

January 20, 2022

TO: Legal Counsel

News Media

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

The next regular meeting of the **QUALITY AND EFFICIENT PRACTICES COMMITTEE - COMMITTEE OF THE WHOLE** of the Salinas Valley Memorial Healthcare System will be held **MONDAY, JANUARY 24, 2022 , AT 8:30 A.M., IN THE CEO CONFERENCE ROOM (DOWNING RESOURCE CENTER, ROOM 117) IN SALINAS VALLEY MEMORIAL HOSPITAL, 450 E. ROMIE LANE, SALINAS, CALIFORNIA, OR BY PHONE OR VIDEO (Visit [svmh.com/virtualboardmeeting](http://svmh.com/virtualboardmeeting) for Access Information).**

Please note: Pursuant to SVMHS Board Resolution No. 2021-08, 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 – JANUARY 2022  
COMMITTEE OF THE WHOLE  
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**MONDAY, JANUARY 24, 2022  
8:30 A.M. – CEO CONFERENCE ROOM  
(DOWNING RESOURCE CENTER, ROOM 117)  
SALINAS VALLEY MEMORIAL HOSPITAL  
450 E. ROMIE LANE, SALINAS, CALIFORNIA  
OR BY PHONE OR VIDEO  
(Visit [svmh.com/virtualboardmeeting](http://svmh.com/virtualboardmeeting) for Access Information)**

Please note: Pursuant to SVMHS Board Resolution No. 2021-08, 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 December 13, 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 February 2022 Quality and Efficient Practices Committee Meeting is scheduled for **Wednesday, February 23, 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](http://www.svmh.com), and in the Human Resources Department of the District. All items appearing on the agenda are subject to action by the Committee.

**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 DECEMBER 2021  
QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING  
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](http://svmh.com/virtualboardmeeting) for Access Information)**

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.

**MEMBERS PRESENT:** Michele Averill (departed at 9:00A) and Juan Cabrera, by teleconference; Pete Delgado, Lisa Paulo, Allen Radner, MD, (arrived 8:43A) and Rakesh Singh, MD (arrived 8:37A)

**MEMBERS ABSENT:** Joel Hernandez Laguna and Clement Miller

**OTHER BOARD MEMBERS PRESENT:** Victor Rey, Jr., via teleconference

**ALSO PRESENT:** Brenda Bailey, Aubrey Collins, Alan Edwards, Aniko Kukla, Augustine Lopez, Gina Pye in person; Audrey Parks and Lea Woodrow, by teleconference.

A quorum was present and the meeting was called to order at 8:35 a.m. by Juan Cabrera, Committee Chair.

**APPROVAL OF MINUTES FROM THE QUALITY AND EFFICIENT PRACTICES  
COMMITTEE MEETING OF NOVEMBER 15, 2021**

Pete Delgado, President/CEO, recommended the Quality and Efficient Practices Committee approve the minutes of the Quality and Efficient Practices Committee Meeting of November 15, 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 November 15, 2021, as presented.  
Moved/Seconded/Roll Call Vote: Ayes: Averill, Cabrera, Delgado and Paulo; Noes: None; Abstentions: None; Motion Carried.

**PATIENT CARE SERVICES UPDATE**

Lisa Paulo, Chief Nursing Officer, introduced Aubree Collins, who presented the Patient Care Services Update. A summary of key highlights and areas discussed is as follows:

**Service:**

- **Patient Experience:** We continue to do very well as indicated by our presence in the 83<sup>rd</sup> percentile for how you would rate. Our goal is to achieve the top quartile. We are asking the ED team for a big “lift”; i.e., raise their current score of 60.6. Kudos to the team for their great work!

- **HCAHPS Year Over Year PG Rank:** Outstanding work as evidenced by the number of domains exceeding the 75<sup>th</sup> percentile.

### **Quality:**

- **Collaborative Care Committee:** Brief history of the Committee was shared with the assembly. Noted accomplishments include: Increased participation in Shared Governance; Collaborative Care Council established; and, Enculturation of our PPM
- **Magnet:** Congratulations for achieving Magnet status with five exemplars! A Night Practice Council has been started night council to emphasize night workers across the hospital with a goal of engaging all and providing an outlet for night shift concerns.
- **SVMHS Shared Governance Model:** The Unit Practices Councils chart represents high involvement.
- **Changes to Nursing Practice Encultured of our PPM:** Improvement in the enculturation; transforming individuals and the organization to become more empowered with shifts in goal setting, identity, pride in work, etc.

Mr. Delgado thanked Ms. Collins, Ms. Paulo and their team for their good work and continued efforts. Mr. Delgado asked if the Hospitalists were part of the meetings. Ms. Paulo shared an example of their engagement, such as forming a collaborative team to address deliveries management. We are engaging frontline stakeholders through collaborative support and effort.

Mr. Cabrera and Michele Averill congratulated everyone for the teamwork and successes.

### **FINANCIAL AND STATISTICAL REVIEW**

Augustine Lopez, Chief Financial Officer, provided a financial and statistical performance review for the month ending November 30, 2021. Information was included in the Committee packet.

Key highlights of the financial summary for November 2021 were: Good financial performance for the quarter predominately due to 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, and material improvement in labor productivity. The organization applied for Phase 4 of the Provider Relief Fund and successfully received \$2.4M. Unfortunately, the single audit criteria remains unclear so these funds have been reported as revenue. Once we have clear guidance, we will revisit this. Additional key financial data will be shared with the Finance Committee later today.

### **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 8:55 a.m.

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

The Committee reconvened Open Session at 9:10 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 9:12 a.m. The January 2022 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, January 24, 2022 at 8:30 a.m.**

Juan Cabrera, Chair,  
Quality and Efficient Practices Committee

/gmp



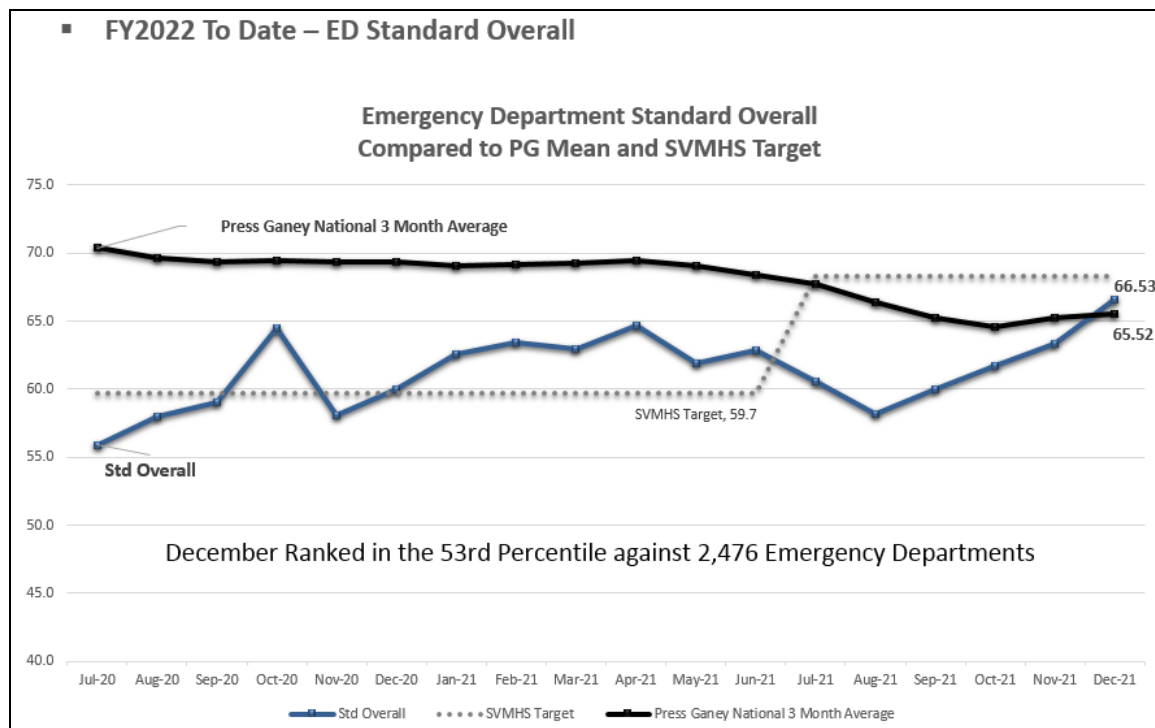
## Board Paper: Quality & Efficient Practices Committee

Agenda: Patient Care Services Update  
 Executive: Lisa Paulo, MSN/MPA, RN  
 Sponsor: Chief Nursing Officer  
 Date: January 24, 2022

### Pillar/Goal Alignment:

Service    People    Quality    Finance    Growth    Community

### Service: Patient Experience



### Professional Development Council Members:

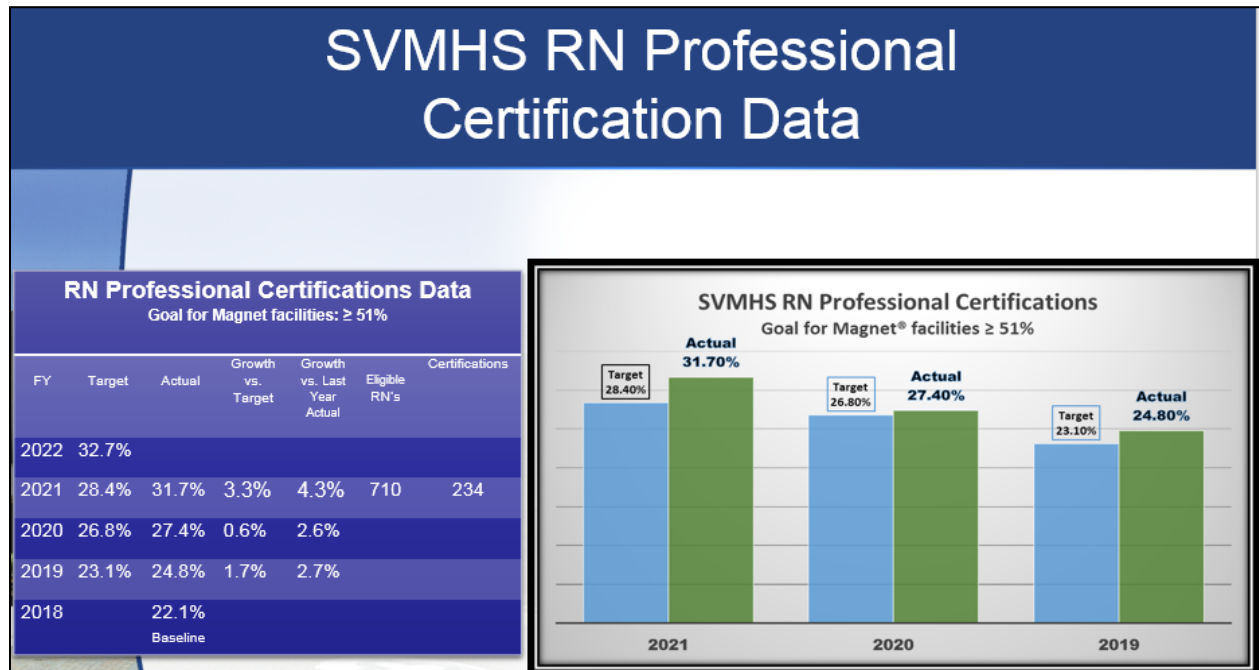
Chair: Sheilah Quentin, BSN, RNIII, CAPA, PHN  
 Co-Chari: Stephanie Fierro, BSN, RN  
 Aileen Barrera, BSN, RNIII, CMSRN, PHN  
 Aracely Martinez, BSN, RNIII  
 Lisa Sandberg, BSN, RNIII, CPN

Victoria Delgado, BSN, RNIII, RND-MNN  
 Rebecca Rodriguez, BSN, RN, CEN  
 Svetlana Ushakoff, MSN, RNIII, RNC-MNN,  
 CLC

*Advisor(s): Vanessa Irwin Nieto – DNP, RN, NPJ-BC, NE-BC, CNLM, CNE, CLC*

## 2021 Goals:

- ❖ Support nurses to pursue professional achievements:
  - Advanced degrees
  - Specialty certifications
- ❖ Monitor organizational vacancy and turnover rates to identify trends and opportunities for improvements



## Certification Preparation Classes

2021 Classes				2022 Planned Classes			
Certification Prep Class	Dates	Attendees	Successfully Certified w/in 60 days	Certification Prep Class	Dates	Enrollees	Successfully Certified w/in 60 days
CMSRN Certified Medical-surgical Registered Nurse	3/1/21 & 3/2/21	9	7	CMSRN Certified Medical-Surgical Registered Nurse	April 2022		
	8/3/21 & 8/4/21	8	5		August 2022		
RNC OB Inpatient Obstetric Nursing	5/12-5/13/2021	4	4	RNC OB Inpatient Obstetric Nursing	May 2022		
RNC MNN Maternal Newborn Nursing	9/2021	7	1	RNC MNN Maternal Newborn Nursing	September 2022		
CCMC Certified Case Manager	End of 2021	7	3 (due by 2/18/22)				

## RN BSN or Higher Degree Data

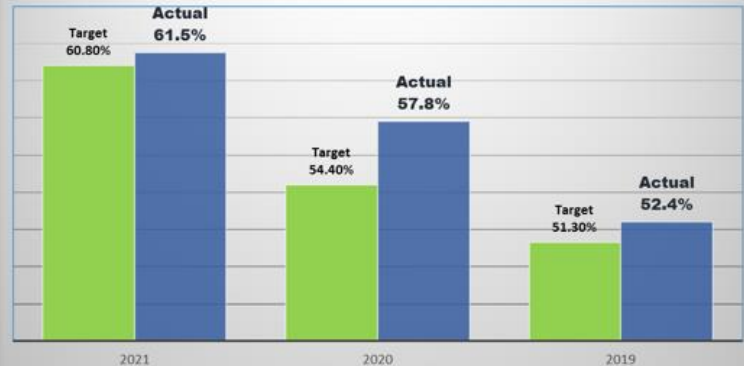
Magnet® Goal 80%

SVMHS RN BSN Degree Data  
 Goal for Magnet® facilities: 80%

FY	Target	Actual	Growth vs. Target	Growth vs. Last Year Actual
2022	62.5%			
2021	60.8%	61.5%	0.7%	
2020	54.4%	57.8%	3.4%	
2019	51.3%	52.4%	1.1%	
2018		50.3%		

SVMHS RN BSN Degree Data

Goal for Magnet® facilities 80%

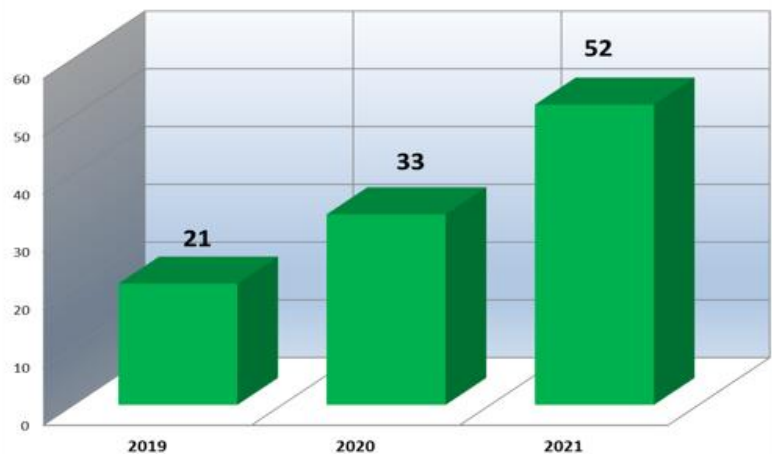


## Recognition & Retention Clinical Ladder Promotions - Staff Nurse III Data

- The Staff Nurse III functions as an exemplary care provider, demonstrates leadership, and a level of involvement beyond what is required for staff nurse II.
- An application based; points earned promotion established on enhanced knowledge, leadership, teaching and nursing practice skills
- Requires annual renewal

**57% Increase from 2019 - 2020**  
**57% Increase from 2020 - 2021**

Staff Nurse III  
 Clinical Ladder Promotion



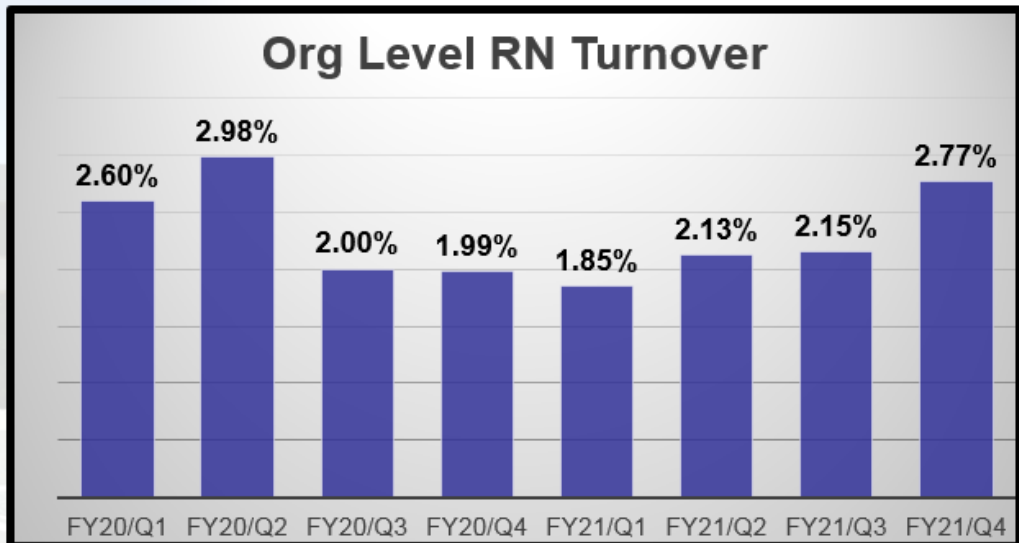
## Nurse Turnover & Retention

Council members systematically review controllable level RN turnover and transitions to practice groups to assess problem areas and develop interventions to reduce RN turnover. Increasingly more important since the COVID-19 Pandemic's impact on healthcare facilities nationwide.

- Overall Organizational RN Turnover: 2.77 FY21/Q4
- (Controllable) RN Turnover per clinical department: No trends identified
- Org Level (Controllable) New grad RN Turnover at 1 year service: 0% 9/2021
- Experienced RN Transferring Specialty: 1.69% Q4 2020
- New Hire experienced Nurse Turnover at 1 year service: 6% Q4 2020

### Nurse Turnover Organization Level – Overall

Average  
 Overall  
 Magnet  
 Organization  
 Clinical nurse  
 turnover for  
 Hospitals  
 201-300 Beds:  
**11.18%**



## Retention: 2021 Professional Development Fair October 26, 2021

Council members exhibited opportunities for professional growth in:

- Shared Governance
- Evidenced Based Practice
- SNIII
- Mentoring & Succession Planning
- Certifications & Advanced Degrees
- Professional organization membership.

78 RNs attended this year's Fair – a 30% increase from our initial 2018 Fair



## Recognition: 2021 Nurse of the Year and Exemplar Award Winners

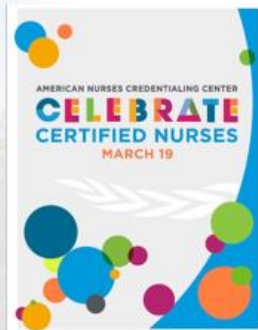
- **Heal:** Armin De Galicia, RN
- **Protect:** Anna Mercado, BSN, ONC
- **Empower:** Rebecca Rodriguez, BSN, RN, CEN
- **Teach:** Lisa Sandberg, BSN, RNIII, CPN

### Nurse of the Year:

Megan Lopez, MSN, RN, CNL, VA-BC

## Nurse Retention Activities What's Upcoming?

- ❖ Recognizing our certified nurses on National Certified Nurses Day, March 19, 2022



- ❖ Collaborate with Marketing Department to revitalize and enhance our DAISY nurse recognition program



# Financial Performance Review

## December 2021

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



# Consolidated Financial Summary

## For the Month of December 2021

### Profit/Loss Statement

\$ in Millions	For the Month of December 2021				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 61.0	\$ 53.1	\$ 7.9	14.9%	
Operating Expense	\$ 51.9	\$ 51.9	\$ -	0.0%	
<b>Income from Operations*</b>	<b>\$ 9.1</b>	<b>\$ 1.2</b>	<b>\$ 7.9</b>	<b>658.3%</b>	
<i>Operating Margin %</i>	14.9%	2.3%	12.6%	547.83%	
Non Operating Income**	\$ -	\$ 1.1	\$ (1.1)	-100.0%	
<b>Net Income</b>	<b>\$ 9.1</b>	<b>\$ 2.3</b>	<b>\$ 6.8</b>	<b>295.7%</b>	
<i>Net Income Margin %</i>	15.0%	4.3%	10.7%	248.8%	

\*No Normalizing items in December

#### Provider Relief Fund - Phase 4

\$6.1M was received, which was recorded as deferred revenue in accordance with guidance from our financial auditors. (To date, \$8.5M has been received in FY22)

\*\*Non-operating income was below budget due to mark-to-market adjustments in investment portfolios

#### Exceptional Operating Performance:

- Hospital gross revenues were \$12M (6%) over budget
- Strong payor mix – Commercial Insurance was 10% above budget
- The average revenue collection rate was 9% favorable to budget, while cash collections for the month totaled \$48M
- Strong inpatient and outpatient volumes in the month
- Admissions were 124 admits (15%) above budget
- Favorable Labor Productivity; partially offset by a significant increase in contract registry needed for increase in patient volumes and coverage

# Consolidated Financial Summary

## Year-to-Date December 2021

### Profit/Loss Statement

\$ in Millions	FY 2021 YTD December				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 340.1	\$ 316.3	\$ 23.8	7.5%	
Operating Expense	\$ 312.3	\$ 309.4	\$ (2.9)	-0.9%	
<b>Income from Operations*</b>	<b>\$ 27.8</b>	<b>\$ 6.9</b>	<b>\$ 20.9</b>	<b>302.9%</b>	
Operating Margin %	8.2%	2.2%	6.0%	272.7%	
Non Operating Income**	\$ 2.3	\$ 6.5	\$ (4.2)	-64.6%	
<b>Net Income</b>	<b>\$ 30.1</b>	<b>\$ 13.4</b>	<b>\$ 16.7</b>	<b>124.6%</b>	
Net Income Margin %	8.9%	4.3%	4.6%	107.0%	

**\* 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 December 2021 - Normalized

### Profit/Loss Statement

\$ in Millions	FY 2021 YTD December				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 339.6	\$ 316.3	\$ 23.3	7.4%	
Operating Expense	\$ 312.3	\$ 309.4	\$ (2.9)	-0.9%	
<b>Income from Operations</b>	<b>\$ 27.3</b>	<b>\$ 6.9</b>	<b>\$ 20.4</b>	<b>295.7%</b>	
<i>Operating Margin %</i>	8.0%	2.2%	5.8%	263.6%	
Non Operating Income	\$ 1.2	\$ 6.5	\$ (5.3)	-81.5%	
<b>Net Income</b>	<b>\$ 28.5</b>	<b>\$ 13.4</b>	<b>\$ 15.1</b>	<b>112.7%</b>	
<i>Net Income Margin %</i>	8.5%	4.3%	4.2%	97.7%	

# SVMH Financial Highlights December 2021

Gross Revenues were favorable

- **Gross Revenues** were 6% favorable to budget
- **IP gross revenues** were 7% favorable to budget
- **ED gross revenues** were 25% above budget
- **OP gross revenues** were 1% unfavorable to budget in the following areas:

- Cath Lab
- Surgery
- Radiology
- Other OP Services

- **Commercial:** 10% above budget
- **Medicaid:** 1% above budget
- **Medicare:** 7% above budget

Payor Mix – significantly favorable to budget

Total Net Patient Revenues were \$52.3M, which was favorable to budget by \$7.0M or 15.4%

# Financial Summary – December 2021



## 1) Higher than expected Inpatient business:

- Average daily census was at 127, 11% above budget of 115

## 2) Total admissions were 15% (124 admits) above budget

- ER admissions were 13% above budget (82 admits)
- ER admissions (including OB ED) were 85% of total acute admissions

## 3) ER Outpatient visits were above budget by 24% (695 visits)

## 4) Deliveries were 4% (6 deliveries) above budget at 150

## 5) Total Acute ALOS was 4% favorable at 4.0 vs 4.2 days budgeted



## 6) Lower than expected Outpatient business:

- Predominantly due to lower than expected volumes in surgery and ancillary procedures

## 7) Outpatient Surgeries were 12% (37 cases) below budget

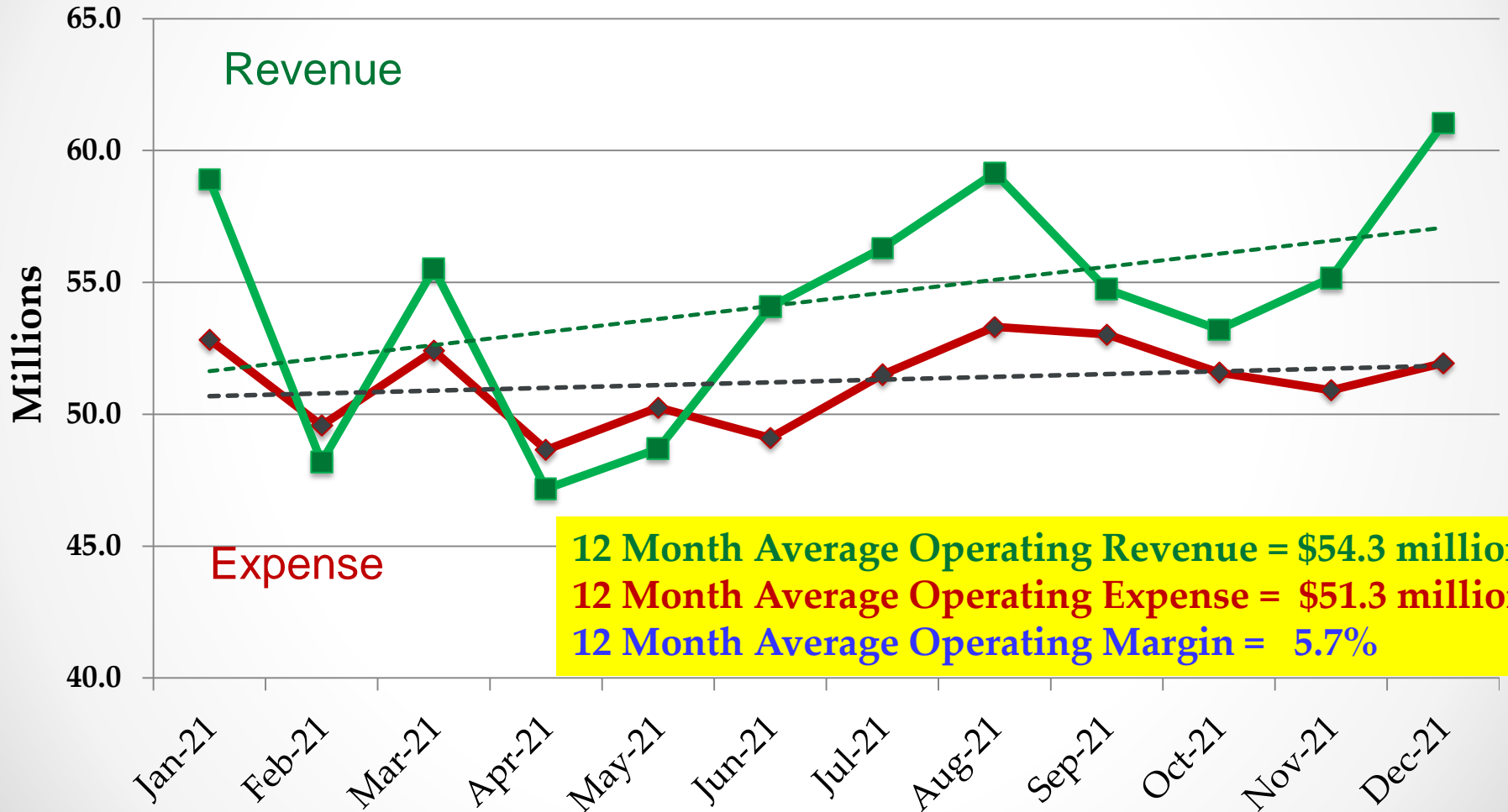
## 8) Inpatient Surgeries cases were 1% (2 cases) below budget

## 9) OP Observation cases were 19% (29 cases) above budget at 185

## 10) Medicare Traditional ALOS CMI adjusted 2% unfavorable at 2.5 days with a Case Mix Index of 1.7

# SVMHS Operating Revenues & Expenses (Normalized)

Rolling 12 Months: January 21 to December 21



# SVMHS Key Financial Indicators

	YTD	SVMHS		S&P A+ Rated		YTD	
Statistic	Dec-21	Target	+/-	Hospitals	+/-	Dec-20	+/-
Operating Margin*	8.0%	9.0%	Yellow	4.0%	Green	7.6%	Green
Total Margin*	8.5%	10.8%	Red	6.6%	Green	10.6%	Red
EBITDA Margin**	12.0%	13.4%	Red	13.6%	Red	11.7%	Green
Days of Cash*	378	305	Green	249	Green	349	Green
Days of Accounts Payable*	46	45	Green	-		49	Red
Days of Net Accounts Receivable***	52	45	Red	49	Red	53	Green
Supply Expense as % NPR	13.1%	15.0%	Green	-		13.1%	Green
SWB Expense as % NPR	51.0%	53.0%	Green	53.7%	Green	54.0%	Green
Operating Expense per APD*	6,210	4,992	Red	-		6,164	Yellow

\*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  
December 31, 2021

	<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	\$ 52,276,191	\$ 50,733,224	\$ 287,800,541	\$ 289,669,271
Other operating revenue	959,742	3,117,039	5,755,345	7,941,143
Total operating revenue	<u>53,235,933</u>	<u>53,850,263</u>	<u>293,555,886</u>	<u>297,610,414</u>
Total operating expenses	41,801,475	42,641,710	247,421,790	247,850,797
Total non-operating income	<u>(1,803,582)</u>	<u>(283,076)</u>	<u>(15,561,450)</u>	<u>(15,854,333)</u>
Operating and non-operating income	<u>\$ 9,630,876</u>	<u>\$ 10,925,477</u>	<u>\$ 30,572,646</u>	<u>\$ 33,905,284</u>

SALINAS VALLEY MEMORIAL HOSPITAL  
BALANCE SHEETS  
December 31, 2021

	<u>Current year</u>	<u>Prior year</u>
<b>ASSETS:</b>		
Current assets	\$ 443,772,673	\$ 403,677,505
Assets whose use is limited or restricted by board	148,277,441	137,490,684
Capital assets	240,294,460	259,153,640
Other assets	188,564,269	188,396,260
Deferred pension outflows	<u>50,119,236</u>	<u>83,379,890</u>
	<u>\$ 1,071,028,079</u>	<u>\$ 1,072,097,979</u>
<b>LIABILITIES AND EQUITY:</b>		
Current liabilities	131,959,240	151,264,630
Long term liabilities	14,556,513	14,780,831
	83,585,120	126,340,336
Net assets	<u>840,927,206</u>	<u>779,712,182</u>
	<u>\$ 1,071,028,079</u>	<u>\$ 1,072,097,979</u>



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

	<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	1,824	1,941	9,816	9,944
Medi-Cal	1,004	1,190	5,924	6,496
Commercial insurance	937	876	4,608	4,671
Other patient	178	178	728	888
Total patient days	<u>3,943</u>	<u>4,185</u>	<u>21,076</u>	<u>21,999</u>
Gross revenue:				
Medicare	\$ 88,047,477	\$ 86,143,339	\$ 533,035,358	\$ 479,331,786
Medi-Cal	54,799,025	54,844,305	335,023,248	320,338,930
Commercial insurance	56,247,848	51,700,489	300,010,518	298,159,420
Other patient	<u>9,580,541</u>	<u>7,468,982</u>	<u>50,525,098</u>	<u>52,511,594</u>
Gross revenue	<u>208,674,891</u>	<u>200,157,115</u>	<u>1,218,594,222</u>	<u>1,150,341,729</u>
Deductions from revenue:				
Administrative adjustment	261,130	444,528	1,788,822	1,780,141
Charity care	689,366	952,180	5,924,293	5,252,560
Contractual adjustments:				
Medicare outpatient	24,625,771	24,343,399	164,189,916	147,602,398
Medicare inpatient	39,866,470	42,303,240	229,874,434	216,528,493
Medi-Cal traditional outpatient	3,240,835	1,966,785	16,407,254	11,708,638
Medi-Cal traditional inpatient	5,368,781	9,127,538	34,236,976	47,290,368
Medi-Cal managed care outpatient	21,183,274	17,092,178	132,509,949	108,463,399
Medi-Cal managed care inpatient	18,725,985	19,188,613	117,976,072	111,977,351
Commercial insurance outpatient	15,954,479	14,173,839	98,578,258	93,636,719
Commercial insurance inpatient	20,400,169	16,563,587	101,631,944	87,884,007
Uncollectible accounts expense	3,857,903	3,391,787	22,574,967	21,603,253
Other payors	<u>2,224,537</u>	<u>(123,785)</u>	<u>5,100,796</u>	<u>6,945,130</u>
Deductions from revenue	<u>156,398,700</u>	<u>149,423,890</u>	<u>930,793,681</u>	<u>860,672,458</u>
Net patient revenue	<u>\$ 52,276,191</u>	<u>\$ 50,733,224</u>	<u>\$ 287,800,541</u>	<u>\$ 289,669,271</u>
Gross billed charges by patient type:				
Inpatient	\$ 115,641,313	\$ 117,649,383	\$ 644,657,353	\$ 629,336,374
Outpatient	67,416,878	61,137,037	411,554,077	396,024,776
Emergency room	<u>25,616,701</u>	<u>21,370,694</u>	<u>162,382,792</u>	<u>124,980,580</u>
Total	<u>\$ 208,674,892</u>	<u>\$ 200,157,115</u>	<u>\$ 1,218,594,222</u>	<u>\$ 1,150,341,729</u>

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

	<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	\$ 52,276,191	\$ 50,733,224	\$ 287,800,541	\$ 289,669,271
Other operating revenue	959,742	3,117,039	5,755,345	7,941,143
Total operating revenue	<u>53,235,933</u>	<u>53,850,263</u>	<u>293,555,886</u>	<u>297,610,414</u>
Operating expenses:				
Salaries and wages	14,689,345	16,938,694	91,717,781	96,697,730
Compensated absences	2,550,895	2,747,386	16,165,543	16,162,471
Employee benefits	6,112,645	7,229,366	40,568,042	44,272,027
Supplies, food, and linen	6,087,678	6,257,645	37,332,142	37,474,248
Purchased department functions	3,943,521	3,016,032	20,272,318	18,275,972
Medical fees	1,843,045	1,938,088	11,643,054	10,046,048
Other fees	3,287,966	1,539,604	10,405,900	7,237,227
Depreciation	1,829,383	1,803,474	10,967,148	10,676,531
All other expense	1,456,997	1,171,421	8,349,862	7,008,543
Total operating expenses	<u>41,801,475</u>	<u>42,641,710</u>	<u>247,421,790</u>	<u>247,850,797</u>
Income from operations	<u>11,434,458</u>	<u>11,208,553</u>	<u>46,134,096</u>	<u>49,759,617</u>
Non-operating income:				
Donations	188,667	666,667	1,022,000	1,500,000
Property taxes	333,333	333,333	2,000,000	2,000,000
Investment income	(664,768)	880,465	(3,486,855)	2,109,563
Taxes and licenses	0	0	0	0
Income from subsidiaries	(1,660,814)	(2,163,541)	(15,096,595)	(21,463,896)
Total non-operating income	<u>(1,803,582)</u>	<u>(283,076)</u>	<u>(15,561,450)</u>	<u>(15,854,333)</u>
Operating and non-operating income	9,630,876	10,925,477	30,572,646	33,905,284
Net assets to begin	<u>831,296,330</u>	<u>768,786,705</u>	<u>810,354,560</u>	<u>745,806,898</u>
Net assets to end	<u>\$ 840,927,206</u>	<u>\$ 779,712,182</u>	<u>\$ 840,927,206</u>	<u>\$ 779,712,181</u>
Net income excluding non-recurring items	\$ 9,630,876	\$ 9,905,914	\$ 30,090,868	\$ 32,286,175
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>0</u>	<u>1,019,563</u>	<u>481,778</u>	<u>1,619,109</u>
Operating and non-operating income	<u>\$ 9,630,876</u>	<u>\$ 10,925,477</u>	<u>\$ 30,572,646</u>	<u>\$ 33,905,284</u>

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

	Month of December,		Six months ended December 31,	
	current year	prior year	current year	prior year
Detail of other operating income:				
Dietary revenue	\$ 139,208	\$ 122,016	\$ 847,928	\$ 819,275
Discounts and scrap sale	968	68	553,449	223,320
Sale of products and services	30,423	6,094	445,932	149,933
Clinical trial fees	1,717	0	23,195	46,128
Stimulus Funds	0	0	0	0
Rental income	159,493	183,509	964,417	970,319
Other	627,933	2,805,352	2,920,424	5,732,168
	<u>\$ 959,742</u>	<u>\$ 3,117,039</u>	<u>\$ 5,755,345</u>	<u>\$ 7,941,143</u>
Detail of investment income:				
Bank and payor interest	\$ 72,763	\$ 37,930	\$ 533,759	\$ 863,446
Income from investments	(579,081)	842,535	(3,885,257)	1,216,367
Gain or loss on property and equipment	(158,450)	0	(135,357)	29,750
	<u>\$ (664,768)</u>	<u>\$ 880,465</u>	<u>\$ (3,486,855)</u>	<u>\$ 2,109,563</u>
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (83,697)	\$ (345,940)	\$ (1,074,597)	\$ (1,173,713)
Neurological Clinic	(25,294)	(11,581)	(308,875)	(448,960)
Palliative Care Clinic	(33,472)	(36,302)	(472,921)	(433,668)
Surgery Clinic	(60,553)	(141,748)	(702,138)	(950,875)
Infectious Disease Clinic	(14,832)	(15,267)	(157,982)	(172,947)
Endocrinology Clinic	(49,433)	(91,511)	(712,529)	(1,095,945)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(164,938)	(299,266)	(2,162,121)	(2,933,330)
OB/GYN Clinic	(251,009)	(208,338)	(1,810,839)	(2,139,390)
PrimeCare Medical Group	(198,065)	(414,003)	(2,215,647)	(5,246,369)
Oncology Clinic	(311,097)	68,483	(1,755,871)	(1,563,882)
Cardiac Surgery	(60,986)	8,038	(841,460)	(858,285)
Sleep Center	(10,682)	(49,041)	(167,620)	(371,306)
Rheumatology	(36,960)	(28,932)	(301,491)	(320,223)
Precision Ortho MDs	(167,721)	(173,015)	(1,395,508)	(2,254,987)
Precision Ortho-MRI	0	1,263	0	(1,263)
Precision Ortho-PT	(24,453)	(16,170)	(278,887)	(264,663)
Vaccine Clinic	(53,749)	0	(135,931)	0
Dermatology	41,405	(6,676)	(77,800)	(178,299)
Hospitalists	0	0	0	0
Behavioral Health	(21,588)	(64,451)	(384,112)	(408,796)
Pediatric Diabetes	(28,750)	(38,160)	(263,467)	(198,165)
Neurosurgery	(13,569)	(31,894)	(134,563)	(180,910)
Multi-Specialty-RR	2,516	15,831	53,092	28,147
Radiology	(202,138)	(196,949)	(1,398,654)	(1,140,531)
Salinas Family Practice	(109,216)	0	(485,055)	0
Total SVMC	(1,878,281)	(2,075,629)	(17,184,976)	(22,308,360)
Doctors on Duty	54,794	(105,839)	220,797	(10,846)
Assisted Living	0	(1,964)	0	(41,583)
Salinas Valley Imaging	0	0	0	(19,974)
Vantage Surgery Center	19,341	11,050	169,857	116,748
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	195,329	51,962	1,441,211	412,639
Aspire/CHI/Coastal	(30,730)	(25,759)	(151,339)	(202,042)
Apex	3,925	1,864	70,968	47,457
21st Century Oncology	(51,202)	(55,681)	107,018	(104,453)
Monterey Bay Endoscopy Center	26,011	36,455	229,870	646,518
	<u>\$ (1,660,814)</u>	<u>\$ (2,163,541)</u>	<u>\$ (15,096,595)</u>	<u>\$ (21,463,896)</u>

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

	<b>Current year</b>	<b>Prior year</b>
<b>A S S E T S</b>		
Current assets:		
Cash and cash equivalents	\$ 340,137,885	\$ 299,514,005
Patient accounts receivable, net of estimated uncollectibles of \$24,260,922	84,894,422	85,302,217
Supplies inventory at cost	8,040,159	8,762,916
Other current assets	10,700,207	10,098,368
Total current assets	443,772,673	403,677,505
Assets whose use is limited or restricted by board	148,277,441	137,490,684
Capital assets:		
Land and construction in process	36,308,014	46,821,193
Other capital assets, net of depreciation	203,986,446	212,332,447
Total capital assets	240,294,460	259,153,640
Other assets:		
Investment in Securities	144,039,022	148,588,983
Investment in SVMC	14,828,619	12,069,212
Investment in Aspire/CHI/Coastal	3,629,477	4,327,680
Investment in other affiliates	21,718,069	21,827,062
Net pension asset	4,349,082	1,583,323
Total other assets	188,564,269	188,396,260
Deferred pension outflows	50,119,236	83,379,890
	\$ 1,071,028,079	\$ 1,072,097,979
<b>LIABILITIES AND NET ASSETS</b>		
Current liabilities:		
Accounts payable and accrued expenses	\$ 56,932,473	\$ 58,586,920
Due to third party payers	57,214,410	74,822,042
Current portion of self-insurance liability	17,812,357	17,855,668
Total current liabilities	131,959,240	151,264,630
Long term portion of workers comp liability	14,556,513	14,780,831
Total liabilities	146,515,753	166,045,461
Pension liability	83,585,120	126,340,336
Net assets:		
Invested in capital assets, net of related debt	240,294,460	259,153,640
Unrestricted	600,632,746	520,558,542
Total net assets	840,927,206	779,712,182
	\$ 1,071,028,079	\$ 1,072,097,979

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

	Month of December,				Six months ended December 31,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 208,674,891	\$ 196,628,325	12,046,566	6.13%	\$ 1,218,594,222	\$ 1,167,054,514	51,539,708	4.42%
Deductions from revenue	156,398,700	151,337,844	5,060,856	3.34%	930,793,681	896,125,706	34,667,975	3.87%
Net patient revenue	52,276,191	45,290,482	6,985,709	15.42%	287,800,541	270,928,808	16,871,733	6.23%
Other operating revenue	959,742	783,804	175,938	22.45%	5,755,345	4,693,331	1,062,014	22.63%
<b>Total operating revenue</b>	<b>53,235,933</b>	<b>46,074,285</b>	<b>7,161,648</b>	<b>15.54%</b>	<b>293,555,886</b>	<b>275,622,139</b>	<b>17,933,747</b>	<b>6.51%</b>
Operating expenses:								
Salaries and wages	14,689,345	15,145,016	(455,671)	-3.01%	91,717,781	92,433,511	(715,730)	-0.77%
Compensated absences	2,550,895	3,359,057	(808,162)	-24.06%	16,165,543	17,147,655	(982,112)	-5.73%
Employee benefits	6,112,645	6,786,671	(674,026)	-9.93%	40,568,042	42,146,309	(1,578,267)	-3.74%
Supplies, food, and linen	6,087,678	5,936,897	150,781	2.54%	37,332,142	35,250,561	2,081,581	5.91%
Purchased department functions	3,943,521	3,093,378	850,143	27.48%	20,272,318	18,317,635	1,954,683	10.67%
Medical fees	1,843,045	1,823,779	19,266	1.06%	11,643,054	10,961,548	681,506	6.22%
Other fees	3,287,966	943,907	2,344,059	248.34%	10,405,900	5,607,508	4,798,392	85.57%
Depreciation	1,829,383	1,785,356	44,027	2.47%	10,967,148	10,713,217	253,931	2.37%
All other expense	1,456,997	1,442,412	14,585	1.01%	8,349,862	8,629,854	(279,992)	-3.24%
<b>Total operating expenses</b>	<b>41,801,475</b>	<b>40,316,474</b>	<b>1,485,001</b>	<b>3.68%</b>	<b>247,421,790</b>	<b>241,207,798</b>	<b>6,213,992</b>	<b>2.58%</b>
<b>Income from operations</b>	<b>11,434,458</b>	<b>5,757,812</b>	<b>5,676,646</b>	<b>98.59%</b>	<b>46,134,096</b>	<b>34,414,341</b>	<b>11,719,755</b>	<b>34.05%</b>
Non-operating income:								
Donations	188,667	166,667	22,000	13.20%	1,022,000	1,000,000	22,000	2.20%
Property taxes	333,333	333,333	(0)	0.00%	2,000,000	2,000,000	0	0.00%
Investment income	(664,768)	(63,302)	(601,467)	950.16%	(3,486,855)	(379,809)	(3,107,046)	818.05%
Income from subsidiaries	(1,660,814)	(4,055,265)	2,394,451	-59.05%	(15,096,595)	(24,550,331)	9,453,736	-38.51%
<b>Total non-operating income</b>	<b>(1,803,582)</b>	<b>(3,618,567)</b>	<b>1,814,985</b>	<b>-50.16%</b>	<b>(15,561,450)</b>	<b>(21,930,140)</b>	<b>6,368,690</b>	<b>-29.04%</b>
<b>Operating and non-operating income</b>	<b>\$ 9,630,876</b>	<b>\$ 2,139,245</b>	<b>7,491,631</b>	<b>350.20%</b>	<b>\$ 30,572,646</b>	<b>\$ 12,484,201</b>	<b>18,088,445</b>	<b>144.89%</b>

**SALINAS VALLEY MEMORIAL HOSPITAL**

**PATIENT STATISTICAL REPORT**

For the month of Dec and six months to date

	<u>Month of Dec</u>		<u>Six months to date</u>		<u>Variance</u>
	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
<b><u>NEWBORN STATISTICS</u></b>					
Medi-Cal Admissions	51	41	277	254	(23)
Other Admissions	105	109	593	584	(9)
Total Admissions	156	150	870	838	(32)
Medi-Cal Patient Days	78	66	412	392	(20)
Other Patient Days	177	174	939	955	16
Total Patient Days of Care	255	240	1,351	1,347	(4)
Average Daily Census	8.2	7.7	7.3	7.3	(0.0)
Medi-Cal Average Days	1.7	1.8	1.6	1.6	0.0
Other Average Days	1.1	1.7	1.6	1.6	0.1
Total Average Days Stay	1.7	1.7	1.6	1.6	0.1
<b><u>ADULTS &amp; PEDIATRICS</u></b>					
Medicare Admissions	326	372	1,911	1,966	55
Medi-Cal Admissions	300	253	1,420	1,451	31
Other Admissions	382	330	1,699	1,835	136
Total Admissions	1,008	955	5,030	5,252	222
Medicare Patient Days	1,730	1,561	8,776	8,447	(329)
Medi-Cal Patient Days	1,285	1,085	6,699	6,167	(532)
Other Patient Days	1,004	1,299	5,710	6,455	745
Total Patient Days of Care	4,019	3,945	21,185	21,069	(116)
Average Daily Census	129.6	127.3	115.1	114.5	(0.6)
Medicare Average Length of Stay	5.4	4.2	4.6	4.2	(0.4)
Medi-Cal Average Length of Stay	4.4	3.8	4.0	3.5	(0.5)
Other Average Length of Stay	2.6	3.0	2.5	2.7	0.3
Total Average Length of Stay	4.1	3.6	3.6	3.4	(0.2)
Deaths	42	34	187	165	(22)
Total Patient Days	4,274	4,185	22,536	22,416	(120)
Medi-Cal Administrative Days	60	29	156	105	(51)
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	60	29	156	105	(51)
Percent Non-Acute	1.40%	0.69%	0.69%	0.47%	-0.22%

**SALINAS VALLEY MEMORIAL HOSPITAL**

**PATIENT STATISTICAL REPORT**

For the month of Dec and six months to date

	<u>Month of Dec</u>		<u>Six 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	269	273	1,494	1,600	106
Heart Center	339	136	2,046	1,462	(584)
Monitored Beds	955	767	5,414	4,664	(750)
Single Room Maternity/Obstetrics	394	439	2,142	2,198	56
Med/Surg - Cardiovascular	850	858	4,347	4,035	(312)
Med/Surg - Oncology	326	287	1,031	1,706	675
Med/Surg - Rehab	510	459	2,491	2,518	27
Pediatrics	88	108	437	550	113
Nursery	255	240	1,351	1,347	(4)
Neonatal Intensive Care	162	202	817	606	(211)
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	66.75%	67.74%	62.46%	66.89%	
Heart Center	72.90%	29.25%	74.13%	52.97%	
Monitored Beds	114.10%	91.64%	108.98%	93.88%	
Single Room Maternity/Obstetrics	34.35%	38.27%	31.46%	32.29%	
Med/Surg - Cardiovascular	60.93%	61.51%	52.50%	48.73%	
Med/Surg - Oncology	80.89%	71.22%	43.10%	71.32%	
Med/Surg - Rehab	63.28%	56.95%	52.07%	52.63%	
Med/Surg - Observation Care Unit	0.00%	78.94%	0.00%	55.31%	
Pediatrics	15.77%	19.35%	13.19%	16.61%	
Nursery	49.85%	46.92%	22.25%	22.18%	
Neonatal Intensive Care	47.51%	59.24%	40.37%	29.94%	

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

	<u>Month of Dec</u>		<u>Six 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	148	139	861	813	(48)
C-Section deliveries	42	47	256	276	20
Percent of C-section deliveries	28.38%	33.81%	29.73%	33.95%	4.22%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	15,776	17,198	128,184	114,688	(13,496)
Out-Patient Operating Minutes	19,583	29,521	143,711	155,547	11,836
Total	35,359	46,719	271,895	270,235	(1,660)
Open Heart Surgeries	8	14	72	72	0
In-Patient Cases	120	110	877	812	(65)
Out-Patient Cases	214	300	1,585	1,546	(39)
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	44	31	191	222	31
High Risk	566	499	3,080	2,730	(350)
More Than One Resource	2,154	2,376	12,702	15,518	2,816
One Resource	1,025	1,538	8,444	10,046	1,602
No Resources	39	86	247	566	319
Total	<u>3,828</u>	<u>4,530</u>	<u>24,664</u>	<u>29,082</u>	<u>4,418</u>



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	<u>Month of Dec</u>		<u>Six months to date</u>		<u>Variance</u>
	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
<b>CENTRAL SUPPLY</b>					
In-patient requisitions	15,675	14,808	85,803	90,432	4,629
Out-patient requisitions	9,108	9,681	61,717	56,696	-5,021
Emergency room requisitions	1,576	729	9,898	7,651	-2,247
Interdepartmental requisitions	8,211	7,027	41,795	37,283	-4,512
Total requisitions	<u>34,570</u>	<u>32,245</u>	<u>199,213</u>	<u>192,062</u>	<u>-7,151</u>
<b>LABORATORY</b>					
In-patient procedures	39,445	37,695	211,628	202,868	-8,760
Out-patient procedures	11,221	11,485	66,776	68,666	1,890
Emergency room procedures	9,228	10,173	51,501	65,285	13,784
Total patient procedures	<u>59,894</u>	<u>59,353</u>	<u>329,905</u>	<u>336,819</u>	<u>6,914</u>
<b>BLOOD BANK</b>					
Units processed	<u>259</u>	<u>299</u>	<u>1,678</u>	<u>1,668</u>	<u>-10</u>
<b>ELECTROCARDIOLOGY</b>					
In-patient procedures	928	1,090	5,525	5,817	292
Out-patient procedures	358	395	2,357	2,366	9
Emergency room procedures	1,040	1,032	5,097	5,979	882
Total procedures	<u>2,326</u>	<u>2,517</u>	<u>12,979</u>	<u>14,162</u>	<u>1,183</u>
<b>CATH LAB</b>					
In-patient procedures	57	76	448	530	82
Out-patient procedures	78	80	520	554	34
Emergency room procedures	0	0	1	0	-1
Total procedures	<u>135</u>	<u>156</u>	<u>969</u>	<u>1,084</u>	<u>115</u>
<b>ECHO-CARDIOLOGY</b>					
In-patient studies	286	346	1,735	2,035	300
Out-patient studies	175	210	1,124	1,364	240
Emergency room studies	3	0	14	4	-10
Total studies	<u>464</u>	<u>556</u>	<u>2,873</u>	<u>3,403</u>	<u>530</u>
<b>NEURODIAGNOSTIC</b>					
In-patient procedures	172	169	969	925	-44
Out-patient procedures	25	17	145	137	-8
Emergency room procedures	0	0	0	0	0
Total procedures	<u>197</u>	<u>186</u>	<u>1,114</u>	<u>1,062</u>	<u>-52</u>

**SALINAS VALLEY MEMORIAL HOSPITAL**  
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	Month of Dec		Six months to date		Variance
	2020	2021	2020-21	2021-22	
<b>SLEEP CENTER</b>					
In-patient procedures	0	0	1	0	-1
Out-patient procedures	168	122	1,132	986	-146
Emergency room procedures	0	0	0	0	0
Total procedures	168	122	1,133	986	-147
<b>RADIOLOGY</b>					
In-patient procedures	1,530	1,322	8,054	7,281	-773
Out-patient procedures	452	381	3,907	2,559	-1,348
Emergency room procedures	1,287	1,142	6,722	7,427	705
Total patient procedures	3,269	2,845	18,683	17,267	-1,416
<b>MAGNETIC RESONANCE IMAGING</b>					
In-patient procedures	124	116	755	749	-6
Out-patient procedures	109	102	826	691	-135
Emergency room procedures	10	12	66	43	-23
Total procedures	243	230	1,647	1,483	-164
<b>MAMMOGRAPHY CENTER</b>					
In-patient procedures	3,034	3,246	18,192	21,161	2,969
Out-patient procedures	3,008	3,243	18,094	21,009	2,915
Emergency room procedures	0	0	0	8	8
Total procedures	6,042	6,489	36,286	42,178	5,892
<b>NUCLEAR MEDICINE</b>					
In-patient procedures	7	15	74	80	6
Out-patient procedures	66	74	445	463	18
Emergency room procedures	0	0	3	4	1
Total procedures	73	89	522	547	25
<b>PHARMACY</b>					
In-patient prescriptions	104,022	93,649	524,865	511,032	-13,833
Out-patient prescriptions	12,644	15,615	89,539	92,964	3,425
Emergency room prescriptions	5,658	6,237	31,641	41,799	10,158
Total prescriptions	122,324	115,501	646,045	645,795	-250
<b>RESPIRATORY THERAPY</b>					
In-patient treatments	32,480	20,157	126,851	109,740	-17,111
Out-patient treatments	346	1,389	3,248	6,915	3,667
Emergency room treatments	185	295	806	1,389	583
Total patient treatments	33,011	21,841	130,905	118,044	-12,861
<b>PHYSICAL THERAPY</b>					
In-patient treatments	2,397	2,479	13,853	13,888	35
Out-patient treatments	158	260	1,652	1,938	286
Emergency room treatments	0	0	0	0	0
Total treatments	2,555	2,739	15,505	15,826	321

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	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
<b>OCCUPATIONAL THERAPY</b>					
In-patient procedures	1,320	1,633	7,958	9,022	1,064
Out-patient procedures	72	130	723	987	264
Emergency room procedures	0	0	0	0	0
Total procedures	<u>1,392</u>	<u>1,763</u>	<u>8,681</u>	<u>10,009</u>	<u>1,328</u>
<b>SPEECH THERAPY</b>					
In-patient treatments	430	504	2,334	2,552	218
Out-patient treatments	23	27	148	172	24
Emergency room treatments	0	0	0	0	0
Total treatments	<u>453</u>	<u>531</u>	<u>2,482</u>	<u>2,724</u>	<u>242</u>
<b>CARDIAC REHABILITATION</b>					
In-patient treatments	0	0	0	0	0
Out-patient treatments	389	549	2,139	3,867	1,728
Emergency room treatments	0	0	1	0	-1
Total treatments	<u>389</u>	<u>549</u>	<u>2,140</u>	<u>3,867</u>	<u>1,727</u>
<b>CRITICAL DECISION UNIT</b>					
Observation hours	<u>223</u>	<u>404</u>	<u>1,488</u>	<u>1,908</u>	<u>420</u>
<b>ENDOSCOPY</b>					
In-patient procedures	83	81	541	558	17
Out-patient procedures	14	17	147	194	47
Emergency room procedures	0	0	0	0	0
Total procedures	<u>97</u>	<u>98</u>	<u>688</u>	<u>752</u>	<u>64</u>
<b>C.T. SCAN</b>					
In-patient procedures	498	606	3,266	3,431	165
Out-patient procedures	489	293	3,153	2,236	-917
Emergency room procedures	426	565	2,775	3,612	837
Total procedures	<u>1,413</u>	<u>1,464</u>	<u>9,194</u>	<u>9,279</u>	<u>85</u>
<b>DIETARY</b>					
Routine patient diets	14,895	20,345	95,600	108,751	13,151
Meals to personnel	<u>20,252</u>	<u>22,140</u>	<u>124,871</u>	<u>130,740</u>	<u>5,869</u>
Total diets and meals	<u>35,147</u>	<u>42,485</u>	<u>220,471</u>	<u>239,491</u>	<u>19,020</u>
<b>LAUNDRY AND LINEN</b>					
Total pounds laundered	<u>94,703</u>	<u>102,136</u>	<u>610,515</u>	<u>589,390</u>	<u>-21,125</u>

# *PUBLIC INPUT*

*CLOSED SESSION*

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

*RECONVENE OPEN SESSION/  
REPORT ON CLOSED SESSION*

*ADJOURNMENT – THE FEBRUARY 2022  
QUALITY AND EFFICIENT  
PRACTICES COMMITTEE MEETING IS  
SCHEDULED FOR WEDNESDAY,  
FEBRUARY 23, 2022, AT 8:30 A.M.*