

March 18, 2021

TO: Legal Counsel

News Media

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

The next regular meeting of the **QUALITY AND EFFICIENT PRACTICES COMMITTEE - COMMITTEE OF THE WHOLE** of the Salinas Valley Memorial Healthcare System will be held **MONDAY, MARCH 22, 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: 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/Interim Chief Nursing Officer; Michele Averill – Community Member; and Ted Kaczmar, M.D. – Medical Staff Member

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

**MONDAY, MARCH 22, 2021
8:30 A.M. – CISLINI PLAZA BOARD ROOM
SALINAS VALLEY MEMORIAL HOSPITAL
450 E. ROMIE LANE, SALINAS, CALIFORNIA
OR BY PHONE OR VIDEO
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AGENDA

1. Approval of Minutes from the Quality and Efficient Practices Committee Meeting of February 22, 2021 (DELGADO)
 - Motion/Second
 - Action by Committee/Roll Call Vote
2. Patient Care Services Update (MILLER)
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 April 2021 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, April 26, 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.

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

**MONDAY, FEBRUARY 22, 2021
8:30 A.M. – CISLINI PLAZA BOARD ROOM
SALINAS VALLEY MEMORIAL HOSPITAL
450 E. ROMIE LANE, SALINAS, CALIFORNIA
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Committee Members Present: Joel Hernandez Laguna, Vice Chair; Michele Averill by teleconference; Pete Delgado, Clement Miller, Allen Radner, MD, and Ted Kaczmar, MD, in person.

Committee Members Absent: Juan Cabrera.

Other Board Members Present, Constituting Committee of the Whole: Victor Rey, Jr., constituting Committee of the Whole.

Also Present: Adrienne Laurent, Aniko Kukla, Megan Lopez, Karen Schroeder, Derek Ames in person; Augustine Lopez, Scott Cleveland, Brenda Bailey and Audrey Parks by teleconference.

A quorum was present and the meeting was called to order at 8:31 a.m. by Joel Hernandez Laguna, Vice Chair.

APPROVAL OF MINUTES FROM THE QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING OF DECEMBER 14, 2020

Minutes of the Quality and Efficient Practices Committee Meeting of December 14, 2020, were included in the agenda packet. Pete Delgado, President/Chief Executive Officer, recommended approval.

No Public Input.

MOTION: The Quality and Efficient Practices Committee approves the minutes of the Quality and Efficient Practices Committee Meeting of December 14, 2020, as presented. Moved/Seconded/Roll Call Vote: Ayes: Hernandez Laguna, Delgado, Miller, Averill; Noes: None; Abstentions: None; Absent: Cabrera, Kaczmar, Radner; None; Motion Carried.

Ted Kaczmar, MD, joined the meeting at 8:40 a.m.

PATIENT CARE SERVICES UPDATE

Clement Miller, Chief Operating Officer/Interim Chief Nursing Officer, presented the Patient Care Services Update. A summary of key highlights is as follows:

Quality:**COVID-19 Update:**

- Current state of COVID-19 in Monterey County / Country - one unit is now housing COVID-19 patients as the number of patients continues to decline.
- Surgery/Procedure Expansion Plan – efforts are underway to schedule patients that were pending surgery.

Magnet® Update:

- Magnet Site Visit Update: A Magnet virtual site visit is set for March 10-12, 2021, to validate and amplify the Magnet submission document. A mock site visit was held in February with immense enthusiasm. The Hospital is considering developing a unit practice council for the night shift and for non-nursing departments.

Quality Practice Council Update: Megan Lopez, MSN, RN, CNL, VA-BC, Co-Chair of the Quality Practice Council, provided an overview of the following key areas:

- Areas of Focus
 - o Patient Experience Data
 - o Nurse Sensitive Indicators
 - o Peer Feedback Focus – process/safety measures
 - o Nursing Engagement Scores
 - o BSN & Certification Rates
- Data Displays
 - o Every six months, data displays are updated by Quality Champions from each unit/cluster
 - o Each unit then decides what strategies or interventions their unit will use to improve outcomes
 - o Data displays are constantly assessed and reassessed to better patient care and outcomes
 - o Goals are to continue to provide top notch and safe patient care to the community

Service:**Patient and Staff Experience**

- Town Halls are being scheduled for hospital departments. Areas of focus include Magnet, patient experience, and COVID. This forum also provides an opportunity to receive feedback from staff.
- Chief Nursing Officer Advisory Council meetings are held on a monthly basis to improve communication with staff.
- Patient Experience (focus on must do's and personal touch)

There was discussion among the Committee regarding the data displays, patient experience must do's from the Studer Group to drive change, Town Halls and the Chief Nursing Officer Advisory Council meetings. The Committee commended the outstanding efforts of leadership for continued work with the Magnet journey.

Alan Radner, MD, joined the meeting at 8:48 a.m.

FINANCIAL AND STATISTICAL REVIEW

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

Key highlights of the consolidated financial summary for January were: (1) income from operations was \$5.4 million with an operating margin of 9.1%; (2) inpatient gross revenues were favorable to budget; (3) outpatient and Emergency Department gross revenues were unfavorable to budget; (4) payor mix was unfavorable to budget; (5) inpatient surgeries and outpatient surgeries were below budget; (6) average daily census and total admissions were above budget; (7) deliveries were below budget; and (8) labor productivity was unfavorable to budget. The case mix index for all discharges with and without COVID-19 cases for July 2020 thru January 2021, was also reviewed.

PUBLIC INPUT

None.

CLOSED SESSION

Joel Hernandez Laguna, Vice Chair, announced that the item to be discussed in Closed Session is *Hearings/Reports – Report of the Medical Staff Quality and Safety Committee*. The meeting was recessed into Closed Session under the Closed Session protocol at 9:05 a.m.

Dr. Radner excused himself from the meeting at 9:10 a.m.

RECONVENE OPEN SESSION/REPORT ON CLOSED SESSION

The Committee reconvened Open Session at 9:30 a.m. Joel Hernandez Laguna 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 9:31 a.m. The March 2021 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, March 22, 2021, at 8:30 a.m.**

Joel Hernandez Laguna, Vice Chair
Quality and Efficient Practices Committee

Board Paper: Quality & Efficient Practices Committee

Agenda Item: Patient Care Services Update
Executive Sponsor: Clement Miller, COO/Interim CNO
Date: March 22, 2021

Pillar/Goal Alignment:

Service People Quality Finance Growth Community

Quality:

COVID-19 Update:

- Current state of COVID-19
- Surgery Volume

Magnet® Update:

- Magnet Site Visit update

A Glimpse into our Magnet® Site Visit



Presented by: Becky Rodriguez, BSN, RN, CEN & Megan Lopez, MSN, RN, CNL, VACC
Date: March 22nd and March 25th, 2021

What is Magnet Site Visit



- Final step of Magnet Recognition® Process
- Assess how we've implemented the Magnet framework
- 3 Magnet appraisers visit our organization to verify, clarify, and amplify what they read in our Magnet Document
 - Done virtually with iPads (r/t Covid)



Salinas Valley Memorial Healthcare System

Our Theme



Salinas Valley Memorial Healthcare System

Our Theme cont.



Salinas Valley Memorial Healthcare System

How we prepared

- Developing and implementing new structures & processes (over past 5 years)
- Educating staff
- E2E flyers; Pocket Guide
- Rounding/Games/scratch-off tickets
- Mock Site Visit
- Magnet Champions
- Prepping each team



Salinas Valley Memorial Healthcare System

Who did appraisers meet with?

- Everyone!
 - MPD and CNO
 - Executive Team and Nursing Leadership
 - Community partners and schools of nursing
 - Physician leaders, SVMHS Board
 - Directors of support departments
 - HR, Budget/Staffing, Patient Experience, Ethics
 - Various nursing councils, committees, and specialty groups (wound care, lactation, case management)
 - Transitions of Care/Disease Specific Care
 - Informatics, Education
 - Clinical Nurses

TEAMWORK



 Salinas Valley Memorial Healthcare System

Moving Forward

- Awaiting the decision from the Commission on Magnet Recognition (2-4 months)
- Our journey is not over
- Must apply for re-designation every 4 years
- We will continue to grow our professional practice culture by strengthening the structures and processes that have been put into place to empower staff and ensure exceptional outcomes!



Finance:

- Management Education
- Productivity Monitoring
- Budget Prep

Patient & Staff Experience:

- CNO Advisory Council
- Patient Experience Update
- Visiting Hours & Guidelines

Financial Performance Review

February 2021

Augustine Lopez
Chief Financial Officer



Consolidated Financial Summary For the Month of February 2021

Profit/Loss Statement

\$ in Millions	For the Month of February 2021					
			Variance fav (unfav)			
	Actual	Budget	\$VAR	%VAR		
Operating Revenue	\$ 52.6	\$ 47.4	\$ 5.2	11.0%		
Operating Expense	\$ 49.3	\$ 46.5	\$ (2.8)	-6.0%		
Income from Operations*	\$ 3.3	\$ 0.9	\$ 2.4	266.7%		
<i>Operating Margin %</i>	6.1%	1.9%	4.2%	221.05%		
Non Operating Income**	\$ (0.3)	\$ 0.8	\$ (1.1)	-137.5%		
Net Income	\$ 3.0	\$ 1.7	\$ 1.3	76.5%		
<i>Net Income Margin %</i>	5.6%	3.5%	2.1%	60.0%		

*** Income from Operations includes:**

\$5.8M Hospital Quality Assurance Fee, net

\$5.8M Total Normalizing Items, Net

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

Consolidated Financial Summary

For the Month of February 2021 - Normalized

Profit/Loss Statement

\$ in Millions	For the Month of February 2021				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 46.8	\$ 47.4	\$ (0.6)	-1.3%	
Operating Expense	\$ 49.3	\$ 46.5	\$ (2.8)	-6.0%	
Income from Operations	\$ (2.5)	\$ 0.9	\$ (3.4)	-377.8%	
<i>Operating Margin %</i>	<i>-5.4%</i>	<i>1.9%</i>	<i>-7.3%</i>	<i>-384.2%</i>	
Non Operating Income	\$ (0.3)	\$ 0.8	\$ (1.1)	-137.5%	
Net Income	\$ (2.8)	\$ 1.7	\$ (4.5)	-264.7%	
<i>Net Income Margin %</i>	<i>-6.0%</i>	<i>3.5%</i>	<i>-9.5%</i>	<i>-271.4%</i>	

Relative to budget, unfavorable results due to:

- Lower than expected outpatient volumes coupled with an unfavorable payor mix
- Lower than expected inpatient and outpatient surgeries
- Longer average length of stay due to patient acuity
- Higher than budgeted FTEs on a per adjusted ADC basis

Relative to prior month, results declined due to:

- ADC declined from 138 to 117
- Total admissions declined by 160 admissions or 18% (total gross revenue declined by \$19M or 10%)
- Significant decrease in COVID cases while inpatient surgeries remained flat
- FTEs relative to volume increased

Consolidated Financial Summary

Year-to-Date February 2021

Profit/Loss Statement

\$ in Millions	FY 2021 YTD February				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 445.4	\$ 383.2	\$ 62.2	16.2%	
Operating Expense	\$ 410.0	\$ 387.1	\$ (22.9)	-5.9%	
Income from Operations*	\$ 35.4	\$ (3.9)	\$ 39.3	1007.7%	
<i>Operating Margin %</i>	7.9%	-1.0%	8.9%	890.0%	
Non Operating Income**	\$ 9.6	\$ 6.5	\$ 3.1	47.7%	
Net Income	\$ 45.0	\$ 2.6	\$ 42.4	1630.8%	
<i>Net Income Margin %</i>	10.1%	0.7%	9.4%	1342.9%	

*** 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)
- \$5.8M** Hospital Quality Assurance Fee, net

\$7.4M 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 Nov and Dec

Consolidated Financial Summary

Year-to-Date February 2021 - Normalized

Profit/Loss Statement

\$ in Millions	FY 2021 YTD February				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 438.0	\$ 383.2	\$ 54.8	14.3%	
Operating Expense	\$ 410.0	\$ 387.1	\$ (22.9)	-5.9%	
Income from Operations	\$ 28.0	\$ (3.9)	\$ 31.9	817.9%	
<i>Operating Margin %</i>	6.4%	-1.0%	7.4%	740.0%	
Non Operating Income**	\$ 9.6	\$ 6.5	\$ 3.1	47.7%	
Net Income	\$ 37.6	\$ 2.6	\$ 35.0	1346.2%	
<i>Net Income Margin %</i>	8.6%	0.7%	7.9%	1128.6%	

SVMH Financial Highlights February 2021

Gross Revenues were favorable

- **Gross Revenues** were **8% favorable** to budget
- **IP gross revenues** were **10% favorable** to budget
 - **ED gross revenues** were **9% unfavorable** to budget
 - **OP gross revenues** were **10% favorable** to budget in the following areas:
 - Infusion Therapy
 - Other OP Pharmacy
 - Cardiology
 - Other OP Services

- **Commercial:** **4% above** budget
- **Medicaid:** **9% above** budget
- **Medicare:** **13% above** budget

Payor Mix -
unfavorable to
budget

Total Normalized Net Patient Revenues were \$40.4M, which was **favorable** to budget by **\$0.5M** or **1.2%**

Financial Summary – February 2021




1) Higher than expected Inpatient business:

- Average daily census was at 117, 3% above budget of 114

2) Strong Outpatient business:

- Stronger than expected patient volumes in Infusion Therapy and Cardiology



3) Total admissions were 6% or 48 admits below budget.

- ER admissions were 6% below budget (32 admits)
- ER admissions (including OB ED) were 83% of total acute admissions

4) ER Outpatient visits were below budget by 12% (327 visits);

- Compared to July, visits decreased from 4,456 to 2,480 (a 44% decline)

5) Outpatient Surgeries were 25% (55 cases) below budget at 169

6) Inpatient Surgeries were 17% (24 cases) below budget at 113

7) Deliveries were 18% (25 deliveries) below budget at 117

8) OP Observation cases were 14% (18 cases) above budget at 148

9) Total Acute ALOS was 9% unfavorable at 4.5 vs 4.1 days budgeted

10) Medicare ALOS CMI adjusted was 7% unfavorable at 2.7 days with a Case Mix Index of 1.9



CMI – All Discharges (with & without COVID)

Based on Discharges

July 2020 thru February 2021

All Payors	All Discharges				COVID Discharges Only				Discharges Excluding COVID			
Month	All Payor CMI	Discharges	ADC	ALOS	All Payor CMI	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	222	45	6.2	1.62	630	77	3.8
1/31/2021	1.81	891	139	4.8	2.33	289	65	7.0	1.56	602	74	3.8
2/28/2021	1.77	767	119	4.4	2.36	89	27	8.4	1.70	678	92	3.8
Total	1.71	6,741	119	4.3	2.28	1,003	27	6.6	1.62	5,738	92	3.9

Medicare	Medicare Discharges				Medicare COVID Discharges Only				Medicare Discharges Excluding COVID			
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	1.88	302	47	4.7	2.29	30	8	7.9	1.83	272	39	4.3
12/31/2020	1.95	321	51	4.9	1.92	94	16	5.2	1.96	227	35	4.8
1/31/2021	1.98	358	65	5.6	2.31	133	30	6.9	1.78	225	35	4.9
2/28/2021	1.94	275	49	5.0	2.34	39	12	8.5	1.88	236	37	4.4
Total	1.87	2,520	50	4.8	2.21	390	11	6.7	1.82	2,130	39	4.5

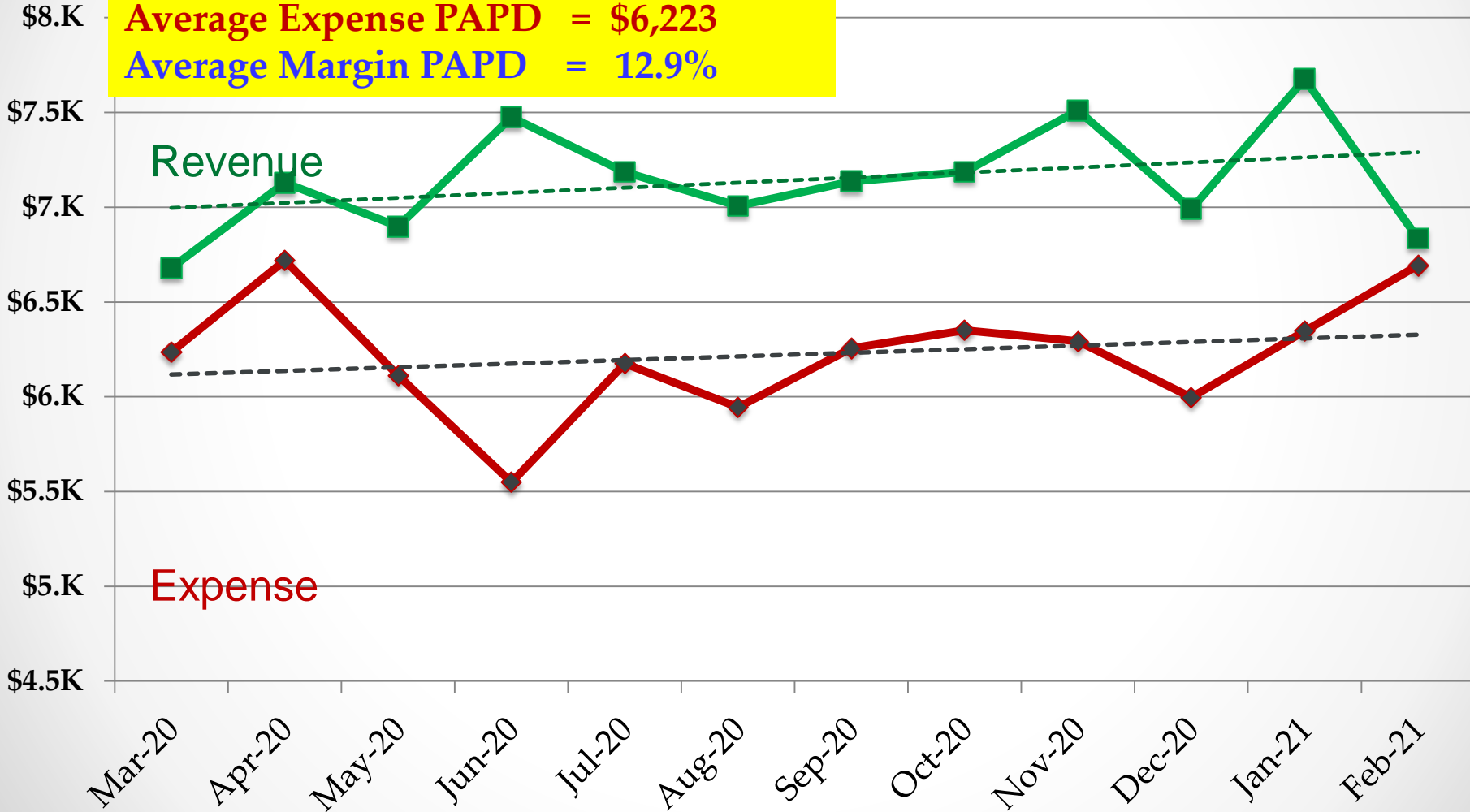
SVMH Revenues & Expenses Per Adjusted Patient Day (Normalized)

Rolling 12 Months: March 20 to February 21

Average Revenue PAPD = \$7,142

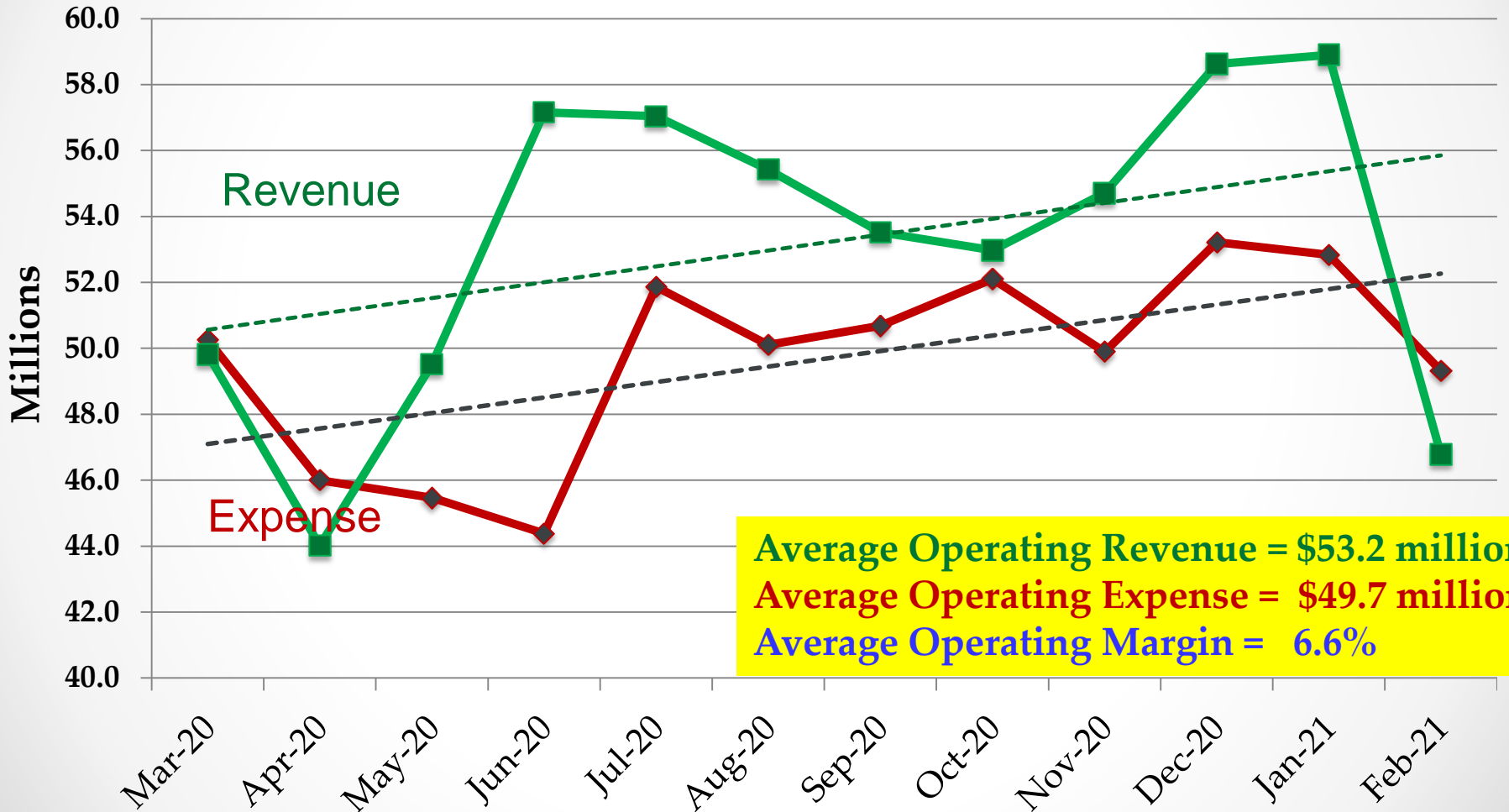
Average Expense PAPD = \$6,223

Average Margin PAPD = 12.9%



SVMHS Operating Revenues & Expenses (Normalized)

Rolling 12 Months: March 20 to February 21



SVMHS Key Financial Indicators

	YTD	SVMHS		S&P A+ Rated		YTD	
Statistic	Feb-21	Target	+/-	Hospitals	+/-	Feb-20	+/-
Operating Margin*	6.4%	9.0%		4.0%		14.7%	
Total Margin*	8.6%	10.8%		6.6%		17.8%	
EBITDA Margin**	10.5%	13.4%		13.6%		18.0%	
Days of Cash*	344	305		249		324	
Days of Accounts Payable*	46	45		-		51	
Days of Net Accounts Receivable***	55	45		49		48	
Supply Expense as % NPR	12.9%	15.0%		-		11.9%	
SWB Expense as % NPR	53.5%	53.0%		53.7%		49.5%	
Operating Expense per APD*	6,248	4,992		-		5,214	

*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
February 28, 2021

	<u>Month of February,</u>		<u>Eight months ended February 28,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 46,109,720	\$ 44,597,995	\$ 387,872,641	\$ 386,247,717
Other operating revenue	832,158	868,925	9,984,146	10,736,327
Total operating revenue	<u>46,941,878</u>	<u>45,466,920</u>	<u>397,856,787</u>	<u>396,984,044</u>
Total operating expenses	39,520,624	38,004,458	330,401,319	310,021,000
Total non-operating income	<u>(4,214,247)</u>	<u>(580,126)</u>	<u>(24,585,594)</u>	<u>(10,353,380)</u>
Operating and non-operating income	<u>\$ 3,207,006</u>	<u>\$ 6,882,336</u>	<u>\$ 42,869,874</u>	<u>\$ 76,609,664</u>

SALINAS VALLEY MEMORIAL HOSPITAL
 BALANCE SHEETS
 February 28, 2021

	<u>Current year</u>	<u>Prior year</u>
ASSETS:		
Current assets	\$ 407,222,979	\$ 294,141,241
Assets whose use is limited or restricted by board	139,025,487	124,820,350
Capital assets	257,682,447	251,678,323
Other assets	190,080,576	187,334,439
Deferred pension outflows	<u>83,379,890</u>	<u>62,468,517</u>
	<u>\$ 1,077,391,379</u>	<u>\$ 920,442,870</u>
LIABILITIES AND EQUITY:		
Current liabilities	147,593,441	83,319,375
Long term liabilities	14,780,831	17,159,668
	126,340,336	108,929,468
Net assets	<u>788,676,771</u>	<u>711,034,359</u>
	<u>\$ 1,077,391,379</u>	<u>\$ 920,442,870</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
SCHEDULES OF NET PATIENT REVENUE
February 28, 2021**

	<u>Month of February,</u>		<u>Eight months ended February 28,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	1,504	1,843	13,603	15,400
Medi-Cal	949	1,092	8,566	8,647
Commercial insurance	799	648	6,388	6,642
Other patient	(3)	183	977	956
Total patient days	<u>3,249</u>	<u>3,766</u>	<u>29,534</u>	<u>31,645</u>
Gross revenue:				
Medicare	\$ 79,986,402	\$ 87,751,402	\$ 648,594,024	\$ 686,848,146
Medi-Cal	50,494,488	56,150,260	423,917,094	425,581,947
Commercial insurance	44,391,373	43,716,569	391,373,773	388,502,380
Other patient	4,875,532	8,858,821	65,355,046	69,052,287
Gross revenue	<u>179,747,795</u>	<u>196,477,051</u>	<u>1,529,239,937</u>	<u>1,569,984,761</u>
Deductions from revenue:				
Administrative adjustment	324,543	110,621	2,695,024	2,574,694
Charity care	611,769	619,155	7,128,155	7,832,625
Contractual adjustments:				
Medicare outpatient	21,655,997	25,941,505	188,481,658	207,571,921
Medicare inpatient	34,164,212	40,771,266	294,055,295	319,676,209
Medi-Cal traditional outpatient	2,288,082	2,783,006	16,015,049	23,992,537
Medi-Cal traditional inpatient	5,776,297	9,595,988	61,166,579	48,458,754
Medi-Cal managed care outpatient	17,849,948	22,192,366	141,591,247	164,362,907
Medi-Cal managed care inpatient	12,950,839	14,726,527	145,369,514	139,050,933
Commercial insurance outpatient	16,311,380	15,977,637	122,613,432	116,253,773
Commercial insurance inpatient	18,919,549	13,477,755	126,984,548	116,116,845
Uncollectible accounts expense	3,345,330	3,329,908	28,164,603	27,822,233
Other payors	(559,871)	2,353,322	7,102,192	10,023,612
Deductions from revenue	<u>133,638,075</u>	<u>151,879,056</u>	<u>1,141,367,296</u>	<u>1,183,737,044</u>
Net patient revenue	<u>\$ 46,109,720</u>	<u>\$ 44,597,995</u>	<u>\$ 387,872,641</u>	<u>\$ 386,247,717</u>
Gross billed charges by patient type:				
Inpatient	\$ 99,383,505	\$ 103,276,044	\$ 854,242,856	\$ 834,636,098
Outpatient	60,232,467	66,782,221	507,817,168	522,027,928
Emergency room	20,131,823	26,418,787	167,179,913	213,320,735
Total	<u>\$ 179,747,795</u>	<u>\$ 196,477,051</u>	<u>\$ 1,529,239,937</u>	<u>\$ 1,569,984,761</u>

SALINAS VALLEY MEMORIAL HOSPITAL
STATEMENTS OF REVENUE AND EXPENSES
February 28, 2021

	<u>Month of February,</u>		<u>Eight months ended February 28,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 46,109,720	\$ 44,597,995	\$ 387,872,641	\$ 386,247,717
Other operating revenue	832,158	868,925	9,984,146	10,736,327
Total operating revenue	<u>46,941,878</u>	<u>45,466,920</u>	<u>397,856,787</u>	<u>396,984,044</u>
Operating expenses:				
Salaries and wages	14,191,483	14,444,693	127,457,148	116,321,094
Compensated absences	2,377,407	2,684,547	21,066,388	20,799,320
Employee benefits	6,774,423	6,632,163	58,750,416	59,099,818
Supplies, food, and linen	5,920,149	5,348,851	49,728,604	45,013,903
Purchased department functions	3,525,839	3,308,142	24,974,701	24,406,797
Medical fees	1,695,506	1,856,217	13,643,020	13,498,459
Other fees	2,064,591	846,656	11,143,976	8,397,727
Depreciation	1,813,887	1,699,801	14,301,790	13,491,102
All other expense	1,157,339	1,183,388	9,335,276	8,992,780
Total operating expenses	<u>39,520,624</u>	<u>38,004,458</u>	<u>330,401,319</u>	<u>310,021,000</u>
Income from operations	<u>7,421,254</u>	<u>7,462,462</u>	<u>67,455,468</u>	<u>86,963,044</u>
Non-operating income:				
Donations	166,667	166,667	1,833,333	1,337,533
Property taxes	333,333	333,333	2,666,667	2,666,667
Investment income	(1,339,005)	2,009,290	698,737	4,032,615
Taxes and licenses	0	0	0	0
Income from subsidiaries	(3,375,242)	(3,089,416)	(29,784,331)	(18,390,195)
Total non-operating income	<u>(4,214,247)</u>	<u>(580,126)</u>	<u>(24,585,594)</u>	<u>(10,353,380)</u>
Operating and non-operating income	3,207,006	6,882,336	42,869,874	76,609,664
Net assets to begin	<u>785,469,764</u>	<u>704,152,022</u>	<u>745,806,897</u>	<u>634,424,695</u>
Net assets to end	<u>\$ 788,676,771</u>	<u>\$ 711,034,359</u>	<u>\$ 788,676,771</u>	<u>\$ 711,034,359</u>
Net income excluding non-recurring items	\$ (2,544,585)	\$ 6,882,336	\$ 35,499,174	\$ 76,785,021
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>5,751,591</u>	<u>0</u>	<u>7,370,700</u>	<u>(175,357)</u>
Operating and non-operating income	<u>\$ 3,207,006</u>	<u>\$ 6,882,336</u>	<u>\$ 42,869,874</u>	<u>\$ 76,609,664</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
SCHEDULES OF INVESTMENT INCOME
February 28, 2021**

	Month of February,		Eight months ended February 28,	
	current year	prior year	current year	prior year
Detail of other operating income:				
Dietary revenue	\$ 117,586	\$ 171,609	\$ 1,063,349	\$ 1,364,367
Discounts and scrap sale	293,854	228,757	516,508	1,296,916
Sale of products and services	8,317	4,649	169,566	164,058
Clinical trial fees	0	0	46,128	0
Stimulus Funds	0	0	0	0
Rental income	154,696	140,992	1,270,199	1,144,290
Other	257,705	322,918	6,918,396	6,766,696
	<u>\$ 832,158</u>	<u>\$ 868,925</u>	<u>\$ 9,984,146</u>	<u>\$ 10,736,327</u>
Detail of investment income:				
Bank and payor interest	\$ (57,868)	\$ 270,304	\$ 914,746	\$ 1,904,582
Income from investments	(1,280,498)	1,735,986	(244,002)	2,121,376
Gain or loss on property and equipment	(639)	3,000	27,994	6,657
	<u>\$ (1,339,005)</u>	<u>\$ 2,009,290</u>	<u>\$ 698,737</u>	<u>\$ 4,032,615</u>
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (169,232)	\$ (11,086)	\$ (1,424,955)	\$ (744,688)
Neurological Clinic	(89,966)	(124,312)	(658,171)	(624,735)
Palliative Care Clinic	(41,086)	(82,619)	(586,094)	(459,315)
Surgery Clinic	(204,322)	(145,390)	(1,373,609)	(729,820)
Infectious Disease Clinic	(2,318)	(73,069)	(214,095)	(241,111)
Endocrinology Clinic	(131,361)	(168,381)	(1,464,188)	(1,062,733)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(710,275)	(639,962)	(4,173,911)	(3,642,924)
OB/GYN Clinic	(397,565)	(110,335)	(2,939,223)	(1,305,203)
PrimeCare Medical Group	(754,435)	(1,037,557)	(7,437,080)	(4,779,482)
Oncology Clinic	(389,832)	(320,907)	(2,203,994)	(1,737,901)
Cardiac Surgery	(165,335)	(222,057)	(1,397,092)	(833,671)
Sleep Center	(55,288)	(119,277)	(535,623)	(608,599)
Rheumatology	50,962	(48,021)	(351,876)	(197,479)
Precision Ortho MDs	(364,547)	(365,235)	(3,207,215)	(2,234,040)
Precision Ortho-MRI	(152)	(10,752)	(1,515)	(4,115)
Precision Ortho-PT	(47,481)	(23,003)	(376,977)	(26,670)
Dermatology	(17,352)	(30,687)	(244,804)	(1,437)
Hospitalists	0	1	0	(1)
Behavioral Health	(73,690)	(53,412)	(578,334)	(387,724)
Pediatric Diabetes	(7,031)	(44,617)	(242,632)	(251,866)
Neurosurgery	377	(26,712)	(249,288)	(149,807)
Multi-Specialty-RR	21,551	5,148	19,673	88,052
Radiology	(187,923)	0	(1,651,045)	0
Total SVMC	(3,736,301)	(3,652,242)	(31,292,048)	(19,935,269)
Doctors on Duty	(26,617)	39,475	181,071	538,584
Assisted Living	(4,811)	(2,623)	(54,359)	(43,486)
Salinas Valley Imaging	0	(228)	(19,974)	22,616
Vantage Surgery Center	20,012	19,349	165,351	153,596
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	159,239	(69,680)	705,025	956,306
Aspire/CHI/Coastal	181,314	261,394	(125,158)	(784,810)
Apex	(2,482)	213,660	36,707	332,640
21st Century Oncology	44,623	34,238	(72,284)	140,569
Monterey Bay Endoscopy Center	(10,219)	67,243	691,337	229,058
	<u>\$ (3,375,242)</u>	<u>\$ (3,089,416)</u>	<u>\$ (29,784,331)</u>	<u>\$ (18,390,195)</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
BALANCE SHEETS
February 28, 2021**

	<u>Current year</u>	<u>Prior year</u>
A S S E T S		
Current assets:		
Cash and cash equivalents	\$ 296,248,136	\$ 196,158,086
Patient accounts receivable, net of estimated uncollectibles of \$23,731,931	94,723,928	77,499,968
Supplies inventory at cost	8,402,003	5,994,483
Other current assets	<u>7,848,912</u>	<u>14,488,704</u>
Total current assets	<u>407,222,979</u>	<u>294,141,241</u>
Assets whose use is limited or restricted by board	<u>139,025,487</u>	<u>124,820,350</u>
Capital assets:		
Land and construction in process	48,322,022	60,936,449
Other capital assets, net of depreciation	<u>209,360,425</u>	<u>190,741,874</u>
Total capital assets	<u>257,682,447</u>	<u>251,678,323</u>
Other assets:		
Investment in Securities	147,486,496	146,003,323
Investment in SVMC	11,224,045	11,880,286
Investment in Aspire/CHI/Coastal	4,474,433	4,135,779
Investment in other affiliates	24,456,160	21,772,590
Net pension asset	<u>2,439,442</u>	<u>3,542,461</u>
Total other assets	<u>190,080,576</u>	<u>187,334,439</u>
Deferred pension outflows	<u>83,379,890</u>	<u>62,468,517</u>
	<u>\$ 1,077,391,379</u>	<u>\$ 920,442,870</u>
 LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 55,187,757	\$ 55,865,786
Due to third party payers	74,273,203	9,972,532
Current portion of self-insurance liability	<u>18,132,481</u>	<u>17,481,058</u>
Total current liabilities	147,593,441	83,319,375
Long term portion of workers comp liability	<u>14,780,831</u>	<u>17,159,668</u>
Total liabilities	<u>162,374,272</u>	<u>100,479,043</u>
Pension liability	<u>126,340,336</u>	<u>108,929,468</u>
Net assets:		
Invested in capital assets, net of related debt	257,682,447	251,678,323
Unrestricted	<u>530,994,324</u>	<u>459,356,036</u>
Total net assets	<u>788,676,771</u>	<u>711,034,359</u>
	<u>\$ 1,077,391,379</u>	<u>\$ 920,442,870</u>

SALINAS VALLEY MEMORIAL HOSPITAL
STATEMENTS OF REVENUE AND EXPENSES - BUDGET VS. ACTUAL
February 28, 2021

	Month of February,				Eight months ended February 28,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 179,747,795	\$ 167,181,192	12,566,603	7.52%	\$ 1,529,239,937	\$ 1,341,649,805	187,590,132	13.98%
Deductions from revenue	133,638,075	127,310,122	6,327,953	4.97%	1,141,367,296	1,018,409,120	122,958,176	12.07%
Net patient revenue	46,109,720	39,871,070	6,238,650	15.65%	387,872,641	323,240,685	64,631,956	19.99%
Other operating revenue	832,158	919,590	(87,432)	-9.51%	9,984,146	7,356,717	2,627,429	35.71%
Total operating revenue	46,941,878	40,790,660	6,151,218	15.08%	397,856,787	330,597,402	67,259,385	20.34%
Operating expenses:								
Salaries and wages	14,191,483	13,676,741	514,742	3.76%	127,457,148	111,774,809	15,682,339	14.03%
Compensated absences	2,377,407	2,108,332	269,075	12.76%	21,066,388	22,107,021	(1,040,633)	-4.71%
Employee benefits	6,774,423	7,112,605	(338,182)	-4.75%	58,750,416	58,087,012	663,404	1.14%
Supplies, food, and linen	5,920,149	4,828,402	1,091,747	22.61%	49,728,604	40,415,755	9,312,849	23.04%
Purchased department functions	3,525,839	3,101,959	423,880	13.66%	24,974,701	24,857,236	117,465	0.47%
Medical fees	1,695,506	1,707,116	(11,610)	-0.68%	13,643,020	13,593,600	49,420	0.36%
Other fees	2,064,591	806,306	1,258,285	156.06%	11,143,976	6,782,250	4,361,726	64.31%
Depreciation	1,813,887	1,789,255	24,632	1.38%	14,301,790	14,314,043	(12,253)	-0.09%
All other expense	1,157,339	1,332,418	(175,079)	-13.14%	9,335,276	11,213,119	(1,877,843)	-16.75%
Total operating expenses	39,520,624	36,463,134	3,057,490	8.39%	330,401,319	303,144,844	27,256,475	8.99%
Income from operations	7,421,254	4,327,526	3,093,728	71.49%	67,455,468	27,452,557	40,002,911	145.72%
Non-operating income:								
Donations	166,667	166,667	0	0.00%	1,833,333	1,333,333	500,000	37.50%
Property taxes	333,333	333,333	(0)	0.00%	2,666,667	2,666,667	0	0.00%
Investment income	(1,339,005)	160,094	(1,499,099)	-936.39%	698,737	1,280,748	(582,011)	-45.44%
Income from subsidiaries	(3,375,242)	(3,368,593)	(6,649)	0.20%	(29,784,331)	(30,330,807)	546,476	-1.80%
Total non-operating income	(4,214,247)	(2,708,500)	(1,505,747)	55.59%	(24,585,594)	(25,050,059)	464,465	-1.85%
Operating and non-operating income	\$ 3,207,007	\$ 1,619,026	1,587,981	98.08%	\$ 42,869,874	\$ 2,402,498	40,467,376	1684.39%

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Feb and eight months to date

	Month of Feb		Eight months to date		Variance
	2020	2021	2019-20	2020-21	
<u>NEWBORN STATISTICS</u>					
Medi-Cal Admissions	41	36	362	350	(12)
Other Admissions	97	84	884	758	(126)
Total Admissions	138	120	1,246	1,108	(138)
Medi-Cal Patient Days	71	55	590	523	(67)
Other Patient Days	171	132	1,524	1,221	(303)
Total Patient Days of Care	242	187	2,114	1,744	(370)
Average Daily Census	8.6	6.7	8.7	7.2	(1.5)
Medi-Cal Average Days	1.8	1.5	1.7	1.6	(0.2)
Other Average Days	0.9	1.5	1.7	1.6	(0.1)
Total Average Days Stay	1.8	1.5	1.7	1.6	(0.1)
<u>ADULTS & PEDIATRICS</u>					
Medicare Admissions	408	254	3,186	2,516	(670)
Medi-Cal Admissions	307	208	2,069	1,879	(190)
Other Admissions	395	245	2,624	2,221	(403)
Total Admissions	1,110	707	7,879	6,616	(1,263)
Medicare Patient Days	1,650	1,268	13,882	1,344	(12,538)
Medi-Cal Patient Days	1,100	969	8,795	1,048	(7,747)
Other Patient Days	917	1,020	8,074	27,144	19,070
Total Patient Days of Care	3,667	3,257	30,751	29,536	(1,215)
Average Daily Census	131.0	116.3	126.5	121.5	(5.0)
Medicare Average Length of Stay	4.0	4.4	4.4	0.5	(3.8)
Medi-Cal Average Length of Stay	3.6	3.7	3.6	0.5	(3.2)
Other Average Length of Stay	2.3	3.0	2.3	9.2	6.9
Total Average Length of Stay	3.3	3.7	3.4	3.8	0.4
Deaths	29	36	218	320	102
Total Patient Days	3,909	3,444	32,865	31,280	(1,585)
Medi-Cal Administrative Days	8	0	60	164	104
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	8	0	60	164	104
Percent Non-Acute	0.20%	0.00%	0.18%	0.52%	0.34%

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Feb and eight months to date

	Month of Feb		Eight months to date		Variance
	2020	2021	2019-20	2020-21	
<u>PATIENT DAYS BY LOCATION</u>					
Level I	264	302	2,276	2,088	(188)
Heart Center	355	315	2,819	2,721	(98)
Monitored Beds	882	699	7,292	7,001	(291)
Single Room Maternity/Obstetrics	333	308	3,346	2,765	(581)
Med/Surg - Cardiovascular	746	627	6,191	5,879	(312)
Med/Surg - Oncology	245	32	2,034	1,367	(667)
Med/Surg - Rehab	418	389	3,409	3,454	45
Pediatrics	101	137	879	746	(133)
Nursery	242	187	2,114	1,744	(370)
Neonatal Intensive Care	100	150	881	1,039	158
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	70.03%	82.97%	71.75%	65.83%	
Heart Center	81.61%	75.00%	77.02%	74.34%	
Monitored Beds	112.64%	92.46%	110.69%	106.27%	
Single Room Maternity/Obstetrics	31.03%	29.73%	37.06%	30.63%	
Med/Surg - Cardiovascular	57.16%	49.76%	56.38%	53.54%	
Med/Surg - Oncology	64.99%	8.79%	64.12%	43.10%	
Med/Surg - Rehab	55.44%	53.43%	53.74%	54.45%	
Med/Surg - Observation Care Unit	0.00%	62.61%	0.00%	59.69%	
Pediatrics	19.35%	27.18%	20.01%	16.99%	
Nursery	50.57%	40.48%	26.25%	21.66%	
Neonatal Intensive Care	31.35%	48.70%	32.82%	38.71%	

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Feb and eight months to date

	Month of Feb		Eight months to date		Variance
	2020	2021	2019-20	2020-21	
<u>DELIVERY ROOM</u>					
Total deliveries	128	115	1,225	1,090	(135)
C-Section deliveries	40	37	392	329	(63)
Percent of C-section deliveries	31.25%	32.17%	32.00%	30.18%	-1.82%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	17,979	13,104	179,084	156,630	(22,454)
Out-Patient Operating Minutes	25,981	16,135	217,292	170,695	(46,597)
Total	43,960	29,239	396,376	327,325	(69,051)
Open Heart Surgeries	13	7	95	90	(5)
In-Patient Cases	146	108	1,351	1,100	(251)
Out-Patient Cases	274	174	2,279	1,876	(403)
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	30	30	255	264	9
High Risk	667	404	5,153	4,054	(1,099)
More Than One Resource	2,744	1,987	22,094	16,859	(5,235)
One Resource	1,754	725	12,532	10,119	(2,413)
No Resources	57	26	407	304	(103)
Total	5,252	3,172	40,441	31,600	(8,841)

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Feb and eight months to date

	Month of Feb		Eight months to date		Variance
	2020	2021	2019-20	2020-21	
CENTRAL SUPPLY					
In-patient requisitions	13,768	14,610	122,313	116,728	-5,585
Out-patient requisitions	10,562	7,876	84,843	75,843	-9,000
Emergency room requisitions	2,755	1,424	25,474	12,697	-12,777
Interdepartmental requisitions	6,776	5,941	57,774	55,585	-2,189
Total requisitions	<u>33,861</u>	<u>29,851</u>	<u>290,404</u>	<u>260,853</u>	<u>-29,551</u>
LABORATORY					
In-patient procedures	33,935	32,614	283,285	286,349	3,064
Out-patient procedures	10,082	10,501	84,377	86,563	2,186
Emergency room procedures	9,927	8,343	83,468	69,277	-14,191
Total patient procedures	<u>53,944</u>	<u>51,458</u>	<u>451,130</u>	<u>442,189</u>	<u>-8,941</u>
BLOOD BANK					
Units processed	<u>236</u>	<u>321</u>	<u>2,250</u>	<u>2,317</u>	<u>67</u>
ELECTROCARDIOLOGY					
In-patient procedures	1,102	783	8,593	7,349	-1,244
Out-patient procedures	491	378	3,905	3,084	-821
Emergency room procedures	933	848	7,834	6,990	-844
Total procedures	<u>2,526</u>	<u>2,009</u>	<u>20,332</u>	<u>17,423</u>	<u>-2,909</u>
CATH LAB					
In-patient procedures	98	81	686	593	-93
Out-patient procedures	97	92	705	663	-42
Emergency room procedures	0	0	0	1	1
Total procedures	<u>195</u>	<u>173</u>	<u>1,391</u>	<u>1,257</u>	<u>-134</u>
ECHO-CARDIOLOGY					
In-patient studies	321	267	2,479	2,300	-179
Out-patient studies	175	163	1,633	1,425	-208
Emergency room studies	1	1	12	17	5
Total studies	<u>497</u>	<u>431</u>	<u>4,124</u>	<u>3,742</u>	<u>-382</u>
NEURODIAGNOSTIC					
In-patient procedures	154	136	1,411	1,245	-166
Out-patient procedures	15	32	174	201	27
Emergency room procedures	0	0	1	0	-1
Total procedures	<u>169</u>	<u>168</u>	<u>1,586</u>	<u>1,446</u>	<u>-140</u>

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
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	Month of Feb		Eight months to date		Variance
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SLEEP CENTER					
In-patient procedures	0	0	0	1	1
Out-patient procedures	189	186	1,669	1,501	-168
Emergency room procedures	0	0	0	0	0
Total procedures	189	186	1,669	1,502	-167
RADIOLOGY					
In-patient procedures	1,402	1,175	10,787	10,883	96
Out-patient procedures	489	408	3,571	4,731	1,160
Emergency room procedures	1,496	928	11,795	8,867	-2,928
Total patient procedures	3,387	2,511	26,153	24,481	-1,672
MAGNETIC RESONANCE IMAGING					
In-patient procedures	106	121	1,103	981	-122
Out-patient procedures	85	150	683	1,103	420
Emergency room procedures	8	9	91	89	-2
Total procedures	199	280	1,877	2,173	296
MAMMOGRAPHY CENTER					
In-patient procedures	3,152	2,856	29,728	23,766	-5,962
Out-patient procedures	3,136	2,837	29,611	23,627	-5,984
Emergency room procedures	0	0	7	3	-4
Total procedures	6,288	5,693	59,346	47,396	-11,950
NUCLEAR MEDICINE					
In-patient procedures	10	9	154	95	-59
Out-patient procedures	77	65	684	571	-113
Emergency room procedures	1	1	4	5	1
Total procedures	88	75	842	671	-171
PHARMACY					
In-patient prescriptions	88,441	79,238	728,988	715,594	-13,394
Out-patient prescriptions	16,347	12,494	132,571	112,472	-20,099
Emergency room prescriptions	8,670	5,034	64,285	42,017	-22,268
Total prescriptions	113,458	96,766	925,844	870,083	-55,761
RESPIRATORY THERAPY					
In-patient treatments	19,066	17,938	129,168	174,395	45,227
Out-patient treatments	638	291	4,605	3,682	-923
Emergency room treatments	621	194	3,559	1,373	-2,186
Total patient treatments	20,325	18,423	137,332	179,450	42,118
PHYSICAL THERAPY					
In-patient treatments	2,169	2,190	19,885	18,299	-1,586
Out-patient treatments	222	228	2,170	1,979	-191
Emergency room treatments	0	0	0	0	0
Total treatments	2,391	2,418	22,055	20,278	-1,777

SALINAS VALLEY MEMORIAL HOSPITAL
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	Month of Feb		Eight months to date		Variance
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OCCUPATIONAL THERAPY					
In-patient procedures	1,412	1,528	11,771	10,931	-840
Out-patient procedures	127	146	1,030	943	-87
Emergency room procedures	0	0	0	0	0
Total procedures	<u>1,539</u>	<u>1,674</u>	<u>12,801</u>	<u>11,874</u>	<u>-927</u>
SPEECH THERAPY					
In-patient treatments	348	344	2,970	3,026	56
Out-patient treatments	29	47	204	218	14
Emergency room treatments	0	0	2	0	-2
Total treatments	<u>377</u>	<u>391</u>	<u>3,176</u>	<u>3,244</u>	<u>68</u>
CARDIAC REHABILITATION					
In-patient treatments	0	0	0	0	0
Out-patient treatments	427	497	3,813	3,134	-679
Emergency room treatments	0	0	0	1	1
Total treatments	<u>427</u>	<u>497</u>	<u>3,813</u>	<u>3,135</u>	<u>-678</u>
CRITICAL DECISION UNIT					
Observation hours	<u>323</u>	<u>301</u>	<u>2,511</u>	<u>2,167</u>	<u>-344</u>
ENDOSCOPY					
In-patient procedures	61	99	723	725	2
Out-patient procedures	39	21	253	180	-73
Emergency room procedures	0	0	0	0	0
Total procedures	<u>100</u>	<u>120</u>	<u>976</u>	<u>905</u>	<u>-71</u>
C.T. SCAN					
In-patient procedures	578	523	5,192	4,326	-866
Out-patient procedures	247	421	2,129	4,019	1,890
Emergency room procedures	529	432	4,982	3,640	-1,342
Total procedures	<u>1,354</u>	<u>1,376</u>	<u>12,303</u>	<u>11,985</u>	<u>-318</u>
DIETARY					
Routine patient diets	18,936	15,458	161,504	128,612	-32,892
Meals to personnel	23,848	17,975	201,395	162,191	-39,204
Total diets and meals	<u>42,784</u>	<u>33,433</u>	<u>362,899</u>	<u>290,803</u>	<u>-72,096</u>
LAUNDRY AND LINEN					
Total pounds laundered	<u>104,319</u>	<u>92,379</u>	<u>1,031,211</u>	<u>802,467</u>	<u>-228,744</u>

PUBLIC INPUT

CLOSED SESSION

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

*RECONVENE OPEN SESSION/
REPORT ON CLOSED SESSION*

*ADJOURNMENT – THE APRIL 2021
QUALITY AND EFFICIENT
PRACTICES COMMITTEE MEETING IS
SCHEDULED FOR MONDAY,
APRIL 26, 2021, AT 8:30 A.M.*