

August 19, 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, AUGUST 23, 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 – AUGUST 2021  
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)**

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**AGENDA**

1. Approval of Minutes from the Quality and Efficient Practices Committee Meeting of July 19, 2021 (DELGADO)
  - Motion/Second
  - Action by Committee/Roll Call Vote
2. Patient Care Services Update (MILLER)
3. Financial and Statistical Review (LOPEZ)
4. Public Input  
This opportunity is provided for members of the public to make a brief statement, not to exceed three (3) minutes, on issues or concerns within the jurisdiction of this District Board which are not otherwise covered under an item on this agenda.
5. Closed Session  
(See Attached Closed Session Sheet information)
6. Reconvene Open Session/Report on Closed Session
7. Adjournment – The September 2021 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, September 27, 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 JULY 2021  
QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING  
COMMITTEE OF THE WHOLE  
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**MONDAY, JULY 19, 2021  
8:30 A.M. – CISLINI PLAZA BOARD ROOM  
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Committee Members Present: Juan Cabrera, Chair; Joel Hernandez Laguna, Vice Chair; Allen Radner, MD, Michele Averill by teleconference; Pete Delgado, Clement Miller, Ted Kaczmar, MD and Lisa Paulo, in person.

Also Present: Augustine Lopez, Lea Woodrow, Brenda Bailey, Meghan Ackerman, Michelle Roberts, Rosalia Madrigal, Derek Ames in person, Audrey Parks and Scott Cleveland by teleconference.

A quorum was present and the meeting was called to order at 8:32 a.m. by Juan Cabrera, Committee Chair.

**APPROVAL OF MINUTES FROM THE QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING OF JUNE 28, 2021**

Minutes of the Quality and Efficient Practices Committee Meeting of June 28, 2021, were included in the agenda packet. Pete Delgado, President/Chief Executive Officer, recommended approval.

No Public Input.

MOTION: The Quality and Efficient Practices Committee approves the minutes of the Quality and Efficient Practices Committee Meeting of June 28, 2021, as presented.  
Moved/Seconded/Roll Call Vote: Ayes: Cabrera, Hernandez Laguna, Delgado, Kaczmar, Miller, Radner, Paulo Averill; Noes: None; Abstentions: None; Motion Carried.

A request was made to move Agenda Item #2 – Patient Care Services, to later in the agenda. There was no objection to this request.

## **FINANCIAL AND STATISTICAL REVIEW**

Augustine Lopez, Chief Financial Officer, provided a financial and statistical performance review for the month ending June 30, 2021. This information was included in the Committee packet.

Key highlights of the financial summary for June were: (1) consolidated income from operations was \$11.3 million with an operating margin of 17.9%, including \$7 million total normalizing items (net); (2) SVMH gross revenues were favorable to budget; (3) SVMH payor mix was unfavorable to budget; (4) SVMH total normalized net patient revenues were favorable to budget; (5) patient volumes in infusion therapy, cardiology and surgery and other outpatient services were stronger than expected; (6) average daily census and total admissions were below budget; (7) total acute average length of stay was favorable to budget; and (8) inpatient surgeries were below budget.

The case mix index for all discharges (with and without COVID) based on discharges for July 2020 thru June 2021 was also reviewed.

## **PATIENT CARE SERVICES UPDATE**

Lisa Paulo, Chief Nursing Officer, presented the Patient Care Services Update. A summary of key highlights and areas discussed is as follows:

### **Patient Experience:**

- FY2021 Outcomes for ED, Inpatient and Ambulatory
  - SVMHS HCHAPS – “How Would You Rate the Hospital by Received Date” is at the top 79% percentile

### **Quality:**

#### **Nursing Peer Review Updates**

- Incorporated the Peer Feedback approach to review WeCare events with nurses
  - The goal of the Peer Feedback approach is to engage nurses in professional dialogues, to provide support, education, and improve patient safety
- SVMH is not Latex-Free
  - Staff were re-educated on care guidelines related to patients who present with latex sensitivity or allergy – a WinTip was created
- Newborn Safety Initiative - In progress
  - Updated newborn profile to automatically pull mother's diabetic status to ensure newborn's blood sugar is monitored after delivery
- Reduce over sedation events related to Hydromorphone
  - Added respiratory rate to query
  - Re-educated nurses about post narcotic pain administration
  - Order Set changed for pain meds from 1.0 mg to 0.5 mg.
  - To-date, there has been no Rapid Response Team or Code Blue events reported

Outpatient Infusion Unit Practice Council – Presented by Meghan Ackerman, BSN,  
RN/Outpatient Infusion

- The OPI Unit Practice Council is a new council
  - Formed in September 2020
  - Comprised of 5 RNs from Outpatient Infusion, a Nurse Navigator, Nurse Educator, Nurse Manager and Magnet Nurse Specialist
- Accomplishments so far
  - Started monthly journal clubs covering topics such as PICC Line dermatitis and Port Flushes
  - Launched performance improvement project related to PICC Line dermatitis
  - Perform periodic medication reviews to educate RNs on new regimens, review complex treatments
- Upcoming Plans
  - Partnered with Healing Partners of the Central Coast - this program will be introduced to inpatients
  - Start a Monthly Employee Appreciation program

Ms. Ackerman proudly announced that the Outpatient Unit Practice Council has achieved the Press Ganey surveys at 100% for the last two quarters for outpatient services.

Pete Delgado, President/CEO, congratulated her on their achievement.

**Finance Update:**

FY22 Productivity

- Updating unit staffing matrix based on FY22 UOS
- Continue close monitoring of daily staffing

Collaboration with Finance Team

- Report modifications
- Nurse Leader Education

Collaboration with Human Resources (HR)

- Strengthen Position Control process
- Close review of all position requests

**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 9:06 a.m.



Pete Delgado, President/CEO and Allen Radner, MD, Chief Medical Officer, left the meeting at 9:06 a.m.

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

The Committee reconvened Open Session at 9:13 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 9:14 a.m. The August 2021 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, August 23, 2021, at 8:30 a.m.**

Juan Cabrera, Chair  
Quality and Efficient Practices Committee

/rm

## Board Paper: Quality & Efficient Practices Committee

Agenda Item: Patient Care Services Update  
 Executive: Clement Miller, MSN, RN, NEA-BC  
 Sponsor: Chief Operating Officer  
 Date: August 23, 2021

### Pillar/Goal Alignment:

Service    People    Quality    Finance    Growth    Community

### Quality:

- Current State of COVID-19
- Critical Care Practice Council



**CRITICAL CARE PRACTICE COUNCIL**

**ICU | 5 Tower | 1 Main | Heart Center | OCU**

**CO-CHAIRS:** Heather Barigian, RN 5T  
Laurie Freed, RN ICU

<p><b>Members:</b></p> <ul style="list-style-type: none"> <li>• Andrea Huston, RN PCR</li> <li>• Nicole Craft, RN HC</li> <li>• Jeanna Beckham, RN ICU</li> <li>• Kyreen Caberto, RN/Secretary 5T</li> <li>• Anna Gonzalez, RN 1MAIN</li> <li>• Bailee Pirot, RN HC</li> <li>• Perla Gaxiola Quintero, RN 1 main</li> </ul>	<p><b>Advisors:</b></p> <ul style="list-style-type: none"> <li>• Carla Spencer, RN Director</li> <li>• Kelly Flower, RN Clinical Manager</li> <li>• Anna Linn, RN Clinical Manager</li> <li>• Glenda Alinio, RN Shift Supervisor</li> <li>• Laurel Black, RN Clinical Manager</li> <li>• Rhonda Courter, RN Clinical Nurse Educator</li> </ul>
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## Current Project: Unit Magnet® Data Displays

### ❖ Practice Council chooses strategies and interventions for improvement for each critical care unit

#### Examples:

- ✓ 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 are 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 & 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

## Current Project: Project Green

### ❖ Our practice council is working with central supply to decrease the use of single-use plastic bags that are placed on "clean" equipment

- ✓ We are currently looking at different sticker options to place on "clean" equipment to replace the plastic bags
- ✓ We have already trialed this project in Heart Center



## Why our UPC is Unique

**Because we are made up of 5 very different units!**

**ICU | 5 Tower | 1 Main | Heart Center | OCU**

- ✓ This council has allowed us to bring our staff together
- ✓ We have learned from each other
- ✓ We work together better as a cluster when we understand each others strengths
- ✓ We respect each other and the work that we do



## Our SVMH S T A R Values

**Our UPC is a reflection of our SVMH S T A R 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 (EVS) Update



# Financial Performance Review

## July 2021

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



# Consolidated Financial Summary

## For the Month of July 2021

### Profit/Loss Statement

\$ in Millions	For the Month of July 2021				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 55.3	\$ 53.3	\$ 2.0	3.8%	
Operating Expense	\$ 51.8	\$ 52.2	\$ 0.4	0.8%	
<b>Income from Operations*</b>	<b>\$ 3.5</b>	<b>\$ 1.1</b>	<b>\$ 2.4</b>	<b>218.2%</b>	
<i>Operating Margin %</i>	6.3%	2.1%	4.2%	200.00%	
Non Operating Income	\$ 1.8	\$ 1.1	\$ 0.7	63.6%	
<b>Net Income</b>	<b>\$ 5.3</b>	<b>\$ 2.2</b>	<b>\$ 3.1</b>	<b>140.9%</b>	
<i>Net Income Margin %</i>	9.5%	4.2%	5.3%	126.2%	

\*No Normalizing items in July

#### Favorable results due to:

- **Inpatient surgeries** above budget by 10%
- 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 (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 July 2021

Gross Revenues were favorable

- **Gross Revenues** were **6% favorable** to budget
- **IP gross revenues** were **1% favorable** to budget
  - **ED gross revenues** were **35% favorable** to budget

- **OP gross revenues** were **4% favorable** to budget in the following areas:

- Infusion Therapy
- Other OP Pharmacy
- Cardiology
- Radiology
- Other OP Services

- **Commercial:** **2% above** budget
- **Medicaid:** **3% above** budget
- **Medicare:** **9% above** budget

Payor Mix - **unfavorable** to budget

Total Net Patient Revenues were \$47.5M, which was favorable to budget by \$2.0M or 4.3%



# Financial Summary – July 2021



## 1) Strong Outpatient business:

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

2) ER Outpatient visits were above budget by 31% (897 visits)


3) Total admissions were 14 admits above budget

- ER admissions were 1% above budget (8 admits)
- ER admissions (including OB ED) were 85% of total acute admissions

4) Inpatient Surgeries were 10% (13 cases) above budget at 151

5) Total Acute ALOS was 7% favorable at 3.9 vs 4.2 days budgeted

6) Medicare ALOS CMI adjusted was 2% favorable at 2.4 days with a Case Mix Index of 1.9



7) Outpatient Surgeries were 19% (59 cases) below budget, predominantly due to fewer than expected Orthopedic cases as well as fewer Gynecology cases (primarily due to surgeons on vacation)

## 8) Lower than expected Inpatient business:

- Average daily census was at 109, 5% below budget of 115

9) Deliveries were 4% (5 deliveries) below budget at 139

10) OP Observation cases were 3% (4 cases) above budget at 160

# CMI – All Discharges (with & without COVID)

## Based on Discharges

### August 2020 thru July 2021

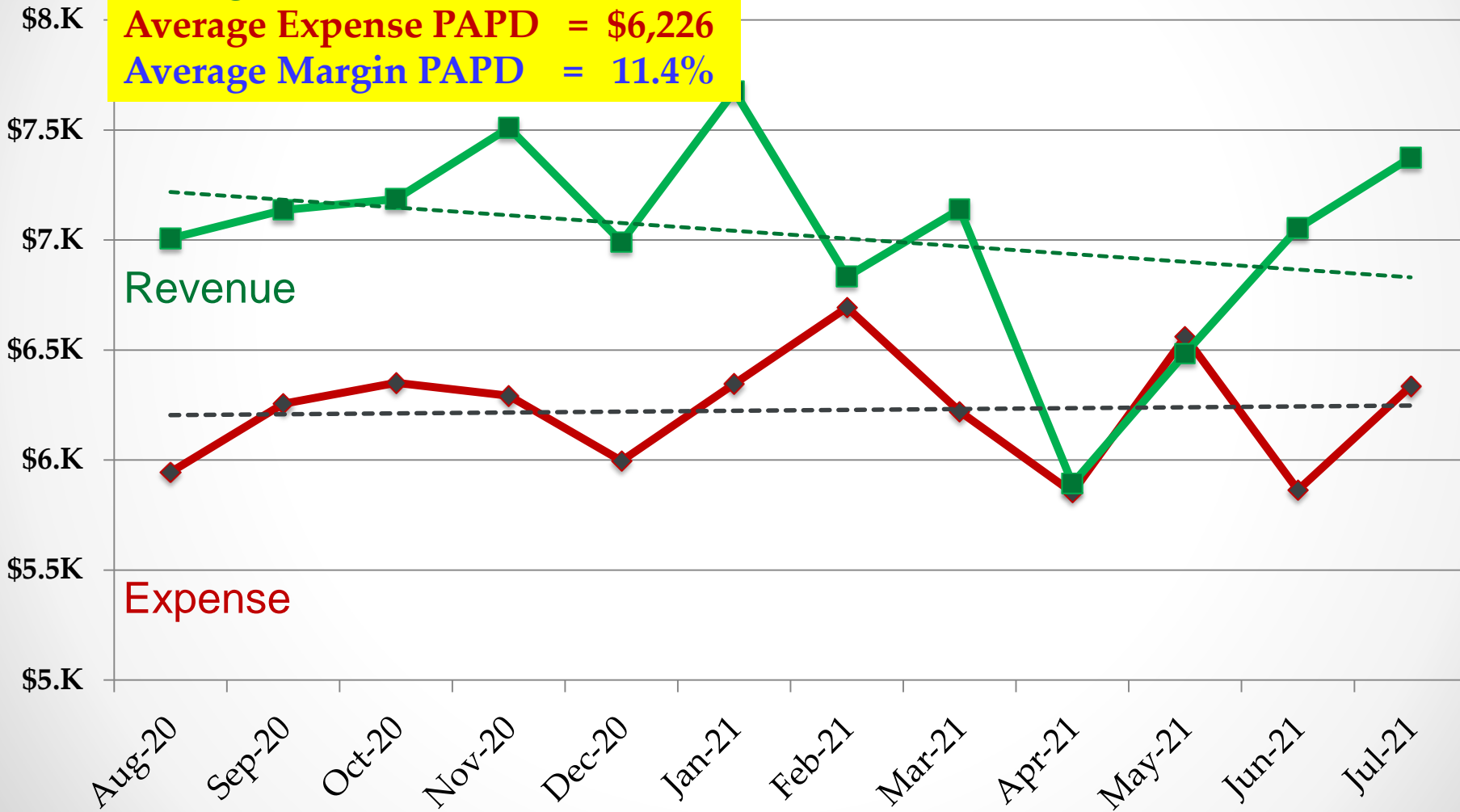
All Month	All Discharges				COVID Discharges Only				Discharges Excluding COVID			
	All Payor	Discharges	ADC	ALOS	All Payor CMI	Discharges	ADC	ALOS	All Payor CMI	Discharges	ADC	ALOS
8/31/2020	1.68	859	117	4.2	2.32	89	18	6.4	1.60	770	99	4.0
9/30/2020	1.71	818	112	4.1	2.27	58	15	7.7	1.66	760	98	3.8
10/31/2020	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
<b>Total</b>	<b>1.70</b>	<b>10,068</b>	<b>113</b>	<b>4.1</b>	<b>2.29</b>	<b>962</b>	<b>18.2</b>	<b>6.9</b>	<b>1.64</b>	<b>9,106</b>	<b>95</b>	<b>3.8</b>

Medicare Month	Medicare Discharges				Medicare COVID Discharges Only				Medicare Discharges Excluding COVID			
	Medicare CMI	Discharges	ADC	ALOS	Medicare CMI	Discharges	ADC	ALOS	Medicare CMI	Discharges	ADC	ALOS
8/31/2020	1.83	317	52	5.1	2.41	27	7	8.1	1.78	290	45	4.8
9/30/2020	1.90	285	45	4.8	2.11	16	4	7.9	1.89	269	41	4.6
10/31/2020	1.79	333	47	4.4	2.45	19	4	7.1	1.75	314	43	4.2
11/30/2020	1.88	302	47	4.7	2.29	30	8	7.9	1.83	272	39	4.3
12/31/2020	1.96	323	52	5.0	1.97	95	16	5.3	1.96	228	35	4.8
1/31/2021	1.97	360	65	5.6	2.31	133	30	6.9	1.77	227	35	4.8
2/28/2021	1.98	276	50	5.0	2.42	40	12	8.7	1.91	236	37	4.4
3/31/2021	1.84	338	50	4.6	4.62	7	5	22.9	1.78	331	45	4.2
4/30/2021	1.71	324	44	4.1	1.86	2	0	6.5	1.71	322	44	4.1
5/31/2021	1.96	327	46	4.4	3.95	2	1	9.0	1.95	325	45	4.3
6/30/2021	1.97	315	43	4.1		0	0		1.97	315	43	4.1
7/31/2021	1.89	321	46	4.5	1.85	1	0	7.0	1.89	320	46	4.5
<b>Total</b>	<b>1.89</b>	<b>3,821</b>	<b>49</b>	<b>4.7</b>	<b>2.57</b>	<b>372</b>	<b>7</b>	<b>7.2</b>	<b>1.85</b>	<b>3,449</b>	<b>42</b>	<b>4.4</b>

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

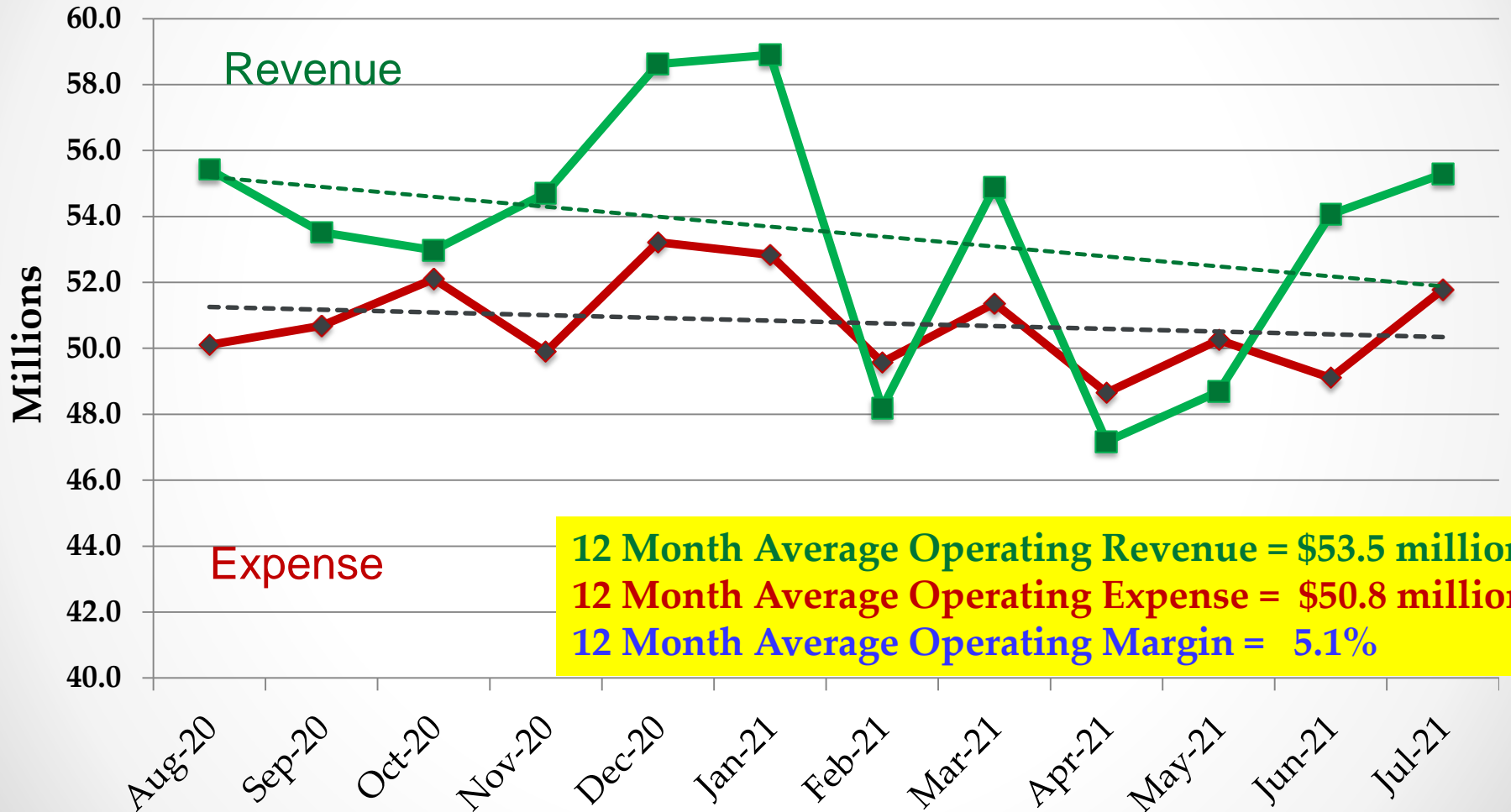
Rolling 12 Months: August 20 to July 21

**Average Revenue PAPD = \$7,024**  
**Average Expense PAPD = \$6,226**  
**Average Margin PAPD = 11.4%**



# SVMHS Operating Revenues & Expenses (Normalized)

Rolling 12 Months: August 20 to July 21



# SVMHS Key Financial Indicators

	YTD	SVMHS		S&P A+ Rated		YTD	
Statistic	Jul-21	Target	+/-	Hospitals	+/-	Jul-20	+/-
Operating Margin*	6.3%	9.0%		4.0%		8.2%	
Total Margin*	9.5%	10.8%		6.6%		11.5%	
EBITDA Margin**	10.5%	13.4%		13.6%		12.2%	
Days of Cash*	375	305		249		342	
Days of Accounts Payable*	45	45		-		47	
Days of Net Accounts Receivable***	46	45		49		51	
Supply Expense as % NPR	11.6%	15.0%		-		12.2%	
SWB Expense as % NPR	54.2%	53.0%		53.7%		54.3%	
Operating Expense per APD*	6,204	4,992		-		6,175	

\*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  
July 31, 2021

	<u>Month of July,</u>		<u>One months ended July 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 47,519,822	\$ 49,280,738	\$ 47,519,822	\$ 49,280,738
Other operating revenue	1,245,084	734,140	1,245,084	734,140
Total operating revenue	<u>48,764,906</u>	<u>50,014,878</u>	<u>48,764,906</u>	<u>50,014,878</u>
Total operating expenses	40,826,045	42,352,153	40,826,045	42,352,153
Total non-operating income	<u>(2,578,712)</u>	<u>(1,608,177)</u>	<u>(2,578,712)</u>	<u>(1,608,177)</u>
Operating and non-operating income	<u>\$ 5,360,149</u>	<u>\$ 6,054,548</u>	<u>\$ 5,360,149</u>	<u>\$ 6,054,548</u>

SALINAS VALLEY MEMORIAL HOSPITAL  
 BALANCE SHEETS  
 July 31, 2021

	<u>Current year</u>	<u>Prior year</u>
<b>ASSETS:</b>		
Current assets	\$ 422,859,066	\$ 385,484,552
Assets whose use is limited or restricted by board	144,688,118	131,826,626
Capital assets	243,431,852	261,739,588
Other assets	189,394,412	191,460,297
Deferred pension outflows	<u>50,119,236</u>	<u>83,379,890</u>
	<u>\$ 1,050,492,684</u>	<u>\$ 1,053,890,953</u>
<b>LIABILITIES AND EQUITY:</b>		
Current liabilities	134,723,701	160,908,342
Long term liabilities	14,556,513	14,780,831
	83,585,120	126,340,336
Net assets	<u>817,627,350</u>	<u>751,861,444</u>
	<u>\$ 1,050,492,684</u>	<u>\$ 1,053,890,953</u>



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

	<u>Month of July,</u>		<u>One months ended July 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	1,567	1,531	1,567	1,531
Medi-Cal	958	1,007	958	1,007
Commercial insurance	704	877	704	877
Other patient	147	157	147	157
Total patient days	<u>3,376</u>	<u>3,572</u>	<u>3,376</u>	<u>3,572</u>
Gross revenue:				
Medicare	\$ 89,809,744	\$ 79,564,858	\$ 89,809,744	\$ 79,564,858
Medi-Cal	56,235,627	50,650,046	56,235,627	50,650,046
Commercial insurance	52,117,669	53,354,994	52,117,669	53,354,994
Other patient	<u>9,707,313</u>	<u>9,726,563</u>	<u>9,707,313</u>	<u>9,726,563</u>
Gross revenue	<u>207,870,353</u>	<u>193,296,460</u>	<u>207,870,353</u>	<u>193,296,460</u>
Deductions from revenue:				
Administrative adjustment	197,088	182,381	197,088	182,381
Charity care	879,629	629,669	879,629	629,669
Contractual adjustments:				
Medicare outpatient	28,185,083	26,655,636	28,185,083	26,655,636
Medicare inpatient	37,164,021	33,094,674	37,164,021	33,094,674
Medi-Cal traditional outpatient	2,295,188	1,569,844	2,295,188	1,569,844
Medi-Cal traditional inpatient	4,807,415	7,324,511	4,807,415	7,324,511
Medi-Cal managed care outpatient	23,374,131	19,082,170	23,374,131	19,082,170
Medi-Cal managed care inpatient	21,984,385	17,116,764	21,984,385	17,116,764
Commercial insurance outpatient	17,673,298	16,935,952	17,673,298	16,935,952
Commercial insurance inpatient	17,899,876	16,075,782	17,899,876	16,075,782
Uncollectible accounts expense	4,098,800	3,866,061	4,098,800	3,866,061
Other payors	<u>1,791,617</u>	<u>1,482,280</u>	<u>1,791,617</u>	<u>1,482,280</u>
Deductions from revenue	<u>160,350,531</u>	<u>144,015,723</u>	<u>160,350,531</u>	<u>144,015,723</u>
Net patient revenue	<u>\$ 47,519,822</u>	<u>\$ 49,280,738</u>	<u>\$ 47,519,822</u>	<u>\$ 49,280,738</u>
Gross billed charges by patient type:				
Inpatient	\$ 109,067,432	\$ 100,589,067	\$ 109,067,432	\$ 100,589,067
Outpatient	71,111,719	71,094,366	71,111,719	71,094,366
Emergency room	<u>27,691,201</u>	<u>21,613,028</u>	<u>27,691,201</u>	<u>21,613,028</u>
Total	<u>\$ 207,870,352</u>	<u>\$ 193,296,460</u>	<u>\$ 207,870,352</u>	<u>\$ 193,296,460</u>

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

	<u>Month of July,</u>		<u>One months ended July 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 47,519,822	\$ 49,280,738	\$ 47,519,822	\$ 49,280,738
Other operating revenue	1,245,084	734,140	1,245,084	734,140
Total operating revenue	<u>48,764,906</u>	<u>50,014,878</u>	<u>48,764,906</u>	<u>50,014,878</u>
Operating expenses:				
Salaries and wages	15,460,007	15,771,480	15,460,007	15,771,480
Compensated absences	2,536,575	2,447,833	2,536,575	2,447,833
Employee benefits	7,644,428	9,036,323	7,644,428	9,036,323
Supplies, food, and linen	5,569,596	6,099,845	5,569,596	6,099,845
Purchased department functions	3,362,230	3,633,522	3,362,230	3,633,522
Medical fees	1,859,620	1,357,051	1,859,620	1,357,051
Other fees	1,211,933	1,185,217	1,211,933	1,185,217
Depreciation	1,808,916	1,777,083	1,808,916	1,777,083
All other expense	1,372,740	1,043,799	1,372,740	1,043,799
Total operating expenses	<u>40,826,045</u>	<u>42,352,153</u>	<u>40,826,045</u>	<u>42,352,153</u>
Income from operations	<u>7,938,861</u>	<u>7,662,725</u>	<u>7,938,861</u>	<u>7,662,725</u>
Non-operating income:				
Donations	166,667	166,667	166,667	166,667
Property taxes	333,333	333,333	333,333	333,333
Investment income	539,322	901,969	539,322	901,969
Taxes and licenses	0	0	0	0
Income from subsidiaries	(3,618,034)	(3,010,146)	(3,618,034)	(3,010,146)
Total non-operating income	<u>(2,578,712)</u>	<u>(1,608,177)</u>	<u>(2,578,712)</u>	<u>(1,608,177)</u>
Operating and non-operating income	5,360,149	6,054,548	5,360,149	6,054,548
Net assets to begin	<u>812,267,201</u>	<u>745,806,897</u>	<u>812,267,202</u>	<u>745,806,898</u>
Net assets to end	<u>\$ 817,627,350</u>	<u>\$ 751,861,444</u>	<u>\$ 817,627,351</u>	<u>\$ 751,861,445</u>
Net income excluding non-recurring items	\$ 5,360,149	\$ 6,054,548	\$ 5,360,149	\$ 6,054,548
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>\$ 5,360,149</u>	<u>\$ 6,054,548</u>	<u>\$ 5,360,149</u>	<u>\$ 6,054,548</u>

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

	Month of July,		One months ended July 31,	
	current year	prior year	current year	prior year
Detail of other operating income:				
Dietary revenue	\$ 136,318	\$ 138,237	\$ 136,318	\$ 138,237
Discounts and scrap sale	(40)	25,577	(40)	25,577
Sale of products and services	52,946	90,368	52,946	90,368
Clinical trial fees	6,976	39,404	6,976	39,404
Stimulus Funds	0	0	0	0
Rental income	159,321	149,269	159,321	149,269
Other	889,563	291,285	889,563	291,285
	<u>\$ 1,245,084</u>	<u>\$ 734,140</u>	<u>\$ 1,245,084</u>	<u>\$ 734,140</u>
Detail of investment income:				
Bank and payor interest	\$ 64,189	\$ 199,466	\$ 64,189	\$ 199,466
Income from investments	463,579	702,503	463,579	702,503
Gain or loss on property and equipment	11,554	0	11,554	0
	<u>\$ 539,322</u>	<u>\$ 901,969</u>	<u>\$ 539,322</u>	<u>\$ 901,969</u>
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (158,662)	\$ (2,067,599)	\$ (158,662)	\$ (2,067,599)
Neurological Clinic	(17,644)	(162)	(17,644)	(162)
Palliative Care Clinic	(111,034)	(34,453)	(111,034)	(34,453)
Surgery Clinic	(118,811)	(51,364)	(118,811)	(51,364)
Infectious Disease Clinic	(33,709)	(6,569)	(33,709)	(6,569)
Endocrinology Clinic	(111,206)	35,988	(111,206)	35,988
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(225,771)	(204,372)	(225,771)	(204,372)
OB/GYN Clinic	(330,021)	(78,298)	(330,021)	(78,298)
PrimeCare Medical Group	(2,083,664)	(307,098)	(2,083,664)	(307,098)
Oncology Clinic	(243,559)	(169,184)	(243,559)	(169,184)
Cardiac Surgery	(151,357)	(69,418)	(151,357)	(69,418)
Sleep Center	(42,090)	86,164	(42,090)	86,164
Rheumatology	(55,451)	75,594	(55,451)	75,594
Precision Ortho MDs	(98,799)	(180,311)	(98,799)	(180,311)
Precision Ortho-MRI	0	(16,405)	0	(16,405)
Precision Ortho-PT	(44,237)	(14,678)	(44,237)	(14,678)
Dermatology	(20,910)	(4,814)	(20,910)	(4,814)
Hospitalists	0	0	0	0
Behavioral Health	(75,508)	30,678	(75,508)	30,678
Pediatric Diabetes	(42,463)	(7,142)	(42,463)	(7,142)
Neurosurgery	(27,016)	(15,987)	(27,016)	(15,987)
Multi-Specialty-RR	10,714	12,438	10,714	12,438
Radiology	(275,460)	(13,323)	(275,460)	(13,323)
Salinas Family Practice	(38,962)	0	(38,962)	0
Total SVMC	(4,295,620)	(3,000,315)	(4,295,620)	(3,000,315)
Doctors on Duty	407,147	147,550	407,147	147,550
Assisted Living	0	(7,464)	0	(7,464)
Salinas Valley Imaging	0	(26,544)	0	(26,544)
Vantage Surgery Center	23,219	26,284	23,219	26,284
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	170,827	119,156	170,827	119,156
Aspire/CHI/Coastal	(22,570)	(118,569)	(22,570)	(118,569)
Apex	17,889	14,636	17,889	14,636
21st Century Oncology	34,677	(166,837)	34,677	(166,837)
Monterey Bay Endoscopy Center	46,396	1,957	46,396	1,957
	<u>\$ (3,618,034)</u>	<u>\$ (3,010,146)</u>	<u>\$ (3,618,034)</u>	<u>\$ (3,010,146)</u>

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

	<u>Current year</u>	<u>Prior year</u>
<b>A S S E T S</b>		
Current assets:		
Cash and cash equivalents	\$ 334,817,668	\$ 293,411,590
Patient accounts receivable, net of estimated uncollectibles of \$21,484,980	72,428,336	75,333,291
Supplies inventory at cost	8,346,798	8,675,371
Other current assets	<u>7,266,265</u>	<u>8,064,301</u>
Total current assets	<u>422,859,066</u>	<u>385,484,552</u>
Assets whose use is limited or restricted by board	<u>144,688,118</u>	<u>131,826,626</u>
Capital assets:		
Land and construction in process	33,745,314	53,851,602
Other capital assets, net of depreciation	<u>209,686,538</u>	<u>207,887,986</u>
Total capital assets	<u>243,431,852</u>	<u>261,739,588</u>
Other assets:		
Investment in Securities	147,418,440	147,812,432
Investment in SVMC	14,628,203	16,344,000
Investment in Aspire/CHI/Coastal	3,680,168	3,973,769
Investment in other affiliates	22,493,110	21,372,731
Net pension asset	<u>1,174,491</u>	<u>1,957,365</u>
Total other assets	<u>189,394,412</u>	<u>191,460,297</u>
Deferred pension outflows	<u>50,119,236</u>	<u>83,379,890</u>
	<u>\$ 1,050,492,684</u>	<u>\$ 1,053,890,953</u>
 <b>LIABILITIES AND NET ASSETS</b>		
Current liabilities:		
Accounts payable and accrued expenses	\$ 55,865,923	\$ 56,707,845
Due to third party payers	61,725,924	86,561,542
Current portion of self-insurance liability	<u>17,131,854</u>	<u>17,638,956</u>
Total current liabilities	134,723,701	160,908,342
Long term portion of workers comp liability	<u>14,556,513</u>	<u>14,780,831</u>
Total liabilities	<u>149,280,214</u>	<u>175,689,173</u>
Pension liability	<u>83,585,120</u>	<u>126,340,336</u>
Net assets:		
Invested in capital assets, net of related debt	243,431,852	261,739,588
Unrestricted	<u>574,195,498</u>	<u>490,121,856</u>
Total net assets	<u>817,627,350</u>	<u>751,861,444</u>
	<u>\$ 1,050,492,684</u>	<u>\$ 1,053,890,953</u>

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

	Month of July,				One months ended July 31,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 207,870,353	\$ 196,628,325	11,242,028	5.72%	\$ 207,870,353	\$ 196,628,325	11,242,028	5.72%
Deductions from revenue	160,350,531	151,061,525	9,289,006	6.15%	160,350,531	151,061,525	9,289,006	6.15%
Net patient revenue	47,519,822	45,566,800	1,953,022	4.29%	47,519,822	45,566,800	1,953,022	4.29%
Other operating revenue	1,245,084	774,312	470,772	60.80%	1,245,084	774,312	470,772	60.80%
<b>Total operating revenue</b>	<b>48,764,906</b>	<b>46,341,112</b>	<b>2,423,794</b>	<b>5.23%</b>	<b>48,764,906</b>	<b>46,341,112</b>	<b>2,423,794</b>	<b>5.23%</b>
Operating expenses:								
Salaries and wages	15,460,007	15,573,249	(113,242)	-0.73%	15,460,007	15,573,249	(113,242)	-0.73%
Compensated absences	2,536,575	2,763,569	(226,994)	-8.21%	2,536,575	2,763,569	(226,994)	-8.21%
Employee benefits	7,644,428	7,329,200	315,228	4.30%	7,644,428	7,329,200	315,228	4.30%
Supplies, food, and linen	5,569,596	5,938,499	(368,903)	-6.21%	5,569,596	5,938,499	(368,903)	-6.21%
Purchased department functions	3,362,230	2,945,253	416,977	14.16%	3,362,230	2,945,253	416,977	14.16%
Medical fees	1,859,620	1,830,070	29,550	1.61%	1,859,620	1,830,070	29,550	1.61%
Other fees	1,211,933	924,981	286,952	31.02%	1,211,933	924,981	286,952	31.02%
Depreciation	1,808,916	1,793,133	15,783	0.88%	1,808,916	1,793,133	15,783	0.88%
All other expense	1,372,740	1,455,868	(83,128)	-5.71%	1,372,740	1,455,868	(83,128)	-5.71%
<b>Total operating expenses</b>	<b>40,826,045</b>	<b>40,553,822</b>	<b>272,223</b>	<b>0.67%</b>	<b>40,826,045</b>	<b>40,553,822</b>	<b>272,223</b>	<b>0.67%</b>
<b>Income from operations</b>	<b>7,938,861</b>	<b>5,787,290</b>	<b>2,151,571</b>	<b>37.18%</b>	<b>7,938,861</b>	<b>5,787,290</b>	<b>2,151,571</b>	<b>37.18%</b>
Non-operating income:								
Donations	166,667	166,667	0	0.00%	166,667	166,667	0	0.00%
Property taxes	333,333	333,333	(0)	0.00%	333,333	333,333	(0)	0.00%
Investment income	539,322	(63,302)	602,623	-951.99%	539,322	(63,302)	602,623	-951.99%
Income from subsidiaries	(3,618,034)	(4,168,624)	550,590	-13.21%	(3,618,034)	(4,168,624)	550,590	-13.21%
<b>Total non-operating income</b>	<b>(2,578,712)</b>	<b>(3,731,925)</b>	<b>1,153,213</b>	<b>-30.90%</b>	<b>(2,578,712)</b>	<b>(3,731,925)</b>	<b>1,153,213</b>	<b>-30.90%</b>
<b>Operating and non-operating income</b>	<b>\$ 5,360,149</b>	<b>\$ 2,055,364</b>	<b>3,304,784</b>	<b>160.79%</b>	<b>\$ 5,360,149</b>	<b>\$ 2,055,364</b>	<b>3,304,784</b>	<b>160.79%</b>

**SALINAS VALLEY MEMORIAL HOSPITAL**

**PATIENT STATISTICAL REPORT**

For the month of July and one months to date

	<u>Month of July</u>		<u>One 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	50	48	50	48	(2)
Other Admissions	117	93	117	93	(24)
Total Admissions	167	141	167	141	(26)
Medi-Cal Patient Days	73	74	73	74	1
Other Patient Days	176	176	176	176	0
Total Patient Days of Care	249	250	249	250	1
Average Daily Census	8.0	8.1	8.0	8.1	0.0
Medi-Cal Average Days	1.5	1.6	1.5	1.6	0.1
Other Average Days	1.5	1.9	1.5	1.9	0.4
Total Average Days Stay	1.5	1.8	1.5	1.8	0.3
<u>ADULTS &amp; PEDIATRICS</u>					
Medicare Admissions	337	301	337	301	(36)
Medi-Cal Admissions	282	255	232	255	23
Other Admissions	445	299	328	299	(29)
Total Admissions	1,064	855	897	855	(42)
Medicare Patient Days	1,344	1,327	1,344	1,327	(17)
Medi-Cal Patient Days	1,048	1,005	1,048	1,005	(43)
Other Patient Days	1,036	1,046	1,036	1,046	10
Total Patient Days of Care	3,428	3,378	3,428	3,378	(50)
Average Daily Census	110.6	109.0	110.6	109.0	(1.6)
Medicare Average Length of Stay	4.0	3.9	4.0	3.9	(0.0)
Medi-Cal Average Length of Stay	3.7	2.8	3.7	2.8	(0.9)
Other Average Length of Stay	2.3	2.9	2.3	2.9	0.6
Total Average Length of Stay	3.2	3.2	3.2	3.2	(0.0)
Deaths	28	20	28	20	(8)
Total Patient Days	3,677	3,628	3,677	3,628	(49)
Medi-Cal Administrative Days	0	2	0	2	2
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	0	2	0	2	2
Percent Non-Acute	0.00%	0.06%	0.00%	0.06%	0.06%

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

	<u>Month of July</u>		<u>One 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	214	224	214	224	10
Heart Center	325	333	325	333	8
Monitored Beds	853	819	853	819	(34)
Single Room Maternity/Obstetrics	409	365	409	365	(44)
Med/Surg - Cardiovascular	662	711	662	711	49
Med/Surg - Oncology	159	280	159	280	121
Med/Surg - Rehab	406	405	406	405	(1)
Pediatrics	72	97	72	97	25
Nursery	249	250	249	250	1
Neonatal Intensive Care	144	82	144	82	(62)
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	53.10%	55.58%	53.10%	55.58%	
Heart Center	69.89%	71.61%	69.89%	71.61%	
Monitored Beds	101.91%	97.85%	101.91%	97.85%	
Single Room Maternity/Obstetrics	35.66%	31.82%	35.66%	31.82%	
Med/Surg - Cardiovascular	47.46%	50.97%	47.46%	50.97%	
Med/Surg - Oncology	39.45%	69.48%	39.45%	69.48%	
Med/Surg - Rehab	50.37%	50.25%	50.37%	50.25%	
Med/Surg - Observation Care Unit	0.00%	11.76%	0.00%	11.76%	
Pediatrics	12.90%	17.38%	12.90%	17.38%	
Nursery	48.68%	48.88%	24.34%	24.44%	
Neonatal Intensive Care	42.23%	24.05%	42.23%	24.05%	

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

	<u>Month of July</u>		<u>One 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	161	133	161	133	(28)
C-Section deliveries	46	38	46	38	(8)
Percent of C-section deliveries	28.57%	28.57%	28.57%	28.57%	0.00%
<b><u>OPERATING ROOM</u></b>					
In-Patient Operating Minutes	38,067	23,418	38,067	23,418	(14,649)
Out-Patient Operating Minutes	12,942	25,717	12,942	25,717	12,775
Total	51,009	49,135	51,009	49,135	(1,874)
Open Heart Surgeries	15	14	15	14	(1)
In-Patient Cases	214	150	214	150	(64)
Out-Patient Cases	240	253	240	253	13
<b><u>EMERGENCY ROOM</u></b>					
Immediate Life Saving	13	39	13	39	26
High Risk	479	465	479	465	(14)
More Than One Resource	2,194	2,623	2,194	2,623	429
One Resource	2,574	1,480	2,574	1,480	(1,094)
No Resources	58	82	58	82	24
Total	<u>5,318</u>	<u>4,689</u>	<u>5,318</u>	<u>4,689</u>	<u>(629)</u>



**SALINAS VALLEY MEMORIAL HOSPITAL**  
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	Month of July		One months to date		Variance
	2020	2021	2020-21	2021-22	
<b>CENTRAL SUPPLY</b>					
In-patient requisitions	13,071	16,118	13,071	16,118	3,047
Out-patient requisitions	11,199	9,429	11,199	9,429	-1,770
Emergency room requisitions	1,684	1,702	1,684	1,702	18
Interdepartmental requisitions	6,941	5,818	6,941	5,818	-1,123
Total requisitions	32,895	33,067	32,895	33,067	172
<b>LABORATORY</b>					
In-patient procedures	34,874	34,234	34,874	34,234	-640
Out-patient procedures	10,767	11,390	10,767	11,390	623
Emergency room procedures	8,181	11,246	8,181	11,246	3,065
Total patient procedures	53,822	56,870	53,822	56,870	3,048
<b>BLOOD BANK</b>					
Units processed	259	312	259	312	53
<b>ELECTROCARDIOLOGY</b>					
In-patient procedures	953	1,020	953	1,020	67
Out-patient procedures	425	438	425	438	13
Emergency room procedures	823	1,071	823	1,071	248
Total procedures	2,201	2,529	2,201	2,529	328
<b>CATH LAB</b>					
In-patient procedures	64	108	64	108	44
Out-patient procedures	81	101	81	101	20
Emergency room procedures	0	0	0	0	0
Total procedures	145	209	145	209	64
<b>ECHO-CARDIOLOGY</b>					
In-patient studies	271	352	271	352	81
Out-patient studies	193	257	193	257	64
Emergency room studies	3	1	3	1	-2
Total studies	467	610	467	610	143
<b>NEURODIAGNOSTIC</b>					
In-patient procedures	176	155	176	155	-21
Out-patient procedures	36	19	36	19	-17
Emergency room procedures	0	0	0	0	0
Total procedures	212	174	212	174	-38

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	<u>Month of July</u>		<u>One months to date</u>		<u>Variance</u>
	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
<b>SLEEP CENTER</b>					
In-patient procedures	0	0	0	0	0
Out-patient procedures	163	174	163	174	11
Emergency room procedures	0	0	0	0	0
Total procedures	<u>163</u>	<u>174</u>	<u>163</u>	<u>174</u>	<u>11</u>
<b>RADIOLOGY</b>					
In-patient procedures	1,310	1,243	1,310	1,243	-67
Out-patient procedures	734	428	734	428	-306
Emergency room procedures	1,128	1,301	1,128	1,301	173
Total patient procedures	<u>3,172</u>	<u>2,972</u>	<u>3,172</u>	<u>2,972</u>	<u>-200</u>
<b>MAGNETIC RESONANCE IMAGING</b>					
In-patient procedures	114	148	114	148	34
Out-patient procedures	139	130	139	130	-9
Emergency room procedures	13	7	13	7	-6
Total procedures	<u>266</u>	<u>285</u>	<u>266</u>	<u>285</u>	<u>19</u>
<b>MAMMOGRAPHY CENTER</b>					
In-patient procedures	3,058	3,462	3,058	3,462	404
Out-patient procedures	3,044	3,424	3,044	3,424	380
Emergency room procedures	0	4	0	4	4
Total procedures	<u>6,102</u>	<u>6,890</u>	<u>6,102</u>	<u>6,890</u>	<u>788</u>
<b>NUCLEAR MEDICINE</b>					
In-patient procedures	16	17	16	17	1
Out-patient procedures	68	95	68	95	27
Emergency room procedures	0	0	0	0	0
Total procedures	<u>84</u>	<u>112</u>	<u>84</u>	<u>112</u>	<u>28</u>
<b>PHARMACY</b>					
In-patient prescriptions	81,700	82,213	81,700	82,213	513
Out-patient prescriptions	16,522	15,743	16,522	15,743	-779
Emergency room prescriptions	4,918	6,890	4,918	6,890	1,972
Total prescriptions	<u>103,140</u>	<u>104,846</u>	<u>103,140</u>	<u>104,846</u>	<u>1,706</u>
<b>RESPIRATORY THERAPY</b>					
In-patient treatments	17,761	16,793	17,761	16,793	-968
Out-patient treatments	442	1,063	442	1,063	621
Emergency room treatments	53	212	53	212	159
Total patient treatments	<u>18,256</u>	<u>18,068</u>	<u>18,256</u>	<u>18,068</u>	<u>-188</u>
<b>PHYSICAL THERAPY</b>					
In-patient treatments	2,370	2,275	2,370	2,275	-95
Out-patient treatments	261	331	261	331	70
Emergency room treatments	0	0	0	0	0
Total treatments	<u>2,631</u>	<u>2,606</u>	<u>2,631</u>	<u>2,606</u>	<u>-25</u>

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	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
<b>OCCUPATIONAL THERAPY</b>					
In-patient procedures	1,164	1,688	1,164	1,688	524
Out-patient procedures	111	162	111	162	51
Emergency room procedures	0	0	0	0	0
Total procedures	<u>1,275</u>	<u>1,850</u>	<u>1,275</u>	<u>1,850</u>	<u>575</u>
<b>SPEECH THERAPY</b>					
In-patient treatments	385	508	385	508	123
Out-patient treatments	23	44	23	44	21
Emergency room treatments	0	0	0	0	0
Total treatments	<u>408</u>	<u>552</u>	<u>408</u>	<u>552</u>	<u>144</u>
<b>CARDIAC REHABILITATION</b>					
In-patient treatments	0	0	0	0	0
Out-patient treatments	426	563	426	563	137
Emergency room treatments	0	0	0	0	0
Total treatments	<u>426</u>	<u>563</u>	<u>426</u>	<u>563</u>	<u>137</u>
<b>CRITICAL DECISION UNIT</b>					
Observation hours	<u>241</u>	<u>243</u>	<u>241</u>	<u>243</u>	<u>2</u>
<b>ENDOSCOPY</b>					
In-patient procedures	102	107	102	107	5
Out-patient procedures	17	34	17	34	17
Emergency room procedures	0	0	0	0	0
Total procedures	<u>119</u>	<u>141</u>	<u>119</u>	<u>141</u>	<u>22</u>
<b>C.T. SCAN</b>					
In-patient procedures	544	647	544	647	103
Out-patient procedures	593	497	593	497	-96
Emergency room procedures	420	603	420	603	183
Total procedures	<u>1,557</u>	<u>1,747</u>	<u>1,557</u>	<u>1,747</u>	<u>190</u>
<b>DIETARY</b>					
Routine patient diets	16,282	17,608	16,282	17,608	1,326
Meals to personnel	<u>21,283</u>	<u>22,228</u>	<u>21,283</u>	<u>22,228</u>	<u>945</u>
Total diets and meals	<u>37,565</u>	<u>39,836</u>	<u>37,565</u>	<u>39,836</u>	<u>2,271</u>
<b>LAUNDRY AND LINEN</b>					
Total pounds laundered	<u>107,714</u>	<u>97,342</u>	<u>107,714</u>	<u>97,342</u>	<u>-10,372</u>

# *PUBLIC INPUT*

*CLOSED SESSION*

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

*RECONVENE OPEN SESSION/  
REPORT ON CLOSED SESSION*

*ADJOURNMENT – THE SEPTEMBER 2021  
QUALITY AND EFFICIENT  
PRACTICES COMMITTEE MEETING IS  
SCHEDULED FOR MONDAY,  
SEPTEMBER 27, 2021, AT 8:30 A.M.*