

May 19, 2022

TO: Legal Counsel

News Media

Salinas Californian

El Sol

Monterey County Herald

Monterey County Weekly

KION-TV

KSBW-TV/ABC Central Coast

KSMS/Entravision-TV

The next regular meeting of the **FINANCE COMMITTEE – COMMITTEE OF THE WHOLE** of the Salinas Valley Memorial Healthcare System will be held **MONDAY, MAY 23, 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 for Access Information).**

Pursuant to SVMHS Board Resolution No. 2022-07, 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: Richard Turner – Chair; Juan Cabrera – Vice Chair; Pete Delgado – President/Chief Executive Officer; Augustine Lopez – Chief Financial Officer; Clement Miller – Chief Operating Officer; Harry Wardwell – Community Member; Michael Wilson – Community Member; and Tarun Bajaj, M.D. – Medical Staff Member

**FINANCE COMMITTEE MEETING – MAY 2022
COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**MONDAY, MAY 23, 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 for Access Information)**

Please note: Pursuant to SVMHS Board Resolution No. 2022-07, 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 Finance Committee Meeting of April 25, 2022 (DELGADO)
 - Motion/Second
 - Action by Committee/Roll Call Vote

2. Review Balanced Scorecard – March 2022 (CLEVELAND)

3. Financial and Statistical Review (CLEVELAND)

4. Public Input

This opportunity is provided for members of the public to make a brief statement, not to exceed three (3) minutes, on issues or concerns within the jurisdiction of this District Board which are not otherwise covered under an item on this agenda.

5. No Closed Session

6. Adjournment - The June 2022 Finance Committee Meeting is scheduled for **Monday, June 20, 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, 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.

**MINUTES OF THE APRIL 2022
FINANCE COMMITTEE MEETING
COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**MONDAY, APRIL 25, 2022
12:00 P.M. – DOWNING RESOURCE CENTER, ROOMS A, B & C
SALINAS VALLEY MEMORIAL HOSPITAL
450 E. ROMIE LANE, SALINAS, CALIFORNIA OR VIA TELECONFERENCE**

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.

Committee Members Present: In person: Richard Turner, Chair, Pete Delgado, Tarun Bajaj, MD, Harry Wardwell. Via teleconference: Juan Cabrera, Vice Chair, Michael Wilson.

Committee Members Absent: Augustine Lopez, Clement Miller,

Other Board Members Present, Constituting Committee of the Whole: In person: Joel Hernandez Laguna. Via teleconference: Regina Gage

A quorum was present and the meeting was called to order at 12:00 p.m. by Richard Turner, Chair.

APPROVAL OF MINUTES FROM THE FINANCE COMMITTEE MEETING OF MARCH 21, 2022

Pete Delgado, President/Chief Executive Officer, recommended the Finance Committee approve the minutes of the Finance Committee Meeting of March 21, 2022. This information was included in the Committee packet.

No Public Comment.

MOTION: The Finance Committee approves the minutes of the Finance Committee Meeting of March 21, 2022, as presented.

Moved/Seconded/Roll Call Vote: Ayes: Cabrera, Delgado, Wardwell, Wilson, Turner; Noes: None; Abstentions: None; Absent: Miller, Bajaj, Lopez; Motion Carried.

Tarun Bajaj, MD, joined the meeting in person at 12:07 p.m.

CONSIDER RECOMMENDATION FOR BOARD APPROVAL OF CONTRACT AMENDMENT FOR HOK TO PREPARE BRIDGING DOCUMENTS FOR SVMHS MASTER PLAN'S SURGERY SUITE ADDITION/RELOCATION

Earl Strotman, Director Facilities Management & Construction and Dave Sullivan, Project Management reported SVMHS is pursuing a Master Plan that accomplishes compliance with seismic safety regulations and leverages existing hospital campus buildings and parking infrastructure to optimize the hospital's property footprint. The Master Plan includes three major components: a parking infrastructure expansion currently slated for a July 2022 construction start; on-going seismic retrofitting of existing buildings to a new category (Seismic Performance Category-4d) that is moving forward as a separate project; and a project to replace and expand surgery and sterile processing areas. The next stage associated with the surgery addition project is preparation of bridging documents which will include Schematic Design and Design Development Phases to define project parameters for the

expansion/addition as needed to facilitate the solicitation of proposals from qualified design-builders during the implementation phase. Facilities is recommending the pursuit of the Design/Build project delivery method instead of a Design/Bid/Build method for this project in an effort to complete the project in the shortest timeframe possible while at the same time maintaining the greatest transparency with, and strictest control over, project costs.

The background/situation/rationale and financial implications of the Contract Amendment were included in the packet.

No Public Comment.

MOTION: The Finance Committee recommends Board of Directors approval of Contract Amendment for HOK to Prepare Bridging Documents for SVMHS Master Plan's Surgery Suite Addition/Relocation in the amount of \$3,450,455.

Moved/Seconded/Roll Call Vote: Ayes: Cabrera, Delgado, Wardwell, Wilson, Turner, Bajaj; Noes: None; Abstentions: None; Absent: Miller, Lopez; Motion Carried.

CONSIDER RECOMMENDATION FOR BOARD APPROVAL OF THE PURCHASE AGREEMENT FOR PURE STORAGE FROM CDW-G AS A GPO PURCHASE

Audrey Parks, Chief Information Officer, and Aaron Burnside, IT Manager, reported SVMHS has a mirrored pair of large, long-term archives for data. This data is comprised mostly of radiology and cardiology studies, scanned documents and patient charts. The current archives are six (6) years old. These archives will reach end life in the upcoming months and need to be replaced. The vendor is providing significant discounts if purchase made by the end of April.

The background/situation/rationale and financial implications of the Purchase Agreement for Pure Storage from CDW-G as a CPO Purchase were included in the packet.

No Public Comment.

MOTION: The Finance Committee recommends Board of Directors approval of the purchase agreement for Pure Storage from CDW-G as a GPO purchase for the amount of \$500,031.46.

Moved/Seconded/Roll Call Vote: Ayes: Cabrera, Delgado, Bajaj, Wardwell, Wilson, Turner; Noes: None; Abstentions: None; Absent: Miller, Lopez; Motion Carried.

CONSIDER RECOMMENDATION FOR BOARD APPROVAL OF THE CONTRACT WITH BRANDACTIVE FOR SVMHS REBRANDING IMPLEMENTATION

Adrienne Laurent, Chief Strategic Communication Officer, reported the Salinas Valley Memorial Healthcare System most recent Strategic Plan prioritizes a strong, consumer-appealing brand to support the future direction of the organization. In 2019, the SVMHS Board of Directors approved proceeding with rebrand exploration and development. Due to the demands presented by the worldwide pandemic, the work of rebranding was delayed so that staff could attend to the crisis of COVID-19. Now, the work of rebranding has resumed, and we are finalizing the creative work of naming and logos, and are now planning the implementation strategy. BrandActive is our chosen vendor for optimizing brand implementation.

BrandActive's singular focus as a company is rebrand implementation. Through their work we will establish the structure, processes, systems and vendor engagements that help manage our brand launch, conversion, and completion. When we first started the journey toward a new brand, BrandActive conducted brand audit. Based on the information collected and analyzed through this robust data-

gathering exercise, BrandActive developed transition scenarios to successfully implement the new brand, with asset-specific transition strategies. This contract covers the implementation phase of this work.

The background/situation/rationale, financial implications and sole source justification of the contract with BrandActive for SVMHS rebranding implementation were included in the packet.

No Public Comment.

MOTION: The Finance Committee recommends Board of Directors approval of the Contract with BrandActive for SVMHS Rebranding Implementation for the amount of \$594,915.

Moved/Seconded/Roll Call Vote: Ayes: Cabrera, Delgado, Bajaj, Wardwell, Wilson, Turner; Noes: None; Abstentions: None; Absent: Miller, Lopez; Motion Carried.

CONSIDER RECOMMENDATION FOR BOARD APPROVAL OF THE CONTRACT WITH SHARECARE FOR THE SVMHS DIGITAL EMPLOYEE WELLNESS PLATFORM

Adrienne Laurent, Chief Strategic Communication Officer, and Michelle Childs, Chief Human Resource Officer, reported Salinas Valley Memorial Healthcare System prioritizes employee wellness. The worldwide pandemic has impacted our employees in a significant way, and we are working to equip them with solutions that will build resiliency and overall wellbeing.

Sharecare is an established vendor with SVMHS, our partner in implementing Blue Zones Project, Monterey County. The Sharecare Digital Platform will serve as our employees' health hub – an application where they can keep their health challenges, targeted health marketing campaigns, links to various employee benefits, incentive programs and activities. This mobile and web-based application provides information, tools and programs designed to support and improve the health and wellbeing of our staff, report insights and analytics, promote engagement and enhance access to available benefits, resources, and programs.

The background/situation/rationale, financial implications and sole source justification of the contract with Sharecare for the SVMHS digital employee wellness platform were included in the packet.

No Public Comment.

MOTION: The Finance Committee recommends Board of Directors approval of the Contract with Sharecare for the SVMHS Digital Employee Wellness Platform for the amount of \$367,690 over the three-year life of the agreement.

Moved/Seconded/Roll Call Vote: Ayes: Cabrera, Delgado, Bajaj, Wardwell, Wilson, Turner; Noes: None; Abstentions: None; Absent: Miller, Lopez; Motion Carried.

CONSIDER RECOMMENDATION FOR BOARD APPROVAL OF THE EDUCATIONAL SERVICES AGREEMENT WITH COPE HEALTH SOLUTIONS

Adrienne Laurent, Chief Strategic Communication Officer, reported Salinas Valley Memorial Healthcare System has developed a Health Careers Pathway Program that involves students ranging from elementary school age to college level. One element of our program not yet implemented is an ongoing mechanism for hosted, year-round internships in a structured program of advancement, culminating in an opportunity for employment at SVMHS. The Health Scholars Program from Cope Health Solutions provides such a program and will complete the full continuum of our Health Careers Pathway Program. This will provide greater opportunity for both local students to enter the healthcare field, and for SVMHS to create a pipeline of trained talent that doesn't exist today.

The background/situation/rationale, financial implications and sole source justification of the educational services agreement for the Cope Health Solutions Health Scholars Program were included in the packet.

No Public Comment.

MOTION: The Finance Committee recommends Board of Directors approval of the Educational Services Agreement with Cope Health Solutions for the Health Scholars Program for the amount of \$702,360 over the three-year life of the agreement.

Moved/Seconded/Roll Call Vote: Ayes: Cabrera, Delgado, Bajaj, Wardwell, Wilson, Turner; Noes: None; Abstentions: None; Absent: Miller, Lopez; Motion Carried.

REVIEW BALANCED SCORECARD – FEBRUARY 2022

Scott Cleveland, Controller, reviewed the Balanced Scorecard Summary for fiscal year 2022, year-to-date February 2022, which provided an overview of the metrics and performance of the SVMHS organizational goals for Service, People, Quality, Finance, Growth, and Community. This information was included in the Committee packet.

FINANCIAL AND STATISTICAL REVIEW

Scott Cleveland, Controller, provided a financial and statistical performance review for the month ending March 2022. This information was included in the Committee packet

Key highlights of the financial summary for March 2022 were: (1) Income from operations was \$4.7M with an operating margin of 8%, (2) Net income was \$.6M with a net operating margin of 1.1%; (3) Inpatient gross revenues were favorable to the budget; (4) Emergency Department gross revenues were above budget; outpatient gross revenues were favorable to the budget; (5) Payor mix was unfavorable to the budget; (6) Total net patient revenues were favorable to the budget; outpatient surgeries were below budget and inpatient surgeries were above budget; (7) Average daily census and total admissions were above budget; (8) Total acute average length of stay (ALOS) Medicare traditional ALOS CMI adjusted was unfavorable; (9) Operating revenues were above expenses; (10) Days cash on hand was 350; days of net accounts receivable is 51.

NO PUBLIC INPUT

ADJOURNMENT

There being no other business, the meeting was adjourned at 12:44 p.m. The May 2022 Finance Committee Meeting is scheduled for **Monday, May 23, 2022 at 12:00 p.m.**

Richard Turner
Chair, Finance Committee
/KmH

**RECOMMENDATIONS OF THE APRIL 2022
FINANCE COMMITTEE MEETING
COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**April Committee Meeting
of April 25, 2022
to the Board of Directors**

1. **RECOMMEND BOARD OF DIRECTORS APPROVAL OF CONTRACT AMENDMENT FOR HOK TO PREPARE BRIDGING DOCUMENTS FOR SVMHS MASTER PLAN'S SURGERY SUITE ADDITION/RELOCATION**

RECOMMENDATION: The Finance Committee recommends Board of Directors approval of Contract Amendment for HOK to Prepare Bridging Documents for SVMHS Master Plan's Surgery Suite Addition/Relocation in the amount of \$3,450,455.

2. **RECOMMEND BOARD OF DIRECTORS APPROVAL OF THE PURCHASE AGREEMENT FOR PURE STORAGE FROM CDW-G AS A GPO PURCHASE**

RECOMMENDATION: The Finance Committee recommends Board of Directors approval of the purchase agreement for Pure Storage from CDW-G as a GPO purchase for the amount of \$500,031.46.

3. **RECOMMEND BOARD APPROVAL OF THE CONTRACT WITH BRANDACTIVE FOR SVMHS REBRANDING IMPLEMENTATION**

RECOMMENDATION: The Finance Committee recommends Board of Directors approval of the contract with BrandActive for SVMHS Rebranding Implementation for the amount of \$594,915.

4. **RECOMMEND BOARD APPROVAL OF THE CONTRACT WITH SHARECARE FOR THE SVMHS DIGITAL EMPLOYEE WELLNESS PLATFORM**

RECOMMENDATION: The Finance Committee recommends Board of Directors approval of the contract with Sharecare for the SVMHS Digital Employee Wellness Platform for the amount of \$367,690 over the three-year life of the agreement.

5. **CONSIDER RECOMMENDATION FOR BOARD APPROVAL OF THE EDUCATIONAL SERVICES AGREEMENT WITH COPE HEALTH SOLUTIONS**

RECOMMENDATION: The Finance Committee recommends Board of Directors approval of the Educational Services Agreement with Cope Health Solutions for the Health Scholars Program for the amount of \$702,360 over the three-year life of the agreement.

SVMH Balanced Scorecard



FY 2022 YTD March

Monthly Scorecard

Service (30%)



Organizational Goals by Pillar	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	FY 2022 Act/Proj	TARGET	Var %	FY 2021 Baseline
I. Service													
Average of Inpatient HCAHPS Scores	72.4	78.8	75.6	77.4	77.1	72.1	74.4	72.0	74.4	74.9	75.1	-0.2%	74.6
Emergency Room Press Ganey Score (*)	60.6	58.2	60.0	61.7	63.4	66.5	58.6	66.1	61.9	61.9	64.8	-4.6%	61.4
Average of Ambulatory HCAHPS Scores	88.0	91.3	87.6	94.7	89.4	91.1	91.9	93.6	93.1	91.2	91.6	-0.4%	91.1

Notes / Assumptions:

- Source: Press Ganey
- Based on monthly **received date**
- Based on top box scores (highest response possible on the survey scale: Yes, Definitely Yes, Always)
- IP HCAHPS Score FY 2021 Baseline was 74.6. Rationale: Baseline = Threshold is based on FY 2021 Actuals. Target is +0.5 from baseline. Max is +1.0 from baseline.
- ER HCAHPS Score FY 2021 Baseline was 61.4. Rationale: Baseline = Threshold is based on FY 2021 Actuals. The Target at 64.8 is the midpoint between Threshold & Max. The Max Goal at 68.27 is the 50th percentile rank.
(* **Measurement period will be Quarter 4 for Fiscal Year 2022.**)
- Ambulatory HCAHPS Score FY 2021 Baseline was 91.1. Rationale: Baseline = Threshold is based on FY 2021 Actuals. Target is +0.5 from baseline. Max is +1.0 from baseline.

Monthly Scorecard

Quality & Safety Processes – ER (8%)



Organizational Goals by Pillar	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	FY 2022 Act/Proj	TARGET	Var %		FY 2021 Baseline	
Emergency Room Efficiencies															
Median length of stay for non-admits (in minutes)	171.0	162.0	162.0	168.0	172.0	165.0	165.0	175.0	173.0	168.0	162.0	-3.7%		163.0	
Median time from admit decision to time of admission to nursing unit (in minutes)	81.0	79.0	82.0	78.0	93.0	78.0	86.0	83.0	70.0	81.0	89.0	9.0%		90.0	

Source: Meditech

ER - LOS for Non-Admits in Minutes: Data Criteria: Calculate the median LOS in minutes for ER Outpatients for each month & YTD for cases in ER (excludes inpatients and patients leaving against medical advice or left without being seen.) Rationale: Baseline = Threshold is based on FY 2021 Actuals. The Target is a 1 minute improvement from the Baseline, and the Max is a 2 minute improvement from the Baseline.

ER - Time to Admit in Minutes: Data Criteria: Calculate the median time for inpatients from admit decision to time of admission to nursing unit in minutes (includes observation cases). Rationale: Baseline = Threshold is based on FY 2021 Actuals. The Target is a 1 minute improvement from the Baseline, and the Max is a 2 minute improvement from the Baseline.

Monthly Scorecard

Quality & Safety Processes – OR (8%)



Organizational Goals by Pillar	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	FY 2022 Act/Proj	TARGET	Var %	FY 2021 Baseline
Operating Room Efficiencies													
Turnover Time (Wheels out / Wheels in) (in minutes)	28.2	27.5	28.1	28.2	27.9	28.3	28.7	27.7	28.9	28.2	29.5	4.5%	29.6
Percentage of 1st Case On Time Start Time	93.3%	97.7%	95.5%	95.6%	94.2%	93.4%	92.5%	96.7%	95.4%	94.9%	89.0%	6.7%	91.6%

Turnover Time Measurement: Source is from the PICIS OR Nurse Record, calculate minutes elapsed between the wheels out & wheels in of the next case. Only cases where the time difference is less than or equal to 60 minutes will be included because breaks are often scheduled in a day. Due to MD availability, cases that exceed 60 threshold minutes will not count as a turnover. Excludes non-scheduled cases. Measurement applies to cases for the same physician and same room only. Data will be partition by actual date rather than previously scheduled date. **National benchmarks range from 25 to 38 minutes.** FY 2022 Goals are the same as prior year to continue high efficiency performance and strive to maintain sustainability at these levels. Planning to reduce minutes may cause patient safety risks and other concerns, especially considering the Covid-19 ongoing pandemic and the impact its had in our hospital capacity as well as in our perioperative operations.

Percentage of 1st case On Time Start Time

- Source is from PICIS for 1st scheduled case of the day in each OR room where the scheduled time is between 07:00 AM and 08:59 AM
- Cases in which the patient is Wheeled In at least zero minutes prior to the case
- **National benchmark goals range from 70% to 80%**
- FY 2022 Goals are the same as prior year to continue high efficiency performance and strive to maintain sustainability.

Monthly Scorecard

Quality & Safety Processes – HAC & Hand Hygiene(4%)



Organizational Goals by Pillar	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	FY 2022 Act/Proj	TARGET	Var %	FY 2021 Baseline
Hospital Acquired Conditions													
CLABSI SIR (Standard Infection Ratio)	0.00			0.63			0.00			0.21	0.30	30.3%	0.11
# of CLABSI EVENTS	0	0	0	1	0	0	0	0	0				1
CAUTI SIR (Standard Infection Ratio)	0.00			0.61			0.52			0.38	0.47	19.9%	0.57
# of CAUTI EVENTS	0	0	0	0	1	0	1	0	0				5
CDI SIR (Standard Infection Ratio)	0.51			0.31			0.48			0.43	0.45	4.0%	0.19
# of CDI EVENTS	0	2	1	0	1	1	2	1	0				4
Hospital Acquired Conditions Average	0.17			0.52			0.33			0.34	0.41	16.6%	0.29
Hand Hygiene (Percentage of successful Hand Hygiene observations)	79.7%	81.6%	81.8%	81.0%	94.1%	91.2%	96.4%	98.0%	83.0%	87.4%	75.0%	16.6%	78.0%

Hospital Acquired Conditions

- > Source: National Healthcare Safety Network (NHSN) & Medline Interface
- > Hospital Acquired Conditions will be measured **quarterly**
- > **Rationale for Targets:** The FY 2022 Target (0.41) is set to be an improvement from the prior year target (0.49)
- > Acronyms:
 1. CLABSI (Central Line Associated Bloodstream Infection)
 2. CAUTI (Catheter Associated Urinary Tract Infection)
 3. CDI (Clostridium Difficile Infection)

Hand Hygiene

- > Source: MyRounding Tool populated by SVMHS staff / leaders direct observations
- > Hand Hygiene will be measured **monthly**
- > **Rationale for Targets:** Improve Hand Hygiene performance and meet recommended metrics by Leapfrog and JC/CMS

Monthly Scorecard

Finance (20%)



Organizational Goals by Pillar	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	FY 2022 Act/Proj	TARGET	Var %	FY 2021 Baseline
IV. Finance													
Income from Operations (Normalized) (\$ in Millions)	\$7,939	\$9,298	\$5,821	\$4,561	\$6,599	\$11,434	\$6,458	\$8,222	\$8,143	\$91,299	\$68,853	32.6%	\$86,392
Operating Margin (Normalized)	16.3%	18.1%	12.3%	10.1%	13.9%	21.5%	12.9%	15.6%	15.3%	15.1%	12.5%	21.2%	15.1%

- Target Methodology is based on SVMH's 100% of FY 2022 Board Approved Annual Operating Budget

Monthly Scorecard

Growth (10%)



Organizational Goals by Pillar	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	FY 2022 Act/Proj	TARGET	Var %	FY 2021 Baseline
V. Growth													
Increase % of patients adopting of EPIC MyChart to →	37.1%	37.6%	38.2%	39.1%	39.5%	39.9%	40.5%	40.9%	41.4%	41.4%	40.0%	3.4%	36.5%
Implement eConsult in a Number of Specialties	0	0	0	0	1	1	2	2	2	2	2	0.0%	-
eConsult Patient Utilization	0	0	0	0	8	20	13	6	10	57	100	-43.0%	-

- **I. MyChart adoption for SVMC:** Source is the EPIC SVMC system. Increasing from 36.5% to 40% - this continues to be a significant focus as we expand functionality for patient engagement and develop MyChart as our digital front door for the clinic. Measurement will be based on 12 months ending June 30, 2022. Monthly reporting will be based on a rolling 12 month period.
- **II. & III. SVMC eConsult development (Number of Specialties & Patient Volume):** Source is the EPIC SVMC system. Increasing access to specialty services by providing a mechanism for our specialty care physicians to support primary care through electronic consults facilitated through Epic. Primary care MDs submit specified data to a specialist through Epic and receive a plan/recommendation for care that they can implement or the specialist will request to see the patient. The first specialty we are targeting is **Dermatology**, followed by **Infectious Disease** and **Cardiology**. The functionality exists in Epic to support the workflows but it will require program and protocol development that we will begin in the next several weeks.
 - *Dermatology went live effective November 2021*
 - *Infectious Disease went live effective January 2022*
 - *Cardiology is currently pending final build for approval, and will go live March/April 2022.*

Monthly Scorecard

Community (5%)



Organizational Goals by Pillar	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	FY 2022 Act/Proj	TARGET	Var %	FY 2021 Baseline
VI. Community													
Improve the patient experience and increase access to hospital services as measured by the number of hospital-based clinical departments that accommodate online appointment scheduling										0	2	-100.0%	-

Targeted Goals for online based scheduling:

- Creation/adaptation of technology tailored to the needs of the SVMHS department that is implementing online scheduling
- Successful implementation and launch of system
- Marketing campaign regarding the ability to schedule appointments online
- Ongoing monitoring of system
- Monthly reporting on usage rates, customer satisfaction, and other data collected by the system
- Source is based on management reporting of final results for each clinical department

Salinas Valley Memorial Hospital
Monthly Balanced Scorecard (BSC) Summary

FY 2022 : as of 3/31/22



Organizational Goals by Pillar		FY 2022 Act/Proj	TARGET	Var %		FY 2021 Baseline	
30%	I. Service						
	Average of Inpatient HCAHPS Scores	74.9	75.1	-0.2%	☁️	74.6	☀️
	Emergency Room Press Ganey Score	61.9	64.8	-4.6%	☁️	61.4	☀️
	Average of Ambulatory HCAHPS Scores	91.2	91.6	-0.4%	☁️	91.1	☀️
15%	II. People						
	Annual Employee Indicator Survey	-	4.39		❓	4.36	❓
20%	III. Quality & Safety Processes						
	Emergency Room Efficiencies						
	Median length of stay for non-admits (in minutes)	168.0	162.0	-3.7%	☁️	163.0	☁️
	Median time from admit decision to time of admission to nursing unit (in minutes)	81.0	89.0	9.0%	☀️	90.0	☀️
	Operating Room Efficiencies						
	Turnover Time (Wheels out / Wheels in) (in minutes)	28.2	29.5	4.5%	☀️	29.6	☀️
	Percentage of 1st Case On Time Start Time	94.9%	89.0%	6.7%	☀️	91.6%	☀️
	Hospital Acquired Conditions Average	0.34	0.41	16.6%	☀️	0.29	☁️
	Hand Hygiene (Percentage of successful Hand Hygiene observations)	87.4%	75.0%	16.6%	☀️	78.0%	☀️
	20%	IV. Finance					
Income from Operations (Normalized) (\$ in Millions)		\$91,299	\$68,853	32.6%	☀️	\$86,392	☀️
Operating Margin (Normalized)		15.1%	12.5%	21.2%		15.1%	
10%	V. Growth						
	Increase % of patients adopting of EPIC MyChart to →	41.4%	40.0%	3.4%	☀️	36.5%	☀️
	Implement eConsult in a Number of Specialties	2	2	0.0%	☀️	-	
	eConsult Patient Utilization	57	100	-43.0%	☁️	-	
5%	VI. Community						
	Improve the patient experience and increase access to hospital services as measured by the number of hospital-based clinical departments that accommodate online appointment scheduling	0	2	-100.0%	☁️	-	

Questions / Comments?



Financial Performance Review

April 2022

Scott Cleveland for Augustine Lopez
Chief Financial Officer



Consolidated Financial Summary

For the Month of April 2022

Profit/Loss Statement

\$ in Millions	For the Month of April 2022				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 57.4	\$ 53.1	\$ 4.3	8.1%	
Operating Expense	\$ 54.7	\$ 52.0	\$ (2.7)	-5.2%	
Income from Operations*	\$ 2.7	\$ 1.1	\$ 1.6	145.5%	
<i>Operating Margin %</i>	4.6%	2.1%	2.5%	119.05%	
Non Operating Income**	\$ 1.5	\$ 1.1	\$ 0.4	36.4%	
Net Income	\$ 4.2	\$ 2.2	\$ 2.0	90.9%	
<i>Net Income Margin %</i>	7.1%	4.1%	3.0%	73.2%	

Operating Performance highlights*:

- Total Net Revenues were \$4.3M (8.1%) above budget
- Very strong ER and Outpatient activity for the month
- IP Admissions were above budget by 15% and ADC by 2%
- IP Surgeries were 24% above budget
- Reimbursement from the QIP Program (formerly known as PRIME) - \$2.9M

The above was partially offset by the following:

- The Contract labor was very high at a \$3.1M 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** favorable due to the gain on sale of a Surgery Center - \$2.0M. We continue to see losses from the mark-to-market adjustments in investment portfolios.

Consolidated Financial Summary

For the Month of April 2022 - Normalized

Profit/Loss Statement

\$ in Millions	For the Month of April 2022				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 54.5	\$ 53.1	\$ 1.4	2.6%	
Operating Expense	\$ 54.7	\$ 52.0	\$ (2.7)	-5.2%	
Income from Operations	\$ (0.2)	\$ 1.1	\$ (1.3)	-118.2%	
<i>Operating Margin %</i>	<i>-0.5%</i>	2.1%	<i>-2.6%</i>	<i>-123.8%</i>	
Non Operating Income	\$ 1.5	\$ 1.1	\$ 0.4	36.4%	
Net Income	\$ 1.3	\$ 2.2	\$ (0.9)	-40.9%	
<i>Net Income Margin %</i>	<i>2.2%</i>	4.1%	<i>-1.9%</i>	<i>-46.3%</i>	

Normalizing Item:

Reimbursement from the QIP Program (formerly known as PRIME) \$2.9M

Consolidated Financial Summary

Year-to-Date April 2022

Profit/Loss Statement

\$ in Millions	FY 2022 YTD April				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 581.9	\$ 526.8	\$ 55.1	10.5%	
Operating Expense	\$ 532.9	\$ 515.5	\$ (17.4)	-3.4%	
Income from Operations*	\$ 49.0	\$ 11.3	\$ 37.7	333.6%	
Operating Margin %	8.4%	2.1%	6.3%	300.0%	
Non Operating Income**	\$ (3.1)	\$ 10.9	\$ (14.0)	-128.4%	
Net Income	\$ 45.9	\$ 22.2	\$ 23.7	106.8%	
Net Income Margin %	7.9%	4.2%	3.7%	88.1%	

*** 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:**

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

\$2.0 M Gain on sale of a Surgery Center

Consolidated Financial Summary

Year-to-Date April 2022 - Normalized

Profit/Loss Statement

\$ in Millions	FY 2022 YTD April					
					Variance fav (unfav)	
	Actual	Budget	\$VAR	%VAR		
Operating Revenue	\$ 576.7	\$ 526.8	\$ 49.9	9.5%		
Operating Expense	\$ 532.9	\$ 515.5	\$ (17.4)	-3.4%		
Income from Operations	\$ 43.8	\$ 11.3	\$ 32.5	287.6%		
<i>Operating Margin %</i>	7.6%	2.1%	5.5%	261.9%		
Non Operating Income	\$ (4.2)	\$ 10.9	\$ (15.1)	-138.5%		
Net Income	\$ 39.6	\$ 22.2	\$ 17.4	78.4%		
<i>Net Income Margin %</i>	6.9%	4.2%	2.7%	64.3%		

SVMH Financial Highlights April 2022

Gross Revenues were favorable

- **Gross Revenues** were 7% favorable to budget
- **IP gross revenues** were 3% favorable to budget
- **ED gross revenues** were 25% above budget
- **OP gross revenues** were 8% favorable to budget in the following areas:

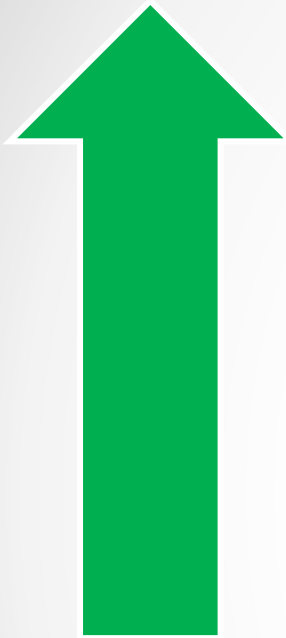
- Infusion Therapy
- Surgery
- Cardiology
- Radiology
- Other OP Pharmacy
- Other OP Services

- **Commercial:** 12% below budget
- **Medicaid:** 9% above budget
- **Medicare:** 15% above budget

Payor Mix – unfavorable to budget

Total Normalized Net Patient Revenues were \$45.5M, which was unfavorable to budget by \$0.4M or 0.1%

Financial Summary – April 2022



1) Higher than expected Inpatient business:

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

2) Total admissions were 15% (122 admits) above budget

- ER admissions were 18% above budget (113 admits)
- ER admissions (including OB ED) were 85% of total acute admissions

3) ER Outpatient visits were above budget by 41% (1,169 visits)

4) Higher than expected Outpatient business:

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

5) Inpatient Surgeries cases were 24% (32 cases) above budget predominately in General Surgery and Vascular Surgery

6) OP Observation cases were 6% (8 cases) below budget at 142



7) Medicare Traditional ALOS CMI adjusted 1% unfavorable at 2.5 days with a Case Mix Index of 1.6

7) Outpatient Surgeries were 17% (50 cases) below budget

8) Deliveries were 18% (26 deliveries) below budget at 114



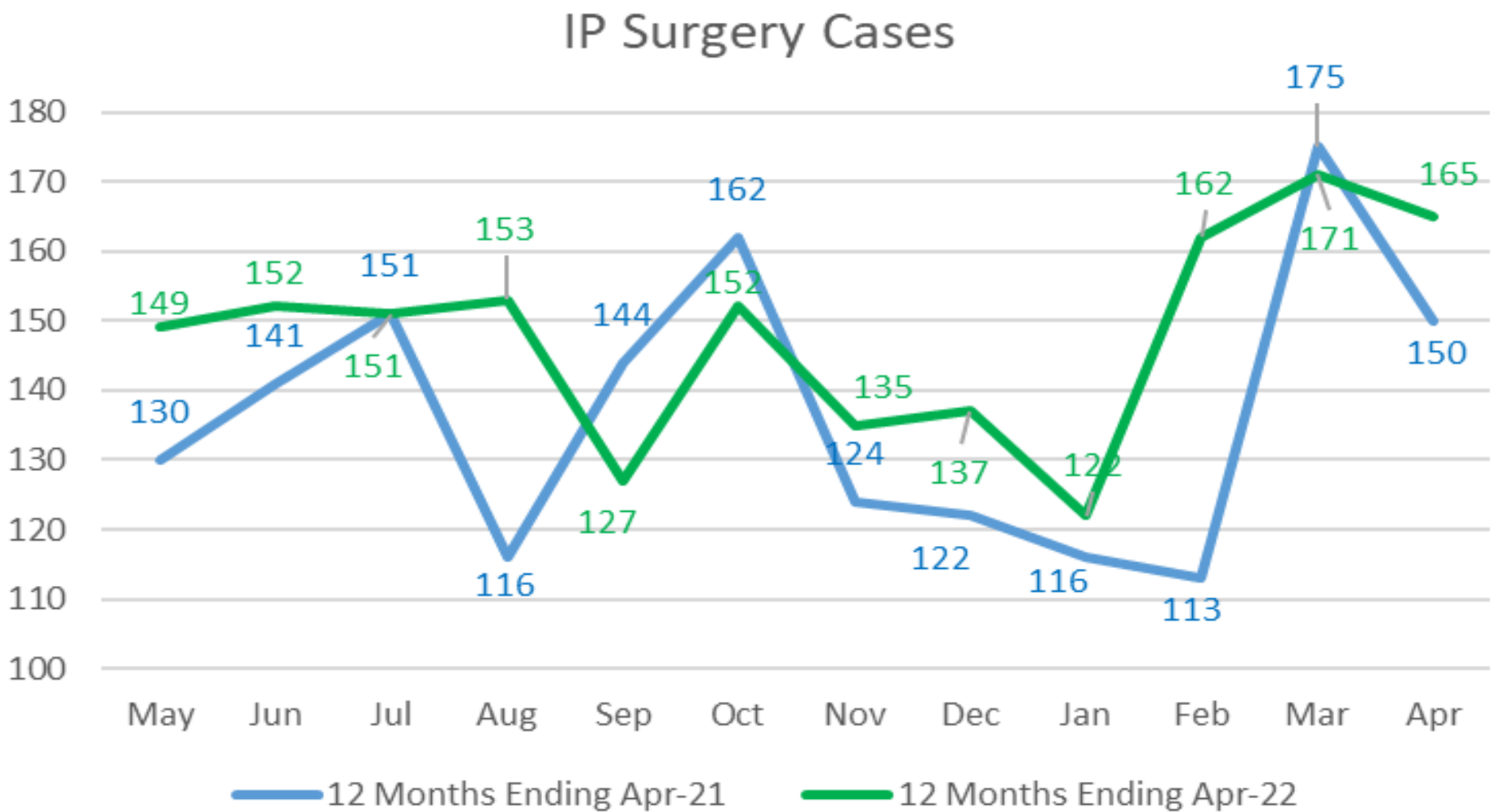
COVID Inpatient Discharge Cases Payor Mix Analysis May 2021 thru Apr 2022

Payor	May 21	Jun 21	July 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22
Medicare	2	1	1	10	11	12	5	18	82	59	9	9
Medi-Cal	2	8	3	19	11	10	6	12	44	27	2	1
Commercial	2	1	9	14	10	7	11	11	38	14	3	
Other			1	3	1		1		3			1
Grand Total	6	10	14	46	33	29	23	41	167	100	14	11

COVID Inpatient cases
Decreased during
April compared to
prior month.

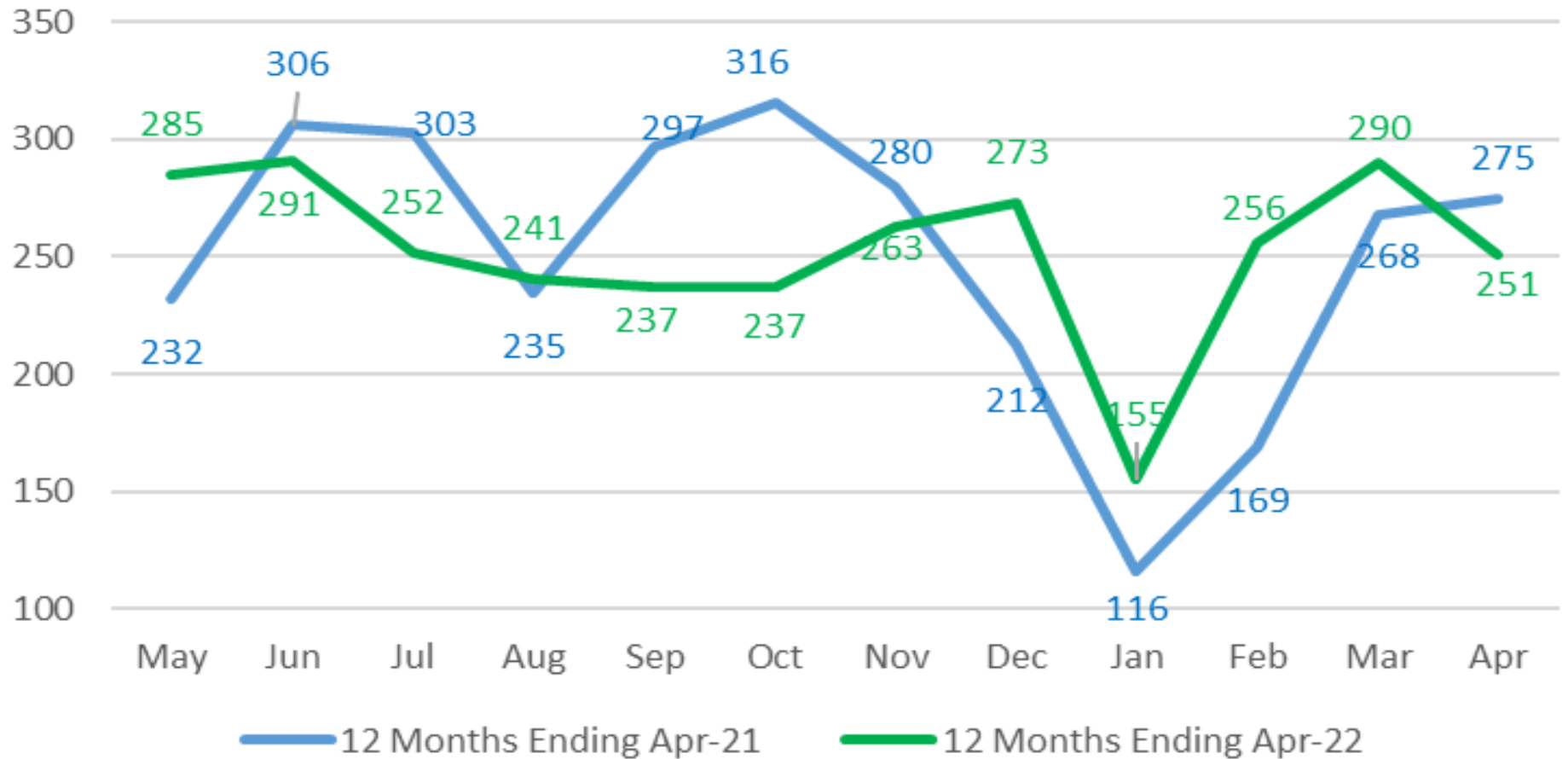
Note: COVID Criteria is based any DX U07.1

IP Surgery Cases – April 2022

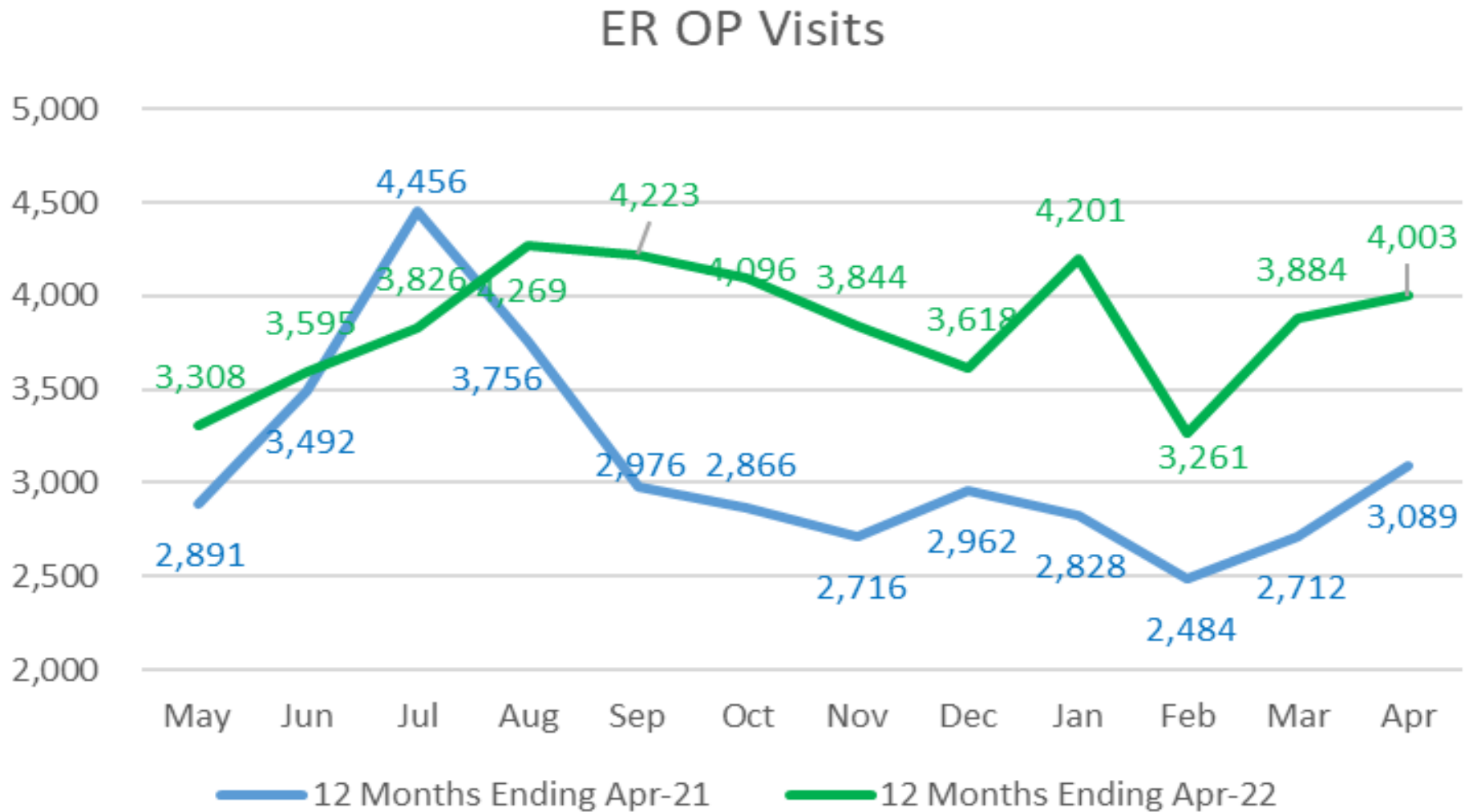


OP Surgery Cases – April 2022

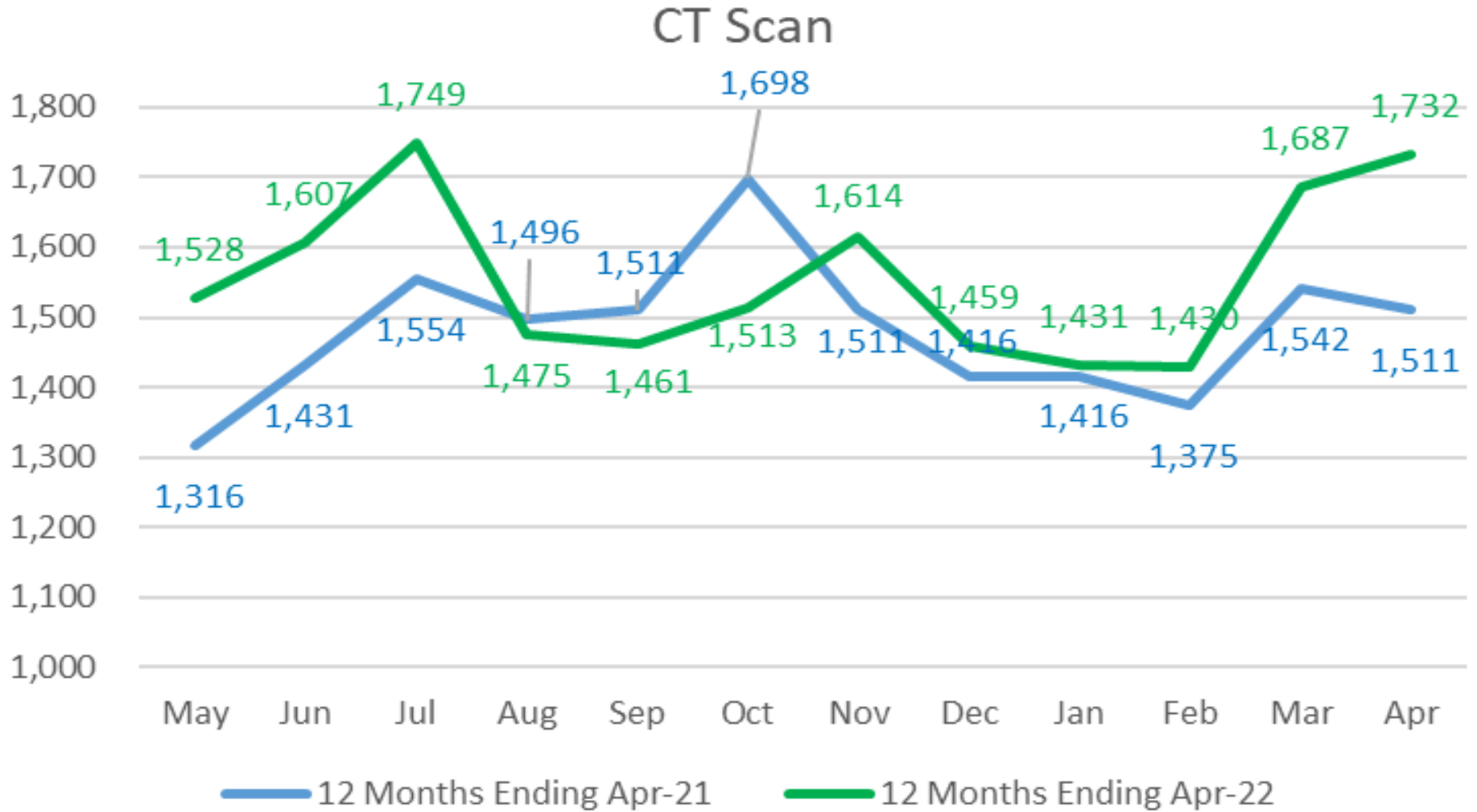
OP Surgery Cases



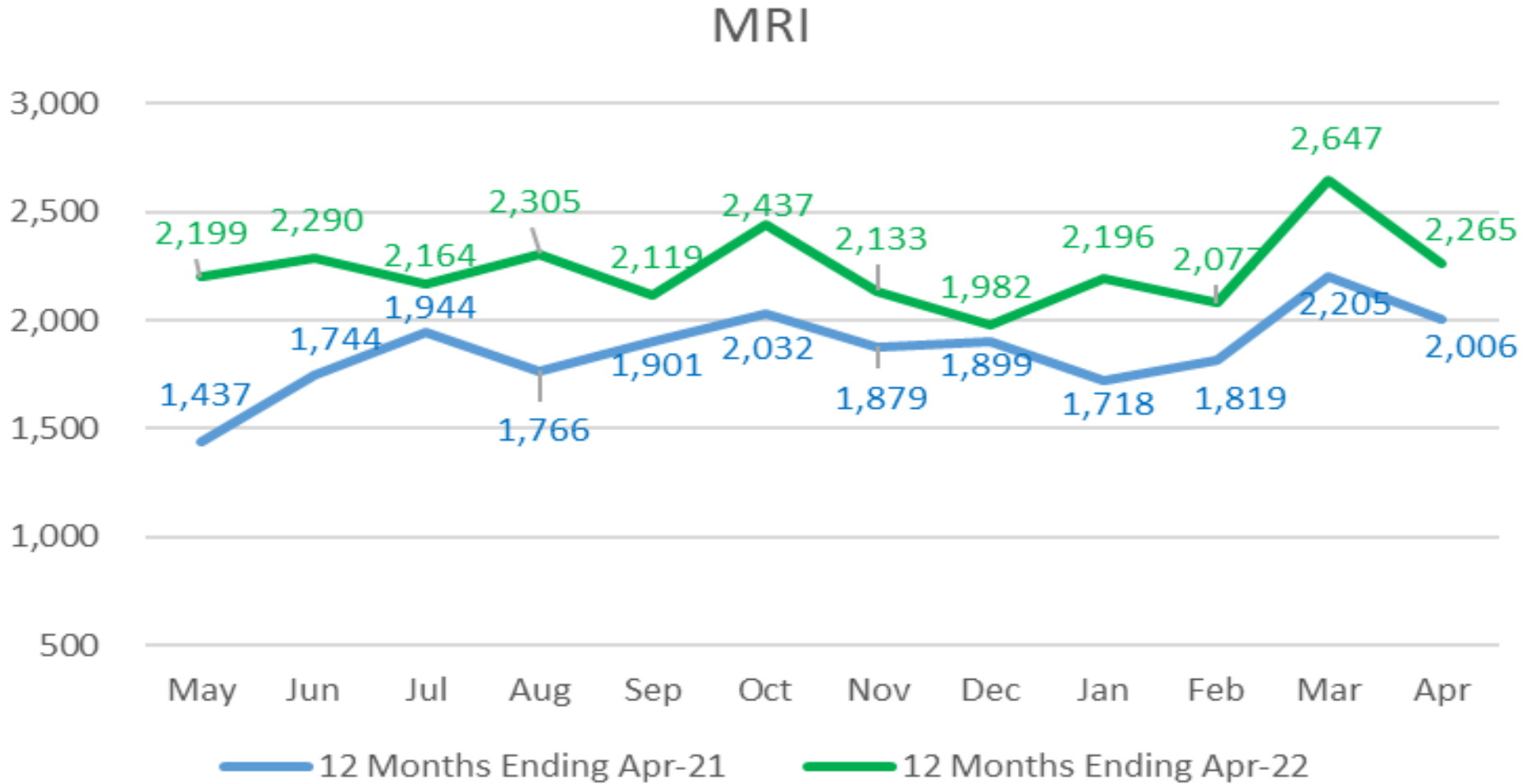
ER OP Visits – April 2022



CT Scan Cases – April 2022

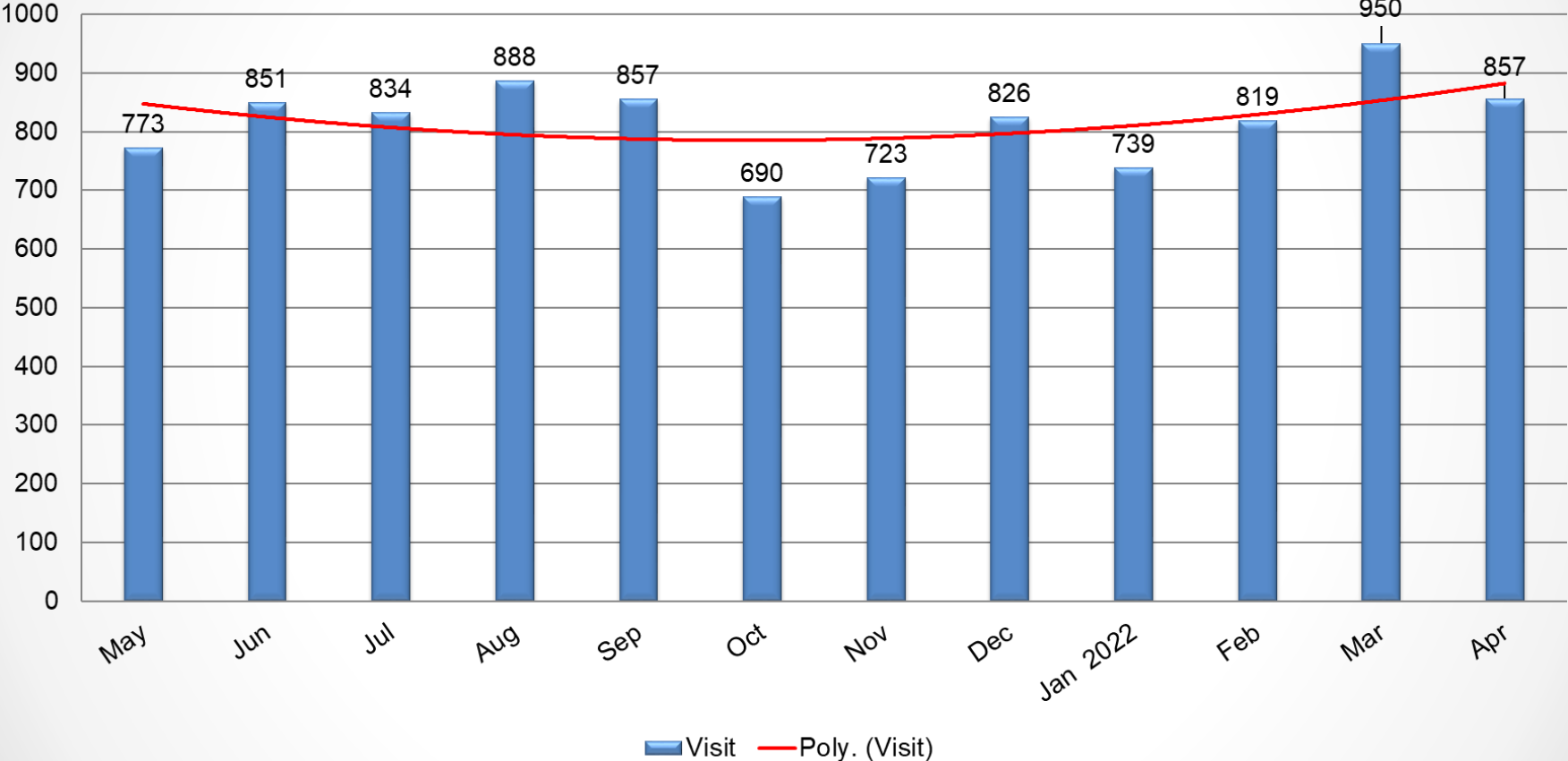


MRI – April 2022



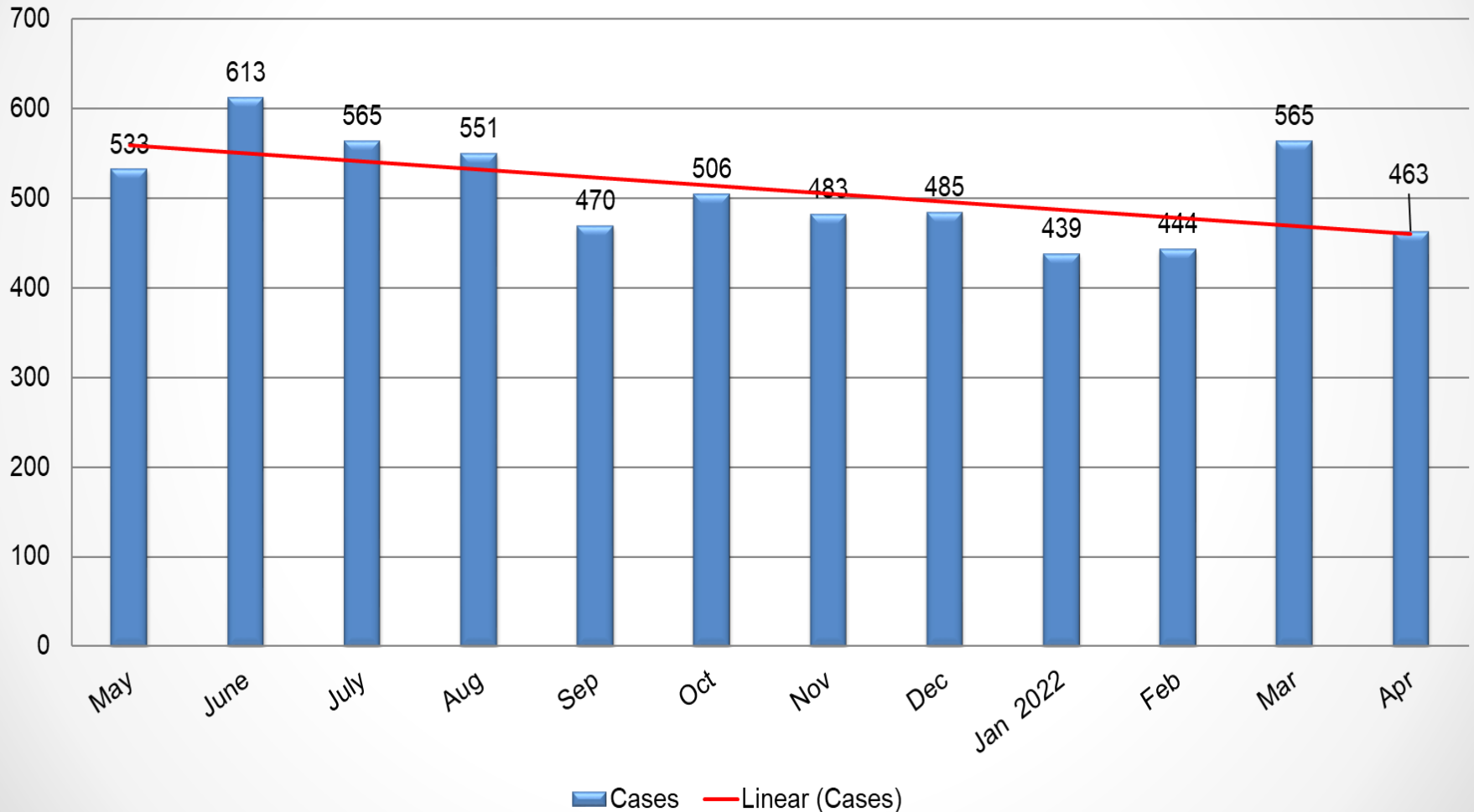
OP Infusion Service Line

OP Infusion - Rolling 12 Month Trend
(Includes Botox)
May 2021 thru Apr 2022



Cardiac Diagnostic O/P Center (CDOC)

CDOC Cases - Rolling 12 Month Trend
May 2021 thru Apr 2022

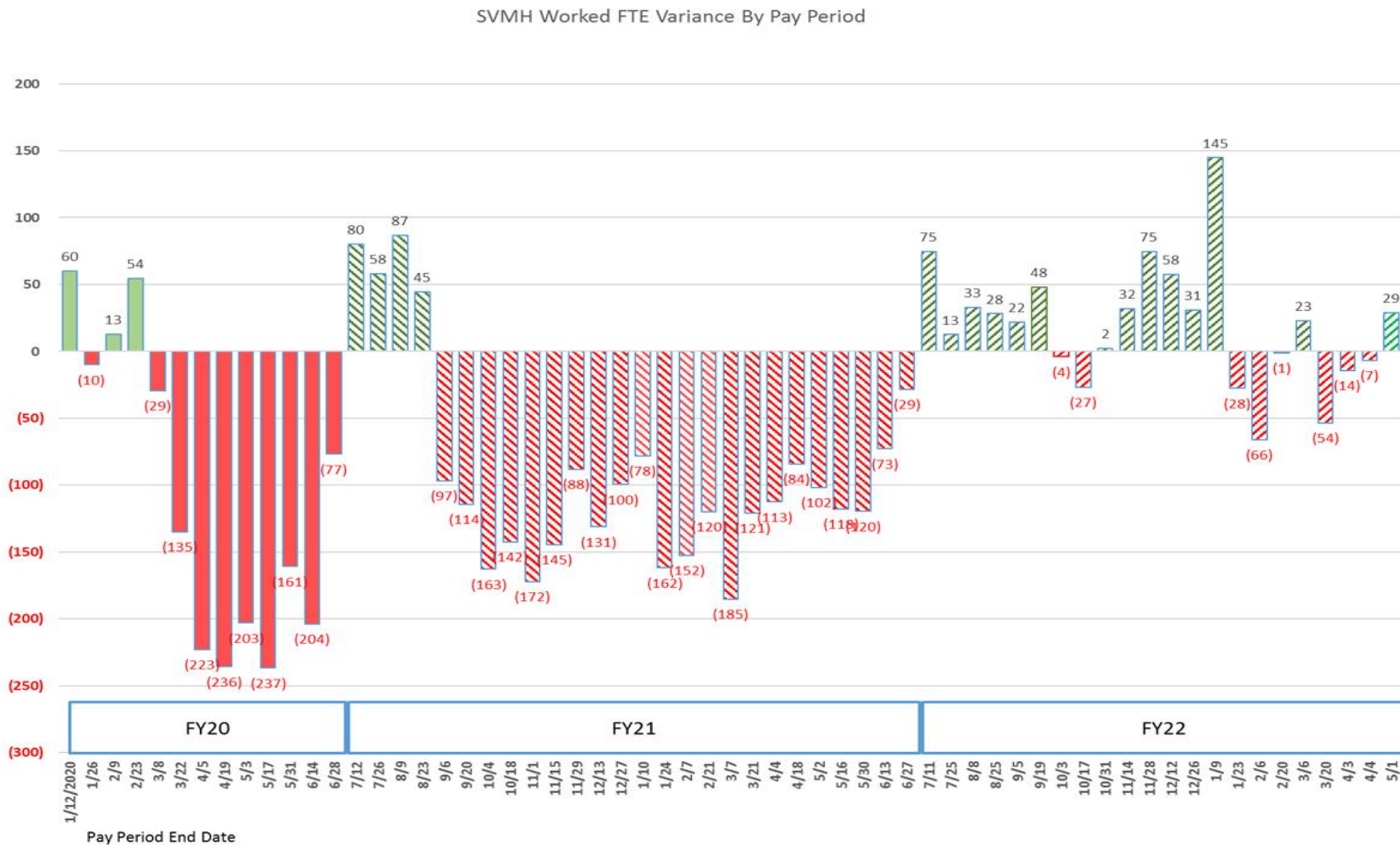


Labor Productivity – April 2022

- 1. Worked FTEs:** During the month of April, worked FTEs on a PAADC basis were **1.5%** favorable at **6.69** with a target of **6.80**. *When reviewed on a unit by unit level, the variance was 2.0 FTEs positive with the FTE driven variance for salaries, wages and benefits valued at \$24k positive.* The key drivers were highly variable volumes, with reduced Covid impacts. Average Daily Census was flat (compared to March) at 117 in April. Worked FTE decreased to 1,488 in April from 1,508 in March.
- 2. Paid FTEs:** On a PAADC basis paid FTEs were **0.5%** unfavorable to budget at **7.77 actual vs. 7.63 budget**. The key driver being variable volumes. Paid FTE decreased from 1,733 in March to 1,728 in April

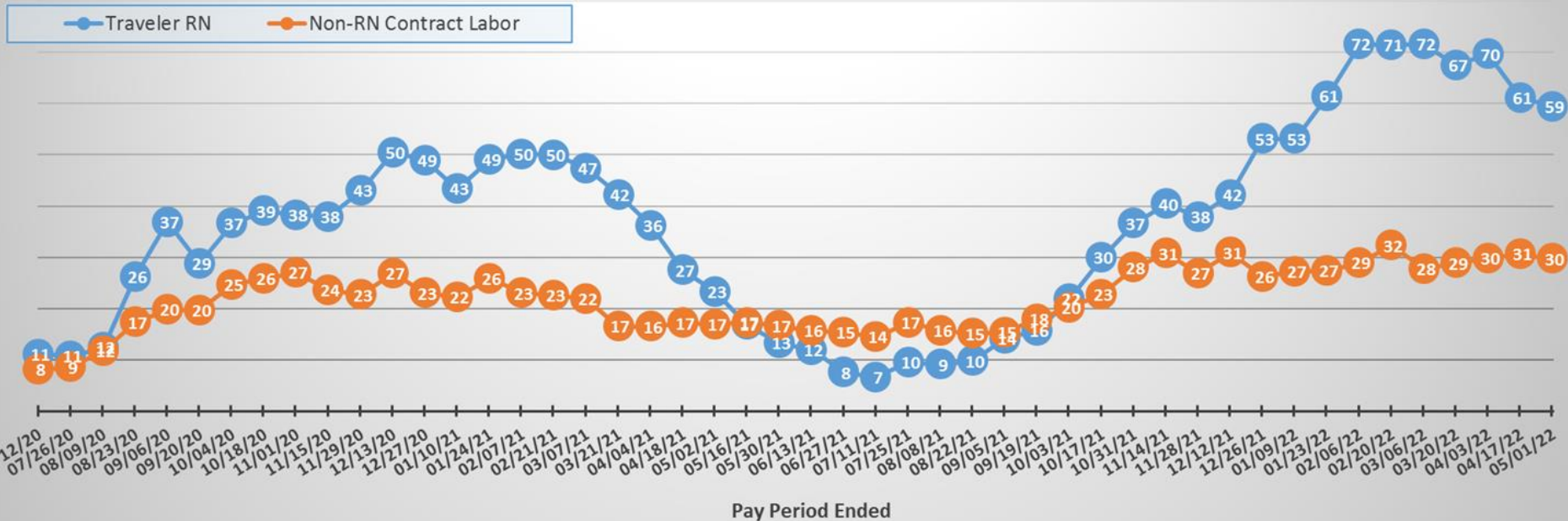
SVMH Worked FTE Variance By Pay Period

Pay Periods Ending 1/12/20 through 5/1/2022



Contract Labor FTE By Pay Period

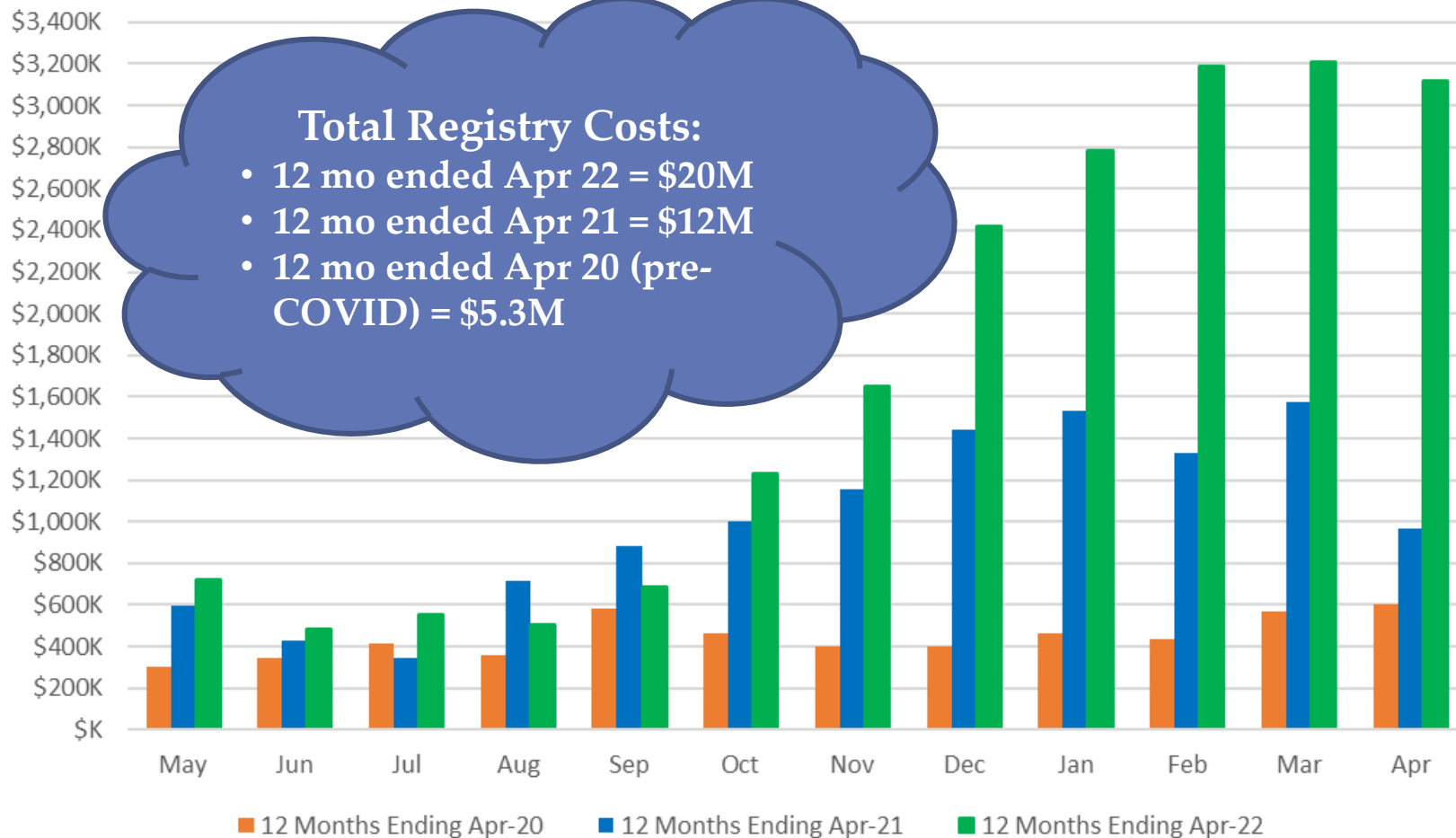
Contract Labor - FTE By Pay Period



Contract labor came down the last two pay periods as nurse contract staffing has decreased slightly. The contract labor is used to offset the loss of staff from the Covid vaccine mandates, hiring challenges, and volume growth.

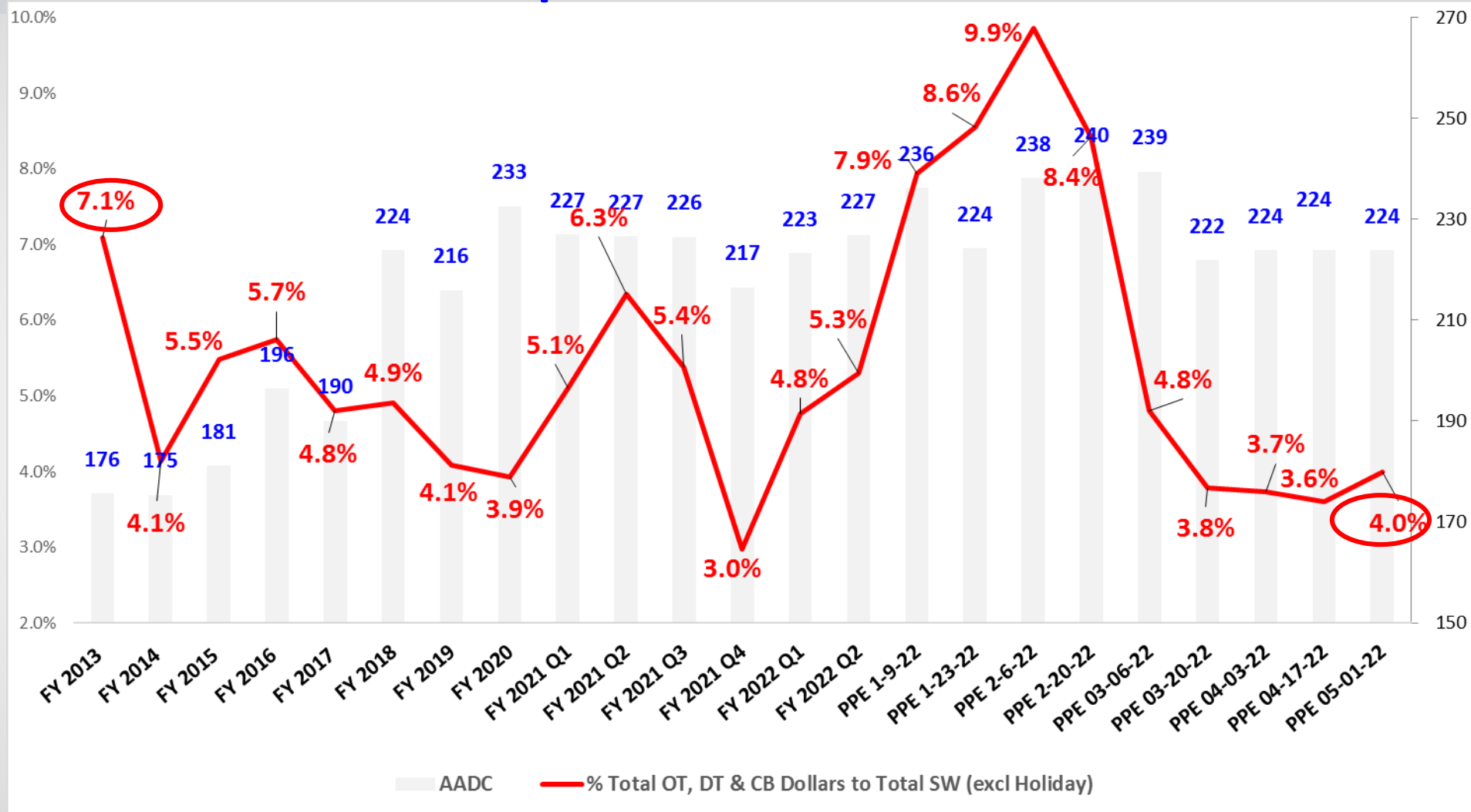
Registry – April 2022

Registry Dollars
(\$ in thousands)



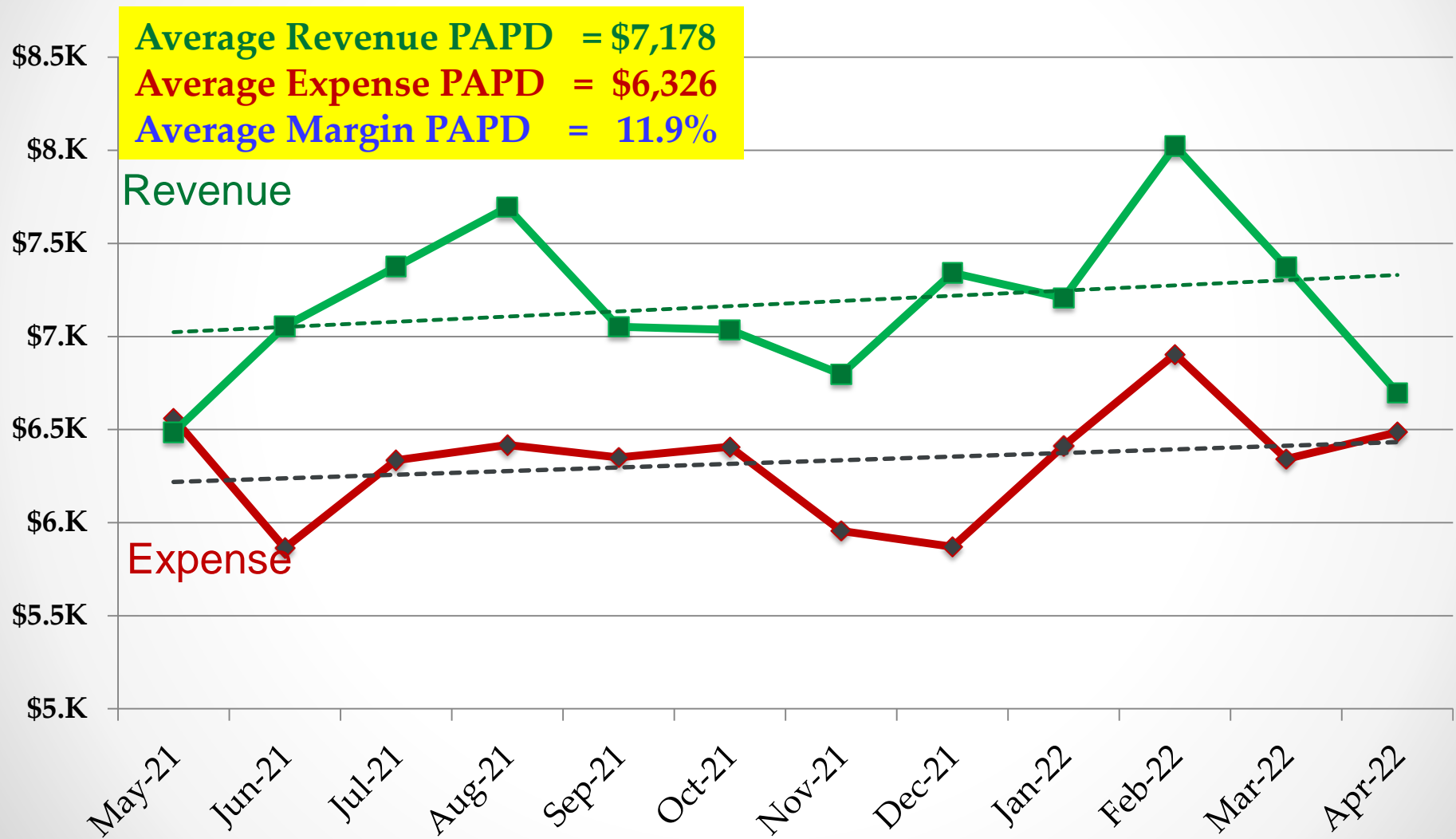
% of Total OT, DT & CB Dollars to Total S&W

Updated Thru PPE 5-01-22



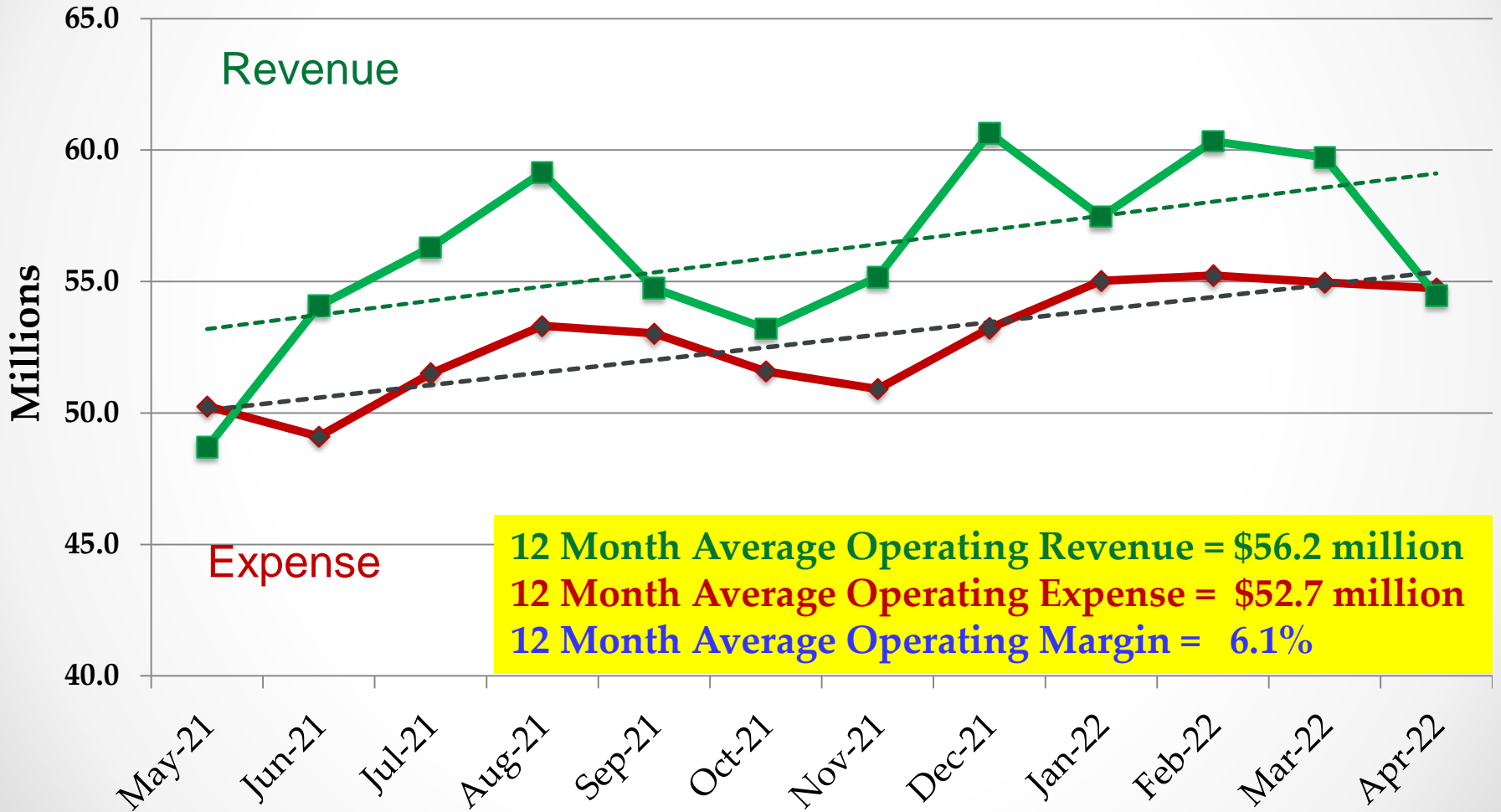
SVMH Revenues & Expenses Per Adjusted Patient Day (Normalized)

Rolling 12 Months: May 21 to April 22



SVMHS Operating Revenues & Expenses (Normalized)

Rolling 12 Months: May 21 to April 22



SVMHS Key Financial Indicators

Statistic	YTD Apr-22	SVMHS Target	+/-	S&P A+ Rated Hospitals	+/-	YTD Apr-21	+/-
Operating Margin*	7.6%	9.0%	Red	4.0%	Green	5.5%	Green
Total Margin*	6.9%	10.8%	Red	6.6%	Green	8.2%	Red
EBITDA Margin**	11.6%	13.4%	Red	13.6%	Red	9.8%	Green
Days of Cash*	344	305	Green	249	Green	360	Red
Days of Accounts Payable*	50	45	Green	-		42	Green
Days of Net Accounts Receivable*	51	45	Red	49	Red	47	Red
Supply Expense as % NPR	12.9%	15.0%	Green	-		13.0%	Green
SWB Expense as % NPR	50.5%	53.0%	Green	53.7%	Green	53.9%	Green
Operating Expense per APD*	6,318	4,992	Red	-		6,203	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)

SVMHS Days Cash Comparison

April 2022 to April 2021 and April 2022 to June 2021

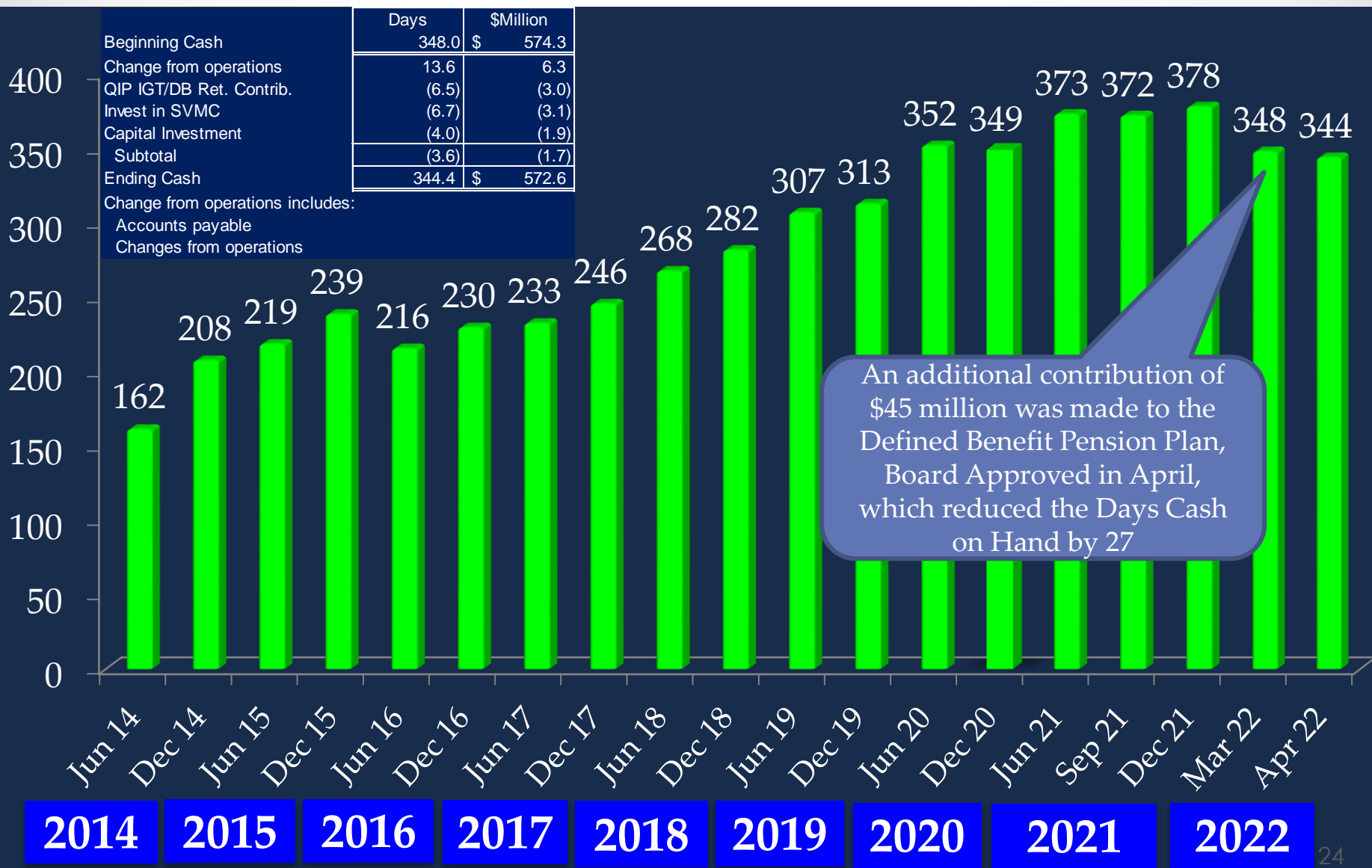
	<u>4/30/2021</u>	<u>4/30/2022</u>	<u>change</u>	<u>% change</u>
Cash expense for trailing 12 months	\$ 575,136,742	\$ 606,906,304	\$ 31,769,561	5.5%
One day equivalent expense	\$ 1,575,717	\$ 1,662,757	\$ 87,040	5.5%
Cash and investment balance	567,288,083	572,647,095	5,359,012	0.9%
Days cash and investments on hand	360	344	(16)	(0.04)

	<u>6/30/2021</u>	<u>4/30/2022</u>	<u>change</u>	<u>% change</u>
Cash expense for trailing 12 months	\$ 584,420,198	\$ 606,906,304	\$ 22,486,105	3.8%
One day equivalent expense	\$ 1,601,151	\$ 1,662,757	\$ 61,606	3.8%
Cash and investment balance	597,579,775	572,647,095	(24,932,680)	-4.2%
Days cash and investments on hand	373	344	(29)	(0.08)

Salinas Valley Memorial Healthcare System

Days Cash on Hand = 344 Days (\$549M)

April 2022



2014 **2015** **2016** **2017** **2018** **2019** **2020** **2021** **2022**

ASSETS WHOSE USE IS LIMITED

		<u>April-22</u>		<u>YTD</u>
Beginning balance	\$	146,993,729	\$	143,257,278
Investment income or (loss)		(1,183,396)		(6,446,944)
Transfer		1,000,000		10,000,000
Ending balance	\$	<u>146,810,334</u>	\$	<u>146,810,334</u>

ROUTINE CAPITAL EXPENDITURES Through April 2022

Fiscal Month	FY 2022 Approved Budget *	Total Purchased Expenditures	Remaining	Project	Amount
July	1,558,333	764,068	794,265	OB C-Section OR Room	54,887
August	1,558,333	840,566	1,512,033	High Speed Elevator Upgrade	43,486
September	1,558,333	2,259,376	810,990	321 Romie Elevator upgrade	92,513
October	1,558,333	535,000	1,834,323	Nurse Call Replacement System	118,637
November	1,558,333	1,388,043	2,004,614	Other CIP	26,632
December	1,558,333	1,351,043	2,211,904	Total Improvements	336,154
January	1,558,333	788,483	2,981,755	CDI 550 MONITOR WITH ART/VEN/HS	277,475
February	1,558,333	974,340	3,565,748	Ultrasound and Probe	450,630
March	1,558,333	1,692,172	3,431,909	Kitchen Appliances	92,244
April	1,558,333	1,983,382	3,006,861	Defibrulators	720,045
May	1,558,333		4,565,194	Other Equipment	106,835
June	1,558,333		6,123,527	Total Equipment	1,647,228
YTD TOTAL	18,700,000	12,576,473	6,123,527	Grand Total	1,983,382

QUESTIONS / COMMENTS

SALINAS VALLEY MEMORIAL HOSPITAL
SUMMARY INCOME STATEMENT
April 30, 2022

	<u>Month of April,</u>		<u>Ten months ended April 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 44,660,977	\$ 38,023,958	\$ 491,250,497	\$ 473,326,514
Other operating revenue	<u>3,775,273</u>	<u>984,136</u>	<u>12,458,130</u>	<u>11,839,162</u>
Total operating revenue	<u>48,436,250</u>	<u>39,008,094</u>	<u>503,708,627</u>	<u>485,165,676</u>
Total operating expenses	43,258,319	37,738,101	423,755,279	409,463,275
Total non-operating income	<u>(1,521,837)</u>	<u>140,461</u>	<u>(34,683,081)</u>	<u>(26,311,474)</u>
Operating and non-operating income	<u>\$ 3,656,094</u>	<u>\$ 1,410,454</u>	<u>\$ 45,270,267</u>	<u>\$ 49,390,927</u>

SALINAS VALLEY MEMORIAL HOSPITAL
 BALANCE SHEETS
 April 30, 2022

	<u>Current year</u>	<u>Prior year</u>
ASSETS:		
Current assets	\$ 422,735,565	\$ 410,604,300
Assets whose use is limited or restricted by board	146,810,333	141,155,312
Capital assets	239,351,739	251,757,481
Other assets	217,878,519	192,703,438
Deferred pension outflows	<u>50,119,236</u>	<u>83,379,890</u>
	<u>\$ 1,076,895,392</u>	<u>\$ 1,079,600,420</u>
LIABILITIES AND EQUITY:		
Current liabilities	123,397,382	143,281,283
Long term liabilities	14,288,063	14,780,976
	83,585,120	126,340,336
Net assets	<u>855,624,827</u>	<u>795,197,825</u>
	<u>\$ 1,076,895,392</u>	<u>\$ 1,079,600,420</u>

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

	<u>Month of April,</u>		<u>Ten months ended April 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	1,674	1,720	17,491	17,092
Medi-Cal	999	1,003	9,790	10,513
Commercial insurance	647	463	7,450	7,581
Other patient	183	82	1,114	1,221
Total patient days	<u>3,503</u>	<u>3,268</u>	<u>35,845</u>	<u>36,407</u>
Gross revenue:				
Medicare	\$ 93,225,739	\$ 92,604,185	\$ 924,185,201	\$ 837,662,928
Medi-Cal	58,209,733	55,220,953	559,457,298	533,244,531
Commercial insurance	44,310,607	40,095,134	493,913,448	478,737,208
Other patient	<u>10,595,381</u>	<u>9,040,889</u>	<u>81,268,150</u>	<u>83,415,984</u>
Gross revenue	<u>206,341,460</u>	<u>196,961,161</u>	<u>2,058,824,097</u>	<u>1,933,060,650</u>
Deductions from revenue:				
Administrative adjustment	367,745	350,266	3,008,759	3,303,702
Charity care	504,804	1,454,212	7,909,502	10,201,070
Contractual adjustments:				
Medicare outpatient	28,685,432	28,465,111	272,802,485	246,421,490
Medicare inpatient	40,098,977	37,283,623	406,257,943	372,816,155
Medi-Cal traditional outpatient	2,948,238	2,661,545	29,000,089	21,076,259
Medi-Cal traditional inpatient	3,990,943	4,349,427	59,513,148	70,669,624
Medi-Cal managed care outpatient	22,370,434	21,625,200	216,647,521	183,390,354
Medi-Cal managed care inpatient	22,499,784	21,225,579	189,430,844	186,646,017
Commercial insurance outpatient	17,395,413	19,151,873	164,183,995	158,712,331
Commercial insurance inpatient	16,068,753	17,739,136	172,719,401	161,890,141
Uncollectible accounts expense	3,794,554	3,889,018	37,609,598	35,670,540
Other payors	<u>2,955,406</u>	<u>742,214</u>	<u>8,490,315</u>	<u>8,936,453</u>
Deductions from revenue	<u>161,680,483</u>	<u>158,937,203</u>	<u>1,567,573,600</u>	<u>1,459,734,135</u>
Net patient revenue	<u>\$ 44,660,977</u>	<u>\$ 38,023,958</u>	<u>\$ 491,250,497</u>	<u>\$ 473,326,514</u>
Gross billed charges by patient type:				
Inpatient	\$ 108,442,170	\$ 99,760,333	\$ 1,103,993,431	\$ 1,065,771,045
Outpatient	72,684,563	74,245,737	692,222,939	656,073,575
Emergency room	<u>25,214,728</u>	<u>22,955,090</u>	<u>262,607,727</u>	<u>211,216,030</u>
Total	<u>\$ 206,341,461</u>	<u>\$ 196,961,161</u>	<u>\$ 2,058,824,097</u>	<u>\$ 1,933,060,650</u>

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

	<u>Month of April,</u>		<u>Ten months ended April 30,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 44,660,977	\$ 38,023,958	\$ 491,250,497	\$ 473,326,514
Other operating revenue	<u>3,775,273</u>	<u>984,136</u>	<u>12,458,130</u>	<u>11,839,162</u>
Total operating revenue	<u>48,436,250</u>	<u>39,008,094</u>	<u>503,708,627</u>	<u>485,165,676</u>
Operating expenses:				
Salaries and wages	15,122,043	14,728,428	154,528,275	157,699,250
Compensated absences	2,951,866	2,933,549	27,134,409	26,509,506
Employee benefits	5,051,787	7,428,676	67,785,168	72,783,553
Supplies, food, and linen	6,487,735	6,226,309	63,395,655	62,019,123
Purchased department functions	3,888,172	3,953,150	34,227,839	32,513,734
Medical fees	2,065,564	(2,326,614)	18,665,726	13,263,607
Other fees	3,760,758	1,572,439	25,305,205	14,692,076
Depreciation	1,888,084	1,825,421	18,447,243	17,926,148
All other expense	2,042,310	1,396,743	14,265,759	12,056,278
Total operating expenses	<u>43,258,319</u>	<u>37,738,101</u>	<u>423,755,279</u>	<u>409,463,275</u>
Income from operations	<u>5,177,931</u>	<u>1,269,993</u>	<u>79,953,348</u>	<u>75,702,401</u>
Non-operating income:				
Donations	166,667	166,667	1,742,540	2,166,667
Property taxes	333,333	333,333	3,333,333	3,333,333
Investment income	(416,004)	2,793,943	(12,561,289)	2,934,168
Taxes and licenses	0	(29,074)	0	(29,074)
Income from subsidiaries	(1,605,833)	(3,124,408)	(27,197,665)	(34,716,568)
Total non-operating income	<u>(1,521,837)</u>	<u>140,461</u>	<u>(34,683,081)</u>	<u>(26,311,474)</u>
Operating and non-operating income	3,656,094	1,410,454	45,270,267	49,390,927
Net assets to begin	<u>851,968,733</u>	<u>793,787,372</u>	<u>810,354,560</u>	<u>745,806,898</u>
Net assets to end	<u>\$ 855,624,827</u>	<u>\$ 795,197,825</u>	<u>\$ 855,624,828</u>	<u>\$ 795,197,825</u>
Net income excluding non-recurring items	\$ 3,656,094	\$ 1,410,454	\$ 38,977,891	\$ 41,609,783
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>0</u>	<u>0</u>	<u>6,292,376</u>	<u>7,781,144</u>
Operating and non-operating income	<u>\$ 3,656,094</u>	<u>\$ 1,410,454</u>	<u>\$ 45,270,267</u>	<u>\$ 49,390,927</u>

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

	Month of April,		Ten months ended April 30,	
	current year	prior year	current year	prior year
Detail of other operating income:				
Dietary revenue	\$ 141,986	\$ 129,968	\$ 1,402,810	\$ 1,326,455
Discounts and scrap sale	5,354	15,559	1,051,533	770,777
Sale of products and services	23,370	141,281	680,597	320,371
Clinical trial fees	0	7,282	27,700	109,426
Stimulus Funds	0	0	0	0
Rental income	140,571	152,065	1,590,269	1,595,685
Other	3,463,992	537,981	7,705,221	7,716,448
Total	\$ 3,775,273	\$ 984,136	\$ 12,458,130	\$ 11,839,162
Detail of investment income:				
Bank and payor interest	\$ 82,818	\$ 90,102	\$ 859,867	\$ 1,160,273
Income from investments	(2,468,427)	(474,094)	(15,078,244)	(1,442,533)
Gain or loss on property and equipment	1,969,605	3,177,935	1,657,088	3,216,429
Total	\$ (416,004)	\$ 2,793,943	\$ (12,561,289)	\$ 2,934,168
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (171,117)	\$ (111,611)	\$ (1,849,362)	\$ (1,791,440)
Neurological Clinic	(55,365)	(179,365)	(547,074)	(795,041)
Palliative Care Clinic	(83,836)	(97,409)	(812,948)	(783,339)
Surgery Clinic	(144,483)	(202,085)	(1,249,419)	(1,702,499)
Infectious Disease Clinic	(17,279)	(10,602)	(251,957)	(270,088)
Endocrinology Clinic	(104,702)	(154,951)	(1,229,607)	(1,758,812)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(192,694)	(530,408)	(4,083,951)	(4,816,947)
OB/GYN Clinic	(561,539)	(470,386)	(3,422,705)	(3,577,435)
PrimeCare Medical Group	(582,525)	(983,978)	(4,443,028)	(8,651,433)
Oncology Clinic	192,754	(201,742)	(2,142,976)	(2,667,006)
Cardiac Surgery	(248,018)	(172,771)	(1,724,022)	(1,638,223)
Sleep Center	(25,462)	(62,888)	(299,976)	(579,583)
Rheumatology	(52,833)	(82,760)	(536,205)	(537,205)
Precision Ortho MDs	(98,206)	458,487	(2,675,316)	(2,827,312)
Precision Ortho-MRI	0	78	0	(1,492)
Precision Ortho-PT	(13,753)	(51,248)	(470,198)	(490,589)
Vaccine Clinic	314	0	(52,549)	0
Dermatology	(13,870)	(27,014)	(153,534)	(304,373)
Hospitalists	0	0	0	0
Behavioral Health	(64,813)	(78,949)	(649,825)	(753,354)
Pediatric Diabetes	(37,333)	(29,766)	(418,176)	(335,569)
Neurosurgery	(37,014)	4,443	(243,938)	(255,618)
Multi-Specialty-RR	26,547	11,300	101,503	45,611
Radiology	(163,456)	(238,292)	(2,302,440)	(1,994,263)
Salinas Family Practice	(135,089)	(16,529)	(933,019)	(30,511)
Urology	(100,593)	0	(170,595)	0
Total SVMC	(2,684,365)	(3,228,446)	(30,561,317)	(36,516,521)
Doctors on Duty	800,563	69,000	601,655	196,825
Assisted Living	0	(4,685)	0	(66,031)
Salinas Valley Imaging	0	0	0	(19,974)
Vantage Surgery Center	20,418	33,310	240,972	210,071
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	225,918	256,805	2,236,764	1,049,476
Aspire/CHI/Coastal	(13,413)	(308,966)	(252,051)	(369,545)
Apex	0	(583)	103,759	69,948
21st Century Oncology	(2,134)	6,713	64,888	(49,803)
Monterey Bay Endoscopy Center	47,180	52,443	367,665	778,986
Total	\$ (1,605,833)	\$ (3,124,408)	\$ (27,197,665)	\$ (34,716,568)

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

	Current year	Prior year
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 308,893,695	\$ 319,601,383
Patient accounts receivable, net of estimated uncollectibles of \$25,034,242	89,712,467	73,262,199
Supplies inventory at cost	7,891,918	8,354,961
Other current assets	16,237,485	9,385,757
Total current assets	422,735,565	410,604,300
Assets whose use is limited or restricted by board	146,810,333	141,155,312
Capital assets:		
Land and construction in process	38,387,373	41,211,080
Other capital assets, net of depreciation	200,964,366	210,546,400
Total capital assets	239,351,739	251,757,481
Other assets:		
Investment in Securities	127,635,026	148,333,295
Investment in SVMC	13,385,379	13,775,370
Investment in Aspire/CHI/Coastal	1,735,316	4,264,404
Investment in other affiliates	21,945,434	22,029,073
Net pension asset	53,177,364	4,301,296
Total other assets	217,878,519	192,703,438
Deferred pension outflows	50,119,236	83,379,890
	\$ 1,076,895,392	\$ 1,079,600,420
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 60,652,678	\$ 52,118,232
Due to third party payers	44,383,634	73,745,527
Current portion of self-insurance liability	18,361,070	17,417,524
Total current liabilities	123,397,382	143,281,283
Long term portion of workers comp liability	14,288,063	14,780,976
Total liabilities	137,685,445	158,062,259
Pension liability	83,585,120	126,340,336
Net assets:		
Invested in capital assets, net of related debt	239,351,739	251,757,481
Unrestricted	616,273,088	543,440,344
Total net assets	855,624,827	795,197,825
	\$ 1,076,895,392	\$ 1,079,600,420

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

	Month of April,				Ten months ended April 30,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 206,341,460	\$ 193,134,604	13,206,856	6.84%	\$ 2,058,824,097	\$ 1,939,597,027	119,227,070	6.15%
Deductions from revenue	161,680,483	148,136,136	13,544,347	9.14%	1,567,573,600	1,489,301,781	78,271,819	5.26%
Net patient revenue	44,660,977	44,998,469	(337,492)	-0.75%	491,250,497	450,295,246	40,955,251	9.10%
Other operating revenue	3,775,273	944,363	2,830,910	299.77%	12,458,130	8,310,224	4,147,906	49.91%
Total operating revenue	48,436,250	45,942,832	2,493,418	5.43%	503,708,627	458,605,470	45,103,157	9.83%
Operating expenses:								
Salaries and wages	15,122,043	15,902,929	(780,886)	-4.91%	154,528,275	155,177,612	(649,337)	-0.42%
Compensated absences	2,951,866	2,097,023	854,843	40.76%	27,134,409	26,162,996	971,413	3.71%
Employee benefits	5,051,787	7,183,908	(2,132,121)	-29.68%	67,785,168	70,817,756	(3,032,588)	-4.28%
Supplies, food, and linen	6,487,735	5,849,289	638,446	10.91%	63,395,655	58,546,293	4,849,362	8.28%
Purchased department functions	3,888,172	3,093,373	794,799	25.69%	34,227,839	30,745,582	3,482,257	11.33%
Medical fees	2,065,564	1,830,070	235,494	12.87%	18,665,726	18,275,537	390,189	2.14%
Other fees	3,760,758	898,085	2,862,673	318.75%	25,305,205	9,216,825	16,088,380	174.55%
Depreciation	1,888,084	1,941,653	(53,569)	-2.76%	18,447,243	18,125,774	321,469	1.77%
All other expense	2,042,310	1,415,875	626,435	44.24%	14,265,759	14,289,896	(24,137)	-0.17%
Total operating expenses	43,258,319	40,212,204	3,046,115	7.58%	423,755,279	401,358,271	22,397,008	5.58%
Income from operations	5,177,931	5,730,628	(552,697)	-9.64%	79,953,348	57,247,199	22,706,149	39.66%
Non-operating income:								
Donations	166,667	166,667	0	0.00%	1,742,540	1,666,667	75,873	4.55%
Property taxes	333,333	333,333	(0)	0.00%	3,333,333	3,333,333	(0)	0.00%
Investment income	(416,004)	(63,302)	(352,703)	557.18%	(12,561,289)	(633,015)	(11,928,273)	1884.36%
Income from subsidiaries	(1,605,833)	(4,135,687)	2,529,854	-61.17%	(27,197,665)	(41,087,217)	13,889,552	-33.81%
Total non-operating income	(1,521,837)	(3,698,988)	2,177,151	-58.86%	(34,683,081)	(36,720,233)	2,037,152	-5.55%
Operating and non-operating income	\$ 3,656,094	\$ 2,031,640	1,624,454	79.96%	\$ 45,270,267	\$ 20,526,966	24,743,301	120.54%

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Apr and ten months to date

	<u>Month of Apr</u>		<u>Ten 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	36	31	428	396	(32)
Other Admissions	94	87	945	957	12
Total Admissions	130	118	1,373	1,353	(20)
Medi-Cal Patient Days	63	53	653	615	(38)
Other Patient Days	142	155	1,532	1,180	(352)
Total Patient Days of Care	205	208	2,185	1,795	(390)
Average Daily Census	6.8	6.9	7.2	5.9	(1.3)
Medi-Cal Average Days	1.8	1.8	1.6	1.6	0.0
Other Average Days	0.7	1.8	1.6	1.2	(0.4)
Total Average Days Stay	1.6	1.8	1.6	1.3	(0.2)
<u>ADULTS & PEDIATRICS</u>					
Medicare Admissions	313	380	3,180	3,480	300
Medi-Cal Admissions	250	246	2,340	2,391	51
Other Admissions	374	300	2,778	3,027	249
Total Admissions	937	926	8,298	8,898	600
Medicare Patient Days	1,359	1,459	14,744	14,996	252
Medi-Cal Patient Days	1,012	1,016	10,871	10,125	(746)
Other Patient Days	733	1,145	9,454	3,566	(5,888)
Total Patient Days of Care	3,104	3,620	35,069	28,687	(6,382)
Average Daily Census	103.5	120.7	115.4	94.4	(21.0)
Medicare Average Length of Stay	4.0	3.9	4.6	4.3	(0.3)
Medi-Cal Average Length of Stay	4.0	3.6	3.8	3.5	(0.3)
Other Average Length of Stay	1.9	3.1	2.6	0.9	(1.6)
Total Average Length of Stay	3.2	3.6	3.6	2.8	(0.8)
Deaths	34	31	382	285	(97)
Total Patient Days	3,309	3,828	37,254	30,482	(6,772)
Medi-Cal Administrative Days	0	21	165	212	47
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	0	21	165	212	47
Percent Non-Acute	0.00%	0.55%	0.44%	0.70%	0.25%

SALINAS VALLEY MEMORIAL HOSPITAL

PATIENT STATISTICAL REPORT

For the month of Apr and ten months to date

	<u>Month of Apr</u>		<u>Ten 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	247	305	2,656	2,174	(482)
Heart Center	342	327	3,404	2,135	(1,269)
Monitored Beds	473	645	8,095	6,084	(2,011)
Single Room Maternity/Obstetrics	317	326	3,441	2,881	(560)
Med/Surg - Cardiovascular	679	754	7,368	5,664	(1,704)
Med/Surg - Oncology	245	247	1,716	2,220	504
Med/Surg - Rehab	374	455	4,299	3,490	(809)
Pediatrics	69	81	957	708	(249)
Nursery	205	208	2,185	1,795	(390)
Neonatal Intensive Care	161	110	1,315	878	(437)
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	63.33%	78.21%	67.21%	68.76%	
Heart Center	76.00%	72.67%	74.65%	58.53%	
Monitored Beds	58.40%	79.63%	98.62%	92.65%	
Single Room Maternity/Obstetrics	28.56%	29.37%	30.59%	32.02%	
Med/Surg - Cardiovascular	50.30%	55.85%	53.86%	51.75%	
Med/Surg - Oncology	62.82%	63.33%	43.42%	70.22%	
Med/Surg - Rehab	47.95%	58.33%	54.39%	55.19%	
Med/Surg - Observation Care Unit	0.00%	72.55%	0.00%	59.33%	
Pediatrics	12.78%	15.00%	17.49%	16.17%	
Nursery	41.41%	42.02%	21.78%	22.37%	
Neonatal Intensive Care	48.79%	33.33%	39.32%	32.82%	

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Apr and ten months to date

	<u>Month of Apr</u>		<u>Ten 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	127	108	1,357	1,279	(78)
C-Section deliveries	50	28	431	415	(16)
Percent of C-section deliveries	39.37%	25.93%	31.76%	32.45%	0.69%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	20,061	19,284	199,610	192,150	(7,460)
Out-Patient Operating Minutes	27,494	24,898	226,910	250,247	23,337
Total	47,555	44,182	426,520	442,397	15,877
Open Heart Surgeries	12	6	115	115	0
In-Patient Cases	150	161	1,422	1,413	(9)
Out-Patient Cases	275	255	2,422	2,518	96
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	25	30	323	325	2
High Risk	418	481	4,981	4,662	(319)
More Than One Resource	2,350	2,739	21,322	25,795	4,473
One Resource	1,078	1,578	12,052	16,399	4,347
No Resources	34	84	361	837	476
Total	<u>3,905</u>	<u>4,912</u>	<u>39,039</u>	<u>48,018</u>	<u>8,979</u>

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Apr and ten months to date

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

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Apr and ten months to date

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

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of Apr and ten months to date

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

PUBLIC INPUT

NO CLOSED SESSION

*ADJOURNMENT – THE JUNE 2022
FINANCE COMMITTEE MEETING
IS SCHEDULED FOR MONDAY,
JUNE 20, 2022, AT 12:00 P.M.*