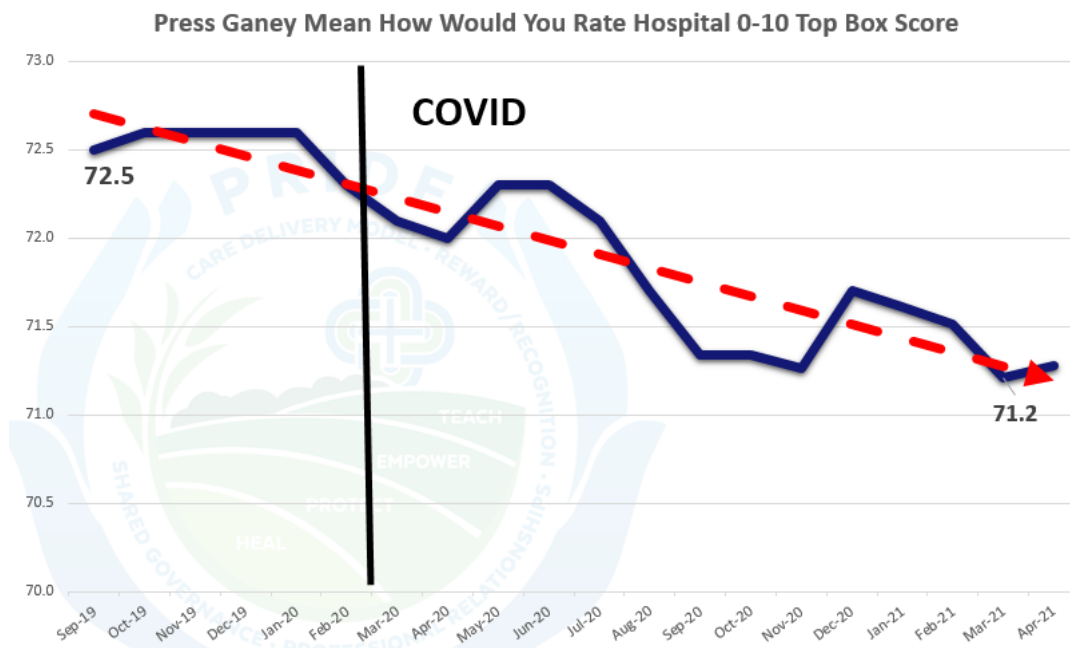
Agenda Item: Patient Care Services Update
 Executive: Clement Miller, MSN, RN, NEA-BC
 Sponsor: COO/Interim CNO
 Date: May 24, 2021

Pillar/Goal Alignment:

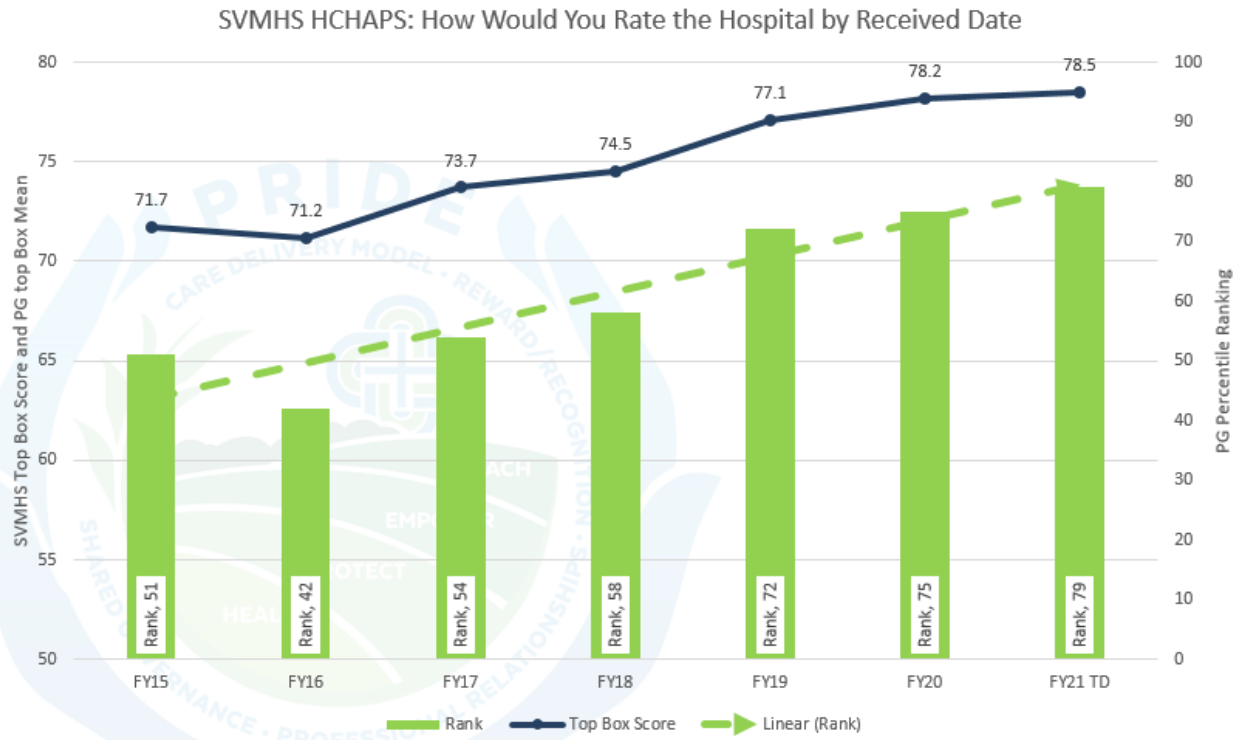
Service People Quality Finance Growth Community

Patient Experience:

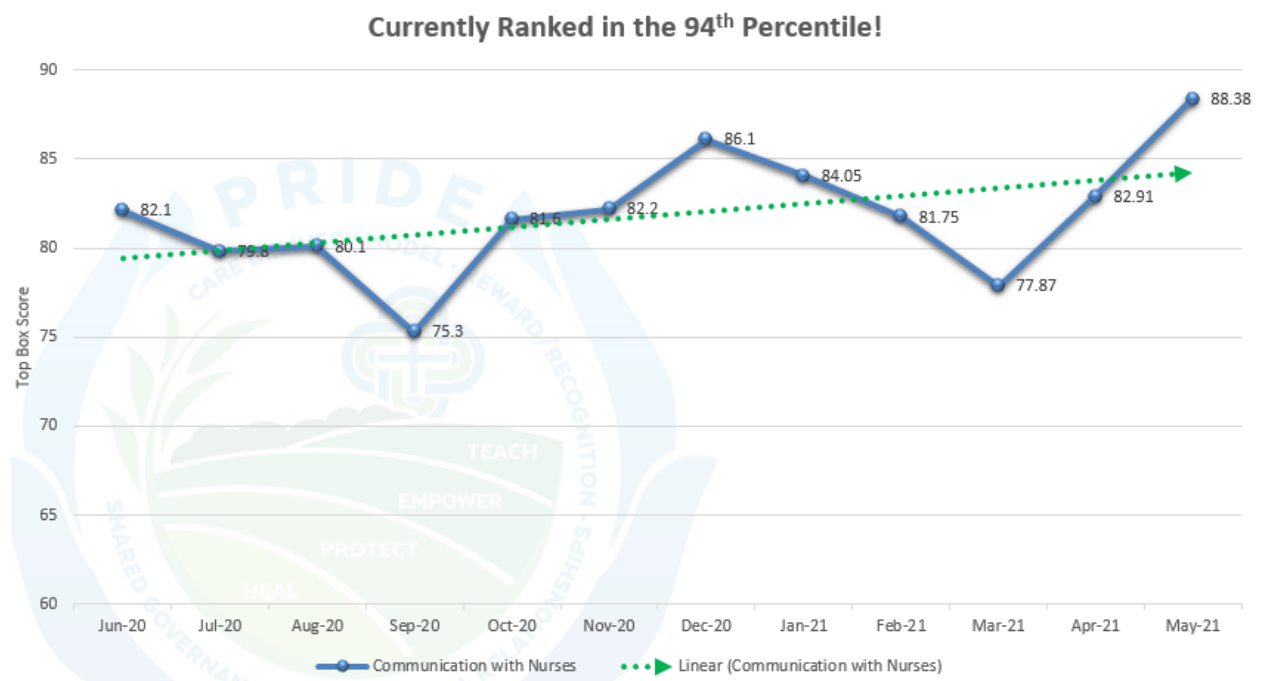
Industry Context:



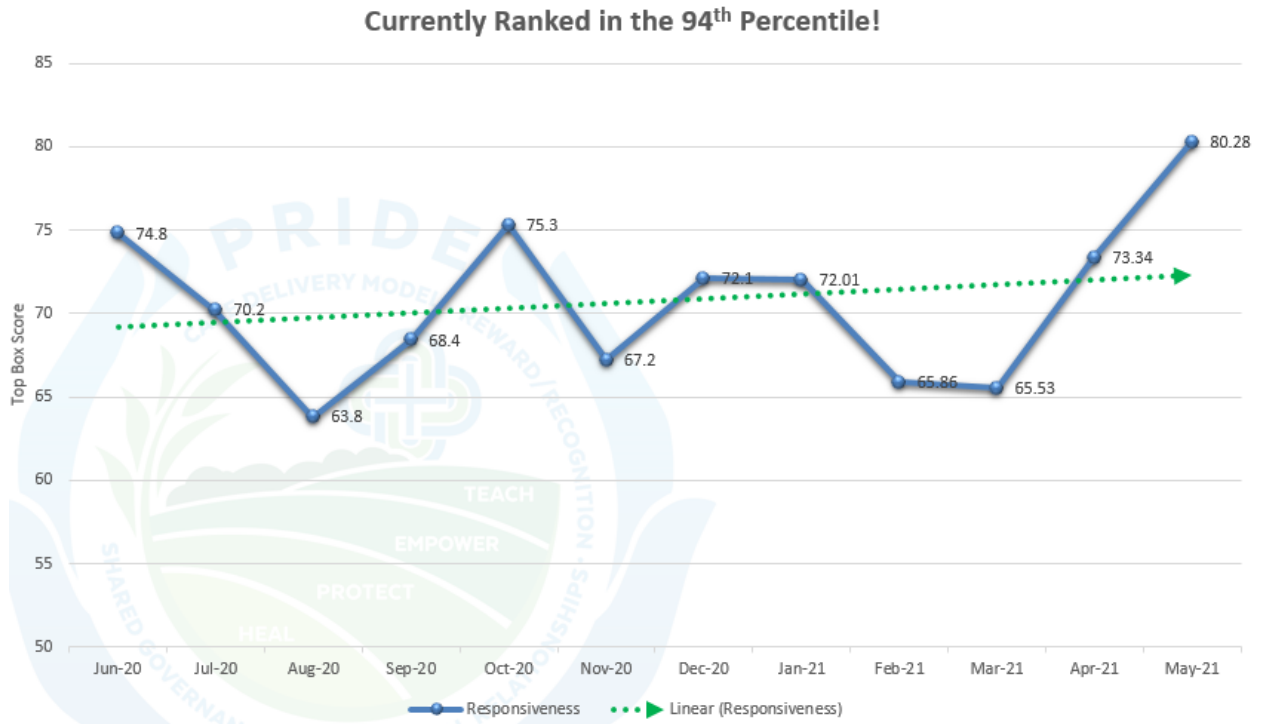
SVMHS in Comparison:



Communication with Nurses Outcome:



Responsive Outcome:



Quality:

Current State of COVID-19

Magnet[®] Update:



Perioperative Clinical Practice Council (PCPC):

Presented by: Abby Acosta, BSN, RN, CPAN, CAPA, Staff RN III, Post Anesthesia Care Unit (PACU) & Co-Chair, PCPC

The year that was, a tale of a novel virus...

Teamwork and Adaptability:

- Collaborate with management and other units to provide care for our patients: both in PeriOp/Paranesthesia and beyond
- Rapid immersion of acceptable standards of care for our specialties – update of family process changes
- New, surprising and revisited experiences
- Maintained PCPC work via technology: WebEx

Handover:

- Implemented Outpatient Surgery (OPS) to Operating Room (OR) Handover
- Standardized pre-operation (pre-op) unit to OR Handover
- Anesthesia Handover postoperative (post-op)
- Safety Pause in Post Anesthesia Care Unit (PACU)
- Emergency Department (ED) to OR Handover Task Force

Nurse Engagement and Quality Patient Care:

Other Evidence-Based Practice (EBP) and Quality Improvement (QI) initiatives

- Prevention of Pressure Injury for Periop/Perianesthesia patients
- Care of high Body Mass Index (BMI) Patients
- Clarification of clinical processes:
 - ✓ Blood Transfusion
 - ✓ Blood draws
 - ✓ Anesthesia Protocol
 - ✓ Satellite OPS patients
- Occupational Therapist (OT) for breast surgery patients
- Safe discharge of pediatric post-op patients
- Care of patients with diagnosed or suspected Obstructive Sleep Apnea

Finance:

Finance Update

Staff Experience:

Engagement Survey:

- Response Rate
- Final Results will be out soon

2020 Team Daisy Award Recipient:

The COVID-19 Care Team on 5th Tower



2020 Nurse of the Year (NOY) Recipient:

**Megan Lopez, MSN, RN, CNL, VA-BC
RN, Diagnostic Imaging**



2020 Employee of the Year (EOY) Recipient:

**Lorena Sanchez,
Clinical Social Worker – Licensed**



Financial Performance Review

April 2021

Augustine Lopez
Chief Financial Officer



Consolidated Financial Summary

For the Month of April 2021

Profit/Loss Statement

\$ in Millions	For the Month of April 2021					
			Variance fav (unfav)			
	Actual	Budget	\$VAR	%VAR		
Operating Revenue	\$ 46.6	\$ 52.9	\$ (6.3)	-11.9%		
Operating Expense	\$ 48.8	\$ 50.9	\$ 2.1	4.1%		
Income from Operations*	\$ (2.2)	\$ 2.0	\$ (4.2)	-210.0%		
<i>Operating Margin %</i>	<i>-4.7%</i>	<i>3.7%</i>	<i>-8.4%</i>	<i>-227.03%</i>		
Non Operating Income**	\$ 3.8	\$ 0.6	\$ 3.2	533.3%		
Net Income	\$ 1.6	\$ 2.6	\$ (1.0)	-38.5%		
<i>Net Income Margin %</i>	<i>3.4%</i>	<i>4.9%</i>	<i>-1.5%</i>	<i>-30.6%</i>		

*No Normalizing items in April

**Favorable variance in non-operating income is predominantly due to realized gain of \$3.4M on sale of Salinas Valley Assisted Living

Repayment of Interest-Free Loans:

- Medicare recoupment has begun
- CCAH loan was repaid in November 2020
- Blue Shield loan is scheduled to be repaid by May 2021

Unfavorable results due to:

- Lower than expected inpatient and outpatient volumes
- Unfavorable payor mix where commercial insurance admissions were below budget by 16%
- Higher than budgeted FTEs on a per adjusted ADC basis
 - However, an improvement in labor productivity and overtime management was achieved

Consolidated Financial Summary

Year-to-Date April 2021

Profit/Loss Statement

\$ in Millions	FY 2021 YTD April				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 549.3	\$ 488.5	\$ 60.8	12.4%	
Operating Expense	\$ 511.5	\$ 489.4	\$ (22.1)	-4.5%	
Income from Operations*	\$ 37.8	\$ (0.9)	\$ 38.7	4300.0%	
<i>Operating Margin %</i>	6.9%	-0.2%	7.1%	3550.0%	
Non Operating Income**	\$ 14.2	\$ 7.9	\$ 6.3	79.7%	
Net Income	\$ 52.0	\$ 7.0	\$ 45.0	642.9%	
<i>Net Income Margin %</i>	9.5%	1.4%	8.1%	578.6%	

*** Income from Operations includes:**

- \$0.2M** Prior Year Medicare Cost Report Settlement
- \$1.4M** AB113 Intergovernmental Transfer Payment
Related to FY18 & FY19 (ACA Pop Health Supplement)
- \$5.8M** Hospital Quality Assurance Fee, net
- \$0.4M** AB113 Intergovernmental Transfer Payment
Related to FY16 (ACA Pop Health Supplement)

\$7.8M Total Normalizing Items, Net

Favorable 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

Consolidated Financial Summary

Year-to-Date April 2021 - Normalized

Profit/Loss Statement

\$ in Millions	FY 2021 YTD April				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 541.5	\$ 488.5	\$ 53.0	10.8%	
Operating Expense	\$ 511.5	\$ 489.4	\$ (22.1)	-4.5%	
Income from Operations	\$ 30.0	\$ (0.9)	\$ 30.9	3433.3%	
<i>Operating Margin %</i>	5.5%	-0.2%	5.7%	2850.0%	
Non Operating Income**	\$ 14.2	\$ 7.9	\$ 6.3	79.7%	
Net Income	\$ 44.2	\$ 7.0	\$ 37.2	531.4%	
<i>Net Income Margin %</i>	8.2%	1.4%	6.8%	485.7%	

SVMH Financial Highlights April 2021

Gross Revenues were favorable

- **Gross Revenues** were **5% favorable** to budget
- **IP gross revenues** were **1% unfavorable** to budget
 - **ED gross revenues** were **8.5% unfavorable** to budget

- **OP gross revenues** were **21% favorable** to budget in the following areas:

- Infusion Therapy
- Other OP Pharmacy
- Cardiology
- Surgery
- Other OP Services

- **Commercial:** **16% below** budget
- **Medicaid:** **7% above** budget
- **Medicare:** **16% above** budget

Payor Mix - **unfavorable** to budget

Total Net Patient Revenues were \$38.0M, which was **unfavorable** to budget by \$6.4M or 14.4%

Financial Summary – April 2021



1) Strong Outpatient business:

- Stronger than expected patient volumes in Infusion Therapy, Cardiology, and Surgery

2) Outpatient Surgeries were 11% (27 cases) above budget at 275

3) Total Acute ALOS was 3% favorable at 4.0 vs 4.1 days budgeted

4) Medicare ALOS CMI adjusted was 1% favorable at 2.4 days with a Case Mix Index of 1.7



5) Lower than expected Inpatient business:

- Average daily census was at 109, 8% below budget of 119

6) Total admissions were 6% or 49 admits below budget; driven mostly by 32 (16%) fewer commercial admissions

- ER admissions were 11% below budget (75 admits)
- ER admissions (including OB ED) were 84% of total acute admissions

7) ER Outpatient visits were below budget by 2% (48 visits);

- Compared to July, visits decreased from 4,456 to 3,090 (a 31% decline)

8) Inpatient Surgeries were 8% (14 cases) below budget at 150

9) Deliveries were 16% (24 deliveries) below budget at 128

- 10) OP Observation cases were 5% (8 cases) above budget at 167

CMI – All Discharges (with & without COVID)

Based on Discharges

July 2020 thru April 2021

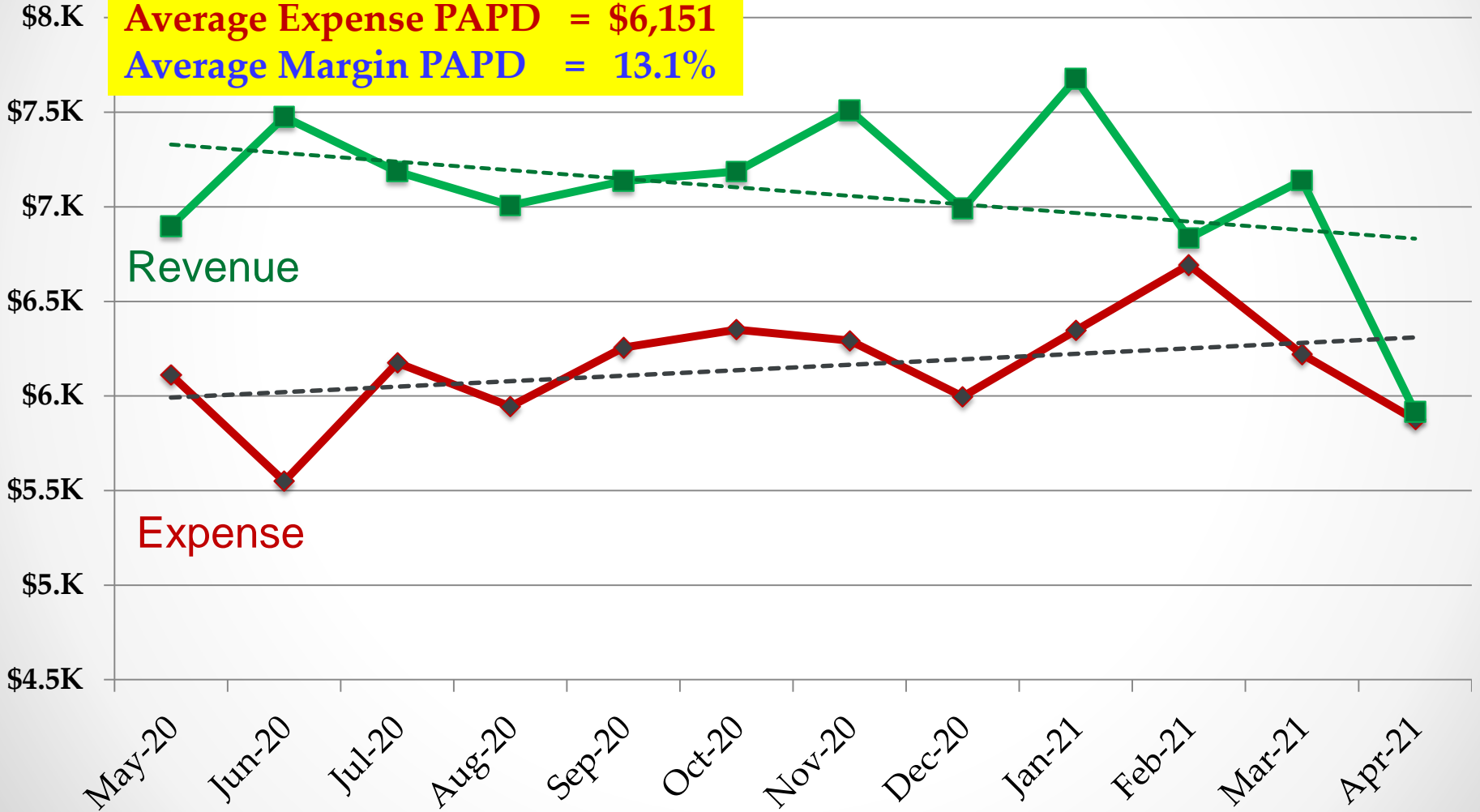
All Payors Month	All Discharges				COVID Discharges Only				Discharges Excluding COVID			
	All Payor CMI	Discharges	ADC	ALOS	All Payor CMI	Discharges	ADC	ALOS	All Payor CMI	Discharges	ADC	ALOS
7/31/2020	1.58	906	118	4.0	2.08	108	17	4.8	1.51	798	101	3.9
8/31/2020	1.68	859	117	4.2	2.32	89	18	6.4	1.60	770	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	891	139	4.8	2.33	289	65	7.0	1.56	602	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
Total	1.70	8,440	117	4.2	2.33	1,039	23	6.8	1.62	7,401	94	3.9

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	1.69	334	44	4.1	1.82	32	5	5.0	1.68	302	39	4.0
8/31/2020	1.82	315	51	5.1	2.41	27	7	8.1	1.76	288	44	4.8
9/30/2020	1.90	286	45	4.8	2.11	16	4	7.9	1.89	270	41	4.6
10/31/2020	1.80	332	47	4.4	2.45	19	4	7.1	1.76	313	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	359	65	5.6	2.31	133	30	6.9	1.77	226	35	4.9
2/28/2021	1.96	277	50	5.0	2.42	40	12	8.7	1.88	237	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	1.70	321	44	4.1	1.86	2	0	6.5	1.70	319	44	4.1
Total	1.85	3,188	50	4.7	2.43	401	9	7.0	1.80	2,787	40	4.4

SVMH Revenues & Expenses Per Adjusted Patient Day (Normalized)

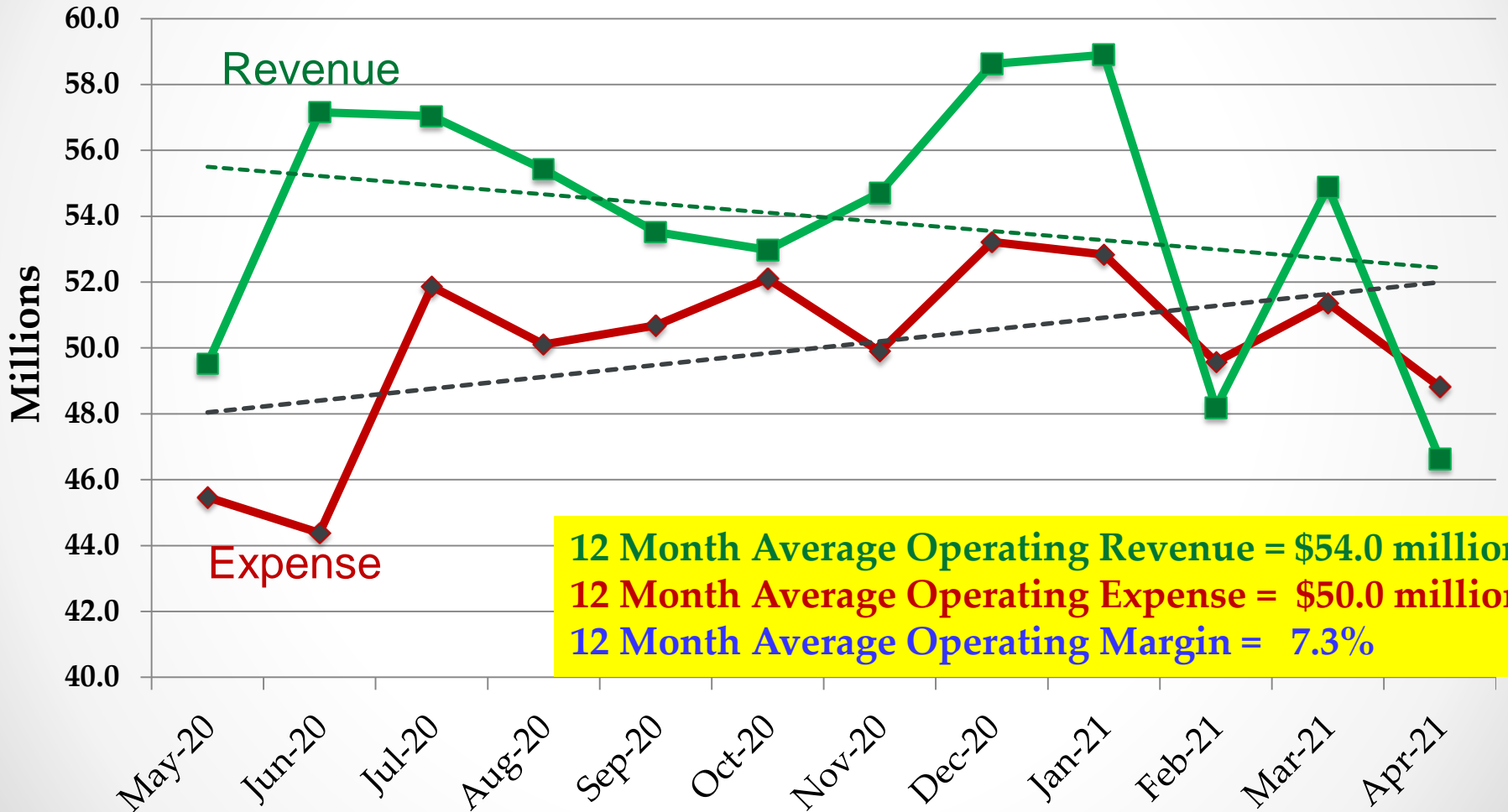
Rolling 12 Months: May 20 to April 21

Average Revenue PAPD = \$7,080
Average Expense PAPD = \$6,151
Average Margin PAPD = 13.1%



SVMHS Operating Revenues & Expenses (Normalized)

Rolling 12 Months: May 20 to April 21



SVMHS Key Financial Indicators

April cash collections were \$50.7M or 15% favorable to budget

Statistic	YTD	SVMHS		S&P A+ Rated		YTD	
	Apr-21	Target	+/-	Hospitals	+/-	Apr-20	+/-
Operating Margin*	5.5%	9.0%		4.0%		13.9%	
Total Margin*	8.2%	10.8%		6.6%		16.3%	
EBITDA Margin**	9.8%	13.4%		13.6%		17.2%	
Days of Cash*	362	305		249		346	
Days of Accounts Payable*	42	45		-		51	
Days of Net Accounts Receivable***	47	45		49		45	
Supply Expense as % NPR	13.0%	15.0%		-		12.3%	
SWB Expense as % NPR	53.9%	53.0%		53.7%		50.7%	
Operating Expense per APD*	6,203	4,992		-		5,426	

*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
April 30, 2021

	<u>Month of April,</u>		<u>Ten months ended April 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 38,023,958	\$ 46,094,423	\$ 473,326,514	\$ 476,095,738
Other operating revenue	984,136	11,383,400	11,839,162	22,735,888
Total operating revenue	<u>39,008,094</u>	<u>57,477,823</u>	<u>485,165,676</u>	<u>498,831,626</u>
Total operating expenses	37,767,175	37,194,223	409,492,349	388,062,977
Total non-operating income	<u>169,535</u>	<u>327,862</u>	<u>(26,282,400)</u>	<u>(13,179,796)</u>
Operating and non-operating income	<u>\$ 1,410,454</u>	<u>\$ 20,611,462</u>	<u>\$ 49,390,927</u>	<u>\$ 97,588,854</u>

SALINAS VALLEY MEMORIAL HOSPITAL
 BALANCE SHEETS
 April 30, 2021

	<u>Current year</u>	<u>Prior year</u>
ASSETS:		
Current assets	\$ 410,604,300	\$ 372,593,795
Assets whose use is limited or restricted by board	141,155,312	127,184,754
Capital assets	251,757,480	256,153,130
Other assets	192,703,438	186,341,739
Deferred pension outflows	<u>83,379,890</u>	<u>62,468,517</u>
	<u>\$ 1,079,600,420</u>	<u>\$ 1,004,741,935</u>
LIABILITIES AND EQUITY:		
Current liabilities	143,281,283	147,609,915
Long term liabilities	14,780,976	16,189,004
	126,340,336	108,929,468
Net assets	<u>795,197,825</u>	<u>732,013,548</u>
	<u>\$ 1,079,600,420</u>	<u>\$ 1,004,741,935</u>

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

	<u>Month of April,</u>		<u>Ten months ended April 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	1,720	1,381	17,092	18,478
Medi-Cal	1,003	1,064	10,513	10,756
Commercial insurance	463	761	7,581	8,068
Other patient	82	32	1,221	1,095
Total patient days	<u>3,268</u>	<u>3,238</u>	<u>36,407</u>	<u>38,397</u>
Gross revenue:				
Medicare	\$ 92,604,186	\$ 65,540,854	\$ 837,662,927	\$ 835,069,168
Medi-Cal	55,220,953	45,046,155	533,244,531	523,649,976
Commercial insurance	40,095,134	40,893,525	478,737,208	473,308,666
Other patient	9,040,889	3,651,680	83,415,984	79,643,774
Gross revenue	<u>196,961,162</u>	<u>155,132,214</u>	<u>1,933,060,650</u>	<u>1,911,671,584</u>
Deductions from revenue:				
Administrative adjustment	350,266	219,510	3,303,702	3,600,193
Charity care	1,454,212	555,119	10,201,070	9,171,026
Contractual adjustments:				
Medicare outpatient	28,465,111	18,325,300	246,421,490	249,854,164
Medicare inpatient	37,283,623	29,284,065	372,816,155	388,015,512
Medi-Cal traditional outpatient	2,661,545	1,941,269	21,076,259	28,270,667
Medi-Cal traditional inpatient	4,349,427	8,676,794	70,669,624	63,588,096
Medi-Cal managed care outpatient	21,625,200	11,546,157	183,390,354	195,690,124
Medi-Cal managed care inpatient	21,225,579	9,474,633	186,646,017	166,541,819
Commercial insurance outpatient	19,151,873	12,334,998	158,712,331	143,678,154
Commercial insurance inpatient	17,739,136	14,777,633	161,890,141	144,090,333
Uncollectible accounts expense	3,889,018	2,617,483	35,670,540	33,761,892
Other payors	742,214	(715,171)	8,936,453	9,313,864
Deductions from revenue	<u>158,937,204</u>	<u>109,037,791</u>	<u>1,459,734,136</u>	<u>1,435,575,846</u>
Net patient revenue	<u>\$ 38,023,958</u>	<u>\$ 46,094,423</u>	<u>\$ 473,326,514</u>	<u>\$ 476,095,738</u>
Gross billed charges by patient type:				
Inpatient	\$ 99,760,333	\$ 90,671,663	\$ 1,065,771,045	\$ 1,025,350,565
Outpatient	74,245,737	49,946,401	656,073,575	635,907,559
Emergency room	22,955,090	14,514,150	211,216,030	250,413,460
Total	<u>\$ 196,961,160</u>	<u>\$ 155,132,214</u>	<u>\$ 1,933,060,650</u>	<u>\$ 1,911,671,584</u>

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

	<u>Month of April,</u>		<u>Ten months ended April 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 38,023,958	\$ 46,094,423	\$ 473,326,514	\$ 476,095,738
Other operating revenue	984,136	11,383,400	11,839,162	22,735,888
Total operating revenue	<u>39,008,094</u>	<u>57,477,823</u>	<u>485,165,676</u>	<u>498,831,626</u>
Operating expenses:				
Salaries and wages	14,728,428	14,035,384	157,699,250	145,894,157
Compensated absences	2,933,549	3,046,476	26,509,506	26,412,643
Employee benefits	7,428,676	5,374,048	72,783,553	71,728,580
Supplies, food, and linen	6,226,309	5,740,656	62,019,123	57,109,778
Purchased department functions	3,953,150	3,196,180	32,513,734	30,764,232
Medical fees	(2,326,614)	1,933,235	13,263,607	17,341,404
Other fees	1,572,439	1,007,829	14,692,076	10,463,954
Depreciation	1,825,421	1,739,797	17,926,148	16,962,312
All other expense	1,425,817	1,120,618	12,085,352	11,385,917
Total operating expenses	<u>37,767,175</u>	<u>37,194,223</u>	<u>409,492,349</u>	<u>388,062,977</u>
Income from operations	<u>1,240,919</u>	<u>20,283,600</u>	<u>75,673,327</u>	<u>110,768,649</u>
Non-operating income:				
Donations	166,667	166,667	2,166,667	1,670,867
Property taxes	333,333	333,333	3,333,333	3,333,333
Investment income	2,793,943	1,153,096	2,934,168	4,851,281
Taxes and licenses	0	(29,074)	0	(29,074)
Income from subsidiaries	(3,124,408)	(1,296,160)	(34,716,568)	(23,006,203)
Total non-operating income	<u>169,535</u>	<u>327,862</u>	<u>(26,282,400)</u>	<u>(13,179,796)</u>
Operating and non-operating income	1,410,454	20,611,462	49,390,927	97,588,854
Net assets to begin	<u>793,787,372</u>	<u>711,402,085</u>	<u>745,806,898</u>	<u>634,424,694</u>
Net assets to end	<u>\$ 795,197,825</u>	<u>\$ 732,013,548</u>	<u>\$ 795,197,825</u>	<u>\$ 732,013,548</u>
Net income excluding non-recurring items	\$ 1,410,454	\$ 14,010,030	\$ 41,609,783	\$ 90,757,048
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>0</u>	<u>6,601,432</u>	<u>7,781,144</u>	<u>6,831,806</u>
Operating and non-operating income	<u>\$ 1,410,454</u>	<u>\$ 20,611,462</u>	<u>\$ 49,390,927</u>	<u>\$ 97,588,854</u>

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

	Month of April,		Ten months ended April 30,	
	current year	prior year	current year	prior year
Detail of other operating income:				
Dietary revenue	\$ 129,968	\$ 55,166	\$ 1,326,455	\$ 1,571,560
Discounts and scrap sale	15,559	952	770,777	1,375,915
Sale of products and services	141,281	7,686	320,371	134,433
Clinical trial fees	7,282	0	109,426	0
Stimulus Funds	0	10,941,377	0	10,941,377
Rental income	152,065	137,694	1,595,685	1,427,967
Other	537,981	240,525	7,716,448	7,284,636
	<u>\$ 984,136</u>	<u>\$ 11,383,400</u>	<u>\$ 11,839,162</u>	<u>\$ 22,735,888</u>
Detail of investment income:				
Bank and payor interest	\$ 90,102	\$ 235,719	\$ 1,160,273	\$ 2,436,129
Income from investments	(474,094)	917,377	(1,442,533)	2,408,496
Gain or loss on property and equipment	3,177,935	0	3,216,429	6,657
	<u>\$ 2,793,943</u>	<u>\$ 1,153,096</u>	<u>\$ 2,934,168</u>	<u>\$ 4,851,281</u>
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (111,611)	\$ 1,946,784	\$ (1,791,440)	\$ 286,597
Neurological Clinic	(179,365)	(66,322)	(795,041)	(712,399)
Palliative Care Clinic	(97,409)	(40,195)	(783,339)	(547,249)
Surgery Clinic	(202,085)	(14,731)	(1,702,499)	(1,055,021)
Infectious Disease Clinic	(10,602)	(37,824)	(270,088)	(262,885)
Endocrinology Clinic	(154,951)	(174,512)	(1,758,812)	(1,433,008)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(530,408)	(501,921)	(4,816,947)	(4,430,997)
OB/GYN Clinic	(470,386)	(124,613)	(3,577,435)	(1,825,984)
PrimeCare Medical Group	(983,978)	(928,558)	(8,651,433)	(6,295,099)
Oncology Clinic	(201,742)	(319,115)	(2,667,006)	(2,273,349)
Cardiac Surgery	(172,771)	(130,944)	(1,638,223)	(1,102,196)
Sleep Center	(62,888)	(69,676)	(579,583)	(730,538)
Rheumatology	(82,760)	(101,556)	(537,205)	(303,260)
Precision Ortho MDs	458,487	(418,237)	(2,827,312)	(2,866,702)
Precision Ortho-MRI	78	(9,084)	(1,492)	(19,762)
Precision Ortho-PT	(51,248)	(49,471)	(490,589)	(98,965)
Dermatology	(27,014)	(9,042)	(304,373)	(163)
Hospitalists	0	0	0	0
Behavioral Health	(78,949)	(54,474)	(753,354)	(505,840)
Pediatric Diabetes	(29,766)	(41,359)	(335,569)	(325,676)
Neurosurgery	4,443	(25,047)	(255,618)	(197,926)
Multi-Specialty-RR	11,300	(8,060)	45,611	107,166
Radiology	(238,292)	0	(1,994,263)	0
Salinas Family Practice	(16,529)	0	(30,511)	0
Total SVMC	(3,228,446)	(1,177,956)	(36,516,521)	(24,593,256)
Doctors on Duty	69,000	(389,532)	196,825	(56,808)
Assisted Living	(4,685)	(9,614)	(66,031)	(57,836)
Salinas Valley Imaging	0	15,674	(19,974)	35,578
Vantage Surgery Center	33,310	(29,478)	210,071	133,937
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	256,805	(84,476)	1,049,476	1,130,491
Aspire/CHI/Coastal	(308,966)	292,487	(369,545)	(117,756)
Apex	(583)	(63,314)	69,948	46,564
21st Century Oncology	6,713	148,273	(49,803)	308,131
Monterey Bay Endoscopy Center	52,443	1,777	778,986	164,752
	<u>\$ (3,124,408)</u>	<u>\$ (1,296,160)</u>	<u>\$ (34,716,568)</u>	<u>\$ (23,006,203)</u>

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

	Current year	Prior year
A S S E T S		
Current assets:		
Cash and cash equivalents	\$ 319,601,383	\$ 293,279,167
Patient accounts receivable, net of estimated uncollectibles of \$19,179,565	73,262,199	63,426,231
Supplies inventory at cost	8,354,961	7,402,360
Other current assets	9,385,757	8,486,038
Total current assets	410,604,300	372,593,795
Assets whose use is limited or restricted by board	141,155,312	127,184,754
Capital assets:		
Land and construction in process	41,211,080	65,007,168
Other capital assets, net of depreciation	210,546,400	191,145,963
Total capital assets	251,757,480	256,153,130
Other assets:		
Investment in Securities	148,333,295	145,674,324
Investment in SVMC	10,907,131	11,570,317
Investment in Aspire/CHI/Coastal	4,264,404	4,766,439
Investment in other affiliates	24,897,312	21,285,626
Net pension asset	4,301,296	3,045,033
Total other assets	192,703,438	186,341,739
Deferred pension outflows	83,379,890	62,468,517
	\$ 1,079,600,420	\$ 1,004,741,935
 LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 52,118,232	\$ 54,847,039
Due to third party payers	73,745,527	75,840,874
Current portion of self-insurance liability	17,417,524	16,922,002
Total current liabilities	143,281,283	147,609,915
Long term portion of workers comp liability	14,780,976	16,189,004
Total liabilities	158,062,259	163,798,919
Pension liability	126,340,336	108,929,468
Net assets:		
Invested in capital assets, net of related debt	251,757,480	256,153,130
Unrestricted	543,440,345	475,860,418
Total net assets	795,197,825	732,013,548
	\$ 1,079,600,420	\$ 1,004,741,935

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

	Month of April,				Ten months ended April 30,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 196,961,162	\$ 187,590,865	9,370,297	5.00%	\$ 1,933,060,650	\$ 1,714,004,566	219,056,084	12.78%
Deductions from revenue	158,937,204	143,177,208	15,759,996	11.01%	1,459,734,136	1,302,285,851	157,448,285	12.09%
Net patient revenue	38,023,958	44,413,658	(6,389,700)	-14.39%	473,326,514	411,718,715	61,607,799	14.96%
Other operating revenue	984,136	919,590	64,546	7.02%	11,839,162	9,195,896	2,643,266	28.74%
Total operating revenue	39,008,094	45,333,247	(6,325,153)	-13.95%	485,165,676	420,914,610	64,251,066	15.26%
Operating expenses:								
Salaries and wages	14,728,428	15,094,242	(365,814)	-2.42%	157,699,250	142,249,359	15,449,891	10.86%
Compensated absences	2,933,549	2,332,342	601,207	25.78%	26,509,506	26,579,646	(70,140)	-0.26%
Employee benefits	7,428,676	7,899,753	(471,077)	-5.96%	72,783,553	73,915,348	(1,131,795)	-1.53%
Supplies, food, and linen	6,226,309	5,321,989	904,320	16.99%	62,019,123	51,074,339	10,944,784	21.43%
Purchased department functions	3,953,150	3,115,228	837,922	26.90%	32,513,734	31,093,676	1,420,058	4.57%
Medical fees	(2,326,614)	1,678,265	(4,004,879)	-238.63%	13,263,607	16,950,129	(3,686,522)	-21.75%
Other fees	1,572,439	824,350	748,089	90.75%	14,692,076	8,442,123	6,249,953	74.03%
Depreciation	1,825,421	1,789,255	36,166	2.02%	17,926,148	17,892,553	33,595	0.19%
All other expense	1,425,817	1,387,859	37,958	2.73%	12,085,352	14,021,852	(1,936,500)	-13.81%
Total operating expenses	37,767,175	39,443,284	(1,676,109)	-4.25%	409,492,349	382,219,026	27,273,323	7.14%
Income from operations	1,240,919	5,889,964	(4,649,045)	-78.93%	75,673,327	38,695,585	36,977,742	95.56%
Non-operating income:								
Donations	166,667	166,667	0	0.00%	2,166,667	1,666,666	500,001	30.00%
Property taxes	333,333	333,333	(0)	0.00%	3,333,333	3,333,333	(0)	0.00%
Investment income	2,793,943	160,094	2,633,850	1645.19%	2,934,168	1,600,935	1,333,233	83.28%
Income from subsidiaries	(3,124,408)	(3,999,365)	874,957	-21.88%	(34,716,568)	(38,544,634)	3,828,066	-9.93%
Total non-operating income	169,535	(3,339,272)	3,508,807	-105.08%	(26,282,400)	(31,943,699)	5,661,300	-17.72%
Operating and non-operating income	\$ 1,410,454	\$ 2,550,692	(1,140,238)	-44.70%	\$ 49,390,927	\$ 6,751,885	42,639,042	631.51%

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Apr and ten months to date

	Month of Apr		Ten months to date		Variance
	2020	2021	2019-20	2020-21	
<u>NEWBORN STATISTICS</u>					
Medi-Cal Admissions	55	36	455	428	(27)
Other Admissions	112	94	1,091	945	(146)
Total Admissions	167	130	1,546	1,373	(173)
Medi-Cal Patient Days	77	63	728	653	(75)
Other Patient Days	173	142	1,844	1,532	(312)
Total Patient Days of Care	250	205	2,572	2,185	(387)
Average Daily Census	8.3	6.8	8.5	7.2	(1.3)
Medi-Cal Average Days	1.6	1.8	1.7	1.6	(0.1)
Other Average Days	0.7	1.6	1.7	1.6	(0.1)
Total Average Days Stay	1.6	1.6	1.7	1.6	(0.1)
<u>ADULTS & PEDIATRICS</u>					
Medicare Admissions	260	313	3,779	3,180	(599)
Medi-Cal Admissions	264	214	2,510	2,340	(170)
Other Admissions	401	280	3,196	2,778	(418)
Total Admissions	925	807	9,485	8,298	(1,187)
Medicare Patient Days	1,176	1,359	16,544	1,344	(15,200)
Medi-Cal Patient Days	1,005	1,012	10,837	1,048	(9,789)
Other Patient Days	863	894	9,767	33,992	24,225
Total Patient Days of Care	3,044	3,265	37,148	36,384	(764)
Average Daily Census	101.5	108.8	122.2	119.7	(2.5)
Medicare Average Length of Stay	4.4	4.0	4.4	0.4	(3.9)
Medi-Cal Average Length of Stay	4.0	4.0	3.7	0.4	(3.3)
Other Average Length of Stay	2.2	2.4	2.3	9.2	6.9
Total Average Length of Stay	3.4	3.4	3.4	3.7	0.4
Deaths	22	34	258	382	124
Total Patient Days	3,294	3,470	39,720	38,569	(1,151)
Medi-Cal Administrative Days	1	0	67	165	98
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	1	0	67	165	98
Percent Non-Acute	0.03%	0.00%	0.17%	0.43%	0.26%

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Apr and ten months to date

	Month of Apr		Ten months to date		Variance
	2020	2021	2019-20	2020-21	
<u>PATIENT DAYS BY LOCATION</u>					
Level I	228	247	2,848	2,656	(192)
Heart Center	348	342	3,525	3,404	(121)
Monitored Beds	688	473	8,762	8,095	(667)
Single Room Maternity/Obstetrics	380	317	4,066	3,441	(625)
Med/Surg - Cardiovascular	466	679	7,302	7,368	66
Med/Surg - Oncology	270	245	2,546	1,716	(830)
Med/Surg - Rehab	335	374	4,041	4,299	258
Pediatrics	68	69	1,043	957	(86)
Nursery	250	205	2,572	2,185	(387)
Neonatal Intensive Care	195	161	1,236	1,315	79
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	58.46%	63.33%	71.83%	66.99%	
Heart Center	77.33%	76.00%	77.05%	74.40%	
Monitored Beds	84.94%	58.40%	106.40%	98.30%	
Single Room Maternity/Obstetrics	34.23%	28.56%	36.03%	30.49%	
Med/Surg - Cardiovascular	34.52%	50.30%	53.20%	53.68%	
Med/Surg - Oncology	69.23%	62.82%	64.21%	43.28%	
Med/Surg - Rehab	42.95%	47.95%	50.96%	54.21%	
Med/Surg - Observation Care Unit	0.00%	70.20%	0.00%	60.42%	
Pediatrics	12.59%	12.78%	19.00%	17.43%	
Nursery	50.51%	41.41%	25.55%	21.71%	
Neonatal Intensive Care	59.09%	48.79%	36.84%	39.20%	

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Apr and ten months to date

	<u>Month of Apr</u>		<u>Ten 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	155	127	1,519	1,357	(162)
C-Section deliveries	52	50	481	431	(50)
Percent of C-section deliveries	33.55%	39.37%	31.67%	31.76%	0.10%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	16,964	20,061	217,518	199,610	(17,908)
Out-Patient Operating Minutes	14,824	27,494	254,974	226,910	(28,064)
Total	31,788	47,555	472,492	426,520	(45,972)
Open Heart Surgeries	11	12	116	115	(1)
In-Patient Cases	124	150	1,634	1,422	(212)
Out-Patient Cases	158	275	2,678	2,422	(256)
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	21	25	299	323	24
High Risk	441	418	6,090	4,981	(1,109)
More Than One Resource	1,466	2,350	25,781	21,322	(4,459)
One Resource	1,035	1,078	15,213	12,052	(3,161)
No Resources	31	34	476	361	(115)
Total	<u>2,994</u>	<u>3,905</u>	<u>47,859</u>	<u>39,039</u>	<u>(8,820)</u>

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Apr and ten months to date

	Month of Apr		Ten months to date		Variance
	2020	2021	2019-20	2020-21	
CENTRAL SUPPLY					
In-patient requisitions	12,261	14,775	148,284	148,817	533
Out-patient requisitions	7,289	10,270	102,101	96,828	-5,273
Emergency room requisitions	1,158	1,460	28,328	15,389	-12,939
Interdepartmental requisitions	5,848	5,934	69,986	68,237	-1,749
Total requisitions	<u>26,556</u>	<u>32,439</u>	<u>348,699</u>	<u>329,271</u>	<u>-19,428</u>
LABORATORY					
In-patient procedures	27,889	32,828	342,626	355,343	12,717
Out-patient procedures	7,463	12,074	100,639	110,406	9,767
Emergency room procedures	5,272	9,222	97,008	87,254	-9,754
Total patient procedures	<u>40,624</u>	<u>54,124</u>	<u>540,273</u>	<u>553,003</u>	<u>12,730</u>
BLOOD BANK					
Units processed	<u>255</u>	<u>266</u>	<u>2,838</u>	<u>2,858</u>	<u>20</u>
ELECTROCARDIOLOGY					
In-patient procedures	775	909	10,264	9,302	-962
Out-patient procedures	259	399	4,510	3,971	-539
Emergency room procedures	576	901	9,154	8,768	-386
Total procedures	<u>1,610</u>	<u>2,209</u>	<u>23,928</u>	<u>22,041</u>	<u>-1,887</u>
CATH LAB					
In-patient procedures	71	83	836	765	-71
Out-patient procedures	61	83	838	846	8
Emergency room procedures	0	0	0	1	1
Total procedures	<u>132</u>	<u>166</u>	<u>1,674</u>	<u>1,612</u>	<u>-62</u>
ECHO-CARDIOLOGY					
In-patient studies	239	310	2,996	2,962	-34
Out-patient studies	85	206	1,877	1,836	-41
Emergency room studies	2	0	14	18	4
Total studies	<u>326</u>	<u>516</u>	<u>4,887</u>	<u>4,816</u>	<u>-71</u>
NEURODIAGNOSTIC					
In-patient procedures	171	148	1,732	1,558	-174
Out-patient procedures	17	24	215	240	25
Emergency room procedures	0	0	1	0	-1
Total procedures	<u>188</u>	<u>172</u>	<u>1,948</u>	<u>1,798</u>	<u>-150</u>

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Apr and ten months to date

	Month of Apr		Ten months to date		Variance
	2020	2021	2019-20	2020-21	
SLEEP CENTER					
In-patient procedures	0	0	0	1	1
Out-patient procedures	47	187	1,887	1,892	5
Emergency room procedures	0	0	0	0	0
Total procedures	47	187	1,887	1,893	6
RADIOLOGY					
In-patient procedures	1,178	1,128	13,261	13,360	99
Out-patient procedures	400	474	4,328	5,657	1,329
Emergency room procedures	716	1,050	13,833	10,867	-2,966
Total patient procedures	2,294	2,652	31,422	29,884	-1,538
MAGNETIC RESONANCE IMAGING					
In-patient procedures	103	122	1,323	1,249	-74
Out-patient procedures	57	132	815	1,380	565
Emergency room procedures	6	5	101	103	2
Total procedures	166	259	2,239	2,732	493
MAMMOGRAPHY CENTER					
In-patient procedures	693	3,168	33,068	30,354	-2,714
Out-patient procedures	690	3,145	32,950	30,168	-2,782
Emergency room procedures	0	0	7	3	-4
Total procedures	1,383	6,313	66,025	60,525	-5,500
NUCLEAR MEDICINE					
In-patient procedures	11	16	179	130	-49
Out-patient procedures	55	97	820	738	-82
Emergency room procedures	2	0	6	7	1
Total procedures	68	113	1,005	875	-130
PHARMACY					
In-patient prescriptions	70,658	77,825	880,653	878,283	-2,370
Out-patient prescriptions	11,556	16,267	159,582	144,694	-14,888
Emergency room prescriptions	3,427	5,606	73,809	52,846	-20,963
Total prescriptions	85,641	99,698	1,114,044	1,075,823	-38,221
RESPIRATORY THERAPY					
In-patient treatments	14,180	11,890	158,834	201,490	42,656
Out-patient treatments	224	439	5,215	4,621	-594
Emergency room treatments	82	150	3,936	1,689	-2,247
Total patient treatments	14,486	12,479	167,985	207,800	39,815
PHYSICAL THERAPY					
In-patient treatments	2,172	2,407	24,253	23,213	-1,040
Out-patient treatments	130	256	2,560	2,591	31
Emergency room treatments	0	0	0	0	0
Total treatments	2,302	2,663	26,813	25,804	-1,009

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
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	Month of Apr		Ten months to date		Variance
	2020	2021	2019-20	2020-21	
OCCUPATIONAL THERAPY					
In-patient procedures	1,345	1,653	14,538	14,281	-257
Out-patient procedures	90	142	1,239	1,273	34
Emergency room procedures	0	0	0	0	0
Total procedures	<u>1,435</u>	<u>1,795</u>	<u>15,777</u>	<u>15,554</u>	<u>-223</u>
SPEECH THERAPY					
In-patient treatments	376	460	3,739	3,953	214
Out-patient treatments	26	27	241	279	38
Emergency room treatments	0	0	2	0	-2
Total treatments	<u>402</u>	<u>487</u>	<u>3,982</u>	<u>4,232</u>	<u>250</u>
CARDIAC REHABILITATION					
In-patient treatments	0	0	1	0	-1
Out-patient treatments	373	526	4,591	4,241	-350
Emergency room treatments	0	0	0	1	1
Total treatments	<u>373</u>	<u>526</u>	<u>4,592</u>	<u>4,242</u>	<u>-350</u>
CRITICAL DECISION UNIT					
Observation hours	<u>259</u>	<u>356</u>	<u>3,020</u>	<u>2,818</u>	<u>-202</u>
ENDOSCOPY					
In-patient procedures	80	106	899	948	49
Out-patient procedures	62	33	365	242	-123
Emergency room procedures	0	0	0	0	0
Total procedures	<u>142</u>	<u>139</u>	<u>1,264</u>	<u>1,190</u>	<u>-74</u>
C.T. SCAN					
In-patient procedures	480	600	6,235	5,537	-698
Out-patient procedures	314	389	2,690	4,860	2,170
Emergency room procedures	306	524	5,733	4,646	-1,087
Total procedures	<u>1,100</u>	<u>1,513</u>	<u>14,658</u>	<u>15,043</u>	<u>385</u>
DIETARY					
Routine patient diets	14,440	16,469	192,709	164,129	-28,580
Meals to personnel	18,703	19,525	243,870	202,351	-41,519
Total diets and meals	<u>33,143</u>	<u>35,994</u>	<u>436,579</u>	<u>366,480</u>	<u>-70,099</u>
LAUNDRY AND LINEN					
Total pounds laundered	<u>81,215</u>	<u>93,920</u>	<u>1,233,184</u>	<u>994,239</u>	<u>-238,945</u>

PUBLIC INPUT

CLOSED SESSION

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

*RECONVENE OPEN SESSION/
REPORT ON CLOSED SESSION*

*ADJOURNMENT – THE JUNE 2021
QUALITY AND EFFICIENT
PRACTICES COMMITTEE MEETING IS
SCHEDULED FOR MONDAY,
JUNE 21, 2021, AT 8:30 A.M.*