

October 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, OCTOBER 24, 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. 2022-13, 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, Chief Medical Officer; Clement Miller, Chief Operating Officer; Lisa Paulo, Chief Nursing Officer; Rakesh Singh, MD, Medical Staff Member; Michele Averill, Community Member

**QUALITY AND EFFICIENT PRACTICES COMMITTEE
OCTOBER 2022 - COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**MONDAY, OCTOBER 24, 2022, 8:30 A.M.
DOWNING RESOURCE CENTER, CEO CONFERENCE ROOM 117
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. 2022-13, 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. Approve Minutes of the Quality and Efficient Practices Committee Meeting of September 19, 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 next Quality and Efficient Practices Committee Meeting is scheduled for **Monday, November 14, 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; and 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

**SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM
QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING
COMMITTEE OF THE WHOLE
MEETING MINUTES
SEPTEMBER 19, 2022**

SVMHS Board Resolution No. 2022-11, 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.

The Finance Committee convened in the Downing Resource Center, CEO Conference Room 117 at 8:31 a.m.

Committee Members Present:

Clement Miller, Lisa Paulo, and Rakesh Singh, MD

Via Teleconference: Michele Averill, Pete Delgado, Joel Hernandez Laguna, and Chair Juan Cabrera

Committee Members Absent:

None

Other Board Members Present Constituting Committee Of The Whole:

Regina Gage and Victor Rey

Pete Delgado joined the meeting at 8:36 a.m.

Joel Hernandez Laguna joined the meeting at 8:37 a.m.

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

**APPROVAL OF MINUTES FROM THE QUALITY AND EFFICIENT PRACTICES
COMMITTEE MEETING OF AUGUST 22, 2022**

Approve the minutes of the August 22, 2022 Quality and Efficient Practices Committee meeting. This information was included in the Committee packet.

No public input received:

MOTION:

Upon motion by Committee member Miller, second by Committee member Paulo, the Quality and Efficient Practices Committee minutes of August 22, 2022 were approved.

Ayes: Committee members: Averill, Miller Paulo, Singh, MD, and Chair Cabrera; Noes: None; Abstentions: None; Absent: Committee members: Delgado and Hernandez Laguna; Motion Carried.

PATIENT CARE SERVICES UPDATE

Lisa Paulo, MSN/MPA, RN, CENP Chief Nursing Officer provided an update on patient experience

from the Magnet® Outcome Point of View which focuses on the survey questions aligned with the 9 categories that are considered nurse sensitive. Less than 50% of the units must outperform the benchmark in at least five of the past eight quarters. The inpatient example provided, “Responsiveness - Call button help as soon as you wanted.” Ortho/Neuro/Spin (ONS) The overall promptness in responding to the call button.

Quality:

Med-Surg Cluster Practice Council Chair Anna Paz Mercado, BSN, RN; Co-Chair Natasha Limosnero, BSN, RN, CMSRN; and MJ Andalo-Angeles, RN, FCN provided the report.

The Med-Surg Cluster Practice Council:

3Main | 3Tower/Oncology | 4Main/Ortho-Neuro-Spine (ONS) | Peds

Med-Surge Cluster Practice Council identify and implement standards of care, identify and resolve clinical system issue, improve nursing practice, increase nurse and patient satisfaction, enhance patient experience, and achieve excellent patient outcomes.

What We’ve Done:

- Thumbprint in a Bottle Keepsake for families of end-of-life patients to help them through the healing process
- Quietness at Night Relaunch resulting in increased patient experience scores.

Where We Are:

- Partner in Care Initiative to improve RN to RN teamwork and collaboration.
- Enhance patient safety and satisfaction by minimizing alarm fatigue

What Is Coming:

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

Committee member Delgado congratulated staff for presenting their idea of “Thumbprint in a Bottle Keepsake” to the Academy of Medical-Surgical Nurses Annual Convention, in San Antonio Texas. Committee Chair Cabrera and Mr. Victor Rey commended the Med-Surg Unit on a job well done.

FINANCIAL AND STATISTICAL REVIEW

Scott Cleveland, Controller provided a financial and statistical performance review for the month ending August 2022. This information was included in the Committee packet.

Key highlights of the financial summary for August 2022 were: (1) Income from operations was \$3.6M with an operating margin of 5.7%, (2) Net income was \$3.2M with a net income margin of 5%; (3) Inpatient gross revenues 12%, favorable to the budget; (4) Emergency Department gross revenues were 5% favorable to the budget; (5) Outpatient gross revenues were 17% favorable to the budget in Infusion Therapy, Radiology, Surgery and Cardiology/Cath Lab; (6) Payor mix was unfavorable to the budget; (7) Total normalized net patient revenues were \$54M, which was favorable to the budget by

\$5.8M or 12.1%; (8) Inpatient surgeries and inpatient business were above budget; (9) Average daily census was 128, 11% above budget and total admissions were above budget by 20%; (10) Total acute average length of stay (ALOS) Medicare traditional ALOS CMI adjusted was 1% unfavorable; (11) Operating revenues were above expenses; (13) Days cash on hand was 340; days of net accounts receivable is 49.

PUBLIC INPUT

No public comment received.

CLOSED SESSION

Chair Cabrera announced that the item to discuss in Closed Session is *Hearings/Reports – Report of the Medical Staff Quality and Safety Committee*. The meeting recessed into Closed Session under the Closed Session protocol at 8:58 a.m.

RECONVENE OPEN SESSION/REPORT ON CLOSED SESSION

The Committee reconvened Open Session at 9:16 a.m., Chair Hernandez Laguna reported that in Closed Session, the Committee discussed *Hearings/Reports – Report of the Medical Staff Quality and Safety Committee*. No action taken in the Closed Session.

ADJOURNMENT

There being no other business, the meeting adjourned at 9:16 a.m. The October 2022 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, October 24, 2022 at 8:30 a.m.**

ATTEST:

Juan Cabrera, Chair
Quality and Efficient Practices Committee

/es

Board Paper: Quality & Efficient Practices Committee

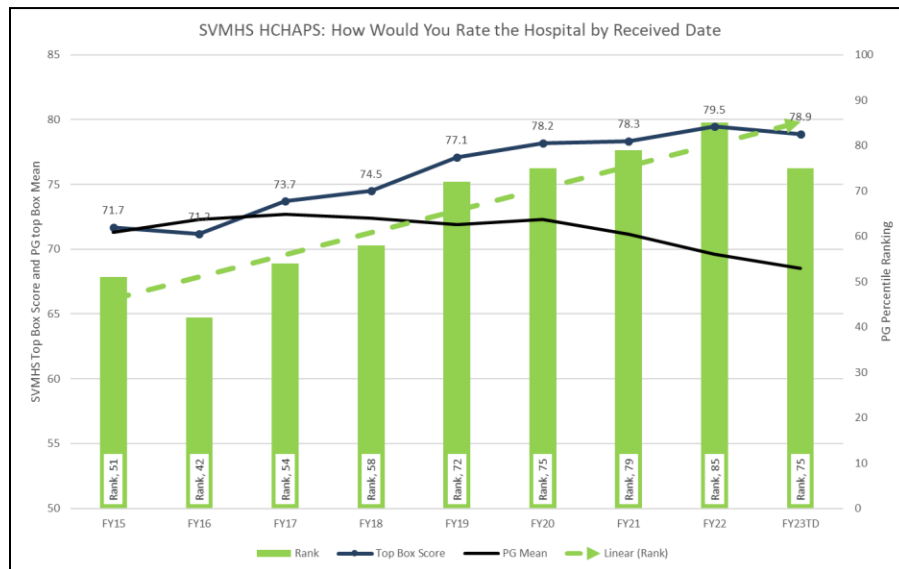
Agenda: Patient Care Services Update
 Executive: Lisa Paulo, MSN/MPA, RN
 Sponsor: Chief Nursing Officer
 Date: October 24, 2022

Pillar/Goal Alignment:

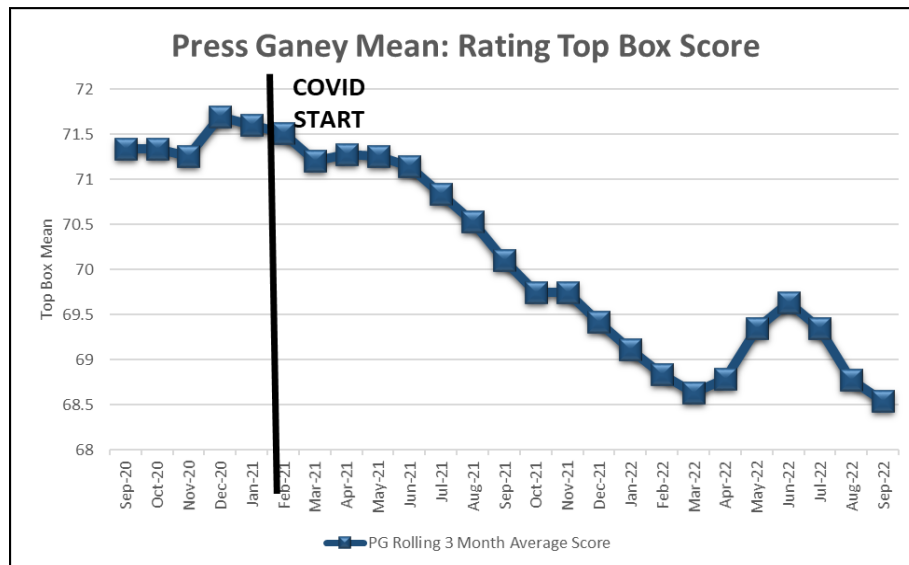
Service People Quality Finance Growth Community

PATIENT EXPERIENCE:

■ Inpatient Rating:



■ Patient Experience Across the Industry:



▪ **Inpatient Strategy – Unit Level Ownership:**

Service	Target	Jul-22	Aug-22	Sep-22
ICU	82.8	43.8	75	n/a
1M	73.9	70.4	75.3	67.4
4T	71.6	73.2	74.5	64.7
HC	76.8	76.4	72.9	71.3
5T	76.5	60.5	54.9	77.1
OCU	73.1	70.9	76.3	76.9
ED	59.7	59.7	58.8	60.2
ONS	73.9	76.8	67.7	70.0
ONC	77.8	72.6	68.3	67.7
3M	69.1	62.1	62.8	63.7
Peds	81.9	81.9	85.4	67.6
PeriNatal	82.2	84.1	87.3	80.0
NICU	74.3	100.0	56.9	94.1

▪ **3M Unit Focus Example...**

October 7, 2022 [PATIENT EXPERIENCE:CASE MANAGMENT]

SERVICE PILLAR- Exemplify patient/family-centered care

I. Exceed 3M FY23 Target of 68.1

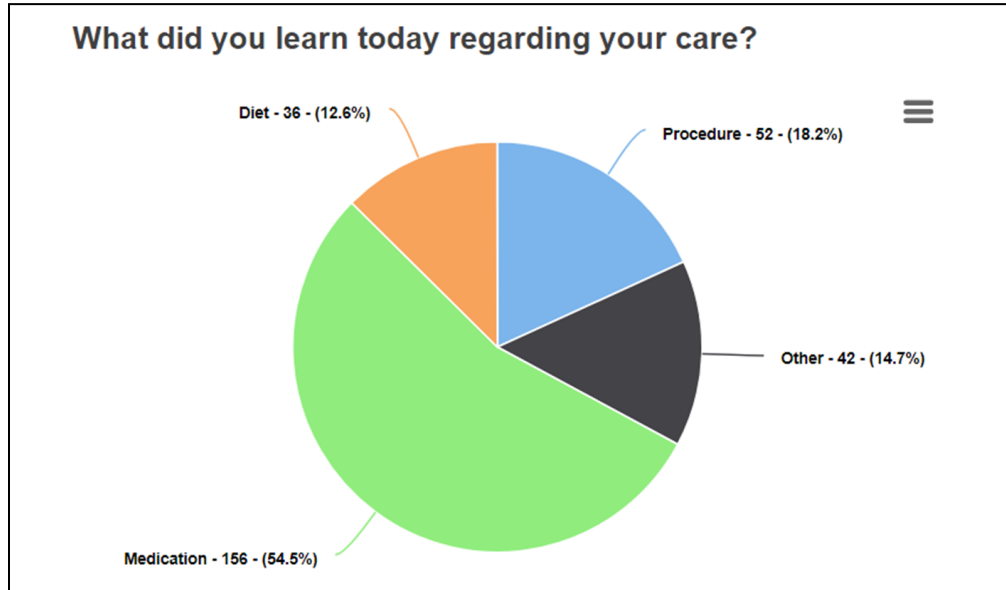
In Process Goal: Achieve 3M Communication with Nurses FY23 Target of 77.4.

MS	FY 23 Target	July 2022	Aug 2022	Sep 2022	FY23TD
Comm with Nurses	77.4	59.6	63.8	66.23	63.4

In Process Metric: 95% of patients rounded on will be able to articulate at least one plan for the day.

Objectives	Task Status Key: Not Started In Progress On Track	I: INITIATED C: COMPLETED
A. Relaunch Patient Teach Back Initiative in the Medsurg	Tasks / Outcome: Improve Communication PX score to meet or exceed Target 77.4 1. Relaunch Patient Teach Back Initiative within the Medsurg Cluster on 10/12/22. 2. Provide education and staff support for roll out during September Staff Meeting 3. Leverage unit huddles and one on one education to reinforce concepts effective 10/12/22. 4. Select & develop unit staff champions to assist with education and roll out.	I: 10/12/22 C:
B. Validate patient teach back was completed by the nurse	1. Add question relating to Patient Teach Back to the list of patient rounding questions “what did you learn today regarding your care” to evaluate patient understanding during leader rounds. - Go live 10/03 2. Communicate rounding outcomes during unit huddles - 10/7/22: Testing question – requires addition modification for measureable outcome. 3. Adjust action plan based on feedback.	I: 10/3/22 C:

▪ **3M In-Process Monitoring of Action Plan:**



QUALITY: REHAB SERVICES UNIT PRACTICE COUNCIL

Rehab Services Unit Practice Council

❖ **Purpose**

- To identify and implement standards of care and evidence-based practice specific to Rehab Services.
- To identify and resolve clinical and systems issues impacting care coordination, a healthy work environment, the delivery of patient-family centered care, patient safety and clinical outcomes.

❖ **Goals**


- Collaborate and implement evidence-based practice for Rehab Services.
- Achieve quality of patient care with a patient-family centered approach while focusing on patient safety, and overall improvement in patient clinical outcomes.

Members

Stephanie Sterner (Chair) & Jan Conducto (Co-Chair)

Rehab Services Culture

<p style="text-align: center;">Communication</p> <ul style="list-style-type: none"> ❖ <u>"Radical Candor" communication model</u> <ul style="list-style-type: none"> • Communication model includes challenging directly with care ❖ <u>Daily Huddle</u> <ul style="list-style-type: none"> • Patient care needs • Difficult discharges 	<p style="text-align: center;">Support</p> <ul style="list-style-type: none"> ❖ <u>Mentorship Program for new grads/new hires</u> <ul style="list-style-type: none"> • Additional 1:1 support • Encourages a culture of safety from day 1 • Focus on professional development ❖ <u>Specialty Meetings with each Rehab specialty</u> <ul style="list-style-type: none"> • Discuss barriers & solutions
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What We've Done:

BMAT – Bedside Mobility Assessment Tool

- ❖ **BMAT – Bedside Mobility Assessment Tool**
 - Nursing tool Aligned with American Nurses Association (ANA) "Safe Patient Handling and Mobility: Interprofessional National Standards, Across the Continuum of Care."
 - "Address mobility using a simple functional assessment and selection of appropriate equipment to safely mobilize patients"

Level 1	"Sit and Shake"	Sit EOB 1 min, Reach across and shake hands
Level 2	"Stretch"	Kick out one leg, pump ankle 3 times
Level 3	"Stand"	Stand for 1 min
Level 4	"Step"	March in place 3 times, Step forward/backwards





BMAT – Bedside Mobility Assessment Tool

❖ **Benefits:**

- Reduced Length of Stay & Risk of Readmission
- Reduced rates of Falls, Pressure Injuries, Central line & Catheter Infections
- Reduced Depression & Anxiety with an increased patient satisfaction

SVMH DATA COMPARISON BEFORE AND AFTER BMAT – LENGTH OF STAY				
2022	JAN	FEB	MARCH	APRIL
ONS	5.46	3.4	3.5	3.74

Boyton, T., et. Al. (2020). The Bedside Mobility Assessment Tool 2.0. American Nurse Today.

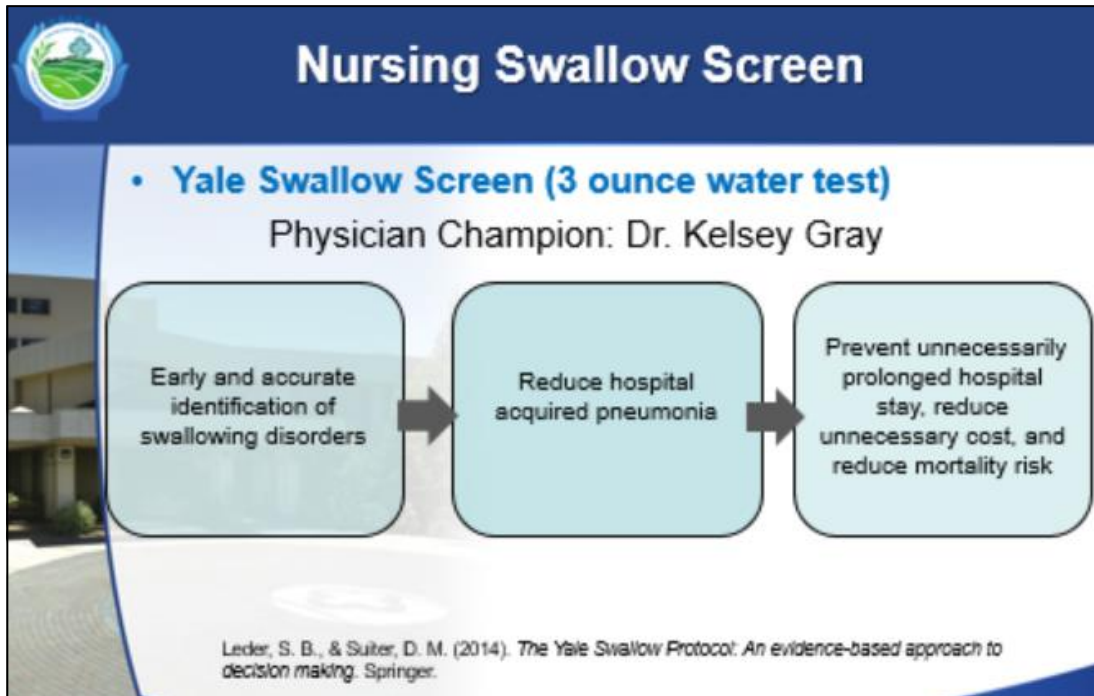
Occupational therapy Mastectomy Program

❖ **Current Improvement Initiatives:**

- Update and reformat patient handout
- Establish specific MD protocols
- Provide inclusive patient booklets
- Update OT Program Guidelines founded in current evidence based practice
- Review and improve quality of documentation

❖ **Metrics - 2022**

- Total patients seen to-date: 22 Patients
- Referrals addressed to-date: 96%



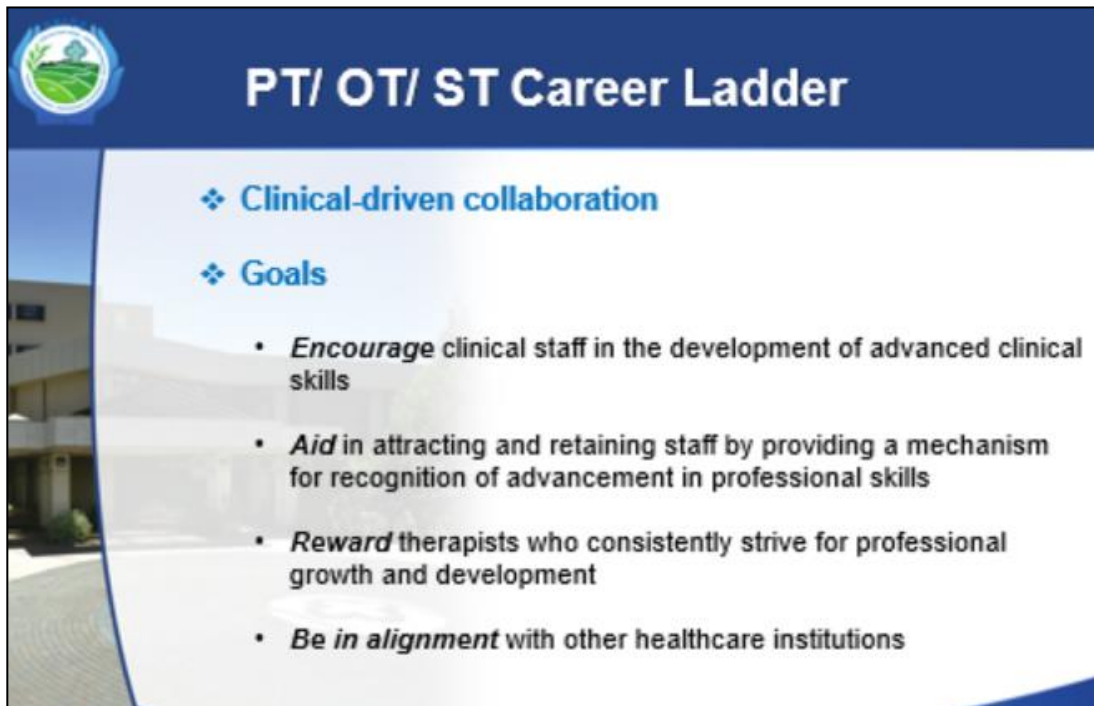
Nursing Swallow Screen

- **Yale Swallow Screen (3 ounce water test)**
Physician Champion: Dr. Kelsey Gray

Flowchart illustrating the outcomes of the Yale Swallow Screen:

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graph LR; A[Early and accurate identification of swallowing disorders] --> B[Reduce hospital acquired pneumonia]; B --> C[Prevent unnecessarily prolonged hospital stay, reduce unnecessary cost, and reduce mortality risk];
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Leder, S. B., & Suiter, D. M. (2014). *The Yale Swallow Protocol: An evidence-based approach to decision making*. Springer.



PT/ OT/ ST Career Ladder

- ❖ **Clinical-driven collaboration**
- ❖ **Goals**
 - **Encourage** clinical staff in the development of advanced clinical skills
 - **Aid** in attracting and retaining staff by providing a mechanism for recognition of advancement in professional skills
 - **Reward** therapists who consistently strive for professional growth and development
 - **Be in alignment** with other healthcare institutions

Financial Performance Review

September 2022

Augustine Lopez
Chief Financial Officer



Consolidated Financial Summary

For the Month of September 2022 – No Normalizing Items

\$ in Millions	For the Month of September 2022				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 63.0	\$ 56.3	\$ 6.7		11.9%
Operating Expense	\$ 58.2	\$ 55.5	\$ (2.7)		-4.9%
Income from Operations*	\$ 4.8	\$ 0.8	\$ 4.0		500.0%
Operating Margin %	7.6%	1.4%	6.2%		442.86%
Non Operating Income**	\$ (2.2)	\$ 1.0	\$ (3.2)		-320.0%
Net Income	\$ 2.6	\$ 1.8	\$ 0.8		44.4%
Net Income Margin %	4.1%	3.1%	1.0%		32.3%

Favorable performance was driven by:

We received a \$4 million one time payment from our Managed Medicaid Health plan as result of our recent contract negotiation.

Excluding this payment, our income from operations would have met budget due to the following:

- A strong revenue month both predominantly in outpatient services
- Total gross revenues were over budget by \$20 million (10%), though there was an overall decline in patient acuity.
- Total admissions were 133 admits (16%) above budget
- The average daily census was 7% above budget at 123
- Total net patient revenues were \$6.7 million (12%) above budget driven by:
 - OP infusion cases were at 1,072, the highest level in the last 2 years
 - IP and OP surgical cases were above budget by 22% and 10%, respectively
 - Overall the payor mix was unfavorable driven by much higher governmental business
 - Increased patient volume and staffing challenges continue to require higher than expected contract labor and overtime utilization.
- Overall Labor Productivity was favorable by 8% (42 FTEs) due staffing efficiencies and unfilled budgeted positions .

Non Operating Income was lower than expected due market volatility requiring mark to market adjustments in our fixed income portfolio.

Consolidated Financial Summary

Year-to-Date September 2022 – No Normalizing Items

\$ in Millions	FY 2022 YTD September			
	Actual	Budget	Variance fav (unfav)	
			\$VAR	%VAR
Operating Revenue	\$ 178.9	\$ 171.2	\$ 7.7	4.5%
Operating Expense	\$ 171.4	\$ 167.7	\$ (3.7)	-2.2%
Income from Operations*	\$ 7.5	\$ 3.5	\$ 4.0	114.3%
<i>Operating Margin %</i>	4.2%	2.1%	2.1%	100.0%
Non Operating Income**	\$ 0.1	\$ 2.9	\$ (2.8)	-96.6%
Net Income	\$ 7.6	\$ 6.4	\$ 1.2	18.8%
<i>Net Income Margin %</i>	4.3%	3.8%	0.5%	13.2%

SVMH Financial Highlights September 2022

Gross Revenues were Favorable

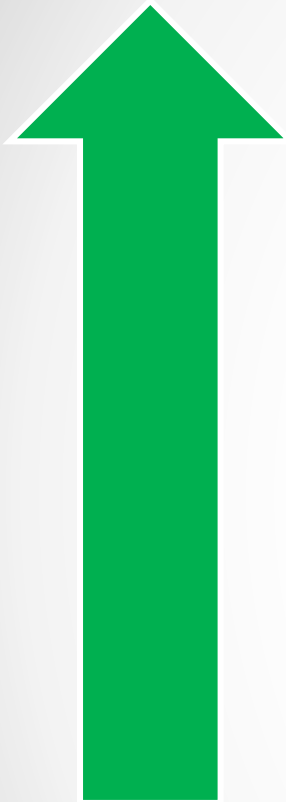
- **Gross Revenues** were 10 % favorable to budget
- **IP Gross Revenues** were 3% favorable to budget
- **ED Gross Revenues** were 13% favorable to budget
- **OP Gross Revenues** were 20% favorable to budget in the following areas:
 - Infusion Therapy
 - Radiology
 - Surgery
 - Cardiology

- **Commercial:** 6% above budget
- **Medicaid:** 21% above budget
- **Medicare:** 8% below budget

Payor Mix – unfavorable to budget

Total Normalized Net Patient Revenues were \$54.1M, which was Favorable to budget by \$7.3M or 15.5%

Financial Summary – September 2022



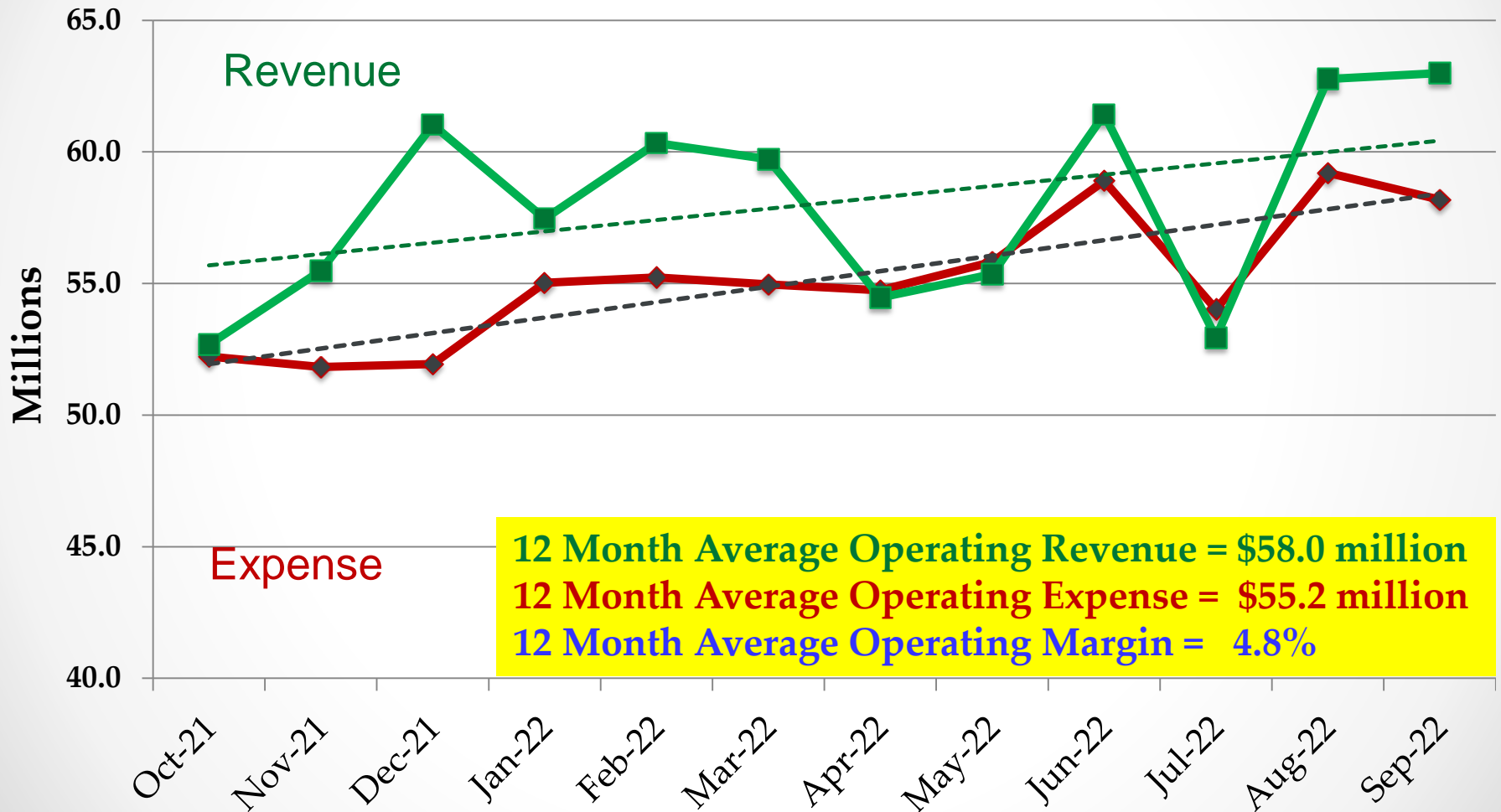
- 1) Higher than expected Inpatient business:
 - Average daily census was at 123, 7% above budget of 115
- 2) Total admissions were 16% (133 admits) above budget
 - ER admissions were 16% above budget (98 admits)
- 3) ER Outpatient visits were above budget by 20% at 4,718
- 4) Inpatient Surgeries were 21% (29 cases) above budget at 165
- 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 11% (25 cases) above budget at 256
- 7) Covid cases decreased to 13 cases, a decrease of 73% over prior month
- 8) OP Observation cases were below budget by 11% at 146
- 9) Medicare Traditional ALOS CMI adjusted was 1% favorable at 2.31 days with a Case Mix Index of 1.7

10) Deliveries were 10% (13 deliveries) below budget at 121



SVMHS Operating Revenues & Expenses (Normalized)

Rolling 12 Months: October 21 to September 22



SVMHS Key Financial Indicators

Statistic	YTD	SVMHS	S&P A+ Rated			YTD	
	Sep-22	Target	+/-	Hospitals	+/-	Sep-21	
Operating Margin*	4.2%	5.0%		4.7%		7.6%	
Total Margin*	4.3%	6.0%		8.7%		11.8%	
EBITDA Margin**	8.1%	7.4%		14.6%		13.4%	
Days of Cash*	338	305		387		372	
Days of Accounts Payable*	53	45		-		43	
Days of Net Accounts Receivable***	49	45		52		49	
Supply Expense as % NPR	13.0%	14.0%		-		12.7%	
SWB Expense as % NPR	54.0%	53.0%		55.5%		53.0%	
Operating Expense per APD*	6,291	4,992		-		6,369	

*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
STATEMENTS OF REVENUE AND EXPENSES - BUDGET VS. ACTUAL
September 30, 2022

	Month of September,				Three months ended September 30,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 223,337,796	\$ 202,877,354	20,460,442	10.09%	\$ 668,433,199	\$ 622,150,300	46,282,899	7.44%
Deductions from revenue	169,203,073	156,001,206	13,201,867	8.46%	516,092,437	478,642,749	37,449,688	7.82%
Net patient revenue	54,134,723	46,876,148	7,258,575	15.48%	152,340,762	143,507,550	8,833,212	6.16%
Other operating revenue	550,444	1,374,687	(824,243)	-59.96%	2,123,543	4,124,060	(2,000,517)	-48.51%
Total operating revenue	54,685,167	48,250,834	6,434,333	13.34%	154,464,305	147,631,610	6,832,695	4.63%
Operating expenses:								
Salaries and wages	17,421,381	15,789,058	1,632,323	10.34%	53,059,981	48,303,831	4,756,150	9.85%
Compensated absences	2,519,565	3,033,107	(513,542)	-16.93%	7,959,046	9,235,134	(1,276,088)	-13.82%
Employee benefits	7,358,322	7,137,006	221,316	3.10%	22,163,547	22,162,144	1,403	0.01%
Supplies, food, and linen	7,497,972	6,213,598	1,284,374	20.67%	20,470,893	19,049,389	1,421,504	7.46%
Purchased department functions	4,356,683	3,490,994	865,689	24.80%	11,572,083	10,473,025	1,099,058	10.49%
Medical fees	2,049,972	2,026,754	23,218	1.15%	5,420,274	6,080,263	(659,989)	-10.85%
Other fees	2,527,182	2,094,220	432,962	20.67%	7,166,910	6,513,788	653,122	10.03%
Depreciation	1,651,869	1,892,338	(240,469)	-12.71%	5,683,598	5,699,997	(16,399)	-0.29%
All other expense	1,578,270	1,732,165	(153,895)	-8.88%	4,925,187	5,266,487	(341,300)	-6.48%
Total operating expenses	46,961,216	43,409,241	3,551,975	8.18%	138,421,519	132,784,058	5,637,461	4.25%
Income from operations	7,723,951	4,841,593	2,882,358	59.53%	16,042,786	14,847,552	1,195,234	8.05%
Non-operating income:								
Donations	169,553	166,667	2,886	1.73%	2,301,378	500,000	1,801,378	360.28%
Property taxes	333,333	333,333	(0)	0.00%	1,000,000	1,000,000	0	0.00%
Investment income	(3,134,114)	129,915	(3,264,029)	-2512.43%	(3,374,640)	389,746	(3,764,386)	-965.86%
Income from subsidiaries	(2,769,692)	(3,768,251)	998,559	-26.50%	(7,982,089)	(10,420,682)	2,438,593	-23.40%
Total non-operating income	(5,400,920)	(3,138,335)	(2,262,584)	72.10%	(8,055,351)	(8,530,936)	475,585	-5.57%
Operating and non-operating income	\$ 2,323,031	\$ 1,703,258	619,773	36.39%	\$ 7,987,435	\$ 6,316,617	1,670,819	26.45%

**SALINAS VALLEY MEMORIAL HOSPITAL
SCHEDULES OF NET PATIENT REVENUE
September 30, 2022**

	<u>Month of September,</u>		<u>Three months ended September 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	1,762	1,553	5,658	4,695
Medi-Cal	1,146	964	3,271	2,928
Commercial insurance	704	749	2,252	2,191
Other patient	76	71	295	344
Total patient days	<u>3,688</u>	<u>3,337</u>	<u>11,476</u>	<u>10,158</u>
Gross revenue:				
Medicare	\$ 96,219,936	\$ 86,871,071	\$ 297,290,894	\$ 268,703,634
Medi-Cal	67,211,441	57,526,189	190,759,092	171,807,998
Commercial insurance	52,928,243	50,189,204	156,753,414	149,083,669
Other patient	<u>6,978,176</u>	<u>7,129,690</u>	<u>23,629,799</u>	<u>25,025,799</u>
Gross revenue	<u>223,337,796</u>	<u>201,716,153</u>	<u>668,433,199</u>	<u>614,621,101</u>
Deductions from revenue:				
Administrative adjustment	107,512	483,877	610,292	978,289
Charity care	535,361	1,012,772	2,253,469	3,690,676
Contractual adjustments:				
Medicare outpatient	30,181,299	28,727,528	91,759,869	85,379,289
Medicare inpatient	35,407,331	37,096,830	125,700,425	110,214,968
Medi-Cal traditional outpatient	3,220,276	2,559,562	9,948,427	7,468,468
Medi-Cal traditional inpatient	4,195,198	5,239,091	13,182,718	17,042,211
Medi-Cal managed care outpatient	27,313,755	21,787,415	75,497,264	67,909,539
Medi-Cal managed care inpatient	25,823,325	20,196,240	71,310,003	62,124,937
Commercial insurance outpatient	18,201,106	18,125,359	53,320,836	50,910,833
Commercial insurance inpatient	20,268,730	16,266,947	58,712,860	50,902,363
Uncollectible accounts expense	4,021,602	3,745,228	11,922,369	11,514,735
Other payors	<u>(72,422)</u>	<u>38,442</u>	<u>1,873,905</u>	<u>2,001,084</u>
Deductions from revenue	<u>169,203,073</u>	<u>155,279,292</u>	<u>516,092,437</u>	<u>470,137,393</u>
Net patient revenue	<u>\$ 54,134,723</u>	<u>\$ 46,436,862</u>	<u>\$ 152,340,762</u>	<u>\$ 144,483,708</u>
Gross billed charges by patient type:				
Inpatient	\$ 112,650,472	\$ 103,333,462	\$ 348,700,935	\$ 319,805,534
Outpatient	81,402,029	69,968,237	235,084,367	211,266,196
Emergency room	<u>29,285,293</u>	<u>28,414,454</u>	<u>84,647,896</u>	<u>83,549,370</u>
Total	<u>\$ 223,337,794</u>	<u>\$ 201,716,153</u>	<u>\$ 668,433,198</u>	<u>\$ 614,621,101</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
STATEMENTS OF REVENUE AND EXPENSES
September 30, 2022**

	<u>Month of September,</u>		<u>Three months ended September 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 54,134,723	\$ 46,436,862	\$ 152,340,762	\$ 144,483,708
Other operating revenue	550,444	1,205,071	2,123,543	3,363,575
Total operating revenue	<u>54,685,167</u>	<u>47,641,933</u>	<u>154,464,305</u>	<u>147,847,283</u>
Operating expenses:				
Salaries and wages	17,421,381	15,631,010	53,059,981	46,891,772
Compensated absences	2,519,565	2,539,271	7,959,046	7,626,195
Employee benefits	7,358,322	7,225,821	22,163,547	22,522,425
Supplies, food, and linen	7,497,972	6,428,334	20,470,893	18,432,733
Purchased department functions	4,356,683	3,343,930	11,572,083	9,605,691
Medical fees	2,049,972	1,752,026	5,420,274	5,806,657
Other fees	2,527,182	1,157,831	7,166,910	3,506,671
Depreciation	1,651,869	1,732,670	5,683,598	5,300,772
All other expense	1,578,270	1,528,399	4,925,187	4,615,117
Total operating expenses	<u>46,961,216</u>	<u>41,339,292</u>	<u>138,421,519</u>	<u>124,308,033</u>
Income from operations	<u>7,723,951</u>	<u>6,302,641</u>	<u>16,042,786</u>	<u>23,539,250</u>
Non-operating income:				
Donations	169,553	166,667	2,301,378	500,000
Property taxes	333,333	333,333	1,000,000	1,000,000
Investment income	(3,134,114)	(1,113,460)	(3,374,640)	(761,168)
Taxes and licenses	0	0	0	0
Income from subsidiaries	(2,769,692)	(1,848,452)	(7,982,089)	(6,913,571)
Total non-operating income	<u>(5,400,920)</u>	<u>(2,461,912)</u>	<u>(8,055,351)</u>	<u>(6,174,739)</u>
Operating and non-operating income	2,323,032	3,840,729	7,987,436	17,364,511
Net assets to begin	<u>865,509,406</u>	<u>823,878,342</u>	<u>859,845,002</u>	<u>810,354,560</u>
Net assets to end	<u>\$ 867,832,438</u>	<u>\$ 827,719,071</u>	<u>\$ 867,832,438</u>	<u>\$ 827,719,071</u>
Net income excluding non-recurring items	\$ 2,323,032	\$ 3,358,951	\$ 7,987,436	\$ 16,882,733
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>0</u>	<u>481,778</u>	<u>0</u>	<u>481,778</u>
Operating and non-operating income	<u>\$ 2,323,032</u>	<u>\$ 3,840,729</u>	<u>\$ 7,987,436</u>	<u>\$ 17,364,511</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
SCHEDULES OF INVESTMENT INCOME
September 30, 2022**

	<u>Month of September,</u>		<u>Three months ended September 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Detail of other operating income:				
Dietary revenue	\$ 111,488	\$ 131,930	\$ 373,419	\$ 400,005
Discounts and scrap sale	824	9,926	274,499	282,403
Sale of products and services	17,596	301,593	97,167	367,279
Clinical trial fees	0	13,902	0	20,878
Stimulus Funds	0	0	0	0
Rental income	173,485	162,287	523,336	482,900
Other	247,051	585,433	855,122	1,810,110
Total	\$ 550,444	\$ 1,205,071	\$ 2,123,543	\$ 3,363,575
Detail of investment income:				
Bank and payor interest	\$ 662,142	\$ 83,555	\$ 1,179,962	\$ 288,497
Income from investments	(3,791,540)	(1,157,911)	(4,549,887)	(1,075,291)
Gain or loss on property and equipment	(4,715)	(39,103)	(4,715)	25,625
Total	\$ (3,134,114)	\$ (1,113,460)	\$ (3,374,640)	\$ (761,168)
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (88,756)	\$ (236,294)	\$ (496,170)	\$ (634,102)
Neurological Clinic	(155,202)	(60,225)	(231,778)	(153,947)
Palliative Care Clinic	(51,001)	(115,080)	(183,255)	(261,612)
Surgery Clinic	(90,825)	(126,421)	(381,241)	(323,871)
Infectious Disease Clinic	(31,748)	(35,349)	(86,592)	(77,275)
Endocrinology Clinic	(109,335)	(162,124)	(469,673)	(376,988)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(354,671)	(436,319)	(1,104,945)	(1,212,929)
OB/GYN Clinic	(273,134)	(280,964)	(885,552)	(985,532)
PrimeCare Medical Group	(261,713)	(589,867)	(1,150,011)	(1,289,277)
Oncology Clinic	(251,289)	18,195	(754,547)	(749,999)
Cardiac Surgery	(349,700)	(154,577)	(787,400)	(490,435)
Sleep Center	23,695	(21,034)	(59,389)	(77,558)
Rheumatology	(69,476)	(63,727)	(185,698)	(151,517)
Precision Ortho MDs	(391,338)	(329,004)	(835,554)	(858,020)
Precision Ortho-MRI	0	0	0	0
Precision Ortho-PT	104,925	(91,765)	(120,069)	(162,887)
Vaccine Clinic	(1,030)	0	(1,254)	0
Dermatology	82,258	(25,859)	(43,040)	(72,361)
Hospitalists	0	0	0	0
Behavioral Health	(716,454)	(93,405)	(72,336)	(219,127)
Pediatric Diabetes	(50,614)	(57,500)	(140,148)	(140,260)
Neurosurgery	(12,719)	(22,080)	(70,965)	(52,548)
Multi-Specialty-RR	10,191	14,090	20,937	17,710
Radiology	(94,632)	(354,198)	(413,748)	(904,826)
Salinas Family Practice	(63,707)	(56,680)	(237,411)	(268,912)
Urology	47,502	0	(174,126)	0
Total SVMC	(3,148,773)	(3,280,187)	(8,863,965)	(9,446,273)
Doctors on Duty	64,212	1,501,560	289,319	1,305,473
Vantage Surgery Center	0	24,430	0	69,882
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	211,934	(267,495)	401,453	861,709
Aspire/CHI/Coastal	0	(13,536)	(63,635)	(59,966)
Apex	64,627	84,917	99,612	116,858
21st Century Oncology	(19,752)	48,852	28,000	120,468
Monterey Bay Endoscopy Center	58,061	53,008	127,127	118,277
Total	\$ (2,769,692)	\$ (1,848,452)	\$ (7,982,089)	\$ (6,913,571)

**SALINAS VALLEY MEMORIAL HOSPITAL
BALANCE SHEETS
September 30, 2022**

	Current year	Prior year
A S S E T S		
Current assets:		
Cash and cash equivalents	\$ 284,067,791	\$ 330,242,613
Patient accounts receivable, net of estimated uncollectibles of \$31,257,588	84,941,326	77,169,477
Supplies inventory at cost	7,599,460	8,063,643
Other current assets	20,563,028	9,986,151
Total current assets	397,171,605	425,461,883
Assets whose use is limited or restricted by board	149,879,860	146,325,055
Capital assets:		
Land and construction in process	39,324,547	35,488,799
Other capital assets, net of depreciation	198,755,719	206,976,129
Total capital assets	238,080,266	242,464,928
Other assets:		
Investment in Securities	141,849,676	148,482,228
Investment in SVMC	12,605,206	14,852,109
Investment in Aspire/CHI/Coastal	1,679,677	3,641,741
Investment in other affiliates	22,941,120	22,403,354
Net pension asset	705,134	2,444,328
Total other assets	179,780,813	191,823,760
Deferred pension outflows	95,401,205	50,119,236
	\$ 1,060,313,749	\$ 1,056,194,863
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 61,687,786	\$ 56,327,207
Due to third party payers	23,067,473	56,596,240
Current portion of self-insurance liability	17,540,186	17,410,712
Total current liabilities	102,295,445	130,334,159
Long term portion of workers comp liability	14,058,922	14,556,513
Total liabilities	116,354,367	144,890,672
Pension liability	76,126,944	83,585,120
Net assets:		
Invested in capital assets, net of related debt	238,080,266	242,464,928
Unrestricted	629,752,172	585,254,143
Total net assets	867,832,438	827,719,071
	\$ 1,060,313,749	\$ 1,056,194,863

SALINAS VALLEY MEMORIAL HOSPITAL
SUMMARY INCOME STATEMENT
September 30, 2022

	<u>Month of September,</u>		<u>Three months ended September 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 54,134,723	\$ 46,436,862	\$ 152,340,762	\$ 144,483,708
Other operating revenue	550,444	1,205,071	2,123,543	3,363,575
Total operating revenue	<u>54,685,167</u>	<u>47,641,933</u>	<u>154,464,305</u>	<u>147,847,283</u>
Total operating expenses	46,961,216	41,339,292	138,421,519	124,308,033
Total non-operating income	<u>(5,400,920)</u>	<u>(2,461,912)</u>	<u>(8,055,351)</u>	<u>(6,174,739)</u>
Operating and non-operating income	<u>\$ 2,323,032</u>	<u>\$ 3,840,729</u>	<u>\$ 7,987,436</u>	<u>\$ 17,364,511</u>

SALINAS VALLEY MEMORIAL HOSPITAL
BALANCE SHEETS
September 30, 2022

	<u>Current year</u>	<u>Prior year</u>
ASSETS:		
Current assets	\$ 397,171,605	\$ 425,461,883
Assets whose use is limited or restricted by board	149,879,860	146,325,055
Capital assets	238,080,266	242,464,928
Other assets	179,780,813	191,823,760
Deferred pension outflows	<u>95,401,205</u>	<u>50,119,236</u>
	<u>\$ 1,060,313,749</u>	<u>\$ 1,056,194,863</u>
LIABILITIES AND EQUITY:		
Current liabilities	102,295,445	130,334,159
Long term liabilities	14,058,922	14,556,513
	76,126,944	83,585,120
Net assets	<u>867,832,438</u>	<u>827,719,071</u>
	<u>\$ 1,060,313,749</u>	<u>\$ 1,056,194,863</u>

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Sep and three months to date

	<u>Month of Sep</u>		<u>Three 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	49	40	140	114	(26)
Other Admissions	106	84	293	266	(27)
Total Admissions	155	124	433	380	(53)
Medi-Cal Patient Days	68	63	206	181	(25)
Other Patient Days	165	136	486	18	(468)
Total Patient Days of Care	233	199	692	199	(493)
Average Daily Census	7.8	6.6	7.5	2.2	(5.4)
Medi-Cal Average Days	1.4	1.8	1.5	1.7	0.2
Other Average Days	1.4	1.7	1.7	0.1	(1.6)
Total Average Days Stay	1.6	1.7	1.6	0.5	(1.1)
<u>ADULTS & PEDIATRICS</u>					
Medicare Admissions	286	356	916	1,157	241
Medi-Cal Admissions	274	291	728	824	96
Other Admissions	408	311	901	949	48
Total Admissions	968	958	2,545	2,930	385
Medicare Patient Days	1,356	1,387	4,021	4,637	616
Medi-Cal Patient Days	980	1,183	3,036	3,401	365
Other Patient Days	907	1,747	2,842	(3,721)	(6,563)
Total Patient Days of Care	3,243	4,317	9,899	4,317	(5,582)
Average Daily Census	108.1	143.9	107.6	46.9	(60.7)
Medicare Average Length of Stay	4.7	3.9	4.2	4.0	(0.2)
Medi-Cal Average Length of Stay	3.3	3.6	3.2	3.5	0.3
Other Average Length of Stay	2.3	4.6	2.5	-3.2	(5.6)
Total Average Length of Stay	3.3	4.0	3.3	1.3	(1.9)
Deaths	28	22	79	64	(15)
Total Patient Days	3,476	4,516	10,591	4,516	(6,075)
Medi-Cal Administrative Days	28	4	74	27	(47)
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	28	4	74	27	(47)
Percent Non-Acute	0.81%	0.09%	0.70%	0.60%	-0.10%

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Sep and three months to date

	<u>Month of Sep</u>		<u>Three 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	274	463	752	463	(289)
Heart Center	323	431	961	431	(530)
Monitored Beds	755	642	2,387	642	(1,745)
Single Room Maternity/Obstetrics	407	347	1,109	347	(762)
Med/Surg - Cardiovascular	462	990	1,777	990	(787)
Med/Surg - Oncology	259	226	816	226	(590)
Med/Surg - Rehab	388	633	1,223	633	(590)
Pediatrics	69	153	276	153	(123)
Nursery	233	199	692	199	(493)
Neonatal Intensive Care	94	0	253	0	(253)
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	70.26%	118.72%	62.88%	116.14%	
Heart Center	71.78%	95.78%	69.64%	93.70%	
Monitored Beds	93.21%	79.26%	96.10%	77.54%	
Single Room Maternity/Obstetrics	36.67%	31.26%	32.58%	30.58%	
Med/Surg - Cardiovascular	34.22%	73.33%	42.92%	71.74%	
Med/Surg - Oncology	66.41%	57.95%	68.23%	56.69%	
Med/Surg - Rehab	49.74%	81.15%	51.13%	79.39%	
Med/Surg - Observation Care Unit	0.00%	84.71%	0.00%	82.86%	
Pediatrics	12.78%	28.33%	16.67%	27.72%	
Nursery	47.07%	40.20%	22.79%	19.66%	
Neonatal Intensive Care	28.48%	0.00%	25.00%	0.00%	

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Sep and three months to date

	<u>Month of Sep</u>		<u>Three 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	152	108	426	362	(64)
C-Section deliveries	49	31	134	102	(32)
Percent of C-section deliveries	32.24%	28.70%	31.46%	28.18%	-3.28%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	16,545	18,595	60,973	55,887	(5,086)
Out-Patient Operating Minutes	24,649	29,255	74,597	78,279	3,682
Total	41,194	47,850	135,570	134,166	(1,404)
Open Heart Surgeries	10	16	37	38	1
In-Patient Cases	121	126	419	403	(16)
Out-Patient Cases	243	295	742	818	76
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	36	20	126	80	(46)
High Risk	411	545	1,293	1,605	312
More Than One Resource	2,602	3,019	7,874	8,891	1,017
One Resource	1,897	2,020	5,262	5,944	682
No Resources	97	96	325	278	(47)
Total	<u>5,043</u>	<u>5,700</u>	<u>14,880</u>	<u>16,798</u>	<u>1,918</u>

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Sep and three months to date

	Month of Sep		Three months to date		Variance
	2021	2022	2020-21	2021-22	
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	31,789	29,838	231,002	221,900	-9,102
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	60,826	61,463	390,731	398,282	7,551
BLOOD BANK					
Units processed	318	297	1,996	1,965	-31
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	2,435	2,518	15,414	16,680	1,266
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	115	148	1,084	1,232	148
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	438	528	3,311	3,931	620
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	164	192	1,278	1,254	-24

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Sep and three months to date

	Month of Sep		Three months to date		Variance
	2021	2022	2020-21	2021-22	
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	183	167	1,316	1,153	-163
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	3,287	3,167	21,970	20,434	-1,536
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	246	224	1,893	1,707	-186
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	5,417	7,068	41,703	49,246	7,543
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	74	92	596	639	43
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	127,272	112,815	773,317	758,610	-14,707
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	30,122	22,913	161,027	140,957	-20,070
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	2,355	2,566	17,860	18,392	532

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Sep and three months to date

	<u>Month of Sep</u>		<u>Three 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 NOVEMBER 2022 QUALITY AND
EFFICIENT PRACTICES COMMITTEE
MEETING IS SCHEDULED FOR MONDAY,
NOVEMBER 14, 2022, AT 8:30 A.M.***