



**SONOMA VALLEY HEALTH CARE DISTRICT
FINANCE COMMITTEE
REGULAR MEETING AGENDA
Tuesday, December 3, 2013, 5:00 p.m.**

**Location: Schantz Conference Room
Sonoma Valley Hospital – 347 Andrieux Street, Sonoma CA 95476**

AGENDA ITEM	RECOMMENDATION	
MISSION STATEMENT The mission of the SVHCD is to maintain, improve, and restore the health of everyone in our community.		
1. CALL TO ORDER/ANNOUNCEMENTS	<i>Fogg</i>	
2. PUBLIC COMMENT SECTION At this time, members of the public may comment on any item not appearing on the agenda. It is recommended that you keep your comments to three minutes or less. Under State Law, matters presented under this item cannot be discussed or acted upon by the Committee at this time. For items appearing on the agenda, the public will be invited to make comments at the time the item comes up for Committee consideration.		
3. CONSENT CALENDAR: A. FC Meeting Minutes, 10.22.13	<i>Fogg</i>	Action
4. 2009 SERIES-A GO BOND REFINANCING	<i>Fogg</i>	Inform
5. RAC UPDATE	<i>Reid</i>	Inform
6. PATIENT BILLING REORGANIZATION UPDATE	<i>Jensen</i>	Inform
7. OCTOBER 2013 FINANCIALS	<i>Reid</i>	Inform
8. PROJECTED CASH FLOWS	<i>Reid</i>	Inform
9. PROPOSED NEXT FINANCE COMMITTEE MEETING DATE: JANUARY 7, 2014	<i>Fogg</i>	Action
10. ADJOURN	<i>Fogg</i>	

3.

CONSENT CALENDAR



**SONOMA VALLEY HEALTH CARE DISTRICT
FINANCE COMMITTEE
MEETING MINUTES
Tuesday, October 22, 2013
Schantz Conference Room**

Members Present	<i>cont.</i>	Staff/ Public/Other	Absent/Excused
Dick Fogg Steve Barclay Phil Woodward Subhash Mishra Richard Conley Peter Hohorst Shari Glago	Mary Smith Sharon Nevins	Kelly Mather Rick Reid Jeannette Tarver Sam McCandless Gigi Betta David Cox Bernadette Jensen	Keith Chamberlin

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
MISSION AND VISION STATEMENTS	<i>The mission of the SVHCD is to maintain, improve and restore the health of everyone in our community. The vision of the SVHCD is that SVH will be a nationally recognized, compassionate place of healing known for excellence in clinical quality. We serve as the guide and indispensable link in our community members' health care journey.</i>		
1. CALL TO ORDER	<i>Fogg</i>		
	Meeting called to order at 5:10 PM Two guests from Marin General Hospital, David Cox, CFO and Bernadette Jensen, Director of Revenue Cycle are joining the meeting to give an update on the Patient Billing Reorganization		
2. PUBLIC COMMENT SECTION	<i>Fogg</i>		
	No public comment.		
3. CONSENT CALENDAR	<i>Fogg</i>	Action	
A. FC Minutes 9.24.13		MOTION by Smith to approve A. and 2nd by Glago. All in favor.	
4. PATIENT BILLING	<i>Cox/Jensen (MGH)</i>	Inform	

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
REORGANIZATION UPDATE			
	<p>Ms Jensen gave an update on the SVH patient billing reorganization. She talked about the issues at hand, the solutions that have been implemented and future plans and goals. Mr. Cox estimates that there has been a 2% leakage in SVH revenue due to these issues.</p> <p>Prior to the SVH reorganization, Ms Jensen stabilized Marin General Hospital's accounting department. It took roughly 1.5 years to stabilize MGH and she expects that it will take less time to stabilize SVH.</p>		
5. REQUEST FOR SVH FOUNDATION AUDIT	<i>Fogg</i>	Action	
	<p>The SVH Finance Committee recommends to the SVH District Foundation Board that they request that the 2013 Foundation Financial Statements be audited by an independent accounting firm.</p> <p>All Committee members were in favor except for Ms. Nevins who abstained.</p>	MOTION by Woodward to approve A. and 2nd by Barclay. 8 voted in favor and 1 abstained.	
6. RAC UPDATE	<i>Reid</i>	Inform	
	There has been no RAC correspondence since last month. SVH has won \$50,000 in RAC appeals in October 2014.		
7. SEPTEMBER 2013 FINANCIALS	<i>Reid</i>	Inform	
	Overall for September, SVH has income of \$1,112,506 on budgeted income of \$3,713, for a favorable difference of \$1,108,793. Total net patient service revenue was under budget by (\$146,223). Risk contracts were under budget by (\$19,149). Other operating revenue is under budget by (\$6,431), bringing the total operating revenue to \$4,065,201 or (\$171,803) under budget. Expenses were \$4,338,506 on a budget of \$4,535,723 or \$197,217 under budget. The EBIDA prior to the restricted donations for the month was \$227,614 or 5.6%.		
8. PROJECTED CASH FLOWS	<i>Reid</i>	Inform	
	Mr. Reid presented the 6-month cash projection through April 2014 and the summary of the building program.		
9. QUARTERLY CAPITAL	<i>Reid</i>	Inform	
	Mr. Reid presented the 2014 capital spending as of September 30, 2014 and the 2014 capital budget items list.		
10. QUATERLY VOLUMES	<i>Reid</i>	Inform	
	Mr. Reid presented acute and adjusted patient days, acute discharges,		

AGENDA ITEM	DISCUSSION	ACTIONS	FOLLOW-UP
	SNF days, HHA visits and surgical cases.		
11. UPON ADJOURNMENT OF OPEN SESSION/CLOSING COMMENTS	<i>Fogg</i>		
	<p><u>Closing comments</u> The Committee returned to the topic of the patient billing reorganization. Ms Mather informed the Committee that Ms Jensen has agreed to provide monthly status updates on the stabilization process. The Finance Committee requests that Ms Jensen present a report with metrics at all regular FC monthly meetings until stabilization is achieved.</p> <p>Open Session adjourned at 6:35 PM The next Finance Committee meets on Tuesday, November 26, 2013.</p>		
12. CLOSED SESSION Calif. Health & Safety Code § 32106: Trade Secrets Regarding Business Strategy	<i>Fogg</i>	Inform/Action	
13. REPORT OF CLOSED SESSION	<i>Fogg</i>	Inform/Action	
14. ADJOURN	<i>Fogg</i>		

6.

PATIENT BILLING
REORGANIZATION
UPDATE



Revenue Cycle Report

October 2013 Month End Stats

Avg Gross Daily Revenue	\$ 559,292
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Collection Goal (Net Revenue)	\$ 3,361,442
Total AR Collections	\$ 3,387,372
Over/Under Goal	\$ 25,930

A/R Days Goal	45
AR Days month end	49

Medical Records: Discharged not final billed	
Volume	372
Gross Revenue	\$ 1,941,238
# of days (per avg daily gross revenue) Goal = >2 days	3.5

Process Improvement Efforts

- Claims - Initial request for bridge routines (edits) requested from Relay Health to assist with billing improvements have been completed. More to be requested. Training of internal resource to continue bridge routine maintenance is being looked into.
- Commercial / Medi-Cal Zero Balance Accounts (ZBA) Project - Triage is set up for remote access and initial kick off meeting held to discuss roles. Files have been sent, once all contracts have been loaded into their proprietary system the detail review will commence during 11/13.
- Medi-Cal Aged Account Project 60+ day follow-up – Kenneth & Associates set up for remote access. Reports need to be generated for assignment of work and coordination of any training issues for their staff (should be complete 11/15).
- Commercial / Medicare Aged Account Project 60+ days- California Medical Billing Services – remote access being established, payer website access in process. Evaluation of temporary FTE's needs vs. volume of accounts underway. Work to commence week of 11/18.
- Productivity standards for PFS follow-up staff has been rolled out. Inservice performed to review best practice to maximize efforts on collection accounts.
- Met with Registration at SVH to discuss issues with Medi-Cal authorization process and retro-activity. Developing better work processes to obtain authorization to reduce denials.

- Electronic connectivity established for billing Meritage (Marin IPA) – this should be finalized in the next weeks and should reduce the follow-up issues with this patient volume.
- Reports enhanced for Finance to better assist with contractual calculations and calculating net revenue.
- Screened 8 PFS Director applicants, 3 face to face interviews, 1 finalist to meet with Rick Reid, CFO week of 11/14/13.
- HIM – coding volumes will reduce once 3M is upgraded in JAN 2014
- HIM – ICD10 readiness – Coders are in training. Assessing other operational needs.

7.

OCTOBER 2013
FINANCIALS

Sonoma Valley Hospital
Sonoma Valley Health Care District
October 31, 2013 Financial Report

Finance Committee
December 3, 2013

October's Patient Volumes

	Actual	Budget	Variance	Prior Year
Acute Discharges	91	124	-33	121
Acute Patient Days	374	460	-86	443
SNF Patient Days	606	622	-16	576
Home Health Care Visits	940	1,000	-60	1,403
Outpatient Gross Revenue (in thousands)	\$10,248	\$9,308	\$940	\$8,935
Surgical Cases	135	134	-1	128

Summary Statement of Revenues and Expenses Month of October 31, 2013

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Percentage</u>	<u>Prior Year</u>
1 Total Operating Revenue	\$ 4,602,347	\$ 4,305,253	\$ 297,094	7%	\$ 4,120,527
2 Total Operating Expenses	\$ 5,021,736	\$ 4,565,544	\$ (456,192)	-10%	\$ 4,406,584
3 Operating Margin	\$ (419,389)	\$ (260,291)	\$ (159,098)	-61%	\$ (286,057)
4 NonOperating Rev/Exp	\$ 310,546	\$ 298,571	\$ 11,975	4%	\$ 340,545
5 Net Income before Restricted Cont.	\$ (108,843)	\$ 38,280	\$ (147,123)	-384%	\$ 54,488
6 Restricted Contribution	\$ 1,098,328	\$ 3,853	\$ 1,094,475	28406%	\$ 12,633
7 Net Income with Restricted Contributions	\$ 989,485	\$ 42,133	\$ 947,352	2248%	\$ 67,121
8 EBIDA before Restricted Contributions	\$ 125,758	\$ 274,572	\$ (148,814)		\$ 344,252
9 EBIDA before Restricted Cont. %	3%	6%	-3%		8%
10 Net Income without GO Bond Activity	\$ 872,084	\$ (76,526)	\$ 948,610		\$ (56,435)

Summary Statement of Revenues and Expenses Year to Date October 31, 2013 (4 months)

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Percentage</u>	<u>Prior Year</u>
1 Total Operating Revenue	\$ 17,330,425	\$ 17,145,664	\$ 184,761	1%	\$ 16,091,031
2 Total Operating Expenses	\$ 18,213,344	\$ 18,117,320	\$ (96,024)	-1%	\$ 17,196,746
3 Operating Margin	\$ (882,919)	\$ (971,656)	\$ 88,737	9%	\$ (1,105,715)
4 NonOperating Rev/Exp	\$ 1,159,750	\$ 1,193,210	\$ (33,460)	-3%	\$ 1,262,348
5 Net Income before Restricted Cont.	\$ 276,831	\$ 221,554	\$ 55,277	25%	\$ 156,633
6 Restricted Contribution	\$ 2,449,377	\$ 20,824	\$ 2,428,553	11662%	\$ 134,083
7 Net Income with Restricted Contributions	\$ 2,726,208	\$ 242,378	\$ 2,483,830	1025%	\$ 290,716
8 EBIDA before Restricted Contributions	\$ 1,174,863	\$ 1,219,262	\$ (44,399)		\$ 1,152,846
9 EBIDA before Restricted Cont. %	7%	7%	0%		7%
10 Net Income without GO Bond Activity	\$ (192,772)	\$ (253,082)	\$ 60,310		\$ (337,592)

October's Operating Revenues

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Percentage</u>	<u>Prior Year</u>
REVENUE					
NET PATIENT REVENUE					
1 Acute Inpatient	\$ 1,598,460	\$ 1,611,604	\$ (13,144)	-1%	\$ 1,390,255
2 Skilled Nursing Facility	\$ 387,223	\$ 480,461	\$ (93,238)	-19%	\$ 343,247
3 Outpatient and Emergency	\$ 2,104,409	\$ 1,933,074	\$ 171,335	9%	\$ 1,942,832
4 HomeCare	\$ 188,369	\$ 211,618	\$ (23,249)	-11%	\$ 241,731
5 Community Benefit (Charity)	\$ (1,000)	\$ (176,592)	\$ 175,592	99%	\$ (200,000)
6 Bad Debt Expense	\$ (150,000)	\$ (211,398)	\$ 61,398	29%	\$ (100,000)
7 Prior Period Adjustment	\$ -	\$ -	\$ -	0%	\$ -
8 TOTAL NET PATIENT REVENUE	\$ 4,127,461	\$ 3,848,767	\$ 278,694	7%	\$ 3,618,065
RISK CONTRACTS					
9 Capitation Revenue	\$ 170,677	\$ 164,178	\$ 6,499	4%	\$ 174,133
10 Napa State Hospital Revenue	\$ 161,324	\$ 157,739	\$ 3,585	2%	\$ 170,900
11 TOTAL RISK CONTRACTS	\$ 332,001	\$ 321,917	\$ 10,084	3%	\$ 345,033
12 OTHER OPER REVENUE	\$ 142,885	\$ 134,569	\$ 8,316	6%	\$ 157,429
13 TOTAL HOSPITAL NET REVENUE	\$ 4,602,347	\$ 4,305,253	\$ 297,094	7%	\$ 4,120,527

Revenue Variances

- Total Operating Revenue over budget by \$297,094
 - Overall inpatient volume was under budget by 33 discharges
 - Skilled Nursing Home volume was under budget by 16 days
 - Outpatient was over budget in volume and had a higher volume of commercial insured patients.
 - Home Care volume was under budget by 60 visits.
 - Bad Debts and Charity Care were favorable to budget by \$236,990. This was due to very little charity care during the month and lower volume of Self Pay Patients

October's Operating Expense

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Percentage</u>	<u>Prior Year</u>
OPERATING EXPENSES					
1 Salary and Wages and Agency	\$ 2,103,769	\$ 2,028,434	\$ (75,335)	-4%	\$ 1,978,138
2 Employee Benefits	\$ 728,421	\$ 773,379	\$ 44,958	6%	\$ 755,262
3 Total People Cost	\$ 2,832,190	\$ 2,801,813	\$ 30,377	1%	\$ 2,733,400
4 Medical and Prof Fees (excl'd Agency)	\$ 462,174	\$ 409,827	\$ (52,347)	-13%	\$ 423,719
5 Supplies	\$ 452,392	\$ 491,015	\$ 38,623	8%	\$ 490,489
6 Purchased Services	\$ 432,830	\$ 436,292	\$ 3,462	1%	\$ 316,044
7 Depreciation	\$ 163,018	\$ 187,558	\$ 24,540	13%	\$ 231,076
8 Utilities	\$ 79,326	\$ 77,354	\$ (1,972)	-3%	\$ 79,289
9 Insurance	\$ 18,888	\$ 18,698	\$ (190)	-1%	\$ 24,375
10 Interest	\$ 36,659	\$ 13,809	\$ (22,850)	-165%	\$ 28,677
11 Other	\$ 544,259	\$ 129,178	\$ (415,081)	-321%	\$ 79,515
12 TOTAL OPERATING EXPENSE	\$ 5,021,736	\$ 4,565,544	\$ (456,192)	-10%	\$ 4,406,584

Expense Variances

Total operating expenses were over budget by (\$456,192)

- Total productivity FTE's were over budget at 282. Total salaries and Agency were over budget by (\$75,335). Salaries was over budget by (\$23,136) due to Home Health Care. Agency costs was over budget by (\$52,199) due to Radiology by (\$21,737), Ultrasound (\$13,146), Med/Surg by (\$8,708) and ER by (\$5,168), these departments had agency overages offset with under budgeted salaries.
- Employee benefits were under budget by \$44,958. Of this health insurance was under budget by \$18,562 and Paid Time Off was under budget by \$14,910.
- Medical and Professional Fees were over budget by (\$52,347), (\$44,650) is due to additional Prima Physician call.
- Supplies were under budget by \$38,623 due to Pharmacy being under budget \$61,289, which is offset with Surgery being over budget (\$36,226).
- Other expenses were over budget by (\$415,081) due to the expense paid to the IGT of \$422,743. This is offset by the \$406,527 in net patient revenue.

October's Non-Operating Items

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Percentage</u>	<u>Prior Year</u>
NON OPERATING					
Electronic Health Record & Misc.		\$			
1 Rev.	\$ 4,686	4,167	\$ 519	12%	\$ 37,601
2 Donations	\$ 10,959	3,875	\$ 7,084	0%	\$ -
Professional Center / Phys					
3 Recruitment	\$ -	\$ -	\$ -	0%	\$ -
4 Physician Practice Support - Prima	\$ (60,000)	(65,630)	\$ 5,630	0%	(65,630)
5 Tax Assessment Revenue-Parcel Tax	\$ 237,500	\$ 237,500	\$ -	0%	\$ 245,018
6 Tax Assessment Revenue - GO Bond	\$ 152,326	\$ 153,584	\$ (1,258)	-1%	\$ 153,567
7 GO Bond Interest	\$ (34,925)	(34,925)	\$ -	0%	(30,011)
8 NON-OPERATING REV/EXP	\$ 310,546	\$ 298,571	\$ 11,975	4%	\$ 340,545
9 Capital Campaign Contribution	\$ 1,098,328	\$ 3,853	\$ 1,094,475	28406%	\$ 12,633
10 Restricted Foundation Contribution	\$ -	\$ -	\$ -	0%	\$ -
11 TOTAL NON-OPERATING REV/EXP	\$ 1,408,874	\$ 302,424	\$ 1,106,450	366%	\$ 353,178

To: SVH Finance Committee
From: Rick Reid, CFO
Date: December 3, 2013
Subject: Financial Report for the Month Ending October 31, 2013

Overall Results for October 2013

Overall for October, SVH has income after the restricted contributions of \$989,485 on budgeted income of \$42,133, for a favorable difference of \$947,352. Without donations, there is a loss of \$108,843. Total net patient service revenue was over budget by \$278,694. This includes the final recording of the Intergovernmental Transfer (IGT) gross revenue of \$406,527. Risk contracts were over budget by \$10,084. Other operating revenue is over budget by \$8,316, bringing the total operating revenue to \$4,602,347 or \$297,094 over budget. Expenses were \$5,021,736 on a budget of \$4,538,878 or (\$482,858) over budget. Of the \$482,858, \$422,743 related to the IGT that was paid in October. The EBIDA prior to the restricted donations for the month was \$125,759 or 2.7%.

Patient Volumes - October

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	91	124	-33	121
Acute Patient Days	374	460	-86	443
SNF Patient Days	606	622	-16	576
Home Care Visits	940	1,000	-60	1,043
OP Gross Revenue	\$10,248	\$9,308	\$940	\$8,935
Surgical Cases	135	134	1	128

Overall Payer Mix - October

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Medicare	47.6%	49.0%	-1.4%	47.8%	48.9%	-1.1%
Medi-Cal	10.0%	10.6%	-0.6%	11.3%	10.8%	0.5%
Self Pay	1.4%	3.8%	-2.4%	3.3%	3.8%	-0.5%
Commercial	31.2%	29.5%	1.7%	27.7%	29.4%	-1.7%
Managed MC	5.0%	2.8%	2.2%	5.0%	2.8%	2.2%
Workers Comp	3.3%	1.5%	1.8%	3.1%	1.5%	1.6%
Capitated	1.5%	2.8%	-1.3%	2.0%	2.8%	-0.8%
Total	100%	100%		100%	100%	

Total Operating Revenues

Total operating revenues for October were \$4.6 million on a budget of \$4.3 million or \$297,094 over budget.

Net Patient Revenue is over budget by \$70,751 or 2%, due to the following:

- Overall inpatient volume was under budget by 33 discharges.
- Skilled Nursing Home volume was under budget by 16 days.
- Outpatient was over budget in volume and had higher commercial insured patients.
- Home Care volume was under budget by 60 visits.
- Bad Debts and Charity Care were favorable to budget by \$236,990.
- IGT funds of \$406,527 in inpatient revenues. This was finalized in October and the hospital received payment in early November.

Expenses

October’s expenses were \$5.0million on a budget of \$4.6 million or over budget by (\$456,192). Without the IGT, expenses would have been over budget by \$33,449. The following is a summary of the operating expense variances for the month of October:

- Total productivity FTE’s were over budget by 4 at 282, on a budget of 278. Salaries were over budget by (\$23,136), Home Health Care was over budget by (\$26,305) . Agency fees were over budget by (\$52,199) due to the use of registry in Radiology by (\$21,737), Ultrasound by (\$13,146), Med Surg by (\$8,708) and ER by (\$5,168). The departments over in registry are under budget in salaries.
- Employee benefits were under budget by \$44,958, of this health insurance was under budget by \$18,562 and Paid Time Off was under budget by \$14,910.
- Medical and Prof Fees are over budget by (\$52,347), (\$44,650) is due to additional Prima Physician call. Consulting fees were over budget in Human Resources were over budget due to legal costs by (\$8,999).
- Supplies were under budget by \$38,623 due to Pharmacy being under budget by \$61,289, offset by Surgery’s over budget of (\$36,226).
- Other expenses were over budget by (\$415,081) due to the expense paid to the IGT of \$422,743.

Cash Collections on Patient Receivables:

For the month of October the cash collection goal was \$3,361,442, the Hospital collected \$3,387,372 or over the goal by \$25,930. Year to date the Hospital patient collections goal was \$13,372,185 and had collection of \$13,127,894 or (\$244,291) under than the goal. The cash collection goal is based upon net hospital revenue from 60 days ago.

RAC Activity

	October	Year to Date
Payments to Medicare	\$13,526	\$398,588
Appeals Won and Repaid to the Hospital	\$58,385	\$105,815
Payments from Rebilling Received	\$0	\$0

Capital Campaign Summary:

For the month of October, the Hospital received \$1,598,328 in capital campaign donations. The total amount received from the Capital Campaign to date is \$6,863,932 offset with spending of \$2,579,621. The funds are included on line 17, Specific Funds on the Balance Sheet. Included on line 17 is also \$21,469 for miscellaneous restricted funds, \$114,552 received from the Foundation for the X-ray machine and \$32,270 for the Health Round Table, all of which have been reduced by spending of \$119,062.

	Cash Receipts	Spending	Balance
Emergency Dept.	\$1,511,046	\$837,170	\$673,876
Operating Room	\$0	\$0	\$0
Art Work/Lobby	\$400,000	\$106,895	\$293,105
General	\$4,690,279	\$1,635,556	\$3,054,723
Children’s Area	\$250,000	\$0	\$250,000
Interest Earned	\$12,607	\$0	\$12,607
Total Capital Campaign	\$6,863,932	\$2,579,621	\$4,284,311
X-Ray Machine	\$114,552	\$114,552	\$0
Misc. Restricted Funds	\$21,469	\$0	\$21,469
Health Round Table	\$32,515	\$4,510	\$28,005
Total Specific Funds	\$7,032,468	\$2,698,683	\$4,333,785

These comparisons are for actual FY 2014 compared to actual FY 2013. These are not budget comparisons.

ER Visits

	ER – Inpatient				ER - Outpatient			
	CY	PY	Change	%	CY	PY	Change	%
July	109	109	0	0%	641	729	-88	-12.1%
Aug	94	106	-12	-11.3%	695	778	-83	-10.7%
Sept	105	111	-6	-5.6%	690	677	13	1.9%
Oct	60	95	-35	-32.4%	671	706	-35	-5.2%
YTD	368	421	-53	-12.6%	2,697	2,890	-203	-7.0%

**OPERATING INDICATORS
SONOMA VALLEY HOSPITAL**

For the month ended October, 2013

	CURRENT MONTH			YEAR-TO-DATE			
	Actual 10/31/13	Budget 10/31/13	Favorable (Unfavorable) Variance	Actual 10/31/13	Budget 10/31/13	Favorable (Unfavorable) Variance	Prior Year 10/31/12
Inpatient Utilization							
Discharges							
1 Acute	79	103	(24)	330	390	(60)	422
2 ICU	12	21	(9)	70	83	(13)	40
3 Total Discharges	91	124	(33)	400	473	(73)	462
4 Newborn	12	14	(2)	51	54	(3)	46
5 Total Discharges inc. Newborns	103	124	(35)	451	527	(76)	508
Patient Days:							
6 Acute	268	336	(68)	1,073	1,222	(149)	1,315
7 ICU	106	124	(18)	429	492	(63)	303
8 Total Patient Days	374	460	(86)	1,502	1,714	(212)	1,618
9 Newborn	25	30	(5)	99	119	(20)	101
10 Total Patient Days inc. Newborns	399	490	(91)	1,601	1,833	(232)	1,719
Average Length of Stay:							
11 Acute	3.4	3.3	0.1	3.3	3.1	0.1	3.1
12 ICU	8.8	5.9	2.9	6.1	5.9	0.2	7.6
13 Avg. Length of Stay	4.1	3.7	0.4	3.8	3.6	0.1	3.5
14 Newborn ALOS	2.1	2.2	(0.1)	1.9	2.2	0.3	2.2
Average Daily Census:							
15 Acute	8.6	10.8	(2.2)	8.7	9.9	(1.2)	10.7
16 ICU	3.4	4.0	(0.6)	3.5	4.0	(0.5)	2.5
17 Avg. Daily Census	12.1	14.8	(2.8)	12.2	13.9	(1.7)	13.2
18 Newborn	0.8	1.0	(0.2)	0.8	1.0	(0.2)	0.8
Long Term Care:							
19 SNF Patient Days	606	622	(16)	2,263	2,486	(223)	2,508
20 SNF Discharges	30	38	(8)	109	140	(31)	132
21 Average Daily Census	19.5	20.1	(1)	18.4	20.2	(2)	20.4
Other Utilization Statistics							
Emergency Room Statistics							
22 Total ER Visits	731	808	(77)	3,065	3,352	(287)	3,311
Outpatient Statistics:							
23 Total Outpatients Visits	4,582	4,453	129	17,192	17,167	25	16,827
24 IP Surgeries	32	36	(4)	133	147	(14)	155
25 OP Surgeries	103	98	5	387	382	5	368
26 Special Procedures	36	29	7	134	144	(10)	146
27 Home Health Visits	940	1,000	(60)	3,184	3,050	134	3,834
28 Adjusted Discharges	289	362	(73)	1,178	1,364	(187)	1,313
29 Adjusted Patient Days	2,342	2,416	(73)	8,710	9,344	(634)	9,118
30 Adj. Avg. Daily Census	75.6	77.9	(2.4)	70.8	76.0	(5.2)	74.1
31 Case Mix Index -Medicare	1.5248	1.4000	0.125	1.5448	1.4000	0.145	1.4589
32 Case Mix Index - All payers	1.5058	1.4000	0.106	1.5163	1.4000	0.116	1.4663
Labor Statistics							
33 FTE's - Worked	282	278	(4.3)	281	275	(6.2)	284
34 FTE's - Paid	312	313	1.8	315	311	(4.7)	322
35 Average Hourly Rate	38.22	36.02	(2.20)	36.53	35.94	(0.60)	34.21
36 Manhours / Adj. Pat Day	23.5	22.9	(0.6)	25.4	23.3	(2.1)	24.8
37 Manhours / Adj. Discharge	190.3	152.9	(37.5)	187.7	159.6	(28.1)	172.1
38 Benefits % of Salaries	22.0%	23.4%	1.4%	22.5%	23.8%	1.3%	22.9%
Non-Labor Statistics							
39 Supply Expense % Revenue	3%	3%	0%	3%	3%	0%	3%
40 Supply Exp. / Adj. Discharge	1,564.22	1,355.58	(209)	1,694.59	1,468.68	(226)	1,435.61
41 Total Expense / Adj. Discharge	17,691.66	12,633.39	(5,058)	15,841.45	13,575.09	(2,266)	13,392.44
Other Indicators							
42 Days Cash - Operating Funds	8.0			8.0			
43 Days in Net AR	47.9	50.0	(2.1)	51.3	50.0	1.3	51.37
44 Collections % of Net Revenue	98%			98%			
45 Days in Accounts Payable	55.4	60.0	(4.6)	55.6	60.0	(4)	-
46 % Net revenue to Gross revenue	25.3%	24.7%	0.6%	24.2%	24.7%	-0.6%	24.6%
47 % Net AR to Gross AR	25.0%			25.0%			23.0%

Sonoma Valley Health Care District
Balance Sheet
For The Period Ended
As of October 31, 2013

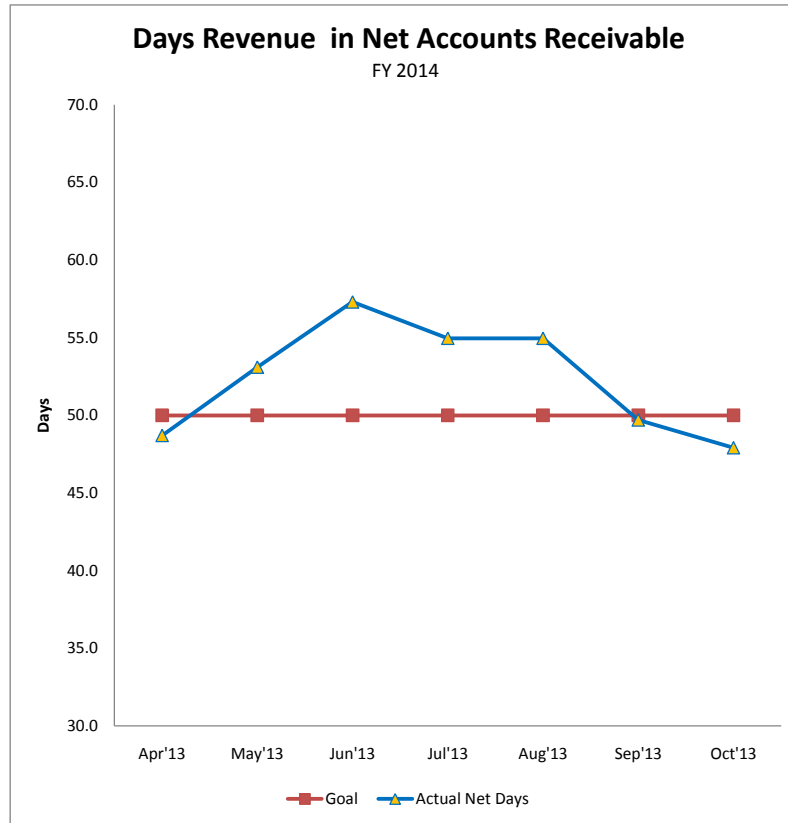
	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets			
Current Assets:			
1 Cash	\$ 1,060,464	\$ 1,145,913	\$ 1,610,070
2 Trustee Funds	540,405	540,405	339,459
3 Net Patient Receivables	8,606,050	8,306,068	9,160,352
4 Allow Uncollect Accts	(1,714,414)	(1,787,350)	(2,403,484)
5 Net A/R	6,891,636	6,518,718	6,756,868
6 Other Accts/Notes Rec	6,932,624	7,978,170	4,966,606
7 3rd Party Receivables, Net	1,562,310	1,560,978	1,218,552
8 Due Frm Restrict Funds	-	-	-
9 Inventory	879,581	759,124	1,006,343
10 Prepaid Expenses	1,094,686	1,125,675	1,027,932
11 Total Current Assets	<u>\$ 18,961,707</u>	<u>\$ 19,628,983</u>	<u>\$ 16,925,830</u>
12 Board Designated Assets	\$ 5,384	\$ 5,381	\$ 186,193
13 Property, Plant & Equip, Net	11,111,426	11,228,959	10,733,972
14 Hospital Renewal Program	35,885,179	34,044,873	17,662,442
15 Unexpended Hospital Renewal Funds	-	-	14,679,830
16 Investments	-	-	1,497
17 Specific Funds	4,333,785	4,353,922	2,200,464
18 Other Assets	444,229	265,858	329,937
19 Total Assets	<u>\$ 70,741,710</u>	<u>\$ 69,527,976</u>	<u>\$ 62,720,165</u>
Liabilities & Fund Balances			
Current Liabilities:			
20 Accounts Payable	\$ 4,220,904	\$ 3,448,666	\$ 4,221,597
21 Accrued Compensation	3,368,750	3,858,543	3,570,074
22 Interest Payable	425,011	282,340	428,557
23 Accrued Expenses	1,523,075	1,538,703	1,296,417
24 Advances From 3rd Parties	1,847,145	1,749,500	1,370,428
25 Deferred Tax Revenue	3,266,300	3,656,125	3,174,973
26 Current Maturities-LTD	841,229	842,956	1,508,538
27 Other Liabilities	4,203,919	4,023,891	96,975
28 Total Current Liabilities	<u>\$ 19,696,333</u>	<u>\$ 19,400,724</u>	<u>\$ 15,667,559</u>
29 Long Term Debt, net current portion	\$ 37,459,200	\$ 37,530,603	\$ 37,864,203
Fund Balances:			
31 Unrestricted	\$ 5,051,283	\$ 5,160,084	\$ 6,927,878
32 Restricted	8,534,894	7,436,565	2,260,110
33 Total Fund Balances	<u>\$ 13,586,177</u>	<u>\$ 12,596,649</u>	<u>\$ 9,187,988</u>
34 Total Liabilities & Fund Balances	<u>\$ 70,741,710</u>	<u>\$ 69,527,976</u>	<u>\$ 62,719,750</u>

**Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended October 2013**

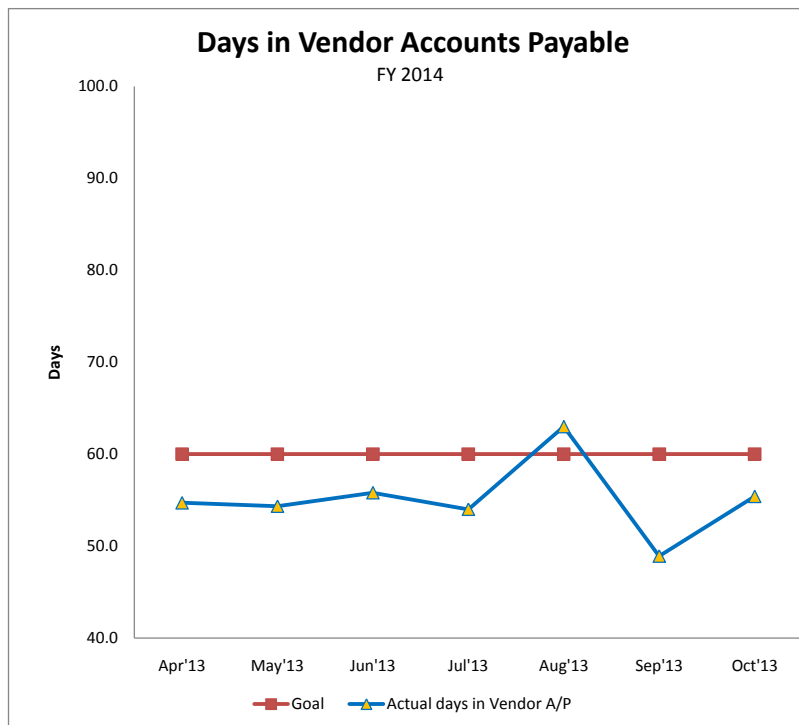
	Month				Year-To-Date				YTD
	This Year		Variance		This Year		Variance		Prior Year
	Actual	Budget	\$	%	Actual	Budget	\$	%	
Volume Information									
1 Acute Discharges	91	124	(33)	-27%	400	473	(73)	-15%	462
2 SNF Days	606	622	(16)	-3%	2,263	2,486	(223)	-9%	2,508
3 Home Care Visits	940	1,000	(60)	-6%	3,184	3,050	134	4%	3,834
4 Gross O/P Revenue (000's)	10,248	9,308	939	10%	\$ 39,292	\$ 36,951	2,342	6%	\$ 34,252
Financial Results									
Gross Patient Revenue									
5 Inpatient	\$ 4,972,562	\$ 5,411,004	(438,442)	-8%	\$ 21,154,763	\$ 21,587,682	(432,919)	-2%	\$ 20,421,677
6 Outpatient & Emergency	9,965,150	9,036,029	929,121	10%	38,324,362	36,141,040	2,183,322	6%	33,118,675
7 SNF	2,398,877	2,140,232	258,645	12%	8,758,346	8,580,407	177,939	2%	7,889,997
8 Home Care	282,558	272,415	10,143	4%	967,795	809,504	158,291	20%	1,133,386
9 Total Gross Patient Revenue	\$ 17,619,147	\$ 16,859,680	759,467	5%	\$ 69,205,266	\$ 67,118,633	2,086,633	3%	\$ 62,563,735
Deductions from Revenue									
10 Contractual Discounts	\$ (13,340,686)	\$ (12,658,845)	(681,841)	-5%	\$ (52,758,728)	\$ (50,402,209)	(2,356,519)	-5%	\$ (46,515,227)
11 Bad Debt	(150,000)	(211,398)	61,398	29%	(750,000)	(841,578)	91,578	11%	(1,230,000)
12 Charity Care Provision	(1,000)	(140,670)	139,670	99%	(90,127)	(555,126)	464,999	84%	(666,097)
13 Prior Period Adjustments	-	-	-	0%	71,644	-	71,644	0%	-
14 Total Deductions from Revenue	\$ (13,491,686)	\$ (13,010,913)	(480,773)	4%	\$ (53,598,855)	\$ (51,798,913)	(1,799,942)	3%	\$ (48,411,324)
15 Net Patient Service Revenue	\$ 4,127,461	\$ 3,848,767	278,694	7%	\$ 15,606,411	\$ 15,319,720	286,691	2%	\$ 14,152,411
16 Risk contract revenue	\$ 332,001	\$ 321,917	10,084	3%	\$ 1,109,329	\$ 1,287,668	(178,339)	-14%	\$ 1,265,758
17 Net Hospital Revenue	\$ 4,459,462	\$ 4,170,684	288,778	7%	\$ 16,715,740	\$ 16,607,388	108,352	1%	\$ 15,418,169
18 Other Op Rev & Electronic Health Records	\$ 142,885	\$ 134,569	8,316	-6%	\$ 614,685	\$ 538,276	76,409	14%	\$ 672,862
19 Total Operating Revenue	\$ 4,602,347	\$ 4,305,253	297,094	7%	\$ 17,330,425	\$ 17,145,664	184,761	1%	\$ 16,091,031
Operating Expenses									
20 Salary and Wages and Agency Fees	\$ 2,103,769	\$ 2,028,434	(75,335)	-4%	\$ 8,074,851	\$ 7,927,311	(147,540)	-2%	\$ 7,725,870
21 Employee Benefits	728,421	773,379	44,958	6%	2,938,101	3,080,031	141,930	5%	2,884,596
22 Total People Cost	\$ 2,832,190	\$ 2,801,813	(30,377)	-1%	\$ 11,012,952	\$ 11,007,342	(5,610)	0%	\$ 10,610,466
23 Med and Prof Fees (excl'd Agency)	\$ 462,174	\$ 409,827	(52,347)	-13%	\$ 1,648,673	\$ 1,573,009	(75,664)	-5%	\$ 1,494,891
24 Supplies	452,392	491,015	38,623	8%	1,995,540	2,003,615	8,075	0%	1,884,435
25 Purchased Services	432,830	436,292	3,462	1%	1,521,789	1,746,253	224,464	13%	1,577,652
26 Depreciation	163,018	187,558	24,540	13%	660,276	799,096	138,820	17%	749,284
27 Utilities	79,326	77,354	(1,972)	-3%	327,366	339,416	12,050	4%	339,698
28 Insurance	18,888	18,698	(190)	-1%	75,552	74,795	(757)	-1%	82,500
29 Interest	36,659	13,809	(22,850)	-165%	98,056	58,912	(39,144)	-66%	126,885
30 Other	544,259	129,178	(415,081)	-321%	873,140	514,882	(358,258)	-70%	330,935
31 Operating expenses	\$ 5,021,736	\$ 4,565,544	(456,192)	-10%	\$ 18,213,344	\$ 18,117,320	(96,024)	-1%	\$ 17,196,746
32 Operating Margin	\$ (419,389)	\$ (260,291)	(159,098)	-61%	\$ (882,919)	\$ (971,656)	88,737	9%	\$ (1,105,715)
Non Operating Rev and Expense									
33 Miscellaneous Revenue	\$ 4,686	\$ 4,167	519	12%	\$ 29,918	\$ 16,668	13,250	79%	\$ 50,572
34 Donations	10,959	3,875	7,084	0%	11,967	14,426	(2,459)	17%	-
35 Professional Center/Phys Recruit	-	-	-	0%	-	-	-	0%	-
36 Physician Practice Support-Prima	(60,000)	(65,630)	5,630	-9%	(301,739)	(262,520)	(39,219)	15%	(262,520)
37 Parcel Tax Assessment Rev	237,500	237,500	-	0%	950,000	950,000	-	0%	980,072
38 GO Bond Tax Assessment Rev	152,326	153,584	(1,258)	-1%	609,304	614,336	(5,032)	-1%	614,268
39 GO Bond Interest	(34,925)	(34,925)	-	0%	(139,700)	(139,700)	-	0%	(120,044)
40 Total Non-Operating Rev/Exp	\$ 310,546	\$ 298,571	11,975	4%	\$ 1,159,750	\$ 1,193,210	(33,460)	-3%	\$ 1,262,348
41 Net Income / (Loss) prior to Restricted Contributions	\$ (108,843)	\$ 38,280	(147,123)	-384%	\$ 276,831	\$ 221,554	55,277	25%	\$ 156,633
42 Capital Campaign Contribution	\$ 1,098,328	\$ 3,853	1,094,475	28406%	\$ 2,449,377	\$ 20,824	2,428,553	11662%	\$ 19,749
43 Restricted Foundation Contributions	\$ -	\$ -	-	0%	\$ -	\$ -	-	100%	\$ 114,334
44 Net Income / (Loss) w/ Restricted Contributions	\$ 989,485	\$ 42,133	947,352	2248%	\$ 2,726,208	\$ 242,378	2,483,830	1025%	\$ 290,716
45 Net Income w/o GO Bond Activity	\$ 872,084	\$ (76,526)	948,610	1240%	\$ (192,773)	\$ (253,082)	60,309	24%	\$ (337,591)

Sonoma Valley Hospital
Statement of Cash Flows
For the Period Ended

	<u>Current Month</u>	<u>Year To Date</u>
Operating Activities		
Net Income (Loss)	989,485	2,726,208
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation and amortization	163,018	658,277
Net changes in operating assets and liabilities:		
(Increase)/Decrease Patient accounts receivable - net	(372,918)	(365,614)
(Increase)/Decrease Other receivables and other assets	865,885	(573,043)
(Increase)/Decrease Prepaid expenses	30,989	(20,274)
(Increase)/Decrease in Inventories	(120,457)	(84,947)
(Decrease)/Increase in Deferred revenues	(292,180)	(1,401,511)
(Decrease)/Increase in Accounts payable, accrued expenses	589,516	(548,918)
Net Cash Provided/(Used) by operating activities	<u>1,853,338</u>	<u>390,178</u>
Investing Activities		
Net Purchases of property, plant and equipment - Other Fixed Assets	(45,485)	(1,095,251)
Net Purchases of property, plant and equipment - GO Bond Purchases	(1,840,306)	(4,083,302)
Net Proceeds and Distributions from investments	-	-
Net Book Value of Assets Disposed	-	-
Change in Restricted Funds	-	-
Change in Limited Use Cash	20,134	4,025,472
(Payment)/Refund of Deposits	-	-
Net cash Provided/(Used) by investing activities	<u>(1,865,657)</u>	<u>(1,153,081)</u>
Financing Activities		
Proceeds (Repayments) from Borrowings - Banks & Carriers	(73,130)	(315,035)
Proceeds (Repayments) from Borrowings - Other		
Net Intercompany Borrowings/(Repayments)		
Change in Post Retirement Obligations & Other Net Assets	-	-
Net Equity Transfers to related entities (Cash and Non-Cash)		
Net cash Provided/(Used) by financing activities	<u>(73,130)</u>	<u>(315,035)</u>
Net increase/(Decrease) in cash and cash equivalents	<u>(85,449)</u>	<u>(1,077,938)</u>
Cash and Equivalents at beginning of period	<u>1,145,913</u>	<u>2,138,402</u>
Cash and Equivalents at October 31, 2013	<u><u>1,060,464</u></u>	<u><u>1,060,464</u></u>



Days in A/R	Apr'13	May'13	Jun'13	Jul'13	Aug'13	Sep'13	Oct'13
Actual days in A/R	48.7	53.1	57.3	55.0	55.0	49.7	47.9
Goal	50.0	50.0	50.0	50.0	50.0	50.0	50.0



Days in A/P	Apr'13	May'13	Jun'13	Jul'13	Aug'13	Sep'13	Oct'13
Actual days in Vendor A/P	54.7	54.3	55.8	54.0	63.0	48.9	55.4
Goal	60.0	60.0	60.0	60.0	60.0	60.0	60.0

Sonoma Valley Hospital
Statistical Analysis
FY 2014

	ACTUAL		BUDGET		ACTUAL													
	Oct-13	Oct-13	Oct-13	Oct-13	Sep-13	Aug-13	Jul-13	Jun-13	May-13	Apr-13	Mar-13	Feb-13	Jan-13	Dec-12	Nov-12	Oct-12	Sep-12	
Statistics																		
Acute																		
Acute Patient Days	374	460			405	385	338	323	396	315	447	449	613	456	351	443	347	
Acute Discharges	91	124			107	102	100	87	99	88	122	128	159	117	104	121	109	
SNF Days	606	622			585	615	457	470	638	589	725	678	707	671	638	576	617	
HHA Visits	940	1,000			748	736	760	990	1,140	1,101	1,067	1,001	1,076	940	921	1,043	802	
Emergency Room Visits	731	808			795	789	750	716	795	729	757	710	852	793	732	801	788	
Gross Outpatient Revenue (000's)	\$10,248	\$9,308			\$9,173	\$9,801	\$10,071	\$8,353	\$9,289	\$8,906	\$8,167	\$8,065	\$8,805	\$8,302	\$8,485	\$8,935	\$8,151	
Equivalent Patient Days	2,342	2,416			2,157	2,256	1,945	1,892	2,266	2,237	2,422	2,314	2,594	2,353	2,213	2,214	2,202	
Births	12	14			13	11	15	8	15	12	16	11	19	13	14	9	11	
Surgical Cases - Inpatient	32	36			33	35	33	30	42	25	35	33	38	32	35	37	37	
Surgical Cases - Outpatient	103	98			87	95	102	86	105	90	96	80	78	94	95	91	97	
Total Surgical Cases	135	134			120	130	135	116	147	115	131	113	116	126	130	128	134	
Medicare Case Mix Index	1.52	1.40			1.47	1.64	1.54	1.58	1.62	1.50	1.55	1.36	1.52	1.51	1.47	1.29	1.49	
Income Statement																		
Net Revenue (000's)	4,459	4,171			3,937	4,251	4,068	3,821	3,324	3,986	3,945	3,938	4,006	4,085	3,679	3,963	3,707	
Operating Expenses (000's)	5,022	4,566			4,339	4,441	4,413	4,694	4,529	4,407	4,577	4,353	4,632	4,482	4,235	4,407	4,221	
Net Income (000's)	990	42			883	440	185	732	(651)	149	251	114	237	134	174	67	65	
Productivity																		
Total Operating Expense Per Equivalent Patient Day	\$2,144	\$1,890			\$2,011	\$1,968	\$2,269	\$2,481	\$1,999	\$1,970	\$1,890	\$1,881	\$1,786	\$1,905	\$1,914	\$1,990	\$1,917	
Productive FTEs	282	278			279	286	279	277	282	286	291	290	284	284	266	281	291	
Non-Productive FTE's	29	36			41	30	36	40	28	34	31	32	37	33	47	36	39	
Total FTEs	312	313			320	315	315	317	311	320	322	322	321	317	313	316	330	
FTEs per Adjusted Occupied Bed	4.12				4.45	4.33	4.25	4.25	4.25	4.29	4.12	3.77	3.84	4.24	4.24	4.43	4.37	
Balance Sheet																		
Days of Expense In General Operating Cash	7				8	11	8	7	12	17	15	9	9	14	7	12	14	
Net Days of Revenue in AR	48				50	53	50	62	59	55	51	53	51	53	52	53	50	

8.

PROJECTED CASH FLOWS

Updated: 1122/2013

	Oct-13 Actual	Nov-13 Projected	Dec-13 Projected	Jan-14 Projected	Feb-14 Projected	Mar-14 Projected	Apr-14 Projected	May-14 Projected
Operating Activities								
1	Net Income, Before Restricted Donations.	4,797	10,000	10,000	10,000	10,000	10,000	10,000
2	Restricted Donations Received	1,098,328	143,614	90,097	93,178	94,199	92,849	101,782
3	Total Net Income	1,103,125	153,614	100,097	103,178	104,199	86,139	111,782
4	Add: Depreciation & Amortization	163,018	166,512	166,512	166,512	166,512	301,661	301,661
5	Dec (Inc) in Net Accts Receivable	(372,918)	-	-	-	-	-	-
6	Dec (Inc) in Inventories/Other Rec'v & Assets	750,885	(33,339)	196,661	866,661	972,682	150,000	500,000
7	Dec (Inc) in E H R Payment Accrual	(115,000)	(115,000)	(115,000)	(115,000)	(115,000)	(115,000)	(115,000)
8	Dec (Inc) in Restricted Donations Received	(1,098,328)	(143,614)	(90,097)	(93,178)	(94,199)	(92,849)	(101,782)
9	Decrease (Inc) in Prepaid Expenses	30,989	40,327	40,327	40,327	40,327	40,327	40,327
10	Increase (Dec) in Accounts Payable	772,238			(945,000)	(259,000)	(400,000)	-
11	Increase (Dec) in Payroll Accruals	(489,793)	201,134	481,160	638,181	(424,177)	766,181	(527,819)
12	Increase (Dec) in Accrued Expenses	(15,628)	(60,550)	22,979	20,000	14,000	8,000	20,000
13	Increase (Dec) in Deferred Revenue	(389,825)	(490,094)	(398,584)	(398,584)	(398,584)	(398,584)	(398,584)
14	Increase (Dec) in Interest Payable	142,671	142,671	142,671	142,671	142,671	142,671	542,670
15	Increase (Dec) in Other Liabilities	(532,036)	250,000	-	(250,000)	-	(300,000)	75,000
16	Net Cash Provided By Operating Activities	(50,602)	111,661	546,726	175,768	149,431	205,256	442,255
Capital and Related Financing Activities								
18 Building Project Related								
19	Draws on Equipment Lease		250,000	250,000	250,000			
20	Transfers from Bond Fund/Donations	1,680,075	1,750,000	1,750,000	1,750,000	1,750,000	-	
21	Draws on Pledge Financing							
22	Draws on CEC Loan							
23	Building Program Spending	(1,617,620)	(1,750,000)	(1,750,000)	(1,750,000)	(1,750,000)	-	-
24	Transfers From (To) Restricted/Trustee Funds		-	-	-	-	-	-
25	Non Building Project Capital Spending							
26	Purchase of Capital non Building Project		(25,000)	(50,000)	(50,000)	(50,000)	(50,000)	(100,000)
27	Other Financing							
28	Draws on Line of Credit				-	-		
29	Repayments of Long-Term Debt	(35,603)	(69,983)	(91,362)	(69,983)	(59,478)	(59,478)	(121,177)
30	Payments on Line of Credit -				(200,000)		(200,000)	(200,000)
31	Payments on Line of Credit	(61,699)	(61,699)	(61,699)	(61,699)	(61,699)	(61,699)	(61,699)
32	Net Cash Used in Financing Activities	(34,847)	93,318	46,939	(131,682)	(171,177)	(171,177)	(432,876)
33	Net Increase (Decrease) in Operating Cash	(85,449)	204,979	593,665	44,086	(21,746)	34,079	(269,648)
34	Operating Cash Balances							
35	Cash At Beginning of Period	1,145,913	1,060,464	1,265,443	1,859,108	1,903,195	1,881,448	1,915,527
36	Change	(85,449)	204,979	593,665	44,086	(21,746)	34,079	(269,648)
37	Cash At End of the Period	1,060,464	1,265,443	1,859,108	1,903,195	1,881,448	1,915,527	1,645,878

Updated: 1122/2013

	Oct-13 Actual	Nov-13 Projected	Dec-13 Projected	Jan-14 Projected	Feb-14 Projected	Mar-14 Projected	Apr-14 Projected	May-14 Projected
38 Balance of Line of Credit	4,024,868	3,963,169	3,901,470	3,639,771	3,378,072	3,116,373	2,654,674	2,192,975
39 Balance of GO Bond Money	-	-	-	-	-	-	-	-
40 Balance of UnSpent Donations	4,284,311	2,677,925	1,404,783	233,804	233,804	-	-	-
41 Balance of UnPaid Pledges	4,420,414	4,276,800	4,186,703	4,093,525	3,999,326	3,906,477	3,830,338	3,728,556
42 Projected Accounts Receivable	6,891,636	6,891,636	6,891,636	6,891,636	6,891,636	6,891,636	6,891,636	6,891,636
43 Projected Accounts Payable	4,220,904	4,220,904	4,220,904	3,275,904	3,016,904	2,616,904	2,616,904	2,616,904

Statistics

23 Days Cash on Hand (Operating Only)	8	9	13	14	13	14	12	12
24 Days in Net Accounts Receivable	48	48	48	48	48	48	48	48
25 Days in Accounts Payable	55	52	52	41	37	33	33	33

Objectives and Priorities:

- * Maintain cash balance at \$1.5 million minimum (Priority 1)
- * Maintain days in Accounts Payable at 60
- * Maintain days in Accounts Receivable at current month's level

**Sonoma Valley Hospital
Summary of Building Program**

	October	November	December	January
GO Bond Cash Flow				
GO Bond Balance	\$ -	\$ -	\$ -	\$ -
Anticipated Payments	\$ -	\$ -	\$ -	\$ -
Ending Balance	\$ -	\$ -	\$ -	\$ -
Capital Campaign Cash Flow				
Beginning Balance	\$ 4,301,112	\$ 4,284,311	\$ 2,677,925	\$ 1,404,783
Anticipated Cash Receipts	\$ 1,598,328	\$ 143,614	\$ 90,097	\$ 93,178
Interest Earned	\$ 2,491			
Anticipated Borrowing	\$ -	\$ -	\$ -	\$ -
Anticipated Payments	\$ (1,617,620)	\$ (1,750,000)	\$ (1,363,239)	\$ (1,264,157)
Ending Balance	\$ 4,284,311	\$ 2,677,925	\$ 1,404,783	\$ 233,804
Building Cash Flow Borrowing	\$ -	\$ -	\$ -	\$ -
CEC Loan				
Beginning Balance				\$ 713,239
Building Spending			\$ (386,761)	\$ (485,843)
Receipts			\$ 1,100,000	
Ending Balance			\$ 713,239	\$ 227,396
Cash Flow Summary				
GO Bond Money	\$ -	\$ -	\$ -	\$ -
CEC Proceeds			\$ 713,239	\$ 227,396
Donation Balance	\$ 4,284,311	\$ 2,677,925	\$ 1,404,783	\$ 233,804
Balance	\$ 4,284,311	\$ 2,677,925	\$ 2,118,022	\$ 461,200
Total Project Summary				
GO Balance	\$ -	\$ -	\$ -	\$ -
CEC Loan Balance				\$ 713,239
Fundraising Balance	\$ 4,301,112	\$ 4,284,311	\$ 2,677,925	\$ 1,404,783
Fundraising Receipts	\$ 1,598,328	\$ 143,614	\$ 90,097	\$ 93,178
CEC Loan Receipt			\$ 1,100,000	
Payments	\$ (1,617,620)	\$ (1,750,000)	\$ (1,750,000)	\$ (1,750,000)
Ending Balance	\$ 4,281,820	\$ 2,677,925	\$ 2,118,022	\$ 461,200