

December 8, 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, DECEMBER 12, 2022, AT 8:30 A.M., IN THE DOWNING RESOURCE CENTER, CEO CONFERENCE ROOM, 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. 2022-17, Assembly Bill 361, and guidance from the Monterey County Health Department in response to concerns regarding COVID-19, Board Members of Salinas Valley Memorial Healthcare System, a local health care district, are permitted to participate in this duly noticed public meeting via teleconference and certain requirements of The Brown Act are suspended.



Pete Delgado
President/Chief Executive Officer

Committee Members: Juan Cabrera, Chair; Joel Hernandez Laguna, Vice Chair; Pete Delgado, President/CEO; Allen Radner, MD, CMO; Clement Miller, COO; Lisa Paulo, CNO; Rakesh Singh, MD, Medical Staff Member; Michele Averill, Community Member

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

**MONDAY, DECEMBER 12, 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. 2022-17, 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. Call to Order / Roll Call
2. Approve the Minutes of the Quality and Efficient Practices Committee Meeting of November 14, 2022. (DELGADO)
 - Motion/Second
 - Action by Committee/Roll Call Vote
3. Patient Care Services Update (PAULO)
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
7. Reconvene Open Session/Report on Closed Session
8. Adjournment

The next Quality and Efficient Practices Committee Meeting is scheduled for **Monday, January 23, 2023 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
COMMITTEE OF THE WHOLE**

AGENDA FOR CLOSED SESSION

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

CLOSED SESSION AGENDA ITEMS

HEARINGS/REPORTS

(Government Code §37624.3 & Health and Safety Code §§1461, 32155)

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

1. Report of the Medical Staff Quality and Safety Committee

ADJOURN TO OPEN SESSION

CALL TO ORDER
ROLL CALL

(Chair to call the meeting to order)

**SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM
QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING
COMMITTEE OF THE WHOLE
MEETING MINUTES
NOVEMBER 14, 2022**

SVMHS Board Resolution No. 2022-16, 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 Quality and Efficient Practices Committee convened at 8:36 a.m. in the Downing Resources, CEO Conference Room 117.

Committee Members Present:

Clement Miller, Lisa Paulo, and Rakesh Singh, MD; Via Teleconference: Michele Averill, Chair Juan Cabrera and Vice Chair Joel Hernandez Laguna

Committee Members Absent:

Pete Delgado

Other Board Members Present Constituting Committee Of The Whole:

Victor Rey

Victor Rey joined the meeting at 8:40 a.m.

Juan Cabrera joined the meeting at 9:10 a.m.

A quorum was present and Vice Chair Hernandez Laguna called the meeting to order at 8:36 a.m.

**APPROVAL OF MINUTES FROM THE QUALITY AND EFFICIENT PRACTICES
COMMITTEE MEETING OF OCTOBER 24, 2022**

Approve the minutes of the Quality and Efficient Practices Committee for the October 24, 2022 meeting, as presented. The 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 October 24, 2022 were approved.

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

PATIENT CARE SERVICES UPDATE

Critical Care Practice Council Heather Barigian, RN, Chair and Co-Chair Laurie Freed provided the report.

Areas of Critical Care include ICU, 1Main, 4Tower, Heart Center, 5 Tower, OCU and Patient Care Resources. The unit practice council (UPC) is unique because it represents five very different units. The UPC has brought staff together, provided understanding of each unit's strengths, and nurtured respect and recognizing others' strengths and expertise.

A report was received on current projects. Unit Magnet® data displays are posted in each unit to identify areas of excellence and opportunity. 4Tower and 1Main have initiated a gratitude tree for staff to highlights moments of appreciation throughout their shift; the goal is to initiate a gratitude tree in all units of the CCPC. The discharge medication "re-vamp" includes plain language for patients to understand education and reason for medication. The commit to sit develops rapport with patients enhances communication which leads to patient satisfaction. "Co-worker Kudos" is a process used to recognize coworkers. Unit Practice Council supports patients and families first; pursue excellence and exceptional performance with passion, take personal responsibility for professional conduct in delivering results, and respect patients, each other, the community, and the environment by demonstrating integrity, honesty, and fiscal responsibility in everything they do.

Vice Chair Hernandez Laguna commended staff for a job well done.

FINANCIAL AND STATISTICAL REVIEW

Augustine Lopez, Chief Financial Officer, provided a financial and statistical performance review for the month ending October 2022. This information was included in the Committee packet.

Mr. Lopez mentioned that this was a challenging month. SVMHS was impacted by payor mix which was unfavorable to the budget.

Key highlights of the financial summary for October 2022 were: (1) Income from operations was \$0.7M with an operating margin of 1.1%, (2) Net income was -\$0.8M with a net income margin of -1.4%; (3) Inpatient gross revenues 9%, favorable to the budget but total net patient revenues were \$2.2M/4% above budget; (4) Emergency Department gross revenues were 9% favorable to the budget; (5) Outpatient gross revenues were 10% favorable to the budget in Infusion Therapy, Radiology, Surgery and Cardiology; (6) Payor mix was unfavorable to the budget; (7) Total normalized net patient revenues were \$51.0M, which was favorable to the budget by \$1.6M or 4.8%; (8) Inpatient surgeries were above budget and higher than expected outpatient business; (9) Average daily census was 132, 15% above budget and total admissions were above budget by 20%; (10) Total acute average length of stay (ALOS) Medicare traditional ALOS CMI adjusted was 9% unfavorable at 2.57 days with a Case Mix Index if 1.7; (11) Operating revenues were above expenses; (13) Days cash on hand was 333; days of net accounts receivable is 49.

Outpatient Surgeries were 6% (14 cases) above budget at 256; COVID cases decreased to 13 cases, a decrease of 73% over prior month; Out Patient Observation cases were below budget by 37% at 101.

PUBLIC INPUT

No public comment received.

CLOSED SESSION

Vice Chair Hernandez Laguna announced that the item to be 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 9:02 a.m.

RECONVENE OPEN SESSION/REPORT ON CLOSED SESSION

The Committee reconvened Open Session at 9:11 a.m., Vice 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 9:12 a.m. The next Quality and Efficient Practices Committee Meeting is scheduled for **Monday, December 12, 2022 at 8:30 a.m.**

ATTEST:

Juan Hernandez Laguna, Vice Chair
Quality and Efficient Practices Committee

/es

Board Paper: Quality & Efficient Practices Committee

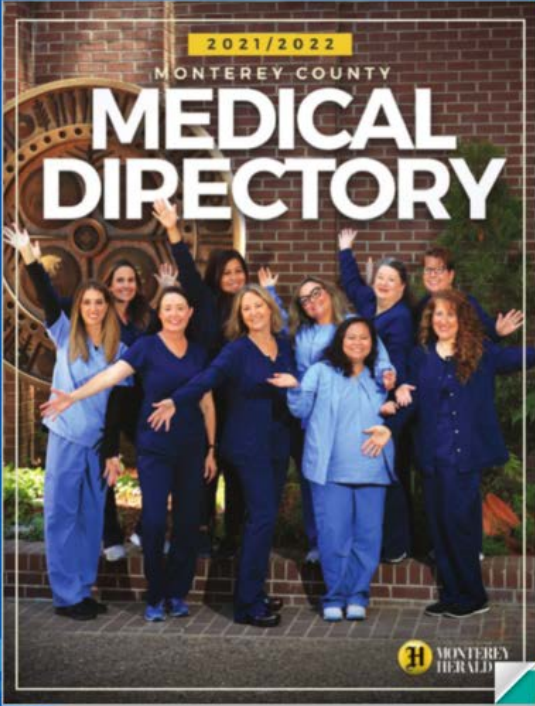
Agenda: Patient Care Services Update
Executive: Lisa Paulo, MSN/MPA, RN, Chief Nursing Officer
Date: December 12, 2022

Pillar/Goal Alignment:

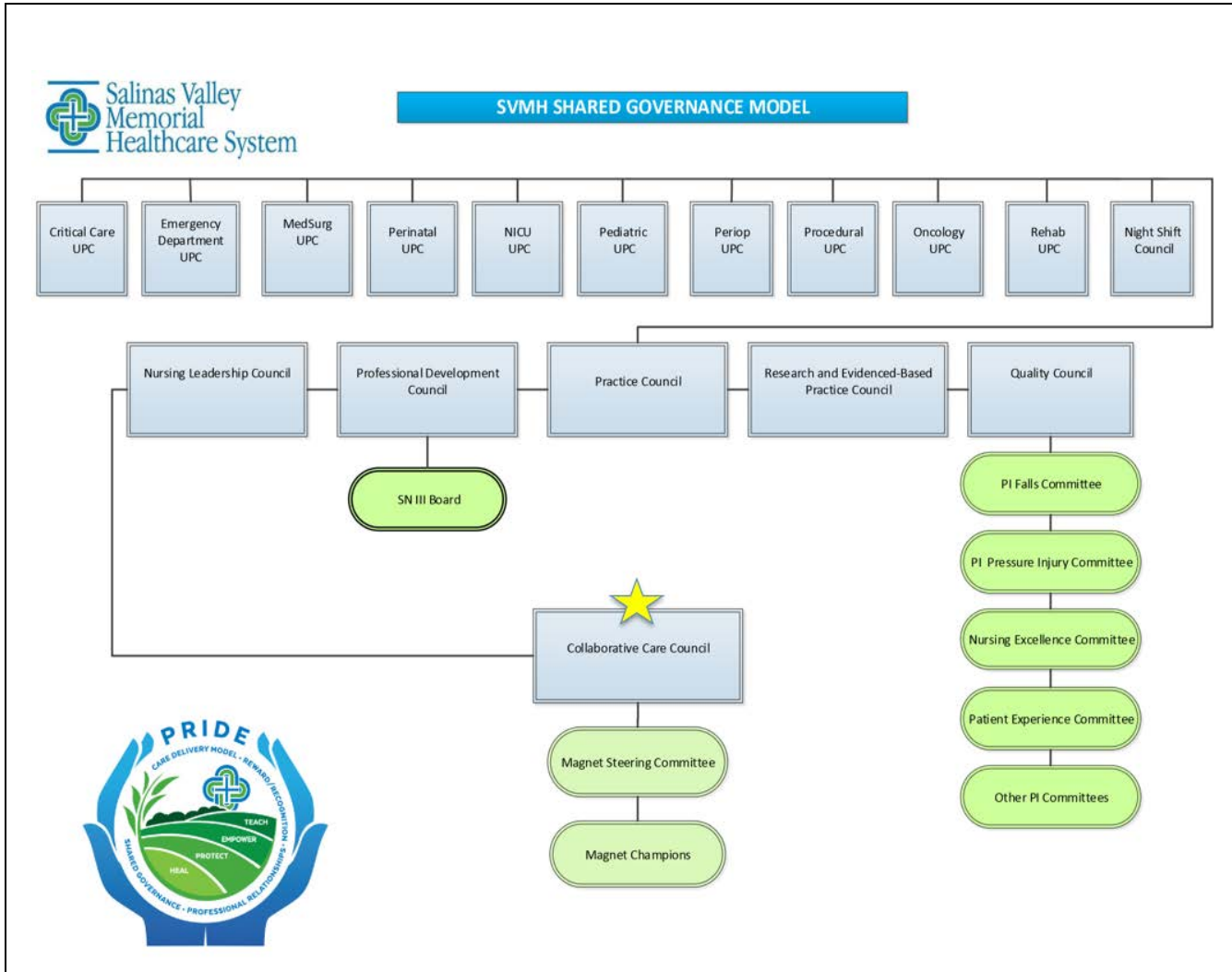
Service People Quality Finance Growth Community

QUALITY:

Collaborative Care Committee 2022
Chair: Aubree Collins, BSN, RNC-OB, C-EFM
Co-Chair: Pamela Yates, RN



The image shows the cover of the 2021/2022 Monterey County Medical Directory. The cover features a group of approximately ten healthcare professionals, including nurses and doctors, dressed in blue scrubs. They are standing in front of a brick building entrance with a large archway. The text on the cover includes "2021/2022" in a yellow box, "MONTEREY COUNTY" in white, and "MEDICAL DIRECTORY" in large white letters. A small logo for Monterey County is visible in the bottom right corner of the cover.



2022 Shared Governance Accomplishments:

1. Formed the “Tim Porter O’Grady Workgroup” to increase nursing professionalism, accountability, and cultivate growth.
2. Compiled a report of the Shared Governance Accomplishments entitled “Shared Governance Annual Summary, 2021”
3. Collaborative Care members offered two formal leadership trainings for new members.

Tim Porter O’Grady Workgroup

1. Who is Tim? World recognized expert in Shared Governance.
1. What did he recommend for us?
 - a. Clearly define your professional roles and accountabilities.
 - b. Increase nursing professionalism and ownership of practice.
 - c. Focus Leadership on providing the resources needed for patient care.
2. How are we doing it?
 - a. We formed a workgroup that met 8 times this year.
 - b. Wrote accountabilities statements for Clinical Nurses, Nurse Leaders and the CNO.
3. Coming Spring 2023!
 - a. Launch our Research Project by surveying nurses to assess the current enculturation of Professional Governance.
 - b. Introduction of the new accountability statements and role clarification.
 - c. Reassessment in 2024 to measure the growth of Shared Governance.



Shared Governance Annual Report:

2021 presented ongoing challenges as we continued to adapt to the COVID-19 pandemic. Our commitment to providing exceptional patient care remained steadfast. We focused on patient safety, quality of care, and operational excellence. Our Shared Governance process was instrumental in addressing these challenges, ensuring that our patients received the highest quality of care while maintaining a safe and healthy work environment for our staff.

COVID-19 Shared Governance Update: The Shared Governance process was instrumental in addressing the challenges posed by the COVID-19 pandemic. Our Shared Governance process was instrumental in addressing the challenges posed by the COVID-19 pandemic. Our Shared Governance process was instrumental in addressing the challenges posed by the COVID-19 pandemic.

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Highlights:

- Thirteen Committee Chairs described their accomplishments in 2021
- Enthusiasm for Shared Governance
- Enculturation of Professional Nursing
- Goal Setting and Accomplishment
- Leadership Development

Shared Governance Leader Orientation



Speakers:

- ◆ Abigail Acosta BSN, RN, CPAN, CAPA
- ◆ Aubree A. Collins, BSN, RNC-OB
- ◆ Rebecca A. Rodriguez, BSN, RN, CEN
- ◆ Kirsten Wisner, PhD, RNC-OB, CNS, C-EFM

Target Audience: Shared Governance council leaders and members, nursing leaders, or anyone interested in learning more about Shared Governance at SVMH

Date:	Time:	Location:
March 10, 2022	0830-1630	Education Center
Sept. 15, 2022	0830-1630	Education Center

Course Code: SGLO 8.0

Clock in code: 85



Looking forward to 2023!

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

	<u>Month of November,</u>		<u>Five months ended November 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	2,053	1,682	9,723	7,992
Medi-Cal	1,082	1,026	5,557	4,920
Commercial insurance	895	801	3,926	3,671
Other patient	98	135	505	550
Total patient days	<u>4,128</u>	<u>3,644</u>	<u>19,711</u>	<u>17,133</u>
Gross revenue:				
Medicare	\$ 98,555,971	\$ 89,266,471	\$ 495,914,641	\$ 444,987,881
Medi-Cal	69,880,176	53,975,563	329,928,527	280,224,223
Commercial insurance	55,150,166	48,816,334	263,670,875	243,762,670
Other patient	<u>7,985,184</u>	<u>9,735,644</u>	<u>40,985,119</u>	<u>40,944,557</u>
Gross revenue	<u>231,571,497</u>	<u>201,794,012</u>	<u>1,130,499,162</u>	<u>1,009,919,330</u>
Deductions from revenue:				
Administrative adjustment	542,573	365,762	1,242,728	1,527,692
Charity care	452,357	857,807	3,594,966	5,234,927
Contractual adjustments:				
Medicare outpatient	26,264,780	27,301,095	146,550,732	139,564,145
Medicare inpatient	43,877,421	40,105,808	217,227,444	190,007,963
Medi-Cal traditional outpatient	3,115,903	2,970,132	16,093,264	13,166,418
Medi-Cal traditional inpatient	5,381,718	4,370,077	23,378,779	28,868,195
Medi-Cal managed care outpatient	29,240,501	21,856,728	133,055,180	111,326,675
Medi-Cal managed care inpatient	23,111,034	19,534,667	120,289,867	99,250,087
Commercial insurance outpatient	18,950,929	16,386,971	89,700,417	82,623,778
Commercial insurance inpatient	20,600,241	16,954,680	97,335,812	81,231,775
Uncollectible accounts expense	3,918,025	3,669,799	19,554,056	18,717,065
Other payors	<u>829,103</u>	<u>883,591</u>	<u>4,558,927</u>	<u>2,876,260</u>
Deductions from revenue	<u>176,284,585</u>	<u>155,257,115</u>	<u>872,582,172</u>	<u>774,394,980</u>
Net patient revenue	<u>\$ 55,286,912</u>	<u>\$ 46,536,897</u>	<u>\$ 257,916,990</u>	<u>\$ 235,524,350</u>
Gross billed charges by patient type:				
Inpatient	\$ 123,757,004	\$ 107,252,158	\$ 596,912,215	\$ 529,016,040
Outpatient	76,776,952	67,667,817	388,652,541	344,137,199
Emergency room	<u>31,037,540</u>	<u>26,874,037</u>	<u>144,934,405</u>	<u>136,766,091</u>
Total	<u>\$ 231,571,496</u>	<u>\$ 201,794,012</u>	<u>\$ 1,130,499,161</u>	<u>\$ 1,009,919,330</u>

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

	<u>Month of November,</u>		<u>Five months ended November 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 55,286,912	\$ 46,536,897	\$ 257,916,990	\$ 235,524,350
Other operating revenue	974,157	839,739	3,806,587	4,795,603
Total operating revenue	<u>56,261,069</u>	<u>47,376,636</u>	<u>261,723,577</u>	<u>240,319,953</u>
Operating expenses:				
Salaries and wages	16,922,532	14,716,435	87,092,024	77,028,437
Compensated absences	3,041,626	2,577,696	14,240,826	13,614,648
Employee benefits	7,433,562	5,768,821	37,302,348	34,455,397
Supplies, food, and linen	6,627,842	6,639,982	33,593,273	31,244,463
Purchased department functions	4,658,075	3,612,486	20,761,103	16,328,796
Medical fees	2,098,008	1,964,758	9,551,956	9,800,010
Other fees	4,178,407	2,177,101	13,889,111	7,117,934
Depreciation	2,007,177	2,065,950	9,470,232	9,137,765
All other expense	1,406,176	1,254,400	7,800,360	6,892,864
Total operating expenses	<u>48,373,405</u>	<u>40,777,629</u>	<u>233,701,233</u>	<u>205,620,314</u>
Income from operations	<u>7,887,664</u>	<u>6,599,007</u>	<u>28,022,344</u>	<u>34,699,639</u>
Non-operating income:				
Donations	(500,000)	166,667	1,301,378	833,333
Property taxes	333,333	333,333	1,666,667	1,666,667
Investment income	2,636,873	(539,526)	(1,507,462)	(2,822,087)
Taxes and licenses	0	0	0	0
Income from subsidiaries	(3,289,616)	(1,762,960)	(15,285,277)	(13,435,782)
Total non-operating income	<u>(819,410)</u>	<u>(1,802,486)</u>	<u>(13,824,694)</u>	<u>(13,757,869)</u>
Operating and non-operating income	7,068,253	4,796,521	14,197,650	20,941,770
Net assets to begin	<u>866,974,399</u>	<u>826,499,809</u>	<u>859,845,002</u>	<u>810,354,560</u>
Net assets to end	<u>\$ 874,042,652</u>	<u>\$ 831,296,330</u>	<u>\$ 874,042,652</u>	<u>\$ 831,296,330</u>
Net income excluding non-recurring items	\$ 7,068,253	\$ 4,796,521	\$ 14,197,650	\$ 20,459,992
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>481,778</u>
Operating and non-operating income	<u>\$ 7,068,253</u>	<u>\$ 4,796,521</u>	<u>\$ 14,197,650</u>	<u>\$ 20,941,770</u>

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

	Month of November,		Five months ended November 30,	
	current year	prior year	current year	prior year
Detail of other operating income:				
Dietary revenue	\$ 164,860	\$ 137,000	\$ 705,696	\$ 708,722
Discounts and scrap sale	259,325	257,633	534,754	552,480
Sale of products and services	88,232	25,256	253,209	415,509
Clinical trial fees	0	600	0	21,478
Stimulus Funds	0	0	0	0
Rental income	145,992	162,287	842,813	804,923
Other	315,748	256,963	1,470,115	2,292,491
Total	\$ 974,157	\$ 839,739	\$ 3,806,587	\$ 4,795,603
Detail of investment income:				
Bank and payor interest	\$ 968,192	\$ 78,623	\$ 2,769,636	\$ 460,996
Income from investments	1,668,681	(615,616)	(4,094,547)	(3,306,176)
Gain or loss on property and equipment	0	(2,532)	(182,551)	23,093
Total	\$ 2,636,873	\$ (539,526)	\$ (1,507,462)	\$ (2,822,087)
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (111,770)	\$ (139,471)	\$ (908,702)	\$ (990,900)
Neurological Clinic	(12,047)	(48,543)	(304,371)	(283,581)
Palliative Care Clinic	(79,251)	(82,294)	(327,015)	(439,449)
Surgery Clinic	(134,218)	(115,277)	(690,614)	(641,585)
Infectious Disease Clinic	(26,451)	(30,361)	(146,410)	(143,150)
Endocrinology Clinic	(194,621)	(134,494)	(806,969)	(663,096)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(438,292)	(244,442)	(2,106,205)	(1,997,183)
OB/GYN Clinic	(401,220)	(153,594)	(1,446,870)	(1,559,830)
PrimeCare Medical Group	(758,596)	(17,564)	(2,394,173)	(2,017,582)
Oncology Clinic	(107,818)	(68,126)	(1,298,752)	(1,444,774)
Cardiac Surgery	(368,742)	(146,980)	(1,203,158)	(780,474)
Sleep Center	(55,564)	(52,460)	(99,596)	(156,938)
Rheumatology	(64,385)	(68,775)	(300,553)	(264,531)
Precision Ortho MDs	(344,796)	(80,753)	(1,775,261)	(1,227,787)
Precision Ortho-MRI	0	0	0	0
Precision Ortho-PT	(6,132)	(36,154)	(181,546)	(254,434)
Vaccine Clinic	0	(46,471)	(683)	(82,182)
Dermatology	(1,343)	(54,381)	(77,398)	(119,205)
Hospitalists	0	0	0	0
Behavioral Health	(32,677)	(77,246)	(150,164)	(362,524)
Pediatric Diabetes	(46,126)	(59,679)	(228,380)	(234,717)
Neurosurgery	(17,899)	(20,749)	(146,591)	(120,994)
Multi-Specialty-RR	16,825	31,976	64,046	50,576
Radiology	(230,896)	(84,842)	(866,632)	(1,196,516)
Salinas Family Practice	(53,339)	13,613	(454,376)	(375,839)
Urology	20,154	0	(457,190)	0
Total SVMC	(3,449,204)	(1,717,067)	(16,307,563)	(15,306,695)
Doctors on Duty	84,670	(311,670)	397,775	166,004
Vantage Surgery Center	0	55,213	0	150,516
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	131,188	210,512	596,143	1,245,882
Aspire/CHI/Coastal	(74,597)	(88,341)	(132,122)	(120,610)
Apex	0	7,044	0	67,042
21st Century Oncology	(18,264)	37,205	(46,210)	158,220
Monterey Bay Endoscopy Center	36,591	44,144	206,699	203,859
Total	\$ (3,289,616)	\$ (1,762,960)	\$ (15,285,277)	\$ (13,435,782)

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

	<u>Current year</u>	<u>Prior year</u>
A S S E T S		
Current assets:		
Cash and cash equivalents	\$ 284,817,161	\$ 328,724,105
Patient accounts receivable, net of estimated uncollectibles of \$29,973,183	85,648,398	83,066,255
Supplies inventory at cost	7,742,643	8,738,670
Other current assets	<u>19,748,368</u>	<u>12,111,594</u>
Total current assets	<u>397,956,569</u>	<u>432,640,624</u>
Assets whose use is limited or restricted by board	<u>153,117,308</u>	<u>147,551,374</u>
Capital assets:		
Land and construction in process	44,208,973	37,065,568
Other capital assets, net of depreciation	<u>195,147,275</u>	<u>203,729,231</u>
Total capital assets	<u>239,356,248</u>	<u>240,794,799</u>
Other assets:		
Investment in Securities	142,841,904	143,928,669
Investment in SVMC	11,647,436	13,600,249
Investment in Aspire/CHI/Coastal	1,511,578	3,656,282
Investment in other affiliates	23,860,209	21,398,142
Net pension asset	<u>(562,697)</u>	<u>3,714,164</u>
Total other assets	<u>179,298,430</u>	<u>186,297,506</u>
Deferred pension outflows	<u>95,401,205</u>	<u>50,119,236</u>
	<u>\$ 1,065,129,760</u>	<u>\$ 1,057,403,539</u>
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 65,194,445	\$ 56,318,359
Due to third party payers	17,909,653	53,987,693
Current portion of self-insurance liability	<u>17,797,144</u>	<u>17,659,524</u>
Total current liabilities	100,901,242	127,965,576
Long term portion of workers comp liability	<u>14,058,922</u>	<u>14,556,513</u>
Total liabilities	<u>114,960,164</u>	<u>142,522,089</u>
Pension liability	<u>76,126,944</u>	<u>83,585,120</u>
Net assets:		
Invested in capital assets, net of related debt	239,356,248	240,794,799
Unrestricted	<u>634,686,404</u>	<u>590,501,531</u>
Total net assets	<u>874,042,652</u>	<u>831,296,330</u>
	<u>\$ 1,065,129,760</u>	<u>\$ 1,057,403,539</u>

SALINAS VALLEY MEMORIAL HOSPITAL
SUMMARY INCOME STATEMENT
November 30, 2022

	<u>Month of November,</u>		<u>Five months ended November 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 55,286,912	\$ 46,536,897	\$ 257,916,990	\$ 235,524,350
Other operating revenue	974,157	839,739	3,806,587	4,795,603
Total operating revenue	<u>56,261,069</u>	<u>47,376,636</u>	<u>261,723,577</u>	<u>240,319,953</u>
Total operating expenses	48,373,405	40,777,629	233,701,233	205,620,314
Total non-operating income	<u>(819,410)</u>	<u>(1,802,486)</u>	<u>(13,824,694)</u>	<u>(13,757,869)</u>
Operating and non-operating income	<u>\$ 7,068,253</u>	<u>\$ 4,796,521</u>	<u>\$ 14,197,650</u>	<u>\$ 20,941,770</u>

SALINAS VALLEY MEMORIAL HOSPITAL
BALANCE SHEETS
November 30, 2022

	<u>Current year</u>	<u>Prior year</u>
ASSETS:		
Current assets	\$ 397,956,569	\$ 432,640,624
Assets whose use is limited or restricted by board	153,117,308	147,551,374
Capital assets	239,356,248	240,794,799
Other assets	179,298,430	186,297,506
Deferred pension outflows	<u>95,401,205</u>	<u>50,119,236</u>
	<u>\$ 1,065,129,760</u>	<u>\$ 1,057,403,539</u>
LIABILITIES AND EQUITY:		
Current liabilities	100,901,242	127,965,576
Long term liabilities	14,058,922	14,556,513
	76,126,944	83,585,120
Net assets	<u>874,042,652</u>	<u>831,296,330</u>
	<u>\$ 1,065,129,760</u>	<u>\$ 1,057,403,539</u>

SALINAS VALLEY MEMORIAL HOSPITAL
STATEMENTS OF REVENUE AND EXPENSES - BUDGET VS. ACTUAL
November 30, 2022

	Month of November,				Five months ended November 30,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 231,571,497	\$ 202,877,354	28,694,143	14.14%	\$ 1,130,499,162	\$ 1,034,664,126	95,835,036	9.26%
Deductions from revenue	176,284,585	156,658,675	19,625,910	12.53%	872,582,172	796,963,582	75,618,590	9.49%
Net patient revenue	55,286,912	46,218,678	9,068,234	19.62%	257,916,990	237,700,544	20,216,446	8.51%
Other operating revenue	974,157	1,374,687	(400,530)	-29.14%	3,806,587	6,873,433	(3,066,846)	-44.62%
Total operating revenue	56,261,069	47,593,365	8,667,704	18.21%	261,723,577	244,573,977	17,149,600	7.01%
Operating expenses:								
Salaries and wages	16,922,532	15,780,086	1,142,446	7.24%	87,092,024	80,625,020	6,467,004	8.02%
Compensated absences	3,041,626	3,056,343	(14,717)	-0.48%	14,240,826	15,191,794	(950,968)	-6.26%
Employee benefits	7,433,562	6,622,386	811,176	12.25%	37,302,348	35,909,422	1,392,926	3.88%
Supplies, food, and linen	6,627,842	6,213,598	414,244	6.67%	33,593,273	31,680,883	1,912,390	6.04%
Purchased department functions	4,658,075	3,490,994	1,167,081	33.43%	20,761,103	17,455,034	3,306,069	18.94%
Medical fees	2,098,008	2,026,754	71,254	3.52%	9,551,956	10,133,771	(581,815)	-5.74%
Other fees	4,178,407	1,918,626	2,259,781	117.78%	13,889,111	10,593,680	3,295,431	31.11%
Depreciation	2,007,177	1,910,820	96,357	5.04%	9,470,232	9,526,434	(56,202)	-0.59%
All other expense	1,406,176	1,732,165	(325,989)	-18.82%	7,800,360	8,765,813	(965,453)	-11.01%
Total operating expenses	48,373,405	42,751,772	5,621,633	13.15%	233,701,233	219,881,852	13,819,381	6.28%
Income from operations	7,887,664	4,841,593	3,046,071	62.91%	28,022,344	24,692,125	3,330,219	13.49%
Non-operating income:								
Donations	(500,000)	166,667	(666,667)	-400.00%	1,301,378	833,333	468,045	56.17%
Property taxes	333,333	333,333	(0)	0.00%	1,666,667	1,666,667	0	0.00%
Investment income	2,636,873	129,915	2,506,957	1929.68%	(1,507,462)	649,577	(2,157,040)	-332.07%
Income from subsidiaries	(3,289,616)	(3,472,193)	182,577	-5.26%	(15,285,277)	(17,275,661)	1,990,384	-11.52%
Total non-operating income	(819,410)	(2,842,277)	2,022,867	-71.17%	(13,824,694)	(14,126,084)	301,389	-2.13%
Operating and non-operating income \$	7,068,254	\$ 1,999,316	5,068,938	253.53%	\$ 14,197,650	\$ 10,566,041	3,631,608	34.37%

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Nov and five months to date

	<u>Month of Nov</u>		<u>Five 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	38	42	213	195	(18)
Other Admissions	102	98	475	443	(32)
Total Admissions	140	140	688	638	(50)
Medi-Cal Patient Days	62	64	326	303	(23)
Other Patient Days	152	135	781	(104)	(885)
Total Patient Days of Care	214	199	1,107	199	(908)
Average Daily Census	7.1	6.6	7.2	1.3	(5.9)
Medi-Cal Average Days	1.6	1.6	1.6	1.6	0.1
Other Average Days	1.1	1.5	1.6	-0.2	(1.9)
Total Average Days Stay	1.6	1.5	1.6	0.3	(1.3)
<u>ADULTS & PEDIATRICS</u>					
Medicare Admissions	355	414	1,594	1,958	364
Medi-Cal Admissions	279	310	1,198	1,463	265
Other Admissions	418	317	1,505	1,575	70
Total Admissions	1,052	1,041	4,297	4,996	699
Medicare Patient Days	1,435	1,718	6,886	8,088	1,202
Medi-Cal Patient Days	1,071	1,122	5,082	5,766	684
Other Patient Days	1,011	1,477	4,752	(9,537)	(14,289)
Total Patient Days of Care	3,517	4,317	16,720	4,317	(12,403)
Average Daily Census	117.2	143.9	109.3	28.2	(81.1)
Medicare Average Length of Stay	4.1	4.3	4.2	4.2	(0.1)
Medi-Cal Average Length of Stay	3.8	3.3	3.4	3.5	0.0
Other Average Length of Stay	2.5	3.6	2.5	-4.8	(7.3)
Total Average Length of Stay	3.4	3.8	3.3	0.8	(2.5)
Deaths	31	17	131	103	(28)
Total Patient Days	3,731	4,516	17,827	4,516	(13,311)
Medi-Cal Administrative Days	2	6	76	38	(38)
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	2	6	76	38	(38)
Percent Non-Acute	0.05%	0.13%	0.43%	0.84%	0.42%

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Nov and five months to date

	<u>Month of Nov</u>		<u>Five 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	286	463	1,327	463	(864)
Heart Center	36	431	1,326	431	(895)
Monitored Beds	819	642	3,897	642	(3,255)
Single Room Maternity/Obstetrics	349	347	1,759	347	(1,412)
Med/Surg - Cardiovascular	778	990	3,177	990	(2,187)
Med/Surg - Oncology	304	226	1,419	226	(1,193)
Med/Surg - Rehab	445	633	2,059	633	(1,426)
Pediatrics	93	153	442	153	(289)
Nursery	214	199	1,107	199	(908)
Neonatal Intensive Care	122	0	404	0	(404)
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	73.33%	118.72%	66.72%	116.39%	
Heart Center	8.00%	95.78%	57.78%	93.90%	
Monitored Beds	101.11%	79.26%	94.34%	77.71%	
Single Room Maternity/Obstetrics	31.44%	31.26%	31.07%	30.65%	
Med/Surg - Cardiovascular	57.63%	73.33%	46.14%	71.90%	
Med/Surg - Oncology	77.95%	57.95%	71.34%	56.81%	
Med/Surg - Rehab	57.05%	81.15%	51.76%	79.56%	
Med/Surg - Observation Care Unit	0.00%	84.71%	0.00%	83.04%	
Pediatrics	17.22%	28.33%	16.05%	27.78%	
Nursery	43.23%	40.20%	21.93%	19.71%	
Neonatal Intensive Care	36.97%	0.00%	24.00%	0.00%	

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Nov and five months to date

	<u>Month of Nov</u>		<u>Five 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	145	132	674	617	(57)
C-Section deliveries	57	38	229	181	(48)
Percent of C-section deliveries	39.31%	28.79%	33.98%	29.34%	-4.64%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	15,902	18,841	97,490	98,916	1,426
Out-Patient Operating Minutes	26,884	29,659	126,026	132,968	6,942
Total	42,786	48,500	223,516	231,884	8,368
Open Heart Surgeries	9	16	58	68	10
In-Patient Cases	133	119	702	688	(14)
Out-Patient Cases	265	298	1,246	1,379	133
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	35	28	191	134	(57)
High Risk	467	637	2,231	2,802	571
More Than One Resource	2,629	3,059	13,142	15,024	1,882
One Resource	1,542	3,089	8,508	11,413	2,905
No Resources	83	93	480	464	(16)
Total	<u>4,756</u>	<u>6,906</u>	<u>24,552</u>	<u>29,837</u>	<u>5,285</u>

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Nov and five months to date

	Month of Nov		Five 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 Nov and five months to date

	<u>Month of Nov</u>		<u>Five months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
SLEEP CENTER					
In-patient procedures	0	0	1	0	-1
Out-patient procedures	183	167	1,315	1,153	-162
Emergency room procedures	0	0	0	0	0
Total procedures	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 Nov and five months to date

	<u>Month of Nov</u>		<u>Five 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>

Financial Performance Review

November 2022

Augustine Lopez
Chief Financial Officer



Consolidated Financial Summary

For the Month of November 2022

\$ in Millions	For the Month of November 2022				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 64.1	\$ 55.5	\$ 8.6	15.5%	
Operating Expense	\$ 59.6	\$ 54.5	\$ (5.1)	-9.4%	
Income from Operations*	\$ 4.5	\$ 1.0	\$ 3.5	350.0%	
<i>Operating Margin %</i>	7.0%	1.9%	5.1%	268.42%	
Non Operating Income**	\$ 4.4	\$ 1.0	\$ 3.4	340.0%	
Net Income	\$ 8.9	\$ 2.0	\$ 6.9	345.0%	
<i>Net Income Margin %</i>	13.8%	3.7%	10.1%	273.0%	

Overall favorable financial performance was driven by:

We successfully received payments on older aged accounts receivable totaling \$2.5 million. Had we not received this payment, our income from operations would have been \$2.0 million with an operating margin of 3.2%. Other key drivers included:

- Higher than budgeted patient volume for both in IP and OP, however, payor mix was unfavorable, but an improvement over last month.
 - This is coupled with higher utilization of contract labor (\$2.4M) and overtime labor.
 - Total gross revenues were over budget by \$29 million (13%):
 - ✓ Medicare and Medi-Cal were significantly over budget by \$24 million (35%) while Commercial was over budget by 11%.
 - ✓ Inpatient acuity/CMI remains lower than budget
 - ✓ Total admissions were 216 admits (26%) above budget, of those 185 (86%) were Medicare/Medi-Cal
 - Total net patient revenues were \$8.6 million (16%) above budget driven by:
 - ✓ Increased patient volume
 - ✓ Additionally, OP infusion cases were at 994, 28% above budget
 - ✓ IP and OP surgical cases were above budget by 12% and 14%, respectively
 - Increased patient volume and staffing challenges continue to require higher than expected contract labor and overtime utilization.
 - Overall Labor Productivity was favorable by 13% (134 FTEs ~ \$1.9 million) due to staffing efficiencies and unfilled budgeted positions.
- Non Operating Income was higher than budgeted due to better than expected gains in investment income.

Consolidated Financial Summary

Year-to-Date November 2022

\$ in Millions	FY 2022 YTD November			
			Variance fav (unfav)	
	Actual	Budget	\$VAR	%VAR
Operating Revenue	\$ 301.3	\$ 284.0	\$ 17.3	6.1%
Operating Expense	\$ 289.1	\$ 278.0	\$ (11.1)	-4.0%
Income from Operations*	\$ 12.2	\$ 6.0	\$ 6.2	103.3%
<i>Operating Margin %</i>	4.0%	2.1%	1.9%	90.5%
Non Operating Income**	\$ 4.3	\$ 4.9	\$ (0.6)	-12.2%
Net Income	\$ 16.5	\$ 10.9	\$ 5.6	51.4%
<i>Net Income Margin %</i>	5.5%	3.8%	1.7%	44.7%

SVMH Financial Highlights November 2022

Gross Revenues were Favorable

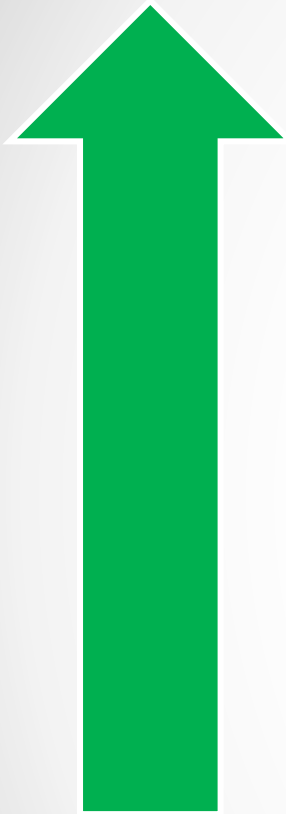
- **Gross Revenues** were 14 % favorable to budget
- **IP Gross Revenues** were 13% favorable to budget
- **ED Gross Revenues** were 20% favorable to budget
- **OP Gross Revenues** were 13% favorable to budget in the following areas:
 - Infusion Therapy
 - Surgery
 - Radiology

- **Commercial:** 11% above budget
- **Medicaid:** 25% above budget
- **Medicare:** 10% above budget

Payor Mix – unfavorable
Governmental admissions are up 30% from budget.

Total Normalized Net Patient Revenues were \$55.3M, which was Favorable to budget by \$9.0M or 20%

Financial Summary – November 2022



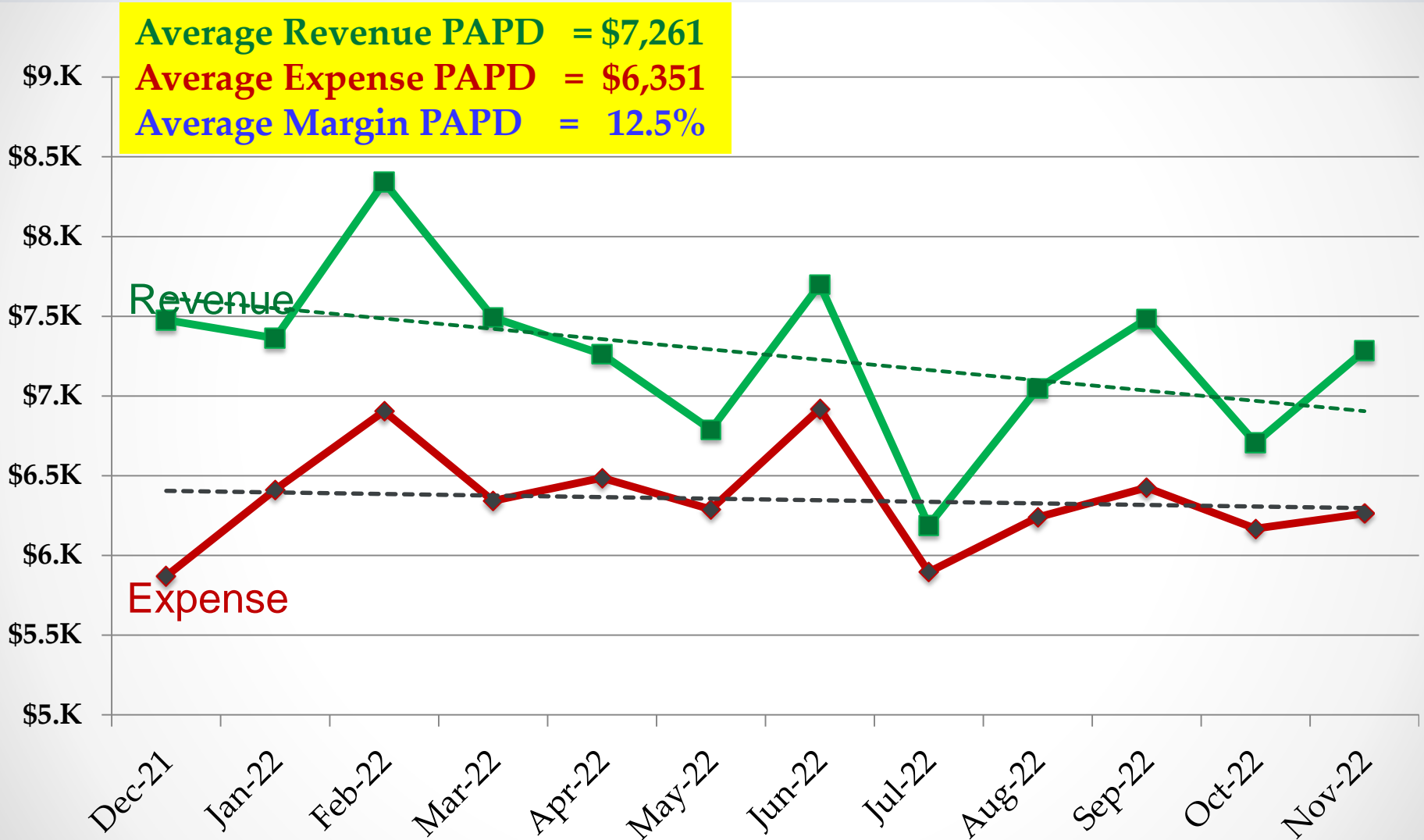
- 1) Higher than expected Inpatient business:
 - Average daily census was at 138, 20% above budget of 115
- 2) Total admissions were 26% (217 admits) above budget
 - ER admissions were 30% above budget (189 admits)
- 3) ER Outpatient visits were above budget by 47% at 5,770, of this Medi-Cal utilization represents 60%
- 4) Inpatient Surgeries were 12% (16 cases) above budget at 152
- 5) Higher than expected Outpatient business:
 - Predominantly in Infusion Therapy, Surgery and Radiology
- 6) Outpatient Surgeries were 14% (34 cases) above budget at 265
- 7) COVID cases were up one case compared to prior month with 19 discharges
- 8) OP Observation cases were below budget by 23% at 127
- 9) Deliveries were 2% (3 deliveries) above budget at 137

10) Medicare Traditional ALOS CMI adjusted was 12% unfavorable at 2.64 days with a Case Mix Index of 1.67



SVMH Revenues & Expenses Per Adjusted Patient Day (Normalized)

Rolling 12 Months: December 21 to November 22



SVMHS Key Financial Indicators

Statistic	YTD	SVMHS		S&P A+ Rated		YTD	
	Nov 22	Target	+/-	Hospitals	+/-	Nov-21	+/-
Operating Margin*	4.0%	5.0%	Red	4.0%	Green	6.3%	Red
Total Margin*	5.4%	6.0%	Red	6.6%	Red	7.4%	Red
EBITDA Margin**	7.9%	7.4%	Green	13.6%	Red	10.5%	Red
Days of Cash*	337	305	Green	249	Green	371	Red
Days of Accounts Payable*	52	45	Green	-		44	Green
Days of Net Accounts Receivable*	47	45	Yellow	49	Green	52	Green
Supply Expense as % NPR	12.8%	14.0%	Green	-		13.3%	Green
SWB Expense as % NPR	53.2%	53.0%	Yellow	53.7%	Green	52.4%	Green
Operating Expense per APD*	6,204	6,739	Green	-		6,287	Green

*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

PUBLIC INPUT

CLOSED SESSION

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

*RECONVENE OPEN SESSION/
REPORT ON CLOSED SESSION*

ADJOURNMENT

*The next Quality and Efficient Practices
Committee Meeting is scheduled for Monday,
January 23, 2023 at 8:30 a.m.*