

November 10, 2022

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, NOVEMBER 14, 2022, AT 8:30 A.M., IN THE DOWNING RESOURCE CENTER, CEO CONFERENCE ROOM, ROOM 117, at SALINAS VALLEY MEMORIAL HOSPITAL, 450 E. ROMIE LANE, SALINAS, CALIFORNIA, or VIA TELECONFERENCE (Visit [svmh.com/virtualboardmeeting](http://svmh.com/virtualboardmeeting) for Access Information).**

Pursuant to SVMHS Board Resolution No. 2022-16, Assembly Bill 361, and guidance from the Monterey County Health Department 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/CEO; Allen Radner, MD, CMO; Clement Miller, COO; Lisa Paulo, CNO; Rakesh Singh, MD, Medical Staff Member; Michele Averill, Community Member

**QUALITY AND EFFICIENT PRACTICES COMMITTEE  
NOVEMBER 2022 - COMMITTEE OF THE WHOLE  
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**MONDAY, NOVEMBER 14, 2022, 8:30 A.M.  
DOWNING RESOURCE CENTER, CEO CONFERENCE ROOM 117  
SALINAS VALLEY MEMORIAL HOSPITAL  
450 E. ROMIE LANE, SALINAS, CALIFORNIA  
OR BY PHONE OR VIDEO  
(Visit [svmh.com/virtualboardmeeting](http://svmh.com/virtualboardmeeting) for Access Information)**

*Pursuant to SVMHS Board Resolution No. 2022-16, Assembly Bill 361, and guidance from the Monterey County Health Department 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.*

**AGENDA**

1. Call to Order / Roll Call
2. Approve Minutes of the Quality and Efficient Practices Committee Meeting of October 24, 2022. (LAURENT)
  - Motion/Second
  - Action by Committee/Roll Call Vote
3. Patient Care Services Update (PAULO)
4. Financial and Statistical Review (LOPEZ)
5. 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.
6. Closed Session
7. Reconvene Open Session/Report on Closed Session
8. Adjournment

The next Quality and Efficient Practices Committee Meeting is scheduled for **Monday, December 12, 2022 at 8:30 a.m.**

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.

The Committee packet is available at the Committee Meeting, at [www.svmh.com](http://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.

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 Board Clerk during regular business hours at 831-755-0741. Notification received 48 hours before the meeting will enable the District to make reasonable accommodations.

**QUALITY & 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**

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

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

1. Report of the Medical Staff Quality and Safety Committee

**ADJOURN TO OPEN SESSION**

*CALL TO ORDER*  
*ROLL CALL*

*(Chair to call the meeting to order)*

**SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM  
QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING  
COMMITTEE OF THE WHOLE  
MEETING MINUTES  
OCTOBER 24, 2022**

*SVMHS Board Resolution No. 2022-13, Assembly Bill 361, and guidance from the Monterey County Health Department 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.*

The Quality and Efficient Practices Committee convened at 8:33 a.m. in the Downing Resources, CEO Conference Room 117.

Committee Members Present:

Pete Delgado, Lisa Paulo, and Rakesh Singh, MD; Via Teleconference: Michele Averill, and Chair Juan Cabrera

Committee Members Absent:

Joel Hernandez Laguna and Clement Miller

Other Board Members Present Constituting Committee Of The Whole:

Victor Rey and Richard Turner

*Victor Rey joined the meeting at 9:14 a.m.*

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

**APPROVAL OF MINUTES FROM THE QUALITY AND EFFICIENT PRACTICES  
COMMITTEE MEETING OF SEPTEMBER 19, 2022**

Pete Delgado, President/Chief Executive Officer, recommended the Quality and Efficient Practices Committee approve the minutes of the September 19, 2022 meeting, as presented. The information was included in the Committee packet.

No public input received:

**MOTION:**

Upon motion by Committee member Delgado, second by Committee member Paulo, the Quality and Efficient Practices Committee minutes of September 19, 2022 were approved.

Ayes: Committee members: Averill, Delgado Miller Paulo, Singh, MD, and Chair Cabrera; Noes: None; Abstentions: None; Absent: Committee members: Hernandez Laguna and Miller; Motion Carried.

**PATIENT CARE SERVICES UPDATE**

Agnes Lalata, MSN, CMSRN, CNML, Director of Med Surg provided an update on patient experience. The inpatient rating for FY 2023 (year to date) is currently at 78.9. Press Ganey Mean: Rating Top Box Score for September 2022 is at 68.54.

**Quality:**

Rehab Services Unit Practice Council Chair Stephanie Sterner and Co-Chair Jan Conducto provided the report.

The Rehab Services Unit Practice Council identify and implement standards of care and evidence-based practice specific to Rehab Services. Rehab Services Unit Council identify and resolve clinical and systems issues impacting care coordination, a healthy work environment, the delivery of patient-family centered care, patient safety and clinical outcomes.

The goal of the Rehab Services Unit Practice Council is to collaborate and implement evidence-based practice for Rehab Services. Achieve quality of patient care with a patient-family centered approach while focusing on patient safety, and overall improvement in patient clinical outcomes.

**Communication:**

- “Radical Candor” Communication Model
  - Communication model includes challenging directly with care
- Daily Huddle
  - Patient care needs
  - Difficult discharges

**Support:**

- Mentorship Program for new grades/new hires
  - Additional one on one support
  - Encourages a culture of safety from day one
  - Focus on professional development
- Specialty meetings with each Rehab specialty
  - Discuss barriers and solutions

**Bedside Mobility Assessment Tool (BMAT)**

- Nursing tool aligned with American Nurses Association (ANA) “Safe Patient Handling and Mobility: Inter-professional National Standards, Across the Continuum of Care.”
- “Address mobility using a simple functional assessment and selection of appropriate equipment to safely mobilize patients”

**Benefits**

- Reduced Length of Stay & Risk of Readmission
- Reduced rates of Falls, Pressure Injuries, Central line & Catheter Infections
- Reduced Depression & Anxiety with an increased patient satisfaction

**Occupational Therapy Mastectomy Program****Current Improvement Initiatives:**

- Update and reformat patient handout
- Establish specific MD protocols
- Provide inclusive patient booklets
- Update OT Program Guidelines founded in current evidence based practice
- Review and improve quality of documentation

## Metrics – 2022

- Total patients seen to-date: 22 Patients
- Referrals addressed to-date: 96%

## Nursing Swallow Screen

- Yale Swallow Screen (3 ounces water test) – Physician Champion: Dr. Kelsey Gray Early and accurate identification of swallowing disorders
- Early and accurate identification of swallowing disorders
- Prevent unnecessarily prolonged hospital stay, reduce unnecessary cost, and reduce mortality risk

## PT / OT / ST Career ladder

### Clinical driven collaboration

### Goals

- *Encourage* clinical staff in the development of advanced clinical skills
- *Aid* in attracting and retaining staff by providing a mechanism for recognition of advancement in professional skills
- *Reward* therapists who consistently strive for professional growth and development
- *Be in alignment* with other healthcare institutions

## **FINANCIAL AND STATISTICAL REVIEW**

Scott Cleveland, Controller provided a financial and statistical performance review for the month ending September 2022. This information was included in the Committee packet.

Key highlights of the financial summary for September 2022 were: (1) Income from operations was \$4.8M with an operating margin of 7.6%, (2) Net income was \$2.6M with a net income margin of 4.1%; (3) Inpatient gross revenues 3%, favorable to the budget; (4) Emergency Department gross revenues were 13% favorable to the budget; (5) Outpatient gross revenues were 20% favorable to the budget in Infusion Therapy, Radiology, Surgery and Cardiology; (6) Payor mix was unfavorable to the budget; (7) Total normalized net patient revenues were \$54.1M, which was favorable to the budget by \$7.3M or 15.5%; (8) Inpatient surgeries were above budget and higher than expected inpatient business; (9) Average daily census was 123, 7% above budget and total admissions were above budget by 16%; (10) Total acute average length of stay (ALOS) Medicare traditional ALOS CMI adjusted was 1% favorable at 2.31 days with a Case Mix Index of 1.7; (11) Operating revenues were above expenses; (13) Days cash on hand was 338; days of net accounts receivable is 45.

Outpatient Surgeries were 11% (25 cases) above budget at 256; COVID cases decreased to 13 cases, a decrease of 73% over prior month; Patient Observation cases were below budget by 11% at 146.

## **PUBLIC INPUT**

No public comment received.

## **CLOSED SESSION**

Chair Cabrera announced that the item to discuss in Closed Session is *Hearings/Reports – Report of the Medical Staff Quality and Safety Committee*. The meeting recessed into Closed Session under the Closed Session protocol at 9:07 a.m.

## **RECONVENE OPEN SESSION/REPORT ON CLOSED SESSION**

The Committee reconvened Open Session at 9:28 a.m., Chair Cabrera reported that in Closed Session, the Committee discussed *Hearings/Reports – Report of the Medical Staff Quality and Safety Committee*.

No action taken in the Closed Session.

## **ADJOURNMENT**

There being no other business, the meeting adjourned at 9:28 a.m. The next Quality and Efficient Practices Committee Meeting is scheduled for **Monday, November 14, 2022 at 8:30 a.m.**

## **ATTEST:**

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Juan Cabrera, Chair  
Quality and Efficient Practices Committee

/es



## Board Paper: Quality & Efficient Practices Committee

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Date: November 14, 2022  
Agenda: Patient Care Services Update  
Executive Sponsor: Lisa Paulo, MSN/MPA, RN, Chief Nursing Officer

### Pillar/Goal Alignment:

Service    People    Quality    Finance    Growth    Community

### QUALITY: CRITICAL CARE PRACTICE COUNCIL



## Areas Represented

- ❖ ICU
- ❖ 1 MAIN
- ❖ 4 TOWER
- ❖ HEART CENTER
- ❖ 5 TOWER
- ❖ OCU
- ❖ PATIENT CARE RESOURCES

## Membership

Chair: Heather Barigian, RN - 5T  
Co-Chair: Laurie Freed, RN - ICU

### Members:

- ❖ Andrea Huston, RN PCR- Days
- ❖ Anna Gonzalez, RN 1MAIN-Nocs
- ❖ Bailee Pirof, RN HC- Nocs
- ❖ Melissa Aninzo, RN OCU- Days
- ❖ Rachel Wiley, RN 1 MAIN
- ❖ Jennifer Nicholson, RN OCU- Nocs
- ❖ Gabriela Morales, RN HC- Days
- ❖ Laurel Black, RN ICU- Nocs

### Advisors:

- ❖ Carla Spencer, RN Director
- ❖ Kelly Flower, RN Clinical Manager
- ❖ Anna Linn, RN Clinical Manager
- ❖ Glenda Alinio, RN Clinical Manager
- ❖ Nancy Rodriguez, RN Clinical Nurse Educator
- ❖ Mark Stevens, RN Clinical Nurse Educator

## Current Projects

- ▶ DATA DISPLAYS
- ▶ GRATITUDE TREE
- ▶ DISCHARGE MEDICATION "RE-VAMP"
- ▶ COMMIT TO SIT

## Unit Magnet Data Displays

- ▶ Practice Council chooses strategies and interventions for improvement for each critical care unit
  - ▶ Examples:
    - ◆ Provide education on new medications
    - ◆ Update white boards and include pts input on goals for care
    - ◆ Utilizing waffle-overlay for at risk patients
    - ◆ Checking under all devices to prevent skin breakdown
    - ◆ Encourage RN's to chart outside pts rooms to prevent falls
- ▶ Areas of improvement are based off of patient satisfaction surveys and Nurse Sensitive Indicators (NSI)

## Unit Magnet Data Displays

- ▶ Data displays are posted on each unit for the quarter
  - ▶ They include both areas of excellence & areas of opportunity
  - ▶ The Critical Care Practice council advocates sharing this information at huddle and referring to data display sheets
  - ▶ The data display sheets include a snapshot of quarterly scores

## Gratitude Tree

- ▶ **The Practice Council initiated the "Gratitude Tree"**
  - ❖ 4<sup>th</sup> Tower & 1 Main are currently the two units that have a gratitude tree
  - ❖ Purpose:
    - ❖ Each shift may write/place a note of gratitude throughout their shift highlighting moments of appreciation that would otherwise go unnoticed



# Gratitude Tree

## Goal of Gratitude Tree

- ▶ We want Staff to have a sense of appreciation for their work and it feels good both for the sender and receiver
- ▶ The CCPC is hoping to have a gratitude tree on all critical care units

# Discharge Medication "Re-Vamp"

- ▶ Why?
  - ❖ Help clarify when patients are to resume their home medications in plain language.
  - ❖ Add education/ reason for med in plain language
- ▶ Goal:
  - ❖ Reduce missed medication doses related to misunderstanding
  - ❖ Educate patient on reason they are taking medication
  - ❖ Reduce confusing "medical jargon"

**Discharge Medication List**

Patient Name: [Redacted]  
 Date of Birth: [Redacted]

**Discharge Medication List**

1. Metoprolol Succinate ER (Toprol XL) → 6/30/22 Morning  
 (Metoprolol Succinate)

2. Aspirin (Aspirin) → 6/30/22 Morning  
 (For urinary retention)

3. Lisinopril (Lisinopril) → 6/30/22 Morning  
 (For urinary retention)

4. Metoprolol Succinate ER (Toprol XL) → 6/30/22 Morning  
 (For urinary retention)

5. Aspirin (Aspirin) → 6/30/22 Morning  
 (For urinary retention)

6. Metoprolol Succinate ER (Toprol XL) → 6/30/22 Morning  
 (For urinary retention)

## Commit To Sit

- ▶ Why?
  - ❖ Patients perceived better nurse communication when the nurses were seated.
- ▶ Plan:
  - ❖ Have patients sit once a shift ~5min to communicate with patients during times like med pass, education, discharge, etc.
- ▶ Goal:
  - ❖ Better patient satisfaction scores
  - ❖ Better communication and rapport with patients



## Bedside Nurse Swallow Evaluation

- ▶ Why?
  - ❖ Have a standardized process for nursing staff to follow when evaluating how a patient swallows after extubation, or any question of patient ability to swallow.
- ▶ Collaborative Effort:
  - ❖ The UPC is working closely with our Speech Therapists to identify a standardized method for nursing staff to assess a patient's swallow ability.
  - ❖ STs will train a few "nurse champions" who will then train their home units.
- ▶ Goal:
  - ❖ Patient safety. Early detection of swallowing issues and prevention of aspiration pneumonias.
  - ❖ Appropriate Speech Therapy Consults.

## Completed Project

- ▶ **The practice council initiated "Co-worker Kudos"**
  - ❖ There is a box on each unit for staff to place their nomination
  - ❖ Each quarter the council votes on a nominee from each unit
  - ❖ Each winner is posted on the unit and is awarded a small gift by management

## Our UPC is Unique

Our UPC is unique because we are made up of 5 very different units!

- ▶ This council has allowed us to bring our staff together.
  - ❖ We have added Respiratory Therapy to involve their unique perspective with patient care as well as collaborated with the Rehab Practice Council for new nursing bedside swallow eval.
- ▶ We work together better as a cluster when we understand each others strengths.
  - ❖ Units within our cluster feel comfortable in reaching out to ask for help regarding patient care. For example, 1M will reach out to ICU if they have a concern with a patient becoming unstable. ICU has reached out in the past to HC to concerning pre-op open heart orders and teaching, etc etc
- ▶ We respect each other and the work that we do and we rely on each others strengths and expertise.



## Our SVMH S T A R Values

Our UPC is a reflection of our SVMH S T A R Values

- ▶ **Support**: We support each other to put our patients and families first.
- ▶ **Teamwork**: Together we pursue excellence and exceptional performance with passion.
- ▶ **Accountability**: We take personal responsibility for our professional conduct in delivering results.
- ▶ **Respect**: We respect our patients, each other, the community and the environment by demonstrating integrity, honesty, fiscal responsibility in everything we do.



# Financial Performance Review

## October 2022

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**Augustine Lopez**  
**Chief Financial Officer**



# Consolidated Financial Summary

## For the Month of October 2022 – No Normalizing Items

\$ in Millions	For the Month of October 2022				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 58.7	\$ 57.2	\$ 1.5		2.6%
Operating Expense	\$ 58.0	\$ 55.9	\$ (2.1)		-3.8%
<b>Income from Operations*</b>	<b>\$ 0.7</b>	<b>\$ 1.3</b>	<b>\$ (0.6)</b>		<b>-46.2%</b>
Operating Margin %	1.1%	2.3%	-1.2%		-52.17%
Non Operating Income**	\$ (1.5)	\$ 1.0	\$ (2.5)		-250.0%
<b>Net Income</b>	<b>\$ (0.8)</b>	<b>\$ 2.3</b>	<b>\$ (3.1)</b>		<b>-134.8%</b>
Net Income Margin %	-1.4%	4.0%	-5.4%		-135.0%

### Overall unfavorable financial performance was driven by:

Despite a high patient volume month, both in IP and OP, the payor mix was materially unfavorable coupled with a higher utilization of registry cost and overtime labor.

- Total gross revenues were over budget by \$21 million (9%):
  - ✓ However, Medicare and Medi-Cal were over by \$20 million 13% while commercial was at budget.
  - ✓ Inpatient acuity/CMI remains lower than budget
  - ✓ Total admissions were 170 admits (20%) above budget, of those 163 were Medicare/Medi-Cal
- Total net patient revenues were \$2.2 million (4%) above budget driven by:
  - ✓ OP infusion cases were at 995, 23% above budget, but lower than the previous month
  - ✓ IP and OP surgical cases were above budget by 25% and 6%, respectively
- Increased patient volume and staffing challenges continue to require higher than expected contract labor and overtime utilization.
- Overall Labor Productivity was favorable by 6% (16 FTEs) due to staffing efficiencies and unfilled budgeted positions.

Non Operating Income was lower than expected due to increased support cost for our subsidiaries and unrealized losses due to mark to market adjustments.

# Consolidated Financial Summary

## Year-to-Date October 2022 – No Normalizing Items

\$ in Millions	FY 2022 YTD October			
	Actual	Budget	Variance fav (unfav)	
			\$VAR	%VAR
Operating Revenue	\$ 237.0	\$ 228.4	\$ 8.6	3.8%
Operating Expense	\$ 229.3	\$ 223.6	\$ (5.7)	-2.5%
<b>Income from Operations*</b>	<b>\$ 7.7</b>	<b>\$ 4.8</b>	<b>\$ 2.9</b>	<b>60.4%</b>
<i>Operating Margin %</i>	3.2%	2.1%	1.1%	52.4%
Non Operating Income**	\$ (1.7)	\$ 3.9	\$ (5.6)	-143.6%
<b>Net Income</b>	<b>\$ 6.0</b>	<b>\$ 8.7</b>	<b>\$ (2.7)</b>	<b>-31.0%</b>
<i>Net Income Margin %</i>	2.5%	3.8%	-1.3%	-34.2%

# SVMH Financial Highlights October 2022

Gross Revenues were Favorable

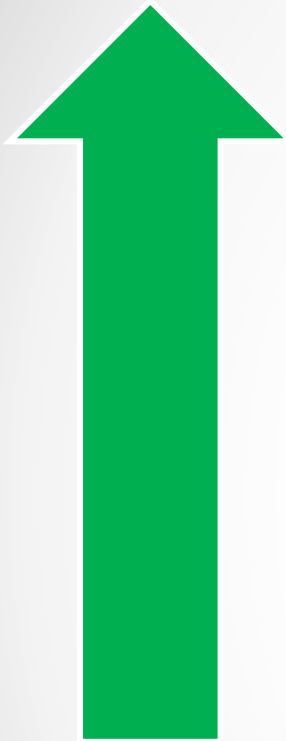
- **Gross Revenues** were 10 % favorable to budget
- **IP Gross Revenues** were 10% favorable to budget
- **ED Gross Revenues** were 9% favorable to budget
- **OP Gross Revenues** were 10% favorable to budget in the following areas:
  - Infusion Therapy
  - Radiology
  - Surgery
  - Cardiology

- **Commercial:** 0% on budget
- **Medicaid:** 20% above budget
- **Medicare:** 9% above budget

Payor Mix – significantly unfavorable to budget

Total Normalized Net Patient Revenues were \$51.0 M, which was Favorable to budget by \$1.6M or 4.8%

# Financial Summary – October 2022



- 1) Higher than expected Inpatient business:
  - Average daily census was at 132, 15% above budget of 115
- 2) Total admissions were 20% (170 admits) above budget
  - ER admissions were 24% above budget (158 admits)
- 3) ER Outpatient visits were above budget by 25% at 5,079, of this Medi-Cal utilization represents 57%
- 4) Inpatient Surgeries were 25% (35 cases) above budget at 176
- 5) Higher than expected Outpatient business:
  - Predominantly due to higher than budgeted volumes in Infusion Therapy, Surgery, Radiology, Cardiology and Cath Lab
- 6) Outpatient Surgeries were 6% (14 cases) above budget at 253
- 7) Covid cases decreased to 13 cases, a decrease of 73% over prior month
- 8) OP Observation cases were below budget by 37% at 101

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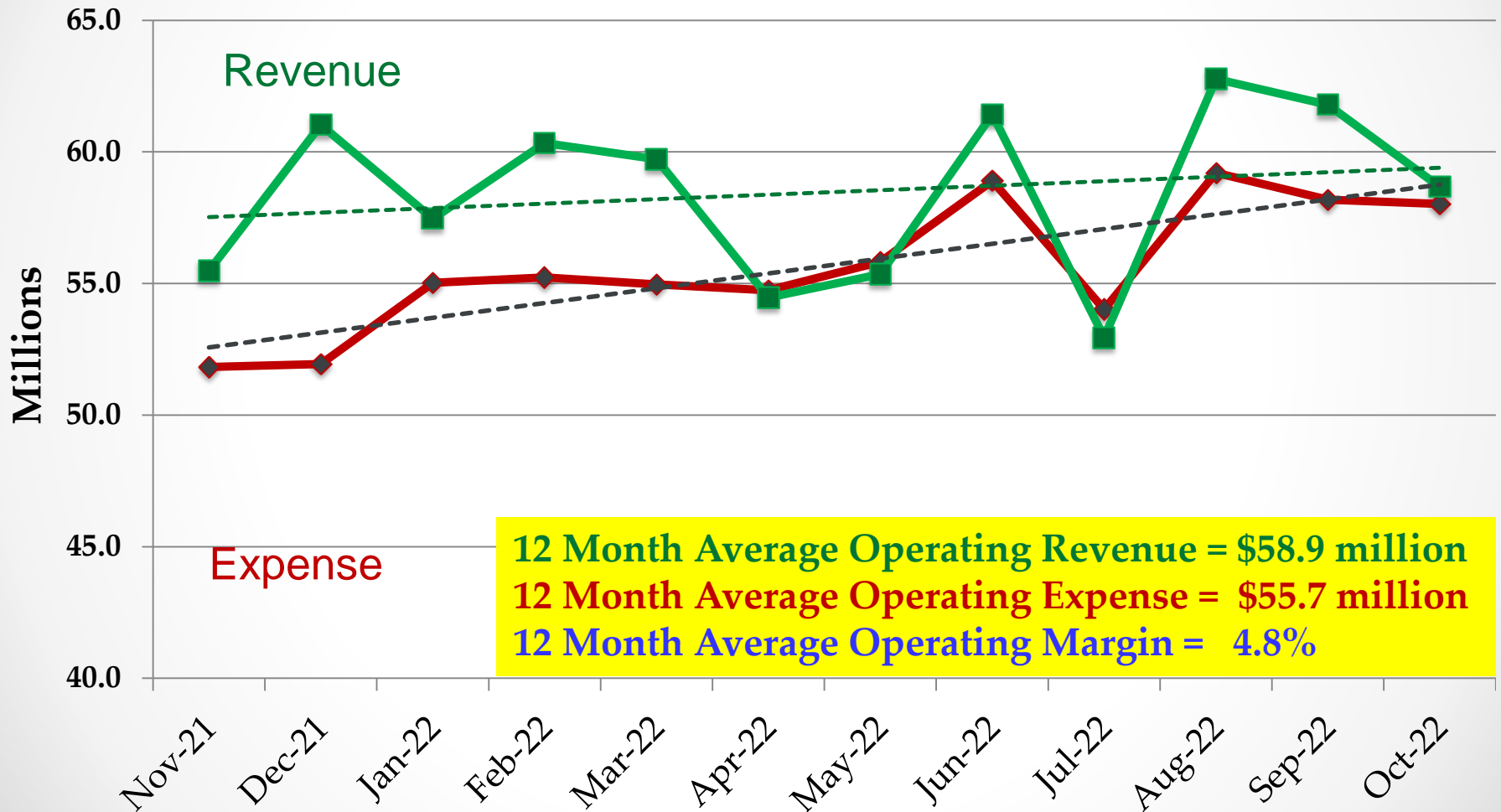
9) Medicare Traditional ALOS CMI adjusted was 9% unfavorable at 2.57 days with a Case Mix Index of 1.7

10) Deliveries were 16% (23 deliveries) below budget at 116



# SVMHS Operating Revenues & Expenses (Normalized)

## Rolling 12 Months: November 21 to October 22



# SVMHS Key Financial Indicators

Statistic	YTD Oct 22	SVMHS Target	+/-	S&P A+ Rated Hospitals	+/-	YTD Oct-21	+/-
Operating Margin*	3.2%	5.0%		4.0%		5.7%	
Total Margin*	2.5%	6.0%		6.6%		6.3%	
EBITDA Margin**	7.1%	7.4%		13.6%		9.8%	
Days of Cash*	333	305		249		372	
Days of Accounts Payable*	52	45		-		44	
Days of Net Accounts Receivable*	49	45		49		48	
Supply Expense as % NPR	13.0%	14.0%		-		13.2%	
SWB Expense as % NPR	54.3%	53.0%		53.7%		53.4%	
Operating Expense per APD*	6,231	6,739		-		6,377	

\*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  
October 31, 2022

	<u>Month of October,</u>		<u>Four months ended October 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 50,289,316	\$ 44,503,745	\$ 202,630,079	\$ 188,987,453
Other operating revenue	708,887	592,289	2,832,430	3,955,863
Total operating revenue	<u>50,998,203</u>	<u>45,096,034</u>	<u>205,462,509</u>	<u>192,943,316</u>
Total operating expenses	46,906,308	40,534,652	185,327,828	164,842,685
Total non-operating income	<u>(4,952,574)</u>	<u>(5,780,644)</u>	<u>(13,007,925)</u>	<u>(11,955,383)</u>
Operating and non-operating income	<u>\$ (860,679)</u>	<u>\$ (1,219,262)</u>	<u>\$ 7,126,756</u>	<u>\$ 16,145,248</u>

SALINAS VALLEY MEMORIAL HOSPITAL  
 BALANCE SHEETS  
 October 31, 2022

	<u>Current year</u>	<u>Prior year</u>
<b>ASSETS:</b>		
Current assets	\$ 387,921,362	\$ 421,142,680
Assets whose use is limited or restricted by board	150,622,424	146,643,318
Capital assets	240,456,793	241,249,565
Other assets	181,326,897	190,452,550
Deferred pension outflows	<u>95,401,205</u>	<u>50,119,236</u>
	<u>\$ 1,055,728,681</u>	<u>\$ 1,049,607,349</u>
<b>LIABILITIES AND EQUITY:</b>		
Current liabilities	98,571,055	124,965,908
Long term liabilities	14,058,922	14,556,513
	76,126,944	83,585,120
Net assets	<u>866,971,760</u>	<u>826,499,808</u>
	<u>\$ 1,055,728,681</u>	<u>\$ 1,049,607,349</u>

**SALINAS VALLEY MEMORIAL HOSPITAL  
SCHEDULES OF NET PATIENT REVENUE  
October 31, 2022**

	<u>Month of October,</u>		<u>Four months ended October 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	2,012	1,615	7,670	6,310
Medi-Cal	1,204	966	4,475	3,894
Commercial insurance	779	679	3,031	2,870
Other patient	112	71	407	415
Total patient days	<u>4,107</u>	<u>3,331</u>	<u>15,583</u>	<u>13,489</u>
Gross revenue:				
Medicare	\$ 100,067,776	\$ 87,017,775	\$ 397,358,670	\$ 355,721,409
Medi-Cal	69,289,259	54,440,661	260,048,351	226,248,660
Commercial insurance	51,767,295	45,862,666	208,520,709	194,946,335
Other patient	<u>9,370,137</u>	<u>6,183,114</u>	<u>32,999,936</u>	<u>31,208,913</u>
Gross revenue	<u>230,494,467</u>	<u>193,504,217</u>	<u>898,927,666</u>	<u>808,125,318</u>
Deductions from revenue:				
Administrative adjustment	89,863	183,641	700,155	1,161,930
Charity care	889,140	686,444	3,142,609	4,377,120
Contractual adjustments:				
Medicare outpatient	28,526,083	26,883,761	120,285,952	112,263,050
Medicare inpatient	47,649,599	39,687,187	173,350,023	149,902,155
Medi-Cal traditional outpatient	3,028,934	2,727,819	12,977,361	10,196,287
Medi-Cal traditional inpatient	4,814,343	7,455,907	17,997,061	24,498,118
Medi-Cal managed care outpatient	28,317,415	21,560,408	103,814,679	89,469,947
Medi-Cal managed care inpatient	25,868,830	17,590,484	97,178,833	79,715,420
Commercial insurance outpatient	17,428,652	15,325,974	70,749,488	66,236,808
Commercial insurance inpatient	18,022,711	13,374,731	76,735,571	64,277,095
Uncollectible accounts expense	3,713,662	3,532,531	15,636,031	15,047,265
Other payors	<u>1,855,919</u>	<u>(8,415)</u>	<u>3,729,824</u>	<u>1,992,669</u>
Deductions from revenue	<u>180,205,151</u>	<u>149,000,472</u>	<u>696,297,587</u>	<u>619,137,865</u>
Net patient revenue	<u>\$ 50,289,316</u>	<u>\$ 44,503,745</u>	<u>\$ 202,630,079</u>	<u>\$ 188,987,453</u>
Gross billed charges by patient type:				
Inpatient	\$ 124,454,276	\$ 101,958,348	\$ 473,155,211	\$ 421,763,882
Outpatient	76,791,223	65,203,186	311,875,590	276,469,382
Emergency room	<u>29,248,969</u>	<u>26,342,684</u>	<u>113,896,865</u>	<u>109,892,054</u>
Total	<u>\$ 230,494,468</u>	<u>\$ 193,504,217</u>	<u>\$ 898,927,666</u>	<u>\$ 808,125,318</u>

**SALINAS VALLEY MEMORIAL HOSPITAL  
STATEMENTS OF REVENUE AND EXPENSES  
October 31, 2022**

	<u>Month of October,</u>		<u>Four months ended October 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 50,289,316	\$ 44,503,745	\$ 202,630,079	\$ 188,987,453
Other operating revenue	708,887	592,289	2,832,430	3,955,863
Total operating revenue	<u>50,998,203</u>	<u>45,096,034</u>	<u>205,462,509</u>	<u>192,943,316</u>
Operating expenses:				
Salaries and wages	17,109,510	15,420,230	70,169,492	62,312,002
Compensated absences	3,240,154	3,410,757	11,199,200	11,036,952
Employee benefits	7,705,239	6,164,151	29,868,786	28,686,576
Supplies, food, and linen	6,494,538	6,171,749	26,965,431	24,604,482
Purchased department functions	4,530,945	3,110,619	16,103,028	12,716,310
Medical fees	2,033,674	2,028,595	7,453,948	7,835,252
Other fees	2,543,794	1,434,162	9,710,704	4,940,833
Depreciation	1,779,457	1,771,042	7,463,055	7,071,814
All other expense	1,468,997	1,023,347	6,394,184	5,638,464
Total operating expenses	<u>46,906,308</u>	<u>40,534,652</u>	<u>185,327,828</u>	<u>164,842,685</u>
Income from operations	<u>4,091,895</u>	<u>4,561,382</u>	<u>20,134,681</u>	<u>28,100,631</u>
Non-operating income:				
Donations	(500,000)	166,667	1,801,378	666,667
Property taxes	333,333	333,333	1,333,333	1,333,333
Investment income	(772,335)	(1,521,393)	(4,146,975)	(2,282,561)
Taxes and licenses	0	0	0	0
Income from subsidiaries	(4,013,572)	(4,759,251)	(11,995,661)	(11,672,822)
Total non-operating income	<u>(4,952,574)</u>	<u>(5,780,644)</u>	<u>(13,007,925)</u>	<u>(11,955,383)</u>
Operating and non-operating income	(860,679)	(1,219,262)	7,126,756	16,145,248
Net assets to begin	<u>867,832,438</u>	<u>827,719,070</u>	<u>859,845,004</u>	<u>810,354,560</u>
Net assets to end	<u>\$ 866,971,760</u>	<u>\$ 826,499,808</u>	<u>\$ 866,971,760</u>	<u>\$ 826,499,808</u>
Net income excluding non-recurring items	\$ (860,679)	\$ (1,219,262)	\$ 7,126,756	\$ 15,663,470
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>481,778</u>
Operating and non-operating income	<u>\$ (860,679)</u>	<u>\$ (1,219,262)</u>	<u>\$ 7,126,756</u>	<u>\$ 16,145,248</u>

**SALINAS VALLEY MEMORIAL HOSPITAL  
SCHEDULES OF INVESTMENT INCOME  
October 31, 2022**

	<u>Month of October,</u>		<u>Four months ended October 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Detail of other operating income:				
Dietary revenue	\$ 167,416	\$ 171,716	\$ 540,835	\$ 571,721
Discounts and scrap sale	930	12,444	275,429	294,847
Sale of products and services	67,811	22,975	164,978	390,253
Clinical trial fees	0	0	0	20,878
Stimulus Funds	0	0	0	0
Rental income	173,485	159,737	696,821	642,636
Other	299,245	225,417	1,154,367	2,035,528
<b>Total</b>	<b>\$ 708,887</b>	<b>\$ 592,289</b>	<b>\$ 2,832,430</b>	<b>\$ 3,955,863</b>
Detail of investment income:				
Bank and payor interest	\$ 618,842	\$ 93,877	\$ 1,798,805	\$ 382,374
Income from investments	(1,213,342)	(1,615,270)	(5,763,228)	(2,690,560)
Gain or loss on property and equipment	(177,836)	0	(182,551)	25,625
<b>Total</b>	<b>\$ (772,335)</b>	<b>\$ (1,521,393)</b>	<b>\$ (4,146,975)</b>	<b>\$ (2,282,561)</b>
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (300,762)	\$ (217,327)	\$ (796,932)	\$ (851,429)
Neurological Clinic	(60,546)	(81,091)	(292,324)	(235,038)
Palliative Care Clinic	(64,509)	(95,543)	(247,764)	(357,155)
Surgery Clinic	(175,155)	(202,437)	(556,396)	(526,308)
Infectious Disease Clinic	(33,367)	(35,514)	(119,959)	(112,789)
Endocrinology Clinic	(142,675)	(151,614)	(612,348)	(528,602)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(562,968)	(539,812)	(1,667,913)	(1,752,741)
OB/GYN Clinic	(160,098)	(420,704)	(1,045,650)	(1,406,236)
PrimeCare Medical Group	(485,566)	(710,741)	(1,635,577)	(2,000,018)
Oncology Clinic	(436,387)	(626,649)	(1,190,934)	(1,376,648)
Cardiac Surgery	(47,016)	(143,059)	(834,416)	(633,494)
Sleep Center	15,357	(26,920)	(44,032)	(104,478)
Rheumatology	(50,470)	(44,239)	(236,168)	(195,756)
Precision Ortho MDs	(594,911)	(289,014)	(1,430,465)	(1,147,034)
Precision Ortho-MRI	0	0	0	0
Precision Ortho-PT	(55,345)	(55,393)	(175,414)	(218,280)
Vaccine Clinic	571	(35,711)	(683)	(35,711)
Dermatology	(33,015)	7,537	(76,055)	(64,824)
Hospitalists	0	0	0	0
Behavioral Health	(45,151)	(66,151)	(117,487)	(285,278)
Pediatric Diabetes	(42,106)	(34,778)	(182,254)	(175,038)
Neurosurgery	(57,727)	(47,697)	(128,692)	(100,245)
Multi-Specialty-RR	26,284	890	47,221	18,600
Radiology	(221,988)	(206,848)	(635,736)	(1,111,674)
Salinas Family Practice	(163,626)	(120,540)	(401,037)	(389,452)
Urology	(303,218)	0	(477,344)	0
<b>Total SVMC</b>	<b>(3,994,394)</b>	<b>(4,143,355)</b>	<b>(12,858,359)</b>	<b>(13,589,628)</b>
Doctors on Duty	23,786	(827,800)	313,105	477,674
Vantage Surgery Center	0	25,421	0	95,303
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	63,502	173,661	464,955	1,035,370
Aspire/CHI/Coastal	(93,502)	27,697	(57,525)	(32,268)
Apex	0	(56,860)	0	59,998
21st Century Oncology	(55,946)	547	(27,945)	121,015
Monterey Bay Endoscopy Center	42,981	41,438	170,108	159,715
<b>Total</b>	<b>\$ (4,013,572)</b>	<b>\$ (4,759,251)</b>	<b>\$ (11,995,661)</b>	<b>\$ (11,672,822)</b>

**SALINAS VALLEY MEMORIAL HOSPITAL  
BALANCE SHEETS  
October 31, 2022**

	<u>Current year</u>	<u>Prior year</u>	
<b>ASSETS</b>			
Current assets:			
Cash and cash equivalents	\$ 271,343,734	\$ 323,676,564	
Patient accounts receivable, net of estimated uncollectibles of \$31,349,800	88,830,207	77,386,170	
Supplies inventory at cost	7,596,948	8,030,814	
Other current assets	<u>20,150,473</u>	<u>12,049,132</u>	
Total current assets	<u>387,921,362</u>	<u>421,142,680</u>	
Assets whose use is limited or restricted by board	<u>150,622,424</u>	<u>146,643,318</u>	
Capital assets:			
Land and construction in process	43,531,752	36,210,359	
Other capital assets, net of depreciation	<u>196,925,041</u>	<u>205,039,206</u>	
Total capital assets	<u>240,456,793</u>	<u>241,249,565</u>	
Other assets:			
Investment in Securities	141,829,047	147,029,222	
Investment in SVMC	14,248,586	15,133,220	
Investment in Aspire/CHI/Coastal	1,586,175	3,612,579	
Investment in other affiliates	23,591,870	21,598,283	
Net pension asset	<u>71,219</u>	<u>3,079,246</u>	
Total other assets	<u>181,326,897</u>	<u>190,452,550</u>	
Deferred pension outflows	<u>95,401,205</u>	<u>50,119,236</u>	
	<u>\$ 1,055,728,681</u>	<u>\$ 1,049,607,349</u>	
<b>LIABILITIES AND NET ASSETS</b>			
Current liabilities:			
Accounts payable and accrued expenses	\$ 63,233,836	\$ 52,540,077	
Due to third party payers	17,755,329	54,910,575	
Current portion of self-insurance liability	<u>17,581,890</u>	<u>17,515,256</u>	
Total current liabilities	98,571,055	124,965,908	
Long term portion of workers comp liability	<u>14,058,922</u>	<u>14,556,513</u>	
Total liabilities	<u>112,629,977</u>	<u>139,522,421</u>	
Pension liability	<u>76,126,944</u>	<u>83,585,120</u>	
Net assets:			
Invested in capital assets, net of related debt	240,456,793	241,249,565	
Unrestricted	<u>626,514,967</u>	<u>585,250,243</u>	
Total net assets	<u>866,971,760</u>	<u>826,499,808</u>	
	<u>\$ 1,055,728,681</u>	<u>\$ 1,049,607,349</u>	

**SALINAS VALLEY MEMORIAL HOSPITAL**  
**STATEMENTS OF REVENUE AND EXPENSES - BUDGET VS. ACTUAL**  
**October 31, 2022**

	Month of October,				Four months ended October 31,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 230,494,467	\$ 209,636,473	20,857,994	9.95%	\$ 898,927,666	\$ 831,786,773	67,140,893	8.07%
Deductions from revenue	180,205,151	161,662,157	18,542,994	11.47%	696,297,587	640,304,907	55,992,680	8.74%
Net patient revenue	50,289,316	47,974,316	2,315,000	4.83%	202,630,079	191,481,866	11,148,213	5.82%
Other operating revenue	708,887	1,374,687	(665,800)	-48.43%	2,832,430	5,498,746	(2,666,316)	-48.49%
<b>Total operating revenue</b>	<b>50,998,203</b>	<b>49,349,002</b>	<b>1,649,201</b>	<b>3.34%</b>	<b>205,462,509</b>	<b>196,980,612</b>	<b>8,481,897</b>	<b>4.31%</b>
Operating expenses:								
Salaries and wages	17,109,510	16,541,104	568,406	3.44%	70,169,492	64,844,934	5,324,558	8.21%
Compensated absences	3,240,154	2,900,318	339,836	11.72%	11,199,200	12,135,451	(936,251)	-7.72%
Employee benefits	7,705,239	7,124,892	580,347	8.15%	29,868,786	29,287,036	581,750	1.99%
Supplies, food, and linen	6,494,538	6,417,896	76,642	1.19%	26,965,431	25,467,285	1,498,146	5.88%
Purchased department functions	4,530,945	3,491,015	1,039,930	29.79%	16,103,028	13,964,040	2,138,988	15.32%
Medical fees	2,033,674	2,026,754	6,920	0.34%	7,453,948	8,107,017	(653,069)	-8.06%
Other fees	2,543,794	2,161,266	382,528	17.70%	9,710,704	8,675,054	1,035,650	11.94%
Depreciation	1,779,457	1,915,617	(136,160)	-7.11%	7,463,055	7,615,614	(152,559)	-2.00%
All other expense	1,468,997	1,767,161	(298,164)	-16.87%	6,394,184	7,033,648	(639,464)	-9.09%
<b>Total operating expenses</b>	<b>46,906,308</b>	<b>44,346,023</b>	<b>2,560,285</b>	<b>5.77%</b>	<b>185,327,828</b>	<b>177,130,080</b>	<b>8,197,748</b>	<b>4.63%</b>
<b>Income from operations</b>	<b>4,091,895</b>	<b>5,002,980</b>	<b>(911,085)</b>	<b>-18.21%</b>	<b>20,134,681</b>	<b>19,850,532</b>	<b>284,149</b>	<b>1.43%</b>
Non-operating income:								
Donations	(500,000)	166,667	(666,667)	-400.00%	1,801,378	666,667	1,134,711	170.21%
Property taxes	333,333	333,333	(0)	0.00%	1,333,333	1,333,333	(0)	0.00%
Investment income	(772,335)	129,915	(902,250)	-694.49%	(4,146,975)	519,662	(4,666,637)	-898.01%
Income from subsidiaries	(4,013,572)	(3,382,786)	(630,786)	18.65%	(11,995,661)	(13,803,469)	1,807,808	-13.10%
<b>Total non-operating income</b>	<b>(4,952,574)</b>	<b>(2,752,871)</b>	<b>(2,199,703)</b>	<b>79.91%</b>	<b>(13,007,925)</b>	<b>(11,283,807)</b>	<b>(1,724,118)</b>	<b>15.28%</b>
<b>Operating and non-operating income \$</b>	<b>(860,679)</b>	<b>\$ 2,250,109</b>	<b>(3,110,788)</b>	<b>-138.25%</b>	<b>\$ 7,126,756</b>	<b>\$ 8,566,725</b>	<b>(1,439,969)</b>	<b>-16.81%</b>

**SALINAS VALLEY MEMORIAL HOSPITAL**  
**PATIENT STATISTICAL REPORT**  
For the month of Oct and four months to date

	<u>Month of Oct</u>		<u>Four months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>NEWBORN STATISTICS</u>					
Medi-Cal Admissions	35	39	175	153	(22)
Other Admissions	80	79	373	345	(28)
Total Admissions	115	118	548	498	(50)
Medi-Cal Patient Days	58	58	264	239	(25)
Other Patient Days	143	141	629	(40)	(669)
Total Patient Days of Care	201	199	893	199	(694)
Average Daily Census	6.5	6.4	7.3	1.6	(5.6)
Medi-Cal Average Days	1.7	1.5	1.5	1.6	0.1
Other Average Days	1.2	1.8	1.7	-0.1	(1.8)
Total Average Days Stay	1.7	1.7	1.6	0.4	(1.2)
<u>ADULTS &amp; PEDIATRICS</u>					
Medicare Admissions	323	387	1,239	1,544	305
Medi-Cal Admissions	264	329	957	1,153	196
Other Admissions	368	309	1,189	1,258	69
Total Admissions	955	1,025	3,385	3,955	570
Medicare Patient Days	1,430	1,733	5,451	6,370	919
Medi-Cal Patient Days	975	1,243	4,011	4,644	633
Other Patient Days	899	1,341	3,741	(6,697)	(10,438)
Total Patient Days of Care	3,304	4,317	13,203	4,317	(8,886)
Average Daily Census	106.6	139.3	107.3	35.1	(72.2)
Medicare Average Length of Stay	4.5	4.6	4.3	4.1	(0.2)
Medi-Cal Average Length of Stay	3.8	3.4	3.4	3.5	0.1
Other Average Length of Stay	2.5	3.5	2.5	-4.3	(6.8)
Total Average Length of Stay	3.5	3.8	3.3	1.0	(2.3)
Deaths	21	22	100	86	(14)
Total Patient Days	3,505	4,516	14,096	4,516	(9,580)
Medi-Cal Administrative Days	0	5	74	32	(42)
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	0	5	74	32	(42)
Percent Non-Acute	0.00%	0.11%	0.52%	0.71%	0.18%



**SALINAS VALLEY MEMORIAL HOSPITAL**  
**PATIENT STATISTICAL REPORT**  
For the month of Oct and four months to date

	<u>Month of Oct</u>		<u>Four months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>PATIENT DAYS BY LOCATION</u>					
Level I	289	463	1,041	463	(578)
Heart Center	329	431	1,290	431	(859)
Monitored Beds	691	642	3,078	642	(2,436)
Single Room Maternity/Obstetrics	301	347	1,410	347	(1,063)
Med/Surg - Cardiovascular	622	990	2,399	990	(1,409)
Med/Surg - Oncology	299	226	1,115	226	(889)
Med/Surg - Rehab	391	633	1,614	633	(981)
Pediatrics	73	153	349	153	(196)
Nursery	201	199	893	199	(694)
Neonatal Intensive Care	29	0	282	0	(282)
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	71.71%	114.89%	65.10%	115.82%	
Heart Center	70.75%	92.69%	69.92%	93.44%	
Monitored Beds	82.56%	76.70%	92.68%	77.33%	
Single Room Maternity/Obstetrics	26.24%	30.25%	30.98%	30.50%	
Med/Surg - Cardiovascular	44.59%	70.97%	43.34%	71.54%	
Med/Surg - Oncology	74.19%	56.08%	69.73%	56.54%	
Med/Surg - Rehab	48.51%	78.54%	50.47%	79.17%	
Med/Surg - Observation Care Unit	0.00%	81.97%	0.00%	82.64%	
Pediatrics	13.08%	27.42%	15.76%	27.64%	
Nursery	39.30%	38.91%	22.00%	19.61%	
Neonatal Intensive Care	8.50%	0.00%	20.84%	0.00%	

**SALINAS VALLEY MEMORIAL HOSPITAL**  
**PATIENT STATISTICAL REPORT**  
For the month of Oct and four months to date

	<u>Month of Oct</u>		<u>Four months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>DELIVERY ROOM</u>					
Total deliveries	103	123	529	485	(44)
C-Section deliveries	38	41	172	143	(29)
Percent of C-section deliveries	36.89%	33.33%	32.51%	29.48%	-3.03%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	20,615	24,188	81,588	80,075	(1,513)
Out-Patient Operating Minutes	24,545	25,030	99,142	103,309	4,167
Total	45,160	49,218	180,730	183,384	2,654
Open Heart Surgeries	12	14	49	52	3
In-Patient Cases	150	166	569	569	0
Out-Patient Cases	239	263	981	1,081	100
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	30	26	156	106	(50)
High Risk	471	560	1,764	2,165	401
More Than One Resource	2,639	3,074	10,513	11,965	1,452
One Resource	1,704	2,380	6,966	8,324	1,358
No Resources	72	93	397	371	(26)
Total	<u>4,916</u>	<u>6,133</u>	<u>19,796</u>	<u>22,931</u>	<u>3,135</u>

**SALINAS VALLEY MEMORIAL HOSPITAL**  
**PATIENT STATISTICAL REPORT**  
For the month of Oct and four months to date

	<u>Month of Oct</u>		<u>Four months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<b>CENTRAL SUPPLY</b>					
In-patient requisitions	16,315	15,295	102,118	105,727	3,609
Out-patient requisitions	6,250	6,730	67,967	63,426	-4,541
Emergency room requisitions	1,375	698	11,273	8,349	-2,924
Interdepartmental requisitions	7,849	7,115	49,644	44,398	-5,246
Total requisitions	<u>31,789</u>	<u>29,838</u>	<u>231,002</u>	<u>221,900</u>	<u>-9,102</u>
<b>LABORATORY</b>					
In-patient procedures	42,107	38,721	253,735	241,589	-12,146
Out-patient procedures	9,286	11,597	76,062	80,263	4,201
Emergency room procedures	9,433	11,145	60,934	76,430	15,496
Total patient procedures	<u>60,826</u>	<u>61,463</u>	<u>390,731</u>	<u>398,282</u>	<u>7,551</u>
<b>BLOOD BANK</b>					
Units processed	<u>318</u>	<u>297</u>	<u>1,996</u>	<u>1,965</u>	<u>-31</u>
<b>ELECTROCARDIOLOGY</b>					
In-patient procedures	1,041	1,068	6,566	6,885	319
Out-patient procedures	349	302	2,706	2,668	-38
Emergency room procedures	1,045	1,148	6,142	7,127	985
Total procedures	<u>2,435</u>	<u>2,518</u>	<u>15,414</u>	<u>16,680</u>	<u>1,266</u>
<b>CATH LAB</b>					
In-patient procedures	64	77	512	607	95
Out-patient procedures	51	71	571	625	54
Emergency room procedures	0	0	1	0	-1
Total procedures	<u>115</u>	<u>148</u>	<u>1,084</u>	<u>1,232</u>	<u>148</u>
<b>ECHO-CARDIOLOGY</b>					
In-patient studies	298	371	2,033	2,406	373
Out-patient studies	138	156	1,262	1,520	258
Emergency room studies	2	1	16	5	-11
Total studies	<u>438</u>	<u>528</u>	<u>3,311</u>	<u>3,931</u>	<u>620</u>
<b>NEURODIAGNOSTIC</b>					
In-patient procedures	140	165	1,109	1,090	-19
Out-patient procedures	24	27	169	164	-5
Emergency room procedures	0	0	0	0	0
Total procedures	<u>164</u>	<u>192</u>	<u>1,278</u>	<u>1,254</u>	<u>-24</u>

**SALINAS VALLEY MEMORIAL HOSPITAL**  
**PATIENT STATISTICAL REPORT**  
For the month of Oct and four months to date

	<u>Month of Oct</u>		<u>Four months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<b>SLEEP CENTER</b>					
In-patient procedures	0	0	1	0	-1
Out-patient procedures	183	167	1,315	1,153	-162
Emergency room procedures	0	0	0	0	0
Total procedures	<u>183</u>	<u>167</u>	<u>1,316</u>	<u>1,153</u>	<u>-163</u>
<b>RADIOLOGY</b>					
In-patient procedures	1,654	1,429	9,708	8,710	-998
Out-patient procedures	416	356	4,323	2,915	-1,408
Emergency room procedures	1,217	1,382	7,939	8,809	870
Total patient procedures	<u>3,287</u>	<u>3,167</u>	<u>21,970</u>	<u>20,434</u>	<u>-1,536</u>
<b>MAGNETIC RESONANCE IMAGING</b>					
In-patient procedures	105	141	860	890	30
Out-patient procedures	127	77	953	768	-185
Emergency room procedures	14	6	80	49	-31
Total procedures	<u>246</u>	<u>224</u>	<u>1,893</u>	<u>1,707</u>	<u>-186</u>
<b>MAMMOGRAPHY CENTER</b>					
In-patient procedures	2,718	3,550	20,910	24,711	3,801
Out-patient procedures	2,696	3,518	20,790	24,527	3,737
Emergency room procedures	3	0	3	8	5
Total procedures	<u>5,417</u>	<u>7,068</u>	<u>41,703</u>	<u>49,246</u>	<u>7,543</u>
<b>NUCLEAR MEDICINE</b>					
In-patient procedures	12	14	86	94	8
Out-patient procedures	61	78	506	541	35
Emergency room procedures	1	0	4	4	0
Total procedures	<u>74</u>	<u>92</u>	<u>596</u>	<u>639</u>	<u>43</u>
<b>PHARMACY</b>					
In-patient prescriptions	111,491	94,299	636,356	605,331	-31,025
Out-patient prescriptions	10,439	11,319	99,978	104,283	4,305
Emergency room prescriptions	5,342	7,197	36,983	48,996	12,013
Total prescriptions	<u>127,272</u>	<u>112,815</u>	<u>773,317</u>	<u>758,610</u>	<u>-14,707</u>
<b>RESPIRATORY THERAPY</b>					
In-patient treatments	29,606	21,738	156,457	131,478	-24,979
Out-patient treatments	143	981	3,391	7,896	4,505
Emergency room treatments	373	194	1,179	1,583	404
Total patient treatments	<u>30,122</u>	<u>22,913</u>	<u>161,027</u>	<u>140,957</u>	<u>-20,070</u>
<b>PHYSICAL THERAPY</b>					
In-patient treatments	2,256	2,396	16,109	16,284	175
Out-patient treatments	99	170	1,751	2,108	357
Emergency room treatments	0	0	0	0	0
Total treatments	<u>2,355</u>	<u>2,566</u>	<u>17,860</u>	<u>18,392</u>	<u>532</u>

**SALINAS VALLEY MEMORIAL HOSPITAL**  
**PATIENT STATISTICAL REPORT**  
For the month of Oct and four months to date

	<u>Month of Oct</u>		<u>Four months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<b>OCCUPATIONAL THERAPY</b>					
In-patient procedures	1,445	1,660	9,403	10,682	1,279
Out-patient procedures	74	99	797	1,086	289
Emergency room procedures	0	0	0	0	0
Total procedures	<u>1,519</u>	<u>1,759</u>	<u>10,200</u>	<u>11,768</u>	<u>1,568</u>
<b>SPEECH THERAPY</b>					
In-patient treatments	348	525	2,682	3,077	395
Out-patient treatments	23	28	171	200	29
Emergency room treatments	0	0	0	0	0
Total treatments	<u>371</u>	<u>553</u>	<u>2,853</u>	<u>3,277</u>	<u>424</u>
<b>CARDIAC REHABILITATION</b>					
In-patient treatments	0	0	0	0	0
Out-patient treatments	498	401	2,637	4,268	1,631
Emergency room treatments	0	0	1	0	-1
Total treatments	<u>498</u>	<u>401</u>	<u>2,638</u>	<u>4,268</u>	<u>1,630</u>
<b>CRITICAL DECISION UNIT</b>					
Observation hours	<u>378</u>	<u>344</u>	<u>1,866</u>	<u>2,252</u>	<u>386</u>
<b>ENDOSCOPY</b>					
In-patient procedures	85	78	626	636	10
Out-patient procedures	12	29	159	223	64
Emergency room procedures	0	0	0	0	0
Total procedures	<u>97</u>	<u>107</u>	<u>785</u>	<u>859</u>	<u>74</u>
<b>C.T. SCAN</b>					
In-patient procedures	537	596	3,803	4,027	224
Out-patient procedures	445	281	3,598	2,517	-1,081
Emergency room procedures	433	552	3,208	4,164	956
Total procedures	<u>1,415</u>	<u>1,429</u>	<u>10,609</u>	<u>10,708</u>	<u>99</u>
<b>DIETARY</b>					
Routine patient diets	17,554	21,351	113,154	130,102	16,948
Meals to personnel	19,345	21,421	144,216	152,161	7,945
Total diets and meals	<u>36,899</u>	<u>42,772</u>	<u>257,370</u>	<u>282,263</u>	<u>24,893</u>
<b>LAUNDRY AND LINEN</b>					
Total pounds laundered	<u>99,573</u>	<u>100,531</u>	<u>710,088</u>	<u>689,921</u>	<u>-20,167</u>

*PUBLIC INPUT*

*CLOSED SESSION*

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

*RECONVENE OPEN SESSION/  
REPORT ON CLOSED SESSION*



# ***ADJOURNMENT***

*The next Quality and Efficient Practices  
Committee Meeting is scheduled for Monday,  
December 12, 2022 at 8:30 a.m.*