

April 22, 2021

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 **TRANSFORMATION, STRATEGIC PLANNING, AND GOVERNANCE COMMITTEE - COMMITTEE OF THE WHOLE** of the Salinas Valley Memorial Healthcare System will be held **WEDNESDAY, APRIL 28, 2021, 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 BY PHONE OR VIDEO (Visit [svmh.com/virtualboardmeeting](http://svmh.com/virtualboardmeeting) for Access Information)**.

Please note: 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.



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; Rachel McCarthy Beck, M.D., Chief of Staff; Clement Miller, Chief Operating Officer/Interim Chief Nursing Officer; Adrienne Laurent, Chief Strategic Communications Officer; Nik Greenson, M.D., Medical Staff Member; Jim Gattis, Community Member; Jib Martens, Community Member; and Anne McCune, Community Member**

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

**WEDNESDAY, APRIL 28, 2021  
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 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.

**AGENDA**

1. Approval of Minutes from the Transformation, Strategic Planning and Governance Committee Meeting of January 26, 2021 (DELGADO)
  - Motion/Second
  - Action by Committee
2. Financial and Statistical Review (LOPEZ)
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

(See Attached Closed Session Sheet information)
5. Reconvene Open Session/Report on Closed Session
6. Adjournment – The Transformation, Strategic Planning and Governance Committee meets quarterly. The next meeting is scheduled for **Wednesday, July 21, 2021, 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. 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.

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. Staff and Committee recommendations are subject to change by the Board.

**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): \_\_\_\_\_ strategic planning/proposed new services and programs \_\_\_\_\_

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

**TUESDAY, JANUARY 26, 2021  
8:30 A.M. – CISLINI PLAZA BOARD 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: Victor Rey, Jr., Chair; Joel Hernandez Laguna, Vice Chair; Alan Radner, MD, Jib Martens, Rachel McCarthy Beck M.D., Augustine Lopez, Nicolas Greenson, MD, Anne McCune, by teleconference; Pete Delgado, Adrienne Laurent, and Jim Gattis in person.

Committee Members Absent: Clement Miller.

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

Also Present: Clint Hoffman, Jeff Wardwell, Allen Miller, Karen Schroeder, Alan Edwards, Derek Ames, Chris Cunningham in person, Michelle Childs, Alan Shoebridge, Preston Oliver, Evan King, and Bhavika Anand by teleconference.

A quorum was present and the meeting was called to order at 8:40 a.m. by Victor Rey, Jr.

**APPROVAL OF MINUTES FROM THE TRANSFORMATION, STRATEGIC PLANNING, AND GOVERNANCE COMMITTEE MEETING OF OCTOBER 20, 2020**

Pete Delgado, President/Chief Executive Officer, recommended the Transformation, Strategic Planning, and Governance Committee approve the minutes of the Transformation, Strategic Planning, and Governance Committee Meeting of October 20, 2020. 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 October 20, 2020, as presented. Moved/Seconded/Roll Call Vote: Ayes: Rey, Delgado, Lopez, Laurent, McCarthy Beck, Gattis, Martens, Greenson, McCune; Noes: None; Abstentions: None; Absent: Radner, Miller, Hernandez Laguna; Motion Carried.

Alan Radner, MD, joined the meeting at approximately 8:45 a.m.

## **FINANCIAL AND STATISTICAL REVIEW**

Augustine Lopez, Chief Financial Officer, provided a financial and statistical performance review for the month ending December 31, 2020. This information was included in the Committee packet.

Key highlights of the consolidated financial summary for December were: (1) income from operations was \$7.4 million with an operating margin of 12.4%, that included \$3.5 million total normalizing items, net; (2) gross revenues were favorable to budget; (3) payor mix was unfavorable to budget; (4) total normalized net patient revenues were favorable to budget; (5) inpatient surgeries and outpatient surgeries were below budget; (6) average daily census and total admissions were above budget; (7) the case mix index for all discharges increased; (8) total acute average length of stay was unfavorable to budget; (9) labor productivity was unfavorable to budget; (10) days cash on hand was at 351; and (11) total capital expenditures were \$2,282,165.

There was brief discussion among the Committee, including the increase in the case mix index for all discharges, and the increase in expenses for contract labor needed to provide coverage during the pandemic to meet the needs of the community. The Committee commended Executive Leadership for the Hospital's sound financial performance.

Joel Hernandez Laguna joined the meeting at approximately 9:00 a.m.

## **PUBLIC INPUT**

None.

## **CLOSED SESSION**

Victor Rey, Jr., announced that the item to be discussed in Closed Session is Report Involving Trade Secret – strategic planning/proposed new programs and services. The meeting was recessed into Closed Session under the Closed Session protocol at 9:16 a.m. Victor Rey, Jr., excused himself from the meeting at approximately 9:35 a.m.

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

The Committee reconvened Open Session at 9:54 a.m. Joel Hernandez Laguna, Vice Chair, announced that in Closed Session, the Committee discussed Report Involving Trade Secret – 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 9:55 a.m. The Transformation, Strategic Planning, and Governance Committee meets quarterly. The next meeting is scheduled for Tuesday, April 20, 2021, at 8:30 a.m.

Victor Rey, Jr., Chair  
Transformation, Strategic Planning, and Governance Committee

/ks



# Financial Performance Review

## March 2021

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



# Consolidated Financial Summary

## For the Month of March 2021

### Profit/Loss Statement

\$ in Millions	For the Month of March 2021				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 55.3	\$ 52.5	\$ 2.8	5.3%	
Operating Expense	\$ 51.4	\$ 51.4	\$ -	0.0%	
<b>Income from Operations*</b>	<b>\$ 3.9</b>	<b>\$ 1.1</b>	<b>\$ 2.8</b>	<b>254.5%</b>	
<i>Operating Margin %</i>	7.1%	2.1%	5.0%	238.10%	
Non Operating Income**	\$ 1.2	\$ 0.7	\$ 0.5	71.4%	
<b>Net Income</b>	<b>\$ 5.1</b>	<b>\$ 1.8</b>	<b>\$ 3.3</b>	<b>183.3%</b>	
<i>Net Income Margin %</i>	9.3%	3.5%	5.8%	165.7%	

**\* Income from Operations includes:**

**\$0.4M** AB113 Intergovernmental Transfer Payment  
Related to FY16 (ACA Pop Health Supplement)

**\$0.4M Total Normalizing Items, Net**

\*\*Favorable variance in non-operating income is predominantly due to higher than expected returns on investments in subsidiaries

**Favorable results due to:**

- Higher than expected inpatient and outpatient volumes
- Improvement in labor productivity and overtime management

# Consolidated Financial Summary

## For the Month of March 2021 - Normalized

### Profit/Loss Statement

\$ in Millions	For the Month of March 2021				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 54.9	\$ 52.5	\$ 2.4	4.6%	
Operating Expense	\$ 51.4	\$ 51.4	-	0.0%	
<b>Income from Operations</b>	<b>\$ 3.5</b>	<b>\$ 1.1</b>	<b>\$ 2.4</b>	<b>218.2%</b>	
<i>Operating Margin %</i>	6.4%	2.1%	4.3%	204.8%	
Non Operating Income	\$ 1.2	\$ 0.7	\$ 0.5	71.4%	
<b>Net Income</b>	<b>\$ 4.7</b>	<b>\$ 1.8</b>	<b>\$ 2.9</b>	<b>161.1%</b>	
<i>Net Income Margin %</i>	8.7%	3.5%	5.2%	148.6%	

# Consolidated Financial Summary

## Year-to-Date March 2021

### Profit/Loss Statement

\$ in Millions	FY 2021 YTD March				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 502.0	\$ 435.6	\$ 66.4	15.2%	
Operating Expense	\$ 461.6	\$ 438.5	\$ (23.1)	-5.3%	
<b>Income from Operations*</b>	<b>\$ 40.4</b>	<b>\$ (2.9)</b>	<b>\$ 43.3</b>	<b>1493.1%</b>	
<i>Operating Margin %</i>	8.0%	-0.6%	8.6%	1433.3%	
Non Operating Income**	\$ 9.9	\$ 7.2	\$ 2.7	37.5%	
<b>Net Income</b>	<b>\$ 50.3</b>	<b>\$ 4.3</b>	<b>\$ 46.0</b>	<b>1069.8%</b>	
<i>Net Income Margin %</i>	10.0%	1.0%	9.0%	900.0%	

#### \* Income from Operations includes:

- \$0.2M Prior Year Medicare Cost Report Settlement
- \$1.4M AB113 Intergovernmental Transfer Payment  
Related to FY18 & FY19 (ACA Pop Health Supplement)
- \$5.8M Hospital Quality Assurance Fee, net
- \$0.4M AB113 Intergovernmental Transfer Payment  
Related to FY16 (ACA Pop Health Supplement)

**\$7.8M Total Normalizing Items, Net**

#### Favorable results due to:

- Higher than expected inpatient and outpatient volumes, coupled with favorable labor productivity in the first two months of the year and favorable payor mix in Nov and Dec

\*\*Favorable variance in non-operating income is predominantly due to higher than expected returns on investments in subsidiaries

# Consolidated Financial Summary

## Year-to-Date March 2021 - Normalized

### Profit/Loss Statement

\$ in Millions	FY 2021 YTD March				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 494.2	\$ 435.6	\$ 58.6	13.5%	
Operating Expense	\$ 461.6	\$ 438.5	\$ (23.1)	-5.3%	
<b>Income from Operations</b>	<b>\$ 32.6</b>	<b>\$ (2.9)</b>	<b>\$ 35.5</b>	<b>1224.1%</b>	
<i>Operating Margin %</i>	6.6%	-0.6%	7.2%	1200.0%	
Non Operating Income**	\$ 9.9	\$ 7.2	\$ 2.7	37.5%	
<b>Net Income</b>	<b>\$ 42.5</b>	<b>\$ 4.3</b>	<b>\$ 38.2</b>	<b>888.4%</b>	
<i>Net Income Margin %</i>	8.6%	1.0%	7.6%	760.0%	

# SVMH Financial Highlights March 2021

Gross Revenues were favorable

- **Gross Revenues** were **12% favorable** to budget
- **IP gross revenues** were **12% favorable** to budget
- **ED gross revenues** were **14% unfavorable** to budget

- **OP gross revenues** were **22% favorable** to budget in the following areas:

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

- **Commercial:** on budget
- **Medicaid:** 6% **above** budget
- **Medicare:** 23% **above** budget

Payor Mix - **unfavorable** to budget

Total Normalized Net Patient Revenues were \$47.0M, which was **favorable** to budget by \$3.0M or 6.7%

# Financial Summary – March 2021



## 1) Higher than expected Inpatient business:

- Average daily census was at 116, 2% above budget of 113

## 2) Total admissions were 3% or 28 admits above budget.

- ER admissions were 5% above budget (29 admits)
- ER admissions (including OB ED) were 82% of total acute admissions

## 3) Inpatient Surgeries were 16% (24 cases) above budget at 175

## 4) Strong Outpatient business:

- Stronger than expected patient volumes in Infusion Therapy, Cardiology and Other OP services

## 5) Outpatient Surgeries were 8% (20 cases) above budget at 268

## 6) Total Acute ALOS was 1% favorable at 4.0 vs 4.1 days budgeted



## 7) ER Outpatient visits were below budget by 13% (399 visits);

- Compared to July, visits decreased from 4,456 to 2,709 (a 39% decline)

## 8) Deliveries were 15% (23 deliveries) below budget at 134

## 9) OP Observation cases were 20% (29 cases) above budget at 173

## 10) Medicare ALOS CMI adjusted was 2% unfavorable at 2.5 days with a Case Mix Index of 1.8



# CMI – All Discharges (with & without COVID)

## Based on Discharges

### July 2020 thru March 2021

All Payors	All Discharges				COVID Discharges Only				Discharges Excluding COVID			
Month	All Payor CMI	Discharges	ADC	ALOS	All Payor CMI	Discharges	ADC	ALOS	All Payor CMI	Discharges	ADC	ALOS
7/31/2020	1.58	906	118	4.0	2.08	108	17	4.8	1.51	798	101	3.9
8/31/2020	1.68	859	117	4.2	2.32	89	18	6.4	1.60	770	99	4.0
9/30/2020	1.71	818	112	4.1	2.27	58	15	7.7	1.66	760	98	3.8
10/31/2020	1.64	864	115	4.1	2.39	55	13	7.5	1.59	809	102	3.9
11/30/2020	1.76	784	110	4.2	2.32	93	18	5.7	1.68	691	92	4.0
12/31/2020	1.76	852	121	4.4	2.15	222	45	6.2	1.62	630	77	3.8
1/31/2021	1.81	891	139	4.8	2.33	289	65	7.0	1.56	602	74	3.8
2/28/2021	1.78	767	119	4.4	2.36	89	27	8.4	1.70	678	92	3.8
3/31/2021	1.73	876	116	4.1	3.11	27	11	12.8	1.69	849	105	3.8
<b>Total</b>	<b>1.72</b>	<b>7,617</b>	<b>119</b>	<b>4.3</b>	<b>2.37</b>	<b>1,030</b>	<b>26</b>	<b>6.8</b>	<b>1.63</b>	<b>6,587</b>	<b>93</b>	<b>3.9</b>

Medicare	Medicare Discharges				Medicare COVID Discharges Only				Medicare Discharges Excluding			
Month	Medicare CMI	Discharges	ADC	ALOS	Medicare CMI	Discharges	ADC	ALOS	Medicare CMI	Discharges	ADC	ALOS
7/31/2020	1.69	334	44	4.1	1.82	32	5	5.0	1.68	302	39	4.0
8/31/2020	1.82	315	51	5.1	2.41	27	7	8.1	1.76	288	44	4.8
9/30/2020	1.90	285	45	4.7	2.11	16	4	7.9	1.89	269	41	4.5
10/31/2020	1.80	332	47	4.4	2.45	19	4	7.1	1.76	313	43	4.2
11/30/2020	1.88	302	47	4.7	2.29	30	8	7.9	1.83	272	39	4.3
12/31/2020	1.96	322	51	4.9	1.97	95	16	5.3	1.96	227	35	4.8
1/31/2021	1.97	358	65	5.6	2.31	133	30	6.9	1.77	225	35	4.8
2/28/2021	1.96	277	50	5.0	2.42	40	12	8.7	1.88	237	37	4.4
3/31/2021	1.83	337	50	4.6	4.62	7	5	22.9	1.77	330	45	4.2
<b>Total</b>	<b>1.87</b>	<b>2,862</b>	<b>50</b>	<b>4.8</b>	<b>2.49</b>	<b>399</b>	<b>10</b>	<b>7.0</b>	<b>1.81</b>	<b>2,463</b>	<b>40</b>	<b>4.4</b>



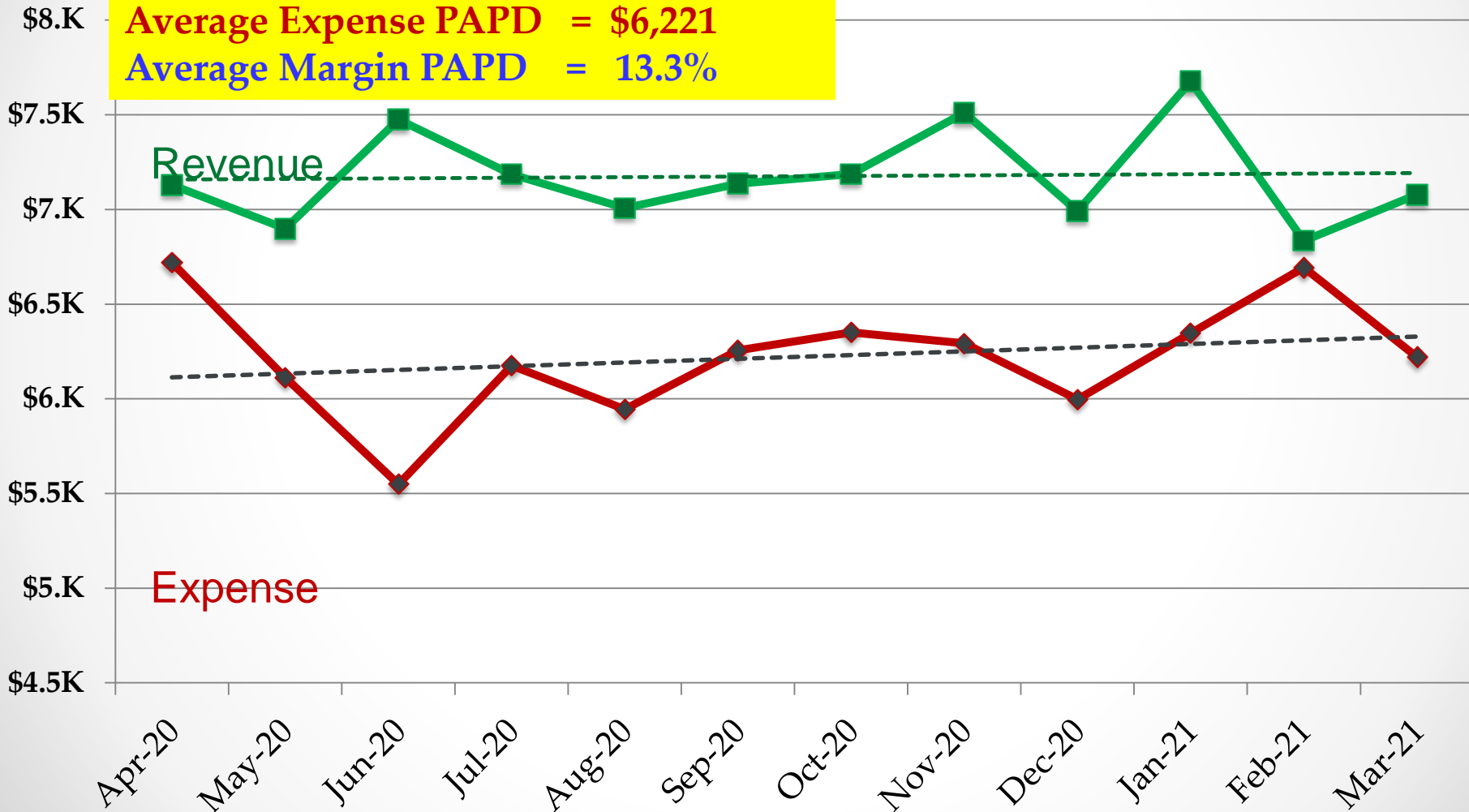
# SVMH Revenues & Expenses Per Adjusted Patient Day (Normalized)

Rolling 12 Months: April 20 to March 21

Average Revenue PAPD = \$7,176

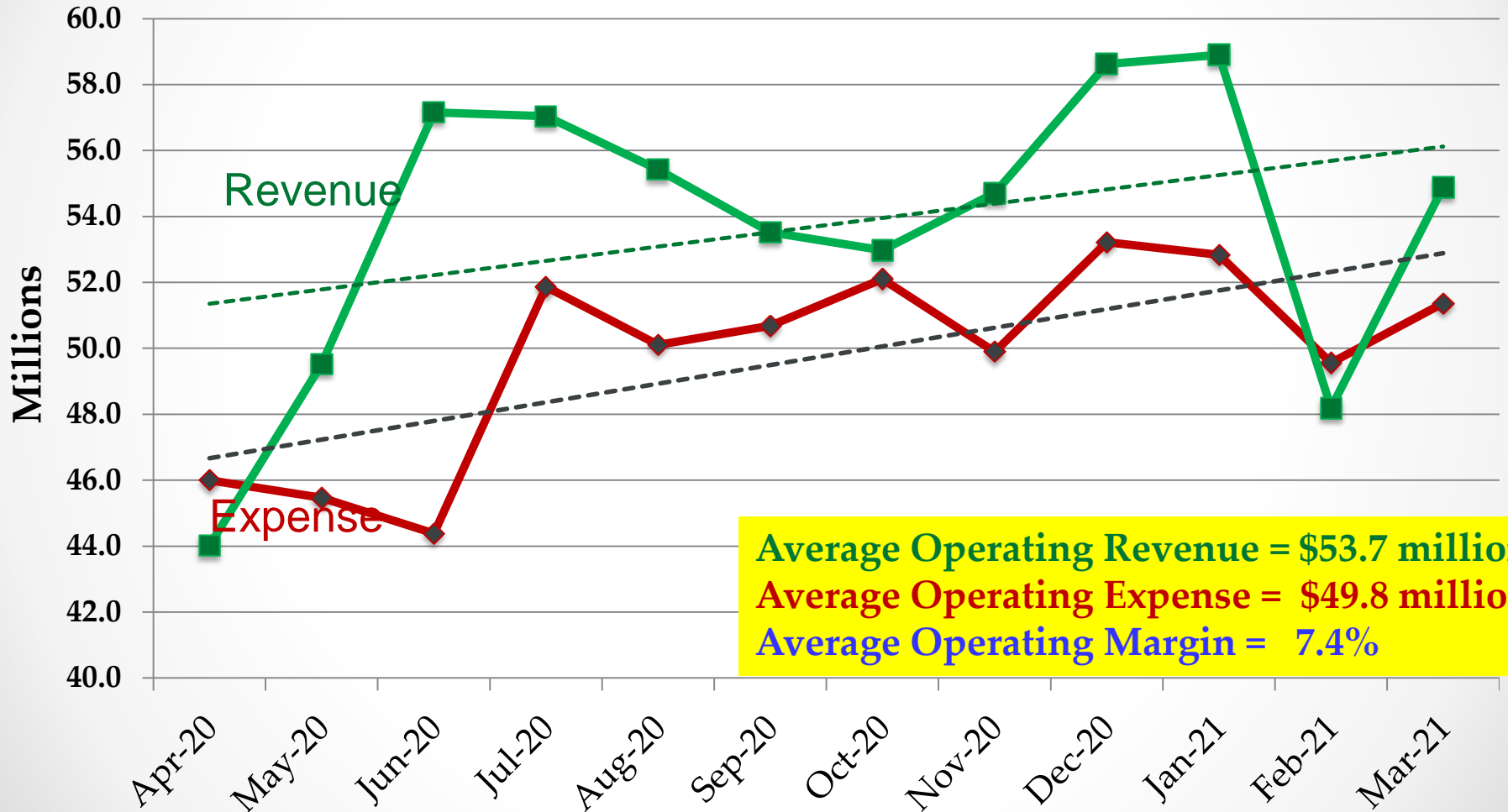
Average Expense PAPD = \$6,221

Average Margin PAPD = 13.3%



# SVMHS Operating Revenues & Expenses (Normalized)

Rolling 12 Months: April 20 to March 21



# SVMHS Key Financial Indicators

	YTD	SVMHS		S&P A+ Rated		YTD	
Statistic	Mar-21	Target	+/-	Hospitals	+/-	Mar-20	+/-
Operating Margin*	6.6%	9.0%		4.0%		13.3%	
Total Margin*	8.6%	10.8%		6.6%		15.8%	
EBITDA Margin**	10.7%	13.4%		13.6%		16.6%	
Days of Cash*	350	305		249		324	
Days of Accounts Payable*	44	45		-		50	
Days of Net Accounts Receivable***	52	45		49		46	
Supply Expense as % NPR	12.8%	15.0%		-		12.1%	
SWB Expense as % NPR	53.1%	53.0%		53.7%		50.3%	
Operating Expense per APD*	6,243	4,992		-		5,316	

\*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, 2021

	<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	\$ 47,429,916	\$ 43,753,598	\$ 435,302,557	\$ 430,001,316
Other operating revenue	870,880	616,162	10,855,026	11,352,489
Total operating revenue	<u>48,300,796</u>	<u>44,369,760</u>	<u>446,157,583</u>	<u>441,353,805</u>
Total operating expenses	41,323,854	40,847,753	371,725,173	350,868,753
Total non-operating income	<u>(1,866,340)</u>	<u>(3,154,278)</u>	<u>(26,451,935)</u>	<u>(13,507,659)</u>
Operating and non-operating income	<u>\$ 5,110,601</u>	<u>\$ 367,729</u>	<u>\$ 47,980,475</u>	<u>\$ 76,977,392</u>

SALINAS VALLEY MEMORIAL HOSPITAL  
 BALANCE SHEETS  
 March 31, 2021

	<u>Current year</u>	<u>Prior year</u>
<b>ASSETS:</b>		
Current assets	\$ 405,963,920	\$ 288,416,691
Assets whose use is limited or restricted by board	139,617,493	125,582,447
Capital assets	257,044,326	252,911,769
Other assets	194,234,762	188,343,238
Deferred pension outflows	<u>83,379,890</u>	<u>62,468,517</u>
	<u>\$ 1,080,240,391</u>	<u>\$ 917,722,662</u>
<b>LIABILITIES AND EQUITY:</b>		
Current liabilities	145,331,779	80,716,772
Long term liabilities	14,780,904	16,674,336
	126,340,336	108,929,468
Net assets	<u>793,787,372</u>	<u>711,402,086</u>
	<u>\$ 1,080,240,391</u>	<u>\$ 917,722,662</u>

**SALINAS VALLEY MEMORIAL HOSPITAL  
SCHEDULES OF NET PATIENT REVENUE  
March 31, 2021**

	<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	1,769	1,697	15,372	17,097
Medi-Cal	944	1,045	9,510	9,692
Commercial insurance	730	665	7,118	7,307
Other patient	162	107	1,139	1,063
Total patient days	<u>3,605</u>	<u>3,514</u>	<u>33,139</u>	<u>35,159</u>
Gross revenue:				
Medicare	\$ 96,464,718	\$ 82,680,167	\$ 745,058,744	\$ 769,528,313
Medi-Cal	54,106,484	53,021,874	478,023,577	478,603,821
Commercial insurance	47,268,300	43,912,761	438,642,073	432,415,141
Other patient	9,020,049	6,939,807	74,375,095	75,992,094
Gross revenue	<u>206,859,551</u>	<u>186,554,609</u>	<u>1,736,099,489</u>	<u>1,756,539,370</u>
Deductions from revenue:				
Administrative adjustment	258,412	805,989	2,953,436	3,380,683
Charity care	1,618,702	783,283	8,746,858	8,615,907
Contractual adjustments:				
Medicare outpatient	29,474,721	23,956,942	217,956,379	231,528,863
Medicare inpatient	41,477,237	39,055,238	335,532,532	358,731,447
Medi-Cal traditional outpatient	2,399,664	2,336,861	18,414,714	26,329,398
Medi-Cal traditional inpatient	5,153,618	6,452,548	66,320,197	54,911,303
Medi-Cal managed care outpatient	20,173,907	19,781,060	161,765,154	184,143,967
Medi-Cal managed care inpatient	20,050,924	18,016,253	165,420,438	157,067,186
Commercial insurance outpatient	16,947,025	15,089,383	139,560,458	131,343,156
Commercial insurance inpatient	17,166,458	13,195,855	144,151,005	129,312,700
Uncollectible accounts expense	3,616,920	3,322,176	31,781,522	31,144,409
Other payors	1,092,047	5,423	8,194,239	10,029,035
Deductions from revenue	<u>159,429,635</u>	<u>142,801,011</u>	<u>1,300,796,932</u>	<u>1,326,538,054</u>
Net patient revenue	<u>\$ 47,429,916</u>	<u>\$ 43,753,598</u>	<u>\$ 435,302,557</u>	<u>\$ 430,001,316</u>
Gross billed charges by patient type:				
Inpatient	\$ 111,767,856	\$ 100,042,803	\$ 966,010,712	\$ 934,678,901
Outpatient	74,010,669	63,933,230	581,827,837	585,961,158
Emergency room	21,081,026	22,578,576	188,260,939	235,899,311
Total	<u>\$ 206,859,551</u>	<u>\$ 186,554,609</u>	<u>\$ 1,736,099,488</u>	<u>\$ 1,756,539,370</u>

**SALINAS VALLEY MEMORIAL HOSPITAL  
STATEMENTS OF REVENUE AND EXPENSES  
March 31, 2021**

	<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	\$ 47,429,916	\$ 43,753,598	\$ 435,302,557	\$ 430,001,316
Other operating revenue	870,880	616,162	10,855,026	11,352,489
Total operating revenue	<u>48,300,796</u>	<u>44,369,760</u>	<u>446,157,583</u>	<u>441,353,805</u>
Operating expenses:				
Salaries and wages	15,513,674	15,537,679	142,970,822	131,858,773
Compensated absences	2,509,569	2,566,847	23,575,957	23,366,167
Employee benefits	6,604,461	7,254,714	65,354,877	66,354,532
Supplies, food, and linen	6,064,210	6,355,218	55,792,814	51,369,122
Purchased department functions	3,585,883	3,161,255	28,560,584	27,568,052
Medical fees	1,947,201	1,909,711	15,590,221	15,408,170
Other fees	1,975,660	1,058,398	13,119,636	9,456,125
Depreciation	1,798,937	1,731,412	16,100,727	15,222,514
All other expense	1,324,259	1,272,519	10,659,535	10,265,298
Total operating expenses	<u>41,323,854</u>	<u>40,847,753</u>	<u>371,725,173</u>	<u>350,868,753</u>
Income from operations	<u>6,976,942</u>	<u>3,522,007</u>	<u>74,432,410</u>	<u>90,485,052</u>
Non-operating income:				
Donations	166,667	166,667	2,000,000	1,504,200
Property taxes	333,333	333,333	3,000,000	3,000,000
Investment income	(558,512)	(334,430)	140,225	3,698,185
Taxes and licenses	0	0	0	0
Income from subsidiaries	(1,807,828)	(3,319,848)	(31,592,160)	(21,710,044)
Total non-operating income	<u>(1,866,340)</u>	<u>(3,154,278)</u>	<u>(26,451,935)</u>	<u>(13,507,659)</u>
Operating and non-operating income	5,110,601	367,729	47,980,475	76,977,392
Net assets to begin	<u>788,676,770</u>	<u>711,034,357</u>	<u>745,806,898</u>	<u>634,424,693</u>
Net assets to end	<u>\$ 793,787,372</u>	<u>\$ 711,402,086</u>	<u>\$ 793,787,372</u>	<u>\$ 711,402,086</u>
Net income excluding non-recurring items	\$ 4,700,157	\$ (38,002)	\$ 40,199,331	\$ 76,747,018
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>410,444</u>	<u>405,731</u>	<u>7,781,144</u>	<u>230,374</u>
Operating and non-operating income	<u>\$ 5,110,601</u>	<u>\$ 367,729</u>	<u>\$ 47,980,475</u>	<u>\$ 76,977,392</u>



**SALINAS VALLEY MEMORIAL HOSPITAL  
SCHEDULES OF INVESTMENT INCOME  
March 31, 2021**

	Month of March,		Nine months ended March 31,	
	current year	prior year	current year	prior year
Detail of other operating income:				
Dietary revenue	\$ 133,139	\$ 153,010	\$ 1,196,487	\$ 1,517,378
Discounts and scrap sale	238,710	77,234	755,218	1,374,150
Sale of products and services	9,523	16,365	179,090	180,422
Clinical trial fees	56,016	0	102,144	0
Stimulus Funds	0	0	0	0
Rental income	173,421	145,983	1,443,620	1,290,273
Other	260,071	223,570	7,178,467	6,990,266
	<u>\$ 870,880</u>	<u>\$ 616,162</u>	<u>\$ 10,855,026</u>	<u>\$ 11,352,489</u>
Detail of investment income:				
Bank and payor interest	\$ 155,425	\$ 295,827	\$ 1,070,171	\$ 2,200,410
Income from investments	(724,438)	(630,257)	(968,440)	1,491,118
Gain or loss on property and equipment	10,500	0	38,494	6,657
	<u>\$ (558,512)</u>	<u>\$ (334,430)</u>	<u>\$ 140,225</u>	<u>\$ 3,698,185</u>
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (254,874)	\$ (915,500)	\$ (1,679,829)	\$ (1,660,188)
Neurological Clinic	42,495	(21,342)	(615,676)	(646,077)
Palliative Care Clinic	(99,836)	(47,739)	(685,930)	(507,054)
Surgery Clinic	(126,805)	(310,470)	(1,500,414)	(1,040,290)
Infectious Disease Clinic	(45,391)	16,050	(259,486)	(225,061)
Endocrinology Clinic	(139,673)	(195,763)	(1,603,861)	(1,258,496)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(112,628)	(286,152)	(4,286,539)	(3,929,076)
OB/GYN Clinic	(167,826)	(396,168)	(3,107,049)	(1,701,371)
PrimeCare Medical Group	(230,374)	(587,060)	(7,667,455)	(5,366,542)
Oncology Clinic	(261,270)	(216,333)	(2,465,264)	(1,954,234)
Cardiac Surgery	(68,360)	(137,581)	(1,465,452)	(971,252)
Sleep Center	18,928	(52,263)	(516,695)	(660,862)
Rheumatology	(102,569)	(4,225)	(454,445)	(201,704)
Precision Ortho MDs	(78,584)	(214,425)	(3,285,799)	(2,448,465)
Precision Ortho-MRI	(55)	(6,563)	(1,570)	(10,678)
Precision Ortho-PT	(62,364)	(22,824)	(439,341)	(49,494)
Dermatology	(32,555)	10,316	(277,359)	8,879
Hospitalists	0	1	0	0
Behavioral Health	(96,071)	(63,642)	(674,405)	(451,366)
Pediatric Diabetes	(63,171)	(32,451)	(305,803)	(284,317)
Neurosurgery	(10,773)	(23,072)	(260,061)	(172,879)
Multi-Specialty-RR	14,638	27,174	34,311	115,226
Radiology	(104,926)	0	(1,755,971)	0
Salinas Family Practice	(13,982)	0	(13,982)	0
Total SVMC	(1,996,026)	(3,480,032)	(33,288,075)	(23,415,301)
Doctors on Duty	(53,246)	(205,859)	127,825	332,725
Assisted Living	(6,987)	(4,736)	(61,346)	(48,222)
Salinas Valley Imaging	0	(2,712)	(19,974)	19,904
Vantage Surgery Center	11,410	9,819	176,761	163,415
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	87,646	258,662	792,671	1,214,968
Aspire/CHI/Coastal	64,579	374,566	(60,579)	(410,244)
Apex	33,824	(222,762)	70,531	109,878
21st Century Oncology	15,768	19,289	(56,516)	159,858
Monterey Bay Endoscopy Center	35,206	(66,084)	726,543	162,975
	<u>\$ (1,807,828)</u>	<u>\$ (3,319,848)</u>	<u>\$ (31,592,160)</u>	<u>\$ (21,710,044)</u>

**SALINAS VALLEY MEMORIAL HOSPITAL  
BALANCE SHEETS  
March 31, 2021**

	<b>Current year</b>	<b>Prior year</b>
<b>A S S E T S</b>		
Current assets:		
Cash and cash equivalents	\$ 301,377,642	\$ 199,142,464
Patient accounts receivable, net of estimated uncollectibles of \$20,603,346	87,793,712	68,465,174
Supplies inventory at cost	8,406,686	5,998,899
Other current assets	8,385,880	14,810,154
Total current assets	405,963,920	288,416,691
Assets whose use is limited or restricted by board	139,617,493	125,582,447
Capital assets:		
Land and construction in process	48,483,144	61,031,768
Other capital assets, net of depreciation	208,561,182	191,880,002
Total capital assets	257,044,326	252,911,769
Other assets:		
Investment in Securities	148,035,498	146,015,591
Investment in SVMC	13,147,740	13,091,623
Investment in Aspire/CHI/Coastal	4,712,439	4,450,428
Investment in other affiliates	24,968,716	21,691,849
Net pension asset	3,370,369	3,093,747
Total other assets	194,234,762	188,343,238
Deferred pension outflows	83,379,890	62,468,517
	<b>\$ 1,080,240,391</b>	<b>\$ 917,722,662</b>
 <b>LIABILITIES AND NET ASSETS</b>		
Current liabilities:		
Accounts payable and accrued expenses	\$ 53,306,670	\$ 53,333,810
Due to third party payers	74,164,402	9,846,735
Current portion of self-insurance liability	17,860,707	17,536,227
Total current liabilities	145,331,779	80,716,772
Long term portion of workers comp liability	14,780,904	16,674,336
Total liabilities	160,112,683	97,391,108
Pension liability	126,340,336	108,929,468
Net assets:		
Invested in capital assets, net of related debt	257,044,326	252,911,769
Unrestricted	536,743,046	458,490,317
Total net assets	793,787,372	711,402,086
	<b>\$ 1,080,240,391</b>	<b>\$ 917,722,662</b>

**SALINAS VALLEY MEMORIAL HOSPITAL**  
**STATEMENTS OF REVENUE AND EXPENSES - BUDGET VS. ACTUAL**  
**March 31, 2021**

	Month of March,				Nine months ended March 31,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 206,859,551	\$ 184,763,895	22,095,656	11.96%	\$ 1,736,099,489	\$ 1,526,413,700	209,685,789	13.74%
Deductions from revenue	159,429,635	140,699,523	18,730,112	13.31%	1,300,796,932	1,159,108,643	141,688,289	12.22%
Net patient revenue	47,429,916	44,064,372	3,365,544	7.64%	435,302,557	367,305,057	67,997,500	18.51%
Other operating revenue	870,880	919,590	(48,710)	-5.30%	10,855,026	8,276,306	2,578,720	31.16%
<b>Total operating revenue</b>	<b>48,300,796</b>	<b>44,983,962</b>	<b>3,316,834</b>	<b>7.37%</b>	<b>446,157,583</b>	<b>375,581,363</b>	<b>70,576,220</b>	<b>18.79%</b>
Operating expenses:								
Salaries and wages	15,513,674	15,380,308	133,366	0.87%	142,970,822	127,155,117	15,815,705	12.44%
Compensated absences	2,509,569	2,140,282	369,287	17.25%	23,575,957	24,247,303	(671,346)	-2.77%
Employee benefits	6,604,461	7,928,583	(1,324,122)	-16.70%	65,354,877	66,015,595	(660,718)	-1.00%
Supplies, food, and linen	6,064,210	5,336,595	727,615	13.63%	55,792,814	45,752,350	10,040,464	21.95%
Purchased department functions	3,585,883	3,121,212	464,671	14.89%	28,560,584	27,978,448	582,136	2.08%
Medical fees	1,947,201	1,678,265	268,936	16.02%	15,590,221	15,271,865	318,356	2.08%
Other fees	1,975,660	835,523	1,140,137	136.46%	13,119,636	7,617,773	5,501,863	72.22%
Depreciation	1,798,937	1,789,255	9,682	0.54%	16,100,727	16,103,298	(2,571)	-0.02%
All other expense	1,324,259	1,420,874	(96,615)	-6.80%	10,659,535	12,633,993	(1,974,458)	-15.63%
<b>Total operating expenses</b>	<b>41,323,854</b>	<b>39,630,897</b>	<b>1,692,957</b>	<b>4.27%</b>	<b>371,725,173</b>	<b>342,775,742</b>	<b>28,949,431</b>	<b>8.45%</b>
<b>Income from operations</b>	<b>6,976,942</b>	<b>5,353,064</b>	<b>1,623,878</b>	<b>30.34%</b>	<b>74,432,410</b>	<b>32,805,621</b>	<b>41,626,789</b>	<b>126.89%</b>
Non-operating income:								
Donations	166,667	166,667	0	0.00%	2,000,000	1,500,000	500,000	33.33%
Property taxes	333,333	333,333	(0)	0.00%	3,000,000	3,000,000	0	0.00%
Investment income	(558,512)	160,094	(718,606)	-448.87%	140,225	1,440,842	(1,300,617)	-90.27%
Income from subsidiaries	(1,807,828)	(4,214,462)	2,406,634	-57.10%	(31,592,160)	(34,545,269)	2,953,109	-8.55%
<b>Total non-operating income</b>	<b>(1,866,340)</b>	<b>(3,554,369)</b>	<b>1,688,029</b>	<b>-47.49%</b>	<b>(26,451,935)</b>	<b>(28,604,428)</b>	<b>2,152,493</b>	<b>-7.53%</b>
<b>Operating and non-operating income</b>	<b>\$ 5,110,602</b>	<b>\$ 1,798,695</b>	<b>3,311,907</b>	<b>184.13%</b>	<b>\$ 47,980,475</b>	<b>\$ 4,201,194</b>	<b>43,779,281</b>	<b>1042.07%</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>2020</u>	<u>2021</u>	<u>2019-20</u>	<u>2020-21</u>	
<b><u>NEWBORN STATISTICS</u></b>					
Medi-Cal Admissions	38	42	400	392	(8)
Other Admissions	95	93	979	851	(128)
Total Admissions	133	135	1,379	1,243	(136)
Medi-Cal Patient Days	61	67	651	590	(61)
Other Patient Days	147	169	1,671	1,390	(281)
Total Patient Days of Care	208	236	2,322	1,980	(342)
Average Daily Census	6.7	7.6	8.5	7.2	(1.2)
Medi-Cal Average Days	1.6	1.7	1.7	1.6	(0.2)
Other Average Days	0.7	1.8	1.7	1.6	(0.1)
Total Average Days Stay	1.6	1.7	1.7	1.6	(0.1)
<b><u>ADULTS &amp; PEDIATRICS</u></b>					
Medicare Admissions	333	351	3,519	2,867	(652)
Medi-Cal Admissions	270	247	2,301	2,126	(175)
Other Admissions	378	277	2,907	2,498	(409)
Total Admissions	981	875	8,727	7,491	(1,236)
Medicare Patient Days	1,486	1,522	15,368	1,344	(14,024)
Medi-Cal Patient Days	1,037	1,025	9,832	1,048	(8,784)
Other Patient Days	830	1,038	8,904	30,729	21,825
Total Patient Days of Care	3,353	3,585	34,104	33,121	(983)
Average Daily Census	108.2	115.6	124.5	120.9	(3.6)
Medicare Average Length of Stay	4.3	4.4	4.4	0.5	(3.9)
Medi-Cal Average Length of Stay	3.7	3.5	3.7	0.4	(3.2)
Other Average Length of Stay	2.2	2.9	2.3	9.3	7.0
Total Average Length of Stay	3.4	3.6	3.4	3.8	0.4
Deaths	18	28	236	348	112
Total Patient Days	3,561	3,821	36,426	35,101	(1,325)
Medi-Cal Administrative Days	6	1	66	165	99
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	6	1	66	165	99
Percent Non-Acute	0.17%	0.03%	0.18%	0.47%	0.29%

**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>2020</u>	<u>2021</u>	<u>2019-20</u>	<u>2020-21</u>	
<u>PATIENT DAYS BY LOCATION</u>					
Level I	344	321	2,620	2,409	(211)
Heart Center	358	341	3,177	3,062	(115)
Monitored Beds	782	621	8,074	7,622	(452)
Single Room Maternity/Obstetrics	340	359	3,686	3,124	(562)
Med/Surg - Cardiovascular	645	811	6,836	6,690	(146)
Med/Surg - Oncology	242	104	2,276	1,471	(805)
Med/Surg - Rehab	297	471	3,706	3,925	219
Pediatrics	96	142	975	888	(87)
Nursery	208	236	2,322	1,980	(342)
Neonatal Intensive Care	160	115	1,041	1,154	113
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	85.36%	79.65%	73.29%	67.38%	
Heart Center	76.99%	73.33%	77.02%	74.23%	
Monitored Beds	93.43%	74.19%	108.74%	102.65%	
Single Room Maternity/Obstetrics	29.64%	31.30%	36.23%	30.70%	
Med/Surg - Cardiovascular	46.24%	58.14%	55.24%	54.06%	
Med/Surg - Oncology	60.05%	25.81%	63.66%	41.15%	
Med/Surg - Rehab	36.85%	58.44%	51.83%	54.90%	
Med/Surg - Observation Care Unit	0.00%	56.93%	0.00%	59.38%	
Pediatrics	17.20%	25.45%	19.70%	17.94%	
Nursery	40.66%	46.14%	25.59%	21.82%	
Neonatal Intensive Care	46.92%	33.72%	34.41%	38.15%	

**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
	2020	2021	2019-20	2020-21	
<b><u>DELIVERY ROOM</u></b>					
Total deliveries	139	140	1,364	1,230	(134)
C-Section deliveries	37	52	429	381	(48)
Percent of C-section deliveries	26.62%	37.14%	31.45%	30.98%	-0.48%
<b><u>OPERATING ROOM</u></b>					
In-Patient Operating Minutes	21,470	22,919	200,554	179,549	(21,005)
Out-Patient Operating Minutes	22,858	28,721	240,150	199,416	(40,734)
Total	44,328	51,640	440,704	378,965	(61,739)
Open Heart Surgeries	10	13	105	103	(2)
In-Patient Cases	159	172	1,510	1,272	(238)
Out-Patient Cases	241	271	2,520	2,147	(373)
<b><u>EMERGENCY ROOM</u></b>					
Immediate Life Saving	23	34	278	298	20
High Risk	496	509	5,649	4,563	(1,086)
More Than One Resource	2,221	2,113	24,315	18,972	(5,343)
One Resource	1,646	855	14,178	10,974	(3,204)
No Resources	38	23	445	327	(118)
Total	<u>4,424</u>	<u>3,534</u>	<u>44,865</u>	<u>35,134</u>	<u>(9,731)</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
	2020	2021	2019-20	2020-21	
<b>CENTRAL SUPPLY</b>					
In-patient requisitions	13,710	17,314	136,023	134,042	-1,981
Out-patient requisitions	9,969	10,715	94,812	86,558	-8,254
Emergency room requisitions	1,696	1,232	27,170	13,929	-13,241
Interdepartmental requisitions	6,364	6,718	64,138	62,303	-1,835
Total requisitions	<u>31,739</u>	<u>35,979</u>	<u>322,143</u>	<u>296,832</u>	<u>-25,311</u>
<b>LABORATORY</b>					
In-patient procedures	31,452	36,166	314,737	322,515	7,778
Out-patient procedures	8,799	11,769	93,176	98,332	5,156
Emergency room procedures	8,268	8,755	91,736	78,032	-13,704
Total patient procedures	<u>48,519</u>	<u>56,690</u>	<u>499,649</u>	<u>498,879</u>	<u>-770</u>
<b>BLOOD BANK</b>					
Units processed	<u>333</u>	<u>275</u>	<u>2,583</u>	<u>2,592</u>	<u>9</u>
<b>ELECTROCARDIOLOGY</b>					
In-patient procedures	896	1,044	9,489	8,393	-1,096
Out-patient procedures	346	488	4,251	3,572	-679
Emergency room procedures	744	877	8,578	7,867	-711
Total procedures	<u>1,986</u>	<u>2,409</u>	<u>22,318</u>	<u>19,832</u>	<u>-2,486</u>
<b>CATH LAB</b>					
In-patient procedures	79	89	765	682	-83
Out-patient procedures	72	100	777	763	-14
Emergency room procedures	0	0	0	1	1
Total procedures	<u>151</u>	<u>189</u>	<u>1,542</u>	<u>1,446</u>	<u>-96</u>
<b>ECHO-CARDIOLOGY</b>					
In-patient studies	278	352	2,757	2,652	-105
Out-patient studies	159	205	1,792	1,630	-162
Emergency room studies	0	1	12	18	6
Total studies	<u>437</u>	<u>558</u>	<u>4,561</u>	<u>4,300</u>	<u>-261</u>
<b>NEURODIAGNOSTIC</b>					
In-patient procedures	150	165	1,561	1,410	-151
Out-patient procedures	24	15	198	216	18
Emergency room procedures	0	0	1	0	-1
Total procedures	<u>174</u>	<u>180</u>	<u>1,760</u>	<u>1,626</u>	<u>-134</u>

**SALINAS VALLEY MEMORIAL HOSPITAL**  
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	Month of Mar		Nine months to date		Variance
	2020	2021	2019-20	2020-21	
<b>SLEEP CENTER</b>					
In-patient procedures	0	0	0	1	1
Out-patient procedures	171	204	1,840	1,705	-135
Emergency room procedures	0	0	0	0	0
Total procedures	171	204	1,840	1,706	-134
<b>RADIOLOGY</b>					
In-patient procedures	1,296	1,349	12,083	12,232	149
Out-patient procedures	357	452	3,928	5,183	1,255
Emergency room procedures	1,322	950	13,117	9,817	-3,300
Total patient procedures	2,975	2,751	29,128	27,232	-1,896
<b>MAGNETIC RESONANCE IMAGING</b>					
In-patient procedures	117	146	1,220	1,127	-93
Out-patient procedures	75	145	758	1,248	490
Emergency room procedures	4	9	95	98	3
Total procedures	196	300	2,073	2,473	400
<b>MAMMOGRAPHY CENTER</b>					
In-patient procedures	2,647	3,420	32,375	27,186	-5,189
Out-patient procedures	2,649	3,396	32,260	27,023	-5,237
Emergency room procedures	0	0	7	3	-4
Total procedures	5,296	6,816	64,642	54,212	-10,430
<b>NUCLEAR MEDICINE</b>					
In-patient procedures	14	19	168	114	-54
Out-patient procedures	81	70	765	641	-124
Emergency room procedures	0	2	4	7	3
Total procedures	95	91	937	762	-175
<b>PHARMACY</b>					
In-patient prescriptions	81,007	84,864	809,995	800,458	-9,537
Out-patient prescriptions	15,455	15,955	148,026	128,427	-19,599
Emergency room prescriptions	6,097	5,223	70,382	47,240	-23,142
Total prescriptions	102,559	106,042	1,028,403	976,125	-52,278
<b>RESPIRATORY THERAPY</b>					
In-patient treatments	15,486	15,205	144,654	189,600	44,946
Out-patient treatments	386	500	4,991	4,182	-809
Emergency room treatments	295	166	3,854	1,539	-2,315
Total patient treatments	16,167	15,871	153,499	195,321	41,822
<b>PHYSICAL THERAPY</b>					
In-patient treatments	2,196	2,507	22,081	20,806	-1,275
Out-patient treatments	260	356	2,430	2,335	-95
Emergency room treatments	0	0	0	0	0
Total treatments	2,456	2,863	24,511	23,141	-1,370



**SALINAS VALLEY MEMORIAL HOSPITAL**  
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<b>OCCUPATIONAL THERAPY</b>					
In-patient procedures	1,422	1,697	13,193	12,628	-565
Out-patient procedures	119	188	1,149	1,131	-18
Emergency room procedures	0	0	0	0	0
Total procedures	<u>1,541</u>	<u>1,885</u>	<u>14,342</u>	<u>13,759</u>	<u>-583</u>
<b>SPEECH THERAPY</b>					
In-patient treatments	393	467	3,363	3,493	130
Out-patient treatments	11	34	215	252	37
Emergency room treatments	0	0	2	0	-2
Total treatments	<u>404</u>	<u>501</u>	<u>3,580</u>	<u>3,745</u>	<u>165</u>
<b>CARDIAC REHABILITATION</b>					
In-patient treatments	1	0	1	0	-1
Out-patient treatments	405	581	4,218	3,715	-503
Emergency room treatments	0	0	0	1	1
Total treatments	<u>406</u>	<u>581</u>	<u>4,219</u>	<u>3,716</u>	<u>-503</u>
<b>CRITICAL DECISION UNIT</b>					
Observation hours	<u>250</u>	<u>295</u>	<u>2,761</u>	<u>2,462</u>	<u>-299</u>
<b>ENDOSCOPY</b>					
In-patient procedures	96	117	819	842	23
Out-patient procedures	50	29	303	209	-94
Emergency room procedures	0	0	0	0	0
Total procedures	<u>146</u>	<u>146</u>	<u>1,122</u>	<u>1,051</u>	<u>-71</u>
<b>C.T. SCAN</b>					
In-patient procedures	563	611	5,755	4,937	-818
Out-patient procedures	247	452	2,376	4,471	2,095
Emergency room procedures	445	482	5,427	4,122	-1,305
Total procedures	<u>1,255</u>	<u>1,545</u>	<u>13,558</u>	<u>13,530</u>	<u>-28</u>
<b>DIETARY</b>					
Routine patient diets	16,765	19,048	178,269	147,660	-30,609
Meals to personnel	23,772	20,635	225,167	182,826	-42,341
Total diets and meals	<u>40,537</u>	<u>39,683</u>	<u>403,436</u>	<u>330,486</u>	<u>-72,950</u>
<b>LAUNDRY AND LINEN</b>					
Total pounds laundered	<u>120,758</u>	<u>97,852</u>	<u>1,151,969</u>	<u>900,319</u>	<u>-251,650</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 21, 2021, AT 12:00 P.M.*