

December 9, 2021

TO: Legal Counsel

News Media

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

The next regular meeting of the **QUALITY AND EFFICIENT PRACTICES COMMITTEE - COMMITTEE OF THE WHOLE** of the Salinas Valley Memorial Healthcare System will be held **MONDAY, DECEMBER 13, 2021, AT 8:30 A.M., IN THE CISLINI PLAZA BOARD ROOM IN SALINAS VALLEY MEMORIAL HOSPITAL, 450 E. ROMIE LANE, SALINAS, CALIFORNIA, OR BY PHONE OR VIDEO (Visit svmh.com/virtualboardmeeting for Access Information).**

Please note: Pursuant to SVMHS Board Resolution No. 2021-06, 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/Chief Executive Officer; Allen Radner, M.D. – Chief Medical Officer; Clement Miller – Chief Operating Officer; Lisa Paulo – Chief Nursing Officer; Michele Averill – Community Member; and Rakesh Singh, M.D. – Medical Staff Member

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

**MONDAY, DECEMBER 13, 2021
8:30 A.M. – CISLINI PLAZA BOARD ROOM
SALINAS VALLEY MEMORIAL HOSPITAL
450 E. ROMIE LANE, SALINAS, CALIFORNIA
OR BY PHONE OR VIDEO
(Visit svmh.com/virtualboardmeeting for Access Information)**

Please note: Pursuant to SVMHS Board Resolution No. 2021-06, 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. Approval of Minutes from the Quality and Efficient Practices Committee Meeting of November 15, 2021 (DELGADO)
 - Motion/Second
 - Action by Committee/Roll Call Vote
2. Patient Care Services Update (PAULO)
3. Financial and Statistical Review (LOPEZ)
4. Public Input
This opportunity is provided for members of the public to make a brief statement, not to exceed three (3) minutes, on issues or concerns within the jurisdiction of this District Board which are not otherwise covered under an item on this agenda.
5. Closed Session
(See Attached Closed Session Sheet information)
6. Reconvene Open Session/Report on Closed Session
7. Adjournment – The January 2022 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, January 24, 2022, at 8:30 a.m.**

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

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

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

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

AGENDA FOR CLOSED SESSION

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

CLOSED SESSION AGENDA ITEMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Agency claimed against: (Specify name): _____

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

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

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

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

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

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

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

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

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

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

CONFERENCE WITH LABOR NEGOTIATOR
(Government Code §54957.6)

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

Employee organization: (Specify name of organization representing employee or employees in question): _____, or
Unrepresented employee: (Specify position title of unrepresented employee who is the subject of the negotiations): _____

CASE REVIEW/PLANNING
(Government Code §54957.8)

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

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

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

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

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

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

- 1. Report of the Medical Staff Quality and Safety Committee

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

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

ADJOURN TO OPEN SESSION

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

**MONDAY, NOVEMBER 15, 2021
8:30 A.M. – CISLINI PLAZA BOARD ROOM
SALINAS VALLEY MEMORIAL HOSPITAL
450 E. ROMIE LANE, SALINAS, CALIFORNIA
OR BY PHONE OR VIDEO**

(Visit svmh.com/virtualboardmeeting for Access Information)

Pursuant to SVMHS Board Resolution No. 2021-05, 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.

Committee Members Present: Juan Cabrera, Chair, Pete Delgado, Michele Averill, by teleconference; Clement Miller and Rakesh Singh, MD, in person.

Committee Members Absent: Joel Hernandez Laguna, Vice Chair, Allen Radner, MD and Lisa Paulo.

Also Present: Adrienne Laurent, Augustine Lopez, Adrienne Leyva, Julie Vasher, Daniela Robinson, Aniko Kukla, Brenda Bailey, Rosalia Madrigal, Alan Edwards, in person; Audrey Parks by teleconference.

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

APPROVAL OF MINUTES FROM THE QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING OF OCTOBER 25, 2021

Pete Delgado, President/CEO, recommended the Quality and Efficient Practices Committee approve the minutes of the Quality and Efficient Practices Committee Meeting of October 25, 2021. This information was included in the Committee packet.

No Public Input.

MOTION: The Quality and Efficient Practices Committee approves the minutes of the Quality and Efficient Practices Committee Meeting of October 25, 2021, as presented. Moved/Seconded/Roll Call Vote: Ayes: Cabrera, Delgado, Miller, Averill and Singh; Noes: None; Abstentions: None; Absent: Hernandez Laguna, Radner, Paulo; Motion Carried.

PATIENT CARE SERVICES UPDATE

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

Mr. Miller presented the FY2022-to-Date HCAHPS How Would You Rate scores. The rank is 79.6 and SVMH is in the 85 percentile. The focus area “Communicated in a Way You Understand” is in the 87 percentile. The team continues to work in this area.

Quality

Mr. Miller introduced Adrienne Leyva, BSN, RN, RNC-OB, IBCLC/Chair, Perinatal Unit Practice Council who reported quality initiatives as follows:

- Intimate Partner Violence (IPV) Resource Cards
 - AWHONN convention: Seen But Not Heard: Dynamics, Assessment and Interventions in Intimate Partner Violence for Health Care Providers
 - Domestic Violence Coordinating Council of Monterey County
 - 18-25% of women seen in the ED were victims of IPV (but only 5% were identified as victims) (Robinson, R., 2010)
 - Refer to appropriate resources = resource cards have been printed and are currently placed in bathrooms and showers

- Baby Blue Brands for Intentionally Retained Vaginal Sponges
 - Baby Blue Band - patients who have intended vaginal packing
 - Old practice was to note the intentionally retained sponges in the medical record and pass the information on from nurse to nurse in handover.

- Creation of the Perinatal Fall Tool
 - Women hospitalized in OB are typically young and healthy, however pregnant and postpartum women are prone to falls
 - Assessed OB patient with a fall risk tool that was created for geriatric and/or medical surgical patients
 - A Perinatal fall tool was created to meet the unique needs of the OB patient, includes focused assessment and prevention efforts.
 - Currently in the process of validating the Perinatal fall tool

- Postpartum Wellness Group in English and Spanish
 - Created due to limited resources for patient population related to maternal mental health
 - Weekly wellness group facilitated by SVMH social workers via Zoom

- Where We Are and What is to Come
 - Improving quiet at night scores
 - Perinatal Journal Club – meets monthly via Webex
 - Maternal Substance Screening
 - NSTV rates – decreasing 1st time mom cesarean section rates
 - Sepsis protocol for OB population

There was discussion among the Committee and Ms. Leyva regarding OB Falls, Postpartum Wellness Group and the assessment of Intimate Partner Violence.

Mr. Delgado thanked Ms. Leyva for an amazing job and for looking out for our patients and their wellness. Juan Cabrera, Committee Chair, also commented on IPV and how we identify and handle these types of situations. He was also pleased to hear that the Postpartum Wellness Group is offered in English and Spanish. Mr. Miller commented that the Environmental Services Team has agreed to distribute the IPV cards throughout the hospital. A lot of work has been done in the quiet at night initiative. Mr. Miller also thanked Ms. Leyva and her team.

PHARMACY PRESENTATION

John Choi, PharmD, Director of Pharmacy and Jasmine Ho, PharmD, BCPS, provided a Pharmacy Presentation.

Mr. Choi reported that the Pharmacy Department consists of 26 Pharmacists, 28 Technicians and 1 Administrative Assistant and is open 24/7. He also shared the primary duties of the Pharmacists who provide dosing for complicated drugs and work with latest treatment guidelines for complicated disease and the Technicians are the experts in sterile compounding of complex mixtures. He shared a photo of their Sterile Compounding room that also manages the COVID drugs and vaccines. The Pharmacy Department administers one million doses per year. Facts about medication adherence were also presented.

Ms. Ho shared that the Pharmacy Department has a Medication Transitions of Care and Medication Reconciliation/History Program. This program is fairly new and consists of one Transitions of Care Pharmacy Coordinator–Jasmine Ho, PharmD, BCPS, three Medication Reconciliation/History Technicians: Patricia Miramontes, CPhT, Daisy Vaca, CPhT and Edlin Nicholas, CPhT.

The Medication Transitions of Care and Medication Reconciliation/History Program work closely with ED and focuses on patients who are at high risk who take eight or more medications and have had more than two visits in a month. The technicians are responsible for auditing high risk patients.

The following key areas were presented for the Medication Transitions of Care and Medication Reconciliation/History Program:

Medication Transitions of Care Pharmacist:

- Oversee the Medication Reconciliation Program
- Review medications at discharge and follow-up with any recommendations to providers
- Provide post-discharge calls (within 72 hours) regarding medication counseling and disease management to patients

Medication Reconciliation/History Program:

- Audit medication history completed by RNs
- In Emergency Department
 - Contact pharmacies or nursing facilities to obtain medication list
 - Interview patients/their families and review patient's medication bottles
 - Update medication history to patient's chart
 - Currently 40 hours per week
 - Increase to 70 plus hours per week
 - Pilot: Medication History for all patients before or during Triage, once a week
 - ✓ Measure Admission Time Improvement
 - ✓ Provider Satisfaction

A chart was presented of the Medication Reconciliation Error Type Data and the Average Time to Complete Medication Reconciliation in Hours in 2021.

Mr. Delgado commented on the great service this program will provide to our patients and commended Mr. Choi and his team for an excellent job.

FINANCIAL AND STATISTICAL REVIEW

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

Key highlights of the financial summary for October 2021 were: (1) Consolidated income from operations was \$.5 million with an operating margin of 0.9%, with a net income loss of \$1.8 million with a net operating margin of -3.4%; (2) No Normalizing Items in October (3) Underperformance was due to gross revenues declined in outpatient business, outpatient infusion, unfavorable payor mix, worked and paid FTEs; (4) Year-to-Date income from operations was \$13.3 million with an operating margin of 5.9% with a net income of \$15.6 million with a margin of 7%; (5) Normalized Year-to-date income from operations was \$12.8 million with a net operating margin of 5.7% with a net income of \$14.1 million with a margin of 6.3%; (6) Gross revenues were 2% unfavorable to budget, inpatient (IP) gross revenues were unfavorable to budget by 5%, ED gross revenues 28% above budget, Outpatient gross revenues 5% unfavorable to budget; (7) Payor mix was unfavorable to budget, (8) Total net patient revenues were \$44.5 million, which is unfavorable to budget by 1.1 million or 2.4%; (9) Positive influences include ER outpatient visits, inpatient surgeries, total acute ALOS, Medicare Traditional ALOS CMI adjusted; (10) Negative influences include lower than expected outpatient and inpatient business, total admissions, outpatient surgeries, deliveries, and OP Observation cases; (11) Revenues and Expenses per adjusted patient day are right on; and (12) Key financial indicators 2021 YTD – operating margin 5.7%, total margin 6.3%, EBITDA margin 9.8 % and days cash on hand was at 369, comparison to S&P A+ hospitals and 2020 YTD.

There was discussion among the Committee regarding ED volume and the increase in budget due to COVID-19. Mr. Lopez commented that he had planned for the increase in 2022 and we continue to hold our market share. He also stated that we continue to be financially focused and operationally doing a great job in quality and safety.

PUBLIC INPUT

None.

CLOSED SESSION

Juan Cabrera, Chair, announced that the item to be discussed in Closed Session is *Hearings/ Reports – Report of the Medical Staff Quality and Safety Committee*. The meeting was recessed into Closed Session under the Closed Session protocol at 9:13 a.m.

RECONVENE OPEN SESSION/REPORT ON CLOSED SESSION

The Committee reconvened Open Session at 9:39 a.m. Juan Cabrera reported that in Closed Session, the Committee discussed: *Hearings/Reports – Report of the Medical Staff Quality and Safety Committee*. No action was taken in the Closed Session.

ADJOURNMENT

There being no other business, the meeting was adjourned at 9:39 a.m. The December 2021 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, December 13, 2021, at 8:30 a.m.**

Juan Cabrera, Chair,
Quality and Efficient Practices Committee

/rm

Board Paper: Quality & Efficient Practices Committee

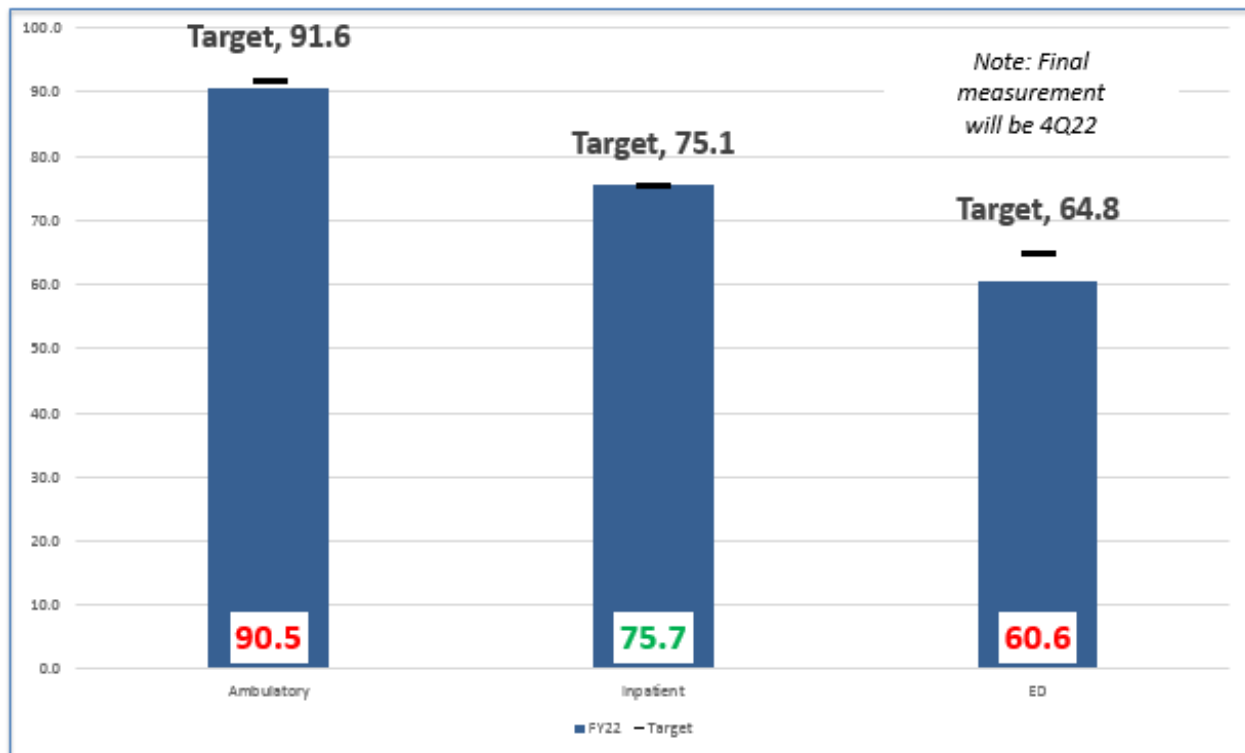
Agenda: Patient Care Services Update
 Executive: Lisa Paulo, MSN/MPA, RN
 Sponsor: Chief Nursing Officer
 Date: December 13, 2021

Pillar/Goal Alignment:

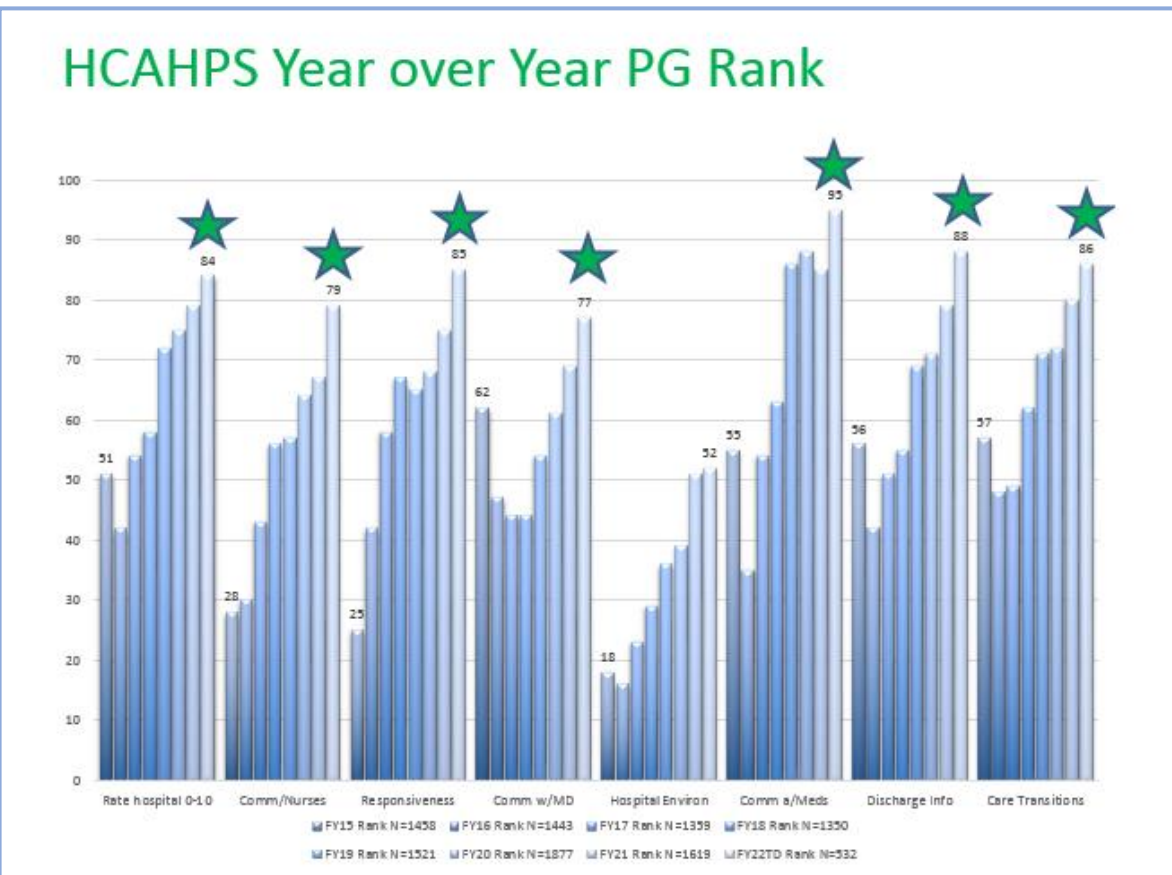
Service People Quality Finance Growth Community

Service: Patient Experience

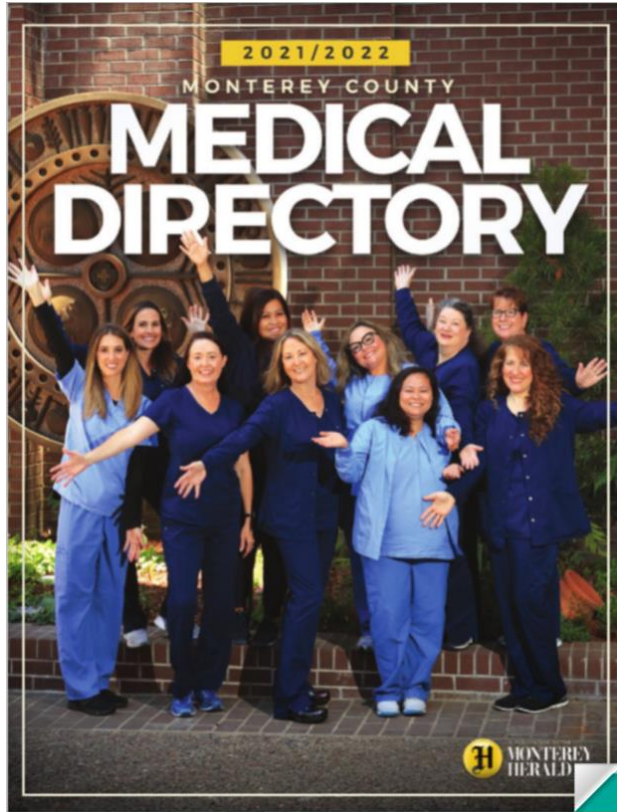
▪ Scorecard Update



■ FY2022 To Date – HCAHPS How Would You Rate



Quality: Collaborative Care Committee



2021 Shared Governance Accomplishments:

1. Achieved Magnet Designation with Five Exemplars!
2. Increased participation in Shared Governance
 - Started the Night Shift Council.
 - Added many new members to existing councils.
3. Collaborative Care Council
 - Collaborative Care members offered two formal leadership trainings for new members.
 - We compiled a report of the all the accomplishments of the Shared Governance Councils.
4. Enculturation of our PPM

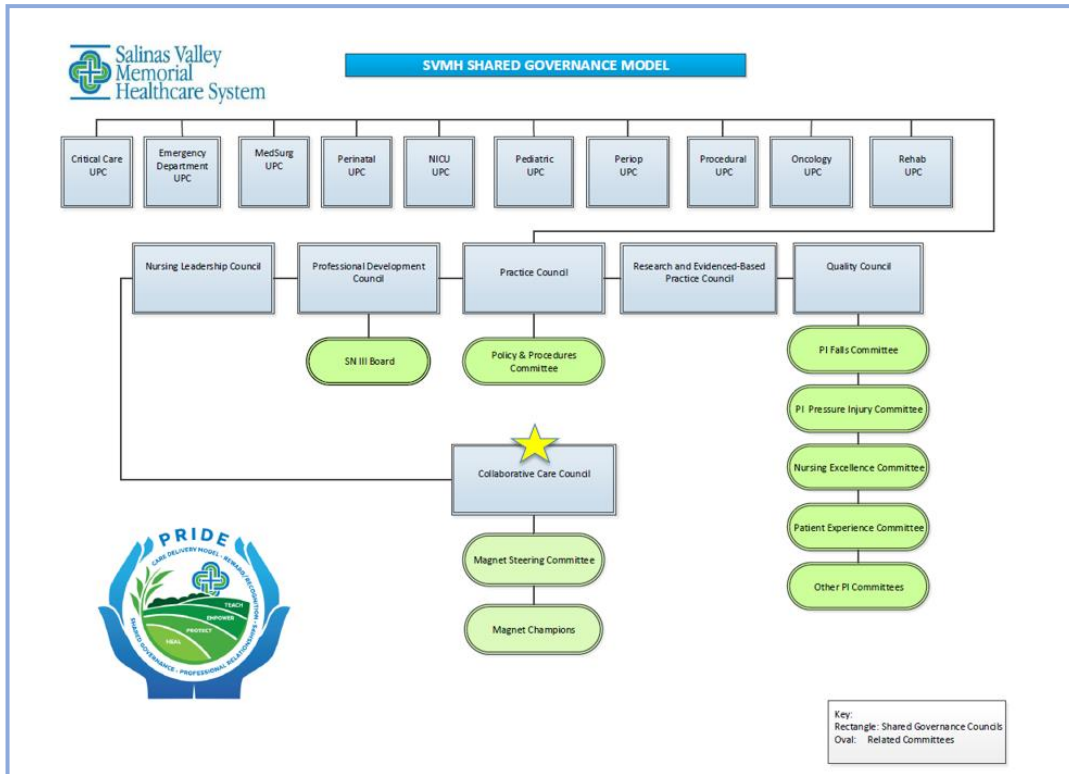
Congratulations to the Magnet Team!
We achieved Magnet Designation with Five Exemplars!

Kirsten Wisner, PhD, RNC-OB, CNS, C-EFM
Magnet Program Director

Becky Rodriguez, BS, RN, CEN
Magnet Clinical Excellence Specialist

Mari-Anne Low, MS
Department Coordinator

PRIDE
CARE DELIVERY MODEL • REWARD/RECOGNITION
TEACH
EMPOWER
PROTECT
HEAL
SHARED GOVERNANCE • PROFESSIONAL RELATIONSHIPS



Practice Council 0800-1000	Collaborative Care Council 1015-1215	Quality Council 1300-1500	Professional Development Council 0815-1015 (3 rd Wed)	Research & EBP Council 0830-1030 (2 nd Tues)	Nursing Leadership (NLC) 1030-1200 (1 st Tues)
Chair: Abby Acosta (PACU) Co-chair: Anna Mercado (ONS)	Chair: Aubree Collins (L&D) Co-chair: Pamela Yates (Peds)	Chair: Megan Lopez (Procedural) Co-chair: Francie Espino (ICU)	Chair: Sheilah Quentin (PAT) Co-chair: Stephanie Fierro (ICU)	Chair: Norma Coyazo (L&D) Co-chair: Celina Medina (ICU)	Chair: Trini Juarez (ACNO)
Members: Adrienne Leyva (Perinatal) Becky Rodriguez (Magnet CES) Deb Ralph (OPS) Francesca "Dianne" Soria (Education) Heather Barigian (ST) Jacob Goldman (OT) Kirsten Wisner (MPD) Lisa Paulo (CNO) Maura Baker (NICU) Meghan Ackerman (OPI) Mercedes Labindalau (Procedural) Naomi Arrey (ED) Pam Yates (Peds) Sabrina Bohbot (Informatics) Sherri Massey (Regulatory) Carla Knight (Advisor)	Members: Abby Acosta (Practice) Anna Mercado (Practice) Megan Lopez (Quality) Francie Espino (Quality) Sheilah Quentin (Prof. Dev.) Stephanie Fierro (Prof. Dev.) Norma Coyazo (REBP) Celina Medina (REBP) Kirsten Wisner (MPD) Becky Rodriguez (Magnet CES) Lisa Paulo (CNO) Carla Spencer (Director Critical Care & Emergency Svcs/Advisor)	Members: Abby Acosta (Periop) Adrienne Leyva (Perinatal) Agnes Lalata (MS) Director/Advisor Aniko Kukla (QMS/Advisor) Annie Sebolino (Falls) Becky Rodriguez (Magnet CES/Advisor) Catalino "Lino" Santos (MS) Earl Fulgencio (MS) Elvie Aquino (Falls) Jovita Dominguez (NEC) Katrina Cross (WC) Kim Stewart (Education) Kirsten Wisner (MPD) Laurie Freed (ICU) Lisa Garcia (Peds) Lisa Paulo (CNO) Maura Baker (NICU) Melissa Deen (ad hoc PRN) Melissa Ortiz (OP Infusion) Naomi Arrey (ED) Toni Rodriguez (QMS)	Members: Aileen Barrera (MS) Aracely Martinez (Patient Care Resources) Becky Rodriguez (Magnet CES) Francie Espino (ICU) Kirsten Wisner (MPD) Lisa Paulo (CNO) Lisa Sandberg (Peds) Svetalana "Lana" Ushakoff (M/B) Vanessa Irwin Nieto (Director Education & Clinical Informatics/Advisor) Victoria Delgado (M/B) Member(s) needed: Yes	Members: Abby Acosta (PACU) Amy Bonano (Nurse Sup) Becky Rodriguez (Magnet CES) Brittnee Sandoval (Med-Surg) Julie Vasher (L&D/Advisor) Kirsten Wisner (MPD/Advisor) Lisa Paulo (CNO) Ma "Kira" Raval-Gonzalez (ONS) Terri Nielsen (Research) Member(s) needed: ED, NICU, Procedural	Members: Directors and Managers



Council	ED	Perioperative	Critical Care	Med Surg/General Care	Perinatal	NICU	Pediatrics	Oncology	Procedural	Night Shift	Rehab Services
Co-chairs:	Naomi Arrey Sharde Flannigan	Abby Acosta (PACU) Deb Ralph (OPS)	Heather Barigan (ST) Laurie Freed (ICU)	Anna Mercado (ONS) Earl Fulgencio (MS)	Adrienne Leyva (L&D) Christine Durden (M/B)	Maura Baker Shauna Henson	Lisa Garcia Pamela Yates	Meghan Ackerman (OPI) Ashley Folck (OPI)	Mercedes Labindalua Cece Alejandre (DI)	TBD TBD	Jacob Goldman (OT) Stephanie Sterner (OT)
Members: Clinical Staff	Maya Atkins Mitch Tritt Claudia [Hermasillo] Serrano Brett Salmon	Jose Monarrez (PACU) Tony Lira [SSPD tech] Simone [Stroeder] Exposito (OR) Trish Maldonado (Endo) Grace Swarts (OR) Mannie Chahal (OPS) Linda Hertzog (OR)	Jeanna Beckham (ICU) Kyreen Caberto (ST sec) Andrea Huston (PCR) Anna Gonzalez (1M) Perla Gaxiola (1M) Frances Espino (ICU) Bailee Pirot (HC) Nicole Craft (HC) Alyssa [Torculas] Cryder (PCR)	Catalino "Lino" Santos (MS) Maybelle Peters (ONS) Lizel Duesdieker (Float; Sec) Maria "MJ" Andalio-Angeles (ONC) Lisa Sandberg (Peds) Glaiza Farnal (ONC) Natasha Limosnero (ONS)	Lenora "Lee" Mangone-Melendy (L&D) Shannon Hernandez (M/B)	Jin Kim Ma "Margarita" Valdez	Lindsay Macbeth-Hymes (sec) Lisa Sandberg	Leslie Souza (OPI) Maria "Elena" Hermosillo (OPI) Mary Nuki (ONC) Maria J. "MJ" Andalio-Angeles (ONC) Daisy Carrillo (CRC) Alex Gonzalez (ONC) Melanie Santos (OPI) Melissa Ortiz (OPI)	Megan Lopez (DI sec) Roan Nidoza (Cath Lab) Erika Moncayo (Cath Lab Holding) Alejandra T. Garcia (Cardiology) Maria "Lola" Garcia (Cardiology) Elizabeth "Betsi" Grogin (Cardiac Wellness) Cynthia Hernandez (Cath Lab)	Eugenie Davis (L&D) Hannah Dickerson (Med-Surg) Jannelle Brice (HC) Kristina Woosley (Perinatal) Ludy Lim (M/B) Maria "MJ" Andalio Angeles (ONC)	Matthew Countryman (PT) Jessica Roney (SLP) Sandra Livina (PT) Leandra Varella (Rehab Aide) Winnetta Yant (CM Shift Supervisor -Advisor) Jamilia Turpin (Rehab Aide) Pe Ciccone (PT Assistant) Patricia Rivera (OT)
Units Reporting to Council:	ED	OR, PACU, OPS, Endo, PAT, SSPD (Ad hoc)	ICU, 1 Main, OCU, ST, HC, PCR	3M, 4M Peds UPC & Oncology UPC representatives	L&D, M-B, Lactation	NICU	Peds	Oncology (4T) Outpatient Infusion (OPI)	DI, Cath Lab, CDOC, Cardiology, Cardiac Wellness, HC Holding	All units	PT, OT, SLP

Changes in Nursing Practice: Enculturation of our PPM

Professional Practice Model



PRIDE in care, every patient, every day.

Financial Performance Review

November 2021

Augustine Lopez
Chief Financial Officer



Consolidated Financial Summary

For the Month of November 2021

Profit/Loss Statement

\$ in Millions	For the Month of November 2021					
			Variance fav (unfav)			
	Actual	Budget	\$VAR	%VAR		
Operating Revenue	\$ 55.5	\$ 51.3	\$ 4.2	8.2%		
Operating Expense	\$ 51.8	\$ 49.9	\$ (1.9)	-3.8%		
Income from Operations*	\$ 3.7	\$ 1.4	\$ 2.3	164.3%		
<i>Operating Margin %</i>	6.6%	2.7%	3.9%	144.44%		
Non Operating Income	\$ 1.7	\$ 1.1	\$ 0.6	54.5%		
Net Income	\$ 5.4	\$ 2.5	\$ 2.9	116.0%		
<i>Net Income Margin %</i>	9.7%	4.8%	4.9%	102.1%		

***No Normalizing items in November**

Provider Relief Fund - Phase 4

\$2.4M was received related to Provider Relief Funding – Phase 4, which was recorded at this time as deferred revenue in accordance with guidance from our financial auditors.

Favorable results predominantly due to:

- 5% higher than expected inpatient volumes
- Stronger than expected outpatient volumes in several programs
- Inpatient surgeries were on target
- Well managed length of stay in all payors
- Cost Saving Initiatives: material improvement in labor productivity
- The above was partially offset by an unfavorable payor mix for the month

Consolidated Financial Summary

Year-to-Date November 2021

Profit/Loss Statement

\$ in Millions	FY 2021 YTD November			
	Actual	Budget	Variance fav (unfav)	
			\$VAR	%VAR
Operating Revenue	\$ 279.4	\$ 263.2	\$ 16.2	6.2%
Operating Expense	\$ 261.3	\$ 257.5	\$ (3.8)	-1.5%
Income from Operations*	\$ 18.1	\$ 5.7	\$ 12.4	217.5%
<i>Operating Margin %</i>	6.5%	2.2%	4.3%	195.5%
Non Operating Income**	\$ 3.9	\$ 5.4	\$ (1.5)	-27.8%
Net Income	\$ 22.0	\$ 11.1	\$ 10.9	98.2%
<i>Net Income Margin %</i>	7.9%	4.2%	3.7%	88.1%

*** Income from Operations includes:**

\$0.5M AB113 Intergovernmental Transfer Payment (FY 19-20)

**** Non Operating Income includes:**

\$1.1M Doctors on Duty Forgiven Paycheck Protection Program Loan

\$1.6M Total Normalizing Items, Net

Consolidated Financial Summary

Year-to-Date November 2021 - Normalized

Profit/Loss Statement

\$ in Millions	FY 2021 YTD November				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 278.9	\$ 263.2	\$ 15.7	6.0%	
Operating Expense	\$ 261.3	\$ 257.5	\$ (3.8)	-1.5%	
Income from Operations	\$ 17.6	\$ 5.7	\$ 11.9	208.8%	
<i>Operating Margin %</i>	6.3%	2.2%	4.1%	186.4%	
Non Operating Income	\$ 2.8	\$ 5.4	\$ (2.6)	-48.1%	
Net Income	\$ 20.4	\$ 11.1	\$ 9.3	83.8%	
<i>Net Income Margin %</i>	7.4%	4.2%	3.2%	76.2%	

SVMH Financial Highlights November 2021

Gross Revenues were favorable

- Gross Revenues were 6% favorable to budget
- IP gross revenues were 3% favorable to budget
 - ED gross revenues were 35% above budget

- OP gross revenues were 2% favorable to budget in the following areas:

- Cardiology
- Radiology
- Other OP Services

- Commercial: 2% below budget
- Medicaid: 2% above budget
- Medicare: 12% above budget

Payor Mix - unfavorable to budget

Total Net Patient Revenues were \$46.5M, which was favorable to budget by \$2.4M or 5.4%

Financial Summary – November 2021



1) Higher than expected Inpatient business:

- Average daily census was at 121, 5% above budget of 115

2) Total admissions were 13% (110 admits) above budget

- ER admissions were 13% above budget (82 admits)
- ER admissions (including OB ED) were 83% of total acute admissions

3) Strong Outpatient business:


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

4) ER Outpatient visits were above budget by 36% (1,016 visits)

5) Inpatient Surgeries cases were on target

6) Total Acute ALOS was 10% favorable at 3.9 vs 4.2 days budgeted

7) Medicare Traditional ALOS CMI adjusted 4% favorable at 2.3 days with a Case Mix Index of 1.9



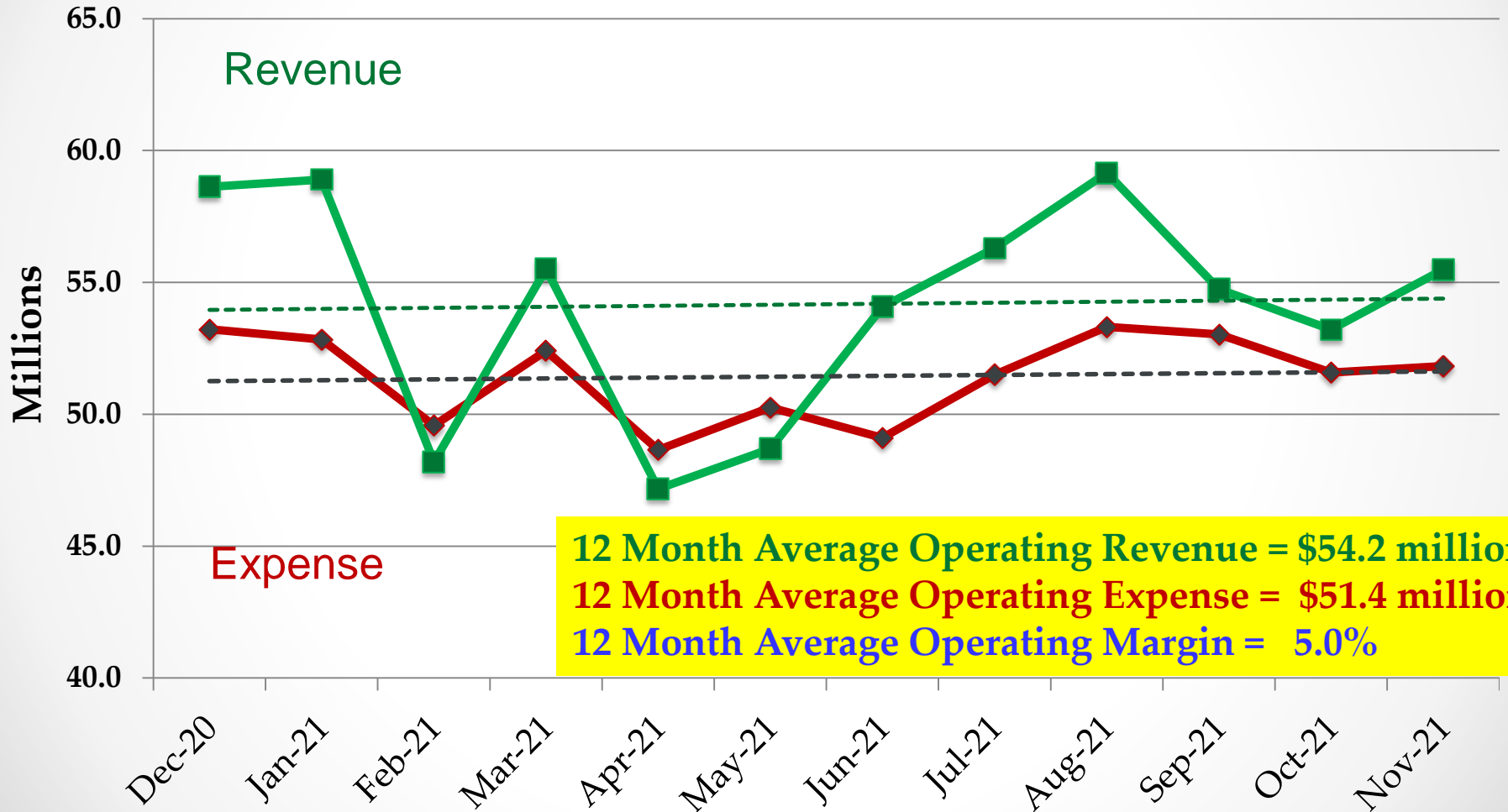
8) Outpatient Surgeries were 13% (38 cases) below budget

9) Deliveries were 4% (6 deliveries) below budget at 134

10) OP Observation cases were 11% (17 cases) above budget at 167

SVMHS Operating Revenues & Expenses (Normalized)

Rolling 12 Months: December 20 to November 21



SVMHS Key Financial Indicators

	YTD	SVMHS		S&P A+ Rated		YTD	
Statistic	Nov-21	Target	+/-	Hospitals	+/-	Nov-20	+/-
Operating Margin*	6.3%	9.0%		4.0%		6.4%	
Total Margin*	7.4%	10.8%		6.6%		8.4%	
EBITDA Margin**	10.5%	13.4%		13.6%		10.5%	
Days of Cash*	373	305		249		340	
Days of Accounts Payable*	44	45		-		46	
Days of Net Accounts Receivable***	52	45		49		55	
Supply Expense as % NPR	13.3%	15.0%		-		13.3%	
SWB Expense as % NPR	52.4%	53.0%		53.7%		54.5%	
Operating Expense per APD*	6,287	4,992		-		6,202	

*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
November 30, 2021

	<u>Month of November,</u>		<u>Five months ended November 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 46,536,897	\$ 48,049,134	\$ 235,524,350	\$ 238,936,046
Other operating revenue	839,739	815,104	4,795,603	4,824,104
Total operating revenue	<u>47,376,636</u>	<u>48,864,238</u>	<u>240,319,953</u>	<u>243,760,150</u>
Total operating expenses	40,777,629	40,258,675	205,620,314	205,209,086
Total non-operating income	<u>(1,802,486)</u>	<u>(5,676,437)</u>	<u>(13,757,869)</u>	<u>(15,571,256)</u>
Operating and non-operating income	<u>\$ 4,796,521</u>	<u>\$ 2,929,126</u>	<u>\$ 20,941,770</u>	<u>\$ 22,979,808</u>

SALINAS VALLEY MEMORIAL HOSPITAL
 BALANCE SHEETS
 November 30, 2021

	<u>Current year</u>	<u>Prior year</u>
ASSETS:		
Current assets	\$ 432,640,624	\$ 389,666,786
Assets whose use is limited or restricted by board	147,551,374	136,082,503
Capital assets	240,794,799	258,840,190
Other assets	186,297,506	188,697,669
Deferred pension outflows	<u>50,119,236</u>	<u>83,379,890</u>
	<u>\$ 1,057,403,539</u>	<u>\$ 1,056,667,039</u>
LIABILITIES AND EQUITY:		
Current liabilities	127,965,576	146,759,167
Long term liabilities	14,556,513	14,780,831
	83,585,120	126,340,336
Net assets	<u>831,296,330</u>	<u>768,786,705</u>
	<u>\$ 1,057,403,539</u>	<u>\$ 1,056,667,039</u>

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

	Month of November,				Five months ended November 30,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 201,794,014	\$ 190,270,606	11,523,408	6.06%	\$ 1,009,919,330	\$ 970,426,189	39,493,141	4.07%
Deductions from revenue	155,257,117	146,120,402	9,136,715	6.25%	774,394,980	744,787,862	29,607,118	3.98%
Net patient revenue	46,536,897	44,150,204	2,386,693	5.41%	235,524,350	225,638,327	9,886,023	4.38%
Other operating revenue	839,739	783,804	55,935	7.14%	4,795,603	3,909,527	886,076	22.66%
Total operating revenue	47,376,636	44,934,008	2,442,628	5.44%	240,319,953	229,547,854	10,772,099	4.69%
Operating expenses:								
Salaries and wages	14,716,435	14,749,120	(32,685)	-0.22%	77,028,437	77,288,495	(260,058)	-0.34%
Compensated absences	2,577,696	3,147,569	(569,873)	-18.11%	13,614,648	13,788,598	(173,950)	-1.26%
Employee benefits	5,768,821	6,620,934	(852,113)	-12.87%	34,455,397	35,359,638	(904,241)	-2.56%
Supplies, food, and linen	6,639,982	5,748,282	891,700	15.51%	31,244,463	29,313,664	1,930,799	6.59%
Purchased department functions	3,612,486	3,088,546	523,940	16.96%	16,328,796	15,224,257	1,104,539	7.26%
Medical fees	1,964,758	1,820,634	144,124	7.92%	9,800,010	9,137,769	662,241	7.25%
Other fees	2,177,101	943,032	1,234,069	130.86%	7,117,934	4,663,601	2,454,333	52.63%
Depreciation	2,065,950	1,794,427	271,523	15.13%	9,137,765	8,927,861	209,904	2.35%
All other expense	1,254,400	1,410,691	(156,291)	-11.08%	6,892,864	7,187,441	(294,577)	-4.10%
Total operating expenses	40,777,629	39,323,236	1,454,393	3.70%	205,620,314	200,891,324	4,728,990	2.35%
Income from operations	6,599,007	5,610,773	988,234	17.61%	34,699,639	28,656,530	6,043,109	21.09%
Non-operating income:								
Donations	166,667	166,667	0	0.00%	833,333	833,333	(0)	0.00%
Property taxes	333,333	333,333	(0)	0.00%	1,666,667	1,666,667	0	0.00%
Investment income	(539,526)	(63,302)	(476,224)	752.31%	(2,822,087)	(316,508)	(2,505,579)	791.63%
Income from subsidiaries	(1,762,960)	(3,736,552)	1,973,592	-52.82%	(13,435,782)	(20,495,066)	7,059,284	-34.44%
Total non-operating income	(1,802,486)	(3,299,853)	1,497,368	-45.38%	(13,757,869)	(18,311,574)	4,553,705	-24.87%
Operating and non-operating income	\$ 4,796,521	\$ 2,310,919	2,485,602	107.56%	\$ 20,941,770	\$ 10,344,956	10,596,814	102.43%

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

	<u>Month of November,</u>		<u>Five months ended November 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	1,682	1,658	7,992	8,003
Medi-Cal	1,026	1,014	4,920	5,306
Commercial insurance	801	777	3,671	3,795
Other patient	135	145	550	710
Total patient days	<u>3,644</u>	<u>3,594</u>	<u>17,133</u>	<u>17,814</u>
Gross revenue:				
Medicare	\$ 89,266,473	\$ 77,057,420	\$ 444,987,880	\$ 393,188,446
Medi-Cal	53,975,563	49,789,537	280,224,223	265,494,625
Commercial insurance	48,816,334	52,685,627	243,762,670	246,458,931
Other patient	<u>9,735,644</u>	<u>7,572,363</u>	<u>40,944,557</u>	<u>45,042,612</u>
Gross revenue	<u>201,794,014</u>	<u>187,104,947</u>	<u>1,009,919,330</u>	<u>950,184,614</u>
Deductions from revenue:				
Administrative adjustment	365,762	239,964	1,527,692	1,335,613
Charity care	857,807	691,865	5,234,927	4,300,379
Contractual adjustments:				
Medicare outpatient	27,301,095	21,951,198	139,564,145	123,258,999
Medicare inpatient	40,105,808	36,588,490	190,007,963	174,225,253
Medi-Cal traditional outpatient	2,970,132	1,990,120	13,166,418	9,741,852
Medi-Cal traditional inpatient	4,370,077	7,621,257	28,868,195	38,162,830
Medi-Cal managed care outpatient	21,856,728	16,797,146	111,326,675	91,371,221
Medi-Cal managed care inpatient	19,534,667	17,819,441	99,250,087	92,788,738
Commercial insurance outpatient	16,386,971	15,812,460	82,623,778	79,462,880
Commercial insurance inpatient	16,954,680	15,308,295	81,231,775	71,320,420
Uncollectible accounts expense	3,669,799	3,560,250	18,717,065	18,211,467
Other payors	<u>883,591</u>	<u>675,329</u>	<u>2,876,260</u>	<u>7,068,915</u>
Deductions from revenue	<u>155,257,117</u>	<u>139,055,813</u>	<u>774,394,980</u>	<u>711,248,568</u>
Net patient revenue	<u>\$ 46,536,897</u>	<u>\$ 48,049,134</u>	<u>\$ 235,524,350</u>	<u>\$ 238,936,046</u>
Gross billed charges by patient type:				
Inpatient	\$ 107,252,158	\$ 105,245,082	\$ 529,016,040	\$ 511,686,991
Outpatient	67,667,817	63,366,611	344,137,199	334,887,738
Emergency room	<u>26,874,037</u>	<u>18,493,253</u>	<u>136,766,091</u>	<u>103,609,885</u>
Total	<u>\$ 201,794,012</u>	<u>\$ 187,104,947</u>	<u>\$ 1,009,919,330</u>	<u>\$ 950,184,614</u>

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

	<u>Month of November,</u>		<u>Five months ended November 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 46,536,897	\$ 48,049,134	\$ 235,524,350	\$ 238,936,046
Other operating revenue	839,739	815,104	4,795,603	4,824,104
Total operating revenue	<u>47,376,636</u>	<u>48,864,238</u>	<u>240,319,953</u>	<u>243,760,150</u>
Operating expenses:				
Salaries and wages	14,716,435	15,914,134	77,028,437	79,759,035
Compensated absences	2,577,696	2,843,415	13,614,648	13,415,085
Employee benefits	5,768,821	6,841,575	34,455,397	37,042,661
Supplies, food, and linen	6,639,982	6,188,920	31,244,463	31,216,603
Purchased department functions	3,612,486	2,848,160	16,328,796	15,259,940
Medical fees	1,964,758	1,623,654	9,800,010	8,107,960
Other fees	2,177,101	1,110,512	7,117,934	5,697,623
Depreciation	2,065,950	1,776,800	9,137,765	8,873,057
All other expense	1,254,400	1,111,505	6,892,864	5,837,122
Total operating expenses	<u>40,777,629</u>	<u>40,258,675</u>	<u>205,620,314</u>	<u>205,209,086</u>
Income from operations	<u>6,599,007</u>	<u>8,605,563</u>	<u>34,699,639</u>	<u>38,551,064</u>
Non-operating income:				
Donations	166,667	166,667	833,333	833,333
Property taxes	333,333	333,333	1,666,667	1,666,667
Investment income	(539,526)	143,637	(2,822,087)	1,229,099
Taxes and licenses	0	0	0	0
Income from subsidiaries	(1,762,960)	(6,320,074)	(13,435,782)	(19,300,355)
Total non-operating income	<u>(1,802,486)</u>	<u>(5,676,437)</u>	<u>(13,757,869)</u>	<u>(15,571,256)</u>
Operating and non-operating income	4,796,521	2,929,126	20,941,770	22,979,808
Net assets to begin	<u>826,499,809</u>	<u>765,857,579</u>	<u>810,354,560</u>	<u>745,806,898</u>
Net assets to end	<u>\$ 831,296,330</u>	<u>\$ 768,786,705</u>	<u>\$ 831,296,330</u>	<u>\$ 768,786,706</u>
Net income excluding non-recurring items	\$ 4,796,521	\$ 2,929,126	\$ 20,459,992	\$ 22,380,262
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>0</u>	<u>0</u>	<u>481,778</u>	<u>599,546</u>
Operating and non-operating income	<u>\$ 4,796,521</u>	<u>\$ 2,929,126</u>	<u>\$ 20,941,770</u>	<u>\$ 22,979,808</u>

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

	<u>Month of November,</u>		<u>Five months ended November 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (139,471)	\$ (30,727)	\$ (990,900)	\$ (827,773)
Neurological Clinic	(48,543)	(145,597)	(283,581)	(437,379)
Palliative Care Clinic	(82,294)	(98,920)	(439,449)	(397,366)
Surgery Clinic	(115,277)	(287,343)	(641,585)	(809,127)
Infectious Disease Clinic	(30,361)	(74,625)	(143,150)	(157,680)
Endocrinology Clinic	(134,494)	(315,280)	(663,096)	(1,004,434)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(244,442)	(975,148)	(1,997,183)	(2,634,064)
OB/GYN Clinic	(153,594)	(661,039)	(1,559,830)	(1,931,052)
PrimeCare Medical Group	(17,564)	(1,721,162)	(2,017,582)	(4,832,366)
Oncology Clinic	(68,126)	(470,491)	(1,444,774)	(1,632,365)
Cardiac Surgery	(146,980)	(116,531)	(780,474)	(866,323)
Sleep Center	(52,460)	(159,851)	(156,938)	(322,265)
Rheumatology	(68,775)	(97,867)	(264,531)	(291,291)
Precision Ortho MDs	(80,753)	(626,912)	(1,227,787)	(2,081,972)
Precision Ortho-MRI	0	(22,147)	0	(2,526)
Precision Ortho-PT	(36,154)	(63,198)	(254,434)	(248,493)
Vaccine Clinic	(46,471)	0	(82,182)	0
Dermatology	(54,381)	(67,322)	(119,205)	(171,623)
Hospitalists	0	0	0	0
Behavioral Health	(77,246)	(86,949)	(362,524)	(344,345)
Pediatric Diabetes	(59,679)	(42,559)	(234,717)	(160,005)
Neurosurgery	(20,749)	(65,791)	(120,994)	(149,016)
Multi-Specialty-RR	31,976	(32,262)	50,576	12,316
Radiology	(84,842)	(150,370)	(1,196,516)	(943,582)
Salinas Family Practice	13,613	0	(375,839)	0
Total SVMC	(1,717,067)	(6,312,091)	(15,306,695)	(20,232,731)
Doctors on Duty	(311,670)	(198,837)	166,004	94,992
Assisted Living	0	(12,544)	0	(39,619)
Salinas Valley Imaging	0	0	0	(19,974)
Vantage Surgery Center	55,213	34,163	150,516	105,699
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	210,512	53,525	1,245,882	360,677
Aspire/CHI/Coastal	(88,341)	20,873	(120,610)	(176,284)
Apex	7,044	(5,917)	67,042	45,592
21st Century Oncology	37,205	37,826	158,220	(48,771)
Monterey Bay Endoscopy Center	44,144	62,929	203,859	610,063
Total	<u>\$ (1,762,960)</u>	<u>\$ (6,320,074)</u>	<u>\$ (13,435,782)</u>	<u>\$ (19,300,355)</u>

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

	Current year	Prior year
A S S E T S		
Current assets:		
Cash and cash equivalents	\$ 328,724,105	\$ 281,325,351
Patient accounts receivable, net of estimated uncollectibles of \$21,431,319	83,066,255	87,416,864
Supplies inventory at cost	8,738,670	8,632,901
Other current assets	12,111,594	12,291,670
Total current assets	432,640,624	389,666,786
Assets whose use is limited or restricted by board	147,551,374	136,082,503
Capital assets:		
Land and construction in process	37,065,568	45,944,579
Other capital assets, net of depreciation	203,729,231	212,895,611
Total capital assets	240,794,799	258,840,190
Other assets:		
Investment in Securities	143,928,669	147,489,806
Investment in SVMC	13,674,796	13,466,305
Investment in Aspire/CHI/Coastal	3,656,282	4,085,450
Investment in other affiliates	21,323,595	21,997,976
Net pension asset	3,714,164	1,658,132
Total other assets	186,297,506	188,697,669
Deferred pension outflows	50,119,236	83,379,890
	\$ 1,057,403,539	\$ 1,056,667,039
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 56,318,359	\$ 53,998,939
Due to third party payers	53,987,693	74,834,175
Current portion of self-insurance liability	17,659,524	17,926,053
Total current liabilities	127,965,576	146,759,167
Long term portion of workers comp liability	14,556,513	14,780,831
Total liabilities	142,522,089	161,539,998
Pension liability	83,585,120	126,340,336
Net assets:		
Invested in capital assets, net of related debt	240,794,799	258,840,190
Unrestricted	590,501,531	509,946,515
Total net assets	831,296,330	768,786,705
	\$ 1,057,403,539	\$ 1,056,667,039

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Nov and five months to date

	Month of Nov		Five months to date		Variance
	2020	2021	2020-21	2021-22	
<u>NEWBORN STATISTICS</u>					
Medi-Cal Admissions	33	38	226	213	(13)
Other Admissions	85	102	488	475	(13)
Total Admissions	118	140	714	688	(26)
Medi-Cal Patient Days	45	62	334	326	(8)
Other Patient Days	116	152	762	781	19
Total Patient Days of Care	161	214	1,096	1,107	11
Average Daily Census	5.4	7.1	7.2	7.2	0.1
Medi-Cal Average Days	1.5	1.6	1.5	1.6	0.0
Other Average Days	0.9	1.6	1.5	1.6	0.1
Total Average Days Stay	1.4	1.6	1.5	1.6	0.1
<u>ADULTS & PEDIATRICS</u>					
Medicare Admissions	321	355	1,585	1,594	9
Medi-Cal Admissions	246	241	1,171	1,198	27
Other Admissions	353	316	1,422	1,505	83
Total Admissions	920	912	4,178	4,297	119
Medicare Patient Days	1,513	1,435	7,046	6,886	(160)
Medi-Cal Patient Days	999	1,071	5,414	5,082	(332)
Other Patient Days	897	1,133	4,706	5,158	452
Total Patient Days of Care	3,409	3,639	17,166	17,126	(40)
Average Daily Census	113.6	121.3	112.2	111.9	(0.3)
Medicare Average Length of Stay	5.0	4.1	4.5	4.2	(0.2)
Medi-Cal Average Length of Stay	4.2	3.8	3.9	3.4	(0.4)
Other Average Length of Stay	2.6	2.8	2.4	2.7	0.2
Total Average Length of Stay	3.8	3.5	3.5	3.4	(0.1)
Deaths	25	31	145	131	(14)
Total Patient Days	3,570	3,853	18,262	18,233	(29)
Medi-Cal Administrative Days	0	2	96	76	(20)
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	0	2	96	76	(20)
Percent Non-Acute	0.00%	0.05%	0.53%	0.42%	-0.11%

SALINAS VALLEY MEMORIAL HOSPITAL

PATIENT STATISTICAL REPORT

For the month of Nov and five months to date

	<u>Month of Nov</u>		<u>Five 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	242	286	1,225	1,327	102
Heart Center	341	36	1,707	1,326	(381)
Monitored Beds	918	819	4,459	3,897	(562)
Single Room Maternity/Obstetrics	268	349	1,748	1,760	12
Med/Surg - Cardiovascular	726	778	3,497	3,177	(320)
Med/Surg - Oncology	215	304	705	1,420	715
Med/Surg - Rehab	384	445	1,981	2,059	78
Pediatrics	68	93	349	442	93
Nursery	161	214	1,096	1,107	11
Neonatal Intensive Care	192	122	655	404	(251)
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	62.05%	73.33%	61.59%	66.72%	
Heart Center	75.78%	8.00%	74.38%	57.78%	
Monitored Beds	113.33%	101.11%	107.94%	94.34%	
Single Room Maternity/Obstetrics	24.14%	31.44%	30.88%	31.09%	
Med/Surg - Cardiovascular	53.78%	57.63%	50.79%	46.14%	
Med/Surg - Oncology	55.13%	77.95%	35.44%	71.39%	
Med/Surg - Rehab	49.23%	57.05%	49.80%	51.76%	
Med/Surg - Observation Care Unit	0.00%	79.80%	0.00%	50.52%	
Pediatrics	12.59%	17.22%	12.67%	16.05%	
Nursery	32.53%	43.23%	21.71%	21.93%	
Neonatal Intensive Care	58.18%	36.97%	38.92%	24.00%	

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Nov and five months to date

	<u>Month of Nov</u>		<u>Five months to date</u>		<u>Variance</u>
	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>DELIVERY ROOM</u>					
Total deliveries	118	145	713	674	(39)
C-Section deliveries	28	57	214	229	15
Percent of C-section deliveries	23.73%	39.31%	30.01%	33.98%	3.96%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	17,041	15,902	112,408	97,490	(14,918)
Out-Patient Operating Minutes	27,362	26,884	124,128	126,026	1,898
Total	44,403	42,786	236,536	223,516	(13,020)
Open Heart Surgeries	13	9	64	58	(6)
In-Patient Cases	121	133	757	702	(55)
Out-Patient Cases	283	265	1,371	1,246	(125)
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	48	35	147	191	44
High Risk	500	467	2,514	2,231	(283)
More Than One Resource	1,926	2,629	10,548	13,142	2,594
One Resource	989	1,542	7,419	8,508	1,089
No Resources	43	83	208	480	272
Total	<u>3,506</u>	<u>4,756</u>	<u>20,836</u>	<u>24,552</u>	<u>3,716</u>

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
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	Month of Nov		Five months to date		Variance
	2020	2021	2020-21	2021-22	
CENTRAL SUPPLY					
In-patient requisitions	15,713	14,044	70,128	75,624	5,496
Out-patient requisitions	9,854	9,724	52,609	47,015	-5,594
Emergency room requisitions	1,453	862	8,322	6,922	-1,400
Interdepartmental requisitions	6,781	6,434	33,584	30,256	-3,328
Total requisitions	33,801	31,064	164,643	159,817	-4,826
LABORATORY					
In-patient procedures	35,112	33,583	172,183	165,173	-7,010
Out-patient procedures	12,551	11,015	55,555	57,181	1,626
Emergency room procedures	8,169	10,480	42,273	55,112	12,839
Total patient procedures	55,832	55,078	270,011	277,466	7,455
BLOOD BANK					
Units processed	239	278	1,419	1,369	-50
ELECTROCARDIOLOGY					
In-patient procedures	935	1,070	4,597	4,727	130
Out-patient procedures	386	380	1,999	1,971	-28
Emergency room procedures	809	1,004	4,057	4,947	890
Total procedures	2,130	2,454	10,653	11,645	992
CATH LAB					
In-patient procedures	80	91	391	454	63
Out-patient procedures	85	97	442	474	32
Emergency room procedures	0	0	1	0	-1
Total procedures	165	188	834	928	94
ECHO-CARDIOLOGY					
In-patient studies	289	364	1,449	1,689	240
Out-patient studies	180	212	949	1,154	205
Emergency room studies	0	0	11	4	-7
Total studies	469	576	2,409	2,847	438
NEURODIAGNOSTIC					
In-patient procedures	127	151	797	756	-41
Out-patient procedures	16	20	120	120	0
Emergency room procedures	0	0	0	0	0
Total procedures	143	171	917	876	-41

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	Month of Nov		Five months to date		Variance
	2020	2021	2020-21	2021-22	
SLEEP CENTER					
In-patient procedures	0	0	1	0	-1
Out-patient procedures	206	156	964	864	-100
Emergency room procedures	0	0	0	0	0
Total procedures	206	156	965	864	-101
RADIOLOGY					
In-patient procedures	1,361	1,140	6,524	5,959	-565
Out-patient procedures	614	404	3,455	2,178	-1,277
Emergency room procedures	1,083	1,241	5,435	6,285	850
Total patient procedures	3,058	2,785	15,414	14,422	-992
MAGNETIC RESONANCE IMAGING					
In-patient procedures	118	144	631	633	2
Out-patient procedures	150	99	717	589	-128
Emergency room procedures	6	5	56	31	-25
Total procedures	274	248	1,404	1,253	-151
MAMMOGRAPHY CENTER					
In-patient procedures	3,006	3,431	15,158	17,915	2,757
Out-patient procedures	2,992	3,407	15,086	17,766	2,680
Emergency room procedures	0	0	0	8	8
Total procedures	5,998	6,838	30,244	35,689	5,445
NUCLEAR MEDICINE					
In-patient procedures	8	13	67	65	-2
Out-patient procedures	79	78	379	389	10
Emergency room procedures	0	1	3	4	1
Total procedures	87	92	449	458	9
PHARMACY					
In-patient prescriptions	86,933	85,360	420,843	417,383	-3,460
Out-patient prescriptions	14,955	14,778	76,895	77,349	454
Emergency room prescriptions	5,030	7,127	25,983	35,562	9,579
Total prescriptions	106,918	107,265	523,721	530,294	6,573
RESPIRATORY THERAPY					
In-patient treatments	21,297	15,725	94,371	89,583	-4,788
Out-patient treatments	1,105	1,252	2,902	5,526	2,624
Emergency room treatments	181	159	621	1,094	473
Total patient treatments	22,583	17,136	97,894	96,203	-1,691
PHYSICAL THERAPY					
In-patient treatments	2,143	2,324	11,456	11,409	-47
Out-patient treatments	365	313	1,494	1,678	184
Emergency room treatments	0	0	0	0	0
Total treatments	2,508	2,637	12,950	13,087	137

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	<u>Month of Nov</u>		<u>Five months to date</u>		<u>Variance</u>
	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
OCCUPATIONAL THERAPY					
In-patient procedures	1,376	1,359	6,638	7,389	751
Out-patient procedures	170	182	651	857	206
Emergency room procedures	0	0	0	0	0
Total procedures	<u>1,546</u>	<u>1,541</u>	<u>7,289</u>	<u>8,246</u>	<u>957</u>
SPEECH THERAPY					
In-patient treatments	354	370	1,904	2,048	144
Out-patient treatments	28	23	125	145	20
Emergency room treatments	0	0	0	0	0
Total treatments	<u>382</u>	<u>393</u>	<u>2,029</u>	<u>2,193</u>	<u>164</u>
CARDIAC REHABILITATION					
In-patient treatments	0	0	0	0	0
Out-patient treatments	359	671	1,750	3,318	1,568
Emergency room treatments	1	0	1	0	-1
Total treatments	<u>360</u>	<u>671</u>	<u>1,751</u>	<u>3,318</u>	<u>1,567</u>
CRITICAL DECISION UNIT					
Observation hours	<u>225</u>	<u>400</u>	<u>1,265</u>	<u>1,504</u>	<u>239</u>
ENDOSCOPY					
In-patient procedures	70	79	458	477	19
Out-patient procedures	25	40	133	177	44
Emergency room procedures	0	0	0	0	0
Total procedures	<u>95</u>	<u>119</u>	<u>591</u>	<u>654</u>	<u>63</u>
C.T. SCAN					
In-patient procedures	577	590	2,768	2,825	57
Out-patient procedures	505	390	2,664	1,943	-721
Emergency room procedures	433	639	2,349	3,047	698
Total procedures	<u>1,515</u>	<u>1,619</u>	<u>7,781</u>	<u>7,815</u>	<u>34</u>
DIETARY					
Routine patient diets	16,047	18,709	80,705	88,406	7,701
Meals to personnel	19,843	21,480	104,619	108,600	3,981
Total diets and meals	<u>35,890</u>	<u>40,189</u>	<u>185,324</u>	<u>197,006</u>	<u>11,682</u>
LAUNDRY AND LINEN					
Total pounds laundered	<u>100,852</u>	<u>96,567</u>	<u>515,812</u>	<u>487,254</u>	<u>-28,558</u>

PUBLIC INPUT

CLOSED SESSION

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

*RECONVENE OPEN SESSION/
REPORT ON CLOSED SESSION*

*ADJOURNMENT – THE JANUARY 2022
QUALITY AND EFFICIENT
PRACTICES COMMITTEE MEETING IS
SCHEDULED FOR MONDAY,
JANUARY 24, 2022, AT 8:30 A.M.*