



SVHCD FINANCE COMMITTEE MEETING AGENDA

TUESDAY, OCTOBER 22, 2024

6:00 p.m. Regular Session

**To Be Held in Person at
Sonoma Valley Hospital, 347 Andrieux Street
Administrative Conference Room
and Via Zoom Videoconference**

Join Zoom Meeting

<https://sonomavalleyhospital-org.zoom.us/j/96092860630>

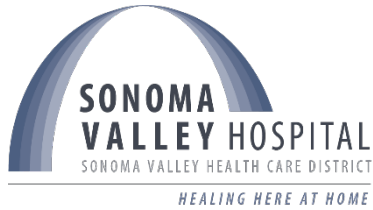
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AGENDA ITEM	RECOMMENDATION	
In compliance with the Americans with Disabilities Act, if you require special accommodations to attend a District meeting, please contact the Board Clerk, Whitney Reese, at wreese@sonomavalleyhospital.org or 707.935.5005 at least 48 hours prior to the meeting.		
MISSION STATEMENT <i>The mission of the SVHCD is to maintain, improve, and restore the health of everyone in our community.</i>		
1. CALL TO ORDER/ANNOUNCEMENTS	<i>Boerum</i>	
2. PUBLIC COMMENT SECTION <i>At this time, members of the public may comment on any item not appearing on the agenda. It is recommended that you keep your comments to three minutes or less. Under State Law, matters presented under this item cannot be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public will be invited to make comments at the time the item comes up for Board consideration.</i>	<i>Boerum</i>	
3. CONSENT CALENDAR • Finance Committee Minutes 09.24.24	<i>Boerum</i>	Action
4. PT EXPANSION	<i>Hennelly</i>	Action
5. FY25 BUSINESS PLAN TRACKER DRAFT	<i>Armfield</i>	Inform
6. FINANCIAL REPORTS FOR MONTH END SEPTEMBER 2024	<i>Armfield</i>	Inform
7. FINANCE COMMITTEE WORK PLAN 2025	<i>Armfield</i>	Inform
8. ADJOURN	<i>Boerum</i>	



**SVHCD
FINANCE COMMITTEE MEETING
MINUTES**

TUESDAY, SEPTEMBER 24, 2024
In Person at Sonoma Valley Hospital
347 Andrieux Street
and Via Zoom Teleconference

Present	Not Present/Excused	Staff/Public
Bill Boerum, in person Wendy Myatt Lee, in person Dennis Bloch, in person Ed Case, in person Catherine Donahue, via zoom Subhash Mishra, MD, via zoom Graham Smith, via zoom	Robert Crane Carl Gerlach	Ben Armfield, SVH CFO, in person John Hennelly, SVH CEO, in person Whitney Reese, SVH Board Clerk, in person Lois Fruzynski, SVH Accounting Manager, in person Dawn Kuwahara, RN BSN, SVH Chief Ancillary Officer, in person Dan Kittleson, via zoom
MISSION & VISION STATEMENT <i>The mission of SVHCD is to maintain, improve, and restore the health of everyone in our community.</i>		
AGENDA ITEM	DISCUSSION	ACTIONS
1. CALL TO ORDER/ANNOUNCEMENTS	<i>Bill Boerum</i>	Meeting called to order 6:00pm
2. PUBLIC COMMENT SECTION	None	
3. CONSENT CALENDAR	<i>Bill Boerum</i>	Action
Finance Committee Minutes 08.27.24		MOTION: Motion to approve by Bloch, 2 nd by Donahue. All in favor
4. RESOLUTION #377 – PARCEL TAX ADVANCE	<i>Ben Armfield</i>	Action
Armfield presents Resolution for recommendation to the BOD. SVH anticipates cash pressures in November due to a large payment, and they propose borrowing up to 85% of the December parcel tax allotment (about \$1.6 million) to cover working capital needs. This loan is intended to provide flexibility without locking in the full amount if it isn't necessary. The interest on the loan is minimized by taking the loan only when absolutely needed and paying it off as soon as the tax revenue is received. The committee members discussed the benefits of this financial flexibility, agreeing that it is a prudent move to maintain liquidity and avoid cash flow problems.		MOTION: Motion to recommend to the BOD to approve by Case, 2 nd by Bloch. All in favor
5. FINANCIAL REPORTS FOR MONTH END AUGUST 2024	<i>Ben Armfield</i>	Inform

<p>Armfield presented Financial Reports for August 2024. The hospital saw continued strong performance in August, following July's positive momentum. Both months exceeded budget expectations, with a second consecutive positive Operating EBDA margin, a significant improvement over last fiscal year. Key drivers included the launch of Dr. Walter's surgeries and the new 3T MRI, which boosted surgical cases by 20%, MRI volumes by 40%, and set records in outpatient physical therapy and ER visits. While future budget targets will be more challenging, this strong start to FY 2025 is promising.</p>		
<p>6. ADJOURN</p>	<p><i>Bill Boerum</i></p>	<p>Meeting adjourned at 6:36pm</p>



To: Sonoma Valley Hospital Board Finance Committee

From: John Hennelly

Date: October 18, 2024

Re: Approval of extension of Physical Therapy Lease

Fundraising for the expansion of our physical therapy program complete. The Foundation successfully raised \$2 million, far exceeding prior year annual goals in support of this initiative. The hospital will fund the remaining \$300k in capital through working capital (\$100k) and lease agreements (\$200k) covered below. In parallel to the fundraising efforts, we have been negotiating with the landlord to extend our lease. We have a strong, profitable program. Given the community's need for physical therapy and the hospital's focus on orthopedics, expansion of the program is logical. Our current space runs at or near capacity on a daily basis. Over the past 12 months we've squeezed two additional providers into the space as we await the planned expansion, and patients have begun complaining about the noise (of so many people).

What: Approval of new lease to expand the physical therapy program

Where: 19312 Sonoma Highway leased by the hospital since 2011

How: \$2m in philanthropic funding to renovate leased space plus \$300k in operating capital/TI

When: Winter 2024-25

Outcome:

1. Doubling of patient visits from 13,000/yr to 29,000/yr within 3 years
2. Doubling of patient revenue from \$1.6m/yr to \$3.6m/yr within 3 years
3. +50% improvement in annual Net Margin within 3 years
4. Cumulative incremental Net Margin of \$2.1m over 6 years
5. Estimated payback period of 6 years (based on \$2.1m outlay)
6. Space capacity for 20% further growth in out years.

Details:

New lease starts 7/1/24 (retro) for 7 years. (7/24-6/31)

No rent charged for space to be remodeled for 12 months (from 7/1/24 through 6/30/25)

New rate \$2.35psf (current \$2.24) ~7200sf rented

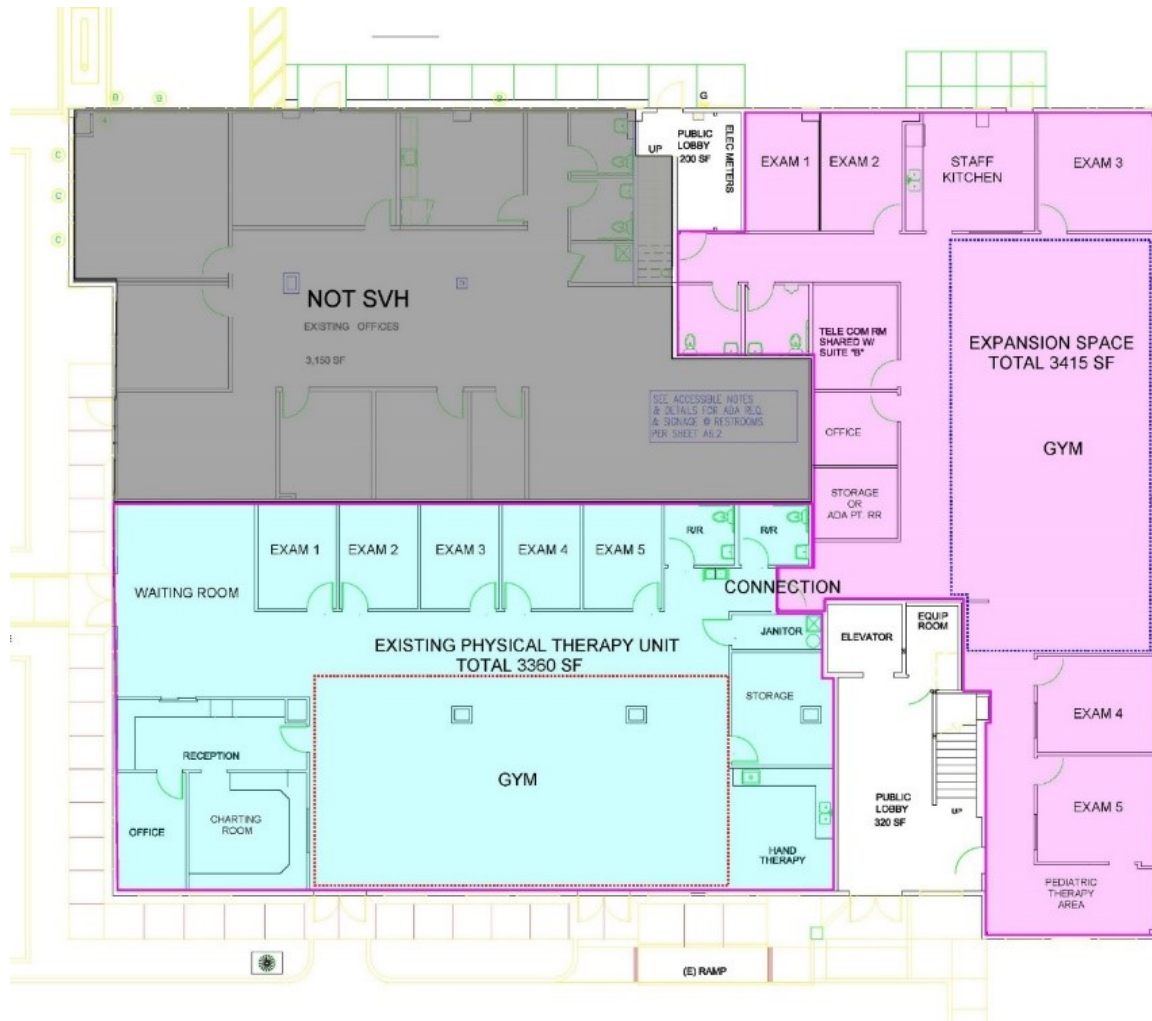
Annual escalation of SF/Oakland CPI not to exceed 3%

CAM annual escalation not to exceed 6%

Tenant Improvement Allowance of \$200k available during first 12 months. \$115k is included in the lease agreement and \$85k is available with a 3-year payback baked into the lease.

3 renewal options of 4 years each

The hospital has leased the therapy space at 19312 Sonoma Highway since 2011. The current lease, the second and final 5-year renewal, expires in 2026. In late 2022, the Board and the Foundation approved an initiative to expand the program by adding contiguous space, formerly leased to house the SVH finance department, to the physical therapy department.




Market for leased space:

There are few spaces in Sonoma available to meet this need.

1. <https://www.loopnet.com/Listing/18615-Sonoma-Hwy-Sonoma-CA/17323207/>
 1. 7000+sf of retail space in similar area to current space.
 2. Needs major improvements and has inadequate parking.
 3. \$1.80psf
2. <https://www.loopnet.com/Listing/470-1st-St-E-Sonoma-CA/30340785/>
 1. Up to 6200sf of space on 2nd floor.
 2. Inadequate parking. Difficult to access.
 3. \$1.50psf
3. <https://www.loopnet.com/Listing/10-Maple-St-Sonoma-CA/29167133/>
 1. ~1500sf per floor 3 floors (5000 total)
 2. Would need complete remodel
 3. \$35.76/psf

The hospital requests that the committee recommend the lease for approval by the District Board.

**Physical Therapy Expansion Project Pro Forma
FY24-FY29**

	CURRENT STATE	EXPANSION COMPLETE 					
		Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029	Projected FY 2030
Staffing - FTEs							
Physical Therapists	5.40	7.40	9.00	10.00	10.00	10.00	10.00
PTAs	1.00	2.00	3.00	4.00	4.00	4.00	4.00
Total Provider FTEs	6.40	9.40	12.00	14.00	14.00	14.00	14.00
Registration Staff	3.00	3.00	4.00	4.00	4.00	4.00	4.00
Total FTEs	9.40	12.40	16.00	18.00	18.00	18.00	18.00
<i>% of current staffing</i>	<i>100%</i>	<i>132%</i>	<i>170%</i>	<i>191%</i>	<i>191%</i>	<i>191%</i>	<i>191%</i>
Volumes							
Total Patient Visits	12,929	18,137	23,693	29,133	29,442	29,849	30,362
YoY Volume Growth		40%	31%	23%	1%	1%	2%
Cumulative Volume Growth		40%	83%	125%	128%	131%	135%
Net Revenue							
Estimated Net Patient Revenue	\$ 1,587,900	\$ 2,209,100	\$ 2,919,900	\$ 3,608,000	\$ 3,724,900	\$ 3,854,200	\$ 3,994,400
per visit	\$ 122.82	\$ 121.80	\$ 123.24	\$ 123.85	\$ 126.52	\$ 129.12	\$ 131.56
Estimated Operating Expenses							
Total Labor (incl. Benefits)	\$ 1,096,400	\$ 1,634,000	\$ 2,116,100	\$ 2,538,900	\$ 2,612,600	\$ 2,688,400	\$ 2,766,500
Supply Costs	\$ 13,200	\$ 18,500	\$ 24,200	\$ 29,700	\$ 30,000	\$ 30,400	\$ 31,000
Rent Expense	\$ 110,958	\$ 115,500	\$ 261,400	\$ 268,300	\$ 275,000	\$ 251,200	\$ 258,800
Incremental Depreciation	\$ -	\$ 76,700	\$ 153,300	\$ 153,300	\$ 153,300	\$ 153,300	\$ 153,300
Estimated Operating Expenses	\$ 1,220,558	\$ 1,844,700	\$ 2,555,000	\$ 2,990,200	\$ 3,070,900	\$ 3,123,300	\$ 3,209,600
Estimated Net Margin	\$ 367,342	\$ 364,400	\$ 364,900	\$ 617,800	\$ 654,000	\$ 730,900	\$ 784,800
Incremental Net Margin (Expansion Project vs. Status Quo)							
Status Quo (Do Nothing)	\$ 367,342	\$ 382,100	\$ 390,900	\$ 344,500	\$ 345,000	\$ 345,300	\$ 345,400
Expansion (excl Depr)	\$ 367,342	\$ 441,100	\$ 518,200	\$ 771,100	\$ 807,300	\$ 884,200	\$ 938,100
Incremental Net Margin	\$ -	\$ 59,000	\$ 127,300	\$ 426,600	\$ 462,300	\$ 538,900	\$ 592,700
Working Capital / Cash Flow Analysis							
Project Cost / Capital Outlay		\$ (2,100,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Incremental Margin (excl. Depr)		\$ 59,000	\$ 127,300	\$ 426,600	\$ 462,300	\$ 538,900	\$ 592,700
Net Working Capital		\$ (2,041,000)	\$ 127,300	\$ 426,600	\$ 462,300	\$ 538,900	\$ 592,700
Cumulative Net Working Capital		\$ (2,041,000)	\$ (1,913,700)	\$ (1,487,100)	\$ (1,024,800)	\$ (485,900)	\$ 106,800

Based on construction timeline and volume assumptions, we expect the payback period on this project to be right around 6 years which will result in positive cumulative net working capital by the end of FY 2030.

Sonoma Valley Hospital
 Business Plan Tracker
 FY25 (Thru September 2024)

Initiative	Investment	Measurable Outcome *	Financial Impact	Volumes / Impact	July	August	September	October	November	December	January	February	March	April	May	June	YTD			
3T MRI	\$1 Million (Temp Trailer)	MRI Exams Incremental Growth over Baseline (>120 scans/month)	Incremental Revenue \$1,250,000	VOLUMES																
				*3T went live August 2024																
				Baseline (FY24)	95	95	95	95	95	95	95	95	95	95	95	95	95	95	285	
				FY25 Budget	178	196	184	214	215	215	225	225	230	235	240	240			557	
				FY25 Actual	130	182	182												494	
				Actual vs. Budget	(48)	(14)	(2)	(214)	(215)	(215)	(225)	(225)	(230)	(235)	(240)	(240)			(63)	
				INCREMENTAL REVENUE																
				FY25 Budgeted	\$ 71,400	\$ 86,300	\$ 76,100	\$ 102,200	\$ 103,000	\$ 103,000	\$ 111,600	\$ 111,600	\$ 115,900	\$ 120,100	\$ 124,400	\$ 124,400			\$ 233,800	
				FY25 Actual	\$ 30,000	\$ 74,700	\$ 74,700												\$ 179,400	
				Actual vs. Budget	\$ (41,400)	\$ (11,600)	\$ (1,400)												\$ (54,400)	
Physical Therapy Expansion	\$2.3 Million	Patient Visits 25% growth over FY24 baseline (50% starting in January)	Incremental Revenue \$475,000	VOLUMES																
				Baseline (FY24)									1,060	1,060	1,060	1,060	1,060	1,060	-	
				FY25 Budgeted										1,590	1,590	1,590	1,590	1,590	1,590	-
				FY25 Actual																-
				Actual vs. Budget																-
				INCREMENTAL REVENUE																
FY25 Budgeted										\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
FY25 Actual																	\$ -			
Actual vs. Budget																	\$ -			
Orthopedist Recruit	TBD	Surgical Cases Exceed 190 surgeries (16/month)	Incremental Revenue \$1,615,000	VOLUMES																
				*Started performing surgeries late August24																
				Baseline (FY24)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
				FY25 Budgeted	5	5	10	10	15	15	15	20	20	25	25	25			20	
				FY25 Actual	-	11	15												26	
				Actual vs. Budget	(5)	6	5												6	
				INCREMENTAL REVENUE																
FY25 Budgeted	\$ 35,000	\$ 35,000	\$ 70,000													\$ 140,000				
FY25 Actual	\$ -	\$ 77,000	\$ 105,000													\$ 182,000				
Actual vs. Budget	\$ (35,000)	\$ 42,000	\$ 35,000													\$ 42,000				

* All measurable outcomes have been included and budgeted as such in FY25 SVH Operating Budget



To: SVHCD Finance Committee
 From: Ben Armfield, Chief Financial Officer
 Date: October 22, 2024
 Subject: Financial Report for September 2024

OVERALL PERFORMANCE SUMMARY

Despite a slight decrease in some areas compared to the high watermark set in July and August, September maintained the hospital’s positive financial and operational trajectory by exceeding both budget and prior year results by over 10%. This was again driven primarily by an increase in revenues resulting from robust volumes in outpatient services such as physical therapy, MRI and emergency room visits.

September did ‘break’ a string of consecutive months where the hospital posted a positive Operating EBDA, but that was somewhat to be expected given the historical ‘soft’ performance this month usually brings. September has been one of our worst performing months the last couple of fiscal years so given that history this performance exceeded expectations.

1ST QUARTER SUMMARY

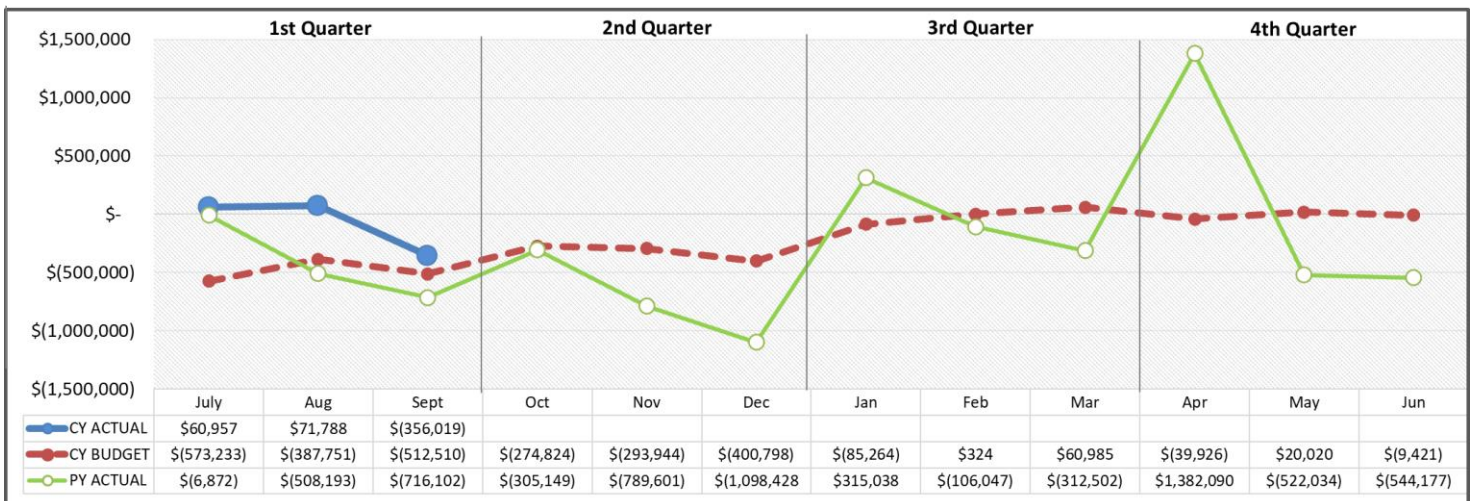
The conclusion of September also signifies the end of the 1st fiscal quarter, which has been remarkably positive, especially considering the challenges faced during FY 2024. Key financial metrics from the first quarter are exceptionally strong, providing a solid platform for the remainder of the fiscal year. Some high-level highlights of our 1st quarter performance include:

- Operating Margin | Exceeded budget by 40% and FY24 by nearly 20%
- Operating EBDA | Exceeded both budget and FY24 by over 80%
- Net Income (Loss) | Exceeded budget by over 75% and FY24 by 40%
- Operating Revenues | Exceeded budget by 9% and FY24 by nearly 20%
- Operating Expenses | Flat with budget but exceeded FY24 by 9%

Table 1 | Overall Performance - September 2024

Metric	Current Year Month		Variance		Current Year YTD		Variance		PY YTD		Variance	
	Actual	Budget	\$	%	Actual	Budget	\$	%	Actual	\$	%	
Operating Margin	\$ (875,134)	\$ (1,004,214)	\$ 129,081	13%	\$ (1,839,950)	\$ (3,033,608)	\$ 1,193,658	39%	\$ (2,212,007)	\$ 372,056	17%	
Op Margin w Parcel	\$ (558,467)	\$ (691,714)	\$ 133,248	19%	\$ (889,949)	\$ (2,096,108)	\$ 1,206,159	58%	\$ (1,262,006)	\$ 372,056	29%	
Operating EBDA	\$ (356,019)	\$ (512,510)	\$ 156,490	31%	\$ (223,274)	\$ (1,473,494)	\$ 1,250,220	85%	\$ (1,231,166)	\$ 1,007,892	82%	
Op EBDA w Parcel	\$ (39,352)	\$ (200,010)	\$ 160,657	80%	\$ 726,727	\$ (535,994)	\$ 1,262,721	236%	\$ (281,165)	\$ 1,007,892	358%	
Net Income (Loss)	\$ (362,082)	\$ (503,610)	\$ 141,528	28%	\$ (352,082)	\$ (1,531,796)	\$ 1,179,713	77%	\$ (581,087)	\$ 229,004	39%	

Graph 1.1 | SVH Trended Operating EBDA



DRIVERS IN MONTHLY PERFORMANCE

Revenues: Operating revenues exceeded budget by 6% in September, with most of the main drivers in August also driving the strong performance this past month. We did see a pullback in operating room volumes, but some key areas such as physical therapy, MRI, and emergency room volumes continued to operate at their newly established levels as all three continue to show strong demand month after month.

Expenses: Operating expenses came in 3% over budget in September, totaling \$5.31 million (excl depr). We did make an adjusting entry to true-up some of our insurance expenses in September, adding nearly \$70,000 of expense that relates to July and August. We also experienced an uptick in utility costs, primarily relating to the incredibly hot month we just went through as well as the new activity from the 3T MRI. Year-to-date, operating expenses are basically flat with the budget, despite operating revenues exceeding budget by nearly 10%.

Volumes: Overall, volumes remained strong in September despite pulling back a bit from the previous two months. We continue to see a bit of a downturn in inpatient census as our ADC continues to run under 10.0. Some of this is seasonality, some certainly relates to the departure of Dr. Brown, who tended to admit more of his patients than his peers. We do expect to see our inpatient census increase as we get into the fall and winter months.

The hospital however continues to be very busy on the outpatient side, with outpatient activity significantly outpacing both budget and prior year.

Surgical Volumes: Surgical volumes did pull back from August but still managed to at least meet budget in September. We performed 135 surgeries last month, which is a drop-off from the 157 we performed last month and 1 short of the 136 that was budgeted.

- **GI** Gastroenterology volumes took a pretty big hit in September and was the main cause of a depression in surgical volumes when compared to last month. The big reason for this is the departure of our CMO and surgeon, Dr. Kidd. Dr. Kidd has been averaging around 25 surgeries/procedures per month since she rejoined SVH medical staff back in the summer of 2023. She started sunsetting her surgical practice in September in preparation for her departure in October. September is the first month where you can see the impact of this loss, and while recruitment efforts are currently ongoing, her departure will certainly affect our overall surgical volumes in the near term.
- **Orthopedics** September marked the 1st full month of surgical work from Dr. Walter and his volumes continue to rise. He performed 17 surgeries this past month, including more hip and knee replacement surgeries. Our Orthopedic service as a whole dropped from the prior month, however, which is primarily due to a pullback in volume from the other two orthopods here at SVH. Dr. Walter's contributions have already proved to be critical by providing growth in the

orthopedics department, and we expect volumes to continue to grow as referral pathways continue to expand.

Despite losing close to 50% of his operating time due to injury, Dr. Walter is +30% over budget in case volumes through the 1st quarter of this fiscal year.

Other Outpatient Volumes: Other outpatient volumes continue to be robust. Both total outpatient visits and total emergency room volumes surpassed their budget targets by over 10% in September. The consistent growth in these areas is encouraging as both areas for the year are up nearly 20% compared to budget and nearly 10% higher than the first quarter of last fiscal year.

- **MRI Volumes** With the new 3T MRI magnet becoming operational in August, we observed a significant spike in MRI volumes. September was first full month of the new 3T magnet, and the department again performed over 180 exams, which represents a 40% increase compared to historical baseline levels. The 180 exams are about 70% of where we need to be, so there is more work to be done. Efforts are ongoing to drive additional referrals and fill this remaining capacity, with further growth expected in the coming months as marketing efforts and partnerships with referring physicians are strengthened.
- **Emergency Room** ER volumes remained strong, continuing to exceed budget by over 10%. Although ER visits have come down slightly from the peak in July, we continue to average right around 30 visits per day. We expect this demand to continue increasing as we head into the busier fall and winter months.
- **OP Physical Therapy** We didn't quite set another all-time high in physical therapy volumes, but it was another VERY busy month with over 1,400 visits. PT volumes for the year are 35% over budget through the first quarter! The team has done a great job as they continue to meet the ever-growing demand for PT services as we work on construction to expand capacity later this year.

Other Finance Updates: We've been very busy wrapping up the FY24 audit as well as continuing to work through the bank transition, but couple of updates to provide:

Cyber Insurance Claim: We received our final payment for what were outstanding costs as part of our insurance claim related to the cyberattack the hospital experienced back in the fall of 2021. We've been going back and forth on a large portion of costs that were initially not approved by our insurance adjuster, and we are pleased to report that all outstanding costs were both approved and paid in October. This resulted in a \$652,987 payment earlier this October, which closes out our insurance claim. In total, we received over \$1.5 million in recoupment, which is 95% of our initial claim.

Banking Update: Our loan has been fully approved by Summit State Bank and are working through the NorCal Guarantee process. We should be closing soon.

Audit Update: Our fiscal year 2024 financial statement audit is progressing well. Moss Adams will be presenting our draft FY24 audit report to the SVH Audit Committee on Thursday October 24th.

Rate Range IGT: As mentioned last month, we received notification that our matching fee pay-in for the Rate Range IGT program will be due November 22nd.

HQAF IGT: On the heels of the Rate Range IGT funding, our HQAF (Hospital Quality Assurance Fee) IGT matching fee will be due in late December. We've been approved to IGT \$410,000 and expect to receive \$1,334,000 back in January/February, netting \$924,000 through this program.

ERP (Enterprise Resource Planning): We are evaluating next steps in regards to our ERP system. Our current agreement terminates March 2026, and while that may seem like a long time from now, we need to make a decision on vendor selection in the next 3-4 months. We've engaged numerous vendors and have participated in all of their demonstrations, and are currently working with prospective vendors in regards to their proposals. We will have a recommendation to bring forward to the finance committee sometime during the 1st quarter of CY 2025.

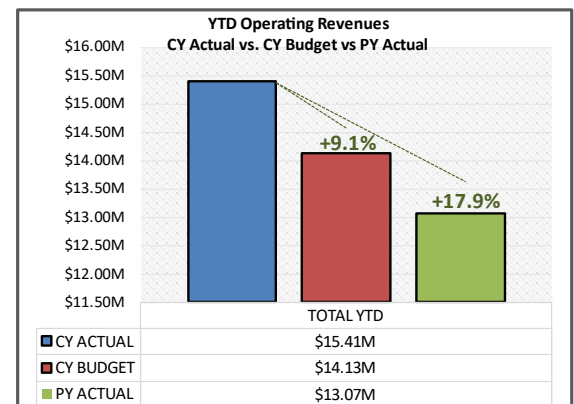
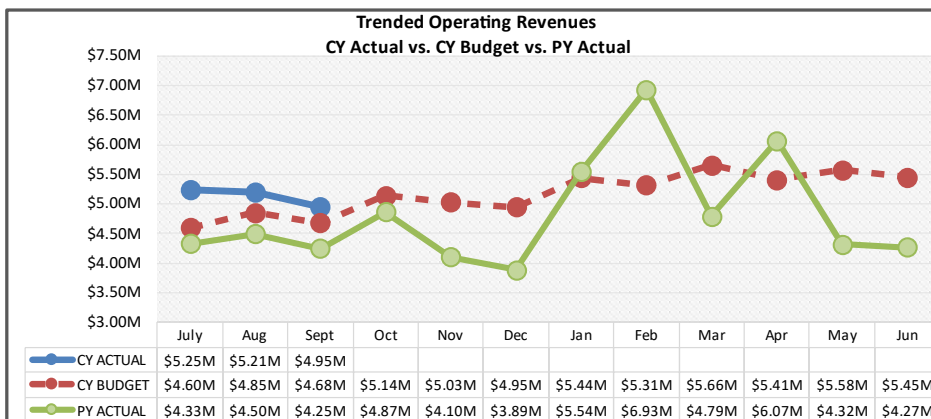
Contract Process: We are rolling out a new contractual process that includes revised approval forms and documentation for both capital and non-capital purchases in November. This will help both streamline the approval process as well as strengthen our ability to effectively manage contracts.

2. NET REVENUE AND VOLUME SUMMARY:

Table 2 | Net Patient Revenue – Actual vs. Budget – September 2024

	Current Year Month		Variance		Current Year YTD		Variance		PY YTD		Variance	
	Actual	Budget	Var	%	Actual	Budget	\$	%	Actual	\$	%	
Gross Revenue	\$ 28.18M	\$ 25.71M	\$ 2.47M	10%	\$ 85.17M	\$ 77.86M	\$ 7.31M	9%	\$ 84.90M	\$ 0.27M	0%	
Net Patient Revenue	\$ 4.85M	\$ 4.58M	\$ 0.27M	6%	\$ 15.12M	\$ 13.85M	\$ 1.26M	9%	\$ 12.82M	\$ 2.30M	18%	
NPR as a % of Gross	17.2%	17.8%	-3.4%		17.7%	17.8%	-0.3%		15.1%	17.6%		
Total Operating Revenue	\$ 4.95M	\$ 4.68M	\$ 0.27M	6%	\$ 15.41M	\$ 14.13M	\$ 1.28M	9%	\$ 13.07M	\$ 2.33M	18%	

Graph 2.1 | SVH Trended Operating Revenue



Graph 2.2 | SVH Trended Surgeries (Total) - 13 Month Trend

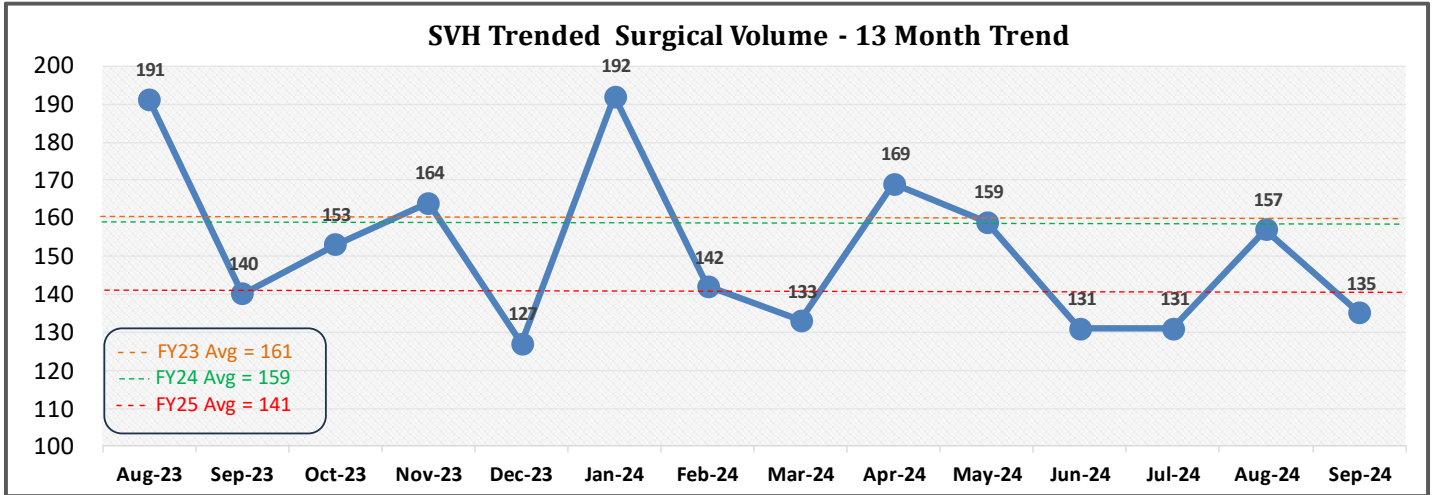


Table 2.3 | Surgical Volumes Top 4 Service Lines | Sept 2024 vs Prior Month & 6-Mth Trend

Service Line	Current Mth vs. Previous Mth				6 Month Trend						Current Mth vs. 6 Mth Trend		
	Sep24	Aug24	Var	% Var	Mar24	Apr24	May24	Jun24	Jul24	Aug24	6 Month Trend	Var	% Var
Orthopedics	37	43	(6)	-14%	33	46	27	35	26	43	35	2	6%
Gastroenterology	48	71	(23)	-32%	62	73	85	53	77	71	70	(22)	-32%
Ophthalmology	26	20	6	30%	18	18	20	23	14	20	19	7	38%
General	17	15	2	13%	15	17	14	14	5	15	13	4	28%
SubTotal	128	149	(21)	-14%	128	154	146	125	122	149	137	(9)	-7%
Other	7	8	(1)	-13%	5	15	13	6	9	8	9	(2)	-25%
Grand Total	135	157	(22)	-14%	133	169	159	131	131	157	147	(12)	-8%

Table 2.4 | Patient Volumes – September 2024

	Current Year Month		Variance		Current Year YTD		Variance		PY YTD		Variance	
	Actual	Budget	Var	%	Actual	Budget	Var	%	Actual	Var	%	
Acute Patient Days	206	257	(51)	-20%	644	774	(130)	-17%	773	(129)	-17%	
Average Daily Census	6.9	8.6	(1.7)	-20%	7.0	8.4	(1.4)	-17%	8.4	(1.4)	-17%	
Acute Discharges	52	72	(20)	-28%	171	217	(46)	-21%	194	(23)	-12%	
IP Surgeries	8	10	(2)	-16%	27	33	(6)	-18%	43	(16)	-37%	
OP Surgeries	127	126	1	1%	396	393	3	1%	470	(74)	-16%	
Total Surgeries	135	136	(1)	0%	423	426	(3)	-1%	513	(90)	-18%	
Total Outpatient Visits	5,244	3,997	1,247	31%	16,587	13,195	3,392	26%	14,994	1,593	11%	
Emergency Room Visits	862	773	89	12%	2,787	2,395	392	16%	2,614	173	7%	

Table 2.5 | Outpatient Volumes Trended – Last 6 Months

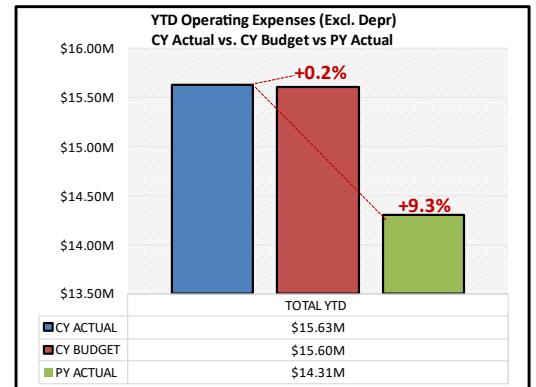
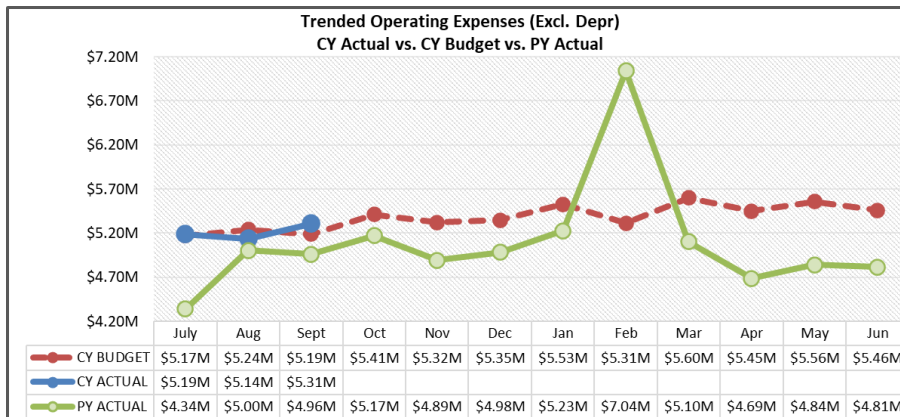
Department	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Last 6 Months
Lab	1,407	1,364	1,282	1,363	1,313	1,269	
Medical Imaging	857	900	830	923	947	878	
Physical Therapy	1,365	1,196	1,095	1,415	1,426	1,411	
CT Scanner	387	398	409	411	466	458	
Occ. Health	300	315	308	295	295	162	
Mammography	241	217	211	167	251	215	
Occupational Therapy	224	197	190	196	219	294	
Ultrasound	198	222	182	256	219	233	
Wound Care	201	213	152	205	238	209	
MRI	127	135	121	130	182	182	
ECHO	104	132	106	116	107	141	
Speech Therapy	53	43	53	93	62	66	
Other	22	25	14	23	25	26	
TOTAL	5,486	5,357	4,953	5,593	5,750	5,544	
Emergency Room	862	867	912	1,006	919	862	

3. OPERATING EXPENSE SUMMARY:

Table 3 | Operating Expenses – Actual vs. Budget – September 2024

Metric	Current Year Month		Variance		Current Year YTD		Variance		PY YTD		Variance	
	Actual	Budget	Var	%	Actual	Budget	\$	%	Actual	\$	%	
Operating Expenses	\$ 5.83M	\$ 5.68M	\$ 0.14M	3%	\$ 17.25M	\$ 17.16M	\$ 0.09M	0%	\$ 15.29M	\$ 1.96M	13%	
Operating Exp. Excl. Depr.	\$ 5.31M	\$ 5.19M	\$ 0.12M	2%	\$ 15.63M	\$ 15.60M	\$ 0.03M	0%	\$ 14.31M	\$ 1.33M	9%	
Worked FTEs	216.1	213.9	2.2	1%	215.3	212.7	2.6	1%	214.8	0.6	0%	

Graph 3.1 | SVH Trended Operating Expenses (excluding Depreciation)



4. **CASH ACTIVITY SUMMARY:**

Table 4 | Cash / Revenue Cycle Indicators - September 2024

	Sep-24	Aug-24	Var	%
Days Cash on Hand	17.8	19.8	(2.0)	-10%
A/R Days	54.4	58.3	(3.9)	-7%
A/P Days	59.9	60.7	(0.8)	-1%

ATTACHMENTS:

- Attachment A is the Payer Mix Analysis
- Attachment B is the Operating Indicators Report
- Attachment C is the Balance Sheet
- Attachment D is the Balance Sheet Variance Analysis
- Attachment E (two pages) is the Statement of Revenue and Expense. The first page breaks out the hospital operations and page two includes all other activity.
- Attachment F is the Trended Income Statement
- Attachment G is the Cash Projection

Sonoma Valley Hospital
Payer Mix for the month of September, 2024

ATTACHMENT A

	MONTH			
Gross Revenue	Actual	Budget	Variance	% Variance
Medicare	10,885,122	9,790,944	1,094,177	4.2%
Medicare Managed Care	5,996,078	4,717,637	1,278,441	5.0%
Medi-Cal	5,194,974	4,151,478	1,043,496	4.1%
Self Pay	252,268	302,973	-50,705	-0.2%
Commercial & Other Governn	5,405,810	6,115,479	-709,670	-2.8%
Worker's Comp.	425,952	677,167	-251,215	-1.0%
Total	28,160,205	25,755,679	2,404,525	9.3%

	YEAR TO DATE			
	Actual	Budget	Variance	% Variance
Medicare	31,894,310	29,646,932	2,247,377	2.9%
Medicare Managed Care	17,085,892	14,289,009	2,796,883	3.6%
Medi-Cal	14,941,590	12,582,905	2,358,685	3.0%
Self Pay	1,233,449	919,391	314,058	0.4%
Commercial & Other Governn	18,077,971	18,535,902	-457,931	-0.6%
Worker's Comp.	1,868,330	2,054,161	-185,831	-0.2%
Total	85,101,542	78,028,300	7,073,242	9.1%

	MONTH		
Payor Mix	Actual	Budget	Variance
Medicare	38.7%	38.0%	0.6%
Medicare Managed Care	21.3%	18.3%	3.0%
Medi-Cal	18.4%	16.1%	2.3%
Self Pay	0.9%	1.2%	-0.3%
Commercial & Other Governn	19.2%	23.7%	-4.5%
Worker's Comp.	1.5%	2.6%	-1.1%
Total	100.0%	100.0%	

	YEAR TO DATE		
	Actual	Budget	Variance
Medicare	37.5%	38.0%	-0.5%
Medicare Managed Care	20.1%	18.3%	1.8%
Medi-Cal	17.6%	16.1%	1.4%
Self Pay	1.4%	1.2%	0.3%
Commercial & Other Governn	21.2%	23.8%	-2.5%
Worker's Comp.	2.2%	2.6%	-0.4%
Total	100.0%	100.0%	

**SONOMA VALLEY HOSPITAL
OPERATING INDICATORS
For the Period Ended September 30, 2024**

ATTACHMENT B

CURRENT MONTH				YEAR-TO-DATE			YTD	
Actual	Budget	Favorable (Unfavorable) Variance		Actual	Budget	Favorable (Unfavorable) Variance	Prior Year 09/30/23	
09/30/24	09/30/24	09/30/24		09/30/24	09/30/24	09/30/24	09/30/23	
Inpatient Utilization								
Discharges								
1	38	54	(16)	Med/Surg	119	162	(43)	146
2	14	18	(4)	ICU	52	55	(3)	48
3	52	72	(20)	Total Discharges	171	217	(46)	194
Patient Days:								
4	124	172	(48)	Med/Surg	405	517	(112)	528
5	82	85	(3)	ICU	239	257	(18)	245
6	206	257	(51)	Total Patient Days	644	774	(130)	773
7	25	-	25	Observation days	66	-	66	54
Average Length of Stay:								
8	3.26	3.17	0.1	Med/Surg	3.40	3.18	0.22	3.62
9	5.86	4.69	1.2	ICU	4.60	4.70	(0.11)	5.10
10	3.96	3.55	0.4	Avg. Length of Stay	3.77	3.57	0.20	3.98
Average Daily Census:								
11	4.1	5.7	(1.6)	Med/Surg	4.4	5.6	(1.2)	5.7
12	2.7	2.8	(0.1)	ICU	2.6	2.8	(0.2)	2.7
13	6.9	8.6	(1.7)	Avg. Daily Census	7.0	8.4	(1.4)	8.4
Other Utilization Statistics								
Emergency Room Statistics								
14	862	773	89	OP ER Visits	2,787	2,395	392	2,614
Outpatient Statistics:								
15	5,544	3,997	1,547	Total Outpatients Visits	16,887	13,195	3,692	14,994
16	8	10	(2)	IP Surgeries	27	33	(6)	43
17	127	126	1	OP Surgeries / Special Procedures	396	378	18	470
18	299	318	(19)	Adjusted Discharges	934	961	(27)	895
19	1,185	1,146	39	Adjusted Patient Days	3,534	3,471	64	3,636
20	39.5	38.2	1.3	Adj. Avg. Daily Census	38.4	37.7	0.7	39.5
21	1.363	1.400	(0.037)	Case Mix Index - Medicare	1.385	1.400	(0.015)	1.441
22	1.444	1.400	0.044	Case Mix Index - All payers	1.420	1.400	0.020	1.380
Labor Statistics								
23	216	214	(2)	FTE's - Worked	215	213	(2.6)	215
24	242	235	(6)	FTE's - Paid	240	235	(5.2)	237
25	49.90	49.27	(0.63)	Average Hourly Rate	49.27	49.44	0.18	48.32
26	6.12	6.16	0.04	FTE / Adj. Pat Day	6.25	6.23	(0.02)	5.99
27	34.9	35.1	0.2	Manhours / Adj. Pat Day	35.6	35.5	(0.1)	34.2
28	138.3	126.4	(11.8)	Manhours / Adj. Discharge	134.9	128.3	(6.6)	138.8
29	22.9%	28.6%	5.7%	Benefits % of Salaries	24.3%	28.8%	4.5%	25.0%
Non-Labor Statistics								
30	13.0%	13.3%	0.3%	Supply Expense % Net Revenue	10.7%	11.6%	0.9%	16.2%
31	2,107	1,910	(197)	Supply Exp. / Adj. Discharge	1,725	1,671	(53)	2,319
32	19,607	17,991	(1,616)	Total Expense / Adj. Discharge	18,598	18,010	(587)	17,230
Other Indicators								
33	17.8			Days Cash - Operating Funds				
34	54.4	50.0	4.4	Days in Net AR	56.8	50.0	6.8	64.2
35	93%			Collections % of Cash Goal	99%			94.1%
36	59.9	55.0	4.9	Days in Accounts Payable	59.9	55.0	4.9	-
37	17.2%	17.8%	-0.6%	% Net revenue to Gross revenue	17.8%	17.8%	0.0%	15.1%
38	37.2%			% Net AR to Gross AR	37.2%			34.8%

Sonoma Valley Health Care District

ATTACHMENT C

Balance Sheet
As of September 30, 2024
UNAUDITED

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets			
Current Assets:			
1 Cash	2,674,451	2,969,124	3,722,817
3 Net Patient Receivables	9,483,164	12,194,645	10,825,277
4 Allow Uncollect Accts	(1,919,835)	(4,639,598)	(2,109,722)
5 Net A/R	7,563,330	7,555,047	8,715,555
6 Other Accts/Notes Rec	1,122,992	1,383,800	2,003,276
7 Parcel Tax Receivable	3,800,000	3,800,000	3,800,000
8 GO Bond Tax Receivable	2,407,523	2,568,326	2,617,464
9 3rd Party Receivables, Net	1,269,623	780,586	150,975
10 Inventory	932,329	932,321	1,005,748
11 Prepaid Expenses	772,245	977,566	1,091,455
12 Total Current Assets	\$ 20,542,493	\$ 20,966,770	\$ 23,107,290
13 Property, Plant & Equip, Net	\$ 61,589,796	\$ 61,951,867	\$ 57,544,553
14 Trustee Funds - GO Bonds	3,506,171	5,982,661	3,259,368
15 Designated Funds - Board Approved	-	-	-
16 Total Assets	\$ 85,638,460	\$ 88,901,298	\$ 83,911,211
Liabilities & Fund Balances			
Current Liabilities:			
17 Accounts Payable	\$ 6,651,126	\$ 6,825,538	\$ 6,499,350
18 Accrued Compensation	4,276,848	4,049,786	4,000,416
19 Interest Payable - GO Bonds	306,411	268,600	60,604
20 Accrued Expenses	322,466	202,921	565,355
21 Advances From 3rd Parties	-	-	-
22 Deferred Parcel Tax Revenue	2,849,999	3,166,666	2,849,999
23 Deferred GO Bond Tax Revenue	1,805,642	2,006,269	1,963,099
24 Current Maturities-LTD	217,475	217,475	217,475
25 Line of Credit - Union Bank	1,903,899	1,895,519	4,973,734
26 Other Liabilities	29,371	57,510	57,511
27 Total Current Liabilities	\$ 18,363,237	\$ 18,690,284	\$ 21,187,544
28 Long Term Debt, net current portion	\$ 27,619,627	\$ 30,371,050	\$ 27,044,483
Fund Balances:			
30 Unrestricted	\$ 16,280,523	\$ 16,464,892	\$ 15,033,672
31 Restricted	23,375,073	23,375,073	20,645,512
32 Total Fund Balances	\$ 39,655,596	\$ 39,839,964	\$ 35,679,184
33 Total Liabilities & Fund Balances	\$ 85,638,460	\$ 88,901,298	\$ 83,911,211

Sonoma Valley Health Care District
Balance Sheet Variance Analysis
As of September 30, 2024

ATTACHMENT D

Assets	Monthly Change	Current Month	Prior Month	Prior Year	Variance Commentary
CURRENT ASSETS					
Cash	(294,673)	2,674,451	2,969,124	3,722,817	Cash receipts of \$4.3 million vs. \$4.6 million in AP payments. Only capital activity was \$177K of payments made related to progress payments on the ODC project which were fully reimbursed by the Foundation.
Net A/R	8,283	7,563,330	7,555,047	8,715,555	Comparable
Other Receivables	67,426	8,600,138	8,532,712	8,571,715	Change relates to the recording of the current fiscal year income receivables for the bond and parcel taxes monthly amortization
Inventory	8	932,329	932,321	1,005,748	
Prepaid Expenses	(205,321)	772,245	977,566	1,091,455	Monthly expense recognition of prepaid expenditures
TOTAL CURRENT ASSETS	(424,277)	20,542,493	20,966,770	23,107,290	
NON-CURRENT ASSETS					
Net Fixed Assets	(362,071)	61,589,796	61,951,867	57,544,553	Invoices related to progress billings for ODC project
Trustee Funds - GO Bonds	(2,476,490)	3,506,171	5,982,661	3,259,368	
TOTAL ASSETS	(3,262,837)	85,638,460	88,901,298	83,911,211	
Liabilities / Fund Balance	Monthly Change	Current Month	Prior Month	Prior Year	Variance Commentary
CURRENT LIABILITIES					
Accounts Payable	(174,412)	6,651,126	6,825,538	6,499,350	Small decrease from prior month
Accrued Expenses	346,607	4,599,314	4,252,707	4,565,772	Comparable
Interest Payable	37,811	306,411	268,600	60,604	Go Bond interest accrual
Deferred Revenues	(517,294)	4,655,641	5,172,935	4,813,098	Monthly amortization of annual Parcel Tax and IGT funds
Line of Credit	8,380	1,903,899	1,895,519	4,973,734	True-up of accrued interest exp for LOC
Other Liabilities	(28,139)	246,846	274,985	274,986	GASB amortization
TOTAL CURRENT LIABILITIES	(327,047)	18,363,237	18,690,284	21,187,544	
NON-CURRENT LIABILITIES					
Long Term Debt	(2,751,423)	27,619,627	30,371,050	27,044,483	Comparable
TOTAL LIABILITIES	(3,078,470)	45,982,864	49,061,334	48,232,027	
FUND BALANCES					
Fund Balance	(184,368)	39,655,596	39,839,964	35,679,184	Change in Net Position for September \$(184,368)
TOTAL LIABILITIES & FUND BALANCES	(3,262,838)	85,638,460	88,901,298	83,911,211	

Sonoma Valley Health Care District
Statement of Revenue and Expenses
For the Period Ended September 30, 2024

	Month				Year-To-Date							
	This Year		Variance		This Year		Variance		Variance			
	CYM Actual	CYM Budget	Var	%	YTD Actual	YTD Budget	Var	%	PYTD Actual	Var	%	
Volume Information												
1	Acute Discharges	52	72	(20)	-28%	171	217	(46)	-21%	194	(23)	-12%
2	Patient Days	206	257	(51)	-20%	644	774	(130)	-17%	773	(129)	-17%
3	Observation Days	25	-	25	n/a	66	-	66	n/a	54	12	22%
4	Gross O/P Revenue (000's)	23,287	19,878	3,409	17%	69,592	60,307	9,285	15%	66,357	3,234	5%
Financial Results												
Gross Patient Revenue												
5	Inpatient	4,896,552	5,830,729	(934,178)	-16%	15,581,697	17,557,654	(1,975,958)	-11%	18,498,880	(2,917,183)	-16%
6	Outpatient	13,650,299	12,189,612	1,460,687	12%	38,906,725	36,972,110	1,934,615	5%	40,575,389	(1,668,664)	-4%
7	Emergency	9,636,758	7,688,314	1,948,444	25%	30,684,815	23,334,559	7,350,256	31%	25,829,803	4,855,012	19%
8	Total Gross Patient Revenue	28,183,608	25,708,655	2,474,953	10%	85,173,236	77,864,323	7,308,913	9%	84,904,073	269,164	0%
Deductions from Revenue												
9	Contractual Discounts	(24,100,734)	(21,926,028)	(2,174,706)	10%	(72,102,130)	(66,415,222)	(5,686,908)	9%	(71,406,247)	(695,883)	1%
10	Bad Debt	(164,500)	(121,721)	(42,779)	35%	(486,750)	(368,699)	(118,051)	32%	(400,286)	(86,464)	22%
11	Charity Care Provision	64,180	52,293	11,887	23%	(83,094)	158,399	(241,493)	-152%	(279,956)	196,863	-70%
12	Supplemental Funding	871,547	871,547	0	0%	2,614,641	2,614,640	1	0%	-	2,614,641	n/a
13	Total Deductions from Revenue	(23,329,507)	(21,123,909)	(2,205,599)	10%	(70,057,333)	(64,010,882)	(6,046,451)	9%	(72,086,489)	2,029,156	-3%
14	Net Patient Service Revenue	4,854,101	4,584,746	269,355	6%	15,115,903	13,853,441	1,262,462	9%	12,817,583	2,298,320	18%
15	Other Operating Revenue	96,570	91,993	4,576	5%	292,922	275,980	16,941	6%	257,017	35,905	14%
16	Total Operating Revenue	4,950,671	4,676,740	273,931	6%	15,408,825	14,129,421	1,279,403	9%	13,074,600	2,334,225	18%
Operating Expenses												
17	Salary and Wages and Agency Fees	2,063,255	1,983,572	79,684	4%	6,206,660	6,095,110	111,551	2%	6,000,982	205,679	3%
18	Employee Benefits	738,758	795,719	(56,961)	-7%	2,304,486	2,437,020	(132,534)	-5%	2,186,379	118,108	5%
19	Total People Cost	2,802,013	2,779,291	22,722	1%	8,511,147	8,532,130	(20,983)	0%	8,187,360	323,786	4%
20	Med and Prof Fees (excl Agency)	670,464	656,466	13,998	2%	1,968,860	1,977,886	(9,026)	0%	1,699,145	269,715	16%
21	Supplies	630,036	608,081	21,955	4%	1,611,032	1,606,142	4,890	0%	2,075,769	(464,737)	-22%
22	Purchased Services	352,482	400,738	(48,255)	-12%	1,184,504	1,252,220	(67,715)	-5%	1,153,230	31,274	3%
23	Depreciation	519,114	491,705	27,410	6%	1,616,676	1,560,114	56,563	4%	980,840	635,836	65%
24	Utilities	205,277	175,209	30,068	17%	608,990	525,627	83,363	16%	515,760	93,230	18%
25	Insurance	144,155	74,736	69,419	93%	263,555	224,208	39,346	18%	214,440	49,114	23%
26	Interest	13,642	29,445	(15,802)	-54%	55,765	88,334	(32,568)	-37%	157,411	(101,646)	-65%
27	Other	123,429	100,093	23,336	23%	332,672	300,796	31,876	11%	302,650	30,022	10%
28	Supplemental Funding Fees	365,191	365,191	0	0%	1,095,573	1,095,572	1	0%	-	1,095,573	n/a
29	Operating Expenses	5,825,804	5,680,954	144,850	3%	17,248,775	17,163,030	85,746	0%	15,286,606	1,962,169	13%
30	Operating Margin	(875,134)	(1,004,214)	129,081	13%	(1,839,950)	(3,033,608)	1,193,658	39%	(2,212,007)	372,056	20%

Sonoma Valley Health Care District
Statement of Revenue and Expenses
For the Period Ended September 30, 2024

	Month				Year-To- Date							
	This Year		Variance		This Year		Variance		Variance			
	CYM Actual	CYM Budget	Var	%	YTD Actual	YTD Budget	Var	%	PYTD Actual	Var	%	
Non Operating Rev and Expense												
31 Miscellaneous Revenue/(Expenses)	33,567	14,488	19,080	132%	59,668	43,463	16,206	37%	160,126	(100,458)	-63%	
32 Donations	-	(3,955)	3,955	-100%	-	(11,864)	11,864	-100%	-	-	n/a	
33 Parcel Tax Assessment Rev	316,667	312,500	4,167	1%	950,001	937,500	12,501	1%	950,001	-	0%	
34 Extraordinary Items	-	-	-	n/a	-	-	-	n/a	-	-	n/a	
35 Total Non-Operating Revenue/(Expense)	350,234	323,033	27,201	8%	1,009,669	969,098	40,571	4%	1,110,127	(100,458)	-9%	
36 Net Income / (Loss) prior to GO Bond(net)	(524,899)	(681,181)	156,282	23%	(830,281)	(2,064,510)	1,234,228	60%	(1,101,880)	271,598	25%	
37 GO Bond Activity, Net	162,817	177,571	(14,754)	-8%	478,199	532,714	(54,515)	-10%	520,793	(42,594)	-8%	
38 Net Income / (Loss) with GO Bond(net)	(362,082)	(503,610)	141,528	28%	(352,082)	(1,531,796)	1,179,713	77%	(581,087)	229,004	39%	
39 Restricted Foundation Contributions	177,715	157,410	20,305	13%	1,230,120	472,229	757,891	160%	-	1,230,120	n/a	
40 Change in Net Position	(184,367)	(346,201)	161,833	47%	878,038	(1,059,567)	1,937,605	183%	(581,087)	1,459,124	251%	
Operating EBDA	(356,019)	(512,510)	156,490	-31%	(223,274)	(1,473,494)	1,250,220	85%	(1,231,166)	1,007,892	82%	
Total EBDA - Excl Rest Contributions	157,032	(11,905)	168,937	-1419%	1,264,594	28,318	1,236,276	4366%	399,754	864,840	216%	

Sonoma Valley Health Care District
FY24 Trended Income Statement - Last 6 Months
For the Period Ended September 30, 2024

ATTACHMENT F

	April FY24	May FY24	June FY24	July FY25	August FY25	September FY25	FY25 YTD Mth Avg	FY24 YTD Mth Avg
1 Acute Discharges	70	63	58	65	54	52	57	68
2 Patient Days	230	197	201	230	208	206	215	245
3 Observation Days	19	22	29	18	23	25	22	22
4 Gross O/P Revenue (000's)	\$ 21,913	\$ 21,663	\$ 21,914	\$ 27,960	\$ 28,981	\$ 28,160	\$ 28,367	\$ 21,821
Financial Results								
Gross Patient Revenue								
5 Inpatient	\$ 6,001,401	\$ 4,589,215	\$ 5,247,297	\$ 5,899,154	\$ 4,785,991	\$ 4,896,552	\$ 5,193,899	\$ 5,855,907
6 Outpatient	12,349,015	12,028,739	11,630,429	11,683,143	13,524,993	13,626,895	12,945,010	12,948,617
7 Emergency	9,563,637	9,634,326	10,284,037	10,377,802	10,670,255	9,636,758	10,228,272	8,872,108
8 Total Gross Patient Revenue	\$ 27,914,053	\$ 26,252,280	\$ 27,161,763	\$ 27,960,099	\$ 28,981,239	\$ 28,160,205	\$ 28,367,181	\$ 27,676,632
Deductions from Revenue								
9 Contractual Discounts	(21,690,696)	(22,184,344)	(22,711,319)	(23,449,018)	(24,552,378)	(24,100,734)	(24,034,043)	(23,322,102)
10 Bad Debt	(2,013,340)	(72,256)	(151,047)	(150,000)	(172,250)	(164,500)	(162,250)	(274,192)
11 Discounts / Other Deductions	(102,784)	22,408	(118,043)	(105,349)	(41,925)	64,180	(27,698)	(8,882)
12 IGT Revenue	1,861,463	207,222	-	871,547	871,547	871,547	871,547	656,761
13 Total Deductions from Revenue	\$ (21,945,357)	\$ (22,026,970)	\$ (22,980,409)	\$ (22,832,820)	\$ (23,895,006)	\$ (23,329,507)	\$ (23,352,444)	\$ (22,948,415)
14 Net Patient Service Revenue	\$ 5,968,696	\$ 4,225,310	\$ 4,181,354	\$ 5,127,279	\$ 5,086,233	\$ 4,830,697	\$ 5,014,736	\$ 4,728,217
15 Other Operating Revenue	\$ 102,300	\$ 92,828	\$ 89,091	\$ 122,004	\$ 122,638	\$ 119,973	\$ 121,538	\$ 92,739
16 Total Operating Revenue	\$ 6,070,996	\$ 4,318,138	\$ 4,270,445	\$ 5,249,283	\$ 5,208,871	\$ 4,950,671	\$ 5,136,275	\$ 4,820,956
Operating Expenses								
17 Salary and Wages and Agency	\$ 2,054,463	\$ 2,080,929	\$ 1,996,137	\$ 2,008,288	\$ 2,135,117	\$ 2,063,255	\$ 2,068,887	\$ 2,026,203
18 Employee Benefits	856,322	808,621	842,715	844,382	721,346	738,758	768,162	785,416
19 Total People Cost	\$ 2,910,785	\$ 2,889,550	\$ 2,838,852	\$ 2,852,670	\$ 2,856,463	\$ 2,802,013	\$ 2,837,049	2,811,618
20 Med and Prof Fees (excl Agency)	\$ 579,135	\$ 643,707	\$ 652,661	\$ 760,435	\$ 537,961	\$ 670,464	\$ 656,287	\$ 598,762
21 Supplies	361,713	550,525	608,089	436,999	543,997	630,036	537,011	626,803
22 Purchased Services	403,065	307,662	463,462	350,330	481,692	352,482	394,835	413,583
23 Depreciation	422,819	441,840	500,000	519,093	578,469	519,114	538,892	441,044
24 Utilities	151,806	135,364	227,263	204,101	199,612	205,277	202,997	162,052
25 Insurance	98,995	68,544	34,172	102,750	16,650	144,155	87,852	68,293
26 Interest	20,453	50,300	120,563	12,973	29,150	13,642	18,588	59,272
27 Other	115,482	108,036	88,499	102,876	106,367	123,429	110,891	100,025
28 Matching Fees (IGT)	47,472	86,484	-	365,191	365,191	365,191	365,191	266,458
29 Operating expenses	\$ 5,111,725	\$ 5,282,012	\$ 5,533,561	\$ 5,707,419	\$ 5,715,552	\$ 5,825,804	\$ 5,749,592	\$ 5,547,909
30 Operating Margin	\$ 959,271	\$ (963,874)	\$ (1,263,116)	\$ (458,136)	\$ (506,681)	\$ (875,134)	\$ (613,317)	\$ (726,953)
Non Operating Rev and Expense								
31 Miscellaneous Revenue/(Exp)	\$ 40,512	\$ 41,366	\$ 64,651	\$ (12,506)	\$ 38,607	\$ 33,567	\$ 19,889	\$ 36,743
32 Donations	67	-	-	-	-	-	-	(1,005)
33 Parcel Tax Assessment Rev	316,667	316,668	316,663	316,667	316,667	316,667	316,667	316,667
34 Extraordinary Items	-	-	-	-	-	-	-	-
35 Total Non-Operating Rev/Exp	\$ 357,246	\$ 358,034	\$ 381,314	\$ 304,161	\$ 355,274	\$ 350,234	\$ 336,556	\$ 352,405
36 Net Income / (Loss) Excl GO Bond	\$ 1,316,517	\$ (605,840)	\$ (881,802)	\$ (153,975)	\$ (151,407)	\$ (524,899)	\$ (276,760)	\$ (374,548)
37 GO Bond Activity, Net	175,187	175,187	175,188	157,691	157,691	162,817	159,400	174,790
38 Net Income/(Loss) Incl GO Bond	\$ 1,491,704	\$ (430,653)	\$ (706,614)	\$ 3,716	\$ 6,284	\$ (362,082)	\$ (117,361)	\$ (199,759)
39 Restricted Foundation Contr	\$ 1,202,053	\$ 153,261	\$ 448,716	\$ 65,959	\$ 986,446	\$ 177,715	\$ 410,040	\$ 449,199
40 Change in Net Position	\$ 2,693,757	\$ (277,392)	\$ (257,898)	\$ 69,675	\$ 992,730	\$ (184,367)	\$ 292,679	\$ 249,440
Operating EBDA	\$ 1,382,090	\$ (522,034)	\$ (763,116)	\$ 60,957	\$ 71,788	\$ (356,019)	\$ (74,425)	\$ (285,910)
Total EBDA - Excl Rest Contr	\$ 1,914,523	\$ 11,187	\$ (206,614)	\$ 522,809	\$ 584,753	\$ 157,032	\$ 421,531	\$ 241,285

2025 Finance Committee Work Plan (DRAFT)

January	February	March	April
<ul style="list-style-type: none"> ▪ November/December Financials ▪ Detailed A/R Review ▪ Review Capital Project Dashboard 	<ul style="list-style-type: none"> ▪ January Financials ▪ District Hospital Leadership Forum (DHLF) Update / Presentation 	<ul style="list-style-type: none"> ▪ February Financials ▪ FY 2026 Budget Assumptions ▪ Revenue Analysis and Payor Profitability Review ▪ Payor Contract Status 	<ul style="list-style-type: none"> ▪ March Financials ▪ FY 2026 Budget Update ▪ Sonoma Valley Hospital Foundation Update
May	June	July	August
<ul style="list-style-type: none"> ▪ April Financials ▪ Review and Recommend for APPROVAL FY 2026 Budget ▪ Long Range Financial Plan, including Capital Spending Assumptions 	No Meeting	<ul style="list-style-type: none"> ▪ May / June Financials ▪ Cash Flow Forecast ▪ Risk Management and Insurance Review 	<ul style="list-style-type: none"> ▪ July Financials ▪ SVH Systems Review ▪ Review Capital Project Dashboard
September	October	November	December
<ul style="list-style-type: none"> ▪ August Financials ▪ Balance Sheet Review ▪ Debt Profile Review 	<ul style="list-style-type: none"> ▪ September Financials ▪ Update on Board Strategic Plan 	<ul style="list-style-type: none"> ▪ October Financials ▪ Line of Business Profile Review including Market Share and Profitability ▪ 2026 Finance Committee Work Plan 	No Meeting