

July 21, 2022

TO: Legal Counsel

News Media

Salinas Californian

El Sol

Monterey County Herald

Monterey County Weekly

KION-TV

KSBW-TV/ABC Central Coast

KSMS/Entravision-TV

The next regular meeting of the **QUALITY AND EFFICIENT PRACTICES COMMITTEE - COMMITTEE OF THE WHOLE** of the Salinas Valley Memorial Healthcare System will be held **MONDAY, JULY 25, 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 VIA TELECONFERENCE (Visit svmh.com/virtualboardmeeting for Access Information).**

Pursuant to SVMHS Board Resolution No. 2022-10, 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 – JULY 2022
COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**MONDAY, JULY 25, 2022
8:30 A.M. – DOWNING RESOURCE CENTER, ROOMS A, B & C
SALINAS VALLEY MEMORIAL HOSPITAL
450 E. ROMIE LANE, SALINAS, CALIFORNIA
OR BY PHONE OR VIDEO
(Visit svmh.com/virtualboardmeeting for Access Information)**

Pursuant to SVMHS Board Resolution No. 2022-10, 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 June 20, 2022 (DELGADO)
 - Motion/Second
 - Action by Committee/Roll Call Vote
2. Patient Care Services Update (PAULO)
3. Rehab Services Update (MILLER/CLARK)
4. Financial and Statistical Review (LOPEZ)
5. Public Input

This opportunity is provided for members of the public to make a brief statement, not to exceed three (3) minutes, on issues or concerns within the jurisdiction of this District Board which are not otherwise covered under an item on this agenda.
6. Closed Session
7. Reconvene Open Session/Report on Closed Session
8. Adjournment - The August 2022 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, August 22, 2022 at 8:30 a.m.**

This Committee meeting may be attended by Board Members who do not sit on this Committee. In the event that a quorum of the entire Board is present, this Committee shall act as a Committee of the Whole. In either case, any item acted upon by the Committee or the Committee of the Whole will require consideration and action by the full Board of Directors as a prerequisite to its legal enactment.

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

Requests for a disability related modification or accommodation, including auxiliary aids or services, in order to attend or participate in a meeting should be made to the 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

HEARINGS/REPORTS

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

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

1. Report of the Medical Staff Quality and Safety Committee

ADJOURN TO OPEN SESSION

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

**MONDAY, JUNE 20, 2022
8:30 A.M. – HEART CENTER TELECONFERENCE ROOM
SALINAS VALLEY MEMORIAL HOSPITAL
450 E. ROMIE LANE, SALINAS, CALIFORNIA
OR VIA TELECONFERENCE**

SVMHS Board Resolution No. 2022-08, 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.

A quorum was present and the meeting was called to order at 8:34 a.m. by Juan Cabrera, Committee Chair.

Committee Members Present: In Person: Clement Miller, Lisa Paulo, Allen Radner, MD. Via teleconference: Juan Cabrera, Chair, Michele Averil, Pete Delgado, Rakesh Singh, MD

Committee Members Absent: Joel Hernandez Laguna

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

Allen Radner, MD joined the meeting at 8:36 a.m.

Clement Miller joined the meeting at 8:44 a.m.

**APPROVAL OF MINUTES FROM THE QUALITY AND EFFICIENT PRACTICES
COMMITTEE MEETING OF MAY 23, 2022**

Approve the minutes of May 23, 2022.

No public input received.

MOTION:

Upon motion by Committee member Delgado, and second by Committee member Averill, the Quality and Efficient Practices Committee meeting minutes of May 23, 2023 were approved.

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

PATIENT CARE SERVICES UPDATE

Service:

- **Patient Experience:** Lisa Paulo presented the HCAHPS Year-Over-Year (YOY) Ranking from FY15-FY22 to date:
 - Inpatient Rating: 86 (rank)/79.4 (Top Box score)
 - Ambulatory Rating: 46 (rank)/86.9 (Top Box score)
 - Emergency Department Rating: 44/66.08

The Patient Experience FY22 Balanced Scorecard was presented:

- Ambulatory: 91.8 (actual)/91.6 (target)

- Inpatient: 74.3/75.1
- Emergency Department: 61.3/68.3

Quality:

- **Procedural Unit Clinical Practice Council:** Mercedes Labindalaua, BSN, CCRN, CPC Chair, reported on Patient Care Initiatives:
 - **What We've Done:** Data collection and analysis for Cath Lab/Cath Lab Holding, Diagnostic Imaging, Cardiology, and Cardiac Wellness.
 - **Where we are:** Ongoing audits including patient experience data (Press Ganey), Data Display updates.
 - **What is coming:** Cath Lab Holding Area expansion, SVMH's vascular access improvement process to be presented at the Association for Vascular Access (AVA) Scientific Meeting in September 2022 by Megan Lopez, MSN, CNL, VA-BC, Cardiac Wellness-PAD (Peripheral Arterial Disease) is new program covered by Medicare, AACVPR recertification.
 - **Accolades:**
 - American College of Cardiology, NCDR 2022 Platinum Performance Achievement Award for Chest Pain-MI Registry
 - Cath Lab Team awarded the Team STAR award during Hospital & Nurses Week

FINANCIAL AND STATISTICAL REVIEW

Augustine Lopez, CFO, provided a financial and statistical performance review for the month ending May 2022. This information was included in the Committee packet

Key highlights of the financial summary for May 2022 were: (1) Income from operations was negative \$1.4M with an operating margin of negative 2.7%, (2) Net income was negative \$2.6M with a net income margin of -4.9%; (3) Inpatient gross revenues were above budget; (4) Emergency Department gross revenues were above budget; (5) Outpatient gross revenues were above budget; (6) Payor mix was unfavorable to the budget; (7) Total normalized net patient revenues were favorable to the budget; (8) Outpatient surgeries were below budget and inpatient surgeries were above budget; (9) Average daily census and total admissions were above budget; (8) Total acute average length of stay (ALOS) Medicare traditional ALOS CMI adjusted was unfavorable; (9) Operating revenues met expenses; (10) Days cash on hand was 341; days of net accounts receivable is 55.

PUBLIC INPUT

No public input received.

CLOSED SESSION

Chair Cabrera, announced that the item to be discussed in Closed Session is *Hearings/Reports – Report of the Medical Staff Quality and Safety Committee*. The meeting was recessed into Closed Session under the Closed Session protocol at 8:58 a.m.

RECONVENE OPEN SESSION/REPORT ON CLOSED SESSION

The Committee reconvened Open Session at 9:11 a.m., Chair 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 Closed Session.

ADJOURNMENT

There being no other business, the meeting was adjourned at 9:13 a.m. The July 2022 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, July 25, 2022 at 8:30 a.m.**

Juan Cabrera, Chair
Quality and Efficient Practices Committee
/kmh

Board Paper: Quality & Efficient Practices Committee

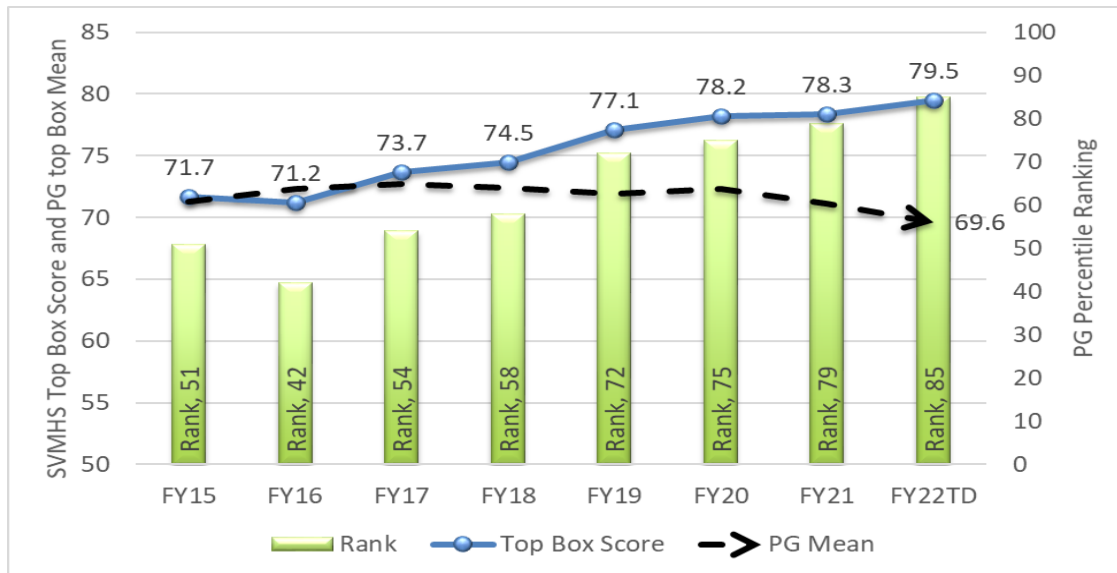
Agenda: Patient Care Services Update
 Executive: Lisa Paulo, MSN/MPA, RN
 Sponsor: Chief Nursing Officer
 Date: July 25, 2022

Pillar/Goal Alignment:

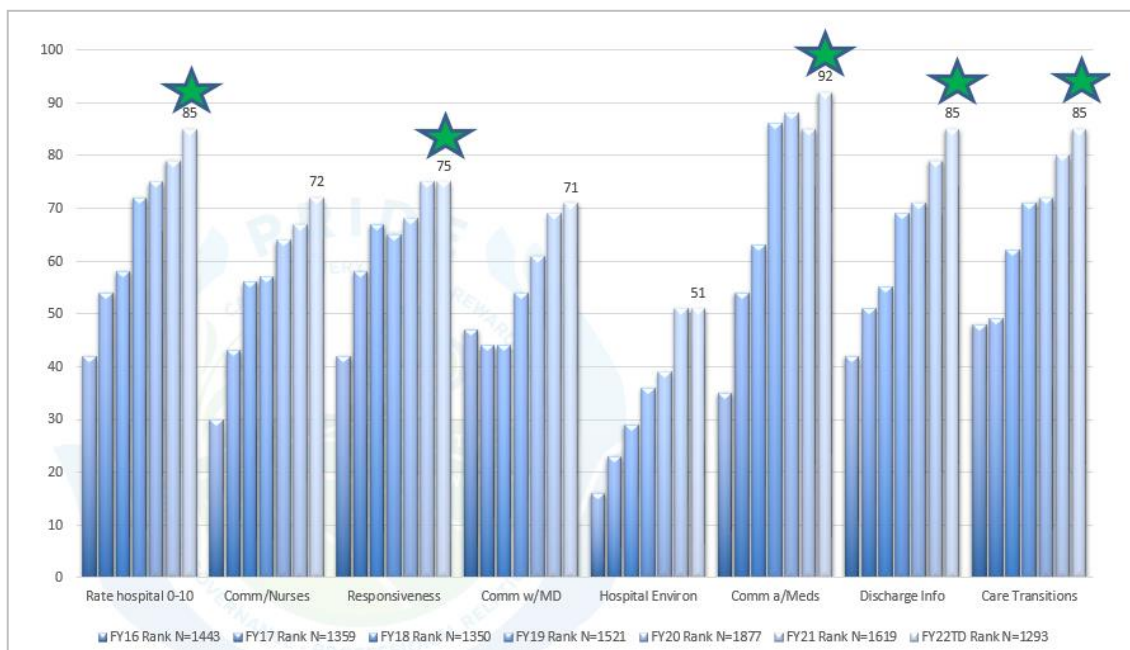
Service
 People
 Quality
 Finance
 Growth
 Community

PATIENT EXPERIENCE:

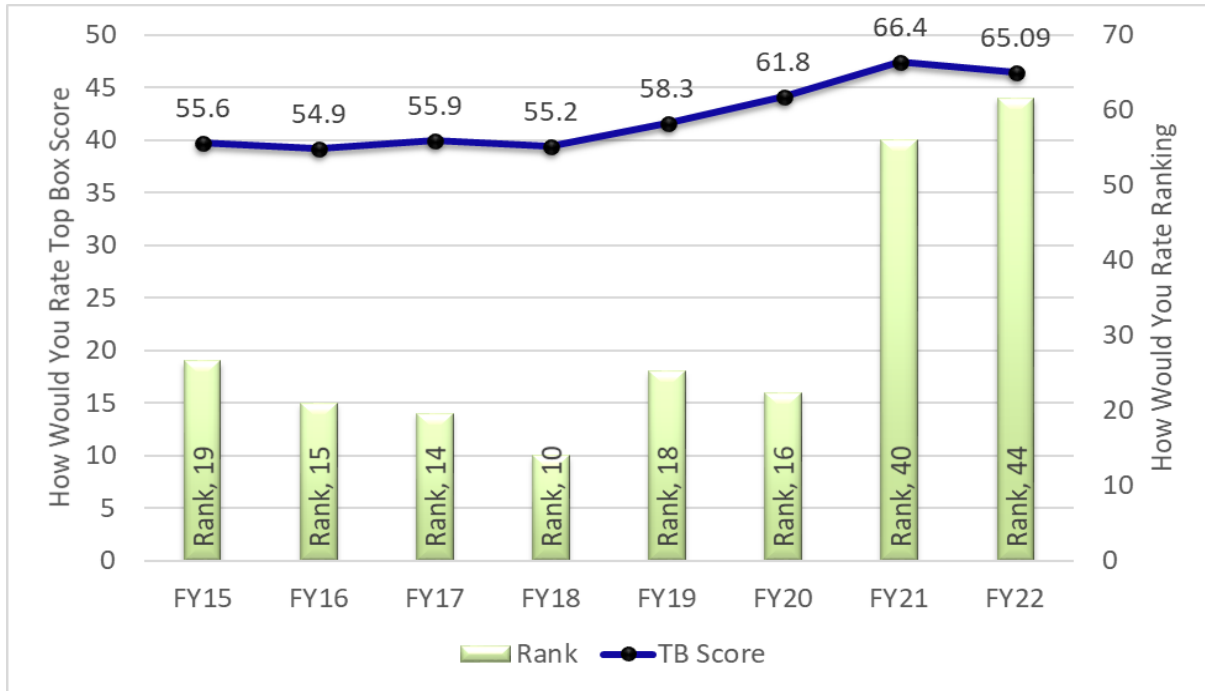
Inpatient Rating:



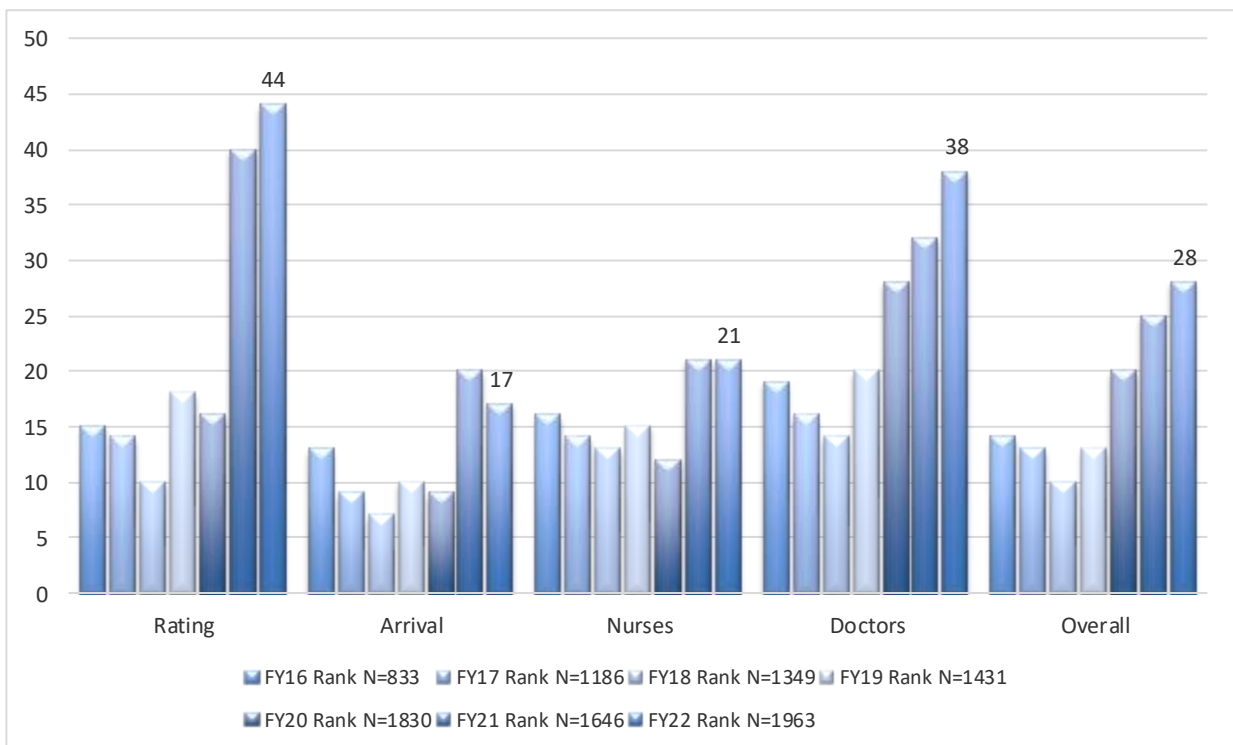
Inpatient Ranking by Domains:



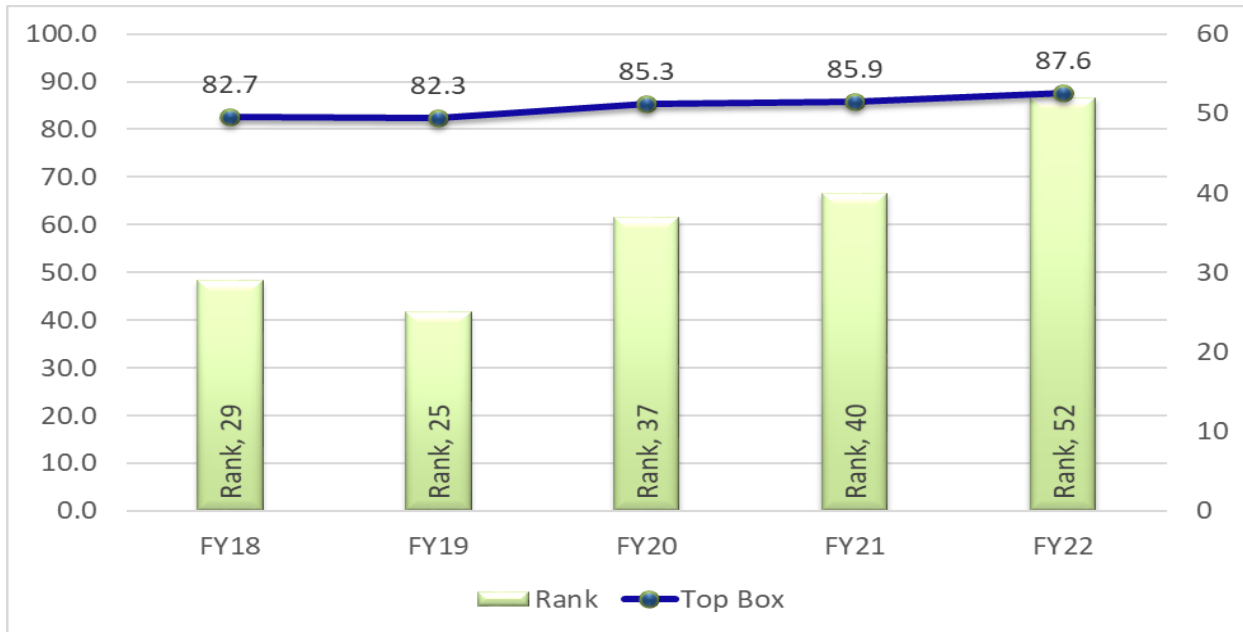
▪ **Emergency Department (ED) Rating:**



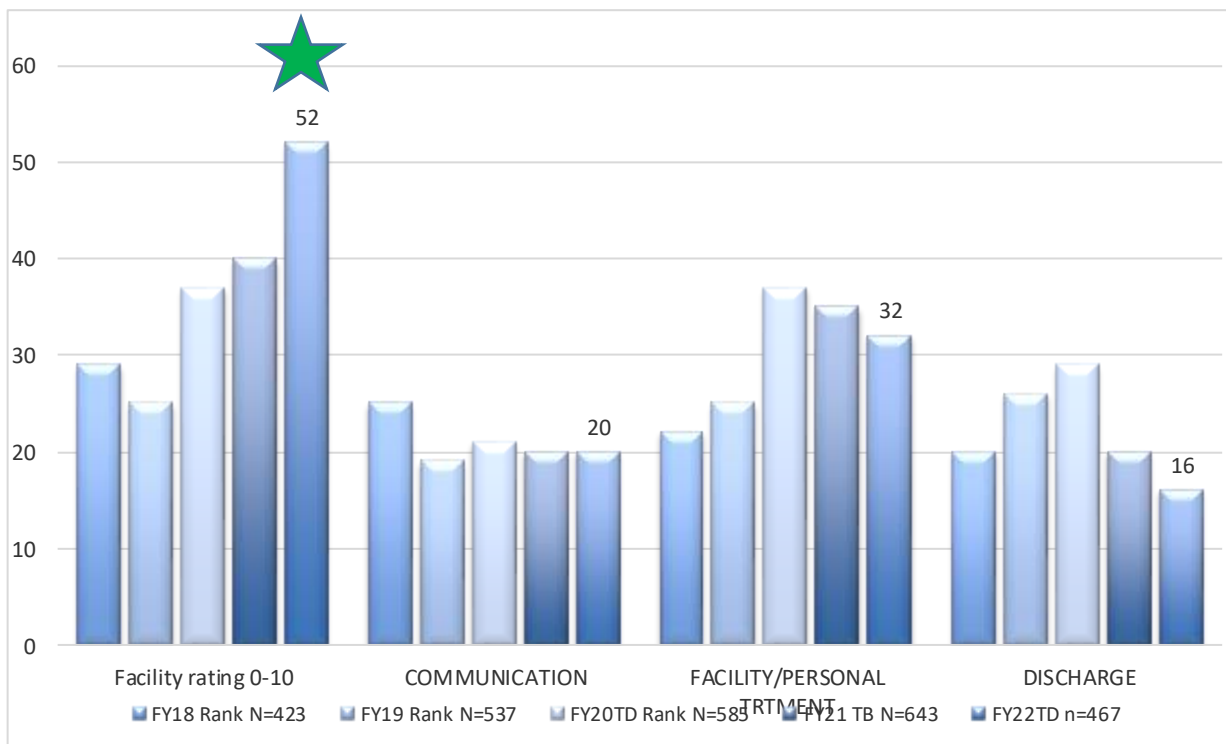
▪ **ED Ranking by Domains:**



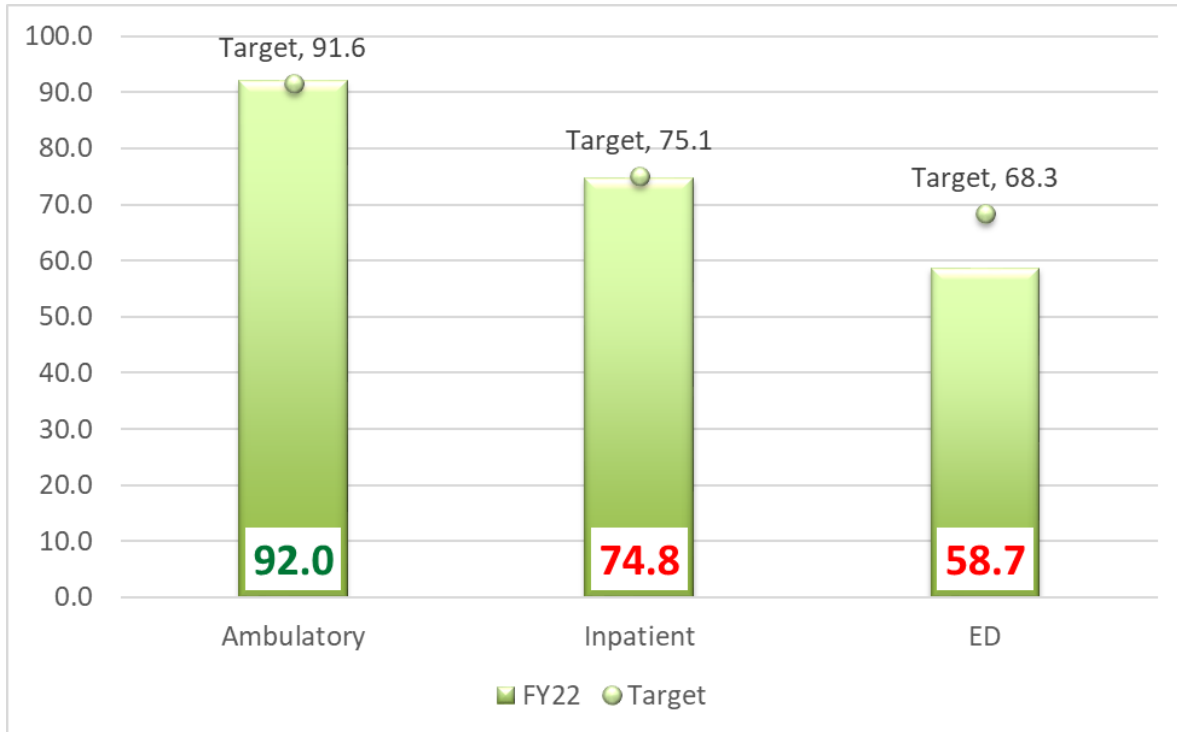
Ambulatory Rating:



Ambulatory Ranking by Domains:



Patient Experience Balanced Scorecard:



QUALITY:

Perinatal Unit Practice Council

Members:
Adrienne Leyva (Chair), BSN, RNC-OB, IBCLC, LCBE (Labor & Delivery)
Marisol Soria (Co-Chair), RNC-OB, RN / Labor & Delivery
Christine Durden, BSN, RNC-MNN, CLC (Mother/Baby)
Shannon Hernandez, BSN, RNC-MNN, IBCLC (Mother/Baby)
Maura Baker, BSN, RNC-LRN, RN (NICU)
Julie Akin, BSN, RN (NICU)

Advisor:
Julie Vasher, DNP, RNC-OB, CNS, C-EFM, C-ONQS
Director and Clinical Nurse Specialist, Perinatal Services



What We've Done:

➤ **Perinatal Diaper Drive in recognition of Maternal Mental Health Week**

- The Blue Dot was worn as a symbol of solidarity and support, and to combat stigma and shame associated with MMH disorders
- Organized a diaper drive and distributed the diapers to community members through our Mobile Health Clinic in the Salinas community
- Employee donations along with gifts from the SVMH Foundation, and Children's Miracle Network partner, Costco, went far in helping local families


5200 diapers were handed out in total!!!




Depression and Anxiety Impact 1 in 5 Pregnant and Postpartum Women #MomsMatter





Salinas Valley Memorial Healthcare System



What We've Done:


➤ **Pre Eclampsia Screening in the ER**

- Focus on wellbeing of our patient population even when outside our unit
- Health Stream presentation completed by ED staff
- Additional screening added to Quick Look-RN Triage when patient first arrives
- Patients that are pregnant or have delivered in the last 6 weeks are identified and evaluated for symptoms of Pre Eclampsia
- Triggers consult with OB Physician for evaluation and prompt appropriate treatment





Come to the front of the line if you have:

- › Persistent headache
- › Visual change (floaters, spots)
- › History of preeclampsia
- › Shortness of breath
- › History of high blood pressure
- › Chest pain
- › Heavy bleeding
- › Weakness
- › Severe abdominal pain
- › Confusion
- › Seizures
- › Fevers or chills
- › Swelling in hands or face





Salinas Valley Memorial Healthcare System



What We've Done:

- **Quiet at Night Initiative**
 - Quiet at night champion → Support rest and healing on the unit by dimming the lights, closing the doors and informing co-workers when conversations are too loud
 - Reporting observations of noisy equipment and placing work orders when needed
 - HCAHPS scores in July 2021 were 63% vs May 2022 85%!

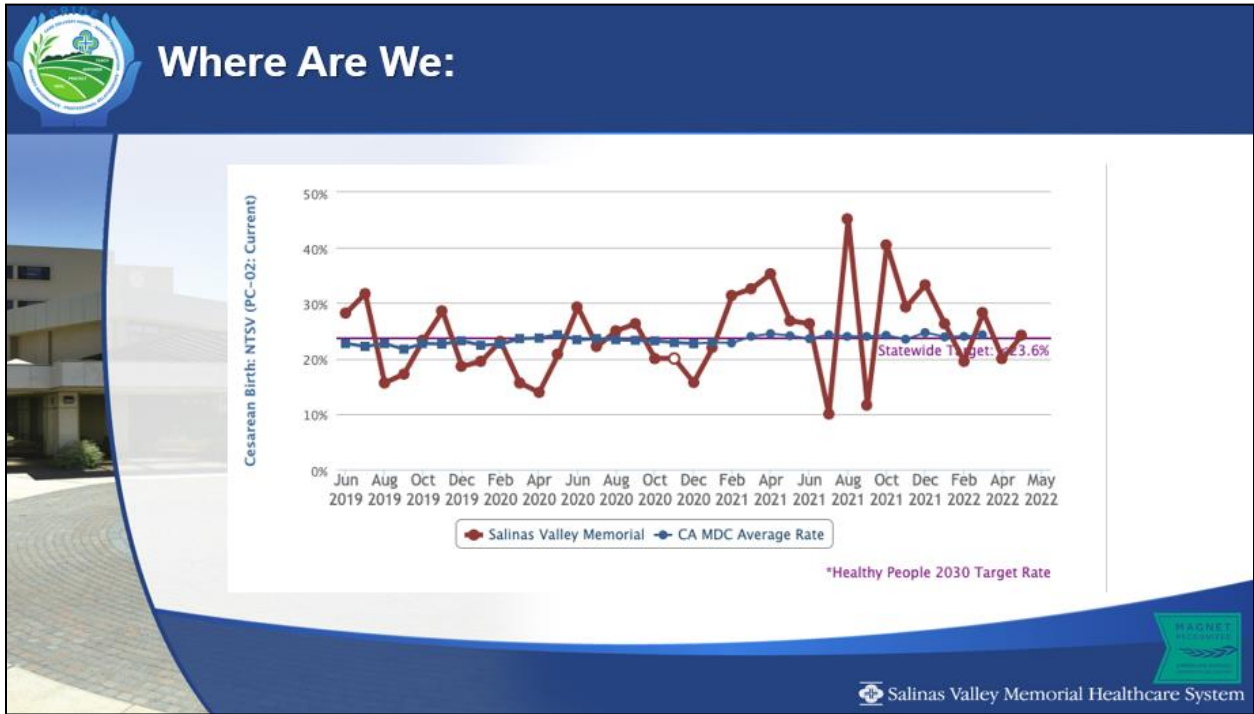




Where Are We:

- **NTSV: Focus on empowering Nursing to take action!**
 - Oxytocin Checklist**
 - Reviewed at Annual Competencies
 - Evidence Based Support
 - 30 Minute Evaluation Required
 - Tools for Nurses and Patients**
 - Labor Dystocia Checklist
 - Bundle Birth Guide, Peanut Balls, Wireless Monitoring
 - Encouraging Ambulation and Repositioning
 - Improved Staffing Flexibility to allow for more RN time at bedside and timely management of Pitocin
 - Visual Cues And Motivating Reinforcements**
 - Breakdown of previous year NTSV Rates
 - NTSV Team Competition
 - NTSV indicators on Chalkboard



Salinas Valley Memorial Healthcare System



- ### What Is Coming:
- SWELLS in July 2022
 - Spinning Babies Class September 2022
 - Improve patient experience with congratulatory gift baskets for every patient
 - Maternal Substance Screening
- Salinas Valley Memorial Healthcare System

*REHAB SERVICES
PRESENTATION*

(VERBAL)

(MILLER/CLARK)

Financial Performance Review

June 2022

Augustine Lopez
Chief Financial Officer



Consolidated Financial Summary

For the Month of June 2022

Profit/Loss Statement

\$ in Millions	For the Month of June 2022				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 62.1	\$ 53.0	\$ 9.1	17.2%	
Operating Expense	\$ 58.9	\$ 51.9	\$ (7.0)	-13.5%	
Income from Operations*	\$ 3.2	\$ 1.1	\$ 2.1	190.9%	
<i>Operating Margin %</i>	5.2%	2.1%	3.1%	147.62%	
Non Operating Income**	\$ 1.4	\$ 1.1	\$ 0.3	27.3%	
Net Income	\$ 4.6	\$ 2.2	\$ 2.4	109.1%	
<i>Net Income Margin %</i>	7.4%	4.1%	3.3%	80.5%	

*** Income from operations includes the following normalizing items:**

\$1.6M AB915 OP Medi-Cal Supplement payment

<\$1.1M> Reserve for FY 2021 & 2022 Medi-Cal Cost Reports

\$0.2M Medicare Settlements for audited cost reports 2016-2018

\$0.7M Total for month of June

Consolidated Financial Summary

For the Month of June 2022 - Normalized

Profit/Loss Statement

\$ in Millions	For the Month of June 2022				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 61.4	\$ 53.0	\$ 8.4	15.8%	
Operating Expense	\$ 58.9	\$ 51.9	\$ (7.0)	-13.5%	
Income from Operations	\$ 2.5	\$ 1.1	\$ 1.4	127.3%	
<i>Operating Margin %</i>	4.1%	2.1%	2.0%	95.2%	
Non Operating Income	\$ 1.4	\$ 1.1	\$ 0.3	27.3%	
Net Income	\$ 3.9	\$ 2.2	\$ 1.7	77.3%	
<i>Net Income Margin %</i>	6.4%	4.1%	2.3%	56.1%	

* Operating Performance highlights:

- Very strong Outpatient and ER activity for the month, OP gross revenues were \$20M (23%) above budget
- IP Admissions were above budget by 2% and IP Gross Revenues were above budget by \$5M (5%)
- IP Surgeries were 39% above budget

With the higher than expected volumes, the gain from operations is due to:

- Strong Revenue performance
- Better than expected average collection % and collections from Commercial AR greater than 180 days
- Contract labor utilization was \$1.7M coupled with higher usage of OT, which was needed to provide coverage for nursing and ancillary support for OR, ER, inpatient and outpatient services

Consolidated Financial Summary

Year-to-Date June 2022

Profit/Loss Statement

\$ in Millions	FY 2022 YTD June			
	Actual	Budget	Variance fav (unfav)	
			\$VAR	%VAR
Operating Revenue	\$ 698.5	\$ 633.8	\$ 64.7	10.2%
Operating Expense	\$ 647.1	\$ 619.8	\$ (27.3)	-4.4%
Income from Operations*	\$ 51.4	\$ 14.0	\$ 37.4	267.1%
Operating Margin %	7.4%	2.2%	5.2%	236.4%
Non Operating Income**	\$ (3.8)	\$ 13.0	\$ (16.8)	-129.2%
Net Income	\$ 47.6	\$ 27.0	\$ 20.6	76.3%
Net Income Margin %	6.8%	4.3%	2.5%	58.1%

* **Income from operations includes:**

\$1.9M AB 113 Intergovernmental Transfer Payment (FY 2021)

\$0.5M AB113 Intergovernmental Transfer Payment (FY 2020)

\$3.9M Hospital Quality Assurance Fee (CY 2021)

<\$3.0M> Medi-Cal Cost Report Final Settlement reserve (FYs 2018-2022)

\$1.6M AB 915 OP Medi-Cal supplemental payment

\$4.9M Total Normalizing Items, Net

****Non-operating income includes:**

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

\$2.0 M Gain on sale of a Vantage Eye Surgery Center

Consolidated Financial Summary

Year-to-Date June 2022 - Normalized

Profit/Loss Statement

\$ in Millions	FY 2022 YTD June				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 693.6	\$ 633.8	\$ 59.8	9.4%	
Operating Expense	\$ 647.1	\$ 619.8	\$ (27.3)	-4.4%	
Income from Operations	\$ 46.5	\$ 14.0	\$ 32.5	232.1%	
<i>Operating Margin %</i>	6.7%	2.2%	4.5%	204.5%	
Non Operating Income	\$ (6.0)	\$ 13.0	\$ (19.0)	-146.2%	
Net Income	\$ 40.5	\$ 27.0	\$ 13.5	50.0%	
<i>Net Income Margin %</i>	5.9%	4.3%	1.6%	37.2%	

SVMH Financial Highlights June 2022

Gross Revenues were favorable

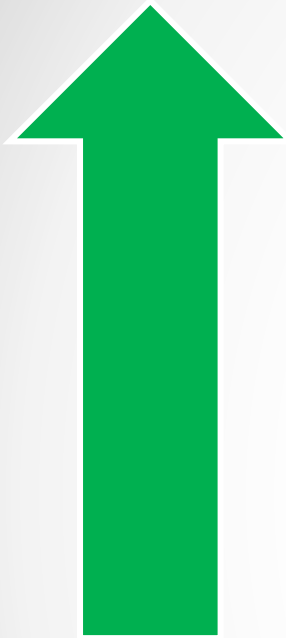
- **Gross Revenues** were 13% favorable to budget
- **IP gross revenues** were 5% favorable to budget
- **ED gross revenues** were 40% above budget
- **OP gross revenues** were 18% favorable to budget in the following areas:
 - Infusion Therapy
 - Surgery
 - Cardiology
 - Radiology
 - Lab
 - Other OP Services

- **Commercial:** 12% below budget
- **Medicaid:** 6% above budget
- **Medicare:** 7% above budget

Payor Mix – unfavorable to budget

Total Normalized Net Patient Revenues were \$52.8M, which was favorable to budget by \$7.9M or 17.6%

Financial Summary – June 2022



1) Higher than expected Inpatient business:

- Average daily census was at 117, 2% above budget of 115

2) Total admissions were 13% (105 admits) above budget

- ER admissions were 15% above budget (91 admits)

3) ER Outpatient visits were above budget by 63% at 4,615

4) Higher than expected Outpatient business:

- Predominantly due to higher than budgeted volumes in Infusion Therapy, Cardiology, Radiology, and Other Outpatient Services

5) Inpatient Surgeries cases were 39% (52 cases) above budget predominately in Cardiovascular Surgery, Orthopedic and ENT Surgery

6) Medicare Traditional ALOS CMI adjusted 10% favorable at 2.2 days with a Case Mix Index of 1.7



7) OP Observation cases were 10% (15 cases) higher than budget at 165

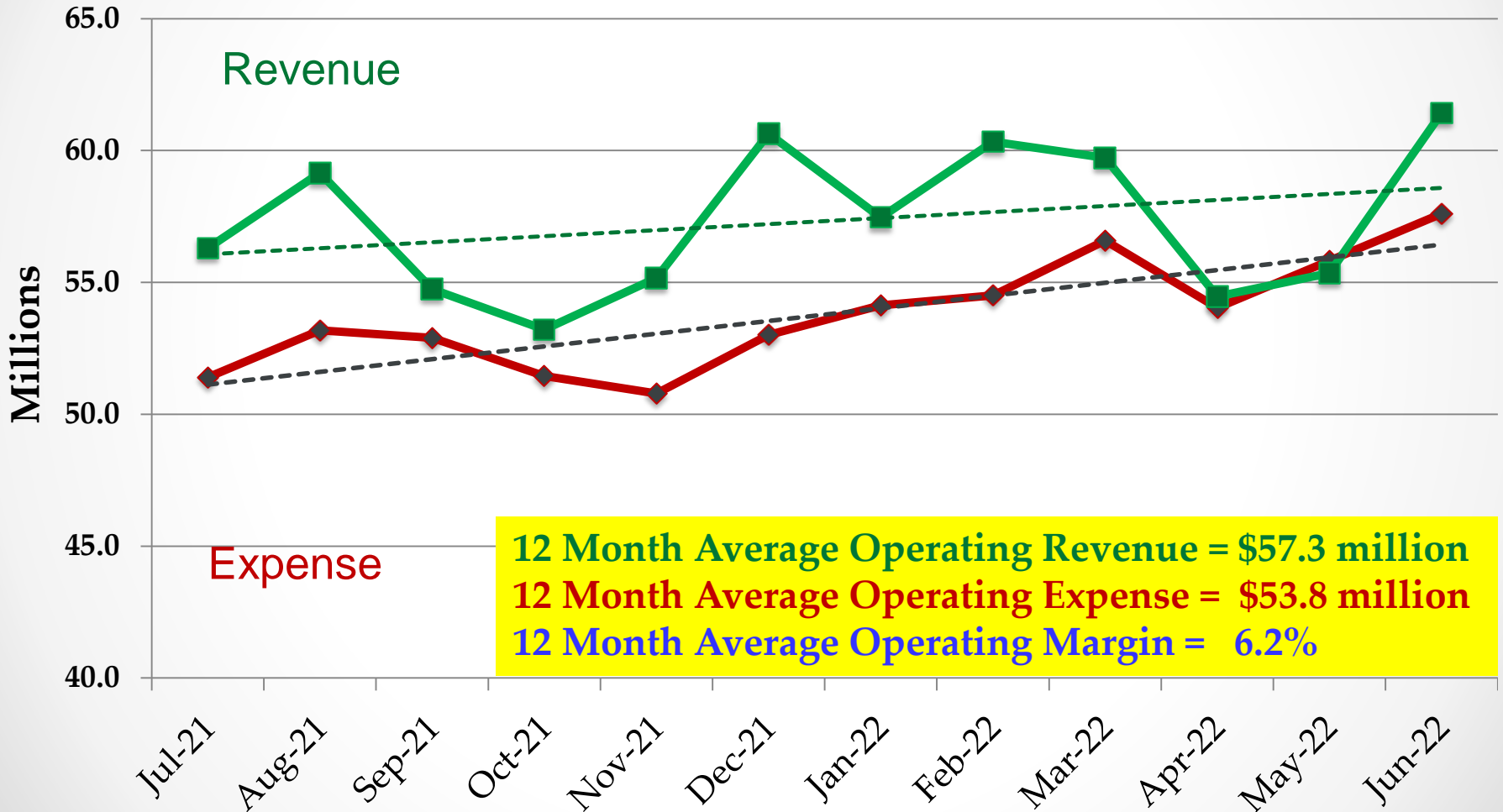
8) Outpatient Surgeries were 3% (8 cases) below budget

9) Deliveries were 21% (29 deliveries) below budget at 111



SVMHS Operating Revenues & Expenses (Normalized)

Rolling 12 Months: Jun 21 to June 22



SVMHS Key Financial Indicators

Statistic	YTD	SVMHS		S&P A+ Rated		YTD	
	Jun-22	Target	+/-	Hospitals	+/-	Jun-21	+/-
Operating Margin*	6.7%	9.0%	Red	4.0%	Green	5.3%	Green
Total Margin*	5.9%	10.8%	Red	6.6%	Green	7.5%	Red
EBITDA Margin**	10.7%	13.4%	Red	13.6%	Red	9.6%	Green
Days of Cash*	343	305	Green	249	Green	373	Red
Days of Accounts Payable*	50	45	Green	-		47	Green
Days of Net Accounts Receivable*	50	45	Red	49	Red	45	Red
Supply Expense as % NPR	12.8%	15.0%	Green	-		12.6%	Green
SWB Expense as % NPR	51.2%	53.0%	Green	53.7%	Green	52.5%	Green
Operating Expense per APD*	6,370	4,992	Red	-		6,241	Yellow

*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
June 30, 2022

	<u>Month of June,</u>		<u>Twelve months ended June 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 53,474,614	\$ 54,359,716	\$ 590,852,248	\$ 572,018,532
Other operating revenue	520,340	1,647,683	14,029,235	14,591,668
Total operating revenue	<u>53,994,954</u>	<u>56,007,399</u>	<u>604,881,483</u>	<u>586,610,200</u>
Total operating expenses	47,894,131	40,540,947	516,280,437	489,729,350
Total non-operating income	<u>(1,634,827)</u>	<u>(2,834,056)</u>	<u>(40,311,522)</u>	<u>(30,576,180)</u>
Operating and non-operating income	<u>\$ 4,465,996</u>	<u>\$ 12,632,397</u>	<u>\$ 48,289,524</u>	<u>\$ 66,304,670</u>

SALINAS VALLEY MEMORIAL HOSPITAL
 BALANCE SHEETS
 June 30, 2022

	<u>Current year</u>	<u>Prior year</u>
ASSETS:		
Current assets	\$ 401,493,408	\$ 425,957,331
Assets whose use is limited or restricted by board	148,632,659	143,257,278
Capital assets	239,012,844	244,922,431
Other assets	229,652,149	186,298,457
Deferred pension outflows	<u>50,119,236</u>	<u>50,119,236</u>
	<u>\$ 1,068,910,296</u>	<u>\$ 1,050,554,733</u>
LIABILITIES AND EQUITY:		
Current liabilities	112,948,685	142,058,540
Long term liabilities	13,732,408	14,556,513
	83,585,120	83,585,120
Net assets	<u>858,644,083</u>	<u>810,354,560</u>
	<u>\$ 1,068,910,296</u>	<u>\$ 1,050,554,733</u>

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

	<u>Month of June,</u>		<u>Twelve months ended June 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	1,760	1,585	21,148	20,286
Medi-Cal	1,094	914	11,883	12,355
Commercial insurance	624	695	8,784	8,727
Other patient	46	41	1,256	1,391
Total patient days	<u>3,524</u>	<u>3,235</u>	<u>43,071</u>	<u>42,759</u>
Gross revenue:				
Medicare	\$ 98,016,904	\$ 96,958,945	\$ 1,123,537,736	\$ 1,026,341,867
Medi-Cal	64,194,517	54,054,685	685,828,756	637,505,906
Commercial insurance	50,125,392	50,490,984	593,689,626	568,462,088
Other patient	<u>5,833,628</u>	<u>6,160,119</u>	<u>94,823,167</u>	<u>98,523,566</u>
Gross revenue	<u>218,170,441</u>	<u>207,664,733</u>	<u>2,497,879,285</u>	<u>2,330,833,427</u>
Deductions from revenue:				
Administrative adjustment	(27,209)	131,169	3,260,698	3,502,174
Charity care	554,068	1,193,690	9,592,563	12,808,167
Contractual adjustments:				
Medicare outpatient	30,594,787	30,778,098	334,139,787	306,057,790
Medicare inpatient	40,421,682	42,557,050	491,843,427	454,865,294
Medi-Cal traditional outpatient	3,463,809	2,989,944	36,040,421	26,518,159
Medi-Cal traditional inpatient	(51,505)	2,969,748	65,974,080	76,857,735
Medi-Cal managed care outpatient	24,305,549	22,008,757	266,077,183	225,041,589
Medi-Cal managed care inpatient	25,071,160	17,889,988	236,204,606	219,174,385
Commercial insurance outpatient	18,989,754	17,821,126	201,941,543	193,298,540
Commercial insurance inpatient	17,984,711	12,781,064	208,330,469	189,338,065
Uncollectible accounts expense	4,036,087	4,080,441	45,609,276	43,303,645
Other payors	<u>(647,066)</u>	<u>(1,896,060)</u>	<u>8,012,984</u>	<u>8,049,353</u>
Deductions from revenue	<u>164,695,827</u>	<u>153,305,016</u>	<u>1,907,027,037</u>	<u>1,758,814,896</u>
Net patient revenue	<u>\$ 53,474,614</u>	<u>\$ 54,359,716</u>	<u>\$ 590,852,248</u>	<u>\$ 572,018,532</u>
Gross billed charges by patient type:				
Inpatient	\$ 110,969,167	\$ 103,538,117	\$ 1,330,183,319	\$ 1,267,196,564
Outpatient	78,830,953	77,192,336	846,494,183	802,358,510
Emergency room	<u>28,370,321</u>	<u>26,934,280</u>	<u>321,201,783</u>	<u>261,278,353</u>
Total	<u>\$ 218,170,441</u>	<u>\$ 207,664,733</u>	<u>\$ 2,497,879,285</u>	<u>\$ 2,330,833,427</u>

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

	<u>Month of June,</u>		<u>Twelve months ended June 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 53,474,614	\$ 54,359,716	\$ 590,852,248	\$ 572,018,532
Other operating revenue	520,340	1,647,683	14,029,235	14,591,668
Total operating revenue	<u>53,994,954</u>	<u>56,007,399</u>	<u>604,881,483</u>	<u>586,610,200</u>
Operating expenses:				
Salaries and wages	15,676,788	14,921,572	186,822,026	187,996,067
Compensated absences	2,864,379	2,772,270	33,035,342	32,115,725
Employee benefits	9,948,690	2,523,465	85,360,307	81,793,600
Supplies, food, and linen	6,624,510	5,500,561	76,326,187	72,933,249
Purchased department functions	3,895,742	3,161,164	41,900,412	38,824,093
Medical fees	2,797,519	1,348,122	22,907,667	16,404,867
Other fees	2,560,084	7,063,665	30,152,160	23,298,658
Depreciation	1,683,203	1,819,756	22,245,023	21,553,608
All other expense	1,843,216	1,430,372	17,531,313	14,809,483
Total operating expenses	<u>47,894,131</u>	<u>40,540,947</u>	<u>516,280,437</u>	<u>489,729,350</u>
Income from operations	<u>6,100,823</u>	<u>15,466,452</u>	<u>88,601,046</u>	<u>96,880,850</u>
Non-operating income:				
Donations	166,667	(461,834)	2,075,873	2,168,234
Property taxes	333,333	1,345,713	4,000,000	5,012,380
Investment income	(1,501,313)	(2,492,234)	(13,230,496)	630,140
Taxes and licenses	0	0	0	(29,074)
Income from subsidiaries	(633,514)	(1,225,701)	(33,156,899)	(38,357,860)
Total non-operating income	<u>(1,634,827)</u>	<u>(2,834,056)</u>	<u>(40,311,522)</u>	<u>(30,576,180)</u>
Operating and non-operating income	4,465,996	12,632,397	48,289,524	66,304,670
Net assets to begin	<u>854,178,087</u>	<u>797,722,163</u>	<u>810,354,559</u>	<u>744,049,890</u>
Net assets to end	<u>\$ 858,644,083</u>	<u>\$ 810,354,560</u>	<u>\$ 858,644,083</u>	<u>\$ 810,354,560</u>
Net income excluding non-recurring items	\$ 4,465,996	\$ 8,977,682	\$ 41,997,148	\$ 49,801,337
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>0</u>	<u>3,654,715</u>	<u>6,292,376</u>	<u>16,503,333</u>
Operating and non-operating income	<u>\$ 4,465,996</u>	<u>\$ 12,632,397</u>	<u>\$ 48,289,524</u>	<u>\$ 66,304,670</u>

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

	Month of June,		Twelve months ended June 30,	
	current year	prior year	current year	prior year
Detail of other operating income:				
Dietary revenue	\$ 189,840	\$ 115,947	\$ 1,732,370	\$ 1,594,105
Discounts and scrap sale	2,023	2,553	1,336,587	1,008,907
Sale of products and services	50,799	74,720	765,270	407,924
Clinical trial fees	1,210	760	28,910	110,186
Stimulus Funds	0	0	0	0
Rental income	147,618	127,771	1,968,789	1,951,216
Other	128,850	1,325,932	8,197,309	9,519,330
Total	\$ 520,340	\$ 1,647,683	\$ 14,029,235	\$ 14,591,668
Detail of investment income:				
Bank and payor interest	\$ 115,550	\$ 108,124	\$ 1,082,877	\$ 1,356,658
Income from investments	(1,621,863)	(2,201,203)	(16,028,118)	(3,263,480)
Gain or loss on property and equipment	5,000	(399,155)	1,714,745	2,536,962
Total	\$ (1,501,313)	\$ (2,492,234)	\$ (13,230,496)	\$ 630,140
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (131,133)	\$ (127,156)	\$ (2,151,282)	\$ (2,217,968)
Neurological Clinic	4,171	16,697	(605,081)	(901,611)
Palliative Care Clinic	(72,968)	(115,554)	(936,112)	(958,593)
Surgery Clinic	(115,366)	(143,671)	(1,512,574)	(1,912,642)
Infectious Disease Clinic	(11,739)	(46,387)	(299,230)	(345,123)
Endocrinology Clinic	(55,536)	(103,767)	(1,429,937)	(2,041,873)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(379,483)	(407,719)	(5,002,447)	(5,475,112)
OB/GYN Clinic	(292,507)	(376,121)	(3,938,510)	(4,356,003)
PrimeCare Medical Group	133,769	374,026	(5,433,042)	(8,780,451)
Oncology Clinic	(411,630)	(228,112)	(2,988,678)	(3,229,355)
Cardiac Surgery	(125,038)	(247,572)	(2,402,980)	(1,986,974)
Sleep Center	(18,315)	(54,494)	(385,208)	(671,425)
Rheumatology	(42,640)	(64,634)	(653,901)	(664,505)
Precision Ortho MDs	(35,986)	(385,407)	(3,278,409)	(2,982,597)
Precision Ortho-MRI	285	0	95	(1,492)
Precision Ortho-PT	(408)	(60,543)	(532,215)	(601,575)
Vaccine Clinic	3,071	0	(55,342)	0
Dermatology	(3,376)	(23,483)	(191,828)	(352,388)
Hospitalists	0	0	0	0
Behavioral Health	(37,592)	(85,874)	(722,529)	(908,171)
Pediatric Diabetes	(33,928)	(37,913)	(506,008)	(417,061)
Neurosurgery	(30,429)	(31,010)	(276,825)	(327,469)
Multi-Specialty-RR	24,350	8,738	113,614	51,672
Radiology	26,641	(204,672)	(2,523,185)	(2,399,939)
Salinas Family Practice	(64,644)	(22,332)	(1,133,531)	(197,523)
Urology	127,272	0	(112,863)	0
Total SVMC	(1,543,159)	(2,366,960)	(36,958,008)	(41,678,178)
Doctors on Duty	634,517	139,520	713,332	962,374
Assisted Living	0	0	0	(65,904)
Salinas Valley Imaging	0	0	0	(19,974)
Vantage Surgery Center	0	11,521	222,007	263,422
LPCH NICU JV	0	878,504	0	878,504
Central Coast Health Connect	0	(96,947)	0	(96,947)
Monterey Peninsula Surgery Center	215,600	140,927	2,455,237	1,309,363
Aspire/CHI/Coastal	(28,581)	5,170	(303,850)	(835,904)
Apex	0	(9,538)	103,759	98,751
21st Century Oncology	35,766	28,933	155,750	(35,543)
Monterey Bay Endoscopy Center	52,344	43,170	454,875	862,176
Total	\$ (633,514)	\$ (1,225,701)	\$ (33,156,899)	\$ (38,357,860)

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

	Current year	Prior year
A S S E T S		
Current assets:		
Cash and cash equivalents	\$ 292,615,970	\$ 340,058,708
Patient accounts receivable, net of estimated uncollectibles of \$29,007,275	83,765,858	70,975,794
Supplies inventory at cost	7,960,823	8,616,495
Other current assets	17,150,757	6,306,335
Total current assets	401,493,408	425,957,331
Assets whose use is limited or restricted by board	148,632,659	143,257,278
Capital assets:		
Land and construction in process	36,458,903	33,482,774
Other capital assets, net of depreciation	202,553,941	211,439,657
Total capital assets	239,012,844	244,922,431
Other assets:		
Investment in Securities	141,269,337	145,963,160
Investment in SVMC	12,836,308	15,148,978
Investment in Aspire/CHI/Coastal	1,683,517	3,814,849
Investment in other affiliates	21,838,569	20,839,297
Net pension asset	52,024,418	532,173
Total other assets	229,652,149	186,298,457
Deferred pension outflows	50,119,236	50,119,236
	\$ 1,068,910,296	\$ 1,050,554,733
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 61,197,719	\$ 61,333,208
Due to third party payers	34,111,122	63,747,156
Current portion of self-insurance liability	17,639,844	16,978,176
Total current liabilities	112,948,685	142,058,540
Long term portion of workers comp liability	13,732,408	14,556,513
Total liabilities	126,681,093	156,615,053
Pension liability	83,585,120	83,585,120
Net assets:		
Invested in capital assets, net of related debt	239,012,844	244,922,431
Unrestricted	619,631,239	565,432,129
Total net assets	858,644,083	810,354,560
	\$ 1,068,910,296	\$ 1,050,554,733

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

	Month of June,				Twelve months ended June 30,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 218,170,441	\$ 193,000,467	25,169,974	13.04%	\$ 2,497,879,285	\$ 2,332,185,515	165,693,770	7.10%
Deductions from revenue	164,695,827	148,121,190	16,574,637	11.19%	1,907,027,037	1,790,772,621	116,254,416	6.49%
Net patient revenue	53,474,614	44,879,278	8,595,336	19.15%	590,852,248	541,412,894	49,439,354	9.13%
Other operating revenue	520,340	944,363	(424,023)	-44.90%	14,029,235	10,198,951	3,830,284	37.56%
Total operating revenue	53,994,954	45,823,641	8,171,313	17.83%	604,881,483	551,611,845	53,269,638	9.66%
Operating expenses:								
Salaries and wages	15,676,788	15,789,447	(112,659)	-0.71%	186,822,026	187,192,967	(370,941)	-0.20%
Compensated absences	2,864,379	2,195,613	668,766	30.46%	33,035,342	30,724,067	2,311,275	7.52%
Employee benefits	9,948,690	7,165,503	2,783,187	38.84%	85,360,307	85,414,503	(54,196)	-0.06%
Supplies, food, and linen	6,624,510	5,845,248	779,262	13.33%	76,326,187	70,427,041	5,899,146	8.38%
Purchased department functions	3,895,742	3,093,373	802,369	25.94%	41,900,412	36,929,115	4,971,297	13.46%
Medical fees	2,797,519	1,830,070	967,449	52.86%	22,907,667	21,929,387	978,280	4.46%
Other fees	2,560,084	902,640	1,657,444	183.62%	30,152,160	11,060,230	19,091,930	172.62%
Depreciation	1,683,203	1,868,901	(185,698)	-9.94%	22,245,023	21,933,270	311,753	1.42%
All other expense	1,843,216	1,415,875	427,341	30.18%	17,531,313	17,148,183	383,130	2.23%
Total operating expenses	47,894,131	40,106,670	7,787,461	19.42%	516,280,437	482,758,762	33,521,675	6.94%
Income from operations	6,100,823	5,716,971	383,852	6.71%	88,601,046	68,853,083	19,747,963	28.68%
Non-operating income:								
Donations	166,667	166,667	0	0.00%	2,075,873	2,000,000	75,873	3.79%
Property taxes	333,333	333,333	(0)	0.00%	4,000,000	4,000,000	0	0.00%
Investment income	(1,501,313)	(63,302)	(1,438,012)	2271.68%	(13,230,496)	(759,619)	(12,470,877)	1641.73%
Income from subsidiaries	(633,514)	(4,138,300)	3,504,786	-84.69%	(33,156,899)	(49,023,377)	15,866,478	-32.37%
Total non-operating income	(1,634,827)	(3,701,602)	2,066,775	-55.83%	(40,311,522)	(43,782,996)	3,471,474	-7.93%
Operating and non-operating income \$	4,465,996	\$ 2,015,370	2,450,626	121.60%	\$ 48,289,524	\$ 25,070,087	23,219,437	92.62%

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of June and twelve months to date

	<u>Month of June</u>		<u>Twelve 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	41	33	511	464	(47)
Other Admissions	102	80	1,138	1,132	(6)
Total Admissions	143	113	1,649	1,596	(53)
Medi-Cal Patient Days	65	61	784	732	(52)
Other Patient Days	162	132	1,843	1,853	10
Total Patient Days of Care	227	193	2,627	2,585	(42)
Average Daily Census	7.6	6.4	7.2	7.1	(0.1)
Medi-Cal Average Days	1.6	2.1	1.6	1.6	0.1
Other Average Days	0.7	1.7	1.6	1.6	0.0
Total Average Days Stay	1.5	1.8	1.6	1.6	0.0
<u>ADULTS & PEDIATRICS</u>					
Medicare Admissions	334	378	3,844	4,270	426
Medi-Cal Admissions	265	252	2,789	2,889	100
Other Admissions	398	287	3,325	3,624	299
Total Admissions	997	917	9,958	10,783	825
Medicare Patient Days	1,417	1,466	17,524	18,158	634
Medi-Cal Patient Days	933	1,129	12,770	12,254	(516)
Other Patient Days	765	1,426	10,917	14,915	3,998
Total Patient Days of Care	3,115	4,021	41,211	45,327	4,116
Average Daily Census	103.8	134.0	112.9	124.2	11.3
Medicare Average Length of Stay	4.2	3.8	4.5	4.2	(0.3)
Medi-Cal Average Length of Stay	3.5	4.1	3.8	3.5	(0.3)
Other Average Length of Stay	2.1	4.1	2.5	3.2	0.7
Total Average Length of Stay	3.2	4.0	3.5	3.7	0.1
Deaths	19	19	432	327	(105)
Total Patient Days	3,342	4,214	43,838	47,912	4,074
Medi-Cal Administrative Days	2	0	178	212	34
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	2	0	178	212	34
Percent Non-Acute	0.06%	0.00%	0.41%	0.44%	0.04%

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of June and twelve months to date

	<u>Month of June</u>		<u>Twelve 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	276	248	3,166	3,282	116
Heart Center	329	421	4,076	3,790	(286)
Monitored Beds	292	592	8,700	8,820	120
Single Room Maternity/Obstetrics	362	355	4,181	4,294	113
Med/Surg - Cardiovascular	762	877	8,857	9,000	143
Med/Surg - Oncology	281	282	2,218	3,109	891
Med/Surg - Rehab	386	585	5,064	5,767	703
Pediatrics	92	146	1,129	1,302	173
Nursery	227	193	2,627	2,585	(42)
Neonatal Intensive Care	126	114	1,530	1,386	(144)
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	70.77%	63.59%	66.72%	69.17%	
Heart Center	73.11%	93.56%	74.45%	69.22%	
Monitored Beds	36.05%	73.09%	88.28%	89.50%	
Single Room Maternity/Obstetrics	32.61%	31.98%	30.96%	31.80%	
Med/Surg - Cardiovascular	56.44%	64.96%	53.92%	54.79%	
Med/Surg - Oncology	72.05%	72.31%	46.74%	65.52%	
Med/Surg - Rehab	49.49%	75.00%	53.36%	60.77%	
Med/Surg - Observation Care Unit	0.00%	78.63%	0.00%	73.76%	
Pediatrics	17.04%	27.04%	17.18%	19.82%	
Nursery	45.86%	38.99%	21.81%	21.46%	
Neonatal Intensive Care	38.18%	34.55%	38.11%	34.52%	

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of June and twelve months to date

	<u>Month of June</u>		<u>Twelve months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>DELIVERY ROOM</u>					
Total deliveries	159	110	1,628	1,522	(106)
C-Section deliveries	47	36	512	495	(17)
Percent of C-section deliveries	29.56%	32.73%	31.45%	32.52%	1.07%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	22,559	24,790	243,618	238,995	(4,623)
Out-Patient Operating Minutes	30,077	27,278	285,341	304,315	18,974
Total	52,636	52,068	528,959	543,310	14,351
Open Heart Surgeries	16	15	147	146	(1)
In-Patient Cases	152	184	1,720	1,762	42
Out-Patient Cases	291	294	3,001	3,082	81
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	27	21	381	376	(5)
High Risk	496	515	5,899	5,729	(170)
More Than One Resource	2,503	2,964	26,240	31,743	5,503
One Resource	1,298	1,970	14,534	20,310	5,776
No Resources	93	83	510	1,006	496
Total	<u>4,417</u>	<u>5,553</u>	<u>47,564</u>	<u>59,164</u>	<u>11,600</u>

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of June and twelve months to date

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

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of June and twelve months to date

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

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of June and twelve months to date

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

PUBLIC INPUT

CLOSED SESSION

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

*RECONVENE OPEN SESSION/
REPORT ON CLOSED SESSION*

*ADJOURNMENT – THE AUGUST 2022
QUALITY AND EFFICIENT
PRACTICES COMMITTEE MEETING IS
SCHEDULED FOR MONDAY,
AUGUST 22, 2022, AT 8:30 A.M.*