



**SONOMA VALLEY HEALTH CARE DISTRICT
FINANCE COMMITTEE
REGULAR MEETING AGENDA
Tuesday, September 25, 2012
5:00 p.m.**

**Location: Schantz Conference Room
Sonoma Valley Hospital – 347 Andrieux Street, Sonoma CA 95476**

AGENDA ITEM	RECOMMENDATION	
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	Fogg	Inform/Action
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 Committee 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 Committee consideration. At all times please use the microphone.</i>		
3. CONSENT CALENDAR: A. Prior Meeting Minutes – August 28, 2012	Fogg	Action
4. RESOLUTION NO. 313 GO BOND TAX RATE	Reid	Inform/Action
5. RESOLUTION CORPORATE CREDIT CARD	Reid	Inform/Action
6. UPDATES	Reid	Inform
7. AUGUST 2012 FINANCIALS	Reid	Inform
8. PROJECTED CASH FLOWS	Reid	Inform
9. ADJOURN TO OCTOBER 23, 2012	Fogg	

3.A.

MINUTES

8.28.12



**SONOMA VALLEY HEALTH CARE DISTRICT
FINANCE COMMITTEE
REGULAR MEETING MINUTES
Tuesday, August 28, 2012
Schantz Conference Room**

Committee Members Present	Committee Members Absent	Administrative Staff Present
Richard Fogg, Chair Bill Boerum Sharon Nevins Dr. Subhash Mishra Steve Barclay	Shari Glago Mary Smith	Rick Reid, CFO Kelly Mather, CEO Jeannette Tarver, Director of Finance Ellen Shannahan, Director of Materials Management

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ ACTION	FOLLOW-UP/ RESPONSIBLE PARTY
MISSION AND VISION STATEMENTS	<p><i>The mission of the SVHCD is to maintain, improve, and restore the health of everyone in our community.</i></p> <p><i>The vision of the SVHCD is that: SVH will be a nationally recognized, compassionate place of healing and known for excellence in clinical quality. We serve as the guide and indispensable link for our community's health care journey.</i></p>		
1. CALL TO ORDER	5:02 p.m.		
2. PUBLIC COMMENT <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 Committee 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 Committee consideration. At all times please use the microphone.</i>	Mr. McCandless, a community member, commented on the formatting of the SVH Minutes. He suggested widening the "Discussion" column and decreasing the width of the last two columns on the right, which are hardly used.		
3. CONSENT CALENDAR: A. Prior Meeting Minutes 7.31.12		MOTION: by Nevins; second by Barclay to approve Item A on the Consent Calendar and	

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ ACTION	FOLLOW-UP/ RESPONSIBLE PARTY
		carried. All in favor; none opposed.	
4. PROCUREMENT AND BIDDING POLICY	<i>Ellen Shannahan</i>		
	<p>Mr. Reid quickly clarified that the two policies being presented had been approved by the Governance Committee and brought to the Finance Committee to inform the Committee what the procurement policies and bidding processes are.</p> <p>Ms. Shannahan briefly explained the procurement and bidding policy.</p>		
5. BIDDING FOR PUBLIC WORKS CONTRACTS	<i>Ellen Shannahan</i>		
	Ms. Shannahan briefly explained the bidding for public works contracts.		
6. UPDATES	<i>Rick Reid</i>		
	<p>Mr. Reid reported scheduling monthly operating reviews with SVH Department Directors to discuss what their financial performance was compared to budget. Also scheduled were productivity meetings, which went exceptionally well. The new productivity standards would be in place and changed the reporting process. The I.T. consolidation with Palm Drive Hospital (PDH) had been completed. SVH had implemented a shared process with one Accounts Payable Clerk, who is a PDH employee working three days a week at SVH. Once the new system was implemented and goes live in Paragon, all business-related services such as: Accounting, Billing, Registration, and Materials Management, would go live in November. Had consolidated the billers to SVH and centralized the billing process, which also went well. Exceeded cash collections for the month of August.</p> <p>Mr. Reid updated on the EHR where SVH was two-thirds done with the 90-day out of station period passing with flying colors and would qualify at the end of September of almost \$1.3 million from Medicare and another \$330,000 from Medi-Cal. Also budgeted and implemented, was the remote access pharmacy where order(s) would be placed by a nurse. Lastly, the Medi-Cal reimbursement was \$37,000 and could be as high as \$135,000 of reductions this year.</p> <p>The Audit Committee is scheduled in October and the Hospital's audit went well with no adjustments.</p>		
7. REGULATORY COMPLIANCE 5-YEAR PLAN – UPDATE ON	<i>Rick Reid</i>		

AGENDA ITEM	DISCUSSION	CONCLUSIONS/ ACTION	FOLLOW-UP/ RESPONSIBLE PARTY
FINANCING RATES			
	Mr. Reid briefly summarized the debt service requirements with equipment borrowing. This was an informational item only.		
8. JULY 2012 FINANCIALS	<i>Rick Reid</i>		
	<p>Mr. Reid discussed SNF patient days volume was down by 92. Outpatient volume was higher than expected. Surgery was down by 9. For the month of August SVH was ahead volume-wise in every budgeted category. July's budgeted revenue was \$26,000 better than budget. Operating expenses were \$98,000 better than budget. The budgeted operating margin was a loss of \$545,000. However, the actual loss was \$420,000, or \$124,000 was better than budget. Net income before the capital campaign was \$29,134 on a budget and a loss of \$85,000. The capital campaign contributions were \$1,750 on a budget of \$47,500 included in the operating expenses of \$500,000 for the year. Net income after the capital campaign was \$30,000 on a budgeted loss of \$38,000 or \$69,000 better than budget.</p> <p>Net revenues were better than budget by \$26,000. Napa State Hospital was over budget by \$27,000. SNF volume was under budget by 92. The acuity continued to be under budget. Home Care was under budget. SVH received approval from the State to expand the area and was working with MGH and PDH with the process. On the expense side, agency was combined with salaries and wages that showed the labor component. Salaries, wages, and agency were \$52,000 better than budget. Supplies were over budget by \$93,000 coming from Surgery.</p> <p>Mr. Reid concluded that July had exceeded SVH's expectations and the volumes in August were good.</p>		
9. PROJECTED CASH FLOWS	<i>Rick Reid</i>		
	Mr. Reid reported improvements in accounts payables. The goal was 45 days at the end of July and in compliance with the vendors. Accounts payable was down from 95 to 45 and kept cash up 14 to 18 days. There was positive cash from operations. The big negative months were driven by timing of payroll. SVH accrues every month from the \$1.7 million EHR reimbursement.		
10. ADJOURN	6:26 p.m.		

4.

**RESOLUTION NO. 313
GO BOND
TAX RATE**

SONOMA VALLEY HEALTH CARE DISTRICT

RESOLUTION NO. 313

**RESOLUTION SETTING THE TAX RATE FOR THE 2012-2013
FISCAL YEAR FOR THE PAYMENT OF INTEREST ON THE SONOMA
VALLEY HEALTH CARE DISTRICT (SONOMA COUNTY, CALIFORNIA)
GENERAL OBLIGATION BONDS, ELECTION OF 2008, SERIES A (2009)**

WHEREAS, by resolution, adopted by the Board of Directors (the "Board") of the Sonoma Valley Health Care District (the "District") on October 4, 2012, the Board determined and declared that public interest and necessity demanded the need to raise moneys for the expansion, improvement, acquisition, construction, equipping and renovation of health facilities of the District (the "Project"), and the Board called a mailed ballot election to be held within the boundaries of the District in accordance with the California Elections Code;

WHEREAS, a special municipal election was held in the District on November 4, 2008 and thereafter canvassed pursuant to law;

WHEREAS, at such election there was submitted to and approved by the requisite two-thirds (2/3) vote of the qualified electors of the District a question as to the issuance and sale of general obligation bonds of the District for the purpose of raising money for the Project in the maximum aggregate principal amount of \$35,000,000, payable from the levy of an *ad valorem* tax against all taxable property in the District;

WHEREAS, pursuant to Chapter 4 of Division 23 (commencing with section 32300) of the California Health and Safety Code (the "Act"), the District is empowered to issue general obligation bonds;

WHEREAS, the District sold, on January 27, 2009, an initial series of bonds for the purpose of raising funds needed for the Project and for other authorized costs in the aggregate principal amount of \$12,000,000, identified as the "Sonoma Valley Health Care District (Sonoma County, California) General Obligation Bonds, Election of 2008, Series A (2009)" (the "Bonds"); and

WHEREAS, the County has requested that the District provide to the County the tax rate required for Fiscal Year Fiscal Year 2012-2013 to pay interest on the Bonds and to provide a reasonable reserve;

NOW, THEREFORE, THE BOARD OF DIRECTORS OF SONOMA VALLEY HEALTH CARE DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:

Section 1. Recitals. All of the recitals herein are true and correct. To the extent that the recitals relate to findings and determinations of the Board, the Board declares such findings or determinations to be made thereby.

Section 2. Tax Rate; Remittance.

(a) Based upon the County's estimate of assessed valuation of all secured property in the District (\$6,875,075,463), the tax rate required to assure payment of the principal of, interest on and a reasonable reserve for the Bonds for Fiscal Year 2012-2013 is \$27.30 per \$100,000 of assessed valuation. It is the intent of the District to provide to the County, by resolution, the tax rate required to assure payment of the principal of, interest on and a reasonable reserve for the Bonds for Fiscal Year 2013-2014 and each Fiscal Year thereafter, so long as the Bonds remain outstanding. However, in the event the District fails to provide a tax rate in any year, the County is directed to apply the most recently provided tax rate in such year.

(b) The District hereby delegates to the County Board of Supervisors the authority to annually levy and collect the annual *ad valorem* property taxes required for the payment of the principal of and interest on the Bonds.

(c) The District hereby requests that such amounts, as collected, be remitted directly to The Bank of New York Mellon Trust Company, N.A., the District's paying agent for the Bonds.

Section 3. Request for Necessary County Actions. The County Board of Supervisors and the County Auditor-Controller-Treasurer-Tax Collector, and other officials of the County, are hereby directed to take whatever action that may be necessary pursuant to law to provide for the levy and collection of a property tax on all taxable property within the District at the tax rate specified in Section 2(a) above.

Section 4. General Authority. The Chair, the Secretary, the Chief Executive Officer and the Chief Financial Officer, and their respective designees, are each hereby authorized, empowered and directed in the name and on behalf of the District to take any and all steps which they or any of them might deem necessary or appropriate in order to give effect to this resolution.

Section 5. Effective Date. This resolution shall take effect immediately on and after its adoption.

* * * * *

PASSED AND ADOPTED this 4th day of October, 2012, by the following vote:

AYES:

NAYS:

ABSENT:

Chair, Board of Directors
Sonoma Valley Health Care District

ATTEST:

Secretary, Board of Directors
Sonoma Valley Health Care District

5.

**RESOLUTION
CORPORATE
CREDIT CARD**

CORPORATE RESOLUTION

I, the undersigned, hereby certify to First National Bank of Omaha ("Bank") that I am Secretary of _____ ("Corporation"), located in _____, and that I have been duly elected and am presently serving in that capacity. I further certify that the following resolutions have been duly adopted by the Board of Directors, or other governing body, of the Corporation and such resolutions are in full force and effect as of the date hereof and have not been revoked or rescinded as of this date:

RESOLVED that:

1. The First National Bank of Omaha Commercial Card Agreement ("Agreement") is approved.
2. The official(s) designated below ("Authorized Official(s)") is/are duly elected and holding the office shown, authorized to borrow money on behalf and in the name of the Corporation, execute any notes, drafts, agreements and other documents and instruments, pledge and encumber property of the Corporation (including, without limitation, bank accounts), and name the individuals at the Corporation who shall be authorized to instruct First National Bank of Omaha to issue credit cards to one or more employees of the Corporation, and the signatures below are the genuine signatures of such persons.

Authorized Official(s):

Printed Name	Title	Signature
Printed Name	Title	Signature
Printed Name	Title	Signature
Printed Name	Title	Signature

3. The resolutions shall continue to be in full force and effect until express written notice of its/their rescission, modification or termination has been received by the Bank. Any and all prior resolutions received and certified by the Bank shall continue to have full force and effect until the Bank receives such written notice. Any rescission, modification or termination of a resolution must be accompanied by written notification to the Bank.

IN WITNESS WHEREOF, I have subscribed my name to this document and affixed the seal of the Corporation on the ____ day of _____, 20__.

(SEAL)

Signature of Secretary

Printed Name

Program Administrator Designation Form (lb*)

Required fields are indicated with an (*).

Program Administrator Designation

Capitalized terms not otherwise defined in this form have the meanings set forth in the Commercial Card Agreement between First National Bank of Omaha and the undersigned business or governmental entity ("Company"), dated as of _____. The Company hereby appoints and designates each person name below as a Program Administrator in connection with the Program established for the Company. At least one Program Administrator is required but you may designate up to three.

Contact 1 Add Replace Replacement for whom: _____

Program Administrator Name: _____
Business Phone: * () - - _____
Mobile: () - - _____
Business Fax: () - - _____
Business Email: * _____
Employee ID / Last 4 SSN:
(Numeric only) _____

Contact 2 Add Replace Replacement for whom: _____

Program Administrator Name: _____
Business Phone: () - - _____
Mobile: () - - _____
Business Fax: () - - _____
Business Email: _____
Employee ID / Last 4 SSN:
(Numeric only) _____

Contact 3 Add Replace Replacement for whom: _____

Program Administrator Name: _____
Business Phone: () - - _____
Mobile: () - - _____
Business Fax: () - - _____
Business Email: _____
Employee ID / Last 4 SSN:
(Numeric only) _____

Company Authorization

The Company warrants and certifies that each person named above is individually authorized by all necessary action of the Company to: (i) submit Applications and related requests for Cards and Card Accounts; (ii) request Credit Limits and Transaction Limits for Cards and Card Accounts; (iii) request cancellation or suspension of Cards and Card Accounts; and (iv) perform other administrative duties related to the Program. The Company also warrants and certifies that the appointment of each person named above as a Program Administrator does not violate the Company's articles of incorporation, articles of formation, articles of organization, charter, partnership agreement, by-laws or any other document or agreement pursuant to which the Company is organized, any provision of applicable law, regulation, order, or rule of any governmental agency, or any court decision.

Name of Authorizing Party* (*please print*)

Title of Authorizing Party*

Signature of Authorizing Party*

Date* (MM/DD/YYYY)

Company Name*

Company ID / Number

7.

AUGUST 2012
FINANCIALS

**Sonoma Valley Hospital
Sonoma Valley Health Care District
August 31, 2012 Financial Report**

Finance Committee
September 25, 2012

August's Patient Volumes

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Prior Year</u>
Acute Discharges	117	114	3	115
Acute Patient Days	432	403	29	372
SNF Patient Days	682	630	52	470
Outpatient Gross Revenue (in thousands)	\$9,014	\$8,490	\$524	\$7,569
Surgical Cases	138	132	6	125

Summary Statement of Revenues and Expenses Month of August 31, 2012

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Percentage</u>	<u>Prior Year</u>
1 Total Operating Revenue	\$ 3,986,975	\$ 3,784,395	\$ 202,580	5%	\$ 3,867,739
2 Total Operating Expenses	\$ 4,312,179	\$ 4,288,491	\$ (23,688)	-1%	\$ 4,064,463
3 Operating Margin	\$ (325,204)	\$ (504,096)	\$ 178,892	35%	\$ (196,724)
4 NonOperating Rev/Exp	\$ 449,887	\$ 459,942	\$ (10,055)	-2%	\$ 292,811
5 Net Income	\$ 124,683	\$ (44,154)	\$ 168,837	-382%	\$ 96,087
6 Capital Campaign Contribution	\$ 2,683	\$ 47,500	\$ (44,817)	-94%	\$ -
7 Net Income with Capital Campaign	\$ 127,366	\$ 3,346	\$ 124,020	3,707%	\$ 96,087
8 EBIDA before Capital Campaign Cont.	\$ 361,086	\$ 211,210	\$ 149,876		\$ 305,968
9 EBIDA Before Capital Campaign Cont. %	9%	6%	3%		8%
10 EBIDA	\$ 363,769	\$ 258,710	\$ 105,059		\$ 305,968
11 EBIDA Percentage	9%	7%	2%		8%
12 Net Income without GO Bond Activity	\$ 3,810	\$ (124,976)	\$ 128,786		\$ (27,517)

Summary Statement of Revenues and Expenses Year to Date August 31, 2012

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Percentage</u>	<u>Prior Year</u>
1 Total Operating Revenue	\$ 7,822,896	\$ 7,594,185	\$ 228,711	3%	\$ 7,722,836
2 Total Operating Expenses	\$ 8,569,066	\$ 8,643,927	\$ 74,861	1%	\$ 8,120,222
3 Operating Margin	\$ (746,170)	\$ (1,049,742)	\$ 303,572	29%	\$ (397,386)
4 NonOperating Rev/Exp	\$ 899,987	\$ 967,384	\$ (67,397)	7%	\$ 613,058
5 Net Income	\$ 153,817	\$ (82,358)	\$ 236,175	-287%	\$ 215,672
6 Capital Campaign Contribution	\$ 4,433	\$ 47,500	\$ (43,067)	-91%	\$ -
7 Net Income with Capital Campaign	\$ 158,250	\$ (34,858)	\$ 193,108	-554%	\$ 215,672
8 EBIDA before Capital Campaign Cont.	\$ 626,859	\$ 428,370	\$ 198,489		\$ 635,970
9 EBIDA Before Capital Campaign Cont. %	8%	6%	2%		8%
10 EBIDA	\$ 631,292	\$ 475,870	\$ 155,422		\$ 635,970
11 EBIDA Percentage	8%	6%	2%		8%
12 Net Income without GO Bond Activity	\$ (93,295)	\$ (339,002)	\$ 245,707		\$ (31,537)

August's Operating Revenues

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Percentage</u>	<u>Prior Year</u>	
REVENUE						
NET PATIENT REVENUE						
1	Acute Inpatient	\$ 1,513,553	\$ 1,418,814	\$ 94,739	7%	\$ 1,445,564
2	Skilled Nursing Facility	\$ 371,686	\$ 370,933	\$ 753	0%	\$ 289,669
3	Outpatient and Emergency	\$ 2,160,855	\$ 1,821,253	\$ 339,602	19%	\$ 1,916,622
4	HomeCare	\$ 252,171	\$ 223,664	\$ 28,507	13%	\$ 182,279
5	Community Benefit (Charity)	\$ (21,000)	\$ (37,125)	\$ 16,125	43%	\$ (30,000)
6	Bad Debt Expense	\$ (645,000)	\$ (321,840)	\$ (323,160)	-100%	\$ (250,000)
7	TOTAL NET PATIENT REVENUE	\$ 3,632,265	\$ 3,475,699	\$ 156,566	5%	\$ 3,554,134
RISK CONTRACTS						
8	Capitation Revenue	\$ 181,554	\$ 183,325	\$ (1,771)	-1%	\$ 190,036
9	Napa State Hospital Revenue	\$ 112,000	\$ 113,333	\$ (1,333)	-1%	\$ 112,380
10	TOTAL RISK CONTRACTS	\$ 293,554	\$ 296,658	\$ (3,104)	-1%	\$ 302,416
11	OTHER OPER REVENUE	\$ 61,156	\$ 12,038	\$ 49,118	408%	\$ 11,189
12	TOTAL HOSPITAL NET REVENUE	\$ 3,986,975	\$ 3,784,395	\$ 202,580	5%	\$ 3,867,739

Revenue Variances

- Total Operating Revenue over budget by \$202,580
- Revenue is over budget by 5%
 - Medicare discharges were over budget by 8 with under budget rates for a net impact of \$92,422
 - Medi-Cal days were over budget by 28 with under budget rates for a net impact of \$96,311
 - Commercial days were under budget by 25 with under budget rates for a net impact of (\$149,450)
 - Other patient days were over budget by 4 with over budget rates for a net impact of \$55,456
 - SNF days over budget by 52 with acuity under budget for a net impact of \$753
 - Outpatient reimbursements over budget by \$339,602
 - Home Care is over budget by \$28,507
 - Other income is over budget by \$49,118 due to the receipt of the BETA dividend of \$43,251

August's Operating Expense

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Percentage</u>	<u>Prior Year</u>
OPERATING EXPENSES					
1 Salary and Wages and Agency	\$ 1,940,198	\$ 1,911,723	\$ (28,475)	-1%	\$ 1,818,107
2 Employee Benefits	\$ 775,711	\$ 704,211	\$ (71,500)	-10%	\$ 664,299
3 Total People Cost	<u>\$ 2,715,909</u>	<u>\$ 2,615,934</u>	<u>\$ (99,975)</u>	<u>-4%</u>	<u>\$ 2,482,406</u>
4 Medical and Prof Fees (excl'd Agency)	\$ 358,635	\$ 393,284	\$ 34,649	9%	\$ 550,132
5 Supplies	\$ 397,082	\$ 449,232	\$ 52,150	12%	\$ 482,244
6 Purchased Services	\$ 453,091	\$ 386,216	\$ (66,875)	-17%	\$ 181,474
7 Depreciation	\$ 173,159	\$ 199,672	\$ 26,513	13%	\$ 151,027
8 Utilities	\$ 82,504	\$ 82,610	\$ 106	0%	\$ 61,004
9 Insurance	\$ 19,375	\$ 20,374	\$ 999	5%	\$ 20,041
10 Interest	\$ 33,233	\$ 25,681	\$ (7,552)	-29%	\$ 28,843
11 Other	<u>\$ 79,191</u>	<u>\$ 115,488</u>	<u>\$ 36,297</u>	<u>31%</u>	<u>\$ 107,292</u>
12 TOTAL OPERATING EXPENSE	<u>\$ 4,312,179</u>	<u>\$ 4,288,491</u>	<u>\$ (23,688)</u>	<u>-1%</u>	<u>\$ 4,064,463</u>

Expense Variances

- Total operating expenses were over budget by (\$23,688).
- Total productivity FTE's were over budget at 284. Total salaries and Agency over budget by (\$28,475), due to higher patient volumes.
- Employee benefits were over budget by (\$71,500). Paid time off is over budget by (\$50,490), due to timing issues.
- Professional Fees were under budget by \$34,649, due to lower charges in the Emergency Room physicians and less outside consulting.
- Supplies were under budget by \$52,150, due to Surgery's case mix and lower lab supplies.
- Purchase services were over budget by (\$66,875), due to amounts related to the Electronic Health Record.
- Other expenses were under budget by \$36,297, due to reduced spending in Administration.

August's Non-Operating Items

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Percentage</u>	<u>Prior Year</u>
NON OPERATING					
1 Electronic Health Record & Misc. Rev.	\$ 146,943	\$ 147,250	\$ (307)	0%	\$ 3,789
2 Donations	\$ -	\$ -	\$ -	0%	\$ 2,500
3 Professional Center / Phys Recruitment	\$ -	\$ -	\$ -	0%	\$ (122)
4 Physician Practice Support – Prima	\$ (65,630)	\$ (65,630)	\$ -	0%	\$ (74,460)
5 Tax Assessment Revenue-Parcel Tax	\$ 245,018	\$ 250,000	\$ (4,982)	-2%	\$ 237,500
6 Tax Assessment Revenue - GO Bond	\$ 153,567	\$ 158,333	\$ (4,766)	-3%	\$ 153,615
7 GO Bond Interest	\$ (30,011)	\$ (30,011)	\$ -	0%	\$ (30,011)
8 NON-OPERATING REV/EXP	\$ 449,887	\$ 459,942	\$ (10,055)	-2%	\$ 292,811
9 Capital Campaign Contribution	\$ 2,683	\$ 47,500	\$ (19,803)	-42%	\$ -
10 TOTAL NON-OPERATING REV/EXP	\$ 452,570	\$ 507,442	\$ (39,606)	-8%	\$ 292,811



To: SVH Finance Committee
From: Rick Reid, CFO
Date: September 25, 2012
Subject: Financial Report for the Month Ending August 31, 2012

Presented below are the results and analysis for the month ending August 31, 2012.

Overall Results for July 2012

Overall for August, SVH has net income of \$127,366 on budgeted income of \$3,346, for a favorable difference of \$124,020. Total net revenue was over budget by \$153,462. This brought the total operating revenue to \$3,986,975 or \$202,580 over budget. Expenses were \$4,312,179 on a budget of \$4,288,491 or \$23,688 over budget. The EBIDA prior to the Capital Campaign donations for the month was \$361,086 or 9.1%.

Patient Volumes

	ACTUAL	BUDGET	VARIANCE	PRIOR YEAR
Acute Discharges	117	114	3	115
Acute Patient Days	432	403	29	372
SNF Patient Days	682	630	52	470
OP Gross Revenue	\$9,014	\$8,490	\$524	\$7,569
Surgical Cases	138	132	6	125

Net Operating Revenues

Net operating revenues for August were \$4.0 million on a budget of \$3.8 million or \$202,580 over budget.

Inpatient Net Revenue:

- Medicare discharges over budget by 8, the impact was \$93,934, offset by an unfavorable rates of (\$1,512)
- Medi-Cal patient days over budget by 28, the impact was \$97,464, with an unfavorable rate variance of (\$1,153)
- Other patient days over budget by 4, the impact was \$36,032, with a favorable rate of \$19,424
- Commercial patient days under budget by 25, and an unfavorable rate for a total impact of (\$149,450)

Skilled Nursing Home:

- Volume was over budget by 52 days and patient acuity was under budget, net impact \$753

Outpatient:

- Reimbursement was over budget by \$339,602 due to outpatient volume

Home Care:

- Volume was over budget by 91 visits or \$28,507 over budget

Other Income:

- Other income was over budget by \$49,118 due to the receipt of BETA dividend of \$43,251

Expenses

August's expenses were \$4.3 million on a budget of \$4.3 million or over budget by (\$23,688).

The following is a summary of the operating expense variances for the month of August:

- Total productivity FTE's were over budget at 284, on a budget of 278. Total salaries and Agency Fees over budget by a total of (\$28,475) due to volume.
- Employee benefits were over budget by (\$71,500). Paid time off is over budget by (\$50,490) due to spread of the budget.
- Professional Fees were under budget by \$34,649 due to lower charges by the Emergency Room physicians and less outside consulting by Administration.
- Supplies were under budget by \$52,150, Lab expenses were under budget by \$21,802 due to volume and Surgery expenses were under budget by \$21,052 due to surgery case mix .
- Purchase services were over budget by (\$66,875) due to payments related to the Electronic Health Record.
- Other expenses were under budget by \$36,297, due to reduced spending in Administration.

Capital Campaign Summary:

For the month of August the Hospital received \$2,683 in capital campaign donations. The total amount received from the Capital Campaign to date is \$2,049,788. The funds are included on line 16, Specific Funds on the Balance Sheet. Included on line 16 is also \$21,743 for miscellaneous restricted funds.



Other Outpatient Volume Comparison

These comparisons are for actual FY 2013 compared to actual FY 2012. These are not budget comparisons.

Outpatient & ER Visits

	OP Visits				ER – Inpatient				ER - Outpatient			
	2013	2012	Change	%	2013	2012	Change	%	2013	2012	Change	%
July	4091	4304	-213	-5.0%	109	114	-5	-4.4%	729	772	-43	-5.6%
Aug	4392	4692	-300	-6.4%	106	105	1	.9%	778	718	60	8.4%
YTD	8483	8996	-513	-5.7%	215	219	-4	-1.8%	1507	1490	17	1.1%

Outpatient Procedures

	August 2012	August 2011	Change	FY 2013	FY 2012	Change
Labor & Delivery	1	0	1	1	0	1
ACU	1	4	-3	2	5	-30
Clinical Lab	1380	1507	-127	2694	2974	-280
ECHO	41	63	-22	103	118	-15
EKG	124	148	-24	271	288	-17
Medical Imaging	537	667	-130	1076	1271	-195
Mammography	242	286	-44	445	508	-63
Nuclear Medicine	21	23	-2	48	42	6
MRI	81	74	7	145	163	-18
Ultrasound	275	266	9	514	515	-1
CT Scanner	190	190	0	344	363	-19
Wound Care	92	111	-19	155	208	-53
Offsite PT	921	864	57	1725	1598	127
Occ. Health	344	367	-23	659	728	-69
Speech Therapy	10	25	-15	26	47	-21
Offsite Occ. Therapy	132	97	35	275	168	107
Total	4392	4692	-300	8483	8996	-513

Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
Current Month August 2012

		This Year		Variance		Last Year
		Actual	Budget	\$	%	Actual
Volume Information						
1	Acute Discharges	117	114	3	3%	115
2	SNF Days	682	630	52	8%	470
3	Home Care Visits	1,052	950	102	11%	962
4	Gross O/P Revenue (000's)	9,014	8,490	524	6%	7,569
Financial Results						
Net Fee For Service Revenue						
5	Acute Inpatient	\$ 1,513,553	\$ 1,418,814	94,739	7%	\$ 1,445,564
6	SNF	371,686	370,933	753	0%	289,669
7	Outpatient and Emergency	2,160,855	1,821,253	339,602	19%	1,916,622
8	Home Care	252,171	223,664	28,507	13%	182,279
9	Charity Care Provision	(21,000)	(37,125)	16,125	43%	(30,000)
10	Bad Debt	(645,000)	(321,840)	(323,160)	*	(250,000)
11	Prior Period Adjustments	-	-	-	0%	-
12	Total Net Revenue	\$ 3,632,265	\$ 3,475,699	156,566	5%	\$ 3,554,134
13	Risk contract revenue	\$ 293,554	\$ 296,658	(3,104)	-1%	\$ 302,416
14	Net Hospital Revenue	\$ 3,925,819	\$ 3,772,357	153,462	4%	\$ 3,856,550
15	Other Operating Revenue	\$ 61,156	\$ 12,038	49,118	*	\$ 11,189
16	Total Operating Revenue	\$ 3,986,975	\$ 3,784,395	202,580	5%	\$ 3,867,739
Operating Expenses						
17	Salary and Wages and Agency Fees	\$ 1,940,198	\$ 1,911,723	(28,475)	-1%	\$ 1,818,107
18	Employee Benefits	775,711	704,211	(71,500)	-10%	664,299
19	Total People Cost	\$ 2,715,909	\$ 2,615,934	(99,975)	-4%	\$ 2,482,406
20	Med and Prof Fees (excl Agency)	\$ 358,635	\$ 393,284	34,649	9%	\$ 550,132
21	Supplies	397,082	449,232	52,150	12%	482,244
22	Purchased Services	453,091	386,216	(66,875)	-17%	181,474
23	Depreciation	173,159	199,672	26,513	13%	151,027
24	Utilities	82,504	82,610	106	0%	61,004
25	Insurance	19,375	20,374	999	5%	20,041
26	Interest	33,233	25,681	(7,552)	-29%	28,843
27	Other	79,191	115,488	36,297	31%	107,292
28	Operating expenses	\$ 4,312,179	\$ 4,288,491	(23,688)	-1%	\$ 4,064,463
29	Operating Margin	\$ (325,204)	\$ (504,096)	178,892	35%	\$ (196,724)
Non Operating Rev and Expense						
30	Electronic Health Records & Misc. Rev.	\$ 146,943	\$ 147,250	(307)	0%	\$ 3,789
31	Donations	-	-	-	0%	2,500
32	Professional Center/Phys Recruit	-	-	-	0%	(122)
33	Physician Practice Support-Prima	(65,630)	(65,630)	-	0%	(74,460)
34	Parcel Tax Assessment Rev	245,018	250,000	(4,982)	-2%	237,500
35	GO Bond Tax Assessment Rev	153,567	158,333	(4,766)	-3%	153,615
36	GO Bond Interest	(30,011)	(30,011)	-	0%	(30,011)
37	Total Non-Operating Rev/Exp	\$ 449,887	\$ 459,942	(10,055)	-2%	\$ 292,811
38	Net Income / (Loss)	\$ 124,683	\$ (44,154)	168,837	-382%	\$ 96,087
39	Capital Campaign Contribution	\$ 2,683	\$ 47,500	\$ (44,817)	-94%	\$ -
40	Net Income / (Loss) w/ Capital Camp. Cont.	\$ 127,366	\$ 3,346	\$ 124,020	3707%	\$ 96,087
41	Net Income w/o GO Bond Activity	\$ 3,810	\$ (124,976)	128,786	-103%	\$ (27,517)

Sonoma Valley Health Care District
Statement of Revenue and Expenses
Comparative Results
For the Period Ended August 2012

	This Year		Variance		Last Year Actual
	Actual	Budget	\$	%	
Volume Information					
1 Acute Discharges	232	233	(1)	0%	243
2 SNF Days	1,315	1,355	(40)	-3%	1,126
3 Home Care Visits	1,989	1,892	97	5%	1,916
4 Gross Outpatient Revenue (000's)	\$ 17,167	\$ 16,550	617	4%	\$ 14,979
Financial Results					
Net Fee For Service Revenue					
5 Acute Inpatient	\$ 2,912,937	\$ 2,896,262	16,675	1%	\$ 2,763,690
6 SNF	729,097	797,406	(68,309)	-9%	705,042
7 Outpatient and Emergency	4,027,865	3,556,509	471,356	13%	3,759,912
8 Home Care	458,651	445,723	12,928	3%	370,982
9 Charity Care Provision	(28,400)	(74,371)	45,971	62%	(32,000)
10 Bad Debt Expense	(965,000)	(644,736)	(320,264)	-50%	(650,000)
11 Prior Period Adjustments	0	0	-	0%	0
12 Total Net Revenue	7,135,150	6,976,793	158,357	2%	6,917,626
13 Risk Contract Revenue	613,164	593,316	19,848	3%	781,126
14 Net Hospital Revenue	7,748,314	7,570,109	178,205	2%	7,698,752
15 Other Operating Revenue	74,582	24,076	50,506		24,084
16 Total Operating Revenue	\$ 7,822,896	\$ 7,594,185	228,711	3%	\$ 7,722,836
Operating Expenses					
17 Salary and Wages and Agency Fees	\$ 3,849,972	\$ 3,873,988	24,016	1%	\$ 3,658,649
18 Employee Benefits	1,404,477	1,412,166	7,689	1%	1,294,657
19 Total People Cost	5,254,449	5,286,154	31,705	1%	4,953,306
20 Med and Prof Fees (excl Agency)	734,691	786,568	51,877	7%	931,640
21 Supplies	961,365	920,212	(41,153)	-4%	909,465
22 Purchased Services	835,383	763,788	(71,595)	-9%	574,654
23 Depreciation	346,776	399,344	52,568	13%	302,979
24 Utilities	170,827	165,220	(5,607)	-3%	137,224
25 Insurance	38,750	40,748	1,998	5%	41,125
26 Interest	66,244	51,362	(14,882)	-29%	57,298
27 Other	160,581	230,531	69,950	30%	212,531
28 Operating Expenses	\$ 8,569,066	\$ 8,643,927	74,861	1%	\$ 8,120,222
29 Operating Margin	\$ (746,170)	\$ (1,049,742)	303,572	29%	\$ (397,386)
Non Operating Rev and Expense					
30 Electronic Health Records & Misc. Rev.	294,099	294,500	(401)	0%	8,819
31 Donations	-	47,500	(47,500)	100%	2,500
32 Professional Center/Phys Recruit	-	-	-	0%	(670)
33 Physician Practice Support-Prima	(131,260)	(131,260)	-	0%	(119,800)
34 Parcel Tax Assessment Rev	490,036	500,000	(9,964)	-2%	475,000
35 GO Bond Tax Assessment Rev	307,134	316,666	(9,532)	-3%	307,230
36 GO Bond Interest	(60,022)	(60,022)	-	0%	(60,021)
37 Total Non-Operating Rev/Exp	899,987	967,384	(67,397)	-7%	613,058
38 Net Income / (Loss)	153,817	(82,358)	236,175	*	215,672
39 Capital Campaign Contribution	4,433	47,500	(43,067)	-91%	-
40 Net Income / (Loss) w/ Capital Camp. Cont.	158,250	(34,858)	193,108	-554%	215,672
41 Net Income w/o GO Bond Activity	(93,295)	(339,002)	245,707	-72%	(31,537)

Sonoma Valley Health Care District
Balance Sheet
For The Period Ended
As of August 31, 2012

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
Assets			
Current Assets:			
1	\$ 1,721,263	\$ 1,950,055	\$ 2,067,631
2	339,459	276,368	892,813
3	9,146,081	8,564,047	6,918,249
4	5,440,549	6,239,456	9,055,293
5	(2,819,731)	(2,312,739)	(1,826,446)
6	954,637	769,053	612,351
7	-	-	-
8	890,431	861,455	866,401
9	676,779	665,177	1,964,247
10	<u>\$ 16,349,468</u>	<u>\$ 17,012,872</u>	<u>\$ 20,550,539</u>
11	\$ 186,028	\$ 186,028	\$ 253,213
12	10,898,541	11,026,196	7,778,348
13	15,776,640	14,246,346	9,272,497
14	17,729,962	18,978,373	22,601,805
15	(3,639)	36,839	36,060
16	2,071,531	2,068,848	31,792
17	447,507	449,168	428,182
18	<u>\$ 63,456,038</u>	<u>\$ 64,004,670</u>	<u>\$ 60,952,436</u>
Liabilities & Fund Balances			
Current Liabilities:			
19	\$ 5,683,376	\$ 5,307,766	\$ 4,316,113
20	3,340,704	3,093,024	3,023,436
21	142,852	857,115	1,002,554
22	104,198	147,144	1,733,008
23	1,155,160	1,172,081	83,734
24	3,972,140	4,370,724	3,911,150
25	1,542,287	1,531,487	1,293,799
26	212,223	212,223	-
27	<u>\$ 16,152,940</u>	<u>\$ 16,691,564</u>	<u>\$ 15,363,794</u>
28	\$ 38,077,931	\$ 38,215,302	\$ 38,830,657
29	Fund Balances:		
30	\$ 7,079,391	\$ 6,954,711	\$ 6,709,442
31	2,145,776	2,143,093	48,543
32	<u>\$ 9,225,167</u>	<u>\$ 9,097,804</u>	<u>\$ 6,757,985</u>
33	<u>\$ 63,456,038</u>	<u>\$ 64,004,670</u>	<u>\$ 60,952,436</u>

Sonoma Valley Hospital
Statistical Analysis
FY 2013

	ACTUAL	BUDGET
	Aug-12	Aug-12
Statistics		
Acute		
Acute Patient Days	432	403
Acute Discharges	117	114
SNF Days	682	630
HHA Visits	1,052	950
Emergency Room Visits	884	793
Gross Outpatient Revenue (000's)	\$9,014	\$8,490
Equivalent Patient Days	2,509	2,376
Births	16	14
Surgical Cases - Inpatient	40	38
Surgical Cases - Outpatient	98	94
Total Surgical Cases	138	132
Medicare Case Mix Index	1.40	1.40
Income Statement		
Net Revenue (000's)	3,926	3,772
Operating Expenses (000's)	4,312	4,288
Net Income (000's)	127	3
Productivity		
Total Operating Expense Per Equivalent Patient Day	\$1,719	\$1,805
Productive FTEs	284	278
Non-Productive FTE's	37	30
Total FTEs	321	308
FTEs per Adjusted Occupied Bed	4.53	
Balance Sheet		
Days of Expense In General Operating Cash	13	
Net Days of Revenue in AR	50	

ACTUAL													
Jul-12	Jun-12	May-12	Apr-12	Mar-12	Feb-12	Jan-12	Dec-11	Nov-11	Oct-11	Sep-11	Aug-11	Jul-11	
396	354	363	436	435	399	448	455	449	456	552	372	444	
115	107	116	129	128	145	125	130	133	134	136	115	128	
633	688	729	618	672	567	662	685	543	633	567	470	656	
937	941	989	997	1,023	950	967	913	911	1,024	881	962	954	
838	810	863	717	783	692	791	741	739	787	800	823	886	
\$8,153	\$7,667	\$8,120	\$7,880	\$8,707	\$7,983	\$8,640	\$7,838	\$7,863	\$7,493	\$7,667	\$7,569	\$7,409	
2,202	2,355	2,362	2,236	2,451	2,214	2,412	2,374	2,115	2,281	2,272	1,956	2,341	
9	15	6	23	11	10	9	17	19	11	17	18	16	
41	28	37	38	37	31	33	43	43	39	43	30	36	
82	92	99	99	117	84	99	89	101	87	83	95	92	
123	120	136	137	154	115	132	132	144	126	126	125	128	
1.61	1.50	1.64	1.36	1.29	1.40	1.32	1.47	1.39	1.44	1.52	1.25	1.38	
3,822	4,832	3,741	3,739	3,925	3,867	3,924	4,247	3,668	3,746	4,000	3,857	3,842	
4,257	5,278	4,686	4,413	4,372	4,160	4,230	4,584	3,973	4,245	4,312	4,064	4,056	
31	889	343	(14)	24	36	23	(13)	16	(164)	53	96	120	
\$1,933	\$2,241	\$1,984	\$1,974	\$1,784	\$1,879	\$1,746	\$1,931	\$1,878	\$1,861	\$1,898	\$2,116	\$1,765	
281	285	285	274	271	272	266	274	256	283	280	272	271	
41	34	28	28	28	26	35	27	39	30	34	37	36	
322	318	313	302	303	299	300	302	295	314	314	309	306	
4.53	4.05	4.11	4.05	3.84	3.80	3.84	3.94	4.19	4.26	4.14	4.90	4.06	
14	13	15	20	16	20	25	23	23	29	27	18	22	
50	48	47	46	45	44	45	45	43	40	42	40	32	

Sonoma Valley Hospital
Statement of Cash Flows
For the Period Ended

	<u>Current Month</u>	<u>Year To Date</u>
Operating Activities		
Net Income (Loss)	127,366	158,250
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation and amortization	173,159	346,777
Net changes in operating assets and liabilities:		
(Increase)/Decrease Patient accounts receivable - net	(75,042)	(317,764)
(Increase)/Decrease Other receivables and other assets	614,984	1,477,748
(Increase)/Decrease Prepaid expenses	(11,602)	(107,299)
(Increase)/Decrease in Inventories	(28,976)	(26,294)
(Decrease)/Increase in Deferred revenues	(415,505)	(592,261)
(Decrease)/Increase in Accounts payable, accrued expenses	(133,922)	39,519
Net Cash Provided/(Used) by operating activities	<u>250,462</u>	<u>978,676</u>
Investing Activities		
Net Purchases of property, plant and equipment - Other Fixed Assets	(45,504)	(1,501,623)
Net Purchases of property, plant and equipment - GO Bond Purchases	(1,530,294)	(304,029)
Net Proceeds and Distributions from investments	40,478	40,478
Net Book Value of Assets Disposed	-	-
Change in Restricted Funds	-	-
Change in Limited Use Cash	1,182,637	968,689
(Payment)/Refund of Deposits	-	-
Net cash Provided/(Used) by investing activities	<u>(352,683)</u>	<u>(796,485)</u>
Financing Activities		
Proceeds (Repayments) from Borrowings - Banks & Carriers	(126,571)	(251,777)
Proceeds (Repayments) from Borrowings - Other		
Net Intercompany Borrowings/(Repayments)		
Change in Post Retirement Obligations & Other Net Assets	-	-
Net Equity Transfers to related entities (Cash and Non-Cash)		
Net cash Provided/(Used) by financing activities	<u>(126,571)</u>	<u>(251,777)</u>
Net increase/(Decrease) in cash and cash equivalents	<u>(228,792)</u>	<u>(69,586)</u>
Cash and Equivalents at beginning of period	<u>1,950,055</u>	<u>1,790,849</u>
Cash and Equivalents at August 31, 2012	<u><u>1,721,263</u></u>	<u><u>1,721,263</u></u>

8.

PROJECTED CASH FLOWS

**Cash Flow Projection
Sonoma Valley Hospital**

Updated: 09/19/12

	Aug-12 Actual	Sep-12 Projected	Oct-12 Projected	Nov-12 Projected	Dec-12 Projected	Jan-13 Projected	Feb-13 Projected	Mar-13 Projected	Apr-13 Projected	May-13 Projected	Jun-13 Projected	Jul-13 Projected	Aug-13 Projected
Operating Activities													
Net Income	127,363	121,192	66,402	73,701	92,035	54,788	105,267	186,631	111,032	153,805	52,768	52,768	52,768
Add: Depreciation & Amortization	173,159	201,661	201,661	201,661	201,661	201,661	201,661	201,661	201,661	201,661	201,661	301,661	301,661
Decrease (Inc) in Net Accts Receivable	(75,042)	245,183	-	-	-	-	-	-	-	-	-	-	-
Dec (Inc) in Inventories/Other Rec'v & Assets	626,486	607,000	(143,000)	1,947,000	(63,000)	607,000	714,115	7,000	(143,000)	197,000	(4,826,007)	-	882,115
Decrease (Inc) in Prepaid Expenses	(11,602)	159,820	159,820	159,820	159,820	159,820	159,820	159,820	159,820	159,820	159,820	159,820	159,820
Increase (Dec) in Accounts Payable	375,610	(1,508,314)	(327,367)	(705,546)	(478,723)	(461,603)	13,782	(13,444)	(223,369)	(8,485)	(1,669)	-	-
Increase (Dec) in Payroll Accruals	247,680	760,350	430,549	(1,242,900)	340,949	352,949	28,979	340,949	246,959	(1,136,910)	234,959	256,949	346,949
Increase (Dec) in Accrued Expenses	(42,946)	65,021	112,579	28,979	22,979	34,979	28,979	22,979	34,979	28,979	22,979	(61,021)	28,979
Increase (Dec) in Deferred Revenue	(415,505)	(384,885)	(398,584)	(398,584)	(398,584)	(398,584)	(398,584)	(398,584)	(398,584)	(398,584)	4,384,424	(398,584)	(398,584)
Increase (Dec) in Interest Payable	(714,263)	142,853	142,853	142,853	142,853	142,853	(714,265)	142,853	142,853	142,853	142,853	(714,265)	142,670
Increase (Dec) in Other Liabilities	-	(212,223)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided By Operating Activities	290,940	197,658	244,913	206,985	19,990	693,863	139,754	649,864	132,351	(659,861)	371,788	(402,672)	1,516,378
Capital and Related Financing Activities													
Purchase of Capital Equipment/CIP	(1,575,798)	(600,000)	(600,000)	(1,000,000)	(1,000,000)	(1,100,000)	(1,100,000)	(1,100,000)	(3,100,000)	(3,100,000)	(3,100,000)	(15,000)	(964,000)
New Financing	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers from Bond Fund	1,248,411	600,000	600,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	3,000,000	3,000,000	3,000,000	-	-
Repayments of Long-Term Debt	(126,571)	(150,798)	(150,798)	(150,798)	(150,798)	(150,798)	(150,798)	(150,798)	(150,798)	(150,798)	(150,798)	(150,798)	(150,798)
Transfers From (To) Restricted/Trustee Funds	(65,774)	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Used in Financing Activities	(519,732)	(150,798)	(150,798)	(150,798)	(150,798)	(250,798)	(250,798)	(250,798)	(250,798)	(250,798)	(250,798)	(165,798)	(1,114,798)
Net Increase (Decrease) in Operating Cash	(228,792)	46,860	94,115	56,187	(130,808)	443,065	(111,044)	399,066	(118,447)	(910,659)	120,990	(568,470)	401,580
Operating Cash Balances													
Cash At Beginning of Period	1,950,055	1,721,263	1,768,123	1,862,238	1,918,425	1,787,617	2,230,682	2,119,638	2,518,704	2,400,257	1,489,598	1,610,588	1,042,118
Change	(228,792)	46,860	94,115	56,187	(130,808)	443,065	(111,044)	399,066	(118,447)	(910,659)	120,990	(568,470)	401,580
Cash At End of the Period	1,721,263	1,768,123	1,862,238	1,918,425	1,787,617	2,230,682	2,119,638	2,518,704	2,400,257	1,489,598	1,610,588	1,042,118	1,443,698
Statistics													
Days Cash on Hand (Operating Only)	13	14	14	15	14	18	17	20	19	12	13	8	11
Days in Net Accounts Receivable	50	47	47	47	47	47	47	47	47	47	47	47	47
Days in Accounts Payable	90	90	85	70	60	50	50	50	45	45	45	45	45

- Notes:
- * Maintain cash between \$1.7 million & \$2 million
 - * Hold off major capital spending to January, unless cash improves
 - * Pay back Napa State starting in October
 - * Reduce days in Accounts Payable to 45 by year end
 - * Maintain days in Accounts Receivable at 47