



TAHOE FOREST HOSPITAL DISTRICT

2017-06-20 Board Finance Committee

Tuesday, June 20, 2017 at 2:00pm

Foundation Conference Room - Tahoe Forest Health System Foundation

10976 Donner Pass Rd, Truckee, CA 96161

Meeting Book - 2017-06-20 Board Finance Committee

6/20/17 Finance Committee

AGENDA

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5. APPROVAL OF MINUTES

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6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1.1. Financial Report - May 2017.pdf Page 9

6.1.2. Quarterly Review - MultiSpecialty Clinics.pdf Page 22

6.1.3. Quarterly Review - Tahoe Forest Health System Foundation.pdf Page 31

6.1.4. Truckee Surgery Center - January-March 2017.pdf Page 35

6.2. FY 18 Budget Update - Preliminary Volumes.pdf Page 47

7. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS

No related materials.

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

8. Recommended Agenda Items and 9. Next Meeting Date.pdf Page 62

10. ADJOURN



FINANCE COMMITTEE AGENDA

Tuesday, June 20, 2017 at 2:00 p.m.
Foundation Conference Room - Tahoe Forest Health System Foundation
10976 Donner Pass Rd, Truckee, CA 96161

1. CALL TO ORDER

2. ROLL CALL

Dale Chamblin, Chair; Alyce Wong, 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: 4/25/2017 ATTACHMENT

6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. Financial Reports

- 6.1.1. Financial Report – May 2017 ATTACHMENT
- 6.1.2. Quarterly Review – Multi-Specialty Clinics ATTACHMENT
- 6.1.3. Quarterly Review – Tahoe Forest Health System Foundation ATTACHMENT
- 6.1.4. Quarterly Review – Truckee Surgery Center, Inc. – January – March 2017 ATTACHMENT

6.2. FY18 Budget Update ATTACHMENT

The Finance Committee will receive an update on the fiscal year 2018 budget, including preliminary volumes.

7. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS

8. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING ATTACHMENT

9. NEXT MEETING DATE ATTACHMENT

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 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 (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

Tuesday, April 25, 2017 at 1:00 p.m.
Eskridge Conference Room, Tahoe Forest Hospital
10121 Pine Avenue, Truckee, CA 96161

1. CALL TO ORDER

Meeting was called to order at 1:02 p.m.

2. ROLL CALL

Board: Dale Chamblin, Chair; Greg Jellinek, M.D., Board Member

Staff: Harry Weis, Chief Executive Officer; Crystal Betts, Chief Financial Officer; Jaye Chasseur, Controller; 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: 3/21/2017

Director Jellinek approved the Finance Committee minutes of March 21, 2017.

6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. Financial Reports

6.1.1. Financial Report – March 2017

CFO reviewed the March 2017 Financial Report.

CFO stated on the Notes to Statement of Net Position that Accounts Payable decreasing \$1,811,000,000 was a typographical error. It should read that Accounts Payable decreased \$1,811,000. This decrease was due to the timing of the final check run in March.

The District received a Medi-Cal AB915 program reimbursement of \$718,000 for fiscal year 2016.

Cash collections were 7% higher than target.

Days in Accounts Receivable were 54 days, a .60 days decrease from prior month.

The District received notice of an interim rate adjustment to its Medicare rates which resulted in an amount due back to Medicare.

The District closed on the Variable Rate Demand Bond. Final documents will be received in June and accounting will finalize the journal entry then.

In April, the Cash Investment will show the District moved \$1,000,000 to Umpqua Bank. The account was opened to get a basis point reduction.

Billing is using a payment plan company called HELP. Of the \$1,300,000 in self pay accounts receivable, the District was able to transfer \$900,000 to HELP and will receive approximately \$700,000 for the accounts transferred. It is a 15% discount of the balance due.

Finance has been doing a lot of work on Accounts Receivable over 120 days. There are some old commercial accounts the District got paid on.

The cash target was moved to 60 days.

Director Chamblin inquired about the Moss Adams report on the Truckee Surgery Center. CFO expects Finance Committee to hear the item in closed session at next month's meeting.

CFO reviewed the Income Statement.

March was a strong month. Outpatient total gross revenue was \$2,235,493 over budget.

ER visit were lower than budget.

Outpatient surgical cases were almost 30% above budget. The lab was also very busy - MOB 18% higher than budget and TFH was 14% higher than budget. Diagnostic Imaging in every category was over budget.

Contractual allowances were over budget due to revenues exceeding budget by 11.2%.

The District saw a 1.6% increase in commercial insurance payors. The Medicare interim rate adjustment also affects the contractual allowance amount.

Actual contractual allowances for March were \$9,556,855 versus budget of \$8,164,934, creating a variance of \$1,391,921. CFO had expected less of a variance. This is offset because accounting had to book a settlement for 2017. When booked for year it is based on estimate, final payment was better than what was recorded.

Accounting is seeing movement in Accounts Receivable over 120 days.

There were charity applications that were processed so it moved out of the bad debt bucket and into charity care.

Moss Adams will focus on Accounts Receivable over 120 days, Contractual Allowances and Settlements. The District is conservative and would rather understate the revenue line than overstate it.

Benefits were over budget from the use of paid leave and the true up of long term sick and paid leave which is based on hourly wage and number of hours worked.

Professional fees have a negative variance trend for the hospitalist program.

Project managers are in place to help with the various conversions. Justine Reyes is assisting with the physician services project management and Dave Dixon is working on the revenue cycle side.

Supplies were over budget.

Patient Registration and Admitting staff were moved into uniforms. The District will provide the first set of uniforms.

Purchased services were over budget from another snow removal bill.
Laundry and linen continues to be over budget, as well as maintenance in order to prepare for the HFAP survey.

Human Resources had negative variance due to turnover.

CFO reviewed the following items in the Other expenses category:

- The District used executive search firms to fill the Director of Women and Family, Director of Emergency Services, and Cancer Center Director.
- Rent on the Clear Capital building was not budgeted.
- A \$200,000 fee to UC Davis that was not budgeted for.

The District finished the month with a net income of \$1,511,776. Net income is trailing behind same time last year.

On the Key Financial Indicators, CFO noted the Operating Expense Variance to Budget is \$603,693 over budget.

CFO reviewed the Statement of Revenue and Expenses for Incline Village Community Hospital (IVCH).

IVCH was a little off in March. Their EBIDA was \$98,884 against a budget of \$146,784. This was mostly caused by outpatient revenues. IVCH saw a 6.39% increase in commercial insurance payors. There was an increase in Aged Accounts Receivable over 120 days. IVCH surgical cases were over by 2 but under in minutes. This does impact their outpatient revenue. Physical Therapy volumes are down.

Accounting did adjust for the investment in EPIC. \$4,700,000 will be paid out before June 30.

CFO noted the District submitted for municipal lease reimbursement and drew \$735,000 of the remaining \$979,000 in funds.

If the District hits budget on EBIDA, we will come around \$15,000,000 at the end of the fiscal year.

On patient volumes, Physical Therapy was off by 7% through nine months.

CFO reviewed the graphs on page 29 of Outpatient OR and Inpatient OR Cases.

The end of the third quarter is one of the higher periods the District has seen for outpatient. This has also been one of the best years the District has had for imaging at end of the third quarter.

6.1.2. Quarterly Review – Financial Status of Separate Entities

CFO reviewed the status of the Separate Entities.

Home Health and Hospice have to be looked at combined. They can only have a combined loss of \$200,000. They are within budget before the thrift store revenue is added.

The Children's Center had to increase wages which is causing a variance under salaries and benefits.

Occupational Health and Health Clinic utilize the same staff which is why Occupational Health shows \$191,194 over budget and Health Clinic show \$171,465 under budget in salaries.

The Retail Pharmacy's operating expenses were \$225,395 over budget, mainly due to supply costs. CFO reiterated the Employee Drug Plan and costs captured back through the retail pharmacy.

Adjusted net income of Therapy Services was \$132,975 over budget.

The Sports Performance Lab had an adjusted net income of \$27,906 over budget.

The Fitness Center was 696 units under budget. This was influenced by the need of physical therapy to utilize the gym for patients.

Occupational Health Testing (retail side) had an unbudgeted variance in salaried of \$89,492.

Overall, the Center for Health and Sports Performance had an adjusted net income of \$84,566 better than budget.

Medical Oncology (facility side) had a net loss of \$16,199 against budget and MSC Medical Oncology (professional fees side) had a net income of \$66,952 more than budget.

Radiation Oncology (facility side) had a net income of \$594,738 more than budget and MSC Radiation Oncology (professional fees side) had a net loss of \$85,778 against budget. Radiation oncology visits are off.

The Oncology Lab is a breakeven service.

Oncology Drugs had a net income of \$930,792 more than budget.

The total Cancer Program had a net income of \$1,470,436 over budget.

6.1.3. Quarterly Review of Revenue Payor Mix

CFO reviewed the payor mix graphs.

The payor mix for March 2017 is close to budget.

The District saw more Medi-Cal on the inpatient side. It was flat on the outpatient side.

On page 54, CFO reviewed the graph of Total Quarterly Percent of Gross Revenue by Payor. This graph shows the seasonality of our local area. This is a normal trend for the District.

6.1.4. TIRHR Expenditure Report

TIRHR has quarterly board meetings

There is \$434,218 remaining on the Letter of Credit.

6.2. 2002 Variable Rate Demand Bond Refinancing Update

CFO provided the Finance Committee with an update on the refunding of the 2002 Variable Rate Bond.

CFO noted the new bond closed on March 27 and the old bond was handled on March 28. The line of credit is also closed and the District is no longer dealing with US Bank.

The budget of closing costs is \$138,000.

The final documents for the refunding will be received in June.

6.3. FY18 Budget Update

CFO provided the committee with an update on the fiscal year 2018 budget.

There is a delay on the budget. It is expected that the budget will be brought to the board in July.

The Finance Department has an Accountant III position that just started and a Staff Accountant starting next Tuesday. A temporary position will start next week that will be an extension of the Controller.

7. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS

As Finance Committee Chair, Director Chamblin will recommend that Finance Committee continue to meet on a regular basis.

8. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING

- Financial Report-April 2017
- Quarterly Review of Multispecialty Clinics
- Quarterly Review of Tahoe Forest Health System Foundation
- Quarterly Review of Truckee Surgery Center, Inc.
- Truckee Surgery Center Analysis Report by Karl Rebay, Moss Adams (Closed Session)
- 2018 Budget Update
- ACA Repeal/Replacement Information - Standing Item

9. NEXT MEETING DATE

The next Finance Committee meeting will be held on May 23, 2017 at 8:00 a.m.

10. ADJOURN

Meeting adjourned at 2:23 p.m.

**TAHOE FOREST HOSPITAL DISTRICT
MAY 2017 FINANCIAL REPORT
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Board of Directors
Of Tahoe Forest Hospital District

MAY 2017 FINANCIAL NARRATIVE

The following is the financial narrative analyzing financial and statistical trends for the eleven months ended May 31, 2017.

Activity Statistics

- ❑ TFH acute patient days were 388 for the current month compared to budget of 343. This equates to an average daily census of 12.52 compared to budget of 11.10.
- ❑ TFH Outpatient volumes were above budget in the following departments by at least 5%: Emergency Department visits, Surgical cases, Laboratory tests, Mammography exams, Ultrasounds, Cat Scans, PET CT, Pharmacy units, Oncology Pharmacy units, Respiratory Therapy, Physical Therapy, Speech Therapy, and Occupational Therapy.
- ❑ TFH Outpatient volumes were below budget in the following departments by at least 5%: Home Health visits, Oncology Lab, and Nuclear Medicine exams.

Financial Indicators

- ❑ Net Patient Revenue as a percentage of Gross Patient Revenue was 55.0% in the current month compared to budget of 54.0% and to last month's 59.1%. Current year's Net Patient Revenue as a percentage of Gross Patient Revenue is 55.5%, compared to budget of 54.1% and prior year's 57.9%.
- ❑ EBIDA was \$1,056,303 (5.0%) for the current month compared to budget of \$125,378 (.7%), or \$930,925 (4.3%) above budget. Year-to-date EBIDA was \$16,451,590 (7.2%) compared to budget of \$7,485,382 (3.5%), or \$8,966,208 (3.7%) above budget.
- ❑ Cash Collections for the current month were \$11,578,501 which is 94% of targeted Net Patient Revenue.
- ❑ Gross Days in Accounts Receivable were 52.6, compared to the prior month of 55.4. Gross Accounts Receivables are \$31,985,922 compared to the prior month of \$33,799,541. The percent of Gross Accounts Receivable over 120 days old is 17.9%, compared to the prior month of 19.1%.

Balance Sheet

- ❑ Working Capital Days Cash on Hand is 50.3 days. S&P Days Cash on Hand is 205.7. Working Capital cash increased \$2,909,000. Accounts Payable decreased \$1,112,000, Accrued Payroll & Related Costs increased \$501,000, cash collections fell short of target by 6%, and the District received its second installment of property tax revenues.
- ❑ Net Patients Accounts Receivable decreased approximately \$1,269,000. Cash collections were at 94% of target and days in accounts receivable were 52.6 days, a 2.8 days decrease.
- ❑ Other Receivables and GO Bond Receivables decreased \$1,990,000 and \$1,480,000, respectively, after booking the second installment of property tax revenues.
- ❑ GO Bond Tax Revenue Fund increased \$1,872,000 due to the receipt of property tax revenues.
- ❑ Accounts Payable decreased \$1,112,000 due to the timing of the final check run in May.
- ❑ Accrued Payroll & Related Costs increased a net \$501,000 due to an increase in accrued payroll days at the close of May.
- ❑ Estimated Settlements, Medi-Cal and Medicare decreased a net \$446,000 after truing up the IGT receivable reserve booked at the close of FY2016.

Operating Revenue

- ❑ Current month's Total Gross Revenue was \$21,026,067, compared to budget of \$18,113,809 or \$2,912,257 above budget.
- ❑ Current month's Gross Inpatient Revenue was \$5,534,924, compared to budget of \$5,320,886 or \$214,038 above budget.
- ❑ Current month's Gross Outpatient Revenue was \$15,491,143 compared to budget of \$12,792,924 or \$2,698,219 above budget. Volumes were up in some departments and down in others. See TFH Outpatient Activity Statistics above.
- ❑ Current month's Gross Revenue Mix was 33.3% Medicare, 19.0% Medi-Cal, .0% County, 5.5% Other, and 42.2% Insurance compared to budget of 34.8% Medicare, 17.6% Medi-Cal, .0% County, 3.6% Other, and 44.0% Insurance. Last month's mix was 31.4% Medicare, 18.1% Medi-Cal, .0% County, 5.3% Other, and 45.2% Insurance.
- ❑ Current month's Deductions from Revenue were \$9,464,498 compared to budget of \$8,333,434 or \$1,131,064 over budget. Variance is attributed to the following reasons: 1) Payor mix varied from budget with a 1.55% decrease in Medicare, a 1.28% increase to Medi-Cal, a .0% decrease in County, a 1.91% increase in Other, and Commercial was under budget 1.64%, 2) Revenues exceeded budget by 16.1% and 3) a true-up of the FY16 IGT reserves was completed, resulting in a positive variance in Prior Period Settlements.

Operating Expenses

DESCRIPTION	May 2017 Actual	May 2017 Budget	Variance	BRIEF COMMENTS
Salaries & Wages	4,172,340	3,771,707	(400,633)	Negative variance in Salaries and Wages related to increased patient volumes.
Employee Benefits	1,488,223	1,377,186	(111,037)	Annual employee BBQ, longevity retention bonuses, and employer related payroll taxes created a negative variance in Employee Benefits.
Benefits – Workers Compensation	52,083	57,011	4,928	
Benefits – Medical Insurance	432,790	694,217	261,427	
Professional Fees	1,957,150	1,695,415	(261,735)	We saw negative variances in Hospitalist and Emergency Department physician fees, Chief Medical Officer physician fees, service line analysis consulting, PT, ST, and OT therapist fees, locums coverage for Radiation Oncology, and legal services provided to Human Resources
Supplies	1,658,252	1,576,609	(81,643)	Small equipment purchases, patient care staff uniforms, system conversion supplies, and an increase in Patient & Other Medical Supplies due to revenues exceeding budget by 23.93% created a negative variance in Supplies.
Purchased Services	1,041,091	877,166	(163,925)	Services provided to laundry & linen, engineering, expense advances to TIRHR and the Foundation's BOTC & GUGC events, and collection agency fees created a negative variance in Purchased Services.
Other Expenses	613,143	651,054	37,911	Positive variance in Other Expenses related to a decrease in budgeted travel expenses for the Mercy EPIC conversion, Multi-Specialty Clinic rents, and expense advances budgeted for TIRHR and the BOTC & GUGC.
Total Expenses	11,415,073	10,700,366	(714,707)	

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF NET POSITION
May 2017

ASSETS	May-17	Apr-17	May-16	
CURRENT ASSETS				
* CASH	\$ 18,181,969	\$ 15,272,639	\$ 16,956,307	1
PATIENT ACCOUNTS RECEIVABLE - NET	17,647,971	18,916,639	12,103,488	2
OTHER RECEIVABLES	3,378,764	5,368,431	2,832,972	3
GO BOND RECEIVABLES	(996,187)	483,445	(982,765)	4
ASSETS LIMITED OR RESTRICTED	5,838,143	5,949,042	5,220,539	
INVENTORIES	2,729,601	2,727,579	2,365,579	
PREPAID EXPENSES & DEPOSITS	1,636,274	1,905,086	1,326,172	
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	721,221	642,240	3,147,972	
TOTAL CURRENT ASSETS	49,137,756	51,265,101	42,970,264	
NON CURRENT ASSETS				
ASSETS LIMITED OR RESTRICTED:				
* CASH RESERVE FUND	56,244,140	56,244,140	50,888,997	1
BANC OF AMERICA MUNICIPAL LEASE	246,537	246,537	979,155	
TOTAL BOND TRUSTEE 2002	3	3	2	
TOTAL BOND TRUSTEE 2015	1,572,285	1,436,554	1,113,902	
GO BOND PROJECT FUND	231,734	231,866	3,259,544	
GO BOND TAX REVENUE FUND	3,975,142	2,103,577	3,397,316	5
DIAGNOSTIC IMAGING FUND	3,179	3,179	2,979	
DONOR RESTRICTED FUND	1,146,114	1,146,114	1,139,848	
WORKERS COMPENSATION FUND	6,076	28,841	14,487	
TOTAL	63,425,210	61,440,811	60,796,229	
LESS CURRENT PORTION	(5,838,143)	(5,949,042)	(5,220,539)	
TOTAL ASSETS LIMITED OR RESTRICTED - NET	57,587,067	55,491,769	55,575,690	
NONCURRENT ASSETS AND INVESTMENTS:				
INVESTMENT IN TSC, LLC	(140,146)	(140,146)	202,785	
PROPERTY HELD FOR FUTURE EXPANSION	836,353	836,353	836,353	
PROPERTY & EQUIPMENT NET	129,821,675	130,172,530	126,151,868	
GO BOND CIP, PROPERTY & EQUIPMENT NET	33,192,847	32,968,366	31,098,590	
TOTAL ASSETS	270,435,552	270,593,972	256,835,551	
DEFERRED OUTFLOW OF RESOURCES:				
DEFERRED LOSS ON DEFEASANCE	507,483	510,715	546,271	
ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DERIVATIVE	1,469,762	1,469,762	2,071,949	
DEFERRED OUTFLOW OF RESOURCES ON REFUNDING	6,291,248	6,314,953	1,932,307	
GO BOND DEFERRED FINANCING COSTS	493,237	495,171	299,623	
DEFERRED FINANCING COSTS	200,774	201,814	213,257	
TOTAL DEFERRED OUTFLOW OF RESOURCES	\$ 8,962,503	\$ 8,992,415	\$ 5,063,407	
LIABILITIES				
CURRENT LIABILITIES				
ACCOUNTS PAYABLE	\$ 4,593,207	\$ 5,704,974	\$ 5,471,732	6
ACCRUED PAYROLL & RELATED COSTS	9,221,460	8,720,231	8,168,653	7
INTEREST PAYABLE	891,881	799,919	492,611	
INTEREST PAYABLE GO BOND	1,290,818	975,326	1,431,935	
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	205,097	651,548	278,649	8
HEALTH INSURANCE PLAN	1,307,731	1,307,731	1,307,731	
WORKERS COMPENSATION PLAN	1,120,980	1,120,980	404,807	
COMPREHENSIVE LIABILITY INSURANCE PLAN	751,298	751,298	824,203	
CURRENT MATURITIES OF GO BOND DEBT	1,260,000	1,260,000	530,000	
CURRENT MATURITIES OF OTHER LONG TERM DEBT	1,953,186	1,953,186	2,323,994	
TOTAL CURRENT LIABILITIES	22,595,656	23,245,193	21,234,315	
NONCURRENT LIABILITIES				
OTHER LONG TERM DEBT NET OF CURRENT MATURITIES	27,715,330	27,821,197	29,597,138	
GO BOND DEBT NET OF CURRENT MATURITIES	103,355,606	103,369,026	99,997,435	
DERIVATIVE INSTRUMENT LIABILITY	1,469,762	1,469,762	2,071,949	
TOTAL LIABILITIES	155,136,354	155,905,178	152,900,837	
NET ASSETS				
NET INVESTMENT IN CAPITAL ASSETS RESTRICTED	123,115,588	122,535,095	107,858,273	
	1,146,114	1,146,114	1,139,848	
TOTAL NET POSITION	\$ 124,261,701	\$ 123,681,208	\$ 108,998,121	

* Amounts included for Days Cash on Hand calculation

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF NET POSITION
MAY 2017

1. Working Capital is at 50.3 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 205.7 days. Working Capital cash increased a net \$2,909,000. Accounts Payable decreased \$1,112,000 (See Note 4), Accrued Payroll & Related Costs increased \$501,000 (See Note 5), cash collections fell short of budget by 6%, and the District received its second funding of property tax revenues in the amount of \$2,542,000.
2. Net Patient Accounts Receivable decreased approximately \$1,269,000. Cash collections were 94% of target. Days in Accounts Receivable are at 52.6 days compared to prior months 55.4 days, a 2.8 days decrease.
3. Other Receivables decreased a net \$1,990,000 after booking the receipt of the second installment of property tax revenues.
4. GO Bond Receivables decreased a net \$1,480,000 after booking the receipt of the second installment of property tax revenues.
5. GO Bond Tax Revenue Fund increased \$1,872,000 due to the receipt of the second installment of property tax revenues.
6. Accounts Payable decreased \$1,112,000 due to the timing of the final check run in the month.
7. Accrued Payroll & Related Costs increased \$501,000 as a result of increased accrued payroll days in May.
8. Estimated Settlements, Medi-Cal and Medicare decreased a net \$446,000 after truing up the IGT receivable reserve booked at the close of FY2016.

**Tahoe Forest Hospital District
Cash Investment
May 2017**

WORKING CAPITAL			
US Bank	\$ 16,887,855		
US Bank/Kings Beach Thrift Store	48,209		
US Bank/Truckee Thrift Store	129,255		
US Bank/Payroll Clearing	115,926		
Umpqua Bank	<u>1,000,723</u>		
Total			\$ 18,181,969
 BOARD DESIGNATED FUNDS			
US Bank Savings	\$ -	0.03%	
Capital Equipment Fund	<u>-</u>		
Total			\$ -
 Building Fund			
Cash Reserve Fund	\$ -		
Local Agency Investment Fund	<u>56,244,140</u>	0.93%	
			\$ 56,244,140
 Banc of America Muni Lease			
			\$ 246,537
 Bonds Cash 2002			
			\$ 3
 Bonds Cash 2015			
			\$ 1,572,285
 Bonds Cash 2008			
			\$ 4,206,876
 DX Imaging Education			
	\$ 3,179	0.00%	
 Workers Comp Fund - B of A			
	6,076		
 Insurance			
Health Insurance LAIF	-	0.00%	
Comprehensive Liability Insurance LAIF	<u>-</u>	0.00%	
Total			<u>\$ 9,255</u>
 TOTAL FUNDS			
			\$ 80,461,065
 RESTRICTED FUNDS			
Gift Fund			
US Bank Money Market	\$ 8,363	0.03%	
Foundation Restricted Donations	\$ 98,331		
Local Agency Investment Fund	<u>1,039,420</u>	0.00%	
TOTAL RESTRICTED FUNDS			<u>\$ 1,146,114</u>
 TOTAL ALL FUNDS			
			<u><u>\$ 162,068,243</u></u>

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
MAY 2017

CURRENT MONTH				Note	YEAR TO DATE				PRIOR YTD	
ACTUAL	BUDGET	VAR\$	VAR%		ACTUAL	BUDGET	VAR\$	VAR%	MAY 2016	
OPERATING REVENUE										
\$ 21,026,067	\$ 18,113,809	\$ 2,912,257	16.1%		\$ 229,873,849	\$ 216,175,553	\$ 13,698,296	6.3%	1	\$ 200,647,836
Total Gross Revenue										
Gross Revenues - Inpatient										
\$ 1,935,308	\$ 1,772,269	\$ 163,039	9.2%		\$ 21,503,671	\$ 19,792,337	\$ 1,711,334	8.6%		\$ 18,737,819
3,599,616	3,548,617	50,999	1.4%		44,156,671	42,344,441	1,812,230	4.3%		39,356,842
5,534,924	5,320,886	214,038	4.0%		65,660,342	62,136,778	3,523,564	5.7%	1	58,094,661
Daily Hospital Service										
Ancillary Service - Inpatient										
Total Gross Revenue - Inpatient										
15,491,143	12,792,924	2,698,219	21.1%		164,213,507	154,038,776	10,174,732	6.6%		142,553,175
15,491,143	12,792,924	2,698,219	21.1%		164,213,507	154,038,776	10,174,732	6.6%	1	142,553,175
Gross Revenue - Outpatient										
Total Gross Revenue - Outpatient										
Deductions from Revenue:										
9,471,169	7,428,860	(2,042,309)	-27.5%		97,824,625	88,503,079	(9,321,546)	-10.5%	2	80,401,923
619,043	634,203	15,160	2.4%		6,927,155	7,570,055	642,901	8.5%	2	6,307,159
3,850	-	(3,850)	0.0%		282,956	-	(282,956)	0.0%	2	619,863
14,616	270,370	255,754	94.6%		(1,745,539)	3,234,584	4,980,123	154.0%	2	(531,031)
(644,181)	-	644,181	0.0%		(1,088,542)	-	1,088,542	0.0%	2	(2,385,299)
9,464,498	8,333,434	(1,131,064)	-13.6%		102,200,655	99,307,718	(2,892,936)	-2.9%		84,412,615
Contractual Allowances										
Charity Care										
Charity Care - Catastrophic Events										
Bad Debt										
Prior Period Settlements										
Total Deductions from Revenue										
45,337	64,919	(19,582)	-30.2%		686,801	723,122	658,203	91.0%		668,760
864,469	980,449	(115,979)	-11.8%		8,200,875	7,783,359	417,515	5.4%	3	7,568,260
Property Tax Revenue- Wellness Neighborhood										
Other Operating Revenue										
12,471,375	10,825,743	1,645,632	15.2%		136,560,870	125,374,316	11,186,554	8.9%		124,472,241
TOTAL OPERATING REVENUE										
OPERATING EXPENSES										
4,172,340	3,771,707	(400,633)	-10.6%		42,857,717	42,108,028	(749,689)	-1.8%	4	40,036,200
1,488,223	1,377,186	(111,037)	-8.1%		14,049,761	13,416,357	(633,404)	-4.7%	4	13,642,406
52,083	57,011	4,928	8.6%		599,972	627,123	27,151	4.3%	4	564,108
432,790	694,217	261,427	37.7%		6,944,187	7,636,386	692,198	9.1%	4	7,098,955
1,957,150	1,695,415	(261,735)	-15.4%		20,088,149	19,464,344	(623,805)	-3.2%	5	17,304,746
1,658,252	1,576,609	(81,643)	-5.2%		17,868,877	18,390,416	521,539	2.8%	6	16,548,878
1,041,091	877,166	(163,925)	-18.7%		11,215,733	9,798,657	(1,417,076)	-14.5%	7	9,865,249
613,143	651,054	37,911	5.8%		6,484,883	6,447,623	(37,260)	-0.6%	8	5,464,889
11,415,073	10,700,366	(714,707)	-6.7%		120,109,281	117,888,934	(2,220,346)	-1.9%		110,525,432
TOTAL OPERATING EXPENSE										
1,056,303	125,378	930,925	742.5%		16,451,590	7,485,382	8,966,208	119.8%		13,946,808
NET OPERATING REVENUE (EXPENSE) EBIDA										
NON-OPERATING REVENUE/(EXPENSE)										
461,163	441,581	19,582	4.4%		4,913,067	4,848,378	64,689	1.3%	9	4,332,867
391,933	391,933	-	0.0%		4,311,267	4,311,267	-	0.0%		4,321,997
62,437	42,243	20,194	47.8%		554,463	394,328	160,135	40.6%	10	337,694
2	-	2	0.0%		359	(0)	360	0.0%		17,640
18,830	38,917	(20,086)	-51.6%		388,648	428,084	(39,436)	-9.2%	11	393,186
-	-	-	0.0%		(183,517)	(93,750)	(89,767)	-95.8%	12	(121,610)
-	-	-	0.0%		-	-	-	0.0%	12	-
-	-	-	0.0%		-	-	-	0.0%	13	7,500
-	-	-	0.0%		-	-	-	0.0%	14	-
(967,356)	(966,316)	(1,040)	-0.1%		(10,167,984)	(10,629,477)	461,493	4.3%	15	(9,386,995)
(101,021)	(98,269)	(2,752)	-2.8%		(1,124,003)	(1,087,864)	(36,140)	-3.3%	16	(1,303,396)
(327,710)	(315,492)	(12,219)	-3.9%		(2,407,465)	(2,511,735)	104,270	4.2%		(2,943,836)
(461,722)	(465,404)	3,681	0.8%		(3,715,167)	(4,340,769)	625,603	14.4%		(4,344,952)
TOTAL NON-OPERATING REVENUE/(EXPENSE)										
\$ 594,580	\$ (340,026)	\$ 934,606	274.9%		\$ 12,736,423	\$ 3,144,612	\$ 9,591,811	305.0%		\$ 9,601,856
INCREASE (DECREASE) IN NET POSITION										
NET POSITION - BEGINNING OF YEAR					111,525,278					
NET POSITION - AS OF MAY 31, 2017					\$ 124,261,701					
5.0%	0.7%	4.3%			7.2%	3.5%	3.7%			7.0%
RETURN ON GROSS REVENUE EBIDA										

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
MAY 2017

		Variance from Budget	
		Fav / <Unfav>	
		MAY 2017	YTD 2017
1) Gross Revenues			
Acute Patient Days were above budget 13.12% or 43 days. Swing Bed days were under budget 44.83% or 13 days. Inpatient Ancillary revenues exceeded budget by 1.40% due to the increase in Acute patient days.	Gross Revenue – Inpatient	\$ 214,039	\$ 3,523,908
	Gross Revenue – Outpatient	2,698,219	10,174,388
	Gross Revenue – Total	\$ 2,912,257	\$ 13,698,296
Outpatient volumes were above budget in the following departments: Emergency Department visits, Surgical cases, Laboratory tests, Diagnostic Imaging, Mammography, MRI exams, Ultrasounds, Cat Scans, PET CT, Physical Therapy, Speech Therapy, Occupational Therapy, Pharmacy units, and Oncology Pharmacy units.			
2) Total Deductions from Revenue			
The payor mix for May shows a 1.55% decrease to Medicare, a 1.28% increase to Medi-Cal, 1.91% increase to Other, County at budget, and a 1.64% decrease to Commercial when compared to budget. Contractual Allowances were over budget due to revenues exceeding budget by 16.10% and a shift in Payor Mix from Medicare and Commercial to Medi-Cal and Other.	Contractual Allowances	\$ (2,042,309)	\$ (9,321,546)
	Charity Care	15,160	642,901
	Charity Care - Catastrophic	(3,850)	(282,956)
	Bad Debt	255,754	4,980,123
	Prior Period Settlements	644,181	1,088,542
	Total	\$ (1,131,064)	\$ (2,892,936)
A true-up of FY2016 IGT reserves created a positive variance in Prior Period Settlements.			
3) Other Operating Revenue			
Retail Pharmacy revenues fell short of budget by 17.59%.	Retail Pharmacy	\$ (41,487)	\$ (186,764)
	Hospice Thrift Stores	(15,131)	(93,329)
	The Center (non-therapy)	(3,692)	(3,442)
	IVCH ER Physician Guarantee	(4,569)	48,098
	Children's Center	10,780	29,867
	Miscellaneous	(65,880)	619,086
	Oncology Drug Replacement	-	-
	Grants	4,000	4,000
	Total	\$ (115,979)	\$ 417,515
4) Salaries and Wages			
Salaries and Wages exceeded budget due to the increase in patient volumes and use of Registry services. Negative variance was offset, in part, by a positive variance in PL/SL and Standby.	Total	\$ (400,633)	\$ (749,689)
Employee Benefits			
Negative variance in Nonproductive related to the annual employee BBQ and Longevity Retention Bonuses.	PL/SL	\$ 27,367	\$ (261,728)
	Nonproductive	(89,875)	(262,373)
	Pension/Deferred Comp	(803)	(3,501)
	Standby	26,178	191,910
	Other	(73,903)	(297,713)
	Total	\$ (111,037)	\$ (633,404)
Employer related payroll taxes created a negative variance in Other.			
Employee Benefits - Workers Compensation			
	Total	\$ 4,928	\$ 27,151
Employee Benefits - Medical Insurance			
	Total	\$ 261,427	\$ 692,198
5) Professional Fees			
Negative variance in TFH Locums related to Hospitalist and Emergency Department coverage.	TFH Locums	\$ (81,730)	\$ (563,564)
	The Center (includes OP Therapy)	(170,923)	(328,222)
	Miscellaneous	(2,820)	(320,796)
	Administration	(41,262)	(309,612)
	Information Technology	(6,900)	(190,341)
	Multi-Specialty Clinics Admin	4,500	(57,409)
	Oncology	(17,776)	(50,045)
	Human Resources	(16,452)	(30,152)
	IVCH ER Physicians	(2,525)	(10,619)
	Home Health/Hospice	50	(1,254)
	Medical Staff Services	(333)	(1,244)
	Respiratory Therapy	-	(2)
	Patient Accounting/Admitting	-	-
	Business Performance	-	-
	Sleep Clinic	4,292	17,598
	Marketing	2,375	26,125
	Managed Care	2,162	29,539
	Financial Administration	2,120	51,197
	TFH/IVCH Therapy Services	(28,773)	64,036
	Corporate Compliance	35,217	333,899
	Multi-Specialty Clinics	57,043	717,061
	Total	\$ (261,735)	\$ (623,805)
Physical, Speech, and Occupational Therapy volumes exceeded budget by 24.4%, creating a negative variance in The Center (includes OP Therapy).			
Chief Medical Officer fees and services provided for service line analyses created a negative variance in Administration.			
Negative variance in Oncology related to Locums coverage for Radiation Oncology.			
Legal services provided to Human Resources created a negative variance in this category.			
Tahoe City Physical and Occupational Therapy volumes exceeded budget, creating a negative variance in TFH/IVCH Therapy Services.			

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
MAY 2017

		Variance from Budget	
		Fav / <Unfav>	
		MAY 2017	YTD 2017
6) <u>Supplies</u>			
Small Equipment purchases for MSC ENT, Sterile Processing, Dietary, Laboratory, Engineering, and Information Technology created a negative variance in Minor Equipment.	Minor Equipment	\$ (11,041)	\$ (77,803)
	Other Non-Medical Supplies	(54,274)	(57,143)
	Food	6,741	(7,068)
	Imaging Film	624	4,906
	Office Supplies	8,262	66,302
Scrubs purchased for the Patient care staff, Sterile Processing concentrate, Engineering supplies, and system conversion supplies created a negative variance in Other Non-Medical Supplies.	Patient & Other Medical Supplies	(63,003)	120,157
	Pharmacy Supplies	31,049	472,187
	Total	\$ (81,643)	\$ 521,539
Surgical Services and Medical Supplies Sold To Patients revenues exceeded budget by 23.93%, creating a negative variance in Patient & Other Medical Supplies.			
Pharmaceutical purchases for the Multi-Specialty Clinics came in below budget, creating a positive variance in Pharmacy Supplies.			
7) <u>Purchased Services</u>			
Services provided to Laundry & Linen, Engineering, and expenses advanced to TIRHR and the BOTC & GUGC fundraising events created a negative variance in Miscellaneous.	Miscellaneous	\$ (104,897)	\$ (1,050,859)
	Department Repairs	(37,193)	(141,639)
	Patient Accounting	(17,628)	(117,464)
	Hospice	(50,262)	(114,634)
Facility wide maintenance and repairs created a negative variance in Department Repairs.	Pharmacy IP	1,543	(62,439)
	Laboratory	(4,945)	(39,527)
Negative variance in Patient Accounting related to collection agency fees.	Diagnostic Imaging Services - All	(8,952)	(24,640)
	Multi-Specialty Clinics	1,756	(3,753)
Negative variance in Hospice related to a billing pass thru for patients residing at Eastern Plumas Healthcare.	The Center	240	(2,999)
	Information Technology	(1,785)	8,101
	Community Development	2,700	17,194
Pre-employment screenings and purchased services budgeted for Human Resources fell short of budget estimations, creating a positive variance in this category.	Medical Records	3,014	23,905
	Human Resources	52,484	91,677
	Total	\$ (163,925)	\$ (1,417,076)
8) <u>Other Expenses</u>			
Unbudgeted rental expense on the Pioneer Commerce Center building created a negative variance in Other Building Rent.	Human Resources Recruitment	\$ (8,347)	\$ (194,393)
	Other Building Rent	(48,729)	(164,253)
Outside Travel budgeted for the Mercy EPIC conversion came in below budget, creating a positive variance in Outside Training & Travel.	Outside Training & Travel	51,969	(48,475)
	Equipment Rent	(4,849)	(37,187)
Electricity, Water & Sewer, and Communication costs exceeded budget, creating a negative variance in Utilities.	Utilities	(15,095)	(21,664)
	Physician Services	9	(470)
Expenses advanced to TIRHR and the Foundation for the BOTC and GUGC events came in below budget, creating a positive variance in Miscellaneous.	Insurance	(1,378)	230
	Multi-Specialty Clinics Equip Rent	739	6,869
	Dues and Subscriptions	(2,933)	64,581
	Marketing	3,325	70,686
	Multi-Specialty Clinics Bldg Rent	11,809	73,639
	Miscellaneous	51,390	213,178
	Total	\$ 37,911	\$ (37,260)
9) <u>District and County Taxes</u>	Total	\$ 19,582	\$ 64,689
10) <u>Interest Income</u>	Total	\$ 20,194	\$ 160,135
11) <u>Donations</u>	IVCH	\$ -	\$ 24,267
	Operational	(20,086)	(63,703)
	Capital Campaign	-	-
	Total	\$ (20,086)	\$ (39,436)
12) <u>Gain/(Loss) on Joint Investment</u>	Total	\$ -	\$ (183,517)
13) <u>Gain/(Loss) on Sale</u>	Total	\$ -	\$ -
15) <u>Depreciation Expense</u>	Total	\$ (1,040)	\$ 461,493
16) <u>Interest Expense</u>	Total	\$ (2,752)	\$ (36,140)

INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
MAY 2017

CURRENT MONTH				Note	YEAR TO DATE				PRIOR YTD MAY 2016	
ACTUAL	BUDGET	VAR\$	VAR%		ACTUAL	BUDGET	VAR\$	VAR%		
OPERATING REVENUE										
\$ 1,379,051	\$ 1,364,514	\$ 14,536	1.1%	Total Gross Revenue	\$ 16,941,655	\$ 16,614,227	\$ 327,428	2.0%	1	\$ 15,857,847
Gross Revenues - Inpatient										
\$ -	\$ 2,914	\$ (2,914)	-100.0%	Daily Hospital Service	\$ 32,328	\$ 29,141	\$ 3,188	10.9%		\$ 45,711
-	3,323	(3,323)	-100.0%	Ancillary Service - Inpatient	44,416	37,178	7,238	19.5%		60,044
-	6,237	(6,237)	-100.0%	Total Gross Revenue - Inpatient	76,744	66,319	10,425	15.7%	1	105,755
1,379,051	1,358,278	20,773	1.5%	Gross Revenue - Outpatient	16,864,911	16,547,908	317,003	1.9%		15,752,092
1,379,051	1,358,278	20,773	1.5%	Total Gross Revenue - Outpatient	16,864,911	16,547,908	317,003	1.9%	1	15,752,092
Deductions from Revenue:										
523,824	446,304	(77,520)	-17.4%	Contractual Allowances	6,040,350	5,395,783	(644,567)	-11.9%	2	5,129,385
45,228	51,327	6,099	11.9%	Charity Care	572,386	625,321	52,936	8.5%	2	527,923
4,057	-	(4,057)	0.0%	Charity Care - Catastrophic Events	45,195	-	(45,195)	0.0%	2	70,529
63,808	49,280	(14,528)	-29.5%	Bad Debt	569,018	600,375	31,357	5.2%	2	572,461
	-	-	0.0%	Prior Period Settlements	(22,833)	-	22,833	0.0%	2	(199,758)
636,916	546,911	(90,005)	-16.5%	Total Deductions from Revenue	7,204,115	6,621,479	(582,637)	-8.8%	2	6,100,540
68,156	73,280	(5,123)	-7.0%	Other Operating Revenue	855,167	809,826	45,341	5.6%	3	906,320
810,291	890,883	(80,592)	-9.0%	TOTAL OPERATING REVENUE	10,592,707	10,802,575	(209,868)	-1.9%		10,663,627
OPERATING EXPENSES										
262,617	264,417	1,800	0.7%	Salaries and Wages	2,900,009	3,058,708	158,699	5.2%	4	2,783,515
118,008	120,940	2,932	2.4%	Benefits	1,089,944	1,074,312	(15,633)	-1.5%	4	931,501
1,965	1,417	(548)	-38.7%	Benefits Workers Compensation	22,026	15,584	(6,442)	-41.3%	4	23,678
26,203	44,618	18,415	41.3%	Benefits Medical Insurance	443,427	490,803	47,376	9.7%	4	454,883
236,446	241,921	5,475	2.3%	Professional Fees	2,623,006	2,611,195	(11,811)	-0.5%	5	2,518,056
65,562	76,230	10,669	14.0%	Supplies	709,703	902,402	192,699	21.4%	6	797,684
42,807	41,942	(866)	-2.1%	Purchased Services	516,273	483,231	(33,042)	-6.8%	7	455,860
57,454	52,981	(4,474)	-8.4%	Other	592,315	597,117	4,802	0.8%	8	632,505
811,063	844,467	33,404	4.0%	TOTAL OPERATING EXPENSE	8,896,704	9,233,352	336,648	3.6%		8,597,682
(772)	46,416	(47,188)	-101.7%	NET OPERATING REV(EXP) EBIDA	1,696,003	1,569,223	126,781	8.1%		2,065,945
NON-OPERATING REVENUE/(EXPENSE)										
-	-	-	0.0%	Donations-IVCH	24,267	-	24,267	0.0%	9	35,656
-	-	-	0.0%	Gain/ (Loss) on Sale	-	-	-	0.0%	10	-
(64,277)	(64,277)	(0)	0.0%	Depreciation	(652,434)	(707,042)	54,609	-7.7%	11	(616,021)
(64,277)	(64,277)	(0)	0.0%	TOTAL NON-OPERATING REVENUE/(EXP)	(628,166)	(707,042)	78,876	11.2%		(580,365)
\$ (65,049)	\$ (17,860)	\$ (47,188)	-264.2%	EXCESS REVENUE(EXPENSE)	\$ 1,067,837	\$ 862,181	\$ 205,657	23.9%		\$ 1,485,580
-0.1%	3.4%	-3.5%		RETURN ON GROSS REVENUE EBIDA	10.0%	9.4%	0.6%			13.0%

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
MAY 2017**

		Variance from Budget	
		Fav<Unfav>	
		MAY 2017	YTD 2017
1) Gross Revenues			
Acute Patient Days were under budget by 1 at 0 and Observation Days fell short of budget by 1 at 1.	Gross Revenue -- Inpatient	\$ (6,237)	\$ 10,425
	Gross Revenue -- Outpatient	20,773	317,003
		\$ 14,536	\$ 327,428
Outpatient volumes exceeded budget in Emergency Department visits, Laboratory tests, Diagnostic Imaging, Cat Scans, and Pharmacy units.			
2) Total Deductions from Revenue			
We saw a shift in our payor mix with a 6.52% decrease in Commercial Insurance, a 9.31% increase in Medicare, a 1.76% decrease in Medicaid, a 1.04% decrease in Other, and County was at budget. We saw a negative variance in Contractual Allowances due to the shift in Payor Mix from Commercial to Medicare.	Contractual Allowances	\$ (77,520)	\$ (644,567)
	Charity Care	6,099	52,936
	Charity Care-Catastrophic Event	(4,057)	(45,195)
	Bad Debt	(14,528)	31,357
	Prior Period Settlement	-	22,833
	Total	\$ (90,005)	\$ (582,637)
3) Other Operating Revenue			
	IVCH ER Physician Guarantee	\$ (4,569)	\$ 48,098
	Miscellaneous	(554)	(2,757)
	Total	\$ (5,123)	\$ 45,341
4) Salaries and Wages			
Employee Benefits	Total	\$ 1,800	\$ 158,699
	PL/SL	\$ 10,590	\$ 12,687
	Standby	3,323	12,815
	Other	(2,287)	(4,169)
	Nonproductive	(8,890)	(40,228)
	Pension/Deferred Comp	196	3,261
	Total	\$ 2,932	\$ (15,633)
Employee Benefits - Workers Compensation	Total	\$ (548)	\$ (6,442)
Employee Benefits - Medical Insurance	Total	\$ 18,415	\$ 47,376
5) Professional Fees			
Health Clinic physician fees came in below budget, creating a positive variance in Miscellaneous.	Miscellaneous	\$ 12,208	\$ (21,388)
	Administration	1,393	(18,089)
	IVCH ER Physicians	(2,525)	(10,619)
	Foundation	(692)	(3,914)
Sleep Clinic physician fees are tied to collections which fell short of budget in May.	Multi-Specialty Clinics	(962)	(34)
	Sleep Clinic	4,292	17,598
	Therapy Services	(8,238)	24,636
Negative variance in Therapy Services related to reclassification of therapy professional fees based on submitted invoices from Agility.	Total	\$ 5,475	\$ (11,811)
6) Supplies			
Food costs exceeded budget due to an increase in Emergency Department visits in May over budget estimates.	Food	\$ (3,236)	\$ (14,597)
	Office Supplies	(673)	(6,119)
	Minor Equipment	(425)	(4,717)
	Non-Medical Supplies	(4,247)	(4,617)
Scrubs purchased for the Emergency Department and maintenance supplies purchased by Engineering created a negative variance in Non-Medical Supplies.	Imaging Film	166	1,508
	Pharmacy Supplies	4,209	100,182
	Patient & Other Medical Supplies	14,875	121,059
Oncology Drugs Sold To Patients revenue came in below budget by 96%, creating a positive variance in Pharmacy Supplies.	Total	\$ 10,669	\$ 192,699
Surgery, Medical Supplies Sold To Patients, and Laboratory supply costs fell short of budget creating a positive variance in Patient & Other Medical Supplies.			

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
MAY 2017**

		Variance from Budget	
		Fav<Unfav>	
		MAY 2017	YTD 2017
7) <u>Purchased Services</u>			
Physical Therapy and Medically Managed Fitness purchased services came in below budget, creating a positive variance in Miscellaneous.	Engineering/Plant/Communications	\$ (427)	\$ (31,058)
	EVS/Laundry	(2,988)	(30,805)
	Department Repairs	602	(13,833)
	Diagnostic Imaging Services - All	121	(2,185)
	Multi-Specialty Clinics	(95)	(927)
	Surgical Services	-	-
	Pharmacy	307	1,475
	Foundation	749	1,650
	Miscellaneous	2,663	16,107
	Laboratory	(1,797)	26,534
	Total	\$ (866)	\$ (33,042)
8) <u>Other Expenses</u>			
Advertising and Sponsorships for the Foundation created a negative variance in Marketing.	Insurance	\$ (1,872)	\$ (20,617)
	Marketing	(1,984)	(10,272)
	Dues and Subscriptions	131	(9,825)
	Equipment Rent	(237)	(5,674)
	Physician Services	-	-
	Multi-Specialty Clinics Equip Rent	-	-
	Multi-Specialty Clinics Bldg Rent	-	-
	Other Building Rent	72	288
	Outside Training & Travel	(313)	1,080
	Utilities	(413)	20,062
	Miscellaneous	142	29,759
	Total	\$ (4,474)	\$ 4,802
9) <u>Donations</u>	Total	\$ -	\$ 24,267
10) <u>Gain/(Loss) on Sale</u>	Total	\$ -	\$ -
11) <u>Depreciation Expense</u>	Total	\$ -	\$ 54,609

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS

	AUDITED		BUDGET		PROJECTED	ACTUAL	BUDGET	DIFFERENCE	ACTUAL	ACTUAL	ACTUAL	PROJECTED
	FYE 2016		FYE 2017		FYE 2017	MAY 2017	MAY 2017		1ST QTR	2ND QTR	3RD QTR	4TH QTR
Net Operating Rev/(Exp) - EBIDA	\$ 16,129,087		\$ 8,354,249		\$ 17,027,755	\$ 1,056,303	\$ 125,378	\$ 930,925	\$ 4,905,089	\$ 4,482,756	\$ 4,632,586	\$ 3,007,324
Interest Income	163,091		249,285		361,479	-	-	-	70,617	85,905	96,447	108,511
Property Tax Revenue	6,120,208		5,682,000		6,491,203	2,541,701	3,608,748	(1,067,047)	345,312	94,001	3,510,190	2,541,701
Donations	668,318		1,023,000		803,579	63,502	96,000	(32,498)	211,916	53,794	205,600	332,269
Debt Service Payments	(3,441,272)		(3,568,341)		(3,522,628)	(240,557)	(241,694)	1,137	(1,217,943)	(720,763)	(861,343)	(722,580)
Bank of America - 2012 Muni Lease	(1,243,650)		(1,243,644)		(1,243,649)	(103,637)	(103,637)	(0)	(310,912)	(310,912)	(310,912)	(310,912)
Copier	(8,758)		(11,520)		(11,526)	(1,188)	(960)	(228)	(2,865)	(2,656)	(2,878)	(3,108)
2002 Revenue Bond	(483,555)		(668,008)		(637,310)	-	-	-	(496,951)	-	(140,358)	-
2015 Revenue Bond	(1,705,309)		(1,645,169)		(1,630,144)	(135,732)	(137,097)	1,366	(407,195)	(407,195)	(407,195)	(408,560)
Physician Recruitment	(263,769)		(120,000)		-	-	-	-	-	-	-	-
Investment in Capital												
Equipment	(1,495,214)		(1,262,750)		(1,567,429)	(46,624)	(260,000)	203,476	(452,617)	(419,544)	(186,887)	(508,380)
Municipal Lease Reimbursement	1,319,139		979,000		735,082	-	-	-	-	-	-	735,082
GO Bond Project Personal Property	(432,135)		(279,000)		(1,174,396)	(2,503)	-	(2,503)	(532,573)	(364,495)	(174,438)	(102,890)
IT	(888,802)		(297,578)		(297,578)	(705)	(92,550)	91,845	(90,239)	(48,320)	17,785	(176,803)
Building Projects	(2,095,500)		(4,315,500)		(3,934,463)	(313,978)	(695,016)	381,037	(1,630,513)	(678,916)	(535,903)	(1,089,131)
Health Information/Business System	(92,807)		(7,000,000)		(4,434,396)	(254,568)	(950,000)	695,432	-	(2,051,447)	(553,064)	(1,829,885)
Capital Investments												
Properties	-		(2,794,000)		(2,802,193)	-	-	-	(40,000)	(2,333,193)	-	(429,000)
Measure C Scope Modifications	-		(2,476,716)		(1,679,157)	(219,802)	(324,468)	104,666	(558,626)	(261,384)	(69,361)	(789,786)
Change in Accounts Receivable	(1,194,734)		(2,183,288)	N1	(2,609,207)	1,268,667	463,264	805,403	(2,178,112)	(931,014)	106,152	393,766
Change in Settlement Accounts	1,387,101		1,175,000	N2	3,409,506	(625,432)	-	(625,432)	1,126,982	(205,102)	4,439,516	(1,951,890)
Change in Other Assets	(3,180,399)		(890,622)	N3	(1,564,859)	101,805	(1,032,748)	1,134,553	(687,607)	(1,034,847)	(372,202)	529,797
Change in Other Liabilities	3,702,607		(320,000)	N4	(1,772,801)	(518,577)	(1,100,000)	581,423	(2,392,808)	2,093	(1,370,595)	1,988,509
Change in Cash Balance	16,404,918		(8,045,261)		3,469,497	2,909,330	(393,086)	3,302,416	(3,121,122)	(4,330,475)	8,884,481	2,036,613
Beginning Unrestricted Cash	52,227,897		68,632,815		68,632,815	71,516,778	71,516,778	-	68,632,815	65,511,692	61,181,218	70,065,699
Ending Unrestricted Cash	68,632,815		60,778,463		72,102,312	74,426,109	71,123,692	3,302,416	65,511,692	61,181,218	70,065,699	72,102,312
Expense Per Day	340,958		355,605		361,779	361,882	355,155	6,727	352,658	353,874	359,049	361,779
Days Cash On Hand	201		171		199	206	200	6	186	173	195	199

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.

Tahoe Forest Multi-Specialty Clinics
Third Quarter FY 2017 (July 2016 – March 2017) Report to the Finance Committee
Executive Summary
May 17, 2017

Total Operations. In the first three quarters of FY 2017, provider FTEs increased by 4.3 (28%) relative to the first three quarters of FY 2016, due primarily to the addition of two new service lines in the fourth quarter of FY 2016: orthopedic surgery and urology. Work Relative Value Units (WRVUs) were 45% higher than the first three quarters of FY 2016, gross charges were 54% higher, and net revenue was 41% higher. Provider expense was 59% higher, clinic operating expense was 40% higher and the overall net loss was 66% higher than the prior year, but still approximately \$644,000 less than what was budgeted.

- In addition to the orthopedic surgeons and Dr. Bretan, there was an increase in midlevel FTEs year over year, with the addition of Samantha Smith in January 2016 and Melissa Rider in October 2016, both in the Internal Medicine / Cardiology clinic. The additional midlevels have helped to both increase primary care access and relieve pressure on the internists. While the internists experienced a net decrease of 1,165 WRVUs year over year, the midlevel WRVUs increased by 1,469.
- Dr. Conyers, a General Surgeon, left the organization in October 2016 and has not yet been replaced. The organization is relying on Drs. Kitts, Lee, and Cahill to help Dr. Cooper cover the General Surgery on-call schedule as well as performing some screening colonoscopies. In addition, Dr. Schaffer agreed to suspend the schedule reduction he initiated early in the fiscal year until a new full-time gastroenterologist can be recruited. We are in negotiations with our preferred gastroenterologist candidate and are seeking to fill the vacancy in General Surgery as well.
- The third quarter was a challenging one, with numerous weather-related cancellations, power failures and clinic closures. In spite of the challenges, WRVUs were down by less than 1% year to date for the existing service lines (excluding orthopedic surgery and urology). WRVU growth was noted in Primary Care provided by midlevels (32%), ENT (22%), Sports Medicine (9%), Pediatrics (5%), and Neurology (4%). Decreases in WRVU volumes were noted for General Surgery (30%), Internal Medicine (9%), and Gastroenterology (6%), and Audiology (1%). In addition, the nephrologists and pediatric pulmonologist who had been working with the MSC on a very limited part time basis did not renew their contracts.
- Of the seven physicians paid a base compensation plus bonus, two (Drs. Wicks and Schaffer) are significantly exceeding the bonus threshold, by 19% and 27% respectively. Dr. Dickinson, the half-time orthopedic surgeon who started in November, is already at 104% of his target to date. Dr. Burkholder was exceeding her bonus threshold prior to her December medical leave, but is now 6% below target on a year-to-date basis. She returned from leave at the beginning of January and is working hard to make up this deficit by year-end. Dr. Cooper and Dr. Mancuso are 10% and 11% below their respective targets on a year-to-date basis. Dr. Bretan, the urologist who started in May 2016, is 38% below target. He was continuing to try to maintain a practice in the Bay Area, and after discussion regarding his contractual terms, we have mutually agreed to part ways this summer. We are actively recruiting a replacement.

- Provider expense increased by 59%. In addition to the provider FTE additions in orthopedic surgery, urology and Internal Medicine / Cardiology, a portion of this year over year increase was fueled by locum tenens expense in ENT and Orthopedic Surgery during the first fiscal quarter. The compensation changes under the FY 2017 contract further contribute to this increase.
- Total clinic operating expenses increased 40% relative to prior year, again largely related to the new service lines. Excluding the expenses associated with the two new clinics, total operating expenses increased 8%. The key drivers of these additional cost increases include staffing to support two additional midlevel providers, consulting services associated with the numerous initiatives within the physician services division, and travel and temporary housing associated with interim coverage.

Individual Clinic Highlights

ENT / Audiology. Work RVUs in the ENT Clinic increased by 20% year over year. Gross charges increased by 23%, and net revenue increased by 22%.

Provider expense increased by 36%. In addition to the higher cost of locum coverage in the first quarter of the fiscal year, Dr. Mancuso's compensation is at market median whereas Dr. Chase was paid below median based on his lower productivity. Total operating expenses increased by 6%, and the net operating loss in this clinic increased by 20%.

Internal Medicine / Pulmonology. Overall, Work RVUs in the Internal Medicine / Pulmonology clinic decreased by 6% relative to prior year. Gross charges decreased by 1% and net revenue decreased by 6%. In spite of the volume decrease, provider expense increased 5%, partially due a restructuring of Dr. Tirdel's contract to replace hourly compensation for Directorship duties with a higher Critical Care weighting in developing the per RVU rate. Operating expenses were 12% lower than prior year.

Internal Medicine / Cardiology. RVUs increased in the Internal Medicine / Cardiology clinic by 26%, largely due to the transfer of Dr. Forner from Sports Medicine to IM / Cardiology in mid-November 2015 and the addition of the two mid-levels. Gross charges increased 23% and net revenue increased 21% year over year. Provider expense increased by 34%.

In FY 16, clinic expenses in the Gateway building were allocated between IM/Cardiology and Gastroenterology / General Surgery based on provider FTEs, since they shared space and staff for much of the year. In FY 17, clinic operating expenses are separately tracked, and it appears based on the actual distribution of expenses that the FY 16 allocation methodology may have charged too little expense to IM/Card and too much to GI/GS. On a combined basis, the operating expense of these two clinics increased 16%, which reflects both the duplicative rent and staffing associated with operating two distinct sites and the support staff needed for additional providers in IM/Cardiology.

Pediatrics. WRVUs in the Pediatrics clinic increased 2% year over year; however gross charges decreased by 5% and net revenue increased by 2%. The disparity in these figures was related to a change in billing practice with regard to free vaccines provided to Medicaid and uninsured children by the state under the VFC (Vaccines for Children) program. In FY 16, the charges reflected the full vaccine price and in FY 17, the charges reflected the administration fee only. This change in practice decreased gross charges but had no impact on net revenue.

Provider expense increased by 9% based on the increased productivity and the new benefit reimbursement plan offered to the physicians. Overall clinic operating cost increased by 3%.

GI / General Surgery. WRVUs in the GI/General Surgery clinic decreased 20% between the first three quarters of FY 16 and the first three quarters of FY 17, with a 30% decrease in General Surgery and 6% in Gastroenterology. These decreases were driven by Dr. Conyers' departure as well as Dr. Schaffer's slight decrease in availability during the early part of the year. To help meet the demand for screening colonoscopies, Dr. Kitts and Dr. Cahill have stepped up to help provide these services when they are in Truckee covering Emergency Department call.

Gross charges in the GI/GS clinic decreased 15% year over year and net revenue decreased 10%. The financial report shows a 36% decrease in clinic operating expenses, although as discussed above, the prior year expenses may not have been accurately allocated between IM/Cardiology and GI/GS.

Incline Village. RVUs decreased in the Incline Village clinic by 21%, gross charges decreased by 20%, and net revenue decreased by 34%. Dr. Scholnick decreased his time in Incline from one and one-half days per week to one, which accounts for most of the decrease. This clinic shares space with the "Health Clinic" which is not currently reported on the MSC financials, but Dr. Sutton-Pado and the midlevel providers who staff the "Health Clinic" side are meeting the primary care needs, so that Dr. Scholnick can see more specialty cases in the Incline MSC clinic.

Orthopedic Surgery. The orthopedic surgery clinic is the busiest clinic in the MSC with 19,343 WRVUs. The provider panel has been stabilized with the addition of Dr. Foley (half time) in August and the addition of Dr. Dickinson (also half time) in November. A fourth surgeon, Dr. Haeder, has been recruited from residency and will start in August 2017. In the meantime, to help address issues with patient access, the orthopedic physician assistants, who have provided surgery assists, emergency room backup, and inpatient follow-up in the hospital, have begun seeing patients in the clinic as well.

Both revenues and expenses have come in over budget, net revenue by 143% and clinic operating expenses by 24%. Provider expenses were 4% below budget. The net operating loss, as a result, was 60% of what was budgeted.

Sports Medicine. WRVUs in the Sports Medicine clinic decreased by 26% due to the transfer of Dr. Forner from Sports Medicine to IM/Cardiology last November. Dr. Winans' RVUs grew by 9%. Overall the gross charges decreased by 21%, net revenue by 25%, provider expense by 16% and clinic operating expenses by 14%.

Urology. Dr. Bretan joined the MSC in May 2016, and in the first three quarters of FY 17, Dr. Bretan reached 62% of his bonus threshold and 46% of the median RVUs for urology. As noted previously, Dr. Bretan will be leaving the MSC this summer, and we are working on recruiting both a temporary and permanent replacement. Gross revenue is 8% over budget, and net revenue is 17% over budget. Clinic operating expenses are running 35% below budget, as staffing levels have been kept to a minimum based on the lower visit volume.

Tahoe Forest MSC - WRVU Summary
For the period July 2016 - March 2017 with comparison to prior year, bonus threshold and MGMA median

PROVIDER	CLINIC(S)	(MSC work only)	(MSC work only)	Curr Yr as % of Prior Yr	For MDs on base + bonus		(MSC work only)	Actual as % of F/T Median	(15 shifts/mo=1FTE) Hospitalist FTE
		Jul-Mar Curr Yr	Jul-Mar Prior Yr		(MSC work only) Bonus Theshold	Actual as % of Theshold	MGMA National F/T Median		
PRIMARY CARE PROVIDERS (Including Internists with subspecialty)									
INTERNAL MEDICINE									
Burkholder (IM)	IMCARD	1,661	2,036	81.5%	1,766	94.0%	3,502	47.4%	63.0%
Lombard (IM / Cardiology)	IMCARD	2,737	3,078	88.9%			4,274	64.0%	32.6%
Scholnick (IM / Cardiology)	IMCARD, INCLINE	3,358	3,704	90.7%			4,347	77.2%	40.0%
Tirdel (IM / Pulmonology)	IMPULM	3,355	3,458	97.0%			3,733	89.9%	43.0%
SUBTOTAL - INTERNAL MEDICINE		<u>11,111</u>	<u>12,276</u>	<u>90.5%</u>					
PEDIATRICS									
Arth	PEDS	3,473	3,368	103.1%			3,776	92.0%	
Brown	PEDS	-	3,131	0.0%					
Uglum	PEDS	3,246	3,201	101.4%			3,776	86.0%	
Wicks	PEDS	3,492	-		2,935	119.0%	3,776	92.5%	
Vayner	PEDS, INCLINE	3,342	3,202	104.4%			3,776	88.5%	
SUBTOTAL - PEDIATRICS		<u>13,553</u>	<u>12,902</u>	<u>105.0%</u>					
MIDLEVEL PROVIDERS									
Beck (PA)	IMPULM	2,520	2,619	96.2%					
Lang-Ree (PNP)	PEDS	870	1,124	77.4%					
Mustain (NP)	IMPULM	-	150	0.0%					
Rider	IMCARD	982	-						
Shirley (NP)	IMCARD	190	110						
Smith (NP)	IMCARD	1,450	540						
SUBTOTAL - MIDLEVEL PROVIDERS		<u>6,012</u>	<u>4,543</u>	<u>132.3%</u>					
SUBTOTAL - PRIMARY CARE PROVIDERS		<u>30,676</u>	<u>29,722</u>	<u>103.2%</u>					
SPECIALISTS									
ORTHOPEDIC SURGERY									
Dodd	ORTHO	8,028	-				6,093	131.8%	
Ringnes	ORTHO	6,650	-				6,093	109.1%	
Foley	ORTHO	3,272	-				5,416	60.4%	
Dickinson	ORTHO	1,392	-		1,341	103.9%	3,385	41.1%	
SUBTOTAL - ORTHOPEDIC SURGERY		<u>19,343</u>	<u>-</u>						
GENERAL SURGERY									
Conyers	GI/GS	1,280	3,248	39.4%	1,575	81.3%	2,119	60.4%	
Cooper	GI/GS	3,393	3,389	100.1%	3,781	89.7%	5,086	66.7%	
SUBTOTAL - GENERAL SURGERY		<u>4,673</u>	<u>6,637</u>	<u>70.4%</u>					
NEPHROLOGY									
Clark	IMCARD	-	31	0.0%					
Quigley	IMCARD	-	31	0.0%					
SUBTOTAL - NEPHROLOGY		<u>-</u>	<u>62</u>	<u>0.0%</u>					

Tahoe Forest MSC - WRVU Summary
For the period July 2016 - March 2017 with comparison to prior year, bonus threshold and MGMA median

PROVIDER	CLINIC(S)	(MSC work only)	(MSC work only)	Curr Yr as % of Prior Yr	For MDs on base + bonus		(MSC work only)	Actual as % of F/T Median	(15 shifts/mo=1FTE) Hospitalist FTE	
		Jul-Mar Curr Yr	Jul-Mar Prior Yr		(MSC work only) Bonus Theshold	Actual as % of Theshold	MGMA National F/T Median			
AUDIOLOGY										
Hodes	ENT	165	191	86.4%			483	34.1%		
Schellin	ENT	159	135	117.2%			483	32.9%		
SUBTOTAL - AUDIOLOGY		324	326	99.2%						
SINGLE PROVIDER SPECIALTIES										
Bretan (Urology)	UROLOGY	2,630	-		4,215	62.4%	5,715	46.0%		
Chase / Mancuso (ENT)	ENT	4,276	3,505	122.0%	4,791	89.3%	5,145	83.1%		
Schaffer (Gastroenterology)	GI/GS	4,054	4,317	93.9%	3,198	126.8%	6,437	63.0%		
Winans (Sports Medicine)	SPORTS	2,350	2,156	109.0%			3,911	60.1%		
Fornier (Neurology)	SPORTS, IMCARD	1,936	1,871	103.5%			3,569	54.2%		
Hardy (Pediatric Pulmonology)	PEDS	-	42	0.0%						
SUBTOTAL - SINGLE PROVIDER SPECIALTIES		15,246	11,891	128.2%						
SUBTOTAL - SPECIALISTS		39,586	18,916	209.3%						
GRAND TOTAL		70,261	48,638	144.5%						

SUMMARY BY CLINIC

ENT	4,600	3,831	120.1%
GI / GENERAL SURGERY	8,727	10,954	79.7%
INCLINE VILLAGE	1,480	1,870	79.2%
INTERNAL MEDICINE / CARDIOLOGY	11,565	9,168	126.2%
INTERNAL MEDICINE / PULMONOLOGY	5,875	6,225	94.4%
ORTHOPEDIC SURGERY	19,343	-	
PEDIATRICS	13,691	13,425	102.0%
SPORTS MEDICINE	2,350	3,165	74.3%
UROLOGY	2,630	-	
GRAND TOTAL	70,261	48,638	144.5%

FY 17 MSC Income Statement July 2016 - March 2017 with comparison to Prior Year and Budget
Clinic Roll-up

	ENT / Allergy / Audiology Clinic					Internal Medicine / Pulmonology Clinic (MOB Suite 260)					Internal Medicine / Cardiology Clinic (Gateway)				
	Curr Yr	Prior Yr	%PY	Budget	%Bud	Curr Yr	Prior Yr	%PY	Budget	%Bud	Curr Yr	Prior Yr	%PY	Budget	%Bud
Revenue															
Gross Charges	1,020,143	826,228	123%	1,094,796	93%	1,137,406	1,152,521	99%	1,178,133	97%	2,242,555	1,818,371	123%	3,609,519	62%
Contractual Allowances	(551,802)	(441,240)	125%	(591,758)	93%	(466,620)	(439,778)	106%	(509,034)	92%	(924,585)	(730,470)	127%	(1,595,041)	58%
Net revenue	<u>468,341</u>	<u>384,988</u>	<u>122%</u>	<u>503,038</u>	<u>93%</u>	<u>670,786</u>	<u>712,743</u>	<u>94%</u>	<u>669,099</u>	<u>100%</u>	<u>1,317,970</u>	<u>1,087,901</u>	<u>121%</u>	<u>2,014,478</u>	<u>65%</u>
Other operating revenue	-	-		-		-	-		-		-	-		-	
Provider expense															
Physician fees	413,482	304,911	136%	443,212	93%	261,265	239,918	109%	261,652	100%	650,649	597,372	109%	730,561	89%
Non-physician salaries/benefits	-	-		-		112,880	117,664	96%	113,258	100%	158,875	8,130	1954%	122,718	129%
Total provider expense	<u>413,482</u>	<u>304,911</u>	<u>136%</u>	<u>443,212</u>	<u>93%</u>	<u>374,144</u>	<u>357,582</u>	<u>105%</u>	<u>374,910</u>	<u>100%</u>	<u>809,524</u>	<u>605,502</u>	<u>134%</u>	<u>853,279</u>	<u>95%</u>
Clinic Operating Expenses:															
Salaries and wages	116,439	119,363	98%	116,533	100%	113,486	136,981	83%	148,045	77%	411,298	252,475	163%	439,459	94%
Benefits	54,841	48,588	113%	59,190	93%	65,345	72,473	90%	68,636	95%	183,471	105,172	174%	215,615	85%
Admin services & supplies	20,932	26,763	78%	25,531	82%	30,314	32,031	95%	32,092	94%	88,877	44,445	200%	81,285	109%
Medical supplies & drugs	72,585	57,033	127%	105,896	69%	90,488	114,392	79%	124,679	73%	104,849	104,331	100%	456,348	23%
Building Rent / Utilities	43,782	45,210	97%	45,117	97%	61,964	58,576	106%	59,027	105%	109,023	56,166	194%	109,043	100%
Other operating expense	10,622	3,935	270%	4,384	242%	15,057	12,466	121%	14,642	103%	10,877	5,314	205%	11,337	96%
Total clinic operating expenses	<u>319,201</u>	<u>300,893</u>	<u>106%</u>	<u>356,650</u>	<u>89%</u>	<u>376,653</u>	<u>426,919</u>	<u>88%</u>	<u>447,120</u>	<u>84%</u>	<u>908,394</u>	<u>567,902</u>	<u>160%</u>	<u>1,313,087</u>	<u>69%</u>
Net operating margin	(264,342)	(220,816)	120%	(296,824)	89%	(80,011)	(71,758)	112%	(152,931)	52%	(399,948)	(85,503)	468%	(151,888)	263%
MIDLEVEL PROVIDERS	(71,502)	(69,662)		(63,637)		(102,409)	(128,967)		(84,645)		(201,215)	(196,850)		(254,842)	
Net profit (loss)	<u>(335,844)</u>	<u>(290,477)</u>	<u>116%</u>	<u>(360,461)</u>	<u>93%</u>	<u>(182,421)</u>	<u>(200,725)</u>	<u>91%</u>	<u>(237,575)</u>	<u>77%</u>	<u>(601,163)</u>	<u>(282,353)</u>	<u>213%</u>	<u>(406,730)</u>	<u>148%</u>
Ratios:															
Provider cost as % net revenue	88%	79%		88%		56%	50%		56%		61%	56%		42%	
SUBTO Clinic op cost as % net revenue	68%	78%		71%		56%	60%		67%		69%	52%		65%	
Overhead cost as % net revenue	15%	18%		13%		15%	18%		13%		15%	18%		13%	
Clinic support FTEs	3.97	4.13	96%	4.00	99%	4.26	4.43	96%	5.00	85%	12.72	8.26	154%	13.55	94%
Provider FTEs	1.30	1.38	94%	1.38	94%	1.84	1.90	97%	1.90	97%	4.83	3.13	154%	5.10	95%
Clinic support FTEs per provider	3.05	2.99	102%	2.90	105%	2.31	2.32	99%	2.63	88%	2.63	2.64	100%	2.66	99%
Payor Mix															
Medicare	25.5%	23.7%				45.6%	44.4%				50.8%	54.0%			
Medicaid / Medi-Cal	28.6%	28.2%				10.3%	12.1%				11.6%	11.2%			
Commercial	42.6%	44.2%				42.9%	42.2%				36.1%	33.5%			
Self Pay	3.2%	3.9%				1.3%	1.3%				1.5%	1.3%			

FY 17 MSC Income Statement July 2016 - March 2017 with comparison to Prior Year and Budget
 Clinic Roll-up (Page 2)

	Pediatrics Clinic					GI / General Surgery Clinic (Gateway)					Incline Village Clinic (Family Practice)				
	Curr Yr	Prior Yr	%PY	Budget	%Bud	Curr Yr	Prior Yr	%PY	Budget	%Bud	Curr Yr	Prior Yr	%PY	Budget	%Bud
Revenue															
Gross Charges	3,167,365	3,320,064	95%	3,892,094	81%	1,548,933	1,820,855	85%	2,111,969	73%	361,051	453,192	80%	537,999	67%
Contractual Allowances	(1,922,784)	(2,097,887)	92%	(2,508,203)	77%	(858,062)	(1,057,003)	81%	(1,229,442)	70%	(156,624)	(144,103)	109%	(212,716)	74%
Net revenue	<u>1,244,581</u>	<u>1,222,177</u>	<u>102%</u>	<u>1,383,891</u>	<u>90%</u>	<u>690,871</u>	<u>763,852</u>	<u>90%</u>	<u>882,527</u>	<u>78%</u>	<u>204,427</u>	<u>309,089</u>	<u>66%</u>	<u>325,283</u>	<u>63%</u>
Other operating revenue	34,000	-		-		-	8,624	0%	-		-	-		-	
Provider expense															
Physician fees	704,660	632,013	111%	747,677	94%	706,144	876,621	81%	846,555	83%	110,770	108,834	102%	89,038	124%
Non-physician salaries/benefits	65,568	73,281	89%	68,888	95%	-	-		-		-	-		-	
Total provider expense	<u>770,228</u>	<u>705,294</u>	<u>109%</u>	<u>816,564</u>	<u>94%</u>	<u>706,144</u>	<u>876,621</u>	<u>81%</u>	<u>846,555</u>	<u>83%</u>	<u>110,770</u>	<u>108,834</u>	<u>102%</u>	<u>89,038</u>	<u>124%</u>
Clinic Operating Expenses:															
Salaries and wages	306,824	307,558	100%	345,657	89%	171,645	207,268	83%	173,750	99%	52,661	13,652	386%	62,362	84%
Benefits	154,697	161,317	96%	169,568	91%	82,223	86,770	95%	89,406	92%	25,032	27,825	90%	31,831	79%
Admin services & supplies	87,589	85,514	102%	86,550	101%	15,217	40,551	38%	30,159	50%	6,873	6,804	101%	5,381	128%
Medical supplies & drugs	283,191	232,741	122%	301,988	94%	8,038	96,640	8%	14,879	54%	8,927	49,744	18%	58,403	15%
Building Rent / Utilities	35,075	59,431	59%	59,477	59%	34,355	52,134	66%	36,093	95%	6,350	6,350	100%	6,350	100%
Other operating expense	10,016	8,754	114%	16,601	60%	1,559	4,719	33%	3,150	49%	1,021	630	162%	3,909	26%
Total clinic operating expenses	<u>877,392</u>	<u>855,316</u>	<u>103%</u>	<u>979,841</u>	<u>90%</u>	<u>313,037</u>	<u>488,082</u>	<u>64%</u>	<u>347,437</u>	<u>90%</u>	<u>100,864</u>	<u>105,005</u>	<u>96%</u>	<u>168,235</u>	<u>60%</u>
Net operating margin	(369,039)	(338,433)	109%	(412,514)	89%	(328,310)	(592,227)	55%	(311,465)	105%	(7,207)	95,250	-8%	68,010	-11%
MIDLEVEL PROVIDERS	(190,011)	(221,147)		(175,069)		(105,476)	(138,215)		(111,644)		(31,210)	(55,928)		(41,150)	
Net profit (loss)	<u>(559,050)</u>	<u>(559,580)</u>	<u>100%</u>	<u>(587,583)</u>	<u>95%</u>	<u>(433,786)</u>	<u>(730,442)</u>	<u>59%</u>	<u>(423,109)</u>	<u>103%</u>	<u>(38,417)</u>	<u>39,322</u>	<u>-98%</u>	<u>26,860</u>	<u>-143%</u>
Ratios:															
Provider cost as % net revenue	62%	58%		59%		102%	115%		96%		54%	35%		27%	
SUBTO Clinic op cost as % net revenue	70%	70%		71%		45%	64%		39%		49%	34%		52%	
Overhead cost as % net revenue	15%	18%		13%		15%	18%		13%		15%	18%		13%	
Clinic support FTEs	9.59	10.37	92%	11.30	85%	5.54	7.23	77%	6.00	92%	0.77	0.45	170%	2.20	35%
Provider FTEs	4.23	4.35	97%	4.35	97%	2.62	3.00	87%	3.00	87%	0.49	0.61	80%	0.50	98%
Clinic support FTEs per provider	2.27	2.38	95%	2.60	87%	2.11	2.41	88%	2.00	106%	1.57	0.74	212%	4.40	36%
Payor Mix															
Medicare	0.3%	0.4%				34.4%	32.0%				26.9%	38.8%			
Medicaid / Medi-Cal	37.4%	45.4%				15.3%	16.2%				17.7%	13.5%			
Commercial	61.2%	53.0%				48.6%	50.4%				53.7%	45.7%			
Self Pay	1.1%	1.2%				1.6%	1.4%				1.7%	2.1%			

FY 17 MSC Income Statement July 2016 - March 2017 with comparison to Prior Year and Budget
Clinic Roll-up (Page 3)

	Orthopedic Surgery					Sports Medicine					Urology				
	Curr Yr	Prior Yr	%PY	Budget	%Bud	Curr Yr	Prior Yr	%PY	Budget	%Bud	Curr Yr	Prior Yr	%PY	Budget	%Bud
Revenue															
Gross Charges	4,919,866	-		2,082,750	236%	451,055	568,321	79%	410,130	110%	508,585	-		472,981	108%
Contractual Allowances	(3,248,181)	-		(1,393,775)	233%	(198,848)	(232,375)	86%	(194,255)	102%	(256,599)	-		(256,887)	100%
Net revenue	<u>1,671,685</u>	<u>-</u>		<u>688,975</u>	<u>243%</u>	<u>252,207</u>	<u>335,946</u>	<u>75%</u>	<u>215,875</u>	<u>117%</u>	<u>251,986</u>	<u>-</u>		<u>216,094</u>	<u>117%</u>
Other operating revenue	-	-		-		-	-		-		-	-		-	
Provider expense															
Physician fees	1,374,072	-		1,427,137	96%	173,047	200,423	86%	165,503	105%	311,986	-		311,987	100%
Non-physician salaries/benefits	-	-		-		-	5,694	0%	-		-	-		-	
Total provider expense	<u>1,374,072</u>	<u>-</u>		<u>1,427,137</u>	<u>96%</u>	<u>173,047</u>	<u>206,117</u>	<u>84%</u>	<u>165,503</u>	<u>105%</u>	<u>311,986</u>	<u>-</u>		<u>311,987</u>	<u>100%</u>
Clinic Operating Expenses:															
Salaries and wages	424,051	-		298,800	142%	43,865	53,957	81%	68,685	64%	50,688	-		116,804	43%
Benefits	117,638	-		74,250	158%	28,404	43,381	65%	33,309	85%	50,517	-		59,710	85%
Admin services & supplies	137,560	-		103,060	133%	12,558	10,952	115%	11,505	109%	11,953	170	7031%	13,671	87%
Medical supplies & drugs	249,322	-		270,570	92%	26,113	17,130	152%	14,854	176%	8,206	-		4,792	171%
Building Rent / Utilities	88,781	-		77,455	115%	-	-		-		23,178	-		24,350	95%
Other operating expense	22,682	-		12,330	184%	371	4,130	9%	5,668	7%	837	-		3,150	27%
Total clinic operating expenses	<u>1,040,033</u>	<u>-</u>		<u>836,465</u>	<u>124%</u>	<u>111,311</u>	<u>129,550</u>	<u>86%</u>	<u>134,022</u>	<u>83%</u>	<u>145,380</u>	<u>170</u>	<u>85517%</u>	<u>222,478</u>	<u>65%</u>
Net operating margin	(742,421)	-		(1,574,627)	47%	(32,151)	279	-11530%	(83,649)	38%	(205,380)	(170)	120812%	(318,370)	65%
MIDLEVEL PROVIDERS	(255,217)	-		(87,159)		(38,505)	(60,788)		(27,309)		(38,471)	-		(27,337)	
Net profit (loss)	<u>(997,638)</u>	<u>-</u>		<u>(1,661,786)</u>	<u>60%</u>	<u>(70,655)</u>	<u>(60,509)</u>	<u>117%</u>	<u>(110,958)</u>	<u>64%</u>	<u>(243,850)</u>	<u>(170)</u>	<u>143441%</u>	<u>(345,707)</u>	<u>71%</u>
Ratios:															
Provider cost as % net revenue	82%			207%		69%	61%		77%		124%			144%	
SUBTO Clinic op cost as % net revenue	62%			121%		44%	39%		62%		58%			103%	
Overhead cost as % net revenue	15%			13%		15%	18%		13%		15%			13%	
Clinic support FTEs	10.56			8.50	124%	1.34	2.32	58%	2.20	61%	1.58	-		4.00	40%
Provider FTEs	2.78			3.00	93%	0.63	1.02	62%	0.75	84%	1.00	-		1.00	100%
Clinic support FTEs per provider	3.80			2.83	134%	2.12	2.27	93%	2.93	72%	1.58			4.00	40%
Payor Mix															
Medicare	28.6%					27.6%	29.2%				42.1%				
Medicaid / Medi-Cal	11.6%					15.5%	17.4%				13.1%				
Commercial	56.9%					55.0%	52.0%				43.9%				
Self Pay	2.9%					2.0%	1.4%				0.9%				

FY 17 MSC Income Statement July 2016 - March 2017 w/itvs. Prior Yr and Budget
 Clinic Roll-up (Page 4)

	Administration					Total				
	Curr Yr	Prior Yr	%PY	Budget	%Bud	Curr Yr	Prior Yr	%PY	Budget	%Bud
Revenue										
Gross Charges						15,356,957	9,959,551	154%	15,390,371	100%
Contractual Allowances						(8,584,103)	(5,142,855)	167%	(8,491,111)	101%
Net revenue						<u>6,772,854</u>	<u>4,816,696</u>	<u>141%</u>	<u>6,899,260</u>	<u>98%</u>
Other operating revenue						<u>34,000</u>	<u>8,624</u>	<u>394%</u>	<u>-</u>	
Provider expense										
Physician fees	800	6,075	13%	18,000	4%	4,706,876	2,966,168	159%	5,041,320	93%
Non-physician salaries/benefits	-	-		-		<u>337,323</u>	<u>204,769</u>	<u>165%</u>	<u>304,864</u>	<u>111%</u>
Total provider expense	<u>800</u>	<u>6,075</u>		<u>18,000</u>		<u>5,044,199</u>	<u>3,170,937</u>	<u>159%</u>	<u>5,346,184</u>	<u>94%</u>
Clinic Operating Expenses:										
Salaries and wages	527,705	316,418	167%	452,343	117%	2,218,662	1,407,671	158%	2,222,438	100%
Benefits	136,869	105,170	130%	126,891	108%	899,037	650,697	138%	928,406	97%
Admin services & supplies	317,209	370,078	86%	243,848	130%	729,082	617,308	118%	633,083	115%
Medical supplies & drugs	3,664	10	36636%	90	4059%	855,381	672,021	127%	1,352,499	63%
Building Rent / Utilities	23,513	56,555	42%	17,997	131%	426,019	334,422	127%	434,908	98%
Other operating expense	<u>24,255</u>	<u>17,250</u>	<u>141%</u>	<u>13,623</u>	<u>178%</u>	<u>97,298</u>	<u>57,198</u>	<u>170%</u>	<u>88,792</u>	<u>110%</u>
Total clinic operating expenses	<u>1,033,215</u>	<u>865,481</u>	<u>119%</u>	<u>854,792</u>	<u>121%</u>	<u>5,225,480</u>	<u>3,739,317</u>	<u>140%</u>	<u>5,660,126</u>	<u>92%</u>
Net operating margin	(1,034,015)	(871,556)	119%	(872,792)	97%	(3,462,824)	(2,084,934)	166%	(4,107,051)	84%
MIDLEVEL PROVIDERS	<u>1,034,015</u>	<u>871,556</u>		<u>872,792</u>		<u>-</u>	<u>-</u>		<u>-</u>	
Net profit (loss)	<u>-</u>	<u>-</u>		<u>-</u>		<u>(3,462,824)</u>	<u>(2,084,934)</u>	<u>166%</u>	<u>(4,107,051)</u>	<u>84%</u>
<u>Ratios:</u>										
Provider cost as % net revenue						74%	66%		77%	
SUBTO Clinic op cost as % net revenue						62%	60%		70%	
Overhead cost as % net revenue						15%	18%		12%	
Clinic support FTEs	5.90	4.75	124%	6.00	98%	56.23	41.94	134%	62.75	90%
Provider FTEs						19.71	15.40	128%	20.98	94%
Clinic support FTEs per provider						2.85	2.72	105%	2.99	95%
<u>Payor Mix</u>										
Medicare						28.5%	27.2%			
Medicaid / Medi-Cal						20.5%	25.0%			
Commercial						49.4%	46.2%			
Self Pay						1.7%	1.5%			

**TAHOE FOREST HEALTH SYSTEM FOUNDATION
STATEMENT OF FINANCIAL POSITION - BALANCE SHEET
AS OF MARCH 31, 2017**

	MARCH 31, 2017	AUDITED JUNE 30, 2016	AUDITED JUNE 30, 2015	AUDITED JUNE 30, 2014	AUDITED JUNE 30, 2013
ASSETS					
Cash and cash equivalents	\$ 788,955	\$ 694,552	\$ 629,921	\$ 636,397	\$ 578,576
Unconditional promises to give - net	8,475	16,622	28,281	86,706	187,299
Beneficial interest in Community for Cancer Care Endowment	1,495,568	1,356,049	1,274,996	1,205,980	937,938
Other assets	3,942	36,282	40,572	23,023	3,942
Total Assets	<u>\$ 2,296,940</u>	<u>\$ 2,103,505</u>	<u>\$ 1,973,770</u>	<u>\$ 1,952,106</u>	<u>\$ 1,707,755</u>
LIABILITIES AND NET ASSETS					
LIABILITIES					
Due to Tahoe Forest Hospital District	\$ 152,304	\$ 100,510	\$ 1,873	\$ 18,116	\$ -
Held in trust for others	2,977	805	5,183	3,345	984
Deferred revenue	-	202,765	273,265	219,732	134,600
Total Liabilities	<u>\$ 155,282</u>	<u>\$ 304,079</u>	<u>\$ 280,321</u>	<u>\$ 241,193</u>	<u>\$ 135,584</u>
NET ASSETS					
Unrestricted	\$ 80,762	\$ 39,626	\$ 32,814	\$ 106,129	\$ 148,845
Temporarily restricted	2,060,896	1,759,800	1,660,635	1,604,784	1,423,326
Total Net Assets	<u>\$ 2,141,658</u>	<u>\$ 1,799,426</u>	<u>\$ 1,693,449</u>	<u>\$ 1,710,913</u>	<u>\$ 1,572,171</u>
Total Liabilities and Net Assets	<u>\$ 2,296,940</u>	<u>\$ 2,103,505</u>	<u>\$ 1,973,770</u>	<u>\$ 1,952,106</u>	<u>\$ 1,707,755</u>

**TAHOE FOREST HEALTH SYSTEM FOUNDATION
STATEMENTS OF ACTIVITIES - INCOME STATEMENT
FOR THE PERIOD ENDING MARCH 31, 2017**

	<u>UNRESTRICTED</u>	<u>TEMPORARILY RESTRICTED</u>	<u>TOTAL</u>
SUPPORT AND REVENUE			
Contributions - net	\$ 404,317	\$ 209,072	\$ 613,389
Special event revenue	-	468,423	468,423
Change in value of beneficial interest in Community for Cancer Care Endowment	-	126,971	126,971
Net assets released from restrictions	503,369	(503,369)	(0)
Total Support and Revenue	<u>\$ 907,687</u>	<u>\$ 301,096</u>	<u>\$ 1,208,783</u>
EXPENSES			
Program support	310,688	-	310,688
Costs of direct benefits to donors	194,422	-	194,422
Supporting services:			
Supplies	34,816	-	34,816
Wages and benefits	250,695	-	250,695
Outside services and fees	75,929	-	75,929
Total Supporting Services	361,440	-	361,440
Total Expenses	<u>\$ 866,550</u>	<u>\$ -</u>	<u>\$ 866,550</u>
Change in Net Assets	\$ 41,136	\$ 301,096	\$ 342,233
Net Assets - Beginning of Year	<u>\$ 39,626</u>	<u>\$ 1,759,800</u>	<u>\$ 1,799,426</u>
Net Assets - End of Year	<u><u>\$ 80,762</u></u>	<u><u>\$ 2,060,896</u></u>	<u><u>\$ 2,141,658</u></u>

TAHOE FOREST HEALTH SYSTEM FOUNDATION
STATEMENT OF REVENUE AND EXPENSE (STATEMENT OF ACTIVITIES)
AS OF MARCH 31, 2017

	ACTUAL					FY2017 BUDGET					VARIANCE				
	Gene Upshaw Memorial Golf		Best of Tahoe		Total	Gene Upshaw Memorial Golf		Best of Tahoe		Total	Gene Upshaw Memorial Golf		Best of Tahoe		Over/(Under) Budget
	Classic	Chefs	Stewardship	Other		Classic	Chefs	Stewardship	Other		Classic	Chefs	Stewardship	Other	
REVENUES:															
Philanthropic Sources															
Gross Event Funds	\$ 465,840	\$ 2,583	\$ -	\$ -	\$ 468,423	\$ 400,000	\$ 200,000	\$ -	\$ -	\$ 600,000	\$ 65,840	\$ (197,417)	\$ -	\$ -	\$ (131,577)
Other Giving	-	-	-	245,533	245,533	-	-	2,000	433,500	435,500	-	-	(2,000)	(187,967)	(189,967)
Total Philanthropic Revenues	465,840	2,583	-	245,533	713,956	400,000	200,000	2,000	433,500	1,035,500	65,840	(197,417)	(2,000)	(187,967)	(321,544)
Other Sources															
Grant Funds	-	-	-	10,000	10,000	-	-	-	100,000	100,000	-	-	-	(90,000)	(90,000)
Change in Value CCCE	-	-	-	126,971	126,971	-	-	-	-	-	-	-	-	126,971	126,971
Gift Tree	-	-	-	27,844	27,844	-	-	-	48,000	48,000	-	-	-	(20,156)	(20,156)
TFHD Support	-	-	-	330,012	330,012	-	-	-	504,786	504,786	-	-	-	(174,774)	(174,774)
Total Other Revenues	-	-	-	494,827	494,827	-	-	-	652,786	652,786	-	-	-	(157,959)	(157,959)
TOTAL REVENUES	\$ 465,840	\$ 2,583	\$ -	\$ 740,360	\$ 1,208,783	\$ 400,000	\$ 200,000	\$ 2,000	\$ 1,086,286	\$ 1,688,286	\$ 65,840	\$ (197,417)	\$ (2,000)	\$ (345,926)	\$ (479,503)
EXPENSES:															
Salaries/Wages/Benefits	\$ -	\$ -	\$ -	\$ 250,695	\$ 250,695	\$ -	\$ -	\$ -	\$ 201,979	\$ 201,979	\$ -	\$ -	\$ -	\$ 48,716	\$ 48,716
Supplies	237	526	-	34,816	35,580	2,568	3,595	36	29,736	35,935	(2,331)	(3,069)	(36)	5,080	(355)
Professional Fees	-	-	-	15,551	15,551	-	-	-	21,383	21,383	-	-	-	(5,832)	(5,832)
Purchased Services	176,377	16,165	-	23,309	215,851	183,800	55,075	1,800	20,245	260,920	(7,423)	(38,910)	(1,800)	3,064	(45,069)
Marketing	-	-	-	-	-	-	-	-	20,120	20,120	-	-	-	(20,120)	(20,120)
Rent & Utilities	-	-	-	19,196	19,196	-	-	-	25,671	25,671	-	-	-	(6,475)	(6,475)
Other	-	1,117	-	17,873	18,990	3,600	1,090	24	19,351	24,065	(3,600)	27	(24)	(1,478)	(5,075)
TOTAL EXPENSES	\$ 176,614	\$ 17,809	\$ -	\$ 361,440	\$ 555,862	\$ 189,968	\$ 59,760	\$ 1,860	\$ 338,485	\$ 590,073	\$ (13,354)	\$ (41,951)	\$ (1,860)	\$ 22,955	\$ (34,211)
FOUNDATION NET FUNDING	\$ 289,226	\$ (15,226)	\$ -	\$ 378,920	\$ 652,920	\$ 210,032	\$ 140,240	\$ 140	\$ 747,801	\$ 1,098,213	\$ 79,194	\$ (155,466)	\$ (140)	\$ (368,881)	\$ (445,292)
PROGRAM SUPPORT - TRANSFERS TO TFHD	\$ -	\$ -	\$ -	\$ (310,688)	\$ (310,688)	\$ -	\$ -	\$ -	\$ (467,000)	\$ (467,000)	\$ -	\$ -	\$ -	\$ 156,312	\$ 156,312
CHANGE IN NET ASSETS	\$ 289,226	\$ (15,226)	\$ -	\$ 68,232	\$ 342,233	\$ 210,032	\$ 140,240	\$ 140	\$ 280,801	\$ 631,213	\$ 79,194	\$ (155,466)	\$ (140)	\$ (212,569)	\$ (288,980)
WITHOUT TFHD SUPPORT & TRANSFERS TO TFHD	\$ -	\$ -	\$ -	\$ (19,324)	\$ (19,324)	\$ -	\$ -	\$ -	\$ (37,786)	\$ (37,786)	\$ -	\$ -	\$ -	\$ 18,462	\$ 18,462
FOUNDATION NET FUNDING WITHOUT TFHD SUPPORT	\$ 289,226	\$ (15,226)	\$ -	\$ 48,908	\$ 322,909	\$ 210,032	\$ 140,240	\$ 140	\$ 243,015	\$ 593,427	\$ 79,194	\$ (155,466)	\$ (140)	\$ (194,107)	\$ (270,518)

**TAHOE FOREST HEALTH SYSTEM FOUNDATION
REVENUES**

	PRE-AUDIT FYE 6/30/2016	BUDGET FYE 6/30/2017	AS OF 3/31/2017	VARIANCE
Unrestricted:				
Area of Most Need	82,267	70,000	73,781	3,781
The Gift Tree	42,212	48,000	27,844	(20,156)
Designated/Restricted Funds				
Cancer Care Endowment - Patient & Family Program	28,950	-	3,465	3,465
Cancer Care Endowment - Sustainability Fund	8,200	-	1,052	1,052
Cancer Care Endowment - General Fund	39,718	-	3,700	3,700
Cancer Center - GUMTFCC	34,933	17,000	1,753	(15,247)
Cancer Center - Restricted Funds	6,143	20,000	55,073	35,073
Community for Cancer Care Endowment	-	5,000	100	(4,900)
Nutrition Coalition Fund	13,100	25,000	28,113	3,113
Patient Assistance Fund	3,612	1,500	1,958	458
Intensive Care Unit Fund	-	-	275	275
Women and Family Fund	1,050	5,000	9,964	4,964
Emergency Department Fund	802	2,000	6,852	4,852
Diagnostic Imaging	-	-	375	375
Skilled Nursing Facility Fund	625	25,000	175	(24,825)
Tahoe Forest Hospice Program fund	32,791	25,000	25,693	693
Tahoe Forest Hospice - Renee's Place	250	5,000	-	(5,000)
Wellness Neighborhood	55,958	125,000	24,447	(100,553)
Children's Center	780	5,000	6,034	1,034
Grateful Patient	-	10,000	-	(10,000)
Employee Assistance Fund	1,340	2,000	3,380	1,380
Employee Giving Campaign	-	75,000	-	(75,000)
Auxiliary	23,790	-	-	-
PT/ST/OT	-	-	250	250
Equipment	-	-	-	-
Quality and Regulation	-	-	-	-
Restricted Donation - Designation TBD	-	-	525	525
Restricted Donation	5,000	-	5,500	5,500
Spirit of Giving Award Fund	-	-	-	-
Home Health	25	-	-	-
Tahoe Forest Hospital Endowment Fund	2,160	15,000	-	(15,000)
Gene Upshaw Memorial Fund	600	1,000	-	(1,000)
Sub-Total	384,306	481,500	280,309	(201,191)
Designated/Restricted Funds				
Gene Upshaw Memorial Golf Classic - Event Gross Proceeds	495,519	400,000	465,840	65,840
Best of Tahoe Chefs - Event Gross Proceeds	204,951	200,000	2,583	(197,417)
TFHF Stewardship Fund	-	2,000	-	(2,000)
Grants - Misc	-	100,000	10,000	(90,000)
Sub Total	700,470	702,000	478,423	(223,577)
Grand Total Revenues	1,084,776	1,183,500	758,731	(424,769)

Truckee Surgery Center LLC

Balance Sheet

06/16/17

As of January 31, 2017

Accrual Basis

	Jan 31, 17	Dec 31, 16
ASSETS		
Current Assets		
Checking/Savings		
Bank of the West	226,492.35	261,283.10
Petty Cash	212.22	217.22
Total Checking/Savings	226,704.57	261,500.32
Accounts Receivable		
Accounts Receivable		
Allowance for Doubtful Accounts	-49,335.13	-48,899.73
Accounts Receivable - Other	319,739.92	275,210.68
Total Accounts Receivable	270,404.79	226,310.95
Total Accounts Receivable	270,404.79	226,310.95
Other Current Assets		
Prepaid Expense		
Gen & Prof Liability Ins	11,315.02	12,446.52
Preventative Maint	12,394.90	4,326.70
Property Insurance	1,673.34	1,840.67
Worker's Comp	819.13	676.54
Total Prepaid Expense	26,202.39	19,290.43
Total Other Current Assets	26,202.39	19,290.43
Total Current Assets	523,311.75	507,101.70
Fixed Assets		
Furniture & Fixtures	14,087.00	14,087.00
Instruments	27,805.38	24,241.87
Leasehold Improvements	853,418.00	853,418.00
Machinery & Equipment	87,129.12	87,129.12
Surgical & Medical Equipment	215,098.69	215,098.69
Accumulated Depreciation	-391,252.81	-391,252.81
Goodwill	3,914,333.00	3,914,333.00
Accumulated Amortization	-1,565,734.51	-1,565,734.51
Total Fixed Assets	3,154,883.87	3,151,320.36
Other Assets		
Rent Deposit	20,256.00	20,256.00
Total Other Assets	20,256.00	20,256.00
TOTAL ASSETS	3,698,451.62	3,678,678.06
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable	75,492.54	57,154.50
Total Accounts Payable	75,492.54	57,154.50
Credit Cards		
BankCard 0177	148.50	0.00
BankCard 0253	438.34	0.00
Total Credit Cards	586.84	0.00

Truckee Surgery Center LLC

Balance Sheet

06/16/17

As of January 31, 2017

Accrual Basis

	Jan 31, 17	Dec 31, 16
Other Current Liabilities		
Franchise Tax Payable	566.67	0.00
Property Taxes Payable	886.50	0.00
Billing Fee Due	6,739.97	4,286.93
Compensated Absenses	26,470.66	26,241.30
Payroll Liabilities	213.41	36.84
Total Other Current Liabilities	34,877.21	30,565.07
Total Current Liabilities	110,956.59	87,719.57
Total Liabilities	110,956.59	87,719.57
Equity		
Tahoe Forest Hospital		
Tahoe Forest Hospital Equity	2,986,307.79	3,327,670.01
Distributions TFH	0.00	-150.09
Total Tahoe Forest Hospital	2,986,307.79	3,327,519.92
Truckee Surgery Center Inc		
Truckee Surgery Cntr Inc Equity	604,650.70	681,507.02
Distributions TSC Inc	0.00	-144.20
Total Truckee Surgery Center Inc	604,650.70	681,362.82
Net Income	-3,463.46	-417,924.25
Total Equity	3,587,495.03	3,590,958.49
TOTAL LIABILITIES & EQUITY	3,698,451.62	3,678,678.06

Truckee Surgery Center LLC
Profit & Loss YTD Comparison
 January 2017

	Jan 17
Ordinary Income/Expense	
Income	
Patient Revenue	
Medbridge	127,679.05
Total Patient Revenue	127,679.05
Refunds	
Patient Refund	-310.50
Total Refunds	-310.50
Total Income	127,368.55
Gross Profit	127,368.55
Expense	
Billing Service	6,368.43
General Office	
Dues and Subscriptions	219.00
Office Supplies	96.54
Postage and Delivery	32.06
Total General Office	347.60
Liability Gen'l, Prof Insurance	1,131.50
Property Insurance Expense	167.33
Linen	1,606.95
Medical Supplies Total	
Gas Medical	414.00
Implants	27,141.59
Instrument Expense	3,524.54
Medical Supplies	11,021.03
Pharmacy	3,042.39
Patient Nutrition	214.34
Total Medical Supplies Total	45,357.89
Other Expenses	
Bank Charges	40.90
Cleaning Supplies	217.11
Equipment Rental/Lease	1,052.63
Merchant Fees	140.90
Miscellaneous	-116.08
Total Other Expenses	1,335.46
Payroll Expenses	
Health Insurance Total	
Health	7,760.72
Dental	690.63
Vision	132.50
HSA	0.00
Total Health Insurance Total	8,583.85
Employee Benefit	0.00
Payroll Taxes	5,694.37
Retirement Contribution	724.58
Wages	32,733.53
Work Comp	623.41
Payroll Expenses - Other	42.00
Total Payroll Expenses	48,401.74

Truckee Surgery Center LLC
Profit & Loss YTD Comparison

06/16/17

January 2017

Accrual Basis

	Jan 17
Professional Fees	
Accounting	275.00
Consulting	100.00
Pension Fees	100.00
Transcription Services	231.48
Total Professional Fees	706.48
Rent & CAM	13,065.12
Repairs	
Building/Equipment Repairs	0.00
Instrument Repairs	1,642.48
Maintenance-Preventative	2,296.36
Total Repairs	3,938.84
Taxes	
Property	2,284.16
State	566.67
Total Taxes	2,850.83
Utilities	
Alarm Monitor	72.45
Cable	79.24
Gas and Electric	3,720.97
Medical Waste	70.20
Sewer	1,153.62
Telephone	457.36
Total Utilities	5,553.84
Total Expense	130,832.01
Net Ordinary Income	-3,463.46
Net Income	-3,463.46

Truckee Surgery Center LLC

Balance Sheet

06/16/17

As of February 28, 2017

Accrual Basis

	Feb 28, 17	Jan 31, 17
ASSETS		
Current Assets		
Checking/Savings		
Bank of the West	195,393.09	226,492.35
Petty Cash	212.22	212.22
Total Checking/Savings	195,605.31	226,704.57
Accounts Receivable		
Accounts Receivable		
Allowance for Doubtful Accounts	-50,247.01	-49,335.13
Accounts Receivable - Other	322,546.57	319,739.92
Total Accounts Receivable	272,299.56	270,404.79
Total Accounts Receivable	272,299.56	270,404.79
Other Current Assets		
Prepaid Expense		
Gen & Prof Liability Ins	10,183.52	11,315.02
Preventative Maint	11,268.10	12,394.90
Property Insurance	1,506.01	1,673.34
Worker's Comp	961.72	819.13
Total Prepaid Expense	23,919.35	26,202.39
Total Other Current Assets	23,919.35	26,202.39
Total Current Assets	491,824.22	523,311.75
Fixed Assets		
Furniture & Fixtures	14,087.00	14,087.00
Instruments	27,805.38	27,805.38
Leasehold Improvements	853,418.00	853,418.00
Machinery & Equipment	87,129.12	87,129.12
Surgical & Medical Equipment	215,098.69	215,098.69
Accumulated Depreciation	-391,252.81	-391,252.81
Goodwill	3,914,333.00	3,914,333.00
Accumulated Amortization	-1,565,734.51	-1,565,734.51
Total Fixed Assets	3,154,883.87	3,154,883.87
Other Assets		
Rent Deposit	20,256.00	20,256.00
Total Other Assets	20,256.00	20,256.00
TOTAL ASSETS	3,666,964.09	3,698,451.62
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable	81,916.01	75,492.54
Total Accounts Payable	81,916.01	75,492.54
Credit Cards		
BankCard 0177	0.00	148.50
BankCard 0253	0.00	438.34
Total Credit Cards	0.00	586.84

Truckee Surgery Center LLC

Balance Sheet

06/16/17

As of February 28, 2017

Accrual Basis

	Feb 28, 17	Jan 31, 17
Other Current Liabilities		
Franchise Tax Payable	1,133.34	566.67
Property Taxes Payable	1,773.00	886.50
Billing Fee Due	7,328.23	6,739.97
Compensated Absenses	43,848.66	26,470.66
Payroll Liabilities	410.28	213.41
Total Other Current Liabilities	54,493.51	34,877.21
Total Current Liabilities	136,409.52	110,956.59
Total Liabilities	136,409.52	110,956.59
Equity		
Tahoe Forest Hospital		
Tahoe Forest Hospital Equity	2,986,307.79	2,986,307.79
Total Tahoe Forest Hospital	2,986,307.79	2,986,307.79
Truckee Surgery Center Inc		
Truckee Surgery Cntr Inc Equity	604,650.70	604,650.70
Total Truckee Surgery Center Inc	604,650.70	604,650.70
Net Income	-60,403.92	-3,463.46
Total Equity	3,530,554.57	3,587,495.03
TOTAL LIABILITIES & EQUITY	<u>3,666,964.09</u>	<u>3,698,451.62</u>

Truckee Surgery Center LLC
Profit & Loss YTD Comparison
February 2017

	Feb 17	Jan - Feb 17
Ordinary Income/Expense		
Income		
Patient Revenue		
Medbridge	108,371.84	236,050.89
Total Patient Revenue	108,371.84	236,050.89
Refunds		
Patient Refund	0.00	-310.50
Total Refunds	0.00	-310.50
Total Income	108,371.84	235,740.39
Gross Profit	108,371.84	235,740.39
Expense		
Billing Service	5,464.19	11,832.62
General Office		
Dues and Subscriptions	360.99	579.99
Office Supplies	138.33	234.87
Postage and Delivery	61.12	93.18
Total General Office	560.44	908.04
Liability Gen'l, Prof Insurance	1,131.50	2,263.00
Property Insurance Expense	167.33	334.66
Linen	1,566.43	3,173.38
Medical Supplies Total		
Gas Medical	0.00	414.00
Implants	26,784.05	53,925.64
Instrument Expense	1,502.94	5,027.48
Medical Supplies	15,026.11	26,047.14
Pharmacy	2,395.87	5,438.26
Patient Nutrition	152.76	367.10
Total Medical Supplies Total	45,861.73	91,219.62
Other Expenses		
Bank Charges	40.90	81.80
Cleaning Supplies	281.95	499.06
Educational	213.63	213.63
Equipment Rental/Lease	1,847.70	2,900.33
Merchant Fees	85.11	226.01
Miscellaneous	141.01	24.93
Total Other Expenses	2,610.30	3,945.76
Payroll Expenses		
Health Insurance Total		
Health	7,761.04	15,521.76
Dental	690.63	1,381.26
Vision	132.50	265.00
HSA	0.00	0.00
Total Health Insurance Total	8,584.17	17,168.02
Employee Benefit	0.00	0.00
Payroll Taxes	3,896.40	9,590.77
Retirement Contribution	809.09	1,533.67
Wages	58,095.50	90,829.03
Work Comp	623.41	1,246.82
Payroll Expenses - Other	59.50	101.50
Total Payroll Expenses	72,068.07	120,469.81

Truckee Surgery Center LLC
Profit & Loss YTD Comparison
February 2017

	Feb 17	Jan - Feb 17
Professional Fees		
Accounting	2,220.00	2,495.00
Consulting	2,945.00	3,045.00
Pension Fees	0.00	100.00
Transcription Services	266.53	498.01
Total Professional Fees	5,431.53	6,138.01
Rent & CAM	13,065.12	26,130.24
Repairs		
Building/Equipment Repairs	7,662.68	7,662.68
Instrument Refurbishing	1,420.10	1,420.10
Instrument Repairs	0.00	1,642.48
Maintenance-Preventative	1,386.80	3,683.16
Total Repairs	10,469.58	14,408.42
Taxes		
Property	2,284.16	4,568.32
State	566.67	1,133.34
Total Taxes	2,850.83	5,701.66
Utilities		
Alarm Monitor	72.45	144.90
Cable	79.24	158.48
Gas and Electric	3,379.49	7,100.46
Medical Waste	151.20	221.40
Sewer	0.00	1,153.62
Telephone	457.87	915.23
Total Utilities	4,140.25	9,694.09
Total Expense	165,387.30	296,219.31
Net Ordinary Income	-57,015.46	-60,478.92
Other Income/Expense		
Other Income		
Other Income	75.00	75.00
Total Other Income	75.00	75.00
Net Other Income	75.00	75.00
Net Income	-56,940.46	-60,403.92

Truckee Surgery Center LLC

Balance Sheet

As of March 31, 2017

	Mar 31, 17	Feb 28, 17
ASSETS		
Current Assets		
Checking/Savings		
Bank of the West	202,647.93	195,393.09
Petty Cash	212.22	212.22
Total Checking/Savings	202,860.15	195,605.31
Accounts Receivable		
Accounts Receivable		
Allowance for Doubtful Accounts	-51,456.62	-50,247.01
Accounts Receivable - Other	361,589.45	322,546.57
Total Accounts Receivable	310,132.83	272,299.56
Total Accounts Receivable	310,132.83	272,299.56
Other Current Assets		
Prepaid Expense		
Franchise Tax Prepaid	599.99	0.00
Gen & Prof Liability Ins	9,052.02	10,183.52
Preventative Maint	11,956.30	11,268.10
Property Insurance	1,338.68	1,506.01
Worker's Comp	1,104.31	961.72
Total Prepaid Expense	24,051.30	23,919.35
Total Other Current Assets	24,051.30	23,919.35
Total Current Assets	537,044.28	491,824.22
Fixed Assets		
Furniture & Fixtures	14,087.00	14,087.00
Instruments	27,805.38	27,805.38
Leasehold Improvements	853,418.00	853,418.00
Machinery & Equipment	87,129.12	87,129.12
Surgical & Medical Equipment	215,098.69	215,098.69
Accumulated Depreciation	-391,252.81	-391,252.81
Goodwill	3,914,333.00	3,914,333.00
Accumulated Amortization	-1,565,734.51	-1,565,734.51
Total Fixed Assets	3,154,883.87	3,154,883.87
Other Assets		
Rent Deposit	20,256.00	20,256.00
Total Other Assets	20,256.00	20,256.00
TOTAL ASSETS	3,712,184.15	3,666,964.09
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable	74,707.37	81,916.01
Total Accounts Payable	74,707.37	81,916.01
Other Current Liabilities		
Franchise Tax Payable	1,500.00	1,133.34
Property Taxes Payable	2,659.50	1,773.00
Billing Fee Due	9,625.82	7,328.23
Compensated Absenses	44,594.70	43,848.66
Payroll Liabilities	480.17	410.28
Total Other Current Liabilities	58,860.19	54,493.51
Total Current Liabilities	133,567.56	136,409.52
Total Liabilities	133,567.56	136,409.52

Truckee Surgery Center LLC
Balance Sheet
As of March 31, 2017

	Mar 31, 17	Feb 28, 17
Equity		
Tahoe Forest Hospital		
Tahoe Forest Hospital Equity	2,986,307.79	2,986,307.79
Total Tahoe Forest Hospital	2,986,307.79	2,986,307.79
Truckee Surgery Center Inc		
Truckee Surgery Cntr Inc Equity	604,650.70	604,650.70
Total Truckee Surgery Center Inc	604,650.70	604,650.70
Net Income	-12,341.90	-60,403.92
Total Equity	3,578,616.59	3,530,554.57
TOTAL LIABILITIES & EQUITY	<u>3,712,184.15</u>	<u>3,666,964.09</u>

Truckee Surgery Center LLC
Profit & Loss YTD Comparison
March 2017

	Mar 17	Jan - Mar 17
Ordinary Income/Expense		
Income		
Patient Revenue		
Medbridge	189,218.94	425,269.83
Medical Record Copy Fee	15.00	15.00
Patient Revenue - Other	120.00	120.00
Total Patient Revenue	189,353.94	425,404.83
Refunds		
Patient Refund	-104.35	-414.85
Total Refunds	-104.35	-414.85
Total Income	189,249.59	424,989.98
Gross Profit	189,249.59	424,989.98
Expense		
Billing Service	9,516.22	21,348.84
General Office		
Dues and Subscriptions	219.00	798.99
Office Supplies	196.05	430.92
Postage and Delivery	11.42	104.60
Total General Office	426.47	1,334.51
Liability Gen'l, Prof Insurance	1,536.50	3,799.50
Property Insurance Expense	167.33	501.99
Licenses and Permits	113.00	113.00
Linen	1,939.33	5,112.71
Medical Supplies Total		
Gas Medical	904.41	1,318.41
Implants	36,513.63	90,439.27
Instrument Expense	0.00	5,027.48
Medical Supplies	10,433.46	36,480.60
Pharmacy	3,509.26	8,947.52
Patient Nutrition	183.47	550.57
Total Medical Supplies Total	51,544.23	142,763.85
Other Expenses		
Bank Charges	41.90	123.70
Cleaning Supplies	43.81	542.87
Educational	0.00	213.63
Equipment Rental/Lease	379.59	3,279.92
Merchant Fees	106.07	332.08
Miscellaneous	-167.11	-142.18
Total Other Expenses	404.26	4,350.02
Payroll Expenses		
Health Insurance Total		
Health	7,761.04	23,282.80
Dental	690.63	2,071.89
Vision	132.50	397.50
HSA	0.00	0.00
Total Health Insurance Total	8,584.17	25,752.19
Employee Benefit	36.28	36.28
Payroll Taxes	3,123.38	12,714.15
Retirement Contribution	747.71	2,281.38
Wages	36,747.20	127,576.23
Work Comp	623.41	1,870.23
Payroll Expenses - Other	52.50	154.00
Total Payroll Expenses	49,914.65	170,384.46

Truckee Surgery Center LLC
Profit & Loss YTD Comparison
March 2017

	Mar 17	Jan - Mar 17
Professional Fees		
Accounting	455.00	2,950.00
Consulting	0.00	3,045.00
Pension Fees	0.00	100.00
Transcription Services	354.98	852.99
Total Professional Fees	809.98	6,947.99
Rent & CAM	13,065.12	39,195.36
Repairs		
Building/Equipment Repairs	707.45	8,370.13
Instrument Refurbishing	230.36	1,650.46
Instrument Repairs	0.00	1,642.48
Maintenance-Preventative	4,272.80	7,955.96
Total Repairs	5,210.61	19,619.03
Taxes		
Property	2,284.16	6,852.48
State	566.67	1,700.01
Taxes - Other	-28.80	-28.80
Total Taxes	2,822.03	8,523.69
Utilities		
Alarm Monitor	72.45	217.35
Cable	79.24	237.72
Gas and Electric	2,976.40	10,076.86
Medical Waste	131.76	353.16
Sewer	0.00	1,153.62
Telephone	457.99	1,373.22
Total Utilities	3,717.84	13,411.93
Total Expense	141,187.57	437,406.88
Net Ordinary Income	48,062.02	-12,416.90
Other Income/Expense		
Other Income		
Other Income	0.00	75.00
Total Other Income	0.00	75.00
Net Other Income	0.00	75.00
Net Income	48,062.02	-12,341.90

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Annualized	Budget	Inc/(Dec)	Inc/(Dec)
16010 ICU											
ICU - Inpatient Days	438	445	278	234	205	196	190	220	205	(15)	-6.8%
ICU - Med/Surg Days	303	331	299	350	405	386	375	451	400	(51)	-11.3%
ICU - Stepdown Days	429	369	406	329	351	412	335	439	400	(39)	-8.9%
ICU - Swing Days	0	0	0	0	0	0	0	0	0	0	0.0%
ICU - Short Stays - Ambulatory	0	0	0	0	0	0	0	0	0	0	0.0%
ICU - Short Stays - Observation	27	27	19	43	26	24	25	19	20	1	5.3%
ICU TFHD Summary	1,197	1,172	1,002	956	987	1,018	925	1,129	1,025	(104)	-9.2%
16170 Med Surg											
M/S - Inpatient Days	3,086	2,989	2,990	2,779	2,590	2,425	2,500	2,680	2,550	(130)	-4.9%
M/S - Swing Days	204	211	252	283	231	437	330	383	350	(33)	-8.6%
M/S 3170- Short Stay-Ambulatory	85	31	85	190	146	162	150	198	175	(23)	-11.6%
M/S 3170- Short Stays-Observation	293	329	433	440	258	226	250	240	250	10	4.2%
Med-Surg TFHD Summary	3,668	3,560	3,760	3,692	3,225	3,250	3,230	3,501	3,325	(176)	-5.0%
16380 Obstetrics											
OB/GYN Patient Days	731	695	872	920	940	838	887	940	900	(40)	-4.3%
Med/Surg Days in OB	196	129	9	14	2	0	0	0	0	0	0.0%
OB - Swing Days	0	0	0	0	0	0	0	0	0	0	0.0%
OB - Short Stays - Ambulatory	0	0	0	0	0	0	0	0	0	0	0.0%
OB - Short Stays - Observation	4	1	28	23	23	28	25	19	20	1	5.3%
OB Days TFHD Summary	931	825	909	957	965	866	912	959	920	(39)	-4.1%
16530 Nursery											
Newborn days	788	773	797	877	881	768	800	602	740	138	22.9%
Nursery Re-admits	8	5	12	2	2	0	0	2	0	(2)	-100.0%
Newborn Days TFHD Summary	796	778	809	879	883	768	800	604	740	136	22.5%
16580 Skilled Nursing Facility											
SNF days	11,446	11,828	11,723	12,133	12,086	11,650	12,775	11,756	12,045	289	2.5%
17010 Emergency Room											
Admits from E/R	1,247	963	1,113	1,181	1,024	1,114	1,073	1,140	1,115	(25)	-2.2%
E/R Visits - Total Registrations	13,154	12,343	12,416	12,704	12,631	13,593	13,250	13,838	13,600	(238)	-1.7%
17070 Perinatal											
Perinatal O/P visits	10,142	8,033	7,791	7,246	4,280	1,903	4,250	4,018	0	(4,018)	-100.0%
17072 Diabetic Center											
Diabetic Center TFHD Summary	0	0	0	0	0	0	0	0	0	0	0.0%
17085 TFH Clinic											
TFH Health Clinic O/P visits	3,740	3,595	3,072	3,106	3,402	3,709	3,550	3,857	3,600	(257)	-6.7%
Flu Shots - TFH Health Clinic	173	188	132	30	24	0	20	0	0	0	0.0%
17090 TC Occupational Therapy											
OT - TC O/P Procedures	805	864	1,130	1,047	1,221	1,606	1,400	1,455	1,500	45	3.1%
17180 TC Physical Therapy											
PT - TC O/P Procedures	8,130	8,960	11,919	16,540	16,441	22,006	20,000	22,616	22,000	(616)	-2.7%

DEPARTMENTAL VOLUME TRENDS

	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Annualized	2018 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17181 Oncology Lab											
<i>Oncology Lab tests</i>	2,560	2,344	2,558	3,016	3,568	3,478	3,375	3,168	3,200	32	1.0%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Annualized	Budget	Inc/(Dec)	Inc/(Dec)
17290 Home Health											
Home Health Nursing Units	2,072	2,082	2,239	2,191	2,139	2,131	2,140	1,984	2,100	116	5.8%
Home Health Aide Units	725	695	500	341	141	94	200	104	100	(4)	-3.8%
Home Health Speech Therapy Units	32	26	3	2	19	13	10	10	12	2	20.0%
Home Health Occupational Therapy Units	172	244	355	416	477	530	475	375	475	100	26.7%
Home Health Social Services Units	273	168	115	95	85	120	90	91	100	9	9.9%
Home Health PT Units	806	803	768	733	714	667	750	597	650	53	8.9%
Home Health - Dietary Counseling	0	0	0	0	0	0	0	0	0	0	0.0%
Home Health - Medicare Visits	3,110	3,271	3,269	2,860	2,719	2,676	2,800	2,115	2,600	485	22.9%
Home Health - MediCal Visits	96	62	7	33	90	153	90	139	140	1	0.7%
Home Health - Commercial Visits	766	626	639	825	692	655	680	834	700	(134)	-16.1%
Home Health - Self Pay Visits	108	59	65	64	74	82	70	72	70	(2)	-2.8%
Home Health Units TFHD Summary	4,080	4,018	3,980	3,782	3,575	3,566	3,640	3,160	3,510	350	11.1%
17310 Hospice											
Hospice Medicare Visits	3,006	2,492	7,214	4,599	4,354	3,270	4,450	4,706	4,200	(506)	-10.8%
Hospice MediCal Visits	162	66	140	903	278	603	425	472	475	3	0.6%
Hospice Commercial Visits	397	110	827	1,027	674	835	850	1,306	1,075	(231)	-17.7%
Hospice Other Visits	31	11	68	11	5	5	15	2	2	0	0.0%
Hospice Medicare Days	5,398	4,842	4,624	3,152	3,020	2,327	3,050	3,730	3,050	(680)	-18.2%
Hospice MediCal Days	334	26	94	598	190	340	300	383	325	(58)	-15.1%
Hospice Commercial Days	676	55	530	742	452	559	600	867	600	(267)	-30.8%
Hospice Other Days	147	77	57	35	4	4	20	2	2	0	0.0%
Hospice Days TFHD Summary	6,555	5,000	5,305	4,527	3,666	3,230	3,970	4,982	3,977	(1,005)	-20.2%
17400 Labor and Delivery											
Total Deliveries	379	348	365	366	383	336	375	391	370	(21)	-5.4%
17420 Surgery											
OR I/P minutes	85,935	75,164	81,680	87,515	82,715	79,480	82,215	84,295	81,203	(3,093)	-3.7%
OR O/P minutes	58,890	81,352	73,537	68,250	64,577	63,401	63,888	67,547	64,320	(3,227)	-4.8%
OR I/P Cases	750	697	774	845	815	782	810	831	810	(21)	-2.5%
OR O/P Cases	846	1,137	1,008	1,001	965	943	950	983	960	(23)	-2.3%
Surgey Minutes TFHD	144,825	156,516	155,217	155,765	147,292	142,881	146,103	151,842	145,523	(6,320)	-4.2%
Surgery Cases TFHD	1,596	1,834	1,782	1,846	1,780	1,725	1,760	1,814	1,770	(44)	-2.4%
17428 Pain Clinic											
Pain Center minutes	41,299	30,164	27,859	24,553	24,109	26,503	25,885	39,206	29,900	(9,306)	-23.7%
17429 SPD											
SPD - I/P minutes	85,935	75,164	81,680	87,515	82,715	79,480	82,823	84,389	81,203	(3,187)	-3.8%
SPD - O/P minutes	58,890	81,352	73,537	70,050	64,577	63,401	63,650	67,507	64,320	(3,187)	-4.7%
Sterile Processing TFHD Summary	144,825	156,516	155,217	157,565	147,292	142,881	146,473	151,896	145,523	(6,374)	-4.2%
17430 PAAS											
I/P Recovery minutes	51,120	46,190	49,158	56,914	56,655	50,493	52,500	57,095	53,865	(3,230)	-5.7%
O/P Recovery minutes	19,660	31,365	30,209	30,032	25,237	25,649	25,000	29,152	27,264	(1,888)	-6.5%
Procedure Room minutes	8,956	7,434	4,393	5,347	6,419	5,500	5,650	8,586	6,800	(1,786)	-20.8%
ASD minutes	225,644	260,349	247,841	281,223	359,066	366,784	340,000	348,952	350,000	1,048	0.3%
Total PAAS Minutes Summary	305,380	345,338	331,601	373,516	447,377	448,426	423,150	443,785	437,929	(5,856)	-1.3%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Annualized	Budget	Inc/(Dec)	Inc/(Dec)
17450 Anesthesia											
Anesthesia - I/P minutes	90,086	79,028	87,469	92,912	86,826	83,221	87,480	87,851	85,455	(2,396)	-2.7%
Anesthesia - O/P minutes	62,007	87,750	81,743	76,337	71,479	68,075	65,788	68,702	68,160	(542)	-0.8%
Anesthesia - Elsewhere minutes	16,942	15,341	15,697	16,731	18,323	13,575	14,976	18,380	16,095	(2,285)	-12.4%
Anesthesia - G/I I/P Minutes	2,004	2,140	1,262	3,264	2,686	3,462	3,680	2,910	3,300	390	13.4%
Anesthesia - G/I O/P Minutes	12,763	9,567	8,944	10,715	10,752	12,339	11,329	11,274	11,745	471	4.2%
Anesthesia TFHD Summary	183,802	193,826	195,115	199,959	190,066	180,672	183,253	189,117	184,755	(4,362)	-2.3%
17500 Laboratory											
Lab - TFH I/P Tests	29,831	31,692	31,048	28,297	29,426	30,534	29,050	32,332	30,071	(2,261)	-7.0%
Lab - TFH O/P Tests	86,524	105,004	79,290	83,447	100,426	103,623	100,500	115,794	109,700	(6,094)	-5.3%
Lab - MOB O/P Tests - 8664	4,987	6,202	5,656	4,723	5,936	5,191	5,500	5,554	5,500	(54)	-1.0%
Lab - Tahoe City O/P Tests - 7875	12,571	11,721	9,643	9,985	11,374	11,024	10,700	10,164	10,600	436	4.3%
Lab - Incline Village O/P Tests	4,835	4,558	4,774	4,599	4,485	4,110	4,500	2,904	3,800	896	30.9%
Lab - Clinic Accounts	8,062	8,216	7,891	7,056	6,715	5,797	6,700	5,681	5,700	19	0.3%
Lab - Send Outs IP	3,933	3,543	3,606	3,660	3,898	3,577	3,800	3,850	3,800	(50)	-1.3%
Lab - Send Outs OP	34,883	43,420	21,840	23,000	15,580	14,708	15,500	16,366	15,500	(866)	-5.3%
Laboratory TFHD Summary	185,626	214,356	163,748	164,767	177,840	178,564	176,250	192,645	184,671	(7,974)	-4.1%
17540 Blood Bank											
Total Blood Units	550	687	530	627	570	545	570	477	540	63	13.2%
17590 EKG											
EKG - I/P Procedures	658	593	563	483	513	421	541	479	452	(27)	-5.6%
EKG - O/P Procedures	1,679	1,616	1,810	1,798	2,111	2,084	1,800	2,272	2,000	(272)	-12.0%
EKG TFHD Summary	2,337	2,209	2,373	2,281	2,624	2,505	2,341	2,751	2,452	(299)	-10.9%
17592 Stress EKG											
Stress EKG - I/P Procedures	6	2	0	1	0	1	0	2	0	(2)	-100.0%
Stress EKG - O/P Procedures	46	27	40	38	48	54	55	51	55	4	7.8%
Stress EKG TFHD Summary	52	29	40	39	48	55	55	53	55	2	3.8%
17593 Cardiac Rehab											
Cardiac Rehab - Phase II	480	251	310	565	643	688	650	545	625	80	14.7%
Cardiac Rehab - Phase III	3,160	3,151	2,498	2,364	2,185	2,390	2,360	2,342	2,350	8	0.3%
Cardiac Rehab TFHD Summary	3,640	3,402	2,808	2,929	2,828	3,078	3,010	2,887	2,975	88	3.0%
17595 Pulmonary Rehab											
Pulmonary Rehab	6	0	20	0	0	0	0	0	0	0	0.0%
17630 Diagnostic Imaging											
Diagnostic Imaging - I/P Exams	1,950	1,867	1,865	1,288	1,204	1,047	1,141	1,233	1,139	(94)	-7.6%
Diagnostic Imaging - O/P Exams	7,649	7,211	7,068	7,095	7,501	8,171	7,788	8,495	8,160	(335)	-3.9%
Vascular I/P Exams	99	149	121	95	250	356	326	406	352	(54)	-13.4%
Vascular O/P Exams	173	230	179	184	277	330	325	436	330	(106)	-24.3%
Diagnostic Imaging TFHD Summary	9,599	9,078	8,933	8,383	8,705	9,218	8,929	9,728	9,299	(429)	-4.4%
Vascular Image TFHD Summary	272	379	300	279	527	686	651	842	682	(160)	-19.0%
17632 Womens Imaging Center											

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Acutal	Acutal	Actual	Actual	Actual	Actual	Budget	Annualized	Budget	Inc/(Dec)	Inc/(Dec)
<i>Dexa Exams</i>	398	408	352	399	477	542	496	621	554	(67)	-10.8%
<i>Mammography Exams</i>	3,020	3,103	2,874	2,878	3,070	2,974	3,000	2,973	2,975	2	0.1%
<i>Womens Imaging TFHD Summary</i>	3,418	3,511	3,226	3,277	3,547	3,516	3,496	3,594	3,529	(65)	-1.8%
17633 MOB Diagnostic Imaging											
<i>MOB O/P Exams - Xrays -17633</i>	926	945	889	1,027	1,080	1,298	1,100	1,447	1,300	(147)	-10.2%
<i>MOB Diagnostic TFHD Summary</i>	1,675	945	889	1,027	1,080	1,298	1,100	1,447	1,300	(147)	-10.2%
17641 Oncology											
<i>Oncology Procedures</i>	4,655	3,870	6,044	5,537	7,322	9,146	8,350	7,944	8,000	56	0.7%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Annualized	Budget	Inc/(Dec)	Inc/(Dec)
17642 Radiation Oncology											
<i>Radiation Oncology Procedures</i>	0	0	3,599	4,174	3,390	4,282	4,000	3,710	4,000	290	7.8%
17650 Nuclear Medicine											
<i>Nuclear Med - I/P Exams</i>	56	46	35	24	41	22	30	26	25	(1)	-3.4%
<i>Nuclear Med - O/P Exams</i>	314	277	293	274	272	312	300	345	325	(20)	-5.8%
<i>Nuc Med TFHD Summary</i>	370	323	328	298	313	334	330	371	350	(21)	-5.6%
17660 MRI											
<i>MRI - I/P Exams</i>	96	105	79	85	65	62	57	90	67	(23)	-25.6%
<i>MRI - O/P Exams</i>	1,648	1,800	1,705	1,851	1,838	1,934	1,878	1,891	1,904	13	0.7%
<i>MRI TFHD Summary</i>	1,744	1,905	1,784	1,936	1,903	1,996	1,935	1,981	1,971	(10)	-0.5%
17670 Ultrasound											
<i>Ultrasound - I/P Exams</i>	534	529	442	416	322	333	326	399	352	(47)	-11.8%
<i>Ultrasound - O/P Exams</i>	2,663	2,966	2,601	2,754	2,902	2,848	2,850	3,120	2,950	(170)	-5.4%
<i>Ultrasound TFHD Summary</i>	3,197	3,495	3,043	3,170	3,224	3,181	3,176	3,519	3,302	(217)	-6.2%
17672 Briner Ultrasound											
<i>Breast Ultrasound Exams</i>	1,003	1,113	1,057	1,094	1,351	1,272	1,236	1,286	1,279	(7)	-0.5%
17680 CT											
<i>CT - I/P Exams</i>	623	568	457	152	246	181	228	268	235	(34)	-12.5%
<i>CT - O/P Exams</i>	3,508	2,976	3,014	3,065	3,141	3,389	3,210	3,726	3,420	(306)	-8.2%
<i>Cat Scan TFHD Summary</i>	4,131	3,544	3,471	3,217	3,387	3,570	3,438	3,994	3,655	(339)	-8.5%
17685 PET CT											
<i>PET CT - I/P Exams</i>	4	6	12	7	2	4	6	2	3	1	67.5%
<i>PET CT - O/P Exams</i>	172	218	262	258	283	303	295	318	306	(12)	-3.8%
<i>PET Cat Scan TFHD Summary</i>	176	224	274	265	285	307	301	320	309	(11)	-3.3%
17690 Vascular Imaging											
<i>Vascular I/P Exams</i>	99	149	121	95	250	356	326	406	352	(54)	-13.4%
<i>Vascular O/P Exams</i>	173	230	179	184	277	330	325	436	330	(106)	-24.3%
<i>Vascular Image TFHD Summary</i>	272	379	300	279	527	686	651	842	682	(160)	-19.0%
17710 Pharmacy											
<i>Pharmacy - I/P units</i>	118,089	116,441	111,490	97,331	94,182	100,531	97,000	113,381	105,584	(7,798)	-6.9%
<i>Pharmacy - O/P units</i>	190,880	88,415	79,935	63,204	74,773	75,784	75,525	139,141	77,520	(61,621)	-44.3%
<i>Pharmacy TFHD Summary</i>	308,969	204,856	191,425	160,535	168,955	176,315	172,525	252,522	183,104	(69,419)	-27.5%
17711 Oncology Drugs Sold to Patients											
<i>Oncology Pharmacy Units</i>	182,999	138,239	224,551	81,446	56,824	80,105	70,975	102,106	82,000	(20,106)	-19.7%
17712 IV											
<i>IV - I/P units</i>	11,957	13,588	11,632	9,649	9,838	9,225	9,598	9,612	9,356	(257)	-2.7%
<i>IV - O/P units</i>	8,792	9,258	8,857	7,095	8,165	8,580	8,348	7,957	8,160	203	2.6%
<i>IV TFHD Summary</i>	20,749	22,846	20,489	16,744	18,003	17,805	17,946	17,569	17,516	(54)	-0.3%
17720 Respiratory Therapy											

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Annualized	Budget	Inc/(Dec)	Inc/(Dec)
<i>RT - I/P Minutes</i>	215,904	195,960	171,576	129,408	116,808	95,976	104,554	129,777	112,712	(17,066)	-13.1%
<i>RT - O/P Minutes</i>	18,840	19,464	24,600	18,384	15,552	13,056	13,596	24,189	13,600	(10,589)	-43.8%
<i>RT TFHD Summary</i>	234,744	215,424	196,176	147,792	132,360	109,032	118,150	153,966	126,312	(27,655)	-18.0%
17730 Pulmonary Function											
<i>Pulmonary - I/P Procedures</i>	770	762	261	74	47	84	78	77	80	3	4.1%
<i>Pulmonary - O/P Procedures</i>	302	274	179	186	162	251	225	215	225	10	4.7%
<i>Pulmonary TFHD Summary</i>	1,072	1,036	440	260	209	335	303	292	305	13	4.5%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Annualized	Budget	Inc/(Dec)	Inc/(Dec)
17760 Gastro-Intestinal Services											
<i>Gastro/Int OR I/P Minutes</i>	5,224	6,777	3,990	9,489	6,822	8,312	8,625	6,271	7,500	1,229	19.6%
<i>Gastro/Int OR O/P Minutes</i>	31,395	34,083	30,665	40,180	42,211	44,669	42,180	38,607	41,445	2,838	7.4%
<i>Gastro/Int I/P Recovery Minutes</i>	211	220	96	636	692	637	748	590	650	60	10.2%
<i>Gastro/Int O/P Recovery Minutes</i>	483	103	113	537	402	315	288	413	338	(76)	-18.3%
<i>Gastro/Int I/P ASD Minutes</i>	95	204	185	258	179	457	288	211	250	39	18.5%
<i>Gastro/Int O/P ASD Minutes</i>	101,549	112,819	100,009	129,546	145,077	142,183	134,449	119,207	129,938	10,731	9.0%
<i>Gastro/Int OR I/P Cases</i>	86	108	62	125	91	106	115	84	100	16	19.0%
<i>Gastro/Int OR O/P Cases</i>	1,143	1,226	1,088	1,380	1,379	1,503	1,425	1,215	1,350	135	11.1%
<i>Gastro/Int Total Minutes Summary</i>	138,957	154,206	135,058	180,646	195,383	196,573	186,578	165,299	180,120	14,821	9.0%
<i>Total Gastro/Int Total Cases Summary</i>	1,229	1,334	1,150	1,505	1,470	1,609	1,540	1,299	1,450	151	11.6%
17770 Physical Therapy											
<i>PT - TK I/P Procedures</i>	4,806	4,475	4,606	5,123	5,977	5,596	5,725	4,802	5,123	321	6.7%
<i>PT - TK - SNF Procedures</i>	1,862	1,395	927	1,835	3,554	2,361	2,600	1,774	2,168	394	22.2%
<i>Physical Therapy Procedures Summary</i>	6,668	5,870	5,533	6,958	9,531	7,957	8,325	6,576	7,291	715	10.9%
17780 Speech Therapy											
<i>ST - I/P Procedures</i>	36	42	41	68	42	64	60	25	45	20	80.0%
<i>ST - SNF Procedures</i>	52	20	38	66	150	68	75	142	105	(37)	-26.1%
<i>Speech Therapy TFHD Summary</i>	88	62	79	134	192	132	135	167	150	(17)	-10.2%
17790 Occupational Therapy											
<i>OT - I/P Procedures</i>	3,652	3,562	3,953	4,132	4,231	3,842	4,240	3,511	3,653	142	4.0%
<i>OT - SNF Procedures</i>	1,394	975	853	1,674	2,215	1,881	2,200	1,652	1,807	155	9.4%
<i>Occupational Therapy IP TFHD Summary</i>	5,046	4,537	4,806	5,806	6,446	5,723	6,440	5,163	5,460	297	5.7%
18340 Dietary											
<i>Patient Meals</i>	52,556	53,537	53,699	56,494	54,950	51,551	57,324	51,550	51,268	(283)	-0.5%
<i>Pantries</i>	16,629	16,379	16,117	15,387	18,218	16,398	17,799	19,256	17,439	(1,817)	-9.4%
<i>Non-Patient Meals</i>	239,218	243,100	253,884	237,680	241,767	206,708	222,000	220,712	220,000	(712)	-0.3%
<i>Dietary TFHD Summary</i>	308,403	313,016	323,700	309,561	314,935	274,657	297,123	291,518	288,707	(2,811)	-1.0%
18350 Laundry & Linen											
<i>Pounds</i>	259,631	222,651	245,358	255,659	257,521	254,962	244,780	312,240	256,200	(56,040)	-17.9%
18490 Child Care Center											
<i>Child Care Days</i>	18,721	17,971	17,956	18,902	19,327	21,156	19,500	19,514	19,500	(14)	-0.1%
18560 Admitting & Communication											
<i>Registrations</i>	55,447	53,327	49,480	53,858	58,032	60,999	58,500	61,654	61,000	(654)	-1.1%
18590 Financial Administration											
<i>Acute Admissions</i>	1,789	1,681	1,652	1,606	1,679	1,569	1,630	1,805	1,675	(130)	-7.2%
<i>Swing Admissions</i>	34	31	44	41	37	63	60	51	55	4	7.8%
<i>Acute Patient Days</i>	5,183	4,963	4,866	4,629	4,493	4,257	4,287	4,730	4,455	(275)	-5.8%
<i>Swing Days</i>	204	211	252	283	231	437	330	383	350	(33)	-8.6%
<i>Adjusted Patient Days</i>	12,601	12,403	13,405	14,736	13,781	15,445	14,838	16,111	0	(16,111)	-100.0%
<i>ICU Average Daily Census</i>	3	3	3	3	3	3	2	3	3	(0)	-9.4%
<i>OB/GYN Average Daily Census</i>	3	2	2	3	3	2	2	3	2	(0)	-4.4%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Annualized	Budget	Inc/(Dec)	Inc/(Dec)
<i>Medical / Surgical - Acute - ADC</i>	9	8	8	8	8	7	7	7	7	(0)	-4.8%
<i>Medical / Surgical - Swing - ADC</i>	1	1	1	1	1	1	1	1	1	(0)	-8.7%
<i>Acute Discharges</i>	1,776	1,679	1,643	1,624	1,667	1,575	1,630	1,805	1,675	(130)	-7.2%
<i>Swing Discharges</i>	33	30	45	42	35	61	60	51	55	4	7.8%
<i>Avg Length of Stay</i>	3	3	3	3	3	3	3	3	3	0	1.5%
<i>Total Admissions TFHD</i>	1,823	1,712	1,696	1,647	1,716	1,632	1,690	1,856	1,730	(126)	-6.8%
<i>Total Discharges TFHD</i>	1,809	1,709	1,688	1,666	1,702	1,636	1,690	1,856	1,730	(126)	-6.8%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Annualized	Budget	Inc/(Dec)	Inc/(Dec)
18660 Occ Health											
Occupational Health Visits - 18660	2,219	2,489	2,507	2,567	2,731	2,929	2,800	3,479	3,000	(479)	-13.8%
Flu Shots - Occupational Health	278	358	290	247	321	134	250	0	0	0	0.0%
Occ Health TFHD Summary	2,497	2,847	2,797	2,814	3,052	3,063	3,050	3,479	3,000	(479)	-13.8%
18662 Infection Control/Employee Health											
Employee Wellness Visits - 18662	1,192	1,202	1,236	1,352	1,035	380	900	577	575	(2)	-0.3%
Flu Shots - Infection Control	834	737	841	817	908	849	850	857	850	(7)	-0.8%
18664 Lab Draw MOB											
Lab Draw Test - OH - 18864	3,660	4,503	4,082	4,677	5,248	4,029	4,500	5,225	4,600	(625)	-12.0%
19513 MSC - ENT											
Mancuso Visits	2,565	2,435	2,461	2,630	2,792	2,239	2,141	2,212	2,200	(12)	-0.5%
19518 MSC - SURGERY											
Cooper Visits	0	645	751	1,539	1,883	1,958	1,920	1,502	1,500	(2)	-0.1%
19521 MSC - IM Pulmonary											
Tirdel Visits	6,464	6,632	6,359	5,909	6,104	5,551	5,338	5,377	5,450	73	1.4%
19525 MSC - IM Cardiology											
T. Lombard/Scholnick Visits	4,462	5,584	4,941	5,669	5,164	5,942	9,945	8,115	7,025	(1,090)	-13.4%
19527 MSC - Oncology											
Heifetz/Koppel/Kaime Visits	2,880	2,927	3,424	4,730	4,937	4,640	4,700	4,282	4,450	168	3.9%
19527 MSC - Internal Medicine											
Burkholder Visits	1,406	1,928	1,803	2,094	2,385	1,823	2,062	1,619	1,600	(19)	-1.2%
17081 MSC - Radiation Oncology											
Palmer Visits	0	0	658	1,629	705	912	1,006	852	880	28	3.3%
19529 MSC - Urology											
Physician Visits	0	0	0	0	0	0	1,530	1,204	0	(1,204)	0.0%
19533 MSC - G.I. Schaffer											
Schaffer Visits	389	735	677	1,212	1,426	1,250	1,823	1,197	1,200	3	0.3%
19534 MSC - Pediatrics											
North Lake Pediatrics Visits	3,029	9,483	9,998	10,308	11,190	10,645	11,086	10,914	10,750	(164)	-1.5%
17075 MSC - OB/GYN											
OB/GYN	0	0	0	0	0	0	0	0	7,600	0	0.0%
17801 MSC - Audiology											
Audiology	474	562	649	645	321	347	671	359	350	(9)	-2.5%
19524 MSC - Orthopedics											
Dodd/Ringnes/Foley/Dickenson Visits	0	0	0	0	0	0	7,400	4,495	5,000	505	11.2%

DEPARTMENTAL VOLUME TRENDS

		2011	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
		Actual	Actual	Actual	Actual	Actual	Actual	Budget	Annualized	Budget	Inc/(Dec)	Inc/(Dec)
19550	Retail Pharmacy Prescriptions	33,552	30,387	27,633	26,270	26,185	28,143	27,600	29,823	28,900	(923)	-3.1%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Annualized	Budget	Inc/(Dec)	Inc/(Dec)
26170 Med-Surg											
<i>Inpatient Days</i>	22	10	16	25	8	12	10	7	10	3	42.9%
<i>Observation Days</i>	40	36	25	25	17	26	25	23	25	2	8.7%
<i>Med Surg Days IVCH Summary</i>	62	46	41	50	25	38	35	30	35	5	16.7%
27010 Emergency Room											
<i>Total Emergency Visits</i>	4,194	3,892	3,908	3,560	3,720	3,888	3,800	4,011	3,900	(111)	-2.8%
<i>Flu Shots</i>	448	436	362	397	449	200	400	132	200	68	51.5%
27085 IVCH Clinic											
<i>IVCH Clinic Visits</i>	0	0	345	858	1,347	1,879	1,600	2,370	2,125	(245)	-10.3%
27420 Surgery											
<i>OR IP Minutes</i>	0	0	0	0	0	0	0	0	0	0	0.0%
<i>OR OP Minutes</i>	17,339	15,742	12,630	8,794	8,180	9,521	8,710	8,657	8,650	(7)	-0.1%
<i>OR IP Cases</i>	0	0	0	0	0	0	0	0	0	0	0.0%
<i>OR OP Cases</i>	155	152	124	92	93	107	100	103	100	(3)	-2.9%
<i>Surgery Cases IVCH Summary</i>	155	152	124	92	93	107	100	103	100	(3)	-2.9%
<i>Surgery Minutes IVCH Summary</i>	17,339	15,742	12,630	8,794	8,180	9,521	8,710	8,657	8,650	(7)	-0.1%
27428 Pain Clinic											
<i>Pain Clinic Minutes</i>	8,367	390	0	0	0	0	0	0	0	0	0.0%
27429 SPD											
<i>Surgery Cases IVCH Summary</i>	155	152	124	92	93	107	100	103	100	(3)	-2.9%
27430 PAAS											
<i>PACU IP Minutes</i>	0	0	0	0	0	0	0	0	0	0	0.0%
<i>PACU OP Minutes</i>	4,796	4,587	3,778	2,693	2,475	2,631	2,560	2,449	2,450	1	0.0%
<i>Total ASD Minutes</i>	34,714	35,064	26,097	18,424	17,227	21,019	19,650	20,056	19,560	(496)	-2.5%
<i>PAAS IVCH Summary</i>	39,510	39,651	29,875	21,117	19,702	23,650	22,210	22,505	22,010	(495)	-2.2%
27450 Anesthesia											
<i>Anesthesia IP Minutes</i>	0	0	0	0	0	0	0	0	0	0	0.0%
<i>Anesthesia OP Minutes</i>	18,021	16,311	13,883	9,040	8,454	9,901	9,050	8,677	8,825	148	1.7%
<i>Anesthesia Elsewhere Minutes</i>	0	0	0	0	0	0	0	0	0	0	0.0%
<i>Anesthesia Minutes IVCH Summary</i>	18,021	16,311	13,883	9,040	8,454	9,901	9,050	8,677	8,825	148	1.7%
27470 Med Supplies sold to Patients											
<i>Total Emergency Visits</i>	4,194	3,892	3,908	3,560	3,720	3,888	3,800	4,011	3,900	(111)	-2.8%
27500 Lab											
<i>Lab - Inpatient Billable Tests</i>	83	81	123	92	77	139	36	83	116	33	39.8%
<i>Lab - Outpatient Billable Tests</i>	21,357	20,927	22,068	23,844	26,458	24,160	23,400	26,240	25,200	(1,040)	-4.0%
<i>EKG</i>	580	486	483	484	575	719	625	656	675	19	2.9%
<i>Reference Lab</i>	2,673	2,717	2,021	1,968	1,829	1,707	1,700	1,850	1,750	(100)	-5.4%
<i>Blood</i>	0	1	3	0	0	0	0	8	0	(8)	-100.0%
<i>Laboratory IVCH Summary</i>	24,693	24,212	24,698	26,388	28,939	26,725	25,761	28,837	27,741	(1,096)	-3.8%
27540 Blood											

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Annualized	Budget	Inc/(Dec)	Inc/(Dec)
<i>Blood</i>	0	1	3	0	0	0	0	8	0	(8)	-100.0%
27590 EKG											
<i>EKG</i>	580	486	483	484	575	719	625	656	675	19	2.9%
27630 Diagnostic Imaging											
<i>Radiology - I/P Exams</i>	5	3	7	3	0	5	3	2	3	1	25.0%
<i>Radiology - O/P Exams (Inc. Mammo & U/S)</i>	1,055	1,030	923	835	762	784	775	788	780	(8)	-1.0%
<i>Radiology - ER Exams</i>	1,606	1,536	1,483	1,459	1,504	1,845	1,748	1,888	1,833	(55)	-2.9%
<i>Diagnostic Imaging IVCH Summary</i>	2,666	2,569	2,413	2,297	2,266	2,634	2,526	2,678	2,616	(63)	-2.3%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Annualized	Budget	Inc/(Dec)	Inc/(Dec)
27680 Cat Scan											
CT - I/P Exams	2	1	1	3	0	0	0	1	0	(1)	-100.0%
CT - O/P Exams	230	162	152	157	169	154	140	145	150	5	3.4%
CT - ER Exams	548	473	461	471	507	682	646	712	702	(10)	-1.4%
CT IVCH Summary	780	636	614	631	676	836	786	858	852	(6)	-0.7%
27710 Drugs Sold to Patients											
Pharmacy - I/P Units	332	115	262	649	170	182	125	207	153	(55)	-26.3%
Pharmacy - O/P Units	11,647	11,043	11,296	7,859	8,436	9,437	8,854	14,397	11,700	(2,697)	-18.7%
Pharmacy IVCH Summary	11,979	11,158	11,558	8,508	8,606	9,619	8,979	14,604	11,853	(2,752)	-18.8%
27712 IV											
IV's - I/P Units	38	28	59	63	7	8	3	7	7	(1)	-7.1%
IV's - O/P Units	2,632	2,510	1,946	893	107	239	266	442	273	(169)	-38.2%
IV IVCH Summary	2,670	2,538	2,005	956	114	247	269	449	280	(170)	-37.8%
27720 Respiratory Therapy											
RT - I/P Procedures	81	24	50	107	86	80	55	37	55	18	48.6%
RT - O/P Procedures	2,533	2,114	1,736	1,589	1,660	1,781	900	1,168	1,150	(18)	-1.5%
RT IVCH Summary	2,614	2,138	1,786	1,696	1,746	1,861	955	1,205	1,205	0	0.0%
27770 Physical Therapy											
PT - Procedures	25,081	25,614	30,054	29,640	28,572	29,772	30,000	28,195	29,000	805	2.9%
27790 Occupational Therapy											
OT - Procedures	1,185	1,168	1,212	1,195	1,691	1,164	1,150	1,212	1,175	(37)	-3.1%
27874 Sleep Clinic											
Sleep Clinic Visits	197	202	193	143	127	163	160	163	160	(3)	-1.8%
28282 Diamond Ski Aid											
Diamond Peak - Patient Seen	249	329	329	308	246	443	290	203	290	87	42.9%
28340 Dietary											
Patient Meals	948	883	889	869	864	798	860	679	725	46	6.8%
Pantry	2,116	1,984	2,210	2,421	2,163	5,408	2,250	3,763	4,500	737	19.6%
Non-Patient Meals	0	0	0	0	0	0	0	0	0	0	0.0%
Dietary IVCH Summary	3,064	2,867	3,099	3,290	3,027	6,206	3,110	4,442	5,225	783	17.6%
28560 Admitting											
Registrations	9,984	9,723	9,753	9,314	9,102	9,322	9,300	9,274	9,300	26	0.3%
28610 Administration											
Acute Admissions	9	9	9	11	8	6	10	4	5	1	25.0%
29523 MSC - IM Peds											
IM/Peds Visits	1,785	1,298	1,389	1,641	1,683	1,394	1,192	1,140	1,275	135	11.8%
29530 MSC - Orthopedics											
Osgood Visits	0	0	182	361	236	0	0	0	0	0	0.0%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Annualized	Budget	Inc/(Dec)	Inc/(Dec)
57770 Physical Therapy											
<i>PT - TK O/P Procedures</i>	38,921	36,855	38,193	42,712	45,686	49,638	50,000	49,222	49,000	(222)	-0.5%
57771 Aquatic Therapy											
<i>PT - Aquatic Visits</i>	3,047	2,831	3,087	1,632	2,611	3,101	2,800	2,502	2,800	298	11.9%
57780 Speech Therapy											
<i>ST - O/P Procedures</i>	133	130	163	440	425	567	500	539	550	11	2.0%
57790 Occupational Therapy											
<i>OT - O/P Procedures</i>	3,771	3,520	4,723	5,123	6,948	7,583	7,200	8,200	7,800	(400)	-4.9%
57802 Sports Performance Training & Testing											
<i>TCHSP - Sports Lab</i>	545	7	6	7	742	611	400	1,521	600	(921)	-60.6%
58660 Occupational Health Testing											
<i>TCHSP - Occupational Hlth Testing</i>	1,526	1,067	1,166	1,364	1,257	1,346	1,300	1,492	1,400	(92)	-6.2%
58771 Fitness Center											
<i>TCHSP - Memberships</i>	2,362	2,802	2,546	2,649	2,677	2,552	2,600	1,770	2,175	405	22.9%
58775 HP Fitness/Wellness/Massage											
<i>TCHSP - Fitness/Weight/Nutrition/Other</i>	1,860	2,490	1,773	1,898	2,132	1,372	1,500	1,622	1,500	(122)	-7.5%
59194 MSC - Sports Medicine											
<i>Winans Visits</i>	1,465	1,424	1,408	1,971	2,855	2,546	1,833	1,952	2,250	298	15.3%

FINANCE COMMITTEE

RECOMMENDED AGENDA ITEMS FOR NEXT FINANCE COMMITTEE MEETING

1. Financial Report – Preliminary June 2017
2. Quarterly Review of Payor Mix
3. TIRHR Expenditure Report
4. Review of Truckee Surgery Center, Inc. – April-June 2017
5. Truckee Surgery Center Analysis Report by Karl Rebay, Moss Adams (Closed Session)
6. General Obligation Bond Property Tax Rate Calculation and Resolution
7. 2018 Budget Update
8. Policy Review – Standing Item
9. ACA Repeal/Replacement Information – Standing Item

RECOMMENDED DATE(S) AND TIME(S) FOR NEXT FINANCE COMMITTEE MEETING

1. Dates for July 2017 Finance Committee Meeting
 - a. Tuesday, July 25, 2017 2 hrs – 2-4pm
 - b. Wednesday, July 26, 2017 2 hrs – 2-4pm