

September 23, 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 **FINANCE COMMITTEE – COMMITTEE OF THE WHOLE** of the Salinas Valley Memorial Healthcare System will be held **MONDAY, SEPTEMBER 27, 2021, AT 12:00 P.M., IN THE DOWNING RESOURCE CENTER, ROOMS A, B & C AT 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: Richard Turner – Chair; Juan Cabrera – Vice Chair; Pete Delgado – President/Chief Executive Officer; Augustine Lopez – Chief Financial Officer; Clement Miller – Chief Operating Officer; Harry Wardwell – Community Member; Michael Wilson – Community Member; and Orlando Rodriguez, M.D. – Medical Staff Member

**FINANCE COMMITTEE MEETING – SEPTEMBER 2021
COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**MONDAY, SEPTEMBER 27, 2021
12:00 P.M. – DOWNING RESOURCE CENTER, ROOMS A, B & C
SALINAS VALLEY MEMORIAL HOSPITAL
450 E. ROMIE LANE, SALINAS, CALIFORNIA
OR BY PHONE OR VIDEO
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AGENDA

1. Approval of Minutes from the Finance Committee Meeting of August 23, 2021 (DELGADO)
 - Motion/Second
 - Action by Committee/Roll Call Vote
2. Financial and Statistical Review (LOPEZ)
3. 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.
4. Closed Session
(See Attached Closed Session Sheet information)
5. Reconvene Open Session/Report on Closed Session
6. Adjournment – The October 2021 Finance Committee Meeting is scheduled for **Monday, October 25, 2021, at 12:00 p.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.

FINANCE 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): Trade Secrets/New Programs-Services

Estimated date of public disclosure: (Specify month and year): Not known

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):

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 AUGUST 2021 FINANCE COMMITTEE MEETING
COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**MONDAY, AUGUST 23, 2021
12:00 P.M. – DOWNING RESOURCE CENTER, ROOMS A, B & C
SALINAS VALLEY MEMORIAL HOSPITAL
450 E. ROMIE LANE, SALINAS, CALIFORNIA
OR BY PHONE OR VIDEO
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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: Richard Turner, Chair; Juan Cabrera, Vice Chair; Michael Wilson, Harry Wardwell, Pete Delgado by teleconference, Clement Miller and Augustine Lopez, in person.

Committee Member Absent: Orlando Rodriguez, MD

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

Also Present: Adrienne Laurent, Clint Hoffman, Judi Melton, Renee Jaenicke, Natalie James, Scott Cleveland, Vanessa Irwin-Nieto, Rosalia Madrigal, Derek Ames, in person; Michelle Childs, Audrey Parks, Rolf Norman, by teleconference.

A quorum was present and the meeting was called to order at 12:04 p.m. by Richard Turner, Committee Chair.

**APPROVAL OF MINUTES FROM THE FINANCE COMMITTEE MEETING OF
JULY 19, 2021**

Pete Delgado, President/Chief Executive Officer, recommended the Finance Committee approve the minutes of the Finance Committee Meeting of July 19, 2021. This information was included in the Committee packet.

No Public Comment.

MOTION: The Finance Committee approves the minutes of the Finance Committee Meeting of July 19, 2021, as presented. Moved/Seconded/Roll Call Vote: Ayes: Turner, Cabrera, Delgado, Lopez, Miller, Wilson, Wardwell; Noes: None; Abstentions: None; Absent: Rodriguez; Motion Carried.

**CONSIDER RECOMMENDATION FOR BOARD APPROVAL OF HEALTHCARE
SECURITY SERVICES (HSS) CONTRACT RENEWAL**

Clement Miller, Chief Operating Officer, reported that Salinas Valley Memorial Healthcare System is looking to renew the HSS Inc., service agreement for one year. The contract has a 4% increase which we have had for the last couple of years. Mr. Miller noted that one of the

changes that is included in the contract is to internalize the leadership of the Security Department, this allows us to expand the work that our Security team oversees on an ongoing basis.

HSS provides security services to patrol the hospital parameters, hospital parking enforcement, SVMH off-sites, and patrols the employee off-site parking lot on Spicer Street (Blue lot). HSS also provides valet services for hospital patients and visitors. The valet services is needed to alleviate the parking burden imposed on all hospital patients and visitors to help improve the SVMH patient experience. On-site 24/7 security patrolling services is crucial to ensure the safety of patients, staff and visitors. In addition to patrolling, HSS will assist with various services as noted in the contract. This information was included in the Committee packet.

Executive Leadership is requesting that the Finance Committee recommend Board approval to renew the Security and Valet Services Agreement between Salinas Valley Memorial Healthcare System and HSS, Inc., in the amount of \$2,275,841 for the 1 year term.

No Public Comment.

MOTION: The Finance Committee recommends that the Board of Directors approve the renewal of the Security and Valet Services Agreement between Salinas Valley Memorial Healthcare System and HSS, Inc., in the amount of \$2,275,841 for a 1 year term, as presented. Moved/Seconded/Roll Call Vote: Ayes: Turner, Cabrera, Delgado, Lopez, Miller, Wilson, Wardwell; Noes: None; Abstentions: None; Absent: Rodriguez; Motion Carried.

CONSIDER RECOMMENDATION FOR BOARD APPROVAL OF HEALTHSTREAM (LEARNING MANAGEMENT SYSTEM) CONTRACT RENEWAL

Clement Miller, Chief Operating Officer and Vanessa Irwin-Nieto, Director of Education and Clinical Informatics reported on the recommendation for board approval of the contract renewal for HealthStream (Learning Management System). Ms. Irwin-Nieto reported HealthStream's (Learning Management System) primary agreement is due for renewal and is a learning platform for annual regulatory modules that leverage HealthStream for a variety of other tools. The annual cost of the contract is \$91,543.90 for the term of five years in the total amount of \$457,719.50. This renewal will include some additional products and a longer term agreement that SVMH could benefit a cost savings. This information was included in the Committee packet.

Executive Leadership is requesting that the Finance Committee recommend Board approval to renew the HealthStream (Learning Management System) contract for the term of five years in the total amount of \$457,719.50.

No Public Comment.

MOTION: The Finance Committee recommends that the Board of Directors approve the renewal of the HealthStream (Learning Management System) Contract for the term of five years in the total amount of \$457,719.50, as presented. Moved/Seconded/Roll Call Vote: Ayes: Turner, Cabrera, Delgado, Lopez, Miller, Wilson, Wardwell; Noes: None; Abstentions: None; Absent: Rodriguez; Motion Carried.

CONSIDER RECOMMENDATION FOR BOARD APPROVAL TO CONTINUE MONTHLY TRANSFERS FROM OPERATING GENERAL ACCOUNT TO BOARD DESIGNATED RESTRICTED ACCOUNT

Augustine Lopez, Chief Financial Officer, reported that the purpose of a Board Designated Fund is to set aside funds that are restricted for hospital and related capital expenditures as approved by the Board of Directors.

Salinas Valley Memorial Healthcare System has been making monthly transfers of \$1,000,000 from the operating general account to Board-restricted investments in United States Treasury and various other investments since July 2012.

Executive Leadership is requesting that the Finance Committee recommend Board approval of the monthly transfers of \$1,000,000 for a total of 12 payments in the amount of 12,000,000 through fiscal year 2022.

No Public Comment.

MOTION: The Finance Committee recommends that the Board of Directors approve continuation of the monthly transfers of \$1,000,000 from Salinas Valley Memorial Healthcare System's operating general account to Board designated restricted account through fiscal year 2022, as presented. Moved/Seconded/Roll Call Vote: Ayes: Turner, Cabrera, Delgado, Lopez, Miller, Wilson, Wardwell; Noes: None; Abstentions: None; Absent: Rodriguez; Motion Carried.

REVIEW OF BALANCED SCORECARD FOR FY 2021 FINAL RESULTS

Augustine Lopez, Chief Financial Officer, reviewed the Balanced Scorecard for fiscal year 2021, final results, which provided an overview of the metrics and performance of the SVMHS organizational goals for Service, People, Quality, Finance, Growth, and Community. This information was included in the Committee packet.

FINANCIAL AND STATISTICAL REVIEW

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

Key highlights of the financial summary for June were: (1) consolidated income from operations was \$3.5 million with an operating margin of 6.3%, no normalizing items in July; (2) Inpatient Surgeries and Medicare Case Mix Index were higher than expected; (3) SVMH gross revenues were favorable to budget; (4) SVMH payor mix was unfavorable to budget; (5) SVMH total net patient revenues were favorable to budget; (6) patient volumes in infusion therapy, cardiology, radiology, surgery and other outpatient services were stronger than expected; (7) ER outpatient visits, total admissions, inpatient surgeries and outpatient observation cases were above budget, outpatient surgeries, average daily census and deliveries were below budget; (8) total acute average length of stay and Medicare average of length of stay CMI was favorable to budget; (9) worked FTEs were relatively on target and paid FTEs were unfavorable to budget; (10) open positions are being evaluated for the need to replace and to the extent of possible, being filled by shifting staff between departments as attrition occurs in order to align staffing to reduced volumes. (11) days cash on hand is 375 days; and (12) routine capital expenditures for the month of July totaled \$764,068.

Mr. Lopez noted that effective management on length of stay for all payors continues, despite higher acuity levels. Length of stay continues to perform exceptionally well thanks to physician leadership, hospitalists, physicians, case management and all the nurses that helped coordinate the care.

The case mix index for all discharges (with and without COVID) based on discharges for August 2020 thru July 2021 was also reviewed. There were 14 COVID-19 admissions for the month of July.

There was also stronger than expected outpatient volumes in infusion therapy, cardiology, radiology and various ancillary services (CT Scan, MRI, Cath Lab and Mammography) in the month of July 2021.

Richard Turner, Committee Chair, thanked the entire team for a job well done.

PUBLIC INPUT

None.

NO CLOSED SESSION

ADJOURNMENT

There being no other business, the meeting was adjourned at 12:51 p.m. The September 2021 Finance Committee Meeting is scheduled for **Monday, September 27, 2021 at 12:00 p.m.**

Richard Turner
Chair, Finance Committee

/rm

**RECOMMENDATIONS OF THE AUGUST 2021
FINANCE COMMITTEE MEETING
COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**August Committee Meeting
Meeting of August 23, 2021
To the Board of Directors**

1. **RECOMMEND BOARD APPROVAL OF HEALTHCARE SECURITY SERVICES (HSS) CONTRACT RENEWAL**

RECOMMENDATION: Recommends that the Board of Directors approve the renewal of the Security and Valet Service Agreement between Salinas Valley Memorial Healthcare System and Healthcare Security Services (HSS) in the amount of \$2,275,841 for the 1 year term, as presented.

2. **RECOMMEND BOARD APPROVAL OF HEALTHSTREAM (LEARNING MANAGEMENT SYSTEM) CONTRACT RENEWAL**

RECOMMENDATION: Recommends that the Board of Directors approve the renewal of the HealthStream (Learning Management System) Contract for the term of five years in the total amount of \$457,719.50, as presented.

3. **RECOMMEND BOARD APPROVAL TO CONTINUE MONTHLY TRANSFERS FROM OPERATING GENERAL ACCOUNT TO BOARD DESIGNATED RESTRICTED ACCOUNT**

RECOMMENDATION: Recommends that the Board of Directors approve continuation of making monthly transfers of \$1,000,000 from operating general account to Board designated restricted account through fiscal year 2022, as presented.

Financial Performance Review

August 2021

Augustine Lopez
Chief Financial Officer



Consolidated Financial Summary

For the Month of August 2021

Profit/Loss Statement

\$ in Millions	For the Month of August 2021					
			Variance fav (unfav)			
	Actual	Budget	\$VAR	%VAR		
Operating Revenue	\$ 58.9	\$ 53.3	\$ 5.6	10.5%		
Operating Expense	\$ 52.8	\$ 52.2	\$ (0.6)	-1.1%		
Income from Operations*	\$ 6.1	\$ 1.1	\$ 5.0	454.5%		
<i>Operating Margin %</i>	10.3%	2.1%	8.2%	390.48%		
Non Operating Income**	\$ 2.1	\$ 1.1	\$ 1.0	90.9%		
Net Income	\$ 8.2	\$ 2.2	\$ 6.0	272.7%		
<i>Net Income Margin %</i>	13.9%	4.1%	9.8%	239.0%		

*** Income from Operations includes:**

\$1.0M Improved cash collections on older aged commercial accounts

\$1.0M Total Normalizing Items, Net

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

Consolidated Financial Summary

For the Month of August 2021 - Normalized

Profit/Loss Statement

\$ in Millions	For the Month of August 2021				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 57.9	\$ 53.3	\$ 4.6	8.6%	
Operating Expense	\$ 52.8	\$ 52.2	\$ (0.6)	-1.1%	
Income from Operations	\$ 5.1	\$ 1.1	\$ 4.0	363.6%	
<i>Operating Margin %</i>	8.8%	2.1%	6.7%	319.0%	
Non Operating Income	\$ 2.1	\$ 1.1	\$ 1.0	90.9%	
Net Income	\$ 7.2	\$ 2.2	\$ 5.0	227.3%	
<i>Net Income Margin %</i>	12.4%	4.1%	8.3%	202.4%	

Favorable results due to:

- **Inpatient surgeries** above budget by 12%
- Higher than expected **Medicare Case Mix Index** (1.9)
- Continued effective management on **length of stay** for all payors, despite higher acuity levels
- Stronger than expected **outpatient volumes** in infusion therapy, cardiology, radiology, and various other ancillary services (MRI, Cath Lab, Mammography)
- Cost Savings Initiative: **Overall effective management of labor productivity** on a departmental unit of service basis

Consolidated Financial Summary

Year-to-Date August 2021

Profit/Loss Statement

\$ in Millions	FY 2021 YTD August				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 115.2	\$ 106.6	\$ 8.6	8.1%	
Operating Expense	\$ 104.3	\$ 104.4	\$ 0.1	0.1%	
Income from Operations	\$ 10.9	\$ 2.2	\$ 8.7	395.5%	
<i>Operating Margin %</i>	9.4%	2.1%	7.3%	347.6%	
Non Operating Income	\$ 2.8	\$ 2.2	\$ 0.6	27.3%	
Net Income	\$ 13.7	\$ 4.4	\$ 9.3	211.4%	
<i>Net Income Margin %</i>	11.8%	4.1%	7.7%	187.8%	

Favorable results due to:

- **Inpatient surgeries** consistently above budget
- Higher than expected **Medicare Case Mix Index** (1.9)
- Favorable collections on older aged commercial accounts
- Continued effective management on **length of stay** for all payors, despite higher acuity levels
- Stronger than expected **outpatient volumes** in infusion therapy, cardiology, radiology, and various other ancillary services (CT Scan, MRI, Cath Lab, Mammography)
- Cost Savings Initiative: **Overall effective management of labor productivity** on a departmental unit of service basis

SVMH Financial Highlights August 2021

Gross Revenues were favorable

- **Gross Revenues** were **4% favorable** to budget
- **IP gross revenues** were **< 1% unfavorable** to budget
 - **ED gross revenues** were **33% favorable** to budget
 - **OP gross revenues** were **3% favorable** to budget in the following areas:
 - Infusion Therapy
 - Other OP Pharmacy
 - Cardiology
 - Radiology
 - Other OP Services

- **Commercial:** **9% below** budget
- **Medicaid:** **7% above** budget
- **Medicare:** **12% above** budget

Payor Mix - **unfavorable** to budget

Total Normalized Net Patient Revenues were **\$49.5M**, which was **favorable** to budget by **\$3.8M** or **8.3%**

COVID Inpatient Discharge Cases Payor Mix Analysis September 2020 thru August 2021

Payor	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	July 21	Aug 21
Medicare	17	21	36	105	150	50	9	2	2	1	1	10
Medi-Cal	19	22	28	62	84	23	12	1	2	8	3	19
Commercial	22	10	27	48	53	13	5	5	2	1	9	14
Other		2	2	7	2	3	1	1			1	3
Grand Total	58	55	93	222	289	89	27	9	6	10	14	46

COVID Inpatient cases
Increase during
August compared to
prior month.

Note: COVID Criteria is based on any DX U07.1 diagnosis code

Financial Summary – August 2021



1) Strong Outpatient business:

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

2) ER Outpatient visits were above budget by 46% (1,341 visits)

3) Total admissions were 38 admits above budget

- ER admissions were 3% above budget (17 admits)
- ER admissions (including OB ED) were 84% of total acute admissions

4) Inpatient Surgeries were 12% (16 cases) above budget at 154

5) Total Acute ALOS was 8% favorable at 3.9 vs 4.2 days budgeted

6) Medicare Traditional ALOS CMI adjusted was 15% favorable at 2.1 days with a Case Mix Index of 1.9

7) OP Observation cases were 2% (4 cases) below budget at 152

8) Outpatient Surgeries were 23% (71 cases) below budget

9) Lower than expected Inpatient business:

- Average daily census was at 111, 4% below budget of 115

10) Deliveries were 7% (9 deliveries) below budget at 135

CMI – All Discharges (with & without COVID)

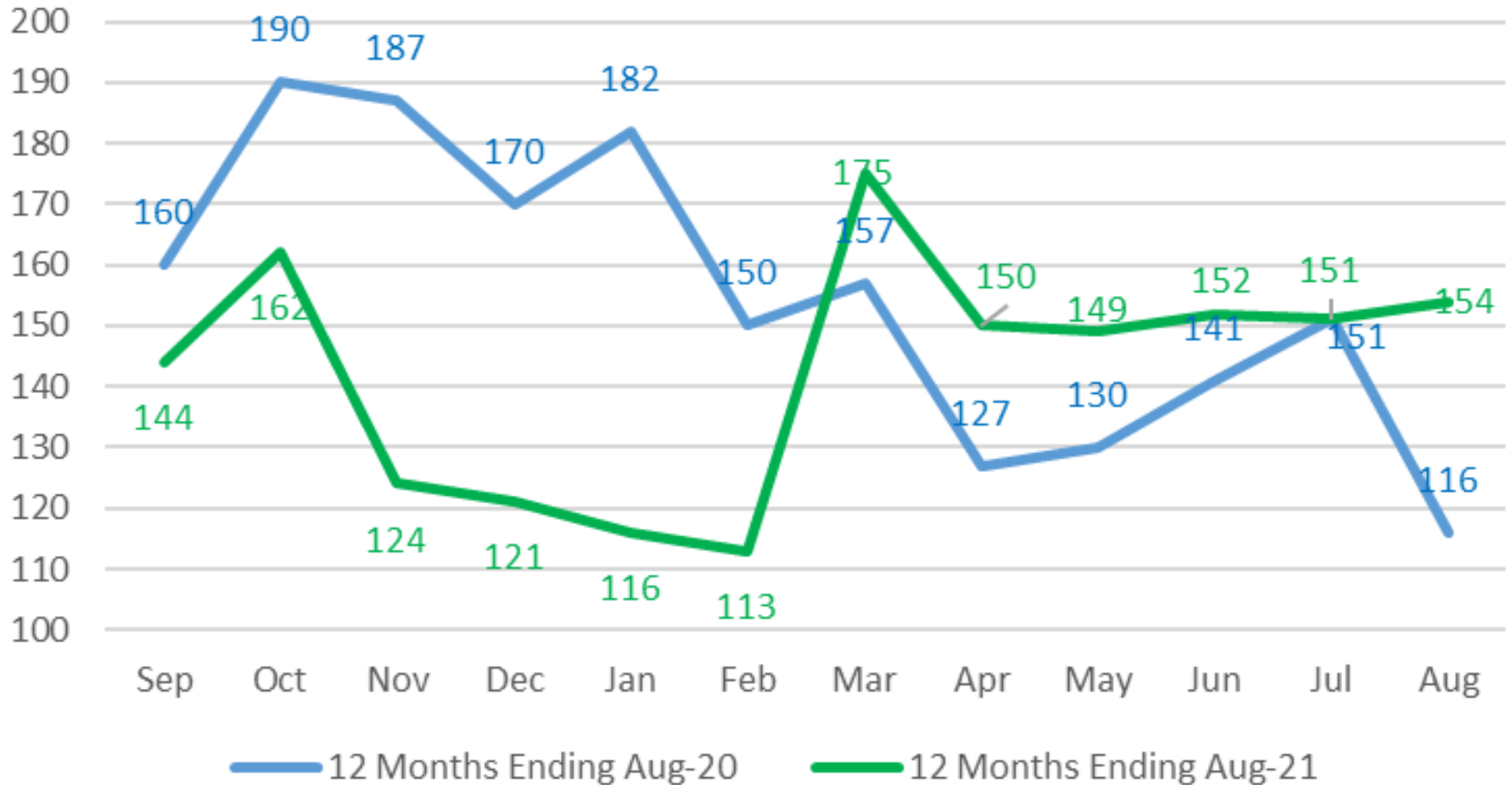
Based on Discharges

September 2020 thru August 2021

All Payors	All Discharges				COVID Discharges Only				Discharges Excluding COVID			
	Month	All Payor CMI	Discharges	ADC	ALOS	All Payor CMI	Discharges	ADC	ALOS	All Payor CMI	Discharges	ADC
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	853	121	4.4	2.15	222	45	6.2	1.62	631	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	1.77	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	826	100	3.6	2.04	10	2	5.9	1.63	816	98	3.6
7/31/2021	1.66	892	108	3.8	2.04	14	2	3.4	1.65	878	107	3.8
8/31/2021	1.67	869	107	3.8	2.12	46	8	5.4	1.64	823	99	3.7
Total	1.70	10,076	113	4.1	2.27	919	17	6.9	1.64	9,157	95	3.8

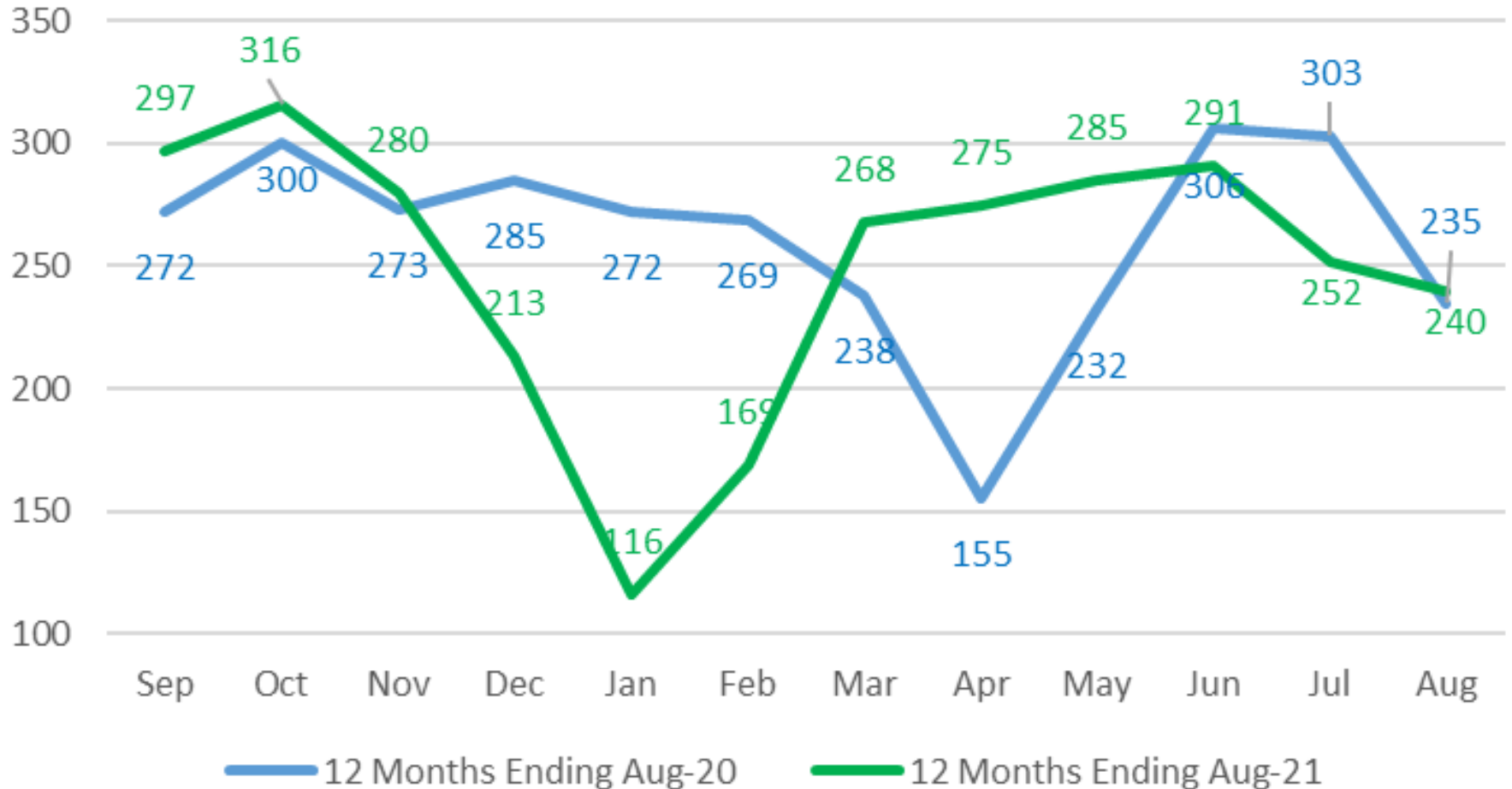
IP Surgery Cases – August 2021

IP Surgery Cases



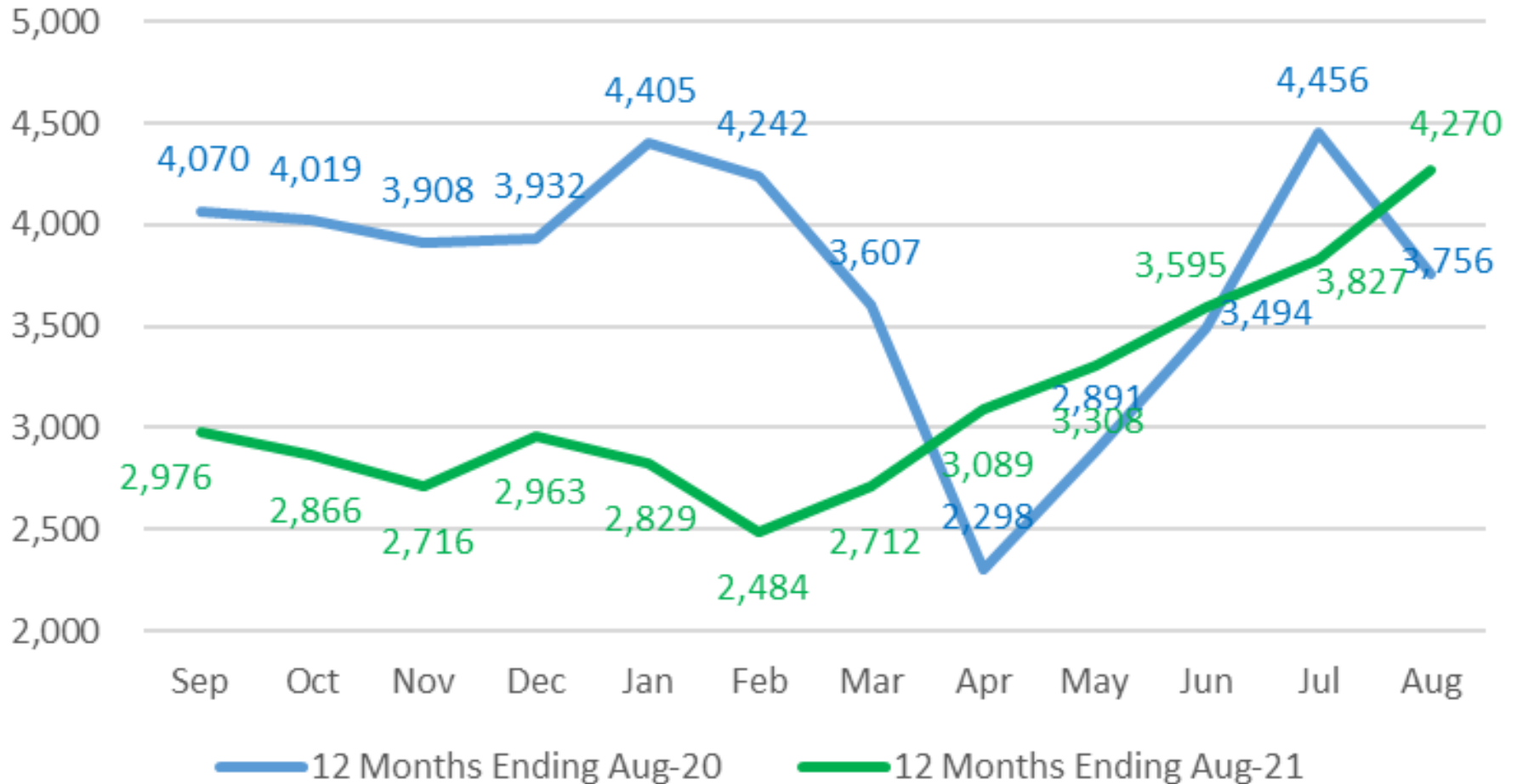
OP Surgery Cases – August 2021

OP Surgery Cases



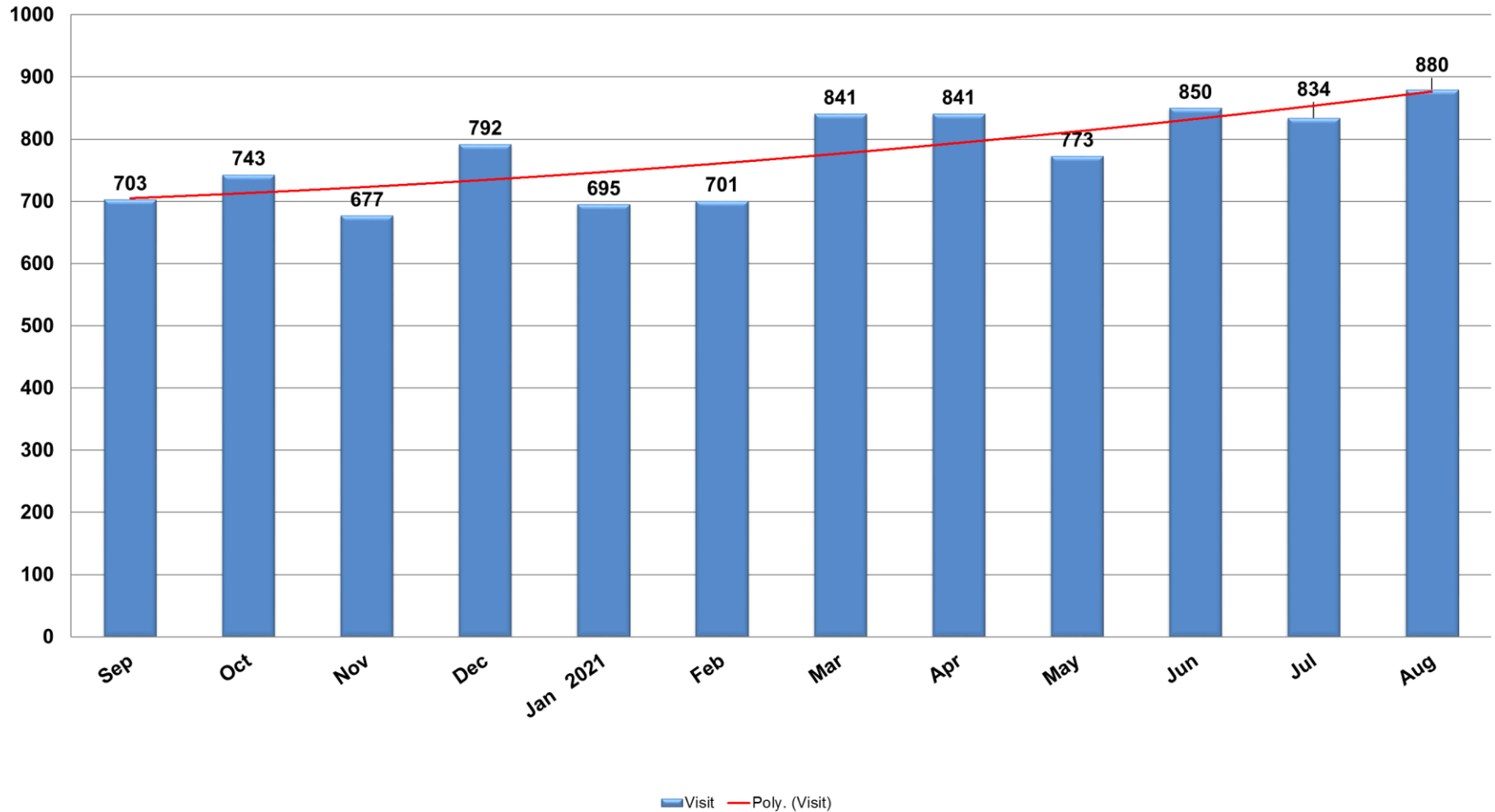
ER OP Visits – August 2021

ER OP Visits



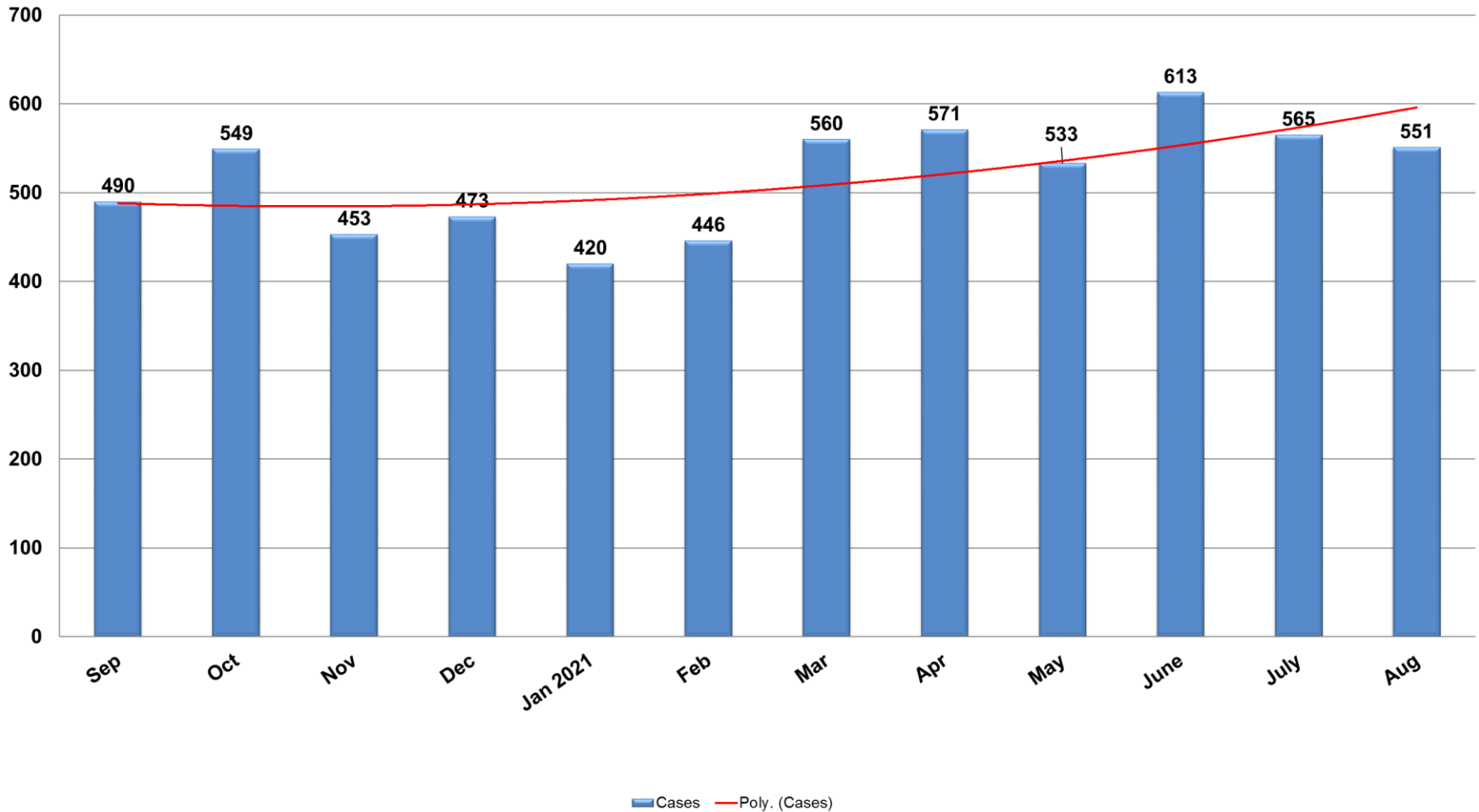
OP Infusion Service Line

OP Infusion - Rolling 12 Month Trend
(Includes Botox)
Sep 2020 thru Aug 2021



Cardiac Diagnostic O/P Center (CDOC)

CDOC Cases - Rolling 12 Month Trend
Sep 2020 thru Aug 2021

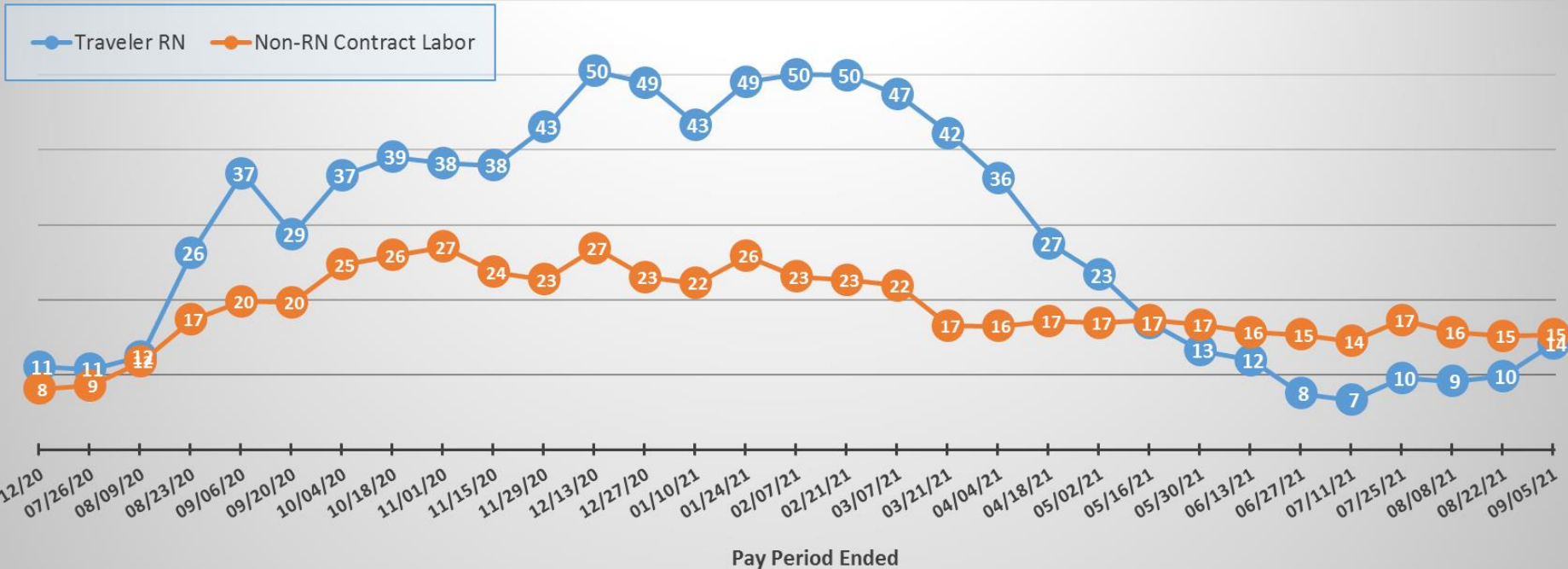


Labor Productivity – August 2021

- 1. Worked FTEs:** During the month of August, worked FTEs on a PAADC basis were on target at 6.72. *When reviewed on a unit by unit level, the variance was 20.4 FTE positive with the variance for salaries, wages and benefits valued at \$457k favorable. 12.5 FTE of this was driven by the Emergency Room which has seen recent volume increases while the staffing levels have been more difficult to rebound timely. Other variances were also driven by departments staying below the budget targets as we head into the new fiscal year.*
 - 2. Paid FTEs:** On a PAADC basis paid FTE were 2% unfavorable to budget at **7.93 actual vs. 7.84 budget**). As vacation use has come down from the peak in July, sick leave use has increased to offset some of the reduction. In the May/June timeframe we averaged approximately 65 FTE of sick time per pay period, in August this grew to 79 FTE. Even with the increase in PTO use, the total paid FTE stood at 1,681 in August which is down from 1,705 in April/May and 1,699 in June.
- ✓ *As stated earlier, open positions are being evaluated for the need to replace, and to the extent possible, being filled by shifting staff between departments as attrition occurs in order to align staffing to reduced volumes. This includes efforts to retrain staff to fill vacant positions.*

Contract Labor FTE By Pay Period

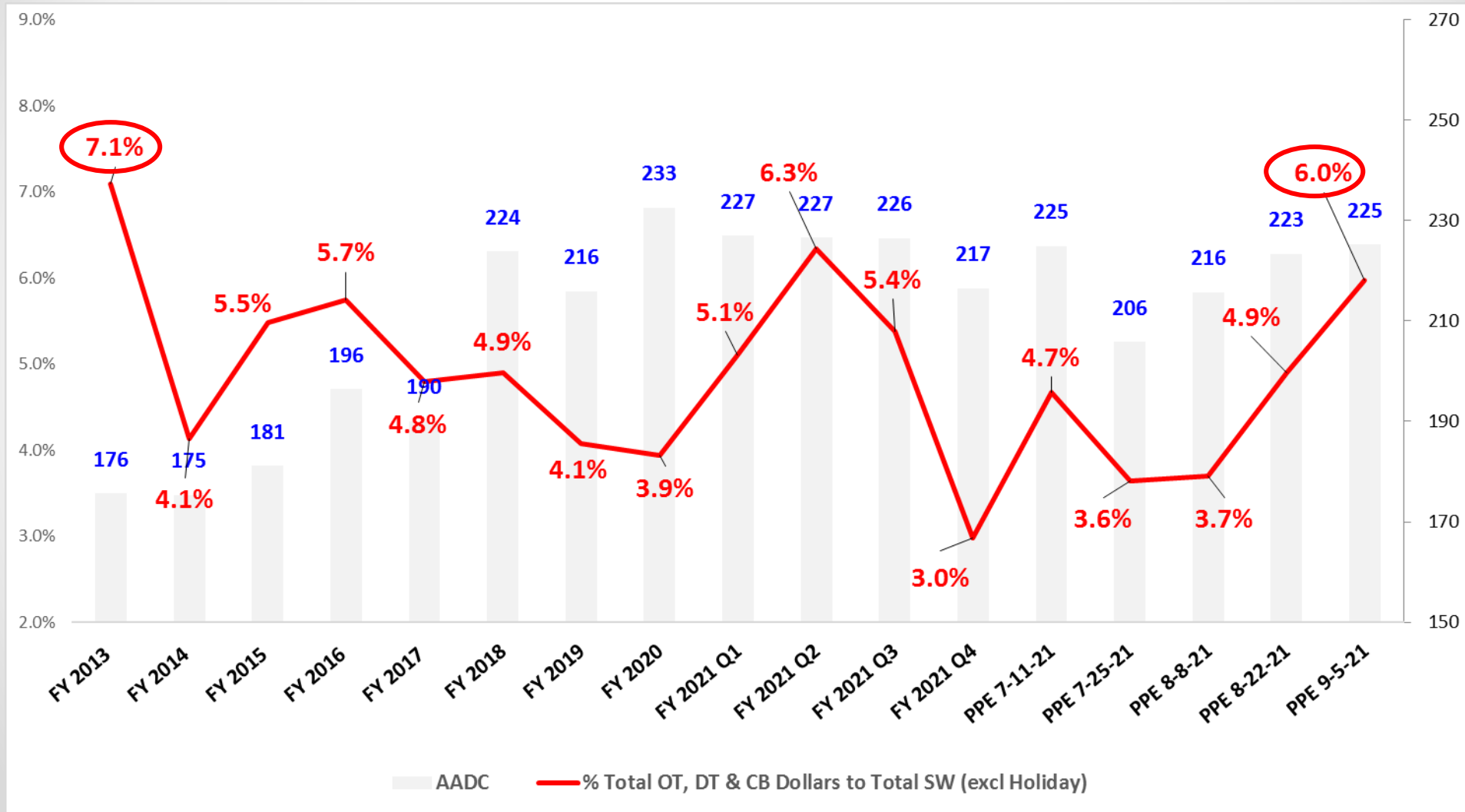
Contract Labor - FTE By Pay Period



Nursing contract labor FTE has been reduced significantly since the beginning of March. Non-RN contract labor has also declined significantly, and has been stable. There has been a slight uptick in the non-nursing category over the last month as staffing needs have required agency assistance.

% of Total OT, DT & CB Dollars to Total S&W

Updated Thru PPE 9-5-21



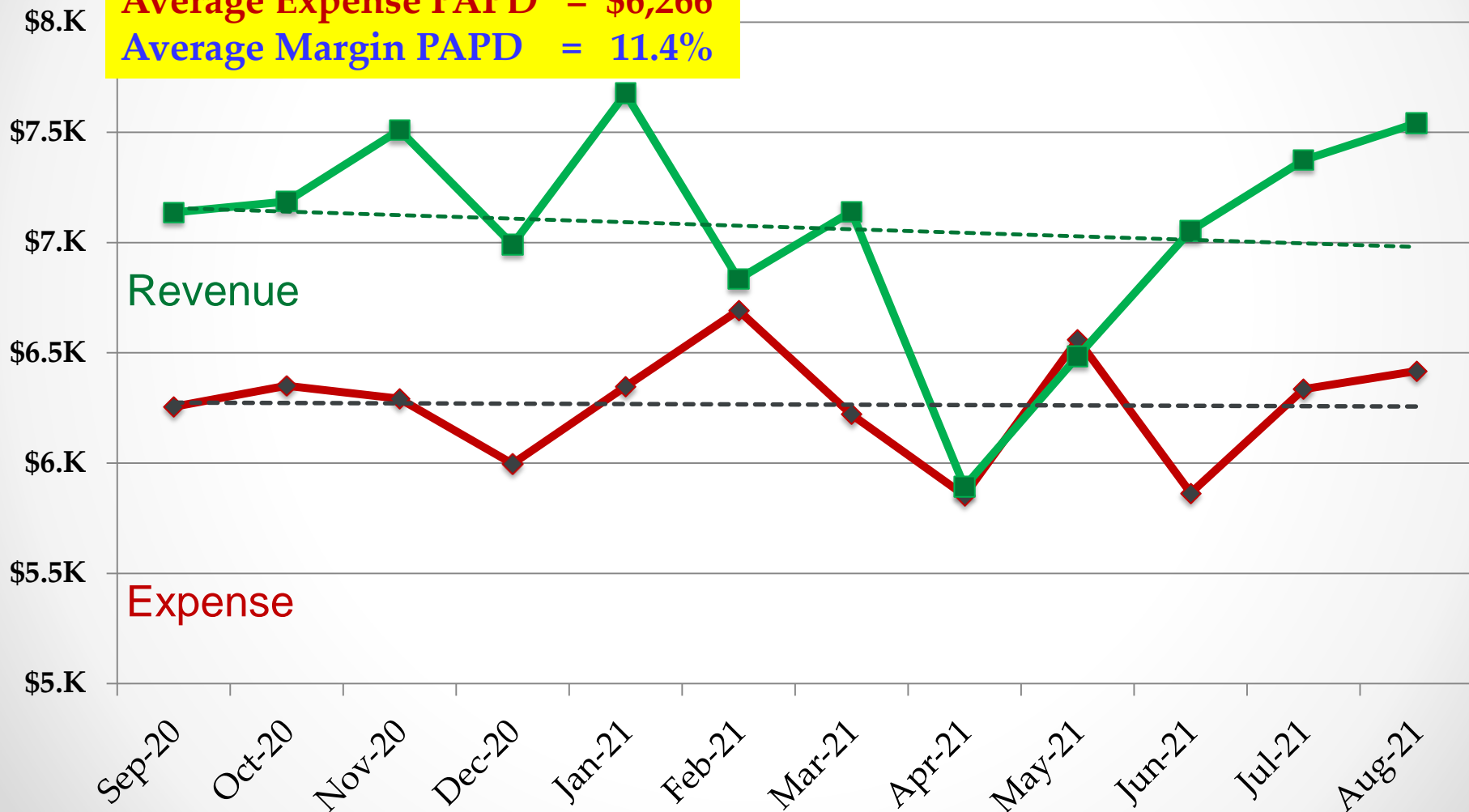
SVMH Revenues & Expenses Per Adjusted Patient Day (Normalized)

Rolling 12 Months: September 20 to August 21

Average Revenue PAPD = \$7,069

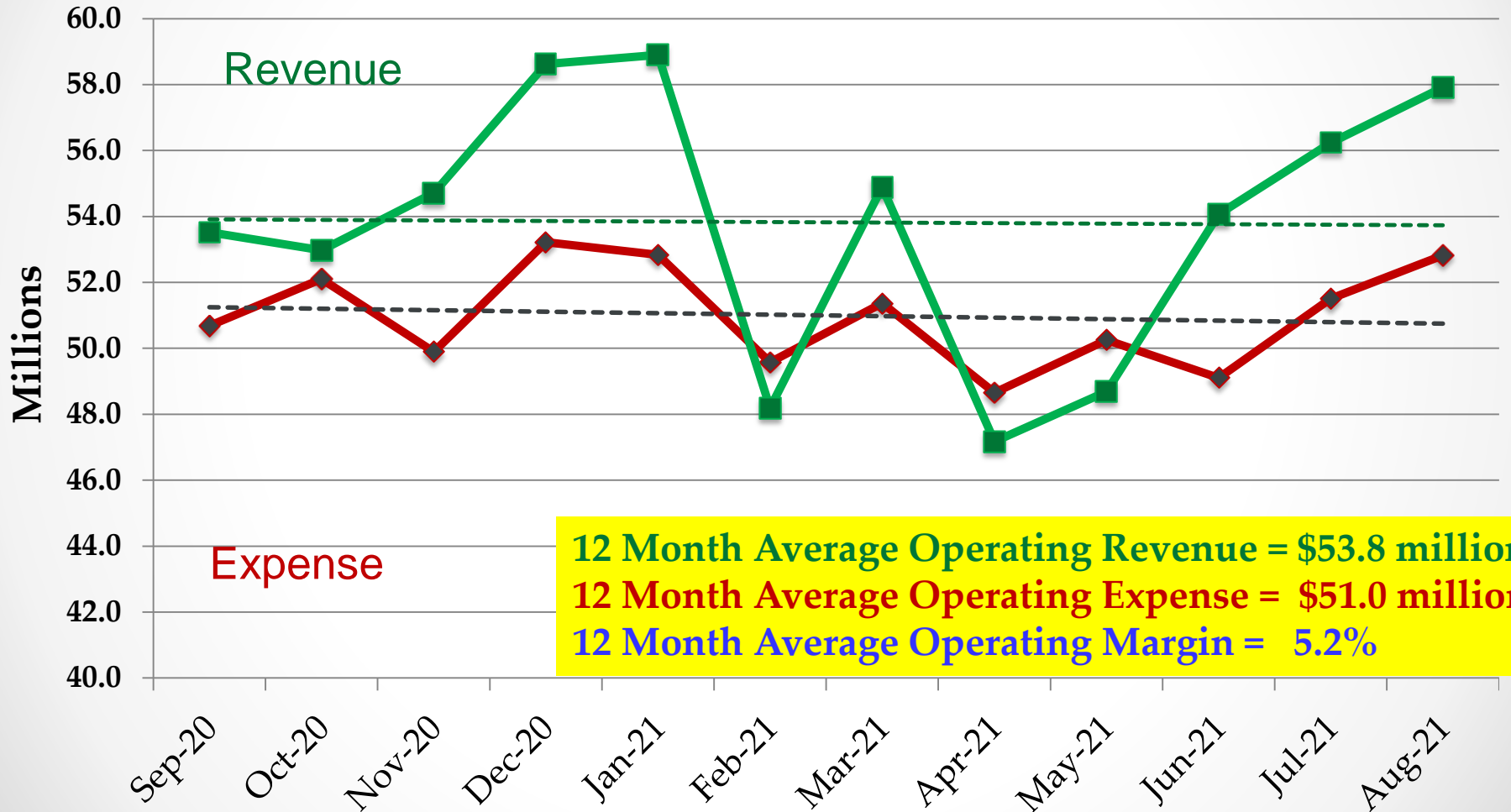
Average Expense PAPD = \$6,266

Average Margin PAPD = 11.4%



SVMHS Operating Revenues & Expenses (Normalized)

Rolling 12 Months: September 20 to August 21



SVMHS Key Financial Indicators

	YTD	SVMHS		S&P A+ Rated		YTD	
Statistic	Aug-21	Target	+/-	Hospitals	+/-	Aug-20	+/-
Operating Margin*	9.4%	9.0%	Green	4.0%	Green	9.3%	Green
Total Margin*	11.8%	10.8%	Green	6.6%	Green	12.3%	Red
EBITDA Margin**	13.4%	13.4%	Green	13.6%	Yellow	13.3%	Green
Days of Cash*	372	305	Green	249	Green	343	Green
Days of Accounts Payable*	43	45	Yellow	-		47	Red
Days of Net Accounts Receivable***	46	45	Yellow	49	Green	50	Green
Supply Expense as % NPR	12.3%	15.0%	Green	-		12.8%	Green
SWB Expense as % NPR	52.1%	53.0%	Green	53.7%	Green	52.7%	Green
Operating Expense per APD*	6,377	4,992	Red	-		6,058	Red

*These metrics have been adjusted for normalizing items

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

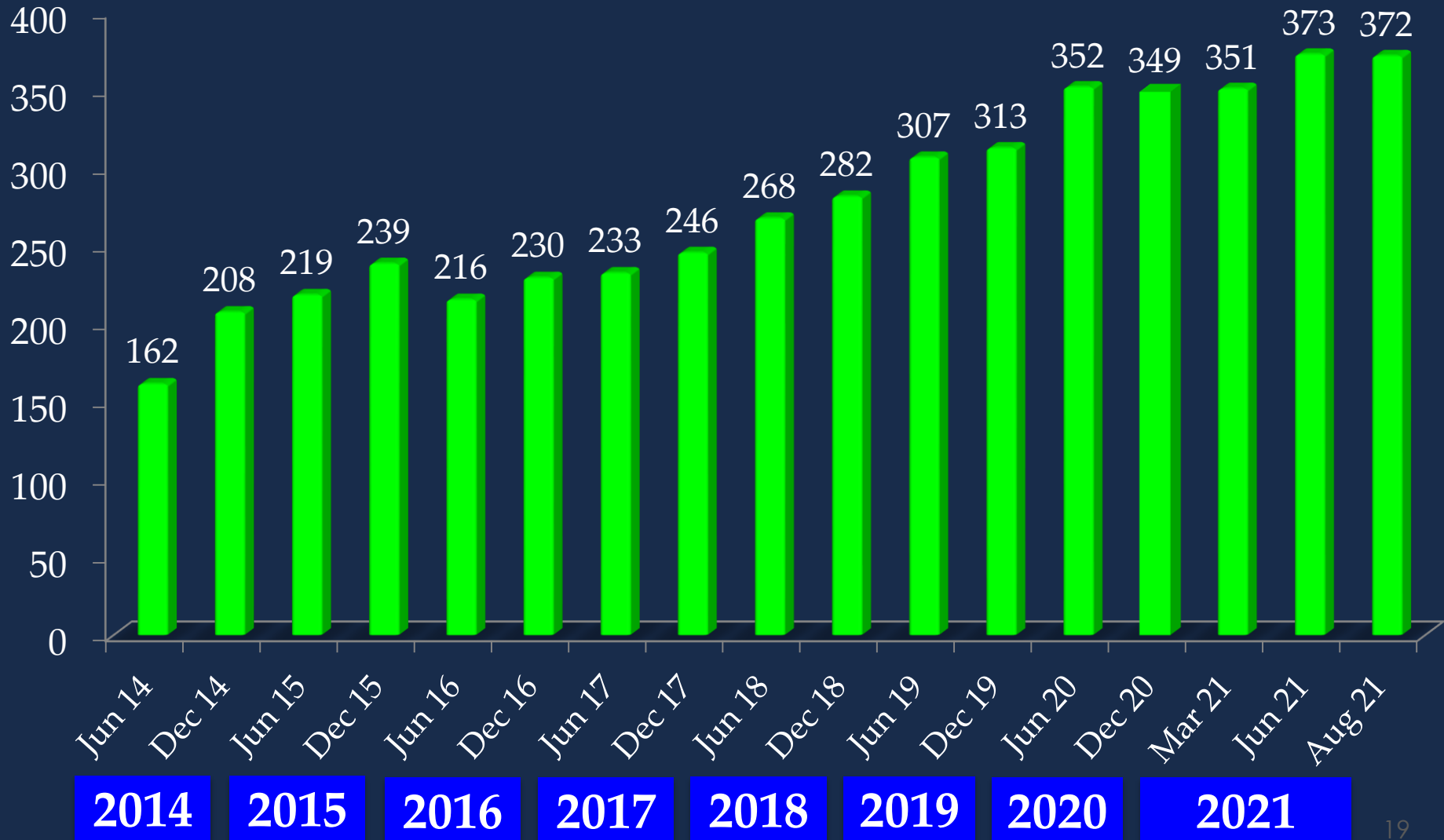
***Metric based on 90 days average net revenue (consistent with industry standard)

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

Salinas Valley Memorial Healthcare System

Days Cash on Hand = 372 Days (\$597M)

August 2021



ASSETS WHOSE USE IS LIMITED

	<u>August-21</u>		<u>YTD</u>	
Beginning balance	\$	144,688,118	\$	143,257,278
Investment income or (loss)		(12,222)		418,618
Transfer		1,000,000		2,000,000
Ending balance	\$	145,675,896	\$	145,675,896

ROUTINE CAPITAL EXPENDITURES Through August 2021

Fiscal Month	2021-22 Approved Budget *	Total Purchased Expenditures	Remaining	Project	Amount
July	1,558,333	764,068	794,265	501 E. Romie Roof Replacement	181,389
August	1,558,333	840,566	1,512,033	Nurse Call Replacement System	140,752
September	1,558,333		3,070,366	Telemonitor Expansion (3rd & 4th Floor)	93,154
October	1,558,333		4,628,699	Heart Center Air Handler Replacement	80,292
November	1,558,333		6,187,033	Other CIP	70,406
December	1,558,333		7,745,366	Total Improvements	565,992
January	1,558,333		9,303,699		
February	1,558,333		10,862,033	Cisco Integrated Phones	85,260
March	1,558,333		12,420,366	Office Furniture	75,125
April	1,558,333		13,978,699	Bariatric Treatment Chairs	31,523
May	1,558,333		15,537,033	Other Equipment	82,666
June	1,558,333		17,095,366	Total Equipment	274,574
YTD TOTAL	18,700,000	1,604,634	17,095,366	Grand Total	840,566

QUESTIONS / COMMENTS

SALINAS VALLEY MEMORIAL HOSPITAL
SUMMARY INCOME STATEMENT
August 31, 2021

	<u>Month of August,</u>		<u>Two months ended August 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 50,527,025	\$ 47,682,621	\$ 98,046,847	\$ 96,963,359
Other operating revenue	913,420	903,316	2,158,504	1,637,456
Total operating revenue	<u>51,440,445</u>	<u>48,585,937</u>	<u>100,205,351</u>	<u>98,600,815</u>
Total operating expenses	42,142,696	40,455,123	82,968,742	82,807,276
Total non-operating income	<u>(1,134,115)</u>	<u>(1,206,977)</u>	<u>(3,712,828)</u>	<u>(2,815,154)</u>
Operating and non-operating income	<u>\$ 8,163,633</u>	<u>\$ 6,923,837</u>	<u>\$ 13,523,781</u>	<u>\$ 12,978,385</u>

SALINAS VALLEY MEMORIAL HOSPITAL
 BALANCE SHEETS
 August 31, 2021

	<u>Current year</u>	<u>Prior year</u>
ASSETS:		
Current assets	\$ 425,877,230	\$ 391,962,173
Assets whose use is limited or restricted by board	145,675,896	132,935,132
Capital assets	242,436,011	261,210,063
Other assets	188,380,129	191,981,645
Deferred pension outflows	<u>50,119,236</u>	<u>83,379,890</u>
	<u>\$ 1,052,488,502</u>	<u>\$ 1,061,468,903</u>
LIABILITIES AND EQUITY:		
Current liabilities	130,468,528	161,562,454
Long term liabilities	14,556,513	14,780,831
	83,585,120	126,340,336
Net assets	<u>823,878,341</u>	<u>758,785,282</u>
	<u>\$ 1,052,488,502</u>	<u>\$ 1,061,468,903</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
SCHEDULES OF NET PATIENT REVENUE
August 31, 2021**

	<u>Month of August,</u>		<u>Two months ended August 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	1,575	1,522	3,142	3,053
Medi-Cal	1,006	1,205	1,964	2,212
Commercial insurance	738	851	1,442	1,728
Other patient	126	115	273	272
Total patient days	<u>3,445</u>	<u>3,693</u>	<u>6,821</u>	<u>7,265</u>
Gross revenue:				
Medicare	\$ 92,022,820	\$ 73,692,528	\$ 181,832,564	\$ 153,257,385
Medi-Cal	58,046,182	54,151,800	114,281,809	104,801,847
Commercial insurance	46,776,796	47,799,019	98,894,465	101,154,013
Other patient	8,188,797	7,937,061	17,896,110	17,663,624
Gross revenue	<u>205,034,595</u>	<u>183,580,408</u>	<u>412,904,948</u>	<u>376,876,869</u>
Deductions from revenue:				
Administrative adjustment	297,324	477,667	494,412	660,047
Charity care	1,798,274	2,110,951	2,677,903	2,740,620
Contractual adjustments:				
Medicare outpatient	28,466,678	24,063,255	56,651,761	50,718,890
Medicare inpatient	35,954,117	33,452,246	73,118,138	66,546,919
Medi-Cal traditional outpatient	2,613,718	1,787,180	4,908,906	3,357,024
Medi-Cal traditional inpatient	6,995,705	8,142,897	11,803,120	15,467,408
Medi-Cal managed care outpatient	22,747,993	17,698,041	46,122,124	36,780,211
Medi-Cal managed care inpatient	19,944,312	18,466,582	41,928,697	35,583,346
Commercial insurance outpatient	15,112,176	14,406,677	32,785,474	31,342,630
Commercial insurance inpatient	16,735,540	12,217,017	34,635,416	28,292,799
Uncollectible accounts expense	3,670,707	3,413,870	7,769,507	7,279,931
Other payors	171,026	(338,594)	1,962,643	1,143,685
Deductions from revenue	<u>154,507,570</u>	<u>135,897,787</u>	<u>314,858,101</u>	<u>279,913,510</u>
Net patient revenue	<u>\$ 50,527,025</u>	<u>\$ 47,682,621</u>	<u>\$ 98,046,847</u>	<u>\$ 96,963,359</u>
Gross billed charges by patient type:				
Inpatient	\$ 107,404,639	\$ 99,684,280	\$ 216,472,072	\$ 200,273,347
Outpatient	70,186,240	62,330,868	141,297,959	133,425,234
Emergency room	27,443,716	21,565,260	55,134,917	43,178,288
Total	<u>\$ 205,034,595</u>	<u>\$ 183,580,408</u>	<u>\$ 412,904,948</u>	<u>\$ 376,876,869</u>

SALINAS VALLEY MEMORIAL HOSPITAL
STATEMENTS OF REVENUE AND EXPENSES
August 31, 2021

	<u>Month of August,</u>		<u>Two months ended August 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 50,527,025	\$ 47,682,621	\$ 98,046,847	\$ 96,963,359
Other operating revenue	913,420	903,316	2,158,504	1,637,456
Total operating revenue	<u>51,440,445</u>	<u>48,585,937</u>	<u>100,205,351</u>	<u>98,600,815</u>
Operating expenses:				
Salaries and wages	15,800,754	16,147,849	31,260,761	31,919,329
Compensated absences	2,550,349	2,707,085	5,086,925	5,154,918
Employee benefits	7,652,176	6,466,444	15,296,605	15,502,767
Supplies, food, and linen	6,434,802	6,644,936	12,004,398	12,744,781
Purchased department functions	2,899,532	2,809,537	6,261,761	6,443,059
Medical fees	2,195,012	1,646,370	4,054,631	3,003,422
Other fees	1,136,907	1,110,088	2,348,840	2,295,305
Depreciation	1,759,187	1,755,382	3,568,103	3,532,465
All other expense	1,713,977	1,167,432	3,086,718	2,211,230
Total operating expenses	<u>42,142,696</u>	<u>40,455,123</u>	<u>82,968,742</u>	<u>82,807,276</u>
Income from operations	<u>9,297,749</u>	<u>8,130,814</u>	<u>17,236,609</u>	<u>15,793,539</u>
Non-operating income:				
Donations	166,667	166,667	333,333	333,333
Property taxes	333,333	333,333	666,667	666,667
Investment income	(187,030)	(102,991)	352,291	798,978
Taxes and licenses	0	0	0	0
Income from subsidiaries	(1,447,085)	(1,603,986)	(5,065,119)	(4,614,132)
Total non-operating income	<u>(1,134,115)</u>	<u>(1,206,977)</u>	<u>(3,712,828)</u>	<u>(2,815,154)</u>
Operating and non-operating income	8,163,633	6,923,837	13,523,781	12,978,385
Net assets to begin	<u>815,714,708</u>	<u>751,861,445</u>	<u>810,354,560</u>	<u>745,806,898</u>
Net assets to end	<u>\$ 823,878,341</u>	<u>\$ 758,785,282</u>	<u>\$ 823,878,341</u>	<u>\$ 758,785,282</u>
Net income excluding non-recurring items	\$ 8,163,633	\$ 6,923,837	\$ 13,523,781	\$ 12,978,385
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Operating and non-operating income	<u>\$ 8,163,633</u>	<u>\$ 6,923,837</u>	<u>\$ 13,523,781</u>	<u>\$ 12,978,385</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
SCHEDULES OF INVESTMENT INCOME
August 31, 2021**

	Month of August,		Two months ended August 31,	
	current year	prior year	current year	prior year
Detail of other operating income:				
Dietary revenue	\$ 131,757	\$ 123,923	\$ 268,075	\$ 262,160
Discounts and scrap sale	272,517	17	272,477	25,594
Sale of products and services	12,740	26,087	65,686	116,455
Clinical trial fees	0	0	6,976	39,404
Stimulus Funds	0	0	0	0
Rental income	161,292	164,793	320,613	314,062
Other	335,114	588,496	1,224,677	879,781
	<u>\$ 913,420</u>	<u>\$ 903,316</u>	<u>\$ 2,158,504</u>	<u>\$ 1,637,456</u>
Detail of investment income:				
Bank and payor interest	\$ 140,754	\$ 151,780	\$ 204,942	\$ 351,246
Income from investments	(380,958)	(254,771)	82,621	447,732
Gain or loss on property and equipment	53,174	0	64,728	0
	<u>\$ (187,030)</u>	<u>\$ (102,991)</u>	<u>\$ 352,291</u>	<u>\$ 798,978</u>
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (239,146)	\$ 1,631,155	\$ (397,808)	\$ (436,444)
Neurological Clinic	(76,078)	(96,402)	(93,722)	(96,564)
Palliative Care Clinic	(35,498)	(101,315)	(146,532)	(135,768)
Surgery Clinic	(78,639)	(181,134)	(197,450)	(232,498)
Infectious Disease Clinic	(8,217)	(35,077)	(41,926)	(41,646)
Endocrinology Clinic	(103,658)	(341,510)	(214,864)	(305,522)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(550,839)	(733,306)	(776,610)	(937,678)
OB/GYN Clinic	(374,547)	(227,656)	(704,568)	(305,954)
PrimeCare Medical Group	1,384,254	(605,465)	(699,410)	(912,563)
Oncology Clinic	(524,635)	(456,186)	(768,194)	(625,370)
Cardiac Surgery	(184,501)	(247,864)	(335,858)	(317,282)
Sleep Center	(14,434)	(163,122)	(56,524)	(76,958)
Rheumatology	(32,339)	(129,246)	(87,790)	(53,652)
Precision Ortho MDs	(430,217)	(416,153)	(529,016)	(596,464)
Precision Ortho-MRI	0	(11,435)	0	(27,840)
Precision Ortho-PT	(26,885)	41,938	(71,122)	27,260
Dermatology	(25,592)	(33,700)	(46,502)	(38,514)
Hospitalists	0	0	0	0
Behavioral Health	(50,214)	(169,640)	(125,722)	(138,962)
Pediatric Diabetes	(40,297)	(83,504)	(82,760)	(90,646)
Neurosurgery	(3,452)	(29,473)	(30,468)	(45,460)
Multi-Specialty-RR	(7,094)	(45,800)	3,620	(33,362)
Radiology	(275,168)	(302,693)	(550,628)	(316,016)
Salinas Family Practice	(173,270)	0	(212,232)	0
Total SVMC	(1,870,466)	(2,737,588)	(6,166,086)	(5,737,903)
Doctors on Duty	(603,234)	509,077	(196,087)	656,627
Assisted Living	0	(2,692)	0	(10,156)
Salinas Valley Imaging	0	6,570	0	(19,974)
Vantage Surgery Center	22,233	24,427	45,452	50,711
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	958,377	110,225	1,129,204	229,382
Aspire/CHI/Coastal	(23,860)	(98,025)	(46,429)	(216,594)
Apex	14,052	(7,587)	31,941	7,049
21st Century Oncology	36,940	98,810	71,617	(68,026)
Monterey Bay Endoscopy Center	18,873	492,797	65,269	494,754
	<u>\$ (1,447,085)</u>	<u>\$ (1,603,986)</u>	<u>\$ (5,065,119)</u>	<u>\$ (4,614,132)</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
BALANCE SHEETS
August 31, 2021**

	Current year	Prior year
A S S E T S		
Current assets:		
Cash and cash equivalents	\$ 334,059,094	\$ 296,092,077
Patient accounts receivable, net of estimated uncollectibles of \$20,932,304	74,253,666	77,428,728
Supplies inventory at cost	8,200,689	8,590,999
Other current assets	9,363,781	9,850,369
Total current assets	425,877,230	391,962,173
Assets whose use is limited or restricted by board	145,675,896	132,935,132
Capital assets:		
Land and construction in process	34,572,681	54,158,906
Other capital assets, net of depreciation	207,863,330	207,051,158
Total capital assets	242,436,011	261,210,063
Other assets:		
Investment in Securities	144,640,143	147,540,548
Investment in SVMC	14,970,233	16,365,278
Investment in Aspire/CHI/Coastal	3,570,360	3,934,341
Investment in other affiliates	23,389,984	22,258,922
Net pension asset	1,809,409	1,882,556
Total other assets	188,380,129	191,981,645
Deferred pension outflows	50,119,236	83,379,890
	\$ 1,052,488,502	\$ 1,061,468,903
 LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 54,249,539	\$ 57,396,570
Due to third party payers	58,993,558	86,331,288
Current portion of self-insurance liability	17,225,431	17,834,596
Total current liabilities	130,468,528	161,562,454
Long term portion of workers comp liability	14,556,513	14,780,831
Total liabilities	145,025,041	176,343,285
Pension liability	83,585,120	126,340,336
Net assets:		
Invested in capital assets, net of related debt	242,436,011	261,210,063
Unrestricted	581,442,330	497,575,219
Total net assets	823,878,341	758,785,282
	\$ 1,052,488,502	\$ 1,061,468,903

SALINAS VALLEY MEMORIAL HOSPITAL
STATEMENTS OF REVENUE AND EXPENSES - BUDGET VS. ACTUAL
August 31, 2021

	Month of August,				Two months ended August 31,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 205,034,595	\$ 196,628,325	8,406,270	4.28%	\$ 412,904,948	\$ 393,256,651	19,648,297	5.00%
Deductions from revenue	154,507,570	150,880,781	3,626,789	2.40%	314,858,101	301,942,307	12,915,794	4.28%
Net patient revenue	50,527,025	45,747,544	4,779,481	10.45%	98,046,847	91,314,344	6,732,503	7.37%
Other operating revenue	913,420	783,804	129,616	16.54%	2,158,504	1,558,116	600,388	38.53%
Total operating revenue	51,440,445	46,531,348	4,909,097	10.55%	100,205,351	92,872,460	7,332,891	7.90%
Operating expenses:								
Salaries and wages	15,800,754	15,920,490	(119,736)	-0.75%	31,260,761	31,493,739	(232,978)	-0.74%
Compensated absences	2,550,349	2,527,542	22,807	0.90%	5,086,925	5,291,111	(204,186)	-3.86%
Employee benefits	7,652,176	7,339,780	312,396	4.26%	15,296,605	14,668,980	627,625	4.28%
Supplies, food, and linen	6,434,802	5,938,499	496,303	8.36%	12,004,398	11,876,998	127,400	1.07%
Purchased department functions	2,899,532	3,006,925	(107,393)	-3.57%	6,261,761	5,952,178	309,583	5.20%
Medical fees	2,195,012	1,830,070	364,942	19.94%	4,054,631	3,660,140	394,491	10.78%
Other fees	1,136,907	931,400	205,507	22.06%	2,348,840	1,856,381	492,459	26.53%
Depreciation	1,759,187	1,772,243	(13,056)	-0.74%	3,568,103	3,565,376	2,727	0.08%
All other expense	1,713,977	1,455,868	258,109	17.73%	3,086,718	2,911,736	174,982	6.01%
Total operating expenses	42,142,696	40,722,816	1,419,880	3.49%	82,968,742	81,276,638	1,692,104	2.08%
Income from operations	9,297,749	5,808,532	3,489,217	60.07%	17,236,609	11,595,822	5,640,787	48.64%
Non-operating income:								
Donations	166,667	166,667	0	0.00%	333,333	333,333	(0)	0.00%
Property taxes	333,333	333,333	(0)	0.00%	666,667	666,667	0	0.00%
Investment income	(187,030)	(63,302)	(123,729)	195.46%	352,291	(126,603)	478,894	-378.26%
Income from subsidiaries	(1,447,085)	(4,215,213)	2,768,128	-65.67%	(5,065,119)	(8,383,837)	3,318,718	-39.58%
Total non-operating income	(1,134,115)	(3,778,515)	2,644,399	-69.99%	(3,712,828)	(7,510,440)	3,797,613	-50.56%
Operating and non-operating income \$	8,163,634	2,030,017	6,133,617	302.15%	13,523,781	4,085,381	9,438,400	231.03%

SALINAS VALLEY MEMORIAL HOSPITAL

PATIENT STATISTICAL REPORT

For the month of Aug and two months to date

	<u>Month of Aug</u>		<u>Two months to date</u>		<u>Variance</u>
	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>NEWBORN STATISTICS</u>					
Medi-Cal Admissions	51	43	101	91	(10)
Other Admissions	101	94	218	187	(31)
Total Admissions	152	137	319	278	(41)
Medi-Cal Patient Days	78	64	151	138	(13)
Other Patient Days	157	145	333	321	(12)
Total Patient Days of Care	235	209	484	459	(25)
Average Daily Census	7.6	6.7	7.8	7.4	(0.4)
Medi-Cal Average Days	1.5	1.5	1.5	1.5	0.0
Other Average Days	1.3	1.5	1.5	1.7	0.2
Total Average Days Stay	1.4	1.5	1.5	1.6	0.2
<u>ADULTS & PEDIATRICS</u>					
Medicare Admissions	318	329	655	630	(25)
Medi-Cal Admissions	298	248	479	503	24
Other Admissions	369	300	596	599	3
Total Admissions	985	877	1,730	1,732	2
Medicare Patient Days	1,395	1,338	2,739	2,665	(74)
Medi-Cal Patient Days	1,242	1,051	2,290	2,056	(234)
Other Patient Days	863	1,049	1,899	2,095	196
Total Patient Days of Care	3,500	3,438	6,928	6,816	(112)
Average Daily Census	112.9	110.9	111.7	109.9	(1.8)
Medicare Average Length of Stay	4.4	4.2	4.2	4.1	(0.1)
Medi-Cal Average Length of Stay	4.1	3.7	3.9	3.2	(0.7)
Other Average Length of Stay	2.2	2.6	2.3	2.8	0.5
Total Average Length of Stay	3.5	3.4	3.3	3.3	(0.0)
Deaths	36	31	64	51	(13)
Total Patient Days	3,735	3,647	7,412	7,275	(137)
Medi-Cal Administrative Days	92	44	92	46	(46)
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	92	44	92	46	(46)
Percent Non-Acute	2.46%	1.21%	1.24%	0.63%	-0.61%

SALINAS VALLEY MEMORIAL HOSPITAL

PATIENT STATISTICAL REPORT

For the month of Aug and two months to date

	<u>Month of Aug</u>		<u>Two months to date</u>		<u>Variance</u>
	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>PATIENT DAYS BY LOCATION</u>					
Level I	253	254	467	478	11
Heart Center	342	306	667	639	(28)
Monitored Beds	885	813	1,738	1,632	(106)
Single Room Maternity/Obstetrics	379	337	788	702	(86)
Med/Surg - Cardiovascular	677	604	1,339	1,315	(24)
Med/Surg - Oncology	199	277	358	557	199
Med/Surg - Rehab	405	430	811	835	24
Pediatrics	64	110	136	207	71
Nursery	235	209	484	459	(25)
Neonatal Intensive Care	193	77	337	159	(178)
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	62.78%	63.03%	57.94%	59.31%	
Heart Center	73.55%	65.81%	71.72%	68.71%	
Monitored Beds	105.73%	97.13%	103.82%	97.49%	
Single Room Maternity/Obstetrics	33.04%	29.38%	34.35%	30.60%	
Med/Surg - Cardiovascular	48.53%	43.30%	47.99%	47.13%	
Med/Surg - Oncology	49.38%	68.73%	44.42%	69.11%	
Med/Surg - Rehab	50.25%	53.35%	50.31%	51.80%	
Med/Surg - Observation Care Unit	0.00%	43.64%	0.00%	27.70%	
Pediatrics	11.47%	19.71%	12.19%	18.55%	
Nursery	45.94%	40.86%	23.66%	22.43%	
Neonatal Intensive Care	56.60%	22.58%	49.41%	23.31%	

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	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>DELIVERY ROOM</u>					
Total deliveries	159	141	320	274	(46)
C-Section deliveries	50	47	96	85	(11)
Percent of C-section deliveries	31.45%	33.33%	30.00%	31.02%	1.02%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	16,644	21,010	54,711	44,428	(10,283)
Out-Patient Operating Minutes	22,513	24,231	35,455	49,948	14,493
Total	39,157	45,241	90,166	94,376	4,210
Open Heart Surgeries	12	13	27	27	0
In-Patient Cases	118	148	332	298	(34)
Out-Patient Cases	233	246	473	499	26
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	34	51	47	90	43
High Risk	505	417	984	882	(102)
More Than One Resource	2,178	2,649	4,372	5,272	900
One Resource	1,797	1,885	4,371	3,365	(1,006)
No Resources	56	146	114	228	114
Total	<u>4,570</u>	<u>5,148</u>	<u>9,888</u>	<u>9,837</u>	<u>(51)</u>

SALINAS VALLEY MEMORIAL HOSPITAL

PATIENT STATISTICAL REPORT

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	<u>Month of Aug</u>		<u>Two months to date</u>		<u>Variance</u>
	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
CENTRAL SUPPLY					
In-patient requisitions	12,674	15,765	25,745	31,883	6,138
Out-patient requisitions	9,126	9,388	20,325	18,817	-1,508
Emergency room requisitions	1,587	1,608	3,271	3,310	39
Interdepartmental requisitions	6,924	6,009	13,865	11,827	-2,038
Total requisitions	<u>30,311</u>	<u>32,770</u>	<u>63,206</u>	<u>65,837</u>	<u>2,631</u>
LABORATORY					
In-patient procedures	33,276	32,894	68,150	67,128	-1,022
Out-patient procedures	9,935	11,358	20,702	22,748	2,046
Emergency room procedures	8,525	11,159	16,706	22,405	5,699
Total patient procedures	<u>51,736</u>	<u>55,411</u>	<u>105,558</u>	<u>112,281</u>	<u>6,723</u>
BLOOD BANK					
Units processed	<u>249</u>	<u>327</u>	<u>508</u>	<u>639</u>	<u>131</u>
ELECTROCARDIOLOGY					
In-patient procedures	859	945	1,812	1,965	153
Out-patient procedures	397	389	822	827	5
Emergency room procedures	815	983	1,638	2,054	416
Total procedures	<u>2,071</u>	<u>2,317</u>	<u>4,272</u>	<u>4,846</u>	<u>574</u>
CATH LAB					
In-patient procedures	67	88	131	196	65
Out-patient procedures	77	98	158	199	41
Emergency room procedures	0	0	0	0	0
Total procedures	<u>144</u>	<u>186</u>	<u>289</u>	<u>395</u>	<u>106</u>
ECHO-CARDIOLOGY					
In-patient studies	287	333	558	685	127
Out-patient studies	168	223	361	480	119
Emergency room studies	1	1	4	2	-2
Total studies	<u>456</u>	<u>557</u>	<u>923</u>	<u>1,167</u>	<u>244</u>
NEURODIAGNOSTIC					
In-patient procedures	183	149	359	304	-55
Out-patient procedures	29	21	65	40	-25
Emergency room procedures	0	0	0	0	0
Total procedures	<u>212</u>	<u>170</u>	<u>424</u>	<u>344</u>	<u>-80</u>

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
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	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
SLEEP CENTER					
In-patient procedures	0	0	0	0	0
Out-patient procedures	167	200	330	374	44
Emergency room procedures	0	0	0	0	0
Total procedures	<u>167</u>	<u>200</u>	<u>330</u>	<u>374</u>	<u>44</u>
RADIOLOGY					
In-patient procedures	1,286	1,217	2,596	2,460	-136
Out-patient procedures	700	457	1,434	885	-549
Emergency room procedures	1,108	1,237	2,236	2,538	302
Total patient procedures	<u>3,094</u>	<u>2,911</u>	<u>6,266</u>	<u>5,883</u>	<u>-383</u>
MAGNETIC RESONANCE IMAGING					
In-patient procedures	116	124	230	272	42
Out-patient procedures	150	112	289	242	-47
Emergency room procedures	8	4	21	11	-10
Total procedures	<u>274</u>	<u>240</u>	<u>540</u>	<u>525</u>	<u>-15</u>
MAMMOGRAPHY CENTER					
In-patient procedures	2,814	3,718	5,872	7,180	1,308
Out-patient procedures	2,801	3,695	5,845	7,119	1,274
Emergency room procedures	0	2	0	6	6
Total procedures	<u>5,615</u>	<u>7,415</u>	<u>11,717</u>	<u>14,305</u>	<u>2,588</u>
NUCLEAR MEDICINE					
In-patient procedures	11	10	27	27	0
Out-patient procedures	70	74	138	169	31
Emergency room procedures	1	2	1	2	1
Total procedures	<u>82</u>	<u>86</u>	<u>166</u>	<u>198</u>	<u>32</u>
PHARMACY					
In-patient prescriptions	83,124	86,567	164,824	168,780	3,956
Out-patient prescriptions	14,639	14,973	31,161	30,716	-445
Emergency room prescriptions	5,257	6,914	10,175	13,804	3,629
Total prescriptions	<u>103,020</u>	<u>108,454</u>	<u>206,160</u>	<u>213,300</u>	<u>7,140</u>
RESPIRATORY THERAPY					
In-patient treatments	19,015	19,566	36,776	36,359	-417
Out-patient treatments	462	1,049	904	2,112	1,208
Emergency room treatments	131	222	184	434	250
Total patient treatments	<u>19,608</u>	<u>20,837</u>	<u>37,864</u>	<u>38,905</u>	<u>1,041</u>
PHYSICAL THERAPY					
In-patient treatments	2,270	2,233	4,640	4,508	-132
Out-patient treatments	245	343	506	674	168
Emergency room treatments	0	0	0	0	0
Total treatments	<u>2,515</u>	<u>2,576</u>	<u>5,146</u>	<u>5,182</u>	<u>36</u>

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PATIENT STATISTICAL REPORT
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	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
OCCUPATIONAL THERAPY					
In-patient procedures	1,243	1,612	2,407	3,300	893
Out-patient procedures	116	162	227	324	97
Emergency room procedures	0	0	0	0	0
Total procedures	<u>1,359</u>	<u>1,774</u>	<u>2,634</u>	<u>3,624</u>	<u>990</u>
SPEECH THERAPY					
In-patient treatments	399	397	784	905	121
Out-patient treatments	23	23	46	67	21
Emergency room treatments	0	0	0	0	0
Total treatments	<u>422</u>	<u>420</u>	<u>830</u>	<u>972</u>	<u>142</u>
CARDIAC REHABILITATION					
In-patient treatments	0	0	0	0	0
Out-patient treatments	390	700	816	1,263	447
Emergency room treatments	0	0	0	0	0
Total treatments	<u>390</u>	<u>700</u>	<u>816</u>	<u>1,263</u>	<u>447</u>
CRITICAL DECISION UNIT					
Observation hours	<u>205</u>	<u>256</u>	<u>446</u>	<u>499</u>	<u>53</u>
ENDOSCOPY					
In-patient procedures	96	89	198	196	-2
Out-patient procedures	48	39	65	73	8
Emergency room procedures	0	0	0	0	0
Total procedures	<u>144</u>	<u>128</u>	<u>263</u>	<u>269</u>	<u>6</u>
C.T. SCAN					
In-patient procedures	524	554	1,068	1,201	133
Out-patient procedures	505	345	1,098	842	-256
Emergency room procedures	467	579	887	1,182	295
Total procedures	<u>1,496</u>	<u>1,478</u>	<u>3,053</u>	<u>3,225</u>	<u>172</u>
DIETARY					
Routine patient diets	16,282	17,337	32,564	34,945	2,381
Meals to personnel	21,283	21,529	42,566	43,757	1,191
Total diets and meals	<u>37,565</u>	<u>38,866</u>	<u>75,130</u>	<u>78,702</u>	<u>3,572</u>
LAUNDRY AND LINEN					
Total pounds laundered	<u>107,714</u>	<u>97,891</u>	<u>215,428</u>	<u>195,233</u>	<u>-20,195</u>

PUBLIC INPUT

CLOSED SESSION

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

*RECONVENE OPEN SESSION/
REPORT ON CLOSED SESSION*

*ADJOURNMENT – THE OCTOBER 2021
FINANCE COMMITTEE MEETING
IS SCHEDULED FOR MONDAY,
OCTOBER 25, 2021, AT 12:00 P.M.*