

October 20, 2022

TO: Legal Counsel

News Media

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The next regular meeting of the **TRANSFORMATION, STRATEGIC PLANNING AND GOVERNANCE COMMITTEE – COMMITTEE OF THE WHOLE** of the Salinas Valley Memorial Healthcare System will be held **WEDNESDAY, OCTOBER 26, 2022, AT 12:00 P.M.**, in the **DOWNING RESOURCE CENTER, ROOMS A & B**, at **SALINAS VALLEY MEMORIAL HOSPITAL, 450 E. ROMIE LANE, SALINAS, CALIFORNIA**, or via **TELECONFERENCE** (*Visit [svmh.com/virtualboardmeeting](http://svmh.com/virtualboardmeeting) for Access Information*).

Pursuant to SVMHS Board Resolution No. 2022-13, 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: Joel Hernandez Laguna – Chair; Richard Turner – Vice Chair; Pete Delgado, President/CEO; Augustine Lopez, Chief Financial Officer; Allen Radner, M.D., Chief Medical Officer; Theodore Kaczmar, Jr., M.D., Chief of Staff; Clement Miller, Chief Operating Officer; Lisa Paulo, Chief Nursing Officer; Adrienne Laurent, Chief Strategic Communications Officer; Nik Greenson, M.D., Medical Staff Member; Jim Gattis, Community Member; Jib Martens, Community Member; Anne McCune, Community Member

**TRANSFORMATION, STRATEGIC PLANNING & GOVERNANCE COMMITTEE  
OCTOBER 2022 - COMMITTEE OF THE WHOLE  
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**WEDNESDAY, OCTOBER 26, 2022, 12:00 P.M.  
CEO CONFERENCE ROOM (DOWNING RESOURCE CENTER, ROOM 117)  
SALINAS VALLEY MEMORIAL HOSPITAL,  
450 E. ROMIE LANE, SALINAS, CALIFORNIA  
or via TELECONFERENCE  
(Visit [svmh.com/virtualboardmeeting](http://svmh.com/virtualboardmeeting) for Access Information)**

*Pursuant to SVMHS Board Resolution No. 2022-13, 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. Approve Minutes of the Transformation, Strategic Planning and Governance Committee Meeting of July 27, 2022. (DELGADO)
  - Motion/Second
  - Action by Committee/Roll Call Vote
2. Construction Update (MILLER/LOPEZ)
3. Consider Recommendation for Board Approval of Appointment of Subject Matter Expert to the Community Advocacy Committee. (LAURENT)
  - Staff Report
  - Committee Questions to Staff
  - Public Comment
  - Committee Discussion/Deliberation
  - Motion/Second
  - Action by Committee / Roll Call Vote
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. Adjournment  
The Transformation, Strategic Planning and Governance Committee meets quarterly. The next meeting is scheduled for **Wednesday, January 25, 2023 at 12:00 p.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](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 Board Clerk during regular business hours at 831-755-0741.

**SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM  
TRANSFORMATION, STRATEGIC PLANNING AND GOVERNANCE COMMITTEE  
COMMITTEE OF THE WHOLE  
MEETING MINUTES  
JULY 27, 2022**

*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.*

The Transformation, Strategic Planning and Governance Committee convened at 12:03 p.m. in the Downing Resource Center, CEO Conference Room 117

Committee Members Present:

In Person: Pete Delgado, Jim Gattis Nicolas Greenson, MD, Adrienne Laurent, Augustine Lopez, , Jib Martens, Anne McCune Clement Miller, Lisa Paulo, Richard Turner, Vice-Chair, Allen Radner, MD. Via Teleconference: Joel Hernandez Laguna, Chair

Committee Members Absent: Theodore Kaczmar, Jr., MD

Other Board Members Present, Constituting Committee of the Whole: Via Teleconference: Juan Cabrera and Joel Hernandez Laguna.

*Committee member Anne McCune joined the meeting at 12:15 p.m.*

*Committee member Allen Radner, MD left the meeting at 1:06 p.m.*

A quorum was present and Committee Chair Joel Hernandez Laguna called the meeting to order at 12:03 p.m.

**APPROVAL OF MINUTES FROM THE TRANSFORMATION, STRATEGIC PLANNING AND GOVERNANCE COMMITTEE MEETING OF APRIL 27, 2022**

Pete Delgado, President/CEO, recommended approval the minutes of the Transformation, Strategic Planning and Governance Committee Meeting of April 27, 2022.

**MOTION:**

Upon motion by Mr. Delgado, second by Committee member Tuner, the Transformation, Strategic Planning and Governance Committee approved the minutes of April 27, 2022, as presented.

Ayes: Committee members: Delgado, Gattis, Greenson, Laurent, Lopez, Martens, Miller, Paulo, Radner, Turner, and Chair Hernandez Laguna. Noes: None; Abstentions: None; Absent: Committee members: Kaczmar and MCune. Motion Carried.

No public comment received.

## **FINANCIAL AND STATISTICAL REVIEW**

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

Key highlights of the financial summary for June 2022 were: (1) Income from operations was \$3.2M with an operating margin of 5.2%, (2) Net income was \$4.6M with a net income margin of 7.4%; (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; (10) Total acute average length of stay (ALOS) Medicare traditional ALOS CMI adjusted was favorable; (11) Operating revenues were above expenses; (12) Days cash on hand was 343; days of net accounts receivable is 50.

## **PUBLIC INPUT**

No public input received.

## **CLOSED SESSION**

Chair Hernandez Laguna announced that the item to be discussed in Closed Session is *Report Involving Trade Secret – Trade secrets, strategic planning/proposed new programs and services*. The meeting was recessed into Closed Session under the Closed Session protocol at 12:06 p.m.

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

The Committee reconvened Open Session at 1:22 p.m. Chair Hernandez Laguna announced that in Closed Session, the Committee discussed Report Involving Trade Secret – Trade secrets, strategic planning/proposed new programs and services. No action was taken in the Closed Session.

## **ADJOURNMENT**

There being no other business, the meeting was adjourned at 1:23 p.m. The Transformation, Strategic Planning and Governance Committee meets quarterly. The next meeting is scheduled for **Wednesday, October 26, 2022 at 12:00 p.m.**

**ATTEST:**

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Joel Laguna Hernandez, Chair  
Transformation, Strategic Planning and Governance

/es

## Board Paper: Transformation, Strategic Planning, and Governance Committee

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Agenda Item: Consider recommendation to Board of Directors for appointment of Subject Matter Expert to SVMHS Community Advocacy Committee

Executive Sponsor: Adrienne Laurent

Date: October 19, 2022

### Executive Summary

Salinas Valley Memorial Healthcare System's governance structure includes a five-member board of directors, and a sub-committee structure with up to three voting members per committee who are subject matter experts. The Community Advocacy Committee currently has one subject matter expert serving as a member of this committee, Ms. Julie Edgcomb.

Administration has recently become aware of the availability and willingness of Harald Barkhoff, Ph.D., to consider a position as a subject matter expert on the Salinas Valley Memorial Healthcare System Community Advocacy Committee. Dr. Barkhoff is the Dean of the College of Health Sciences and Human Services at California State University Monterey Bay, and Acting/Interim Dean of the College of Education at CSUMB. Dr. Barkhoff's CV is attached for your reference.

### Background/Situation/Rationale

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

### Timeline/Review Process to Date:

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

May 2022: Discussions begin with Dr. Barkhoff regarding a position as subject matter expert

August 2022: Community Advocacy Committee unanimously approves recommending to the Transformation, Strategic Planning, and Governance Committee the appointment of Harald Barkhoff, Ph.D. as subject matter expert to the Community Advocacy Committee.

### Meeting our Mission, Vision, Goals

#### Strategic Plan Alignment:

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

#### Pillar/Goal Alignment:

Service    People    Quality    Finance    Growth    Community

**Financial/Quality/Safety/Regulatory Implications**

None.

**Recommendation**

Recommendation to the SVMHS Board of Directors for appointment of Harald Barkhoff, Ph.D as subject matter expert to SVMHS Community Advocacy Committee

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**Attachments**

CV, Harald Barkhoff, Ph.D



# CURRICULUM VITAE

June 2022

NAME: Harald Barkhoff

MAILING ADDRESS:

[REDACTED]  
[REDACTED]

TELEPHONE:

[REDACTED]

E-MAIL:

[REDACTED]

## Education

- 1996- 1999 Ph.D., Sport Science/Kinesiology with an emphasis in Sport Psychology - University of Stuttgart & Tuebingen, Germany
- 1991- 1995 Teacher Education in Sport Science/ Physical Education & German Language, Linguistics & Literature (equivalent to M.A.)  
University of Stuttgart, Germany
- 1989- 1991 Sport Science/ Physical Education & German Language, Linguistics & Literature (equivalent to B.A.)  
Albert Ludwig University of Freiburg, Germany

## University Positions

- 05/22- present Acting/Interim Dean, College of Education, California State University Monterey Bay, USA
- 07/21- present Dean, College of Health Sciences and Human Services, California State University Monterey Bay, USA
- 08/13- 07/21 Tenured Professor at Department of Kinesiology & Exercise Sciences, College of Natural & Health Sciences, University of Hawai'i at Hilo, USA
- 08/09- 07/13 Tenured Associate Professor at Department of Kinesiology & Exercise Sciences, Social Sciences Division, College of Arts & Sciences, University of Hawai'i at Hilo, USA
- 08/07- 07/09 Associate Professor at Department of Kinesiology & Exercise Sciences (former Health and Physical Education), Social Sciences Division, University of Hawai'i at Hilo, USA

08/04- 07/07	Assistant Professor at Department of Health and Physical Education, Social Sciences Division, University of Hawai'i at Hilo, USA
10/01- 07/04	“Wissenschaftlicher Mitarbeiter” (equivalent to an assistant professor) at Department of Sport Science, University of Stuttgart, Germany
03/04- 04/04	Visiting Colleague at Department of Psychology at University of Hawai'i at Manoa
12/03- 01/04	Visiting Colleague at Department of Psychology at University of Hawai'i at Manoa
08/03- 09/03	Visiting Colleague at Department of Psychology at University of Hawai'i at Manoa
03/03- 04/03	Visiting Colleague at Department of Psychology at University of Hawai'i at Manoa
12/02- 01/03	Visiting Colleague at Department of Psychology at University of Hawai'i at Manoa
07/02- 08/02	Visiting Colleague at Department of Psychology at University of Hawai'i at Manoa
12/01- 04/02	Visiting Colleague at Department of Psychology at University of Hawai'i at Manoa
08/03- 12/04	Scientific Consultant for the German Roller, Inline and Precision Skating Federation (DRIV) in Physical Education Pedagogy
2001- 2007	Scientific Consultant for the European Roller Skating Association (CEPA) and the International Roller Skating Trainer Association (IRSTA) in Sport Psychology Sport Psychologist and Instructor of the European Roller Skating Association (CEPA) and the International Roller Skating Trainer Association (IRSTA)
10/01- 07/04	“Wissenschaftlicher Mitarbeiter” (equivalent to Assistant Professor) at University of Stuttgart, Germany
10/99- 09/01	“Wissenschaftlicher Mitarbeiter” (Researcher) at Department of Sport Science at University of Tuebingen Supervisor and Instructor of the National coaches of the Figure and Roller Skating and Inline Speed Skating team

**Administrative and Service Positions**

2022 – present	Member, Regional K-16 Collaboratives Steering Committee, Central Coast CERF Region
2022 – present	Member, Nursing Advisory Board, CSUMB
2022 – present	Ex-Officio Member, CHE (Community Health Engagement) Advisory Board, CSUMB
2022 – present	Member, Otter Promise Committee: Focusing on Equity, CSUMB
2022 – present	Member, Otter Promise Committee, CSUMB
2021 – present	Member, SUHSD (Salinas Union High School District) Racial and Social Equity Planning Committee, CSUMB
2021 – present	Member, President's Sustainability Committee Working Group Sustainability, Social Justice, Equity and Inclusion, CSUMB
2021 – present	Member, President's Sustainability Committee, CSUMB
2021 – present	Member, President's Committee on Equity and Inclusion Sub-Committee Evaluation & Accountability, CSUMB
2021 – present	Member, President's Committee on Equity and Inclusion, CSUMB
2021 – present	Member, Extended President's Cabinet, CSUMB
2021 – present	Member, Executive Academic Leadership Team, CSUMB
2021 – present	Chair, Dean's Executive Community Council, CHSHS, CSUMB
2021 – present	Chair, Dean's Council, CHSHS, CSUMB
2021	Member, Chancellor's Committee for Excellence in Diversity, Equity, and Inclusion, UHH
2020 – 2021	Chair, Department of Kinesiology & Exercise Sciences & Indigenous Public Health Certificate, UHH
2020 – 2021	Member, UH Hilo Women's Center and LGBTQ+ Center Advisory Committee, UHH
2020 – 2021	Facilitator, Uluākea, UHH
2020 – present	Chair, American Kinesiology Association (AKA) Diversity, Equity, and Inclusion (DEI) Committee

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2020 – present	Member, American Kinesiology Association (AKA) Steering Committee
2020 – present	Member, American Kinesiology Association (AKA) Ad Hoc Website Committee
2020 – 2021	Member, Permitted Interaction Group – Hawai'i Charter School Commission, Board of Education, Honolulu
2020 – 2021	Advisor: Hui He'enalu – Surf Club at UHH – Registered Independent Student Organization (RISO)
2019 – 2021	Chair, Hawai'i Charter School Commission – Administration and Operations Committee, Board of Education, Honolulu
2019	Member, CPC (Cluster Personal Committee for Tenure & Promotion), CNHS, UHH
2019	Member, Truth, Racial Healing, and Transformation (TRHT) Center Committee, UHH
2019	Member, Title IX Confidential Advocate and Prevention Educator Search Committee, UHH
2019	Vice Chair, Hawai'i Charter School Commission – Administration and Operations Committee, Board of Education, Honolulu
2019 – present	Member, American Kinesiology Association (AKA) Board of Directors
2019 – present	Member, American Kinesiology Association (AKA) Diversity Committee
2019	Member, Hawai'i Charter School Teacher of the Year Selection Committee, Board of Education, Honolulu
2018 – 2019	Chair, Associate Director – Kīpuka Native Hawaiian Student Center Search Committee, Student Affairs, UHH
2018 – 2019	Member, TPRC (Tenure & Promotion Review Committee), UHH
2018 – 2019	Chair, Two Assistant Professors – Kinesiology & Exercise Sciences, Search Committee at UHH
2018	Member, EEO/AA Compliance Officer Search Committee
2018 – 2021	Member, Hawai'i Charter School Commission, Board of Education, Honolulu
2018 – 2019	Member, Hawai'i Charter School Commission – Applications Committee, Board of Education, Honolulu

2018 – 2021	Member, Hawai'i Charter School Commission – Performance & Accountability Committee, Board of Education, Honolulu
2018 – 2021	Member, Hawai'i Charter School Commission – Federal Impact Aid Committee, Board of Education, Honolulu
2018 – 2019	Member, Dean's Council College of Natural & Health Sciences, UH Hilo
2018	Member, Transition Team for the College of Natural & Health Sciences, UH Hilo
2017 – 2018	Faculty Representative for Primary Academic Unit 036, University of Hawaii Professional Assembly (UHPA)
2017 - 2018	Member, PELP – President's Emerging Leaders Program, UH System
2017 - 2018	President, Local School Board of Kua O Ka Lā Public Charter School
2017	Member, Director – Librarian Search Committee at UHH
2016 - 2019	Chair, Department of Kinesiology & Exercise Sciences at UHH
2016 - 2017	Chair, Assistant Professor – Kinesiology & Exercise Sciences, Search Committee at UHH
2016	Member, Division Personal Committee, SSC at UHH
2016 - 2018	Member, Blue Zones Committee
2016	Member, Indigenous Health and Wellness Symposium Planning Committee
2016	Health & Wellness LLC (Living Learning Communities) Faculty Mentor
2016	Chair, TPRC (Tenure & Promotion Review Committee) UHH
2016	Member, Assistant Professor – Kinesiology & Exercise Sciences, Search Committee at UHH
2016	Member, Assistant Professor – Kinesiology & Exercise Sciences; Health Promotion Track, Search Committee at UHH
2016	Member, Living Learning Community Program Specialist, Search Committee at UHH
2015 - 2016	Member, Panel of Referees, UH System
2015	Health & Wellness LLC (Living Learning Communities) Faculty Mentor

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2015	Chair, Open Rank Professor in Kinesiology & Exercise Sciences, Search Committee at UHH
2015	Chair, Principle/Po'ō Kumu of Kua O Ka Lā Public Charter School, Search Committee
2014 - 2017	Member, Dissertation committee of a graduate student of clinical psychology in the Department of Psychology at UHM
2014 - 2015	Co-Chair, Department of Kinesiology & Exercise Sciences at UHH
2014	Member, Division Personal Committee, SSC at UHH
2014	Member, ALEX Excellence in Applied Learning Teaching Award Evaluation Committee
2014	Reviewer for Applicant for Contract Renewal
2014	Acting Division Chair, Social Sciences Division at UHH
2012 - 2014	Chair, Department of Kinesiology & Exercise Sciences at UHH
2013 - 2017	Vice President, Local School Board of Kua O Ka Lā Public Charter School
2013 - 2014	Chair, Assistant Professor in Kinesiology & Exercise Sciences, Search Committee at UHH
2013	Member, Division Personal Committee, SSC at UHH
2012 - 2013	Sport Psychology Consultant for Women Softball Team at UHH
2012 - 2013	Member, Assistant Professor in Nursing, Search Committee at UHH
2012	Member, Student Health and Wellness Program, Native Hawaiian Focus Group
2012 - 2018	Member, Academic Committee, Kua O Ka Lā Public Charter School
2012 - 2018	Member, Local School Board of Kua O Ka Lā Public Charter School
2012 - 2015	Member, inaugural UH Hilo Applied Learning Experience (ALEX) Advisory Committee
2012 – 2021	Advisor: UHH Canoe Club
2012	Member, Health & Wellness Director for the Student Life Center Selection Committee at UHH

2012	Member, Master thesis committee of a graduate student of clinical psychology in the Department of Psychology at UHM
2011 - 2015	Member, Campus Curriculum Review Committee, CAS Representative
2010 - 2011	Member, Assistant Professor in Kinesiology & Exercise Sciences Search Committee at UHH
2010 - present	Member, Selection Committee, German Academic Exchange Service (DAAD), New York
2009 - 2010	Chair, Department of Kinesiology & Exercise Sciences at UHH
2009 – 2021	Member, Advisory Board for Men of Strength at UHH
2009	Chair, Division Personal Committee, SSC at UHH
2008 - 2010	Member, Hawai'i Charter School Review Panel
2008 - 2009	Member, Accountability Committee, Hawai'i Charter School Review Panel
2008 - 2009	Member, Application Committee, Hawai'i Charter School Review Panel
2008 - 2009	UH Hilo Faculty Congress Representative at Student Life Centre Advisory Committee at UHH
2008 - 2010	CAS Representative, UH Hilo Faculty Congress
2008 - 2009	Member, Athletic Director Search Committee at UHH
2008 - 2009	Member, Assistant Professor in Kinesiology & Exercise Sciences Search Committee at UHH
2008 - 2009	Member, Search Committee for Clerical Assistant for the Charter School Review Panel
2008	Advisor: Hawaiian Kinoball Organization – Registered Independent Student Organization (RISO)
2008	Member, EEO/AA Director Search Committee at UHH
2008	Member, Hawai'i Charter School Administrative Office, Executive Director Search Committee.
2007 - present	Member, Uluākea, Curriculum Transformation, Kīpuka
2006 - 2008	Chair, `Ike A`o – UH Hilo Teaching Seminar
2006 - 2009	Member, UH Hilo Athletic Advisory Board
2006	Member, Pharmacy and Health Sciences Librarian Search Committee at UHH

2005 - 2007	Member, Library Advisory Committee at UH Hilo
2004 - 2005	Member, Master thesis committee of a graduate student of clinical psychology in the Department of Psychology at UHM
2004 - 2005	Member, Program Planning Committee for LIKE MINDS Focus on Positive Coaching Alliance, Spring 2005
2004- 2005	Acting Director Hochschulsport ( <i>Intramural Sport</i> ) University of Stuttgart
2003- 2004	Acting Associate Director Hochschulsport ( <i>Intramural Sport</i> ) University of Stuttgart
2002- 2004	Chair, Committee "AK-Sport" ( <i>Working Group Sport</i> ) Department of Sport Science, University of Stuttgart
2002- 2004	Member, Committee "Festkomitee – 175 Jahre Universität Stuttgart" ( <i>Feast Committee – 175 Years University of Stuttgart</i> ) University of Stuttgart
2001- 2004	Chair, "Internationale Beziehungen" ( <i>International Affairs</i> ) Department of Sport Science, University of Stuttgart
2001- 2004	Member, Committee "Verhalten, Erziehung und Gesundheitsförderung" ( <i>Behavior, Education and Health Promotion</i> ) University of Stuttgart
2001- 2004	Member, Committee „Hochschulssport“ ( <i>Intramural Sport</i> ) University of Stuttgart
2001- 2004	Member, Committee "Bauausschuss des IFS" ( <i>Planning and Building Control Office IFS</i> ) University of Stuttgart
2001- 2002	Member, Committee "Action now – fit for future" Evaluation of the company-facilitated sports activities of DaimlerChrysler Germany
2000- 2004	Chair, Committee "Kompendium – Gesundheitsförderung für Auszubildende" ( <i>Compendium – Health Promotion for Trainees</i> )
1999- 2001	Member, Committee „Wissenschaftlicher Nachwuchs“ ( <i>Scientific Junior Researchers</i> ) University of Tuebingen
1999- 2001	Member, Committee „Arbeitsgemeinschaft Praevention und Gesundheitsfoerderung ARGE PuG“ ( <i>Working Group Prevention and Health Promotion</i> ) University of Tuebingen



- 1999- 2001 Member, Committee „Arbeitsbereich Sozial- und Gesundheitswissenschaften“ (*Social and Health Sciences*)  
University of Tuebingen
- 1996- 1999 Member, Committee “Doktoranden Kolloquium” (*Ph.D. Program*)  
University of Tuebingen
- 1996- 1998 Member, Committee “Ueberregionales Kolloquium” (*State Ph.D. Program*)

### **Publications**

Barkhoff, H. (in review). Crossing the Ka’iwi Channel. Spirituality in Outrigger Canoe Paddling.

Barkhoff, H. (2022). 2022 AKA Inclusive Excellence Award – Indiana University Purdue University Indianapolis, Department of Kinesiology. *Kinesiology Today*, 15(2), 1-2.

Russel, J.A., Gonzales, L.D., & Barkhoff, H. (2021). Demonstrating Equitable and Inclusive Crisis Leadership in Higher Education. *Kinesiology Review*. Advance online publication. <https://doi.org/10.1123/kr.2021-0051>.

Mahar, M.T., Baweja, H., Atencio, M., Barkhoff, H., Duley, H.Y., Makuakāne-Lundin, G., McClain, Z.D., Pacheco, M., Wright, E. M., & Russell, J. (2021). Inclusive Excellence in Kinesiology Units in Higher Education. *Kinesiology Review*. Advance online publication. <https://doi.org/10.1123/kr.2021-0042>.

Amrhein, M., Barkhoff, H., & Heiby, E.M. (2021). The effects of an ocean surfing course intervention on spirituality and depression. *The Sport Journal*, 22.

Barkhoff, H. (2021). AKA Inclusive Excellence Award 2020-2021. *Kinesiology Today*, 14(1), 12.

Thiel, A., Thedinga, H.K., Barkhoff, H., Giel, K.E., Schweizer, O., Thiel, S.B., & Zipfel, S. (2018). Physical (In)Activity of Groups in Leisure Settings - a Contrast Group Analysis. *BioMedCentral Public Health*, 16:689  
<https://doi.org/10.1186/s12889-016-3392-3>

Amrhein, M., Barkhoff, H., & Heiby, E.M. (2016). Spirituality, Depression, and Anxiety among Ocean Surfers. *Journal of Clinical Sport Psychology*, 10, 155 -171.

Thiel, A., Thedinga, H.K., Thomas, S.L., Barkhoff, H., Giel, K.E., Schweizer, O., Thiel, S.B., & Zipfel, S. (2016). Have adults lost their sense of play? An observational study of the social dynamics of physical (in)activity in German and Hawaiian leisure settings. *BioMedCentral Public Health*, 16:689,  
<http://bmcpublichealth.biomedcentral.com/articles/10.1186/s12889-016-3392-3>

- Kwak, J., Amrhein, M., Barkhoff, H., & Heiby, E.M. (2015). Daily self-monitoring of physical leisure activities and health practices, self-concept, and quality-of-life. *The Sport Journal*, 15(5).
- Barkhoff, H., & Tangarō, T. (2013). Spirituality in Imagery. Application of the Hawaiian Ki'i Concept into Sport Psychology. *International Journal of Religion and Sport*, 2, 59-68.
- Barkhoff, H. & Heiby, E. (2010). The Relations between Self-Efficacy, Competition Success, Delight, Self-Esteem, and Body-Care Among Elite Artistic Roller Skaters. *Journal of Behavioral Health, and Medicine*, 1, 43-51.
- Barkhoff, H., Heiby, E., & Pagano, I. (2010). Mood-Regulation Intervention: Two Season Long Case Study of a Training Champion vs. a Competitor Type Athlete in Artistic Roller Skating. *Journal of the American Board of Sport Psychology*, 2, 1-20,  
[http://www.americanboardofsportpsychology.org/Portals/24/Barkhoff\\_et\\_al\\_2\\_22\\_2010.pdf](http://www.americanboardofsportpsychology.org/Portals/24/Barkhoff_et_al_2_22_2010.pdf)
- Barkhoff, H., & Tangarō, T. (2009). Integrating Culture into the Teaching of Sport Psychology in Hawaii. In S. McCarthy, V. Karandashev, M. Stevens, A. Thatcher, J. Jaafar, K. Moore, A. Trapp, & C. Brewer. *Teaching Psychology around the World, Vol. 2* (pp.450-455). Newcastle: Cambridge.
- Barkhoff, H. (2008). Kinesiology and Exercise Sciences at University of Hawai'i at Hilo. "Going Global": *International Opportunities for Young Sport Scientists - Zephyr* (15), 24-26.
- Barkhoff, H., & Tangarō, T. (2008). Uluākea – Hawai'i Place-Based Educational Teaching of Sport Psychology. In V. Karandashev (Ed.) *Third International Conference on the Teaching of Psychology Conference Proceedings*. Saint Petersburg (pp. 59-60).
- Barkhoff, H., Heiby, E. & Pagano, I. (2007). Self-Regulation Skills of a Competitor Type vs. a Training Champion Athlete in Artistic Roller Skating: A Season Long Case Study in Elite Sport Competitions. *Athletic Insight*, 9.  
[www.athleticinsight.com/Vol9Iss2/SelfRegulationRollerSkating.htm](http://www.athleticinsight.com/Vol9Iss2/SelfRegulationRollerSkating.htm)
- Barkhoff, H., Heiby, E., & Pagano, I. (2007). A Season Long Case Study of Self-Regulation Skills and Success in Elite Sport Competitions. In Y. Theodorakis, M. Goudas, & A. Papaioannou (Eds.) *Sport and Exercise Psychology: Bridges Between Disciplines and Cultures. 12<sup>th</sup> European Congress of Sport Psychology*. University of Thessaly, Greece (pp. 442-444).

- Barkhoff, H., Pagano, I. & Heiby, E. (2007). Longitudinal analyses of the effects of mood on performance as a function of practice versus competition conditions: A season long study of artistic roller skaters. *Journal of the American Board of Sport Psychology*, 1, 1 – 14,  
[www.americanboardofsportpsychology.org/Portals/24/ABSP-JournalBarkhoff1.pdf](http://www.americanboardofsportpsychology.org/Portals/24/ABSP-JournalBarkhoff1.pdf)
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- Unpublished Manuscripts**
- Barkhoff, H. Crossing the Ka‘iwi Channel. Spirituality in Outrigger Canoe Paddling. 2019.
- Barkhoff, H. Zur Theorie und Diagnostik der Handlungskontrolle im Sport. Aufgezeigt am Beispiel von Rollkunstläufern im Hochleistungssport (Theory and Diagnostics of Action Control in top level Competitive Sports). 1995.
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### **Convention Presentations**

- 03/25/99 DVS-Seminar at University of Leipzig (Germany).
- 05/10/99 Research-Seminar at University of Kiel (Germany).
- 07/12/99 Oral Presentation „Selbstkonzept und Handlungskontrolle im Hochleistungssport“ (*Self Concept and Action Control in Competitive Sport*) by Barkhoff, H. at ASP-Congress „Leistung und Gesundheit“ (*Achievement and Health*) in Oslo (Norway).
- 11/24/00 Oral Presentation „Modellprojekt Gesundheitsfoerderung fuer Auszubildende“ (*Applied Model of Health Promotion for Trainees*) by Barkhoff, H., Arnscheid, R., Schlicht, W., & Schmitz, A. at Landes-Symposium in Tuebingen (Germany).
- 07/24/01 Oral Presentation/ Keynote Speaker “Gesundes Verhalten – Motivieren und Binden“ (*Health Behavior – Motivation and Compliance*) by Barkhoff, H. at IKK-Symposium „Health-Promotion“ in Stuttgart (Germany).
- 11/15/01 Oral Presentation/ Keynote Speaker “Gesundheitsfoerderung fuer Auszubildende” (*Health Promotion for Trainees*), by Barkhoff, H. at Health-Conference of the “Landesaerztekammer” in Stuttgart (Germany).
- 10/17/02 Poster Presentation – “A Study of Health Behavior, Adjustment, and Leisure Activity” by Barkhoff, H., Rojas, R., Heiby, E. & Schlicht, W. at Olympia 2012 Congress in Stuttgart (Germany).
- 06/28/03 Poster Presentation – “Neue Wege und Konzepte des Hochschulsports” (*New Ways and Concepts for the Intramural Sport*) by Barkhoff, H. at University of Stuttgart in Stuttgart (Germany).
- 5/27-30/4 Poster Presentation “Effect Of Leisure Activities Upon Health Behaviors Supports The Maladaptive Behavior Determinism Theory” by Pagano, I.S., Heiby, E., Barkhoff, H. & Schlicht, W. at the convention of the American Psychological Society in Chicago, Illinois (USA).
- 07/4-7/04 Oral Presentation “Self-Concept and Body-Concept in regard to Competitive Achievement of Elite Athletes in Artistic Roller and Figure Skating” by Barkhoff, H. & Heiby, E. at the 3rd International Biennial SELF Research Conference in Berlin (Germany).
- 10/28/04 Poster Presentation “A Cross Cultural Study of Health Compliance Behavior, and Leisure Activity in a Hawai'i and a German Sample” by Barkhoff, H., Rojas, R., Heiby, E. & Schlicht, W. at the 2<sup>nd</sup> annual Kamehameha Schools Research Conference on Hawaiian Well-being in Keaau, Hawai'i (USA).

- 05/29/05 Poster Presentation "Support for the Health Compliance Model-II Across Cultures" by Lukens, C., Heiby, E., Barkhoff, H., Schlicht W., & Rojas R. at the annual convention of the Association for Behavior Analysis in Chicago, Illinois (USA).
- 08/10/05 Poster presentation "Additional psychometric support for the Health Behavior Schedule -II" by Lukens, C., Heiby, E., Barkhoff, H., Schlicht, W., & Rojas, R. at the annual meeting of the American Psychological Association, Honolulu, HI, (USA).
- 08/15/05 Poster Presentation "Mood of a World Champion vs. a Training Champion in Artistic Roller Skating" by Barkhoff, H., Pagano, I.S., & Heiby, E. at the ISSP 11<sup>th</sup> World Congress of Sport Psychology in Sydney (Australia).
- 08/20/05 Poster Presentation "Cross-Validation of an English and German Version of the HBS-II" by Lukens, C., Heiby, E., & Barkhoff, H. at the 113th Convention of the American Psychological Association, Washington, D.C. (USA).
- 05/18/06 Oral Presentation "Exercise and Health Promotion" by Barkhoff, H. Invited Primary Speaker at Pulama I Ke Ola - Healthcare Conference, Hilo (USA).
- 05/18/06 Oral Presentation "Sports for life" by Barkhoff, H. Invited Primary Speaker at Pulama I Ke Ola - Healthcare Conference, Hilo (USA).
- 07/18/06 Oral Presentation "Two Years Long Case Study of Mood of a "Training Champion" vs. a World Champion in Artistic Roller Skating" by Barkhoff, H., Heiby, E., & Pagano, I.S. at the 26<sup>th</sup> International Congress of Applied Psychology, Athens (Greece).
- 07/19/06 Oral Presentation "Self-efficacy and performance, mood, self-concept, and body-concept during a world championship in artistic roller skating" by Barkhoff, H., & Heiby, E. at the 26<sup>th</sup> International Congress of Applied Psychology, Athens (Greece).
- 08/13/06 Poster Presentation "Validation of Self-Reported Compliance Scores on the Health Behavior Schedule-II" by Lukens, C., Heiby, E., & Barkhoff, H. at the 114th Convention of the American Psychological Association, New Orleans, LA. (USA).
- 03/02/07 Poster Presentation "Daily Self-Monitoring Data Collection & Feedback through CAMI (Computer Assisted Mobile Interview) in Health & Sport Psychology" by Barkhoff, H. & Hochwald, H. at the Fulbright Academy of Science & Technology 2007 Annual Conference: Implementing the U.N. Millennium Development Goals, Panama City, (Panama).
- 08/03/07 Oral Presentation "Application of the Hawaiian Ki'i concept into imagery of elite athletes in modern sport psychology" by Barkhoff, H. & Taupouri, T. at the Popular Culture Association and American Culture Association International Conference, Reykjavik (Iceland).
- 09/03/07 Oral Presentation "A Season Long Case Study of Self-Regulation Skills and Success in Elite Sport Competitions" by Barkhoff, H., Heiby, E., & Pagano, I. at the 12<sup>th</sup> European Congress of Sport Psychology "Sport and Exercise Psychology: Bridges Between Disciplines and Cultures", Halkidiki (Greece).
- 10/25/07 Oral Presentation "Application of Ki'i into Place Based Educational Introduction of Imagery in Sport Psychology" by Barkhoff, H. & Tangarō, T. at the 38th Annual NIEA Convention, Honolulu, Hawai'i (USA).

- 05/25/08 Poster Presentation “Predictors of Compliance to Health Habits Vary Across Cultures” by Heiby, E., Frank, M., Lukens, C., Barkhoff, H, & Cho, S. at the 34th Annual Convention of the Association for Behavior Analysis International, Chicago (USA).
- 07/12/08 Oral Presentation “Uluākea – Hawai’i Place-Based Educational Teaching of Sport Psychology” by Barkhoff, H. & Tangarō, T. at the Third International Conference on the Teaching of Psychology in St. Petersburg (Russia).
- 03/03/09 Oral Presentation “Hawai’i Place Based-Education for Exercise and Health” by Barkhoff, H. & Tangarō, T. at the 11<sup>th</sup> Pacific Science Inter-Congress – Pacific Countries and their Ocean: Facing Local and Global Changes – in Papeete, Tahiti, (French Polynesia).
- 05/22/09 Oral Presentation “Mahele Olakino/Ho’oikaika Kino – Physical Activity & Health” by Barkhoff, H. Invited Primary Speaker at Pulama I Ke Ola - Healthcare Conference, Hilo (USA).
- 07/06/10 Oral Presentation “Hawai’i Indigenous Place-Based Approach to Physical Education” by Barkhoff, H. at FIEP Oceania Regional Conference – Promoting Physical Education in Pacific Island States - in Suva, Fiji.
- 09/07/10 Round Table Discussion „Strategies for Developing an Indigenous Health Promotion Program at the University of Hawai’i at Hilo “ by Gail Makuakane & Harald Barkhoff at the 6<sup>th</sup> Gathering of the International Health Conference themed “Healing Our Spirits Worldwide” in Honolulu (USA).
- 11/21/11 Poster Presentation “Reclaiming Spirituality in Sport Psychology – A Hawaiian Perspective” by Barkhoff & Tangarō at the 2011 Caribbean Regional Conference of Psychology – Psychological Science & Well-Being: Building Bridges for Tomorrow in Nassau (Bahamas).
- 05/09/13 Poster Presentation “Crossing the Channel – Spirituality in Outrigger Canoe Paddling” by Barkhoff at the 45th Annual Conference on Applied Sport Psychology (ASP) in Halle (Germany).
- 05/09/13 Poster Presentation “Relations between Physical Leisure Activities & Psychological Indicators” by Amrhein, Kwak, Barkhoff, and Heiby at the 45th Annual Conference on Applied Sport Psychology (ASP) in Halle (Germany).
- 03/24/14 Oral Presentation “Paddling into Health” by Barkhoff, H. Invited Primary Speaker at Pulama I Ke Ola - Healthcare Conference, Hilo (USA).
- 03/23/15 Panel Discussion “Cultural Sensitivity in the Context of Public Health in Hawai’i” by Bardwell-Jones, C., Meyer, M.A., Barkhoff, H., & Marusek, S. at 16<sup>th</sup> Annual Native Hawaiian Education Association Convention, Kaneohe (USA).
- 11/18/15 Poster Presentation “Hoe wa'a & he'e nalu - Spirituality in outrigger canoe paddling & surfing in Hawai’i” by Barkhoff, H., Amrhein, M., & Heiby, E. M. at Healing Our Spirit Worldwide - The Seventh Gathering, Mauri Ora in Kirikiriroa, Hamilton, Aotearoa (New Zealand).
- 01/27/18 Poster Presentation “Uluākea & Hawai’i Papa O Ke Ao – Indigenizing Kinesiology” by Barkhoff, H. at AKA Leadership Conference in Denver (USA).
- 06/06/18 Panel Discussion “Indigenizing Instruction and Curricula” at the Native American Student Advocacy Institute (NASAI) Conference in Honolulu (USA).



- 03/21/19 "Weaving the Ka'ao of Ki'i and Academia" by Barkhoff, H. at He Au Honua Conference in Kahului, Maui (USA).
- 06/06/20 "Spirituality & Well-Being", Pulse Presentation by Barkhoff, H. at Uluākea Virtual Symposium I.
- 07/03/20 "Uluākea: Inspiring Faculty to Indigenize the University of Hawai'i at Hilo and Hawai'i Community College" by Makuakan, G., Barkhoff, H., Karides, M., Kapp, D., Takabayashi, M., & McCormick, R. at Annual Native Hawaiian Education Association Virtual Convention.
- 7/23/20 Facilitator Kīpaepae at Uluākea Virtual Symposium II.
- 1/28/21 Interactive Activity "Equitable and Inclusive Crisis Leadership" by Gonzales, L., Barkhoff, H., & Russel, J. at 14<sup>th</sup> Annual Leadership Workshop of the American Kinesiology Association, Virtual.
- 1/28/21 "AKA Inclusive Excellence Award" presented by Barkhoff, H. at 14<sup>th</sup> Annual Leadership Workshop of the American Kinesiology Association, Virtual.
- 1/28/21 Panel Discussion "AKA Inclusive Excellence: University of Hawai'i at Hilo" by Barkhoff, H., Duley, H.Y., Makuakane-Lundin, G.M., Pacheco, M., & Tangaro, T. at 14<sup>th</sup> Annual Leadership Workshop of the American Kinesiology Association, Virtual.
- 3/24-26/21 Participant - 2021 AAC&U Virtual Conference on Diversity, Equity, and Student Success, Virtual.
- 4/28-30/21 Participant - WSCUC's Accreditation Resource Community Conference, Virtual.
- 5/18/21 Oral Presentation – "Wa'a Hawai'i in Academia" by Iokepa, D., & Barkhoff, H. at Virtual Ka'ao - First Year Experience Institute, Virtual.
- 1/27/22 Oral Presentation – "Diversity, Equity, and Inclusion – Student Voices" at AKA (American Kinesiology Association) Annual Workshop – Leadership for the future: Vision, values, and practice, Virtual.
- 1/27/22 Oral Presentation – "Inclusive Excellence Award" at AKA (American Kinesiology Association) Annual Workshop – Leadership for the future: Vision, values, and practice, Virtual.
- 3/18/22 Oral Presentation – "Pathways to Decolonizing and Indigenizing Academia" by Duley, H.Y., Barkhoff, H., & Stotter, J. at AAC&U Conference on Diversity, Equity, and Student Success, New Orleans, USA.

### **Invited Talks and Workshops**

- 10/03/99 Seminar for National Coaches in Figure Skating in Oberstdorf (Germany)
- 10/15/99 Research-Seminar at University of Tuebingen in Offenhausen (Germany)
- 11/21/99 Seminar for National Coaches in Inline Speed Skating in Berlin (Germany)
- 12/07/99 Seminar for Snowboarding instructors in Boeblingen (Germany)
- 01/15/00 Seminar for Inline Speed Skating instructors in Spaichingen (Germany)
- 02/05/00 Seminar for National Coaches in Inline Speed Skating in Darmstadt (Germany)
- 04/02/00 Seminar for National Coaches in Roller and Inline Speed Skating in Darmstadt (Germany)

- 04/29/00 International World Cup Inline Speed Skating in Gross-Gerau (Germany)
- 06/04/00 Seminar for National Coaches in Figure Skating in Dortmund (Germany)
- 07/10/00 International Skating Seminar in Garmisch-Partenkirchen (Germany)
- 07/01/00 European Championships in Inline Speed Skating in Latina (Italy)
- 11/26/00 Seminar for Coaches in Roller Skating in Osnabrueck (Germany)
- 03/16/01 Research-Seminar at University of Tuebingen in Offenhausen (Germany)
- 04/05/01 International CEPA-Seminar in Viana Do Castelo (Portugal)
- 10/09/01 Evaluation "Action now – fit for future" at DaimlerChrysler in Stuttgart (Germany)
- 11/23/01 "Fit in die Praxis" IKK-Health-Workshop in Heilbronn (Germany)
- 06/05/02 "Sport Psychology" at University of Tuebingen (Germany)
- 11/16/02 Seminar for Coaches in Roller Skating in Hamburg (Germany)
- 11/17/02 Seminar in Sport Psychology for Roller Skaters in Hamburg (Germany)
- 05/08/03 "Research in Health Science" at University of Tuebingen (Germany)
- 01/30/04 "Introduction in Exercise and Sport Psychology" Seminar for National Coaches in Roller and Inline Speed Skating in Darmstadt (Germany)
- 01/31/04 "Introduction in Physical Education Pedagogy" Seminar for National Coaches in Roller and Inline Speed Skating in Darmstadt (Germany)
- 02/01/04 "Applied Psychology of Effective Coaching" Seminar for National Coaches in Roller and Inline Speed Skating in Darmstadt (Germany)
- 06/15/05 "Leben und Studieren in Hawai'i" (*Life and Study in Hawai'i*). Oral presentation at the Volkshochschule (Outreach College) Rheine (Germany)
- 06/23/05 "Study & Current Research at the University of Hawai'i @ Hilo". Oral presentation at the University of Stuttgart (Germany)
- 01/25/06 "Nutrition in Sports". Oral presentation for Hilo Aquatic Swim club in Hilo, Hawaii (USA)
- 03/22/06 "Motivation in Competitive Sports". Oral presentation for Hilo Aquatic Swim club in Hilo, Hawai'i (USA)
- 06/12/06 "Self-efficacy, self-regulation skills, and mood states predict skaters' performance during championship competitions". Oral presentation at University of Bern (Switzerland)
- 09/17/06 "Nutrition Education". Benjamin Cummings' focus group at ADA. Media Focus Group in Honolulu, Hawai'i (USA)
- 10/25/06 "Nutrition in Swimming". Oral presentation at Waiakea High School in Hilo, Hawai'i (USA)
- 11/16/06 "Peak Performance in Sports". Oral presentation at UH Hilo – Athletics, Hawai'i (USA)
- 11/29/06 "Food logs in Sports". Oral presentation for Hilo Aquatic Swim club at Hilo High School, Hilo, Hawai'i (USA)
- 01/05/07 "Sport Psychology in Baseball". Oral presentation/Workshop at UH Hilo – Athletics, Hawai'i (USA)
- 3/27&28/07 Native Hawaiian Education Association Conference at Chaminade University, Honolulu, Hawai'i (USA)
- 05/08/07 LWW Virtual Focus Group for Sports Psychology - online
- 06/27/07 "What to eat before the next swim meet". Oral presentation at Hilo High School, Hilo, Hawai'i (USA)
- 07/09/07 NCAA visitation at UH Hilo – Athletics, Hawai'i (USA)

- 09/21/07 "Pre-Competition Foods". Oral presentation at Hilo High School, Hilo, Hawai'i (USA)
- 11/16/07 Puana Ka 'Ike Lecture Series, Huaka'i Mauka, Kona, Hawai'i (USA)
- 03/19/08 Kipuka – Uluakea Presentation to WASC at UH Hilo, Hawai'i (USA)
- 04/21/08 "Building a Campus Community for Student Success". Member of Panel at Workshop with Dr. Kuh at UH Hilo, Hawai'i (USA)
- 04/14/08 "Hawai'i Place-Based Educational Instruction of Sport Psychology & Motor Learning". Presentation at Celebrating Faculty Innovators Luncheon at UH Hilo, Hawai'i (USA)
- 5/21-5/26/08 Consultations with Dr Ihirangi Heke in Gisborne, Aetearoa/New Zealand:  
 Hourouta Waka Ama Junior World U16 girl's W6: strength / conditioning  
 Horouta Waka Ama Junior World U19 boy's W6: strength / conditioning  
 Horouta Waka Ama Junior World U19 boy's W1: strength / conditioning  
 Horouta Waka Ama Junior World U19 boy's W1: Silicon Coach video analysis  
 East Coast Basketball U17 boy's national competition: mental toughness  
 Tolaga Bay Senior Men's running group: Strength / conditioning  
 Tolaga Bay Senior Women's running group: Strength / conditioning  
 Tolaga Bay Rangatahi Surf Club: Strength / conditioning  
 Te Tairāwhiti Rising Legends National Swim competitors / Dry-land swim training
- 05/28/08 "Place-Based Application of the Hawaiian Ki'i Concept into Sport Psychology". Oral Presentation at Te Pae Rangahau Tauhokai Ahurea (Centre for Applied Cross-Cultural Research) in Te Kura Mātai Hinengaro (School of Psychology) at Victoria University Wellington (Aotearoa/New Zealand)
- 06/13/08 "Overcoming Injuries in Sports" Oral Presentation at HATA Symposium, Hilo, Hawai'i, (USA)
- 07/03/08 "Hawai'i Place-Based Education in Sport Psychology". Oral Presentation at Department of Sport & Exercise Science at University of Stuttgart (Germany)
- 12/22/08 "Introduction to MacBook Air and Software". Workshop at UHH (USA)
- 12/22/08 "Introduction to Workshop Blogs". Workshop at UHH (USA)
- 01/09/09 "How to use iShowU" OTDL/CCECS workshop on Lulima and instructional software at UHH (USA)
- 01/16/09 "How to use QuickTime Pro" OTDL/CCECS workshop on Lulima and instructional software at UHH (USA)
- 01/23/09 "Using iMovie" OTDL/CCECS workshop on Lulima and instructional software at UHH (USA)
- 01/30/09 "Introduction to Lulima" workshop on Lulima at UHH (USA)
- 04/08/09 "Faculty Are People Too...the Day in the Life of a Professor...". Workshop at UHH (USA)
- 08/19/09 "Kinesiology & Exercise Sciences at UHH" Oral Presentation at Waiakea High School, Hilo, Hawai'i (USA)
- 08/20/09 "Faculty Are People Too...the Day in the Life of a Professor...". Workshop at UHH (USA)
- 8/28-9/6/09 Cultural and waka based experiential journey from instructors from Ngati Porou. Tolago Bay, (Aotearoa, New Zealand)

- 01/08/10 "Faculty Are People Too...the Day in the Life of a Professor...".  
Workshop at UHH (USA)
- 1/16/13 "Introduction to Sport Psychology". Workshop for UHH Softball Team at  
UHH (USA)
- 1/24/13 "Mental Profile in Softball". Workshop for UHH Softball Team at UHH  
(USA)
- 3/13/13 "Imagery in Softball". Workshop for UHH Softball Team at UHH (USA)
- 3/18/13 "Men Can Stop Rape". Workshop at Hawai'i Community Office, Hilo  
(USA)
- 3/21-3/23 Conference on Applied Learning in Higher Education at Missouri  
Western University in St. Joseph, MO (USA)
- 4/12/13 "Helping students to learn by giving of themselves". Invited Talk at  
ALEX Applied Learning Summit at UHH (USA)
- 7/8-7/10/13 "Moenahā Workshop" at Culture-Based Education Conference &  
Hawaiian Education Summit 2013 in Honolulu, Hawai'i (USA)
- 8/7/13 "Lei Alilea Workshop" at UHH, Hawai'i (USA)
- 9/19/13 "Maka Kini, A Multiple-Intelligence Approach to Academic Success"  
(Hei workshop with chant) at UHH, Hawai'i (USA)
- 10/3/13 "Hue Wai Hāwele, Securing the Spirit in Academia" (Making of ipu wai  
with carrying net) at UHH, Hawai'i (USA)
- 10/9/13 Primary Care & Health Equity Symposium at UH Manoa, Hawai'i (USA)
- 10/29/13 RISE 21st Century After School Program in Hilo, Hawai'i (USA)
- 11/14/13 E 'Imi Kou Ala – Exploring Mayor Pathways to UHH, Hawai'i (USA)
- 11/21/13 Native Hawaiian Scholarship 'Aha – Kīpuka, UHH, Hawai'i (USA)
- 2/13/14 "Lei" – Kīkupka, UHH, Hawai'i (USA)
- 3/12/14 "ie'ie weaving" UHH, Hawai'i (USA)
- 4/11/14 The Culture of Mele (Song) for Wellbeing by Keali'i Reichel, UHH,  
Hawai'i (USA)
- 4/13/14 Introduction to Kana Via Kokopu'upu'u by Keali'i Reichel, UHH, Hawai'i  
(USA)
- 4/26/14 Diversity Symposium, Daniel K Inouye College of Pharmacy, UHH,  
Hawai'i (USA)
- 9/5/14 Hilo Reigns, Hawai'i High School Counselors, UHH, Hawai'i (USA)
- 9/20/14 "Wahi Pana of Hilo" – Kīpuka, UHH (USA)
- 10/14/14 "Hawaii Island Well Being Challenge", Hawai'i County, Hilo, Hawai'i  
(USA)
- 10/28/14 "Chanting - the Art of Connecting to self and to community, Uluākea,  
Kīpuka, UHH, Hawai'i (USA)
- 11/15-11/16/14 "Kūkulu Ola" – Hawaiian Lomilomi UHH, Hawai'i (USA)
- 11/18/14 Kua o ka La WASC Accreditation Pre-Visit
- 11/18/14 "Kīpaepae - Understanding the Role of Ceremony in Academia,  
Uluākea, Kīpuka, UHH, Hawai'i (USA)
- 11/20/14 Annual statewide Native Hawaiian Scholarship 'Aha Program, UHH,  
Hawai'i (USA)
- 12/04/14 "Awa, A Process for Understanding the Cycle of Knowing and  
Knowledge", Uluākea, Kīpuka, UHH, Hawai'i (USA)
- 3/12/15 "What is Hawaiian about...", Uluākea, Kīpuka, UHH, Hawai'i (USA)
- 8/19/15 "Evening of aloha for Fall 2015 Orientation", New Student Programs,  
UHH, Hawai'i (USA)
- 8/20/15 "Fight The Freshman 15", New Student Programs, UHH, Hawai'i (USA)
- 8/20/15 "Transfer Advising", CAS, UHH, Hawai'i (USA)

- 9/25/15 Hilo Reigns, Hawai'i High School Counselors, UHH, Hawai'i (USA)
- 10/7/15 Kūkākūkā (Discussion) with Hawai'i Charter School Commissioner at Hakipuu Learning Center, Kaneohe, Hawai'i (USA)
- 10/10/15 "Compliance to Health Behaviors", Invited talk to Weight losing group (Dr. Cecilia Mukai) in Hilo, Hawai'i (USA)
- 12/11/15 Hawai'i Charter School Board Training, Hilo, Hawai'i (USA)
- 8/5/16 Lei Protocol and Lei Making Workshop, Hilo, Hawai'i (USA)
- 6/20/17 KES at UHH presented to Upward Bound High School students, Hawai'i (USA)
- 7/21/17 KES at UHH presented to Excite Camp at UHH, Hawai'i (USA)
- 8/9-8/11/17 PELP – President's Emerging Leaders Program, UH System, Honolulu, Hawai'i (USA)
- 1/3-4/18 PELP – President's Emerging Leaders Program, UH System, Maui, Hawai'i (USA)
- 2/12/18 Building Cultural Inclusion on Campus, UH Hilo, Hawai'i (USA)
- 2/20/18 Transfer Day - Hawai'i Community College, Hawai'i (USA)
- 4/6/18 Hula Workshop, Imiloa, UHH, Hawai'i (USA)
- 4/11/18 Transfer Day – UHH, Hawai'i (USA)
- 11/1/18 Transfer Day – UHH, Hawai'i (USA)
- 1/25-27/19 "Hiring, Evaluating, and Retaining Kinesiology Faculty" at 12th Annual Leadership Workshop of the American Kinesiology Association, Phoenix, Arizona (USA)
- 3/8/19 "What are Kinesiology & Exercise Sciences?" Pacheco/Barkhoff at Science Night/STEM 'Ohana Night at Waiakeawaena Elementary School, Hilo, Hawai'i (USA)
- 6/25-29/19 AAC&U 2019 Truth, Racial Healing, and Transformation Institute, Villanova University, Philadelphia (USA)
- 6/29-7/3/19 National Charter Schools Conference, Las Vegas (USA)
- 7/19/19 "KES Session 1" at Health Careers Opportunity Program, Hilo, Hawai'i (USA)
- 7/26/19 "KES Session 2" at Health Careers Opportunity Program, Hilo, Hawai'i (USA)
- 7/30/19 "2030 Promise Plan Feedback Session – Action", DOE, Honolulu, Hawai'i (USA)
- 7/30/19 "KES at UHH" at Talking Story with Admission program, Hilo, Hawai'i, (USA)
- 9/17/19 "Complementary Medicine", UHH, Hilo, Hawai'i (USA)
- 10/4/19 "Andy Irons: Kissed by Gods" Panel Discussion, UHH, Hilo, Hawai'i (USA)
- 10/21-10/24/19 NACSA (National Association of Charter School Authorizers Leadership Conference, St. Louis (USA)
- 2/10/20 Transfer Day – University of Hawai'i Maui Community College, Maui, (USA)
- 3/30/21 Virtual Transfer Day – University of Hawai'i at Hilo, (USA)
- 9/14/21 ACAD (American Conference of Academic Deans) Deans' Institute, Virtual
- 1/19/22 AAC&U (American Association of Colleges and Universities) Annual Meeting, Educating for Democracy, Virtual

- 1/25/22 AKA (American Kinesiology Association) Annual Workshop – Leadership for the future: Vision, values, and practice, Virtual
- 4/26/22 Deans Conference – Accreditation Review Commission on Education for the Physician Assistant, Virtual
- 5/4/22 “DEI & SJ Efforts at UH Hilo & Cal State Monterey Bay” Oral Presentation at University of North Carolina Charlotte, Virtual
- 5/26/22 “Paying Tribute to Hawai’i” Talk at NASPSA (North American Society for the Psychology of Sport and Physical Activity), Waikoloa, Hawai’i, (USA)

### **Intramural & External Grants**

- 1997- 1999 “Handlungskontrolle und Selbstkonzept(e) von Hochleistungssportlern im Roll- und Eiskunstlauf in Trainings- und Wettkampfsituationen“ (*Action Control and Self Concept(s) of top level Roller and Figure Skaters in Training and Competition*) Scholarship of the “Landesgraduiertenfoerderung” (26 month fulltime), Deutschmarks 36,400.00 (US \$ 18,200.00). Principal Investigator.
- 2005 UHH Travel Grant (\$2000)
- 2005-2006 “Relations Between Leisure Activities and Health Indicators”. UHH Seed Money Grant US \$ 12,411.00. Principal Investigator.
- 2005 “School Health Study”. HMSA Foundation Grant US \$ 65,000.00. Principal Investigator. Not awarded.
- 2005-2007 “Sportpsychologische Eingangsdiagnostik – Entwicklung und Erprobung von drei Messinstrumenten aus dem Bereich affektiver Beanspruchung und neuartiger diagnostischer Web-Technologie” (*Developing and testing of new sport psychological diagnostic measurements for athletes in high competitive sports*). BISP (BundesInstitut fuer SPortwissenschaft – *German National Institute of Sport Science*) Grant Euro 39,791.00 (US \$ 51,974.90). Co-Investigator.
- 2006 UHH Travel Grant (\$2400)
- 2007 UHH Travel Grant (\$2400)
- 2007 Native Hawaiian Education Association Scholarship to attend 2007 National Indian Education Association Convention (\$300)
- 2008 UHH Travel Grant (\$2400)
- 2010 UHH Travel Grant (\$2400)
- 2013 UHH Travel Grant (\$2200)
- 2015 UHH Travel Grant (\$2200)
- 2018 “Longitudinal Impact of Indigenized Pre-Allied Health Professional Youth Summer Camp” – Kamehameha Research Grant (US\$ 49,000.00). Co-Investigator. Not awarded.
- 2019 Truth, Racial Healing, and Transformation Campus Center Grant – Association of American Colleges and Universities (US\$ 20,000.00). Not awarded.

### **Honors/Awards**

- 2001 “Tackling Inequalities in Health” of the European Network of Health Promotion Agencies (ENHPA). Project “Gesundheitsfoerderung fuer

- Auszubildende” (Health Promotion for Trainees) elected as one of 5 “best-practice models” in Germany.
- 2007 Nominated, Taniguchi Excellence and Innovation Award
- 2008 Macpac award (a Macbook, an iPod, Office 2004 for Mac, and Prodcast software) Office of Technology and Distance Learning and the College of Continuing Education at UHH
- 2013 University of Hawai'i at Hilo Applied Learning Experiences Excellence in Teaching Award
- 2018-2019 American Kinesiology Association Jerry R. Thomas Distinguished Leadership Award for Undergraduate Degree Granting Departments
- 2018-2019 Nominated, American Kinesiology Association Inclusive Excellence Award
- 2019 Open Education Innovation Award, UH Hilo (\$250)
- 2019-2020 American Kinesiology Association Inclusive Excellence Award

### **Recognitions**

- 2006 Senior Appreciation at National Student – Athlete Day, Department of Intercollegiate Athletics at UHH in Conjunction with the National Consortium of Academics and Sports
- 2006 UHH Chancellor Recognition – Special Tribute: E ola ka ‘olelo Hawai’i
- 2009 Senior Appreciation at National Student – Athlete Day, Department of Intercollegiate Athletics at UHH in Conjunction with the National Consortium of Academics and Sports
- 2009 Certificate of Appreciation – National Charter School Week 2009, Kanu O Ka ‘Āina NCPCS – for outstanding support and lasting contributions to Kanu O Ka ‘Āina New Century Public Charter School and Hawai’i’s charter school movement. Awarded: May 8, 2009
- 2014 Ha‘akūmalae Certificate of Engagement – Wahi Pana O Hilo, Hawai’i Community College & University of Hawai’i at Hilo, September 20, 2014

### **Journal Reviewer**

- 2004, 05, 06, 07, 08, 12 Reviewer, Journal of Applied Sport Psychology
- 2005, 06, 07, 08, 10, 20 Reviewer, The Sport Psychologist
- 2006 Reviewer, Diabetic Medicine Journal
- 2006 Reviewer, Zeitschrift fuer Sportpsychologie
- 2006, 11 Reviewer, Journal of the American Board of Sport Psychology
- 2008, 09, 10, 11 Reviewer, Athletic Insight – The Online Journal of Sport Psychology
- 2016, 17, 17 Reviewer, Journal of Sports Sciences
- 2017 Reviewer, Brazilian Journal of Sport Psychology & Human Development
- 2017, 17 Reviewer, European Journal for Sport & Society
- 2018, 19 Reviewer, Journal of Sport & Exercise Psychology

**Book Reviewer**

- 2007            Reviewer, Brooks-Cole, Motor Learning: From Theory to Practice  
 2006            Reviewer, Psychology Press, Advanced Sport Psychology  
 2012            Book Reviewer, Pearson, Health – Making Choices for Life

**Grant Agency Reviewer**

- 2018            Scholarship Program: Research Stays for University Academics and Scientists, German Academic Exchange Service (DAAD), New York  
 2017            Scholarship Program: Research Stays for University Academics and Scientists, German Academic Exchange Service (DAAD), New York (2x)  
 2016            Scholarship Program: Short Term Research Grant, German Academic Exchange Service (DAAD), New York

**Editorial Board**

- 2008 – present    Athletic Insight – The Online Journal of Sport Psychology  
 2006 – 2008       Associate Editor, Journal of the American Board of Sport Psychology  
 2006 – present    Refeld (Revista Brasileira de Educação Física, Esporte, Lazer e Dança) – The Brazilian Journal of Physical Education, Sport, Leisure, and Dance

**Associations**

- 2005, 06            ISSP – International Society of Sport Psychology  
 2006, 07            IAAP – International Association of Applied Psychology  
 2007                NHEA – Native Hawaiian Education Association  
 2016 - present     AKA – American Kinesiology Association

**License/ Certifications**

- 1999- 2004        Fitness and Health Education Instructor  
 1999- 2001        Instructor and Scientific Consultant for the German Inline Speed Skating Association (DRIV)  
 1997- 2004        Inline Skating Instructor  
 1996- 2006        Scientific Consultant for the German Roller and Figure Skating Association (DRIV and DEU)  
 1995- 2006        Instructor of the German Roller and Figure Skating Association  
 1995- 2004        Skiing and Snowboarding Instructor (DSLIV)  
 1989- 2004        Roller Skating Instructor (DRIV)

**Additional Employments**



12/04- 2005	Sport Psychologist of one male Figure Skater (National Champion and Talent Squad Member "Team Olympia 2006")
08/03- 2006	Scientific Consultant and Supervisor of the National coaches and instructors for the German Roller, Inline and Precision Skating Federation (DRIV) in Physical Education Pedagogy
2002- 2006	Sport Psychologist of one female Artistic Roller Skater (National Champion, Runner up at World Championships 2002 and World Champion 2003)
2001- 2006	Sport Psychologist of the German National Roller-Skating Team
1999- 2006	Sport Psychologist of one male Artistic Roller Skater (National Champion, European Champion and World Champion 2002)
1999- 2001	Sport Psychologist of the German National Inline Speed Skating Team
1999- 2006	Scientific Consultant and Supervisor of the National coaches and instructors for the German Roller, Inline and Precision Skating Federation (DRIV) in Exercise and Sport Psychology

# Financial Performance Review

## September 2022

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



# Consolidated Financial Summary

## For the Month of September 2022 – No Normalizing Items

\$ in Millions	For the Month of September 2022				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 63.0	\$ 56.3	\$ 6.7		11.9%
Operating Expense	\$ 58.2	\$ 55.5	\$ (2.7)		-4.9%
<b>Income from Operations*</b>	<b>\$ 4.8</b>	<b>\$ 0.8</b>	<b>\$ 4.0</b>		<b>500.0%</b>
Operating Margin %	7.6%	1.4%	6.2%		442.86%
Non Operating Income**	\$ (2.2)	\$ 1.0	\$ (3.2)		-320.0%
<b>Net Income</b>	<b>\$ 2.6</b>	<b>\$ 1.8</b>	<b>\$ 0.8</b>		<b>44.4%</b>
Net Income Margin %	4.1%	3.1%	1.0%		32.3%

### Favorable performance was driven by:

We received a \$4 million one time payment from our Managed Medicaid Health plan as result of our recent contract negotiation.

Excluding this payment, our income from operations would have met budget due to the following:

- A strong revenue month both predominantly in outpatient services
- Total gross revenues were over budget by \$20 million (10%), though there was an overall decline in patient acuity.
- Total admissions were 133 admits (16%) above budget
- The average daily census was 7% above budget at 123
- Total net patient revenues were \$6.7 million (12%) above budget driven by:
  - OP infusion cases were at 1,072, the highest level in the last 2 years
  - IP and OP surgical cases were above budget by 22% and 10%, respectively
  - Overall the payor mix was unfavorable driven by much higher governmental business
  - Increased patient volume and staffing challenges continue to require higher than expected contract labor and overtime utilization.
- Overall Labor Productivity was favorable by 8% (42 FTEs) due staffing efficiencies and unfilled budgeted positions .

Non Operating Income was lower than expected due market volatility requiring mark to market adjustments in our fixed income portfolio.

# Consolidated Financial Summary

## Year-to-Date September 2022 – No Normalizing Items

\$ in Millions	FY 2022 YTD September			
	Actual	Budget	Variance fav (unfav)	
			\$VAR	%VAR
Operating Revenue	\$ 178.9	\$ 171.2	\$ 7.7	4.5%
Operating Expense	\$ 171.4	\$ 167.7	\$ (3.7)	-2.2%
<b>Income from Operations*</b>	<b>\$ 7.5</b>	<b>\$ 3.5</b>	<b>\$ 4.0</b>	<b>114.3%</b>
<i>Operating Margin %</i>	4.2%	2.1%	2.1%	100.0%
Non Operating Income**	\$ 0.1	\$ 2.9	\$ (2.8)	-96.6%
<b>Net Income</b>	<b>\$ 7.6</b>	<b>\$ 6.4</b>	<b>\$ 1.2</b>	<b>18.8%</b>
<i>Net Income Margin %</i>	4.3%	3.8%	0.5%	13.2%

# SVMH Financial Highlights September 2022

Gross Revenues were Favorable

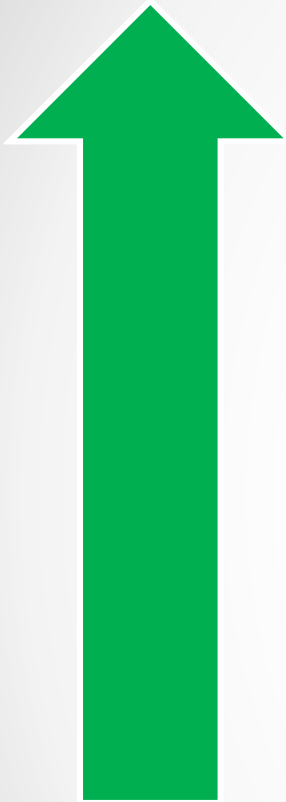
- **Gross Revenues** were 10 % favorable to budget
- **IP Gross Revenues** were 3% favorable to budget
- **ED Gross Revenues** were 13% favorable to budget
- **OP Gross Revenues** were 20% favorable to budget in the following areas:
  - Infusion Therapy
  - Radiology
  - Surgery
  - Cardiology

- **Commercial:** 6% above budget
- **Medicaid:** 21% above budget
- **Medicare:** 8% below budget

Payor Mix – unfavorable to budget

Total Normalized Net Patient Revenues were \$54.1M, which was Favorable to budget by \$7.3M or 15.5%

# Financial Summary – September 2022



- 1) Higher than expected Inpatient business:
  - Average daily census was at 123, 7% above budget of 115
- 2) Total admissions were 16% (133 admits) above budget
  - ER admissions were 16% above budget (98 admits)
- 3) ER Outpatient visits were above budget by 20% at 4,718
- 4) Inpatient Surgeries were 21% (29 cases) above budget at 165
- 5) Higher than expected Outpatient business:
  - Predominantly due to higher than budgeted volumes in Infusion Therapy, Surgery, Radiology, Cardiology and Cath Lab
- 6) Outpatient Surgeries were 11% (25 cases) above budget at 256
- 7) Covid cases decreased to 13 cases, a decrease of 73% over prior month
- 8) OP Observation cases were below budget by 11% at 146
- 9) Medicare Traditional ALOS CMI adjusted was 1% favorable at 2.31 days with a Case Mix Index of 1.7

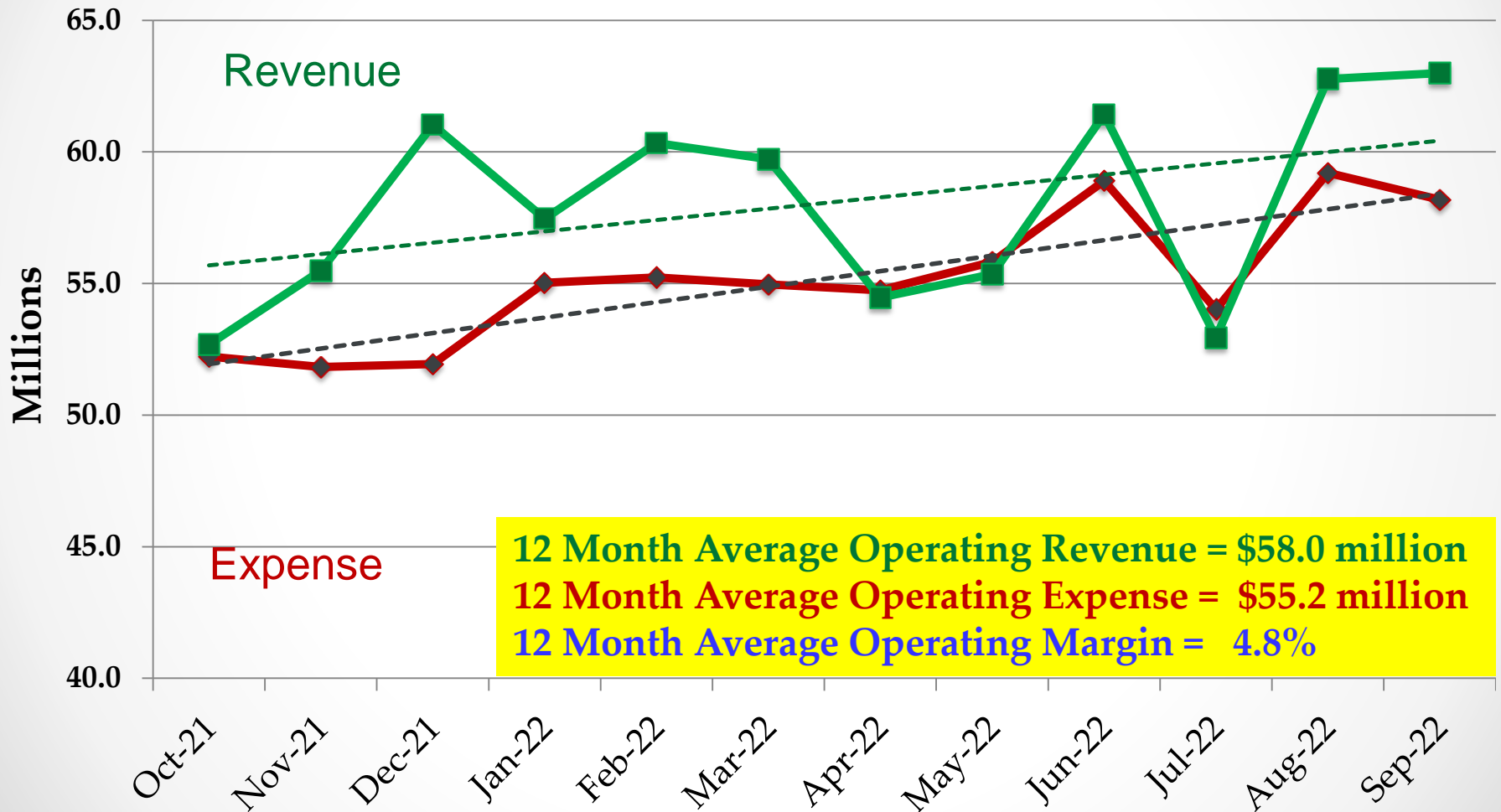
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10) Deliveries were 10% (13 deliveries) below budget at 121



# SVMHS Operating Revenues & Expenses (Normalized)

## Rolling 12 Months: October 21 to September 22



# SVMHS Key Financial Indicators

Statistic	YTD	SVMHS	S&P A+ Rated			YTD	
	Sep-22	Target	+/-	Hospitals	+/-	Sep-21	
Operating Margin*	4.2%	5.0%		4.7%		7.6%	
Total Margin*	4.3%	6.0%		8.7%		11.8%	
EBITDA Margin**	8.1%	7.4%		14.6%		13.4%	
Days of Cash*	338	305		387		372	
Days of Accounts Payable*	53	45		-		43	
Days of Net Accounts Receivable***	49	45		52		49	
Supply Expense as % NPR	13.0%	14.0%		-		12.7%	
SWB Expense as % NPR	54.0%	53.0%		55.5%		53.0%	
Operating Expense per APD*	6,291	4,992		-		6,369	

\*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**  
**STATEMENTS OF REVENUE AND EXPENSES - BUDGET VS. ACTUAL**  
**September 30, 2022**

	Month of September,				Three months ended September 30,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 223,337,796	\$ 202,877,354	20,460,442	10.09%	\$ 668,433,199	\$ 622,150,300	46,282,899	7.44%
Deductions from revenue	169,203,073	156,001,206	13,201,867	8.46%	516,092,437	478,642,749	37,449,688	7.82%
Net patient revenue	54,134,723	46,876,148	7,258,575	15.48%	152,340,762	143,507,550	8,833,212	6.16%
Other operating revenue	550,444	1,374,687	(824,243)	-59.96%	2,123,543	4,124,060	(2,000,517)	-48.51%
<b>Total operating revenue</b>	<b>54,685,167</b>	<b>48,250,834</b>	<b>6,434,333</b>	<b>13.34%</b>	<b>154,464,305</b>	<b>147,631,610</b>	<b>6,832,695</b>	<b>4.63%</b>
Operating expenses:								
Salaries and wages	17,421,381	15,789,058	1,632,323	10.34%	53,059,981	48,303,831	4,756,150	9.85%
Compensated absences	2,519,565	3,033,107	(513,542)	-16.93%	7,959,046	9,235,134	(1,276,088)	-13.82%
Employee benefits	7,358,322	7,137,006	221,316	3.10%	22,163,547	22,162,144	1,403	0.01%
Supplies, food, and linen	7,497,972	6,213,598	1,284,374	20.67%	20,470,893	19,049,389	1,421,504	7.46%
Purchased department functions	4,356,683	3,490,994	865,689	24.80%	11,572,083	10,473,025	1,099,058	10.49%
Medical fees	2,049,972	2,026,754	23,218	1.15%	5,420,274	6,080,263	(659,989)	-10.85%
Other fees	2,527,182	2,094,220	432,962	20.67%	7,166,910	6,513,788	653,122	10.03%
Depreciation	1,651,869	1,892,338	(240,469)	-12.71%	5,683,598	5,699,997	(16,399)	-0.29%
All other expense	1,578,270	1,732,165	(153,895)	-8.88%	4,925,187	5,266,487	(341,300)	-6.48%
<b>Total operating expenses</b>	<b>46,961,216</b>	<b>43,409,241</b>	<b>3,551,975</b>	<b>8.18%</b>	<b>138,421,519</b>	<b>132,784,058</b>	<b>5,637,461</b>	<b>4.25%</b>
<b>Income from operations</b>	<b>7,723,951</b>	<b>4,841,593</b>	<b>2,882,358</b>	<b>59.53%</b>	<b>16,042,786</b>	<b>14,847,552</b>	<b>1,195,234</b>	<b>8.05%</b>
Non-operating income:								
Donations	169,553	166,667	2,886	1.73%	2,301,378	500,000	1,801,378	360.28%
Property taxes	333,333	333,333	(0)	0.00%	1,000,000	1,000,000	0	0.00%
Investment income	(3,134,114)	129,915	(3,264,029)	-2512.43%	(3,374,640)	389,746	(3,764,386)	-965.86%
Income from subsidiaries	(2,769,692)	(3,768,251)	998,559	-26.50%	(7,982,089)	(10,420,682)	2,438,593	-23.40%
<b>Total non-operating income</b>	<b>(5,400,920)</b>	<b>(3,138,335)</b>	<b>(2,262,584)</b>	<b>72.10%</b>	<b>(8,055,351)</b>	<b>(8,530,936)</b>	<b>475,585</b>	<b>-5.57%</b>
<b>Operating and non-operating income \$</b>	<b>2,323,031</b>	<b>\$ 1,703,258</b>	<b>619,773</b>	<b>36.39%</b>	<b>\$ 7,987,435</b>	<b>\$ 6,316,617</b>	<b>1,670,819</b>	<b>26.45%</b>

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

	<u>Month of September,</u>		<u>Three months ended September 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	1,762	1,553	5,658	4,695
Medi-Cal	1,146	964	3,271	2,928
Commercial insurance	704	749	2,252	2,191
Other patient	76	71	295	344
Total patient days	<u>3,688</u>	<u>3,337</u>	<u>11,476</u>	<u>10,158</u>
Gross revenue:				
Medicare	\$ 96,219,936	\$ 86,871,071	\$ 297,290,894	\$ 268,703,634
Medi-Cal	67,211,441	57,526,189	190,759,092	171,807,998
Commercial insurance	52,928,243	50,189,204	156,753,414	149,083,669
Other patient	<u>6,978,176</u>	<u>7,129,690</u>	<u>23,629,799</u>	<u>25,025,799</u>
Gross revenue	<u>223,337,796</u>	<u>201,716,153</u>	<u>668,433,199</u>	<u>614,621,101</u>
Deductions from revenue:				
Administrative adjustment	107,512	483,877	610,292	978,289
Charity care	535,361	1,012,772	2,253,469	3,690,676
Contractual adjustments:				
Medicare outpatient	30,181,299	28,727,528	91,759,869	85,379,289
Medicare inpatient	35,407,331	37,096,830	125,700,425	110,214,968
Medi-Cal traditional outpatient	3,220,276	2,559,562	9,948,427	7,468,468
Medi-Cal traditional inpatient	4,195,198	5,239,091	13,182,718	17,042,211
Medi-Cal managed care outpatient	27,313,755	21,787,415	75,497,264	67,909,539
Medi-Cal managed care inpatient	25,823,325	20,196,240	71,310,003	62,124,937
Commercial insurance outpatient	18,201,106	18,125,359	53,320,836	50,910,833
Commercial insurance inpatient	20,268,730	16,266,947	58,712,860	50,902,363
Uncollectible accounts expense	4,021,602	3,745,228	11,922,369	11,514,735
Other payors	<u>(72,422)</u>	<u>38,442</u>	<u>1,873,905</u>	<u>2,001,084</u>
Deductions from revenue	<u>169,203,073</u>	<u>155,279,292</u>	<u>516,092,437</u>	<u>470,137,393</u>
Net patient revenue	<u>\$ 54,134,723</u>	<u>\$ 46,436,862</u>	<u>\$ 152,340,762</u>	<u>\$ 144,483,708</u>
Gross billed charges by patient type:				
Inpatient	\$ 112,650,472	\$ 103,333,462	\$ 348,700,935	\$ 319,805,534
Outpatient	81,402,029	69,968,237	235,084,367	211,266,196
Emergency room	<u>29,285,293</u>	<u>28,414,454</u>	<u>84,647,896</u>	<u>83,549,370</u>
Total	<u>\$ 223,337,794</u>	<u>\$ 201,716,153</u>	<u>\$ 668,433,198</u>	<u>\$ 614,621,101</u>

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

	<u>Month of September,</u>		<u>Three months ended September 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 54,134,723	\$ 46,436,862	\$ 152,340,762	\$ 144,483,708
Other operating revenue	550,444	1,205,071	2,123,543	3,363,575
Total operating revenue	<u>54,685,167</u>	<u>47,641,933</u>	<u>154,464,305</u>	<u>147,847,283</u>
Operating expenses:				
Salaries and wages	17,421,381	15,631,010	53,059,981	46,891,772
Compensated absences	2,519,565	2,539,271	7,959,046	7,626,195
Employee benefits	7,358,322	7,225,821	22,163,547	22,522,425
Supplies, food, and linen	7,497,972	6,428,334	20,470,893	18,432,733
Purchased department functions	4,356,683	3,343,930	11,572,083	9,605,691
Medical fees	2,049,972	1,752,026	5,420,274	5,806,657
Other fees	2,527,182	1,157,831	7,166,910	3,506,671
Depreciation	1,651,869	1,732,670	5,683,598	5,300,772
All other expense	1,578,270	1,528,399	4,925,187	4,615,117
Total operating expenses	<u>46,961,216</u>	<u>41,339,292</u>	<u>138,421,519</u>	<u>124,308,033</u>
Income from operations	<u>7,723,951</u>	<u>6,302,641</u>	<u>16,042,786</u>	<u>23,539,250</u>
Non-operating income:				
Donations	169,553	166,667	2,301,378	500,000
Property taxes	333,333	333,333	1,000,000	1,000,000
Investment income	(3,134,114)	(1,113,460)	(3,374,640)	(761,168)
Taxes and licenses	0	0	0	0
Income from subsidiaries	(2,769,692)	(1,848,452)	(7,982,089)	(6,913,571)
Total non-operating income	<u>(5,400,920)</u>	<u>(2,461,912)</u>	<u>(8,055,351)</u>	<u>(6,174,739)</u>
Operating and non-operating income	2,323,032	3,840,729	7,987,436	17,364,511
Net assets to begin	<u>865,509,406</u>	<u>823,878,342</u>	<u>859,845,002</u>	<u>810,354,560</u>
Net assets to end	<u>\$ 867,832,438</u>	<u>\$ 827,719,071</u>	<u>\$ 867,832,438</u>	<u>\$ 827,719,071</u>
Net income excluding non-recurring items	\$ 2,323,032	\$ 3,358,951	\$ 7,987,436	\$ 16,882,733
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>0</u>	<u>481,778</u>	<u>0</u>	<u>481,778</u>
Operating and non-operating income	<u>\$ 2,323,032</u>	<u>\$ 3,840,729</u>	<u>\$ 7,987,436</u>	<u>\$ 17,364,511</u>

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

	<u>Month of September,</u>		<u>Three months ended September 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Detail of other operating income:				
Dietary revenue	\$ 111,488	\$ 131,930	\$ 373,419	\$ 400,005
Discounts and scrap sale	824	9,926	274,499	282,403
Sale of products and services	17,596	301,593	97,167	367,279
Clinical trial fees	0	13,902	0	20,878
Stimulus Funds	0	0	0	0
Rental income	173,485	162,287	523,336	482,900
Other	247,051	585,433	855,122	1,810,110
<b>Total</b>	<b>\$ 550,444</b>	<b>\$ 1,205,071</b>	<b>\$ 2,123,543</b>	<b>\$ 3,363,575</b>
Detail of investment income:				
Bank and payor interest	\$ 662,142	\$ 83,555	\$ 1,179,962	\$ 288,497
Income from investments	(3,791,540)	(1,157,911)	(4,549,887)	(1,075,291)
Gain or loss on property and equipment	(4,715)	(39,103)	(4,715)	25,625
<b>Total</b>	<b>\$ (3,134,114)</b>	<b>\$ (1,113,460)</b>	<b>\$ (3,374,640)</b>	<b>\$ (761,168)</b>
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (88,756)	\$ (236,294)	\$ (496,170)	\$ (634,102)
Neurological Clinic	(155,202)	(60,225)	(231,778)	(153,947)
Palliative Care Clinic	(51,001)	(115,080)	(183,255)	(261,612)
Surgery Clinic	(90,825)	(126,421)	(381,241)	(323,871)
Infectious Disease Clinic	(31,748)	(35,349)	(86,592)	(77,275)
Endocrinology Clinic	(109,335)	(162,124)	(469,673)	(376,988)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(354,671)	(436,319)	(1,104,945)	(1,212,929)
OB/GYN Clinic	(273,134)	(280,964)	(885,552)	(985,532)
PrimeCare Medical Group	(261,713)	(589,867)	(1,150,011)	(1,289,277)
Oncology Clinic	(251,289)	18,195	(754,547)	(749,999)
Cardiac Surgery	(349,700)	(154,577)	(787,400)	(490,435)
Sleep Center	23,695	(21,034)	(59,389)	(77,558)
Rheumatology	(69,476)	(63,727)	(185,698)	(151,517)
Precision Ortho MDs	(391,338)	(329,004)	(835,554)	(858,020)
Precision Ortho-MRI	0	0	0	0
Precision Ortho-PT	104,925	(91,765)	(120,069)	(162,887)
Vaccine Clinic	(1,030)	0	(1,254)	0
Dermatology	82,258	(25,859)	(43,040)	(72,361)
Hospitalists	0	0	0	0
Behavioral Health	(716,454)	(93,405)	(72,336)	(219,127)
Pediatric Diabetes	(50,614)	(57,500)	(140,148)	(140,260)
Neurosurgery	(12,719)	(22,080)	(70,965)	(52,548)
Multi-Specialty-RR	10,191	14,090	20,937	17,710
Radiology	(94,632)	(354,198)	(413,748)	(904,826)
Salinas Family Practice	(63,707)	(56,680)	(237,411)	(268,912)
Urology	47,502	0	(174,126)	0
<b>Total SVMC</b>	<b>(3,148,773)</b>	<b>(3,280,187)</b>	<b>(8,863,965)</b>	<b>(9,446,273)</b>
Doctors on Duty	64,212	1,501,560	289,319	1,305,473
Vantage Surgery Center	0	24,430	0	69,882
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	211,934	(267,495)	401,453	861,709
Aspire/CHI/Coastal	0	(13,536)	(63,635)	(59,966)
Apex	64,627	84,917	99,612	116,858
21st Century Oncology	(19,752)	48,852	28,000	120,468
Monterey Bay Endoscopy Center	58,061	53,008	127,127	118,277
<b>Total</b>	<b>\$ (2,769,692)</b>	<b>\$ (1,848,452)</b>	<b>\$ (7,982,089)</b>	<b>\$ (6,913,571)</b>

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

	<u>Current year</u>	<u>Prior year</u>
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents	\$ 284,067,791	\$ 330,242,613
Patient accounts receivable, net of estimated uncollectibles of \$31,257,588	84,941,326	77,169,477
Supplies inventory at cost	7,599,460	8,063,643
Other current assets	<u>20,563,028</u>	<u>9,986,151</u>
Total current assets	<u>397,171,605</u>	<u>425,461,883</u>
Assets whose use is limited or restricted by board	<u>149,879,860</u>	<u>146,325,055</u>
Capital assets:		
Land and construction in process	39,324,547	35,488,799
Other capital assets, net of depreciation	<u>198,755,719</u>	<u>206,976,129</u>
Total capital assets	<u>238,080,266</u>	<u>242,464,928</u>
Other assets:		
Investment in Securities	141,849,676	148,482,228
Investment in SVMC	12,605,206	14,852,109
Investment in Aspire/CHI/Coastal	1,679,677	3,641,741
Investment in other affiliates	22,941,120	22,403,354
Net pension asset	<u>705,134</u>	<u>2,444,328</u>
Total other assets	<u>179,780,813</u>	<u>191,823,760</u>
Deferred pension outflows	<u>95,401,205</u>	<u>50,119,236</u>
	<u>\$ 1,060,313,749</u>	<u>\$ 1,056,194,863</u>
<b>LIABILITIES AND NET ASSETS</b>		
Current liabilities:		
Accounts payable and accrued expenses	\$ 61,687,786	\$ 56,327,207
Due to third party payers	23,067,473	56,596,240
Current portion of self-insurance liability	<u>17,540,186</u>	<u>17,410,712</u>
Total current liabilities	102,295,445	130,334,159
Long term portion of workers comp liability	<u>14,058,922</u>	<u>14,556,513</u>
Total liabilities	<u>116,354,367</u>	<u>144,890,672</u>
Pension liability	<u>76,126,944</u>	<u>83,585,120</u>
Net assets:		
Invested in capital assets, net of related debt	238,080,266	242,464,928
Unrestricted	<u>629,752,172</u>	<u>585,254,143</u>
Total net assets	<u>867,832,438</u>	<u>827,719,071</u>
	<u>\$ 1,060,313,749</u>	<u>\$ 1,056,194,863</u>

SALINAS VALLEY MEMORIAL HOSPITAL  
SUMMARY INCOME STATEMENT  
September 30, 2022

	<u>Month of September,</u>		<u>Three months ended September 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 54,134,723	\$ 46,436,862	\$ 152,340,762	\$ 144,483,708
Other operating revenue	550,444	1,205,071	2,123,543	3,363,575
Total operating revenue	<u>54,685,167</u>	<u>47,641,933</u>	<u>154,464,305</u>	<u>147,847,283</u>
Total operating expenses	46,961,216	41,339,292	138,421,519	124,308,033
Total non-operating income	<u>(5,400,920)</u>	<u>(2,461,912)</u>	<u>(8,055,351)</u>	<u>(6,174,739)</u>
Operating and non-operating income	<u>\$ 2,323,032</u>	<u>\$ 3,840,729</u>	<u>\$ 7,987,436</u>	<u>\$ 17,364,511</u>

SALINAS VALLEY MEMORIAL HOSPITAL  
BALANCE SHEETS  
September 30, 2022

	<u>Current year</u>	<u>Prior year</u>
<b>ASSETS:</b>		
Current assets	\$ 397,171,605	\$ 425,461,883
Assets whose use is limited or restricted by board	149,879,860	146,325,055
Capital assets	238,080,266	242,464,928
Other assets	179,780,813	191,823,760
Deferred pension outflows	<u>95,401,205</u>	<u>50,119,236</u>
	<u>\$ 1,060,313,749</u>	<u>\$ 1,056,194,863</u>
<b>LIABILITIES AND EQUITY:</b>		
Current liabilities	102,295,445	130,334,159
Long term liabilities	14,058,922	14,556,513
	76,126,944	83,585,120
Net assets	<u>867,832,438</u>	<u>827,719,071</u>
	<u>\$ 1,060,313,749</u>	<u>\$ 1,056,194,863</u>



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

	<u>Month of Sep</u>		<u>Three months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>NEWBORN STATISTICS</u>					
Medi-Cal Admissions	49	40	140	114	(26)
Other Admissions	106	84	293	266	(27)
Total Admissions	155	124	433	380	(53)
Medi-Cal Patient Days	68	63	206	181	(25)
Other Patient Days	165	136	486	18	(468)
Total Patient Days of Care	233	199	692	199	(493)
Average Daily Census	7.8	6.6	7.5	2.2	(5.4)
Medi-Cal Average Days	1.4	1.8	1.5	1.7	0.2
Other Average Days	1.4	1.7	1.7	0.1	(1.6)
Total Average Days Stay	1.6	1.7	1.6	0.5	(1.1)
<u>ADULTS &amp; PEDIATRICS</u>					
Medicare Admissions	286	356	916	1,157	241
Medi-Cal Admissions	274	291	728	824	96
Other Admissions	408	311	901	949	48
Total Admissions	968	958	2,545	2,930	385
Medicare Patient Days	1,356	1,387	4,021	4,637	616
Medi-Cal Patient Days	980	1,183	3,036	3,401	365
Other Patient Days	907	1,747	2,842	(3,721)	(6,563)
Total Patient Days of Care	3,243	4,317	9,899	4,317	(5,582)
Average Daily Census	108.1	143.9	107.6	46.9	(60.7)
Medicare Average Length of Stay	4.7	3.9	4.2	4.0	(0.2)
Medi-Cal Average Length of Stay	3.3	3.6	3.2	3.5	0.3
Other Average Length of Stay	2.3	4.6	2.5	-3.2	(5.6)
Total Average Length of Stay	3.3	4.0	3.3	1.3	(1.9)
Deaths	28	22	79	64	(15)
Total Patient Days	3,476	4,516	10,591	4,516	(6,075)
Medi-Cal Administrative Days	28	4	74	27	(47)
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	28	4	74	27	(47)
Percent Non-Acute	0.81%	0.09%	0.70%	0.60%	-0.10%

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

	<u>Month of Sep</u>		<u>Three months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>PATIENT DAYS BY LOCATION</u>					
Level I	274	463	752	463	(289)
Heart Center	323	431	961	431	(530)
Monitored Beds	755	642	2,387	642	(1,745)
Single Room Maternity/Obstetrics	407	347	1,109	347	(762)
Med/Surg - Cardiovascular	462	990	1,777	990	(787)
Med/Surg - Oncology	259	226	816	226	(590)
Med/Surg - Rehab	388	633	1,223	633	(590)
Pediatrics	69	153	276	153	(123)
Nursery	233	199	692	199	(493)
Neonatal Intensive Care	94	0	253	0	(253)
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	70.26%	118.72%	62.88%	116.14%	
Heart Center	71.78%	95.78%	69.64%	93.70%	
Monitored Beds	93.21%	79.26%	96.10%	77.54%	
Single Room Maternity/Obstetrics	36.67%	31.26%	32.58%	30.58%	
Med/Surg - Cardiovascular	34.22%	73.33%	42.92%	71.74%	
Med/Surg - Oncology	66.41%	57.95%	68.23%	56.69%	
Med/Surg - Rehab	49.74%	81.15%	51.13%	79.39%	
Med/Surg - Observation Care Unit	0.00%	84.71%	0.00%	82.86%	
Pediatrics	12.78%	28.33%	16.67%	27.72%	
Nursery	47.07%	40.20%	22.79%	19.66%	
Neonatal Intensive Care	28.48%	0.00%	25.00%	0.00%	

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

	<u>Month of Sep</u>		<u>Three months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>DELIVERY ROOM</u>					
Total deliveries	152	108	426	362	(64)
C-Section deliveries	49	31	134	102	(32)
Percent of C-section deliveries	32.24%	28.70%	31.46%	28.18%	-3.28%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	16,545	18,595	60,973	55,887	(5,086)
Out-Patient Operating Minutes	24,649	29,255	74,597	78,279	3,682
Total	41,194	47,850	135,570	134,166	(1,404)
Open Heart Surgeries	10	16	37	38	1
In-Patient Cases	121	126	419	403	(16)
Out-Patient Cases	243	295	742	818	76
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	36	20	126	80	(46)
High Risk	411	545	1,293	1,605	312
More Than One Resource	2,602	3,019	7,874	8,891	1,017
One Resource	1,897	2,020	5,262	5,944	682
No Resources	97	96	325	278	(47)
Total	<u>5,043</u>	<u>5,700</u>	<u>14,880</u>	<u>16,798</u>	<u>1,918</u>

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

	Month of Sep		Three 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	31,789	29,838	231,002	221,900	-9,102
<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	60,826	61,463	390,731	398,282	7,551
<b>BLOOD BANK</b>					
Units processed	318	297	1,996	1,965	-31
<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	2,435	2,518	15,414	16,680	1,266
<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	115	148	1,084	1,232	148
<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	438	528	3,311	3,931	620
<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	164	192	1,278	1,254	-24

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

	Month of Sep		Three months to date		Variance
	2021	2022	2020-21	2021-22	
<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	183	167	1,316	1,153	-163
<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	3,287	3,167	21,970	20,434	-1,536
<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	246	224	1,893	1,707	-186
<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	5,417	7,068	41,703	49,246	7,543
<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	74	92	596	639	43
<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	127,272	112,815	773,317	758,610	-14,707
<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	30,122	22,913	161,027	140,957	-20,070
<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	2,355	2,566	17,860	18,392	532

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

	<u>Month of Sep</u>		<u>Three months to date</u>		<u>Variance</u>
	<u>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*

## ***ADJOURNMENT***

***THE TRANSFORMATION, STRATEGIC  
PLANNING AND GOVERNANCE  
COMMITTEE MEETS QUARTERLY.  
THE NEXT MEETING IS  
SCHEDULED FOR WEDNESDAY,  
JANUARY 25, 2023, AT 12:00 P.M.***