



TAHOE FOREST HOSPITAL DISTRICT

2016-04-25 Board Finance Committee Meeting

Monday, April 25, 2016 at 1:00 p.m.

Tahoe Conference Room - Tahoe Forest Hospital

10054 Pine Avenue, Truckee, CA 96161

Meeting Book - 2016-04-25 Board Finance Committee Meeting

04/25/16 Finance Committee

AGENDA

2016-04-25 Finance Committee_Agenda.pdf Page 3

ITEMS 1 - 4: See Agenda

5. APPROVAL OF MINUTES

2016-03-22 Finance Committee_DRAFT Minutes.pdf Page 4

6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. Financial Reports

6.1.1. Financial Report - March 2016 Quarterly Packet.pdf Page 9

6.1.2. Quarterly Review Financial Status of Separate Entities.pdf Page 39

6.1.3. Quarterly Review of Revenue Payor Mix.pdf Page 51

6.1.4. TIRHR Expenditure Report FY2016.pdf Page 56

6.2. Board Education and Updates

6.2.1. GO Bond Refinancing Update.pdf Page 57

6.2.2. Insurance - Companies, Coverage Types, Limits.pdf Page 68

6.2.3. ClearBalance Patient Payment Plan Program2.pdf Page 73

7. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS

No related materials.

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

8. Agenda Input and 9. Next Meeting Date.pdf Page 82

10. ADJOURN



TAHOE
FOREST
HEALTH
SYSTEM

FINANCE COMMITTEE AGENDA

Monday, April 25, 2016 at 1:00 p.m.
Tahoe Conference Room, Tahoe Forest Hospital
10054 Pine Avenue, Truckee, CA

1. CALL TO ORDER

2. ROLL CALL

Dale Chamblin, Chair; John Mohun, 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: 03/22/2016 ATTACHMENT

6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. Financial Reports

- 6.1.1. Financial Report – March 2016 Quarterly Packet..... ATTACHMENT
- 6.1.2. Quarterly Review Financial Status of Separate Entities ATTACHMENT
- 6.1.3. Quarterly Review of Revenue Payor Mix..... ATTACHMENT
- 6.1.4. TIRHR Expenditure Report ATTACHMENT

6.2. Board Education and Updates

- 6.2.1. GO Bond Refinancing Update ATTACHMENT
- 6.2.2. Insurance: Companies, Coverage Types, Coverage Limits..... ATTACHMENT
- 6.2.3. ClearBalance Patient Payment Plan Program..... ATTACHMENT
- 6.2.4. 2017 Budget Update
- 6.2.5. Cash Investment Options
- 6.2.6. Outmigration Strategy

7. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS

8. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING..... ATTACHMENT

9. NEXT MEETING DATE ATTACHMENT

10. ADJOURN

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

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

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



FINANCE COMMITTEE

DRAFT MINUTES

Tuesday, March 22, 2016 at 2:00 p.m.
Tahoe Conference Room, Tahoe Forest Hospital
10054 Pine Avenue, Truckee, CA

1. CALL TO ORDER

Meeting was called to order at 2:02 p.m.

2. ROLL CALL

Board: Dale Chamblin, Chair; John Mohun, Board Member

Staff: Harry Weis, CEO; Crystal Betts, CFO; Jaye Chasseur, Controller; Martina Rochefort, Clerk of the Board

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

No changes were made to the agenda.

4. INPUT – AUDIENCE

No public comment was received.

5. APPROVAL OF MINUTES OF: 02/22/2016

Director Chamblin moved to approve the Finance Committee minutes of February 22, 2016, seconded by Director Mohun.

6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. Financial Reports

6.1.1. Financial Report – February 2016

CFO reviewed the Financial Report for February 2016.

February was strong month for the District.

Working Days Cash on Hand is at 40 days.

The District saw an increase in cash of \$4,705,000 because IGT funds were received as well as funds advanced for Measure C projects. Accounts Receivable days dropped to 56.1 days.

Jacobus left as of last week and the Business Office no longer has Jacobus interim employees. CFO stated a Director of Revenue Cycle from the Midwest and Business Office Manager from Renown had been hired.

Settlements for Medi-Cal and Medicare were down after the District received the IGT funds. Fees can vary due to the state's cut of up to 20%. The state did not take their 20% cut but accounting budgeted for it so the District received more than expected.

CFO reviewed the Statement of Revenues, Expenses and Changes in Net Position.

Total Operating Revenue was \$1,543,356 over budget for February.

Inpatient did not generate as much Ancillary Service revenue this month. Contractual allowances were over budget.

Under Operating Expenses, Supply Costs were over budget. Patient volume ties into supply costs.

Salaries and wages are on track. Two months this year have additional pay periods.

Controllable expenses have gone down this year.

Professional fees were over budget.

Net operating revenue (expense) EBIDA was \$8,838,668 better than budget.

Total Gross Revenue for IVCH was \$177,875 better than budget.

IVCH "Other" Operating Expenses included the rental of a chiller.

CFO reviewed Statement of Cash Flows.

EBIDA is driving cash on hand. The District is projected to end the fiscal year with 175 cash on hand.

Director Chamblin inquired about the EHR project. Discussion was held. Software is not considered a tangible asset. Generally, leases cannot be done for software. The EHR has to be paid for out of cash reserves.

6.1.2. Good Better Best Ratio Analysis

These are beginning steps to looking at improving the District's rating.

The committee packet provides the latest information from S&P and Moody's.

S&P compares the District to small standalone small hospitals with net patient revenue of \$125,000,000 or less as well as all stand-alone all hospitals.

Discussion was held on variable days in AR.

CFO does not have Moody's calculations of ratio. They include tax revenue in operating revenue.

S&P will continue to provide the rating for the District.

CEO stated it is rare for a CA hospital to be below statewide average.

CEO wants to strive for AAA- rating.

6.1.3. Property Tax Revenue Analysis

CFO reviewed the analysis of property tax revenue.

Discussion was held regarding the misnomer in the community that the District is fully funded by property tax revenue.

CFO provided the analysis to give Board Members information when speaking with the public. Only a small percentage of revenue is received from property tax revenue. Half of property tax revenue received goes to debt service payment and the other half goes to operating expenses for Wellness Neighborhood.

6.1.4. FYE 2015 Audited Financial Statements – IVCHF

CFO reviewed the audited FY15 Financial Statement for IVCH Foundation.

Bill Peterson of KCoe Isom presented the audit last week to IVCH Foundation. The Foundation was informed the audit would take place earlier in the year due to consolidated report of the District. They were receptive to the change.

The most notable change between 2014 and 2015 was the cash amount listed on the Statement of Financial Position. The Foundation has been raising cash.

The District continues to pay Supporting Services as an in-kind donation (same as TFHSF).

One audit adjustment was made of \$6,300 in accounts payable that did not get in the books.

IVCHF asked Mr. Peterson to add their financial commitments to the notes of the audited financials.

6.1.5. FYE 2017 Budget Volumes and FTE's

CFO reviewed the department volume trends

Controller first reviews volumes and then meets with Directors to discuss whether or not adjustments should be made.

The Multi-Specialty Clinics show visits, not WRVUs.

CFO wants to look deeper at Radiation Oncology visits. It is hard to pin down oncology procedures because treatment plan can change.

The list is preliminary. Adjustments can occur to volumes and FTEs have not been vetted.

There will be some variances in FTE. For example, Finance had Jacobus Consultants previously but now has FTE with the newly hired positions.

6.2. Board Updates

6.2.1. Meaningful Use Status

CFO reviewed an update on the Meaningful Use II initiative.

Discussion was held about what the impact is of not moving forward with Meaningful Use II.

Clinicians refused to put CPOE in due to patient safety.

The predominant impact is patient safety.

CEO indicated the Feds keep changing the rules so it is unknown what the impact is.

6.2.2. HIS Financial and Supply Chain Management RFP

A RFP was sent out in early January 2016.

Responses have been received from NTT Data and Premier. Expecting a response from Infor.

6.2.3. GO Bond Refinancing Update

CFO provided an update on the General Obligation Refunding Bond.

They have only looked at documents since the last GO Bond refunding in February 2015.

The District will receive Moody's rating on March 29, 2016.

Board will approving the GO Bond resolutions on March 29, 2016.

Paige in Marketing and Communications will release a statement to public upon the bond's closing.

6.2.4. Audit Firm RFP Timeline

KCoe & Isom finishes their work with the District at the end of fiscal year 2016.

CFO made a recommendation to pull together a RFP this summer so the Board can interview firms. It is important to make sure the District can get on the firm's calendar to select preferred audit dates.

CEO commented that generally firms are used for no less than 5 years.

Kcoe & Isom has expanded and has additional healthcare partners.

A RFP will go out to approximately seven firms and will be narrowed down to three for interviews.

6.2.5. Cash Investment Options

CFO spoke with Brian Montanez of Multnomah Group. Mr. Montanez set CFO up with Scott Cameron in his group. He reviewed the District's investment policy and CA code stating what District is allowed to invest in. He is taking the information to his team to see if there are solid investments available to the District.

6.2.6. Outmigration Strategy

Item heard between Item 6.1.2. and 6.1.3.

Administration is taking a three-part approach within the next 90 days on outmigration.

KaufmanHall Phase 2 work focuses on the outpatient side. Kaufmann Hall feels they can make good inferences on outpatient outmigration. They will also look at patient referrals from physicians.

CIO will meet with Truven on Friday.

Administration will review the most utilized outpatient procedures.

CFO indicated the District will have to make sure insurance contracts do not prevent those who are insured from paying as self-pay patients. Newer contracts have language that prohibits the insured patients from receiving self pay rates.

The District cannot charge less than Medicare reimbursements

Secret shopper calls are being conducted as part of the project.

Retail cash pricing will be available on request but not advertised.

Contract review will be completed next week.

7. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS

No discussion was held.

8. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING

- Update on ClearBalance
- Director Chamblin would like a risk management education presentation

9. NEXT MEETING DATE

The next Finance Committee meeting will be held on Monday, March 25, 2016 at 1:00 p.m.

10. ADJOURN

Meeting adjourned at 4:15 p.m.

**TAHOE FOREST HOSPITAL DISTRICT
MARCH 2016 FINANCIAL REPORT
INDEX**

PAGE	DESCRIPTION
2 - 3	FINANCIAL NARRATIVE
4	STATEMENT OF NET POSITION
5	NOTES TO STATEMENT OF NET POSITION
6	CASH INVESTMENT REPORT
7	NINE MONTHS ENDING MARCH 2016 STATEMENT OF NET POSITION KEY FINANCIAL INDICATORS
8	TFHD STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
9 - 10	TFHD NOTES TO STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
11	NINE MONTHS ENDING MARCH 2016 STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION KEY FINANCIAL INDICATORS
12	IVCH STATEMENT OF REVENUE AND EXPENSE
13 - 14	IVCH NOTES TO STATEMENT OF REVENUE AND EXPENSE
15	STATEMENT OF CASH FLOWS
16 - 30	IVCH VOLUMES AND TFH GRAPHS

MARCH 2016 FINANCIAL NARRATIVE

The following is a financial narrative analyzing financial and statistical trends for the nine months ended March 31, 2016.

Activity Statistics

- ❑ TFH acute patient days were 363 for the current month compared to budget of 408. This equates to an average daily census of 11.71 compared to budget of 13.17.
- ❑ TFH Outpatient volumes were above budget in the following departments by at least 5%: Emergency Department visits, Home Health visits, Endoscopy procedures, Diagnostic Imaging, Mammography, Oncology procedures, Radiation Oncology procedures, MRI exams, Cat Scans, PET CT, Pharmacy units, Oncology Pharmacy units, Physical Therapy, Speech Therapy, and Occupational Therapy.
- ❑ TFH Outpatient volumes were below budget in the following departments by at least 5%: Surgery cases, Oncology Lab, Nuclear Medicine, and Respiratory Therapy.

Financial Indicators

- ❑ Net Patient Revenue as a percentage of Gross Patient Revenue was 59.4% in the current month compared to budget of 53.3% and to last month's 56.1%. Current year's Net Patient Revenue as a percentage of Gross Patient Revenue is 58.3%, compared to budget of 53.3% and prior year's 55.7%.
- ❑ EBIDA was \$3,656,783 (17.3%) for the current month compared to budget of \$174,995 (1.0%), or \$3,481,788 (16.3%) above budget. Year-to-date EBIDA was \$15,332,283 (9.1%) compared to budget of \$3,011,825 (1.9%) or \$12,320,458 (7.3%) above budget.
- ❑ Cash Collections for the current month were \$11,450,744 which is 110% of targeted Net Patient Revenue.
- ❑ Gross Days in Accounts Receivable were 54.7, compared to the prior month of 56.1. Gross Accounts Receivables are \$33,074,937 compared to the prior month of \$33,202,394. The percent of Gross Accounts Receivable over 120 days old is 18.0%, compared to the prior month of 19.9%.

Balance Sheet

- ❑ Working Capital Days Cash on Hand is 37.1 days. S&P Days Cash on Hand is 191.8. Working Capital cash decreased \$1,091,000. Cash collections exceeded target by 10%, the District received reimbursement of \$996,698 for funds advanced on February Measure C projects, and Accounts Payable increased \$502,000. The net decrease in cash was a result of moving \$5,000,000 into the District's Cash Reserve fund held at LAIF.
- ❑ Net Patients Accounts Receivable increased approximately \$130,000. Cash collections were at 110% of target and days in accounts receivable were 54.7 days, a 1.40 days decrease.
- ❑ GO Bond Project Fund decreased \$996,698 after reimbursing the District for funds advanced on the February Measure C Projects.
- ❑ An adjustment was made 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 \$502,000 due to the timing of the final check run in March.
- ❑ The Medi-Cal field audit for the FY2014 cost report was finalized resulting in a decrease of monies due to the State.

Operating Revenue

- ❑ Current month’s Total Gross Revenue was \$21,114,915, compared to budget of \$17,531,879 or \$3,583,036 above budget.
- ❑ Current month’s Gross Inpatient Revenue was \$6,133,905, compared to budget of \$6,089,775 or \$44,130 over budget.
- ❑ Current month’s Gross Outpatient Revenue was \$14,981,009 compared to budget of \$11,442,104 or \$3,538,906 above budget. Volumes were up in some departments and down in others. See TFH Outpatient Activity Statistics above.
- ❑ Current month’s Gross Revenue Mix was 32.3% Medicare, 16.5% Medi-Cal, .0% County, 3.7% Other, and 47.5% Insurance compared to budget of 36.4% Medicare, 18.7% Medi-Cal, .0% County, 5.0% Other, and 39.9% Insurance. Last month’s mix was 29.3% Medicare, 18.6% Medi-Cal, .0% County, 2.6% Other, and 49.5% Insurance.
- ❑ Current month’s Deductions from Revenue were \$8,579,986 compared to budget of \$8,190,396 or \$389,590 over budget. Variance is attributed to the following reasons: 1) Payor mix varied from budget with a 4.13% decrease in Medicare, a 2.23% decrease to Medi-Cal, a .07% decrease in County, a 1.27% decrease in Other, and Commercial was above budget 7.70%, 2) Revenues exceeded budget by 20.4%, and 3) an adjustment was made to Prior Period Settlements to true-up the amount due to the State based on the finalized FY2014 cost report audit.

Operating Expenses

DESCRIPTION	March 2016 Actual	March 2016 Budget	Variance	BRIEF COMMENTS
Salaries & Wages	3,471,294	3,771,127	299,832	
Employee Benefits	1,102,434	1,180,313	77,879	
Benefits – Workers Compensation	49,796	60,541	10,745	
Benefits – Medical Insurance	504,045	750,099	246,054	
Professional Fees	1,711,760	1,429,647	(282,113)	Accrual of MSC Physician RVU bonuses, locum coverage for Radiation Oncology, legal and consulting services provided to Administration and TIRHR, TFH and IVCH Physical, Speech and Occupational Therapy revenues exceeding budget, MSC Physician recruitment fees, consulting services provided for our managed care contract negotiations, and financial and strategic planning created a negative variance in Professional Fees.
Supplies	1,418,915	1,266,911	(152,004)	Drugs Sold to Patients and Oncology Drugs Sold to Patients revenues exceeded budget by 58.38%, creating an over budget variance in Supplies.
Purchased Services	807,410	875,383	67,974	A decrease in services provided to the Wellness Neighborhood, Community Health, Quality Management, snow removal, and GUGC expense advances along with a decrease in collection agency fees in Patient Financial Services created a positive variance in Purchased Services.
Other Expenses	488,465	461,288	(27,177)	Negative variance in Other Expenses related to IVCH surgical equipment and in-home sleep study rentals, final travel expenses for the Interim Director of Revenue Cycle and Business Office Manager, training courses for Home Health, Engineering, Personnel, Occupational Health, and Community Health, and annual fees paid to agencies to decrease our communication costs.
Total Expenses	9,554,119	9,795,309	241,191	

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF NET POSITION
MARCH 2016

	Mar-16	Feb-16	Mar-15	
ASSETS				
CURRENT ASSETS				
* CASH	\$ 12,203,372	\$ 13,294,590	\$ 9,610,865	1
PATIENT ACCOUNTS RECEIVABLE - NET	17,471,594	17,341,902	15,481,600	2
OTHER RECEIVABLES	4,811,471	4,276,155	4,306,707	
GO BOND RECEIVABLES	269,244	(123,869)	653,771	
ASSETS LIMITED OR RESTRICTED	4,984,503	5,088,088	5,622,680	
INVENTORIES	2,317,862	2,332,842	2,484,421	
PREPAID EXPENSES & DEPOSITS	1,325,918	1,462,716	1,424,987	
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	3,398,822	3,397,500	3,389,901	
TOTAL CURRENT ASSETS	46,782,786	47,069,925	42,974,931	
NON CURRENT ASSETS				
ASSETS LIMITED OR RESTRICTED:				
* CASH RESERVE FUND	50,834,718	45,834,718	40,705,163	1
BANC OF AMERICA MUNICIPAL LEASE	979,155	979,155	2,294,253	
TOTAL BOND TRUSTEE 2002	2	2	2	
TOTAL BOND TRUSTEE 2006	893,144	750,032	3,027,589	
TOTAL BOND TRUSTEE GO BOND	-	-	-	
GO BOND PROJECT FUND	3,899,862	4,896,560	14,389,630	3
GO BOND TAX REVENUE FUND	1,361,348	1,361,348	549,282	
BOARD DESIGNATED FUND	-	-	2,297	
DIAGNOSTIC IMAGING FUND	2,976	2,976	2,967	
DONOR RESTRICTED FUND	1,271,595	1,141,630	1,115,873	
WORKERS COMPENSATION FUND	2,690	5,870	21,983	
TOTAL	59,245,489	54,972,290	62,109,038	
LESS CURRENT PORTION	(4,984,503)	(5,088,088)	(5,622,680)	
TOTAL ASSETS LIMITED OR RESTRICTED - NET	54,260,986	49,884,202	56,486,358	
NONCURRENT ASSETS AND INVESTMENTS:				
INVESTMENT IN TSC, LLC	202,785	202,785	393,277	
PROPERTY HELD FOR FUTURE EXPANSION	836,353	836,353	836,353	
PROPERTY & EQUIPMENT NET	126,974,128	127,581,136	129,395,597	
GO BOND CIP, PROPERTY & EQUIPMENT NET	29,223,350	28,434,198	18,798,045	
TOTAL ASSETS	258,280,390	254,008,599	248,884,561	
DEFERRED OUTFLOW OF RESOURCES:				
DEFERRED LOSS ON DEFEASANCE	552,736	555,968	591,524	
ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DERIVATIVE	2,071,949	1,880,317	2,013,085	4
DEFERRED OUTFLOW OF RESOURCES ON REFUNDING	1,947,582	1,955,220	-	
GO BOND DEFERRED FINANCING COSTS	301,991	303,176	-	
DEFERRED FINANCING COSTS	215,337	216,378	-	
TOTAL DEFERRED OUTFLOW OF RESOURCES	\$ 5,089,596	\$ 4,911,058	\$ 2,604,609	
LIABILITIES				
CURRENT LIABILITIES				
ACCOUNTS PAYABLE	\$ 5,593,616	\$ 5,091,997	\$ 5,944,311	5
ACCRUED PAYROLL & RELATED COSTS	7,725,702	7,434,064	7,754,534	
INTEREST PAYABLE	290,600	189,147	393,427	
INTEREST PAYABLE GO BOND	709,886	348,861	779,557	
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	300,682	463,361	512,695	6
HEALTH INSURANCE PLAN	1,307,731	1,307,731	997,635	
WORKERS COMPENSATION PLAN	404,807	404,807	1,006,475	
COMPREHENSIVE LIABILITY INSURANCE PLAN	824,203	824,203	890,902	
CURRENT MATURITIES OF GO BOND DEBT	530,000	530,000	315,000	
CURRENT MATURITIES OF OTHER LONG TERM DEBT	2,323,994	2,323,994	2,300,830	
TOTAL CURRENT LIABILITIES	20,011,221	18,918,165	20,895,366	
NONCURRENT LIABILITIES				
OTHER LONG TERM DEBT NET OF CURRENT MATURITIES	29,908,944	30,012,849	33,382,286	
GO BOND DEBT NET OF CURRENT MATURITIES	100,005,320	100,009,263	98,130,000	
DERIVATIVE INSTRUMENT LIABILITY	2,071,949	1,880,317	2,013,085	4
TOTAL LIABILITIES	151,997,434	150,820,593	154,420,737	
NET ASSETS				
NET INVESTMENT IN CAPITAL ASSETS	110,100,956	106,957,434	95,952,561	
RESTRICTED	1,271,595	1,141,630	1,115,873	
TOTAL NET POSITION	\$ 111,372,552	\$ 108,099,064	\$ 97,068,433	

* Amounts included for Days Cash on Hand calculation

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF NET POSITION
MARCH 2016

1. Working Capital is at 37.1 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 191.8 days. Working Capital cash decreased \$1,091,000. Cash collections exceeded target by 10%, the District received reimbursement of \$996,698 for funds advanced on February Measure C projects (See Note 3), and Accounts Payable increased \$502,000 (See Note 5). The net decrease in cash was a result of moving \$5,000,000 to the Cash Reserve Fund held at LAIF.
2. Net Patient Accounts Receivable increased approximately \$130,000. Cash collections were 110% of target. Days in Accounts Receivable are at 54.7 days compared to prior months 56.1 days, a 1.40 days decrease.
3. GO Bond Project Fund decreased \$996,698 after reimbursing the District for funds advanced on the February Measure C projects.
4. 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.
5. Accounts Payable increased \$502,000 due to the timing of the final check run in March.
6. The Medi-Cal field audit for the FY2014 cost report was finalized resulting in a decrease of monies due to the State for this fiscal year.

**Tahoe Forest Hospital District
Cash Investment
March 2016**

WORKING CAPITAL			
US Bank	\$ 12,069,041		
US Bank/Kings Beach Thrift Store	41,079		
US Bank/Truckee Thrift Store	93,253		
Wells Fargo Bank			
Local Agency Investment Fund	<u> -</u>	0.47%	
Total			\$ 12,203,372
 BOARD DESIGNATED FUNDS			
US Bank Savings	\$ -	0.03%	
Capital Equipment Fund	<u> -</u>		
Total			\$ -
Building Fund	\$ -		
Cash Reserve Fund	<u>50,834,718</u>	0.47%	
Local Agency Investment Fund			\$ 50,834,718
Banc of America Muni Lease			\$ 979,155
Bonds Cash 2002			\$ 2
Bonds Cash 2006			\$ 893,144
Bonds Cash 2008			\$ 5,261,210
DX Imaging Education	\$ 2,976	0.47%	
Workers Comp Fund - B of A	2,690		
Insurance			
Health Insurance LAIF	-	0.47%	
Comprehensive Liability Insurance LAIF	<u> -</u>	0.47%	
Total			<u>\$ 5,666</u>
TOTAL FUNDS			\$ 70,177,266
 RESTRICTED FUNDS			
Gift Fund			
US Bank Money Market	\$ 8,368	0.03%	
Foundation Restricted Donations	\$ 230,693		
Local Agency Investment Fund	<u>1,032,535</u>	0.47%	
TOTAL RESTRICTED FUNDS			<u>\$ 1,271,595</u>
TOTAL ALL FUNDS			<u><u>\$ 71,448,861</u></u>

**TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF NET POSITION
KEY FINANCIAL INDICATORS
MARCH 2016**

	Current Status	Desired Position	Target	<u>Bond Covenants</u>	<u>FY 2016</u> Jul 15 to Mar 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	<u>FY 2012</u> Jul 11 to June 12	<u>FY 2011</u> Jul 10 to June 11	<u>FY 2010</u> Jul 09 to June 10
Return On Equity: <u>Increase (Decrease) in Net Position</u> Net Position		↑	-3.1% (1)		10.8%	2.19%	.001%	-4.0%	8.7%	6.3%	12.4%
Days in Accounts Receivable (excludes SNF & MSC) <u>Gross Accounts Receivable</u> 90 Days		↓	FYE 63 Days		55	60	75	97	64	59	60
<u>Gross Accounts Receivable</u> 365 Days					61	62	75	93	64	59	59
Days Cash on Hand Excludes Restricted: <u>Cash + Short-Term Investments</u> (Total Expenses - Depreciation Expense)/ by 365	 	↑	Budget FYE 158 Days Budget 3rd Qtr 155 Days Projected 3rd Qtr 184 Days	60 Days BBB- 147 Days	192	156	164	148	203	209	219
Accounts Receivable over 120 days (excludes payment plan, legal and charitable balances)		↓	13%		14%	18%	22%	29%	15%	11%	13%
Accounts Receivable over 120 days (includes payment plan, legal and charitable balances)		↓	18%		18%	23%	25%	34%	19%	16%	18%
Cash Receipts Per Day (based on 30 day lag on Patient Net Revenue) excludes managed care reserve	 	↑	FYE Budget \$303,615 End 3rd Qtr Budget \$308,254 End 3rd Qtr Actual \$350,288		\$311,371	\$290,776	\$286,394	\$255,901	\$254,806	\$240,383	\$256,059
Debt Service Coverage: Excess Revenue over Exp + <u>Interest Exp + Depreciation</u> Debt Principal Payments + Interest Expense		↑	Without GO Bond 2.00 With GO Bond 1.18	1.95	5.49 2.43	3.28 1.59	2.18 1.29	.66 .89	4.83 2.70	4.35 2.45	3.48 3.00

Footnotes:

- (1) Target Return on Equity was established during the FY16 budgeting process. Fiscal year 2015 ended with a higher net income than projected. Based upon the actual fiscal year end net asset number, our Target Return on Equity was 2.15%.

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
MARCH 2016

CURRENT MONTH				Note	YEAR TO DATE				PRIOR YTD	
ACTUAL	BUDGET	VAR\$	VAR%		ACTUAL	BUDGET	VAR\$	VAR%	MAR 2015	
OPERATING REVENUE										
\$ 21,114,915	\$ 17,531,879	\$ 3,583,036	20.4%		\$ 167,651,481	\$ 159,029,393	\$ 8,622,088	5.4%	1	\$ 155,639,520
Total Gross Revenue										
Gross Revenues - Inpatient										
\$ 1,708,310	\$ 1,892,171	\$ (183,861)	-9.7%		\$ 15,565,438	\$ 16,299,584	\$ (734,146)	-4.5%		\$ 15,435,069
4,425,595	4,197,605	227,991	5.4%		33,520,223	35,890,663	(2,370,440)	-6.6%		36,306,354
6,133,905	6,089,775	44,130	0.7%		49,085,661	52,190,246	(3,104,585)	-5.9%	1	51,741,423
Total Gross Revenue - Inpatient										
14,981,009	11,442,104	3,538,906	30.9%		118,565,820	106,839,146	11,726,674	11.0%		103,898,097
14,981,009	11,442,104	3,538,906	30.9%		118,565,820	106,839,146	11,726,674	11.0%	1	103,898,097
Total Gross Revenue - Outpatient										
Deductions from Revenue:										
8,309,667	7,196,551	(1,113,116)	-15.5%		66,605,931	65,239,994	(1,365,937)	-2.1%	2	61,157,976
678,972	572,617	(106,356)	-18.6%		5,044,229	5,194,958	150,729	2.9%	2	4,782,903
165,038	-	(165,038)	0.0%		560,357	-	(560,357)	0.0%	2	-
(411,012)	421,229	832,241	197.6%		(973,772)	3,824,697	4,798,469	125.5%	2	2,693,857
(162,679)	-	162,679	0.0%		(1,295,903)	-	1,295,903	0.0%	2	261,055
8,579,986	8,190,396	(389,590)	-4.8%		69,940,841	74,259,649	4,318,808	5.8%		68,895,792
Total Deductions from Revenue										
56,629	59,785	(3,156)	-5.3%		548,260	544,184	4,076	0.7%		609,475
619,344	569,037	50,308	8.8%		6,381,170	5,000,626	1,380,544	27.6%	3	5,719,851
Property Tax Revenue- Wellness Neighborhood										
Other Operating Revenue										
13,210,902	9,970,304	3,240,598	32.5%		104,640,070	90,314,554	14,325,516	15.9%		93,073,054
TOTAL OPERATING REVENUE										
OPERATING EXPENSES										
3,471,294	3,771,127	299,832	8.0%		32,111,101	32,778,087	666,986	2.0%	4	30,714,639
1,102,434	1,180,313	77,879	6.6%		11,070,347	10,526,608	(543,739)	-5.2%	4	10,364,275
49,796	60,541	10,745	17.7%		469,958	544,868	74,909	13.7%	4	453,577
504,045	750,099	246,054	32.8%		5,652,235	6,750,889	1,098,654	16.3%	4	6,724,075
1,711,760	1,429,647	(282,113)	-19.7%		13,842,951	12,625,270	(1,217,681)	-9.6%	5	15,875,966
1,418,915	1,266,911	(152,004)	-12.0%		13,601,883	11,642,515	(1,959,368)	-16.8%	6	12,410,916
807,410	875,383	67,974	7.8%		8,053,037	7,897,222	(155,814)	-2.0%	7	8,103,939
488,465	461,288	(27,177)	-5.9%		4,506,275	4,537,269	30,994	0.7%	8	5,051,068
9,554,119	9,795,309	241,191	2.5%		89,307,787	87,302,729	(2,005,058)	-2.3%		89,698,456
TOTAL OPERATING EXPENSE										
3,656,783	174,995	3,481,788	1989.7%		15,332,283	3,011,825	12,320,458	409.1%		3,374,598
NET OPERATING REVENUE (EXPENSE) EBIDA										
NON-OPERATING REVENUE/(EXPENSE)										
395,578	392,422	3,156	0.8%		3,548,953	3,525,676	23,277	0.7%	9	3,431,241
392,691	392,691	-	0.0%		3,536,614	3,534,222	2,392	0.1%		3,545,130
District and County Taxes										
District and County Taxes - GO Bond										
35,539	15,675	19,865	126.7%		260,542	172,394	88,148	51.1%	10	209,877
450	785	(334)	-42.6%		16,599	11,866	4,733	39.9%		27,536
Interest Income										
Interest Income-GO Bond										
80,277	34,671	45,606	131.5%		354,891	312,040	42,851	13.7%	11	363,015
-	(37,500)	37,500	0.0%		(121,610)	(112,500)	(9,110)	0.0%	12	(67,418)
Donations										
Gain/ (Loss) on Joint Investment										
-	-	-	0.0%		-	-	-	0.0%	12	-
-	-	-	0.0%		-	-	-	0.0%	12	-
-	-	-	0.0%		7,500	-	7,500	0.0%	13	-
-	-	-	0.0%		-	-	-	0.0%	14	-
(856,217)	(855,178)	(1,039)	-0.1%		(7,674,560)	(7,696,603)	22,043	0.3%	15	(7,184,416)
(114,940)	(115,198)	257	0.2%		(1,072,896)	(1,038,524)	(34,372)	-3.3%	16	(1,260,405)
(316,674)	(315,841)	(832)	-0.3%		(2,212,027)	(2,127,894)	(84,133)	-4.0%		(2,634,193)
(383,295)	(487,474)	104,179	21.4%		(3,355,996)	(3,419,324)	63,328	1.9%		(3,569,633)
Interest Expense										
Interest Expense-GO Bond										
TOTAL NON-OPERATING REVENUE/(EXPENSE)										
\$ 3,273,488	\$ (312,479)	\$ 3,585,967	1147.6%		\$ 11,976,287	\$ (407,499)	\$ 12,383,786	3039.0%		\$ (195,035)
INCREASE (DECREASE) IN NET POSITION										
NET POSITION - BEGINNING OF YEAR					99,396,265					
NET POSITION - AS OF MARCH 31, 2016					\$ 111,372,552					
17.3%	1.0%	16.3%			9.1%	1.9%	7.3%			2.2%
RETURN ON GROSS REVENUE EBIDA										

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
MARCH 2016

		<u>Variance from Budget</u>	
		<u>Fav / <Unfav></u>	
		<u>MAR 2016</u>	<u>YTD 2016</u>
1) <u>Gross Revenues</u>			
Acute Patient Days were under budget 11.03% or 45 days. Swing Bed days were above budget 93.75% or 15 days. Ancillary revenues exceeded budget by 5.4% due to the higher acuity levels in our Swing patients.	Gross Revenue -- Inpatient	\$ 47,022	\$ (3,101,693)
	Gross Revenue -- Outpatient	3,536,014	11,723,782
	Gross Revenue -- Total	<u>\$ 3,583,036</u>	<u>\$ 8,622,088</u>
Outpatient volumes were above budget in the following departments: Emergency Department visits, Home Health visits, Endoscopy procedures, Laboratory tests, Diagnostic Imaging, Mammography, Oncology procedures, Radiation Oncology procedures, MRI exams, Ultrasounds, Cat Scans, PET CT, Pharmacy units, Oncology Pharmacy units, Physical Therapy, Speech Therapy, and Occupational Therapy.			
2) <u>Total Deductions from Revenue</u>			
The payor mix for March shows a 4.13% decrease to Medicare, a 2.23% decrease to Medi-Cal, 1.27% decrease to Other, a .07% decrease to County, and an 7.70% increase to Commercial when compared to budget. Contractual Allowances were over budget due to revenues exceeding budget by 20.4%	Contractual Allowances	\$ (1,113,116)	\$ (1,365,937)
	Charity Care	(106,356)	150,729
	Charity Care - Catastrophic	(165,038)	(560,357)
	Bad Debt	832,241	4,798,469
	Prior Period Settlements	162,679	1,295,903
	Total	<u>\$ (389,590)</u>	<u>\$ 4,318,808</u>
Positive variance in Prior Period Settlements related to the true-up of monies due to the State for our FY2014 Medi-Cal cost report after the final desk audit was issued.			
3) <u>Other Operating Revenue</u>			
IVCH ER Physician Guarantee is tied to collections which exceeded budget in March.	Retail Pharmacy	\$ (3,403)	\$ 127,443
	Hospice Thrift Stores	(14,522)	19,297
	The Center (non-therapy)	4,783	4,488
	IVCH ER Physician Guarantee	27,015	171,428
	Children's Center	10,182	109,440
	Miscellaneous	27,502	912,146
	Oncology Drug Replacement	-	-
	Grants	(1,250)	36,300
	Total	<u>\$ 50,308</u>	<u>\$ 1,380,544</u>
Children's Center revenue exceeded budget by 15.2%			
Positive variance in Miscellaneous related to Dietary sales exceeding budget, Patient Accounting interest, and Rebates & Refunds.			
4) <u>Salaries and Wages</u>			
	Total	<u>\$ 299,832</u>	<u>\$ 666,986</u>
<u>Employee Benefits</u>			
	PL/SL	\$ 15,956	\$ (143,599)
	Nonproductive	(3,202)	(174,072)
	Pension/Deferred Comp	(0)	(7,114)
	Standby	6,465	(70,887)
	Other	58,660	(148,067)
	Total	<u>\$ 77,879</u>	<u>\$ (543,739)</u>
<u>Employee Benefits - Workers Compensation</u>			
	Total	<u>\$ 10,745</u>	<u>\$ 74,909</u>
<u>Employee Benefits - Medical Insurance</u>			
	Total	<u>\$ 246,054</u>	<u>\$ 1,098,654</u>
5) <u>Professional Fees</u>			
Negative variance in Multi-Specialty Clinics related to booking accrued MSC physician RVU bonuses and Locum coverage for Radiation Oncology.	Multi-Specialty Clinics	\$ (90,925)	\$ (392,565)
	Administration	(97,975)	(339,047)
	The Center (includes OP Therapy)	(48,325)	(286,535)
	Miscellaneous	(29,988)	(270,867)
	TFH/IVCH Therapy Services	(40,704)	(254,166)
	Multi-Specialty Clinics Admin	(27,143)	(47,184)
	Managed Care	(13,973)	(29,139)
	Financial Administration	(38,433)	(28,799)
	Home Health/Hospice	1,100	(7,108)
	IVCH ER Physicians	1,935	(1,704)
	Patient Accounting/Admitting	-	-
	Business Performance	-	-
	Respiratory Therapy	200	1,100
	Information Technology	8,883	11,310
	TFH Locums	17,704	14,809
	Sleep Clinic	415	17,750
	Marketing	2,375	21,375
	Oncology	(8,096)	39,859
	Medical Staff Services	21,286	57,283
	Corporate Compliance	27,448	126,167
	Human Resources	32,103	149,781
	Total	<u>\$ (282,113)</u>	<u>\$ (1,217,681)</u>
Legal services, Therapy Service line analysis, and Physician Alignment services created a negative variance in Administration.			
Outpatient Therapy Services revenues exceeded budget by 38.2%, creating a negative variance in The Center (includes OP Therapy).			
Services provided to TIRHR created a negative variance in Miscellaneous.			
TFH/IVCH Therapy Services revenues exceeded budget by 25.85%, creating a negative variance in this category.			
Physician recruitment services created a negative variance in Multi-Specialty Clinics Administration.			
Consulting services provided for our managed care contract negotiations created a negative variance in Managed Care.			
Financial and Strategic Planning services provided to Financial Administration created a negative variance in this category.			

6) Supplies

Drugs Sold to Patients and Oncology Drugs Sold to Patients revenues exceeded budget by 58.38%, creating a negative variance in Pharmacy Supplies. The District received a backlog of 340B drug rebates in excess of \$100,000 which further reduced the negative variance in Pharmacy Supplies.

Surgery and Medical Supplies Sold to Patients revenues exceeded budget by 16.61%, however, revenues were increased in PAAS and Anesthesia requiring fewer supply costs.

Increase in Cafeteria sales and Swing bed days created a negative variance in Food.

Pharmacy Supplies	\$	(156,627)	\$	(1,710,541)
Patient & Other Medical Supplies		19,471		(112,347)
Food		(7,285)		(68,913)
Office Supplies		(6,546)		(58,350)
Minor Equipment		(1,614)		(43,374)
Imaging Film		(1,445)		(2,005)
Other Non-Medical Supplies		2,043		36,162
Total	\$	(152,004)	\$	(1,959,368)

7) Purchased Services

Positive variance in Miscellaneous resulted from fewer services used in the Wellness Neighborhood, Community Health, snow removal, Quality Management, and expense advances for the GUGC tournament.

District wide building maintenance projects created a negative variance in Department repairs.

Negative variance in Laboratory primarily related to maintenance agreements on Lab equipment.

EMR and Practice Management fees created a negative variance in Multi-Specialty Clinics.

Positive variance in Patient Accounting related to collection agency fees falling short of budget.

Miscellaneous	\$	76,820	\$	(296,210)
Department Repairs		(32,578)		(66,079)
The Center		(3,802)		(58,475)
Laboratory		(6,036)		(44,119)
Diagnostic Imaging Services - All		1,915		(42,607)
Medical Records		947		(15,099)
Pharmacy IP		(1,647)		(7,667)
Community Development		368		3,502
Human Resources		16,549		10,195
Hospice		1,273		15,197
Multi-Specialty Clinics		(6,935)		32,027
Patient Accounting		16,308		121,439
Information Technology		4,790		192,084
Total	\$	67,974	\$	(155,814)

8) Other Expenses

Negative variance in Equipment rent related to surgical equipment rentals at IVCH and rental equipment provided for in-home sleep studies.

Travel expenses for the Interim Director of Revenue Cycle, Interim Manager in the Business Office, tuition reimbursements, outside training courses for Home Health, Engineering, Personnel, Occupational Health, and Community Health created a negative variance in Outside Training & Travel.

Relocation expenses for the new Director of Revenue Cycle created a negative variance in Human Resources.

Annual fees paid to agencies providing the District with reduced communication costs created a negative variance in Utilities.

Equipment Rent	\$	(9,367)	\$	(57,197)
Outside Training & Travel		(22,074)		(56,826)
Dues and Subscriptions		(2,291)		(43,642)
Human Resources Recruitment		(5,507)		(23,515)
Multi-Specialty Clinics Bldg Rent		(1,401)		(13,557)
Other Building Rent		(198)		(12,957)
Multi-Specialty Clinics Equip Rent		27		(874)
Innovation Fund		-		-
Physician Services		188		1,161
Miscellaneous		7,912		30,649
Insurance		3,744		39,611
Utilities		(22,890)		65,144
Marketing		24,677		102,995
Total	\$	(27,177)	\$	30,994

9) District and County Taxes

Total	\$	3,156	\$	23,277
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10) Interest Income

Total	\$	19,865	\$	88,148
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11) Donations

IVCH	\$	(4,333)	\$	(3,344)
Operational		49,939		46,195
Capital Campaign		-		-
Total		45,606		42,851

12) Gain/(Loss) on Joint Investment

Total	\$	37,500	\$	(9,110)
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13) Gain/(Loss) on Sale

Total	\$	-	\$	7,500
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15) Depreciation Expense

Total	\$	(1,039)	\$	22,043
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16) Interest Expense

Total	\$	257	\$	(34,372)
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**TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
KEY FINANCIAL INDICATORS
MARCH 2016**

	Current Status	Desired Position	Target	FY 2016 Jul 15 to Mar 16	FY 2015 Jul 14 to June 15	FY 2014 Jul 13 to June 14	FY 2013 Jul 12 to June 13	FY 2012 Jul 11 to June 12	FY 2011 Jul 10 to June 11	FY 2010 Jul 09 to June 10
Total Margin: <u>Increase (Decrease) In Net Position</u> Total Gross Revenue		↑	FYE -1.4% 3rd Qtr .0%	7.2%	1.0%	.01%	-2.2%	5.3%	3.6%	5.8%
Charity Care: <u>Charity Care Expense</u> Gross Patient Revenue		↓	FYE 3.3% 3rd Qtr 3.3%	3.4%	3.1%	3.2%	3.2%	2.6%	3.0%	3.1%
Bad Debt Expense: <u>Bad Debt Expense</u> Gross Patient Revenue		↓	FYE 2.4% 3rd Qtr 2.4%	.0%	1.6%	1.6%	4.6%	4.3%	3.8%	4.1%
Incline Village Community Hospital: EBIDA: Earnings before interest, Depreciation, amortization <u>Net Operating Revenue <Expense></u> Gross Revenue		↑	FYE 5.3% 3rd Qtr 7.1%	15.0%	9.1%	4.9%	11.5%	10.8%	12.3%	6.7%
Operating Expense Variance to Budget (Under<Over>)		↑	-0-	\$(2,005,058)	\$(6,371,653)	\$2,129,279	\$(1,498,683)	\$790,439	\$15,188	\$2,662,695
EBIDA: Earnings before interest, Depreciation, amortization <u>Net Operating Revenue <Expense></u> Gross Revenue		↑	FYE 1.0% 3rd Qtr 1.9%	9.1%	3.5%	2.0%	.9%	5.6%	5.1%	6.6%

INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
MARCH 2016

CURRENT MONTH				Note	YEAR TO DATE				PRIOR YTD MAR 2015	
ACTUAL	BUDGET	VAR\$	VAR%		ACTUAL	BUDGET	VAR\$	VAR%		
OPERATING REVENUE										
\$ 1,561,447	\$ 1,261,243	\$ 300,204	23.8%	Total Gross Revenue	\$ 13,269,666	\$ 11,601,322	\$ 1,668,344	14.4%	1	\$ 11,229,691
Gross Revenues - Inpatient										
\$ 3,171	\$ 3,513	\$ (342)	-9.7%	Daily Hospital Service	\$ 22,598	\$ 28,106	\$ (5,508)	-19.6%		\$ 26,139
384	5,701	(5,317)	-93.3%	Ancillary Service - Inpatient	25,049	43,335	(18,286)	-42.2%		54,553
3,555	9,215	(5,660)	-61.4%	Total Gross Revenue - Inpatient	47,647	71,442	(23,794)	-33.3%	1	80,692
1,557,892	1,252,028	305,864	24.4%	Gross Revenue - Outpatient	13,222,019	11,529,880	1,692,138	14.7%		11,148,999
1,557,892	1,252,028	305,864	24.4%	Total Gross Revenue - Outpatient	13,222,019	11,529,880	1,692,138	14.7%	1	11,148,999
Deductions from Revenue:										
540,019	344,645	(195,374)	-56.7%	Contractual Allowances	4,214,316	3,181,355	(1,032,962)	-32.5%	2	3,183,804
51,943	43,821	(8,122)	-18.5%	Charity Care	442,657	403,546	(39,111)	-9.7%	2	362,905
33,941	-	(33,941)	0.0%	Charity Care - Catastrophic Events	42,482	-	(42,482)	0.0%	2	-
(45,782)	87,642	133,424	152.2%	Bad Debt	487,371	807,092	319,721	39.6%	2	884,202
-	-	-	0.0%	Prior Period Settlements	(150,715)	-	150,715	0.0%	2	5,409
580,121	476,108	(104,013)	-21.8%	Total Deductions from Revenue	5,036,111	4,391,992	(644,118)	-14.7%	2	4,436,319
89,554	62,985	26,569	42.2%	Other Operating Revenue	765,597	573,315	192,283	33.5%	3	648,681
1,070,880	848,120	222,760	26.3%	TOTAL OPERATING REVENUE	8,999,152	7,782,644	1,216,508	15.6%		7,442,052
OPERATING EXPENSES										
246,887	260,564	13,677	5.2%	Salaries and Wages	2,266,690	2,366,964	100,274	4.2%	4	2,212,878
75,524	83,490	7,966	9.5%	Benefits	686,758	732,628	45,869	6.3%	4	804,115
2,496	2,490	(6)	-0.2%	Benefits Workers Compensation	21,183	22,412	1,229	5.5%	4	27,841
32,207	47,919	15,712	32.8%	Benefits Medical Insurance	363,412	431,270	67,858	15.7%	4	443,655
237,420	233,306	(4,114)	-1.8%	Professional Fees	2,091,518	2,086,068	(5,450)	-0.3%	5	1,882,096
96,536	52,806	(43,730)	-82.8%	Supplies	683,836	474,773	(209,063)	-44.0%	6	459,260
36,283	42,955	6,672	15.5%	Purchased Services	367,639	374,729	7,090	1.9%	7	361,955
54,606	52,466	(2,140)	-4.1%	Other	532,502	467,316	(65,185)	-13.9%	8	446,885
781,959	775,995	(5,964)	-0.8%	TOTAL OPERATING EXPENSE	7,013,539	6,956,161	(57,378)	-0.8%		6,638,685
288,921	72,125	216,796	300.6%	NET OPERATING REV(EXP) EBIDA	1,985,613	826,483	1,159,130	140.2%		803,367
NON-OPERATING REVENUE/(EXPENSE)										
-	4,333	(4,333)	-100.0%	Donations-IVCH	35,656	39,000	(3,344)	-8.6%	9	22,091
-	-	-	0.0%	Gain/ (Loss) on Sale	-	-	-	0.0%	10	-
(58,359)	(58,359)	0	0.0%	Depreciation	(499,303)	(525,234)	25,932	-4.9%	11	(481,067)
(58,359)	(54,026)	(4,333)	-8.0%	TOTAL NON-OPERATING REVENUE/(EXP)	(463,647)	(486,235)	22,588	4.6%		(458,977)
\$ 230,562	\$ 18,099	\$ 212,463	1173.9%	EXCESS REVENUE(EXPENSE)	\$ 1,521,966	\$ 340,248	\$ 1,181,718	347.3%		\$ 344,391
18.5%	5.7%	12.8%		RETURN ON GROSS REVENUE EBIDA	15.0%	7.1%	7.8%			7.2%

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
MARCH 2016**

		<u>Variance from Budget</u>	
		<u>Fav<Unfav></u>	
		<u>MAR 2016</u>	<u>YTD 2016</u>
1) <u>Gross Revenues</u>			
Acute Patient Days were below budget by 1 at 0 and Observation Days were over budget by 2 at 4.	Gross Revenue -- Inpatient	\$ (5,660)	\$ (23,794)
	Gross Revenue -- Outpatient	305,864	1,692,138
		<u>\$ 300,204</u>	<u>\$ 1,668,344</u>
Outpatient volumes were above budget in Emergency Department visits, Surgical cases, Laboratory tests, Radiology exams, Pharmacy units, Physical Therapy, and Occupational Therapy.			
2) <u>Total Deductions from Revenue</u>			
We saw a shift in our payor mix with an 1.83% increase in Commercial Insurance, a .99% increase in Medicare, a .07% increase in Medicaid, a 2.88% decrease in Other, and a .01% decrease in County. Negative variance in Contractual Allowances is a result of revenues exceeding budget by 23.8%.	Contractual Allowances	\$ (195,374)	\$ (1,032,962)
	Charity Care	(8,122)	(39,111)
	Charity Care-Catastrophic Event	(33,941)	(42,482)
	Bad Debt	133,424	319,721
	Prior Period Settlement	-	150,715
	Total	<u>\$ (104,013)</u>	<u>\$ (644,118)</u>
3) <u>Other Operating Revenue</u>			
IVCH ER Physician Guarantee is tied to collections which exceeded budget in March.	IVCH ER Physician Guarantee	\$ 27,015	\$ 171,428
	Miscellaneous	(446)	20,854
	Total	<u>\$ 26,569</u>	<u>\$ 192,283</u>
4) <u>Salaries and Wages</u>			
	Total	<u>\$ 13,677</u>	<u>\$ 100,274</u>
<u>Employee Benefits</u>			
	PL/SL	\$ 1,226	\$ 54,708
	Standby	3,170	15,114
	Other	3,670	(16,748)
	Nonproductive	(100)	(9,611)
	Pension/Deferred Comp	(1)	2,406
	Total	<u>\$ 7,966</u>	<u>\$ 45,869</u>
<u>Employee Benefits - Workers Compensation</u>			
	Total	<u>\$ (6)</u>	<u>\$ 1,229</u>
<u>Employee Benefits - Medical Insurance</u>			
	Total	<u>\$ 15,712</u>	<u>\$ 67,858</u>
5) <u>Professional Fees</u>			
IVCH Physical and Occupational Therapy revenues exceeded budget by 8.97%, creating a negative variance in Therapy Services professional fees.	Therapy Services	\$ (8,773)	\$ (19,589)
	Multi-Specialty Clinics	57	(11,071)
	Administration	(3,570)	(10,515)
	IVCH ER Physicians	1,935	(1,704)
	Miscellaneous	39	2,236
Services provided for project management oversight created a negative variance in Administration.	Foundation	5,782	17,443
	Sleep Clinic	415	17,750
Foundation oversight was converted to an FTE, creating a positive variance in Foundation.	Total	<u>\$ (4,114)</u>	<u>\$ (5,450)</u>
6) <u>Supplies</u>			
Surgery and Medical Supplies Sold to Patients revenues exceeded budget by 149.19%, creating a negative variance in Patient & Other Medical Supplies.	Patient & Other Medical Supplies	\$ (9,148)	\$ (91,966)
	Pharmacy Supplies	(30,239)	(86,744)
	Minor Equipment	(2,335)	(17,224)
	Food	(1,322)	(9,744)
	Office Supplies	(407)	(1,926)
Drugs Sold to Patients revenue exceeded budget by 83.20%, creating a negative variance in Pharmacy Supplies.	Non-Medical Supplies	(438)	(1,297)
	Imaging Film	157	(162)
Negative variance in Minor Equipment for Surgical Services equipment purchases.	Total	<u>\$ (43,730)</u>	<u>\$ (209,063)</u>

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
MARCH 2016**

		Variance from Budget	
		Fav<Unfav>	
		MAR 2016	YTD 2016
7) <u>Purchased Services</u>			
Negative variance in Department Repairs related to maintenance agreements on Surgical equipment.	Laboratory	\$ 643	\$ (18,245)
	EVS/Laundry	316	(4,009)
	Department Repairs	(2,230)	(1,860)
	Foundation	431	(251)
	Pharmacy	-	-
	Surgical Services	-	-
	Miscellaneous	937	4,157
	Multi-Specialty Clinics	111	4,198
	Diagnostic Imaging Services - All	643	6,840
	Engineering/Plant/Communications	5,821	16,259
	Total	\$ 6,672	\$ 7,090
8) <u>Other Expenses</u>			
Negative variance in Equipment Rent related to rentals for in-home sleep studies and rental equipment needed for scheduled surgeries.	Equipment Rent	\$ (10,215)	\$ (78,717)
	Utilities	290	(3,263)
	Dues and Subscriptions	(241)	(2,574)
	Outside Training & Travel	2,173	(91)
Controllable costs continue to be monitored, creating positive variances in the remainder of the Other Expense categories.	Physician Services	-	-
	Multi-Specialty Clinics Equip Rent	-	-
	Multi-Specialty Clinics Bldg Rent	-	-
	Other Building Rent	871	1,741
	Insurance	223	2,005
	Miscellaneous	2,141	5,507
	Marketing	2,618	10,207
	Total	\$ (2,140)	\$ (65,185)
9) <u>Donations</u>	Total	\$ (4,333)	\$ (3,344)
10) <u>Gain/(Loss) on Sale</u>	Total	\$ -	\$ -
11) <u>Depreciation Expense</u>	Total	\$ -	\$ 25,932

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS

	AUDITED		BUDGET	PROJECTED	ACTUAL	BUDGET		ACTUAL	ACTUAL	ACTUAL	PROJECTED
	FYE 2015		FYE 2016	FYE 2016	MAR 2016	MAR 2016	DIFFERENCE	1ST QTR	2ND QTR	3RD QTR	4TH QTR
Net Operating Rev/(Exp) - EBIDA	\$ 7,190,440		\$ 2,054,135	\$ 14,324,062	\$ 3,656,783	\$ 174,995	\$ 3,481,788	\$ 4,890,732	\$ 2,113,378	\$ 8,328,650	\$ (1,008,698)
Interest Income	97,528		107,488	133,849	-	-	-	29,198	33,631	44,193	26,827
Property Tax Revenue	5,352,075		5,420,000	5,420,119	-	-	-	309,907	78,742	3,316,470	1,715,000
Donations	757,929		923,000	534,308	29,263	10,000	19,263	76,191	164,788	188,329	105,000
Debt Service Payments	(3,505,561)		(3,565,581)	(3,441,270)	(247,479)	(235,450)	(12,029)	(1,069,568)	(742,436)	(886,831)	(742,434)
Bank of America - 2012 Muni Lease	(1,243,531)		(1,243,644)	(1,243,648)	(103,637)	(103,637)	(0)	(310,912)	(310,912)	(310,912)	(310,911)
Copier	(8,962)		(8,760)	(8,759)	(730)	(730)	0	(2,190)	(2,190)	(2,190)	(2,190)
2002 Revenue Bond	(660,296)		(668,008)	(483,555)	-	-	-	(327,132)	-	(156,423)	-
2006 Revenue Bond	(1,592,771)		-	-	-	-	-	-	-	-	-
2015 Revenue Bond	-		(1,645,169)	(1,705,308)	(143,111)	(131,083)	(12,028)	(429,334)	(429,334)	(417,306)	(429,333)
Physician Recruitment	(155,902)		(311,000)	(264,669)	-	(6,000)	6,000	(216,785)	(5,884)	-	(42,000)
Investment in Capital											
Equipment	(2,491,260)		(1,418,900)	(1,418,900)	(70,230)	(199,956)	129,726	(302,633)	(286,725)	(221,705)	(607,837)
Municipal Lease Reimbursement	-		2,295,723	2,295,723	-	-	-	1,319,139	-	-	976,584
GO Bond Project Personal Property	(186,062)		(500,180)	(500,180)	-	(69,230)	69,230	(8,587)	(8,029)	(14,334)	(469,230)
IT	(1,394,200)		(559,300)	(591,192)	(46,077)	(4,702)	(41,375)	(318,453)	(193,238)	(79,501)	-
Building Projects	(2,218,063)		(4,487,480)	(2,419,012)	(113,955)	(732,444)	618,489	(337,663)	(674,563)	(506,786)	(900,000)
Health Information/Business System	(230,852)		(500,000)	(500,000)	1,288	(20,805)	22,093	(1,623)	(18,375)	(37,104)	(442,898)
Capital Investments											
Properties	(600,000)		-	(2,500,000)	-	-	-	-	-	-	(2,500,000)
Measure C Scope Modifications	-		(749,287)	(749,287)	(95,970)	(95,970)	(0)	-	(232,174)	(229,205)	(287,908)
Change in Accounts Receivable	2,648,682		282,832	N1 (531,659)	(129,692)	860,355	(990,047)	522,392	(891,685)	(2,247,607)	2,085,241
Change in Settlement Accounts	(2,438,657)		500,000	N2 331,939	-	-	-	623,667	(1,173,529)	1,631,801	(750,000)
Change in Other Assets	(1,717,188)		(768,000)	N3 (2,342,315)	30,141	(325,000)	355,141	(1,531,558)	(1,330,040)	664,283	(145,000)
Change in Other Liabilities	(30,538)		(71,000)	N4 (339,596)	894,710	500,000	394,710	247,630	(648,182)	425,956	(365,000)
Change in Cash Balance	1,078,371		(1,347,550)	7,457,840	3,908,782	(144,207)	4,052,989	4,247,906	(3,814,322)	10,376,609	(3,352,353)
Beginning Unrestricted Cash	50,951,760		52,227,897	52,227,897	59,129,308	59,129,308	-	52,227,897	56,475,803	52,661,481	63,038,090
Ending Unrestricted Cash	52,227,897		50,880,347	59,685,737	63,038,090	58,985,101	4,052,989	56,475,803	52,661,481	63,038,090	59,685,737
Expense Per Day	333,932		321,141	329,359	328,657	321,209	7,448	317,753	322,438	328,657	329,359
Days Cash On Hand	156		158	181	192	184	8	178	163	192	181

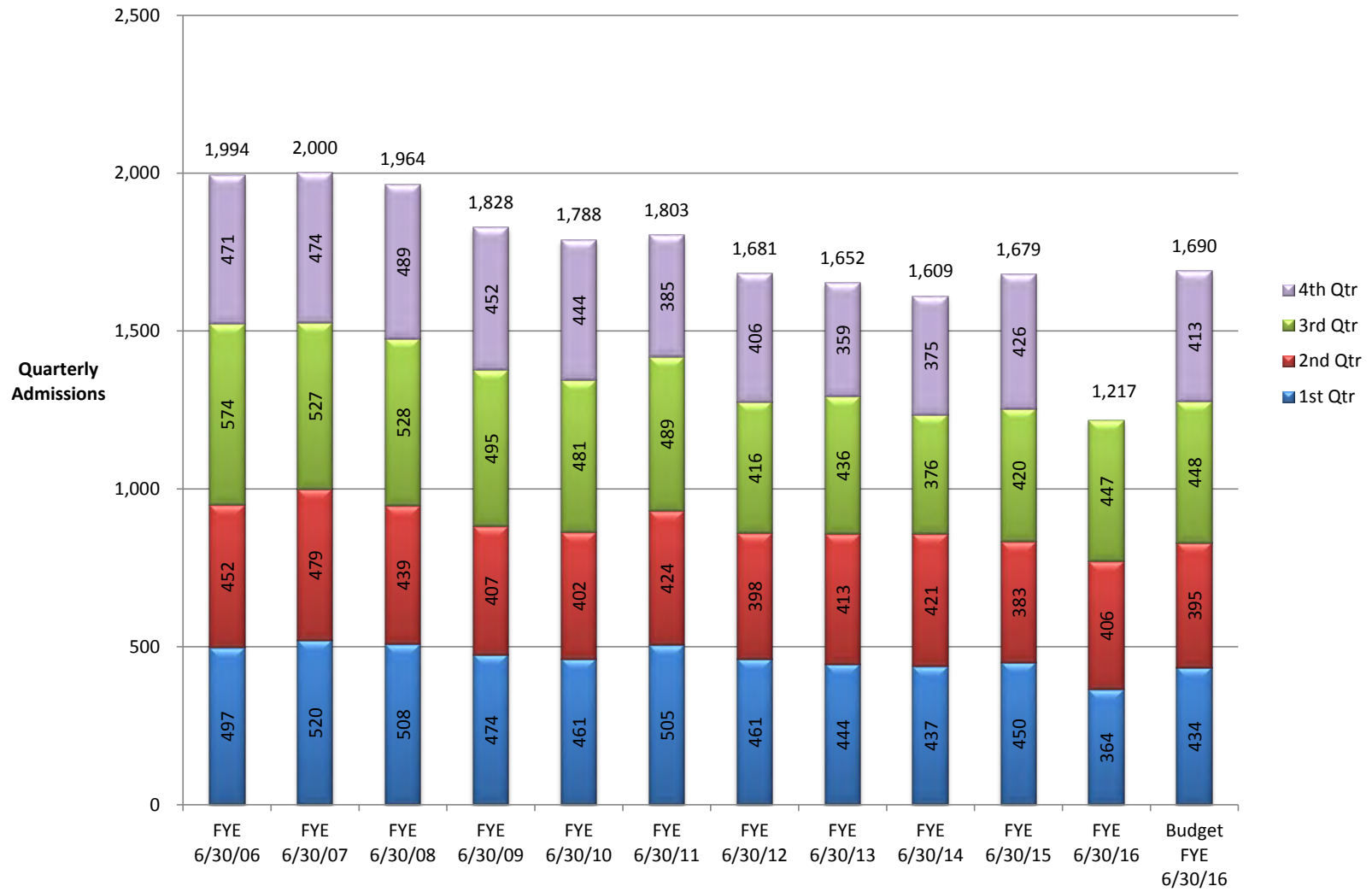
Footnotes:

- N1 - Change in Accounts Receivable reflects the 30 day delay in collections. For example, in July 2015 we are collecting June 2015.
- 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.

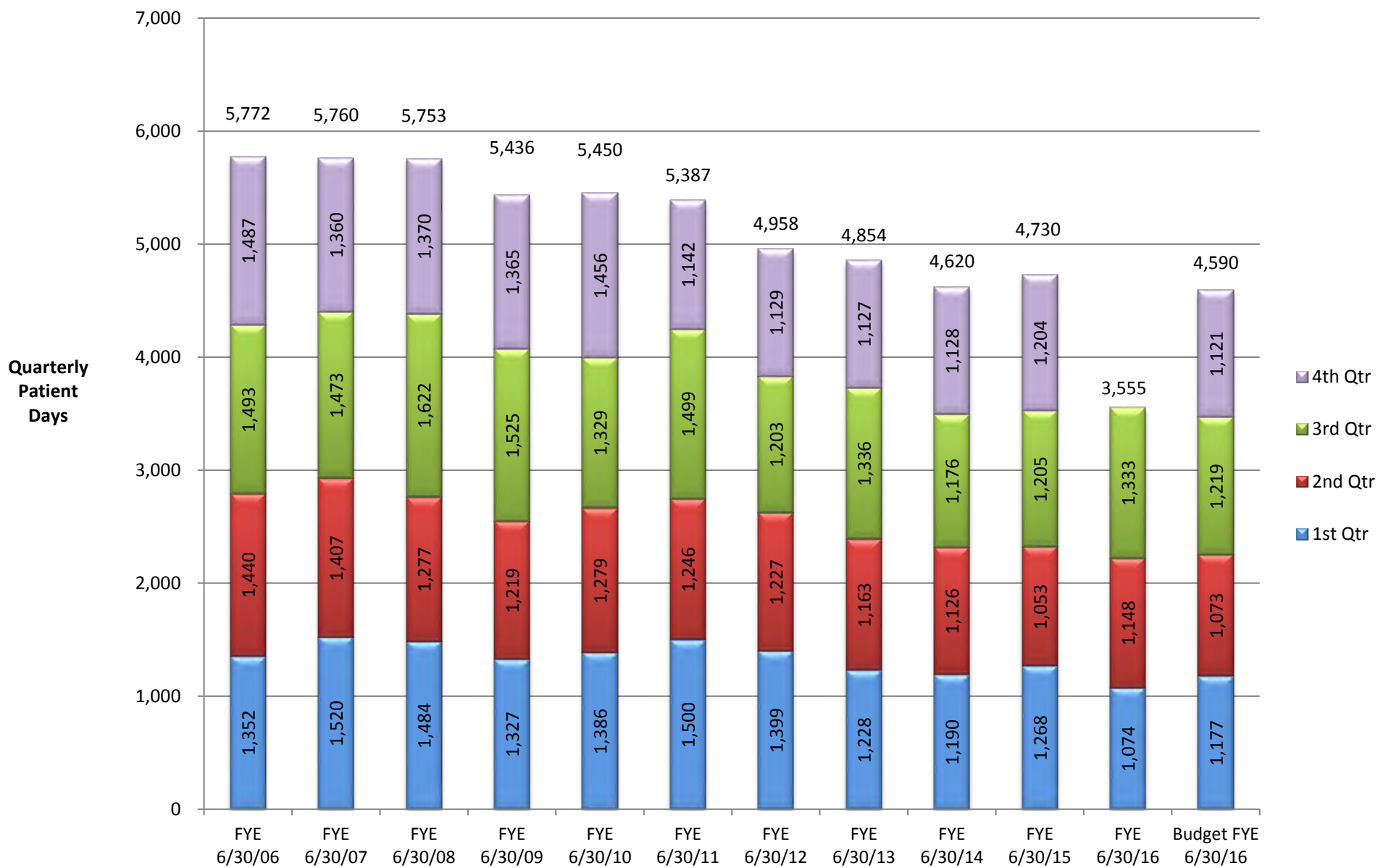
**Incline Village Community Hospital
Operating Indicators
Month & YTD June 2016
March 31, 2016**

	YTD Actual	YTD Budget	YTD Variance	YTD % Variance
Admissions	4	8	-4	-50.00%
Registrations	7,185	7,461	(276)	-3.70%
I/P Days	8	8	0	0.00%
Observation Days	20	20	0	0.00%
Total Days	28	28	0	0.00%
Emergency Visits	3,093	2,929	164	5.60%
<u>Surgical Services:</u>				
Cases - Inpatient	0	0	0	0.00%
Cases - Outpatient	83	72	11	15.28%
Total Cases	83	72	11	15.28%
Minutes	26,113	21,258	4,855	22.84%
Laboratory Tests (inc EKG's)	19,624	19,422	202	1.04%
Radiology - I / P Exams	3	3	0	0.00%
Radiology - O / P Exams	577	627	(50)	-7.97%
Radiology - ER Exams	1,462	1,189	273	22.96%
Radiology (inc mammos) Totals	2,042	1,819	223	12.26%
CT - I / P Exams	0	1	(1)	-100.00%
CT - O / P Exams (Inc. U/S)	104	117	(13)	-11.11%
CT - ER Exams	529	381	148	38.85%
Total Cat Scan Exams	633	499	134	26.85%
Pharmacy - I/P units	108	166	(58)	-34.94%
Pharmacy - O/P units	7,248	6,443	805	12.49%
Pharmacy Totals	7,356	6,609	747	11.30%
IV's - Inpatient	3	13	(10)	-76.92%
IV's - Outpatient	141	410	(269)	-65.61%
Total IV's	144	423	(279)	-65.96%
RT - I/P Procedures	62	0	62	0.00%
RT - O/P Procedures	1,391	0	1,391	0.00%
R/T Totals	1,453	0	1,453	0.00%
Sleep Clinic Visits	122	118	4	3.39%
<u>Perioperative Services Minutes</u>				
OR - Inpatients	0	0	0	0.00%
OR - Outpatients	7,444	5,717	1,727	30.21%
OR - Total	7,444	5,717	1,727	30.21%
Total ASD	16,561	13,533	3,028	22.37%
I/P Recovery	0	0	0	0.00%
O/P Recovery	2,108	2,008	100	4.98%
Total Recovery	2,108	2,008	100	4.98%
Pain Clinic	0	0	0	0.00%
Procedure Room	0	0	0	0.00%
Total Surgicenter Minutes	26,113	21,258	4,855	22.84%
<u>Anesthesia - Minutes</u>				
Inpatient	0	0	0	0.00%
Out Patient	7,717	5,971	1,746	29.24%
Elsewhere	0	0	0	0.00%
Total Anesthesia - Minutes	7,717	5,971	1,746	29.24%
<u>Dietary</u>				
Patient Meals	610	653	(43)	-6.58%
Pantries	4,266	1,684	2,582	153.33%
Non-patient Meals	0	0	0	0.00%
Total Meals	4,876	2,337	2,539	108.64%
Flu Shots	200	400	(200)	-50.00%
P/T - 42 076	22,418	22,218	200	0.90%
OT - 42 080	874	883	-9	-1.02%
Diamond Peak - Patients Seen	432	316	116	36.71%
Incline Village Health Clinic	1,300	765	535	69.93%

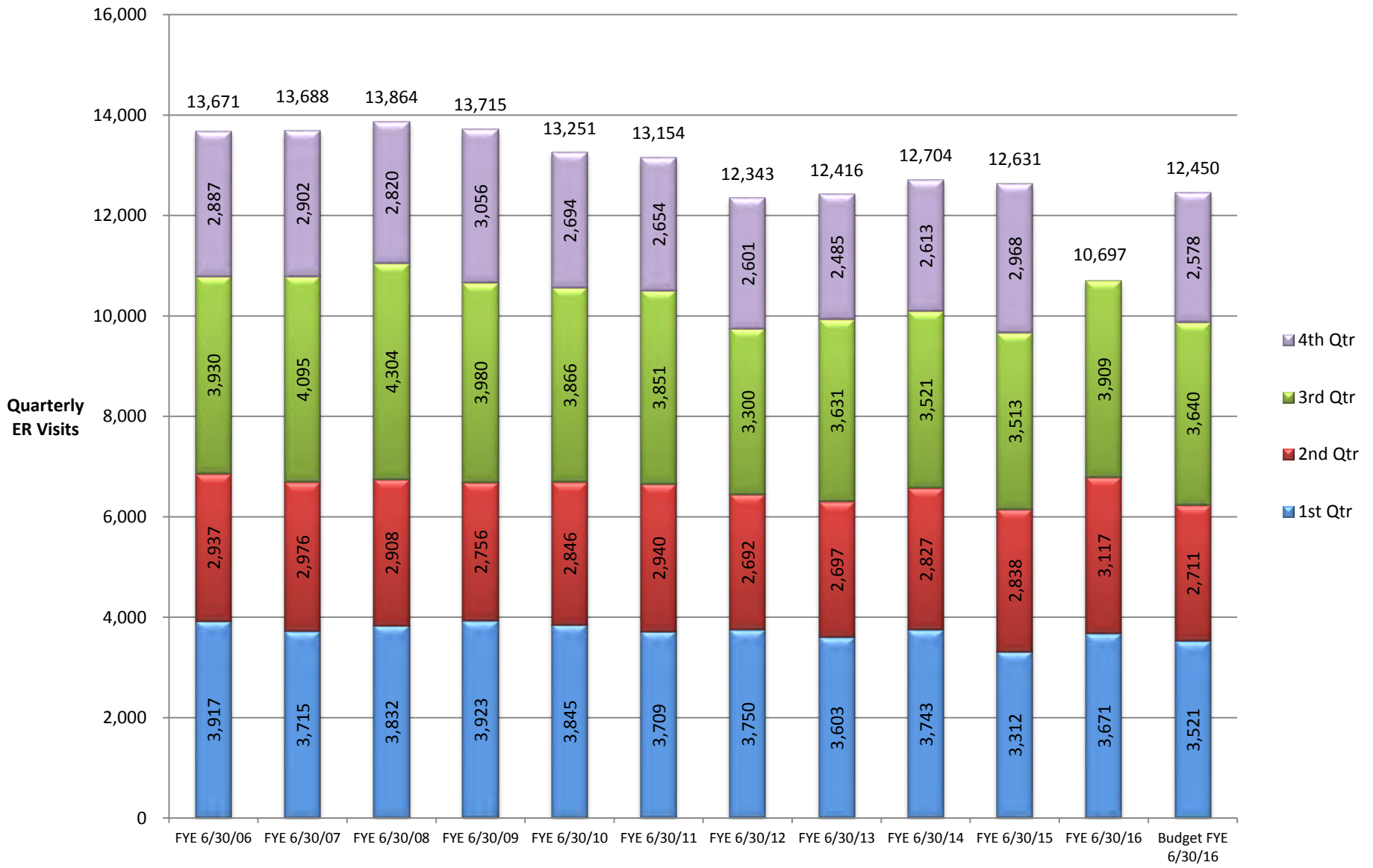
TOTAL TFH ADMISSIONS



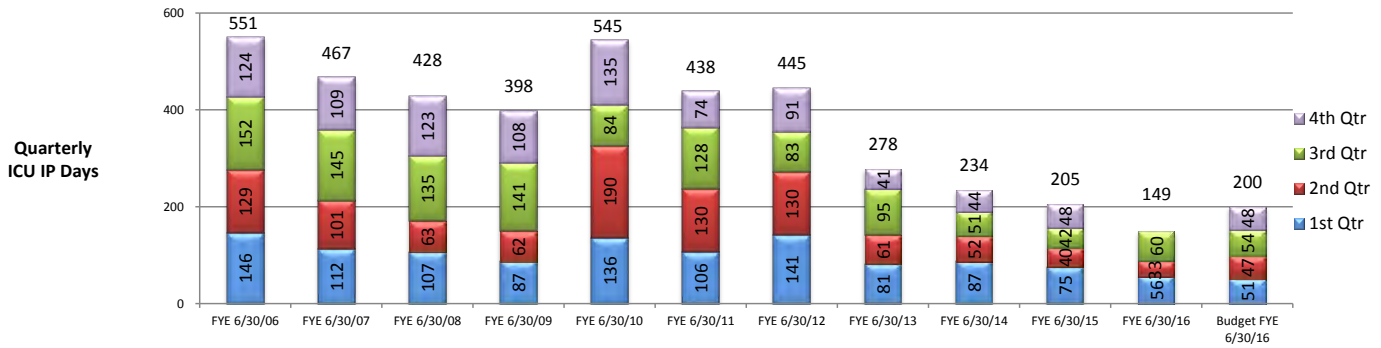
TOTAL TFH PATIENT DAYS



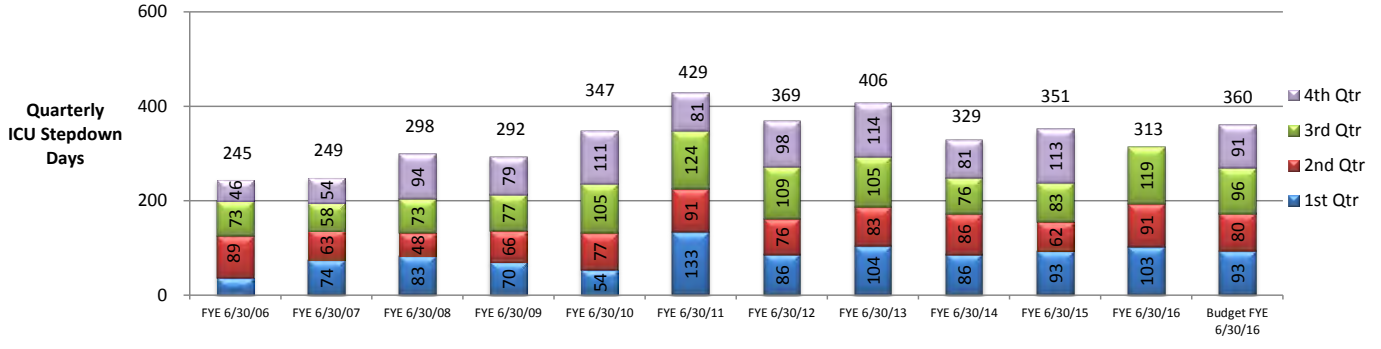
TOTAL TFH ER VISITS



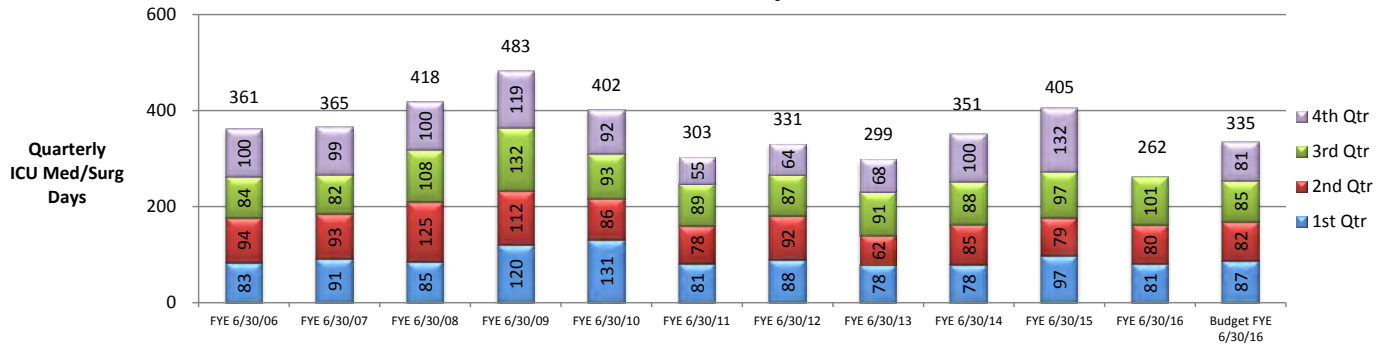
TOTAL TFH ICU INPATIENT DAYS



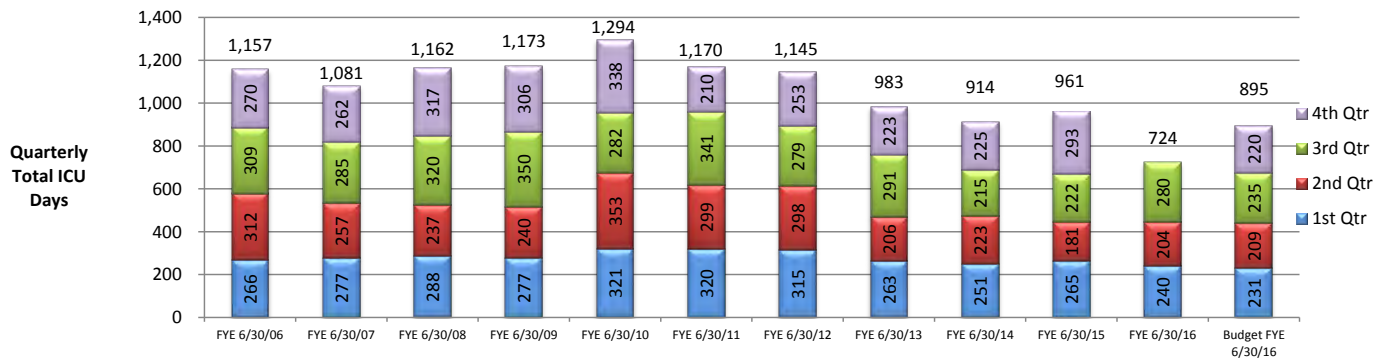
TOTAL TFH ICU STEPDOWN DAYS



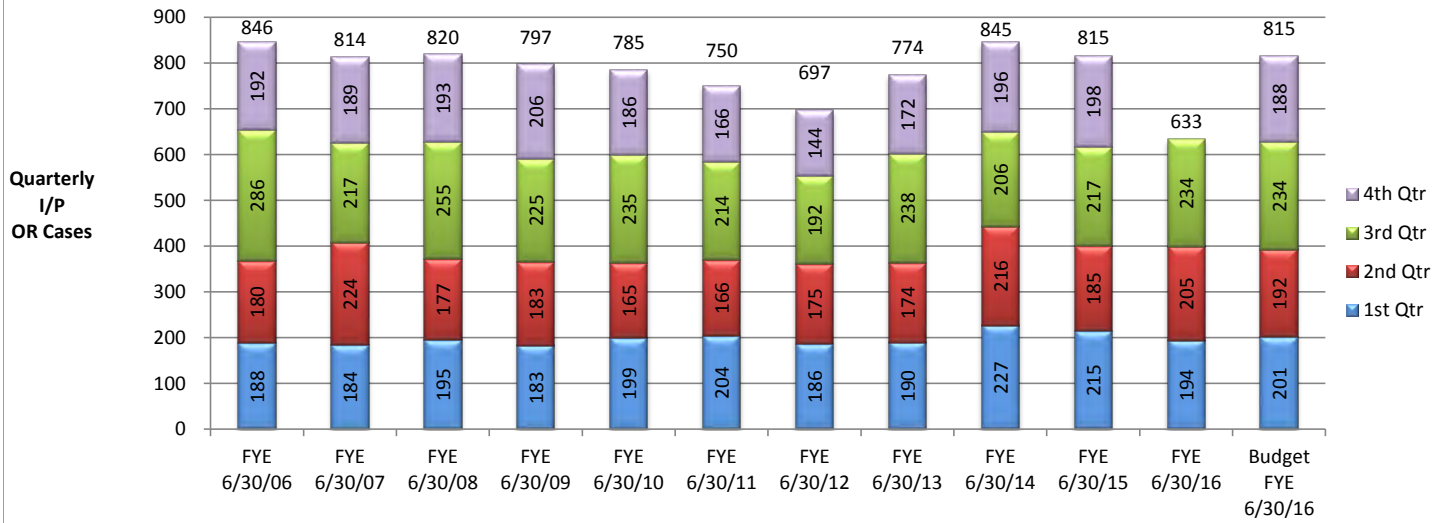
TOTAL TFH ICU MED/SURG DAYS



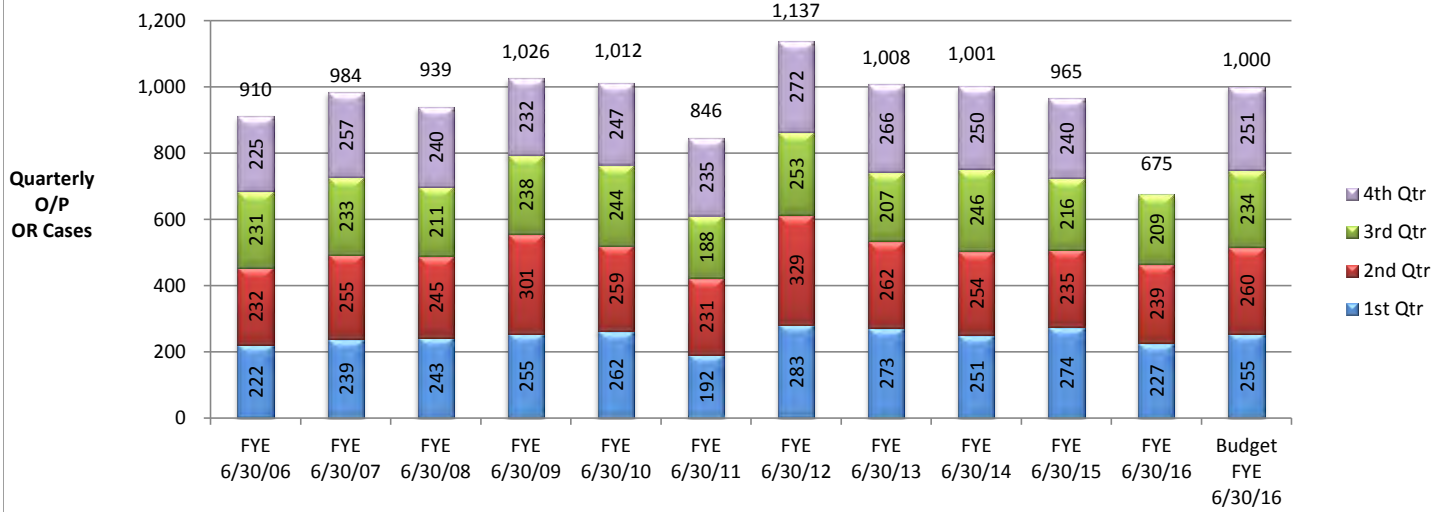
TOTAL TFH ICU DAYS



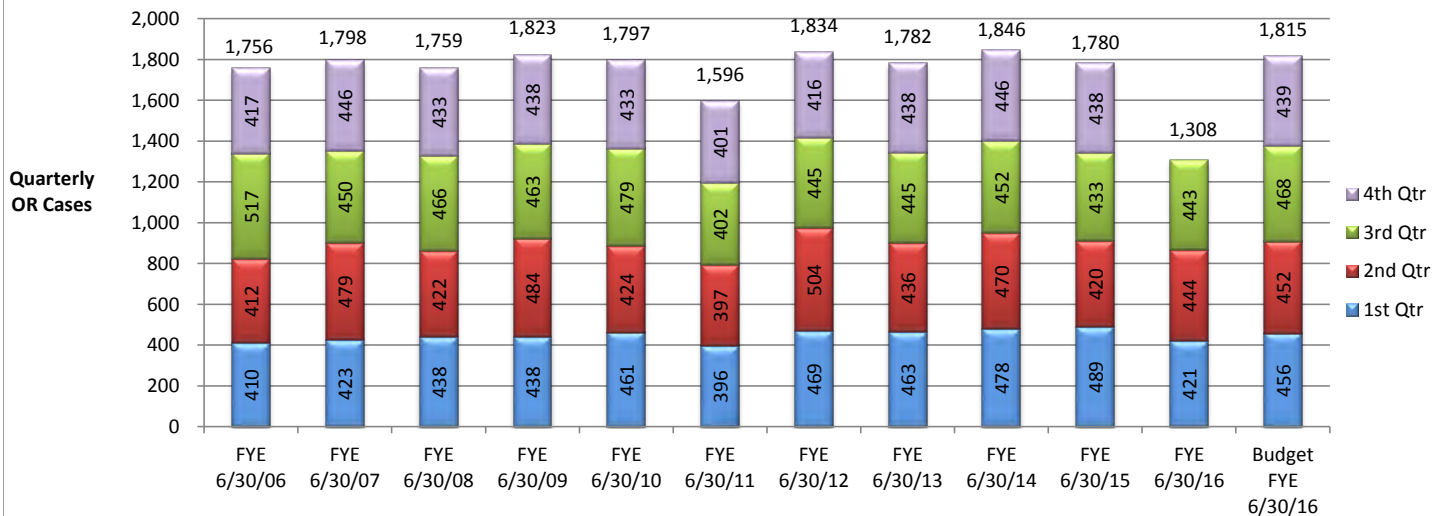
TOTAL TFH INPATIENT OR CASES



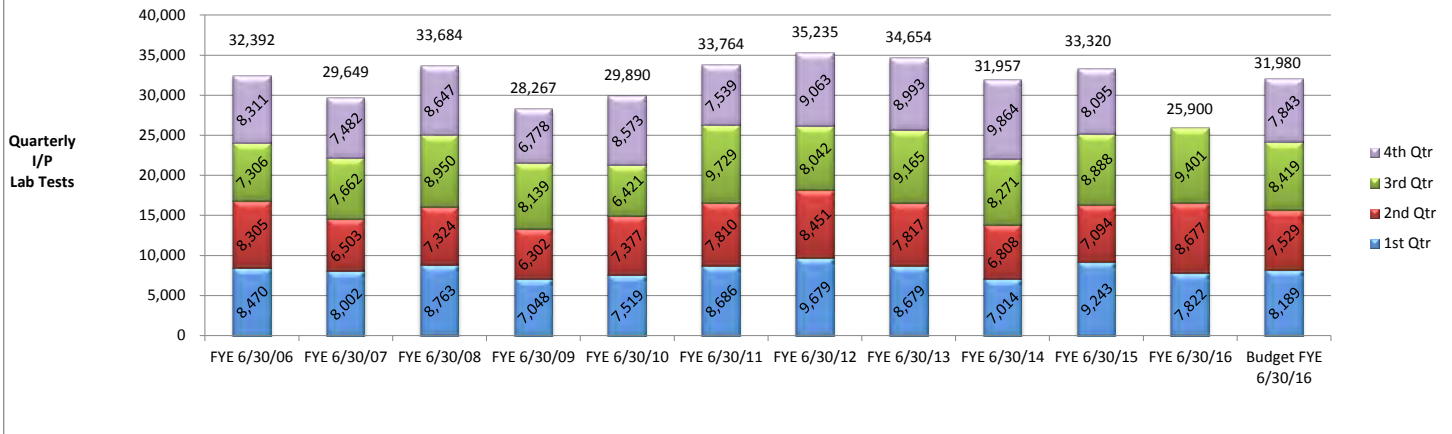
TOTAL TFH OUTPATIENT OR CASES



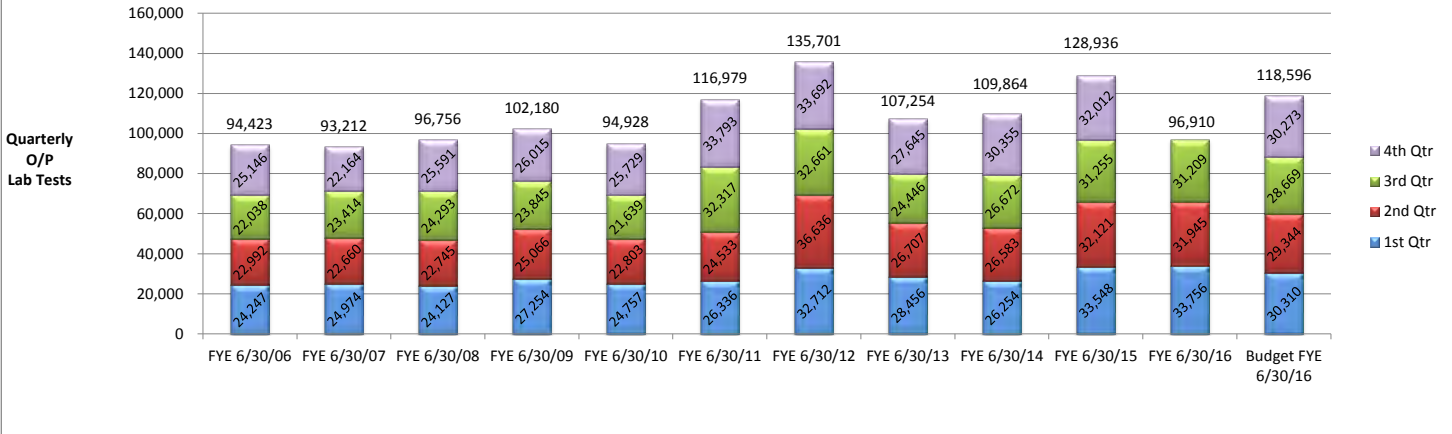
TOTAL TFH OR CASES



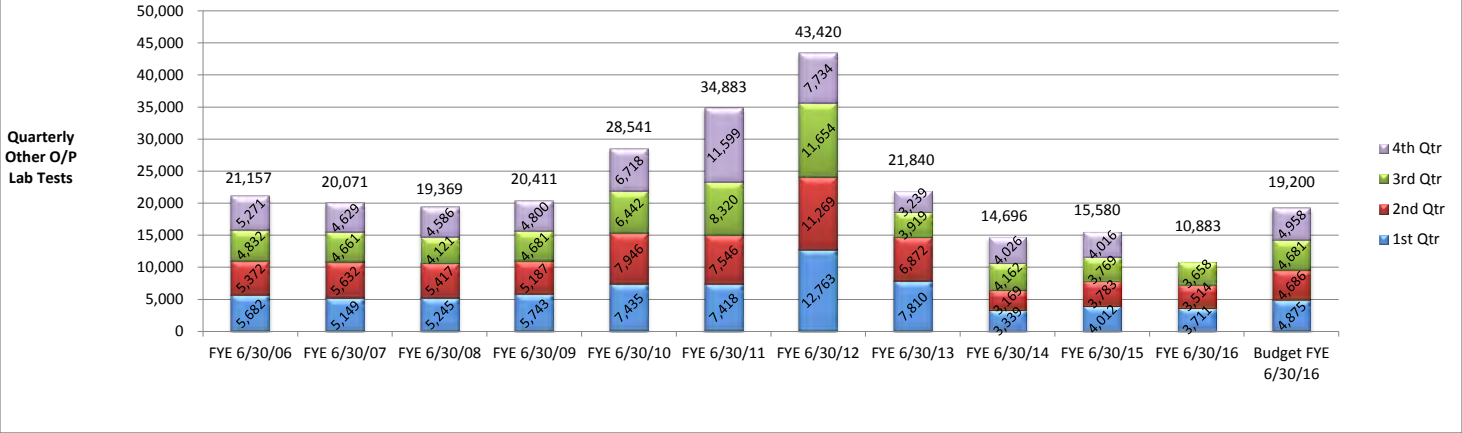
TOTAL TFH INPATIENT LAB TESTS



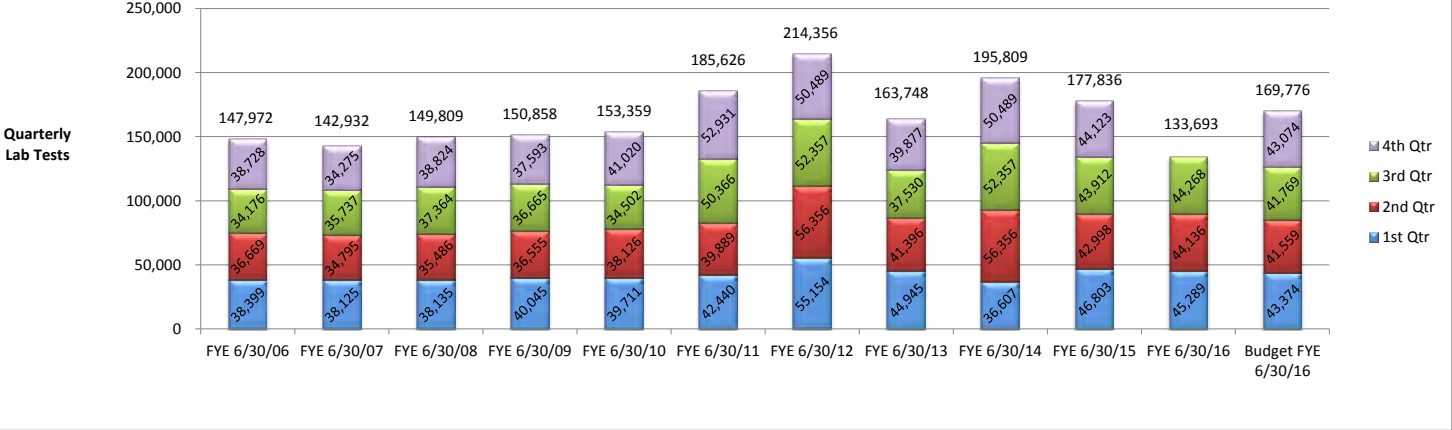
TOTAL TFH OUTPATIENT LAB TESTS



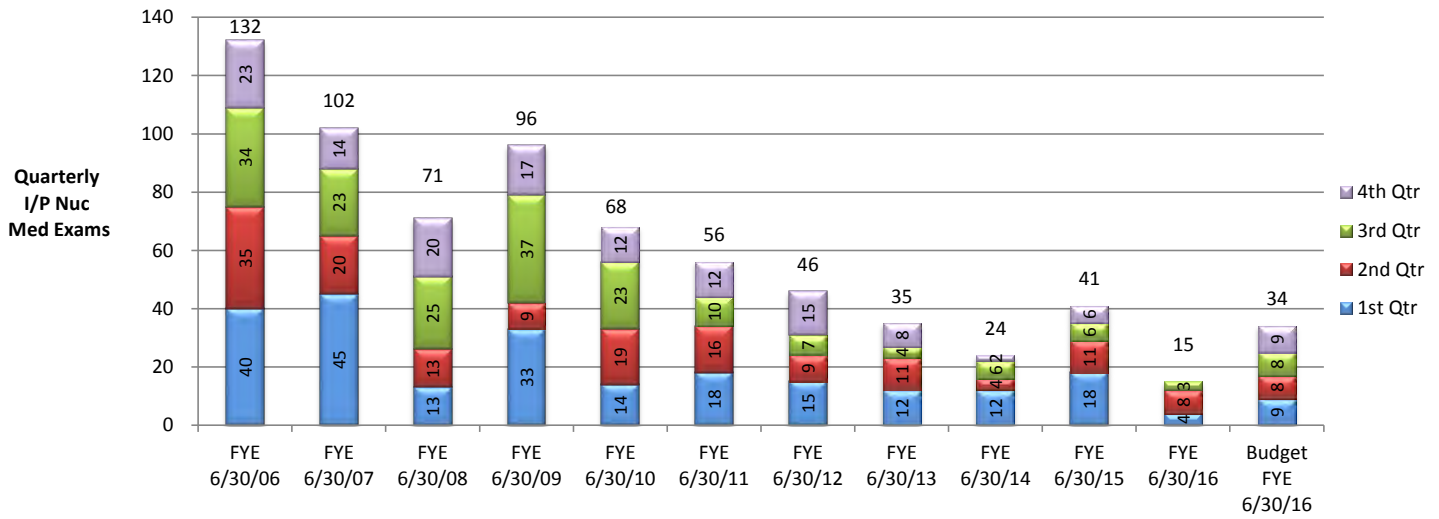
TOTAL TFH OTHER OUTPATIENT LAB TESTS



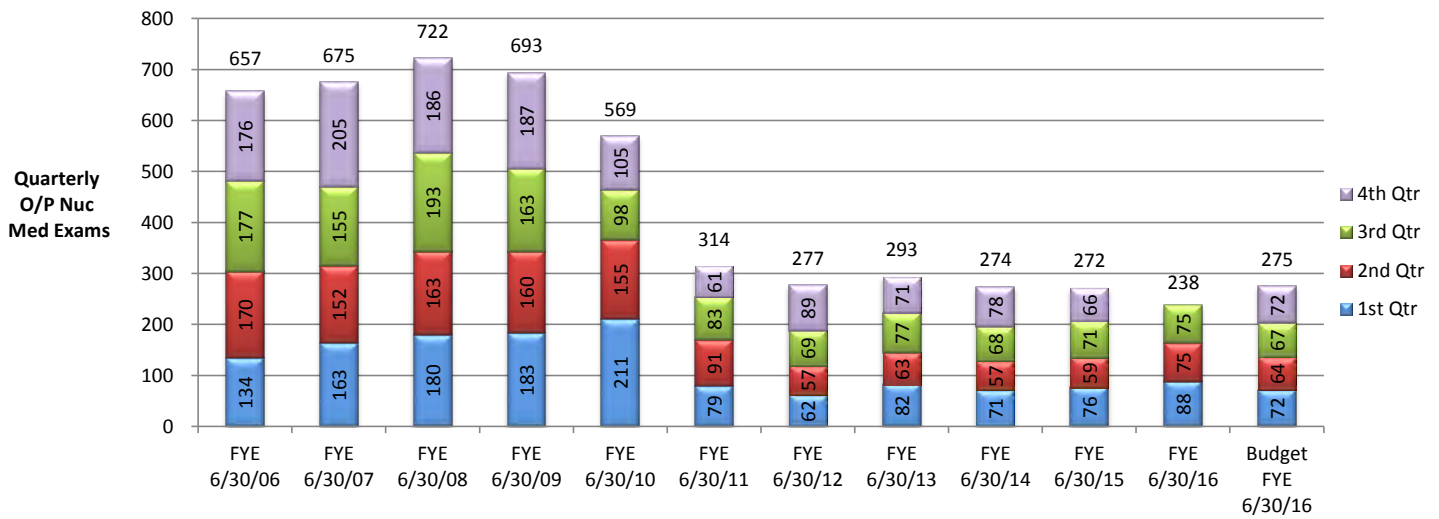
TOTAL TFH LAB TESTS



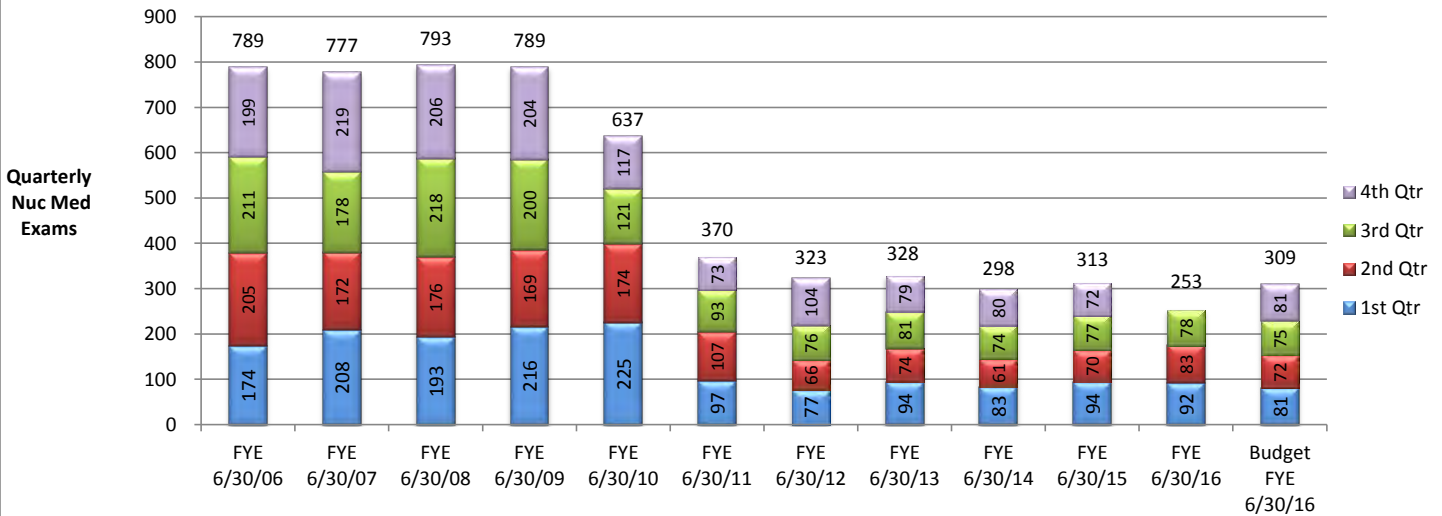
TOTAL TFH NUCLEAR MEDICINE INPATIENT EXAMS



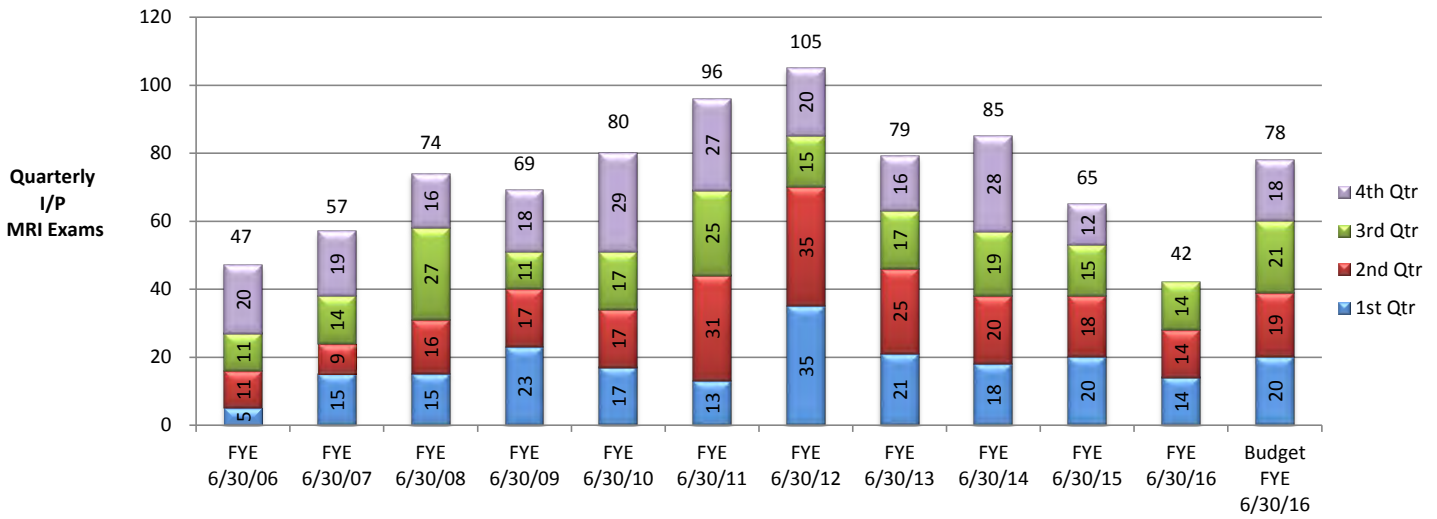
TOTAL TFH NUCLEAR MEDICINE OUTPATIENT EXAMS



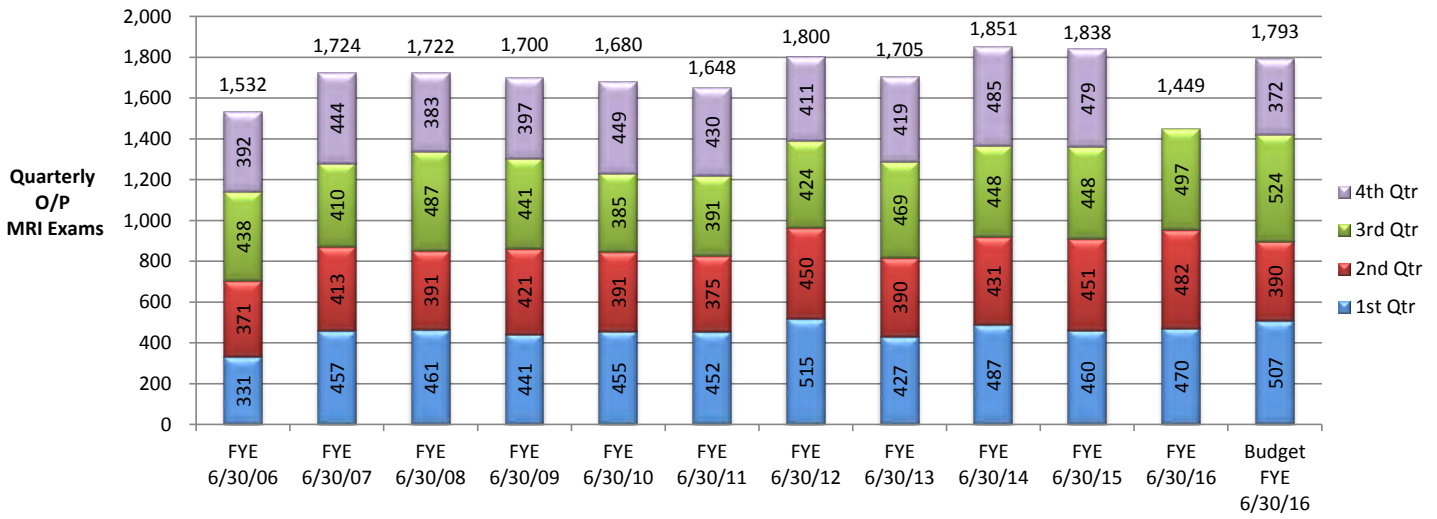
TOTAL TFH NUCLEAR MEDICINE EXAMS



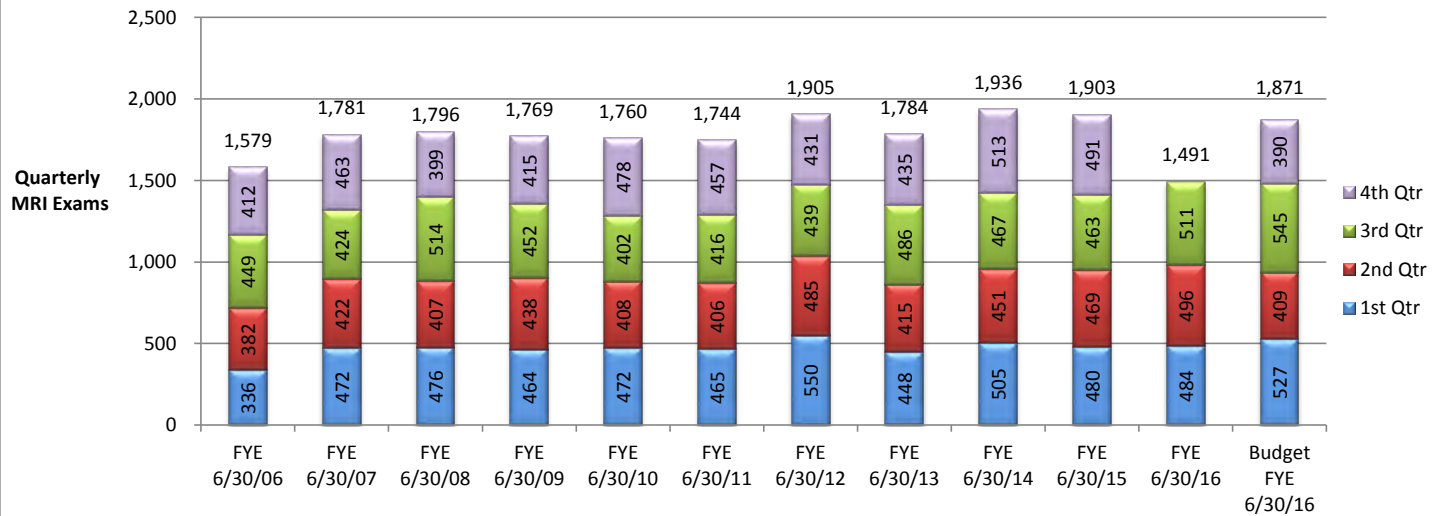
TOTAL TFH MRI INPATIENT EXAMS



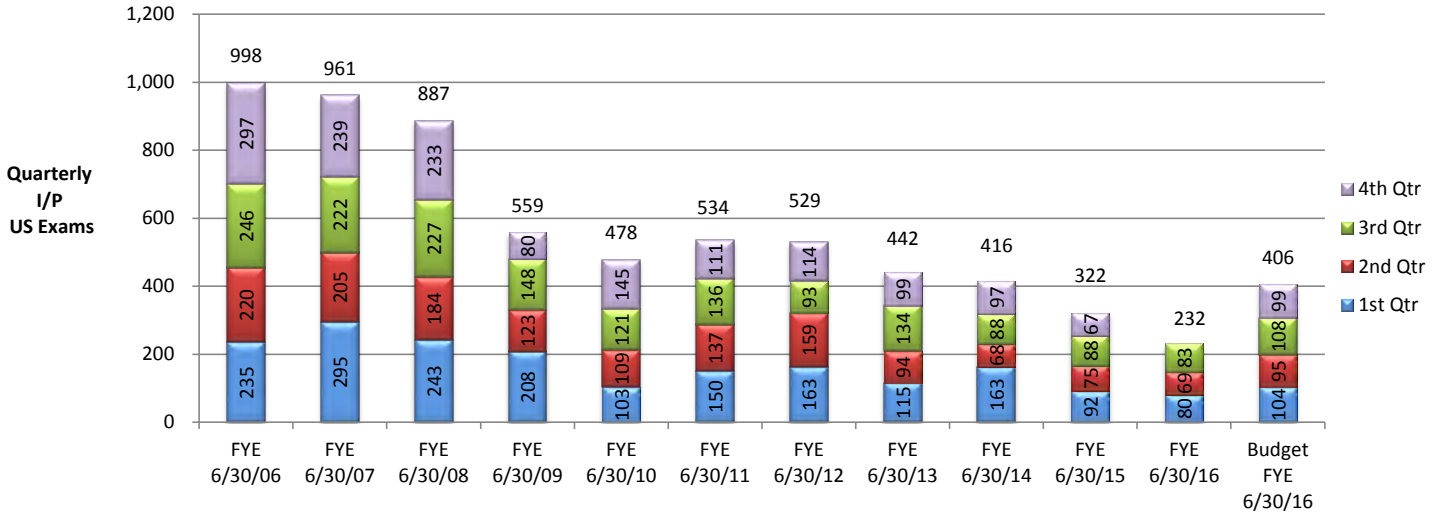
TOTAL TFH MRI OUTPATIENT EXAMS



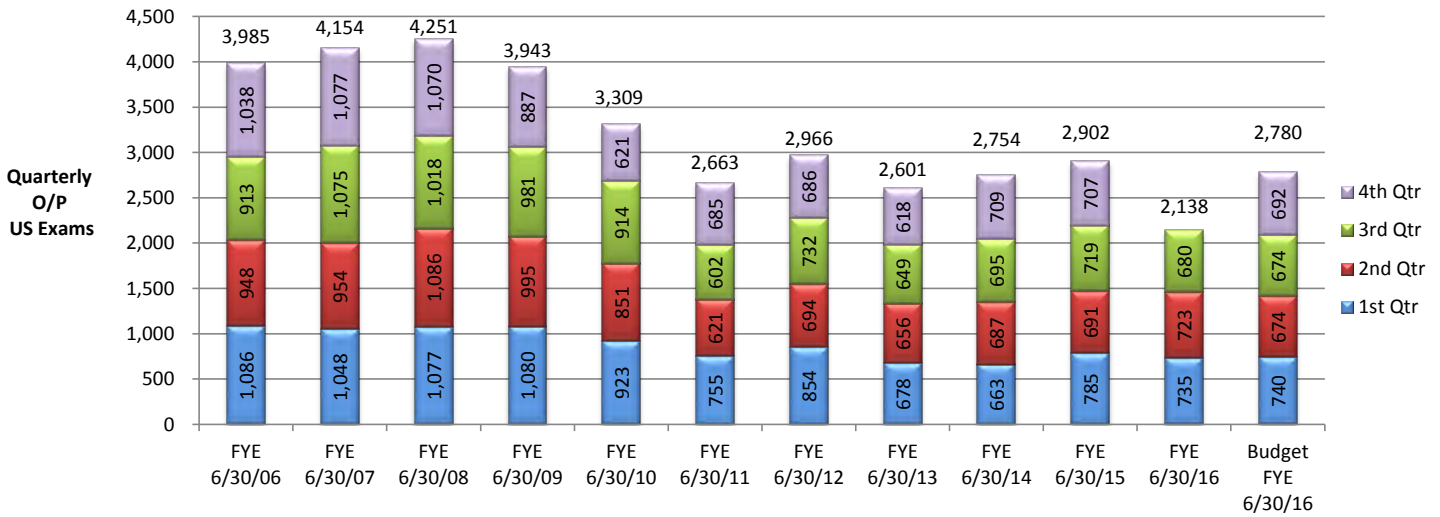
TOTAL TFH MRI EXAMS



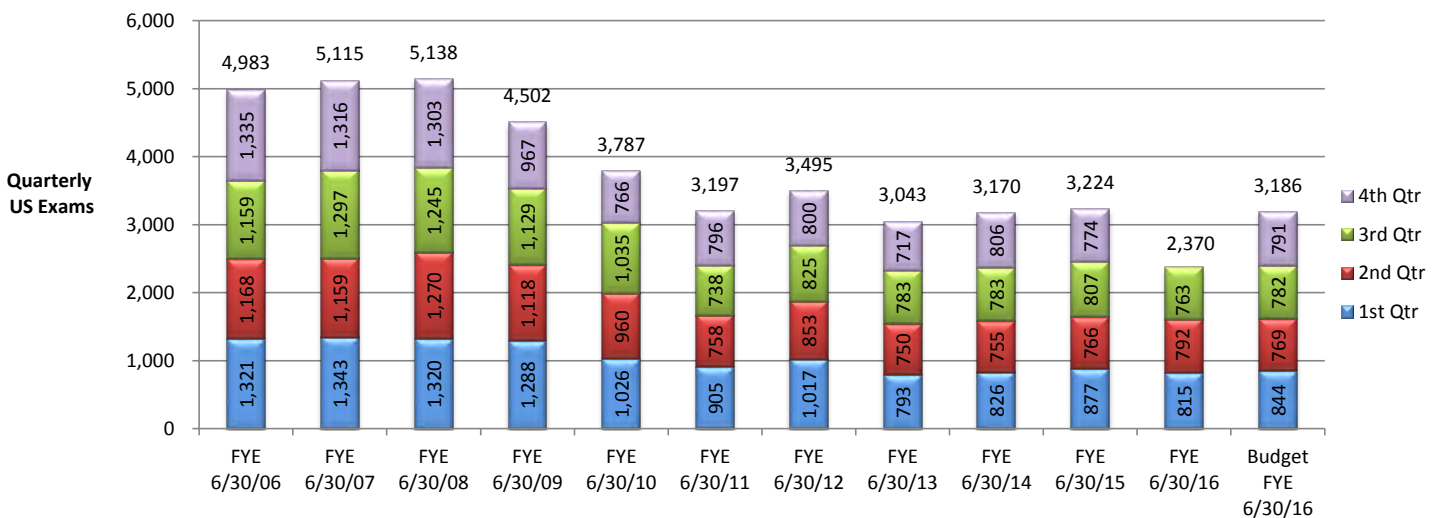
TOTAL TFH ULTRASOUND INPATIENT EXAMS



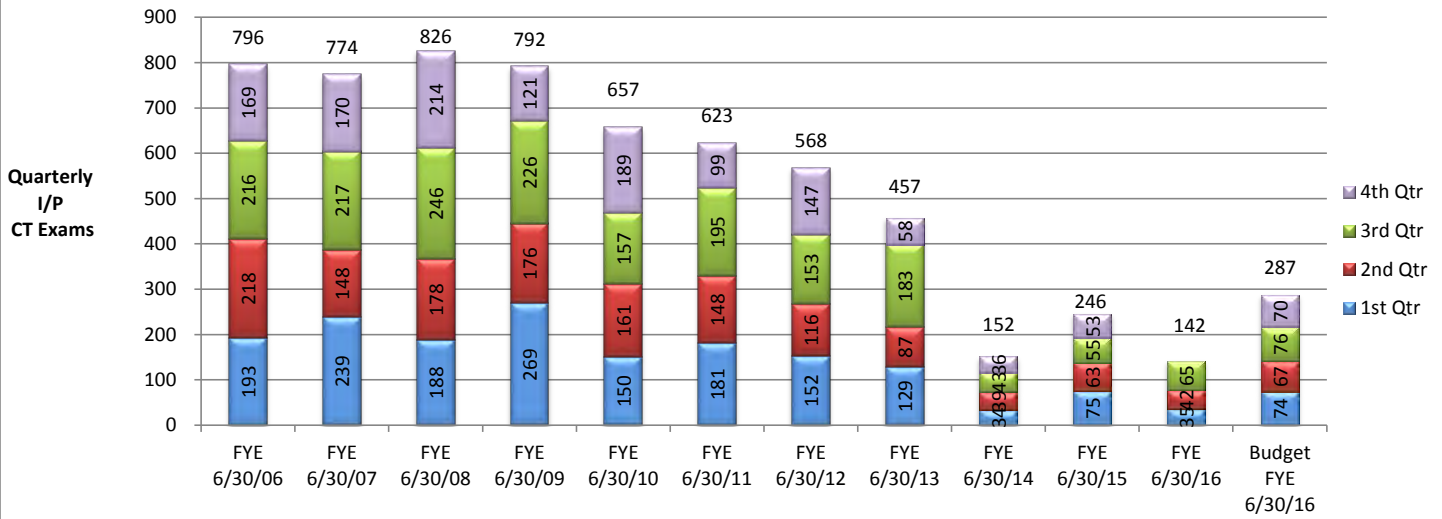
TOTAL TFH ULTRASOUND OUTPATIENT EXAMS



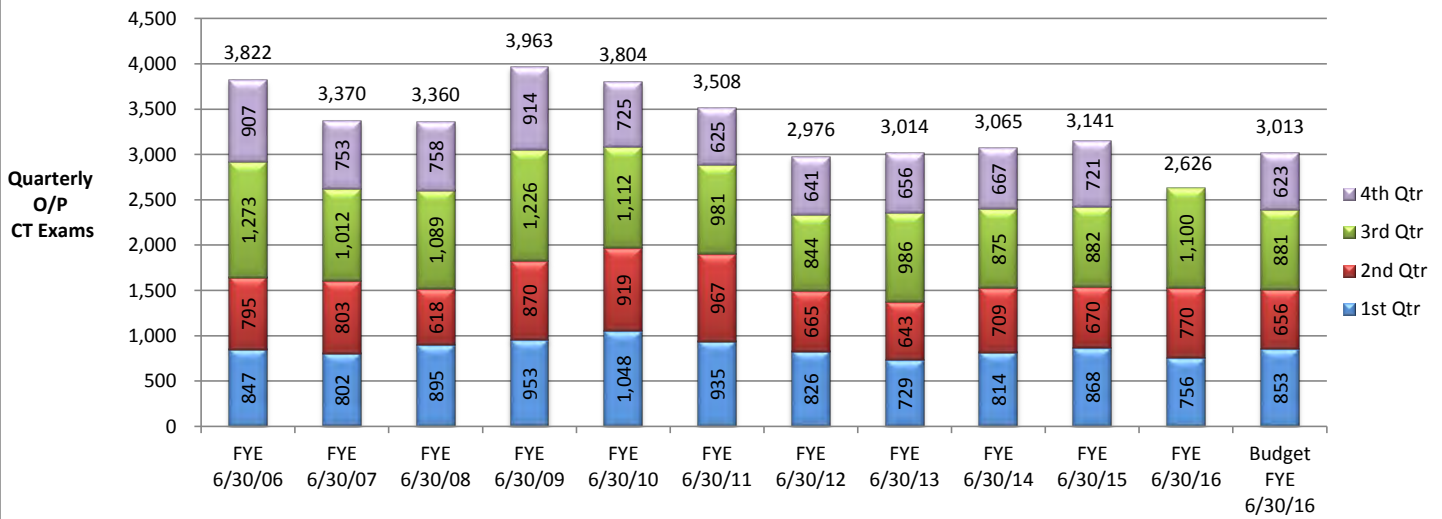
TOTAL TFH ULTRASOUND EXAMS



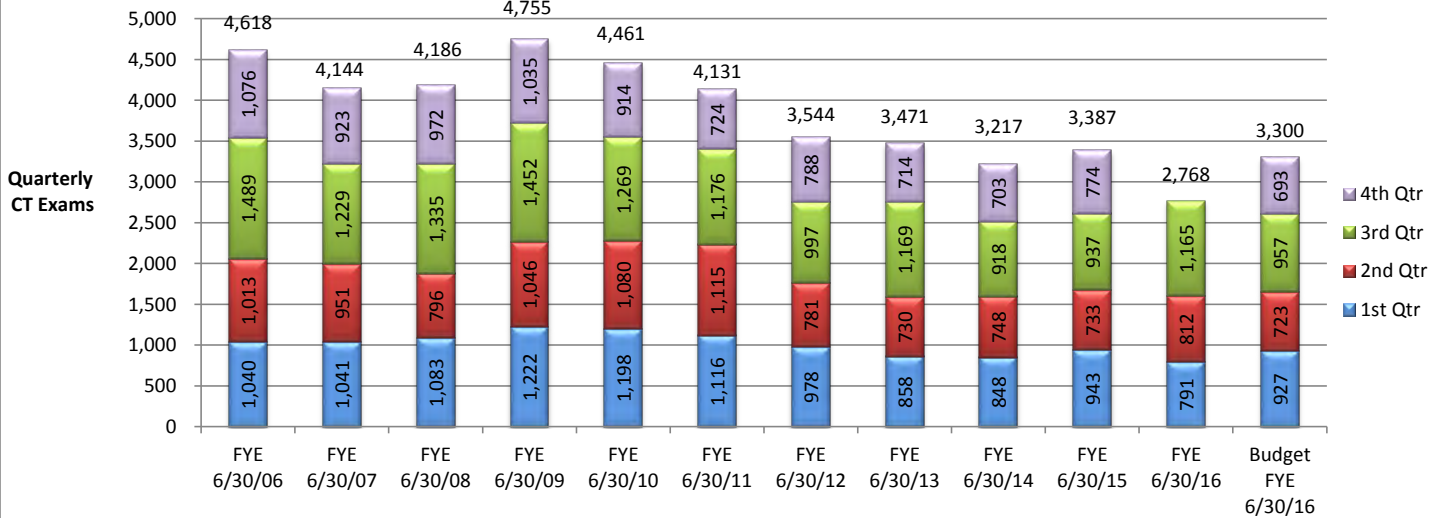
TOTAL TFH CT INPATIENT EXAMS



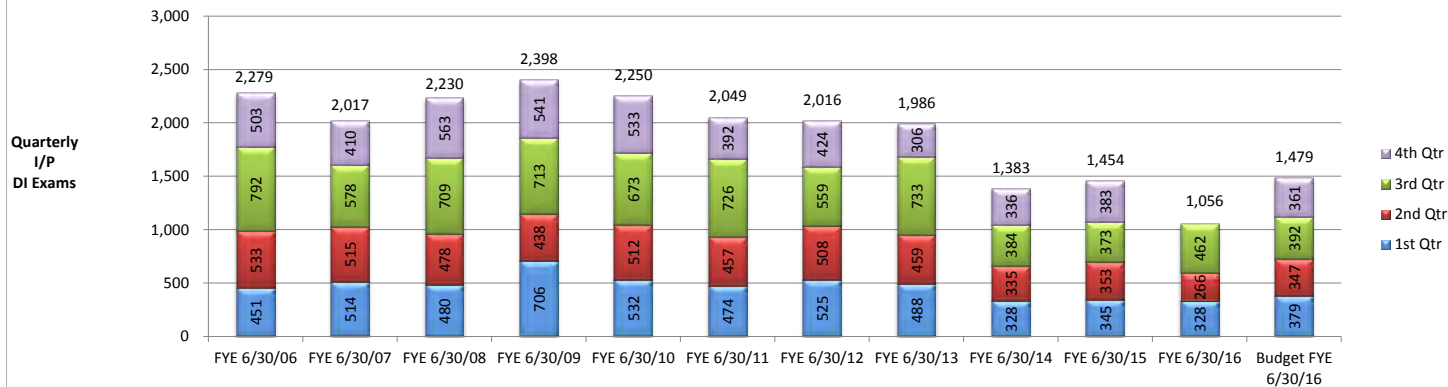
TOTAL TFH CT OUTPATIENT EXAMS



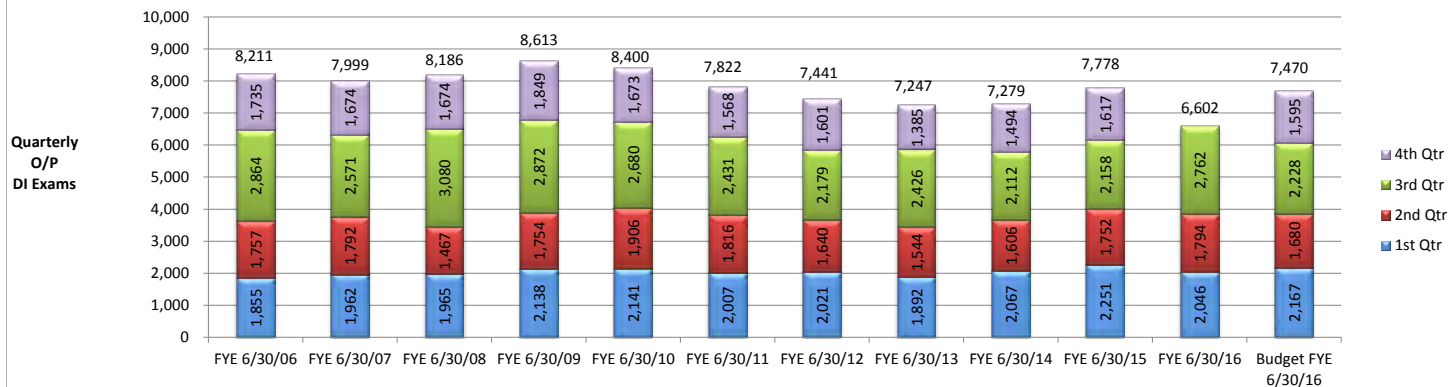
TOTAL TFH CT EXAMS



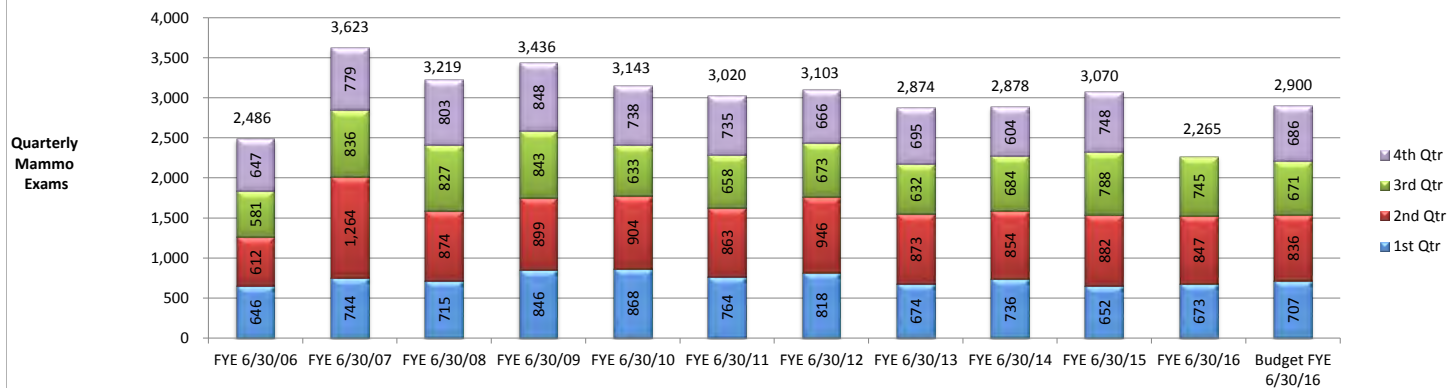
TOTAL TFH INPATIENT DIAGNOSTIC IMAGING EXAMS



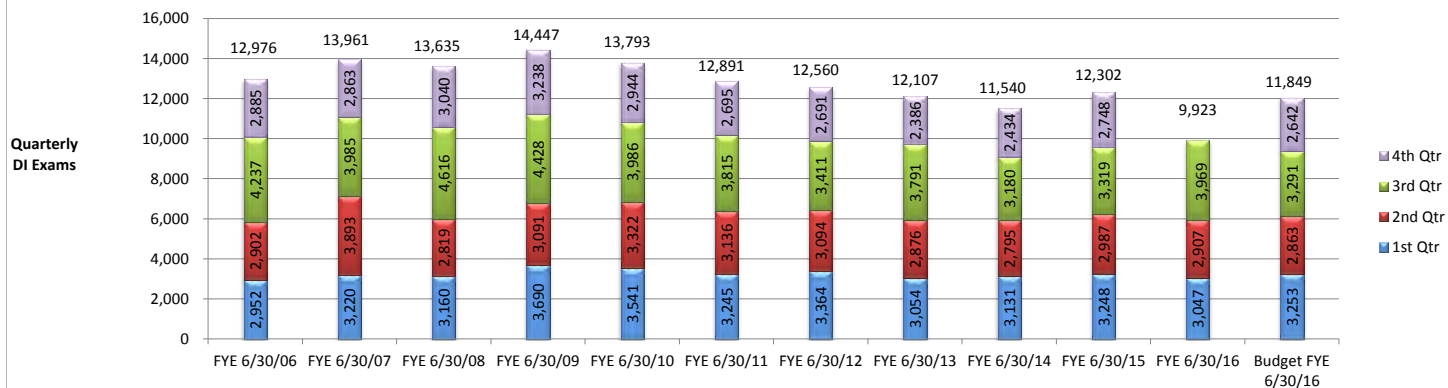
TOTAL TFH OUTPATIENT DIAGNOSTIC IMAGING EXAMS



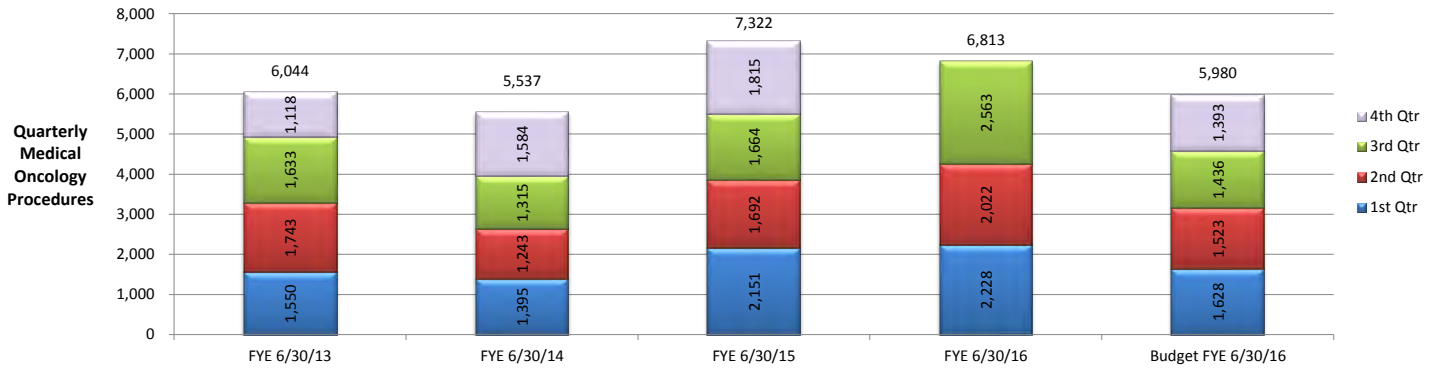
TOTAL TFH MAMMOGRAPHY EXAMS



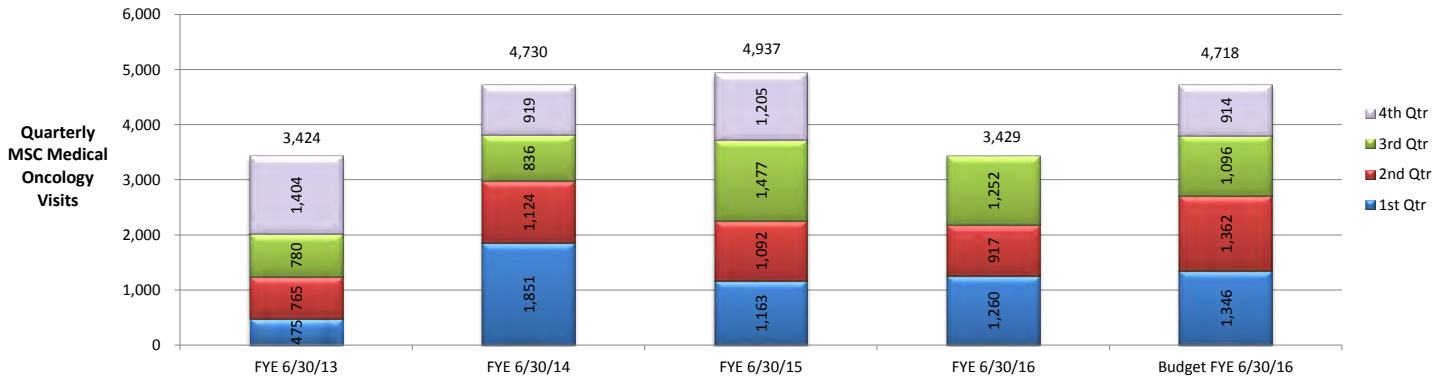
TOTAL TFH DIAGNOSTIC IMAGING EXAMS



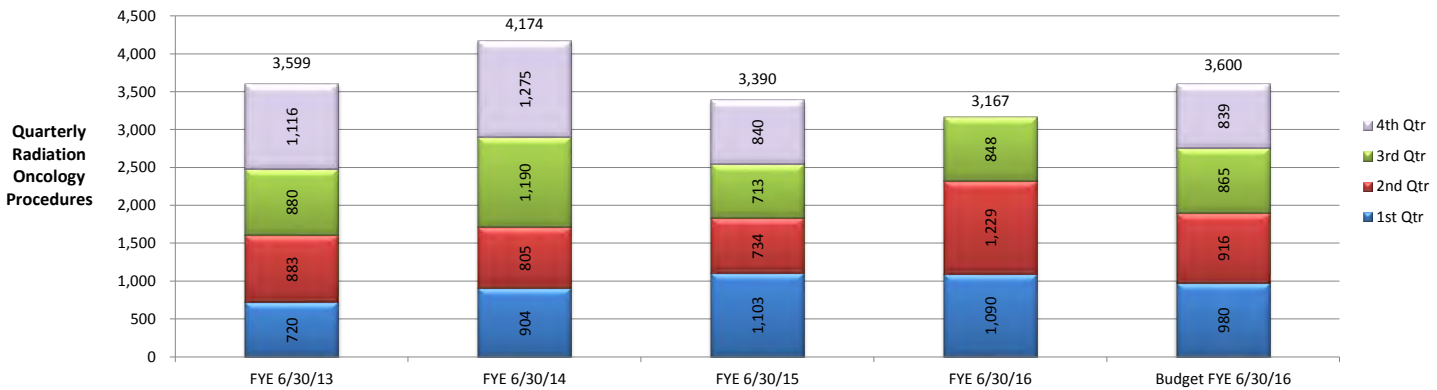
TOTAL TFH MEDICAL ONCOLOGY PROCEDURES



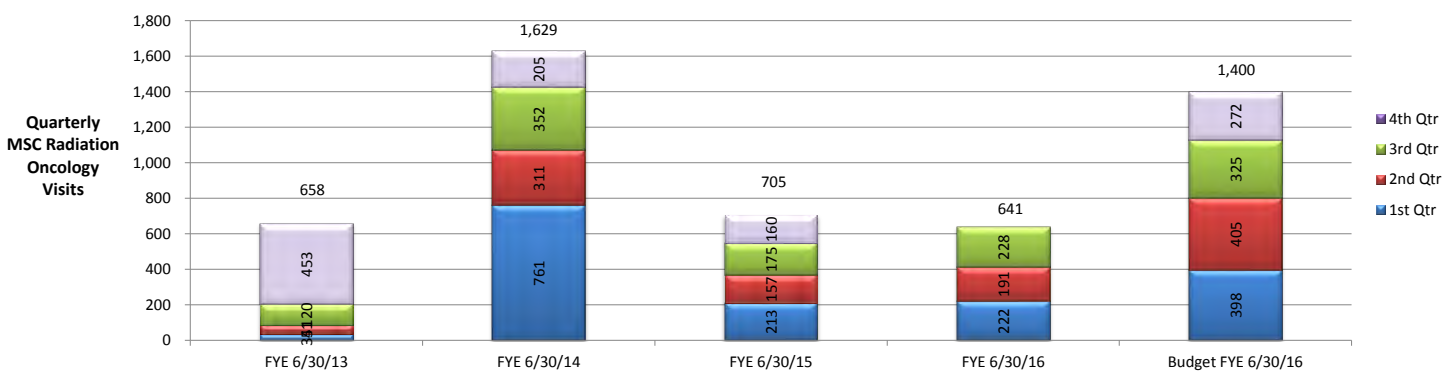
TOTAL TFH MSC MEDICAL ONCOLOGY VISITS



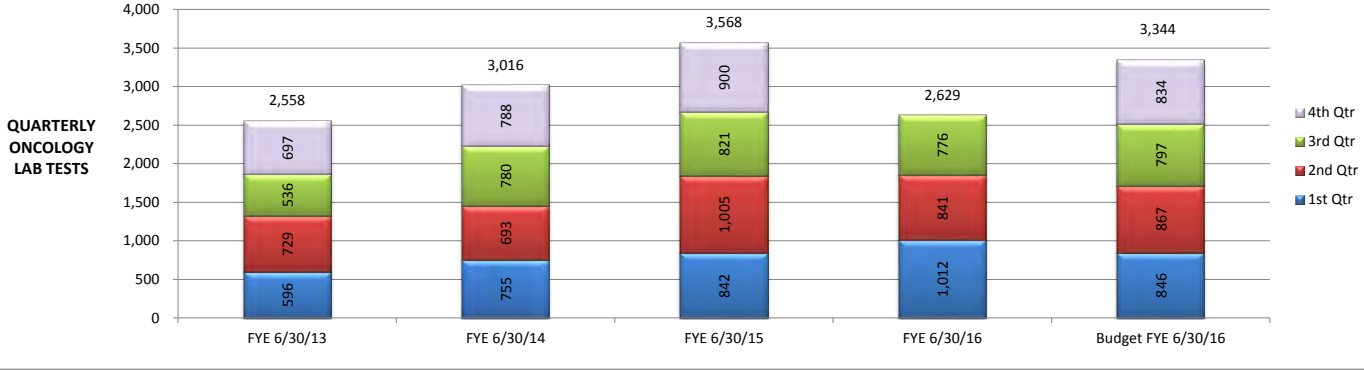
TOTAL TFH RADIATION ONCOLOGY PROCEDURES



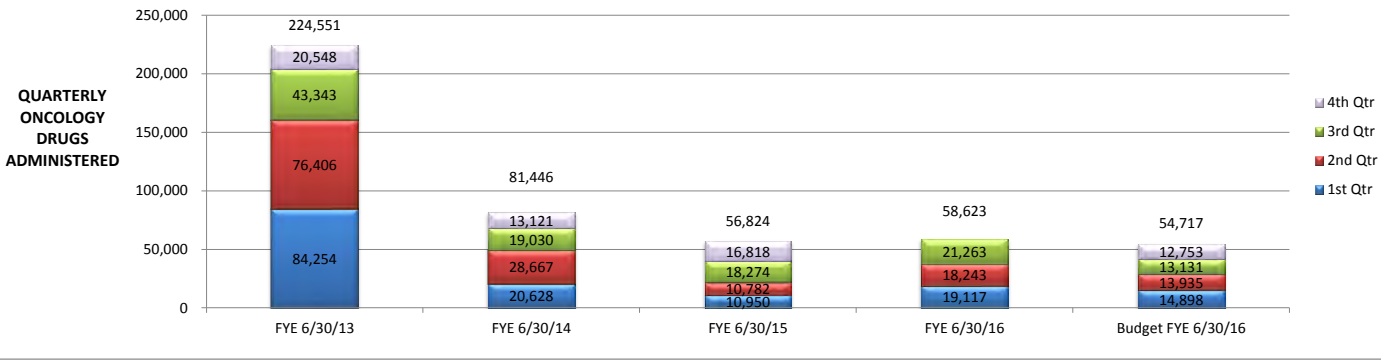
TOTAL TFH MSC RADIATION ONCOLOGY VISITS



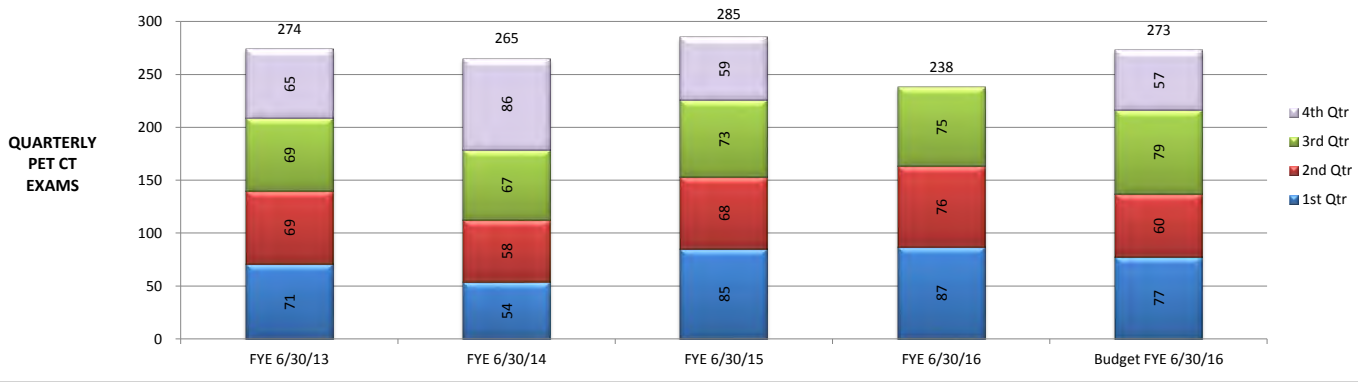
TOTAL TFH ONCOLOGY LABORATORY TESTS



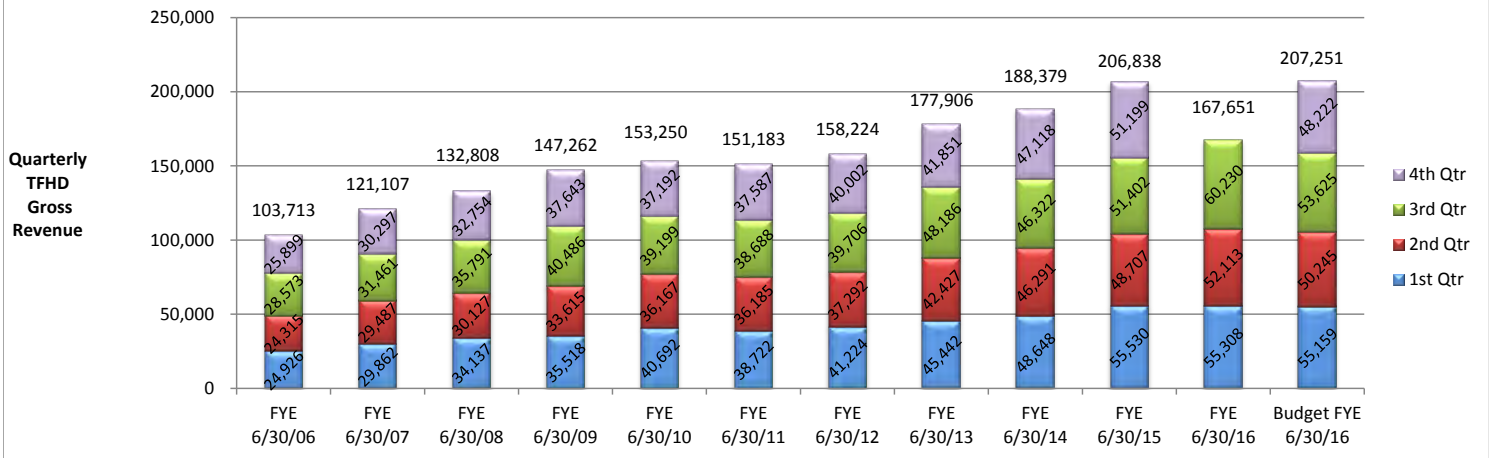
TOTAL TFH ONCOLOGY DRUGS SOLD TO PATIENTS



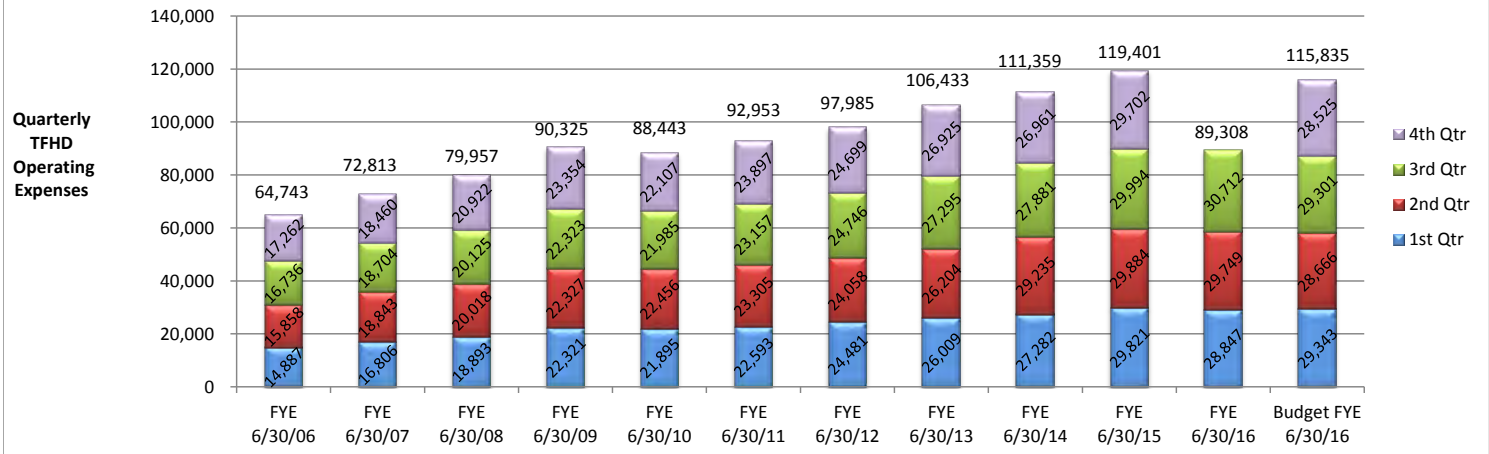
TOTAL TFH PET CT EXAMS



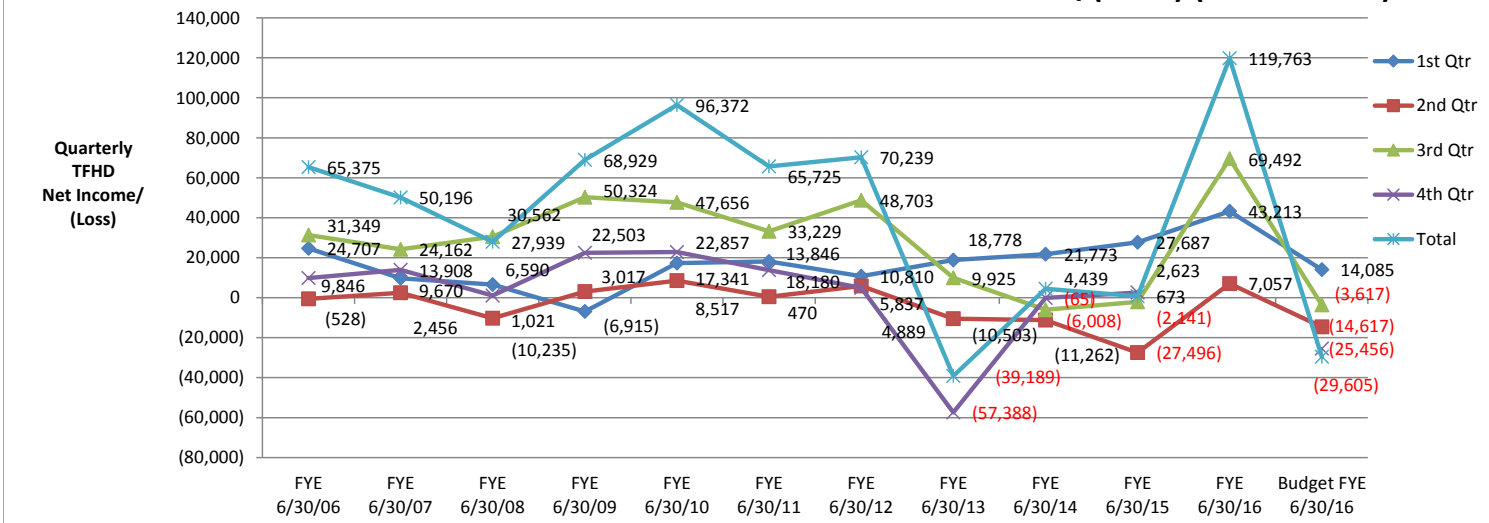
TAHOE FOREST HOSPITAL DISTRICT TOTAL GROSS REVENUE (In Thousands)



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, 2016**

	HOME HEALTH				HOSPICE			
	ACTUAL	BUDGET	\$ VARIANCE		ACTUAL	BUDGET	\$ VARIANCE	
			BUDGET	PRIOR YTD			BUDGET	PRIOR YTD
			FAVORABLE/ (UNFAVORABLE)	MAR 2015			FAVORABLE/ (UNFAVORABLE)	MAR 2015
Gross Operating Revenue	1,443,668	1,581,969	(138,302)	1,316,430	1,142,891	1,335,572	(192,681)	1,100,013
Deduction From Rev	869,584	952,889	83,305	724,743	601,889	703,362	101,473	572,027
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	574,084	629,080	(54,997)	591,687	541,002	632,210	(91,208)	527,986
Operating Expense:								
Salaries	533,085	410,623	(122,462)	457,792	198,682	346,190	147,508	241,674
Benefits	325,242	227,558	(97,684)	226,455	169,439	215,395	45,956	228,498
Professional Fees	258	500	242	200	16,350	9,000	(7,350)	9,400
Supplies	19,235	12,966	(6,269)	12,834	33,490	56,381	22,890	55,036
Purchased Services	39,490	41,313	1,824	38,448	33,975	49,171	15,197	45,650
Other Expenses	18,341	19,238	897	20,683	33,074	39,211	6,137	41,505
Total Operating Expenses	935,651	712,199	(223,452)	756,412	485,010	715,348	230,338	621,763
Net Operating Rev (Exp)	(361,567)	(83,119)	(278,448)	(164,725)	55,992	(83,138)	139,130	(93,777)
Non - Operating Rev / (Exp)								
Donations	25	-	25	-	19,802	21,600	(1,798)	21,515
Thrift Store Net Income	-	-	-	-	335,792	284,233	51,558	332,801
Employee Benefit - EE Discounts	-	-	-	-	-	-	-	-
Depreciation	(9,543)	(9,543)	-	(13,334)	(4,839)	(4,839)	-	(5,413)
Total Non-Operating Rev/(Exp)	(9,518)	(9,543)	25	(13,334)	350,754	300,994	49,761	348,903
Net Income/(Loss)	(371,085)	(92,662)	(278,423)	(178,059)	406,746	217,856	188,891	255,126
Units	2,708	2,792	(84)	2,671	2,581	3,202	(621)	2,865
Gross Revenue/Unit	533.11	566.61	(33.50)	492.86	442.81	417.11	25.70	383.95
Total Operating Expense/Unit	345.51	255.09	(90.43)	283.19	187.92	223.41	35.49	217.02

**TAHOE FOREST HOSPITAL DISTRICT
SEPARATE BUSINESS ENTERPRISES
FOR THE NINE MONTHS ENDING MARCH 31, 2016**

	CHILDRENS CENTER				OCCUPATIONAL HEALTH			
	ACTUAL	BUDGET	\$ VARIANCE FAVORABLE/ (UNFAVORABLE) BUDGET	PRIOR YTD MAR 2015	ACTUAL	BUDGET	\$ VARIANCE FAVORABLE/ (UNFAVORABLE) BUDGET	PRIOR YTD MAR 2015
Gross Operating Revenue	674,853	565,412	109,440	624,494	434,262	399,455	34,807	424,402
Deduction From Rev	-	-	-	-	101,914	93,745	(8,169)	116,075
Other Operating Revenue	-	-	-	-	380	75	305	50
Total Operating Revenue	674,853	565,412	109,440	624,494	332,729	305,785	26,944	308,377
<u>Operating Expense:</u>								
Salaries	320,349	310,374	(9,975)	297,427	108,210	102,779	(5,431)	122,851
Benefits	219,053	239,777	20,724	232,451	57,937	53,187	(4,749)	50,064
Professional Fees	-	-	-	-	28,615	7,200	(21,415)	6,742
Supplies	17,316	12,834	(4,482)	16,582	46,757	29,600	(17,157)	31,406
Purchased Services	25,512	13,960	(11,552)	16,769	113,297	92,897	(20,400)	113,281
Other Expenses	34,063	25,567	(8,496)	25,650	36,433	24,157	(12,277)	37,096
Total Operating Expenses	616,292	602,511	(13,781)	588,879	391,249	309,820	(81,429)	361,440
Net Operating Rev (Exp)	58,560	(37,099)	95,660	35,615	(58,520)	(4,035)	(54,485)	(53,063)
<u>Non - Operating Rev / (Exp)</u>								
Donations	500	2,250	(1,750)	14,285	-	-	-	-
Thrift Store Net Income	-	-	-	-	-	-	-	-
Employee Benefit - EE Discounts	(177,080)	(167,250)	(9,830)	(165,674)	-	-	-	-
Depreciation	(36,667)	(35,930)	(736)	(32,504)	-	-	-	-
Total Non-Operating Rev/(Exp)	(213,246)	(200,930)	(12,316)	(183,893)	-	-	-	-
Net Income/(Loss)	(154,686)	(238,029)	83,343	(148,278)	(58,520)	(4,035)	(54,485)	(53,063)
Units	15,643	14,072	1,571	14,198	2,226	1,896	330	2,054
Gross Revenue/Unit	43.14	40.18	2.96	43.98	195.09	210.68	-15.60	206.62
Total Operating Expense/Unit	39.40	42.82	3.42	41.48	175.76	163.41	(12.36)	175.97

**TAHOE FOREST HOSPITAL DISTRICT
SEPARATE BUSINESS ENTERPRISES
FOR THE NINE MONTHS ENDING MARCH 31, 2016**

	HEALTH CLINIC				RETAIL PHARMACY			
	ACTUAL	BUDGET	\$ VARIANCE FAVORABLE/ (UNFAVORABLE) BUDGET	PRIOR YTD MAR 2015	ACTUAL	BUDGET	\$ VARIANCE FAVORABLE/ (UNFAVORABLE) BUDGET	PRIOR YTD MAR 2015
Gross Operating Revenue	479,257	395,522	83,735	407,134	2,170,953	2,043,510	127,443	2,080,581
Deduction From Rev	300,457	247,961	(52,495)	103,806	756,253	759,483	3,229	834,130
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	178,800	147,560	31,240	303,328	1,414,700	1,284,027	130,673	1,246,451
Operating Expense:								
Salaries	258,685	261,309	2,624	248,255	265,899	291,479	25,580	249,367
Benefits	143,800	124,992	(18,808)	117,885	135,177	142,946	7,769	142,807
Professional Fees	5,050	7,200	2,150	7,900	21,433	-	(21,433)	-
Supplies	21,600	14,182	(7,418)	14,014	1,169,035	1,114,212	(54,824)	1,058,905
Purchased Services	11,893	11,747	(146)	12,619	36,212	24,630	(11,582)	24,171
Other Expenses	16,570	17,169	598	9,717	57,319	49,719	(7,600)	49,370
Total Operating Expenses	457,598	436,599	(20,999)	410,390	1,685,075	1,622,985	(62,090)	1,524,620
Net Operating Rev (Exp)	(278,798)	(289,039)	10,241	(107,062)	(270,375)	(338,957)	68,583	(278,169)
Non - Operating Rev / (Exp)								
Donations	-	-	-	-	-	-	-	-
Thrift Store Net Income	-	-	-	-	-	-	-	-
Employee Benefit - EE Discounts	-	-	-	-	-	-	-	-
Depreciation	(376)	(376)	-	(376)	-	-	-	-
Total Non-Operating Rev/(Exp)	(376)	(376)	-	(376)	-	-	-	-
Net Income/(Loss)	(279,174)	(289,415)	10,241	(107,438)	(270,375)	(338,957)	68,583	(278,169)
Units	2,732	2,465	267	2,511	20,809	20,668	141	19,895
Gross Revenue/Unit	175.42	160.46	14.97	162.14	104.33	98.87	5.45	104.58
Total Operating Expense/Unit	167.50	177.12	9.62	163.44	80.98	78.53	(2.45)	76.63

Employee Drug Plan

Plan Costs	(608,155)
Captured through Retail Rx	470,603
Net Plan Costs	(137,552)

Net Operating Income	(270,375)
Net Employee Drug Plan Costs	(137,552)
Net Financial Position	(407,927)

**TAHOE FOREST HOSPITAL DISTRICT
SEPARATE BUSINESS ENTERPRISES
FOR THE NINE MONTHS ENDING MARCH 31, 2016**

	TOTAL SEPARATE BUSINESS ENTITIES			
	ACTUAL	BUDGET	\$ VARIANCE FAVORABLE/ (UNFAVORABLE) BUDGET	PRIOR YTD MAR 2015
Gross Operating Revenue	6,345,883	6,321,440	24,443	5,953,054
Deduction From Rev	2,630,096	2,757,440	127,344	2,350,781
Other Operating Revenue	380	75	305	50
Total Operating Revenue	3,716,167	3,564,075	152,092	3,602,323
<u>Operating Expense:</u>				
Salaries	1,684,909	1,722,754	37,845	1,617,366
Benefits	1,050,647	1,003,855	(46,792)	998,160
Professional Fees	71,706	23,900	(47,806)	24,242
Supplies	1,307,434	1,240,174	(67,260)	1,188,777
Purchased Services	260,378	233,718	(26,660)	250,938
Other Expenses	195,802	175,061	(20,740)	184,021
Total Operating Expenses	4,570,875	4,399,463	(171,412)	4,263,504
Net Operating Rev (Exp)	(854,708)	(835,388)	(19,320)	(661,181)
<u>Non - Operating Rev / (Exp)</u>				
Donations	20,327	23,850	(3,523)	35,800
Thrift Store Net Income	335,792	284,233	51,558	332,801
Employee Benefit - EE Discounts	(177,080)	(167,250)	(9,830)	(165,674)
Depreciation	(51,425)	(50,688)	(736)	(51,626)
Total Non-Operating Rev/(Exp)	127,614	90,145	37,469	151,301
Net Income/(Loss)	(727,094)	(745,243)	18,149	(509,880)
Units	46,699	45,095	1,604	44,194
Gross Revenue/Unit	135.89	140.18	(4.29)	134.70
Total Operating Expense/Unit	97.88	97.56	0.32	96.47

**TAHOE FOREST HOSPITAL DISTRICT
CENTER FOR HEALTH AND SPORTS PERFORMANCE
FOR THE NINE MONTHS ENDING MARCH 31, 2016**

	<u>THERAPY SERVICES</u>				<u>SPORTS PERFORMANCE LAB</u>					
	ACTUAL	BUDGET	\$ VARIANCE FAVORABLE/ (UNFAVORABLE)		PRIOR YTD MAR 15	ACTUAL	BUDGET	\$ VARIANCE FAVORABLE/ (UNFAVORABLE)		PRIOR YTD MAR 15
			BUDGET	BUDGET				BUDGET	BUDGET	
Gross Operating Revenue	\$ 3,558,659	\$ 2,837,566	\$ 721,093	\$ 3,118,406	\$ 31,896	\$ 8,651	\$ 23,245	\$ 9,589		
Deduction From Rev	1,177,916	939,234	(238,682)	1,032,192	-	-	-	-		
Other Operating Revenue	1,099	-	1,099	1,134	-	-	-	-		
Total Operating Revenue	\$ 2,381,842	\$ 1,898,331	\$ 483,511	\$ 2,087,348	\$ 31,896	\$ 8,651	\$ 23,245	\$ 9,589		
<u>Operating Expense:</u>										
Salaries	\$ -	\$ -	\$ -	\$ -	\$ 3,972	\$ -	\$ (3,972)	\$ 2,271		
Benefits	-	-	-	-	593	-	(593)	1,466		
Professional Fees	1,385,100	1,101,740	(283,360)	1,208,881	-	-	-	-		
Supplies	29,248	26,997	(2,251)	28,509	150	4,036	3,886	4,036		
Purchased Services	57,789	50,811	(6,978)	56,645	21,752	6,921	(14,831)	7,315		
Other Expenses	1,738	5,138	3,400	2,569	-	-	-	-		
Total Operating Expenses	\$ 1,473,875	\$ 1,184,686	\$ (289,189)	\$ 1,296,604	\$ 26,467	\$ 10,957	\$ (15,510)	\$ 15,088		
Net Operating Rev (Exp)	\$ 907,967	\$ 713,646	\$ 194,321	\$ 790,744	\$ 5,429	\$ (2,306)	\$ 7,735	\$ (5,499)		
<u>Non - Operating Rev / (Exp)</u>										
Donations	-	-	-	-	-	-	-	-		
Depreciation	(4,240)	(4,240)	-	(6,025)	-	-	-	-		
Total Non-Operating Rev/(Exp)	(4,240)	(4,240)	-	(6,025)	-	-	-	-		
Net Income/(Loss)	\$ 903,727	\$ 709,406	\$ 194,321	\$ 784,719	\$ 5,429	\$ (2,306)	\$ 7,735	\$ (5,499)		
Overhead Allocation Based on Sq Ft	\$ (157,778)	\$ (164,683)	6,905	\$ (152,617)	\$ (43,464)	\$ (45,366)	1,902	\$ (42,042)		
Adjusted Net Income/(Loss)	\$ 745,949	\$ 544,722	\$ 201,227	\$ 632,102	\$ (38,035)	\$ (47,672)	\$ 9,637	\$ (47,541)		
Units	46,534	37,961	8,573	41,625	407	157	\$ 250	306		
Gross Revenue/Unit	\$ 76.47	\$ 74.75	\$ 1.72	\$ 74.92	\$ 78.37	\$ 55.10	\$ 23.27	\$ 31.34		
Total Operating Expense/Unit	\$ 35.06	\$ 35.55	\$ 0.48	\$ 34.82	\$ 171.82	\$ 358.74	\$ 186.92	\$ 186.70		

**TAHOE FOREST HOSPITAL DISTRICT
CENTER FOR HEALTH AND SPORTS PERFORMANCE
FOR THE NINE MONTHS ENDING MARCH 31, 2016**

	FITNESS CENTER				HP/EDUCATION/WELLNESS			
			\$ VARIANCE FAVORABLE/ (UNFAVORABLE) PRIOR YTD				\$ VARIANCE FAVORABLE/ (UNFAVORABLE) PRIOR YTD	
	ACTUAL	BUDGET	BUDGET	MAR 15	ACTUAL	BUDGET	BUDGET	MAR 15
Gross Operating Revenue	\$ 122,197	\$ 130,967	\$ (8,770)	\$ 138,677	\$ 12,281	\$ 13,584	\$ (1,303)	\$ 11,943
Deduction From Rev	-	-	-	-	-	-	-	-
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	\$ 122,197	\$ 130,967	\$ (8,770)	\$ 138,677	\$ 12,281	\$ 13,584	\$ (1,303)	\$ 11,943
<u>Operating Expense:</u>								
Salaries	\$ -	\$ -	\$ -	\$ -	\$ 25,338	\$ 9,534	\$ (15,804)	\$ 18,824
Benefits	-	-	-	-	5,910	7,086	1,176	6,479
Professional Fees	-	-	-	-	-	-	-	-
Supplies	2,109	3,490	1,381	3,357	3,552	4,825	1,272	4,644
Purchased Services	135,440	106,214	(29,226)	142,656	11,025	12,442	1,418	14,784
Other Expenses	-	-	-	-	3,341	3,057	(284)	2,718
Total Operating Expenses	\$ 137,548	\$ 109,704	\$ (27,845)	\$ 146,013	\$ 49,166	\$ 36,943	\$ (12,223)	\$ 47,449
Net Operating Rev (Exp)	\$ (15,352)	\$ 21,263	\$ (36,615)	\$ (7,336)	\$ (36,886)	\$ (23,360)	\$ (13,526)	\$ (35,506)
<u>Non - Operating Rev / (Exp)</u>								
Donations	-	-	-	-	-	-	-	-
Depreciation	(2,764)	(2,764)	-	(4,085)	-	-	-	(632)
Total Non-Operating Rev/(Exp)	(2,764)	(2,764)	-	(4,085)	-	-	-	(632)
Net Income/(Loss)	\$ (18,116)	\$ 18,499	\$ (36,615)	\$ (11,421)	\$ (36,886)	\$ (23,360)	\$ (13,526)	\$ (36,138)
Overhead Allocation Based on Sq Ft	\$ (83,654)	\$ (87,315)	3,661	\$ (80,918)	\$ (120,861)	\$ (126,150)	5,289	\$ (116,908)
Adjusted Net Income/(Loss)	\$ (101,770)	\$ (68,816)	\$ (32,954)	\$ (92,339)	\$ (157,747)	\$ (149,510)	\$ (8,237)	\$ (153,045)
Units	1,902	1,957	(55)	2,014	1,042	1,457	(415)	1,791
Gross Revenue/Unit	\$ 64.25	\$ 66.92	\$ (2.68)	\$ 68.86	\$ 11.79	\$ 9.32	\$ 2.46	\$ 6.67
Total Operating Expense/Unit	\$ 116.30	\$ 100.67	\$ (15.63)	\$ 112.68	\$ 163.17	\$ 111.94	\$ (51.24)	\$ 91.77

**TAHOE FOREST HOSPITAL DISTRICT
CENTER FOR HEALTH AND SPORTS PERFORMANCE
FOR THE NINE MONTHS ENDING MARCH 31, 2016**

	<u>OCCUPATIONAL HEALTH TESTING</u>				<u>CENTER OPERATIONS</u>			
	ACTUAL	BUDGET	\$ VARIANCE FAVORABLE/ (UNFAVORABLE) BUDGET	PRIOR YTD MAR 15	ACTUAL	BUDGET	\$ VARIANCE FAVORABLE/ (UNFAVORABLE) BUDGET	PRIOR YTD MAR 15
Gross Operating Revenue	\$ 95,840	\$ 105,623	\$ (9,783)	\$ 98,258	\$ -	\$ -	\$ -	\$ -
Deduction From Rev	-	-	-	-	-	-	-	-
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	\$ 95,840	\$ 105,623	\$ (9,783)	\$ 98,258	\$ -	\$ -	\$ -	\$ -
<u>Operating Expense:</u>								
Salaries	\$ 16,023	\$ 10,235	\$ (5,787)	\$ 10,204	\$ -	\$ -	\$ -	\$ -
Benefits	15,355	6,861	(8,494)	6,945	-	-	-	-
Professional Fees	-	-	-	-	25,675	22,500	(3,175)	16,150
Supplies	216	149	(67)	145	903	422	(482)	389
Purchased Services	20,639	15,276	(5,363)	18,089	18,699	16,006	(2,693)	16,053
Other Expenses	22	450	428	573	274,121	297,188	23,067	279,699
Total Operating Expenses	\$ 52,255	\$ 32,971	\$ (19,283)	\$ 35,956	\$ 319,398	\$ 336,116	\$ 16,718	\$ 312,291
Net Operating Rev (Exp)	\$ 43,585	\$ 72,651	\$ (29,066)	\$ 62,302	\$ (319,398)	\$ (336,116)	\$ 16,718	\$ (312,291)
<u>Non - Operating Rev / (Exp)</u>								
Donations	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	(116,066)	(118,406)	2,340	(108,929)
Total Non-Operating Rev/(Exp)	-	-	-	-	(116,066)	(118,406)	2,340	(108,929)
Net Income/(Loss)	\$ 43,585	\$ 72,651	\$ (29,066)	\$ 62,302	\$ (435,464)	\$ (454,522)	\$ 19,058	\$ (421,220)
Overhead Allocation Based on Sq Ft	\$ -	\$ -	\$ -	\$ -	\$ 405,757	\$ 423,515	(17,758)	\$ 392,484
Adjusted Net Income/(Loss)	\$ 43,585	\$ 72,651	\$ (29,066)	\$ 62,302	\$ (29,707)	\$ (31,008)	1,300	\$ (28,736)
Units	1,231	1,002	229	1,113				
Gross Revenue/Unit	\$ 77.86	\$ 105.41	\$ (27.56)	\$ 88.28				
Total Operating Expense/Unit	\$ 42.45	\$ 32.91	\$ (9.54)	\$ 32.31				

**TAHOE FOREST HOSPITAL DISTRICT
CENTER FOR HEALTH AND SPORTS PERFORMANCE
FOR THE NINE MONTHS ENDING MARCH 31, 2016**

	<u>TOTAL CENTER FOR HEALTH & SPORTS PERFORMANCE</u>			
	\$ VARIANCE			
	FAVORABLE/ (UNFAVORABLE) PRIOR YTD			
	ACTUAL	BUDGET	BUDGET	MAR 15
Gross Operating Revenue	\$ 3,820,872	\$ 3,096,390	\$ 724,483	\$ 3,376,873
Deduction From Rev	1,177,916	939,234	(238,682)	1,032,192
Other Operating Revenue	1,099	-	1,099	1,134
Total Operating Revenue	\$ 2,644,055	\$ 2,157,155	\$ 486,900	\$ 2,345,815
<u>Operating Expense:</u>				
Salaries	\$ 45,333	\$ 19,769	\$ (25,564)	\$ 31,299
Benefits	21,858	13,947	(7,910)	14,890
Professional Fees	1,410,775	1,124,240	(286,535)	1,225,031
Supplies	36,178	39,918	3,741	41,080
Purchased Services	265,343	207,670	(57,673)	255,542
Other Expenses	279,222	305,833	26,611	285,559
Total Operating Expenses	\$ 2,058,709	\$ 1,711,377	\$ (347,332)	\$ 1,853,401
Net Operating Rev (Exp)	\$ 585,346	\$ 445,778	\$ 139,568	\$ 492,414
<u>Non - Operating Rev / (Exp)</u>				
Donations	-	-	-	-
Depreciation	(123,071)	(125,411)	2,340	(119,671)
Total Non-Operating Rev/(Exp)	(123,071)	(125,411)	2,340	(119,671)
Net Income/(Loss)	\$ 462,275	\$ 320,368	\$ 141,908	\$ 372,743
Overhead Allocation Based on Sq Ft	-	-	-	-
Adjusted Net Income/(Loss)	\$ 462,275	\$ 320,368	\$ 141,908	\$ 372,743
Units	51,116	42,534	8,582	46,849
Gross Revenue/Unit	\$ 74.75	\$ 72.80	\$ 1.95	\$ 72.08
Total Operating Expense/Unit	\$ 40.28	\$ 40.24	\$ (0.04)	\$ 39.56

**TAHOE FOREST HOSPITAL DISTRICT
CANCER PROGRAM
FOR THE NINE MONTHS ENDED MARCH 31, 2016**

	<u>MEDICAL ONCOLOGY</u>				<u>MSC MEDICAL ONCOLOGY</u>			
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>\$ VARIANCE FAVORABLE/ (UNFAVORABLE)</u>	<u>PRIOR YTD MAR 2015</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>\$ VARIANCE FAVORABLE/ (UNFAVORABLE)</u>	<u>PRIOR YTD MAR 2015</u>
Gross Operating Revenue	2,070,034	1,386,175	683,859	1,500,684	735,556	697,905	37,651	661,211
Deduction From Rev	853,498	571,535	(281,963)	558,690	378,730	359,344	(19,386)	374,558
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	1,216,536	814,639	401,896	941,994	356,826	338,561	18,265	286,653
Operating Expense:								
Salaries	1,070,311	989,521	(80,790)	1,060,076	-	-	-	-
Benefits	457,200	504,571	47,371	472,417	-	-	-	-
Professional Fees	194,003	240,064	46,061	216,106	663,042	630,369	(32,673)	630,370
Supplies	59,007	57,856	(1,151)	58,361	15,203	8,698	(6,505)	7,080
Purchased Services	122,545	152,688	30,143	82,492	28,009	19,491	(8,518)	18,094
Other Expenses	189,928	163,047	(26,881)	162,002	-	-	-	-
Total Operating Expenses	2,092,995	2,107,747	14,753	2,051,456	706,253	658,558	(47,696)	655,544
Net Operating Rev (Exp)	(876,459)	(1,293,108)	416,649	(1,109,462)	(349,428)	(319,997)	(29,431)	(368,891)
Non - Operating Rev / (Exp)								
Donations	166,409	193,950	(27,541)	194,880	-	-	-	-
Depreciation	(89,849)	(89,849)	-	(96,726)	(252)	(252)	-	(252)
Total Non-Operating Rev/(Exp)	76,560	104,101	(27,541)	98,154	(252)	(252)	-	(252)
Net Income/(Loss)	(799,900)	(1,189,007)	389,108	(1,011,308)	(349,680)	(320,249)	(29,431)	(369,143)
Units	6,813	4,587	2,226	5,507	3,429	3,804	(375)	3,732
Gross Revenue/Unit	303.84	302.20	1.64	272.50	214.51	183.47	31.04	177.17
Total Operating Expense/Unit	307.21	459.50	152.30	372.52	205.96	173.12	(32.84)	175.65

**TAHOE FOREST HOSPITAL DISTRICT
CANCER PROGRAM
FOR THE NINE MONTHS ENDED MARCH 31, 2016**

	<u>RADIATION ONCOLOGY</u>				<u>MSC RADIATION ONCOLOGY</u>			
	ACTUAL	BUDGET	\$ VARIANCE FAVORABLE/ (UNFAVORABLE) BUDGET	PRIOR YTD MAR 2015	ACTUAL	BUDGET	\$ VARIANCE FAVORABLE/ (UNFAVORABLE) BUDGET	PRIOR YTD MAR 2015
Gross Operating Revenue	3,933,318	3,047,156	886,162	2,815,421	588,428	444,906	143,522	529,039
Deduction From Rev	1,408,612	1,091,257	(317,355)	1,079,908	267,045	201,910	(65,134)	298,438
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	2,524,706	1,955,899	568,807	1,735,513	321,383	242,995	78,388	230,601
Operating Expense:								
Salaries	293,004	221,049	(71,956)	322,647	-	-	-	-
Benefits	149,590	127,723	(21,866)	212,961	-	-	-	-
Professional Fees	169,852	163,650	(6,203)	137,876	395,624	391,140	(4,484)	391,137
Supplies	8,478	3,251	(5,227)	2,941	-	-	-	-
Purchased Services	293,111	250,695	(42,416)	268,292	-	-	-	-
Other Expenses	8,005	12,945	4,940	13,214	-	-	-	-
Total Operating Expenses	922,041	779,313	(142,728)	957,932	395,624	391,140	(4,484)	391,137
Net Operating Rev (Exp)	1,602,665	1,176,586	426,079	777,581	(74,241)	(148,145)	73,903	(160,536)
Non - Operating Rev / (Exp)								
Donations	-	-	-	-	-	-	-	-
Depreciation	(452,378)	(452,378)	-	(452,378)	(252)	(252)	-	(252)
Total Non-Operating Rev/(Exp)	(452,378)	(452,378)	-	(452,378)	(252)	(252)	-	(252)
Net Income/(Loss)	1,150,287	724,209	426,079	325,203	(74,493)	(148,397)	73,903	(160,788)
Units	3,167	2,761	406	2,550	641	1,128	(487)	545
Gross Revenue/Unit	1,241.97	1,103.64	138.33	1,104.09	917.98	394.42	523.56	970.71
Total Operating Expense/Unit	291.14	282.26	-8.88	375.66	617.20	346.76	(270.44)	717.68

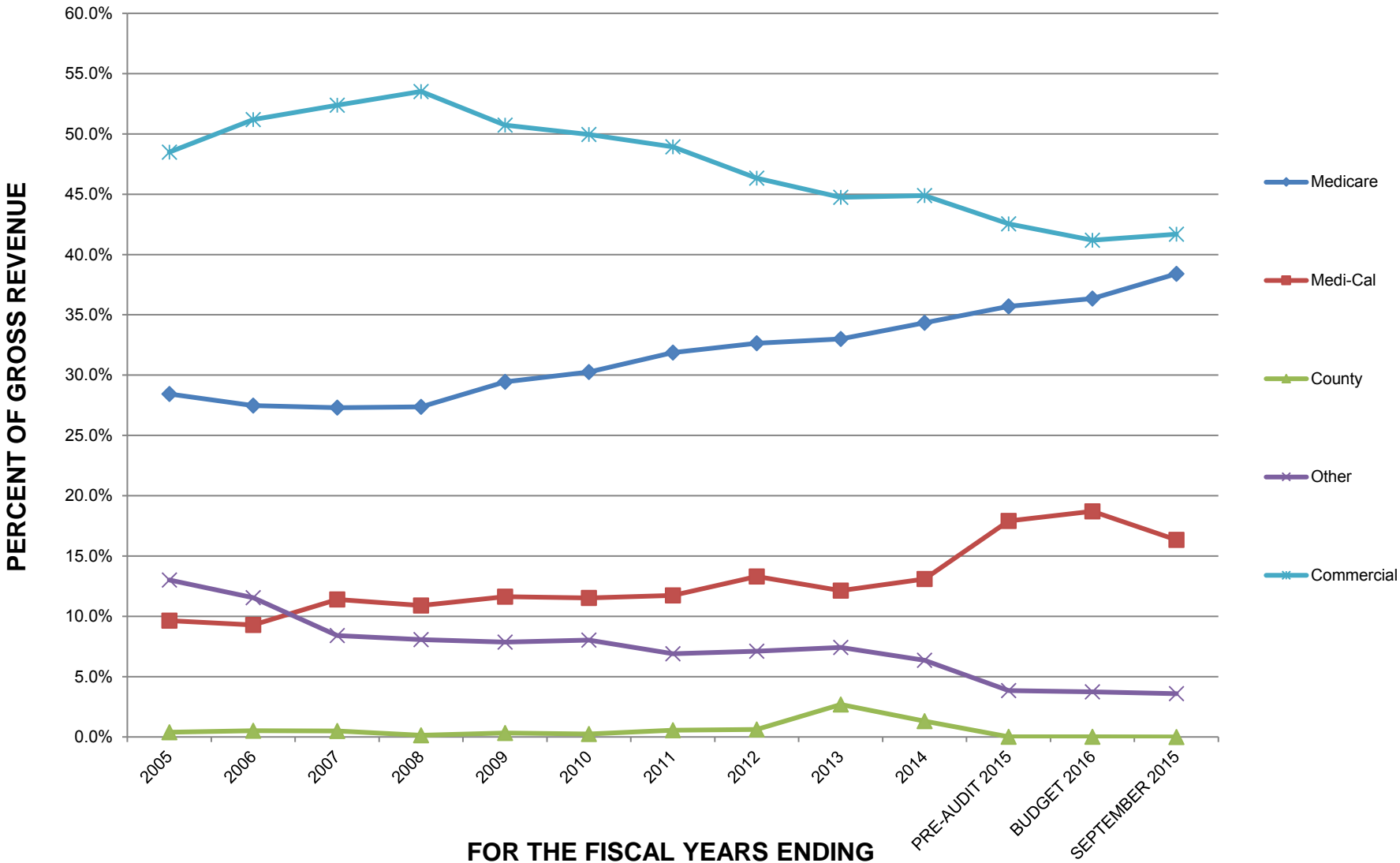
**TAHOE FOREST HOSPITAL DISTRICT
CANCER PROGRAM
FOR THE NINE MONTHS ENDED MARCH 31, 2016**

	<u>ONCOLOGY LAB</u>				<u>ONCOLOGY DRUGS</u>			
	ACTUAL	BUDGET	\$ VARIANCE FAVORABLE/ (UNFAVORABLE) BUDGET	PRIOR YTD MAR 2015	ACTUAL	BUDGET	\$ VARIANCE FAVORABLE/ (UNFAVORABLE) BUDGET	PRIOR YTD MAR 2015
Gross Operating Revenue	213,576	184,489	29,087	195,512	19,388,390	16,750,878	2,637,512	14,155,077
Deduction From Rev	88,462	76,414	(12,048)	79,316	7,872,544	6,801,598	(1,070,947)	7,615,390
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	125,114	108,074	17,040	116,196	11,515,846	9,949,281	1,566,566	6,539,686
<u>Operating Expense:</u>								
Salaries	86,080	75,795	(10,285)	79,374	-	-	-	-
Benefits	65,317	67,376	2,058	35,395	-	-	-	-
Professional Fees	-	-	-	-	-	-	-	-
Supplies	540	1,631	1,090	1,584	4,135,577	2,979,297	(1,156,280)	2,876,908
Purchased Services	-	-	-	-	-	-	-	-
Other Expenses	1,681	900	(781)	865	-	-	-	-
Total Operating Expenses	153,619	145,702	(7,917)	117,218	4,135,577	2,979,297	(1,156,280)	2,876,908
Net Operating Rev (Exp)	(28,505)	(37,628)	9,123	(1,022)	7,380,269	6,969,983	410,286	3,662,779
<u>Non - Operating Rev / (Exp)</u>								
Donations	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-
Total Non-Operating Rev/(Exp)	-	-	-	-	-	-	-	-
Net Income/(Loss)	(28,505)	(37,628)	9,123	(1,022)	7,380,269	6,969,983	410,286	3,662,779
Units	2,629	2,510	119	2,668	58,623	41,964	16,659	40,006
Gross Revenue/Unit	81.24	73.50	7.74	73.28	330.73	399.17	-68.44	353.82
Total Operating Expense/Unit	58.43	58.05	-0.38	43.93	70.55	71.00	0.45	71.91

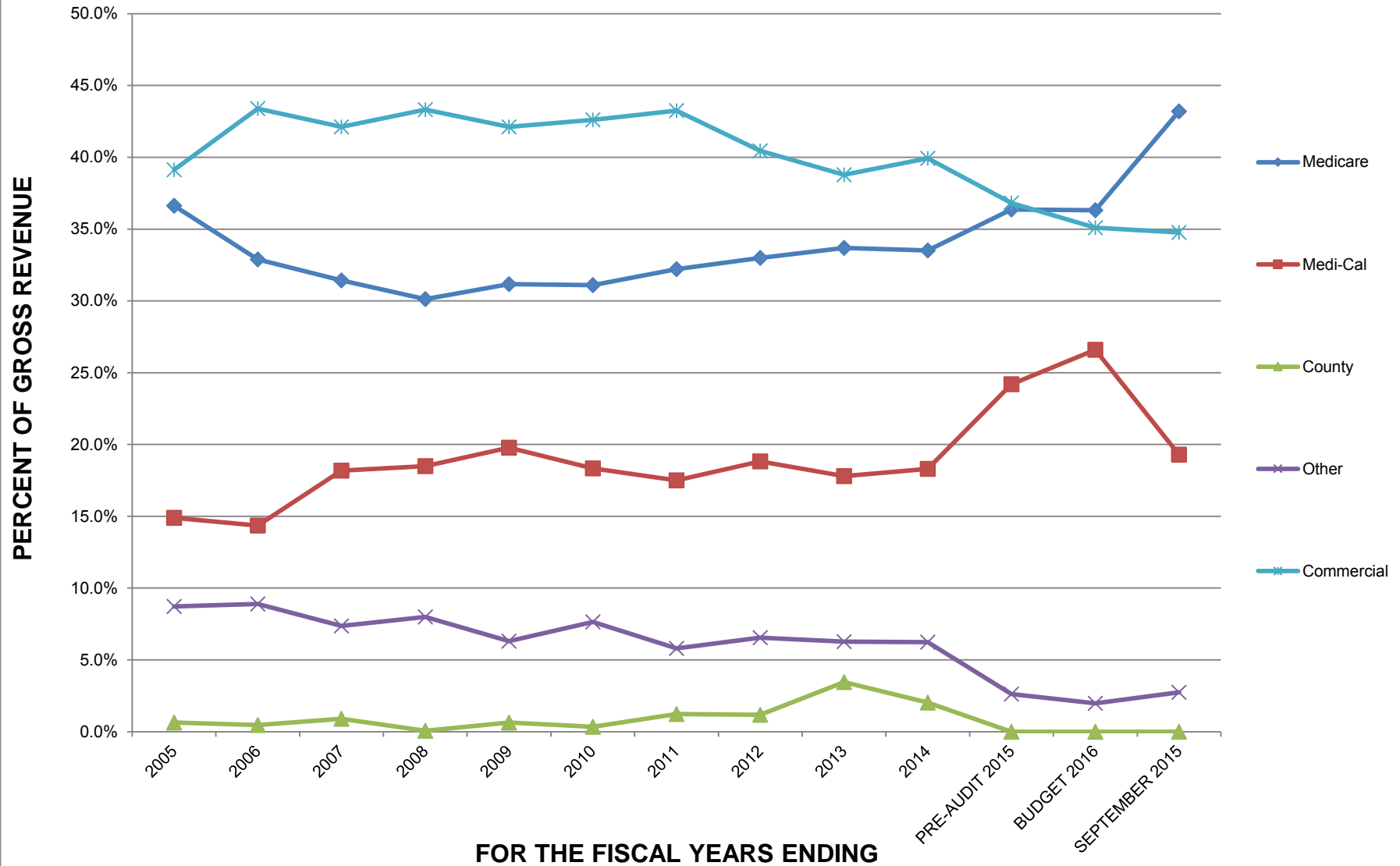
**TAHOE FOREST HOSPITAL DISTRICT
CANCER PROGRAM
FOR THE NINE MONTHS ENDED MARCH 31, 2016**

	PET CT				TOTAL CANCER PROGRAM			
	ACTUAL	BUDGET	\$ VARIANCE FAVORABLE/ (UNFAVORABLE) BUDGET	PRIOR YTD MAR 2015	ACTUAL	BUDGET	\$ VARIANCE FAVORABLE/ (UNFAVORABLE) BUDGET	PRIOR YTD MAR 2015
Gross Operating Revenue	994,035	924,544	69,491	1,008,021	27,923,337	23,436,052	4,487,285	20,864,964
Deduction From Rev	401,136	373,093	(28,042)	399,424	11,270,028	9,475,152	1,794,876	10,405,725
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	592,899	551,451	41,448	608,597	16,653,310	13,960,900	2,692,410	10,459,240
<u>Operating Expense:</u>								
Salaries	33,048	39,069	6,020	27,768	1,482,444	1,325,433	157,011	1,489,866
Benefits	10,389	10,980	591	12,028	682,496	710,650	(28,154)	732,802
Professional Fees	-	-	-	-	1,422,522	1,425,223	(2,702)	1,375,488
Supplies	36,975	50,887	13,911	48,092	4,255,781	3,101,619	1,154,162	2,994,966
Purchased Services	139,734	135,405	(4,329)	134,177	583,399	558,279	25,119	503,056
Other Expenses	540	150	(390)	160	200,154	177,042	23,112	176,241
Total Operating Expenses	220,687	236,491	15,804	222,226	8,626,796	7,298,248	(1,328,548)	7,272,419
Net Operating Rev (Exp)	372,213	314,960	57,253	386,371	8,026,514	6,662,652	1,363,862	3,186,821
<u>Non - Operating Rev / (Exp)</u>								
Donations	-	-	-	-	166,409	193,950	(27,541)	194,880
Depreciation	(327,269)	(327,269)	-	(327,269)	(1,395,684)	(1,395,684)	-	(1,404,617)
Total Non-Operating Rev/(Exp)	(327,269)	(327,269)	-	(327,269)	(1,229,275)	(1,201,734)	(27,541)	(1,209,737)
Net Income/(Loss)	44,944	(12,309)	57,253	59,103	6,797,239	5,460,918	1,336,320	1,977,084
Units	238	216	22	226	75,540	56,970	18,570	55,234
Gross Revenue/Unit	4,176.62	4,280.30	-103.68	4,460.27	369.65	411.38	-41.73	377.76
Total Operating Expense/Unit	927.25	1,094.87	167.61	983.30	114.20	128.11	13.91	131.67

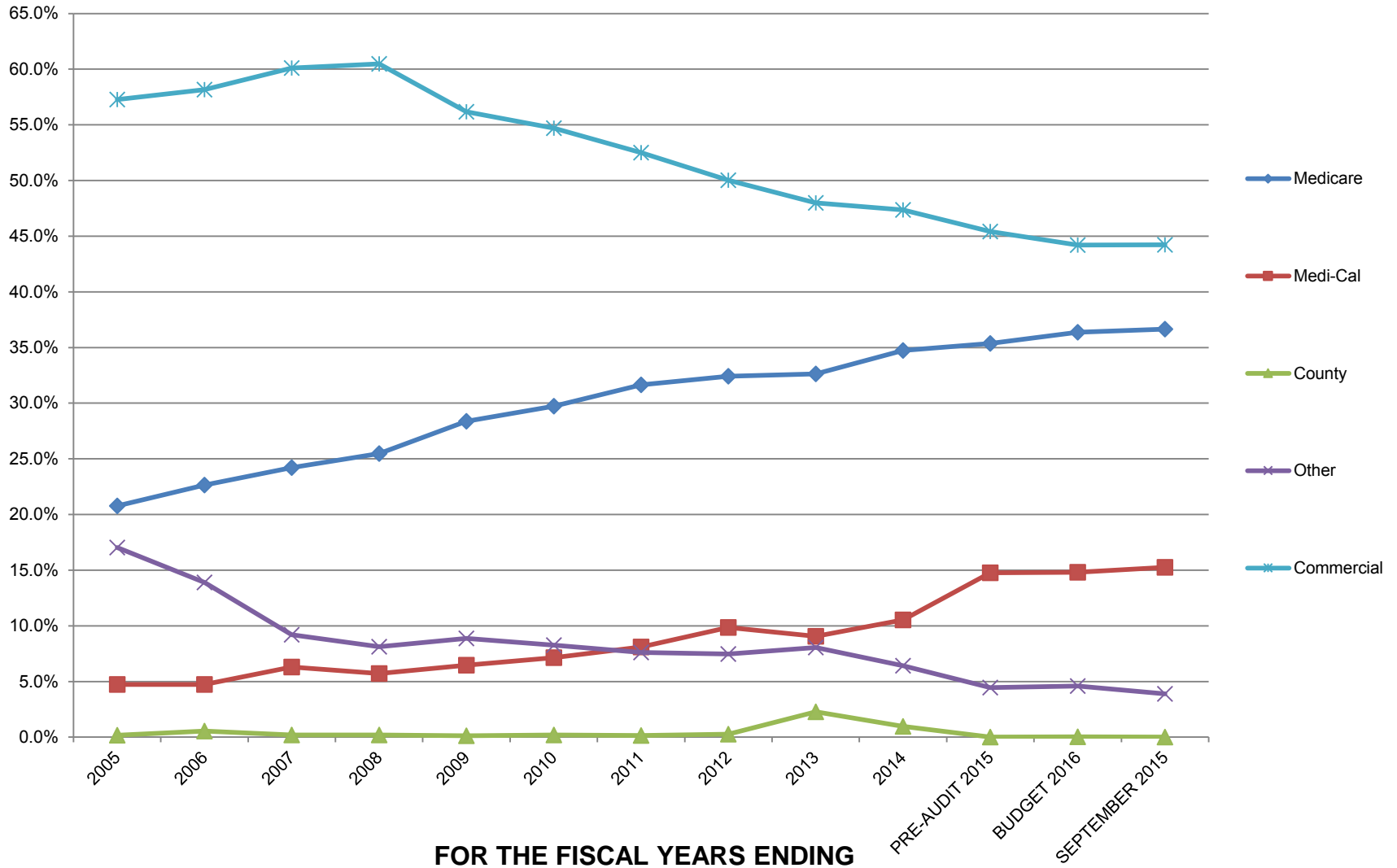
GROSS REVENUE PAYOR MIX TRENDING



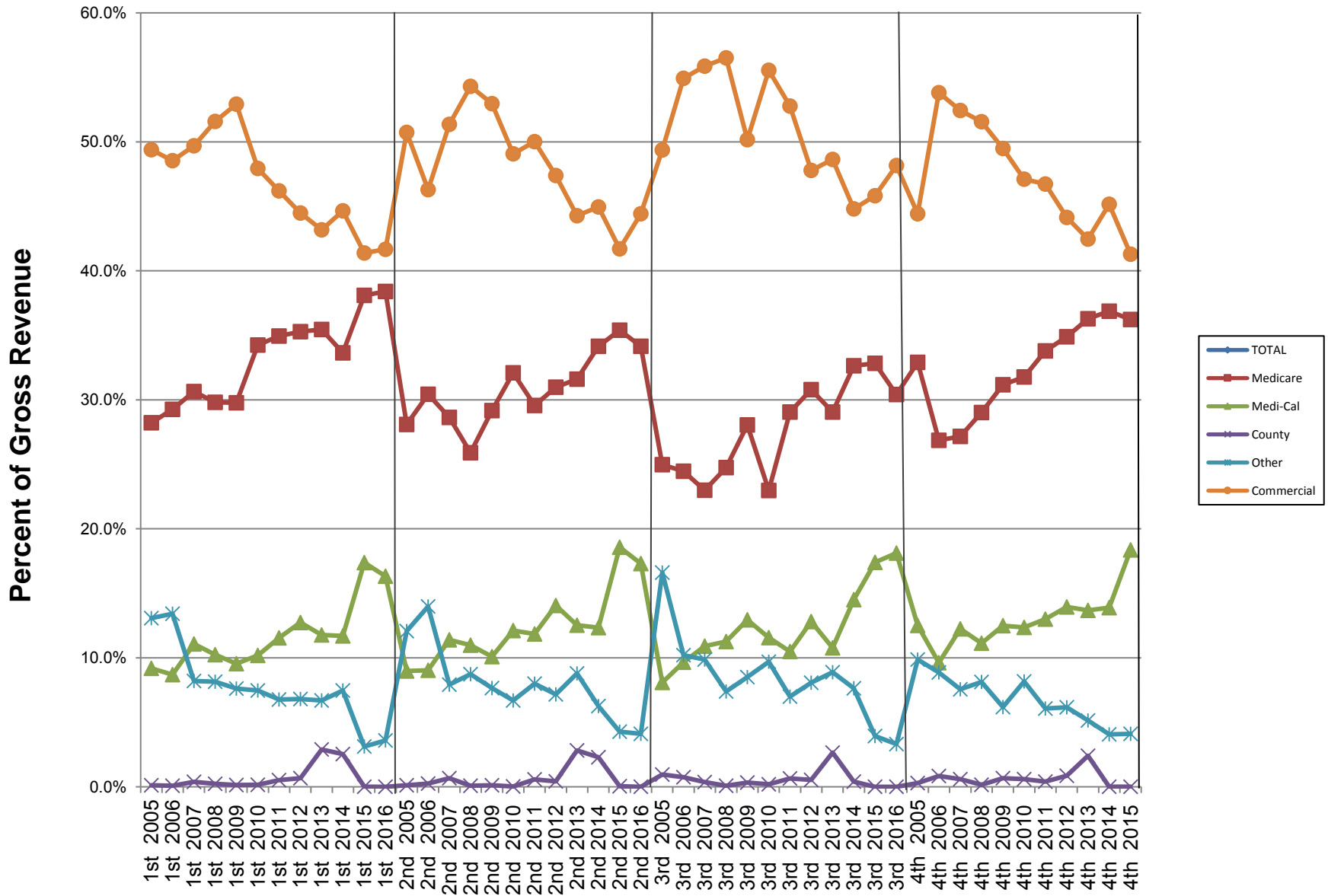
INPATIENT REVENUE PAYOR MIX TRENDING



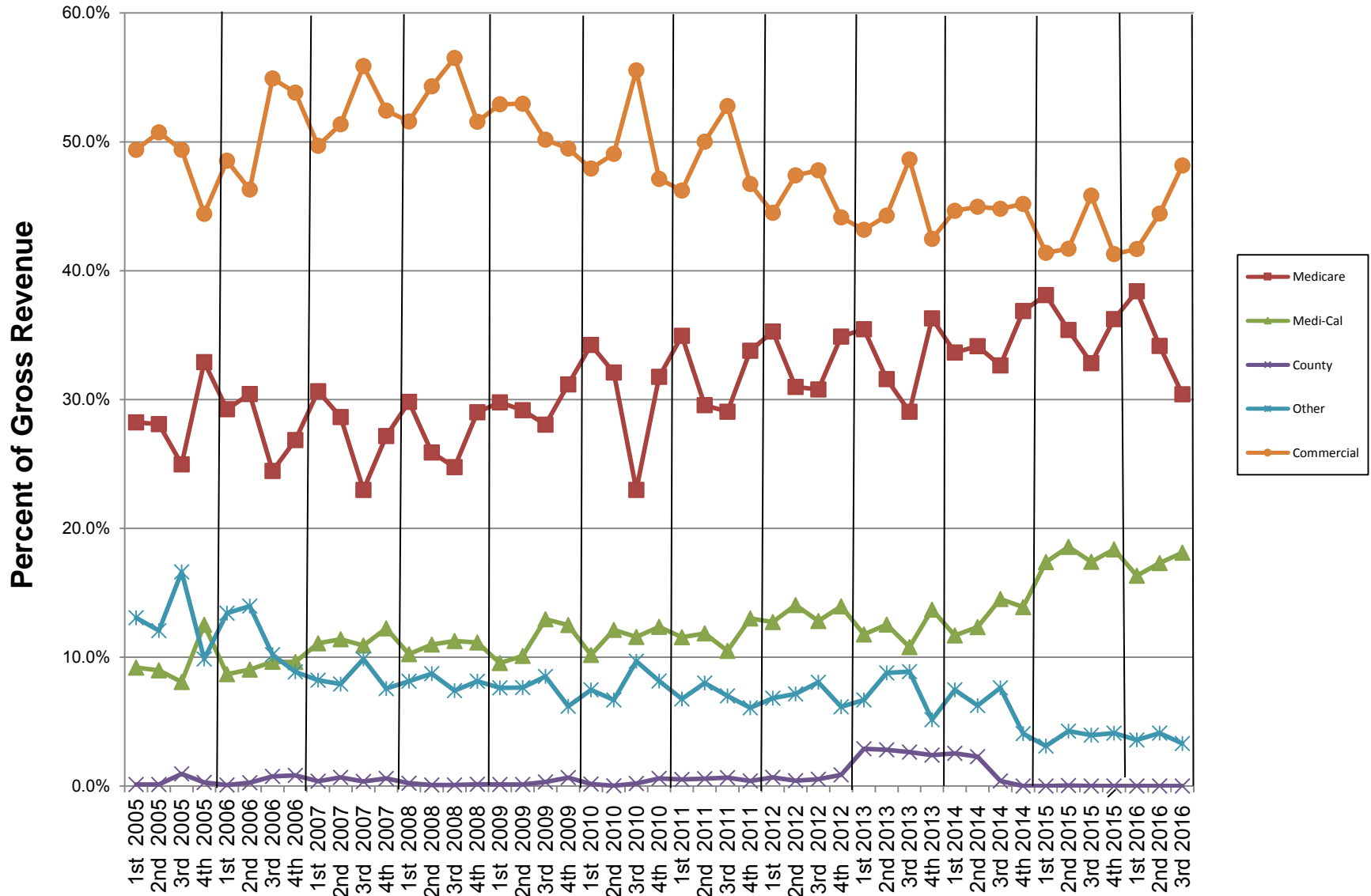
OUTPATIENT REVENUE PAYOR MIX TRENDING



Total Quarterly Percent of Gross Revenue by Payor



Total Quarterly Percent of Gross Revenue By Payor by Fiscal Year



TAHOE INSTITUTE FOR RURAL HEALTH RESEARCH
EXPENDITURE REPORT

	AS OF MARCH 2016				AUDITED	ACTUAL	ACTUAL	ACTUAL	ACTUAL
	ACTUAL	BUDGET	VAR\$	VAR%	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	289,425	-	(289,425)	0.0%	406,761	524,544	297,311	161,339	78,688
Supplies	6,033	-	(6,033)	0.0%	2,108	28,462	5,806	1,059	1,961
Purchased Services	28,592	-	(28,592)	0.0%	22,828	18,868	2,600	1,500	-
Other	161,098	-	(161,098)	0.0%	101,408	160,597	230,932	104,828	4,730
Interest Expense	89,541	-	(89,541)	0.0%	92,855	61,147	32,059	13,351	2,519
TOTAL OPERATING EXPENSE	\$ 574,689	\$ -	\$ (574,689)	0.0%	\$ 625,960	\$ 793,618	\$ 596,989	\$ 314,471	\$ 117,413
GRANT REIMBURSEMENT FOR TBI EXPENSES	\$ (79,499)	\$ -	79,499	0.0%	\$ (120,514)	\$ (111,627)	\$ (21,987)	\$ (23,624)	\$ (1,250)
TOTAL FUNDS ADVANCED TO TIRHR	\$ (495,190)	\$ -	\$ 495,190	0.0%	\$ (505,446.00)	\$ (681,991.18)	\$ (575,002.20)	\$ (290,846.57)	\$ (116,163.48)
	-	-	-		-	-	-	-	-

CUMULATIVE:

Letter of Credit	\$ 2,460,000	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	(405,649)	
Balance on Letter of Credit	<u>\$ 86,833</u>	

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



Board Informational Report

By: Crystal Betts
Chief Financial Officer

DATE: April 25, 2016

Refunding of the 2010 General Obligation Bonds

On August 3, 2010, the District issued its Tahoe Forest Hospital District General Obligation Bonds, Election of 2007, Series B (2010), in the original principal amount of \$43,000,000, of which \$42,785,000 principal amount remains outstanding (the "2010 Bonds"). The 2010 Bonds have a final maturity of August 1, 2040, with interest rates ranging from 4.00% to 5.50%. The 2010 Bonds funded the remodeling, expansion, improvement and equipping of health facilities owned and operated by the District located in Truckee, California.

On February 24, 2016, the Board of Directors approved the Initial Resolution to authorize certain officers of the District to initiate the commencement of actions that could lead to the refunding of the 2010 Bonds by issuing 2016 General Obligation Refunding Bonds (the "2016 Bonds") through a public sale or private placement.

On March 29, 2016, the Board of Directors approved the proposed refunding of the 2010 Bonds subject to the stipulation that the present value savings to be realized by the District with respect to a refunding of the 2010 Bonds must generate a minimum of 5% net present value savings as a percentage of the outstanding principal balance of the 2010 Bonds and the final maturity date of the 2016 Bonds will not be any later than the final maturity date of the 2010 Bonds. Based on preliminary analysis of the proposed refunding, it was estimated that we could achieve a net savings of \$8.08 million and a net present value savings \$5.87 million (13.72% net present value savings as a percentage of the par amount of the 2010 Bonds outstanding). This equates to an approximate \$323,000 savings per year for the remaining term of the Bonds.

On March 29, 2016, the District received an Aa3 rating from Moody's Investors Service for the 2016 Bonds. Credit report attached for your reading.

The original Financing Schedule reflected a sale date for the 2016 Bonds of April 11, 2016 for retail orders and April 12, 2016 for retail and institutional orders, and a bond closing date of May 12, 2016.

Refunding of the 2010 General Obligation Bonds (continued)

On Wednesday, April 6, 2016, I was contacted by our financial advisor, Mr. Gary Hicks, who had been in discussion with our Underwriters regarding current market conditions. It was recommended that we move up the sale date of the 2016 Bonds to April 7, 2016 in order to leverage what was considered prime market conditions. Mr. Harry Weis, CEO and myself concurred with their recommendation. This revised the Financing Schedule to reflect a single sale date for the 2016 Bonds on April 7, 2016 for both retail and institutional orders, and a bond closing date of May 5, 2016. Both Director Chamblin (Finance Committee Chair) and Director Zipkin (President, Board of Directors) were informed of the decision to move up the sale date.

On April 7, 2016, we conducted the sale of the 2016 General Obligation Refunding Bonds. The final results are as follows:

1. Net Savings: \$10,617,909
2. Net Present Value Savings: \$7,719,547
3. Net Present Value Savings as a percentage of the par amount of the 2010 Bonds outstanding: 18.043%
4. Equates to an approximate \$424,000 savings per year for the remaining term of the Bonds.
5. The new principal of the 2016 Bonds is \$45,110,000. This is higher than the outstanding principal of the 2010 Bonds due to the addition of the cost of issuances and negative arbitrage.
6. The 2016 Bonds have the same final maturity as the 2010 Bonds: August 1, 2040
7. The 2016 Bonds have interest rates ranging from 2.0% to 5.0%
8. The 2016 Bonds will close on May 5, 2016.
9. The 2010 Bonds will be redeemed on August 1, 2018.

The refunding of the Series B 2010 Bonds achieved an approximate 12.8% reduction in the tax rate per \$100,000 of assessed value for our property tax paying community. When combined with the refunding done in March 2015 for the Series A 2008 Bonds, the District has successfully reduced the overall General Obligation Bond debt burden by \$15,801,923, or approximately \$600,000 per year for the remaining term of the Bonds.

\$45,110,000.00

Tahoe Forest Hospital District
(Placer Nevada Counties, California)
2016 General Obligation Refunding Bonds (Ref 2010)

Debt Service Comparison

Date	Total P+I	Net New D/S	Old Net D/S	Savings
08/01/2016	937,727.88	937,727.88	1,363,837.50	426,109.62
08/01/2017	2,078,956.26	2,078,956.26	2,501,475.00	422,518.74
08/01/2018	2,138,356.26	2,138,356.26	2,562,675.00	424,318.74
08/01/2019	2,201,356.26	2,201,356.26	2,625,875.00	424,518.74
08/01/2020	2,267,856.26	2,267,856.26	2,690,875.00	423,018.74
08/01/2021	2,330,206.26	2,330,206.26	2,752,475.00	422,268.74
08/01/2022	2,400,006.26	2,400,006.26	2,825,675.00	425,668.74
08/01/2023	2,467,606.26	2,467,606.26	2,894,875.00	427,268.74
08/01/2024	2,539,006.26	2,539,006.26	2,961,375.00	422,368.74
08/01/2025	2,602,006.26	2,602,006.26	3,027,375.00	425,368.74
08/01/2026	2,664,006.26	2,664,006.26	3,087,150.00	423,143.74
08/01/2027	2,724,756.26	2,724,756.26	3,150,325.00	425,568.74
08/01/2028	2,789,006.26	2,789,006.26	3,216,350.00	427,343.74
08/01/2029	2,866,256.26	2,866,256.26	3,290,812.50	424,556.24
08/01/2030	2,945,506.26	2,945,506.26	3,368,387.50	422,881.24
08/01/2031	3,026,256.26	3,026,256.26	3,448,600.00	422,343.74
08/01/2032	3,091,306.26	3,091,306.26	3,516,350.00	425,043.74
08/01/2033	3,162,456.26	3,162,456.26	3,589,475.00	427,018.74
08/01/2034	3,234,406.26	3,234,406.26	3,657,150.00	422,743.74
08/01/2035	3,302,006.26	3,302,006.26	3,729,100.00	427,093.74
08/01/2036	3,375,256.26	3,375,256.26	3,799,500.00	424,243.74
08/01/2037	3,463,856.26	3,463,856.26	3,887,500.00	423,643.74
08/01/2038	3,552,206.26	3,552,206.26	3,978,750.00	426,543.74
08/01/2039	3,640,156.26	3,640,156.26	4,067,500.00	427,343.74
08/01/2040	3,738,281.26	3,738,281.26	4,163,250.00	424,968.74
Total	\$69,538,803.12	\$69,538,803.12	\$80,156,712.50	\$10,617,909.38

PV Analysis Summary (Net to Net)

Gross PV Debt Service Savings	7,718,215.54
Net PV Cashflow Savings @ 2.865%(Bond Yield)	7,718,215.54
Contingency or Rounding Amount	1,331.45
Net Present Value Benefit	\$7,719,546.99
Net PV Benefit / \$42,785,000 Refunded Principal	18.043%
Net PV Benefit / \$45,110,000 Refunding Principal	17.113%

Refunding Bond Information

Refunding Dated Date	5/05/2016
Refunding Delivery Date	5/05/2016

\$45,110,000.00

Tahoe Forest Hospital District
(Placer Nevada Counties, California)
2016 General Obligation Refunding Bonds (Ref 2010)

Debt Service Schedule

Date	Principal	Coupon	Interest	Total P+I
08/01/2016	565,000.00	2.000%	372,727.88	937,727.88
02/01/2017	-	-	774,478.13	774,478.13
08/01/2017	530,000.00	2.000%	774,478.13	1,304,478.13
02/01/2018	-	-	769,178.13	769,178.13
08/01/2018	600,000.00	2.000%	769,178.13	1,369,178.13
02/01/2019	-	-	763,178.13	763,178.13
08/01/2019	675,000.00	2.000%	763,178.13	1,438,178.13
02/01/2020	-	-	756,428.13	756,428.13
08/01/2020	755,000.00	3.000%	756,428.13	1,511,428.13
02/01/2021	-	-	745,103.13	745,103.13
08/01/2021	840,000.00	3.000%	745,103.13	1,585,103.13
02/01/2022	-	-	732,503.13	732,503.13
08/01/2022	935,000.00	4.000%	732,503.13	1,667,503.13
02/01/2023	-	-	713,803.13	713,803.13
08/01/2023	1,040,000.00	2.750%	713,803.13	1,753,803.13
02/01/2024	-	-	699,503.13	699,503.13
08/01/2024	1,140,000.00	5.000%	699,503.13	1,839,503.13
02/01/2025	-	-	671,003.13	671,003.13
08/01/2025	1,260,000.00	5.000%	671,003.13	1,931,003.13
02/01/2026	-	-	639,503.13	639,503.13
08/01/2026	1,385,000.00	5.000%	639,503.13	2,024,503.13
02/01/2027	-	-	604,878.13	604,878.13
08/01/2027	1,515,000.00	5.000%	604,878.13	2,119,878.13
02/01/2028	-	-	567,003.13	567,003.13
08/01/2028	1,655,000.00	5.000%	567,003.13	2,222,003.13
02/01/2029	-	-	525,628.13	525,628.13
08/01/2029	1,815,000.00	5.000%	525,628.13	2,340,628.13
02/01/2030	-	-	480,253.13	480,253.13
08/01/2030	1,985,000.00	5.000%	480,253.13	2,465,253.13
02/01/2031	-	-	430,628.13	430,628.13
08/01/2031	2,165,000.00	3.000%	430,628.13	2,595,628.13
02/01/2032	-	-	398,153.13	398,153.13
08/01/2032	2,295,000.00	3.000%	398,153.13	2,693,153.13
02/01/2033	-	-	363,728.13	363,728.13
08/01/2033	2,435,000.00	3.000%	363,728.13	2,798,728.13
02/01/2034	-	-	327,203.13	327,203.13
08/01/2034	2,580,000.00	3.000%	327,203.13	2,907,203.13
02/01/2035	-	-	288,503.13	288,503.13
08/01/2035	2,725,000.00	3.000%	288,503.13	3,013,503.13
02/01/2036	-	-	247,628.13	247,628.13
08/01/2036	2,880,000.00	3.000%	247,628.13	3,127,628.13
02/01/2037	-	-	204,428.13	204,428.13
08/01/2037	3,055,000.00	3.000%	204,428.13	3,259,428.13
02/01/2038	-	-	158,603.13	158,603.13
08/01/2038	3,235,000.00	3.000%	158,603.13	3,393,603.13
02/01/2039	-	-	110,078.13	110,078.13
08/01/2039	3,420,000.00	3.125%	110,078.13	3,530,078.13
02/01/2040	-	-	56,640.63	56,640.63
08/01/2040	3,625,000.00	3.125%	56,640.63	3,681,640.63
Total	\$45,110,000.00	-	\$24,428,803.12	\$69,538,803.12

Yield Statistics

Bond Year Dollars	\$724,251.28
Average Life	16.055 Years
Average Coupon	3.3729734%
Net Interest Cost (NIC)	3.0259030%
True Interest Cost (TIC)	2.9503408%
Bond Yield for Arbitrage Purposes	2.8648915%
All Inclusive Cost (AIC)	2.9871620%

IRS Form 8038

Net Interest Cost	2.8992808%
Weighted Average Maturity	15.645 Years

Tahoe Foest HD - 2016 (Re) | SINGLE PURPOSE | 4/ 7/2016 | 1:07 PM

CREDIT OPINION

29 March 2016

New Issue

Rate this Research >>

Contacts

Christian Ward 415-274-1721
Analyst
christian.ward@moody.com

Alexandra J. Cimmeyotti 415-274-1754
VP-Senior Analyst
alexandra.cimmeyotti@moody.com

Tahoe Forest Hospital District, CA

New Issue - Moody's assigns Aa3 to Tahoe Forest Hospital District, CA's GO Bonds; Outlook Remains Stable

Summary Rating Rationale

Moody's Investors Service has assigned an Aa3 rating to Tahoe Forest Hospital District, CA's 2016 General Obligation Refunding Bonds totaling approximately \$46.2 million. We have also affirmed the Aa3 rating on the district's outstanding general obligation bonds totaling approximately \$99.9 million.

The assignment of the Aa3 rating reflects the district's large Lake Tahoe area tax base that will likely continue to grow in the near-term given the improvement in the local economy. The rating is also supported by the hospital's relatively small, but stable fiscal operations that remain adequate for the rating category. Financial results were bolstered in fiscal 2015 and will likely improve again in fiscal 2016. We expect that the hospital will continue to operate its financial operations prudently in the face of fluctuations in the district's patient inflow, which is dependent upon ski and weather conditions, and the district's changing payor reimbursement plans. The district's debt profile reflects a manageable level of revenue-backed debt and variable rate debt with no further debt issuances anticipated.

The rating further incorporates the above-average strength of the California general obligation bonds. The general obligation offering is secured by an unlimited property tax pledge of all taxable property within the district boundaries. Debt service on the rated debt is secured by the district's voter-approved unlimited property tax pledge. The counties rather than the district will levy, collect, and disburse the property taxes to the district, including the portion constitutionally restricted to pay debt service on general obligation bonds.

Credit Strengths

- » Large and growing tax base
- » Standard debt levels, including general obligation bonds and a moderate amount of revenue-backed and variable rate debt
- » Improving financial operations

Credit Challenges

- » Operations highly dependent on tourist inflow based on weather and recreation conditions
- » Stable financial operations, though results are less robust than historic performance

- » Relatively small hospital operations

Rating Outlook

The outlook on the district's rating is stable. The stable outlook reflects our expectation that the district's financial operations will remain adequate for the rating category and that the district's tax base will be stable.

Factors that Could Lead to an Upgrade

- » Diversification of revenue stream; lower revenue dependency on tourist inflow
- » Growth and diversification in the hospital's financial operation results, resulting in significant financial results

Factors that Could Lead to a Downgrade

- » Trend of decline in financial operations
- » Significant declines in the district's assessed value or significant increase in debt burden

Key Indicators

Tahoe Forest Hospital District, CA	2011	2012	2013	2014	2015
Economy/Tax Base					
Total Full Value (\$000)	\$ 15,503,648	\$ 15,176,131	\$ 15,293,123	\$ 15,729,211	\$ 16,498,384
Full Value Per Capita	\$ 968,433	\$ 942,617	\$ 947,999		
Median Family Income (% of US Median)	118.3%	125.8%	121.6%		
Finances					
Operating Revenue (\$000)	\$ 111,432	\$ 111,331	\$ 113,426	\$ 119,277	\$ 131,419
Fund Balance as a % of Revenues	83.7%	90.8%	85.2%	80.9%	74.9%
Cash Balance as a % of Revenues	49.3%	66.5%	39.3%	43.4%	41.5%
Debt/Pensions					
Net Direct Debt (\$000)	\$ 38,162	\$ 38,162	\$ 40,278	\$ 37,591	\$ 33,118
Net Direct Debt / Operating Revenues (x)	0.3x	0.3x	0.4x	0.3x	0.3x
Net Direct Debt / Full Value (%)	0.2%	0.3%	0.3%	0.2%	0.2%
Moody's - adjusted Net Pension Liability (3-yr average) to Revenues (x)	N/A	N/A	N/A	N/A	N/A
Moody's - adjusted Net Pension Liability (3-yr average) to Full Value (%)	N/A	N/A	N/A	N/A	N/A

Source: Moody's Investors Service

Detailed Rating Considerations

Economy and Tax Base: Resort Economy Showing Economic Growth

The district has a sizeable resort-based economy that is showing signs of economic growth through residential development and improving house values. Various tourism indicators show significant improvement over last year, and leisure/hospitality will perform well thanks to the strengthening of the US economy. Housing market progress is apparent, with existing home sales up over last year and prices outpacing most of the US.

The district is not immune to impacts of the national and state economy given that the local economy is highly dependent on tourist inflow and discretionary spending. Improved snow conditions in calendar years 2015 and 2016 have improved the level of tourist inflow, which should strengthen the hospital's financial operations.

The district's large tax base will likely continue moderate growth in the near term. The district's assessed value (AV), upon which the levy for the general obligation debt service is applied, grew by 10.6% in fiscal 2016 to \$18.2 billion. The size of the district's AV is a significant credit strength in the assignment of the current rating.

This publication does not announce a credit rating action. For any credit ratings referenced in this publication, please see the ratings tab on the issuer/entity page on www.moody's.com for the most updated credit rating action information and rating history.

Positively, the district participates in the Teeter program for both Placer and Nevada Counties, which guarantees 100% collection of the property taxes that secure the district's general obligation bonds. Nevertheless, secured tax delinquencies declined in fiscal 2015 to the lowest level in recent years. For Placer County the district's tax delinquency rate is down to 1.38% from a high of 3.65% in fiscal year 2009. For Nevada County the district's tax delinquency rate is down to 1.28% in fiscal 2015 from a high of 3.88% in fiscal 2009. The delinquency rate for both counties has declined each year for the past five years.

Though taxpayers are concentrated in recreation and hospitality, no single taxpayer represents more than 0.5% of the total assessed value, which gives the district a sound level of taxpayer diversity.

Financial Operations and Reserves: Improved Financial Position Expected To Remain Stable

The hospital has relatively small operations, but benefits from being the primary hospital in the area. The district has an improving financial profile since the last review. We expect moderate improvement in the hospital's financial operations over the next two to three fiscal years. Fiscal 2015 was an improved financial year for the hospital, given improved operations and business practices, and better understanding and application of the Affordable Care Act (ACA). Fiscal 2016 is showing to be a tremendous year for hospital operations, resulting from normal winter conditions and strong tourist inflow, as well as lowered operational expenses through savings in health insurance costs and the conclusion of consultant contracts for business operation improvements. The hospital has also recently diversified its operations with the addition of cancer treatment and muscular/skeletal joint repair treatments.

These financial improvements will help the hospital address ongoing operational needs. From fiscal 2016 through fiscal 2018, the hospital will likely spend approximately \$20.0 million on capital spending, largely for another system conversion that will be more responsive to requirements under the ACA. We feel management has the available resources for these capital costs and will limit expenditures in other areas to ensure relatively stable operating performance.

Inpatient business activity has improved slightly. The hospital admitted nearly 1,687 patients in fiscal 2015, which is up from 1,617 in fiscal 2014. The high for admissions was 1,812 in fiscal 2011. Outpatient activity also slightly improved in fiscal 2015. Emergency room visits increased to 16,351 in fiscal 2015 from 16,264 in fiscal 2014.

The patient mix has remained relatively stable with 36% Medicare patients and 18% Medicaid patients. Recent programmatic changes to the hospital's reimbursement plans have resulted in lower reimbursements for government-supported patients than the hospital historically received, which management has offset with reduced expenditures.

LIQUIDITY

The hospital's operating performance improved in fiscal 2015 from its low performance years of fiscal 2013 and fiscal 2014. The lower performing years were due to lower tourist and patient volumes and higher costs associated with new information technology systems. Unrestricted cash improved in fiscal 2015 to \$54.5 million, comparable to historic performance prior to fiscal 2013 and fiscal 2014. Cash is showing continued signs of strengthening in fiscal 2016. The hospital has adequate liquidity of nearly 164.3 days cash on hand in fiscal 2015, though lower than highs in previous years. Unrestricted net assets continues to be stable at \$98.4 million as of fiscal 2015.

Debt and Pensions: Standard Debt Levels; No Near-term Debt Issuances Anticipated

The district has an average direct debt burden for the rating category. We do not anticipate further debt issuances in the near-term. The outstanding total debt is an average 25.2% of fiscal 2015 operating revenues. Additionally, the hospital's debt service to operating revenues was also an average 2.2% as of fiscal 2015. The district has an average amount of net direct debt as a percentage of AV at 0.8% as of fiscal 2015.

DEBT STRUCTURE

The district's debt profiles includes two series of revenues bonds, including the Revenue Bonds, Series 2015, which advance refunded the district's Revenue Bonds, Series 2006; and the Variable Rate Demand Revenue Bonds, Series 2002. The district also has a \$2.6 million municipal lease outstanding. Total revenue bonds outstanding is approximately \$33.0 million as of June 30, 2015.

The variable rate demand bonds should not cause any undue stress to the district's credit quality given that they are only 7% of the district total debt portfolio. The variable rate bonds are supported by a letter of credit provided by U.S. Bank that will expire in October 2016. Management is currently renegotiating the renewal of the letter of credit with U.S. Bank.

Debt service coverage of the revenue bonds from the district's operating revenues was a healthy 4.79 times in fiscal 2015.

DEBT-RELATED DERIVATIVES

The hospital has one swap outstanding. The Series 2002 bonds are swapped to a fixed rate of 3.54% with Piper Jaffray as the counterparty. The district receives a variable rate payment of 70% of the LIBOR one-month rate. The swap matures on July 1, 2033, and the swap's original notional amount of \$11.8 million matched the variable-rate bonds at the agreement date. The notional value of the swap and principal amount of the associated debt will decline with each principal payment made by the district. The swap has a negative \$1.8 million market value as of June 30, 2015, which is manageable given the amount of available cash held by the district. The district or the counterparty may terminate the swap if the rating of either the district or the counterparty rating falls below A3.

PENSIONS AND OPEB

The hospital only offers a defined contribution retirement plan. As such, pension-driven budgetary pressures for the district are stable and will not likely prove to be a budgetary burden. The district contributes to the Tahoe Forest Hospital District Employee Money Purchase Pension Plan, a defined contribution pension plan administered by the district. The district also provides a deferred compensation plan, which allows employees to defer a portion of the current compensation until future years. The district matches participant deferrals from 3% to 7% of compensation. Employee contributions are limited to 100% of total employee compensation or the maximum amount allowable by law. Total employer contributions for both benefit programs were \$2.6 million in fiscal 2015, or a manageable 2.0% of fiscal 2015 operating revenues.

The district offers no Other Post Employment Benefits.

Management and Governance

We feel management will continue to operate the hospital effectively, planning for long-term stable operations and providing quality healthcare for local residents. The hospital is managed by a five member board and a newly appointment Chief Executive Officer. The district's management team employs conservative budgeting practices which have resulted in the district generating a stable financial position.

As reflected in the "A" institutional framework score, California general obligation districts have a low level of revenue raising ability.

Legal Security

The security for the general obligation bonds is the voter-approved, unlimited property tax pledge that is strengthened by the well-established levy and collection history for the debt service payment. A notable difference in the structure of the current issuance, however, is that the counties will levy, collect, and disburse the property taxes constitutionally restricted for debt service on the general obligation bonds to the district. The district will then disburse debt service payments directly to the paying agent. We feel this difference in structure does not materially impact the credit quality of the district's general obligation bond rating, however would become an important credit consideration should the district's finances deteriorate.

Use of Proceeds

Proceeds from the 2016 General Obligation Refunding Bonds will be used to advance refund all of the district's General Obligation Bonds, Election of 2007, Series B.

Obligor Profile

Tahoe Forest Hospital District is located in California's North Lake Tahoe area and includes the communities of Truckee, Norden, Soda Springs, Tahoe City, and Tahoe Pines among several others. The district's boundaries encompass approximately 500 square miles in Placer and Nevada Counties. The district's boundaries also include major, nationally recognized ski resorts that serve a significant population of tourists who visit Lake Tahoe each year, depending upon ski and recreational conditions.

Methodology

The principal methodology used in this rating was US Local Government General Obligation Debt published in January 2014. Please see the Ratings Methodologies page on www.moody.com for a copy of this methodology.

Ratings

Exhibit 2

Tahoe Forest Hospital District, CA

Issue	Rating
2016 General Obligation Refunding Bonds	Aa3
Rating Type	Underlying LT
Sale Amount	\$46,240,000
Expected Sale Date	04/12/2016
Rating Description	General Obligation

Source: Moody's Investors Service

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REPORT NUMBER 1021254

Contacts

Christian Ward
Analyst
christian.ward@moodys.com

415-274-1721

CLIENT SERVICES

Americas	1-212-553-1653
Asia Pacific	852-3551-3077
Japan	81-3-5408-4100
EMEA	44-20-7772-5454

RISK MANAGEMENT AND INSURANCE SUMMARY
April 2016

1. Who evaluates the property risks for TFHD? Property risks are jointly evaluated by the Safety Officer (Facilities Management), the Risk Manager and our property carrier, Alliant. A portion of the evaluation is covered in an annual Hazard Vulnerability Assessment that evaluates what are the most likely threats and, the likely severity if the threat were to occur. This activity is reported by the Safety Officer to the Environment of Care Committee. It is reviewed annually by the Risk Manager with the insurance carrier at the property policy renewal.
2. What are those property risks? E.G. Fire? Flood? Earthquake? Wild fire is the most likely catastrophic threat to the property and to life safety at the District. Wild fire would have the highest severity if it were to occur. Other threats include earthquake, utility outages, cyber crime, internal or external toxic exposure, other criminal activity and vehicle damage with personal injury. At a local elevation of at least 6,000 feet, flood damage would have to be Biblical in nature to be a threat. Along with earthquake, flood coverage is not offered in our property program. The threats are similar between Tahoe Forest and Incline.
3. Is there an industry standard that guides our property risk analysis? Yes, there are a number of reliable assessment tools for property risk analysis. Alliant uses a combination of their own tools and, periodically utilizes independent sources for value appraisal and risk assessment. The total insured values as of May 29, 2015 are \$172,086,797.00.
4. What are the property coverages we elect to purchase vs. self insure? All property coverage is purchased from a commercial carrier. No line of property coverage is self-insured. The property program includes: boiler and machinery, scheduled property, construction and acquisitions, pollution and “all risks-all perils.” Our cyber policy is actually a “bolt-on” to our property program, covered by a single syndicate in Lloyd’s of London. The cyber policy is brokered by Alliant.
5. What is our liability coverage, i.e. self insurance and stop loss? No line of liability coverage is self-insured. We have lines of liability coverage for: professional liability (comprehensive healthcare liability), Directors and Officers, Employment Practices Liability, Auto Liability and Physical Damage. In addition to liability coverages, we have stand-alone coverage for crime and fiduciary in a single policy through a different broker. The limits for healthcare liability, including professional, bodily injury, personal injury, advertising injury and employee benefits liability are \$10M per occurrence and \$20M in annual aggregate. The limits of liability for auto coverage is \$1M combined single limit each accident. The limits of liability for fiduciary coverage are \$2M after a \$25,000 deductible (this coverage includes \$200K in separate defense costs). To my knowledge and from records provided to me, stop loss has not been quoted for our liability program.

6. Is there an industry standard for liability risk management that we follow? Yes, as in #3 above, there are a number of reliable risk assessment tools. Those evaluations are typically driven by reported claims and loss experience. BETA monitors our claims in real time, on a continuous basis. They conduct a focused risk assessment on a bi-annual basis. Their report is provided to Medical Staff Quality Committee, Medical Executive Committee, Board Quality Committee and finally to the full Board in closed session. The Risk Manager makes a quarterly report to the full Board on all claims and filed litigation.
7. What are the details of the D & O policy, i.e. limits, deductibles, etc.? Directors and Officers coverage has limits of \$10M per claim and \$10M in annual aggregate. Employment Practices Liability (EPL) is covered in the same line. The deductible for D & O is \$10,000. The retention (deductible) for EPL is a 50/50 co-pay for indemnity and expenses to the limits of liability.
8. Do we need to know about workers' comp details? Risks and coverage? The Workers' Comp program is administered by Human Resources and does not come under the purview of the Risk Manager, unless requested by HR to assist with filed or potential litigation or mediation. In general, the statutes require coverage of reasonable and necessary medical expenses to restore the injured employee to his/her previous level of wellness, provided the injury occurred during the normal course and scope of employment. The TFHD program is self-insured and has commercial stop-loss coverage for each of California and Nevada claims. California is triggered at \$500K and covers to statutory limits through Safety National. Nevada claims are fully insured to statutory limits through The Harford Insurance Group.
9. Address business interruption: Business interruption is covered in the property program. Under property coverage, limits are calculated on the organization's loss tolerance and estimation of the length of any interruption. Accordingly, premiums and limits are quoted annually at policy renewal.
10. Are all insurance policies shopped periodically to insure competitive pricing? There is no standing practice that policies are periodically shopped for pricing. In the second prior renewal, the CFO and Risk Manager did obtain a competitive quote on a combined program of coverage. Several factors led to a decision not to change carriers. One such factor of extraordinary cost would be to obtain "tail" coverage for prior acts of professional malpractice (sometimes referred to as, an extended reporting period). As long as the District remains a member of BETA, tail coverage is included. If the District were to leave BETA, the cost of tail coverage would be significant; perhaps one and one-half the annual premium of the expiring primary coverage. Both our property and liability programs are in risk-sharing pools that specialize in public entities. That is an expertise that is held by only a few carriers. Additionally but an immeasurable factor, the District enjoys a very cordial and compatible relationship with the carriers. Our professional relationships offer us considerable added-value to our insurance program.

Attachments:

BETA Certificates of Participation: Healthcare Entity Liability; D & O; Auto.

BETA Risk Management Authority ("BETARMA")

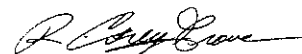
A Public Entity

CERTIFICATE OF PARTICIPATION
HEALTHCARE ENTITY COMPREHENSIVE LIABILITY COVERAGE CONTRACT

CERTIFICATE NUMBER:
HCL-15-007

ITEM 1: NAMED MEMBER: Tahoe Forest Hospital District 10121 Pine Avenue, P.O. Box 759, Truckee, CA 96160
ITEM 2: SUBSIDIARIES: Tahoe Forest Hospital Auxiliary, Tahoe Forest Health System Foundation, Incline Village Community Hospital, Tahoe Forest Thrift & Gift, NLTCHC Auxiliary, Tahoe Forest Hospice, Tahoe Forest Home Health, Incline Village Community Hospital Foundation, Tahoe Institute for Rural Health Research (TIRHR)
ITEM 3: CONTRACT PERIOD: (a) Effective Date: 7/1/2015 (b) Expiration Date: 7/1/2016 at 12:01 a.m. local time for all dates at the address in Item 1
ITEM 4: RETROACTIVE DATE FOR PROFESSIONAL LIABILITY: 7/1/2004 at 12:01 a.m. local time for all dates at the address in Item 1
ITEM 5: COVERAGE AND LIMITS OF LIABILITY PROVIDED: \$10,000,000 per Claim (except as provided by Amendment) \$20,000,000 in the Aggregate (Coverages provided are indicated with an "X") Professional Liability <input checked="" type="checkbox"/> Healthcare Entity Professional Liability - Claims Made General Liability <input checked="" type="checkbox"/> Bodily Injury and Property Damage Liability - Occurrence <input checked="" type="checkbox"/> Personal Injury, Advertising Injury and Discrimination Liability - Occurrence <input checked="" type="checkbox"/> Employee Benefits Liability - Occurrence
ITEM 6: DEDUCTIBLE: See Section 7.9.B \$1,000 Indemnity Only
ITEM 7: CONTRIBUTION: See Section 7.9.A
ITEM 8: CONTRACT AND AMENDMENT FORMS ATTACHED AT ISSUANCE: HCL/CM(07/15) 120, 130, 132, 145, 170, 203, 210, 217, 237, 259, 262, 263, 272, 273, 294, 298
ITEM 9: NOTICE REQUIRED TO BE GIVEN TO BETARMA MUST BE ADDRESSED TO: BETA Risk Management Authority 1443 Danville Boulevard Alamo, CA 94507

This Certificate of Participation, the **Application(s)** and accompanying documents, and the Coverage Contract with Amendments shall constitute the Contract between BETARMA and the **Members**.



Authorized Representative of BETARMA

BETA Risk Management Authority ("BETARMA")

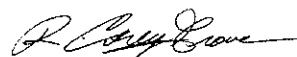
A Public Entity

**CERTIFICATE OF PARTICIPATION
DIRECTORS, OFFICERS AND TRUSTEES LIABILITY COVERAGE CONTRACT
INCLUDING HEALTHCARE ENTITY COVERAGE**

**CERTIFICATE NUMBER:
D&O-15-007**

ITEM 1: NAMED MEMBER: Tahoe Forest Hospital District 10121 Pine Avenue, P.O. Box 759, Truckee, CA 96160
ITEM 2: SUBSIDIARIES: Tahoe Forest Hospital Auxiliary, Tahoe Forest Health System Foundation, Incline Village Community Hospital, NLTCHC Auxiliary, Tahoe Forest Hospice, Tahoe Forest Home Health, Incline Village Community Hospital Foundation, Tahoe Institute for Rural Health Research (TIRHR)
ITEM 3: CONTRACT PERIOD: (a) Effective Date: 7/1/2015 (b) Expiration Date: 7/1/2016 at 12:01 a.m. local time for all dates at the address in Item 1
ITEM 4: RETROACTIVE DATE: 7/1/1989 at 12:01 a.m. local time for all dates at the address in Item 1
ITEM 5: LIMIT OF LIABILITY (Inclusive of Defense Expenses): \$10,000,000 per Claim (except as provided by Amendment) \$10,000,000 in the Aggregate
ITEM 6: DEDUCTIBLES (Subject to Section 5.1.C) Coverage A: \$0 each Claim Coverage B: \$10,000 each Claim including Defense Expenses Coverage C: \$10,000 each Claim including Defense Expenses Coverage D: See the amendment entitled "Special Provisions For Employment Practices Liability Claims" Coverage E: \$0 each Claim
ITEM 7: CONTRIBUTION: \$105,257
ITEM 8: CONTRACT AND AMENDMENT FORMS ATTACHED AT ISSUANCE: D&O/CM(07/13) 304, 308, 345
ITEM 9: NOTICE REQUIRED TO BE GIVEN TO BETARMA MUST BE ADDRESSED TO: BETA Risk Management Authority 1443 Danville Boulevard Alamo, CA 94507

This Certificate of Participation, the **Application(s)** and accompanying documents, and the Coverage Contract with Amendments shall constitute the Contract between BETARMA and the **Members**.



Authorized Representative of BETARMA

BETA Risk Management Authority ("BETARMA")

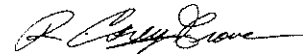
A Public Entity

**CERTIFICATE OF PARTICIPATION
AUTO LIABILITY AND PHYSICAL DAMAGE COVERAGE CONTRACT**

**CERTIFICATE NUMBER:
AL-15-007**

ITEM 1: NAMED MEMBER: Tahoe Forest Hospital District 10121 Pine Avenue, P.O. Box 759, Truckee, CA 96160
ITEM 2: SUBSIDIARIES: Tahoe Forest Hospital Auxiliary, Tahoe Forest Health System Foundation, Incline Village Community Hospital, NLTCHC Auxiliary, Tahoe Forest Hospice, Tahoe Forest Home Health, Tahoe Institute for Rural Health Research (TIRHR)
ITEM 3: CONTRACT PERIOD: (a) Effective Date: 7/1/2015 (b) Expiration Date: 7/1/2016 at 12:01 a.m. local time for both dates at the address in Item 1
ITEM 4: LIMIT OF LIABILITY \$1,000,000 each Accident , Combined Single Limit The Combined Single Limit is subject to the following coverage limits: Section 2: \$1,000,000 each Accident (Bodily Injury and Property Damage) Section 3: \$5,000 each Accident (Medical Payments) Section 4: See Section 4.2. (Comprehensive & Collision coverage) Section 5: \$1,000,000 each Accident (Uninsured/Underinsured Motorist)
ITEM 5: DEDUCTIBLE: Comprehensive: \$250 each Accident Collision: \$500 each Accident
ITEM 6: ESTIMATED CONTRIBUTION: \$18,270 (To be adjusted based on actual Covered Autos)
ITEM 7: CONTRACT AND AMENDMENT FORMS ATTACHED AT ISSUANCE: Auto(07/12) 405, 440
ITEM 8: NOTICE REQUIRED TO BE GIVEN TO BETARMA MUST BE ADDRESSED TO: BETA Risk Management Authority 1443 Danville Boulevard Alamo, CA 94507

This Certificate of Participation, the **Application(s)** and accompanying documents, and the Coverage Contract with Amendments shall constitute the Contract between BETARMA and the **Members**.



Authorized Representative of BETARMA

Tahoe Forest Hospital District
Clearbalance Patient Payment Plan Program

Example #1

Patient owes \$2,400. Wants to pay \$100/month for 24 months

	Interest Fee		
	Cash Payment	11% Disc Rate NPV	Value Difference
Year 1	\$ 1,200.00	\$ 1,081.08	\$ 118.92
Year 2	\$ 1,200.00	\$ 973.95	\$ 226.05
Interest Fee	\$ 2,400.00	\$ 2,055.03	\$ 344.97

Servicer Fee	
Loan Amount	\$ 2,400.00
Servicer Rate	8.00%
Servicer Fee	\$ 192.00

Value to TFHD	
Loan Amount	\$ 2,400.00
Less: Interest Fee	\$ 344.97
Less: Servicer Fee	\$ 192.00
Amount Paid to TFHD	\$ 1,863.03
As a percent of Loan Amount	77.63%

Example #2

Patient owes \$5,000. Wants to pay \$83.33/month for 60 months

	Interest Fee		
	Cash Payment	11% Disc Rate NPV	Value Difference
Year 1	\$ 1,000.00	\$ 900.90	\$ 99.10
Year 2	\$ 1,000.00	\$ 811.62	\$ 188.38
Year 3	\$ 1,000.00	\$ 731.19	\$ 268.81
Year 4	\$ 1,000.00	\$ 658.73	\$ 341.27
Year 5	\$ 1,000.00	\$ 593.45	\$ 406.55
Interest Fee	\$ 5,000.00	\$ 3,695.89	\$ 1,304.11

Servicer Fee	
Loan Amount	\$ 5,000.00
Servicer Rate	8.00%
Servicer Fee	\$ 400.00

Value to TFHD	
Loan Amount	\$ 5,000.00
Less: Interest Fee	\$ 1,304.11
Less: Servicer Fee	\$ 400.00
Amount Paid to TFHD	\$ 3,295.89
As a percent of Loan Amount	65.92%

	Annual Loan Volume in \$	
	<\$1.8 million	>\$1.8 million
Servicer Fee	10.00%	8.00%
Discount Rate	12.00%	11.00%

Any eligible receivable provided to ClearBalance that does not materialize into a Patient Loan is subject to a \$10.00 handling fee.

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FOR HEALTH SYSTEMS

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CONSUMER-FRIENDLY LOAN PROGRAMS

With ClearBalance, you can offer affordable loans so patients get the care they need.



The ClearBalance Difference

Bringing experience to healthcare affordability: To ensure each healthcare partner’s success with a patient loan program, we align your priorities to expected outcomes for reimbursement, market reach and patient relationships. We architect our patient loan program solution accordingly, and follow through with best practices for implementation, adoption and ongoing performance optimization. The ClearBalance® **Patient Experience Center** is staffed by skilled professionals who adhere to the highest customer service standards for one-on-one interaction. Patient Experience Center team members provide a positive patient experience

Special Offer

Five Minutes to Show You Five Years

With 20+ years of data and experience ClearBalance can show you how industry changes will impact your health system and

that encourages high levels of payment and satisfaction, and creates greater loyalty that ultimately leads to additional business for the health system.

Innovative Loan Programs

ClearBalance offers consumer-friendly patient loan programs designed to fit your needs:

- Zero-interest or low-interest revolving lines of credit
 - **Zero Interest Fixed** – Interest-free for a predetermined payment period; no annual fees
 - **Zero Interest Flex** – Interest-free for a flexible payment period; no annual fees or late fees
 - **EZ Flex** – Low interest rate with no annual fees
- Comprehensive planning, training and implementation for registration, patient access, eligibility and your business office
- Patient engagement and marketing programs
- Ongoing program performance reporting, analysis and optimization
- A proprietary portal (ClearPath) enabling instant account submission
- Free integration with e-cashiering, estimation and patient registration and accounting tools
- A **Patient Experience Center**, owned and operated by ClearBalance, that is focused entirely on health care and dedicated to treating your patients fairly, respectfully and with compassion as they repay their hospital bill

How You Benefit

- Reduce bad debt while increasing operating income
- Receive immediate payment, accelerating cash flow, increasing days cash-on-hand and decreasing A/R days
- Increase staff and physician satisfaction with logical hospital bill payment solutions they easily provide to patients
- Improve patient satisfaction and loyalty by enhancing the consumer's financial experience with your system

what preventive steps you can take.

Use our **Financial Impact Estimator** to learn more.

Recent News

- [Patient Loan Program Drives Loyalty for Healthcare Facilities](#)
- [ClearBalance Provides Transparency to Evaluate Patient Loan Programs](#)
- [More Health Systems Turned to ClearBalance for Affordable Patient Pay Solution in 2014](#)
- [Patient Pay Efficiencies Key to Unlocking Affordable Care](#)
- [Loan Program Fuels Satisfaction and Growth](#)

Upcoming Events

How Your Patients Benefit

- Patients may qualify regardless of credit history
- Affordable monthly payments
- No prepayment penalties or annual fees
- The ability to combine existing accounts and add future medical bills into one easily understood and managed statement
- Interaction with Patient Experience Center professionals who are committed to ensuring a positive experience and helping your patients



- HFMA WI/MN Conference, May 5, Duluth, MN
- NAHAM, May 24-27, New Orleans
- HFMA Annual National Institute, June 26-29, Las Vegas

ClearBalance Performance Guarantee

The ClearBalance performance guarantee gives you certainty. We're certain that we can increase your revenue and patient satisfaction. It's simple. If we don't exceed your expectations we will rebate our servicing fee.

Patient Experience Center

The ClearBalance Patient Experience Center is staffed by skilled professionals who adhere to the highest customer service standards for one-on-one interaction. The team is based at our San Diego headquarters and only services patients participating in a ClearBalance patient loan program. Patient Experience Center team members provide a positive experience, treating each person honestly, fairly and with compassion. This encourages high levels of repayment and satisfaction and creates greater loyalty that ultimately leads to additional business for you. Patient Experience Center team members are available to support patients 73 hours per week, Monday-Saturday.

- "Retail" standards of performance
 - 90% of calls answered in 20 seconds or less
 - Call abandonment at 4% or less
 - Voice messages returned within two hours
 - State-of-the-art auto-dialer and monitoring systems

- Convenient for the patient
 - Hours of operation designed to capture 95% of calls
 - IVR pay by phone or online, 24x7
 - Coupon and envelope provided with statement to mail payment
- Call monitoring for quality assurance
 - Professionalism
 - Listening skills
 - Empathy
 - Resolves issues
 - Answers questions correctly
 - Continual coaching for quality performance

Trending Now

More Americans have insurance, but that doesn't mean they can actually afford care. The popularity of high deductible health plans (HDHPs) has created a "false sense of insurance," with health systems picking up the burden for collections. The newly insured oftentimes don't realize they have a financial obligation for their care. And individuals who once had other forms of insurance get sticker shock from the change in payment structure. Using the ClearBalance consumer-friendly patient loan program can help you address the shift of more patients being responsible for healthcare costs. Here are some quick facts about consumer medical debt, the rise of HDHPs and the impact to U.S. health systems:

- Medical debt accounts comprise 52% of bad debt collection accounts, far outpacing all other debt types, according to the Consumer Financial Protection Bureau. And, 43 million consumers with an account in collection have medical debt.
- Accenture predicts one in three enrollees in private or public exchanges will choose a high deductible plan.
- 36% of large employers responding to a survey from the National Business Group on Health said HDHPs will help them control healthcare costs.
- The American Hospital Association says that hospitals' total cost of uncompensated care was \$46 billion in 2012, equal to about 6% of their expenses.

Download our [Patient Pay](#) white paper to learn more.

Business Partners

ClearBalance works closely with trusted healthcare industry leaders to deliver innovative solutions that complement our consumer-friendly patient loan programs, improve a hospital's or health system's financial performance and enhance patient, hospital staff and physician satisfaction.

Patient Accounting System Integration

ClearBalance provides seamless integration to HIS/patient accounting systems from many healthcare IT companies:

Epic, Cerner, GE Healthcare, IDX


McKesson, Meditech, Siemens, SunCare

Industry Association Memberships



Client Results

Adventist Health

ClearBalance: Ken Ursin - Adventist Health... 



Florida Hospital

ClearBalance helped reduce bad debt for Florida Hospital Orlando.

[Read the case study](#)

Rice Memorial Hospital

The financial team credits ClearBalance with helping Rice Memorial win HFMA's MAP Performance Improvement award.

[Read the case study](#)

Palomar Health

Read about [how ClearBalance has helped Palomar Health](#).

Novant Health System

Read about how Novant Health System has successfully used the ClearBalance program.

[Modern Healthcare](#) [subscription required]

[Becker's Hospital Review](#)

St. Vincent Health

Read about how St. Vincent Health uses the ClearBalance program to make care affordable and enhance patient loyalty. [HFMA's Revenue Cycle Strategist](#) [subscription required]



"Resolving healthcare debt isn't a 'one-size-fits-all' endeavor. At Sharp HealthCare, our patients know we care and will work with them to find a reasonable solution. ClearBalance brings an affordable loan program to the table that patients appreciate."

Gerilynn Sevenikar
Vice President Patient Financial
Services
Sharp HealthCare



"Florida Hospital has enjoyed a long-standing partnership with ClearBalance. Using the ClearBalance patient loan program we have increased cash flow and reduced bad debt. Most importantly, we've increased patient satisfaction by offering a long-term, affordable payment."

Coy Ingram
Assistant Vice President, Patient
Financial Services
Florida Hospital West Florida Region

Experience Matters

- ClearBalance has served more than 4 million patient accounts for hundreds of hospitals and health systems nationwide since 1992

- ClearBalance consumer-friendly patient loan programs are offered by more large health systems than other loan programs
- We maintain the industry's highest collection rate of patient pay receivables – an average of 89%

ClearBalance Leadership



Financial Impact Estimator

Use our [Financial Impact Estimator](#) to learn about preventive steps you can take to address the shift to "patient pay".

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Helping people afford the care they need to lead healthy lives.

FINANCE COMMITTEE

RECOMMENDED AGENDA ITEMS FOR NEXT FINANCE COMMITTEE MEETING

1. Quarterly Review – Multi-Specialty Clinics
2. Financial Report – April 2016
3. Quarterly Review –Truckee Surgery Center, LLC
4. 2017 Budget Update
5. Board Education & Updates:
 - a. Outmigration Strategy

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

- | | |
|--------------------------|--------------------------|
| 1. Monday, May 23, 2016 | 2 hrs – 9-11am or 2-4pm |
| 2. Tuesday, May 24, 2016 | 2 hrs – between 9am-12pm |