



TAHOE FOREST HOSPITAL DISTRICT

2018-08-09 Special Meeting of the Board of Directors

Thursday, August 9, 2018 at 1:00 p.m.

Eskridge Conference Room - Tahoe Forest Hospital

10121 Pine Avenue, Truckee, CA 96161

Meeting Book - 2018-08-09 Special Meeting of the Board of Directors

08/09/18 Special Meeting

AGENDA

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6. ADJOURN



SPECIAL MEETING OF THE BOARD OF DIRECTORS

AGENDA

Thursday, August 9, 2018 at 1:00 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 2019 Budget** ♦ ATTACHMENT

Board of Directors will review and consider for approval the FY2019 budget.

5.2. **TFHD 3 Year Capital Plan – FY2020-2022** ♦ ATTACHMENT

Board of Directors will review and consider for approval the FY2020-2022 Capital Plan.

6. **ADJOURN**

The next regularly scheduled meeting of the Board of Directors of Tahoe Forest Hospital District is August 23, 2018 at 221 Fairway Drive, Tahoe City, 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 2019**

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Operating & Capital Budget, and Ratio Analysis & Financial Forecasts
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**Tahoe Forest Hospital District
Operating and Capital Budget, and Financial Forecasts
Fiscal Year 2018-2019**

Executive Summary

**FY 2019 IS A CONTINUATION OF OUR IMPORTANT STRATEGIC JOURNEY
FOCUSING ON THE CRITICAL PRIORITIES FROM 2016 TO 2018 AND ON THE
ANTICIPATED CRITICAL PRIORITIES WHICH LOOK FORWARD TO 2021.**

As your CEO, I am very pleased with the hard work this entire team including all providers and volunteers have accomplished to date from 2016 to 2018. We have really focused on completing about 7 to 10 years' worth of critical topics and performance results per year, during each of these last 3 years.

We have seen the Net Worth or Equity of this Health System grow from \$99 million after 66 years of service at 6/30/15 to approximately \$137 million just three years later at 6/30/18 based on our FY 18 unaudited results.

We have seen provider office visits grow from approximately 47,000 visits in FY 15 to approximately 68,000 visits in FY 18. We have also seen our percentage of OP Gross Revenues grow from approximately 66% in FY 15 to over 74% at the end of FY 18. This is a critical improvement that all forward looking health systems are striving for.

We have one of the very lowest Total IP Discharges per 1000 population per year performance levels in the US, in both of our primary service areas in the Truckee region and in our Incline Village region. Both are at approximately 40 Total IP Discharges per 1000 residents per year, considering all healthcare providers these residents actually visit. The CA average is 84 IP Discharges per 1000 residents and the Nevada average is 92 IP Discharges per 1000 residents. When you go in any direction outside of our 2 primary service areas we see IP Discharges per 1000 residents generally at the Nevada statewide average of 92 per 1000 residents per year or even higher in some communities. We believe this multifactorial, very high performance on avoiding IP hospital stays, saves all of the payors in aggregate, which include Medicare, Medicaid or MediCal, Health Insurance Companies, Employers and Patients over \$20 million per year on IP healthcare services relative to all patients who live in our primary service areas.

We have really focused on improved speedy access to great healthcare for all residents and guests in our region. Our journey is far from over, yet great progress has been made and this topic will continue to be a topic of great focus in all future years.

As a result of these focused efforts we have seen our IP census fall slightly in FY 18 as well as our length of stay shorten on inpatients vs earlier periods.

We have and continue to focus on improving the quality of care and patient safety each year coupled with ever improving patient satisfaction. I am pleased with our team progress over the last 3 years and these areas will remain a very important focus area for us for all future years as well.

We believe the rewards and challenges will be tremendous over the next 10 years as well for our health system, with the rewards, based on our focused results, far outweighing the challenges during what we believe will be one of the great “change” periods in healthcare in more than a century.

A lifetime first in our Health System is to hopefully commence in FY 19 and to be fully completed in the next 2 to 4 fiscal years the operational “go live” of up to approximately 4 Rural Health Clinics across our Health System. This critical strategy will allow this Health System to be more fairly reimbursed in provider services for the first time in its history. This is a highly respected strategy in all rural communities in America.

Also our team is very focused on obtaining a Level III Trauma status within hopefully 18 months which will formally recognize the great skills of this team and it will improve applicable volumes and revenues as a result.

We have also focused on bringing to life TeleNeurology and hopefully TelePsych in the not too distant future, too.

1. Strengthen a highly engaged culture that inspires teamwork

We’ve included consideration for how to develop a second to none enthusiastic team of providers, employees and volunteers in FY 19 with increased or improved engagement, learning and communication activities. We are looking each year to improve professional learning opportunities and also fun activities to recognize the hard work of the team over the year.

2. Optimize delivery model to achieve operational and clinical efficiency

We are focusing on specific efforts to define and deliver an ever improving seamless model of care across all departments and teams of individuals with improved quality, patient satisfaction and new operational efficiencies, focusing on an ever improving the patient experience. We will continue to improve the technology and the clinical tools our team has available to perform its work. We are focused on removing all roadblocks if any, to great seamless healthcare. We also have a tremendous focus on improving provider office space on the second floor of the cancer and on the third floor of our existing medical office building. We will continue the journey of completing a very focused Master Plan and financial performance will always be a huge prerequisite for what we do each year on this important topic.

3. Pursue excellence in quality, safety and patient experience

We have a very focused list of strategies to ever improve quality, patient safety, satisfaction and the patient experience even including an improvement journey to excel at helping patients and their families understand healthcare costs, bills, estimates of services to be provided, etc. This topic is one of the greatest national challenges for healthcare providers, as reports show 4 out of 5 Americans do not understand healthcare cost issues. We know this topic is very challenging and we are increasing the size of our team, the training and the tools to help them engage with patients hopefully in a manner that far exceeds what any other healthcare system is doing.

4. Ensure a highly sustainable financial future

We are focusing on having in place first rate, financial reporting by department, by serviceline and for any adhoc important management topic that might arise. Also included is labor productivity management tools to be a strong guide as we continue to grow. We as a team are focused on suggesting the right capital and operational investments in the right sequence, coupled with a great respect where over any 3 year, 5 year or 10 year period we need to show improving balance sheet and income statement performance and financial strength. We also have our eye in the future on improving performance to achieve on a regular basis A- independent investment rating agency levels of performance which should be realistic to achieve more easily once we have key strategies fully in place such as our Rural Health Clinics, Level III trauma status, etc. Our capital needs for many years in the future remain enormous after Measure C and we are committed to an improvement journey in the years of ahead with no new general obligation bonds, but a strategy that could include prudent debt, if applicable, that should stay at 30% or lower, relative to the value of assets being developed or acquired.

5. Foster and grow community and regional relationships

We have worked diligently to invest time and resources to build and improve relationships with many individual and group stakeholders in our region. We have great respect and admiration for all of these stakeholders including other healthcare providers.

We will continue these focused efforts in all years in the future looking where we can collaborate, partner, etc., to assist in shared opportunities or challenges.

We are focused on continuing to remove service gaps to those types of services we do not provide but are within our capability to provide while remaining sustainable, assuming we have the space, equipment and team to be utilized.

We are focused on growth where possible.

We are also focused on improving our value proposition to our region which can have many benefits including reducing outmigration.

In FY 18 we spent approximately \$11.6 million in capital expenditures against a capital budget of \$21 million. Our suggested capital budget for FY 19 is approximately \$22.7 million and we are proposing a budgeted Net Income of \$5,072,298 for FY 19.

The old and very wise advice which says, "No Margin, No Mission" always remains true!

Following on the next page is a high level summary of our FY 19 Operating Budget.

Our FY 19 Operating Budget Summary:

Gross Patient Revenue	\$ 300,382,950
Net Patient Revenue	161,482,045
Other Operating Revenue	8,856,610
Wellness Neighborhood Property Tax Revenue	946,144
Operating Expenses	(162,516,960)
EBIDA	\$ 8,767,839
Property Taxes - All	11,267,984
Depreciation	(12,719,724)
Interest Income - All	1,544,865
Interest Expense - All	(4,859,199)
Other Non-Operating Revenue	1,070,533
Net Income	<u>\$ 5,072,298</u>

EBIDA (on Gross Revenue)	2.9%
Return on Equity	3.7%
Days Cash on Hand	146

Standard & Poor's Ratio Calculations:

EBIDA Margin	12.4%
Operating EBIDA Margin	11.0%
Operating Margin	1.3%
Excess Margin	2.8%
Days Cash on Hand	143

Summary:

The Fiscal Year 2019 Budget has been carefully constructed to allow support for the Strategic Goals for FY 19, 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:



Harry Weis
Chief Executive Officer



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

Applicability

Tahoe Forest Hospital District

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 Preliminary FY 2018 and Budget 2019 for Tahoe Forest Hospital District and Incline Village Community Hospital. In addition, we have included FY 2019 budgets for the Separate Business Units, Tahoe Center for Health, Cancer Center program, Multi-Specialty Clinics, Wellness Neighborhood/Community Health Programs, and The Tahoe Institute for Rural Health Research.

The following are the highlights of the budget for FY 2019 for Tahoe Forest Hospital District:

• Gross Revenue	\$300,382,950
• Deductions from Revenue	(138,900,905)
• Other Operating Revenue	8,856,610
• Wellness Neighborhood Revenue	946,144
• Total Operating Revenue	171,284,799
• Operating Expenses	(162,516,960)
• EBIDA	8,767,839
• Non-Operating Expense	(14,963,525)
• Property Tax Revenue	11,267,984
• Net Income/(Loss)	5,072,298
• Return on Equity	3.70%
• Return on Gross Revenue EBIDA	2.90%

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 3.1% 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, Children's Center, Cafeteria Sales, Rental Income, Rebates & Refunds, Medi-Cal PRIME program, Hospital Quality Assurance Fee (HQAF) program, and the IVCH Emergency Department contract. We are anticipating a decrease in FY 2019 when compared to Preliminary FY 2018, primarily related to decreases in funding in the HQAF and Rebates & Refunds.

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 32.81% based on market survey shifts. Those benefits that are calculated based upon wages such as employer taxes, deferred 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.

Tahoe Forest Hospital District Statement of Revenue and Expense

Management has developed an FTE plan to accommodate anticipated growth in targeted areas. When comparing the 2019 FTE Budget to the 2018 FTE Budget, a 70.77 FTE increase is reflected and an increase of 60.31 FTEs when compared to Actual FY 2018. The increase in budgeted FY 2019 FTEs as compared to the budgeted FY 2018 FTEs is a result of expanding specialty services in our MSC structure, development of our Customer Service programs, expansion of our Access Center, development of Psychiatric/Psychological services, and additional staff needed for EVS/Housekeeping, Accounting, Human Resources, Education, Nursing Administration, Skilled Nursing Facility, and Child Care Center.

Workers Compensation is being budgeted to reflect an increase in FY 2019 when compared to Preliminary FY 2018. Preliminary FY 2018 experienced an increase due to adjusting the IBNR (Incurred but Not Reported) claims liability on the balance sheet for which a component of this adjustment has been budgeted for in FY 2019. As with every year, the District completes an actuarial study in regards to our IBNR claims liability. Based upon the increase to our budgeted FTEs for FY 2019 and recent claims history, our IBNR liability may increase slightly for FY 2019.

Health Insurance is being budgeted to reflect a 9.2% increase. The increase in health insurance takes into account the budgeted growth in FY 2019 FTE's and historical increases to our Health Insurance IBNR (Incurred but not Reported) claims liability on the Balance Sheet.

Professional Fees reflect an increase of 13.6% when compared to Preliminary FY 2018. This is primarily related to budgeted increases in Physician fees due to growth in our Multi-Specialty Clinic services in Orthopedics, Neurology, Family Practice, Urology, Gastroenterology, IVCH Primary Care, and IVCH Family Medicine.

Supplies reflect a 10.0% increase when compared to Preliminary FY 2018. We applied an inflation factor of 3.5% to 4.7% for medical supplies, pharmaceutical supplies, food/dietary supplies and non-medical/office supplies along with accounting for increased supply usage due to program enhancements.

Purchased Services reflect a 10.6% increase compared to Preliminary FY 2018. Purchased services are primarily for maintenance/repair agreements, linen services, outsourced lab and billing services, snow removal, etc. The increase reflected in Budget FY 2019 is due to additional services needed to support program expansion, increased services required by Information Technology and Communications to maintain software and network infrastructure and Access Center phone systems, additional billing services for the Skilled Nursing Facility, and additional fees for the new payroll/human resources software program. In addition, we budgeted normal levels for snow removal as FY 2018 was a lighter year.

Other Expenses reflect a net 1.2% increase compared to Preliminary FY 2018. This is comprised of increases in Utilities, Insurance, Dues & Subscriptions, and Equipment Rentals and decreases in Building Rents and Program Investment expense advances. Highlights of these changes are listed below:

Tahoe Forest Hospital District Statement of Revenue and Expense

1. Utilities are up \$67,000 due to an anticipated 3.5% to 6% rise in inflation coupled with Multi-Specialty Clinic growth.
2. Insurance costs up \$94,000 in the areas of Risk, D&O, and Comprehensive liability coverage.
3. An increase of \$60,000 in Dues & Subscriptions related to involvement with various California hospital councils for legislative representation and additions in the MSC contracts providing for physician dues.
4. Equipment Rental increases of \$49,000 primarily related to Oxygen tank rentals.
5. Building Rental decreases of \$96,000 related to eliminating spaces with the Pioneer Center being fully occupied in FY 2019 along with subleasing the old Truckee Thrift Store to offset that expense.
6. TIRHR expense advances decreasing \$60,000.

District and County Taxes have increased \$575,000 from Preliminary FY 2018. We are anticipating a 4.90% increase in the FY 2019 budget to \$7.72 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 2019 is expected to surpass Preliminary FY 2018 based on the growth in LAIF interest rates and anticipated increases with cash levels. In FY 2018, LAIF rates ranged from 1.051% to 1.755%.

Donations from the TFHS Foundation are expected to net \$600,000, generated from the following events/campaigns: \$240,000 from Best of Tahoe Chefs and the Gene Upshaw Memorial Golf Tournament, \$25,000 to support the Hospice program, \$59,000 to support the Wellness Neighborhood and Community Health, and \$276,000 from various campaigns and donation drives. IVCH Foundation is expected to contribute \$471,000 for the Digital Portable X-Ray, Lab and Emergency Department projects, including equipment in FY 2019.

Gain/(Loss) on Joint Venture we are no longer required to book the District's portion of the Gain/Loss on the Joint Venture in TSC, LLC based on communications with our outside auditing firm, therefore, are not budgeting an amount for FY 2019.

Depreciation has been budgeted higher than Preliminary FY 2018 due to anticipated capital additions, building and land purchases, and completed construction projects starting their depreciable life.

Interest Expense has been decreased 5.7% compared to Preliminary FY 2018 as a result of debt being paid down.

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUE AND EXPENSE
FOR THE YEARS ENDED JUNE 30, 2013, 2014, 2015, 2016, 2017, BUDGET 2018, PRELIMINARY 2018, and BUDGET 2019

	AUDITED FYE 6/30/13	AUDITED FYE 6/30/14	AUDITED FYE 6/30/15	AUDITED FYE 6/30/16	AUDITED FYE 6/30/17	BUDGET FYE 6/30/18	PRELIMINARY FYE 6/30/18	BUDGET FYE 6/30/19	VARIANCE \$	VARIANCE %
OPERATING REVENUE										
Total Gross Revenue	\$ 177,905,726	\$ 188,378,523	\$ 206,838,355	\$ 220,367,068	\$ 252,487,430	\$ 262,988,209	\$ 268,736,366	\$ 300,382,950	\$ 31,646,584	11.8%
Gross Revenues - Inpatient										
Daily Hospital Service	19,232,255	19,155,747	20,501,947	20,585,535	23,458,129	23,727,218	27,486,491	25,534,325	(1,952,166)	-7.1%
Ancillary Service - Inpatient	43,399,664	43,242,323	48,541,196	43,065,440	48,242,736	48,278,160	45,510,889	54,871,987	9,361,098	20.6%
Total Gross Revenue - Inpatient	62,631,919	62,398,070	69,043,143	63,650,975	71,700,865	72,005,378	72,997,380	80,406,312	7,408,932	10.1%
Gross Revenue - Outpatient	115,273,807	125,980,453	137,795,212	156,716,093	180,786,565	190,982,831	195,738,986	219,976,638	24,237,652	12.4%
Total Gross Revenue - Outpatient	115,273,807	125,980,453	137,795,212	156,716,093	180,786,565	190,982,831	195,738,986	219,976,638	24,237,652	12.4%
Deductions from Revenue:										
Contractual Allowances	62,615,706	72,706,243	79,499,338	88,901,556	102,525,813	105,295,903	116,622,119	125,899,811	9,277,692	8.0%
Charity Care	5,663,679	6,074,298	6,372,980	7,497,197	7,903,223	8,503,864	8,810,418	9,443,988	633,570	7.2%
Bad Debt	8,110,057	2,995,454	3,321,783	(515,633)	(1,460,537)	3,214,838	1,757,605	3,557,106	1,799,501	-102.4%
Prior Period Settlements	26,966	(1,061,758)	(1,310,360)	(5,911,179)	(4,777,099)	-	(6,126,155)	-	6,126,155	100.0%
Total Deductions from Revenue	76,416,408	80,714,237	87,883,741	89,971,941	104,191,400	117,014,605	121,063,987	138,900,905	17,836,918	14.7%
Other Operating Revenue	6,560,475	7,197,177	7,608,921	8,393,899	9,326,948	8,063,220	10,504,952	8,856,610	(1,648,342)	-15.7%
Wellness Neighborhood-RPT, Grants, Donations	94,038	636,620	838,496	723,104	745,897	1,226,291	830,018	946,144	116,126	14.0%
TOTAL OPERATING REVENUE	108,143,831	115,498,083	127,402,031	139,512,130	158,368,875	155,263,115	159,007,349	171,284,799	12,277,450	7.7%
OPERATING EXPENSES										
Salaries, Wages & Benefits	52,048,877	53,009,256	54,722,752	59,824,144	67,779,743	70,969,203	71,729,497	79,544,868	7,815,371	10.9%
Benefits Workers Compensation	563,874	218,832	10,365	1,300,888	1,243,957	646,564	650,921	869,846	218,925	33.6%
Benefits Medical Insurance	6,425,652	8,026,166	9,070,486	7,653,015	7,012,379	7,459,489	6,683,629	7,297,926	614,297	9.2%
Professional Fees	18,147,762	19,209,522	21,056,005	19,689,991	22,626,576	25,109,836	23,476,345	26,662,830	3,186,485	13.6%
Supplies	15,212,680	14,968,262	17,160,233	17,853,896	19,429,823	20,001,278	21,421,374	23,559,169	2,137,795	10.0%
Purchased Services	7,683,361	10,235,914	11,213,964	11,038,956	12,997,855	15,400,992	14,380,743	15,903,451	1,522,708	10.6%
Other	6,460,012	6,121,247	6,977,786	6,022,154	7,220,539	8,395,605	8,579,080	8,678,870	99,790	1.2%
TOTAL OPERATING EXPENSE	106,542,218	111,789,199	120,211,591	123,383,043	138,310,872	147,982,967	146,921,589	162,516,960	15,595,371	10.6%
NET OPERATING REV(EXP) EBIDA	\$ 1,601,613	\$ 3,708,884	\$ 7,190,440	\$ 16,129,087	\$ 20,058,003	\$ 7,280,148	\$ 12,085,760	\$ 8,767,839	\$ (3,317,921)	-27.5%
NON-OPERATING REVENUE										
District and County Taxes	5,622,796	4,265,626	4,642,110	4,738,556	6,569,234	6,454,596	6,194,708	6,769,355	574,647	9.3%
District and County Taxes - GO Bond	4,986,760	4,744,356	4,829,411	4,714,688	5,561,486	3,994,573	3,944,319	4,498,629	554,310	14.1%
Interest Income	247,239	229,540	281,155	381,037	620,873	850,408	976,489	1,544,865	568,376	58.2%
Interest Income - GO Bond	82,839	51,034	35,887	18,168	363	-	-	-	-	#DIV/0!
Donations	945,347	1,327,603	648,045	1,083,943	785,614	899,000	689,752	1,070,533	380,781	55.2%
Gain/(Loss) on Joint Venture	(30,517)	(191,666)	(136,300)	(280,874)	-	(240,000)	-	-	-	0.0%
Loss on Impairment of Asset	(1,066,498)	-	-	-	-	-	-	-	-	0.0%
Gain/(Loss) on Sale of Equip/Property	(11,867)	1,000	-	10,000	-	-	10,844	-	(10,844)	-100.0%
Impairment Loss	(4,612,580)	-	-	-	-	-	-	-	-	0.0%
Depreciation	(7,358,535)	(8,714,689)	(10,099,035)	(10,605,075)	(10,897,238)	(11,922,663)	(11,853,982)	(12,719,724)	(865,742)	7.3%
Interest Expense	(1,822,655)	(1,751,126)	(1,673,405)	(1,407,442)	(1,260,265)	(1,187,449)	(1,108,342)	(1,045,091)	63,251	-5.7%
Interest Expense - GO Bond	(2,611,591)	(3,639,081)	(3,585,511)	(2,653,074)	(2,719,610)	(3,849,776)	(3,947,527)	(3,814,108)	133,419	-3.4%
TOTAL NON-OPERATING REVENUE	(5,629,262)	(3,677,403)	(5,057,643)	(4,000,074)	(1,339,544)	(5,001,311)	(5,093,739)	(3,695,541)	1,398,198	-27.4%
EXCESS REVENUE(EXPENSE)	\$ (4,027,649)	\$ 31,481	\$ 2,132,797	\$ 12,129,013	\$ 18,718,459	\$ 2,278,837	\$ 6,992,021	\$ 5,072,298	\$ (1,919,723)	-27.5%

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUE AND EXPENSE
FOR THE YEARS ENDED JUNE 30, 2013, 2014, 2015, 2016, 2017, BUDGET 2018, PRELIMINARY 2018, and BUDGET 2019

	AUDITED FYE 6/30/13	AUDITED FYE 6/30/14	AUDITED FYE 6/30/15	AUDITED FYE 6/30/16	AUDITED FYE 6/30/17	BUDGET FYE 6/30/18	PRELIMINARY FYE 6/30/18	BUDGET FYE 6/30/19	VARIANCE %
RETURN ON GROSS REVENUE EBIDA	0.9%	2.0%	3.5%	7.3%	7.9%	2.8%	4.5%	2.9%	-1.6%
RETURN ON EQUITY	-4.0%	0.0%	2.2%	12.1%	16.8%	1.8%	5.4%	3.7%	-1.7%
RETURN ON EQUITY (excluding donations)	-4.9%	-1.3%	1.5%	11.0%	16.1%	1.1%	4.8%	2.9%	-1.9%
INPATIENT REV AS A % OF GROSS REV	35.2%	33.1%	33.4%	28.9%	28.4%	27.4%	27.2%	26.8%	
OUTPATIENT REV AS A % OF GROSS REV	64.8%	66.9%	66.6%	71.1%	71.6%	72.6%	72.8%	73.2%	
CONTRACTUAL ADJ AS A % OF GROSS REV	35.2%	38.6%	38.4%	40.3%	40.6%	40.0%	43.4%	41.9%	
CHARITY CARE AS A % OF GROSS REV	3.2%	3.2%	3.1%	3.4%	3.1%	3.2%	3.3%	3.1%	
BAD DEBT AS A % OF GROSS REV	4.6%	1.6%	1.6%	-0.2%	-0.6%	1.2%	0.7%	1.2%	
SALARIES, WAGES & BEN AS A % OF NET REV	48.1%	45.9%	43.0%	42.9%	42.8%	45.7%	45.1%	46.4%	
WORKERS COMP AS A % OF NET REV	0.5%	0.2%	0.0%	0.9%	0.8%	0.4%	0.4%	0.5%	
MEDICAL INSURANCE AS A % OF NET REV	5.9%	6.9%	7.1%	5.5%	4.4%	4.8%	4.2%	4.3%	
PROFESSIONAL FEES AS A % OF NET REV	16.8%	16.6%	16.5%	14.1%	14.3%	16.2%	14.8%	15.6%	
SUPPLIES AS A % OF NET REV	14.1%	13.0%	13.5%	12.8%	12.3%	12.9%	13.5%	13.8%	
PURCHASED SVCS AS A % OF NET REV	7.1%	8.9%	8.8%	7.9%	8.2%	9.9%	9.0%	9.3%	
OTHER AS A % OF NET REV	6.0%	5.3%	5.5%	4.3%	4.6%	5.4%	5.4%	5.1%	

**INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
FOR THE YEARS ENDED JUNE 30, 2013, 2014, 2015, 2016, 2017, BUDGET 2018, PRELIMINARY 2018 and BUDGET 2019**

	<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>AUDITED FYE 6/30/17</u>	<u>BUDGET FYE 6/30/18</u>	<u>PRELIMINARY FYE 6/30/18</u>	<u>BUDGET FYE 6/30/19</u>	<u>VARIANCE \$</u>	<u>VARIANCE %</u>
OPERATING REVENUE										
Total Gross Revenue	\$ 14,407,551	\$ 13,812,942	\$ 14,797,824	\$ 17,295,773	\$ 18,325,851	\$ 19,469,494	\$ 18,324,368	\$ 22,189,332	\$ 3,864,964	21.1%
Gross Revenues - Inpatient										
Daily Hospital Service	60,033	74,931	33,538	45,711	32,328	56,574	101,764	80,894	(20,870)	-20.5%
Ancillary Service - Inpatient	71,103	94,479	55,135	60,334	44,416	35,903	99,003	77,521	(21,482)	-21.7%
Total Gross Revenue - Inpatient	131,136	169,410	88,673	106,045	76,744	92,477	200,767	158,415	(42,352)	-21.1%
Gross Revenue - Outpatient	14,276,415	13,643,532	14,709,151	17,189,727	18,249,107	19,377,017	18,123,601	22,030,917	3,907,316	21.6%
Total Gross Revenue - Outpatient	14,276,415	13,643,532	14,709,151	17,189,727	18,249,107	19,377,017	18,123,601	22,030,917	3,907,316	21.6%
Deductions from Revenue:										
Contractual Allowances	3,631,414	3,936,244	4,106,515	5,695,586	6,338,572	7,086,133	7,516,013	8,671,565	1,155,552	15.4%
Charity Care	453,545	549,470	479,403	645,978	667,852	719,287	699,870	819,986	120,116	17.2%
Bad Debt	1,107,591	797,146	1,088,696	643,402	720,886	660,523	660,985	775,170	114,185	17.3%
Prior Period Settlements	21,671	14,581	(100,552)	(199,758)	39,034	-	(106,438)	-	106,438	-100.0%
Total Deductions from Revenue	5,214,221	5,297,441	5,574,062	6,765,207	7,766,343	8,465,943	8,770,430	10,266,721	1,496,291	17.1%
Other Operating Revenue	653,939	645,735	858,988	978,564	936,841	886,568	998,481	920,281	(78,200)	-7.8%
TOTAL OPERATING REVENUE	9,847,269	9,161,236	10,082,750	11,489,130	11,496,349	11,990,119	10,552,419	12,842,892	2,290,473	21.7%
OPERATING EXPENSES										
Salaries, Wages & Benefits	3,687,061	3,931,914	3,916,263	4,112,980	4,728,890	4,805,868	4,617,454	4,927,722	310,268	6.7%
Benefits Workers Compensation	23,695	(6,850)	(7,587)	26,172	23,991	28,278	29,117	71,402	42,285	145.2%
Benefits Medical Insurance	410,900	489,372	611,273	489,814	448,503	469,816	417,533	501,255	83,722	20.1%
Professional Fees	2,475,448	2,452,575	2,502,507	2,791,298	2,844,083	3,149,744	2,820,487	3,305,111	484,624	17.2%
Supplies	608,836	598,519	611,481	921,388	754,001	844,388	520,562	840,672	320,110	61.5%
Purchased Services	395,137	450,655	499,880	509,480	594,519	619,841	493,671	546,337	52,666	10.7%
Other	596,279	570,061	597,960	681,616	661,169	701,827	777,828	814,553	36,725	4.7%
TOTAL OPERATING EXPENSE	8,197,356	8,486,246	8,731,777	9,532,747	10,055,157	10,619,762	9,876,852	11,007,052	1,330,400	13.7%
NET OPERATING REV(EXP) EBIDA	\$ 1,649,913	\$ 674,990	\$ 1,350,973	\$ 1,956,383	\$ 1,441,192	\$ 1,370,357	\$ 675,767	\$ 1,835,840	\$ 960,073	109.6%
NON-OPERATING REVENUE										
Donations	407,615	691,114	22,091	599,902	396,399	-	412,646	470,533	57,887	14.0%
Gain/(Loss) on Sale of Equip/Property	-	-	-	-	-	-	-	-	-	0.0%
Depreciation	(584,079)	(613,299)	(652,335)	(653,210)	(685,353)	(682,282)	(704,540)	(711,625)	(7,085)	1.0%
TOTAL NON-OPERATING REVENUE	(176,464)	77,815	(630,244)	(53,309)	(288,954)	(682,282)	(291,894)	(241,092)	50,802	-17.4%
EXCESS REVENUE(EXPENSE)	\$ 1,473,449	\$ 752,805	\$ 720,729	\$ 1,903,074	\$ 1,152,238	\$ 688,075	\$ 583,873	\$ 1,594,748	\$ 1,010,875	173.1%

INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
FOR THE YEARS ENDED JUNE 30, 2013, 2014, 2015, 2016, 2017, BUDGET 2018, PRELIMINARY 2018 and BUDGET 2019

	AUDITED FYE 6/30/13	AUDITED FYE 6/30/14	AUDITED FYE 6/30/15	AUDITED FYE 6/30/16	AUDITED FYE 6/30/17	BUDGET FYE 6/30/18	PRELIMINARY FYE 6/30/18	BUDGET FYE 6/30/19	VARIANCE %
RETURN ON GROSS REVENUE EBIDA	11.5%	4.9%	9.1%	11.3%	7.9%	7.0%	4.8%	8.3%	3.5%
RETURN ON EQUITY	20.7%	8.8%	7.7%	18.9%	9.6%	4.7%	4.4%	11.6%	7.2%
RETURN ON EQUITY (excluding donations)	15.0%	0.7%	7.5%	12.9%	6.3%	4.7%	1.3%	8.2%	6.9%
INPATIENT REV AS A % OF GROSS REV	0.9%	1.2%	0.6%	0.6%	0.4%	0.5%	1.1%	0.7%	
OUTPATIENT REV AS A % OF GROSS REV	99.1%	98.8%	99.4%	99.4%	99.6%	99.5%	98.9%	99.3%	
CONTRACTUAL ADJ AS A % OF GROSS REV	25.2%	28.5%	27.8%	32.9%	34.6%	36.4%	41.0%	39.1%	
CHARITY CARE AS A % OF GROSS REV	3.1%	4.0%	3.2%	3.7%	3.6%	3.7%	3.8%	3.7%	
BAD DEBT AS A % OF GROSS REV	7.7%	5.8%	7.4%	3.7%	3.9%	3.4%	3.6%	3.5%	
SALARIES, WAGES & BEN AS A % OF NET REV	37.4%	42.9%	38.8%	35.8%	41.1%	40.1%	43.8%	38.4%	
WORKERS COMP AS A % OF NET REV	0.2%	-0.1%	-0.1%	0.2%	0.2%	0.2%	0.3%	0.6%	
MEDICAL INSURANCE AS A % OF NET REV	4.2%	5.3%	6.1%	4.3%	3.9%	3.9%	4.0%	3.9%	
PROFESSIONAL FEES AS A % OF NET REV	25.1%	26.8%	24.8%	24.3%	24.7%	26.3%	26.7%	25.7%	
SUPPLIES AS A % OF NET REV	6.2%	6.5%	6.1%	8.0%	6.6%	7.0%	4.9%	6.5%	
PURCHASED SVCS AS A % OF NET REV	4.0%	4.9%	5.0%	4.4%	5.2%	5.2%	4.7%	4.3%	
OTHER AS A % OF NET REV	6.1%	6.2%	5.9%	5.9%	5.8%	5.9%	7.4%	6.3%	

**TAHOE FOREST HOSPITAL DISTRICT
SEPARATE BUSINESS UNITS
BUDGET FY 2019**

	<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	\$ 1,389,622	\$ 1,848,092	\$ 959,309	\$ 810,635	\$ 663,216	\$ 2,535,000	\$ 8,205,874
Deduction From Rev	631,166	966,922	-	101,816	201,220	621,075	2,522,199
Other Operating Revenue	-	-	-	-	-	-	-
Total Operating Revenue	\$ 758,456	\$ 881,170	\$ 959,309	\$ 708,819	\$ 461,996	\$ 1,913,925	\$ 5,683,675
Operating Expense:							
Salaries & Benefits	\$ 867,784	\$ 668,324	\$ 1,034,082	\$ 938,952	\$ 345,893	\$ 557,656	\$ 4,412,691
Professional Fees	120,000	36,000	-	121,856	117,656	8,640	404,152
Supplies	10,413	5,847	34,644	27,802	6,547	1,659,726	1,744,979
Purchased Services	58,800	66,600	7,200	145,032	1,200	33,350	312,182
Other Expenses	61,894	69,153	43,772	49,543	25,118	70,685	320,165
Total Operating Expenses	\$ 1,118,891	\$ 845,924	\$ 1,119,698	\$ 1,283,185	\$ 496,414	\$ 2,330,057	\$ 7,194,169
Net Operating Rev (Exp)	\$ (360,435)	\$ 35,246	\$ (160,389)	\$ (574,366)	\$ (34,418)	\$ (416,132)	\$ (1,510,494)
Non - Operating Rev / (Exp)							
Donations	7,800	25,000	2,500	-	-	-	35,300
Thrift Store Net Income	-	379,461	-	-	-	-	379,461
Employee Benefit - EE Discounts	-	-	(295,000) *	-	-	-	(295,000)
Depreciation	(10,283)	(3,719)	(34,454)	-	(430)	-	(48,886)
Total Non-Operating Rev/(Exp)	(2,483)	400,742	(326,954)	-	(430)	-	70,875
Net Income/(Loss)	\$ (362,918)	\$ 435,988	\$ (487,343)	\$ (574,366)	\$ (34,847)	\$ (416,132)	\$ (1,439,618)
Units	2,522	6,195	20,850	2,300	3,031	30,293	
Gross Revenue/Unit	\$ 551.00	\$ 298.32	\$ 46.01	\$ 352.45	\$ 218.81	\$ 83.68	
Total Operating Expense/Unit	\$ 443.65	\$ 136.55	\$ 53.70	\$ 557.91	\$ 163.78	\$ 76.92	

Employee Drug Plan

Plan Costs	(1,297,584)
Captured through Retail Rx	674,788
Net Plan Costs	(622,796)

Net Operating Income	(416,132)
Net Employee Drug Plan Cost	(622,796)
Net Financial Position	(1,038,928)

* 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
BUDGET FY 2019**

	<u>THERAPY SERVICES</u>	<u>SPORTS PERFORMANCE LAB</u>	<u>FITNESS CENTER</u>	<u>FITNESS & WELLNESS **</u>	<u>OCCUPATIONAL HEALTH TESTING</u>	<u>CENTER OPERATIONS</u>	<u>TOTAL TCFH</u>
Gross Operating Revenue	\$ 6,001,219	\$ 2,260	\$ 170,000	\$ 22,000	\$ 120,500	\$ -	\$ 6,315,979
Deduction From Rev	1,986,403	-	-	-	-	-	1,986,403
Other Operating Revenue	6,400	-	-	-	-	-	6,400
Total Operating Revenue	<u>\$ 4,021,216</u>	<u>\$ 2,260</u>	<u>\$ 170,000</u>	<u>\$ 22,000</u>	<u>\$ 120,500</u>	<u>\$ -</u>	<u>\$ 4,335,976</u>
<u>Operating Expense:</u>							
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ 353,228	\$ -	\$ 353,228
Professional Fees	2,294,077	-	-	-	-	15,000	2,309,077
Supplies	30,129	-	2,531	4,519	527	2,401	40,107
Purchased Services	31,230	36,000	129,884	-	31,200	2,400	230,714
Other Expenses	6,460	-	-	2,800	3,000	356,741	369,001
Total Operating Expenses	<u>\$ 2,361,896</u>	<u>\$ 36,000</u>	<u>\$ 132,415</u>	<u>\$ 7,319</u>	<u>\$ 387,955</u>	<u>\$ 376,542</u>	<u>\$ 3,302,127</u>
Net Operating Rev (Exp)	<u>\$ 1,659,320</u>	<u>\$ (33,740)</u>	<u>\$ 37,585</u>	<u>\$ 14,681</u>	<u>\$ (267,455)</u>	<u>\$ (376,542)</u>	<u>\$ 1,033,849</u>
<u>Non - Operating Rev / (Exp)</u>							
Donations	-	-	-	-	-	-	-
Depreciation	(9,281)	-	-	-	-	(144,667)	(153,948)
Total Non-Operating Rev/(Exp)	<u>(9,281)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(144,667)</u>	<u>(153,948)</u>
Net Income/(Loss)	<u>\$ 1,650,038</u>	<u>\$ (33,740)</u>	<u>\$ 37,585</u>	<u>\$ 14,681</u>	<u>\$ (267,455)</u>	<u>\$ (521,209)</u>	<u>\$ 879,900</u>
Overhead Allocation Based on Sq Ft	\$ (188,845)	\$ (52,022)	\$ (100,126)	\$ (144,659)	\$ -	\$ 485,652	\$ -
Adjusted Net Income/(Loss)	<u>\$ 1,461,193</u>	<u>\$ (85,762)</u>	<u>\$ (62,541)</u>	<u>\$ (129,978)</u>	<u>\$ (267,455)</u>	<u>\$ (35,557)</u>	<u>\$ 879,900</u>
Units	64,959	1,400	1,100	4,000	2,475		73,934
Gross Revenue/Unit	\$ 92.38	\$ 1.61	\$ 154.55	\$ 5.50	\$ 48.69		\$ 85.43
Total Operating Expense/Unit	\$ 36.36	\$ 25.71	\$ 120.38	\$ 1.83	\$ 156.75		\$ 44.66
Total Op Exp & O.H. Alloc/Unit	\$ 39.27	\$ 62.87	\$ 211.40	\$ 37.99	\$ 156.75		\$ 46.75

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

**TAHOE FOREST HOSPITAL DISTRICT
CANCER PROGRAM
BUDGET, FY 2019**

	<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	\$ 3,179,039	\$ 1,246,636	\$ 7,996,224	\$ 912,495	\$ 318,651	\$ 25,671,255	\$ 1,640,192	\$ -	\$ 40,964,492
Deduction From Rev	1,489,644	474,149	3,454,029	380,815	142,842	11,445,240	856,835	-	18,243,553
Other Operating Revenue	-	-	-	-	-	-	-	-	-
Total Operating Revenue	\$ 1,689,395	\$ 772,487	\$ 4,542,195	\$ 531,680	\$ 175,809	\$ 14,226,015	\$ 783,357	\$ -	\$ 22,720,939
Operating Expense:									
Salaries & Benefits	\$ 2,495,113	\$ -	\$ 911,996	\$ -	\$ 162,025	\$ -	\$ 69,252	\$ -	\$ 3,638,386
Professional Fees	253,000	1,464,039	76,272	897,314	-	-	1,400	-	2,692,025
Supplies	84,162	-	1,478	-	5,550	7,008,373	288	-	7,099,851
Purchased Services	201,576	-	467,846	-	7,000	-	193,723	-	870,145
Other Expenses	331,767	180	3,858	-	-	-	2,603	-	338,408
Total Operating Expenses	\$ 3,365,618	\$ 1,464,219	\$ 1,461,449	\$ 897,314	\$ 174,575	\$ 7,008,373	\$ 267,266	\$ -	\$ 14,638,814
Net Operating Rev (Exp)	\$ (1,676,223)	\$ (691,732)	\$ 3,080,746	\$ (365,634)	\$ 1,234	\$ 7,217,642	\$ 516,091	\$ -	\$ 8,082,124
Non - Operating Rev / (Exp)									
Donations	240,000	-	-	-	-	-	-	-	240,000
Depreciation	(173,341)	(296)	(446,091)	-	(702)	-	-	(697,608)	(1,318,038)
Total Non-Operating Rev/(Exp)	66,659	(296)	(446,091)	-	(702)	-	-	(697,608)	(1,078,038)
Net Income/(Loss)	\$ (1,609,564)	\$ (692,028)	\$ 2,634,655	\$ (365,634)	\$ 532	\$ 7,217,642	\$ 516,091	\$ (697,608)	\$ 7,004,087
Units	7,947	4,600	5,300	450	3,110	5,044	323		26,774
Gross Revenue/Unit	\$ 400.03	\$ 271.01	\$ 1,508.72	\$ 2,027.77	\$ 102.46	\$ 5,089.46	\$ 5,077.99		\$ 1,630.01
Total Operating Expense/Unit	\$ 423.51	\$ 318.31	\$ 276.75	\$ 1,994.03	\$ 56.13	\$ 1,389.45	\$ 827.45		\$ 546.75

**TAHOE FOREST HOSPITAL DISTRICT
MULTI-SPECIALTY CLINICS
BUDGET FY 2019**

	M.O.B.		M.O.B.	M.O.B.	M.O.B.	M.O.B.	MT. MEDICAL
	MSC ENT	MSC AUDIOLOGY	MSC INTERNAL MEDICINE/ PULMONOLOGY	MSC UROLOGY	MSC GASTROENTEROLOGY & GENERAL SURGERY	MSC PEDIATRICS	MSC ORTHOPEDICS
Gross Operating Revenue	\$ 675,081	\$ 170,492	\$ 1,404,227	\$ 1,119,677	\$ 1,677,378	\$ 3,939,587	\$ 8,151,082
Deduction From Rev	220,412	43,784	532,565	435,079	602,670	1,790,616	3,766,910
Other Operating Revenue	-	-	-	-	-	-	-
Total Operating Revenue	\$ 454,669	\$ 126,708	\$ 871,662	\$ 684,598	\$ 1,074,708	\$ 2,148,971	\$ 4,384,172
Operating Expense:							
Salaries & Benefits	\$ 270,601	\$ -	\$ 614,594	\$ 257,837	\$ 402,465	\$ 928,641	\$ 1,262,323
Professional Fees	297,600	22,487	406,271	562,900	1,062,140	1,068,172	2,560,956
Supplies	7,610	-	16,740	44,966	5,721	48,911	48,898
Purchased Services	11,184	9,060	14,200	6,180	15,880	51,900	310,544
Other Expenses	110,704	-	88,304	36,376	60,832	80,511	137,449
Total Operating Expenses	\$ 697,699	\$ 31,547	\$ 1,140,109	\$ 908,259	\$ 1,547,038	\$ 2,178,135	\$ 4,320,170
Net Operating Rev (Exp)	\$ (243,030)	\$ 95,161	\$ (268,447)	\$ (223,661)	\$ (472,330)	\$ (29,164)	\$ 64,002
Non - Operating Rev / (Exp)							
Donations	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-
Total Non-Operating Rev/(Exp)	-	-	-	-	-	-	-
Net Income/(Loss)	\$ (243,030)	\$ 95,161	\$ (268,447)	\$ (223,661)	\$ (472,330)	\$ (29,164)	\$ 64,002
Units	1,440	403	4,911	2,000	2,683	11,044	11,756
Gross Revenue/Unit	\$ 468.81	\$ 423.06	\$ 285.94	\$ 559.84	\$ 625.19	\$ 356.72	\$ 693.36
Total Operating Expense/Unit	\$ 484.51	\$ 78.28	\$ 232.15	\$ 454.13	\$ 576.61	\$ 197.22	\$ 367.49

**TAHOE FOREST HOSPITAL DISTRICT
MULTI-SPECIALTY CLINICS
BUDGET FY 2019**

	T.F.W.C.	T.C.F.H.	GATEWAY MEDICAL CENTER			
	MSC OB/GYN	MSC SPORTS MEDICINE	MSC CARDIOLOGY & NEUROLOGY	INTERNAL MEDICINE & FAMILY PRACTICE	CLINIC SHARED COSTS	CLINIC SUMMARY
Gross Operating Revenue	\$ 1,584,081	\$ 704,580	\$ 3,350,277	\$ 1,712,415	\$ -	\$ 5,062,692
Deduction From Rev	601,036	254,384	1,335,970	649,881	-	1,985,850
Other Operating Revenue	-	-	-	-	-	-
Total Operating Revenue	\$ 983,045	\$ 450,196	\$ 2,014,307	\$ 1,062,534	\$ -	\$ 3,076,842
Operating Expense:						
Salaries & Benefits	\$ 649,597	\$ 76,845	\$ -	\$ -	\$ 1,954,073	\$ 1,954,073
Professional Fees	1,213,028	253,123	1,096,665	1,098,126	-	2,194,791
Supplies	21,110	7,129	-	-	52,026	52,026
Purchased Services	22,740	13,080	-	-	44,248	44,248
Other Expenses	117,540	2,600	-	-	178,863	178,863
Total Operating Expenses	\$ 2,024,015	\$ 352,777	\$ 1,096,665	\$ 1,098,126	\$ 2,229,210	\$ 4,424,001
Net Operating Rev (Exp)	\$ (1,040,970)	\$ 97,419	\$ 917,642	\$ (35,592)	\$ (2,229,210)	\$ (1,347,159)
Non - Operating Rev / (Exp)						
Donations	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-
Total Non-Operating Rev/(Exp)	-	-	-	-	-	-
Net Income/(Loss)	\$ (1,040,970)	\$ 97,419	\$ 917,642	\$ (35,592)	\$ (2,229,210)	\$ (1,347,159)
Units	10,177	1,909	9,609	5,340	14,949	14,949
Gross Revenue/Unit	\$ 155.65	\$ 369.08	\$ 348.66	\$ 320.68	\$ -	\$ 338.66
Total Operating Expense/Unit	\$ 198.88	\$ 184.80	\$ 114.13	\$ 205.64	\$ 149.12	\$ 295.94

**TAHOE FOREST HOSPITAL DISTRICT
MULTI-SPECIALTY CLINICS
BUDGET FY 2019**

	IVCH	IVCH					
	MSC INTERNAL MEDICINE/ PEDIATRICS	MSC PRIMARY CARE	ALL CLINICS SUBTOTAL	MSC ADMIN	MSC BUSINESS OFFICE	MSC OVERHEAD SUBTOTAL	TOTAL MSC
Gross Operating Revenue	\$ 420,216	\$ 934,824	\$ 25,843,917	\$ -	\$ -	\$ -	\$ 25,843,917
Deduction From Rev	120,900	331,101	10,685,308	-	-	-	10,685,308
Other Operating Revenue	-	-	-	-	-	-	-
Total Operating Revenue	\$ 299,316	\$ 603,723	\$ 15,158,609	\$ -	\$ -	\$ -	\$ 15,158,609
Operating Expense:							
Salaries & Benefits	\$ -	\$ 354,433	\$ 6,771,409	\$ 1,476,521	\$ 271,569	\$ 1,748,090	\$ 8,519,499
Professional Fees	174,984	207,130	10,023,582	51,960	-	51,960	10,075,542
Supplies	4,211	4,775	262,097	10,770	3,535	14,305	276,402
Purchased Services	2,400	6,000	507,416	223,920	-	223,920	731,336
Other Expenses	12,066	55,953	881,198	57,115	4,902	62,017	943,215
Total Operating Expenses	\$ 193,661	\$ 628,291	\$ 18,445,702	\$ 1,820,286	\$ 280,006	\$ 2,100,292	\$ 20,545,994
Net Operating Rev (Exp)	\$ 105,655	\$ (24,568)	\$ (3,287,093)	\$ (1,820,286)	\$ (280,006)	\$ (2,100,292)	\$ (5,387,385)
Non - Operating Rev / (Exp)							
Donations	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-
Total Non-Operating Rev/(Exp)	-	-	-	-	-	-	-
Net Income/(Loss)	\$ 105,655	\$ (24,568)	\$ (3,287,093)	\$ (1,820,286)	\$ (280,006)	\$ (2,100,292)	\$ (5,387,385)
Units	1,341	3,756	66,369	66,369	66,369	66,369	66,369
Gross Revenue/Unit	\$ 313.36	\$ 248.89	\$ 389.40				\$ 389.40
Total Operating Expense/Unit	\$ 144.42	\$ 167.28	\$ 277.93	\$ 27.43	\$ 4.22	\$ 31.65	\$ 309.57

**TAHOE FOREST HOSPITAL DISTRICT
WELLNESS NEIGHBORHOOD/COMMUNITY HEALTH PROGRAM
BUDGET FY 2019**

	<u>WELLNESS NEIGHBORHOOD</u>	<u>COMMUNITY HEALTH</u>	<u>TOTAL WELLNESS/COMMUNITY HEALTH PROGRAM</u>
Gross Operating Revenue	\$ -	\$ -	\$ -
Deduction From Rev	-	-	-
Other Operating Revenue	-	50,000	50,000
Total Operating Revenue	\$ -	\$ 50,000	\$ 50,000
<u>Operating Expense:</u>			
Salaries & Benefits	\$ 360,171	\$ 196,387	\$ 556,558
Professional Fees	9,600	-	9,600
Supplies	19,450	33,032	52,482
Purchased Services	220,840	108,288	329,128
Other Expenses	43,107	64,269	107,376
Total Operating Expenses	\$ 653,168	\$ 401,976	\$ 1,055,144
Net Operating Rev (Exp)	\$ (653,168)	\$ (351,976)	\$ (1,005,144)
<u>Non - Operating Rev / (Exp)</u>			
Property Tax Revenues	609,168	336,976	946,144
Total Non-Operating Rev/(Exp)	609,168	336,976	946,144
Net Income/(Loss)	\$ (44,000)	\$ (15,000)	\$ (59,000)
<u>Possible Other Revenue Sources:</u>			
Donations	\$ 44,000	\$ 15,000	\$ 59,000
Grants	-	-	-
Total Possible Other Revenue Sources	\$ 44,000	\$ 15,000	\$ 59,000

**TAHOE FOREST HOSPITAL DISTRICT
TAHOE INSTITUTE FOR GLOBAL HEALTH RESEARCH
BUDGET, FY 2019**

	<u>BUDGET FY2019</u>	<u>PRELIMINARY 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	188,550	145,724	236,510	338,264	406,761	524,544	297,311	161,339	78,688
Supplies	750	289	1,619	6,083	2,108	28,462	5,806	1,059	1,961
Purchased Services	4,781	4,689	48,123	35,248	22,828	18,868	2,800	1,500	-
Other Expenses	889	125,889	5,984	162,378	101,408	160,586	230,932	104,827	4,730
Interest Expense	184,536	162,324	143,777	123,986	92,855	61,147	32,059	13,351	2,519
Total Operating Expenses	\$ 379,506	\$ 438,915	\$ 436,013	\$ 665,959	\$ 625,960	\$ 793,618	\$ 596,989	\$ 314,471	\$ 117,413
Grant Reimbursement For TBI Expenses	-	(22,667)	(77,207)	(107,720)	(120,514)	(111,627)	(21,987)	(23,624)	(1,250)
Amount Drawn Against Credit Line	<u>\$ (379,506)</u>	<u>\$ (416,248)</u>	<u>\$ (358,806)</u>	<u>\$ (558,239)</u>	<u>\$ (505,446)</u>	<u>\$ (681,991)</u>	<u>\$ (575,002)</u>	<u>\$ (280,847)</u>	<u>\$ (116,163)</u>
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>Cumulative:</u>									
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 Actual Draw Against Credit Line	(253,924)								
FY2019 Budgeted Draw Against Credit Line	(194,970)								
Balance on Letter of Credit	<u>\$ 59,307</u>								

**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 2019 that are moderately conservative and reflect some trends we have observed over the past several fiscal years, as well as considering actual volumes from FY 2018. We apply the spread of the FY 2019 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 1,797, which is 1.7% lower than FY 2018, but in line with trends we saw in FY 2017 and FY 2018. Acute inpatient days for FY 2019 are budgeted at 4,558, which is 5.3% higher than FY 2018, but, again, in line with previous years. We are anticipating our average length of stay to be 2.53 for FY 2019 and our average daily census to be 12.48.

FY 2018 posed some challenges in volume capture with the District's system conversion so a conservative approach towards setting volumes for the FY 2019 year was established. Below are a few areas are worth noting:

DEPARTMENT	ACTUAL FY 2018	BUDGET FY 2019	VARIANCE	PERCENT INCREASE/ (DECREASE)
Tahoe Forest Hospital				
Home Health Visits	2,506	2,627	121	4.8
Surgery Cases	2,340	1,875	(465)	(19.9%)
Laboratory Tests	193,645	157,109	(36,536)	(18.9%)
Diagnostic Imaging – All Modalities	17,009	16,168	(841)	(4.9%)
Medical Oncology Procedures	7,737	7,947	210	2.7%
Endoscopy Procedures	1,097	1,306	209	19.1%
Multi-Specialty Clinics				
Otolaryngology	1,816	1,440	(376)	(20.7%)
General Surgery	1,021	1,335	314	30.8%
IM/Cardiology/Neurology	7,704	9,609	1,905	24.7%
Internal Medicine/Family Practice	3,006	5,340	2,334	77.6%
Urology	179	2,000	1,821	1017.3%
Gastroenterology	1,058	1,348	290	27.4%
Audiology	560	403	(157)	(28.0%)
Sports Medicine	1,704	1,909	205	12.0%
Orthopedics	10,190	11,948	1,758	17.3%
IVCH Primary Care	578	3,756	3,178	549.8%
IVCH Health Clinic	3,181	3,615	434	13.6%
Incline Village Community Hospital				
Surgery Cases	84	97	13	15.5%
Laboratory Tests	28,116	29,268	1,152	4.1%
Diagnostic Imaging & Cat Scans	3,179	3,539	360	11.3%
CHSP				
Physical Therapy & P.T. Aquatic	57,776	56,800	(976)	(1.7%)

Tahoe Forest Hospital District Volumes

The following are explanations for the larger variances:

- 1) **TFH Surgery Cases:** Volume capture with our new E.M.R. system was a challenge in FY 2018 so the District took a conservative approach towards setting the FY 2019 volumes to trend to volumes we witnessed in FY 2017.
- 2) **Laboratory Tests:** The methodology for capturing volumes in our new E.M.R. system changed so statistics were set for FY 2019 to mirror historical revenue run rates.
- 3) **Endoscopy Procedures:** Volume capture with our new E.M.R. system was a challenge in FY 2018 so the District took a conservative approach towards setting the FY 2019 volumes to trend to volumes we witnessed in FY 2017.
- 4) **Multi-Specialty Clinics:**
 - a. **Otolaryngology:** Dr. Mancuso left in FY 2018 and Dr. Mingrone is only seeing patients at Incline. Dr. Watson (locums) will be seeing patients every other week, therefore reduced volume in FY 2019.
 - b. **General Surgery:** FY 2018 volume capture was low compared to historical trends, therefore increased for FY 2019.
 - c. **Internal Medicine/Cardiology/Neurology:** Increased volumes due to the addition of a second Neurologist.
 - d. **Internal Medicine/Family Practice:** Increased volumes due to the addition of three new Family Practice physicians, Dr. Schousen, Dr. Stoll, and Dr. Pfent.
 - e. **Urology:** Increased volumes with the addition of Dr. Wainstein in July 2018.
 - f. **Gastroenterology:** Increased volumes with the addition of Dr. Racca.
 - g. **Orthopedics:** Increased volumes with the addition of Dr. Hagen who will be starting in September 2018.
 - h. **IVCH Primary Care:** Increased due to a full year in FY 2019. Dr. Koch joined the MSC structure in May 2018.
 - i. **IVCH Health Clinic:** Increased volumes with the addition of Dr. Kim who started in February 2018 along with a new mid-level provider.

DEPARTMENTAL VOLUME TRENDS

	2013	2014	2015	2016	2017	2018	2018	2019	Variance	%
	Actual	Actual	Actual	Actual	Actual	Budget	Actual	Budget	Inc/(Dec)	Inc/(Dec)
16010 ICU										
ICU - Inpatient Days	278	234	205	196	219	205	254	250	(4)	-1.6%
ICU - Med/Surg Days	299	350	405	386	466	400	400	400	0	0.0%
ICU - Stepdown Days	406	329	351	412	443	400	435	443	8	1.8%
ICU - Swing Days	0	0	0	0	0	0	18	0	(18)	-100.0%
ICU - Short Stays - Ambulatory	0	0	0	0	0	0	0	0	0	0.0%
ICU - Short Stays - Observation	19	43	26	24	25	20	18	25	7	38.9%
ICU TFHD Summary	1,002	956	987	1,018	1,153	1,025	1,125	1,118	(7)	-0.6%
16170 Med Surg										
M/S - Inpatient Days	2,990	2,779	2,590	2,425	2,709	2,700	2,328	2,500	172	7.4%
M/S - Swing Days	252	283	231	437	390	350	371	390	19	5.1%
M/S 3170- Short Stay-Ambulatory	85	190	146	162	210	175	52	210	158	303.8%
M/S 3170- Short Stays-Observation	433	440	258	226	252	250	260	252	(8)	-3.1%
Med-Surg TFHD Summary	3,760	3,692	3,225	3,250	3,561	3,475	3,011	3,352	341	11.3%
16380 Obstetrics										
OB/GYN Patient Days	872	920	940	838	965	935	911	965	54	5.9%
Med/Surg Days in OB	9	14	2	0	0	0	0	0	0	0.0%
OB - Swing Days	0	0	0	0	0	0	0	0	0	0.0%
OB - Short Stays - Ambulatory	0	0	0	0	0	0	0	0	0	0.0%
OB - Short Stays - Observation	28	23	23	28	16	20	4	10	6	150.0%
OB Days TFHD Summary	909	957	965	866	981	955	915	975	60	6.6%
16530 Nursery										
Newborn days	797	877	881	768	933	900	763	933	170	22.3%
Nursery Re-admits	12	2	2	0	0	0	0	0	0	0.0%
Newborn Days TFHD Summary	809	879	883	768	933	900	763	933	170	22.3%

DEPARTMENTAL VOLUME TRENDS

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Variance Inc/(Dec)	% Inc/(Dec)
16580 Skilled Nursing Facility										
SNF days	11,723	12,133	12,086	11,650	11,508	12,045	11,890	12,045	155	1.3%
17010 Emergency Room										
Admits from E/R	1,113	1,181	1,024	1,114	1,146	1,084	786	1,146	360	45.8%
E/R Visits - Total Registrations	12,416	12,704	12,631	13,593	13,850	13,846	13,530	13,850	320	2.4%
17070 Perinatal										
Perinatal O/P visits	7,791	7,246	4,280	1,903	3,841	3,782	0	0	0	0.0%
17072 Diabetic Center										
Diabetic Center TFHD Summary	0	0	0	0	0	0	0	0	0	0.0%
17085 TFH Clinic										
TFH Health Clinic O/P visits	3,072	3,106	3,402	3,709	3,953	3,900	3,049	3,031	(18)	-0.6%
Flu Shots - TFH Health Clinic	132	30	24	0	0	0	225	225	0	0.0%
17791 TC Occupational Therapy										
OT - TC O/P Procedures	1,130	1,047	1,221	1,606	1,480	1,500	1,700	1,700	0	0.0%
17773 TC Physical Therapy										
PT - TC O/P Procedures	11,919	16,540	16,441	22,006	24,153	24,500	26,877	26,000	(877)	-3.3%
17510 Oncology Lab										
Oncology Lab tests	2,558	3,016	3,568	3,478	3,130	3,152	3,111	3,110	(1)	0.0%

DEPARTMENTAL VOLUME TRENDS

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17290 Home Health										
Home Health Nursing Units	2,239	2,191	2,139	2,131	1,914	2,124	1,474	1450	(24)	-1.6%
Home Health Aide Units	500	341	141	94	102	125	89	102	13	14.6%
Home Health Speech Therapy Units	3	2	19	13	10	12	10	10	0	0.0%
Home Health Occupational Therapy Units	355	416	477	530	321	499	290	321	31	10.7%
Home Health Social Services Units	115	95	85	120	94	100	81	94	13	16.0%
Home Health PT Units	768	733	714	667	545	650	562	545	(17)	-3.0%
Home Health - Dietary Counseling	0	0	0	0	0	0	0	0	0	0.0%
Home Health - Medicare Visits	3,269	2,860	2,719	2,676	1,941	2,600	1,857	1,941	84	4.5%
Home Health - MediCal Visits	7	33	90	153	144	140	187	144	(43)	-23.0%
Home Health - Commercial Visits	639	825	692	655	836	700	412	478	66	16.0%
Home Health - Self Pay Visits	65	64	74	82	64	70	50	64	14	28.0%
Home Health Units TFHD Summary	3,980	3,782	3,575	3,566	2,985	3,510	2,506	2,627	121	4.8%
17310 Hospice										
Hospice Medicare Visits	7,214	4,599	4,354	3,270	4,765	4,200	5,304	5,304	0	0.0%
Hospice MediCal Visits	140	903	278	603	425	475	487	487	0	0.0%
Hospice Commercial Visits	827	1,027	674	835	1,353	1,075	404	404	0	0.0%
Hospice Other Visits	68	11	5	5	(61)	2	0	0	0	0.0%
Hospice Medicare Days	4,624	3,152	3,020	2,327	3,874	3,050	4,154	4,154	0	0.0%
Hospice MediCal Days	94	598	190	340	351	325	427	427	0	0.0%
Hospice Commercial Days	530	742	452	559	885	600	298	298	0	0.0%
Hospice Other Days	57	35	4	4	(62)	2	0	0	0	0.0%
Hospice Days TFHD Summary	5,305	4,527	3,666	3,230	5,048	3,977	4,879	4,879	0	0.0%
17400 Labor and Delivery										
Total Deliveries	365	366	383	336	391	385	288	398	110	38.2%

DEPARTMENTAL VOLUME TRENDS

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17420	Surgery									
OR I/P minutes	81,680	87,515	82,715	79,480	83,764	81,203	64,877	83,764	18,887	29.1%
OR O/P minutes	73,537	68,250	64,577	63,401	71,443	67,000	99,045	71,443	(27,602)	-27.9%
OR I/P Cases	774	845	815	782	836	800	659	836	177	26.9%
OR O/P Cases	1,008	1,001	965	943	1,039	1,000	1,681	1,039	(642)	-38.2%
Surgey Minutes TFHD	155,217	155,765	147,292	142,881	155,207	148,203	163,922	155,207	(8,715)	-5.3%
Surgery Cases TFHD	1,782	1,846	1,780	1,725	1,875	1,800	2,340	1,875	(465)	-19.9%
17428	Pain Clinic									
Pain Center minutes	27,859	24,553	24,109	26,503	39,321	29,900	8,477	8,004	(473)	-5.6%
17429	SPD									
SPD - I/P minutes	81,680	87,515	82,715	79,480	83,764	81,203	28,122	83,764	55,642	197.9%
SPD - O/P minutes	73,537	70,050	64,577	63,401	71,443	67,000	26,793	71,443	44,650	166.6%
Sterile Processing TFHD Summary	155,217	157,565	147,292	142,881	155,207	148,203	54,915	155,207	100,292	182.6%
17427	PAAS									
I/P Recovery minutes	49,158	56,914	56,655	50,493	58,225	53,865	45,135	47,252	2,117	4.7%
O/P Recovery minutes	30,209	30,032	25,237	25,649	30,929	28,400	37,514	41,902	4,388	11.7%
Procedure Room minutes	4,393	5,347	6,419	5,500	9,091	6,800	0	9,091	9,091	0.0%
ASD minutes	247,841	281,223	359,066	366,784	340,000	350,000	0	340,000	340,000	0.0%
Total PAAS Minutes Summary	331,601	373,516	447,377	448,426	438,245	439,065	82,649	438,245	355,596	430.2%

DEPARTMENTAL VOLUME TRENDS

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17450 Anesthesia										
<i>Anesthesia - I/P minutes</i>	87,469	92,912	86,826	83,221	87,118	85,455	62,790	87,118	24,328	38.7%
<i>Anesthesia - O/P minutes</i>	81,743	76,337	71,479	68,075	72,847	71,000	78,943	72,847	(6,096)	-7.7%
<i>Anesthesia - Elsewhere minutes</i>	15,697	16,731	18,323	13,575	18,513	16,748	6,924	18,513	11,589	167.4%
<i>Anesthesia - G/I I/P Minutes</i>	1,262	3,264	2,686	3,462	2,537	3,300	3,965	3,846	(119)	-3.0%
<i>Anesthesia - G/I O/P Minutes</i>	8,944	10,715	10,752	12,339	11,626	12,006	11,901	11,626	(275)	-2.3%
<i>Anesthesia TFHD Summary</i>	195,115	199,959	190,066	180,672	192,641	188,509	164,523	193,950	29,427	17.9%
17500 Laboratory										
<i>Lab - TFH I/P Tests</i>	31,048	28,297	29,426	30,534	32,961	31,077	28,960	32,961	4,001	13.8%
<i>Lab - TFH O/P Tests</i>	79,290	83,447	100,426	103,623	118,256	118,109	119,066	118,256	(810)	-0.7%
<i>Lab - MOB O/P Tests - 8664</i>	5,656	4,723	5,936	5,191	5,876	5,185	1,477	0	(1,477)	-100.0%
<i>Lab - Tahoe City O/P Tests - 7875</i>	9,643	9,985	11,374	11,024	10,585	10,594	4,024	0	(4,024)	-100.0%
<i>Lab - Incline Village O/P Tests</i>	4,774	4,599	4,485	4,110	2,571	3,800	16,544	0	(16,544)	-100.0%
<i>Lab - Clinic Accounts</i>	7,891	7,056	6,715	5,797	5,892	5,700	3,777	5,892	2,115	56.0%
<i>Lab - Send Outs IP</i>	3,606	3,660	3,898	3,577	3,910	3,800	1,542	0	(1,542)	-100.0%
<i>Lab - Send Outs OP</i>	21,840	23,000	15,580	14,708	16,678	16,249	18,255	0	(18,255)	-100.0%
<i>Laboratory TFHD Summary</i>	163,748	164,767	177,840	178,564	196,729	194,514	193,645	157,109	(36,536)	-18.9%
17540 Blood Bank										
<i>Total Blood Units</i>	530	627	570	545	464	540	546	540	(6)	-1.1%
17590 EKG										
<i>EKG - I/P Procedures</i>	563	483	513	421	454	452	472	454	(18)	-3.8%
<i>EKG - O/P Procedures</i>	1,810	1,798	2,111	2,084	2,337	2,000	2,819	2,337	(482)	-17.1%
<i>EKG TFHD Summary</i>	2,373	2,281	2,624	2,505	2,791	2,452	3,291	2,791	(500)	-15.2%

DEPARTMENTAL VOLUME TRENDS

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17592 Stress EKG										
Stress EKG - I/P Procedures	0	1	0	1	2	0	2	0	(2)	-100.0%
Stress EKG - O/P Procedures	40	38	48	54	48	55	35	0	(35)	-100.0%
Stress EKG TFHD Summary	40	39	48	55	50	55	37	0	(37)	-100.0%
17593 Cardiac Rehab										
Cardiac Rehab - Phase II	310	565	643	688	612	625	713	611	(102)	-14.3%
Cardiac Rehab - Phase III	2,498	2,364	2,185	2,390	2,399	2,350	2,849	2,399	(450)	-15.8%
Cardiac Rehab TFHD Summary	2,808	2,929	2,828	3,078	3,011	2,975	3,562	3,010	(552)	-15.5%
17595 Pulmonary Rehab										
Pulmonary Rehab	20	0	0	0	0	0	0	0	0	0.0%
17630 Diagnostic Imaging										
Diagnostic Imaging - I/P Exams	1,865	1,288	1,204	1,047	1,214	1,206	1,533	1,214	(319)	-20.8%
Diagnostic Imaging - O/P Exams	7,068	7,095	7,501	8,171	8,528	8,500	7,889	8,528	639	8.1%
Vascular I/P Exams	121	95	250	356	416	400	232	416	184	79.3%
Vascular O/P Exams	179	184	277	330	451	450	730	451	(279)	-38.2%
Diagnostic Imaging TFHD Summary	8,933	8,383	8,705	9,218	9,742	9,706	9,422	9,742	320	3.4%
Vascular Image TFHD Summary	300	279	527	686	867	850	962	867	(95)	-9.9%
17632 Womens Imaging Center										
Dexa Exams	352	399	477	542	671	670	696	0	(696)	-100.0%
Mammography Exams	2,874	2,878	3,070	2,974	3,065	3,050	3,022	3,072	50	1.7%
Womens Imaging TFHD Summary	3,226	3,277	3,547	3,516	3,736	3,720	3,718	3,072	(646)	-17.4%
17633 MOB Diagnostic Imaging										
MOB O/P Exams - Xrays -17633	889	1,027	1,080	1,298	1,513	1,500	1,150	1,513	363	31.6%
MOB Diagnostic TFHD Summary	889	1,027	1,080	1,298	1,513	1,500	1,150	1,513	363	31.6%

DEPARTMENTAL VOLUME TRENDS

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17641 Oncology										
<i>Oncology Procedures</i>	6,044	5,537	7,322	9,146	7,947	8,000	7,737	7,947	210	2.7%
17642 Radiation Oncology										
<i>Radiation Oncology Procedures</i>	3,599	4,174	3,390	4,282	3,873	3,847	5,329	5,300	(29)	-0.5%
17650 Nuclear Medicine										
<i>Nuclear Med - I/P Exams</i>	35	24	41	22	27	25	31	27	(4)	-12.9%
<i>Nuclear Med - O/P Exams</i>	293	274	272	312	350	350	320	350	30	9.4%
<i>Nuc Med TFHD Summary</i>	328	298	313	334	377	375	351	377	26	7.4%
17660 MRI										
<i>MRI - I/P Exams</i>	79	85	65	62	93	94	65	93	28	43.1%
<i>MRI - O/P Exams</i>	1,705	1,851	1,838	1,934	1,977	2,285	2,070	1,977	(93)	-4.5%
<i>MRI TFHD Summary</i>	1,784	1,936	1,903	1,996	2,070	2,379	2,135	2,070	(65)	-3.0%
17670 Ultrasound										
<i>Ultrasound - I/P Exams</i>	442	416	322	333	429	422	281	429	148	52.7%
<i>Ultrasound - O/P Exams</i>	2,601	2,754	2,902	2,848	3,178	3,175	2,758	3,178	420	15.2%
<i>Ultrasound TFHD Summary</i>	3,043	3,170	3,224	3,181	3,607	3,597	3,039	3,607	568	18.7%
17672 Briner Ultrasound										
<i>Breast Ultrasound Exams</i>	1,057	1,094	1,351	1,272	1,286	1,500	1,578	1,323	(255)	-16.2%
17680 CT										
<i>CT - I/P Exams</i>	457	152	246	181	258	251	336	258	(78)	-23.2%
<i>CT - O/P Exams</i>	3,014	3,065	3,141	3,389	3,861	3,876	3,740	3,861	121	3.2%
<i>Cat Scan TFHD Summary</i>	3,471	3,217	3,387	3,570	4,119	4,127	4,076	4,119	43	1.1%

DEPARTMENTAL VOLUME TRENDS

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17685	PET CT									
<i>PET CT - I/P Exams</i>	12	7	2	4	1	0	3	0	(3)	-100.0%
<i>PET CT - O/P Exams</i>	262	258	283	303	323	313	273	323	50	18.3%
<i>PET Cat Scan TFHD Summary</i>	274	265	285	307	324	313	276	323	47	17.0%
17690	Vascular Imaging									
<i>Vascular I/P Exams</i>	121	95	250	356	416	400	232	416	184	79.3%
<i>Vascular O/P Exams</i>	179	184	277	330	451	450	730	451	(279)	-38.2%
<i>Vascular Image TFHD Summary</i>	300	279	527	686	867	850	962	867	(95)	-9.9%
17710	Pharmacy									
<i>Pharmacy - I/P units</i>	111,490	97,331	94,182	100,531	119,634	116,000	128,567	56,052	(72,515)	-56.4%
<i>Pharmacy - O/P units</i>	79,935	63,204	74,773	75,784	183,901	81,600	152,333	117,591	(34,742)	-22.8%
<i>Pharmacy TFHD Summary</i>	191,425	160,535	168,955	176,315	303,535	197,600	280,900	173,643	(107,257)	-38.2%
17711	Oncology Drugs Sold to Patients									
<i>Oncology Pharmacy Units</i>	224,551	81,446	56,824	80,105	121,970	116,855	77,130	5,044	(72,086)	-93.5%
17712	IV									
<i>IV - I/P units</i>	11,632	9,649	9,838	9,225	9,803	9,356	0	0	0	0.0%
<i>IV - O/P units</i>	8,857	7,095	8,165	8,580	8,141	8,160	0	0	0	0.0%
<i>IV TFHD Summary</i>	20,489	16,744	18,003	17,805	17,944	17,516	0	0	0	0.0%
17720	Respiratory Therapy									
<i>RT - I/P Minutes</i>	171,576	129,408	116,808	95,976	134,688	130,848	48,595	5,904	(42,691)	-87.9%
<i>RT - O/P Minutes</i>	24,600	18,384	15,552	13,056	26,808	23,800	13,483	1,925	(11,558)	-85.7%
<i>RT TFHD Summary</i>	196,176	147,792	132,360	109,032	161,496	154,648	62,078	7,829	(54,249)	-87.4%

DEPARTMENTAL VOLUME TRENDS

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17730 Pulmonary Function										
<i>Pulmonary - I/P Procedures</i>	261	74	47	84	85	80	1,447	1,419	(28)	-1.9%
<i>Pulmonary - O/P Procedures</i>	179	186	162	251	278	225	480	467	(13)	-2.7%
<i>Pulmonary TFHD Summary</i>	440	260	209	335	363	305	1,927	1,886	(41)	-2.1%
17760 Gastro-Intestinal Services										
<i>Gastro/Int OR I/P Minutes</i>	3,990	9,489	6,822	8,312	5,715	7,500	7,318	0	(7,318)	-100.0%
<i>Gastro/Int OR O/P Minutes</i>	30,665	40,180	42,211	44,669	39,044	42,366	33,798	0	(33,798)	-100.0%
<i>Gastro/Int I/P Recovery Minutes</i>	96	636	692	637	551	650	842	551	(291)	-34.6%
<i>Gastro/Int O/P Recovery Minutes</i>	113	537	402	315	369	345	482	369	(113)	-23.4%
<i>Gastro/Int I/P ASD Minutes</i>	185	258	179	457	185	250	0	185	185	0.0%
<i>Gastro/Int O/P ASD Minutes</i>	100,009	129,546	145,077	142,183	120,803	129,938	0	120,803	120,803	0.0%
<i>Gastro/Int OR I/P Cases</i>	62	125	91	106	75	100	98	75	(23)	-23.5%
<i>Gastro/Int OR O/P Cases</i>	1,088	1,380	1,379	1,503	1,231	1,380	999	1,231	232	23.2%
<i>Gastro/Int Total Minutes Summary</i>	135,058	180,646	195,383	196,573	166,667	181,049	42,440	121,908	79,468	187.2%
<i>Total Gastro/Int Total Cases Summary</i>	1,150	1,505	1,470	1,609	1,306	1,480	1,097	1,306	209	19.1%
17770 Physical Therapy										
<i>PT - TK I/P Procedures</i>	4,606	5,123	5,977	5,596	4,495	5,123	4,831	6,150	1,319	27.3%
<i>PT - TK - SNF Procedures</i>	927	1,835	3,554	2,361	1,568	2,168	0	0	0	0.0%
<i>Physical Therapy Procedures Summary</i>	5,533	6,958	9,531	7,957	6,063	7,291	4,831	6,150	1,319	27.3%
17780 Speech Therapy										
<i>ST - I/P Procedures</i>	41	68	42	64	15	45	40	172	132	330.0%
<i>ST - SNF Procedures</i>	38	66	150	68	157	105	0	0	0	0.0%
<i>Speech Therapy TFHD Summary</i>	79	134	192	132	172	150	40	172	132	330.0%

DEPARTMENTAL VOLUME TRENDS

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17790 Occupational Therapy										
OT - I/P Procedures	3,953	4,132	4,231	3,842	3,257	3,653	3,492	4,797	1,305	37.4%
OT - SNF Procedures	853	1,674	2,215	1,881	1,540	1,807	0	1,540	1,540	0.0%
Occupational Therapy IP TFHD Summary	4,806	5,806	6,446	5,723	4,797	5,460	3,492	6,337	2,845	81.5%
18340 Dietary										
Patient Meals	53,699	56,494	54,950	51,551	50,819	52,951	53,485	50,819	(2,666)	-5.0%
Pantries	16,117	15,387	18,218	16,398	19,140	18,110	18,145	19,140	995	5.5%
Non-Patient Meals	253,884	237,680	241,767	206,708	220,361	230,166	231,006	220,361	(10,645)	-4.6%
Dietary TFHD Summary	323,700	309,561	314,935	274,657	290,320	288,707	302,636	290,320	(12,316)	-4.1%
18350 Laundry & Linen										
Pounds	245,358	255,659	257,521	254,962	216,274	256,200	323,991	406,229	82,238	25.4%
19530 Child Care Center										
Child Care Days	17,956	18,902	19,327	21,156	19,964	19,500	20,771	20,850	79	0.4%
18560 Admitting & Communication										
Registrations	49,480	53,858	58,032	60,999	62,755	61,000	113,873	125,260	11,387	10.0%

DEPARTMENTAL VOLUME TRENDS

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Variance Inc/(Dec)	% Inc/(Dec)
18590 Financial Administration										
Acute Admissions	1,652	1,606	1,679	1,569	1,797	1,675	1,829	1,797	(32)	-1.7%
Swing Admissions	44	41	37	63	48	55	55	48	(7)	-12.7%
Acute Patient Days	4,866	4,629	4,493	4,257	4,802	4,640	4,328	4,558	230	5.3%
Swing Days	252	283	231	437	390	350	389	390	1	0.3%
Adjusted Patient Days	13,405	14,736	13,781	15,445	16,036	16,899	18,657	18,615	(42)	-0.2%
ICU Average Daily Census	3	3	3	3	3	3	3	3	0	2.0%
OB/GYN Average Daily Census	2	3	3	2	3	3	2	3	0	6.0%
Medical / Surgical - Acute - ADC	8	8	8	7	7	7	6	7	0	7.4%
Medical / Surgical - Swing - ADC	1	1	1	1	1	1	1	1	0	5.0%
Acute Discharges	1,643	1,624	1,667	1,575	1,795	1,675	1,829	1,797	(32)	-1.7%
Swing Discharges	45	42	35	61	53	55	55	48	(7)	-12.7%
Avg Length of Stay	3	3	3	3	3	3	2	3	0	7.2%
Total Admissions TFHD	1,696	1,647	1,716	1,632	1,845	1,730	1,884	1,845	(39)	-2.1%
Total Discharges TFHD	1,688	1,666	1,702	1,636	1,848	1,730	1,884	1,845	(39)	-2.1%
18660 Occ Health										
Occupational Health Visits - 18660	2,507	2,567	2,731	2,929	3,655	3,658	2,370	2,300	(70)	-3.0%
Flu Shots - Occupational Health	290	247	321	134	0	0	266	250	(16)	-6.0%
Occ Health TFHD Summary	2,797	2,814	3,052	3,063	3,655	3,658	2,636	2,550	(86)	-3.3%
18662 Infection Control/Employee Health										
Employee Wellness Visits - 18662	1,236	1,352	1,035	380	419	575	0	419	419	0.0%
Flu Shots - Infection Control	841	817	908	849	857	850	0	857	857	0.0%
17516 Lab Draw MOB										
Lab Draw Test - OH - 18864	4,082	4,677	5,248	4,029	6,031	6,000	2,029	3,631	1,602	79.0%

DEPARTMENTAL VOLUME TRENDS

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17073 MSC - ENT <i>Watson Visits</i>	2,461	2,630	2,792	2,239	2,382	2,495	1,816	1,440	(376)	-20.7%
17078 MSC - SURGERY <i>Cooper Visits</i>	751	1,539	1,883	1,958	1,409	1,210	1,021	1,335	314	30.8%
17090 MSC - IM Pulmonary <i>Tirdel Visits</i>	6,359	5,909	6,104	5,551	5,327	5,249	4,504	4,911	407	9.0%
17079 MSC - IM Cardiology <i>T. Lombard/Scholnick/Fomer Visits</i>	4,941	5,669	5,164	5,942	7,971	9,163	7,704	9,609	1,905	24.7%
17080 MSC - Oncology <i>Heifetz/Koppel/Kaime/Semrad Visits</i>	3,424	4,730	4,937	4,640	4,414	4,347	4,586	4,600	14	0.3%
17088 MSC - Internal Medicine <i>Burkholder/Schousen/Stoll/Pfenl/Colpitts Visits</i>	1,803	2,094	2,385	1,823	1,664	3,712	3,006	5,340	2,334	77.6%
17081 MSC - Radiation Oncology <i>Palmer Visits</i>	658	1,629	705	912	837	933	443	450	7	1.6%
17082 MSC - Urology <i>Wainstein Visits</i>	0	0	0	0	1,171	259	179	2,000	1,821	1017.3%
17096 MSC - G.I. Schaffer <i>Schaffer/Racca Visits</i>	677	1,212	1,426	1,250	1,056	1,043	1,058	1,348	290	27.4%
17077 MSC - Pediatrics <i>North Lake Pediatrics Visits</i>	9,998	10,308	11,190	10,645	11,048	11,127	10,909	11,044	135	1.2%

DEPARTMENTAL VOLUME TRENDS

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17075 MSC - OB/GYN <i>Thompson/Taylor/Coll Visits</i>	0	0	0	0	0	6,492	9,874	10,177	303	3.1%
17801 MSC - Audiology <i>Audiology</i>	649	645	321	347	331	704	560	403	(157)	-28.0%
17086 MSC - Sports Medicine <i>Winans Visits</i>	1,408	1,971	2,855	2,546	2,014	1,983	1,704	1,909	205	12.0%
17087 MSC - Orthopedics <i>Dodd/Ringnes/Foley/Hagen/Haeder Visits</i>	0	0	0	0	4,495	11,166	10,190	11,948	1,758	17.3%
19550 Retail Pharmacy <i>Prescriptions</i>	27,633	26,270	26,185	28,143	30,293	28,900	31,695	30,293	(1,402)	-4.4%
26170 Med-Surg <i>Inpatient Days</i>	16	25	8	12	6	10	19	20	1	5.3%
<i>Observation Days</i>	25	25	17	26	21	25	11	21	10	90.9%
<i>Med Surg Days IVCH Summary</i>	41	50	25	38	27	35	30	41	11	36.7%
27010 Emergency Room <i>Total Emergency Visits</i>	3,908	3,560	3,720	3,888	4,086	4,050	3,832	4,086	254	6.6%
<i>Flu Shots</i>	362	397	449	200	132	200	128	132	4	3.1%
27084 MSC Primary Care <i>Koch Visits</i>	0	0	0	0	0	0	578	3,756	3,178	549.8%
27085 IVCH Clinic <i>IVCH Clinic Visits</i>	345	858	1,347	1,879	2,557	3,890	3,181	3,615	434	13.6%

DEPARTMENTAL VOLUME TRENDS

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Variance Inc/(Dec)	% Inc/(Dec)
27086 MSC IM/Peds										
<i>Vayner/Scholnick/Mingrone Visits</i>	1,389	1,641	1,683	1,394	1,121	1,341	1,341	1,341	0	0.0%
27420 Surgery										
<i>OR IP Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>OR OP Minutes</i>	12,630	8,794	8,180	9,521	8,270	8,650	6,958	8,200	1,242	17.8%
<i>OR IP Cases</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>OR OP Cases</i>	124	92	93	107	97	100	84	97	13	15.5%
<i>Surgery Cases IVCH Summary</i>	124	92	93	107	97	100	84	97	13	15.5%
<i>Surgery Minutes IVCH Summary</i>	12,630	8,794	8,180	9,521	8,270	8,650	6,958	8,200	1,242	17.8%
27428 Pain Clinic										
<i>Pain Clinic Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
27429 SPD										
<i>Surgery Cases IVCH Summary</i>	124	92	93	107	97	100	84	97	13	15.5%
27427 PAAS										
<i>PACU IP Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>PACU OP Minutes</i>	3,778	2,693	2,475	2,631	2,389	2,450	1,906	2,389	483	25.3%
<i>Total ASD Minutes</i>	26,097	18,424	17,227	21,019	19,239	19,560	0	0	0	0.0%
<i>PAAS IVCH Summary</i>	29,875	21,117	19,702	23,650	21,628	22,010	1,906	2,389	483	25.3%
27450 Anesthesia										
<i>Anesthesia IP Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>Anesthesia OP Minutes</i>	13,883	9,040	8,454	9,901	8,261	8,825	6,877	8,261	1,384	20.1%
<i>Anesthesia Elsewhere Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>Anesthesia Minutes IVCH Summary</i>	13,883	9,040	8,454	9,901	8,261	8,825	6,877	8,261	1,384	20.1%

DEPARTMENTAL VOLUME TRENDS

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Variance Inc/(Dec)	% Inc/(Dec)
27470 Med Supplies sold to Patients										
<i>Total Emergency Visits</i>	3,908	3,560	3,720	3,888	4,086	4,050	3,832	4,086	254	6.6%
27500 Lab										
<i>Lab - Inpatient Billable Tests</i>	123	92	77	139	83	116	189	83	(106)	-56.1%
<i>Lab - Outpatient Billable Tests</i>	22,068	23,844	26,458	24,160	26,606	26,500	25,428	26,606	1,178	4.6%
<i>EKG</i>	483	484	575	719	696	675	666	696	30	4.5%
<i>Reference Lab</i>	2,021	1,968	1,829	1,707	1,883	1,850	1,833	1,883	50	2.7%
<i>Blood</i>	3	0	0	0	8	0	0	0	0	0.0%
<i>Laboratory IVCH Summary</i>	24,698	26,388	28,939	26,725	29,276	29,141	28,116	29,268	1,152	4.1%
27540 Blood										
<i>Blood</i>	3	0	0	0	8	0	0	0	0	0.0%
27590 EKG										
<i>EKG</i>	483	484	575	719	696	675	666	696	30	4.5%
27630 Diagnostic Imaging										
<i>Radiology - I/P Exams</i>	7	3	0	5	2	3	22	2	(20)	-90.9%
<i>Radiology - O/P Exams (Inc. Mammo & U/S)</i>	923	835	762	784	772	780	731	825	94	12.9%
<i>Radiology - ER Exams</i>	1,483	1,459	1,504	1,845	1,889	1,833	1,615	1,836	221	13.7%
<i>Diagnostic Imaging IVCH Summary</i>	2,413	2,297	2,266	2,634	2,663	2,616	2,368	2,663	295	12.5%
27680 Cat Scan										
<i>CT - I/P Exams</i>	1	3	0	0	1	0	0	0	0	0.0%
<i>CT - O/P Exams</i>	152	157	169	154	159	150	234	254	20	8.5%
<i>CT - ER Exams</i>	461	471	507	682	716	702	577	622	45	7.8%
<i>CT IVCH Summary</i>	614	631	676	836	876	852	811	876	65	8.0%

DEPARTMENTAL VOLUME TRENDS

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Variance Inc/(Dec)	% Inc/(Dec)
27710	Drugs Sold to Patients									
Pharmacy - I/P Units	262	649	170	182	304	153	379	304	(75)	-19.8%
Pharmacy - O/P Units	11,296	7,859	8,436	9,437	14,522	13,770	14,654	14,600	(54)	-0.4%
Pharmacy IVCH Summary	11,558	8,508	8,606	9,619	14,826	13,923	15,033	14,904	(129)	-0.9%
27712	IV									
IV's - I/P Units	59	63	7	8	14	4	1	0	(1)	-100.0%
IV's - O/P Units	1,946	893	107	239	460	405	164	0	(164)	-100.0%
IV IVCH Summary	2,005	956	114	247	474	409	165	0	(165)	-100.0%
27720	Respiratory Therapy									
RT - I/P Procedures	50	107	86	80	37	55	87	90	3	3.4%
RT - O/P Procedures	1,736	1,589	1,660	1,781	1,378	1,150	802	800	(2)	-0.2%
RT IVCH Summary	1,786	1,696	1,746	1,861	1,415	1,205	889	890	1	0.1%
27770	Physical Therapy									
PT - Procedures	30,054	29,640	28,572	29,772	27,855	29,000	26,919	27,500	581	2.2%
27790	Occupational Therapy									
OT - Procedures	1,212	1,195	1,691	1,164	1,245	1,175	1,332	1,325	(7)	-0.5%
27874	Sleep Clinic									
Sleep Clinic Visits	193	143	127	163	150	160	157	160	3	1.9%
28282	Diamond Ski Aid									
Diamond Peak - Patient Seen	329	308	246	443	203	290	203	203	0	0.0%

DEPARTMENTAL VOLUME TRENDS

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Variance Inc/(Dec)	% Inc/(Dec)
28340 Dietary										
<i>Patient Meals</i>	889	869	864	798	684	725	929	684	(245)	-26.4%
<i>Pantry</i>	2,210	2,421	2,163	5,408	4,071	4,500	3,288	4,071	783	23.8%
<i>Non-Patient Meals</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>Dietary IVCH Summary</i>	3,099	3,290	3,027	6,206	4,755	5,225	4,217	4,755	538	12.8%
28560 Admitting										
<i>Registrations</i>	9,753	9,314	9,102	9,322	9,210	9,300	16,572	11,000	(5,572)	-33.6%
28610 Administration										
<i>Acute Admissions</i>	9	11	8	6	5	5	10	10	0	0.0%
29530 MSC - Orthopedics										
<i>Osgood Visits</i>	182	361	236	0	0	0	0	0	0	0.0%
57770 Physical Therapy										
<i>PT - TK O/P Procedures</i>	38,193	42,712	45,686	49,638	51,089	54,007	56,302	54,000	(2,302)	-4.1%
57771 Aquatic Therapy										
<i>PT - Aquatic Visits</i>	3,087	1,632	2,611	3,101	2,509	2,800	1,474	2,800	1,326	90.0%
57780 Speech Therapy										
<i>ST - O/P Procedures</i>	163	440	425	567	559	550	585	559	(26)	-4.4%
57790 Occupational Therapy										
<i>OT - O/P Procedures</i>	4,723	5,123	6,948	7,583	8,444	8,200	7,465	7,600	135	1.8%
57802 Sports Performance Training & Testing										
<i>TCHSP - Sports Lab</i>	6	7	742	611	1,641	1,500	1,423	1,400	(23)	-1.6%

DEPARTMENTAL VOLUME TRENDS

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Variance Inc/(Dec)	% Inc/(Dec)
58660 Occupational Health Testing <i>TCHSP - Occupational Hlth Testing</i>	1,166	1,364	1,257	1,346	1,696	1,500	2,476	2,475	(1)	0.0%
58771 Fitness Center <i>TCHSP - Memberships</i>	2,546	2,649	2,677	2,552	1,553	1,600	980	1,100	120	12.2%
58775 HP Fitness/Wellness/Massage <i>TCHSP - Fitness/Weight/Nutrition/Other</i>	1,773	1,898	2,132	1,372	1,688	1,500	4,157	4,000	(157)	-3.8%

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

We incorporated an overall **5% rate increase effective August 1, 2018**. However, of this 5% increase, the District will only realize approximately 2.4% 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 2019 to be \$300.4 million**. This is a \$31.6 million increase to our gross revenue when compared to Preliminary FY 2018. FY 2019 gross revenue is 26.8% Inpatient and 73.2% Outpatient

Budgeted EBIDA for FY 2019 is \$8.8 million, representing a \$3.3 million decrease from Preliminary FY 2018. This net decrease is reflective of a reduction in prior period settlements, an increase in Salaries, Wages & Benefits, Professional Fees, Supplies, and Purchased Services. A budgeted rate increase in August 2018 was necessitated to help offset these budgeted cost increases, inflation, and declining payor reimbursement. Return on Gross Revenue **EBIDA is 2.9%**, projecting 1.6% lower than Preliminary FY 2018.

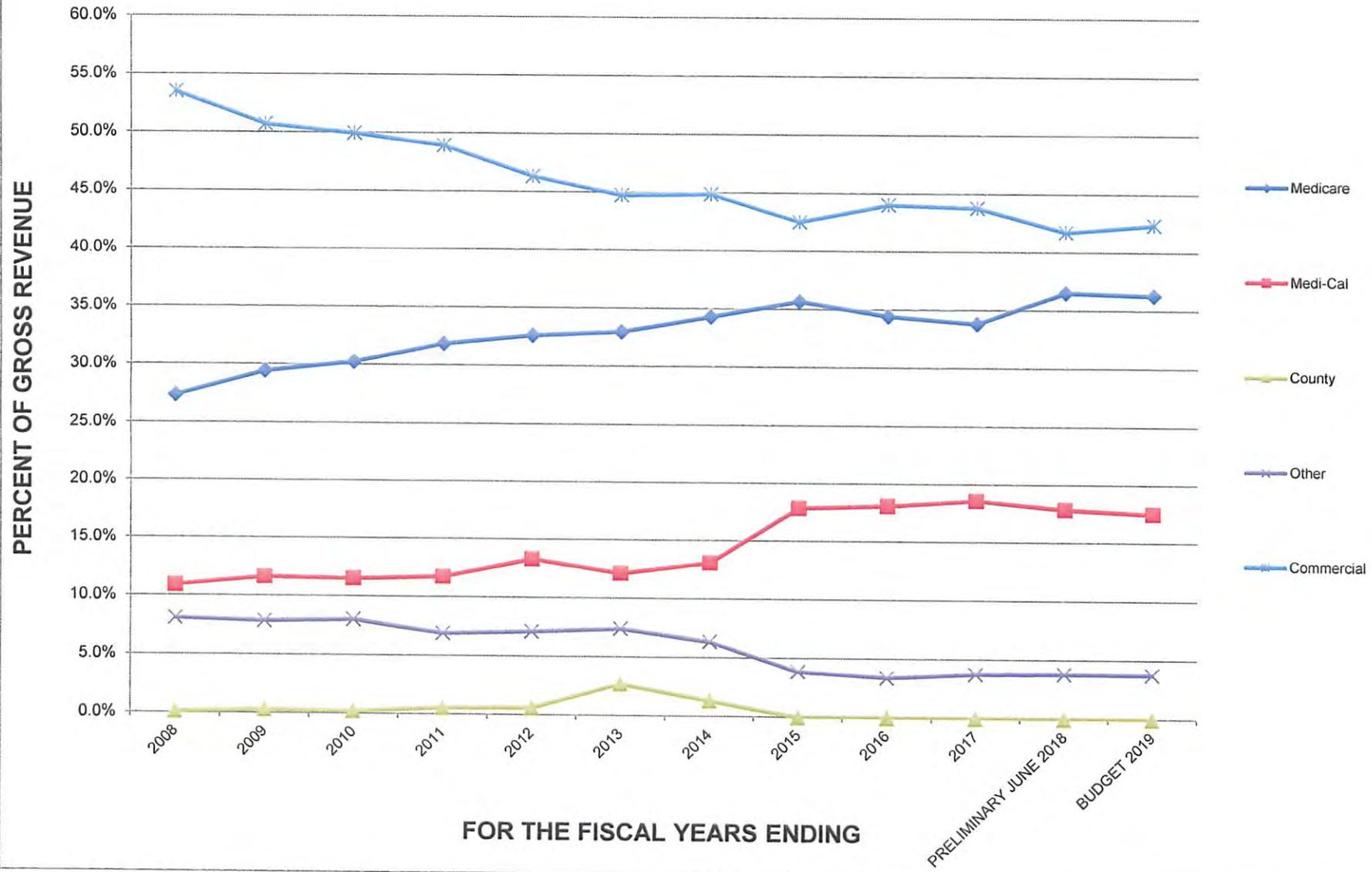
Budgeted Net Income/(Loss) for FY 2019 is a profit of \$5.1 million, a decrease of \$1.9 million from Preliminary FY 2018. The decrease is correlated to cost increases as outlined above along with increases to our Depreciation Expense brought on by anticipated capital equipment, building and land acquisitions, and completion of construction projects.

Return on Equity is estimated to be 3.7%, a decrease of 1.7% from the Preliminary FY 2018 Return on Equity. This decrease is due to the budgeted lower Net Income combined with a higher Net Asset (Fund) Balance.

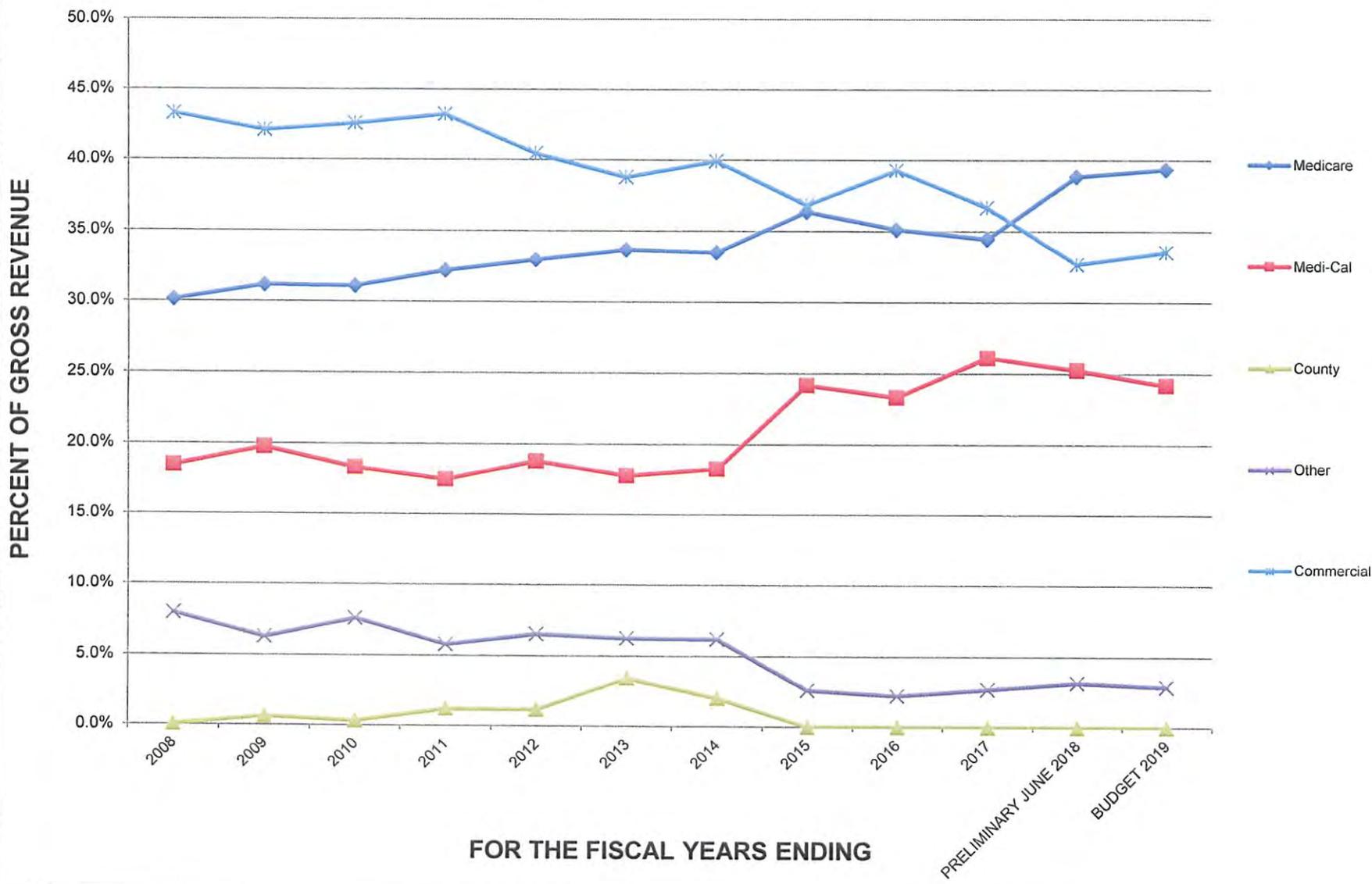
Total Gross Revenue **Payor Mix** for the FY 2019 budget reflects comparable trending that we witnessed in FY 2018. We made marginal adjustments to our Commercial and Medi-Cal percentages. See table below.

Payor Mix	Budget FY 2019	Preliminary FY 2018
Medicare	36.3%	36.6%
Medi-Cal	17.6%	18.4%
County	0.0%	0.0%
Other	3.7%	3.5%
Commercial	42.4%	41.5%

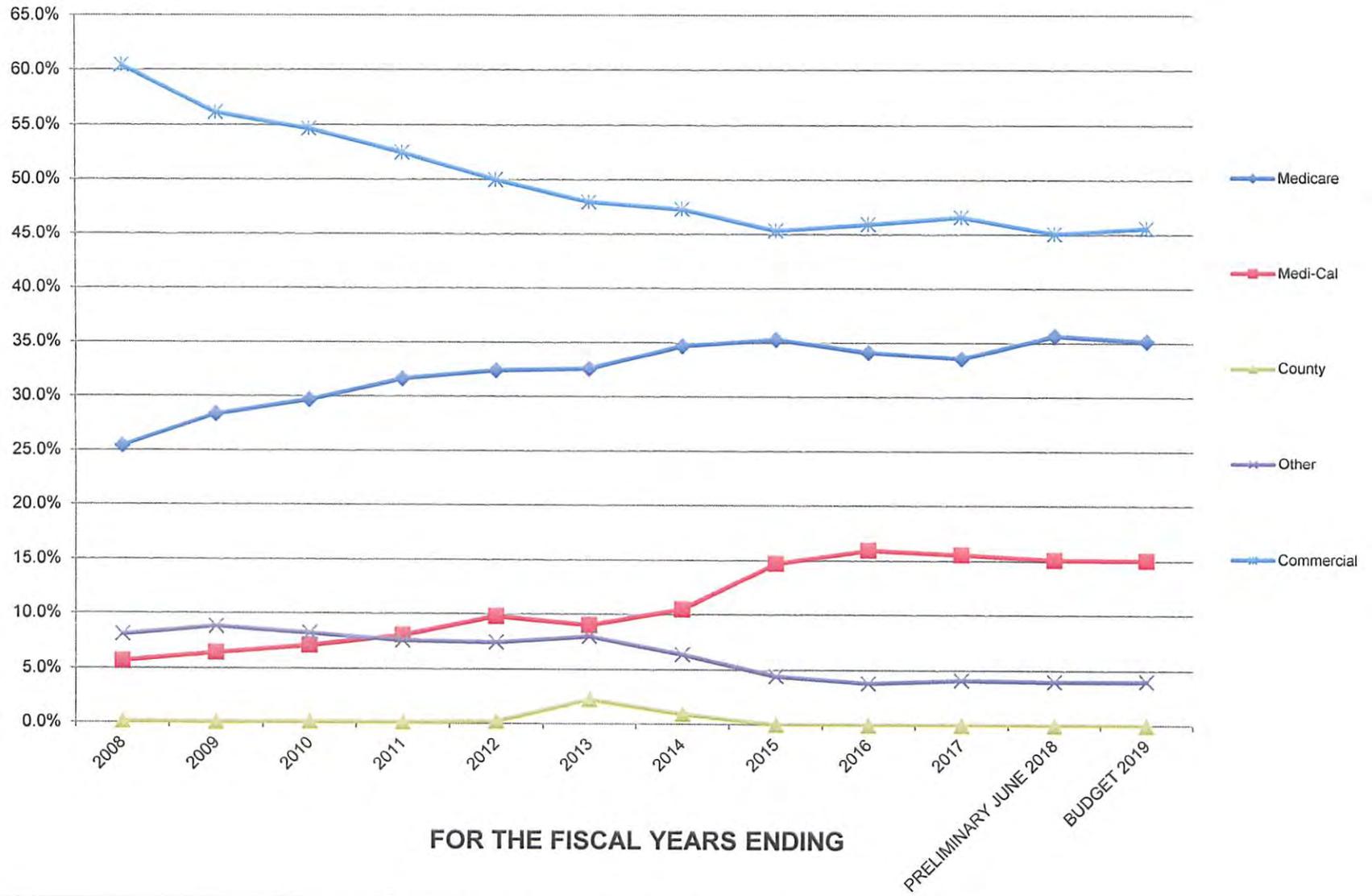
GROSS REVENUE PAYOR MIX TRENDING



INPATIENT REVENUE PAYOR MIX TRENDING



OUTPATIENT REVENUE PAYOR MIX TRENDING



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

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	PRELIMINARY JUNE 2018	BUDGET 2019
INPATIENT												
Medicare	30.1%	31.2%	31.1%	32.2%	33.0%	33.7%	33.5%	36.4%	35.1%	34.5%	38.9%	39.4%
Medi-Cal	18.5%	19.8%	18.3%	17.5%	18.8%	17.8%	18.3%	24.2%	23.3%	26.2%	25.3%	24.2%
County	0.1%	0.6%	0.3%	1.2%	1.2%	3.5%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	8.0%	6.3%	7.6%	5.8%	6.6%	6.3%	6.2%	2.6%	2.2%	2.7%	3.2%	2.9%
Commercial	43.3%	42.1%	42.6%	43.3%	40.5%	38.8%	39.9%	36.8%	39.3%	36.7%	32.7%	33.6%
OUTPATIENT												
Medicare	25.5%	28.4%	29.7%	31.6%	32.4%	32.6%	34.7%	35.4%	34.2%	33.6%	35.7%	35.2%
Medi-Cal	5.7%	6.5%	7.1%	8.1%	9.8%	9.1%	10.5%	14.8%	16.0%	15.6%	15.2%	15.1%
County	0.2%	0.1%	0.2%	0.1%	0.3%	2.3%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	8.1%	8.9%	8.3%	7.6%	7.5%	8.0%	6.4%	4.5%	3.8%	4.1%	4.0%	4.0%
Commercial	60.5%	56.2%	54.7%	52.5%	50.0%	48.0%	47.4%	45.4%	46.0%	46.6%	45.1%	45.6%
TOTAL												
Medicare	27.4%	29.5%	30.3%	31.9%	32.6%	33.0%	34.3%	35.7%	34.5%	33.9%	36.6%	36.3%
Medi-Cal	10.9%	11.6%	11.5%	11.7%	13.3%	12.1%	13.1%	17.9%	18.1%	18.6%	17.9%	17.5%
County	0.1%	0.3%	0.2%	0.6%	0.6%	2.7%	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	8.1%	7.9%	8.0%	6.9%	7.1%	7.4%	6.4%	3.8%	3.4%	3.7%	3.8%	3.7%
Commercial	53.5%	50.7%	50.0%	48.9%	46.3%	44.8%	44.9%	42.5%	44.0%	43.8%	41.7%	42.4%

Tahoe Forest Hospital District Deductions from Revenue

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

Contractual Allowances have been budgeted at \$139 million (46.2% of gross revenue) for FY 2019, representing an increase of \$17.8 million from Preliminary FY 2018 (\$121.1 million, 45.0%). The rise in our Contractual Allowances is attributed to the increase in budgeted gross revenue in FY 2019, 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, Rate Range IGT funding from the Medi-Cal managed care plans, and AB915 Medi-Cal Outpatient Supplemental funding. This additional reimbursement was budgeted at approximately \$3.6 million.

Charity Care has been budgeted at 3.1% of gross revenue totaling \$9.4 million and Bad Debt has been budgeted at 1.2% of gross revenue or \$3.6 million. We believe these percentages are representative of recent trending observed in the later part FY 2018, as we see less offerings on the insurance exchanges, pushing the patient population towards more self-pay. Preliminary FY 2018 reflected \$8.8 million in Charity Care (3.3%) and \$1.8 million in Bad Debt (.01%).

Prior Period Settlements represents reimbursement or settlements the District may receive or pay related to a previous fiscal year. We do not anticipate receiving additional reimbursement related to the AB113 or Rate Range IGT as these programs have been aggressive in bringing the reimbursement current during the FY 2018 year.

Overall, as a percentage of gross revenue, our Deductions from Revenue is 46.2% of gross revenue, as compared to Preliminary FY 2018's 45.0%.

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

Management has budgeted an overall increase of 60.31 FTEs when compared to FY 2018, and a 70.77 FTE increase when compared to the budgeted FY 2018 FTEs.

Increases in our FTEs for FY 2019 are related to additional staffing requirements identified for the Multi-Specialty Clinics with the planned addition of physicians, staffing positions that were previously filled through registry agencies and consulting firms in FY 2018, development of our Customer Service programs, expansion of our Access Center, development of Psychiatric/Psychological services, and additional staff needed for EVS/Housekeeping, Accounting, Human Resources, Education, Nursing Administration, Skilled Nursing Facility, and Child Care Center.

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 2019 as compared to FY 2018 is outlined below:

Additional FTEs added to Programs or Services:	
Laboratory	1.29
Diagnostic Imaging	.47
Nuclear Medicine	.69
Respiratory Therapy	.58
Psychiatric/Psychological	1.00
Dietary	2.50
Housekeeping	3.43
Accounting	3.97
Patient Financial Services	1.78
Patient Registration	8.19
Access Center/Centralized Scheduling	33.28
Human Resources/Education	3.12
Nursing Administration	1.44
Quality	.29
Skilled Nursing Facility	.39
Child Care Center	3.33
Multi-Specialty Clinics	33.48
Wellness Neighborhood	1.02
Medi-Cal PRIME	1.69
Total Additional FTE's	101.94
FTE Decreases to Core Staffing Levels:	
ICU	-2.87
Med/Surg	-4.89
Emergency Department	-4.08

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

Labor and Delivery	-4.75
Surgical Services	-5.36
Ultrasound	-2.44
Pharmacy Overhead	-1.95
Engineering	-2.22
Medical Records	-1.68
Home Health	-2.54
Hospice	-.90
Cancer Center	-1.20
Center Operations	-.54
Systems Upgrade	-1.87
IVCH Med/Surg	-.54
IVCH Emergency Department	-.47
IVCH Laboratory	-1.40
IVCH Diagnostic Imaging	-1.86
Total FTE Decrease	-41.56
Total	60.38

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.

Management intends to use its discretion to appropriately balance the FTE requirements for FY 2019 with the financial well-being of the District.

TAHOE FOREST HOSPITAL DISTRICT
TOTAL FTE SUMMARY - HISTORICAL TREND
BUDGET FY 2019

Dept #	Dept Name	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	BUDGET FY 2018	FY 2018	BUDGET FY 2019	BUDGET FY 2019 vs FY 2018	BUDGET FY 2019 vs BUDGET FY 2018
16010	ICU	11.95	12.01	12.23	15.01	15.51	11.64	14.66	11.79	-2.87	0.15
16170	Med Surg	23.84	23.21	23.59	25.26	27.83	22.27	27.81	22.92	-4.89	0.65
17010	Emergency Room	17.53	18.66	18.88	23.58	24.13	19.60	23.70	19.62	-4.08	0.02
17040	Ambulance RN	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17180	Ski Aid - Sugar Bowl	0.00	0.46	0.33	0.45	0.39	0.40	0.48	0.40	-0.08	0.00
17181	Ski Aid - Boreal	0.00	0.43	0.38	0.40	0.35	0.40	0.46	0.40	-0.06	0.00
17182	Ski Aid -Alpine	0.00	0.44	0.38	0.46	0.35	0.40	0.46	0.40	-0.06	0.00
17400	Labor and Delivery	20.43	17.34	17.20	19.31	20.42	16.25	21.31	16.56	-4.75	0.31
17403	Perinatal	0.78	0.86	0.80	0.78	0.87	0.60	0.39	0.60	0.21	0.00
17420	Surgery	15.70	15.33	17.14	25.24	24.94	19.98	24.26	20.71	-3.55	0.73
17427	PAAS	11.13	10.88	10.73	12.26	13.84	10.15	12.95	10.19	-2.76	0.04
17428	Pain Clinic	0.27	0.38	0.34	0.48	0.53	0.50	0.39	0.30	-0.09	-0.20
17429	SPD	5.12	6.05	5.85	6.06	7.09	6.48	6.92	7.58	0.66	1.10
17450	Anesthesia	0.52	0.52	0.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17515	TC Lab Clinic	0.91	0.85	0.89	0.98	0.94	0.83	0.88	1.00	0.12	0.17
17500	Laboratory	20.06	21.37	20.47	20.58	23.78	20.33	23.29	24.58	1.29	4.25
17593	Cardiac Rehab	0.61	0.72	0.70	0.64	0.66	0.63	0.77	0.92	0.15	0.29
17630	Diagnostic Imaging	14.75	13.30	13.62	13.51	14.47	13.35	12.97	13.44	0.47	0.09
17632	Womens Imaging Center	2.27	3.13	3.28	3.35	3.39	3.00	3.38	3.12	-0.26	0.12
17633	MOB Diagnostic Imaging	1.54	1.05	0.95	0.86	0.99	1.00	1.08	1.14	0.06	0.14
17650	Nuc Med	1.52	1.42	1.10	1.03	1.06	1.10	1.32	2.01	0.69	0.91
17660	MRI	1.79	1.96	1.94	2.08	2.46	2.27	2.35	2.40	0.05	0.13
17670	Ultrasound	3.04	2.76	2.52	4.47	4.91	3.15	5.60	3.16	-2.44	0.01
17672	Briner Imaging	0.87	0.89	0.97	0.90	1.27	1.11	1.06	1.11	0.05	0.00
17680	CT	3.02	2.72	2.54	2.60	2.69	3.10	2.74	2.98	0.24	-0.12
17685	PET CT	0.00	0.00	0.36	0.42	0.40	0.44	0.42	0.45	0.03	0.01
17720	Respiratory Therapy	0.00	0.00	0.00	6.12	6.92	6.32	6.69	7.27	0.58	0.95
17760	Gastro-Intestinal Services	2.42	3.87	3.66	3.87	3.38	3.72	3.24	3.62	0.38	-0.10
17770	Physical Therapy - Inpatient	0.00	0.00	0.00	0.05	0.38	0.00	0.16	0.00	-0.16	0.00
17773	TC Physical Therapy	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17830	Psychiatric/Psychological	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00
18210	Education	2.06	2.00	1.38	1.54	1.80	1.75	1.81	3.81	2.00	2.06
18240	Medical Post Graduate Education	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18340	Dietary	28.15	27.93	29.70	27.95	28.27	28.37	26.34	28.84	2.50	0.47
18390	Pharmacy Overhead	10.06	8.89	8.81	9.46	9.77	10.49	12.48	10.53	-1.95	0.04

TAHOE FOREST HOSPITAL DISTRICT
 TOTAL FTE SUMMARY - HISTORICAL TREND
 BUDGET FY 2019

Dept #	Dept Name	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	BUDGET FY 2018	FY 2018	BUDGET FY 2019	BUDGET FY 2019 vs FY 2018	BUDGET FY 2019 vs BUDGET FY 2018
18400	Materials Management	8.82	9.34	8.99	8.05	8.85	10.00	9.93	10.03	0.10	0.03
18440	Housekeeping	22.19	21.46	22.76	23.34	25.81	26.91	28.16	31.59	3.43	4.68
18460	Engineering	10.28	10.03	9.72	12.56	15.21	14.00	16.26	14.04	-2.22	0.04
18470	Communications	1.77	1.23	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18480	MIS	16.62	17.82	18.77	21.28	25.13	28.17	27.06	26.81	-0.25	-1.36
18510	Accounting	5.91	5.93	6.44	6.78	6.76	7.33	6.06	10.03	3.97	2.70
18530	Patient Financial Services	32.55	31.63	29.24	30.57	27.85	22.75	20.28	22.06	1.78	-0.69
18560	Patient Registration & Communications	21.26	21.41	23.32	26.71	28.60	32.46	28.32	36.51	8.19	4.05
18570	Access Center/Centralized Scheduling	0.00	0.00	0.00	0.00	0.00	11.11	11.34	44.62	33.28	33.51
18590	Financial Administration	1.00	1.00	1.00	1.02	1.04	1.00	1.04	1.00	-0.04	0.00
18591	Revenue Cycle	1.01	0.92	0.98	1.25	2.09	3.00	2.91	3.01	0.10	0.01
18593	Managed Care	0.73	0.74	0.30	0.27	0.00	0.75	0.71	0.75	0.04	0.00
18610	Administration	3.83	4.07	5.39	4.31	3.95	6.00	5.82	6.02	0.20	0.02
18612	Corporate Compliance	0.00	0.16	0.67	0.42	0.70	0.67	0.68	0.80	0.12	0.13
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	0.12	0.12	0.07	0.10	0.08	0.10	0.02	0.00
18630	Community Relations/Marketing	2.00	2.00	2.00	2.00	2.09	2.00	1.96	2.01	0.05	0.01
18632	Community Development	1.00	1.00	1.02	1.65	1.13	1.00	1.00	1.00	0.00	0.00
18650	Human Resources	4.65	4.04	4.39	6.20	6.96	6.50	6.40	7.52	1.12	1.02
18753	Infection Control/Employee Health	1.06	1.21	1.18	1.20	0.86	1.00	1.17	1.00	-0.17	0.00
18700	Med Records	7.64	8.49	8.48	8.34	8.11	7.75	6.69	5.01	-1.68	-2.74
18710	Medical Staff	2.80	2.97	3.86	3.35	3.08	3.00	2.85	3.01	0.16	0.01
18720	Nursing Administration	10.00	11.48	12.57	12.92	10.46	9.73	10.22	11.66	1.44	1.93
18740	Quality	5.15	5.80	4.42	3.42	4.03	5.00	4.72	5.01	0.29	0.01
18750	Nursing Case Management	2.60	2.91	3.83	3.64	4.25	7.23	6.31	6.29	-0.02	-0.94
18751	Community Case Management	0.16	0.15	0.09	1.62	4.12	4.00	5.28	4.81	-0.47	0.81
18752	Quality Assurance/Customer Service	0.00	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18770	Population (Community) Health	0.86	0.66	0.56	0.82	0.54	1.43	1.29	1.10	-0.19	-0.33
18777	Emergency Preparedness	0.11	0.29	0.27	0.04	0.11	0.00	0.07	0.00	-0.07	0.00
TOTAL TFH		364.46	366.29	371.15	411.58	435.59	422.52	446.98	478.64	31.66	56.12

TAHOE FOREST HOSPITAL DISTRICT
 TOTAL FTE SUMMARY - HISTORICAL TREND
 BUDGET FY 2019

Dept #	Dept Name	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	BUDGET FY 2018	FY 2018	BUDGET FY 2019	BUDGET FY 2019 vs FY 2018	BUDGET FY 2019 vs BUDGET FY 2018
26170	Med-Surg	4.56	4.86	5.36	4.87	5.18	4.62	5.22	4.68	-0.54	0.06
27010	Emergency Room	6.48	6.87	6.31	6.73	6.51	6.23	7.49	7.02	-0.47	0.79
27189	Diamond Ski Aid	0.00	0.13	0.15	0.18	0.20	0.21	0.20	0.21	0.01	0.00
27420	Surgery	1.90	1.61	0.72	0.80	0.65	0.78	0.56	0.78	0.22	0.00
27428	Pain Clinic	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27429	SPD	0.17	0.11	0.11	0.13	0.10	0.15	0.04	0.12	0.08	-0.03
27500	Lab	3.99	4.54	4.70	6.39	6.28	4.62	6.05	4.65	-1.40	0.03
27630	Diagnostic Imaging	1.73	1.79	1.81	3.74	4.01	2.00	3.84	1.98	-1.86	-0.02
27680	Cat Scan	1.11	1.15	1.14	1.15	1.22	1.15	1.17	1.16	-0.01	0.01
27770	Physical Therapy	0.00	0.00	0.00	0.00	0.04	0.00	0.01	0.00	-0.01	0.00
28340	Dietary	0.89	0.77	0.72	0.88	1.45	1.40	1.32	1.40	0.08	0.00
28390	Pharmacy Overhead	0.28	0.10	0.12	0.12	0.00	0.00	0.00	0.00	0.00	0.00
28440	Housekeeping	2.04	2.95	2.96	3.00	2.93	2.96	2.07	2.11	0.04	-0.85
28460	Engineering	0.00	0.34	0.39	0.36	0.00	0.00	0.00	0.00	0.00	0.00
28560	Admitting	5.52	5.64	4.35	4.93	5.89	5.82	5.66	5.85	0.19	0.03
28610	Administration	1.00	1.46	1.61	1.26	1.04	1.00	1.01	1.00	-0.01	0.00
28700	Medical Records	0.45	0.47	0.43	0.46	0.19	0.50	0.00	0.00	0.00	-0.50
28720	Nursing Administration	0.50	0.50	0.48	0.24	1.05	1.00	1.01	1.00	-0.01	0.00
TOTAL IVCH		30.62	33.29	31.36	35.24	36.74	32.44	35.65	31.96	-3.69	-0.48
TOTAL SKILLED NURSING FACILITY		33.55	30.07	29.29	29.25	27.29	29.15	30.66	31.05	0.39	1.90
TOTAL HOME HEALTH		7.35	6.46	6.81	7.62	8.01	7.19	8.57	6.03	-2.54	-1.16
17310	Hospice	9.17	5.89	4.81	3.81	3.25	3.90	4.69	3.79	-0.90	-0.11
19555	Thrift Store Truckee	5.77	5.07	5.22	4.56	5.53	4.80	5.61	5.35	-0.26	0.55
19560	Thrift Store Incline (Formerly Kings Beach)	2.18	2.03	1.88	2.02	1.30	1.40	1.55	1.41	-0.14	0.01
TOTAL HOSPICE AND THRIFT		17.12	12.99	11.91	10.39	10.08	10.10	11.85	10.55	-1.30	0.45
17181	Oncology Lab	1.16	1.14	1.11	1.17	1.20	1.11	1.14	1.11	-0.03	0.00
17641	Medical Oncology	18.35	18.22	17.69	18.96	22.17	23.34	22.51	21.10	-1.41	-2.24
17642	Radiation Oncology	5.03	4.31	4.65	4.06	2.92	3.00	2.77	3.01	0.24	0.01
TOTAL ONCOLOGY PROGRAM		24.54	23.67	23.45	24.19	26.29	27.45	26.42	25.22	-1.20	-2.23

TAHOE FOREST HOSPITAL DISTRICT
 TOTAL FTE SUMMARY - HISTORICAL TREND
 BUDGET FY 2019

Dept #	Dept Name	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	BUDGET FY 2018	FY 2018	BUDGET FY 2019	BUDGET FY 2019 vs FY 2018	BUDGET FY 2019 vs BUDGET FY 2018
TOTAL CHILDCARE CENTER		12.07	12.04	11.99	10.82	15.37	15.00	15.22	18.55	3.33	3.55
17075	MSC - OB/GYN	0.00	0.00	0.00	0.00	0.00	7.42	5.00	7.82	2.82	0.40
17073	MSC - ENT/Allergy	4.55	4.21	3.04	4.22	4.03	5.44	3.60	4.01	0.41	-1.43
17077	MSC - Pediatrics	9.50	9.25	9.62	10.83	11.17	13.43	11.60	12.63	1.03	-0.80
17078	MSC - Surgery, General	0.00	0.00	0.00	0.22	2.33	3.33	2.88	3.01	0.13	-0.32
17079	MSC - Int Med/Cardiology	8.42	10.23	13.35	15.29	15.13	18.76	17.41	24.97	7.56	6.21
17082	MSC - Urology	0.00	0.00	0.00	0.12	2.07	0.56	1.72	3.61	1.89	3.05
17090	MSC - Int Med/Pulmonology	5.46	6.19	6.23	5.89	5.71	7.32	7.30	6.82	-0.48	-0.50
17096	MSC - Gastroenterology	0.00	0.00	0.00	0.41	3.29	3.42	3.03	3.21	0.18	-0.21
17087	MSC - Orthopedics	0.00	0.00	0.00	1.93	0.00	17.92	6.47	15.54	9.07	-2.38
17801	MSC - Audiology	0.26	0.27	0.24	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18715	MSC - Administration	9.53	11.26	8.59	4.91	5.99	7.75	7.56	11.03	3.47	3.28
19524	MSC - Int Med - Mt. Medical Center	3.47	1.77	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17085	TFH Clinic	4.27	4.14	5.34	5.53	3.80	2.82	2.86	3.91	1.05	1.09
17516	Lab Draw MOB	0.68	0.72	0.68	0.53	0.00	0.00	0.00	0.00	0.00	0.00
18660	Occ Health	2.05	2.23	1.82	2.42	6.41	7.75	7.51	9.53	2.02	1.78
19514	Placer County	0.13	0.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27084	MSC Primary Care	0.00	0.00	0.00	0.00	0.00	0.00	0.60	4.36	3.76	4.36
27085	IVCH Clinic	0.96	1.16	1.38	2.98	4.76	8.41	6.20	7.02	0.82	-1.39
27086	MSC - IVCH Int Med/Pediatrics	2.73	2.87	2.70	0.55	0.00	0.00	0.03	0.00	-0.03	0.00
17086	MSC - Sports Medicine - Winans	1.24	1.38	2.14	1.79	1.57	1.32	1.42	1.20	-0.22	-0.12
TOTAL MULTI-SPECIALTY CLINIC SERVICES		53.25	55.71	55.13	57.62	66.26	105.65	85.19	118.67	33.48	13.02
TOTAL RETAIL PHARMACY		5.59	5.30	4.31	4.22	5.41	4.57	4.82	4.60	-0.22	0.03
18615	TFH Foundation	3.71	3.03	2.68	1.91	2.89	3.00	2.97	3.01	0.04	0.01
19553	The Gift Tree	0.00	0.00	0.00	0.06	0.09	0.80	0.59	0.60	0.01	-0.20
28615	IVCH Foundation	0.00	0.00	0.03	0.70	1.42	1.50	1.60	1.60	0.00	0.10
TOTAL FOUNDATIONS		3.71	3.03	2.71	2.67	4.40	5.30	5.16	5.21	0.05	-0.09
TOTAL VOLUNTEERS		0.45	0.45	0.43	0.38	0.10	0.50	0.45	0.50	0.05	0.00

TAHOE FOREST HOSPITAL DISTRICT
 TOTAL FTE SUMMARY - HISTORICAL TREND
 BUDGET FY 2019

Dept #	Dept Name	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	BUDGET FY 2018	FY 2018	BUDGET FY 2019	BUDGET FY 2019 vs FY 2018	BUDGET FY 2019 vs BUDGET FY 2018
TOTAL CENTER OPERATIONS		0.37	0.49	0.56	1.00	3.88	4.10	4.30	3.76	-0.54	-0.34
18010	Tahoe Institute for Rural Health Research	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18011	HRSA Grant	1.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18633	Wellness Neighborhood	0.16	0.30	1.35	2.40	3.67	3.84	2.99	4.01	1.02	0.17
18595	Innovation Fund	0.90	0.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18634	Medi-Cal PRIME Project	0.00	0.00	0.00	0.00	0.98	4.63	2.77	4.46	1.69	-0.17
18216	Magnet Program	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL INITIATIVE PROGRAMS		2.23	0.49	1.35	2.40	4.65	8.47	5.76	8.47	2.71	0.00
18492	CPSI Conversion	1.91	0.25	1.98	0.18	0.00	0.00	0.00	0.00	0.00	0.00
18493	SOFT Upgrade - In FY2016	2.10	0.21	0.00	1.09	0.00	0.00	0.00	0.00	0.00	0.00
18494	PICIS Upgrade - In FY2016	0.84	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18495	Systems Upgrade (EPIC & Premier FY18)	0.00	0.00	0.00	0.00	0.00	0.00	1.87	0.00	-1.87	0.00
18465	Measure C	1.00	0.86	0.44	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL CAPITALIZED LABOR		5.85	1.47	2.42	1.27	0.00	0.00	1.87	0.00	-1.87	0.00
GRAND TOTAL TFHD		561.16	551.75	552.87	598.65	644.07	672.44	682.90	743.21	60.31	70.77

**Tahoe Forest Hospital District
Statement of Cash Flows**

The District is projecting that as of June 30, 2019 we will have approximately \$65.6 million in unrestricted cash available for the Days Cash on Hand calculation, which represents 146 days.

According to rating information provided by S&P called "U.S. Not-For-Profit Acute Health Care Stand-Alone Hospital Median Financial Ratios 2016 vs. 2015", dated August 24, 2017, the following represent median ratios for Days Cash on Hand (DCOH) by rating:

AA+	373 DCOH
AA-	314 DCOH
A+	314 DCOH
A	240 DCOH
A-	214 DCOH
BBB+	183 DCOH
BBB	167 DCOH
BBB-	129 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 2019 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 CASH FLOWS

	PRELIMINARY FYE 2018		BUDGET FYE 2019	BUDGET 1ST QTR	BUDGET 2ND QTR	BUDGET 3RD QTR	BUDGET 4TH QTR
Net Operating Rev/(Exp) - EBIDA	\$ 12,085,759		\$ 8,876,838	\$ 3,761,356	\$ 1,058,382	\$ 1,911,636	\$ 2,145,464
Interest Income	667,478		1,232,724	244,648	331,763	331,763	324,550
Property Tax Revenue	6,938,847		6,965,000	415,000	90,000	3,660,000	2,800,000
Donations	1,285,939		800,000	30,000	95,000	250,000	425,000
Debt Service Payments	(2,078,463)		(3,058,371)	(1,012,216)	(560,614)	(414,171)	(1,071,370)
Bank of America - 2012 Muni Lease	(103,515)		-	-	-	-	-
Copier	(11,482)		(11,520)	(2,880)	(2,880)	(2,880)	(2,880)
2017 VR Demand Bond	(319,664)		(1,401,687)	(598,045)	(146,443)	-	(657,199)
2015 Revenue Bond	(1,643,802)		(1,645,164)	(411,291)	(411,291)	(411,291)	(411,291)
Physician Recruitment	(160,536)		(187,500)	(147,500)	-	(20,000)	(20,000)
Investment in Capital							
Equipment	(2,754,938)		(2,911,369)	(547,903)	(950,000)	(1,200,000)	(213,466)
Municipal Lease Reimbursement	219,363		-	-	-	-	-
IT/EMR/Business Systems	(4,178,392)		(3,986,507)	(1,561,907)	(889,600)	(1,025,000)	(510,000)
Building Projects/Properties	(4,890,940)		(15,438,772)	(2,726,743)	(7,133,973)	(4,295,774)	(1,282,282)
Capital Investments	-		(452,000)	(452,000)	-	-	-
Change in Accounts Receivable	(5,713,005)	N1	3,103,131	719,236	965,104	1,172,497	246,294
Change in Settlement Accounts	6,898,578	N2	1,609,698	1,400,000	(2,729,510)	2,911,430	27,778
Change in Other Assets	(6,005,796)	N3	(2,812,500)	(602,500)	(750,000)	(730,000)	(730,000)
Change in Other Liabilities	(3,713,799)	N4	375,000	850,000	(2,100,000)	1,525,000	100,000
Change in Cash Balance	(1,399,905)		(5,884,628)	369,471	(12,573,448)	4,077,381	2,241,968
Beginning Unrestricted Cash	72,911,743		71,511,838	71,511,838	71,881,309	59,307,861	63,385,242
Ending Unrestricted Cash	71,511,838		65,627,210	71,881,309	59,307,861	63,385,242	65,627,210
Expense Per Day	405,561		448,115	448,850	448,566	447,106	448,115
Days Cash On Hand	176		146	160	132	142	146

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 2019, which totaled \$29 million. We recommend approval for \$22.8 million, which are only items listed as "Mission Critical". The remaining \$6.2 million has been rolled to FY 2020, however if there appears to be excess capacity in FY 2019 due to stellar earnings, we would consider the purchase of the \$6.2 million in FY 2019. The \$21.8 million will be funded through operations and cash reserves. On the following pages is a detailed list of capital requests for FY 2019, but a summary is provided below:

1. Equipment - \$2,911,369
2. IT/EMR/Business Systems - \$3,986,507
3. Building Projects/Properties - \$15,438,772
4. Capital Investment - \$452,000

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 2022.

Tahoe Forest Hospital District
 Capital Budget
 FY 2019

	<u>Requested Capital Budget</u>	<u>Recommended Approved Capital Budget</u>	<u>Amount Carried to FY 2020</u>
Total Capital Requests:			
TFH Equipment	\$ 3,693,843	\$ 2,881,624	\$ 812,219
IVCH Equipment	188,945	29,745	159,200
TCH Equipment	10,988	-	10,988
Total Equipment	<u>\$ 3,893,776</u>	<u>\$ 2,911,369</u>	<u>\$ 982,407</u>
TFH IT/EMR/Business Systems	\$ 4,474,407	\$ 3,968,507	\$ 505,900
IVCH IT/EMR/Business Systems	18,000	18,000	-
Tahoe Center IT/EMR/Business Systems	-	-	-
Total IT/EMR/Business Systems	<u>\$ 4,492,407</u>	<u>\$ 3,986,507</u>	<u>\$ 505,900</u>
TFH Building Projects/Properties	\$ 17,851,021	\$ 14,705,077	\$ 3,145,944
IVCH Building Projects/Properties	1,796,145	262,195	1,533,950
Tahoe Center Building Projects/Properties	471,500	471,500	-
Total Building Projects/Properties	<u>\$ 20,118,666</u>	<u>\$ 15,438,772</u>	<u>\$ 4,679,894</u>
Capital Investment	<u>452,000</u>	<u>452,000</u>	<u>-</u>
Total	<u><u>\$ 28,956,849</u></u>	<u><u>\$ 22,788,648</u></u>	<u><u>\$ 6,168,201</u></u>

Tahoe Forest Hospital District
Cash Flow Schedule of 2019 Capital Budget

	FY 2019	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Recommended Approved 2019 Capital Budget:					
TFH Equipment	\$ 2,881,624	\$ 518,158	\$ 950,000	\$ 1,200,000	\$ 213,466
IVCH Equipment	29,745	29,745	-	-	-
TCH Equipment	-	-	-	-	-
Total Equipment	\$ 2,911,369	\$ 547,903	\$ 950,000	\$ 1,200,000	\$ 213,466
TFH IT/EMR/Business Systems	\$ 3,968,507	\$ 1,543,907	\$ 889,600	\$ 1,025,000	\$ 510,000
IVCH IT/EMR/Business Systems	18,000	18,000	-	-	-
Tahoe Center IT/EMR/Business Systems	-	-	-	-	-
Total IT/EMR/Business Systems	\$ 3,986,507	\$ 1,561,907	\$ 889,600	\$ 1,025,000	\$ 510,000
TFH Building Projects/Properties	\$ 14,705,077	\$ 2,386,493	\$ 6,740,528	\$ 4,295,774	\$ 1,282,282
IVCH Building Projects/Properties	262,195	151,000	111,195	-	-
Tahoe Center Building Projects/Properties	471,500	189,250	282,250	-	-
Total Building Projects/Properties	\$ 15,438,772	\$ 2,726,743	\$ 7,133,973	\$ 4,295,774	\$ 1,282,282
Capital Investments	\$ 452,000	\$ 452,000	\$ -	\$ -	\$ -
Total	\$ 22,788,648	\$ 5,288,553	\$ 8,973,573	\$ 6,520,774	\$ 2,005,748

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL REQUESTING BY DEPARTMENT
FY 2019 BUDGET

Dept	Description	Qty	Justification	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TAHOE FOREST HOSPITAL									
	House-wide		All areas including Incline Village						
	Monitor Project	X	All areas including Incline Village	\$ 1,200,000	Mission Critical	\$ -	\$ -	\$ 1,200,000	\$ -
	Pump Project	X	All areas including Incline Village	\$ 950,000	Mission Critical	\$ -	\$ 950,000	\$ -	\$ -
	Holter Monitors	X	All areas including Incline Village	\$ 120,000	Mission Critical	\$ -	\$ -	\$ -	\$ 120,000
6010	Intensive Care Unit								
	Critical Care Bed	1	Replacement of existing Critical Care bed	\$ 20,000	High	\$ -	\$ -	\$ -	\$ 20,000
6170	Med Surg								
	Vein Finder	1		\$ 7,000	High	\$ -	\$ -	\$ -	\$ 7,000
6380_6530	OB & Nursery								
	No Requests					\$ -	\$ -	\$ -	\$ -
6580	Skilled Nursing Facility								
	No Requests					\$ -	\$ -	\$ -	\$ -
7010	Emergency Dept								
	Gurney	2	Existing Gurneys worn out, not clinically presentable	\$ 6,000	High	\$ -	\$ -	\$ -	\$ 6,000
7073	ENT								
	No Requests					\$ -	\$ -	\$ -	\$ -
7075	Women's Center								
	Ultrasound Machine	2	Current units are over 20 years old	\$ 5,000	Mission Critical	\$ 5,000	\$ -	\$ -	\$ -
	NST Machine	1	Current unit is over 20 years old	\$ 6,000	Mission Critical	\$ 6,000	\$ -	\$ -	\$ -
7077	Pediatrics								
	Timus Vision Machine	1	Current unit is over 20 years old, hard for Patient to see image.	\$ 2,891	Mission Critical	\$ 2,891	\$ -	\$ -	\$ -
7078	GIGS								
	No Requests					\$ -	\$ -	\$ -	\$ -
7079	IM Cardiology								
	EKG Machine	1	No justification given	\$ 15,000	High	\$ -	\$ -	\$ -	\$ 15,000
	Treadmill (Quinton)	1	No justification given	\$ 13,000	High	\$ -	\$ -	\$ -	\$ 13,000
	Freezer	1	No justification given	\$ 1,500	High	\$ -	\$ -	\$ -	\$ 1,500
7085	OCC Health/Clinic								
	No Requests					\$ -	\$ -	\$ -	\$ -
7086	Urology								
	Bladder Scanner	1	Current unit is being borrowed from the hospital	\$ 3,600	Mission Critical	\$ 3,600	\$ -	\$ -	\$ -
7090	IM Pulmonary								
	No Requests					\$ -	\$ -	\$ -	\$ -

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL REQUESTING BY DEPARTMENT
FY 2020 BUDGET

Dept	Description	Qty	Justification	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
7290_7310	Home Health and Hospice								
	No Requests					\$ -	\$ -	\$ -	\$ -
7420	Surgical Services								
	Tissue Freezer	1	Isotemp -86 Ultra-Low Temperature Chest Freezer. Used to store tissue grafts. Currently stored in the lab freezer, however that freezer's low temp is -23 and storing tissue grafts at temperatures more than -80 decreases the expiration from 1-2 years to six months.	\$ 9,417	Mission Critical	\$ 9,417	\$ -	\$ -	\$ -
	Fluent fluid management system	1	Surgeon request by Dr's Thompson and Streit to perform hysteroscopies	\$ 30,000	Mission Critical	\$ 30,000	\$ -	\$ -	\$ -
	MyoSure Hysteroscopy Set	2	Surgeon request by Dr's Thompson and Streit to perform hysteroscopies. These are for two scopes to be used with the Fluent fluid management system.	\$ 16,630	Mission Critical	\$ 16,630	\$ -	\$ -	\$ -
	Medtronic ENT Navigation system	1	Surgeon request by Dr. Watson, previous request by Dr. Mancuso as well. Used to provide more precise dissection and reduce complications by providing a more accurate field of vision. Disease, previous surgery, and normal anatomical variations can make it a challenge to perform the safest and most effective endoscopic sinus surgery, even with a detailed knowledge of anatomy and surgical skill. Avoiding orbital injuries, entry into the brain, and the carotid artery are paramount.	\$ 90,000	Mission Critical	\$ 90,000	\$ -	\$ -	\$ -
	Strker System 7	1	Need additional saw set and power equipment 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, leading to immediate use steam sterilization (IUSS, formerly known as "Flashing")	\$ 98,500	Mission Critical	\$ 98,500	\$ -	\$ -	\$ -
	Rhinoplasty tray	1	Additional instrumentation for new service provider in ENT	\$ 20,000	Mission Critical	\$ 20,000	\$ -	\$ -	\$ -
	Facelift tray	1	Additional instrumentation for new service provider in ENT	\$ 20,000	Mission Critical	\$ 20,000	\$ -	\$ -	\$ -

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL REQUESTING BY DEPARTMENT
FY 2013 BUDGET

Dept	Description	Qty	Justification	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
	Colonoscopes		Physician Request	\$ 78,000	High	\$ 78,000	\$ -	\$ -	\$ -
7427	Ambulatory Surgery								
	Portable VS Monitors	2	Not Necessary if we go with Nihon Koden for monitors	\$ 14,000	Mission Critical	\$ -	\$ -	\$ -	\$ 14,000
7429	SPD								
	No Requests					\$ -	\$ -	\$ -	\$ -
7430	PAAS								
	No Requests					\$ -	\$ -	\$ -	\$ -
7450	Anesthesia								
	Terason Ultrasound Machine Curvilinear Probe	1	Used to perform I-PAC blocks in addition to the adductor canal blocks	\$ 7,000	Mission Critical	\$ 7,000	\$ -	\$ -	\$ -
	MRI Compatiable Anesthesia Machine	1	Possible to include with monitor project	\$ 60,000	Mission Critical	\$ -	\$ -	\$ -	\$ 60,000
7500	Lab								
	Blood Typing & Screening Instrument	1	Patient Safety -Hemolytic transfusion reactions	\$ 93,000	Mission Critical	\$ 93,000	\$ -	\$ -	\$ -
	Bacterial Culture CO2 Incubator	1	Currently unit 9 y/o Bottom rusted out	\$ 7,000	Mission Critical	\$ 7,000	\$ -	\$ -	\$ -
	Blood Gases Instrument	1	Replace one of the 2 instrument purchase in 2009	\$ 9,000	High	\$ -	\$ -	\$ -	\$ 9,000
	Molecular Testing Platform	1	PCR - new testing to increase revenue	\$ 120,000	High	\$ -	\$ -	\$ -	\$ 120,000
	Osmometer	1	Provider requested to better handle Pts w Hyponatremia/ Hypernatremia	\$ 13,500	High	\$ -	\$ -	\$ -	\$ 13,500
	Reagent Refrigerators	1	Currently unit 20+ y/o & Double wide is 11 y/o	\$ 5,466	Mission Critical	\$ -	\$ -	\$ -	\$ 5,466
	EKG Machine	1	Currently 7 y/o Replace w network compatible	\$ 14,000	Mission Critical	\$ -	\$ -	\$ -	\$ 14,000
7593	Cardiac Rehabilitation								
	No Requests					\$ -	\$ -	\$ -	\$ -

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL REQUIREMENTS BY DEPARTMENT
FY 2025 BUDGET

Dept	Description	Qty	Justification	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
7630	Diagnostic Imaging								
	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.	\$ 75,000	High	\$ -	\$ -	\$ -	\$ 75,000
	Radiographic X-Ray Unit Digital	1	Replace existing x-ray unit (16+ yrs. old and nearing end of life) parts will become harder to source as unit continues to age. Due to "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. This does not include construction expense.	\$ 400,000	High	\$ -	\$ -	\$ -	\$ 400,000
7660	MRI								
	MRI VITAL Signs Monitor	1	Vital Signs Monitor compatible with MRI for patient monitoring needs upgrade as present system is at manufacturer end of life.	\$ 71,500	Mission Critical	\$ 71,500	\$ -	\$ -	\$ -
7670	Ultrasound								
	No Requests					\$ -	\$ -	\$ -	\$ -
7632	Briner Mammography								
	No Requests					\$ -	\$ -	\$ -	\$ -
7633	MOB DI								
	X-ray Machine (included in Construction budget.	1	Room is 20 years old and parts are becoming difficult to find effecting timely repairs depending on problem. Unit has been at end of life now for several years. 2017 NON CAH will be required to have digital systems to avoid diminished reimbursement through Medicare which will eventually be required of all imaging facilities.	\$ 20,000	High	\$ 20,000	\$ -	\$ -	\$ -

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL REQUESTING BY DEPARTMENT
FY 2010 BUDGET

Dept	Description	Qty	Justification	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
7672	Briner Ultrasound								
	Cart for ABI System (rubbermade)	1	The new ABI system is a laptop configured System that requires a durable cart that allows for good functionality for housing the laptop and peripheral items for performing ABI Exams. Presently we are using an inexpensive cart that is inadequate for the ABI System. The new cart will provide staff with the tools needed to house the system when they perform ABI exams.	\$ 4,500	Mission Critical	\$ 4,500	\$ -	\$ -	\$ -
7680	CT Scan								
	No Requests					\$ -	\$ -	\$ -	\$ -
7720	Respiratory Therapy								
	BIPAP Core Packate	1	Upgrade of non invasive life support, requested by Dr. Titdel	\$ 6,120	Mission Critical	\$ 6,120	\$ -	\$ -	\$ -
7760	Gastro/Intestinal								
	No Requests					\$ -	\$ -	\$ -	\$ -
7876	Sugar Bowl Clinic								
	No Requests					\$ -	\$ -	\$ -	\$ -
	Cancer Center								
	Infusion Chairs	8	No justification given	\$ 8,000	Mission Critical	\$ 8,000	\$ -	\$ -	\$ -
	Monitors (vital Signs)	4	No justification given	\$ 14,000	Mission Critical	\$ 14,000	\$ -	\$ -	\$ -
	Replacement chair	2	Replacement of chairs in PET/CT quiet rooms, currently using infusion chairs.	\$ 5,000	Mission Critical	\$ 5,000	\$ -	\$ -	\$ -
8390	Pharmacy								
	No Requests					\$ -	\$ -	\$ -	\$ -
8490	Children's Center								
	No Requests					\$ -	\$ -	\$ -	\$ -
8510_8650	Accounting & HR								
	No Requests					\$ -	\$ -	\$ -	\$ -
8750	Nursing Case Management								
	No Requests					\$ -	\$ -	\$ -	\$ -
9550	Retail Pharmacy								
	No Requests					\$ -	\$ -	\$ -	\$ -
	Dietary								
	Plate and Base Warmer	2	Parts no longer available for existing unit	\$ 11,000	High	\$ -	\$ -	\$ -	\$ 11,000
	Alto-Sham	1	Unit out of service, parts no longer available, used daily	\$ 8,896	High	\$ -	\$ -	\$ -	\$ 8,896
	Fryer	1	Current unit beyond repair, replace with same model	\$ 14,323	High	\$ -	\$ -	\$ -	\$ 14,323

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL REQUESTING BY DEPARTMENT
FY 2010 BUDGET

Dept	Description	Qty	Justification	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
EVS									
	No Requests					\$ -	\$ -	\$ -	\$ -
Materials Management									
	No Requests					\$ -	\$ -	\$ -	\$ -
	SUBTOTAL TFH			\$ 3,693,843		\$ 616,158	\$ 950,000	\$ 1,200,000	\$ 927,685
INCLINE VILLAGE COMMUNITY HOSPITAL									
7010	Emergency Room								
	No Requests					\$ -	\$ -	\$ -	\$ -
7420	Surgery								
	Olympus Multidebrider Handpiece (Diego)	2	Needed for Dr. Watson/Mingrone to perform basic ENT surgery at Incline Village.	\$ 24,745	Mission Critical	\$ 24,745	\$ -	\$ -	\$ -
	Ambu Airway videoscope and monitor	1	Needed for difficult airways	\$ 5,000	Mission Critical	\$ 5,000	\$ -	\$ -	\$ -
	Knee Scorpion	1	Requested by Dr. Rupp	\$ 3,200	High	\$ -	\$ 3,200	\$ -	\$ -
7450	Anesthesia								
	No Requests					\$ -	\$ -	\$ -	\$ -
7500	Lab								
	No Requests					\$ -	\$ -	\$ -	\$ -
7630	Incline DI								
	Ultrasound		No justification given	\$ 150,000	High	\$ -	\$ -	\$ -	\$ 150,000
7770	IV PT								
	No Requests					\$ -	\$ -	\$ -	\$ -
7084	Lakeview								
	Medication Refrigerator	1		\$ 6,000	High	\$ -	\$ -	\$ -	\$ 6,000
7085	IV Clinic								
	No Requests					\$ -	\$ -	\$ -	\$ -
	SUBTOTAL IVCH			\$ 188,945		\$ 29,745	\$ 3,200	\$ -	\$ 156,000
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE									
7790	Truckee OT								
	No Requests					\$ -	\$ -	\$ -	\$ -
7180	TC Physical Therapy								
	No Requests					\$ -	\$ -	\$ -	\$ -
8771	Fitness Center								
	Balance Body Allegro Reformer	3	New service Tahoe City	\$ 7,778	High	\$ -	\$ 7,778	\$ -	\$ -
	Total Body Composition Analyzer	1	New service Tahoe City	\$ 3,210	High	\$ -	\$ 3,210	\$ -	\$ -
Life Center Operations									
	No Requests					\$ -	\$ -	\$ -	\$ -
	SUBTOTAL TCHSP			\$ 10,988		\$ -	\$ 10,988	\$ -	\$ -

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL REQUIREMENTS BY DEPARTMENT
FY 2015 BUDGET

Dept	Description	Qty	Justification	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TAHOE FOREST HOSPITAL				\$ 2,881,624	MISSION CRITICAL	\$ 518,158	\$ 950,000	\$ 1,200,000	\$ 213,466
				\$ 812,219	HIGH	\$ 98,000	\$ -	\$ -	\$ 714,219
				\$ -	MEDIUM	\$ -	\$ -	\$ -	\$ -
				\$ -	LOW	\$ -	\$ -	\$ -	\$ -
INCLINE VILLAGE COMMUNITY HOSPITAL				\$ 29,745	MISSION CRITICAL	\$ 29,745	\$ -	\$ -	\$ -
				\$ 159,200	HIGH	\$ -	\$ 3,200	\$ -	\$ 156,000
				\$ -	MEDIUM	\$ -	\$ -	\$ -	\$ -
				\$ -	LOW	\$ -	\$ -	\$ -	\$ -
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE				\$ -	MISSION CRITICAL	\$ -	\$ -	\$ -	\$ -
				\$ 10,988	HIGH	\$ -	\$ 10,988	\$ -	\$ -
				\$ -	MEDIUM	\$ -	\$ -	\$ -	\$ -
				\$ -	LOW	\$ -	\$ -	\$ -	\$ -
TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS				\$ 2,911,369	MISSION CRITICAL	\$ 547,903	\$ 950,000	\$ 1,200,000	\$ 213,466
				\$ 982,407	HIGH	\$ 98,000	\$ 14,188	\$ -	\$ 870,219
				\$ -	MEDIUM	\$ -	\$ -	\$ -	\$ -
				\$ -	LOW	\$ -	\$ -	\$ -	\$ -
				\$ 3,893,776	GRAND TOTAL	\$ 645,903	\$ 964,188	\$ 1,200,000	\$ 1,083,685

TAHOE FOREST HOSPITAL DISTRICT
IT CAPITAL REQUIREMENTS BY DEPARTMENT
FY 2024 BUDGET

Dept	Description	Qty	Justification	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TAHOE FOREST HOSPITAL									
6380_6530	OB								
	Slim line WOW		For surgery patient. Currently Surgery is rolling one of their WOWS upstairs to ORC- This is an employee safety issues	\$ 6,000	Mission Critical	\$ 6,000	\$ -	\$ -	\$ -
6580	SNF								
	Two new Laptops		Laptops on Medcart are old and slow. Daily medication pass is slowed by these old laptops. Have had to repair already several times.	\$ 4,400	Mission Critical	\$ -	\$ 4,400	\$ -	\$ -
	Cancer Center								
	Upgrade AV and Telemedicine equipment		Equipment is EOL and needs a refresh. With the advancement to more telemedicine need more equipment	\$ 50,000	High	\$ -	\$ 50,000	\$ -	\$ -
	New MFP for Front Area		Need new color MFP	\$ 13,000	High	\$ 13,000	\$ -	\$ -	\$ -
7420_7429	Surgery								
	Censis Track Instrument, Scope and Tissue Tracking-		RFID Tracking of Instruments and Tissue. Utilized to track surgical instrumentation, equipment and medical supplies. Used to increase and track employee productivity, training and education while decreasing unnecessary expenditures. Used to increase safety in the OR by tracking instrumentation and alerting to conflicts in the schedule, helping to decrease immediate use steam sterilization. Helps to show financial expenditures for instrumentation and track replacement costs. Imperative in infection control to be able to track instrument sets through the cleaning process as well as the ability to trace instrument sets to former patients and staff. Tracks endoscope cleaning process.	\$ 90,000	High	\$ -	\$ 90,000	\$ -	\$ -
	Slim Line WOWS	3	Need additional WOWS small footprint (Three)	\$ 15,000	High	\$ 15,000	\$ -	\$ -	\$ -
	IPad	6	For patients to utilize before, during and after surgery. Watching movies or listening to music is a simple and inexpensive way to improve patients' experiences while under our care.	\$ 4,200	High	\$ 4,200	\$ -	\$ -	\$ -
17630	Diagnostic Imaging								
	Xcellera Upgrade		Current machine is on EOL XP operating system. Need to upgrade and this new version will optimize the performance for Cardiologists.	\$ 110,000	Mission Critical	\$ 110,000	\$ -	\$ -	\$ -
	Radiologist Workstation for their Home		New Radiologist coming on board	\$ 11,585	Mission Critical	\$ 11,585	\$ -	\$ -	\$ -
	Cheryl's workstation		Need Cheryl's workstation to model physician's for testing and trouble shooting	\$ 2,500	High	\$ -	\$ 2,500	\$ -	\$ -

TAHOE FOREST HOSPITAL DISTRICT
IT CAPITAL REQUIREMENTS BY DEPARTMENT
FY BUDGET

Dept	Description	Qty	Justification	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
	VRAD Integration		Integration with VRAD & EPIC to allow for electronic uploading of preliminary reports into EPIC	\$ 10,000	High	\$ -	\$ 10,000	\$ -	\$ -
	Nuance Upgrade		Upgrade present Version to 4.0	\$ 7,500	High	\$ -	\$ 7,500	\$ -	\$ -
	Ortho Software and data move		Move the Ortho MSC to images to Phillips PACs and then secure Ortho specific software for their images.	\$ 18,000	High	\$ -	\$ -	\$ 18,000	\$ -
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 Call manager. 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	\$ 50,000	High	\$ 50,000	\$ -	\$ -	\$ -
	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	\$ 35,322	Mission Critical	\$ 35,322	\$ -	\$ -	\$ -
	HPE Infrastructure Change out		Change infrastructure from Cisco to HPE nBase. 802.11 project included in here	\$ 1,800,000	Mission Critical	\$ 1,000,000	\$ 800,000	\$ -	\$ -
	Imprivata		Single Sign on	\$ 220,000	Mission Critical	\$ 220,000	\$ -	\$ -	\$ -
	MediWare Upgrade		Mandatory with EPIC	\$ 30,000	Mission Critical	\$ 30,000	\$ -	\$ -	\$ -
	Life Med ID		Patient Verification	\$ 60,000	High	\$ 60,000	\$ -	\$ -	\$ -
	Palliative Care Mercy Module		Development of Palliative Care program	\$ 8,000	Mission Critical	\$ 8,000	\$ -	\$ -	\$ -
	EPIC EMR - Beacon		Continue EMR Rollout- Cancer Center and Interfaces- Including Cancer Linq	\$ 500,000	Mission Critical	\$ -	\$ -	\$ 500,000	\$ -
	EPIC EMR - PB			\$ 1,000,000	Mission Critical	\$ -	\$ -	\$ 500,000	\$ 500,000
	Varian Upgrade		Upgrade Varian t Version 15	\$ 18,000	Mission Critical	\$ 18,000	\$ -	\$ -	\$ -

TAHOE FOREST HOSPITAL DISTRICT
IT CAPITAL REQUIREMENTS BY DEPARTMENT
FY 2018 BUDGET

Dept	Description	Qty	Justification	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
	Interfaces		Cancer Center and Patient care area - Patient Monitoring interfaces to EPIC Also look at Wellness screenings interface /entry	\$ 50,000	Mission Critical	\$ 25,000	\$ 10,000	\$ 15,000	\$ -
	Telemedicine Enhancements		Growth of Telemedicine program	\$ 40,000	Mission Critical	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Horizon/ VMWare Desktop Prof of Concept		New Desktop	\$ 20,000	Mission Critical	\$ -	\$ 20,000	\$ -	\$ -
	Nutanix Node		Every time we add a project we utilize CPU and storage capacity- We have got to purchase this each year to stay I Sync	\$ 60,000	Mission Critical	\$ 60,000	\$ -	\$ -	\$ -
	Implant Scanning		This is a project with Premier- not totally defined yet but one point of concern is that Surgery is manually entering in Implants. These should be a bar code item	\$ 2,000	High	\$ -	\$ 2,000	\$ -	\$ -
	IT Infrastructure		IT Hardware	\$ 50,000	High	\$ -	\$ 50,000	\$ -	\$ -
18740	Quality								
	Laptop for department		Departmental laptop replacement for meetings and presentations	\$ 2,200	Mission Critical	\$ -	\$ 2,200	\$ -	\$ -
18510	Finance								
	Kaufman Hall		Capital Advisor	\$ 125,000	High	\$ -	\$ -	\$ -	\$ 125,000
18560	Patient Access								
	Two additional Small foot print WOWS		For ED Registration 5K ea.	\$ 10,000	Mission Critical	\$ 10,000	\$ -	\$ -	\$ -
	Large MFP Replacement		Registration MFP EOL and continues to break down	\$ 18,000	Mission Critical	\$ -	\$ 18,000	\$ -	\$ -
	Wellness								
	Video monitors, repeaters and hardware		Patient education and outreach for preventive health care services and heath system services	\$ 6,500	High	\$ 2,000	\$ 2,000	\$ 2,500	\$ -
	Laptop Care Coordinator			\$ 2,200	High	\$ -	\$ 2,200	\$ -	\$ -
	SUBTOTAL TFH			\$ 4,474,407		\$ 1,688,107	\$ 1,105,800	\$ 1,045,500	\$ 635,000
INCLINE VILLAGE COMMUNITY HOSPITAL									
28560	Patient Access								
	Large MFP		Current MFP EOL-	\$ 18,000	Mission Critical	\$ 18,000	\$ -	\$ -	\$ -
	SUBTOTAL IVCH			\$ 18,000		\$ 18,000	\$ -	\$ -	\$ -
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE									
						\$ -	\$ -	\$ -	\$ -
	SUBTOTAL TCHSP			\$ -		\$ -	\$ -	\$ -	\$ -
TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS				\$ 3,986,507	MISSION CRITICAL	\$ 1,561,907	\$ 889,600	\$ 1,025,000	\$ 510,000
				\$ 505,900	HIGH	\$ 144,200	\$ 216,200	\$ 20,500	\$ 125,000
				\$ -	MEDIUM	\$ -	\$ -	\$ -	\$ -
				\$ 4,492,407	GRAND TOTAL	\$ 1,706,107	\$ 1,105,800	\$ 1,045,500	\$ 635,000

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL PROJECTS RPT LISTING BY DEPARTMENT
FY 2019 BUDGET

	Description	Dept	Justification	Total Project Cost	2019 Budget	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TAHOE FOREST HOSPITAL										
Facilities Management										
1	Fire Alarm Replacement	FM	Construction in Progress. \$262,416.10 spent to date as of 5/1. Figure another \$250K spent in FY 18, therefore \$909,414 RTC in FY 19.	\$ 1,421,830	\$ 909,414	Mission Critical	\$ 300,000	\$ 550,000	\$ 59,414	\$ -
2	Fire Sprinkler Replacement	FM	Code requirement	\$ 18,000	\$ 18,000	High	\$ 18,000	\$ -	\$ -	\$ -
3	Emergency Amplifiers	FM	Code required system so that Fire / Police radios work inside the hospital	\$ 105,000	\$ 105,000	Mission Critical	\$ 60,000	\$ 45,000	\$ -	\$ -
4	First Floor Corridor Doors	FM	Addresses Safety and Security concerns of the hospital following measure C construction. This is currently permitted through OSHPD	\$ 149,500	\$ 87,363	High	\$ 20,000	\$ 25,000	\$ 25,000	\$ 17,363
5	Security Improvements	FM	Placeholder for Improvements to the hospital	\$ 30,000	\$ 30,000	High	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
6	Replace Air Lock Carpet	FM	Replace all entrance carpet at TFHD	\$ 20,000	\$ 20,000	High	\$ -	\$ 20,000	\$ -	\$ -
7	Replace Automatic Transfer Switches # 5 Condense ATS 6 to ATS 5	FM	1990's obsolete equipment	\$ 140,000	\$ 140,000	High	\$ -	\$ -	\$ 40,000	\$ 100,000
8	NTO Interiors	NTO	Interior Upgrades	\$ 50,000	\$ 8,000	High	\$ 8,000	\$ -	\$ -	\$ -
9	Vacuum Pump Rebuild (30K hrs)	FM	Vacuum pumps need to be rebuilt every 30K HRs	\$ 18,000	\$ 18,000	High	\$ -	\$ -	\$ 18,000	\$ -
10	Replace 1978 Bathroom Doors	FM	Door are worn beyond repair	\$ 3,000	\$ 3,000	High	\$ -	\$ -	\$ 3,000	\$ -
11	Eskridge set up for Board Meetings	FM	To set up Eskridge for board meetings	\$ 55,000	\$ 55,000	High	\$ -	\$ -	\$ 55,000	\$ -
12	BMS Updates	FM	There are 2 Projects in this budget. First is to update all of our Jaces to 3.8 Version, Qtr 1. Then we will purchase and update to the N4 version and new front end. This is critical to get out of Schneider proprietary software and implement our energy conservation measures. Anticipate future projects to follow, \$100K FY 2020 & 2021	\$ 135,000	\$ 135,000	High	\$ 15,000	\$ 100,000	\$ 20,000	\$ -
13	Replace Med Gas Manifolds	FM	\$30,382 for material, \$1,121 for shipping, \$10,370 Labor, \$10K for contingency.	\$ 51,873	\$ 51,873	High	\$ -	\$ -	\$ 51,873	\$ -
14	Sequence Gear Upgrades	FM	This is to PM and update the existing sequencing gear. This equipment was never finished, program correctly or Maintenance since its install in 2012.	\$ 40,000	\$ 40,000	Mission Critical	\$ 40,000	\$ -	\$ -	\$ -
15	Domestic Water Tie In	FM	Increase pressure Hospital wide. This is an essential part of the Cancer Center 2nd Floor Project.	\$ 294,000	\$ 294,000	Mission Critical	\$ -	\$ 294,000	\$ -	\$ -
Master Plan										
16	Pioneer Phase 2	Master Plan	Installation of Automatic Transfer Switch and IT vendor payments	\$ 735,709	\$ 49,000	High	\$ 5,000	\$ 44,000	\$ -	\$ -
17	Cancer Center 2nd Floor	Master Plan	Rural Health Clinic Expansion/Space Construction to Start 7/30/18. Figure 20% in QRT 1 & 60% in QTR 2. Stock and Staff scheduled for June2019.	\$ 7,119,388	\$ 6,833,532	Mission Critical	\$ 200,000	\$ 3,227,648	\$ 2,869,020	\$ 536,864
18	3rd Floor MOB Phase 1	Master Plan	Rural Health Clinic Expansion/Space. Budgeted as completing both phases this FY. \$178K spent to date. Figure \$45K spent in the last month.	\$ 2,817,160	\$ 2,564,865	Mission Critical	\$ 641,216	\$ 1,282,433	\$ 512,973	\$ 128,243
19	Day Tank and UST Replacement	Master Plan	The Day tank has been cited and needs to be replace, additionally the underground storage tank is 30 years old and has 18 months left in its warranty period. Also there are significant signs of decay. As of April We have spent 33K, Figure another 25K for each of the remaining Months for Design.	\$ 1,200,000	\$ 392,000	Mission Critical	\$ 15,000	\$ 15,000	\$ 75,000	\$ 287,000

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL PROJECTS REVENUE LISTING BY DEPARTMENT
FY 2020 BUDGET

	Description	Dept	Justification	Total Project Cost	2019 Budget	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
20	2nd Floor MOB Tis	Master Plan	Rural Health Clinic Expansion/Space Optimization: 2019: A&E Fees estimated start of construction June 2019 (\$200K X-ray included)	\$ 4,000,000	\$ 157,375	Mission Critical	\$ 30,000	\$ 30,000	\$ 48,700	\$ 48,675
21	Administration Demo/Paving	Master Plan	Demolish Admin Building	\$ 782,000	\$ 681,668	Mission Critical	\$ 204,500	\$ 409,001	\$ 68,167	\$ -
22	Apartments Demo/Paving	Master Plan	Demolish N. Levon Apartments	\$ 200,000	\$ 200,000	High	\$ -	\$ -	\$ -	\$ 200,000
23	Pat and Ollies Placeholder	Master Plan	Buy/ Misc site improvements	\$ 500,000	\$ 500,000	Mission Critical	\$ -	\$ -	\$ 500,000	\$ -
24	Suite 240 Improvements	Master Plan	Remodel for Neurology and Dr. Condon Space	\$ 55,000	\$ 46,000	Mission Critical	\$ 46,000	\$ -	\$ -	\$ -
25	IM/Cardiology Improvements	Master Plan	Construct 3 additional exam rooms and 1 MD/MA Office	\$ 671,003	\$ 575,142	Mission Critical	\$ 287,571	\$ 287,571	\$ -	\$ -
26	IM Card Lobby carpet and furniture	Master Plan	Replace carpet and lobby furniture	\$ 25,000	\$ 7,000	Mission Critical	\$ 7,000	\$ -	\$ -	\$ -
27	New MOB Phase I	Master Plan	Site improvement and Parking scope.	\$ 1,500,000	\$ 900,000	High	\$ 50,000	\$ 50,000	\$ 150,000	\$ 650,000
28	1st Floor MOB Placeholder	Master Plan	Placeholder for Construction and imaging equipment in the current peds location	\$ 600,000	\$ 50,000	Mission Critical	\$ -	\$ -	\$ 25,000	\$ 25,000
29	Lombards Parking	Master Plan	Increase employee parking	\$ 75,000	\$ 75,000	Mission Critical	\$ -	\$ -	\$ -	\$ 75,000
30	Housing Placeholder	Master Plan	Redo Hospice, Van Gundy and Red House	\$ 1,400,000	\$ 400,000	High	\$ -	\$ -	\$ -	\$ 400,000
31	Interiors and Signage	Master Plan	For General Interior Design and Signage	\$ 150,000	\$ 50,000	Mission Critical	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500
32	Moves after Project Completion	Master Plan	To relocate people and equipment to new locations	\$ 34,000	\$ 34,000	Mission Critical	\$ 10,000	\$ -	\$ -	\$ 24,000
6580 Skilled Nursing Facility										
33	ECC Patient Room Remodels	ECC	Interior upgrades to all rooms within the 1985 Building.	\$ 800,000	\$ 350,000	Mission Critical	\$ 50,000	\$ 50,000	\$ 125,000	\$ 125,000
34	ECC Corridor Floor Replacement	ECC	The floor has been cited up as a IC issue.	\$ 142,395	\$ 138,395	Mission Critical	\$ 7,000	\$ 131,395	\$ -	\$ -
35	Wanderguard Replacement & Door Wander Guard	ECC	Replace the aging system and door modifications for security. Also includes signage and door.	\$ 32,000	\$ 32,000	Mission Critical	\$ -	\$ 32,000	\$ -	\$ -
Dietary										
36	MNT Office Construction	Dietary	This is to retrofit the old MNT room in the bottom of the 1966 building. There is extensive risk as this is an OSHPD project and the space does not meet code. The space is needed	\$ 149,000	\$ 112,208	High	\$ 25,000	\$ 87,208	\$ -	\$ -
37	Gas Monitoring System	Dietary	A Safety measure for any potential gas leaks	\$ 12,000	\$ 12,000	High	\$ 12,000	\$ -	\$ -	\$ -
7420 Surgical Services										
38	ASD Flooring and Paint	Surgery	Replace the flooring in Surgery Waiting and hallway going to ASD. Includes MS Carpet	\$ 30,000	\$ 30,000	High	\$ -	\$ -	\$ 30,000	\$ -
39	Replace OR1 & OR2 Case work/Counters	Surgery	Current counters are delaminating and are an IC issue	\$ 50,000	\$ 50,000	High	\$ -	\$ -	\$ 50,000	\$ -
40	ASD TVS	Surgery	Replacement in Progress	\$ 95,000	\$ 25,000	Mission Critical	\$ 25,000	\$ -	\$ -	\$ -
7630 Diagnostic Imaging										
41	Digital X Ray Replacement	DI	Replace Existing Room 2 X-ray with Digital X-ray. Expecting structural improvements.	\$ 1,000,000	\$ 500,000	High	\$ -	\$ 25,000	\$ 50,000	\$ 425,000
42	Radiologist Area	DI	Paint and Refurbish	\$ 40,000	\$ 40,000	Medium	\$ -	\$ -	\$ 40,000	\$ -
7660 MRI										
43	MRI Chiller	DI	Obsolete Equipment/Extensive Down Time.	\$ 200,000	\$ 175,000	High	\$ 20,000	\$ 155,000	\$ -	\$ -
44	MRI Replacement	DI	Replacement 2020 (Equipment is 1.5-1.8M, The wall will have to be removed adjacent to the ASH hallway for Demo and Install) A& E Fees	\$ 3,000,000	\$ 30,000	High	\$ -	\$ -	\$ 5,000	\$ 25,000
7670 Ultrasound										
45	Streamway System	US	Dumps body fluid into sewer piping	\$ 25,000	\$ 25,000	Medium	\$ -	\$ -	\$ -	\$ 25,000
Cancer Center										
46	NO2 Install	CCR	Opens a new service line in the Cancer Center.	\$ 25,000	\$ 18,000	High	\$ 18,000	\$ -	\$ -	\$ -

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL PROJECTS ROLL LISTING BY DEPARTMENT
FY 2019 BUDGET

	Description	Dept	Justification	Total Project Cost	2019 Budget	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
8390 Pharmacy										
47	USP 800 Pharmacy Clean Room	FM	Currently we have spend \$211K as of May, figure \$60K bill in June. Construction is schedule to start 4/30/18. Figure 200K for the remainder of 2018. Also, this project was approved by the board at \$990,465.25 before being fully approved by OSHPD. The last round of comments from OSHPD has resulted in a \$51,801.10 and \$2,058.93 change order, reducing our contingency to \$7,544.97. There is another CO coming through estimate \$8K Forecasting an additional \$50K to have a contingency account.	\$ 1,040,465	\$ 768,981	Mission Critical	\$ 400,000	\$ 368,981	\$ -	\$ -
8490 Children's Center										
48	Children Center Landscaping	CC	Create Shade in the Play Yard, Regrade and connect West play yard to South Play Yards	\$ 10,000	\$ 10,000	Mission Critical	\$ -	\$ -	\$ -	\$ 10,000
49	Children Center Interiors	CC	Repainting interiors	\$ 11,000	\$ 8,000	Mission Critical	\$ 3,000	\$ 5,000	\$ -	\$ -
50	Children Center Exterior Painting	CC	Repaint Exterior of Building	\$ 18,000	\$ 12,705	Mission Critical	\$ 12,705	\$ -	\$ -	\$ -
51	Children Center Deck Replacement	CC	Deck is failing and is a safety hazard	\$ 10,000	\$ 10,000	Mission Critical	\$ -	\$ -	\$ -	\$ 10,000
52	Connect annex Fire alarm to Main Bld	CC	The Annex is not currently connected to the main building Fire Alarm.	\$ 5,000	\$ 5,000	High	\$ -	\$ 5,000	\$ -	\$ -
9550 Retail Pharmacy										
53	Retail Pharmacy Carpet and Case work replacement	RP	Replace Carpet throughout and replace reception counter and casework.	\$ 25,000	\$ 25,000	High	\$ -	\$ -	\$ 25,000	\$ -
54	Security Improvements	RP	Install security glass and door to separate public	\$ 35,000	\$ 35,000	Mission Critical	\$ 35,000	\$ -	\$ -	\$ -
Quality										
55	Add lighting and storage to Janets office	QL	Modifications for Janet	\$ 8,500	\$ 8,500	Medium	\$ -	\$ 8,500	\$ -	\$ -
SUBTOTAL TFH				\$ 31,158,824	\$ 17,851,021		\$ 2,584,993	\$ 7,267,736	\$ 4,866,147	\$ 3,132,145
INCLINE VILLAGE COMMUNITY HOSPITAL										
Facilities Management										
56	2nd Floor Roof Replacement	FM	This is the same scope we completed on the ECC and 1978 Building	\$ 246,695	\$ 241,695	Mission Critical	\$ 141,000	\$ 100,695	\$ -	\$ -
57	Heat Tape Installation	FM	Heat Tape install in boiler room, Line broke twice this year	\$ 10,000	\$ 10,000	Mission Critical	\$ 10,000	\$ -	\$ -	\$ -
58	Fire Sprinkler Replacement	FM	Code requirement	\$ 18,000	\$ 18,000	High	\$ 18,000	\$ -	\$ -	\$ -
59	Dry cooler flush	FM	The Glycol in the condenser is end of life and needs replacement	\$ 6,000	\$ 6,000	Mission Critical	\$ -	\$ 6,000	\$ -	\$ -
60	Replace Doors	FM	Replace wearing corridor doors, This was a request from Harry	\$ 150,000	\$ 75,000	High	\$ -	\$ -	\$ 75,000	\$ -
61	Boiler Replacement	FM	These original boilers are reaching end of life and are incredibly inefficient	\$ 400,000	\$ 150,000	High	\$ -	\$ -	\$ 50,000	\$ 100,000
62	Replace med gas manifolds	FM	\$43,029 for materials, \$1,747 for shipping, \$13,674 For Labor, \$10K for contingency	\$ 68,450	\$ 68,450	High	\$ -	\$ -	\$ 68,450	\$ -
7010 Imaging										
63	CT Exhaust Fan	Imaging	Noise and heat issues in the CT room	\$ 22,500	\$ 22,500	High	\$ -	\$ -	\$ -	\$ 22,500
7420 Surgery										
64	SPD Remodel	Surgery		\$ 1,100,000	\$ 1,100,000	Medium	\$ 30,000	\$ 70,000	\$ 500,000	\$ 500,000
65	Vacuum Pump Replacement	Surgery	Outdated Equipment	\$ 80,000	\$ 80,000	High	\$ -	\$ -	\$ 15,000	\$ 65,000

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL PROJECTS REVENUE LISTING BY DEPARTMENT
FY 2018 BUDGET

	Description	Dept	Justification	Total Project Cost	2019 Budget	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Sleep Center										
66	New Carpet	Sleep Center	Per Judy's request	\$ 4,500	\$ 4,500	Mission Critical	\$ -	\$ 4,500	\$ -	\$ -
Dr. Koch										
67	Install Door for seperation of usage	Dr. Koch	Current space is open via a hallway to the adjacent tenant	\$ 8,000	\$ 8,000	High	\$ 8,000	\$ -	\$ -	\$ -
7770 IV PT										
68	Activity Room Expansion	IV PT	Open newly leased space for additional gym floor.	\$ 12,000	\$ 12,000	Medium	\$ -	\$ -	\$ 12,000	\$ -
SUBTOTAL IVCH				\$ 2,126,145	\$ 1,796,145		\$ 207,000	\$ 181,195	\$ 720,450	\$ 687,500
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE										
7790 Truckee OT										
69	CHSP Remodel	CHSP	Limited space needs efficiency upgrades in order to meet demand of expanding services	\$ 250,000	\$ 232,500	Mission Critical	\$ 69,750	\$ 162,750	\$ -	\$ -
70	Tahoe City Expansion	TCPT	Expansion Project to take over and rebuild the remainder of the current building second floor, \$8500 spent to date. Another 2500 forecasted for FY18 Project is scheduled to be submitted to the county before 6/1/18	\$ 250,000	\$ 239,000	Mission Critical	\$ 119,500	\$ 119,500	\$ -	\$ -
SUBTOTAL TCHSP				\$ 500,000	\$ 471,500		\$ 69,750	\$ 162,750	\$ -	\$ -
TAHOE FOREST HOSPITAL										
				\$ 14,705,077		Mission Critical	\$ 2,386,493	\$ 6,740,528	\$ 4,295,774	\$ 1,282,282
				\$ 3,072,444		High	\$ 198,500	\$ 518,708	\$ 530,373	\$ 1,824,863
				\$ 73,500		Medium	\$ -	\$ 8,500	\$ 40,000	\$ 25,000
				\$ -		Low	\$ -	\$ -	\$ -	\$ -
INCLINE VILLAGE COMMUNITY HOSPITAL										
				\$ 262,195		Mission Critical	\$ 151,000	\$ 111,195	\$ -	\$ -
				\$ 421,950		High	\$ 26,000	\$ -	\$ 208,450	\$ 187,500
				\$ 1,112,000		Medium	\$ 30,000	\$ 70,000	\$ 512,000	\$ 500,000
				\$ -		Low	\$ -	\$ -	\$ -	\$ -
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE										
				\$ 471,500		MISSION CRITICAL	\$ 189,250	\$ 282,250	\$ -	\$ -
				\$ -		HIGH	\$ -	\$ -	\$ -	\$ -
				\$ -		MEDIUM	\$ -	\$ -	\$ -	\$ -
				\$ -		LOW	\$ -	\$ -	\$ -	\$ -
TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS										
				\$ 15,438,772		Mission Critical	\$ 2,726,743	\$ 7,133,973	\$ 4,295,774	\$ 1,282,282
				\$ 3,494,394		High	\$ 224,500	\$ 518,708	\$ 738,823	\$ 2,012,363
				\$ 1,185,500		Medium	\$ 30,000	\$ 78,500	\$ 552,000	\$ 525,000
				\$ -		Low	\$ -	\$ -	\$ -	\$ -
				\$ 33,784,969	\$ 20,118,666	Grand Total	\$ 2,981,243	\$ 7,731,181	\$ 5,586,597	\$ 3,819,645

Tahoe Forest Hospital District
Multi-year Capital Plan

	BUDGET FY 2019	FY 2020	FY 2021	FY 2022
<u>INVESTMENT IN CAPITAL</u>				
Capital Equipment	2,911,369	3,018,507	1,128,300	955,100
IT/EMR/Business Systems	3,986,507	2,464,300	1,835,500	1,507,100
Building Projects/Properties	15,438,772	20,972,519	8,785,000	22,400,000
Capital Investment	452,000	-	-	-
Total	\$ 19,877,279	\$ 23,436,819	\$ 10,620,500	\$ 23,907,100

**TAHOE FOREST HOSPITAL DISTRICT
CAPITAL BUDGET FOR FISCAL YEARS 2020, 2021, AND 2022**

	DESCRIPTION	QTY	FY2020	FY2021	FY2022
Tahoe Forest Hospital					
6010	Intensive Care Unit				
	SCVO2 Monitor - EMO Dynamic	1	\$ 15,000	\$ -	\$ -
	Critical Care Beds	3	\$ 25,000	\$ 26,000	\$ 27,000
	Dept. Subtotal		\$ 40,000	\$ 26,000	\$ 27,000
6170	MedSurg				
	Standard Patient Beds	6	\$ 15,000	\$ 15,000	\$ 15,000
	Blanket Warmer	1	\$ 6,000	\$ -	\$ -
	SCD Machines	2	\$ 3,500	\$ -	\$ -
	Dept. Subtotal		\$ 24,500	\$ 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	\$ -
	Wheelchair Scale	1	\$ 3,000	\$ -	\$ -
	Beds	10	\$ 70,000	\$ -	\$ -
	Dept. Subtotal		\$ 73,000	\$ 4,000	\$ -
7010	Emergency Dept				
	Gurney's	3	\$ 30,000	\$ 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		\$ 37,600	\$ 52,100	\$ 3,100
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	\$ 26,000	\$ 26,000	\$ 26,000
	Dept. Subtotal		\$ 26,000	\$ 26,000	\$ 26,000
7420	Surgical Services				
	Stryker Mattress	5	\$ 7,500	\$ 7,500	\$ -
	HANA Table Upgrade	1	\$ 8,500	\$ -	\$ -
	HANA Table	1	\$ -	\$ 100,000	\$ -
	Fracture Table	1	\$ -	\$ 95,000	\$ -
	OR Table	3	\$ 50,000	\$ 50,000	\$ 50,000
	Flyte Helmet System	1	\$ 11,500	\$ -	\$ -
	Laparoscope Holder	1	\$ 12,500	\$ -	\$ -
	Arthroscope Cart	1	\$ -	\$ 35,000	\$ -
	Centurion Vision System	1	\$ -	\$ 116,000	\$ -
	ORA w/ Verifeye Plus	1	\$ -	\$ 80,000	\$ -
	Urology Equipment & Instrumentation	1	\$ 200,000	\$ -	\$ -

**TAHOE FOREST HOSPITAL DISTRICT
CAPITAL BUDGET FOR FISCAL YEARS 2020, 2021, AND 2022**

	DESCRIPTION	QTY	FY2020	FY2021	FY2022
	ESU	1	\$ 12,500	\$ -	\$ -
	Small Bone Drill, Footswitch, & Attachment	1	\$ -	\$ 131,000	\$ -
	Bookwalter type Retractor	1	\$ 12,500	\$ -	\$ -
	Urology Equipment	1	\$ 100,000	\$ -	\$ -
	Headlamp	1	\$ 3,000	\$ -	\$ -
	Miscellaneous Equipment	1	\$ -	\$ -	\$ 450,000
	Recliners	2	\$ 5,000	\$ -	\$ -
	Dept. Subtotal		\$ 423,000	\$ 614,500	\$ 500,000
7430	PAAS				
	Vital Sign Machine	3	\$ 20,000	\$ -	\$ -
	Gurneys	6	\$ 14,000	\$ 14,000	\$ 14,000
	Electric Scale	1	\$ 4,100	\$ -	\$ -
	Defibrillator	1	\$ 16,500	\$ -	\$ -
	Dept. Subtotal		\$ 54,600	\$ 14,000	\$ 14,000
7450	Anesthesia				
	Syringe Pumps	5	\$ 20,000	\$ -	\$ -
	Anesthesia Machine	5	\$ 500,000	\$ -	\$ -
	Dept. Subtotal		\$ 520,000	\$ -	\$ -
7500	Lab				
	Platelet Function Analyzer	1	\$ 12,500	\$ -	\$ -
	Immuno Assay	1	\$ 40,000	\$ -	\$ -
	Osometer	1	\$ 13,500	\$ -	\$ -
	Blood Culture Instrument	1	\$ 55,000	\$ -	\$ -
	Immuno Assay moleculer	1	\$ -	\$ 100,000	\$ -
	Refrigerator (Reagents)	1	\$ 6,000	\$ -	\$ -
	Miscellaneous Equipment	1	\$ -	\$ -	\$ 150,000
	Coagulation Instrument	1	\$ -	\$ 60,000	\$ -
	Dept. Subtotal		\$ 127,000	\$ 160,000	\$ 150,000
7593	Cardiac Rehabilitation				
	Rower	2	\$ 1,250	\$ 1,300	\$ -
	Bike Equipment	2	\$ 1,250	\$ 1,300	\$ -
	Treadmill	3	\$ 7,500	\$ 13,000	\$ -
	NuStep	5	\$ 9,000	\$ 9,000	\$ 4,500
	Dept. Subtotal		\$ 19,000	\$ 24,600	\$ 4,500
7630-7680	All Imaging Services				
7630	ModLink Web Forms Software	1	\$ 5,750	\$ -	\$ -
7632	Furniture	1	\$ 15,000	\$ -	\$ -
7650	Dose Calibrator	1	\$ -	\$ -	\$ 6,000
	Blanket Warmer	2	\$ 12,000	\$ -	\$ -
	Furniture Patient waiting area	?	\$ 15,000	\$ -	\$ -
	Dept. Subtotal		\$ 47,750	\$ -	\$ 6,000
7760	Gastro/Intestinal				
	Gastroscope	3	\$ 40,000	\$ -	\$ -
	Colonoscope	3	\$ 40,000	\$ -	\$ -
	Argon Beam Coagulator for GI Colonoscopy	1	\$ 40,000	\$ -	\$ -
	Esophageal Motility Equipment	1	\$ 68,000	\$ -	\$ -
	Dept. Subtotal		\$ 188,000	\$ -	\$ -

**TAHOE FOREST HOSPITAL DISTRICT
CAPITAL BUDGET FOR FISCAL YEARS 2020, 2021, AND 2022**

	DESCRIPTION	QTY	FY2020	FY2021	FY2022
7876	Sugar Bowl Clinic				
	Vital Signs Monitor	1	\$ 3,350	\$ -	\$ -
	Dept. Subtotal		\$ 3,350	\$ -	\$ -
8430	Dietary				
	2-Door Freezer - Side by Side	1	\$ -	\$ -	\$ 4,500
	Griddle/Broiler	1	\$ -	\$ 4,000	\$ -
	2-Door Refrigerator for Café	1	\$ -	\$ 3,500	\$ -
	Beverage Refrigerator	1	\$ -	\$ 8,500	\$ -
	Dept. Subtotal		\$ -	\$ 16,000	\$ 4,500
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	\$ 2,900	\$ 3,100	\$ -
	Touchless Faucets	?	\$ 5,000	\$ -	\$ -
	Dept. Subtotal		\$ 11,650	\$ 3,100	\$ -
8660	Occ Health				
	Audiometer	1	\$ 16,000	\$ -	\$ -
	Pulmonary Function Machine	1	\$ 7,500	\$ -	\$ -
	Exam Tables	6	\$ 2,000	\$ 2,500	\$ 3,000
	EKG Machine	1	\$ 15,000	\$ -	\$ -
	PET Machine and adapter	1	\$ 20,000	\$ -	\$ -
	Dept. Subtotal		\$ 60,500	\$ 2,500	\$ 3,000
	Cancer Center				
	Exam Chairs	6	\$ 6,000	\$ -	\$ -
	Biofeedback Furnishings	?	\$ 10,000	\$ -	\$ -
	Virtual Reality Goggles	8	\$ 6,000	\$ -	\$ -
	Dept. Subtotal		\$ 22,000	\$ -	\$ -
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	\$ 29,500	\$ 5,500	\$ 7,500
	Dept. Subtotal		\$ 123,075	\$ 27,500	\$ 37,500
	TFH Dept Subtotal		\$ 1,830,625	\$ 1,003,400	\$ 806,200
InclineVillage Community Hospital					
	Miscellaneous Equipment	1	\$ -	\$ -	\$ 50,000
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	Laparoscopic Insufflator	1	\$ 7,000	\$ -	\$ -

**TAHOE FOREST HOSPITAL DISTRICT
CAPITAL BUDGET FOR FISCAL YEARS 2020, 2021, AND 2022**

	DESCRIPTION	QTY	FY2020	FY2021	FY2022
27420	General Surgical Instruments	1	\$ -	\$ 45,000	\$ -
27500	Blood Culture Instrument	1	\$ 25,000	\$ -	\$ -
27500	Refrigerator (Reagents)	1	\$ 6,000	\$ -	\$ -
27500	Blood Bank Refrigerator	1	\$ -	\$ -	\$ 12,500
27500	Processing Centrifuge	1	\$ -	\$ -	\$ 7,900
27770	Pilates	3	\$ 12,500	\$ 13,000	\$ 13,500
27770	Game Ready Machine	3	\$ 3,500	\$ 3,500	\$ 3,500
27770	Treatment Table	1	\$ 3,600	\$ -	\$ -
27770	Alter G treadmill	1	\$ 50,000		
27770	E-stim Unit	2	\$ 4,875	\$ 5,500	\$ -
	IVCH Dept. Subtotal		\$ 130,475	\$ 84,400	\$ 103,400
Tahoe Center for Health and Sports Performance					
57770	Miscellaneous Equipment	3	\$ 15,000	\$ 15,000	\$ 17,500
57770	Laser Therapy Unit	1	\$ 30,000		
57790	Miscellaneous Equipment	2	\$ 10,000	\$ 5,500	\$ 5,500
58777	Miscellaneous Equipment	3	\$ 20,000	\$ 20,000	\$ 22,500
	CHSP Dept. Subtotal		\$ 75,000	\$ 40,500	\$ 45,500
Tahoe Forest Health System Grand Total			\$ 2,036,100	\$ 1,128,300	\$ 955,100

**Capital Budget Request
Three Year Capital FY 2020-2022**

Description	Justification	Dept	Priority	Cost
FY 2020				
Immuno Assay	New testing at IC & physician request	17500		\$ 40,000
Blood Bank Work Station for Gel Typing	Current system 11 y/o, parts no longer available	17500		\$ 10,500
Blood Bank Centrifuge	Blood Cell Washer 8 y/o placeholder	17500		\$ 10,500
Coagulation Instrument	Currently 9 y/o no redundant backup - send to IVCH	17500		\$ 60,000
Handheld Glucose System	Replace Glucose meters, will be able to interface patient results	17500		\$ 75,000
Microbiology Culture Incubator	Needed to improve TATs for Bacti collections @IVCH	27500		\$ 11,500
Coagulation Instrument	Currently 8 y/o no redundant backup - send to IVCH	27500		\$ 60,000
Blood Bank Refrigerator	Currently unit 6 y/o This is a place holder	27500		\$ 12,500
Processing Centrifuge	Currently unit 7 y/o This is a place holder	27500		\$ 7,900
DR	Utilize Mercy Data Center for complete Disaster Recovery	18480	H	\$ 100,000
CDR	Consolidate the data from multiple legacy system	18480	H	\$ 500
Nutanix Node	Storage, we cannot keep doing projects with out CPU and storage	18480	H	\$ 50,000
District EMR	MU II/III	18480	M	\$ 1,000,000
Departmental Upgrades	Software and Hardware upgrades/ Replacement of obsolete equipment	18480	H	\$ 200,000
HIE	Connect to Health Information Exchange	18480	H	\$ 100,000
District Projects	Unknown Contingency	18480	H	\$ 100,000
Interfaces	Interfaces	18480	M	\$ 30,000
Telemedicine Enhancements	Growth of Telemedicine program	18480	M	\$ 40,000
Multi-Specialty Growth	MSC Growth	18715	H	\$ 50,000
Total FY 2020				\$ 1,958,400
FY 2021				
Blood Fresh Frozen Plasma Thawers	Placeholder, unit 16 y/o	17500		\$ 40,500
Chemistry Platform	Replace Beckman DXC-Access Instrumentation	17500		\$ 540,000
Chemistry Analyzer Replacement	Replacement @ 7 years- purchased 2012	27500		\$ 155,000
Nutanix Node	Storage, we cannot keep doing projects with out CPU and storage	18480	H	\$ 50,000
CDR	Legacy System Retirement and Archiving off from production storage array	18480	M	\$ 800,000

**Capital Budget Request
Three Year Capital FY 2020-2022**

Description	Justification	Dept	Priority	Cost
Secure Texting	For Staff - Clinical areas	18480	H	\$ 50,000
Interfaces	Systems upgrades	18480	H	\$ 50,000
Multi-Specialty Growth	MSC Growth	18480	H	\$ 50,000
District Projects	Unknown Contingency	18480	H	\$ 100,000
Total FY 2021				\$ 1,835,500
FY 2022				
Blood Gases Instrument	Replace one of the 2 instrument purchase in 2009	17500		\$ 15,000
Reagent Refrigerators	Currently unit 20+ y/o & Double wide is 11 y/o	17500		\$ 25,500
EKG Machine	Currently 7 y/o Replace w network compatable	17500		\$ 14,000
I-Stat Instrument	Add capability for Ebola patient testing	17500		\$ 13,400
Platelet Function Analyzer	Very sensitive specimen to be sent off site	17500		\$ 12,500
Microscope	Currently backup unit 10 y/o This is a place holder	17500		\$ 9,500
Hematology analyzer	Current will be 8 y/o	17500		\$ 238,800
Blood Culture Instrument - bioMérieux	Currently unit 7 y/o. This is a placeholder	17500		\$ 54,000
TB Test Equipment	future test instruments TB & Infectious Disease	17500		\$ 85,000
I-Stat Instrument	Back up for current instrument located at IVCH	27500		\$ 13,400
Refrigerator (Reagents)	Currently unit 8 y/o. This is a placeholder	27500		\$ 6,000
Nutanix Node	Storage, we cannot keep doing projects with out CPU and storage	18480	H	\$ 50,000
District Projects	Unknown Contingency	18480	H	\$ 100,000
Interfaces	Interfaces	18480	M	\$ 30,000
Departmental Project requests	Director requests for projects	18480	H	\$ 140,000
Clinical System enhancements and upgrades	Improve Clinical Systems	18480	H	\$ 500,000
Community EMR	Community EMR	18480	H	\$ 200,000
Total FY 2022				\$ 1,507,100
Total 3-Year IT Capital				\$ 5,301,000

TAHOE FOREST HOSPITAL DISTRICT
THREE YEAR CAPITAL PROJECTS REQUEST LIST
J-2022

	Description	Department	Justification	Total Project Cost	3 Year Cost	Priority	FY 2020	FY 2021	FY 2022
TAHOE FOREST HOSPITAL									
Facilities Management									
1	NTO Interiors	NTO	Interior Upgrades	\$ 50,000	\$ 42,000	High	\$ 42,000	\$ -	\$ -
2	Spring Lane Ditch Repairs	FM	Fix Flooding issues.	\$ 50,000	\$ 50,000	High	\$ 50,000	\$ -	\$ -
3	Replace ambulance Door	FM	Door approaching end of Life.	\$ 25,000	\$ 25,000	Medium	\$ -	\$ 25,000	\$ -
4	Domestic Hot Water Heater Replacement	FM	Hot Water Heaters will be at their end of life.	\$ 75,000	\$ 75,000	Medium	\$ -	\$ -	\$ 75,000
5	Exterior Paint for HR and Warehouse	FM	Exterior Weather Protection	\$ 22,000	\$ 22,000	High	\$ 22,000	\$ -	\$ -
6	Decontam HVAC	FM	Cannot Maintain Efficient Cooling	\$ 50,000	\$ 50,000	High	\$ -	\$ 50,000	\$ -
7	Refinish 78 & 90 Building interiors	FM	Interiors heavily Worn	\$ 250,000	\$ 250,000	High	\$ -	\$ 250,000	\$ -
8	Boiler Rebuild	FM	Burners are now obsolete	\$ 175,000	\$ 175,000	High	\$ 175,000	\$ -	\$ -
9	Replace Nurse Calls	FM	ECC, ED and Surgery are obsolete systems	\$ 500,000	\$ 500,000	High	\$ 250,000	\$ 250,000	\$ -
6010 Master Plan									
10	Day Tank and UST Replacement	Master Plan	The day tank has been cited and needs to be replaced. Additionally the underground storage tank is 30 years old and has 18 months left in its warranty period.	\$ 1,200,000	\$ 808,000	Mission Critical	\$ 808,000	\$ -	\$ -
11	2nd Floor MOB Tis	Master Plan	Rural Health Clinic Expansion/Space Optimization: 2019: A&E Fees estimated start of construction June 2019 (\$200K X-ray included)	\$ 4,000,000	\$ 3,842,625	Mission Critical	\$ 3,842,625	\$ -	\$ -
12	IM Card Lobby carpet and furniture	Master Plan	Replace carpet and lobby furniture	\$ 25,000	\$ 18,000	Mission Critical	\$ 18,000	\$ -	\$ -
13	MOB Elevator Placeholder	Master Plan	Placeholder to deal with Elevator	\$ 500,000	\$ 500,000	Mission Critical	\$ 500,000	\$ -	\$ -
14	3rd Floor MOB Phase 2	Master Plan	Phase 2, current ENT space.	\$ 1,000,000	\$ 1,000,000	Mission Critical	\$ 1,000,000	\$ -	\$ -
15	New MOB Phase I	Master Plan	Site improvement and Parking scope.	\$ 1,500,000	\$ 600,000	Mission Critical	\$ 600,000	\$ -	\$ -
16	1st Floor MOB Placeholder	Master Plan	Placeholder for Construction and imaging equipment in the current peds location	\$ 600,000	\$ 550,000	Mission Critical	\$ 550,000	\$ -	\$ -
17	Housing Placeholder	Master Plan	Redo Hospice, Van Gundy and Red House	\$ 1,400,000	\$ 600,000	High	\$ 300,000	\$ 300,000	\$ -
18	Interiors and Signage	Master Plan	For General Interior Design and Signage	\$ 150,000	\$ 100,000	Mission Critical	\$ 50,000	\$ 50,000	\$ -
19	Moves after Project Completion	Master Plan	To relocate people and equipment to new locations	\$ 30,000	\$ 30,000	Mission Critical	\$ 15,000	\$ 15,000	\$ -
20	New MOB Phase II	Master Plan	Building	\$ 30,000,000	\$ 23,000,000	Mission Critical	\$ -	\$ 2,000,000	\$ 21,000,000
21	Property Acquisition	Master Plan	See Master Plan	\$ 7,090,000	\$ 7,090,000	Mission Critical	\$ 2,640,000	\$ 3,150,000	\$ 1,300,000
22	Hospice House Rebuild	Master Plan	Better Utilization	\$ 400,000	\$ 400,000	Mission Critical	\$ 400,000	\$ -	\$ -
6580 Skilled Nursing Facility									
23	ECC Patient Room Remodels	ECC	Interior upgrades to all rooms within the 1985 Building.	\$ 800,000	\$ 450,000	Mission Critical	\$ 450,000	\$ -	\$ -
6170 Med Surg									
24	Interim OB Nurse Station Renovation	MS	Plug for a future project. Also includes flipping the main doors for security \$40K.	\$ 350,000	\$ 350,000	High	\$ -	\$ 350,000	\$ -
7420 Surgical Services									
25	Replace 1990 Building Flooring	Surgery	Reaching end of life	\$ 100,000	\$ 100,000	High	\$ 100,000	\$ -	\$ -
26	Enclose ASD Reception	Surgery	HIPA Concerns	\$ 25,000	\$ 25,000	Medium	\$ -	\$ 25,000	\$ -
7593 Cardiac Rehabilitation									
27	Cardiac Placeholder	CR	Placeholder to Change the location of Cardiac Rehab	\$ 150,000	\$ 150,000	High	\$ 150,000	\$ -	\$ -
7630 Diagnostic Imaging									
28	Imaging Waiting Room	DI	Plug to Address Imaging Waiting Room, 1978 Bathrooms and ED 3 bay unit	\$ 600,000	\$ 600,000	High	\$ -	\$ 600,000	\$ -
29	Digital X Ray Replacement	DI	Replace Existing Room 2 X-ray with Digital X-ray. Expecting structural improvements.	\$ 1,000,000	\$ 500,000	High	\$ 500,000	\$ -	\$ -

TAHOE FOREST HOSPITAL DISTRICT
THREE YEAR CAPITAL PROJECTS REQUEST LIST
J-2022

	Description	Department	Justification	Total Project Cost	3 Year Cost	Priority	FY 2020	FY 2021	FY 2022
7660	MRI								
30	MRI Replacement	DI	Replacement 2020 (Equipment is 1.5-1.8M, The wall will have to be removed adjacent to the ASH hallway for Demo and Install)	\$ 3,000,000	\$ 2,970,000	High	\$ 2,970,000	\$ -	\$ -
	ED								
31	Create private ED rooms	ED	Convert ED open rooms into private rooms	\$ 1,100,000	\$ 1,100,000	High	\$ -	\$ 1,100,000	\$ -
	Patient Registration								
32	Construct new Concierge Desk	PR	Improved security, patient privacy and signage	\$ 50,000	\$ 50,000	High	\$ -	\$ 50,000	\$ -
	SUBTOTAL TFH			\$ 56,267,000	\$ 46,022,625		\$ 15,432,625	\$ 8,215,000	\$ 22,375,000
INCLINE VILLAGE COMMUNITY HOSPITAL									
	Facilities Management								
33	Replace Doors	FM	Replace wearing corridor doors.	\$ 150,000	\$ 75,000	High	\$ 75,000	\$ -	\$ -
34	Heat Tape Installation	FM	Heat Tape install in boiler room, Line broke twice this year	\$ 10,000	\$ 10,000	Mission Critical	\$ 10,000	\$ -	\$ -
35	Imaging Door Replacement	FM	Warped	\$ 25,000	\$ 25,000	High	\$ -	\$ 25,000	\$ -
36	Boiler Replacement	FM	These original boilers are reaching end of life and are incredibly inefficient	\$ 150,000	\$ 150,000	Mission Critical	\$ 150,000	\$ -	\$ -
37	Replace Automatic Transfer Switches	FM	1970's obsolete equipment.	\$ 100,000	\$ 100,000	High	\$ 100,000	\$ -	\$ -
38	Replace Heating Hot Water Pumps	FM	Dated Equipment	\$ 15,000	\$ 15,000	High	\$ 15,000	\$ -	\$ -
39	Chiller Pump Motor Upgrades	FM	Variable Speed/Energy Efficiency	\$ 30,000	\$ 30,000	High	\$ -	\$ 30,000	\$ -
40	BMS Upgrade	FM	Update Building Control System	\$ 35,000	\$ 35,000	High	\$ 35,000	\$ -	\$ -
41	Replace Fire Alarm System	FM	Parts no longer sold 2018	\$ 450,000	\$ 450,000	High	\$ -	\$ 450,000	\$ -
	Master Plan								
42	Site Improvements	Master Plan	Expand Parking	\$ 450,000	\$ 450,000	Mission Critical	\$ 450,000	\$ -	\$ -
43	Door Replacement	Master Plan		\$ 75,000	\$ 75,000	Mission Critical	\$ 25,000	\$ 25,000	\$ 25,000
	IT								
44	Empo room DX Unit	IT	Additional Cooling	\$ 40,000	\$ 40,000	High	\$ -	\$ 40,000	\$ -
	SUBTOTAL IVCH			\$ 1,530,000	\$ 1,455,000		\$ 860,000	\$ 570,000	\$ 25,000
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE									
45	No Requests			\$ -	\$ -		\$ -	\$ -	\$ -
	SUBTOTAL TCHSP			\$ -	\$ -		\$ -	\$ -	\$ -
TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS				\$ 47,980,000	\$ 39,073,625	MISSION CRITICAL	\$ 11,508,625	\$ 5,240,000	\$ 22,325,000
				\$ 9,692,000	\$ 8,279,000	HIGH	\$ 4,784,000	\$ 3,495,000	\$ -
				\$ 125,000	\$ 125,000	MEDIUM	\$ -	\$ 50,000	\$ 75,000
				\$ -	\$ -	LOW	\$ -	\$ -	\$ -
				\$ 57,797,000	\$ 47,477,625		\$ 16,292,625	\$ 8,785,000	\$ 22,400,000

**TAHOE FOREST HOSPITAL DISTRICT
CAPITAL PROJECTS
FY 2023 - FY 2028**

Item	Description	Justification	Project Cost	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
TAHOE FOREST HOSPITAL									
1	1966 Bld Admin Replacement's (Option 2)	Administration building	\$ 26,822,000				\$ 750,000	\$ 22,798,700	\$ 3,273,300
2	Property Acquisition	Present Value	\$ 2,600,000	\$ 1,300,000	\$ 800,000		\$ 500,000		
3	Parking Structure (Levon)	Present Value	\$ 4,500,000	\$ 4,500,000					
4	Parking Structure (DPR)	Present Value	\$ 5,000,000	\$ 5,000,000					
5	New Ortho/Wellness/PT Building	Present Value	\$ 30,000,000	\$ 7,000,000					
6	New TFH Services Building	Present Value	\$ 23,000,000		\$ 2,000,000	\$ 18,000,000	\$ 3,000,000		
7	Property Acquisition	Present Value	\$ 575,000				\$ 575,000		
	TOTAL TFH		\$ 69,497,000	\$ 17,800,000	\$ 2,800,000	\$ 18,000,000	\$ 4,825,000	\$ 22,798,700	\$ 3,273,300
INCLINE VILLAGE COMMUNITY HOSPITAL									
	TOTAL IVCH		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS			\$ 69,497,000	\$ 17,800,000	\$ 2,800,000	\$ 18,000,000	\$ 4,825,000	\$ 22,798,700	\$ 3,273,300

Tahoe Forest Hospital District Ratio Analysis and Financial Forecasts

Within this section you will find the District Standard and Poor's ratio calculations for FY 2014 – Preliminary 2018, Budget 2019, plus an additional 9 year projection through 2028, the Median Ratios for the U.S. Not-For Profit Acute health Care Stand-Alone Hospital Median Financial Ratios 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 two sets of 10 year forecasts for Tahoe Forest Hospital District's Balance Sheet, Income Statement, Statement of Cash Flows, and Ratio's. The first set reflects no additional future debt, and the second reflects two increments of new debt totaling \$30 million. The forecasts demonstrate 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) - NO NEW DEBT

	2014	2015	2016	2017	Preliminary 2018	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028
Net Patient Revenue	\$107,664	\$118,955	\$130,395	\$148,296	\$147,672	\$161,482	\$171,218	\$181,414	\$187,564	\$193,677	\$198,813	\$203,696	\$208,257	\$212,421	\$216,102
Tax Revenue	9,647	10,310	10,177	12,877	10,969	12,214	13,141	13,569	14,018	14,483	14,953	15,442	15,937	16,455	17,000
Other Operating Revenue	6,711	6,984	8,026	8,966	10,505	8,857	8,989	9,124	9,261	9,400	9,541	9,684	9,829	9,977	10,127
Total Operating Revenues	124,022	136,249	148,598	170,139	169,146	182,553	193,348	204,107	210,843	217,560	223,307	228,822	234,023	238,853	243,229
Total Operating Expenses	125,658	135,176	137,933	153,987	163,831	180,096	188,701	197,090	202,125	207,284	212,589	218,016	223,591	229,317	235,195
Income from Operations	(1,636)	1,073	10,665	16,152	5,315	2,457	4,647	7,017	8,718	10,276	10,718	10,806	10,432	9,536	8,034
Net Nonoperating Income	987	1,060	1,464	2,312	1,677	2,615	2,655	2,601	2,941	3,023	3,274	3,976	4,334	5,122	5,353
Excess of Revenue Over Expenses	(649)	2,133	12,129	18,464	6,992	5,072	7,302	9,618	11,659	13,299	13,992	14,782	14,766	14,658	13,387
Add Depreciation & Amortization Expense	8,642	9,613	10,280	10,747	11,854	12,720	12,847	12,975	13,105	13,236	13,368	13,502	13,637	13,774	13,911
Add Interest Expense on Revenue Debt	1,751	1,620	1,408	1,260	1,108	1,045	895	837	777	716	652	586	518	448	376
Add Interest Expense on GO Debt	3,639	3,639	2,653	2,720	3,947	3,814	3,625	3,569	3,499	3,409	3,319	3,197	3,066	2,925	2,770
Less GO Bond Ad Valorem Taxes	(4,744)	(4,829)	(4,715)	(5,562)	(3,944)	(4,499)	(5,155)	(5,304)	(5,464)	(5,629)	(5,789)	(5,958)	(6,121)	(6,295)	(6,485)
Less Unrestricted Ad Valorem Taxes	(4,902)	(5,481)	(5,462)	(7,315)	(6,195)	(7,715)	(7,986)	(8,265)	(8,554)	(8,854)	(9,164)	(9,484)	(9,816)	(10,160)	(10,515)
Impairment losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EBIDA	\$13,383	\$17,005	\$26,470	\$33,191	\$23,901	\$22,651	\$24,669	\$26,999	\$29,040	\$30,660	\$31,331	\$32,067	\$31,987	\$31,805	\$30,444
Operating EBIDA	\$12,396	\$15,945	\$25,006	\$30,879	\$22,224	\$20,036	\$22,014	\$24,398	\$26,099	\$27,637	\$28,057	\$28,091	\$27,653	\$26,683	\$25,091
EBIDA Margin	10.8%	12.5%	17.8%	19.5%	14.1%	12.4%	12.8%	13.2%	13.8%	14.1%	14.0%	14.0%	13.7%	13.3%	12.5%
Operating EBIDA Margin	10.0%	11.7%	16.8%	18.1%	13.1%	11.0%	11.4%	12.0%	12.4%	12.7%	12.6%	12.3%	11.8%	11.2%	10.3%
Operating Margin	-1.3%	0.8%	7.2%	9.5%	3.1%	1.3%	2.4%	3.4%	4.1%	4.7%	4.8%	4.7%	4.5%	4.0%	3.3%
Excess Margin	-0.5%	1.6%	8.2%	10.9%	4.1%	2.8%	3.8%	4.7%	5.5%	6.1%	6.3%	6.5%	6.3%	6.1%	5.5%
MADS Coverage Ratio - No Go Bond	3.11x	4.46x	6.95x	9.30x	13.58x	6.34x	14.96x	16.38x	17.65x	18.64x	19.05x	19.49x	19.44x	19.33x	18.51x
MADS Coverage Ratio	1.44x	1.83x	2.85x	3.57x	2.57x	2.33x	2.46x	2.69x	2.89x	3.05x	3.12x	3.19x	3.18x	3.17x	3.03x
Cash and Cash Equivalents	\$10,316	\$11,497	\$12,744	\$11,668	\$17,612	\$13,757	\$14,454	\$15,133	\$15,536	\$15,949	\$16,374	\$16,809	\$17,256	\$17,716	\$18,188
Board Designated Assets	41,414	41,830	55,889	61,244	53,900	51,870	43,575	52,241	49,136	52,339	71,212	75,418	92,138	90,460	106,946
Total Unrestricted Cash	\$51,730	\$53,327	\$68,633	\$72,912	\$71,512	\$65,627	\$58,029	\$67,374	\$64,672	\$68,288	\$87,586	\$92,227	\$109,394	\$108,176	\$125,134
Daily Cash Requirements	\$321	\$344	\$350	\$392	\$416	\$459	\$482	\$504	\$518	\$532	\$546	\$560	\$575	\$591	\$606
Days' Cash on Hand	161.4	155.0	196.2	185.8	171.7	143.1	120.4	133.6	124.9	128.4	160.5	164.6	190.2	183.2	206.4
Net Other Long-term Debt	\$35,347	\$31,571	\$29,238	\$27,930	\$26,150	\$25,883	\$24,393	\$22,855	\$21,267	\$19,628	\$17,937	\$16,190	\$14,386	\$12,524	\$10,600
Net GO Bond Long-term Debt	\$98,445	\$100,225	\$104,111	\$103,136	\$101,991	\$101,703	\$100,561	\$99,175	\$97,520	\$95,572	\$93,334	\$90,768	\$87,868	\$84,615	\$80,977
Unrestricted Net Assets	96,509	98,315	110,385	129,116	135,741	140,813	148,115	157,732	169,391	182,690	196,682	211,462	226,228	240,886	254,273
Total Capital	\$230,301	\$230,111	\$243,734	\$260,182	\$263,882	\$268,399	\$273,069	\$279,762	\$288,178	\$297,890	\$307,953	\$318,420	\$328,482	\$338,025	\$345,850
Unrestricted Cash to L-T Debt - No GO Bond	146.3%	168.9%	234.7%	261.1%	273.5%	253.6%	237.9%	294.8%	304.1%	347.9%	488.3%	569.7%	760.4%	863.7%	1180.5%
Unrestricted Cash to L-T Debt	38.7%	40.5%	51.5%	55.6%	55.8%	51.4%	46.4%	55.2%	54.4%	59.3%	78.7%	86.2%	107.0%	111.4%	136.6%
L-T Debt to Capitalization - No GO Bond	26.8%	24.3%	20.9%	17.8%	16.2%	15.5%	14.1%	12.7%	11.2%	9.7%	8.4%	7.1%	6.0%	4.9%	4.0%
L-T Debt to Capitalization	58.1%	57.3%	54.7%	50.4%	48.6%	47.5%	45.8%	43.6%	41.2%	38.7%	36.1%	33.6%	31.1%	28.7%	26.5%
Net Accounts Receivable	\$21,125	\$17,870	\$16,299	\$18,184	\$23,897	\$25,218	\$25,800	\$26,839	\$27,235	\$27,592	\$27,779	\$27,903	\$28,528	\$29,099	\$29,603
Net Patient Revenue	\$107,664	\$118,955	\$130,395	\$148,296	\$147,672	\$161,482	\$171,218	\$181,414	\$187,564	\$193,677	\$198,813	\$203,696	\$208,257	\$212,421	\$216,102
Days in Accounts Receivable	72	55	30	30	39	38	37	36	35	35	34	33	33	33	33

TAHOE FOREST HOSPITAL DISTRICT
BALANCE SHEET - 10 YEAR FORECAST - NO NEW DEBT

	PRELIMINARY 2018	BUDGET 2019	PROJECTED 2020	PROJECTED 2021	PROJECTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026	PROJECTED 2027	PROJECTED 2028
ASSETS											
CURRENT ASSETS											
* CASH	\$ 17,611,703	\$ 13,443,456	\$ 14,155,767	\$ 14,839,399	\$ 15,248,288	\$ 15,668,898	\$ 16,101,569	\$ 16,546,652	\$ 17,004,509	\$ 17,475,510	\$ 17,960,038
PATIENT ACCOUNTS RECEIVABLE - NET	23,896,709	25,217,744	25,799,988	26,839,283	27,235,287	27,592,348	27,779,399	27,903,514	28,528,331	29,098,734	29,602,951
OTHER RECEIVABLES	5,068,317	5,372,416	5,694,761	6,036,447	6,398,633	6,782,551	7,189,505	7,620,875	8,078,127	8,562,815	9,076,584
GO BOND RECEIVABLES	(81,881)	-	-	-	-	-	-	-	-	-	-
ASSETS LIMITED OR RESTRICTED	6,360,727	6,951,146	6,951,146	6,951,146	6,951,146	6,951,146	6,951,146	6,951,146	6,951,146	6,951,146	6,951,146
INVENTORIES	3,125,792	3,437,737	3,712,756	4,009,777	4,130,070	4,253,972	4,381,592	4,513,039	4,648,430	4,787,883	4,931,520
PREPAID EXPENSES & DEPOSITS	1,693,878	1,873,235	1,910,699	1,948,913	1,987,892	2,027,650	2,068,203	2,109,567	2,151,758	2,194,793	2,238,689
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	5,741,198	4,131,500	3,000,000	1,500,000	1,000,000	500,000	250,000	250,000	250,000	250,000	250,000
TOTAL CURRENT ASSETS	63,416,443	60,427,234	61,225,118	62,124,965	62,951,316	63,776,565	64,721,413	65,894,793	67,612,301	69,320,881	71,010,928
NON CURRENT ASSETS											
ASSETS LIMITED OR RESTRICTED:											
* CASH RESERVE FUND	53,900,135	52,183,754	43,872,965	52,534,728	49,423,414	52,618,744	71,484,051	75,680,131	92,389,551	90,700,902	107,173,947
TOTAL BOND TRUSTEE 2017	19,925	19,761	19,761	19,761	19,761	19,761	19,761	19,761	19,761	19,761	19,761
TOTAL BOND TRUSTEE 2015	1,780,372	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169
GO BOND TAX REVENUE FUND	3,576,818	3,162,225	3,340,725	3,516,913	3,711,162	3,920,813	4,125,975	4,353,644	4,582,269	4,826,694	5,093,491
DIAGNOSTIC IMAGING FUND	3,217	3,217	3,217	3,217	3,217	3,217	3,217	3,217	3,217	3,217	3,217
DONOR RESTRICTED FUND	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916
WORKERS COMPENSATION FUND	20,206	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
TOTAL	60,752,589	58,486,042	50,353,753	59,191,704	56,274,639	59,679,620	78,750,089	83,173,837	100,111,883	98,667,659	115,407,501
LESS CURRENT PORTION	(6,360,727)	(6,951,146)	(6,951,146)	(6,951,146)	(6,951,146)	(6,951,146)	(6,951,146)	(6,951,146)	(6,951,146)	(6,951,146)	(6,951,146)
TOTAL ASSETS LIMITED OR RESTRICTED - NET	54,391,862	51,534,896	43,402,607	52,240,558	49,323,493	52,728,474	71,798,943	76,222,691	93,160,737	91,716,513	108,456,355
NONCURRENT ASSETS AND INVESTMENTS:											
PROPERTY HELD FOR FUTURE EXPANSION	841,020	841,020	841,020	841,020	841,020	841,020	841,020	841,020	841,020	841,020	841,020
PROPERTY & EQUIPMENT, CIP NET	165,474,366	175,868,292	189,170,082	187,536,749	199,173,016	205,814,948	197,035,116	203,118,421	195,757,568	206,301,176	197,005,072
TOTAL ASSETS	284,123,691	288,671,442	294,638,827	302,743,292	312,288,845	323,161,007	334,396,492	346,076,926	357,371,626	368,179,591	377,313,374
DEFERRED OUTFLOW OF RESOURCES:											
DEFERRED LOSS ON DEFEASANCE	465,462	426,674	387,885	349,097	310,308	271,520	232,731	193,943	155,154	116,366	77,578
ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DERIVATIVE	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457
DEFERRED OUTFLOW OF RESOURCES ON REFUNDING	5,983,087	5,698,631	5,414,174	5,129,718	4,845,261	4,560,805	4,276,349	3,991,892	3,707,436	3,422,979	3,138,523
GO BOND DEFERRED FINANCING COSTS	468,087	444,872	421,658	398,443	375,229	352,014	328,799	305,585	282,370	259,156	235,941
DEFERRED FINANCING COSTS	187,250	174,767	162,283	149,800	137,317	124,833	112,350	99,866	87,383	74,900	62,416
TOTAL DEFERRED OUTFLOW OF RESOURCES	\$ 8,167,343	\$ 7,808,400	\$ 7,449,457	\$ 7,090,515	\$ 6,731,572	\$ 6,372,629	\$ 6,013,686	\$ 5,654,743	\$ 5,295,801	\$ 4,936,858	\$ 4,577,915
TOTAL ASSETS	\$ 292,291,034	\$ 296,479,842	\$ 302,088,284	\$ 309,833,806	\$ 319,020,417	\$ 329,533,636	\$ 340,410,177	\$ 351,731,668	\$ 362,667,426	\$ 373,116,447	\$ 381,891,289

TAHOE FOREST HOSPITAL DISTRICT
BALANCE SHEET - 10 YEAR FORECAST - NO NEW DEBT

	PRELIMINARY 2018	BUDGET 2019	PROJECTED 2020	PROJECTED 2021	PROJECTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026	PROJECTED 2027	PROJECTED 2028
LIABILITIES											
CURRENT LIABILITIES											
ACCOUNTS PAYABLE	\$ 5,551,211	\$ 5,926,211	\$ 6,280,021	\$ 6,659,954	\$ 6,836,019	\$ 7,016,945	\$ 7,202,869	\$ 7,393,934	\$ 7,590,286	\$ 7,792,076	\$ 7,999,458
ACCRUED PAYROLL & RELATED COSTS	9,683,894	10,071,250	10,373,387	10,788,323	11,111,972	11,445,332	11,788,692	12,142,352	12,506,623	12,881,822	13,268,276
INTEREST PAYABLE	805,880	499,480	472,451	444,544	415,730	385,976	355,249	323,515	290,741	256,886	221,916
INTEREST PAYABLE GO BOND	1,639,784	1,832,225	1,810,725	1,781,913	1,746,163	1,700,813	1,655,975	1,593,644	1,527,269	1,456,694	1,378,490
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	410,288	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
HEALTH INSURANCE PLAN	1,211,751	1,323,124	1,389,280	1,430,958	1,466,732	1,503,401	1,540,986	1,579,510	1,618,998	1,659,473	1,700,960
WORKERS COMPENSATION PLAN	1,704,809	1,904,809	1,923,857	1,943,096	1,962,527	1,982,152	2,001,973	2,021,993	2,042,213	2,062,635	2,083,262
COMPREHENSIVE LIABILITY INSURANCE PLAN	1,184,419	1,184,419	1,184,419	1,184,419	1,184,419	1,184,419	1,184,419	1,184,419	1,184,419	1,184,419	1,184,419
CURRENT MATURITIES OF GO BOND DEBT	860,000	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	3,715,000
CURRENT MATURITIES OF OTHER LONG TERM DEBT	1,049,645	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	1,923,249
TOTAL CURRENT LIABILITIES	24,101,681	25,565,465	26,504,374	27,556,323	28,326,221	29,127,955	29,942,120	30,796,210	31,669,187	32,576,421	33,525,030
NONCURRENT LIABILITIES											
OTHER LONG TERM DEBT NET OF CURRENT MATURITIES	27,327,372	25,883,425	24,393,192	22,855,075	21,267,416	19,628,498	17,936,541	16,189,699	14,386,061	12,523,645	10,600,396
GO BOND DEBT NET OF CURRENT MATURITIES	102,606,137	101,702,811	100,560,696	99,174,792	97,520,101	95,571,620	93,334,352	90,768,295	87,868,449	84,614,815	80,977,393
DERIVATIVE INSTRUMENT LIABILITY	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457
TOTAL LIABILITIES	155,098,647	154,215,157	152,521,718	150,649,648	148,177,195	145,391,530	142,276,470	138,817,661	134,987,154	130,778,338	126,166,276
NET ASSETS											
NET INVESTMENT IN CAPITAL ASSETS RESTRICTED	135,740,471 1,451,916	140,812,769 1,451,916	148,114,650 1,451,916	157,732,243 1,451,916	169,391,306 1,451,916	182,690,189 1,451,916	196,681,791 1,451,916	211,462,091 1,451,916	226,228,355 1,451,916	240,886,193 1,451,916	254,273,098 1,451,916
TOTAL NET POSITION	\$ 137,192,387	\$ 142,264,685	\$ 149,566,566	\$ 159,184,159	\$ 170,843,222	\$ 184,142,105	\$ 198,133,707	\$ 212,914,007	\$ 227,680,271	\$ 242,338,109	\$ 255,725,014
TOTAL LIABILITIES AND NET POSITION	\$ 292,291,034	\$ 296,479,842	\$ 302,088,284	\$ 309,833,806	\$ 319,020,416	\$ 329,533,635	\$ 340,410,177	\$ 351,731,668	\$ 362,667,426	\$ 373,116,447	\$ 381,891,289

* Amounts included for Days Cash on Hand calculation

**TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUE AND EXPENSE - 10 YEAR FORECAST - NO NEW DEBT**

	PRELIMINARY FYE 6/30/18	BUDGET 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	PROJECTED FYE 6/30/28
OPERATING REVENUE											
Total Gross Revenue	\$ 268,736,366	\$ 300,382,950	\$ 330,800,462	\$ 364,586,654	\$ 391,094,147	\$ 419,589,268	\$ 450,224,379	\$ 483,163,696	\$ 518,584,227	\$ 556,676,773	\$ 597,647,012
Gross Revenues - Inpatient											
Daily Hospital Service	27,486,491	25,534,325	26,811,041	28,151,593	29,559,173	31,037,132	32,588,988	34,218,438	35,929,359	37,725,827	39,612,119
Ancillary Service - Inpatient	45,510,889	54,871,987	57,615,586	60,496,366	63,521,184	66,697,243	70,032,105	73,533,711	77,210,396	81,070,916	85,124,462
Total Gross Revenue - Inpatient	72,997,380	80,406,312	84,426,628	88,647,959	93,080,357	97,734,375	102,621,094	107,752,148	113,139,756	118,796,743	124,736,581
Gross Revenue - Outpatient											
Total Gross Revenue - Outpatient	195,738,986	219,976,638	246,373,835	275,938,695	298,013,790	321,854,894	347,603,285	375,411,548	405,444,472	437,880,029	472,910,432
Deductions from Revenue:											
Contractual Allowances	116,622,119	125,899,811	145,264,743	167,393,041	186,603,148	207,751,661	231,924,541	258,555,879	287,882,189	320,162,078	355,678,274
Charity Care	8,810,418	9,443,988	10,400,309	11,462,541	12,295,932	13,191,814	14,154,977	15,190,583	16,304,198	17,501,821	18,789,919
Bad Debt	1,757,605	3,557,106	3,917,307	4,317,400	4,631,299	4,968,736	5,331,514	5,721,578	6,141,025	6,592,113	7,077,278
Prior Period Settlements	(6,126,155)	-	-	-	-	-	-	-	-	-	-
Total Deductions from Revenue	121,063,987	138,900,905	159,582,360	183,172,982	203,530,379	225,912,210	251,411,032	279,468,041	310,327,412	344,256,012	381,545,471
Other Operating Revenue	10,504,952	8,856,610	8,989,459	9,124,301	9,261,166	9,400,083	9,541,084	9,684,201	9,829,464	9,976,906	10,126,559
Wellness Neighborhood-RPT, Grants, Donation	830,018	1,055,144	1,070,971	1,087,036	1,103,341	1,119,891	1,136,690	1,153,740	1,171,046	1,188,612	1,206,441
TOTAL OPERATING REVENUE	159,007,349	171,393,799	181,278,533	191,625,008	197,928,275	204,197,032	209,491,121	214,533,596	219,257,325	223,586,278	227,434,542
OPERATING EXPENSES											
Salaries, Wages & Benefits	71,729,497	79,544,868	83,522,111	86,862,996	89,468,886	92,152,952	94,917,541	97,765,067	100,698,019	103,718,960	106,830,528
Benefits Workers Compensation	650,921	869,846	878,544	887,330	896,203	905,165	914,217	923,359	932,593	941,919	951,338
Benefits Medical Insurance	6,683,629	7,297,926	7,662,822	7,892,707	8,090,025	8,292,275	8,499,582	8,712,072	8,929,873	9,153,120	9,381,948
Professional Fees	23,476,345	26,662,830	28,795,856	31,099,525	32,032,511	32,993,486	33,983,291	35,002,789	36,052,873	37,134,459	38,248,493
Supplies	21,421,374	23,559,168	25,443,901	27,479,414	28,303,796	29,152,910	30,027,497	30,928,322	31,856,172	32,811,857	33,796,213
Purchased Services	14,380,743	15,903,452	16,221,521	16,545,951	16,876,870	17,214,408	17,558,696	17,909,870	18,268,067	18,633,429	19,006,097
Other	8,579,080	8,678,870	8,809,053	8,941,189	9,075,307	9,211,436	9,349,608	9,489,852	9,632,200	9,776,683	9,923,333
TOTAL OPERATING EXPENSE	146,921,589	162,516,960	171,333,810	179,709,112	184,743,597	189,922,633	195,250,431	200,731,331	206,369,797	212,170,426	218,137,950
NET OPERATING REV(EXP) EBIDA	\$ 12,085,760	\$ 8,876,839	\$ 9,944,723	\$ 11,915,897	\$ 13,184,677	\$ 14,274,399	\$ 14,240,689	\$ 13,802,265	\$ 12,887,528	\$ 11,415,852	\$ 9,296,591
NON-OPERATING REVENUE											
District and County Taxes	6,194,708	6,660,355	6,914,570	7,178,000	7,450,970	7,733,821	8,026,903	8,330,578	8,645,223	8,971,227	9,308,992
District and County Taxes - GO Bond	3,944,319	4,498,629	5,155,033	5,303,627	5,463,283	5,629,183	5,789,423	5,957,676	6,120,600	6,295,150	6,485,015
Interest Income	976,489	1,544,865	1,476,612	1,305,646	1,515,918	1,455,113	1,707,191	2,408,605	2,766,803	3,555,307	3,786,174
Interest Income - GO Bond	-	-	-	-	-	-	-	-	-	-	-
Donations	689,752	1,070,533	1,177,586	1,295,345	1,424,879	1,567,367	1,567,367	1,567,367	1,567,367	1,567,367	1,567,367
Gain/(Loss)	10,844	-	-	-	-	-	-	-	-	-	-
Depreciation	(11,853,982)	(12,719,724)	(12,846,921)	(12,975,390)	(13,105,144)	(13,236,196)	(13,368,558)	(13,502,243)	(13,637,266)	(13,773,638)	(13,911,375)
Interest Expense	(1,108,342)	(1,045,091)	(894,689)	(836,905)	(777,238)	(715,622)	(651,990)	(586,272)	(518,392)	(448,277)	(375,846)
Interest Expense - GO Bond	(3,947,527)	(3,814,108)	(3,625,033)	(3,568,627)	(3,498,283)	(3,409,183)	(3,319,423)	(3,197,676)	(3,065,600)	(2,925,150)	(2,770,015)
TOTAL NON-OPERATING REVENUE	(5,093,739)	(3,804,541)	(2,642,842)	(2,298,304)	(1,525,614)	(975,516)	(249,087)	978,035	1,878,736	3,241,986	4,090,313
EXCESS REVENUE(EXPENSE)	\$ 6,992,021	\$ 5,072,298	\$ 7,301,881	\$ 9,617,593	\$ 11,659,063	\$ 13,298,883	\$ 13,991,602	\$ 14,780,300	\$ 14,766,264	\$ 14,657,838	\$ 13,386,904

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUE AND EXPENSE - 10 YEAR FORECAST - NO NEW DEBT

	PRELIMINARY FYE 6/30/18	BUDGET 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	PROJECTED FYE 6/30/28
RETURN ON GROSS REVENUE EBIDA	4.5%	3.0%	3.0%	3.3%	3.4%	3.4%	3.2%	2.9%	2.5%	2.1%	1.6%
RETURN ON EQUITY	5.4%	3.7%	5.1%	6.4%	7.3%	7.8%	7.6%	7.5%	6.9%	6.4%	5.5%
RETURN ON EQUITY (excluding donations)	4.8%	2.9%	4.3%	5.6%	6.4%	6.9%	6.7%	6.7%	6.2%	5.7%	4.9%
INPATIENT REV AS A % OF GROSS REV	27.2%	26.8%	25.5%	24.3%	23.8%	23.3%	22.8%	22.3%	21.8%	21.3%	20.9%
OUTPATIENT REV AS A % OF GROSS REV	72.8%	73.2%	74.5%	75.7%	76.2%	76.7%	77.2%	77.7%	78.2%	78.7%	79.1%
CONTRACTUAL ADJ AS A % OF GROSS REV	43.4%	41.9%	43.9%	45.9%	47.7%	49.5%	51.5%	53.5%	55.5%	57.5%	59.5%
CHARITY CARE AS A % OF GROSS REV	3.3%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
BAD DEBT AS A % OF GROSS REV	0.7%	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 R	45.1%	46.4%	46.1%	45.3%	45.2%	45.1%	45.3%	45.6%	45.9%	46.4%	47.0%
WORKERS COMP AS A % OF NET REV	0.4%	0.5%	0.5%	0.5%	0.5%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%
MEDICAL INSURANCE AS A % OF NET REV	4.2%	4.3%	4.2%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%
PROFESSIONAL FEES AS A % OF NET REV	14.8%	15.6%	15.9%	16.2%	16.2%	16.2%	16.2%	16.3%	16.4%	16.6%	16.8%
SUPPLIES AS A % OF NET REV	13.5%	13.7%	14.0%	14.3%	14.3%	14.3%	14.3%	14.4%	14.5%	14.7%	14.9%
PURCHASED SVCS AS A % OF NET REV	9.0%	9.3%	8.9%	8.6%	8.5%	8.4%	8.4%	8.3%	8.3%	8.3%	8.4%
OTHER AS A % OF NET REV	5.4%	5.1%	4.9%	4.7%	4.6%	4.5%	4.5%	4.4%	4.4%	4.4%	4.4%

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

	PRELIMINARY FYE 2018		BUDGET 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	PROJECTED FYE 2028
Net Operating Rev/(Exp) - EBIDA	\$ 12,085,759		\$ 8,876,838	\$ 9,944,723	\$ 11,915,897	\$ 13,184,677	\$ 14,274,399	\$ 14,240,689	\$ 13,802,265	\$ 12,887,528	\$ 11,415,852	\$ 9,296,591
Interest Income	667,478		1,232,724	1,493,675	1,348,388	1,463,350	1,470,314	1,644,172	2,233,251	2,677,254	3,358,181	3,728,458
Property Tax Revenue	6,938,847		6,965,000	6,994,663	7,151,657	7,423,673	7,705,536	7,997,595	8,300,211	8,613,759	8,938,627	9,275,216
Donations	1,285,939		800,000	1,166,881	1,283,569	1,411,926	1,553,119	1,567,367	1,567,367	1,567,367	1,567,367	1,567,367
Debt Service Payments	(2,078,463)		(3,058,371)	(2,442,140)	(2,433,854)	(2,425,401)	(2,416,780)	(2,407,986)	(2,399,116)	(2,389,867)	(2,380,535)	(2,371,016)
Bank of America - 2012 Muni Lease	(103,515)		-	-	-	-	-	-	-	-	-	-
Copier Lease	(11,482)		(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)
2002 Revenue Bond	(319,664)		(1,401,687)	(785,456)	(777,170)	(768,717)	(760,096)	(751,302)	(742,432)	(733,183)	(723,851)	(714,332)
2015 Revenue Bond	(1,643,802)		(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)
New Debt	-		-	-	-	-	-	-	-	-	-	-
Physician Recruitment	(160,536)		(187,500)	(187,500)	(187,500)	(187,500)	(187,500)	(187,500)	(187,500)	(187,500)	(187,500)	(187,500)
Investment in Capital												
Equipment	(2,754,938)		(2,911,369)	(3,018,507)	(1,128,300)	(955,100)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)
Debt Reimbursement	219,363		-	-	-	-	-	-	-	-	-	-
IT/EMR/Business Systems	(4,178,392)		(3,986,507)	(2,464,300)	(1,835,500)	(1,507,100)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Building Projects/Properties	(4,890,940)		(15,438,772)	(20,972,519)	(8,785,000)	(22,400,000)	(17,800,000)	(2,800,000)	(18,000,000)	(4,825,000)	(22,798,700)	(3,273,300)
Capital Investments	-		(452,000)	-	-	-	-	-	-	-	-	-
Change in Accounts Receivable	(5,713,005)	N1	3,103,131	(582,244)	(1,039,295)	(396,004)	(357,061)	(187,051)	(124,115)	(624,816)	(570,403)	(504,217)
Change in Settlement Accounts	6,898,578	N2	1,609,698	4,500,000	4,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Change in Other Assets	(6,005,796)	N3	(2,812,500)	(1,317,087)	(616,789)	(288,841)	(135,263)	(63,344)	(29,664)	(13,891)	(6,505)	(3,046)
Change in Other Liabilities	(3,713,799)	N4	375,000	(714,123)	(827,878)	(526,106)	(540,824)	(555,964)	(571,536)	(587,556)	(604,031)	(620,980)
Change in Cash Balance	(1,399,905)		(5,884,628)	(7,598,478)	9,345,395	(2,702,425)	3,615,940	19,297,978	4,641,163	17,167,277	(1,217,647)	16,957,573
Beginning Unrestricted Cash	72,911,743		71,511,838	65,627,210	58,028,732	67,374,127	64,671,702	68,287,642	87,585,620	92,226,783	109,394,060	108,176,412
Ending Unrestricted Cash	71,511,838		65,627,210	58,028,732	67,374,127	64,671,702	68,287,642	87,585,620	92,226,783	109,394,060	108,176,412	125,133,985
Expense Per Day	405,561		448,115	471,859	494,647	508,276	522,297	536,719	551,555	566,817	582,517	598,668
Days Cash On Hand	176		146	123	136	127	131	163	167	193	186	209

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
SUMMARY OF FINANCIAL STATEMENTS AND RATIO ANALYSIS (000's OMITTED) - NEW DEBT \$6 MILLION & \$24 MILLION

	2014	2015	2016	2017	Preliminary 2018	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028
Net Patient Revenue	\$107,664	\$118,955	\$130,395	\$148,296	\$147,672	\$161,482	\$171,218	\$181,414	\$187,564	\$193,677	\$198,813	\$203,696	\$208,257	\$212,421	\$216,102
Tax Revenue	9,647	10,310	10,177	12,877	10,969	12,214	13,141	13,569	14,018	14,483	14,953	15,442	15,937	16,455	17,000
Other Operating Revenue	6,711	6,984	8,026	8,966	10,505	8,857	8,989	9,124	9,261	9,400	9,541	9,684	9,829	9,977	10,127
Total Operating Revenues	124,022	136,249	148,598	170,139	169,146	182,553	193,348	204,107	210,843	217,560	223,307	228,822	234,023	238,853	243,229
Total Operating Expenses	125,658	135,176	137,933	153,987	163,831	180,244	188,863	197,512	203,405	208,519	213,791	219,216	224,791	230,517	236,395
Income from Operations	(1,636)	1,073	10,665	16,152	5,315	2,309	4,485	6,595	7,438	9,041	9,516	9,606	9,232	8,336	6,834
Net Nonoperating Income	987	1,060	1,464	2,312	1,677	2,615	2,745	2,685	2,992	3,559	3,817	4,545	4,921	5,719	5,947
Excess of Revenue Over Expenses	(649)	2,133	12,129	18,464	6,992	4,924	7,230	9,280	10,430	12,600	13,333	14,151	14,153	14,055	12,781
Add Depreciation & Amortization Expense	8,642	9,613	10,280	10,747	11,854	12,720	12,847	12,975	13,105	13,236	13,368	13,502	13,637	13,774	13,911
Add Interest Expense on Revenue Debt	1,751	1,620	1,408	1,260	1,108	1,193	1,057	1,259	2,057	1,951	1,854	1,786	1,718	1,648	1,576
Add Interest Expense on GO Debt	3,639	3,639	2,653	2,720	3,947	3,814	3,625	3,569	3,499	3,409	3,319	3,197	3,066	2,925	2,770
Less GO Bond Ad Valorem Taxes	(4,744)	(4,829)	(4,715)	(5,562)	(3,944)	(4,499)	(5,155)	(5,304)	(5,464)	(5,629)	(5,789)	(5,958)	(6,121)	(6,295)	(6,485)
Less Unrestricted Ad Valorem Taxes	(4,902)	(5,481)	(5,462)	(7,315)	(6,195)	(7,715)	(7,986)	(8,265)	(8,554)	(8,854)	(9,164)	(9,484)	(9,816)	(10,160)	(10,515)
Impairment losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EBIDA	\$13,383	\$17,005	\$26,470	\$33,191	\$23,901	\$22,651	\$24,759	\$27,083	\$29,091	\$31,196	\$31,874	\$32,636	\$32,574	\$32,402	\$31,038
Operating EBIDA	\$12,396	\$15,945	\$25,006	\$30,879	\$22,224	\$20,036	\$22,014	\$24,398	\$26,099	\$27,637	\$28,057	\$28,091	\$27,653	\$26,683	\$25,091
EBIDA Margin	10.8%	12.5%	17.8%	19.5%	14.1%	12.4%	12.8%	13.3%	13.8%	14.3%	14.3%	14.3%	13.9%	13.6%	12.8%
Operating EBIDA Margin	10.0%	11.7%	16.8%	18.1%	13.1%	11.0%	11.4%	12.0%	12.4%	12.7%	12.6%	12.3%	11.8%	11.2%	10.3%
Operating Margin	-1.3%	0.8%	7.2%	9.5%	3.1%	1.3%	2.3%	3.2%	3.5%	4.2%	4.3%	4.2%	3.9%	3.5%	2.8%
Excess Margin	-0.5%	1.6%	8.2%	10.9%	4.1%	2.7%	3.7%	4.5%	4.9%	5.8%	6.0%	6.2%	6.0%	5.9%	5.3%
MADS Coverage Ratio - No Go Bond	3.11x	4.46x	6.95x	9.30x	13.58x	6.34x	5.95x	6.51x	7.00x	7.51x	8.29x	8.49x	8.47x	8.43x	8.07x
MADS Coverage Ratio	1.44x	1.83x	2.85x	3.57x	2.57x	2.33x	2.20x	2.41x	2.59x	2.78x	2.84x	2.90x	2.90x	2.88x	2.76x
Cash and Cash Equivalents	\$10,316	\$11,497	\$12,744	\$11,668	\$17,612	\$13,769	\$14,467	\$15,167	\$15,641	\$16,051	\$16,473	\$16,908	\$17,355	\$17,814	\$18,286
Board Designated Assets	41,414	41,830	55,889	61,244	53,900	55,876	47,337	54,459	72,832	73,943	91,832	94,901	110,405	107,323	122,203
Total Unrestricted Cash	\$51,730	\$53,327	\$68,633	\$72,912	\$71,512	\$69,645	\$61,804	\$69,626	\$88,473	\$89,994	\$108,305	\$111,809	\$127,760	\$125,137	\$140,489
Daily Cash Requirements	\$321	\$344	\$350	\$392	\$416	\$459	\$482	\$506	\$521	\$535	\$549	\$564	\$579	\$594	\$610
Days' Cash on Hand	161.4	155.0	196.2	185.8	171.7	151.7	128.2	137.7	169.7	168.2	197.2	198.4	220.8	210.7	230.5
Net Other Long-term Debt	\$35,347	\$31,571	\$29,238	\$27,930	\$26,150	\$29,902	\$27,223	\$48,455	\$45,593	\$43,629	\$41,437	\$39,090	\$36,486	\$33,624	\$31,700
Net GO Bond Long-term Debt	\$98,445	\$100,225	\$104,111	\$103,136	\$101,991	\$101,703	\$100,561	\$99,175	\$97,520	\$95,572	\$93,334	\$90,768	\$87,868	\$84,615	\$80,977
Unrestricted Net Assets	96,509	98,315	110,385	129,116	135,741	140,665	147,895	157,176	167,606	180,205	193,537	207,687	221,841	235,896	248,676
Total Capital	\$230,301	\$230,111	\$243,734	\$260,182	\$263,882	\$272,270	\$275,679	\$304,806	\$310,719	\$319,406	\$328,308	\$337,545	\$346,195	\$354,135	\$361,353
Unrestricted Cash to L-T Debt - No GO Bond	146.3%	168.9%	234.7%	261.1%	273.5%	232.9%	227.0%	143.7%	194.0%	206.3%	261.4%	286.0%	350.2%	372.2%	443.2%
Unrestricted Cash to L-T Debt	38.7%	40.5%	51.5%	55.6%	55.8%	52.9%	48.4%	47.2%	61.8%	64.7%	80.4%	86.1%	102.7%	105.8%	124.7%
L-T Debt to Capitalization - No GO Bond	26.8%	24.3%	20.9%	17.8%	16.2%	17.5%	15.5%	23.6%	21.4%	19.5%	17.6%	15.8%	14.1%	12.5%	11.3%
L-T Debt to Capitalization	58.1%	57.3%	54.7%	50.4%	48.6%	48.3%	46.4%	48.4%	46.1%	43.6%	41.1%	38.5%	35.9%	33.4%	31.2%
Net Accounts Receivable	\$21,125	\$17,870	\$16,299	\$18,184	\$23,897	\$25,218	\$25,800	\$26,839	\$27,235	\$27,592	\$27,779	\$27,903	\$28,528	\$29,099	\$29,603
Net Patient Revenue	\$107,664	\$118,955	\$130,395	\$148,296	\$147,672	\$161,482	\$171,218	\$181,414	\$187,564	\$193,677	\$198,813	\$203,696	\$208,257	\$212,421	\$216,102
Days in Accounts Receivable	72	55	30	30	39	38	37	36	35	35	34	33	33	33	33

TAHOE FOREST HOSPITAL DISTRICT
BALANCE SHEET - 10 YEAR FORECAST - NEW DEBT \$6 MILLION \$24 MILLION

	PRELIMINARY 2018	BUDGET 2019	PROJECTED 2020	PROJECTED 2021	PROJECTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026	PROJECTED 2027	PROJECTED 2028
ASSETS											
CURRENT ASSETS											
* CASH	\$ 17,611,703	\$ 13,455,605	\$ 14,169,123	\$ 14,874,058	\$ 15,353,447	\$ 15,770,460	\$ 16,200,355	\$ 16,645,282	\$ 17,103,139	\$ 17,574,140	\$ 18,058,668
PATIENT ACCOUNTS RECEIVABLE - NET	23,896,709	25,217,744	25,799,988	26,839,283	27,235,287	27,592,348	27,779,399	27,903,514	28,528,331	29,098,734	29,602,951
OTHER RECEIVABLES	5,068,317	5,372,416	5,694,761	6,036,447	6,398,633	6,782,551	7,189,505	7,620,875	8,078,127	8,562,815	9,076,584
GO BOND RECEIVABLES	(81,881)	-	-	-	-	-	-	-	-	-	-
ASSETS LIMITED OR RESTRICTED	6,360,727	6,951,146	6,951,146	6,951,146	6,951,146	6,951,146	6,951,146	6,951,146	6,951,146	6,951,146	6,951,146
INVENTORIES	3,125,792	3,437,737	3,712,756	4,009,777	4,130,070	4,253,972	4,381,592	4,513,039	4,648,430	4,787,883	4,931,520
PREPAID EXPENSES & DEPOSITS	1,693,878	1,873,235	1,910,699	1,948,913	1,987,892	2,027,650	2,068,203	2,109,567	2,151,758	2,194,793	2,238,689
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	5,741,198	4,131,500	3,000,000	1,500,000	1,000,000	500,000	250,000	250,000	250,000	250,000	250,000
TOTAL CURRENT ASSETS	63,416,443	60,439,382	61,238,474	62,159,624	63,056,475	63,878,127	64,820,199	65,993,423	67,710,931	69,419,512	71,109,558
NON CURRENT ASSETS											
ASSETS LIMITED OR RESTRICTED:											
* CASH RESERVE FUND	53,900,135	56,189,255	47,635,257	54,752,230	73,119,860	74,223,306	92,104,813	95,164,053	110,656,528	107,562,410	122,429,879
NEW FUNDS FROM DEBT	-	1,000,000	-	24,000,000	-	-	-	-	-	-	-
TOTAL BOND TRUSTEE 2017	19,925	19,761	19,761	19,761	19,761	19,761	19,761	19,761	19,761	19,761	19,761
TOTAL BOND TRUSTEE 2015	1,780,372	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169
GO BOND TAX REVENUE FUND	3,576,818	3,162,225	3,340,725	3,516,913	3,711,162	3,920,813	4,125,975	4,353,644	4,582,269	4,826,694	5,093,491
DIAGNOSTIC IMAGING FUND	3,217	3,217	3,217	3,217	3,217	3,217	3,217	3,217	3,217	3,217	3,217
DONOR RESTRICTED FUND	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916
WORKERS COMPENSATION FUND	20,206	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
TOTAL	60,752,589	63,491,543	54,116,045	85,409,206	79,971,084	81,284,182	99,370,851	102,657,760	118,378,860	115,529,167	130,663,433
LESS CURRENT PORTION	(6,360,727)	(6,951,146)	(6,951,146)	(6,951,146)	(6,951,146)	(6,951,146)	(6,951,146)	(6,951,146)	(6,951,146)	(6,951,146)	(6,951,146)
TOTAL ASSETS LIMITED OR RESTRICTED - NET	54,391,862	56,540,397	47,164,899	78,458,060	73,019,938	74,333,036	92,419,705	95,706,614	111,427,714	108,578,021	123,712,287
NONCURRENT ASSETS AND INVESTMENTS:											
PROPERTY HELD FOR FUTURE EXPANSION	841,020	841,020	841,020	841,020	841,020	841,020	841,020	841,020	841,020	841,020	841,020
PROPERTY & EQUIPMENT, CIP NET	165,474,366	175,868,291	189,192,681	187,557,987	199,185,685	205,948,833	197,170,781	203,260,870	195,904,439	206,450,399	197,153,475
TOTAL ASSETS	284,123,691	293,689,091	298,437,073	329,016,691	336,103,118	345,001,017	355,251,705	365,801,928	375,884,104	385,288,951	392,816,339
DEFERRED OUTFLOW OF RESOURCES:											
DEFERRED LOSS ON DEFEASANCE	465,462	426,674	387,885	349,097	310,308	271,520	232,731	193,943	155,154	116,366	77,578
ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DE	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457
DEFERRED OUTFLOW OF RESOURCES ON REFUNDING	5,983,087	5,698,631	5,414,174	5,129,718	4,845,261	4,560,805	4,276,349	3,991,892	3,707,436	3,422,979	3,138,523
GO BOND DEFERRED FINANCING COSTS	468,087	444,872	421,658	398,443	375,229	352,014	328,799	305,585	282,370	259,156	235,941
DEFERRED FINANCING COSTS	187,250	174,767	162,283	149,800	137,317	124,833	112,350	99,866	87,383	74,900	62,416
TOTAL DEFERRED OUTFLOW OF RESOURCES	\$ 8,167,343	\$ 7,808,400	\$ 7,449,457	\$ 7,090,515	\$ 6,731,572	\$ 6,372,629	\$ 6,013,686	\$ 5,654,743	\$ 5,295,801	\$ 4,936,858	\$ 4,577,915
TOTAL ASSETS	\$ 292,291,034	\$ 301,497,491	\$ 305,886,531	\$ 336,107,205	\$ 342,834,690	\$ 351,373,646	\$ 361,265,391	\$ 371,456,670	\$ 381,179,904	\$ 390,225,808	\$ 397,394,254

TAHOE FOREST HOSPITAL DISTRICT
BALANCE SHEET - 10 YEAR FORECAST - NEW DEBT \$6 MILLION \$24 MILLION

	PRELIMINARY 2018	BUDGET 2019	PROJECTED 2020	PROJECTED 2021	PROJECTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026	PROJECTED 2027	PROJECTED 2028
LIABILITIES											
CURRENT LIABILITIES											
ACCOUNTS PAYABLE	\$ 5,551,211	\$ 5,926,211	\$ 6,280,021	\$ 6,659,954	\$ 6,836,019	\$ 7,016,945	\$ 7,202,869	\$ 7,393,934	\$ 7,590,286	\$ 7,792,076	\$ 7,999,458
ACCRUED PAYROLL & RELATED COSTS	9,683,894	10,071,250	10,373,387	10,788,323	11,111,972	11,445,332	11,788,692	12,142,352	12,506,623	12,881,822	13,268,276
INTEREST PAYABLE	805,880	499,480	472,451	444,544	415,730	385,976	355,249	323,515	290,741	256,886	221,916
INTEREST PAYABLE GO BOND	1,639,784	1,832,225	1,810,725	1,781,913	1,746,163	1,700,813	1,655,975	1,593,644	1,527,269	1,456,694	1,378,490
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	410,288	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
HEALTH INSURANCE PLAN	1,211,751	1,323,124	1,389,280	1,430,958	1,466,732	1,503,401	1,540,986	1,579,510	1,618,998	1,659,473	1,700,960
WORKERS COMPENSATION PLAN	1,704,809	1,904,809	1,923,857	1,943,096	1,962,527	1,982,152	2,001,973	2,021,993	2,042,213	2,062,635	2,083,262
COMPREHENSIVE LIABILITY INSURANCE PLAN	1,184,419	1,184,419	1,184,419	1,184,419	1,184,419	1,184,419	1,184,419	1,184,419	1,184,419	1,184,419	1,184,419
CURRENT MATURITIES OF GO BOND DEBT	860,000	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	3,715,000
CURRENT MATURITIES OF OTHER LONG TERM DEBT	1,049,645	2,591,252	2,678,343	2,768,482	2,861,783	1,964,467	2,191,957	2,346,842	2,603,638	2,862,416	1,923,249
TOTAL CURRENT LIABILITIES	24,101,681	26,712,770	27,692,484	28,786,688	29,600,345	29,453,504	30,442,120	31,396,210	32,469,187	33,576,421	33,525,030
NONCURRENT LIABILITIES											
OTHER LONG TERM DEBT NET OF CURRENT MATURITIES	27,327,372	29,901,573	27,223,230	48,454,748	45,592,965	43,628,498	41,436,541	39,089,699	36,486,061	33,623,645	31,700,396
GO BOND DEBT NET OF CURRENT MATURITIES	102,606,137	101,702,811	100,560,696	99,174,792	97,520,101	95,571,620	93,334,352	90,768,295	87,868,449	84,614,815	80,977,393
DERIVATIVE INSTRUMENT LIABILITY	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457	1,063,457
TOTAL LIABILITIES	155,098,647	159,380,610	156,539,866	177,479,686	173,776,868	169,717,079	166,276,470	162,317,661	157,887,154	152,878,338	147,266,276
NET ASSETS											
NET INVESTMENT IN CAPITAL ASSETS	135,740,471	140,664,965	147,894,748	157,175,604	167,605,907	180,204,650	193,537,005	207,687,093	221,840,834	235,895,554	248,676,063
RESTRICTED	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916	1,451,916
TOTAL NET POSITION	\$ 137,192,387	\$ 142,116,881	\$ 149,346,664	\$ 158,627,520	\$ 169,057,823	\$ 181,656,566	\$ 194,988,921	\$ 209,139,009	\$ 223,292,750	\$ 237,347,470	\$ 250,127,979
TOTAL LIABILITIES AND NET POSITION	\$ 292,291,034	\$ 301,497,491	\$ 305,886,530	\$ 336,107,206	\$ 342,834,690	\$ 351,373,645	\$ 361,265,391	\$ 371,456,670	\$ 381,179,904	\$ 390,225,808	\$ 397,394,255

* Amounts included for Days Cash on Hand calculation

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUE AND EXPENSE - 10 YEAR FORECAST - NEW DEBT \$6 MILLION & \$24 MILLION

	PRELIMINARY FYE 6/30/18	BUDGET 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	PROJECTED FYE 6/30/28
OPERATING REVENUE											
Total Gross Revenue	\$ 268,736,366	\$ 300,382,950	\$ 330,800,462	\$ 364,586,654	\$ 391,094,147	\$ 419,589,268	\$ 450,224,379	\$ 483,163,696	\$ 518,584,227	\$ 556,676,773	\$ 597,647,012
Gross Revenues - Inpatient											
Daily Hospital Service	27,486,491	25,534,325	26,811,041	28,151,593	29,559,173	31,037,132	32,588,988	34,218,438	35,929,359	37,725,827	39,612,119
Ancillary Service - Inpatient	45,510,889	54,871,987	57,615,586	60,496,366	63,521,184	66,697,243	70,032,105	73,533,711	77,210,396	81,070,916	85,124,462
Total Gross Revenue - Inpatient	72,997,380	80,406,312	84,426,628	88,647,959	93,080,357	97,734,375	102,621,094	107,752,148	113,139,756	118,796,743	124,736,581
Gross Revenue - Outpatient	195,738,986	219,976,638	246,373,835	275,938,695	298,013,790	321,854,894	347,603,285	375,411,548	405,444,472	437,880,029	472,910,432
Total Gross Revenue - Outpatient	195,738,986	219,976,638	246,373,835	275,938,695	298,013,790	321,854,894	347,603,285	375,411,548	405,444,472	437,880,029	472,910,432
Deductions from Revenue:											
Contractual Allowances	116,622,119	125,899,811	145,264,743	167,393,041	186,603,148	207,751,661	231,924,541	258,555,879	287,882,189	320,162,078	355,678,274
Charity Care	8,810,418	9,443,988	10,400,309	11,462,541	12,295,932	13,191,814	14,154,977	15,190,583	16,304,198	17,501,821	18,789,919
Bad Debt	1,757,605	3,557,106	3,917,307	4,317,400	4,631,299	4,968,736	5,331,514	5,721,578	6,141,025	6,592,113	7,077,278
Prior Period Settlements	(6,126,155)	-	-	-	-	-	-	-	-	-	-
Total Deductions from Revenue	121,063,987	138,900,905	159,582,360	183,172,982	203,530,379	225,912,210	251,411,032	279,468,041	310,327,412	344,256,012	381,545,471
Total Deductions from Revenue	147,672,379	161,482,045	171,218,103	181,413,672	187,563,768	193,677,058	198,813,347	203,695,655	208,256,815	212,420,761	216,101,542
Other Operating Revenue	10,504,952	8,856,610	8,989,459	9,124,301	9,261,166	9,400,083	9,541,084	9,684,201	9,829,464	9,976,906	10,126,559
Wellness Neighborhood-RPT, Grants, Donation	830,018	1,055,144	1,070,971	1,087,036	1,103,341	1,119,891	1,136,690	1,153,740	1,171,046	1,188,612	1,206,441
TOTAL OPERATING REVENUE	159,007,349	171,393,799	181,278,533	191,625,008	197,928,275	204,197,032	209,491,121	214,533,596	219,257,325	223,586,278	227,434,542
OPERATING EXPENSES											
Salaries, Wages & Benefits	71,729,497	79,544,868	83,522,111	86,862,996	89,468,886	92,152,952	94,917,541	97,765,067	100,698,019	103,718,960	106,830,528
Benefits Workers Compensation	650,921	869,846	878,544	887,330	896,203	905,165	914,217	923,359	932,593	941,919	951,338
Benefits Medical Insurance	6,683,629	7,297,926	7,662,822	7,892,707	8,090,025	8,292,275	8,499,582	8,712,072	8,929,873	9,153,120	9,381,948
Professional Fees	23,476,345	26,662,830	28,795,856	31,099,525	32,032,511	32,993,486	33,983,291	35,002,789	36,052,873	37,134,459	38,248,493
Supplies	21,421,374	23,559,168	25,443,901	27,479,414	28,303,796	29,152,910	30,027,497	30,928,322	31,856,172	32,811,857	33,796,213
Purchased Services	14,380,743	15,903,452	16,221,521	16,545,951	16,876,870	17,214,408	17,558,696	17,909,870	18,268,067	18,633,429	19,006,097
Other	8,579,080	8,678,870	8,809,053	8,941,189	9,075,307	9,211,436	9,349,608	9,489,852	9,632,200	9,776,683	9,923,333
TOTAL OPERATING EXPENSE	146,921,589	162,516,960	171,333,810	179,709,112	184,743,597	189,922,633	195,250,431	200,731,331	206,369,797	212,170,426	218,137,950
NET OPERATING REV(EXP) EBIDA	\$ 12,085,760	\$ 8,876,839	\$ 9,944,723	\$ 11,915,897	\$ 13,184,677	\$ 14,274,399	\$ 14,240,689	\$ 13,802,265	\$ 12,887,528	\$ 11,415,852	\$ 9,296,591
NON-OPERATING REVENUE											
District and County Taxes	6,194,708	6,660,355	6,914,570	7,178,000	7,450,970	7,733,821	8,026,903	8,330,578	8,645,223	8,971,227	9,308,992
District and County Taxes - GO Bond	3,944,319	4,498,629	5,155,033	5,303,627	5,463,283	5,629,183	5,789,423	5,957,676	6,120,600	6,295,150	6,485,015
Interest Income	976,489	1,544,865	1,567,009	1,390,599	1,566,591	1,990,649	2,249,844	2,978,392	3,354,280	4,152,189	4,379,779
Interest Income - GO Bond	-	-	-	-	-	-	-	-	-	-	-
Donations	689,752	1,070,533	1,177,586	1,295,345	1,424,879	1,567,367	1,567,367	1,567,367	1,567,367	1,567,367	1,567,367
Gain/(Loss)	10,844	-	-	-	-	-	-	-	-	-	-
Depreciation	(11,853,982)	(12,719,724)	(12,846,921)	(12,975,390)	(13,105,144)	(13,236,196)	(13,368,558)	(13,502,243)	(13,637,266)	(13,773,638)	(13,911,375)
Interest Expense	(1,108,342)	(1,192,895)	(1,057,184)	(1,258,594)	(2,056,672)	(1,951,298)	(1,853,890)	(1,786,272)	(1,718,392)	(1,648,277)	(1,575,846)
Interest Expense - GO Bond	(3,947,527)	(3,814,108)	(3,625,033)	(3,568,627)	(3,498,283)	(3,409,183)	(3,319,423)	(3,197,676)	(3,065,600)	(2,925,150)	(2,770,015)
TOTAL NON-OPERATING REVENUE	(5,093,739)	(3,952,345)	(2,714,940)	(2,635,041)	(2,754,375)	(1,675,656)	(908,334)	347,823	1,266,213	2,638,868	3,483,918
EXCESS REVENUE(EXPENSE)	\$ 6,992,021	\$ 4,924,494	\$ 7,229,783	\$ 9,280,856	\$ 10,430,303	\$ 12,598,743	\$ 13,332,355	\$ 14,150,088	\$ 14,153,741	\$ 14,054,720	\$ 12,780,509

**TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUE AND EXPENSE - 10 YEAR FORECAST - NEW DEBT \$6 MILLION & \$24 MILLION**

	PRELIMINARY FYE 6/30/18	BUDGET 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	PROJECTED FYE 6/30/28
RETURN ON GROSS REVENUE EBIDA	4.5%	3.0%	3.0%	3.3%	3.4%	3.4%	3.2%	2.9%	2.5%	2.1%	1.6%
RETURN ON EQUITY	5.4%	3.6%	5.1%	6.2%	6.6%	7.4%	7.2%	7.1%	6.6%	6.2%	5.3%
RETURN ON EQUITY (excluding donations)	4.8%	2.8%	4.3%	5.3%	5.7%	6.5%	6.4%	6.4%	5.9%	5.5%	4.6%
INPATIENT REV AS A % OF GROSS REV	27.2%	26.8%	25.5%	24.3%	23.8%	23.3%	22.8%	22.3%	21.8%	21.3%	20.9%
OUTPATIENT REV AS A % OF GROSS REV	72.8%	73.2%	74.5%	75.7%	76.2%	76.7%	77.2%	77.7%	78.2%	78.7%	79.1%
CONTRACTUAL ADJ AS A % OF GROSS REV	43.4%	41.9%	43.9%	45.9%	47.7%	49.5%	51.5%	53.5%	55.5%	57.5%	59.5%
CHARITY CARE AS A % OF GROSS REV	3.3%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
BAD DEBT AS A % OF GROSS REV	0.7%	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 R	45.1%	46.4%	46.1%	45.3%	45.2%	45.1%	45.3%	45.6%	45.9%	46.4%	47.0%
WORKERS COMP AS A % OF NET REV	0.4%	0.5%	0.5%	0.5%	0.5%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%
MEDICAL INSURANCE AS A % OF NET REV	4.2%	4.3%	4.2%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%
PROFESSIONAL FEES AS A % OF NET REV	14.8%	15.6%	15.9%	16.2%	16.2%	16.2%	16.2%	16.3%	16.4%	16.6%	16.8%
SUPPLIES AS A % OF NET REV	13.5%	13.7%	14.0%	14.3%	14.3%	14.3%	14.3%	14.4%	14.5%	14.7%	14.9%
PURCHASED SVCS AS A % OF NET REV	9.0%	9.3%	8.9%	8.6%	8.5%	8.4%	8.4%	8.3%	8.3%	8.3%	8.4%
OTHER AS A % OF NET REV	5.4%	5.1%	4.9%	4.7%	4.6%	4.5%	4.5%	4.4%	4.4%	4.4%	4.4%

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS - 10 YEAR FORECAST - NEW DEBT \$6 MILLION \$24 MILLION

	PRELIMINARY FYE 2018		BUDGET FYE 2019	FORECAST FYE 2020	FORECAST FYE 2021	FORECAST FYE 2022	FORECAST FYE 2023	FORECAST FYE 2024	FORECAST FYE 2025	FORECAST FYE 2026	FORECAST FYE 2027	FORECAST FYE 2028
Net Operating Rev/(Exp) - EBIDA	\$ 12,085,759		\$ 8,876,838	\$ 9,944,723	\$ 11,915,897	\$ 13,184,677	\$ 14,274,399	\$ 14,240,689	\$ 13,802,265	\$ 12,887,528	\$ 11,415,852	\$ 9,296,591
Interest Income	667,478		1,232,724	1,561,473.26	1,434,701.25	1,522,593.25	1,884,634.91	2,185,045.47	2,796,255.14	3,260,308.08	3,952,711.89	4,322,881.73
Property Tax Revenue	6,938,847		6,965,000	6,994,663	7,151,657	7,423,673	7,705,536	7,997,595	8,300,211	8,613,759	8,938,627	9,275,216
Donations	1,285,939		800,000	1,166,881	1,283,569	1,411,926	1,553,119	1,567,367	1,567,367	1,567,367	1,567,367	1,567,367
Debt Service Payments	(2,078,463)		(4,040,721)	(3,751,940)	(4,043,654)	(4,935,201)	(4,926,580)	(3,935,436)	(4,099,116)	(4,189,867)	(4,380,535)	(4,571,016)
Bank of America - 2012 Muni Lease	(103,515)		-	-	-	-	-	-	-	-	-	-
Copier Lease	(11,482)		(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)
2002 Revenue Bond	(319,664)		(1,401,687)	(785,456)	(777,170)	(768,717)	(760,096)	(751,302)	(742,432)	(733,183)	(723,851)	(714,332)
2015 Revenue Bond	(1,643,802)		(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)
New Debt	-		(982,350)	(1,309,800)	(1,609,800)	(2,509,800)	(2,509,800)	(1,527,450)	(1,700,000)	(1,800,000)	(2,000,000)	(2,200,000)
Physician Recruitment	(160,536)		(187,500)	(187,500)	(187,500)	(187,500)	(187,500)	(187,500)	(187,500)	(187,500)	(187,500)	(187,500)
Investment in Capital												
Equipment	(2,754,938)		(2,911,369)	(3,018,507)	(1,128,300)	(955,100)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)
Debt Reimbursement	219,363		5,000,000	1,000,000	-	24,000,000	-	-	-	-	-	-
IT/EMR/Business Systems	(4,178,392)		(3,986,507)	(2,464,300)	(1,835,500)	(1,507,100)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Building Projects/Properties	(4,890,940)		(15,438,772)	(20,972,519)	(8,785,000)	(22,400,000)	(17,800,000)	(2,800,000)	(18,000,000)	(4,825,000)	(22,798,700)	(3,273,300)
Capital Investments	-		(452,000)	-	-	-	-	-	-	-	-	-
Change in Accounts Receivable	(5,713,005)	N1	3,103,131	(582,244)	(1,039,295)	(396,004)	(357,061)	(187,051)	(124,115)	(624,816)	(570,403)	(504,217)
Change in Settlement Accounts	6,898,578	N2	1,609,698	4,500,000	4,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Change in Other Assets	(6,005,796)	N3	(2,812,500)	(1,317,087)	(616,789)	(288,841)	(135,263)	(63,344)	(29,664)	(13,891)	(6,505)	(3,046)
Change in Other Liabilities	(3,713,799)	N4	375,000	(714,123)	(827,878)	(526,106)	(540,824)	(555,964)	(571,536)	(587,556)	(604,031)	(620,980)
Change in Cash Balance	(1,399,905)		(1,866,978)	(7,840,480)	7,821,908	18,847,018	1,520,460	18,311,402	3,504,167	15,950,331	(2,623,117)	15,351,997
Beginning Unrestricted Cash	72,911,743		71,511,838	69,644,860	61,804,380	69,626,288	88,473,306	89,993,766	108,305,169	111,809,336	127,759,667	125,136,550
Ending Unrestricted Cash	71,511,838		69,644,860	61,804,380	69,626,288	88,473,306	89,993,766	108,305,169	111,809,336	127,759,667	125,136,550	140,488,547
Expense Per Day	405,561		448,520	472,304	495,802	511,782	525,682	540,012	554,843	570,105	585,805	601,956
Days Cash On Hand	176		155	131	140	173	171	201	202	224	214	233

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.

	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	8.0%	8.8%	10.2%	11.4%	11.2%	12.7%	12.6%	15.3%	8.0%	11.2%	15.3%
Operating EBIDA Margin	7.1%	7.7%	8.4%	9.6%	9.4%	11.0%	10.1%	13.5%	7.1%	9.4%	13.5%
Operating Margin	0.3%	1.2%	1.4%	2.7%	2.8%	3.5%	3.5%	7.1%	0.3%	2.5%	7.1%
Excess Margin	1.0%	2.3%	3.7%	3.9%	4.8%	6.0%	6.3%	9.4%	1.0%	4.5%	9.4%
Days' Cash on Hand	129.1	167.3	183.7	214.0	239.6	314.4	314.1	372.9	129.1	238.9	372.9
Days in Accounts Receivable	51.1	44.1	44.7	47.4	46.0	49.7	51.8	50.3	51.1	47.3	50.3
L-T Debt to Capital	41.6%	38.3%	29.6%	34.8%	27.0%	24.0%	21.3%	19.0%	41.6%	29.2%	19.0%
MADS Coverage Ratio (x)	2.3	2.7	3.0	3.9	4.7	4.8	6.1	7.3	2.3	4.2	7.3
Unrestricted Cash to Debt	100.3%	140.3%	159.4%	139.5%	213.2%	235.6%	248.2%	327.9%	100.3%	189.4%	327.9%

U.S. Not-For-Profit Acute Health Care Stand-Alone Hospital Median Financial Ratios 2016 vs. 2015 - August 24, 2017

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