

October 21, 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 **TRANSFORMATION, STRATEGIC PLANNING, AND GOVERNANCE COMMITTEE - COMMITTEE OF THE WHOLE** of the Salinas Valley Memorial Healthcare System will be held **WEDNESDAY, OCTOBER 27, 2021, AT 12:00 P.M., IN THE HEART CENTER TELECONFERENCE ROOM AT 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 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: Joel Hernandez Laguna – Chair; Richard Turner – Vice Chair; Pete Delgado, President/CEO; Augustine Lopez, Chief Financial Officer; Allen Radner, M.D., Chief Medical Officer; Theodore Kazmar, Jr., M.D., Chief of Staff; Clement Miller, Chief Operating Officer; Lisa Paulo, Chief Nursing Officer; Adrienne Laurent, Chief Strategic Communications Officer; Nik Greenson, M.D., Medical Staff Member; Jim Gattis, Community Member; Jib Martens, Community Member; and Anne McCune, Community Member

**TRANSFORMATION, STRATEGIC PLANNING AND
GOVERNANCE COMMITTEE MEETING
OCTOBER 2021 - COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**WEDNESDAY, OCTOBER 27, 2021
12:00 P.M. – HEART CENTER TELECONFERENCE 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 Executive Order N-25-20 issued by the Governor of the State of California in response to concerns regarding COVID-19, Board Members of Salinas Valley Memorial Healthcare System, a local health care district, are permitted to participate in this duly noticed public meeting via teleconference and certain requirements of The Brown Act are suspended.

AGENDA

1. Approval of Minutes from the Transformation, Strategic Planning and Governance Committee Meeting of July 21, 2021 (DELGADO)
 - Motion/Second
 - Action by Committee
2. Consider Recommendation for Board Approval of Appointment of Subject Matter Expert to Personnel, Pension and Investment Committee (CHILDS)
 - Staff Report
 - Committee Questions to Staff
 - Motion/Second
 - Public Comment
 - Committee Discussion/Deliberation
 - Action by Committee/Roll Call Vote
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 Transformation, Strategic Planning and Governance Committee meets quarterly. The date and time of the next meeting to be determined.

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. Staff and Committee recommendations are subject to change by the Board.

**TRANSFORMATION, STRATEGIC PLANNING AND GOVERNANCE
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): strategic planning/proposed new services and programs

Estimated date of public disclosure: (Specify month and year): unknown

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):

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 TRANSFORMATION,
STRATEGIC PLANNING, AND GOVERNANCE COMMITTEE MEETING
COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM
WEDNESDAY, JULY 21, 2021
12:00 P.M. – CISLINI PLAZA BOARD ROOM
SALINAS VALLEY MEMORIAL HOSPITAL
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: Joel Hernandez Laguna, Chair; Richard Turner, Vice Chair; Pete Delgado, Adrienne Laurent, Clement Miller, Augustine Lopez in person; Jib Martens, Nicolas Greenon, MD, by teleconference.

Committee Members Absent: Allen Radner, MD, Rachel McCarthy Beck, M.D., Jim Gattis and Anne McCune.

Other Board Members Present, Constituting Committee of the Whole: Juan Cabrera by teleconference, constituting Committee of the Whole.

Also Present: Clint Hoffman, Lisa Paulo, Rosalia Madrigal, Derek Ames in person, Audrey Parks, Ruby Lopez, by teleconference.

A quorum was present and the meeting was called to order at 12:04 p.m. by Joel Hernandez Laguna, Committee Chair.

**APPROVAL OF MINUTES FROM THE TRANSFORMATION, STRATEGIC PLANNING,
AND GOVERNANCE COMMITTEE MEETING OF APRIL 28, 2021**

Pete Delgado, President/Chief Executive Officer, recommended approval of the minutes of the Transformation, Strategic Planning, and Governance Committee Meeting of April 28, 2021. This information was included in the Committee packet.

No Public Input.

MOTION: The Transformation, Strategic Planning, and Governance Committee approves the minutes of the Transformation, Strategic Planning, and Governance Committee Meeting of April 28, 2021, as presented. Moved/Seconded/Roll Call Vote: Ayes: Hernandez Laguna, Turner, Delgado, Miller, Lopez, Laurent, Martens, Greenon; Noes: None; Abstentions: None; Absent: Radner, Gattis, McCune, McCarthy Beck; Motion Carried.

**CONSIDER RECOMMENDATION FOR BOARD APPROVAL OF APPOINTMENT OF
SUBJECT MATTER EXPERT TO COMMUNITY ADVOCACY COMMITTEE**

Adrienne Laurent, Chief Strategic Communications Officer, reported that Administration recently became aware of the availability and willingness of Julie Edgcomb, M.A., to consider a position as

subject matter expert on the Salinas Valley Memorial Healthcare System Community Advocacy Committee.

Ms. Edgcomb is a highly respected healthcare professional with a long history of service in the community, most recently as Ambulatory Services Administrator for Natividad Medical Center and Clinic Services Bureau Chief of Monterey County Health Department. Ms. Edgcomb provided an overview of her skills and qualifications. This information was included in the Committee packet.

No Public Input.

MOTION: The Transformation, Strategic Planning, and Governance Committee recommends that the Board of Directors approve the appointment of Julie Edgcomb, M.A., as subject matter expert to SVMHS Community Advocacy Committee, as presented. Moved/Seconded/Roll Call Vote: Ayes: Hernandez Laguna, Turner, Delgado, Miller, Lopez, Laurent, Martens, Greenson; Noes: None; Abstentions: None; Absent: Radner, Gattis, McCune, McCarthy Beck; Motion Carried.

BOARD SELF-ASSESSMENT

Adrienne Laurent, Chief Strategic Communications Officer, reported that two years ago the Board of Directors completed a Board Self-Assessment prepared by The Governance Institute, a service of National Research Corporation, dedicated to governance information and education for healthcare organizations. Due to the pandemic, a Board Self-Assessment has not been completed since then.

The Board Self-Assessment gives the board members an opportunity to critically assess their overall performance and gauge it against The Governance Institute's comparative database of hospitals and health systems. The assessment process provides a basis for future board education, and development. The self-assessment is completed online and individually. Results are compiled by The Governance Institute, which provides an aggregate summary and follow-up.

Ms. Laurent asked the Committee if this is the right time to bring forward the Board Self-Assessment to the Board of Directors.

Mr. Hernandez Laguna and the Committee support moving forward with conducting a Board Self-Assessment.

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.

There was brief discussion among the Committee regarding the payor mix.

PUBLIC INPUT

None.

CLOSED SESSION

Joel Hernandez Laguna announced that the item to be discussed in Closed Session is Report Involving Trade Secret – strategic planning/proposed new programs and services. The meeting was recessed into Closed Session under the Closed Session protocol at 12:36 p.m.

RECONVENE OPEN SESSION/REPORT ON CLOSED SESSION

The Committee reconvened Open Session at 12:45 p.m. Joel Hernandez Laguna announced that in Closed Session, the Committee discussed Report Involving Trade Secret – strategic planning/proposed new programs and services. No action was taken in the Closed Session.

ADJOURNMENT

There being no other business, the meeting was adjourned at 12:46 p.m. The Transformation, Strategic Planning, and Governance Committee meets quarterly. The next meeting is scheduled for Wednesday, October 27, 2021, at 12:00 p.m.

Joel Hernandez Laguna, Chair
Transformation, Strategic Planning, and Governance Committee

/rm

**RECOMMENDATION OF THE JULY 2021
TRANSFORMATION, STRATEGIC PLANNING,
AND GOVERNANCE COMMITTEE MEETING
COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**July Committee Meeting
Meeting of July 21, 2021
To the Board of Directors**

1. **RECOMMENDATION FOR BOARD APPROVAL OF APPOINTMENT OF SUBJECT
MATTER EXPERT TO COMMUNITY ADVOCACY COMMITTEE**

RECOMMENDATION: Recommends that the Board of Directors approve the appointment of Julie Edgcomb, M.A., as subject matter expert to SVMHS Community Advocacy Committee, as presented.

Board Paper: Transformation, Strategic Planning and Governance Committee

Agenda Item: Consider appointment of Subject Matter Expert to SVMHS Personnel, Pension and Investment Committee
Executive Sponsor: Michelle Childs
Date: October 20, 2021

Executive Summary

Salinas Valley Memorial Healthcare System's governance structure includes a five-member board of directors, and a sub-committee structure with up to three voting members per committee who are subject matter experts. The Personnel, Pension and Investment Committee currently has no subject matter experts serving as members of this committee.

Administration has recently become aware of the availability and willingness of Tony Redmond to consider a position as a subject matter expert on the Salinas Valley Memorial Healthcare System Personnel, Pension and Investment Committee. Mr. Redmond is a highly-respected human resources professional with a long history of service in the healthcare and biotechnology industries, including public healthcare system, Alameda Health System. Tony recently left Alameda to re-join **Exelixis, Inc.** as Vice President, Employee Experience. Please see attachment for a full description of Mr. Redmond's background.

Background/Situation/Rationale

The SVMHS committee structure is greatly enhanced by the expertise of subject matter experts, who can bring their experience to the issues under consideration by the SVMHS board directors. The Central Coast and Bay Area communities are rich with skilled professionals whose varied backgrounds can provide important input to Board members as they oversee the course to the future. By increasing the depth and breadth of board committee knowledge and skills, the Salinas Valley Memorial Healthcare System Board of Directors is able to access a valuable resource in its decision-making process.

Timeline/Review Process to Date:

June, 2014: SVMHS Board of Directors adopts committee structure to include subject matter experts.

June, 2021: Recruitment of Tony Redmond, MA commences.

September 2021: Personnel, Pension and Investment Committee approved recommendation of appointment of Tony Redmond as Subject Matter Expert for the Committee.

Meeting our Mission, Vision, Goals

Strategic Plan Alignment:

It is the mission of Salinas Valley Memorial Healthcare System to provide quality care for our patients and improve the health of our community. Accessing the experience and expertise of subject matter experts will enhance our ability to meet that mission.

Pillar/Goal Alignment:

Service People Quality Finance Growth Community

Financial/Quality/Safety/Regulatory Implications

None.

Recommendation

Approve the appointment of Tony Redmond as subject matter expert to SVMHS Personnel, Pension and Investment Committee.

Attachments: Resume, Tony Redmond

Tony Redmond

Summary:

A Human Resources leader with 20 years of experience in diverse environments including not-for-profit and for profit employers. Managing teams in environments from small start-up's to a large Academic Medical Center, building from the ground up and transforming established teams. Engaging at all levels of detail from interacting with the Board down to daily tactical issues and decision making where necessary.

Alameda Health System August 2013-Present

Chief Human Resources Officer- March 2017-Present

Vice President of Human Resources August 2013 March 2017

Alameda Health System consists of three acute care hospitals, three skilled nursing facilities, acute rehabilitation, emergency and inpatient psychiatric care and a network ambulatory clinics, with over 5000 employees and \$1.1 billion in net revenues.

As CHRO I have responsibility for all human resources activity both strategic and operational with the support of a diverse capable HR team. Regular Board interaction at both HR Committee and full Board level, member of all budget committees and strategic level decision making within AHS.

- Integration of employees and of two newly acquired hospitals.
- Coach executive leadership on approaches to Organizational Design and operational issues.
- Build formal Diversity and Inclusion Programs.
- Implemented Leadership Academy training over four operational and physician leaders
- Redesign compensation and recognition programs.
- Responsible for labor strategy and negotiations of 17 separate bargaining units.
- HR redesign creating a service center to support employee and managers.
- Shift HR focus away from Labor Relations and towards Employee Relations.

Stanford Hospital and Clinics

Director, Human Resources June 2009-August 2013

Stanford University Medical Center is one of the Nation's leading Academic Medical Centers with excess of \$4 billion in annual revenue. Led HR functions including Compensation, HRIS, HR Service Center, Recruitment, HR Project Management and HR Communications.

- Developed appropriate metrics to measure HR performance.
- Led insourcing of IT Applications development hiring 100 people into the Stanford IT department in six months

- Developed workforce planning using GIS modeling.
- Established On-boarding programs for employees and managers.
- Redesigned and implementing recruitment websites for SHC and LPCH.
- Launched Enwisen (LAWSON) for on-boarding employees.
- Reorganized HR Service Center introducing Lean Visual Management.
- Introduced a Project Management Office to train HR leaders on Project Management.

Exelixis, Inc.

Director, Staffing Jan 2007-June 2009

Exelixis, Inc. is a publicly traded Biotechnology Company developing therapies within the field of Oncology. Hired to develop a recruitment function that would enable the company to launch clinical trials timely and meet other business deadlines driven by the hiring of new staff. Reporting into the SVP of HR this role developed a recruitment team from the ground up and provide infrastructure in preparation for commercialization and the growth that will accompany this.

- Launched PeopleClick as the Applicant Tracking System
- Moved the culture of the company to place a larger amount of control in the hands of hiring managers rather than tight control from within HR
- Reduced cost per hire and time to fill
- Built strong business partnerships between recruitment and client groups
- Launched employee referral program
- Increased Exelixis total employee population by over 33% during 2007
- Built employment brand
- Created and launched a virtual recruitment tool to expand the reach of the company to a nationwide audience

Previous Employment:

Kaiser Permanente Director, Workforce Planning and Development

Cogent Healthcare Senior Director of Recruitment

PAMF Director of Physician Placement

Synphonix Retained Search UK and USA

Rugby Player London Irish RUFC

Board Membership:

Currently Mothers Milk Bank of San Jose.

Previously Santa Clara County Work Investment Board.

Education:

Swansea University U.K. BA. Honors History

Financial Performance Review

September 2021

Augustine Lopez
Chief Financial Officer



Consolidated Financial Summary

For the Month of September 2021

Profit/Loss Statement

\$ in Millions	For the Month of September 2021					
					Variance fav (unfav)	
	Actual	Budget	\$VAR	%VAR		
Operating Revenue	\$ 55.4	\$ 52.1	\$ 3.3		6.3%	
Operating Expense	\$ 52.5	\$ 50.8	\$ (1.7)		-3.3%	
Income from Operations*	\$ 2.9	\$ 1.3	\$ 1.6		123.1%	
<i>Operating Margin %</i>	5.1%	2.6%	2.5%		96.15%	
Non Operating Income**	\$ 0.6	\$ 1.1	\$ (0.5)		-45.5%	
Net Income	\$ 3.5	\$ 2.4	\$ 1.1		45.8%	
<i>Net Income Margin %</i>	6.1%	4.7%	1.4%		29.8%	

*** Income from Operations includes:**

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

\$0.5M Total Normalizing Items, Net

**Unfavorable variance in non-operating income is predominantly due to lower than expected returns on investments

Consolidated Financial Summary

For the Month of September 2021 - Normalized Profit/Loss Statement

\$ in Millions	For the Month of September 2021				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 54.9	\$ 52.1	\$ 2.8		5.4%
Operating Expense	\$ 52.5	\$ 50.8	\$ (1.7)		-3.3%
Income from Operations	\$ 2.4	\$ 1.3	\$ 1.1		84.6%
<i>Operating Margin %</i>	4.2%	2.6%	1.6%		61.5%
Non Operating Income	\$ 0.6	\$ 1.1	\$ (0.5)		-45.5%
Net Income	\$ 3.0	\$ 2.4	\$ 0.6		25.0%
<i>Net Income Margin %</i>	5.3%	4.7%	0.6%		12.8%

Consolidated Financial Summary

Year-to-Date September 2021

Profit/Loss Statement

\$ in Millions	FY 2021 YTD September			
			Variance fav (unfav)	
	Actual	Budget	\$VAR	%VAR
Operating Revenue	\$ 170.8	\$ 158.7	\$ 12.1	7.6%
Operating Expense	\$ 157.4	\$ 155.1	\$ (2.3)	-1.5%
Income from Operations*	\$ 13.4	\$ 3.6	\$ 9.8	272.2%
<i>Operating Margin %</i>	7.9%	2.3%	5.6%	243.5%
Non Operating Income	\$ 3.1	\$ 3.3	\$ (0.2)	-6.1%
Net Income**	\$ 16.5	\$ 6.9	\$ 9.6	139.1%
<i>Net Income Margin %</i>	9.7%	4.3%	5.4%	125.6%

*** Income from Operations includes:**

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

\$0.5M Total Normalizing Items, Net

**Unfavorable variance in non-operating income is predominantly due to lower than expected returns on investments

Consolidated Financial Summary

Year-to-Date September 2021 - Normalized

Profit/Loss Statement

\$ in Millions	FY 2021 YTD September				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 170.2	\$ 158.7	\$ 11.5	7.2%	
Operating Expense	\$ 157.4	\$ 155.1	\$ (2.3)	-1.5%	
Income from Operations	\$ 12.8	\$ 3.6	\$ 9.2	255.6%	
<i>Operating Margin %</i>	7.6%	2.3%	5.3%	230.4%	
Non Operating Income	\$ 3.1	\$ 3.3	\$ (0.2)	-6.1%	
Net Income	\$ 15.9	\$ 6.9	\$ 9.0	130.4%	
<i>Net Income Margin %</i>	9.4%	4.3%	5.1%	118.6%	

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
- 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 September 2021

Gross Revenues were favorable

- **Gross Revenues** were **6% favorable** to budget
- **IP gross revenues** were **1% unfavorable** to budget
 - **ED gross revenues** were **43% above** budget
 - **OP gross revenues** were **6% favorable** to budget in the following areas:
 - Infusion Therapy
 - Other OP Pharmacy
 - Cardiology
 - Radiology
 - Other OP Services

- **Commercial: 1% above** budget
- **Medicaid: 9% above** budget
- **Medicare: 9% above** budget

Payor Mix - **unfavorable** to budget

Total Normalized Net Patient Revenues were \$46.0M, which was favorable to budget by \$1.4M or 3.1%

Financial Summary – September 2021



1) Strong Outpatient business:

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

2) ER Outpatient visits were above budget by 49% (1,385 visits)

3) Total admissions were 6 admits above budget

- ER admissions were 7% below budget (43 admits)
- ER admissions (including OB ED) were 80% of total acute admissions

4) Total Acute ALOS was 4% favorable at 4.0 vs 4.2 days budgeted

5) Deliveries were 9% (13 deliveries) above budget at 153



6) Lower than expected Inpatient business:

- Average daily census was at 111, 3% below budget of 115

7) Inpatient Surgeries were 6% (7 cases) below budget at 126

8) Outpatient Surgeries were 21% (63 cases) below budget

9) OP Observation cases were 20% (30 cases) above budget at 180

10) Medicare Traditional ALOS CMI adjusted 1% unfavorable at 2.5 days with a Case Mix Index of 1.9

CMI – All Discharges (with & without COVID)

Based on Discharges

October 2020 thru September 2021

All Payors Month	All Discharges				COVID Discharges Only				Discharges Excluding COVID			
	All Payor CMI	Discharges	ADC	ALOS	All Payor CMI	Discharges	ADC	ALOS	All Payor CMI	Discharges	ADC	ALOS
10/31/2020	1.64	864	115	4.1	2.39	55	13	7.5	1.59	809	102	3.9
11/30/2020	1.76	784	110	4.2	2.32	93	18	5.7	1.68	691	92	4.0
12/31/2020	1.76	853	121	4.4	2.15	222	45	6.2	1.62	631	77	3.8
1/31/2021	1.81	890	139	4.8	2.33	289	65	7.0	1.56	601	74	3.8
2/28/2021	1.77	767	119	4.4	2.36	89	27	8.4	1.70	678	92	3.8
3/31/2021	1.74	875	116	4.1	3.11	27	11	12.8	1.69	848	105	3.8
4/30/2021	1.59	824	104	3.8	1.92	9	1	3.7	1.59	815	103	3.8
5/31/2021	1.70	816	100	3.8	2.19	7	1	5.1	1.69	809	99	3.8
6/30/2021	1.64	826	100	3.6	2.04	10	2	5.9	1.63	816	98	3.6
7/31/2021	1.66	892	108	3.8	2.04	14	2	3.4	1.65	878	107	3.8
8/31/2021	1.67	867	107	3.8	2.12	46	8	5.4	1.64	821	99	3.7
9/30/2021	1.59	843	109	3.9	2.88	33	13	11.5	1.54	810	96	3.6
Total	1.69	10,101	112	4.1	2.32	894	17	7.0	1.63	9,207	95	3.8

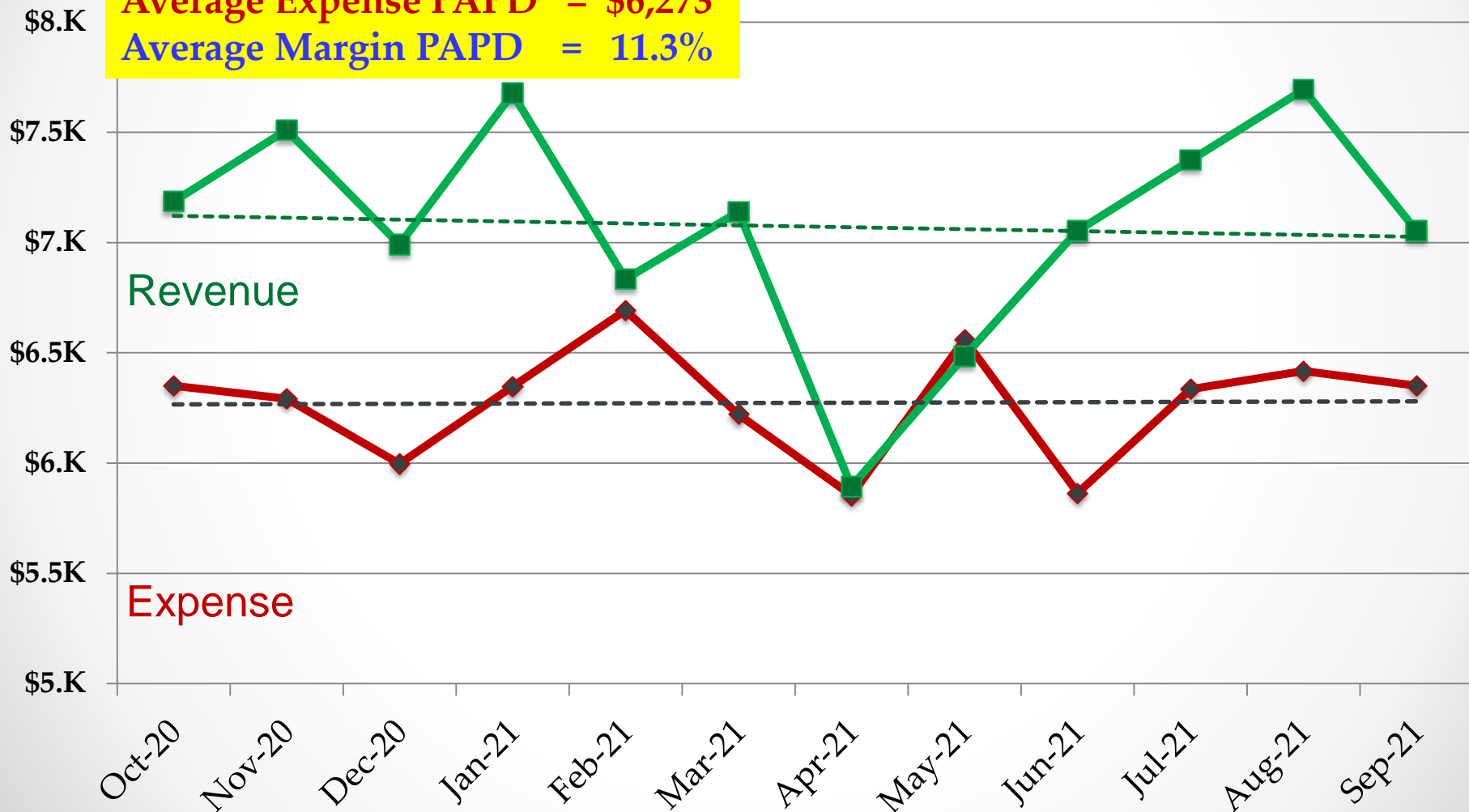
SVMH Revenues & Expenses Per Adjusted Patient Day (Normalized)

Rolling 12 Months: October 20 to September 21

Average Revenue PAPD = \$7,074

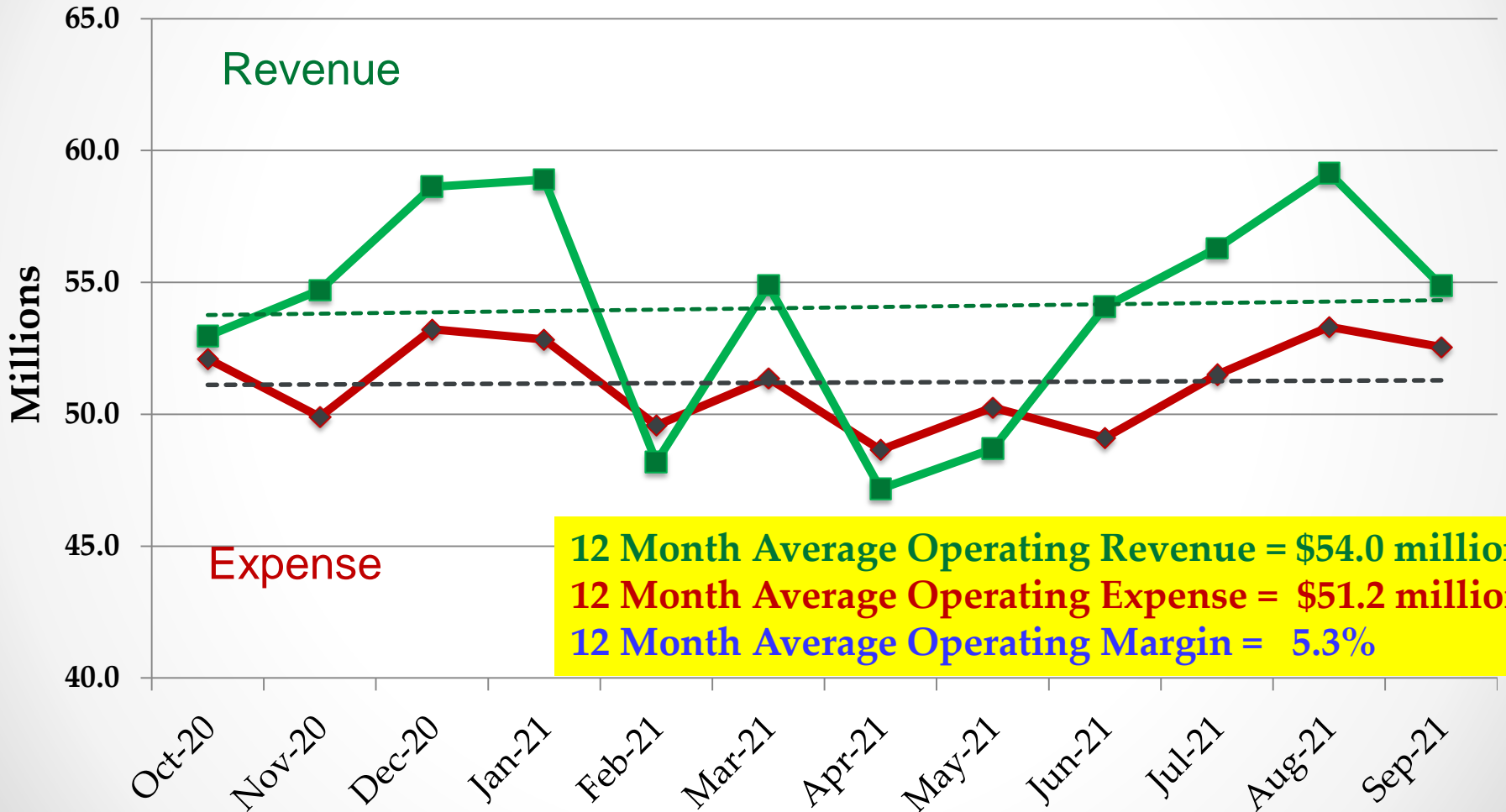
Average Expense PAPD = \$6,273

Average Margin PAPD = 11.3%



SVMHS Operating Revenues & Expenses (Normalized)

Rolling 12 Months: October 20 to September 21



12 Month Average Operating Revenue = \$54.0 million
 12 Month Average Operating Expense = \$51.2 million
 12 Month Average Operating Margin = 5.3%

SVMHS Key Financial Indicators

	YTD	SVMHS		S&P A+ Rated		YTD	
Statistic	Sep-21	Target	+/-	Hospitals	+/-	Sep-20	+/-
Operating Margin*	7.6%	9.0%	Red	4.0%	Green	9.0%	Red
Total Margin*	9.4%	10.8%	Red	6.6%	Green	11.7%	Red
EBITDA Margin**	11.6%	13.4%	Red	13.6%	Red	13.1%	Red
Days of Cash*	374	305	Green	249	Green	344	Green
Days of Accounts Payable*	43	45	Yellow	-		46	Red
Days of Net Accounts Receivable***	47	45	Yellow	49	Green	50	Green
Supply Expense as % NPR	12.7%	15.0%	Green	-		12.9%	Green
SWB Expense as % NPR	53.0%	53.0%	Green	53.7%	Green	53.2%	Green
Operating Expense per APD*	6,369	4,992	Red	-		6,120	Red

*These metrics have been adjusted for normalizing items

**Metric based on Operating Income (consistent with industry standard)

***Metric based on 90 days average net revenue (consistent with industry standard)

Days of Cash and Accounts Payable metrics have been adjusted to **exclude** accelerated insurance payments (COVID-19 assistance)

QUESTIONS / COMMENTS

SALINAS VALLEY MEMORIAL HOSPITAL
SUMMARY INCOME STATEMENT
September 30, 2021

	<u>Month of September,</u>		<u>Three months ended September 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 46,436,862	\$ 46,378,344	\$ 144,483,708	\$ 143,341,703
Other operating revenue	1,205,071	1,656,129	3,363,575	3,293,585
Total operating revenue	<u>47,641,933</u>	<u>48,034,473</u>	<u>147,847,283</u>	<u>146,635,288</u>
Total operating expenses	41,378,395	40,286,080	124,347,136	123,093,356
Total non-operating income	<u>(2,461,912)</u>	<u>(2,596,661)</u>	<u>(6,174,739)</u>	<u>(5,411,815)</u>
Operating and non-operating income	<u>\$ 3,801,626</u>	<u>\$ 5,151,733</u>	<u>\$ 17,325,408</u>	<u>\$ 18,130,117</u>

SALINAS VALLEY MEMORIAL HOSPITAL
BALANCE SHEETS
September 30, 2021

	<u>Current year</u>	<u>Prior year</u>
ASSETS:		
Current assets	\$ 424,014,663	\$ 392,241,426
Assets whose use is limited or restricted by board	146,325,055	133,860,457
Capital assets	242,425,825	260,050,464
Other assets	191,823,760	194,473,865
Deferred pension outflows	<u>50,119,236</u>	<u>83,379,890</u>
	<u>\$ 1,054,708,539</u>	<u>\$ 1,064,006,102</u>
LIABILITIES AND EQUITY:		
Current liabilities	128,886,938	158,947,921
Long term liabilities	14,556,513	14,780,831
	83,585,120	126,340,336
Net assets	<u>827,679,968</u>	<u>763,937,014</u>
	<u>\$ 1,054,708,539</u>	<u>\$ 1,064,006,102</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
SCHEDULES OF NET PATIENT REVENUE
September 30, 2021**

	<u>Month of September,</u>		<u>Three months ended September 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	1,553	1,557	4,695	4,610
Medi-Cal	964	1,040	2,928	3,252
Commercial insurance	749	659	2,191	2,387
Other patient	71	125	344	397
Total patient days	<u>3,337</u>	<u>3,381</u>	<u>10,158</u>	<u>10,646</u>
Gross revenue:				
Medicare	\$ 86,871,070	\$ 77,942,165	\$ 268,703,634	\$ 231,199,550
Medi-Cal	57,526,189	55,195,715	171,807,998	159,997,561
Commercial insurance	50,189,204	46,571,611	149,083,669	147,725,624
Other patient	7,129,690	8,620,170	25,025,799	26,283,794
Gross revenue	<u>201,716,153</u>	<u>188,329,661</u>	<u>614,621,100</u>	<u>565,206,529</u>
Deductions from revenue:				
Administrative adjustment	483,877	363,742	978,289	1,023,789
Charity care	1,012,772	481,549	3,690,676	3,222,169
Contractual adjustments:				
Medicare outpatient	28,727,528	25,451,667	85,379,289	76,170,558
Medicare inpatient	37,096,830	32,666,647	110,214,968	99,213,567
Medi-Cal traditional outpatient	2,559,562	2,363,435	7,468,468	5,720,459
Medi-Cal traditional inpatient	5,239,091	8,649,553	17,042,211	24,116,960
Medi-Cal managed care outpatient	21,787,415	18,414,464	67,909,539	55,194,675
Medi-Cal managed care inpatient	20,196,240	17,779,825	62,124,937	53,363,171
Commercial insurance outpatient	18,125,359	15,996,665	50,910,833	47,339,295
Commercial insurance inpatient	16,266,947	14,563,240	50,902,363	42,856,038
Uncollectible accounts expense	3,745,228	3,566,969	11,514,735	10,846,901
Other payors	38,442	1,653,559	2,001,084	2,797,244
Deductions from revenue	<u>155,279,291</u>	<u>141,951,316</u>	<u>470,137,392</u>	<u>421,864,826</u>
Net patient revenue	<u>\$ 46,436,862</u>	<u>\$ 46,378,344</u>	<u>\$ 144,483,708</u>	<u>\$ 143,341,703</u>
Gross billed charges by patient type:				
Inpatient	\$ 103,333,462	\$ 98,901,983	\$ 319,805,534	\$ 299,175,329
Outpatient	69,968,237	68,930,077	211,266,196	202,355,311
Emergency room	28,414,454	20,497,601	83,549,370	63,675,889
Total	<u>\$ 201,716,153</u>	<u>\$ 188,329,661</u>	<u>\$ 614,621,100</u>	<u>\$ 565,206,529</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
STATEMENTS OF REVENUE AND EXPENSES
September 30, 2021**

	<u>Month of September,</u>		<u>Three months ended September 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 46,436,862	\$ 46,378,344	\$ 144,483,708	\$ 143,341,703
Other operating revenue	<u>1,205,071</u>	<u>1,656,129</u>	<u>3,363,575</u>	<u>3,293,585</u>
Total operating revenue	<u>47,641,933</u>	<u>48,034,473</u>	<u>147,847,283</u>	<u>146,635,288</u>
Operating expenses:				
Salaries and wages	15,631,010	15,142,093	46,891,772	47,061,421
Compensated absences	2,539,271	2,392,993	7,626,195	7,547,911
Employee benefits	7,225,821	8,020,587	22,522,425	23,523,354
Supplies, food, and linen	6,428,334	5,913,898	18,432,733	18,658,679
Purchased department functions	3,343,930	2,743,503	9,605,691	9,186,562
Medical fees	1,752,026	1,558,982	5,806,657	4,562,404
Other fees	1,157,831	1,341,157	3,506,671	3,636,462
Depreciation	1,771,773	1,789,195	5,339,875	5,321,660
All other expense	<u>1,528,399</u>	<u>1,383,672</u>	<u>4,615,117</u>	<u>3,594,903</u>
Total operating expenses	<u>41,378,395</u>	<u>40,286,080</u>	<u>124,347,136</u>	<u>123,093,356</u>
Income from operations	<u>6,263,538</u>	<u>7,748,393</u>	<u>23,500,147</u>	<u>23,541,932</u>
Non-operating income:				
Donations	166,667	166,667	500,000	500,000
Property taxes	333,333	333,333	1,000,000	1,000,000
Investment income	(1,113,460)	(75,294)	(761,168)	723,684
Taxes and licenses	0	0	0	0
Income from subsidiaries	<u>(1,848,452)</u>	<u>(3,021,367)</u>	<u>(6,913,571)</u>	<u>(7,635,499)</u>
Total non-operating income	<u>(2,461,912)</u>	<u>(2,596,661)</u>	<u>(6,174,739)</u>	<u>(5,411,815)</u>
Operating and non-operating income	3,801,626	5,151,733	17,325,408	18,130,117
Net assets to begin	<u>823,878,342</u>	<u>758,785,281</u>	<u>810,354,560</u>	<u>745,806,898</u>
Net assets to end	<u>\$ 827,679,968</u>	<u>\$ 763,937,014</u>	<u>\$ 827,679,968</u>	<u>\$ 763,937,015</u>
Net income excluding non-recurring items	\$ 3,319,848	\$ 4,731,259	\$ 16,843,630	\$ 17,709,643
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>481,778</u>	<u>420,474</u>	<u>481,778</u>	<u>420,474</u>
Operating and non-operating income	<u>\$ 3,801,626</u>	<u>\$ 5,151,733</u>	<u>\$ 17,325,408</u>	<u>\$ 18,130,117</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
SCHEDULES OF INVESTMENT INCOME
September 30, 2021**

	<u>Month of September,</u>		<u>Three months ended September 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Detail of other operating income:				
Dietary revenue	\$ 131,930	\$ 127,560	\$ 400,005	\$ 389,717
Discounts and scrap sale	9,926	5,715	282,403	31,310
Sale of products and services	301,593	9,931	367,279	126,387
Clinical trial fees	13,902	2,574	20,878	41,978
Stimulus Funds	0	0	0	0
Rental income	162,287	157,031	482,900	471,094
Other	585,433	1,353,318	1,810,110	2,233,099
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total	<u>\$ 1,205,071</u>	<u>\$ 1,656,129</u>	<u>\$ 3,363,575</u>	<u>\$ 3,293,585</u>
Detail of investment income:				
Bank and payor interest	\$ 83,555	\$ 142,996	\$ 288,497	\$ 494,242
Income from investments	(1,157,911)	(218,290)	(1,075,291)	229,442
Gain or loss on property and equipment	(39,103)	0	25,625	0
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total	<u>\$ (1,113,460)</u>	<u>\$ (75,294)</u>	<u>\$ (761,168)</u>	<u>\$ 723,684</u>
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (236,294)	\$ (115,710)	\$ (634,102)	\$ (552,154)
Neurological Clinic	(60,225)	(41,706)	(153,947)	(138,270)
Palliative Care Clinic	(115,080)	(89,640)	(261,612)	(225,408)
Surgery Clinic	(126,421)	(159,809)	(323,871)	(392,307)
Infectious Disease Clinic	(35,349)	(41,813)	(77,275)	(83,459)
Endocrinology Clinic	(162,124)	(165,585)	(376,988)	(471,107)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(436,319)	(289,875)	(1,212,929)	(1,227,553)
OB/GYN Clinic	(280,964)	(451,699)	(985,532)	(757,653)
PrimeCare Medical Group	(589,867)	(855,611)	(1,289,277)	(1,768,174)
Oncology Clinic	18,195	(55,601)	(749,999)	(680,971)
Cardiac Surgery	(154,577)	(177,065)	(490,435)	(494,347)
Sleep Center	(21,034)	(55,667)	(77,558)	(132,625)
Rheumatology	(63,727)	(67,262)	(151,517)	(120,914)
Precision Ortho MDs	(329,004)	(267,752)	(858,020)	(864,216)
Precision Ortho-MRI	0	2,518	0	(25,322)
Precision Ortho-PT	(91,765)	7,856	(162,887)	35,116
Dermatology	(25,859)	(18,055)	(72,361)	(56,569)
Hospitalists	0	0	0	0
Behavioral Health	(93,405)	(65,625)	(219,127)	(204,587)
Pediatric Diabetes	(57,500)	(35,143)	(140,260)	(125,789)
Neurosurgery	(22,080)	(24,912)	(52,548)	(70,372)
Multi-Specialty-RR	14,090	(12,241)	17,710	(45,603)
Radiology	(354,198)	155,824	(904,826)	(160,192)
Salinas Family Practice	(56,680)	0	(268,912)	0
Total SVMC	(3,280,187)	(2,824,573)	(9,446,273)	(8,562,476)
Doctors on Duty	1,501,560	(246,912)	1,305,473	409,714
Assisted Living	0	(18,143)	0	(28,299)
Salinas Valley Imaging	0	0	0	(19,974)
Vantage Surgery Center	24,430	6,102	69,882	56,813
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	(267,495)	29,110	861,709	258,491
Aspire/CHI/Coastal	(13,536)	1,818	(59,966)	(214,776)
Apex	84,917	30,846	116,858	37,895
21st Century Oncology	48,852	(26,963)	120,468	(94,989)
Monterey Bay Endoscopy Center	53,008	27,349	118,277	522,102
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total	<u>\$ (1,848,452)</u>	<u>\$ (3,021,367)</u>	<u>\$ (6,913,571)</u>	<u>\$ (7,635,499)</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
BALANCE SHEETS
September 30, 2021**

	Current year	Prior year
A S S E T S		
Current assets:		
Cash and cash equivalents	\$ 328,765,711	\$ 298,103,836
Patient accounts receivable, net of estimated uncollectibles of \$20,170,208	77,199,158	76,708,161
Supplies inventory at cost	8,063,643	8,508,199
Other current assets	9,986,151	8,921,231
Total current assets	424,014,663	392,241,426
Assets whose use is limited or restricted by board	146,325,055	133,860,457
Capital assets:		
Land and construction in process	35,488,799	45,320,316
Other capital assets, net of depreciation	206,937,026	214,730,148
Total capital assets	242,425,825	260,050,464
Other assets:		
Investment in Securities	148,482,228	148,527,822
Investment in SVMC	14,345,201	18,332,243
Investment in Aspire/CHI/Coastal	3,641,741	3,840,412
Investment in other affiliates	22,910,262	21,965,640
Net pension asset	2,444,328	1,807,748
Total other assets	191,823,760	194,473,865
Deferred pension outflows	50,119,236	83,379,890
	\$ 1,054,708,539	\$ 1,064,006,102
 LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 54,879,986	\$ 55,103,771
Due to third party payers	56,596,240	86,331,288
Current portion of self-insurance liability	17,410,712	17,512,862
Total current liabilities	128,886,938	158,947,921
Long term portion of workers comp liability	14,556,513	14,780,831
Total liabilities	143,443,451	173,728,752
Pension liability	83,585,120	126,340,336
Net assets:		
Invested in capital assets, net of related debt	242,425,825	260,050,464
Unrestricted	585,254,143	503,886,550
Total net assets	827,679,968	763,937,014
	\$ 1,054,708,539	\$ 1,064,006,102

SALINAS VALLEY MEMORIAL HOSPITAL
STATEMENTS OF REVENUE AND EXPENSES - BUDGET VS. ACTUAL
September 30, 2021

	Month of September,				Three months ended September 30,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 201,716,153	\$ 190,270,606	11,445,547	6.02%	\$ 614,621,100	\$ 583,527,257	31,093,843	5.33%
Deductions from revenue	155,279,291	145,677,751	9,601,540	6.59%	470,137,392	447,620,058	22,517,334	5.03%
Net patient revenue	46,436,862	44,592,855	1,844,007	4.14%	144,483,708	135,907,199	8,576,509	6.31%
Other operating revenue	1,205,071	783,804	421,267	53.75%	3,363,575	2,341,919	1,021,656	43.62%
Total operating revenue	47,641,933	45,376,659	2,265,274	4.99%	147,847,283	138,249,119	9,598,164	6.94%
Operating expenses:								
Salaries and wages	15,631,010	15,253,945	377,065	2.47%	46,891,772	46,747,684	144,088	0.31%
Compensated absences	2,539,271	2,663,215	(123,944)	-4.65%	7,626,195	7,954,326	(328,131)	-4.13%
Employee benefits	7,225,821	7,015,025	210,796	3.00%	22,522,425	21,684,004	838,421	3.87%
Supplies, food, and linen	6,428,334	5,749,083	679,251	11.81%	18,432,733	17,626,082	806,651	4.58%
Purchased department functions	3,343,930	3,091,764	252,166	8.16%	9,605,691	9,043,941	561,750	6.21%
Medical fees	1,752,026	1,823,779	(71,753)	-3.93%	5,806,657	5,483,919	322,738	5.89%
Other fees	1,157,831	927,598	230,233	24.82%	3,506,671	2,783,979	722,692	25.96%
Depreciation	1,771,773	1,774,937	(3,164)	-0.18%	5,339,875	5,340,313	(438)	-0.01%
All other expense	1,528,399	1,417,419	110,980	7.83%	4,615,117	4,329,155	285,962	6.61%
Total operating expenses	41,378,395	39,716,765	1,661,630	4.18%	124,347,136	120,993,403	3,353,733	2.77%
Income from operations	6,263,538	5,659,893	603,645	10.67%	23,500,147	17,255,715	6,244,432	36.19%
Non-operating income:								
Donations	166,667	166,667	0	0.00%	500,000	500,000	(0)	0.00%
Property taxes	333,333	333,333	(0)	0.00%	1,000,000	1,000,000	0	0.00%
Investment income	(1,113,460)	(63,302)	(1,050,158)	1658.98%	(761,168)	(189,905)	(571,264)	300.82%
Income from subsidiaries	(1,848,452)	(3,825,656)	1,977,204	-51.68%	(6,913,571)	(12,209,494)	5,295,923	-43.38%
Total non-operating income	(2,461,912)	(3,388,958)	927,046	-27.35%	(6,174,739)	(10,899,398)	4,724,659	-43.35%
Operating and non-operating income	\$ 3,801,626	\$ 2,270,935	1,530,691	67.40%	\$ 17,325,408	\$ 6,356,317	10,969,091	172.57%

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

	<u>Month of Sep</u>		<u>Three months to date</u>		<u>Variance</u>
	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>NEWBORN STATISTICS</u>					
Medi-Cal Admissions	55	49	156	140	(16)
Other Admissions	104	106	322	293	(29)
Total Admissions	159	155	478	433	(45)
Medi-Cal Patient Days	82	68	233	206	(27)
Other Patient Days	179	165	512	486	(26)
Total Patient Days of Care	261	233	745	692	(53)
Average Daily Census	8.7	7.8	8.1	7.5	(0.6)
Medi-Cal Average Days	1.7	1.4	1.6	1.5	(0.1)
Other Average Days	1.4	1.6	1.6	1.7	0.1
Total Average Days Stay	1.8	1.6	1.6	1.6	0.1
<u>ADULTS & PEDIATRICS</u>					
Medicare Admissions	283	286	938	916	(22)
Medi-Cal Admissions	294	225	718	728	10
Other Admissions	402	302	894	901	7
Total Admissions	979	813	2,550	2,545	(5)
Medicare Patient Days	1,320	1,356	4,059	4,021	(38)
Medi-Cal Patient Days	1,069	980	3,359	3,036	(323)
Other Patient Days	935	1,002	2,834	3,096	262
Total Patient Days of Care	3,324	3,338	10,252	10,153	(99)
Average Daily Census	110.8	111.3	111.4	110.4	(1.1)
Medicare Average Length of Stay	4.6	4.7	4.3	4.2	(0.1)
Medi-Cal Average Length of Stay	3.7	3.3	3.9	3.2	(0.6)
Other Average Length of Stay	2.4	2.5	2.3	2.7	0.4
Total Average Length of Stay	3.5	3.4	3.4	3.3	(0.0)
Deaths	25	28	89	79	(10)
Total Patient Days	3,585	3,571	10,997	10,845	(152)
Medi-Cal Administrative Days	3	28	95	74	(21)
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	3	28	95	74	(21)
Percent Non-Acute	0.08%	0.78%	0.86%	0.68%	-0.18%

SALINAS VALLEY MEMORIAL HOSPITAL

PATIENT STATISTICAL REPORT

For the month of Sep and three months to date

	<u>Month of Sep</u>		<u>Three months to date</u>		<u>Variance</u>
	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>PATIENT DAYS BY LOCATION</u>					
Level I	240	275	707	753	46
Heart Center	349	323	1,016	961	(55)
Monitored Beds	898	755	2,636	2,387	(249)
Single Room Maternity/Obstetrics	383	407	1,171	1,109	(62)
Med/Surg - Cardiovascular	658	462	1,997	1,777	(220)
Med/Surg - Oncology	73	259	431	816	385
Med/Surg - Rehab	356	388	1,167	1,223	56
Pediatrics	55	69	191	276	85
Nursery	261	233	745	692	(53)
Neonatal Intensive Care	58	94	395	253	(142)
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	61.54%	70.51%	59.11%	62.96%	
Heart Center	77.56%	71.78%	73.62%	69.64%	
Monitored Beds	110.86%	93.21%	106.12%	96.10%	
Single Room Maternity/Obstetrics	34.50%	36.67%	34.40%	32.58%	
Med/Surg - Cardiovascular	48.74%	34.22%	48.24%	42.92%	
Med/Surg - Oncology	18.72%	66.41%	36.04%	68.23%	
Med/Surg - Rehab	45.64%	49.74%	48.79%	51.13%	
Med/Surg - Observation Care Unit	0.00%	60.00%	0.00%	38.24%	
Pediatrics	10.19%	12.78%	11.53%	16.67%	
Nursery	52.73%	47.07%	24.54%	22.79%	
Neonatal Intensive Care	17.58%	28.48%	39.03%	25.00%	

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	<u>Month of Sep</u>		<u>Three 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	151	152	471	426	(45)
C-Section deliveries	50	49	146	134	(12)
Percent of C-section deliveries	33.11%	32.24%	31.00%	31.46%	0.46%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	19,233	16,545	73,944	60,973	(12,971)
Out-Patient Operating Minutes	29,081	24,649	64,536	74,597	10,061
Total	48,314	41,194	138,480	135,570	(2,910)
Open Heart Surgeries	14	10	41	37	(4)
In-Patient Cases	148	121	480	419	(61)
Out-Patient Cases	293	243	766	742	(24)
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	14	36	61	126	65
High Risk	508	411	1,492	1,293	(199)
More Than One Resource	2,103	2,602	6,475	7,874	1,399
One Resource	1,112	1,897	5,483	5,262	(221)
No Resources	30	97	144	325	181
Total	<u>3,767</u>	<u>5,043</u>	<u>13,655</u>	<u>14,880</u>	<u>1,225</u>

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	<u>2020</u>	<u>2021</u>	<u>2020-21</u>	<u>2021-22</u>	
CENTRAL SUPPLY					
In-patient requisitions	12,939	15,171	38,684	47,054	8,370
Out-patient requisitions	10,937	9,449	31,262	28,266	-2,996
Emergency room requisitions	1,586	1,512	4,857	4,822	-35
Interdepartmental requisitions	<u>6,318</u>	<u>6,044</u>	<u>20,183</u>	<u>17,871</u>	<u>-2,312</u>
Total requisitions	<u>31,780</u>	<u>32,176</u>	<u>94,986</u>	<u>98,013</u>	<u>3,027</u>
LABORATORY					
In-patient procedures	32,889	31,975	101,039	99,103	-1,936
Out-patient procedures	10,565	11,282	31,267	34,030	2,763
Emergency room procedures	8,440	11,352	25,146	33,757	8,611
Total patient procedures	<u>51,894</u>	<u>54,609</u>	<u>157,452</u>	<u>166,890</u>	<u>9,438</u>
BLOOD BANK					
Units processed	<u>304</u>	<u>237</u>	<u>812</u>	<u>876</u>	<u>64</u>
ELECTROCARDIOLOGY					
In-patient procedures	928	841	2,740	2,806	66
Out-patient procedures	397	379	1,219	1,206	-13
Emergency room procedures	<u>819</u>	<u>981</u>	<u>2,457</u>	<u>3,035</u>	<u>578</u>
Total procedures	<u>2,144</u>	<u>2,201</u>	<u>6,416</u>	<u>7,047</u>	<u>631</u>
CATH LAB					
In-patient procedures	97	75	228	271	43
Out-patient procedures	98	93	256	292	36
Emergency room procedures	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>-1</u>
Total procedures	<u>196</u>	<u>168</u>	<u>485</u>	<u>563</u>	<u>78</u>
ECHO-CARDIOLOGY					
In-patient studies	305	282	863	967	104
Out-patient studies	176	215	537	695	158
Emergency room studies	<u>4</u>	<u>2</u>	<u>8</u>	<u>4</u>	<u>-4</u>
Total studies	<u>485</u>	<u>499</u>	<u>1,408</u>	<u>1,666</u>	<u>258</u>
NEURODIAGNOSTIC					
In-patient procedures	169	167	528	471	-57
Out-patient procedures	19	29	84	69	-15
Emergency room procedures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total procedures	<u>188</u>	<u>196</u>	<u>612</u>	<u>540</u>	<u>-72</u>

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SLEEP CENTER					
In-patient procedures	0	0	0	0	0
Out-patient procedures	209	163	539	537	-2
Emergency room procedures	0	0	0	0	0
Total procedures	<u>209</u>	<u>163</u>	<u>539</u>	<u>537</u>	<u>-2</u>
RADIOLOGY					
In-patient procedures	1,187	1,205	3,783	3,665	-118
Out-patient procedures	673	422	2,107	1,307	-800
Emergency room procedures	1,043	1,217	3,279	3,755	476
Total patient procedures	<u>2,903</u>	<u>2,844</u>	<u>9,169</u>	<u>8,727</u>	<u>-442</u>
MAGNETIC RESONANCE IMAGING					
In-patient procedures	138	94	368	366	-2
Out-patient procedures	131	123	420	365	-55
Emergency room procedures	15	10	36	21	-15
Total procedures	<u>284</u>	<u>227</u>	<u>824</u>	<u>752</u>	<u>-72</u>
MAMMOGRAPHY CENTER					
In-patient procedures	2,969	3,383	8,841	10,563	1,722
Out-patient procedures	2,961	3,360	8,806	10,479	1,673
Emergency room procedures	0	1	0	7	7
Total procedures	<u>5,930</u>	<u>6,744</u>	<u>17,647</u>	<u>21,049</u>	<u>3,402</u>
NUCLEAR MEDICINE					
In-patient procedures	11	12	38	39	1
Out-patient procedures	82	68	220	237	17
Emergency room procedures	1	1	2	3	1
Total procedures	<u>94</u>	<u>81</u>	<u>260</u>	<u>279</u>	<u>19</u>
PHARMACY					
In-patient prescriptions	80,143	82,183	244,967	250,963	5,996
Out-patient prescriptions	15,339	16,428	46,500	47,144	644
Emergency room prescriptions	5,185	7,342	15,360	21,146	5,786
Total prescriptions	<u>100,667</u>	<u>105,953</u>	<u>306,827</u>	<u>319,253</u>	<u>12,426</u>
RESPIRATORY THERAPY					
In-patient treatments	16,762	21,494	53,538	57,853	4,315
Out-patient treatments	466	1,135	1,370	3,247	1,877
Emergency room treatments	103	292	287	726	439
Total patient treatments	<u>17,331</u>	<u>22,921</u>	<u>55,195</u>	<u>61,826</u>	<u>6,631</u>
PHYSICAL THERAPY					
In-patient treatments	2,278	2,328	6,918	6,836	-82
Out-patient treatments	367	298	873	972	99
Emergency room treatments	0	0	0	0	0
Total treatments	<u>2,645</u>	<u>2,626</u>	<u>7,791</u>	<u>7,808</u>	<u>17</u>

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OCCUPATIONAL THERAPY					
In-patient procedures	1,299	1,453	3,706	4,753	1,047
Out-patient procedures	123	134	350	458	108
Emergency room procedures	0	0	0	0	0
Total procedures	<u>1,422</u>	<u>1,587</u>	<u>4,056</u>	<u>5,211</u>	<u>1,155</u>
SPEECH THERAPY					
In-patient treatments	371	383	1,155	1,288	133
Out-patient treatments	23	24	69	91	22
Emergency room treatments	0	0	0	0	0
Total treatments	<u>394</u>	<u>407</u>	<u>1,224</u>	<u>1,379</u>	<u>155</u>
CARDIAC REHABILITATION					
In-patient treatments	0	0	0	0	0
Out-patient treatments	322	714	1,138	1,977	839
Emergency room treatments	0	0	0	0	0
Total treatments	<u>322</u>	<u>714</u>	<u>1,138</u>	<u>1,977</u>	<u>839</u>
CRITICAL DECISION UNIT					
Observation hours	<u>300</u>	<u>307</u>	<u>746</u>	<u>806</u>	<u>60</u>
ENDOSCOPY					
In-patient procedures	89	108	287	304	17
Out-patient procedures	26	31	91	104	13
Emergency room procedures	0	0	0	0	0
Total procedures	<u>115</u>	<u>139</u>	<u>378</u>	<u>408</u>	<u>30</u>
C.T. SCAN					
In-patient procedures	520	472	1,588	1,673	85
Out-patient procedures	511	365	1,609	1,207	-402
Emergency room procedures	484	623	1,371	1,805	434
Total procedures	<u>1,515</u>	<u>1,460</u>	<u>4,568</u>	<u>4,685</u>	<u>117</u>
DIETARY					
Routine patient diets	16,047	16,883	48,611	51,828	3,217
Meals to personnel	21,105	21,687	63,671	65,444	1,773
Total diets and meals	<u>37,152</u>	<u>38,570</u>	<u>112,282</u>	<u>117,272</u>	<u>4,990</u>
LAUNDRY AND LINEN					
Total pounds laundered	<u>94,239</u>	<u>97,891</u>	<u>309,667</u>	<u>293,124</u>	<u>-16,543</u>

PUBLIC INPUT

CLOSED SESSION

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

*RECONVENE OPEN SESSION/
REPORT ON CLOSED SESSION*

*ADJOURNMENT – THE
TRANSFORMATION, STRATEGIC
PLANNING AND GOVERNANCE
COMMITTEE MEETS QUARTERLY.
THE DATE AND TIME OF THE NEXT
MEETING TO BE DETERMINED.*