

January 21, 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 **TRANSFORMATION, STRATEGIC PLANNING, AND GOVERNANCE COMMITTEE - COMMITTEE OF THE WHOLE** of the Salinas Valley Memorial Healthcare System will be held **TUESDAY, JANUARY 26, 2021, AT 8:30 A.M., IN THE CISLINI PLAZA BOARD ROOM IN SALINAS VALLEY MEMORIAL HOSPITAL, 450 E. ROMIE LANE, SALINAS, CALIFORNIA, OR BY PHONE OR VIDEO (Visit svmh.com/virtualboardmeeting for Access Information).**

Please note: Pursuant to Executive Order N-25-20 issued by the Governor of the State of California in response to concerns regarding COVID-19, Board Members of Salinas Valley Memorial Healthcare System, a local health care district, are permitted to participate in this duly noticed public meeting via teleconference and certain requirements of The Brown Act are suspended.



Pete Delgado
President/Chief Executive Officer

Committee Members: Victor Rey, Jr. – Chair; Joel Hernandez Laguna – Vice Chair; Pete Delgado, President/CEO; Augustine Lopez, Chief Financial Officer; Allen Radner, M.D., Chief Medical Officer; Rachel McCarthy Beck, M.D., Chief of Staff; Clement Miller, Chief Operating Officer/Interim Chief Nursing Officer; Adrienne Laurent, Chief Strategic Communications Officer; Nik Greenson, M.D., Medical Staff Member; Jim Gattis, Community Member; Jib Martens, Community Member; and Anne McCune, Community Member

**TRANSFORMATION, STRATEGIC PLANNING AND
GOVERNANCE COMMITTEE MEETING
JANUARY 2021 - COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**TUESDAY, JANUARY 26, 2021
8:30 A.M. – CISLINI PLAZA BOARD ROOM
SALINAS VALLEY MEMORIAL HOSPITAL
450 E. ROMIE LANE, SALINAS, CALIFORNIA
OR BY PHONE OR VIDEO
(Visit svmh.com/virtualboardmeeting for Access Information)**

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AGENDA

1. Approval of Minutes from the Transformation, Strategic Planning and Governance Committee Meeting of October 20, 2020 (DELGADO)
 - Motion/Second
 - Action by Committee
2. Financial and Statistical Review (LOPEZ)
3. Public Input

This opportunity is provided for members of the public to make a brief statement, not to exceed three (3) minutes, on issues or concerns within the jurisdiction of this District Board which are not otherwise covered under an item on this agenda.
4. Closed Session

(See Attached Closed Session Sheet information)
5. Reconvene Open Session/Report on Closed Session
6. Adjournment – The Transformation, Strategic Planning and Governance Committee meets quarterly. The next meeting is scheduled for **Tuesday, April 20, 2021, at 8:30 a.m.**

Notes: This Committee meeting may be attended by Board Members who do not sit on this Committee. In the event that a quorum of the entire Board is present, this Committee shall act as a Committee of the Whole. In either case, any item acted upon by the Committee or the Committee of the Whole will require consideration and action by the full Board of Directors as a prerequisite to its legal enactment. Requests for a disability related modification or accommodation, including auxiliary aids or services, in order to attend or participate in a meeting should be made to the Executive Assistant during regular business hours at 831-755-0741. Notification received 48 hours before the meeting will enable the District to make reasonable accommodations.

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

**TRANSFORMATION, STRATEGIC PLANNING, AND GOVERNANCE
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): _____ strategic planning/proposed new services and programs _____

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

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

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

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

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

ADJOURN TO OPEN SESSION

**MINUTES OF THE OCTOBER 2020 TRANSFORMATION,
STRATEGIC PLANNING, AND GOVERNANCE COMMITTEE MEETING
COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**TUESDAY, OCTOBER 20, 2020
8:30 A.M. – CISLINI PLAZA BOARD ROOM
SALINAS VALLEY MEMORIAL HOSPITAL
OR BY PHONE OR VIDEO
(Visit svmh.com/virtualboardmeeting for Access Information)**

Pursuant to Executive Order N-25-20 issued by the Governor of the State of California in response to concerns regarding COVID-19, Board Members of Salinas Valley Memorial Healthcare System, a local health care district, are permitted to participate in this duly noticed public meeting via teleconference and certain requirements of The Brown Act are suspended.

Committee Members Present: Victor Rey, Jr., Chair; Pete Delgado, Adrienne Laurent, Jib Martens, Rachel McCarthy Beck M.D., Jim Gattis, Clement Miller in person; Vice Chair Joel Hernandez Laguna, Augustine Lopez, Nicolas Greenson, MD, Anne McCune by teleconference.

Committee Members Absent: Allen Radner, M.D.

Other Board Members Present, Constituting Committee of the Whole: Juan Cabrera by teleconference.

Also Present: Clint Hoffman, Jeff Wardwell, Alan Shoebridge, Marisa Ceralde, Karen Schroeder, Derek Ames, Chris Cunningham in person, and Audrey Parks by teleconference.

A quorum was present and the meeting was called to order at 8:33 a.m. by Victor Rey, Jr.

APPROVAL OF MINUTES FROM THE TRANSFORMATION, STRATEGIC PLANNING, AND GOVERNANCE COMMITTEE MEETING OF JULY 21, 2020

Pete Delgado, President/Chief Executive Officer, recommended the Transformation, Strategic Planning, and Governance Committee approve the minutes of the Transformation, Strategic Planning, and Governance Committee Meeting of July 21, 2020. This information was included in the Committee packet.

No Public Input.

MOTION: The Transformation, Strategic Planning, and Governance Committee approves the minutes of the Transformation, Strategic Planning, and Governance Committee Meeting of July 21, 2020, as presented. Moved/Seconded/Roll Call Vote: Ayes: Rey, Hernandez Laguna, Delgado, Lopez, Laurent, McCarthy Beck, Gattis, Martens, Greenson, McCune; Noes: None; Abstentions: None; Absent: Miller, Radner; Motion Carried.

FINANCIAL AND STATISTICAL REVIEW

Augustine Lopez, Chief Financial Officer, provided a financial and statistical performance review for the month ending September 30, 2020. This information was included in the Committee packet.

Key highlights of the consolidated financial summary for September were: (1) income from operations was \$5.0 million with an operating margin of 9.0% due to higher than expected inpatient and outpatient volumes, that included \$1.5 million total normalizing items, net; (2) gross revenues were favorable to budget; (3) payor mix was unfavorable to budget; (4) total net patient revenues were favorable to budget; (5) average daily census and total admissions were above budget; (6) ER outpatient visits were above budget (compared to July, visits decreased by 33% primarily due expansion of the COVID-19 testing site); (7) there was an unfavorable labor variance; and (8) days cash on hand was at 343.

There was discussion among the Committee regarding the higher than expected inpatient and outpatient volumes, continued efforts toward growth strategies, unfavorable payer mix, outpatient surgical volume that was above budget, unfavorable labor productivity, and excellent efforts by Executive Leadership and Medical Staff Members to continue to provide patient care services focused on quality and patient and staff safety.

PUBLIC INPUT

None.

CLOSED SESSION

Victor Rey, Jr., announced that the item to be discussed in Closed Session is Report Involving Trade Secret – strategic planning/proposed new programs and services. The meeting was recessed into Closed Session under the Closed Session protocol at 8:58 a.m.

Clement Miller joined the meeting at 9:03 a.m.

RECONVENE OPEN SESSION/REPORT ON CLOSED SESSION

The Committee reconvened Open Session at 9:44 a.m. Victor Rey, Jr., announced that in Closed Session, the Committee discussed Report Involving Trade Secret – strategic planning/proposed new programs and services. No action was taken in the Closed Session.

ADJOURNMENT

There being no other business, the meeting was adjourned at 9:45 a.m. The Transformation, Strategic Planning, and Governance Committee meets quarterly. The date and time of the next meeting to be determined.

Victor Rey, Jr., Chair
Transformation, Strategic Planning, and Governance Committee

/ks

Financial Performance Review

December 2020

Augustine Lopez
Chief Financial Officer

Consolidated Financial Summary

For the Month of December 2020

Profit/Loss Statement

\$ in Millions	For the Month of December 2020				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 59.7	\$ 48.8	\$ 10.9	22.3%	
Operating Expense	\$ 52.3	\$ 49.0	\$ (3.3)	-6.7%	
Income from Operations*	\$ 7.4	\$ (0.2)	\$ 7.6	3800.0%	
Operating Margin %	12.4%	-0.4%	12.8%	3200.00%	
Non Operating Income**	\$ 4.6	\$ 0.9	\$ 3.7	411.1%	
Net Income	\$ 12.0	\$ 0.7	\$ 11.3	1614.3%	
Net Income Margin %	20.1%	1.3%	18.8%	1446.2%	

*** Income from Operations includes:**

\$2.5M PRIME (net) in excess of budget

\$1.0M AB113 Intergovernmental Transfer Payment
Related to FY18 (ACA Pop Health Supplement)

\$3.5M Total Normalizing Items, Net

Favorable results due to:

- Higher than expected inpatient and outpatient volumes, coupled with a generally favorable payor mix

**Favorable variance in non-operating income is predominantly due to higher than expected investment returns.

Consolidated Financial Summary

For the Month of December 2020 - Normalized Profit/Loss Statement

\$ in Millions	For the Month of December 2020				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 56.2	\$ 48.8	\$ 7.4		15.2%
Operating Expense	\$ 52.3	\$ 49.0	\$ (3.3)		-6.7%
Income from Operations	\$ 3.9	\$ (0.2)	\$ 4.1		2050.0%
<i>Operating Margin %</i>	7.0%	-0.4%	7.4%		1850.0%
Non Operating Income	\$ 4.6	\$ 0.9	\$ 3.7		411.1%
Net Income	\$ 8.5	\$ 0.7	\$ 7.8		1114.3%
<i>Net Income Margin %</i>	15.2%	1.3%	13.9%		1069.2%

Consolidated Financial Summary

Year-to-Date December 2020

Profit/Loss Statement

\$ in Millions	FY 2020 YTD December				
	Actual	Budget	Variance fav (unfav)		
			\$VAR	%VAR	
Operating Revenue	\$ 334.0	\$ 283.7	\$ 50.3	17.7%	
Operating Expense	\$ 306.9	\$ 291.1	\$ (15.8)	-5.4%	
Income from Operations*	\$ 27.1	\$ (7.4)	\$ 34.5	466.2%	
<i>Operating Margin %</i>	8.1%	-2.6%	10.7%	411.5%	
Non Operating Income**	\$ 9.7	\$ 5.1	\$ 4.6	90.2%	
Net Income	\$ 36.8	\$ (2.3)	\$ 39.1	1700.0%	
<i>Net Income Margin %</i>	11.0%	-0.8%	11.8%	1475.0%	

*** Income from Operations includes:**

\$0.2M Prior Year Medicare Cost Report Settlement

\$1.4M AB113 Intergovernmental Transfer Payment
Related to FY18 & FY19 (ACA Pop Health Supplement)

\$1.6M Total Normalizing Items, Net

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

Favorable results due to:

- Higher than expected inpatient and outpatient volumes, coupled with favorable labor productivity in the first two months of the year and favorable payor mix in the two most recent months

Consolidated Financial Summary

Year-to-Date December 2020 - Normalized

Profit/Loss Statement

\$ in Millions	FY 2020 YTD December				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 332.4	\$ 283.7	\$ 48.7	17.2%	
Operating Expense	\$ 306.9	\$ 291.1	\$ (15.8)	-5.4%	
Income from Operations	\$ 25.5	\$ (7.4)	\$ 32.9	444.6%	
<i>Operating Margin %</i>	7.6%	-2.6%	10.2%	392.3%	
Non Operating Income**	\$ 9.7	\$ 5.1	\$ 4.6	90.2%	
Net Income	\$ 35.2	\$ (2.3)	\$ 37.5	1630.4%	
<i>Net Income Margin %</i>	10.6%	-0.8%	11.4%	1425.0%	

SVMH Financial Highlights December 2020

Gross Revenues were favorable

- **Gross Revenues** were **17% favorable** to budget
- **IP gross revenues** were **28% favorable** to budget
 - **ED gross revenues** were **6% unfavorable** to budget
 - **OP gross revenues** were **9% favorable** to budget in the following areas:
 - Infusion Therapy
 - Other OP Pharmacy
 - Cardiology
 - Other OP Services

- **Commercial: 19% above** budget
- **Medicaid: 16% above** budget
- **Medicare: 18% above** budget

Payor Mix - favorable to budget

Total Normalized Net Patient Revenues were \$49.7M, which was **favorable** to budget by \$8.5M or 20.7%

Financial Summary – December 2020



1) Higher than expected Inpatient business:

- Average daily census was at 135, 25% above budget of 108

2) Total admissions were 6% or 47 admits above budget.

- ER admissions were 13% above budget (74 admits)
- ER admissions (including OB ED) were 87% of total acute admissions


3) Strong Outpatient business:

- Stronger than expected patient volumes in Infusion Therapy, Cardiology, and Other OP services

4) ER Outpatient visits were on budget at 2,964 visits;

- Compared to July, visits decreased from 4,456 to 2,964 (a 33% decline)

5) Medicare ALOS CMI adjusted was on budget at 2.5 days with a Case Mix Index of 1.9



6) Inpatient Surgeries were 15% (22 cases) below budget at 121

7) Outpatient Surgeries were 12% (28 cases) below budget at 213

8) Total Acute ALOS was 15% unfavorable at 4.8 vs 4.1 days budgeted

9) Deliveries were 3% (4 deliveries) below budget at 153

10) OP Observation cases were 5% (6 cases) higher than budget at 129

CMI – All Discharges (with & without COVID)

Based on Discharges

July 2020 thru December 2020

All Payors	All Discharges				COVID Discharges Only				Discharges Excluding COVID			
Month	All Payor	Discharges	ADC	ALOS	All Payor	Discharges	ADC	ALOS	All Payor CMI	Discharges	ADC	ALOS
7/31/2020	1.58	906	118	4.0	2.08	108	17	4.8	1.51	798	101	3.9
8/31/2020	1.68	859	117	4.2	2.32	89	18	6.4	1.60	770	99	4.0
9/30/2020	1.70	818	112	4.1	2.27	58	15	7.7	1.66	760	98	3.8
10/31/2020	1.64	864	115	4.1	2.39	55	13	7.5	1.59	809	102	3.9
11/30/2020	1.76	784	110	4.2	2.32	93	18	5.7	1.68	691	92	4.0
12/31/2020	1.76	852	121	4.4	2.15	221	45	6.3	1.62	631	77	3.8
Total	1.69	5,083	116	4.2	2.26	624	21	6.2	1.61	4,459	95	3.9

Medicare	Medicare Discharges				Medicare COVID Discharges Only				Medicare Discharges Excluding			
Month	Medicare CMI	Discharges	ADC	ALOS	Medicare CMI	Discharges	ADC	ALOS	Medicare CMI	Discharges	ADC	ALOS
7/31/2020	1.69	334	44	4.1	1.82	32	5	5.0	1.68	302	39	4.0
8/31/2020	1.82	314	51	5.1	2.41	27	7	8.1	1.77	287	44	4.8
9/30/2020	1.90	285	45	4.7	2.11	16	4	7.9	1.89	269	41	4.5
10/31/2020	1.80	331	47	4.4	2.45	19	4	7.1	1.76	312	43	4.2
11/30/2020	1.87	304	48	4.7	2.29	30	8	7.9	1.83	274	40	4.4
12/31/2020	1.94	322	51	4.9	1.92	95	16	5.3	1.95	227	35	4.8
Total	1.84	1,890	48	4.6	2.17	219	7	6.3	1.81	1,671	40	4.4

Top 20 DRGs with COVID DX U07.1 - All Payors

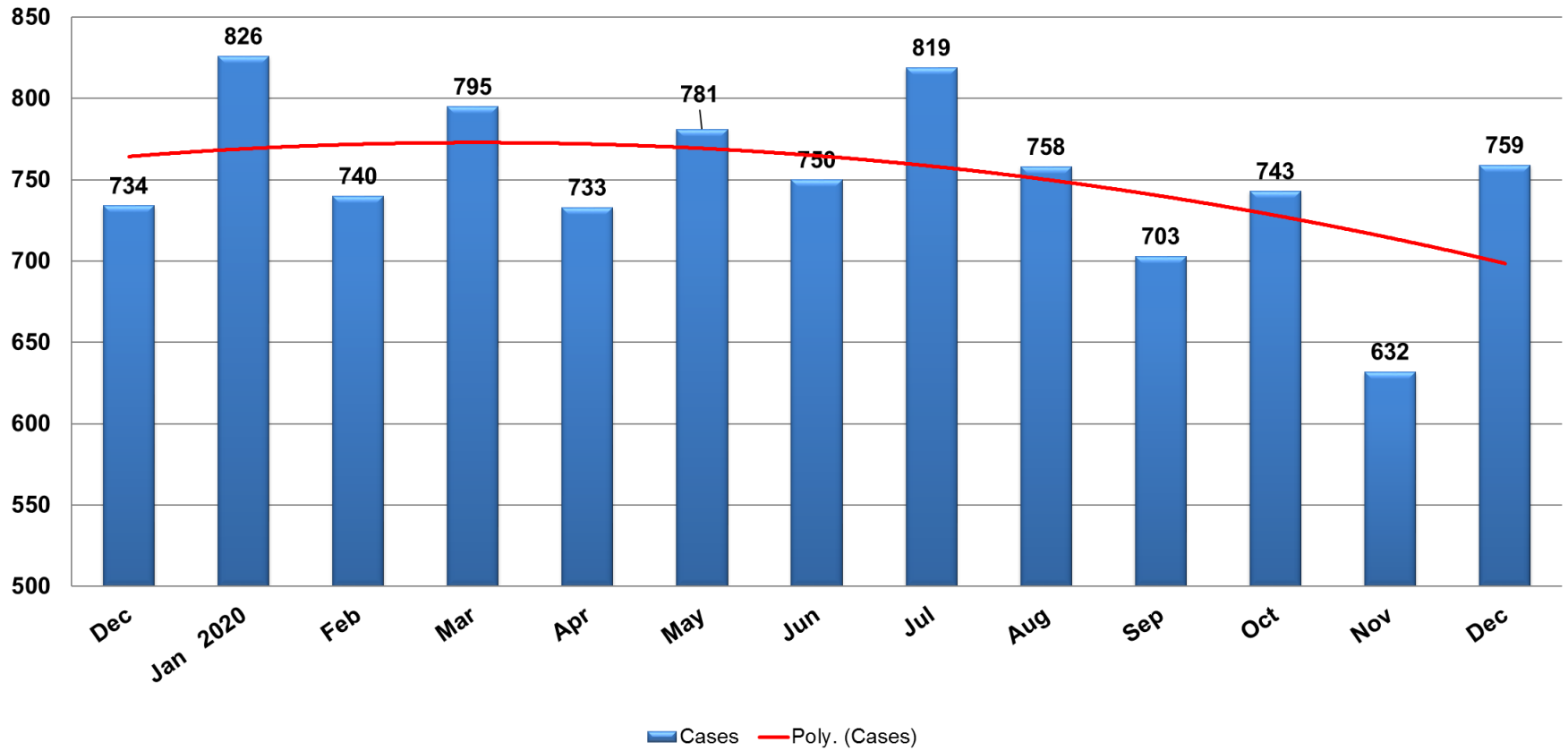
FY 2021 YTD December

Top 20 DRGs with COVID DX U07.1 makes up 93.8% to Total

DRG - Name	FY21 YTD Dec	% to Total	CMI
1 177 - RESPIRATORY INFECTIONS AND INFLAMMATIONS WITH MCC	389	62.3%	1.8730
2 871 - SEPTICEMIA OR SEVERE SEPSIS WITHOUT MV >96 HOURS WITH MCC	64	10.3%	1.8673
3 207 - RESPIRATORY SYSTEM DIAGNOSIS WITH VENTILATOR SUPPORT >96 HOURS	28	4.5%	5.7326
4 805 - VAGINAL DELIVERY WITHOUT STERILIZATION OR D&C WITH MCC	25	4.0%	1.0335
5 870 - SEPTICEMIA OR SEVERE SEPSIS WITH MV >96 HOURS	17	2.7%	6.3657
6 208 - RESPIRATORY SYSTEM DIAGNOSIS WITH VENTILATOR SUPPORT <=96 HOURS	10	1.6%	2.5132
7 689 - KIDNEY AND URINARY TRACT INFECTIONS WITH MCC	5	0.8%	1.1171
8 640 - MISCELLANEOUS DISORDERS OF NUTRITION, METABOLISM, FLUIDS AND ELECTR	5	0.8%	1.2224
9 786 - CESAREAN SECTION WITHOUT STERILIZATION WITH MCC	5	0.8%	1.6651
10 178 - RESPIRATORY INFECTIONS AND INFLAMMATIONS WITH CC	5	0.8%	1.2358
11 637 - DIABETES WITH MCC	5	0.8%	1.3769
12 417 - LAPAROSCOPIC CHOLECYSTECTOMY WITHOUT C.D.E. WITH MCC	4	0.6%	2.4203
13 246 - PERCUTANEOUS CARDIOVASCULAR PROCEDURES WITH DRUG-ELUTING STENT W	3	0.5%	3.1414
14 831 - OTHER ANTEPARTUM DIAGNOSES WITHOUT O.R. PROCEDURES WITH MCC	3	0.5%	1.0785
15 308 - CARDIAC ARRHYTHMIA AND CONDUCTION DISORDERS WITH MCC	3	0.5%	1.1877
16 682 - RENAL FAILURE WITH MCC	3	0.5%	1.4702
17 193 - SIMPLE PNEUMONIA AND PLEURISY WITH MCC	3	0.5%	1.3107
18 377 - GASTROINTESTINAL HEMORRHAGE WITH MCC	3	0.5%	1.7796
19 981 - EXTENSIVE O.R. PROCEDURES UNRELATED TO PRINCIPAL DIAGNOSIS WITH MCC	3	0.5%	4.5297
20 280 - ACUTE MYOCARDIAL INFARCTION, DISCHARGED ALIVE WITH MCC	2	0.3%	1.6262
OTHERS	39	6.3%	3.3055
Total COVID Cases	624	100.0%	2.2215

OP Infusion Service Line

OP Infusion
Cases Trend - Dec 2019 thru Dec 2020



Cardiac Diagnostic O/P Center (CDOC)

Cases - Rolling 12 Month Trend
Jan 2020 thru Dec 2020



Labor Productivity – December 2020



1) **Worked FTEs** on a PAADC basis were 5.5% **unfavorable** to budget at **(6.60 actual vs. 6.26 budget)**



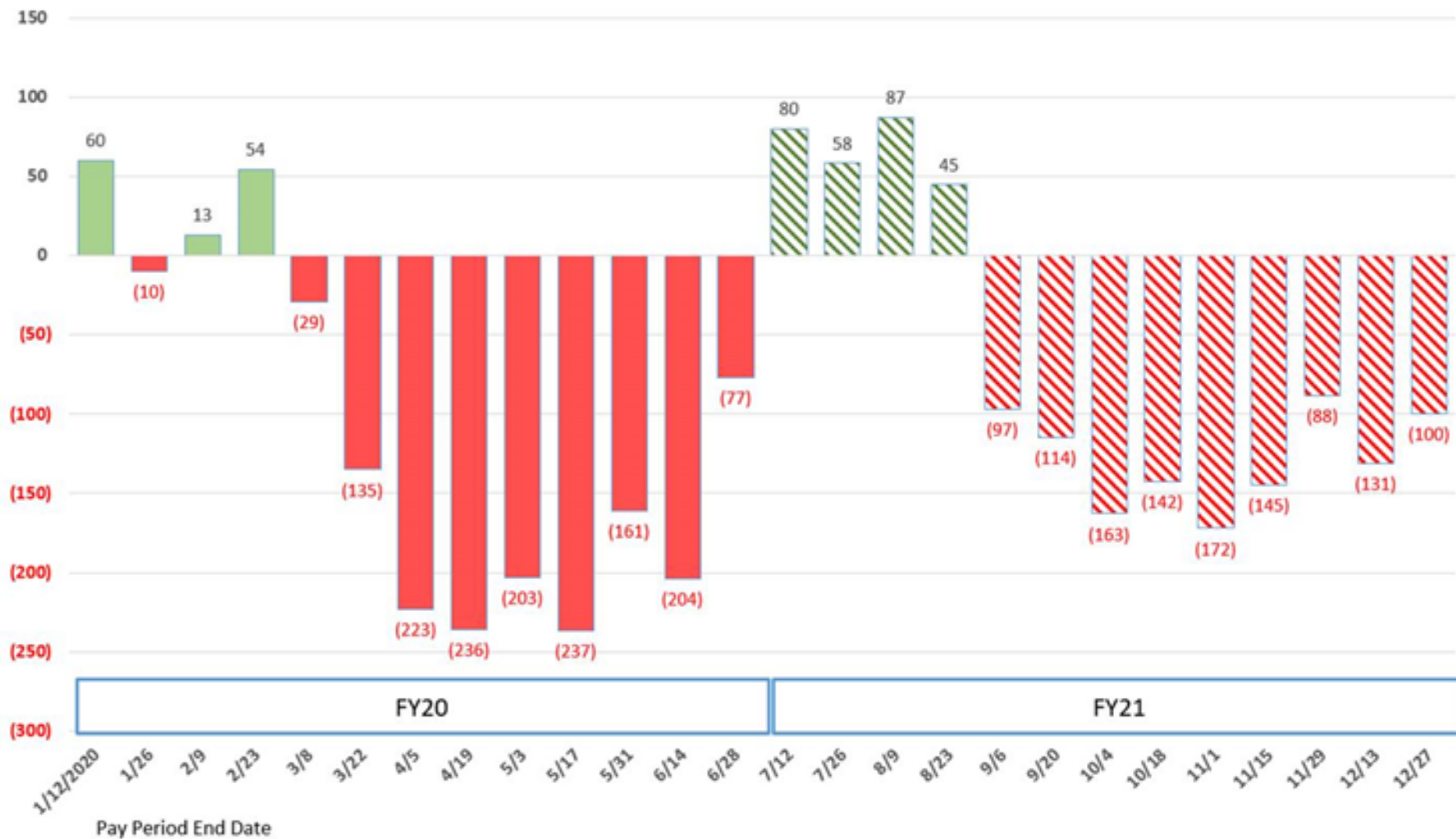
2) **Paid FTEs** on a PAADC basis were 2.3% **unfavorable** to budget at **(7.80 actual vs. 7.63 budget)**

✓ When reviewed on a unit by unit level, the value of the negative variance for salaries, wages and benefits for December is approximately 115 FTEs and \$2.3M. This is driven by higher than expected patient acuity, coverage for increase in leave of absences and sick calls, an opportunity to flex staff down relative to patient volume, and a continued need for Covid related additional staff.

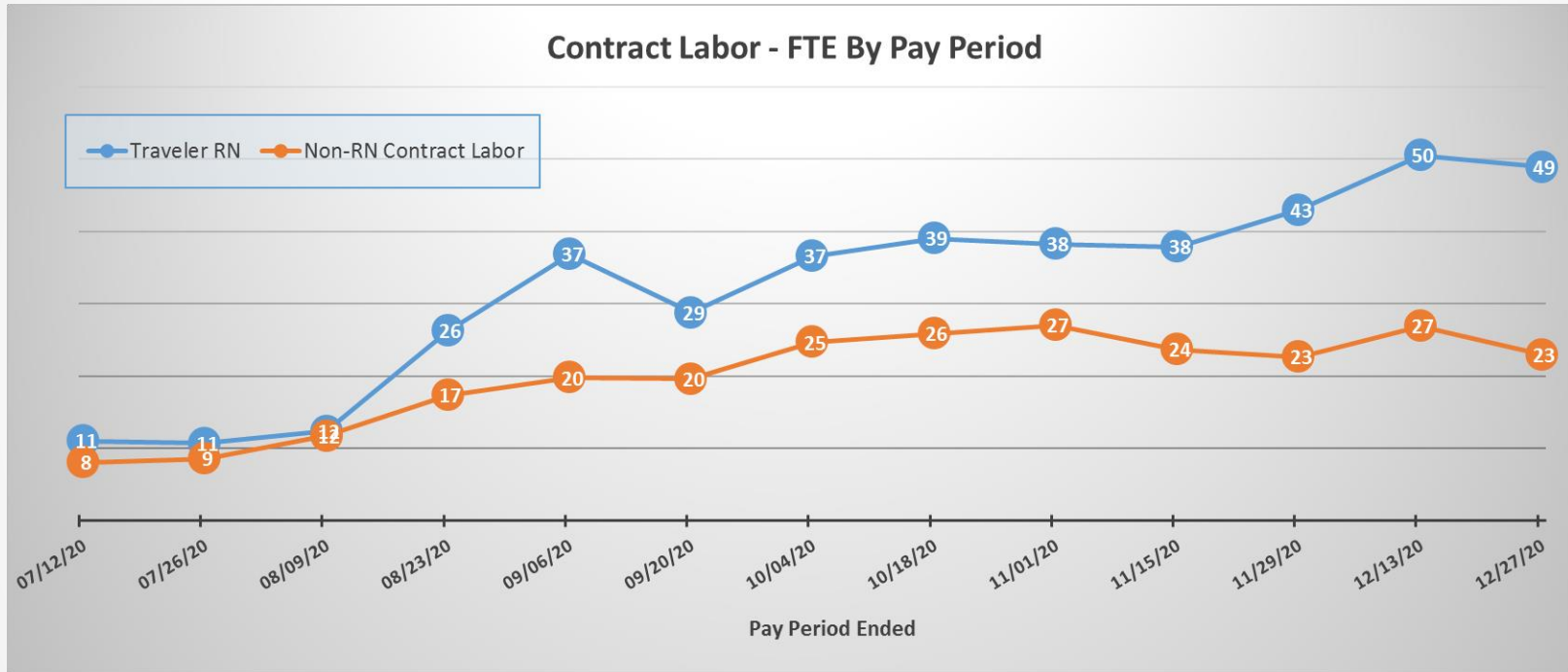
SVMH Worked FTE Variance By Pay Period

Pay Periods Ending 1/12/20 through 12/27/20

SVMH Worked FTE Variance By Pay Period



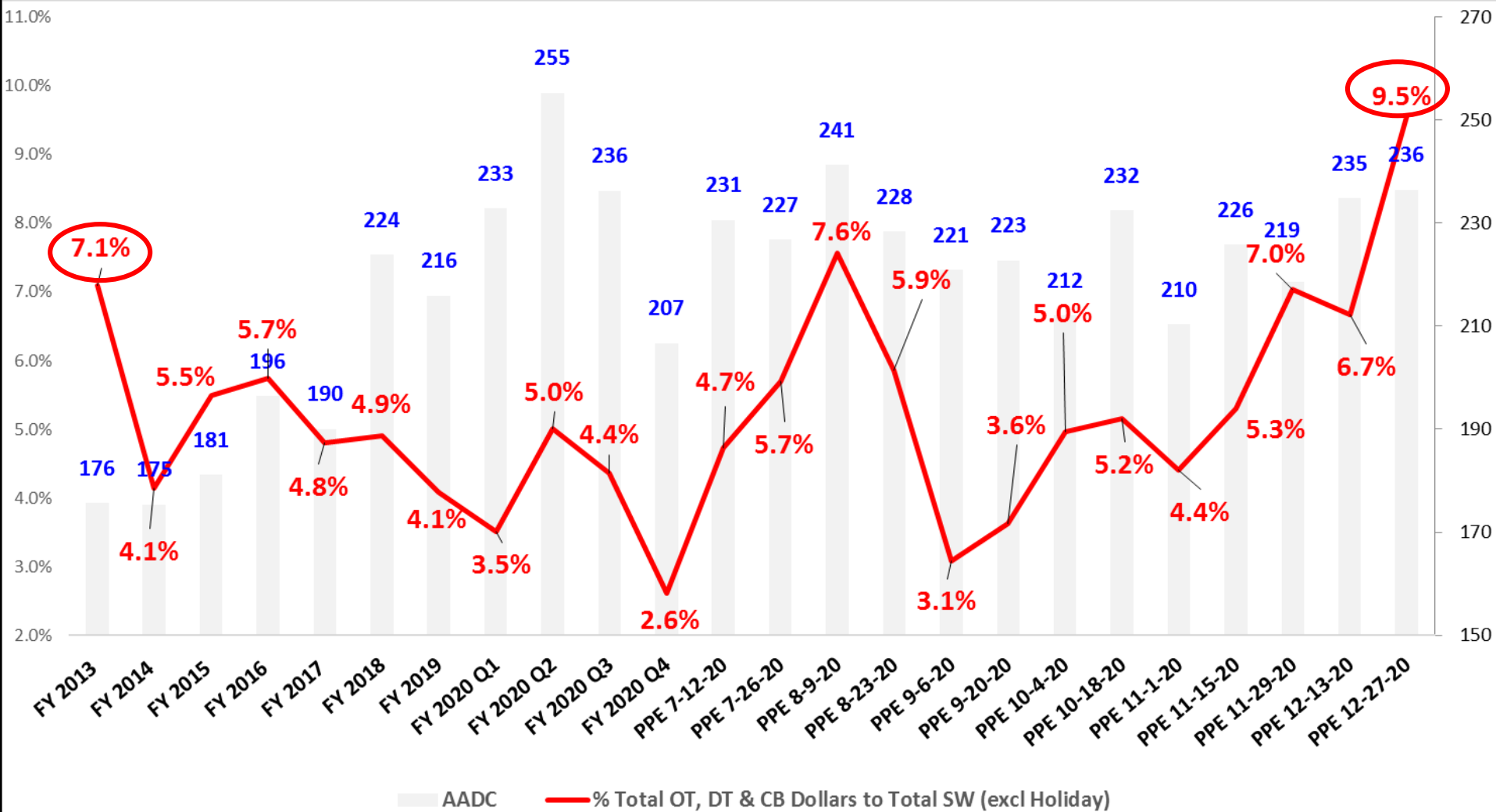
Contract Labor FTE By Pay Period



The total contract labor FTE has increased from approximately 19 FTE at the beginning of the FY to about 75 FTE over the last two pay periods.

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

Updated Thru PPE 12-27-20



Overtime by Department

PPE 12-27-20

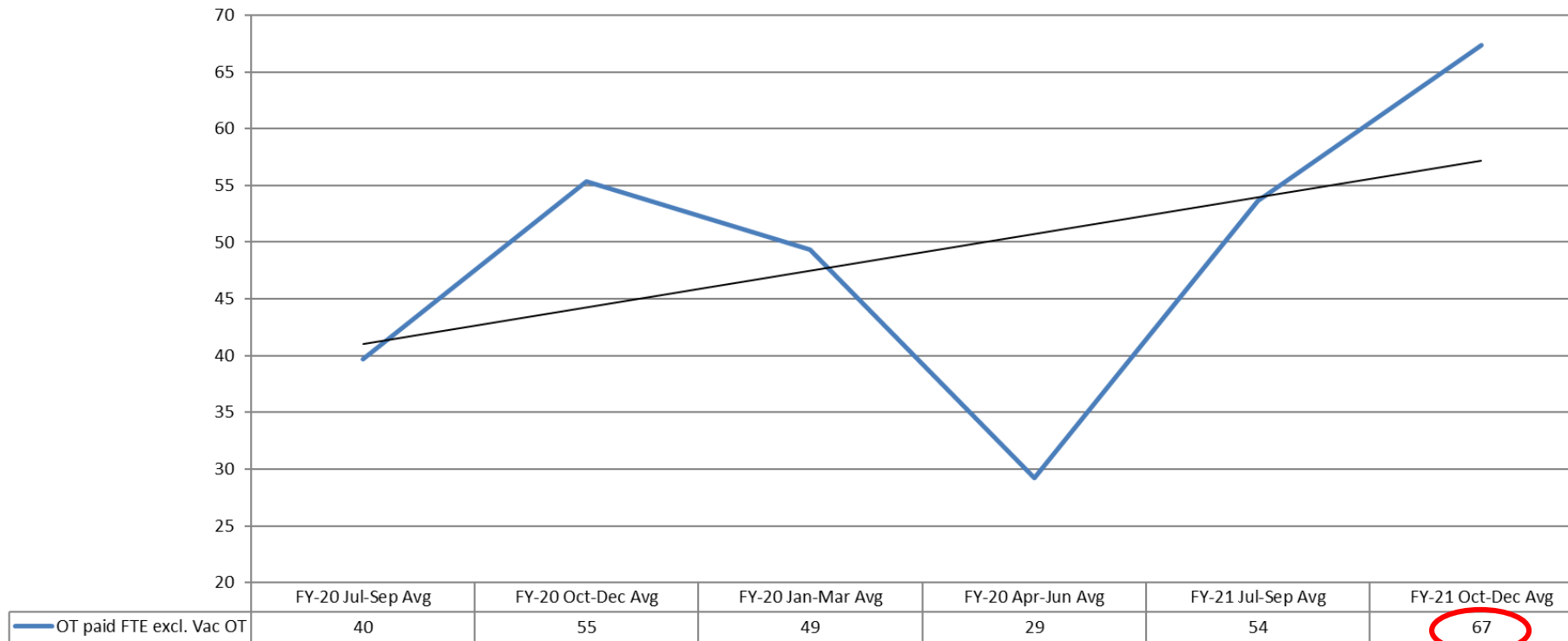
Top 12 departments make up 79.6% Overtime Dollars during PPE 12/27/2020

12/27/2020 ▼

Dept	Department	OT FTEs	OT Dollars	OT % to Total	OT % to SW
6010	ICU Exp	21.7	\$229,296	29.9%	49.8%
6081	Med Surg Cv Exp	10.4	\$80,176	10.4%	15.0%
6083	Med Surg Oc Exp	7.1	\$62,640	8.2%	23.7%
7180	Respiratory Exp	4.9	\$42,863	5.6%	22.0%
6085	Level II Exp	5.4	\$39,750	5.2%	12.0%
6180	Heart Center Ex	4.9	\$32,179	4.2%	16.9%
7010	Labor & Delivery	3.2	\$21,513	2.8%	7.1%
7234	Obs Unit Exp	3.5	\$21,491	2.8%	11.8%
7230	Emergency Room Exp	2.5	\$21,453	2.8%	6.5%
7170	Pharmacy Exp	2.1	\$21,154	2.8%	10.0%
7060	Laboratories Ex	2.9	\$19,697	2.6%	7.7%
6086	Med/Surg Rehab	2.5	\$18,739	2.4%	7.7%
	Bottom 20.4%	23.98	\$156,643	20.4%	4.0%

Total Overtime	95.3	\$767,594
Total SW		\$8,044,159
Overtime % to Total SW		9.5%

Overtime Paid FTEs

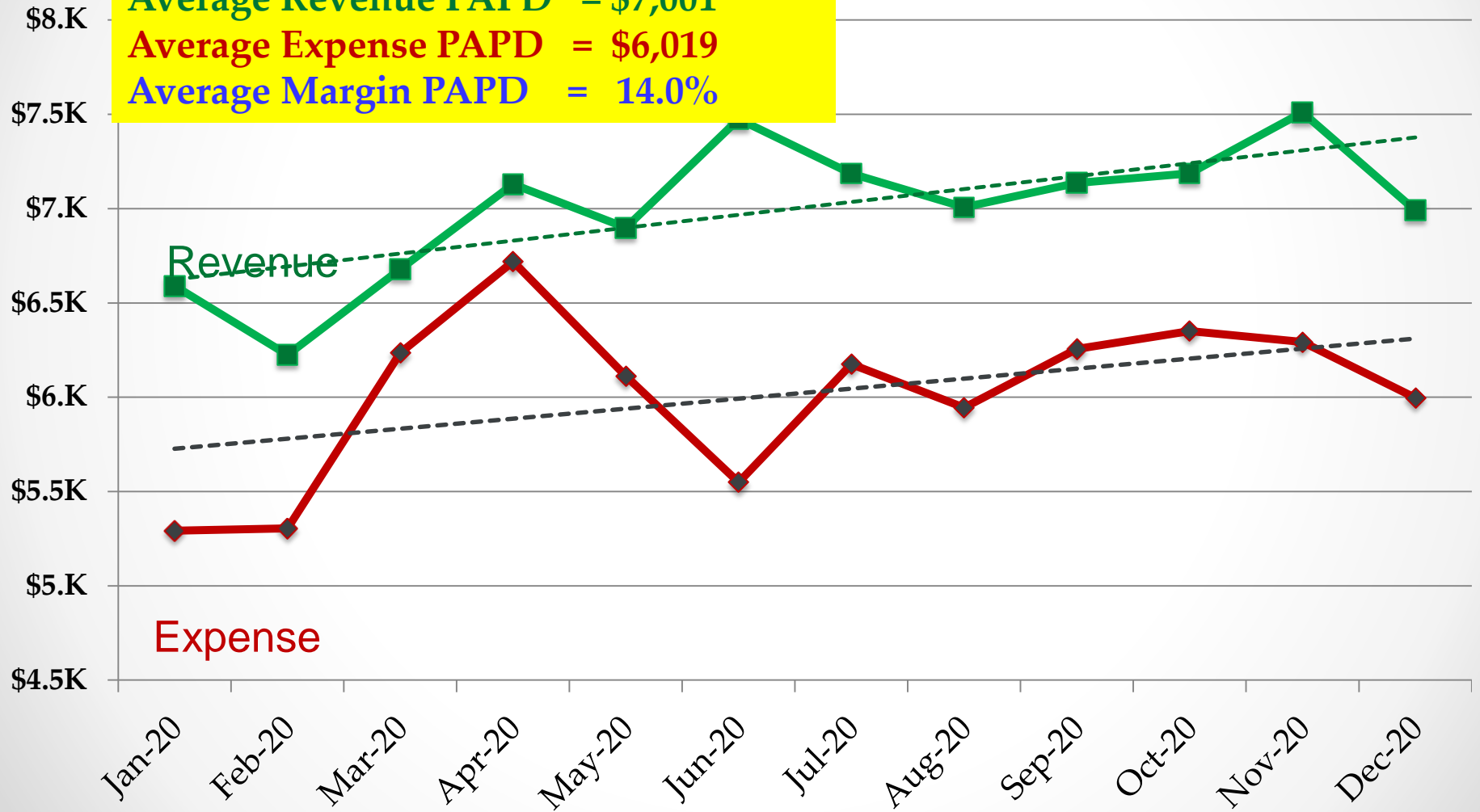


Note that overtime FTEs exclude holiday pay

SVMH Revenues & Expenses Per Adjusted Patient Day (Normalized)

Rolling 12 Months: January 20 to December 20

Average Revenue PAPD = \$7,001
Average Expense PAPD = \$6,019
Average Margin PAPD = 14.0%



SVMHS Key Financial Indicators

	YTD	SVMHS		S&P A+ Rated		YTD	
Statistic	Dec-20	Target	+/-	Hospitals	+/-	Dec-19	+/-
Operating Margin*	7.6%	9.0%		4.0%		15.9%	
Total Margin*	10.6%	10.8%		6.6%		18.5%	
EBITDA Margin**	11.7%	13.4%		13.6%		19.2%	
Days of Cash*	351	305		249		314	
Days of Accounts Payable*	49	45		-		47	
Days of Net Accounts Receivable***	53	45		49		48	
Supply Expense as % NPR	13.1%	15.0%		-		11.8%	
SWB Expense as % NPR	54.0%	53.0%		53.7%		49.2%	
Operating Expense per APD*	6,164	4,992		-		5,188	

*These metrics have been adjusted for normalizing items

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

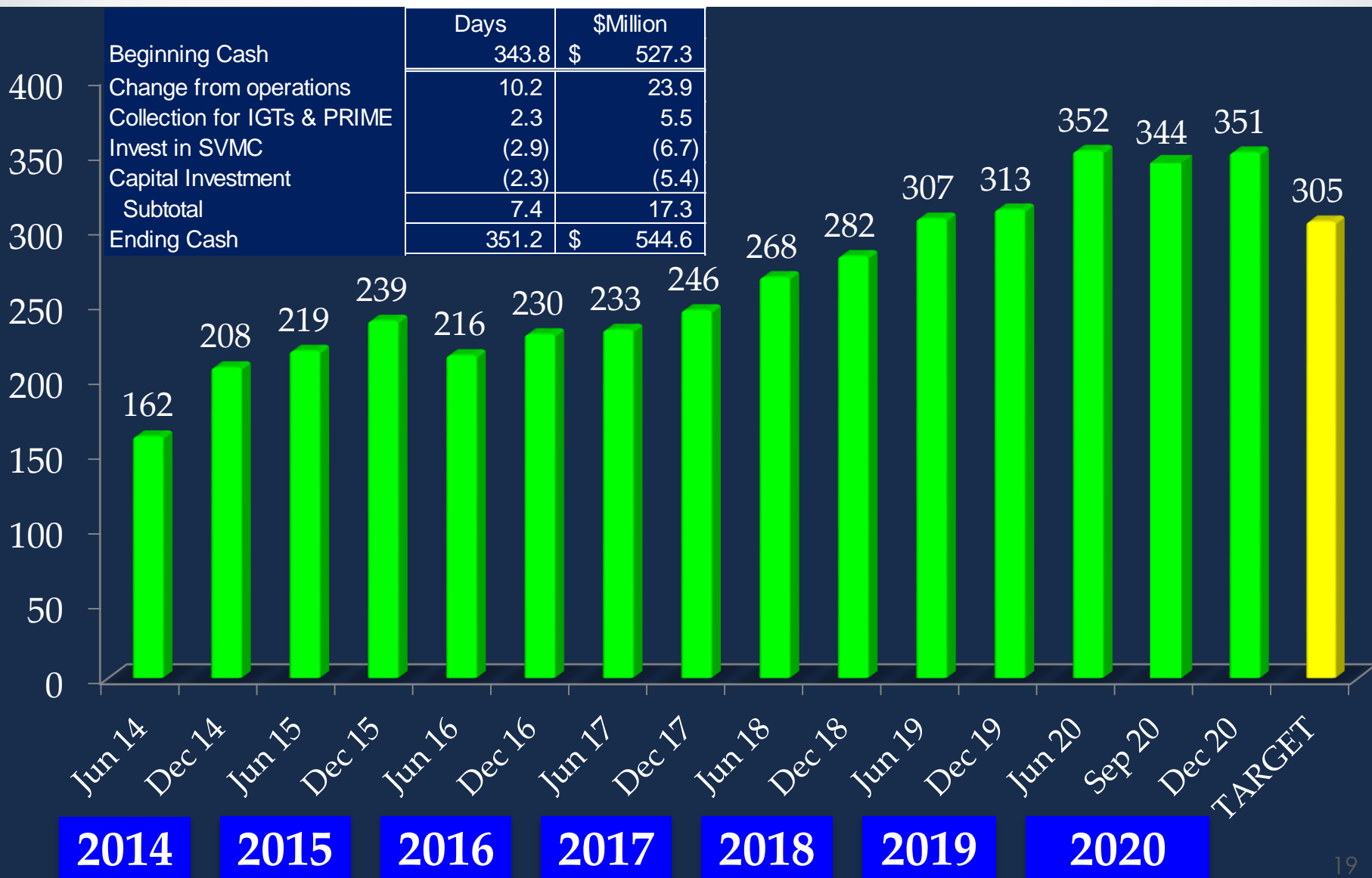
***Metric based on 90 days average net revenue (consistent with industry standard)

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

Salinas Valley Memorial Healthcare System

Days Cash on Hand = 351 Days (\$545M)

December 2020



ASSETS WHOSE USE IS LIMITED

	<u>December-20</u>		<u>YTD</u>	
Beginning balance	\$	136,082,503	\$	130,408,693
Investment income or (loss)		408,181		1,081,992
Transfer		1,000,000		6,000,000
Ending balance	\$	137,490,684	\$	137,490,684

ROUTINE CAPITAL EXPENDITURES Through December 2020

Fiscal Month	2020-21 Approved Budget *	Total Purchased Expenditures	Remaining	Project	Amount
July	1,825,000	123,919	1,701,081		
August	1,825,000	1,370,100	2,155,981	XRay Room Remodel	349,418
September	1,825,000	306,189	3,674,792	Telecom/PBX Relocation Project	170,876
October	1,825,000	1,048,209	4,451,583	Lab Chemistry Analyzers Replacement Project	73,824
November	1,825,000	1,731,024	4,545,559	Other CIP	158,461
December	1,825,000	2,282,165	4,088,394	Total Improvements	752,579
January	1,825,000		5,913,394	COVID Patient Monitors/Redikit (20)	500,159
February	1,825,000		7,738,394	Furniture & IT Equipment (PFS Dept)	487,727
March	1,825,000		9,563,394	Radio Communication System Replacement	115,917
April	1,825,000		11,388,394	Furniture & Equipment (SVMC Admin Operations)	86,066
May	1,825,000		13,213,394	Other Equipment	339,717
June	1,825,000		15,038,394	Total Equipment	1,529,586
YTD TOTAL	21,900,000	6,861,606	15,038,394	Grand Total	2,282,165

QUESTIONS / COMMENTS

SALINAS VALLEY MEMORIAL HOSPITAL
SUMMARY INCOME STATEMENT
December 31, 2020

	<u>Month of December,</u>		<u>Six months ended December 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 50,733,224	\$ 52,364,669	\$ 289,669,271	\$ 290,923,011
Other operating revenue	3,117,039	602,543	7,941,143	9,064,635
Total operating revenue	<u>53,850,263</u>	<u>52,967,212</u>	<u>297,610,414</u>	<u>299,987,646</u>
Total operating expenses	42,641,710	38,846,506	247,850,797	231,286,937
Total non-operating income	<u>(283,076)</u>	<u>(2,194,187)</u>	<u>(15,854,333)</u>	<u>(10,487,608)</u>
Operating and non-operating income	<u>\$ 10,925,477</u>	<u>\$ 11,926,520</u>	<u>\$ 33,905,284</u>	<u>\$ 58,213,101</u>

SALINAS VALLEY MEMORIAL HOSPITAL
BALANCE SHEETS
December 31, 2020

	<u>Current year</u>	<u>Prior year</u>
ASSETS:		
Current assets	\$ 403,677,506	\$ 279,490,106
Assets whose use is limited or restricted by board	137,490,684	121,243,550
Capital assets	259,153,640	248,457,561
Other assets	188,396,260	184,530,379
Deferred pension outflows	<u>83,379,890</u>	<u>62,468,517</u>
	<u>\$ 1,072,097,980</u>	<u>\$ 896,190,113</u>
LIABILITIES AND EQUITY:		
Current liabilities	151,264,631	77,477,850
Long term liabilities	14,780,831	17,645,000
	126,340,336	108,429,468
Net assets	<u>779,712,182</u>	<u>692,637,795</u>
	<u>\$ 1,072,097,980</u>	<u>\$ 896,190,113</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
SCHEDULES OF NET PATIENT REVENUE
December 31, 2020**

	<u>Month of December,</u>		<u>Six months ended December 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	1,941	2,186	9,944	11,349
Medi-Cal	1,190	1,170	6,496	6,475
Commercial insurance	876	903	4,671	5,238
Other patient	178	125	888	662
Total patient days	<u>4,185</u>	<u>4,384</u>	<u>21,999</u>	<u>23,724</u>
Gross revenue:				
Medicare	\$ 86,143,337	\$ 90,326,658	\$ 479,331,784	\$ 499,841,852
Medi-Cal	54,844,305	52,896,565	320,338,930	310,972,644
Commercial insurance	51,700,489	49,751,705	298,159,420	298,547,225
Other patient	7,468,982	9,219,351	52,511,594	51,105,533
Gross revenue	<u>200,157,113</u>	<u>202,194,279</u>	<u>1,150,341,728</u>	<u>1,160,467,253</u>
Deductions from revenue:				
Administrative adjustment	444,528	248,004	1,780,141	2,064,624
Charity care	952,180	883,602	5,252,560	5,699,305
Contractual adjustments:				
Medicare outpatient	24,343,399	23,207,748	147,602,398	154,380,134
Medicare inpatient	42,303,240	42,326,431	216,528,493	231,773,530
Medi-Cal traditional outpatient	1,966,785	2,653,417	11,708,638	18,027,078
Medi-Cal traditional inpatient	9,127,538	5,739,519	47,290,368	32,785,969
Medi-Cal managed care outpatient	17,092,178	19,392,418	108,463,399	118,862,827
Medi-Cal managed care inpatient	19,188,613	19,375,409	111,977,351	106,844,806
Commercial insurance outpatient	14,173,839	14,970,553	93,636,719	84,245,469
Commercial insurance inpatient	16,563,587	15,858,173	87,884,007	87,430,526
Uncollectible accounts expense	3,391,787	3,646,074	21,603,253	20,865,193
Other payors	(123,785)	1,528,263	6,945,130	6,564,782
Deductions from revenue	<u>149,423,889</u>	<u>149,829,609</u>	<u>860,672,457</u>	<u>869,544,243</u>
Net patient revenue	<u>\$ 50,733,224</u>	<u>\$ 52,364,669</u>	<u>\$ 289,669,271</u>	<u>\$ 290,923,011</u>
Gross billed charges by patient type:				
Inpatient	\$ 117,649,383	\$ 113,293,905	\$ 629,336,374	\$ 617,247,835
Outpatient	61,137,037	63,064,783	396,024,776	386,032,626
Emergency room	21,370,694	25,835,590	124,980,580	157,186,792
Total	<u>\$ 200,157,114</u>	<u>\$ 202,194,279</u>	<u>\$ 1,150,341,730</u>	<u>\$ 1,160,467,253</u>

SALINAS VALLEY MEMORIAL HOSPITAL
STATEMENTS OF REVENUE AND EXPENSES
December 31, 2020

	<u>Month of December,</u>		<u>Six months ended December 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 50,733,224	\$ 52,364,669	\$ 289,669,271	\$ 290,923,011
Other operating revenue	<u>3,117,039</u>	<u>602,543</u>	<u>7,941,143</u>	<u>9,064,635</u>
Total operating revenue	<u>53,850,263</u>	<u>52,967,212</u>	<u>297,610,414</u>	<u>299,987,646</u>
Operating expenses:				
Salaries and wages	16,938,694	14,386,524	96,697,730	86,807,234
Compensated absences	2,747,386	2,358,859	16,162,471	15,558,816
Employee benefits	7,229,366	8,400,396	44,272,027	44,127,264
Supplies, food, and linen	6,257,645	5,085,602	37,474,248	33,635,115
Purchased department functions	3,016,032	2,857,628	18,275,972	17,777,988
Medical fees	1,938,088	1,966,136	10,046,048	10,046,142
Other fees	1,539,604	1,056,112	7,237,227	6,405,608
Depreciation	1,803,474	1,690,660	10,676,531	10,092,485
All other expense	<u>1,171,421</u>	<u>1,044,589</u>	<u>7,008,543</u>	<u>6,836,285</u>
Total operating expenses	<u>42,641,710</u>	<u>38,846,506</u>	<u>247,850,797</u>	<u>231,286,937</u>
Income from operations	<u>11,208,553</u>	<u>14,120,706</u>	<u>49,759,617</u>	<u>68,700,709</u>
Non-operating income:				
Donations	666,667	166,667	1,500,000	1,004,200
Property taxes	333,333	333,333	2,000,000	2,000,000
Investment income	880,465	363,190	2,109,563	(127,227)
Taxes and licenses	0	0	0	0
Income from subsidiaries	<u>(2,163,541)</u>	<u>(3,057,377)</u>	<u>(21,463,896)</u>	<u>(13,364,581)</u>
Total non-operating income	<u>(283,076)</u>	<u>(2,194,187)</u>	<u>(15,854,333)</u>	<u>(10,487,608)</u>
Operating and non-operating income	10,925,477	11,926,520	33,905,284	58,213,101
Net assets to begin	<u>768,786,705</u>	<u>680,711,275</u>	<u>745,806,899</u>	<u>634,424,694</u>
Net assets to end	<u>\$ 779,712,182</u>	<u>\$ 692,637,795</u>	<u>\$ 779,712,182</u>	<u>\$ 692,637,795</u>
Net income excluding non-recurring items	\$ 9,905,914	\$ 11,926,520	\$ 32,286,175	\$ 58,388,458
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>1,019,563</u>	<u>0</u>	<u>1,619,109</u>	<u>(175,357)</u>
Operating and non-operating income	<u>\$ 10,925,477</u>	<u>\$ 11,926,520</u>	<u>\$ 33,905,284</u>	<u>\$ 58,213,101</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
SCHEDULES OF INVESTMENT INCOME
December 31, 2020**

	Month of December,		Six months ended December 31,	
	current year	prior year	current year	prior year
Detail of other operating income:				
Dietary revenue	\$ 122,016	\$ 206,650	\$ 819,275	\$ 1,047,284
Discounts and scrap sale	68	155,149	223,320	849,202
Sale of products and services	6,094	63,913	149,933	145,776
Clinical trial fees	0	0	46,128	0
Stimulus Funds	0	0	0	0
Rental income	183,509	118,362	970,319	872,854
Other	2,805,352	58,469	5,732,168	6,149,519
	<u>\$ 3,117,039</u>	<u>\$ 602,543</u>	<u>\$ 7,941,143</u>	<u>\$ 9,064,635</u>
Detail of investment income:				
Bank and payor interest	\$ 37,930	\$ 320,410	\$ 863,446	\$ 1,330,533
Income from investments	842,535	42,780	1,216,367	(1,461,417)
Gain or loss on property and equipment	0	0	29,750	3,657
	<u>\$ 880,465</u>	<u>\$ 363,190</u>	<u>\$ 2,109,563</u>	<u>\$ (127,227)</u>
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (345,940)	\$ (105,015)	\$ (1,173,713)	\$ (571,575)
Neurological Clinic	(11,581)	(79,865)	(448,960)	(403,319)
Palliative Care Clinic	(36,302)	(63,201)	(433,668)	(368,036)
Surgery Clinic	(141,748)	(147,004)	(950,875)	(516,269)
Infectious Disease Clinic	(15,267)	(39,088)	(172,947)	(159,227)
Endocrinology Clinic	(91,511)	(151,952)	(1,095,945)	(769,716)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(299,266)	(559,657)	(2,933,330)	(2,780,781)
OB/GYN Clinic	(208,338)	(299,777)	(2,139,390)	(1,118,078)
PrimeCare Medical Group	(414,003)	(622,794)	(5,246,369)	(3,357,795)
Oncology Clinic	68,483	(384,847)	(1,563,882)	(1,280,292)
Cardiac Surgery	8,038	(80,338)	(858,285)	(528,223)
Sleep Center	(49,041)	(91,636)	(371,306)	(433,713)
Rheumatology	(28,932)	(64,630)	(320,223)	(112,553)
Precision Ortho MDs	(173,015)	(305,739)	(2,254,987)	(1,647,880)
Precision Ortho-MRI	1,263	36,029	(1,263)	6,089
Precision Ortho-PT	(16,170)	(33,001)	(264,663)	(28,319)
Dermatology	(6,676)	(39,353)	(178,299)	13,219
Hospitalists	0	(1)	0	0
Behavioral Health	(64,451)	(58,644)	(408,796)	(285,393)
Pediatric Diabetes	(38,160)	(41,952)	(198,165)	(184,110)
Neurosurgery	(31,894)	(18,073)	(180,910)	(113,228)
Multi-Specialty-RR	15,831	31,128	28,147	60,928
Radiology	(196,949)	0	(1,140,531)	0
Total SVMC	(2,075,629)	(3,119,410)	(22,308,360)	(14,578,271)
Doctors on Duty	(105,839)	(94,644)	(10,846)	247,679
Assisted Living	(1,964)	(830)	(41,583)	(36,026)
Salinas Valley Imaging	0	(23,590)	(19,974)	45,309
Vantage Surgery Center	11,050	100,244	116,748	72,878
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	51,962	158,574	412,639	866,871
Aspire/CHI/Coastal	(25,759)	(120,563)	(202,042)	(351,118)
Apex	1,864	6,516	47,457	63,759
21st Century Oncology	(55,681)	72,642	(104,453)	141,650
Monterey Bay Endoscopy Center	36,455	(36,315)	646,518	162,688
	<u>\$ (2,163,541)</u>	<u>\$ (3,057,377)</u>	<u>\$ (21,463,896)</u>	<u>\$ (13,364,581)</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
BALANCE SHEETS
December 31, 2020**

	<u>Current year</u>	<u>Prior year</u>
A S S E T S		
Current assets:		
Cash and cash equivalents	\$ 299,514,005	\$ 181,941,182
Patient accounts receivable, net of estimated uncollectibles of \$25,340,538	85,302,217	77,830,020
Supplies inventory at cost	8,762,916	5,992,180
Other current assets	<u>10,098,368</u>	<u>13,726,724</u>
Total current assets	<u>403,677,506</u>	<u>279,490,106</u>
Assets whose use is limited or restricted by board	<u>137,490,684</u>	<u>121,243,550</u>
Capital assets:		
Land and construction in process	46,821,193	56,230,913
Other capital assets, net of depreciation	<u>212,332,447</u>	<u>192,226,648</u>
Total capital assets	<u>259,153,640</u>	<u>248,457,561</u>
Other assets:		
Investment in Securities	148,588,983	142,681,226
Investment in SVMC	8,584,295	11,859,803
Investment in Aspire/CHI/Coastal	4,327,680	4,147,329
Investment in other affiliates	25,311,979	21,802,132
Net pension asset	<u>1,583,323</u>	<u>4,039,889</u>
Total other assets	<u>188,396,260</u>	<u>184,530,379</u>
Deferred pension outflows	<u>83,379,890</u>	<u>62,468,517</u>
	<u>\$ 1,072,097,980</u>	<u>\$ 896,190,113</u>
 LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 58,586,921	\$ 50,798,943
Due to third party payers	74,822,042	9,391,497
Current portion of self-insurance liability	<u>17,855,668</u>	<u>17,287,410</u>
Total current liabilities	151,264,631	77,477,850
Long term portion of workers comp liability	<u>14,780,831</u>	<u>17,645,000</u>
Total liabilities	<u>166,045,462</u>	<u>95,122,850</u>
Pension liability	<u>126,340,336</u>	<u>108,429,468</u>
Net assets:		
Invested in capital assets, net of related debt	259,153,640	248,457,561
Unrestricted	<u>520,558,542</u>	<u>444,180,234</u>
Total net assets	<u>779,712,182</u>	<u>692,637,795</u>
	<u>\$ 1,072,097,980</u>	<u>\$ 896,190,113</u>

SALINAS VALLEY MEMORIAL HOSPITAL
STATEMENTS OF REVENUE AND EXPENSES - BUDGET VS. ACTUAL
December 31, 2020

	Month of December,				Six months ended December 31,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 200,157,113	\$ 170,988,920	29,168,193	17.06%	\$ 1,150,341,728	\$ 989,541,312	160,800,416	16.25%
Deductions from revenue	149,423,889	129,817,427	19,606,462	15.10%	860,672,457	750,275,040	110,397,417	14.71%
Net patient revenue	50,733,224	41,171,492	9,561,732	23.22%	289,669,271	239,266,272	50,402,999	21.07%
Other operating revenue	3,117,039	919,590	2,197,449	238.96%	7,941,143	5,517,537	2,423,606	43.93%
Total operating revenue	53,850,263	42,091,082	11,759,181	27.94%	297,610,414	244,783,809	52,826,605	21.58%
Operating expenses:								
Salaries and wages	16,938,694	13,493,883	3,444,811	25.53%	96,697,730	83,737,009	12,960,721	15.48%
Compensated absences	2,747,386	3,165,869	(418,483)	-13.22%	16,162,471	17,085,613	(923,142)	-5.40%
Employee benefits	7,229,366	7,022,657	206,709	2.94%	44,272,027	43,110,410	1,161,617	2.69%
Supplies, food, and linen	6,257,645	5,172,174	1,085,471	20.99%	37,474,248	30,251,260	7,222,988	23.88%
Purchased department functions	3,016,032	3,114,974	(98,942)	-3.18%	18,275,972	18,633,829	(357,857)	-1.92%
Medical fees	1,938,088	1,682,486	255,602	15.19%	10,046,048	10,188,660	(142,612)	-1.40%
Other fees	1,539,604	837,801	701,803	83.77%	7,237,227	5,148,499	2,088,728	40.57%
Depreciation	1,803,474	1,789,255	14,219	0.79%	10,676,531	10,735,532	(59,001)	-0.55%
All other expense	1,171,421	1,420,374	(248,953)	-17.53%	7,008,543	8,462,799	(1,454,256)	-17.18%
Total operating expenses	42,641,710	37,699,474	4,942,236	13.11%	247,850,797	227,353,611	20,497,186	9.02%
Income from operations	11,208,553	4,391,608	6,816,945	155.23%	49,759,617	17,430,198	32,329,419	185.48%
Non-operating income:								
Donations	666,667	166,667	500,000	300.00%	1,500,000	1,000,000	500,000	50.00%
Property taxes	333,333	333,333	(0)	0.00%	2,000,000	2,000,000	0	0.00%
Investment income	880,465	160,094	720,371	449.97%	2,109,563	960,561	1,149,002	119.62%
Income from subsidiaries	(2,163,541)	(4,421,969)	2,258,428	-51.07%	(21,463,896)	(23,818,755)	2,354,859	-9.89%
Total non-operating income	(283,076)	(3,761,876)	3,478,799	-92.48%	(15,854,333)	(19,858,194)	4,003,861	-20.16%
Operating and non-operating income	\$ 10,925,477	\$ 629,732	10,295,744	1634.94%	\$ 33,905,284	\$ (2,427,996)	36,333,280	-1496.43%

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Dec and six months to date

	Month of Dec		Six months to date		Variance
	2019	2020	2019-20	2020-21	
<u>NEWBORN STATISTICS</u>					
Medi-Cal Admissions	44	51	284	277	(7)
Other Admissions	108	105	679	593	(86)
Total Admissions	152	156	963	870	(93)
Medi-Cal Patient Days	70	78	460	412	(48)
Other Patient Days	186	177	1,182	939	(243)
Total Patient Days of Care	256	255	1,642	1,351	(291)
Average Daily Census	8.3	8.2	8.9	7.3	(1.6)
Medi-Cal Average Days	1.7	1.7	1.7	1.6	(0.2)
Other Average Days	1.0	1.6	1.7	1.6	(0.2)
Total Average Days Stay	1.7	1.7	1.7	1.6	(0.2)
<u>ADULTS & PEDIATRICS</u>					
Medicare Admissions	427	326	2,312	1,911	(401)
Medi-Cal Admissions	321	249	1,545	1,420	(125)
Other Admissions	437	277	2,011	1,699	(312)
Total Admissions	1,185	852	5,868	5,030	(838)
Medicare Patient Days	2,007	1,730	10,231	1,344	(8,887)
Medi-Cal Patient Days	1,193	1,285	6,632	1,048	(5,584)
Other Patient Days	1,068	1,166	6,136	19,608	13,472
Total Patient Days of Care	4,268	4,181	22,999	22,000	(999)
Average Daily Census	137.7	134.9	125.0	119.6	(5.4)
Medicare Average Length of Stay	4.7	5.4	4.4	0.7	(3.7)
Medi-Cal Average Length of Stay	3.7	4.4	3.7	0.6	(3.0)
Other Average Length of Stay	2.4	3.1	2.3	8.5	6.2
Total Average Length of Stay	3.6	4.2	3.4	3.7	0.4
Deaths	39	42	164	187	23
Total Patient Days	4,524	4,436	24,641	23,351	(1,290)
Medi-Cal Administrative Days	12	60	48	156	108
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	12	60	48	156	108
Percent Non-Acute	0.27%	1.35%	0.19%	0.67%	0.47%

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Dec and six months to date

	Month of Dec		Six months to date		Variance
	2019	2020	2019-20	2020-21	
<u>PATIENT DAYS BY LOCATION</u>					
Level I	313	269	1,689	1,494	(195)
Heart Center	394	339	2,086	2,046	(40)
Monitored Beds	971	955	5,451	5,414	(37)
Single Room Maternity/Obstetrics	447	394	2,657	2,142	(515)
Med/Surg - Cardiovascular	848	850	4,602	4,347	(255)
Med/Surg - Oncology	330	326	1,486	1,031	(455)
Med/Surg - Rehab	413	510	2,508	2,491	(17)
Pediatrics	127	88	733	435	(298)
Nursery	256	255	1,642	1,351	(291)
Neonatal Intensive Care	119	162	713	817	104
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	77.67%	66.75%	70.61%	62.46%	
Heart Center	84.73%	72.90%	75.58%	74.13%	
Monitored Beds	116.01%	114.10%	109.72%	108.98%	
Single Room Maternity/Obstetrics	38.97%	34.35%	39.03%	31.46%	
Med/Surg - Cardiovascular	60.79%	60.93%	55.58%	52.50%	
Med/Surg - Oncology	81.89%	80.89%	62.12%	43.10%	
Med/Surg - Rehab	51.24%	63.28%	52.42%	52.07%	
Med/Surg - Observation Care Unit	0.00%	54.65%	0.00%	57.00%	
Pediatrics	22.76%	15.77%	22.13%	13.13%	
Nursery	50.05%	49.85%	27.04%	22.25%	
Neonatal Intensive Care	34.90%	47.51%	35.23%	40.37%	

SALINAS VALLEY MEMORIAL HOSPITAL
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	Month of Dec		Six months to date		Variance
	2019	2020	2019-20	2020-21	
<u>DELIVERY ROOM</u>					
Total deliveries	168	148	955	861	(94)
C-Section deliveries	52	42	311	256	(55)
Percent of C-section deliveries	30.95%	28.38%	32.57%	29.73%	-2.83%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	23,960	15,776	137,632	128,184	(9,448)
Out-Patient Operating Minutes	26,819	19,583	165,463	143,711	(21,752)
Total	50,779	35,359	303,095	271,895	(31,200)
Open Heart Surgeries	14	8	74	72	(2)
In-Patient Cases	164	120	1,024	877	(147)
Out-Patient Cases	291	214	1,732	1,585	(147)
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	38	44	182	191	9
High Risk	663	566	3,758	3,080	(678)
More Than One Resource	2,736	2,154	16,543	12,702	(3,841)
One Resource	1,486	1,025	8,949	8,444	(505)
No Resources	40	39	286	247	(39)
Total	4,963	3,828	29,718	24,664	(5,054)

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
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	Month of Dec		Six months to date		Variance
	2019	2020	2019-20	2020-21	
CENTRAL SUPPLY					
In-patient requisitions	17,890	15,675	92,959	85,803	-7,156
Out-patient requisitions	10,516	9,108	64,050	61,717	-2,333
Emergency room requisitions	2,868	1,576	19,336	9,898	-9,438
Interdepartmental requisitions	7,787	8,211	43,670	41,795	-1,875
Total requisitions	<u>39,061</u>	<u>34,570</u>	<u>220,015</u>	<u>199,213</u>	<u>-20,802</u>
LABORATORY					
In-patient procedures	38,014	39,445	210,614	211,628	1,014
Out-patient procedures	10,176	11,221	63,653	66,776	3,123
Emergency room procedures	10,852	9,228	62,223	51,501	-10,722
Total patient procedures	<u>59,042</u>	<u>59,894</u>	<u>336,490</u>	<u>329,905</u>	<u>-6,585</u>
BLOOD BANK					
Units processed	<u>401</u>	<u>259</u>	<u>1,701</u>	<u>1,678</u>	<u>-23</u>
ELECTROCARDIOLOGY					
In-patient procedures	1,133	928	6,351	5,525	-826
Out-patient procedures	414	358	2,892	2,357	-535
Emergency room procedures	995	1,040	5,857	5,097	-760
Total procedures	<u>2,542</u>	<u>2,326</u>	<u>15,100</u>	<u>12,979</u>	<u>-2,121</u>
CATH LAB					
In-patient procedures	99	57	503	448	-55
Out-patient procedures	72	78	531	520	-11
Emergency room procedures	0	0	0	1	1
Total procedures	<u>171</u>	<u>135</u>	<u>1,034</u>	<u>969</u>	<u>-65</u>
ECHO-CARDIOLOGY					
In-patient studies	337	286	1,799	1,735	-64
Out-patient studies	206	175	1,226	1,124	-102
Emergency room studies	2	3	8	14	6
Total studies	<u>545</u>	<u>464</u>	<u>3,033</u>	<u>2,873</u>	<u>-160</u>
NEURODIAGNOSTIC					
In-patient procedures	174	172	1,083	969	-114
Out-patient procedures	19	25	126	145	19
Emergency room procedures	0	0	1	0	-1
Total procedures	<u>193</u>	<u>197</u>	<u>1,210</u>	<u>1,114</u>	<u>-96</u>

SALINAS VALLEY MEMORIAL HOSPITAL

PATIENT STATISTICAL REPORT

For the month of Dec and six months to date

	Month of Dec		Six months to date		Variance
	2019	2020	2019-20	2020-21	
SLEEP CENTER					
In-patient procedures	0	0	0	1	1
Out-patient procedures	191	168	1,272	1,132	-140
Emergency room procedures	0	0	0	0	0
Total procedures	191	168	1,272	1,133	-139
RADIOLOGY					
In-patient procedures	1,436	1,530	7,907	8,054	147
Out-patient procedures	361	452	2,594	3,907	1,313
Emergency room procedures	1,481	1,287	8,751	6,722	-2,029
Total patient procedures	3,278	3,269	19,252	18,683	-569
MAGNETIC RESONANCE IMAGING					
In-patient procedures	139	124	846	755	-91
Out-patient procedures	82	109	523	826	303
Emergency room procedures	11	10	77	66	-11
Total procedures	232	243	1,446	1,647	201
MAMMOGRAPHY CENTER					
In-patient procedures	3,729	3,034	22,960	18,192	-4,768
Out-patient procedures	3,726	3,008	22,860	18,094	-4,766
Emergency room procedures	0	0	7	0	-7
Total procedures	7,455	6,042	45,827	36,286	-9,541
NUCLEAR MEDICINE					
In-patient procedures	17	7	120	74	-46
Out-patient procedures	77	66	529	445	-84
Emergency room procedures	0	0	3	3	0
Total procedures	94	73	652	522	-130
PHARMACY					
In-patient prescriptions	100,898	104,022	544,253	524,865	-19,388
Out-patient prescriptions	16,671	12,644	99,750	89,539	-10,211
Emergency room prescriptions	8,069	5,658	46,396	31,641	-14,755
Total prescriptions	125,638	122,324	690,399	646,045	-44,354
RESPIRATORY THERAPY					
In-patient treatments	17,250	32,480	92,426	126,851	34,425
Out-patient treatments	529	346	3,843	3,248	-595
Emergency room treatments	507	185	2,383	806	-1,577
Total patient treatments	18,286	33,011	98,652	130,905	32,253
PHYSICAL THERAPY					
In-patient treatments	2,536	2,397	15,017	13,853	-1,164
Out-patient treatments	249	158	1,724	1,652	-72
Emergency room treatments	0	0	0	0	0
Total treatments	2,785	2,555	16,741	15,505	-1,236

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
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OCCUPATIONAL THERAPY					
In-patient procedures	1,619	1,320	8,522	7,958	-564
Out-patient procedures	137	72	812	723	-89
Emergency room procedures	0	0	0	0	0
Total procedures	<u>1,756</u>	<u>1,392</u>	<u>9,334</u>	<u>8,681</u>	<u>-653</u>
SPEECH THERAPY					
In-patient treatments	408	430	2,225	2,334	109
Out-patient treatments	17	23	148	148	0
Emergency room treatments	2	0	2	0	-2
Total treatments	<u>427</u>	<u>453</u>	<u>2,375</u>	<u>2,482</u>	<u>107</u>
CARDIAC REHABILITATION					
In-patient treatments	0	0	0	0	0
Out-patient treatments	456	389	2,867	2,139	-728
Emergency room treatments	0	0	0	1	1
Total treatments	<u>456</u>	<u>389</u>	<u>2,867</u>	<u>2,140</u>	<u>-727</u>
CRITICAL DECISION UNIT					
Observation hours	<u>424</u>	<u>223</u>	<u>1,792</u>	<u>1,488</u>	<u>-304</u>
ENDOSCOPY					
In-patient procedures	102	83	554	541	-13
Out-patient procedures	29	14	179	147	-32
Emergency room procedures	0	0	0	0	0
Total procedures	<u>131</u>	<u>97</u>	<u>733</u>	<u>688</u>	<u>-45</u>
C.T. SCAN					
In-patient procedures	700	498	3,943	3,266	-677
Out-patient procedures	239	489	1,643	3,153	1,510
Emergency room procedures	606	426	3,834	2,775	-1,059
Total procedures	<u>1,545</u>	<u>1,413</u>	<u>9,420</u>	<u>9,194</u>	<u>-226</u>
DIETARY					
Routine patient diets	21,386	14,895	121,383	95,600	-25,783
Meals to personnel	24,723	20,252	150,815	124,871	-25,944
Total diets and meals	<u>46,109</u>	<u>35,147</u>	<u>272,198</u>	<u>220,471</u>	<u>-51,727</u>
LAUNDRY AND LINEN					
Total pounds laundered	<u>118,857</u>	<u>94,703</u>	<u>818,929</u>	<u>610,515</u>	<u>-208,414</u>

PUBLIC INPUT

CLOSED SESSION

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

*RECONVENE OPEN SESSION/
REPORT ON CLOSED SESSION*

*ADJOURNMENT – THE
TRANSFORMATION, STRATEGIC
PLANNING, AND GOVERNANCE
COMMITTEE MEETS QUARTERLY.
THE NEXT MEETING IS SCHEDULED
FOR TUESDAY, APRIL 20, 2021,
AT 8:30 A.M.*