



TAHOE FOREST HOSPITAL DISTRICT

2017-11-30 Special Meeting of the Board of Directors

Thursday, November 30, 2017 at 2:00 p.m.

Eskridge Conference Room - Tahoe Forest Hospital

10121 Pine Avenue, Truckee, CA 96161

Meeting Book - 2017-11-30 Special Meeting of the Board of Directors

11/30/17 Special Meeting

AGENDA

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ITEMS 1-4: See Agenda

5. ITEMS FOR BOARD ACTION

5.1. FY 2018 TFHD Budget and 5.2. 3 Year Capital Plan FY19-21.pdf Page 4

6. ADJOURN



SPECIAL MEETING OF THE BOARD OF DIRECTORS

AGENDA

Thursday, November 30, 2017 at 2:00 p.m.

Eskridge Conference Room – Tahoe Forest Hospital
10121 Pine Avenue, Truckee, CA 96161

1. CALL TO ORDER

2. ROLL CALL

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 Board on items which are or 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 Board cannot take action on any item not on the agenda. The Board 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. ITEMS FOR BOARD ACTION

5.1. TFHD Fiscal Year 2018 Budget ♦ ATTACHMENT

Board of Directors will review and consider for approval the FY2018 budget.

5.2. TFHD 3 Year Capital Plan – FY2019-2021 ♦ ATTACHMENT

Board of Directors will review and consider for approval the FY2019-2021 Capital Plan.

6. ADJOURN

The next regularly scheduled meeting of the Board of Directors of Tahoe Forest Hospital District is December 21, 2017 at 11603 Donner Pass Rd., Truckee, CA. A copy of the Board meeting agenda is posted on the District's web site (www.tfhd.com) at least 72 hours prior to the meeting or 24 hours prior to a Special Board Meeting.

*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.

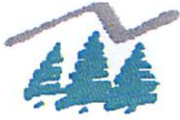
Equal Opportunity Employer. The meeting location is accessible to people with disabilities. Every reasonable effort will be made to accommodate participation of the disabled in all of the District's public meetings. If particular accommodations for the disabled are needed (i.e., disability-related aids or other services), please contact the Executive Assistant at 582-3481 at least 24 hours in advance of the meeting.

**Tahoe Forest Hospital District
Operating & Capital Budget, and Ratio Analysis & Financial Forecasts
Fiscal Year 2018**

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Operating & Capital Budget, and Ratio Analysis & Financial Forecasts
Fiscal Year 2018**

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**Tahoe Forest Hospital District
Operating and Capital Budget, and Financial Forecasts
Fiscal Year 2017-2018**

Executive Summary

**FY 2018 IS AN ON-GOING JOURNEY FOR TAHOE FOREST HOSPITAL DISTRICT
IN ITS QUEST TO ACHIEVE THE 6 KEY STRATEGIES.**

During fiscal year 2018, the District continues its focus on the 6 key strategies.

1. Physician Service Line

We've included in the FY 18 Budget allocated dollars to focus on the Physician Service Line. This includes resources for physician recruitment in necessary specialties, additional FTEs to support clinical providers, a focus on recruitment/retention of multi-specialty clinic employees, focus on space improvement, and development of Rural Health Clinics.

2. Information Technology

We've included in the FY 18 Budget \$2M in capital for the on-going implementation of Mercy EPIC and Premier, plus operational costs. In addition, we have allocated resources for the development and implementation of the Kaufman Hall Axiom platform for budgeting and financial forecasting, and our new cost accounting system

3. Create a the next phase Facility Master Plan

A 10 year Master Plan has been developed. In our FY 18 Capital Budget we have allocated \$1.35m for property investment and in FY 19 another \$3.6m. Our Construction Projects Budget for FY 18 is \$12.5m, with another \$13.8m planned in FY 19.

4. Develop a Comprehensive Care Coordination and Patient Navigation program for all In- and Out-Patients

We've included in the FY 18 Budget additional FTE's in the area of Community Case Management to support Patient Navigation and Care Coordination and our PRIME program. We are also developing our Access Center/Centralized Scheduling department to help support the physician service line, care coordination, patient navigation, and revenue cycle.

5. Improve Quality, Patient Satisfaction, Finance and Compliance

We've included the following in the FY 18 Budget in support of this initiative:

Quality: An additional FTE was added for a Physician Quality Reporting Analyst.

Compliance: We've hired in-house counsel, who is a member of our Compliance Committee. We've been able to reduce our legal fees by the addition of Counsel to our team. We continue to utilize the Fox Group and have budgeted for their services in FY 2018.

Finance: We completed our benchmarking study regarding labor and non-labor expenses. We've set FTE's in some departments for FY 2018 based upon benchmark productive FTEs per unit of service to help reduce labor costs. We will continue to apply those incrementally to other departments as well. In addition, we will be focused on the Revenue Cycle after our system conversion to make sure we recover as quickly as possible.

6. Develop and Sustain Strong Community Relations in the Communities we serve

We've included in the FY 18 Budget an increased budget for Marketing. In addition, we will continue to analyze market information and public Medicare referral pattern information provided by Moss Adams to help create key strategies related to in- and out-migration. We continue to explore ways to provide affordable outpatient services to our community.

During fiscal year 2018 the District must focus on the stabilization of the new Mercy Epic and Premier systems from a clinical perspective and a revenue cycle perspective. We anticipate seeing a drop in cash flow due to the conversion, but with thoughtful planning, hope to achieve a rapid recovery. This temporary drop in cash flow will put pressure on our cash reserves to support our operational and capital needs.

The District's capital requirement for fiscal year 2018 is significant, exceeding \$21 million. We can expect to continue to see that trend over the next 5 years as we embark on the next phase of our facility master plan. Healthcare is very capital intensive and this is one of many reasons why we must aspire to and execute on Standard and Poor's A- Operating and Excess Margin performance.

"No Margin, No Mission!"

Following on the next page is a high level summary of our FY 18 Operating Budget.

Our FY 18 Operating Budget Summary:

Gross Patient Revenue	\$ 262,988,209
Net Patient Revenue	145,973,604
Other Operating Revenue	8,063,220
Wellness Neighborhood Property Tax Revenue	1,135,872
Operating Expenses	(147,982,966)
EBIDA	\$ 7,189,730
Property Taxes - All	10,539,588
Depreciation	(11,922,663)
Interest Income - All	850,408
Interest Expense - All	(5,037,225)
Other Non-Operating Revenue	659,000
Net Income	<u>\$ 2,278,838</u>

EBIDA (on Gross Revenue)	2.7%
Return on Equity	1.8%
Days Cash on Hand	174

Standard & Poor's Ratio Calculations:

EBIDA Margin	11.6%
Operating EBIDA Margin	10.7%
Operating Margin	0.5%
Excess Margin	1.4%
Days Cash on Hand	169

Summary:

The Fiscal Year 2018 Budget has been carefully constructed to allow support for the 6 Key Strategic Goals for FY 18, to continue to build towards strong financial performance and sustainability, and to carefully balance our cash reserves and investment in our capital structure.

Respectfully submitted:



Crystal Betts
Chief Financial Officer



TAHOE FOREST HEALTH SYSTEM

Origination Date:	08/1985
Last Approved:	03/2017
Last Revised:	09/2016
Next Review:	07/2019
Department:	Board - ABD
Applies To:	System

Fiscal Policy, ABD-11

PURPOSE:

The purpose of this policy is to communicate the fiscal policy of the District as it relates to the operations of Tahoe Forest Hospital District and the various other services, programs and ventures which the District is or shall consider providing consistent with its Mission Statement and operating policies. It is the intention of the Board of Directors that this Fiscal Policy be disseminated to the hospital administrative and management team, as well as Medical Staff leadership, in order to achieve a broad based understanding of the fiscal goal of Tahoe Forest Hospital District. For the purposes of this policy statement, the term "services" shall apply to all hospital operations as well as other District services, programs or ventures.

POLICY:

A. RATIONALE

In view of the ever-changing reimbursement environment in which health care providers exist, the Board of Directors recognizes the importance of financial stability. A sound Fiscal Policy is necessary to assure the continuation of needed services, and as appropriate, expansion into new health-related facilities and services. To assure access to capital markets, it is in the best interest of the District to maintain strong financial performance and strong cash reserves. This philosophy is based upon, and consistent with, the Mission Statement and operating policies of the District.

B. POLICY STATEMENT

Our Fiscal Policy is to ensure the availability of capital to meet the future costs of carrying out the hospital's mission and serves as a prudent reserve to offset unexpected external forces. It will be the responsibility of the District's Chief Executive Officer (CEO) to implement policies and procedures consistent with the Fiscal Policy of the Board of Directors. The District shall put forth a strong effort in every fiscal year on achieving, at a minimum, the Standard and Poor's (S&P) A- rating, targeting the median ratios of the A- rating or better. At no time shall the District target financial performance that would drop the District below an investment grade rating.

PROCEDURE:

A. OPERATING MARGIN AND EXCESS (NET INCOME) MARGIN

The District, through approval by the Board of Director's, shall set an annual budget that seeks to target or maintain Operating and Excess Margins at the median S&P ratios of an A- rating or better. The CEO shall in turn endeavor, consistent with the CEO's authority under the annual budget and duly-adopted District policies, to direct District operations throughout the fiscal year so as to maintain Operating and Excess Margins at the median S&P ratios of an A- rating or better. Unusual circumstances may arise that

could require setting the annual budget at ratios lower than A-, however, at no time shall the annual budget target median ratios below an investment grade rating. The CEO shall direct management and staff to operate the District in a manner that achieves the goals of the annual budget.

B. FUND BALANCES AND TRANSFER PROCEDURES

The CEO shall, consistent with the CEO's authority under the annual budget, this Fiscal Policy, and duly-adopted District policies, authorize the movement of funds with the goal of achieving projected Days' Cash on Hand (the number of days of average expenses) at the median S&P ratios of an A- rating or better. There shall be a strong effort to maintain this minimum Days' Cash on Hand ratio to ensure appropriate cash reserves and to sustain sufficient funding for capital needs. Unusual circumstances may arise that could require setting the annual budget Days' Cash on Hand ratio lower than A-, however at no time shall the annual budget reflect a Days' Cash on Hand ratio below an investment grade rating. At least quarterly, a report of Day's Cash on Hand shall be presented to the Board of Directors.

C. MAINTENANCE AND OPERATING FUND

All receipts and revenues of any kind from the operation of the hospital shall be paid daily into the treasury of the District and placed in the Maintenance and Operations Fund. Monies in the maintenance and Operation Fund may be expended for any of the purposes of the District.

The CEO will direct the allocation of monies in excess of 30 days forecasted cash to Board designated funds or transfer sufficient monies from Board designated funds into Maintenance and Operations Fund so that a minimum of 30 days working capital is maintained for the upcoming quarter. Fund transfers into Maintenance and Operations Fund from other funds to cover the minimum 30 days working capital will be in the following priority:

1. Cash Reserve Fund
2. Projects Fund

D. BOARD DESIGNATED FUNDS

Available funds will be funded in the priority order as listed. Bond Funds are held by the Bond Trustee until the fund reimburses the District for project expenditures. The reimbursed bond project expenditures will be deposited in the Maintenance and Operations Fund. Debt service is included in the Maintenance and Operations Fund.

1. Other Entity Funds:
Funds held for other entities such as Medical Staff and Auxiliary. Interest income accrues to the specific fund.
2. Projects Fund:
Board of Directors approved and designated projects. Fund to include, among others Building Funds and Capital Equipment Funds. Interest income will accrue to the Maintenance and Operations Fund.

E. CASH RESERVE FUND

Board of Directors approved funding to increase and provide sufficient reserves to sustain operational integrity; continued services at current levels; emergency purposes (safety net); credit worthiness; anticipated capital replacement needs. Interest income will accrue to the Maintenance and Operations Fund.

F. RESTRICTED FUNDS

Funds restricted to purchase assets or to fund program costs. These funds become unrestricted when the restriction is satisfied. Interest income accrues to the specific fund.

G. DONATIONS

Donated funds will be placed in the appropriate fund to be designated by the donor.

Related Policies/Forms:

References:

Policy Owner: Clerk of the Board

Approved by: Chief Executive Officer

All revision dates:

09/2016, 11/2015, 01/2014, 01/2012, 02/2010, 06/2007, 02/2006

Attachments:

No Attachments

Approval Signatures

Step Description	Approver	Date
	Harry Weis: CEO	03/2017
	Martina Rochefort: Clerk of the Board	03/2017

Tahoe Forest Hospital District Statement of Revenue and Expense

The following contains a detailed five year historical Statement of Revenue and Expense, as well as Pre-Audit FY 2017 and Budget 2018 for Tahoe Forest Hospital District and Incline Village Community Hospital. In addition, we have included FY 2018 budgets for the Separate Business Units, Tahoe Center for Health and Sports Performance, Multi-Specialty Clinics, Cancer Center program, Wellness Neighborhood/Community Health Programs, and The Tahoe Institute for Rural Health Research.

The following are the highlights of the budget for FY 2018 for Tahoe Forest Hospital District:

• Gross Revenue	\$262,988,209
• Deductions from Revenue	(117,014,605)
• Other Operating Revenue	8,063,220
• Wellness Neighborhood Revenue	1,135,872
• Total Operating Revenue	155,172,696
• Operating Expenses	(147,982,966)
• EBIDA	7,189,730
• Non-Operating Expense	(15,450,480)
• Property Tax Revenue	10,539,588
• Net Income/(Loss)	2,278,838
• Return on Equity	1.75%
• Return on Gross Revenue EBIDA	2.73%

Gross Revenue was developed using a Gross Revenue per Unit calculation.

Deductions from Revenue was developed by breaking the gross revenue down by entity, and by payor, and then applying the relevant contractual allowance percentage to the gross revenue. Deductions from Revenue also include a component for Charity Care, which is budgeted at 3.2% and Bad Debt, which is budgeted at 1.2%. Please see the "Deductions from Revenue" for more details.

Other Operating Revenue consists of revenue from separate entities such as the Retail Pharmacy, Hospice Thrift Stores, Tahoe Center for Health and Sports Performance, Children's Center, Cafeteria Sales, Rental Income, Rebates & Refunds, Medi-Cal PRIME program, and the IVCH Emergency Department contract. We are anticipating a decrease in FY 2018 when compared to FY 2017 Pre-Audit, primarily related to the drop off of funding for EHR incentives and a decline in the anticipated amount from the hospital quality assurance fee.

Salaries, Wages and Benefits reflect increases per the methodology outlined in the contracts with the employee associations. The percentage increases range from a minimum of 2.00% to as high as 15.98% based on market survey shifts. Those benefits that are calculated based upon wages such as employer taxes, deferred

Tahoe Forest Hospital District Statement of Revenue and Expense

compensation, and pension have also been adjusted to account for these increases in wages. We have also incorporated increases for the exempt and non-represented employees.

Management has developed an FTE plan to accommodate anticipated growth in targeted areas. When comparing the 2018 FTE Budget to the 2017 FTE Budget, a 73.06 FTE increase is reflected and an increase of 27.81 FTEs when compared to Actual FY 2017. The increase in budgeted FY 2018 FTEs is a result of expanding specialty services in our MSC structure, expansion of our community based programming in the Wellness Neighborhood and Community Health, the Medi-Cal PRIME program, the Care Coordination/Patient Navigation program, conversion of outsourced positions to employees, additional staff needed for the Information Systems conversion, and additional support staff for the Engineering, EVS/Housekeeping, and Quality departments.

Workers Compensation is being budgeted to reflect a decrease in FY 2018 when compared to Pre-Audit FY 2017. Pre-Audit FY 2017 experienced an increase due to adjusting the IBNR (Incurred but Not Reported) claims liability on the balance sheet. As with every year, the District completes an actuarial study in regards to our IBNR claims liability. Based upon retired, older claims history, our IBNR liability should remain steady for FY 2018 since adjusting it in FY 2017, therefore having little, if no impact on our expense.

Health Insurance is being budgeted to reflect a 6.4% increase. The modest increase in health insurance takes into account the budgeted growth in FY 2018 FTE's.

Professional Fees reflect an increase of 11.0% when compared to Pre-Audit FY 2017. This is primarily related to budgeted increases in Physician fees due to growth in our Multi-Specialty Clinic services in OB/GYN, Orthopedics, Primary Care, Pain Management, and Oncology.

Supplies reflect a 2.9% increase when compared to Pre-Audit FY 2017. We applied an inflation factor of 3.5% to 6.7% for medical supplies, pharmaceutical supplies, food/dietary supplies and non-medical/office supplies.

Purchased Services reflect an 18.5% increase compared to Pre-Audit FY 2017. FY 2018 is a transition year for our computer systems from CPSI/Ochin EPIC/T-Systems/Picis/Soft Lab to Mercy EPIC and Premier. This requires dual maintenance of systems during FY 2018. In addition, we have added resources in Medical Records and the Business Office for coding and billing of claims on the old systems while our staff migrate to the new system. These reasons are causing most of the increase in Purchased Services. In addition, additional resources were needed for the development and migration of our Kaufman Hall finance programs in the areas of accounting and finance

Tahoe Forest Hospital District Statement of Revenue and Expense

Other Expenses reflect a 16.3% increase compared to Pre-Audit FY 2017. This is comprised of deliberate increases in Utilities, Insurance, Rents, Marketing, Dues & Subscriptions, and Outside Training & Travel. Highlights of these changes are listed below:

1. Utilities are up \$165,000 due to an anticipated 3.5% to 6% rise in inflation coupled with Multi-Specialty Clinic growth.
2. Insurance costs up \$75,000, in the areas of Risk, D&O, and Comprehensive liability coverage.
3. Rental increases of \$140,000 have been budgeted for the expansion of the Multi-Specialty Clinics and the Pioneer Center
4. Marketing and Community Relations budget was increased \$140,000 over Pre-Audit FY 2017, however, this is a discretionary expense controlled closely by Management.
5. An increase of \$185,000 in Dues & Subscriptions related to participation in the UC Davis Cancer Care Network and involvement with various California hospital councils for legislative representation. Increase is also due to some changes in the MSC contracts providing for physician dues.
6. Outside Training & Travel was increased \$140,000 over Pre-Audit FY 2017 for continuing management leadership training provided by the University of Nevada Reno, Board Governance training, and changes in the MSC contracts providing for physician travel and education.

District and County Taxes from Pre-Audit FY 2017 is \$7.31 million. We are anticipating a 5.0% increase in the FY 2018 budget to \$7.68 million based on information received from the counties. A component of property tax revenues is included in the Other Operating Revenue section to offset Community Health and Wellness Neighborhood expenses.

Interest Income FY 2018 is expected to surpass Pre-Audit FY 2017 based the slow growth in LAIF interest rates, paired with cash levels. In FY 2017, LAIF rates ranged from 0.588% to 0.978%.

Donations from the TFHS Foundation are expected to approximate a net \$899,000, generated from the following events/campaigns: \$400,000 from Best of Tahoe Chefs and the Gene Upshaw Memorial Golf Tournament, \$32,000 to support the Hospice program, \$58,000 to support the Wellness Neighborhood and Community Health, \$220,000 for Imaging, and \$189,000 from various campaigns and donation drives. IVCH Foundation is expected contribute \$244,000 for the Laboratory project which we will see in FY 2019.

Gain/(Loss) on Joint Venture we are budgeting a decrease in FY 2018.

**Tahoe Forest Hospital District
Statement of Revenue and Expense**

Depreciation has been budgeted higher than Pre-Audit FY 2017 due to anticipated capital additions, building and land purchases, and completed construction projects starting their depreciable life.

Interest Expense has been decreased 5.8% compared to Pre-Audit FY 2017 as a result of debt being paid down.

**TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUE AND EXPENSE
FOR THE YEARS ENDED JUNE 30, 2012, 2013, 2014, 2015, 2016, BUDGET 2017, PRE-AUDIT 2017, and BUDGET 2018**

	<u>AUDITED FYE 6/30/12</u>	<u>AUDITED FYE 6/30/13</u>	<u>AUDITED FYE 6/30/14</u>	<u>AUDITED FYE 6/30/15</u>	<u>AUDITED FYE 6/30/16</u>	<u>BUDGET FYE 6/30/17</u>	<u>PRE-AUDIT FYE 6/30/17</u>	<u>BUDGET FYE 6/30/18</u>	<u>VARIANCE \$</u>	<u>VARIANCE %</u>
OPERATING REVENUE										
Total Gross Revenue	\$ 158,223,647	\$ 177,905,726	\$ 188,378,523	\$ 206,838,355	\$ 220,367,068	\$ 235,659,989	\$ 252,487,430	\$ 262,988,209	\$ 10,500,779	4.2%
Gross Revenues - Inpatient										
Daily Hospital Service	17,992,179	19,232,255	19,155,747	20,501,947	20,585,535	21,615,887	23,458,129	23,727,218	269,089	1.1%
Ancillary Service - Inpatient	42,675,528	43,399,664	43,242,323	48,541,196	43,065,440	46,150,915	48,242,736	48,278,160	35,424	0.1%
Total Gross Revenue - Inpatient	60,667,707	62,631,919	62,398,070	69,043,143	63,650,975	67,766,802	71,700,865	72,005,378	304,513	0.4%
Gross Revenue - Outpatient	97,555,940	115,273,807	125,980,453	137,795,212	156,716,093	167,893,187	180,786,565	190,982,831	10,196,266	5.6%
Total Gross Revenue - Outpatient	97,555,940	115,273,807	125,980,453	137,795,212	156,716,093	167,893,187	180,786,565	190,982,831	10,196,266	5.6%
Deductions from Revenue:										
Contractual Allowances	50,646,661	62,615,706	72,706,243	79,499,338	88,901,556	96,487,666	102,525,813	105,995,903	3,470,090	3.4%
Charity Care	4,139,984	5,663,679	6,074,298	6,372,980	7,497,197	8,252,435	7,903,223	8,503,864	600,641	7.6%
Bad Debt	6,727,911	8,110,057	2,995,454	3,321,783	(515,633)	3,525,732	(1,460,537)	3,214,838	4,675,375	320.1%
Prior Period Settlements	(3,129,373)	26,966	(1,061,758)	(1,310,360)	(5,911,179)	-	(4,777,099)	(700,000)	4,077,099	85.3%
Total Deductions from Revenue	58,385,183	76,416,408	80,714,237	87,883,741	89,971,941	108,265,833	104,191,400	117,014,605	12,823,205	12.3%
Other Operating Revenue	6,927,845	6,560,475	7,197,177	7,608,921	8,393,899	8,786,589	9,326,948	8,063,220	(1,263,728)	-13.5%
Wellness Neighborhood-RPT, Grants, Donations	-	94,038	636,620	838,496	723,104	787,150	765,715	1,135,872	370,157	48.3%
TOTAL OPERATING REVENUE	106,766,309	108,143,831	115,498,083	127,402,031	139,512,130	136,967,895	158,388,693	155,172,696	(3,215,997)	-2.0%
OPERATING EXPENSES										
Salaries, Wages & Benefits	48,916,454	52,048,877	53,009,256	54,722,752	59,824,144	60,344,152	67,779,744	70,969,203	3,189,459	4.7%
Benefits Workers Compensation	595,199	563,874	218,832	10,365	1,300,888	684,134	1,243,957	646,564	(597,393)	-48.0%
Benefits Medical Insurance	7,497,383	6,425,652	8,026,166	9,070,486	7,653,015	8,330,603	7,012,379	7,459,489	447,110	6.4%
Professional Fees	15,142,691	18,147,762	19,209,522	21,056,005	19,689,991	21,417,662	22,626,576	25,109,836	2,483,260	11.0%
Supplies	12,921,463	15,212,680	14,968,262	17,160,233	17,853,896	20,040,926	19,429,823	20,001,278	571,455	2.9%
Purchased Services	7,366,626	7,683,361	10,235,914	11,213,964	11,038,956	10,662,156	12,997,855	15,400,992	2,403,137	18.5%
Other	5,512,408	6,460,012	6,121,247	6,977,786	6,022,154	7,130,967	7,220,537	8,395,604	1,175,067	16.3%
TOTAL OPERATING EXPENSE	97,952,224	106,542,218	111,789,199	120,211,591	123,383,043	128,610,600	138,310,870	147,982,966	9,672,096	7.0%
NET OPERATING REV(EXP) EBIDA	\$ 8,814,085	\$ 1,601,613	\$ 3,708,884	\$ 7,190,440	\$ 16,129,087	\$ 8,357,295	\$ 20,077,822	\$ 7,189,730	\$ (12,888,092)	-64.2%
NON-OPERATING REVENUE										
District and County Taxes	4,824,796	5,622,796	4,265,626	4,642,110	4,738,556	5,290,850	6,549,416	6,545,015	(4,401)	-0.1%
District and County Taxes - GO Bond	3,222,798	4,986,760	4,744,356	4,829,411	4,714,688	4,703,200	5,561,486	3,994,573	(1,566,913)	-28.2%
Interest Income	225,284	247,239	229,540	281,155	381,037	436,067	620,873	850,408	229,535	37.0%
Interest Income - GO Bond	74,787	82,839	51,034	35,887	18,168	-	363	-	(363)	-100.0%
Donations	822,752	945,347	1,327,603	648,045	1,083,943	1,026,000	785,614	899,000	113,386	14.4%
Gain/(Loss) on Joint Venture	59,376	(30,517)	(191,666)	(136,300)	(280,874)	(125,000)	(345,235)	(240,000)	105,235	-30.5%
Loss on Impairment of Asset	-	(1,066,498)	-	-	-	-	-	-	-	0.0%
Gain/(Loss) on Sale of Equip/Property	24,125	(11,867)	1,000	-	10,000	-	-	-	-	0.0%
Impairment Loss	-	(4,612,580)	-	-	-	-	-	-	-	0.0%
Depreciation	(5,168,635)	(7,358,535)	(8,714,689)	(10,099,035)	(10,605,075)	(11,595,792)	(10,897,238)	(11,922,663)	(1,025,425)	9.4%
Interest Expense	(1,818,981)	(1,822,655)	(1,751,126)	(1,673,405)	(1,407,442)	(1,185,369)	(1,260,265)	(1,187,449)	72,816	-5.8%
Interest Expense - GO Bond	(2,664,840)	(2,611,591)	(3,639,081)	(3,585,511)	(2,653,074)	(2,827,227)	(2,719,610)	(3,849,776)	(1,130,166)	41.6%
TOTAL NON-OPERATING REVENUE	(398,538)	(5,629,262)	(3,677,403)	(5,057,643)	(4,000,074)	(4,277,271)	(1,704,598)	(4,910,892)	(3,206,294)	188.1%
EXCESS REVENUE(EXPENSE)	\$ 8,415,547	\$ (4,027,649)	\$ 31,481	\$ 2,132,797	\$ 12,129,013	\$ 4,080,024	\$ 18,373,224	\$ 2,278,838	\$ (16,094,386)	-87.6%

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUE AND EXPENSE
FOR THE YEARS ENDED JUNE 30, 2012, 2013, 2014, 2015, 2016, BUDGET 2017, PRE-AUDIT 2017, and BUDGET 2018

	AUDITED FYE 6/30/12	AUDITED FYE 6/30/13	AUDITED FYE 6/30/14	AUDITED FYE 6/30/15	AUDITED FYE 6/30/16	BUDGET FYE 6/30/17	PRE-AUDIT FYE 6/30/17	BUDGET FYE 6/30/18	VARIANCE %
RETURN ON GROSS REVENUE EBIDA	5.6%	0.9%	2.0%	3.5%	7.3%	3.5%	8.0%	2.7%	-5.2%
RETURN ON EQUITY	9.0%	-4.0%	0.0%	2.2%	12.4%	3.7%	16.5%	1.8%	-14.7%
RETURN ON EQUITY (excluding donations)	8.1%	-4.9%	-1.3%	1.5%	11.3%	2.7%	15.8%	1.1%	-14.7%
INPATIENT REV AS A % OF GROSS REV	38.3%	35.2%	33.1%	33.4%	28.9%	28.8%	28.4%	27.4%	
OUTPATIENT REV AS A % OF GROSS REV	61.7%	64.8%	66.9%	66.6%	71.1%	71.2%	71.6%	72.6%	
CONTRACTUAL ADJ AS A % OF GROSS REV	32.0%	35.2%	38.6%	38.4%	40.3%	40.9%	40.6%	40.3%	
CHARITY CARE AS A % OF GROSS REV	2.6%	3.2%	3.2%	3.1%	3.4%	3.5%	3.1%	3.2%	
BAD DEBT AS A % OF GROSS REV	4.3%	4.6%	1.6%	1.6%	-0.2%	1.5%	-0.6%	1.2%	
SALARIES, WAGES & BEN AS A % OF NET REV	45.8%	48.1%	45.9%	43.0%	42.9%	44.1%	42.8%	45.7%	
WORKERS COMP AS A % OF NET REV	0.6%	0.5%	0.2%	0.0%	0.9%	0.5%	0.8%	0.4%	
MEDICAL INSURANCE AS A % OF NET REV	7.0%	5.9%	6.9%	7.1%	5.5%	6.1%	4.4%	4.8%	
PROFESSIONAL FEES AS A % OF NET REV	14.2%	16.8%	16.6%	16.5%	14.1%	15.6%	14.3%	16.2%	
SUPPLIES AS A % OF NET REV	12.1%	14.1%	13.0%	13.5%	12.8%	14.6%	12.3%	12.9%	
PURCHASED SVCS AS A % OF NET REV	6.9%	7.1%	8.9%	8.8%	7.9%	7.8%	8.2%	9.9%	
OTHER AS A % OF NET REV	5.2%	6.0%	5.3%	5.5%	4.3%	5.2%	4.6%	5.4%	

INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
FOR THE YEARS ENDED JUNE 30, 2012, 2013, 2014, 2015, 2016, BUDGET 2017, PRE-AUDIT 2017 and BUDGET 2018

	AUDITED FYE 6/30/12	AUDITED FYE 6/30/13	AUDITED FYE 6/30/14	AUDITED FYE 6/30/15	AUDITED FYE 6/30/16	BUDGET FYE 6/30/17	PRE-AUDIT FYE 6/30/17	BUDGET FYE 6/30/18	VARIANCE \$	VARIANCE %
OPERATING REVENUE										
Total Gross Revenue	\$ 13,401,794	\$ 14,407,551	\$ 13,812,942	\$ 14,797,824	\$ 17,295,773	\$ 18,088,828	\$ 18,325,851	\$ 19,680,278	\$ 1,354,427	7.4%
Gross Revenues - Inpatient										
Daily Hospital Service	22,724	60,033	74,931	33,538	45,711	29,141	32,328	31,460	(868)	-2.7%
Ancillary Service - Inpatient	33,735	71,103	94,479	55,135	60,334	39,429	44,416	61,017	16,601	37.4%
Total Gross Revenue - Inpatient	56,459	131,136	169,410	88,673	106,045	68,570	76,744	92,477	15,733	20.5%
Gross Revenue - Outpatient	13,345,335	14,276,415	13,643,532	14,709,151	17,189,727	18,020,258	18,249,107	19,587,801	1,338,694	7.3%
Total Gross Revenue - Outpatient	13,345,335	14,276,415	13,643,532	14,709,151	17,189,727	18,020,258	18,249,107	19,587,801	1,338,694	7.3%
Deductions from Revenue:										
Contractual Allowances	3,445,253	3,631,414	3,936,244	4,106,515	5,695,586	5,876,313	6,338,572	7,086,133	747,561	11.8%
Charity Care	283,527	453,545	549,470	479,403	645,978	680,959	667,852	719,287	51,435	7.7%
Bad Debt	988,333	1,107,591	797,146	1,088,696	643,402	653,793	720,886	660,523	(60,363)	-8.4%
Prior Period Settlements	(145,559)	21,671	14,581	(100,552)	(199,758)	-	39,034	-	(39,034)	-100.0%
Total Deductions from Revenue	4,571,554	5,214,221	5,297,441	5,574,062	6,785,207	7,211,065	7,766,343	8,465,943	699,600	9.0%
Other Operating Revenue	710,793	653,939	645,735	858,988	978,564	908,106	936,841	986,568	49,727	5.3%
TOTAL OPERATING REVENUE	9,541,033	9,847,269	9,161,236	10,082,750	11,489,130	11,785,869	11,496,349	12,200,903	704,554	6.1%
OPERATING EXPENSES										
Salaries, Wages & Benefits	3,799,874	3,687,061	3,931,914	3,916,263	4,112,980	4,481,140	4,728,890	4,805,868	76,978	1.6%
Benefits Workers Compensation	39,527	23,695	(6,850)	(7,587)	26,172	17,001	23,991	28,278	4,287	17.9%
Benefits Medical Insurance	469,302	410,900	489,372	611,273	489,814	535,421	448,503	469,816	21,313	4.8%
Professional Fees	2,151,377	2,475,448	2,452,575	2,502,507	2,791,298	2,851,393	2,844,083	3,149,744	305,661	10.7%
Supplies	628,550	608,836	598,519	611,481	921,388	990,402	754,001	850,388	96,387	12.8%
Purchased Services	434,244	395,137	450,655	499,880	509,480	527,609	594,519	629,966	35,447	6.0%
Other	576,780	596,279	570,061	597,960	681,616	650,344	661,169	685,703	24,534	3.7%
TOTAL OPERATING EXPENSE	8,099,654	8,197,356	8,486,246	8,731,777	9,532,747	10,053,310	10,055,157	10,619,763	564,606	5.6%
NET OPERATING REV(EXP) EBIDA	\$ 1,441,379	\$ 1,649,913	\$ 674,990	\$ 1,350,973	\$ 1,956,383	\$ 1,732,559	\$ 1,441,192	\$ 1,581,140	\$ 139,948	9.7%
NON-OPERATING REVENUE										
Donations	185,975	407,615	691,114	22,091	599,902	559,000	396,399	-	(396,399)	-100.0%
Gain/(Loss) on Sale of Equip/Property	22,000	-	-	-	-	-	-	-	-	0.0%
Depreciation	(452,165)	(584,079)	(613,299)	(652,335)	(653,210)	(771,319)	(685,353)	(682,282)	3,071	-0.4%
TOTAL NON-OPERATING REVENUE	(244,190)	(176,464)	77,815	(630,244)	(53,309)	(212,319)	(288,954)	(682,282)	(393,328)	136.1%
EXCESS REVENUE(EXPENSE)	\$ 1,197,189	\$ 1,473,449	\$ 752,805	\$ 720,729	\$ 1,903,074	\$ 1,520,240	\$ 1,152,238	\$ 898,858	\$ (253,380)	-22.0%

INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
FOR THE YEARS ENDED JUNE 30, 2012, 2013, 2014, 2015, 2016, BUDGET 2017, PRE-AUDIT 2017 and BUDGET 2018

	AUDITED FYE 6/30/12	AUDITED FYE 6/30/13	AUDITED FYE 6/30/14	AUDITED FYE 6/30/15	AUDITED FYE 6/30/16	BUDGET FYE 6/30/17	PRE-AUDIT FYE 6/30/17	BUDGET FYE 6/30/18	VARIANCE %
RETURN ON GROSS REVENUE EBIDA	10.8%	11.5%	4.9%	9.1%	11.3%	9.6%	7.9%	8.0%	0.2%
RETURN ON EQUITY	20.2%	20.7%	8.8%	7.7%	18.9%	12.7%	8.5%	6.1%	-2.4%
RETURN ON EQUITY (excluding donations)	17.1%	15.0%	0.7%	7.5%	12.9%	8.0%	5.6%	6.1%	0.5%
INPATIENT REV AS A % OF GROSS REV	0.4%	0.9%	1.2%	0.6%	0.6%	0.4%	0.4%	0.5%	
OUTPATIENT REV AS A % OF GROSS REV	99.6%	99.1%	98.8%	99.4%	99.4%	99.6%	99.6%	99.5%	
CONTRACTUAL ADJ AS A % OF GROSS REV	25.7%	25.2%	28.5%	27.8%	32.9%	32.5%	34.6%	36.0%	
CHARITY CARE AS A % OF GROSS REV	2.1%	3.1%	4.0%	3.2%	3.7%	3.8%	3.6%	3.7%	
BAD DEBT AS A % OF GROSS REV	7.4%	7.7%	5.8%	7.4%	3.7%	3.6%	3.9%	3.4%	
SALARIES, WAGES & BEN AS A % OF NET REV	39.8%	37.4%	42.9%	38.8%	35.8%	38.0%	41.1%	39.4%	
WORKERS COMP AS A % OF NET REV	0.4%	0.2%	-0.1%	-0.1%	0.2%	0.1%	0.2%	0.2%	
MEDICAL INSURANCE AS A % OF NET REV	4.9%	4.2%	5.3%	6.1%	4.3%	4.5%	3.9%	3.9%	
PROFESSIONAL FEES AS A % OF NET REV	22.5%	25.1%	26.8%	24.8%	24.3%	24.2%	24.7%	25.8%	
SUPPLIES AS A % OF NET REV	6.6%	6.2%	6.5%	6.1%	8.0%	8.4%	6.6%	7.0%	
PURCHASED SVCS AS A % OF NET REV	4.6%	4.0%	4.9%	5.0%	4.4%	4.5%	5.2%	5.2%	
OTHER AS A % OF NET REV	6.0%	6.1%	6.2%	5.9%	5.9%	5.5%	5.8%	5.6%	

**TAHOE FOREST HOSPITAL DISTRICT
SEPARATE BUSINESS UNITS
BUDGET FY 2018**

	<u>HOME HEALTH</u>	<u>HOSPICE</u>	<u>CHILDRENS CENTER</u>	<u>OCCUPATIONAL HEALTH</u>	<u>HEALTH CLINIC</u>	<u>RETAIL PHARMACY</u>	<u>TOTAL SEPARATE BUSINESS UNITS</u>
Gross Operating Revenue	\$ 1,841,880	\$ 1,736,189	\$ 895,000	\$ 660,425	\$ 701,394	\$ 2,563,741	\$ 8,398,629
Deduction From Rev	985,406	914,972	-	297,191	530,955	16,664	2,745,188
Other Operating Revenue	-	-	-	-	-	-	-
Total Operating Revenue	\$ 856,474	\$ 821,217	\$ 895,000	\$ 363,234	\$ 170,439	\$ 2,547,077	\$ 5,653,441
Operating Expense:							
Salaries & Benefits	\$ 928,452	\$ 674,957	\$ 893,813	\$ 683,591	\$ 230,246	\$ 583,494	\$ 3,994,553
Professional Fees	600	24,000	-	115,938	115,938	10,944	267,420
Supplies	16,750	6,497	9,982	21,910	7,113	1,656,725	1,718,977
Purchased Services	97,025	78,650	25,200	144,950	7,844	32,096	385,765
Other Expenses	21,084	34,989	45,349	46,663	24,169	74,854	247,108
Total Operating Expenses	\$ 1,063,911	\$ 819,093	\$ 974,344	\$ 1,013,052	\$ 385,310	\$ 2,358,113	\$ 6,613,823
Net Operating Rev (Exp)	\$ (207,437)	\$ 2,124	\$ (79,344)	\$ (649,818)	\$ (214,871)	\$ 188,964	\$ (960,382)
Non - Operating Rev / (Exp)							
Donations	-	30,000	5,000	-	-	-	35,000
Thrift Store Net Income	-	436,471	-	-	-	-	436,471
Employee Benefit - EE Discounts	-	-	(255,000) *	-	-	-	(255,000)
Depreciation	(17,343)	(4,496)	(34,341)	-	(247)	-	(56,427)
Total Non-Operating Rev/(Exp)	(17,343)	461,975	(284,341)	-	(247)	-	160,044
Net Income/(Loss)	\$ (224,780)	\$ 464,099	\$ (363,685)	\$ (649,818)	\$ (215,118)	\$ 188,964	\$ (800,338)
Units	3,510	3,977	19,500	3,658	3,900	28,900	
Gross Revenue/Unit	\$ 524.75	\$ 436.56	\$ 45.90	\$ 180.54	\$ 179.84	\$ 88.71	
Total Operating Expense/Unit	\$ 303.11	\$ 205.96	\$ 49.97	\$ 276.94	\$ 98.80	\$ 81.60	

Employee Drug Plan

Plan Costs	(862,492)
Captured through Retail Rx	643,468
Net Plan Costs	(219,024)

Net Operating Income	188,964
Net Employee Drug Plan Cos	(219,024)
Net Financial Position	(30,060)

* The Children's Center provides a 40% discount to employees of the Health System.
This is considered a benefit for our employees.

**TAHOE FOREST HOSPITAL DISTRICT
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE
BUDGET FY 2018**

	THERAPY SERVICES	SPORTS PERFORMANCE LAB	FITNESS CENTER	FITNESS & WELLNESS **	OCCUPATIONAL HEALTH TESTING	CENTER OPERATIONS	TOTAL TCHSP
Gross Operating Revenue	\$ 6,180,546	\$ 40,250	\$ 141,525	\$ 19,400	\$ 106,500	\$ -	\$ 6,488,221
Deduction From Rev	2,039,580	-	-	-	-	-	2,039,580
Other Operating Revenue	-	-	-	-	-	-	-
Total Operating Revenue	\$ 4,140,966	\$ 40,250	\$ 141,525	\$ 19,400	\$ 106,500	\$ -	\$ 4,448,641
Operating Expense:							
Salaries & Benefits	\$ -	\$ -	\$ -	\$ 15,022	\$ 329,926	\$ -	\$ 344,948
Professional Fees	2,551,003	-	-	-	-	56,000	2,607,003
Supplies	45,451	200	2,600	7,300	250	2,000	57,801
Purchased Services	37,180	26,163	123,278	6,000	20,000	35,551	248,172
Other Expenses	6,250	-	-	1,985	10,910	364,564	383,709
Total Operating Expenses	\$ 2,639,884	\$ 26,363	\$ 125,878	\$ 30,307	\$ 361,086	\$ 458,115	\$ 3,641,633
Net Operating Rev (Exp)	\$ 1,501,082	\$ 13,887	\$ 15,647	\$ (10,907)	\$ (254,586)	\$ (458,115)	\$ 807,008
Non - Operating Rev / (Exp)							
Donations	-	-	-	-	-	-	-
Depreciation	(8,700)	-	-	-	-	(155,347)	(164,047)
Total Non-Operating Rev/(Exp)	(8,700)	-	-	-	-	(155,347)	(164,047)
Net Income/(Loss)	\$ 1,492,382	\$ 13,887	\$ 15,647	\$ (10,907)	\$ (254,586)	\$ (613,462)	\$ 642,961
Overhead Allocation Based on Sq Ft	\$ (222,271)	\$ (61,230)	\$ (117,848)	\$ (170,263)	\$ -	\$ 571,612	\$ -
Adjusted Net Income/(Loss)	\$ 1,270,111	\$ (47,343)	\$ (102,201)	\$ (181,170)	\$ (254,586)	\$ (41,850)	\$ 642,961
Units	65,557	1,500	1,600	1,500	1,500		71,657
Gross Revenue/Unit	\$ 94.28	\$ 26.83	\$ 88.45	\$ 12.93	\$ 71.00		\$ 90.55
Total Operating Expense/Unit	\$ 40.27	\$ 17.58	\$ 78.67	\$ 20.20	\$ 240.72		\$ 50.82
Total Op Exp & O.H. Alloc/Unit	\$ 43.66	\$ 58.40	\$ 152.33	\$ 133.71	\$ 240.72		\$ 53.11

** Fitness and Wellness is comprised of Nutrition Consultations, Weight Loss Clinics & Consultations, and Prenatal/Breastfeeding classes

**TAHOE FOREST HOSPITAL DISTRICT
CANCER PROGRAM
BUDGET FY 2018**

	<u>MEDICAL ONCOLOGY</u>	<u>MSC MEDICAL ONCOLOGY</u>	<u>RADIATION ONCOLOGY</u>	<u>MSC RADIATION ONCOLOGY</u>	<u>ONCOLOGY LAB</u>	<u>ONCOLOGY DRUGS</u>	<u>PET CT</u>	<u>CANCER CENTER BUILDING</u>	<u>TOTAL CANCER PROGRAM</u>
Gross Operating Revenue	\$ 2,793,892	\$ 1,110,031	\$ 6,965,522	\$ 936,768	\$ 317,677	\$ 25,281,804	\$ 1,515,271	\$ -	\$ 38,920,965
Deduction From Rev	1,229,680	587,635	2,922,120	369,873	141,507	9,852,881	710,945	-	15,814,641
Other Operating Revenue	-	-	-	-	-	-	-	-	-
Total Operating Revenue	\$ 1,564,212	\$ 522,396	\$ 4,043,402	\$ 566,895	\$ 176,170	\$ 15,428,923	\$ 804,326	\$ -	\$ 23,106,324
Operating Expense:									
Salaries & Benefits	\$ 2,679,866	\$ -	\$ 921,307	\$ -	\$ 163,511	\$ -	\$ 69,986	\$ -	\$ 3,834,670
Professional Fees	205,000	1,576,106	85,000	896,937	-	-	1,200	-	2,764,243
Supplies	96,279	-	8,591	-	274	5,761,140	-	-	5,866,284
Purchased Services	196,400	11,250	362,940	-	7,000	1,200	191,590	-	770,380
Other Expenses	346,892	-	6,200	-	-	-	900	-	353,992
Total Operating Expenses	\$ 3,524,437	\$ 1,587,356	\$ 1,384,038	\$ 896,937	\$ 170,785	\$ 5,762,340	\$ 263,676	\$ -	\$ 13,589,569
Net Operating Rev (Exp)	\$ (1,960,225)	\$ (1,064,960)	\$ 2,659,364	\$ (330,042)	\$ 5,385	\$ 9,666,583	\$ 540,650	\$ -	\$ 9,516,755
Non - Operating Rev / (Exp)									
Donations	215,000	-	-	-	-	-	-	-	215,000
Depreciation	(172,136)	(336)	(611,436)	-	(584)	-	(436,358)	(699,813)	(1,920,663)
Total Non-Operating Rev/(Exp)	42,864	(336)	(611,436)	-	(584)	-	(436,358)	(699,813)	(1,705,663)
Net Income/(Loss)	\$ (1,917,361)	\$ (1,065,296)	\$ 2,047,928	\$ (330,042)	\$ 4,801	\$ 9,666,583	\$ 104,292	\$ (699,813)	\$ 7,811,092
Units	8,000	4,347	3,847	933	3,152	116,855	313		137,447
Gross Revenue/Unit	\$ 349.24	\$ 255.36	\$ 1,810.64	\$ 1,004.04	\$ 100.79	\$ 216.35	\$ 4,841.12		\$ 283.17
Total Operating Expense/Unit	\$ 440.55	\$ 365.16	\$ 359.77	\$ 961.35	\$ 54.18	\$ 49.31	\$ 842.42		\$ 98.87

**TAHOE FOREST HOSPITAL DISTRICT
MULTI-SPECIALTY CLINICS
BUDGET FY 2018**

	M.O.B.		M.O.B.	M.O.B.	M.O.B.	M.O.B.	GATEWAY MEDICAL CENTER			
	MSC ENT	MSC AUDIOLOGY	MSC INTERNAL MEDICINE/ PULMONOLOGY	MSC UROLOGY	MSC GI/GENERAL SURGERY	MSC PEDIATRICS	MSC CARDIOLOGY & NEUROLOGY	MSC INTERNAL MEDICINE	CLINIC SHARED COSTS	CLINIC SUMMARY
Gross Operating Revenue	\$ 1,238,520	\$ 144,355	\$ 1,328,002	\$ 135,743	\$ 1,903,218	\$ 3,517,528	\$ 2,816,216	\$ 919,304	\$ -	\$ 3,735,519
Deduction From Rev	687,874	80,532	564,666	67,193	1,067,325	2,135,139	1,228,998	401,184	-	1,630,180
Other Operating Revenue	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	\$ 550,646	\$ 63,823	\$ 763,336	\$ 68,550	\$ 835,893	\$ 1,382,389	\$ 1,587,219	\$ 518,120	\$ -	\$ 2,105,339
Operating Expense:										
Salaries & Benefits	\$ 335,853	\$ -	\$ 525,716	\$ 33,100	\$ 454,011	\$ 946,764	\$ -	\$ -	\$ 1,467,521	\$ 1,467,521
Professional Fees	533,743	42,370	379,058	159,407	808,325	1,082,022	828,504	429,610	-	1,258,114
Supplies	22,208	37	12,367	1,992	9,774	43,108	-	-	39,586	39,586
Purchased Services	20,690	102	25,205	12,185	17,845	92,230	-	-	72,956	72,956
Other Expenses	60,857	-	101,212	36,391	59,324	84,043	-	-	168,324	168,324
Total Operating Expenses	\$ 973,351	\$ 42,509	\$ 1,043,548	\$ 243,075	\$ 1,349,279	\$ 2,248,167	\$ 828,504	\$ 429,610	\$ 1,748,387	\$ 3,006,501
Net Operating Rev (Exp)	\$ (422,705)	\$ 21,314	\$ (280,212)	\$ (174,525)	\$ (513,386)	\$ (865,778)	\$ 758,715	\$ 88,510	\$ (1,748,387)	\$ (801,162)
Non - Operating Rev / (Exp)										
Donations	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-
Total Non-Operating Rev/(Exp)	-	-	-	-	-	-	-	-	-	-
Net Income/(Loss)	\$ (422,705)	\$ 21,314	\$ (280,212)	\$ (174,525)	\$ (513,386)	\$ (865,778)	\$ 758,715	\$ 88,510	\$ (1,748,387)	\$ (801,162)
Units	2,495	704	5,249	259	2,253	11,127	9,163	3,712	12,875	12,875
Gross Revenue/Unit	\$ 498.40	\$ 205.05	\$ 253.00	\$ 524.10	\$ 844.75	\$ 316.13	\$ 307.35	\$ 247.66	\$ -	\$ 290.14
Total Operating Expense/Unit	\$ 390.12	\$ 60.38	\$ 198.81	\$ 938.51	\$ 598.88	\$ 202.05	\$ 90.42	\$ 115.74	\$ 135.80	\$ 233.51

**TAHOE FOREST HOSPITAL DISTRICT
MULTI-SPECIALTY CLINICS
BUDGET FY 2018**

	MT. MEDICAL	T.F.W.C.	IVCH	TCHSP					
	MSC ORTHOPEDICS	MSC OB/GYN	MSC INTERNAL MEDICINE/ PEDIATRICS	MSC SPORTS MEDICINE	ALL CLINICS SUBTOTAL	MSC ADMIN	MSC BUSINESS OFFICE	MSC OVERHEAD SUBTOTAL	TOTAL MSC
Gross Operating Revenue	\$ 7,981,848	\$ 2,288,236	\$ 1,286,284	\$ 551,495	\$ 24,110,548	\$ -	\$ -	\$ -	\$ 24,110,548
Deduction From Rev	5,488,181	1,573,391	525,576	245,581	14,065,639	-	-	-	14,065,639
Other Operating Revenue	-	-	-	-	-	-	-	-	-
Total Operating Revenue	\$ 2,493,467	\$ 714,845	\$ 760,708	\$ 305,914	\$ 10,044,909	\$ -	\$ -	\$ -	\$ 10,044,909
Operating Expense:									
Salaries & Benefits	\$ 1,336,715	\$ 544,802	\$ 628,916	\$ 87,205	\$ 6,360,603	\$ 1,044,147	\$ 362,007	\$ 1,406,154	\$ 7,766,757
Professional Fees	2,662,922	829,756	537,840	266,313	8,559,870	78,000	-	78,000	8,637,870
Supplies	95,811	30,800	23,226	30,791	309,490	10,000	2,200	12,200	321,690
Purchased Services	333,640	41,867	10,100	17,810	644,630	191,830	2,184	194,014	838,644
Other Expenses	69,869	155,380	25,005	800	781,205	55,296	23,837	79,133	840,338
Total Operating Expenses	\$ 4,498,757	\$ 1,602,605	\$ 1,225,087	\$ 402,919	\$ 16,635,798	\$ 1,379,273	\$ 390,228	\$ 1,769,501	\$ 18,405,299
Net Operating Rev (Exp)	\$ (2,005,290)	\$ (887,760)	\$ (464,379)	\$ (97,005)	\$ (6,590,889)	\$ (1,379,273)	\$ (390,228)	\$ (1,769,501)	\$ (8,360,390)
Non - Operating Rev / (Exp)									
Donations	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-
Total Non-Operating Rev/(Exp)	-	-	-	-	-	-	-	-	-
Net Income/(Loss)	\$ (2,005,290)	\$ (887,760)	\$ (464,379)	\$ (97,005)	\$ (6,590,889)	\$ (1,379,273)	\$ (390,228)	\$ (1,769,501)	\$ (8,360,390)
Units	11,166	6,492	5,231	1,983	59,834	59,834	59,834	59,834	59,834
Gross Revenue/Unit	\$ 714.82	\$ 352.47	\$ 245.90	\$ 278.11	\$ 402.96	\$ 23.05	\$ 6.52	\$ 29.57	\$ 402.96
Total Operating Expense/Unit	\$ 402.90	\$ 246.88	\$ 234.20	\$ 203.19	\$ 276.03				\$ 307.61

**TAHOE FOREST HOSPITAL DISTRICT
WELLNESS NEIGHBORHOOD/COMMUNITY HEALTH PROGRAM
BUDGET FY 2018**

	WELLNESS NEIGHBORHOOD	COMMUNITY HEALTH	TOTAL WELLNESS/COMMUNITY HEALTH PROGRAM
Gross Operating Revenue	\$ -	\$ -	\$ -
Deduction From Rev	-	-	-
Other Operating Revenue	-	32,275	32,275
Total Operating Revenue	\$ -	\$ 32,275	\$ 32,275
<u>Operating Expense:</u>			
Salaries & Benefits	\$ 342,101	\$ 171,355	\$ 513,456
Professional Fees	9,600	-	9,600
Supplies	21,479	35,203	56,682
Purchased Services	453,832	108,288	562,120
Other Expenses	45,486	38,803	84,289
Total Operating Expenses	\$ 872,498	\$ 353,649	\$ 1,226,147
Net Operating Rev (Exp)	\$ (872,498)	\$ (321,374)	\$ (1,193,872)
<u>Non - Operating Rev / (Exp)</u>			
Property Tax Revenues	828,498	307,374	1,135,872
Total Non-Operating Rev/(Exp)	828,498	307,374	1,135,872
Net Income/(Loss)	\$ (44,000)	\$ (14,000)	\$ (58,000)
<u>Possible Other Revenue Sources:</u>			
Donations	\$ 44,000	\$ 14,000	\$ 58,000
Grants	-	-	-
Total Possible Other Revenue Sources	\$ 44,000	\$ 14,000	\$ 58,000

**TAHOE FOREST HOSPITAL DISTRICT
TAHOE INSTITUTE FOR RURAL HEALTH RESEARCH
BUDGET FY 2018**

	<u>BUDGET FY2018</u>	<u>ACTUAL FY2017</u>	<u>ACTUAL FY2016</u>	<u>ACTUAL FY2015</u>	<u>ACTUAL FY2014</u>	<u>ACTUAL FY2013</u>	<u>ACTUAL FY2012</u>	<u>ACTUAL FY2011</u>
<u>Operating Expense:</u>								
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,518	\$ 22,142	\$ 20,860
Benefits	-	-	-	-	-	7,550	5,586	5,372
Benefits Workers Compensation	-	-	-	-	-	551	350	531
Benefits Health Insurance	-	-	-	-	-	3,662	4,317	2,752
Professional Fees	173,650	236,510	338,264	406,761	524,544	297,311	161,339	78,688
Supplies	-	1,619	6,083	2,108	28,462	5,806	1,059	1,961
Purchased Services	18,700	48,123	35,248	22,828	18,868	2,600	1,500	-
Other Expenses	129,827	5,984	162,378	101,408	160,596	230,932	104,827	4,730
Interest Expense	153,300	143,777	123,986	92,855	61,147	32,059	13,351	2,519
Total Operating Expenses	\$ 475,477	\$ 436,013	\$ 665,959	\$ 625,960	\$ 793,618	\$ 596,989	\$ 314,471	\$ 117,413
Grant Reimbursement For TBI Expenses	(63,927)	(77,207)	(107,720)	(120,514)	(111,627)	(21,987)	(23,624)	(1,250)
Amount Drawn Against Credit Line	\$ (411,550)	\$ (358,806)	\$ (558,239)	\$ (505,446)	\$ (681,991)	\$ (575,002)	\$ (290,847)	\$ (116,163)
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Cumulative:

Letter of Credit	\$ 3,125,000	N1
FY2011 Actual Draw Against Credit Line	(113,644)	
FY2012 Actual Draw Against Credit Line	(277,496)	
FY2013 Actual Draw Against Credit Line	(542,943)	
FY2014 Actual Draw Against Credit Line	(620,843)	
FY2015 Actual Draw Against Credit Line	(412,591)	
FY2016 Actual Draw Against Credit Line	(434,253)	
FY2017 Actual Draw Against Credit Line	(215,029)	
FY2018 Projected Draw Against Credit Line	(258,250)	
Balance on Letter of Credit	\$ 249,951	

**N1: Draws against the Letter of Credit are exclusive of
Accrued Interest Expense**

Tahoe Forest Hospital District Volumes

The budget process begins with reviewing annual historical volumes as well as the last five years of 12 month historical spreads, noting the highs and lows of each month. From this review process we were able to project volumes for FY 2018 that are moderately conservative and reflect some trends we have observed over the past several fiscal years, as well as considering actual volumes FY 2017. We apply the spread of the FY 2018 volumes over the 12 months by averaging the historical five years monthly spreads to help smooth the seasonality we experience within the Health System.

Acute admissions are budgeted at 1,675, which is 6.8% lower than FY 2017, but in line with previous years. Acute inpatient days for FY 2018 are budgeted at 4,640, which is 3.4% lower than FY 2017, but, again, in line with previous years. We are anticipating our average length of stay to be 2.77 for FY 2018 and our average daily census to be 12.71.

FY 2017 had some of the highest volumes the District has seen when compared to the last 10-12 years, so most volumes for FY 2018 reflect decreases when compared to FY 2017, as we are taking a moderately conservative approach. However a few areas are worth noting:

DEPARTMENT	ACTUAL FY 2017	BUDGET FY 2018	VARIANCE	PERCENT INCREASE/ (DECREASE)
Tahoe Forest Hospital				
MRI	2,070	2,379	309	14.9%
Briner Ultrasound	1,286	1,500	214	16.6%
Home Health Visits	2,985	3,510	525	17.6%
Physical Therapy – Inpatient/ECC	6,063	7,291	1,228	20.3%
Occupational Thrpy – Inpatient/ECC	4,797	5,460	663	13.8%
Multi-Specialty Clinics				
General Surgery	1,409	1,210	(199)	(14.1%)
Internal Medicine/Cardiology/Neuro	7,971	9,163	1,192	15.0%
Internal Medicine	1,664	3,712	2,048	123.1%
Urology	1,171	259	(912)	(77.9%)
OB/GYN	0	6,492	6,492	100.0%
Orthopedics	4,495	11,166	6,671	148.4%
IVCH Health Clinic Visits	2,557	3,890	1,333	52.1%
IVCH Internal Medicine/Pediatrics	1,121	1,341	220	19.6%
Incline Village Community Hospital				
Physical Therapy	27,855	29,000	1,145	4.1%
CHSP				
Physical Therapy	51,089	54,007	2,918	5.7%

See explanations for variances on the next page.

Tahoe Forest Hospital District Volumes

The following are explanations for the variances:

- 1) MRI: Due to expanded hours of service for our patients including weekends.
- 2) Briner Ultrasound: Due to continued growth in the Cancer program.
- 3) Home Health: FY 2017 saw a decrease in volume. Set FY 2018 volumes at normal baseline from a historical point of view.
- 4) All Therapy Services: Continued growth through working with Agility and our orthopedics program.
- 5) Multi-Specialty Clinics:
 - a. General Surgery: Dr. Conyers left in FY 2017, therefore reduced volume in FY 2018.
 - b. Internal Medicine/Cardiology: Increased volumes due to the addition of mid-level practitioners.
 - c. Internal Medicine: Increased volumes due to the addition of Dr. Colpitts.
 - d. Urology: Decrease due to Dr. Bretan leaving in FY 2017.
 - e. OB/GYN: Addition of Tahoe Women's Center to the MSC 11/1/17.
 - f. Orthopedics: Increase due to full year of Dr. Haeder.
 - g. IVCH Health Clinic: Increase due to addition of mid-level practitioners, Dr. O'Brien, and Dr. Kim.
 - h. IVCH Internal Medicine/Peds: Increase due to continued growth with Dr. Scholnick and Dr. Vayner.

DEPARTMENTAL VOLUME TRENDS

	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Budget	Actual	Budget	Inc/(Dec)	Inc/(Dec)
16010 ICU										
<i>ICU - Inpatient Days</i>	445	278	234	205	196	190	219	205	(14)	-6.4%
<i>ICU - Med/Surg Days</i>	331	299	350	405	386	375	466	400	(66)	-14.2%
<i>ICU - Stepdown Days</i>	369	406	329	351	412	335	443	400	(43)	-9.7%
<i>ICU - Swing Days</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>ICU - Short Stays - Ambulatory</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>ICU - Short Stays - Observation</i>	27	19	43	26	24	25	25	20	(5)	-20.0%
<i>ICU TFHD Summary</i>	1,172	1,002	956	987	1,018	925	1,153	1,025	(128)	-11.1%
16170 Med Surg										
<i>M/S - Inpatient Days</i>	2,989	2,990	2,779	2,590	2,425	2,500	2,709	2,700	(9)	-0.3%
<i>M/S - Swing Days</i>	211	252	283	231	437	330	390	350	(40)	-10.3%
<i>M/S 3170- Short Stay-Ambulatory</i>	31	85	190	146	162	150	210	175	(35)	-16.7%
<i>M/S 3170- Short Stays-Observation</i>	329	433	440	258	226	250	252	250	(2)	-0.8%
<i>Med-Surg TFHD Summary</i>	3,560	3,760	3,692	3,225	3,250	3,230	3,561	3,475	(86)	-2.4%
16380 Obstetrics										
<i>OB/GYN Patient Days</i>	695	872	920	940	838	887	965	935	(30)	-3.1%
<i>Med/Surg Days in OB</i>	129	9	14	2	0	0	0	0	0	0.0%
<i>OB - Swing Days</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>OB - Short Stays - Ambulatory</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>OB - Short Stays - Observation</i>	1	28	23	23	28	25	16	20	4	25.0%
<i>OB Days TFHD Summary</i>	825	909	957	965	866	912	981	955	(26)	-2.7%
16530 Nursery										
<i>Newborn days</i>	773	797	877	881	768	800	933	900	(33)	-3.5%
<i>Nursery Re-admits</i>	5	12	2	2	0	0	0	0	0	0.0%
<i>Newborn Days TFHD Summary</i>	778	809	879	883	768	800	933	900	(33)	-3.5%

DEPARTMENTAL VOLUME TRENDS

	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Budget	Actual	Budget	Inc/(Dec)	Inc/(Dec)
16580 Skilled Nursing Facility										
<i>SNF days</i>	11,828	11,723	12,133	12,086	11,650	12,775	11,508	12,045	537	4.7%
17010 Emergency Room										
<i>Admits from E/R</i>	963	1,113	1,181	1,024	1,114	1,073	1,146	1,084	(62)	-5.4%
<i>E/R Visits - Total Registrations</i>	12,343	12,416	12,704	12,631	13,593	13,250	13,850	13,846	(4)	0.0%
17070 Perinatal										
<i>Perinatal O/P visits</i>	8,033	7,791	7,246	4,280	1,903	4,250	3,841	3,782	(59)	-1.5%
17072 Diabetic Center										
<i>Diabetic Center TFHD Summary</i>	0	0	0	0	0	0	0	0	0	0.0%
17085 TFH Clinic										
<i>TFH Health Clinic O/P visits</i>	3,595	3,072	3,106	3,402	3,709	3,550	3,953	3,900	(53)	-1.3%
<i>Flu Shots - TFH Health Clinic</i>	188	132	30	24	0	20	0	0	0	0.0%
17090 TC Occupational Therapy										
<i>OT - TC O/P Procedures</i>	864	1,130	1,047	1,221	1,606	1,400	1,480	1,500	20	1.4%
17180 TC Physical Therapy										
<i>PT - TC O/P Procedures</i>	8,960	11,919	16,540	16,441	22,006	20,000	24,153	24,500	347	1.4%
17181 Oncology Lab										
<i>Oncology Lab tests</i>	2,344	2,558	3,016	3,568	3,478	3,375	3,130	3,152	22	0.7%

DEPARTMENTAL VOLUME TRENDS

	2012 Acutal	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Actual	2018 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17290 Home Health										
Home Health Nursing Units	2,082	2,239	2,191	2,139	2,131	2,140	1,914	2,124	210	11.0%
Home Health Aide Units	695	500	341	141	94	200	102	125	23	22.5%
Home Health Speech Therapy Units	26	3	2	19	13	10	10	12	2	20.0%
Home Health Occupational Therapy Units	244	355	416	477	530	475	321	499	178	55.5%
Home Health Social Services Units	168	115	95	85	120	90	94	100	6	6.4%
Home Health PT Units	803	768	733	714	667	750	545	650	105	19.3%
Home Health - Dietary Counseling	0	0	0	0	0	0	0	0	0	0.0%
Home Health - Medicare Visits	3,271	3,269	2,860	2,719	2,676	2,800	1,941	2,600	659	34.0%
Home Health - MediCal Visits	62	7	33	90	153	90	144	140	(4)	-2.8%
Home Health - Commercial Visits	626	639	825	692	655	680	836	700	(136)	-16.3%
Home Health - Self Pay Visits	59	65	64	74	82	70	64	70	6	9.4%
Home Health Units TFHD Summary	4,018	3,980	3,782	3,575	3,566	3,640	2,985	3,510	525	17.6%
17310 Hospice										
Hospice Medicare Visits	2,492	7,214	4,599	4,354	3,270	4,450	4,765	4,200	(565)	-11.9%
Hospice MediCal Visits	66	140	903	278	603	425	425	475	50	11.8%
Hospice Commercial Visits	110	827	1,027	674	835	850	1,353	1,075	(278)	-20.5%
Hospice Other Visits	11	68	11	5	5	15	(61)	2	63	-103.3%
Hospice Medicare Days	4,842	4,624	3,152	3,020	2,327	3,050	3,874	3,050	(824)	-21.3%
Hospice MediCal Days	26	94	598	190	340	300	351	325	(26)	-7.4%
Hospice Commercial Days	55	530	742	452	559	600	885	600	(285)	-32.2%
Hospice Other Days	77	57	35	4	4	20	(62)	2	64	-103.2%
Hospice Days TFHD Summary	5,000	5,305	4,527	3,666	3,230	3,970	5,048	3,977	(1,071)	-21.2%
17400 Labor and Delivery										
Total Deliveries	348	365	366	383	336	375	391	385	(6)	-1.5%

DEPARTMENTAL VOLUME TRENDS

	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Budget	Actual	Budget	Inc/(Dec)	Inc/(Dec)
17420	Surgery									
OR I/P minutes	75,164	81,680	87,515	82,715	79,480	82,215	83,764	81,203	(2,561)	-3.1%
OR O/P minutes	81,352	73,537	68,250	64,577	63,401	63,888	71,443	67,000	(4,443)	-6.2%
OR I/P Cases	697	774	845	815	782	810	836	800	(36)	-4.3%
OR O/P Cases	1,137	1,008	1,001	965	943	950	1,039	1,000	(39)	-3.8%
Surgey Minutes TFHD	156,516	155,217	155,765	147,292	142,881	146,103	155,207	148,203	(7,004)	-4.5%
Surgery Cases TFHD	1,834	1,782	1,846	1,780	1,725	1,760	1,875	1,800	(75)	-4.0%
17428	Pain Clinic									
Pain Center minutes	30,164	27,859	24,553	24,109	26,503	25,885	39,321	29,900	(9,421)	-24.0%
17429	SPD									
SPD - I/P minutes	75,164	81,680	87,515	82,715	79,480	82,823	83,764	81,203	(2,561)	-3.1%
SPD - O/P minutes	81,352	73,537	70,050	64,577	63,401	63,650	71,443	67,000	(4,443)	-6.2%
Sterile Processing TFHD Summary	156,516	155,217	157,565	147,292	142,881	146,473	155,207	148,203	(7,004)	-4.5%
17430	PAAS									
I/P Recovery minutes	46,190	49,158	56,914	56,655	50,493	52,500	58,225	53,865	(4,360)	-7.5%
O/P Recovery minutes	31,365	30,209	30,032	25,237	25,649	25,000	30,929	28,400	(2,529)	-8.2%
Procedure Room minutes	7,434	4,393	5,347	6,419	5,500	5,650	9,091	6,800	(2,291)	-25.2%
ASD minutes	260,349	247,841	281,223	359,066	366,784	340,000	340,000	350,000	10,000	2.9%
Total PAAS Minutes Summary	345,338	331,601	373,516	447,377	448,426	423,150	438,245	439,065	820	0.2%

DEPARTMENTAL VOLUME TRENDS

	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Budget	Actual	Budget	Inc/(Dec)	Inc/(Dec)
17450 Anesthesia										
<i>Anesthesia - I/P minutes</i>	79,028	87,469	92,912	86,826	83,221	87,480	87,118	85,455	(1,663)	-1.9%
<i>Anesthesia - O/P minutes</i>	87,750	81,743	76,337	71,479	68,075	65,788	72,847	71,000	(1,847)	-2.5%
<i>Anesthesia - Elsewhere minutes</i>	15,341	15,697	16,731	18,323	13,575	14,976	18,513	16,748	(1,765)	-9.5%
<i>Anesthesia - G/I I/P Minutes</i>	2,140	1,262	3,264	2,686	3,462	3,680	2,537	3,300	763	30.1%
<i>Anesthesia - G/I O/P Minutes</i>	9,567	8,944	10,715	10,752	12,339	11,329	11,626	12,006	380	3.3%
<i>Anesthesia TFHD Summary</i>	193,826	195,115	199,959	190,066	180,672	183,253	192,641	188,509	(4,132)	-2.1%
17500 Laboratory										
<i>Lab - TFH I/P Tests</i>	31,692	31,048	28,297	29,426	30,534	29,050	32,961	31,077	(1,884)	-5.7%
<i>Lab - TFH O/P Tests</i>	105,004	79,290	83,447	100,426	103,623	100,500	118,256	118,109	(147)	-0.1%
<i>Lab - MOB O/P Tests - 8664</i>	6,202	5,656	4,723	5,936	5,191	5,500	5,876	5,185	(691)	-11.8%
<i>Lab - Tahoe City O/P Tests - 7875</i>	11,721	9,643	9,985	11,374	11,024	10,700	10,585	10,594	9	0.1%
<i>Lab - Incline Village O/P Tests</i>	4,558	4,774	4,599	4,485	4,110	4,500	2,571	3,800	1,229	47.8%
<i>Lab - Clinic Accounts</i>	8,216	7,891	7,056	6,715	5,797	6,700	5,892	5,700	(192)	-3.3%
<i>Lab - Send Outs IP</i>	3,543	3,606	3,660	3,898	3,577	3,800	3,910	3,800	(110)	-2.8%
<i>Lab - Send Outs OP</i>	43,420	21,840	23,000	15,580	14,708	15,500	16,678	16,249	(429)	-2.6%
<i>Laboratory TFHD Summary</i>	214,356	163,748	164,767	177,840	178,564	176,250	196,729	194,514	(2,215)	-1.1%
17540 Blood Bank										
<i>Total Blood Units</i>	687	530	627	570	545	570	464	540	76	16.4%
17590 EKG										
<i>EKG - I/P Procedures</i>	593	563	483	513	421	541	454	452	(2)	-0.4%
<i>EKG - O/P Procedures</i>	1,616	1,810	1,798	2,111	2,084	1,800	2,337	2,000	(337)	-14.4%
<i>EKG TFHD Summary</i>	2,209	2,373	2,281	2,624	2,505	2,341	2,791	2,452	(339)	-12.1%

DEPARTMENTAL VOLUME TRENDS

	2012 Acutal	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Actual	2018 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17592 Stress EKG										
Stress EKG - I/P Procedures	2	0	1	0	1	0	2	0	(2)	-100.0%
Stress EKG - O/P Procedures	27	40	38	48	54	55	48	55	7	14.6%
Stress EKG TFHD Summary	29	40	39	48	55	55	50	55	5	10.0%
17593 Cardiac Rehab										
Cardiac Rehab - Phase II	251	310	565	643	688	650	612	625	13	2.1%
Cardiac Rehab - Phase III	3,151	2,498	2,364	2,185	2,390	2,360	2,399	2,350	(49)	-2.0%
Cardiac Rehab TFHD Summary	3,402	2,808	2,929	2,828	3,078	3,010	3,011	2,975	(36)	-1.2%
17595 Pulmonary Rehab										
Pulmonary Rehab	0	20	0	0	0	0	0	0	0	0.0%
17630 Diagnostic Imaging										
Diagnostic Imaging - I/P Exams	1,867	1,865	1,288	1,204	1,047	1,141	1,214	1,206	(8)	-0.7%
Diagnostic Imaging - O/P Exams	7,211	7,068	7,095	7,501	8,171	7,788	8,528	8,500	(28)	-0.3%
Vascular I/P Exams	149	121	95	250	356	326	416	400	(16)	-3.8%
Vascular O/P Exams	230	179	184	277	330	325	451	450	(1)	-0.2%
Diagnostic Inaging TFHD Summary	9,078	8,933	8,383	8,705	9,218	8,929	9,742	9,706	(36)	-0.4%
Vascular Image TFHD Summary	379	300	279	527	686	651	867	850	(17)	-2.0%
17632 Womens Imaging Center										
Dexa Exams	408	352	399	477	542	496	671	670	(1)	-0.1%
Mammography Exams	3,103	2,874	2,878	3,070	2,974	3,000	3,065	3,050	(15)	-0.5%
Womens Imaging TFHD Summary	3,511	3,226	3,277	3,547	3,516	3,496	3,736	3,720	(16)	-0.4%
17633 MOB Diagnostic Imaging										
MOB O/P Exams - Xrays -17633	945	889	1,027	1,080	1,298	1,100	1,513	1,500	(13)	-0.9%
MOB Diagnostic TFHD Summary	945	889	1,027	1,080	1,298	1,100	1,513	1,500	(13)	-0.9%

DEPARTMENTAL VOLUME TRENDS

	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Actual	2018 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17641 Oncology										
<i>Oncology Procedures</i>	3,870	6,044	5,537	7,322	9,146	8,350	7,947	8,000	53	0.7%
17642 Radiation Oncology										
<i>Radiation Oncology Procedures</i>	0	3,599	4,174	3,390	4,282	4,000	3,873	3,847	(26)	-0.7%
17650 Nuclear Medicine										
<i>Nuclear Med - I/P Exams</i>	46	35	24	41	22	30	27	25	(2)	-7.4%
<i>Nuclear Med - O/P Exams</i>	277	293	274	272	312	300	350	350	0	0.0%
<i>Nuc Med TFHD Summary</i>	323	328	298	313	334	330	377	375	(2)	-0.5%
17660 MRI										
<i>MRI - I/P Exams</i>	105	79	85	65	62	57	93	94	1	1.1%
<i>MRI - O/P Exams</i>	1,800	1,705	1,851	1,838	1,934	1,878	1,977	2,285	308	15.6%
<i>MRI TFHD Summary</i>	1,905	1,784	1,936	1,903	1,996	1,935	2,070	2,379	309	14.9%
17670 Ultrasound										
<i>Ultrasound - I/P Exams</i>	529	442	416	322	333	326	429	422	(7)	-1.6%
<i>Ultrasound - O/P Exams</i>	2,966	2,601	2,754	2,902	2,848	2,850	3,178	3,175	(3)	-0.1%
<i>Ultrasound TFHD Summary</i>	3,495	3,043	3,170	3,224	3,181	3,176	3,607	3,597	(10)	-0.3%
17672 Briner Ultrasound										
<i>Breast Ultrasound Exams</i>	1,113	1,057	1,094	1,351	1,272	1,236	1,286	1,500	214	16.6%
17680 CT										
<i>CT - I/P Exams</i>	568	457	152	246	181	228	258	251	(7)	-2.7%
<i>CT - O/P Exams</i>	2,976	3,014	3,065	3,141	3,389	3,210	3,861	3,876	15	0.4%
<i>Cat Scan TFHD Summary</i>	3,544	3,471	3,217	3,387	3,570	3,438	4,119	4,127	8	0.2%

DEPARTMENTAL VOLUME TRENDS

	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Budget	Actual	Budget	Inc/(Dec)	Inc/(Dec)
17685	PET CT									
<i>PET CT - I/P Exams</i>	6	12	7	2	4	6	1	0	(1)	-100.0%
<i>PET CT - O/P Exams</i>	218	262	258	283	303	295	323	313	(10)	-3.1%
<i>PET Cat Scan TFHD Summary</i>	224	274	265	285	307	301	324	313	(11)	-3.4%
17690	Vascular Imaging									
<i>Vascular I/P Exams</i>	149	121	95	250	356	326	416	400	(16)	-3.8%
<i>Vascular O/P Exams</i>	230	179	184	277	330	325	451	450	(1)	-0.2%
<i>Vascular Image TFHD Summary</i>	379	300	279	527	686	651	867	850	(17)	-2.0%
17710	Pharmacy									
<i>Pharmacy - I/P units</i>	116,441	111,490	97,331	94,182	100,531	97,000	119,634	116,000	(3,634)	-3.0%
<i>Pharmacy - O/P units</i>	88,415	79,935	63,204	74,773	75,784	75,525	183,901	81,600	(102,301)	-55.6%
<i>Pharmacy TFHD Summary</i>	204,856	191,425	160,535	168,955	176,315	172,525	303,535	197,600	(105,935)	-34.9%
17711	Oncology Drugs Sold to Patients									
<i>Oncology Pharmacy Units</i>	138,239	224,551	81,446	56,824	80,105	70,975	121,970	116,855	(5,115)	-4.2%
17712	IV									
<i>IV - I/P units</i>	13,588	11,632	9,649	9,838	9,225	9,598	9,803	9,356	(447)	-4.6%
<i>IV - O/P units</i>	9,258	8,857	7,095	8,165	8,580	8,348	8,141	8,160	19	0.2%
<i>IV TFHD Summary</i>	22,846	20,489	16,744	18,003	17,805	17,946	17,944	17,516	(428)	-2.4%
17720	Respiratory Therapy									
<i>RT - I/P Minutes</i>	195,960	171,576	129,408	116,808	95,976	104,554	134,688	130,848	(3,840)	-2.9%
<i>RT - O/P Minutes</i>	19,464	24,600	18,384	15,552	13,056	13,596	26,808	23,800	(3,008)	-11.2%
<i>RT TFHD Summary</i>	215,424	196,176	147,792	132,360	109,032	118,150	161,496	154,648	(6,848)	-4.2%

DEPARTMENTAL VOLUME TRENDS

	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Budget	Actual	Budget	Inc/(Dec)	Inc/(Dec)
17730 Pulmonary Function										
<i>Pulmonary - I/P Procedures</i>	762	261	74	47	84	78	85	80	(5)	-5.9%
<i>Pulmonary - O/P Procedures</i>	274	179	186	162	251	225	278	225	(53)	-19.1%
<i>Pulmonary TFHD Summary</i>	1,036	440	260	209	335	303	363	305	(58)	-16.0%
17760 Gastro-Intestinal Services										
<i>Gastro/Int OR I/P Minutes</i>	6,777	3,990	9,489	6,822	8,312	8,625	5,715	7,500	1,785	31.2%
<i>Gastro/Int OR O/P Minutes</i>	34,083	30,665	40,180	42,211	44,669	42,180	39,044	42,366	3,322	8.5%
<i>Gastro/Int I/P Recovery Minutes</i>	220	96	636	692	637	748	551	650	99	18.0%
<i>Gastro/Int O/P Recovery Minutes</i>	103	113	537	402	315	288	369	345	(24)	-6.5%
<i>Gastro/Int I/P ASD Minutes</i>	204	185	258	179	457	288	185	250	65	35.1%
<i>Gastro/Int O/P ASD Minutes</i>	112,819	100,009	129,546	145,077	142,183	134,449	120,803	129,938	9,135	7.6%
<i>Gastro/Int OR I/P Cases</i>	108	62	125	91	106	115	75	100	25	33.3%
<i>Gastro/Int OR O/P Cases</i>	1,226	1,088	1,380	1,379	1,503	1,425	1,231	1,380	149	12.1%
<i>Gastro/Int Total Minutes Summary</i>	154,206	135,058	180,646	195,383	196,573	186,578	166,667	181,049	14,382	8.6%
<i>Total Gastro/Int Total Cases Summary</i>	1,334	1,150	1,505	1,470	1,609	1,540	1,306	1,480	174	13.3%
17770 Physical Therapy										
<i>PT - TK I/P Procedures</i>	4,475	4,606	5,123	5,977	5,596	5,725	4,495	5,123	628	14.0%
<i>PT - TK - SNF Procedures</i>	1,395	927	1,835	3,554	2,361	2,600	1,568	2,168	600	38.3%
<i>Physical Therapy Procedures Summary</i>	5,870	5,533	6,958	9,531	7,957	8,325	6,063	7,291	1,228	20.3%
17780 Speech Therapy										
<i>ST - I/P Procedures</i>	42	41	68	42	64	60	15	45	30	200.0%
<i>ST - SNF Procedures</i>	20	38	66	150	68	75	157	105	(52)	-33.1%
<i>Speech Therapy TFHD Summary</i>	62	79	134	192	132	135	172	150	(22)	-12.8%

DEPARTMENTAL VOLUME TRENDS

	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Acutal	Actual	Actual	Actual	Actual	Budget	Actual	Budget	Inc/(Dec)	Inc/(Dec)
17790 Occupational Therapy										
OT - I/P Procedures	3,562	3,953	4,132	4,231	3,842	4,240	3,257	3,653	396	12.2%
OT - SNF Procedures	975	853	1,674	2,215	1,881	2,200	1,540	1,807	267	17.3%
Occupational Therapy IP TFHD Summary	4,537	4,806	5,806	6,446	5,723	6,440	4,797	5,460	663	13.8%
18340 Dietary										
Patient Meals	53,537	53,699	56,494	54,950	51,551	57,324	50,819	51,268	449	0.9%
Pantries	16,379	16,117	15,387	18,218	16,398	17,799	19,140	17,439	(1,701)	-8.9%
Non-Patient Meals	243,100	253,884	237,680	241,767	206,708	222,000	220,361	220,000	(361)	-0.2%
Dietary TFHD Summary	313,016	323,700	309,561	314,935	274,657	297,123	290,320	288,707	(1,613)	-0.6%
18350 Laundry & Linen										
Pounds	222,651	245,358	255,659	257,521	254,962	244,780	216,274	256,200	39,926	18.5%
18490 Child Care Center										
Child Care Days	17,971	17,956	18,902	19,327	21,156	19,500	19,964	19,500	(464)	-2.3%
18560 Admitting & Communication										
Registrations	53,327	49,480	53,858	58,032	60,999	58,500	62,755	61,000	(1,755)	-2.8%

DEPARTMENTAL VOLUME TRENDS

	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Budget	Actual	Budget	Inc/(Dec)	Inc/(Dec)
18590 Financial Administration										
Acute Admissions	1,681	1,652	1,606	1,679	1,569	1,630	1,797	1,675	(122)	-6.8%
Swing Admissions	31	44	41	37	63	60	48	55	7	14.6%
Acute Patient Days	4,963	4,866	4,629	4,493	4,257	4,287	4,802	4,640	(162)	-3.4%
Swing Days	211	252	283	231	437	330	390	350	(40)	-10.3%
Adjusted Patient Days	12,403	13,405	14,736	13,781	15,445	14,838	16,036	16,899	863	5.4%
ICU Average Daily Census	3	3	3	3	3	2	3	3	(0)	-11.0%
OB/GYN Average Daily Census	2	2	3	3	2	2	3	3	(0)	-3.4%
Medical / Surgical - Acute - ADC	8	8	8	8	7	7	7	7	(0)	-0.4%
Medical / Surgical - Swing - ADC	1	1	1	1	1	1	1	1	(0)	-10.3%
Acute Discharges	1,679	1,643	1,624	1,667	1,575	1,630	1,795	1,675	(120)	-6.7%
Swing Discharges	30	45	42	35	61	60	53	55	2	3.8%
Avg Length of Stay	3	3	3	3	3	3	3	3	0	3.5%
Total Admissions TFHD	1,712	1,696	1,647	1,716	1,632	1,690	1,845	1,730	(115)	-6.2%
Total Discharges TFHD	1,709	1,688	1,666	1,702	1,636	1,690	1,848	1,730	(118)	-6.4%
18660 Occ Health										
Occupational Health Visits - 18660	2,489	2,507	2,567	2,731	2,929	2,800	3,655	3,658	3	0.1%
Flu Shots - Occupational Health	358	290	247	321	134	250	0	0	0	0.0%
Occ Health TFHD Summary	2,847	2,797	2,814	3,052	3,063	3,050	3,655	3,658	3	0.1%
18662 Infection Control/Employee Health										
Employee Wellness Visits - 18662	1,202	1,236	1,352	1,035	380	900	419	575	156	37.2%
Flu Shots - Infection Control	737	841	817	908	849	850	857	850	(7)	-0.8%
18664 Lab Draw MOB										
Lab Draw Test - OH - 18864	4,503	4,082	4,677	5,248	4,029	4,500	6,031	6,000	(31)	-0.5%

DEPARTMENTAL VOLUME TRENDS

	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Actual	2018 Budget	Variance Inc/(Dec)	% Inc/(Dec)
19513 MSC - ENT <i>Mancuso Visits</i>	2,435	2,461	2,630	2,792	2,239	2,141	2,382	2,495	113	4.7%
19518 MSC - SURGERY <i>Cooper Visits</i>	645	751	1,539	1,883	1,958	1,920	1,409	1,210	(199)	-14.1%
19521 MSC - IM Pulmonary <i>Tirdel Visits</i>	6,632	6,359	5,909	6,104	5,551	5,338	5,327	5,249	(78)	-1.5%
19525 MSC - IM Cardiology <i>T. Lombard/Scholnick Visits</i>	5,584	4,941	5,669	5,164	5,942	9,945	7,971	9,163	1,192	15.0%
19527 MSC - Oncology <i>Heifetz/Koppel/Kaime/Semrad Visits</i>	2,927	3,424	4,730	4,937	4,640	4,700	4,414	4,347	(67)	-1.5%
19527 MSC - Internal Medicine <i>Burkholder Visits</i>	1,928	1,803	2,094	2,385	1,823	2,062	1,664	3,712	2,048	123.1%
17081 MSC - Radiation Oncology <i>Palmer Visits</i>	0	658	1,629	705	912	1,006	837	933	96	11.5%
19529 MSC - Urology <i>Physician Visits</i>	0	0	0	0	0	1,530	1,171	259	(912)	-77.9%
19533 MSC - G.I. Schaffer <i>Schaffer Visits</i>	735	677	1,212	1,426	1,250	1,823	1,056	1,043	(13)	-1.2%
19534 MSC - Pediatrics <i>North Lake Pediatrics Visits</i>	9,483	9,998	10,308	11,190	10,645	11,086	11,048	11,127	79	0.7%

DEPARTMENTAL VOLUME TRENDS

	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Actual	2018 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17075 MSC - OB/GYN <i>Thompson/Taylor/Coll Visits</i>	0	0	0	0	0	0	0	6,492	6,492	0.0%
17801 MSC - Audiology <i>Audiology</i>	562	649	645	321	347	671	331	704	373	112.7%
19524 MSC - Orthopedics <i>Dodd/Ringnes/Foley/Dickenson Visits</i>	0	0	0	0	0	7,400	4,495	11,166	6,671	148.4%
19550 Retail Pharmacy <i>Prescriptions</i>	30,387	27,633	26,270	26,185	28,143	27,600	30,293	28,900	(1,393)	-4.6%
26170 Med-Surg <i>Inpatient Days</i>	10	16	25	8	12	10	6	10	4	66.7%
<i>Observation Days</i>	36	25	25	17	26	25	21	25	4	19.0%
<i>Med Surg Days IVCH Summary</i>	46	41	50	25	38	35	27	35	8	29.6%
27010 Emergency Room <i>Total Emergency Visits</i>	3,892	3,908	3,560	3,720	3,888	3,800	4,086	4,050	(36)	-0.9%
<i>Flu Shots</i>	436	362	397	449	200	400	132	200	68	51.5%
27085 IVCH Clinic <i>IVCH Clinic Visits</i>	0	345	858	1,347	1,879	1,600	2,557	3,890	1,333	52.1%

DEPARTMENTAL VOLUME TRENDS

	2012 Acutal	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Actual	2018 Budget	Variance Inc/(Dec)	% Inc/(Dec)
27420 Surgery										
<i>OR IP Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>OR OP Minutes</i>	15,742	12,630	8,794	8,180	9,521	8,710	8,270	8,650	380	4.6%
<i>OR IP Cases</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>OR OP Cases</i>	152	124	92	93	107	100	97	100	3	3.1%
<i>Surgery Cases IVCH Summary</i>	152	124	92	93	107	100	97	100	3	3.1%
<i>Surgery Minutes IVCH Summary</i>	15,742	12,630	8,794	8,180	9,521	8,710	8,270	8,650	380	4.6%
27428 Pain Clinic										
<i>Pain Clinic Minutes</i>	390	0	0	0	0	0	0	0	0	0.0%
27429 SPD										
<i>Surgery Cases IVCH Summary</i>	152	124	92	93	107	100	97	100	3	3.1%
27430 PAAS										
<i>PACU IP Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>PACU OP Minutes</i>	4,587	3,778	2,693	2,475	2,631	2,560	2,389	2,450	61	2.6%
<i>Total ASD Minutes</i>	35,064	26,097	18,424	17,227	21,019	19,650	19,239	19,560	321	1.7%
<i>PAAS IVCH Summary</i>	39,651	29,875	21,117	19,702	23,650	22,210	21,628	22,010	382	1.8%
27450 Anesthesia										
<i>Anesthesia IP Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>Anesthesia OP Minutes</i>	16,311	13,883	9,040	8,454	9,901	9,050	8,261	8,825	564	6.8%
<i>Anesthesia Elsewhere Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>Anesthesia Minutes IVCH Summary</i>	16,311	13,883	9,040	8,454	9,901	9,050	8,261	8,825	564	6.8%
27470 Med Supplies sold to Patients										
<i>Total Emergency Visits</i>	3,892	3,908	3,560	3,720	3,888	3,800	4,086	4,050	(36)	-0.9%

DEPARTMENTAL VOLUME TRENDS

	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Acutal	Actual	Actual	Actual	Actual	Budget	Actual	Budget	Inc/(Dec)	Inc/(Dec)
27500 Lab										
Lab - Inpatient Billable Tests	81	123	92	77	139	36	83	116	33	39.8%
Lab - Outpatient Billable Tests	20,927	22,068	23,844	26,458	24,160	23,400	26,606	26,500	(106)	-0.4%
EKG	486	483	484	575	719	625	696	675	(21)	-3.0%
Reference Lab	2,717	2,021	1,968	1,829	1,707	1,700	1,883	1,850	(33)	-1.8%
Blood	1	3	0	0	0	0	8	0	(8)	-100.0%
Laboratory IVCH Summary	24,212	24,698	26,388	28,939	26,725	25,761	29,276	29,141	(135)	-0.5%
27540 Blood										
Blood	1	3	0	0	0	0	8	0	(8)	-100.0%
27590 EKG										
EKG	486	483	484	575	719	625	696	675	(21)	-3.0%
27630 Diagnostic Imaging										
Radiology - I/P Exams	3	7	3	0	5	3	2	3	1	50.0%
Radiology - O/P Exams (Inc. Mammo & U/S)	1,030	923	835	762	784	775	772	780	8	1.0%
Radiology - ER Exams	1,536	1,483	1,459	1,504	1,845	1,748	1,889	1,833	(56)	-3.0%
Diagnostic Imaging IVCH Summary	2,569	2,413	2,297	2,266	2,634	2,526	2,663	2,616	(47)	-1.8%
27680 Cat Scan										
CT - I/P Exams	1	1	3	0	0	0	1	0	(1)	-100.0%
CT - O/P Exams	162	152	157	169	154	140	159	150	(9)	-5.7%
CT - ER Exams	473	461	471	507	682	646	716	702	(14)	-2.0%
CT IVCH Summary	636	614	631	676	836	786	876	852	(24)	-2.7%

DEPARTMENTAL VOLUME TRENDS

	2012	2013	2014	2015	2016	2017	2017	2018	Variance	%
	Actual	Actual	Actual	Actual	Actual	Budget	Actual	Budget	Inc/(Dec)	Inc/(Dec)
27710 Drugs Sold to Patients										
Pharmacy - I/P Units	115	262	649	170	182	125	304	153	(151)	-49.7%
Pharmacy - O/P Units	11,043	11,296	7,859	8,436	9,437	8,854	14,522	13,770	(752)	-5.2%
Pharmacy IVCH Summary	11,158	11,558	8,508	8,606	9,619	8,979	14,826	13,923	(903)	-6.1%
27712 IV										
IV's - I/P Units	28	59	63	7	8	3	14	4	(10)	-71.4%
IV's - O/P Units	2,510	1,946	893	107	239	266	460	405	(55)	-12.0%
IV IVCH Summary	2,538	2,005	956	114	247	269	474	409	(65)	-13.7%
27720 Respiratory Therapy										
RT - I/P Procedures	24	50	107	86	80	55	37	55	18	48.6%
RT - O/P Procedures	2,114	1,736	1,589	1,660	1,781	900	1,378	1,150	(228)	-16.5%
RT IVCH Summary	2,138	1,786	1,696	1,746	1,861	955	1,415	1,205	(210)	-14.8%
27770 Physical Therapy										
PT - Procedures	25,614	30,054	29,640	28,572	29,772	30,000	27,855	29,000	1,145	4.1%
27790 Occupational Therapy										
OT - Procedures	1,168	1,212	1,195	1,691	1,164	1,150	1,245	1,175	(70)	-5.6%
27874 Sleep Clinic										
Sleep Clinic Visits	202	193	143	127	163	160	150	160	10	6.7%
28282 Diamond Ski Aid										
Diamond Peak - Patient Seen	329	329	308	246	443	290	203	290	87	42.9%

DEPARTMENTAL VOLUME TRENDS

	2012 Acutal	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Actual	2018 Budget	Variance Inc/(Dec)	% Inc/(Dec)
28340 Dietary										
<i>Patient Meals</i>	883	889	869	864	798	860	684	725	41	6.0%
<i>Pantry</i>	1,984	2,210	2,421	2,163	5,408	2,250	4,071	4,500	429	10.5%
<i>Non-Patient Meals</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>Dietary IVCH Summary</i>	2,867	3,099	3,290	3,027	6,206	3,110	4,755	5,225	470	9.9%
28560 Admitting										
<i>Registrations</i>	9,723	9,753	9,314	9,102	9,322	9,300	9,210	9,300	90	1.0%
28610 Administration										
<i>Acute Admissions</i>	9	9	11	8	6	10	5	5	0	0.0%
29523 MSC - IM Peds										
<i>IM/Peds Visits</i>	1,298	1,389	1,641	1,683	1,394	1,192	1,121	1,341	220	19.6%
29530 MSC - Orthopedics										
<i>Osgood Visits</i>	0	182	361	236	0	0	0	0	0	0.0%
57770 Physical Therapy										
<i>PT - TK O/P Procedures</i>	36,855	38,193	42,712	45,686	49,638	50,000	51,089	54,007	2,918	5.7%
57771 Aquatic Therapy										
<i>PT - Aquatic Visits</i>	2,831	3,087	1,632	2,611	3,101	2,800	2,509	2,800	291	11.6%
57780 Speech Therapy										
<i>ST - O/P Procedures</i>	130	163	440	425	567	500	559	550	(9)	-1.6%

DEPARTMENTAL VOLUME TRENDS

	2012 Acutal	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Actual	2018 Budget	Variance Inc/(Dec)	% Inc/(Dec)
57790 Occupational Therapy <i>OT - O/P Procedures</i>	3,520	4,723	5,123	6,948	7,583	7,200	8,444	8,200	(244)	-2.9%
57802 Sports Performance Training & Testing <i>TCHSP - Sports Lab</i>	7	6	7	742	611	400	1,641	1,500	(141)	-8.6%
58660 Occupational Health Testing <i>TCHSP - Occupational Hlth Testing</i>	1,067	1,166	1,364	1,257	1,346	1,300	1,696	1,500	(196)	-11.6%
58771 Fitness Center <i>TCHSP - Memberships</i>	2,802	2,546	2,649	2,677	2,552	2,600	1,553	1,600	47	3.0%
58775 HP Fitness/Wellness/Massage <i>TCHSP - Fitness/Weight/Nutrition/Other</i>	2,490	1,773	1,898	2,132	1,372	1,500	1,688	1,500	(188)	-11.1%
59194 MSC - Sports Medicine <i>Winans Visits</i>	1,424	1,408	1,971	2,855	2,546	1,833	2,014	1,983	(31)	-1.5%

**Tahoe Forest Hospital District
Gross Revenue - Payor Mix**

We incorporated a **5% rate increase effective August 1, 2017**. However, of this 5% increase, the District will only realize about 2.76% of the 5% in net revenue due to how we are reimbursed from Medicare and Medi-Cal, our contractual arrangements with insurance plans, charity care, and bad debt.

We are **projecting our budgeted gross revenue for FY 2018 to be \$262.9 million**. This is a \$10.5 million increase to our gross revenue when compared to Pre-Audit FY 2017. FY 2018 gross revenue is 27.4% Inpatient and 72.6% Outpatient

Budgeted EBIDA for FY 2018 is \$7.2 million, representing a \$12.9 million decrease from Pre-Audit FY 2017. This net decrease is reflective of a decrease in prior period settlements, an increase in Salaries, Wages & Benefits, Professional Fees, Purchased Services and Other expenses. A budgeted rate increase in August 2017 was necessitated to help offset these budgeted cost increases, inflation, and declining payor reimbursement. Return on Gross Revenue **EBIDA is 2.7%**, projecting 5.3% lower than Pre-Audit FY 2017.

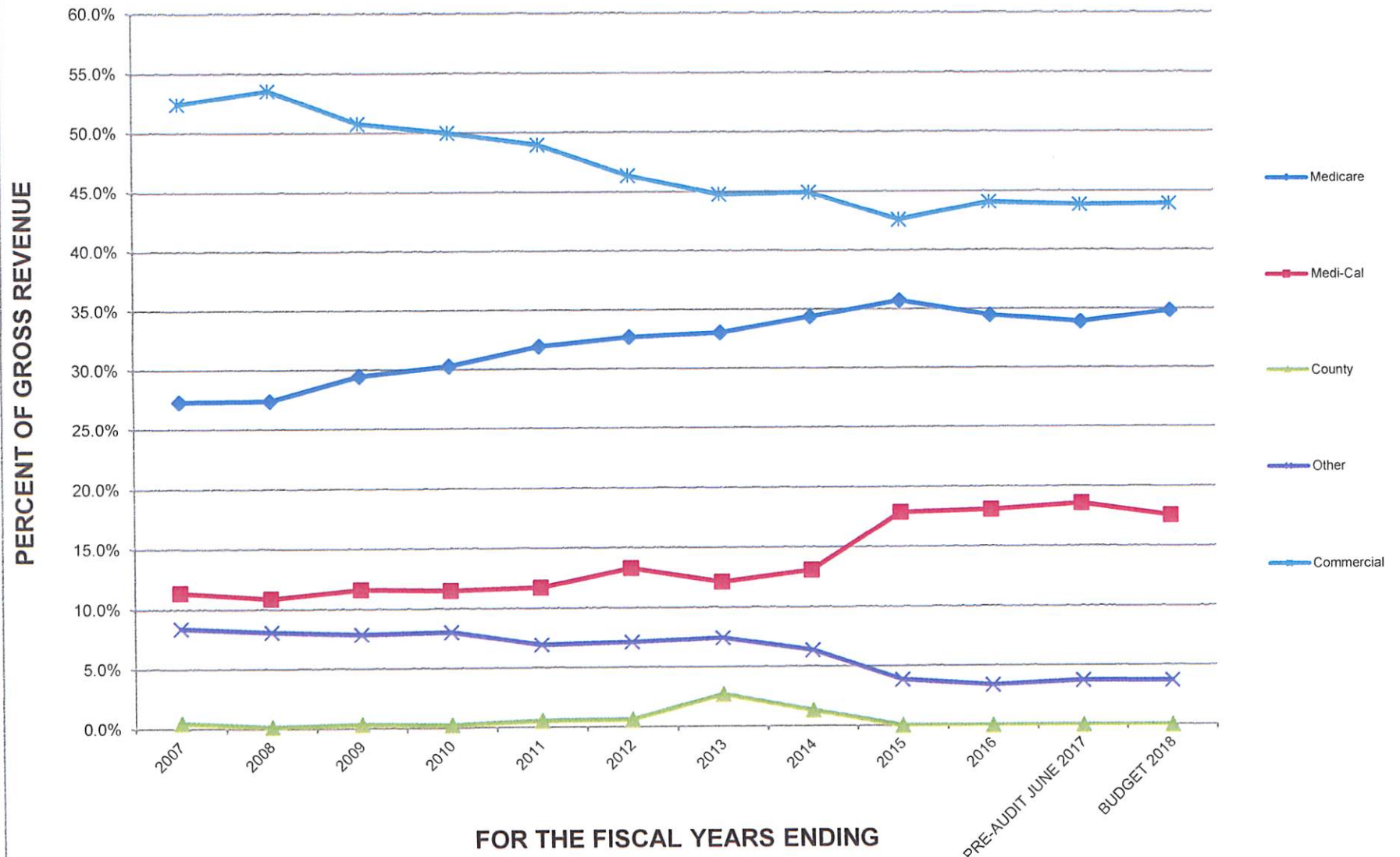
Budgeted Net Income/(Loss) for FY 2018 is a profit of \$2.3 million, a decrease of \$16.1 million from Pre-Audit FY 2017. The decrease is correlated to cost increases as outlined above along with increases to our Depreciation Expense brought on by anticipated capital equipment, building and land acquisitions, and completion of construction projects.

Return on Equity is estimated to be 1.8%, a decrease of 14.7% from the Pre-Audit FY 2017 Return on Equity. This decrease is due to the budgeted lower Net Income combined with a higher Net Asset (Fund) Balance.

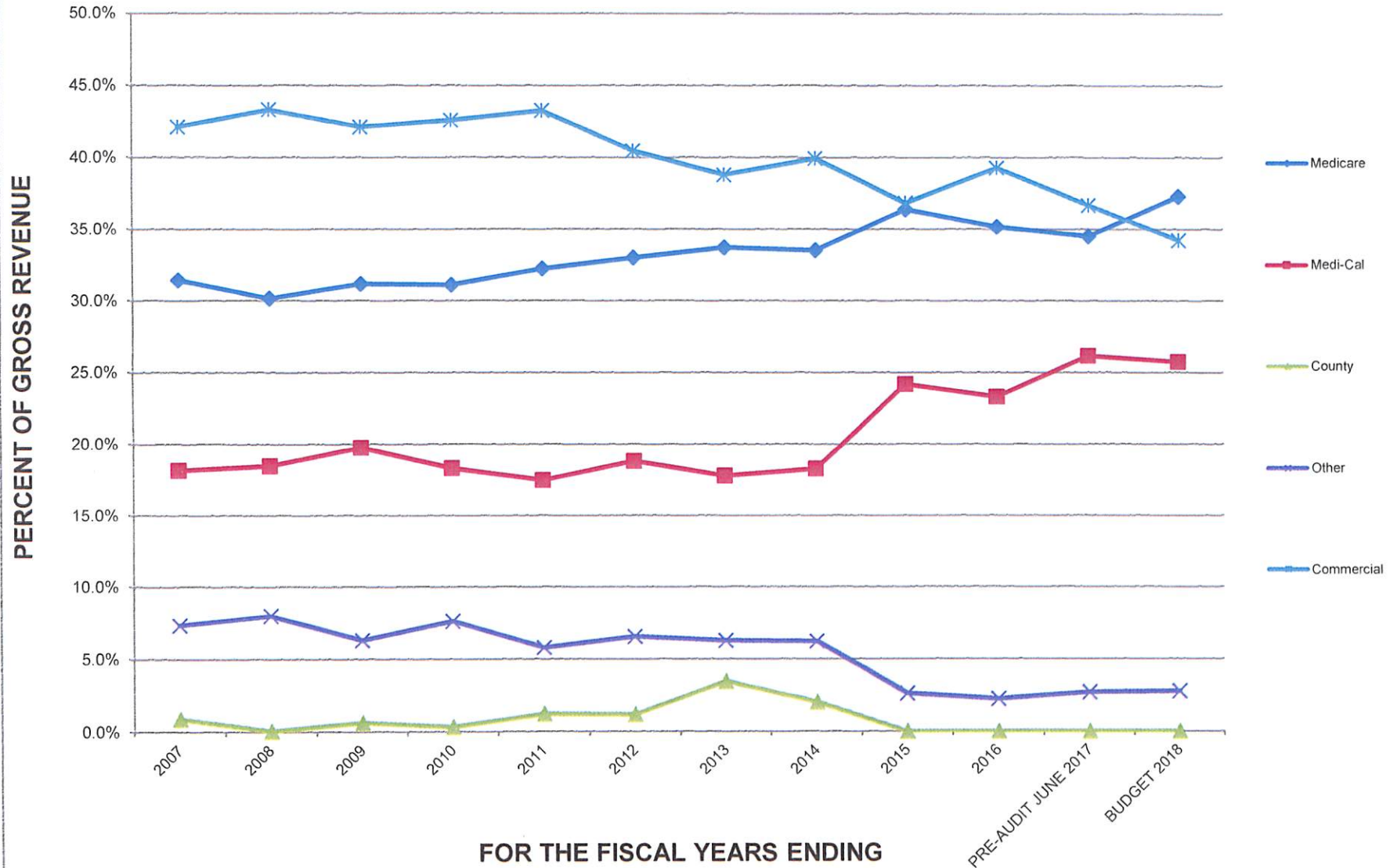
Total Gross Revenue **Payor Mix** for the FY 2018 budget reflects comparable trending that we witnessed in FY 2017. We made marginal adjustments to our Medicare and Medi-Cal percentages. See table below.

Payor Mix	Budget FY 2018	Pre-Audit FY 2017
Medicare	34.8%	33.9%
Medi-Cal	17.6%	18.6%
County	0.0%	0.0%
Other	3.7%	3.7%
Commercial	43.9%	43.8%

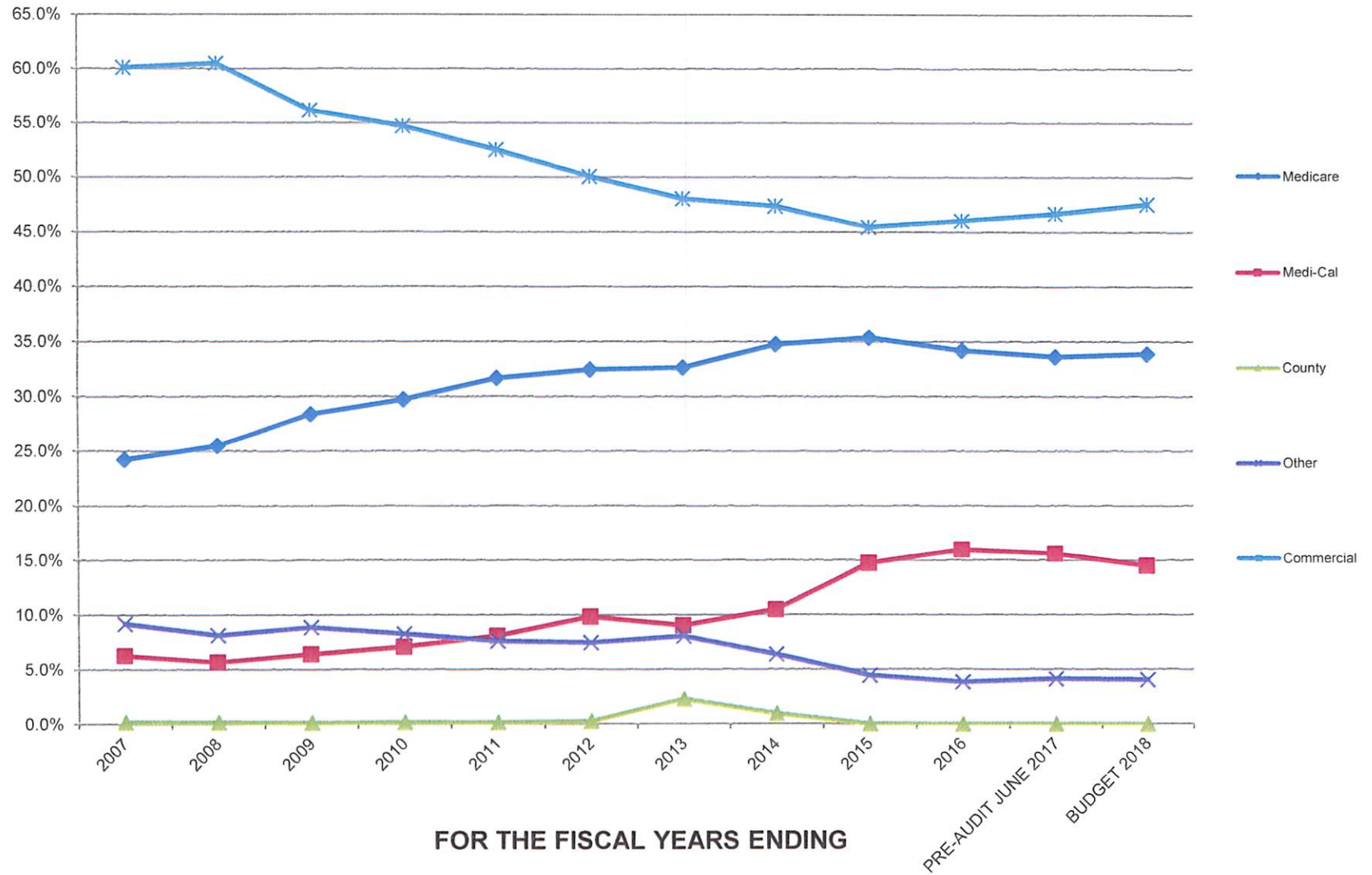
GROSS REVENUE PAYOR MIX TRENDING



INPATIENT REVENUE PAYOR MIX TRENDING



OUTPATIENT REVENUE PAYOR MIX TRENDING



FOR THE FISCAL YEARS ENDING

**TAHOE FOREST HOSPITAL DISTRICT
PERCENT OF GROSS REVENUE BY PAYOR**

INPATIENT	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	PRE-AUDIT JUNE 2017	BUDGET 2018
Medicare	31.4%	30.1%	31.2%	31.1%	32.2%	33.0%	33.7%	33.5%	36.4%	35.1%	34.5%	37.3%
Medi-Cal	18.2%	18.5%	19.8%	18.3%	17.5%	18.8%	17.8%	18.3%	24.2%	23.3%	26.2%	25.7%
County	0.9%	0.1%	0.6%	0.3%	1.2%	1.2%	3.5%	2.0%	0.0%	0.0%	0.0%	0.0%
Other	7.4%	8.0%	6.3%	7.6%	5.8%	6.6%	6.3%	6.2%	2.6%	2.2%	2.7%	2.8%
Commercial	42.1%	43.3%	42.1%	42.6%	43.3%	40.5%	38.8%	39.9%	36.8%	39.3%	36.7%	34.2%

OUTPATIENT	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	PRE-AUDIT JUNE 2017	BUDGET 2018
Medicare	24.2%	25.5%	28.4%	29.7%	31.6%	32.4%	32.6%	34.7%	35.4%	34.2%	33.6%	33.9%
Medi-Cal	6.3%	5.7%	6.5%	7.1%	8.1%	9.8%	9.1%	10.5%	14.8%	16.0%	15.6%	14.5%
County	0.2%	0.2%	0.1%	0.2%	0.1%	0.3%	2.3%	1.0%	0.0%	0.0%	0.0%	0.0%
Other	9.2%	8.1%	8.9%	8.3%	7.6%	7.5%	8.0%	6.4%	4.5%	3.8%	4.1%	4.1%
Commercial	60.1%	60.5%	56.2%	54.7%	52.5%	50.0%	48.0%	47.4%	45.4%	46.0%	46.6%	47.5%

TOTAL	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	PRE-AUDIT JUNE 2017	BUDGET 2018
Medicare	27.3%	27.4%	29.5%	30.3%	31.9%	32.6%	33.0%	34.3%	35.7%	34.5%	33.9%	34.8%
Medi-Cal	11.4%	10.9%	11.6%	11.5%	11.7%	13.3%	12.1%	13.1%	17.9%	18.1%	18.6%	17.6%
County	0.5%	0.1%	0.3%	0.2%	0.6%	0.6%	2.7%	1.3%	0.0%	0.0%	0.0%	0.0%
Other	8.4%	8.1%	7.9%	8.0%	6.9%	7.1%	7.4%	6.4%	3.8%	3.4%	3.7%	3.7%
Commercial	52.4%	53.5%	50.7%	50.0%	48.9%	46.3%	44.8%	44.9%	42.5%	44.0%	43.8%	43.9%

Tahoe Forest Hospital District Deductions from Revenue

Deductions from Revenue is comprised of Contractual Allowances, Charity Care, Bad Debt and Prior Period Settlements.

Contractual Allowances have been budgeted at \$106 million (40.3% of gross revenue) for FY 2018, representing an increase of \$3.5 million from Pre-Audit FY 2017 (\$102.5 million, 40.6%). The rise in our Contractual Allowances is attributed to the increase in budgeted gross revenue in FY 2018, and accounting for marginal shifts in our payor mix. Contractual Allowances have been calculated based upon gross revenue and reimbursement rates by payor. We also have accounted for additional reimbursement the District will see related to AB113 Non-Designated Public Hospital IGT funding and the Rate Range IGT funding from the Medi-Cal managed care plans. This additional reimbursement was budgeted at approximately \$2.3 million.

Charity Care has been budgeted at 3.2% of gross revenue totaling \$8.5 million and Bad Debt has been budgeted at 1.2% of gross revenue or \$3.2 million. We believe these percentages represent a more realistic view of what we will observe in FY 2018, as we see less offerings on the insurance exchanges, pushing the patient population towards more self-pay. Pre-Audit FY 2017 reflected \$7.9 million in Charity Care (3.1%) and \$-1.5 million in Bad Debt (-0.6%).

Prior Period Settlements represents reimbursement or settlements the District may receive or pay related to a previous fiscal year. We anticipate receiving additional reimbursement related to the SB239 Hospital Quality Assurance Fee IGT.

Overall, as a percentage of gross revenue, our Deductions from Revenue is 44.5% of gross revenue, as compared to Pre-Audit FY 2017's 41.3%.

**Tahoe Forest Hospital District
Resource Allocation/FTE's**

Management has budgeted an overall increase of 27.81 FTEs when compared to FY 2017, and a 73.06 FTE increase when compared to the budgeted FY 2017 FTEs.

Increases in our FTEs for FY 2018 are related to additional staffing requirements identified for the Multi-Specialty Clinics due to planned growth and the addition of physicians, staffing positions that were previously filled through registry agencies and consulting firms in FY 2017, continued growth in the Cancer Center, increasing regulatory requirements, personnel required for the Information Systems conversion, and enhancements to our Initiative Programs, such as the Wellness Neighborhood and the Medi-Cal PRIME Project.

The "Total FTE Summary" following this narrative reflects the allocation of FTE resources as was discussed in the "Statement of Revenue and Expense" summary under "Salaries, Wages and Benefits".

The approximate overall net increase for FY 2018 as compared to FY 2017 is outlined below:

Additional FTEs added to Programs or Services:	
Pharmacy Overhead	0.72
Materials Management	1.15
Housekeeping	1.10
Information Technology	3.04
Accounting	0.57
Patient Registration	3.86
Access Center/Centralized Scheduling	11.11
Revenue Cycle	0.91
Administration	2.05
Quality	0.97
Nursing Case Management	2.98
Community Wellness	0.89
Managed Care	0.75
IVCH Medical Records	0.34
ECC SNF	1.86
Cancer Center Program	1.16
Multispecialty Clinics	37.15
TFHS Foundation/Gift Tree	0.82
Medi-Cal PRIME	3.65
Total Additional FTE's	75.08
FTE Decreases to Core Staffing Levels:	
ICU	-3.87
Med/Surg	-5.56
Emergency Department	-4.53

**Tahoe Forest Hospital District
Resource Allocation/FTE's**

Labor and Delivery	-4.17
Surgery	-4.96
Sterile Processing	-0.61
PAAS	-3.69
Laboratory	-3.45
Imaging Services (Xray, Ultrasound, CT, MRI, etc)	-3.12
Respiratory Therapy	-0.60
Engineering	-1.21
Patient Financial Services	-2.86
Human Resources	-0.46
Medical Records	-0.36
Nursing Administration	-0.73
Home Health/Hospice/Thrift Stores	-0.80
IVCH Med/Surg	-0.56
IVCH Emergency Department	-0.81
IVCH Laboratory	-1.66
IVCH Imaging	-2.08
Childcare Center	-0.37
Retail Pharmacy	-0.84
Total FTE Decrease	-47.30
Total	27.78

It is important to note that the increase in our FTEs over the last several years has been due to thoughtful and deliberate enhancements in programs and services provided at Tahoe Forest Hospital District as well as staying abreast of ever increasing regulatory requirements. In addition FY 2017 was one of the highest volume years we've seen in the last 10-12 years, plus preparing for our system conversions.

Management intends to use its discretion to appropriately balance the FTE requirements for FY 2018 with the financial well-being of the District.

TAHOE FOREST HOSPITAL DISTRICT
 TOTAL FTE SUMMARY - HISTORICAL TREND
 BUDGET FY 2018

Dept #	Dept Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	BUDGET FY 2017	FY 2017	BUDGET FY 2018	BUDGET FY 2018 vs FY 2017	BUDGET FY 2018 vs BUDGET FY 2017
16010	ICU	12.07	11.95	12.01	12.23	12.39	11.75	15.51	11.64	-3.87	-0.11
16170	Med Surg	22.47	23.84	23.21	23.59	23.44	22.35	27.83	22.27	-5.56	-0.08
17010	Emergency Room	17.32	17.53	18.66	18.88	20.29	18.97	24.13	19.60	-4.53	0.63
17040	Ambulance RN	0.01	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17403	Perinatal	0.85	0.78	0.86	0.80	0.62	0.80	0.87	0.60	-0.27	-0.20
17400	Labor and Delivery	14.55	20.43	17.34	17.20	16.36	17.00	20.42	16.25	-4.17	-0.75
17420	Surgery	14.17	15.70	15.33	17.14	18.50	18.50	24.94	19.98	-4.96	1.48
17428	Pain Clinic	0.44	0.27	0.38	0.34	0.49	0.40	0.53	0.50	-0.03	0.10
17429	SPD	5.64	5.12	6.05	5.85	5.79	6.50	7.09	6.48	-0.61	-0.02
17430	PAAS	10.29	11.13	10.88	10.73	8.14	10.20	13.84	10.15	-3.69	-0.05
17450	Anesthesia	0.56	0.52	0.52	0.04	0.00	0.00	0.00	0.00	0.00	0.00
17760	Gastro-Intestinal Services	3.18	2.42	3.87	3.66	3.83	3.70	3.38	3.72	0.34	0.02
17500	Laboratory	18.00	20.06	21.37	20.47	20.67	20.30	23.78	20.33	-3.45	0.03
17593	Cardiac Rehab	0.69	0.61	0.72	0.70	0.63	0.65	0.66	0.63	-0.03	-0.02
17630	Diagnostic Imaging	14.75	14.75	13.30	13.62	13.56	13.47	14.47	13.35	-1.12	-0.12
17632	Womens Imaging Center	2.86	2.27	3.13	3.28	3.32	2.95	3.39	3.00	-0.39	0.05
17633	MOB Diagnostic Imaging	0.00	1.54	1.05	0.95	0.86	0.90	0.99	1.00	0.01	0.10
17650	Nuc Med	0.98	1.52	1.42	1.10	1.02	1.00	1.06	1.10	0.04	0.10
17660	MRI	1.82	1.79	1.96	1.94	1.92	1.90	2.46	2.27	-0.19	0.37
17670	Ultrasound	2.56	3.04	2.76	2.52	2.53	2.60	4.91	3.15	-1.76	0.55
17672	Briner Imaging	0.81	0.87	0.89	0.97	0.90	0.90	1.27	1.11	-0.16	0.21
17680	CT	1.78	3.02	2.72	2.54	2.62	2.55	2.69	3.10	0.41	0.55
17685	PET CT	0.00	0.00	0.00	0.36	0.41	0.45	0.40	0.44	0.04	-0.01
17720	Respiratory Therapy	0.00	0.00	0.00	0.00	6.36	5.76	6.92	6.32	-0.60	0.56
17180	TC Physical Therapy	0.00	0.00	0.00	0.00	0.00	0.05	0.00	0.00	0.00	-0.05
17770	Physical Therapy - Inpatient	0.00	0.00	0.00	0.00	0.00	0.00	0.38	0.00	-0.38	0.00
17875	TC Lab Clinic	0.92	0.91	0.85	0.89	0.76	0.90	0.94	0.83	-0.11	-0.07
17876	Ski Aid - Sugar Bowl	0.50	0.00	0.46	0.33	0.45	0.35	0.39	0.40	0.01	0.05
17877	Ski Aid - Boreal	0.50	0.00	0.43	0.38	0.40	0.35	0.35	0.40	0.05	0.05
18280	Ski Aid -Alpine	0.51	0.00	0.44	0.38	0.46	0.35	0.35	0.40	0.05	0.05
18240	Medical Post Graduate Education	0.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18340	Dietary	24.52	28.15	27.93	29.70	27.78	28.00	28.27	28.37	0.10	0.37
18390	Pharmacy Overhead	7.94	10.06	8.89	8.81	9.29	9.90	9.77	10.49	0.72	0.59

TAHOE FOREST HOSPITAL DISTRICT
TOTAL FTE SUMMARY - HISTORICAL TREND
BUDGET FY 2018

Dept #	Dept Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	BUDGET FY 2017	FY 2017	BUDGET FY 2018	BUDGET FY 2018 vs FY 2017	BUDGET FY 2018 vs BUDGET FY 2017
18400	Materials Management	8.34	8.82	9.34	8.99	8.02	9.16	8.85	10.00	1.15	0.84
18440	Housekeeping	19.11	22.19	21.46	22.76	23.35	25.25	25.81	26.91	1.10	1.66
18460	Engineering	8.60	10.28	10.03	9.72	10.25	11.60	15.21	14.00	-1.21	2.40
18470	Communications	0.00	1.77	1.23	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18480	MIS	18.03	16.62	17.82	18.77	21.13	25.60	25.13	28.17	3.04	2.57
18510	Accounting	5.61	5.91	5.93	6.44	6.81	7.00	6.76	7.33	0.57	0.33
18530	Patient Financial Services	20.09	23.44	23.53	22.04	22.33	20.25	20.19	17.33	-2.86	-2.92
18560	Patient Registration & Communications	19.57	21.26	21.41	23.32	26.76	25.57	28.60	32.46	3.86	6.89
18570	Access Center/Centralized Scheduling (11/1/17)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11.11	11.11	11.11
18590	Financial Administration	0.98	1.00	1.00	1.00	1.01	1.00	1.04	1.00	-0.04	0.00
18591	Revenue Cycle	1.90	1.01	0.92	0.98	1.30	5.00	2.09	3.00	0.91	-2.00
18610	Administration	3.69	3.83	4.07	5.39	4.11	4.86	3.95	6.00	2.05	1.14
18612	Corporate Compliance	0.00	0.00	0.16	0.67	0.42	0.60	0.70	0.67	-0.03	0.07
18616	Star Program	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18620	Board of Directors	0.10	0.10	0.10	0.12	0.11	0.15	0.07	0.10	0.03	-0.05
18630	Community Relations/Marketing	1.72	2.00	2.00	2.00	1.99	2.00	2.09	2.00	-0.09	0.00
18632	Community Development	0.93	1.00	1.00	1.02	1.61	1.90	1.13	1.00	-0.13	-0.90
18650	Human Resources	3.74	4.65	4.04	4.39	6.21	6.00	6.96	6.50	-0.46	0.50
18651	Education	1.95	2.06	2.00	1.38	1.47	2.05	1.80	1.75	-0.05	-0.30
18662	Infection Control/Employee Health	1.19	1.06	1.21	1.18	1.01	1.20	0.86	1.00	0.14	-0.20
18700	Med Records	7.39	7.64	8.49	8.48	8.34	8.20	8.11	7.75	-0.36	-0.45
18710	Medical Staff	1.65	2.80	2.97	3.86	3.36	3.00	3.08	3.00	-0.08	0.00
18720	Nursing Administration	10.67	10.00	11.48	12.57	12.56	9.80	10.46	9.73	-0.73	-0.07
18740	Quality	3.54	5.15	5.80	4.42	3.42	4.00	4.03	5.00	0.97	1.00
18750	Nursing Case Management	2.40	2.60	2.91	3.83	3.66	3.50	4.25	7.23	2.98	3.73
18751	Community Case Management	0.12	0.16	0.15	0.09	1.78	3.90	4.12	4.00	-0.12	0.10
18752	Quality Assurance/Customer Service	0.00	0.00	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18771	Community Wellness	0.89	0.86	0.66	0.56	0.81	0.00	0.54	1.43	0.89	1.43
18777	Emergency Preparedness	0.40	0.11	0.29	0.27	0.04	0.00	0.11	0.00	-0.11	0.00
18795	Managed Care	0.60	0.73	0.74	0.30	0.26	0.25	0.00	0.75	0.75	0.50
TOTAL TFH		324.09	355.35	358.19	363.95	375.91	385.34	427.93	417.10	-10.83	31.76

TAHOE FOREST HOSPITAL DISTRICT
 TOTAL FTE SUMMARY - HISTORICAL TREND
 BUDGET FY 2018

Dept #	Dept Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	BUDGET FY 2017	FY 2017	BUDGET FY 2018	BUDGET FY 2018 vs FY 2017	BUDGET FY 2018 vs BUDGET FY 2017
26170	Med-Surg	4.80	4.56	4.86	5.36	4.72	4.60	5.18	4.62	-0.56	0.02
27010	Emergency Room	5.96	6.48	6.87	6.31	6.29	6.30	6.51	6.23	-0.81	-0.60
27420	Surgery	2.01	1.90	1.61	0.72	0.77	0.80	0.65	0.78	0.10	-0.05
27428	Pain Clinic	0.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27429	SPD	0.29	0.17	0.11	0.11	0.11	0.15	0.10	0.15	0.05	0.00
27500	Lab	3.92	3.99	4.54	4.70	4.78	4.70	6.28	4.62	-1.66	-0.08
27630	Diagnostic Imaging	1.57	1.73	1.79	1.81	1.85	1.85	4.01	2.00	-2.01	0.15
27680	Cat Scan	1.29	1.11	1.15	1.14	1.15	1.15	1.22	1.15	-0.07	0.00
27770	Physical Therapy	0.00	0.00	0.00	0.00	0.00	0.10	0.04	0.00	-0.04	-0.10
28282	Diamond Ski Aid	0.17	0.00	0.13	0.15	0.18	0.15	0.20	0.21	0.01	0.06
28340	Dietary	0.81	0.89	0.77	0.72	0.91	0.75	1.45	1.40	-0.05	0.65
28390	Pharmacy Overhead	0.09	0.28	0.10	0.12	0.12	0.30	0.00	0.00	0.00	-0.30
28440	Housekeeping	1.87	2.04	2.95	2.96	3.00	3.00	2.93	2.96	0.03	-0.04
28460	Engineering	0.00	0.00	0.34	0.39	0.32	0.40	0.00	0.00	0.00	-0.40
28560	Admitting	4.49	5.52	5.64	4.35	4.96	5.10	5.89	5.82	-0.07	0.72
28610	Administration	0.99	1.00	1.46	1.61	1.23	1.40	1.04	1.00	-0.04	-0.40
28700	Medical Records	0.36	0.45	0.47	0.43	0.47	1.30	0.19	0.50	0.31	-0.80
28720	Nursing Administration	1.07	0.50	0.50	0.48	0.24	1.00	1.05	1.00	-0.05	0.00
TOTAL IVCH		29.79	30.62	33.29	31.36	31.10	33.05	36.74	31.88	-4.86	-1.17
TOTAL SKILLED NURSING FACILITY		29.92	33.55	30.07	29.29	29.04	30.50	27.29	29.15	1.86	-1.35
TOTAL HOME HEALTH		6.43	7.35	6.46	6.81	7.67	7.13	8.01	7.19	-0.82	0.06
17310	Hospice	7.49	9.17	5.89	4.81	3.59	3.90	3.25	3.90	0.65	0.00
18618	Thrift Store Truckee	4.87	5.77	5.07	5.22	3.40	4.60	5.53	4.80	-0.73	0.20
18619	Thrift Store Kings Beach	2.07	2.18	2.03	1.88	1.73	2.40	1.30	1.40	0.10	-1.00
TOTAL HOSPICE AND THRIFT		14.43	17.12	12.99	11.91	8.72	10.90	10.08	10.10	0.02	-0.80
17181	Oncology Lab	1.09	1.16	1.14	1.11	0.90	1.00	1.20	1.11	-0.09	0.11
17641	Medical Oncology	11.12	18.35	18.22	17.69	19.11	20.10	22.17	23.34	1.17	3.24
17642	Radiation Oncology	0.00	5.03	4.31	4.65	3.97	3.00	2.92	3.00	0.08	0.00
TOTAL ONCOLOGY PROGRAM		12.21	24.54	23.67	23.45	23.98	24.10	26.29	27.45	1.16	3.35

TAHOE FOREST HOSPITAL DISTRICT
 TOTAL FTE SUMMARY - HISTORICAL TREND
 BUDGET FY 2018

Dept #	Dept Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	BUDGET FY 2017	FY 2017	BUDGET FY 2018	BUDGET FY 2018 vs FY 2017	BUDGET FY 2018 vs BUDGET FY 2017
TOTAL CHILDCARE CENTER		11.53	12.07	12.04	11.99	12.76	13.50	15.37	15.00	-0.37	1.50
17075	MSC - OB/GYN (11/1/17)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.42	7.42	7.42
17073	MSC - ENT/Allergy	4.18	4.55	4.21	3.04	3.33	4.00	4.03	5.44	1.41	1.44
17077	MSC - Pediatrics	8.82	9.50	9.25	9.62	8.69	11.90	11.17	13.43	2.26	1.53
17078	MSC - Surgery, General	0.32	0.00	0.00	0.00	0.00	3.00	2.33	3.33	1.00	0.33
17079	MSC - Int Med/Cardiology	9.37	8.42	10.23	13.35	12.30	14.55	15.13	18.76	3.63	4.21
17082	MSC - Urology	0.00	0.00	0.00	0.00	0.00	4.00	2.07	0.56	-1.51	-3.44
17090	MSC - Int Med/Pulmonology	5.70	5.46	6.19	6.23	4.73	5.90	5.71	7.32	1.61	1.42
17096	MSC - Gastroenterology	0.00	0.00	0.00	0.00	0.00	3.00	3.29	3.42	0.13	0.42
19530	MSC - Orthopedics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17.92	17.92	17.92
17801	MSC - Audiology	0.25	0.26	0.27	0.24	0.00	0.00	0.00	0.00	0.00	0.00
18715	MSC - Administration	7.73	9.53	11.26	8.59	4.88	5.95	5.99	7.75	1.76	1.80
18532	MSC - Business Office	7.51	9.11	8.10	7.20	8.10	8.00	7.66	5.42	-2.24	-2.58
19524	MSC - Int Med - Mt. Medical Center	2.36	3.47	1.77	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17085	TFH Clinic	3.77	4.27	4.14	5.34	5.48	5.95	3.80	2.82	-0.98	-3.13
18660	Occ Health	1.27	2.05	2.23	1.82	2.54	2.20	6.41	7.75	1.34	5.55
18664	Lab Draw MOB	0.65	0.68	0.72	0.68	0.49	0.70	0.00	0.00	0.00	-0.70
19514	Placer County	0.03	0.13	0.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27085	IVCH Clinic	0.30	0.96	1.16	1.38	3.11	2.90	4.76	8.41	3.65	5.51
29523	MSC - IVCH Int Med/Pediatrics	1.53	2.73	2.87	2.70	0.47	2.20	0.00	0.00	0.00	-2.20
57081	MSC - Sports Medicine - Winans	1.20	1.24	1.38	2.14	1.43	2.20	1.57	1.32	-0.25	-0.88
TOTAL MULTI-SPECIALTY CLINIC SERVICES		54.99	62.36	63.81	62.33	55.55	76.45	73.92	111.07	37.15	34.62
TOTAL RETAIL PHARMACY		4.67	5.59	5.30	4.31	4.23	5.00	5.41	4.57	-0.84	-0.43
18615	TFH Foundation	2.72	3.71	3.03	2.68	1.96	1.90	2.89	3.00	0.11	1.10
18653	The Gift Tree	0.00	0.00	0.00	0.00	0.06	0.00	0.09	0.80	0.71	0.80
28615	IVCH Foundation	0.49	0.00	0.00	0.03	0.53	0.80	1.42	1.50	0.08	0.70
TOTAL FOUNDATIONS		3.21	3.71	3.03	2.71	2.55	2.70	4.40	5.30	0.90	2.60
TOTAL VOLUNTEERS		0.37	0.45	0.45	0.43	0.36	0.50	0.10	0.50	0.40	0.00

TAHOE FOREST HOSPITAL DISTRICT
 TOTAL FTE SUMMARY - HISTORICAL TREND
 BUDGET FY 2018

Dept #	Dept Name	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	BUDGET FY 2017	FY 2017	BUDGET FY 2018	BUDGET FY 2018 vs FY 2017	BUDGET FY 2018 vs BUDGET FY 2017
TOTAL CENTER OPERATIONS		4.24	0.37	0.49	0.56	2.26	3.80	3.88	4.10	0.22	0.30
18010	Tahoe Institute for Rural Health Research	0.27	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18011	HRSA Grant	0.66	1.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18633	Wellness Neighborhood	0.00	0.16	0.30	1.35	2.56	3.75	3.67	3.84	0.17	0.09
18595	Innovation Fund	0.00	0.90	0.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18215	Medi-Cal PRIME Project	0.00	0.00	0.00	0.00	0.00	2.10	0.98	4.63	3.65	2.53
18216	Magnet Program	0.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL INITIATIVE PROGRAMS		0.97	2.23	0.49	1.35	2.56	5.85	4.65	8.47	3.82	2.62
18492	CPSI Conversion	1.54	1.91	0.25	1.98	0.11	0.00	0.00	0.00	0.00	0.00
18493	SOFT Upgrade - In FY2016	1.15	2.10	0.21	0.00	1.08	0.00	0.00	0.00	0.00	0.00
18494	PICIS Upgrade - In FY2016	1.50	0.84	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18465	Measure C	0.96	1.00	0.86	0.44	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL CAPITALIZED LABOR		5.15	5.85	1.47	2.42	1.19	0.00	0.00	0.00	0.00	0.00
GRAND TOTAL TFHD		502.00	561.16	551.75	552.87	557.88	598.82	644.07	671.88	27.81	73.06

Tahoe Forest Hospital District Statement of Cash Flows

The District is projecting that as of June 30, 2018 we will have approximately \$70.7 million in unrestricted cash available for the Days Cash on Hand calculation, which represents 173 days.

According to rating information provided by S&P called "U.S. Not-For-Profit Health Care Stand-Alone Ratios Signal Continued Stability Through Next Year Despite Industry Pressures", dated September 1, 2015, the following represent median ratios for Days Cash on Hand (DCOH) by rating:

AA+	402 DCOH
AA-	359 DCOH
A+	316 DCOH
A	273 DCOH
A-	203 DCOH
BBB+	208 DCOH
BBB	151 DCOH
BBB-	142 DCOH

S&P previously included TFHD in the category of "Small Hospitals", which represented organizations with less than \$90 million in annual net patient revenue. We no longer meet this criteria and would be included in the "Stand-Alone Hospitals" category going forward. We concluded our last annual review with S&P in May 2015. Due to the refinancing of the 2006 Revenue Bond, we are no longer "required" to be reviewed by S&P.

The Board Fiscal Policy states that "the District shall put forth a strong effort in every fiscal year on achieving, at a minimum, the Standard and Poor's (S&P) A- rating, targeting the median ratios of the A- rating or better". It also states, "There shall be a strong effort to maintain this minimum Days' Cash on Hand ratio to ensure appropriate cash reserves and to sustain sufficient funding for capital needs." FY 2018 DCOH falls below the A- ratio, but not below the BBB- ratio (the lowest level allowed per the Fiscal Policy).

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS

	ACTUAL FYE 2017		BUDGET FYE 2018	BUDGET 1ST QTR	BUDGET 2ND QTR	BUDGET 3RD QTR	BUDGET 4TH QTR
Net Operating Rev/(Exp) - EBIDA	\$ 19,786,405		\$ 7,189,726	\$ 4,275,535	\$ 647,014	\$ 2,066,970	\$ 200,207
Interest Income	361,479		725,902	133,000	167,700	212,601	212,601
Property Tax Revenue	6,497,384		7,681,300	391,300	-	4,375,000	2,915,000
Donations	1,537,778		890,200	25,200	225,000	275,000	365,000
Debt Service Payments	(3,553,754)		(2,678,403)	(646,808)	(414,171)	(621,671)	(995,753)
Bank of America - 2012 Muni Lease	(1,243,406)		(103,637)	(103,637)	-	-	-
Copier	(11,295)		(11,520)	(2,880)	(2,880)	(2,880)	(2,880)
2017 VR Demand Bond	(677,214)		(918,082)	(129,000)	-	(207,500)	(581,582)
2015 Revenue Bond	(1,621,839)		(1,645,164)	(411,291)	(411,291)	(411,291)	(411,291)
Physician Recruitment	-		(120,000)	(30,000)	(30,000)	(30,000)	(30,000)
Investment in Capital							
Equipment	(1,388,213)		(3,744,975)	(128,150)	(1,990,775)	(978,850)	(647,200)
Municipal Lease Reimbursement	735,082		219,363	219,363	-	-	-
GO Bond Project Personal Property	(1,175,083)		-	-	-	-	-
IT	(176,532)		(2,122,817)	(706,400)	(506,500)	(879,917)	(30,000)
Building Projects	(3,511,541)		(12,540,118)	(785,150)	(3,499,456)	(3,939,947)	(4,315,565)
Health Information/Business System	(4,478,846)		(2,050,000)	(300,000)	(300,000)	(1,450,000)	-
Capital Investments							
Properties	(2,373,193)		(1,355,000)	(475,000)	-	(450,000)	(430,000)
Measure C Scope Modifications	(1,725,552)		-	-	-	-	-
Change in Accounts Receivable	(2,134,289)	N1	304,109	(80,051)	(3,387,334)	954,231	2,817,262
Change in Settlement Accounts	(5,374,275)	N2	5,453,885	(4,585,000)	434,227	10,104,658	(500,000)
Change in Other Assets	(1,990,602)	N3	(1,962,591)	(564,504)	(980,700)	(730,786)	313,399
Change in Other Liabilities	3,242,680	N4	1,920,000	(980,000)	500,000	1,700,000	700,000
Change in Cash Balance	4,278,928		(2,189,419)	(4,236,665)	(9,134,995)	10,607,289	574,951
Beginning Unrestricted Cash	68,632,815		72,911,743	72,911,743	68,675,078	59,540,084	70,147,373
Ending Unrestricted Cash	72,911,743		70,722,324	68,675,078	59,540,084	70,147,373	70,722,324
Expense Per Day	382,387		408,686	398,334	401,944	408,656	408,686
Days Cash On Hand	191		173	172	148	172	173

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 Hospital District Capital Expenditures

The District has limited capacity to fund all capital expenditure requests for FY 2018. We recommend approval for \$21.8 million. The \$21.8 million will be funded through operations and cash reserves, and \$220,000 will be funded by donations. On the following pages is a detailed list of capital requests for FY 2018, but a summary is provided below:

1. Equipment - \$3,744,975
2. IT Computer/Software - \$2,122,817
3. Health Information (EMR)/Business Systems - \$2,050,000
4. Building projects - \$12,540,118
5. Property Investment - \$1,355,000

It is recommended that District management be provided the discretion to prioritize and approve any capital item request, provided the cash position of the District reflects the ability to do so and as long as it's within the scope described above.

In addition, we have included the District's multi-year capital plan through FY 2021.

Tahoe Forest Hospital District
 Capital Budget Funding Source
 FY 2018

	Funded by Operations	Funded by Donations	Total Capital Budget
Recommended Approved 2018 Capital Budget:			
TFH Equipment	\$ 3,021,100	\$ -	\$ 3,021,100
IVCH Equipment	636,100	-	636,100
TCHSP Equipment	87,775	-	87,775
TFH Computer/Software	2,122,817	-	2,122,817
HIS Project	2,050,000	-	2,050,000
TFH Projects - Construction/Remodel/Etc	9,979,610	220,000	10,199,610
IVCH Projects - Construction/Remodel/Etc	1,929,508	-	1,929,508
TCHSP Projects - Construction/Remodel/Etc	411,000	-	411,000
Property Investment	1,355,000	-	1,355,000
Total	<u>\$ 21,592,910</u>	<u>\$ 220,000</u>	<u>\$ 21,812,910</u>

Tahoe Forest Hospital District
Cash Flow Schedule of 2018 Capital Budget

	FY 2018	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Recommended Approved 2018 Capital Budget:					
TFH Equipment	\$ 3,021,100	\$ 128,150	\$ 1,568,075	\$ 801,625	\$ 523,250
IVCH Equipment	636,100	-	404,150	118,800	113,150
TCHSP Equipment	87,775	-	18,550	58,425	10,800
TFH Computer/Software	2,122,817	706,400	506,500	879,917	30,000
HIS Project	2,050,000	300,000	300,000	1,450,000	-
TFH Projects - Construction/Remodel/Etc	10,199,610	371,650	3,137,456	3,322,439	3,368,065
IVCH Projects - Construction/Remodel/Etc	1,929,508	408,500	331,000	442,508	747,500
TCHSP Projects - Construction/Remodel/Etc	411,000	5,000	31,000	175,000	200,000
Property Investment	1,355,000	475,000	-	450,000	430,000
Total	\$ 21,812,910	\$ 2,394,700	\$ 6,296,731	\$ 7,698,714	\$ 5,422,765

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL REQUEST LISTING BY DEPARTMENT
FY 2018 BUDGET

	Description	Qty	Justification	Total Cost	Priority Due to Age - Mission Critical	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TAHOE FOREST HOSPITAL									
6010 Intensive Care Unit									
JS	Telemetry infrastructure	1	Current system failing	\$ 40,000	Mission Critical			\$ 40,000	
JS	Gaymar Hypo/Hyperthermia Unit	1	Requested for last two years - replaces retired unit	\$ 17,500	High				\$ 17,500
6170 Med Surg									
JS	Bariatric Bed	1	Currently rented when needed. Do not currently own	\$ 25,000	High				\$ 25,000
JS	Arjo Lift	1	Current end of life and no longer serviced - regulatory requirement	\$ 6,500	Mission Critical		\$ 6,500		
KM	Medication Refrigerator	1		\$ 2,200	Mission Critical	\$ 2,200			
JS	Vital Signs monitor	2	2 machines are broken and unable to service	\$ 15,000	Mission Critical		\$ 15,000		
JS	Arjo Lift Sit to Stand	1	Currently borrowing ECCs which is at end of life unable to service.	\$ 5,500	Mission Critical		\$ 5,500		
6380 653 OB & Nursery									
KB	Medication Refrigerator	1		\$ 2,200	Mission Critical	\$ 2,200			
KB	Patient Post-Partum beds	2		\$ 10,500	Mission Critical	\$ 10,500			
KB	Dash 5000 Monitor	2	Required during resuscitation according to NRP guidelines.	\$ 57,000	Mission Critical		\$ 57,000		
6580 Skilled Nursing Facility									
JS	Arjo Lift	2	End of life, no longer serviced - regulatory requirement	\$ 13,000	Mission Critical		\$ 13,000		
JS	Arjo Sit to Stand lift	1	End of life, no longer serviced - regulatory requirement	\$ 8,300	Mission Critical		\$ 8,300		
JS	Med Carts	2	End of life, replacement	\$ 15,000	Mission Critical			\$ 15,000	
JS	Scale	1	End of life, replacement	\$ 1,500	Mission Critical		\$ 1,500		
JS	Upper Extremity Ergometer	1	For rehab room- sited by CMS for not providing this exercise	\$ 5,500	Mission Critical			\$ 5,500	
JS	Constant Care Vital Sign Machine	2	Integrated and compliant with NTT EMR 1-855-695-4525	\$ 7,000	High				\$ 7,000
RS/JS	Physiostep	1	Recumbent step machine (Specific to PT/OT with neuro/ECC rehab)	\$ 3,500	High				\$ 3,500
RS/JS	Rehab Harness system	1	Rehab Harness Package (Specific to PT/OT with neuro/ECC rehab)	\$ 3,400	High				\$ 3,400
JS	Bariatric Bed	1		\$ 25,000	Mission Critical		\$ 25,000		
7010 Emergency Dept									
JY	Massimo Radical 7	1	Current unit belongs to RT and is needed for use in other departments.	\$ 4,000	Mission Critical			\$ 4,000	
JY	Transport Monitor w/cardiac spO2 and etidal cO2	1	Patient transport	\$ 8,000	Mission Critical		\$ 8,000		
JY	Blanket Warmer	1	Replace unit sent to Northstar	\$ 7,000	Mission Critical		\$ 7,000		
7180 TC - Physical Therapy									
RS	Cardon Table	4		\$ 15,000	Mission Critical		\$ 15,000		
RS	Total Gym GTS with Rehab Essentials	1		\$ 4,500	High				\$ 4,500
RS	Rehab Harness	1		\$ 2,650	High				\$ 2,650
RS	Game Ready	1		\$ 3,150	High				\$ 3,150
RS	Physiostep	3	3 Physiostep LXT Recumbent Linear Cross Trainer. We are in need of 2 recumbent stepping machines at the TCHSP as we had 2 bikes and both broke. We are renting the other from Fitness to Co. That unit has had many complaints and is not suitable for rehab. This unit will allow for early movement for our total hip and knee joint population as well as elderly who are unable to use the bike on standing units.	\$ 8,900	High				\$ 8,900

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL REQUEST LISTING BY DEPARTMENT
FY 2018 BUDGET

	Description	Qty	Justification	Total Cost	Priority Due to Age - Mission Critical	Qtr 1	Qtr 2	Qtr 3	Qtr 4
RS	Tuff Stuff Apollo 7000	1	This multi gym unit would allow for independent quadricep/hamstring strengthening for ACL/Total knee and hip replacement rehabilitation. The feature replaces the 2 pieces of equipment that served this purpose. In addition, the unit features seated chest press, rows, and lat pulldown to help with shoulder, back rehab. The latter features replace the 3 pieces of equipment that served the same functions. In all, this unit would be a space saver and provide all the same gym features that were provided by 5 pieces of equipment.	\$ 5,960	High				\$ 5,960
RS	Tuff Stuff CSM-725WS Smith machine/Half Cage Ensemble	1	This unit would replace our current Smith rack but would offer new multiuse features that include lat pulldowns, rows, pull up bar, bench press and an adjustable cable pulley. The unit would replace the 6 pieces of Nautilus equipment that were removed with the recent internal move with PT/gym space. This piece of equipment would allow rehab patients to progress their rehabilitation for shoulder and back injuries. This unit comes with a bench that is adjustable and multiple attachments for quadricep/hamstring strengthening.	\$ 5,990	High				\$ 5,990
WB	Nustep	2	Critical to the Total Joint and Ortho rehab program and senior fitness as they provide therapeutic exercise	\$ 4,500	High				\$ 4,500
290_731 Home Health and Hospice									
JS	Wound Dressing Cart	1	Used to organize and account for dressing supplies	\$ 2,500	Mission Critical		\$ 2,500		
JS	New Subaru Forester Vehicle	1	Replacement for #1 which has close to 300,000 miles	\$ 25,000	Mission Critical			\$ 25,000	
7420 Surgical Services									
KW	Big Back Case Table	1		\$ 2,500	High				\$ 2,500
KW	Medtronic Kit Legend Stylus Motor for IPC (Ear Drill)	1	New ENT specialty equipment need. Used for ear surgery. Dr. Mancuso estimates usage of 36-40 uses per year. Would not be able to perform the specialty cases without this system.	\$ 14,350	Mission Critical		\$ 14,350		
KW	NIMS facial nerve monitoring system	1	Intraoperative nerve monitoring system used to enable surgeon to identify, confirm and monitor motor nerve function to help reduce the risk of nerve damage during various ENT procedures. May also be used for general surgeries. Estimated annual usage of 40 cases. Would not be able to perform the specialty cases without this system.	\$ 39,950	Mission Critical		\$ 39,950		
KW	Microscope for ENT	1	Existing unrepairable	\$ 15,500	Mission Critical	\$ 15,500			
KW	Bronchoscope	1	Storz bronchoscope	\$ 25,000	Mission Critical		\$ 25,000		
KW	Temperature Monitor	1		\$ 2,100	Mission Critical	\$ 2,100			
KW	Laryngoscope	1	Storz Laryngoscope	\$ 29,200	Mission Critical		\$ 29,200		
KW	Surgery waiting room furniture	1	Need replaced, uncomfortable and very worn. Patient's families are often sitting for several hours waiting for surgery completion. Reflected in our Press Ganey scores.	\$ 7,200	Mission Critical		\$ 7,200		
KW	Spider II System Beach Chair	1	The SPIDER2 Limb Positioner allows proper patient positioning for shoulder, knee and small joint arthroscopy. The integrated positioning switch eliminates the need for tedious manual adjustments and readjustments during surgery. The current shoulder positioner we have does not allow for positioning the patient outside of a lateral position. Dr. Ringnes and Dr. Dickinson both perform their shoulder repairs in a sitting position. 38 shoulder cases from April 2016-2017. Currently have been trialing different positioners and the different reps have removed their equipment from the facility.	\$ 23,325	Mission Critical		\$ 23,325		

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL REQUEST LISTING BY DEPARTMENT
FY 2018 BUDGET

	Description	Qty	Justification	Total Cost	Priority Due to Age - Mission Critical	Qtr 1	Qtr 2	Qtr 3	Qtr 4
KW	Stryker System 7	1	Need additional saw set to eliminate the need to immediate use steam sterilization on busy total joint days. Dr. Dodd is very efficient with total joints and there is not enough time to turn over instruments and this leads to Immediate Use Steam Sterilization (IUSS was formerly known as "Flashing".	\$ 94,000	Mission Critical			\$ 94,000	
7429 SPD									
KW	Velocity Incubator	1	Reduces quarantine from 4 hours to 30 minutes for instruments and scopes. This will decrease turnover between cases and improve safety.	\$ 4,800	Mission Critical	\$ 4,800			
KW	Drying Cabinet	1		\$ 4,000	Mission Critical		\$ 4,000		
KW	Tray trolley	1	Needed to load and unload instruments in and out of the washers. Current process impedes productivity while instruments cool, unable to touch wrapped instruments until completely dry or sterility is impaired. Would utilize numerous times per day.	\$ 9,500	Mission Critical		\$ 9,500		
7430 PAAS									
	N/A								
7450 Anesthesia									
KW	McGrath Video laryngoscope	1	Used for difficult/challenging intubations. Allows visualization of vocal cords. Currently all OR's but one have this instrument, would like one in each room for standardization of care.	\$ 2,500	Mission Critical		\$ 2,500		
7500 Lab									
VB	Bacterial Culture CO2 Incubator	1	Current unit 9 y/o Bottom Rusted Out	\$ 7,000	Mission Critical		\$ 7,000		
VB	Blood Typing & Screening Instrument	1	Patient Safety- Hemolytic Transfusion Reactions	\$ 80,000	Mission Critical			\$ 80,000	
VB	Blood Gases Instrument	2	Replace the 2 instruments purchased in 2009	\$ 15,000	Mission Critical		\$ 15,000		
VB	Phlebotomy Chair	1	Replace current EKG table w/multipurpose table to use as an EKG table or draw chair	\$ 5,400	Mission Critical		\$ 5,400		
VB	Reagent Refrigerator	2	Current unit is 20+ y/o & Double wide unit is 10 y/o	\$ 13,500	Mission Critical		\$ 13,500		
7593 Cardiac Rehabilitation									
SW	Treadmill	1	Cardiac Rehab	\$ 5,000	High				\$ 5,000
7630 Diagnostic Imaging									
PS	Mini C-arm	1	C-arm for Orthopedic Surgeon Mobile Fluoroscopy in OR	\$ 75,000	High			\$ 75,000	
PS	Radiographic X-Ray Unit Digital	1	FY18 early FY19 This is an OSHPD Project will need to be approved for purchase with approximately 9 months lead time before install.	\$ 400,000	High				\$ 400,000
PS	Mod Link Licenses	1	Additional connections to link PET/CT and Nuclear Medicine to allow for data to link to powerscribe 360. Insures accuracy of transferred data	\$ 6,000	Mission Critical		\$ 6,000		
PS	Digital Portable X-Ray Unit	1	Replace present Acoma potable x-ray unit which is approximately 22 years old. Present system is an analog system. Upgrade to digital platform will provide department more latitude adding capabilities to support of overall x-ray operations and meet future compliance for digital imaging needs.	\$ 250,000	Mission Critical		\$ 250,000		
PS	Automatic Image Stitching Software	1	Software allows for stitching images for Radiologists evaluation of Scoliosis and full length Leg studies. We presently have stitching software at the MOB, however, machine limitations do not provide consistent diagnostic image capabilities as this software is dated and requires manual intervention. New software will be installed at the hospital to provide appropriate environment to insure diagnostic quality imaging for all patient types	\$ 12,000	High			\$ 12,000	

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL REQUEST LISTING BY DEPARTMENT
FY 2018 BUDGET

	Description	Qty	Justification	Total Cost	Priority Due to Age - Mission Critical	Qtr 1	Qtr 2	Qtr 3	Qtr 4
PS	Mini C-Arm (for Orthopedic Surgeon Mobile fluoroscopy in OR)	1	We replaced our oldest Mini C-Arm in 2015 and kept the older unit as a back-up and also as a unit the Ortho Docs utilize in the ER for reducing fractures at the bed side. The older unit is at end of life and continues to need repairs. Parts are difficult to find. While we have a new system in the OR, the Ortho MD's and NP's feel it necessary to have the unit in the ER for bedside cases.	\$ 80,000	High			\$ 80,000	
7660 MRI									
PS	Breast coil and CAD software		Adding breast coil and CAD Software that will support Surgeons and Cancer Center Physicians request to perform breast MRI locally. This will also support the Cancer Centers plan to seek accreditation from NAPBC (National Accreditation Program for Breast Centers).	\$ 200,000	High			\$ 200,000	
PS	MRI Compatible Infusion Pump with Remote		Replace existing infusion pump due to age and parts availability	\$ 40,000	High			\$ 40,000	
7670 Ultrasound									
PS	Probe Disinfection Unit		The Probe Disinfection Unit is a new device for disinfecting endocavity and general ultrasound probes without staff being exposed to harmful highly regulated chemicals.	\$ 8,000	Mission Critical		\$ 8,000		
7632 Briner Mammography									
PS	Digital Mamo/Tomosynthesis	1	Upgrade present system to provide Tomosynthesis and Stereotactic Bx options. Presently all stereotactic Biopsy patients are referred to Reno. The Surgeons and Cancer Center have requested that we start this service. Tomosynthesis is quickly becoming the standard of practice for Mammo Screenings. Tomosynthesis is approved by Medicare for additional re-imburement in addition to the present mammo reimbursement. Reno has started installing the systems which will impact our patient population who will migrate to the new technology. Presently patients are inquiring if our facility plans to upgrade this technology. Reno (RDC) has on system presently and several to be installed soon at Saints and Renown. Sacramento (RAS) has systems throughout all their areas providing mammography services. OSHPD Project.	\$ 650,000	Mission Critical		\$ 650,000		
PS	Furniture		Replace Furniture for Briner waiting area	\$ 15,000	High			\$ 15,000	
7633 MOB DI									
PS	Digital X-ray Machine	1	Room is 19 years old and parts are becoming difficult to find. Unit has been at end of life for several years.	\$ 200,000	Mission Critical		\$ 200,000		
7672 Briner Ultrasound									
PS	Probe Disinfection Unit		The Probe Disinfection Unit is a new device for disinfecting endocavity and general ultrasound probes without staff being exposed to harmful highly regulated chemicals.	\$ 8,000	Mission Critical		\$ 8,000		
7680 CT Scan									

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL REQUEST LISTING BY DEPARTMENT
FY 2018 BUDGET

	Description	Qty	Justification	Total Cost	Priority Due to Age - Mission Critical	Qtr 1	Qtr 2	Qtr 3	Qtr 4
PS	Low Dose CT Lung Screening Software		As an additional service line for the new 128 slice CT, we will be introducing CT Low Dose Lung Screening CT Exams which is a covered Medicare exam for patients that meet the criteria. The program will require that we seek accreditation through the American College of Radiology (ACR). The software necessary to provide a consistent ranking for screening patients that will meet the ACR's guidelines is a part of the program and requires that we submit data/images for peer review and benchmarking with other facilities nationally who perform CT Low Dose Lung Screening exams. The charge per procedure is approximately 90-250.00, however, there will be a percentage of patients that will be referred for additional follow up within the system.	\$ 18,000	Mission Critical		\$ 18,000		
7720 Respiratory Therapy									
JG	Pulse Oximeter	6		\$ 7,500	High			\$ 7,500	
JG	Auto Bipap	1		\$ 4,500	High			\$ 4,500	
7760 Gastro/Intestinal									
KW	Ruhof ATP Complete	1	The Ruhof ATP Complete is a rapid cleaning efficacy monitoring tool that measures cleanliness of endoscopes. In less than 30 seconds, can quantify the cleanliness of a surface or lumen sample using adenosine triphosphate (ATP) bioluminescence. Ensuring the cleanliness of endoscopes is imperative to assure all traces of organic material are removed between uses.	\$ 1,950	Mission Critical		\$ 1,950		
7876 Sugar Bowl Clinic									
	N/A								
Cancer Center									
JM	Chairs	1		\$ 5,600	Mission Critical	\$ 5,600			
JM	Bladder Scanner	1		\$ 8,000	Mission Critical	\$ 8,000			
JM	Framing	1		\$ 2,000	Mission Critical	\$ 2,000			
JM	Cart	1		\$ 2,000	Mission Critical	\$ 2,000			
JM	Locker replacement	1	Accommodate additional lockers	\$ 3,000	Mission Critical	\$ 3,000			
8390 Pharmacy									
SC	NuAir Hood	1		\$ 13,750	Mission Critical	\$ 13,750			
8490 Children's Center									
	N/A								
8510_8651 Accounting & HR									
	Room Dividers Pioneer Center	8	Training Rooms for Epic	\$ 10,500	Mission Critical	\$ 10,500			
8750 Nursing Case Management									
	N/A								

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL REQUEST LISTING BY DEPARTMENT
FY 2018 BUDGET

	Description	Qty	Justification	Total Cost	Priority Due to Age - Mission Critical	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Multi-Specialty Clinics									
SW	EKG Machine	1	IM Cardiology	\$ 14,000	Mission Critical			\$ 14,000	
SW	EKG Machine	1	Pulmonary	\$ 14,000	Mission Critical			\$ 14,000	
SW	Spirometer Equipment	1	Pulmonary	\$ 7,000	Mission Critical			\$ 7,000	
SW	Audiometer System	1		\$ 8,125	Mission Critical			\$ 8,125	
SW	Waiting Room Chairs	?	IMCard and IM Pulm	\$ 5,000	High				\$ 5,000
SW	Linq implantable cardiac monitoring system	1	Medtronic	\$ 5,500	High				\$ 5,500
SW	Pillcam (small bowel capsule)	1	Medtronic	\$ 11,000	High			\$ 11,000	
SW	Holter Monitor System	1	Current system discontinued	\$ 18,000	Mission Critical		\$ 18,000		
9550	Retail Pharmacy								
	N/A								
Dietary									
TK	Fryer	1		\$ 11,000	High		\$ 11,000		
TK	Convection Oven	1		\$ 6,000	High				\$ 6,000
TK	Trayline	1		\$ 4,000	High				\$ 4,000
EVS									
JG	Carpet Extractor	1		\$ 3,200	High				\$ 3,200
JG	ATP Monitoring System	1		\$ 1,800	Mission Critical		\$ 1,800		
JG	Curtain Rods	?		\$ 8,100	High		\$ 8,100		
Facilities/Housing									
JG	NTO Furnishings	1		\$ 34,000	Mission Critical	\$ 34,000			
JG	Lake Properties Furnishings	1		\$ 8,000	Mission Critical	\$ 6,000	\$ 2,000		
JG	Rental Furnishings	1		\$ 6,000	Mission Critical	\$ 6,000			
Materials Management									
MR	Truck 4X4	1	Van at end of life (150,000 local miles)	\$ 50,000	High			\$ 50,000	
MR	Subaru	1	Courier vehicle	\$ 25,000	Mission Critical		\$ 25,000		
SUBTOTAL TFH				\$ 3,021,100		\$ 128,150	\$ 1,568,075	\$ 801,625	\$ 523,250
INCLINE VILLAGE COMMUNITY HOSPITAL									
7010 Emergency Room									
J1	Fukuda Monitor	1		\$ 15,000	Mission Critical		\$ 15,000		
7420 Surgery									
KW	Ultrasonic cleaning system	1	Recommended as an additional cleaning step in sterile processing. Currently, IVCH does not have an ultrasound. This would be part of a Sterile Processing remodel in IVCH.	\$ 42,300	Mission Critical			\$ 42,300	
7450 Anesthesia									
	N/A								
7500 Lab									
VB	I-Stat	1	Replace current instrument located at IVCH	\$ 10,400	Mission Critical		\$ 10,400		
VB	Microscope	1		\$ 4,700	Mission Critical		\$ 4,700		
VB	Microbiology Culture Indicator	1	Needed to improve TATs for Bacti collections at IVCH	\$ 11,500	Mission Critical		\$ 11,500		
VB	Reagent Refrigerator	2	Current unit 8 y/o	\$ 6,000	Mission Critical		\$ 6,000		
7630 Incline DI									
PS	Digital Portable X-ray Unit	1	Replace present GE potable x-ray unit which is approximately 35 years old. Upgrade to digital platform will provide department more latitude adding capabilities to support of overall x-ray operations and meet future compliance for digital imaging & reimbursement reductions.	\$ 250,000	Mission Critical		\$ 250,000		

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL REQUEST LISTING BY DEPARTMENT
FY 2018 BUDGET

	Description	Qty	Justification	Total Cost	Priority Due to Age - Mission Critical	Qtr 1	Qtr 2	Qtr 3	Qtr 4
PS	Digital Retrofit Kit	1	Upgrade present room to full digital system *Consolidated Appropriations Act of 2016* in 2018, claims for x-rays performed using CR technology will be reduced by 7%. The cuts will increase to 10% beginning in 2023. Retrofitting for this system is costly for a unit nearing end of life. Presently CAH facilities are not affected by this requirement, however, this will eventually be required of CAH facilities.	\$ 110,000	High				\$ 110,000
7770 IV PT									
RS	Game Ready	1		\$ 3,150	High				\$ 3,150
RS	Cardon Table	1		\$ 3,550	Mission Critical		\$ 3,550		
RS	Work Station/ monitor/ printer	1		\$ 1,500	High			\$ 1,500	
RS	CTS- 1500 Pathway sEMG Package	1		\$ 4,000	Mission Critical		\$ 4,000		
IV Clinic									
SW	Flex Scope	2		\$ 30,000	Mission Critical			\$ 30,000	
SW	ENT Scopes and Video Tower	1	Expand service line to IVCH Clinic	\$ 99,000	Mission Critical		\$ 99,000		
SW	Microscope	1		\$ 30,000	Mission Critical			\$ 30,000	
JI	Zoll Monitor	1	Lakeview	\$ 15,000	High			\$ 15,000	
SUBTOTAL IVCH				\$ 636,100		\$ -	\$ 404,150	\$ 118,800	\$ 113,150
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE									
7790 Truckee OT									
RS	Tuff Stuff Multi Use Machine (PT/ Wellness)	2		\$ 10,800	Mission Critical				\$ 10,800
RS	Physio Step (PT/ Wellness)	2		\$ 7,000	Mission Critical		\$ 7,000		
RS	Game Ready	1		\$ 3,150	Mission Critical		\$ 3,150		
RS	Cardon Table	1		\$ 3,550	High			\$ 3,550	
RS	Genysis Estim/ US combo unit	1		\$ 4,875	High			\$ 4,875	
RS	AlterG Treadmill (stride smart) - PT/ Wellness	1		\$ 50,000	High			\$ 50,000	
8777 Life Center Operations									
WB	Treadmill	1		\$ 5,000	Mission Critical		\$ 5,000		
WB	Upright Bike	2		\$ 3,400	Mission Critical		\$ 3,400		
SUBTOTAL TCHSP				\$ 87,775		\$ -	\$ 18,550	\$ 58,425	\$ 10,800
TFHD GRAND TOTAL				\$ 3,744,975		\$ 128,150	\$ 1,990,775	\$ 978,850	\$ 647,200
TAHOE FOREST HOSPITAL				\$ 1,983,750	MISSION CRITICAL	\$ 128,150	\$ 1,548,975	\$ 306,625	\$ -
				\$ 1,037,350	HIGH	\$ -	\$ 19,100	\$ 495,000	\$ 523,250
INCLINE VILLAGE COMMUNITY HOSPITAL				\$ 506,450	MISSION CRITICAL	\$ -	\$ 404,150	\$ 102,300	\$ -
				\$ 129,650	HIGH	\$ -	\$ -	\$ 16,500	\$ 113,150
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE				\$ 29,350	MISSION CRITICAL	\$ -	\$ 18,550	\$ -	\$ 10,800
				\$ 58,425	HIGH	\$ -	\$ -	\$ 58,425	\$ -
TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS				\$ 2,519,550	MISSION CRITICAL	\$ 128,150	\$ 1,971,675	\$ 408,925	\$ 10,800
				\$ 1,225,425	HIGH	\$ -	\$ 19,100	\$ 569,925	\$ 636,400

**TAHOE FOREST HOSPITAL DISTRICT
IT CAPITAL REQUEST LISTING BY DEPARTMENT
FY 2018 BUDGET**

Dept	Description	Qty	Justification	Cost	Priority Due to Age - Mission Critical	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
TAHOE FOREST HOSPITAL						Mission Critical, High, Med, Low				
17080	MSC - Cancer Center									
	Video Conference room		We have equipment that is failing / End of Life. This tumor Board room is very important to our success of the Cancer Center	\$ 15,000	Mission Critical		\$ 15,000			
17420	Surgery									
	Surgery - Replace end of life Anesthesia machines		Standardizing and replacing end of life Anesthesia Machines- Patient Safety	\$ 236,000	Mission Critical		\$ 236,000			
17430	Diagnostic Imaging									
	Xcelera Pacs For Cardiology		Routine software upgrade to insure system functionality and current improvements for Dictation/Results product is maintained.	\$ 109,355	Mission Critical			\$ 109,355		
	Upgrade Cardiologists Reading Stations for Xcelera Ultrasound PACS		Present systems are on old XP operating system need to upgrade to windows 7 to optimize system performance and upgrade of monitors due to present monitor age and degradation of image quality	\$ 14,000	Mission Critical			\$ 14,000		
	Update Cheryl Whittemore' s system		System age and requires system with more memory and requesting and additional monitor to be able to mirror Radiologists workstation (per EPIC)	\$ 30,000	Mission Critical		\$ 30,000			
18340	Dietary									
	Nutrition Software	1	We are not efficient with manual equip. Not up to industry standards with allergies and nutrient intake	\$ 30,000	Mission Critical				\$ 30,000	
18460	Facilities									
	Nurse Call		Add Interface and servers to new Nurse Call System	\$ 30,000	Mission Critical		\$ 30,000			
18480	IT									
	Replace IP Celerate with Singlewire		The justification is Patient safety. We have an ongoing issue with IPsession since it was first implemented. Basically if someone calls a paging zone hangs up then calls back it can create a problem for the system to where it stops sending the page to the devices that did not leave the multicast group properly before being called back or will start rejecting the page call itself. Therefore the page does not get sent back to that devices until I reset a service. We have no confidence in IPsession. The informacast system was purchased by Cisco and comes with a basic informacast license with Callmanager. We would need the advanced license. We still need to do some research to make sure that is the system we want to move to. But we need a place holder in the budget and a project to research an alternative to IPsession.	\$ 25,000	Mission Critical			\$ 25,000		
	Improve Cell Service at IVCH and TFH Dietary area		Cell service is extremely Poor at IVCH for patients, Physicians and staff	\$ 43,784	Mission Critical			\$ 43,784		
	Phone Servers		Phone Servers are EOL - as of August we will have no more maintenance available on these. We must purchase these in July and get installed before August 2017	\$ 19,000	Mission Critical		\$ 19,000			
	Security Uplift continued BOM work		Cisco Consolidated Solutions	\$ 591,778	Mission Critical			\$ 591,778		
	Wireless Access Point Replacement. Replacing EoL 3500's to 3800's	40	Currently end of life and end of software support.	\$ 55,000	Mission Critical		\$ 55,000			
	Wireless Access Point Replacement. Replacing EoL 3600's to 3800's	21	End of life and end of support as of 12/2017	\$ 20,000	Mission Critical		\$ 20,000			

**TAHOE FOREST HOSPITAL DISTRICT
IT CAPITAL REQUEST LISTING BY DEPARTMENT
FY 2018 BUDGET**

Dept	Description	Qty	Justification	Cost	Priority Due to Age - Mission Critical	Qtr 1	Qtr 2	Qtr 3	Qtr 4
	Replacement of Wireless Controllers, these control our Wi-Fi for the hospital	2	Wireless Controllers are end of life	\$ 70,000	Mission Critical		\$ 70,000		
	Replacement of Campus Core Switches	2	Supervisor Module software end of life as of 2016, Line cards end of life	\$ 60,000	Mission Critical			\$ 60,000	
	Netscaler			\$ 11,400	Mission Critical	\$ 11,400			
	Switches	5	2 Pioneer, IVCH & 2 TFH	\$ 37,500	Mission Critical	\$ 30,000	\$ 7,500		
	Call Center Software			\$ 24,000	Mission Critical		\$ 24,000		
18390	Pharmacy								
	Pyxis Upgrade & Profile Upgrade		Current machines are end of life 8/2017	\$ 665,000	Mission Critical	\$ 665,000			
18530	Pt Access								
	New MFP for Registration		Registration copier end of life ED- This one breaking down a lot	\$ 18,000	Mission Critical			\$ 18,000	
18633	Wellness Neighborhood								
	Large MFP		Current MFP end of life	\$ 18,000	Mission Critical			\$ 18,000	
	SUBTOTAL TFH			\$ 2,122,817		\$ 706,400	\$ 506,500	\$ 879,917	\$ 30,000
INCLINE VILLAGE COMMUNITY HOSPITAL									
	SUBTOTAL IVCH					\$ -	\$ -	\$ -	\$ -
	GRAND TOTAL TFHD			\$ 2,122,817		\$ 706,400	\$ 506,500	\$ 879,917	\$ 30,000
TAHOE FOREST HOSPITAL									
				\$ 2,122,817	Mission Critical	\$ 706,400	\$ 506,500	\$ 879,917	\$ 30,000
				\$ -	Medium	\$ -	\$ -	\$ -	\$ -
				\$ -	Low	\$ -	\$ -	\$ -	\$ -
				\$ 2,122,817		\$ 706,400	\$ 506,500	\$ 879,917	\$ 30,000
INCLINE VILLAGE COMMUNITY HOSPITAL									
				\$ -	Mission Critical	\$ -	\$ -	\$ -	\$ -
				\$ -	Medium	\$ -	\$ -	\$ -	\$ -
				\$ -	Low	\$ -	\$ -	\$ -	\$ -
				\$ -		\$ -	\$ -	\$ -	\$ -
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE									
				\$ -	Mission Critical	\$ -	\$ -	\$ -	\$ -
				\$ -	Medium	\$ -	\$ -	\$ -	\$ -
				\$ -	Low	\$ -	\$ -	\$ -	\$ -
				\$ -		\$ -	\$ -	\$ -	\$ -
TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS									
				\$ 2,122,817	Mission Critical	\$ 706,400	\$ 506,500	\$ 879,917	\$ 30,000
				\$ -	Medium	\$ -	\$ -	\$ -	\$ -
				\$ -	Low	\$ -	\$ -	\$ -	\$ -
				\$ 2,122,817		\$ 706,400	\$ 506,500	\$ 879,917	\$ 30,000

TFHD FY 2018 REPAIRS/MAINTENANCE/CONSTRUCTION PLAN

Item	Description	Justification	Total Project Cost	Priority	17-18 Qtr 1	17-18 Qtr 2	17-18 Qtr 3	17-18 Qtr 4
TAHOE FOREST HOSPITAL								
Engineering								
1	Fire Alarm System	Existing FAS unreliable and poorly maintained by Siemens Need A&E fees	\$ 1,371,000	Mission Critical	\$ 50,000	\$ 610,500	\$ 560,500	\$ 150,000
2	78 roof project	Leaked into Pharmacy, Surgery, Nuc Med, Imaging, X-Ray. Existing roof old and deteriorated	\$ 353,600	Mission Critical		\$ 353,600		
3	ECC roof project	Shut down ECC room. Loss of revenue for three months. Existing roof old and deteriorated	\$ 202,422	Mission Critical		\$ 202,422		
4	Fire Sprinkler Change out	Code required	\$ 15,261	Mission Critical			\$ 15,261	
5	Fire/Police Radio Amplification System	Code required system so that Fire / Police radios work inside the hospital	\$ 80,000	Mission Critical			\$ 40,000	\$ 40,000
6	1966 Bld Vacated Space/ Sprinkler Bracing	Permit the Building	\$ 155,000	Mission Critical		\$ 30,000	\$ 125,000	
7	2nd Floor Cancer Center TI's	Rural Health Care Expansion/Space Optimization Need Updated Budget	\$ 1,185,681	Mission Critical		\$ 75,000	\$ 375,000	\$ 735,681
8	3rd Floor MOB TI's	Rural Health Care Expansion/Space Optimization Need Updated Budget	\$ 869,329	Mission Critical		\$ 111,915	\$ 296,623	\$ 460,791
9	2nd Floor MOB TI's	Rural Health Care Expansion/Space Optimization Need Updated Budget	\$ 200,000	Mission Critical			\$ 50,000	\$ 150,000
10	Gender Neutral Signage	CA Law requires public single use bathrooms to be gender neutral	\$ 4,000	Mission Critical		\$ 4,000		
11	Domestic Water Tie In	Increase pressure hospital wide	\$ 294,000	Mission Critical				\$ 294,000
12	Demo/Paving Curves Bld	Additional Parking.	\$ 755,000	Mission Critical				\$ 755,000
13	First Floor Corridor Project	Fix HFAP Citation/Improve Operation	\$ 125,000	Mission Critical		\$ 25,000	\$ 100,000	
14	Pioneer Trail Phase 2	Relocate IT/Epic Training includes generator	\$ 651,006	Mission Critical		\$ 225,000	\$ 426,006	
15	MS/ECC/ASD TV Replacement	Dated equipment, labor intensive. New solution offers consistency and has reduced labor need	\$ 125,000	Mission Critical	\$ 30,000		\$ 95,000	
16	MNT Offices	Relocation of MNT	\$ 95,304	Mission Critical			\$ 95,304	
17	Security Improvements		\$ 40,000	High				\$ 40,000
18	Flooring - Eskridge, ASD, Surgery, DI, ED/Kitchen	Corridor floor upgrades	\$ 40,000	High			\$ 40,000	
19	ASD Flooring		\$ 10,000	Mission Critical			\$ 10,000	
20	Replace Automatic Transfer Switches # 5 Condense ATS 6 to ATS 5	1990's obsolete equipment.	\$ 140,000	High				\$ 140,000
21	Ditch Repair	Fix Flooding Issues	\$ 40,000	Mission Critical				\$ 40,000
22	Foundation/Administration TI	Support Admin move out of Curves	\$ 35,000	High			\$ 35,000	
23	Gas Station Acquisition		\$ 430,000	High				\$ 430,000
24	Acquisition		\$ 450,000	Mission Critical			\$ 450,000	
25	Lake House Acquisition		\$ 475,000	High	\$ 475,000			

TFHD FY 2018 REPAIRS/MAINTENANCE/CONSTRUCTION PLAN

Item	Description	Justification	Total Project Cost	Priority	17-18 Qtr 1	17-18 Qtr 2	17-18 Qtr 3	17-18 Qtr 4
Wellness								
26	Levon TIS	TI to incorporate all of current suite 240	\$ 100,000	Mission Critical			\$ 100,000	
27	Suite 240 Improvements	Critical Path for 3rd Flr MOB project. Con. \$70.2K, A&E \$41.1K, Cont. \$11.2K	\$ 122,345	Mission Critical		\$ 10,000	\$ 40,000	\$ 72,345
IM/Cardiology Improvements								
28	IM/Cardiology Improvements	Need budget & Priority	\$ 391,000	Mission Critical			\$ 97,750	\$ 293,250
PT								
29	Ice Machines (IV/Tahoe City)	Provide Ice for treatment	\$ 12,000	High			\$ 12,000	
HIM								
30	1955 Bld HIM TI's	Move HIM into current IT space (1955) includes A&E	\$ 127,993	Mission Critical			\$ 95,995	\$ 31,998
IT								
31	MPOE HVAC Project SB	Provide Cooling for SB MPOE	\$ 170,000	Mission Critical			\$ 50,000	\$ 120,000
NTO								
32	NTO Lobby TI	Increase capacity	\$ 40,000	Mission Critical		\$ 30,000	\$ 10,000	
33	NTO TI	Face lift Existing Space	\$ 125,000	Mission Critical			\$ 125,000	
Cancer Center								
34	Nitrous Oxide	New Service	\$ 25,000	Mission Critical				\$ 25,000
Imaging								
35	X Ray Replacement A&E	Obsolete Equipment	\$ 20,000	Mission Critical				\$ 20,000
36	DI Mamo replacement	Obsolete Equipment	\$ 940,032	Mission Critical	\$ 150,000	\$ 782,032	\$ 8,000	
37	MRI Chiller	Obsolete Equipment/Extensive Down	\$ 200,000	Mission Critical		\$ 200,000		
Pharmacy								
38	Retail Pharmacy	Security/HIPA	\$ 50,000	High		\$ 10,000	\$ 40,000	
39	USP 800 Pharmacy upgrades	New regulations	\$ 375,000	Mission Critical		\$ 100,000	\$ 275,000	
Med/Surg/ICU								
40	Nurse Call & PA System Replacement	Current system obsolete	\$ 360,000	Mission Critical	\$ 120,000	\$ 200,000	\$ 40,000	
41	IOB renovation for Med Surg (PT)	Med Surg to re-occupy	\$ 108,000	Mission Critical		\$ 54,000	\$ 54,000	
42	M/S - ICU Pat Rm Notifier Signs	Staff notification Patient Status	\$ 15,300	High		\$ 15,300		
Skilled Nursing Facility								
43	ECC Patient Over Bed Light Replacements	Safety Enhancements	\$ 10,000	High			\$ 10,000	
44	ECC Patient Room Remodel	4 rooms per year	\$ 25,000	High			\$ 25,000	
Child Care Center								
45	Child Care Generator - Generact	Backup Power	\$ 174,687	Mission Critical		\$ 98,687	\$ 76,000	
46	Refinish Child Care Center	Exterior Weather Protection	\$ 21,650	Mission Critical	\$ 21,650			
TOTAL TFH			\$ 11,554,610		\$ 846,650	\$ 3,137,456	\$ 3,772,439	\$ 3,798,065

TFHD FY 2018 REPAIRS/MAINTENANCE/CONSTRUCTION PLAN

Item	Description	Justification	Total Project Cost	Priority	17-18 Qtr 1	17-18 Qtr 2	17-18 Qtr 3	17-18 Qtr 4
INCLINE VILLAGE COMMUNITY HOSPITAL								
	Laboratory							
47	Laboratory Project	Issues with Cooling Control & Blood Draw Renovation (\$244,000 from foundation)	\$ 850,000	High			\$ 425,000	\$ 425,000
	Cat Scan							
48	CT Exhaust Fan	Noise and heat issues in the CT room	\$ 22,500	High				\$ 22,500
	Engineering							
49	Ice machine	Provide Ice for operations	\$ 6,000	Mission Critical		\$ 6,000		
50	Fire Sprinkler Change out	Code required	\$ 17,508	Mission Critical			\$ 17,508	
51	IVCH exterior / interior Signs	Current sign does not indicate "Emergency Entrance" drive on Alder	\$ 35,000	Mission Critical		\$ 35,000		
52	IVCH HVAC Improvements	HVAP Rm 206 Meet code Requirements	\$ 590,000	Mission Critical	\$ 400,000	\$ 190,000		
53	2nd Story Roof Repair	In very bad shape	\$ 300,000	Mission Critical				\$ 300,000
54	IVCH Exterior repair	Exterior damaged during the winter	\$ 100,000	Mission Critical		\$ 100,000		
55	2nd Med Gas Master Panel	Cited during HFAP	\$ 8,500	Mission Critical	\$ 8,500			
	TOTAL IVCH		\$ 1,929,508		\$ 408,500	\$ 331,000	\$ 442,508	\$ 747,500
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE								
	CHSP Building Operations							
56	TCPT Intrusion and Panic Alarm	Lab patient confrontation	\$ 5,000	High	\$ 5,000			
57	CHSP Ice machine	Provide Ice for operations	\$ 6,000	Mission Critical		\$ 6,000		
58	TCPT Building Expansion	Limited space needs efficiency upgrades in order to meet demand of expanding services	\$ 200,000	Mission Critical		\$ 25,000	\$ 75,000	\$ 100,000
59	CSHP Capacity/Workflow Increase	Limited space needs efficiency upgrades in order to meet demand of expanding services	\$ 200,000	High			\$ 100,000	\$ 100,000
	TOTAL TCHSP		\$ 411,000	\$ -	\$ 5,000	\$ 31,000	\$ 175,000	\$ 200,000
	GRAND TOTAL TFHD		\$ 13,895,118		\$ 1,260,150	\$ 3,499,456	\$ 4,389,947	\$ 4,745,565

TFHD FY 2018 REPAIRS/MAINTENANCE/CONSTRUCTION PLAN

Item	Description	Justification	Total Project Cost	Priority	17-18 Qtr 1	17-18 Qtr 2	17-18 Qtr 3	17-18 Qtr 4
	TAHOE FOREST HOSPITAL		\$ 10,282,310	Mission Critical	\$ 371,650	\$ 3,112,156	\$ 3,610,439	\$ 3,188,065
			\$ 1,272,300	High	\$ 475,000	\$ 25,300	\$ 162,000	\$ 610,000
			<u>\$ 11,554,610</u>		<u>\$ 846,650</u>	<u>\$ 3,137,456</u>	<u>\$ 3,772,439</u>	<u>\$ 3,798,065</u>
	INCLINE VILLAGE COMMUNITY HOSPITAL		\$ 1,057,008	Mission Critical	\$ 408,500	\$ 331,000	\$ 17,508	\$ 300,000
			\$ 872,500	High	\$ -	\$ -	\$ 425,000	\$ 447,500
			<u>\$ 1,929,508</u>		<u>\$ 408,500</u>	<u>\$ 331,000</u>	<u>\$ 442,508</u>	<u>\$ 747,500</u>
	TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE		\$ 206,000	Mission Critical	\$ -	\$ 31,000	\$ 75,000	\$ 100,000
			\$ 205,000	High	\$ 5,000	\$ -	\$ 100,000	\$ 100,000
			<u>\$ 411,000</u>		<u>\$ 5,000</u>	<u>\$ 31,000</u>	<u>\$ 175,000</u>	<u>\$ 200,000</u>
	TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS		\$ 11,545,318	Mission Critical	\$ 780,150	\$ 3,474,156	\$ 3,702,947	\$ 3,588,065
			\$ 2,349,800	High	\$ 480,000	\$ 25,300	\$ 687,000	\$ 1,157,500
			<u>\$ 13,895,118</u>		<u>\$ 1,260,150</u>	<u>\$ 3,499,456</u>	<u>\$ 4,389,947</u>	<u>\$ 4,745,565</u>

Tahoe Forest Hospital District
Multi-year Capital Plan

	BUDGET FY 2018	FY 2019	FY 2020	FY 2021
<u>INVESTMENT IN CAPITAL</u>				
Capital Equipment	3,744,975	1,395,850	1,453,750	1,368,700
IT Equipment	2,122,817	2,087,500	2,077,500	2,237,500
Health Information/Business System	2,050,000	-	-	-
Construction Projects	12,540,118	13,778,145	9,149,034	27,468,700
Property Investment	905,000	3,590,000	2,200,000	800,000
Total	<u>\$ 17,617,935</u>	<u>\$ 19,455,645</u>	<u>\$ 13,426,534</u>	<u>\$ 30,506,200</u>

**TAHOE FOREST HOSPITAL DISTRICT
CAPITAL BUDGET FOR FISCAL YEARS 2019, 2020, AND 2021**

	DESCRIPTION	QTY	FY2019	FY2020	FY2021
Tahoe Forest Hospital					
6010	Intensive Care Unit				
	SCVO2 Monitor - EMO Dynamic	1	\$ 15,000	\$ -	\$ -
	Central and Bedside Monitor Replacement	1	\$ 90,000	\$ -	\$ -
	Critical Care Beds	3	\$ 25,000	\$ 26,000	\$ 27,000
	Dept. Subtotal		\$ 130,000	\$ 26,000	\$ 27,000
6170	MedSurg				
	Standard Patient Beds	6	\$ 15,000	\$ 15,000	\$ 15,000
	Dept. Subtotal		\$ 15,000	\$ 15,000	\$ 15,000
6380	Obstetrics - Nursery				
	Delivery Panda	3	\$ 5,000	\$ 5,000	\$ 5,000
	Decked Out Panda	3	\$ 7,500	\$ 7,500	\$ 7,500
	Dept. Subtotal		\$ 12,500	\$ 12,500	\$ 12,500
6580	Extended Care				
	Oxygen Concentrator	1	\$ -	\$ -	\$ 4,000
	Patient Lift	1	\$ -	\$ -	\$ 5,500
	Dept. Subtotal		\$ -	\$ -	\$ 9,500
7010	Emergency Dept				
	Gurney's	2	\$ 15,000	\$ -	\$ 15,000
	Pediatric Scale	1	\$ -	\$ -	\$ 3,000
	Tonometers w/Slit Lamps	4	\$ -	\$ -	\$ 26,000
	Stretcher's	2	\$ 5,500	\$ -	\$ 5,500
	Exam Tables	3	\$ 2,100	\$ 2,600	\$ 3,100
	Dept. Subtotal		\$ 22,600	\$ 2,600	\$ 52,600
7085	Health Clinic				
	Exam Table	3	\$ 2,100	\$ 2,600	\$ 3,100
	Dept. Subtotal		\$ 2,100	\$ 2,600	\$ 3,100
7180	TC Physical Therapy				
	Upright Bike	1	\$ 1,700	\$ -	\$ -
	Treadmills	2	\$ 5,500	\$ -	\$ -
	Dept. Subtotal		\$ 7,200	\$ -	\$ -
7290	Home Health				
	Car	3	\$ 28,000	\$ 30,000	\$ 32,000
	Dept. Subtotal		\$ 28,000	\$ 30,000	\$ 32,000
7420	Surgical Services				
	Stryker Mattress	5	\$ 7,500	\$ -	\$ 7,500
	Accumax Premium Convertible Mattress and Pumps	1	\$ -	\$ -	\$ 60,000
	HANA Table Upgrade	1	\$ 8,500	\$ -	\$ -
	HANA Table	1	\$ -	\$ -	\$ 100,000
	Fracture Table	1	\$ -	\$ -	\$ 95,000
	OR Table	1	\$ -	\$ -	\$ 27,500
	Flyte Helmet System	1	\$ 11,500	\$ -	\$ -
	Laparoscope Holder	1	\$ 12,500	\$ -	\$ -
	Spectrum Pumps	1	\$ -	\$ -	\$ 200,000
	Arthroscopy Cart	1	\$ -	\$ -	\$ 35,000
	Centurion Vision System	1	\$ -	\$ 116,000	\$ -
	ORA w/ Verifeye Plus	1	\$ -	\$ 80,000	\$ -
	Urology Equipment & Instrumentation	1	\$ -	\$ 200,000	\$ -
	ESU	1	\$ 12,500	\$ -	\$ -
	Sinus Seeker	1	\$ 3,500	\$ -	\$ -
	Small Bone Drill, Footswitch, & Attachment	1	\$ -	\$ -	\$ 131,000
	Bookwalter type Retractor	1	\$ 12,500	\$ -	\$ -

**TAHOE FOREST HOSPITAL DISTRICT
CAPITAL BUDGET FOR FISCAL YEARS 2019, 2020, AND 2021**

	DESCRIPTION	QTY	FY2019	FY2020	FY2021
	Urology Equipment	1	\$ 100,000	\$ -	\$ -
	Dept. Subtotal		\$ 168,500	\$ 396,000	\$ 656,000
7429	SPD				
	500 Series trolley	2	\$ 4,400	\$ -	\$ -
	SMART Transport Trolley	1	\$ 3,500	\$ -	\$ -
	Dept. Subtotal		\$ 7,900	\$ -	\$ -
7430	PAAS				
	Resuscitation Cart	1	\$ 3,850	\$ -	\$ -
	Procedure Table for Pain Clinic	1	\$ 17,500	\$ -	\$ -
	Vital Sign Machine	3	\$ 7,000	\$ -	\$ -
	Gurneys	6	\$ 14,000	\$ 14,000	\$ 14,000
	Electric Scale	1	\$ 4,100	\$ -	\$ -
	Defibrillator	1	\$ 16,500	\$ -	\$ -
	Dept. Subtotal		\$ 62,950	\$ 14,000	\$ 14,000
7450	Anesthesia				
	Syringe Pumps	2	\$ 8,000	\$ -	\$ -
	Anesthesia Machine	4	\$ 130,000	\$ 75,000	\$ 80,000
	Dept. Subtotal		\$ 138,000	\$ 75,000	\$ 80,000
7500	Lab				
	Platelet Function Analyzer	1	\$ 12,500	\$ -	\$ -
	Immuno Assay	1	\$ 40,000		
	Osometer	1	\$ 13,500		
	Bacterial Culture Incubator	1	\$ 5,000	\$ -	\$ -
	Blood Culture Instrument	1	\$ -	\$ 55,000	\$ -
	Blood Gas Analyzer	1	\$ -	\$ -	\$ 8,000
	Immuno Assay moleculaire	1	\$ -	\$ 100,000	\$ -
	Coagulation Instrument	1	\$ -	\$ 60,000	\$ -
	Dept. Subtotal		\$ 71,000	\$ 215,000	\$ 8,000
7593	Cardiac Rehabilitation				
	Rower	2	\$ 1,250	\$ 1,300	\$ -
	Bike Equipment	2	\$ 1,250	\$ 1,300	\$ -
	Treadmill	3	\$ 7,500	\$ 13,000	\$ -
	NuStep	4	\$ 10,000	\$ 11,000	\$ 6,000
	Dept. Subtotal		\$ 20,000	\$ 26,600	\$ 6,000
7630-7680	All Imaging Services				
7630	ModLink Web Forms Software	1	\$ 5,750	\$ -	\$ -
7632	Blanket Warmer		\$ 6,000		
7632	Stereotactic Table	1	\$ -	\$ 250,000	\$ -
7632	Mammography Dual Monitors	1	\$ -	\$ 17,500	\$ -
7632	Furniture	1	\$ 15,000	\$ -	\$ -
7632	Penrad Software Upgrade	1	\$ 35,000	\$ -	\$ -
7650	Dose Calibrator	1	\$ -	\$ -	\$ 6,000
7660	MRI Vital Signs Monitor	1	\$ -	\$ 75,000	\$ -
7670	Biopsy System Comprehensive Tray	1	\$ -	\$ -	\$ 35,000
7670	Cart for ABI System	1	\$ 7,500	\$ -	\$ -
7670	Laptop for ABI System	1	\$ 2,500	\$ -	\$ -
7670	Echo Cardiogram Machine Upgrade	1	\$ -	\$ -	\$ 130,000
7672	Ultrasound Equipment	1	\$ 250,000	\$ -	\$ -
	Dept. Subtotal		\$ 321,750	\$ 342,500	\$ 171,000
7760	Gastro/Intestinal				
	Gastroscope	3	\$ 33,000	\$ 35,000	\$ 37,000

**TAHOE FOREST HOSPITAL DISTRICT
CAPITAL BUDGET FOR FISCAL YEARS 2019, 2020, AND 2021**

	DESCRIPTION	QTY	FY2019	FY2020	FY2021
	Colonoscope	3	\$ 40,000	\$ 42,000	\$ 44,000
	Argon Beam Coagulator for GI Colonoscopy	1	\$ -	\$ -	\$ 40,000
	Esophageal Motility Equipment	1	\$ 68,000	\$ -	\$ -
	Dept. Subtotal		\$ 141,000	\$ 77,000	\$ 121,000
7876	Sugar Bowl Clinic				
	Vital Signs Monitor	1	\$ -	\$ 3,350	\$ -
	Dept. Subtotal		\$ -	\$ 3,350	\$ -
8430	Dietary				
	Alto Sham Oven	1	\$ -	\$ 7,500	\$ -
	2-Door Freezer - Side by Side	1	\$ -	\$ -	\$ 4,500
	Ice & Water Maker/Dispenser	1	\$ -	\$ -	\$ 5,000
	Tray Caddy with Doors	1	\$ -	\$ -	\$ 8,000
	Griddle/Broiler	1	\$ -	\$ 4,000	\$ -
	2-Door Refrigerator for Café	1	\$ -	\$ 3,500	\$ -
	Beverage Refrigerator	1	\$ -	\$ 8,500	\$ -
	Dept. Subtotal		\$ -	\$ 23,500	\$ 17,500
8440	EVS and Offsite housing				
	Floor Stripper	1	\$ -	\$ 7,800	\$ -
	Dept. Subtotal		\$ -	\$ 7,800	\$ -
8480	Information Technology (IT)				
	Dept. Subtotal		\$ -	\$ -	\$ -
8490	Children's Center				
	Tire Swing	1	\$ -	\$ 3,750	\$ -
	Furniture	1	\$ 2,700	\$ 2,900	\$ 3,100
	Dept. Subtotal		\$ 2,700	\$ 6,650	\$ 3,100
8660	Occ Health				
	Audiometer	1	\$ 16,000	\$ -	\$ -
	Pulmonary Function Machine	1	\$ 7,500	\$ -	\$ -
	Exam Tables	6	\$ 2,000	\$ 2,500	\$ 3,000
	Dept. Subtotal		\$ 25,500	\$ 2,500	\$ 3,000
8750	Nursing Case Management				
	Rolling Locking Cabinet	1	\$ -	\$ 3,000	\$ -
	Dept. Subtotal		\$ -	\$ 3,000	\$ -
	Multi-Specialty Clinics				
9513	ENT - Miscellaneous Equipment	3	\$ 26,875	\$ 5,500	\$ 7,500
9521	IM/Pulm - Miscellaneous Equipment	3	\$ 5,000	\$ 5,500	\$ 7,500
9525	IM/Cardiology - Miscellaneous Equipment	3	\$ 48,450	\$ 5,500	\$ 7,500
9525	Peds - Miscellaneous Equipment	3	\$ 13,250	\$ 5,500	\$ 7,500
29523	IM/Peds - Miscellaneous Equipment	3	\$ 5,000	\$ 5,500	\$ 7,500
	Dept. Subtotal		\$ 98,575	\$ 27,500	\$ 37,500
	TFH Dept Subtotal		\$ 1,275,275	\$ 1,309,100	\$ 1,259,300
	InclineVillage Community Hospital				
26170	Beds, Over Bed Tables, Night Stands	3	\$ 12,000	\$ 14,000	\$ 16,000
27010	Pyxis remote manager	1	\$ -	\$ 3,400	\$ -
27010	iPad Replacement	4	\$ 6,000	\$ -	\$ -
27420	Stirrups for Urology	1	\$ 8,000	\$ -	\$ -
27420	Mitek Graft Prep Tray	1	\$ -	\$ 7,250	\$ -
27420	Laparoscopic Insufflator	1	\$ 7,000	\$ -	\$ -
27420	General Surgical Instruments	1	\$ -	\$ 45,000	\$ -
27500	Blood Culture Instrument	1	\$ 25,000	\$ -	\$ -
27500	Cyto centrifuge	1	\$ 10,000	\$ -	\$ -

**TAHOE FOREST HOSPITAL DISTRICT
CAPITAL BUDGET FOR FISCAL YEARS 2019, 2020, AND 2021**

	DESCRIPTION	QTY	FY2019	FY2020	FY2021
27500	I-Stat Instrument	1	\$ -	\$ -	\$ 14,000
27500	Refrigerator (Blood)	1	\$ -	\$ 5,500	\$ -
27500	Refrigerator (Reagents)	1	\$ 6,000	\$ -	\$ -
27500	Microscope	1	\$ -	\$ 10,500	\$ -
27500	Blood Bank Refrigerator	1	\$ -	\$ -	\$ 12,500
27500	Processing Centrifuge	1	\$ -	\$ -	\$ 7,900
27770	Pilates	3	\$ 12,500	\$ 13,000	\$ 13,500
27770	Treatment Table	1	\$ 3,600	\$ -	\$ -
27770	E-stim Unit	2	\$ 4,875	\$ 5,500	\$ -
	IVCH Dept. Subtotal		\$ 94,975	\$ 104,150	\$ 63,900
Tahoe Center for Health and Sports Performance					
57770	Miscellaneous Equipment	3	\$ 12,500	\$ 15,000	\$ 17,500
57790	Miscellaneous Equipment	2	\$ 4,000	\$ 5,500	\$ 5,500
58777	Miscellaneous Equipment	3	\$ 9,100	\$ 20,000	\$ 22,500
	CHSP Dept. Subtotal		\$ 25,600	\$ 40,500	\$ 45,500
Tahoe Forest Health System Grand Total			\$ 1,395,850	\$ 1,453,750	\$ 1,368,700

**Capital Budget Request
Three Year Capital FY 2019-2021**

Description	Justification	Dept	Add,New Replace	High- Med- Low Priority	Cost	QTR	Year
FY2019							
Intellispace PACS Upgrade	Routine software upgrade to insure system functionality and current improvements for PACS system is maintained.	17630	Upgrade	H	\$ 30,000.00	1	2019
Intellispace ISP Upgrade	Routine software upgrade to insure system functionality and current improvements for 3D software is maintained.	17630	Upgrade	H	\$ 30,000.00	2	2019
Nuance Dictation Upgrade	Routine software upgrade to insure system functionality and current improvements for Dictation/Results product is maintained.	17630	Upgrade	H	\$ 7,500.00	3	2019
District EMR		18480	A	M	\$ 1,000,000.00	2,3	2019
Departmental Upgrades	Software and Hardware upgrades/ Replacement of obsolete equipment	18480	N/A	H	\$ 200,000.00	1,2	2019
Clinical System enhancements and upgrades	Improve Clinical Systems	18480	N/A/R	H	\$ 500,000.00	1,2,3,4	2021
HIE	Connect to Health Information Exchange	18480	N	H	\$ 100,000.00	1,2,3,4	2019
Risk Program	Replace Quantros	18480	R/N	H	\$ 40,000.00	3	2019
District Projects	Unknown Contingency	18480	N/A/R	H	\$ 100,000.00	1,2,3,4	2019
Interfaces	Interfaces	18480	A	M	\$ 30,000.00	2	2019
Multi-Specialty Growth	MSC Growth	18715	N/A	H	\$ 50,000.00	1,2,3,4	2019
Total					\$ 2,087,500.00		
FY2020							
Intellispace PACS Upgrade	Routine software upgrade to insure system functionality and current improvements for PACS system is maintained.	17630	Upgrade	H	\$ 30,000.00	1	2020
Intellispace ISP Upgrade	Routine software upgrade to insure system functionality and current improvements for 3D software is maintained.	17630	Upgrade	H	\$ 30,000.00	2	2020
Nuance Dictation Upgrade	Routine software upgrade to insure system functionality and current improvements for Dictation/Results product is maintained.	17630	Upgrade	H	\$ 7,500.00	3	2020
Departmental Upgrades	Software and Hardware upgrades/ Replacement of obsolete equipment	18480	N/A	H	\$ 200,000.00	1,2	2019
Off Line Storage	Legacy System Retirement and Archiving off from production storage array	18480	Replace	M	\$ 60,000.00	Q3	2020
District EMR		18480	A	M	\$ 1,000,000.00	2,3	2019
Secure Texting	For Staff - Clinical areas	18480	N	H	\$ 50,000.00		2020
Interfaces	Systems upgrades	18480	N/A	H	\$ 50,000.00	2	2020
Clinical System enhancements and upgrades	Improve Clinical Systems	18480	N/A/R	H	\$ 500,000.00	1,2,3,4	2021
Multi-Specialty Growth	MSC Growth	18480	N/A	H	\$ 50,000.00	1,2,3,4	2020
District Projects	Unknown Contingency	18480	N/A/R	H	\$ 100,000.00	1,2,3,4	2020
Total					\$ 2,077,500.00		

**Capital Budget Request
Three Year Capital FY 2019-2021**

Description	Justification	Dept	Add,New Replace	High- Med- Low Priority	Cost	QTR	Year
FY2021							
Intellispace PACS Upgrade	Routine software upgrade to insure system functionality and current improvements for PACS system is maintained.	17630	Upgrade	H	\$ 30,000.00	1	2021
Intellispace ISP Upgrade	Routine software upgrade to insure system functionality and current improvements for 3D software is maintained.	17630	Upgrade	H	\$ 30,000.00	2	2021
Nuance Dictation Upgrade	Routine software upgrade to insure system functionality and current improvements for Dictation/Results product is maintained.	17630	Upgrade	H	\$ 7,500.00	3	2021
District Projects	Unknown Contingency	18480	N/A/R	H	\$ 100,000.00	1,2,3,4	2021
District EMR		18480	A	M	\$ 1,000,000.00	2,3	2019
Interfaces	Interfaces	18480	A	M	\$ 30,000.00	2	2021
Departmental Upgrades	Software and Hardware upgrades/ Replacement of obsolete equipment	18480	N/A	H	\$ 200,000.00	1,2	2019
Departmental Project requests	Director requests for projects	18480	N/A/R	H	\$ 140,000.00	1,2,3,4	2021
Clinical System enhancements and upgrades	Improve Clinical Systems	18480	N/A/R	H	\$ 500,000.00	1,2,3,4	2021
Community EMR	Community EMR	18480	N/A/R	H	\$ 200,000.00	1	2021
Total					\$ 2,237,500.00		

TFHD 10 YEAR MASTER PLAN

Item	Description	Justification	Project Cost	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
TAHOE FOREST HOSPITAL													
1	Ortho Building Phase 2&3 Expansion	Adding additional Patient rooms(Current Budget \$459 - Estimate \$25K for first phase)	\$ 434,000	\$ 434,000									
2	2nd Floor Cancer Center TI's	Rural Health Care Expansion/Space Optimaization Need Updated Budget (Construction Starting Spring of 2018) Includes A&E &	\$ 5,541,440	\$ 5,541,440									
3	3rd Floor MOB TI's	Rural Health Care Expansion/Space Optimaization Need Updated Budget Rural Health Care Expansion/Space Optimaization Need Updated Budget (Construction Starting Spring of 2018)	\$ 2,564,205	\$ 2,564,205									
4	TFH SignageMaster Plan	Update Signage	\$ 30,000	\$ 30,000									
5	Day Tank for Underground Storage Tank	Existing Day Tank does not meet codes and could cause diesel fuel leak. ** Combine with 66 Bld	\$ 300,000		\$ 300,000								
6	2nd Floor MOB TI's	Rural Health Care Expansion/Space Optimaization Need Updated Budget	\$ 3,453,000	\$ 500,000	\$ 2,953,000								
7	1966 Bld Admin TI's (Option 1)	Administration building											
8	1966 Bld Admin Replacement's (Option 2)	Administration building	\$ 26,822,000		\$ 750,000	\$ 22,798,700	\$ 3,273,300						
9	Hospice House rebuild	Outdated	\$ 300,000			\$ 300,000							
10	Property Acquisition	Present Value	\$ 1,000,000					\$ 500,000			\$ 500,000		
11	Property Acquisition	Present Value	\$ 1,450,000	\$ 1,450,000									
12	Property Acquisition	Present Value	\$ 1,340,000	\$ 1,340,000									
13	Property Acquisition	Present Value	\$ 900,000		\$ 900,000								
14	Property Acquisition	Present Value	\$ 500,000		\$ 500,000								
15	Property Acquisition	Present Value											
16	Property Acquisition	Present Value	\$ 500,000				\$ 500,000						
17	Property Acquisition: New Housing (\$400,000/unit)	Present Value	\$ 4,000,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000					
18	Parking Structure	Present Value	\$ 4,500,000				\$ 4,500,000						
19	New Ortho/Wellness/PT Building	Present Value	\$ 30,000,000			\$ 2,000,000	\$ 21,000,000	\$ 7,000,000					
20	New TFH Services Building	Present Value	\$ 23,000,000					\$ 2,000,000	\$ 18,000,000	\$ 3,000,000			
21	New TFH Services Building	Present Value											
22	Property Acquisition	Present Value	\$ 575,000								\$ 575,000		
23	Moves to Support Construction		\$ 160,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 10,000						
TOTAL TFH			\$ 107,369,645	\$ 12,709,645	\$ 6,253,000	\$ 25,948,700	\$ 30,083,300	\$ 10,300,000	\$ 18,000,000	\$ 3,000,000	\$ 1,075,000	\$ -	\$ -
INCLINE VILLAGE COMMUNITY HOSPITAL													
24	IVCH Site Improvements		\$ 436,034		\$ 436,034								
TOTAL IVCH			\$ 436,034	\$ -	\$ 436,034	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GRAND TOTAL TFHD			\$ 107,805,679	\$ 12,709,645	\$ 6,689,034	\$ 25,948,700	\$ 30,083,300	\$ 10,300,000	\$ 18,000,000	\$ 3,000,000	\$ 1,075,000	\$ -	\$ -

TFHD 10 YEAR REPAIRS/MAINTENANCE/CONSTRUCTION FORECAST

Item	Description	Justification	Cost	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
TAHOE FOREST HOSPITAL													
1	Isolation Tent Replacement	Current are worn out	\$ 10,000	\$ 10,000									
2	Equipment Yard Security	Physical Barriers to essential utilities electrical and natural gas	\$ 25,000	\$ 25,000									
3	1990 Building Penthouse	1990 Penthouse - Redo Stucco	\$ 15,000	\$ 15,000									
4	Quality Services Building Sewer Line	Potential Sewer Line Leak	\$ 6,000	\$ 6,000									
5	Refinish HR Building	Exterior Weather Protection	\$ 15,000	\$ 15,000									
6	Refinish Warehouse	Exterior Weather Protection	\$ 7,000	\$ 7,000									
7	Home Health Hospice Carpet & Paint	Interior Upgrade requested for old/worn carpet and wall paint	\$ 15,000	\$ 15,000									
8	Med/Surg Sink/Counter Top replacement	Infection control hazard/deteriorated	\$ 70,000	\$ 70,000									
9	Decontam HVAC Upgrades	Cannot Maintain Cooling	\$ 50,000	\$ 50,000									
10	South Building Patient Lights	Light controls to bed controls	\$ 10,000	\$ 10,000									
11	Vaccum Pump Rebuild	30000 HR Rebuild	\$ 18,000	\$ 18,000									
12	Exhaust Fan	Energy Conservation Measure (4 year return on investment)	\$ 50,000	\$ 50,000									
13	Security Improvements	Internal Access, Cameras	\$ 400,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
14	MOB MSCs Interior Upgrade	All MOB MSCs in need of carpet, paint, linoleum, and general clean up	\$ 1,000,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
15	Outlying Property Repairs		\$ 750,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
16	Apartments siding/roofing repairs	Apartments in very poor condition	\$ 150,000	\$ 150,000									
17	Medical oncology TI	Provide Patient Privacy	\$ 30,000	\$ 30,000									
18	Main Lobby Floor Surface	Floor surface deteriorating	\$ 80,000	\$ 80,000									
19	ECC Patient Room Remodel	8 rooms per year	\$ 10,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000					
20	ECC Patient Over Bed Light Replacements	Safety Enhancements TVs obsolete	\$ 40,000	\$ 20,000	\$ 20,000								
21	Refinish 78 & 90 Building interiors	Interiors heavily Worn	\$ 120,000	\$ 120,000									
22	Replace Breakers	Pending New Law	\$ 150,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000					
23	Replace Ambulance Door	Parts Obsolete	\$ 30,000		\$ 30,000								
24	Cancer Fire Alarm System Replacement	Parts no longer sold 2018	\$ 700,000		\$ 700,000								
25	Replace Remaining Nurse Call	End of useful life	\$ 350,000	\$ 350,000									
26	Facilities BMS Upgrades	Efficiency and Continuity (\$1.5-\$2M total project)	\$ 2,000,000		\$ 680,000			\$ 660,000	\$ 660,000				
27	Domestic Hot Water Replacement		\$ 75,000			\$ 75,000							
28	Steam Line Replacement		\$ 200,000						\$ 200,000				
29	Civil Site and sequencing gear		\$ 43,000	\$ 43,000									
30	Replace Steam Boilers	End of Life in 2025	\$ 600,000						\$ 600,000				
	TOTAL TFH		\$ 17,009,000	\$ 3,329,000	\$ 3,675,000	\$ 2,320,000	\$ 2,245,000	\$ 2,905,000	\$ 1,675,000	\$ 215,000	\$ 215,000	\$ 215,000	\$ 215,000
INCLINE VILLAGE COMMUNITY HOSPITAL													
31	IVCH Corridor Doors	Existing doors dated given 2005 ED remodel doors across corridor	\$ 25,000	\$ 25,000									
32	Surgery doors/floors, SPD Remodel	Decontamination Requirements	\$ 650,000	\$ 650,000									
33	Boiler Replacement	30 yr old boilers, no alternative fuel source	\$ 150,000	\$ 150,000									
34	Replace Automatic Transfer Switches	1970's obsolete equipment	\$ 70,000	\$ 70,000									
35	HVAC Automation	HVAC Controls for Heating & A/C	\$ 35,000	\$ 35,000									
36	Dry Cooler Flush		\$ 6,000	\$ 6,000									
37	Heat Tape Installation		\$ 40,000	\$ 40,000									

TFHD 10 YEAR REPAIRS/MAINTENANCE/CONSTRUCTION FORECAST

Item	Description	Justification	Cost	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
38	Lounge carpet Replacement		\$ 2,500	\$ 2,500									
39	1st Floor Ice Machine Replacement		\$ 6,000	\$ 6,000									
40	Vaccum Pump Replacement	Outdated Equipment	\$ 80,000	\$ 80,000									
41	Imaging Door Replacement	Warped	\$ 15,000	\$ 15,000									
42	Replace Automatic Transfer Switches	1970's obsolete equipment.	\$ 100,000		\$ 100,000								
43	Empo room DX Unit	Additional Cooling	\$ 40,000		\$ 40,000								
44	Replace Heating Hot Water Pumps	Dated Equipment	\$ 15,000		\$ 15,000								
45	Chiller Pump Motor Upgrades	Variable Speed/Energy Efficiency	\$ 30,000		\$ 30,000								
46	BMS Upgrade	Update Building Control System	\$ 350,000		\$ 350,000								
47	Replace Fire Alarm System	Parts no longer sold 2018	\$ 450,000		\$ 450,000								
TOTAL IVCH			\$ 2,064,500	\$ 1,079,500	\$ 985,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE													
48	CSHP Capacity/Workflow Increase	Limited space needs efficiency upgrades in order to meet demand of expanding services	\$ 250,000	\$ 250,000									
TOTAL TCHSP			\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GRAND TOTAL TFHD			\$ 19,323,500	\$ 4,658,500	\$ 4,660,000	\$ 2,320,000	\$ 2,245,000	\$ 2,905,000	\$ 1,675,000	\$ 215,000	\$ 215,000	\$ 215,000	\$ 215,000

Tahoe Forest Hospital District Ratio Analysis and Financial Forecasts

Within this section you will find the District Standard and Poor's ratio calculations since 2009 through Budget 2018, the Median Ratios for the Stand- Alone Hospitals ranging from BBB- to AA+, and the definitions of each ratio (how it's calculated, what it means and if the trend should be up or down).

Also in this section you will find a 10 year forecasts for Tahoe Forest Hospital District's Balance Sheet, Income Statement, Statement of Cash Flows, and Ratio's. The forecasts demonstrates what the District's cash position would look like based upon EBIDA amounts, pressure from future capital investment requirements, and the impact of future additional debt for the facility master plan and construction projects.

TAHOE FOREST HOSPITAL DISTRICT
SUMMARY OF FINANCIAL STATEMENTS AND RATIO ANALYSIS (000's OMITTED)

	2009	2010	2011	2012	2013	2014	2015	2016	2017	Budget 2018
Net Patient Revenue	\$96,471	\$92,423	\$94,323	\$99,795	\$101,567	\$107,664	\$118,955	\$130,395	\$148,296	\$145,973
Tax Revenue	6,555	6,223	7,824	8,048	10,705	9,647	10,310	10,177	12,877	11,676
Other Operating Revenue	7,024	6,335	6,596	6,711	6,142	6,711	6,984	8,026	9,327	8,063
Total Operating Revenues	110,050	104,981	108,743	114,554	118,414	124,022	136,249	148,598	170,500	165,712
Total Operating Expenses	106,348	97,034	103,074	107,636	117,918	125,658	135,176	137,933	153,188	164,943
Income from Operations	3,702	7,947	5,669	6,918	496	(1,636)	1,073	10,665	17,312	769
Net Nonoperating Income	2,051	1,559	740	1,079	1,079	987	1,060	1,464	1,061	1,509
Excess of Revenue Over Expenses	5,753	9,506	6,409	7,997	1,575	(649)	2,133	12,129	18,373	2,278
Add Depreciation & Amortization Expense	5,696	5,304	5,372	4,966	7,239	8,642	9,613	10,280	10,897	11,923
Add Interest Expense on Revenue Debt	2,234	2,140	1,922	1,819	1,836	1,751	1,620	1,408	1,260	1,187
Add Interest Expense on GO Debt	1,307	1,217	2,945	2,665	2,612	3,639	3,639	2,653	2,720	3,850
Less GO Bond Ad Valorem Taxes	(1,600)	(1,590)	(2,918)	(3,223)	(4,987)	(4,744)	(4,829)	(4,715)	(5,562)	(3,995)
Less Unrestricted Ad Valorem Taxes	(4,955)	(4,633)	(4,906)	(4,825)	(5,717)	(4,902)	(5,481)	(5,462)	(7,315)	(7,681)
Impairment losses	0	0	0	0	5,679	0	0	0	0	0
EBIDA	\$14,990	\$18,167	\$16,648	\$17,447	\$13,262	\$13,383	\$17,005	\$26,470	\$33,250	\$19,238
Operating EBIDA	\$12,939	\$16,608	\$15,908	\$16,368	\$12,183	\$12,396	\$15,945	\$25,006	\$32,189	\$17,729
EBIDA Margin	13.6%	17.3%	15.3%	15.2%	11.2%	10.8%	12.5%	17.8%	19.5%	11.6%
Operating EBIDA Margin	11.8%	15.8%	14.6%	14.3%	10.3%	10.0%	11.7%	16.8%	18.9%	10.7%
Operating Margin	3.4%	7.6%	5.2%	6.0%	0.4%	-1.3%	0.8%	7.2%	10.2%	0.5%
Excess Margin	5.2%	9.1%	5.9%	7.0%	1.3%	-0.5%	1.6%	8.2%	10.8%	1.4%
MADS Coverage Ratio - No Go Bond	3.28x	4.97x	5.39x	4.04x	3.08x	3.47x	4.76x	7.41x	9.31x	5.38x
MADS Coverage Ratio	2.38x	1.88x	2.05x	1.55x	1.20x	1.21x	1.69x	2.64x	3.31x	1.98x
Cash and Cash Equivalents	\$18,579	\$16,324	\$16,019	\$16,839	\$10,345	\$10,316	\$11,497	\$12,744	\$11,668	\$12,577
Board Designated Assets	23,688	39,024	38,919	40,408	34,202	41,414	41,830	55,889	61,244	58,145
Total Unrestricted Cash	\$42,267	\$55,348	\$54,938	\$57,247	\$44,547	\$51,730	\$53,327	\$68,633	\$72,912	\$70,722
Daily Cash Requirements	\$276	\$251	\$268	\$281	\$303	\$321	\$344	\$350	\$390	\$419
Days' Cash on Hand	153.3	220.2	205.2	203.5	146.9	161.4	155.0	196.2	187.0	168.7
Net Other Long-term Debt	\$43,094	\$41,357	\$36,771	\$35,347	\$37,592	\$35,347	\$31,571	\$29,238	\$29,374	\$28,358
Net GO Bond Long-term Debt	\$29,400	\$29,400	\$72,400	\$72,400	\$98,495	\$98,445	\$100,225	\$104,111	\$104,098	\$103,123
Unrestricted Net Assets	76,868	86,673	93,227	100,419	96,603	96,509	98,315	110,385	129,899	132,177
Total Capital	\$149,362	\$157,430	\$202,398	\$208,166	\$232,690	\$230,301	\$230,111	\$243,734	\$263,371	\$263,658
Unrestricted Cash to L-T Debt - No GO Bond	98.1%	133.8%	149.4%	162.0%	118.5%	146.3%	168.9%	234.7%	248.2%	249.4%
Unrestricted Cash to L-T Debt	58.3%	78.2%	50.3%	53.1%	32.7%	38.7%	40.5%	51.5%	54.6%	53.8%
L-T Debt to Capitalization - No GO Bond	35.9%	32.3%	28.3%	26.0%	28.0%	26.8%	24.3%	20.9%	18.4%	17.7%
L-T Debt to Capitalization	48.5%	44.9%	53.9%	51.8%	58.5%	58.1%	57.3%	54.7%	50.7%	49.9%
Net Accounts Receivable	\$14,866	\$12,975	\$15,289	\$16,045	\$22,808	\$21,125	\$17,870	\$16,299	\$18,184	\$18,796
Net Patient Revenue	\$96,471	\$92,423	\$94,323	\$99,795	\$101,567	\$107,664	\$118,955	\$130,395	\$148,296	\$145,973
Days in Accounts Receivable	56	51	59	59	82	72	55	30	30	31

Standard & Poor's Stand-Alone All Hospitals Median Ratios

Comparatives for
Tahoe Forest Hospital District

	Standard & Poor's Stand-Alone All Hospitals Median Ratios							Comparatives for Tahoe Forest Hospital District			
	BBB-	BBB	BBB+	A-	A	A+	AA-	AA+	BBB- Good	Better	AA+ Best
EBIDA Margin	10.2%	10.8%	11.6%	11.5%	12.9%	15.4%	14.7%	16.1%	10.2%	12.8%	16.1%
Operating EBIDA Margin	8.6%	8.5%	8.7%	9.8%	9.9%	12.0%	10.9%	13.4%	8.6%	10.0%	13.4%
Operating Margin	1.5%	0.4%	1.8%	3.0%	2.5%	4.3%	4.6%	6.0%	1.5%	2.8%	6.0%
Excess Margin	2.8%	2.5%	4.0%	5.1%	5.8%	7.8%	7.9%	9.4%	2.8%	5.5%	9.4%
Days' Cash on Hand	141.7	150.9	207.9	202.6	273.1	316.0	358.5	401.8	141.7	251.5	401.8
Days in Accounts Receivable	50.1	47.1	46.1	47.2	50.2	49.6	50.0	51.8	50.1	48.4	51.8
L-T Debt to Capital	39.4%	35.5%	31.8%	32.6%	28.8%	24.5%	23.4%	19.4%	39.4%	29.4%	19.4%
MADS Coverage Ratio (x)	2.7	2.8	3.3	3.8	4.8	5.7	5.7	7.4	2.7	4.4	7.4
Unrestricted Cash to Debt	102.2%	101.1%	157.4%	149.9%	187.2%	221.7%	260.1%	331.2%	102.2%	179.6%	331.2%

U.S. Not-For-Profit Health Care Stand-Alone Ratios - September 1, 2015

Ratio	Calculation, Definition, and Meaning	Trend
EBIDA Margin	<p>Net income before interest, depreciation, and amortization expense / total operating revenue</p> <p>Measures total cash flow before financial costs (interest). Example: A 7% EBIDA means that each dollar of total operating revenue generates roughly \$.07 in cash flow before any interest expense is paid.</p>	Up
Operating EBIDA Margin	<p>Operating income (income from operations) before interest, depreciation and amortization / total operating revenue</p> <p>Measures operating cash flow before financial costs (interest).</p>	Up
Operating Margin	<p>Operating income / total operating revenue</p> <p>Measures operating profitability. Example: A Margin of 2% means that each dollar of operating revenue generates \$.02 in profits. Typically is a better measure of the sustainable profitability of an organization.</p>	Up
Excess Margin	<p>Net income / total operating revenue</p> <p>Measures overall profitability.</p>	Up
Days' Cash on Hand	<p>Unrestricted cash reserves / [(operating expense minus depreciation and amortization expense)/365]</p> <p>Measures the number of days the organization could continue to pay its average daily cash obligations without new cash resources becoming available.</p>	Up
Days in Accounts Receivable	<p>Net patient accounts receivable / net patient revenue</p> <p>Measures the average time an organization takes to collect its receivables. The quicker receivables are converted into cash, the more liquid the organization is.</p>	Down
L-T Debt to Capital	<p>Long-term debt / (unrestricted net assets+long-term debt)</p> <p>Ratio measures the proportion of debt financing in a business's permanent (long-term) financing mix. This ratio best measures a business's true capital structure.</p>	Down
MADS Coverage Ratio (x)	<p>Net available for debt service (EBIDA) / maximum annual debt service</p> <p>Measures the number of dollars of cash flow available to make the maximum existing debt payment per dollar of debt expense (principal and interest). This ratio recognizes that (1) cash flow pays the bills and (2) debt expense includes principal repayments as well as interest expense.</p>	Up
Unrestricted Cash to Debt	<p>Unrestricted cash reserves / long-term debt</p> <p>Measures the ability of current cash and near-cash holdings to meet a business's debt obligations.</p>	Up
Average Age of Plant (years)	<p>Accumulated depreciation / Depreciation expense</p> <p>Measures the average age (in years) of an organization's fixed assets. The lower the value, the newer a business's buildings and equipment. It usually means the organization is using current technology and that it will not need to make large capital expenditures in the near future.</p>	Down

	PRE-AUDIT 2017	BUDGET 2018	PROJECTED 2019	PROJECTED 2020	PROJECTED 2021	PROJECTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026	PROJECTED 2027
ASSETS											
CURRENT ASSETS											
* CASH	\$ 11,667,604	\$ 12,260,582	\$ 12,624,162	\$ 13,015,314	\$ 13,419,468	\$ 13,837,072	\$ 14,268,595	\$ 14,714,521	\$ 15,175,350	\$ 15,651,602	\$ 16,143,816
PATIENT ACCOUNTS RECEIVABLE - NET	18,183,704	17,879,595	19,660,743	20,633,847	21,618,317	22,292,056	22,600,477	22,837,915	22,991,890	23,048,409	22,991,801
OTHER RECEIVABLES	4,196,127	4,342,992	4,494,997	4,652,322	4,815,153	4,983,683	5,158,112	5,338,646	5,525,499	5,718,891	5,919,052
GO BOND RECEIVABLES	252,615	252,615	252,615	252,615	252,615	252,615	252,615	252,615	252,615	252,615	252,615
ASSETS LIMITED OR RESTRICTED	5,837,348	5,837,348	5,837,348	5,837,348	5,837,348	5,837,348	5,837,348	5,837,348	5,837,348	5,837,348	5,837,348
INVENTORIES	2,999,559	3,089,546	3,182,232	3,277,699	3,376,030	3,477,311	3,581,631	3,689,079	3,799,752	3,913,744	4,031,157
PREPAID EXPENSES & DEPOSITS	1,459,013	1,488,194	1,517,958	1,548,317	1,579,283	1,610,869	1,643,086	1,675,948	1,709,467	1,743,656	1,778,529
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	9,998,482	4,544,597	3,000,000	3,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
TOTAL CURRENT ASSETS	54,594,452	49,695,468	50,570,054	52,217,461	51,398,213	52,790,954	53,841,863	54,846,072	55,791,920	56,666,265	57,454,318
NON CURRENT ASSETS											
ASSETS LIMITED OR RESTRICTED:											
* CASH RESERVE FUND	61,244,140	58,461,742	53,998,015	58,958,220	53,073,303	41,716,031	47,256,126	43,479,524	52,291,608	58,608,030	60,508,521
BANC OF AMERICA MUNICIPAL LEASE	246,537	-	-	-	-	-	-	-	-	-	-
TOTAL BOND TRUSTEE 2017	19,761	19,761	19,761	19,761	19,761	19,761	19,761	19,761	19,761	19,761	19,761
TOTAL BOND TRUSTEE 2015	1,316,800	1,316,800	1,316,800	1,316,800	1,316,800	1,316,800	1,316,800	1,316,800	1,316,800	1,316,800	1,316,800
GO BOND PROJECT FUND	1	1	1	1	1	1	1	1	1	1	1
GO BOND TAX REVENUE FUND	3,976,560	3,976,560	3,976,560	3,976,560	3,976,560	3,976,560	3,976,560	3,976,560	3,976,560	3,976,560	3,976,560
DIAGNOSTIC IMAGING FUND	3,179	3,179	3,179	3,179	3,179	3,179	3,179	3,179	3,179	3,179	3,179
DONOR RESTRICTED FUND	1,084,498	1,084,498	1,084,498	1,084,498	1,084,498	1,084,498	1,084,498	1,084,498	1,084,498	1,084,498	1,084,498
WORKERS COMPENSATION FUND	7,237	7,237	7,237	7,237	7,237	7,237	7,237	7,237	7,237	7,237	7,237
TOTAL	67,898,712	64,869,777	60,406,050	65,366,255	59,481,338	48,124,066	53,664,161	49,887,559	58,699,644	65,016,066	66,916,556
LESS CURRENT PORTION	(5,837,348)	(5,837,348)	(5,837,348)	(5,837,348)	(5,837,348)	(5,837,348)	(5,837,348)	(5,837,348)	(5,837,348)	(5,837,348)	(5,837,348)
TOTAL ASSETS LIMITED OR RESTRICTED - NET	62,061,364	59,032,430	54,568,703	59,528,908	53,643,991	42,286,718	47,826,814	44,050,212	52,862,296	59,178,718	61,079,209
NONCURRENT ASSETS AND INVESTMENTS:											
INVESTMENT IN TSC, LLC	(301,864)	(541,864)	-	-	-	-	-	-	-	-	-
PROPERTY HELD FOR FUTURE EXPANSION	836,353	836,353	836,353	836,353	836,353	836,353	836,353	836,353	836,353	836,353	836,353
PROPERTY & EQUIPMENT, CIP NET	164,619,578	173,954,632	182,764,237	185,482,212	205,073,181	228,394,710	232,468,871	242,887,724	236,720,016	228,499,480	219,074,839
TOTAL ASSETS	281,809,883	282,977,018	288,739,346	298,064,933	310,951,737	324,308,734	334,973,901	342,620,360	346,210,584	345,180,816	338,444,719
DEFERRED OUTFLOW OF RESOURCES:											
DEFERRED LOSS ON DEFEASANCE	504,250	465,462	426,674	387,885	349,097	310,308	271,520	232,731	193,943	155,155	116,366
ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DERIVAT	1,548,299	1,548,299	1,548,299	1,548,299	1,548,299	1,548,299	1,548,299	1,548,299	1,548,299	1,548,299	1,548,299
DEFERRED OUTFLOW OF RESOURCES ON REFUNDING	6,267,544	5,993,087	5,698,631	5,414,174	5,129,718	4,845,262	4,560,805	4,276,349	3,991,892	3,707,436	3,422,980
GO BOND DEFERRED FINANCING COSTS	491,302	468,087	444,873	421,658	398,444	375,229	352,014	328,800	305,585	282,371	259,156
DEFERRED FINANCING COSTS	199,733	187,250	174,767	162,283	149,800	137,316	124,833	112,350	99,866	87,383	74,900
TOTAL DEFERRED OUTFLOW OF RESOURCES	\$ 9,011,128	\$ 8,652,185	\$ 8,293,242	\$ 7,934,300	\$ 7,575,357	\$ 7,216,414	\$ 6,857,471	\$ 6,498,528	\$ 6,139,586	\$ 5,780,643	\$ 5,421,700
TOTAL ASSETS	\$ 290,821,011	\$ 291,629,203	\$ 297,032,588	\$ 305,999,233	\$ 318,527,094	\$ 331,525,148	\$ 341,831,371	\$ 349,118,888	\$ 352,350,169	\$ 350,961,458	\$ 343,866,419
LIABILITIES											
CURRENT LIABILITIES											
ACCOUNTS PAYABLE	\$ 6,584,687	\$ 5,834,687	\$ 5,986,023	\$ 6,141,479	\$ 6,301,171	\$ 6,465,217	\$ 6,633,740	\$ 6,806,867	\$ 6,984,727	\$ 7,167,455	\$ 7,355,187
ACCRUED PAYROLL & RELATED COSTS	13,028,752	13,641,836	14,119,301	14,613,476	15,124,948	15,654,321	16,202,222	16,769,300	17,356,226	17,963,694	18,592,423
INTEREST PAYABLE	415,333	502,432	475,328	447,345	418,452	388,619	357,811	325,995	293,136	259,196	224,138
INTEREST PAYABLE GO BOND	1,553,417	1,542,031	1,526,854	1,508,937	1,484,927	1,455,135	1,417,344	1,379,979	1,328,036	1,272,724	1,213,911
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	47,577	47,577	47,577	47,577	47,577	47,577	47,577	47,577	47,577	47,577	47,577
HEALTH INSURANCE PLAN	1,211,751	1,289,012	1,353,463	1,421,136	1,492,193	1,566,803	1,645,143	1,727,400	1,813,770	1,904,458	1,999,681
WORKERS COMPENSATION PLAN	1,703,225	1,703,225	1,745,806	1,789,451	1,834,187	1,880,042	1,927,043	1,975,219	2,024,599	2,075,214	2,127,095
COMPREHENSIVE LIABILITY INSURANCE PLAN	858,290	896,913	937,274	979,451	1,023,526	1,069,585	1,117,716	1,168,014	1,220,574	1,275,500	1,332,897
CURRENT MATURITIES OF GO BOND DEBT	975,000	1,145,000	1,330,000	1,530,000	1,735,000	1,965,000	2,220,000	2,470,000	2,760,000	3,055,000	3,370,000
CURRENT MATURITIES OF OTHER LONG TERM DEBT	1,015,790	1,399,206	1,443,947	1,490,233	1,538,117	1,587,659	1,638,918	1,691,957	1,746,842	1,803,638	1,862,416
TOTAL CURRENT LIABILITIES	27,393,821	28,001,919	28,965,572	29,969,085	31,000,098	32,079,957	33,207,514	34,362,307	35,575,487	36,824,455	38,125,325
NONCURRENT LIABILITIES											
OTHER LONG TERM DEBT NET OF CURRENT MATURITIES	28,358,252	26,959,046	25,515,099	24,024,866	22,486,749	20,899,090	19,260,172	17,568,215	15,821,373	14,017,735	12,155,319
GO BOND DEBT NET OF CURRENT MATURITIES	103,627,185	102,947,647	102,044,320	100,902,206	99,516,302	97,861,611	95,913,130	93,675,862	91,109,805	88,209,959	84,956,325
DERIVATIVE INSTRUMENT LIABILITY	1,548,299	1,548,299	1,548,299	1,548,299	1,548,299	1,548,299	1,548,299	1,548,299	1,548,299	1,548,299	1,548,299
TOTAL LIABILITIES	160,927,556	159,456,910	158,073,290	156,444,456	154,551,448	152,388,956	149,929,115	147,154,682	144,054,963	140,600,448	136,785,268
NET ASSETS											
NET INVESTMENT IN CAPITAL ASSETS	128,808,957	131,087,795	137,874,800	148,470,280	162,891,149	178,051,695	190,817,759	200,879,708	207,210,709	209,276,512	205,996,653
RESTRICTED	1,084,498	1,084,498	1,084,498	1,084,498	1,084,498	1,084,498	1,084,498	1,084,498	1,084,498	1,084,498	1,084,498
TOTAL NET POSITION	\$ 129,893,454	\$ 132,172,292	\$ 138,959,298	\$ 149,554,778	\$ 163,975,646	\$ 179,136,192	\$ 191,902,257	\$ 201,964,206	\$ 208,295,206	\$ 210,361,010	\$ 207,081,151
TOTAL LIABILITIES AND NET POSITION	\$ 290,821,011	\$ 291,629,203	\$ 297,032,588	\$ 305,999,233	\$ 318,527,094	\$ 331,525,148	\$ 341,831,371	\$ 349,118,888	\$ 352,350,169	\$ 350,961,458	\$ 343,866,419

**TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUE AND EXPENSE**

	PRE-AUDIT FYE 6/30/17	BUDGET FYE 6/30/18	PROJECTED FYE 6/30/19	PROJECTED FYE 6/30/20	PROJECTED FYE 6/30/21	PROJECTED FYE 6/30/22	PROJECTED FYE 6/30/23	PROJECTED FYE 6/30/24	PROJECTED FYE 6/30/25	PROJECTED FYE 6/30/26	PROJECTED FYE 6/30/27
OPERATING REVENUE											
Total Gross Revenue	\$ 252,487,430	\$ 262,988,209	\$ 289,506,418	\$ 318,954,792	\$ 351,672,352	\$ 382,671,826	\$ 410,659,883	\$ 440,755,700	\$ 473,121,333	\$ 507,931,475	\$ 545,374,451
Gross Revenues - Inpatient											
Daily Hospital Service	23,458,129	23,727,218	24,913,579	26,159,258	27,467,221	28,840,582	30,282,611	31,798,741	33,386,578	35,055,907	36,808,703
Ancillary Service - Inpatient	48,242,736	48,278,160	50,692,068	53,226,671	55,888,005	58,682,405	61,616,525	64,897,352	67,932,219	71,328,830	74,895,272
Total Gross Revenue - Inpatient	71,700,865	72,005,378	75,605,647	79,385,929	83,355,226	87,522,987	91,899,136	96,494,093	101,318,798	106,384,738	111,703,975
Gross Revenue - Outpatient	180,786,565	190,982,831	213,900,771	239,568,863	268,317,127	295,148,839	318,760,747	344,261,606	371,802,535	401,546,738	433,670,477
Total Gross Revenue - Outpatient	180,786,565	190,982,831	213,900,771	239,568,863	268,317,127	295,148,839	318,760,747	344,261,606	371,802,535	401,546,738	433,670,477
Deductions from Revenue:											
Contractual Allowances	102,525,813	105,995,903	123,921,577	144,500,656	168,114,969	192,500,887	216,846,617	243,757,435	273,485,097	306,305,189	342,519,325
Charity Care	7,903,223	8,503,864	9,361,344	10,313,573	11,371,513	12,373,898	13,278,906	14,252,071	15,298,631	16,424,235	17,634,974
Bad Debt	(1,460,537)	3,214,838	3,539,004	3,898,988	4,298,937	4,677,882	5,020,016	5,387,915	5,783,561	6,209,090	6,666,803
Prior Period Settlements	(4,777,099)	(700,000)	-	-	-	-	-	-	-	-	-
Total Deductions from Revenue	104,191,400	117,014,605	136,821,925	158,713,218	183,785,419	209,552,668	235,145,540	263,397,421	294,567,289	328,938,514	366,821,101
Other Operating Revenue	9,326,948	8,063,220	8,184,168	8,306,931	8,431,535	8,558,008	8,686,378	8,816,674	8,948,924	9,083,158	9,219,405
Wellness Neighborhood-RPT, Grants, Donations	765,715	1,135,872	1,152,910	1,170,204	1,187,757	1,205,573	1,223,657	1,242,012	1,260,642	1,279,551	1,298,745
TOTAL OPERATING REVENUE	158,388,693	155,172,696	162,021,571	169,718,709	177,506,225	182,882,740	185,424,378	187,416,964	188,763,609	189,355,670	189,071,500
OPERATING EXPENSES											
Salaries, Wages & Benefits	67,779,744	70,969,203	73,453,125	76,023,984	78,684,824	81,438,793	84,289,151	87,239,271	90,292,645	93,452,888	96,723,739
Benefits Workers Compensation	1,243,957	646,564	662,728	679,296	696,279	713,686	731,528	749,816	768,561	787,775	807,470
Benefits Medical Insurance	7,012,379	7,459,489	7,832,463	8,224,087	8,635,291	9,067,056	9,520,408	9,996,429	10,496,250	11,021,063	11,572,116
Professional Fees	22,626,576	25,109,836	25,863,131	26,639,025	27,438,196	28,261,342	29,109,182	29,982,457	30,881,931	31,808,389	32,762,641
Supplies	19,429,823	20,001,278	20,601,316	21,219,356	21,855,937	22,511,615	23,186,963	23,882,572	24,599,049	25,337,021	26,097,131
Purchased Services	12,997,855	15,400,992	15,709,012	16,023,192	16,343,656	16,670,529	17,003,940	17,344,018	17,690,899	18,044,717	18,405,611
Other	7,220,537	8,395,604	8,521,538	8,649,361	8,779,102	8,910,788	9,044,450	9,180,117	9,317,818	9,457,586	9,599,449
TOTAL OPERATING EXPENSE	138,310,870	147,982,966	152,643,314	157,458,301	162,433,283	167,573,807	172,885,621	178,374,680	184,047,154	189,909,438	195,968,157
NET OPERATING REV(EXP) EBIDA	\$ 20,077,822	\$ 7,189,730	\$ 9,378,257	\$ 12,260,408	\$ 15,072,942	\$ 15,308,933	\$ 12,538,757	\$ 9,042,284	\$ 4,716,455	\$ (563,768)	\$ (6,896,657)
NON-OPERATING REVENUE											
District and County Taxes	6,549,416	6,545,015	6,796,808	7,057,754	7,328,180	7,608,421	7,898,828	8,199,760	8,511,591	8,834,710	9,169,516
District and County Taxes - GO Bond	5,561,486	3,994,573	4,997,485	5,155,033	5,303,627	5,463,283	5,629,183	5,789,423	5,957,676	6,120,600	6,295,150
Interest Income	620,873	850,408	1,060,835	1,165,888	1,439,471	1,496,087	1,388,828	1,691,930	1,745,821	2,192,676	2,599,087
Interest Income - GO Bond	363	-	-	-	-	-	-	-	-	-	-
Donations	785,614	899,000	1,213,650	1,638,428	1,966,113	1,966,113	1,966,113	1,966,113	1,966,113	1,966,113	1,966,113
Gain/(Loss) on Joint Venture	(345,235)	(240,000)	-	-	-	-	-	-	-	-	-
Depreciation	(10,897,238)	(11,922,663)	(12,041,890)	(12,162,309)	(12,283,932)	(12,406,771)	(12,530,839)	(12,656,147)	(12,782,708)	(12,910,536)	(13,039,641)
Interest Expense	(1,260,265)	(1,187,449)	(950,655)	(894,889)	(836,905)	(777,238)	(715,622)	(651,990)	(586,272)	(518,392)	(448,277)
Interest Expense - GO Bond	(2,719,610)	(3,849,776)	(3,667,485)	(3,625,033)	(3,568,627)	(3,498,283)	(3,409,183)	(3,319,423)	(3,197,676)	(3,065,600)	(2,925,150)
TOTAL NON-OPERATING REVENUE	(1,704,598)	(4,910,892)	(2,591,252)	(1,664,928)	(652,073)	(148,387)	227,307	1,019,665	1,614,546	2,619,571	3,616,798
EXCESS REVENUE(EXPENSE)	\$ 18,373,224	\$ 2,278,838	\$ 6,787,005	\$ 10,595,480	\$ 14,420,869	\$ 15,160,546	\$ 12,766,064	\$ 10,061,949	\$ 6,331,000	\$ 2,065,803	\$ (3,279,859)

RETURN ON GROSS REVENUE EBIDA	8.0%	2.7%	3.2%	3.8%	4.3%	4.0%	3.1%	2.1%	1.0%	-0.1%	-1.3%
RETURN ON EQUITY	16.5%	1.8%	5.1%	7.6%	9.6%	9.2%	7.1%	5.2%	3.1%	1.0%	-1.6%
RETURN ON EQUITY (excluding donations)	15.8%	1.1%	4.2%	6.4%	8.3%	8.0%	6.0%	4.2%	2.2%	0.0%	-2.5%
INPATIENT REV AS A % OF GROSS REV	28.4%	27.4%	26.1%	24.9%	23.7%	22.9%	22.4%	21.9%	21.4%	20.9%	20.5%
OUTPATIENT REV AS A % OF GROSS REV	71.6%	72.6%	73.9%	75.1%	76.3%	77.1%	77.6%	78.1%	78.6%	79.1%	79.5%
CONTRACTUAL ADJ AS A % OF GROSS REV	40.6%	40.3%	42.8%	45.3%	47.8%	50.3%	52.8%	55.3%	57.8%	60.3%	62.8%
CHARITY CARE AS A % OF GROSS REV	3.1%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%
BAD DEBT AS A % OF GROSS REV	-0.6%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%
SALARIES, WAGES & BEN AS A % OF NET REV	42.8%	45.7%	45.3%	44.8%	44.3%	44.5%	45.5%	46.5%	47.8%	49.4%	51.2%
WORKERS COMP AS A % OF NET REV	0.8%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%
MEDICAL INSURANCE AS A % OF NET REV	4.4%	4.8%	4.8%	4.8%	4.9%	5.0%	5.1%	5.3%	5.6%	5.8%	6.1%
PROFESSIONAL FEES AS A % OF NET REV	14.3%	16.2%	16.0%	15.7%	15.5%	15.5%	15.7%	16.0%	16.4%	16.8%	17.3%
SUPPLIES AS A % OF NET REV	12.3%	12.9%	12.7%	12.5%	12.3%	12.3%	12.5%	12.7%	13.0%	13.4%	13.8%
PURCHASED SVCS AS A % OF NET REV	8.2%	9.9%	9.7%	9.4%	9.2%	9.1%	9.2%	9.3%	9.4%	9.5%	9.7%
OTHER AS A % OF NET REV	4.6%	5.4%	5.3%	5.1%	4.9%	4.9%	4.9%	4.9%	4.9%	5.0%	5.1%
Expense Per Day	382,387	408,686	420,805	433,844	447,316	461,236	475,620	490,484	505,845	521,720	538,127

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS - 10 YEAR FORECAST - NO NEW DEBT

	ACTUAL FYE 2017	BUDGET FYE 2018	PROJECTED FYE 2019	PROJECTED FYE 2020	PROJECTED FYE 2021	PROJECTED FYE 2022	PROJECTED FYE 2023	PROJECTED FYE 2024	PROJECTED FYE 2025	PROJECTED FYE 2026	PROJECTED FYE 2027
Net Operating Rev/(Exp) - EBIDA	\$ 19,786,405	\$ 7,189,726	\$ 9,378,257	\$ 12,260,408	\$ 15,072,942	\$ 15,308,933	\$ 12,538,757	\$ 9,042,284	\$ 4,716,455	\$ (553,768)	\$ (6,896,657)
Interest Income	361,479	725,902	1,008,228	1,139,625	1,371,075	1,481,933	1,415,643	1,616,154	1,732,348	2,080,962	2,497,484
Property Tax Revenue	6,497,384	7,681,300	6,885,216	7,031,660	7,301,137	7,580,397	7,869,787	8,169,666	8,480,408	8,802,398	9,136,035
Donations	1,537,778	890,200	1,182,185	1,595,950	1,933,344	1,966,113	1,966,113	1,966,113	1,966,113	1,966,113	1,966,113
Debt Service Payments	(3,553,754)	(2,678,403)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)
Bank of America - 2012 Muni Lease	(1,243,406)	(103,637)	-	-	-	-	-	-	-	-	-
Copier Lease	(11,295)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)
2002 Revenue Bond	(677,214)	(918,082)	-	-	-	-	-	-	-	-	-
2015 Revenue Bond	(1,621,839)	(1,645,164)	-	-	-	-	-	-	-	-	-
New Debt	-	-	-	-	-	-	-	-	-	-	-
Physician Recruitment	-	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)
Investment in Capital	-	-	-	-	-	-	-	-	-	-	-
Equipment	(1,388,213)	(3,744,975)	(1,395,850)	(1,453,750)	(1,368,700)	(1,400,000)	(1,400,000)	(1,400,000)	(1,400,000)	(1,400,000)	(1,400,000)
Municipal Lease Reimbursement	735,082	219,363	-	-	-	-	-	-	-	-	-
GO Bond Project Personal Property	(1,175,083)	-	-	-	-	-	-	-	-	-	-
IT	(176,532)	(2,122,817)	(2,087,500)	(2,077,500)	(2,237,500)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Building Projects	(3,511,541)	(12,540,118)	(13,778,145)	(9,149,034)	(27,468,700)	(31,028,300)	(11,905,000)	(19,675,000)	(3,215,000)	(215,000)	(215,000)
Health Information/Business System	(4,478,846)	(2,050,000)	-	-	-	-	-	-	-	-	-
Capital Investments	-	-	-	-	-	-	-	-	-	-	-
Funding from New Debt	-	-	-	-	-	-	-	-	-	-	-
Properties	(2,373,193)	(1,355,000)	(3,590,000)	(2,200,000)	(800,000)	(1,300,000)	(1,300,000)	-	-	(1,075,000)	-
Measure C Scope Modifications	(1,725,552)	-	-	-	-	-	-	-	-	-	-
Change in Accounts Receivable	(2,134,289)	N1 304,109	(1,781,148)	(973,104)	(984,471)	(673,739)	(308,421)	(237,438)	(153,975)	(56,518)	56,607
Change in Settlement Accounts	(5,374,275)	N2 5,453,885	1,544,597	-	2,500,000	-	-	-	-	-	-
Change in Other Assets	(1,990,602)	N3 (1,962,591)	(585,378)	83,767	133,767	86,624	85,349	208,183	198,322	327,492	365,546
Change in Other Liabilities	3,242,680	N4 1,920,000	(749,089)	(775,144)	(802,138)	(830,109)	(859,089)	(889,119)	(920,238)	(952,485)	(985,904)
Change in Cash Balance	4,278,928	(2,189,419)	(4,100,147)	5,351,357	(5,480,764)	(10,939,668)	5,971,618	(3,330,676)	9,272,913	6,792,675	2,392,705
Beginning Unrestricted Cash	68,632,815	72,911,743	70,722,324	66,622,177	71,973,534	66,492,771	55,553,103	61,524,721	58,194,045	67,466,958	74,259,633
Ending Unrestricted Cash	72,911,743	70,722,324	66,622,177	71,973,534	66,492,771	55,553,103	61,524,721	58,194,045	67,466,958	74,259,633	76,652,338
Expense Per Day	382,387	408,686	418,903	429,376	440,110	451,113	462,391	473,951	485,799	497,944	510,393
Days Cash On Hand	191	173	159	168	151	123	133	123	139	149	150

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.