

September 15, 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, SEPTEMBER 19, 2022, AT 8:30 A.M., IN THE CEO CONFERENCE ROOM, DOWNING RESOURCE CENTER ROOM 117, at SALINAS VALLEY MEMORIAL HOSPITAL, 450 E. ROMIE LANE, SALINAS, CALIFORNIA, OR VIA TELECONFERENCE (Visit svmh.com/virtualboardmeeting for Access Information).**

Pursuant to SVMHS Board Resolution No. 2022-12, 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/CEO; Allen Radner, MD, CMO; Clement Miller, COO; Lisa Paulo, CNO; Rakesh Singh, MD, Medical Staff Member; Michele Averill, Community Member

**QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING – SEPTEMBER 2022
COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**MONDAY, SEPTEMBER 19, 2022
8:30 A.M. – DOWNING RESOURCE CENTER, CEO CONFERENCE ROOM 117
SALINAS VALLEY MEMORIAL HOSPITAL
450 E. ROMIE LANE, SALINAS, CALIFORNIA
OR BY PHONE OR VIDEO
(Visit svmh.com/virtualboardmeeting for Access Information)**

Pursuant to SVMHS Board Resolution No. 2022-12, 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 August 22, 2022 (DELGADO)

- Motion/Second
- Action by Committee/Roll Call Vote

2. Patient Care Services Update (PAULO)

3. Financial and Statistical Review (CLEVELAND)

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

6. Reconvene Open Session/Report on Closed Session

7. Adjournment

The October 2022 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, October 24, 2022 at 8:30 a.m.**

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.

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.

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 Board Clerk during regular business hours at 831-755-0741. Notification received 48 hours before the meeting will enable the District to make reasonable accommodations.

**QUALITY & 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

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, hospital internal audit report, or report of quality assurance committee): _____

1. Report of the Medical Staff Quality and Safety Committee

ADJOURN TO OPEN SESSION

Board Paper: Quality & Efficient Practices Committee

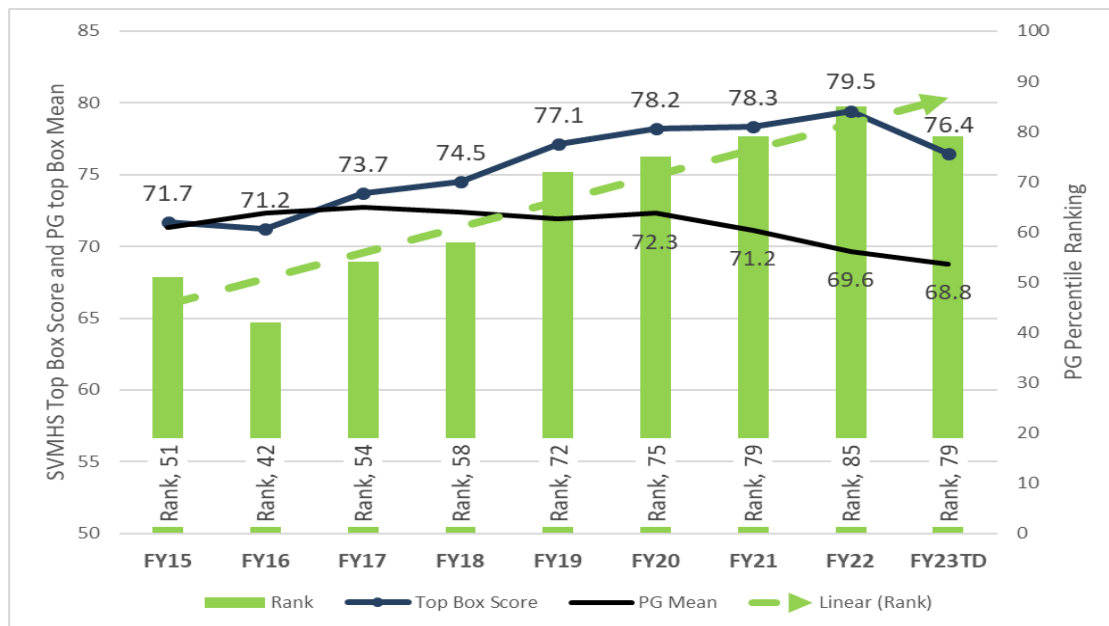
Agenda: Patient Care Services Update
 Executive: Lisa Paulo, MSN/MPA, RN
 Sponsor: Chief Nursing Officer
 Date: September 19, 2022

Pillar/Goal Alignment:

Service People Quality Finance Growth Community

PATIENT EXPERIENCE:

■ Inpatient Rating:



■ Patient Experience From a Magnet® Outcome Point of View:

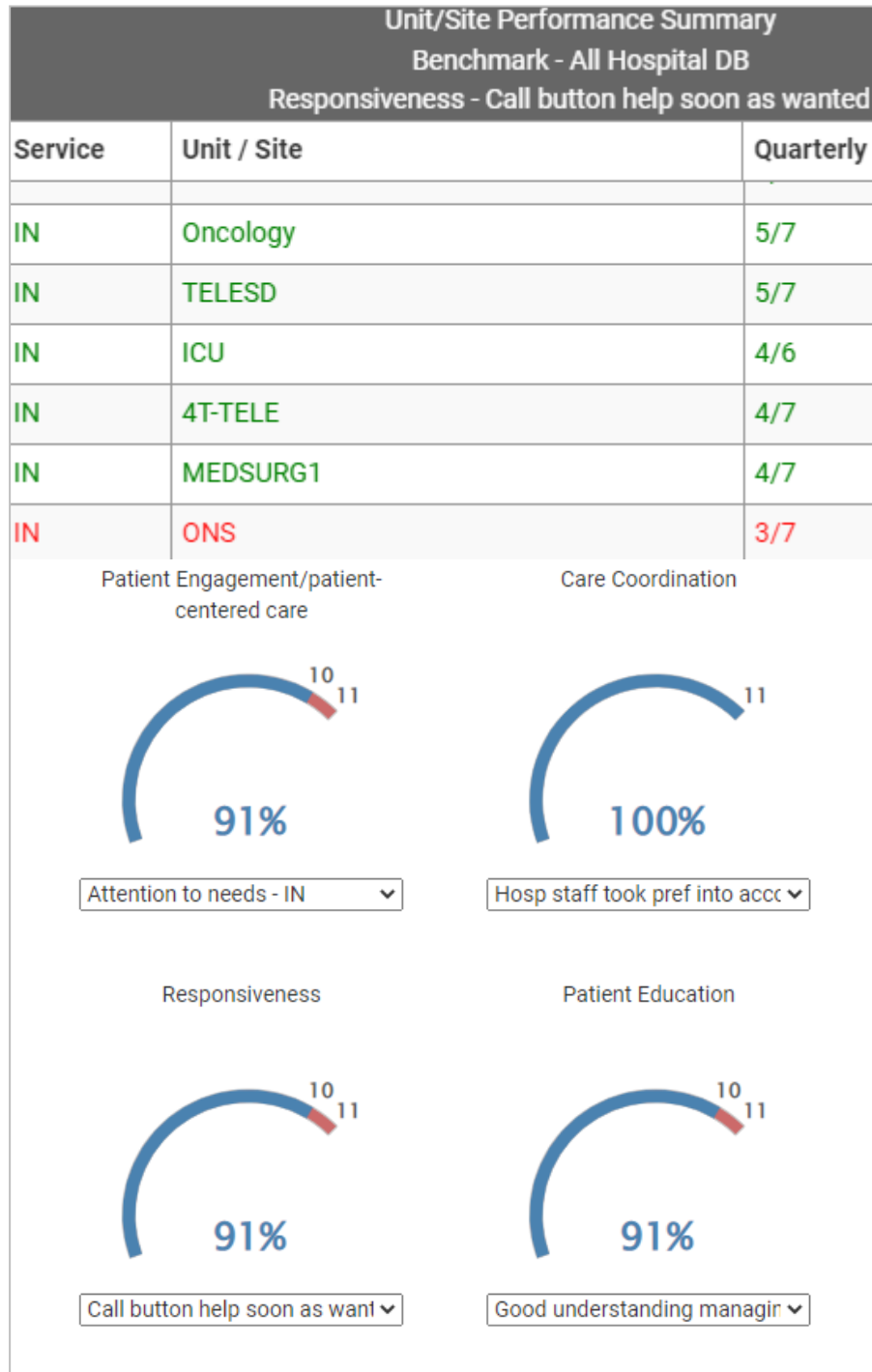
9 Categories:

- | | |
|---|-----------------------|
| 1. Patient Engagement/Patient Centered Care | 5. Courtesy & Respect |
| 2. Care Coordination | 6. Responsiveness |
| 3. Safety | 7. Patient Education |
| 4. Service Recovery | 8. Pain |
| | 9. Careful Listening |

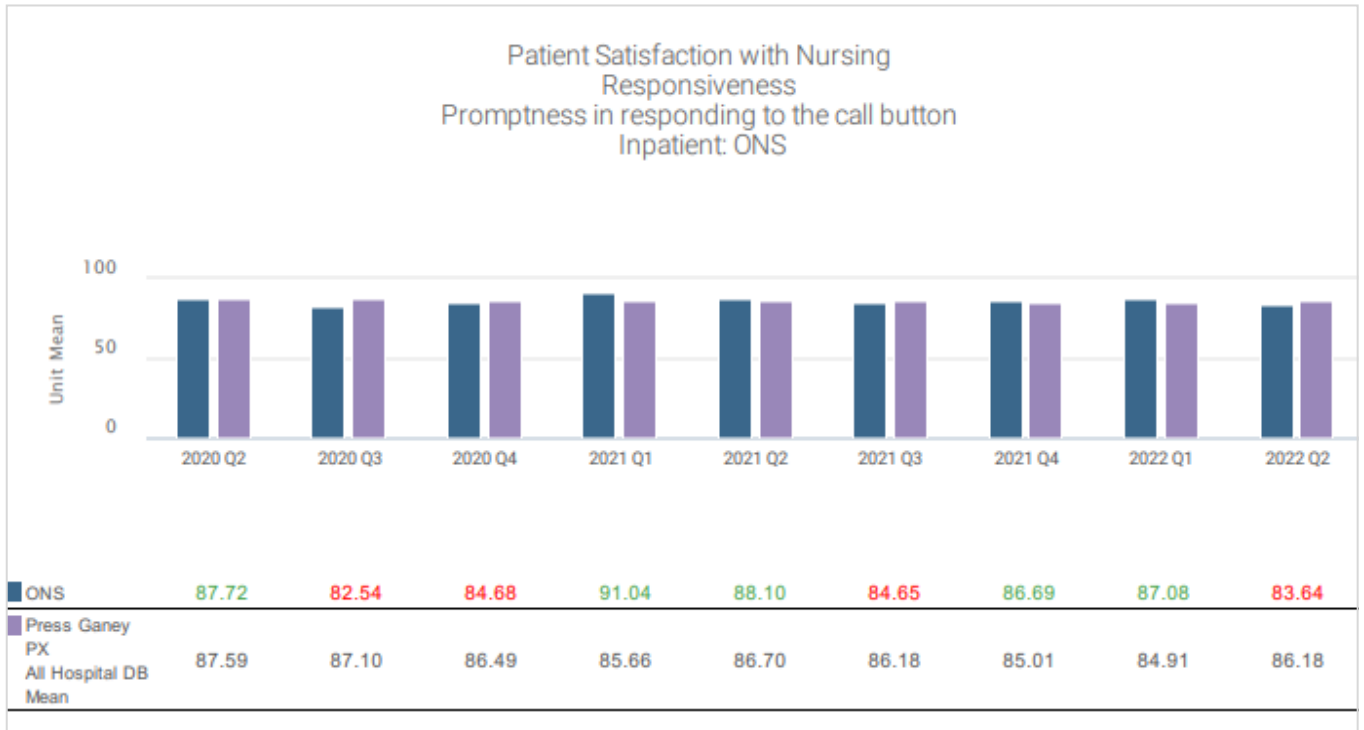
- ANCC Magnet® focuses on the survey questions aligned with the 9 categories that are considered nurse sensitive
- >50% of the units must outperform the benchmark in at least 5 of the past 8 quarters– in 4 of the 9 categories (Inpatient, Ambulatory, ED, Peds & NICU)

▪ **Inpatient Example:**

Responsiveness – [Call button help as soon as you wanted](#) – 10 of 11 units exceeded the benchmark in 5 of 8 quarters. Ortho/Neuro/Spine was the outlier



■ **Ortho/Nuero/Spine (ONS) Highlighted for Responsiveness:**



QUALITY:

Med-Surg Cluster Practice Council

3Main | 3Tower/Oncology | 4Main/OrthoNeuroSpine (ONS) | Peds

Members:

- Anna Paz Mercado, BSN, RN, ONC (Chair)
- Natasha Limosnero, BSN, RN, PHN, CMSRN (Co-Chair)
- MJ Andalio-Angeles, RN, FCN
- Liezl Anne Duesdieker, BSN, RN, CMSRN
- Maybelle Peters, BSN, RN, CMSRN
- Lisa Sandberg, BSN, RN, CPN
- Brittnee Sandoval, RN
- Catalino Santos Jr., BSN, RN, RN-BC

Advisor: Elvira Delfin BSN, RN, CMSRN, ONC
 Clinical Manager 4M/OrthoNeuroSpine

Our Purpose:

- To identify and implement standards of care and evidenced-based practice specific to the Med-Surg Cluster
- To identify and resolve clinical and system issues impacting or affecting care coordination, a healthy work environment, the delivery of patient-family centered care, patient safety and clinical outcomes.

Our Goal:

- Improve nursing practice
- Increase nurse satisfaction
- Achieve excellent patient outcome & improve patient satisfaction
- Enhance patient experience



What We've Done: Thumbprint in a Bottle Keepsake

Purpose

To provide a Thumbprint-in-a-bottle Keepsake for the families of end-of-life patients to help them through the healing process

Background: Evidence-based Research

- An article from Clinical Journal of Oncology Nursing titled "Nursing Care at the End of Life" concluded that one way of helping family members during the peri-death experience is to create a memory keepsake. (Boyle, 2019)
- Creating memory keepsake reduces family distress and enhance nurses' satisfaction with their role in facilitating a "good death". (Boyle, 2019)
- "...keepsakes are tangible items that are highly valued by family members and the creation of the keepsake with the clinical staff as a valuable experience and viewed as a gesture of compassion." (Neville et. al, 2020)



*Thumbprint in a Bottle Keepsake Poster
Presentation at the AMSN 31st Annual
Convention in San Antonio, Texas September
29 – October 2*

"It is so touching that you provide such a keepsake to remember him by, thank you so much."
Statement from family

"The first time I gave it, she was really happy and said it was nice. She got teary eyes."
Statement from staff

"The family asked me all sorts of questions, why are we doing that, so I explained. At the end, he was thankful."
Statement from staff

"The family loves it."
Statement from staff



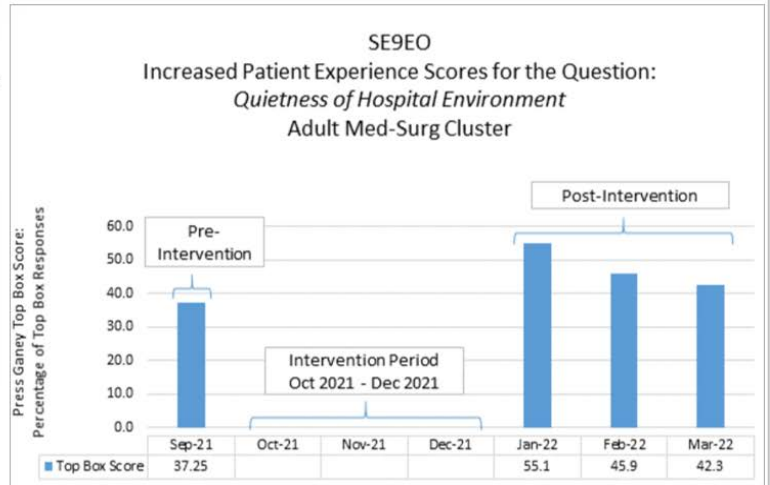
What We've Done: Quietness at Night Relaunch

Purpose

To help improve patient experience and promote a healing environment for our patients

Quiet Champion Role

- Dim hallway/unit lights
- Close patient doors (when appropriate)
- Staff awareness of loud conversations
- Provide quiet packs to patients
- Identify noisy equipment and submit work order to Engineering



“SHHH ...SILENT HALLS HELP HEALING”



Where Are We: Partner In Care Initiative

Background: Nurse Engagement Survey

- Low scores on autonomy and RN to RN teamwork & collaboration domains

Purpose of Partner In Care

- Improve nurse workflow/efficiency
- Promote teamwork
- Cultivate better communication amongst unit staff
- Reduce demands of Charge Nurse and afford opportunity for the Charge Nurse to prioritize and focus on leadership role
- Opportunity to practice Peer Feedback & create stronger professional connections with peers



Where Are We: Partner In Care Initiative

Item	ANCC Category	Percent of Work Units above the National Average	National Nursing Excellence July 2021 Average	Med Surg - (41)	ONC - (21)	ONS - (37)	Pediatrics - (16)
When appropriate, I can act on my own without asking for approval.	Autonomy	52.17%	3.94	3.90	3.81	3.86	3.56
Within my scope of nursing practice, I have the freedom to act on what I know is in the best interest of the patient.	Autonomy	56.52%	4.15	4.17	3.95	4.11	4.06
I have the opportunity to influence nursing practice at this organization.	Autonomy	91.30%	3.76	4.05	3.95	4.00	3.81
I am involved in quality improvement activities.	Fundamentals of Quality Nursing Care	47.83%	3.84	3.83	3.63	3.62	3.75
The person I report to encourages teamwork.	RN to RN Teamwork and Collaboration	69.57%	4.25	4.24	4.05	4.32	4.38
My work unit works well together.	RN to RN Teamwork and Collaboration	73.91%	4.24	4.34	4.52	4.27	4.69
Nurses in my work unit help others to accomplish their work.	RN to RN Teamwork and Collaboration	52.17%	4.29	4.27	4.35	4.14	4.44
Nurses in my work unit help others even when it's not part of their job.	RN to RN Teamwork and Collaboration	60.87%	4.23	4.28	4.29	4.08	4.44



What Is Coming:

- Thumbprint keepsake card
- Standardize oral care regimen among MedSurg patients
- Finalize Common Medication Handout project
- Collaborate with Leadership to help address concerns from the recent Nurse Engagement survey



Financial Performance Review

August 2022

Augustine Lopez
Chief Financial Officer

Consolidated Financial Summary

For the Month of August 2022 – No Normalizing Items

\$ in Millions	For the Month of August 2022				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 62.8	\$ 57.7	\$ 5.1		8.8%
Operating Expense	\$ 59.2	\$ 56.4	\$ (2.8)		-5.0%
Income from Operations*	\$ 3.6	\$ 1.3	\$ 2.3		176.9%
<i>Operating Margin %</i>	5.7%	2.4%	3.3%		137.50%
Non Operating Income**	\$ (0.4)	\$ 1.0	\$ (1.4)		-140.0%
Net Income	\$ 3.2	\$ 2.3	\$ 0.9		39.1%
<i>Net Income Margin %</i>	5.0%	4.1%	0.9%		22.0%

Favorable performance was driven by:

- A very strong revenue month both in inpatient and outpatient services
- Total gross revenues were over budget by \$25 million (12%)
- Total admissions were 177 admits (20%) above budget
- The average daily census was 11% above budget at 124
- Total net patient revenues were \$5.1 million (9%) above budget:
 - OP infusion cases were at 1,018, the highest level in the last 2 years
 - IP and OP surgical cases were above budget by 18% and 8%, respectively
 - Commercial revenue performance was 6% better than expected
- Increased patient volume coupled with staffing challenges required higher than expected contract labor and overtime utilization
- Overall Labor Productivity was favorable by 8% (71 FTEs)

Consolidated Financial Summary

Year-to-Date August 2022

Profit/Loss Statement

\$ in Millions	FY 2022 YTD August			
	Actual	Budget	Variance fav (unfav)	
			\$VAR	%VAR
Operating Revenue	\$ 115.5	\$ 115.0	\$ 0.5	0.4%
Operating Expense	\$ 112.6	\$ 112.2	\$ (0.4)	-0.4%
Income from Operations*	\$ 2.9	\$ 2.8	\$ 0.1	3.6%
<i>Operating Margin %</i>	<i>2.5%</i>	<i>2.4%</i>	<i>0.1%</i>	<i>4.2%</i>
Non Operating Income**	\$ 2.8	\$ 1.9	\$ 0.9	47.4%
Net Income	\$ 5.7	\$ 4.7	\$ 1.0	21.3%
<i>Net Income Margin %</i>	<i>4.9%</i>	<i>4.1%</i>	<i>0.8%</i>	<i>19.5%</i>

SVMH Financial Highlights August 2022

Gross
Revenues were
Favorable

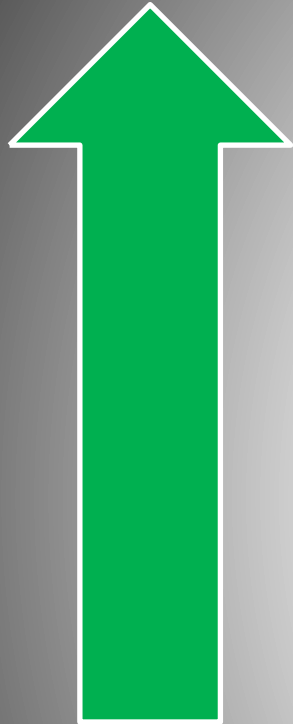
- **Gross Revenues** were 12 % *favorable* to budget
- **IP gross revenues** were 11% *favorable* to budget
- **ED gross revenues** were 5% *favorable* budget
- **OP gross revenues** were 17% *favorable* to budget in the following areas:
 - Infusion Therapy
 - Radiology
 - Surgery
 - Cardiology/Cath Lab

- **Commercial:** 6% above budget
- **Medicaid:** 12% above budget
- **Medicare:** 16% above budget

Payor Mix –
unfavorable to budget

Total Normalized
Net Patient
Revenues were
\$54.0M, which was
Favorable to budget
by \$5.8M or 12.1%

Financial Summary – August 2022



- 1) Higher than expected Inpatient business:
 - Average daily census was at 128, 11% above budget of 115
- 2) Total admissions were 20% (177 admits) above budget
 - ER admissions were 25% above budget (163 admits)
- 3) ER Outpatient visits were above budget by 15% at 4,659
- 4) Inpatient Surgeries were 18% (25 cases) above budget at 166
- 5) Higher than expected Outpatient business:
 - Predominantly due to higher than budgeted volumes in Infusion Therapy, Surgery, Radiology, Cardiology and Cath Lab
- 6) Outpatient Surgeries were 8% (20 cases) above budget at 259
- 7) Covid cases decreased to 49 cases, a decrease of 37% over prior month
- 8) OP Observation cases were relatively on target at 168



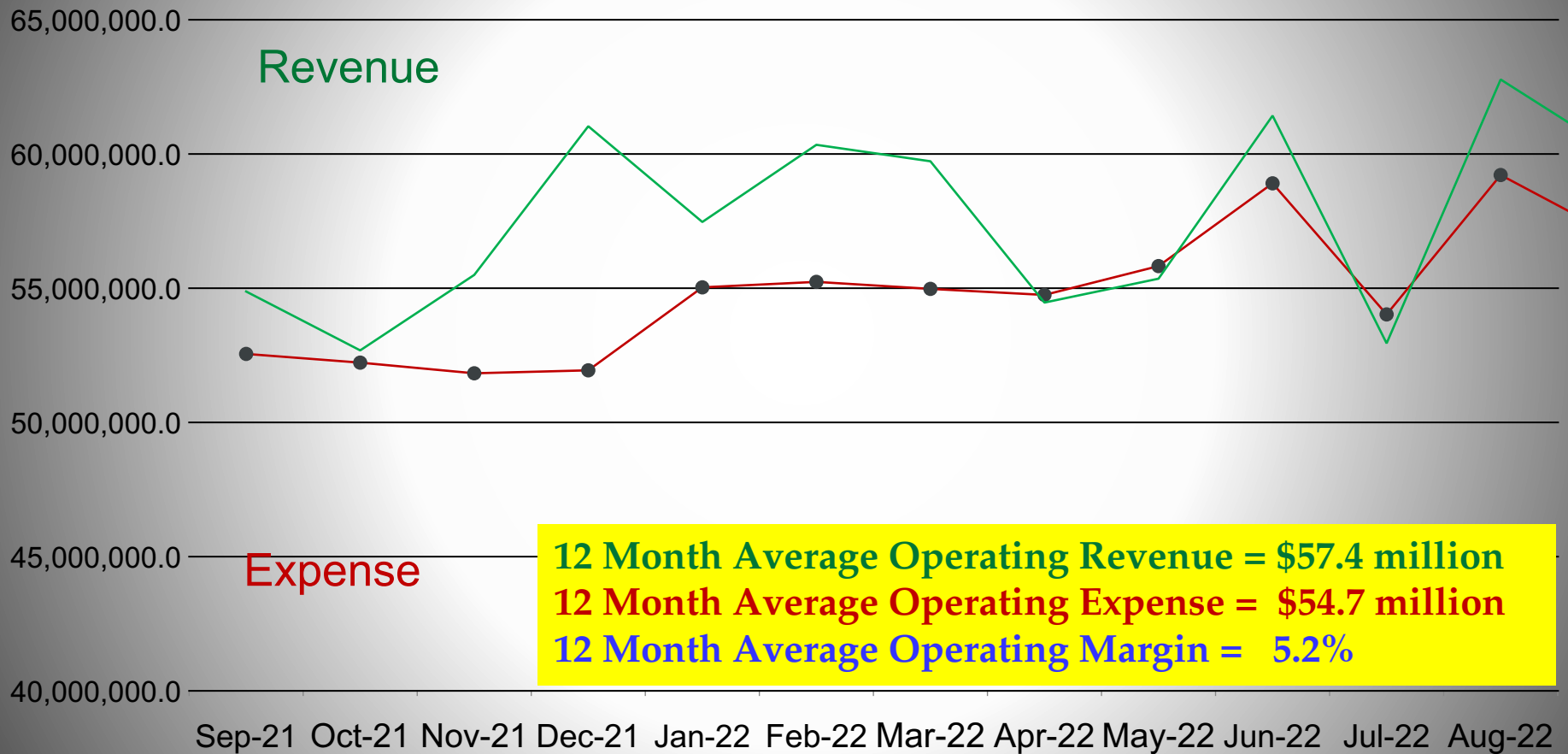
9) Medicare Traditional ALOS CMI adjusted was 1% unfavorable at 2.36 days with a Case Mix Index of 1.6

10) Deliveries were 8% (11 deliveries) below budget at 128



SVMHS Operating Revenues & Expenses (Normalized)

Rolling 12 Months: September 21 through August 22



SVMHS Key Financial Indicators

Statistic	YTD Aug-22	SVMHS Target	+/-	S&P A+ Rated Hospitals	+/-	YTD Aug-21	+/-
Operating Margin*	2.5%	9.0%		4.0%		9.4%	
Total Margin*	4.9%	10.8%		6.6%		11.8%	
EBITDA Margin**	6.7%	13.4%		13.6%		13.4%	
Days of Cash*	340	305		249		374	
Days of Accounts Payable*	48	45		-		43	
Days of Net Accounts Receivable***	49	45		49		46	
Supply Expense as % NPR	12.9%	15.0%		-		12.3%	
SWB Expense as % NPR	55.7%	53.0%		53.7%		52.1%	
Operating Expense per APD*	6,223	4,992		-		6,377	

*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
August 31, 2022

	<u>Month of August,</u>		<u>Two months ended August 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 54,037,184	\$ 50,527,025	\$ 98,206,039	\$ 98,046,847
Other operating revenue	876,946	913,420	1,573,099	2,158,504
Total operating revenue	<u>54,914,130</u>	<u>51,440,445</u>	<u>99,779,138</u>	<u>100,205,351</u>
Total operating expenses	48,625,055	42,142,696	91,460,304	82,968,742
Total non-operating income	<u>(4,049,023)</u>	<u>(1,134,115)</u>	<u>(2,654,432)</u>	<u>(3,712,828)</u>
Operating and non-operating income	<u>\$ 2,240,052</u>	<u>\$ 8,163,633</u>	<u>\$ 5,664,402</u>	<u>\$ 13,523,781</u>

SALINAS VALLEY MEMORIAL HOSPITAL
 BALANCE SHEETS
 August 31, 2022

	<u>Current year</u>	<u>Prior year</u>
ASSETS:		
Current assets	\$ 396,181,983	\$ 425,877,230
Assets whose use is limited or restricted by board	150,535,522	145,675,896
Capital assets	237,862,825	242,436,010
Other assets	178,772,188	188,380,129
Deferred pension outflows	<u>95,401,205</u>	<u>50,119,236</u>
	<u>\$ 1,058,753,723</u>	<u>\$ 1,052,488,501</u>
LIABILITIES AND EQUITY:		
Current liabilities	103,058,453	130,468,527
Long term liabilities	14,058,922	14,556,513
	76,126,944	83,585,120
Net assets	<u>865,509,404</u>	<u>823,878,341</u>
	<u>\$ 1,058,753,723</u>	<u>\$ 1,052,488,501</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
SCHEDULES OF NET PATIENT REVENUE
August 31, 2022**

	<u>Month of August,</u>		<u>Two months ended August 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	2,030	1,575	3,896	3,142
Medi-Cal	1,036	1,006	2,125	1,964
Commercial insurance	770	738	1,548	1,442
Other patient	109	126	219	273
Total patient days	<u>3,945</u>	<u>3,445</u>	<u>7,788</u>	<u>6,821</u>
Gross revenue:				
Medicare	\$ 107,307,516	\$ 92,022,820	\$ 201,070,959	\$ 181,832,564
Medi-Cal	64,717,339	58,046,182	123,547,651	114,281,809
Commercial insurance	54,731,567	46,776,796	103,825,171	98,894,465
Other patient	<u>8,307,858</u>	<u>8,188,797</u>	<u>16,651,622</u>	<u>17,896,110</u>
Gross revenue	<u>235,064,280</u>	<u>205,034,595</u>	<u>445,095,403</u>	<u>412,904,948</u>
Deductions from revenue:				
Administrative adjustment	445,416	297,324	502,780	494,412
Charity care	922,558	1,798,274	1,718,108	2,677,903
Contractual adjustments:				
Medicare outpatient	32,066,624	28,466,678	61,578,570	56,651,761
Medicare inpatient	46,992,416	35,954,117	90,293,094	73,118,138
Medi-Cal traditional outpatient	3,530,319	2,613,718	6,728,151	4,908,906
Medi-Cal traditional inpatient	3,890,601	6,995,705	8,987,520	11,803,120
Medi-Cal managed care outpatient	25,051,448	22,747,993	48,183,509	46,122,124
Medi-Cal managed care inpatient	23,830,410	19,944,312	45,486,678	41,928,697
Commercial insurance outpatient	18,777,864	15,112,176	35,119,730	32,785,474
Commercial insurance inpatient	20,752,986	16,735,540	38,444,130	34,635,416
Uncollectible accounts expense	4,175,568	3,670,707	7,900,767	7,769,507
Other payors	<u>590,886</u>	<u>171,026</u>	<u>1,946,327</u>	<u>1,962,643</u>
Deductions from revenue	<u>181,027,096</u>	<u>154,507,570</u>	<u>346,889,364</u>	<u>314,858,101</u>
Net patient revenue	<u>\$ 54,037,184</u>	<u>\$ 50,527,025</u>	<u>\$ 98,206,039</u>	<u>\$ 98,046,847</u>
Gross billed charges by patient type:				
Inpatient	\$ 124,806,208	\$ 107,404,639	\$ 236,050,463	\$ 216,472,072
Outpatient	82,086,994	70,186,240	153,682,338	141,297,959
Emergency room	<u>28,171,080</u>	<u>27,443,716</u>	<u>55,362,602</u>	<u>55,134,917</u>
Total	<u>\$ 235,064,282</u>	<u>\$ 205,034,595</u>	<u>\$ 445,095,403</u>	<u>\$ 412,904,948</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
STATEMENTS OF REVENUE AND EXPENSES
August 31, 2022**

	<u>Month of August,</u>		<u>Two months ended August 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 54,037,184	\$ 50,527,025	\$ 98,206,039	\$ 98,046,847
Other operating revenue	876,946	913,420	1,573,099	2,158,504
Total operating revenue	<u>54,914,130</u>	<u>51,440,445</u>	<u>99,779,138</u>	<u>100,205,351</u>
Operating expenses:				
Salaries and wages	19,579,449	15,800,754	35,638,600	31,260,761
Compensated absences	2,826,365	2,550,349	5,439,480	5,086,925
Employee benefits	7,587,087	7,652,176	14,805,225	15,296,605
Supplies, food, and linen	6,863,466	6,434,802	12,972,922	12,004,398
Purchased department functions	3,641,021	2,899,532	7,215,400	6,261,761
Medical fees	2,001,209	2,195,012	3,370,302	4,054,631
Other fees	2,284,660	1,136,907	4,639,728	2,348,840
Depreciation	2,139,860	1,759,187	4,031,730	3,568,103
All other expense	1,701,938	1,713,977	3,346,917	3,086,718
Total operating expenses	<u>48,625,055</u>	<u>42,142,696</u>	<u>91,460,304</u>	<u>82,968,742</u>
Income from operations	<u>6,289,075</u>	<u>9,297,749</u>	<u>8,318,834</u>	<u>17,236,609</u>
Non-operating income:				
Donations	170,325	166,667	2,131,824	333,333
Property taxes	333,333	333,333	666,667	666,667
Investment income	(2,319,356)	(187,030)	(240,526)	352,291
Taxes and licenses	0	0	0	0
Income from subsidiaries	(2,233,325)	(1,447,085)	(5,212,397)	(5,065,119)
Total non-operating income	<u>(4,049,023)</u>	<u>(1,134,115)</u>	<u>(2,654,432)</u>	<u>(3,712,828)</u>
Operating and non-operating income	2,240,052	8,163,633	5,664,402	13,523,781
Net assets to begin	<u>863,269,351</u>	<u>815,714,708</u>	<u>859,845,002</u>	<u>810,354,560</u>
Net assets to end	<u>\$ 865,509,404</u>	<u>\$ 823,878,341</u>	<u>\$ 865,509,404</u>	<u>\$ 823,878,341</u>
Net income excluding non-recurring items	\$ 2,240,052	\$ 8,163,633	\$ 5,664,402	\$ 13,523,781
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Operating and non-operating income	<u>\$ 2,240,052</u>	<u>\$ 8,163,633</u>	<u>\$ 5,664,402</u>	<u>\$ 13,523,781</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
SCHEDULES OF INVESTMENT INCOME
August 31, 2022**

	<u>Month of August,</u>		<u>Two months ended August 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Detail of other operating income:				
Dietary revenue	\$ 117,173	\$ 131,757	\$ 261,932	\$ 268,075
Discounts and scrap sale	267,808	272,517	273,675	272,477
Sale of products and services	68,008	12,740	79,570	65,686
Clinical trial fees	0	0	0	6,976
Stimulus Funds	0	0	0	0
Rental income	174,735	161,292	349,851	320,613
Other	249,222	335,114	608,071	1,224,677
Total	\$ 876,946	\$ 913,420	\$ 1,573,099	\$ 2,158,504
Detail of investment income:				
Bank and payor interest	\$ 143,730	\$ 140,754	\$ 517,820	\$ 204,942
Income from investments	(2,463,086)	(380,958)	(758,346)	82,621
Gain or loss on property and equipment	0	53,174	0	64,728
Total	\$ (2,319,356)	\$ (187,030)	\$ (240,526)	\$ 352,291
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (200,808)	\$ (239,146)	\$ (407,414)	\$ (397,808)
Neurological Clinic	(29,459)	(76,078)	(76,576)	(93,722)
Palliative Care Clinic	(55,680)	(35,498)	(132,254)	(146,532)
Surgery Clinic	(197,637)	(78,639)	(290,416)	(197,450)
Infectious Disease Clinic	(28,792)	(8,217)	(54,844)	(41,926)
Endocrinology Clinic	(229,051)	(103,658)	(360,338)	(214,864)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(273,445)	(550,839)	(750,274)	(776,610)
OB/GYN Clinic	(336,004)	(374,547)	(612,418)	(704,568)
PrimeCare Medical Group	(353,702)	1,384,254	(888,298)	(699,410)
Oncology Clinic	(327,564)	(524,635)	(503,258)	(768,194)
Cardiac Surgery	(203,668)	(184,501)	(437,700)	(335,858)
Sleep Center	(44,249)	(14,434)	(83,084)	(56,524)
Rheumatology	(63,242)	(32,339)	(116,222)	(87,790)
Precision Ortho MDs	(218,034)	(430,217)	(444,216)	(529,016)
Precision Ortho-MRI	0	0	0	0
Precision Ortho-PT	(192,000)	(26,885)	(224,994)	(71,122)
Vaccine Clinic	124	0	(224)	0
Dermatology	(121,216)	(25,592)	(125,298)	(46,502)
Hospitalists	0	0	0	0
Behavioral Health	690,215	(50,214)	644,118	(125,722)
Pediatric Diabetes	(43,679)	(40,297)	(89,534)	(82,760)
Neurosurgery	(27,346)	(3,452)	(58,246)	(30,468)
Multi-Specialty-RR	4,947	(7,094)	10,746	3,620
Radiology	(206,339)	(275,168)	(319,116)	(550,628)
Salinas Family Practice	(62,793)	(173,270)	(173,704)	(212,232)
Urology	(190,607)	0	(221,628)	0
Total SVMC	(2,710,029)	(1,870,466)	(5,715,192)	(6,166,086)
Doctors on Duty	310,470	(603,234)	225,107	(196,087)
Vantage Surgery Center	0	22,233	0	45,452
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	84,895	958,377	189,519	1,129,204
Aspire/CHI/Coastal	0	(23,860)	(63,635)	(46,429)
Apex	34,985	14,052	34,985	31,941
21st Century Oncology	23,876	36,940	47,753	71,617
Monterey Bay Endoscopy Center	22,479	18,873	69,066	65,269
Total	\$ (2,233,325)	\$ (1,447,085)	\$ (5,212,397)	\$ (5,065,119)

**SALINAS VALLEY MEMORIAL HOSPITAL
BALANCE SHEETS
August 31, 2022**

	Current year	Prior year
A S S E T S		
Current assets:		
Cash and cash equivalents	\$ 283,829,946	\$ 334,059,094
Patient accounts receivable, net of estimated uncollectibles of \$31,429,821	84,274,211	74,253,666
Supplies inventory at cost	7,577,979	8,200,689
Other current assets	20,499,847	9,363,781
Total current assets	396,181,983	425,877,230
Assets whose use is limited or restricted by board	150,535,522	145,675,896
Capital assets:		
Land and construction in process	38,411,355	34,572,681
Other capital assets, net of depreciation	199,451,470	207,863,329
Total capital assets	237,862,825	242,436,010
Other assets:		
Investment in Securities	144,284,830	144,640,143
Investment in SVMC	8,215,812	17,069,254
Investment in Aspire/CHI/Coastal	1,615,050	3,570,360
Investment in other affiliates	23,317,446	21,290,963
Net pension asset	1,339,050	1,809,409
Total other assets	178,772,188	188,380,129
Deferred pension outflows	95,401,205	50,119,236
	\$ 1,058,753,723	\$ 1,052,488,501
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 60,432,827	\$ 54,249,539
Due to third party payers	24,708,173	58,993,558
Current portion of self-insurance liability	17,917,453	17,225,431
Total current liabilities	103,058,453	130,468,527
Long term portion of workers comp liability	14,058,922	14,556,513
Total liabilities	117,117,375	145,025,040
Pension liability	76,126,944	83,585,120
Net assets:		
Invested in capital assets, net of related debt	237,862,825	242,436,010
Unrestricted	627,646,579	581,442,331
Total net assets	865,509,404	823,878,341
	\$ 1,058,753,723	\$ 1,052,488,501

SALINAS VALLEY MEMORIAL HOSPITAL
STATEMENTS OF REVENUE AND EXPENSES - BUDGET VS. ACTUAL
August 31, 2022

	Month of August,				Two months ended August 31,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 235,064,280	\$ 209,636,473	25,427,807	12.13%	\$ 445,095,403	\$ 419,272,946	25,822,457	6.16%
Deductions from revenue	181,027,096	161,426,664	19,600,432	12.14%	346,889,364	322,641,544	24,247,820	7.52%
Net patient revenue	54,037,184	48,209,809	5,827,375	12.09%	98,206,039	96,631,402	1,574,637	1.63%
Other operating revenue	876,946	1,374,687	(497,741)	-36.21%	1,573,099	2,749,373	(1,176,274)	-42.78%
Total operating revenue	54,914,130	49,584,495	5,329,635	10.75%	99,779,138	99,380,776	398,362	0.40%
Operating expenses:								
Salaries and wages	19,579,449	16,495,676	3,083,773	18.69%	35,638,600	32,514,772	3,123,828	9.61%
Compensated absences	2,826,365	2,940,478	(114,113)	-3.88%	5,439,480	6,202,027	(762,547)	-12.30%
Employee benefits	7,587,087	7,478,099	108,988	1.46%	14,805,225	15,025,138	(219,913)	-1.46%
Supplies, food, and linen	6,863,466	6,417,896	445,570	6.94%	12,972,922	12,835,792	137,130	1.07%
Purchased department functions	3,641,021	3,491,015	150,006	4.30%	7,215,400	6,982,030	233,370	3.34%
Medical fees	2,001,209	2,026,754	(25,545)	-1.26%	3,370,302	4,053,509	(683,207)	-16.85%
Other fees	2,284,660	2,063,060	221,600	10.74%	4,639,728	4,419,568	220,160	4.98%
Depreciation	2,139,860	1,901,377	238,483	12.54%	4,031,730	3,807,660	224,070	5.88%
All other expense	1,701,938	1,767,161	(65,223)	-3.69%	3,346,917	3,534,322	(187,405)	-5.30%
Total operating expenses	48,625,055	44,581,516	4,043,539	9.07%	91,460,304	89,374,816	2,085,488	2.33%
Income from operations	6,289,075	5,002,980	1,286,095	25.71%	8,318,834	10,005,959	(1,687,125)	-16.86%
Non-operating income:								
Donations	170,325	166,667	3,658	2.19%	2,131,824	333,333	1,798,491	539.55%
Property taxes	333,333	333,333	(0)	0.00%	666,667	666,667	0	0.00%
Investment income	(2,319,356)	129,915	(2,449,271)	-1885.28%	(240,526)	259,831	(500,357)	-192.57%
Income from subsidiaries	(2,233,325)	(3,326,891)	1,093,566	-32.87%	(5,212,397)	(6,652,432)	1,440,035	-21.65%
Total non-operating income	(4,049,023)	(2,696,975)	(1,352,047)	50.13%	(2,654,432)	(5,392,601)	2,738,169	-50.78%
Operating and non-operating income	\$ 2,240,052	\$ 2,306,004	(65,952)	-2.86%	\$ 5,664,402	\$ 4,613,359	1,051,043	22.78%

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Aug and two months to date

	<u>Month of Aug</u>		<u>Two months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>NEWBORN STATISTICS</u>					
Medi-Cal Admissions	43	39	91	74	(17)
Other Admissions	94	90	187	182	(5)
Total Admissions	137	129	278	256	(22)
Medi-Cal Patient Days	64	60	138	118	(20)
Other Patient Days	145	139	321	81	(240)
Total Patient Days of Care	209	199	459	199	(260)
Average Daily Census	6.7	6.4	14.8	6.4	(8.4)
Medi-Cal Average Days	1.5	1.7	1.5	1.6	0.1
Other Average Days	1.4	1.4	1.7	0.4	(1.3)
Total Average Days Stay	1.5	1.5	1.6	0.8	(0.9)
<u>ADULTS & PEDIATRICS</u>					
Medicare Admissions	329	407	630	801	171
Medi-Cal Admissions	291	291	503	533	30
Other Admissions	394	335	599	638	39
Total Admissions	1,014	1,033	1,732	1,972	240
Medicare Patient Days	1,338	1,636	2,665	3,250	585
Medi-Cal Patient Days	1,051	1,097	2,056	2,218	162
Other Patient Days	971	1,584	1,935	(1,151)	(3,086)
Total Patient Days of Care	3,360	4,317	6,656	4,317	(2,339)
Average Daily Census	108.4	139.3	214.7	139.3	(75.5)
Medicare Average Length of Stay	4.2	4.0	4.1	4.0	(0.0)
Medi-Cal Average Length of Stay	3.7	3.3	3.2	3.5	0.3
Other Average Length of Stay	2.4	3.8	2.5	-1.4	(4.0)
Total Average Length of Stay	3.3	3.7	3.2	1.9	(1.3)
Deaths	31	21	51	42	(9)
Total Patient Days	3,569	4,516	7,115	4,516	(2,599)
Medi-Cal Administrative Days	44	9	46	23	(23)
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	44	9	46	23	(23)
Percent Non-Acute	1.23%	0.20%	0.65%	0.51%	-0.14%

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

	<u>Month of Aug</u>		<u>Two months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>PATIENT DAYS BY LOCATION</u>					
Level I	254	463	478	463	(15)
Heart Center	305	431	638	431	(207)
Monitored Beds	813	642	1,632	642	(990)
Single Room Maternity/Obstetrics	337	347	702	347	(355)
Med/Surg - Cardiovascular	604	990	1,315	990	(325)
Med/Surg - Oncology	277	226	557	226	(331)
Med/Surg - Rehab	430	633	835	633	(202)
Pediatrics	110	153	207	153	(54)
Nursery	209	199	459	199	(260)
Neonatal Intensive Care	77	0	159	0	(159)
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	63.03%	114.89%	59.31%	114.89%	
Heart Center	65.59%	92.69%	68.60%	92.69%	
Monitored Beds	97.13%	76.70%	97.49%	76.70%	
Single Room Maternity/Obstetrics	29.38%	30.25%	30.60%	30.25%	
Med/Surg - Cardiovascular	43.30%	70.97%	47.13%	70.97%	
Med/Surg - Oncology	68.73%	56.08%	69.11%	56.08%	
Med/Surg - Rehab	53.35%	78.54%	51.80%	78.54%	
Med/Surg - Observation Care Unit	0.00%	81.97%	0.00%	81.97%	
Pediatrics	19.71%	27.42%	18.55%	27.42%	
Nursery	40.86%	38.91%	22.43%	19.45%	
Neonatal Intensive Care	22.58%	0.00%	23.31%	0.00%	

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Aug and two months to date

	<u>Month of Aug</u>		<u>Two months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>DELIVERY ROOM</u>					
Total deliveries	141	135	274	254	(20)
C-Section deliveries	47	34	85	71	(14)
Percent of C-section deliveries	33.33%	25.19%	31.02%	27.95%	-3.07%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	21,010	19,891	44,428	37,292	(7,136)
Out-Patient Operating Minutes	24,231	27,185	49,948	49,024	(924)
Total	45,241	47,076	94,376	86,316	(8,060)
Open Heart Surgeries	13	15	27	22	(5)
In-Patient Cases	148	139	298	277	(21)
Out-Patient Cases	246	286	499	523	24
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	51	23	90	60	(30)
High Risk	417	563	882	1,060	178
More Than One Resource	2,649	3,002	5,272	5,872	600
One Resource	1,885	2,023	3,365	3,924	559
No Resources	146	112	228	182	(46)
Total	<u>5,148</u>	<u>5,723</u>	<u>9,837</u>	<u>11,098</u>	<u>1,261</u>

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Aug and two months to date

	<u>Month of Aug</u>		<u>Two months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
CENTRAL SUPPLY					
In-patient requisitions	16,315	15,295	102,118	105,727	3,609
Out-patient requisitions	6,250	6,730	67,967	63,426	-4,541
Emergency room requisitions	1,375	698	11,273	8,349	-2,924
Interdepartmental requisitions	7,849	7,115	49,644	44,398	-5,246
Total requisitions	<u>31,789</u>	<u>29,838</u>	<u>231,002</u>	<u>221,900</u>	<u>-9,102</u>
LABORATORY					
In-patient procedures	42,107	38,721	253,735	241,589	-12,146
Out-patient procedures	9,286	11,597	76,062	80,263	4,201
Emergency room procedures	9,433	11,145	60,934	76,430	15,496
Total patient procedures	<u>60,826</u>	<u>61,463</u>	<u>390,731</u>	<u>398,282</u>	<u>7,551</u>
BLOOD BANK					
Units processed	<u>318</u>	<u>297</u>	<u>1,996</u>	<u>1,965</u>	<u>-31</u>
ELECTROCARDIOLOGY					
In-patient procedures	1,041	1,068	6,566	6,885	319
Out-patient procedures	349	302	2,706	2,668	-38
Emergency room procedures	1,045	1,148	6,142	7,127	985
Total procedures	<u>2,435</u>	<u>2,518</u>	<u>15,414</u>	<u>16,680</u>	<u>1,266</u>
CATH LAB					
In-patient procedures	64	77	512	607	95
Out-patient procedures	51	71	571	625	54
Emergency room procedures	0	0	1	0	-1
Total procedures	<u>115</u>	<u>148</u>	<u>1,084</u>	<u>1,232</u>	<u>148</u>
ECHO-CARDIOLOGY					
In-patient studies	298	371	2,033	2,406	373
Out-patient studies	138	156	1,262	1,520	258
Emergency room studies	2	1	16	5	-11
Total studies	<u>438</u>	<u>528</u>	<u>3,311</u>	<u>3,931</u>	<u>620</u>
NEURODIAGNOSTIC					
In-patient procedures	140	165	1,109	1,090	-19
Out-patient procedures	24	27	169	164	-5
Emergency room procedures	0	0	0	0	0
Total procedures	<u>164</u>	<u>192</u>	<u>1,278</u>	<u>1,254</u>	<u>-24</u>

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Aug and two months to date

	<u>Month of Aug</u>		<u>Two months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
SLEEP CENTER					
In-patient procedures	0	0	1	0	-1
Out-patient procedures	183	167	1,315	1,153	-162
Emergency room procedures	0	0	0	0	0
Total procedures	<u>183</u>	<u>167</u>	<u>1,316</u>	<u>1,153</u>	<u>-163</u>
RADIOLOGY					
In-patient procedures	1,654	1,429	9,708	8,710	-998
Out-patient procedures	416	356	4,323	2,915	-1,408
Emergency room procedures	1,217	1,382	7,939	8,809	870
Total patient procedures	<u>3,287</u>	<u>3,167</u>	<u>21,970</u>	<u>20,434</u>	<u>-1,536</u>
MAGNETIC RESONANCE IMAGING					
In-patient procedures	105	141	860	890	30
Out-patient procedures	127	77	953	768	-185
Emergency room procedures	14	6	80	49	-31
Total procedures	<u>246</u>	<u>224</u>	<u>1,893</u>	<u>1,707</u>	<u>-186</u>
MAMMOGRAPHY CENTER					
In-patient procedures	2,718	3,550	20,910	24,711	3,801
Out-patient procedures	2,696	3,518	20,790	24,527	3,737
Emergency room procedures	3	0	3	8	5
Total procedures	<u>5,417</u>	<u>7,068</u>	<u>41,703</u>	<u>49,246</u>	<u>7,543</u>
NUCLEAR MEDICINE					
In-patient procedures	12	14	86	94	8
Out-patient procedures	61	78	506	541	35
Emergency room procedures	1	0	4	4	0
Total procedures	<u>74</u>	<u>92</u>	<u>596</u>	<u>639</u>	<u>43</u>
PHARMACY					
In-patient prescriptions	111,491	94,299	636,356	605,331	-31,025
Out-patient prescriptions	10,439	11,319	99,978	104,283	4,305
Emergency room prescriptions	5,342	7,197	36,983	48,996	12,013
Total prescriptions	<u>127,272</u>	<u>112,815</u>	<u>773,317</u>	<u>758,610</u>	<u>-14,707</u>
RESPIRATORY THERAPY					
In-patient treatments	29,606	21,738	156,457	131,478	-24,979
Out-patient treatments	143	981	3,391	7,896	4,505
Emergency room treatments	373	194	1,179	1,583	404
Total patient treatments	<u>30,122</u>	<u>22,913</u>	<u>161,027</u>	<u>140,957</u>	<u>-20,070</u>
PHYSICAL THERAPY					
In-patient treatments	2,256	2,396	16,109	16,284	175
Out-patient treatments	99	170	1,751	2,108	357
Emergency room treatments	0	0	0	0	0
Total treatments	<u>2,355</u>	<u>2,566</u>	<u>17,860</u>	<u>18,392</u>	<u>532</u>

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

	<u>Month of Aug</u>		<u>Two months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
OCCUPATIONAL THERAPY					
In-patient procedures	1,445	1,660	9,403	10,682	1,279
Out-patient procedures	74	99	797	1,086	289
Emergency room procedures	0	0	0	0	0
Total procedures	<u>1,519</u>	<u>1,759</u>	<u>10,200</u>	<u>11,768</u>	<u>1,568</u>
SPEECH THERAPY					
In-patient treatments	348	525	2,682	3,077	395
Out-patient treatments	23	28	171	200	29
Emergency room treatments	0	0	0	0	0
Total treatments	<u>371</u>	<u>553</u>	<u>2,853</u>	<u>3,277</u>	<u>424</u>
CARDIAC REHABILITATION					
In-patient treatments	0	0	0	0	0
Out-patient treatments	498	401	2,637	4,268	1,631
Emergency room treatments	0	0	1	0	-1
Total treatments	<u>498</u>	<u>401</u>	<u>2,638</u>	<u>4,268</u>	<u>1,630</u>
CRITICAL DECISION UNIT					
Observation hours	<u>378</u>	<u>344</u>	<u>1,866</u>	<u>2,252</u>	<u>386</u>
ENDOSCOPY					
In-patient procedures	85	78	626	636	10
Out-patient procedures	12	29	159	223	64
Emergency room procedures	0	0	0	0	0
Total procedures	<u>97</u>	<u>107</u>	<u>785</u>	<u>859</u>	<u>74</u>
C.T. SCAN					
In-patient procedures	537	596	3,803	4,027	224
Out-patient procedures	445	281	3,598	2,517	-1,081
Emergency room procedures	433	552	3,208	4,164	956
Total procedures	<u>1,415</u>	<u>1,429</u>	<u>10,609</u>	<u>10,708</u>	<u>99</u>
DIETARY					
Routine patient diets	17,554	21,351	113,154	130,102	16,948
Meals to personnel	19,345	21,421	144,216	152,161	7,945
Total diets and meals	<u>36,899</u>	<u>42,772</u>	<u>257,370</u>	<u>282,263</u>	<u>24,893</u>
LAUNDRY AND LINEN					
Total pounds laundered	<u>99,573</u>	<u>100,531</u>	<u>710,088</u>	<u>689,921</u>	<u>-20,167</u>

PUBLIC INPUT

CLOSED SESSION

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

*RECONVENE OPEN SESSION/
REPORT ON CLOSED SESSION*

ADJOURNMENT

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