



TAHOE FOREST HOSPITAL DISTRICT

2020-11-18 Board Finance Committee

Wednesday, November 18, 2020 at 2:00 p.m.

Pursuant to Section 3 of Executive Order N-29-20, issued by Governor Newsom on March 17, 2020, the Board Finance Committee meeting for November 18, 2020 will be conducted telephonically through Zoom.

Please be advised that pursuant to the Executive Order, and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Eskridge Conference Room will not be open for the meeting.

Board Committee Members will be participating telephonically and will not be physically present in the Eskridge Conference Room.

If you would like to speak on an agenda item, you can access the meeting remotely: Please use this web link
<https://tfhd.zoom.us/j/94048465444>

If you prefer to use your phone, you may call in using the numbers below: (346) 248 7799 or (301) 715 859:
Meeting ID: 940 4846 5444



Meeting Book - 2020-11-18 Board Finance Committee

11/18/20 Finance Committee

AGENDA

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ITEMS 1 - 4: See Agenda

5. APPROVAL OF MINUTES

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6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. AR Update 10-31-2020 Memo.pdf Page 9

6.2. Financial Reports

6.2.1. Financial Report - October 2020.pdf Page 11

6.3.a. Cover Sheet - Resolution 2020-08.pdf Page 24

6.3.b. Resolution 2020-08.pdf Page 26

7. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS

No related materials.

8. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING / 9. NEXT MEETING DATE

10. ADJOURN



FINANCE COMMITTEE AGENDA

Wednesday, November 18, 2020 at 2:00 p.m.

Pursuant to Section 3 of Executive Order N-29-20, issued by Governor Newsom on March 17, 2020, the Board Finance Committee meeting for November 18, 2020 will be conducted telephonically through Zoom. Please be advised that pursuant to the Executive Order, and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Eskridge Conference Room will not be open for the meeting. Board Committee Members will be participating telephonically and will not be physically present in the Eskridge Conference Room.

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(346) 248 7799 or (301) 715 8592

Meeting ID: 940 4846 5444

Public comment will also be accepted by email to mrochefort@tfhd.com. Please list the item number you wish to comment on and submit your written comments 24 hours prior to the start of the meeting.

Oral public comments will be subject to the three minute time limitation (approximately 350 words). Written comments will be distributed to the board prior to the meeting but not read at the meeting.

1. CALL TO ORDER

2. ROLL CALL

Dale Chamblin, Chair; Mary Brown, Board Member

3. CLEAR THE AGENDA/ITEMS NOT ON THE POSTED AGENDA

4. INPUT – AUDIENCE

This is an opportunity for members of the public to address the Committee on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Board Clerk 24 hours prior to the meeting to allow for distribution. Under Government Code Section 54954.2 – Brown Act, the Committee cannot take action on any item not on the agenda. The Committee may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.

5. APPROVAL OF MINUTES OF: 08/19/2020 ATTACHMENT

6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. Accounts Receivable – Post Conversion Update ATTACHMENT
Finance Committee will receive an update on the status of accounts receivable.

6.2. Financial Reports

6.2.1. Financial Report - October 2020..... ATTACHMENT

6.3. Resolution 2020-08..... ATTACHMENT
Finance Committee will review a resolution that will consider approving the form and execution of an amendment to master installment sale agreement between Opus Bank and the District to

extend the agreement's Termination Date for the financing of capital equipment.

- 7. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS**
- 8. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING**
- 9. NEXT MEETING DATE**
- 10. ADJOURN**

*Denotes material (or a portion thereof) may be distributed later.

Note: It is the policy of Tahoe Forest Hospital District to not discriminate in admissions, provisions of services, hiring, training and employment practices on the basis of color, national origin, sex, religion, age or disability including AIDS and related conditions. Equal Opportunity Employer. The telephonic meeting location is accessible to people with disabilities. Every reasonable effort will be made to accommodate participation of the disabled in all of the District's public meetings. If particular accommodations for the disabled are needed or a reasonable modification of the teleconference procedures are necessary (i.e., disability-related aids or other services), please contact the Executive Assistant at 582-3481 at least 24 hours in advance of the meeting.

FINANCE COMMITTEE

DRAFT MINUTES

Wednesday, August 19, 2020 at 3:00 p.m.

Pursuant to Section 3 of Executive Order N-29-20, issued by Governor Newsom on March 17, 2020, the Board Finance Committee meeting for August 19, 2020 will be conducted telephonically through Zoom. Please be advised that pursuant to the Executive Order, and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Eskridge Conference Room will not be open for the meeting. Board Committee Members will be participating telephonically and will not be physically present in the Eskridge Conference Room.

1. CALL TO ORDER

Meeting was called to order at 3:01 p.m.

2. ROLL CALL

Board: Dale Chamblin, Chair; Mary Brown, Board Member

Staff in attendance: Harry Weis, Chief Executive Officer; Crystal Betts, Chief Financial Officer; Vickie Morgan, Director of Revenue Cycle; Martina Rochefort, Clerk of the Board

3. CLEAR THE AGENDA/ITEMS NOT ON THE POSTED AGENDA

No changes were made to the agenda.

4. INPUT – AUDIENCE

No public comment was received.

5. APPROVAL OF MINUTES OF: 01/22/2020

Director Brown moved to approve the Finance Committee minutes of January 22, 2020, seconded by Director Chamblin.

6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. Accounts Receivable – Post Conversion Update

Finance Committee received an update on the status of accounts receivable (AR).

CFO reviewed various impacts to AR.

When a Rural Health Clinic (RHC) is created, it has to be built in Epic and claims have to be put on hold until the rate is established and the build complete. Pediatric claims (approximately \$1,500,000) were put on hold for 10 months while the District was waiting for the state to approve its RHC status. There is a longer delay for Medi-Cal claims. The District should not be penalized for those claims. If they put a denial for timeliness, the District would go back and fight the denial. In some cases, the Business Office has seen a reduction in 10-15% of claims but not denials. The rate for the Internal Medicine/Cardiology RHC was just recently set and the RHC was approved a year ago. The amount of IM/Card RHC claims is approximately \$2,200,000. The held claims are not considered bad debt because they have not migrated to patient responsibility and are classified under contractual allowances. Accounts aged over 120 days are considered "bad debt".

Multiple conversions took place earlier in the year:

- Cancer Center migrated from Varian to Epic on February 1.
- Professional Billing went live on March 1.
- Truckee Tahoe Medical Group came online in March.

The District made the decision to hold COVID claims because the information on how to code them had not yet been released.

Epic is still the right system for the District but there are bugs to be worked out. Finance Committee discussed some examples of work queue issues. The biggest issue for the 300 work queue (providers and the level of service they are providing) is edits. The 300 work queue has \$2,700,000 in claims but should be \$1,000,000 or less. The 200 work queue has been a challenge because our Clearinghouse and any time we send a claim out it comes right back. It has been a challenge getting them up to speed with California requirements for claims. The 200 work queue has \$3,500,000 in claims. It has been a struggle for Mercy to get resources to work on these issues.

CFO and CIO were contacted by big Epic. Big Epic monitors all clients even if they are on a community connection. They want all users to be high performers. Our numbers were not as high as they would like them to be. We were able to show them the issues the District was having and Epic indicated they could help with the items which was encouraging. We have had four productive sessions so far.

CFO reviewed staffing challenges in the Business Office. NOVUS is used almost entirely for Medi-Cal billing and CMRE is used for commercial plans.

CFO would like to explore a Reno location to attract more staff.

The Business Office had its third offer and acceptance for the Director position. A Director of Business Office was hired and scheduled to start the first week of September.

CFO is hoping to see tangible results within three months.

IM/Card RHC claims should be going out in next 30-45 days. Incline Clinic RHC should be in full billing mode before the end of the year.

The District would like to change its clearinghouse. This will be a large and important project. Director of Revenue Cycle has begun to speak with clearinghouses.

Director Brown asked if the \$9,000,000 is viable. Director of Revenue Cycle felt it is because a number of claims are RHC or COVID related and Medicare claims pay at 100%.

6.2. Financial Status of Fiscal Year End 2020

Finance Committee received an update on the financial status of fiscal year end 2020.

Controller is close to having final numbers. The property tax revenues still need to be trued up with Placer County.

The accounting with TTMG also needs to be finalized. TTMG had a two-month timeframe where the District took on their employees but did not take over billing and collections until the beginning of March.

Net income with emergency funds is around \$26,800,000. Without emergency funds, net income is approximately \$13,300,000.

Stimulus funds are classified as non-operating revenue and belong below the line. Due to this classification, the District will now be required to have single audit. The government has not issued guidance to the audit firms on how to conduct the single audit. Moss Adams will have to determine what additional procedures they need to do. The board will not receive the audit report in October.

6.3. Price Transparency Regulation

Finance Committee discussed upcoming legislation requiring price transparency, effective January 1, 2021.

The legislation requires two different disclosures:

1. A machine readable file of standard charges, accessible to public, which show gross charges and payor specific negotiated rates.
2. Consumer disclosure of shoppable services.

The legislation would require the District to identify highest and lowest reimbursement and discounted cash price for every item in the chargemaster.

Hospitals can use an internet based tool where patients can put in a shoppable service and receive the price. The list must include 300 charges of which the first 70 were defined by CMS. If the District does not offer some of the services, it will have to replace it with another service.

The penalty is \$300 per day and a maximum of \$104,200 for non-compliance.

CFOs are beginning to discuss the legislation in various forums.

On July 17, 2020, the American Hospital Association did an open brief in the DC Circuit. A response is expected in October.

CFO begun work on the files to be compliant with the legislation.

6.4. Capital Projects Update

Finance Committee discussed the status of capital projects. Director Chamblin asked if the capital projects budget was going to be resurrected after being put on hold.

CFO stated there were only a few of hand selected projects approved to move forward. The remaining projects are on hold until the budget and cash flows are determined.

7. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS

CFO expects the budget presentation will be in late September or early October.

8. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING

None.

9. NEXT MEETING DATE

Finance Committee would like to meet again early to mid-November.

10. ADJOURN

Meeting adjourned at 5:05 p.m.

DRAFT



To: Finance Committee Board Members
From: Crystal Betts, CFO and Vickie Morgan, Director Revenue Cycle
Date: November 13, 2020

Here is an update on the AR situation as October 31, 2020.

Days in AR were 69.9, up 2.2 days from September, which was 67.7. August was 70.1.

AR was \$84,137,776, up \$4.1m from September's \$80,042,783. August was \$80,623,696.

Gross Revenue per Day was \$1,216,458, down \$5,403 per day from September's \$1,221,861. August was \$1,147,938.

AR over 120 days old was \$27.9, or 33.2% of AR. At the end of September, AR over 120 days old was \$26.6m, or 33.3% of AR. August was \$27.9m, or 34.6%. At the end of June 2020, AR over 120 days old was 40%.

Cash Collections for the month of October were 107.0% of target, or \$19.7m. For the first 4 months of Fiscal Year 2020 we have collected 101.88% of target.

Claims holding (work queues) as of the end of October 2020 total \$7.904m (up \$807k from September's \$7.097m):

- 200 WQ: \$2.52m, down \$370k from \$2.89m in September. August was \$3.5m.
- 300 WQ: \$3.26m, up \$1.36m from September's \$1.9m. August was \$2.7m.
- RHC Claims: \$1.76m, up \$260k from September's \$1.5m. August was \$2.2m.
- COVID-19 Claims: \$51k, down \$383k from September's \$434k. August was \$2.4m.
- Credentialing Issues: \$313k, down \$60k from September's \$373k. August was \$284k.

Revenue Cycle Projects with Mercy and EPIC – Work started 8/4/2020:

- 6 Large Issues Identified - 1 is 100% complete
 1. Clean Claims and Expedient Reimbursement – Contains 10 sub-issues
 - Completion of Sub-Issues – Updated as of 10/31/2020
 - i. 75-100% completed: 6 sub-issues (4 are 100%) (Sept: 5 issues 3 at 100%)
 - ii. 50-75% completed: 1 sub-issue (Sept: Same)
 - iii. 0-50% completed: 3 sub-issues (Sept: 4 issues)
 2. Manage Unposted/Undistributed Payments – Contains 2 sub-issues
 - Completion of Sub-Issues
 - i. 75-100% completed: 1 sub-issue (100% now complete) (Sept: 1 issue)
 - ii. 0-50% completed: 1 sub-issue (Sept: Same)
 3. Professional Fees Calculating Incorrectly – Contains 2 sub-issues
 - Completion of Sub-Issues

- i. 75-100% completed: 2 sub-issues (2 are 100% complete) (Sept: Same)
- 4. Identify Accounts Needing Work, Non-Medicare Account Follow-up – Contains 5 sub-issues
 - Completion of Sub-Issues
 - i. 75-100% completed: 2 sub-issues (2 are 100% complete) (Sept: Same)
 - ii. 50-75% completed: 2 sub-issues (Sept: Same)
 - iii. 0-50% completed: 1 sub-issue (Sept: Same)
- 5. Maximize RHC Reimbursement – Contains 5 sub-issues
 - Completion of Sub-Issues
 - i. 75-100% completed: 4 sub-issues (1 is 100%) (Sept: 1 issue)
 - ii. 50-75% completed: 0 sub-issue (Sept: 1 issue)
 - iii. 0-50% completed: 1 sub-issue (Sept: 3 issues)
- 6. Monitor and Track Denials – Contains 3 sub-issues
 - Completion of Sub-Issues
 - i. 75-100% completed: 3 sub-issues (2 are 100% complete, 1 95% complete)

Staffing Update:

- Recruited and hired a Director of Patient Financial Services (PFS) – Started 8/31/2020
- Recruited and filled 3 PFS Account Representative positions – 1 person started in October, 2 in November.
- Recruited and filled Cash Poster and Clerical Support positions – both start in December.
- Transfers and LOAs: 2 PFS Representatives went on LOAs in October. 1 PFS Representative transferred to Patient Registration.
- Continue recruitment for open positions: PFS Representatives
- Continue to utilize outside vendor partners – accounts transferred to them on day 14.

Additional Items:

Lockbox Project:

Previously reported as of September 30, 2020: Began the first phase of the Lockbox Project in September. This project will allow staff to have better ability to research payments. In addition all correspondence has now been coming to the Lockbox since 8/12/2020 which provides the staff with more timely access to address payer needs.

Update on Lockbox Project as of October 31, 2020: All banking parts of Lockbox have been moved to new service as of 10/21/2020. Still need to move historical correspondence to support follow-up and denials management work. Should be completed by 11/30/2020.

Pricing Transparency Project:

Working with Para as our vendor. Have provided vendor with 12 months of claims data that has been loaded. Have loaded all but 2 payer contracts. Need to validate all data and specifically the data related to the 300 “shoppable services”. Working to update the TFHD website with appropriate instructions, terms and critical information. Internal staff will be trained on Para during December. Go-live for public access on track for January 1, 2021.

**TAHOE FOREST HOSPITAL DISTRICT
OCTOBER 2020 FINANCIAL REPORT
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Board of Directors
Of Tahoe Forest Hospital District
OCTOBER 2020 FINANCIAL NARRATIVE – PRE-AUDIT

The following is the financial narrative analyzing financial and statistical trends for the four months ended October 31, 2020.

Activity Statistics

- ❑ TFH acute patient days were 507 for the current month compared to budget of 391. This equates to an average daily census of 16.4 compared to budget of 12.6.
- ❑ TFH Outpatient volumes were above budget in the following departments by at least 5%: Hospice visits, Pain consults, Lab Sent Out tests, Mammography, Medical Oncology procedures, Nuclear Medicine, Briner Ultrasound, Cat Scans, PET CT, Drugs Sold to Patients, Oncology Drugs Sold to Patients, Tahoe City Occupational Therapy, and Physical Therapy Aquatic.

Financial Indicators

- ❑ Net Patient Revenue as a percentage of Gross Patient Revenue was 51.79% in the current month compared to budget of 50.75% and to last month's 48.48%. Current year's Net Patient Revenue as a percentage of Gross Patient Revenue was 51.86% compared to budget of 50.75% and prior year's 49.35%.
- ❑ EBIDA was \$3,053,352 (7.9%) for the current month compared to budget of \$1,721,965 (4.9%), or \$1,331,387 (3.0%) above budget.
- ❑ Net Income was \$2,473,787 for the current month compared to budget of \$1,176,107 or \$1,297,680 above budget. Net Income year-to-date was \$13,224,656 compared to budget of \$6,961,418 or \$6,263,238 above budget.
- ❑ Cash Collections for the current month were \$19,738,801, which is 107% of targeted Net Patient Revenue.
- ❑ EPIC Gross Accounts Receivables were \$84,295,655 at the end of October compared to \$80,042,783 at the end of September.

Balance Sheet

- ❑ Working Capital is at 124.4 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 260.0 days. Working Capital cash increased a net \$63,000. Accounts Payable increased \$1,776,000 and Accrued Payroll & Related Costs decreased \$3,839,000. Cash collections were 7% above budget.
- ❑ Net Patient Accounts Receivable increased approximately \$1,147,000 and Cash collections were 107% of target. EPIC Days in A/R were 69.9 compared to 67.7 at the close of September, a 2.20 days increase.
- ❑ Estimated Settlements, Medi-Cal and Medicare increased \$1,099,000 after recording the monthly estimated receivables from the Medi-Cal Rate Range, Hospital Quality Assurance Fee, and Medi-Cal PRIME programs and truing up the IVCH estimated receivable from the Medicare program for FY20.
- ❑ Municipal Lease 2018 decreased \$625,000 after requesting and receiving reimbursement for equipment purchases covered under the lease.
- ❑ Investment in TSC, LLC decreased \$133,000 after booking the estimated losses in Truckee Surgery Center for October.
- ❑ Accounts Payable increased \$1,776,000 due to the timing of the final check run in the month.
- ❑ Accrued Payroll & Related Costs decreased a net \$3,839,000 due to fewer accrued payroll days in October and funding the employer's portion of Deferred Comp.
- ❑ Estimated Settlements, Medi-Cal and Medicare increased \$532,000 after truing up the TFH estimated payable due to the Medicare program for FY20.
- ❑ Health Insurance Plan IBNR increased \$105,000 after adjusting the first quarter FY21 liability based on data received from our Third Party Administrator.

Operating Revenue

- ❑ Current month’s Total Gross Revenue was \$38,445,929 compared to budget of \$35,190,424 or \$3,255,505 above budget.
- ❑ Current month’s Gross Inpatient Revenue was \$7,531,101, compared to budget of \$7,188,560 or \$342,541 above budget.
- ❑ Current month’s Gross Outpatient Revenue was \$30,914,827 compared to budget of \$28,001,864 or \$2,912,963 above budget.
- ❑ Current month’s Gross Revenue Mix was 39.7% Medicare, 16.5% Medi-Cal, .0% County, 2.3% Other, and 41.5% Insurance compared to budget of 39.7% Medicare, 13.4% Medi-Cal, .0% County, 2.9% Other, and 44.0% Insurance. Last month’s mix was 36.3% Medicare, 16.4% Medi-Cal, .0% County, 3.0% Other, and 44.3% Insurance.
- ❑ Current month’s Deductions from Revenue were \$18,536,810 compared to budget of \$17,334,299 or \$1,202,511 above budget. Variance is attributed to the following reasons: 1) Payor mix varied from budget with a .04% increase in Medicare, a 3.13% increase to Medi-Cal, .02% decrease in County , a .63% decrease in Other, and Commercial was below budget 2.53% and 2) Revenues exceeded budget by 9.3%.

| DESCRIPTION | October 2020 Actual | October 2020 Budget | Variance | BRIEF COMMENTS |
|---------------------------------|---------------------|---------------------|-----------|---|
| Salaries & Wages | 7,150,880 | 6,945,045 | (205,835) | RN and Technical salaries exceeded budget due to the increase in patient days over budget in October. |
| Employee Benefits | 2,311,909 | 2,216,762 | (95,147) | |
| Benefits – Workers Compensation | 53,666 | 82,503 | 28,837 | |
| Benefits – Medical Insurance | 1,160,534 | 1,240,032 | 79,498 | |
| Medical Professional Fees | 1,288,638 | 1,218,964 | (69,674) | Therapy fees, Sleep Clinic Pro Fees, Anesthesia Physician Income Guarantee, and Pathology Pro Fees exceeded budget. |
| Other Professional Fees | 186,735 | 195,683 | 8,948 | Positive variances were seen in Information Technology, Home Health/Hospice, and Administration. |
| Supplies | 2,977,829 | 2,650,293 | (327,536) | Drugs Sold to Patients and Oncology Drugs Sold to Patients revenues were above budget by 2.80% and flu vaccine purchases created a negative variance in Pharmacy Supplies. |
| Purchased Services | 2,116,971 | 1,898,798 | (218,173) | Outsourced agencies working key areas of our aged accounts receivable came in above budget along with support services for CancerLinq, My Chart E-Sign, and the Mercy lab billing module. |
| Other Expenses | 958,020 | 846,744 | (111,276) | The District helped sponsor the Emergency Warming Center, utilities came in above budget and Marketing exceeded budget for website maintenance and billboard snipes. |
| Total Expenses | 18,205,181 | 17,294,824 | (910,357) | |

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF NET POSITION
OCTOBER 2020 PRE-AUDIT

| ASSETS | PRE-AUDIT Oct-20 | PRE-AUDIT Sep-20 | Oct-19 | |
|--|-----------------------|-----------------------|-----------------------|---|
| CURRENT ASSETS | | | | |
| * CASH | \$ 68,229,866 | \$ 68,166,439 | \$ 24,459,995 | 1 |
| PATIENT ACCOUNTS RECEIVABLE - NET | 21,185,467 | 20,038,908 | 26,171,791 | 2 |
| OTHER RECEIVABLES | 9,390,357 | 8,864,786 | 9,120,032 | |
| GO BOND RECEIVABLES | 1,623,432 | 1,248,935 | 1,648,285 | |
| ASSETS LIMITED OR RESTRICTED | 8,199,864 | 7,998,716 | 8,105,752 | |
| INVENTORIES | 3,820,739 | 3,820,740 | 3,477,748 | |
| PREPAID EXPENSES & DEPOSITS | 2,901,887 | 3,075,041 | 2,752,938 | |
| ESTIMATED SETTLEMENTS, M-CAL & M-CARE | 11,135,006 | 10,035,859 | 11,331,565 | 3 |
| TOTAL CURRENT ASSETS | <u>126,486,618</u> | <u>123,249,425</u> | <u>87,068,107</u> | |
| NON CURRENT ASSETS | | | | |
| ASSETS LIMITED OR RESTRICTED: | | | | |
| * CASH RESERVE FUND | 74,384,021 | 74,384,021 | 64,390,780 | 1 |
| MUNICIPAL LEASE 2018 | 1,729,451 | 2,354,714 | 2,895,775 | 4 |
| TOTAL BOND TRUSTEE 2017 | 20,531 | 20,531 | 20,383 | |
| TOTAL BOND TRUSTEE 2015 | 552,839 | 415,740 | 548,967 | |
| TOTAL BOND TRUSTEE GO BOND | 5,764 | 5,764 | - | |
| GO BOND TAX REVENUE FUND | 902,799 | 899,680 | 565,214 | |
| DIAGNOSTIC IMAGING FUND | 3,343 | 3,343 | 3,307 | |
| DONOR RESTRICTED FUND | 1,137,882 | 1,137,882 | 1,138,731 | |
| WORKERS COMPENSATION FUND | 24,719 | 28,251 | 22,057 | |
| TOTAL | <u>78,761,349</u> | <u>79,249,926</u> | <u>69,585,215</u> | |
| LESS CURRENT PORTION | <u>(8,199,864)</u> | <u>(7,998,716)</u> | <u>(8,105,752)</u> | |
| TOTAL ASSETS LIMITED OR RESTRICTED - NET | <u>70,561,485</u> | <u>71,251,210</u> | <u>61,479,463</u> | |
| NONCURRENT ASSETS AND INVESTMENTS: | | | | |
| INVESTMENT IN TSC, LLC | (1,673,691) | (1,540,358) | 186,704 | 5 |
| PROPERTY HELD FOR FUTURE EXPANSION | 909,072 | 909,072 | 872,747 | |
| PROPERTY & EQUIPMENT NET | 174,340,625 | 175,026,625 | 176,629,806 | |
| GO BOND CIP, PROPERTY & EQUIPMENT NET | <u>1,825,393</u> | <u>1,793,054</u> | <u>1,810,094</u> | |
| TOTAL ASSETS | <u>372,449,502</u> | <u>370,689,026</u> | <u>328,046,921</u> | |
| DEFERRED OUTFLOW OF RESOURCES: | | | | |
| DEFERRED LOSS ON DEFEASANCE | 374,956 | 378,188 | 413,744 | |
| ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DERIVATIVE | 1,722,206 | 1,722,206 | 1,448,871 | |
| DEFERRED OUTFLOW OF RESOURCES ON REFUNDING | 5,319,356 | 5,343,060 | 5,603,812 | |
| GO BOND DEFERRED FINANCING COSTS | 518,996 | 521,317 | 437,135 | |
| DEFERRED FINANCING COSTS | <u>158,122</u> | <u>159,162</u> | <u>170,605</u> | |
| TOTAL DEFERRED OUTFLOW OF RESOURCES | <u>\$ 8,093,636</u> | <u>\$ 8,123,934</u> | <u>\$ 8,074,168</u> | |
| LIABILITIES | | | | |
| CURRENT LIABILITIES | | | | |
| ACCOUNTS PAYABLE | \$ 6,017,070 | \$ 4,240,579 | \$ 6,049,239 | 6 |
| ACCRUED PAYROLL & RELATED COSTS | 12,838,953 | 16,678,344 | 18,699,647 | 7 |
| INTEREST PAYABLE | 360,160 | 277,783 | 353,623 | |
| INTEREST PAYABLE GO BOND | 849,908 | 566,605 | 905,363 | |
| ESTIMATED SETTLEMENTS, M-CAL & M-CARE | 22,425,422 | 22,956,979 | 161,103 | 8 |
| HEALTH INSURANCE PLAN | 2,275,881 | 2,171,369 | 2,042,670 | 9 |
| WORKERS COMPENSATION PLAN | 2,173,244 | 2,173,244 | 2,396,860 | |
| COMPREHENSIVE LIABILITY INSURANCE PLAN | 1,362,793 | 1,362,793 | 1,172,232 | |
| CURRENT MATURITIES OF GO BOND DEBT | 1,715,000 | 1,715,000 | 1,330,000 | |
| CURRENT MATURITIES OF OTHER LONG TERM DEBT | 3,828,809 | 3,828,809 | 2,585,948 | |
| TOTAL CURRENT LIABILITIES | <u>53,847,239</u> | <u>55,971,505</u> | <u>35,696,684</u> | |
| NONCURRENT LIABILITIES | | | | |
| OTHER LONG TERM DEBT NET OF CURRENT MATURITIES | 29,302,670 | 29,495,064 | 34,312,934 | |
| GO BOND DEBT NET OF CURRENT MATURITIES | 97,668,856 | 97,686,812 | 99,446,406 | |
| DERIVATIVE INSTRUMENT LIABILITY | <u>1,722,206</u> | <u>1,722,206</u> | <u>1,448,871</u> | |
| TOTAL LIABILITIES | <u>182,540,972</u> | <u>184,875,587</u> | <u>170,904,895</u> | |
| NET ASSETS | | | | |
| NET INVESTMENT IN CAPITAL ASSETS | 196,864,284 | 192,799,491 | 164,077,463 | |
| RESTRICTED | <u>1,137,882</u> | <u>1,137,882</u> | <u>1,138,731</u> | |
| TOTAL NET POSITION | <u>\$ 198,002,166</u> | <u>\$ 193,937,373</u> | <u>\$ 165,216,194</u> | |

* Amounts included for Days Cash on Hand calculation

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF NET POSITION
OCTOBER 2020 PRE-AUDIT

1. Working Capital is at 124.4 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 260.0 days. Working Capital cash increased a net \$63,000. Accounts Payable increased \$1,722,000 (See Note 6) and Accrued Payroll & Related Costs decreased \$3,839,000 (See Note 7). Cash collections were above budget by 7%.
2. Net Patient Accounts Receivable increased approximately \$147,000. Cash collections were 107% of target. EPIC Days in A/R were 69.9 compared to 67.7 at the close of September, a 2.20 days increase.
3. Estimated Settlements, Medi-Cal and Medicare increased \$985,000 after recording the monthly estimated receivables due from the Medi-Cal Rate Range, Hospital Quality Assurance Fee, and Medi-Cal PRIME programs and truing up the IVCH estimated receivable from the Medicare program for FY2020.
4. The District requested and received reimbursement from the Municipal Lease fund, decreasing the cash balance \$625,000.
5. Investment in TSC, LLC decreased \$133,000 after booking the estimated losses in Truckee Surgery Center, LLC for October.
6. Accounts Payable increased \$1,722,000 due to the timing of the final check run in October.
7. Accrued Payroll & Related Costs decreased a net \$3,839,000 due to fewer accrued payroll days in October along with the funding of the employer's portion of Deferred Comp.
8. Estimated Settlements, Medi-Cal and Medicare increased \$341,000 after truing up the TFH estimated payable due to the Medicare program for FY2020.
9. Health Insurance Plan IBNR increased \$105,000 after adjusting the first quarter FY2021 liability based on data received from our Third Party Administrator.

**Tahoe Forest Hospital District
Cash Investment
October 2020 - Pre-Audit**

| | | | |
|--|-------------------|-------|-------------------------------------|
| WORKING CAPITAL | | | |
| US Bank | \$ 66,845,555 | 0.01% | |
| US Bank/Kings Beach Thrift Store | 204,126 | | |
| US Bank/Truckee Thrift Store | 165,011 | | |
| US Bank/Payroll Clearing | - | | |
| Umpqua Bank | <u>1,015,174</u> | 0.05% | |
| Total | | | \$ 68,229,866 |
| BOARD DESIGNATED FUNDS | | | |
| US Bank Savings | \$ - | 0.01% | |
| Capital Equipment Fund | <u>-</u> | | |
| Total | | | \$ - |
| Building Fund | | | |
| Cash Reserve Fund | \$ - | | |
| Local Agency Investment Fund | <u>74,384,021</u> | 0.62% | |
| | | | \$ 74,384,021 |
| Municipal Lease 2018 | | | \$ 1,729,451 |
| Bonds Cash 2017 | | | \$ 20,531 |
| Bonds Cash 2015 | | | \$ 552,839 |
| GO Bonds Cash 2008 | | | \$ 908,564 |
| DX Imaging Education | | | |
| Workers Comp Fund - B of A | \$ 3,343 | | |
| | 24,719 | | |
| Insurance | | | |
| Health Insurance LAIF | - | | |
| Comprehensive Liability Insurance LAIF | <u>-</u> | | |
| Total | | | \$ <u>28,062</u> |
| TOTAL FUNDS | | | \$ 145,853,333 |
| RESTRICTED FUNDS | | | |
| Gift Fund | | | |
| US Bank Money Market | \$ 8,361 | 0.01% | |
| Foundation Restricted Donations | 27,309 | | |
| Local Agency Investment Fund | <u>1,102,212</u> | 0.62% | |
| TOTAL RESTRICTED FUNDS | | | \$ <u>1,137,882</u> |
| TOTAL ALL FUNDS | | | \$ <u><u>146,991,216</u></u> |

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
OCTOBER 2020 PRE-AUDIT

| CURRENT MONTH | | | | | YEAR TO DATE | | | | PRIOR YTD OCT 2019 |
|--|---------------------|---------------------|---------------|--|-----------------------|---------------------|---------------------|--------------|-----------------------|
| ACTUAL | BUDGET | VAR\$ | VAR% | | ACTUAL | BUDGET | VAR\$ | VAR% | |
| OPERATING REVENUE | | | | | | | | | |
| \$ 38,445,929 | \$ 35,190,424 | \$ 3,255,505 | 9.3% | Total Gross Revenue | \$ 149,570,754 | \$ 145,701,419 | \$ 3,869,335 | 2.7% | 1 \$ 141,069,376 |
| Gross Revenues - Inpatient | | | | | | | | | |
| \$ 3,175,227 | \$ 2,296,096 | \$ 879,131 | 38.3% | Daily Hospital Service | \$ 12,780,469 | \$ 10,459,798 | \$ 2,320,671 | 22.2% | \$ 12,218,822 |
| 4,355,875 | 4,892,464 | (536,589) | -11.0% | Ancillary Service - Inpatient | 16,483,671 | 20,460,363 | (3,976,692) | -19.4% | 20,928,940 |
| 7,531,101 | 7,188,560 | 342,541 | 4.8% | Total Gross Revenue - Inpatient | 29,264,140 | 30,920,161 | (1,656,021) | -5.4% | 1, 33,147,762 |
| 30,914,827 | 28,001,864 | 2,912,963 | 10.4% | Gross Revenue - Outpatient | 120,306,614 | 114,781,258 | 5,525,356 | 4.8% | 107,921,614 |
| 30,914,827 | 28,001,864 | 2,912,963 | 10.4% | Total Gross Revenue - Outpatient | 120,306,614 | 114,781,258 | 5,525,356 | 4.8% | 1, 107,921,614 |
| Deductions from Revenue: | | | | | | | | | |
| 17,074,631 | 15,424,578 | (1,650,053) | -10.7% | Contractual Allowances | 65,853,543 | 63,839,234 | (2,014,309) | -3.2% | 2 64,770,300 |
| 1,195,692 | 1,079,777 | (115,915) | -10.7% | Charity Care | 5,270,633 | 4,474,766 | (795,867) | -17.8% | 2 5,140,601 |
| - | - | - | 0.0% | Charity Care - Catastrophic Events | - | - | - | 0.0% | 2 - |
| 266,487 | 829,944 | 563,457 | 67.9% | Bad Debt | 892,266 | 3,450,004 | 2,557,738 | 74.1% | 2 1,554,346 |
| - | - | - | 0.0% | Prior Period Settlements | - | - | - | 0.0% | 2 (13,470) |
| 18,536,810 | 17,334,299 | (1,202,511) | -6.9% | Total Deductions from Revenue | 72,016,442 | 71,764,004 | (252,438) | -0.4% | 71,451,777 |
| 94,960 | 157,133 | 62,173 | 39.6% | Property Tax Revenue- Wellness Neighborhood | 339,454 | 472,223 | 132,768 | 28.1% | 381,892 |
| 1,254,455 | 1,003,531 | 250,924 | 25.0% | Other Operating Revenue | 4,195,973 | 4,037,653 | 158,320 | 3.9% | 3 4,338,283 |
| 21,258,534 | 19,016,789 | 2,241,745 | 11.8% | TOTAL OPERATING REVENUE | 82,089,740 | 78,447,291 | 3,642,449 | 4.6% | 74,337,774 |
| OPERATING EXPENSES | | | | | | | | | |
| 7,150,880 | 6,945,045 | (205,835) | -3.0% | Salaries and Wages | 26,708,528 | 28,363,665 | 1,655,137 | 5.8% | 4 22,783,082 |
| 2,311,909 | 2,216,762 | (95,147) | -4.3% | Benefits | 8,763,913 | 8,475,162 | (288,751) | -3.4% | 4 7,563,950 |
| 53,666 | 82,503 | 28,837 | 35.0% | Benefits Workers Compensation | 298,194 | 330,014 | 31,820 | 9.6% | 4 314,467 |
| 1,160,534 | 1,240,032 | 79,498 | 6.4% | Benefits Medical Insurance | 4,832,909 | 4,960,129 | 127,220 | 2.6% | 4 5,418,657 |
| 1,288,638 | 1,218,964 | (69,674) | -5.7% | Medical Professional Fees | 4,486,289 | 4,698,037 | 211,748 | 4.5% | 5 6,881,499 |
| 186,735 | 195,683 | 8,948 | 4.6% | Other Professional Fees | 799,472 | 796,391 | 16,919 | 2.1% | 5 904,955 |
| 2,977,829 | 2,650,293 | (327,536) | -12.4% | Supplies | 11,070,265 | 11,009,284 | (60,981) | -0.6% | 6 10,022,396 |
| 2,116,971 | 1,898,798 | (218,173) | -11.5% | Purchased Services | 6,937,976 | 7,292,982 | 355,006 | 4.9% | 7 6,402,560 |
| 958,020 | 846,744 | (111,276) | -13.1% | Other | 3,148,130 | 3,537,351 | 389,221 | 11.0% | 8 2,666,212 |
| 18,205,181 | 17,294,824 | (910,357) | -5.3% | TOTAL OPERATING EXPENSE | 67,025,676 | 69,463,015 | 2,437,339 | 3.5% | 62,957,778 |
| 3,053,352 | 1,721,965 | 1,331,387 | 77.3% | NET OPERATING REVENUE (EXPENSE) EBIDA | 15,064,063 | 8,984,276 | 6,079,788 | 67.7% | 11,379,996 |
| NON-OPERATING REVENUE/(EXPENSE) | | | | | | | | | |
| 627,111 | 564,938 | 62,173 | 11.0% | District and County Taxes | 2,548,829 | 2,416,059 | 132,770 | 5.5% | 9 2,056,441 |
| 417,352 | 417,352 | (0) | 0.0% | District and County Taxes - GO Bond | 1,669,406 | 1,669,406 | 0 | 0.0% | 1,651,678 |
| 61,343 | 70,594 | (9,251) | -13.1% | Interest Income | 305,397 | 293,241 | 12,156 | 4.1% | 10 679,445 |
| - | - | - | 0.0% | Interest Income-GO Bond | - | - | - | 0.0% | - |
| 4,262 | 87,710 | (83,448) | -95.1% | Donations | 246,692 | 350,839 | (104,147) | -29.7% | 11 60,402 |
| (133,333) | (133,333) | - | 0.0% | Gain/(Loss) on Joint Investment | (533,332) | (533,332) | - | 0.0% | 12 (265,081) |
| - | - | - | 0.0% | Gain/(Loss) on Disposal of Property | - | - | - | 0.0% | 12 - |
| - | - | - | 0.0% | Gain/(Loss) on Sale of Equipment | - | - | - | 0.0% | 13 7,200 |
| - | - | - | 100.0% | COVID-19 Emergency Funding | 169,967 | - | 169,967 | 100.0% | 14 - |
| (1,153,036) | (1,155,923) | 2,887 | 0.2% | Depreciation | (4,620,780) | (4,623,692) | 2,912 | 0.1% | 15 (4,617,987) |
| (111,892) | (113,892) | 2,000 | 1.8% | Interest Expense | (456,508) | (458,582) | 2,074 | 0.5% | 16 (473,404) |
| (291,373) | (283,303) | (8,070) | -2.8% | Interest Expense-GO Bond | (1,169,078) | (1,136,798) | (32,280) | -2.8% | (1,259,608) |
| (579,566) | (545,857) | (33,709) | -6.2% | TOTAL NON-OPERATING REVENUE/(EXPENSE) | (1,839,407) | (2,022,859) | 183,452 | 9.1% | (2,160,914) |
| \$ 2,473,787 | \$ 1,176,107 | \$ 1,297,680 | 110.3% | INCREASE (DECREASE) IN NET POSITION | \$ 13,224,656 | \$ 6,961,418 | \$ 6,263,238 | 90.0% | \$ 9,219,083 |
| NET POSITION - BEGINNING OF YEAR | | | | | 184,777,510 | | | | |
| NET POSITION - AS OF OCTOBER 31, 2020 | | | | | \$ 198,002,166 | | | | |
| 7.9% | 4.9% | 3.0% | | RETURN ON GROSS REVENUE EBIDA | 10.1% | 6.2% | 3.9% | | 8.1% |

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
OCTOBER 2020 PRE-AUDIT

| | | Variance from Budget | |
|--|--|-----------------------------|-----------------|
| | | Fav / <Unfav> | |
| | | OCT 2020 | YTD 2021 |
| 1) Gross Revenues | | | |
| Acute Patient Days were above budget 29.67% or 116 days. Swing Bed days were above budget 10.00% or 2 days. Inpatient Ancillary revenues were below budget due to lower acuity in our patients. | Gross Revenue -- Inpatient | \$ 342,542 | \$ (1,656,021) |
| | Gross Revenue -- Outpatient | 2,912,964 | 5,525,356 |
| | Gross Revenue -- Total | \$ 3,255,505 | \$ 3,869,335 |
| Outpatient volumes were above budget in the following departments: Hospice visits, Laboratory Send Out tests, Diagnostic Imaging, Mammography, Medical Oncology procedures, Nuclear Medicine, Briner Ultrasound, Cat Scans, PET CT, Drugs Sold to Patients, Oncology Drugs Sold to Patients, Tahoe City Occupational Therapy and Physical Therapy Aquatic. | | | |
| 2) Total Deductions from Revenue | | | |
| The payor mix for October shows a .04% increase to Medicare, a 3.13% increase to Medi-Cal, .63% decrease to Other, .02% decrease to County, and a .253% decrease to Commercial when compared to budget. We saw a negative variance in Contractual Allowances due to revenues exceeding budget by 9.3% along with a shift to Medi-Cal from Commercial. | Contractual Allowances | \$ (1,650,053) | \$ (2,014,309) |
| | Managed Care | - | - |
| | Charity Care | (115,915) | (795,867) |
| | Charity Care - Catastrophic | - | - |
| | Bad Debt | 563,457 | 2,557,738 |
| | Prior Period Settlements | - | - |
| | Total | \$ (1,202,511) | \$ (252,438) |
| 3) Other Operating Revenue | | | |
| Retail Pharmacy revenues exceeded budget by 17.66%. | Retail Pharmacy | \$ 47,321 | \$ 51,750 |
| Hospice Thrift Store revenues exceeded budget by 15.94%. | Hospice Thrift Stores | 14,243 | 32,605 |
| Children's Center revenues exceeded budget by 8.11%. | The Center (non-therapy) | (14,946) | (7,508) |
| Rebates and Refunds came in over budget, creating a positive variance in Miscellaneous. | IVCH ER Physician Guarantee | 322 | (30,109) |
| | Children's Center | 6,976 | 21,218 |
| | Miscellaneous | 209,384 | 118,493 |
| | Oncology Drug Replacement | - | - |
| | Grants | (12,377) | (28,130) |
| | Total | \$ 250,924 | \$ 158,320 |
| 4) Salaries and Wages | | | |
| RN and Technical salaries exceeded budget due to the increase in patient days over budget in October. | Total | \$ (205,835) | \$ 1,655,137 |
| Employee Benefits | | | |
| An adjustment to Pension/Deferred Comp liability created a negative variance in Pension/Deferred Comp. | PL/SL | \$ 44,760 | \$ (206,905) |
| | Nonproductive | (26,004) | (80,797) |
| | Pension/Deferred Comp | (165,691) | (165,691) |
| | Standby | 30,910 | 21,567 |
| | Other | 20,879 | 143,075 |
| | Total | \$ (95,147) | \$ (288,751) |
| Employee Benefits - Workers Compensation | Total | \$ 28,837 | \$ 31,820 |
| Employee Benefits - Medical Insurance | Total | \$ 79,498 | \$ 127,220 |
| 5) Professional Fees | | | |
| TC Occupational Therapy and Physical Therapy Aquatic volumes exceeded budget, creating a negative variance in TFH/IVCH Therapy Services. | Information Technology | \$ 5,650 | \$ (68,850) |
| Sleep Clinic Pro Fees are tied to collections, exceeding budget in October. | TFH Locums | (17,450) | (36,377) |
| Anesthesia Guarantee and Pathology Pro Fees came in above budget, creating a negative variance in Miscellaneous. | TFH/IVCH Therapy Services | (22,291) | (9,056) |
| Positive variance in Multi-Specialty Clinics was created by Medical Oncology and Behavioral Health physician fees coming in below budget. | Sleep Clinic | (17,901) | (5,606) |
| | Medical Staff Services | (6,016) | (391) |
| | Multi-Specialty Clinics Administration | - | (312) |
| | Truckee Surgery Center | - | - |
| | Patient Accounting/Admitting | - | - |
| | Respiratory Therapy | - | - |
| | Corporate Compliance | - | - |
| | Marketing | 200 | 3,500 |
| | Managed Care | 4,414 | 4,979 |
| | Home Health/Hospice | 7,217 | 11,451 |
| | Miscellaneous | (99,258) | 13,654 |
| | Financial Administration | 2,148 | 13,698 |
| | Oncology | (700) | 19,720 |
| | Human Resources | 470 | 22,428 |
| | Administration | 6,953 | 35,059 |
| | The Center (includes OP Therapy) | 18,602 | 56,055 |
| | IVCH ER Physicians | 16,558 | 72,407 |
| | Multi-Specialty Clinics | 40,678 | 96,308 |
| | Total | \$ (60,726) | \$ 228,667 |

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
OCTOBER 2020 PRE-AUDIT

| | | <u>Variance from Budget</u> | |
|--|------------------------------------|-----------------------------|---------------------|
| | | <u>Fav / <Unfav></u> | |
| | | <u>OCT 2020</u> | <u>YTD 2021</u> |
| 6) <u>Supplies</u> | | | |
| Drugs Sold to Patients and Oncology Drugs Sold to Patients revenues exceeded budget by 2.80%, creating a negative variance in Pharmacy Supplies. Purchases of flu vaccine in anticipation of flu season also lent to the negative variance in this category. | Pharmacy Supplies | \$ (370,025) | \$ (486,292) |
| | Office Supplies | 963 | 22,835 |
| | Food | 14,603 | 40,525 |
| | Minor Equipment | 1,455 | 60,230 |
| | Other Non-Medical Supplies | 2,720 | 94,392 |
| | Patient & Other Medical Supplies | 22,748 | 207,328 |
| | Total | \$ (327,536) | \$ (60,981) |
| 7) <u>Purchased Services</u> | | | |
| Outsourced billing and collection services created a negative variance in Patient Accounting. | Patient Accounting | \$ (271,793) | \$ (174,268) |
| | Home Health/Hospice | (3,085) | (8,198) |
| | Laboratory | (3,479) | (3,358) |
| | Information Technology | (60,483) | (2,160) |
| Support services provided by Mercy staff for CancerLinq, My Chart E-Sign, and Lab billing modules created a negative variance in Information Technology. | Human Resources | (1,506) | (1,511) |
| | Diagnostic Imaging Services - All | (11,975) | 2,336 |
| | Pharmacy IP | 239 | 9,215 |
| Radiology reads created a negative variance in Diagnostic Imaging-All. | Community Development | 1,695 | 13,857 |
| | The Center | 10,773 | 48,610 |
| | Medical Records | 46,918 | 63,684 |
| | Multi-Specialty Clinics | 11,910 | 102,825 |
| | Department Repairs | 46,430 | 114,321 |
| | Miscellaneous | 16,183 | 189,653 |
| | Total | \$ (218,173) | \$ 355,006 |
| 8) <u>Other Expenses</u> | | | |
| A donation made to the Emergency Warming Center, Dietary department transfers, and Laboratory Transfer of Labor costs created a negative variance in Miscellaneous. | Miscellaneous | \$ (65,132) | \$ (61,265) |
| | Utilities | (46,863) | (4,815) |
| | Multi-Specialty Clinics Equip Rent | 21 | 163 |
| | Multi-Specialty Clinics Bldg Rent | 170 | 171 |
| Electricity, Water/Sewer, and Communication expenses exceeded budget, creating a negative variance in Utilities. | Human Resources Recruitment | (1,253) | 354 |
| | Other Building Rent | 735 | 6,487 |
| | Insurance | (310) | 11,003 |
| Website Maintenance and Billboard Snipes created a negative variance in Marketing. | Dues and Subscriptions | (8,407) | 21,528 |
| | Equipment Rent | 702 | 28,880 |
| | Physician Services | - | 40,000 |
| | Marketing | (49,382) | 95,295 |
| | Outside Training & Travel | 58,443 | 251,420 |
| | Total | \$ (111,276) | \$ 389,221 |
| 9) <u>District and County Taxes</u> | | | |
| | Total | \$ 62,173 | \$ 132,770 |
| 10) <u>Interest Income</u> | | | |
| | Total | \$ (9,251) | \$ 12,156 |
| 11) <u>Donations</u> | | | |
| | IVCH | \$ (32,988) | \$ (71,558) |
| | Operational | (50,460) | (32,589) |
| | Total | \$ (83,448) | \$ (104,147) |
| 12) <u>Gain/(Loss) on Joint Investment</u> | | | |
| | Total | \$ - | \$ - |
| 13) <u>Gain/(Loss) on Sale or Disposal of Assets</u> | | | |
| | Total | \$ - | \$ - |
| 14) <u>COVID-19 Emergency Funding</u> | | | |
| | Total | \$ - | \$ 169,967 |
| 15) <u>Depreciation Expense</u> | | | |
| | Total | \$ 2,887 | \$ 2,912 |
| 16) <u>Interest Expense</u> | | | |
| | Total | \$ 2,000 | \$ 2,074 |

INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
OCTOBER 2020 PRE-AUDIT

| CURRENT MONTH | | | | YEAR TO DATE | | | | PRIOR YTD OCTOBER 2019 | | | |
|-------------------|------------------|-------------------|---------------|--|---------------------|-------------------|-------------------|---------------------------|----|-------------------|--|
| ACTUAL | BUDGET | VAR\$ | VAR% | | ACTUAL | BUDGET | VAR\$ | VAR% | | | |
| | | | | OPERATING REVENUE | | | | | | | |
| \$ 2,456,346 | \$ 2,044,789 | \$ 411,557 | 20.1% | Total Gross Revenue | \$ 9,502,931 | \$ 9,071,306 | \$ 431,625 | 4.8% | 1 | \$ 9,709,302 | |
| | | | | Gross Revenues - Inpatient | | | | | | | |
| \$ - | \$ 4,311 | \$ (4,311) | -100.0% | Daily Hospital Service | \$ 23,054 | \$ 29,356 | \$ (6,302) | -21.5% | | \$ 392 | |
| - | 1,285 | (1,285) | -100.0% | Ancillary Service - Inpatient | 18,269 | 6,388 | 11,881 | 186.0% | | - | |
| - | 5,596 | (5,596) | -100.0% | Total Gross Revenue - Inpatient | 41,323 | 35,744 | 5,579 | 15.6% | 1 | 392 | |
| 2,456,346 | 2,039,193 | 417,153 | 20.5% | Gross Revenue - Outpatient | 9,461,608 | 9,035,562 | 426,046 | 4.7% | | 9,708,910 | |
| 2,456,346 | 2,039,193 | 417,153 | 20.5% | Total Gross Revenue - Outpatient | 9,461,608 | 9,035,562 | 426,046 | 4.7% | 1 | 9,708,910 | |
| | | | | Deductions from Revenue: | | | | | | | |
| 822,949 | 808,298 | (14,651) | -1.8% | Contractual Allowances | 3,514,915 | 3,568,333 | 53,418 | 1.5% | 2 | 4,270,751 | |
| 102,489 | 81,792 | (20,697) | -25.3% | Charity Care | 423,865 | 362,852 | (61,013) | -16.8% | 2 | 474,141 | |
| - | - | - | 0.0% | Charity Care - Catastrophic Events | - | - | - | 0.0% | 2 | - | |
| (8,626) | 81,792 | 90,418 | 110.5% | Bad Debt | 119,503 | 362,852 | 243,349 | 67.1% | 2 | 246,800 | |
| - | - | - | 0.0% | Prior Period Settlements | - | - | - | 0.0% | 2 | (13,357) | |
| 916,813 | 971,882 | 55,069 | 5.7% | Total Deductions from Revenue | 4,058,283 | 4,294,037 | 235,754 | 5.5% | 2 | 4,978,335 | |
| 66,551 | 66,510 | 41 | 0.1% | Other Operating Revenue | 343,836 | 368,286 | (24,450) | -6.6% | 3 | 455,499 | |
| 1,606,083 | 1,139,417 | 466,666 | 41.0% | TOTAL OPERATING REVENUE | 5,788,485 | 5,145,555 | 642,930 | 12.5% | | 5,186,466 | |
| | | | | OPERATING EXPENSES | | | | | | | |
| 409,722 | 407,001 | (2,721) | -0.7% | Salaries and Wages | 1,615,373 | 1,717,905 | 102,532 | 6.0% | 4 | 1,300,878 | |
| 150,986 | 131,374 | (19,612) | -14.9% | Benefits | 546,927 | 515,008 | (31,919) | -6.2% | 4 | 497,280 | |
| 1,525 | 5,089 | 3,565 | 70.0% | Benefits Workers Compensation | 6,098 | 20,357 | 14,259 | 70.0% | 4 | 12,053 | |
| 66,112 | 71,375 | 5,263 | 7.4% | Benefits Medical Insurance | 275,266 | 285,499 | 10,233 | 3.6% | 4 | 310,166 | |
| 191,830 | 187,834 | (3,996) | -2.1% | Medical Professional Fees | 830,785 | 897,908 | 67,123 | 7.5% | 5 | 1,096,594 | |
| 893 | 2,118 | 1,226 | 57.9% | Other Professional Fees | 7,418 | 8,471 | 1,054 | 12.4% | 5 | 6,078 | |
| 51,629 | 57,870 | 6,241 | 10.8% | Supplies | 227,171 | 255,118 | 27,947 | 11.0% | 6 | 205,047 | |
| 73,868 | 67,796 | (6,072) | -9.0% | Purchased Services | 258,917 | 248,007 | (10,910) | -4.4% | 7 | 221,382 | |
| 80,516 | 81,675 | 1,159 | 1.4% | Other | 322,874 | 337,261 | 14,387 | 4.3% | 8 | 280,068 | |
| 1,027,080 | 1,012,132 | (14,948) | -1.5% | TOTAL OPERATING EXPENSE | 4,090,829 | 4,285,534 | 194,705 | 4.5% | | 3,929,546 | |
| 579,004 | 127,285 | 451,719 | 354.9% | NET OPERATING REV(EXP) EBIDA | 1,697,656 | 860,021 | 837,635 | 97.4% | | 1,256,920 | |
| | | | | NON-OPERATING REVENUE/(EXPENSE) | | | | | | | |
| 4,262 | 37,250 | (32,988) | -88.6% | Donations-IVCH | 77,442 | 149,000 | (71,558) | -48.0% | 9 | - | |
| - | - | - | 0.0% | Gain/ (Loss) on Sale | - | - | - | 0.0% | 10 | - | |
| - | - | - | 100.0% | COVID-19 Emergency Funding | 3,064 | - | 3,064 | 100.0% | 11 | - | |
| (67,653) | (67,653) | 0 | 0.0% | Depreciation | (270,612) | (270,611) | (1) | 0.0% | 11 | (262,703) | |
| (63,391) | (30,403) | (32,988) | -108.5% | TOTAL NON-OPERATING REVENUE/(EXP) | (190,106) | (121,611) | (68,495) | -56.3% | | (262,703) | |
| \$ 515,613 | \$ 96,882 | \$ 418,731 | 432.2% | EXCESS REVENUE(EXPENSE) | \$ 1,507,550 | \$ 738,410 | \$ 769,140 | 104.2% | | \$ 994,217 | |
| 23.6% | 6.2% | 17.3% | | RETURN ON GROSS REVENUE EBIDA | 17.9% | 9.5% | 8.4% | | | 12.9% | |

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
OCTOBER 2020 PRE-AUDIT**

| Variance from Budget | |
|----------------------|----------|
| Fav<Unfav> | |
| OCT 2020 | YTD 2021 |

1) Gross Revenues

Acute Patient Days were below budget by 1 at 0 and Observation Days were at budget at 1.

Gross Revenue -- Inpatient
Gross Revenue -- Outpatient

| | |
|-------------------|-------------------|
| \$ (5,596) | \$ 5,579 |
| 417,153 | 426,046 |
| \$ 411,557 | \$ 431,625 |

Outpatient volumes were above budget in Emergency Department visits, Surgery cases, Laboratory tests, Diagnostic Imaging, Cat Scans, Drugs Sold to Patients, and Physical Therapy.

2) Total Deductions from Revenue

We saw a shift in our payor mix with a 1.23% increase in Medicare, a .80% decrease in Medicaid, a 1.99% increase in Commercial insurance, a 2.42% decrease in Other, and County was at budget as well as witnessing a shift from Bad Debt to Charity Care.

Contractual Allowances
Charity Care
Charity Care-Catastrophic Event
Bad Debt
Prior Period Settlement
Total

| | |
|------------------|-------------------|
| \$ (14,651) | \$ 53,418 |
| (20,698) | (61,013) |
| - | - |
| 90,417 | 243,349 |
| - | - |
| \$ 55,069 | \$ 235,754 |

3) Other Operating Revenue

IVCH ER Physician Guarantee
Miscellaneous
Total

| | |
|--------------|--------------------|
| \$ 322 | \$ (30,109) |
| (281) | 5,659 |
| \$ 41 | \$ (24,450) |

4) Salaries and Wages

Total

| | |
|------------|------------|
| \$ (2,721) | \$ 102,532 |
|------------|------------|

Employee Benefits

PL/SL
Pension/Deferred Comp
Standby
Other
Nonproductive
Total

| | |
|--------------------|--------------------|
| \$ (12,170) | \$ (28,375) |
| (10,118) | (10,118) |
| 3,395 | (6,039) |
| (802) | 1,941 |
| 83 | 10,671 |
| \$ (19,612) | \$ (31,919) |

Employee Benefits - Workers Compensation

Total

| | |
|----------|-----------|
| \$ 3,565 | \$ 14,259 |
|----------|-----------|

Employee Benefits - Medical Insurance

Total

| | |
|----------|-----------|
| \$ 5,263 | \$ 10,233 |
|----------|-----------|

5) Professional Fees

Sleep Clinic fees are tied to collections which exceeded budget in October.

Physical Therapy volumes exceeded budget by 4.23%, creating a negative variance in Therapy Services.

Sleep Clinic
Miscellaneous
Therapy Services
Administration
Foundation
Multi-Specialty Clinics
IVCH ER Physicians
Total

| | |
|-------------------|------------------|
| \$ (17,901) | \$ (5,606) |
| 26 | (1,380) |
| (4,157) | (1,026) |
| - | - |
| 1,225 | 1,053 |
| 1,479 | 2,729 |
| 16,558 | 72,407 |
| \$ (2,770) | \$ 68,177 |

6) Supplies

Small equipment purchases for the Emergency Department, Surgery, Physical Therapy, and Administration created a negative variance in Minor Equipment.

Medical Supplies Sold to Patients revenues were over budget 128.20%, creating a negative variance in Patient & Other Medical Supplies.

Pharmacy Supplies
Minor Equipment
Office Supplies
Food
Non-Medical Supplies
Patient & Other Medical Supplies
Total

| | |
|-----------------|------------------|
| \$ 12,561 | \$ (4,484) |
| (3,432) | (3,170) |
| (389) | (255) |
| 437 | 1,996 |
| 950 | 5,752 |
| (3,886) | 28,107 |
| \$ 6,241 | \$ 27,947 |

7) Purchased Services

Outsourced laboratory tests exceeded budget by 125.97%, creating a negative variance in Laboratory.

Deep office cleanings created a negative variance in Multi-Specialty Clinics.

Performance evaluations performed on the Diagnostic Imaging and Cat Scan equipment created a negative variance in Diagnostic Imaging Services - All.

Laboratory
Pharmacy
Multi-Specialty Clinics
Surgical Services
Foundation
Engineering/Plant/Communications
Diagnostic Imaging Services - All
EVS/Laundry
Miscellaneous
Department Repairs
Total

| | |
|-------------------|--------------------|
| \$ (7,636) | \$ (35,626) |
| (491) | (982) |
| (2,830) | (439) |
| - | - |
| (708) | 1,342 |
| 1,920 | 2,435 |
| (4,798) | 2,939 |
| 1,678 | 3,072 |
| 1,068 | 4,258 |
| 5,724 | 12,091 |
| \$ (6,072) | \$ (10,910) |

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
OCTOBER 2020 PRE-AUDIT**

| | | Variance from Budget | |
|---|-----------------------------------|-----------------------------|--------------------|
| | | Fav<Unfav> | |
| | | OCT 2020 | YTD 2021 |
| 8) <u>Other Expenses</u> | Miscellaneous | \$ (12,264) | \$ (40,930) |
| Transfer of Laboratory Labor costs from TFH to IVCH created a negative variance in Miscellaneous. | Physician Services | - | - |
| | Multi-Specialty Clinics Bldg Rent | - | - |
| | Insurance | (2,005) | 340 |
| Controllable expenses are being monitored closely by Senior Leadership, creating positive variances in the majority of the remaining Other Expenses categories. | Marketing | (753) | 1,310 |
| | Equipment Rent | 1,519 | 2,892 |
| | Other Building Rent | 200 | 3,000 |
| | Dues and Subscriptions | 3,231 | 6,527 |
| | Outside Training & Travel | 3,972 | 15,522 |
| | Utilities | 7,259 | 25,725 |
| | Total | \$ 1,159 | \$ 14,387 |
| 9) <u>Donations</u> | Total | \$ (32,988) | \$ (71,558) |
| 10) <u>Gain/(Loss) on Sale</u> | Total | \$ - | \$ - |
| 11) <u>COVID-19 Emergency Funding</u> | Total | \$ - | \$ 3,064 |
| 12) <u>Depreciation Expense</u> | Total | \$ - | \$ (1) |

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS

| | PRE-AUDIT FYE 2020 | | BUDGET FYE 2021 | PROJECTED FYE 2021 | OCT 2020 | BUDGET OCT 2020 | DIFFERENCE | ACTUAL 1ST QTR | PROJECTED 2ND QTR | BUDGET 3RD QTR | BUDGET 4TH QTR |
|---|-----------------------|----|--------------------|-----------------------|--------------|--------------------|--------------|-------------------|----------------------|-------------------|-------------------|
| Net Operating Rev/(Exp) - EBIDA | \$ 18,452,465 | | \$ 11,554,001 | \$ 24,896,101 | \$ 3,053,352 | \$ 1,721,965 | \$ 1,331,387 | \$ 12,010,711 | \$ 5,308,613 | \$ 4,253,010 | \$ 3,323,766 |
| Interest Income | 1,554,599 | | 877,531 | 814,068 | 159,184 | 222,647 | (63,463) | 243,422 | 159,184 | 208,904 | 202,558 |
| Property Tax Revenue | 7,928,820 | | 8,147,000 | 8,150,960 | - | - | - | 520,960 | 100,000 | 4,400,000 | 3,130,000 |
| Donations | 1,327,474 | | 814,000 | 824,627 | 123,458 | 68,000 | 55,458 | 157,169 | 259,458 | 204,000 | 204,000 |
| Emergency Funds | 13,521,428 | | - | 169,967 | - | - | - | 169,967 | - | - | - |
| Debt Service Payments | (4,863,882) | | (5,088,979) | (4,740,193) | (353,352) | (700,918) | 347,566 | (1,407,361) | (1,059,450) | (1,214,235) | (1,059,147) |
| Property Purchase Agreement | (805,927) | | (811,932) | (744,270) | (67,661) | (135,322) | 67,661 | (135,321) | (202,983) | (202,983) | (202,983) |
| 2018 Municipal Lease | (1,574,216) | | (1,717,332) | (1,574,220) | (143,111) | (286,222) | 143,111 | (286,221) | (429,333) | (429,333) | (429,333) |
| Copier | (62,040) | | (62,160) | (61,242) | (5,482) | (5,180) | (302) | (14,320) | (15,842) | (15,540) | (15,540) |
| 2017 VR Demand Bond | (790,555) | | (852,391) | (852,391) | - | - | - | (697,303) | - | (155,088) | - |
| 2015 Revenue Bond | (1,631,144) | | (1,645,164) | (1,508,071) | (137,099) | (274,194) | 137,095 | (274,195) | (411,293) | (411,291) | (411,291) |
| Physician Recruitment | (263,670) | | (287,500) | (222,500) | - | (25,000) | 25,000 | (22,500) | (50,000) | (75,000) | (75,000) |
| Investment in Capital | | | | | | | | | | | |
| Equipment | (3,603,646) | | (3,509,190) | (3,509,190) | (154,746) | (432,239) | 277,493 | (529,968) | (1,296,718) | (961,447) | (721,057) |
| Municipal Lease Reimbursement | 1,164,582 | | 2,354,714 | 2,379,977 | 625,263 | 600,000 | 25,263 | - | 625,263 | 1,000,000 | 754,714 |
| IT/EMR/Business Systems | (2,608,465) | | (1,284,350) | (1,284,350) | (13,093) | (117,926) | 104,833 | (88,573) | (353,777) | (588,000) | (254,000) |
| Building Projects/Properties | (8,042,805) | | (18,578,626) | (18,578,626) | (213,487) | (2,850,434) | 2,636,947 | (486,449) | (8,551,301) | (4,620,671) | (4,920,205) |
| Change in Accounts Receivable | 7,068,523 | N1 | 2,353,530 | (329,333) | (146,560) | 678,378 | (824,938) | (924,092) | (629,075) | 1,128,179 | 95,656 |
| Change in Settlement Accounts | 17,330,115 | N2 | (8,164,723) | (5,777,042) | (985,129) | (645,833) | (339,296) | 1,300,582 | (2,954,555) | (6,112,434) | 1,989,366 |
| Change in Other Assets | 300,265 | N3 | (2,400,000) | (2,259,330) | 3,629 | (200,000) | 203,629 | (662,959) | (396,371) | (600,000) | (600,000) |
| Change in Other Liabilities | (3,316,939) | N4 | 900,000 | 16,889 | (2,035,092) | 1,000,000 | (3,035,092) | (698,019) | (1,135,092) | 3,050,000 | (1,200,000) |
| Change in Cash Balance | 45,948,864 | | (12,312,592) | 382,058 | 63,427 | (681,360) | 744,787 | 9,582,890 | (9,973,822) | 72,306 | 870,650 |
| Beginning Unrestricted Cash | 87,018,706 | | 132,967,570 | 132,967,570 | 142,550,460 | 142,550,460 | - | 132,967,570 | 142,550,460 | 132,576,638 | 132,648,944 |
| Ending Unrestricted Cash | 132,967,570 | | 120,654,978 | 133,349,628 | 142,613,887 | 141,869,100 | 744,787 | 142,550,460 | 132,576,638 | 132,648,944 | 133,519,595 |
| Operating Cash | 112,587,033 | | 110,464,710 | 123,159,359 | 122,233,350 | 121,488,563 | 744,787 | 122,169,923 | 112,196,101 | 117,363,541 | 123,329,326 |
| Medicare Accelerated Payments | 20,380,537 | | 10,190,269 | 10,190,269 | 20,380,537 | 20,380,537 | - | 20,380,537 | 20,380,537 | 15,285,403 | 10,190,269 |
| Expense Per Day | 522,193 | | 571,731 | 565,048 | 548,636 | 568,468 | (19,833) | 534,403 | 554,157 | 561,039 | 565,048 |
| Days Cash On Hand | 255 | | 211 | 236 | 260 | 250 | 10 | 267 | 239 | 236 | 236 |
| Days Cash On Hand - Operating Cash Only | 216 | | 193 | 218 | 223 | 214 | 9 | 229 | 202 | 209 | 218 |

Footnotes:

N1 - Change in Accounts Receivable reflects the 30 day delay in collections.

N2 - Change in Settlement Accounts reflect cash flows in and out related to prior year and current year Medicare and Medi-Cal settlement accounts.

N3 - Change in Other Assets reflect fluctuations in asset accounts on the Balance Sheet that effect cash. For example, an increase in prepaid expense immediately effects cash but not EBIDA.

N4 - Change in Other Liabilities reflect fluctuations in liability accounts on the Balance Sheet that effect cash. For example, an increase in accounts payable effects EBIDA but not cash.

AGENDA ITEM COVER SHEET

| | |
|--|-------------------------------|
| ITEM | Resolution 2020-08 |
| RESPONSIBLE PARTY | Matt Mushet, In-House Counsel |
| ACTION REQUESTED? | For Board Action |
| <p>BACKGROUND:</p> <p>In 2018, the District entered into an installment purchase agreement of capital equipment, which required financing by Opus Bank. A Board resolution was approved granting signing authority to management. However, that resolution was only valid for two years. Since then, Opus was acquired by Pacific Premier Bank which is now requesting that a new current resolution for signing authority be approved.</p> | |
| <p>SUMMARY/OBJECTIVES:</p> <p>In order to execute an amendment for the financed equipment, a current resolution is needed granting the CEO and CFO signing authority. The amendment will extend the schedule of the purchase. This new resolution will be valid through June 2021.</p> | |
| <p>SUGGESTED DISCUSSION POINTS:</p> <p><i>Is there something the board should consider?</i></p> <p>Will the amendment affect any other terms of the transaction?</p> | |
| <p>SUGGESTED MOTION/ALTERNATIVES:</p> <p>Move to approve Resolution 2020-08 as presented.</p> | |
| <p>LIST OF ATTACHMENTS:</p> <ul style="list-style-type: none"> RESOLUTION APPROVING THE FORM AND AUTHORIZING THE EXECUTION AND DELIVERY OF AN AMENDEMENT TO THAT CERTAIN MASTER INSTALLMENT SALE AGREEMENT BY AND BETWEEN OPUS BANK AND THE DISTRICT AND APPROVING CERTAIN OTHER ACTIONS | |

AGENDA ITEM COVER SHEET

| |
|--|
| |
|--|

TAHOE FOREST HOSPITAL DISTRICT

RESOLUTION NO. 2020-08

RESOLUTION APPROVING THE FORM AND AUTHORIZING THE EXECUTION AND DELIVERY OF AN AMENDMENT TO THAT CERTAIN MASTER INSTALLMENT SALE AGREEMENT BY AND BETWEEN OPUS BANK AND THE DISTRICT AND APPROVING CERTAIN OTHER ACTIONS

WHEREAS, TAHOE FOREST HOSPITAL DISTRICT (the "District") is a healthcare district duly organized and existing under the Local Health Care District Law of the State of California;

WHEREAS, the District has heretofore entered into a master installment purchase agreement, dated as of October 1, 2018 (the "Agreement"), by and between Opus Bank, since succeeded by Pacific Premier Bank (the "Bank"), for the purpose of financing the acquisition and installation of certain capital equipment for use at the health facilities owned and operated by the District (the "Equipment");

WHEREAS, the Agreement provides that if all of the funds allocated under the Agreement are not used by October 25, 2020 (the "Termination Date"), the remaining amounts are to be applied to the prepayment of the District's obligations under the Agreement;

WHEREAS, for various reasons, all funds were not used by the Termination Date but the District still wishes to apply all funds to the Equipment;

WHEREAS, the District has requested, and the Bank has agreed, that the Termination Date be extended to June 30, 2021; and

WHEREAS, the Bank has prepared and has provided to the District an amendment to the Agreement to extend the Termination Date as described above;

NOW, THEREFORE, it is hereby ORDERED and DETERMINED, as follows:

Section 1. The form of the amendment to the Agreement, extending the Termination Date to June 30, 2021 (the "Amendment"), is hereby approved. The President of the Board of Directors (the "Board") of the District, the Vice President of the Board, the Secretary of the Board, the Assistant Secretary of the Board, the Chief Executive Officer of the District, the Chief Financial Officer of the District, or any other person authorized by this Resolution or other resolution of the Board to act on behalf of the District (the "Designated Officers"), acting alone, is hereby authorized and directed, for and in the name of the District, to execute and deliver the Amendment in the form presented to this

meeting, with such changes therein as the officer executing the same may approve, such approval to be conclusively evidenced by the execution and delivery of the Amendment.

Section 2. Each Designated Officer is hereby authorized and directed, for and in the name of the District, to execute and deliver any other documents as may be deemed necessary or appropriate to implement the Amendment.

Section 3. This resolution shall take effect immediately upon its passage.

* * * * *

PASSED AND ADOPTED at the meeting of the Tahoe Forest Hospital District Board of Directors held on the 19th day of November, 2020, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Alyce Wong
Chair, Board of Directors
Tahoe Forest Hospital District

ATTEST:

W. Arthur King
Secretary, Board of Directors
Tahoe Forest Hospital District