

November 11, 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, NOVEMBER 15, 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 for Access Information).**

Please note: Pursuant to SVMHS Board Resolution No. 2021-05, 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/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 Rakesh Singh, M.D. – Medical Staff Member

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

**MONDAY, NOVEMBER 15, 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 for Access Information)

Please note: Pursuant to SVMHS Board Resolution No. 2021-05, Assembly Bill 361, and guidance from the Monterey County Health Department in response to concerns regarding COVID-19, Board Members of Salinas Valley Memorial Healthcare System, a local health care district, are permitted to participate in this duly noticed public meeting via teleconference and certain requirements of The Brown Act are suspended.

AGENDA

1. Approval of Minutes from the Quality and Efficient Practices Committee Meeting of October 25, 2021 (DELGADO)
 - Motion/Second
 - Action by Committee/Roll Call Vote
2. Patient Care Services Update (PAULO)
3. Pharmacy Presentation (MILLER/CHOI)
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 December 2021 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, December 13, 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, 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 OCTOBER 2021
QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING
COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**MONDAY, OCTOBER 25, 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 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, Pete Delgado, Clement Miller, Lisa Paulo and Rakesh Singh, MD, in person. Michele Averill and Allen Radner, MD, by teleconference.

Committee Members Absent: Joel Hernandez Laguna, Vice Chair.

Also Present: Adrienne Laurent, Augustine Lopez, Maura Baker, Karina Kessler, Aniko Kukla, Brenda Bailey, Kathie Haines, Derek Ames, in person.

A quorum was present and the meeting was called to order at 8:37 a.m. by Juan Cabrera, Committee Chair.

**APPROVAL OF MINUTES FROM THE QUALITY AND EFFICIENT PRACTICES
COMMITTEE MEETING OF SEPTEMBER 27, 2021**

Michele Averill, recommended the Quality and Efficient Practices Committee approve the minutes of the Quality and Efficient Practices Committee Meeting of September 27, 2021. This information was included in the Committee packet.

No Public Input.

MOTION: The Quality and Efficient Practices Committee approves the minutes of the Quality and Efficient Practices Committee Meeting of September 27, 2021, as presented.

Moved/Seconded/Roll Call Vote: Ayes: Cabrera, Delgado, Miller, Paulo, Averill, Noes: None; Abstentions: None; Absent: Hernandez Laguna, Radner, Singh. Motion Carried.

Allen Radner, MD, joined the meeting at 8:40 a.m. by teleconference and Rakesh Singh, MD, joined the meeting at 8:45 a.m. in person.

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:

Ms. Paulo presented the FY2022-to-Date HCAHPS “How Would You Rate” scores. The goal is 75.6 and SVMH is in the 83 percentile. SVMH is in the 80-90th percentile in 6 of the 8 metrics. The focus area “Care Transitions-Hospital Took Preference Into Account” data shows we are stable compared to the 2 years prior.

Quality:

Ms. Paulo introduced Maura Baker, BSN, RN, RNC-LRN, Chair, Neonatal Intensive Care Unit (NICU) Unit Practice Council (UPC) who reported quality initiatives as follows:

Bedside Communication: NICU uses a bedside “white sheet” (similar to whiteboards used in other parts of the hospital) which focuses on communication with the nurse and encourages parents to be part of the care team by having a parent goal on the white sheet. There has been good feedback from the parents as it prepares them for care and safety of the newborn after discharge.

Diaper Dermatitis: An increase was noted of diaper dermatitis (diaper rash). The UPC collaborated with managers and physicians to include in the orderset a barrier ointment with every diaper change. After this skincare protocol was implemented a 30-chart survey revealed there was no change in diaper dermatitis. It was determined due to COVID-19 and supply chain, the wipes were not consistent. After working with the COO, the NICU manager and materials management, this supply was standardized. Plan: Track for 6 months.

Upcoming Projects/Baby Cuddle: As an expansion of family centered care, whenever possible NICU patients will be allowed their “first cuddle” before admission into the NICU. Studies show this benefits both the patient and the parents.

Mr. Delgado thanked Ms. Baker for her presentation and he complemented the UPC for their hard work especially for the first-cuddle project and improving the patient admission experience. Ms. Baker indicated it is the staff doing the work to improve both the standard of practice and patient experience. Juan Cabrera, Committee Chair, also commented on the first-cuddle project and how this benefits both the patient’s and parents’ experience.

Ms. Baker and Ms. Kessler left the meeting at 9:00 a.m.

FINANCIAL AND STATISTICAL REVIEW

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

Key highlights of the financial summary for September 2021 were: (1) Consolidated income from operations was \$2.9 million with an operating margin of 5.1%, with a net income of \$3.5 million with a net operating margin of 6.1%; (2) Income from operations includes \$.5 million from, AB113 Intergovernmental Transfer Payment (FY 19-20); (3) Normalized income from operations was \$2.4 million with an operating margin of 4.2% with a net income of \$3 million with a margin of 5.3%; (4) Year-to-date income from operations was \$13.4 million with a net operating margin of 7.9% with a net income of \$16.5 million with a margin of 9.7%; (5) Normalized income from operations was \$12.8 million with a margin of 7.6% with a net income of \$15.9 million with a margin of 9.4%; (6) Gross revenues were 6% favorable, inpatient (IP) gross revenues were unfavorable by 1%, ED gross revenues 43% above budget, Outpatient gross revenues 6% favorable; (7) Payor mix was unfavorable, (8) Total normalized net patient revenues were \$46 million, which is favorable to the budget; (9) COVID IP cases were 33 down from 46 the previous month; (10) Positive influences include strong outpatient (OP) business: infusion therapy, cardiology, radiology, 1,385 ER visits, fewer ED admissions; (11) Negative influences include lower average daily census, IP and OP surgeries below budget and Medicare traditional ALOS CMI adjusted 1% unfavorable; (12) CMI all discharges with and without COVID; (12) Revenues and Expenses per adjusted patient day are on a good trend; and (13) Key financial indicators 2021 YTD, target, comparison to S&P A+ hospitals and 2020 history.

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 8:57 a.m.

RECONVENE OPEN SESSION/REPORT ON CLOSED SESSION

The Committee reconvened Open Session at 9:15 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 9:16 a.m. The November 2021 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, November 15, 2021, at 8:30 a.m.**

Juan Cabrera, Chair,
Quality and Efficient Practices Committee

/kmh

Board Paper: Quality & Efficient Practices Committee

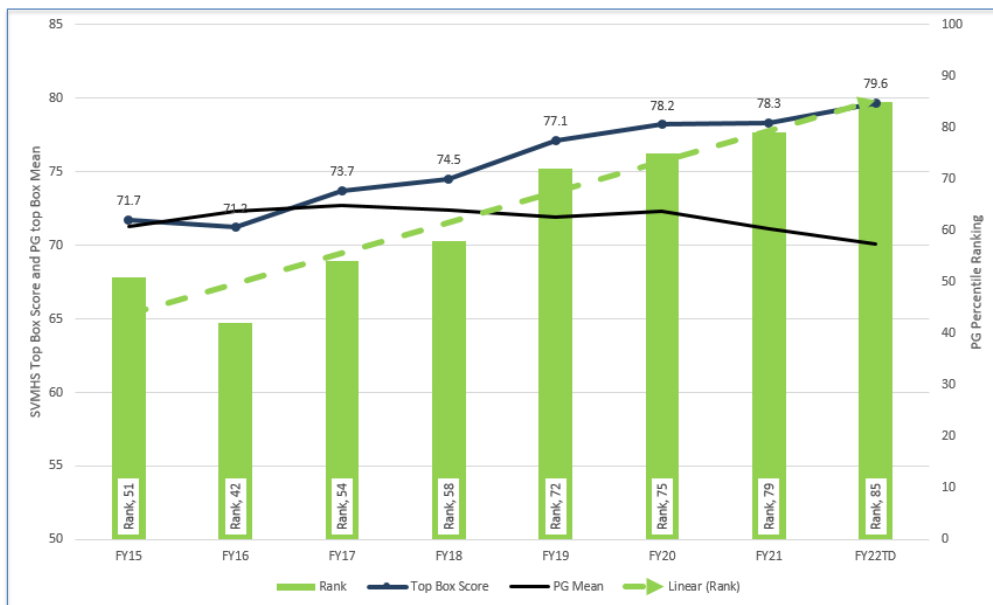
Agenda: Patient Care Services Update
Executive: Lisa Paulo, MSN/MPA, RN
Sponsor: Chief Nursing Officer
Date: November 15, 2021

Pillar/Goal Alignment:

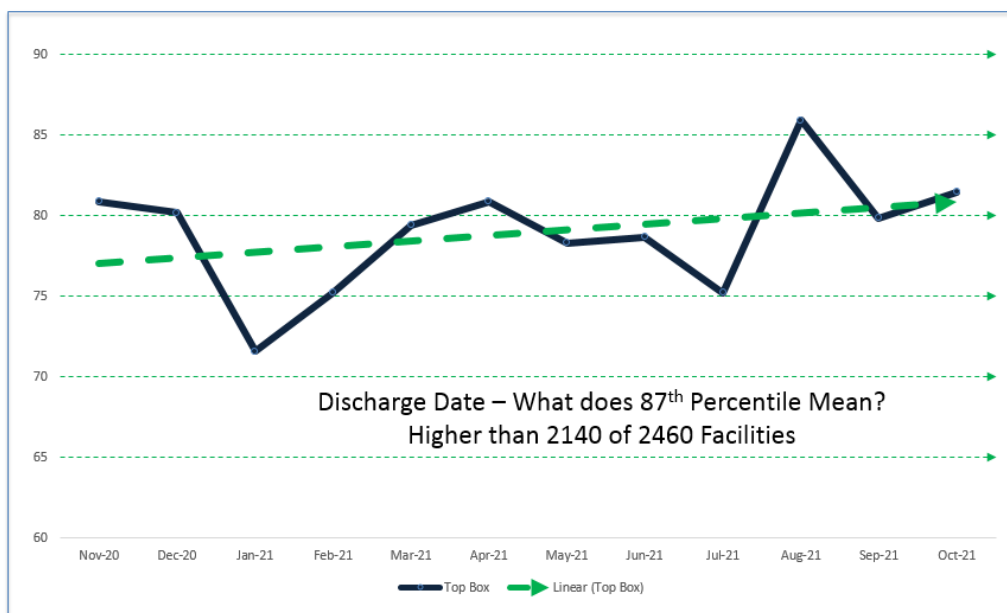
Service
 People
 Quality
 Finance
 Growth
 Community

Service: Patient Experience

- Target Average HCAHPS: 75.1 FY22TD 76.2
- FY2022 To Date – HCAHPS How Would You Rate



HCAHPS Communicated in a way you understand – 87th Percentile Ranking



Quality: Perinatal Unit Practice Council

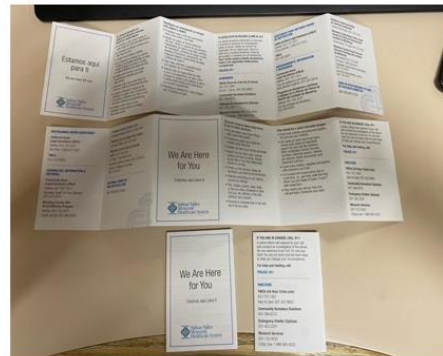
Members:

Adrienne Leyva, BSN, RN, RNC-OB, IBCLC/Chair, Christine Durden, BSN, RN, RNC-MNN, CLC/Co-Chair, Lee Mangone, BSN, RN, RNC-OB, Shannon Hernandez, BSN, RN, RNC-MNN, IBCLC **Advisor:** Julie Vasher, DNP, RNC-OB, CNS, C-EFM, C-ONQS/Clinical Nurse Specialist, Perinatal Services

What We've Done:

➤ Intimate Partner Violence Resource Cards

- AWHONN convention: Seen But Not Heard: Dynamics, Assessment and Interventions in Intimate Partner Violence for Health Care Providers
- Domestic Violence Coordinating Council of Monterey County
- 18-25% women seen in ED were victims of IPV (but only 5% were identified as victims) (Robinson, R., 2010)
- Refer to appropriate resources = resource cards



Salinas Valley Memorial Healthcare System

What We've Done:

➤ Baby Blue Bands for Intentionally Retained Vaginal Sponges

- Baby Blue Band = patients who have intended vaginal packing
- Old practice was to note the intentionally retained sponges in the medical record and **pass the information on from nurse to nurse in handover.**




Salinas Valley Memorial Healthcare System

Quality: Perinatal Unit Practice Council Cont.


What We've Done:

- **Creation of the Perinatal Fall Tool**
 - Women hospitalized in OB are typically young and healthy - however pregnant and postpartum women are prone to falls
 - We were assessing these women with a fall risk tool that was created for geriatric and/or medical surgical patients
 - A Perinatal fall tool was created to meet the unique needs of the OB patient - includes focused assessment and prevention efforts.
 - Currently in the process of validating this fall tool



What We've Done:

- **Postpartum Wellness Group**
 - Created due to limited resources for patient population related to maternal mental health
 - Weekly wellness group facilitated by SVMH staff social workers



Postpartum Wellness Group


CATEGORIES:
Support Groups, Mothers & Children,
Women's Health

About This Event

EVENT TYPE: Women's Health

Details:
Having a baby is a special time and you may find yourself feeling a range of emotions. In this group, you will receive support from an experienced facilitator and other mothers who may have similar experience.

Lorena Edith Sanchez is inviting you to a scheduled Zoom meeting.



Quality: Perinatal Unit Practice Council Cont.

Where We Are and What is to Come:

- Improving quiet at night scores
- Perinatal Journal Club - meets monthly via Webex
- NTSV rates - decreasing 1st time mom cesarean section rates
- Maternal Substance Screening
- Sepsis protocol for OB population

PHARMACY PRESENTATION

(VERBAL)

(MILLER/CHOI)

Financial Performance Review

October 2021

Augustine Lopez
Chief Financial Officer



Consolidated Financial Summary

For the Month of October 2021

Profit/Loss Statement

\$ in Millions	For the Month of October 2021				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 52.7	\$ 53.2	\$ (0.5)	-0.9%	
Operating Expense	\$ 52.2	\$ 52.5	\$ 0.3	0.6%	
Income from Operations*	\$ 0.5	\$ 0.7	\$ (0.2)	-28.6%	
<i>Operating Margin %</i>	0.9%	1.4%	-0.5%	-35.71%	
Non Operating Income**	\$ (2.3)	\$ 1.1	\$ (3.4)	-309.1%	
Net Income	\$ (1.8)	\$ 1.8	\$ (3.6)	-200.0%	
<i>Net Income Margin %</i>	-3.4%	3.5%	-6.9%	-197.1%	

*No Normalizing items in October

**Unfavorable variance in non-operating income was predominantly due to investment losses from mark-to-market adjustments in investment portfolios

Underperformance for the month of October was due to:

- Gross Revenues declined from prior month by \$8.2M (4%) mostly due to a decrease in outpatient business
- Outpatient Infusion Program declined from prior month in patient encounters by 20% and gross revenues by 16%
- ADC was 108 (7% below budget)
- Significant unfavorable payor mix for the month
- Worked and Paid FTEs on a per adjusted ADC basis were 5% and 2% unfavorable to budget, respectively
- Outpatient surgeries were 24% (74 cases) below budget

Consolidated Financial Summary

Year-to-Date October 2021

Profit/Loss Statement

\$ in Millions	FY 2021 YTD October				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 223.4	\$ 211.9	\$ 11.5	5.4%	
Operating Expense	\$ 210.1	\$ 207.6	\$ (2.5)	-1.2%	
Income from Operations*	\$ 13.3	\$ 4.3	\$ 9.0	209.3%	
<i>Operating Margin %</i>	5.9%	2.0%	3.9%	195.0%	
Non Operating Income**	\$ 2.3	\$ 4.3	\$ (2.0)	-46.5%	
Net Income	\$ 15.6	\$ 8.6	\$ 7.0	81.4%	
<i>Net Income Margin %</i>	7.0%	4.1%	2.9%	70.7%	

*** Income from Operations includes:**

\$0.5M AB113 Intergovernmental Transfer Payment (FY 19-20)

****Non Operating Income includes**

\$1.1M Doctors on Duty Forgiven Paycheck Protection Program Loan

\$1.5M Total Normalizing Items, Net

**Unfavorable variance in non-operating income is predominantly due to fluctuations in market value of investments

Consolidated Financial Summary

Year-to-Date October 2021 - Normalized

Profit/Loss Statement

\$ in Millions	FY 2021 YTD October				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 222.9	\$ 211.9	\$ 11.0	5.2%	
Operating Expense	\$ 210.1	\$ 207.6	\$ (2.5)	-1.2%	
Income from Operations	\$ 12.8	\$ 4.3	\$ 8.5	197.7%	
<i>Operating Margin %</i>	5.7%	2.0%	3.7%	185.0%	
Non Operating Income	\$ 1.3	\$ 4.3	\$ (3.0)	-69.8%	
Net Income	\$ 14.1	\$ 8.6	\$ 5.5	64.0%	
<i>Net Income Margin %</i>	6.3%	4.1%	2.2%	53.7%	

Favorable results due to:

- 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
- Generally 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 October 2021

Gross Revenues were favorable


- **Gross Revenues** were 2% unfavorable to budget
- **IP gross revenues** were 5% unfavorable to budget
 - **ED gross revenues** were 28% above budget
 - **OP gross revenues** were 5% unfavorable to budget in the following areas:
 - Infusion Therapy
 - Other OP Pharmacy
 - Surgery

- **Commercial:** 11% below budget
- **Medicaid:** on budget
- **Medicare:** 6% above budget

Payor Mix - unfavorable to budget

Total Net Patient Revenues were \$44.5M, which was unfavorable to budget by \$1.1M or 2.4%

Financial Summary – October 2021

- 
- 1) ER Outpatient visits were above budget by 40% (1,161 visits)
 - 2) Inpatient Surgeries were 10% (14 cases) above budget at 152
 - 3) Total Acute ALOS was 6% favorable at 4.0 vs 4.2 days budgeted
 - 4) Medicare Traditional ALOS CMI adjusted 19% favorable at 2.0 days with a Case Mix Index of 1.9



5) Lower than expected Outpatient business:

- Due to a decline in patient volume activity in the Infusion Therapy program
 - Patient encounters declined from the prior month by 172 (20%)
 - Gross Revenues declined from the prior month by \$4.2M (16%)

6) Lower than expected Inpatient business:

- Average daily census was at 108, 7% below budget of 115

7) Total admissions were 5 admits below budget

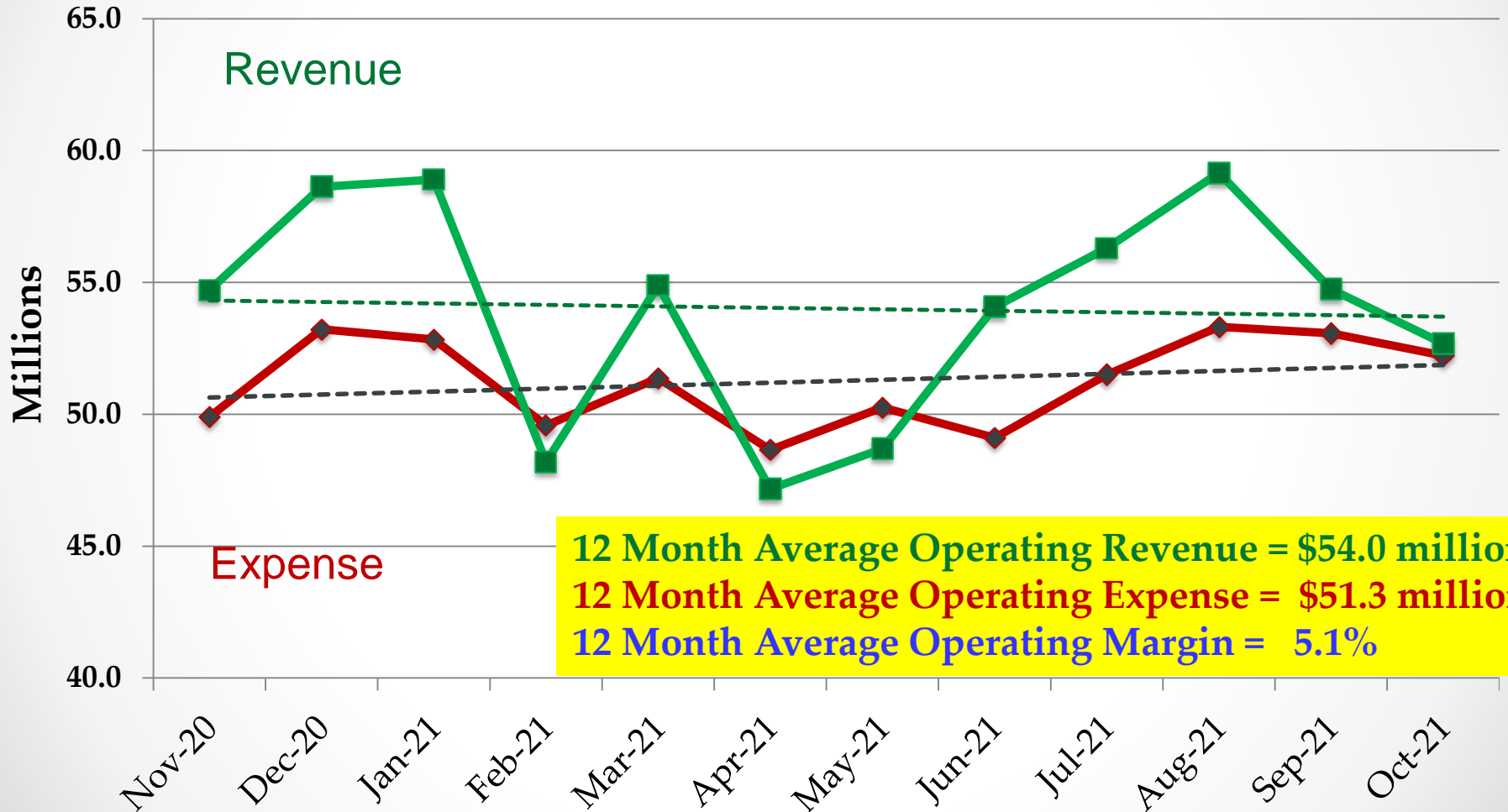
8) Outpatient Surgeries were 24% (74 cases) below budget

9) Deliveries were 23% (33 deliveries) below budget at 111

10) OP Observation cases were 25% (39 cases) above budget at 195

SVMHS Operating Revenues & Expenses (Normalized)

Rolling 12 Months: November 20 to October 21



SVMHS Key Financial Indicators

	YTD	SVMHS		S&P A+ Rated		YTD	
Statistic	Oct-21	Target	+/-	Hospitals	+/-	Oct-20	+/-
Operating Margin*	5.7%	9.0%		4.0%		6.8%	
Total Margin*	6.3%	10.8%		6.6%		9.1%	
EBITDA Margin**	9.8%	13.4%		13.6%		11.0%	
Days of Cash*	369	305		249		344	
Days of Accounts Payable*	43	45		-		47	
Days of Net Accounts Receivable***	48	45		49		52	
Supply Expense as % NPR	13.2%	15.0%		-		13.2%	
SWB Expense as % NPR	53.4%	53.0%		53.7%		54.1%	
Operating Expense per APD*	6,377	4,992		-		6,179	

*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
October 31, 2021

	<u>Month of October,</u>		<u>Four months ended October 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 44,503,745	\$ 47,545,209	\$ 188,987,453	\$ 190,886,912
Other operating revenue	592,289	715,415	3,955,863	4,009,000
Total operating revenue	<u>45,096,034</u>	<u>48,260,624</u>	<u>192,943,316</u>	<u>194,895,912</u>
Total operating expenses	40,534,652	41,857,055	164,842,685	164,950,413
Total non-operating income	<u>(5,780,644)</u>	<u>(4,483,004)</u>	<u>(11,955,383)</u>	<u>(9,894,819)</u>
Operating and non-operating income	<u>\$ (1,219,262)</u>	<u>\$ 1,920,565</u>	<u>\$ 16,145,248</u>	<u>\$ 20,050,680</u>

SALINAS VALLEY MEMORIAL HOSPITAL
 BALANCE SHEETS
 October 31, 2021

	<u>Current year</u>	<u>Prior year</u>
ASSETS:		
Current assets	\$ 421,142,680	\$ 398,433,911
Assets whose use is limited or restricted by board	146,643,318	134,790,774
Capital assets	241,249,566	259,208,587
Other assets	190,452,550	191,877,196
Deferred pension outflows	<u>50,119,236</u>	<u>83,379,890</u>
	<u>\$ 1,049,607,350</u>	<u>\$ 1,067,690,358</u>
LIABILITIES AND EQUITY:		
Current liabilities	124,965,909	160,711,613
Long term liabilities	14,556,513	14,780,831
	83,585,120	126,340,336
Net assets	<u>826,499,808</u>	<u>765,857,578</u>
	<u>\$ 1,049,607,350</u>	<u>\$ 1,067,690,358</u>

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

	Month of October,				Four months ended October 31,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 193,504,217	\$ 196,628,325	(3,124,108)	-1.59%	\$ 808,125,317	\$ 780,155,583	27,969,734	3.59%
Deductions from revenue	149,000,472	151,047,402	(2,046,930)	-1.36%	619,137,864	598,667,460	20,470,404	3.42%
Net patient revenue	44,503,745	45,580,923	(1,077,178)	-2.36%	188,987,453	181,488,122	7,499,331	4.13%
Other operating revenue	592,289	783,804	(191,515)	-24.43%	3,955,863	3,125,723	830,140	26.56%
Total operating revenue	45,096,034	46,364,727	(1,268,693)	-2.74%	192,943,316	184,613,846	8,329,470	4.51%
Operating expenses:								
Salaries and wages	15,420,230	15,791,690	(371,460)	-2.35%	62,312,002	62,539,374	(227,372)	-0.36%
Compensated absences	3,410,757	2,686,703	724,054	26.95%	11,036,952	10,641,029	395,923	3.72%
Employee benefits	6,164,151	7,054,700	(890,549)	-12.62%	28,686,576	28,738,704	(52,128)	-0.18%
Supplies, food, and linen	6,171,749	5,939,300	232,449	3.91%	24,604,482	23,565,382	1,039,100	4.41%
Purchased department functions	3,110,619	3,091,769	18,850	0.61%	12,716,310	12,135,711	580,599	4.78%
Medical fees	2,028,595	1,833,215	195,380	10.66%	7,835,252	7,317,134	518,118	7.08%
Other fees	1,434,162	936,590	497,572	53.13%	4,940,833	3,720,569	1,220,264	32.80%
Depreciation	1,771,042	1,793,121	(22,079)	-1.23%	7,071,814	7,133,434	(61,620)	-0.86%
All other expense	1,023,347	1,447,596	(424,249)	-29.31%	5,638,464	5,776,751	(138,287)	-2.39%
Total operating expenses	40,534,652	40,574,685	(40,033)	-0.10%	164,842,685	161,568,089	3,274,596	2.03%
Income from operations	4,561,382	5,790,042	(1,228,660)	-21.22%	28,100,631	23,045,757	5,054,874	21.93%
Non-operating income:								
Donations	166,667	166,667	0	0.00%	666,667	666,667	0	0.00%
Property taxes	333,333	333,333	(0)	0.00%	1,333,333	1,333,333	(0)	0.00%
Investment income	(1,521,393)	(63,302)	(1,458,092)	2303.41%	(2,282,561)	(253,206)	(2,029,355)	801.46%
Income from subsidiaries	(4,759,251)	(4,549,020)	(210,231)	4.62%	(11,672,822)	(16,758,514)	5,085,692	-30.35%
Total non-operating income	(5,780,644)	(4,112,322)	(1,668,322)	40.57%	(11,955,383)	(15,011,720)	3,056,337	-20.36%
Operating and non-operating income	\$ (1,219,262)	\$ 1,677,720	(2,896,982)	-172.67%	\$ 16,145,248	\$ 8,034,037	8,111,211	100.96%

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

	<u>Month of October,</u>		<u>Four months ended October 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	1,615	1,735	6,310	6,345
Medi-Cal	966	1,040	3,894	4,292
Commercial insurance	679	631	2,870	3,018
Other patient	71	168	415	565
Total patient days	<u>3,331</u>	<u>3,574</u>	<u>13,489</u>	<u>14,220</u>
Gross revenue:				
Medicare	\$ 87,017,776	\$ 84,931,476	\$ 355,721,409	\$ 316,131,026
Medi-Cal	54,440,661	55,707,527	226,248,660	215,705,089
Commercial insurance	45,862,666	46,047,680	194,946,335	193,773,304
Other patient	<u>6,183,114</u>	<u>11,186,455</u>	<u>31,208,913</u>	<u>37,470,249</u>
Gross revenue	<u>193,504,217</u>	<u>197,873,138</u>	<u>808,125,317</u>	<u>763,079,668</u>
Deductions from revenue:				
Administrative adjustment	183,641	71,860	1,161,930	1,095,649
Charity care	686,444	386,346	4,377,120	3,608,515
Contractual adjustments:				
Medicare outpatient	26,883,761	25,137,243	112,263,050	101,307,801
Medicare inpatient	39,687,187	38,423,196	149,902,155	137,636,763
Medi-Cal traditional outpatient	2,727,819	2,031,273	10,196,287	7,751,733
Medi-Cal traditional inpatient	7,455,907	6,424,613	24,498,118	30,541,574
Medi-Cal managed care outpatient	21,560,408	19,379,401	89,469,947	74,574,076
Medi-Cal managed care inpatient	17,590,484	21,606,126	79,715,420	74,969,297
Commercial insurance outpatient	15,325,974	16,311,126	66,236,808	63,650,420
Commercial insurance inpatient	13,374,731	13,156,087	64,277,095	56,012,126
Uncollectible accounts expense	3,532,531	3,804,316	15,047,265	14,651,217
Other payors	<u>(8,415)</u>	<u>3,596,342</u>	<u>1,992,669</u>	<u>6,393,586</u>
Deductions from revenue	<u>149,000,472</u>	<u>150,327,929</u>	<u>619,137,864</u>	<u>572,192,755</u>
Net patient revenue	<u>\$ 44,503,745</u>	<u>\$ 47,545,209</u>	<u>\$ 188,987,453</u>	<u>\$ 190,886,912</u>
Gross billed charges by patient type:				
Inpatient	\$ 101,958,348	\$ 107,266,579	\$ 421,763,882	\$ 406,441,909
Outpatient	65,203,186	69,165,816	276,469,382	271,521,127
Emergency room	<u>26,342,684</u>	<u>21,440,743</u>	<u>109,892,054</u>	<u>85,116,632</u>
Total	<u>\$ 193,504,218</u>	<u>\$ 197,873,138</u>	<u>\$ 808,125,318</u>	<u>\$ 763,079,668</u>

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

	Month of October,		Four months ended October 31,	
	current year	prior year	current year	prior year
Operating revenue:				
Net patient revenue	\$ 44,503,745	\$ 47,545,209	\$ 188,987,453	\$ 190,886,912
Other operating revenue	592,289	715,415	3,955,863	4,009,000
Total operating revenue	<u>45,096,034</u>	<u>48,260,624</u>	<u>192,943,316</u>	<u>194,895,912</u>
Operating expenses:				
Salaries and wages	15,420,230	16,783,480	62,312,002	63,844,902
Compensated absences	3,410,757	3,023,760	11,036,952	10,571,671
Employee benefits	6,164,151	6,677,732	28,686,576	30,201,086
Supplies, food, and linen	6,171,749	6,369,003	24,604,482	25,027,683
Purchased department functions	3,110,619	3,225,218	12,716,310	12,411,780
Medical fees	2,028,595	1,921,902	7,835,252	6,484,306
Other fees	1,434,162	950,649	4,940,833	4,587,111
Depreciation	1,771,042	1,774,597	7,071,814	7,096,257
All other expense	1,023,347	1,130,714	5,638,464	4,725,617
Total operating expenses	<u>40,534,652</u>	<u>41,857,055</u>	<u>164,842,685</u>	<u>164,950,413</u>
Income from operations	<u>4,561,382</u>	<u>6,403,569</u>	<u>28,100,631</u>	<u>29,945,499</u>
Non-operating income:				
Donations	166,667	166,667	666,667	666,667
Property taxes	333,333	333,333	1,333,333	1,333,333
Investment income	(1,521,393)	361,778	(2,282,561)	1,085,462
Taxes and licenses	0	0	0	0
Income from subsidiaries	(4,759,251)	(5,344,782)	(11,672,822)	(12,980,281)
Total non-operating income	<u>(5,780,644)</u>	<u>(4,483,004)</u>	<u>(11,955,383)</u>	<u>(9,894,819)</u>
Operating and non-operating income	(1,219,262)	1,920,565	16,145,248	20,050,680
Net assets to begin	<u>827,719,070</u>	<u>763,937,013</u>	<u>810,354,560</u>	<u>745,806,898</u>
Net assets to end	<u>\$ 826,499,808</u>	<u>\$ 765,857,578</u>	<u>\$ 826,499,808</u>	<u>\$ 765,857,577</u>
Net income excluding non-recurring items	\$ (1,219,262)	\$ 1,741,493	\$ 15,663,470	\$ 19,451,134
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>0</u>	<u>179,072</u>	<u>481,778</u>	<u>599,546</u>
Operating and non-operating income	<u>\$ (1,219,262)</u>	<u>\$ 1,920,565</u>	<u>\$ 16,145,248</u>	<u>\$ 20,050,680</u>

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

	Month of October,		Four months ended October 31,	
	current year	prior year	current year	prior year
Detail of other operating income:				
Dietary revenue	\$ 171,716	\$ 127,464	\$ 571,721	\$ 517,182
Discounts and scrap sale	12,444	22,978	294,847	54,288
Sale of products and services	22,975	8,631	390,253	135,017
Clinical trial fees	0	4,150	20,878	46,128
Stimulus Funds	0	0	0	0
Rental income	159,737	157,031	642,636	628,125
Other	225,417	395,161	2,035,528	2,628,260
	<u>\$ 592,289</u>	<u>\$ 715,415</u>	<u>\$ 3,955,863</u>	<u>\$ 4,009,000</u>
Detail of investment income:				
Bank and payor interest	\$ 93,877	\$ 163,108	\$ 382,374	\$ 657,351
Income from investments	(1,615,270)	198,669	(2,690,560)	428,111
Gain or loss on property and equipment	0	0	25,625	0
	<u>\$ (1,521,393)</u>	<u>\$ 361,778</u>	<u>\$ (2,282,561)</u>	<u>\$ 1,085,462</u>
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (217,327)	\$ (244,892)	\$ (851,429)	\$ (797,046)
Neurological Clinic	(81,091)	(153,512)	(235,038)	(291,782)
Palliative Care Clinic	(95,543)	(73,038)	(357,155)	(298,446)
Surgery Clinic	(202,437)	(129,477)	(526,308)	(521,784)
Infectious Disease Clinic	(35,514)	404	(112,789)	(83,055)
Endocrinology Clinic	(151,614)	(218,047)	(528,602)	(689,154)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(539,812)	(431,363)	(1,752,741)	(1,658,916)
OB/GYN Clinic	(420,704)	(512,360)	(1,406,236)	(1,270,013)
PrimeCare Medical Group	(710,741)	(1,343,030)	(2,000,018)	(3,111,204)
Oncology Clinic	(626,649)	(480,903)	(1,376,648)	(1,161,874)
Cardiac Surgery	(143,059)	(255,445)	(633,494)	(749,792)
Sleep Center	(26,920)	(29,789)	(104,478)	(162,414)
Rheumatology	(44,239)	(72,510)	(195,756)	(193,424)
Precision Ortho MDs	(289,014)	(590,844)	(1,147,034)	(1,455,060)
Precision Ortho-MRI	0	44,943	0	19,621
Precision Ortho-PT	(55,393)	(220,411)	(218,280)	(185,295)
Vaccine Clinic	(35,711)	0	(35,711)	0
Dermatology	7,537	(47,732)	(64,824)	(104,301)
Hospitalists	0	0	0	0
Behavioral Health	(66,151)	(52,809)	(285,278)	(257,396)
Pediatric Diabetes	(34,778)	8,343	(175,038)	(117,446)
Neurosurgery	(47,697)	(12,853)	(100,245)	(83,225)
Multi-Specialty-RR	890	90,181	18,600	44,578
Radiology	(206,848)	(633,020)	(1,111,674)	(793,212)
Salinas Family Practice	(120,540)	0	(389,452)	0
Total SVMC	(4,143,355)	(5,358,164)	(13,589,628)	(13,920,640)
Doctors on Duty	(827,800)	(115,885)	477,674	293,830
Assisted Living	0	1,224	0	(27,074)
Salinas Valley Imaging	0	0	0	(19,974)
Vantage Surgery Center	25,421	14,723	95,303	71,536
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	173,661	48,661	1,035,370	307,152
Aspire/CHI/Coastal	27,697	17,620	(32,268)	(197,157)
Apex	(56,860)	13,615	59,998	51,510
21st Century Oncology	547	8,392	121,015	(86,598)
Monterey Bay Endoscopy Center	41,438	25,032	159,715	547,134
	<u>\$ (4,759,251)</u>	<u>\$ (5,344,782)</u>	<u>\$ (11,672,822)</u>	<u>\$ (12,980,281)</u>

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

	Current year	Prior year
A S S E T S		
Current assets:		
Cash and cash equivalents	\$ 323,676,564	\$ 298,986,835
Patient accounts receivable, net of estimated uncollectibles of \$19,612,611	77,386,170	80,908,594
Supplies inventory at cost	8,030,814	8,663,882
Other current assets	12,049,132	9,874,600
Total current assets	421,142,680	398,433,911
Assets whose use is limited or restricted by board	146,643,318	134,790,774
Capital assets:		
Land and construction in process	36,210,359	45,766,080
Other capital assets, net of depreciation	205,039,207	213,442,507
Total capital assets	241,249,566	259,208,587
Other assets:		
Investment in Securities	147,029,222	149,243,603
Investment in SVMC	14,217,857	15,006,781
Investment in Aspire/CHI/Coastal	3,612,579	3,711,954
Investment in other affiliates	22,513,646	22,181,918
Net pension asset	3,079,246	1,732,940
Total other assets	190,452,550	191,877,196
Deferred pension outflows	50,119,236	83,379,890
	\$ 1,049,607,350	\$ 1,067,690,358
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 52,540,078	\$ 56,704,290
Due to third party payers	54,910,575	86,338,169
Current portion of self-insurance liability	17,515,256	17,669,155
Total current liabilities	124,965,909	160,711,613
Long term portion of workers comp liability	14,556,513	14,780,831
Total liabilities	139,522,422	175,492,444
Pension liability	83,585,120	126,340,336
Net assets:		
Invested in capital assets, net of related debt	241,249,566	259,208,587
Unrestricted	585,250,242	506,648,991
Total net assets	826,499,808	765,857,578
	\$ 1,049,607,350	\$ 1,067,690,358

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Oct and four months to date

	Month of Oct		Four months to date		Variance
	2020	2021	2020-21	2021-22	
<u>NEWBORN STATISTICS</u>					
Medi-Cal Admissions	37	35	193	175	(18)
Other Admissions	81	80	403	373	(30)
Total Admissions	118	115	596	548	(48)
Medi-Cal Patient Days	56	58	289	264	(25)
Other Patient Days	134	143	646	629	(17)
Total Patient Days of Care	190	201	935	893	(42)
Average Daily Census	6.1	6.5	7.6	7.3	(0.3)
Medi-Cal Average Days	1.4	1.7	1.5	1.5	(0.0)
Other Average Days	1.1	1.7	1.6	1.7	0.1
Total Average Days Stay	1.5	1.7	1.6	1.6	0.1
<u>ADULTS & PEDIATRICS</u>					
Medicare Admissions	326	323	1,264	1,239	(25)
Medi-Cal Admissions	277	229	958	957	(1)
Other Admissions	341	288	1,154	1,189	35
Total Admissions	944	840	3,376	3,385	9
Medicare Patient Days	1,474	1,430	5,533	5,451	(82)
Medi-Cal Patient Days	1,056	975	4,415	4,011	(404)
Other Patient Days	975	930	3,809	4,025	216
Total Patient Days of Care	3,505	3,335	13,757	13,487	(270)
Average Daily Census	113.1	107.6	111.8	109.7	(2.2)
Medicare Average Length of Stay	4.5	4.5	4.4	4.3	(0.1)
Medi-Cal Average Length of Stay	3.6	3.8	3.8	3.4	(0.4)
Other Average Length of Stay	2.7	2.5	2.4	2.6	0.2
Total Average Length of Stay	3.6	3.5	3.4	3.4	(0.0)
Deaths	31	21	120	100	(20)
Total Patient Days	3,695	3,536	14,692	14,380	(312)
Medi-Cal Administrative Days	1	0	96	74	(22)
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	1	0	96	74	(22)
Percent Non-Acute	0.03%	0.00%	0.65%	0.51%	-0.14%

SALINAS VALLEY MEMORIAL HOSPITAL

PATIENT STATISTICAL REPORT

For the month of Oct and four months to date

	<u>Month of Oct</u>		<u>Four 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	276	289	983	1,041	58
Heart Center	350	329	1,366	1,290	(76)
Monitored Beds	905	691	3,541	3,078	(463)
Single Room Maternity/Obstetrics	309	302	1,480	1,411	(69)
Med/Surg - Cardiovascular	774	622	2,771	2,399	(372)
Med/Surg - Oncology	59	300	490	1,116	626
Med/Surg - Rehab	430	391	1,597	1,614	17
Pediatrics	90	73	281	349	68
Nursery	190	201	935	893	(42)
Neonatal Intensive Care	68	29	463	282	(181)
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	68.49%	71.71%	61.48%	65.10%	
Heart Center	75.27%	70.75%	74.04%	69.92%	
Monitored Beds	108.12%	82.56%	106.62%	92.68%	
Single Room Maternity/Obstetrics	26.94%	26.33%	32.52%	31.00%	
Med/Surg - Cardiovascular	55.48%	44.59%	50.06%	43.34%	
Med/Surg - Oncology	14.64%	74.44%	30.64%	69.79%	
Med/Surg - Rehab	53.35%	48.51%	49.94%	50.47%	
Med/Surg - Observation Care Unit	0.00%	58.63%	0.00%	43.38%	
Pediatrics	16.13%	13.08%	12.69%	15.76%	
Nursery	37.15%	39.30%	23.04%	22.00%	
Neonatal Intensive Care	19.94%	8.50%	34.22%	20.84%	

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Oct and four months to date

	<u>Month of Oct</u>		<u>Four months to date</u>		<u>Variance</u>
	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>DELIVERY ROOM</u>					
Total deliveries	124	103	595	529	(66)
C-Section deliveries	40	38	186	172	(14)
Percent of C-section deliveries	32.26%	36.89%	31.26%	32.51%	1.25%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	21,423	20,615	95,367	81,588	(13,779)
Out-Patient Operating Minutes	32,230	24,545	96,766	99,142	2,376
Total	53,653	45,160	192,133	180,730	(11,403)
Open Heart Surgeries	10	12	51	49	(2)
In-Patient Cases	156	150	636	569	(67)
Out-Patient Cases	322	239	1,088	981	(107)
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	38	30	99	156	57
High Risk	522	471	2,014	1,764	(250)
More Than One Resource	2,147	2,639	8,622	10,513	1,891
One Resource	947	1,704	6,430	6,966	536
No Resources	21	72	165	397	232
Total	<u>3,675</u>	<u>4,916</u>	<u>17,330</u>	<u>19,796</u>	<u>2,466</u>

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Oct and four months to date

	<u>Month of Oct</u>		<u>Four months to date</u>		<u>Variance</u>
	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
CENTRAL SUPPLY					
In-patient requisitions	15,731	14,526	54,415	61,580	7,165
Out-patient requisitions	11,493	9,025	42,755	37,291	-5,464
Emergency room requisitions	2,012	1,238	6,869	6,060	-809
Interdepartmental requisitions	6,620	5,951	26,803	23,822	-2,981
Total requisitions	<u>35,856</u>	<u>30,740</u>	<u>130,842</u>	<u>128,753</u>	<u>-2,089</u>
LABORATORY					
In-patient procedures	36,032	32,487	137,071	131,590	-5,481
Out-patient procedures	11,737	12,136	43,004	46,166	3,162
Emergency room procedures	8,958	10,875	34,104	44,632	10,528
Total patient procedures	<u>56,727</u>	<u>55,498</u>	<u>214,179</u>	<u>222,388</u>	<u>8,209</u>
BLOOD BANK					
Units processed	<u>368</u>	<u>215</u>	<u>1,180</u>	<u>1,091</u>	<u>-89</u>
ELECTROCARDIOLOGY					
In-patient procedures	922	851	3,662	3,657	-5
Out-patient procedures	394	385	1,613	1,591	-22
Emergency room procedures	791	908	3,248	3,943	695
Total procedures	<u>2,107</u>	<u>2,144</u>	<u>8,523</u>	<u>9,191</u>	<u>668</u>
CATH LAB					
In-patient procedures	83	92	311	363	52
Out-patient procedures	101	85	357	377	20
Emergency room procedures	0	0	1	0	-1
Total procedures	<u>184</u>	<u>177</u>	<u>669</u>	<u>740</u>	<u>71</u>
ECHO-CARDIOLOGY					
In-patient studies	297	358	1,160	1,325	165
Out-patient studies	232	247	769	942	173
Emergency room studies	3	0	11	4	-7
Total studies	<u>532</u>	<u>605</u>	<u>1,940</u>	<u>2,271</u>	<u>331</u>
NEURODIAGNOSTIC					
In-patient procedures	142	134	670	605	-65
Out-patient procedures	20	31	104	100	-4
Emergency room procedures	0	0	0	0	0
Total procedures	<u>162</u>	<u>165</u>	<u>774</u>	<u>705</u>	<u>-69</u>

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Oct and four months to date

	Month of Oct		Four months to date		Variance
	2020	2021	2020-21	2021-22	
SLEEP CENTER					
In-patient procedures	1	0	1	0	-1
Out-patient procedures	219	171	758	708	-50
Emergency room procedures	0	0	0	0	0
Total procedures	220	171	759	708	-51
RADIOLOGY					
In-patient procedures	1,380	1,154	5,163	4,819	-344
Out-patient procedures	734	467	2,841	1,774	-1,067
Emergency room procedures	1,073	1,289	4,352	5,044	692
Total patient procedures	3,187	2,910	12,356	11,637	-719
MAGNETIC RESONANCE IMAGING					
In-patient procedures	145	123	513	489	-24
Out-patient procedures	147	125	567	490	-77
Emergency room procedures	14	5	50	26	-24
Total procedures	306	253	1,130	1,005	-125
MAMMOGRAPHY CENTER					
In-patient procedures	3,311	3,921	12,152	14,484	2,332
Out-patient procedures	3,288	3,880	12,094	14,359	2,265
Emergency room procedures	0	1	0	8	8
Total procedures	6,599	7,802	24,246	28,851	4,605
NUCLEAR MEDICINE					
In-patient procedures	21	13	59	52	-7
Out-patient procedures	80	74	300	311	11
Emergency room procedures	1	0	3	3	0
Total procedures	102	87	362	366	4
PHARMACY					
In-patient prescriptions	88,943	81,060	333,910	332,023	-1,887
Out-patient prescriptions	15,440	15,427	61,940	62,571	631
Emergency room prescriptions	5,593	7,289	20,953	28,435	7,482
Total prescriptions	109,976	103,776	416,803	423,029	6,226
RESPIRATORY THERAPY					
In-patient treatments	19,536	16,005	73,074	73,858	784
Out-patient treatments	427	1,027	1,797	4,274	2,477
Emergency room treatments	153	209	440	935	495
Total patient treatments	20,116	17,241	75,311	79,067	3,756
PHYSICAL THERAPY					
In-patient treatments	2,395	2,249	9,313	9,085	-228
Out-patient treatments	256	393	1,129	1,365	236
Emergency room treatments	0	0	0	0	0
Total treatments	2,651	2,642	10,442	10,450	8

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Oct and four months to date

	<u>Month of Oct</u>		<u>Four months to date</u>		<u>Variance</u>
	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
OCCUPATIONAL THERAPY					
In-patient procedures	1,556	1,277	5,262	6,030	768
Out-patient procedures	131	217	481	675	194
Emergency room procedures	0	0	0	0	0
Total procedures	<u>1,687</u>	<u>1,494</u>	<u>5,743</u>	<u>6,705</u>	<u>962</u>
SPEECH THERAPY					
In-patient treatments	395	390	1,550	1,678	128
Out-patient treatments	28	31	97	122	25
Emergency room treatments	0	0	0	0	0
Total treatments	<u>423</u>	<u>421</u>	<u>1,647</u>	<u>1,800</u>	<u>153</u>
CARDIAC REHABILITATION					
In-patient treatments	0	0	0	0	0
Out-patient treatments	253	670	1,391	2,647	1,256
Emergency room treatments	0	0	0	0	0
Total treatments	<u>253</u>	<u>670</u>	<u>1,391</u>	<u>2,647</u>	<u>1,256</u>
CRITICAL DECISION UNIT					
Observation hours	<u>294</u>	<u>298</u>	<u>1,040</u>	<u>1,104</u>	<u>64</u>
ENDOSCOPY					
In-patient procedures	101	94	388	398	10
Out-patient procedures	17	33	108	137	29
Emergency room procedures	0	0	0	0	0
Total procedures	<u>118</u>	<u>127</u>	<u>496</u>	<u>535</u>	<u>39</u>
C.T. SCAN					
In-patient procedures	603	562	2,191	2,235	44
Out-patient procedures	550	346	2,159	1,553	-606
Emergency room procedures	545	603	1,916	2,408	492
Total procedures	<u>1,698</u>	<u>1,511</u>	<u>6,266</u>	<u>6,196</u>	<u>-70</u>
DIETARY					
Routine patient diets	16,047	17,869	64,658	69,697	5,039
Meals to personnel	21,105	21,676	84,776	87,120	2,344
Total diets and meals	<u>37,152</u>	<u>39,545</u>	<u>149,434</u>	<u>156,817</u>	<u>7,383</u>
LAUNDRY AND LINEN					
Total pounds laundered	<u>105,293</u>	<u>97,563</u>	<u>414,960</u>	<u>390,687</u>	<u>-24,273</u>

PUBLIC INPUT

CLOSED SESSION

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

*RECONVENE OPEN SESSION/
REPORT ON CLOSED SESSION*

*ADJOURNMENT – THE DECEMBER 2021
QUALITY AND EFFICIENT
PRACTICES COMMITTEE MEETING IS
SCHEDULED FOR MONDAY,
DECEMBER 13, 2021, AT 8:30 A.M.*