

April 21, 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, APRIL 27, 2022, AT 12:00 P.M., IN THE DOWNING RESOURCE CENTER, ROOMS A, B & C, 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. 2022-05, Assembly Bill 361, and guidance from the Monterey County Health Department in response to concerns regarding COVID-19, Board Members of Salinas Valley Memorial Healthcare System, a local health care district, are permitted to participate in this duly noticed public meeting via teleconference and certain requirements of The Brown Act are suspended.



Pete Delgado  
President/Chief Executive Officer

**Committee Members: 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 AND GOVERNANCE  
COMMITTEE MEETING – APRIL 2022  
COMMITTEE OF THE WHOLE  
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**WEDNESDAY, APRIL 27, 2022  
12:00 P.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](http://svmh.com/virtualboardmeeting) for Access Information)**

Please note: Pursuant to SVMHS Board Resolution No. 2022-05, Assembly Bill 361, and guidance from the Monterey County Health Department in response to concerns regarding COVID-19, Board Members of Salinas Valley Memorial Healthcare System, a local health care district, are permitted to participate in this duly noticed public meeting via teleconference and certain requirements of The Brown Act are suspended.

**AGENDA**

1. Approval of Minutes from the Transformation, Strategic Planning and Governance Committee Meeting of October 27, 2021 (DELGADO)

- Motion/Second
- Action by Committee/Roll Call Vote

2. Financial and Statistical Review (CLEVELAND)

3. 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.

4. Closed Session

5. Reconvene Open Session/Report on Closed Session

6. Adjournment - The next Transformation, Strategic Planning and Investment Committee Meeting is scheduled for **Wednesday, July 27, 2022 at 12:00 p.m.**

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

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

Requests for a disability related modification or accommodation, including auxiliary aids or services, in order to attend or participate in a meeting should be made to the Executive Assistant during regular business hours at 831-755-0741. Notification received 48 hours before the meeting will enable the District to make reasonable accommodations.

**TRANSFORMATION, STRATEGIC PLANNING AND GOVERNANCE  
COMMITTEE MEETING OF THE  
BOARD OF DIRECTORS – COMMITTEE OF THE WHOLE**

**AGENDA FOR CLOSED SESSION**

Pursuant to California Government Code Section 54954.2 and 54954.5, the board agenda may describe closed session agenda items as provided below. No legislative body or elected official shall be in violation of Section 54954.2 or 54956 if the closed session items are described in substantial compliance with Section 54954.5 of the Government Code.

**CLOSED SESSION AGENDA ITEMS**

- [ ] **LICENSE/PERMIT DETERMINATION**  
(Government Code §54956.7)

**Applicant(s):** (Specify number of applicants) \_\_\_\_\_

- [ ] **CONFERENCE WITH REAL PROPERTY NEGOTIATORS**  
(Government Code §54956.8)

**Property:** (Specify street address, or if no street address, the parcel number or other unique reference, of the real property under negotiation): \_\_\_\_\_

**Agency negotiator:** (Specify names of negotiators attending the closed session): \_\_\_\_\_

**Negotiating parties:** (Specify name of party (not agent): \_\_\_\_\_

**Under negotiation:** (Specify whether instruction to negotiator will concern price, terms of payment, or both): \_\_\_\_\_

- [ ] **CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION**  
(Government Code §54956.9(d)(1))

**Name of case:** (Specify by reference to claimant's name, names of parties, case or claim numbers): \_\_\_\_\_, or

**Case name unspecified:** (Specify whether disclosure would jeopardize service of process or existing settlement negotiations): \_\_\_\_\_

- [ ] **CONFERENCE WITH LEGAL COUNSEL-ANTICIPATED LITIGATION**  
(Government Code §54956.9)

Significant exposure to litigation pursuant to Section 54956.9(d)(2) or (3) (Number of potential cases): \_\_\_\_\_

Additional information required pursuant to Section 54956.9(e): \_\_\_\_\_

Initiation of litigation pursuant to Section 54956.9(d)(4) (Number of potential cases): \_\_\_\_\_

- [ ] **LIABILITY CLAIMS**  
(Government Code §54956.95)

**Claimant:** (Specify name unless unspecified pursuant to Section 54961): \_\_\_\_\_

**Agency claimed against:** (Specify name): \_\_\_\_\_

**THREAT TO PUBLIC SERVICES OR FACILITIES**  
(Government Code §54957)

**Consultation with:** (Specify name of law enforcement agency and title of officer): \_\_\_\_\_

**PUBLIC EMPLOYEE APPOINTMENT**  
(Government Code §54957)

**Title:** (Specify description of position to be filled): \_\_\_\_\_

**PUBLIC EMPLOYMENT**  
(Government Code §54957)

**Title:** (Specify description of position to be filled): \_\_\_\_\_

**PUBLIC EMPLOYEE PERFORMANCE EVALUATION**  
(Government Code §54957)

**Title:** (Specify position title of employee being reviewed): \_\_\_\_\_

**PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE**  
(Government Code §54957)

(No additional information is required in connection with a closed session to consider discipline, dismissal, or release of a public employee. Discipline includes potential reduction of compensation.)

**CONFERENCE WITH LABOR NEGOTIATOR**  
(Government Code §54957.6)

**Agency designated representative:** (Specify name of designated representatives attending the closed session): \_\_\_\_\_

**Employee organization:** (Specify name of organization representing employee or employees in question): \_\_\_\_\_, or

**Unrepresented employee:** (Specify position title of unrepresented employee who is the subject of the negotiations): \_\_\_\_\_

**CASE REVIEW/PLANNING**  
(Government Code §54957.8)

(No additional information is required to consider case review or planning.)

**REPORT INVOLVING TRADE SECRET**  
(Government Code §37606 & Health and Safety Code § 32106)

**Discussion will concern:** (Specify whether discussion will concern proposed new service, program, or facility):  
\_\_\_\_\_ Trade Secrets, Strategic Planning, Proposed New Programs and Services \_\_\_\_\_

**Estimated date of public disclosure:** (Specify month and year): Unknown \_\_\_\_\_

[ ] **HEARINGS/REPORTS**

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

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

[ ] **CHARGE OR COMPLAINT INVOLVING INFORMATION PROTECTED BY FEDERAL LAW** (Government Code §54956.86)

(No additional information is required to discuss a charge or complaint pursuant to Section 54956.86.)

**ADJOURN TO OPEN SESSION**

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

**WEDNESDAY, OCTOBER 27, 2021  
12:00 P.M. – HEART CENTER TELECONFERENCE ROOM  
SALINAS VALLEY MEMORIAL HOSPITAL  
OR BY PHONE OR VIDEO**

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

Pursuant to Executive Order N-25-20 issued by the Governor of the State of California in response to concerns regarding COVID-19, Board Members of Salinas Valley Memorial Healthcare System, a local health care district, are permitted to participate in this duly noticed public meeting via teleconference and certain requirements of The Brown Act are suspended.

Committee Members Present: Joel Hernandez Laguna, Chair; Pete Delgado, Allen Radner, MD, Adrienne Laurent, Clement Miller, Jim Gattis, in person; Jib Martens, Nicolas Greenson, MD, Anne McCune by teleconference.

Committee Members Absent: Richard Turner, Vice Chair; Theodore Kaczmar, Jr., MD, Augustine Lopez, Lisa Paulo.

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

Also Present: Jeff Wardwell, Clint Hoffman, Emma Gould, Scott Cleveland, Derek Ames, Kathie Haines and Sharon Pamatmat.

A quorum was present and the meeting was called to order at 12:06 p.m. by Joel Hernandez Laguna, Committee Chair.

**APPROVAL OF MINUTES FROM THE TRANSFORMATION, STRATEGIC PLANNING,  
AND GOVERNANCE COMMITTEE MEETING OF JULY 21, 2021**

Pete Delgado, President/Chief Executive Officer, recommended approval of the minutes of the Transformation, Strategic Planning, and Governance Committee Meeting of July 21, 2021. This information was included in the Committee packet.

No Public Input.

MOTION: The Transformation, Strategic Planning and Governance Committee approves the minutes of the Transformation, Strategic Planning and Governance Committee Meeting of July 21, 2021, as presented. Moved/Seconded/Roll Call Vote: Ayes: Hernandez Laguna, Delgado, Radner, Miller, Laurent, Greenson, McCune, Martens, Gattis; Noes: None; Abstentions: None; Absent: Turner, Lopez, Paulo, Kaczmar; Motion Carried.

Juan Cabrera joined the meeting by teleconference at 12:10 p.m.

## **CONSIDER RECOMMENDATION FOR BOARD APPROVAL OF APPOINTMENT OF SUBJECT MATTER EXPERT TO PERSONNEL, PENSION, AND INVESTMENT COMMITTEE**

Adrienne Laurent, Chief Strategic Communication Officer, reported Administration recently became aware of the availability and willingness of Tony Redmond, MA, to consider a position as subject matter expert on the Salinas Valley Memorial Healthcare System Personnel, Pension and Investment Committee.

Mr. Redmond is a highly-respected human resources professional with a long history of service in the healthcare and biotechnology industries, including public healthcare system, Alameda Health System. Tony recently left Alameda to re-join Exelixis, Inc. as Vice President, Employee Experience. This information was included in the Committee packet.

No Public Input.

**MOTION:** The Transformation, Strategic Planning, and Governance Committee recommends that the Board of Directors approve the appointment of Tony Redmond, M.A., as subject matter expert to SVMHS Personnel, Pension and Investment Committee, as presented. Moved/Seconded/Roll Call Vote: Ayes: Hernandez Laguna, Delgado, Radner, Miller, Laurent, Greenson, McCune, Martens, Gattis; Noes: None; Abstentions: None; Absent: Turner, Lopez, Paulo, Kaczmar; Motion Carried.

## **FINANCIAL AND STATISTICAL REVIEW**

Scott Cleveland, Controller, provided a financial and statistical performance review for the month ending September 30, 2021. This information was included in the Committee packet.

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

Mr. Delgado pointed out the Hospitalists are doing a good job of keeping length of stay down and Clement Miller and Lisa Paulo are doing a good job monitoring labor and census. Mr. Delgado reported SVMH has 2 COVID patients today. Dr. Radner reported there is a predicted increase in cases after Thanksgiving. Other parts of the state have much larger numbers. Kaweah Delta in Visalia is one of the hospitals struggling with large numbers of COVID patients. Mr. Delgado reported Clement is reaching out to Kaweah Delta's CEO to see if we can assist.

**PUBLIC INPUT**

None.

**CLOSED SESSION**

Joel 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 12:23 p.m.

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

The Committee reconvened Open Session at 1:21 p.m. Joel 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 1:21 p.m. The Transformation, Strategic Planning, and Governance Committee meets quarterly. The next meeting is to be determined.

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

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

**October Committee Meeting  
Meeting of October 27, 2021  
To the Board of Directors**

1. **RECOMMENDATION FOR BOARD APPROVAL OF APPOINTMENT OF SUBJECT  
MATTER EXPERT TO SVMHS PERSONNEL, PENSION AND INVESTMENT  
COMMITTEE**

**RECOMMENDATION:** Recommends that the Board of Directors approve the appointment of Tony Redmond, M.A., as subject matter expert to SVMHS Personnel, Pension, and Investment Committee, as presented.

# Financial Performance Review

## March 2022

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**Scott Cleveland for Augustine Lopez**  
**Chief Financial Officer**



# Consolidated Financial Summary

## For the Month of March 2022

### Profit/Loss Statement

\$ in Millions	For the Month of March 2022				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 59.7	\$ 54.4	\$ 5.3		9.7%
Operating Expense	\$ 55.0	\$ 53.1	\$ (1.9)		-3.6%
<b>Income from Operations*</b>	<b>\$ 4.7</b>	<b>\$ 1.3</b>	<b>\$ 3.4</b>		<b>261.5%</b>
<i>Operating Margin %</i>	8.0%	2.3%	5.7%		247.83%
Non Operating Income**	\$ (4.1)	\$ 1.1	\$ (5.2)		-472.7%
<b>Net Income</b>	<b>\$ 0.6</b>	<b>\$ 2.4</b>	<b>\$ (1.8)</b>		<b>-75.0%</b>
<i>Net Income Margin %</i>	1.1%	4.3%	-3.2%		-74.4%

#### Operating Performance highlights\*:

- Total Net Revenues were \$5.3M (10%) above budget
- Very strong ER and Outpatient activity for the month
- IP Admissions were above budget by 12% and ADC by 2%
- IP Surgeries were 24% above budget

#### The above was partially offset by the following:

- The Contract labor was very high at a \$3.0M coupled with high utilization of overtime which was needed to support the high amount of surgical, ER and other outpatient activity and acuity

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

# Consolidated Financial Summary

## Year-to-Date March 2022

### Profit/Loss Statement

\$ in Millions	FY 2022 YTD March				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 522.3	\$ 473.7	\$ 48.6	10.3%	
Operating Expense	\$ 477.4	\$ 463.5	\$ (13.9)	-3.0%	
<b>Income from Operations*</b>	<b>\$ 44.9</b>	<b>\$ 10.2</b>	<b>\$ 34.7</b>	<b>340.2%</b>	
<i>Operating Margin %</i>	8.6%	2.1%	6.5%	309.5%	
Non Operating Income**	\$ (4.6)	\$ 9.8	\$ (14.4)	-146.9%	
<b>Net Income</b>	<b>\$ 40.3</b>	<b>\$ 20.0</b>	<b>\$ 20.3</b>	<b>101.5%</b>	
<i>Net Income Margin %</i>	7.7%	4.2%	3.5%	83.3%	

**\* Income from Operations includes:**

- \$1.9M AB113 Intergovernmental Transfer Payment (FY 20-21)
- <\$1.0M> Medi-Cal Cost Report Final Settlement (FY18)
- \$0.5M AB113 Intergovernmental Transfer Payment (FY 19-20)
- \$3.9M Hospital Quality Assurance Fee (CY 2021)
- \$5.3M Total Normalizing Items, Net**

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

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

# Consolidated Financial Summary

## Year-to-Date March 2022 - Normalized

### Profit/Loss Statement

\$ in Millions	FY 2022 YTD March				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 517.1	\$ 473.7	\$ 43.4	9.2%	
Operating Expense	\$ 477.4	\$ 463.5	\$ (13.9)	-3.0%	
<b>Income from Operations</b>	<b>\$ 39.7</b>	<b>\$ 10.2</b>	<b>\$ 29.5</b>	<b>289.2%</b>	
<i>Operating Margin %</i>	7.7%	2.1%	5.6%	266.7%	
Non Operating Income	\$ (5.7)	\$ 9.8	\$ (15.5)	-158.2%	
<b>Net Income</b>	<b>\$ 34.0</b>	<b>\$ 20.0</b>	<b>\$ 14.0</b>	<b>70.0%</b>	
<i>Net Income Margin %</i>	6.6%	4.2%	2.4%	57.1%	

# SVMH Financial Highlights March 2022

Gross Revenues were favorable

- **Gross Revenues** were 11% favorable to budget
- **IP gross revenues** were 4% favorable to budget
- **ED gross revenues** were 17% above budget
- **OP gross revenues** were 28% favorable to budget in the following areas:
  - Infusion Therapy
  - Surgery
  - Cardiology
  - Radiology
  - Other OP Pharmacy
  - Other OP Services

- **Commercial:** 5% above budget
- **Medicaid:** 10% above budget
- **Medicare:** 20% above budget

Payor Mix – unfavorable to budget

Total Normalized Net Patient Revenues were \$52.2M, which was favorable to budget by \$6.1M or 13%

# Financial Summary – March 2022



## 1) Higher than expected Inpatient business:

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

## 2) Total admissions were 12% (102 admits) above budget

- ER admissions were 11% above budget (73 admits)
- ER admissions (including OB ED) were 82% of total acute admissions

## 3) ER Outpatient visits were above budget by 33% (955 visits)

## 4) Inpatient Surgeries cases were 24% (33 cases) above budget predominately in Neurosurgery and Urology

## 5) Higher than expected Outpatient business:

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

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## 6) Medicare Traditional ALOS CMI adjusted 2% unfavorable at 2.5 days with a Case Mix Index of 1.7

## 7) Outpatient Surgeries were 7% (21 cases) below budget

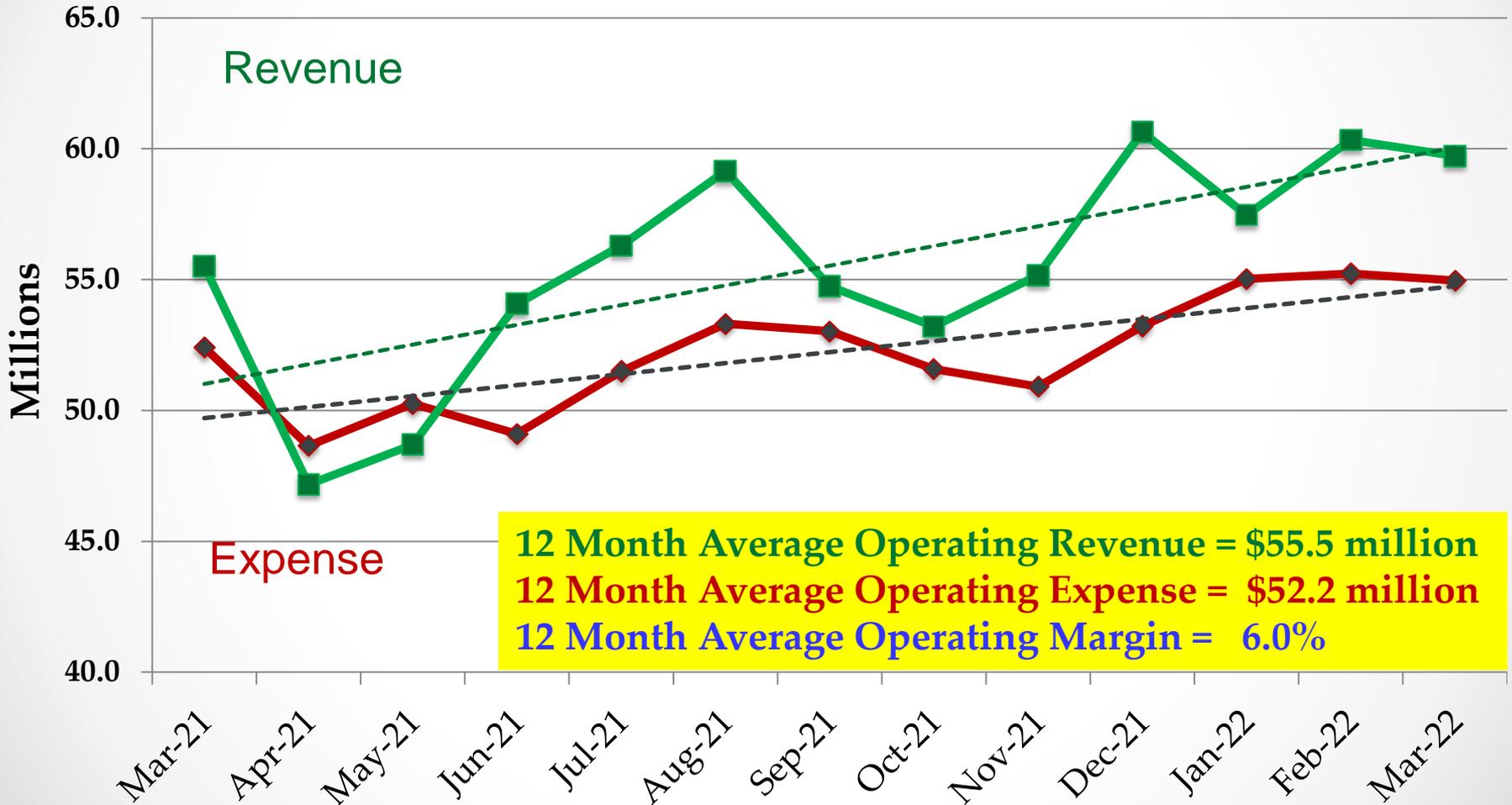
## 8) Deliveries were 16% (23 deliveries) below budget at 121

## 9) OP Observation cases were 14% (21 cases) above budget at 177



# SVMHS Operating Revenues & Expenses (Normalized)

Rolling 12 Months: April 21 to March 22



# SVMHS Key Financial Indicators

Statistic	YTD	SVMHS		S&P A+ Rated		YTD	
	Mar-22	Target	+/-	Hospitals	+/-	Mar-21	+/-
Operating Margin*	7.7%	9.0%	Red	4.0%	Green	6.4%	Green
Total Margin*	6.6%	10.8%	Red	6.6%	Green	8.6%	Red
EBITDA Margin**	11.6%	13.4%	Red	13.6%	Red	10.5%	Green
Days of Cash*	350	305	Green	249	Green	344	Green
Days of Accounts Payable*	48	45	Green	-		46	Green
Days of Net Accounts Receivable*	51	45	Red	49	Red	55	Green
Supply Expense as % NPR	12.8%	15.0%	Green	-		12.9%	Green
SWB Expense as % NPR	50.5%	53.0%	Green	53.7%	Green	53.5%	Green
Operating Expense per APD*	6,323	4,992	Red	-		6,248	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  
March 31, 2022

	<u>Month of March,</u>		<u>Nine months ended March 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 52,195,386	\$ 47,429,916	\$ 446,589,519	\$ 435,302,557
Other operating revenue	842,784	870,880	8,667,548	10,855,026
Total operating revenue	<u>53,038,170</u>	<u>48,300,796</u>	<u>455,257,067</u>	<u>446,157,583</u>
Total operating expenses	44,903,757	41,323,854	380,496,960	371,725,173
Total non-operating income	<u>(6,964,782)</u>	<u>(1,866,340)</u>	<u>(33,161,243)</u>	<u>(26,451,935)</u>
Operating and non-operating income	<u>\$ 1,169,631</u>	<u>\$ 5,110,601</u>	<u>\$ 41,598,864</u>	<u>\$ 47,980,475</u>

SALINAS VALLEY MEMORIAL HOSPITAL  
 BALANCE SHEETS  
 March 31, 2022

	<u>Current year</u>	<u>Prior year</u>
<b>ASSETS:</b>		
Current assets	\$ 422,457,322	\$ 405,963,920
Assets whose use is limited or restricted by board	146,993,729	139,617,493
Capital assets	239,259,178	257,044,327
Other assets	215,462,444	194,234,762
Deferred pension outflows	<u>50,119,236</u>	<u>83,379,890</u>
	<u>\$ 1,074,291,909</u>	<u>\$ 1,080,240,392</u>
<b>LIABILITIES AND EQUITY:</b>		
Current liabilities	124,465,302	145,331,780
Long term liabilities	14,288,063	14,780,904
	83,585,120	126,340,336
Net assets	<u>851,953,424</u>	<u>793,787,372</u>
	<u>\$ 1,074,291,909</u>	<u>\$ 1,080,240,392</u>

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

	<u>Month of March,</u>		<u>Nine months ended March 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	1,904	1,769	15,817	15,372
Medi-Cal	942	944	8,791	9,510
Commercial insurance	750	730	6,803	7,118
Other patient	40	162	931	1,139
Total patient days	<u>3,636</u>	<u>3,605</u>	<u>32,342</u>	<u>33,139</u>
Gross revenue:				
Medicare	\$ 100,544,135	\$ 96,464,718	\$ 830,959,460	\$ 745,058,743
Medi-Cal	60,736,073	54,106,484	501,247,564	478,023,577
Commercial insurance	54,777,161	47,268,300	449,602,841	438,642,073
Other patient	<u>5,841,161</u>	<u>9,020,049</u>	<u>70,672,769</u>	<u>74,375,095</u>
Gross revenue	<u>221,898,530</u>	<u>206,859,551</u>	<u>1,852,482,634</u>	<u>1,736,099,489</u>
Deductions from revenue:				
Administrative adjustment	213,866	258,412	2,641,014	2,953,436
Charity care	227,479	1,618,702	7,404,698	8,746,858
Contractual adjustments:				
Medicare outpatient	31,309,897	29,474,721	244,117,053	217,956,379
Medicare inpatient	43,412,916	41,477,237	366,158,966	335,532,532
Medi-Cal traditional outpatient	3,894,701	2,399,664	26,051,851	18,414,714
Medi-Cal traditional inpatient	6,513,161	5,153,618	55,522,204	66,320,197
Medi-Cal managed care outpatient	23,437,691	20,173,907	194,277,087	161,765,154
Medi-Cal managed care inpatient	20,891,767	20,050,924	166,931,060	165,420,438
Commercial insurance outpatient	18,824,505	16,947,025	146,788,581	139,560,458
Commercial insurance inpatient	17,458,897	17,166,458	156,650,648	144,151,005
Uncollectible accounts expense	4,260,182	3,616,920	33,815,044	31,781,522
Other payors	<u>(741,918)</u>	<u>1,092,047</u>	<u>5,534,909</u>	<u>8,194,239</u>
Deductions from revenue	<u>169,703,144</u>	<u>159,429,636</u>	<u>1,405,893,115</u>	<u>1,300,796,932</u>
Net patient revenue	<u>\$ 52,195,386</u>	<u>\$ 47,429,916</u>	<u>\$ 446,589,519</u>	<u>\$ 435,302,557</u>
Gross billed charges by patient type:				
Inpatient	\$ 113,982,972	\$ 111,767,856	\$ 995,551,261	\$ 966,010,712
Outpatient	81,100,301	74,010,669	619,538,376	581,827,837
Emergency room	<u>26,815,257</u>	<u>21,081,026</u>	<u>237,392,999</u>	<u>188,260,939</u>
Total	<u>\$ 221,898,530</u>	<u>\$ 206,859,551</u>	<u>\$ 1,852,482,636</u>	<u>\$ 1,736,099,489</u>

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

	<u>Month of March,</u>		<u>Nine months ended March 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 52,195,386	\$ 47,429,916	\$ 446,589,519	\$ 435,302,557
Other operating revenue	842,784	870,880	8,667,548	10,855,026
Total operating revenue	<u>53,038,170</u>	<u>48,300,796</u>	<u>455,257,067</u>	<u>446,157,583</u>
Operating expenses:				
Salaries and wages	16,145,520	15,513,674	139,406,231	142,970,822
Compensated absences	2,420,841	2,509,569	24,182,544	23,575,957
Employee benefits	7,290,572	6,604,461	62,733,382	65,354,877
Supplies, food, and linen	7,116,296	6,064,210	56,907,920	55,792,814
Purchased department functions	3,506,751	3,585,883	30,339,667	28,560,584
Medical fees	1,531,307	1,947,201	16,600,161	15,590,221
Other fees	3,744,593	1,975,660	21,544,447	13,119,636
Depreciation	1,873,914	1,798,937	16,559,159	16,100,727
All other expense	1,273,963	1,324,259	12,223,449	10,659,535
Total operating expenses	<u>44,903,757</u>	<u>41,323,854</u>	<u>380,496,960</u>	<u>371,725,173</u>
Income from operations	<u>8,134,413</u>	<u>6,976,942</u>	<u>74,760,107</u>	<u>74,432,410</u>
Non-operating income:				
Donations	220,220	166,667	1,575,873	2,000,000
Property taxes	333,333	333,333	3,000,000	3,000,000
Investment income	(4,239,802)	(558,512)	(12,145,284)	140,225
Taxes and licenses	0	0	0	0
Income from subsidiaries	(3,278,533)	(1,807,828)	(25,591,832)	(31,592,160)
Total non-operating income	<u>(6,964,782)</u>	<u>(1,866,340)</u>	<u>(33,161,243)</u>	<u>(26,451,935)</u>
Operating and non-operating income	1,169,631	5,110,601	41,598,864	47,980,475
Net assets to begin	<u>850,783,792</u>	<u>788,676,770</u>	<u>810,354,560</u>	<u>745,806,898</u>
Net assets to end	<u>\$ 851,953,424</u>	<u>\$ 793,787,372</u>	<u>\$ 851,953,425</u>	<u>\$ 793,787,372</u>
Net income excluding non-recurring items	\$ 1,169,631	\$ 4,700,157	\$ 35,306,488	\$ 40,199,331
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>0</u>	<u>410,444</u>	<u>6,292,376</u>	<u>7,781,144</u>
Operating and non-operating income	<u>\$ 1,169,631</u>	<u>\$ 5,110,601</u>	<u>\$ 41,598,864</u>	<u>\$ 47,980,475</u>

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

	Month of March,		Nine months ended March 31,	
	current year	prior year	current year	prior year
Detail of other operating income:				
Dietary revenue	\$ 149,349	\$ 133,139	\$ 1,260,824	\$ 1,196,487
Discounts and scrap sale	(1,774)	238,710	1,046,179	755,218
Sale of products and services	93,822	9,523	657,228	179,090
Clinical trial fees	0	56,016	27,700	102,144
Stimulus Funds	0	0	0	0
Rental income	160,131	173,421	1,449,698	1,443,620
Other	441,256	260,071	4,225,919	7,178,467
<b>Total</b>	<b>\$ 842,784</b>	<b>\$ 870,880</b>	<b>\$ 8,667,548</b>	<b>\$ 10,855,026</b>
Detail of investment income:				
Bank and payor interest	\$ 72,742	\$ 155,425	\$ 777,049	\$ 1,070,171
Income from investments	(4,312,768)	(724,438)	(12,609,817)	(968,440)
Gain or loss on property and equipment	225	10,500	(312,516)	38,494
<b>Total</b>	<b>\$ (4,239,802)</b>	<b>\$ (558,512)</b>	<b>\$ (12,145,284)</b>	<b>\$ 140,225</b>
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (244,021)	\$ (254,874)	\$ (1,678,245)	\$ (1,679,829)
Neurological Clinic	(61,897)	42,495	(491,709)	(615,676)
Palliative Care Clinic	(77,236)	(99,836)	(729,112)	(685,930)
Surgery Clinic	(90,377)	(126,805)	(1,104,936)	(1,500,414)
Infectious Disease Clinic	(13,195)	(45,391)	(234,678)	(259,486)
Endocrinology Clinic	(133,400)	(139,673)	(1,124,905)	(1,603,861)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(644,457)	(112,628)	(3,891,257)	(4,286,539)
OB/GYN Clinic	(332,399)	(167,826)	(2,861,166)	(3,107,049)
PrimeCare Medical Group	(53,445)	(230,374)	(3,860,502)	(7,667,455)
Oncology Clinic	(725,049)	(261,270)	(2,335,730)	(2,465,264)
Cardiac Surgery	(70,877)	(68,360)	(1,476,004)	(1,465,452)
Sleep Center	(28,146)	18,928	(274,514)	(516,695)
Rheumatology	(42,053)	(102,569)	(483,372)	(454,445)
Precision Ortho MDs	(363,921)	(78,584)	(2,577,110)	(3,285,799)
Precision Ortho-MRI	0	(55)	0	(1,570)
Precision Ortho-PT	(58,142)	(62,364)	(456,445)	(439,341)
Vaccine Clinic	(303)	0	(52,863)	0
Dermatology	(6,334)	(32,555)	(139,664)	(277,359)
Hospitalists	0	0	0	0
Behavioral Health	(47,103)	(96,071)	(585,012)	(674,405)
Pediatric Diabetes	(31,864)	(63,171)	(380,843)	(305,803)
Neurosurgery	(5,970)	(10,773)	(206,924)	(260,061)
Multi-Specialty-RR	5,130	14,638	74,956	34,311
Radiology	(231,294)	(104,926)	(2,138,984)	(1,755,971)
Salinas Family Practice	(44,610)	(13,982)	(797,930)	(13,982)
Urology	(60,566)	0	(70,002)	0
Total SVMC	(3,361,529)	(1,996,026)	(27,876,951)	(33,288,075)
Doctors on Duty	(151,473)	(53,246)	(198,908)	127,825
Assisted Living	0	(6,987)	0	(61,346)
Salinas Valley Imaging	0	0	0	(19,974)
Vantage Surgery Center	37,808	11,410	220,554	176,761
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	157,983	87,646	2,010,846	792,671
Aspire/CHI/Coastal	17,706	64,579	(238,638)	(60,579)
Apex	0	33,824	103,759	70,531
21st Century Oncology	4,862	15,768	67,022	(56,516)
Monterey Bay Endoscopy Center	16,111	35,206	320,485	726,543
<b>Total</b>	<b>\$ (3,278,533)</b>	<b>\$ (1,807,828)</b>	<b>\$ (25,591,832)</b>	<b>\$ (31,592,160)</b>

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

	<b>Current year</b>	<b>Prior year</b>
<b>A S S E T S</b>		
Current assets:		
Cash and cash equivalents	\$ 311,156,889	\$ 301,377,642
Patient accounts receivable, net of estimated uncollectibles of \$24,623,402	89,863,712	87,793,712
Supplies inventory at cost	8,120,242	8,406,686
Other current assets	13,316,479	8,385,880
Total current assets	422,457,322	405,963,920
Assets whose use is limited or restricted by board	146,993,729	139,617,493
Capital assets:		
Land and construction in process	38,086,516	48,483,144
Other capital assets, net of depreciation	201,172,662	208,561,183
Total capital assets	239,259,178	257,044,327
Other assets:		
Investment in Securities	129,942,027	148,035,498
Investment in SVMC	10,906,219	16,172,312
Investment in Aspire/CHI/Coastal	1,748,729	4,712,439
Investment in other affiliates	21,611,632	21,944,144
Net pension asset	51,253,837	3,370,369
Total other assets	215,462,444	194,234,762
Deferred pension outflows	50,119,236	83,379,890
	\$ 1,074,291,909	\$ 1,080,240,392
<b>L I A B I L I T I E S   A N D   N E T   A S S E T S</b>		
Current liabilities:		
Accounts payable and accrued expenses	\$ 57,025,392	\$ 53,306,671
Due to third party payers	49,185,523	74,164,402
Current portion of self-insurance liability	18,254,387	17,860,707
Total current liabilities	124,465,302	145,331,780
Long term portion of workers comp liability	14,288,063	14,780,904
Total liabilities	138,753,365	160,112,684
Pension liability	83,585,120	126,340,336
Net assets:		
Invested in capital assets, net of related debt	239,259,178	257,044,327
Unrestricted	612,694,246	536,743,045
Total net assets	851,953,424	793,787,372
	\$ 1,074,291,909	\$ 1,080,240,392

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

	Month of March,				Nine months ended March 31,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 221,898,530	\$ 199,588,021	22,310,509	11.18%	\$ 1,852,482,634	\$ 1,746,462,423	106,020,211	6.07%
Deductions from revenue	169,703,144	153,526,228	16,176,916	10.54%	1,405,893,115	1,341,165,646	64,727,469	4.83%
Net patient revenue	52,195,386	46,061,793	6,133,593	13.32%	446,589,519	405,296,777	41,292,742	10.19%
Other operating revenue	842,784	944,363	(101,579)	-10.76%	8,667,548	7,365,861	1,301,687	17.67%
<b>Total operating revenue</b>	<b>53,038,170</b>	<b>47,006,156</b>	<b>6,032,014</b>	<b>12.83%</b>	<b>455,257,067</b>	<b>412,662,638</b>	<b>42,594,429</b>	<b>10.32%</b>
Operating expenses:								
Salaries and wages	16,145,520	16,479,466	(333,946)	-2.03%	139,406,231	139,274,683	131,548	0.09%
Compensated absences	2,420,841	2,083,850	336,991	16.17%	24,182,544	24,065,972	116,572	0.48%
Employee benefits	7,290,572	7,400,963	(110,391)	-1.49%	62,733,382	63,633,848	(900,466)	-1.42%
Supplies, food, and linen	7,116,296	6,037,102	1,079,194	17.88%	56,907,920	52,697,005	4,210,915	7.99%
Purchased department functions	3,506,751	3,094,987	411,764	13.30%	30,339,667	27,652,209	2,687,458	9.72%
Medical fees	1,531,307	1,830,070	(298,763)	-16.33%	16,600,161	16,445,467	154,694	0.94%
Other fees	3,744,593	882,716	2,861,877	324.21%	21,544,447	8,318,740	13,225,707	158.99%
Depreciation	1,873,914	1,881,816	(7,902)	-0.42%	16,559,159	16,184,122	375,037	2.32%
All other expense	1,273,963	1,445,868	(171,905)	-11.89%	12,223,449	12,874,021	(650,572)	-5.05%
<b>Total operating expenses</b>	<b>44,903,757</b>	<b>41,136,839</b>	<b>3,766,918</b>	<b>9.16%</b>	<b>380,496,960</b>	<b>361,146,067</b>	<b>19,350,893</b>	<b>5.36%</b>
<b>Income from operations</b>	<b>8,134,413</b>	<b>5,869,318</b>	<b>2,265,095</b>	<b>38.59%</b>	<b>74,760,107</b>	<b>51,516,571</b>	<b>23,243,536</b>	<b>45.12%</b>
Non-operating income:								
Donations	220,220	166,667	53,553	32.13%	1,575,873	1,500,000	75,873	5.06%
Property taxes	333,333	333,333	(0)	0.00%	3,000,000	3,000,000	0	0.00%
Investment income	(4,239,802)	(63,302)	(4,176,500)	6597.79%	(12,145,284)	(569,714)	(11,575,570)	2031.82%
Income from subsidiaries	(3,278,533)	(4,139,162)	860,629	-20.79%	(25,591,832)	(36,951,531)	11,359,699	-30.74%
<b>Total non-operating income</b>	<b>(6,964,782)</b>	<b>(3,702,463)</b>	<b>(3,262,318)</b>	<b>88.11%</b>	<b>(33,161,243)</b>	<b>(33,021,245)</b>	<b>(139,999)</b>	<b>0.42%</b>
<b>Operating and non-operating income</b>	<b>\$ 1,169,631</b>	<b>\$ 2,166,854</b>	<b>(997,223)</b>	<b>-46.02%</b>	<b>\$ 41,598,864</b>	<b>\$ 18,495,326</b>	<b>23,103,538</b>	<b>124.92%</b>

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

	<u>Month of Mar</u>		<u>Nine 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	42	33	392	365	(27)
Other Admissions	93	89	851	870	19
Total Admissions	135	122	1,243	1,235	(8)
Medi-Cal Patient Days	67	53	590	562	(28)
Other Patient Days	169	155	1,390	1,233	(157)
Total Patient Days of Care	236	208	1,980	1,795	(185)
Average Daily Census	7.6	6.7	7.2	6.6	(0.7)
Medi-Cal Average Days	1.7	1.8	1.6	1.6	0.0
Other Average Days	0.9	1.8	1.6	1.4	(0.2)
Total Average Days Stay	1.7	1.8	1.6	1.5	(0.1)
<u>ADULTS &amp; PEDIATRICS</u>					
Medicare Admissions	351	398	2,867	3,100	233
Medi-Cal Admissions	289	239	2,126	2,145	19
Other Admissions	370	301	2,498	2,727	229
Total Admissions	1,010	938	7,491	7,972	481
Medicare Patient Days	1,522	1,668	13,385	13,537	152
Medi-Cal Patient Days	1,025	947	9,859	9,109	(750)
Other Patient Days	921	1,005	8,721	6,041	(2,680)
Total Patient Days of Care	3,468	3,620	31,965	28,687	(3,278)
Average Daily Census	111.9	116.8	116.7	104.7	(12.0)
Medicare Average Length of Stay	4.4	4.2	4.6	4.3	(0.3)
Medi-Cal Average Length of Stay	3.5	3.4	3.8	3.5	(0.3)
Other Average Length of Stay	2.6	2.6	2.6	1.7	(0.9)
Total Average Length of Stay	3.5	3.4	3.6	3.1	(0.5)
Deaths	28	20	348	254	(94)
Total Patient Days	3,704	3,828	33,945	30,482	(3,463)
Medi-Cal Administrative Days	1	4	165	191	26
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	1	4	165	191	26
Percent Non-Acute	0.03%	0.10%	0.49%	0.63%	0.14%

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

	<u>Month of Mar</u>		<u>Nine 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	321	305	2,409	2,174	(235)
Heart Center	341	327	3,062	2,135	(927)
Monitored Beds	621	645	7,622	6,084	(1,538)
Single Room Maternity/Obstetrics	359	326	3,124	2,881	(243)
Med/Surg - Cardiovascular	810	754	6,689	5,664	(1,025)
Med/Surg - Oncology	104	247	1,471	2,220	749
Med/Surg - Rehab	471	455	3,925	3,490	(435)
Pediatrics	142	81	888	708	(180)
Nursery	236	208	1,980	1,795	(185)
Neonatal Intensive Care	115	110	1,154	878	(276)
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	79.65%	75.68%	67.63%	68.66%	
Heart Center	73.33%	70.32%	74.50%	58.44%	
Monitored Beds	74.19%	77.06%	103.03%	92.52%	
Single Room Maternity/Obstetrics	31.30%	28.42%	30.81%	31.97%	
Med/Surg - Cardiovascular	58.06%	54.05%	54.25%	51.68%	
Med/Surg - Oncology	25.81%	61.29%	41.30%	70.12%	
Med/Surg - Rehab	58.44%	56.45%	55.10%	55.11%	
Med/Surg - Observation Care Unit	0.00%	70.21%	0.00%	59.24%	
Pediatrics	25.45%	14.52%	18.00%	16.15%	
Nursery	46.14%	40.66%	21.90%	22.33%	
Neonatal Intensive Care	33.72%	32.26%	38.29%	32.77%	

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

	<u>Month of Mar</u>		<u>Nine 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	140	84	1,230	1,171	(59)
C-Section deliveries	52	36	381	387	6
Percent of C-section deliveries	37.14%	42.86%	30.98%	33.05%	2.07%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	22,919	22,796	179,549	172,866	(6,683)
Out-Patient Operating Minutes	28,721	29,730	199,416	225,349	25,933
Total	51,640	52,526	378,965	398,215	19,250
Open Heart Surgeries	13	13	103	109	6
In-Patient Cases	172	167	1,272	1,252	(20)
Out-Patient Cases	271	295	2,147	2,263	116
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	34	17	298	295	(3)
High Risk	509	525	4,563	4,181	(382)
More Than One Resource	2,113	2,704	18,972	23,056	4,084
One Resource	855	1,492	10,974	14,821	3,847
No Resources	23	60	327	753	426
Total	<u>3,534</u>	<u>4,798</u>	<u>35,134</u>	<u>43,106</u>	<u>7,972</u>

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

	Month of Mar		Nine 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 Mar and nine months to date

	Month of Mar		Nine 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 Mar and nine months to date

	<u>Month of Mar</u>		<u>Nine 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*

*CLOSED SESSION*

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

*RECONVENE OPEN SESSION/  
REPORT ON CLOSED SESSION*

*ADJOURNMENT -  
THE TRANSFORMATION, STRATEGIC  
PLANNING AND GOVERNANCE  
COMMITTEE MEETS QUARTERLY.  
THE NEXT MEETING  
IS SCHEDULED FOR WEDNESDAY,  
JULY 27, 2022, AT 12:00 P.M.*