

September 23, 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, SEPTEMBER 27, 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](http://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; Lisa Paulo – Chief Nursing Officer; Michele Averill – Community Member; and Ted Kaczmar, M.D. – Medical Staff Member**

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

**MONDAY, SEPTEMBER 27, 2021  
8:30 A.M. – CISLINI PLAZA BOARD ROOM  
SALINAS VALLEY MEMORIAL HOSPITAL  
450 E. ROMIE LANE, SALINAS, CALIFORNIA  
OR BY PHONE OR VIDEO**

**(Visit [svmh.com/virtualboardmeeting](http://svmh.com/virtualboardmeeting) for Access Information)**

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.

**AGENDA**

1. Approval of Minutes from the Quality and Efficient Practices Committee Meeting of August 23, 2021 (DELGADO)
  - Motion/Second
  - Action by Committee/Roll Call Vote
2. Patient Care Services Update (PAULO)
3. Respiratory Care Presentation (MILLER/VILLANEDA)
4. Financial and Statistical Review (LOPEZ)
5. 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.
6. Closed Session  
(See Attached Closed Session Sheet information)
7. Reconvene Open Session/Report on Closed Session
8. Adjournment – The October 2021 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, October 25, 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](http://www.svmh.com), and in the Human Resources Department of the District. All items appearing on the agenda are subject to action by the Committee.

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

**AGENDA FOR CLOSED SESSION**

Pursuant to California Government Code Section 54954.2 and 54954.5, the board agenda may describe closed session agenda items as provided below. No legislative body or elected official shall be in violation of Section 54954.2 or 54956 if the closed session items are described in substantial compliance with Section 54954.5 of the Government Code.

**CLOSED SESSION AGENDA ITEMS**

[ ] **LICENSE/PERMIT DETERMINATION**

(Government Code §54956.7)

**Applicant(s):** (Specify number of applicants) \_\_\_\_\_

[ ] **CONFERENCE WITH REAL PROPERTY NEGOTIATORS**

(Government Code §54956.8)

**Property:** (Specify street address, or if no street address, the parcel number or other unique reference, of the real property under negotiation): \_\_\_\_\_

**Agency negotiator:** (Specify names of negotiators attending the closed session): \_\_\_\_\_

**Negotiating parties:** (Specify name of party (not agent): \_\_\_\_\_

**Under negotiation:** (Specify whether instruction to negotiator will concern price, terms of payment, or both): \_\_\_\_\_

[ ] **CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION**

(Government Code §54956.9(d)(1))

**Name of case:** (Specify by reference to claimant's name, names of parties, case or claim numbers): \_\_\_\_\_, or

**Case name unspecified:** (Specify whether disclosure would jeopardize service of process or existing settlement negotiations): \_\_\_\_\_

[ ] **CONFERENCE WITH LEGAL COUNSEL-ANTICIPATED LITIGATION**

(Government Code §54956.9)

Significant exposure to litigation pursuant to Section 54956.9(d)(2) or (3) (Number of potential cases): \_\_\_\_\_

Additional information required pursuant to Section 54956.9(e): \_\_\_\_\_

Initiation of litigation pursuant to Section 54956.9(d)(4) (Number of potential cases): \_\_\_\_\_

[ ] **LIABILITY CLAIMS**  
(Government Code §54956.95)

**Claimant:** (Specify name unless unspecified pursuant to Section 54961): \_\_\_\_\_  
\_\_\_\_\_

**Agency claimed against:** (Specify name): \_\_\_\_\_

[ ] **THREAT TO PUBLIC SERVICES OR FACILITIES**  
(Government Code §54957)

**Consultation with:** (Specify name of law enforcement agency and title of officer): \_\_\_\_\_

[ ] **PUBLIC EMPLOYEE APPOINTMENT**  
(Government Code §54957)

**Title:** (Specify description of position to be filled): \_\_\_\_\_

[ ] **PUBLIC EMPLOYMENT**  
(Government Code §54957)

**Title:** (Specify description of position to be filled): \_\_\_\_\_

[ ] **PUBLIC EMPLOYEE PERFORMANCE EVALUATION**  
(Government Code §54957)

**Title:** (Specify position title of employee being reviewed): \_\_\_\_\_

[ ] **PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE**  
(Government Code §54957)

(No additional information is required in connection with a closed session to consider discipline, dismissal, or release of a public employee. Discipline includes potential reduction of compensation.)

[ ] **CONFERENCE WITH LABOR NEGOTIATOR**  
(Government Code §54957.6)

**Agency designated representative:** (Specify name of designated representatives attending the closed session): \_\_\_\_\_

**Employee organization:** (Specify name of organization representing employee or employees in question): \_\_\_\_\_, or \_\_\_\_\_

**Unrepresented employee:** (Specify position title of unrepresented employee who is the subject of the negotiations): \_\_\_\_\_

**CASE REVIEW/PLANNING**  
(Government Code §54957.8)

(No additional information is required to consider case review or planning.)

**REPORT INVOLVING TRADE SECRET**  
(Government Code §37606 & Health and Safety Code § 32106)

Discussion will concern: (Specify whether discussion will concern proposed new service, program, or facility): \_\_\_\_\_

**Estimated date of public disclosure:** (Specify month and year): \_\_\_\_\_

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

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

1. Report of the Medical Staff Quality and Safety Committee

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

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

**ADJOURN TO OPEN SESSION**

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

**MONDAY, AUGUST 23, 2021  
8:30 A.M. – CISLINI PLAZA BOARD ROOM  
SALINAS VALLEY MEMORIAL HOSPITAL  
450 E. ROMIE LANE, SALINAS, CALIFORNIA  
OR BY PHONE OR VIDEO  
(Visit [svmh.com/virtualboardmeeting](http://svmh.com/virtualboardmeeting) for Access Information)**

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

Committee Members Present: Juan Cabrera, Chair; Joel Hernandez Laguna, Vice Chair; Michele Averill by teleconference; Pete Delgado, Clement Miller and Ted Kaczmar, MD, in person.

Committee Members Absent: Allen Radner, MD and Lisa Paulo.

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

Also Present: Augustine Lopez, Heather Barigian, RN, Christa McDowell, Charles Gerhard, Jr., Daniel Duran, Anthony Duenas, Jesse Gonzalez, Stephen Drewry, Annette Canchola, Aniko Kukla, Rakesh Singh, MD, Rosalia Madrigal, Derek Ames in person, Brenda Bailey, Audrey Parks and Scott Cleveland by teleconference.

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

**APPROVAL OF MINUTES FROM THE QUALITY AND EFFICIENT PRACTICES  
COMMITTEE MEETING OF July 19, 2021**

Minutes of the Quality and Efficient Practices Committee Meeting of July 19, 2021, were included in the agenda packet. Clement Miller, Chief Operating 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 July 19, 2021, as presented.  
Moved/Seconded/Roll Call Vote: Ayes: Cabrera, Hernandez Laguna, Kaczmar, Miller, Averill; Noes: None; Abstentions: None; Absent: Delgado, Radner, Paulo; Motion Carried.

Pete Delgado joined the meeting at 9:37 a.m.

## **PATIENT CARE SERVICES UPDATE**

Clement Miller, Chief Operating Officer, presented the Patient Care Services Update. A summary of key highlights and areas discussed is as follows:

### **Quality**

**Current State of COVID-19.** Mr. Miller reported that as of this morning, SVMH has ten COVID-19 patients and noted that on Friday the hospital was able to close one of two units. SVMH is mainly seeing unvaccinated patients, eight out of ten patients are unvaccinated. SVMH is also following the state's vaccine mandate, Effective today SVMH employees who do not have proof of vaccination or who are not fully immune will be tested twice a week and will need to wear an N95 mask while at work.

Committee Member Michele Averill asked if there is a policy in place for this mandate. Mr. Miller noted that SVMH currently does not have a policy, but a plan is in place.

**Critical Care Practice Council** – Presented by Heather Barigian, RN 5T, Chair. Ms. Barigian reported that the Critical Care Practice Council is comprised of seven RNs from ICU, 5 Tower, 1 Main, Heart Center and OCU, one Director, three Clinical Managers, one Shift Supervisor and a Clinical Nurse Educator. Current Projects in place are as follows:

#### **Unit Magnet® Data Displays**

- Strategies and interventions are used for improvement for each critical care unit:
  - Provide education on new medications
  - Update white boards and include patient's input on goals for care
  - Utilizing waffle overlay for at-risk patients
  - Checking under all devices to prevent skin breakdown
  - Encourage RNs to chart outside patient's room to prevent falls
- Areas of improvement based on patient satisfaction surveys and Nurse Sensitive Indicators (NSI)
- Data displays are posted on each unit for the quarter
  - They include both areas of excellence and areas of opportunity
  - The Critical Care Practice Council advocates sharing this information at huddle and referring to data display sheets
  - The data display sheets include a snapshot of quarterly scores

#### **Project Green**

- Working with central supply to decrease the use of single-use plastic bags that are placed on "clean" equipment
  - Currently looking at different sticker options to place on "clean" equipment to replace the plastic bags
  - This project has been trialed in the Heart Center

Ms. Barigian commented that the Critical Care Practice Council is unique because they are made up of five different units and follows the SVMH STAR Values:

- Support: We support each other to put our patients and families first
- Teamwork: Together we pursue excellence and exceptional performance with passion.
- Accountability: We take personal responsibility for our professional conduct in delivering results.
- Respect: We respect our patients, each other, the community and the environment by demonstrating integrity, honesty, fiscal responsibility in everything we do.

## Service

Environmental Services: Christa McDowell, Director of Environmental Services introduced her team; Anthony Duenas, ES Manager, Charles Gerhard, Jr., ES Supervisor, Daniel Duran, ES Supervisor, Stephen Drewry, ES Tech, Jesse Gonzalez, ES Tech, Annette Canchola, ES Aide to share the work they are doing within their department.

- ❖ Disinfection in Healthcare
  - Understanding the Difference between disinfecting a Hospital vs. Hotel
  - Terminal and Isolation Cleanings that include PPE and Disinfectant
  - Electrostatic Disinfection – Clorox Total 360 in patient rooms and COVID Emergency tents
  - UV Light Disinfection (Daylight Moonbeam 3) - used in COVID-19 vacancy cleanings, surgical suites and emergency rooms
- ❖ Making a Difference in the Environmental Services Department
  - Featured in the SVMHS Community Report 2020
  - Featured in the Monterey County Weekly
  - Featured in Mission Moment
- ❖ Morale and Team Building is very important in supporting, rewarding and recognizing staff
  - Conduct Milestone Celebrations
  - Performance Recognitions are done by email to staff and providing them with a Starbucks voucher
  - Team kick-offs are really important and are done before their shift begins with music, stretching, trivia, jokes and information updates.
  - Proud to report FY 2021 Press Ganey Engagement Indicator of 4.36
- ❖ Environmental Services Patient Experience Committee
  - A group of individuals with a desire to effect positive change and growth to the patient experience and the continued success of the EVS department.
    - Leveraging ideas from the committee
      - Noise Reduction
      - Role-play for increased confidence with various patient interactions
      - Healthcare Superhero stickers for kids from the EVS team
      - Participation of PM and Night shift staffing
    - Supervisor Engagement
    - Looking for Opportunity – Great way for staff to share testimonials they have experienced with the team
- ❖ CAHPS and Press Ganey Results for Cleanliness and Courtesy for 2018-Present
- ❖ Press Ganey: Patient Comments include Friendly, Emotional, Very Good Listener, Polite, Excellent Job, etc.

Ms. McDowell shared that she has a great team of 106 employees and truly believes that all the work that they have been doing through this pandemic identifies them as true heroes.

Mr. Delgado thanked the team for the amazing presentation and for making him so proud.

Director Hernandez Laguna thanked the whole team for their efforts, support, and for making sure there is an extra layer of support for families and the energy they provide day in and day out is phenomenal.



## **FINANCIAL AND STATISTICAL REVIEW**

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

Key highlights of the financial summary for July were: (1) consolidated income from operations was \$3.5 million with an operating margin of 6.3%, no normalizing items in July; (2) Inpatient Surgeries and Medicare Case Mix Index were higher than expected; (3) SVMH gross revenues were favorable to budget; (4) SVMH payor mix was unfavorable to budget; (5) SVMH total net patient revenues were favorable to budget; (6) patient volumes in infusion therapy, cardiology, radiology, surgery and other outpatient services were stronger than expected; (7) ER outpatient visits, total admissions, inpatient surgeries and outpatient observation cases were above budget; (8) total acute average length of stay and Medicare average length of stay case mix index were favorable; and (9) outpatient surgeries, average daily census and deliveries were below budget.

Mr. Lopez noted that effective management on length of stay for all payors continues, despite higher acuity levels. Length of stay continues to perform exceptionally well thanks to physician leadership, hospitalists, physicians, case management and all the nurses that helped coordinate the care.

The case mix index for all discharges (with and without COVID) based on discharges for August 2020 thru July 2021, SVMH Revenues and Expenses per Adjusted Patient Day (Normalized), SVMHS Operating Revenues and Expenses (Normalized) and Key Financial Indicators was also reviewed.

## **PUBLIC INPUT**

None.

## **CLOSED SESSION**

Juan Cabrera, Chair, announced that the item to be discussed in Closed Session is *Hearings/Reports – Report of the Medical Staff Quality and Safety Committee*. The meeting was recessed into Closed Session under the Closed Session protocol at 9:14 a.m.

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

The Committee reconvened Open Session at 9:37 a.m. Juan Cabrera reported that in Closed Session, the Committee discussed: *Hearings/Reports – Report of the Medical Staff Quality and Safety Committee*. No action was taken in the Closed Session.

## **ADJOURNMENT**

There being no other business, the meeting was adjourned at 9:39 a.m. The September 2021 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, September 27, 2021, at 8:30 a.m.**

Juan Cabrera, Chair  
Quality and Efficient Practices Committee

/rm

## Board Paper: Quality & Efficient Practices Committee

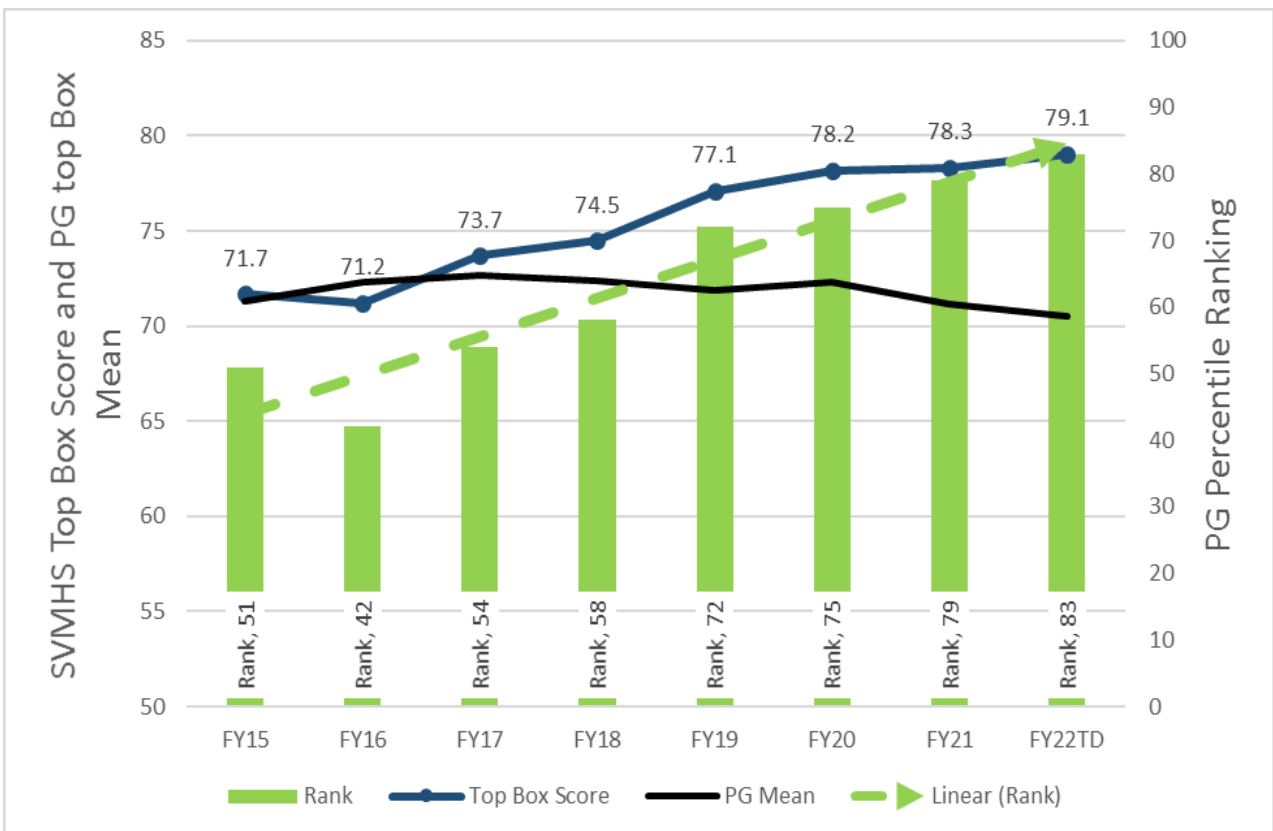
Agenda: Patient Care Services Update  
 Executive: Lisa Paulo, MSN/MPA, RN  
 Sponsor: Chief Nursing Officer  
 Date: September 27, 2021

### Pillar/Goal Alignment:

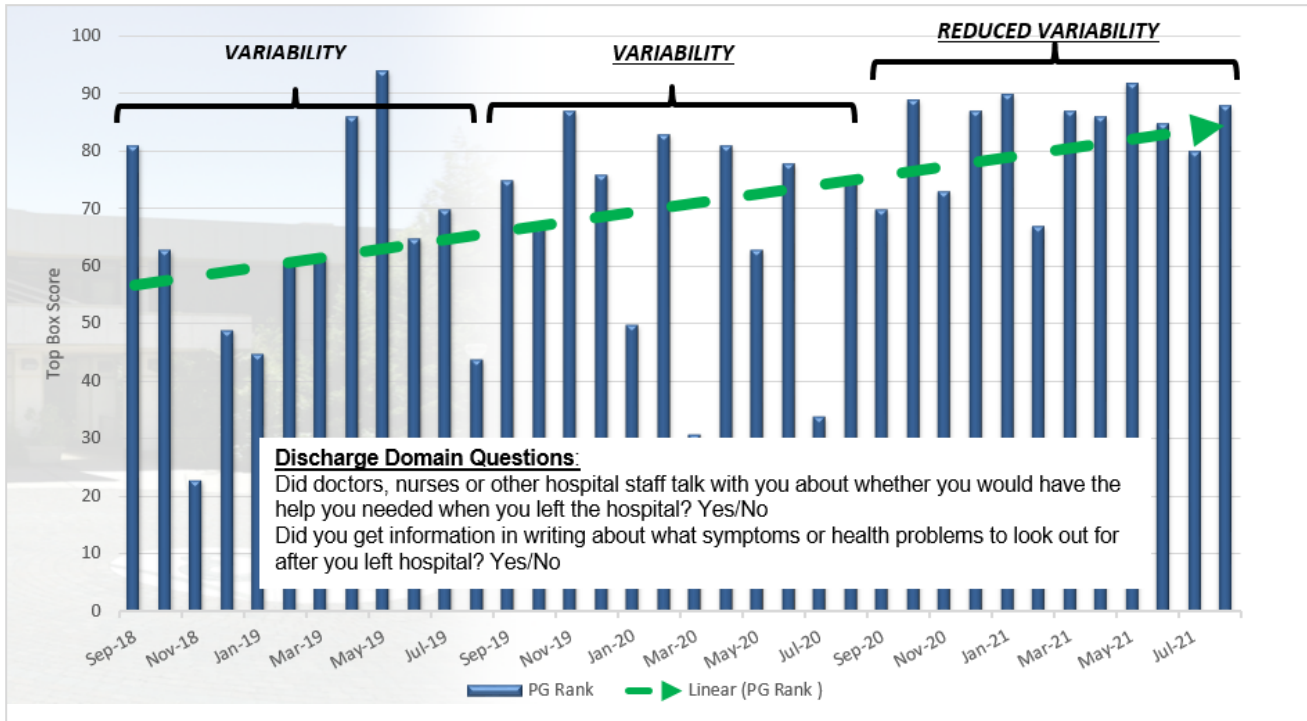
Service  
  People  
  Quality  
  Finance  
  Growth  
  Community

### Service: Patient Experience

➤ FY2022-to-Date – HCAHPS How Would You Rate



➤ Focus Area: Discharge Information – Ranking



**Quality:** Med-Surg Cluster Practice Council

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

**Members:**

- Anna Paz Mercado BSN, RN, ONC (Chair)
- Earl S. Fulgencio, BSN, RN, RN-BC (Co-Chair)
- MJ Andalia-Angeles, ADN, RN, FCN
- Margaret Brown, RN
- Liezl Anne Duesdieker, BSN, RN, CMSRN
- Glaiza Farnal, BSN, RN, PHN, CMSRN
- Natasha Limosnero, BSN, RN, PHN, CMSRN
- Maybelle Peters, BSN, RN, CMSRN
- Lisa Sandberg, BSN, RN, BPN
- Catalino Santos Jr., BSN, RN, RN-BC

**Advisor:** Agnes Lalata, MSN, CMSRN, CNML, Director of Med-Surg Cluster

## Initiatives: Quietness at Night, Bedside Shift Report Champions, Employee of the Month & Magnet® Champions

### ► Quietness at Night

41 Oncology	2020	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021
Med Surg	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88
ONC	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88
ONS	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88
PEDIATRICS	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88

### ► Magnet Champions



### ► Bedside Shift Report Champions



### ► Employee of the Month

#### UNIT PRACTICE COUNCIL



## Current Projects: Professional Development Binders, Lost Belongings, Staff Education for Fall Risk & Intervention

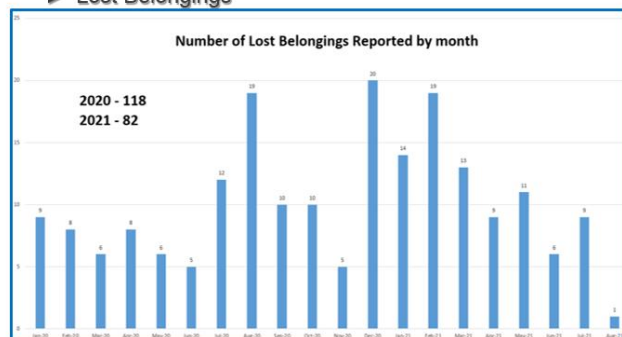
### ► Professional Development Binders (Unit Level)

Department	Jul-20		2021	
	% BSN or Higher Degree in Nursing	% Eligible Certified RNs	% BSN or Higher Degree in Nursing	% Eligible Certified RNs
Med Surg	64%	25%	73%	38%
ONC	52%	12%	54%	21%
ONS	52%	31%	61%	34%
PEDIATRICS	38%	32%	43%	40%

### ► Staff Education for Fall Risk & Intervention



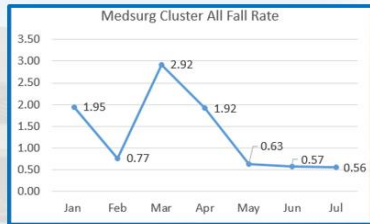
### ► Lost Belongings



## Current Project: Fall Reduction, Prevention of Hospital Acquired Pressure Injury (HAPI) & Communication about Medication

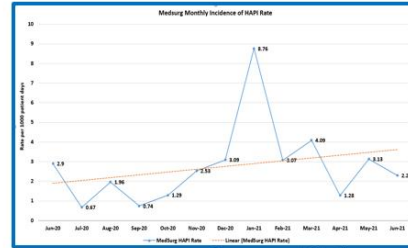
### ► Fall Reduction

- Fall Risk Clinical Panel
- Improve communication board utilization for Fall Risk and Activity



### ► Prevention of Hospital Acquired Pressure Injury

- Peer Feedback Focus: turn Q2hours and assess for device related injury



### ► Communication about Medication

- "Med of the Day" initiative
- Update of Common Medication List

3Main/3Tower									
Med/Surg Benchmark Rank	1Q21	2Q21	3Q21	4Q21	May-21	Jun-21	Jul-21	Aug-21	FY21
COMM ABOUT MEDICINES	44	47	77	46	92	81	72	89	46
4Main/ONS									
Med/Surg Benchmark Rank	1Q21	2Q21	3Q21	4Q21	May-21	Jun-21	Jul-21	Aug-21	FY21
COMM ABOUT MEDICINES	21	61	66	53	34	56	48	99	47
4T/Oncology									
Med/Surg Benchmark Rank	1Q21	2Q21	3Q21	4Q21	May-21	Jun-21	Jul-21	Aug-21	FY21
COMM ABOUT MEDICINES	83	99	36	97	91	98	96	115	95

## Current Project: "Med of the Day"

### ► Opportunity for Improvement:

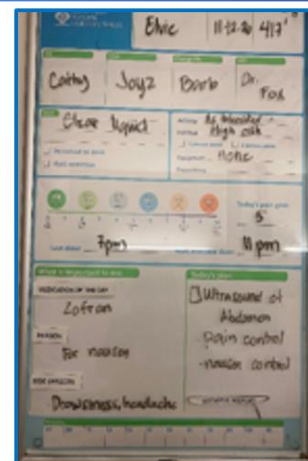
- Patient Education on medication side effects

### ► Survey question:

- "Before giving you any new medicine, how often did hospital staff describe the possible side effects in a way you could understand?"
- "Before giving you any medicine, how often did the hospital staff tell you what the medication was for?"

### ► "Med of the Day" Process:

- Write medication name, reason & common side effects on the communication board.
- Use layman's term when explaining to patient
- Utilize Common Medication list during patient education



*RESPIRATORY CARE  
PRESENTATION*

*(VERBAL)*

*(MILLER/VILLANEDA)*

# Financial Performance Review

## August 2021

---

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



# Consolidated Financial Summary

## For the Month of August 2021

### Profit/Loss Statement

\$ in Millions	For the Month of August 2021					
			Variance fav (unfav)			
	Actual	Budget	\$VAR	%VAR		
Operating Revenue	\$ 58.9	\$ 53.3	\$ 5.6	10.5%		
Operating Expense	\$ 52.8	\$ 52.2	\$ (0.6)	-1.1%		
<b>Income from Operations*</b>	<b>\$ 6.1</b>	<b>\$ 1.1</b>	<b>\$ 5.0</b>	<b>454.5%</b>		
<i>Operating Margin %</i>	10.3%	2.1%	8.2%	390.48%		
Non Operating Income**	\$ 2.1	\$ 1.1	\$ 1.0	90.9%		
<b>Net Income</b>	<b>\$ 8.2</b>	<b>\$ 2.2</b>	<b>\$ 6.0</b>	<b>272.7%</b>		
<i>Net Income Margin %</i>	13.9%	4.1%	9.8%	239.0%		

**\* Income from Operations includes:**

**\$1.0M** Improved cash collections on older aged commercial accounts

**\$1.0M Total Normalizing Items, Net**

\*\*Favorable variance in non-operating income is predominantly due to higher than expected returns on investments in subsidiaries



# Consolidated Financial Summary

## For the Month of August 2021 - Normalized

### Profit/Loss Statement

\$ in Millions	For the Month of August 2021				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 57.9	\$ 53.3	\$ 4.6	8.6%	
Operating Expense	\$ 52.8	\$ 52.2	\$ (0.6)	-1.1%	
<b>Income from Operations</b>	<b>\$ 5.1</b>	<b>\$ 1.1</b>	<b>\$ 4.0</b>	<b>363.6%</b>	
<i>Operating Margin %</i>	8.8%	2.1%	6.7%	319.0%	
Non Operating Income	\$ 2.1	\$ 1.1	\$ 1.0	90.9%	
<b>Net Income</b>	<b>\$ 7.2</b>	<b>\$ 2.2</b>	<b>\$ 5.0</b>	<b>227.3%</b>	
<i>Net Income Margin %</i>	12.4%	4.1%	8.3%	202.4%	

#### Favorable results due to:

- **Inpatient surgeries** above budget by 12%
- Higher than expected **Medicare Case Mix Index** (1.9)
- Continued effective management on **length of stay** for all payors, despite higher acuity levels
- Stronger than expected **outpatient volumes** in infusion therapy, cardiology, radiology, and various other ancillary services (MRI, Cath Lab, Mammography)
- Cost Savings Initiative: **Overall effective management of labor productivity** on a departmental unit of service basis

# Consolidated Financial Summary

## Year-to-Date August 2021

### Profit/Loss Statement

\$ in Millions	FY 2021 YTD August				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 115.2	\$ 106.6	\$ 8.6	8.1%	
Operating Expense	\$ 104.3	\$ 104.4	\$ 0.1	0.1%	
<b>Income from Operations</b>	<b>\$ 10.9</b>	<b>\$ 2.2</b>	<b>\$ 8.7</b>	<b>395.5%</b>	
<i>Operating Margin %</i>	9.4%	2.1%	7.3%	347.6%	
Non Operating Income	\$ 2.8	\$ 2.2	\$ 0.6	27.3%	
<b>Net Income</b>	<b>\$ 13.7</b>	<b>\$ 4.4</b>	<b>\$ 9.3</b>	<b>211.4%</b>	
<i>Net Income Margin %</i>	11.8%	4.1%	7.7%	187.8%	

#### Favorable results due to:

- **Inpatient surgeries** consistently above budget
- Higher than expected **Medicare Case Mix Index** (1.9)
- Favorable collections on older aged commercial accounts
- Continued effective management on **length of stay** for all payors, despite higher acuity levels
- Stronger than expected **outpatient volumes** in infusion therapy, cardiology, radiology, and various other ancillary services (CT Scan, MRI, Cath Lab, Mammography)
- Cost Savings Initiative: **Overall effective management of labor productivity** on a departmental unit of service basis

# SVMH Financial Highlights August 2021

Gross Revenues were favorable

- **Gross Revenues** were **4% favorable** to budget
- **IP gross revenues** were **< 1% unfavorable** to budget
  - **ED gross revenues** were **33% favorable** to budget
  - **OP gross revenues** were **3% favorable** to budget in the following areas:
    - Infusion Therapy
    - Other OP Pharmacy
    - Cardiology
    - Radiology
    - Other OP Services

- **Commercial:** **9% below** budget
- **Medicaid:** **7% above** budget
- **Medicare:** **12% above** budget

Payor Mix - **unfavorable** to budget

Total Normalized Net Patient Revenues were \$49.5M, which was favorable to budget by \$3.8M or 8.3%

# Financial Summary – August 2021



## 1) Strong Outpatient business:

- Stronger than expected patient volumes in Infusion Therapy, Cardiology, Radiology, and Other Outpatient Services

2) ER Outpatient visits were above budget by 46% (1,341 visits)

3) Total admissions were 38 admits above budget

- ER admissions were 3% above budget (17 admits)
- ER admissions (including OB ED) were 84% of total acute admissions

4) Inpatient Surgeries were 12% (16 cases) above budget at 154

5) Total Acute ALOS was 8% favorable at 3.9 vs 4.2 days budgeted

6) Medicare Traditional ALOS CMI adjusted was 15% favorable at 2.1 days with a Case Mix Index of 1.9

7) OP Observation cases were 2% (4 cases) below budget at 152



8) Outpatient Surgeries were 23% (71 cases) below budget

9) Lower than expected Inpatient business:

- Average daily census was at 111, 4% below budget of 115

10) Deliveries were 7% (9 deliveries) below budget at 135

# CMI – All Discharges (with & without COVID)

## Based on Discharges

### September 2020 thru August 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
	9/30/2020	1.71	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	853	121	4.4	2.15	222	45	6.2	1.62	631	77	3.8
	1/31/2021	1.81	890	139	4.8	2.33	289	65	7.0	1.56	601	74	3.8
	2/28/2021	1.77	767	119	4.4	2.36	89	27	8.4	1.70	678	92	3.8
	3/31/2021	1.74	875	116	4.1	3.11	27	11	12.8	1.69	848	105	3.8
	4/30/2021	1.59	824	104	3.8	1.92	9	1	3.7	1.59	815	103	3.8
	5/31/2021	1.70	816	100	3.8	2.19	7	1	5.1	1.69	809	99	3.8
	6/30/2021	1.64	826	100	3.6	2.04	10	2	5.9	1.63	816	98	3.6
	7/31/2021	1.66	892	108	3.8	2.04	14	2	3.4	1.65	878	107	3.8
	8/31/2021	1.67	869	107	3.8	2.12	46	8	5.4	1.64	823	99	3.7
	<b>Total</b>	<b>1.70</b>	<b>10,076</b>	<b>113</b>	<b>4.1</b>	<b>2.27</b>	<b>919</b>	<b>17</b>	<b>6.9</b>	<b>1.64</b>	<b>9,157</b>	<b>95</b>	<b>3.8</b>

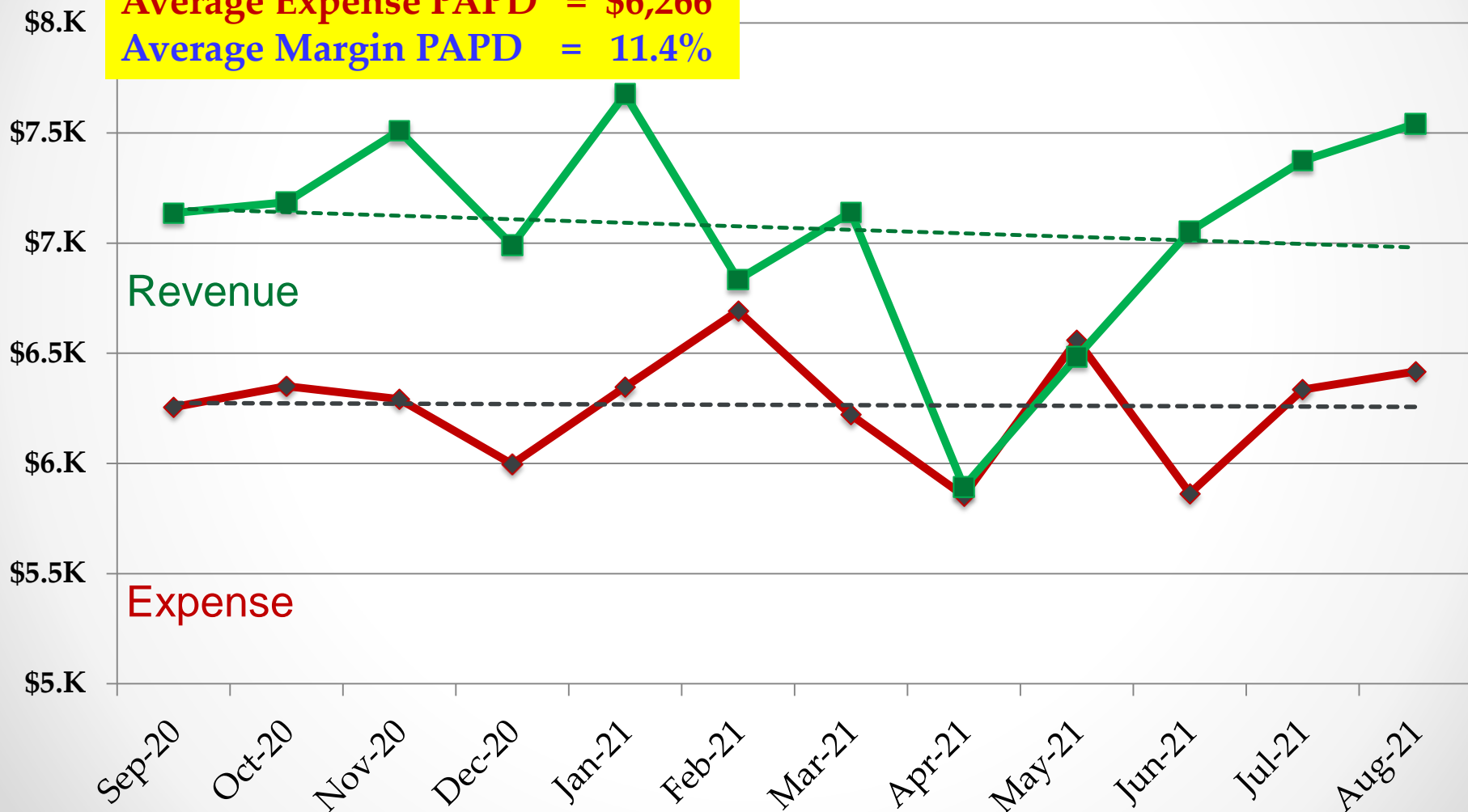
# SVMH Revenues & Expenses Per Adjusted Patient Day (Normalized)

Rolling 12 Months: September 20 to August 21

Average Revenue PAPD = \$7,069

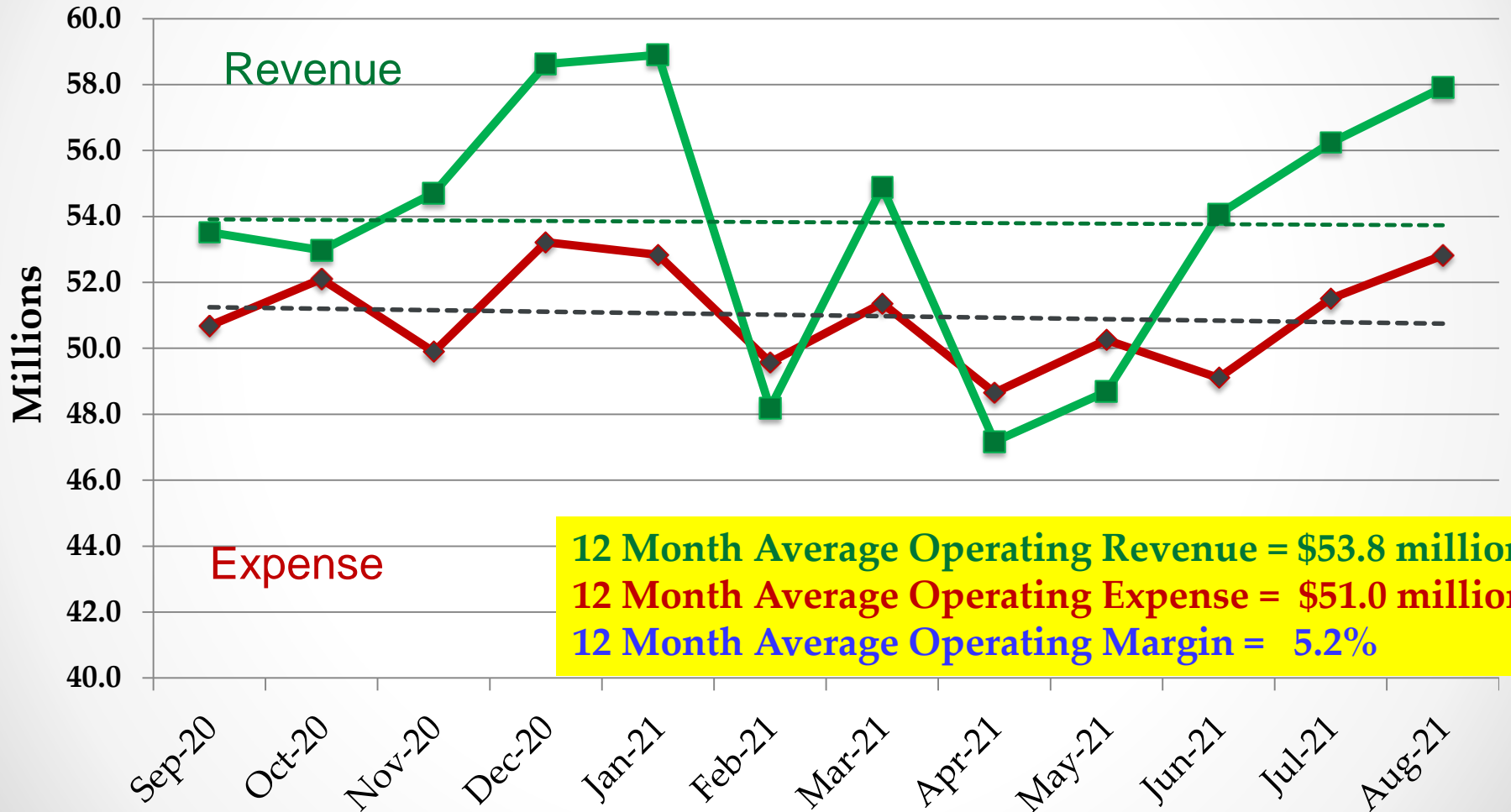
Average Expense PAPD = \$6,266

Average Margin PAPD = 11.4%



# SVMHS Operating Revenues & Expenses (Normalized)

Rolling 12 Months: September 20 to August 21



# SVMHS Key Financial Indicators

	YTD	SVMHS		S&P A+ Rated		YTD	
Statistic	Aug-21	Target	+/-	Hospitals	+/-	Aug-20	+/-
Operating Margin*	9.4%	9.0%	Green	4.0%	Green	9.3%	Green
Total Margin*	11.8%	10.8%	Green	6.6%	Green	12.3%	Red
EBITDA Margin**	13.4%	13.4%	Green	13.6%	Yellow	13.3%	Green
Days of Cash*	372	305	Green	249	Green	343	Green
Days of Accounts Payable*	43	45	Yellow	-		47	Red
Days of Net Accounts Receivable***	46	45	Yellow	49	Green	50	Green
Supply Expense as % NPR	12.3%	15.0%	Green	-		12.8%	Green
SWB Expense as % NPR	52.1%	53.0%	Green	53.7%	Green	52.7%	Green
Operating Expense per APD*	6,377	4,992	Red	-		6,058	Red

\*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, 2021

	<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	\$ 50,527,025	\$ 47,682,621	\$ 98,046,847	\$ 96,963,359
Other operating revenue	913,420	903,316	2,158,504	1,637,456
Total operating revenue	<u>51,440,445</u>	<u>48,585,937</u>	<u>100,205,351</u>	<u>98,600,815</u>
Total operating expenses	42,142,696	40,455,123	82,968,742	82,807,276
Total non-operating income	<u>(1,134,115)</u>	<u>(1,206,977)</u>	<u>(3,712,828)</u>	<u>(2,815,154)</u>
Operating and non-operating income	<u>\$ 8,163,633</u>	<u>\$ 6,923,837</u>	<u>\$ 13,523,781</u>	<u>\$ 12,978,385</u>

SALINAS VALLEY MEMORIAL HOSPITAL  
 BALANCE SHEETS  
 August 31, 2021

	<u>Current year</u>	<u>Prior year</u>
<b>ASSETS:</b>		
Current assets	\$ 425,877,230	\$ 391,962,173
Assets whose use is limited or restricted by board	145,675,896	132,935,132
Capital assets	242,436,011	261,210,063
Other assets	188,380,129	191,981,645
Deferred pension outflows	<u>50,119,236</u>	<u>83,379,890</u>
	<u>\$ 1,052,488,502</u>	<u>\$ 1,061,468,903</u>
<b>LIABILITIES AND EQUITY:</b>		
Current liabilities	130,468,528	161,562,454
Long term liabilities	14,556,513	14,780,831
	83,585,120	126,340,336
Net assets	<u>823,878,341</u>	<u>758,785,282</u>
	<u>\$ 1,052,488,502</u>	<u>\$ 1,061,468,903</u>

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

	<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	1,575	1,522	3,142	3,053
Medi-Cal	1,006	1,205	1,964	2,212
Commercial insurance	738	851	1,442	1,728
Other patient	126	115	273	272
Total patient days	<u>3,445</u>	<u>3,693</u>	<u>6,821</u>	<u>7,265</u>
Gross revenue:				
Medicare	\$ 92,022,820	\$ 73,692,528	\$ 181,832,564	\$ 153,257,385
Medi-Cal	58,046,182	54,151,800	114,281,809	104,801,847
Commercial insurance	46,776,796	47,799,019	98,894,465	101,154,013
Other patient	8,188,797	7,937,061	17,896,110	17,663,624
Gross revenue	<u>205,034,595</u>	<u>183,580,408</u>	<u>412,904,948</u>	<u>376,876,869</u>
Deductions from revenue:				
Administrative adjustment	297,324	477,667	494,412	660,047
Charity care	1,798,274	2,110,951	2,677,903	2,740,620
Contractual adjustments:				
Medicare outpatient	28,466,678	24,063,255	56,651,761	50,718,890
Medicare inpatient	35,954,117	33,452,246	73,118,138	66,546,919
Medi-Cal traditional outpatient	2,613,718	1,787,180	4,908,906	3,357,024
Medi-Cal traditional inpatient	6,995,705	8,142,897	11,803,120	15,467,408
Medi-Cal managed care outpatient	22,747,993	17,698,041	46,122,124	36,780,211
Medi-Cal managed care inpatient	19,944,312	18,466,582	41,928,697	35,583,346
Commercial insurance outpatient	15,112,176	14,406,677	32,785,474	31,342,630
Commercial insurance inpatient	16,735,540	12,217,017	34,635,416	28,292,799
Uncollectible accounts expense	3,670,707	3,413,870	7,769,507	7,279,931
Other payors	171,026	(338,594)	1,962,643	1,143,685
Deductions from revenue	<u>154,507,570</u>	<u>135,897,787</u>	<u>314,858,101</u>	<u>279,913,510</u>
Net patient revenue	<u>\$ 50,527,025</u>	<u>\$ 47,682,621</u>	<u>\$ 98,046,847</u>	<u>\$ 96,963,359</u>
Gross billed charges by patient type:				
Inpatient	\$ 107,404,639	\$ 99,684,280	\$ 216,472,072	\$ 200,273,347
Outpatient	70,186,240	62,330,868	141,297,959	133,425,234
Emergency room	27,443,716	21,565,260	55,134,917	43,178,288
Total	<u>\$ 205,034,595</u>	<u>\$ 183,580,408</u>	<u>\$ 412,904,948</u>	<u>\$ 376,876,869</u>

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

	<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	\$ 50,527,025	\$ 47,682,621	\$ 98,046,847	\$ 96,963,359
Other operating revenue	913,420	903,316	2,158,504	1,637,456
Total operating revenue	<u>51,440,445</u>	<u>48,585,937</u>	<u>100,205,351</u>	<u>98,600,815</u>
Operating expenses:				
Salaries and wages	15,800,754	16,147,849	31,260,761	31,919,329
Compensated absences	2,550,349	2,707,085	5,086,925	5,154,918
Employee benefits	7,652,176	6,466,444	15,296,605	15,502,767
Supplies, food, and linen	6,434,802	6,644,936	12,004,398	12,744,781
Purchased department functions	2,899,532	2,809,537	6,261,761	6,443,059
Medical fees	2,195,012	1,646,370	4,054,631	3,003,422
Other fees	1,136,907	1,110,088	2,348,840	2,295,305
Depreciation	1,759,187	1,755,382	3,568,103	3,532,465
All other expense	1,713,977	1,167,432	3,086,718	2,211,230
Total operating expenses	<u>42,142,696</u>	<u>40,455,123</u>	<u>82,968,742</u>	<u>82,807,276</u>
Income from operations	<u>9,297,749</u>	<u>8,130,814</u>	<u>17,236,609</u>	<u>15,793,539</u>
Non-operating income:				
Donations	166,667	166,667	333,333	333,333
Property taxes	333,333	333,333	666,667	666,667
Investment income	(187,030)	(102,991)	352,291	798,978
Taxes and licenses	0	0	0	0
Income from subsidiaries	(1,447,085)	(1,603,986)	(5,065,119)	(4,614,132)
Total non-operating income	<u>(1,134,115)</u>	<u>(1,206,977)</u>	<u>(3,712,828)</u>	<u>(2,815,154)</u>
Operating and non-operating income	8,163,633	6,923,837	13,523,781	12,978,385
Net assets to begin	<u>815,714,708</u>	<u>751,861,445</u>	<u>810,354,560</u>	<u>745,806,898</u>
Net assets to end	<u>\$ 823,878,341</u>	<u>\$ 758,785,282</u>	<u>\$ 823,878,341</u>	<u>\$ 758,785,282</u>
Net income excluding non-recurring items	\$ 8,163,633	\$ 6,923,837	\$ 13,523,781	\$ 12,978,385
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>\$ 8,163,633</u>	<u>\$ 6,923,837</u>	<u>\$ 13,523,781</u>	<u>\$ 12,978,385</u>

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

	Month of August,		Two months ended August 31,	
	current year	prior year	current year	prior year
Detail of other operating income:				
Dietary revenue	\$ 131,757	\$ 123,923	\$ 268,075	\$ 262,160
Discounts and scrap sale	272,517	17	272,477	25,594
Sale of products and services	12,740	26,087	65,686	116,455
Clinical trial fees	0	0	6,976	39,404
Stimulus Funds	0	0	0	0
Rental income	161,292	164,793	320,613	314,062
Other	335,114	588,496	1,224,677	879,781
	<u>\$ 913,420</u>	<u>\$ 903,316</u>	<u>\$ 2,158,504</u>	<u>\$ 1,637,456</u>
Detail of investment income:				
Bank and payor interest	\$ 140,754	\$ 151,780	\$ 204,942	\$ 351,246
Income from investments	(380,958)	(254,771)	82,621	447,732
Gain or loss on property and equipment	53,174	0	64,728	0
	<u>\$ (187,030)</u>	<u>\$ (102,991)</u>	<u>\$ 352,291</u>	<u>\$ 798,978</u>
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (239,146)	\$ 1,631,155	\$ (397,808)	\$ (436,444)
Neurological Clinic	(76,078)	(96,402)	(93,722)	(96,564)
Palliative Care Clinic	(35,498)	(101,315)	(146,532)	(135,768)
Surgery Clinic	(78,639)	(181,134)	(197,450)	(232,498)
Infectious Disease Clinic	(8,217)	(35,077)	(41,926)	(41,646)
Endocrinology Clinic	(103,658)	(341,510)	(214,864)	(305,522)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(550,839)	(733,306)	(776,610)	(937,678)
OB/GYN Clinic	(374,547)	(227,656)	(704,568)	(305,954)
PrimeCare Medical Group	1,384,254	(605,465)	(699,410)	(912,563)
Oncology Clinic	(524,635)	(456,186)	(768,194)	(625,370)
Cardiac Surgery	(184,501)	(247,864)	(335,858)	(317,282)
Sleep Center	(14,434)	(163,122)	(56,524)	(76,958)
Rheumatology	(32,339)	(129,246)	(87,790)	(53,652)
Precision Ortho MDs	(430,217)	(416,153)	(529,016)	(596,464)
Precision Ortho-MRI	0	(11,435)	0	(27,840)
Precision Ortho-PT	(26,885)	41,938	(71,122)	27,260
Dermatology	(25,592)	(33,700)	(46,502)	(38,514)
Hospitalists	0	0	0	0
Behavioral Health	(50,214)	(169,640)	(125,722)	(138,962)
Pediatric Diabetes	(40,297)	(83,504)	(82,760)	(90,646)
Neurosurgery	(3,452)	(29,473)	(30,468)	(45,460)
Multi-Specialty-RR	(7,094)	(45,800)	3,620	(33,362)
Radiology	(275,168)	(302,693)	(550,628)	(316,016)
Salinas Family Practice	(173,270)	0	(212,232)	0
Total SVMC	(1,870,466)	(2,737,588)	(6,166,086)	(5,737,903)
Doctors on Duty	(603,234)	509,077	(196,087)	656,627
Assisted Living	0	(2,692)	0	(10,156)
Salinas Valley Imaging	0	6,570	0	(19,974)
Vantage Surgery Center	22,233	24,427	45,452	50,711
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	958,377	110,225	1,129,204	229,382
Aspire/CHI/Coastal	(23,860)	(98,025)	(46,429)	(216,594)
Apex	14,052	(7,587)	31,941	7,049
21st Century Oncology	36,940	98,810	71,617	(68,026)
Monterey Bay Endoscopy Center	18,873	492,797	65,269	494,754
	<u>\$ (1,447,085)</u>	<u>\$ (1,603,986)</u>	<u>\$ (5,065,119)</u>	<u>\$ (4,614,132)</u>

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

	<b>Current year</b>	<b>Prior year</b>
<b>A S S E T S</b>		
Current assets:		
Cash and cash equivalents	\$ 334,059,094	\$ 296,092,077
Patient accounts receivable, net of estimated uncollectibles of \$20,932,304	74,253,666	77,428,728
Supplies inventory at cost	8,200,689	8,590,999
Other current assets	9,363,781	9,850,369
Total current assets	425,877,230	391,962,173
Assets whose use is limited or restricted by board	145,675,896	132,935,132
Capital assets:		
Land and construction in process	34,572,681	54,158,906
Other capital assets, net of depreciation	207,863,330	207,051,158
Total capital assets	242,436,011	261,210,063
Other assets:		
Investment in Securities	144,640,143	147,540,548
Investment in SVMC	14,970,233	16,365,278
Investment in Aspire/CHI/Coastal	3,570,360	3,934,341
Investment in other affiliates	23,389,984	22,258,922
Net pension asset	1,809,409	1,882,556
Total other assets	188,380,129	191,981,645
Deferred pension outflows	50,119,236	83,379,890
	<b>\$ 1,052,488,502</b>	<b>\$ 1,061,468,903</b>
 <b>LIABILITIES AND NET ASSETS</b>		
Current liabilities:		
Accounts payable and accrued expenses	\$ 54,249,539	\$ 57,396,570
Due to third party payers	58,993,558	86,331,288
Current portion of self-insurance liability	17,225,431	17,834,596
Total current liabilities	130,468,528	161,562,454
Long term portion of workers comp liability	14,556,513	14,780,831
Total liabilities	145,025,041	176,343,285
Pension liability	83,585,120	126,340,336
Net assets:		
Invested in capital assets, net of related debt	242,436,011	261,210,063
Unrestricted	581,442,330	497,575,219
Total net assets	823,878,341	758,785,282
	<b>\$ 1,052,488,502</b>	<b>\$ 1,061,468,903</b>

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

	Month of August,				Two months ended August 31,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 205,034,595	\$ 196,628,325	8,406,270	4.28%	\$ 412,904,948	\$ 393,256,651	19,648,297	5.00%
Deductions from revenue	154,507,570	150,880,781	3,626,789	2.40%	314,858,101	301,942,307	12,915,794	4.28%
Net patient revenue	50,527,025	45,747,544	4,779,481	10.45%	98,046,847	91,314,344	6,732,503	7.37%
Other operating revenue	913,420	783,804	129,616	16.54%	2,158,504	1,558,116	600,388	38.53%
<b>Total operating revenue</b>	<b>51,440,445</b>	<b>46,531,348</b>	<b>4,909,097</b>	<b>10.55%</b>	<b>100,205,351</b>	<b>92,872,460</b>	<b>7,332,891</b>	<b>7.90%</b>
Operating expenses:								
Salaries and wages	15,800,754	15,920,490	(119,736)	-0.75%	31,260,761	31,493,739	(232,978)	-0.74%
Compensated absences	2,550,349	2,527,542	22,807	0.90%	5,086,925	5,291,111	(204,186)	-3.86%
Employee benefits	7,652,176	7,339,780	312,396	4.26%	15,296,605	14,668,980	627,625	4.28%
Supplies, food, and linen	6,434,802	5,938,499	496,303	8.36%	12,004,398	11,876,998	127,400	1.07%
Purchased department functions	2,899,532	3,006,925	(107,393)	-3.57%	6,261,761	5,952,178	309,583	5.20%
Medical fees	2,195,012	1,830,070	364,942	19.94%	4,054,631	3,660,140	394,491	10.78%
Other fees	1,136,907	931,400	205,507	22.06%	2,348,840	1,856,381	492,459	26.53%
Depreciation	1,759,187	1,772,243	(13,056)	-0.74%	3,568,103	3,565,376	2,727	0.08%
All other expense	1,713,977	1,455,868	258,109	17.73%	3,086,718	2,911,736	174,982	6.01%
<b>Total operating expenses</b>	<b>42,142,696</b>	<b>40,722,816</b>	<b>1,419,880</b>	<b>3.49%</b>	<b>82,968,742</b>	<b>81,276,638</b>	<b>1,692,104</b>	<b>2.08%</b>
<b>Income from operations</b>	<b>9,297,749</b>	<b>5,808,532</b>	<b>3,489,217</b>	<b>60.07%</b>	<b>17,236,609</b>	<b>11,595,822</b>	<b>5,640,787</b>	<b>48.64%</b>
Non-operating income:								
Donations	166,667	166,667	0	0.00%	333,333	333,333	(0)	0.00%
Property taxes	333,333	333,333	(0)	0.00%	666,667	666,667	0	0.00%
Investment income	(187,030)	(63,302)	(123,729)	195.46%	352,291	(126,603)	478,894	-378.26%
Income from subsidiaries	(1,447,085)	(4,215,213)	2,768,128	-65.67%	(5,065,119)	(8,383,837)	3,318,718	-39.58%
<b>Total non-operating income</b>	<b>(1,134,115)</b>	<b>(3,778,515)</b>	<b>2,644,399</b>	<b>-69.99%</b>	<b>(3,712,828)</b>	<b>(7,510,440)</b>	<b>3,797,613</b>	<b>-50.56%</b>
<b>Operating and non-operating income \$</b>	<b>8,163,634</b>	<b>2,030,017</b>	<b>6,133,617</b>	<b>302.15%</b>	<b>13,523,781</b>	<b>4,085,381</b>	<b>9,438,400</b>	<b>231.03%</b>



**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>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>NEWBORN STATISTICS</u>					
Medi-Cal Admissions	51	43	101	91	(10)
Other Admissions	101	94	218	187	(31)
Total Admissions	152	137	319	278	(41)
Medi-Cal Patient Days	78	64	151	138	(13)
Other Patient Days	157	145	333	321	(12)
Total Patient Days of Care	235	209	484	459	(25)
Average Daily Census	7.6	6.7	7.8	7.4	(0.4)
Medi-Cal Average Days	1.5	1.5	1.5	1.5	0.0
Other Average Days	1.3	1.5	1.5	1.7	0.2
Total Average Days Stay	1.4	1.5	1.5	1.6	0.2
<u>ADULTS &amp; PEDIATRICS</u>					
Medicare Admissions	318	329	655	630	(25)
Medi-Cal Admissions	298	248	479	503	24
Other Admissions	369	300	596	599	3
Total Admissions	985	877	1,730	1,732	2
Medicare Patient Days	1,395	1,338	2,739	2,665	(74)
Medi-Cal Patient Days	1,242	1,051	2,290	2,056	(234)
Other Patient Days	863	1,049	1,899	2,095	196
Total Patient Days of Care	3,500	3,438	6,928	6,816	(112)
Average Daily Census	112.9	110.9	111.7	109.9	(1.8)
Medicare Average Length of Stay	4.4	4.2	4.2	4.1	(0.1)
Medi-Cal Average Length of Stay	4.1	3.7	3.9	3.2	(0.7)
Other Average Length of Stay	2.2	2.6	2.3	2.8	0.5
Total Average Length of Stay	3.5	3.4	3.3	3.3	(0.0)
Deaths	36	31	64	51	(13)
Total Patient Days	3,735	3,647	7,412	7,275	(137)
Medi-Cal Administrative Days	92	44	92	46	(46)
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	92	44	92	46	(46)
Percent Non-Acute	2.46%	1.21%	1.24%	0.63%	-0.61%

**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>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>PATIENT DAYS BY LOCATION</u>					
Level I	253	254	467	478	11
Heart Center	342	306	667	639	(28)
Monitored Beds	885	813	1,738	1,632	(106)
Single Room Maternity/Obstetrics	379	337	788	702	(86)
Med/Surg - Cardiovascular	677	604	1,339	1,315	(24)
Med/Surg - Oncology	199	277	358	557	199
Med/Surg - Rehab	405	430	811	835	24
Pediatrics	64	110	136	207	71
Nursery	235	209	484	459	(25)
Neonatal Intensive Care	193	77	337	159	(178)
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	62.78%	63.03%	57.94%	59.31%	
Heart Center	73.55%	65.81%	71.72%	68.71%	
Monitored Beds	105.73%	97.13%	103.82%	97.49%	
Single Room Maternity/Obstetrics	33.04%	29.38%	34.35%	30.60%	
Med/Surg - Cardiovascular	48.53%	43.30%	47.99%	47.13%	
Med/Surg - Oncology	49.38%	68.73%	44.42%	69.11%	
Med/Surg - Rehab	50.25%	53.35%	50.31%	51.80%	
Med/Surg - Observation Care Unit	0.00%	43.64%	0.00%	27.70%	
Pediatrics	11.47%	19.71%	12.19%	18.55%	
Nursery	45.94%	40.86%	23.66%	22.43%	
Neonatal Intensive Care	56.60%	22.58%	49.41%	23.31%	

**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>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
<b><u>DELIVERY ROOM</u></b>					
Total deliveries	159	141	320	274	(46)
C-Section deliveries	50	47	96	85	(11)
Percent of C-section deliveries	31.45%	33.33%	30.00%	31.02%	1.02%
<b><u>OPERATING ROOM</u></b>					
In-Patient Operating Minutes	16,644	21,010	54,711	44,428	(10,283)
Out-Patient Operating Minutes	22,513	24,231	35,455	49,948	14,493
Total	39,157	45,241	90,166	94,376	4,210
Open Heart Surgeries	12	13	27	27	0
In-Patient Cases	118	148	332	298	(34)
Out-Patient Cases	233	246	473	499	26
<b><u>EMERGENCY ROOM</u></b>					
Immediate Life Saving	34	51	47	90	43
High Risk	505	417	984	882	(102)
More Than One Resource	2,178	2,649	4,372	5,272	900
One Resource	1,797	1,885	4,371	3,365	(1,006)
No Resources	56	146	114	228	114
Total	<u>4,570</u>	<u>5,148</u>	<u>9,888</u>	<u>9,837</u>	<u>(51)</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>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
<b>CENTRAL SUPPLY</b>					
In-patient requisitions	12,674	15,765	25,745	31,883	6,138
Out-patient requisitions	9,126	9,388	20,325	18,817	-1,508
Emergency room requisitions	1,587	1,608	3,271	3,310	39
Interdepartmental requisitions	6,924	6,009	13,865	11,827	-2,038
Total requisitions	<u>30,311</u>	<u>32,770</u>	<u>63,206</u>	<u>65,837</u>	<u>2,631</u>
<b>LABORATORY</b>					
In-patient procedures	33,276	32,894	68,150	67,128	-1,022
Out-patient procedures	9,935	11,358	20,702	22,748	2,046
Emergency room procedures	8,525	11,159	16,706	22,405	5,699
Total patient procedures	<u>51,736</u>	<u>55,411</u>	<u>105,558</u>	<u>112,281</u>	<u>6,723</u>
<b>BLOOD BANK</b>					
Units processed	<u>249</u>	<u>327</u>	<u>508</u>	<u>639</u>	<u>131</u>
<b>ELECTROCARDIOLOGY</b>					
In-patient procedures	859	945	1,812	1,965	153
Out-patient procedures	397	389	822	827	5
Emergency room procedures	815	983	1,638	2,054	416
Total procedures	<u>2,071</u>	<u>2,317</u>	<u>4,272</u>	<u>4,846</u>	<u>574</u>
<b>CATH LAB</b>					
In-patient procedures	67	88	131	196	65
Out-patient procedures	77	98	158	199	41
Emergency room procedures	0	0	0	0	0
Total procedures	<u>144</u>	<u>186</u>	<u>289</u>	<u>395</u>	<u>106</u>
<b>ECHO-CARDIOLOGY</b>					
In-patient studies	287	333	558	685	127
Out-patient studies	168	223	361	480	119
Emergency room studies	1	1	4	2	-2
Total studies	<u>456</u>	<u>557</u>	<u>923</u>	<u>1,167</u>	<u>244</u>
<b>NEURODIAGNOSTIC</b>					
In-patient procedures	183	149	359	304	-55
Out-patient procedures	29	21	65	40	-25
Emergency room procedures	0	0	0	0	0
Total procedures	<u>212</u>	<u>170</u>	<u>424</u>	<u>344</u>	<u>-80</u>

**SALINAS VALLEY MEMORIAL HOSPITAL**

**PATIENT STATISTICAL REPORT**

For the month of Aug and two months to date

	Month of Aug		Two months to date		Variance
	2020	2021	2020-21	2021-22	
<b>SLEEP CENTER</b>					
In-patient procedures	0	0	0	0	0
Out-patient procedures	167	200	330	374	44
Emergency room procedures	0	0	0	0	0
<b>Total procedures</b>	<b>167</b>	<b>200</b>	<b>330</b>	<b>374</b>	<b>44</b>
<b>RADIOLOGY</b>					
In-patient procedures	1,286	1,217	2,596	2,460	-136
Out-patient procedures	700	457	1,434	885	-549
Emergency room procedures	1,108	1,237	2,236	2,538	302
<b>Total patient procedures</b>	<b>3,094</b>	<b>2,911</b>	<b>6,266</b>	<b>5,883</b>	<b>-383</b>
<b>MAGNETIC RESONANCE IMAGING</b>					
In-patient procedures	116	124	230	272	42
Out-patient procedures	150	112	289	242	-47
Emergency room procedures	8	4	21	11	-10
<b>Total procedures</b>	<b>274</b>	<b>240</b>	<b>540</b>	<b>525</b>	<b>-15</b>
<b>MAMMOGRAPHY CENTER</b>					
In-patient procedures	2,814	3,718	5,872	7,180	1,308
Out-patient procedures	2,801	3,695	5,845	7,119	1,274
Emergency room procedures	0	2	0	6	6
<b>Total procedures</b>	<b>5,615</b>	<b>7,415</b>	<b>11,717</b>	<b>14,305</b>	<b>2,588</b>
<b>NUCLEAR MEDICINE</b>					
In-patient procedures	11	10	27	27	0
Out-patient procedures	70	74	138	169	31
Emergency room procedures	1	2	1	2	1
<b>Total procedures</b>	<b>82</b>	<b>86</b>	<b>166</b>	<b>198</b>	<b>32</b>
<b>PHARMACY</b>					
In-patient prescriptions	83,124	86,567	164,824	168,780	3,956
Out-patient prescriptions	14,639	14,973	31,161	30,716	-445
Emergency room prescriptions	5,257	6,914	10,175	13,804	3,629
<b>Total prescriptions</b>	<b>103,020</b>	<b>108,454</b>	<b>206,160</b>	<b>213,300</b>	<b>7,140</b>
<b>RESPIRATORY THERAPY</b>					
In-patient treatments	19,015	19,566	36,776	36,359	-417
Out-patient treatments	462	1,049	904	2,112	1,208
Emergency room treatments	131	222	184	434	250
<b>Total patient treatments</b>	<b>19,608</b>	<b>20,837</b>	<b>37,864</b>	<b>38,905</b>	<b>1,041</b>
<b>PHYSICAL THERAPY</b>					
In-patient treatments	2,270	2,233	4,640	4,508	-132
Out-patient treatments	245	343	506	674	168
Emergency room treatments	0	0	0	0	0
<b>Total treatments</b>	<b>2,515</b>	<b>2,576</b>	<b>5,146</b>	<b>5,182</b>	<b>36</b>

**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>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
<b>OCCUPATIONAL THERAPY</b>					
In-patient procedures	1,243	1,612	2,407	3,300	893
Out-patient procedures	116	162	227	324	97
Emergency room procedures	0	0	0	0	0
Total procedures	<u>1,359</u>	<u>1,774</u>	<u>2,634</u>	<u>3,624</u>	<u>990</u>
<b>SPEECH THERAPY</b>					
In-patient treatments	399	397	784	905	121
Out-patient treatments	23	23	46	67	21
Emergency room treatments	0	0	0	0	0
Total treatments	<u>422</u>	<u>420</u>	<u>830</u>	<u>972</u>	<u>142</u>
<b>CARDIAC REHABILITATION</b>					
In-patient treatments	0	0	0	0	0
Out-patient treatments	390	700	816	1,263	447
Emergency room treatments	0	0	0	0	0
Total treatments	<u>390</u>	<u>700</u>	<u>816</u>	<u>1,263</u>	<u>447</u>
<b>CRITICAL DECISION UNIT</b>					
Observation hours	<u>205</u>	<u>256</u>	<u>446</u>	<u>499</u>	<u>53</u>
<b>ENDOSCOPY</b>					
In-patient procedures	96	89	198	196	-2
Out-patient procedures	48	39	65	73	8
Emergency room procedures	0	0	0	0	0
Total procedures	<u>144</u>	<u>128</u>	<u>263</u>	<u>269</u>	<u>6</u>
<b>C.T. SCAN</b>					
In-patient procedures	524	554	1,068	1,201	133
Out-patient procedures	505	345	1,098	842	-256
Emergency room procedures	467	579	887	1,182	295
Total procedures	<u>1,496</u>	<u>1,478</u>	<u>3,053</u>	<u>3,225</u>	<u>172</u>
<b>DIETARY</b>					
Routine patient diets	16,282	17,337	32,564	34,945	2,381
Meals to personnel	21,283	21,529	42,566	43,757	1,191
Total diets and meals	<u>37,565</u>	<u>38,866</u>	<u>75,130</u>	<u>78,702</u>	<u>3,572</u>
<b>LAUNDRY AND LINEN</b>					
Total pounds laundered	<u>107,714</u>	<u>97,891</u>	<u>215,428</u>	<u>195,233</u>	<u>-20,195</u>

# *PUBLIC INPUT*

*CLOSED SESSION*

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



*RECONVENE OPEN SESSION/  
REPORT ON CLOSED SESSION*

*ADJOURNMENT – THE OCTOBER 2021  
QUALITY AND EFFICIENT  
PRACTICES COMMITTEE MEETING IS  
SCHEDULED FOR MONDAY,  
OCTOBER 25, 2021, AT 8:30 A.M.*