



TAHOE FOREST HOSPITAL DISTRICT

2016-06-22 Special Meeting of the Board of Directors

Wednesday, June 22, 2016 at 4:00 p.m.

Tahoe Truckee Unified School District (TTUSD)

11603 Donner Pass Road, Truckee, CA 96161

Meeting Book - 2016-06-22 Special Meeting of the Board of Directors

06/22/16 Special Meeting

ITEMS 1 - 4: See Agenda

5. ITEMS FOR BOARD DISCUSSION AND ACTION

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6. BOARD MEMBERS REPORTS/CLOSING REMARKS

7. MEETING EFFECTIVENESS ASSESSMENT

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8. ADJOURN

		Tahoe Forest Health System			
		Title: Fiscal Policy		Policy/Procedure #: ABD-11	
		Responsible Department: Board of Directors			
Type of policy		Original Date:	Reviewed Dates:	Revision Dates:	
<input checked="" type="checkbox"/>	Board	8/85	2/10; 01/12; 1/14	6/07; 11/15; 6/16	
<input type="checkbox"/>	Medical Staff				
<input type="checkbox"/>	Departmental				
Applies to: <input checked="" type="checkbox"/> System <input type="checkbox"/> Tahoe Forest Hospital <input type="checkbox"/> Incline Village Community Hospital					

PURPOSE:

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

POLICY:

1.0 **RATIONALE**

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

2.0 **POLICY STATEMENT**

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

PROCEDURE:

1.0 OPERATING MARGIN AND EXCESS (NET INCOME) MARGIN

The CEO has the authority to direct the annual budget to reflect Operating and Excess Margins at the median S&P ratios of an A- rating or better. However, at no time shall the annual budget reflect median ratios below an investment grade rating. The CEO shall have the authority to direct management and staff to operate the District in a manner that achieves the goals of the annual budget.

2.0 FUND BALANCES AND TRANSFER PROCEDURES

The CEO has the authority to direct the annual budget reflect projected Days' Cash on Hand (the number of days of average expenses) at the median S&P ratios of an A- rating or better. There shall be a strong focus to maintain, at a minimum, Days' Cash on Hand at the median S&P A- ratio in order to maintain appropriate cash reserves and to sustain sufficient funding for capital needs. However, at no time shall the annual budget reflect a ratio below an investment grade rating. At least quarterly, a report of Day's Cash on Hand shall be presented to the Board of Directors. In addition, the CEO may direct the movement of funds consistent with Board of Directors Fiscal Policy.

2.1 Maintenance and Operations Fund:

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

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

- 1.) Cash Reserve Fund
- 2.) Projects Fund

2.2 Board Designated Funds:

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

2.2.1 Other Entity Funds:

Funds held for other entities such as Medical Staff and Auxiliary. Interest income accrues to the specific fund.

2.2.2 Projects Fund:

Board of Directors approved and designated projects. Fund to include, among others, Building Funds and Capital Equipment Funds. Interest income will accrue to the Maintenance and Operations Fund.

2.3 **Cash Reserve Fund:**

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

2.4 **Restricted Funds:**

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

2.5 **Donations:**

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

Related Policies/Forms:
References:
Policy Owner: Clerk of the Board
Approved by: Chief Executive Officer

**Tahoe Forest Hospital District
Strategic Plan, Operating & Capital Budget, and Ratio Analysis & Financial Forecasts
Fiscal Year 2017**

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Strategic Plan, Operating & Capital Budget, and Ratio Analysis & Financial Forecasts
Fiscal Year 2017**

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Tahoe Forest Hospital District
Strategic Plan, Operating and Capital Budget, and Financial Forecasts
Fiscal Year 2016-2017

Executive Summary

A Refreshed Policy and Principle Approach to Budgeting:

This year, as your new CEO, along with our Administrative Council, we strongly believe it's time to refresh the Board Finance Policy to reflect an "improved" level of performance. To date this policy has suggested that we, as a healthcare system, pursue only a level of excellence, as far as the rating agencies are concerned, at a BBB- performance level. This equates to the lowest level of "investment grade" status for corporations in any industry in America. None of us really want to hover just above the company of "junk bond" independent rating agency corporations in America, especially in the healthcare sector with the challenges we all read about almost daily over the next 4 to 6 years. It's time to begin to actually execute upon an "improved" critical Board Finance Policy.

Critical to this policy refresh is a strong focus first and foremost on achieving in every possible fiscal year at least a Single A- Operating Margin and Excess Margin performance, which is presently at least a 3.0% and 5.1% margin respectively, not EBIDA. The Operating Margin and Excess Margin targets drives Days of Cash on Hand, Debt Service Coverage and all other critical indicators for sustainability. Days of Cash on Hand may dip from time to time as we implement thoughtful capital expenditures, but the Operating and Excess Margins must remain strong. All great forward looking healthcare systems manage to these Margins first and foremost each and every year.

As a healthcare system made up of several corporations with over \$147 M in operating revenues, it's very reasonable, and actually expected by the majority of all external stakeholders, that Tahoe Forest Health System (TFHS) set our standards a bit higher in a very pragmatic way. We strongly request 100% overt Board support for this critical finance policy refresh and upgrade! Our budgeted Total Operating Revenues are \$147.4 M. If targets were based upon this refreshed critical Finance Policy, a 3.0% Operating Margin would equate to a \$4.4 M Operating Income, and at a 5.1% Excess Margin would equate to a \$7.5 M Net Income for FY 17. Our proposed FY 17 Budget Operating Margin is 1.9% and our Excess Margin is 2.8%.

This independent rating agency "grade" is very likely the most important "grade" for us to maintain, as we will only have this rating agency "grade" if our Quality and Patient Satisfaction are also great! I would respectfully suggest there aren't multiple paths to long term sustainability, and this policy upgrade is critical to us being able to commence and to pursue this never ending sustainability journey.

We are grateful that FY 16 is a year that is projected to exceed the rating agency Operating Margin and Excess Margin targets of 3.0% and 5.1% respectively. Several earlier fiscal years (2013, 2014, and 2015) did not achieve this performance level.

A Balanced Approach Is Needed to Fully Achieve This Refreshed Board Finance Policy:

TFHS must thoughtfully execute Revenue Cycle improvements every year that are common in our industry or these benefits will be forever lost as skipping a year of executing in a smaller than normal manner can't be recovered in subsequent years due to managed care contract restraints, etc.

All thoughtful, forward looking not for profit and for profit health systems in California (CA) closely monitor the CA Statewide average Revenue per Inpatient (IP) Discharge and per Outpatient (OP) Visit as no hospital wants to wake up one day and learn that prices have been frozen for a short or long period of time, and more importantly the leadership of these healthcare systems know from experience that any hospital in CA has a very low chance of being sustainable or being profitable if they aren't at the CA Statewide pricing levels. TFHS is a very rare rural hospital in CA that has achieved small profits or small losses while being materially below the CA statewide averages for IP and OP pricing.

We are respectfully requesting a 5% overall impact price increase for 11 months of FY 17. Even with this price increase we are not achieving the rating agency A- Operating Margin target of 3.0% or the Excess Margin target of 5.1%. We are at 1.9% and 2.8% respectively.

Please see the attached graphic or numerical schedules which show just how low TFHS is vs CA and other local hospital competitors.

The CA IP Statewide Revenue per Discharge always moves every year. Please see how the Statewide IP Revenue per Discharge has changed in just the last 4 years:

2014 CA Statewide IP Revenue per Discharge \$ 73,875	4.4% increase from 2013
2013 CA Statewide IP Revenue per Discharge \$ 70,776	5.5% increase from 2012
2012 CA Statewide IP Revenue per Discharge \$ 67,070	4.1% increase from 2011
2011 CA Statewide IP Revenue per Discharge \$ 64,431	6.6% increase from 2010
2010 CA Statewide IP Revenue per Discharge \$ 60,445	

TFHS is 49% below the IP Revenue per Discharge Statewide average and its 64% below CA Statewide average for OP Revenue per Visit.

These pricing levels at TFHS exist in a Cost of Living Index (COLI) region that is 157 when the entire state of CA is 136 and the Reno market is 110. Even the Sacramento COLI is 117. The building and equipment wear and tear annually are much greater in the Truckee and Incline Village areas than other less harsh weather region. Even the building codes for hospitals are much different here than in other less harsh zones.

It's only relevant to compare TFHS to other best practice hospitals; any comparison to non-hospital entities "takes our eye off of the ball" as to what focus is required for success in hospitals. Non-hospital entities are not open 24/7, are not required to "take all comers", and came into a market where excess hospital capacity already existed, so they are actually causing "inflation in healthcare" vs. "deflation" in healthcare! This is the reality that is critical for all to understand. In essence, the laws of supply and demand that many of us understand from economics work in an opposite manner in healthcare because of our duty to provide care regardless of the ability to pay, and the fact that there are over 32 M uninsured in America and over 100 M underinsured in America.

We will continue to look at innovative new ways to make OP healthcare more affordable, but we most focus on best practice hospitals.

We have earlier shared via thoughtful skilled sources from the University of Nevada at Reno that TFHS provides over a 900% return on investment (ROI) to the property tax payors of this District.

This stated ROI would be double the 900% if we excluded the Measure C tax revenues. So District residents are achieving significant value in the region from the presence of TFHS.

We will institute a thoughtful expense side benchmarking review during FY 17 to look for expense reductions that are possible that move us more to best practice in our industry. We will examine all aspects of labor, benefits and non-labor costs from a best practice perspective.

To achieve our single A- Operating Margin target of at least 3.0% and our Excess Margin target of at least 5.1%, it will require at least the 5% price increase coupled with some expense reductions which are not yet identified.

Our Capital Needs are Tremendous in the Future Even Though Measure C is Nearly Complete:

At least the next 2 fiscal years show that we need to complete Capital Expenditures greater than our annual depreciation.

FY 17 Total Budget Capital Expenditures \$ 18.4 M
FY 18 Total Budget Capital Expenditures \$ 21.9 M
FY 19 Total Budget Capital Expenditures \$ 6.2 M
FY 20 Total Budget Capital Expenditures \$ 5.0 M

We have thoughtfully not approved all Capital request as the needs are great over the foreseeable future.

Healthcare is very capital intensive and this is one of many reasons why we must aspire to and execute on Single A- Operating and Excess Margin performance.

“No Margin, No Mission!” This is an old management phrase that will always be true!

Following on the next page is a high level summary of our FY 17 Operating Budget.

Our FY 17 Operating Budget Summary:

Gross Patient Revenue	\$ 235,659,989
Net Patient Revenue	127,394,156
Other Operating Revenue	8,786,589
Wellness Neighborhood Property Tax Revenue	778,606
Operating Expenses	(128,610,600)
EBIDA	\$ 8,348,751
Property Taxes - All	10,002,594
Depreciation	(11,595,792)
Interest Income - All	436,067
Interest Expense - All	(4,012,596)
Other Non-Operating Revenue	901,000
Net Income	\$ 4,080,024

EBIDA (on Gross Revenue)	3.5%
Return on Equity	3.7%
Days Cash on Hand	169

Standard & Poor's Ratio Calculations:

EBIDA Margin	13.4%
Operating EBIDA Margin	12.5%
Operating Margin	1.9%
Excess Margin	2.8%
Days Cash on Hand	168

We Have Also Thoughtfully Considered Our 6 Critical Strategies in This Budget:

1. Physician Service Line

We've included in the FY 17 Budget allocated dollars to achieve the complete makeover for the Physician Service Line. This includes services provided by Walter Kopp and ECG, resources required for the creation of NewCo, resources for Physician recruitment in necessary specialties, and 1 additional FTE to support Physician Services and the MSC.

2. Information Technology

We've included in the FY 17 Budget \$7M in capital for the implementation of a new Information System for TFHS, inclusive of new EHR/Business/Accounting/and Supply chain systems. In addition, we have allocated 1 additional FTE for implementation and ongoing support. In the Capital Budget for FY 18 we have included an additional \$1M in support of the new Information System.

3. Create a new Facility Master Plan

We will continue to work on our next phase of Master Planning. In our FY 17 Capital Budget we have allocated \$2.8M for property investment and in FY 18 another \$1.5M. Also

in our Multi-year Capital Plan, we have identified \$13M for possible design, improvements and/or construction.

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

We've included in the FY 17 Budget 3 additional FTE's in the area of Community Case Management to support Patient Navigation and Care Coordination.

5. Improve Quality, Patient Satisfaction, Finance and Compliance

We've included the following in the FY 17 Budget in support of this initiative:

Quality: An additional .80 FTE was added for support.

Compliance: Allocated dollars for support from The Fox Group, Hooper Lundy and Bookman, and ECG. We've also increased the FTE for the Compliance Analyst, with less allocation to Quality. We've also converted the independent contractor position for the Contracts Administrator to an FTE.

Finance: We've allocated dollars for a benchmarking review to look for expense reductions that are possible that move us more to best practice in our industry. We will examine all aspects of labor, benefits and non-labor costs from a best practice perspective. In addition, we have allocated dollars to provide benchmark information around key areas of the Revenue Cycle.

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

We've included in the FY 17 Budget an increased budget for Marketing. In addition, we will be analyzing market information and public Medicare referral pattern information provided by Kaufman Hall to help create key strategies related to in- and out-migration.

Summary:

The Fiscal Year 2017 Budget has been carefully constructed to allow support for the 6 Key Strategic Goals for FY 17, to continue to build towards strong financial performance and sustainability, and to carefully balance our cash reserves and investment in our capital structure.

Respectfully submitted:



**Harry Weis
Chief Executive Officer**



**Crystal Betts
Chief Financial Officer**

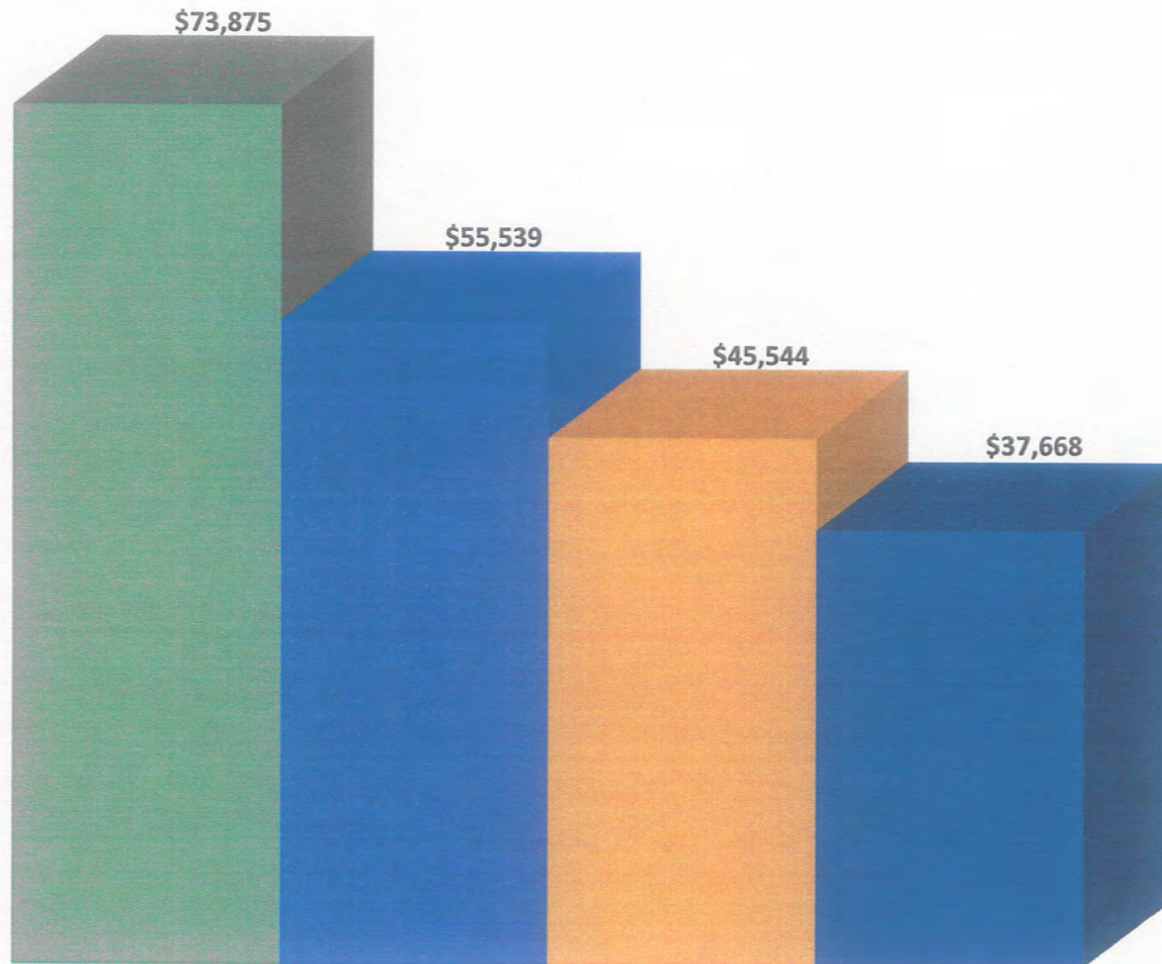
GROSS INPATIENT REVENUE PER DISCHARGE

■ All CA Hospitals (367)

■ All CA District Hospitals (39)

■ All CA Rural Hospitals (57)

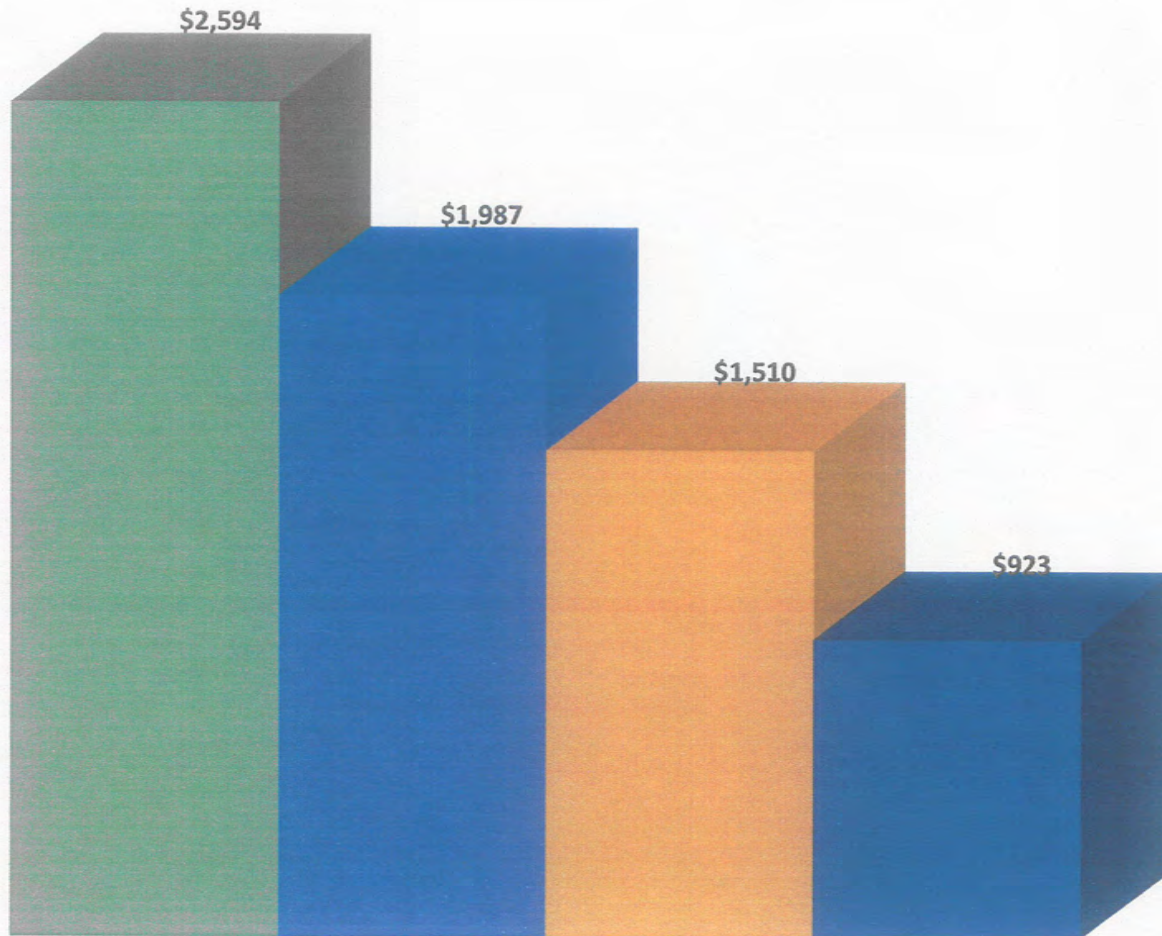
■ TFHD



SOURCE: 2014 OSHPD Hospital Annual Financial Data Profile - Based on 9-15-15 Data Extract from OSHPD Hospital Annual Disclosure Data Website: <http://oshpd.ca.gov/HID/Hospital-Financial.asp#Profile>

GROSS OUTPATIENT REVENUE PER VISIT

■ All CA Hospitals (367) ■ All CA District Hospitals (39) ■ All CA Rural Hospitals (57) ■ TFHD



SOURCE: 2014 OSHPD Hospital Annual Financial Data Profile - Based on 9-15-15 Data Extract from OSHPD Hospital Annual Disclosure Data Website: <http://oshpd.ca.gov/HID/Hospital-Financial.asp#Profile>

How Does Tahoe Forest Hospital Compare to Several Other Local Hospitals and the Statewide Average?

Description	CA Statewide Average	Tahoe Forest Hospital	Barton Memorial Hospital	Sutter Auburn Faith Hospital	Marshall Medical Center	Sierra Nevada Memorial Hospital	Sutter Roseville Medical Center	Mammoth Southern Mono Healthcare	Renown Regional Medical Center	St. Mary's Regional Medical Center	Carson Tahoe Regional Med Ctr
Average IP Gross Revenue Per Discharge	\$ 73,875	\$ 37,668	\$ 61,204	\$ 47,944	\$ 97,581	\$ 61,011	\$ 63,275	\$ 53,331	\$ 54,672	\$ 47,541	\$ 44,977
Average OP Gross Revenue Per Visit	\$ 2,594	\$ 923	\$ 2,429	\$ 5,146	\$ 1,508	\$ 1,434	\$ 6,773	\$ 1,427	\$ 3,040	\$ 5,939	\$ 2,202
Average Gross Revenue Per ER Visit	n/a	\$ 3,780	\$ 6,852	\$ 5,117	\$ 9,121	\$ 5,236	\$ 5,982	\$ 3,082	\$ 7,502	\$ 2,872	\$ 3,436
Average Gross Revenue Per OP Surgery	n/a	\$ 6,833	\$ 9,131	\$ 12,434	\$ 7,793	\$ 10,801	\$ 11,404	\$ 15,433	\$ 20,371	\$ 23,373	\$ 10,642

Note: The CA Statewide average data comes from a 9/15/15 data extract from OSHPD Hospital Annual Disclosure Data Website: <http://oshpd.ca.gov/HID/Hospital-Financial.asp#Profile>. The Data for Tahoe Forest Hospital IP and OP Gross Revenue per Discharge or Per OP Visit comes from this just mentioned OSHPD source. Other CA or NV hospital data and other Tahoe Forest data comes from a data company in S. CA who can provide information if any person purchases work from their company. This source can be provided if a person seeks to purchase their own independent research.

STRATEGIC GOALS 2016/2017

- 1. Physician Service Line**
 - a. Complete makeover
 - b. ECG and task force inputs
 - c. Walter Kopp input

- 2. Information Technology**
 - a. Define with best terms the next EMR for TFHS and the related business software that spans all services

- 3. Create a new Facility Master Plan**
 - a. All physician services, clinical services, overhead services and parking

- 4. Develop a comprehensive Care Coordination and Patient Navigation program for all in and out-patients.**

- 5. Improve Quality, Patient Satisfaction, Finance and Compliance**
 - a. Continue to show measureable improvements in Quality and Patient Satisfaction
 - b. Continue to improve our financial performance
 - c. Continue to improve our Compliance Program

- 6. Develop and sustain strong community relations in the communities we serve**

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

The following contains a detailed five year historical Statement of Revenue and Expense, as well as projected FY 2016 and Budget 2017 for Tahoe Forest Hospital District and Incline Village Community Hospital. In addition, we have included FY 2017 budgets for the Separate Business Units, Tahoe Center for Health and Sports Performance, Multi-Specialty Clinics, Cancer Center program, Wellness Neighborhood/Community Health Programs, and The Tahoe Institute for Rural Health Research.

The following are the highlights of the budget for FY 2017 for Tahoe Forest Hospital District:

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

Deductions from Revenue was developed by breaking the gross revenue down by entity, and by payor, and then applying the relevant contractual allowance percentage to the gross revenue. Deductions from Revenue also include a component for Charity Care, which is budgeted at 3.5% and Bad Debt, which is budgeted at 1.5%. Please see the “Deductions from Revenue” for more details.

Other Operating Revenue consists of revenue from separate entities such as the Retail Pharmacy, Hospice Thrift Stores, Tahoe Center for Health and Sports Performance, Children’s Center, Cafeteria Sales, Rental Income, Rebates & Refunds, Medi-Cal PRIME program, and the IVCH Emergency Department contract. We are anticipating an increase in FY 2017 when compared to FY 2016 projected, primarily related to the new funding opportunity provided by the Medi-Cal PRIME program.

Salaries, Wages and Benefits reflect propositions from the contracts currently under negotiation with the employee associations. The possible wage percentage increases from the contract propositions range from a minimum of 2.50% to as high as 14.45% based on market survey shifts. Those benefits that are calculated based upon wages such as employer taxes, deferred compensation, and pension have also been adjusted to account for these increases in wages. We have also incorporated increases for the exempt and non-represented employees.

Tahoe Forest Hospital District Statement of Revenue and Expense

Management has developed an FTE plan to accommodate anticipated growth in targeted areas. When comparing the 2017 FTE Budget to the 2016 FTE Budget, a 36.01 FTE increase is reflected and an increase of 34.85 FTEs when compared to projected FY 2016. The increase in budgeted FY 2017 FTEs is a result of expanding specialty services in our MSC structure, expansion of our community based programming in the Wellness Neighborhood and Community Health, the Medi-Cal PRIME program, the Care Coordination/Patient Navigation program, conversion of outsourced positions to employees, additional staff needed for the Information Systems conversion, and additional support staff for the Engineering, EVS/Housekeeping, and Quality departments.

Workers Compensation is being budgeted to reflect a minor increase in FY 2017. Prior to FY 2016, the District experienced years of steadily declining claims, however, FY 2017 claims are expected to remain consistent to what we are realizing in FY 2016. As with every year, the District completes an actuarial study in regards to our IBNR (Incurred but Not Reported) claims liability. Based upon retired, older claims history, our IBNR liability should remain steady for FY 2017, therefore having little, if no impact on our expense.

Health Insurance is also being budgeted to reflect minimal increases in our health insurance claims. The modest increase in health insurance takes into account the budgeted growth in FY 2017 FTE's along with decreases in claim submission reimbursement we are observing in FY 2016.

Professional Fees reflect an increase of 14.6% when compared to projected FY 2016. We have budgeted for increases in Physician fees due to growth in our Multi-Specialty Clinic services in Orthopedics, Urology, OB/GYN, E.N.T., Pediatrics, and Oncology. The anticipated increases in Physician fees were offset slightly by decreases in Professional Fees provided to the Tahoe Institute for Rural Health Research, Finance Administration, Medical Staff, and Multi-Specialty Clinics Administration.

Supplies reflect an 11.1% increase when compared to projected FY 2016. We applied an inflation factor of 3.0% to 4.3% for medical supplies, pharmaceutical supplies, food/dietary supplies and non-medical/office supplies along with accounting for continued price increases in Oncology pharmaceuticals.

Purchased Services reflect a 2.1% decrease compared to projected FY 2016 as outlined below:

1. Decrease of \$19,600 in Surgical Services for Interim Director oversight.
2. Decrease of \$42,200 in Briner Ultrasound for registry services no longer required in FY 2017.
3. Decrease in Laundry & Linen of \$33,800 as a result of planned reductions in outsourced linen costs.
4. Decrease of \$231,800 in Materials Management related to the conversion of interim management from contractor to employee.
5. Decrease of \$126,000 in Facilities Management associated with fewer facility wide maintenance projects required in FY 2017.

Tahoe Forest Hospital District Statement of Revenue and Expense

6. Decrease of \$27,800 in Outpatient Physical Therapy for outsourced services used for patient re-registration in FY 2016.
7. Decrease of \$110,000 in CHSP Fitness Center for outsourced services used for management oversight in FY 2016.
8. TIRHR decrease of \$41,900 as credit line extension is expected to be exhausted by the end of FY 2016.
9. Increase of \$48,800 in MSC OB/GYN for services related to answering service, office cleaning, and computer maintenance.
10. Increase of \$119,100 in MSC Orthopedics for I/T support, E.M.R. maintenance, office cleaning, and transcription services.
11. Increase in Medical Oncology of \$67,600 related to the Community Benefit Report production, cancer registry services, chart audit reviews, and regulatory surveys.
12. An increase of \$167,600 in Information Technology for the expansion of the Blue Life program, maintenance and support for intensification of our firewalls and security surveillance, software support, and Citrix licensing.
13. Increase of \$72,900 in Admitting for eCare Next support, the next phase of our patient access services software required to enhance patient satisfaction and registration quality.

Other Expenses reflect an 18.1% increase compared to projected FY 2016. This is comprised of deliberate increases in Utilities, Insurance, Rentals, Marketing, Dues & Subscriptions, Outside Training & Travel, and TIRHR. Highlights of these changes are listed below:

1. Utilities are up \$100,000 due to an anticipated 3% to 5% rise in inflation coupled with Multi-Specialty Clinic growth.
2. Insurance costs are projected to increase 7.8%, or \$50,000, in the areas of Risk, D&O, and Comprehensive liability coverage.
3. Rental increases of \$148,000 have been budgeted for the expansion of the Multi-Specialty Clinics.
4. Marketing and Community Relations budget was increased \$235,000 over projected FY 2016, however, this is a discretionary expense controlled closely by Management.
5. An increase of \$101,700 in Dues & Subscriptions related to participation in the UC Davis Cancer Care Network and involvement with various California hospital councils for legislative representation.
6. Outside Training & Travel was increased \$121,500 over projected FY 2016 for Management leadership training provided by the University of Nevada Reno and Board Governance training.
7. An increase of \$400,000 is reflected in FY 2017 related to TIRHR expenditures. TIRHR expenses in the current and previous years have been transferred to a receivable on the District's balance sheet, creating a positive variance in Other Expenses. With the expected exhaustion of credit line funds by the close of FY 2016 this positive variance is no longer reflected in the FY 2017 budget.
8. Lab Transfer Costs between facilities has been reduced \$38,000.

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

District and County Taxes Revenues from projected FY 2016 taxes is \$5.9 million. We are anticipating a 4.0% increase in the FY 2017 budget to \$6.1 million based on our research of forecasted market conditions. A component of property tax revenues is included in the Other Operating Revenue section to offset Community Health and Wellness Neighborhood expenses. We are also budgeting property tax revenues in FY 2017 with no reserves to cover the entire GO Bond Debt Service payment for the 1st, 2nd, and 3rd series.

Interest Income FY 2017 is expected to surpass FY 2016 projections based on LIBOR rate forecasts. LAIF interest rates in FY 2016 have ranged from 0.32% to 0.55%, this in comparison to LAIF interest rates in FY 2015 that ranged 0.24% to 0.30%. May 2016 reflected a rate of 0.55%. We are also predicting minimal interest income related to the GO Bonds as the final phase of projects winds down in September 2016, therefore, no budget has been set for FY 2017 Interest Income – GO Bond.

Donations from the TFHS Foundation are expected to approximate a net \$467,000, generated from the following events/campaigns: \$218,000 from Best of Tahoe Chefs and the Gene Upshaw Memorial Golf Tournament, \$30,000 to support the Hospice program, \$100,000 to support the Wellness Neighborhood and Community Health, and \$119,000 from various campaigns and donation drives. Donations from the IVCH Foundation are expected to reach \$559,000 in support of the Second Floor Renovations, Emergency Department Special Room, and Second Floor Multi-Specialty Clinic Renovations.

Gain/(Loss) on Joint Venture we are budgeting a decrease in FY 2017 against what we are projecting for FY 2016 and observed in FY 2015.

Depreciation has been budgeted higher than projected FY 2016 due to anticipated capital additions, building and land purchases, and the final Measure C and Non-Measure C projects starting their depreciable life.

Interest Expense has been decreased by 16.3% compared to projected FY 2016 as a result of debt being paid down. In addition, we are budgeting interest expense related to the GO Bond based upon its debt service schedule for the Refunded 1st, Refunded 2nd, and 3rd series. GO Bond interest is funded through property tax revenues as noted above.

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUE AND EXPENSE
FOR THE YEARS ENDED JUNE 30, 2011, 2012, 2013, 2014, 2015, BUDGET 2016, PROJECTED 2016, and BUDGET 2017

	AUDITED FYE 6/30/11	AUDITED FYE 6/30/12	AUDITED FYE 6/30/13	AUDITED FYE 6/30/14	AUDITED FYE 6/30/15	BUDGET FYE 6/30/16	PROJECTED FYE 6/30/16	BUDGET FYE 6/30/17	VARIANCE \$	VARIANCE %
OPERATING REVENUE										
Total Gross Revenue	\$ 151,182,547	\$ 158,223,647	\$ 177,905,726	\$ 188,378,523	\$ 206,838,355	\$ 207,251,848	\$ 218,001,013	\$ 235,659,989	\$ 17,658,976	8.1%
Gross Revenues - Inpatient										
Daily Hospital Service	15,580,655	17,992,179	19,232,255	19,155,747	20,501,947	21,648,043	20,425,703	21,615,887	1,190,184	5.8%
Ancillary Service - Inpatient	42,753,101	42,675,528	43,399,864	43,242,323	48,541,196	46,968,073	42,412,852	46,150,915	3,738,063	8.8%
Total Gross Revenue - Inpatient	58,333,756	60,667,707	62,631,919	62,398,070	69,043,143	68,616,116	62,838,555	67,766,802	4,926,247	7.8%
Gross Revenue - Outpatient	92,848,791	97,555,940	115,273,807	125,980,453	137,795,212	138,635,732	155,162,459	167,893,187	12,730,728	8.2%
Total Gross Revenue - Outpatient	92,848,791	97,555,940	115,273,807	125,980,453	137,795,212	138,635,732	155,162,459	167,893,187	12,730,728	8.2%
Deductions from Revenue:										
Contractual Allowances	48,702,232	50,646,661	62,615,706	72,706,243	79,499,338	85,031,893	87,737,694	96,487,666	8,749,972	10.0%
Charity Care	4,637,210	4,139,984	5,663,679	6,074,298	6,372,980	6,770,107	7,572,575	8,252,435	679,860	9.0%
Bad Debt	5,606,617	6,727,911	8,110,057	2,995,454	3,321,783	4,981,245	(127,888)	3,525,732	3,653,620	-2866.9%
Prior Period Settlements	(2,143,456)	(3,129,373)	26,966	(1,061,758)	(1,310,360)	-	(3,945,541)	-	3,945,541	-100.0%
Total Deductions from Revenue	56,802,603	58,385,183	76,416,408	80,714,237	87,883,741	96,783,245	91,236,840	108,265,833	17,028,993	18.7%
Other Operating Revenue	6,815,488	6,927,845	6,560,475	7,197,177	7,608,921	6,620,358	8,040,705	8,786,589	745,884	9.3%
Wellness Neighborhood-RPT, Grants, Donations	-	-	94,038	636,620	838,496	800,000	800,000	778,606	(21,394)	-2.7%
TOTAL OPERATING REVENUE	101,195,432	106,766,309	108,143,831	115,498,083	127,402,031	117,888,961	135,604,877	136,959,351	1,354,474	1.0%
OPERATING EXPENSES										
Salaries, Wages & Benefits	45,655,454	48,916,454	52,048,877	53,009,256	54,722,752	57,541,175	59,137,208	60,344,152	1,206,944	2.0%
Benefits Workers Compensation	760,840	595,199	563,874	218,832	10,365	726,490	621,013	684,134	63,121	10.2%
Benefits Medical Insurance	7,135,664	7,497,383	6,425,652	8,026,166	9,070,486	9,001,185	7,787,071	8,330,603	543,532	7.0%
Professional Fees	12,688,270	15,142,691	18,147,762	19,209,522	21,056,005	16,727,166	18,694,226	21,417,662	2,723,436	14.6%
Supplies	13,899,820	12,921,463	15,212,680	14,968,262	17,160,233	15,255,640	18,040,498	20,040,926	2,000,428	11.1%
Purchased Services	7,107,036	7,366,626	7,683,361	10,235,914	11,213,964	10,242,480	10,895,834	10,662,156	(233,678)	-2.1%
Other	5,711,330	5,512,408	6,460,012	6,121,247	6,977,786	6,340,690	6,036,966	7,130,967	1,094,001	18.1%
TOTAL OPERATING EXPENSE	92,958,414	97,952,224	106,542,218	111,789,199	120,211,591	115,834,826	121,212,814	128,610,600	7,397,786	6.1%
NET OPERATING REV(EXP) EBIDA	\$ 8,237,018	\$ 8,814,085	\$ 1,601,613	\$ 3,708,884	\$ 7,190,440	\$ 2,054,135	\$ 14,392,063	\$ 8,348,751	\$ (6,043,312)	-42.0%
NON-OPERATING REVENUE										
District and County Taxes	4,906,170	4,824,796	5,622,796	4,265,626	4,642,110	4,626,479	5,094,559	5,299,394	204,835	4.0%
District and County Taxes - GO Bond	2,917,548	3,222,798	4,986,760	4,744,356	4,829,411	4,712,296	4,712,296	4,703,200	(9,096)	-0.2%
Interest Income	249,542	225,284	247,239	229,540	281,155	208,802	351,073	436,067	84,994	24.2%
Interest Income - GO Bond	30,305	74,787	82,839	51,034	35,887	12,549	17,675	-	(17,675)	-100.0%
Donations	725,506	822,752	945,347	1,327,603	648,045	416,053	497,706	1,026,000	528,294	106.1%
Gain/(Loss) on Joint Venture	30,747	59,376	(30,517)	(191,666)	(136,300)	(150,000)	(162,000)	(125,000)	37,000	-22.8%
Loss on Impairment of Asset	-	-	(1,066,498)	-	-	-	-	-	-	0.0%
Gain/(Loss) on Sale of Equip/Property	(145,663)	24,125	(11,867)	1,000	-	-	7,500	-	(7,500)	-100.0%
Impairment Loss	-	-	(4,612,580)	-	-	-	-	-	-	0.0%
Depreciation	(5,517,017)	(5,168,635)	(7,358,535)	(8,714,689)	(10,099,035)	(10,262,137)	(10,141,134)	(11,595,792)	(1,454,658)	14.3%
Interest Expense	(1,922,283)	(1,818,981)	(1,822,655)	(1,751,126)	(1,673,405)	(1,381,568)	(1,416,618)	(1,185,369)	231,249	-16.3%
Interest Expense - GO Bond	(2,945,163)	(2,664,840)	(2,611,591)	(3,639,081)	(3,585,511)	(3,197,146)	(3,284,524)	(2,827,227)	457,297	-13.9%
TOTAL NON-OPERATING REVENUE	(1,670,308)	(398,538)	(5,629,262)	(3,677,403)	(5,057,643)	(5,014,672)	(4,323,467)	(4,288,727)	54,740	-1.3%
EXCESS REVENUE(EXPENSE)	\$ 6,566,710	\$ 8,415,547	\$ (4,027,649)	\$ 31,481	\$ 2,132,797	\$ (2,960,537)	\$ 10,068,596	\$ 4,080,024	\$ (5,988,572)	-59.5%

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUE AND EXPENSE
FOR THE YEARS ENDED JUNE 30, 2011, 2012, 2013, 2014, 2015, BUDGET 2016, PROJECTED 2016, and BUDGET 2017

	AUDITED FYE 6/30/11	AUDITED FYE 6/30/12	AUDITED FYE 6/30/13	AUDITED FYE 6/30/14	AUDITED FYE 6/30/15	BUDGET FYE 6/30/16	PROJECTED FYE 6/30/16	BUDGET FYE 6/30/17	VARIANCE %
RETURN ON GROSS REVENUE EBIDA	5.4%	5.6%	0.9%	2.0%	3.5%	1.0%	6.6%	3.5%	-3.1%
RETURN ON EQUITY	7.6%	9.0%	-4.0%	0.0%	2.2%	-3.1%	10.1%	3.7%	-6.4%
RETURN ON EQUITY (excluding donations)	6.7%	8.1%	-4.9%	-1.3%	1.5%	-3.5%	9.6%	2.8%	-6.8%
INPATIENT REV AS A % OF GROSS REV	38.6%	38.3%	35.2%	33.1%	33.4%	33.1%	28.8%	28.8%	
OUTPATIENT REV AS A % OF GROSS REV	61.4%	61.7%	64.8%	66.9%	66.6%	66.9%	71.2%	71.2%	
CONTRACTUAL ADJ AS A % OF GROSS REV	32.2%	32.0%	35.2%	38.6%	38.4%	41.0%	40.2%	40.9%	
CHARITY CARE AS A % OF GROSS REV	3.1%	2.6%	3.2%	3.2%	3.1%	3.3%	3.5%	3.5%	
BAD DEBT AS A % OF GROSS REV	3.7%	4.3%	4.6%	1.6%	1.6%	2.4%	-0.1%	1.5%	
SALARIES, WAGES & BEN AS A % OF NET REV	45.1%	45.8%	48.1%	45.9%	43.0%	48.8%	43.6%	44.1%	
WORKERS COMP AS A % OF NET REV	0.8%	0.6%	0.5%	0.2%	0.0%	0.6%	0.5%	0.5%	
MEDICAL INSURANCE AS A % OF NET REV	7.1%	7.0%	5.9%	6.9%	7.1%	7.6%	5.7%	6.1%	
PROFESSIONAL FEES AS A % OF NET REV	12.5%	14.2%	16.8%	16.6%	16.5%	14.2%	13.8%	15.6%	
SUPPLIES AS A % OF NET REV	13.7%	12.1%	14.1%	13.0%	13.5%	12.9%	13.3%	14.6%	
PURCHASED SVCS AS A % OF NET REV	7.0%	6.9%	7.1%	8.9%	8.8%	8.7%	8.0%	7.8%	
OTHER AS A % OF NET REV	5.6%	5.2%	6.0%	5.3%	5.5%	5.4%	4.5%	5.2%	

INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
FOR THE YEARS ENDED JUNE 30, 2011, 2012, 2013, 2014, 2015, BUDGET 2016, PROJECTED 2016 and BUDGET 2017

	AUDITED FYE 6/30/11	AUDITED FYE 6/30/12	AUDITED FYE 6/30/13	AUDITED FYE 6/30/14	AUDITED FYE 6/30/15	BUDGET FYE 6/30/16	PROJECTED FYE 6/30/16	BUDGET FYE 6/30/17	VARIANCE \$	VARIANCE %
OPERATING REVENUE										
Total Gross Revenue	\$ 13,094,805	\$ 13,401,794	\$ 14,407,551	\$ 13,812,942	\$ 14,797,824	\$ 15,018,476	\$ 17,059,836	\$ 18,088,828	\$ 1,028,992	6.0%
Gross Revenues - Inpatient										
Daily Hospital Service	45,467	22,724	60,033	74,931	33,538	35,133	45,711	29,141	(16,570)	-36.2%
Ancillary Service - Inpatient	88,914	33,735	71,103	94,479	55,135	54,128	60,045	39,429	(20,616)	-34.3%
Total Gross Revenue - Inpatient	134,381	56,459	131,136	169,410	88,673	89,261	105,756	68,570	(37,186)	-35.2%
Gross Revenue - Outpatient	12,960,424	13,345,335	14,276,415	13,643,532	14,709,151	14,929,215	16,954,080	18,020,258	1,066,178	6.3%
Total Gross Revenue - Outpatient	12,960,424	13,345,335	14,276,415	13,643,532	14,709,151	14,929,215	16,954,080	18,020,258	1,066,178	6.3%
Deductions from Revenue:										
Contractual Allowances	3,219,429	3,445,253	3,631,414	3,936,244	4,106,515	4,119,019	5,588,309	5,876,313	288,004	5.2%
Charity Care	263,125	283,527	453,545	549,470	479,403	522,523	644,861	680,959	36,098	5.6%
Bad Debt	798,387	988,333	1,107,591	797,146	1,088,696	1,045,045	617,566	653,793	36,227	5.9%
Prior Period Settlements	(259,880)	(145,559)	21,671	14,581	(100,552)	-	(199,758)	-	199,758	-100.0%
Total Deductions from Revenue	4,021,061	4,571,554	5,214,221	5,297,441	5,574,062	5,686,587	6,650,978	7,211,065	560,087	8.4%
Other Operating Revenue	724,697	710,793	653,939	645,735	858,988	762,270	966,974	908,106	(58,868)	-6.1%
TOTAL OPERATING REVENUE	9,798,441	9,541,033	9,847,269	9,161,236	10,082,750	10,094,159	11,375,832	11,785,869	410,037	3.6%
OPERATING EXPENSES										
Salaries, Wages & Benefits	3,660,232	3,799,874	3,687,061	3,931,914	3,916,263	4,165,118	4,148,278	4,481,140	332,862	8.0%
Benefits Workers Compensation	29,503	39,527	23,695	(6,850)	(7,587)	29,883	28,661	17,001	(11,660)	-40.7%
Benefits Medical Insurance	452,080	469,302	410,900	489,372	611,273	575,027	517,873	535,421	17,548	3.4%
Professional Fees	2,053,604	2,151,377	2,475,448	2,452,575	2,502,507	2,786,497	2,760,976	2,851,393	90,417	3.3%
Supplies	732,541	628,550	608,836	598,519	611,481	621,130	871,758	990,402	118,644	13.6%
Purchased Services	447,945	434,244	395,137	450,655	499,880	496,515	492,462	527,609	35,147	7.1%
Other	653,534	576,780	596,279	570,061	597,960	624,508	684,199	650,344	(33,855)	-4.9%
TOTAL OPERATING EXPENSE	8,029,439	8,099,654	8,197,356	8,486,246	8,731,777	9,298,678	9,504,205	10,053,310	549,105	5.8%
NET OPERATING REV(EXP) EBIDA	\$ 1,769,002	\$ 1,441,379	\$ 1,649,913	\$ 674,990	\$ 1,350,973	\$ 795,481	\$ 1,871,627	\$ 1,732,559	\$ (139,068)	-7.4%
NON-OPERATING REVENUE										
Donations	184,224	185,975	407,615	691,114	22,091	51,999	35,656	559,000	523,344	1467.8%
Gain/(Loss) on Sale of Equip/Property	-	22,000	-	-	-	-	-	-	-	0.0%
Depreciation	(414,737)	(452,165)	(584,079)	(613,299)	(652,335)	(700,312)	(650,381)	(771,319)	(120,938)	18.6%
TOTAL NON-OPERATING REVENUE	(230,513)	(244,190)	(176,464)	77,815	(630,244)	(648,313)	(614,725)	(212,319)	402,406	-65.5%
EXCESS REVENUE(EXPENSE)	\$ 1,538,489	\$ 1,197,189	\$ 1,473,449	\$ 752,805	\$ 720,729	\$ 147,168	\$ 1,256,902	\$ 1,520,240	\$ 263,338	21.0%

INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
FOR THE YEARS ENDED JUNE 30, 2011, 2012, 2013, 2014, 2015, BUDGET 2016, PROJECTED 2016 and BUDGET 2017

	AUDITED FYE 6/30/11	AUDITED FYE 6/30/12	AUDITED FYE 6/30/13	AUDITED FYE 6/30/14	AUDITED FYE 6/30/15	BUDGET FYE 6/30/16	PROJECTED FYE 6/30/16	BUDGET FYE 6/30/17	VARIANCE %
RETURN ON GROSS REVENUE EBIDA	13.5%	10.8%	11.5%	4.9%	9.1%	5.3%	11.0%	9.6%	-1.4%
RETURN ON EQUITY	35.1%	20.2%	20.7%	8.8%	7.7%	1.5%	12.5%	13.1%	0.6%
RETURN ON EQUITY (excluding donations)	30.9%	17.1%	15.0%	0.7%	7.5%	0.9%	12.1%	8.3%	-3.9%
INPATIENT REV AS A % OF GROSS REV	1.0%	0.4%	0.9%	1.2%	0.6%	0.6%	0.6%	0.4%	
OUTPATIENT REV AS A % OF GROSS REV	99.0%	99.6%	99.1%	98.8%	99.4%	99.4%	99.4%	99.6%	
CONTRACTUAL ADJ AS A % OF GROSS REV	24.6%	25.7%	25.2%	28.5%	27.8%	27.4%	32.8%	32.5%	
CHARITY CARE AS A % OF GROSS REV	2.0%	2.1%	3.1%	4.0%	3.2%	3.5%	3.8%	3.8%	
BAD DEBT AS A % OF GROSS REV	6.1%	7.4%	7.7%	5.8%	7.4%	7.0%	3.6%	3.6%	
SALARIES, WAGES & BEN AS A % OF NET REV	37.4%	39.8%	37.4%	42.9%	38.8%	41.3%	36.5%	38.0%	
WORKERS COMP AS A % OF NET REV	0.3%	0.4%	0.2%	-0.1%	-0.1%	0.3%	0.3%	0.1%	
MEDICAL INSURANCE AS A % OF NET REV	4.6%	4.9%	4.2%	5.3%	6.1%	5.7%	4.6%	4.5%	
PROFESSIONAL FEES AS A % OF NET REV	21.0%	22.5%	25.1%	26.8%	24.8%	27.6%	24.3%	24.2%	
SUPPLIES AS A % OF NET REV	7.5%	6.6%	6.2%	6.5%	6.1%	6.2%	7.7%	8.4%	
PURCHASED SVCS AS A % OF NET REV	4.6%	4.6%	4.0%	4.9%	5.0%	4.9%	4.3%	4.5%	
OTHER AS A % OF NET REV	6.7%	6.0%	6.1%	6.2%	5.9%	6.2%	6.0%	5.5%	

**TAHOE FOREST HOSPITAL DISTRICT
SEPARATE BUSINESS UNITS
BUDGET FY 2017**

	<u>HOME HEALTH</u>	<u>HOSPICE</u>	<u>CHILDRENS CENTER</u>	<u>OCCUPATIONAL HEALTH</u>	<u>HEALTH CLINIC</u>	<u>RETAIL PHARMACY</u>	<u>TOTAL SEPARATE BUSINESS UNITS</u>
Gross Operating Revenue	\$ 2,230,519	\$ 1,934,500	\$ 860,000	\$ 574,788	\$ 641,012	\$ 2,906,434	\$ 9,147,253
Deduction From Rev	1,343,442	1,018,708	-	134,903	401,850	1,114,730	4,013,632
Other Operating Revenue	-	-	-	-	400	-	400
Total Operating Revenue	\$ 887,077	\$ 915,792	\$ 860,000	\$ 439,885	\$ 239,562	\$ 1,791,704	\$ 5,134,021
Operating Expense:							
Salaries & Benefits	\$ 965,383	\$ 617,340	\$ 767,719	\$ 253,195	\$ 589,595	\$ 582,495	\$ 3,775,727
Professional Fees	500	24,600	-	124,249	7,200	1,500	158,049
Supplies	22,411	43,672	23,314	68,104	31,838	1,646,217	1,835,556
Purchased Services	61,620	51,447	25,450	125,144	15,263	75,425	354,349
Other Expenses	25,266	46,734	40,763	46,268	24,045	92,101	275,177
Total Operating Expenses	\$ 1,075,180	\$ 783,793	\$ 857,246	\$ 616,960	\$ 667,941	\$ 2,397,738	\$ 6,398,858
Net Operating Rev (Exp)	\$ (188,103)	\$ 131,999	\$ 2,754	\$ (177,075)	\$ (428,379)	\$ (606,034)	\$ (1,264,837)
Non - Operating Rev / (Exp)							
Donations	-	30,000	5,000	-	-	-	35,000
Thrift Store Net Income	-	429,171	-	-	-	-	429,171
Employee Benefit - EE Discounts	-	-	(236,000) *	-	-	-	(236,000)
Depreciation	(17,343)	(4,496)	(32,779)	-	(247)	-	(54,865)
Total Non-Operating Rev/(Exp)	(17,343)	454,675	(263,779)	-	(247)	-	173,306
Net Income/(Loss)	\$ (205,446)	\$ 586,674	\$ (261,025)	\$ (177,075)	\$ (428,626)	\$ (606,034)	\$ (1,091,532)
Units	3,640	3,970	19,500	2,800	3,550	27,600	
Gross Revenue/Unit	\$ 612.78	\$ 487.28	\$ 44.10	\$ 205.28	\$ 180.57	\$ 105.31	
Total Operating Expense/Unit	\$ 295.38	\$ 197.43	\$ 43.96	\$ 220.34	\$ 188.15	\$ 86.87	

Employee Drug Plan

Plan Costs	(828,201)
Captured through Retail Rx	628,517
Net Plan Costs	(199,684)

Net Operating Income	(606,034)
Net Employee Drug Plan Cos	(199,684)
Net Financial Position	(805,718)

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

**TAHOE FOREST HOSPITAL DISTRICT
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE
BUDGET 2017**

	THERAPY SERVICES	SPORTS PERFORMANCE LAB	FITNESS CENTER	FITNESS & WELLNESS **	OCCUPATIONAL HEALTH TESTING	CENTER OPERATIONS	TOTAL TCHSP
Gross Operating Revenue	\$ 4,877,008	\$ 32,276	\$ 175,501	\$ 17,100	\$ 115,000	\$ -	\$ 5,216,885
Deduction From Rev	1,609,413	-	-	-	-	-	1,609,413
Other Operating Revenue	1,400	-	-	-	-	-	1,400
Total Operating Revenue	\$ 3,268,995	\$ 32,276	\$ 175,501	\$ 17,100	\$ 115,000	\$ -	\$ 3,608,872
Operating Expense:							
Salaries & Benefits	\$ 13,868	\$ -	\$ -	\$ 173,761	\$ 107,889	\$ -	\$ 295,518
Professional Fees	1,849,700	-	-	-	-	60,000	1,909,700
Supplies	42,181	201	3,157	4,977	250	1,240	52,006
Purchased Services	49,120	25,820	52,760	14,505	20,800	24,960	187,965
Other Expenses	3,250	-	-	8,742	10,945	368,158	391,095
Total Operating Expenses	\$ 1,958,119	\$ 26,021	\$ 55,917	\$ 201,985	\$ 139,884	\$ 454,358	\$ 2,836,284
Net Operating Rev (Exp)	\$ 1,310,876	\$ 6,255	\$ 119,584	\$ (184,885)	\$ (24,884)	\$ (454,358)	\$ 772,588
Non - Operating Rev / (Exp)							
Donations	-	-	-	-	-	-	-
Depreciation	(4,905)	-	(261)	-	-	(152,761)	(157,927)
Total Non-Operating Rev/(Exp)	(4,905)	-	(261)	-	-	(152,761)	(157,927)
Net Income/(Loss)	\$ 1,305,972	\$ 6,255	\$ 119,323	\$ (184,885)	\$ (24,884)	\$ (607,119)	\$ 614,662
Overhead Allocation Based on Sq Ft	\$ (219,973)	\$ (60,597)	\$ (116,629)	\$ (168,503)	\$ -	\$ 565,701	\$ -
Adjusted Net Income/(Loss)	\$ 1,085,999	\$ (54,342)	\$ 2,694	\$ (353,388)	\$ (24,884)	\$ (41,418)	\$ 614,662
Units	60,500	400	2,600	1,500	1,300		66,300
Gross Revenue/Unit	\$ 80.61	\$ 80.69	\$ 67.50	\$ 11.40	\$ 88.46		\$ 78.69
Total Operating Expense/Unit	\$ 32.37	\$ 65.05	\$ 21.51	\$ 134.66	\$ 107.60		\$ 42.78
Total Op Exp & O.H. Alloc/Unit	\$ 36.00	\$ 216.54	\$ 66.36	\$ 246.99	\$ 107.60		\$ 45.16

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

**TAHOE FOREST HOSPITAL DISTRICT
CANCER PROGRAM
BUDGET FY 2017**

	<u>MEDICAL ONCOLOGY</u>	<u>MSC MEDICAL ONCOLOGY</u>	<u>RADIATION ONCOLOGY</u>	<u>MSC RADIATION ONCOLOGY</u>	<u>ONCOLOGY LAB</u>	<u>ONCOLOGY DRUGS</u>	<u>PET CT</u>	<u>TOTAL CANCER PROGRAM</u>
Gross Operating Revenue	\$ 2,643,809	\$ 1,022,695	\$ 5,477,717	\$ 1,023,543	\$ 276,476	\$ 23,835,006	\$ 1,492,980	\$ 35,772,226
Deduction From Rev	1,193,123	376,670	2,176,965	431,564	122,100	10,562,373	742,183	15,604,978
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	\$ 1,450,686	\$ 646,025	\$ 3,300,752	\$ 591,979	\$ 154,376	\$ 13,272,633	\$ 750,797	\$ 20,167,248
Operating Expense:								
Salaries & Benefits	\$ 2,236,956	\$ -	\$ 858,314	\$ -	\$ 146,692	\$ -	\$ 68,698	\$ 3,310,660
Professional Fees	211,200	1,350,459	30,400	740,411	-	-	2,841	2,335,311
Supplies	128,608	23,733	14,424	-	728	6,012,088	51,744	6,231,325
Purchased Services	244,545	25,975	365,760	-	-	-	187,174	823,454
Other Expenses	296,529	-	10,899	-	1,800	-	1,002	310,230
Total Operating Expenses	\$ 3,117,838	\$ 1,400,167	\$ 1,279,797	\$ 740,411	\$ 149,220	\$ 6,012,088	\$ 311,459	\$ 13,010,980
Net Operating Rev (Exp)	\$ (1,667,152)	\$ (754,142)	\$ 2,020,955	\$ (148,432)	\$ 5,156	\$ 7,260,545	\$ 439,338	\$ 7,156,268
Non - Operating Rev / (Exp)								
Donations	-	-	-	-	-	-	-	218,000
Depreciation	(142,181)	-	(611,436)	-	-	-	(436,358)	(1,889,788) N1
Total Non-Operating Rev/(Exp)	(142,181)	-	(611,436)	-	-	-	(436,358)	(1,671,788)
Net Income/(Loss)	\$ (1,809,333)	\$ (754,142)	\$ 1,409,519	\$ (148,432)	\$ 5,156	\$ 7,260,545	\$ 2,980	\$ 5,484,480
Units	8,350	4,700	4,000	1,006	3,375	70,975	301	92,707
Gross Revenue/Unit	\$ 316.62	\$ 217.59	\$ 1,369.43	\$ 1,017.44	\$ 81.92	\$ 335.82	\$ 4,960.07	\$ 385.86
Total Operating Expense/Unit	\$ 373.39	\$ 297.91	\$ 319.95	\$ 736.00	\$ 44.21	\$ 84.71	\$ 1,034.75	\$ 140.35

N1: Total Cancer Program Depreciation includes building depreciation

**TAHOE FOREST HOSPITAL DISTRICT
MULTI-SPEC. / CLINICS
BUDGET FY 2017**

	M.O.B.		M.O.B.	M.O.B.	M.O.B.	M.O.B.	MT. MEDICAL	T.F.W.C.	TCHSP
	MSC ENT	MSC AUDIOLOGY	MSC INTERNAL MEDICINE/ PULMONOLOGY	MSC UROLOGY	MSC GASTROENTEROLOGY & GENERAL SURGERY	MSC PEDIATRICS	MSC ORTHOPEDICS	MSC OB/GYN	MSC SPORTS MEDICINE
Gross Operating Revenue	\$ 886,650	\$ 510,843	\$ 1,544,522	\$ 611,996	\$ 2,822,574	\$ 5,048,084	\$ 2,775,000	\$ 2,526,796	\$ 548,116
Deduction From Rev	306,349	160,411	571,771	159,046	994,096	2,412,029	1,857,030	955,634	199,395
Other Operating Revenue	-	-	-	-	-	-	-	-	-
Total Operating Revenue	\$ 580,301	\$ 350,432	\$ 972,751	\$ 452,950	\$ 1,828,478	\$ 2,636,055	\$ 917,970	\$ 1,571,162	\$ 348,721
Operating Expense:									
Salaries & Benefits	\$ 233,899	\$ -	\$ 439,487	\$ 234,942	\$ 350,262	\$ 777,717	\$ 497,400	\$ 495,612	\$ 135,757
Professional Fees	551,200	38,739	348,869	415,982	1,128,740	996,902	1,892,929	795,600	220,670
Supplies	27,887	115,429	169,358	10,400	27,436	422,051	378,800	75,825	21,544
Purchased Services	26,759	-	36,127	13,703	32,648	82,336	119,100	62,928	13,644
Other Expenses	65,936	49	100,049	36,666	52,323	101,436	100,375	84,591	7,557
Total Operating Expenses	\$ 905,681	\$ 154,217	\$ 1,093,890	\$ 711,693	\$ 1,591,409	\$ 2,380,442	\$ 2,988,604	\$ 1,514,556	\$ 399,172
Net Operating Rev (Exp)	\$ (325,380)	\$ 196,215	\$ (121,139)	\$ (258,743)	\$ 237,069	\$ 255,613	\$ (2,070,634)	\$ 56,606	\$ (50,451)
Non - Operating Rev / (Exp)									
Donations	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-
Total Non-Operating Rev/(Exp)	-	-	-	-	-	-	-	-	-
Net Income/(Loss)	\$ (325,380)	\$ 196,215	\$ (121,139)	\$ (258,743)	\$ 237,069	\$ 255,613	\$ (2,070,634)	\$ 56,606	\$ (50,451)
Units	2,141	671	5,338	1,530	3,743	11,086	7,400	7,623	1,833
Gross Revenue/Unit	\$ 414.13	\$ 761.32	\$ 289.34	\$ 400.00	\$ 754.09	\$ 455.36	\$ 375.00	\$ 331.47	\$ 299.03
Total Operating Expense/Unit	\$ 423.02	\$ 229.83	\$ 204.93	\$ 465.16	\$ 425.17	\$ 214.73	\$ 403.87	\$ 198.68	\$ 217.77

**TAHOE FOREST HOSPITAL DISTRICT
MULTI-SPECIALTY CLINICS
BUDGET F Y 2017**

	GATEWAY MEDICAL CENTER				CANCER CENTER			IVCH	ALL CLINICS SUBTOTAL
	MSC CARDIOLOGY & NEUROLOGY	MSC INTERNAL MEDICINE	CLINIC SHARED COSTS	CLINIC SUMMARY	MSC MEDICAL ONCOLOGY	MSC RADIATION ONCOLOGY	CANCER CENTER SUMMARY	MSC INTERNAL MEDICINE/ PEDIATRICS	
Gross Operating Revenue	\$ 4,014,518	\$ 679,186	\$ -	\$ 4,693,704	\$ 1,022,695	\$ 1,023,543	\$ 2,046,238	\$ 708,092	\$ 24,722,615
Deduction From Rev	1,700,499	248,916	-	1,949,415	376,670	431,564	808,234	249,657	10,623,069
Other Operating Revenue	-	-	-	-	-	-	-	-	-
Total Operating Revenue	\$ 2,314,019	\$ 430,270	\$ -	\$ 2,744,289	\$ 646,025	\$ 591,979	\$ 1,238,004	\$ 458,435	\$ 14,099,546
Operating Expense:									
Salaries & Benefits	\$ -	\$ -	\$ 1,035,590	\$ 1,035,590	\$ -	\$ -	\$ -	\$ 125,373	\$ 4,326,039
Professional Fees	803,987	170,094	-	974,081	1,350,459	740,411	2,090,870	118,609	9,573,191
Supplies	-	-	609,150	609,150	23,733	-	23,733	77,894	1,959,507
Purchased Services	-	-	88,610	88,610	25,975	-	25,975	5,956	507,786
Other Expenses	-	-	160,211	160,211	-	-	-	13,677	722,870
Total Operating Expenses	\$ 803,987	\$ 170,094	\$ 1,893,561	\$ 2,867,642	\$ 1,400,167	\$ 740,411	\$ 2,140,578	\$ 341,509	\$ 17,089,393
Net Operating Rev (Exp)	\$ 1,510,032	\$ 260,176	\$ (1,893,561)	\$ (123,353)	\$ (754,142)	\$ (148,432)	\$ (902,574)	\$ 116,926	\$ (2,989,847)
Non - Operating Rev / (Exp)									
Donations	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-
Total Non-Operating Rev/(Exp)	-	-	-	-	-	-	-	-	-
Net Income/(Loss)	\$ 1,510,032	\$ 260,176	\$ (1,893,561)	\$ (123,353)	\$ (754,142)	\$ (148,432)	\$ (902,574)	\$ 116,926	\$ (2,989,847)
Units	9,945	2,062	12,007	12,007	4,700	1,006	5,706	1,192	60,270
Gross Revenue/Unit	\$ 403.67	\$ 329.38	\$ -	\$ 390.91	\$ 217.59	\$ 1,017.44	\$ 358.61	\$ 594.04	\$ 410.20
Total Operating Expense/Unit	\$ 80.84	\$ 82.49	\$ 157.70	\$ 238.83	\$ 297.91	\$ 736.00	\$ 375.15	\$ 286.50	\$ 283.55

**TAHOE FOREST HOSPITAL DISTRICT
MULTI-SPECIALTY CLINICS
BUDGET FISCAL YEAR 2017**

	MSC ADMIN	MSC BUSINESS OFFICE	MSC OVERHEAD SUBTOTAL	TOTAL MSC
Gross Operating Revenue	\$ -	\$ -	\$ -	\$ 24,722,615
Deduction From Rev	-	-	-	10,623,069
Other Operating Revenue	-	-	-	-
Total Operating Revenue	\$ -	\$ -	\$ -	\$ 14,099,546
Operating Expense:				
Salaries & Benefits	\$ 772,702	\$ 563,579	\$ 1,336,281	\$ 5,662,320
Professional Fees	54,000	-	54,000	9,627,191
Supplies	2,961	3,131	6,092	1,965,599
Purchased Services	251,288	1,174	252,462	760,248
Other Expenses	83,159	24,225	107,384	830,254
Total Operating Expenses	\$ 1,164,110	\$ 592,109	\$ 1,756,219	\$ 18,845,612
Net Operating Rev (Exp)	\$ (1,164,110)	\$ (592,109)	\$ (1,756,219)	\$ (4,746,066)
Non - Operating Rev / (Exp)				
Donations	-	-	-	-
Depreciation	-	-	-	-
Total Non-Operating Rev/(Exp)	-	-	-	-
Net Income/(Loss)	\$ (1,164,110)	\$ (592,109)	\$ (1,756,219)	\$ (4,746,066)
Units	60,270	60,270	60,270	60,270
Gross Revenue/Unit				\$ 410.20
Total Operating Expense/Unit	\$ 19.31	\$ 9.82	\$ 29.14	\$ 312.69

**TAHOE FOREST HOSPITAL DISTRICT
WELLNESS NEIGHBORHOOD/COMMUNITY HEALTH PROGRAM
BUDGET FY 2017**

	<u>WELLNESS NEIGHBORHOOD</u>	<u>COMMUNITY HEALTH</u>	<u>TOTAL WELLNESS/COMMUNITY HEALTH PROGRAM</u>
Gross Operating Revenue	\$ -	\$ -	\$ -
Deduction From Rev	-	-	-
Other Operating Revenue	-	5,500	5,500
Total Operating Revenue	\$ -	\$ 5,500	\$ 5,500
<u>Operating Expense:</u>			
Salaries & Benefits	\$ 273,647	\$ 91,859	\$ 365,506
Professional Fees	12,000	-	12,000
Supplies	28,250	10,330	38,580
Purchased Services	217,649	68,961	286,610
Other Expenses	42,610	38,800	81,410
Total Operating Expenses	\$ 574,156	\$ 209,950	\$ 784,106
Net Operating Rev (Exp)	\$ (574,156)	\$ (204,450)	\$ (778,606)
<u>Non - Operating Rev / (Exp)</u>			
Property Tax Revenues	574,156	204,450	778,606
Total Non-Operating Rev/(Exp)	574,156	204,450	778,606
Net Income/(Loss)	\$ -	\$ -	\$ -
<u>Possible Other Revenue Sources:</u>			
Donations	\$ 75,000	\$ 25,000	\$ 100,000
Grants	-	14,000	14,000
Total Possible Other Revenue Sources	\$ 75,000	\$ 39,000	\$ 114,000

**TAHOE FOREST HOSPITAL DISTRICT
TAHOE INSTITUTE FOR RURAL HEALTH RESEARCH
BUDGET FY 2017**

	<u>BUDGET FY2017</u>	<u>PROJECTED FY2016</u>	<u>ACTUAL FY2015</u>	<u>ACTUAL FY2014</u>	<u>ACTUAL FY2013</u>	<u>ACTUAL FY2012</u>	<u>ACTUAL FY2011</u>
<u>Operating Expense:</u>							
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ 16,518	\$ 22,142	\$ 20,860
Benefits	-	-	-	-	7,550	5,586	5,372
Benefits Workers Compensation	-	-	-	-	551	350	531
Benefits Health Insurance	-	-	-	-	3,662	4,317	2,752
Professional Fees	-	384,143	406,761	524,544	297,311	161,339	78,688
Supplies	-	6,033	2,108	28,462	5,806	1,059	1,961
Purchased Services	-	32,592	22,828	18,868	2,600	1,500	-
Other Expenses	-	161,548	101,408	160,596	230,932	104,827	4,730
Interest Expense	-	124,362	92,855	61,147	32,059	13,351	2,519
Total Operating Expenses	\$ -	\$ 708,678	\$ 625,960	\$ 793,618	\$ 596,989	\$ 314,471	\$ 117,413
Grant Reimbursement For TBI Expenses	-	(91,833)	(120,514)	(111,627)	(21,987)	(23,624)	(1,250)
Amount Drawn Against Credit Line	\$ -	\$ (616,845)	\$ (505,446)	\$ (681,991)	\$ (575,002)	\$ (290,847)	\$ (116,163)
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Cumulative:

Letter of Credit	\$ 2,460,000 N1
FY2011 Actual Draw Against Credit Line	(113,644)
FY2012 Actual Draw Against Credit Line	(277,496)
FY2013 Actual Draw Against Credit Line	(542,943)
FY2014 Actual Draw Against Credit Line	(620,843)
FY2015 Projected Draw Against Credit Line	(412,591)
FY2016 Projected Draw Against Credit Line	(492,483)
Balance on Letter of Credit	\$ (0)

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

**Tahoe Forest Hospital District
Volumes**

The budget process begins with reviewing annual historical volumes as well as the last five years of 12 month historical spreads, noting the highs and lows of each month. From this review process we were able to project volumes for FY 2017 that are conservative and reflect trends we have observed over the past several fiscal years, as well as the ten months of actual volumes in FY 2016. We apply the spread of the FY 2017 volumes over the 12 months by averaging the historical five years monthly spreads to help smooth the seasonality we experience within the Health System.

Acute admissions are budgeted at 1,630, which will remain consistent with projected FY 2016 and acute inpatient days for FY 2017 are budgeted at 4,287, which represents a .3% increase over projected FY 2016. We are anticipating our average length of stay to remain at 2.63 for FY 2017 along with lower acuity levels in ICU and Med/Surg patients continuing in FY 2017 due to the Medicare CAH Certification rules.

We are anticipating changes in some of our outpatient areas when compared to actual FY 2016. Some of the larger anticipated outpatient volume increases or decreases for FY 2017 are as follows:

Department	Projected FY 2016	Budget FY 2017	Variance	Percent Increase/ (Decrease)
Tahoe City Occupational Therapy	1,465	1,400	(65)	(4.4%)
Tahoe City Physical Therapy	20,588	20,000	(588)	(2.9%)
Hospice Days	3,495	3,970	475	13.6%
Surgical Cases	910	950	40	4.4%
Pain Center Minutes	26,771	25,885	(886)	(3.3%)
EKG	2,013	2,100	87	4.3%
Vascular Imaging	308	325	17	5.5%
Medical Oncology Procedures	8,929	8,350	(579)	(6.5%)
Radiation Oncology Procedures	4,130	4,000	(130)	(3.1%)
Nuclear Medicine	320	300	(20)	(6.3%)
Cat Scans	3,278	3,210	(68)	(2.1%)
Oncology Pharmacy Units	75,908	70,975	(4,933)	(6.5%)
Pulmonary Function	235	225	(10)	(4.3%)

Department (cont.)	Projected FY 2016	Budget FY 2017	Variance	Percent Increase/ (Decrease)
GI/Endoscopy Cases	1,467	1,425	(42)	(2.9%)
Occupational Health Visits	2,923	2,800	(123)	(4.2%)
Multi-Specialty Clinics				
Ear, Nose, Throat	2,230	2,141	(89)	(4.0%)
General Surgery	1,701	1,920	219	12.9%
Internal Medicine/Cardiology/Neurology	4,392	9,945	5,553	126.4%
Medical Oncology	4,187	4,700	513	12.3%
Internal Medicine	1,769	2,028	259	14.6%
Urology	0	1,530	1,530	100.0%
Gastroenterology	1,548	1,823	275	17.8%
Pediatrics	9,398	11,086	1,688	18.0%
Audiology	313	671	358	114.4%
Orthopedics	0	7,400	7,400	100.0%
IVCH Internal Medicine/Pediatrics	1,410	1,192	(218)	(15.5%)
Sports Medicine	3,057	1,833	(1,224)	(40.0%)
Incline Village Community Hospital				
IVCH Health Clinic Visits	1,647	1,600	(47)	(2.9%)
Surgical Cases	107	100	(7)	(6.5%)
EKG	682	625	(57)	(8.4%)
Occupational Therapy	1,177	1,150	(27)	(2.3%)
CHSP				
Occupational Health Testing	1,246	1,300	54	4.3%

DEPARTMENTAL VOLUME TRENDS

		2011	2012	2013	2014	2015	2016	2016	2017	Variance	%
		Acutal	Acutal	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
TAHOE FOREST HOSPITAL											
16010	ICU										
	<i>ICU - Inpatient Days</i>	438	445	278	234	205	200	193	190	(3)	-1.6%
	<i>ICU - Med/Surg Days</i>	303	331	299	350	405	335	402	375	(27)	-6.7%
	<i>ICU - Stepdown Days</i>	429	369	406	329	351	360	341	335	(6)	-1.8%
	<i>ICU - Swing Days</i>	0	0	0	0	0	0	0	0	0	0.0%
	<i>ICU - Short Stays - Ambulatory</i>	0	0	0	0	0	0	0	0	0	0.0%
	<i>ICU - Short Stays - Observation</i>	27	27	19	43	26	20	23	25	2	8.7%
	<i>ICU TFHD Summary</i>	1,197	1,172	1,002	956	987	915	959	925	(34)	-3.5%
16170	Med Surg										
	<i>M/S - Inpatient Days</i>	3,086	2,989	2,990	2,779	2,590	2,780	2,462	2,500	38	1.5%
	<i>M/S - Swing Days</i>	204	211	252	283	231	220	339	330	(9)	-2.7%
	<i>M/S 3170- Short Stay-Ambulatory</i>	85	31	85	190	146	150	147	150	3	2.0%
	<i>M/S 3170- Short Stays-Observation</i>	293	329	433	440	258	315	239	250	11	4.6%
	<i>Med-Surg TFHD Summary</i>	3,668	3,560	3,760	3,692	3,225	3,465	3,187	3,230	43	1.3%
16380	Obstetrics										
	<i>OB/GYN Patient Days</i>	731	695	872	920	940	910	875	887	12	1.4%
	<i>Med/Surg Days in OB</i>	196	129	9	14	2	5	0	0	0	0.0%
	<i>OB - Swing Days</i>	0	0	0	0	0	0	0	0	0	0.0%
	<i>OB - Short Stays - Ambulatory</i>	0	0	0	0	0	0	0	0	0	0.0%
	<i>OB - Short Stays - Observation</i>	4	1	28	23	23	30	24	25	1	4.2%
	<i>OB Days TFHD Summary</i>	931	825	909	957	965	945	899	912	13	1.4%
16530	Nursery										
	<i>Newborn days</i>	788	773	797	877	881	840	788	800	12	1.5%
	<i>Nursery Re-admits</i>	8	5	12	2	2	4	0	0	0	0.0%
	<i>Newborn Days TFHD Summary</i>	796	778	809	879	883	844	788	800	12	1.5%

DEPARTMENTAL VOLUME TRENDS

	2011 Acutal	2012 Acutal	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget	Variance Inc/(Dec)	% Inc/(Dec)
16580 Skilled Nursing Facility										
SNF days	11,446	11,828	11,723	12,133	12,086	12,410	11,741	12,775	1,034	8.8%
17010 Emergency Room										
Admits from E/R	1,247	963	1,113	1,181	1,024	1,121	1,091	1,073	(18)	-1.6%
E/R Visits - Total Registrations	13,154	12,343	12,416	12,704	12,631	12,450	13,440	13,250	(190)	-1.4%
17070 Perinatal										
Perinatal O/P visits	10,142	8,033	7,791	7,246	4,280	6,600	3,194	4,250	1,056	33.1%
17072 Diabetic Center										
Diabetic Center TFHD Summary	0	0	0	0	0	0	0	0	0	0.0%
17085 TFH Clinic										
TFH Health Clinic O/P visits	3,740	3,595	3,072	3,106	3,402	3,400	3,588	3,550	(38)	-1.1%
Flu Shots - TFH Health Clinic	173	188	132	30	24	25	20	20	0	0.0%
17090 TC Occupational Therapy										
OT - TC O/P Procedures	805	864	1,130	1,047	1,221	1,120	1,465	1,400	(65)	-4.4%
17180 TC Physical Therapy										
PT - TC O/P Procedures	8,130	8,960	11,919	16,540	16,441	14,450	20,588	20,000	(588)	-2.9%
17181 Oncology Lab										
Oncology Lab tests	2,560	2,344	2,558	3,016	3,568	3,344	3,448	3,375	(73)	-2.1%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2016	2017	Variance	%
	Acutal	Acutal	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
17290 Home Health										
Home Health Nursing Units	2,072	2,082	2,239	2,191	2,139	2,175	2,139	2,140	1	0.0%
Home Health Aide Units	725	695	500	341	141	300	123	200	77	62.6%
Home Health Speech Therapy Units	32	26	3	2	19	0	13	10	(3)	-23.1%
Home Health Occupational Therapy Units	172	244	355	416	477	425	528	475	(53)	-10.0%
Home Health Social Services Units	273	168	115	95	85	90	113	90	(23)	-20.4%
Home Health PT Units	806	803	768	733	714	755	700	750	50	7.1%
Home Health - Dietary Counseling	0	0	0	0	0	0	0	0	0	0.0%
Home Health - Medicare Visits	3,110	3,271	3,269	2,860	2,719	2,800	2,751	2,800	49	1.8%
Home Health - MediCal Visits	96	62	7	33	90	40	129	90	(39)	-30.2%
Home Health - Commercial Visits	766	626	639	825	692	800	653	680	27	4.1%
Home Health - Self Pay Visits	108	59	65	64	74	70	89	70	(19)	-21.3%
Home Health Units TFHD Summary	4,080	4,018	3,980	3,782	3,575	3,710	3,622	3,640	18	0.5%
17310 Hospice										
Hospice Medicare Visits	3,006	2,492	7,214	4,599	4,354	5,000	3,812	4,450	638	16.7%
Hospice MediCal Visits	162	66	140	903	278	475	505	425	(80)	-15.8%
Hospice Commercial Visits	397	110	827	1,027	674	940	785	850	65	8.3%
Hospice Other Visits	31	11	68	11	5	30	14	15	1	7.1%
Hospice Medicare Days	5,398	4,842	4,624	3,152	3,020	3,350	2,675	3,050	375	14.0%
Hospice MediCal Days	334	26	94	598	190	300	279	300	21	7.5%
Hospice Commercial Days	676	55	530	742	452	650	522	600	78	14.9%
Hospice Other Days	147	77	57	35	4	40	19	20	1	5.3%
Hospice Days TFHD Summary	6,555	5,000	5,305	4,527	3,666	4,340	3,495	3,970	475	13.6%
17400 Labor and Delivery										
Total Deliveries	379	348	365	366	383	375	353	375	22	6.2%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2016	2017	Variance	%
	Acutal	Acutal	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
17420	Surgery									
OR I/P minutes	85,935	75,164	81,680	87,515	82,715	85,575	81,707	82,215	508	0.6%
OR O/P minutes	58,890	81,352	73,537	68,250	64,577	68,200	62,022	63,888	1,866	3.0%
OR I/P Cases	750	697	774	845	815	815	801	810	9	1.1%
OR O/P Cases	846	1,137	1,008	1,001	965	1,000	910	950	40	4.4%
Surgey Minutes TFHD	144,825	156,516	155,217	155,765	147,292	153,775	143,729	146,103	2,374	1.7%
Surgery Cases TFHD	1,596	1,834	1,782	1,846	1,780	1,815	1,711	1,760	49	2.9%
17428	Pain Clinic									
Pain Center minutes	41,299	30,164	27,859	24,553	24,109	25,000	26,771	25,885	(886)	-3.3%
17429	SPD									
SPD - I/P minutes	85,935	75,164	81,680	87,515	82,715	86,798	81,892	82,823	931	1.1%
SPD - O/P minutes	58,890	81,352	73,537	70,050	64,577	65,000	61,483	63,650	2,167	3.5%
Sterile Processing TFHD Summary	144,825	156,516	155,217	157,565	147,292	151,798	143,375	146,473	3,098	2.2%
17430	PAAS									
I/P Recovery minutes	51,120	46,190	49,158	56,914	56,655	51,345	51,500	52,500	1,000	1.9%
O/P Recovery minutes	19,660	31,365	30,209	30,032	25,237	27,500	24,922	25,000	78	0.3%
Procedure Room minutes	8,956	7,434	4,393	5,347	6,419	5,350	5,626	5,650	24	0.4%
ASD minutes	225,644	260,349	247,841	281,223	359,066	290,000	345,893	340,000	(5,893)	-1.7%
Total PAAS Minutes Summary	305,380	345,338	331,601	373,516	447,377	374,195	427,941	423,150	(4,791)	-1.1%
17450	Anesthesia									
Anesthesia - I/P minutes	90,086	79,028	87,469	92,912	86,826	91,454	86,156	87,480	1,324	1.5%
Anesthesia - O/P minutes	62,007	87,750	81,743	76,337	71,479	66,650	65,619	65,788	169	0.3%
Anesthesia - Elsewhere minutes	16,942	15,341	15,697	16,731	18,323	17,063	14,838	14,976	138	0.9%
Anesthesia - G/I I/P Minutes	2,004	2,140	1,262	3,264	2,686	3,820	3,689	3,680	(9)	-0.2%
Anesthesia - G/I O/P Minutes	12,763	9,567	8,944	10,715	10,752	11,036	11,655	11,329	(326)	-2.8%
Anesthesia TFHD Summary	183,802	193,826	195,115	199,959	190,066	190,023	181,957	183,253	1,296	0.7%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2016	2017	Variance	%
	Acutal	Acutal	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
17500 Laboratory										
<i>Lab - TFH I/P Tests</i>	29,831	31,692	31,048	28,297	29,426	27,780	29,650	29,050	(600)	-2.0%
<i>Lab - TFH O/P Tests</i>	86,524	105,004	79,290	83,447	100,426	91,596	100,831	100,500	(331)	-0.3%
<i>Lab - MOB O/P Tests - 8664</i>	4,987	6,202	5,656	4,723	5,936	5,000	5,374	5,500	126	2.3%
<i>Lab - Tahoe City O/P Tests - 7875</i>	12,571	11,721	9,643	9,985	11,374	10,400	10,769	10,700	(69)	-0.6%
<i>Lab - Incline Village O/P Tests</i>	4,835	4,558	4,774	4,599	4,485	4,550	4,386	4,500	114	2.6%
<i>Lab - Clinic Accounts</i>	8,062	8,216	7,891	7,056	6,715	7,050	6,084	6,700	616	10.1%
<i>Lab - Send Outs IP</i>	3,933	3,543	3,606	3,660	3,898	4,200	3,795	3,800	5	0.1%
<i>Lab - Send Outs OP</i>	34,883	43,420	21,840	23,000	15,580	19,200	15,388	15,500	112	0.7%
<i>Laboratory TFHD Summary</i>	185,626	214,356	163,748	164,767	177,840	169,776	176,277	176,250	(27)	0.0%
17540 Blood Bank										
<i>Total Blood Units</i>	550	687	530	627	570	625	563	570	7	1.2%
17590 EKG										
<i>EKG - I/P Procedures</i>	658	593	563	483	513	541	447	489	42	9.4%
<i>EKG - O/P Procedures</i>	1,679	1,616	1,810	1,798	2,111	1,800	2,013	2,100	87	4.3%
<i>EKG TFHD Summary</i>	2,337	2,209	2,373	2,281	2,624	2,341	2,460	2,589	129	5.2%
17592 Stress EKG										
<i>Stress EKG - I/P Procedures</i>	6	2	0	1	0	0	0	0	0	0.0%
<i>Stress EKG - O/P Procedures</i>	46	27	40	38	48	40	57	55	(2)	-3.5%
<i>Stress EKG TFHD Summary</i>	52	29	40	39	48	40	57	55	(2)	-3.5%
17593 Cardiac Rehab										
<i>Cardiac Rehab - Phase II</i>	480	251	310	565	643	565	695	650	(45)	-6.5%
<i>Cardiac Rehab - Phase III</i>	3,160	3,151	2,498	2,364	2,185	2,360	2,343	2,360	17	0.7%
<i>Cardiac Rehab TFHD Summary</i>	3,640	3,402	2,808	2,929	2,828	2,925	3,038	3,010	(28)	-0.9%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2016	2017	Variance	%
	Acutal	Acutal	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
17595 Pulmonary Rehab										
<i>Pulmonary Rehab</i>	6	0	20	0	0	0	0	0	0	0.0%
17630 Diagnostic Imaging										
<i>Diagnostic Imaging - I/P Exams</i>	1,950	1,867	1,865	1,288	1,204	1,352	1,086	1,141	55	5.1%
<i>Diagnostic Imaging - O/P Exams</i>	7,649	7,211	7,068	7,095	7,501	7,470	7,933	7,788	(145)	-1.8%
<i>Vascular I/P Exams</i>	99	149	121	95	250	127	324	326	2	0.6%
<i>Vascular O/P Exams</i>	173	230	179	184	277	200	308	325	17	5.5%
<i>Diagnostic Inaging TFHD Summary</i>	9,599	9,078	8,933	8,383	8,705	8,822	9,019	8,929	(90)	-1.0%
<i>Vascular Image TFHD Summary</i>	272	379	300	279	527	327	632	651	19	3.0%
17632 Womens Imaging Center										
<i>Dexa Exams</i>	398	408	352	399	477	406	508	496	(12)	-2.4%
<i>Mammography Exams</i>	3,020	3,103	2,874	2,878	3,070	2,900	2,941	3,000	59	2.0%
<i>Womens Imaging TFHD Summary</i>	3,418	3,511	3,226	3,277	3,547	3,306	3,449	3,496	47	1.4%
17633 MOB Diagnostic Imaging										
<i>MOB O/P Exams - Xrays -17633</i>	926	945	889	1,027	1,080	1,025	1,204	1,100	(104)	-8.6%
<i>MOB Diagnostic TFHD Summary</i>	1,675	945	889	1,027	1,080	1,025	1,204	1,100	(104)	-8.6%
17641 Oncology										
<i>Oncology Procedures</i>	4,655	3,870	6,044	5,537	7,322	5,980	8,929	8,350	(579)	-6.5%
17642 Radiation Oncology										
<i>Radiation Oncology Procedures</i>	0	0	3,599	4,174	3,390	3,600	4,130	4,000	(130)	-3.1%
17650 Nuclear Medicine										
<i>Nuclear Med - I/P Exams</i>	56	46	35	24	41	34	22	30	8	36.4%
<i>Nuclear Med - O/P Exams</i>	314	277	293	274	272	275	320	300	(20)	-6.3%
<i>Nuc Med TFHD Summary</i>	370	323	328	298	313	309	342	330	(12)	-3.5%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2016	2017	Variance	%
	Acutal	Acutal	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
17660 MRI										
<i>MRI - I/P Exams</i>	96	105	79	85	65	78	55	57	2	3.6%
<i>MRI - O/P Exams</i>	1,648	1,800	1,705	1,851	1,838	1,793	1,870	1,878	8	0.4%
<i>MRI TFHD Summary</i>	1,744	1,905	1,784	1,936	1,903	1,871	1,925	1,935	10	0.5%
17670 Ultrasound										
<i>Ultrasound - I/P Exams</i>	534	529	442	416	322	406	322	326	4	1.2%
<i>Ultrasound - O/P Exams</i>	2,663	2,966	2,601	2,754	2,902	2,780	2,840	2,850	10	0.4%
<i>Ultrasound TFHD Summary</i>	3,197	3,495	3,043	3,170	3,224	3,186	3,162	3,176	14	0.4%
17672 Briner Ultrasound										
<i>Breast Ultrasound Exams</i>	1,003	1,113	1,057	1,094	1,351	1,160	1,253	1,236	(17)	-1.4%
17680 CT										
<i>CT - I/P Exams</i>	623	568	457	152	246	287	204	228	24	11.8%
<i>CT - O/P Exams</i>	3,508	2,976	3,014	3,065	3,141	3,013	3,278	3,210	(68)	-2.1%
<i>Cat Scan TFHD Summary</i>	4,131	3,544	3,471	3,217	3,387	3,300	3,482	3,438	(44)	-1.3%
17685 PET CT										
<i>PET CT - I/P Exams</i>	4	6	12	7	2	8	6	6	0	0.0%
<i>PET CT - O/P Exams</i>	172	218	262	258	283	265	295	295	0	0.0%
<i>PET Cat Scan TFHD Summary</i>	176	224	274	265	285	273	301	301	0	0.0%
17690 Vascular Imaging										
<i>Vascular I/P Exams</i>	99	149	121	95	250	127	324	326	2	0.6%
<i>Vascular O/P Exams</i>	173	230	179	184	277	200	308	325	17	5.5%
<i>Vascular Image TFHD Summary</i>	272	379	300	279	527	327	632	651	19	3.0%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2016	2017	Variance	%
	Acutal	Acutal	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
17710 Pharmacy										
Pharmacy - I/P units	118,089	116,441	111,490	97,331	94,182	97,230	98,383	97,000	(1,383)	-1.4%
Pharmacy - O/P units	190,880	88,415	79,935	63,204	74,773	70,344	75,928	75,525	(403)	-0.5%
Pharmacy TFHD Summary	308,969	204,856	191,425	160,535	168,955	167,574	174,311	172,525	(1,786)	-1.0%
17711 Oncology Drugs Sold to Patients										
Oncology Pharmacy Units	182,999	138,239	224,551	81,446	56,824	54,717	75,908	70,975	(4,933)	-6.5%
17712 IV										
IV - I/P units	11,957	13,588	11,632	9,649	9,838	10,464	9,561	9,598	37	0.4%
IV - O/P units	8,792	9,258	8,857	7,095	8,165	8,155	8,213	8,348	135	1.6%
IV TFHD Summary	20,749	22,846	20,489	16,744	18,003	18,619	17,774	17,946	172	1.0%
17720 Respiratory Therapy										
RT - I/P Minutes	215,904	195,960	171,576	129,408	116,808	128,714	104,445	104,554	109	0.1%
RT - O/P Minutes	18,840	19,464	24,600	18,384	15,552	17,430	13,625	13,596	(29)	-0.2%
RT TFHD Summary	234,744	215,424	196,176	147,792	132,360	146,144	118,070	118,150	80	0.1%
17730 Pulmonary Function										
Pulmonary - I/P Procedures	770	762	261	74	47	93	75	78	3	4.0%
Pulmonary - O/P Procedures	302	274	179	186	162	185	235	225	(10)	-4.3%
Pulmonary TFHD Summary	1,072	1,036	440	260	209	278	310	303	(7)	-2.3%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2016	2017	Variance	%
	Acutal	Acutal	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
17760 Gastro-Intestinal Services										
<i>Gastro/Int OR I/P Minutes</i>	5,224	6,777	3,990	9,489	6,822	8,719	8,739	8,625	(114)	-1.3%
<i>Gastro/Int OR O/P Minutes</i>	31,395	34,083	30,665	40,180	42,211	39,150	43,493	42,180	(1,313)	-3.0%
<i>Gastro/Int I/P Recovery Minutes</i>	211	220	96	636	692	688	748	748	0	0.0%
<i>Gastro/Int O/P Recovery Minutes</i>	483	103	113	537	402	270	320	288	(32)	-10.0%
<i>Gastro/Int I/P ASD Minutes</i>	95	204	185	258	179	119	302	288	(14)	-4.6%
<i>Gastro/Int O/P ASD Minutes</i>	101,549	112,819	100,009	129,546	145,077	132,300	138,420	134,449	(3,971)	-2.9%
<i>Gastro/Int OR I/P Cases</i>	86	108	62	125	91	125	114	115	1	0.9%
<i>Gastro/Int OR O/P Cases</i>	1,143	1,226	1,088	1,380	1,379	1,350	1,467	1,425	(42)	-2.9%
<i>Gastro/Int Total Minutes Summary</i>	138,957	154,206	135,058	180,646	195,383	181,246	192,022	186,578	(5,444)	-2.8%
<i>Total Gastro/Int Total Cases Summary</i>	1,229	1,334	1,150	1,505	1,470	1,475	1,581	1,540	(41)	-2.6%
17770 Physical Therapy										
<i>PT - TK I/P Procedures</i>	4,806	4,475	4,606	5,123	5,977	5,278	5,765	5,725	(40)	-0.7%
<i>PT - TK - SNF Procedures</i>	1,862	1,395	927	1,835	3,554	2,110	2,572	2,600	28	1.1%
<i>Physical Therapy Procedures Summary</i>	6,668	5,870	5,533	6,958	9,531	7,388	8,337	8,325	(12)	-0.1%
17780 Speech Therapy										
<i>ST - I/P Procedures</i>	36	42	41	68	42	55	67	60	(7)	-10.4%
<i>ST - SNF Procedures</i>	52	20	38	66	150	75	75	75	0	0.0%
<i>Speech Therapy TFHD Summary</i>	88	62	79	134	192	130	142	135	(7)	-4.9%
17790 Occupational Therapy										
<i>OT - I/P Procedures</i>	3,652	3,562	3,953	4,132	4,231	4,074	4,177	4,240	63	1.5%
<i>OT - SNF Procedures</i>	1,394	975	853	1,674	2,215	1,613	2,046	2,200	154	7.5%
<i>Occupational Therapy IP TFHD Summary</i>	5,046	4,537	4,806	5,806	6,446	5,687	6,223	6,440	217	3.5%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2016	2017	Variance	%
	Acutal	Acutal	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
18340 Dietary										
<i>Patient Meals</i>	52,556	53,537	53,699	56,494	54,950	71,214	54,374	57,324	2,950	5.4%
<i>Pantries</i>	16,629	16,379	16,117	15,387	18,218	28,647	18,249	17,799	(450)	-2.5%
<i>Non-Patient Meals</i>	239,218	243,100	253,884	237,680	241,767	237,000	221,591	222,000	409	0.2%
<i>Dietary TFHD Summary</i>	308,403	313,016	323,700	309,561	314,935	336,861	294,214	297,123	2,909	1.0%
18350 Laundry & Linen										
<i>Pounds</i>	259,631	222,651	245,358	255,659	257,521	290,000	232,941	244,780	11,839	5.1%
18490 Child Care Center										
<i>Child Care Days</i>	18,721	17,971	17,956	18,902	19,327	19,000	20,696	19,500	(1,196)	-5.8%
18560 Admitting & Communication										
<i>Registrations</i>	55,447	53,327	49,480	53,858	58,032	59,350	60,345	58,500	(1,845)	-3.1%
18590 Financial Administration										
<i>Acute Admissions</i>	1,789	1,681	1,652	1,606	1,679	1,690	1,632	1,630	(2)	-0.1%
<i>Swing Admissions</i>	34	31	44	41	37	40	62	60	(2)	-3.2%
<i>Acute Patient Days</i>	5,183	4,963	4,866	4,629	4,493	4,630	4,273	4,287	14	0.3%
<i>Swing Days</i>	204	211	252	283	231	220	389	330	(59)	-15.2%
<i>Adjusted Patient Days</i>	12,601	12,403	13,405	14,736	13,781	15,004	15,687	14,838	(849)	-5.4%
<i>ICU Average Daily Census</i>	3	3	3	3	3	2	3	2	(0)	-3.5%
<i>OB/GYN Average Daily Census</i>	3	2	2	3	3	4	2	2	0	1.3%
<i>Medical / Surgical - Acute - ADC</i>	9	8	8	8	8	8	7	7	0	1.5%
<i>Medical / Surgical - Swing - ADC</i>	1	1	1	1	1	1	1	1	(0)	-15.9%
<i>Acute Discharges</i>	1,776	1,679	1,643	1,624	1,667	1,690	1,632	1,630	(2)	-0.1%
<i>Swing Discharges</i>	33	30	45	42	35	40	62	60	(2)	-3.2%
<i>Avg Length of Stay</i>	3	3	3	3	3	3	3	3	0	0.5%
<i>Total Admissions TFHD</i>	1,823	1,712	1,696	1,647	1,716	1,730	1,694	1,690	(4)	-0.2%
<i>Total Discharges TFHD</i>	1,809	1,709	1,688	1,666	1,702	1,730	1,694	1,690	(4)	-0.2%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2016	2017	Variance	%
	Acutal	Acutal	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
18660 Occ Health										
<i>Occupational Health Visits - 18660</i>	2,219	2,489	2,507	2,567	2,731	2,600	2,923	2,800	(123)	-4.2%
<i>Flu Shots - Occupational Health</i>	278	358	290	247	321	250	136	250	114	83.8%
<i>Occ Health TFHD Summary</i>	2,497	2,847	2,797	2,814	3,052	2,850	3,059	3,050	(9)	-0.3%
18662 Infection Control/Employee Health										
<i>Employee Wellness Visits - 18662</i>	1,192	1,202	1,236	1,352	1,035	1,300	868	900	32	3.7%
<i>Flu Shots - Infection Control</i>	834	737	841	817	908	850	806	850	44	5.5%
18664 Lab Draw MOB										
<i>Lab Draw Test - OH - 18864</i>	3,660	4,503	4,082	4,677	5,248	4,500	4,288	4,500	212	4.9%
19513 MSC - ENT										
<i>Mancuso Visits</i>	2,565	2,435	2,461	2,630	2,792	2,558	2,230	2,141	(89)	-4.0%
19518 MSC - Surgery										
<i>Cooper/Conyers Visits</i>	0	645	751	1,539	1,883	1,655	1,701	1,920	219	12.9%
19521 MSC - IM Pulmonary										
<i>Tirdel Visits</i>	6,464	6,632	6,359	5,909	6,104	5,762	5,240	5,338	98	1.9%
19525 MSC - IM Cardiology / Neurology										
<i>T. Lombard/Scholnick/Fomer Visits</i>	4,462	5,584	4,941	5,669	5,164	5,181	4,392	9,945	5,553	126.4%
19527 MSC - Oncology										
<i>Heifetz/Koppel/Kaime Visits</i>	2,880	2,927	3,424	4,730	4,937	4,718	4,187	4,700	513	12.3%
19527 MSC - Internal Medicine										
<i>Burkholder Visits</i>	1,406	1,928	1,803	2,094	2,385	1,985	1,769	2,028	259	14.6%

DEPARTMENTAL VOLUME TRENDS

	2011 Acutal	2012 Acutal	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17081 MSC - Radiation Oncology										
Palmer Visits	0	0	658	1,629	705	1,400	1,010	1,006	(4)	-0.4%
19529 MSC - Urology										
Bretan Visits	0	0	0	0	0	0	0	1,530	1,530	100.0%
19533 MSC - G.I. Schaffer										
Schaffer Visits	389	735	677	1,212	1,426	1,194	1,548	1,823	275	17.8%
19534 MSC - Pediatrics										
North Lake Pediatrics Visits	3,029	9,483	9,998	10,308	11,190	9,480	9,398	11,086	1,688	18.0%
17801 MSC - Audiology										
Audiology	474	562	649	645	321	262	313	671	358	114.4%
19524 MSC - Orthopedics										
Dodd/Ringnes/Foley Visits	0	0	0	0	0	0	0	7,400	7,400	0.0%
19550 Retail Pharmacy										
Prescriptions	33,552	30,387	27,633	26,270	26,185	27,400	27,648	27,600	(48)	-0.2%

INCLINE VILLAGE COMMUNITY HOSPITAL

26170 Med-Surg										
Inpatient Days	22	10	16	25	8	10	12	10	(2)	-16.7%
Observation Days	40	36	25	25	17	25	25	25	0	0.0%
Med Surg Days IVCH Summary	62	46	41	50	25	35	37	35	(2)	-5.4%
27010 Emergency Room										
Total Emergency Visits	4,194	3,892	3,908	3,560	3,720	3,675	3,855	3,800	(55)	-1.4%
Flu Shots	448	436	362	397	449	400	200	400	200	100.0%

DEPARTMENTAL VOLUME TRENDS

	2011 Acutal	2012 Acutal	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget	Variance Inc/(Dec)	% Inc/(Dec)
27085 IVCH Clinic										
<i>IVCH Clinic Visits</i>	0	0	345	858	1,347	1,020	1,647	1,600	(47)	-2.9%
27420 Surgery										
<i>OR IP Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>OR OP Minutes</i>	17,339	15,742	12,630	8,794	8,180	7,505	9,321	8,710	(611)	-6.6%
<i>OR IP Cases</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>OR OP Cases</i>	155	152	124	92	93	95	107	100	(7)	-6.5%
<i>Surgery Cases IVCH Summary</i>	155	152	124	92	93	95	107	100	(7)	-6.5%
<i>Surgery Minutes IVCH Summary</i>	17,339	15,742	12,630	8,794	8,180	7,505	9,321	8,710	(611)	-6.6%
27428 Pain Clinic										
<i>Pain Clinic Minutes</i>	8,367	390	0	0	0	0	0	0	0	0.0%
27429 SPD										
<i>Surgery Cases IVCH Summary</i>	155	152	124	92	93	95	107	100	(7)	-6.5%
27430 PAAS										
<i>PACU IP Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>PACU OP Minutes</i>	4,796	4,587	3,778	2,693	2,475	2,636	2,736	2,560	(176)	-6.4%
<i>Total ASD Minutes</i>	34,714	35,064	26,097	18,424	17,227	17,765	21,052	19,650	(1,402)	-6.7%
<i>PAAS IVCH Summary</i>	39,510	39,651	29,875	21,117	19,702	20,401	23,788	22,210	(1,578)	-6.6%
27450 Anesthesia										
<i>Anesthesia IP Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>Anesthesia OP Minutes</i>	18,021	16,311	13,883	9,040	8,454	7,838	9,681	9,050	(631)	-6.5%
<i>Anesthesia Elsewhere Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>Anesthesia Minutes IVCH Summary</i>	18,021	16,311	13,883	9,040	8,454	7,838	9,681	9,050	(631)	-6.5%

DEPARTMENTAL VOLUME TRENDS

	2011 Acutal	2012 Acutal	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget	Variance Inc/(Dec)	% Inc/(Dec)
27470 Med Supplies sold to Patients										
<i>Total Emergency Visits</i>	4,194	3,892	3,908	3,560	3,720	3,675	3,855	3,800	(55)	-1.4%
27500 Lab										
<i>Lab - Inpatient Billable Tests</i>	83	81	123	92	77	8	36	36	0	0.0%
<i>Lab - Outpatient Billable Tests</i>	21,357	20,927	22,068	23,844	26,458	23,350	23,571	23,400	(171)	-0.7%
<i>EKG</i>	580	486	483	484	575	500	682	625	(57)	-8.4%
<i>Reference Lab</i>	2,673	2,717	2,021	1,968	1,829	1,900	1,696	1,700	4	0.2%
<i>Blood</i>	0	1	3	0	0	0	0	0	0	0.0%
<i>Laboratory IVCH Summary</i>	24,693	24,212	24,698	26,388	28,939	25,758	25,985	25,761	(224)	-0.9%
27540 Blood										
<i>Blood</i>	0	1	3	0	0	0	0	0	0	0.0%
27590 EKG										
<i>EKG</i>	580	486	483	484	575	500	682	625	(57)	-8.4%
27630 Diagnostic Imaging										
<i>Radiology - I/P Exams</i>	5	3	7	3	0	0	3	3	0	0.0%
<i>Radiology - O/P Exams (Inc. Mammo & L</i>	1,055	1,030	923	835	762	825	770	775	5	0.6%
<i>Radiology - ER Exams</i>	1,606	1,536	1,483	1,459	1,504	1,490	1,773	1,748	(25)	-1.4%
<i>Diagnostic Imaging IVCH Summary</i>	2,666	2,569	2,413	2,297	2,266	2,315	2,546	2,526	(20)	-0.8%
27680 Cat Scan										
<i>CT - I/P Exams</i>	2	1	1	3	0	0	0	0	0	0.0%
<i>CT - O/P Exams</i>	230	162	152	157	169	155	136	140	4	2.9%
<i>CT - ER Exams</i>	548	473	461	471	507	478	646	646	0	0.0%
<i>CT IVCH Summary</i>	780	636	614	631	676	633	782	786	4	0.5%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2016	2017	Variance	%
	Acutal	Acutal	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
27710 Drugs Sold to Patients										
Pharmacy - I/P Units	332	115	262	649	170	199	148	125	(23)	-15.5%
Pharmacy - O/P Units	11,647	11,043	11,296	7,859	8,436	8,085	9,019	8,854	(165)	-1.8%
Pharmacy IVCH Summary	11,979	11,158	11,558	8,508	8,606	8,284	9,167	8,979	(188)	-2.1%
27712 IV										
IV's - I/P Units	38	28	59	63	7	15	4	3	(1)	-25.0%
IV's - O/P Units	2,632	2,510	1,946	893	107	515	275	266	(9)	-3.3%
IV IVCH Summary	2,670	2,538	2,005	956	114	530	279	269	(10)	-3.6%
27720 Respiratory Therapy										
RT - I/P Procedures	81	24	50	107	86	0	58	55	(3)	-5.2%
RT - O/P Procedures	2,533	2,114	1,736	1,589	1,660	0	893	900	7	0.8%
RT IVCH Summary	2,614	2,138	1,786	1,696	1,746	0	951	955	4	0.4%
27770 Physical Therapy										
PT - Procedures	25,081	25,614	30,054	29,640	28,572	30,000	30,136	30,000	(136)	-0.5%
27790 Occupational Therapy										
OT - Procedures	1,185	1,168	1,212	1,195	1,691	1,200	1,177	1,150	(27)	-2.3%
27874 Sleep Clinic										
Sleep Clinic Visits	197	202	193	143	127	155	161	160	(1)	-0.6%
28282 Diamond Ski Aid										
Diamond Peak - Patient Seen	249	329	329	308	246	325	443	290	(153)	-34.5%

DEPARTMENTAL VOLUME TRENDS

	2011	2012	2013	2014	2015	2016	2016	2017	Variance	%
	Acutal	Acutal	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
28340 Dietary										
<i>Patient Meals</i>	948	883	889	869	864	860	812	860	48	5.9%
<i>Pantry</i>	2,116	1,984	2,210	2,421	2,163	2,200	2,270	2,250	(20)	-0.9%
<i>Non-Patient Meals</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>Dietary IVCH Summary</i>	3,064	2,867	3,099	3,290	3,027	3,060	3,082	3,110	28	0.9%
28560 Admitting										
<i>Registrations</i>	9,984	9,723	9,753	9,314	9,102	9,400	9,329	9,300	(29)	-0.3%
28610 Administration										
<i>Acute Admissions</i>	9	9	9	11	8	10	5	10	5	100.0%
29523 MSC - IM Peds										
<i>Scholnick/Vayner Visits</i>	1,785	1,298	1,389	1,641	1,683	1,707	1,410	1,192	(218)	-15.5%
29530 MSC - Orthopedics										
<i>Osgood Visits</i>	0	0	182	361	236	0	0	0	0	0.0%
<u>TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE</u>										
57770 Physical Therapy										
<i>PT - TK O/P Procedures</i>	38,921	36,855	38,193	42,712	45,686	43,125	50,097	50,000	(97)	-0.2%
57771 Aquatic Therapy										
<i>PT - Aquatic Visits</i>	3,047	2,831	3,087	1,632	2,611	2,400	2,842	2,800	(42)	-1.5%
57780 Speech Therapy										
<i>ST - O/P Procedures</i>	133	130	163	440	425	450	492	500	8	1.6%
57790 Occupational Therapy										
<i>OT - O/P Procedures</i>	3,771	3,520	4,723	5,123	6,948	5,125	7,215	7,200	(15)	-0.2%

DEPARTMENTAL VOLUME TRENDS

	2011 Acutal	2012 Acutal	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Budget	Variance Inc/(Dec)	% Inc/(Dec)
57802 Sports Performance Training & Testing										
<i>TCHSP - Sports Lab</i>	545	7	6	7	742	200	418	400	(18)	-4.3%
58660 Occupational Health Testing										
<i>TCHSP - Occupational Hlth Testing</i>	1,526	1,067	1,166	1,364	1,257	1,380	1,246	1,300	54	4.3%
58771 Fitness Center										
<i>TCHSP - Memberships</i>	2,362	2,802	2,546	2,649	2,677	2,600	2,559	2,600	41	1.6%
58775 HP Fitness/Wellness/Massage										
<i>TCHSP - Fitness/Weight/Nutrition/Other</i>	1,860	2,490	1,773	1,898	2,132	1,780	1,327	1,500	173	13.0%
59194 MSC - Sports Medicine										
<i>Winans Visits</i>	1,465	1,424	1,408	1,971	2,855	2,150	3,057	1,833	(1,224)	-40.0%

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

We incorporated a **5% rate increase effective August 1, 2016**. However, of this 5% increase, the District will only realize about 2.85% of the 5% in Net Revenue due to how we are reimbursed from Medicare and Medi-Cal, as well as our contractual arrangements with insurance plans.

On the whole, we have budgeted volumes to remain fairly consistent to what we are observing during the first ten months of FY 2016. We are **projecting our budgeted gross revenue for FY 2017 to be \$235.7 million**. This is a \$17.6 million increase to our Gross Revenue when compared to projected FY 2016 and a \$28.4 million increase when compared to budgeted Gross Revenue for FY 2016.

Budgeted EBIDA for FY 2017 is \$8.3 million, representing a \$6.0 million decrease from projected FY 2016. This net decrease is reflective of an increase in Salaries, Wages & Benefits, Professional Fees, and Supply costs resulting from careful and deliberate growth projections in the areas of our Multi-Specialty Clinics, Surgical Services, and Initiative programs. A budgeted rate increase in August 2016 necessitates the need to help offset these budgeted cost increases, inflation, and declining payor reimbursement. Return on Gross Revenue **EBIDA is 3.5%**, projecting 3.1% lower than how we anticipate finishing out in FY 2016.

Budgeted Net Income/(Loss) for FY 2017 is a profit of \$4.1 million, a decrease of \$6.0 million from projected FY 2016. The decrease is correlated to cost increases as outlined above along with increases to our Depreciation Expense brought on by anticipated capital equipment, building and land acquisitions, and the final Measure C projects going live in the earlier months of FY 2017.

Return on Equity is estimated to be 3.7%, a decrease of 6.4% from the projected FY 2016 Return on Equity. This decrease is due to the budgeted lower Net Income combined with a higher Net Asset (Fund) Balance.

Total Gross Revenue **Payor Mix** for the FY 2017 budget reflects comparable trending that we witnessed through May 2016. We made marginal adjustments to our Medicare, Medi-Cal, Other and Commercial percentages as we feel the swings in our payor mix from Healthcare Reform and the Medi-Cal program expansion are stabilizing. See table below.

Payor Mix	Budget FY 2017	Projected FY 2016
Medicare	34.4%	34.0%
Medi-Cal	17.5%	17.6%
County	0.0%	0.0%
Other	3.7%	3.5%
Commercial	44.3%	44.9%

Tahoe Forest Hospital District
Room Rates

	<u>Budget FY 2016</u>	<u>As of May FY 2016</u>	<u>Proposed % Increase Aug 2016</u>	<u>Proposed New Room Rate Aug 2016</u>	<u>Budget FY 2017</u>
Private Room	\$ 3,170	\$ 3,170	5%	\$ 3,329	\$ 3,329
Semi-Private Room	\$ 2,853	\$ 2,853	5%	\$ 2,996	\$ 2,996
Isolation	\$ 3,487	\$ 3,487	5%	\$ 3,661	\$ 3,661
Intensive Care	\$ 6,498	\$ 6,498	5%	\$ 6,823	\$ 6,823
Step Down	\$ 5,072	\$ 5,072	5%	\$ 5,326	\$ 5,326
Delivery	\$ 4,032	\$ 4,032	5%	\$ 4,234	\$ 4,234
Pediatric	\$ 2,853	\$ 2,853	5%	\$ 2,996	\$ 2,996
Nursery	\$ 938	\$ 893	5%	\$ 938	\$ 938
Extended Care	\$ 431	\$ 431	5%	\$ 453	\$ 453
Swing Bed	\$ 431	\$ 431	5%	\$ 453	\$ 453

TAHOE FOREST HOSPITAL DISTRICT
CHARGE COMPARISON
HOSPITAL TO HOSPITAL WITHOUT ANY OUTPATIENT LOWER TIERED PRICING

	Note Reference	CPT Code	Current TFHD	5% Proposed Rate Increase Effective 8/1/16 TFHD	Percentile Ranking	Inclusive of TFHD Average Median		CALIFORNIA				NEVADA		6 Hospital Average	6 Hospital Median	6 Hospital Average % Var.	6 Hospital Median % Var.	
						Barton Memorial	Sutter Auburn Faith	Marshall Medical	Dignity Sierra Nevada	Renown	Prime St. Mary's Regional							
Emergency Room	Visit - Level 1	(A)	99281	\$ 334	\$ 351	33%	\$ 445	\$ 370	\$ 390	\$ 637	\$ 706	\$ 390	\$ 323	\$ 321	\$ 461	\$ 390	-23.9%	-10.0%
	Visit - Level 2	(A) (B)	99282	\$ 567	\$ 595	0%	\$ 785	\$ 685	\$ 652	\$ 983	\$ 1,119	\$ 775	\$ 717	\$ 654	\$ 817	\$ 746	-27.1%	-20.2%
	Visit - Level 3	(A) (B)	99283	\$ 866	\$ 909	17%	\$ 1,250	\$ 1,035	\$ 957	\$ 1,636	\$ 1,985	\$ 1,259	\$ 1,114	\$ 889	\$ 1,307	\$ 1,187	-30.4%	-23.4%
	Visit - Level 4	(A) (B)	99284	\$ 1,399	\$ 1,469	17%	\$ 2,082	\$ 2,065	\$ 2,344	\$ 2,505	\$ 2,785	\$ 2,517	\$ 1,785	\$ 1,166	\$ 2,184	\$ 2,425	-32.7%	-39.4%
	Visit - Level 5	(A)	99285	\$ 2,264	\$ 2,377	17%	\$ 2,989	\$ 2,878	\$ 3,380	\$ 3,002	\$ 3,900	\$ 3,870	\$ 2,755	\$ 1,636	\$ 3,091	\$ 3,191	-23.1%	-25.5%
Laboratory	Basic Metabolic Panel	(B)	80048	\$ 97	\$ 102	17%	\$ 244	\$ 192	\$ 284	\$ 182	\$ 435	\$ 62	\$ 203	\$ 439	\$ 267	\$ 243	-61.9%	-58.1%
	Blood Gas Analysis, including O ₂ saturation	(B)	82805	\$ 208	\$ 218	33%	\$ 284	\$ 218	N/A	\$ 464	\$ 298	\$ 157	N/A	N/A	\$ 306	\$ 298	-28.7%	-26.7%
	Complete Blood Count, automated	(B)	85027	\$ 69	\$ 72	17%	\$ 150	\$ 123	\$ 193	\$ 167	\$ 332	\$ 39	\$ 102	\$ 144	\$ 163	\$ 156	-55.5%	-53.5%
	Complete Blood Count, with differential WBC, automated	(B)	85025	\$ 88	\$ 92	17%	\$ 165	\$ 134	\$ 252	\$ 141	\$ 286	\$ 41	\$ 127	\$ 213	\$ 177	\$ 177	-47.7%	-47.8%
	Comprehensive Metabolic Panel	(B)	80053	\$ 120	\$ 126	17%	\$ 285	\$ 226	\$ 268	\$ 230	\$ 652	\$ 64	\$ 221	\$ 435	\$ 312	\$ 249	-59.6%	-49.4%
	Creatine Kinase (CK), (CPK), Total	(B)	82550	\$ 80	\$ 84	17%	\$ 156	\$ 118	\$ 212	\$ 191	\$ 328	\$ 45	\$ 131	\$ 104	\$ 169	\$ 161	-50.2%	-47.8%
	Lipid Panel	(B)	80061	\$ 151	\$ 159	33%	\$ 274	\$ 185	\$ 212	\$ 487	\$ 616	\$ 83	\$ 139	\$ 223	\$ 293	\$ 218	-45.9%	-27.1%
	Partial Thromboplastin Time	(B)	85730	\$ 74	\$ 78	17%	\$ 163	\$ 161	\$ 197	\$ 175	\$ 252	\$ 62	\$ 147	\$ 234	\$ 178	\$ 186	-56.3%	-58.2%
	Prothrombin Time	(B)	85610	\$ 49	\$ 51	17%	\$ 114	\$ 83	\$ 103	\$ 117	\$ 244	\$ 47	\$ 62	\$ 173	\$ 125	\$ 110	-58.7%	-53.3%
	Thyroid Stimulating Hormone (TSH)	(B)	84443	\$ 190	\$ 200	33%	\$ 237	\$ 207	\$ 214	\$ 458	\$ 269	\$ 99	\$ 193	\$ 224	\$ 243	\$ 219	-17.9%	-8.9%
	Troponin, Quantitative	(B)	84484	\$ 174	\$ 183	17%	\$ 275	\$ 241	\$ 316	\$ 214	\$ 501	\$ 76	\$ 268	\$ 367	\$ 290	\$ 292	-37.1%	-37.5%
	Urinalysis, without microscopy	(B)	81002-81003	\$ 30	\$ 32	0%	\$ 67	\$ 40	\$ 99	\$ 43	\$ 155	\$ 36	\$ 74	\$ 32	\$ 73	\$ 59	-56.9%	-46.2%
	Urinalysis, with microscopy	(B)	81000-81001	\$ 37	\$ 39	20%	\$ 79	\$ 46	N/A	\$ 95	\$ 162	\$ 34	\$ 101	\$ 46	\$ 88	\$ 95	-55.7%	-59.1%
Diagnostic Imaging	Xray - Chest two views	(B)	71020	\$ 303	\$ 318	17%	\$ 458	\$ 403	\$ 501	\$ 103	\$ 1,023	\$ 452	\$ 440	\$ 366	\$ 481	\$ 446	-33.8%	-28.7%
	Xray - Lower Back - four views	(B)	72110	\$ 551	\$ 579	17%	\$ 833	\$ 799	\$ 875	\$ 198	\$ 1,409	\$ 1,023	\$ 722	\$ 1,023	\$ 875	\$ 949	-33.9%	-39.0%
	MRI - Head or Brain without contrast followed by contrast	(B)	70553	\$ 3,674	\$ 3,858	17%	\$ 4,907	\$ 4,660	\$ 5,548	\$ 5,466	\$ 6,859	\$ 3,301	\$ 4,476	\$ 4,844	\$ 5,082	\$ 5,155	-24.1%	-25.2%
	Mammography - Screening, Bilateral	(B)	77057	\$ 276	\$ 290	50%	\$ 321	\$ 279	\$ 438	\$ 175	\$ 437	\$ 268	N/A	N/A	\$ 329	\$ 352	-12.0%	-17.8%
	US - OB, 14 weeks or more, transabdominal	(B)	76805	\$ 695	\$ 730	33%	\$ 881	\$ 873	\$ 1,017	\$ 649	\$ 1,064	\$ 661	\$ 1,022	\$ 1,022	\$ 906	\$ 1,019	-19.4%	-28.4%
	US - Abdomen complete	(B)	76700	\$ 695	\$ 730	0%	\$ 1,276	\$ 1,192	\$ 1,540	\$ 1,208	\$ 1,680	\$ 1,525	\$ 1,175	\$ 1,076	\$ 1,367	\$ 1,366	-46.6%	-46.6%
	CT Scan - Pelvis, with contrast	(B)	72193	\$ 2,122	\$ 2,228	17%	\$ 3,224	\$ 2,732	\$ 3,680	\$ 4,437	\$ 5,041	\$ 1,719	\$ 2,865	\$ 2,598	\$ 3,390	\$ 3,273	-34.3%	-31.9%
	CT Scan - Head or Brain without contrast	(B)	70450	\$ 1,394	\$ 1,464	17%	\$ 2,434	\$ 2,390	\$ 2,851	\$ 2,899	\$ 3,854	\$ 1,189	\$ 2,304	\$ 2,476	\$ 2,595	\$ 2,664	-43.6%	-45.1%
CT Scan - Abdomen with contrast	(B)	74160	\$ 2,122	\$ 2,228	17%	\$ 3,482	\$ 2,879	\$ 4,086	\$ 5,079	\$ 5,508	\$ 1,719	\$ 3,023	\$ 2,734	\$ 3,691	\$ 3,554	-39.6%	-37.3%	
Room Rates	Intensive Care Unit		\$ 6,498	\$ 6,823	40%	\$ 7,642	\$ 6,823	\$ 8,352	\$ 8,976	\$ 9,184	\$ 6,329	N/A	\$ 6,188	\$ 7,806	\$ 8,352	-12.6%	-18.3%	
	Medical/Surgical Unit - Private		\$ 2,853	\$ 2,996	20%	\$ 3,496	\$ 3,507	\$ 3,628	\$ 3,844	\$ 4,200	\$ 2,804	N/A	\$ 3,507	\$ 3,597	\$ 3,628	-16.7%	-17.4%	
	Nursery Unit		\$ 893	\$ 938	0%	\$ 1,905	\$ 1,323	\$ 1,096	N/A	\$ 3,570	\$ 2,369	N/A	\$ 1,550	\$ 2,146	\$ 1,960	-56.3%	-52.1%	
	Skilled Nursing Facility		\$ 431	\$ 453	0%	\$ 1,717	\$ 453	N/A	\$ 2,981	N/A	N/A	N/A	N/A	\$ 2,981	\$ 2,981	-84.8%	-84.8%	
Average of all 25 common outpatient procedures noted by (B) above			\$ 641	\$ 673	0%	\$ 1,003	\$ 933	\$ 1,167	\$ 1,132	\$ 1,492	\$ 690	\$ 931	\$ 934	\$ 1,058	\$ 1,033	-36.3%	-34.8%	

Note Reference:

- (A) Level 1 - low severity - example a toothache with treatment other than a prescription, Plan B Rx.
 Level 2 - low to moderate severity - minor illness with no lab or x-ray other than a simple strep screen or UTI, abrasions, small cuts with no suturing
 Level 3 - moderate severity - labs, x-rays, medications simple lacerations with sutures, simple asthma that resolves, sprains
 Level 4 - moderate to high severity - IV's for hydration, IV medications, splinting of fractures that are straight forward, simple chest pain, asthma that needs repeated breathing treatment or medications
 Level 5 - high severity - traumas, transfers, GI bleeds, overdoses, sedation for fracture reductions

- (B) Charge is listed in the 25 most common outpatient procedures performed in a hospital per the OSHPD web site listed below under Source.

Charge is lower than TFHD
 Charge is higher than TFHD

TFHDs percentile ranking is lower than the 50th
 TFHDs percentile ranking is higher than the 50th

Source: California Hospitals - Office of Statewide Health Planning and Development (OSHPD) Healthcare Information Division - Annual Financial Data - Hospital Chargemasters (<http://www.oshpd.ca.gov/Chargemaster>), charges effective 6/1/2015.
 Nevada Hospitals - MedAssets, 2014 data
 Charges for Tahoe Forest Hospital District are as of today.

Definitions: Median - is the middle value in a list ordered from smallest to largest.
 N/A - Not Applicable or Not Available

TAHOE FOREST HOSPITAL DISTRICT
CHARGE COMPARISON
HOSPITAL TO HOSPITAL WITH OUTPATIENT LOWER TIERED PRICING

	Note Reference	CPT Code	Current TFHD	5% Proposed Rate Increase Effective 8/1/16	Percentile Ranking	Inclusive of TFHD Average		CALIFORNIA				NEVADA		6 Hospital Average	6 Hospital Median	6 Hospital Average % Var.	6 Hospital Median % Var.	
				TFHD		Average	Median	Barton Memorial	Sutter Auburn Faith	Marshall Medical	Dignity Sierra Nevada	Renown	Prime St. Mary's Regional					
Emergency Room	Visit - Level 1	(A)	99281	\$ 334	\$ 351	33%	\$ 445	\$ 370	\$ 390	\$ 637	\$ 706	\$ 390	\$ 323	\$ 321	\$ 461	\$ 390	-23.9%	-10.0%
	Visit - Level 2	(A) (B)	99282	\$ 567	\$ 595	0%	\$ 785	\$ 685	\$ 652	\$ 983	\$ 1,119	\$ 775	\$ 717	\$ 654	\$ 817	\$ 746	-27.1%	-20.2%
	Visit - Level 3	(A) (B)	99283	\$ 866	\$ 909	17%	\$ 1,250	\$ 1,035	\$ 957	\$ 1,636	\$ 1,985	\$ 1,259	\$ 1,114	\$ 889	\$ 1,307	\$ 1,187	-30.4%	-23.4%
	Visit - Level 4	(A) (B)	99284	\$ 1,399	\$ 1,469	17%	\$ 2,082	\$ 2,065	\$ 2,344	\$ 2,505	\$ 2,785	\$ 2,517	\$ 1,785	\$ 1,166	\$ 2,184	\$ 2,425	-32.7%	-39.4%
	Visit - Level 5	(A)	99285	\$ 2,264	\$ 2,377	17%	\$ 2,989	\$ 2,878	\$ 3,380	\$ 3,002	\$ 3,900	\$ 3,870	\$ 2,755	\$ 1,636	\$ 3,091	\$ 3,191	-23.1%	-25.5%
Laboratory	Basic Metabolic Panel	(B)	80048	\$ 97	\$ 102	17%	\$ 198	\$ 147	\$ 284	\$ 182	\$ 112	\$ 62	\$ 203	\$ 439	\$ 213	\$ 192	-52.3%	-47.0%
	Blood Gas Analysis, including O ₂ saturation	(B)	82805	\$ 208	\$ 218	67%	\$ 232	\$ 157	N/A	\$ 464	\$ 88	\$ 157	N/A	N/A	\$ 236	\$ 157	-7.5%	39.6%
	Complete Blood Count, automated	(B)	85027	\$ 69	\$ 72	33%	\$ 110	\$ 87	\$ 193	\$ 167	\$ 55	\$ 39	\$ 102	\$ 144	\$ 117	\$ 123	-37.9%	-41.1%
	Complete Blood Count, with differential WBC, automated	(B)	85025	\$ 88	\$ 92	33%	\$ 133	\$ 110	\$ 252	\$ 141	\$ 63	\$ 41	\$ 127	\$ 213	\$ 140	\$ 134	-33.8%	-31.1%
	Comprehensive Metabolic Panel	(B)	80053	\$ 120	\$ 126	17%	\$ 218	\$ 201	\$ 268	\$ 230	\$ 181	\$ 64	\$ 221	\$ 435	\$ 233	\$ 226	-46.0%	-44.2%
	Cratine Kinase (CK), (CPK), Total	(B)	82550	\$ 80	\$ 84	33%	\$ 117	\$ 94	\$ 212	\$ 175	\$ 68	\$ 45	\$ 131	\$ 104	\$ 123	\$ 118	-31.4%	-28.6%
	Lipid Panel	(B)	80061	\$ 151	\$ 159	50%	\$ 195	\$ 149	\$ 212	\$ 427	\$ 124	\$ 83	\$ 139	\$ 223	\$ 201	\$ 175	-21.2%	-9.6%
	Partial Thromboplastin Time	(B)	85730	\$ 74	\$ 78	33%	\$ 135	\$ 112	\$ 197	\$ 162	\$ 64	\$ 62	\$ 147	\$ 234	\$ 144	\$ 154	-46.1%	-49.7%
	Prothrombin Time	(B)	85610	\$ 49	\$ 51	17%	\$ 86	\$ 59	\$ 103	\$ 108	\$ 55	\$ 47	\$ 62	\$ 173	\$ 92	\$ 83	-43.8%	-37.8%
	Thyroid Stimulating Hormone (TSH)	(B)	84443	\$ 190	\$ 200	50%	\$ 218	\$ 196	\$ 214	\$ 458	\$ 136	\$ 99	\$ 193	\$ 224	\$ 221	\$ 204	-9.6%	-2.1%
	Troponin, Quantitative	(B)	84484	\$ 174	\$ 183	33%	\$ 225	\$ 198	\$ 316	\$ 214	\$ 149	\$ 76	\$ 268	\$ 367	\$ 232	\$ 241	-21.2%	-24.2%
	Urinalysis, without microscopy	(B)	81002-81003	\$ 30	\$ 32	17%	\$ 49	\$ 34	\$ 99	\$ 43	\$ 29	\$ 36	\$ 74	\$ 32	\$ 52	\$ 40	-39.6%	-20.3%
Urinalysis, with microscopy	(B)	81000-81001	\$ 37	\$ 39	20%	\$ 58	\$ 43	N/A	\$ 88	\$ 43	\$ 34	\$ 101	\$ 46	\$ 62	\$ 46	-37.8%	-15.5%	
Diagnostic Imaging	Xray - Chest two views	(B)	71020	\$ 303	\$ 318	33%	\$ 343	\$ 342	\$ 501	\$ 103	\$ 223	\$ 452	\$ 440	\$ 366	\$ 348	\$ 403	-8.5%	-21.1%
	Xray - Lower Back - four views	(B)	72110	\$ 551	\$ 579	17%	\$ 799	\$ 799	\$ 875	\$ 198	\$ 1,175	\$ 1,023	\$ 722	\$ 1,023	\$ 836	\$ 949	-30.8%	-39.0%
	MRI - Head or Brain without contrast followed by contrast	(B)	70553	\$ 3,674	\$ 3,858	17%	\$ 4,672	\$ 4,660	\$ 5,548	\$ 5,466	\$ 5,211	\$ 3,301	\$ 4,476	\$ 4,844	\$ 4,808	\$ 5,028	-19.8%	-23.3%
	Mammography - Screening, Bilateral	(B)	77057	\$ 276	\$ 290	50%	\$ 321	\$ 279	\$ 438	\$ 175	\$ 437	\$ 268	N/A	N/A	\$ 329	\$ 352	-12.0%	-17.8%
	US - OB, 14 weeks or more, transabdominal	(B)	76805	\$ 695	\$ 730	33%	\$ 845	\$ 771	\$ 1,017	\$ 649	\$ 813	\$ 661	\$ 1,022	\$ 1,022	\$ 864	\$ 915	-15.5%	-20.2%
	US - Abdomen complete	(B)	76700	\$ 695	\$ 730	0%	\$ 1,221	\$ 1,192	\$ 1,540	\$ 1,208	\$ 1,294	\$ 1,525	\$ 1,175	\$ 1,076	\$ 1,303	\$ 1,251	-44.0%	-41.7%
	CT Scan - Pelvis, with contrast	(B)	72193	\$ 2,122	\$ 2,228	17%	\$ 2,979	\$ 2,732	\$ 3,680	\$ 4,437	\$ 3,327	\$ 1,719	\$ 2,865	\$ 2,598	\$ 3,104	\$ 3,096	-28.2%	-28.0%
	CT Scan - Head or Brain without contrast	(B)	70450	\$ 1,394	\$ 1,464	17%	\$ 2,265	\$ 2,390	\$ 2,851	\$ 2,899	\$ 2,673	\$ 1,189	\$ 2,304	\$ 2,476	\$ 2,399	\$ 2,575	-39.0%	-43.1%
	CT Scan - Abdomen with contrast	(B)	74160	\$ 2,122	\$ 2,228	17%	\$ 3,241	\$ 2,879	\$ 4,086	\$ 5,079	\$ 3,817	\$ 1,719	\$ 3,023	\$ 2,734	\$ 3,410	\$ 3,420	-34.7%	-34.9%
Room Rates	Intensive Care Unit			\$ 6,498	\$ 6,823	40%	\$ 7,642	\$ 6,823	\$ 8,352	\$ 8,976	\$ 9,184	\$ 6,329	N/A	\$ 6,188	\$ 7,806	\$ 8,352	-12.6%	-18.3%
	Medical/Surgical Unit - Private			\$ 2,853	\$ 2,996	20%	\$ 3,496	\$ 3,507	\$ 3,628	\$ 3,844	\$ 4,200	\$ 2,804	N/A	\$ 3,507	\$ 3,597	\$ 3,628	-16.7%	-17.4%
	Nursery Unit			\$ 893	\$ 938	0%	\$ 1,905	\$ 1,323	\$ 1,096	N/A	\$ 3,570	\$ 2,369	N/A	\$ 1,550	\$ 2,146	\$ 1,960	-56.3%	-52.1%
	Skilled Nursing Facility			\$ 431	\$ 453	0%	\$ 1,717	\$ 453	N/A	\$ 2,981	N/A	N/A	N/A	N/A	\$ 2,981	\$ 2,981	-84.8%	-84.8%
Average of all 25 common outpatient procedures noted by (B) above			\$ 641	\$ 673	0%	\$ 938	\$ 933	\$ 1,167	\$ 1,128	\$ 1,041	\$ 690	\$ 931	\$ 934	\$ 982	\$ 988	-31.4%	-31.8%	

Note Reference:

- (A) Level 1 - low severity - example a toothache with treatment other than a prescription, Plan B Rx.
Level 2 - low to moderate severity - minor illness with no lab or x-ray other than a simple strep screen or UTI, abrasions, small cuts with no suturing
Level 3 - moderate severity - labs, x-rays, medications simple lacerations with sutures, simple asthma that resolves, sprains
Level 4 - moderate to high severity - IV's for hydration, IV medications, splinting of fractures that are straight forward, simple chest pain, asthma that needs repeated breathing treatment or medications
Level 5 - high severity - traumas, transfers, GI bleeds, overdoses, sedation for fracture reductions
- (B) Charge is listed in the 25 most common outpatient procedures performed in a hospital per the OSHPD web site listed below under Source.
- (C) Facility has different tiered pricing for Inpatient and Outpatient. Pricing for Laboratory reflects the Outpatient pricing.
- (D) Facility has different tiered pricing for Inpatient and Outpatient. Pricing for Diagnostic Imaging reflects the Outpatient pricing.

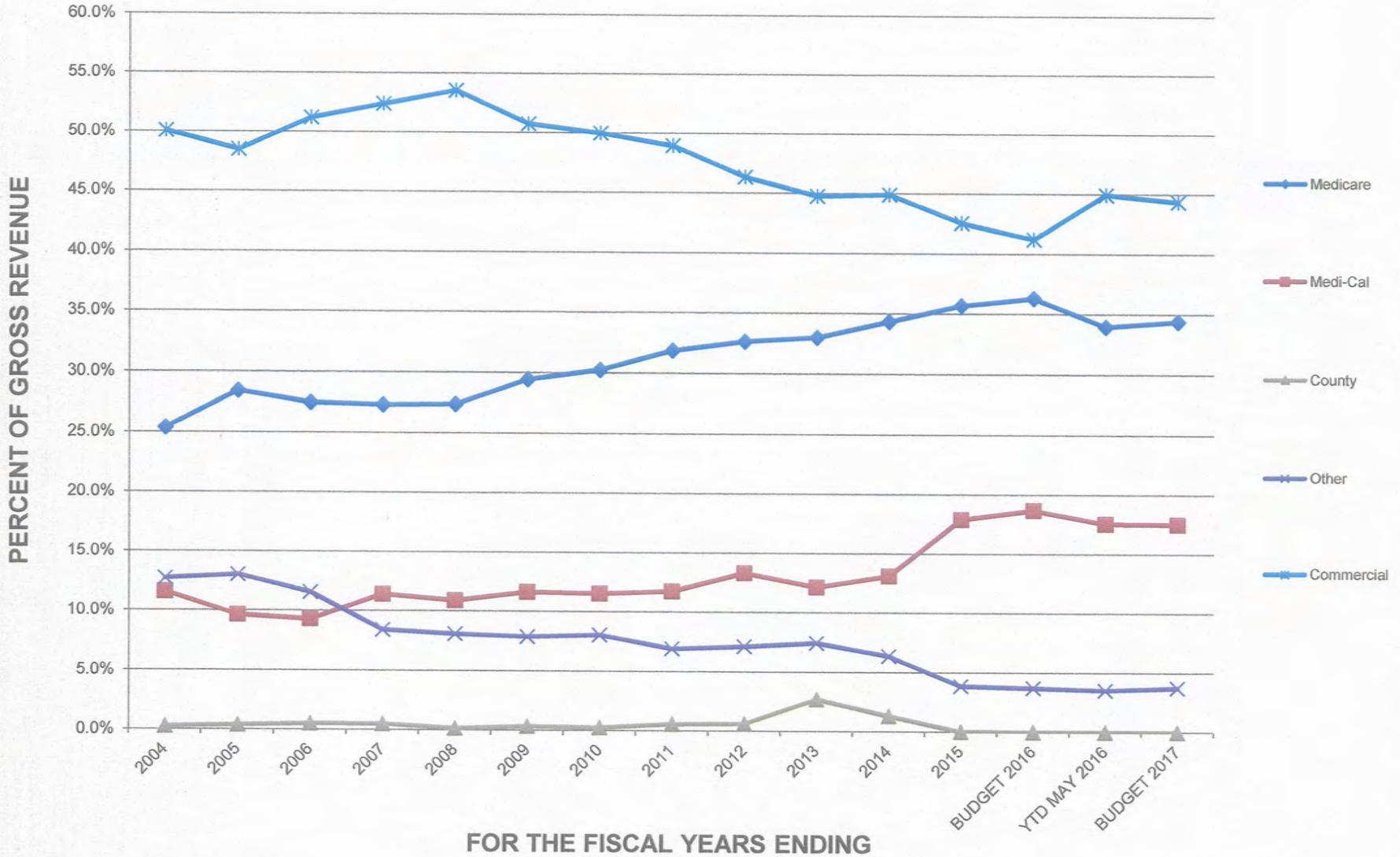
Charge is lower than TFHD
Charge is higher than TFHD

TFHDs percentile ranking is lower than the 50th
TFHDs percentile ranking is higher than the 50th

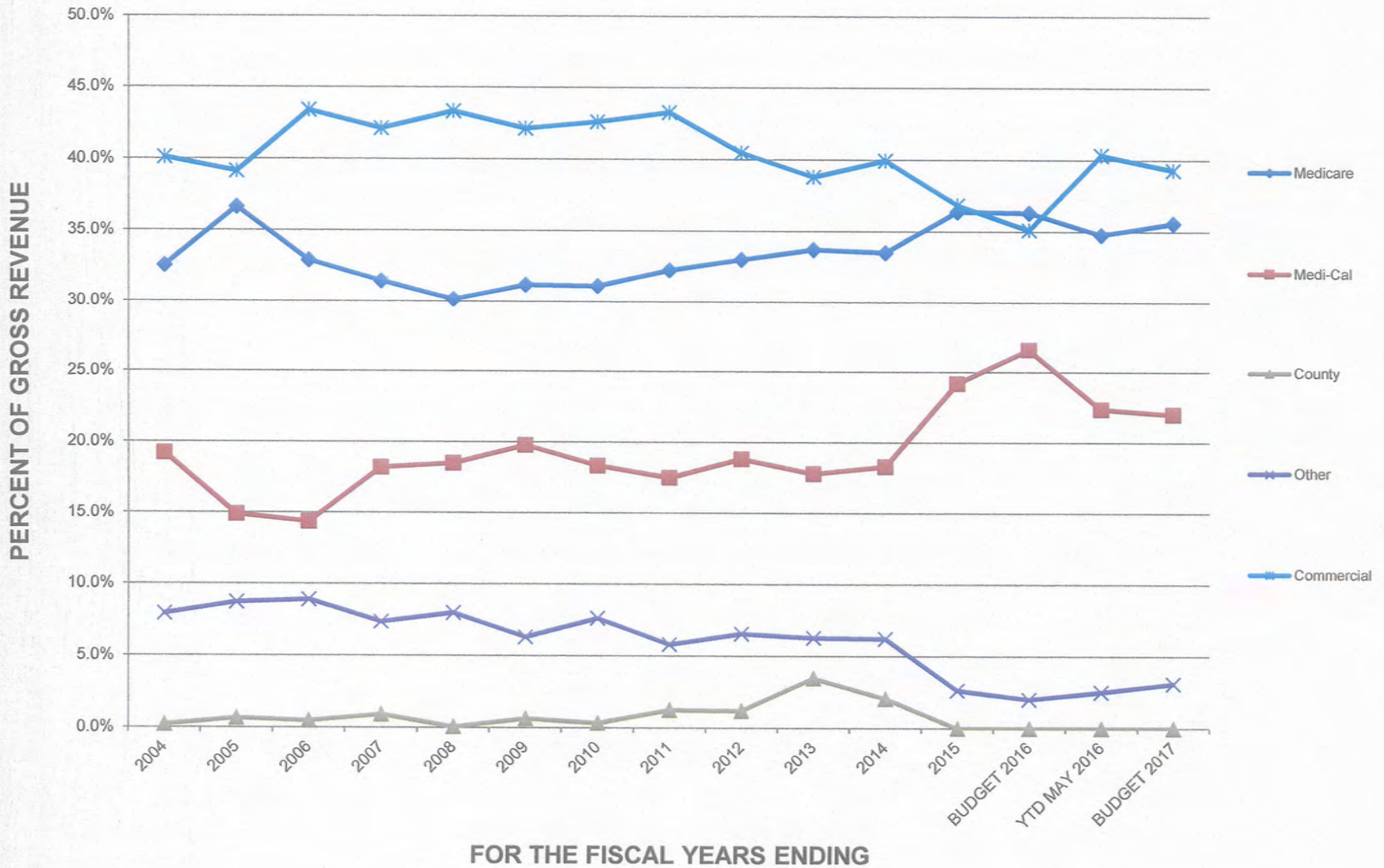
Source: California Hospitals - Office of Statewide Health Planning and Development (OSHPD) Healthcare Information Division - Annual Financial Data - Hospital Chargemasters (<http://www.oshpd.ca.gov/Chargemaster>), charges effective 6/1/2015.
Nevada Hospitals - MedAssets, 2014 data
Charges for Tahoe Forest Hospital District are as of today.

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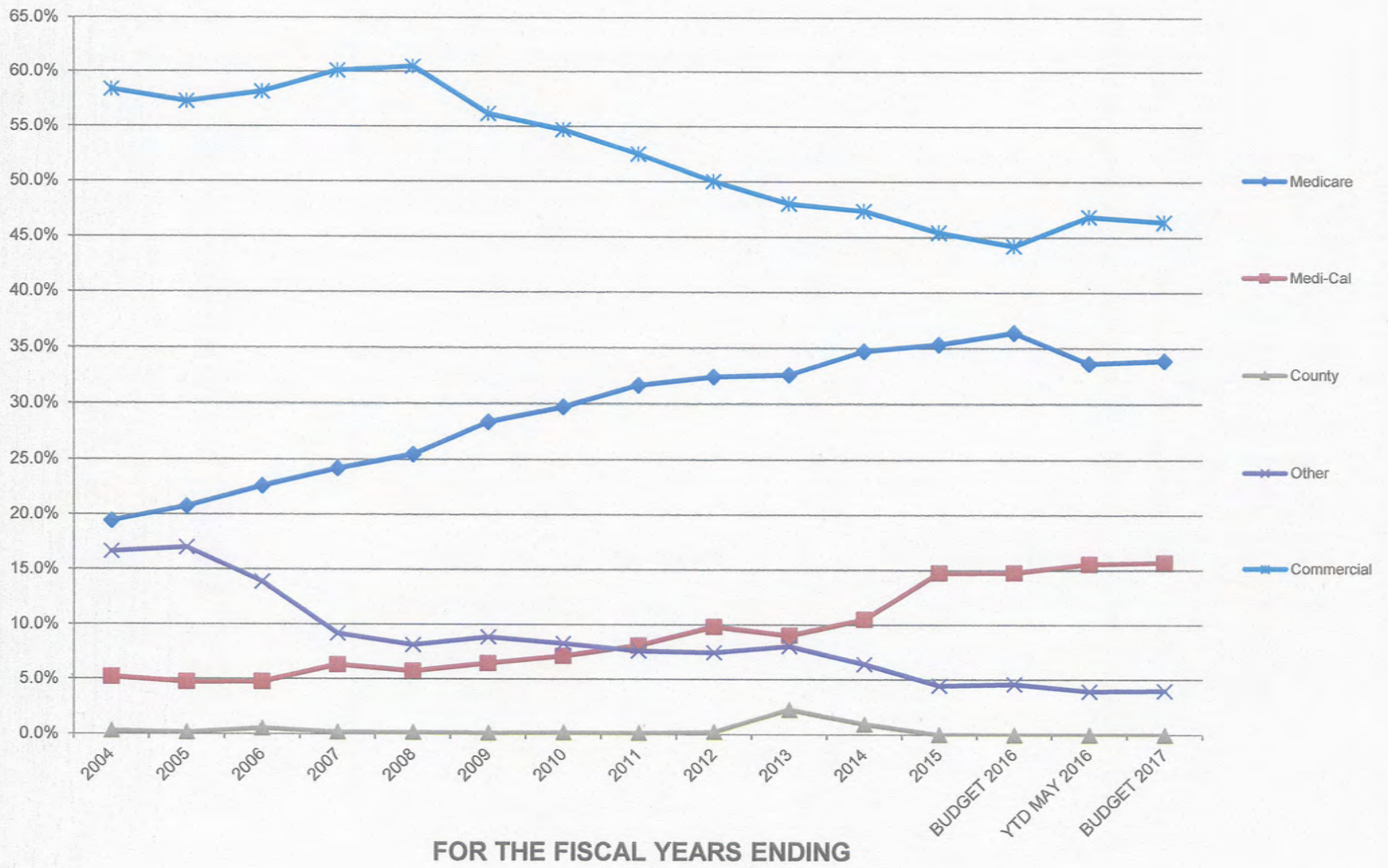
GROSS REVENUE PAYOR MIX TRENDING



INPATIENT REVENUE PAYOR MIX TRENDING



OUTPATIENT REVENUE PAYOR MIX TRENDING



FOR THE FISCAL YEARS ENDING

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

INPATIENT	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	BUDGET	YTD MAY	BUDGET
													2016	2016	2017
Medicare	32.5%	36.6%	32.9%	31.4%	30.1%	31.2%	31.1%	32.2%	33.0%	33.7%	33.5%	36.4%	36.3%	34.8%	35.6%
Medi-Cal	19.2%	14.9%	14.4%	18.2%	18.5%	19.8%	18.3%	17.5%	18.8%	17.8%	18.3%	24.2%	26.6%	22.4%	22.0%
County	0.2%	0.6%	0.5%	0.9%	0.1%	0.6%	0.3%	1.2%	1.2%	3.5%	2.0%	0.0%	0.0%	0.0%	0.0%
Other	7.9%	8.7%	8.9%	7.4%	8.0%	6.3%	7.6%	5.8%	6.6%	6.3%	6.2%	2.6%	2.0%	2.5%	3.1%
Commercial	40.1%	39.1%	43.4%	42.1%	43.3%	42.1%	42.6%	43.3%	40.5%	38.8%	39.9%	36.8%	35.1%	40.3%	39.3%

OUTPATIENT	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	BUDGET	YTD MAY	BUDGET
													2016	2016	2017
Medicare	19.4%	20.8%	22.6%	24.2%	25.5%	28.4%	29.7%	31.6%	32.4%	32.6%	34.7%	35.4%	36.4%	33.6%	33.9%
Medi-Cal	5.2%	4.7%	4.7%	6.3%	5.7%	6.5%	7.1%	8.1%	9.8%	9.1%	10.5%	14.8%	14.8%	15.6%	15.7%
County	0.3%	0.2%	0.5%	0.2%	0.2%	0.1%	0.2%	0.1%	0.3%	2.3%	1.0%	0.0%	0.0%	0.0%	0.0%
Other	16.7%	17.0%	13.9%	9.2%	8.1%	8.9%	8.3%	7.6%	7.5%	8.0%	6.4%	4.5%	4.6%	3.9%	4.0%
Commercial	58.4%	57.3%	58.2%	60.1%	60.5%	56.2%	54.7%	52.5%	50.0%	48.0%	47.4%	45.4%	44.2%	46.8%	46.4%

TOTAL	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	BUDGET	YTD MAY	BUDGET
													2016	2016	2017
Medicare	25.4%	28.4%	27.5%	27.3%	27.4%	29.5%	30.3%	31.9%	32.6%	33.0%	34.3%	35.7%	36.3%	34.0%	34.4%
Medi-Cal	11.6%	9.6%	9.3%	11.4%	10.9%	11.6%	11.5%	11.7%	13.3%	12.1%	13.1%	17.9%	18.7%	17.6%	17.5%
County	0.3%	0.4%	0.5%	0.5%	0.1%	0.3%	0.2%	0.6%	0.6%	2.7%	1.3%	0.0%	0.0%	0.0%	0.0%
Other	12.7%	13.0%	11.5%	8.4%	8.1%	7.9%	8.0%	6.9%	7.1%	7.4%	6.4%	3.8%	3.7%	3.5%	3.7%
Commercial	50.1%	48.5%	51.2%	52.4%	53.5%	50.7%	50.0%	48.9%	46.3%	44.8%	44.9%	42.5%	41.2%	44.9%	44.3%

Tahoe Forest Hospital District Deductions from Revenue

Deductions from Revenue have been budgeted at \$108.3 million for FY 2017, representing an increase of \$17.0 million from projected FY 2016 and an \$11.5 million increase over budget FY2016. The rise in our Deductions from Revenue is attributed to the increase in budgeted Gross Revenue in FY 2017, accounting for marginal shifts in our payor mix as a result of Healthcare Reform and expansion of the Medi-Cal program and decreases in our Medicare, Medi-Cal and Commercial Insurance rates in FY 2017. Our Medicare Inpatient reimbursement has fluctuated throughout the first eleven months of FY 2016, representing an overall decline in Inpatient reimbursement of 12.3% since the beginning of the fiscal year. At the end of May 2016, the TFH Medicare outpatient rate decreased by 1% since the beginning of the fiscal year. For Incline Village Community Hospital, our Medicare inpatient and outpatient rates remained the same from the beginning of the fiscal year. In regards to Medi-Cal, our Skilled Nursing Facility rate remained consistent for FY 2016 and swing bed reimbursement increased by 4.7%. We have also planned for cuts in our Inpatient Commercial Insurance reimbursement rates as a result of the state health insurance exchanges.

As a percentage of gross revenue, our Deductions from Revenue are 46.0%, which is higher when compared to projected FY 2016's 43.7%. The increase relates to shifts in our payor mix, decreases to our Inpatient and Outpatient Medicare and Inpatient Commercial contractual reimbursement rates. We are seeing the positive variance in FY 2016 Bad Debt leveling in the past two months so have budgeted appropriately for FY 2017.

Charity Care is a component of Deductions from Revenue and has been budgeted at 3.5% of gross revenue totaling \$8.3 million and Bad Debt has been budgeted at 1.5% of gross revenue or \$3.5 million. We believe these percentages represent a more realistic view of what we will observe in FY 2017 now that our Revenue Cycle has steadied in FY 2016.

A summary page of our contractual allowance percentages is presented on the following page.

**Tahoe Forest Hospital District
Analysis of Contractual Allowance Percentages**

FY 2017 Budget

	<u>Contractual Allowances</u>
Inpatient Medicare	\$ 13,770,696
Outpatient Medicare	33,426,229
Inpatient Medi-Cal	6,572,526
Outpatient Medi-Cal	23,485,732
Inpatient County Indigent	-
Outpatient County Indigent	-
Inpatient Commercial	5,042,829
Outpatient Commercial	14,189,654
Inpatient Other	893,617
Outpatient Other	2,632,115
Charity as a percent of Gross Revenue	8,252,435
	<u>\$ 108,265,833</u>
As a Percent of Gross Revenue	<u>46%</u>

FY 2016 Budget

	<u>Contractual Allowances</u>
Inpatient Medicare	\$ 15,179,750
Outpatient Medicare	26,548,014
Inpatient Medi-Cal	8,541,889
Outpatient Medi-Cal	18,348,128
Inpatient County Indigent	-
Outpatient County Indigent	41,519
Inpatient Commercial	4,568,952
Outpatient Commercial	11,803,640
Inpatient Other	1,370,537
Outpatient Other	3,610,708
Charity as a percent of Gross Revenue	6,770,108
	<u>\$ 96,783,245</u>
As a Percent of Gross Revenue	<u>47%</u>

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

Management has budgeted an overall increase of 34.85 FTEs when compared to projected FY 2016, and a 36.01 FTE increase when compared to the budgeted FY 2016 FTEs.

Increases in our FTEs for FY 2017 are related to additional staffing requirements identified for the Multi-Specialty Clinics due to planned growth and the addition of physicians, staffing positions that were filled through registry agencies and consulting firms in the current fiscal year, development in the Surgical Service lines, continued growth in the Cancer Center, increasing regulatory requirements, staffing needs once the final phase of the Measure C Buildings are brought on-line, Informatics personnel required for the Information Systems conversion, and enhancements to our Initiative Programs, such as the Wellness Neighborhood and the new Medi-Cal PRIME Project.

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

The approximate overall net increase for FY 2017 as compared to Projected FY 2016 is outlined below:

Additional FTEs added to Programs or Services:	
Surgical Services	1.08
Pharmacy Overhead	.77
Materials Management	1.12
Engineering	2.35
Housekeeping	2.01
Information Technology	5.26
Human Resources and Education	.65
Quality	.56
Community Case Management	3.02
Hospice & Hospice Thrift Stores	.56
Cancer Center	.89
Occupational Health and TFH Health Clinics	.37
Multi-Special Clinics and MSC Support	12.98
Retail Pharmacy	.80
Center Operations	3.23
Wellness Neighborhood and Community Health	.94
Medi-Cal PRIME Project	2.10
IVCH Admitting	.45
IVCH Medical Records	.79
IVCH Administration	.93
IVCH Foundation	.76
IVCH Clinic	.33
Ski Aid Stations	.74

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

FTE Decreases to Core Staffing Levels:	
Emergency Department	1.46
Revenue Cycle (incl Patient Financial Services & Patient Registration)	.57
Medical Records	.50
Nursing Administration	3.85
IVCH Emergency Department	.41
Home Health	.41
Capitalized Labor – System Upgrades	.83
Total	34.66

It is important to note that the increase in our FTEs over the last several years has been due to thoughtful and deliberate enhancements in programs and services provided at Tahoe Forest Hospital District as well as staying abreast of ever increasing regulatory requirements.

Management intends to use its discretion to appropriately balance the projected FTE requirements for FY 2017 with the financial well-being of the District.

TAHOE FOREST HOSPITAL DISTRICT
 TOTAL FTE SUMMARY - HISTORICAL TREND
 BUDGET FY 2017

Dept #	Dept Name	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	BUDGET FY 2016	FYTD 2016	BUDGET FY 2017	BUDGET FY 2017 vs PROJECTED FY 2016	BUDGET FY 2017 vs BUDGET FY 2016
16010	ICU	12.93	12.07	11.95	12.01	12.23	11.04	11.74	11.75	0.01	0.71
16170	Med Surg	22.80	22.47	23.84	23.21	23.59	23.30	22.34	22.35	0.01	-0.95
17010	Emergency Room	18.21	17.32	17.53	18.66	18.88	15.51	20.43	18.97	-1.46	3.46
17040	Ambulance RN	0.01	0.01	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17403	Perinatal	0.91	0.85	0.78	0.86	0.80	0.80	0.76	0.80	0.04	0.00
17071	Perinatal March of Dimes	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17072	Diabetic Center	0.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17400	Labor and Delivery	15.26	14.55	20.43	17.34	17.20	17.01	16.76	17.00	0.24	-0.01
17420	Surgery	14.49	14.17	15.70	15.33	17.14	18.31	18.10	18.50	0.40	0.19
17428	Pain Clinic	0.57	0.44	0.27	0.38	0.34	0.40	0.49	0.40	-0.09	0.00
17429	SPD	5.77	5.64	5.12	6.05	5.85	6.10	5.74	6.50	0.76	0.40
17430	PAAS	10.05	10.29	11.13	10.88	10.73	9.69	10.03	10.20	0.17	0.51
17450	Anesthesia	0.08	0.56	0.52	0.52	0.04	0.00	0.00	0.00	0.00	0.00
17760	Gastro-Intestinal Services	3.41	3.18	2.42	3.87	3.66	3.63	3.86	3.70	-0.16	0.07
17500	Laboratory	19.35	18.00	20.06	21.37	20.47	20.53	20.75	20.30	-0.45	-0.23
17593	Cardiac Rehab	0.74	0.69	0.61	0.72	0.70	0.60	0.68	0.65	-0.03	0.05
17595	Pulmonary Rehab	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17630	Diagnostic Imaging	13.11	14.75	14.75	13.30	13.62	13.65	13.39	13.47	0.08	-0.18
17632	Womens Imaging Center	3.95	2.86	2.27	3.13	3.28	2.58	3.21	2.95	-0.26	0.37
17633	MOB Diagnostic Imaging	0.09	0.00	1.54	1.05	0.95	1.28	0.85	0.90	0.05	-0.38
17650	Nuc Med	1.00	0.98	1.52	1.42	1.10	1.00	1.04	1.00	-0.04	0.00
17660	MRI	1.94	1.82	1.79	1.96	1.94	1.95	1.89	1.90	0.01	-0.05
17670	Ultrasound	2.41	2.56	3.04	2.76	2.52	2.29	2.55	2.60	0.05	0.31
17672	Briner Imaging	0.83	0.81	0.87	0.89	0.97	1.23	0.81	0.90	0.09	-0.33
17680	CT	2.19	1.78	3.02	2.72	2.54	2.95	2.55	2.55	0.00	-0.40
17685	PET CT	0.00	0.00	0.00	0.00	0.36	0.40	0.42	0.45	0.03	0.05
17720	Respiratory Therapy	0.00	0.00	0.00	0.00	0.00	7.43	6.22	5.76	-0.46	-1.67
17180	TC Physical Therapy	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.05	0.05	0.05
17875	TC Lab Clinic	0.93	0.92	0.91	0.85	0.89	0.75	0.95	0.90	-0.05	0.15

TAHOE FOREST HOSPITAL DISTRICT
 TOTAL FTE SUMMARY - HISTORICAL TREND
 BUDGET FY 2017

Dept #	Dept Name	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	BUDGET FY 2016	FYTD 2016	BUDGET FY 2017	BUDGET FY 2017 vs PROJECTED FY 2016	BUDGET FY 2017 vs BUDGET FY 2016
17876	Ski Aid - Sugar Bowl	0.39	0.50	0.00	0.46	0.33	0.35	0.12	0.35	0.23	0.00
17877	Ski Aid - Boreal	0.37	0.50	0.00	0.43	0.38	0.35	0.08	0.35	0.27	0.00
18280	Ski Aid -Alpine	0.37	0.51	0.00	0.44	0.38	0.35	0.11	0.35	0.24	0.00
18240	Medical Post Graduate Education	0.20	0.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18340	Dietary	25.96	24.52	28.15	27.93	29.70	31.61	28.17	28.00	-0.17	-3.61
18390	Pharmacy Overhead	7.92	7.94	10.06	8.89	8.81	9.13	9.13	9.90	0.77	0.77
18400	Materials Management	7.94	8.34	8.82	9.34	8.99	8.91	8.04	9.16	1.12	0.25
18440	Housekeeping	19.08	19.11	22.19	21.46	22.76	20.90	23.24	25.25	2.01	4.35
18460	Engineering	8.39	8.60	10.28	10.03	9.72	10.60	9.25	11.60	2.35	1.00
18470	Communications	0.00	0.00	1.77	1.23	0.00	0.00	0.00	0.00	0.00	0.00
18480	MIS	21.52	18.03	16.62	17.82	18.77	20.61	20.34	25.60	5.26	4.99
18510	Accounting	5.52	5.61	5.91	5.93	6.44	6.99	6.72	7.00	0.28	0.01
18530	Patient Financial Services	21.46	20.09	23.44	23.53	22.04	22.98	23.27	20.25	-3.02	-2.73
18560	Patient Registration & Communications	20.14	19.57	21.26	21.41	23.32	25.35	27.12	25.57	-1.55	0.22
18590	Financial Administration	1.00	0.98	1.00	1.00	1.00	1.00	1.02	1.00	-0.02	0.00
18591	Revenue Cycle	2.60	1.90	1.01	0.92	0.98	3.99	1.00	5.00	4.00	1.01
18610	Administration	3.75	3.69	3.83	4.07	5.39	4.07	4.89	4.86	-0.03	0.79
18612	Corporate Compliance	0.00	0.00	0.00	0.16	0.67	0.00	0.39	0.60	0.21	0.60
18616	Star Program	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18620	Board of Directors	0.10	0.10	0.10	0.10	0.12	0.15	0.12	0.15	0.03	0.00
18630	Community Relations/Marketing	1.83	1.72	2.00	2.00	2.00	2.00	2.00	2.00	0.00	0.00
18632	Community Development	0.97	0.93	1.00	1.00	1.02	1.80	1.78	1.90	0.12	0.10
18650	Human Resources	5.24	3.74	4.65	4.04	4.39	5.04	5.62	6.00	0.38	0.96
18651	Education	1.85	1.95	2.06	2.00	1.38	1.80	1.78	2.05	0.27	0.25
18662	Infection Control/Employee Health	1.38	1.19	1.06	1.21	1.18	1.26	1.29	1.20	-0.09	-0.06
18700	Med Records	8.09	7.39	7.64	8.49	8.48	7.80	8.70	8.20	-0.50	0.40
18710	Medical Staff	1.61	1.65	2.80	2.97	3.86	3.51	3.00	3.00	0.00	-0.51
18720	Nursing Administration	9.31	10.67	10.00	11.48	12.57	13.74	13.65	9.80	-3.85	-3.94
18740	Quality	3.98	3.54	5.15	5.80	4.42	3.78	3.44	4.00	0.56	0.22
18750	Nursing Case Management	2.37	2.40	2.60	2.91	3.83	4.00	3.58	3.50	-0.08	-0.50

TAHOE FOREST HOSPITAL DISTRICT
 TOTAL FTE SUMMARY - HISTORICAL TREND
 BUDGET FY 2017

Dept #	Dept Name	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	BUDGET FY 2016	FYTD 2016	BUDGET FY 2017	BUDGET FY 2017 vs PROJECTED FY 2016	BUDGET FY 2017 vs BUDGET FY 2016
18751	Community Case Management	0.03	0.12	0.16	0.15	0.09	1.00	0.88	3.90	3.02	2.90
18752	Quality Assurance/Customer Service	0.00	0.00	0.00	0.02	0.00	0.00	0.00	0.00	0.00	0.00
18771	Community Wellness	0.64	0.89	0.86	0.66	0.56	0.95	1.07	0.00	-1.07	-0.95
18777	Emergency Preparedness	0.38	0.40	0.11	0.29	0.27	0.30	0.04	0.00	-0.04	-0.30
18795	Managed Care	0.03	0.60	0.73	0.74	0.30	0.50	0.29	0.25	-0.04	-0.25
TOTAL TFH		335.76	324.09	355.35	358.19	363.95	377.25	375.69	385.34	9.65	8.09
26170	Med-Surg	4.42	4.80	4.56	4.86	5.36	4.60	4.66	4.60	-0.06	0.00
27010	Emergency Room	7.61	5.96	6.48	6.87	6.31	6.88	6.71	6.30	-0.41	-0.58
27420	Surgery	2.07	2.01	1.90	1.61	0.72	0.69	0.77	0.80	0.03	0.11
27428	Pain Clinic	0.16	0.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27429	SPD	0.25	0.29	0.17	0.11	0.11	0.11	0.17	0.15	-0.02	0.04
27430	PAAS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27500	Lab	4.00	3.92	3.99	4.54	4.70	4.70	4.73	4.70	-0.03	0.00
27630	Diagnostic Imaging	1.46	1.57	1.73	1.79	1.81	1.34	1.96	1.85	-0.11	0.51
27680	Cat Scan	1.74	1.29	1.11	1.15	1.14	1.20	1.15	1.15	0.00	-0.05
27770	Physical Therapy	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.10	0.10	0.10
28282	Diamond Ski Aid	0.00	0.17	0.00	0.13	0.15	0.20	0.08	0.15	0.07	-0.05
28340	Dietary	0.89	0.81	0.89	0.77	0.72	0.75	0.75	0.75	0.00	0.00
28390	Pharmacy Overhead	0.07	0.09	0.28	0.10	0.12	0.13	0.14	0.30	0.16	0.17
28440	Housekeeping	2.17	1.87	2.04	2.95	2.96	2.92	3.01	3.00	-0.01	0.08
28460	Engineering	0.00	0.00	0.00	0.34	0.39	0.40	0.40	0.40	0.00	0.00
28560	Admitting	5.12	4.49	5.52	5.64	4.35	5.10	4.65	5.10	0.45	0.00
28610	Administration	1.09	0.99	1.00	1.46	1.61	1.69	1.46	1.40	-0.06	-0.29
28700	Medical Records	0.41	0.36	0.45	0.47	0.43	1.35	0.51	1.30	0.79	-0.05
28720	Nursing Administration	0.99	1.07	0.50	0.50	0.48	0.00	0.07	1.00	0.93	1.00
TOTAL IVCH		32.45	29.79	30.62	33.29	31.36	32.06	31.22	33.05	1.83	0.99
TOTAL SKILLED NURSING FACILITY		31.25	29.92	33.55	30.07	29.29	27.40	30.26	30.50	0.24	3.10

TAHOE FOREST HOSPITAL DISTRICT
 TOTAL FTE SUMMARY - HISTORICAL TREND
 BUDGET FY 2017

Dept #	Dept Name	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	BUDGET FY 2016	FYTD 2016	BUDGET FY 2017	BUDGET FY 2017 vs PROJECTED FY 2016	BUDGET FY 2017 vs BUDGET FY 2016
TOTAL HOME HEALTH		7.19	6.43	7.35	6.46	6.81	5.95	7.54	7.13	-0.41	1.18
17310	Hospice	8.44	7.49	9.17	5.89	4.81	5.65	3.64	3.90	0.26	-1.75
18618	Thrift Store Truckee	5.02	4.87	5.77	5.07	5.22	6.40	4.44	4.60	0.16	-1.80
18619	Thrift Store Kings Beach	2.38	2.07	2.18	2.03	1.88	1.00	2.26	2.40	0.14	1.40
TOTAL HOSPICE AND THRIFT		15.84	14.43	17.12	12.99	11.91	13.05	10.34	10.90	0.56	-2.15
17181	Oncology Lab	1.18	1.09	1.16	1.14	1.11	1.00	1.13	1.00	-0.13	0.00
17641	Medical Oncology	10.80	11.12	18.35	18.22	17.69	17.87	17.40	20.10	2.70	2.23
17642	Radiation Oncology	0.00	0.00	5.03	4.31	4.65	3.00	4.68	3.00	-1.68	0.00
TOTAL ONCOLOGY PROGRAM		11.98	12.21	24.54	23.67	23.45	21.87	23.21	24.10	0.89	2.23
17085	TFH Clinic	3.92	3.77	4.27	4.14	5.34	4.77	5.93	5.95	0.02	1.18
27085	IVCH Clinic	0.26	0.30	0.96	1.16	1.38	1.70	2.57	2.90	0.33	1.20
18660	Occ Health	1.35	1.27	2.05	2.23	1.82	1.76	2.06	2.20	0.14	0.44
18664	Lab Draw MOB	0.70	0.65	0.68	0.72	0.68	0.70	0.49	0.70	0.21	0.00
19514	Placer County	0.08	0.03	0.13	0.03	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OCC HEALTH/MEDI-CAL CLINIC		6.31	6.02	8.09	8.28	9.22	8.93	11.05	11.75	0.70	2.82
TOTAL CHILDCARE CENTER		11.57	11.53	12.07	12.04	11.99	12.00	13.29	13.50	0.21	1.50

TAHOE FOREST HOSPITAL DISTRICT
 TOTAL FTE SUMMARY - HISTORICAL TREND
 BUDGET FY 2017

Dept #	Dept Name	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	BUDGET FY 2016	FYTD 2016	BUDGET FY 2017	BUDGET FY 2017 vs PROJECTED FY 2016	BUDGET FY 2017 vs BUDGET FY 2016
17075	MSC - OB/GYN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18715	MSC - Administration	7.32	7.73	9.53	11.26	8.59	5.26	4.92	5.95	1.03	0.69
18532	MSC - Business Office	10.13	7.51	9.11	8.10	7.20	7.50	8.13	8.00	-0.13	0.50
17801	MSC - Audiology - Gateway	0.00	0.25	0.26	0.27	0.24	0.00	0.00	0.00	0.00	0.00
17073	MSC - ENT/Allergy - MOB Suite	3.86	4.18	4.55	4.21	3.04	3.20	3.97	4.00	0.03	0.80
17078	MSC - Surgery, General	0.00	0.32	0.00	0.00	0.00	0.00	0.00	3.00	3.00	3.00
17090	MSC - Int Med/Pulmonology - MOB Suite	5.54	5.70	5.46	6.19	6.23	6.10	6.28	5.90	-0.38	-0.20
19524	MSC - Int Med - Mt. Medical Center	2.67	2.36	3.47	1.77	0.00	0.00	0.00	0.00	0.00	0.00
17079	MSC - Int Med/Cardiology - Gateway	6.00	9.37	8.42	10.23	13.35	12.70	14.35	14.55	0.20	1.85
17082	MSC - Urology	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	4.00	4.00
17096	MSC - Gastroenterology	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	3.00
19530	MSC - Orthopedics	0.09	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17077	MSC - Pediatrics	7.85	8.82	9.50	9.25	9.62	11.60	11.57	11.90	0.33	0.30
29523	MSC - IVCH Int Med/Pediatrics	1.70	1.53	2.73	2.87	2.70	2.20	0.71	2.20	1.49	0.00
29532	MSC - Urology	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
57081	MSC - Sports Medicine - Winans	1.10	1.20	1.24	1.38	2.14	3.30	1.79	2.20	0.41	-1.10
TOTAL MULTI-SPECIALTY CLINIC SERVICES		46.26	48.97	54.27	55.53	53.11	51.86	51.72	64.70	12.98	12.84
TOTAL RETAIL PHARMACY		4.79	4.67	5.59	5.30	4.31	4.65	4.20	5.00	0.80	0.35
18615	TFH Foundation	1.76	2.72	3.71	3.03	2.68	1.80	1.82	1.90	0.08	0.10
28615	IVCH Foundation	1.00	0.49	0.00	0.00	0.03	0.00	0.04	0.80	0.76	0.80
TOTAL FOUNDATIONS		2.76	3.21	3.71	3.03	2.71	1.80	1.86	2.70	0.84	0.90
TOTAL VOLUNTEERS		0.37	0.37	0.45	0.45	0.43	0.45	0.45	0.50	0.05	0.05
TOTAL CENTER OPERATIONS		6.56	4.24	0.37	0.49	0.56	0.40	0.57	3.80	3.23	3.40

TAHOE FOREST HOSPITAL DISTRICT
 TOTAL FTE SUMMARY - HISTORICAL TREND
 BUDGET FY 2017

Dept #	Dept Name	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	BUDGET FY 2016	FYTD 2016	BUDGET FY 2017	BUDGET FY 2017 vs PROJECTED FY 2016	BUDGET FY 2017 vs BUDGET FY 2016
18010	Tahoe Institute for Rural Health Research	0.20	0.27	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18011	HRSA Grant	0.00	0.66	1.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18633	Wellness Neighbor	0.00	0.00	0.16	0.30	1.35	1.75	1.74	3.75	2.01	2.00
18595	Innovation Fund	0.00	0.00	0.90	0.19	0.00	0.00	0.00	0.00	0.00	0.00
18215	Medi-Cal PRIME Project	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.10	2.10	2.10
18216	Magnet Program	0.04	0.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18220	Systems Performance	0.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL INITIATIVE PROGRAMS		0.28	0.97	2.23	0.49	1.35	1.75	1.74	5.85	4.11	4.10
18492	CPSI Conversion	0.00	1.54	1.91	0.25	1.98	0.00	0.23	0.00	-0.23	0.00
18493	SOFT Upgrade - In FY2016	0.00	1.15	2.10	0.21	0.00	2.53	0.60	0.00	-0.60	-2.53
18494	PICIS Upgrade - In FY2016	0.00	1.50	0.84	0.15	0.00	0.86	0.00	0.00	0.00	-0.86
18495	System Upgrade	0.07	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18465	Measure C	0.98	0.96	1.00	0.86	0.44	0.00	0.00	0.00	0.00	0.00
TOTAL CAPITALIZED LABOR		1.05	5.15	5.85	1.47	2.42	3.39	0.83	0.00	-0.83	-3.39
GRAND TOTAL TFHD		514.42	502.00	561.16	551.75	552.87	562.81	563.97	598.82	34.85	36.01

Tahoe Forest Hospital District Statement of Cash Flows

The District is projecting that as of June 30, 2017 we will have approximately \$59.9 million in unrestricted cash available for the Days Cash on Hand calculation, which represents 169 days.

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

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

S&P previously included TFHD in the category of "Small Hospitals", which represented organizations with less than \$90 million in annual net patient revenue. We no longer meet this criteria and would be included in the "Stand-Alone Hospitals" category going forward. We concluded our last annual review with S&P in May 2015, with affirmation of our BBB- rating, but with a revised outlook from stable to negative. Due to the refinancing of the 2006 Revenue Bond, we are no longer "required" to be reviewed by S&P. However, this would deviate from the refreshed Board Finance Policy discussed in the Executive Summary and we would recommend continuing with the rating agency.

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS

	PROJECTED FYE 2016		BUDGET FYE 2017	BUDGET 1ST QTR	BUDGET 2ND QTR	BUDGET 3RD QTR	BUDGET 4TH QTR
Net Operating Rev/(Exp) - EBIDA	\$ 14,392,063		\$ 8,354,249	\$ 2,964,780	\$ 1,394,954	\$ 3,062,467	\$ 932,048
Interest Income	129,230		249,285	70,290	48,762	60,097	70,136
Property Tax Revenue	6,114,475		5,682,000	310,000	78,000	3,020,000	2,274,000
Donations	749,142		1,023,000	50,000	90,000	405,000	478,000
Debt Service Payments	(3,441,271)		(3,568,341)	(1,229,087)	(725,083)	(889,087)	(725,083)
Bank of America - 2012 Muni Lease	(1,243,649)		(1,243,644)	(310,911)	(310,911)	(310,911)	(310,911)
Copier	(8,759)		(11,520)	(2,880)	(2,880)	(2,880)	(2,880)
2002 Revenue Bond	(483,555)		(668,008)	(504,004)	-	(164,004)	-
2015 Revenue Bond	(1,705,308)		(1,645,169)	(411,292)	(411,292)	(411,292)	(411,292)
Physician Recruitment	(263,769)		(120,000)	(30,000)	(30,000)	(30,000)	(30,000)
Investment in Capital							
Equipment	(1,356,460)		(1,262,750)	(980,250)	(275,000)	(7,500)	-
Municipal Lease Reimbursement	1,319,139		979,000	-	979,000	-	-
GO Bond Project Personal Property	(272,112)		(279,000)	(279,000)	-	-	-
IT	(967,925)		(297,578)	(297,578)	-	-	-
Building Projects	(1,919,604)		(4,315,500)	(1,362,500)	(1,609,000)	(709,000)	(635,000)
Health Information/Business System	(91,014)		(7,000,000)	(1,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Capital Investments							
Properties	(10,000)		(2,794,000)	(2,365,000)	-	(429,000)	-
Measure C Scope Modifications	-		(2,476,716)	(2,026,716)	(450,000)	-	-
Change in Accounts Receivable	2,290,330	N1	(2,183,288)	(2,818,774)	131,796	(210,814)	714,505
Change in Settlement Accounts	2,755,633	N2	1,175,000	(1,678,000)	3,038,000	(435,000)	250,000
Change in Other Assets	(3,876,764)	N3	(890,622)	(704,442)	(469,762)	6,718	276,864
Change in Other Liabilities	209,725	N4	(320,000)	(400,000)	280,000	(800,000)	600,000
Change in Cash Balance	15,760,818		(8,045,261)	(11,776,277)	481,666	1,043,881	2,205,470
Beginning Unrestricted Cash	52,227,897		67,988,715	67,988,715	56,212,438	56,694,104	57,737,985
Ending Unrestricted Cash	67,988,715		59,943,454	56,212,438	56,694,104	57,737,985	59,943,454
Expense Per Day	335,971		355,605	356,998	354,759	357,131	355,605
Days Cash On Hand	202		169	157	160	162	169

Footnotes:

N1 - Change in Accounts Receivable reflects the 30 day delay in collections.

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

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

N4 - Change in Other Liabilities reflect fluctuations in liability accounts on the Balance Sheet that effect cash. For example, an increase in accounts payable effects EBIDA but not cash.

Tahoe Forest Hospital District Capital Expenditures

The District has limited capacity to fund all capital expenditure requests for FY 2017. Requests totaled \$23.7 million. After much review and cash flow projections, we recommend approval for \$18.4 million. Of the \$18.4 million, \$16.9 will be funded through operations and cash reserves, \$913,000 from the remaining municipal lease proceeds, and \$559,000 will be funded by donations. On the following pages is a complete list of capital requests for FY 2017. Of this list, only the items listed as mission critical were recommended for approval as the 2017 Capital Budget:

1. Equipment - \$1,262,750
2. IT Computer/Software - \$297,578
3. Health Information (EMR)/Business Systems - \$7,000,000
4. Building projects - \$4,315,500
5. GO Bond Project Personal Property (not funded by Measure C) - \$279,000
6. Measure C Scope Modifications not funded by Measure C - \$2,476,716
7. Property Investment - \$2,794,000

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

In addition, we have included the District's multi-year capital plan through FY 2020.

Tahoe Forest Hospital District
 Capital Budget Funding Source
 FY 2017

	Funded by Operations	Funded by Muni Lease	Funded by Donations	Total Capital Budget
Total Capital Requests:				
TFH Equipment	\$ 2,592,600	\$ 881,450	\$ -	\$ 3,474,050
IVCH Equipment	399,250	-	-	399,250
TCHSP Equipment	35,500	31,500	-	67,000
TFH Computer/Software	746,572	-	-	746,572
IVCH Computer/Software	6,000	-	-	6,000
TCHSP Computer/Software	-	-	-	-
HIS Project	7,000,000	-	-	7,000,000
TFH Projects - Construction/Remodel/Etc	2,718,300	-	-	2,718,300
IVCH Projects - Construction/Remodel/Etc	3,166,000	-	559,000	3,725,000
TCHSP Projects - Construction/Remodel/Etc	60,000	-	-	60,000
GO Bond Project Personal Property	279,000	-	-	279,000
Property Investment	2,794,000	-	-	2,794,000
GO Bond Measure C Completion	2,476,716	-	-	2,476,716
Total	\$ 22,273,938	\$ 912,950	\$ 559,000	\$ 23,745,888

Recommended Approved 2017 Capital Budget:

TFH Equipment	\$ 286,300	\$ 881,450	\$ -	\$ 1,167,750
IVCH Equipment	63,500	-	-	63,500
TCHSP Equipment	-	31,500	-	31,500
TFH Computer/Software	297,578	-	-	297,578
IVCH Computer/Software	-	-	-	-
TCHSP Computer/Software	-	-	-	-
HIS Project	7,000,000	-	-	7,000,000
TFH Projects - Construction/Remodel/Etc	1,531,500	-	-	1,531,500
IVCH Projects - Construction/Remodel/Etc	2,225,000	-	559,000	2,784,000
TCHSP Projects - Construction/Remodel/Etc	-	-	-	-
GO Bond Project Personal Property	279,000	-	-	279,000
Property Investment	2,794,000	-	-	2,794,000
GO Bond Measure C Completion	2,476,716	-	-	2,476,716
Total	\$ 16,953,594	\$ 912,950	\$ 559,000	\$ 18,425,544

Tahoe Forest Hospital District
Cash Flow Schedule of 2017 Capital Budget

	FY 2017	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Recommended Approved 2017 Capital Budget:					
TFH Equipment	\$ 1,167,750	\$ 910,750	\$ 249,500	\$ 7,500	\$ -
IVCH Equipment	63,500	38,000	25,500	-	-
TCHSP Equipment	31,500	31,500	-	-	-
TFH Computer/Software	297,578	297,578	-	-	-
IVCH Computer/Software	-	-	-	-	-
TCHSP Computer/Software	-	-	-	-	-
HIS Project	7,000,000	1,000,000	2,000,000	2,000,000	2,000,000
TFH Projects - Construction/Remodel/Etc	1,531,500	241,500	220,000	535,000	535,000
IVCH Projects - Construction/Remodel/Etc	2,784,000	1,121,000	1,389,000	174,000	100,000
TCHSP Projects - Construction/Remodel/Etc	-	-	-	-	-
GO Bond Project Personal Property	279,000	279,000	-	-	-
Property Investment	2,794,000	2,365,000	-	429,000	-
GO Bond Measure C Completion	2,476,716	2,026,716	450,000	-	-
Total	\$ 18,425,544	\$ 8,311,044	\$ 4,334,000	\$ 3,145,500	\$ 2,635,000

Dept	Name	Qty	Justification	Total Cost	Priority Due to Age - Mission Critical	Funded by Municipal Lease	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TAHOE FOREST HOSPITAL										
6010	Intensive Care Unit									
	SCVO2 Monitor - EMO Dynamic	1		\$ 15,000	MEDIUM		\$ -	\$ -	\$ -	\$ 15,000
	Tele box - Telemetry	4	Replacement - age safety quality	\$ 11,000	MISSION CRITICAL	Yes	\$ 11,000	\$ -	\$ -	\$ -
	Patient/Family Chairs	10	Replacement - age safety quality	\$ 4,000	MISSION CRITICAL		\$ 4,000	\$ -	\$ -	\$ -
	Gaymar Unit - Hypo/Hyperthermia Unit	1	Was on last year - quality	\$ 7,200	MISSION CRITICAL	Yes	\$ 7,200	\$ -	\$ -	\$ -
	Cardiac Monitors	1	Upgrade	\$ 75,000	MEDIUM		\$ -	\$ -	\$ -	\$ 75,000
	Critical Care Bed	1		\$ 25,000	MEDIUM		\$ -	\$ -	\$ -	\$ 25,000
6170	Med Surg									
	Zoll Defibrillator R Series	2	Patient safety - replacing M series	\$ 30,000	MISSION CRITICAL	Yes	\$ 30,000	\$ -	\$ -	\$ -
	Patient/Family Chairs	10	Replacement - age safety quality	\$ 4,000	MISSION CRITICAL		\$ 4,000	\$ -	\$ -	\$ -
	Bed Frames - Hill Rom	8	Replacement - age safety quality	\$ 60,000	MISSION CRITICAL	Yes	\$ 60,000	\$ -	\$ -	\$ -
	Air Mattresses	12	Replacement - age safety quality	\$ 14,000	MISSION CRITICAL		\$ -	\$ 14,000	\$ -	\$ -
	Tele box - Telemetry	4	Replacement - age safety quality	\$ 11,000	MISSION CRITICAL	Yes	\$ 11,000	\$ -	\$ -	\$ -
	Bariatric Bed	1	Patient safety	\$ 25,000	MEDIUM		\$ -	\$ -	\$ 25,000	\$ -
6380_6530	OB & Nursery									
	Fukuda Central Monitor	1		\$ 25,000	MISSION CRITICAL	Yes	\$ 25,000	\$ -	\$ -	\$ -
	Zoll Defibrillator R Series	1	Patient safety - replacing M series	\$ 15,000	MISSION CRITICAL	Yes	\$ 15,000	\$ -	\$ -	\$ -
	OB Beds	4	Replacement - age safety quality	\$ 30,000	MISSION CRITICAL	Yes	\$ 30,000	\$ -	\$ -	\$ -
	neo BLUE Blanket	1	Quality	\$ 4,500	MISSION CRITICAL	Yes	\$ 4,500	\$ -	\$ -	\$ -
	neo BLUE Phototherapy Radiometer	1	Quality	\$ 4,500	MISSION CRITICAL	Yes	\$ 4,500	\$ -	\$ -	\$ -
	Crash cart	1	Replacement - age safety quality	\$ 2,000	MISSION CRITICAL	Yes	\$ 2,000	\$ -	\$ -	\$ -
6580	Skilled Nursing Facility									
	Med Carts	2	equip. at end of life cycle	\$ 10,000	MEDIUM		\$ -	\$ -	\$ 5,000	\$ 5,000
7010	Emergency Dept									
	Stryker Gurney	2	equip. at end of life cycle	\$ 15,000	HIGH		\$ -	\$ 7,500	\$ -	\$ 7,500
	Stryker Stretchers	2		\$ 5,500	HIGH		\$ -	\$ 5,500	\$ -	\$ -
	Stryker Stretcher Mattresses	10	safety	\$ 10,000	MISSION CRITICAL	Yes	\$ 10,000	\$ -	\$ -	\$ -
	JEl Recorder	1	stale - needs to be replaced	\$ 7,000	MISSION CRITICAL		\$ 7,000	\$ -	\$ -	\$ -
	Hush Curtains	15	1 already installed	\$ 6,800	MISSION CRITICAL		\$ 6,800	\$ -	\$ -	\$ -
7180	TC - Physical Therapy									
	Treatment Table	1		\$ 3,600	MISSION CRITICAL	Yes	\$ 3,600	\$ -	\$ -	\$ -
	E-stim Unit	1		\$ 5,500	MEDIUM		\$ -	\$ 5,500	\$ -	\$ -
	Treadmills	2	place holder - current equipment at end of lifecycle	\$ 20,000	LOW		\$ -	\$ -	\$ 10,000	\$ 10,000
7280_7310	Home Health and Hospice									
	Subaru Vehicle	1	place holder - current equipment at end of lifecycle	\$ 30,000	MEDIUM		\$ -	\$ -	\$ 30,000	\$ -

Dept	Name	Qty	Justification	Total Cost	Priority Due to Age - Mission Critical	Funded by Municipal Lease	Qtr 1	Qtr 2	Qtr 3	Qtr 4
7420	Surgical Services									
	High Speed Drill	1	For removal of old implants, screws and rods. Currently renting, but do not always know when drill is needed and risk being caught with inability to complete surgery.	\$ 20,000	MISSION CRITICAL	Yes	\$ 20,000	\$ -	\$ -	\$ -
	Ligasure/Cautery Units	3	Replace old units - vendor discontinued service	\$ 58,000	MISSION CRITICAL	Yes	\$ 58,000	\$ -	\$ -	\$ -
	Operating Table	1	Flip Room - Emergency OR room table	\$ 53,500	MISSION CRITICAL	Yes	\$ 53,500	\$ -	\$ -	\$ -
	Flyte Helmet System	1	Replace older helmets for total joint surgery. Standardizes disposables and batteries for the hood filtration system.	\$ 11,500	MEDIUM		\$ -	\$ -	\$ -	\$ 11,500
	Coagulation Forceps	3	Used on every tonsil case. Replacement for older, obsolete forceps which cannot be repaired. Coagulation forceps	\$ 6,250	MISSION CRITICAL	Yes	\$ 6,250	\$ -	\$ -	\$ -
	Flexible Rhino-Laryngoscope	1	Replace old, obsolete scope. Old scope has poor visibility and no suction channel	\$ 12,500	MISSION CRITICAL	Yes	\$ 12,500	\$ -	\$ -	\$ -
	Laparoscope Holder	1	Replaces the need for a second scrub on some cases and will also decrease the need for an assistant on some cases	\$ 12,500	MEDIUM		\$ -	\$ -	\$ -	\$ 12,500
	Stryker Mattress	5	age & quality	\$ 7,500	MEDIUM		\$ -	\$ -	\$ 7,500	\$ -
	Fiberoptic Headlight	2	Replacement for older headlights. Older headlights are not cordless and are getting dull.	\$ 6,250	MISSION CRITICAL	Yes	\$ 6,250	\$ -	\$ -	\$ -
	HANA Table upgrade kit. Includes transfer board.	1	Provides some new safety features for moving patient on and off HANA table.	\$ 8,500	MEDIUM		\$ -	\$ -	\$ 8,500	\$ -
7429	SPD									
	500 Series trolley	2	Need to be able to load and unload older small autoclaves in SPD to facilitate throughput of sterilized instruments.	\$ 4,400	MEDIUM		\$ -	\$ -	\$ -	\$ 4,400
	SMART Transport Trolley	1	Currently only have two in SPD. Need one more additional trolley to keep instruments moving into and out of washers. Will improve efficiency and throughput.	\$ 3,500	MEDIUM		\$ -	\$ -	\$ -	\$ 3,500
7430	PAAS									
	Zoll Defibrillator R Series	1	patient safety - replacing M series	\$ 15,000	MISSION CRITICAL	Yes	\$ 15,000	\$ -	\$ -	\$ -
	Gurney	3	Replace oldest gurneys	\$ 22,000	MISSION CRITICAL	Yes	\$ 22,000	\$ -	\$ -	\$ -
	Resuscitation Code Cart	1	Current cart is old and difficult to roll.	\$ 3,850	MEDIUM		\$ -	\$ -	\$ 3,850	\$ -
	Procedure Table - Pain Clinic	1	Current table is at end of life cycle	\$ 17,500	MEDIUM		\$ -	\$ -	\$ -	\$ 17,500
	Vital Sign Machine	3	Replace oldest monitors for ASU.	\$ 7,000	MEDIUM		\$ -	\$ -	\$ -	\$ 7,000
7450	Anesthesia									
	Anesthesia Machine	1	Flip Room - Emergency OR room table	\$ 61,500	MISSION CRITICAL	Yes	\$ 61,500	\$ -	\$ -	\$ -
	BIZ Monitor	1	Decrease Anesthesia awareness	\$ 5,000	MISSION CRITICAL	Yes	\$ 5,000	\$ -	\$ -	\$ -
	Flexible intubation scope - Laryngoscope	1	Current scope obsolete and lens is cloudy. Has been repaired to best condition possible, but still cloudy image. Used for difficult intubations.	\$ 17,500	MISSION CRITICAL	Yes	\$ 17,500	\$ -	\$ -	\$ -
7500	Lab									
	Bacterial Culture Incubator	1	equip. at end of life cycle - 9 yrs old - Bottom rusted	\$ 12,000	MEDIUM		\$ -	\$ -	\$ 12,000	\$ -
	Blood Typing & Screening Instrument	1	patient safety - hemolytic transfusion reactions	\$ 105,000	HIGH		\$ -	\$ -	\$ 105,000	\$ -
	Platelet Function Analyzer	1	very sensitive specimen to be sent off site	\$ 12,500	HIGH		\$ -	\$ 12,500	\$ -	\$ -
7593	Cardiac Rehabilitation									
	Rower	2	place holder - current equipment at end of lifecycle	\$ 2,500	LOW		\$ -	\$ 1,250	\$ 1,250	\$ -
	Bike Exercise Equipment	2	place holder - current equipment at end of lifecycle	\$ 2,500	LOW		\$ -	\$ 1,250	\$ 1,250	\$ -
	Treadmill	4	place holder - current equipment at end of lifecycle	\$ 25,000	LOW		\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250
	NuStep	4	place holder - current equipment at end of lifecycle	\$ 20,000	LOW		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000

Dept	Name	Qty	Justification	Total Cost	Priority Due to Age - Mission Critical	Funded by Municipal Lease	Qtr 1	Qtr 2	Qtr 3	Qtr 4
7630 Diagnostic Imaging										
	Nuance Powerscribe 360	1	Present version will be obsolete and no longer supported after 2017 new software version has upgraded features for present software and required Quality Tracking metrics to check critical results, laterality and patient sex prior to results being distributed.	\$ 7,500	MISSION CRITICAL		\$ -	\$ -	\$ 7,500	\$ -
	ModLink Web Forms Software	1	ModLink allows for the use of electronics forms and linking of patient exam data to automatically populate Radiologists results in Powerscribe 360. This assists in reducing potential errors in the Radiologist's results.	\$ 5,750	HIGH		\$ -	\$ 5,750	\$ -	\$ -
	Mod Link Licenses	1	Additional connections to link the new DEXA System and Nuclear Medicine to allow for data to link to powerscribe 360. Insures accuracy of transferred data	\$ 2,000	HIGH		\$ -	\$ 2,000	\$ -	\$ -
	Automatic Image Stitching Software	1	Software allows for stitching images for Radiologists evaluation of Scoliosis and full length Leg studies. We presently have stitching software at the MOB, however, machine limitations do not provide consistent diagnostic image capabilities as this software is dated and requires manual intervention. New software will be installed at the hospital to provide appropriate environment to insure diagnostic quality imaging for all patient types	\$ 9,500	HIGH		\$ 9,500	\$ -	\$ -	\$ -
	Mini C-Arm - Orthopedic Mobile Fluororscopy	1	We replaced our oldest Mini C-Arm in 2015 and kept the older unit as a back-up and also as a unit the Ortho Docs utilize in the ER for reducing fractures at the bed side. The older unit is at end of life and continues to need repairs. Parts are difficult to find. While we have a new system in the OR, the Ortho MD's and NP's feel it necessary to have the unit in the ER for bedside cases.	\$ 80,000	HIGH		\$ -	\$ -	\$ 80,000	\$ -
	Computed Radiography Screens and Cassettes	1	The present screens and cassettes that we have are in need of replacing several screens and a few cassettes. The screens are important to insure diagnostic quality images and eliminate artifacts. Screens have a shelf life relevant to use and we have several that need to be replaced or that will need replacing before the year is up.	\$ 8,000	MISSION CRITICAL		\$ -	\$ 8,000	\$ -	\$ -
	Digital Portable X-Ray Unit w/cassettes	1	Replace present system which is approximately 21 years old	\$ 250,000	HIGH		\$ -	\$ 250,000	\$ -	\$ -
7660 MRI										
	Breast Coil and CAD Software	1	Adding breast coil and CAD Software that will support Surgeons and Cancer Center Physicians request to perform breast MRI locally. This will also support the Cancer Centers plan to seek accreditation from NAPBC (National Accreditation Program for Breast Centers).	\$ 200,000	HIGH		\$ -	\$ -	\$ 200,000	\$ -
	MRI Vital Signs Monitor	1	Vital Signs Monitor compatible with MRI for patient monitoring needs upgrade as present system is at manufacturer end of life.	\$ 75,000	MEDIUM		\$ -	\$ -	\$ -	\$ 75,000
7670 Ultrasound										
	Cart for ABI System - Rubbermaid	1	The new ABI system is a laptop configured System that requires a durable cart that allows for good functionality for housing the laptop and peripheral items for performing ABI Exams. Presently we are using an inexpensive cart that is inadequate for the ABI System. The new cart will provide staff with the tools needed to house the system when they perform ABI exams.	\$ 7,500	HIGH		\$ -	\$ -	\$ 7,500	\$ -
	Laptop for ABI Unit with Licensing Pack	1	The new ABI system is a laptop configured system that utilizes a laptop computer that has the software installed for performing ABI Exams. The present laptop is a loaner from IT that needs to be returned. We would like to replace the laptop with a PC that will mount to the mobile cart.	\$ 2,500	HIGH		\$ 2,500	\$ -	\$ -	\$ -
	Ultrasound Probe Disinfection System/Cabinet	1	The Probe Disinfection Unit is a new device for disinfecting endocavity and general ultrasound probes without staff being exposed to harmful highly regulated chemicals.	\$ 8,000	HIGH		\$ -	\$ 8,000	\$ -	\$ -

Dept	Name	Qty	Justification	Total Cost	Priority Due to Age - Mission Critical	Funded by Municipal Lease	Qtr 1	Qtr 2	Qtr 3	Qtr 4
7632 Briner Mammography										
	Digital mammo/Tomosynthesis with Stereotactic Biopsy System	1	Upgrade present system to provide Tomosynthesis and Stereotactic Bx options. Presently all stereotactic Biopsy patients are referred to Reno. The Surgeons and Cancer Center have requested that we start this service. Tomosynthesis is quickly becoming the standard of practice for Mammo Screenings. Tomosynthesis is approved by Medicare for additional reimbursement in addition to the present mammo reimbursement. Reno has started installing the systems which will impact our patient population who will migrate to the new technology. Presently patients are inquiring if our facility plans to upgrade this technology. Reno (RDC) has on system presently and several to be installed soon at Saints and Renown. Sacramento (RAS) has systems throughout all their areas providing mammography services. OSHPD Project.	\$ 525,000	HIGH		\$ -	\$ -	\$ -	\$ 525,000
	DEXA Bone Densitometer Unit	1	Equipment is end of life (Dec 2016). Parts will be difficult to source and software platform will not be supported.	\$ 75,000	MISSION CRITICAL	Yes	\$ 75,000	\$ -	\$ -	\$ -
	Stereotactic Table/Device	1	stereotactic biopsies	\$ 250,000	MEDIUM		\$ -	\$ -	\$ -	\$ 250,000
	Mammography Dual Monitors	1	Present monitors are approaching end of useful life as related to monitors lumens necessary to meet minimum requirements for viewing mammography images in meeting MQSA standards.	\$ 17,500	MEDIUM		\$ -	\$ -	\$ 17,500	\$ -
	Blanket Warmer		patient satisfaction	\$ 6,000	MISSION CRITICAL	Yes	\$ 6,000	\$ -	\$ -	\$ -
	Furniture	1	Relace Furniture for Briner waiting area	\$ 15,000	HIGH		\$ -	\$ 15,000	\$ -	\$ -
	Penrad Software Upgrade	1	We presently have a hybrid Penrad/MammoBase system that is limited as a support product for Mammography. The upgrade will move us to the full Penrad version allowing for greatly improved patient tracking for required MQSA Quality compliance. Additionally, the auto reader upgrade allows for integration with PS 360 and patients Bi-rad letters sent to patients and integration of Radiologist results.	\$ 35,000	HIGH		\$ 35,000	\$ -	\$ -	\$ -
7633 MOB DI										
	Digital X-Ray Machine		Room is 20 years old and parts are becoming difficult to find effecting timely repairs depending on problem. Unit has been at end of life now for several years. 2017 NON CAH will be required to have digital systems to avoid diminished reimbursement through Medicare which will eventually be required of all imaging facilities.	\$ 200,000	MEDIUM		\$ -	\$ -	\$ -	\$ 200,000
	Computed Radiography Screens and Cassettes		The present screens and cassettes that we have are in need of replacing several screens and a few cassettes. The screens are important to insure diagnostic quality images and eliminate artifacts. Screens have a shelf life relevant to use and we have several that need to be replaced or that will need replacing before the year is up.	\$ 2,500	MISSION CRITICAL		\$ -	\$ 2,500	\$ -	\$ -
7672 Briner Ultrasound										
	Ultrasound Probe Disinfection System/Cabinet	1	The Probe Disinfection Unit is a new device for disinfecting endocavity and general ultrasound probes without staff being exposed to harmful highly regulated chemicals.	\$ 8,000	HIGH		\$ -	\$ 8,000	\$ -	\$ -

Dept	Name	Qty	Justification	Total Cost	Priority Due to Age - Mission Critical	Funded by Municipal Lease	Qtr 1	Qtr 2	Qtr 3	Qtr 4
7680	CT Scan									
	Low Dose CT Lung Screening Software	1	As an additional service line for the new 128 slice CT, we will be introducing CT Low Dose Lung Screening CT Exams which is a covered Medicare exam for patients that meet the criteria. The program will require that we seek accreditation through the American College of Radiology (ACR). The software necessary to provide a consistent ranking for screening patients that will meet the ACR's guidelines is a part of the program and requires that we submit data/images for peer review and benchmarking with other facilities nationally who perform CT Low Dose Lung Screening exams. The charge per procedure is approximately 90-250.00, however, there will be a percentage of patients that will be referred for additional follow up within the system.	\$ 18,000	HIGH		\$ -	\$ -	\$ 18,000	\$ -
7720	Respiratory Therapy									
	Infant Transport Vent	1	equipment that was needed last year	\$ 25,500	MISSION CRITICAL	Yes	\$ 25,500	\$ -	\$ -	\$ -
	Vent Humidifier for Transport Vent	1	equipment that was needed last year	\$ 1,300	MISSION CRITICAL	Yes	\$ 1,300	\$ -	\$ -	\$ -
	ETCO2 Replacement	1	equipment that was needed last year	\$ 4,750	MISSION CRITICAL	Yes	\$ 4,750	\$ -	\$ -	\$ -
	Pulmonary Function Test Equipment	1	ROI - Additional reimbursement	\$ 55,000	MISSION CRITICAL	Yes	\$ 55,000	\$ -	\$ -	\$ -
	Bedside Pulse Ox	6	equipment that was needed last year	\$ 10,500	MISSION CRITICAL	Yes	\$ 10,500	\$ -	\$ -	\$ -
	High Flow Nasal Cannula	1	equipment that was needed last year	\$ 3,500	MISSION CRITICAL	Yes	\$ 3,500	\$ -	\$ -	\$ -
7760	Gastro/Intestinal									
	Endoscope Storage cabinet	1	Need new cabinet to replace older obsolete cabinet. Cabinet must have airflow. It is absolutely essential equipment that needs to be replaced due to GI Services moving to a new location during OR Light and Boom project.	\$ 5,200	MISSION CRITICAL	Yes	\$ 5,200	\$ -	\$ -	\$ -
	Duodenoscope - ERCP	1	Replacement for older scope. This scope was not replaced when new equipment purchased. Old Olympus equipment is old and may become obsolete.	\$ 50,000	MISSION CRITICAL	Yes	\$ 50,000	\$ -	\$ -	\$ -
	Bronchoscope	1	Replacement for older scope. This scope was not replaced when new Pentax equipment purchased. Old Olympus equipment is old and may become obsolete.	\$ 28,000	MISSION CRITICAL	Yes	\$ 28,000	\$ -	\$ -	\$ -
7876	Sugar Bowl Clinic									
	Vital signs monitor	1	replace 14 year old monitor	\$ 3,350	MEDIUM		\$ -	\$ -	\$ 3,350	\$ -
8390	Pharmacy Overhead									
	Follett Freezer	1		\$ 7,500	MISSION CRITICAL		\$ 7,500	\$ -	\$ -	\$ -
8440	EVS									
	Washing Machine	1	22 years old - end of life	\$ 10,000	MISSION CRITICAL	Yes	\$ 10,000	\$ -	\$ -	\$ -
	Floor Scrubber	1		\$ 7,600	MISSION CRITICAL	Yes	\$ 7,600	\$ -	\$ -	\$ -
	Carpet Cleaner	1		\$ 2,800	MISSION CRITICAL	Yes	\$ 2,800	\$ -	\$ -	\$ -
8490	Children's Center									
	Tire Swing	1	new equipment	\$ 3,750	MEDIUM		\$ -	\$ -	\$ 3,750	\$ -
8510_8650	Accounting & HR									
	HRIS	1	meaningful use	\$ 225,000	MISSION CRITICAL		\$ -	\$ 225,000	\$ -	\$ -
8750	Nursing Case Management									
	Rolling Cabinet w/Locking drawers	1	quality/safety - Securing iPads	\$ 3,000	MEDIUM		\$ -	\$ -	\$ 3,000	\$ -

TAHOE FOREST HOSPITAL DISTRICT
CAPITAL REQUEST BY DEPARTMENT
FY 2011 GET

Dept	Name	Qty	Justification	Total Cost	Priority Due to Age - Mission Critical	Funded by Municipal Lease	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Multi-Specialty Clinics										
9513	ENT - Astra touch Spirometer	1		\$ 2,500	MEDIUM		\$ -	\$ -	\$ 2,500	\$ -
9513	ENT - M320 Wall Mount Microscope	1		\$ 27,500	MEDIUM		\$ -	\$ -	\$ 27,500	\$ -
9525	IM/CARD - Ritter Power exam table	1		\$ 8,700	MEDIUM		\$ -	\$ -	\$ 8,700	\$ -
9525	IM/CARD - Vital signs machine	1		\$ 3,750	MEDIUM		\$ -	\$ -	\$ 3,750	\$ -
9525	IM/CARD - Ultrasound machine	1		\$ 50,000	HIGH		\$ -	\$ 50,000	\$ -	\$ -
9529	Urology - 70 degree lens	1	new doctor	\$ 25,000	MISSION CRITICAL	YES	\$ 25,000	\$ -	\$ -	\$ -
9529	Urology - Ureteroscopes	1	new doctor	\$ 25,000	MISSION CRITICAL	YES	\$ 25,000	\$ -	\$ -	\$ -
9529	Urology - Cystoscopes	1	new doctor	\$ 25,000	MISSION CRITICAL	YES	\$ 25,000	\$ -	\$ -	\$ -
9529	Urology - Filliform and followers	1	new doctor	\$ 30,000	MISSION CRITICAL	YES	\$ 30,000	\$ -	\$ -	\$ -
9523	PEDS - Infant Scale	1		\$ 2,000	MEDIUM		\$ -	\$ -	\$ 2,000	\$ -
9523	PEDS - Patient Scale	1		\$ 3,750	MEDIUM		\$ -	\$ -	\$ 3,750	\$ -
9523	PEDS - Autorefractor	1		\$ 7,500	MEDIUM		\$ -	\$ -	\$ 7,500	\$ -
9550	Retail Pharmacy									
	SUBTOTAL TFH			\$ 3,474,050			\$ 969,000	\$ 633,000	\$ 616,900	\$ 1,255,150
INCLINE VILLAGE COMMUNITY HOSPITAL										
7010	Emergency Room									
	Zoll Defibrillator R Series	1	patient safety - replacing M series	\$ 15,000	MISSION CRITICAL		\$ 15,000	\$ -	\$ -	\$ -
	Pyxis remote manager	1	medication security	\$ 3,400	MEDIUM		\$ -	\$ -	\$ -	\$ 3,400
7420	Surgery									
	Mitek Graft Prep Tray	1	new - currently renting	\$ 7,250	MEDIUM		\$ -	\$ -	\$ 7,250	\$ -
	Mitek Graft Prep Tray	1	Borrow from TFH. Current scheduling conflicts	\$ 6,000	MISSION CRITICAL		\$ 6,000	\$ -	\$ -	\$ -
	Laparoscopic Insufflator	1	To be able to perform general Surgery cases at IVCH.	\$ 7,000	HIGH		\$ -	\$ 7,000	\$ -	\$ -
	General Surgery Instruments	1	Do not have any General Surgery instrumentation at IVCH. General Surgeon planning to do cases at IVCH.	\$ 45,000	MEDIUM		\$ -	\$ -	\$ -	\$ 45,000
	Stryker Core Small Bone Power	1		\$ 25,500	MISSION CRITICAL		\$ -	\$ 25,500	\$ -	\$ -
7500	Lab									
	I-Stat Instrument	1	instrument located at IVCH	\$ 14,000	HIGH		\$ -	\$ 14,000	\$ -	\$ -
7630	Incline DI									
	Portable X-Ray Unit	1	Replace present GE potable x-ray unit which is approximately 35 years old. Upgrade to digital platform will provide department more latitude adding capabilities to support of overall x-ray operations and meet future compliance for digital imaging & reimbursement reductions.	\$ 250,000	MEDIUM		\$ -	\$ -	\$ 250,000	\$ -
	Computed Radiography Screens and Cassettes	1	Replace present GE potable x-ray unit which is approximately 35 years old. Upgrade to digital platform will provide department more latitude adding capabilities to support of overall x-ray operations and meet future compliance for digital imaging & reimbursement reductions.	\$ 3,000	MISSION CRITICAL		\$ 3,000	\$ -	\$ -	\$ -
9523	Clinic									
	Furniture	1	Appropriately furnish Clinic space	\$ 14,000	MISSION CRITICAL		\$ 14,000	\$ -	\$ -	\$ -
7770	IV PT									
	Treatment Table	1		\$ 3,600	MEDIUM		\$ -	\$ 3,600	\$ -	\$ -
	E-stim Unit	1		\$ 5,500	MEDIUM		\$ -	\$ 5,500	\$ -	\$ -
	SUBTOTAL IVCH			\$ 399,250			\$ 38,000	\$ 55,600	\$ 257,250	\$ 48,400

Dept	Name	Qty	Justification	Total Cost	Priority Due to Age - Mission Critical	Funded by Municipal Lease	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE										
7790	TruckeePT									
	Game Ready	1	place holder - current equipment at end of lifecycle	\$ 4,500	LOW		\$ -	\$ 4,500	\$ -	\$ -
	Treatment Table	6	Broken tables - volumes require additional tables	\$ 25,000	MISSION CRITICAL	Yes	\$ 25,000	\$ -	\$ -	\$ -
	MUP Shuttle	1	Old and Broken - parts no longer available	\$ 6,500	MISSION CRITICAL	Yes	\$ 6,500	\$ -	\$ -	\$ -
	Upper Body Ergo Meter	1	place holder - current equipment at end of lifecycle	\$ 11,000	LOW		\$ -	\$ -	\$ -	\$ 11,000
8777	Life Center Operations									
	Treadmills	2	place holder - current equipment at end of lifecycle	\$ 20,000	LOW		\$ -	\$ 10,000	\$ 10,000	\$ -
	SUBTOTAL TCHSP			\$ 67,000			\$ 31,500	\$ 14,500	\$ 10,000	\$ 11,000
	GRAND TOTAL TFHD			\$ 3,940,300			\$ 1,038,500	\$ 703,100	\$ 884,150	\$ 1,314,550
TAHOE FOREST HOSPITAL										
				\$ 1,167,750	MISSION CRITICAL		\$ 910,750	\$ 249,500	\$ 7,500	\$ -
				\$ 1,354,250	HIGH		\$ 47,000	\$ 364,250	\$ 410,500	\$ 532,500
				\$ 882,050	MEDIUM		\$ -	\$ 5,500	\$ 175,150	\$ 701,400
				\$ 70,000	LOW		\$ 11,250	\$ 13,750	\$ 23,750	\$ 21,250
INCLINE VILLAGE COMMUNITY HOSPITAL										
				\$ 63,500	MISSION CRITICAL		\$ 38,000	\$ 25,500	\$ -	\$ -
				\$ 21,000	HIGH		\$ -	\$ 21,000	\$ -	\$ -
				\$ 314,750	MEDIUM		\$ -	\$ 9,100	\$ 257,250	\$ 48,400
				\$ -	LOW		\$ -	\$ -	\$ -	\$ -
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE										
				\$ 31,500	MISSION CRITICAL		\$ 31,500	\$ -	\$ -	\$ -
				\$ -	HIGH		\$ -	\$ -	\$ -	\$ -
				\$ -	MEDIUM		\$ -	\$ -	\$ -	\$ -
				\$ 35,500	LOW		\$ -	\$ 14,500	\$ 10,000	\$ 11,000
TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS										
				\$ 1,262,750	MISSION CRITICAL		\$ 980,250	\$ 275,000	\$ 7,500	\$ -
				\$ 1,375,250	HIGH		\$ 47,000	\$ 385,250	\$ 410,500	\$ 532,500
				\$ 1,196,800	MEDIUM		\$ -	\$ 14,600	\$ 432,400	\$ 749,800
				\$ 105,500	LOW		\$ 11,250	\$ 28,250	\$ 33,750	\$ 32,250

TAHOE FOREST HOSPITAL DISTRICT
IT CAPITAL REQUEST BY DEPARTMENT
FY 2016 BUDGET

Dept	Description	Qty	Justification	Cost	Priority Due to Age - Mission Critical	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TAHOE FOREST HOSPITAL									
001	ICU								
	Five All in Ones		To upgrade old hardware on current WOWS in Med-Surg, ICU and OB	\$ 5,000	Medium	\$ 5,000			
	Education and Instructions for patients		Use of Smart TV's and media storage for Patient Education I ICU, Med-Surg and OB	\$ 75,000	Medium		\$ 25,000	\$ 25,000	\$ 25,000
005	ECC								
	Two iPads	2	For Patient Activity	\$ 3,000	Medium		\$ 3,000		
038	Surgery								
	Three additional WOWS	3	For PACU and surgery	\$ 21,600	Medium		\$ 21,600		
044	Dietary								
	Food Service Department Management Software (cloud server)		Food service department management software- needed to meet complexity of regulation and menu cost analysis + production system- Will pay for itself through reduction in waste and cost	\$ 10,000	Medium			\$ 10,000	
480	IT								
	Infrastructure-Security - FirePower		HIPAA Security-Compliance- See Justification Document	\$ 225,000	Mission Critical	\$ 225,000			
	Infrastructure-Catalyst 3650		HIPAA Security-Compliance- See Justification Document	\$ 7,843	Mission Critical	\$ 7,843			
	Infrastructure-Catalyst 4501		HIPAA Security-Compliance- See Justification Document	\$ 16,000	Mission Critical	\$ 16,000			
	Infrastructure- Nexus 2248		HIPAA Security-Compliance- See Justification Document	\$ 3,735	Mission Critical	\$ 3,735			
	Systems Change Management software -		Improve Change Management Process	\$ 5,000	Medium		\$ 5,000		
	Network device discovery mapping / reporting		Reporting	\$ 5,000	High		\$ 5,000		
	RES - User profile management and automation		Improve Customer service	\$ 185,000	Medium				\$ 185,000
	Refrigerator Monitoring		Complete the monitoring Project	\$ 30,000	Medium		\$ 10,000	\$ 10,000	\$ 10,000
	Fiber connectivity Tool for Network		To be able to test and analyze Fiber connections	\$ 10,000	Mission Critical	\$ 10,000			
	Kace management System		Mange computers remotely	\$ 74,000	Medium				\$ 74,000
	Upgrade Varian to a VM		Take Varian off of a Physical Box and put on VM for better stability	\$ 15,000	High	\$ 15,000			
	IT Hardware replacement		Replace obsolete Hardware	\$ 16,594	High	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,594
	HIS Restructure		New HIS Restructure Plan	\$ 7,000,000	Mission Critical	\$ 1,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
540	Diagnostic Imaging								
	Equipment for two Radiologists		Per Admin Contract - need to place equipemnt at Rad's homes	\$ 35,000	Mission Critical	\$ 35,000			

TAHOE FOREST HOSPITAL DISTRICT
IT CAPITAL REQUEST BY DEPARTMENT
FY 20. BUDGET

Dept	Description	Qty	Justification	Cost	Priority Due to Age - Mission Critical	Qtr 1	Qtr 2	Qtr 3	Qtr 4
555	Truckee Thrift Store								
	New Cash Register			\$ 1,000	High	\$ 1,000			
557	Kings Beach Thrift Store								
	New Cash Register			\$ 1,000	High		\$ 1,000		
710	Medical Staff Services								
	Medical Staff Services	2	Paper"light" credentialing. All medical staff credentialing files, documents, certificates, etc. are scanned into MDStaff program. Paper files will be disposed/shredded.	\$ 1,800	Medium		\$ 1,800		
740	Quality								
	SUBTOTAL TFH			\$ 7,746,572		\$ 1,322,578	\$ 2,076,400	\$ 2,049,000	\$ 2,298,594
INCLINE VILLAGE COMMUNITY HOSPITAL									
006	Emergency Department								
	Replacement of iPads	4	new larger iPad makes it easier to chart at bedside. Less expensive that WOW. Our other iPad are 4 years old	\$ 6,000	Medium			\$ 6,000	
	SUBTOTAL IVCH			\$ 6,000		\$ -	\$ -	\$ 6,000	\$ -
	GRAND TOTAL TFHD			\$ 7,752,572		\$ 1,322,578	\$ 2,076,400	\$ 2,055,000	\$ 2,298,594

TAHOE FOREST HOSPITAL DISTRICT
 IT CAPITAL REQUEST BY DEPARTMENT
 FY 20. BUDGET

Dept	Description	Qty	Justification	Cost	Priority Due to Age - Mission Critical	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TAHOE FOREST HOSPITAL									
				\$ 7,297,578	Mission Critical	\$ 1,297,578	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
				\$ 38,594	High	\$ 20,000	\$ 10,000	\$ 4,000	\$ 4,594
				\$ 410,400	Medium	\$ 5,000	\$ 66,400	\$ 45,000	\$ 294,000
				\$ -	Low	\$ -	\$ -	\$ -	\$ -
				<u>\$ 7,746,572</u>		<u>\$ 1,322,578</u>	<u>\$ 2,076,400</u>	<u>\$ 2,049,000</u>	<u>\$ 2,298,594</u>
INCLINE VILLAGE COMMUNITY HOSPITAL									
				\$ -	Mission Critical	\$ -	\$ -	\$ -	\$ -
				\$ 6,000	High	\$ -	\$ -	\$ 6,000	\$ -
				\$ -	Medium	\$ -	\$ -	\$ -	\$ -
				\$ -	Low	\$ -	\$ -	\$ -	\$ -
				<u>\$ 6,000</u>		<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,000</u>	<u>\$ -</u>
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE									
				\$ -	Mission Critical	\$ -	\$ -	\$ -	\$ -
				\$ -	High	\$ -	\$ -	\$ -	\$ -
				\$ -	Medium	\$ -	\$ -	\$ -	\$ -
				\$ -	Low	\$ -	\$ -	\$ -	\$ -
				<u>\$ -</u>		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS									
				\$ 7,297,578	Mission Critical	\$ 1,297,578	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
				\$ 44,594	High	\$ 20,000	\$ 10,000	\$ 10,000	\$ 4,594
				\$ 410,400	Medium	\$ 5,000	\$ 66,400	\$ 45,000	\$ 294,000
				\$ -	Low	\$ -	\$ -	\$ -	\$ -

TAHOE FOREST HOSPITAL DISTRICT
CONSTRUCTION PROJECTS LISTED BY DEPARTMENT
FY 2017 BUDGET

Dept	Description	Justification	Cost	Priority Due to Age - Mission Critical	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TAHOE FOREST HOSPITAL								
6010	Intensive Care Unit							
	Nurse Call & PA System Replacement	Current system obsolete	\$ 360,000	Mission Critical	\$ 180,000	\$ 180,000		
	M/S - ICU Pat Rm Notifier Signs	Staff notification Patient Status	\$ 15,300	Medium				\$ 15,300
	M/S replace all TVs	Existing obsolete, Foot wall mounted	\$ 30,000	Mission Critical	\$ 15,000	\$ 15,000		
6580	Skilled Nursing Facility							
	ECC Patient Over Bed Light and TV Replacements	Safety Enhancements TVs obsolete	\$ 20,000	Medium	\$ 10,000	\$ 10,000		
	ECC Patient Room Remodel	4 rooms per year	\$ 100,000	Medium	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
7420	Surgical Services							
	Surgeon's Lounge Upgrade	Carpet, Casework, Painting, Equip/Furnishings/IT	\$ 21,500	Mission Critical	\$ 21,500			
8460	Engineering							
	Fire Alarm System	Existing FAS unreliable and poorly maintained by Siemens	\$ 1,070,000	Mission Critical			\$ 535,000	\$ 535,000
	Northstar Clinic	Clinic Upgrades	\$ 25,000	Mission Critical	\$ 25,000			
	Energy Use Assessment	Utility Cost Savings	\$ 8,000	High		\$ 8,000		
	Re-Seal 1978 Roof - Permit	Protect newly remodeled ED and CT areas	\$ 20,000	High	\$ 20,000			
	Re-Seal 1978 Roof - Project Work	Protect newly remodeled ED and CT areas	\$ 195,000	Medium				\$ 195,000
	Main Lobby Floor Surface	floor surface deteriorating	\$ 80,000	High	\$ 80,000			
	MOB MSCs Interior Upgrade	All MOB MSCs in need of carpet, paint, linoleum, and general clean up	\$ 250,000	Medium	\$ 60,000	\$ 60,000	\$ 60,000	\$ 70,000
	Home Health Hospice Carpet & Paint	Interior Upgrade requested for old/worn carpet and wall paint	\$ 15,000	Medium		\$ 15,000		
	Security Improvements	Internal Access & Cameras, chain link fence for Levon equip yard	\$ 40,000	Medium	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	1990 Building Penthouse	1990 Penthouse - Redo Stucco	\$ 15,000	High	\$ 15,000			
	ED and ASD Exam Lights	Replace old exam lights	\$ 40,000	Medium				\$ 40,000
	Quality Services Building Sewer Line	Potential Sewer Line Leak	\$ 6,000	High	\$ 6,000			
	WA Lobby Furniture Replacment	Lobby furniture 10 years old	\$ 53,500	High		\$ 53,500		
	Solarium Furniture Replacement	10 years old	\$ 30,000	High		\$ 30,000		
	Fire/Police Radio Amplification System	Code required system so that Fire / Police radios work inside the hosital	\$ 80,000	High	\$ 80,000			
	Flooring - ASD, Surgery, DI, ED/Kitchen	corridor floor upgrades	\$ 50,000	High			\$ 25,000	\$ 25,000
	DI Mamo / MRI upgrade - A/E fees	A/E fees for upgrade permit	\$ 25,000	Mission Critical		\$ 25,000		
	OR #1 Endo Conversion	Modify OR #1 air flow for positive/negative air flows	\$ 15,000	High	\$ 15,000			
	Day Tank for Underground Storage Tank	Existing Day Tank does not meet codes and could cause diesel fuel leak.	\$ 100,000	Medium				\$ 100,000
8490	Child Care Center							
	School Age Zone	Pathway from Annex to Pre-school zone and Tire swing with climbing wall	\$ 40,000	High	\$ 40,000			
	Refinish Child Care Center	Exterior Weather Protection	\$ 10,000	Medium	\$ 10,000			
	Refinish Child Care Annex	Exterior Weather Protection	\$ 4,000	Medium	\$ 4,000			
SUBTOTAL TFH			\$ 2,718,300		\$ 616,500	\$ 431,500	\$ 655,000	\$ 1,015,300

TAHOE FOREST HOSPITAL DISTRICT
CONSTRUCTION PROJECT SCHEDULED BY DEPARTMENT
FY 2017 BUDGET

Dept	Description	Justification	Cost	Priority Due to Age - Mission Critical	Qtr 1	Qtr 2	Qtr 3	Qtr 4
INCLINE VILLAGE COMMUNITY HOSPITAL								
7429	Sterile Processing							
	Surgery doors/floors, SPD Remodel	Decontamination Requirements	\$ 650,000	Medium				\$ 650,000
7500	Laboratory							
	Laboratory HVAC	Issues with Heating/Cooling Control with front lab project	\$ 298,000	Mission Critical		\$ 149,000	\$ 149,000	
7680	Cat Scan							
	CT Exhaust Fan	Noise and heat issues in the CT room	\$ 22,500	Medium				\$ 22,500
8460	Engineering							
	Cancer Center Nitrous Oxide Vent	Physician request for NO use	\$ 10,000	Medium				\$ 10,000
	HVAC Automation	HVAC Controls for Heating & A/C	\$ 35,000	Medium			\$ 35,000	
	IVCH Entrance	Concrete Replacement	\$ 13,500	Medium				\$ 13,500
	IVCH Corridor Doors	Existing doors dated given 2005 ED remodel doors across corridor	\$ 125,000	Mission Critical			\$ 25,000	\$ 100,000
	Second Floor MSC Improvements	Minor renovation work to improve MSC operations	\$ 261,000	Mission Critical	\$ 161,000	\$ 100,000		
	Isolation Room 206 HVAC	HFAP POC not enough air changes	\$ 400,000	Mission Critical	\$ 200,000	\$ 200,000		
	IVCH Siding Replacement	HFAP POC combustible siding does not meet fire codes	\$ 1,640,000	Mission Critical	\$ 700,000	\$ 940,000		
	2nd floor MSC HVAC	HEPA filter AHU needed for waiting room	\$ 60,000	Mission Critical	\$ 60,000			
	IVCH interior Signs	2nd Floor MSC Signage and way finding	\$ 10,000	High	\$ 10,000			
	IVCH exterior Signs	Current sign does not indicate Emergency Entrance drive on Alder	\$ 40,000	Medium				\$ 40,000
	IVCH Boiler Replacement	30 yr old Boilers and alternative fuel source no-op	\$ 150,000	Medium				\$ 150,000
	IVCH Patient Registration Door	Provide Security for Staff	\$ 10,000	Medium			\$ 10,000	
	SUBTOTAL IVCH		\$ 3,725,000		\$ 1,131,000	\$ 1,389,000	\$ 219,000	\$ 986,000
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE								
8451	CHSP Building Operations							
	Waiting Chairs	Existing chair block fire exit path	\$ 5,000	High	\$ 5,000			
	Women's / Men's Locker Room Floor Replacement	floors in these areas deteriorating and no longer repairable	\$ 50,000	Medium				\$ 50,000
	TCPT Intrusion and Panic Alarm	Lab patient confrontation	\$ 5,000	High	\$ 5,000			
	SUBTOTAL TCHSP		\$ 60,000		\$ 10,000	\$ -	\$ -	\$ -
	GRAND TOTAL TFHD		\$ 6,503,300		\$ 1,757,500	\$ 1,820,500	\$ 874,000	\$ 2,001,300

TAHOE FOREST HOSPITAL DISTRICT
CONSTRUCTION PROJECT SCHEDULING BY DEPARTMENT
FY 2017 GET

Dept	Description	Justification	Cost	Priority Due to Age - Mission Critical	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TAHOE FOREST HOSPITAL								
			\$ 1,531,500	Mission Critical	\$ 241,500	\$ 220,000	\$ 535,000	\$ 535,000
			\$ 397,500	High	\$ 256,000	\$ 91,500	\$ 25,000	\$ 25,000
			\$ 789,300	Medium	\$ 119,000	\$ 120,000	\$ 95,000	\$ 455,300
			\$ -	Low	\$ -	\$ -	\$ -	\$ -
			<u>\$ 2,718,300</u>		<u>\$ 616,500</u>	<u>\$ 431,500</u>	<u>\$ 655,000</u>	<u>\$ 1,015,300</u>
INCLINE VILLAGE COMMUNITY HOSPITAL								
			\$ 2,784,000	Mission Critical	\$ 1,121,000	\$ 1,389,000	\$ 174,000	\$ 100,000
			\$ 10,000	High	\$ 10,000	\$ -	\$ -	\$ -
			\$ 931,000	Medium	\$ -	\$ -	\$ 45,000	\$ 886,000
			\$ -	Low	\$ -	\$ -	\$ -	\$ -
			<u>\$ 3,725,000</u>		<u>\$ 1,131,000</u>	<u>\$ 1,389,000</u>	<u>\$ 219,000</u>	<u>\$ 986,000</u>
TAHOE CENTER FOR HEALTH AND SPORTS PERFORMANCE								
			\$ 10,000	High	\$ 10,000	\$ -	\$ -	\$ -
			\$ 50,000	Medium	\$ -	\$ -	\$ -	\$ 50,000
			\$ -	Low	\$ -	\$ -	\$ -	\$ -
			<u>\$ 60,000</u>		<u>\$ 10,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 50,000</u>
TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS								
			\$ 4,315,500	Mission Critical	\$ 1,362,500	\$ 1,609,000	\$ 709,000	\$ 635,000
			\$ 417,500	High	\$ 276,000	\$ 91,500	\$ 25,000	\$ 25,000
			\$ 1,770,300	Medium	\$ 119,000	\$ 120,000	\$ 140,000	\$ 1,391,300
			\$ -	Low	\$ -	\$ -	\$ -	\$ -
			<u>\$ 6,503,300</u>		<u>\$ 1,757,500</u>	<u>\$ 1,820,500</u>	<u>\$ 874,000</u>	<u>\$ 2,051,300</u>

Tahoe Forest Hospital District
GO Bond Project Personal Property
FY 2017

Equipment Order #	Line #	Location	Item	Vendor	Vendor #	Quantity	Unit Cost	Unit Cost Extended	Tax 8.375%	Freight 4%	Total
TFH	33	Various	Air flowmeter with diss adaptor	AMVEX, Div. of Ohio Medical	FM15ADH	12	\$21.72	\$260.64	\$21.18	\$11.27	\$294.00
BL01-2	17a	Clean Holding	Bin Accessories	Par Excellence - logiquip		1	\$4,250.00	\$4,250.00	\$345.31	\$183.81	\$4,779.13
CC02	225	Controlled Corridor	Case cart	Pedigo Products, Inc.	CDS-256-MS/ACC	7	\$1,550.00	\$10,850.00	\$881.56	\$469.26	\$12,200.83
HC01	235	Staff Womens	Coat Hook			2	\$175.00	\$350.00	\$28.44	\$15.14	\$393.58
CF01	45	Nourishment	Coffee Brewer	Bunn-O-Matic Corp. with plumbing	CDBC15/ACC Plumbed	2	\$702.00	\$1,404.00	\$114.08	\$60.72	\$1,578.80
TFH	133	Well Baby Nursery	Continour suction regulator	AMVEX, Div. of Ohio Medical	VRC3DDHA	8	\$400.00	\$3,200.00	\$260.00	\$138.40	\$3,598.40
OP01	31	Post Partum	Diagnostic set	Welch Allyn, Inc.	Integ. Wall sys 76793-MX	4	\$1,316.25	\$5,265.00	\$427.78	\$227.71	\$5,920.49
CA06	61	LDR	Diagnostic set	Welch Allyn, Inc.	OBT220 PM JR/LOW PRO	4	\$1,062.00	\$4,248.00	\$345.15	\$183.73	\$4,776.88
	177	C-Section OR	Electrosurgical unit	Valleylab, A Coviden Brand -BOV	Force 2	1	\$15,500.00	\$15,500.00	\$1,259.38	\$670.38	\$17,429.75
NF02	59	LDR	Fetal Monitor (3 existing; 1 new)	GE Medical Systems	2037556-001/ACC, CORO	1	\$21,200.00	\$21,200.00	\$1,722.50	\$916.90	\$23,839.40
TFH	68	LDR	Flowmeter, Air w/Diss Adaptor	AMVEX, Div. of Ohio Medical	FM15ADH	12	\$21.72	\$260.64	\$21.18	\$11.27	\$293.09
IV01	65	LDR	Foot stool with handrail	Pedigo Products, Inc.	P-10-A	4	\$141.33	\$565.32	\$45.93	\$24.45	\$635.70
IC03	44	Nourishment	Ice maker	Follett Corp.	25CR400A, 25 series	1	\$4,000.00	\$4,000.00	\$325.00	\$173.00	\$4,498.00
TFH	64	LDR	IV Pole	Pedigo Products, Inc.	P-76	2	\$325.00	\$650.00	\$52.81	\$28.11	\$730.93
HL01	36	Various	Hamper	Medline	P120L	10	\$290.50	\$2,905.00	\$236.03	\$125.64	\$3,266.67
OVO1-2	43	Various	Microwave Oven	Panasonic	20-63102 Kenmore	2	\$175.00	\$350.00	\$28.44	\$15.14	\$393.58
TB01	28	Various	Overbed table	Amico	Jelly Bean	8	\$655.20	\$5,241.60	\$425.88	\$226.70	\$5,894.18
TFH	32	Various	Oxygen flowmeter w/diss adaptor	AMVEX, Div. of Ohio Medical	FM15ODH	24	\$20.10	\$482.40	\$39.20	\$20.86	\$542.46
RF01	239	Staff Lounge	Refrigerator/Freezer, Upright	GE Appliances	PDS20SBSRSS, Stainless	1	\$1,749.00	\$1,749.00	\$142.11	\$75.64	\$1,966.75
TFH	69	Various	Regulator, suction	AMVEX, Div. of Ohio Medical	VRC3DDHA	12	\$400.00	\$4,800.00	\$390.00	\$207.60	\$5,397.60
TFH	66	Various	Revolving stool	Pedigo Products, Inc.	P-1038-W/C-SS	5	\$442.00	\$2,210.00	\$179.56	\$95.58	\$2,485.15
RM01	161	Various	RM 01 - Mop Rack	See kitchen equipment.		2	\$150.00	\$300.00	\$24.38	\$12.98	\$337.35
DS04	202	C-Section OR	Sharps Cart in hall OR C Section	Kendall Healthcare	8930SA/8993H	1	\$99.00	\$99.00	\$8.04	\$4.28	\$111.33
TFH	38	Various	Step on waste receptacle	Rubbermaid Comm. Products	6144	38	\$84.00	\$3,192.00	\$259.35	\$138.05	\$3,589.40
TFH	139	Various	Step on waste receptacle	Rubbermaid Comm. Products	6146	7	\$150.50	\$1,053.50	\$85.60	\$45.56	\$1,184.66
		OR	Portable Suction Unit			1	\$1,200.00	\$1,200.00	\$97.50	\$51.90	\$1,349.40
TFH	1	Waiting	Television	Commercial Sales & Service	TBD	10	\$420.00	\$4,200.00	\$351.75	\$182.07	\$4,733.82
TFH	146	Lactation Room	Under counter refrigerator	Follett Corp. - REF 2	Follett REF4/FFAR2L-7 Co	1	\$1,900.00	\$1,900.00	\$154.38	\$82.18	\$2,136.55
RU02	42	Various	Undercounter refrigerator	Summit	REF Series REF4-ADA	1	\$1,515.60	\$1,515.60	\$123.14	\$65.55	\$1,704.29
MP01	29	Post Partum	Vital signs monitor	Welch Allyn, Inc.	Dinamap PRO 300	4	\$3,350.00	\$13,400.00	\$1,088.75	\$579.55	\$15,068.30
CW01	92	Workroom	Warming cabinet	Enthermics EC2060	7925TS	1	\$6,500.00	\$6,500.00	\$528.13	\$281.13	\$7,309.25
TFH	5	Various	Waste Receptacle	TBD	TBD	3	\$84.00	\$252.00	\$20.48	\$10.90	\$283.37
TFH	75	LDR	Waste receptacle	Rubbermaid Comm. Products	FM150DH	4	\$84.00	\$336.00	\$27.30	\$14.53	\$377.83
TFH	242	Staff Lounge	Waste Receptacle			1	\$86.56	\$86.56	\$7.03	\$3.74	\$97.34
TFH	251	Paper/Equip Storage	Waste Receptacle	TBD	TBD	1	\$84.00	\$84.00	\$6.83	\$3.63	\$94.46
TFH	101	Meds	Waste Receptacle - Step On	Rubbermaid Comm. Products	6145	1	\$116.00	\$116.00	\$9.43	\$5.02	\$130.44
TFH	107	Soiled Utility	Waste Receptacles	Rubbermaid Comm. Products	2632/2631 Brute	3	\$150.00	\$450.00	\$36.56	\$19.46	\$506.03
BL01-2	15	Clean Holding	Wire basket assembly	Logiquip	30161	1	\$2,500.00	\$2,500.00	\$203.13	\$108.13	\$2,811.25

Tahoe Forest Hospital District
GO Bond Project Personal Property
FY 2017

Equipment Order #	Line #	Location	Item	Vendor	Vendor #	Quantity	Unit Cost	Unit Cost Extended	Tax 8.375%	Freight 4%	Total
SW01-2	17	Clean Holding	wire freestanding, louvered	Logiquip	TBD	1	\$4,250.00	\$4,250.00	\$345.31	\$183.81	\$4,779.13
SW01-2	113	Soiled Utility	Wire shelving	Intermetro	TBD	1	\$670.00	\$670.00	\$54.44	\$28.98	\$753.42
SW01-2	103	Meds	Wire, freestanding	Logiquip		1	\$2,000.00	\$2,000.00	\$162.50	\$86.50	\$2,249.00
			Movable Furniture			1	\$114,254.00	\$114,254.00	\$9,283.14	\$4,941.49	\$128,478.62
			TOTALS				\$194,044.48	\$248,100.26	\$20,168.65	\$10,730.76	\$279,000.57



**TAHOE FOREST HOSPITAL DISTRICT
MEASURE C PROJECT EXPENDITURES CASH FLOW SUMMARY 3.31.16**

PROJECTS

Total Development Costs

South Building; Birthing / Dietary Phase II
Emergency Department & Sterile Processing Department; Increment I

PTD Thru 3/31/16	2016			2017				2018			
	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4
17,201,618	1,555,051	1,555,050									
	76,360										
Subtotal Measure C Expenditures	17,201,618	1,631,411	1,555,050	0	0	0	0	0	0	0	0
FYE Subtotals M-C Expenditures	18,833,029	1,555,050		0				0			
Balance to Complete	20,388,079										

**TAHOE FOREST HOSPITAL DISTRICT
OWNER / REGULATORY SCOPE MODIFICATION
EXPENDITURES CASH FLOW SUMMARY 3.31.16**

PROJECTS

Project Costs

South Building; Birthing / Dietary - Equipment Upgrades
 South Building; Birthing 4th LDR Only
 South Building Phase 5 Interim Birthing
 South Building Continuity
 South Building; Additional Owner Upgrades

PTD Thru 3/31/16	2016			2017				2018			
	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4
-	184,155	184,155									
-	258,556	258,556									
185,123	143,569	143,569									
986,514		10,468									
186,593	324,918	324,918									
Subtotal	1,358,230	911,198	921,666	-	-	-	-	-	-	-	-
FYE Subtotals	2,269,428		921,666				0			0	
Balance to Complete							3,191,094				

Tahoe Forest Hospital District
Multi-year Capital Plan

	BUDGET FY 2017	FY 2018	FY 2019	FY 2020
<u>INVESTMENT IN CAPITAL</u>				
GO Bond Measure C Project Completion - Scope Modifications	\$ 2,476,716	\$ -	\$ -	\$ -
GO Bond Project Personal Property	279,000	-	-	-
Capital Equipment/IT	1,560,328	3,590,100	4,071,350	4,251,700
Construction Projects	4,315,500	2,833,930	1,405,000	50,000
Health Information/Business Systems	7,000,000	1,000,000	-	-
Property Investment	2,794,000	1,500,000	750,000	750,000
Phase 2 Master Planning Project	-	11,000,000	-	-
Old OB Remodel	-	2,000,000	-	-
Total	<u>\$ 18,425,544</u>	<u>\$ 21,924,030</u>	<u>\$ 6,226,350</u>	<u>\$ 5,051,700</u>

**Tahoe Forest Hospital District
Capital Budget for Fiscal Years 2018, 2019, and 2020**

	DESCRIPTION	QTY	FY2018	FY2019	FY2020
Tahoe Forest Hospital					
6010	Intensive Care Unit				
	SCVO2 Monitor - EMO Dynamic	1	\$ 15,000	\$ -	\$ -
	Cardiac Monitors	1	\$ 75,000	\$ -	\$ -
	Critical Care Beds	3	\$ 25,000	\$ 26,000	\$ 27,000
	Dept. Subtotal		\$ 115,000	\$ 26,000	\$ 27,000
6170	MedSurg				
	Standard Patient Beds	6	\$ 15,000	\$ 15,000	\$ 15,000
	Bariatric Bed	1	\$ 25,000	\$ -	\$ -
	Dept. Subtotal		\$ 40,000	\$ 15,000	\$ 15,000
6380	Obstetrics - Nursery				
	Delivery Panda	3	\$ 5,000	\$ 5,000	\$ 5,000
	Decked Out Panda	3	\$ 7,500	\$ 7,500	\$ 7,500
	Dept. Subtotal		\$ 12,500	\$ 12,500	\$ 12,500
6580	Extended Care				
	Med Carts	2	\$ 10,000	\$ -	\$ -
	Dept. Subtotal		\$ 10,000	\$ -	\$ -
7010	Emergency Dept				
	Gurney's	2	\$ 15,000	\$ -	\$ -
	Stretcher's	2	\$ 5,500	\$ -	\$ -
	Exam Tables	3	\$ 2,100	\$ 2,600	\$ 3,100
	Dept. Subtotal		\$ 22,600	\$ 2,600	\$ 3,100
7085	Health Clinic				
	Exam Table	3	\$ 2,100	\$ 2,600	\$ 3,100
	Dept. Subtotal		\$ 2,100	\$ 2,600	\$ 3,100
7180	TC Physical Therapy				
	E-stim Unit	1	\$ 5,500	\$ -	\$ -
	Treadmills	2	\$ 20,000	\$ -	\$ -
	Dept. Subtotal		\$ 25,500	\$ -	\$ -
7290	Home Health				
	Car	3	\$ 30,000	\$ 32,500	\$ 35,000
	Dept. Subtotal		\$ 30,000	\$ 32,500	\$ 35,000
7420	Surgical Services				
	Stryker Mattress	5	\$ 7,500	\$ -	\$ -
	HANA Table Upgrade	1	\$ 8,500	\$ -	\$ -
	Flyte Helmet System	1	\$ 11,500	\$ -	\$ -
	Laparoscope Holder	1	\$ 12,500	\$ -	\$ -
	Centurion Vision System	1	\$ -	\$ 116,000	\$ -
	ORA w/ Verifeye Plus	1	\$ -	\$ 80,000	\$ -
	Urology Equipment & Instrumentation	1	\$ -	\$ 200,000	\$ -
	ESU	1	\$ 12,500	\$ -	\$ -
	Sinus Seeker	1	\$ 3,500	\$ -	\$ -
	Bookwalter type Retractor	1	\$ 12,500	\$ -	\$ -
	Urology Equipment	1	\$ 100,000	\$ -	\$ -
	Dept. Subtotal		\$ 168,500	\$ 396,000	\$ -

**Tahoe Forest Hospital District
Capital Budget for Fiscal Years 2018, 2019, and 2020**

	DESCRIPTION	QTY	FY2018	FY2019	FY2020
7429	SPD				
	500 Series trolley	2	\$ 4,400	\$ -	\$ -
	SMART Transport Trolley	1	\$ 3,500	\$ -	\$ -
	Dept. Subtotal		\$ 7,900	\$ -	\$ -
7430	PAAS				
	Resuscitation Cart	1	\$ 3,850	\$ -	\$ -
	Procedure Table for Pain Clinic	1	\$ 17,500	\$ -	\$ -
	Vital Sign Machine	3	\$ 7,000	\$ -	\$ -
	Gurneys	6	\$ 14,000	\$ 14,000	\$ 14,000
	Electric Scale	1	\$ 4,100	\$ -	\$ -
	Defibrillator	1	\$ 16,500	\$ -	\$ -
	Dept. Subtotal		\$ 62,950	\$ 14,000	\$ 14,000
7450	Anesthesia				
	Syringe Pumps	2	\$ 8,000	\$ -	\$ -
	Anesthesia Machine	4	\$ 130,000	\$ 75,000	\$ 80,000
	Dept. Subtotal		\$ 138,000	\$ 75,000	\$ 80,000
7500	Lab				
	Platelet Function Analyzer	1	\$ 12,500	\$ -	\$ -
	Bacterial Culture Incubator	1	\$ -	\$ 12,000	\$ -
	Blood Typing & Screening Instrument	1	\$ 105,000	\$ -	\$ -
	Blood Culture Instrument	1	\$ -	\$ 55,000	\$ -
	Immuno Assay moleculuar	1	\$ -	\$ 100,000	\$ -
	Coagulation Instrument	1	\$ -	\$ 60,000	\$ -
	Dept. Subtotal		\$ 117,500	\$ 227,000	\$ -
7593	Cardiac Rehabilitation				
	Rower	2	\$ 1,250	\$ 1,300	\$ -
	Bike Equipment	2	\$ 1,250	\$ 1,300	\$ -
	Treadmill	4	\$ 12,500	\$ 13,000	\$ -
	NuStep	4	\$ 10,000	\$ 11,000	\$ -
	Dept. Subtotal		\$ 25,000	\$ 26,600	\$ -
7630-7680	All Imaging Services				
7630	ModLink Web Forms Software	1	\$ 5,750	\$ -	\$ -
7630	ModLink Licenses	1	\$ 2,000	\$ -	\$ -
7630	Automatic Image Stitching Software	1	\$ 9,500	\$ -	\$ -
7630	Mini C Arm Orth Mobile Flouro	1	\$ 80,000	\$ -	\$ -
7630	Digital Portable Xray Unit w/cassettes	1	\$ 250,000	\$ -	\$ -
7660	Breast Coil & CAD Software	1	\$ 200,000	\$ -	\$ -
7660	MRI Vital Signs Monitor	1	\$ -	\$ 75,000	\$ -
7670	Cart for ABI System	1	\$ 7,500	\$ -	\$ -
7670	Laptop for ABI System	1	\$ 2,500	\$ -	\$ -
7670	Ultrasound Probe Disinfection System	1	\$ 8,000	\$ -	\$ -
7632	Digital Mamo/Tomosynthesis w/Sterotactic Biopsy System	1	\$ 525,000	\$ -	\$ -
7632	Stereotactic Table	1	\$ -	\$ 250,000	\$ -
7632	Mammography Dual Monitors	1	\$ -	\$ 17,500	\$ -
7632	Furniture	1	\$ 15,000	\$ -	\$ -
7632	Penrad Software Upgrade	1	\$ 35,000	\$ -	\$ -
7633	Digital Xray Machine	1	\$ -	\$ 200,000	\$ -
7672	Ultrasound Probe Disinfection System	1	\$ 8,000	\$ -	\$ -
7672	Ultrasound Equipment	1	\$ 250,000	\$ -	\$ -
7680	Low Dose CT Lung Screening Software	1	\$ 18,000	\$ -	\$ -
	Dept. Subtotal		\$ 1,416,250	\$ 542,500	\$ -

**Tahoe Forest Hospital District
Capital Budget for Fiscal Years 2018, 2019, and 2020**

	DESCRIPTION	QTY	FY2018	FY2019	FY2020
7760	Gastro/Intestinal				
	Gastroscope	3	\$ 33,000	\$ 35,000	\$ 37,000
	Colonoscope	3	\$ 40,000	\$ 42,000	\$ 44,000
	Esophageal Motility Equipment	1	\$ 68,000	\$ -	\$ -
	Dept. Subtotal		\$ 141,000	\$ 77,000	\$ 81,000
7876	Sugar Bowl Clinic				
	Vital Signs Monitor	1	\$ -	\$ 3,350	\$ -
	Dept. Subtotal		\$ -	\$ 3,350	\$ -
8430	Dietary				
	Alto Sham Oven	1	\$ -	\$ 7,500	\$ -
	Griddle/Broiler	1	\$ -	\$ 4,000	\$ -
	2-Door Refrigerator for Café	1	\$ -	\$ 3,500	\$ -
	Beverage Refrigerator	1	\$ -	\$ 8,500	\$ -
	Dept. Subtotal		\$ -	\$ 23,500	\$ -
8440	EVS and Offsite housing				
	Floor Stripper	1	\$ -	\$ 7,800	\$ -
	Dept. Subtotal		\$ -	\$ 7,800	\$ -
8480	Information Technology (IT)				
	EMR HIS	1	\$ 1,000,000	\$ -	\$ -
	ICU - Five All in Ones	1	\$ 5,000	\$ -	\$ -
	ICU - Education & Instructions for Patients	1	\$ -	\$ 75,000	\$ -
	ECC - iPads	2	\$ 3,000	\$ -	\$ -
	Sugery - WOWS	3	\$ 21,600	\$ -	\$ -
	Lab Updates & Upgrades	1	\$ -	\$ -	\$ 60,000
	Radiology Software Upgrades	1	\$ -	\$ 80,000	\$ 60,000
	Pharmacy - Upgrade PYXIS System	1	\$ 150,000	\$ -	\$ -
	Thrift Stores - Cash Register Systems	2	\$ 2,000	\$ -	\$ -
	Med Staff Svcs - Scanned document system for credentialing	1	\$ 1,800		
	Multi-Specialty Clinics Growth	1	\$ 50,000	\$ 50,000	\$ 50,000
	Home Health & Hospice	1	\$ 20,000	\$ 20,000	\$ 20,000
	System Change Management Software	1	\$ -	\$ 5,000	\$ -
	RES User Profile Management	1	\$ -	\$ 185,000	\$ -
	Refrigerator Monitoring	1	\$ -	\$ 30,000	\$ -
	KACE management System	1	\$ -	\$ 74,000	\$ -
	Upgrade Varian	1	\$ 15,000	\$ -	\$ -
	HIE	1	\$ 100,000	\$ -	\$ -
	IT Infrastructure/Including CISCO	1	\$ 50,000	\$ 300,000	\$ 1,800,000
	Interfaces	1	\$ 50,000	\$ 30,000	\$ -
	Community EMR	1	\$ -	\$ 200,000	\$ 200,000
	CDR Upgrades	1	\$ -	\$ 300,000	\$ -
	Conference Room Virtual Upgrades	1	\$ -	\$ 150,000	\$ -
	Clinical System Enhancements & Upgrades	1	\$ -	\$ -	\$ 500,000
	Departmental Upgrades	1	\$ 396,000	\$ 150,000	\$ 140,000
	District EMR Upgrades	1	\$ -	\$ 400,000	\$ -
	District Contingency & Projects	1	\$ 100,000	\$ 100,000	\$ 1,000,000
	Dept. Subtotal		\$ 1,964,400	\$ 2,149,000	\$ 3,830,000
8490	Children's Center				
	Tire Swing	1	\$ -	\$ 3,750	\$ -
	Furniture	1	\$ 2,700	\$ 2,900	\$ 3,100
	Dept. Subtotal		\$ 2,700	\$ 6,650	\$ 3,100

**Tahoe Forest Hospital District
Capital Budget for Fiscal Years 2018, 2019, and 2020**

	DESCRIPTION	QTY	FY2018	FY2019	FY2020
8660	Occ Health				
	Audiometer	1	\$ 16,000	\$ -	\$ -
	Pulmonary Function Machine	1	\$ 7,500	\$ -	\$ -
	Exam Tables	6	\$ 2,000	\$ 2,500	\$ 3,000
	Dept. Subtotal		\$ 25,500	\$ 2,500	\$ 3,000
8750	Nursing Case Management				
	Rolling Locking Cabinet	1	\$ -	\$ 3,000	\$ -
	Dept. Subtotal		\$ -	\$ 3,000	\$ -
	Multi-Specialty Clinics				
9513	ENT - Miscellaneous Equipment	3	\$ 35,000	\$ 5,500	\$ 6,000
9521	IM/Pulm - Miscellaneous Equipment	3	\$ 5,000	\$ 5,500	\$ 6,000
9525	IM/Cardiology - Miscellaneous Equipment	3	\$ 62,450	\$ 5,500	\$ 6,000
9525	Peds - Miscellaneous Equipment	3	\$ 13,250	\$ 5,500	\$ 6,000
29523	IM/Peds - Miscellaneous Equipment	3	\$ 5,000	\$ 5,500	\$ 6,000
	Dept. Subtotal		\$ 120,700	\$ 27,500	\$ 30,000
	TFH Dept Subtotal		\$ 4,448,100	\$ 3,672,600	\$ 4,136,800
InclineVillage Community Hospital					
26170	Beds, Over Bed Tables, Night Stands	3	\$ 12,000	\$ 14,000	\$ 16,000
27010	Pyxis remote manager	1	\$ -	\$ 3,400	\$ -
27010	iPad Replacement	4	\$ 6,000	\$ -	\$ -
27420	Stirrups for Urology	1	\$ 8,000	\$ -	\$ -
27420	Mitek Graft Prep Tray	1	\$ -	\$ 7,250	\$ -
27420	Laparoscopic Insufflator	1	\$ 7,000	\$ -	\$ -
27420	General Surgical Instruments	1	\$ -	\$ 45,000	\$ -
27500	Blood Culture Instrument	1	\$ 25,000	\$ -	\$ -
27500	Cyto centrifuge	1	\$ 10,000	\$ -	\$ -
27500	I-Stat Instrument	1	\$ 14,000	\$ -	\$ -
27500	Microbiology Culture Incubator	1	\$ 11,500	\$ -	\$ -
27500	I-Stat Instrument	1	\$ -	\$ -	\$ 14,000
27500	Refrigerator (Blood)	1	\$ -	\$ 5,500	\$ -
27500	Refrigerator (Reagents)	2	\$ 6,000	\$ 6,000	\$ -
27500	Microscope	1	\$ -	\$ 10,500	\$ -
27500	Blood Bank Refrigerator	1	\$ -	\$ -	\$ 12,500
27500	Processing Centrifuge	1	\$ -	\$ -	\$ 7,900
27630	Portable Xray Unit	1	\$ -	\$ 250,000	\$ -
27770	Pilates	3	\$ 12,500	\$ 13,000	\$ 13,500
27770	Treatment Table	1	\$ -	\$ 3,600	\$ -
27770	E-stim Unit	1	\$ -	\$ 5,500	\$ -
	IVCH Dept. Subtotal		\$ 112,000	\$ 363,750	\$ 63,900
Tahoe Center for Health and Sports Performance					
57770	Miscellaneous Equipment	3	\$ 12,500	\$ 15,000	\$ 17,500
57790	Miscellaneous Equipment	1	\$ -	\$ -	\$ 11,000
58777	Miscellaneous Equipment	3	\$ 17,500	\$ 20,000	\$ 22,500
	CHSP Dept. Subtotal		\$ 30,000	\$ 35,000	\$ 51,000
Tahoe Forest Health System Grand Total			\$ 4,590,100	\$ 4,071,350	\$ 4,251,700

**Tahoe Forest Hospital District
Capital Budget for Fiscal Years 2018, 2019, and 2020**

	DESCRIPTION	QTY	FY2018	FY2019	FY2020
Building Projects					
Tahoe Forest Hospital					
	Energy Use Assessment	1	\$ 8,000	\$ -	\$ -
	Replace All TV's - MS ICU	1	\$ 30,000	\$ -	\$ -
	PT Space Renovation	1	\$ 500,000	\$ -	\$ -
	Patient Room Notifier Signs	1	\$ 15,300	\$ -	\$ -
	Over Bed Lights and TV	1	\$ 20,000	\$ -	\$ -
	Room Remodel - 2 patient rooms per year	6	\$ 50,000	\$ 50,000	\$ 50,000
	Fire Alarm System 2nd Half	1	\$ 1,070,000	\$ -	\$ -
	Reseal 1978 Roof	1	\$ 20,000	\$ 270,000	\$ -
	Reseal 1986 Roof	1	\$ -	\$ 170,000	\$ -
	Main Lobby Floor Surface	1	\$ 80,000	\$ -	\$ -
	MSC's Interior Upgrades	1	\$ 125,000	\$ 125,000	\$ -
	Home Health/Hospice Upgrades	1	\$ -	\$ 15,000	\$ -
	Security Improvements	1	\$ 20,000	\$ 20,000	\$ -
	1990 Building Penthouse	1	\$ 15,000	\$ -	\$ -
	ED & ASD Exam Lights	1	\$ -	\$ 40,000	\$ -
	Quality/Risk building Sewer Line	1	\$ 6,000	\$ -	\$ -
	Main Lobby Furniture Replacement	1	\$ 55,000	\$ -	\$ -
	Solarium Furniture Replacement	1	\$ -	\$ 30,000	\$ -
	Fire/Police Amplification System	1	\$ 80,000	\$ -	\$ -
	Flooring ASD, Surgery DI ED Dietary	1	\$ 50,000	\$ -	\$ -
	OR #1 Endo Conversion	1	\$ 15,000	\$ -	\$ -
	Day Tank Underground Storage	1	\$ -	\$ 100,000	\$ -
	School Age Zone	1	\$ 40,000		
	Exterior Weather Protection - Warehouse	1	\$ 10,000	\$ -	\$ -
	Exterior Weather Protection - Children's Center	1	\$ -	\$ 14,000	\$ -
	Exterior Weather Protection - Human Resources	1	\$ 4,000	\$ -	\$ -
	TFH Dept Subtotal		\$ 2,213,300	\$ 834,000	\$ 50,000
InclineVillage Community Hospital					
	Completion of HVAC improvements	1	\$ 100,630	\$ -	\$ -
	Surgery Doors/Floors - SPD remodel	1	\$ 325,000	\$ 325,000	\$ -
	CT Exhaust Fan	1	\$ -	\$ 22,500	\$ -
	Cancer Center Vent	1	\$ -	\$ 10,000	\$ -
	IVCH Entrance Concrete Replacement	1	\$ -	\$ 13,500	\$ -
	IVCH Corridor Doors	1	\$ 125,000	\$ -	\$ -
	IVCH Interior Signs	1	\$ 10,000	\$ -	\$ -
	IVCH Exterior Signs	1	\$ -	\$ 40,000	\$ -
	IVCH Boiler Replacement	1	\$ -	\$ 150,000	\$ -
	Patient Registration Door	1	\$ -	\$ 10,000	\$ -
	IVCH Dept. Subtotal		\$ 560,630	\$ 571,000	\$ -
Tahoe Center for Health and Sports Performance					
	Waiting Area Chairs	1	\$ 5,000	\$ -	\$ -
	Locker Rooms Floor Replacement	1	\$ 50,000	\$ -	\$ -
	Intrusion & Panic Alarm	1	\$ 5,000	\$ -	\$ -
	CHSP Dept. Subtotal		\$ 60,000	\$ -	\$ -
Tahoe Forest Health System Building Projects Grand Total			\$ 2,833,930	\$ 1,405,000	\$ 50,000
Tahoe Forest Health System 3-Year Capital Plan Grand Total			\$ 7,424,030	\$ 5,476,350	\$ 4,301,700

Tahoe Forest Hospital District Ratio Analysis and Financial Forecasts

Within this section you will find the District Standard and Poor's ratio calculations since 2009 through Budget 2017, the Median Ratios for the Stand- Alone Hospitals ranging from BBB- to AA+, and the definitions of each ratio (how it's calculated, what it means and if the trend should be up or down).

Also in this section you will find two 10 year forecasts for Tahoe Forest Hospital District's Statement of Cash Flows. The forecasts demonstrates what the District's cash position would look like based upon EBIDA amounts, pressure from future capital investment requirements, and the impact of whether or not the District chooses to take on additional debt. These forecasts were created in order to outline the importance of growing our Operating Margin and Excess Margins as outlined in the Executive Summary supported by our refreshed Board Finance Policy.

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

	2009	2010	2011	2012	2013	2014	2015	10 months 2016	Projected 2016	No Rate Inc Budget 2017	% Rate Inc Budget 2017
Net Patient Revenue	\$96,471	\$92,423	\$94,323	\$99,795	\$101,567	\$107,664	\$118,955	\$106,300	\$126,764	\$123,766	\$127,394
Tax Revenue	6,555	6,223	7,824	8,048	10,705	9,647	10,310	8,479	10,607	10,781	10,781
Other Operating Revenue	7,024	6,335	6,596	6,711	6,142	6,711	6,984	6,911	8,041	8,787	8,787
Total Operating Revenues	110,050	104,981	108,743	114,554	118,414	124,022	136,249	121,690	145,412	143,334	146,962
Total Operating Expenses	106,348	97,034	103,074	107,636	117,918	125,658	135,176	111,818	136,056	144,219	144,219
Income from Operations	3,702	7,947	5,669	6,918	496	(1,636)	1,073	9,872	9,356	(885)	2,743
Net Nonoperating Income	2,051	1,559	740	1,079	1,079	987	1,060	576	713	1,337	1,337
Excess of Revenue Over Expenses	5,753	9,506	6,409	7,997	1,575	(649)	2,133	10,448	10,069	452	4,080
Add Depreciation & Amortization Expense	5,696	5,304	5,372	4,966	7,239	8,642	9,613	8,531	10,141	11,596	11,596
Add Interest Expense on Revenue Debt	2,234	2,140	1,922	1,819	1,836	1,751	1,620	1,188	1,417	1,185	1,185
Add Interest Expense on GO Debt	1,307	1,217	2,945	2,665	2,612	3,639	3,639	2,578	3,285	2,827	2,827
Less GO Bond Ad Valorem Taxes	(1,600)	(1,590)	(2,918)	(3,223)	(4,987)	(4,744)	(4,829)	(3,929)	(4,713)	(4,703)	(4,703)
Less Unrestricted Ad Valorem Taxes	(4,955)	(4,633)	(4,906)	(4,825)	(5,717)	(4,902)	(5,481)	(4,550)	(5,513)	(6,078)	(6,078)
Impairment losses	0	0	0	0	5,679	0	0	0	0	0	0
EBIDA	\$14,990	\$18,167	\$16,648	\$17,447	\$13,262	\$13,383	\$17,005	\$22,745	\$24,912	\$16,060	\$19,688
Operating EBIDA	\$12,939	\$16,608	\$15,908	\$16,368	\$12,183	\$12,396	\$15,945	\$22,169	\$24,199	\$14,723	\$18,351
EBIDA Margin	13.6%	17.3%	15.3%	15.2%	11.2%	10.8%	12.5%	18.7%	17.1%	11.2%	13.4%
Operating EBIDA Margin	11.8%	15.8%	14.6%	14.3%	10.3%	10.0%	11.7%	18.2%	16.6%	10.3%	12.5%
Operating Margin	3.4%	7.6%	5.2%	6.0%	0.4%	-1.3%	0.8%	8.1%	6.4%	-0.6%	1.9%
Excess Margin	5.2%	9.1%	5.9%	7.0%	1.3%	-0.5%	1.6%	8.6%	6.9%	0.3%	2.8%
Revenue Debt Maximum Annual Debt Service	\$4,564	\$3,653	\$3,091	\$4,316	\$4,305	\$3,852	\$3,573	\$3,575	\$3,575	\$3,575	\$3,575
All Debt Maximum Annual Debt Service	\$6,290	\$9,658	\$8,106	\$11,264	\$11,020	\$11,020	\$10,044	\$9,726	\$9,726	\$9,726	\$9,726
MADS Coverage Ratio - No Go Bond	3.28x	4.97x	5.39x	4.04x	3.08x	3.47x	4.76x	6.36x	6.97x	4.49x	5.51x
MADS Coverage Ratio	2.38x	1.88x	2.05x	1.55x	1.20x	1.21x	1.69x	2.34x	2.56x	1.65x	2.02x
Cash and Cash Equivalents	\$18,579	\$16,324	\$16,019	\$16,839	\$10,345	\$10,316	\$11,497	\$12,563	\$11,943	\$10,901	\$10,901
Board Designated Assets	23,688	39,024	38,919	40,408	34,202	41,414	41,830	52,043	57,046	47,071	50,199
Total Unrestricted Cash	\$42,267	\$55,348	\$54,938	\$57,247	\$44,547	\$51,730	\$53,327	\$64,606	\$68,989	\$57,972	\$61,100
Daily Cash Requirements	\$276	\$251	\$268	\$281	\$303	\$321	\$344	\$340	\$345	\$363	\$363
Days' Cash on Hand	153.3	220.2	205.2	203.5	146.9	161.4	155.0	190.2	200.0	159.5	168.2
Net Other Long-term Debt	\$43,094	\$41,357	\$36,771	\$35,347	\$37,592	\$35,347	\$31,571	\$29,240	\$29,240	\$27,903	\$27,903
Net GO Bond Long-term Debt	\$29,400	\$29,400	\$72,400	\$72,400	\$98,495	\$98,445	\$100,225	\$101,702	\$101,702	\$100,694	\$100,694
Unrestricted Net Assets	76,868	86,673	93,227	100,419	96,603	96,509	98,315	108,704	108,325	108,777	112,405
Total Capital	\$149,362	\$157,430	\$202,398	\$208,166	\$232,690	\$230,301	\$230,111	\$239,646	\$239,267	\$237,374	\$241,002
Unrestricted Cash to L-T Debt - No GO Bond	98.1%	133.8%	149.4%	162.0%	118.5%	146.3%	168.9%	221.0%	235.9%	207.8%	219.0%
Unrestricted Cash to L-T Debt	58.3%	78.2%	50.3%	53.1%	32.7%	38.7%	40.5%	49.3%	52.7%	45.1%	47.5%
L-T Debt to Capitalization - No GO Bond	35.9%	32.3%	28.3%	26.0%	28.0%	26.8%	24.3%	21.2%	21.3%	20.4%	19.9%
L-T Debt to Capitalization	48.5%	44.9%	53.9%	51.8%	58.5%	58.1%	57.3%	54.6%	54.7%	54.2%	53.4%
Net Accounts Receivable	\$14,866	\$12,975	\$15,289	\$16,045	\$22,808	\$21,125	\$17,870	\$14,158	\$13,576	\$14,585	\$15,314
Net Patient Revenue	\$96,471	\$92,423	\$94,323	\$99,795	\$101,567	\$107,664	\$118,955	\$106,300	\$126,764	\$123,766	\$127,394
Days in Accounts Receivable	56	51	59	59	82	72	55	32	26	29	29

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

Comparatives for
Tahoe Forest Hospital District

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

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

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

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS
10 YEAR FINANCIAL FORECAST

1. *Net Operating Rev/(Exp) – EBIDA:*
Reflects specific targeted EBIDA amounts.
2. *Interest Income:*
Reflects a gradual increase in our interest rate from 0.50% up to .90%. This calculation is based upon the Ending Unrestricted Cash at the end of each previous fiscal year.
3. *District and County Taxes:*
Reflects a 3.5% increase each year beginning in Forecasted 2018. This excludes GO Bond tax revenues as these funds will be used directly for the related debt service payments.
4. *Donations:*
Amounts reflected represent a consistent flow of funding from TFHSF and pledge receipts from IVCHF. This is a conservative view.
5. *Debt Service Payments:*
Represent the principal and interest payments on our existing debt. Our remaining Municipal Lease will be paid off in FY 2018. In addition, in our other scenario we have incorporated a new debt line starting in FY 2018 representing \$13 million to be paid over 15 years to help fund some of the large capital investment projects listed.
6. *Physician Recruitment:*
Includes amounts for the present recruitment agreements and for future recruitment agreements related to specialty physician positions.
7. *Investment in Capital:*
Incorporates aspects of the Capital Budget for 2018 through 2020 as presented in the “Capital Expenditures” section. After 2020 we utilized basic estimates.
8. *Capital Investments:*
Incorporates in years 2018 through 2023 possible investments in Properties, Phase 2 Master Planning, remodeling the vacated old OB location, and Orthopedics.
9. *Change in Accounts Receivable:*
Represents the value difference of what represents 30 Days in Accounts Receivable.
10. *Change in Settlement Accounts:*
Represents a minimal amount for 2018 through 2026 as the District continues to strive toward accurately estimating settlement balances and minimizing audit impacts.
11. *Change in Other Assets:*
Represents the changes in other accounts receivable accounts, which is minimal.
12. *Change in Other Liabilities:*
Represents the inherit increases we will see each year in our Payroll and Benefit Liabilities and Accounts Payable due to foreseen inflation factors.
13. *Expense Per Day:*
Represents the cost per day to operate the District. Each year reflects a 2.5% inflation increase.

TAHOE FOREST | T'AL DISTRICT
STATEMENT OF CASH FLOWS - 1L | R FORECAST - NO NEW DEBT

	PROJECTED FYE 2016		BUDGET FYE 2017	FORECAST FYE 2018	FORECAST FYE 2019	FORECAST FYE 2020	FORECAST FYE 2021	FORECAST FYE 2022	FORECAST FYE 2023	FORECAST FYE 2024	FORECAST FYE 2025	FORECAST FYE 2026
Net Operating Rev/(Exp) - EBIDA	\$ 14,392,063		\$ 8,354,249	\$ 8,771,961	\$ 9,210,560	\$ 9,671,087	\$ 10,154,642	\$ 10,662,374	\$ 11,195,493	\$ 11,755,267	\$ 12,343,031	\$ 12,960,182
Interest Income	129,230		249,285	299,717	275,751	340,466	408,254	503,196	613,409	740,487	716,140	877,518
Property Tax Revenue	6,114,475		5,682,000	5,880,870	6,086,700	6,299,735	6,520,226	6,748,434	6,984,629	7,229,091	7,482,109	7,743,983
Donations	749,142		1,023,000	750,000	750,000	750,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Debt Service Payments	(3,441,271)		(3,568,341)	(2,435,389)	(2,338,992)	(2,345,525)	(2,356,349)	(2,361,287)	(2,370,516)	(2,383,859)	(2,391,139)	(2,402,534)
Bank of America - 2012 Muni Lease	(1,243,649)		(1,243,644)	(103,638)	-	-	-	-	-	-	-	-
Copier Lease	(8,759)		(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)
2002 Revenue Bond	(483,555)		(668,008)	(675,062)	(682,303)	(688,836)	(699,660)	(704,598)	(713,827)	(727,170)	(734,450)	(745,845)
2015 Revenue Bond	(1,705,308)		(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)
New Debt	-		-	-	-	-	-	-	-	-	-	-
Physician Recruitment	(263,769)		(120,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Investment in Capital												
Equipment	(1,356,460)		(1,262,750)	(2,625,700)	(1,922,350)	(421,700)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Municipal Lease Reimbursement	1,319,139		979,000	-	-	-	-	-	-	-	-	-
GO Bond Project Personal Property	(272,112)		(279,000)	-	-	-	-	-	-	-	-	-
IT	(967,925)		(297,578)	(964,400)	(2,149,000)	(3,830,000)	(750,000)	(750,000)	(750,000)	(1,500,000)	(750,000)	(750,000)
Building Projects	(1,919,604)		(4,315,500)	(2,833,930)	(1,405,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)
Health Information/Business System	(91,014)		(7,000,000)	(1,000,000)	-	-	-	-	-	-	-	-
Capital Investments												
Funding from New Debt	-		-	-	-	-	-	-	-	-	-	-
Properties	(10,000)		(2,794,000)	(1,500,000)	(750,000)	(750,000)	(750,000)	(750,000)	(750,000)	-	-	-
Measure C Scope Modifications	-		(2,476,716)	-	-	-	-	-	-	-	-	-
Orthopedics Investment	-		-	-	-	-	-	-	-	(20,000,000)	-	-
Phase 2 Master Planning Project	-		-	(11,000,000)	-	-	-	-	-	-	-	-
Old OB Remodel	-		-	(2,000,000)	-	-	-	-	-	-	-	-
Change in Accounts Receivable	2,290,330	N1	(2,183,288)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Change in Settlement Accounts	2,755,633	N2	1,175,000	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Change in Other Assets	(3,876,764)	N3	(890,622)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Change in Other Liabilities	209,725	N4	(320,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Change in Cash Balance	15,760,818		(8,045,261)	(9,806,870)	6,607,669	6,064,063	9,076,773	9,902,716	10,773,014	(8,309,014)	13,250,141	14,279,148
Beginning Unrestricted Cash	52,227,897		67,988,715	59,943,454	50,136,584	56,744,253	62,808,316	71,885,089	81,787,805	92,560,819	84,251,805	97,501,945
Ending Unrestricted Cash	67,988,715		59,943,454	50,136,584	56,744,253	62,808,316	71,885,089	81,787,805	92,560,819	84,251,805	97,501,945	111,781,094
Expense Per Day	335,971		355,605	364,496	373,608	382,948	392,522	402,335	412,393	422,703	433,271	444,102
Days Cash On Hand	202		169	138	152	164	183	203	224	199	225	252

Footnotes:

- N1 - Change in Accounts Receivable reflects the 30 day delay in collections.
- N2 - Change in Settlement Accounts reflect cash flows in and out related to prior year and current year Medicare and Medi-Cal settlement accounts.
- N3 - Change in Other Assets reflect fluctuations in asset accounts on the Balance Sheet that effect cash. For example, an increase in prepaid expense immediately effects cash but not EBIDA.
- N4 - Change in Other Liabilities reflect fluctuations in liability accounts on the Balance Sheet that effect cash. For example, an increase in accounts payable effects EBIDA but not cash.

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS - 10 YEAR FORECAST - \$33 MILLION NEW DEBT

	PROJECTED FYE 2016		BUDGET FYE 2017	FORECAST FYE 2018	FORECAST FYE 2019	FORECAST FYE 2020	FORECAST FYE 2021	FORECAST FYE 2022	FORECAST FYE 2023	FORECAST FYE 2024	FORECAST FYE 2025	FORECAST FYE 2026
Net Operating Rev/(Exp) - EBIDA	\$ 14,392,063		\$ 8,354,249	\$ 8,771,961	\$ 9,210,560	\$ 9,671,087	\$ 10,154,642	\$ 10,662,374	\$ 11,195,493	\$ 11,755,267	\$ 12,343,031	\$ 12,960,182
Interest Income	129,230		249,285	179,830	215,744	266,658	319,390	390,612	472,462	566,086	664,332	780,864
Property Tax Revenue	6,114,475		5,682,000	5,738,820	5,796,208	5,854,170	5,912,712	5,971,839	6,031,557	6,091,873	6,152,792	6,214,320
Donations	749,142		1,023,000	750,000	750,000	750,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Debt Service Payments	(3,441,271)		(3,568,341)	(3,669,025)	(3,572,628)	(3,579,161)	(3,589,985)	(3,594,923)	(3,604,152)	(4,905,863)	(4,913,143)	(4,924,538)
Bank of America - 2012 Muni Lease	(1,243,649)		(1,243,644)	(103,638)	-	-	-	-	-	-	-	-
Copier Lease	(8,759)		(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)	(11,520)
2002 Revenue Bond	(483,555)		(668,008)	(675,062)	(682,303)	(688,836)	(699,660)	(704,598)	(713,827)	(727,170)	(734,450)	(745,845)
2015 Revenue Bond	(1,705,308)		(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)
New Debt	-		-	(1,233,636)	(1,233,636)	(1,233,636)	(1,233,636)	(1,233,636)	(1,233,636)	(2,522,004)	(2,522,004)	(2,522,004)
Physician Recruitment	(263,769)		(120,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Investment in Capital												
Equipment	(1,356,460)		(1,262,750)	(2,625,700)	(1,922,350)	(421,700)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Municipal Lease Reimbursement	1,319,139		979,000	-	-	-	-	-	-	-	-	-
GO Bond Project Personal Property	(272,112)		(279,000)	-	-	-	-	-	-	-	-	-
IT	(967,925)		(297,578)	(964,400)	(2,149,000)	(3,830,000)	(750,000)	(750,000)	(750,000)	(1,500,000)	(750,000)	(750,000)
Building Projects	(1,919,604)		(4,315,500)	(2,833,930)	(1,405,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)
Health Information/Business System	(91,014)		(7,000,000)	(1,000,000)	-	-	-	-	-	-	-	-
Capital Investments												
Funding from New Debt	-		-	13,000,000	-	-	-	-	-	20,000,000	-	-
Properties	(10,000)		(2,794,000)	(1,500,000)	(750,000)	(750,000)	(750,000)	(750,000)	(750,000)	-	-	-
Measure C Scope Modifications	-		(2,476,716)	-	-	-	-	-	-	-	-	-
Orthopedics Investment	-		-	-	-	-	-	-	-	-	-	-
Phase 2 Master Planning Project	-		-	(11,000,000)	-	-	-	-	-	(20,000,000)	-	-
Old OB Remodel	-		-	(2,000,000)	-	-	-	-	-	-	-	-
Change in Accounts Receivable	2,290,330	N1	(2,183,288)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Change in Settlement Accounts	2,755,633	N2	1,175,000	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Change in Other Assets	(3,876,764)	N3	(890,622)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Change in Other Liabilities	209,725	N4	(320,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Change in Cash Balance	15,760,818		(8,045,261)	1,697,557	5,023,533	4,311,055	7,146,759	7,779,902	8,445,361	7,857,363	9,347,012	10,130,828
Beginning Unrestricted Cash	52,227,897		67,988,715	59,943,454	61,641,011	66,664,544	70,975,599	78,122,358	85,902,260	94,347,621	102,204,984	111,551,996
Ending Unrestricted Cash	67,988,715		59,943,454	61,641,011	66,664,544	70,975,599	78,122,358	85,902,260	94,347,621	102,204,984	111,551,996	121,682,824
Expense Per Day	335,971		355,605	364,496	373,608	382,948	392,522	402,335	412,393	422,703	433,271	444,102
Days Cash On Hand	202		169	169	178	185	199	214	229	242	257	274

Footnotes:
N1 - Change in Accounts Receivable reflects the 30 day delay in collections.
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N4 - Change in Other Liabilities reflect fluctuations in liability accounts on the Balance Sheet that effect cash. For example, an increase in accounts payable effects EBIDA but not cash.

Tahoe Forest Hospital District

Board of Directors Meeting Evaluation Form

Date: _____

		Exceed Expectations		Meets Expectations		Below Expectations
1	Overall, the meeting agenda is clear and includes appropriate topics for Board consideration	5	4	3	2	1
2	The consent agenda includes appropriate topics and worked well	5	4	3	2	1
3	The Board packet & handout materials were sufficiently clear and at a 'governance level'	5	4	3	2	1
4	Discussions were on target	5	4	3	2	1
5	Board members were prepared and involved	5	4	3	2	1
6	The education was relevant and helpful	5	4	3	2	1
7	Board focused on issues of strategy and policy	5	4	3	2	1
8	Objectives for meeting were accomplished	5	4	3	2	1
9	Meeting ran on time	5	4	3	2	1

Please provide further feedback here:
