

February 17, 2022

TO: Legal Counsel

News Media  
Salinas Californian  
El Sol  
Monterey County Herald  
Monterey County Weekly  
KION-TV  
KSBW-TV/ABC Central Coast  
KSMS/Entravision-TV

The next regular meeting of the **QUALITY AND EFFICIENT PRACTICES COMMITTEE - COMMITTEE OF THE WHOLE** of the Salinas Valley Memorial Healthcare System will be held **WEDNESDAY, FEBRUARY 23, 2022, AT 8:30 A.M., IN THE CEO CONFERENCE ROOM, DOWNING RESOURCE CENTER ROOM 117 AT SALINAS VALLEY MEMORIAL HOSPITAL, 450 E. ROMIE LANE, SALINAS, CALIFORNIA, OR BY PHONE OR VIDEO (Visit [svmh.com/virtualboardmeeting](http://svmh.com/virtualboardmeeting) for Access Information).**

Please note: Pursuant to SVMHS Board Resolution No. 2022-01, Assembly Bill 361, and guidance from the Monterey County Health Department in response to concerns regarding COVID-19, Board Members of Salinas Valley Memorial Healthcare System, a local health care district, are permitted to participate in this duly noticed public meeting via teleconference and certain requirements of The Brown Act are suspended.



Pete Delgado  
President/Chief Executive Officer

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

**QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING – FEBRUARY 2022  
COMMITTEE OF THE WHOLE  
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**WEDNESDAY, FEBRUARY 23, 2022**

**8:30 A.M. – CEO CONFERENCE ROOM, DOWNING RESOURCE CENTER ROOM 117  
SALINAS VALLEY MEMORIAL HOSPITAL  
450 E. ROMIE LANE, SALINAS, CALIFORNIA  
OR BY PHONE OR VIDEO**

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

Please note: Pursuant to SVMHS Board Resolution No. 2022-01, 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 January 24, 2022 (DELGADO)
  - Motion/Second
  - Action by Committee/Roll Call Vote
2. Patient Care Services Update (PAULO)
3. Nutrition Services Presentation (MILLER/GILES)
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 March 2022 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, March 21, 2022 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.

The Committee packet is available at the Committee Meeting, at [www.svmh.com](http://www.svmh.com), and in the Human Resources Department of the District. All items appearing on the agenda are subject to action by the Committee.

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.

**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 JANUARY 2022  
QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING  
COMMITTEE OF THE WHOLE  
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**MONDAY, JANUARY 24, 2022  
8:30 A.M. – CISLINI PLAZA BOARD ROOM  
SALINAS VALLEY MEMORIAL HOSPITAL  
450 E. ROMIE LANE, SALINAS, CALIFORNIA  
OR BY PHONE OR VIDEO**

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

Pursuant to SVMHS Board Resolution No. 2021-08, 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.

Committee Members Present: By teleconference: Juan Cabrera, Pete Delgado, Clement Miller, Michele Averill. In Person: Allen Radner, MD and Rakesh Singh, MD.

Committee Members Absent: Joel Hernandez Laguna and Lisa Paulo

Other Board Members Present, Constituting Committee of the Whole: Victor Rey, President

Also Present: By teleconference: Brenda Bailey, Audrey Parks. In Person: Scott Cleveland, Alan Edwards, Aniko Kukla, Adrienne Laurent, Augustine Lopez, Sheilah Quentin, Carla Spencer, Kirsten Wisner, and Kathie Haines.

A quorum was present and the meeting was called to order at 8:33 a.m. by Juan Cabrera, Committee Chair.

**APPROVAL OF MINUTES FROM THE QUALITY AND EFFICIENT PRACTICES  
COMMITTEE MEETING OF DECEMBER 13, 2021**

Pete Delgado, President/CEO, recommended the Quality and Efficient Practices Committee approve the minutes of the Quality and Efficient Practices Committee Meeting of December 13, 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 December 13, 2021, as presented. Moved/Seconded/Roll Call Vote: Ayes: Averill, Cabrera, Delgado and Paulo; Noes: None; Abstentions: None; Absent: Hernandez Laguna, Paulo; Motion Carried.

Allen Radner, MD, and Carla Spencer joined the meeting at 8:35 a.m.

**PATIENT CARE SERVICES UPDATE**

**Service:**

- **Patient Experience:** Clement Miller presented the Press Ganey scores for *ED Standard Overall* for December which ranked in the 53<sup>rd</sup> percentile against 2,476 Emergency Departments. The SVMH target was raised beginning the FY22 and has shown a steady increase since August and a continued increase can be expected moving forward. Mr. Delgado stated the trajectory is going in the right direction and noted the Press Ganey average has declined during those same months. Mr. Miller stated the Press Ganey decline is probably due to the pandemic.

Kirsten Wisner, Magnet Program Director, introduced Sheilah Quentin, Chair, Professional Development Council, who presented a Professional Development Council update.

### **Quality:**

- **Professional Development Council:** The Professional Development Council was formed in 2017. The 2021 goals are to support nurses to pursue professional achievements (advanced degrees and specialty certifications) and to monitor vacancy and turnover rates to identify trends and opportunities for improvement.
  - **RN Professional Certification Data:** The goal for Magnet® facilities is  $\geq 51\%$ . The SVMH baseline in 2018 was 22.1%. Currently SVMH has 31.7% certified RNs with a 2022 goal of 32.7%. In 2021 Certification Preparation Classes were offered and 17 RNs were certified with more due in 2022. Additional classes are planned for 2022 based on areas that need boosting in certification rates. The Certified Case Manager class was identified and offered for the 1<sup>st</sup> time in 2021. Mr. Delgado commented this is impressive work and must help with retention. He asked for clarification on the process. Ms. Quentin stated requirements include 1-2 years in the specialty, number of hours worked, an application process including references from managers and coworkers, a prep class, and examination. Both Education and HR are involved. There are policies in place which define a certification bonus and financial assistance for the class (the RN must pass the exam within 60 days). Clement stated Magnet® requires the CNO needs to be certified and Lisa was certified in 2021.
  - **RN BSN or Higher Degree Data:** The goal for Magnet® facilities is 80% BSN degree. SVMH's baseline in 2018 was 50.3%. Currently SVMH has 61.5% BSNs which is above the 2021 goal of 60.8%. The 2022 certification goal is 62.5%. The BSN rates have exceeded the target for the past 3 years. Obtaining a BSN while working reflects a commitment especially through a pandemic.
  - **Recognition & Retention: Clinical Ladder Promotions/Staff Nurse III:** A staff nurse III (SNIII) functions as an exemplary care provider, demonstrates leadership, and maintains a level of commitment/involvement beyond what is required for a staff nurse II. SNIIIs must renew annually through a point system establishing enhanced knowledge, leadership, teaching, mentoring and nursing practice skills. There has been an increase of 57% from 2019-2020 and 57% from 2020-2021 for a total of 52 SNIIIs. SNIII rates have grown from 21-52. This step of the career ladder offers a 6% increase in base pay through union contract.
  - **Nurse Turnover:** Council members systematically review controllable level RN turnover and transitions to practice groups to assess problem areas and develop interventions to reduce RN turnover. FY22/Q2 turnover was 2.5%. The Council looks quarterly for trends influenced by culture/environment (not retirement, moving, etc.). If a spike is noted, the Council interacts with the Unit Practice Council for solutions. New grad turnover at 1 year of service was 0%. Experienced RN transferring specialty was 1.69%. New hire experienced nurse turnover at 1 year of service was 6%. The average Magnet® organization turnover for 201-300 bed hospitals is 11.18%. Mr. Delgado stated our overall turnover is 9% which is below national averages and asked the Council to include diversity in their data collection.
  - **Retention:** The Council sponsors Professional Development Fairs which highlight shared governance, evidenced based practice, the SNIII career path, mentoring, succession planning, certifications, advanced degrees, and professional organization membership. The 2021 Fair had an increased attendance of 30% from the initial 2018 fair.

- **Recognition:** As well as the Nurse of the Year award in 2021, four nurses were recognized with Exemplar Awards for Heal, Protect, Empower, and Teach (which represent the components of the SVMH Nursing Mission). Upcoming recognition/retention activities include National Certified Nurses Day Celebration on March 19, 2022 and collaboration with the Marketing Department to revitalize and enhance our DAISY nurse recognition program.

Both Mr. Cabrera and Mr. Delgado thanked Professional Practice Council team for their good work and continued efforts.

### **FINANCIAL AND STATISTICAL REVIEW**

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

Key highlights of the financial summary for December 2021 were: (1) Income from operations was \$9.1 million with an operating margin of 14.9%, with a net income of \$9.1M with a net operating margin of 15%; (2) Income from operations includes \$6.1 million Provider Relief Fund-Phase 4 funds recorded as deferred revenue; to date \$8.5 million has been received in FY22; (3) inpatient gross revenues were favorable to the budget; (4) Emergency Department gross revenues were favorable to the budget; outpatient gross revenues were favorable to the budget; (5) the payor mix was favorable to the budget; (6) total net patient revenues were favorable to the budget; outpatient and inpatient surgeries were below budget; (7) average daily census and total admissions were above budget; (8) total acute average length of stay (ALOS) was favorable to the budget while Medicare traditional ALOS CMI adjusted was unfavorable; (9) labor productivity was favorable to the budget; (10) operating revenues were above expenses; (11) days cash on hand 2as 378; total capital expenditures were \$1,351,043. The case mix index for all discharges with and without COVID-19 cases for January 2021 through December 2021 was reviewed.

### **NO PUBLIC INPUT**

### **CLOSED SESSION**

Juan Cabrera, Chair, announced that the item to be discussed in Closed Session is *Hearings/ Reports – Report of the Medical Staff Quality and Safety Committee*. The meeting was recessed into Closed Session under the Closed Session protocol at 9:08 a.m.

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

The Committee reconvened Open Session at 9:28 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 9:28 a.m. The February 2022 Quality and Efficient Practices Committee Meeting is scheduled for **Wednesday, February 23, 2022 at 8:30 a.m.**

Juan Cabrera, Chair,  
Quality and Efficient Practices Committee



# Board Paper: Quality & Efficient Practices Committee

Agenda: Patient Care Services Update  
 Executive: Lisa Paulo, MSN/MPA, RN  
 Sponsor: Chief Nursing Officer  
 Date: February 23, 2022

## Pillar/Goal Alignment:

Service    People    Quality    Finance    Growth    Community

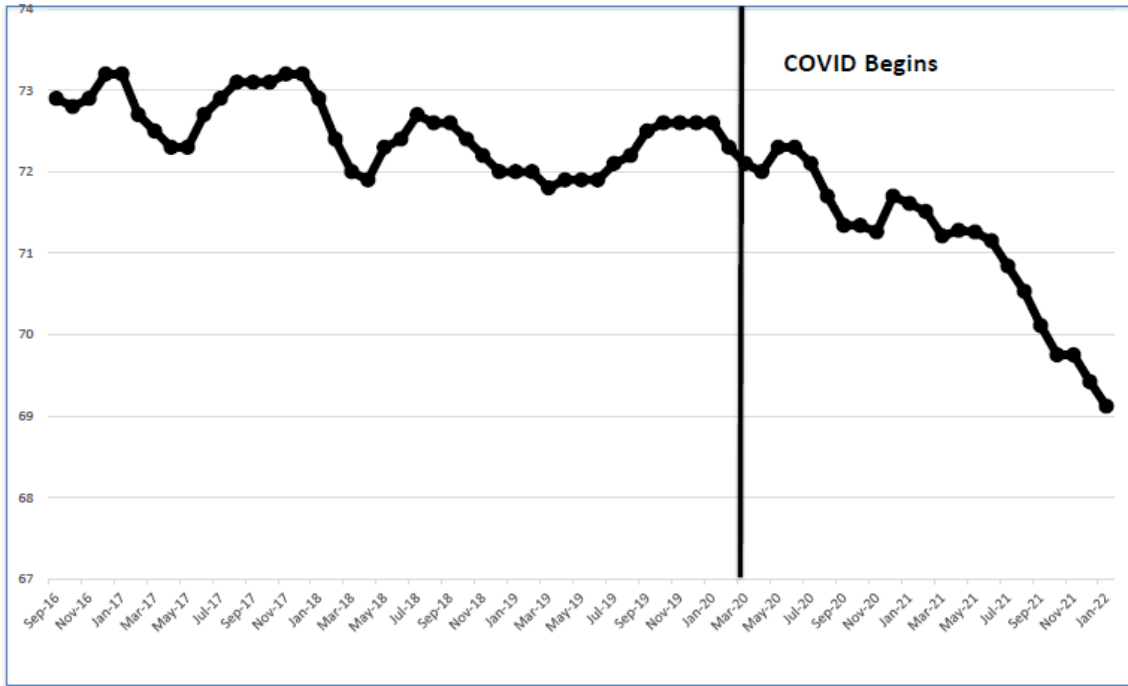
## Patient Experience

### FY2022 To Date – How Would You Rate

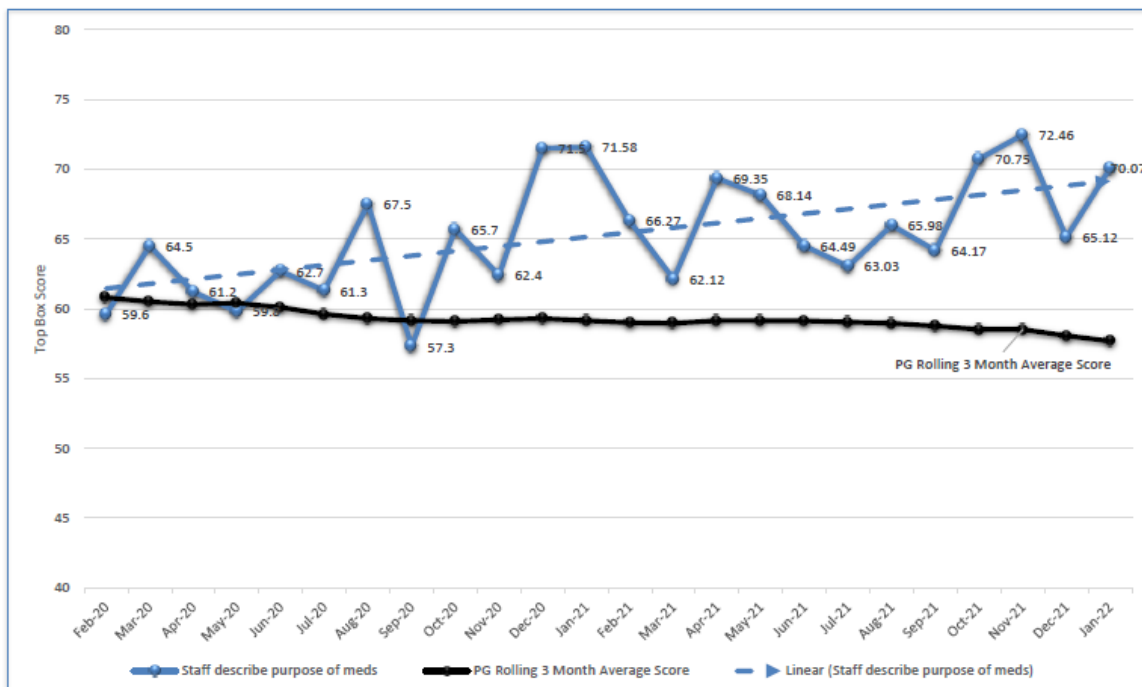


## Patient Experience: Context

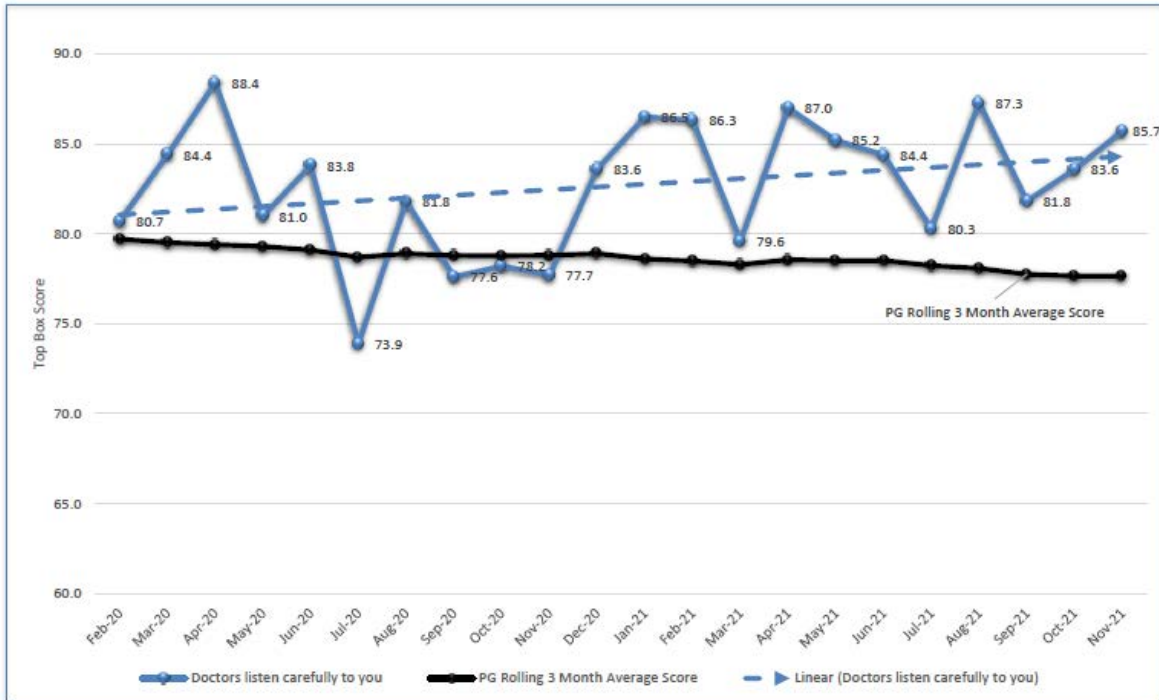
- Press Ganey Average – How Would You Rate over time



- Care Transitions: Described purpose of taking medication



■ Communication w/Doctors Domain: MD listens carefully to you



*NUTRITION SERVICES  
PRESENTATION*

*(VERBAL)*

*(MILLER/GILES)*

# Financial Performance Review

## January 2022

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



# Consolidated Financial Summary

## For the Month of January 2022

### Profit/Loss Statement

\$ in Millions	For the Month of January 2022				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 59.4	\$ 53.2	\$ 6.2	11.7%	
Operating Expense	\$ 55.0	\$ 52.3	\$ (2.7)	-5.2%	
<b>Income from Operations*</b>	<b>\$ 4.4</b>	<b>\$ 0.9</b>	<b>\$ 3.5</b>	<b>388.9%</b>	
Operating Margin %	7.3%	1.8%	5.5%	305.56%	
Non Operating Income**	\$ (2.0)	\$ 1.1	\$ (3.1)	-281.8%	
<b>Net Income</b>	<b>\$ 2.4</b>	<b>\$ 2.0</b>	<b>\$ 0.4</b>	<b>20.0%</b>	
Net Income Margin %	4.0%	3.9%	0.1%	2.6%	

**\* Income from Operations includes:**

**\$1.9M** AB113 Intergovernmental Transfer Payment (FY 20-21)

**\$1.9M Total Normalizing Items, Net**

\*\*Non-operating income was below budget predominately due to mark-to-market adjustments in investment portfolios.

# Consolidated Financial Summary

## For the Month of January 2022 - Normalized

### Profit/Loss Statement

\$ in Millions	For the Month of January 2022					
			Variance fav (unfav)			
	Actual	Budget	\$VAR	%VAR		
Operating Revenue	\$ 57.5	\$ 53.2	\$ 4.3	8.1%		
Operating Expense	\$ 55.0	\$ 52.3	\$ (2.7)	-5.2%		
<b>Income from Operations</b>	<b>\$ 2.5</b>	<b>\$ 0.9</b>	<b>\$ 1.6</b>	<b>177.8%</b>		
<i>Operating Margin %</i>	4.2%	1.8%	2.4%	133.3%		
Non Operating Income	\$ (2.0)	\$ 1.1	\$ (3.1)	-281.8%		
<b>Net Income</b>	<b>\$ 0.5</b>	<b>\$ 2.0</b>	<b>\$ (1.5)</b>	<b>-75.0%</b>		
<i>Net Income Margin %</i>	0.8%	3.9%	-3.1%	-79.5%		

#### Operating Performance highlights:

- Total Net Revenues were \$4.3M (8%) above budget
- Admissions and ADC were above budget by 10% and 12%, respectively
- The average revenue collection rate was 3% favorable to budget

The above was partially offset by the following:

- Payor mix – Commercial Insurance was 11% below budget
- OP volume was below by 15%
- The Contract labor was at a record high at \$2.8M coupled with high utilization of overtime which was needed to support the dramatic increase in COVID patient activity and acuity.

# Consolidated Financial Summary

## Year-to-Date January 2022

### Profit/Loss Statement

\$ in Millions	FY 2022 YTD January			
	Actual	Budget	Variance fav (unfav)	
			\$VAR	%VAR
Operating Revenue	\$ 399.1	\$ 369.5	\$ 29.6	8.0%
Operating Expense	\$ 368.6	\$ 361.6	\$ (7.0)	-1.9%
<b>Income from Operations*</b>	<b>\$ 30.5</b>	<b>\$ 7.9</b>	<b>\$ 22.6</b>	<b>286.1%</b>
Operating Margin %	7.6%	2.1%	5.5%	261.9%
Non Operating Income**	\$ 3.0	\$ 7.6	\$ (4.6)	-60.5%
<b>Net Income</b>	<b>\$ 33.5</b>	<b>\$ 15.5</b>	<b>\$ 18.0</b>	<b>116.1%</b>
Net Income Margin %	8.4%	4.2%	4.2%	100.0%

**\* Income from Operations includes:**

\$1.9M AB113 Intergovernmental Transfer Payment (FY 20-21)

<\$1.0M> Medi-Cal Cost Report Final Settlement (FY18)

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

**\*\* Non Operating Income includes:**

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

**\$2.5M Total Normalizing Items, Net**



# Consolidated Financial Summary

## Year-to-Date December 2021 - Normalized

### Profit/Loss Statement

\$ in Millions	FY 2022 YTD January				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 397.7	\$ 369.5	\$ 28.2	7.6%	
Operating Expense	\$ 368.6	\$ 361.6	\$ (7.0)	-1.9%	
<b>Income from Operations</b>	<b>\$ 29.1</b>	<b>\$ 7.9</b>	<b>\$ 21.2</b>	<b>268.4%</b>	
<i>Operating Margin %</i>	7.3%	2.1%	5.2%	247.6%	
Non Operating Income	\$ 1.9	\$ 7.6	\$ (5.7)	-75.0%	
<b>Net Income</b>	<b>\$ 31.0</b>	<b>\$ 15.5</b>	<b>\$ 15.5</b>	<b>100.0%</b>	
<i>Net Income Margin %</i>	7.8%	4.2%	3.6%	85.7%	

# SVMH Financial Highlights January 2022

Gross Revenues were favorable

- **Gross Revenues** were **3% favorable** to budget
- **IP gross revenues** were **11% favorable** to budget
- **ED gross revenues** were **22% above budget**

- **OP gross revenues** were **15% unfavorable** to budget in the following areas:

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

- **Commercial: 11% below** budget
- **Medicaid: 3% above** budget
- **Medicare: 15% above** budget

Payor Mix – **unfavorable** to budget

Total Normalized Net Patient Revenues were \$49.0M, which was favorable to budget by \$3.0M or 6.6%

# Financial Summary – January 2022



## 1) Higher than expected Inpatient business:

- Average daily census was at 129, 12% above budget of 115

## 2) Total admissions were 10% (88 admits) above budget

- ER admissions were 16% above budget (103 admits)
- ER admissions (including OB ED) were 87% of total acute admissions

## 3) ER Outpatient visits were above budget by 43% (1,273 visits)

## 4) OP Observation cases were 16% (25 cases) below budget at 131

## 5) Medicare Traditional ALOS CMI adjusted 2% favorable at 2.4 days with a Case Mix Index of 1.8



## 6) Lower than expected Outpatient business:

- Predominantly due to lower than expected volumes in Outpatient Surgery, Infusion Therapy, Cardiology, Radiology, and Other Outpatient Services

## 7) Outpatient Surgeries were 50% (155 cases) below budget predominately in General Surgery, Orthopedics, and Gynecology

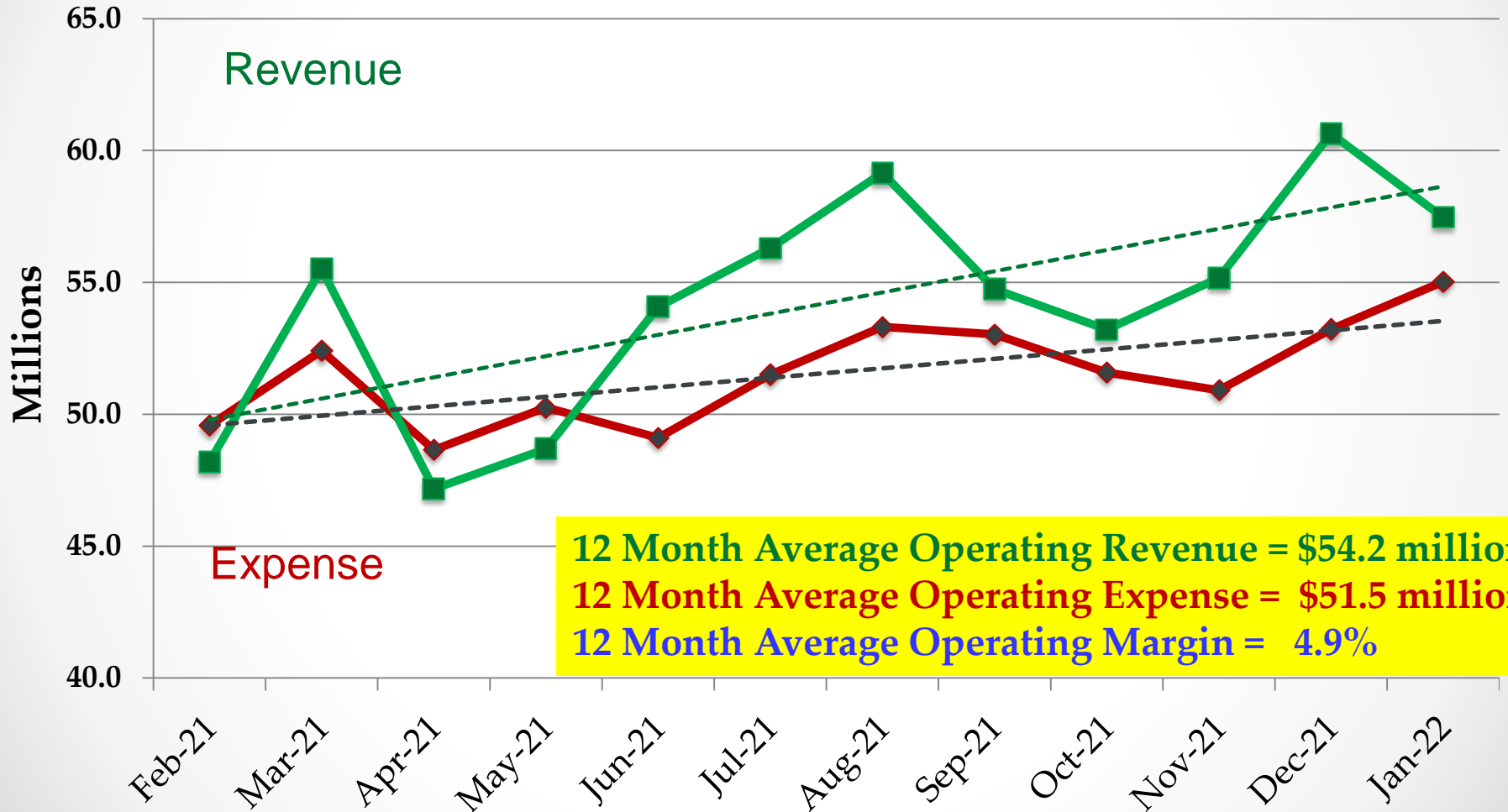
## 8) Inpatient Surgeries cases were 12% (17 cases) below budget

## 9) Deliveries were 3% (4 deliveries) below budget at 140

## 10) Total Acute ALOS was 2% unfavorable at 4.3 vs 4.2 days budgeted

# SVMHS Operating Revenues & Expenses (Normalized)

Rolling 12 Months: February 21 to January 22



# SVMHS Key Financial Indicators

	YTD	SVMHS		S&P A+ Rated		YTD	
Statistic	Jan-22	Target	+/-	Hospitals	+/-	Jan-21	+/-
Operating Margin*	7.3%	9.0%		4.0%		7.6%	
Total Margin*	7.8%	10.8%		6.6%		10.5%	
EBITDA Margin**	11.3%	13.4%		13.6%		11.7%	
Days of Cash*	379	305		249		347	
Days of Accounts Payable*	45	45		-		50	
Days of Net Accounts Receivable***	52	45		49		55	
Supply Expense as % NPR	13.1%	15.0%		-		12.9%	
SWB Expense as % NPR	51.1%	53.0%		53.7%		53.8%	
Operating Expense per APD*	6,239	4,992		-		6,193	

\*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  
January 31, 2022

	<u>Month of January,</u>		<u>Seven months ended January 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 50,918,521	\$ 52,093,651	\$ 338,719,062	\$ 341,762,921
Other operating revenue	1,062,886	1,210,845	6,818,231	9,151,988
Total operating revenue	<u>51,981,407</u>	<u>53,304,496</u>	<u>345,537,293</u>	<u>350,914,909</u>
Total operating expenses	43,601,230	43,029,898	291,023,019	290,880,695
Total non-operating income	<u>(6,481,289)</u>	<u>(4,517,015)</u>	<u>(22,042,739)</u>	<u>(20,371,347)</u>
Operating and non-operating income	<u>\$ 1,898,888</u>	<u>\$ 5,757,583</u>	<u>\$ 32,471,535</u>	<u>\$ 39,662,867</u>

SALINAS VALLEY MEMORIAL HOSPITAL  
 BALANCE SHEETS  
 January 31, 2022

	<u>Current year</u>	<u>Prior year</u>
<b>ASSETS:</b>		
Current assets	\$ 454,273,348	\$ 410,981,388
Assets whose use is limited or restricted by board	148,067,141	138,617,245
Capital assets	239,361,740	258,439,413
Other assets	176,825,021	187,407,642
Deferred pension outflows	<u>50,119,236</u>	<u>83,379,890</u>
	<u>\$ 1,068,646,486</u>	<u>\$ 1,078,825,578</u>
<b>LIABILITIES AND EQUITY:</b>		
Current liabilities	127,678,758	152,234,648
Long term liabilities	14,556,513	14,780,831
	83,585,120	126,340,336
Net assets	<u>842,826,095</u>	<u>785,469,763</u>
	<u>\$ 1,068,646,486</u>	<u>\$ 1,078,825,578</u>



**SALINAS VALLEY MEMORIAL HOSPITAL  
SCHEDULES OF NET PATIENT REVENUE  
January 31, 2022**

	<u>Month of January,</u>		<u>Seven months ended January 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	2,062	2,155	11,878	12,099
Medi-Cal	1,115	1,121	7,039	7,617
Commercial insurance	742	918	5,350	5,589
Other patient	85	92	813	980
Total patient days	<u>4,004</u>	<u>4,286</u>	<u>25,080</u>	<u>26,285</u>
Gross revenue:				
Medicare	\$ 96,285,908	\$ 89,275,837	\$ 629,321,264	\$ 568,607,623
Medi-Cal	56,671,890	53,083,675	391,695,138	373,422,605
Commercial insurance	46,456,674	48,822,980	346,467,191	346,982,400
Other patient	<u>6,922,618</u>	<u>7,967,921</u>	<u>57,447,716</u>	<u>60,479,514</u>
Gross revenue	<u>206,337,090</u>	<u>199,150,413</u>	<u>1,424,931,309</u>	<u>1,349,492,142</u>
Deductions from revenue:				
Administrative adjustment	391,772	590,340	2,180,593	2,370,481
Charity care	295,212	1,263,827	6,219,505	6,516,386
Contractual adjustments:				
Medicare outpatient	22,938,056	19,223,263	187,127,973	166,825,661
Medicare inpatient	46,132,671	43,362,590	276,007,105	259,891,083
Medi-Cal traditional outpatient	2,580,080	2,018,330	18,987,334	13,726,968
Medi-Cal traditional inpatient	9,268,575	8,099,914	43,505,551	55,390,282
Medi-Cal managed care outpatient	20,110,155	15,277,900	152,620,104	123,741,299
Medi-Cal managed care inpatient	17,029,967	20,441,324	135,006,039	132,418,675
Commercial insurance outpatient	13,858,634	12,665,333	112,436,891	106,302,052
Commercial insurance inpatient	18,491,332	20,180,991	120,123,276	108,064,998
Uncollectible accounts expense	3,256,357	3,216,019	25,831,324	24,819,272
Other payors	<u>1,065,757</u>	<u>716,932</u>	<u>6,166,553</u>	<u>7,662,063</u>
Deductions from revenue	<u>155,418,568</u>	<u>147,056,763</u>	<u>1,086,212,248</u>	<u>1,007,729,221</u>
Net patient revenue	<u>\$ 50,918,522</u>	<u>\$ 52,093,651</u>	<u>\$ 338,719,061</u>	<u>\$ 341,762,921</u>
Gross billed charges by patient type:				
Inpatient	\$ 121,448,900	\$ 125,522,978	\$ 766,106,253	\$ 754,859,351
Outpatient	59,318,131	51,559,925	470,872,207	447,584,701
Emergency room	<u>25,570,059</u>	<u>22,067,511</u>	<u>187,952,851</u>	<u>147,048,090</u>
Total	<u>\$ 206,337,090</u>	<u>\$ 199,150,413</u>	<u>\$ 1,424,931,311</u>	<u>\$ 1,349,492,142</u>

**SALINAS VALLEY MEMORIAL HOSPITAL**  
**STATEMENTS OF REVENUE AND EXPENSES**  
**January 31, 2022**

	<u>Month of January,</u>		<u>Seven months ended January 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 50,918,521	\$ 52,093,651	\$ 338,719,062	\$ 341,762,921
Other operating revenue	1,062,886	1,210,845	6,818,231	9,151,988
Total operating revenue	<u>51,981,407</u>	<u>53,304,496</u>	<u>345,537,293</u>	<u>350,914,909</u>
Operating expenses:				
Salaries and wages	16,065,048	16,567,936	107,782,829	113,265,665
Compensated absences	3,055,239	2,526,510	19,220,782	18,688,981
Employee benefits	6,602,879	7,703,965	47,170,921	51,975,992
Supplies, food, and linen	6,120,865	6,334,207	43,453,006	43,808,456
Purchased department functions	3,327,140	3,172,890	23,599,458	21,448,862
Medical fees	1,789,858	1,901,467	13,432,913	11,947,514
Other fees	3,503,167	1,842,158	13,909,067	9,079,385
Depreciation	1,854,248	1,811,371	12,821,395	12,487,903
All other expense	1,282,786	1,169,394	9,632,648	8,177,937
Total operating expenses	<u>43,601,230</u>	<u>43,029,898</u>	<u>291,023,019</u>	<u>290,880,695</u>
Income from operations	<u>8,380,177</u>	<u>10,274,598</u>	<u>54,514,274</u>	<u>60,034,214</u>
Non-operating income:				
Donations	166,667	166,667	1,188,667	1,666,667
Property taxes	333,333	333,333	2,333,333	2,333,333
Investment income	(2,765,384)	(71,821)	(6,252,239)	2,037,743
Taxes and licenses	0	0	0	0
Income from subsidiaries	(4,215,905)	(4,945,194)	(19,312,500)	(26,409,090)
Total non-operating income	<u>(6,481,289)</u>	<u>(4,517,015)</u>	<u>(22,042,739)</u>	<u>(20,371,347)</u>
Operating and non-operating income	1,898,888	5,757,583	32,471,535	39,662,867
Net assets to begin	<u>840,927,207</u>	<u>779,712,180</u>	<u>810,354,560</u>	<u>745,806,898</u>
Net assets to end	<u>\$ 842,826,095</u>	<u>\$ 785,469,763</u>	<u>\$ 842,826,095</u>	<u>\$ 785,469,764</u>
Net income excluding non-recurring items	\$ 1,898,888	\$ 5,757,583	\$ 31,989,757	\$ 38,043,758
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>0</u>	<u>0</u>	<u>481,778</u>	<u>1,619,109</u>
Operating and non-operating income	<u>\$ 1,898,888</u>	<u>\$ 5,757,583</u>	<u>\$ 32,471,535</u>	<u>\$ 39,662,867</u>

**SALINAS VALLEY MEMORIAL HOSPITAL  
SCHEDULES OF INVESTMENT INCOME  
January 31, 2022**

	Month of January,		Seven months ended January 31,	
	current year	prior year	current year	prior year
Detail of other operating income:				
Dietary revenue	\$ 128,401	\$ 126,487	\$ 976,330	\$ 945,762
Discounts and scrap sale	249,736	(666)	803,185	222,654
Sale of products and services	111,528	11,317	557,459	161,250
Clinical trial fees	4,144	0	27,339	46,128
Stimulus Funds	0	0	0	0
Rental income	155,306	145,184	1,119,723	1,115,503
Other	413,771	928,523	3,334,195	6,660,691
	<u>\$ 1,062,886</u>	<u>\$ 1,210,845</u>	<u>\$ 6,818,231</u>	<u>\$ 9,151,988</u>
Detail of investment income:				
Bank and payor interest	\$ 82,930	\$ 109,167	\$ 616,690	\$ 972,614
Income from investments	(2,660,805)	(179,871)	(6,546,062)	1,036,496
Gain or loss on property and equipment	(187,509)	(1,117)	(322,866)	28,633
	<u>\$ (2,765,384)</u>	<u>\$ (71,821)</u>	<u>\$ (6,252,239)</u>	<u>\$ 2,037,743</u>
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (203,052)	\$ (82,010)	\$ (1,277,649)	\$ (1,255,723)
Neurological Clinic	(82,538)	(119,245)	(391,413)	(568,205)
Palliative Care Clinic	(103,270)	(111,340)	(576,191)	(545,008)
Surgery Clinic	(141,246)	(218,412)	(843,384)	(1,169,287)
Infectious Disease Clinic	(31,219)	(38,830)	(189,201)	(211,777)
Endocrinology Clinic	(167,531)	(236,882)	(880,060)	(1,332,827)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(642,773)	(530,306)	(2,804,894)	(3,463,636)
OB/GYN Clinic	(512,297)	(402,268)	(2,323,136)	(2,541,658)
PrimeCare Medical Group	(868,841)	(1,436,277)	(3,084,488)	(6,682,646)
Oncology Clinic	(560,124)	(250,280)	(2,315,995)	(1,814,162)
Cardiac Surgery	(310,311)	(373,472)	(1,151,771)	(1,231,757)
Sleep Center	(45,350)	(109,029)	(212,970)	(480,335)
Rheumatology	(86,526)	(82,615)	(388,017)	(402,838)
Precision Ortho MDs	(383,612)	(587,681)	(1,779,120)	(2,842,668)
Precision Ortho-MRI	0	(100)	0	(1,363)
Precision Ortho-PT	(79,283)	(64,833)	(358,170)	(329,496)
Vaccine Clinic	(53,581)	0	(189,512)	0
Dermatology	(37,672)	(49,153)	(115,472)	(227,452)
Hospitalists	0	0	0	0
Behavioral Health	(91,003)	(95,848)	(475,115)	(504,644)
Pediatric Diabetes	(46,438)	(37,436)	(309,905)	(235,601)
Neurosurgery	(44,496)	(68,755)	(179,059)	(249,665)
Multi-Specialty-RR	22,785	(30,025)	75,877	(1,878)
Radiology	(301,480)	(322,591)	(1,700,134)	(1,463,122)
Salinas Family Practice	(142,593)	0	(627,648)	0
Total SVMC	(4,912,451)	(5,247,388)	(22,097,427)	(27,555,748)
Doctors on Duty	(59,876)	218,535	160,922	207,688
Assisted Living	0	(7,965)	0	(49,548)
Salinas Valley Imaging	0	0	0	(19,974)
Vantage Surgery Center	12,266	28,591	182,123	145,340
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	738,846	133,147	2,180,057	545,786
Aspire/CHI/Coastal	(44,508)	(104,430)	(195,848)	(306,472)
Apex	32,791	(8,268)	103,759	39,189
21st Century Oncology	(26,258)	(12,454)	80,760	(116,907)
Monterey Bay Endoscopy Center	43,285	55,038	273,155	701,556
	<u>\$ (4,215,905)</u>	<u>\$ (4,945,194)</u>	<u>\$ (19,312,500)</u>	<u>\$ (26,409,090)</u>

**SALINAS VALLEY MEMORIAL HOSPITAL  
BALANCE SHEETS  
January 31, 2022**

	<u>Current year</u>	<u>Prior year</u>
<b>A S S E T S</b>		
Current assets:		
Cash and cash equivalents	\$ 348,713,308	\$ 297,985,446
Patient accounts receivable, net of estimated uncollectibles of \$25,784,471	87,508,281	93,746,118
Supplies inventory at cost	7,902,480	8,605,987
Other current assets	<u>10,149,278</u>	<u>10,643,838</u>
Total current assets	<u>454,273,348</u>	<u>410,981,388</u>
Assets whose use is limited or restricted by board	<u>148,067,141</u>	<u>138,617,245</u>
Capital assets:		
Land and construction in process	35,455,695	47,426,417
Other capital assets, net of depreciation	<u>203,906,045</u>	<u>211,012,996</u>
Total capital assets	<u>239,361,740</u>	<u>258,439,413</u>
Other assets:		
Investment in Securities	137,249,683	148,230,694
Investment in SVMC	11,414,249	11,337,726
Investment in Aspire/CHI/Coastal	1,791,520	4,503,941
Investment in other affiliates	21,385,568	21,826,766
Net pension asset	<u>4,984,001</u>	<u>1,508,515</u>
Total other assets	<u>176,825,021</u>	<u>187,407,642</u>
Deferred pension outflows	<u>50,119,236</u>	<u>83,379,890</u>
	<u>\$ 1,068,646,486</u>	<u>\$ 1,078,825,578</u>
<b>LIABILITIES AND NET ASSETS</b>		
Current liabilities:		
Accounts payable and accrued expenses	\$ 54,100,747	\$ 59,187,516
Due to third party payers	55,553,238	74,900,827
Current portion of self-insurance liability	<u>18,024,773</u>	<u>18,146,305</u>
Total current liabilities	127,678,758	152,234,648
Long term portion of workers comp liability	<u>14,556,513</u>	<u>14,780,831</u>
Total liabilities	<u>142,235,271</u>	<u>167,015,479</u>
Pension liability	<u>83,585,120</u>	<u>126,340,336</u>
Net assets:		
Invested in capital assets, net of related debt	239,361,740	258,439,413
Unrestricted	<u>603,464,355</u>	<u>527,030,350</u>
Total net assets	<u>842,826,095</u>	<u>785,469,763</u>
	<u>\$ 1,068,646,486</u>	<u>\$ 1,078,825,578</u>

**SALINAS VALLEY MEMORIAL HOSPITAL**  
**STATEMENTS OF REVENUE AND EXPENSES - BUDGET VS. ACTUAL**  
**January 31, 2022**

	Month of January,				Seven months ended January 31,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 206,337,090	\$ 199,588,021	6,749,069	3.38%	\$ 1,424,931,309	\$ 1,366,642,535	58,288,774	4.27%
Deductions from revenue	155,418,568	153,627,876	1,790,692	1.17%	1,086,212,248	1,049,753,582	36,458,666	3.47%
Net patient revenue	50,918,522	45,960,144	4,958,378	10.79%	338,719,061	316,888,953	21,830,108	6.89%
Other operating revenue	1,062,886	783,804	279,082	35.61%	6,818,231	5,477,135	1,341,096	24.49%
<b>Total operating revenue</b>	<b>51,981,408</b>	<b>46,743,948</b>	<b>5,237,460</b>	<b>11.20%</b>	<b>345,537,292</b>	<b>322,366,088</b>	<b>23,171,204</b>	<b>7.19%</b>
Operating expenses:								
Salaries and wages	16,065,048	15,734,432	330,616	2.10%	107,782,829	108,167,943	(385,114)	-0.36%
Compensated absences	3,055,239	2,737,145	318,094	11.62%	19,220,782	19,884,801	(664,019)	-3.34%
Employee benefits	6,602,879	7,412,756	(809,877)	-10.93%	47,170,921	49,559,065	(2,388,144)	-4.82%
Supplies, food, and linen	6,120,865	5,938,499	182,366	3.07%	43,453,006	41,189,060	2,263,946	5.50%
Purchased department functions	3,327,140	3,088,552	238,588	7.72%	23,599,458	21,406,187	2,193,271	10.25%
Medical fees	1,789,858	1,830,070	(40,212)	-2.20%	13,432,913	12,791,618	641,295	5.01%
Other fees	3,503,167	928,184	2,574,983	277.42%	13,909,067	6,535,693	7,373,374	112.82%
Depreciation	1,854,248	1,790,446	63,802	3.56%	12,821,395	12,503,663	317,732	2.54%
All other expense	1,282,786	1,445,868	(163,082)	-11.28%	9,632,648	10,075,722	(443,074)	-4.40%
<b>Total operating expenses</b>	<b>43,601,230</b>	<b>40,905,952</b>	<b>2,695,278</b>	<b>6.59%</b>	<b>291,023,019</b>	<b>282,113,750</b>	<b>8,909,269</b>	<b>3.16%</b>
<b>Income from operations</b>	<b>8,380,178</b>	<b>5,837,996</b>	<b>2,542,182</b>	<b>43.55%</b>	<b>54,514,273</b>	<b>40,252,337</b>	<b>14,261,936</b>	<b>35.43%</b>
Non-operating income:								
Donations	166,667	166,667	0	0.00%	1,188,667	1,166,667	22,000	1.89%
Property taxes	333,333	333,333	(0)	0.00%	2,333,333	2,333,333	(0)	0.00%
Investment income	(2,765,384)	(63,302)	(2,702,082)	4268.59%	(6,252,239)	(443,111)	(5,809,129)	1310.99%
Income from subsidiaries	(4,215,905)	(4,369,030)	153,125	-3.50%	(19,312,500)	(28,919,361)	9,606,861	-33.22%
<b>Total non-operating income</b>	<b>(6,481,289)</b>	<b>(3,932,332)</b>	<b>(2,548,957)</b>	<b>64.82%</b>	<b>(22,042,739)</b>	<b>(25,862,472)</b>	<b>3,819,733</b>	<b>-14.77%</b>
<b>Operating and non-operating income</b>	<b>\$ 1,898,889</b>	<b>\$ 1,905,664</b>	<b>(6,775)</b>	<b>-0.36%</b>	<b>\$ 32,471,534</b>	<b>\$ 14,389,865</b>	<b>18,081,669</b>	<b>125.66%</b>

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

	<u>Month of Jan</u>		<u>Seven months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>NEWBORN STATISTICS</u>					
Medi-Cal Admissions	37	43	314	297	(17)
Other Admissions	81	99	674	683	9
Total Admissions	118	142	988	980	(8)
Medi-Cal Patient Days	56	69	468	461	(7)
Other Patient Days	150	171	1,089	1,126	37
Total Patient Days of Care	206	240	1,557	1,587	30
Average Daily Census	6.6	7.7	7.2	7.4	0.1
Medi-Cal Average Days	1.5	1.6	1.6	1.6	0.0
Other Average Days	1.0	1.7	1.6	1.7	0.1
Total Average Days Stay	1.8	1.7	1.6	1.6	0.1
<u>ADULTS &amp; PEDIATRICS</u>					
Medicare Admissions	351	387	2,262	2,353	91
Medi-Cal Admissions	288	248	1,671	1,699	28
Other Admissions	358	292	1,976	2,127	151
Total Admissions	997	927	5,909	6,179	270
Medicare Patient Days	1,819	1,757	10,595	10,204	(391)
Medi-Cal Patient Days	1,166	1,158	7,865	7,325	(540)
Other Patient Days	1,220	1,083	6,930	7,538	608
Total Patient Days of Care	4,205	3,998	25,390	25,067	(323)
Average Daily Census	135.6	129.0	118.1	116.6	(1.5)
Medicare Average Length of Stay	5.0	4.7	4.7	4.3	(0.4)
Medi-Cal Average Length of Stay	3.6	3.8	3.9	3.5	(0.4)
Other Average Length of Stay	3.8	2.6	2.6	2.7	0.1
Total Average Length of Stay	4.2	3.7	3.7	3.5	(0.2)
Deaths	97	34	284	199	(85)
Total Patient Days	4,411	4,238	26,947	26,654	(293)
Medi-Cal Administrative Days	8	72	164	177	13
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	8	72	164	177	13
Percent Non-Acute	0.18%	1.70%	0.61%	0.66%	0.06%

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

	<u>Month of Jan</u>		<u>Seven months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>PATIENT DAYS BY LOCATION</u>					
Level I	292	269	1,786	1,869	83
Heart Center	360	346	2,406	1,808	(598)
Monitored Beds	888	775	6,302	5,439	(863)
Single Room Maternity/Obstetrics	315	357	2,457	2,555	98
Med/Surg - Cardiovascular	905	875	5,252	4,910	(342)
Med/Surg - Oncology	304	267	1,335	1,973	638
Med/Surg - Rehab	574	517	3,065	3,035	(30)
Pediatrics	172	77	609	627	18
Nursery	206	240	1,557	1,587	30
Neonatal Intensive Care	72	162	889	768	(121)
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	72.46%	66.75%	63.90%	66.87%	
Heart Center	77.42%	74.41%	74.60%	56.06%	
Monitored Beds	106.09%	92.59%	108.56%	93.70%	
Single Room Maternity/Obstetrics	27.46%	31.12%	30.89%	32.12%	
Med/Surg - Cardiovascular	64.87%	62.72%	54.28%	50.75%	
Med/Surg - Oncology	75.43%	66.25%	47.76%	70.59%	
Med/Surg - Rehab	71.22%	64.14%	54.83%	54.29%	
Med/Surg - Observation Care Unit	0.00%	66.98%	0.00%	56.99%	
Pediatrics	30.82%	13.80%	15.74%	16.20%	
Nursery	40.27%	46.92%	21.95%	22.37%	
Neonatal Intensive Care	21.11%	47.51%	37.59%	32.47%	

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

	<u>Month of Jan</u>		<u>Seven months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<b><u>DELIVERY ROOM</u></b>					
Total deliveries	114	149	975	962	(13)
C-Section deliveries	36	42	292	318	26
Percent of C-section deliveries	31.58%	28.19%	29.95%	33.06%	3.11%
<b><u>OPERATING ROOM</u></b>					
In-Patient Operating Minutes	15,342	14,376	143,526	129,064	(14,462)
Out-Patient Operating Minutes	10,849	16,053	154,560	171,600	17,040
Total	26,191	30,429	298,086	300,664	2,578
Open Heart Surgeries	11	9	83	81	(2)
In-Patient Cases	115	117	992	929	(63)
Out-Patient Cases	117	160	1,702	1,706	4
<b><u>EMERGENCY ROOM</u></b>					
Immediate Life Saving	43	34	234	256	22
High Risk	570	501	3,650	3,231	(419)
More Than One Resource	2,170	2,465	14,872	17,983	3,111
One Resource	950	2,060	9,394	12,106	2,712
No Resources	31	66	278	632	354
Total	<u>3,764</u>	<u>5,126</u>	<u>28,428</u>	<u>34,208</u>	<u>5,780</u>



**SALINAS VALLEY MEMORIAL HOSPITAL  
PATIENT STATISTICAL REPORT**

For the month of Jan and seven months to date

	Month of Jan		Seven months to date		Variance
	2021	2022	2020-21	2021-22	
<b>CENTRAL SUPPLY</b>					
In-patient requisitions	16,315	15,295	102,118	105,727	3,609
Out-patient requisitions	6,250	6,730	67,967	63,426	-4,541
Emergency room requisitions	1,375	698	11,273	8,349	-2,924
Interdepartmental requisitions	7,849	7,115	49,644	44,398	-5,246
Total requisitions	<u>31,789</u>	<u>29,838</u>	<u>231,002</u>	<u>221,900</u>	<u>-9,102</u>
<b>LABORATORY</b>					
In-patient procedures	42,107	38,721	253,735	241,589	-12,146
Out-patient procedures	9,286	11,597	76,062	80,263	4,201
Emergency room procedures	9,433	11,145	60,934	76,430	15,496
Total patient procedures	<u>60,826</u>	<u>61,463</u>	<u>390,731</u>	<u>398,282</u>	<u>7,551</u>
<b>BLOOD BANK</b>					
Units processed	<u>318</u>	<u>297</u>	<u>1,996</u>	<u>1,965</u>	<u>-31</u>
<b>ELECTROCARDIOLOGY</b>					
In-patient procedures	1,041	1,068	6,566	6,885	319
Out-patient procedures	349	302	2,706	2,668	-38
Emergency room procedures	1,045	1,148	6,142	7,127	985
Total procedures	<u>2,435</u>	<u>2,518</u>	<u>15,414</u>	<u>16,680</u>	<u>1,266</u>
<b>CATH LAB</b>					
In-patient procedures	64	77	512	607	95
Out-patient procedures	51	71	571	625	54
Emergency room procedures	0	0	1	0	-1
Total procedures	<u>115</u>	<u>148</u>	<u>1,084</u>	<u>1,232</u>	<u>148</u>
<b>ECHO-CARDIOLOGY</b>					
In-patient studies	298	371	2,033	2,406	373
Out-patient studies	138	156	1,262	1,520	258
Emergency room studies	2	1	16	5	-11
Total studies	<u>438</u>	<u>528</u>	<u>3,311</u>	<u>3,931</u>	<u>620</u>
<b>NEURODIAGNOSTIC</b>					
In-patient procedures	140	165	1,109	1,090	-19
Out-patient procedures	24	27	169	164	-5
Emergency room procedures	0	0	0	0	0
Total procedures	<u>164</u>	<u>192</u>	<u>1,278</u>	<u>1,254</u>	<u>-24</u>

**SALINAS VALLEY MEMORIAL HOSPITAL**  
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	<u>Month of Jan</u>		<u>Seven months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<b>SLEEP CENTER</b>					
In-patient procedures	0	0	1	0	-1
Out-patient procedures	183	167	1,315	1,153	-162
Emergency room procedures	0	0	0	0	0
Total procedures	<u>183</u>	<u>167</u>	<u>1,316</u>	<u>1,153</u>	<u>-163</u>
<b>RADIOLOGY</b>					
In-patient procedures	1,654	1,429	9,708	8,710	-998
Out-patient procedures	416	356	4,323	2,915	-1,408
Emergency room procedures	1,217	1,382	7,939	8,809	870
Total patient procedures	<u>3,287</u>	<u>3,167</u>	<u>21,970</u>	<u>20,434</u>	<u>-1,536</u>
<b>MAGNETIC RESONANCE IMAGING</b>					
In-patient procedures	105	141	860	890	30
Out-patient procedures	127	77	953	768	-185
Emergency room procedures	14	6	80	49	-31
Total procedures	<u>246</u>	<u>224</u>	<u>1,893</u>	<u>1,707</u>	<u>-186</u>
<b>MAMMOGRAPHY CENTER</b>					
In-patient procedures	2,718	3,550	20,910	24,711	3,801
Out-patient procedures	2,696	3,518	20,790	24,527	3,737
Emergency room procedures	3	0	3	8	5
Total procedures	<u>5,417</u>	<u>7,068</u>	<u>41,703</u>	<u>49,246</u>	<u>7,543</u>
<b>NUCLEAR MEDICINE</b>					
In-patient procedures	12	14	86	94	8
Out-patient procedures	61	78	506	541	35
Emergency room procedures	1	0	4	4	0
Total procedures	<u>74</u>	<u>92</u>	<u>596</u>	<u>639</u>	<u>43</u>
<b>PHARMACY</b>					
In-patient prescriptions	111,491	94,299	636,356	605,331	-31,025
Out-patient prescriptions	10,439	11,319	99,978	104,283	4,305
Emergency room prescriptions	5,342	7,197	36,983	48,996	12,013
Total prescriptions	<u>127,272</u>	<u>112,815</u>	<u>773,317</u>	<u>758,610</u>	<u>-14,707</u>
<b>RESPIRATORY THERAPY</b>					
In-patient treatments	29,606	21,738	156,457	131,478	-24,979
Out-patient treatments	143	981	3,391	7,896	4,505
Emergency room treatments	373	194	1,179	1,583	404
Total patient treatments	<u>30,122</u>	<u>22,913</u>	<u>161,027</u>	<u>140,957</u>	<u>-20,070</u>
<b>PHYSICAL THERAPY</b>					
In-patient treatments	2,256	2,396	16,109	16,284	175
Out-patient treatments	99	170	1,751	2,108	357
Emergency room treatments	0	0	0	0	0
Total treatments	<u>2,355</u>	<u>2,566</u>	<u>17,860</u>	<u>18,392</u>	<u>532</u>

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	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<b>OCCUPATIONAL THERAPY</b>					
In-patient procedures	1,445	1,660	9,403	10,682	1,279
Out-patient procedures	74	99	797	1,086	289
Emergency room procedures	0	0	0	0	0
Total procedures	<u>1,519</u>	<u>1,759</u>	<u>10,200</u>	<u>11,768</u>	<u>1,568</u>
<b>SPEECH THERAPY</b>					
In-patient treatments	348	525	2,682	3,077	395
Out-patient treatments	23	28	171	200	29
Emergency room treatments	0	0	0	0	0
Total treatments	<u>371</u>	<u>553</u>	<u>2,853</u>	<u>3,277</u>	<u>424</u>
<b>CARDIAC REHABILITATION</b>					
In-patient treatments	0	0	0	0	0
Out-patient treatments	498	401	2,637	4,268	1,631
Emergency room treatments	0	0	1	0	-1
Total treatments	<u>498</u>	<u>401</u>	<u>2,638</u>	<u>4,268</u>	<u>1,630</u>
<b>CRITICAL DECISION UNIT</b>					
Observation hours	<u>378</u>	<u>344</u>	<u>1,866</u>	<u>2,252</u>	<u>386</u>
<b>ENDOSCOPY</b>					
In-patient procedures	85	78	626	636	10
Out-patient procedures	12	29	159	223	64
Emergency room procedures	0	0	0	0	0
Total procedures	<u>97</u>	<u>107</u>	<u>785</u>	<u>859</u>	<u>74</u>
<b>C.T. SCAN</b>					
In-patient procedures	537	596	3,803	4,027	224
Out-patient procedures	445	281	3,598	2,517	-1,081
Emergency room procedures	433	552	3,208	4,164	956
Total procedures	<u>1,415</u>	<u>1,429</u>	<u>10,609</u>	<u>10,708</u>	<u>99</u>
<b>DIETARY</b>					
Routine patient diets	17,554	21,351	113,154	130,102	16,948
Meals to personnel	19,345	21,421	144,216	152,161	7,945
Total diets and meals	<u>36,899</u>	<u>42,772</u>	<u>257,370</u>	<u>282,263</u>	<u>24,893</u>
<b>LAUNDRY AND LINEN</b>					
Total pounds laundered	<u>99,573</u>	<u>100,531</u>	<u>710,088</u>	<u>689,921</u>	<u>-20,167</u>

# *PUBLIC INPUT*

*CLOSED SESSION*

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

*RECONVENE OPEN SESSION/  
REPORT ON CLOSED SESSION*

*ADJOURNMENT – THE MARCH 2022  
QUALITY AND EFFICIENT  
PRACTICES COMMITTEE MEETING IS  
SCHEDULED FOR MONDAY,  
MARCH 21, 2022, AT 8:30 A.M.*