



TAHOE FOREST HOSPITAL DISTRICT

2019-04-23 Board Finance Committee

Tuesday, April 23, 2019 at 12:30 p.m.

Squaw Conference Room - TFHD Business Office (First Floor)

10875 Pioneer Trail, Truckee, CA 96161

Meeting Book - 2019-04-23 Board Finance Committee

04/23/19 Finance Committee

AGENDA

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5. APPROVAL OF MINUTES

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6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. Financial Reports

6.1.1. March 2019 Financial Report.pdf Page 9

6.1.2. Quarterly Review - Separate Business Entities.pdf Page 38

6.1.3. Quarterly Review - Payor Mix.pdf Page 50

6.1.4. TIRHR Expenditure Report FY2019.pdf Page 55

6.1.5. Professional Fees Analysis FY2019.pdf Page 56

6.1.6. Accounts Receivable - Post Conversion
No related materials.

6.2. FY2020 Budget Update

7. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS

No related materials.

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

10. ADJOURN



FINANCE COMMITTEE

AGENDA

Tuesday, April 23, 2019 at 12:30 p.m.
Squaw Conference Room - Tahoe Forest Hospital District Business Office
10875 Pioneer Trail – First Floor, Truckee, CA 96161

1. **CALL TO ORDER**
2. **ROLL CALL**
Dale Chamblin, Chair; Mary Brown, Board Member
3. **CLEAR THE AGENDA/ITEMS NOT ON THE POSTED AGENDA**
4. **INPUT – AUDIENCE**
This is an opportunity for members of the public to address the Committee on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Board Clerk 24 hours prior to the meeting to allow for distribution. Under Government Code Section 54954.2 – Brown Act, the Committee cannot take action on any item not on the agenda. The Committee may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.
5. **APPROVAL OF MINUTES OF: 12/17/2018** ATTACHMENT
6. **ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION**
 - 6.1. **Financial Reports**
Finance Committee will review the following financial reports:
 - 6.1.1. March 2019 Financial Report ATTACHMENT
 - 6.1.2. Quarterly Review – Separate Business Entities ATTACHMENT
 - 6.1.3. Quarterly Review – Payor Mix ATTACHMENT
 - 6.1.4. TIRHR Expenditure Report ATTACHMENT
 - 6.1.5. Professional Fees Analysis ATTACHMENT
 - 6.1.6. Accounts Receivables - Post Conversion
 - 6.2. **Fiscal Year 2020 Budget Update**
Finance Committee will receive an update on the fiscal year 2020 budget.
7. **REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS**
8. **AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING**
9. **NEXT MEETING DATE**
10. **ADJOURN**

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

Note: It is the policy of Tahoe Forest Hospital District to not discriminate in admissions, provisions of services, hiring, training and employment practices on the basis of color, national origin, sex, religion, age or disability including AIDS and related conditions.

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

FINANCE COMMITTEE

DRAFT MINUTES

Monday, December 17, 2018 at 10:00 a.m.
Eskridge Conference Room - Tahoe Forest Hospital
10121 Pine Avenue, Truckee, CA 96161

1. CALL TO ORDER

Meeting was called to order at 10:00 a.m.

2. ROLL CALL

Board: Chuck Zipkin, M.D., Chair; Mary Brown, Board Member

Staff in attendance: Harry Weis, Chief Executive Officer; Crystal Betts, Chief Financial Officer

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

No changes were made to the agenda.

4. INPUT – AUDIENCE

No public comment was received.

5. APPROVAL OF MINUTES OF: 09/21/2018

Director Brown asked for clarification to be added to the last paragraph under item 6.1. Discussion was held about the setup of the account. The remaining funds will go into an account with a trustee. Minutes should add “with a trustee” to the last sentence.

Director Brown moved to approve the Board Finance Committee minutes of September 21, 2018 with the change noted above, seconded by Director Zipkin.

6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. Financial Reports

Finance Committee reviewed the following financial reports:

6.1.1. November 2018 Financial Report

Director Brown asked if the financial reports show average Length of Stays (LOS). CFO noted LOS has not traditionally been reported in the financial report but is reported through quality.

November is historically a low month.

CFO asked if it would more relevant to switch and look at net income instead of EBIDA. Director Brown would like to see net income and Director Zipkin would prefer to look at both.

Director Zipkin inquired why funds were transferred from LAIF. The District had accounts payable and a payroll cycle hit at the same time. CFO noted the funds had been moved back into LAIF. Cash collections are difficult around the holidays.

Accounts Receivable did go up slightly. CFO will go into further detail in item 6.1.3.

Gainsharing shows as a cost.

The average daily census was 16.4, compared to budget of 13.

Total Gross Revenue was \$4,454,073 better than budget for November and \$18,113,739 better than budget year to date.

Total Operating Revenue was \$3,089,166 better than budget for November and \$5,627,212 better than budget year to date.

EBIDA was \$2,221,599 better than budget for the month and \$5,570,023 better than budget year to date.

Judy Newland, COO, joined the meeting.

Salaries and Wages were \$387,202 below budget for the month but Benefits were \$282,890 over budget. CFO looks at salaries and wages and benefits together.

Medical insurance is higher than budget. We do review stop loss report. Have two that will reach stop loss levels. A few heart or cancer diagnosis. CFO noted we will get some reimbursed back but it will drive up our stop loss coverage for next year.

The District completed its Fiscal Year 2018 cost reports for Medicare which resulted in a higher reimbursement than estimated during the FY18 close. This resulted in a positive variance in Prior Period Settlements.

Payor mix was not bad in November.

Bad debt was favorable.

Supply costs were over budget but are mostly drug related.

Incline Village Community Hospital (IVCH) revenues were lower this month, \$19,636 lower than budget.

IVCH saw big shifts in payor mix with a 3.18% decrease in Commercial, 3.92% increase in Medicare, 1.42% increase in Medicaid and 2.16% decrease in Other.

CFO noted IVCH is seeing a shift in Medicaid with its population going up. The District had to file its first Nevada Medicaid cost report.

CFO reviewed a change on the Statement of Cash Flows. A line for the Municipal Lease Reimbursement was added. The increase in Ending Unrestricted Cash between budget and projected fiscal year end 2019 can be attributed to more business and the municipal lease.

6.1.2. 10-year Financial Forecast

CFO reviewed the ten year forecast with no new debt and with \$30,000,000 new debt (\$6,000,000

municipal lease and possible \$24,000,000 revenue bond in the future).

Cash represents expense per day times 30.

The District does not have any bonds right now so it is not rated.

Director Zipkin inquired as to why there is an assumption of a revenue bond in 2022. The revenue bond assumption is based on projected master projects such as a second medical office building.

On page 33 of the agenda packet, master plan dollars are shown under the Building Projects/Properties line. The revenue bond would do most of the funding of construction costs. This is all incorporated into cash position. Everything is driven by these numbers.

Director Zipkin asked how operating revenue drops but cash flows look good and are increasing. Part is coming through a reduction in what is being spent. The last five years of the forecast can change because projects could change. The first five years of the forecast included changes happening with clinics.

A 5% rate increase was built in every year.

The volume growth was set at 7% in 2021 in the outpatient setting and was taken flat after that.

Director Brown inquired if the District has had any discussions with the town on projections for growth. COO commented that yes the District did collect that data from the town.

Forecasts will be a rolling 10 year.

CFO just received training last week on the new Kaufman Hall software.

6.1.3. Accounts Receivables - Post Conversion

CFO stated first and foremost EPIC has been a great new software. There are typical traditional struggles when there is a conversion. Mercy is a good partner and the right one.

The first struggle is staffing in the Business Office. The Business Office only has 13 individuals and has not been able to recruit and replace positions. They are short four in billing and short one cashier. Billing has no refund specialist and no one in denials management.

Not all builds in EPIC were done correctly. CFO explained how charges go into work queue, charges get billed, etc. Due to the complexity of our builds, the Accounts Receivable (AR) has climbed.

There are some provider challenges if the location has not been selected correctly and it clogs things downstream.

Mercy did not understand it was a build issue until they were here for the Cancer Center project. Since then, we have eight hours per week walking through tickets with Mercy. Backend logic is being built that will ensure even if providers are not in the right spot claims will get routed correctly.

Director Zipkin heard that people are not receiving bills for months. Some are denials. There is a lot creating the log jam. We have identified all of the issues of some form and there are 66 total. Finance is tracking the log and resolution.

The District will be using outside vendors to assist with the backlog. RPM is acting as recruiter to help fill the business office vacancies.

AR on the balance sheet is net.

CFO will address the oldest, highest risk claims first.

CFO will look to get the average age of AR in the mid-50s by end of fiscal year.

Switching EPIC from hospital billing to physician billing will help a lot. It is another billing system conversion and the District will have to recover from that again when go live occurs in January 2020.

A lot of categories are reserved for at 100%.

Director Brown asked what vendors cost. CFO will pull that information and send to Finance Committee.

Director Brown noted this reaction felt late. CFO explained this is normal for recovery timing.

The District learned Mercy needs to provide greater testing capability.

Providers that used OCHIN Epic were able to test out and the District should have required them to go through Epic training.

6.2. Policy Review

Finance Committee reviewed the following board policies:

6.2.1. ABD-05 Bond Fiscal Policy

CFO asked that the policy be retired as it was from Measure C which is completed.

Finance Committee recommended retirement of policy to full board.

6.2.2. ABD-15 Investment Policy

CFO and board members had no proposed changes to the Investment Policy.

Finance Committee recommended approval to full board.

7. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS

Policies will be on the consent calendar at the January board meeting.

8. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING

None.

9. NEXT MEETING DATE

Finance committee will meet next quarter.

10. ADJOURN

Meeting adjourned at 11:59 a.m.

DRAFT

**TAHOE FOREST HOSPITAL DISTRICT
MARCH 2019 FINANCIAL REPORT
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Board of Directors
Of Tahoe Forest Hospital District
MARCH 2019 FINANCIAL NARRATIVE

The following is the financial narrative analyzing financial and statistical trends for the nine months ended March 31, 2019.

Activity Statistics

- ❑ TFH acute patient days were 508 for the current month compared to budget of 427. This equates to an average daily census of 16.4 compared to budget of 13.8.
- ❑ TFH Outpatient volumes were above budget in the following departments by at least 5%: Emergency Department visits, Home Health visits, Medical Supplies Sold to Patients, Laboratory tests, Cardiac Rehab, Diagnostic Imaging, Mammography, Medical Oncology procedures, Radiation Oncology procedures, MRI, Briner Ultrasound, Cat Scan, Drugs Sold to Patients, Oncology Drugs Sold to Patients, Respiratory Therapy, Gastroenterology, Tahoe City Physical & Occupational Therapy, Physical Therapy, and Speech Therapy.

Financial Indicators

- ❑ Net Patient Revenue as a percentage of Gross Patient Revenue was 51.9% in the current month compared to budget of 53.7% and to last month's 50.5%. Current year's Net Patient Revenue as a percentage of Gross Patient Revenue is 51.2%, compared to budget of 53.7% and prior year's 55.5%.
- ❑ EBIDA was \$2,350,210 (7.6%) for the current month compared to budget of \$944,180 (3.7%), or \$1,406,030 (3.9%) above budget. Year-to-date EBIDA was \$18,835,715 (7.2%) compared to budget of \$6,760,918 (3.0%), or \$12,074,797 (4.2%) above budget.
- ❑ Net Income was \$1,223,764 for the current month compared to budget of \$628,062 or \$595,702 above budget. Year-to-date Net Income was \$14,758,784 compared to budget of \$3,900,773 or \$10,858,010 above budget.
- ❑ Cash Collections for the current month were \$16,868,960 which is 116% of targeted Net Patient Revenue.
- ❑ EPIC Gross Accounts Receivables were \$84,421,716 at the end of March compared to \$84,061,034 at the end of February.

Balance Sheet

- ❑ Working Capital is at 21.0 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 160.8 days. Working Capital cash increased a net \$307,000. Cash collections exceeded target by 16%. Accounts Payable increased \$799,000 and Accrued Payroll & Related Costs increased \$802,000 and the District remitted \$2,103,000 to the State to participate in the 2017-18 IGT Rate Range program.
- ❑ Net Patient Accounts Receivable decreased approximately \$1,223,000 and Cash collections were 116% of target. EPIC Days in A/R were 84.0 compared to 88.9 at the close of February, a 4.9 days decrease.
- ❑ Estimated Settlements Medi-Cal & Medicare increased a net \$2,241,000 after recording the remittance to the State for the 2017-18 IGT Rate Range program.
- ❑ Total Bond Trustee 2015 decreased \$353,000 after recording the interest payment due on the bond.
- ❑ The District booked an adjustment to the asset and offsetting liability to reflect the fair value of the Piper Jaffray swap transaction at the close of March.
- ❑ Accounts Payable increased \$799,000 due to the timing of the final check run in the month.
- ❑ Accrued Payroll & Related Costs increased \$802,000 due to additional accrued payroll days in the month.
- ❑ Interest Payable decreased a net \$273,000 after recording the interest payment due on the 2015 Revenue Bond.

Operating Revenue

- ❑ Current month’s Total Gross Revenue was \$30,764,932, compared to budget of \$25,463,394 or \$5,301,538 above budget.
- ❑ Current month’s Gross Inpatient Revenue was \$8,179,202, compared to budget of \$6,650,763 or \$1,528,439 above budget.
- ❑ Current month’s Gross Outpatient Revenue was \$22,585,730 compared to budget of \$18,812,631 or \$3,773,099 above budget.
- ❑ Current month’s Gross Revenue Mix was 36.0% Medicare, 17.9% Medi-Cal, .0% County, 2.8% Other, and 43.3% Insurance compared to budget of 36.1% Medicare, 17.7% Medi-Cal, .0% County, 3.7% Other, and 42.5% Insurance. Last month’s mix was 32.6% Medicare, 15.9% Medi-Cal, .0% County, 3.1% Other, and 48.4% Insurance. Year-to-date Gross Revenue Mix was 37.5% Medicare, 16.3% Medi-Cal, .0% County, 3.1% Other, and 43.1% Insurance compared to budget of 36.3% Medicare, 17.6% Medi-Cal, .0% County, 3.7% Other, and 42.4% Commercial.
- ❑ Current month’s Deductions from Revenue were \$14,793,302 compared to budget of \$11,791,201 or \$3,002,101 above budget. Variance is attributed to the following reasons: 1) Payor mix varied from budget with a .06% decrease in Medicare, a .20% increase to Medi-Cal, County at budget, a .91% decrease in Other, and Commercial was above budget .77%, 2) Revenues exceeded budget by 20.8%, 3) additional reserves on aging accounts receivable, and 4) self pay accounts over 120 days increased by 8%.

DESCRIPTION	March 2019 Actual	March 2019 Budget	Variance	BRIEF COMMENTS
Salaries & Wages	5,386,572	5,184,023	(202,549)	
Employee Benefits	1,637,624	1,499,587	(138,037)	
Benefits – Workers Compensation	70,307	55,820	(14,486)	
Benefits – Medical Insurance	844,916	598,402	(246,514)	Increased usage of our self-insured health insurance plan created a negative variance in Benefits-Medical Insurance.
Medical Professional Fees	2,268,438	2,095,863	(172,575)	Negative variance in Therapist fees, Locums coverage for Neurology and ENT and Physician Productivity bonuses, Anesthesia Physician Guarantee, and Radiology reads.
Other Professional Fees	180,801	149,298	(31,503)	We saw a negative variance in Accounting for consulting services provided for the Budgeting and Cost Accounting/Decision Support software implementations.
Supplies	2,032,795	2,012,819	(19,976)	Medical supplies sold to Patients, Drugs Sold to Patients and Oncology drugs sold to Patients revenue exceeded budget, creating a negative variance in Medical and Pharmacy supplies.
Purchased Services	1,486,568	1,247,787	(238,781)	Outsourced Lab testing, Marketing for the Orthopedics clinic, Snow Removal, and Outsourced Billing/Collection services created a negative variance in Purchased Services.
Other Expenses	721,723	769,475	47,752	Outside Training & Travel and Building & Equipment Rent exceeded budget, however, the remainder of the Other Expense categories were positive as Senior Leadership continues to monitor controllable costs.
Total Expenses	14,629,743	13,613,074	(1,016,669)	

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF NET POSITION
MARCH 2019

	Mar-19	Feb-19	Mar-18	
ASSETS				
CURRENT ASSETS				
* CASH	\$ 9,602,067	\$ 9,295,540	\$ 17,864,998	1
PATIENT ACCOUNTS RECEIVABLE - NET	30,330,995	31,554,465	20,417,259	2
OTHER RECEIVABLES	7,139,523	6,429,839	6,890,082	
GO BOND RECEIVABLES	348,548	(26,338)	634,457	
ASSETS LIMITED OR RESTRICTED	8,027,059	7,725,725	6,433,834	
INVENTORIES	3,133,711	3,128,987	3,025,942	
PREPAID EXPENSES & DEPOSITS	2,478,029	2,363,427	1,743,866	
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	9,444,273	7,202,831	11,759,084	3
TOTAL CURRENT ASSETS	70,504,205	67,674,477	68,769,522	
NON CURRENT ASSETS				
ASSETS LIMITED OR RESTRICTED:				
* CASH RESERVE FUND	63,814,560	63,814,560	46,724,481	1
MUNICIPAL LEASE 2018	5,149,709	5,149,709	-	
TOTAL BOND TRUSTEE 2017	20,117	20,117	19,849	
TOTAL BOND TRUSTEE 2015	884,578	1,237,514	1,369,080	4
GO BOND PROJECT FUND	-	-	-	
GO BOND TAX REVENUE FUND	1,617,792	1,617,792	1,900,012	
DIAGNOSTIC IMAGING FUND	3,266	3,266	3,204	
DONOR RESTRICTED FUND	1,131,128	1,131,128	1,449,722	
WORKERS COMPENSATION FUND	9,892	19,354	25,080	
TOTAL	72,631,041	72,993,438	51,491,429	
LESS CURRENT PORTION	(8,027,059)	(7,725,725)	(6,433,834)	
TOTAL ASSETS LIMITED OR RESTRICTED - NET	64,603,982	65,267,714	45,057,594	
NONCURRENT ASSETS AND INVESTMENTS:				
INVESTMENT IN TSC, LLC	701,785	601,785	-	
PROPERTY HELD FOR FUTURE EXPANSION	927,633	904,117	836,353	
PROPERTY & EQUIPMENT NET	172,705,282	172,170,764	132,161,547	
GO BOND CIP, PROPERTY & EQUIPMENT NET	1,864,055	1,855,472	33,435,528	
TOTAL ASSETS	311,306,942	308,474,329	280,260,543	
DEFERRED OUTFLOW OF RESOURCES:				
DEFERRED LOSS ON DEFEASANCE	436,371	439,603	475,159	
ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DERIVATIVE	1,137,905	1,081,858	1,117,841	5
DEFERRED OUTFLOW OF RESOURCES ON REFUNDING	5,769,745	5,793,450	6,054,201	
GO BOND DEFERRED FINANCING COSTS	450,676	452,611	473,891	
DEFERRED FINANCING COSTS	177,887	178,928	190,371	
TOTAL DEFERRED OUTFLOW OF RESOURCES	\$ 7,972,584	\$ 7,946,449	\$ 8,311,464	
LIABILITIES				
CURRENT LIABILITIES				
ACCOUNTS PAYABLE	\$ 7,760,386	\$ 6,961,381	\$ 5,777,754	6
ACCRUED PAYROLL & RELATED COSTS	11,896,028	11,093,728	11,462,313	7
INTEREST PAYABLE	273,928	547,048	659,270	8
INTEREST PAYABLE GO BOND	710,514	392,671	1,036,896	
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	1,082,689	1,082,689	225,030	
HEALTH INSURANCE PLAN	1,463,491	1,463,491	1,211,751	
WORKERS COMPENSATION PLAN	1,887,945	1,887,747	1,704,215	
COMPREHENSIVE LIABILITY INSURANCE PLAN	1,184,419	1,184,419	858,290	
CURRENT MATURITIES OF GO BOND DEBT	1,330,000	1,330,000	860,000	
CURRENT MATURITIES OF OTHER LONG TERM DEBT	2,534,956	2,536,876	1,049,645	
TOTAL CURRENT LIABILITIES	30,124,356	28,480,051	24,845,163	
NONCURRENT LIABILITIES				
OTHER LONG TERM DEBT NET OF CURRENT MATURITIES	36,819,589	36,871,536	27,335,091	
GO BOND DEBT NET OF CURRENT MATURITIES	100,870,350	100,883,771	102,646,399	
DERIVATIVE INSTRUMENT LIABILITY	1,137,905	1,081,858	1,117,841	5
TOTAL LIABILITIES	168,952,201	167,317,215	155,944,494	
NET ASSETS				
NET INVESTMENT IN CAPITAL ASSETS	149,196,198	147,972,434	131,177,791	
RESTRICTED	1,131,128	1,131,128	1,449,722	
TOTAL NET POSITION	\$ 150,327,326	\$ 149,103,562	\$ 132,627,513	

* Amounts included for Days Cash on Hand calculation

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF NET POSITION
MARCH 2019

1. Working Capital is at 21.0 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 160.8 days. Working Capital cash increased a net \$307,000. Accounts Payable increased \$799,000 (See Note 6), Accrued Payroll & Related Costs increased \$802,000 (See Note 7), cash collections exceeded target by 16%, and the District remitted \$2,103,000 to the State to participate in the 2017-18 IGT Rate Range program.
2. Net Patient Accounts Receivable decreased approximately \$1,223,000 and Cash collections were 116% of target. EPIC Days in A/R were 84.0 compared to 88.9 at the close of February, a 4.90 days decrease.
3. Estimated Settlements, Medi-Cal & Medicare increased a net \$2,241,000 after recording remittance to the State for participation in the 2017-18 IGT Rate Range program.
4. Total Bond Trustee 2015 decreased \$353,000 after recording the interest payment due on the bond.
5. To comply with GASB No. 63, the District has booked an adjustment to the asset and offsetting liability to reflect the fair value of the Piper Jaffray swap transaction at the close of March.
6. Accounts Payable increased \$799,000 due to the timing of the final check run in the month.
7. Accrued Payroll & Related Costs increased \$802,000 due to additional accrued payroll days in the month.
8. Interest Payable decreased a net \$273,000 after recording the interest payment due on the 2015 Revenue Bond.

**Tahoe Forest Hospital District
Cash Investment
March 2019**

WORKING CAPITAL

US Bank	\$ 8,544,433		
US Bank/Kings Beach Thrift Store	15,787		
US Bank/Truckee Thrift Store	31,962		
US Bank/Payroll Clearing	-		
Umpqua Bank	<u>1,009,885</u>	0.40%	
Total			\$ 9,602,067

BOARD DESIGNATED FUNDS

US Bank Savings	\$ -	0.03%	
Capital Equipment Fund	<u>-</u>		
Total			\$ -

Building Fund	\$ -		
Cash Reserve Fund	<u>63,814,560</u>	2.44%	
Local Agency Investment Fund			\$ 63,814,560

Municipal Lease 2018			\$ 5,149,709
Bonds Cash 2017			\$ 20,117
Bonds Cash 2015			\$ 884,578
GO Bonds Cash 2008			\$ 1,617,792

DX Imaging Education	\$ 3,266		
Workers Comp Fund - B of A	9,892		

Insurance			
Health Insurance LAIF	-		
Comprehensive Liability Insurance LAIF	<u>-</u>		
Total			<u>\$ 13,157</u>

TOTAL FUNDS			\$ 81,101,979
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RESTRICTED FUNDS

Gift Fund			
US Bank Money Market	\$ 8,360	0.03%	
Foundation Restricted Donations	34,641		
Local Agency Investment Fund	<u>1,088,128</u>	2.44%	
TOTAL RESTRICTED FUNDS			<u>\$ 1,131,128</u>

TOTAL ALL FUNDS			<u>\$ 82,233,108</u>
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**TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF NET POSITION
KEY FINANCIAL INDICATORS
MARCH 2019**

	Current Status	Desired Position	Target	<u>Bond Covenants</u>	<u>FY 2019</u> Jul 18 to Mar 2019	<u>FY 2018</u> Jul 17 to June 2018	<u>FY 2017</u> Jul 16 to June 2017	<u>FY 2016</u> Jul 15 to June 16	<u>FY 2015</u> Jul 14 to June 15	<u>FY 2014</u> Jul 13 to June 14	<u>FY 2013</u> Jul 12 to June 13
Return On Equity: <u>Increase (Decrease) in Net Position</u> Net Position		↑	3.7%		9.8%	5.1%	14.4%	10.9%	2.19%	.001%	-4.0%
EPIC Days in Accounts Receivable (excludes SNF) <u>Gross Accounts Receivable</u> 90 Days		↓	FYE 63 Days		84	68	55	57	60	75	97
<u>Gross Accounts Receivable</u> 365 Days					92	73	55	55	62	75	93
Days Cash on Hand Excludes Restricted: <u>Cash + Short-Term Investments</u> (Total Expenses - Depreciation Expense)/ by 365	 	↑	Budget FYE 146 Days Budget 3rd Qtr 142 Days Projected 3rd Qtr 151 Days	60 Days A- 214 Days BBB- 129 Days	161	176	191	201	156	164	148
EPIC Accounts Receivable over 120 days (excludes payment plan, legal and charitable balances)		↓	13%		36%	22%	17%	19%	18%	22%	29%
EPIC Accounts Receivable over 120 days (includes payment plan, legal and charitable balances)		↓	18%		44%	25%	18%	24%	23%	25%	34%
Cash Receipts Per Day (based on 60 day lag on Patient Net Revenue)	 	↑	FYE Budget \$431,753 End 3rd Qtr Budget \$432,570 End 3rd Qtr Actual \$463,512		\$452,737	\$333,963	\$348,962	\$313,153	\$290,776	\$286,394	\$255,901
Debt Service Coverage: Excess Revenue over Exp + <u>Interest Exp + Depreciation</u> Debt Principal Payments + Interest Expense		↑	Without GO Bond 7.42 With GO Bond 1.65	1.95	18.12 3.64	9.27 2.07	6.64 3.54	6.19 2.77	3.28 1.59	2.18 1.29	.66 .89

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
MARCH 2019

CURRENT MONTH				YEAR TO DATE				PRIOR YTD MAR 2018
ACTUAL	BUDGET	VAR\$	VAR%	ACTUAL	BUDGET	VAR\$	VAR%	
OPERATING REVENUE								
\$ 30,764,932	\$ 25,463,394	\$ 5,301,538	20.8%	\$ 262,381,018	\$ 225,102,063	\$ 37,278,955	16.6%	1 \$ 197,248,742
Total Gross Revenue								
Gross Revenues - Inpatient								
\$ 3,369,855	\$ 2,401,609	\$ 968,246	40.3%	\$ 26,441,138	\$ 22,324,874	\$ 4,116,263	18.4%	\$ 20,203,971
4,809,347	4,249,154	560,193	13.2%	43,447,131	38,374,633	5,072,498	13.2%	32,985,720
8,179,202	6,650,763	1,528,439	23.0%	69,888,268	60,699,507	9,188,761	15.1%	53,189,691
Total Gross Revenue - Inpatient								
22,585,730	18,812,631	3,773,099	20.1%	192,492,750	164,402,556	28,090,194	17.1%	144,059,051
22,585,730	18,812,631	3,773,099	20.1%	192,492,750	164,402,556	28,090,194	17.1%	144,059,051
Total Gross Revenue - Outpatient								
Deductions from Revenue:								
13,194,191	10,706,870	(2,487,321)	-23.2%	116,867,315	94,330,719	(22,536,596)	-23.9%	2 84,564,503
-	-	-	0.0%	1,200,000	-	(1,200,000)	0.0%	2
1,257,109	792,648	(464,461)	-58.6%	9,046,326	7,096,868	(1,949,458)	-27.5%	2 6,231,100
-	-	-	0.0%	-	-	-	0.0%	2 258,788
327,964	291,683	(36,281)	-12.4%	2,918,581	2,693,563	(225,018)	-8.4%	2 1,557,778
14,037	-	(14,037)	0.0%	(1,944,724)	-	1,944,724	0.0%	2 (4,791,938)
14,793,302	11,791,201	(3,002,101)	-25.5%	128,087,498	104,121,150	(23,966,348)	-23.0%	87,820,232
87,196	88,568	1,372	1.5%	816,984	789,080	27,904	3.5%	605,614
921,127	796,494	124,633	15.6%	7,948,359	6,929,255	1,019,104	14.7%	3 6,410,942
16,979,954	14,557,255	2,422,699	16.6%	143,058,863	128,699,247	14,359,615	11.2%	116,445,067
TOTAL OPERATING REVENUE								
OPERATING EXPENSES								
5,386,572	5,184,023	(202,549)	-3.9%	44,351,341	46,059,665	1,708,323	3.7%	4 40,390,574
1,637,624	1,499,587	(138,037)	-9.2%	14,215,879	13,655,411	(560,468)	-4.1%	4 13,690,686
70,307	55,820	(14,486)	-26.0%	554,441	502,384	(52,057)	-10.4%	4 482,940
844,916	598,402	(246,514)	-41.2%	7,949,184	5,385,614	(2,563,570)	-47.6%	4 5,232,467
2,268,438	2,095,863	(172,575)	-8.2%	18,244,128	18,110,350	(133,778)	-0.7%	5 15,502,748
180,801	149,298	(31,503)	-21.1%	1,640,837	1,764,185	123,348	7.0%	5 2,060,252
2,032,795	2,012,819	(19,976)	-1.0%	18,807,645	17,714,136	(1,093,509)	-6.2%	6 15,992,923
1,486,568	1,247,787	(238,781)	-19.1%	12,094,894	12,064,140	(30,754)	-0.3%	7 10,784,249
721,723	769,475	47,752	6.2%	6,364,799	6,682,445	317,646	4.8%	8 6,219,722
14,629,743	13,613,074	(1,016,669)	-7.5%	124,223,147	121,938,330	(2,284,818)	-1.9%	110,356,562
2,350,210	944,180	1,406,030	148.9%	18,835,715	6,760,918	12,074,797	178.6%	6,088,505
NET OPERATING REVENUE (EXPENSE) EBIDA								
NON-OPERATING REVENUE/(EXPENSE)								
555,763	554,391	1,372	0.2%	5,011,399	4,997,544	13,855	0.3%	9 5,188,045
374,886	374,886	0	0.0%	3,373,972	3,373,972	0	0.0%	2,983,850
183,584	131,890	51,694	39.2%	1,271,508	1,156,868	114,640	9.9%	10 668,708
-	-	-	0.0%	-	-	-	0.0%	-
-	93,711	(93,711)	-100.0%	679,135	802,900	(123,765)	-15.4%	11 160,922
-	-	-	0.0%	-	-	-	0.0%	12 -
(538,384)	-	(538,384)	0.0%	(538,384)	-	(538,384)	0.0%	12 -
-	-	-	0.0%	5,850	-	5,850	0.0%	13 9,494
-	-	-	0.0%	-	-	-	0.0%	14 -
(1,268,311)	(1,059,977)	(208,334)	-19.7%	(10,007,225)	(9,539,793)	(467,432)	-4.9%	15 (8,869,988)
(103,923)	(87,091)	(16,832)	-19.3%	(912,074)	(783,818)	(128,256)	-16.4%	16 (853,962)
(330,061)	(323,929)	(6,132)	-1.9%	(2,961,112)	(2,867,818)	(93,294)	-3.3%	(2,948,427)
(1,126,446)	(316,119)	(810,328)	-256.3%	(4,076,932)	(2,860,145)	(1,216,787)	-42.5%	(3,661,358)
\$ 1,223,764	\$ 628,062	\$ 595,702	94.8%	\$ 14,758,784	\$ 3,900,773	\$ 10,858,010	278.4%	\$ 2,427,147
INCREASE (DECREASE) IN NET POSITION								
NET POSITION - BEGINNING OF YEAR				135,568,542				
NET POSITION - AS OF MARCH 31, 2019				\$ 150,327,326				
7.6%	3.7%	3.9%	RETURN ON GROSS REVENUE EBIDA	7.2%	3.0%	4.2%	3.1%	

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
MARCH 2019

		Variance from Budget	
		Fav / <Unfav>	
		MAR 2019	YTD 2019
1) Gross Revenues			
<p>Acute Patient Days were above budget 18.96% or 81 days. Swing Bed days were above budget 12.50% or 4 days. Inpatient Ancillary revenues were above budget by 13.2% due to the higher acuity levels in our patient population.</p> <p>Outpatient volumes were above budget in the following departments: Emergency Department visits, Home Health visits, Medical Supplies Sold to Patients, Laboratory tests, Cardiac Rehab, Diagnostic Imaging, Mammography, Oncology procedures, Radiation Oncology procedures, MRI, Briner Ultrasound, Cat Scans, Drugs Sold to Patients, Oncology Drugs Sold to Patients, Respiratory Therapy, Gastroenterology, Tahoe City Physical and Occupational Therapy, and Outpatient Physical Therapy.</p>	<p>Gross Revenue -- Inpatient</p> <p>Gross Revenue -- Outpatient</p> <p>Gross Revenue -- Total</p>	<p>\$ 1,528,439</p> <p>3,773,099</p> <p><u>\$ 5,301,538</u></p>	<p>\$ 9,188,761</p> <p>28,090,194</p> <p><u>\$ 37,278,955</u></p>
2) Total Deductions from Revenue			
<p>The payor mix for March shows a .06% decrease to Medicare, a .20% increase to Medi-Cal, .91% decrease to Other, County at budget, and a .77% increase to Commercial when compared to budget. Contractual Allowances were over budget as a result of revenues exceeding budget by 20.8% and reserves on aging accounts receivable.</p>	<p>Contractual Allowances</p> <p>Managed Care Reserve</p> <p>Charity Care</p> <p>Charity Care - Catastrophic</p> <p>Bad Debt</p> <p>Prior Period Settlements</p> <p>Total</p>	<p>\$ (2,487,321)</p> <p>\$ -</p> <p>(464,461)</p> <p>-</p> <p>(36,281)</p> <p>(14,037)</p> <p><u>\$ (3,002,101)</u></p>	<p>\$ (22,536,596)</p> <p>\$ (1,200,000)</p> <p>(1,949,458)</p> <p>-</p> <p>(225,018)</p> <p>1,944,724</p> <p><u>\$ (23,966,348)</u></p>
3) Other Operating Revenue			
<p>Retail Pharmacy revenues exceeded budget by 29.84%.</p> <p>Kings Beach Thrift Store is closed for renovations at its new location, creating a negative variance in Hospice Thrift Store revenues.</p> <p>The Center (non-therapy) revenues fell short in Occupational Health testing, Fitness classes, and Gym memberships.</p> <p>IVCH ER Physician Guarantee is tied to collections which exceeded budget in March.</p> <p>Rebates & Refunds and Community Wellness revenues exceeded budget, creating a positive variance in Miscellaneous.</p>	<p>Retail Pharmacy</p> <p>Hospice Thrift Stores</p> <p>The Center (non-therapy)</p> <p>IVCH ER Physician Guarantee</p> <p>Children's Center</p> <p>Miscellaneous</p> <p>Oncology Drug Replacement</p> <p>Grants</p> <p>Total</p>	<p>65,283</p> <p>(14,541)</p> <p>(10,103)</p> <p>16,112</p> <p>(1,432)</p> <p>\$ 69,314</p> <p>-</p> <p>-</p> <p><u>\$ 124,633</u></p>	<p>359,382</p> <p>111,472</p> <p>(6,887)</p> <p>143,606</p> <p>52,317</p> <p>\$ 350,214</p> <p>-</p> <p>9,000</p> <p><u>\$ 1,019,104</u></p>
4) Salaries and Wages			
		Total	\$ (202,549) \$ 1,708,323
Employee Benefits			
		<p>PL/SL</p> <p>Nonproductive</p> <p>Pension/Deferred Comp</p> <p>Standby</p> <p>Other</p> <p>Total</p>	<p>\$ (87,623)</p> <p>40,608</p> <p>(84,827)</p> <p>(2,100)</p> <p>(4,095)</p> <p><u>\$ (138,037)</u></p>
		Total	\$ (14,486) \$ (52,057)
Employee Benefits - Workers Compensation			
		Total	\$ (246,514) \$ (2,563,570)
Employee Benefits - Medical Insurance			
<p>The District's health insurance plan is self-funded. We are witnessing an increased amount of claims being processed by our Third Party Administrator.</p>			
5) Professional Fees			
<p>Outpatient Physical Therapy and Physical Therapy Aquatic revenues exceeded budget, creating a negative variance in The Center (includes OP Therapy).</p> <p>Negative variance in Home Health/Hospice related to outsourced Therapist fees.</p> <p>Locums coverage for Neurology and ENT along with physician productivity bonuses created a negative variance in Multi-Specialty Clinics.</p> <p>Anesthesia Physician Guarantee, Diagnostic Imaging reads, and consulting services provided to Accounting for the Budgeting and Cost Accounting/Decision Support software implementations created a negative variance in Miscellaneous.</p>	<p>The Center (includes OP Therapy)</p> <p>TFH/IVCH Therapy Services</p> <p>Home Health/Hospice</p> <p>Financial Administration</p> <p>Human Resources</p> <p>Information Technology</p> <p>Patient Accounting/Admitting</p> <p>Respiratory Therapy</p> <p>IVCH ER Physicians</p> <p>Sleep Clinic</p> <p>Administration</p> <p>Multi-Specialty Clinics Administration</p> <p>Marketing</p> <p>Corporate Compliance</p> <p>Medical Staff Services</p> <p>Multi-Specialty Clinics</p> <p>Managed Care</p> <p>Oncology</p> <p>Miscellaneous</p> <p>TFH Locums</p> <p>Total</p>	<p>\$ (42,637)</p> <p>14,232</p> <p>(11,395)</p> <p>4,125</p> <p>(5,424)</p> <p>(11,926)</p> <p>-</p> <p>-</p> <p>4,758</p> <p>2,680</p> <p>7,302</p> <p>(3,884)</p> <p>2,167</p> <p>6,945</p> <p>3,908</p> <p>(156,616)</p> <p>(390)</p> <p>13,518</p> <p>(92,717)</p> <p>61,276</p> <p><u>\$ (204,078)</u></p>	<p>\$ (223,837)</p> <p>(187,721)</p> <p>(126,347)</p> <p>(16,014)</p> <p>(3,789)</p> <p>(2,092)</p> <p>-</p> <p>-</p> <p>1,550</p> <p>3,747</p> <p>5,601</p> <p>7,745</p> <p>15,108</p> <p>26,620</p> <p>27,657</p> <p>57,595</p> <p>66,732</p> <p>72,121</p> <p>95,727</p> <p>169,167</p> <p><u>\$ (10,430)</u></p>

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
MARCH 2019

		Variance from Budget	
		Fav / <Unfav>	
		MAR 2019	YTD 2019
6) <u>Supplies</u>			
Medical Supplies Sold to Patients revenues exceeded budget by 51.04%, creating a negative variance in Patient & Other Medical Supplies.	Patient & Other Medical Supplies	\$ (23,897)	\$ (689,874)
	Pharmacy Supplies	(22,349)	(283,492)
	Minor Equipment	13,819	(119,526)
	Food	426	(60,606)
Drugs Sold to Patients and Oncology Drugs Sold to Patients revenues exceeded budget, creating negative variance in Pharmacy Supplies.	Other Non-Medical Supplies	(719)	(10,088)
	Imaging Film	59	478
	Office Supplies	12,684	69,599
	Total	\$ (19,976)	\$ (1,093,509)
7) <u>Purchased Services</u>			
Outsourced lab testing created a negative variance in Laboratory.	Laboratory	\$ (33,835)	\$ (122,078)
	Multi-Specialty Clinics	(17,770)	(73,308)
	Miscellaneous	(150,780)	(65,435)
Marketing campaigns provided for the Orthopedics Clinic created a negative variance in Multi-Specialty Clinics.	Home Health/Hospice	(1,321)	(41,475)
	Pharmacy IP	(5,078)	(40,279)
	Medical Records	5,190	(9,042)
Negative variance in Miscellaneous due to snow removal.	Community Development	(336)	(1,023)
	Diagnostic Imaging Services - All	5,703	3,406
Outsourced billing and collection services created a negative variance in Patient Accounting.	Information Technology	1,079	5,120
	Department Repairs	3,631	39,704
	The Center	6,759	41,591
	Human Resources	(1,244)	111,690
	Patient Accounting	(50,780)	120,377
	Total	\$ (238,781)	\$ (30,754)
8) <u>Other Expenses</u>			
Oxygen rental created a negative variance in Equipment Rent.	Equipment Rent	\$ (14,445)	\$ (61,699)
	Outside Training & Travel	(16,653)	(52,734)
	Other Building Rent	(8,374)	(40,260)
Negative variance in Outside Training & Travel related to Locums and Interim Directors in Patient Financial Services and Medical Records.	Multi-Specialty Clinics Equip Rent	(5,781)	(5,742)
	Insurance	(916)	2,160
Additional space needs to support growth is creating a negative variance in Other Building Rent.	Multi-Specialty Clinics Bldg Rent	10,373	3,411
	Physician Services	1,344	9,300
	Dues and Subscriptions	9,459	31,543
	Miscellaneous	5,884	57,628
Controllable expenses continue to be monitored by Senior Leadership. This is creating positive variances in most of the remaining Other Expense categories.	Human Resources Recruitment	18,750	94,610
	Marketing	39,786	126,220
	Utilities	8,326	153,211
	Total	\$ 47,752	\$ 317,646
9) <u>District and County Taxes</u>	Total	\$ 1,372	\$ 13,855
10) <u>Interest Income</u>	Total	\$ 51,694	\$ 114,640
11) <u>Donations</u>			
	IVCH	\$ (43,711)	\$ (336,230)
	Operational	(50,000)	212,465
	Capital Campaign		
	Total	\$ (93,711)	\$ (123,765)
12) <u>Gain/(Loss) on Joint Investment</u>	Total	\$ -	\$ -
13) <u>Gain/(Loss) on Sale or Disposal of Assets</u>	Total	\$ (538,384)	\$ (532,534)
Removal of the net value of the Curves Building due to demolition created a negative variance in this category.			
15) <u>Depreciation Expense</u>	Total	\$ (208,334)	\$ (467,432)
A true-up of depreciaton for the first nine months of the fiscal year created a negative variance in Depreciation Expense.			
16) <u>Interest Expense</u>	Total	\$ (16,832)	\$ (128,256)
The addition of the new, unbudgeted Municipal Lease is creating a negative variance in Interest Expense.			

**TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
KEY FINANCIAL INDICATORS
MARCH 2019**

	Current Status	Desired Position	Target	FY 2019 Jul 18 to Mar 19	FY 2018 Jul 17 to June 18	FY 2017 Jul 16 to June 17	FY 2016 Jul 15 to June 16	FY 2015 Jul 14 to June 15	FY 2014 Jul 13 to June 14	FY 2013 Jul 12 to June 13
Total Margin: <u>Increase (Decrease) In Net Position</u> Total Gross Revenue		↑	FYE 1.8% 3rd Qtr 1.7%	5.6%	2.6%	7.4%	5.5%	1.0%	.01%	-2.2%
Charity Care: <u>Charity Care Expense</u> Gross Patient Revenue		↓	FYE 3.1% 3rd Qtr 3.2%	3.4%	3.3%	3.1%	3.4%	3.1%	3.2%	3.2%
Bad Debt Expense: <u>Bad Debt Expense</u> Gross Patient Revenue		↓	FYE .1% 3rd Qtr 1.2%	1.1%	.1%	-0%	-2%	1.6%	1.6%	4.6%
Incline Village Community Hospital: EBIDA: Earnings before interest, Depreciation, amortization <u>Net Operating Revenue <Expense></u> Gross Revenue		↑	FYE 8.3% 3rd Qtr 8.9%	12.5%	4.8%	7.9%	11.3%	9.1%	4.9%	11.5%
Operating Expense Variance to Budget (Under<Over>)		↑	-0-	\$(2,284,818)	\$1,061,378	\$(9,700,270)	\$(7,548,217)	\$(6,371,653)	\$2,129,279	\$(1,498,683)
EBIDA: Earnings before interest, Depreciation, amortization <u>Net Operating Revenue <Expense></u> Gross Revenue		↑	FYE 2.7% 3rd Qtr 3.0%	7.2%	4.5%	7.9%	7.3%	3.5%	2.0%	.9%

INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
MARCH 2019

CURRENT MONTH				YEAR TO DATE				PRIOR YTD MAR 18	
ACTUAL	BUDGET	VAR\$	VAR%	ACTUAL	BUDGET	VAR\$	VAR%		
				OPERATING REVENUE					
\$ 1,943,604	\$ 1,777,833	\$ 165,772	9.3%	Total Gross Revenue	\$ 18,150,664	\$ 17,066,652	\$ 1,084,012	6.4% 1	\$ 13,892,597
				Gross Revenues - Inpatient					
\$ -	\$ 4,223	\$ (4,223)	-100.0%	Daily Hospital Service	\$ 73,173	\$ 72,447	\$ 726	1.0%	\$ 101,764
-	1,499	(1,499)	-100.0%	Ancillary Service - Inpatient	57,966	65,123	(7,157)	-11.0%	99,198
-	5,722	(5,722)	-100.0%	Total Gross Revenue - Inpatient	131,139	137,570	(6,432)	-4.7%	200,962
1,943,604	1,772,110	171,494	9.7%	Gross Revenue - Outpatient	18,019,526	16,929,082	1,090,444	6.4%	13,691,634
1,943,604	1,772,110	171,494	9.7%	Total Gross Revenue - Outpatient	18,019,526	16,929,082	1,090,444	6.4%	13,691,634
				Deductions from Revenue:					
747,935	692,064	(55,871)	-8.1%	Contractual Allowances	7,104,378	6,686,927	(417,451)	-6.2%	5,792,714
123,553	58,396	(65,157)	-111.6%	Charity Care	784,477	647,771	(136,706)	-21.1%	485,506
-	-	-	0.0%	Charity Care - Catastrophic Events	-	-	-	0.0%	41,996
47,989	54,828	6,838	12.5%	Bad Debt	592,335	613,209	20,874	3.4%	414,348
-	-	-	0.0%	Prior Period Settlements	74,873	-	(74,873)	0.0%	(106,438)
919,477	805,287	(114,190)	-14.2%	Total Deductions from Revenue	8,556,063	7,947,907	(608,156)	-7.7%	6,628,126
117,968	101,647	16,321	16.1%	Other Operating Revenue	867,263	723,509	143,754	19.9%	915,537
1,142,095	1,074,193	67,902	6.3%	TOTAL OPERATING REVENUE	10,461,864	9,842,254	619,610	6.3%	8,180,008
				OPERATING EXPENSES					
305,691	301,516	(4,175)	-1.4%	Salaries and Wages	2,727,778	2,998,636	270,858	9.0%	2,607,521
107,474	92,919	(14,555)	-15.7%	Benefits	949,297	857,635	(91,662)	-10.7%	858,234
3,052	4,912	1,860	37.9%	Benefits Workers Compensation	33,359	44,211	10,852	24.5%	22,047
45,764	35,246	(10,517)	-29.8%	Benefits Medical Insurance	464,210	317,216	(146,994)	-46.3%	325,707
269,281	295,648	26,367	8.9%	Medical Professional Fees	2,424,402	2,464,661	40,259	1.6%	2,048,520
2,104	2,104	0	0.0%	Other Professional Fees	19,161	18,938	(223)	-1.2%	20,692
71,693	74,028	2,335	3.2%	Supplies	478,673	646,020	167,347	25.9%	395,772
56,217	47,762	(8,455)	-17.7%	Purchased Services	448,627	411,589	(37,038)	-9.0%	354,155
63,651	68,491	4,839	7.1%	Other	643,167	600,976	(42,192)	-7.0%	497,778
924,927	922,626	(2,301)	-0.2%	TOTAL OPERATING EXPENSE	8,188,675	8,359,881	171,206	2.0%	7,130,426
217,168	151,567	65,601	43.3%	NET OPERATING REV(EXP) EBIDA	2,273,189	1,482,373	790,816	53.3%	1,049,582
				NON-OPERATING REVENUE/(EXPENSE)					
-	43,711	(43,711)	-100.0%	Donations-IVCH	16,670	352,900	(336,230)	-95.3%	22,361
-	-	-	0.0%	Gain/ (Loss) on Sale	-	-	-	0.0%	10
(57,466)	(59,302)	1,836	-3.1%	Depreciation	(533,211)	(533,719)	508	0.1%	(533,970)
(57,466)	(15,591)	(41,875)	-268.6%	TOTAL NON-OPERATING REVENUE/(EXP)	(516,541)	(180,819)	(335,722)	-185.7%	(511,608)
\$ 159,703	\$ 135,976	\$ 23,727	17.4%	EXCESS REVENUE(EXPENSE)	\$ 1,756,648	\$ 1,301,554	\$ 455,094	35.0%	\$ 537,973
11.2%	8.5%	2.6%		RETURN ON GROSS REVENUE EBIDA	12.5%	8.7%	3.8%		7.6%

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
MARCH 2019**

		<u>Variance from Budget</u>	
		<u>Fav<Unfav></u>	
		<u>MAR 2019</u>	<u>YTD 2019</u>
1) <u>Gross Revenues</u>			
Acute Patient Days were at budget at 0 and Observation Days were 2 below budget at 0.	Gross Revenue -- Inpatient	\$ (5,722)	\$ (6,432)
	Gross Revenue -- Outpatient	171,494	1,090,444
Outpatient volumes exceeded budget in Emergency Department visits, Medical Supplies Sold to Patients, EKGs, Diagnostic Imaging, Cat Scans, Drugs Sold to Patients, and Respiratory Therapy.			
2) <u>Total Deductions from Revenue</u>			
We saw a shift in our payor mix with a 9.22% increase in Commercial Insurance, a 10.14% decrease in Medicare, a .08% decrease in Medicaid, a 1.0% increase in Other, and County was at budget. We saw a negative variance in Contractual Allowances as revenues exceeded budget by 9.3% and additional reserves on aging accounts receivable.	Contractual Allowances	\$ (55,871)	\$ (417,451)
	Charity Care	(65,157)	(136,706)
	Charity Care-Catastrophic Event	6,838	20,874
	Bad Debt		(74,873)
	Prior Period Settlement		(74,873)
	Total	<u>\$ (114,190)</u>	<u>\$ (608,156)</u>
3) <u>Other Operating Revenue</u>			
IVCH ER Physician Guarantee is tied to collections which exceeded budget in March.	IVCH ER Physician Guarantee	\$ 16,112	\$ 143,606
	Miscellaneous	209	148
	Total	<u>\$ 16,321</u>	<u>\$ 143,754</u>
4) <u>Salaries and Wages</u>			
	Total	<u>\$ (4,175)</u>	<u>\$ 270,858</u>
<u>Employee Benefits</u>			
	PL/SL	\$ (7,104)	\$ (64,428)
	Standby	(6,545)	(15,540)
	Other	(906)	1,110
	Nonproductive	-	(2,650)
	Pension/Deferred Comp	-	(10,154)
	Total	<u>\$ (14,555)</u>	<u>\$ (91,662)</u>
<u>Employee Benefits - Workers Compensation</u>			
	Total	<u>\$ 1,860</u>	<u>\$ 10,852</u>
<u>Employee Benefits - Medical Insurance</u>			
	Total	<u>\$ (10,517)</u>	<u>\$ (146,994)</u>
5) <u>Professional Fees</u>			
Physical Therapy revenues were below budget by 2.0%, creating a positive variance in Therapy Services.	Therapy Services	\$ 6,796	\$ (85,043)
	Foundation	-	(223)
	Administration	-	-
	IVCH ER Physicians	4,758	1,550
	Miscellaneous	830	3,241
	Sleep Clinic	2,680	3,747
	Multi-Specialty Clinics	11,303	116,765
	Total	<u>\$ 26,367</u>	<u>\$ 40,036</u>
6) <u>Supplies</u>			
Medical Supplies Sold to Patients revenues exceeded budget by 16.58%, creating a negative variance in Patient & Other Medical Supplies.	Minor Equipment	\$ (1,573)	\$ (8,416)
	Non-Medical Supplies	717	(5,362)
	Imaging Film	-	-
	Office Supplies	535	3,721
	Food	1,202	8,250
	Patient & Other Medical Supplies	(5,761)	70,469
	Pharmacy Supplies	7,215	98,684
	Total	<u>\$ 2,335</u>	<u>\$ 167,347</u>

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
MARCH 2019**

		Variance from Budget	
		Fav<Unfav>	
		MAR 2019	YTD 2019
7) <u>Purchased Services</u>			
Snow removal at the facility created a negative variance in Miscellaneous.	Multi-Specialty Clinics	\$ (1,708)	\$ (16,152)
Services provided for outsourced Laboratory testing created a negative variance in Laboratory.	Department Repairs	4,710	(13,475)
	EVS/Laundry	(1,706)	(7,391)
	Engineering/Plant/Communications	359	(3,434)
	Miscellaneous	(3,868)	(3,169)
	Laboratory	(8,283)	(768)
	Surgical Services	-	-
	Pharmacy	-	-
	Foundation	415	3,398
	Diagnostic Imaging Services - All	1,627	3,953
	Total	\$ (8,455)	\$ (37,038)
8) <u>Other Expenses</u>			
Transfer of Laboratory labor costs for IVCH tests performed in the TFH Lab and Foundation Stewardship expenses created a negative variance in Miscellaneous.	Miscellaneous	\$ (3,008)	\$ (52,374)
	Outside Training & Travel	1,486	(16,362)
	Equipment Rent	2,828	(1,306)
	Insurance	(78)	(620)
	Other Building Rent	(273)	(546)
	Physician Services	-	-
	Multi-Specialty Clinics Bldg Rent	-	3,493
	Marketing	3,483	4,187
	Dues and Subscriptions	431	5,634
	Utilities	(30)	15,700
	Total	\$ 4,839	\$ (42,192)
9) <u>Donations</u>			
Capital Campaign donations fell short of budget estimations, creating a negative variance in Donations.	Total	\$ (43,711)	\$ (336,230)
10) <u>Gain/(Loss) on Sale</u>			
	Total	\$ -	\$ -
11) <u>Depreciation Expense</u>			
	Total	\$ 1,836	\$ 508

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS

	AUDITED FYE 2018		BUDGET FYE 2019	PROJECTED FYE 2019	ACTUAL MAR 2019	PROJECTED MAR 2019	DIFFERENCE	ACTUAL 1ST QTR	ACTUAL 2ND QTR	ACTUAL 3RD QTR	PROJECTED 4TH QTR
Net Operating Rev/(Exp) - EBIDA	\$ 9,897,289		\$ 8,876,838	\$ 20,978,679	\$ 2,350,210	\$ 944,180	\$ 1,406,030	\$ 7,158,158	\$ 5,194,676	\$ 6,480,381	\$ 2,145,464
Interest Income	667,478		1,232,724	1,298,484	-	-	-	231,207	334,416	357,861	375,000
Property Tax Revenue	6,938,847		6,965,000	7,035,195	-	-	-	442,497	91,633	4,001,065	2,500,000
Donations	1,449,325		800,000	639,746	107,211	50,000	57,211	-	101,348	323,398	215,000
Debt Service Payments	(2,078,463)		(3,058,371)	(4,521,185)	(344,735)	(353,249)	8,513	(1,012,051)	(885,417)	(906,773)	(1,716,945)
Property Purchase Agreement	-		-	(270,644)	(67,661)	(67,661)	-	-	-	(67,661)	(202,983)
2018 Municipal Lease	(103,515)		-	(1,148,646)	(143,111)	(143,111)	-	-	(289,982)	(429,333)	(429,332)
Copier	(11,482)		(11,520)	(24,168)	(1,059)	(5,380)	4,321	(2,714)	(2,633)	(2,680)	(16,140)
2017 VR Demand Bond	(319,664)		(1,401,687)	(1,436,754)	-	-	-	(598,045)	(181,510)	-	(657,199)
2015 Revenue Bond	(1,643,802)		(1,645,164)	(1,640,974)	(132,905)	(137,097)	4,192	(411,292)	(411,292)	(407,099)	(411,291)
Physician Recruitment	(160,536)		(187,500)	(165,863)	-	-	-	(145,863)	-	-	(20,000)
Investment in Capital											
Equipment	(2,766,680)		(2,911,369)	(2,911,369)	(29,122)	(100,000)	70,878	(936,378)	(630,052)	(103,652)	(1,241,287)
Municipal Lease Reimbursement	219,363		-	3,580,291	-	30,000	(30,000)	-	2,181,136	669,155	730,000
IT/EMR/Business Systems	(4,182,129)		(3,986,507)	(3,986,507)	(383,320)	(470,000)	86,680	(844,873)	(320,860)	(1,286,552)	(1,534,222)
Building Projects/Properties	(4,415,940)		(15,438,772)	(15,438,772)	(1,317,819)	(2,710,006)	1,392,187	(1,819,774)	(3,259,281)	(3,569,345)	(6,790,371)
Capital Investments	(475,000)		(452,000)	(916,898)	(421,681)	(422,000)	319	-	-	(916,898)	-
Change in Accounts Receivable	(6,540,593)	N1	3,103,131	889,595	1,223,471	579,903	643,567	(8,013,339)	(21,877)	2,428,518	6,496,294
Change in Settlement Accounts	6,898,578	N2	1,609,698	3,360,330	(2,241,442)	(2,560,065)	318,623	853,760	(1,592,487)	(1,425,097)	5,524,154
Change in Other Assets	(6,700,275)	N3	(2,812,500)	(1,866,028)	35,569	(185,000)	220,569	(1,651,139)	(931,178)	1,001,739	(285,450)
Change in Other Liabilities	(857,461)	N4	375,000	333,019	1,328,185	(250,000)	1,578,185	694,254	(1,008,230)	1,346,995	(700,000)
Change in Cash Balance	(2,106,197)		(5,884,628)	8,308,719	306,526	(5,446,237)	5,752,763	(5,043,542)	(746,172)	8,400,795	5,697,637
Beginning Unrestricted Cash	72,911,743		70,805,546	70,805,546	73,110,101	73,110,101	-	70,805,546	65,762,004	65,015,832	73,416,627
Ending Unrestricted Cash	70,805,546		64,920,918	79,114,265	73,416,627	67,663,864	5,752,763	65,762,004	65,015,832	73,416,627	79,114,265
Expense Per Day	414,300		448,115	457,597	456,698	447,106	9,592	432,620	454,586	456,698	457,597
Days Cash On Hand	171		145	173	161	151	9	152	143	161	173

Footnotes:

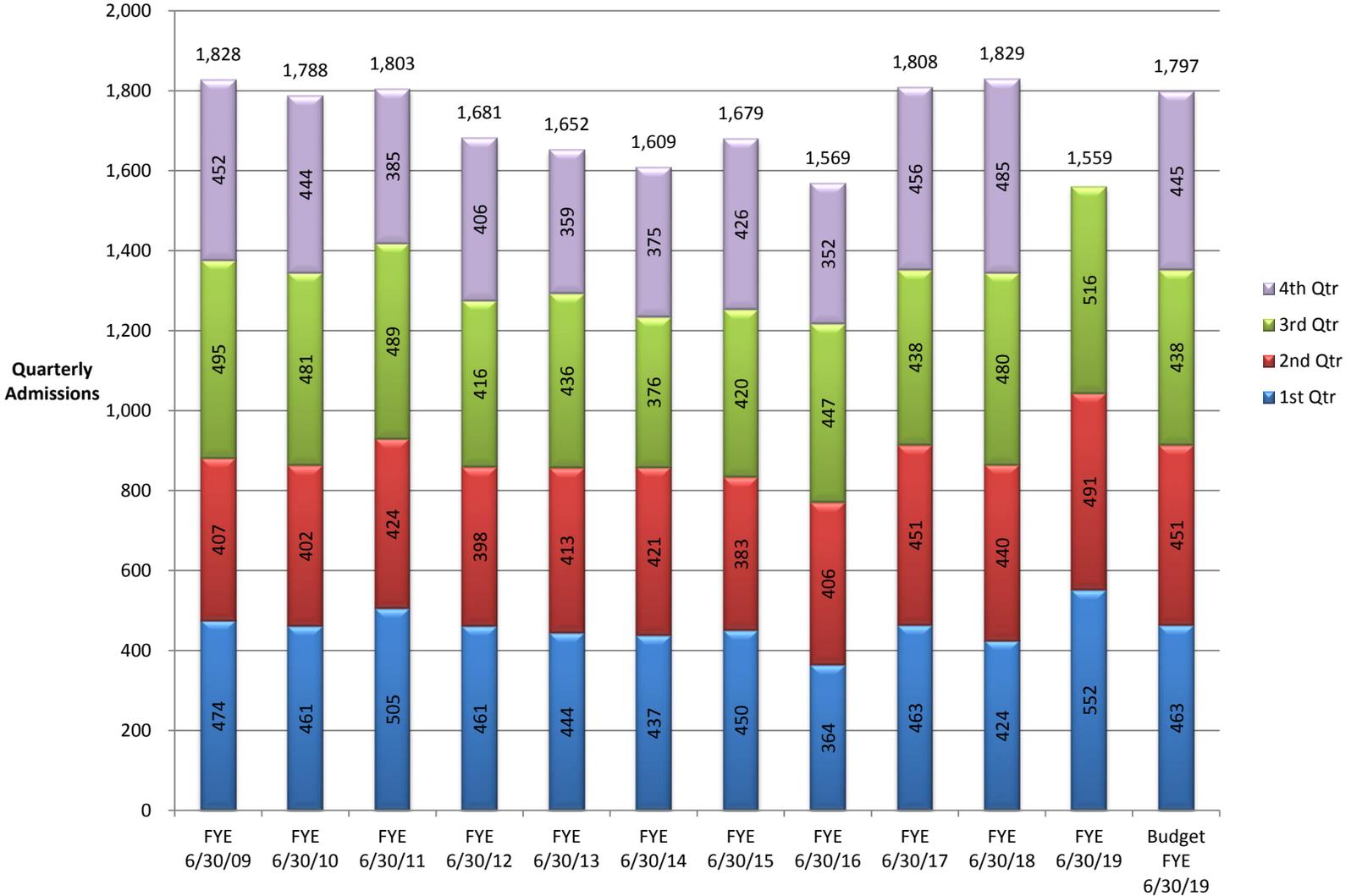
N1 - Change in Accounts Receivable reflects the 60 day delay in collections.

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

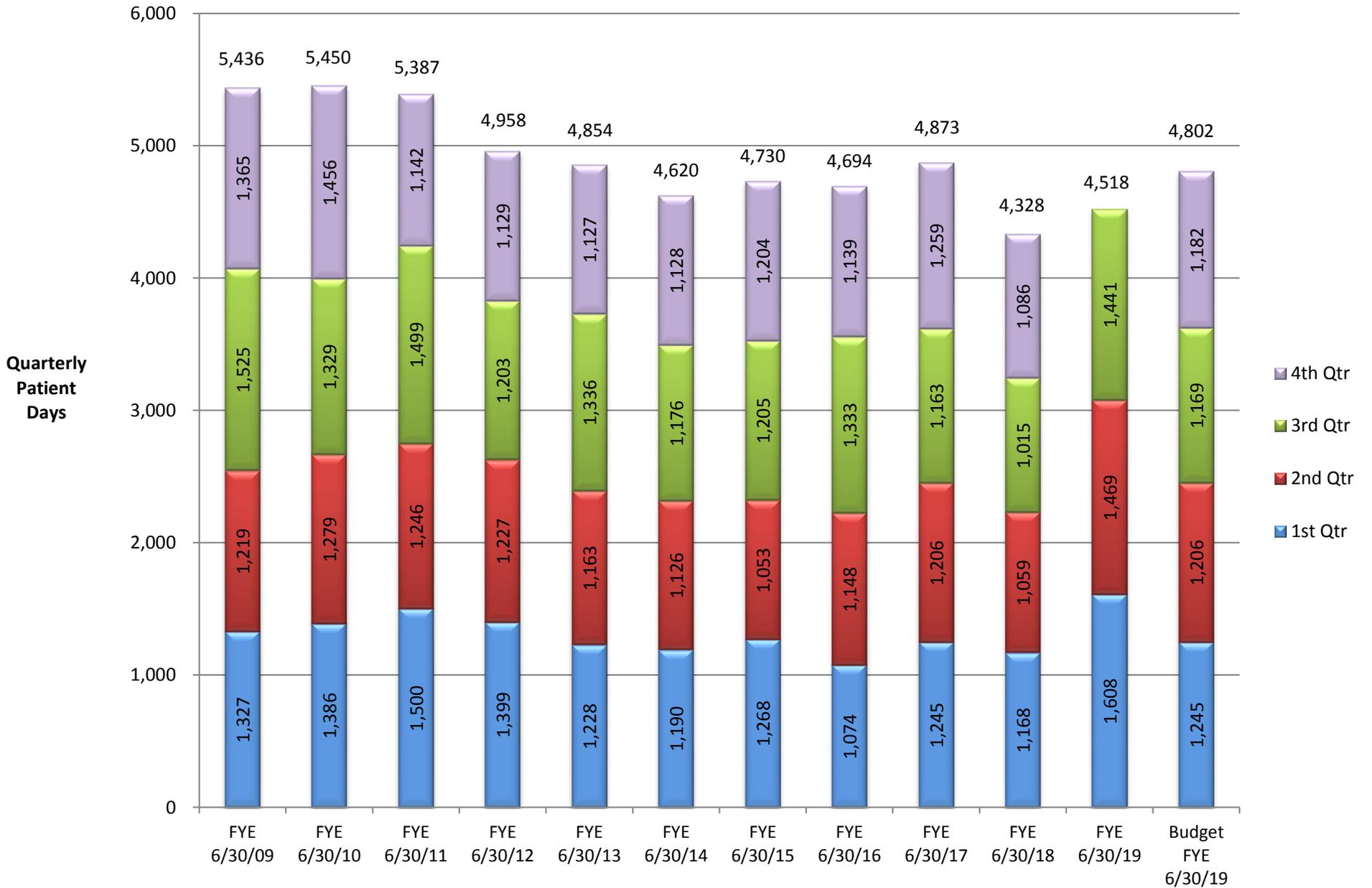
N3 - Change in Other Assets reflect fluctuations in asset accounts on the Balance Sheet that effect cash. For example, an increase in prepaid expense immediately effects cash but not EBIDA.

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.

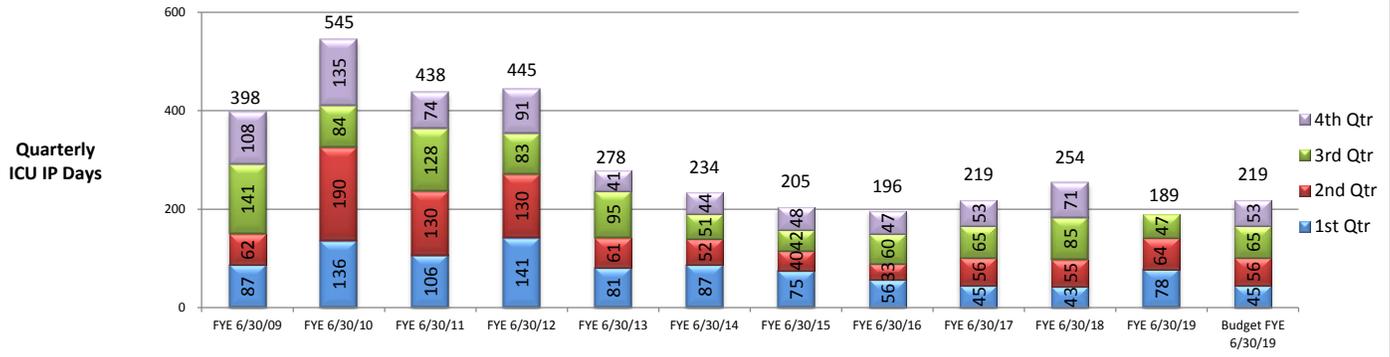
TOTAL TFH ADMISSIONS



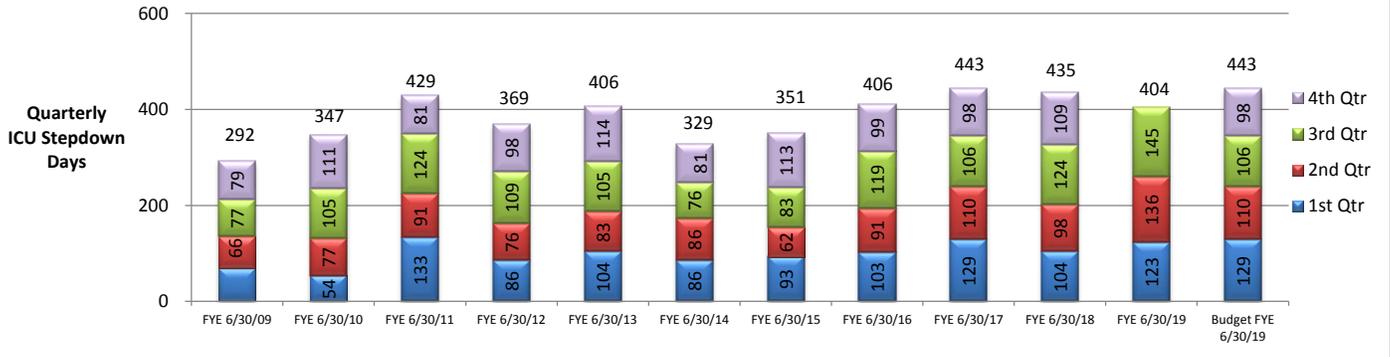
TOTAL TFH PATIENT DAYS



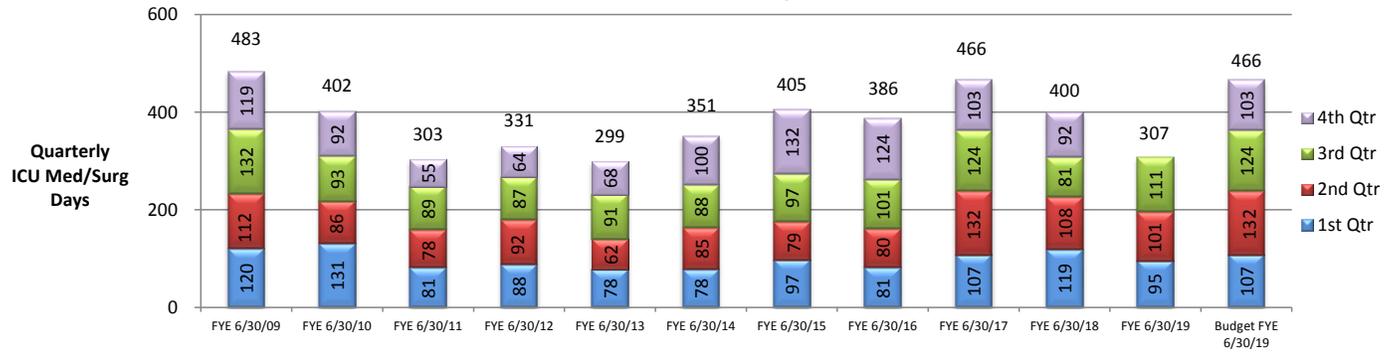
TOTAL TFH ICU INPATIENT DAYS



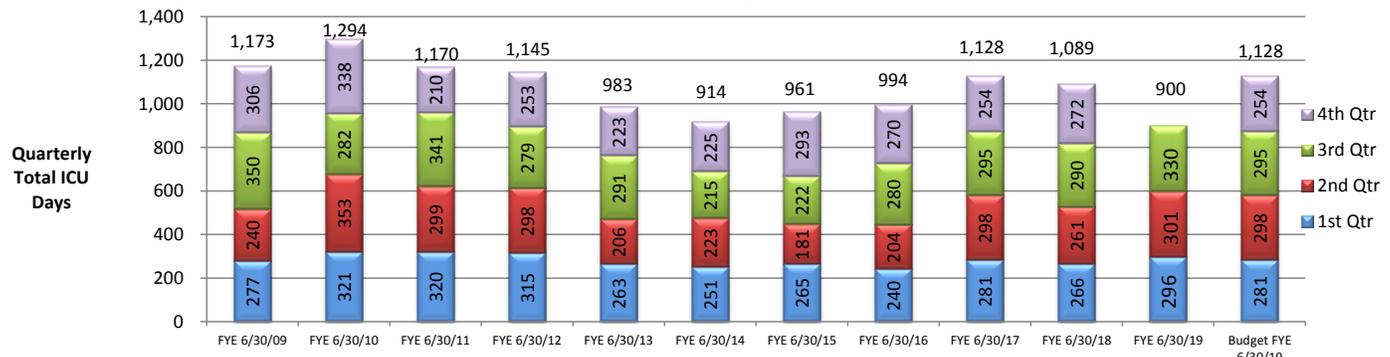
TOTAL TFH ICU STEPDOWN DAYS



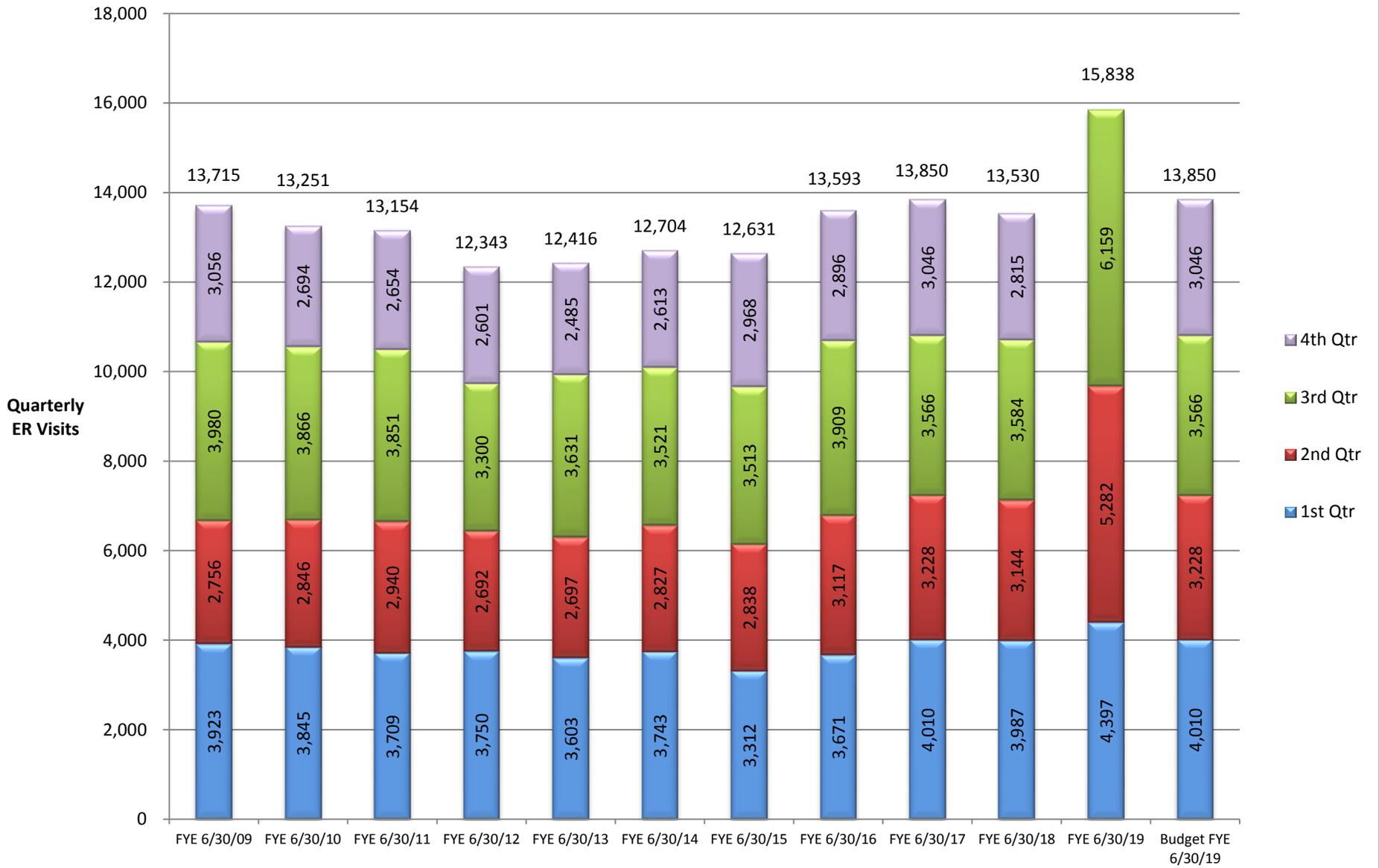
TOTAL TFH ICU MED/SURG DAYS



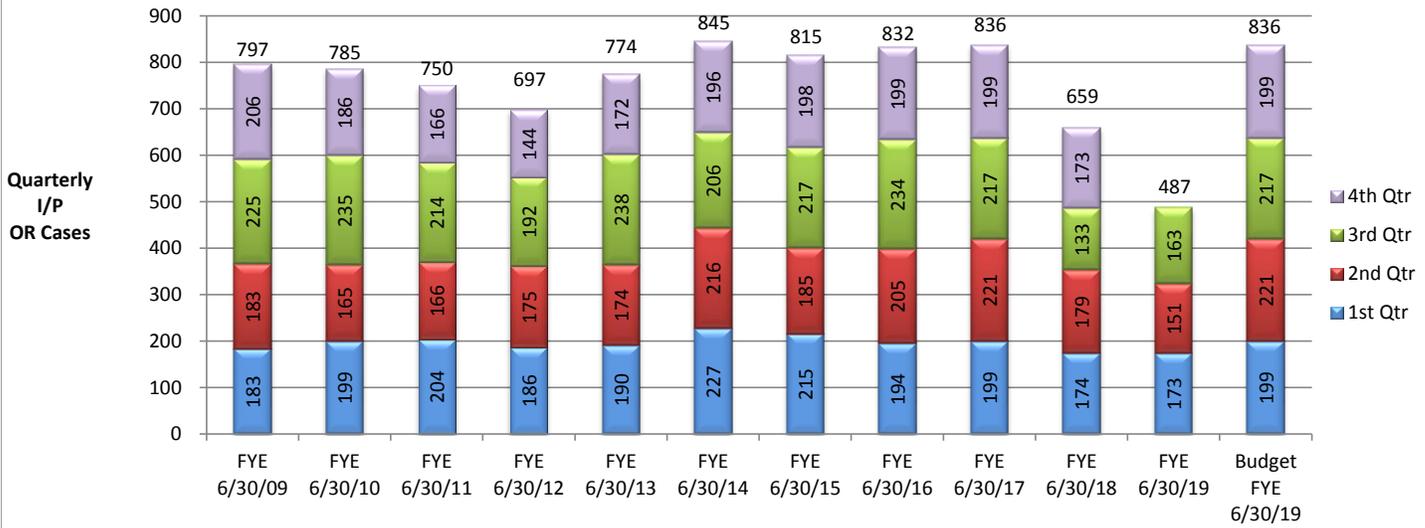
TOTAL TFH ICU DAYS



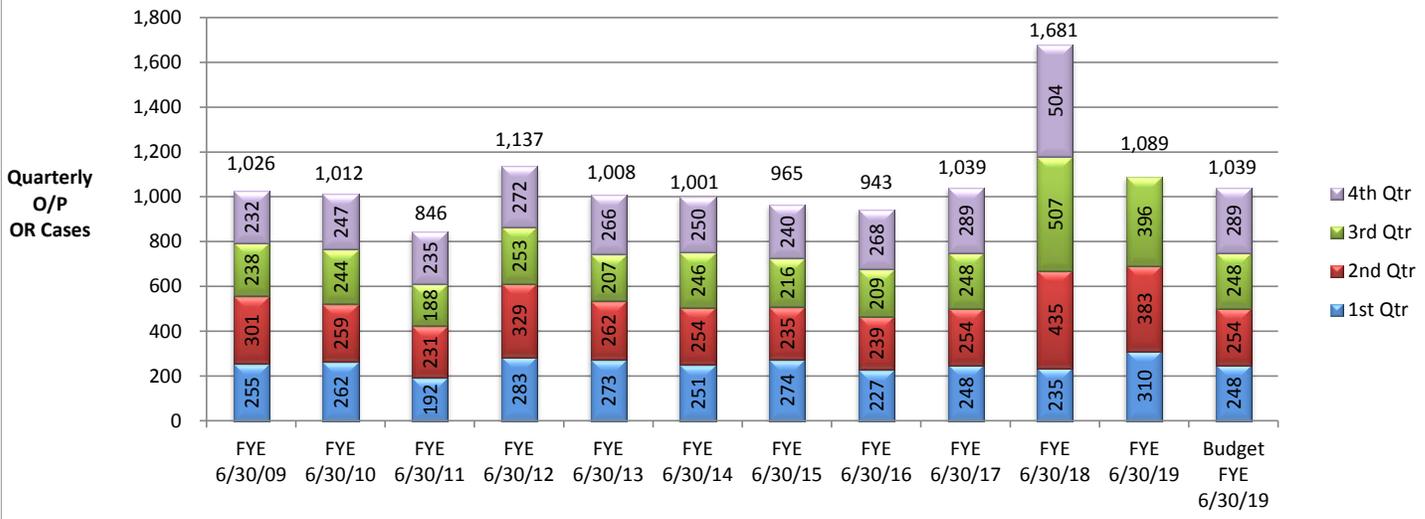
TOTAL TFH ER VISITS



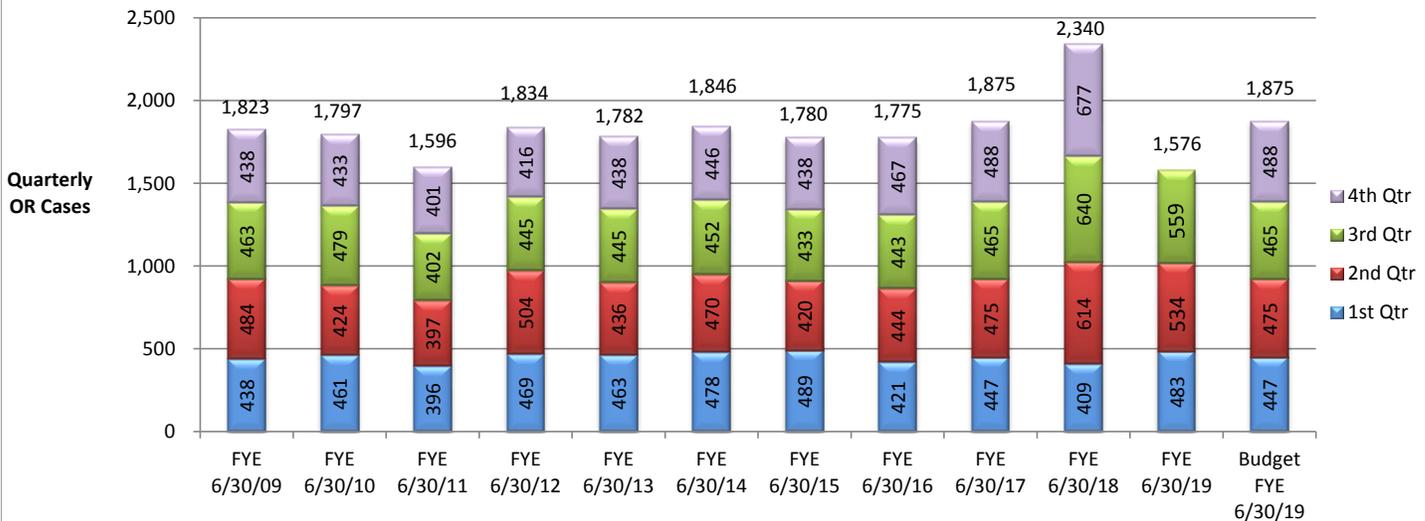
TOTAL TFH INPATIENT OR CASES



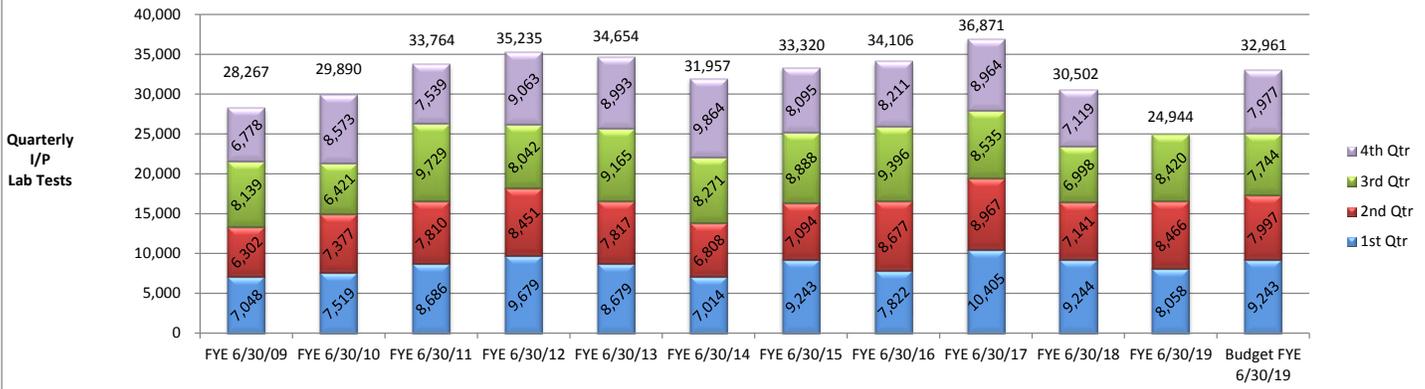
TOTAL TFH OUTPATIENT OR CASES



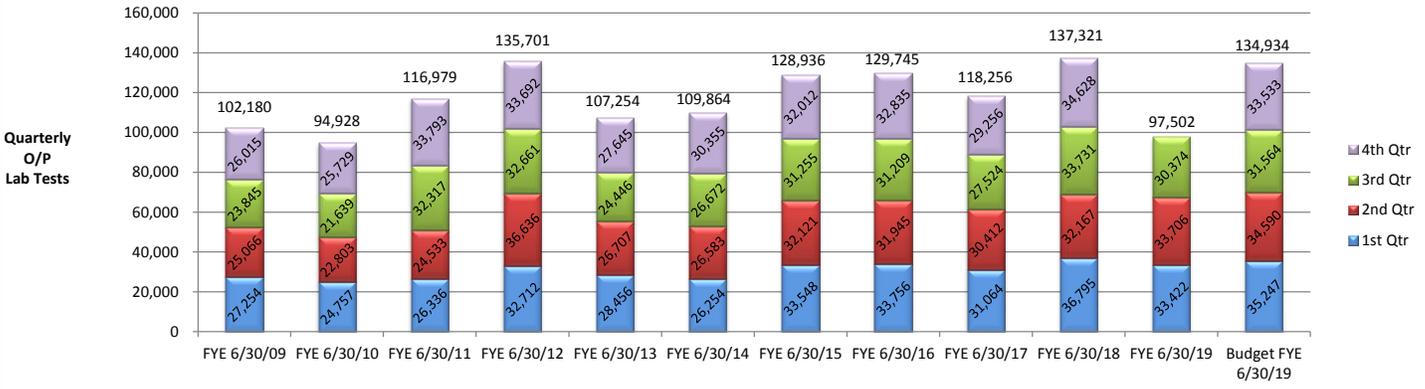
TOTAL TFH OR CASES



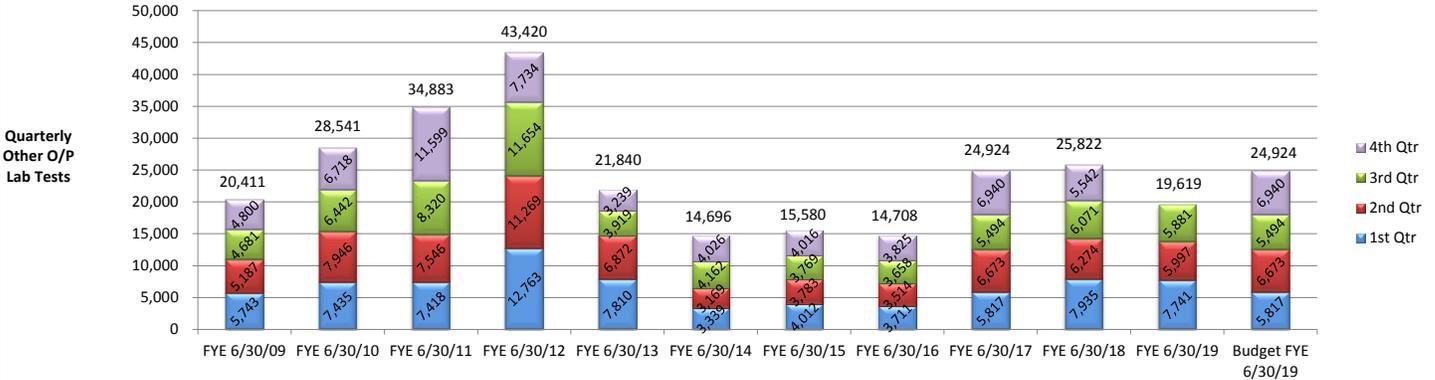
TOTAL TFH INPATIENT LAB TESTS



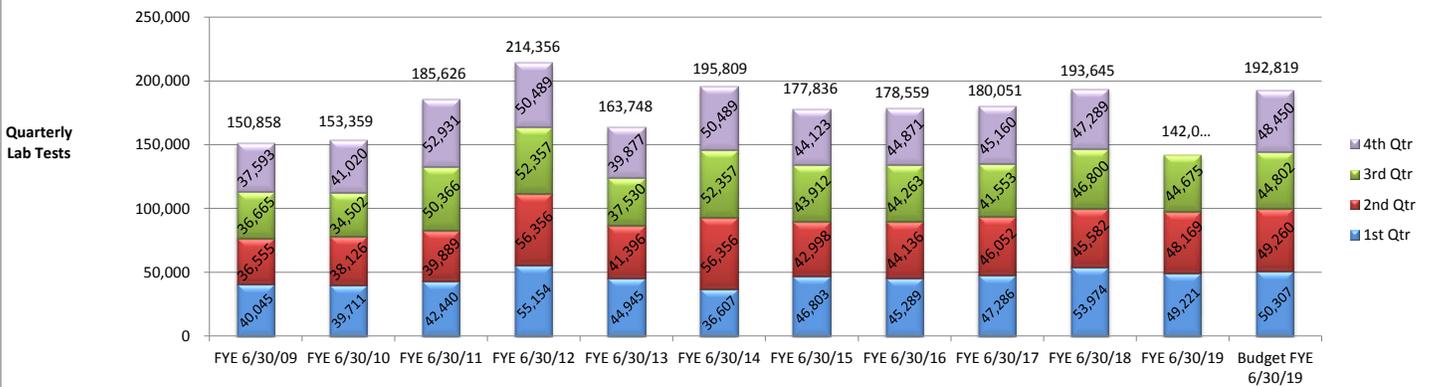
TOTAL TFH OUTPATIENT LAB TESTS



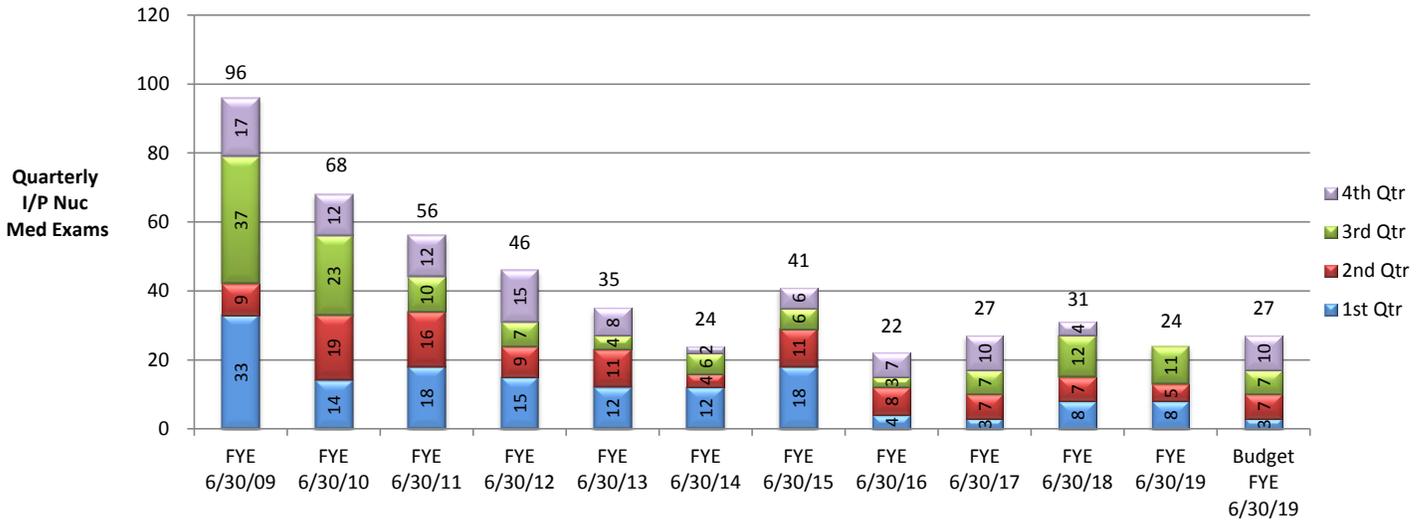
TOTAL TFH OTHER OUTPATIENT LAB TESTS



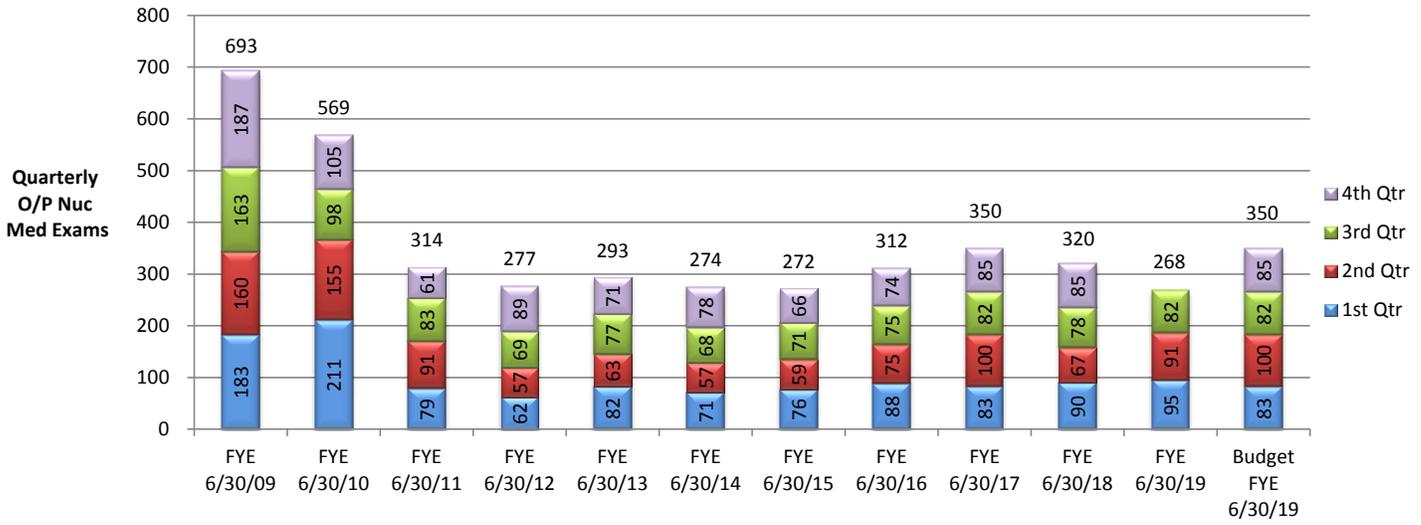
TOTAL TFH LAB TESTS



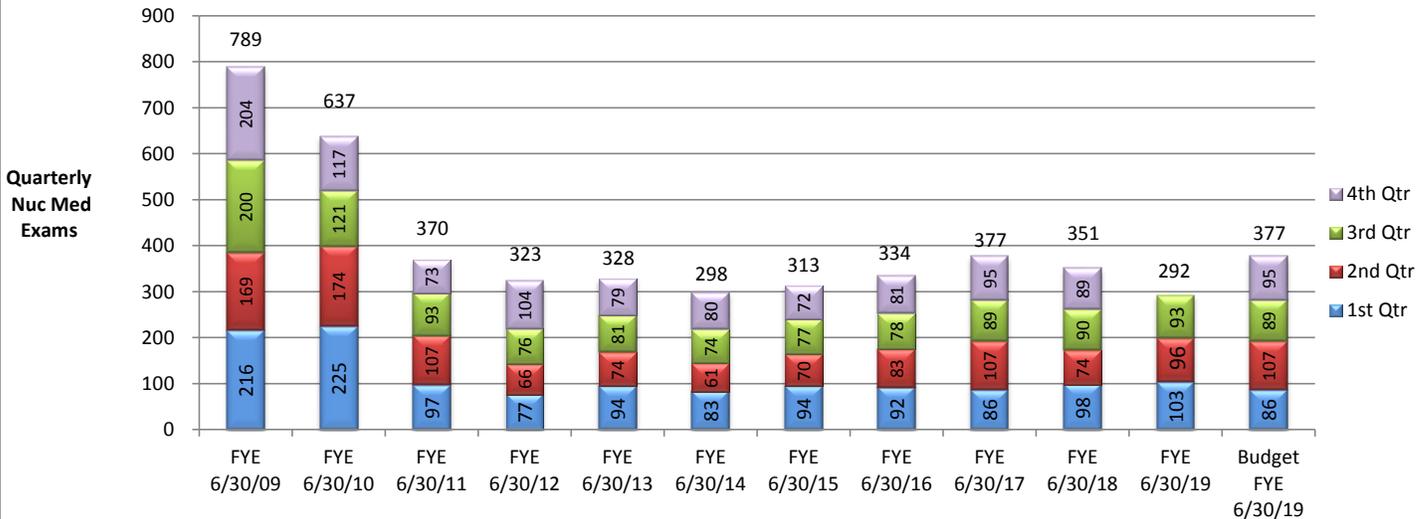
TOTAL TFH NUCLEAR MEDICINE INPATIENT EXAMS



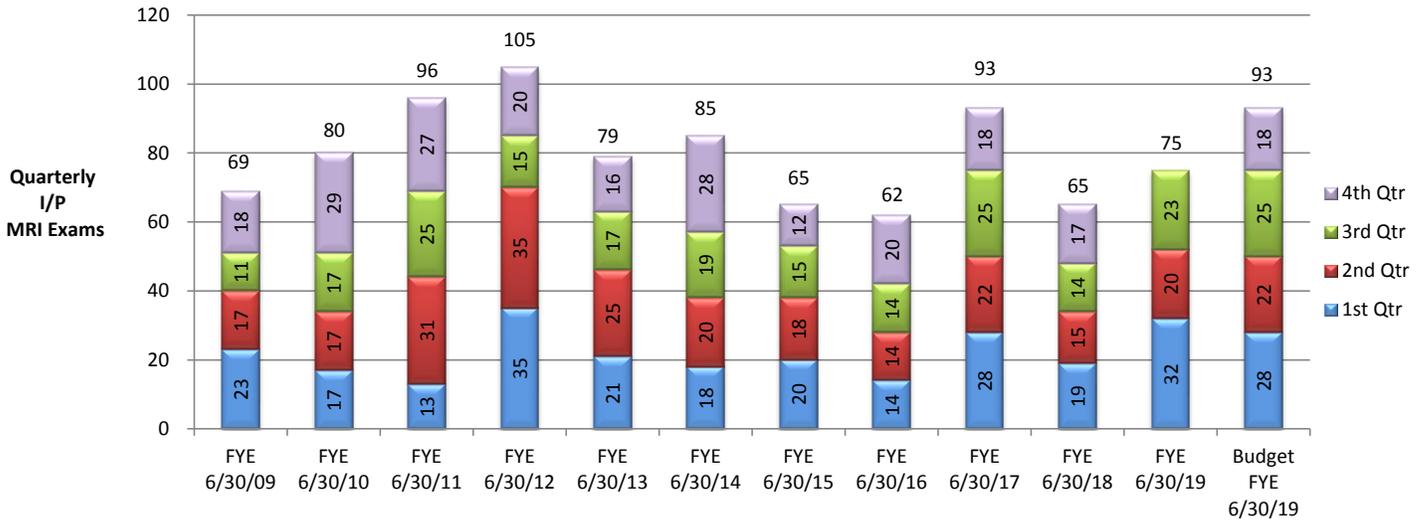
TOTAL TFH NUCLEAR MEDICINE OUTPATIENT EXAMS



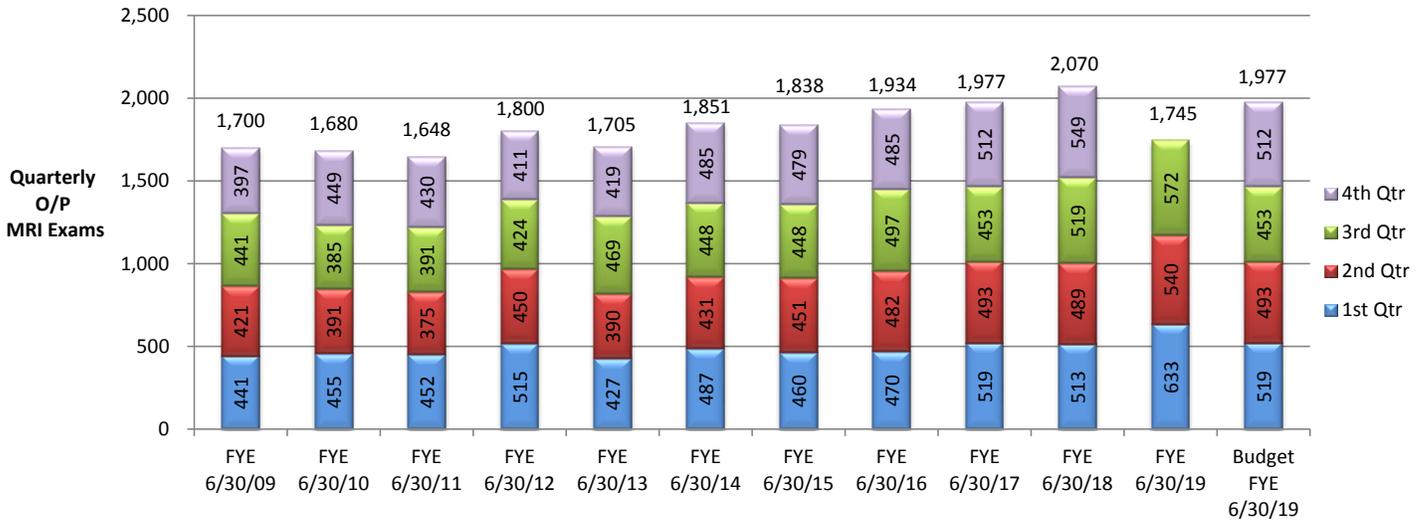
TOTAL TFH NUCLEAR MEDICINE EXAMS



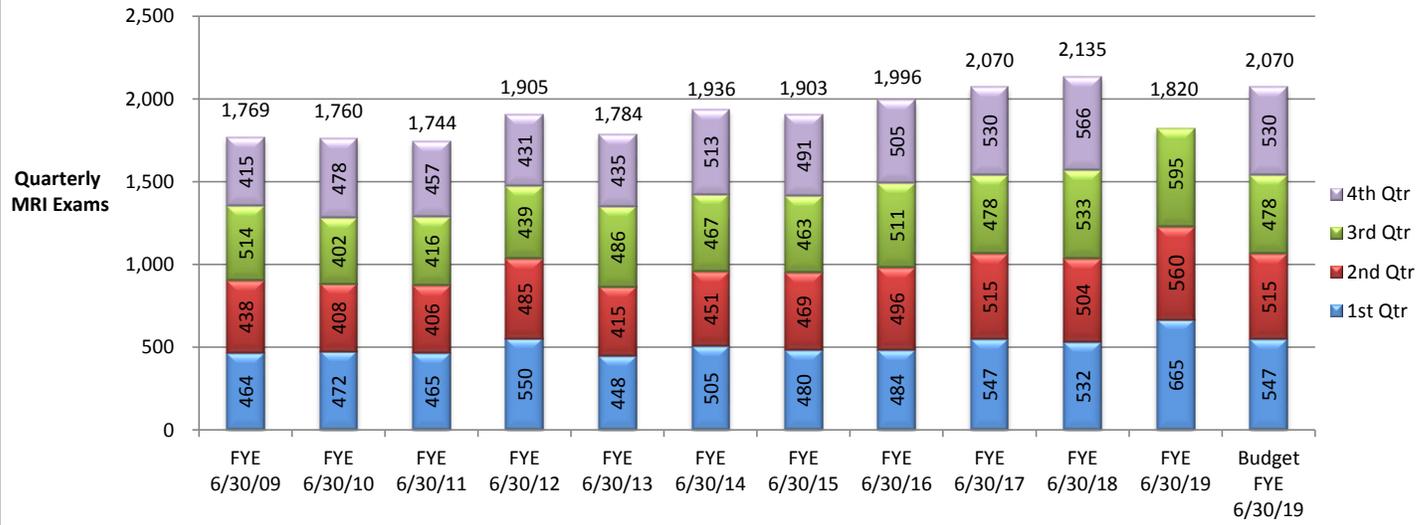
TOTAL TFH MRI INPATIENT EXAMS



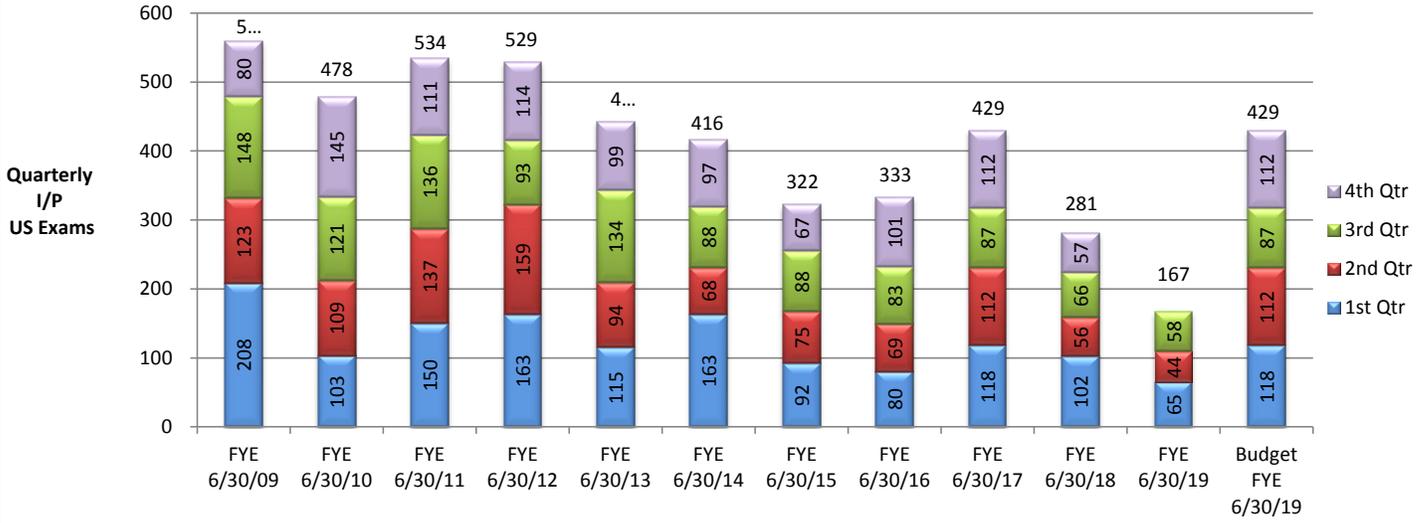
TOTAL TFH MRI OUTPATIENT EXAMS



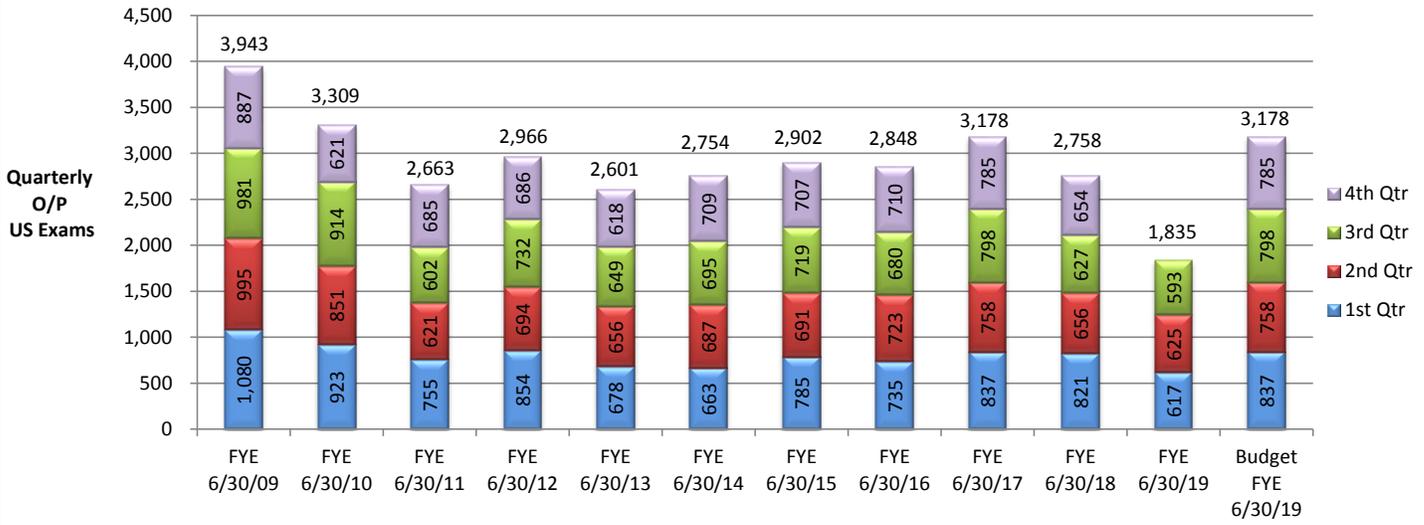
TOTAL TFH MRI EXAMS



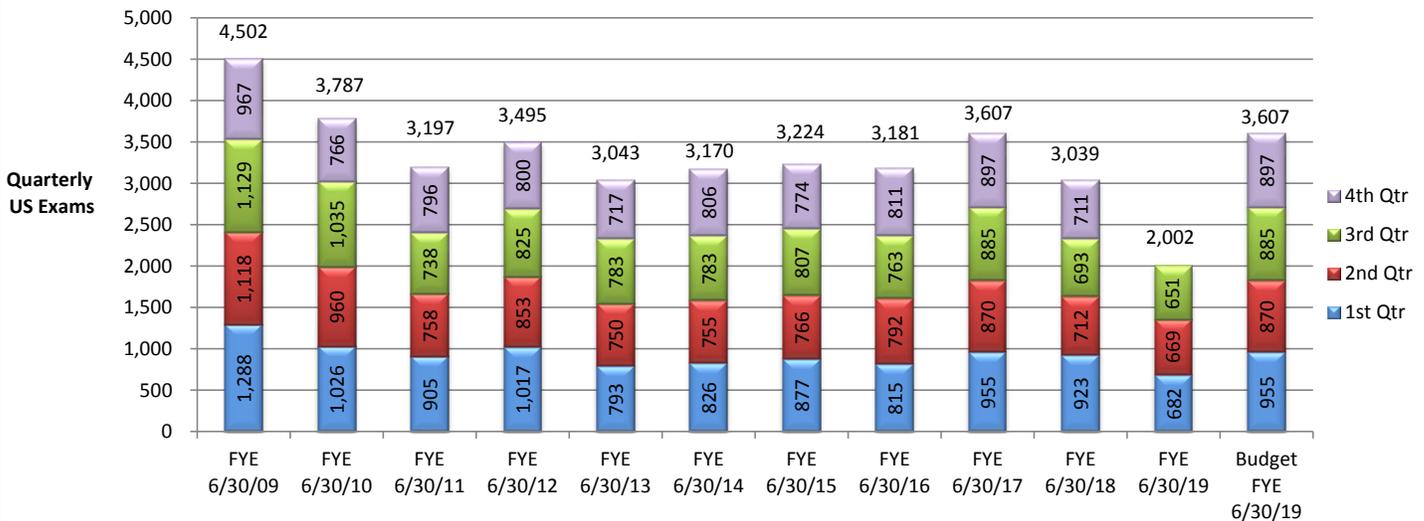
TOTAL TFH ULTRASOUND INPATIENT EXAMS



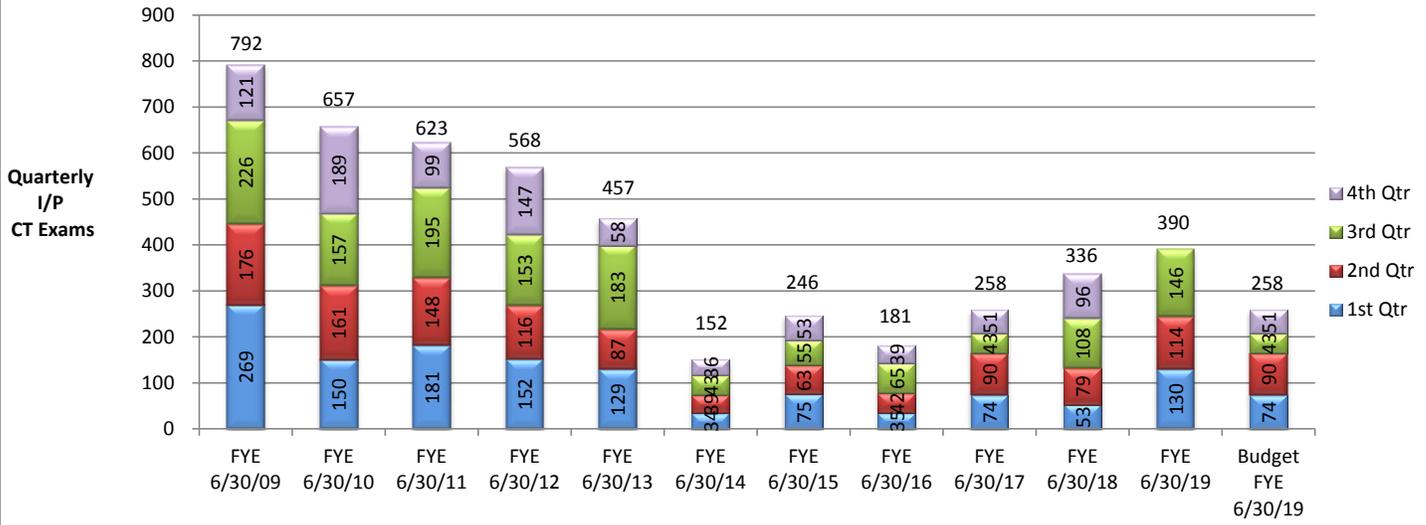
TOTAL TFH ULTRASOUND OUTPATIENT EXAMS



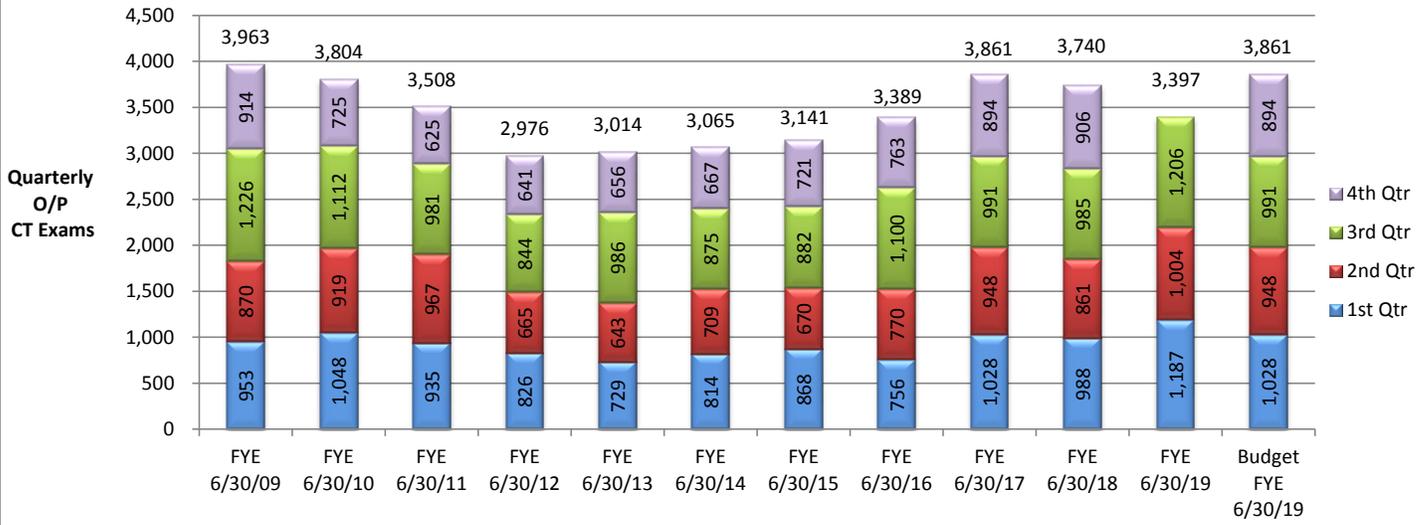
TOTAL TFH ULTRASOUND EXAMS



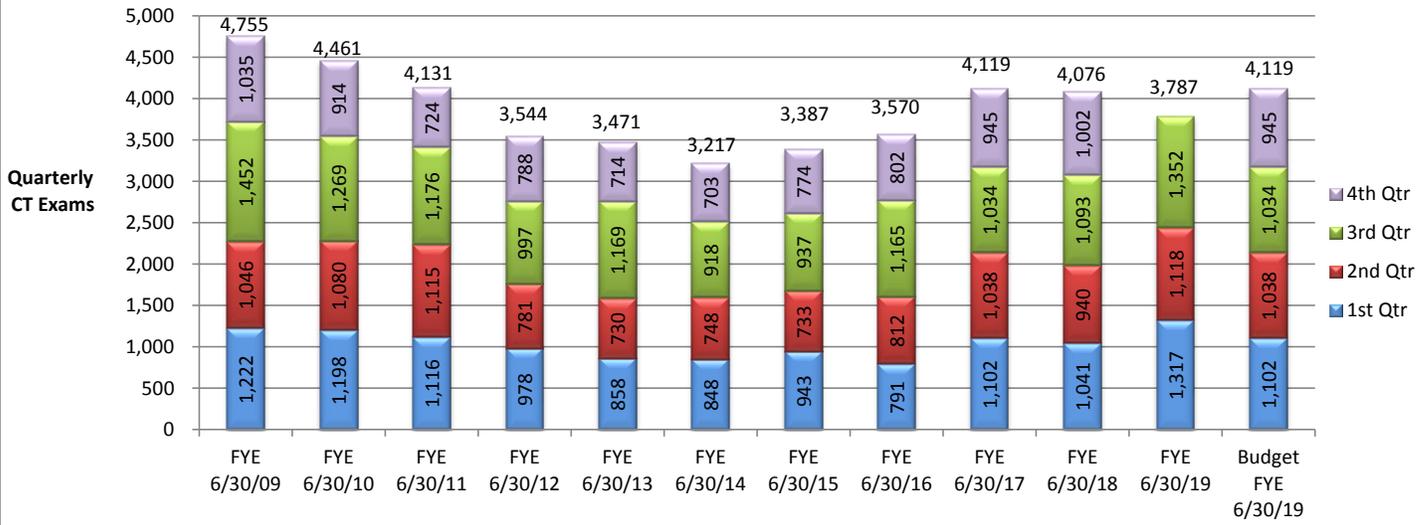
TOTAL TFH CT INPATIENT EXAMS



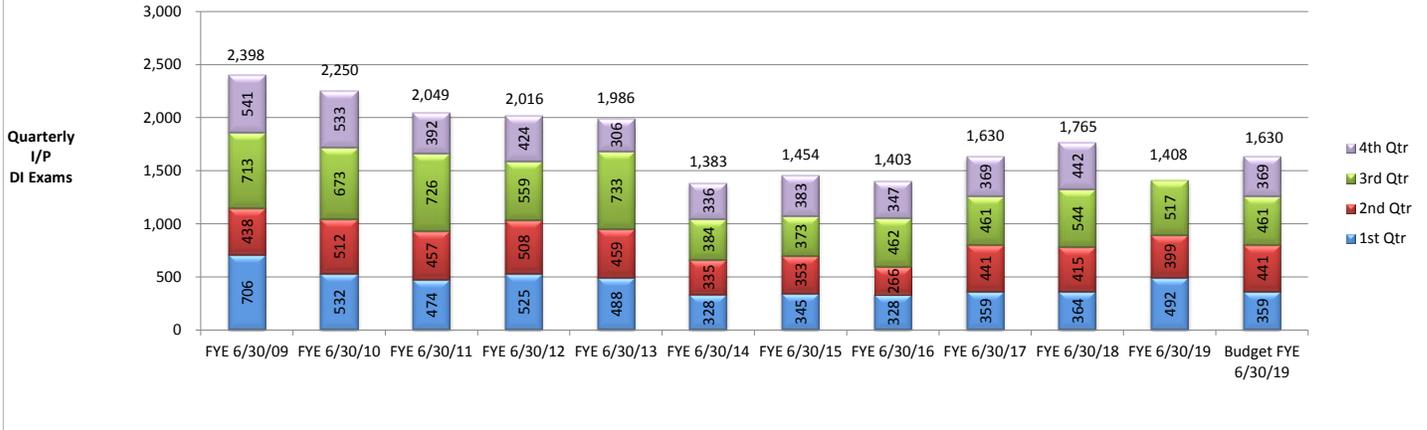
TOTAL TFH CT OUTPATIENT EXAMS



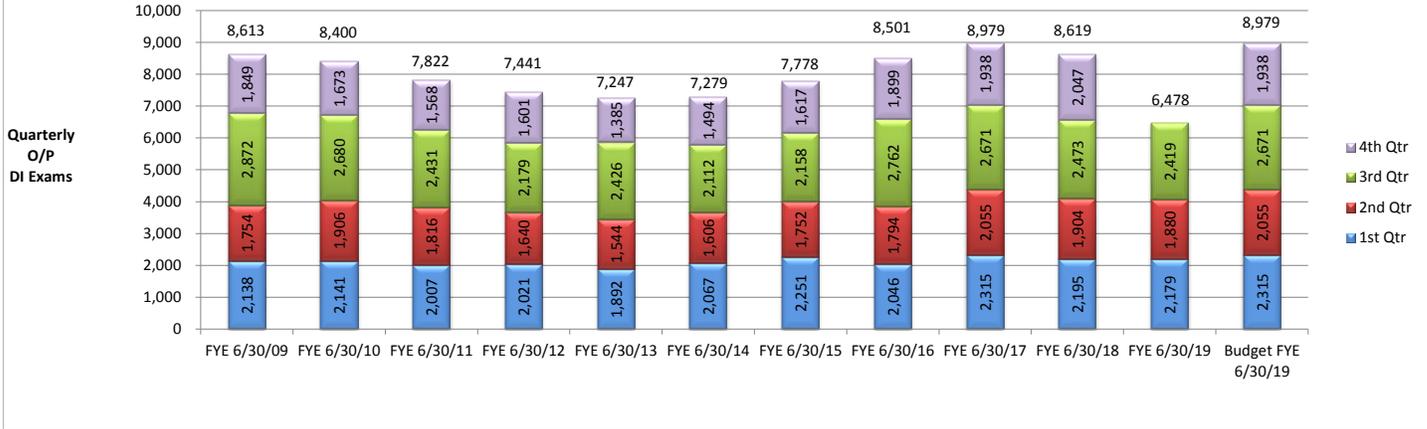
TOTAL TFH CT EXAMS



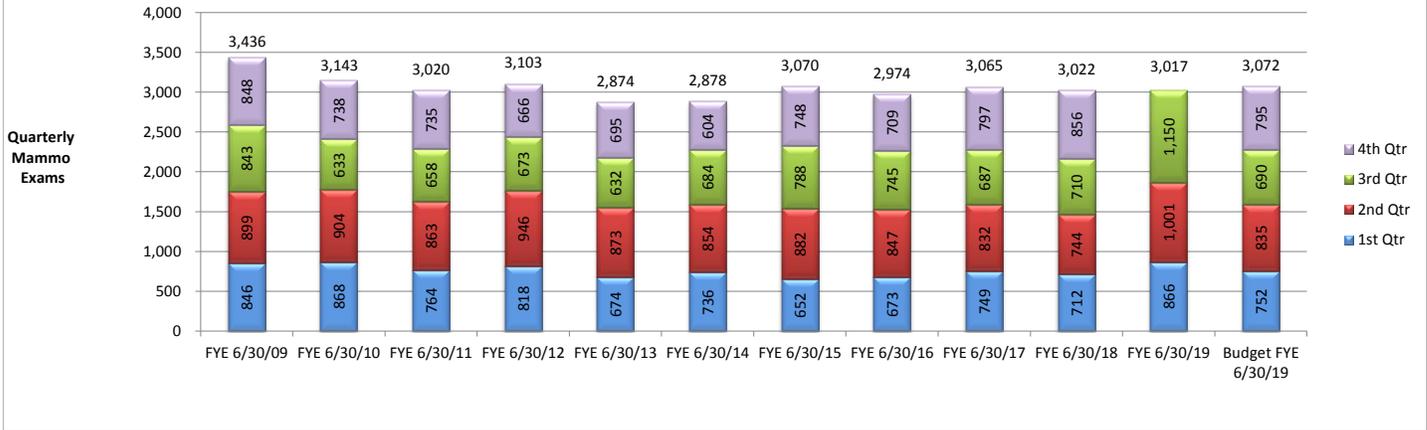
TOTAL TFH INPATIENT DIAGNOSTIC IMAGING EXAMS



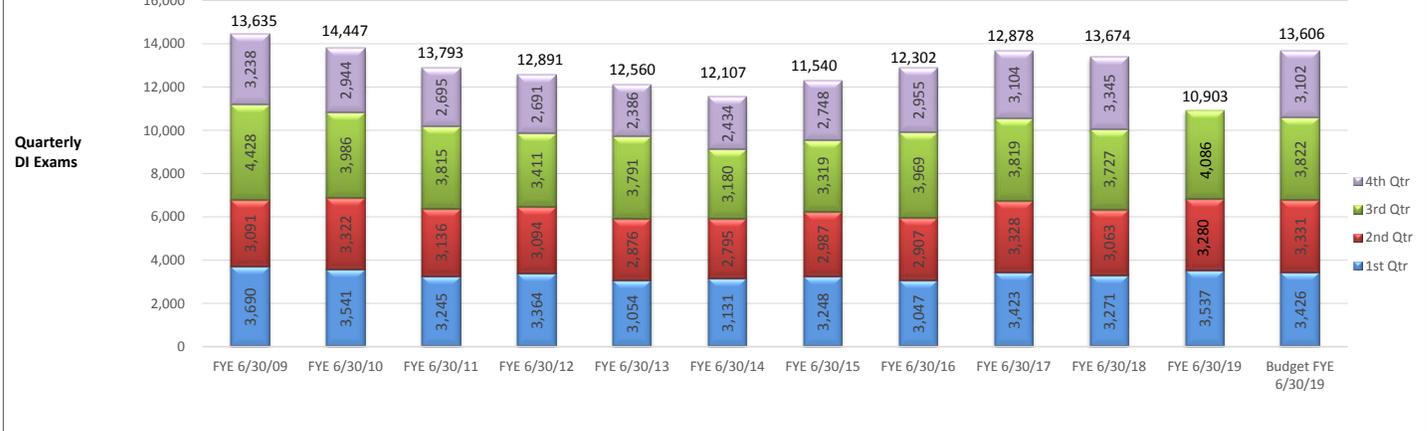
TOTAL TFH OUTPATIENT DIAGNOSTIC IMAGING EXAMS



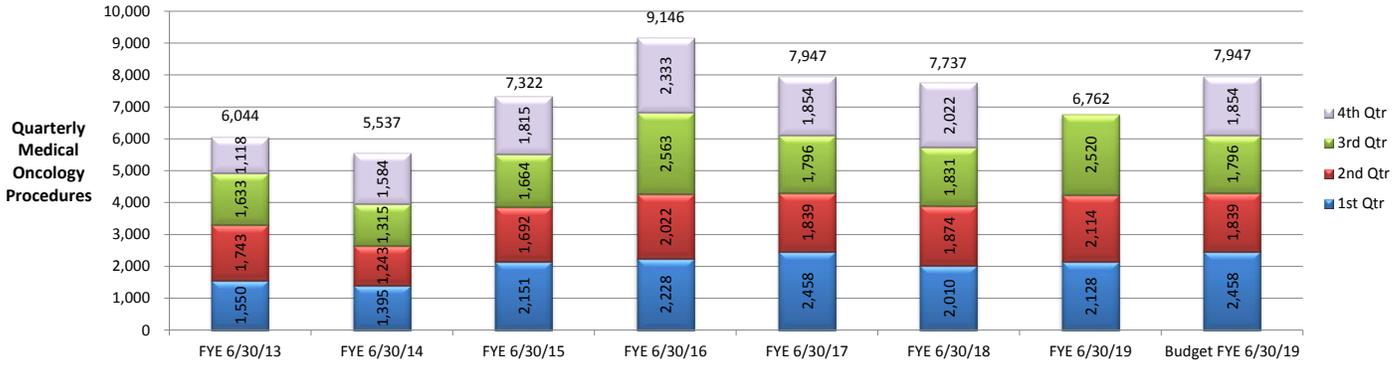
TOTAL TFH MAMMOGRAPHY EXAMS



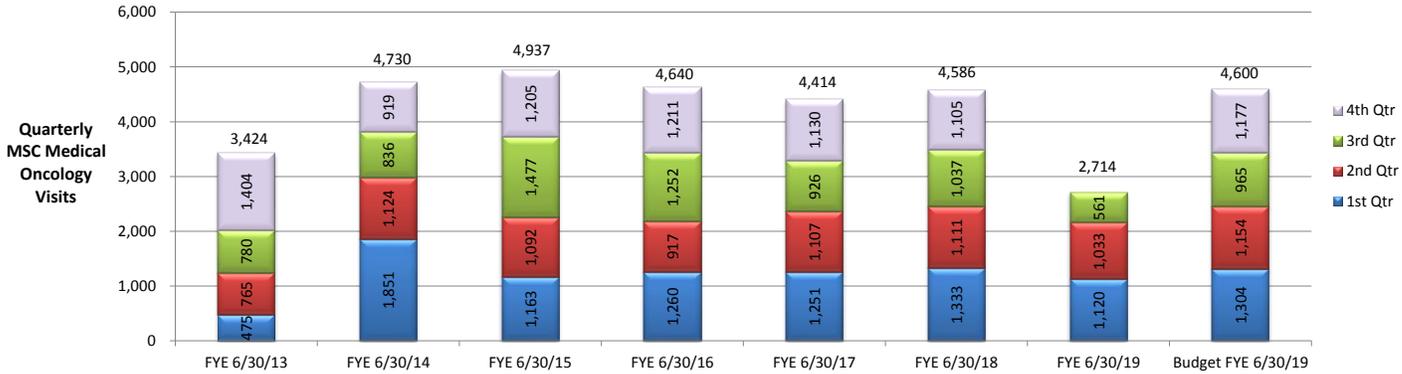
TOTAL TFH DIAGNOSTIC IMAGING EXAMS



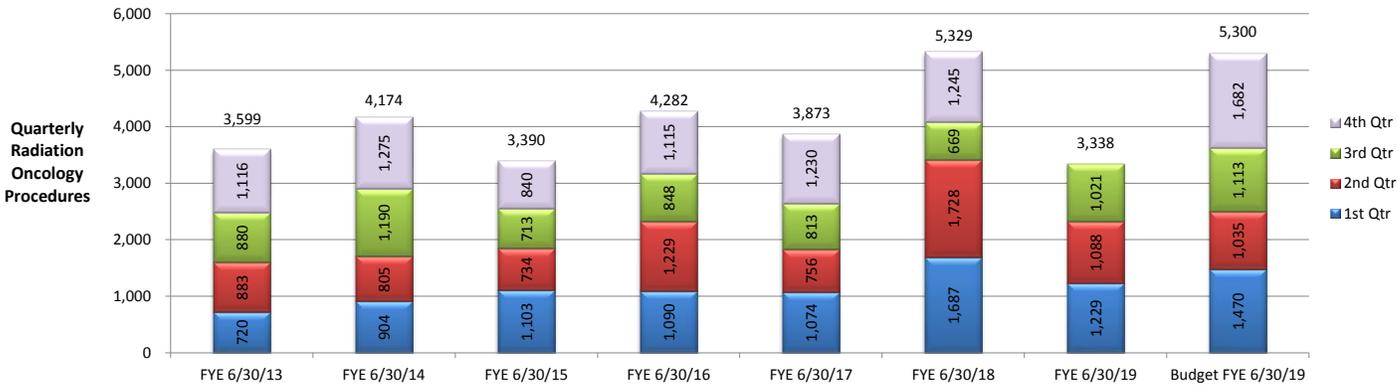
TOTAL TFH MEDICAL ONCOLOGY PROCEDURES



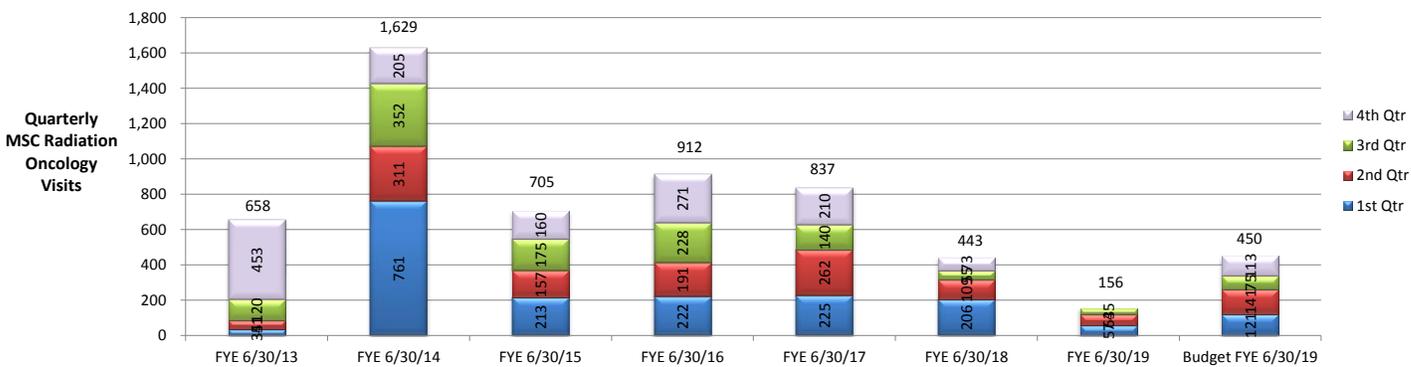
TOTAL TFH MSC MEDICAL ONCOLOGY VISITS



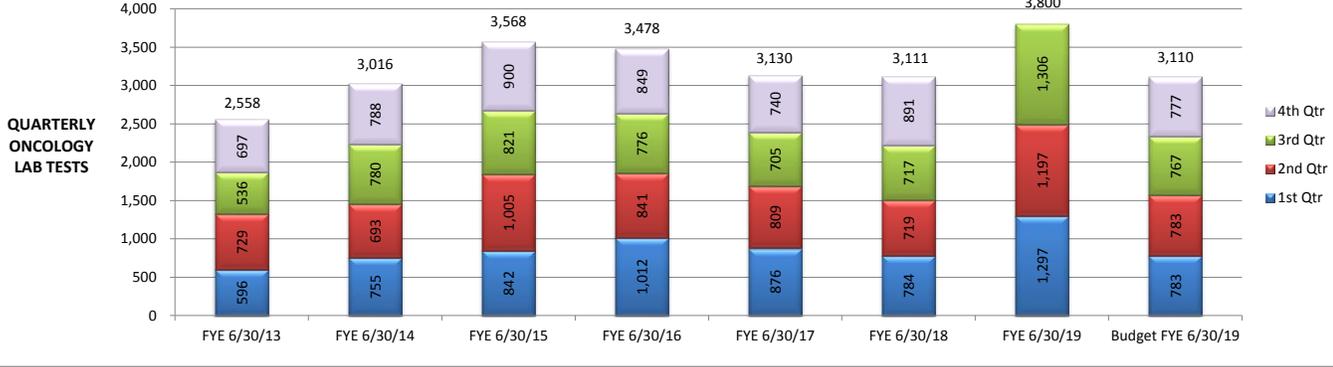
TOTAL TFH RADIATION ONCOLOGY PROCEDURES



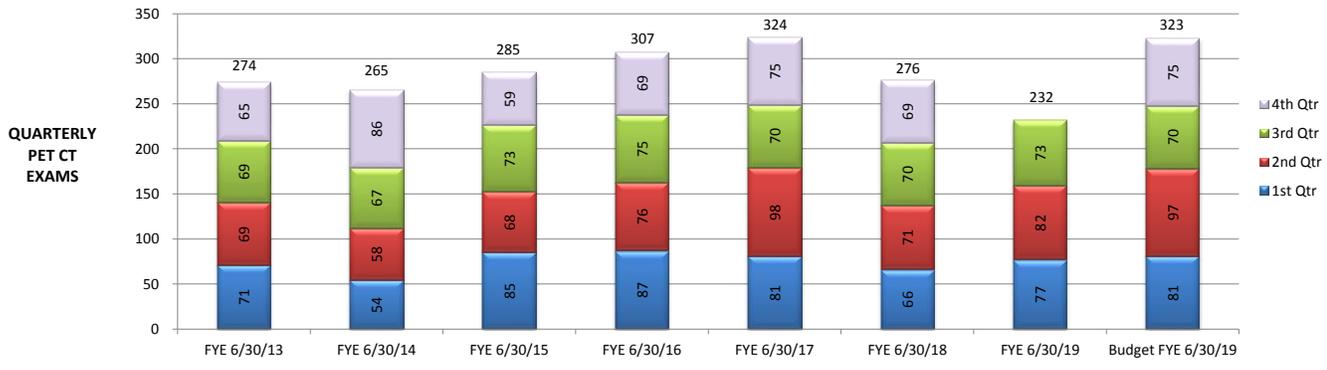
TOTAL TFH MSC RADIATION ONCOLOGY VISITS



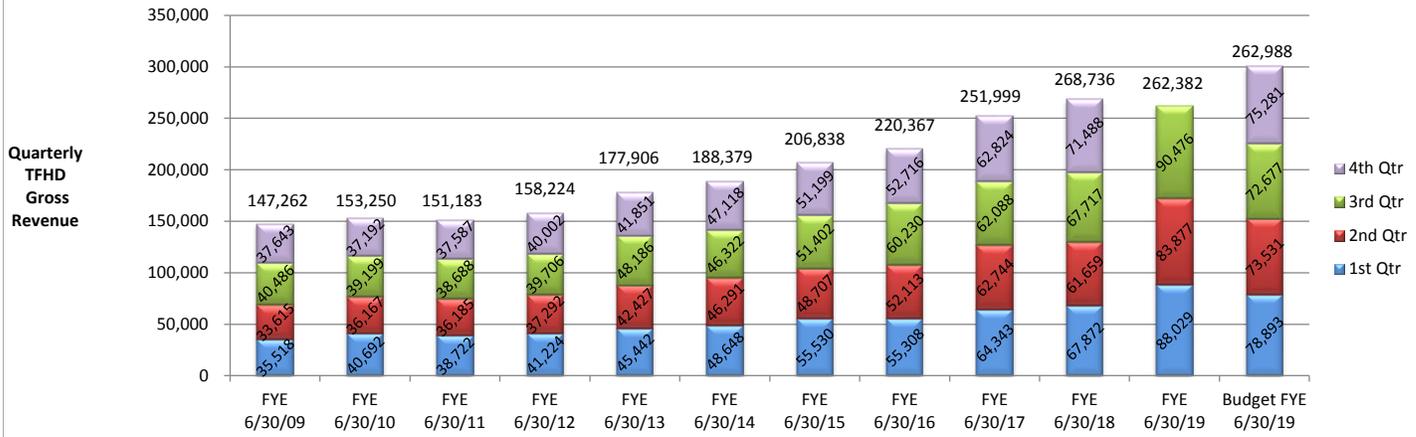
TOTAL TFH ONCOLOGY LABORATORY TESTS



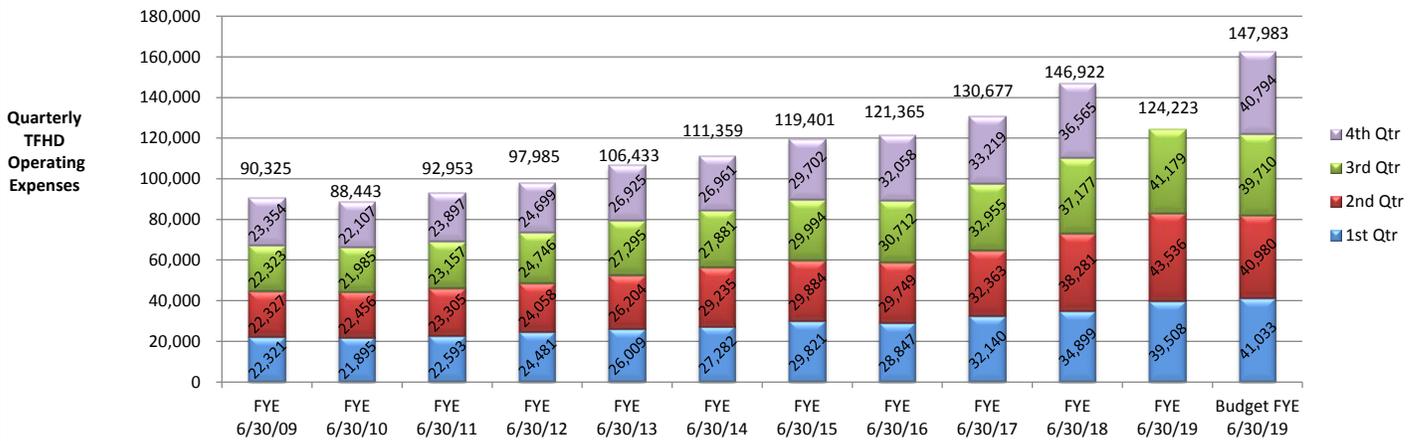
TOTAL TFH PET CT EXAMS



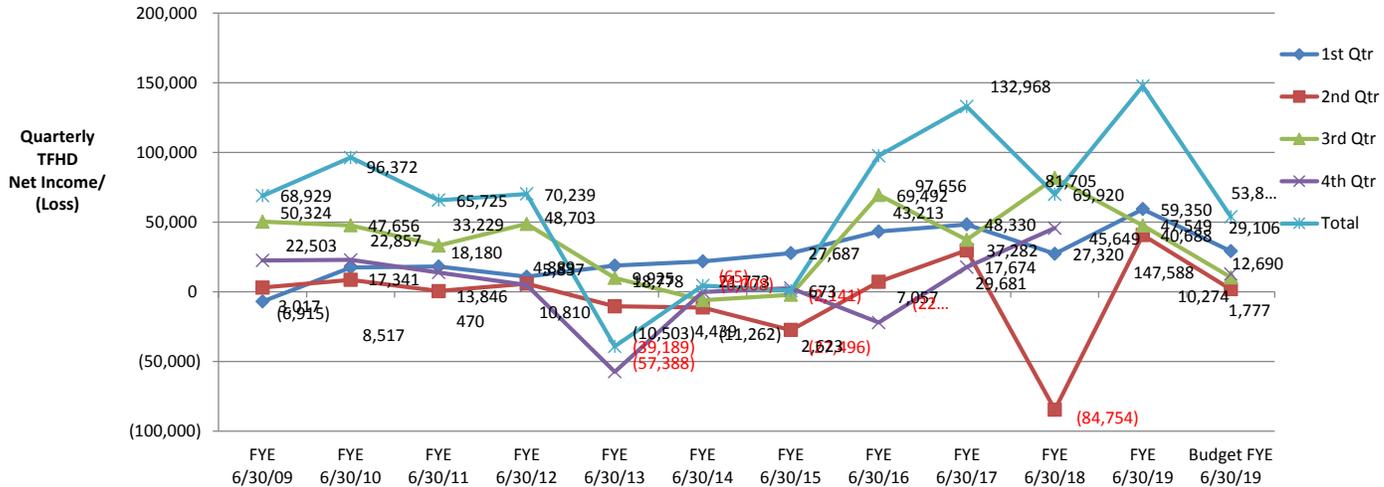
TAHOE FOREST HOSPITAL DISTRICT TOTAL GROSS REVENUE (In Thousands)



TAHOE FOREST HOSPITAL DISTRICT TOTAL OPERATING EXPENSES (In Thousands)



TAHOE FOREST HOSPITAL DISTRICT TOTAL NET INCOME/(LOSS) (In Hundreds)



**TAHOE FOREST HOSPITAL DISTRICT
SEPARATE BUSINESS ENTERPRISES
FOR THE NINE MONTHS ENDING MARCH 31, 2019**

	HOME HEALTH				HOSPICE			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018
Gross Operating Revenue	970,485	1,062,378	(91,893)	1,007,837	1,253,848	1,386,890	(133,042)	1,230,418
Deduction From Rev	185,490	203,053	17,564	417,285	116,380	128,729	12,349	434,964
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	784,995	859,325	(74,329)	590,553	1,137,468	1,258,161	(120,693)	795,455
<u>Operating Expense:</u>								
Salaries	582,216	459,943	(122,273)	530,064	235,966	351,254	115,288	175,920
Benefits	217,962	181,039	(36,923)	220,732	192,601	146,465	(46,137)	180,928
Professional Fees	216,634	90,000	(126,634)	-	26,713	27,000	288	17,658
Supplies	12,469	7,817	(4,652)	8,570	3,874	4,388	514	5,152
Purchased Services	45,597	44,100	(1,497)	40,040	88,218	49,950	(38,268)	57,859
Other Expenses	64,169	46,439	(17,730)	18,321	54,031	51,780	(2,251)	33,056
Total Operating Expenses	1,139,048	829,338	(309,710)	817,727	601,402	630,837	29,435	470,572
Net Operating Rev (Exp)	(354,053)	29,986	(384,039)	(227,174)	536,066	627,324	(91,258)	324,883
<u>Non - Operating Rev / (Exp)</u>								
Donations	4,725	5,850	(1,125)	7,900	30,049	18,750	11,299	6,945
Thrift Store Net Income	-	-	-	-	331,359	274,322	57,037	263,560
Employee Benefit - EE Discounts	-	-	-	-	-	-	-	-
Depreciation	(6,764)	(6,764)	-	(12,759)	(419)	(419)	-	(2,768)
Total Non-Operating Rev/(Exp)	(2,039)	(914)	(1,125)	(4,859)	360,989	292,653	68,336	267,737
Net Income/(Loss)	(356,092)	29,072	(385,164)	(232,033)	897,055	919,977	(22,922)	592,620

**TAHOE FOREST HOSPITAL DISTRICT
SEPARATE BUSINESS ENTERPRISES
FOR THE NINE MONTHS ENDING MARCH 31, 2019**

	CHILDRENS CENTER				OCCUPATIONAL HEALTH			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018
Gross Operating Revenue	772,456	720,139	52,317	711,393	881,329	607,699	273,630	626,994
Deduction From Rev	-	-	-	-	270,597	186,583	(84,013)	136,087
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	772,456	720,139	52,317	711,393	610,732	421,116	189,617	490,907
<u>Operating Expense:</u>								
Salaries	415,820	490,231	74,411	402,597	403,045	481,832	78,787	358,876
Benefits	346,352	280,960	(65,391)	232,260	272,885	224,822	(48,063)	156,971
Professional Fees	-	-	-	-	77,207	91,395	14,188	114,809
Supplies	16,713	26,009	9,295	27,313	15,732	20,842	5,111	19,820
Purchased Services	2,699	5,400	2,701	5,718	122,907	121,974	(933)	110,041
Other Expenses	32,912	32,845	(67)	25,914	40,577	37,161	(3,415)	30,149
Total Operating Expenses	814,496	835,445	20,949	693,803	932,352	978,026	45,675	790,666
Net Operating Rev (Exp)	(42,040)	(115,306)	73,266	17,591	(321,619)	(556,911)	235,291	(299,759)
<u>Non - Operating Rev / (Exp)</u>								
Donations	230	1,875	(1,645)	2,019	-	-	-	-
Thrift Store Net Income	-	-	-	-	-	-	-	-
Employee Benefit - EE Discounts	(231,561)	(221,453)	(10,108)	(214,763)	-	-	-	-
Depreciation	(22,557)	(24,959)	2,402	(25,711)	(185)	(185)	-	(185)
Total Non-Operating Rev/(Exp)	(253,888)	(244,537)	(9,351)	(238,455)	(185)	(185)	-	(185)
Net Income/(Loss)	(295,928)	(359,843)	63,915	(220,864)	(321,805)	(557,096)	235,291	(299,944)

**TAHOE FOREST HOSPITAL DISTRICT
SEPARATE BUSINESS ENTERPRISES
FOR THE NINE MONTHS ENDING MARCH 31, 2019**

	HEALTH CLINIC				RETAIL PHARMACY			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018
Gross Operating Revenue	489,276	487,084	2,192	481,291	2,261,824	1,902,443	359,382	1,894,239
Deduction From Rev	210,780	209,836	(944)	202,374	553,921	445,873	(108,047)	464,088
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	278,496	277,248	1,248	278,917	1,707,904	1,456,569	251,334	1,430,150
Operating Expense:								
Salaries	116,984	178,442	61,458	121,050	362,452	302,096	(60,355)	313,075
Benefits	92,410	79,634	(12,776)	79,022	136,909	112,817	(24,091)	129,668
Professional Fees	75,312	88,242	12,930	24,744	5,588	6,480	892	5,280
Supplies	2,406	4,811	2,405	5,392	1,268,238	1,245,575	(22,663)	1,227,778
Purchased Services	1,549	900	(649)	5,503	28,730	25,043	(3,687)	35,970
Other Expenses	25,008	18,839	(6,170)	16,675	52,745	53,014	269	49,764
Total Operating Expenses	313,670	370,868	57,198	252,387	1,854,661	1,745,026	(109,636)	1,761,535
Net Operating Rev (Exp)	(35,174)	(93,620)	58,446	26,530	(146,758)	(288,456)	141,699	(331,385)
Non - Operating Rev / (Exp)								
Donations	-	-	-	-	-	-	-	-
Thrift Store Net Income	-	-	-	-	-	-	-	-
Employee Benefit - EE Discounts	-	-	-	-	-	-	-	-
Depreciation	(479)	(479)	-	(698)	(3,281)	(3,281)	-	(2,432)
Total Non-Operating Rev/(Exp)	(479)	(479)	-	(698)	(3,281)	(3,281)	-	(2,432)
Net Income/(Loss)	(35,652)	(94,099)	58,446	25,832	(150,039)	(291,738)	141,699	(333,817)

Employee Drug Plan

Plan Costs	(1,758,809)
Captured through Retail Rx	379,059
Net Plan Costs	(1,379,750)
Net Operating Income	(146,758)
Net Employee Drug Plan Costs	(1,379,750)
Net Financial Position	(1,526,508)

**TAHOE FOREST HOSPITAL DISTRICT
SEPARATE BUSINESS ENTERPRISES
FOR THE NINE MONTHS ENDING MARCH 31, 2019**

	TOTAL SEPARATE BUSINESS ENTITIES			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018
Gross Operating Revenue	6,629,219	6,166,632	462,586	5,952,173
Deduction From Rev	1,337,168	1,174,075	(163,093)	1,654,798
Other Operating Revenue	-	-	-	-
Total Operating Revenue	5,292,051	4,992,557	299,493	4,297,375
<u>Operating Expense:</u>				
Salaries	2,116,482	2,263,798	147,315	1,901,581
Benefits	1,259,119	1,025,737	(233,381)	999,581
Professional Fees	401,454	303,117	(98,337)	162,490
Supplies	1,319,432	1,309,443	(9,990)	1,294,026
Purchased Services	289,699	247,367	(42,332)	255,132
Other Expenses	269,442	240,078	(29,364)	173,879
Total Operating Expenses	5,655,628	5,389,540	(266,089)	4,786,689
Net Operating Rev (Exp)	(363,578)	(396,982)	33,405	(489,314)
<u>Non - Operating Rev / (Exp)</u>				
Donations	35,004	26,475	8,529	16,864
Thrift Store Net Income	331,359	274,322	57,037	263,560
Employee Benefit - EE Discounts	(231,561)	(221,453)	(10,108)	(214,763)
Depreciation	(33,686)	(36,088)	2,402	(44,553)
Total Non-Operating Rev/(Exp)	101,117	43,256	57,860	21,108
Net Income/(Loss)	(262,461)	(353,726)	91,265	(468,206)

**TAHOE FOREST HOSPITAL DISTRICT
CENTER FOR HEALTH AND SPORTS PERFORMANCE
FOR THE NINE MONTHS ENDING MARCH 31, 2019**

	THERAPY SERVICES				SPORTS PERFORMANCE LAB			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018
Gross Operating Revenue	\$ 4,563,623	\$ 4,241,775	\$ 321,848	\$ 4,299,810	\$ 2,179	\$ 1,695	\$ 484	\$ 1,910
Deduction From Rev	1,510,559	1,404,028	(106,532)	1,423,237	-	-	-	-
Other Operating Revenue	9,985	4,800	5,186	3,925	-	-	-	-
Total Operating Revenue	\$ 3,063,050	\$ 2,842,547	\$ 220,502	\$ 2,880,498	\$ 2,179	\$ 1,695	\$ 484	\$ 1,910
<u>Operating Expense:</u>								
Salaries	\$ -	\$ -	\$ -	\$ 10,314	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	1,668	-	-	-	-
Professional Fees	1,848,063	1,623,850	(224,212)	1,822,851	-	-	-	-
Supplies	27,634	21,166	(6,469)	23,790	-	-	-	-
Purchased Services	28,484	22,010	(6,473)	24,736	1,884	27,000	25,116	30,636
Other Expenses	617	4,845	4,228	1,347	-	-	-	-
Total Operating Expenses	\$ 1,904,797	\$ 1,671,871	\$ (232,926)	\$ 1,884,704	\$ 1,884	\$ 27,000	\$ 25,116	\$ 30,636
Net Operating Rev (Exp)	\$ 1,158,252	\$ 1,170,676	\$ (12,424)	\$ 995,794	\$ 295	\$ (25,305)	\$ 25,600	\$ (28,726)
<u>Non - Operating Rev / (Exp)</u>								
Donations	-	-	-	-	-	-	-	-
Depreciation	(6,961)	(6,961)	-	(6,328)	(983)	(983)	-	-
Total Non-Operating Rev/(Exp)	(6,961)	(6,961)	-	(6,328)	(983)	(983)	-	-
Net Income/(Loss)	\$ 1,151,291	\$ 1,163,715	\$ (12,424)	\$ 989,466	\$ (689)	\$ (26,288)	\$ 25,600	\$ (28,726)
Overhead Allocation Based on Sq Ft	\$ (137,053)	\$ (142,552)	5,499	\$ (141,294)	\$ (37,754)	\$ (39,269)	1,515	\$ (38,923)
Adjusted Net Income/(Loss)	\$ 1,014,239	\$ 1,021,163	\$ (6,924)	\$ 848,172	\$ (38,443)	\$ (65,558)	\$ 27,115	\$ (67,649)

**TAHOE FOREST HOSPITAL DISTRICT
CENTER FOR HEALTH AND SPORTS PERFORMANCE
FOR THE NINE MONTHS ENDING MARCH 31, 2019**

	FITNESS CENTER				HP/EDUCATION/WELLNESS			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018
Gross Operating Revenue	\$ 121,638	\$ 137,380	\$ (15,741)	\$ 125,167	\$ 25,787	\$ 16,943	\$ 8,844	\$ 11,272
Deduction From Rev	-	-	-	-	-	-	-	-
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	\$ 121,638	\$ 137,380	\$ (15,741)	\$ 125,167	\$ 25,787	\$ 16,943	\$ 8,844	\$ 11,272
<u>Operating Expense:</u>								
Salaries	\$ -	\$ -	\$ -	\$ 59	\$ 167	\$ -	\$ (167)	\$ 213
Benefits	-	-	-	5	13	-	(13)	14,039
Professional Fees	-	-	-	-	-	-	-	-
Supplies	2,031	2,046	14	2,061	8,165	3,481	(4,684)	3,627
Purchased Services	87,907	104,677	16,770	78,065	180	-	(180)	824
Other Expenses	-	-	-	-	718	2,174	1,456	3,118
Total Operating Expenses	\$ 89,938	\$ 106,723	\$ 16,784	\$ 80,191	\$ 9,242	\$ 5,655	\$ (3,588)	\$ 21,822
Net Operating Rev (Exp)	\$ 31,700	\$ 30,657	\$ 1,043	\$ 44,976	\$ 16,545	\$ 11,288	\$ 5,257	\$ (10,550)
<u>Non - Operating Rev / (Exp)</u>								
Donations	-	-	-	-	-	-	-	-
Depreciation	(196)	(196)	-	(196)	(1,932)	(1,932)	-	-
Total Non-Operating Rev/(Exp)	(196)	(196)	-	(196)	(1,932)	(1,932)	-	-
Net Income/(Loss)	\$ 31,504	\$ 30,461	\$ 1,043	\$ 44,781	\$ 14,613	\$ 9,356	\$ 5,257	\$ (10,550)
Overhead Allocation Based on Sq Ft	\$ (72,665)	\$ (75,581)	2,916	\$ (74,914)	\$ (104,985)	\$ (109,197)	4,213	\$ (108,234)
Adjusted Net Income/(Loss)	\$ (41,161)	\$ (45,120)	\$ 3,959	\$ (30,133)	\$ (90,372)	\$ (99,841)	\$ 9,469	\$ (118,784)

**TAHOE FOREST HOSPITAL DISTRICT
CENTER FOR HEALTH AND SPORTS PERFORMANCE
FOR THE NINE MONTHS ENDING MARCH 31, 2019**

	OCCUPATIONAL HEALTH TESTING				CENTER OPERATIONS			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018
Gross Operating Revenue	\$ 104,885	\$ 90,375	\$ 14,510	\$ 109,595	\$ -	\$ -	\$ -	\$ -
Deduction From Rev	-	-	-	-	-	-	-	-
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	\$ 104,885	\$ 90,375	\$ 14,510	\$ 109,595	\$ -	\$ -	\$ -	\$ -
<u>Operating Expense:</u>								
Salaries	\$ 207,089	\$ 173,118	\$ (33,971)	\$ 180,217	\$ -	\$ -	\$ -	\$ -
Benefits	120,839	90,178	(30,661)	88,312	-	-	-	(13)
Professional Fees	-	-	-	-	10,875	11,250	375	9,500
Supplies	-	409	409	482	664	1,802	1,138	2,087
Purchased Services	18,396	24,173	5,777	24,083	-	1,800	1,800	624
Other Expenses	8,182	2,324	(5,858)	10,803	255,691	267,556	11,865	257,543
Total Operating Expenses	\$ 354,506	\$ 290,202	\$ (64,304)	\$ 303,896	\$ 267,230	\$ 282,408	\$ 15,178	\$ 269,741
Net Operating Rev (Exp)	\$ (249,621)	\$ (199,827)	\$ (49,794)	\$ (194,301)	\$ (267,230)	\$ (282,408)	\$ 15,178	\$ (269,741)
<u>Non - Operating Rev / (Exp)</u>								
Donations	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	(111,032)	(111,032)	-	(120,214)
Total Non-Operating Rev/(Exp)	-	-	-	-	(111,032)	(111,032)	-	(120,214)
Net Income/(Loss)	\$ (249,621)	\$ (199,827)	\$ (49,794)	\$ (194,301)	\$ (378,262)	\$ (393,440)	\$ 15,178	\$ (389,955)
Overhead Allocation Based on Sq Ft	\$ -	\$ -	\$ -	\$ -	\$ 352,457	\$ 366,600	(14,143)	\$ 363,365
Adjusted Net Income/(Loss)	\$ (249,621)	\$ (199,827)	\$ (49,794)	\$ (194,301)	\$ (25,805)	\$ (26,841)	1,035	\$ (26,591)

**TAHOE FOREST HOSPITAL DISTRICT
CENTER FOR HEALTH AND SPORTS PERFORMANCE
FOR THE NINE MONTHS ENDING MARCH 31, 2019**

TOTAL CENTER FOR HEALTH & SPORTS PERFORMANCE				
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018
Gross Operating Revenue	\$ 4,818,114	\$ 4,488,168	\$ 329,946	\$ 4,547,754
Deduction From Rev	1,510,559	1,404,028	(106,532)	1,423,237
Other Operating Revenue	9,985	4,800	5,186	3,925
Total Operating Revenue	\$ 3,317,540	\$ 3,088,940	\$ 228,600	\$ 3,128,442
<u>Operating Expense:</u>				
Salaries	\$ 207,255	\$ 173,118	\$ (34,138)	\$ 190,803
Benefits	120,852	90,178	(30,673)	104,010
Professional Fees	1,858,938	1,635,100	(223,837)	1,832,351
Supplies	38,494	28,903	(9,591)	32,047
Purchased Services	136,851	179,660	42,809	158,968
Other Expenses	265,208	276,899	11,691	272,811
Total Operating Expenses	\$ 2,627,598	\$ 2,383,858	\$ (243,740)	\$ 2,590,990
Net Operating Rev (Exp)	\$ 689,941	\$ 705,082	\$ (15,140)	\$ 537,452
<u>Non - Operating Rev / (Exp)</u>				
Donations	-	-	-	-
Depreciation	(121,105)	(121,105)	-	(126,738)
Total Non-Operating Rev/(Exp)	(121,105)	(121,105)	-	(126,738)
Net Income/(Loss)	\$ 568,837	\$ 583,977	\$ (15,140)	\$ 410,714
Overhead Allocation Based on Sq Ft	-	-	-	-
Adjusted Net Income/(Loss)	\$ 568,837	\$ 583,977	\$ (15,140)	\$ 410,714

**TAHOE FOREST HOSPITAL DISTRICT
CANCER PROGRAM
FOR THE NINE MONTHS ENDING MARCH 31, 2019**

	<u>MEDICAL ONCOLOGY</u>				<u>MSC MEDICAL ONCOLOGY</u>			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018
Gross Operating Revenue	2,704,726	2,430,164	274,562	2,019,538	996,774	926,754	70,020	904,741
Deduction From Rev	1,105,643	993,407	(112,236)	863,260	541,354	503,326	(38,028)	476,075
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	1,599,083	1,436,757	162,326	1,156,278	455,420	423,428	31,992	428,666
<u>Operating Expense:</u>								
Salaries	1,502,347	1,319,750	(182,597)	1,362,675	-	-	-	-
Benefits	691,398	557,622	(133,777)	636,185	-	-	-	-
Professional Fees	163,865	189,750	25,885	152,049	1,011,910	1,098,029	86,119	1,092,888
Supplies	60,279	64,527	4,248	62,562	-	-	-	-
Purchased Services	137,127	151,616	14,490	142,255	301	-	(301)	11,098
Other Expenses	247,812	249,233	1,421	249,644	-	135	135	125
Total Operating Expenses	2,802,828	2,532,498	(270,330)	2,605,370	1,012,211	1,098,164	85,953	1,104,111
Net Operating Rev (Exp)	(1,203,745)	(1,095,741)	(108,004)	(1,449,092)	(556,791)	(674,736)	117,945	(675,445)
<u>Non - Operating Rev / (Exp)</u>								
Donations	-	-	-	-	-	-	-	-
Depreciation	(130,242)	(130,242)	-	(48,678)	(222)	(222)	-	(126)
Total Non-Operating Rev/(Exp)	(130,242)	(130,242)	-	34,572	(222)	(222)	-	(126)
Net Income/(Loss)	(1,333,987)	(1,225,983)	(108,004)	(1,414,519)	(557,013)	(674,958)	117,945	(675,571)

**TAHOE FOREST HOSPITAL DISTRICT
CANCER PROGRAM
FOR THE NINE MONTHS ENDING MARCH 31, 2019**

	RADIATION ONCOLOGY				MSC RADIATION ONCOLOGY			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018
Gross Operating Revenue	5,631,779	5,438,446	193,333	4,889,870	662,687	683,099	(20,412)	715,345
Deduction From Rev	2,546,495	2,459,076	(87,418)	1,954,479	360,220	371,315	11,095	323,455
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	3,085,284	2,979,370	105,915	2,935,391	302,467	311,784	(9,316)	391,890
<u>Operating Expense:</u>								
Salaries	452,161	557,269	105,107	507,661	-	-	-	-
Benefits	113,146	123,835	10,689	136,200	-	-	-	-
Professional Fees	10,968	57,204	46,236	41,346	652,203	672,986	20,782	628,203
Supplies	1,270	1,008	(261)	944	-	-	-	-
Purchased Services	362,223	350,884	(11,338)	249,507	-	-	-	32
Other Expenses	234	2,893	2,659	3,035	-	-	-	-
Total Operating Expenses	940,002	1,093,094	153,091	938,693	652,203	672,986	20,782	628,235
Net Operating Rev (Exp)	2,145,282	1,886,276	259,006	1,996,699	(349,736)	(361,202)	11,466	(236,345)
<u>Non - Operating Rev / (Exp)</u>								
Donations	-	-	-	-	-	-	-	-
Depreciation	(334,568)	(334,568)	-	(189,989)	(63)	(63)	-	(126)
Total Non-Operating Rev/(Exp)	(334,568)	(334,568)	-	(189,989)	(63)	(63)	-	(126)
Net Income/(Loss)	1,810,714	1,551,708	259,006	1,806,709	(349,799)	(361,265)	11,466	(236,471)

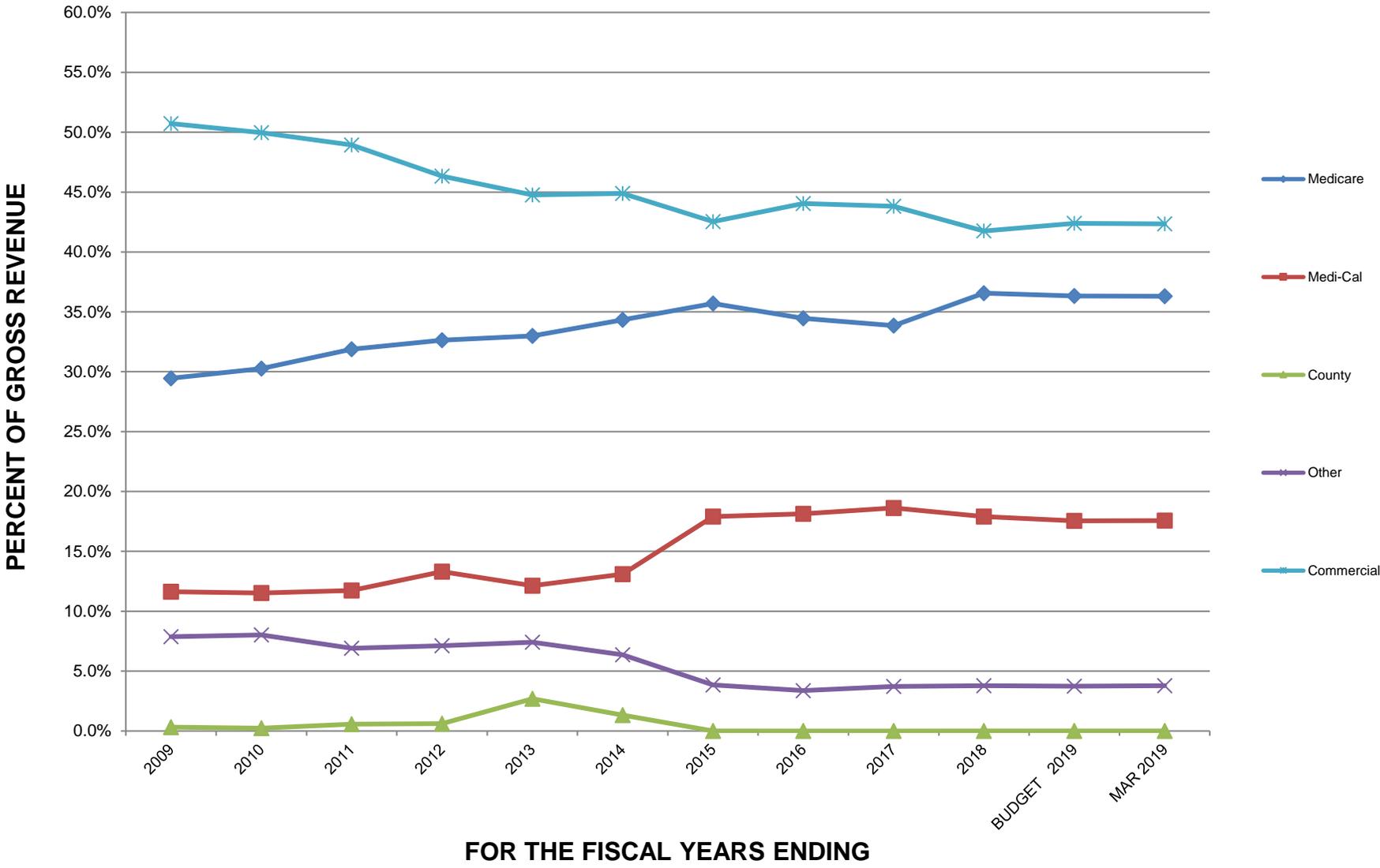
**TAHOE FOREST HOSPITAL DISTRICT
CANCER PROGRAM
FOR THE NINE MONTHS ENDING MARCH 31, 2019**

	ONCOLOGY LAB				ONCOLOGY DRUGS			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018
Gross Operating Revenue	288,511	238,409	50,102	201,810	20,024,667	19,360,106	664,561	19,357,815
Deduction From Rev	123,404	101,975	(21,430)	80,835	8,624,328	8,338,112	(286,217)	7,776,899
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	165,107	136,435	28,672	120,975	11,400,339	11,021,995	378,344	11,580,916
<u>Operating Expense:</u>								
Salaries	82,510	87,737	5,227	90,284	-	-	-	-
Benefits	34,374	33,232	(1,142)	33,746	-	-	-	-
Professional Fees	-	-	-	-	-	-	-	-
Supplies	-	4,164	4,164	3,327	6,201,312	5,260,448	(940,864)	4,609,896
Purchased Services	568	5,250	4,682	7,288	-	-	-	99
Other Expenses	-	-	-	-	-	-	-	191
Total Operating Expenses	117,453	130,383	12,931	134,645	6,201,312	5,260,448	(940,864)	4,610,186
Net Operating Rev (Exp)	47,654	6,052	41,602	(13,670)	5,199,027	5,761,546	(562,519)	6,970,729
<u>Non - Operating Rev / (Exp)</u>								
Donations	-	-	-	-	-	-	-	-
Depreciation	(527)	(527)	-	(263)	-	-	-	-
Total Non-Operating Rev/(Exp)	(527)	(527)	-	(263)	-	-	-	-
Net Income/(Loss)	47,127	5,525	41,602	(13,933)	5,199,027	5,761,546	(562,519)	6,970,729

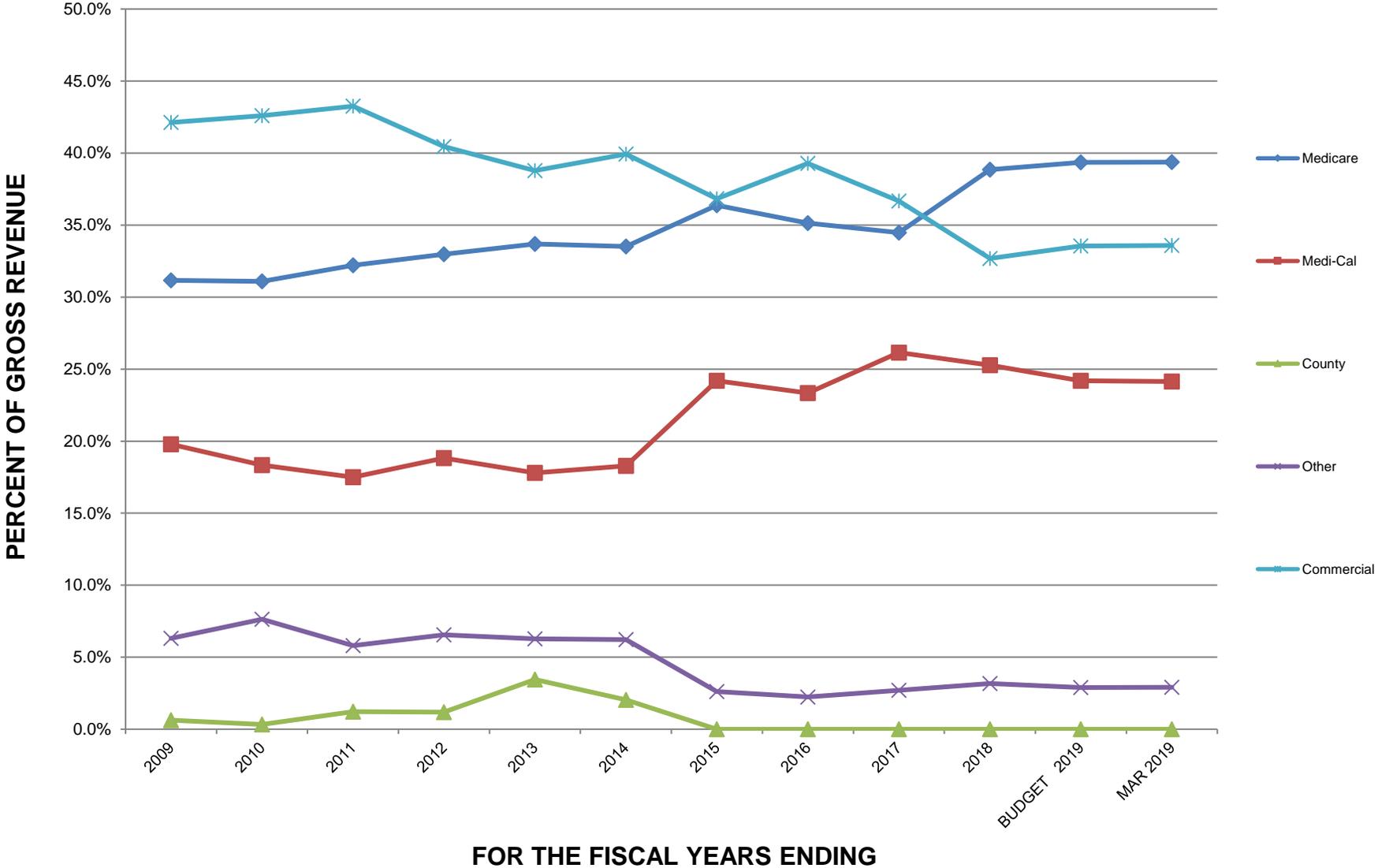
**TAHOE FOREST HOSPITAL DISTRICT
CANCER PROGRAM
FOR THE NINE MONTHS ENDING MARCH 31, 2019**

	PET CT				TOTAL CANCER PROGRAM			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2018
Gross Operating Revenue	1,180,566	1,256,861	(76,295)	963,700	31,489,710	30,333,838	1,155,872	29,052,819
Deduction From Rev	566,418	603,023	36,605	467,951	13,867,862	13,370,233	497,629	11,942,954
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	614,148	653,837	(39,690)	495,749	17,621,848	16,963,605	658,243	17,109,865
<u>Operating Expense:</u>								
Salaries	30,361	42,488	12,128	38,620	2,067,379	2,007,244	60,135	1,999,240
Benefits	10,402	10,239	(163)	10,279	849,321	724,928	124,393	816,411
Professional Fees	3,123	1,050	(2,073)	252	1,842,070	2,019,019	(176,949)	1,914,737
Supplies	-	221	221	3,654	6,262,861	5,330,369	932,492	4,680,383
Purchased Services	155,410	145,292	(10,118)	139,857	655,628	653,043	2,585	550,135
Other Expenses	42	1,953	1,911	2,136	248,088	254,214	(6,126)	255,131
Total Operating Expenses	199,338	201,244	1,906	194,798	11,925,347	10,988,817	(936,530)	10,216,037
Net Operating Rev (Exp)	414,810	452,593	(37,783)	300,951	5,696,501	5,974,789	(278,287)	6,893,828
<u>Non - Operating Rev / (Exp)</u>								
Donations	-	-	-	-	125,228	161,250	(36,022)	83,250
Depreciation	-	-	-	-	(988,985)	(988,985)	-	(589,061)
Total Non-Operating Rev/(Exp)	-	-	-	-	(863,757)	(827,735)	(36,022)	(505,811)
Net Income/(Loss)	414,810	452,593	(37,783)	300,951	4,832,744	5,147,054	(314,310)	6,388,017

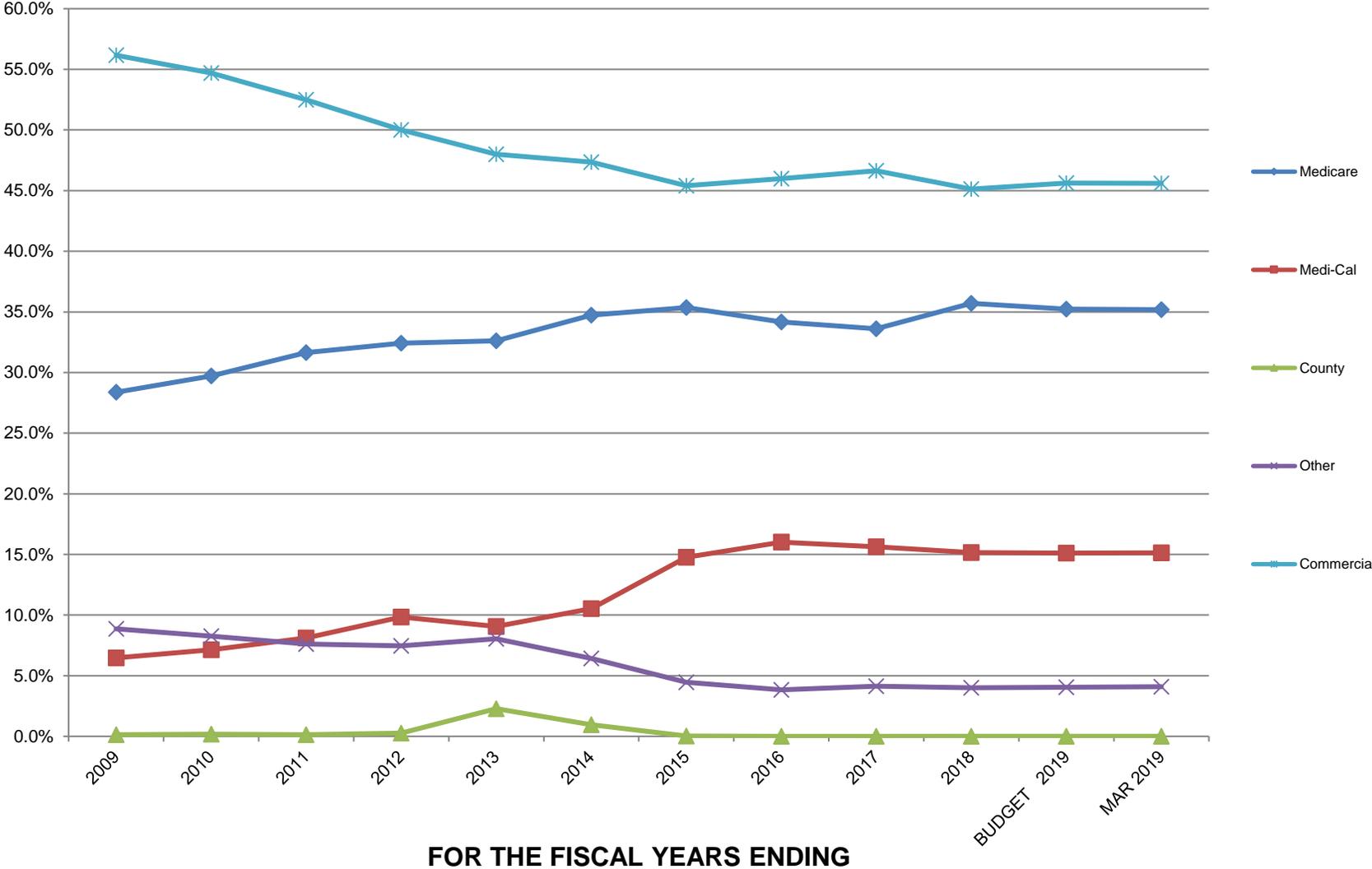
GROSS REVENUE PAYOR MIX TRENDING



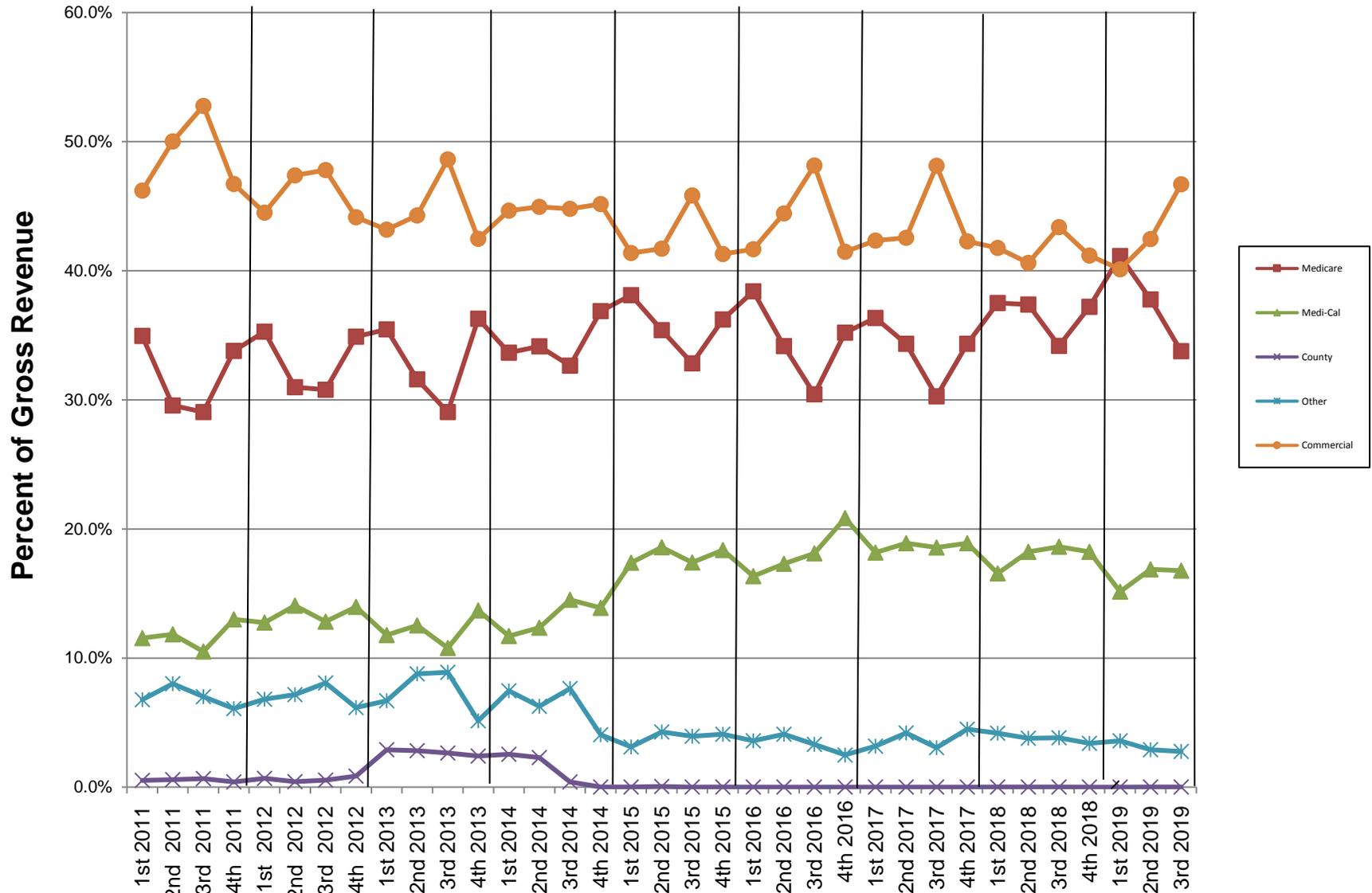
INPATIENT REVENUE PAYOR MIX TRENDING



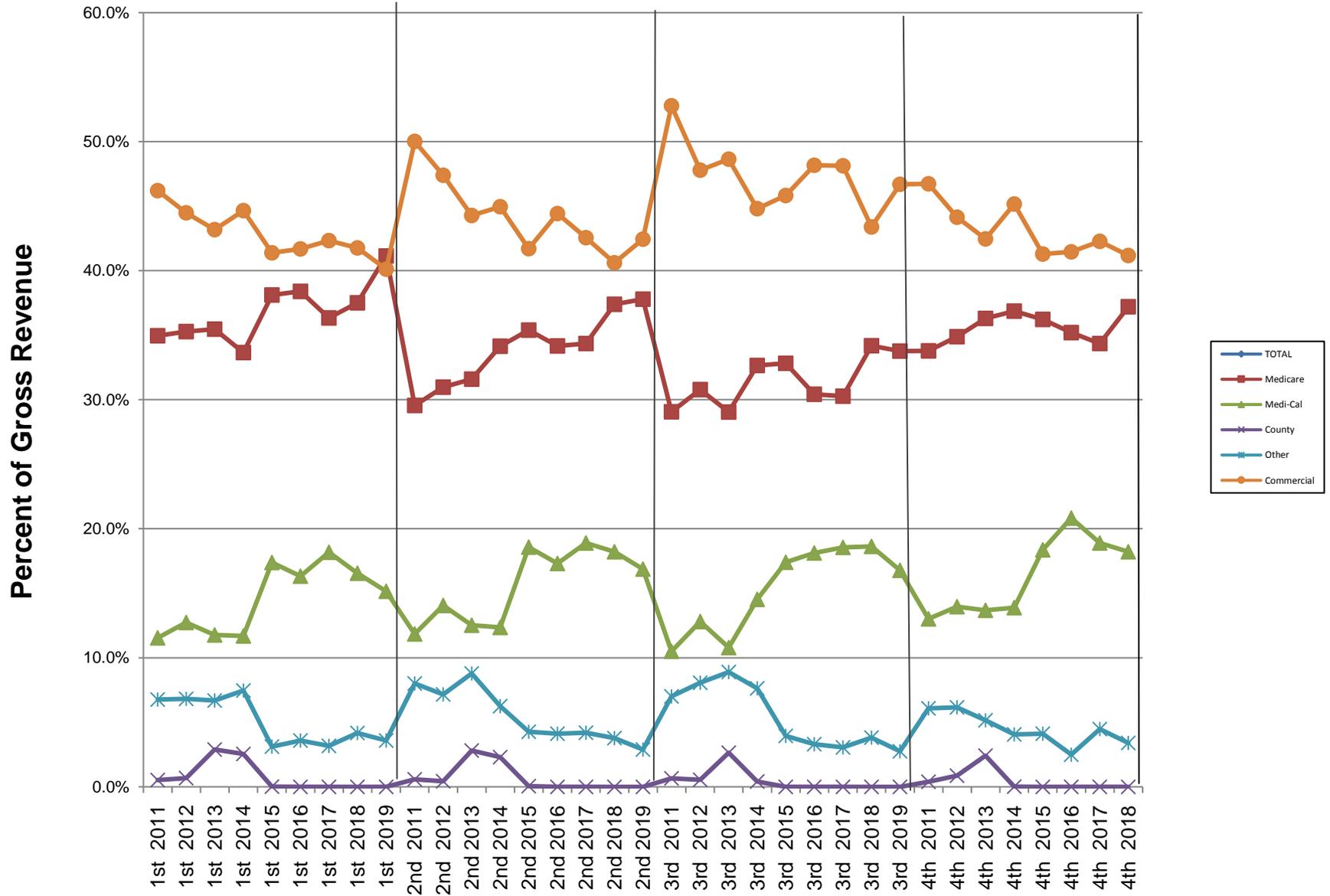
OUTPATIENT REVENUE PAYOR MIX TRENDING



Total Quarterly Percent of Gross Revenue By Payor by Fiscal Year



Total Quarterly Percent of Gross Revenue by Payor



TAHOE INSTITUTE FOR RURAL HEALTH RESEARCH
EXPENDITURE REPORT

	ACTUAL AS OF MARCH 2019				AUDITED							
	ACTUAL	BUDGET	VAR\$	VAR%	FY2018	FY2017	FY2016	FY2015	FY2014	FY2013	FY2012	FY2011
OPERATING EXPENSES												
Salaries and Wages	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,518	\$ 22,142	\$ 20,860
Benefits	-	-	-	0.0%	-	-	-	-	-	7,550	5,586	5,372
Benefits Workers Compensation	-	-	-	0.0%	-	-	-	-	-	551	350	531
Benefits Medical Insurance	-	-	-	0.0%	-	-	-	-	-	3,662	4,317	2,752
Professional Fees	123,718	137,250	13,532	9.9%	145,724	236,510	338,264	406,761	524,544	297,311	161,339	78,688
Supplies	-	563	563	100.0%	289	1,619	6,083	2,108	28,462	5,806	1,059	1,961
Purchased Services	3,892	3,586	(306)	-8.5%	4,689	48,123	35,248	22,828	18,868	2,600	1,500	-
Other	8,916	784	(8,132)	-1036.8%	125,889	5,984	162,378	101,408	160,597	230,932	104,828	4,730
Interest Expense	135,137	90,249	(44,888)	-49.7%	162,324	143,777	123,986	92,855	61,147	32,059	13,351	2,519
TOTAL OPERATING EXPENSE	\$ 271,663	\$ 232,432	\$ (39,230)	0.0%	\$ 438,915	\$ 436,013	\$ 665,959	\$ 625,960	\$ 793,618	\$ 596,989	\$ 314,471	\$ 117,413
GRANT REIMBURSEMENT FOR TBI EXPENSES	\$ (40,295)	\$ -	40,295	#DIV/0!	\$ (22,667)	\$ (77,207)	\$ (107,720)	\$ (120,514)	\$ (111,627)	\$ (21,987)	\$ (23,624)	\$ (1,250)
TOTAL FUNDS ADVANCED TO TIRHR	\$ (231,368)	\$ (232,432)	\$ (1,064)	0.5%	\$ (416,248)	\$ (358,806)	\$ (558,239)	\$ (505,446)	\$ (681,991)	\$ (575,002)	\$ (290,847)	\$ (116,163)
	<u>-</u>	<u>-</u>	<u>-</u>		<u>-</u>							

CUMULATIVE:

Letter of Credit	\$ 3,125,000	N1
FY2011 Actual Draw Against Letter of Credit	(113,644)	
FY2012 Actual Draw Against Letter of Credit	(277,496)	
FY2013 Actual Draw Against Letter of Credit	(542,943)	
FY2014 Actual Draw Against Letter of Credit	(620,844)	
FY2015 Actual Draw Against Letter of Credit	(412,591)	
FY2016 Actual Draw Against Letter of Credit	(434,253)	
FY2017 Actual Draw Against Letter of Credit	(215,029)	
FY2018 Actual Draw Against Letter of Credit	(253,924)	
FY2019 Actual Draw Against Letter of Credit	(96,231)	
Balance on Letter of Credit	<u>\$ 158,045</u>	

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

PROFESSIONAL FEES PAID ANALYSIS

SUB ACCT & DETAIL	FY 2012 TOTAL	% OF TOTAL PRO FEES	FY 2013 TOTAL	% OF TOTAL PRO FEES	FY2014 TOTAL	% OF TOTAL PRO FEES	FY2015 TOTAL	% OF TOTAL PRO FEES	FY 2016 TOTAL	% OF TOTAL PRO FEES	FY 2017 TOTAL	% OF TOTAL PRO FEES	FY 2018 TOTAL	% OF TOTAL PRO FEES	FY2019 BUDGET	% OF TOTAL PRO FEES	FY 2019 Total	% OF TOTAL PRO FEES
320 - Physician Fees	\$ 7,169,617.75	47.3%	\$ 8,743,134.59	48.2%	\$ 10,369,780.63	54.0%	\$ 10,836,709.40	51.5%	\$ 11,965,442.21	60.8%	\$ 15,342,915.03	67.8%	\$ 13,530,444.72	68.7%	\$ 19,738,928.87	74.0%	\$ 14,354,430.19	72.2%
Medical Director Fees	\$ 221,758.03	3.1%	\$ 391,264.92	4.5%	\$ 407,653.63	3.9%	\$ 458,256.23	2.2%	\$ 501,633.87	2.5%	\$ 467,017.48	2.1%	\$ 419,656.84	2.1%	\$ 629,829.15	2.4%	\$ 470,137.56	2.4%
Medicine Call	\$ 1,853,531.55	25.9%	\$ 1,838,863.24	21.0%	\$ 1,318,609.75	12.7%	\$ 1,187,405.59	5.6%	\$ 1,283,566.56	6.5%	\$ 1,544,576.12	6.8%	\$ 1,043,830.06	5.3%	\$ 1,299,325.00	4.9%	\$ 893,282.92	4.5%
Hospitalist Fees	\$ -	0.0%	\$ -	0.0%	\$ 714,838.25	3.4%	\$ 622,725.00	6.0%	\$ 903,196.42	4.7%	\$ 725,750.68	3.7%	\$ 903,196.42	2.7%	\$ 1,173,316.00	4.4%	\$ -	0.0%
Anesthesia Guarantee	\$ -	0.0%	\$ 532,519.32	6.1%	\$ 929,010.93	9.0%	\$ 1,064,068.93	5.1%	\$ 1,335,091.07	5.8%	\$ 1,194,970.27	5.3%	\$ 1,094,777.29	5.6%	\$ 1,250,000.00	4.7%	\$ 844,535.60	4.2%
Physician Fees	\$ 88,656.30	1.2%	\$ 86,681.50	1.0%	\$ 211,196.33	2.0%	\$ 156,752.09	0.7%	\$ 54,141.32	0.3%	\$ 280.00	0.0%	\$ -	0.0%	\$ 247,100.00	0.9%	\$ -	0.0%
Multi-specialty Clinic Physician Fees	\$ 3,406,450.63	47.5%	\$ 4,125,592.52	47.2%	\$ 4,920,545.20	47.5%	\$ 5,305,340.33	25.2%	\$ 6,136,630.95	31.2%	\$ 9,149,552.20	40.4%	\$ 8,781,889.07	44.6%	\$ 13,100,266.72	49.1%	\$ 10,494,486.37	52.8%
Residency Program Fees	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 43,729.71	0.2%	\$ 31,373.50	0.1%	\$ 25,088.00	0.1%	\$ 76,272.00	0.3%	\$ 17,900.50	0.1%
RNFA Fees	\$ 279,600.00	3.9%	\$ 274,498.00	3.1%	\$ 284,786.00	2.7%	\$ 242,800.00	1.2%	\$ 19,200.00	0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medical Staff Chair Fees	\$ 73,850.00	1.0%	\$ 141,638.35	1.6%	\$ 178,106.00	1.7%	\$ 186,807.57	0.9%	\$ 85,477.06	0.4%	\$ 76,016.50	0.3%	\$ 57,000.00	0.3%	\$ 91,800.00	0.3%	\$ 44,437.50	0.2%
Med Staff Chairs - Wellness Neighborhood	\$ -	0.0%	\$ 4,350.00	0.0%	\$ 1,600.00	0.1%	\$ 1,600.00	0.0%	\$ 6,383.33	0.0%	\$ 2,851.22	0.0%	\$ 6,423.91	0.0%	\$ 9,600.00	0.0%	\$ 7,566.69	0.0%
Radiology Guarantee	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 46,146.42	0.2%	\$ 242,814.74	1.2%	\$ 285,577.77	1.3%	\$ 132,538.61	0.7%	\$ 188,100.00	0.7%	\$ 277,555.23	1.4%
Rural Prime	\$ 54,393.75	0.8%	\$ 69,987.50	0.8%	\$ 43,688.20	0.4%	\$ 23,895.50	0.1%	\$ 29,298.00	0.1%	\$ 350.00	0.0%	\$ -	0.0%	\$ 1,200.00	0.0%	\$ -	0.0%
Health Info Technology	\$ 18,350.00	0.3%	\$ -	0.0%	\$ 6,888.76	0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 102,572.50	0.5%	\$ 30,000.00	0.1%	\$ -	0.0%
Sleep Medicine Clinic IVCH	\$ 180,177.49	2.5%	\$ 190,885.08	2.2%	\$ 146,748.94	1.4%	\$ 133,800.02	0.6%	\$ 174,281.45	0.9%	\$ 154,306.76	0.7%	\$ 66,053.60	0.3%	\$ 12,000.00	0.0%	\$ 140,826.55	0.7%
Lab	\$ 47,055.00	0.7%	\$ 44,109.16	0.5%	\$ 90,245.64	0.9%	\$ 129,054.72	0.6%	\$ 68,569.72	0.3%	\$ 72,803.04	0.3%	\$ 47,573.18	0.2%	\$ 71,320.00	0.3%	\$ 64,971.11	0.3%
North Tahoe Emergency IVCH	\$ 945,795.00	13.2%	\$ 1,042,745.00	11.9%	\$ 1,197,781.25	11.6%	\$ 1,185,943.75	5.6%	\$ 1,458,873.75	7.4%	\$ 1,460,043.75	6.5%	\$ 1,223,271.50	6.2%	\$ 1,465,800.00	5.5%	\$ 1,098,730.16	5.5%
321 - Therapist Fees	\$ 4,151,556.65	27.4%	\$ 4,334,013.30	23.9%	\$ 4,661,728.50	24.3%	\$ 4,886,192.10	23.2%	\$ 4,061,726.03	20.6%	\$ 4,343,390.31	19.2%	\$ 3,851,914.41	19.5%	\$ 4,633,271.04	17.4%	\$ 3,889,697.59	19.6%
Cancer Center (Exercise For Energy)	\$ 29,033.39	0.7%	\$ 42,359.12	1.0%	\$ 40,020.00	0.9%	\$ 49,336.25	0.2%	\$ 30,776.20	0.2%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Cancer Center (Therapist Fees)	\$ -	0.0%	\$ -	0.0%	\$ 34,893.04	0.7%	\$ 58,784.42	0.3%	\$ 82,178.88	0.4%	\$ 67,445.50	0.3%	\$ 47,066.00	0.2%	\$ 85,000.00	0.3%	\$ 45,920.06	0.2%
Hospice Fees	\$ 1,330.00	0.0%	\$ -	0.0%	\$ 820.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 120,000.00	0.5%	\$ 216,505.11	1.1%
Occupational Therapy	\$ 379,989.99	5.3%	\$ 450,998.14	5.4%	\$ 491,526.22	10.5%	\$ 626,230.87	3.0%	\$ 630,952.71	3.2%	\$ 857,025.88	3.8%	\$ 562,204.80	2.9%	\$ 707,843.00	2.7%	\$ 511,320.83	2.6%
Physical Therapy	\$ 2,111,498.39	90.2%	\$ 2,348,119.91	10.4%	\$ 2,569,847.59	55.1%	\$ 2,797,628.67	13.3%	\$ 3,229,893.48	16.4%	\$ 3,356,455.95	14.8%	\$ 3,187,492.39	16.2%	\$ 3,853,067.00	13.7%	\$ 2,954,589.76	14.9%
Respiratory Therapy	\$ 1,601,041.92	38.6%	\$ 1,458,712.88	33.7%	\$ 1,440,804.00	30.9%	\$ 1,264,176.50	6.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Speech Therapy	\$ 28,671.36	0.7%	\$ 33,823.25	0.8%	\$ 83,817.65	1.8%	\$ 90,035.39	0.4%	\$ 87,924.76	0.4%	\$ 62,462.98	0.3%	\$ 55,151.22	0.3%	\$ 67,361.04	0.3%	\$ 89,155.51	0.4%
Other Therapist	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 72,206.32	0.4%
323 - Legal Fees	\$ 1,102,228.39	7.3%	\$ 1,162,877.58	6.4%	\$ 1,252,534.09	6.5%	\$ 1,505,027.55	7.1%	\$ 1,136,768.84	5.8%	\$ 700,348.39	3.1%	\$ 341,788.28	1.7%	\$ 518,200.00	1.9%	\$ 284,692.15	1.4%
American Medical Association	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Andy Werking	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 1,300.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Brooke barnum-Roberts	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 12,060.00	0.1%
Carlton, Disante, & Freudenberger	\$ 3,040.50	0.3%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Charles P Teixeira	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Colantuono, Highsmith, Whitley-District	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 6,436.80	0.0%	\$ 75,446.93	0.4%	\$ 137,693.08	0.6%	\$ 19,545.16	0.1%	\$ 42,000.00	0.2%	\$ 30,305.45	0.2%
Colantuono, Highsmith, Whitley-Board	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 4,734.78	0.0%	\$ 34,636.43	0.2%	\$ 14,465.00	0.1%	\$ 14,630.00	0.1%	\$ 18,000.00	0.1%	\$ 16,060.00	0.1%
Colantuono, Highsmith, Whitley-TIRHR	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 1,925.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Davis, Wright, Tremaine	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 5,000.00	0.0%
ECG Management - Corp Compliance	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 428,685.88	2.0%	\$ 127,254.64	0.6%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
ECG/HLB/Coland - NewCoDevelop	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Foley & Lardner	\$ 749,757.28	68.0%	\$ 598,651.28	51.5%	\$ 441,804.67	35.3%	\$ -	0.0%	\$ 22,192.72	0.1%	\$ 1,532.29	0.0%	\$ 1,158.86	0.0%	\$ 1,200.00	0.0%	\$ (5,000.00)	0.0%
Foley & Lardner - TIRHR	\$ 23,410.00	2.1%	\$ 7,651.00	0.8%	\$ 7,654.06	0.6%	\$ 22,614.09	0.1%	\$ 3,080.00	0.0%	\$ 2,664.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Futtermar, Dupree, Dodd	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 57,000.00	0.3%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Healthcare Appraisers	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 5,360.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Hooper, Lundy & Bookman	\$ 139,913.00	12.7%	\$ 104,781.00	12.7%	\$ 234,711.58	18.7%	\$ 216,274.91	1.0%	\$ 376,735.38	1.9%	\$ 175,633.70	0.8%	\$ 51,108.67	0.3%	\$ 25,000.00	0.1%	\$ 35,976.43	0.2%
Hooper, Lundy, & Bookman - Corp Compliance	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 428,473.80	2.0%	\$ 266,613.50	1.4%	\$ 94,114.00	0.4%	\$ 36,757.25	0.2%	\$ -	0.0%	\$ 2,380.00	0.0%
James R Lehana	\$ 850.00	0.1%	\$ 9,477.50	0.8%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Jams, Inc	\$ -	0.0%	\$ -	0.0%	\$ 4,525.00	0.4%	\$ 9,171.83	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Legal Fees HR	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ (10,000.00)	-0.1%
Littler Medelson, P C	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 72,000.00	0.3%	\$ (7,190.89)	0.0%
McDonough & Holland	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Melendres & Melendres	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 30,000.00	0.1%	\$ 2,835.00	0.0%
Melendres & Melendres - Corp Compliance	\$ 80,682.39	7.3%	\$ 224,126.34	19.3%	\$ 211,404.49	16.9%	\$ 22,899.00	0.1%	\$ 1,900.20	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 48,000.00	0.2%	\$ -	0.0%
Morgan, Lewis, & Boak	\$ 56,127.48	5.1%	\$ 88,755.79	7.6%	\$ 124,375.34	9.9%	\$ 160,530.29	0.8%	\$ 32,135.86	0.2%	\$ 11,390.50	0.1%	\$ 3,572.91	0.0%	\$ 6,000.00	0.0%	\$ 11,840.30	0.1%
Porter Simon	\$ 153,184.42	5.6%	\$ -	0.0%	\$ 47,163.63	3.8%	\$ 51,893.07	0.2%	\$ 399.78	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Procpio, Cary, Hargreaves	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Rybicki & Associates P C	\$ 40,258.74	3.7%	\$ 52,327.50	4.5%	\$ 97,597.32	7.8%	\$ 18,849.50	0.1%	\$ 39,324.42	0.2%	\$ 51,017.90	0.2%	\$ 106,453.98	0.5%	\$ 156,000.00	0.6%	\$ 85,094.27	0.4%
Schultz & Collins Law	\$ 2,935.50	0.3%	\$ 8,308.50</															

PROFESSIONAL FEES PAID ANALYSIS																		
SUB ACCT & DETAIL	FY 2012 TOTAL	% OF TOTAL PRO FEES	FY 2013 TOTAL	% OF TOTAL PRO FEES	FY2014 TOTAL	% OF TOTAL PRO FEES	FY2015 TOTAL	% OF TOTAL PRO FEES	FY 2016 TOTAL	% OF TOTAL PRO FEES	FY 2017 TOTAL	% OF TOTAL PRO FEES	FY 2018 TOTAL	% OF TOTAL PRO FEES	FY2019 BUDGET	% OF TOTAL PRO FEES	FY 2019 Total	% OF TOTAL PRO FEES
Orthopedic Business Planning	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 84,569.48	0.4%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Hospital Advisor/Budget Advisor/Cost Accounting	\$ -	0.0%	\$ 10,000.00	0.3%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 260,172.76	1.3%	\$ 280,000.00	1.1%	\$ 105,000.00	0.5%
Marketing	\$ 35,574.36	1.3%	\$ 12,600.82	0.3%	\$ -	0.0%	\$ 125.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 28,500.00	0.1%	\$ -	0.0%
Medical Records	\$ 12,530.80	0.5%	\$ 28,133.16	0.7%	\$ 5,100.00	0.2%	\$ 123,646.95	0.6%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medical Staff	\$ -	0.0%	\$ 2,900.00	0.1%	\$ 4,023.00	0.1%	\$ -	0.0%	\$ 143,162.14	0.7%	\$ -	0.0%	\$ 4,000.00	0.0%	\$ -	0.0%	\$ -	0.0%
MSC/Managed Care	\$ 166,802.96	6.1%	\$ 211,961.07	5.4%	\$ 163,499.97	5.6%	\$ 167,131.36	0.8%	\$ 411,992.01	2.1%	\$ 224,132.38	1.0%	\$ 127,776.79	0.6%	\$ 147,960.00	0.6%	\$ 56,843.34	0.3%
Nursing/Quality Consulting	\$ 46,744.55	1.7%	\$ 380,167.28	9.7%	\$ 3,273.06	0.1%	\$ 230,912.13	1.1%	\$ 61,899.39	0.3%	\$ 11,040.91	0.0%	\$ (215.00)	0.0%	\$ -	0.0%	\$ 686.50	0.0%
Organizational Consulting/Change Management	\$ 228,586.01	8.4%	\$ 249,312.00	6.4%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 78,320.00	0.4%	\$ -	0.0%	\$ -	0.0%
Pharmacy - Inpatient	\$ -	0.0%	\$ 17,691.27	0.5%	\$ 32,050.00	1.1%	\$ -	0.0%	\$ -	0.0%	\$ 71,618.21	0.3%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Physician Recruitment	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 165,190.40	0.7%	\$ 4,214.58	0.0%	\$ -	0.0%	\$ -	0.0%
PRIME Program	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 84,103.00	0.4%	\$ (368.07)	0.0%	\$ -	0.0%	\$ -	0.0%
Process Improvement/Baldrige	\$ -	0.0%	\$ 116,052.32	3.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Program Analysis / Development	\$ 112,340.28	4.1%	\$ -	0.0%	\$ 545,741.92	18.7%	\$ -	0.0%	\$ 77,565.40	0.4%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Retail Pharmacy	\$ 5,419.65	0.2%	\$ 10,262.86	0.3%	\$ 3,861.00	0.1%	\$ -	0.0%	\$ 22,594.69	0.1%	\$ 8,392.92	0.0%	\$ 6,129.24	0.0%	\$ 8,640.00	0.0%	\$ 30,580.00	0.2%
Skilled Nursing Facility	\$ -	0.0%	\$ -	0.0%	\$ 10,800.00	0.4%	\$ -	0.0%	\$ -	0.0%	\$ 10,512.00	0.0%	\$ 10,512.00	0.1%	\$ -	0.0%	\$ 180.00	0.0%
Tahoe Institute for Rural Health Research	\$ 137,928.54	5.1%	\$ 156,357.68	4.0%	\$ 450,653.05	15.4%	\$ 314,036.46	1.5%	\$ 212,416.24	1.1%	\$ 71,758.14	0.3%	\$ 44,032.50	0.2%	\$ 68,550.00	0.3%	\$ 53,346.34	0.3%
The Center for Health & Sports Performance	\$ 3,206.25	0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Other Consulting	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 34,105.90	0.2%	\$ 9,339.17	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 113.36	0.0%
GRAND TOTAL THS	\$ 15,142,690.84	100.0%	\$ 18,147,761.78	100.0%	\$ 19,209,522.13	100.0%	\$ 21,056,005.38	100.0%	\$ 19,689,990.77	100.0%	\$ 22,626,575.65	100.0%	\$ 19,707,316.32	100.0%	\$ 26,662,829.91	100.0%	\$ 19,884,964.63	100.0%