



TAHOE FOREST HOSPITAL DISTRICT

# 2019-06-27 Special Meeting of the Board of Directors

Thursday, June 27, 2019 at 2:30 p.m.

Eskridge Conference Room - Tahoe Forest Hospital

10121 Pine Avenue, Truckee, CA 96161

# Meeting Book - 2019-06-27 Special Meeting of the Board of Directors

06/27/19 Special Meeting

## AGENDA

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ITEMS 1-6: See Agenda

## 7. ITEMS FOR BOARD ACTION

7.1. TFHD FY 2020 Budget and 7.2. TFHD 3yr Capital Plan.pdf Page 4

8. ADJOURN



# SPECIAL MEETING OF THE BOARD OF DIRECTORS

## AGENDA

Thursday, June 27, 2019 at 2:30 p.m.  
Eskridge Conference Room – Tahoe Forest Hospital  
10121 Pine Avenue, Truckee, CA 96161

1. **CALL TO ORDER**

2. **ROLL CALL**

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

4. **INPUT – AUDIENCE**

This is an opportunity for members of the public to address the Board on items which are or are not on the agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Board Clerk 24 hours prior to the meeting to allow for distribution. Under Government Code Section 54954.2 – Brown Act, the Board cannot take action on any item not on the agenda. The Board may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.

5. **OATH OF OFFICE**

5.1. **Board Member Oath of Office**

6. **BOARD OFFICER ELECTION**

6.1. **Election of Board Secretary**

7. **ITEMS FOR BOARD ACTION**

7.1. **TFHD Fiscal Year 2020 Budget** ♦ .....ATTACHMENT  
Board of Directors will review and consider the Fiscal Year 2020 budget for approval.

7.2. **TFHD 3 Year Capital Plan – FY2021-2023** ♦ .....ATTACHMENT  
Board of Directors will review and consider the FY2021-2023 Capital Plan for approval.

8. **ADJOURN**

*The next regularly scheduled meeting of the Board of Directors of Tahoe Forest Hospital District is June 27, 2019 at 10121 Pine Avenue, Truckee, CA 96161. A copy of the board meeting agenda is posted on the District's web site ([www.tfhd.com](http://www.tfhd.com)) at least 72 hours prior to the meeting or 24 hours prior to a Special Board Meeting.*

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

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

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

**Tahoe Forest Hospital District  
Operating & Capital Budget, and Ratio Analysis & Financial Forecasts  
Fiscal Year 2020**

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**Tahoe Forest Hospital District  
Operating & Capital Budget, and Ratio Analysis & Financial Forecasts  
Fiscal Year 2020**

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**Tahoe Forest Hospital District  
Operating and Capital Budget, and Financial Forecasts  
Fiscal Year 2019-2020**

**Executive Summary**

**THE FY 2020 OPERATING AND CAPITAL BUDGET IS DIRECTLY LINKED TO OUR NEW 3 YEAR STRATEGIC PLAN APPROVED BY THE BOARD IN SEPTEMBER OF 2018 WITH BUDGET INCLUSION IN FY20 AND IN OUR 10 YEAR FINANCIAL FORECAST.**

As your CEO, I am, again, very pleased with the hard work this entire team, including all providers and volunteers, have accomplished to date in fiscal years 2015 through 2019. The results this very focused and energized team are completing in 4 years used to take almost 35 years to complete.

This is very rare team positive performance for any health system in America!

Our patients always come first. They are center to all that we do as a team and quality must also always be our top priority!

We have seen the net worth (equity) of this Health System grow from \$99 million after 66 years of service at 6/30/15 to approximately \$156 million just four years later at 6/30/19 based on our estimated FY 19 unaudited results.

We have seen provider office visits grow from approximately 46,000 visits in FY 15 to approximately 80,000 visits in FY 19. We have also observed our percentage of outpatient gross revenues as a percent of total revenues grow from approximately 66% in FY 15 to over 73% at the end of FY 19. The powerful growth trend of higher outpatient revenues as a percent of total patient revenue is a critical improvement strategy for all forward looking health systems.

We have really focused over the last 4 years on the critical unmet healthcare needs of our full time residents. This focus has been the 90% driver for major growth in excess of 50% in the health system over this 4-year period.

The health system did experience inpatient census growth in FY 19 and expects to have very modest growth year over year in future years with the majority of our annual growth being in non-inpatient care areas.

In the service strategy area, we have many strategies under way to make sure we are properly aligning all proactive and reactive clinical programs for highest quality, great patient experience, and great efficiency.

Our important strategies, once implemented, will allow a very stable clinical and business model for this healthcare system, even if any major regulatory or market force changes occur.

We achieved our first ever pediatric Rural Health Clinic (RHCs) in the life of this health system in FY 19. We expect to have at least two more RHCs in our health system during FY 20. Eventually we expect to have at least four RHCs in our health system.

In addition, our team continues to be very focused on obtaining a Level III Trauma status hopefully within 15 months. This certification will formally recognize the great skills of this team and it will improve applicable volumes and revenues as well.

We have also recently added TeleNeurology and TelePsych services for our community.

The budget presentation for FY 19 in June of last year contained a critical 10-year Balance Sheet and Income Statement forecast. This FY 19 ten-year forecast is proposed to be our baseline performance target to beat on a cumulative basis as each new fiscal year is completed.

We continue to believe the rewards and challenges will be significant over the next 10 years for most health systems. We strongly believe the rewards will far out way the challenges that lie ahead as 2020 really starts an accelerated change decade for healthcare all across America.

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

Following on the next page is a high-level summary of our FY 20 Operating Budget.

**Our FY 20 Operating Budget Summary:**

Gross Patient Revenue	\$	372,785,233
Net Patient Revenue		186,308,751
Other Operating Revenue		11,631,085
Wellness Neighborhood Property Tax Revenue		1,261,539
Operating Expenses		<u>(187,128,455)</u>
EBIDA	\$	12,072,920
Property Taxes - All		11,008,494
Depreciation		(13,855,386)
Interest Income - All		1,925,280
Interest Expense - All		(5,020,376)
Other Non-Operating Revenue		1,057,862
Net Income	\$	<u>7,188,794</u>

EBIDA (on Gross Revenue)	3.2%
Return on Equity	4.6%
Days Cash on Hand	147

Standard & Poor's Ratio Calculations:

EBIDA Margin	12.4%
Operating EBIDA Margin	11.0%
Operating Margin	2.0%
Excess Margin	3.4%
Days Cash on Hand	145

**Summary:**

**The Fiscal Year 2020 Budget has been carefully constructed to allow support for the Strategic Goals for FY 20, to continue to build towards ever improving quality, patient satisfaction, strong financial performance and sustainability, and to carefully balance our cash reserves and investment in our capital structure.**

**Respectfully submitted:**



**Harry Weis**  
Chief Executive Officer



**Crystal Betts**  
Chief Financial Officer





# TAHOE FOREST HEALTH SYSTEM

Origination Date:	08/1985
Last Approved:	10/2018
Last Revised:	10/2018
Next Review:	10/2021
Department:	Board - ABD
Applies To:	System

## ABD-11 Fiscal Policy

### PURPOSE:

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

### POLICY:

#### A. RATIONALE

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

#### B. POLICY STATEMENT

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

### PROCEDURE:

#### A. OPERATING MARGIN AND EXCESS (NET INCOME) MARGIN

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

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

**B. FUND BALANCES AND TRANSFER PROCEDURES**

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

**C. MAINTENANCE AND OPERATING FUND**

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

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

1. Cash Reserve Fund
2. Projects Fund

**D. BOARD DESIGNATED FUNDS**

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

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

**E. CASH RESERVE FUND**

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

**F. RESTRICTED FUNDS**

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

**G. DONATIONS**

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

Related Policies/Forms:

References:

Policy Owner: Clerk of the Board

Approved by: Chief Executive Officer

All revision dates:

10/2018, 09/2016, 11/2015, 01/2014, 01/2012, 02/2010, 06/2007, 02/2006

## Attachments:

No Attachments

## Approval Signatures

Step Description	Approver	Date
	Harry Weis: CEO	10/2018
	Martina Rochefort: Clerk of the Board	10/2018

COPY

## Tahoe Forest Hospital District Statement of Revenue and Expense

The following contains a detailed five year historical Statement of Revenue and Expense, as well as Preliminary FY 2019 and Budget FY 2020 for Tahoe Forest Hospital District and Incline Village Community Hospital. In addition, we have included FY 2020 budgets for the Separate Business Units, Tahoe Center for Health, Cancer Center program, Multi-Specialty Clinics, Wellness Neighborhood/Community Health Programs, and The Tahoe Institute for Rural Health Research.

The following are the highlights of the budget for FY 2020 for Tahoe Forest Hospital District:

• Gross Revenue	\$372,785,233
• Deductions from Revenue	(186,476,482)
• Other Operating Revenue	11,631,085
• Wellness Neighborhood Revenue	1,261,539
• Total Operating Revenue	199,201,375
• Operating Expenses	(187,128,455)
• <b>EBIDA</b>	<b>12,072,920</b>
• Non-Operating Expense	(15,892,620)
• Property Tax Revenue	11,008,494
• <b>Net Income/(Loss)</b>	<b>7,188,794</b>
• <b>Return on Equity</b>	<b>4.60%</b>
• <b>Return on Gross Revenue EBIDA</b>	<b>3.20%</b>

**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 3.6% overall and Bad Debt, which is budgeted at 1.8% overall. Please refer to the "Deductions from Revenue" narrative for more details.

**Other Operating Revenue** consists of revenue from separate entities such as the Retail Pharmacy, Hospice Thrift Stores, Tahoe Center for Health, Children's Center, Cafeteria Sales, Rental Income, Rebates & Refunds, Medi-Cal PRIME program, Hospital Quality Assurance Fee (HQAF) program, and the IVCH Emergency Department contract. We are anticipating an increase in FY 2020 when compared to Preliminary FY 2019, primarily related to increases in funding in the HQAF and Medi-Cal PRIME.

**Salaries, Wages and Benefits** reflect increases per the methodology outlined in the contracts with the employee associations. The percentage increase for FY 2020 is 3%, inclusive of exempt and non-represented employees. Salaries and Wages for FY 2020 also include a component of physicians converting to the new employment model with start dates of 07/01/2019 and 01/01/2020. The FTE increase related to the new employment model is 31.21 FTEs. 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.

## 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 2020 FTE Budget to the 2019 FTE Budget (exclusive of the physician FTEs), a 33.27 FTE increase is reflected and an increase of 106.80 FTEs when compared to Preliminary FY 2019. The increase in budgeted FY 2020 FTEs as compared to the budgeted FY 2019 FTEs is a result of work being performed to achieve Level III Trauma Center certification, increases in our Surgical Services volumes, growth in our Access Center to accommodate increased patient volumes, furtherance of the Palliative Care and Behavioral Health programs, expansion of specialty services in our Clinics, and additional staff needed for Dietary, Construction Labor, Information Technology, Human Resources, Case Management, and furtherance of our Initiative Programs.

**Workers Compensation** is being budgeted to reflect an increase in FY 2020 when compared to Preliminary FY 2019, which is due to the increase to our budgeted FTEs for FY 2020 and physicians joining the employment model. Preliminary FY 2019 is anticipating a slight decrease from FY 2019 budget and FY 2018 actual.

**Health Insurance** is being budgeted to reflect a 36.1% increase. The increase in health insurance takes into account the budgeted growth in FY 2020 FTE's, including the physician element, and historical increases we are witnessing to our Health Insurance IBNR (Incurred but not Reported) claims liability on the Balance Sheet.

**Professional Fees** reflect a decrease of 25.5% when compared to Preliminary FY 2019. This is primarily related to the shift from contracted Physician fees to an employment based structure in FY 2020.

**Supplies** reflect a 3.2% increase when compared to Preliminary FY 2019. We applied an inflation factor of 3.5% to 4.7% for medical supplies, pharmaceutical supplies, food/dietary supplies and non-medical/office supplies along with factoring in increased supply usage due to program enhancements as well as cost savings through programs like 340B for pharmaceutical supplies.

**Purchased Services** reflect a 16.6% increase compared to Preliminary FY 2019. Purchased services are comprised of maintenance/repair agreements, linen services, outsourced lab services, coding and billing services, and snow removal. The increase reflected in Budget FY 2020 also accounts for additional services needed to support program expansion, increased services required by Information Technology and Communications to maintain software and network infrastructure, billing services for the Skilled Nursing Facility, and fees to assist with lowering our aged accounts receivable to industry standards.

**Other Expenses** reflects a net 21.8% increase compared to Preliminary FY 2019. This is comprised of increases in Utilities, Insurance including Physician professional liability in FY 2020, Outside Training & Travel, Building Rentals, Dues & Subscriptions, expense advancements for Program Investments and Foundations, and Marketing. Highlights of these changes are listed below:

## Tahoe Forest Hospital District Statement of Revenue and Expense

1. Utilities are up \$183,000 due to an anticipated 3.5% to 6% rise in inflation coupled with Multi-Specialty Clinic growth and completion of the second floor of the Cancer Center.
2. Insurance costs up \$541,000 in the areas of Risk, D&O, Comprehensive Liability, Crime/Cyber and Physician Professional Liability coverage.
3. An increase of \$262,000 in Outside Training & Travel primarily related to the EPIC conversion for the Cancer Center and implementation of Professional Billing (PB).
4. Building Rental increases of \$124,000 for Employee/Locums housing, Tahoe City Therapy space expansion and additional space requirements at Tahoe Center for Health.
5. Dues & Subscription increases of \$66,000 for involvement with California hospital councils for legislative representation and Multi-Specialty Clinic physician dues.
6. TIRHR and Foundation Event expense advancements of \$269,000.
7. Marketing increases of \$404,000 to communicate enhanced healthcare services, digital programming, community sponsorships and events, and website maintenance.

**District and County Taxes** have increased \$10,000 from Preliminary FY 2019. We are anticipating the FY 2020 budget to be \$7.3 million based on information received from the counties and projected FY 2019 revenues. A component of property tax revenues is included in the Other Operating Revenue section to offset Community Health and Wellness Neighborhood expenses.

**Interest Income** FY 2020 is expected to surpass Preliminary FY 2019 based on the growth in LAIF interest rates and anticipated increases with cash levels. In FY 2019, LAIF rates ranged from 1.980% to 2.449%.

**Donations** from the TFHS Foundation are expected to net \$562,000, generated from the following events/campaigns: \$196,000 from Best of Tahoe Chefs to support Cancer Center programs, \$41,000 to support Home Health/Hospice, \$29,000 to support the Wellness Neighborhood and Community Health, and \$296,000 from various campaigns and donation drives. IVCH Foundation is expected to contribute \$496,000 for the Emergency Department, Community Wellness, Medical Equipment needs, and support for the Health Clinic in FY 2020.

**Gain/(Loss) on Joint Venture** based on ownership of the Truckee Surgery Center, LLC, we no longer book Gain/Loss on the Joint Venture in TSC, LLC.

**Depreciation** has been budgeted higher than Preliminary FY 2019 due to anticipated capital additions and investments and completed construction projects starting their depreciable life.

**Interest Expense** has been increased 9.4% compared to Preliminary FY 2019 as a result of acquiring debt associated with the Municipal Lease and the Property Purchase agreement.

**TAHOE FOREST HOSPITAL DISTRICT  
STATEMENT OF REVENUE AND EXPENSE  
FOR THE YEARS ENDED JUNE 30, 2014, 2015, 2016, 2017, 2018, BUDGET 2019, PRELIMINARY 2019, and BUDGET 2020**

	AUDITED FYE 6/30/14	AUDITED FYE 6/30/15	AUDITED FYE 6/30/16	AUDITED FYE 6/30/17	AUDITED FYE 6/30/18	BUDGET FYE 6/30/19	PRELIMINARY FYE 6/30/19	BUDGET FYE 6/30/20	VARIANCE \$	VARIANCE %
<b>OPERATING REVENUE</b>										
Total Gross Revenue	\$ 188,378,523	\$ 206,838,355	\$ 220,367,068	\$ 252,487,430	\$ 268,736,366	\$ 300,382,950	\$ 357,105,555	\$ 372,785,233	\$ 15,679,678	4.4%
Gross Revenues - Inpatient										
Daily Hospital Service	19,155,747	20,501,947	20,585,535	23,458,129	27,486,491	25,534,325	35,282,573	30,292,942	(4,989,631)	-14.1%
Ancillary Service - Inpatient	43,242,323	48,541,196	43,065,440	48,242,736	45,510,889	54,871,987	59,553,709	67,060,780	7,507,071	12.6%
Total Gross Revenue - Inpatient	62,398,070	69,043,143	63,650,975	71,700,865	72,997,380	80,406,312	94,836,282	97,353,722	2,517,440	2.7%
Gross Revenue - Outpatient	125,980,453	137,795,212	156,716,093	180,786,565	195,738,986	219,976,638	262,269,273	275,431,511	13,162,238	5.0%
Total Gross Revenue - Outpatient	125,980,453	137,795,212	156,716,093	180,786,565	195,738,986	219,976,638	262,269,273	275,431,511	13,162,238	5.0%
Deductions from Revenue:										
Contractual Allowances	72,706,243	79,499,338	88,901,556	102,525,813	115,272,267	125,899,811	159,185,172	166,550,606	7,365,434	4.6%
Charity Care	6,074,298	6,372,980	7,497,197	7,903,223	8,810,417	9,443,988	13,119,072	13,379,124	260,052	2.0%
Bad Debt	2,995,454	3,321,783	(515,633)	(1,460,537)	1,667,850	3,557,106	4,203,325	6,546,752	2,343,427	-55.8%
Prior Period Settlements	(1,061,758)	(1,310,360)	(5,911,179)	(4,777,099)	(5,750,904)	-	(6,852,931)	-	6,852,931	100.0%
Total Deductions from Revenue	80,714,237	87,883,741	89,971,941	104,191,400	119,999,630	138,900,905	169,654,638	186,476,482	16,821,844	9.9%
Other Operating Revenue	7,197,177	7,608,921	8,393,899	9,326,948	10,379,346	8,856,610	10,994,398	11,631,085	636,687	5.8%
Wellness Neighborhood-RPT, Grants, Donations	636,620	838,496	723,104	745,897	830,018	946,144	1,097,421	1,261,539	164,118	15.0%
<b>TOTAL OPERATING REVENUE</b>	<b>115,498,083</b>	<b>127,402,031</b>	<b>139,512,130</b>	<b>158,368,875</b>	<b>159,946,100</b>	<b>171,284,799</b>	<b>199,542,736</b>	<b>199,201,375</b>	<b>(341,361)</b>	<b>-0.2%</b>
<b>OPERATING EXPENSES</b>										
Salaries, Wages & Benefits	53,009,256	54,722,752	59,824,144	67,779,743	73,529,335	79,544,868	85,182,571	95,565,312	10,382,741	12.2%
Benefits Workers Compensation	218,832	10,365	1,300,888	1,243,957	832,275	869,846	779,608	937,260	157,652	20.2%
Benefits Medical Insurance	8,026,166	9,070,486	7,653,015	7,012,379	6,818,064	7,297,926	10,374,763	14,124,684	3,749,921	36.1%
Professional Fees	19,209,522	21,056,005	19,689,991	22,626,576	24,273,706	26,662,830	26,705,367	19,903,830	(6,801,537)	-25.5%
Supplies	14,968,262	17,160,233	17,853,896	19,429,823	21,411,305	23,559,169	25,996,220	26,835,577	839,357	3.2%
Purchased Services	10,235,914	11,213,964	11,038,956	12,997,855	14,593,477	15,903,451	16,472,821	19,207,458	2,734,637	16.6%
Other	6,121,247	6,977,786	6,022,154	7,220,539	8,590,649	8,678,870	8,665,315	10,554,334	1,889,019	21.8%
<b>TOTAL OPERATING EXPENSE</b>	<b>111,789,199</b>	<b>120,211,591</b>	<b>123,383,043</b>	<b>138,310,872</b>	<b>150,048,811</b>	<b>162,516,960</b>	<b>174,176,665</b>	<b>187,128,455</b>	<b>12,951,790</b>	<b>7.4%</b>
<b>NET OPERATING REV(EXP) EBIDA</b>	<b>\$ 3,708,884</b>	<b>\$ 7,190,440</b>	<b>\$ 16,129,087</b>	<b>\$ 20,058,003</b>	<b>\$ 9,897,289</b>	<b>\$ 8,767,839</b>	<b>\$ 25,366,071</b>	<b>\$ 12,072,920</b>	<b>\$ (13,293,151)</b>	<b>-52.4%</b>
<b>NON-OPERATING REVENUE</b>										
District and County Taxes	4,265,626	4,642,110	4,738,556	6,569,234	6,207,204	6,769,355	6,663,451	6,053,461	(609,990)	-9.2%
District and County Taxes - GO Bond	4,744,356	4,829,411	4,714,688	5,561,486	3,869,465	4,498,629	5,320,286	4,955,033	(365,253)	-6.9%
Interest Income	229,540	281,155	381,037	620,873	982,275	1,544,865	1,729,304	1,925,280	195,976	11.3%
Interest Income - GO Bond	51,034	35,887	18,168	363	-	-	-	-	-	#DIV/0!
Donations	1,327,603	648,045	1,083,943	785,614	730,166	1,070,533	1,020,252	1,057,862	37,610	3.7%
Gain/(Loss) on Joint Venture	(191,666)	(136,300)	(280,874)	-	-	-	-	-	-	0.0%
Loss on Impairment of Asset	-	-	-	-	-	-	-	-	-	0.0%
Gain/(Loss) on Sale of Equip/Property	1,000	-	10,000	-	10,844	-	(519,415)	-	519,415	-100.0%
Impairment Loss	-	-	-	-	-	-	-	-	-	0.0%
Depreciation	(8,714,689)	(10,099,035)	(10,605,075)	(10,897,238)	(11,308,706)	(12,719,724)	(13,737,157)	(13,855,386)	(118,229)	0.9%
Interest Expense	(1,751,126)	(1,673,405)	(1,407,442)	(1,260,265)	(1,170,586)	(1,045,091)	(1,275,822)	(1,395,343)	(119,521)	9.4%
Interest Expense - GO Bond	(3,639,081)	(3,585,511)	(2,653,074)	(2,719,610)	(3,849,775)	(3,814,108)	(3,935,845)	(3,625,033)	310,812	-7.9%
<b>TOTAL NON-OPERATING REVENUE</b>	<b>(3,677,403)</b>	<b>(5,057,643)</b>	<b>(4,000,074)</b>	<b>(1,339,544)</b>	<b>(4,529,113)</b>	<b>(3,695,541)</b>	<b>(4,734,946)</b>	<b>(4,884,126)</b>	<b>(149,180)</b>	<b>3.2%</b>
<b>EXCESS REVENUE(EXPENSE)</b>	<b>\$ 31,481</b>	<b>\$ 2,132,797</b>	<b>\$ 12,129,013</b>	<b>\$ 18,718,459</b>	<b>\$ 5,368,176</b>	<b>\$ 5,072,298</b>	<b>\$ 20,631,125</b>	<b>\$ 7,188,794</b>	<b>\$ (13,442,331)</b>	<b>-65.2%</b>

TAHOE FOREST HOSPITAL DISTRICT  
STATEMENT OF REVENUE AND EXPENSE  
FOR THE YEARS ENDED JUNE 30, 2014, 2015, 2016, 2017, 2018, BUDGET 2019, PRELIMINARY 2019, and BUDGET 2020

	AUDITED FYE 6/30/14	AUDITED FYE 6/30/15	AUDITED FYE 6/30/16	AUDITED FYE 6/30/17	AUDITED FYE 6/30/18	BUDGET FYE 6/30/19	PRELIMINARY FYE 6/30/19	BUDGET FYE 6/30/20	VARIANCE %
RETURN ON GROSS REVENUE EBIDA	2.0%	3.5%	7.3%	7.9%	3.7%	2.9%	7.1%	3.2%	-3.9%
RETURN ON EQUITY	0.0%	2.2%	12.1%	16.8%	4.1%	3.7%	15.2%	4.6%	-10.6%
RETURN ON EQUITY (excluding donations)	-1.3%	1.5%	11.0%	16.1%	3.6%	3.0%	14.5%	3.9%	-10.5%
INPATIENT REV AS A % OF GROSS REV	33.1%	33.4%	28.9%	28.4%	27.2%	26.8%	26.6%	26.1%	
OUTPATIENT REV AS A % OF GROSS REV	66.9%	66.6%	71.1%	71.6%	72.8%	73.2%	73.4%	73.9%	
CONTRACTUAL ADJ AS A % OF GROSS REV	38.6%	38.4%	40.3%	40.6%	42.9%	41.9%	44.6%	44.7%	
CHARITY CARE AS A % OF GROSS REV	3.2%	3.1%	3.4%	3.1%	3.3%	3.1%	3.7%	3.6%	
BAD DEBT AS A % OF GROSS REV	1.6%	1.6%	-0.2%	-0.6%	0.6%	1.2%	1.2%	1.8%	
SALARIES, WAGES & BEN AS A % OF NET REV	45.9%	43.0%	42.9%	42.8%	46.0%	46.4%	42.7%	48.0%	
WORKERS COMP AS A % OF NET REV	0.2%	0.0%	0.9%	0.8%	0.5%	0.5%	0.4%	0.5%	
MEDICAL INSURANCE AS A % OF NET REV	6.9%	7.1%	5.5%	4.4%	4.3%	4.3%	5.2%	7.1%	
PROFESSIONAL FEES AS A % OF NET REV	16.6%	16.5%	14.1%	14.3%	15.2%	15.6%	13.4%	10.0%	
SUPPLIES AS A % OF NET REV	13.0%	13.5%	12.8%	12.3%	13.4%	13.8%	13.0%	13.5%	
PURCHASED SVCS AS A % OF NET REV	8.9%	8.8%	7.9%	8.2%	9.1%	9.3%	8.3%	9.6%	
OTHER AS A % OF NET REV	5.3%	5.5%	4.3%	4.6%	5.4%	5.1%	4.3%	5.3%	



**INCLINE VILLAGE COMMUNITY HOSPITAL  
STATEMENT OF REVENUE AND EXPENSE  
FOR THE YEARS ENDED JUNE 30, 2014, 2015, 2016, 2017, 2018, BUDGET 2019, PRELIMINARY 2019 and BUDGET 2020**

	<u>AUDITED FYE 6/30/14</u>	<u>AUDITED FYE 6/30/15</u>	<u>AUDITED FYE 6/30/16</u>	<u>AUDITED FYE 6/30/17</u>	<u>AUDITED FYE 6/30/18</u>	<u>BUDGET FYE 6/30/19</u>	<u>PRELIMINARY FYE 6/30/19</u>	<u>BUDGET FYE 6/30/20</u>	<u>VARIANCE \$</u>	<u>VARIANCE %</u>
<b>OPERATING REVENUE</b>										
Total Gross Revenue	\$ 13,812,942	\$ 14,797,824	\$ 17,295,773	\$ 18,325,851	\$ 18,324,368	\$ 22,189,332	\$ 23,620,208	\$ 27,272,407	\$ 3,652,199	15.5%
Gross Revenues - Inpatient										
Daily Hospital Service	74,931	33,538	45,711	32,328	101,764	80,894	73,173	113,150	39,977	54.6%
Ancillary Service - Inpatient	94,479	55,135	60,334	44,416	99,003	77,521	54,812	80,437	25,625	46.8%
Total Gross Revenue - Inpatient	169,410	88,673	106,045	76,744	200,767	158,415	127,985	193,587	65,602	51.3%
Gross Revenue - Outpatient	13,643,532	14,709,151	17,189,727	18,249,107	18,123,601	22,030,917	23,492,223	27,078,820	3,586,597	15.3%
Total Gross Revenue - Outpatient	13,643,532	14,709,151	17,189,727	18,249,107	18,123,601	22,030,917	23,492,223	27,078,820	3,586,597	15.3%
Deductions from Revenue:										
Contractual Allowances	3,936,244	4,106,515	5,695,586	6,338,572	7,347,788	8,671,565	9,140,178	11,004,094	1,863,916	20.4%
Charity Care	549,470	479,403	645,978	667,852	699,870	819,986	1,064,684	1,276,740	212,056	19.9%
Bad Debt	797,146	1,088,696	643,402	720,886	660,985	775,170	1,304,808	1,276,740	(28,068)	-2.2%
Prior Period Settlements	14,581	(100,552)	(199,758)	39,034	(268,723)	-	74,873	-	(74,873)	-100.0%
Total Deductions from Revenue	5,297,441	5,574,062	6,785,207	7,766,343	8,439,920	10,266,721	11,584,543	13,557,574	1,973,031	17.0%
Other Operating Revenue	645,735	858,988	978,564	936,841	998,565	920,281	1,126,843	1,105,623	(21,220)	-1.9%
<b>TOTAL OPERATING REVENUE</b>	<b>9,161,236</b>	<b>10,082,750</b>	<b>11,489,130</b>	<b>11,496,349</b>	<b>10,883,013</b>	<b>12,842,892</b>	<b>13,162,508</b>	<b>14,820,456</b>	<b>1,657,948</b>	<b>12.6%</b>
<b>OPERATING EXPENSES</b>										
Salaries, Wages & Benefits	3,931,914	3,916,263	4,112,980	4,728,890	4,617,454	4,927,722	4,890,898	5,871,887	980,989	20.1%
Benefits Workers Compensation	(6,850)	(7,587)	26,172	23,991	41,812	71,402	56,830	51,636	(5,194)	-9.1%
Benefits Medical Insurance	489,372	611,273	489,814	448,503	423,875	501,255	684,543	808,692	124,149	18.1%
Professional Fees	2,452,575	2,502,507	2,791,298	2,844,083	2,939,704	3,305,111	3,351,779	2,974,631	(377,148)	-11.3%
Supplies	598,519	611,481	921,388	754,001	522,548	840,672	652,514	714,608	62,094	9.5%
Purchased Services	450,655	499,880	509,480	594,519	502,075	546,337	603,570	672,826	69,256	11.5%
Other	570,061	597,960	681,616	661,169	784,607	814,553	856,167	939,074	82,907	9.7%
<b>TOTAL OPERATING EXPENSE</b>	<b>8,486,246</b>	<b>8,731,777</b>	<b>9,532,747</b>	<b>10,055,157</b>	<b>9,832,075</b>	<b>11,007,052</b>	<b>11,096,301</b>	<b>12,033,354</b>	<b>937,053</b>	<b>8.4%</b>
<b>NET OPERATING REV(EXP) EBIDA</b>	<b>\$ 674,990</b>	<b>\$ 1,350,973</b>	<b>\$ 1,956,383</b>	<b>\$ 1,441,192</b>	<b>\$ 1,050,938</b>	<b>\$ 1,835,840</b>	<b>\$ 2,066,207</b>	<b>\$ 2,787,102</b>	<b>\$ 720,895</b>	<b>34.9%</b>
<b>NON-OPERATING REVENUE</b>										
Donations	691,114	22,091	599,902	396,399	447,800	470,533	201,155	496,003	294,848	146.6%
Gain/(Loss) on Sale of Equip/Property	-	-	-	-	-	-	-	-	-	0.0%
Depreciation	(613,299)	(652,335)	(653,210)	(685,353)	(688,144)	(711,625)	(743,742)	(780,514)	(36,772)	4.9%
<b>TOTAL NON-OPERATING REVENUE</b>	<b>77,815</b>	<b>(630,244)</b>	<b>(53,309)</b>	<b>(288,954)</b>	<b>(240,344)</b>	<b>(241,092)</b>	<b>(542,587)</b>	<b>(284,511)</b>	<b>258,076</b>	<b>-47.6%</b>
<b>EXCESS REVENUE(EXPENSE)</b>	<b>\$ 752,805</b>	<b>\$ 720,729</b>	<b>\$ 1,903,074</b>	<b>\$ 1,152,238</b>	<b>\$ 810,594</b>	<b>\$ 1,594,748</b>	<b>\$ 1,523,620</b>	<b>\$ 2,502,591</b>	<b>\$ 978,971</b>	<b>64.3%</b>

**INCLINE VILLAGE COMMUNITY HOSPITAL  
STATEMENT OF REVENUE AND EXPENSE  
FOR THE YEARS ENDED JUNE 30, 2014, 2015, 2016, 2017, 2018, BUDGET 2019, PRELIMINARY 2019 and BUDGET 2020**

	AUDITED FYE 6/30/14	AUDITED FYE 6/30/15	AUDITED FYE 6/30/16	AUDITED FYE 6/30/17	AUDITED FYE 6/30/18	BUDGET FYE 6/30/19	PRELIMINARY FYE 6/30/19	BUDGET FYE 6/30/20	VARIANCE %
RETURN ON GROSS REVENUE EBIDA	4.9%	9.1%	11.3%	7.9%	5.7%	8.3%	8.7%	10.2%	1.5%
RETURN ON EQUITY	8.8%	7.7%	18.9%	9.6%	6.2%	11.4%	10.9%	16.2%	5.3%
RETURN ON EQUITY (excluding donations)	0.7%	7.5%	12.9%	6.3%	2.8%	8.1%	9.5%	13.0%	3.5%
INPATIENT REV AS A % OF GROSS REV	1.2%	0.6%	0.6%	0.4%	1.1%	0.7%	0.5%	0.7%	
OUTPATIENT REV AS A % OF GROSS REV	98.8%	99.4%	99.4%	99.6%	98.9%	99.3%	99.5%	99.3%	
CONTRACTUAL ADJ AS A % OF GROSS REV	28.5%	27.8%	32.9%	34.6%	40.1%	39.1%	38.7%	40.3%	
CHARITY CARE AS A % OF GROSS REV	4.0%	3.2%	3.7%	3.6%	3.8%	3.7%	4.5%	4.7%	
BAD DEBT AS A % OF GROSS REV	5.8%	7.4%	3.7%	3.9%	3.6%	3.5%	5.5%	4.7%	
SALARIES, WAGES & BEN AS A % OF NET REV	42.9%	38.8%	35.8%	41.1%	42.4%	38.4%	37.2%	39.6%	
WORKERS COMP AS A % OF NET REV	-0.1%	-0.1%	0.2%	0.2%	0.4%	0.6%	0.4%	0.3%	
MEDICAL INSURANCE AS A % OF NET REV	5.3%	6.1%	4.3%	3.9%	3.9%	3.9%	5.2%	5.5%	
PROFESSIONAL FEES AS A % OF NET REV	26.8%	24.8%	24.3%	24.7%	27.0%	25.7%	25.5%	20.1%	
SUPPLIES AS A % OF NET REV	6.5%	6.1%	8.0%	6.6%	4.8%	6.5%	5.0%	4.8%	
PURCHASED SVCS AS A % OF NET REV	4.9%	5.0%	4.4%	5.2%	4.6%	4.3%	4.6%	4.5%	
OTHER AS A % OF NET REV	6.2%	5.9%	5.9%	5.8%	7.2%	6.3%	6.5%	6.3%	

**TAHOE FOREST HOSPITAL DISTRICT  
SEPARATE BUSINESS UNITS  
BUDGET FY 2020**

	<u>HOME HEALTH</u>	<u>HOSPICE</u>	<u>CHILDRENS CENTER</u>	<u>OCCUPATIONAL HEALTH</u>	<u>HEALTH CLINIC</u>	<u>RETAIL PHARMACY</u>	<u>TOTAL SEPARATE BUSINESS UNITS</u>
Gross Operating Revenue	\$ 1,331,132	\$ 2,092,476	\$ 1,059,752	\$ 1,329,512	\$ 617,528	\$ 2,887,160	\$ 9,317,560
Deduction From Rev	606,506	1,213,378	-	230,301	227,004	680,087	2,957,276
Other Operating Revenue	-	-	-	600	-	-	600
<b>Total Operating Revenue</b>	<b>\$ 724,626</b>	<b>\$ 879,098</b>	<b>\$ 1,059,752</b>	<b>\$ 1,099,811</b>	<b>\$ 390,524</b>	<b>\$ 2,207,073</b>	<b>\$ 6,360,884</b>
<b>Operating Expense:</b>							
Salaries & Benefits	\$ 1,006,142	\$ 550,754	\$ 1,199,331	\$ 1,044,986	\$ 427,813	\$ 696,837	\$ 4,925,863
Professional Fees	248,583	17,520	-	4,300	-	7,800	278,203
Supplies	12,305	5,465	22,311	22,822	2,815	1,723,860	1,789,578
Purchased Services	56,824	99,516	4,800	171,655	2,400	38,670	373,865
Other Expenses	68,702	77,736	75,180	93,966	88,685	83,666	487,935
<b>Total Operating Expenses</b>	<b>\$ 1,392,556</b>	<b>\$ 750,991</b>	<b>\$ 1,301,622</b>	<b>\$ 1,337,729</b>	<b>\$ 521,713</b>	<b>\$ 2,550,833</b>	<b>\$ 7,855,444</b>
<b>Net Operating Rev (Exp)</b>	<b>\$ (667,930)</b>	<b>\$ 128,107</b>	<b>\$ (241,870)</b>	<b>\$ (237,918)</b>	<b>\$ (131,189)</b>	<b>\$ (343,760)</b>	<b>\$ (1,494,560)</b>
<b>Non - Operating Rev / (Exp)</b>							
Donations	7,850	32,701	1,157	-	-	-	41,708
Thrift Store Net Income	-	323,844	-	-	-	-	323,844
Employee Benefit - EE Discounts	-	-	(325,000)	-	-	-	(325,000)
Depreciation	(9,525)	(3,327)	(38,445)	(1,065)	(430)	(3,371)	(56,162)
<b>Total Non-Operating Rev/(Exp)</b>	<b>(1,675)</b>	<b>353,218</b>	<b>(362,288)</b>	<b>(1,065)</b>	<b>(430)</b>	<b>(3,371)</b>	<b>(15,610)</b>
<b>Net Income/(Loss)</b>	<b>\$ (669,605)</b>	<b>\$ 481,325</b>	<b>\$ (604,158)</b>	<b>\$ (238,982)</b>	<b>\$ (131,619)</b>	<b>\$ (347,131)</b>	<b>\$ (1,510,169)</b>
Units	3,250	2,200	22,700	1,650	2,216	33,250	
Gross Revenue/Unit	\$ 409.58	\$ 951.13	\$ 46.69	\$ 805.76	\$ 278.67	\$ 86.83	
Total Operating Expense/Unit	\$ 428.48	\$ 341.36	\$ 57.34	\$ 810.74	\$ 235.43	\$ 76.72	

**Employee Drug Plan**

Plan Costs	(2,345,079)
Captured through Retail Rx	505,412
<b>Net Plan Costs</b>	<b>(1,839,667)</b>

1. Salaries & Benefits contain a component of Physician Employment in FY 2020.

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

Net Operating Income	(343,760)
Net Employee Drug Plan Cr	(1,839,667)
<b>Net Financial Position</b>	<b>(2,183,427)</b>

**TAHOE FOREST HOSPITAL DISTRICT  
TAHOE CENTER FOR HEALTH  
BUDGET FY 2020**

	<u>THERAPY SERVICES</u>	<u>SPORTS PERFORMANCE LAB</u>	<u>FITNESS CENTER</u>	<u>FITNESS &amp; WELLNESS **</u>	<u>OCCUPATIONAL HEALTH TESTING</u>	<u>CENTER OPERATIONS</u>	<u>TOTAL TCFH</u>
<b>Gross Operating Revenue</b>	\$ 6,799,852	\$ 3,500	\$ 165,000	\$ 34,325	\$ 140,000	\$ -	\$ 7,142,677
<b>Deduction From Rev</b>	2,379,948	-	-	-	-	-	2,379,948
<b>Other Operating Revenue</b>	11,312	-	-	-	-	-	11,312
<b>Total Operating Revenue</b>	\$ 4,431,216	\$ 3,500	\$ 165,000	\$ 34,325	\$ 140,000	\$ -	\$ 4,774,041
<b>Operating Expense:</b>							
Salaries & Benefits	\$ 4,638	\$ -	\$ -	\$ -	\$ 403,774	\$ 15,901	\$ 424,313
Professional Fees	2,641,059	-	-	-	-	-	2,641,059
Supplies	46,801	-	3,154	5,216	240	827	56,238
Purchased Services	42,589	2,600	129,740	120	20,824	1,200	197,073
Other Expenses	12,112	-	-	4,508	20,128	378,487	415,235
<b>Total Operating Expenses</b>	\$ 2,747,199	\$ 2,600	\$ 132,894	\$ 9,844	\$ 444,966	\$ 396,415	\$ 3,733,918
<b>Net Operating Rev (Exp)</b>	\$ 1,684,017	\$ 900	\$ 32,106	\$ 24,481	\$ (304,966)	\$ (396,415)	\$ 1,040,123
<b>Non - Operating Rev / (Exp)</b>							
Donations	-	-	-	-	-	-	-
Depreciation	(13,472)	-	-	-	-	(155,107)	(168,579)
<b>Total Non-Operating Rev/(Exp)</b>	(13,472)	-	-	-	-	(155,107)	(168,579)
<b>Net Income/(Loss)</b>	\$ 1,670,545	\$ 900	\$ 32,106	\$ 24,481	\$ (304,966)	\$ (551,522)	\$ 871,544
<b>Overhead Allocation Based on Sq Ft</b>	\$ (194,067)	\$ (53,460)	\$ (102,894)	\$ (148,659)	\$ -	\$ 499,081	\$ -
<b>Adjusted Net Income/(Loss)</b>	\$ 1,476,478	\$ (52,560)	\$ (70,788)	\$ (124,178)	\$ (304,966)	\$ (52,441)	\$ 871,544
<b>Units</b>	60,349	2,170	1,192	3,080	2,603		69,394
<b>Gross Revenue/Unit</b>	\$ 112.68	\$ 1.61	\$ 138.42	\$ 11.14	\$ 53.78		\$ 102.93
<b>Total Operating Expense/Unit</b>	\$ 45.52	\$ 1.20	\$ 111.49	\$ 3.20	\$ 170.94		\$ 53.81
<b>Total Op Exp &amp; O.H. Alloc/Unit</b>	\$ 48.74	\$ 25.83	\$ 197.81	\$ 51.46	\$ 170.94		\$ 56.24

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

**TAHOE FOREST HOSPITAL DISTRICT  
CANCER PROGRAM  
BUDGET FY 2020**

	<u>MEDICAL ONCOLOGY</u>	<u>MSC MEDICAL ONCOLOGY</u>	<u>RADIATION ONCOLOGY</u>	<u>MSC RADIATION ONCOLOGY</u>	<u>ONCOLOGY LAB</u>	<u>ONCOLOGY DRUGS</u>	<u>PET CT</u>	<u>CANCER CENTER BUILDING</u>	<u>TOTAL CANCER PROGRAM</u>
<b>Gross Operating Revenue</b>	\$ 3,522,569	\$ 1,523,391	\$ 7,615,100	\$ 939,906	\$ 402,441	\$ 26,117,405	\$ 1,505,953	\$ -	\$ 41,626,765
<b>Deduction From Rev</b>	1,818,585	703,242	4,305,946	433,764	214,902	14,083,436	869,830	-	22,429,705
<b>Other Operating Revenue</b>	-	-	-	-	-	-	-	-	-
<b>Total Operating Revenue</b>	\$ 1,703,984	\$ 820,149	\$ 3,309,154	\$ 506,142	\$ 187,539	\$ 12,033,969	\$ 636,123	\$ -	\$ 19,197,060
<b>Operating Expense:</b>									
Salaries & Benefits	\$ 2,932,373	\$ -	\$ 485,567	\$ -	\$ 157,430	\$ -	\$ 65,978	\$ -	\$ 3,641,348
Professional Fees	227,820	1,807,571	327,000	770,469	-	-	3,377	-	3,136,237
Supplies	76,712	-	1,496	-	-	8,584,611	-	-	8,662,819
Purchased Services	214,804	-	473,980	-	721	-	208,731	-	898,236
Other Expenses	377,813	-	539	-	-	-	240	-	378,592
<b>Total Operating Expenses</b>	\$ 3,829,522	\$ 1,807,571	\$ 1,288,582	\$ 770,469	\$ 158,151	\$ 8,584,611	\$ 278,326	\$ -	\$ 16,717,232
<b>Net Operating Rev (Exp)</b>	\$ (2,125,538)	\$ (987,422)	\$ 2,020,572	\$ (264,327)	\$ 29,388	\$ 3,449,358	\$ 357,797	\$ -	\$ 2,479,828
<b>Non - Operating Rev / (Exp)</b>									
Donations	211,663	-	-	-	-	-	-	-	211,663
Depreciation	(163,918)	(212)	(51,707)	-	(777)	-	-	(697,772)	(914,385)
<b>Total Non-Operating Rev/(Exp)</b>	47,745	(212)	(51,707)	-	(777)	-	-	(697,772)	(702,722)
<b>Net Income/(Loss)</b>	\$ (2,077,793)	\$ (987,634)	\$ 1,968,865	\$ (264,327)	\$ 28,612	\$ 3,449,358	\$ 357,797	\$ (697,772)	\$ 1,777,106
<b>Units</b>	9,300	4,760	3,578	266	5,022	5,118	282		28,326
<b>Gross Revenue/Unit</b>	\$ 378.77	\$ 320.04	\$ 2,128.31	\$ 3,533.48	\$ 80.14	\$ 5,103.05	\$ 5,340.26		\$ 1,469.56
<b>Total Operating Expense/Unit</b>	\$ 411.78	\$ 379.74	\$ 360.14	\$ 2,896.50	\$ 31.49	\$ 1,677.34	\$ 986.97		\$ 590.17

**TAHOE FOREST HOSPITAL DISTRICT  
MULTI-SPECIALTY CLINICS  
BUDGET FY 2020**

	M.O.B.		CANCER CENTER (SECOND FLOOR)	CANCER CENTER (SECOND FLOOR)	CANCER CENTER (SECOND FLOOR)	CANCER CENTER (SECOND FLOOR)
	OTOLARYNGOLOGY (ENT)	AUDIOLOGY	INTERNAL MEDICINE/ PULMONOLOGY	UROLOGY & NEUROLOGY	ENDOCRINOLOGY	GASTROENTEROLOGY & GENERAL SURGERY
Gross Operating Revenue	\$ 1,217,080	\$ 141,495	\$ 1,118,146	\$ 1,182,833	\$ 391,472	\$ 1,743,235
Deduction From Rev	460,641	53,839	435,252	449,046	139,457	651,216
Other Operating Revenue	-	-	-	-	-	-
Total Operating Revenue	\$ 756,439	\$ 87,656	\$ 682,894	\$ 733,787	\$ 252,015	\$ 1,092,019
<b>Operating Expense:</b>						
Salaries & Benefits	\$ 1,172,263	\$ -	\$ 882,202	\$ 908,806	\$ 396,123	\$ 2,099,364
Professional Fees	-	59,120	-	1,059,950	-	30,966
Supplies	32,953	412	9,975	34,323	17,400	15,695
Purchased Services	44,600	10,800	13,320	29,180	-	15,980
Other Expenses	86,576	-	91,847	103,147	13,869	141,001
Total Operating Expenses	\$ 1,336,392	\$ 70,332	\$ 997,344	\$ 2,135,406	\$ 427,392	\$ 2,303,006
Net Operating Rev (Exp)	\$ (579,953)	\$ 17,324	\$ (314,450)	\$ (1,401,619)	\$ (175,377)	\$ (1,210,987)
<b>Non - Operating Rev / (Exp)</b>						
Donations	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-
Total Non-Operating Rev/(Exp)	-	-	-	-	-	-
Net Income/(Loss)	\$ (579,953)	\$ 17,324	\$ (314,450)	\$ (1,401,619)	\$ (175,377)	\$ (1,210,987)
Units	2,365	712	3,602	3,213	1,410	3,836
Gross Revenue/Unit	\$ 514.62	\$ 198.73	\$ 310.42	\$ 368.14	\$ 277.64	\$ 454.44
Total Operating Expense/Unit	\$ 565.07	\$ 98.78	\$ 276.89	\$ 664.61	\$ 303.11	\$ 600.37

**TAHOE FOREST HOSPITAL DISTRICT  
MULTI-SPECIALTY CLINICS  
BUDGET FY 2020**

	M.O.B.	MT. MEDICAL	CANCER CENTER (SECOND FLOOR)	T.C.F.H.	GATEWAY MEDICAL CENTER AND CANCER CENTER (SECOND FLOOR)			
	PEDIATRICS	ORTHOPEDICS	WOMEN'S CENTER (OB/GYN)	SPORTS MEDICINE	CARDIOLOGY & FAMILY PRACTICE	INTERNAL MEDICINE	CLINIC SHARED COSTS	CLINIC SUMMARY
Gross Operating Revenue	\$ 4,424,120	\$ 7,874,590	\$ 2,272,073	\$ 740,525	\$ 3,918,023	\$ 485,018	\$ -	\$ 4,403,041
Deduction From Rev	1,546,979	2,903,059	809,400	274,656	1,498,853	180,361	-	1,679,214
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	\$ 2,877,141	\$ 4,971,531	\$ 1,462,673	\$ 465,869	\$ 2,419,170	\$ 304,657	\$ -	\$ 2,723,827
<b>Operating Expense:</b>								
Salaries & Benefits	\$ 2,548,656	\$ 3,831,731	\$ 2,146,645	\$ 315,593	\$ 754,002	\$ 1,273,891	\$ 2,490,674	\$ 4,518,567
Professional Fees	30,800	1,075,670	-	-	143,507	21,461	-	164,968
Supplies	43,537	37,226	34,246	2,277	-	-	98,494	98,494
Purchased Services	64,400	350,260	28,840	14,600	-	-	60,304	60,304
Other Expenses	220,284	382,131	208,685	16,351	-	-	112,321	112,321
Total Operating Expenses	\$ 2,907,677	\$ 5,677,018	\$ 2,418,416	\$ 348,821	\$ 897,509	\$ 1,295,352	\$ 2,761,793	\$ 4,954,654
Net Operating Rev (Exp)	\$ (30,536)	\$ (705,487)	\$ (955,743)	\$ 117,048	\$ 1,521,661	\$ (990,695)	\$ (2,761,793)	\$ (2,230,827)
<b>Non - Operating Rev / (Exp)</b>								
Donations	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-
Total Non-Operating Rev/(Exp)	-	-	-	-	-	-	-	-
Net Income/(Loss)	\$ (30,536)	\$ (705,487)	\$ (955,743)	\$ 117,048	\$ 1,521,661	\$ (990,695)	\$ (2,761,793)	\$ (2,230,827)
Units	11,367	12,803	10,080	2,088	10,523	1,445	11,968	11,968
Gross Revenue/Unit	\$ 389.21	\$ 615.06	\$ 225.40	\$ 354.66	\$ 372.33	\$ 335.65	\$ -	\$ 367.90
Total Operating Expense/Unit	\$ 255.80	\$ 443.41	\$ 239.92	\$ 167.06	\$ 85.29	\$ 896.44	\$ 230.76	\$ 413.99

**TAHOE FOREST HOSPITAL DISTRICT  
MULTI-SPECIALTY CLINICS  
BUDGET FY 2020**

	IVCH	IVCH	IVCH	IVCH	
	INTERNAL MEDICINE/ PEDIATRICS	PRIMARY CARE	ORTHOPEdic SURGERY	HEALTH CLINIC	ALL CLINICS SUBTOTAL
Gross Operating Revenue	\$ 546,693	\$ 973,727	\$ 111,407	\$ 1,238,047	\$ 28,378,484
Deduction From Rev	204,753	358,306	40,106	440,972	10,446,896
Other Operating Revenue	-	-	-	-	-
Total Operating Revenue	\$ 341,940	\$ 615,421	\$ 71,301	\$ 797,075	\$ 17,931,588
<b>Operating Expense:</b>					
Salaries & Benefits	\$ 168,987	\$ 488,760	\$ 82,961	\$ 1,086,557	\$ 20,647,215
Professional Fees	40,800	83,601	-	131,736	2,677,611
Supplies	5,267	19,498	10,800	17,864	379,967
Purchased Services	1,200	28,100	-	1,080	662,664
Other Expenses	13,065	62,043	4,062	36,637	1,492,019
Total Operating Expenses	\$ 229,319	\$ 682,002	\$ 97,823	\$ 1,273,874	\$ 25,859,476
Net Operating Rev (Exp)	\$ 112,621	\$ (66,581)	\$ (26,522)	\$ (476,799)	\$ (7,927,888)
<b>Non - Operating Rev / (Exp)</b>					
Donations	-	-	-	-	-
Depreciation	-	-	-	-	-
Total Non-Operating Rev/(Exp)	-	-	-	-	-
Net Income/(Loss)	\$ 112,621	\$ (66,581)	\$ (26,522)	\$ (476,799)	\$ (7,927,888)
Units	1,635	3,600	345	4,033	73,057
Gross Revenue/Unit	\$ 334.37	\$ 270.48	\$ 322.92	\$ 306.98	\$ 388.44
Total Operating Expense/Unit	\$ 140.26	\$ 189.45	\$ 283.54	\$ 315.86	\$ 353.96



**TAHOE FOREST HOSPITAL DISTRICT  
MULTI-SPECIALTY CLINICS  
BUDGET FY 2020**

	ADMINISTRATION	CLINICS BUSINESS OFFICE	OVERHEAD TOTAL	TOTAL CLINICS
Gross Operating Revenue	\$ -	\$ -	\$ -	\$ 28,378,484
Deduction From Rev	-	-	-	10,446,896
Other Operating Revenue	-	-	-	-
Total Operating Revenue	\$ -	\$ -	\$ -	\$ 17,931,588
<b>Operating Expense:</b>				
Salaries & Benefits	\$ 1,715,666	\$ 230,259	\$ 1,945,925	\$ 22,593,140
Professional Fees	70,000	-	70,000	2,747,611
Supplies	13,224	2,940	16,164	396,131
Purchased Services	169,320	120	169,440	832,104
Other Expenses	134,781	1,116	135,897	1,627,916
Total Operating Expenses	\$ 2,102,991	\$ 234,435	\$ 2,337,426	\$ 28,196,902
Net Operating Rev (Exp)	\$ (2,102,991)	\$ (234,435)	\$ (2,337,426)	\$ (10,265,314)
<b>Non - Operating Rev / (Exp)</b>				
Donations	-	-	-	-
Depreciation	-	-	-	-
Total Non-Operating Rev/(Exp)	-	-	-	-
Net Income/(Loss)	\$ (2,102,991)	\$ (234,435)	\$ (2,337,426)	\$ (10,265,314)
Units	73,057	73,057	73,057	73,057
Gross Revenue/Unit				\$ 388.44
Total Operating Expense/Unit	\$ 28.79	\$ 3.21	\$ 31.99	\$ 385.96

**TAHOE FOREST HOSPITAL DISTRICT  
WELLNESS NEIGHBORHOOD/COMMUNITY HEALTH PROGRAM  
BUDGET FY 2020**

	<b>WELLNESS NEIGHBORHOOD</b>	<b>COMMUNITY HEALTH</b>	<b>TOTAL WELLNESS/COMMUNITY HEALTH PROGRAM</b>
Gross Operating Revenue	\$ -	\$ -	\$ -
Deduction From Rev	-	-	-
Other Operating Revenue	-	-	-
Total Operating Revenue	\$ -	\$ -	\$ -
<b><u>Operating Expense:</u></b>			
Salaries & Benefits	\$ 508,767	\$ 233,212	\$ 741,979
Professional Fees	3,600	6,000	9,600
Supplies	18,887	47,992	66,879
Purchased Services	255,070	97,000	352,070
Other Expenses	48,432	42,579	91,011
Total Operating Expenses	\$ 834,756	\$ 426,783	\$ 1,261,539
Net Operating Rev (Exp)	\$ (834,756)	\$ (426,783)	\$ (1,261,539)
<b><u>Non - Operating Rev / (Exp)</u></b>			
Property Tax Revenues	834,756	426,783	1,261,539
Total Non-Operating Rev/(Exp)	834,756	426,783	1,261,539
Net Income/(Loss)	\$ -	\$ -	\$ -
<b><u>Possible Other Revenue Sources:</u></b>			
Donations	\$ 29,403	\$ 72,791	\$ 102,194
Grants	-	75,000	75,000
Total Possible Other Revenue Sources	\$ 29,403	\$ 147,791	\$ 177,194

**TAHOE FOREST HOSPITAL DISTRICT  
TAHOE INSTITUTE FOR RURAL HEALTH RESEARCH  
BUDGET FY 2020**

	<u>BUDGET FY2020</u>	<u>PRELIMINARY FY2019</u>	<u>AUDITED FY2018</u>	<u>AUDITED FY2017</u>	<u>AUDITED FY2016</u>	<u>AUDITED FY2015</u>	<u>AUDITED FY2014</u>	<u>AUDITED FY2013</u>	<u>AUDITED FY2012</u>	<u>AUDITED FY2011</u>
<b>Operating Expense:</b>										
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	115,500	164,266	145,724	236,510	338,264	406,761	524,544	297,311	161,339	78,688
Supplies	-	-	289	1,619	6,083	2,108	28,462	5,806	1,059	1,961
Purchased Services	4,900	6,037	4,689	48,123	35,248	22,828	18,868	2,600	1,500	-
Other Expenses	-	13,607	125,889	5,984	162,378	101,408	160,596	230,932	104,827	4,730
Interest Expense	196,757	181,606	162,324	143,777	123,986	92,855	61,147	32,059	13,351	2,519
<b>Total Operating Expenses</b>	<b>\$ 317,157</b>	<b>\$ 365,516</b>	<b>\$ 438,915</b>	<b>\$ 436,013</b>	<b>\$ 665,959</b>	<b>\$ 625,960</b>	<b>\$ 793,618</b>	<b>\$ 596,989</b>	<b>\$ 314,471</b>	<b>\$ 117,413</b>
<b>Grant Reimbursement For TBI Expenses</b>	<b>-</b>	<b>(50,033)</b>	<b>(22,667)</b>	<b>(77,207)</b>	<b>(107,720)</b>	<b>(120,514)</b>	<b>(111,627)</b>	<b>(21,987)</b>	<b>(23,624)</b>	<b>(1,250)</b>
<b>Amount Drawn Against Credit Line</b>	<b>\$ (317,157)</b>	<b>\$ (315,483)</b>	<b>\$ (416,248)</b>	<b>\$ (358,806)</b>	<b>\$ (558,239)</b>	<b>\$ (505,446)</b>	<b>\$ (681,991)</b>	<b>\$ (575,002)</b>	<b>\$ (290,847)</b>	<b>\$ (116,163)</b>
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Cumulative:**

Letter of Credit	\$ 3,125,000	N1
FY2011 Actual Draw Against Credit Line	(113,644)	
FY2012 Actual Draw Against Credit Line	(277,496)	
FY2013 Actual Draw Against Credit Line	(542,943)	
FY2014 Actual Draw Against Credit Line	(620,843)	
FY2015 Actual Draw Against Credit Line	(412,591)	
FY2016 Actual Draw Against Credit Line	(434,253)	
FY2017 Actual Draw Against Credit Line	(215,029)	
FY2018 Actual Draw Against Credit Line	(253,924)	
FY2019 Projected Draw Against Credit Line	(133,877.10)	
FY2020 Budgeted Draw Against Credit Line	(120,400)	
<b>Balance on Letter of Credit</b>	<b>\$ (0)</b>	

**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 several 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 2020 that are moderately conservative, however, reflect trends we have observed over the past two fiscal years. We apply the spread of the FY 2020 volumes over the 12 months by averaging the historical monthly spreads to help smooth the seasonality we experience within the Health System.

Acute admissions are budgeted at 1,754, which is 7.1% higher than preliminary FY 2019, but in line with trends we saw in FY 2018 and FY 2017. Acute inpatient days for FY 2020 are budgeted at 4,945, which is 2.1% lower than preliminary FY 2019, but, again, in line with previous years. We are anticipating our average length of stay to be 2.82 for FY 2020 and our average daily census to be 13.51.

FY 2019 continued to pose some challenges in volume capture with the District's system conversion so a comparatively conservative approach towards setting volumes for the FY 2020 year was established. Below are a few areas are worth noting:

DEPARTMENT	PRELIMINARY FY 2019	BUDGET FY 2020	VARIANCE	PERCENT INCREASE/ (DECREASE)
<b>Tahoe Forest Hospital</b>				
Emergency Department visits	13,243	13,900	657	5.0%
TFH Health Clinic	2,429	2,216	(213)	(8.8%)
Oncology Lab	4,742	5,022	280	5.9%
Hospice	2,915	2,593	(322)	(11.0%)
Surgical Services Minutes	672,489	734,985	62,496	9.3%
Cardiac Rehab	795	1,400	605	76.1%
Respiratory Therapy	15,306	13,845	(1,461)	(9.5%)
<b>Multi-Specialty Clinics</b>				
Otolaryngology (ENT)	1,994	2,365	371	18.6%
General Surgery	1,210	2,056	846	69.9%
IM/Pulmonology	2,733	3,602	869	31.8%
Cardiology/Family Practice	8,441	10,523	2,082	24.7%
Pediatrics	9,838	11,367	1,529	15.5%
Audiology	490	712	222	45.3%
Neurology	1,488	1,591	103	6.9%
IVCH Health Clinic	3,605	4,033	428	11.9%
IVCH IM/Pediatrics	1,065	1,635	570	53.5%
<b>Incline Village Community Hospital</b>				
Surgery Cases	92	100	8	8.7%
Drugs Sold to Patients	12,195	13,771	1,576	12.9%
Physical, Speech, Occupational Therapies	24,021	26,720	2,699	11.2%
<b>CHSP</b>				
Physical Therapy & P.T. Aquatic	47,839	52,099	4,260	8.9%

## Tahoe Forest Hospital District Volumes

The following are explanations for the larger variances:

- 1) TFH Health Clinic: We anticipate a decrease in Health Clinic volumes as patients establish their health care needs with one of our Primary Care physicians.
- 2) Hospice Volumes: With the inception of a Palliative Care program in FY 2020 we took a conservative approach towards budgeting volumes in the Hospice program as we foresee a migration towards the services offered through palliative care.
- 3) Surgical Services: An increase in surgical cases was budgeted for FY 2020 to capture the addition of our new general surgeon, Dr. Hunt, being employed for a full fiscal year.
- 4) Cardiac Rehab: Additional volumes were budgeted in FY 2020 to account for the new Medicare coverage for cardiac rehab patients that went into effect at the beginning of calendar year 2019.
- 5) Multi-Specialty Clinics:
  - a. Otolaryngology (ENT): Dr. Watson will be seeing patients full-time, therefore volumes were increased in FY 2020.
  - b. General Surgery: With the addition of Dr. Hunt, an increase in FY 2020 volumes was captured.
  - c. IM/Pulmonology: Increase in volumes was made to capture additional midlevel provider visits.
  - d. Cardiology/Family Practice: Volumes were increased to capture growth in Doctors Pfent, Schousen, and Stoll's practices.
  - e. Audiology: Volumes were increased to capture an additional audiologist in FY 2020.
  - f. Neurology: Increased volumes with Dr. Mwero's practice maturing in FY 2020.
  - g. IVCH IM/Pediatrics: Increased volumes to capture the rotation of Dr. Hagen, Orthopedic medicine, at IVCH in FY 2020.
- 6) IVCH Surgery: Slight increase to surgical case volumes with the addition of Dr. Hagen seeing patients at IVCH.
- 7) IVCH Therapies: Volumes were increased to capture an expansion in Physical Therapy services and the addition of Speech Therapy at IVCH.

DEPARTMENTAL VOLUME TRENDS

	2014	2015	2016	2017	2018	2019	2019	2020	Variance	%
	Actual	Actual	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
<b>16010 ICU</b>										
ICU - Inpatient Days	234	205	196	219	254	250	267	260	(7)	-2.6%
ICU - Med/Surg Days	350	405	386	466	400	400	372	370	(2)	-0.5%
ICU - Stepdown Days	329	351	412	443	435	443	489	490	1	0.2%
ICU - Swing Days	0	0	0	0	18	0	15	20	5	33.3%
ICU - Short Stays - Ambulatory	0	0	0	0	0	0	0	0	0	0.0%
ICU - Short Stays - Observation	43	26	24	25	18	25	25	23	(2)	-8.0%
ICU TFHD Summary	956	987	1,018	1,153	1,125	1,118	1,168	1,163	(5)	-0.4%
<b>16170 Med Surg</b>										
M/S - Inpatient Days	2,779	2,590	2,425	2,709	2,328	2,500	2,668	2,625	(43)	-1.6%
M/S - Swing Days	283	231	437	390	371	390	445	420	(25)	-5.6%
M/S 3170- Short Stay-Ambulatory	190	146	162	210	52	210	0	0	0	0.0%
M/S 3170- Short Stays-Observation	440	258	226	252	260	252	298	281	(17)	-5.7%
Med-Surg TFHD Summary	3,692	3,225	3,250	3,561	3,011	3,352	3,411	3,326	(85)	-2.5%
<b>16380 Obstetrics</b>										
OB/GYN Patient Days	920	940	838	965	911	965	1,255	1,200	(55)	-4.4%
Med/Surg Days in OB	14	2	0	0	0	0	0	0	0	0.0%
OB - Swing Days	0	0	0	0	0	0	0	0	0	0.0%
OB - Short Stays - Ambulatory	0	0	0	0	0	0	0	0	0	0.0%
OB - Short Stays - Observation	23	23	28	16	4	10	3	3	0	11.1%
OB Days TFHD Summary	957	965	866	981	915	975	1,258	1,203	(55)	-4.3%
<b>16530 Nursery</b>										
Newborn days	877	881	768	933	763	933	789	750	(39)	-4.9%
Nursery Re-admits	2	2	0	0	0	0	0	0	0	0.0%
Newborn Days TFHD Summary	879	883	768	933	763	933	789	750	(39)	-4.9%

**DEPARTMENTAL VOLUME TRENDS**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>%</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Inc/(Dec)</b>
<b>16580 Skilled Nursing Facility</b>										
<i>SNF days</i>	12,133	12,086	11,650	11,508	11,890	12,045	11,827	11,890	63	0.5%
<b>17010 Emergency Room</b>										
<i>Admits from E/R</i>	1,181	1,024	1,114	1,146	786	1,146	612	642	30	4.9%
<i>E/R Visits - Total Registrations</i>	12,704	12,631	13,593	13,850	13,530	13,850	13,243	13,900	657	5.0%
<b>17070 Perinatal</b>										
<i>Perinatal O/P visits</i>	7,246	4,280	1,903	3,841	0	0	0	0	0	0.0%
<b>17072 Diabetic Center</b>										
<i>Diabetic Center TFHD Summary</i>	0	0	0	0	0	0	0	0	0	0.0%
<b>17085 TFH Health Clinic</b>										
<i>TFH Health Clinic O/P visits</i>	3,106	3,402	3,709	3,953	3,049	3,031	2,429	2,216	(213)	-8.8%
<i>Flu Shots - TFH Health Clinic</i>	30	24	0	0	225	225	200	225	25	12.5%
<b>17791 TC Occupational Therapy</b>										
<i>OT - TC O/P Procedures</i>	1,047	1,221	1,606	1,480	1,700	1,700	2,105	2,150	45	2.1%
<b>17773 TC Physical Therapy</b>										
<i>PT - TC O/P Procedures</i>	16,540	16,441	22,006	24,153	26,877	26,000	24,251	24,500	249	1.0%
<b>17510 Oncology Lab</b>										
<i>Oncology Lab tests</i>	3,016	3,568	3,478	3,130	3,111	3,110	4,742	5,022	280	5.9%

**DEPARTMENTAL VOLUME TRENDS**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>%</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Inc/(Dec)</b>
<b>17290 Home Health</b>										
<i>Home Health Nursing Units</i>	2,191	2,139	2,131	1,914	1,474	1450	<b>1,500</b>	<b>1400</b>	<b>(100)</b>	<b>-6.7%</b>
<i>Home Health Aide Units</i>	341	141	94	102	89	102	<b>46</b>	<b>80</b>	<b>34</b>	<b>73.9%</b>
<i>Home Health Speech Therapy Units</i>	2	19	13	10	10	10	<b>26</b>	<b>20</b>	<b>(6)</b>	<b>-23.1%</b>
<i>Home Health Occupational Therapy Units</i>	416	477	530	321	290	321	<b>470</b>	<b>475</b>	<b>5</b>	<b>1.1%</b>
<i>Home Health Social Services Units</i>	95	85	120	94	81	94	<b>111</b>	<b>90</b>	<b>(21)</b>	<b>-18.9%</b>
<i>Home Health PT Units</i>	733	714	667	545	562	545	<b>1,180</b>	<b>1,200</b>	<b>20</b>	<b>1.7%</b>
<i>Home Health - Dietary Counseling</i>	0	0	0	0	0	0	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<i>Home Health - Medicare Visits</i>	2,860	2,719	2,676	1,941	1,857	1,941	<b>2,808</b>	<b>2,698</b>	<b>(110)</b>	<b>-3.9%</b>
<i>Home Health - MediCal Visits</i>	33	90	153	144	187	144	<b>170</b>	<b>163</b>	<b>(7)</b>	<b>-4.0%</b>
<i>Home Health - Commercial Visits</i>	825	692	655	836	412	478	<b>373</b>	<b>358</b>	<b>(15)</b>	<b>-3.9%</b>
<i>Home Health - Self Pay Visits</i>	64	74	82	64	50	64	<b>32</b>	<b>31</b>	<b>(1)</b>	<b>-3.5%</b>
<i>Home Health Visits TFHD Summary</i>	3,782	3,575	3,566	2,985	2,506	2,627	<b>3,382</b>	<b>3,250</b>	<b>(132)</b>	<b>-3.9%</b>
<b>17310 Hospice</b>										
<i>Hospice Medicare Visits</i>	4,599	4,354	3,270	4,765	5,304	5,304	<b>1,723</b>	<b>1,870</b>	<b>147</b>	<b>8.5%</b>
<i>Hospice MediCal Visits</i>	903	278	603	425	487	487	<b>203</b>	<b>220</b>	<b>17</b>	<b>8.5%</b>
<i>Hospice Commercial Visits</i>	1,027	674	835	1,353	404	404	<b>101</b>	<b>110</b>	<b>9</b>	<b>8.5%</b>
<i>Hospice Other Visits</i>	11	5	5	(61)	0	0	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<i>Hospice Medicare Days</i>	3,152	3,020	2,327	3,874	4,154	4,154	<b>2,478</b>	<b>2,204</b>	<b>(274)</b>	<b>-11.0%</b>
<i>Hospice MediCal Days</i>	598	190	340	351	427	427	<b>291</b>	<b>259</b>	<b>(32)</b>	<b>-11.1%</b>
<i>Hospice Commercial Days</i>	742	452	559	885	298	298	<b>146</b>	<b>130</b>	<b>(16)</b>	<b>-11.0%</b>
<i>Hospice Other Days</i>	35	4	4	(62)	0	0	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<i>Hospice Days TFHD Summary</i>	4,527	3,666	3,230	5,048	4,879	4,879	<b>2,915</b>	<b>2,593</b>	<b>(322)</b>	<b>-11.0%</b>
<b>17400 Labor and Delivery</b>										
<i>Total Deliveries</i>	366	383	336	391	288	398	<b>352</b>	<b>375</b>	<b>23</b>	<b>6.5%</b>



DEPARTMENTAL VOLUME TRENDS

	2014	2015	2016	2017	2018	2019	2019	2020	Variance	%
	Actual	Actual	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
<b>17420</b>										
<b>Surgery</b>										
<i>OR I/P minutes</i>	87,515	82,715	79,480	83,764	64,877	83,764	59,773	67,401	7,628	12.8%
<i>OR O/P minutes</i>	68,250	64,577	63,401	71,443	99,045	71,443	93,218	99,459	6,241	6.7%
<i>OR I/P Cases</i>	845	815	782	836	659	836	643	725	82	12.8%
<i>OR O/P Cases</i>	1,001	965	943	1,039	1,681	1,039	1,406	1,500	94	6.7%
<i>Surgey Minutes TFHD</i>	155,765	147,292	142,881	155,207	163,922	155,207	152,991	166,860	13,869	9.1%
<i>Surgery Cases TFHD</i>	1,846	1,780	1,725	1,875	2,340	1,875	2,049	2,225	176	8.6%
<b>17428</b>										
<b>Pain Clinic</b>										
<i>Pain Center minutes</i>	24,553	24,109	26,503	39,321	8,477	8,004	1,987	2,244	257	12.9%
<b>17429</b>										
<b>SPD</b>										
<i>SPD - I/P minutes</i>	87,515	82,715	79,480	83,764	28,122	83,764	0	0	0	0.0%
<i>SPD - O/P minutes</i>	70,050	64,577	63,401	71,443	26,793	71,443	0	0	0	0.0%
<i>Sterile Processing TFHD Summary</i>	157,565	147,292	142,881	155,207	54,915	155,207	0	0	0	0.0%
<b>17427</b>										
<b>PAAS</b>										
<i>I/P Recovery minutes</i>	56,914	56,655	50,493	58,225	45,135	47,252	42,828	51,371	8,543	19.9%
<i>O/P Recovery minutes</i>	30,032	25,237	25,649	30,929	37,514	41,902	44,453	43,050	(1,403)	-3.2%
<i>Procedure Room minutes</i>	5,347	6,419	5,500	9,091	0	9,091	0	0	0	0.0%
<i>ASD minutes</i>	281,223	359,066	366,784	340,000	0	340,000	242,259	263,525	21,266	8.8%
<i>Total PAAS Minutes Summary</i>	373,516	447,377	448,426	438,245	82,649	438,245	329,540	357,946	28,406	8.6%

**DEPARTMENTAL VOLUME TRENDS**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>%</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Inc/(Dec)</b>
<b>17450 Anesthesia</b>										
<i>Anesthesia - I/P minutes</i>	92,912	86,826	83,221	87,118	62,790	87,118	<b>65,955</b>	<b>78,750</b>	<b>12,795</b>	<b>19.4%</b>
<i>Anesthesia - O/P minutes</i>	76,337	71,479	68,075	72,847	78,943	72,847	<b>100,424</b>	<b>106,500</b>	<b>6,076</b>	<b>6.1%</b>
<i>Anesthesia - Elsewhere minutes</i>	16,731	18,323	13,575	18,513	6,924	18,513	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<i>Anesthesia - GI I/P Minutes</i>	3,264	2,686	3,462	2,537	3,965	3,846	<b>2,517</b>	<b>2,569</b>	<b>52</b>	<b>2.1%</b>
<i>Anesthesia - GI O/P Minutes</i>	10,715	10,752	12,339	11,626	11,901	11,626	<b>21,062</b>	<b>22,360</b>	<b>1,298</b>	<b>6.2%</b>
<i>Anesthesia TFHD Summary</i>	199,959	190,066	180,672	192,641	164,523	193,950	<b>189,958</b>	<b>210,179</b>	<b>20,221</b>	<b>10.6%</b>
<b>17500 Laboratory</b>										
<i>Lab - TFH I/P Tests</i>	28,297	29,426	30,534	32,961	28,960	32,961	<b>30,553</b>	<b>29,613</b>	<b>(940)</b>	<b>-3.1%</b>
<i>Lab - TFH O/P Tests</i>	83,447	100,426	103,623	118,256	119,066	118,256	<b>117,815</b>	<b>122,375</b>	<b>4,560</b>	<b>3.9%</b>
<i>Lab - MOB O/P Tests - 8664</i>	4,723	5,936	5,191	5,876	1,477	0	<b>192</b>	<b>192</b>	<b>0</b>	<b>0.0%</b>
<i>Lab - Tahoe City O/P Tests - 7875</i>	9,985	11,374	11,024	10,585	4,024	0	<b>24</b>	<b>24</b>	<b>0</b>	<b>0.0%</b>
<i>Lab - Incline Village O/P Tests</i>	4,599	4,485	4,110	2,571	16,544	0	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<i>Lab - Clinic Accounts</i>	7,056	6,715	5,797	5,892	3,777	5,892	<b>5,699</b>	<b>4,759</b>	<b>(940)</b>	<b>-16.5%</b>
<i>Lab - Send Outs IP</i>	3,660	3,898	3,577	3,910	1,542	0	<b>2,949</b>	<b>2,792</b>	<b>(157)</b>	<b>-5.3%</b>
<i>Lab - Send Outs OP</i>	23,000	15,580	14,708	16,678	18,255	0	<b>17,367</b>	<b>17,499</b>	<b>132</b>	<b>0.8%</b>
<i>Laboratory TFHD Summary</i>	164,767	177,840	178,564	196,729	193,645	157,109	<b>174,599</b>	<b>177,254</b>	<b>2,655</b>	<b>1.5%</b>
<b>17540 Blood Bank</b>										
<i>Total Blood Units</i>	627	570	545	464	546	540	<b>526</b>	<b>518</b>	<b>(8)</b>	<b>-1.5%</b>
<b>17590 EKG</b>										
<i>EKG - I/P Procedures</i>	483	513	421	454	472	454	<b>440</b>	<b>475</b>	<b>35</b>	<b>8.0%</b>
<i>EKG - O/P Procedures</i>	1,798	2,111	2,084	2,337	2,819	2,337	<b>1,039</b>	<b>1,029</b>	<b>(10)</b>	<b>-1.0%</b>
<i>EKG TFHD Summary</i>	2,281	2,624	2,505	2,791	3,291	2,791	<b>1,479</b>	<b>1,504</b>	<b>25</b>	<b>1.7%</b>

**DEPARTMENTAL VOLUME TRENDS**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>%</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Inc/(Dec)</b>
<b>17592</b>	<b>Stress EKG</b>									
Stress EKG - I/P Procedures	1	0	1	2	2	0	0	0	0	0.0%
Stress EKG - O/P Procedures	38	48	54	48	35	0	0	0	0	0.0%
Stress EKG TFHD Summary	39	48	55	50	37	0	0	0	0	0.0%
<b>17593</b>	<b>Cardiac Rehab</b>									
Cardiac Rehab - Phase II	565	643	688	612	713	611	795	1,400	605	76.1%
Cardiac Rehab - Phase III	2,364	2,185	2,390	2,399	2,849	2,399	2,498	2,296	(202)	-8.1%
Cardiac Rehab TFHD Summary	2,929	2,828	3,078	3,011	3,562	3,010	3,293	3,696	403	12.2%
<b>17595</b>	<b>Pulmonary Rehab</b>									
Pulmonary Rehab	0	0	0	0	0	0	0	0	0	0.0%
<b>17630</b>	<b>Diagnostic Imaging</b>									
Diagnostic Imaging - I/P Exams	1,288	1,204	1,047	1,214	1,533	1,214	1,820	1,717	(103)	-5.7%
Diagnostic Imaging - O/P Exams	7,095	7,501	8,171	8,528	7,889	8,528	8,463	8,549	86	1.0%
Vascular I/P Exams	95	250	356	416	232	416	227	304	77	33.9%
Vascular O/P Exams	184	277	330	451	730	451	837	814	(23)	-2.7%
Diagnostic Imaging TFHD Summary	8,383	8,705	9,218	9,742	9,422	9,742	10,283	10,266	(17)	-0.2%
Vascular Image TFHD Summary	279	527	686	867	962	867	1,064	1,118	54	5.1%
<b>17632</b>	<b>Womens Imaging Center</b>									
Dexa Exams	399	477	542	671	696	0	0	0	0	0.0%
Mammography Exams	2,878	3,070	2,974	3,065	3,022	3,072	4,597	4,378	(219)	-4.8%
Womens Imaging TFHD Summary	3,277	3,547	3,516	3,736	3,718	3,072	4,597	4,378	(219)	-4.8%
<b>17633</b>	<b>MOB Diagnostic Imaging</b>									
MOB O/P Exams - Xrays -17633	1,027	1,080	1,298	1,513	1,150	1,513	1,041	351	(690)	-66.3%
MOB Diagnostic TFHD Summary	1,027	1,080	1,298	1,513	1,150	1,513	1,041	351	(690)	-66.3%

**DEPARTMENTAL VOLUME TRENDS**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>%</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Inc/(Dec)</b>
<b>17641</b>										
<b>Oncology</b>										
<i>Oncology Procedures</i>	5,537	7,322	9,146	7,947	7,737	7,947	9,630	9,300	(330)	-3.4%
<b>17642</b>										
<b>Radiation Oncology</b>										
<i>Radiation Oncology Procedures</i>	4,174	3,390	4,282	3,873	5,329	5,300	3,893	3,578	(315)	-8.1%
<b>17650</b>										
<b>Nuclear Medicine</b>										
<i>Nuclear Med - I/P Exams</i>	24	41	22	27	31	27	22	19	(3)	-13.6%
<i>Nuclear Med - O/P Exams</i>	274	272	312	350	320	350	341	340	(1)	-0.3%
<i>Nuc Med TFHD Summary</i>	298	313	334	377	351	377	363	359	(4)	-1.1%
<b>17660</b>										
<b>MRI</b>										
<i>MRI - I/P Exams</i>	85	65	62	93	65	93	107	161	54	50.5%
<i>MRI - O/P Exams</i>	1,851	1,838	1,934	1,977	2,070	1,977	2,261	2,137	(124)	-5.5%
<i>MRI TFHD Summary</i>	1,936	1,903	1,996	2,070	2,135	2,070	2,368	2,298	(70)	-3.0%
<b>17670</b>										
<b>Ultrasound</b>										
<i>Ultrasound - I/P Exams</i>	416	322	333	429	281	429	227	193	(34)	-15.0%
<i>Ultrasound - O/P Exams</i>	2,754	2,902	2,848	3,178	2,758	3,178	2,221	2,314	93	4.2%
<i>Ultrasound TFHD Summary</i>	3,170	3,224	3,181	3,607	3,039	3,607	2,448	2,507	59	2.4%
<b>17672</b>										
<b>Briner Ultrasound</b>										
<i>Breast Ultrasound Exams</i>	1,094	1,351	1,272	1,286	1,578	1,323	1,960	1,943	(17)	-0.9%
<b>17680</b>										
<b>CT</b>										
<i>CT - I/P Exams</i>	152	246	181	258	336	258	497	423	(74)	-14.9%
<i>CT - O/P Exams</i>	3,065	3,141	3,389	3,861	3,740	3,861	4,470	4,132	(338)	-7.6%
<i>Cat Scan TFHD Summary</i>	3,217	3,387	3,570	4,119	4,076	4,119	4,967	4,555	(412)	-8.3%

**DEPARTMENTAL VOLUME TRENDS**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>%</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Inc/(Dec)</b>	
<b>17685</b>	<b>PET CT</b>										
	<i>PET CT - I/P Exams</i>	7	2	4	1	3	0	0	2	2	0.0%
	<i>PET CT - O/P Exams</i>	258	283	303	323	273	323	309	280	(29)	-9.4%
	<i>PET Cat Scan TFHD Summary</i>	265	285	307	324	276	323	309	282	(27)	-8.7%
<b>17690</b>	<b>Vascular Imaging</b>										
	<i>Vascular I/P Exams</i>	95	250	356	416	232	416	227	304	77	33.9%
	<i>Vascular O/P Exams</i>	184	277	330	451	730	451	837	814	(23)	-2.7%
	<i>Vascular Image TFHD Summary</i>	279	527	686	867	962	867	1,064	1,118	54	5.1%
<b>17710</b>	<b>Pharmacy</b>										
	<i>Pharmacy - I/P units</i>	97,331	94,182	100,531	119,634	128,567	56,052	98,250	93,653	(4,597)	-4.7%
	<i>Pharmacy - O/P units</i>	63,204	74,773	75,784	183,901	152,333	117,591	90,349	97,300	6,951	7.7%
	<i>Pharmacy TFHD Summary</i>	160,535	168,955	176,315	303,535	280,900	173,643	188,599	190,953	2,354	1.2%
<b>17711</b>	<b>Oncology Drugs Sold to Patients</b>										
	<i>Oncology Pharmacy Units</i>	81,446	56,824	80,105	121,970	77,130	5,044	5,154	5,118	(36)	-0.7%
<b>17712</b>	<b>IV</b>										
	<i>IV - I/P units</i>	9,649	9,838	9,225	9,803	0	0	0	0	0	0.0%
	<i>IV - O/P units</i>	7,095	8,165	8,580	8,141	0	0	0	0	0	0.0%
	<i>IV TFHD Summary</i>	16,744	18,003	17,805	17,944	0	0	0	0	0	0.0%
<b>17720</b>	<b>Respiratory Therapy</b>										
	<i>RT - I/P Procedures (formerly: Minutes)</i>	129,408	116,808	95,976	134,688	48,595	5,904	10,286	9,258	(1,028)	-10.0%
	<i>RT - O/P Procedures (formerly Minutes)</i>	18,384	15,552	13,056	26,808	13,483	1,925	5,020	4,587	(433)	-8.6%
	<i>RT TFHD Summary</i>	147,792	132,360	109,032	161,496	62,078	7,829	15,306	13,845	(1,461)	-9.5%

**DEPARTMENTAL VOLUME TRENDS**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>%</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Inc/(Dec)</b>
<b>17730 Pulmonary Function</b>										
<i>Pulmonary - I/P Procedures</i>	74	47	84	85	1,447	1,419	2,115	1,904	(211)	-10.0%
<i>Pulmonary - O/P Procedures</i>	186	162	251	278	480	467	679	672	(7)	-1.0%
<i>Pulmonary TFHD Summary</i>	260	209	335	363	1,927	1,886	2,794	2,576	(218)	-7.8%
<b>17760 Gastro-Intestinal Services</b>										
<i>Gastro/Int OR I/P Minutes</i>	9,489	6,822	8,312	5,715	7,318	0	3,197	3,024	(173)	-5.4%
<i>Gastro/Int OR O/P Minutes</i>	40,180	42,211	44,669	39,044	33,798	0	23,237	25,938	2,701	11.6%
<i>Gastro/Int I/P Recovery Minutes</i>	636	692	637	551	842	551	506	455	(51)	-10.1%
<i>Gastro/Int O/P Recovery Minutes</i>	537	402	315	369	482	369	540	544	4	0.7%
<i>Gastro/Int I/P ASD Minutes</i>	258	179	457	185	0	0	0	0	0	0.0%
<i>Gastro/Int O/P ASD Minutes</i>	129,546	145,077	142,183	120,803	0	0	0	0	0	0.0%
<i>Gastro/Int OR I/P Cases</i>	125	91	106	75	98	75	87	82	(5)	-5.7%
<i>Gastro/Int OR O/P Cases</i>	1,380	1,379	1,503	1,231	999	1,231	1,553	1,531	(22)	-1.4%
<i>Gastro/Int Total Minutes Summary</i>	180,646	195,383	196,573	166,667	42,440	920	27,480	29,961	2,481	9.0%
<i>Total Gastro/Int Total Cases Summary</i>	1,505	1,470	1,609	1,306	1,097	1,306	1,640	1,613	(27)	-1.6%
<b>17770 Physical Therapy</b>										
<i>PT - TK I/P Procedures</i>	5,123	5,977	5,596	4,495	4,831	6,150	9,893	9,451	(442)	-4.5%
<i>PT - TK - SNF Procedures</i>	1,835	3,554	2,361	1,568	0	0	0	0	0	0.0%
<i>Physical Therapy Procedures Summary</i>	6,958	9,531	7,957	6,063	4,831	6,150	9,893	9,451	(442)	-4.5%
<b>17780 Speech Therapy</b>										
<i>ST - I/P Procedures</i>	68	42	64	15	40	172	92	83	(9)	-9.8%
<i>ST - SNF Procedures</i>	66	150	68	157	0	0	0	0	0	0.0%
<i>Speech Therapy TFHD Summary</i>	134	192	132	172	40	172	92	83	(9)	-9.8%

**DEPARTMENTAL VOLUME TRENDS**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>%</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Inc/(Dec)</b>
<b>17790 Occupational Therapy</b>										
OT - I/P Procedures	4,132	4,231	3,842	3,257	3,492	4,797	2,558	2,418	(140)	-5.5%
OT - SNF Procedures	1,674	2,215	1,881	1,540	0	1,540	0	0	0	0.0%
Occupational Therapy IP TFHD Summary	5,806	6,446	5,723	4,797	3,492	6,337	2,558	2,418	(140)	-5.5%
<b>18340 Dietary</b>										
Patient Meals	56,494	54,950	51,551	50,819	53,485	50,819	56,021	53,387	(2,634)	-4.7%
Pantries	15,387	18,218	16,398	19,140	18,145	19,140	16,340	20,006	3,666	22.4%
Non-Patient Meals	237,680	241,767	206,708	220,361	231,006	220,361	237,474	240,000	2,526	1.1%
Dietary TFHD Summary	309,561	314,935	274,657	290,320	302,636	290,320	309,835	313,393	3,558	1.1%
<b>18350 Laundry &amp; Linen</b>										
Pounds	255,659	257,521	254,962	216,274	323,991	406,229	367,007	365,000	(2,007)	-0.5%
<b>19530 Child Care Center</b>										
Child Care Days	18,902	19,327	21,156	19,964	20,771	20,850	22,927	22,700	(227)	-1.0%
<b>18560 Admitting &amp; Communication</b>										
Registrations	53,858	58,032	60,999	62,755	113,873	125,260	178,531	190,678	12,147	6.8%

**DEPARTMENTAL VOLUME TRENDS**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>%</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Inc/(Dec)</b>
<b>18590 Financial Administration</b>										
Acute Admissions	1,606	1,679	1,569	1,797	1,829	1,797	1,638	1,754	116	7.1%
Swing Admissions	41	37	63	48	55	48	55	62	7	12.7%
Acute Patient Days	4,629	4,493	4,257	4,802	4,328	4,558	5,051	4,945	(106)	-2.1%
Swing Days	283	231	437	390	389	390	460	440	(20)	-4.3%
Adjusted Patient Days	14,736	13,781	15,445	16,036	18,657	18,615	18,952	18,890	(62)	-0.3%
ICU Average Daily Census	3	3	3	3	3	3	3	3	(0)	-1.0%
OB/GYN Average Daily Census	3	3	2	3	2	3	3	3	(0)	-4.4%
Medical / Surgical - Acute - ADC	8	8	7	7	6	7	7	7	(0)	-1.5%
Medical / Surgical - Swing - ADC	1	1	1	1	1	1	1	1	(0)	-4.8%
Acute Discharges	1,624	1,667	1,575	1,795	1,829	1,797	1,638	1,754	116	7.1%
Swing Discharges	42	35	61	53	55	48	55	62	7	12.7%
Avg Length of Stay	3	3	3	3	2	3	3	3	(0)	-8.6%
Total Admissions TFHD	1,647	1,716	1,632	1,845	1,884	1,845	1,693	1,816	123	7.3%
Total Discharges TFHD	1,666	1,702	1,636	1,848	1,884	1,845	1,693	1,816	123	7.3%
<b>18660 Occ Health</b>										
Occupational Health Visits - 18660	2,567	2,731	2,929	3,655	2,370	2,300	1,558	1,650	92	5.9%
Flu Shots - Occupational Health	247	321	134	0	266	250	250	250	0	0.0%
Occ Health TFHD Summary	2,814	3,052	3,063	3,655	2,636	2,550	1,808	1,900	92	5.1%
<b>17516 Lab Draw MOB</b>										
Lab Draw Test - OH - 18864	4,677	5,248	4,029	6,031	2,029	3,631	192	192	0	0.0%
<b>17073 Otolaryngology (ENT) Clinic</b>										
Watson Visits	2,630	2,792	2,239	2,382	1,816	1,440	1,994	2,365	371	18.6%
<b>17078 General Surgery Clinic</b>										
Cooper/Hunt Visits	1,539	1,883	1,958	1,409	1,021	1,335	1,210	2,056	846	69.9%



**DEPARTMENTAL VOLUME TRENDS**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>%</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Inc/(Dec)</b>
<b>17090</b> <b>I/M Pulmonology Clinic</b> <i>Tirdel Visits</i>	5,909	6,104	5,551	5,327	4,504	4,911	2,733	3,602	869	31.8%
<b>17079</b> <b>Cardiology/Family Practice Clinic</b> <i>T. Lombard/Scholnick/Colpitts/Pfent/ Schousen/Stoll Visits</i>	5,669	5,164	5,942	7,971	7,704	9,609	8,441	10,523	2,082	24.7%
<b>17080</b> <b>Hematology/Oncology Clinic</b> <i>Sierra Nevada Oncology Visits</i>	4,730	4,937	4,640	4,414	4,586	4,600	4,499	4,760	261	5.8%
<b>17088</b> <b>Internal Medicine Clinic</b> <i>Burkholder Visits</i>	2,094	2,385	1,823	1,664	3,006	5,340	1,395	1,445	50	3.6%
<b>17081</b> <b>Radiation Oncology Clini</b> <i>Sierra Nevada Oncology Visits</i>	1,629	705	912	837	443	450	267	266	(1)	-0.4%
<b>17082</b> <b>Urology Clinic</b> <i>Wainstein Visits</i>	0	0	0	1,171	179	2,000	1,545	1,622	77	5.0%
<b>17096</b> <b>Gastroenterology Clinic</b> <i>Racca/Schaffer Visits</i>	1,212	1,426	1,250	1,056	1,058	1,348	1,879	1,780	(99)	-5.3%
<b>17077</b> <b>Pediatrics Clinic</b> <i>Arth/Fiamengo/Uglum/Vayner/Wicks Visits</i>	10,308	11,190	10,645	11,048	10,909	11,044	9,838	11,367	1,529	15.5%
<b>17075</b> <b>Women's (OB/GYN) Clinic</b> <i>Thompson/Taylor/Coll/Streit/Brooks Visits</i>	0	0	0	0	9,874	10,177	10,030	10,080	50	0.5%
<b>17801</b> <b>Audiology Clinic</b> <i>Silverstate Hearing</i>	645	321	347	331	560	403	490	712	222	45.3%

**DEPARTMENTAL VOLUME TRENDS**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>%</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Inc/(Dec)</b>
<b>17086 Sports Medicine Clinic</b>										
<i>Winans Visits</i>	1,971	2,855	2,546	2,014	1,704	1,909	2,285	2,088	(197)	-8.6%
<b>17087 Orthopedics Clinic</b>										
<i>Dodd/Ringnes/Foley/Hagen/Haeder Visits</i>	0	0	0	4,495	10,190	11,948	12,394	12,803	409	3.3%
<b>17089 Neurology Clinic</b>										
<i>Mwero Visits</i>	0	0	0	0	0	0	1,488	1,591	103	6.9%
<b>17097 Endocrinology Clinic</b>										
<i>Semrad Visits</i>	0	0	0	0	0	0	0	1,410	1,410	0.0%
<b>19550 Retail Pharmacy</b>										
<i>Prescriptions</i>	26,270	26,185	28,143	30,293	31,695	30,293	33,906	33,250	(656)	-1.9%
<b>26170 Med-Surg</b>										
<i>Inpatient Days</i>	25	8	12	6	19	20	28	24	(4)	-14.3%
<i>Observation Days</i>	25	17	26	21	11	21	7	10	3	42.9%
<i>Med Surg Days IVCH Summary</i>	50	25	38	27	30	41	35	34	(1)	-2.9%
<b>27010 Emergency Room</b>										
<i>Total Emergency Visits</i>	3,560	3,720	3,888	4,086	3,832	4,086	3,249	3,400	151	4.6%
<i>Flu Shots</i>	397	449	200	132	128	132	125	130	5	4.0%
<b>27084 Primary Care Clinic</b>										
<i>Koch Visits</i>	0	0	0	0	578	3,756	3,535	3,600	65	1.8%
<b>27085 IVCH Health Clinic</b>										
<i>Kim/Clyde Visits</i>	858	1,347	1,879	2,557	3,181	3,615	3,605	4,033	428	11.9%

**DEPARTMENTAL VOLUME TRENDS**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>%</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Inc/(Dec)</b>
<b>27086 I/M - Pediatrics Clinic</b>										
<i>Vayner/Scholnick/Mingrone Visits</i>	1,641	1,683	1,394	1,121	1,341	1,341	1,065	1,635	570	53.5%
<b>27086 Orthopedic Surgery Clinic</b>										
<i>Hagen Visits</i>	0	0	0	0	0	0	0	345	345	0.0%
<b>27420 Surgery</b>										
<i>OR IP Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>OR OP Minutes</i>	8,794	8,180	9,521	8,270	6,958	8,200	6,229	9,999	3,770	60.5%
<i>OR IP Cases</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>OR OP Cases</i>	92	93	107	97	84	97	92	100	8	8.7%
<i>Surgery Cases IVCH Summary</i>	92	93	107	97	84	97	92	100	8	8.7%
<i>Surgery Minutes IVCH Summary</i>	8,794	8,180	9,521	8,270	6,958	8,200	6,229	9,999	3,770	60.5%
<b>27428 Pain Clinic</b>										
<i>Pain Clinic Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<b>27429 SPD</b>										
<i>Surgery Cases IVCH Summary</i>	92	93	107	97	84	97	92	100	8	8.7%
<b>27427 PAAS</b>										
<i>PACU IP Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>PACU OP Minutes</i>	2,693	2,475	2,631	2,389	1,906	2,389	1,564	2,299	735	47.0%
<i>Total ASD Minutes</i>	18,424	17,227	21,019	19,239	0	0	0	0	0	0.0%
<i>PAAS IVCH Summary</i>	21,117	19,702	23,650	21,628	1,906	2,389	1,564	2,299	735	47.0%

**DEPARTMENTAL VOLUME TRENDS**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>%</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Inc/(Dec)</b>
<b>27450 Anesthesia</b>										
<i>Anesthesia IP Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>Anesthesia OP Minutes</i>	9,040	8,454	9,901	8,261	6,877	8,261	5,806	7,600	1,794	30.9%
<i>Anesthesia Elsewhere Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>Anesthesia Minutes IVCH Summary</i>	9,040	8,454	9,901	8,261	6,877	8,261	5,806	7,600	1,794	30.9%
<b>27470 Med Supplies sold to Patients</b>										
<i>Total Emergency Visits</i>	3,560	3,720	3,888	4,086	3,832	4,086	3,249	3,400	151	4.6%
<b>27500 Lab</b>										
<i>Lab - Inpatient Billable Tests</i>	92	77	139	83	189	83	151	150	(1)	-0.7%
<i>Lab - Outpatient Billable Tests</i>	23,844	26,458	24,160	26,606	25,428	26,606	26,065	26,000	(65)	-0.2%
<i>EKG</i>	484	575	719	696	666	696	886	848	(38)	-4.3%
<i>Reference Lab</i>	1,968	1,829	1,707	1,883	1,833	1,883	1,711	1,700	(11)	-0.6%
<i>Blood</i>	0	0	0	8	0	0	0	0	0	0.0%
<i>Laboratory IVCH Summary</i>	26,388	28,939	26,725	29,276	28,116	29,268	28,813	28,698	(115)	-0.4%
<b>27540 Blood</b>										
<i>Blood</i>	0	0	0	8	0	0	0	0	0	0.0%
<b>27590 EKG</b>										
<i>EKG</i>	484	575	719	696	666	696	886	848	(38)	-4.3%
<b>27630 Diagnostic Imaging</b>										
<i>Radiology - I/P Exams</i>	3	0	5	2	22	2	3	3	0	0.0%
<i>Radiology - O/P Exams (Inc. Mammo &amp; U/S)</i>	835	762	784	772	731	825	691	750	59	8.5%
<i>Radiology - ER Exams</i>	1,459	1,504	1,845	1,889	1,615	1,836	1,715	1,700	(15)	-0.9%
<i>Diagnostic Imaging IVCH Summary</i>	2,297	2,266	2,634	2,663	2,368	2,663	2,409	2,453	44	1.8%

**DEPARTMENTAL VOLUME TRENDS**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>%</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Inc/(Dec)</b>
<b>27680</b>	<b>Cat Scan</b>									
CT - I/P Exams	3	0	0	1	0	0	0	0	0	0.0%
CT - O/P Exams	157	169	154	159	234	254	187	200	13	7.0%
CT - ER Exams	471	507	682	716	577	622	706	684	(22)	-3.1%
CT IVCH Summary	631	676	836	876	811	876	893	884	(9)	-1.0%
<b>27710</b>	<b>Drugs Sold to Patients</b>									
Pharmacy - I/P Units	649	170	182	304	379	304	341	300	(41)	-12.0%
Pharmacy - O/P Units	7,859	8,436	9,437	14,522	14,654	14,600	11,854	13,471	1,617	13.6%
Pharmacy IVCH Summary	8,508	8,606	9,619	14,826	15,033	14,904	12,195	13,771	1,576	12.9%
<b>27712</b>	<b>IV</b>									
IV's - I/P Units	63	7	8	14	1	0	0	0	0	0.0%
IV's - O/P Units	893	107	239	460	164	0	0	0	0	0.0%
IV IVCH Summary	956	114	247	474	165	0	0	0	0	0.0%
<b>27720</b>	<b>Respiratory Therapy</b>									
RT - I/P Procedures	107	86	80	37	87	90	29	30	1	3.4%
RT - O/P Procedures	1,589	1,660	1,781	1,378	802	800	896	775	(121)	-13.5%
RT IVCH Summary	1,696	1,746	1,861	1,415	889	890	925	805	(120)	-13.0%
<b>27770</b>	<b>Physical Therapy</b>									
PT - Procedures	29,640	28,572	29,772	27,855	26,919	27,500	22,182	24,999	2,817	12.7%
<b>27780</b>	<b>Speech Therapy</b>									
ST - Procedures	0	0	0	0	0	0	0	71	71	0.0%

**DEPARTMENTAL VOLUME TRENDS**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>%</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Inc/(Dec)</b>
<b>27790 Occupational Therapy</b>										
OT - Procedures	1,195	1,691	1,164	1,245	1,332	1,325	1,839	1,650	(189)	-10.3%
<b>27874 Sleep Clinic</b>										
Sleep Clinic Visits	143	127	163	150	157	160	168	160	(8)	-4.8%
<b>28282 Diamond Ski Aid</b>										
Diamond Peak - Patient Seen	308	246	443	203	203	203	200	0	(200)	-100.0%
<b>28340 Dietary</b>										
Patient Meals	869	864	798	684	929	684	879	611	(268)	-30.5%
Pantry	2,421	2,163	5,408	4,071	3,288	4,071	2,650	2,171	(479)	-18.1%
Non-Patient Meals	0	0	0	0	0	0	0	0	0	0.0%
Dietary IVCH Summary	3,290	3,027	6,206	4,755	4,217	4,755	3,529	2,782	(747)	-21.2%
<b>28560 Admitting</b>										
Registrations	9,314	9,102	9,322	9,210	16,572	11,000	25,161	25,145	(16)	-0.1%
<b>28610 Administration</b>										
Acute Admissions	11	8	6	5	10	10	10	10	0	0.0%
<b>57770 Physical Therapy</b>										
PT - TK O/P Procedures	42,712	45,686	49,638	51,089	56,302	54,000	45,795	49,999	4,204	9.2%
<b>57771 Aquatic Therapy</b>										
PT - Aquatic Visits	1,632	2,611	3,101	2,509	1,474	2,800	2,044	2,100	56	2.7%
<b>57780 Speech Therapy</b>										
ST - O/P Procedures	440	425	567	559	585	559	866	850	(16)	-1.8%

**DEPARTMENTAL VOLUME TRENDS**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>%</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Inc/(Dec)</b>
<b>57790 Occupational Therapy</b>										
<i>OT - O/P Procedures</i>	5,123	6,948	7,583	8,444	7,465	7,600	7,266	7,400	134	1.8%
<b>57802 Sports Performance Training &amp; Testing</b>										
<i>TCFH - Sports Lab</i>	7	742	611	1,641	1,423	1,400	0	2,170	2,170	0.0%
<b>58660 Occupational Health Testing</b>										
<i>TCFH - Occupational Hlth Testing</i>	1,364	1,257	1,346	1,696	2,476	2,475	3,071	3,200	129	4.2%
<b>58771 Fitness Center</b>										
<i>TCFH - Memberships</i>	2,649	2,677	2,552	1,553	980	1,100	1,190	1,192	2	0.2%
<b>58775 HP Fitness/Wellness/Massage</b>										
<i>TCFH - Fitness/Weight/Nutrition/Other</i>	1,898	2,132	1,372	1,688	4,157	4,000	3,075	3,080	5	0.2%

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

We incorporated an overall **5% rate increase effective August 1, 2019**. However, of this 5% increase, the District will only realize approximately 2.5% of the 5% in net revenue due to how we are reimbursed from Medicare and Medi-Cal, our contractual arrangements with insurance plans, charity care, and bad debt.

We are **projecting our budgeted gross revenue for FY 2020 to be \$372.8 million**. This is a \$15.7 million increase to our gross revenue when compared to Preliminary FY 2019. FY 2020 gross revenue is 26.1% Inpatient and 73.9% Outpatient

**Budgeted EBIDA for FY 2020 is \$12.1 million**, representing a \$13.3 million decrease from Preliminary FY 2019. This net decrease is reflective of a reduction in prior period settlements, an increase in Salaries, Wages & Benefits, Supplies, Purchased Services, and Other Expenses. A budgeted rate increase in August 2019 was necessitated to help offset these budgeted cost increases, inflation, and declining payor reimbursement. Return on Gross Revenue **EBIDA is 3.2%**, projecting 3.9% lower than Preliminary FY 2019.

**Budgeted Net Income/(Loss) for FY 2020 is a profit of \$7.2 million**, a decrease of \$13.4 million from Preliminary FY 2019. The decrease is related to cost increases as outlined above along with increases to our Depreciation Expense brought on by anticipated capital equipment, building and land acquisitions, and completion of construction projects.

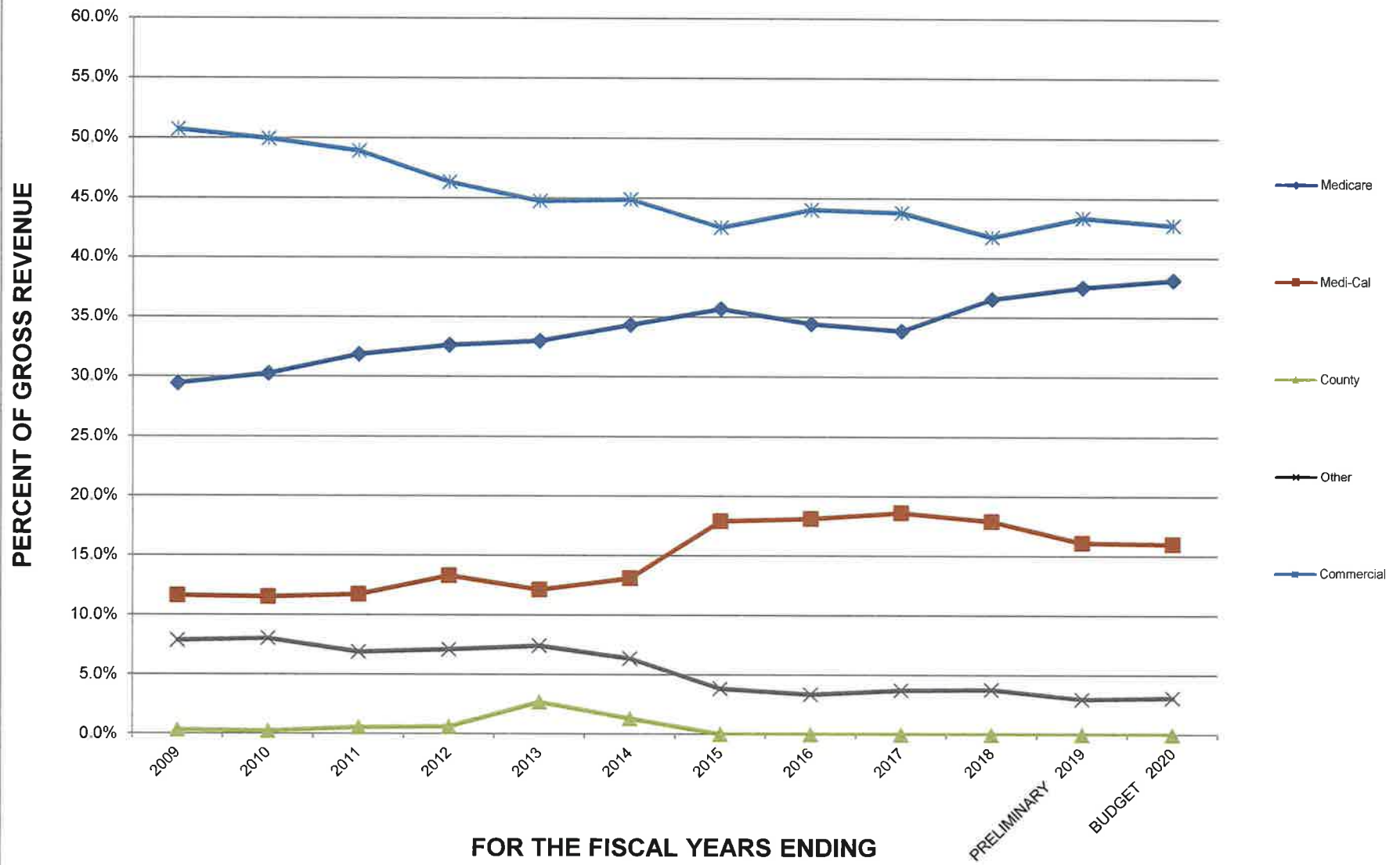
**Return on Equity is estimated to be 4.6%**, a decrease of 10.6% from the Preliminary FY 2019 Return on Equity. This decrease is due to the budgeted lower Net Income combined with a higher Net Asset (Fund) Balance.

Total Gross Revenue **Payor Mix** for the FY 2020 budget reflects comparable trending that we witnessed in FY 2019. We made marginal adjustments to our Commercial and Medicare percentages. See table below.

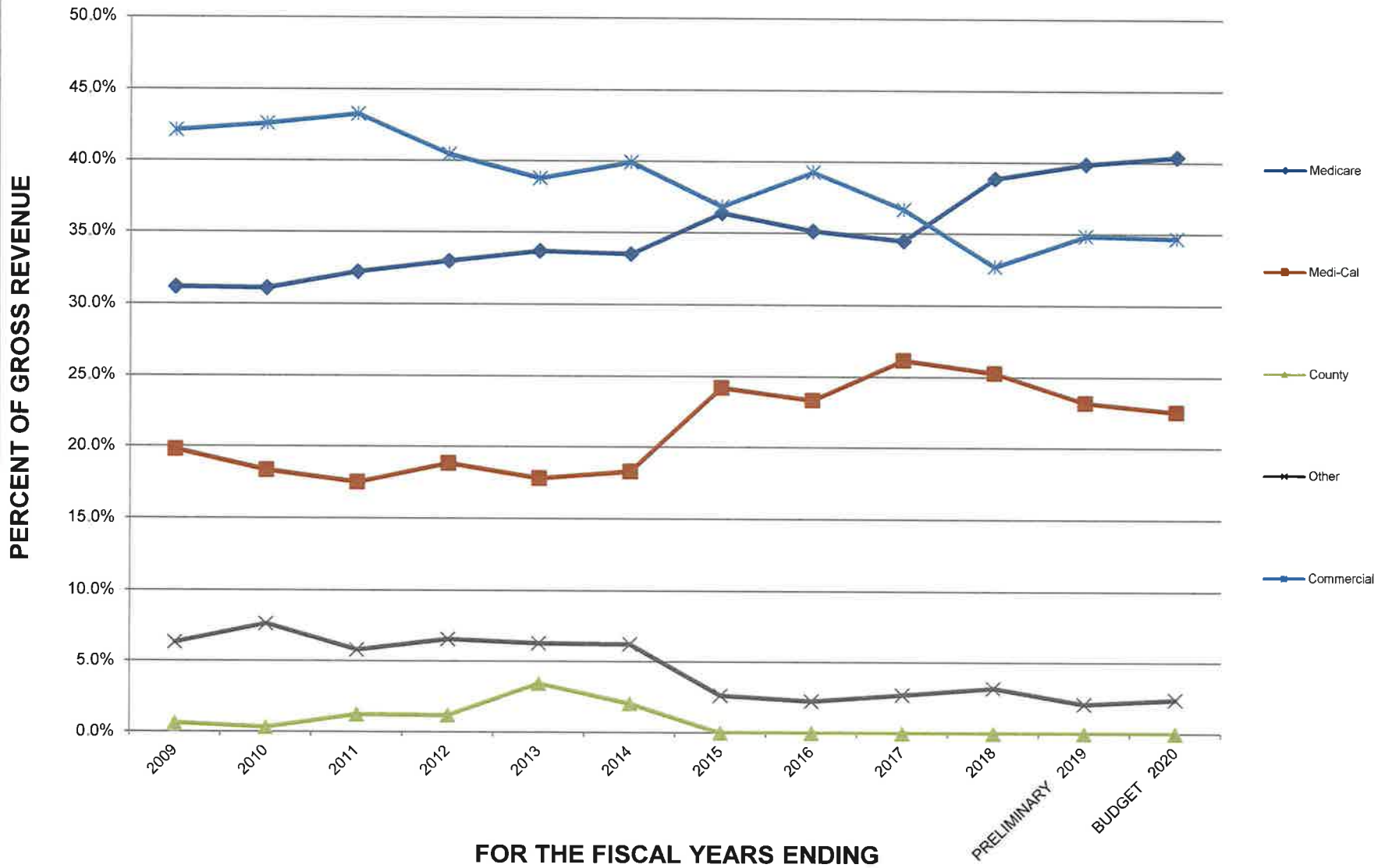
<b>Payor Mix</b>	<b>Budget FY 2020</b>	<b>Projected FY 2019</b>
Medicare	38.1%	37.5%
Medi-Cal	16.0%	16.1%
County	0.0%	0.0%
Other	3.1%	3.0%
Commercial	42.8%	43.4%



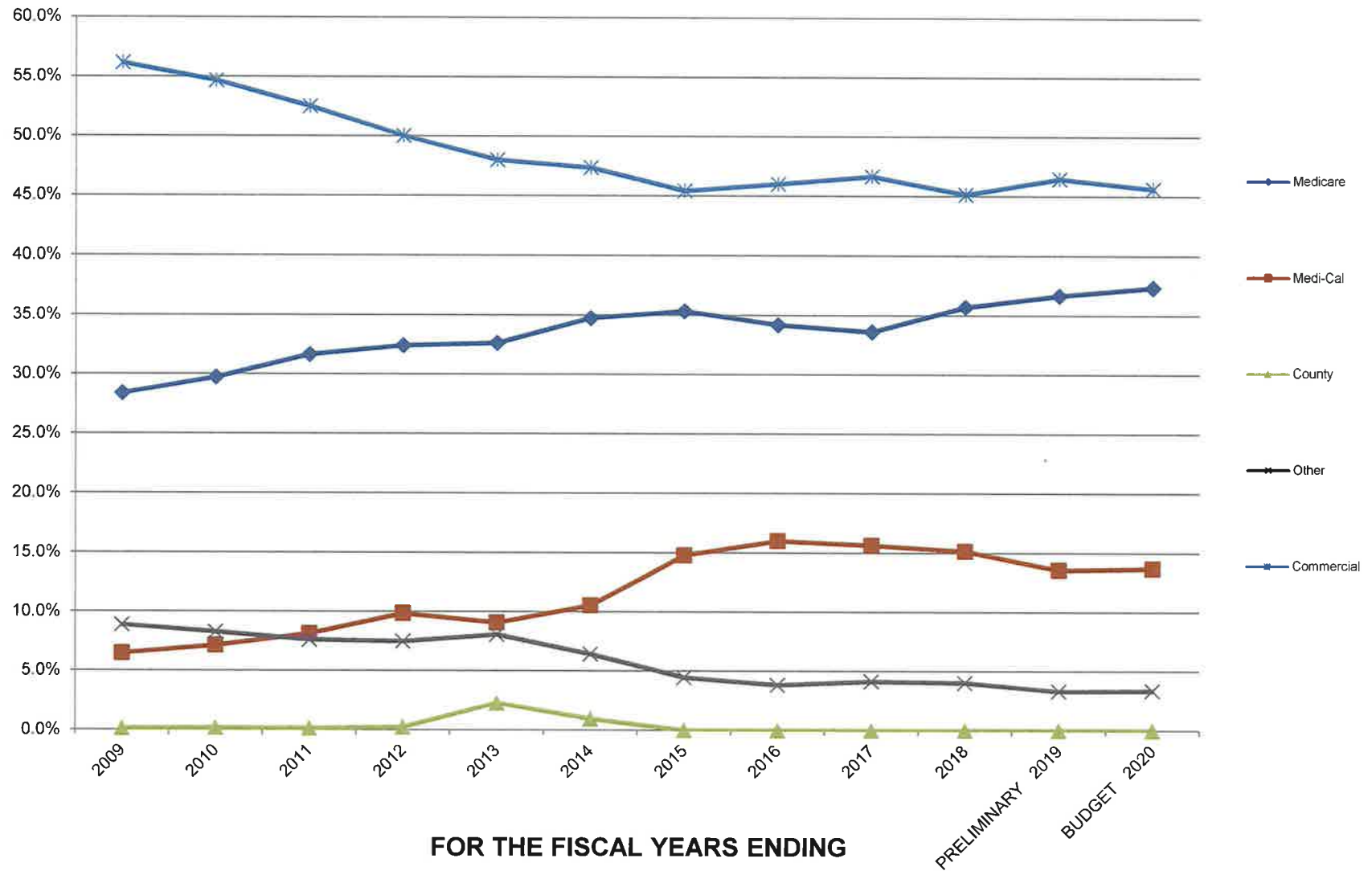
## GROSS REVENUE PAYOR MIX TRENDING



# INPATIENT REVENUE PAYOR MIX TRENDING



# OUTPATIENT REVENUE PAYOR MIX TRENDING



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

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	PRELIMINARY 2019	BUDGET 2020
<b>INPATIENT</b>												
Medicare	31.2%	31.1%	32.2%	33.0%	33.7%	33.5%	36.4%	35.1%	34.5%	38.9%	39.9%	40.4%
Medi-Cal	19.8%	18.3%	17.5%	18.8%	17.8%	18.3%	24.2%	23.3%	26.2%	25.3%	23.2%	22.5%
County	0.6%	0.3%	1.2%	1.2%	3.5%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	6.3%	7.6%	5.8%	6.6%	6.3%	6.2%	2.6%	2.2%	2.7%	3.2%	2.1%	2.4%
Commercial	42.1%	42.6%	43.3%	40.5%	38.8%	39.9%	36.8%	39.3%	36.7%	32.7%	34.8%	34.7%
<b>OUTPATIENT</b>												
Medicare	28.4%	29.7%	31.6%	32.4%	32.6%	34.7%	35.4%	34.2%	33.6%	35.7%	36.7%	37.3%
Medi-Cal	6.5%	7.1%	8.1%	9.8%	9.1%	10.5%	14.8%	16.0%	15.6%	15.2%	13.6%	13.7%
County	0.1%	0.2%	0.1%	0.3%	2.3%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	8.9%	8.3%	7.6%	7.5%	8.0%	6.4%	4.5%	3.8%	4.1%	4.0%	3.3%	3.3%
Commercial	56.2%	54.7%	52.5%	50.0%	48.0%	47.4%	45.4%	46.0%	46.6%	45.1%	46.4%	45.6%
<b>TOTAL</b>												
Medicare	29.5%	30.3%	31.9%	32.6%	33.0%	34.3%	35.7%	34.5%	33.9%	36.6%	37.5%	38.1%
Medi-Cal	11.6%	11.5%	11.7%	13.3%	12.1%	13.1%	17.9%	18.1%	18.6%	17.9%	16.1%	16.0%
County	0.3%	0.2%	0.6%	0.6%	2.7%	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	7.9%	8.0%	6.9%	7.1%	7.4%	6.4%	3.8%	3.4%	3.7%	3.8%	3.0%	3.1%
Commercial	50.7%	50.0%	48.9%	46.3%	44.8%	44.9%	42.5%	44.0%	43.8%	41.7%	43.4%	42.8%

## **Tahoe Forest Hospital District Deductions from Revenue**

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

Contractual Allowances have been budgeted at \$166.6 million (44.7% of gross revenue) for FY 2020, representing an increase of \$7.4 million from Preliminary FY 2019 (\$159.2 million, 44.6%). The rise in our Contractual Allowances is attributed to the increase in budgeted gross revenue in FY 2020, and accounting for marginal shifts in our Medicare and Commercial payor mix. Contractual Allowances have been calculated based upon gross revenue and reimbursement rates by payor. We also have accounted for additional reimbursement the District will see related to AB113 Non-Designated Public Hospital IGT funding, Rate Range IGT funding from the Medi-Cal managed care plans, and AB915 Medi-Cal Outpatient Supplemental funding. This additional reimbursement was budgeted at approximately \$4.3 million.

Charity Care has been budgeted at 3.6% of gross revenue totaling \$13.4 million and Bad Debt has been budgeted at 1.8% of gross revenue or \$6.5 million. We believe these percentages are representative of recent trending observed in the later part FY 2019, as we see a shifting of the patient population towards more self-pay and high deductible health plans. Preliminary FY 2019 is reflecting \$13.1 million in Charity Care (3.7%) and \$4.2 million in Bad Debt (1.2%).

Prior Period Settlements represents reimbursement or settlements the District may receive or pay related to a previous fiscal year. We are not anticipating receiving additional reimbursement related to the AB113 or Rate Range IGT as these programs continue to bring reimbursement current during the FY 2019 year.

Overall, as a percentage of gross revenue, our Deductions from Revenue is 50.0% of gross revenue, as compared to Preliminary FY 2019's 47.5%.

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

Management has budgeted an overall increase of 106.80 FTEs when compared to FY 2019, and a 33.27 FTE increase when compared to the budgeted FY 2019 FTEs.

Increases in our FTEs for FY 2020 are related to additional staffing requirements required for the Multi-Specialty Clinics with the addition of physicians and midlevel providers, budgeted positions to bring core staffing levels to norms that were previously filled through registry agencies, increase to our Psychiatric/Psychological program, staffing needs in Surgical Services to accommodate increases in our surgery volumes, commencement of a Palliative Care program, a broadening of our Customer Service programs, growth in our Access Center to support additional physicians and services, work being performed to achieve certification for a Level III Trauma Center, additional staffing needs for EVS/Housekeeping, Engineering, and Construction Labor to support space expansion, and staffing additions for overhead support departments in Human Resources and Education, Information Systems, Project Management, Accounting, Revenue Cycle departments including Patient Financial Services and Patient Registration, Nursing Administration, Quality, Case Management, and furtherance of our Initiative Programs.

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 2020 as compared to FY 2019 is outlined below:

<b><i>Additional FTEs added to Programs or Services:</i></b>	
ICU	.94
Emergency Department	.91
Surgical Services – Surgery, PAAS, SPD	2.53
Laboratory	3.06
Cardiac Rehab	.53
Diagnostic Imaging – All Modalities	1.89
Respiratory Therapy	.40
Endoscopy Services	1.13
Psychiatric/Psychological	1.75
Education Administration	.96
Dietary	5.54
Materials Management	.84
EVS/Housekeeping	1.93
Engineering	1.89
Information Technology (IT)	4.43
Project Management Office (not new FTEs in FY20, previously in IT)	3.00
Accounting	.64
Patient Financial Services	3.63

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

Patient Registration & Communication	3.74
Central Scheduling	15.79
Revenue Cycle	1.68
Human Resources	.73
Nursing Administration	1.52
Quality	1.39
Case Management	.69
IVCH Emergency Department	.70
IVCH Pharmacy Overhead	.40
IVCH Engineering	.40
Skilled Nursing Facility	.75
Hospice, Palliative Care, & Hospice Thrift Stores	3.70
Child Care Center	3.15
Multi-Specialty Clinics and MSC Administrative Support	35.64
TFH Foundation	.48
Volunteers	.32
Initiative Programs (Wellness Neighborhood & Medi-Cal PRIME Programs)	1.41
Construction Labor (new in FY 2020)	3.80
<b>Total Additional FTE's</b>	<b>112.29</b>
<b><i>FTE Decreases to Core Staffing Levels:</i></b>	
Med/Surg	-1.30
Labor and Delivery	-.67
Pharmacy Overhead	-.75
Administration	-.33
IVCH Med/Surg	-.81
IVCH Cat Scan	-.37
Home Health	-.39
Radiation Oncology	-.59
IVCH Foundation	-.27
<b>Total FTE Decrease</b>	<b>-5.48</b>
<b>Total</b>	<b>106.81</b>

It is important to note that the increase in our FTEs over the last several years has been due to careful and deliberate developments and additions to programs and services provided at Tahoe Forest Hospital District in order to meet and exceed our community's health needs as well as staying abreast of increasing regulatory requirements.

As with each year, Management intends to use its discretion to appropriately balance the FTE requirements for FY 2020 with the financial well-being of the District.

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

In addition to the District's Employee Resource Allocation/FTEs we have included a separate summary of Physician FTEs, new in the FY 2020 budget.

Physician FTEs for FY 2020 total 31.21 of which 24.18 are related to clinic operations. The remainder of the 7.03 Physician FTEs have been budgeted in other health system departments and cover the Hospitalist program, Chief Medical Officer, Medical Directorships, and Medical Staff chairs.

Physician employment dates begin throughout FY 2020 with the majority of physicians having start dates of 07/01/2019 or 01/01/2020.



TAHOE FOREST HOSPITAL DISTRICT  
TOTAL FTE SUMMARY - HISTORICAL TREND  
BUDGET FY 2020

Dept #	Dept Name	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	BUDGET FY 2019	PROJECTED FY 2019	BUDGET FY 2020	BUDGET FY 2020 vs FY 2019	BUDGET FY 2020 vs BUDGET FY 2019
16010	ICU	12.01	12.23	15.01	15.51	14.66	11.79	12.02	12.96	0.94	1.17
16170	Med-Surg	23.21	23.59	25.26	27.83	27.81	22.92	25.52	24.22	-1.30	1.30
17010	Emergency Room	18.66	18.88	23.58	24.13	23.70	19.62	19.46	20.37	0.91	0.75
17180	Ski Aid - Sugar Bowl	0.46	0.33	0.45	0.39	0.48	0.40	0.48	0.50	0.02	0.10
17181	Ski Aid - Boreal	0.43	0.38	0.40	0.35	0.46	0.40	0.36	0.40	0.04	0.00
17182	Ski Aid -Alpine	0.44	0.38	0.46	0.35	0.46	0.40	0.38	0.40	0.02	0.00
17400	Labor and Delivery	17.34	17.20	19.31	20.42	21.31	16.56	16.28	15.61	-0.67	-0.95
17403	Perinatal	0.86	0.80	0.78	0.87	0.39	0.60	0.72	0.60	-0.12	0.00
17420	Surgery	15.33	17.14	25.24	24.94	24.26	20.71	19.44	20.67	1.23	-0.04
17427	PAAS	10.88	10.73	12.26	13.84	12.95	10.19	9.85	11.53	1.68	1.34
17428	Pain Clinic	0.38	0.34	0.48	0.53	0.39	0.30	0.95	0.90	-0.05	0.60
17429	Sterile Processing	6.05	5.85	6.06	7.09	6.92	7.58	9.00	8.62	-0.38	1.04
17450	Anesthesia	0.52	0.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17515	Tahoe City Lab Draw	0.85	0.89	0.98	0.94	0.88	1.00	0.80	0.80	0.00	-0.20
17500	Laboratory	21.37	20.47	20.58	23.78	23.29	24.58	20.44	23.50	3.06	-1.08
17593	Cardiac Rehab	0.72	0.70	0.64	0.66	0.77	0.92	0.92	1.45	0.53	0.53
17630	Diagnostic Imaging	13.30	13.62	13.51	14.47	12.97	13.44	11.70	14.30	2.60	0.86
17632	Womens Imaging Center	3.13	3.28	3.35	3.39	3.38	3.12	3.46	3.20	-0.26	0.08
17633	MOB Diagnostic Imaging	1.05	0.95	0.86	0.99	1.08	1.14	1.12	0.42	-0.70	-0.72
17650	Nuclear Medicine	1.42	1.10	1.03	1.06	1.32	2.01	1.30	1.29	-0.01	-0.72
17660	MRI	1.96	1.94	2.08	2.46	2.35	2.40	2.15	2.25	0.10	-0.15
17670	Ultrasound	2.76	2.52	4.47	4.91	5.60	3.16	3.38	3.39	0.01	0.23
17672	Briner Imaging	0.89	0.97	0.90	1.27	1.06	1.11	1.15	1.11	-0.04	0.00
17680	Cat Scan	2.72	2.54	2.60	2.69	2.74	2.98	2.39	2.56	0.17	-0.42
17685	PET CT	0.00	0.36	0.42	0.40	0.42	0.45	0.38	0.40	0.02	-0.05
17720	Respiratory Therapy	0.00	0.00	6.12	6.92	6.69	7.27	6.03	6.43	0.40	-0.84
17760	Gastro-Intestinal Services	3.87	3.66	3.87	3.38	3.24	3.62	4.67	5.80	1.13	2.18
17770	Physical Therapy - Inpatient	0.00	0.00	0.05	0.38	0.16	0.00	0.00	0.00	0.00	0.00
17830	Psychiatric/Psychological	0.00	0.00	0.00	0.00	0.00	1.00	0.25	2.00	1.75	1.00
18210	Education	2.00	1.38	1.54	1.80	1.81	3.81	2.54	3.50	0.96	-0.31
18340	Dietary	27.93	29.70	27.95	28.27	26.34	28.84	25.12	30.66	5.54	1.82
18390	Pharmacy Overhead	8.89	8.81	9.46	9.77	12.48	10.53	11.25	10.50	-0.75	-0.03

TAHOE FOREST HOSPITAL DISTRICT  
TOTAL FTE SUMMARY - HISTORICAL TREND  
BUDGET FY 2020

Dept #	Dept Name	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	BUDGET FY 2019	PROJECTED FY 2019	BUDGET FY 2020	BUDGET FY 2020 vs FY 2019	BUDGET FY 2020 vs BUDGET FY 2019
18400	Materials Management	9.34	8.99	8.05	8.85	9.93	10.03	9.16	10.00	0.84	-0.03
18440	Housekeeping	21.46	22.76	23.34	25.81	28.16	31.59	28.77	30.70	1.93	-0.89
18460	Engineering	10.03	9.72	12.56	15.21	16.26	14.04	12.91	14.80	1.89	0.76
18470	Communications	1.23	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18480	Information Technology	17.82	18.77	21.28	25.13	27.06	26.81	22.37	26.80	4.43	-0.01
18493	Project Management Office	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	3.00
18510	Accounting	5.93	6.44	6.78	6.76	6.06	10.03	9.37	10.01	0.64	-0.02
18530	Patient Financial Services	31.63	29.24	30.57	27.85	20.28	22.06	14.86	18.49	3.63	-3.57
18560	Patient Registration & Communications	21.41	23.32	26.71	28.60	28.32	36.51	29.85	33.59	3.74	-2.92
18570	Access Center/Centralized Scheduling	0.00	0.00	0.00	0.00	11.34	44.62	35.21	51.00	15.79	6.38
18590	Financial Administration	1.00	1.00	1.02	1.04	1.04	1.00	1.02	1.00	-0.02	0.00
18591	Revenue Cycle	0.92	0.98	1.25	2.09	2.91	3.01	2.32	4.00	1.68	0.99
18593	Managed Care	0.74	0.30	0.27	0.00	0.71	0.75	0.54	0.75	0.21	0.00
18610	Administration	4.07	5.39	4.31	3.95	5.82	6.02	6.33	6.00	-0.33	-0.02
18612	Corporate Compliance	0.16	0.67	0.42	0.70	0.68	0.80	0.77	0.80	0.03	0.00
18620	Board of Directors	0.10	0.12	0.12	0.07	0.08	0.10	0.09	0.10	0.01	0.00
18630	Community Relations/Marketing	2.00	2.00	2.00	2.09	1.96	2.01	1.98	2.00	0.02	-0.01
18632	Community Development	1.00	1.02	1.65	1.13	1.00	1.00	1.00	1.00	0.00	0.00
18650	Human Resources	4.04	4.39	6.20	6.96	6.40	7.52	7.87	8.60	0.73	1.08
18753	Infection Control/Employee Health	1.21	1.18	1.20	0.86	1.17	1.00	0.91	1.00	0.09	0.00
18700	Medical Records	8.49	8.48	8.34	8.11	6.69	5.01	5.86	6.00	0.14	0.99
18710	Medical Staff	2.97	3.86	3.35	3.08	2.85	3.01	3.03	3.00	-0.03	-0.01
18720	Nursing Administration	11.48	12.57	12.92	10.46	10.22	11.66	10.01	11.53	1.52	-0.13
18740	Quality	5.80	4.42	3.42	4.03	4.72	5.01	3.62	5.01	1.39	0.00
18750	Nursing Case Management	2.91	3.83	3.64	4.25	6.31	6.29	6.48	6.32	-0.16	0.03
18751	Community Case Management	0.15	0.09	1.62	4.12	5.28	4.81	5.41	6.10	0.69	1.29
18752	Quality Assurance	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18770	Population (Community) Health	0.66	0.56	0.82	0.54	1.29	1.10	1.66	1.75	0.09	0.65
18777	Emergency Preparedness	0.29	0.27	0.04	0.11	0.07	0.00	0.02	0.00	-0.02	0.00
<b>TOTAL TFH</b>		<b>366.29</b>	<b>371.15</b>	<b>411.58</b>	<b>435.59</b>	<b>446.98</b>	<b>478.64</b>	<b>434.93</b>	<b>493.69</b>	<b>58.76</b>	<b>15.05</b>

TAHOE FOREST HOSPITAL DISTRICT  
TOTAL FTE SUMMARY - HISTORICAL TREND  
BUDGET FY 2020

Dept #	Dept Name	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	BUDGET FY 2019	PROJECTED FY 2019	BUDGET FY 2020	BUDGET FY 2020 vs FY 2019	BUDGET FY 2020 vs BUDGET FY 2019
26170	Med-Surg	4.86	5.36	4.87	5.18	5.22	4.68	5.48	4.67	-0.81	-0.01
27010	Emergency Room	6.87	6.31	6.73	6.51	7.49	7.02	6.28	6.98	0.70	-0.04
27189	Ski Aid-Diamond Peak	0.13	0.15	0.18	0.20	0.20	0.21	0.19	0.20	0.01	-0.01
27420	Surgery	1.61	0.72	0.80	0.65	0.56	0.78	0.51	0.60	0.09	-0.18
27429	Sterile Processing	0.11	0.11	0.13	0.10	0.04	0.12	0.04	0.10	0.06	-0.02
27500	Laboratory	4.54	4.70	6.39	6.28	6.05	4.65	3.79	3.63	-0.16	-1.02
27630	Diagnostic Imaging	1.79	1.81	3.74	4.01	3.84	1.98	1.87	1.96	0.09	-0.02
27680	Cat Scan	1.15	1.14	1.15	1.22	1.17	1.16	1.54	1.17	-0.37	0.01
27770	Physical Therapy	0.00	0.00	0.00	0.04	0.01	0.00	0.00	0.00	0.00	0.00
28340	Dietary	0.77	0.72	0.88	1.45	1.32	1.40	1.28	1.29	0.01	-0.11
28390	Pharmacy Overhead	0.10	0.12	0.12	0.00	0.00	0.00	0.00	0.40	0.40	0.40
28440	Housekeeping	2.95	2.96	3.00	2.93	2.07	2.11	2.02	2.00	-0.02	-0.11
28460	Engineering	0.34	0.39	0.36	0.00	0.00	0.00	0.00	0.40	0.40	0.40
28560	Admitting	5.64	4.35	4.93	5.89	5.66	5.85	5.47	5.50	0.03	-0.35
28610	Administration	1.46	1.61	1.26	1.04	1.01	1.00	1.00	1.00	0.00	0.00
28700	Medical Records	0.47	0.43	0.46	0.19	0.00	0.00	0.00	0.00	0.00	0.00
28720	Nursing Administration	0.50	0.48	0.24	1.05	1.01	1.00	1.01	1.00	-0.01	0.00
<b>TOTAL IVCH</b>		<b>33.29</b>	<b>31.36</b>	<b>35.24</b>	<b>36.74</b>	<b>35.65</b>	<b>31.96</b>	<b>30.48</b>	<b>30.90</b>	<b>0.42</b>	<b>-1.06</b>
<b>TOTAL SKILLED NURSING FACILITY</b>		<b>30.07</b>	<b>29.29</b>	<b>29.25</b>	<b>27.29</b>	<b>30.66</b>	<b>31.05</b>	<b>30.24</b>	<b>30.99</b>	<b>0.75</b>	<b>-0.06</b>
<b>TOTAL HOME HEALTH</b>		<b>6.46</b>	<b>6.81</b>	<b>7.62</b>	<b>8.01</b>	<b>8.57</b>	<b>6.03</b>	<b>6.11</b>	<b>5.72</b>	<b>-0.39</b>	<b>-0.31</b>
17310	Hospice	5.89	4.81	3.81	3.25	4.69	3.79	3.32	3.42	0.10	-0.37
17315	Palliative Care	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.46	2.46	2.46
19555	Thrift Store Truckee	5.07	5.22	4.56	5.53	5.61	5.35	6.15	6.55	0.40	1.20
19560	Thrift Store Incline (Formerly Kings Beach)	2.03	1.88	2.02	1.30	1.55	1.41	1.06	1.80	0.74	0.39
<b>TOTAL HOSPICE AND THRIFT</b>		<b>12.99</b>	<b>11.91</b>	<b>10.39</b>	<b>10.08</b>	<b>11.85</b>	<b>10.55</b>	<b>10.53</b>	<b>14.23</b>	<b>3.70</b>	<b>3.68</b>
17181	Oncology Lab	1.14	1.11	1.17	1.20	1.14	1.11	1.02	1.02	0.00	-0.09
17641	Medical Oncology (Infusion Center)	18.22	17.69	18.96	22.17	22.51	21.10	22.21	22.25	0.04	1.15
17642	Radiation Oncology	4.31	4.65	4.06	2.92	2.77	3.01	2.59	2.00	-0.59	-1.01
<b>TOTAL ONCOLOGY PROGRAM</b>		<b>23.67</b>	<b>23.45</b>	<b>24.19</b>	<b>26.29</b>	<b>26.42</b>	<b>25.22</b>	<b>25.82</b>	<b>25.27</b>	<b>-0.55</b>	<b>0.05</b>

TAHOE FOREST HOSPITAL DISTRICT  
TOTAL FTE SUMMARY - HISTORICAL TREND  
BUDGET FY 2020

Dept #	Dept Name	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	BUDGET FY 2019	PROJECTED FY 2019	BUDGET FY 2020	BUDGET FY 2020 vs FY 2019	BUDGET FY 2020 vs BUDGET FY 2019
<b>TOTAL CHILDCARE CENTER</b>		<b>12.04</b>	<b>11.99</b>	<b>10.82</b>	<b>15.37</b>	<b>15.22</b>	<b>18.55</b>	<b>15.35</b>	<b>18.50</b>	<b>3.15</b>	<b>-0.05</b>
17073	Otolaryngology (ENT) Clinic	4.21	3.04	4.22	4.03	3.60	4.01	3.33	6.14	2.81	2.13
17075	Women's Center (OB/GYN) Clinic	0.00	0.00	0.00	0.00	5.00	7.82	7.19	8.25	1.06	0.43
17077	Pediatrics Clinic	9.25	9.62	10.83	11.17	11.60	12.63	11.04	14.36	3.32	1.73
17078	General Surgery Clinic	0.00	0.00	0.22	2.33	2.88	3.01	2.80	4.50	1.70	1.49
17079	Cardiology/Family Practice Clinic	10.23	13.35	15.29	15.13	17.41	24.97	17.26	26.14	8.88	1.17
17082	Urology Clinic	0.00	0.00	0.12	2.07	1.72	3.61	3.49	3.60	0.11	-0.01
17085	TFH Health Clinic	4.14	5.34	5.53	3.80	2.86	3.91	2.03	2.63	0.60	-1.28
17086	Sports Medicine Clinic	1.38	2.14	1.79	1.57	1.42	1.20	1.29	1.21	-0.08	0.01
17087	Orthopedics Clinic	0.00	0.00	1.93	0.00	6.47	15.54	13.96	19.64	5.68	4.10
17089	Neurology Clinic	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	2.00
17090	Internal Medicine/Pulmonology Clinic	6.19	6.23	5.89	5.71	7.30	6.82	6.29	6.91	0.62	0.09
17096	Gastroenterology Clinic	0.00	0.00	0.41	3.29	3.03	3.21	2.51	2.75	0.24	-0.46
17097	Endocrinology Clinic	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00
17516	Lab Draw - MOB	0.72	0.68	0.53	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17801	Audiology Clinic	0.27	0.24	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18532	Clinics Business Office	0.00	0.00	0.00	0.00	0.00	4.01	3.06	3.00	-0.06	-1.01
18660	Occupational Health	2.23	1.82	2.42	6.41	7.51	9.53	6.70	7.33	0.63	-2.20
18715	Clinics Administration	11.26	8.59	4.91	5.99	7.56	11.03	6.45	11.00	4.55	-0.03
19514	Placer County	0.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
19524	Internal Medicine (formerly Mt. Medical)	1.77	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27084	IVCH Primary Care Clinic	0.00	0.00	0.00	0.00	0.60	4.36	3.77	4.11	0.34	-0.25
27085	IVCH Health Clinic	1.16	1.38	2.98	4.76	6.20	7.02	5.86	7.71	1.85	0.69
27086	IVCH Internal Medicine/Pediatrics Clinic	2.87	2.70	0.55	0.00	0.03	0.00	0.02	0.41	0.39	0.41
<b>TOTAL MULTI-SPECIALTY CLINIC SERVICES</b>		<b>55.71</b>	<b>55.13</b>	<b>57.62</b>	<b>66.26</b>	<b>85.19</b>	<b>122.68</b>	<b>97.05</b>	<b>132.69</b>	<b>35.64</b>	<b>10.01</b>
<b>TOTAL RETAIL PHARMACY</b>		<b>5.30</b>	<b>4.31</b>	<b>4.22</b>	<b>5.41</b>	<b>4.82</b>	<b>4.60</b>	<b>5.37</b>	<b>5.25</b>	<b>-0.12</b>	<b>0.65</b>
18615	TFH Foundation	3.03	2.68	1.91	2.89	2.97	3.01	2.92	3.40	0.48	0.39
19553	The Gift Tree	0.00	0.00	0.06	0.09	0.59	0.60	0.80	0.75	-0.05	0.15
28615	IVCH Foundation	0.00	0.03	0.70	1.42	1.60	1.60	1.47	1.20	-0.27	-0.40
<b>TOTAL FOUNDATIONS</b>		<b>3.03</b>	<b>2.71</b>	<b>2.67</b>	<b>4.40</b>	<b>5.16</b>	<b>5.21</b>	<b>5.19</b>	<b>5.35</b>	<b>0.16</b>	<b>0.14</b>
<b>TOTAL VOLUNTEERS</b>		<b>0.45</b>	<b>0.43</b>	<b>0.38</b>	<b>0.10</b>	<b>0.45</b>	<b>0.50</b>	<b>0.68</b>	<b>1.00</b>	<b>0.32</b>	<b>0.50</b>

TAHOE FOREST HOSPITAL DISTRICT  
TOTAL FTE SUMMARY - HISTORICAL TREND  
BUDGET FY 2020

Dept #	Dept Name	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	BUDGET FY 2019	PROJECTED FY 2019	BUDGET FY 2020	BUDGET FY 2020 vs FY 2019	BUDGET FY 2020 vs BUDGET FY 2019
<b>TOTAL CENTER OPERATIONS</b>		<b>0.49</b>	<b>0.56</b>	<b>1.00</b>	<b>3.88</b>	<b>4.30</b>	<b>3.76</b>	<b>4.57</b>	<b>4.35</b>	<b>-0.22</b>	<b>0.59</b>
18633	Wellness Neighborhood	0.30	1.35	2.40	3.67	2.99	4.01	4.55	5.54	0.99	1.53
18595	Innovation Fund	0.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18634	Medi-Cal PRIME Project	0.00	0.00	0.00	0.98	2.77	4.46	2.79	3.21	0.42	-1.25
<b>TOTAL INITIATIVE PROGRAMS</b>		<b>0.49</b>	<b>1.35</b>	<b>2.40</b>	<b>4.65</b>	<b>5.76</b>	<b>8.47</b>	<b>7.34</b>	<b>8.75</b>	<b>1.41</b>	<b>0.28</b>
18492	CPSI Conversion	0.25	1.98	0.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18493	SOFT Upgrade - In FY2016	0.21	0.00	1.09	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18494	PICIS Upgrade - In FY2016	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18495	Systems Upgrade (EPIC & Premier FY18)	0.00	0.00	0.00	0.00	1.87	0.00	0.03	0.00	-0.03	0.00
18465	Construction Labor	0.86	0.44	0.00	0.00	0.00	0.00	0.00	3.80	3.80	3.80
<b>TOTAL CAPITALIZED LABOR</b>		<b>1.47</b>	<b>2.42</b>	<b>1.27</b>	<b>0.00</b>	<b>1.87</b>	<b>0.00</b>	<b>0.03</b>	<b>3.80</b>	<b>3.77</b>	<b>3.80</b>
<b>GRAND TOTAL TFHD</b>		<b>551.75</b>	<b>552.87</b>	<b>598.65</b>	<b>644.07</b>	<b>682.90</b>	<b>747.22</b>	<b>673.69</b>	<b>780.49</b>	<b>106.80</b>	<b>33.27</b>

TAHOE FOREST HOSPITAL DISTRICT  
TOTAL PHYSICIAN FTE SUMMARY  
BUDGET FY 2020

Dept #	Dept Name	BUDGET FY 2020
17073	Otolaryngology (ENT) Clinic	1.00
17075	Women's Center (OB/GYN) Clinic	2.90
17077	Pediatrics Clinic	3.91
17078	General Surgery Clinic	2.00
17079	Cardiology/Family Practice Clinic	1.33
17082	Urology Clinic	0.50
17085	TFH Health Clinic	0.50
17086	Sports Medicine Clinic	0.55
17087	Orthopedics Clinic	2.24
17088	Internal Medicine	4.04
17089	Neurology Clinic	0.00
17090	Internal Medicine/Pulmonology Clinic	0.55
17096	Gastroenterology Clinic	1.10
17097	Endocrinology Clinic	1.00
17801	Audiology Clinic	0.00
18660	Occupational Health	0.50
27084	IVCH Primary Care Clinic	0.27
27085	IVCH Health Clinic	1.29
27086	IVCH Internal Medicine/Pediatrics Clinic	0.37
27100	IVCH Orthopedic Surgery	0.13
<b>TOTAL MULTI-SPECIALTY CLINIC SERVICES</b>		<b>24.18</b>
17010	Emergency Department	0.30
17076	Hospitalist	5.40
17310	Hospice	0.06
17315	Palliative Care	0.05
18610	Administration	0.83
18710	Medical Staff	0.20
18740	Quality Management	0.03
27010	IVCH Emergency Department	0.04
27874	IVCH Sleep Clinic	0.04
57770	Physical Therapy - Outpatient	0.02
58450	Center Overhead	0.06
<b>TOTAL OTHER HEALTH SYSTEM DEPARTMENT</b>		<b>7.03</b>
<b>GRAND TOTAL TFHD</b>		<b>31.21</b>

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

The District is projecting that as of June 30, 2020 we will have approximately \$76.2 million in unrestricted cash available for the Days Cash on Hand calculation, which represents 147 days.

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

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

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

The Board Fiscal Policy states that "the District shall put forth a strong effort in every fiscal year on achieving, at a minimum, the Standard and Poor's (S&P) A- rating, targeting the median ratios of the A- rating or better". It also states, "There shall be a strong effort to maintain this minimum Days' Cash on Hand ratio to ensure appropriate cash reserves and to sustain sufficient funding for capital needs." FY 2020 DCOH falls below the A- ratio, but not below the BBB- ratio (the lowest level allowed per the Fiscal Policy).

TAHOE FOREST HOSPITAL DISTRICT  
STATEMENT OF CASH FLOWS

	PRELIMINARY FYE 2019		BUDGET FYE 2020	BUDGET 1ST QTR	BUDGET 2ND QTR	BUDGET 3RD QTR	BUDGET 4TH QTR
Net Operating Rev/(Exp) - EBIDA	\$ 25,363,571		\$ 12,072,919	\$ 4,435,027	\$ 4,137,259	\$ 2,488,975	\$ 1,011,658
Interest Income	1,322,573		1,854,579	414,079	477,577	481,808	481,114
Property Tax Revenue	7,428,194		7,125,000	150,000	75,000	3,950,000	2,950,000
Donations	767,431		1,060,000	290,000	290,000	240,000	240,000
Debt Service Payments	(4,521,184)		(5,031,900)	(1,059,747)	(1,194,500)	(1,059,747)	(1,717,906)
Property Purchase Agreement	(270,644)		(811,932)	(202,983)	(202,983)	(202,983)	(202,983)
2018 Municipal Lease	(1,148,646)		(1,717,332)	(429,333)	(429,333)	(429,333)	(429,333)
Copier	(24,166)		(64,560)	(16,140)	(16,140)	(16,140)	(16,140)
2017 VR Demand Bond	(1,436,754)		(792,912)	-	(134,753)	-	(658,159)
2015 Revenue Bond	(1,640,974)		(1,645,164)	(411,291)	(411,291)	(411,291)	(411,291)
Physician Recruitment	(145,863)		(180,000)	(45,000)	(45,000)	(45,000)	(45,000)
Investment in Capital							
Equipment	(2,457,043)		(5,320,498)	(1,493,883)	(1,311,931)	(1,011,500)	(1,503,184)
Municipal Lease Reimbursement	3,380,291		4,650,000	1,500,000	1,500,000	900,000	750,000
IT/EMR/Business Systems	(3,326,858)		(4,222,246)	(304,446)	(1,238,800)	(1,558,000)	(1,121,000)
Building Projects/Properties	(13,440,744)		(23,169,292)	(4,080,000)	(6,746,500)	(3,422,950)	(8,919,842)
Capital Investments	(916,898)		-	-	-	-	-
Change in Accounts Receivable	726,224	N1	2,451,297	403,602	650,853	1,881,379	(484,537)
Change in Settlement Accounts	121,217	N2	1,615,831	(1,341,169)	(762,500)	(4,027,000)	7,746,500
Change in Other Assets	(1,294,962)	N3	(2,400,000)	(600,000)	(600,000)	(600,000)	(600,000)
Change in Other Liabilities	2,552,976	N4	(695,000)	1,600,000	(5,040,000)	1,320,000	1,425,000
Change in Cash Balance	15,558,925		(10,189,310)	(131,536)	(9,808,542)	(462,035)	212,803
Beginning Unrestricted Cash	70,805,546		86,364,471	86,364,471	86,232,935	76,424,393	75,962,358
Ending Unrestricted Cash	86,364,471		76,175,161	86,232,935	76,424,393	75,962,358	76,175,161
Expense Per Day	463,803		516,504	522,060	519,918	520,242	516,504
Days Cash On Hand	186		147	165	147	146	147

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 capital expenditure requests for FY 2020 totaling \$32.7 million. We recommend approval for \$32.7 million, with the caveat that we will prioritize expenditures based on the financial status of the District including cash position, as well as priority ranking. Items listed as "Mission Critical" will receive first priority, and total \$27.4 million. Items listed as "High" will receive second priority, and total \$4.6 million. Items listed as "Medium" and "Low" will receive the lowest priority, and total \$0.7 million.

The \$32.7 million will be funded through operations and cash reserves, with some reimbursement from the remaining municipal lease funds. On the following pages is a detailed list of capital requests for FY 2020, but a summary is provided below:

1. Equipment - \$5,320,498
2. IT/EMR/Business Systems - \$4,222,246
3. Building Projects/Properties - \$23,169,292

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

In addition, we have included the District's multi-year capital plan through FY 2023.

Tahoe Forest Hospital District  
 Capital Budget  
 FY 2020

	Recommended Approved Capital Budget
<b>Total Capital Requests:</b>	
TFH Equipment	\$ 4,702,887
IVCH Equipment	560,111
TCFH Equipment	57,500
Total Equipment	<u>\$ 5,320,498</u>
TFH IT/EMR/Business Systems	\$ 4,218,746
IVCH IT/EMR/Business Systems	-
TCFH IT/EMR/Business Systems	3,500
Total IT/EMR/Business Systems	<u>\$ 4,222,246</u>
TFH Building Projects/Properties	\$ 20,605,842
IVCH Building Projects/Properties	2,014,450
TCFH Building Projects/Properties	549,000
Total Building Projects/Properties	<u>\$ 23,169,292</u>
Total	<u><u>\$ 32,712,036</u></u>

Tahoe Forest Hospital District  
Cash Flow Schedule of 2020 Capital Budget

	FY 2020	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
<b>Recommended Approved 2020 Capital Budget:</b>					
TFH Equipment	\$ 4,702,887	\$ 1,382,702	\$ 1,008,931	\$ 907,000	\$ 1,404,254
IVCH Equipment	560,111	97,681	275,000	95,000	92,430
TCFH Equipment	57,500	13,500	28,000	9,500	6,500
Total Equipment	<u>\$ 5,320,498</u>	<u>\$ 1,493,883</u>	<u>\$ 1,311,931</u>	<u>\$ 1,011,500</u>	<u>\$ 1,503,184</u>
TFH IT/EMR/Business Systems	\$ 4,218,746	\$ 304,446	\$ 1,235,300	\$ 1,558,000	\$ 1,121,000
IVCH IT/EMR/Business Systems	-	-	-	-	-
TCFH IT/EMR/Business Systems	3,500	-	3,500	-	-
Total IT/EMR/Business Systems	<u>\$ 4,222,246</u>	<u>\$ 304,446</u>	<u>\$ 1,238,800</u>	<u>\$ 1,558,000</u>	<u>\$ 1,121,000</u>
TFH Building Projects/Properties	\$ 20,605,842	\$ 3,379,000	\$ 5,885,000	\$ 3,124,500	\$ 8,217,342
IVCH Building Projects/Properties	2,014,450	164,000	849,500	298,450	702,500
TCFH Building Projects/Properties	549,000	537,000	12,000	-	-
Total Building Projects/Properties	<u>\$ 23,169,292</u>	<u>\$ 4,080,000</u>	<u>\$ 6,746,500</u>	<u>\$ 3,422,950</u>	<u>\$ 8,919,842</u>
Total	<u>\$ 32,712,036</u>	<u>\$ 5,878,329</u>	<u>\$ 9,297,231</u>	<u>\$ 5,992,450</u>	<u>\$ 11,544,026</u>

TAHOE FOREST HOSPITAL DISTRICT  
CAPITAL REQUEST LISTING BY DEPARTMENT  
FY 2020 BUDGET

	Dept	Description	Qty	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>TAHOE FOREST HOSPITAL</b>									
<b>District Wide</b>									
1		SCD Machines		\$ 60,000	Mission Critical	\$ -	\$ -	\$ -	\$ 60,000
2		IV Pump Project		\$ 200,000	Mission Critical	\$ -	\$ -	\$ -	\$ 200,000
<b>ICU</b>									
3		Posey Bed	1	\$ 12,000	Mission Critical	\$ -	\$ -	\$ -	\$ 12,000
4		Standard bed	3	\$ 48,000	Mission Critical	\$ 48,000	\$ -	\$ -	\$ -
5		Clear site System (Place Holder)	1	\$ 30,000	Mission Critical	\$ -	\$ -	\$ -	\$ 30,000
6		Critical Care Bed	2	\$ 34,000	Mission Critical	\$ 34,000	\$ -	\$ -	\$ -
<b>Med/Surg</b>									
7		Standard bed	19	\$ 210,000	Mission Critical	\$ 210,000	\$ -	\$ -	\$ -
8		Welch Allyn Connex Spot Monitor	19	\$ 20,000	Mission Critical	\$ -	\$ -	\$ 20,000	\$ -
9		Blanket Warmer	1	\$ 7,000	High	\$ -	\$ 7,000	\$ -	\$ -
10		Ice Machine	1	\$ 6,500	Mission Critical	\$ 6,500	\$ -	\$ -	\$ -
11		Vein Finder	1	\$ 5,030	High	\$ -	\$ -	\$ -	\$ 5,030
<b>OB</b>									
12		Fetal Monitor (Monica)	1	\$ 8,000	Mission Critical	\$ -	\$ -	\$ 8,000	\$ -
13		Phototherapy Radiometer	1	\$ 5,000	Mission Critical	\$ 5,000	\$ -	\$ -	\$ -
<b>SNF</b>									
14		Ice Machine	1	\$ 6,000	Mission Critical	\$ 6,000	\$ -	\$ -	\$ -
15		Vital Machines w/temporal	2	\$ 13,000	Mission Critical	\$ -	\$ 13,000	\$ -	\$ -
16		Resident Beds	10	\$ 80,000	Mission Critical	\$ 80,000	\$ -	\$ -	\$ -
17		Recliner	10	\$ 22,000	High	\$ 22,000	\$ -	\$ -	\$ -
18		Easy/Stand Evov Mobile Stander	1	\$ 3,500	High	\$ -	\$ -	\$ -	\$ 3,500
19		Scale, wheel chair accessible	1	\$ 2,700	High	\$ -	\$ -	\$ -	\$ 2,700
<b>Emergency Dept</b>									
20		Ice Machine	1	\$ 6,000	Mission Critical	\$ 6,000	\$ -	\$ -	\$ -
21		Gurney	2	\$ 15,000	High	\$ 15,000	\$ -	\$ -	\$ -
22		Belmont Rapid Infuser	1	\$ 34,000	High	\$ -	\$ -	\$ -	\$ 34,000
23		Buddy Light System	1	\$ 2,800	High	\$ -	\$ -	\$ -	\$ 2,800
24		GlideScope	1	\$ 17,000	Mission Critical	\$ -	\$ -	\$ -	\$ 17,000
25		Ultrasound	1	\$ 62,000	High	\$ -	\$ -	\$ -	\$ 62,000
26		Transducer if Ultrasound is not approved	1	\$ 4,000	Mission Critical	\$ 4,000	\$ -	\$ -	\$ -

TAHOE FOREST HOSPITAL DISTRICT  
CAPITAL REQUEST LISTING BY DEPARTMENT  
FY 2020 BUDGET

	Dept	Description	Qty	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
	<b>ENT</b>								
27		Photography Booth	1	\$ 3,000	High	\$ 3,000	\$ -	\$ -	\$ -
28		Suction Tower	2	\$ 12,500	High	\$ -	\$ -	\$ 12,500	\$ -
29		Mirror Suite	1	\$ 7,500	Mission Critical	\$ 7,500	\$ -	\$ -	\$ -
	<b>Women's Center</b>								
30		Colposcope	1	\$ 25,000	Mission Critical	\$ -	\$ -	\$ 25,000	\$ -
31		Ultrasound w/extra probe	1	\$ 35,000	Mission Critical	\$ -	\$ -	\$ 35,000	\$ -
	<b>Cardiology</b>								
32		Vaccine Refrig	1	\$ 2,500	Mission Critical	\$ -	\$ 2,500	\$ -	\$ -
33		Treadmill	1	\$ 25,000	Mission Critical	\$ 25,000	\$ -	\$ -	\$ -
34		EKG	1	\$ 14,000	Mission Critical	\$ -	\$ 14,000	\$ -	\$ -
35		Holter Monitor System	1	\$ 15,000	Mission Critical	\$ -	\$ 15,000	\$ -	\$ -
	<b>Cancer Center - 2nd Floor</b>								
36		Phlebotomy Chair	2	\$ 5,400	Mission Critical	\$ 5,400	\$ -	\$ -	\$ -
37		Refrigerator w/remote temp	2	\$ 2,800	Mission Critical	\$ 2,800	\$ -	\$ -	\$ -
38		Centrifuge- Stat Spin	2	\$ 3,400	Mission Critical	\$ 3,400	\$ -	\$ -	\$ -
39		Blanket Warmer	2	\$ 7,000	High	\$ -	\$ 7,000	\$ -	\$ -
40		Minor Procedure Light	1	\$ 2,800	Mission Critical	\$ -	\$ 2,800	\$ -	\$ -
	<b>Urology</b>								
41		Tibial Nerve Stimulator	1	\$ 5,000	Mission Critical	\$ -	\$ -	\$ 5,000	\$ -
42		Ultrasound	1	\$ 35,000	High	\$ -	\$ -	\$ -	\$ 35,000
43		Cystoscopes	2	\$ 45,000	Mission Critical	\$ -	\$ -	\$ 45,000	\$ -
	<b>Orthopedics</b>								
44		Basic Exam Table	9	\$ 9,000	High	\$ -	\$ -	\$ 9,000	\$ -
	<b>I/M Pulmonology</b>								
45		Pulmonary Function Test	1	\$ 3,000	Mission Critical	\$ -	\$ 3,000	\$ -	\$ -
	<b>GI/GS</b>								
46		Force FX Electrosurgical Generator	1	\$ 8,500	High	\$ -	\$ 8,500	\$ -	\$ -
	<b>Home Health</b>								
47		Subaru Forrester	2	\$ 50,000	High	\$ 50,000	\$ -	\$ -	\$ -
	<b>Surgical Services</b>								
48		Arthrex Knee Instruments	1	\$ 28,000	Mission Critical	\$ 28,000	\$ -	\$ -	\$ -
49		Arthrex Shoulder Instruments	1	\$ 33,000	Mission Critical	\$ 33,000	\$ -	\$ -	\$ -
50		Space Station, Central Supply Work	1	\$ 2,460	High	\$ -	\$ 2,460	\$ -	\$ -
51		Styker Cameras	3	\$ 41,940	Mission Critical	\$ -	\$ 41,940	\$ -	\$ -
52		Stryker Neptune Suction	3	\$ 45,000	Mission Critical	\$ -	\$ -	\$ -	\$ 45,000

TAHOE FOREST HOSPITAL DISTRICT  
CAPITAL REQUEST LISTING BY DEPARTMENT  
FY 2020 BUDGET

	Dept	Description	Qty	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
53		Stryker System 8	4	\$ 216,879	Mission Critical	\$ -	\$ 216,879	\$ -	\$ -
	<b>PAAS</b>								
54		Accuvein AV400	1	\$ 5,030	Mission Critical	\$ 5,030		\$ -	\$ -
55		Stryker Patient Stretchers	4	\$ 31,724	Mission Critical	\$ 31,724	\$ -	\$ -	\$ -
	<b>Pain</b>								
56		Braun Ultrasound System		\$ 30,380	Mission Critical	\$ -	\$ 30,380	\$ -	\$ -
	<b>Sterile Processing</b>								
57		BD Impress Instrument Tracking System	1	\$ 105,000	Mission Critical	\$ -	\$ -	\$ -	\$ 105,000
58		Medivator	1	\$ 56,224	Mission Critical	\$ -	\$ -	\$ -	\$ 56,224
59		Sterrad NX	1	\$ 63,845	Mission Critical	\$ 63,845	\$ -	\$ -	\$ -
60		Sterilization Trays	1	\$ 50,000	High	\$ -	\$ -	\$ -	\$ 50,000
	<b>Anesthesia</b>					\$ -			
61		GlideScope	1	\$ 15,181	Mission Critical	\$ -	\$ 15,181	\$ -	\$ -
	<b>Lab</b>								
62		Phlebotomy Chair	1	\$ 5,400	High	\$ 5,400	\$ -	\$ -	\$ -
63		Molecular Testing Platform	1	\$ 60,000	High	\$ 60,000	\$ -	\$ -	\$ -
64		Reagent Refrigerators	1	\$ 5,500	High	\$ 5,500	\$ -	\$ -	\$ -
65		EKG Machine (Northstar)	1	\$ 14,000	High	\$ -	\$ 14,000	\$ -	\$ -
66		Immuno Assay Platform	1	\$ 80,000	High	\$ -	\$ 80,000	\$ -	\$ -
67		Blood Bank Refrigerator	1	\$ 12,500	Mission Critical	\$ 12,500	\$ -	\$ -	\$ -
68		Blood Bank Freezer	1	\$ 9,000	Mission Critical	\$ 9,000	\$ -	\$ -	\$ -
69		Large Centrifuge Sample Processing	1	\$ 17,500	Mission Critical	\$ 17,500	\$ -	\$ -	\$ -
	<b>Cardiac Rehab</b>								
70		Treadmill	3	\$ 15,000	Mission Critical	\$ -	\$ 15,000	\$ -	\$ -
	<b>Diagnostic Imaging</b>								
71		Mini C-Arm		\$ 95,000	Mission Critical	\$ -	\$ 95,000	\$ -	\$ -
	<b>Briner Ultrasound</b>								
72		Blanket Warmer	1	\$ 6,000	Medium	\$ -	\$ 6,000	\$ -	\$ -
73		Digital Mammo/Tomosynthesis Unit upgrades to HD, curved paddles	1	\$ 500,000	Mission Critical	\$ -	\$ -	\$ 500,000	\$ -
74		Mammography Monitors	1	\$ 75,000	Medium	\$ -	\$ -	\$ 75,000	\$ -
75		Furniture	1	\$ 15,000	High	\$ 15,000	\$ -	\$ -	\$ -

TAHOE FOREST HOSPITAL DISTRICT  
CAPITAL REQUEST LISTING BY DEPARTMENT  
FY 2020 BUDGET

	Dept	Description	Qty	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>Cancer Center - Med Onc</b>									
76		Abbott Piccolo-xpress Chemistry Analyzer	1	\$ 25,000	Mission Critical	\$ 25,000	\$ -	\$ -	\$ -
77		Infusion Chair	9	\$ 36,000	Mission Critical	\$ -	\$ -	\$ -	\$ 36,000
78		Exam Chair	6	\$ 5,000	Mission Critical	\$ -	\$ -	\$ -	\$ 5,000
79		Oxygen Conc	1	\$ 4,000	High	\$ -	\$ -	\$ -	\$ 4,000
80		Vital Signs Machine	9	\$ 58,500	High	\$ -	\$ -	\$ 58,500	\$ -
<b>Cancer Center - Rad Onc</b>									
81		Lucy 3D QA Phantom	1	\$ 50,000	High	\$ -	\$ -	\$ 50,000	\$ -
<b>MRI</b>									
82		MRI VITAL Signs Monitor		\$ 72,000	Mission Critical	\$ 72,000	\$ -	\$ -	\$ -
83		Breast Coil	1	\$ 32,000	Mission Critical	\$ -	\$ -	\$ -	\$ 32,000
<b>Ultrasound</b>									
84		ABI Machine	1	\$ 35,000	Mission Critical	\$ 35,000	\$ -	\$ -	\$ -
<b>CT</b>									
85		Mobile CT	1	\$ 500,000	High	\$ -	\$ -	\$ -	\$ 500,000
<b>Respiratory Therapy</b>									
86		Auto Titrating Machine	1	\$ 4,000	Mission Critical	\$ -	\$ -	\$ -	\$ 4,000
87		CPEX	1	\$ 55,000	High	\$ -	\$ 55,000	\$ -	\$ -
<b>Endoscopy</b>									
88		Pentax		\$ 257,291	Mission Critical	\$ -	\$ 257,291	\$ -	\$ -
<b>Dietary</b>									
89		Subaru Forrester	1	\$ 25,000	Mission Critical	\$ 25,000	\$ -	\$ -	\$ -
90		Combi Oven	1	\$ 19,000	Mission Critical	\$ -	\$ -	\$ 19,000	\$ -
<b>EVS</b>									
91		Floor Machine	1	\$ 7,800	Mission Critical	\$ 7,800	\$ -	\$ -	\$ -
92		UV Robot	1	\$ 103,000	Medium	\$ -	\$ -	\$ -	\$ 103,000
<b>Facilities</b>									
93		Pickup	2	\$ 50,000	High	\$ -	\$ 50,000	\$ -	\$ -
<b>BioMed</b>									
94		Misc. BioMed Equipment	1	\$ 5,480	Mission Critical	\$ 5,480	\$ -	\$ -	\$ -
95		Misc. BioMed Equipment	1	\$ 10,792	Mission Critical	\$ 10,792	\$ -	\$ -	\$ -
<b>Wellness Neighborhood</b>									
96		Nu-Step	1	\$ 12,000	High	\$ -	\$ 12,000	\$ -	\$ -
<b>Pioneer Center</b>									
97		Cubicles	1	\$ 25,000	High	\$ -	\$ 25,000	\$ -	\$ -

TAHOE FOREST HOSPITAL DISTRICT  
CAPITAL REQUEST LISTING BY DEPARTMENT  
FY 2020 BUDGET

	Dept	Description	Qty	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
	<b>Occupational Health</b>								
98		EKG	1	\$ 14,000	High	\$ -	\$ 14,000	\$ -	\$ -
99		Pulmonary Function Test	1	\$ 3,000	Mission Critical	\$ -	\$ 3,000	\$ -	\$ -
	<b>TSC</b>								
100		Accuvein AV400	1	\$ 5,030	Mission Critical	\$ 5,030	\$ -	\$ -	\$ -
101		Braun Ultrasound System	1	\$ 30,380	Mission Critical	\$ 30,380	\$ -	\$ -	\$ -
102		Dornier Relax and Urology Table	1	\$ 65,578	Mission Critical	\$ 65,578	\$ -	\$ -	\$ -
103		Getinge Autoclave	2	\$ 100,000	Mission Critical	\$ 100,000	\$ -	\$ -	\$ -
104		GlideScope	1	\$ 15,181	Mission Critical	\$ 15,181	\$ -	\$ -	\$ -
105		Stryker Patient Stretchers	2	\$ 15,862	Mission Critical	\$ 15,862	\$ -	\$ -	\$ -
106		Stryker Radiofrequency Ablation	1	\$ 37,000	High	\$ 37,000	\$ -	\$ -	\$ -
107		Anesthesia Machines	2	\$ 112,500	High	\$ 112,500	\$ -	\$ -	\$ -
	<b>Children's Center</b>								
108		Generator	1	\$ 45,000	High	\$ -	\$ -	\$ 45,000	\$ -
109		Furniture	1	\$ 3,000	High	\$ -	\$ 3,000	\$ -	\$ -
		<b>SUBTOTAL TFH</b>		<b>\$ 4,702,887</b>		<b>\$ 1,382,702</b>	<b>\$ 1,008,931</b>	<b>\$ 907,000</b>	<b>\$ 1,404,254</b>
<b>INCLINE VILLAGE COMMUNITY HOSPITAL</b>									
	<b>Emergency Dept</b>								
110		R Series Defib	1	\$ 16,000	Mission Critical	\$ 16,000	\$ -	\$ -	\$ -
111		Cardiac Probe	1	\$ 7,500	Medium	\$ 7,500	\$ -	\$ -	\$ -
112		Bipap Machine	1	\$ 3,400	Mission Critical	\$ -	\$ -	\$ -	\$ 3,400
113		Lucas Chest Compression	1	\$ 19,000	High	\$ 19,000	\$ -	\$ -	\$ -
114		Fluid Warmer	1	\$ 3,500	High	\$ 3,500	\$ -	\$ -	\$ -
	<b>Primary Care Clinic</b>								
115		R Series Defib	1	\$ 17,000	Mission Critical	\$ 17,000	\$ -	\$ -	\$ -
	<b>Surgical Services</b>								
116		Arthrex Knee Meniscal Repair Set	1	\$ 5,000	High	\$ -	\$ -	\$ 5,000	\$ -
117		Arthrex Shoulder Instruments	1	\$ 5,000	High	\$ -	\$ -	\$ 5,000	\$ -
118		Accuvein AV400	1	\$ 5,030	High	\$ -	\$ -	\$ -	\$ 5,030
	<b>Sterile Processing</b>						\$ -		
119		Getinge 8666 Automated Instrument	1	\$ 85,000	High	\$ -	\$ -	\$ 85,000	\$ -
120		Getinge 2460 Ultrasonic Washer	1	\$ 25,000	High	\$ -	\$ -	\$ -	\$ 25,000
	<b>Anesthesia</b>								
121		GlideScope		\$ 15,181	High	\$ 15,181	\$ -	\$ -	\$ -
	<b>Lab</b>								
122		Refrigerator (Reagents)	1	\$ 6,000	Low	\$ -	\$ -	\$ -	\$ 6,000



TAHOE FOREST HOSPITAL DISTRICT  
CAPITAL REQUEST LISTING BY DEPARTMENT  
FY 2020 BUDGET

	Dept	Description	Qty	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
		<b>Diagnostic Imaging</b>							
123		Ultrasound	1	\$ 275,000	High	\$ -	\$ 275,000	\$ -	\$ -
		<b>Physical Therapy</b>							
124		Alter-G Treadmill	1	\$ 50,000	Low	\$ -	\$ -	\$ -	\$ 50,000
125		US/Estim Genesis System	1	\$ 5,000	Medium	\$ 5,000	\$ -	\$ -	\$ -
126		Stereo System TV/DVD	1	\$ 5,000	Medium	\$ 5,000	\$ -	\$ -	\$ -
127		Mirror	1	\$ 3,000	Medium	\$ -	\$ -	\$ -	\$ 3,000
128		Ice Machine	1	\$ 6,000	Mission Critical	\$ 6,000	\$ -	\$ -	\$ -
		<b>Pharmacy</b>							
129		Refrigerator	1	\$ 3,500	Mission Critical	\$ 3,500	\$ -	\$ -	\$ -
		<b>SUBTOTAL IVCH</b>		<b>\$ 560,111</b>		<b>\$ 97,681</b>	<b>\$ 275,000</b>	<b>\$ 95,000</b>	<b>\$ 92,430</b>
<b>TAHOE CENTER FOR HEALTH</b>									
		<b>TC PT</b>							
130		Cardon Table	2	\$ 28,000	High	\$ -	\$ 28,000	\$ -	\$ -
131		Ice Machine	1	\$ 6,000	Mission Critical	\$ 6,000	\$ -	\$ -	\$ -
		<b>Truckee PT</b>							
132		Moisture meter with software package	1	\$ 5,000	Medium	\$ -	\$ -	\$ 5,000	\$ -
133		Low-level Laser Therapy unit	1	\$ 4,500	Medium	\$ -	\$ -	\$ 4,500	\$ -
134		Noraxon - Video analysis package	1	\$ 6,500	Medium	\$ -	\$ -	\$ -	\$ 6,500
135		Ice Machine	1	\$ 7,500	Mission Critical	\$ 7,500	\$ -	\$ -	\$ -
		<b>SUBTOTAL TCFH</b>		<b>\$ 57,500</b>		<b>\$ 13,500</b>	<b>\$ 28,000</b>	<b>\$ 9,500</b>	<b>\$ 6,500</b>

TAHOE FOREST HOSPITAL DISTRICT  
CAPITAL REQUEST LISTING BY DEPARTMENT  
FY 2020 BUDGET

Dept	Description	Qty	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>TAHOE FOREST HOSPITAL</b>								
			\$ 3,041,497	Mission Critical	\$ 1,057,302	\$ 724,971	\$ 657,000	\$ 602,224
			\$ 1,477,390	High	\$ 325,400	\$ 277,960	\$ 175,000	\$ 699,030
			\$ 184,000	Medium	\$ -	\$ 6,000	\$ 75,000	\$ 103,000
			\$ -	Low	\$ -	\$ -	\$ -	\$ -
<b>INCLINE VILLAGE COMMUNITY HOSPITAL</b>								
			\$ 45,900	Mission Critical	\$ 42,500	\$ -	\$ -	\$ 3,400
			\$ 437,711	High	\$ 37,681	\$ 275,000	\$ 95,000	\$ 30,030
			\$ 20,500	Medium	\$ 17,500	\$ -	\$ -	\$ 3,000
			\$ 56,000	Low	\$ -	\$ -	\$ -	\$ 56,000
<b>TAHOE CENTER FOR HEALTH</b>								
			\$ 13,500	Mission Critical	\$ 13,500	\$ -	\$ -	\$ -
			\$ 28,000	High	\$ -	\$ 28,000	\$ -	\$ -
			\$ 16,000	Medium	\$ -	\$ -	\$ 9,500	\$ 6,500
			\$ -	Low	\$ -	\$ -	\$ -	\$ -
<b>TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS</b>								
			\$ 3,100,897	Mission Critical	\$ 1,113,302	\$ 724,971	\$ 657,000	\$ 605,624
			\$ 1,943,101	High	\$ 363,081	\$ 580,960	\$ 270,000	\$ 729,060
			\$ 220,500	Medium	\$ 17,500	\$ 6,000	\$ 84,500	\$ 112,500
			\$ 56,000	Low	\$ -	\$ -	\$ -	\$ 56,000
			\$ 5,320,498		\$ 1,493,883	\$ 1,311,931	\$ 1,011,500	\$ 1,503,184

TAHOE FOREST HOSPITAL DISTRICT  
IT CAPITAL REQUEST LISTING BY DEPARTMENT  
FY 2020 BUDGET

Dept.	Description	Justification	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>TAHOE FOREST HOSPITAL</b>								
<b>16170 Med- Surg</b>								
1	WOWS x 2		\$ 5,000	High	\$ 2,500	\$ 2,500	\$ -	\$ -
2	Status Board		\$ 3,200	High	\$ -	\$ 3,200	\$ -	\$ -
3	Nurse phone replacement	Like Vocera or Ascom/GE- Need texting ability	\$ 80,000	High	\$ -	\$ -	\$ 80,000	\$ -
<b>17010 ED</b>								
4	WOW's with Scanner	Increase in ED Visits	\$ 6,000	High	\$ 6,000	\$ -	\$ -	\$ -
<b>16580 Surgery</b>								
5	BD Impress Instrument Tracking System	An asset tracking system will help automate the management of surgical instrumentation and reprocessing documentation impacting availability, utilization, shrinkage and patient safety. An asset tracking system guides sterile processing technicians through proper sterilization procedures; tracks the location, usage and maintenance of every uniquely identified instrument and mobile assets; and interfaces with OR scheduling systems to ensure surgeons have the right instruments when they need them. With an asset tracking system the reprocessing data and procedure case history for every instrument and endoscope is readily available for root cause analysis. This means OR efficiency and infection control are aligned, thereby improving the path to patient safety.	\$ 105,000	Mission Critical	\$ -	\$ -	\$ 105,000	\$ -
<b>17073 ENT</b>								
6	Mirror Software including Intellistudio and Custom Photo Canfield for Plastic practice.	This is for legal and liability reasons for Dr. Watson. He needs to be able to take high quality before and after photos of his plastic surgery patients. He also needs the ability to show patients a before and after look so they can make an informed decision about their surgery. It is standard equipment in a plastic surgery office.	\$ 7,500	Mission Critical	\$ 7,500	\$ -	\$ -	\$ -
<b>17310 Hospice</b>								
7	Laptops	Additional Laptops Hospice	\$ 3,600	Mission Critical	\$ 3,600	\$ -	\$ -	\$ -
<b>17420-17425 Cancer Center</b>								
8	Improved Telemedicine Capabilities	Newer WOW' and equipment Older equipment EOL	\$ 10,000	Mission Critical	\$ 5,000	\$ 5,000	\$ -	\$ -
9	VTB Upgrade in Conf room	Tumor Board room equipment at EOF. Requiring more and more Intervention. Need to replace numerous parts with new equipment.	\$ 20,000	Mission Critical	\$ 20,000	\$ -	\$ -	\$ -
10	Color printer front desk	Staff say the current printer is too slow	\$ 3,000	High	\$ -	\$ -	\$ 3,000	\$ -

TAHOE FOREST HOSPITAL DISTRICT  
IT CAPITAL REQUEST LISTING BY DEPARTMENT  
FY 2020 BUDGET

Dept.	Description	Justification	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>17500</b>	<b>Laboratory</b>							
11	Rover- Hand Held positive ID	Mercy's Standard of care for patient safety	\$ 30,000	Mission Critical	\$ -	\$ 30,000	\$ -	\$ -
12	Handheld Glucose System with supporting middleware	Replace Glucose meters, w/ interfaced patient results	\$ 100,000	Mission Critical	\$ -	\$ 100,000	\$ -	\$ -
13	HCLL Upgrade to web based version	At time Mercy moves to new version Q4 2019	\$ 120,000	Mission Critical	\$ -	\$ -	\$ -	\$ 120,000
14	Wait time monitors- 2 BCs & 2 wall mount 24x30 inch displays	Monitor of elapsed wait time in pt. in registration and laboratory	\$ 10,000	Mission Critical	\$ 10,000	\$ -	\$ -	\$ -
15	Epiphany/Muse Quote/Xcelera MSC for cardiology PACs	Currently 7 y/o Replace w network compatible	\$ 109,000	Medium	\$ -	\$ -	\$ -	\$ 109,000
<b>17630</b>	<b>Radiology</b>							
16	Software ModLink Form Pack	ModLink allows for the use of electronics forms and linking of patent exam data to automatically populate Radiologists results in Powerscribe 360. This assists in reducing potential errors in the Radiologist's results.	\$ 5,750	Mission Critical	\$ -	\$ 5,750	\$ -	\$ -
17	Software Licenses to connect modalities	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	Mission Critical	\$ -	\$ 2,000	\$ -	\$ -
18	Software for tracking and categorizing Low Dose CT Lung Screening exams needed for a formal screening program per the ACR Guidelines	As an additional service line for the new 128 slice CT, we will be introducing CT Low Dose Lung Screening CT Exams which is a covered Medicare exam for patients that meet the criteria. The program will require that we seek accreditation through the American College of Radiology (ACR). The software necessary to provide a consistent ranking for screening patients that will meet the ACR's guidelines is a part of the program and requires that we submit data/images for peer review and benchmarking with other facilities nationally who perform CT Low Dose Lung Screening exams. The charge per procedure is approximately 90-250.00, however, there will be a percentage of patients that will be referred for additional follow up within the system.	\$ 18,000	Mission Critical	\$ -	\$ -	\$ 18,000	\$ -
19	Ortho PACs System	Come to a decision about integrating Ortho Pacs with TFHD	\$ 60,000	Mission Critical	\$ -	\$ -	\$ -	\$ 60,000

TAHOE FOREST HOSPITAL DISTRICT  
IT CAPITAL REQUEST LISTING BY DEPARTMENT  
FY 2020 BUDGET

Dept.	Description	Justification	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
20	EBW Workstation Upgrade	Obsolescence of present workstation (end of Life) requires that we upgrade workstation to be able to process Nuc Med Images	\$ 35,000	Mission Critical	\$ 35,000	\$ -	\$ -	\$ -
21	Replace Northstar Workstation and software	Workstation for radiology at Northstar EOL and failing	\$ 25,000	Mission Critical	\$ 25,000	\$ -	\$ -	\$ -
22	MRI Breast Coil & MRI CAD Software	Adding breast coil and CAD Software that will support Surgeons and Cancer Center Physicians request to perform breast MRI locally. This will also support the Cancer Centers plan to seek accreditation from NAPBC (National Accreditation Program for Breast Centers).	\$ 200,000	Mission Critical	\$ -	\$ 200,000	\$ -	\$ -
<b>18340 Dietary</b>								
23	Ipads for DFM diet office	IPad for DFM diet office- Requested with DFM project in 2018	\$ 2,100	Mission Critical	\$ 2,100	\$ -	\$ -	\$ -
<b>18460 Facilities</b>								
24	Plotter	For Drawings and presentations HP DesignJet T830 24-in	\$ 2,695	Mission Critical	\$ 2,695	\$ -	\$ -	\$ -
<b>18480 IT</b>								
25	HPE/Aruba	Network Hardware for a true Lab and Test System	\$ 80,000	High	\$ -	\$ 80,000	\$ -	\$ -
26	DR	From Security Audit - We absolutely have to get a proper DR project completed this year with off site Disaster Recovery in place.	\$ 80,000	Mission Critical	\$ -	\$ -	\$ 80,000	\$ -
27	MSP	Help Desk Software	\$ 20,000	Mission Critical	\$ 20,000	\$ -	\$ -	\$ -
28	Data Loss Prevention Software	Data loss prevention software detects potential data breaches/data ex-filtration transmissions and prevents them by monitoring, detecting and blocking sensitive data while in-use, in-motion, and at-rest	\$ 100,000	Mission Critical	\$ -	\$ -	\$ 100,000	\$ -
29	Replace IP Celerate with Singlewire	The justification is Patient safety. We have an ongoing issue with IPsession since it was first implemented. Basically if someone calls a paging zone hangs up then calls back it can create a problem for the system to where it stops sending the page to the devices that did not leave the multicast group properly before being called back or will start rejecting the page call itself. Therefore the page does not get sent back to that devices until a reset of the device. A new Overhead paging system was installed but it does not page to the phones. It only provides overhead paging inside the hospital, not to other buildings on the campus.	\$ 25,000	Mission Critical	\$ -	\$ 25,000	\$ -	\$ -

TAHOE FOREST HOSPITAL DISTRICT  
IT CAPITAL REQUEST LISTING BY DEPARTMENT  
FY 2020 BUDGET

Dept.	Description	Justification	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
30	EPIC EMR - Beacon	Continue EMR Rollout- Cancer Center and Interfaces- Including Cancer Linq	\$ 500,000	Mission Critical	\$ -	\$ -	\$ 500,000	\$ -
31	EPIC EMR - PB	EEO enhancement project	\$ 1,500,000	Mission Critical	\$ -	\$ 500,000	\$ 500,000	\$ 500,000
32	Varian Upgrade	Upgrade Varian t Version 15	\$ 18,000	Mission Critical	\$ 18,000	\$ -	\$ -	\$ -
33	EPIC EMR- Stork	Implement the stock module with Mercy	\$ 108,000	Mission Critical	\$ -	\$ -	\$ -	\$ 108,000
34	EPIC- EMR- Bones Lite	Implement a lite version of the Ortho Module	\$ 105,000	Mission Critical	\$ -	\$ -	\$ -	\$ 105,000
35	EPIC- Forms Management	Forms Management via Mercy or another avenue	\$ 50,000	Mission Critical	\$ -	\$ -	\$ 50,000	\$ -
36	Interfaces	Cancer Center and Patient care area - Patient Monitoring interfaces to EPIC Also look at Wellness screenings interface /entry	\$ 50,000	Mission Critical	\$ 25,000	\$ 10,000	\$ 15,000	\$ -
37	Telemedicine Enhancements	Growth of Telemedicine program	\$ 80,000	Mission Critical	\$ 40,000	\$ -	\$ -	\$ 40,000
38	Horizon/ VMWare Desktop Prof of Concept	New Desktop	\$ 20,000	Mission Critical	\$ -	\$ 20,000	\$ -	\$ -
39	Imprivata	Single Sign on- Add Prescription Module	\$ 75,000	Mission Critical	\$ -	\$ 75,000	\$ -	\$ -
40	Implant Scanning	This is a project with Premier- not totally defined yet but one point of concern is that Surgery is manually entering in Implants. These should be a bar code item	\$ 2,000	Mission Critical	\$ -	\$ 2,000	\$ -	\$ -
41	ClearPass Enhancement	Project to assist in ensuring 8021.x installed	\$ 14,850	Mission Critical	\$ -	\$ 14,850	\$ -	\$ -
42	Wan Routing	Project after Infrastructure project to tweak WAN routing	\$ 30,000	Mission Critical	\$ -	\$ -	\$ 30,000	\$ -
43	Extra Hop	Security Software	\$ 15,000	Mission Critical	\$ -	\$ 15,000	\$ -	\$ -
44	KnowBefore	Training for security and testing	\$ 37,000	Mission Critical	\$ -	\$ -	\$ 37,000	\$ -
45	Airwaves	Real time visibility to control , manage and troubleshoot our Network Environment	\$ 5,756	Mission Critical	\$ 5,756	\$ -	\$ -	\$ -
46	Windows 10 Migration	Windows 7 no longer support. Have to move organization to Windows 10	\$ 80,000	Mission Critical	\$ 40,000	\$ 40,000	\$ -	\$ -
47	IT Employee expansion	Additional desks, walls for IT staff	\$ 20,000	Mission Critical	\$ -	\$ 20,000	\$ -	\$ -
48	Self Service Kiosks	Patient Satisfaction of self service to check in	\$ 80,000	Mission Critical	\$ -	\$ -	\$ 40,000	\$ 40,000
49	IT Infrastructure	IT Hardware - Replace EOL PC's , Scanners and Printers	\$ 50,000	Mission Critical	\$ -	\$ 50,000	\$ -	\$ -
<b>18493 PMO</b>								
50	Plotter	For Drawings and presentations HP DesignJet T830 24-in	\$ 2,695	Mission Critical	\$ 2,695	\$ -	\$ -	\$ -
<b>18510 Accounting</b>								
51	Axiom Capital Advisor software	Software for Capital Budgeting	\$ 35,000	Mission Critical	\$ -	\$ -	\$ -	\$ 35,000

TAHOE FOREST HOSPITAL DISTRICT  
IT CAPITAL REQUEST LISTING BY DEPARTMENT  
FY 2020 BUDGET

Dept.	Description	Justification	Total Cost	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>18530 Business office Expansion</b>								
52	Computers and Phones	Business Office Expansion	\$ 25,000	Mission Critical	\$ 25,000	\$ -	\$ -	\$ -
53	Sounds Masking System Pioneer downstairs	Create a better environment for call center and cubicle areas	\$ 35,000	Mission Critical	\$ -	\$ 35,000	\$ -	\$ -
<b>18650 Registration</b>								
54	Computers and phones	New Space for Reg Coordinators	\$ 4,000	High	\$ -	\$ -	\$ -	\$ 4,000
<b>18740 Quality</b>								
55	Quantros Surveillance Module	Implementation add modules staying with Quantros as it is not as costly as getting a new program and do not have to retrain all staff.	\$ 5,000	Mission Critical	\$ 5,000	\$ -	\$ -	\$ -
<b>18751 Case Management</b>								
56	iPads with case	Will be used to record data while working in the filed with patients	\$ 3,600	High	\$ 3,600	\$ -	\$ -	\$ -
<b>SUBTOTAL TFH</b>			<b>\$ 4,218,746</b>		<b>\$ 304,446</b>	<b>\$ 1,235,300</b>	<b>\$ 1,558,000</b>	<b>\$ 1,121,000</b>
<b>INCLINE VILLAGE COMMUNITY HOSPITAL</b>								
<b>SUBTOTAL IVCH</b>			<b>\$ -</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TAHOE CENTER FOR HEALTH</b>								
57	Two workstations and Phones		\$ 3,500	High	\$ -	\$ 3,500	\$ -	\$ -
<b>SUBTOTAL TCFH</b>			<b>\$ 3,500</b>		<b>\$ -</b>	<b>\$ 3,500</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS</b>			<b>\$ 3,616,806</b>	<b>Mission Critical</b>	<b>\$ 286,956</b>	<b>\$ 906,850</b>	<b>\$ 1,475,000</b>	<b>\$ 948,000</b>
			<b>\$ 496,440</b>	<b>High</b>	<b>\$ 17,490</b>	<b>\$ 331,950</b>	<b>\$ 83,000</b>	<b>\$ 64,000</b>
			<b>\$ 109,000</b>	<b>Medium</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 109,000</b>
			<b>\$ 4,222,246</b>	<b>Grand Total</b>	<b>\$ 304,446</b>	<b>\$ 1,238,800</b>	<b>\$ 1,558,000</b>	<b>\$ 1,121,000</b>

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

	Description	Dept	Justification	Total Project Cost	2020 Budget	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>TAHOE FOREST HOSPITAL</b>										
<b>Facilities Management</b>										
1	Fire Sprinkler Replacement	FM	Code required	\$ 20,000	\$ 20,000	Mission Critical	\$ -	\$ 20,000	\$ -	\$ -
2	First Floor Corridor Doors	FM	Addresses Safety and Security concerns of the hospital following measure C construction. This is currently permitted through OSHPD	\$ 400,000	\$ 314,842	Mission Critical	\$ 20,000	\$ 25,000	\$ 25,000	\$ 244,842
3	Security Improvements	FM	Placeholder for Improvements to the hospital	\$ 50,000	\$ 50,000	Mission Critical	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500
4	Replace Air Lock Carpet	FM	Replace all entrance carpet at TFHD	\$ 20,000	\$ 20,000	High	\$ 20,000	\$ -	\$ -	\$ -
5	Vacuum Pump Rebuild (30K hrs)	FM	Vacuum pumps need to be rebuilt every 30K HRs	\$ 18,000	\$ 18,000	Mission Critical	\$ 18,000	\$ -	\$ -	\$ -
6	Replace 1978 Bathroom Doors	FM	Door are worn beyond repair, also bathrooms are highly worn and in need of improvements	\$ 10,000	\$ 10,000	High	\$ -	\$ -	\$ 10,000	\$ -
7	BMS Updates	FM	There are 2 Projects in this budget. First is to update all of our Jaces to 3.8 Version, Qtr 1. Then we will purchase and update to the N4 version and new front end. This is critical to get out of Schneider proprietary software and implement our energy conservation measures. Anticipate future projects to follow, \$100K FY 2020 & 2021	\$ 200,000	\$ 200,000	Mission Critical	\$ 50,000	\$ 100,000	\$ 50,000	\$ -
8	Replace Med Gas Manifolds	FM	\$30,382 for material, \$1,121 for shipping, \$10,370 Labor, \$10K for contingency. Manifolds are 15 years old and approaching end of life	\$ 55,000	\$ 55,000	High	\$ -	\$ 55,000	\$ -	\$ -
9	Sequence Gear Upgrades	FM	This is to PM and update the existing sequencing gear. This equipment was never finished, program correctly or Maintenance since its install in 2012.	\$ 40,000	\$ 40,000	Mission Critical	\$ 40,000	\$ -	\$ -	\$ -
10	Domestic Water Tie In	FM	Increase pressure Hospital wide. This is an essential part of the Cancer Center 2nd Floor Project.	\$ 294,000	\$ 294,000	Mission Critical	\$ 294,000	\$ -	\$ -	\$ -
11	Spring Lane Ditch Repairs	FM	Fix Flooding issues.	\$ 50,000	\$ 50,000	High	\$ 50,000	\$ -	\$ -	\$ -
12	Exterior Paint for HR and Warehouse	FM	Exterior Weather Protection	\$ 25,000	\$ 25,000	Medium	\$ -	\$ -	\$ -	\$ 25,000
13	Exhausto Fan	FM	Creates higher efficiency. In cold weather temperatures and the additional demand of the 2nd floor Cancer Center, this is a necessity.	\$ 150,000	\$ 150,000	Mission Critical	\$ 150,000	\$ -	\$ -	\$ -



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

	Description	Dept	Justification	Total Project Cost	2020 Budget	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
14	Re-key Hospital	FM	We have over 250 Master keys to the facility, a major security breach. This is to rekey the entire hospital on a new GM.	\$ 75,000	\$ 75,000	Mission Critical	\$ -	\$ 75,000	\$ -	\$ -
15	Boiler Rebuild	FM	Burners are now obsolete	\$ 175,000	\$ 175,000	High	\$ -	\$ -	\$ -	\$ 175,000
16	Connect Levon & Pine Main water supply	FM	The PUD is planning to replace a significant amount of main line piping in Gateway in the next couple years, it is highly likely that water will be shut down for extended periods of time. There is no redundancy for Gateway and Asd, which are fed from this meter.	\$ 300,000	\$ 75,000	Mission Critical	\$ -	\$ -	\$ 25,000	\$ 50,000
17	Epoxy Seal South Building Pent House	FM	This floor being unsealed is causing a leak in the OB unit	\$ 50,000	\$ 50,000	Mission Critical	\$ 50,000	\$ -	\$ -	\$ -
18	Cancer Center Heat Wheel	FM		\$ 65,000	\$ 65,000	Mission Critical	\$ 65,000	\$ -	\$ -	\$ -
19	Repair Storage Garage	FM	Garage needs a roof replacement and to be sealed.	\$ 20,000	\$ 20,000	Mission Critical	\$ 20,000	\$ -	\$ -	\$ -
20	Replace Nurse Calls	FM	ECC, ED and Surgery are obsolete systems	\$ 1,100,000	\$ 500,000	High	\$ -	\$ 25,000	\$ 75,000	\$ 400,000
<b>Master Plan</b>										
21	Master Plan	MP	A&E cost for planning	\$ 100,000	\$ 100,000	Mission Critical	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
22	Misc Project Planning	MP	A&E cost for planning misc projects in the 4th quarter to prepare for FY 2021 Summer projects	\$ 100,000	\$ 100,000	Mission Critical	\$ -	\$ -	\$ -	\$ 100,000
23	3rd Floor MOB Phase 1	MP	Rural Health Clinic Expansion/Space. Budgeted as completing both phases this FY. \$178K spent to date. Figure \$45K spent in the last month.	\$ 3,807,241	\$ 150,000	Mission Critical	\$ 150,000	\$ -	\$ -	\$ -
24	Apartments Demo/Paving	MP	Demolish N. Levon Apartments	\$ 600,000	\$ 600,000	Mission Critical	\$ 600,000	\$ -	\$ -	\$ -
25	Bill Rose Parking	MP	Increase Parking	\$ 80,000	\$ 80,000	Mission Critical	\$ 80,000	\$ -	\$ -	\$ -
26	Gateway West Parking	MP	Increase employee parking	\$ 150,000	\$ 55,000	Mission Critical	\$ 10,000	\$ 10,000	\$ 10,000	\$ 25,000
27	Parking lot lighting/signage	MP	The Addition of lighting/signage in the old curves parking lot	\$ 75,000	\$ 75,000	Mission Critical	\$ 75,000	\$ -	\$ -	\$ -
28	MOB East Parking Extension	MP	Increase employee parking	\$ 650,000	\$ 120,000	Mission Critical	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
29	Pat and Ollies Site Imp.	MP	Site Improvements	\$ 500,000	\$ 500,000	Mission Critical	\$ 400,000	\$ 100,000	\$ -	\$ -
30	County Parcel Parking	MP	Parking improvements to the county property	\$ 650,000	\$ 150,000	Mission Critical	\$ 10,000	\$ 15,000	\$ 25,000	\$ 100,000

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

	Description	Dept	Justification	Total Project Cost	2020 Budget	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
31	Thomspson Taylor Repairs	MP	Building Upgrades: Roof Replacement, drainage modifications, IT infrastructure upgrades	\$ 250,000	\$ 250,000	Mission Critical	\$ 50,000	\$ 200,000	\$ -	\$ -
32	2nd Floor MOB Tis	MP	Rural Health Clinic Expansion/Space Optimization: 2019: A&E Fees estimated start of construction June 2019 (\$250K X-ray)	\$ 4,500,000	\$ 4,300,000	Mission Critical	\$ 100,000	\$ 500,000	\$ 1,800,000	\$ 1,900,000
33	Interiors and Signage	MP	For General Interior Design and Signage	\$ 500,000	\$ 200,000	Mission Critical	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
34	Levon Parking Structure	MP	Increase employee parking	\$ 5,500,000	\$ 400,000	Mission Critical	\$ 10,000	\$ 50,000	\$ 50,000	\$ 290,000
35	Gateway MOB	MP	This is to complete Development permit and preliminary design(FY 20)	\$ 65,000,000	\$ 975,000	Mission Critical	\$ 75,000	\$ 300,000	\$ 300,000	\$ 300,000
36	HR Building Upgrades	MP	Plug: assuming modifications will be needed.	\$ 50,000	\$ 50,000	Mission Critical	\$ -	\$ 50,000	\$ -	\$ -
37	MOB Suite 130	MP	Plug for Occ Health Mods	\$ 100,000	\$ 100,000	Mission Critical	\$ -	\$ 100,000	\$ -	\$ -
38	MOB Suite 360	MP	Plug for 3rd floor TTMG Space Mods	\$ 100,000	\$ 100,000	Mission Critical	\$ -	\$ -	\$ -	\$ 100,000
39	MOB Suite 110	MP	Plug for 1st floor TTMG Space Mods (X-Ray \$400K)	\$ 900,000	\$ 100,000	Mission Critical	\$ -	\$ -	\$ -	\$ 100,000
40	Hospice House rebuild	MP	Rebuild for administrative space	\$ 2,000,000	\$ 150,000	Mission Critical	\$ -	\$ -	\$ 75,000	\$ 75,000
41	Property Acquisition	MP	See Master Plan	\$ 5,680,000	\$ 3,180,000	Mission Critical	\$ -	\$ 3,180,000	\$ -	\$ -
42	Day Tank and UST Replacement	MP	The Day tank has been cited and needs to be replace, additionally the underground storage tank is 30 years old and has 18 months left in its warranty period. Also there are significant signs of decay. As of April We have spent 33K, Figure another 25K for each of the remaining Months for Design.	\$ 1,200,000	\$ 405,000	Mission Critical	\$ 15,000	\$ 15,000	\$ 75,000	\$ 300,000
43	New Foundation Space	MP	Lease ends 8/2020	\$ 50,000	\$ 50,000	Mission Critical	\$ -	\$ -	\$ -	\$ 50,000
<b>Skilled Nursing Facility</b>										
44	SNF Patient Room Remodels	SNF	Interior upgrades to all rooms within the 1985 Building.	\$ 800,000	\$ 700,000	Mission Critical	\$ 400,000	\$ 300,000	\$ -	\$ -
45	SNF PDI TV Replacement	SNF	Changing out all PDI TVs	\$ 55,000	\$ 55,000	Mission Critical	\$ -	\$ -	\$ 55,000	\$ -
<b>Clinics</b>										
46	ENT Interiors	ENT	Paint, Flooring and misc interiors	\$ 75,000	\$ 75,000	Mission Critical	\$ -	\$ -	\$ -	\$ 75,000
<b>Med Surg</b>										
47	Outlet Project	MS	Relocated outlets in Med Surg Corridor to improve work flow.	\$ 15,000	\$ 15,000	Mission Critical	\$ -	\$ -	\$ 15,000	\$ -

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

	Description	Dept	Justification	Total Project Cost	2020 Budget	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
48	Nurse Station Carpet	MS	Carpet is highly weathered	\$ 5,000	\$ 5,000	Mission Critical	\$ -	\$ -	\$ 5,000	\$ -
49	Signage Upgrade	MS	Room Signage and patient status	\$ 30,000	\$ 30,000	Mission Critical	\$ 30,000	\$ -	\$ -	\$ -
<b>Dietary</b>										
50	MNT Office Construction	DIET	This is to retrofit the old MNT room in the bottom of the 1966 building. There is extensive risk as this is an OSHPD project and the space does not meet code. The space is needed	\$ 150,000	\$ 113,000	Mission Critical	\$ 13,000	\$ 100,000	\$ -	\$ -
51	Dieticians Space	DIET	Remodel the old dietary mens locker room for the Dieticians to use	\$ 85,000	\$ 85,000	Mission Critical	\$ 60,000	\$ 25,000	\$ -	\$ -
51	Repair Trayline Stainless Bars	DIET		\$ 11,000	\$ 11,000	Mission Critical	\$ 11,000	\$ -	\$ -	\$ -
52	Replace Walk in floor	DIET	Floor is completely rusted out	\$ 7,500	\$ 7,500	Mission Critical	\$ 7,500	\$ -	\$ -	\$ -
53	Modify Steamer	DIET	Steamer is currently not in used as it sets off the fire alarm system.	\$ 6,000	\$ 6,000	Mission Critical	\$ -	\$ 6,000	\$ -	\$ -
<b>Surgical Services</b>										
54	ASD Flooring and Paint	SS	Replace the flooring in Surgery Waiting and hallway going to ASD. Includes MS Carpet	\$ 30,000	\$ 30,000	Mission Critical	\$ -	\$ -	\$ 30,000	\$ -
55	Replace OR1 & OR2 Case work/Counters	SS	Current counters are delaminating and are an IC issue	\$ 50,000	\$ 50,000	High	\$ -	\$ -	\$ 50,000	\$ -
56	Replace 1990 Building Flooring	SS	Reaching end of life	\$ 100,000	\$ 100,000	High	\$ -	\$ -	\$ -	\$ 100,000
57	ASD Artwork	SS		\$ 12,000	\$ 12,000	Mission Critical	\$ -	\$ -	\$ 12,000	\$ -
58	RO/DI Water at Decontamination Sinks	SS	Reverse Osmosis/ Deionized water is needed for manual rinsing instruments per manufactures recommendation. Currently RO/DI water is available in the automated washers but not at the decontamination sinks. Currently SPD staff use sterile water bottles to rinse required instruments/equipment.	\$ 20,000	\$ 20,000	Mission Critical	\$ -	\$ -	\$ 20,000	\$ -
59	Unpacking Room	SS	Remodel for Mat Man	\$ 10,000	\$ 10,000	Mission Critical	\$ -	\$ 10,000	\$ -	\$ -
60	ASD patient entrance	SS	Complete ADA upgrades	\$ 5,000	\$ 5,000	Mission Critical	\$ 5,000	\$ -	\$ -	\$ -
<b>Diagnostic Imaging</b>										
61	Digital X Ray Replacement	DI	Replace Existing Room 2 X-ray with Digital X-ray. Expecting structural improvements. (X-Ray \$450K)	\$ 1,250,000	\$ 200,000	High	\$ -	\$ 50,000	\$ 50,000	\$ 100,000

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

	Description	Dept	Justification	Total Project Cost	2020 Budget	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
62	Imaging Waiting Room	DI	Plug to Address Imaging Waiting Room, 1978 Bathrooms and ED 3 bay unit	\$ 600,000	\$ 75,000	Mission Critical	\$ -	\$ -	\$ 25,000	\$ 50,000
63	Radiologist Area	DI	Paint and Refurbish	\$ 40,000	\$ 40,000	Medium	\$ -	\$ -	\$ 40,000	\$ -
<b>MRI</b>										
64	MRI Replacement	DI	Replacement 2020 ( Equipment is 2.5M, The wall will have to be removed adjacent to the ASH hallway for Demo and Install)	\$ 4,000,000	\$ 3,700,000	Mission Critical	\$ 40,000	\$ 40,000	\$ 150,000	\$ 3,470,000
<b>Ultrasound</b>										
65	Streamway System	US	Dumps body fluid into sewer piping	\$ 25,000	\$ 25,000	Medium	\$ -	\$ -	\$ -	\$ 25,000
<b>Cancer Center</b>										
66	NO2 Install	CCR	Opens a new service line in the Cancer Center.	\$ 25,000	\$ 18,000	Mission Critical	\$ 18,000	\$ -	\$ -	\$ -
<b>Pharmacy</b>										
67	USP 800 Pharmacy Clean Room	FM	Project Closeout	\$ 1,040,465	\$ 100,000	Mission Critical	\$ 100,000	\$ -	\$ -	\$ -
<b>Children's Center</b>										
68	Children Center Landscaping	CC	Create Shade in the Play Yard, Regrade and connect West play yard to South Play Yards	\$ 90,000	\$ 90,000	Mission Critical	\$ 50,000	\$ 40,000	\$ -	\$ -
69	Children Center Interiors	CC	Finish Interior painting project.	\$ 11,000	\$ 11,000	Mission Critical	\$ -	\$ 11,000	\$ -	\$ -
70	Connect annex Fire alarm to Main Bld	CC	The Annex is not currently connected to the main building Fire Alarm.	\$ 5,000	\$ 5,000	High	\$ -	\$ 5,000	\$ -	\$ -
71	Annex Carpet and Linoleum Replacement	CC	Replace Carpet and Flooring in Annex	\$ 8,000	\$ 8,000	High	\$ -	\$ 8,000	\$ -	\$ -
72	Replace Counters and sinks	CC	In the main building, counters are delaminating and Director would like touchless sinks.	\$ 25,000	\$ 25,000	High	\$ -	\$ 25,000	\$ -	\$ -
73	Carpet Replacement	CC	Replace main building carpet	\$ 15,000	\$ 15,000	High	\$ -	\$ 15,000	\$ -	\$ -
74	Roof Repair	CC		\$ 20,000	\$ 20,000	Mission Critical	\$ 20,000	\$ -	\$ -	\$ -
<b>Patient Registration</b>										
75	Construct new Concierge Desk	PR	Improved security, patient privacy and signage	\$ 50,000	\$ 50,000	Mission Critical	\$ -	\$ -	\$ 50,000	\$ -
76	Main Lobby Check in	PR	Remodel Main PT Reg and Lab draw stations	\$ 225,000	\$ 225,000	Medium	\$ -	\$ 225,000	\$ -	\$ -
<b>Retail Pharmacy</b>										
77	Retail Pharmacy Carpet replacement	RP	Replace Carpet throughout	\$ 15,000	\$ 15,000	Mission Critical	\$ 15,000	\$ -	\$ -	\$ -
<b>Access Center</b>										
78	Cubicles	AC	Add 17 Cubicles to the front end of Pioneer.	\$ 55,000	\$ 55,000	Mission Critical	\$ 55,000	\$ -	\$ -	\$ -

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

	Description	Dept	Justification	Total Project Cost	2020 Budget	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>Truckee Thrift</b>										
79	TI Plug	TT	If new location is needed	\$ 100,000	\$ 100,000	Mission Critical	\$ 100,000	\$ -	\$ -	\$ -
<b>Quality</b>										
80	Add lighting and storage to Janet's office	QL	Modifications for Quality Dept	\$ 3,500	\$ 3,500	High	\$ -	\$ 3,500	\$ -	\$ -
<b>Orthopedics</b>										
81	Flooring Replacement	ORTHO	Carpet is highly warn	\$ 49,000	\$ 49,000	High	\$ -	\$ 49,000	\$ -	\$ -
82	Exam Room Case Work Replacement	ORTHO	infectious control hazard, porous material	\$ 50,000	\$ 50,000	High	\$ -	\$ 50,000	\$ -	\$ -
<b>SUBTOTAL TFH</b>				<b>\$ 104,827,706</b>	<b>\$ 20,605,842</b>		<b>\$ 3,379,000</b>	<b>\$ 5,885,000</b>	<b>\$ 3,124,500</b>	<b>\$ 8,217,342</b>
<b>INCLINE VILLAGE COMMUNITY HOSPITAL</b>										
<b>Facilities Management</b>										
83	Fire Sprinkler Replacement	FM	Code requirement	\$ 18,000	\$ 18,000	High	\$ 18,000	\$ -	\$ -	\$ -
84	Dry cooler flush	FM	The Glycol in the condenser is end of life and needs replacement	\$ 6,000	\$ 6,000	Mission Critical	\$ 6,000	\$ -	\$ -	\$ -
85	Replace Doors	FM	Replace wearing corridor doors	\$ 150,000	\$ 75,000	High	\$ -	\$ -	\$ 75,000	\$ -
86	Replace Stairs	FM	Stairs are a safety hazard	\$ 25,000	\$ 25,000	Mission Critical	\$ 25,000	\$ -	\$ -	\$ -
87	Boiler Replacement	FM	These original boilers are reaching end of life and are incredibly inefficient	\$ 400,000	\$ 400,000	High	\$ -	\$ -	\$ 50,000	\$ 350,000
88	Replace med gas manifolds	FM	\$43,029 for materials, \$1,747 for shipping, \$13,674 For Labor, \$10K for contingency	\$ 68,450	\$ 68,450	High	\$ -	\$ -	\$ 68,450	\$ -
89	Imaging Door Replacement	FM	Warped	\$ 25,000	\$ 25,000	High	\$ -	\$ 25,000	\$ -	\$ -
90	Replace Automatic Transfer Switches	FM	1970's obsolete equipment.	\$ 150,000	\$ 150,000	Mission Critical	\$ -	\$ -	\$ -	\$ 150,000
91	Replace Heating Hot Water Pumps	FM	Dated Equipment	\$ 15,000	\$ 15,000	High	\$ 15,000	\$ -	\$ -	\$ -
92	ENG Maint. Shop	FM	Move FM to the sched in order to make room for Dr. Koch and the surgery remodel.	\$ 80,000	\$ 80,000	Mission Critical	\$ 25,000	\$ 55,000	\$ -	\$ -
93	Chiller Pump Motor Upgrades	FM	Variable Speed/Energy Efficiency	\$ 30,000	\$ 30,000	High	\$ -	\$ -	\$ -	\$ 30,000
94	BMS Upgrade	FM	Update Building Control System	\$ 35,000	\$ 35,000	Mission Critical	\$ -	\$ -	\$ -	\$ 35,000
<b>Master Plan</b>										
95	Artwork/Signage	MP	Artwork/Signage	\$ 30,000	\$ 30,000	Mission Critical	\$ -	\$ 15,000	\$ 15,000	\$ -
<b>Imaging</b>										
96	CT Exhaust Fan	DI	Noise and heat issues in the CT room	\$ 22,500	\$ 22,500	High	\$ -	\$ -	\$ -	\$ 22,500
<b>Clinic</b>										
97	2nd Floor Exam Room Expansion	Clinic	Foundation to Pay	\$ 50,000	\$ 50,000	Mission Critical	\$ -	\$ -	\$ 50,000	\$ -

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

	Description	Dept	Justification	Total Project Cost	2020 Budget	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
98	DR. Koch Move	Clinic	Repurpose existing Rooms	\$ 40,000	\$ 40,000	Mission Critical	\$ 40,000	\$ -	\$ -	\$ -
<b>Surgery</b>										
99	SPD Remodel	SS		\$ 750,000	\$ 750,000	Mission Critical	\$ 25,000	\$ 725,000	\$ -	\$ -
100	Surgery Remodel	SS		\$ 8,000,000	\$ 110,000	High	\$ 10,000	\$ 25,000	\$ 25,000	\$ 50,000
101	Vacuum Pump Replacement	SS	Outdated Equipment	\$ 80,000	\$ 80,000	High	\$ -	\$ -	\$ 15,000	\$ 65,000
<b>Sleep Center</b>										
102	New Carpet	SC	Per Judy's request	\$ 4,500	\$ 4,500	Mission Critical	\$ -	\$ 4,500	\$ -	\$ -
<b>SUBTOTAL IVCH</b>				<b>\$ 9,979,450</b>	<b>\$ 2,014,450</b>		<b>\$ 164,000</b>	<b>\$ 849,500</b>	<b>\$ 298,450</b>	<b>\$ 702,500</b>
<b>TAHOE CENTER FOR HEALTH</b>										
<b>7790 Truckee OT</b>										
103	CHSP Remodel	CHSP	Limited space needs efficiency upgrades in order to meet demand of expanding services	\$ 200,000	\$ 145,000	Mission Critical	\$ 145,000	\$ -	\$ -	\$ -
104	Activity Room Expansion	IV PT	Open newly leased space for additional gym floor.	\$ 12,000	\$ 12,000	Medium	\$ -	\$ 12,000	\$ -	\$ -
105	Tahoe City Expansion	TCPT	Expansion Project to take over and rebuild the remainder of the current building second floor, \$8500 spent to date. Another 2500 forecasted for FY18 Project is scheduled to be submitted to the county before 6/1/18	\$ 400,000	\$ 380,000	Mission Critical	\$ 380,000	\$ -	\$ -	\$ -
106	CHSP Flooring	CHSP	Refinish Bathroom and pool flooring.	\$ 12,000	\$ 12,000	Mission Critical	\$ 12,000	\$ -	\$ -	\$ -
<b>SUBTOTAL TCFH</b>				<b>\$ 612,000</b>	<b>\$ 549,000</b>		<b>\$ 537,000</b>	<b>\$ 12,000</b>	<b>\$ -</b>	<b>\$ -</b>

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

Description	Dept	Justification	Total Project Cost	2020 Budget	Priority	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>TAHOE FOREST HOSPITAL</b>			\$ 18,975,342		Mission Critical	\$ 3,309,000	\$ 5,374,500	\$ 2,899,500	\$ 7,392,342
			\$ 1,315,500		High	\$ 70,000	\$ 285,500	\$ 185,000	\$ 775,000
			\$ 315,000		Medium	\$ -	\$ 225,000	\$ 40,000	\$ 50,000
			\$ -		Low	\$ -	\$ -	\$ -	\$ -
<b>INCLINE VILLAGE COMMUNITY HOSPITAL</b>			\$ 1,170,500		Mission Critical	\$ 121,000	\$ 799,500	\$ 65,000	\$ 185,000
			\$ 843,950		High	\$ 43,000	\$ 50,000	\$ 233,450	\$ 517,500
			\$ -		Medium	\$ -	\$ -	\$ -	\$ -
			\$ -		Low	\$ -	\$ -	\$ -	\$ -
<b>TAHOE CENTER FOR HEALTH</b>			\$ 537,000		Mission Critical	\$ 537,000	\$ -	\$ -	\$ -
			\$ -		High	\$ -	\$ -	\$ -	\$ -
			\$ 12,000		Medium	\$ -	\$ 12,000	\$ -	\$ -
			\$ -		Low	\$ -	\$ -	\$ -	\$ -
<b>TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS</b>			\$ 20,682,842		Mission Critical	\$ 3,967,000	\$ 6,174,000	\$ 2,964,500	\$ 7,577,342
			\$ 2,159,450		High	\$ 113,000	\$ 335,500	\$ 418,450	\$ 1,292,500
			\$ 327,000		Medium	\$ -	\$ 237,000	\$ 40,000	\$ 50,000
			\$ -		Low	\$ -	\$ -	\$ -	\$ -
		\$ 115,419,156	\$ 23,169,292	Grand Total	\$ 4,080,000	\$ 6,746,500	\$ 3,422,950	\$ 8,919,842	

Tahoe Forest Hospital District  
Multi-year Capital Plan

	<b>BUDGET FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
<b><u>INVESTMENT IN CAPITAL</u></b>				
Capital Equipment	5,320,498	2,526,525	1,152,700	1,307,400
IT/EMR/Business Systems	4,222,246	1,075,000	2,876,000	1,217,000
Building Projects/Properties	23,169,292	28,950,000	46,575,000	22,000,000
Total	<b><u>\$ 32,712,036</u></b>	<b><u>\$ 32,551,525</u></b>	<b><u>\$ 50,603,700</u></b>	<b><u>\$ 24,524,400</u></b>



**TAHOE FOREST HOSPITAL DISTRICT  
CAPITAL BUDGET FOR FISCAL YEARS 2021, 2022, AND 2023**

	DESCRIPTION	QTY	FY2021	FY2022	FY2023
<b>TAHOE FOREST HOSPITAL</b>					
<b>16010</b>	<b>Intensive Care Unit</b>				
	SCVO2 Monitor - EMO Dynamic	1	\$ 15,000	\$ -	\$ -
	Critical Care Bed	3	\$ 12,000	\$ 12,000	\$ 12,000
<b>16170</b>	<b>MedSurg</b>				
			\$ -	\$ -	\$ -
<b>16380</b>	<b>Obstetrics - Nursery</b>				
	Delivery Panda	3	\$ 5,000	\$ 5,000	\$ 5,000
	Decked Out Panda	3	\$ 7,500	\$ 7,500	\$ 7,500
	Fetal Monitor Monica	3	\$ 8,000	\$ 8,000	\$ 8,000
<b>16580</b>	<b>Skilled Nursing</b>				
	Oxygen Concentrator	1	\$ -	\$ 4,000	\$ -
	Wheelchair Scale	1	\$ 3,000	\$ -	\$ -
<b>17010</b>	<b>Emergency Dept.</b>				
	Gurney's	4	\$ 14,000	\$ 14,000	\$ -
	Pediatric Scale	1	\$ -	\$ 3,000	\$ -
	Tonometer w/Slit Lamps	4	\$ -	\$ 26,000	\$ -
	Stretcher's	2	\$ 5,500	\$ 5,500	\$ -
	Broselow Cart	1	\$ 4,000	\$ -	\$ -
	Lucas Chest Comprernion	1	\$ 19,000	\$ -	\$ -
	Exam Tables	3	\$ 2,100	\$ 2,600	\$ 3,100
<b>17085</b>	<b>Health Clinic</b>				
	Exam Table	3	\$ 2,100	\$ 2,100	\$ 2,300
<b>17180</b>	<b>TC Physical Therapy</b>				
	Upright Bike	1	\$ 1,700	\$ -	\$ -
	Treadmills	2	\$ 5,500	\$ -	\$ -
<b>17290</b>	<b>Home Health</b>				
	Car	2	\$ 52,000	\$ -	\$ -
<b>17420</b>	<b>Surgical Services</b>				
	Neptune Suction		\$ 45,000	\$ -	\$ -
	Cell Saver Elite+		\$ 90,000	\$ -	\$ -
<b>17430</b>	<b>PAAS</b>				
	Vital Sign Machine	3	\$ 20,000	\$ -	\$ -
	Gurneys	6	\$ 14,000	\$ 14,000	\$ 14,000
	Electric Scale	1	\$ 4,100	\$ -	\$ -
	Defibrillator	1	\$ 16,500	\$ -	\$ -
<b>17450</b>	<b>Anesthesia</b>				
	Anesthesia Machine Drager Prseus	1	\$ 75,000	\$ -	\$ -
	Anesthesia Machine Drager Fabius Trio	4	\$ 225,000	\$ -	\$ -
<b>17500</b>	<b>Lab</b>				
	Blood Gas Instrument	2	\$ -	\$ -	\$ 15,000
	Molecular Testing Platform	1	\$ 80,000	\$ -	\$ 120,000
	Reagent Refrigerator	2	\$ -	\$ 25,500	\$ -
	EKG	2	\$ -	\$ -	\$ 14,000
	Rover Patient ID	1	\$ 90,000	\$ -	\$ -
	Blood Bank Work Station	1	\$ 10,500	\$ -	\$ -
	Bolood Bank Centrifuge	1	\$ 10,500	\$ -	\$ -
	Coagulation Instrument	1	\$ 60,000	\$ -	\$ -
	Handheld Glucose System	1	\$ 75,000	\$ -	\$ -
	POC Glucose Meters	2	\$ 26,000	\$ -	\$ -
	Blood Bank Fresh Frozen Plasma Thawer	1	\$ 40,500	\$ -	\$ -
	Chemistry Platform	4	\$ -	\$ 540,000	\$ -
	Wait Time Monitors	2	\$ 10,000	\$ -	\$ -
	I-Stat	1	\$ -	\$ -	\$ 13,400
	Platelet Fucntion Analyzer	1	\$ -	\$ -	\$ 12,500

**TAHOE FOREST HOSPITAL DISTRICT  
CAPITAL BUDGET FOR FISCAL YEARS 2021, 2022, AND 2023**

	DESCRIPTION	QTY	FY2021	FY2022	FY2023
	Microscope	1	\$ -	\$ 9,500	\$ -
	Hematology Analyzer	2	\$ -	\$ -	\$ 238,800
	Blood Culture Instrument	1	\$ -	\$ -	\$ 54,000
	Large Centrifuge Sample Processing	1	\$ -	\$ -	\$ 17,500
	Cyto Centrifuge	1	\$ -	\$ -	\$ 10,000
	Automated Microscope Urinalysis	1	\$ 65,000	\$ -	\$ -
	TB Test Equipment	1	\$ -	\$ -	\$ 80,000
	Vitech 2	1	\$ -	\$ -	\$ 105,000
<b>17593</b>	<b>Cardiac Rehabilitation</b>				
	Rower	2	\$ 1,250	\$ 1,300	\$ -
	Bike Equipment	2	\$ 1,250	\$ 1,300	\$ -
	Treadmill	3	\$ 7,500	\$ 13,000	\$ -
	NuStep	5	\$ 9,000	\$ 9,000	\$ 4,500
<b>17630-17680</b>	<b>All Imaging Services</b>				
17630	Portable Wireless X-Ray Unit	1	\$ 250,000	\$ -	\$ -
17630	X-Ray Room (replace room 1)	1	\$ -	\$ -	\$ 500,000
17630	C-Arm flat panel for OR Support	1	\$ -	\$ 185,000	\$ -
17670	Sonosite Ultrasound portable unit for support	1	\$ 42,000	\$ -	\$ -
17670	Ultrasound systems	2	\$ 350,000	\$ -	\$ -
17672	Ultrasound system	1	\$ 175,000	\$ -	\$ -
<b>17760</b>	<b>Gastro/Intestinal</b>				
	Replace Endo Towers and Scopes	1	\$ 250,000	\$ -	\$ -
<b>17876</b>	<b>Sugar Bowl Clinic</b>				
	Vital Signs Monitor	1	\$ 3,350	\$ -	\$ -
<b>18430</b>	<b>Dietary</b>				
	2-Door Freezer - Side by Side	1	\$ -	\$ -	\$ 4,500
	Griddle/Broiler	1	\$ -	\$ 4,000	\$ -
	2-Door Refrigerator for Café	1	\$ -	\$ 3,500	\$ -
	Beverage Refrigerator	1	\$ -	\$ 8,500	\$ -
<b>18440</b>	<b>EVS and Offsite housing</b>				
			\$ -	\$ -	\$ -
<b>18480</b>	<b>Information Technology (IT)</b>				
			\$ -	\$ -	\$ -
<b>18490</b>	<b>Children's Center</b>				
			\$ -	\$ -	\$ -
<b>18660</b>	<b>Occ Health</b>				
	Audiometer	1	\$ 16,000	\$ -	\$ -
	Pulmonary Function Machine	1	\$ 7,500	\$ -	\$ -
	Exam Tables	6	\$ 2,000	\$ 2,500	\$ 3,000
	EKG Machine	1	\$ 15,000	\$ -	\$ -
	PET Machine and adapter	1	\$ 20,000	\$ -	\$ -
<b>17420-17429</b>	<b>Cancer Center</b>				
			\$ -	\$ -	\$ -
<b>18750</b>	<b>Nursing Case Management</b>				
	Rolling Locking Cabinet	1	\$ -	\$ 3,000	\$ -
<b>17077</b>	<b>Multi-Specialty Clinics</b>				
	Slo Flo Fridge	1	\$ 5,000	\$ -	\$ -
	Portable Vital Sign Cart	1	\$ 2,200	\$ -	\$ -
	<b>SUBTOTAL TFH</b>		<b>\$ 2,270,550</b>	<b>\$ 909,800</b>	<b>\$ 1,244,100</b>
<b>INCLINE VILLAGE COMMUNITY HOSPITAL</b>					
26170	Beds, Over Bed Tables, Night Stands	3	\$ 12,000	\$ 14,000	\$ 16,000
27010	Pyxis remote manager	1	\$ -	\$ 3,400	\$ -
27010	iPad Replacement	4	\$ 6,000	\$ -	\$ -
27420	Laparoscopic Insufflator	1	\$ 7,000	\$ -	\$ -
27420	General Surgical Instruments	1	\$ -	\$ 45,000	\$ -

**TAHOE FOREST HOSPITAL DISTRICT  
CAPITAL BUDGET FOR FISCAL YEARS 2021, 2022, AND 2023**

	DESCRIPTION	QTY	FY2021	FY2022	FY2023
27500	I-Stat	1	\$ -	\$ -	\$ 13,400
27500	Microbiology Culture Incubator	1	\$ 11,500	\$ -	\$ -
27500	Coagulation Instrument	1	\$ 60,000	\$ -	\$ -
27500	Blood Bank Refrigerator	1	\$ -	\$ -	\$ 12,500
27500	Processing Centrifuge	1	\$ -	\$ -	\$ 7,900
27500	Blood Culture Instrument	1	\$ 25,000	\$ -	\$ -
27500	Chemistry Analyzer	1	\$ -	\$ 155,000	\$ -
27770	Pilates	3	\$ 12,500	\$ 13,000	\$ 13,500
27770	Treatment Table	1	\$ 3,600	\$ -	\$ -
27010	Gurney ER	2	\$ 7,000	\$ 7,000	\$ -
27010	EKG Machine	1	\$ 14,000	\$ -	\$ -
?	Alter G treadmill (Ryan)	1	\$ 50,000	\$ -	\$ -
?	SMR Cart	1	\$ 12,500	\$ -	\$ -
27770	E-stim Unit	2	\$ 4,875	\$ 5,500	\$ -
	<b>SUBTOTAL IVCH</b>		<b>\$ 225,975</b>	<b>\$ 242,900</b>	<b>\$ 63,300</b>
<b>TAHOE CENTER FOR HEALTH</b>					
	Laser Therapy Unit	1	\$ 30,000	\$ -	\$ -
	<b>SUBTOTAL TCFH</b>		<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS</b>			<b>\$ 2,526,525</b>	<b>\$ 1,152,700</b>	<b>\$ 1,307,400</b>

**TAHOE FOREST HOSPITAL DISTRICT  
CAPITAL BUDGET FOR FISCAL YEARS 2021, 2022, AND 2023**

	DESCRIPTION	FY2021	FY2022	FY2023
<b>TAHOE FOREST HOSPITAL</b>				
<b>17640</b>	<b>TFCC Infusion Center</b>			
	VNA for Radiology	\$ -	\$ 2,000,000	\$ -
<b>18470</b>	<b>Quality</b>			
	Kaufman Hall's Peak Software	\$ 75,000	\$ -	\$ -
<b>18480</b>	<b>Information Technology</b>			
	Disaster Recovery	\$ 10,000	\$ -	\$ -
	Nutanix Node	\$ 60,000	\$ -	\$ -
	District EMR	\$ 500,000	\$ -	\$ -
	Department Upgrades	\$ 200,000	\$ -	\$ -
	HIE	\$ 100,000	\$ -	\$ -
	District Projects	\$ 100,000	\$ -	\$ -
	Interfaces	\$ 30,000	\$ -	\$ -
	Nutanix Node	\$ -	\$ 66,000	\$ -
	CDR	\$ -	\$ 550,000	\$ -
	Secure Texting	\$ -	\$ 50,000	\$ -
	Interfaces	\$ -	\$ 50,000	\$ -
	Multi-Specialty Clinic Growth	\$ -	\$ 50,000	\$ -
	District Projects	\$ -	\$ 110,000	\$ -
	Nutanix Node	\$ -	\$ -	\$ 72,000
	District Projects	\$ -	\$ -	\$ 120,000
	Interfaces	\$ -	\$ -	\$ 30,000
	Department Project Requests	\$ -	\$ -	\$ 140,000
	Clinical System Enhancements/Upgrades	\$ -	\$ -	\$ 600,000
	Community EMR	\$ -	\$ -	\$ 200,000
	Multi-Specialty Clinic Growth	\$ -	\$ -	\$ 55,000
	<b>SUBTOTAL TFH</b>	<b>\$ 1,075,000</b>	<b>\$ 2,876,000</b>	<b>\$ 1,217,000</b>
<b>INCLINE VILLAGE COMMUNITY HOSPITAL</b>				
<b>18480</b>	<b>Laboratory</b>			
	<b>SUBTOTAL IVCH</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TAHOE CENTER FOR HEALTH</b>				
		\$ -	\$ -	\$ -
	<b>SUBTOTAL TCFH</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS</b>		<b>\$ 1,075,000</b>	<b>\$ 2,876,000</b>	<b>\$ 1,217,000</b>

TAHOE FOREST HOSPITAL DISTRICT  
THREE YEAR CAPITAL PROJECTS REQUEST LIST  
FY 2021-2023

	Description	Dept	Justification	Total Project Cost	Priority	2021	2022	2023
<b>TAHOE FOREST HOSPITAL</b>								
<b>Facilities Management</b>								
1	Replace Automatic Transfer Switches # 5 Condense ATS 6 to ATS 5	FM	1990's obsolete equipment	\$ 200,000	High	\$ 200,000	\$ -	\$ -
2	Replace ambulance Door	FM	Door approaching end of Life.	\$ 25,000	Medium	\$ 25,000	\$ -	\$ -
3	Domestic Hot Water Heater Replacement	FM	Hot Water Heaters will be at their end of life.	\$ 75,000	Medium	\$ -	\$ 75,000	\$ -
4	Decontam HVAC	FM	Cannot Maintain Efficient Cooling	\$ 150,000	Medium	\$ 150,000	\$ -	\$ -
5	Refinish 78 & 90 Building interiors	FM	Interiors heavily Worn	\$ 250,000	Medium	\$ 250,000	\$ -	\$ -
6	Steam Pipe Replacement	FM	Steam piping is approaching end of life	\$ 125,000	Mission Critical	\$ 125,000	\$ -	\$ -
7	Connect Levon & Pine Main water supply	FM	The PUD is planning to replace a significant amount of main line piping in Gateway in the next couple years, it is highly likely that water will be shut down for extended periods of time. There is no redundancy for Gateway and Asd, which are fed from this meter.	\$ 225,000	Mission Critical	\$ 225,000	\$ -	\$ -
8	Replace Nurse Calls	FM	ECC, ED and Surgery are obsolete systems	\$ 600,000	Mission Critical	\$ 600,000	\$ -	\$ -
<b>Master Plan</b>								
9	MOB Elevator Placeholder	Master Plan	Placeholder to deal with Elevator	\$ 500,000	Mission Critical	\$ 500,000	\$ -	\$ -
10	Housing Placeholder	Master Plan	Redo Hospice, Van Gundy and Red House	\$ 1,400,000	High	\$ 700,000	\$ 700,000	\$ -
11	Interiors and Signage	Master Plan	For General Interior Design and Signage	\$ 300,000	Mission Critical	\$ 200,000	\$ 100,000	\$ -
12	Gateway West Parking	Master Plan	Increase employee parking	\$ 150,000	Mission Critical	\$ 95,000	\$ -	\$ -
13	MOB East Parking Extension	Master Plan	Increase employee parking	\$ 650,000	Mission Critical	\$ 530,000	\$ -	\$ -
14	County Parcel Parking	Master Plan	Parking improvements to the county property	\$ 650,000	Mission Critical	\$ 400,000	\$ -	\$ -
15	Gateway MOB	Master Plan	This is to complete Development permit and preliminary design(FY 20)	\$ 65,000,000	Mission Critical	\$ 2,500,000	\$ 45,000,000	\$ 15,000,000
16	Property Acquisition	Master Plan	See Master Plan	\$ 5,680,000	Mission Critical	\$ 1,800,000	\$ 700,000	\$ 500,000
17	Hospice House Rebuild	Master Plan	Better Utilization	\$ 2,000,000	Mission Critical	\$ 1,850,000	\$ -	\$ -
18	Levon Parking Structure	Master Plan	Increase employee parking	\$ 5,500,000	Mission Critical	\$ 5,100,000	\$ -	\$ -
19	MOB Suite 110	Master Plan	Plug for 1st floor TTMG Space Mods (X-Ray \$400K)	\$ 900,000	Mission Critical	\$ 800,000	\$ -	\$ -

TAHOE FOREST HOSPITAL DISTRICT  
THREE YEAR CAPITAL PROJECTS REQUEST LIST  
FY 2021-2023

	Description	Dept	Justification	Total Project Cost	Priority	2021	2022	2023
20	Day Tank and UST Replacement	Master Plan	The Day tank has been cited and needs to be replace, additionally the underground storage tank is 30 years old and has 18 months left in its warranty period. Also there are significant signs of decay. As of April We have spent 33K, Figure another 25K for each of the remaining Months for Design.	\$ 1,200,000	Mission Critical	\$ 795,000	\$ -	\$ -
21	3rd Floor MOB Phase 2	Master Plan	Phase 2	\$ 2,000,000	Mission Critical	\$ -	\$ -	\$ 2,000,000
22	NTO/Curves Parking improvements	Master Plan		\$ 4,500,000	Mission Critical	\$ -	\$ -	\$ 4,500,000
<b>Med Surg</b>								
23	Room Remodel		Rooms Heavily Worn	\$ 1,000,000	Mission Critical	\$ 1,000,000	\$ -	\$ -
24	Interim OB Nurse Station Renovation	MS	Plug for a future project. Also includes flipping the main doors for security \$40K.	\$ 350,000	Low	\$ 350,000	\$ -	\$ -
<b>Cardiac Rehabilitation</b>								
25	Cardiac Placeholder	CR	Placeholder to Change the location of Cardiac Rehab	\$ 150,000	High	\$ 150,000	\$ -	\$ -
<b>Diagnostic Imaging</b>								
26	Digital X Ray Replacement	DI	Replace Existing Room 2 X-ray with Digital X-ray. Expecting structural improvements. (X-Ray \$450K)	\$ 1,250,000	High	\$ 1,050,000	\$ -	\$ -
27	Imaging Waiting Room	DI	Plug to Address Imaging Waiting Room, 1978 Bathrooms and ED 3 bay unit	\$ 600,000	Mission Critical	\$ 525,000	\$ -	\$ -
<b>MRI</b>								
28	MRI Replacement	DI	Replacement 2020 ( Equipment is 2.5M, The wall will have to be removed adjacent to the ASH hallway for Demo and Install)	\$ 300,000	High	\$ 300,000	\$ -	\$ -
<b>SUBTOTAL TFH</b>				<b>\$ 95,730,000</b>		<b>\$ 20,220,000</b>	<b>\$ 46,575,000</b>	<b>\$ 22,000,000</b>
<b>INCLINE VILLAGE COMMUNITY HOSPITAL</b>								
<b>Facilities Management</b>								
29	Replace Fire Alarm System	FM	Parts no longer sold 2018	\$ 450,000	High	\$ 450,000	\$ -	\$ -
<b>Surgery</b>								
30	Surgery Remodel		Remodel for an additional surgical suite	\$ 8,000,000	High	\$ 7,890,000	\$ -	\$ -
<b>Master Plan</b>								
31	Site Improvements	Master Plan	Expand Parking	\$ 350,000	Mission Critical	\$ 350,000	\$ -	\$ -
<b>IT</b>								
32	Empo room DX Unit	IT	Additional Cooling	\$ 40,000	High	\$ 40,000	\$ -	\$ -
<b>SUBTOTAL IVCH</b>				<b>\$ 8,840,000</b>		<b>\$ 8,730,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TAHOE CENTER FOR HEALTH</b>								
<b>7790 Truckee OT</b>								
<b>SUBTOTAL TCFH</b>				<b>\$ -</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

TAHOE FOREST HOSPITAL DISTRICT  
THREE YEAR CAPITAL PROJECTS REQUEST LIST  
FY 2021-2023

	Description	Dept	Justification	Total Project Cost	Priority	2021	2022	2023
<b>TAHOE FOREST HOSPITAL</b>					Mission Critical	\$ 17,045,000	\$ 45,800,000	\$ 22,000,000
					High	\$ 2,400,000	\$ 700,000	\$ -
					Medium	\$ 425,000	\$ 75,000	\$ -
					Low	\$ 350,000	\$ -	\$ -
						\$ -	\$ -	\$ -
<b>INCLINE VILLAGE COMMUNITY HOSPITAL</b>					Mission Critical	\$ 350,000	\$ -	\$ -
					High	\$ 8,380,000	\$ -	\$ -
					Medium	\$ -	\$ -	\$ -
					Low	\$ -	\$ -	\$ -
						\$ -	\$ -	\$ -
<b>TAHOE CENTER FOR HEALTH</b>					Mission Critical	\$ -	\$ -	\$ -
					High	\$ -	\$ -	\$ -
					Medium	\$ -	\$ -	\$ -
					Low	\$ -	\$ -	\$ -
						\$ -	\$ -	\$ -
<b>TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS</b>					Mission Critical	\$ 17,395,000	\$ 45,800,000	\$ 22,000,000
					High	\$ 10,780,000	\$ 700,000	\$ -
					Medium	\$ 425,000	\$ 75,000	\$ -
					Low	\$ 350,000	\$ -	\$ -
						\$ -	\$ -	\$ -
				\$ 104,570,000	Grand Total	\$ 28,950,000	\$ 46,575,000	\$ 22,000,000

**TAHOE FOREST HOSPITAL DISTRICT  
CAPITAL PROJECTS  
FY 2024 - FY 2028**

Item	Description	Project Cost	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>TAHOE FOREST HOSPITAL</b>							
1	Property Acquisition	\$ 1,500,000	\$ -	\$ 500,000	\$ -	\$ 5,000,000	\$ -
2	Parking Structure (DPR)	\$ 7,000,000	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -
3	Gateway MOB	\$ 65,000,000	\$ 1,525,000	\$ -	\$ -	\$ -	\$ -
4	New TFH Services Building	\$ 23,000,000	\$ 2,000,000	\$ 18,000,000	\$ 3,000,000	\$ -	\$ -
5	Administrative Building	\$ 15,000,000	\$ -	\$ 1,000,000	\$ 14,000,000	\$ -	\$ -
6	1966 Bld Admin Replacement's (Option 2)	\$ 30,000,000	\$ -	\$ -	\$ 1,000,000	\$ 25,000,000	\$ 4,000,000
	<b>TOTAL TFH</b>	<b>\$ 82,025,000</b>	<b>\$ 10,525,000</b>	<b>\$ 19,500,000</b>	<b>\$ 18,000,000</b>	<b>\$ 30,000,000</b>	<b>\$ 4,000,000</b>
<b>INCLINE VILLAGE COMMUNITY HOSPITAL</b>							
	<b>TOTAL IVCH</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TAHOE FOREST HOSPITAL DISTRICT GRAND TOTALS</b>		<b>\$ 82,025,000</b>	<b>\$ 10,525,000</b>	<b>\$ 19,500,000</b>	<b>\$ 18,000,000</b>	<b>\$ 30,000,000</b>	<b>\$ 4,000,000</b>



## **Tahoe Forest Hospital District Ratio Analysis and Financial Forecasts**

Within this section you will find the District Standard and Poor's ratio calculations for FY 2014 – Preliminary 2019, Budget 2020, plus an additional 9 year projection through 2029, the Median Ratios for the U.S. Not-For Profit Acute Health Care Stand-Alone Hospital Median Financial Ratios ranging from BBB- to AA+, and the definitions of each ratio (how it's calculated, what it means and if the trend should be up or down).

Also in this section you will find two sets of 10 year forecasts for Tahoe Forest Hospital District's Balance Sheet, Income Statement, Statement of Cash Flows, and Ratio's. The first set reflects no additional future debt, and the second reflects new debt totaling \$50 million. The forecasts demonstrate what the District's cash position would look like based upon EBIDA amounts, pressure from future capital investment requirements, and the impact of future additional debt for the facility master plan and construction projects.

**TAHOE FOREST HOSPITAL DISTRICT  
SUMMARY OF FINANCIAL STATEMENTS AND RATIO ANALYSIS (000's OMITTED) - NO NEW DEBT**

	Audited 2014	Audited 2015	Audited 2016	Audited 2017	Audited 2018	Preliminary 2019	Budget 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028	Projected 2029
Net Patient Revenue	\$107,664	\$118,955	\$130,395	\$148,296	\$148,737	\$187,451	\$186,309	\$200,220	\$208,117	\$214,721	\$221,219	\$227,558	\$233,678	\$239,512	\$244,979	\$249,993
Tax Revenue	9,647	10,310	10,177	12,877	10,906	13,081	12,270	13,350	13,791	14,249	14,710	15,191	15,678	16,186	16,722	17,294
Other Operating Revenue	6,711	6,984	8,025	8,965	9,962	10,994	11,631	11,806	11,983	12,162	12,345	12,530	12,718	12,909	13,102	13,299
Total Operating Revenues	124,022	136,249	148,597	170,138	169,605	211,526	210,210	225,376	233,891	241,132	248,274	255,279	262,074	268,607	274,803	280,586
Total Operating Expenses	125,658	135,176	139,365	153,987	167,577	193,126	206,004	217,624	223,579	229,751	235,455	241,588	248,159	254,203	260,334	266,563
Income from Operations	(1,636)	1,073	9,232	16,151	2,028	18,400	4,206	7,752	10,312	11,381	12,819	13,691	13,915	14,404	14,469	14,023
Net Nonoperating Income	987	1,060	2,481	2,313	3,402	2,231	2,983	2,877	2,700	2,151	2,204	2,502	2,643	2,872	2,769	3,537
<b>Excess of Revenue Over Expenses</b>	<b>(649)</b>	<b>2,133</b>	<b>11,713</b>	<b>18,464</b>	<b>5,430</b>	<b>20,631</b>	<b>7,189</b>	<b>10,629</b>	<b>13,012</b>	<b>13,532</b>	<b>15,023</b>	<b>16,193</b>	<b>16,558</b>	<b>17,276</b>	<b>17,238</b>	<b>17,560</b>
Add Depreciation & Amortization Expense	8,642	9,613	10,280	10,747	11,296	13,737	13,855	14,548	14,839	15,581	15,737	16,209	17,019	17,190	17,361	17,535
Add Interest Expense on Revenue Debt	1,751	1,620	1,408	1,260	1,170	1,276	1,395	1,127	995	859	726	624	526	448	376	304
Add Interest Expense on GO Debt	3,639	3,639	2,653	2,720	3,850	3,936	3,625	3,569	3,498	3,409	3,319	3,198	3,066	2,925	2,770	2,622
Less GO Bond Ad Valorem Taxes	(4,744)	(4,829)	(4,715)	(5,561)	(3,869)	(5,320)	(4,955)	(5,304)	(5,463)	(5,629)	(5,789)	(5,958)	(6,121)	(6,295)	(6,485)	(6,698)
Less Unrestricted Ad Valorem Taxes	(4,902)	(5,481)	(5,462)	(7,315)	(7,037)	(7,761)	(7,315)	(8,046)	(8,328)	(8,620)	(8,921)	(9,233)	(9,557)	(9,891)	(10,237)	(10,596)
Impairment losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>EBIDA</b>	<b>\$13,383</b>	<b>\$17,005</b>	<b>\$26,054</b>	<b>\$33,191</b>	<b>\$21,746</b>	<b>\$39,580</b>	<b>\$26,064</b>	<b>\$29,873</b>	<b>\$32,344</b>	<b>\$33,381</b>	<b>\$34,805</b>	<b>\$36,224</b>	<b>\$37,169</b>	<b>\$37,839</b>	<b>\$37,745</b>	<b>\$38,021</b>
<b>Operating EBIDA</b>	<b>\$12,396</b>	<b>\$15,945</b>	<b>\$23,573</b>	<b>\$30,878</b>	<b>\$18,344</b>	<b>\$37,349</b>	<b>\$23,081</b>	<b>\$26,996</b>	<b>\$29,644</b>	<b>\$31,230</b>	<b>\$32,601</b>	<b>\$33,722</b>	<b>\$34,526</b>	<b>\$34,967</b>	<b>\$34,976</b>	<b>\$34,484</b>
<b>EBIDA Margin</b>	<b>10.8%</b>	<b>12.5%</b>	<b>17.5%</b>	<b>19.5%</b>	<b>12.8%</b>	<b>18.7%</b>	<b>12.4%</b>	<b>13.3%</b>	<b>13.8%</b>	<b>13.8%</b>	<b>14.0%</b>	<b>14.2%</b>	<b>14.2%</b>	<b>14.1%</b>	<b>13.7%</b>	<b>13.6%</b>
<b>Operating EBIDA Margin</b>	<b>10.0%</b>	<b>11.7%</b>	<b>15.9%</b>	<b>18.1%</b>	<b>10.8%</b>	<b>17.7%</b>	<b>11.0%</b>	<b>12.0%</b>	<b>12.7%</b>	<b>13.0%</b>	<b>13.1%</b>	<b>13.2%</b>	<b>13.2%</b>	<b>13.0%</b>	<b>12.7%</b>	<b>12.3%</b>
<b>Operating Margin</b>	<b>-1.3%</b>	<b>0.8%</b>	<b>6.2%</b>	<b>9.5%</b>	<b>1.2%</b>	<b>8.7%</b>	<b>2.0%</b>	<b>3.4%</b>	<b>4.4%</b>	<b>4.7%</b>	<b>5.2%</b>	<b>5.4%</b>	<b>5.3%</b>	<b>5.4%</b>	<b>5.3%</b>	<b>5.0%</b>
<b>Excess Margin</b>	<b>-0.5%</b>	<b>1.6%</b>	<b>7.9%</b>	<b>10.9%</b>	<b>3.2%</b>	<b>9.8%</b>	<b>3.4%</b>	<b>4.7%</b>	<b>5.6%</b>	<b>5.6%</b>	<b>6.1%</b>	<b>6.3%</b>	<b>6.3%</b>	<b>6.4%</b>	<b>6.3%</b>	<b>6.3%</b>
<b>MADS Coverage Ratio - No Go Bond</b>	<b>3.11x</b>	<b>4.46x</b>	<b>6.84x</b>	<b>9.30x</b>	<b>6.09x</b>	<b>7.90x</b>	<b>5.20x</b>	<b>5.97x</b>	<b>6.48x</b>	<b>6.70x</b>	<b>8.78x</b>	<b>11.33x</b>	<b>12.75x</b>	<b>16.00x</b>	<b>16.02x</b>	<b>16.21x</b>
<b>MADS Coverage Ratio</b>	<b>1.44x</b>	<b>1.83x</b>	<b>2.81x</b>	<b>3.57x</b>	<b>2.34x</b>	<b>3.82x</b>	<b>2.52x</b>	<b>2.88x</b>	<b>3.12x</b>	<b>3.22x</b>	<b>3.66x</b>	<b>3.82x</b>	<b>3.92x</b>	<b>3.99x</b>	<b>3.98x</b>	<b>4.01x</b>
Cash and Cash Equivalents	\$10,316	\$11,497	\$14,608	\$13,056	\$18,758	\$22,155	\$15,495	\$16,398	\$16,869	\$17,323	\$17,786	\$18,261	\$18,746	\$19,240	\$19,743	\$20,252
Board Designated Assets	41,414	41,830	57,048	62,339	55,049	64,210	60,680	46,759	16,166	11,795	20,314	21,529	25,381	18,299	37,081	55,790
Total Unrestricted Cash	\$51,730	\$53,327	\$71,656	\$75,395	\$73,807	\$86,365	\$76,175	\$63,157	\$33,035	\$29,118	\$38,100	\$39,790	\$44,127	\$37,539	\$56,824	\$76,042
Daily Cash Requirements	\$321	\$344	\$354	\$392	\$428	\$491	\$526	\$556	\$572	\$587	\$602	\$617	\$633	\$649	\$666	\$682
<b>Days' Cash on Hand</b>	<b>161.4</b>	<b>155.0</b>	<b>202.6</b>	<b>192.1</b>	<b>172.4</b>	<b>175.7</b>	<b>144.7</b>	<b>113.5</b>	<b>57.8</b>	<b>49.6</b>	<b>63.3</b>	<b>64.4</b>	<b>69.7</b>	<b>57.8</b>	<b>85.4</b>	<b>111.5</b>
Net Other Long-term Debt	\$35,347	\$31,571	\$29,238	\$27,930	\$26,662	\$35,981	\$29,944	\$26,166	\$22,267	\$18,242	\$15,096	\$12,576	\$10,239	\$8,376	\$6,453	\$4,567
Net GO Bond Long-term Debt	\$98,445	\$100,225	\$104,111	\$103,136	\$101,853	\$100,830	\$99,688	\$98,302	\$96,647	\$94,699	\$92,462	\$89,895	\$86,996	\$83,742	\$80,105	\$76,068
Unrestricted Net Assets	96,509	98,315	108,148	126,370	131,260	156,200	162,254	172,883	185,895	199,427	214,451	230,644	247,202	264,478	281,716	299,276
Total Capital	\$230,301	\$230,111	\$241,497	\$257,436	\$259,775	\$293,011	\$291,886	\$297,351	\$304,809	\$312,368	\$322,009	\$333,115	\$344,437	\$356,596	\$368,274	\$379,911
<b>Unrestricted Cash to L-T Debt - No GO Bond</b>	<b>146.3%</b>	<b>168.9%</b>	<b>245.1%</b>	<b>269.9%</b>	<b>276.8%</b>	<b>240.0%</b>	<b>254.4%</b>	<b>241.4%</b>	<b>148.4%</b>	<b>159.6%</b>	<b>252.4%</b>	<b>316.4%</b>	<b>431.0%</b>	<b>448.2%</b>	<b>880.6%</b>	<b>1665.0%</b>
<b>Unrestricted Cash to L-T Debt</b>	<b>38.7%</b>	<b>40.5%</b>	<b>53.7%</b>	<b>57.5%</b>	<b>57.4%</b>	<b>63.1%</b>	<b>58.8%</b>	<b>50.7%</b>	<b>27.8%</b>	<b>25.8%</b>	<b>35.4%</b>	<b>38.8%</b>	<b>45.4%</b>	<b>40.8%</b>	<b>65.6%</b>	<b>94.3%</b>
<b>L-T Debt to Capitalization - No GO Bond</b>	<b>26.8%</b>	<b>24.3%</b>	<b>21.3%</b>	<b>18.1%</b>	<b>16.9%</b>	<b>18.7%</b>	<b>15.6%</b>	<b>13.1%</b>	<b>10.7%</b>	<b>8.4%</b>	<b>6.6%</b>	<b>5.2%</b>	<b>4.0%</b>	<b>3.1%</b>	<b>2.2%</b>	<b>1.5%</b>
<b>L-T Debt to Capitalization</b>	<b>58.1%</b>	<b>57.3%</b>	<b>55.2%</b>	<b>50.9%</b>	<b>49.5%</b>	<b>46.7%</b>	<b>44.4%</b>	<b>41.9%</b>	<b>39.0%</b>	<b>36.2%</b>	<b>33.4%</b>	<b>30.8%</b>	<b>28.2%</b>	<b>25.8%</b>	<b>23.5%</b>	<b>21.2%</b>
Net Accounts Receivable	\$21,125	\$17,870	\$16,299	\$18,564	\$24,724	\$23,998	\$25,522	\$27,427	\$28,509	\$29,414	\$30,304	\$31,172	\$32,011	\$32,810	\$33,559	\$34,246
Net Patient Revenue	\$107,664	\$118,955	\$130,395	\$148,296	\$148,737	\$187,451	\$186,309	\$200,220	\$208,117	\$214,721	\$221,219	\$227,558	\$233,678	\$239,512	\$244,979	\$249,993
<b>Days in Accounts Receivable</b>	<b>72</b>	<b>55</b>	<b>30</b>	<b>31</b>	<b>41</b>	<b>31</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>

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

	PRELIMINARY 2019	BUDGET 2020	PROJECTED 2021	PROJECTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026	PROJECTED 2027	PROJECTED 2028	PROJECTED 2029
<b>ASSETS</b>											
<b>CURRENT ASSETS</b>											
* CASH	\$ 22,154,665	\$ 15,495,107	\$ 16,397,815	\$ 16,869,220	\$ 17,322,832	\$ 17,786,205	\$ 18,261,470	\$ 18,745,820	\$ 19,240,161	\$ 19,742,743	\$ 20,252,493
PATIENT ACCOUNTS RECEIVABLE - NET	23,998,073	25,521,747	27,427,360	28,509,154	29,413,836	30,303,980	31,172,374	32,010,780	32,809,815	33,558,820	34,245,719
OTHER RECEIVABLES	7,259,054	6,259,054	6,384,235	6,511,920	6,642,158	6,775,001	6,910,501	7,048,711	7,189,686	7,333,479	7,480,149
GO BOND RECEIVABLES	-	-	-	-	-	-	-	-	-	-	-
ASSETS LIMITED OR RESTRICTED	5,182,439	5,182,439	5,182,439	5,182,439	5,182,439	5,182,439	5,182,439	5,182,439	5,182,439	5,182,439	5,182,439
INVENTORIES	3,178,913	3,281,553	3,526,574	3,665,670	3,781,992	3,896,446	4,008,103	4,115,904	4,218,643	4,314,949	4,403,270
PREPAID EXPENSES & DEPOSITS	2,076,395	2,421,095	2,469,517	2,518,908	2,569,286	2,620,671	2,673,085	2,726,547	2,781,077	2,836,699	2,893,433
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	7,203,075	6,587,244	3,000,000	1,500,000	1,000,000	500,000	250,000	250,000	250,000	250,000	250,000
<b>TOTAL CURRENT ASSETS</b>	<b>71,052,614</b>	<b>64,748,238</b>	<b>64,387,941</b>	<b>64,757,310</b>	<b>65,912,544</b>	<b>67,064,742</b>	<b>68,457,972</b>	<b>70,080,202</b>	<b>71,671,821</b>	<b>73,219,129</b>	<b>74,707,502</b>
<b>NON CURRENT ASSETS</b>											
ASSETS LIMITED OR RESTRICTED:											
* CASH RESERVE FUND	64,209,805	60,680,054	46,758,791	16,165,961	11,794,680	20,313,765	21,529,200	25,380,525	18,298,796	37,081,416	55,789,500
MUNICIPAL LEASE	4,619,709	-	-	-	-	-	-	-	-	-	-
TOTAL BOND TRUSTEE 2017	20,251	20,251	20,251	20,251	20,251	20,251	20,251	20,251	20,251	20,251	20,251
TOTAL BOND TRUSTEE 2015	1,298,833	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169
GO BOND TAX REVENUE FUND	3,537,767	3,340,728	3,516,912	3,711,162	3,920,812	4,125,975	4,353,644	4,582,269	4,826,694	5,093,491	5,380,322
DIAGNOSTIC IMAGING FUND	3,286	3,286	3,286	3,286	3,286	3,286	3,286	3,286	3,286	3,286	3,286
DONOR RESTRICTED FUND	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903
WORKERS COMPENSATION FUND	23,567	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
TOTAL	74,848,121	66,844,391	53,099,312	22,700,732	18,539,101	27,263,349	28,706,453	32,786,403	25,949,099	44,998,515	63,993,431
LESS CURRENT PORTION	(5,182,439)	(5,182,439)	(5,182,439)	(5,182,439)	(5,182,439)	(5,182,439)	(5,182,439)	(5,182,439)	(5,182,439)	(5,182,439)	(5,182,439)
<b>TOTAL ASSETS LIMITED OR RESTRICTED - NET</b>	<b>69,665,682</b>	<b>61,661,952</b>	<b>47,916,873</b>	<b>17,518,293</b>	<b>13,356,662</b>	<b>22,080,910</b>	<b>23,524,014</b>	<b>27,603,964</b>	<b>20,766,660</b>	<b>39,816,076</b>	<b>58,810,992</b>
NONCURRENT ASSETS AND INVESTMENTS:											
PROPERTY HELD FOR FUTURE EXPANSION	837,909	837,909	837,909	837,909	837,909	837,909	837,909	837,909	837,909	837,909	837,909
PROPERTY & EQUIPMENT, CIP NET	177,362,423	193,648,950	214,662,342	253,568,210	265,545,183	265,727,604	274,708,035	281,495,378	299,809,311	292,370,466	284,943,475
<b>TOTAL ASSETS</b>	<b>318,918,628</b>	<b>320,897,050</b>	<b>327,805,064</b>	<b>336,681,723</b>	<b>345,652,298</b>	<b>355,711,165</b>	<b>367,527,930</b>	<b>380,017,453</b>	<b>393,085,701</b>	<b>406,243,581</b>	<b>419,299,878</b>
DEFERRED OUTFLOW OF RESOURCES:											
DEFERRED LOSS ON DEFEASANCE	426,673	387,885	349,096	310,308	271,519	232,731	193,942	155,154	116,365	77,577	38,789
ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DERIVATIVE	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905
DEFERRED OUTFLOW OF RESOURCES ON REFUNDING	5,698,631	5,414,175	5,129,718	4,845,262	4,560,805	4,276,349	3,991,893	3,707,436	3,422,980	3,138,523	2,854,067
GO BOND DEFERRED FINANCING COSTS	444,873	421,658	398,444	375,229	352,015	328,800	305,585	282,371	259,156	235,942	212,727
DEFERRED FINANCING COSTS	174,767	162,284	149,800	137,317	124,834	112,350	99,867	87,383	74,900	62,417	49,933
<b>TOTAL DEFERRED OUTFLOW OF RESOURCES</b>	<b>\$ 7,882,849</b>	<b>\$ 7,523,906</b>	<b>\$ 7,164,963</b>	<b>\$ 6,806,021</b>	<b>\$ 6,447,078</b>	<b>\$ 6,088,135</b>	<b>\$ 5,729,192</b>	<b>\$ 5,370,249</b>	<b>\$ 5,011,307</b>	<b>\$ 4,652,364</b>	<b>\$ 4,293,421</b>
<b>TOTAL ASSETS</b>	<b>\$ 326,801,477</b>	<b>\$ 328,420,956</b>	<b>\$ 334,970,027</b>	<b>\$ 343,487,743</b>	<b>\$ 352,099,376</b>	<b>\$ 361,799,300</b>	<b>\$ 373,257,121</b>	<b>\$ 385,387,702</b>	<b>\$ 398,097,007</b>	<b>\$ 410,895,943</b>	<b>\$ 423,593,299</b>

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

	PRELIMINARY 2019	BUDGET 2020	PROJECTED 2021	PROJECTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026	PROJECTED 2027	PROJECTED 2028	PROJECTED 2029
<b>LIABILITIES</b>											
<b>CURRENT LIABILITIES</b>											
ACCOUNTS PAYABLE	\$ 6,652,090	7,195,769	\$ 7,104,287	\$ 7,309,486	\$ 7,499,519	\$ 7,690,525	\$ 7,881,852	\$ 8,072,748	\$ 8,262,350	\$ 8,449,669	\$ 8,633,581
ACCRUED PAYROLL & RELATED COSTS	14,272,891	12,538,078	12,914,220	13,301,647	13,700,696	14,111,717	14,535,068	14,971,121	15,420,254	15,882,862	16,359,348
INTEREST PAYABLE	525,320	447,345	418,452	388,619	357,811	325,995	293,136	259,196	224,138	187,923	152,282
INTEREST PAYABLE GO BOND	1,664,040	1,810,725	1,781,913	1,746,163	1,700,813	1,655,975	1,593,644	1,527,269	1,456,694	1,378,491	1,305,322
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	1,126,533	1,126,533	1,126,533	1,126,533	1,126,533	1,126,533	1,126,533	1,126,533	1,126,533	1,126,533	1,126,533
HEALTH INSURANCE PLAN	1,463,491	2,321,866	2,577,271	2,654,589	2,707,681	2,761,835	2,817,071	2,873,413	2,930,881	2,989,499	3,049,289
WORKERS COMPENSATION PLAN	1,888,341	2,270,201	2,521,224	2,596,860	2,674,766	2,755,009	2,837,660	2,922,789	3,010,473	3,100,787	3,193,811
COMPREHENSIVE LIABILITY INSURANCE PLAN	1,184,419	1,362,082	1,389,323	1,417,110	1,445,452	1,474,361	1,503,848	1,533,925	1,564,604	1,595,896	1,627,814
CURRENT MATURITIES OF GO BOND DEBT	1,330,000	1,530,000	1,735,000	1,965,000	2,220,000	2,470,000	2,760,000	3,055,000	3,370,000	3,715,000	4,075,000
CURRENT MATURITIES OF OTHER LONG TERM DEBT	2,545,824	3,660,114	3,777,700	3,899,250	4,024,897	3,145,938	2,520,572	2,336,893	1,862,416	1,923,249	1,886,211
<b>TOTAL CURRENT LIABILITIES</b>	<b>32,652,949</b>	<b>34,262,712</b>	<b>35,345,923</b>	<b>36,405,256</b>	<b>37,458,169</b>	<b>37,517,888</b>	<b>37,869,385</b>	<b>38,678,887</b>	<b>39,228,343</b>	<b>40,349,909</b>	<b>41,409,189</b>
<b>NONCURRENT LIABILITIES</b>											
OTHER LONG TERM DEBT NET OF CURRENT MATURITIES	35,980,947	29,943,983	26,166,283	22,267,033	18,242,136	15,096,199	12,575,626	10,238,733	8,376,317	6,453,068	4,566,857
GO BOND DEBT NET OF CURRENT MATURITIES	100,830,009	99,687,894	98,301,990	96,647,297	94,698,817	92,461,547	89,895,490	86,995,644	83,742,009	80,104,586	76,068,375
DERIVATIVE INSTRUMENT LIABILITY	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905
<b>TOTAL LIABILITIES</b>	<b>170,601,810</b>	<b>165,032,493</b>	<b>160,952,101</b>	<b>156,457,492</b>	<b>151,537,026</b>	<b>146,213,539</b>	<b>141,478,406</b>	<b>137,051,169</b>	<b>132,484,574</b>	<b>128,045,468</b>	<b>123,182,326</b>
<b>NET ASSETS</b>											
NET INVESTMENT IN CAPITAL ASSETS	155,064,764	162,253,560	172,883,023	185,895,348	199,427,447	214,450,858	230,643,813	247,201,630	264,477,529	281,715,572	299,276,071
RESTRICTED	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903
<b>TOTAL NET POSITION</b>	<b>\$ 156,199,667</b>	<b>\$ 163,388,463</b>	<b>\$ 174,017,926</b>	<b>\$ 187,030,251</b>	<b>\$ 200,562,350</b>	<b>\$ 215,585,761</b>	<b>\$ 231,778,716</b>	<b>\$ 248,336,533</b>	<b>\$ 265,612,432</b>	<b>\$ 282,850,475</b>	<b>\$ 300,410,974</b>
<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$ 326,801,477</b>	<b>\$ 328,420,956</b>	<b>\$ 334,970,027</b>	<b>\$ 343,487,743</b>	<b>\$ 352,099,376</b>	<b>\$ 361,799,300</b>	<b>\$ 373,257,121</b>	<b>\$ 385,387,702</b>	<b>\$ 398,097,007</b>	<b>\$ 410,895,943</b>	<b>\$ 423,593,299</b>

\* Amounts included for Days Cash on Hand calculation

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

	<b>PRELIMINARY FYE 6/30/19</b>	<b>BUDGET FYE 6/30/20</b>	<b>PROJECTED FYE 6/30/21</b>	<b>PROJECTED FYE 6/30/22</b>	<b>PROJECTED FYE 6/30/23</b>	<b>PROJECTED FYE 6/30/24</b>	<b>PROJECTED FYE 6/30/25</b>	<b>PROJECTED FYE 6/30/26</b>	<b>PROJECTED FYE 6/30/27</b>	<b>PROJECTED FYE 6/30/28</b>	<b>PROJECTED FYE 6/30/29</b>
<b>OPERATING REVENUE</b>											
Total Gross Revenue	\$ 357,105,555	\$ 372,785,233	\$ 410,896,755	\$ 440,668,703	\$ 472,667,418	\$ 507,063,290	\$ 544,039,956	\$ 583,795,336	\$ 626,542,755	\$ 672,512,158	\$ 721,951,411
Gross Revenues - Inpatient											
Daily Hospital Service	35,282,573	30,292,941	31,807,588	33,397,967	35,067,866	36,821,259	38,662,322	40,595,438	42,625,210	44,756,470	46,994,294
Ancillary Service - Inpatient	59,553,709	67,060,780	71,518,820	75,094,760	78,849,499	82,791,973	86,931,572	91,278,151	95,842,058	100,634,161	105,665,869
Total Gross Revenue - Inpatient	94,836,282	97,353,721	103,326,407	108,492,728	113,917,364	119,613,232	125,593,894	131,873,589	138,467,268	145,390,632	152,660,163
Gross Revenue - Outpatient	262,269,273	275,431,511	307,570,347	332,175,975	358,750,053	387,450,058	418,446,062	451,921,747	488,075,487	527,121,526	569,291,248
Total Gross Revenue - Outpatient	262,269,273	275,431,511	307,570,347	332,175,975	358,750,053	387,450,058	418,446,062	451,921,747	488,075,487	527,121,526	569,291,248
Deductions from Revenue:											
Contractual Allowances	159,185,172	166,550,606	188,714,038	208,997,539	232,681,698	258,741,018	287,401,954	318,911,989	353,541,545	391,586,085	433,368,383
Charity Care	13,119,072	13,379,124	14,746,932	15,815,436	16,963,858	18,198,313	19,525,392	20,952,198	22,486,387	24,136,212	25,910,568
Bad Debt	4,203,325	6,546,752	7,216,056	7,738,903	8,300,855	8,904,906	9,554,280	10,252,453	11,003,172	11,810,474	12,678,712
Prior Period Settlements	(6,852,931)	-	-	-	-	-	-	-	-	-	-
Total Deductions from Revenue	169,654,638	186,476,482	210,677,026	232,551,878	257,946,412	285,844,237	316,481,627	350,116,640	387,031,104	427,532,771	471,957,664
Total Deductions from Revenue	180,597,986	186,308,751	200,219,729	208,116,825	214,721,006	221,219,053	227,558,330	233,678,696	239,511,651	244,979,387	249,993,747
Other Operating Revenue	10,994,398	11,631,085	11,805,551	11,982,634	12,162,374	12,344,810	12,529,982	12,717,931	12,908,700	13,102,331	13,298,866
Wellness Neighborhood-RPT, Grants, Donation	1,097,421	1,261,539	1,280,462	1,299,669	1,319,164	1,338,952	1,359,036	1,379,421	1,400,113	1,421,114	1,442,431
<b>TOTAL OPERATING REVENUE</b>	<b>199,542,736</b>	<b>199,201,375</b>	<b>213,305,742</b>	<b>221,399,129</b>	<b>228,202,544</b>	<b>234,902,814</b>	<b>241,447,347</b>	<b>247,776,049</b>	<b>253,820,464</b>	<b>259,502,832</b>	<b>264,735,044</b>
<b>OPERATING EXPENSES</b>											
Salaries, Wages & Benefits	85,182,571	95,565,312	106,132,271	109,316,239	112,595,726	115,973,598	119,452,806	123,036,390	126,727,482	130,529,307	134,445,186
Benefits Workers Compensation	779,608	937,260	1,040,896	1,072,123	1,104,286	1,137,415	1,171,537	1,206,684	1,242,884	1,280,171	1,318,576
Benefits Medical Insurance	10,374,763	14,124,684	15,678,399	16,148,751	16,471,726	16,801,161	17,137,184	17,479,928	17,829,526	18,186,117	18,549,839
Professional Fees	26,705,367	19,903,830	16,385,065	16,876,617	17,382,915	17,904,403	18,441,535	18,994,781	19,564,624	20,151,563	20,756,110
Supplies	25,996,220	26,835,577	28,839,290	29,976,773	30,928,028	31,863,995	32,777,093	33,658,659	34,498,828	35,286,390	36,008,650
Purchased Services	16,472,821	19,207,458	19,591,607	19,983,439	20,383,108	20,790,770	21,206,585	21,630,717	22,063,331	22,504,598	22,954,690
Other	8,665,315	10,554,334	10,712,649	10,873,339	11,036,439	11,201,985	11,370,015	11,540,565	11,713,674	11,889,379	12,067,720
<b>TOTAL OPERATING EXPENSE</b>	<b>174,176,665</b>	<b>187,128,455</b>	<b>198,380,177</b>	<b>204,247,281</b>	<b>209,902,229</b>	<b>215,673,327</b>	<b>221,556,756</b>	<b>227,547,724</b>	<b>233,640,350</b>	<b>239,827,524</b>	<b>246,100,770</b>
<b>NET OPERATING REV(EXP) EBIDA</b>	<b>\$ 25,366,071</b>	<b>\$ 12,072,920</b>	<b>\$ 14,925,565</b>	<b>\$ 17,151,848</b>	<b>\$ 18,300,315</b>	<b>\$ 19,229,487</b>	<b>\$ 19,890,591</b>	<b>\$ 20,228,325</b>	<b>\$ 20,180,114</b>	<b>\$ 19,675,308</b>	<b>\$ 18,634,274</b>
<b>NON-OPERATING REVENUE</b>											
District and County Taxes	6,663,451	6,053,461	6,766,038	7,028,459	7,300,448	7,582,347	7,874,508	8,177,297	8,491,091	8,816,281	9,153,273
District and County Taxes - GO Bond	5,320,286	4,955,033	5,303,627	5,463,283	5,629,183	5,789,423	5,957,676	6,120,600	6,295,150	6,485,015	6,697,838
Interest Income	1,729,304	1,925,280	1,713,941	1,421,024	743,292	655,144	952,499	1,094,243	1,323,790	1,220,016	1,988,846
Interest Income - GO Bond	-	-	-	-	-	-	-	-	-	-	-
Donations	1,020,252	1,057,862	1,163,648	1,280,013	1,408,015	1,548,816	1,548,816	1,548,816	1,548,816	1,548,816	1,548,816
Gain/(Loss)	(519,415)	-	-	-	-	-	-	-	-	-	-
Depreciation	(13,737,157)	(13,855,386)	(14,548,155)	(14,839,118)	(15,581,074)	(15,736,885)	(16,208,992)	(17,019,441)	(17,189,636)	(17,361,532)	(17,535,147)
Interest Expense	(1,275,822)	(1,395,341)	(1,126,575)	(994,900)	(858,896)	(725,498)	(624,468)	(526,422)	(448,277)	(375,846)	(304,563)
Interest Expense - GO Bond	(3,935,845)	(3,625,033)	(3,568,627)	(3,498,283)	(3,409,183)	(3,319,423)	(3,197,676)	(3,065,600)	(2,925,150)	(2,770,015)	(2,622,838)
<b>TOTAL NON-OPERATING REVENUE</b>	<b>(4,734,946)</b>	<b>(4,884,124)</b>	<b>(4,296,102)</b>	<b>(4,139,523)</b>	<b>(4,768,216)</b>	<b>(4,206,076)</b>	<b>(3,697,636)</b>	<b>(3,670,507)</b>	<b>(2,904,215)</b>	<b>(2,437,265)</b>	<b>(1,073,776)</b>
<b>EXCESS REVENUE(EXPENSE)</b>	<b>\$ 20,631,125</b>	<b>\$ 7,188,796</b>	<b>\$ 10,629,463</b>	<b>\$ 13,012,325</b>	<b>\$ 13,532,099</b>	<b>\$ 15,023,411</b>	<b>\$ 16,192,955</b>	<b>\$ 16,557,818</b>	<b>\$ 17,275,899</b>	<b>\$ 17,238,043</b>	<b>\$ 17,560,498</b>
<b>PREVIOUS PROJECTIONS FROM FY19</b>	<b>\$ 5,072,298</b>	<b>\$ 7,301,881</b>	<b>\$ 9,617,593</b>	<b>\$ 11,659,063</b>	<b>\$ 13,298,883</b>	<b>\$ 13,991,602</b>	<b>\$ 14,780,300</b>	<b>\$ 14,766,264</b>	<b>\$ 14,657,838</b>	<b>\$ 13,386,904</b>	
<b>CURRENT PROJECTIONS VS PREVIOUS</b>	<b>\$ 15,558,827</b>	<b>\$ (113,085)</b>	<b>\$ 1,011,870</b>	<b>\$ 1,353,262</b>	<b>\$ 233,216</b>	<b>\$ 1,031,809</b>	<b>\$ 1,412,655</b>	<b>\$ 1,791,554</b>	<b>\$ 2,618,061</b>	<b>\$ 3,851,139</b>	

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

	PRELIMINARY FYE 6/30/19	BUDGET FYE 6/30/20	PROJECTED FYE 6/30/21	PROJECTED FYE 6/30/22	PROJECTED FYE 6/30/23	PROJECTED FYE 6/30/24	PROJECTED FYE 6/30/25	PROJECTED FYE 6/30/26	PROJECTED FYE 6/30/27	PROJECTED FYE 6/30/28	PROJECTED FYE 6/30/29
RETURN ON GROSS REVENUE EBIDA	7.1%	3.2%	3.6%	3.9%	3.9%	3.8%	3.7%	3.5%	3.2%	2.9%	2.6%
RETURN ON EQUITY	15.2%	4.6%	6.5%	7.5%	7.2%	7.5%	7.5%	7.1%	7.0%	6.5%	6.2%
RETURN ON EQUITY (excluding donations)	14.5%	3.9%	5.8%	6.7%	6.5%	6.7%	6.8%	6.5%	6.3%	5.9%	5.7%
INPATIENT REV AS A % OF GROSS REV	26.6%	26.1%	25.1%	24.6%	24.1%	23.6%	23.1%	22.6%	22.1%	21.6%	21.1%
OUTPATIENT REV AS A % OF GROSS REV	73.4%	73.9%	74.9%	75.4%	75.9%	76.4%	76.9%	77.4%	77.9%	78.4%	78.9%
CONTRACTUAL ADJ AS A % OF GROSS REV	44.6%	44.7%	45.9%	47.4%	49.2%	51.0%	52.8%	54.6%	56.4%	58.2%	60.0%
CHARITY CARE AS A % OF GROSS REV	3.7%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%
BAD DEBT AS A % OF GROSS REV	1.2%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
SALARIES, WAGES & BEN AS A % OF NET R	42.7%	48.0%	49.8%	49.4%	49.3%	49.4%	49.5%	49.7%	49.9%	50.3%	50.8%
WORKERS COMP AS A % OF NET REV	0.4%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
MEDICAL INSURANCE AS A % OF NET REV	5.2%	7.1%	7.4%	7.3%	7.2%	7.2%	7.1%	7.1%	7.0%	7.0%	7.0%
PROFESSIONAL FEES AS A % OF NET REV	13.4%	10.0%	7.7%	7.6%	7.6%	7.6%	7.6%	7.7%	7.7%	7.8%	7.8%
SUPPLIES AS A % OF NET REV	13.0%	13.5%	13.5%	13.5%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%
PURCHASED SVCS AS A % OF NET REV	8.3%	9.6%	9.2%	9.0%	8.9%	8.9%	8.8%	8.7%	8.7%	8.7%	8.7%
OTHER AS A % OF NET REV	4.3%	5.3%	5.0%	4.9%	4.8%	4.8%	4.7%	4.7%	4.6%	4.6%	4.6%

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

	PRELIMINARY FYE 2019		BUDGET FYE 2020	PROJECTED FYE 2021	PROJECTED FYE 2022	PROJECTED FYE 2023	PROJECTED FYE 2024	PROJECTED FYE 2025	PROJECTED FYE 2026	PROJECTED FYE 2027	PROJECTED FYE 2028	PROJECTED FYE 2029
<b>Net Operating Rev/(Exp) - EBIDA</b>	<b>\$ 25,363,571</b>		<b>\$ 12,072,919</b>	<b>\$14,925,565</b>	<b>\$ 17,151,848</b>	<b>\$ 18,300,315</b>	<b>\$ 19,229,487</b>	<b>\$ 19,890,591</b>	<b>\$ 20,228,325</b>	<b>\$ 20,180,114</b>	<b>\$ 19,675,308</b>	<b>\$ 18,634,274</b>
Interest Income	1,322,573		1,854,579	1,766,776	1,494,253	912,725	677,181	878,160	1,058,807	1,266,404	1,245,960	1,796,638
Property Tax Revenue	7,428,194		7,125,000	6,820,934	7,002,217	7,273,249	7,554,157	7,845,292	8,147,018	8,459,711	8,783,762	9,119,574
Donations	767,431		1,060,000	1,153,070	1,268,377	1,395,214	1,534,736	1,548,816	1,548,816	1,548,816	1,548,816	1,548,816
Debt Service Payments	(4,521,184)		(5,031,900)	(5,024,444)	(5,016,158)	(5,007,705)	(4,001,477)	(3,272,958)	(2,993,441)	(2,442,907)	(2,433,575)	(2,424,056)
Property Purchase Agreement	(270,644)		(811,932)	(811,932)	(811,932)	(811,932)	(811,932)	(811,932)	(541,285)	-	-	-
Municipal Lease	(1,148,646)		(1,717,332)	(1,717,332)	(1,717,332)	(1,717,332)	(719,725)	-	-	-	-	-
Copier Lease	(24,166)		(64,560)	(64,560)	(64,560)	(64,560)	(64,560)	(64,560)	(64,560)	(64,560)	(64,560)	(64,560)
2017 VR Revenue Bond	(1,436,754)		(792,912)	(785,456)	(777,170)	(768,717)	(760,096)	(751,302)	(742,432)	(733,183)	(723,851)	(714,332)
2015 Revenue Bond	(1,640,974)		(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)
<b>New Debt</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Physician Recruitment	(145,863)		(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)
Investment in Capital												
Equipment	(2,457,043)		(5,320,498)	(2,526,525)	(1,152,700)	(1,307,400)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Municipal Lease Reimbursement	3,380,291		4,650,000	-	-	-	-	-	-	-	-	-
IT/EMR/Business Systems	(3,326,858)		(4,222,246)	(1,075,000)	(2,876,000)	(1,217,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Building Projects/Properties	(13,440,744)		(23,169,292)	(28,950,000)	(46,575,000)	(22,000,000)	(10,525,000)	(19,500,000)	(18,000,000)	(30,000,000)	(4,000,000)	(4,000,000)
Capital Investments	(916,898)		-	-	-	-	-	-	-	-	-	-
Change in Accounts Receivable	726,224	N1	2,451,297	(1,905,613)	(1,081,794)	(904,682)	(890,143)	(868,394)	(838,406)	(799,035)	(749,005)	(686,899)
Change in Settlement Accounts	121,217	N2	1,615,831	3,587,244	1,500,000	500,000	250,000	-	-	-	-	-
Change in Other Assets	(1,294,962)	N3	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)
Change in Other Liabilities	2,552,976	N4	(695,000)	789,438	743,534	717,615	733,517	749,193	764,557	779,508	793,936	809,487
Change in Cash Balance	15,558,925		(10,189,310)	(13,018,555)	(30,121,424)	(3,917,669)	8,982,457	1,690,701	4,335,675	(6,587,388)	19,285,201	19,217,835
Beginning Unrestricted Cash	70,805,546		86,364,471	76,175,161	63,156,606	33,035,181	29,117,512	38,099,969	39,790,670	44,126,346	37,538,957	56,824,159
Ending Unrestricted Cash	86,364,471		76,175,161	63,156,606	33,035,181	29,117,512	38,099,969	39,790,670	44,126,346	37,538,957	56,824,159	76,041,993
Expense Per Day	463,803		516,504	546,594	562,307	577,428	592,873	608,716	624,861	641,339	658,091	675,083
Days Cash On Hand	186		147	116	59	50	64	65	71	59	86	113

Footnotes:

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

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

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

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

**TAHOE FOREST HOSPITAL DISTRICT  
SUMMARY OF FINANCIAL STATEMENTS AND RATIO ANALYSIS (000's OMITTED) - NEW DEBT \$50 MILLION**

	Audited 2014	Audited 2015	Audited 2016	Audited 2017	Audited 2018	Preliminary 2019	Budget 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028	Projected 2029
Net Patient Revenue	\$107,664	\$118,955	\$130,395	\$148,296	\$148,737	\$187,451	\$186,309	\$200,220	\$208,117	\$214,721	\$221,219	\$227,558	\$233,678	\$239,512	\$244,979	\$249,993
Tax Revenue	9,647	10,310	10,177	12,877	10,906	13,081	12,270	13,350	13,791	14,249	14,710	15,191	15,678	16,186	16,722	17,294
Other Operating Revenue	6,711	6,984	8,025	8,965	9,962	10,994	11,631	11,806	11,983	12,162	12,345	12,530	12,718	12,909	13,102	13,299
Total Operating Revenues	124,022	136,249	148,597	170,138	169,605	211,526	210,210	225,376	233,891	241,132	248,274	255,279	262,074	268,607	274,803	280,586
Total Operating Expenses	125,658	135,176	139,365	153,987	167,577	193,126	206,004	217,624	225,563	231,699	237,365	243,460	249,991	255,993	262,079	268,264
Income from Operations	(1,636)	1,073	9,232	16,151	2,028	18,400	4,206	7,752	8,328	9,433	10,909	11,819	12,083	12,614	12,724	12,322
Net Nonoperating Income	987	1,060	2,481	2,313	3,402	2,231	2,983	2,877	2,700	3,212	3,218	3,583	3,783	4,063	4,003	4,811
<b>Excess of Revenue Over Expenses</b>	<b>(649)</b>	<b>2,133</b>	<b>11,713</b>	<b>18,464</b>	<b>5,430</b>	<b>20,631</b>	<b>7,189</b>	<b>10,629</b>	<b>11,028</b>	<b>12,645</b>	<b>14,127</b>	<b>15,402</b>	<b>15,866</b>	<b>16,677</b>	<b>16,727</b>	<b>17,133</b>
Add Depreciation & Amortization Expense	8,642	9,613	10,280	10,747	11,296	13,737	13,855	14,548	14,839	15,581	15,737	16,209	17,019	17,190	17,361	17,535
Add Interest Expense on Revenue Debt	1,751	1,620	1,408	1,260	1,170	1,276	1,395	1,127	2,979	2,807	2,636	2,496	2,358	2,238	2,121	2,005
Add Interest Expense on GO Debt	3,639	3,639	2,653	2,720	3,850	3,936	3,625	3,569	3,498	3,409	3,319	3,198	3,066	2,925	2,770	2,622
Less GO Bond Ad Valorem Taxes	(4,744)	(4,829)	(4,715)	(5,561)	(3,869)	(5,320)	(4,955)	(5,304)	(5,463)	(5,629)	(5,789)	(5,958)	(6,121)	(6,295)	(6,485)	(6,698)
Less Unrestricted Ad Valorem Taxes	(4,902)	(5,481)	(5,462)	(7,315)	(7,037)	(7,761)	(7,315)	(8,046)	(8,328)	(8,620)	(8,921)	(9,233)	(9,557)	(9,891)	(10,237)	(10,596)
Impairment losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>EBIDA</b>	<b>\$13,383</b>	<b>\$17,005</b>	<b>\$26,054</b>	<b>\$33,191</b>	<b>\$21,746</b>	<b>\$39,580</b>	<b>\$26,064</b>	<b>\$29,873</b>	<b>\$32,344</b>	<b>\$34,442</b>	<b>\$35,819</b>	<b>\$37,305</b>	<b>\$38,309</b>	<b>\$39,030</b>	<b>\$38,979</b>	<b>\$39,295</b>
<b>Operating EBIDA</b>	<b>\$12,396</b>	<b>\$15,945</b>	<b>\$23,573</b>	<b>\$30,878</b>	<b>\$18,344</b>	<b>\$37,349</b>	<b>\$23,081</b>	<b>\$26,996</b>	<b>\$29,644</b>	<b>\$31,230</b>	<b>\$32,601</b>	<b>\$33,722</b>	<b>\$34,526</b>	<b>\$34,967</b>	<b>\$34,976</b>	<b>\$34,484</b>
<b>EBIDA Margin</b>	<b>10.8%</b>	<b>12.5%</b>	<b>17.5%</b>	<b>19.5%</b>	<b>12.8%</b>	<b>18.7%</b>	<b>12.4%</b>	<b>13.3%</b>	<b>13.8%</b>	<b>14.3%</b>	<b>14.4%</b>	<b>14.6%</b>	<b>14.6%</b>	<b>14.5%</b>	<b>14.2%</b>	<b>14.0%</b>
<b>Operating EBIDA Margin</b>	<b>10.0%</b>	<b>11.7%</b>	<b>15.9%</b>	<b>18.1%</b>	<b>10.8%</b>	<b>17.7%</b>	<b>11.0%</b>	<b>12.0%</b>	<b>12.7%</b>	<b>13.0%</b>	<b>13.1%</b>	<b>13.2%</b>	<b>13.2%</b>	<b>13.0%</b>	<b>12.7%</b>	<b>12.3%</b>
<b>Operating Margin</b>	<b>-1.3%</b>	<b>0.8%</b>	<b>6.2%</b>	<b>9.5%</b>	<b>1.2%</b>	<b>8.7%</b>	<b>2.0%</b>	<b>3.4%</b>	<b>3.6%</b>	<b>3.9%</b>	<b>4.4%</b>	<b>4.6%</b>	<b>4.6%</b>	<b>4.7%</b>	<b>4.6%</b>	<b>4.4%</b>
<b>Excess Margin</b>	<b>-0.5%</b>	<b>1.6%</b>	<b>7.9%</b>	<b>10.9%</b>	<b>3.2%</b>	<b>9.8%</b>	<b>3.4%</b>	<b>4.7%</b>	<b>4.7%</b>	<b>5.2%</b>	<b>5.7%</b>	<b>6.0%</b>	<b>6.1%</b>	<b>6.2%</b>	<b>6.1%</b>	<b>6.1%</b>
<b>MADS Coverage Ratio - No Go Bond</b>	<b>3.11x</b>	<b>4.46x</b>	<b>6.84x</b>	<b>9.30x</b>	<b>6.09x</b>	<b>7.90x</b>	<b>5.20x</b>	<b>3.80x</b>	<b>4.12x</b>	<b>5.04x</b>	<b>5.91x</b>	<b>6.45x</b>	<b>7.32x</b>	<b>7.48x</b>	<b>7.48x</b>	<b>7.70x</b>
<b>MADS Coverage Ratio</b>	<b>1.44x</b>	<b>1.83x</b>	<b>2.81x</b>	<b>3.57x</b>	<b>2.34x</b>	<b>3.82x</b>	<b>2.52x</b>	<b>2.26x</b>	<b>2.45x</b>	<b>2.60x</b>	<b>2.90x</b>	<b>3.02x</b>	<b>3.10x</b>	<b>3.16x</b>	<b>3.15x</b>	<b>3.18x</b>
Cash and Cash Equivalents	\$10,316	\$11,497	\$14,608	\$13,056	\$18,758	\$22,155	\$15,495	\$16,398	\$17,032	\$17,483	\$17,943	\$18,415	\$18,896	\$19,387	\$19,886	\$20,392
Board Designated Assets	41,414	41,830	57,048	62,339	55,049	64,210	60,680	96,759	63,138	56,701	63,384	62,802	64,917	56,152	73,298	90,408
Total Unrestricted Cash	\$51,730	\$53,327	\$71,656	\$75,395	\$73,807	\$86,365	\$76,175	\$113,157	\$80,170	\$74,184	\$81,327	\$81,217	\$83,813	\$75,539	\$93,184	\$110,800
Daily Cash Requirements	\$321	\$344	\$354	\$392	\$428	\$491	\$526	\$556	\$577	\$592	\$607	\$623	\$638	\$654	\$670	\$687
<b>Days' Cash on Hand</b>	<b>161.4</b>	<b>155.0</b>	<b>202.6</b>	<b>192.1</b>	<b>172.4</b>	<b>175.7</b>	<b>144.7</b>	<b>203.4</b>	<b>138.9</b>	<b>125.3</b>	<b>133.9</b>	<b>130.4</b>	<b>131.3</b>	<b>115.5</b>	<b>139.0</b>	<b>161.3</b>
Net Other Long-term Debt	\$35,347	\$31,571	\$29,238	\$27,930	\$26,662	\$35,981	\$29,944	\$75,286	\$70,470	\$65,491	\$61,353	\$57,799	\$54,387	\$51,406	\$48,318	\$45,220
Net GO Bond Long-term Debt	\$98,445	\$100,225	\$104,111	\$103,136	\$101,853	\$100,830	\$99,688	\$98,302	\$96,647	\$94,699	\$92,462	\$89,895	\$86,996	\$83,742	\$80,105	\$76,068
Unrestricted Net Assets	96,509	98,315	108,148	126,370	131,260	156,200	162,254	172,883	183,911	196,556	210,683	226,084	241,950	258,627	275,355	292,488
Total Capital	\$230,301	\$230,111	\$241,497	\$257,436	\$259,775	\$293,011	\$291,886	\$346,471	\$351,028	\$356,746	\$364,498	\$373,778	\$383,333	\$393,775	\$403,778	\$413,776
<b>Unrestricted Cash to L-T Debt - No GO Bond</b>	<b>146.3%</b>	<b>168.9%</b>	<b>245.1%</b>	<b>269.9%</b>	<b>276.8%</b>	<b>240.0%</b>	<b>254.4%</b>	<b>150.3%</b>	<b>113.8%</b>	<b>113.3%</b>	<b>132.6%</b>	<b>140.5%</b>	<b>154.1%</b>	<b>146.9%</b>	<b>192.9%</b>	<b>245.0%</b>
<b>Unrestricted Cash to L-T Debt</b>	<b>38.7%</b>	<b>40.5%</b>	<b>53.7%</b>	<b>57.5%</b>	<b>57.4%</b>	<b>63.1%</b>	<b>58.8%</b>	<b>65.2%</b>	<b>48.0%</b>	<b>46.3%</b>	<b>52.9%</b>	<b>55.0%</b>	<b>59.3%</b>	<b>55.9%</b>	<b>72.6%</b>	<b>91.4%</b>
<b>L-T Debt to Capitalization - No GO Bond</b>	<b>26.8%</b>	<b>24.3%</b>	<b>21.3%</b>	<b>18.1%</b>	<b>16.9%</b>	<b>18.7%</b>	<b>15.6%</b>	<b>30.3%</b>	<b>27.7%</b>	<b>25.0%</b>	<b>22.6%</b>	<b>20.4%</b>	<b>18.4%</b>	<b>16.6%</b>	<b>14.9%</b>	<b>13.4%</b>
<b>L-T Debt to Capitalization</b>	<b>58.1%</b>	<b>57.3%</b>	<b>55.2%</b>	<b>50.9%</b>	<b>49.5%</b>	<b>46.7%</b>	<b>44.4%</b>	<b>50.1%</b>	<b>47.6%</b>	<b>44.9%</b>	<b>42.2%</b>	<b>39.5%</b>	<b>36.9%</b>	<b>34.3%</b>	<b>31.8%</b>	<b>29.3%</b>
Net Accounts Receivable	\$21,125	\$17,870	\$16,299	\$18,564	\$24,724	\$23,998	\$25,522	\$27,427	\$28,509	\$29,414	\$30,304	\$31,172	\$32,011	\$32,810	\$33,559	\$34,246
Net Patient Revenue	\$107,664	\$118,955	\$130,395	\$148,296	\$148,737	\$187,451	\$186,309	\$200,220	\$208,117	\$214,721	\$221,219	\$227,558	\$233,678	\$239,512	\$244,979	\$249,993
<b>Days in Accounts Receivable</b>	<b>72</b>	<b>55</b>	<b>30</b>	<b>31</b>	<b>41</b>	<b>31</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>



TAHOE FOREST HOSPITAL DISTRICT  
BALANCE SHEET - 10 YEAR FORECAST - NEW DEBT \$50 MILLION

	PRELIMINARY 2019	BUDGET 2020	PROJECTED 2021	PROJECTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026	PROJECTED 2027	PROJECTED 2028	PROJECTED 2029
<b>ASSETS</b>											
<b>CURRENT ASSETS</b>											
* CASH	\$ 22,154,665	\$ 15,495,107	\$ 16,397,815	\$ 17,032,287	\$ 17,482,950	\$ 17,943,254	\$ 18,415,326	\$ 18,896,352	\$ 19,387,234	\$ 19,886,215	\$ 20,392,219
PATIENT ACCOUNTS RECEIVABLE - NET	23,998,073	25,521,747	27,427,360	28,509,154	29,413,836	30,303,980	31,172,374	32,010,780	32,809,815	33,558,820	34,245,719
OTHER RECEIVABLES	7,259,054	6,259,054	6,384,235	6,511,920	6,642,158	6,775,001	6,910,501	7,048,711	7,189,686	7,333,479	7,480,149
GO BOND RECEIVABLES	-	-	-	-	-	-	-	-	-	-	-
ASSETS LIMITED OR RESTRICTED	5,182,439	5,182,439	5,182,439	5,182,439	5,182,439	5,182,439	5,182,439	5,182,439	5,182,439	5,182,439	5,182,439
INVENTORIES	3,178,913	3,281,553	3,526,574	3,665,670	3,781,992	3,896,446	4,008,103	4,115,904	4,218,643	4,314,949	4,403,270
PREPAID EXPENSES & DEPOSITS	2,076,395	2,421,095	2,469,517	2,518,908	2,569,286	2,620,671	2,673,085	2,726,547	2,781,077	2,836,699	2,893,433
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	7,203,075	6,587,244	3,000,000	1,500,000	1,000,000	500,000	250,000	250,000	250,000	250,000	250,000
<b>TOTAL CURRENT ASSETS</b>	<b>71,052,614</b>	<b>64,748,238</b>	<b>64,387,941</b>	<b>64,920,377</b>	<b>66,072,662</b>	<b>67,221,791</b>	<b>68,611,828</b>	<b>70,230,733</b>	<b>71,818,894</b>	<b>73,362,602</b>	<b>74,847,228</b>
<b>NON CURRENT ASSETS</b>											
ASSETS LIMITED OR RESTRICTED:											
* CASH RESERVE FUND	64,209,805	60,680,055	46,758,791	63,138,403	56,700,990	63,384,285	62,802,438	64,917,201	56,152,213	73,297,857	90,408,398
MUNICIPAL LEASE AND NEW FUNDS FROM DEBT	4,619,709	-	50,000,000	-	-	-	-	-	-	-	-
TOTAL BOND TRUSTEE 2017	20,251	20,251	20,251	20,251	20,251	20,251	20,251	20,251	20,251	20,251	20,251
TOTAL BOND TRUSTEE 2015	1,298,833	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169
GO BOND TAX REVENUE FUND	3,537,767	3,340,728	3,516,912	3,711,162	3,920,812	4,125,975	4,353,644	4,582,269	4,826,694	5,093,491	5,380,322
DIAGNOSTIC IMAGING FUND	3,286	3,286	3,286	3,286	3,286	3,286	3,286	3,286	3,286	3,286	3,286
DONOR RESTRICTED FUND	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903
WORKERS COMPENSATION FUND	23,567	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
TOTAL	74,848,121	66,844,392	103,099,312	69,673,174	63,445,411	70,333,869	69,979,691	72,323,079	63,802,516	81,214,956	98,612,329
LESS CURRENT PORTION	(5,182,439)	(5,182,439)	(5,182,439)	(5,182,439)	(5,182,439)	(5,182,439)	(5,182,439)	(5,182,439)	(5,182,439)	(5,182,439)	(5,182,439)
<b>TOTAL ASSETS LIMITED OR RESTRICTED - NET</b>	<b>69,665,682</b>	<b>61,661,953</b>	<b>97,916,873</b>	<b>64,490,735</b>	<b>58,262,972</b>	<b>65,151,430</b>	<b>64,797,252</b>	<b>67,140,640</b>	<b>58,620,077</b>	<b>76,032,517</b>	<b>93,429,890</b>
NONCURRENT ASSETS AND INVESTMENTS:											
PROPERTY HELD FOR FUTURE EXPANSION	837,909	837,909	837,909	837,909	837,909	837,909	837,909	837,909	837,909	837,909	837,909
PROPERTY & EQUIPMENT, CIP NET	177,362,423	193,648,950	214,826,323	253,729,146	265,968,088	266,135,572	275,129,246	281,927,656	300,250,714	292,819,100	285,397,479
<b>TOTAL ASSETS</b>	<b>318,918,628</b>	<b>320,897,050</b>	<b>377,969,045</b>	<b>383,978,167</b>	<b>391,141,631</b>	<b>399,346,702</b>	<b>409,376,234</b>	<b>420,136,939</b>	<b>431,527,593</b>	<b>443,052,128</b>	<b>454,512,505</b>
DEFERRED OUTFLOW OF RESOURCES:											
DEFERRED LOSS ON DEFEASANCE	426,673	387,885	349,096	310,308	271,519	232,731	193,942	155,154	116,365	77,577	38,789
ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DE	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905
DEFERRED OUTFLOW OF RESOURCES ON REFUNDING	5,698,631	5,414,175	5,129,718	4,845,262	4,560,805	4,276,349	3,991,893	3,707,436	3,422,980	3,138,523	2,854,067
GO BOND DEFERRED FINANCING COSTS	444,873	421,658	398,444	375,229	352,015	328,800	305,585	282,371	259,156	235,942	212,727
DEFERRED FINANCING COSTS	174,767	162,284	149,800	137,317	124,834	112,350	99,867	87,383	74,900	62,417	49,933
<b>TOTAL DEFERRED OUTFLOW OF RESOURCES</b>	<b>\$ 7,882,849</b>	<b>\$ 7,523,906</b>	<b>\$ 7,164,963</b>	<b>\$ 6,806,021</b>	<b>\$ 6,447,078</b>	<b>\$ 6,088,135</b>	<b>\$ 5,729,192</b>	<b>\$ 5,370,249</b>	<b>\$ 5,011,307</b>	<b>\$ 4,652,364</b>	<b>\$ 4,293,421</b>
<b>TOTAL ASSETS</b>	<b>\$ 326,801,477</b>	<b>\$ 328,420,956</b>	<b>\$ 385,134,008</b>	<b>\$ 390,784,188</b>	<b>\$ 397,588,709</b>	<b>\$ 405,434,837</b>	<b>\$ 415,105,425</b>	<b>\$ 425,507,187</b>	<b>\$ 436,538,899</b>	<b>\$ 447,704,491</b>	<b>\$ 458,805,926</b>

TAHOE FOREST HOSPITAL DISTRICT  
BALANCE SHEET - 10 YEAR FORECAST - NEW DEBT \$50 MILLION

	PRELIMINARY 2019	BUDGET 2020	PROJECTED 2021	PROJECTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026	PROJECTED 2027	PROJECTED 2028	PROJECTED 2029
<b>LIABILITIES</b>											
<b>CURRENT LIABILITIES</b>											
ACCOUNTS PAYABLE	\$ 6,652,090	7,195,769	\$ 7,104,287	\$ 7,309,486	\$ 7,499,519	\$ 7,690,525	\$ 7,881,852	\$ 8,072,748	\$ 8,262,350	\$ 8,449,669	\$ 8,633,581
ACCRUED PAYROLL & RELATED COSTS	14,272,891	12,538,078	12,914,220	13,301,647	13,700,696	14,111,717	14,535,068	14,971,121	15,420,254	15,882,862	16,359,348
INTEREST PAYABLE	525,320	447,345	582,433	549,555	515,579	480,465	444,174	406,662	367,887	327,803	288,135
INTEREST PAYABLE GO BOND	1,664,040	1,810,725	1,781,913	1,746,163	1,700,813	1,655,975	1,593,644	1,527,269	1,456,694	1,378,491	1,305,322
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	1,126,533	1,126,533	1,126,533	1,126,533	1,126,533	1,126,533	1,126,533	1,126,533	1,126,533	1,126,533	1,126,533
HEALTH INSURANCE PLAN	1,463,491	2,321,866	2,577,271	2,654,589	2,707,681	2,761,835	2,817,071	2,873,413	2,930,881	2,989,499	3,049,289
WORKERS COMPENSATION PLAN	1,888,341	2,270,201	2,521,224	2,596,860	2,674,766	2,755,009	2,837,660	2,922,789	3,010,473	3,100,787	3,193,811
COMPREHENSIVE LIABILITY INSURANCE PLAN	1,184,419	1,362,082	1,389,323	1,417,110	1,445,452	1,474,361	1,503,848	1,533,925	1,564,604	1,595,896	1,627,814
CURRENT MATURITIES OF GO BOND DEBT	1,330,000	1,530,000	1,735,000	1,965,000	2,220,000	2,470,000	2,760,000	3,055,000	3,370,000	3,715,000	4,075,000
CURRENT MATURITIES OF OTHER LONG TERM DEBT	2,545,824	3,660,114	4,658,218	4,815,642	4,978,624	4,138,521	3,553,595	3,412,003	2,981,327	3,087,747	3,098,152
<b>TOTAL CURRENT LIABILITIES</b>	<b>32,652,949</b>	<b>34,262,712</b>	<b>36,390,422</b>	<b>37,482,585</b>	<b>38,569,663</b>	<b>38,664,941</b>	<b>39,053,446</b>	<b>39,901,463</b>	<b>40,491,003</b>	<b>41,654,286</b>	<b>42,756,984</b>
<b>NONCURRENT LIABILITIES</b>											
OTHER LONG TERM DEBT NET OF CURRENT MATURITIES	35,980,947	29,943,983	75,285,765	70,470,123	65,491,499	61,352,978	57,799,383	54,387,380	51,406,052	48,318,306	45,220,154
GO BOND DEBT NET OF CURRENT MATURITIES	100,830,009	99,687,894	98,301,990	96,647,297	94,698,817	92,461,547	89,895,490	86,995,644	83,742,009	80,104,586	76,068,375
DERIVATIVE INSTRUMENT LIABILITY	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905	1,137,905
<b>TOTAL LIABILITIES</b>	<b>170,601,810</b>	<b>165,032,493</b>	<b>211,116,082</b>	<b>205,737,910</b>	<b>199,897,884</b>	<b>193,617,372</b>	<b>187,886,223</b>	<b>182,422,391</b>	<b>176,776,970</b>	<b>171,215,083</b>	<b>165,183,417</b>
<b>NET ASSETS</b>											
NET INVESTMENT IN CAPITAL ASSETS	155,064,764	162,253,560	172,883,023	183,911,374	196,555,922	210,682,563	226,084,299	241,949,893	258,627,026	275,354,504	292,487,605
RESTRICTED	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903	1,134,903
<b>TOTAL NET POSITION</b>	<b>\$ 156,199,667</b>	<b>\$ 163,388,463</b>	<b>\$ 174,017,926</b>	<b>\$ 185,046,277</b>	<b>\$ 197,690,825</b>	<b>\$ 211,817,466</b>	<b>\$ 227,219,202</b>	<b>\$ 243,084,796</b>	<b>\$ 259,761,929</b>	<b>\$ 276,489,407</b>	<b>\$ 293,622,508</b>
<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$ 326,801,477</b>	<b>\$ 328,420,956</b>	<b>\$ 385,134,008</b>	<b>\$ 390,784,188</b>	<b>\$ 397,588,709</b>	<b>\$ 405,434,838</b>	<b>\$ 415,105,425</b>	<b>\$ 425,507,187</b>	<b>\$ 436,538,899</b>	<b>\$ 447,704,491</b>	<b>\$ 458,805,926</b>

\* Amounts included for Days Cash on Hand calculation

**TAHOE FOREST HOSPITAL DISTRICT  
STATEMENT OF REVENUE AND EXPENSE - 10 YEAR FORECAST - NEW DEBT \$50 MILLION**

	PRELIMINARY FYE 6/30/19	BUDGET FYE 6/30/20	PROJECTED FYE 6/30/21	PROJECTED FYE 6/30/22	PROJECTED FYE 6/30/23	PROJECTED FYE 6/30/24	PROJECTED FYE 6/30/25	PROJECTED FYE 6/30/26	PROJECTED FYE 6/30/27	PROJECTED FYE 6/30/28	PROJECTED FYE 6/30/29
<b>OPERATING REVENUE</b>											
Total Gross Revenue	\$ 357,105,555	\$ 372,785,233	\$ 410,896,755	\$ 440,668,703	\$ 472,667,418	\$ 507,063,290	\$ 544,039,956	\$ 583,795,336	\$ 626,542,755	\$ 672,512,158	\$ 721,951,411
Gross Revenues - Inpatient											
Daily Hospital Service	35,282,573	30,292,941	31,807,588	33,397,967	35,067,866	36,821,259	38,662,322	40,595,438	42,625,210	44,756,470	46,994,294
Ancillary Service - Inpatient	59,553,709	67,060,780	71,518,820	75,094,760	78,849,499	82,791,973	86,931,572	91,278,151	95,842,058	100,634,161	105,665,869
Total Gross Revenue - Inpatient	94,836,282	97,353,721	103,326,407	108,492,728	113,917,364	119,613,232	125,593,894	131,873,589	138,467,268	145,390,632	152,660,163
Gross Revenue - Outpatient	262,269,273	275,431,511	307,570,347	332,175,975	358,750,053	387,450,058	418,446,062	451,921,747	488,075,487	527,121,526	569,291,248
Total Gross Revenue - Outpatient	262,269,273	275,431,511	307,570,347	332,175,975	358,750,053	387,450,058	418,446,062	451,921,747	488,075,487	527,121,526	569,291,248
Deductions from Revenue:											
Contractual Allowances	159,185,172	166,550,606	188,714,038	208,997,539	232,681,698	258,741,018	287,401,954	318,911,989	353,541,545	391,586,085	433,368,383
Charity Care	13,119,072	13,379,124	14,746,932	15,815,436	16,963,858	18,198,313	19,525,392	20,952,198	22,486,387	24,136,212	25,910,568
Bad Debt	4,203,325	6,546,752	7,216,056	7,738,903	8,300,855	8,904,906	9,554,280	10,252,453	11,003,172	11,810,474	12,678,712
Prior Period Settlements	(6,852,931)	-	-	-	-	-	-	-	-	-	-
Total Deductions from Revenue	169,654,638	186,476,482	210,677,026	232,551,878	257,946,412	285,844,237	316,481,627	350,116,640	387,031,104	427,532,771	471,957,664
Other Operating Revenue	10,994,398	11,631,085	11,805,551	11,982,634	12,162,374	12,344,810	12,529,982	12,717,931	12,908,700	13,102,331	13,298,866
Wellness Neighborhood-RPT, Grants, Donation	1,097,421	1,261,539	1,280,462	1,299,669	1,319,164	1,338,952	1,359,036	1,379,421	1,400,113	1,421,114	1,442,431
<b>TOTAL OPERATING REVENUE</b>	<b>199,542,736</b>	<b>199,201,375</b>	<b>213,305,742</b>	<b>221,399,129</b>	<b>228,202,544</b>	<b>234,902,814</b>	<b>241,447,347</b>	<b>247,776,049</b>	<b>253,820,464</b>	<b>259,502,832</b>	<b>264,735,044</b>
<b>OPERATING EXPENSES</b>											
Salaries, Wages & Benefits	85,182,571	95,565,312	106,132,271	109,316,239	112,595,726	115,973,598	119,452,806	123,036,390	126,727,482	130,529,307	134,445,186
Benefits Workers Compensation	779,608	937,260	1,040,896	1,072,123	1,104,286	1,137,415	1,171,537	1,206,684	1,242,884	1,280,171	1,318,576
Benefits Medical Insurance	10,374,763	14,124,684	15,678,399	16,148,751	16,471,726	16,801,161	17,137,184	17,479,928	17,829,526	18,186,117	18,549,839
Professional Fees	26,705,367	19,903,830	16,385,065	16,876,617	17,382,915	17,904,403	18,441,535	18,994,781	19,564,624	20,151,563	20,756,110
Supplies	25,996,220	26,835,577	28,839,290	29,976,773	30,928,028	31,863,995	32,777,093	33,658,659	34,498,828	35,286,390	36,008,650
Purchased Services	16,472,821	19,207,458	19,591,607	19,983,439	20,383,108	20,790,770	21,206,585	21,630,717	22,063,331	22,504,598	22,954,690
Other	8,665,315	10,554,334	10,712,649	10,873,339	11,036,439	11,201,985	11,370,015	11,540,565	11,713,674	11,889,379	12,067,720
<b>TOTAL OPERATING EXPENSE</b>	<b>174,176,665</b>	<b>187,128,455</b>	<b>198,380,177</b>	<b>204,247,281</b>	<b>209,902,229</b>	<b>215,673,327</b>	<b>221,556,756</b>	<b>227,547,724</b>	<b>233,640,350</b>	<b>239,827,524</b>	<b>246,100,770</b>
<b>NET OPERATING REV(EXP) EBIDA</b>	<b>\$ 25,366,071</b>	<b>\$ 12,072,920</b>	<b>\$ 14,925,565</b>	<b>\$ 17,151,848</b>	<b>\$ 18,300,315</b>	<b>\$ 19,229,487</b>	<b>\$ 19,890,591</b>	<b>\$ 20,228,325</b>	<b>\$ 20,180,114</b>	<b>\$ 19,675,308</b>	<b>\$ 18,634,274</b>
<b>NON-OPERATING REVENUE</b>											
District and County Taxes	6,663,451	6,053,461	6,766,038	7,028,459	7,300,448	7,582,347	7,874,508	8,177,297	8,491,091	8,816,281	9,153,273
District and County Taxes - GO Bond	5,320,286	4,955,033	5,303,627	5,463,283	5,629,183	5,789,423	5,957,676	6,120,600	6,295,150	6,485,015	6,697,838
Interest Income	1,729,304	1,925,280	1,713,941	1,421,024	1,803,841	1,669,139	2,033,188	2,233,488	2,514,407	2,455,032	3,261,443
Interest Income - GO Bond	-	-	-	-	-	-	-	-	-	-	-
Donations	1,020,252	1,057,862	1,163,648	1,280,013	1,408,015	1,548,816	1,548,816	1,548,816	1,548,816	1,548,816	1,548,816
Gain/(Loss)	(519,415)	-	-	-	-	-	-	-	-	-	-
Depreciation	(13,737,157)	(13,855,386)	(14,548,155)	(14,839,118)	(15,581,074)	(15,736,885)	(16,208,992)	(17,019,441)	(17,189,636)	(17,361,532)	(17,535,147)
Interest Expense	(1,275,822)	(1,395,341)	(1,126,575)	(2,978,873)	(2,806,996)	(2,636,263)	(2,496,377)	(2,357,891)	(2,237,659)	(2,121,427)	(2,004,557)
Interest Expense - GO Bond	(3,935,845)	(3,625,033)	(3,568,627)	(3,498,283)	(3,409,183)	(3,319,423)	(3,197,676)	(3,065,600)	(2,925,150)	(2,770,015)	(2,622,838)
<b>TOTAL NON-OPERATING REVENUE</b>	<b>(4,734,946)</b>	<b>(4,884,124)</b>	<b>(4,296,102)</b>	<b>(6,123,496)</b>	<b>(5,655,767)</b>	<b>(5,102,846)</b>	<b>(4,488,855)</b>	<b>(4,362,731)</b>	<b>(3,502,981)</b>	<b>(2,947,830)</b>	<b>(1,501,173)</b>
<b>EXCESS REVENUE(EXPENSE)</b>	<b>\$ 20,631,125</b>	<b>\$ 7,188,796</b>	<b>\$ 10,629,463</b>	<b>\$ 11,028,351</b>	<b>\$ 12,644,548</b>	<b>\$ 14,126,641</b>	<b>\$ 15,401,736</b>	<b>\$ 15,865,594</b>	<b>\$ 16,677,133</b>	<b>\$ 16,727,478</b>	<b>\$ 17,133,101</b>
<b>PREVIOUS PROJECTIONS FROM FY19</b>	<b>\$ 4,924,494</b>	<b>\$ 7,229,783</b>	<b>\$ 9,280,856</b>	<b>\$ 10,430,303</b>	<b>\$ 12,598,743</b>	<b>\$ 13,332,355</b>	<b>\$ 14,150,088</b>	<b>\$ 14,153,741</b>	<b>\$ 14,054,720</b>	<b>\$ 12,780,509</b>	
<b>CURRENT PROJECTIONS VS PREVIOUS</b>	<b>\$ 15,706,631</b>	<b>\$ (40,987)</b>	<b>\$ 1,348,607</b>	<b>\$ 598,048</b>	<b>\$ 45,805</b>	<b>\$ 794,286</b>	<b>\$ 1,251,648</b>	<b>\$ 1,711,853</b>	<b>\$ 2,622,413</b>	<b>\$ 3,946,969</b>	

**TAHOE FOREST HOSPITAL DISTRICT  
STATEMENT OF REVENUE AND EXPENSE - 10 YEAR FORECAST - NEW DEBT \$50 MILLION**

	PRELIMINARY FYE 6/30/19	BUDGET FYE 6/30/20	PROJECTED FYE 6/30/21	PROJECTED FYE 6/30/22	PROJECTED FYE 6/30/23	PROJECTED FYE 6/30/24	PROJECTED FYE 6/30/25	PROJECTED FYE 6/30/26	PROJECTED FYE 6/30/27	PROJECTED FYE 6/30/28	PROJECTED FYE 6/30/29
RETURN ON GROSS REVENUE EBIDA	7.1%	3.2%	3.6%	3.9%	3.9%	3.8%	3.7%	3.5%	3.2%	2.9%	2.6%
RETURN ON EQUITY	15.2%	4.6%	6.5%	6.3%	6.8%	7.1%	7.3%	7.0%	6.9%	6.4%	6.2%
RETURN ON EQUITY (excluding donations)	14.5%	3.9%	5.8%	5.6%	6.1%	6.4%	6.5%	6.3%	6.2%	5.8%	5.6%
INPATIENT REV AS A % OF GROSS REV	26.6%	26.1%	25.1%	24.6%	24.1%	23.6%	23.1%	22.6%	22.1%	21.6%	21.1%
OUTPATIENT REV AS A % OF GROSS REV	73.4%	73.9%	74.9%	75.4%	75.9%	76.4%	76.9%	77.4%	77.9%	78.4%	78.9%
CONTRACTUAL ADJ AS A % OF GROSS REV	44.6%	44.7%	45.9%	47.4%	49.2%	51.0%	52.8%	54.6%	56.4%	58.2%	60.0%
CHARITY CARE AS A % OF GROSS REV	3.7%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%
BAD DEBT AS A % OF GROSS REV	1.2%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
SALARIES, WAGES & BEN AS A % OF NET R	42.7%	48.0%	49.8%	49.4%	49.3%	49.4%	49.5%	49.7%	49.9%	50.3%	50.8%
WORKERS COMP AS A % OF NET REV	0.4%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
MEDICAL INSURANCE AS A % OF NET REV	5.2%	7.1%	7.4%	7.3%	7.2%	7.2%	7.1%	7.1%	7.0%	7.0%	7.0%
PROFESSIONAL FEES AS A % OF NET REV	13.4%	10.0%	7.7%	7.6%	7.6%	7.6%	7.6%	7.7%	7.7%	7.8%	7.8%
SUPPLIES AS A % OF NET REV	13.0%	13.5%	13.5%	13.5%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%
PURCHASED SVCS AS A % OF NET REV	8.3%	9.6%	9.2%	9.0%	8.9%	8.9%	8.8%	8.7%	8.7%	8.7%	8.7%
OTHER AS A % OF NET REV	4.3%	5.3%	5.0%	4.9%	4.8%	4.8%	4.7%	4.7%	4.6%	4.6%	4.6%

TAHOE FOREST HOSPITAL DISTRICT  
STATEMENT OF CASH FLOWS - 10 YEAR FORECAST - NEW DEBT \$50 MILLION

	PRELIMINARY FYE 2019		BUDGET FYE 2020	FORECAST FYE 2021	FORECAST FYE 2022	FORECAST FYE 2023	FORECAST FYE 2024	FORECAST FYE 2025	FORECAST FYE 2026	FORECAST FYE 2027	FORECAST FYE 2028	FORECAST FYE 2029
<b>Net Operating Rev/(Exp) - EBIDA</b>	<b>\$ 25,363,571</b>		<b>\$ 12,072,919</b>	<b>\$ 14,925,565</b>	<b>\$ 17,151,848</b>	<b>\$ 18,300,315</b>	<b>\$ 19,229,487</b>	<b>\$ 19,890,591</b>	<b>\$ 20,228,325</b>	<b>\$ 20,180,114</b>	<b>\$ 19,675,308</b>	<b>\$ 18,634,274</b>
Interest Income	1,322,573		1,854,579	1,766,776	1,494,253	1,708,136	1,702,814	1,942,176	2,183,413	2,444,177	2,469,876	3,059,840
Property Tax Revenue	7,428,194		7,125,000	6,820,934	7,002,217	7,273,249	7,554,157	7,845,292	8,147,018	8,459,711	8,783,762	9,119,574
Donations	767,431		1,060,000	1,153,070	1,268,377	1,395,214	1,534,736	1,548,816	1,548,816	1,548,816	1,548,816	1,548,816
Debt Service Payments	(4,521,184)		(5,031,900)	(5,024,444)	(7,880,650)	(7,872,197)	(6,865,969)	(6,137,450)	(5,857,933)	(5,307,399)	(5,298,067)	(5,288,548)
Property Purchase Agreement	(270,644)		(811,932)	(811,932)	(811,932)	(811,932)	(811,932)	(811,932)	(541,285)	-	-	-
Municipal Lease	(1,148,646)		(1,717,332)	(1,717,332)	(1,717,332)	(1,717,332)	(719,725)	-	-	-	-	-
Copier Lease	(24,166)		(64,560)	(64,560)	(64,560)	(64,560)	(64,560)	(64,560)	(64,560)	(64,560)	(64,560)	(64,560)
2017 VR Revenue Bond	(1,436,754)		(792,912)	(785,456)	(777,170)	(768,717)	(760,096)	(751,302)	(742,432)	(733,183)	(723,851)	(714,332)
2015 Revenue Bond	(1,640,974)		(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)	(1,645,164)
<b>New Debt</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>(2,864,492)</b>	<b>(2,864,492)</b>	<b>(2,864,492)</b>	<b>(2,864,492)</b>	<b>(2,864,492)</b>	<b>(2,864,492)</b>	<b>(2,864,492)</b>	<b>(2,864,492)</b>
Physician Recruitment	(145,863)		(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)
Investment in Capital												
Equipment	(2,457,043)		(5,320,498)	(2,526,525)	(1,152,700)	(1,307,400)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
<b>Debt Reimbursement</b>	<b>3,380,291</b>		<b>4,650,000</b>	<b>50,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
IT/EMR/Business Systems	(3,326,858)		(4,222,246)	(1,075,000)	(2,876,000)	(1,217,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Building Projects/Properties	(13,440,744)		(23,169,292)	(28,950,000)	(46,575,000)	(22,000,000)	(10,525,000)	(19,500,000)	(18,000,000)	(30,000,000)	(4,000,000)	(4,000,000)
Capital Investments	(916,898)		-	-	-	-	-	-	-	-	-	-
Change in Accounts Receivable	726,224	N1	2,451,297	(1,905,613)	(1,081,794)	(904,682)	(890,143)	(868,394)	(838,406)	(799,035)	(749,005)	(686,899)
Change in Settlement Accounts	121,217	N2	1,615,831	3,587,244	1,500,000	500,000	250,000	-	-	-	-	-
Change in Other Assets	(1,294,962)	N3	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)
Change in Other Liabilities	2,552,976	N4	(695,000)	789,438	743,534	717,615	733,517	749,193	764,557	779,508	793,936	809,487
<b>Change in Cash Balance</b>	<b>15,558,925</b>		<b>(10,189,310)</b>	<b>36,981,445</b>	<b>(32,985,916)</b>	<b>(5,986,749)</b>	<b>7,143,599</b>	<b>(109,775)</b>	<b>2,595,790</b>	<b>(8,274,107)</b>	<b>17,644,626</b>	<b>17,616,545</b>
Beginning Unrestricted Cash	70,805,546		86,364,471	76,175,161	113,156,606	80,170,690	74,183,940	81,327,539	81,217,764	83,813,553	75,539,446	93,184,072
<b>Ending Unrestricted Cash</b>	<b>86,364,471</b>		<b>76,175,161</b>	<b>113,156,606</b>	<b>80,170,690</b>	<b>74,183,940</b>	<b>81,327,539</b>	<b>81,217,764</b>	<b>83,813,553</b>	<b>75,539,446</b>	<b>93,184,072</b>	<b>110,800,617</b>
Expense Per Day	463,803		516,504	546,594	567,743	582,765	598,108	613,844	629,878	646,241	662,874	679,741
<b>Days Cash On Hand</b>	<b>186</b>		<b>147</b>	<b>207</b>	<b>141</b>	<b>127</b>	<b>136</b>	<b>132</b>	<b>133</b>	<b>117</b>	<b>141</b>	<b>163</b>

Footnotes:

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

	Standard & Poor's Stand-Alone All Hospitals Median Ratios							Comparatives for Tahoe Forest Hospital District			
	BBB-	BBB	BBB+	A-	A	A+	AA-	AA+	BBB-Good	Better	AA+ Best
<b>EBIDA Margin</b>	8.0%	8.8%	10.2%	11.4%	11.2%	12.7%	12.6%	15.3%	8.0%	11.2%	15.3%
<b>Operating EBIDA Margin</b>	7.1%	7.7%	8.4%	9.6%	9.4%	11.0%	10.1%	13.5%	7.1%	9.4%	13.5%
<b>Operating Margin</b>	0.3%	1.2%	1.4%	2.7%	2.8%	3.5%	3.5%	7.1%	0.3%	2.5%	7.1%
<b>Excess Margin</b>	1.0%	2.3%	3.7%	3.9%	4.8%	6.0%	6.3%	9.4%	1.0%	4.5%	9.4%
<b>Days' Cash on Hand</b>	129.1	167.3	183.7	214.0	239.6	314.4	314.1	372.9	129.1	238.9	372.9
<b>Days in Accounts Receivable</b>	51.1	44.1	44.7	47.4	46.0	49.7	51.8	50.3	51.1	47.3	50.3
<b>L-T Debt to Capital</b>	41.6%	38.3%	29.6%	34.8%	27.0%	24.0%	21.3%	19.0%	41.6%	29.2%	19.0%
<b>MADS Coverage Ratio (x)</b>	2.3	2.7	3.0	3.9	4.7	4.8	6.1	7.3	2.3	4.2	7.3
<b>Unrestricted Cash to Debt</b>	100.3%	140.3%	159.4%	139.5%	213.2%	235.6%	248.2%	327.9%	100.3%	189.4%	327.9%

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

Ratio	Calculation, Definition, and Meaning	Trend
<b>EBIDA Margin</b>	<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
<b>Operating EBIDA Margin</b>	<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
<b>Operating Margin</b>	<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
<b>Excess Margin</b>	<p>Net income / total operating revenue</p> <p>Measures overall profitability.</p>	Up
<b>Days' Cash on Hand</b>	<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
<b>Days in Accounts Receivable</b>	<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
<b>L-T Debt to Capital</b>	<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
<b>MADS Coverage Ratio (x)</b>	<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
<b>Unrestricted Cash to Debt</b>	<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
<b>Average Age of Plant (years)</b>	<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

PROFESSIONAL FEES PAID ANALYSIS														
SUB ACCT & DETAIL	FY2014 TOTAL	% OF TOTAL PRO FEES	FY2015 TOTAL	% OF TOTAL PRO FEES	FY 2016 TOTAL	% OF TOTAL PRO FEES	FY 2017 TOTAL	% OF TOTAL PRO FEES	FY 2018 TOTAL	% OF TOTAL PRO FEES	PRELIMINARY FY 2019 TOTAL	% OF TOTAL PRO FEES	FY2020 BUDGET	% OF TOTAL PRO FEES
<b>320 - Physician Fees</b>	<b>\$ 10,369,780.63</b>	<b>54.0%</b>	<b>\$ 10,836,709.40</b>	<b>51.5%</b>	<b>\$ 11,965,442.21</b>	<b>60.8%</b>	<b>\$ 15,342,915.03</b>	<b>67.8%</b>	<b>\$ 16,869,634.60</b>	<b>69.5%</b>	<b>\$ 19,370,406.53</b>	<b>72.5%</b>	<b>\$ 11,761,101.00</b>	<b>59.1%</b>
Medical Director Fees	\$ 407,653.63	3.9%	\$ 458,256.23	2.2%	\$ 501,633.87	2.5%	\$ 467,017.48	2.1%	\$ 362,835.69	1.5%	\$ 595,589.09	2.2%	\$ 172,060.00	0.9%
Medicine Call	\$ 1,318,609.75	12.7%	\$ 1,187,405.59	5.6%	\$ 1,283,566.56	6.5%	\$ 1,544,576.12	6.8%	\$ 1,238,658.56	5.1%	\$ 1,197,552.03	4.5%	\$ 1,853,752.00	9.3%
Hospitalists Fees	\$ 622,725.00	6.0%	\$ 714,838.25	3.4%	\$ 725,750.68	3.7%	\$ 903,196.42	4.0%	\$ 1,048,715.78	4.3%	\$ 1,135,484.89	4.3%	\$ 96,940.00	0.5%
Anesthesia Guarantee	\$ 929,010.93	9.0%	\$ 1,064,068.93	5.1%	\$ 1,135,091.07	5.8%	\$ 1,194,970.27	5.3%	\$ 1,252,715.53	5.2%	\$ 1,097,328.97	4.1%	\$ 2,046,400.00	10.3%
Physician Fees	\$ 211,196.33	2.0%	\$ 156,752.09	0.7%	\$ 54,141.32	0.3%	\$ 280.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Multi-specialty Clinic Physician Fees	\$ 4,920,545.20	47.5%	\$ 5,305,340.33	25.2%	\$ 6,136,630.95	31.2%	\$ 9,149,552.20	40.4%	\$ 10,859,223.99	44.7%	\$ 13,171,563.14	49.3%	\$ 5,454,952.00	27.4%
Residency Program Fees	\$ -	0.0%	\$ -	0.0%	\$ 43,729.71	0.2%	\$ 31,373.50	0.1%	\$ -	0.0%	\$ 21,742.50	0.1%	\$ 24,000.00	0.1%
RNFA Fees	\$ 284,786.00	2.7%	\$ 242,800.00	1.2%	\$ 19,200.00	0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medical Staff Chair Fees	\$ 178,106.00	1.7%	\$ 186,807.57	0.9%	\$ 85,477.06	0.4%	\$ 76,016.50	0.3%	\$ 67,631.25	0.3%	\$ 64,037.50	0.2%	\$ 43,200.00	0.2%
Med Staff Chairs - Wellness Neighborhood	\$ 11,795.00	0.1%	\$ 1,600.00	0.0%	\$ 6,383.33	0.0%	\$ 2,851.22	0.0%	\$ 9,177.03	0.0%	\$ 10,131.55	0.0%	\$ 3,600.00	0.0%
Radiology Guarantee	\$ -	0.0%	\$ 46,146.42	0.2%	\$ 242,814.74	1.2%	\$ 285,577.77	1.3%	\$ 233,702.97	1.0%	\$ 332,369.18	1.2%	\$ 325,627.00	1.6%
Rural Prime	\$ 43,688.20	0.4%	\$ 23,895.50	0.1%	\$ 29,298.00	0.1%	\$ 350.00	0.0%	\$ 29,125.50	0.1%	\$ 200.00	0.0%	\$ 900.00	0.0%
Health Info Technology	\$ 6,888.76	0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 102,872.50	0.4%	\$ 10,000.00	0.0%	\$ -	0.0%
Sleep Medicine Clinic IVCH	\$ 146,748.94	1.4%	\$ 133,800.02	0.6%	\$ 174,281.45	0.9%	\$ 154,306.76	0.7%	\$ 136,230.39	0.6%	\$ 175,406.08	0.7%	\$ 160,930.00	0.8%
Laboratory	\$ 90,245.64	0.9%	\$ 129,054.72	0.6%	\$ 68,569.72	0.3%	\$ 72,803.04	0.3%	\$ 64,555.16	0.3%	\$ 92,566.02	0.3%	\$ 90,240.00	0.5%
North Tahoe Emergency IVCH	\$ 1,197,781.25	11.6%	\$ 1,185,943.75	5.6%	\$ 1,458,873.75	7.4%	\$ 1,460,043.75	6.5%	\$ 1,464,190.25	6.0%	\$ 1,466,435.58	5.5%	\$ 1,488,500.00	7.5%
<b>321 - Therapist Fees</b>	<b>\$ 4,661,728.50</b>	<b>24.3%</b>	<b>\$ 4,886,192.10</b>	<b>23.2%</b>	<b>\$ 4,061,726.03</b>	<b>20.6%</b>	<b>\$ 4,343,390.31</b>	<b>19.2%</b>	<b>\$ 4,756,294.82</b>	<b>19.6%</b>	<b>\$ 5,131,439.16</b>	<b>19.2%</b>	<b>\$ 5,437,191.00</b>	<b>27.3%</b>
Cancer Center (Exercise for Energy)	\$ 40,020.00	0.9%	\$ 49,336.25	0.2%	\$ 30,776.20	0.2%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Cancer Center (Therapist Fees)	\$ 34,893.04	0.7%	\$ 58,784.42	0.3%	\$ 82,178.88	0.4%	\$ 67,445.50	0.3%	\$ 65,155.44	0.3%	\$ 62,932.39	0.2%	\$ 62,820.00	0.3%
Home Health/Hospice Fees	\$ 820.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 258,059.98	1.0%	\$ 247,783.00	1.2%
Occupational Therapy	\$ 491,526.22	10.5%	\$ 626,230.87	3.0%	\$ 630,952.71	3.2%	\$ 857,025.88	3.8%	\$ 690,302.00	2.8%	\$ 678,238.43	2.5%	\$ 669,965.00	3.4%
Physical Therapy	\$ 2,569,847.59	55.1%	\$ 2,797,628.67	13.3%	\$ 3,229,893.48	16.4%	\$ 3,356,455.95	14.8%	\$ 3,928,754.09	16.2%	\$ 4,021,350.49	15.1%	\$ 4,334,735.00	21.8%
Respiratory Therapy	\$ 1,440,804.00	30.9%	\$ 1,264,176.50	6.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Speech Therapy	\$ 83,817.65	1.8%	\$ 90,035.39	0.4%	\$ 87,924.76	0.4%	\$ 62,462.98	0.3%	\$ 72,083.29	0.3%	\$ 110,857.87	0.4%	\$ 121,888.00	0.6%
Other Therapist	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
<b>323 - Legal Fees</b>	<b>\$ 1,252,534.09</b>	<b>6.5%</b>	<b>\$ 1,505,027.55</b>	<b>7.1%</b>	<b>\$ 1,136,768.84</b>	<b>5.8%</b>	<b>\$ 700,348.39</b>	<b>3.1%</b>	<b>\$ 428,923.60</b>	<b>1.8%</b>	<b>\$ 404,275.70</b>	<b>1.5%</b>	<b>\$ 435,000.00</b>	<b>2.2%</b>
American Medical Association	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Andy Werking	\$ -	0.0%	\$ -	0.0%	\$ 1,300.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Brooke barnum-Roberts	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 17,320.00	0.1%	\$ -	0.0%
Carlton, Disante, & Freudenberger	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Charles P Teixeira	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Colantuono, Highsmith, Whatley-District	\$ -	0.0%	\$ 6,436.80	0.0%	\$ 75,446.93	0.4%	\$ 137,693.08	0.6%	\$ 36,543.34	0.2%	\$ 42,104.23	0.2%	\$ 30,000.00	0.2%
Colantuono, Highsmith, Whatley-Board	\$ -	0.0%	\$ 4,734.78	0.0%	\$ 34,636.43	0.2%	\$ 14,465.00	0.1%	\$ 22,192.50	0.1%	\$ 22,148.50	0.1%	\$ 22,000.00	0.1%
Colantuono, Highsmith, Whatley-TIRHR	\$ -	0.0%	\$ -	0.0%	\$ 1,925.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Davis, Wright, Tremaine	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 5,000.00	0.0%	\$ -	0.0%
ECG Management - Corp Compliance	\$ -	0.0%	\$ 428,685.88	2.0%	\$ 127,254.64	0.6%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
ECG/HLB/Coland - NewCoDevelop	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Foley & Lardner	\$ 441,804.67	35.3%	\$ -	0.0%	\$ 22,192.72	0.1%	\$ 1,532.29	0.0%	\$ 1,221.18	0.0%	\$ (5,000.00)	0.0%	\$ -	0.0%
Foley & Lardner - TIRHR	\$ 7,654.06	0.6%	\$ 22,614.09	0.1%	\$ 3,080.00	0.0%	\$ 2,664.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Futterman, Dupree, Dodd	\$ -	0.0%	\$ 57,000.00	0.3%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Healthcare Appraisers	\$ -	0.0%	\$ 5,360.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Hooper, Lundy, & Bookman	\$ 234,711.58	18.7%	\$ 216,274.01	1.0%	\$ 376,735.38	1.9%	\$ 175,633.70	0.8%	\$ 78,406.67	0.3%	\$ 56,176.76	0.2%	\$ 78,000.00	0.4%
Hooper, Lundy, & Bookman- Corp Compliance	\$ -	0.0%	\$ 428,473.80	2.0%	\$ 266,613.50	1.4%	\$ 94,114.00	0.4%	\$ 65,156.77	0.3%	\$ 13,380.00	0.1%	\$ 24,000.00	0.1%
James R Lahana	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Jams, Inc	\$ 4,525.00	0.4%	\$ 9,171.83	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Legal Fees HR	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ (7,349.50)	0.0%	\$ -	0.0%
Littler Medelson, P C	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 13,017.50	0.1%	\$ (7,190.89)	0.0%	\$ 25,000.00	0.1%
McDonough & Holland	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Melendres & Melendres	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 2,835.00	0.0%	\$ -	0.0%
Melendres & Melendres - Corp Compliance	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Morgan, Lewis, & Bock	\$ 211,404.49	16.9%	\$ 22,899.00	0.1%	\$ 1,900.20	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Porter Simon	\$ 124,375.34	9.9%	\$ 160,530.29	0.8%	\$ 32,135.86	0.2%	\$ 11,390.50	0.1%	\$ 5,835.59	0.0%	\$ 18,329.30	0.1%	\$ 12,000.00	0.1%
Pracapia, Cory, Hargreaves	\$ 47,169.63	3.8%	\$ 51,893.07	0.2%	\$ 359.78	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Rybicki & Associates P C	\$ 97,597.32	7.8%	\$ 18,849.50	0.1%	\$ 39,324.42	0.2%	\$ 51,017.90	0.2%	\$ 115,190.47	0.5%	\$ 115,117.35	0.4%	\$ 150,000.00	0.8%
Schultz & Collins Law	\$ 1,950.00	0.2%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Trucker Huss	\$ 15,105.00	1.2%	\$ 2,190.00	0.0%	\$ 1,350.00	0.0%	\$ 1,080.00	0.0%	\$ 345.00	0.0%	\$ 23,600.00	0.1%	\$ -	0.0%
Wilson Sonsini Goodrich - TIRHR	\$ 66,237.00	5.3%	\$ 59,493.00	0.3%	\$ 122,465.60	0.6%	\$ 177,347.02	0.8%	\$ 89,370.70	0.4%	\$ 82,111.25	0.3%	\$ 74,000.00	0.4%
Wiley, Price, & Radulovich	\$ -	0.0%	\$ 421.50	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
William Portanova	\$ -	0.0%	\$ 10,000.00	0.0%	\$ 8,328.75	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Other Legal	\$ -	0.0%	\$ -	0.0%	\$ 21,719.63	0.1%	\$ 33,410.90	0.1%	\$ 1,643.88	0.0%	\$ 25,693.70	0.1%	\$ 20,000.00	0.1%



PROFESSIONAL FEES PAID ANALYSIS														
SUB ACCT & DETAIL	FY2014 TOTAL	% OF TOTAL PRO FEES	FY2015 TOTAL	% OF TOTAL PRO FEES	FY 2016 TOTAL	% OF TOTAL PRO FEES	FY 2017 TOTAL	% OF TOTAL PRO FEES	FY 2018 TOTAL	% OF TOTAL PRO FEES	PRELIMINARY FY 2019 TOTAL	% OF TOTAL PRO FEES	FY2020 BUDGET	% OF TOTAL PRO FEES
<b>325 - Consulting Fees</b>	<b>\$ 2,925,478.91</b>	<b>15.2%</b>	<b>\$ 3,828,076.33</b>	<b>18.2%</b>	<b>\$ 2,526,053.69</b>	<b>12.8%</b>	<b>\$ 2,239,921.92</b>	<b>9.9%</b>	<b>\$ 2,218,853.46</b>	<b>9.1%</b>	<b>\$ 1,799,245.86</b>	<b>6.7%</b>	<b>\$ 2,270,538.00</b>	<b>11.4%</b>
Accounting	\$ 41,031.12	1.4%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Admitting	\$ -	0.0%	\$ 147,030.00	0.7%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Board of Directors	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 118,896.57	0.4%	\$ -	0.0%
Business Office	\$ 200,864.10	6.9%	\$ 1,130,120.40	5.4%	\$ -	0.0%	\$ 29,166.69	0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Central Scheduling	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 263,739.29	1.1%	\$ 111,219.70	0.4%	\$ 16,800.00	0.1%
<b>Cancer Center:</b>														
Care Giver Support Program Development	\$ 1,200.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Management Fees	\$ 10,863.33	0.4%	\$ 5,695.30	0.0%	\$ 19,367.00	0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Radiation Oncology Consulting	\$ -	0.0%	\$ -	0.0%	\$ 1,757.80	0.0%	\$ 7,613.85	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 267,000.00	1.3%
Community Development	\$ 15,000.00	0.5%	\$ -	0.0%	\$ -	0.0%	\$ 2,650.00	0.0%	\$ -	0.0%	\$ 6,266.68	0.0%	\$ -	0.0%
Community Wellness	\$ -	0.0%	\$ 41,275.09	0.2%	\$ 75.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
District Matters	\$ 12,949.04	0.4%	\$ 225,651.81	1.1%	\$ 373,072.08	1.9%	\$ 502,837.04	2.2%	\$ 142,762.89	0.6%	\$ 53,170.88	0.2%	\$ 205,200.00	1.0%
Emergency Department	\$ -	0.0%	\$ 2,447.92	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Engineering / Facilities	\$ 34,350.22	1.2%	\$ 34,470.21	0.2%	\$ 7,731.33	0.0%	\$ 27,931.92	0.1%	\$ -	0.0%	\$ 2,250.00	0.0%	\$ -	0.0%
<b>Finance Administration:</b>														
Bond Services & Rating Agency Fees	\$ 14,983.28	0.5%	\$ 11,899.92	0.1%	\$ 322,571.75	1.6%	\$ 9,000.00	0.0%	\$ 650.00	0.0%	\$ -	0.0%	\$ 117,500.00	0.6%
Cost Report, OSHPD, & SCO Reporting - Reimbursement Analyses	\$ 73,042.22	2.5%	\$ 269,263.00	1.3%	\$ 144,082.00	0.7%	\$ 109,301.80	0.5%	\$ 74,024.00	0.3%	\$ 59,826.00	0.2%	\$ 53,440.00	0.3%
ICD-10 and Revenue Cycle	\$ 219,666.67	7.5%	\$ 626,491.01	3.0%	\$ 30,271.69	0.2%	\$ 41,068.20	0.2%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Audit / Tax Firm	\$ 70,580.00	2.4%	\$ 68,224.00	0.3%	\$ 75,000.00	0.4%	\$ 85,799.08	0.4%	\$ 78,420.06	0.3%	\$ 105,330.00	0.4%	\$ 73,160.00	0.4%
Legal	\$ 302.94	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Productivity Benchmarking	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Strategic / Financial / Market Planning & Analysis	\$ 5,000.00	0.2%	\$ -	0.0%	\$ -	0.0%	\$ 4,246.84	0.0%	\$ 71,480.27	0.3%	\$ 63,312.50	0.2%	\$ -	0.0%
Foundations	\$ 103,521.58	3.5%	\$ 120,894.25	0.6%	\$ 87,537.20	0.4%	\$ 43,385.57	0.2%	\$ 46,648.39	0.2%	\$ 50,846.34	0.2%	\$ 40,690.00	0.2%
Health Information Technology	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
HRSA/CAREHin/NRACO	\$ 11,384.44	0.4%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Human Resources	\$ 35,325.00	1.2%	\$ 52,039.69	0.2%	\$ 97,826.82	0.5%	\$ 157,650.33	0.7%	\$ 142,755.33	0.6%	\$ 267,774.03	1.0%	\$ 248,920.00	1.3%
Information Systems Conversion	\$ 174,085.55	6.0%	\$ 23,925.00	0.1%	\$ -	0.0%	\$ 159,282.40	0.7%	\$ 416,953.84	1.7%	\$ 265,306.85	1.0%	\$ 417,100.00	2.1%
Information Technology	\$ 358,556.42	12.3%	\$ 130,410.91	0.6%	\$ 155,511.83	0.8%	\$ 383,742.94	1.7%	\$ 446,415.89	1.8%	\$ 175,293.38	0.7%	\$ 179,428.00	0.9%
Innovation Fund	\$ 323,771.00	11.1%	\$ 58,500.00	0.3%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
<b>Kaufman Hall:</b>														
Strategic Planning	\$ -	0.0%	\$ 43,885.92	0.2%	\$ 162,943.94	0.8%	\$ 20,158.13	0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Orthopedic Business Planning	\$ -	0.0%	\$ -	0.0%	\$ 84,569.48	0.4%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Hospital Advisor/Budget Advisor/Cost Accounting	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 260,172.76	1.1%	\$ 302,500.00	1.1%	\$ 260,000.00	1.3%
Marketing	\$ -	0.0%	\$ 125.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 8,360.00	0.0%	\$ 4,891.66	0.0%	\$ 115,000.00	0.6%
Medical Records	\$ 5,100.00	0.2%	\$ 123,646.95	0.6%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medical Staff	\$ 4,023.00	0.1%	\$ -	0.0%	\$ 143,162.14	0.7%	\$ -	0.0%	\$ 2,000.00	0.0%	\$ -	0.0%	\$ -	0.0%
MSC/Managed Care	\$ 163,499.97	5.6%	\$ 167,131.36	0.8%	\$ 411,992.01	2.1%	\$ 224,132.38	1.0%	\$ 178,138.29	0.7%	\$ 103,304.34	0.4%	\$ 202,000.00	1.0%
Nursing/Quality Consulting	\$ 3,273.06	0.1%	\$ 230,912.13	1.1%	\$ 61,899.39	0.3%	\$ 11,040.91	0.0%	\$ (215.00)	0.0%	\$ 1,536.50	0.0%	\$ -	0.0%
Organizational Consulting/Change Management	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Pharmacy - Inpatient	\$ 32,050.00	1.1%	\$ -	0.0%	\$ -	0.0%	\$ 71,618.21	0.3%	\$ -	0.0%	\$ -	0.0%	\$ 25,000.00	0.1%
Physician Recruitment	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 165,190.40	0.7%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
PRIME Program	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 84,103.00	0.4%	\$ (368.07)	0.0%	\$ -	0.0%	\$ -	0.0%
Process Improvement/Baldrige	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Program Analysis / Development	\$ 545,741.92	18.7%	\$ -	0.0%	\$ 77,565.40	0.4%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Retail Pharmacy	\$ 3,861.00	0.1%	\$ -	0.0%	\$ 22,594.69	0.1%	\$ 8,392.92	0.0%	\$ 8,412.02	0.0%	\$ 32,813.00	0.1%	\$ 7,800.00	0.0%
Skilled Nursing Facility	\$ 10,800.00	0.4%	\$ -	0.0%	\$ -	0.0%	\$ 10,512.00	0.0%	\$ 10,512.00	0.0%	\$ 180.00	0.0%	\$ -	0.0%
Tahoe Institute for Rural Health Research	\$ 450,653.05	15.4%	\$ 314,036.46	1.5%	\$ 212,416.24	1.1%	\$ 71,758.14	0.3%	\$ 63,776.92	0.3%	\$ 74,414.07	0.3%	\$ 41,500.00	0.2%
The Center for Health & Sports Performance	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Other Consulting	\$ -	0.0%	\$ -	0.0%	\$ 34,105.90	0.2%	\$ 9,339.17	0.0%	\$ 4,214.58	0.0%	\$ 113.36	0.0%	\$ -	0.0%
<b>GRAND TOTAL TFHS</b>	<b>\$ 19,209,522.13</b>	<b>100.0%</b>	<b>\$ 21,056,005.38</b>	<b>100.0%</b>	<b>\$ 19,689,990.77</b>	<b>100.0%</b>	<b>\$ 22,626,575.65</b>	<b>100.0%</b>	<b>\$ 24,273,706.48</b>	<b>100.0%</b>	<b>\$ 26,705,367.25</b>	<b>100.0%</b>	<b>\$ 19,903,830.00</b>	<b>100.0%</b>

TAHOE FOREST HOSPITAL DISTRICT (TFHD)  
CHARGE COMPARISON

	Note Reference	CPT Code	Current TFHD	Proposed Rate Increase Effective 8/1/19 TFHD	Percentile Ranking	Inclusive of TFHD Average Median		CALIFORNIA				4 Hospital Average	% TFHD is Higher or (Lower) than the 4 CA Hospital Average	
						Barton Memorial	Sutter Auburn Faith	Marshall Medical	Dignity Sierra Nevada					
Emergency Room	Visit - Level 1	(A)	99281	\$ 382	\$ 401	0%	\$ 518	\$ 466	\$ 505	\$ 427	\$ 738	\$ 521	\$ 548	-26.8%
	Visit - Level 2	(A) (B)	99282	\$ 692	\$ 727	0%	\$ 1,006	\$ 1,064	\$ 1,050	\$ 1,077	\$ 1,169	\$ 1,036	\$ 1,083	-32.9%
	Visit - Level 3	(A) (B)	99283	\$ 1,248	\$ 1,310	0%	\$ 1,721	\$ 1,749	\$ 1,472	\$ 2,026	\$ 2,074	\$ 1,683	\$ 1,814	-27.8%
	Visit - Level 4	(A) (B)	99284	\$ 2,062	\$ 2,165	0%	\$ 3,380	\$ 3,124	\$ 3,036	\$ 3,213	\$ 5,107	\$ 3,363	\$ 3,680	-41.2%
	Visit - Level 5	(A)	99285	\$ 3,032	\$ 3,184	0%	\$ 4,133	\$ 4,226	\$ 4,377	\$ 4,897	\$ 4,076	\$ 5,173	\$ 4,631	-31.2%
Laboratory	Basic Metabolic Panel	(B)	80048	\$ 118	\$ 124	25%	\$ 195	\$ 147	\$ 367	\$ 170	\$ 117	\$ 1,127	\$ 445	-72.2%
	Blood Gas Analysis, including O <sub>2</sub> saturation	(B)	82805	\$ 89	\$ 93	33%	\$ 318	\$ 93	N/A	\$ 770	\$ 92	\$ 745	\$ 536	-82.6%
	Complete Blood Count, automated	(B)	85027	\$ 86	\$ 90	25%	\$ 131	\$ 109	\$ 250	\$ 128	\$ 57	\$ 533	\$ 242	-62.7%
	Complete Blood Count, with differential WBC, automated	(B)	85025	\$ 107	\$ 112	25%	\$ 157	\$ 117	\$ 326	\$ 122	\$ 66	\$ 723	\$ 309	-63.7%
	Comprehensive Metabolic Panel	(B)	80053	\$ 146	\$ 153	0%	\$ 222	\$ 194	\$ 348	\$ 198	\$ 189	\$ 1,654	\$ 597	-74.3%
	Cratine Kinase (CK), (CPK), Total	(B)	82550	\$ 97	\$ 102	25%	\$ 144	\$ 116	\$ 274	\$ 130	\$ 71	\$ 570	\$ 261	-61.0%
	Lipid Panel	(B)	80061	\$ 184	\$ 193	25%	\$ 205	\$ 209	\$ 274	\$ 224	\$ 130	\$ 498	\$ 281	-31.4%
	Partial Thromboplastin Time	(B)	85730	\$ 91	\$ 96	25%	\$ 147	\$ 132	\$ 255	\$ 169	\$ 67	\$ 590	\$ 270	-64.6%
	Prothrombin Time	(B)	85610	\$ 60	\$ 63	25%	\$ 83	\$ 70	\$ 134	\$ 77	\$ 57	\$ 459	\$ 182	-65.4%
	Thyroid Stimulating Hormone (TSH)	(B)	84443	\$ 231	\$ 243	50%	\$ 212	\$ 214	\$ 277	\$ 185	\$ 142	\$ 759	\$ 341	-28.9%
	Troponin, Quantitative	(B)	84484	\$ 212	\$ 223	25%	\$ 287	\$ 291	\$ 410	\$ 359	\$ 156	\$ 600	\$ 381	-41.6%
	Urinalysis, without microscopy	(B)	81002-81003	\$ 38	\$ 40	0%	\$ 61	\$ 62	\$ 80	\$ 74	\$ 50	\$ 272	\$ 119	-66.5%
	Urinalysis, with microscopy	(B)	81000-81001	\$ 46	\$ 48	33%	\$ 53	\$ 48	N/A	\$ 66	\$ 45	\$ 374	\$ 162	-70.1%
Diagnostic Imaging	Xray - Chest two views	(B)	71020/71046	\$ 368	\$ 386	25%	\$ 466	\$ 449	\$ 708	\$ 511	\$ 258	\$ 562	\$ 510	-24.2%
	Xray - Lower Back - four views	(B)	72110	\$ 669	\$ 702	0%	\$ 982	\$ 932	\$ 1,134	\$ 731	\$ 1,362	\$ 1,271	\$ 1,124	-37.5%
	MRI - Head or Brain without contrast followed by contrast	(B)	70553	\$ 4,457	\$ 4,680	0%	\$ 5,730	\$ 5,883	\$ 6,475	\$ 5,726	\$ 6,039	\$ 7,044	\$ 6,321	-26.0%
	Mammography - Screening, Bilateral	(B)	77067	\$ 418	\$ 439	0%	\$ 535	\$ 537	\$ 625	\$ 475	\$ 600	\$ 529	\$ 557	-21.2%
	US - OB, 14 weeks or more, transabdominal	(B)	76805	\$ 844	\$ 886	25%	\$ 1,065	\$ 1,028	\$ 1,317	\$ 1,114	\$ 943	\$ 719	\$ 1,023	-13.4%
	US - Abdomen complete	(B)	76700	\$ 844	\$ 886	0%	\$ 1,468	\$ 1,406	\$ 2,174	\$ 1,312	\$ 1,500	\$ 1,661	\$ 1,662	-46.7%
	CT Scan - Pelvis, with contrast	(B)	72193	\$ 2,573	\$ 2,702	25%	\$ 3,776	\$ 3,790	\$ 4,823	\$ 3,723	\$ 3,856	\$ 2,058	\$ 3,615	-25.3%
	CT Scan - Head or Brain without contrast	(B)	70450	\$ 1,691	\$ 1,776	25%	\$ 2,808	\$ 2,886	\$ 3,683	\$ 2,674	\$ 3,097	\$ 1,424	\$ 2,720	-34.7%
CT Scan - Abdomen with contrast	(B)	74160	\$ 2,573	\$ 2,702	25%	\$ 3,886	\$ 4,009	\$ 4,823	\$ 3,595	\$ 4,423	\$ 2,058	\$ 3,725	-27.5%	
Room Rates	Intensive Care Unit			\$ 8,455	\$ 8,878	0%	\$ 10,358	\$ 10,207	\$ 10,816	\$ 12,142	\$ 9,597	\$ 11,434	\$ 10,997	-19.3%
	Medical/Surgical Unit - Private			\$ 4,126	\$ 4,332	25%	\$ 4,421	\$ 4,361	\$ 4,699	\$ 4,265	\$ 4,389	\$ 4,509	\$ 4,465	-3.0%
	Nursery Unit			\$ 1,222	\$ 1,283	0%	\$ 2,145	\$ 1,420	\$ 1,420	N/A	\$ 3,731	\$ 2,789	\$ 2,646	-51.5%
	Skilled Nursing Facility			\$ 562	\$ 590	100%	\$ 590	\$ 590	N/A	N/A	N/A	N/A	N/A	N/A
Average of all 25 common outpatient procedures noted by (B) above			\$ 798	\$ 838	0%	\$ 1,188	\$ 1,210	\$ 1,492	\$ 1,154	\$ 1,267	\$ 1,292	\$ 1,301	-35.6%	

(C)  
(D)

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: Each individual Hospital's website posted chargemaster in effect on 1/1/2019.

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 (TFHD)  
CHARGE COMPARISON

	Note Reference	CPT Code	Current TFHD	Proposed Rate Increase Effective 8/1/19 TFHD	Percentile Ranking	Inclusive of TFHD Average Median		NEVADA		2 Hospital Average	% TFHD is Higher or (Lower) than the 2 NV Hospital Average	
								Renown	St. Mary's Regional			
Emergency Room	Visit - Level 1	(A)	99281	\$ 382	\$ 401	50%	\$ 416	\$ 401	\$ 513	\$ 333	\$ 423	-5.2%
	Visit - Level 2	(A) (B)	99282	\$ 692	\$ 727	50%	\$ 797	\$ 727	\$ 1,011	\$ 654	\$ 833	-12.7%
	Visit - Level 3	(A) (B)	99283	\$ 1,248	\$ 1,310	50%	\$ 1,238	\$ 1,310	\$ 1,516	\$ 889	\$ 1,203	9.0%
	Visit - Level 4	(A) (B)	99284	\$ 2,062	\$ 2,165	50%	\$ 1,977	\$ 2,165	\$ 2,601	\$ 1,166	\$ 1,884	15.0%
	Visit - Level 5	(A)	99285	\$ 3,032	\$ 3,184	50%	\$ 2,858	\$ 3,184	\$ 3,755	\$ 1,636	\$ 2,696	18.1%
Laboratory	Basic Metabolic Panel	(B)	80048	\$ 118	\$ 124	0%	\$ 235	\$ 211	\$ 371	\$ 211	\$ 291	-57.4%
	Blood Gas Analysis, including O <sub>2</sub> saturation	(B)	82805	\$ 89	\$ 93	0%	\$ 124	\$ 124	N/A	\$ 154	\$ 154	-39.5%
	Complete Blood Count, automated	(B)	85027	\$ 86	\$ 90	0%	\$ 122	\$ 107	\$ 170	\$ 107	\$ 139	-34.8%
	Complete Blood Count, with differential WBC, automated	(B)	85025	\$ 107	\$ 112	0%	\$ 161	\$ 127	\$ 245	\$ 127	\$ 186	-39.6%
	Comprehensive Metabolic Panel	(B)	80053	\$ 146	\$ 153	0%	\$ 310	\$ 293	\$ 482	\$ 293	\$ 388	-60.5%
	Cratine Kinase (CK), (CPK), Total	(B)	82550	\$ 97	\$ 102	0%	\$ 149	\$ 133	\$ 211	\$ 133	\$ 172	-40.8%
	Lipid Panel	(B)	80061	\$ 184	\$ 193	0%	\$ 258	\$ 209	\$ 371	\$ 209	\$ 290	-33.3%
	Partial Thromboplastin Time	(B)	85730	\$ 91	\$ 96	0%	\$ 136	\$ 122	\$ 191	\$ 122	\$ 156	-38.8%
	Prothrombin Time	(B)	85610	\$ 60	\$ 63	0%	\$ 78	\$ 84	\$ 84	\$ 86	\$ 85	-26.0%
	Thyroid Stimulating Hormone (TSH)	(B)	84443	\$ 231	\$ 243	50%	\$ 259	\$ 243	\$ 321	\$ 213	\$ 267	-9.2%
	Troponin, Quantitative	(B)	84484	\$ 212	\$ 223	50%	\$ 251	\$ 223	\$ 312	\$ 217	\$ 265	-15.9%
	Urinalysis, without microscopy	(B)	81002-81003	\$ 38	\$ 40	0%	\$ 65	\$ 64	\$ 90	\$ 64	\$ 77	-48.3%
	Urinalysis, with microscopy	(B)	81000-81001	\$ 46	\$ 48	0%	\$ 102	\$ 100	\$ 158	\$ 100	\$ 129	-62.5%
Diagnostic Imaging	Xray - Chest two views	(B)	71020/71046	\$ 368	\$ 386	50%	\$ 428	\$ 386	\$ 531	\$ 366	\$ 449	-13.8%
	Xray - Lower Back - four views	(B)	72110	\$ 669	\$ 702	0%	\$ 866	\$ 873	\$ 873	\$ 1,023	\$ 948	-25.9%
	MRI - Head or Brain without contrast followed by contrast	(B)	70553	\$ 4,457	\$ 4,680	0%	\$ 4,820	\$ 4,844	\$ 4,935	\$ 4,844	\$ 4,890	-4.3%
	Mammography - Screening, Bilateral	(B)	77067	\$ 418	\$ 439	100%	\$ 382	\$ 389	\$ 318	\$ 389	\$ 354	24.2%
	US - OB, 14 weeks or more, transabdominal	(B)	76805	\$ 844	\$ 886	0%	\$ 1,135	\$ 1,235	\$ 1,235	\$ 1,284	\$ 1,260	-29.6%
	US - Abdomen complete	(B)	76700	\$ 844	\$ 886	0%	\$ 1,127	\$ 1,076	\$ 1,420	\$ 1,076	\$ 1,248	-29.0%
	CT Scan - Pelvis, with contrast	(B)	72193	\$ 2,573	\$ 2,702	50%	\$ 2,920	\$ 2,702	\$ 3,460	\$ 2,598	\$ 3,029	-10.8%
	CT Scan - Head or Brain without contrast	(B)	70450	\$ 1,691	\$ 1,776	0%	\$ 2,264	\$ 2,476	\$ 2,540	\$ 2,476	\$ 2,508	-29.2%
CT Scan - Abdomen with contrast	(B)	74160	\$ 2,573	\$ 2,702	0%	\$ 3,029	\$ 2,734	\$ 3,651	\$ 2,734	\$ 3,193	-15.4%	
Room Rates	Intensive Care Unit			\$ 8,455	\$ 8,878	100%	\$ 6,151	\$ 4,926	\$ 4,926	\$ 4,650	\$ 4,788	85.4%
	Medical/Surgical Unit - Private			\$ 4,126	\$ 4,332	100%	\$ 3,191	\$ 2,701	\$ 2,701	\$ 2,541	\$ 2,621	65.3%
	Nursery Unit			\$ 1,222	\$ 1,283	100%	\$ 1,283	\$ 1,283	N/A	N/A	N/A	N/A
	Skilled Nursing Facility			\$ 562	\$ 590	0%	\$ 1,141	\$ 1,300	\$ 1,532	\$ 1,300	\$ 1,416	-58.3%
Average of all 25 common outpatient procedures noted by (B) above				\$ 798	\$ 838	0%	\$ 943	\$ 861	\$ 1,129	\$ 861	\$ 995	-15.8%

**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:** Each individual Hospital's website posted chargemaster in effect on 1/1/2019.

**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	Proposed Rate Increase Effective 8/1/19 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	St. Mary's Regional					
Emergency Room	Visit - Level 1	(A)	99281	\$ 382	\$ 401	17%	\$ 491	\$ 466	\$ 505	\$ 427	\$ 738	\$ 521	\$ 513	\$ 333	\$ 506	\$ 509	-20.8%	-21.2%
	Visit - Level 2	(A) (B)	99282	\$ 692	\$ 727	17%	\$ 961	\$ 1,024	\$ 1,050	\$ 1,077	\$ 1,169	\$ 1,036	\$ 1,011	\$ 654	\$ 1,000	\$ 1,043	-27.3%	-30.3%
	Visit - Level 3	(A) (B)	99283	\$ 1,248	\$ 1,310	17%	\$ 1,567	\$ 1,494	\$ 1,472	\$ 2,026	\$ 2,074	\$ 1,683	\$ 1,516	\$ 889	\$ 1,610	\$ 1,600	-18.6%	-18.1%
	Visit - Level 4	(A) (B)	99284	\$ 2,062	\$ 2,165	17%	\$ 2,950	\$ 2,818	\$ 3,036	\$ 3,213	\$ 5,107	\$ 3,363	\$ 2,601	\$ 1,166	\$ 3,081	\$ 3,124	-29.7%	-30.7%
	Visit - Level 5	(A)	99285	\$ 3,032	\$ 3,184	17%	\$ 3,871	\$ 3,915	\$ 4,377	\$ 4,897	\$ 4,076	\$ 5,173	\$ 3,755	\$ 1,636	\$ 3,986	\$ 4,226	-20.1%	-24.7%
Laboratory	Basic Metabolic Panel	(B)	80048	\$ 118	\$ 124	17%	\$ 355	\$ 191	\$ 367	\$ 170	\$ 117	\$ 1,127	\$ 371	\$ 211	\$ 394	\$ 289	-68.5%	-57.2%
	Blood Gas Analysis, including O <sub>2</sub> saturation	(B)	82805	\$ 89	\$ 93	25%	\$ 371	\$ 124	N/A	\$ 770	\$ 92	\$ 745	N/A	\$ 154	\$ 440	\$ 450	-78.8%	-79.2%
	Complete Blood Count, automated	(B)	85027	\$ 86	\$ 90	17%	\$ 191	\$ 118	\$ 250	\$ 128	\$ 57	\$ 533	\$ 170	\$ 107	\$ 208	\$ 149	-56.5%	-39.4%
	Complete Blood Count, with differential WBC, automated	(B)	85025	\$ 107	\$ 112	17%	\$ 246	\$ 125	\$ 326	\$ 122	\$ 66	\$ 723	\$ 245	\$ 127	\$ 268	\$ 186	-58.1%	-39.6%
	Comprehensive Metabolic Panel	(B)	80053	\$ 146	\$ 153	0%	\$ 474	\$ 246	\$ 348	\$ 198	\$ 189	\$ 1,654	\$ 482	\$ 293	\$ 527	\$ 320	-70.9%	-52.2%
	Cratine Kinase (CK), (CPK), Total	(B)	82550	\$ 97	\$ 102	17%	\$ 213	\$ 131	\$ 274	\$ 130	\$ 71	\$ 570	\$ 211	\$ 133	\$ 232	\$ 172	-56.0%	-40.8%
	Lipid Panel	(B)	80061	\$ 184	\$ 193	17%	\$ 271	\$ 216	\$ 274	\$ 224	\$ 130	\$ 498	\$ 371	\$ 209	\$ 284	\$ 249	-32.0%	-22.4%
	Partial Thromboplastin Time	(B)	85730	\$ 91	\$ 96	17%	\$ 213	\$ 145	\$ 255	\$ 169	\$ 67	\$ 590	\$ 191	\$ 122	\$ 232	\$ 180	-58.8%	-46.9%
	Prothrombin Time	(B)	85610	\$ 60	\$ 63	17%	\$ 137	\$ 81	\$ 134	\$ 77	\$ 57	\$ 459	\$ 84	\$ 86	\$ 150	\$ 85	-57.9%	-26.0%
	Thyroid Stimulating Hormone (TSH)	(B)	84443	\$ 231	\$ 243	50%	\$ 306	\$ 228	\$ 277	\$ 185	\$ 142	\$ 759	\$ 321	\$ 213	\$ 316	\$ 245	-23.3%	-1.1%
	Troponin, Quantitative	(B)	84484	\$ 212	\$ 223	33%	\$ 325	\$ 267	\$ 410	\$ 359	\$ 156	\$ 600	\$ 312	\$ 217	\$ 342	\$ 336	-35.0%	-33.7%
	Urinalysis, without microscopy	(B)	81002-81003	\$ 38	\$ 40	0%	\$ 96	\$ 69	\$ 80	\$ 74	\$ 50	\$ 272	\$ 90	\$ 64	\$ 105	\$ 77	-62.0%	-48.0%
	Urinalysis, with microscopy	(B)	81000-81001	\$ 46	\$ 48	20%	\$ 132	\$ 66	N/A	\$ 66	\$ 45	\$ 374	\$ 158	\$ 100	\$ 149	\$ 100	-67.5%	-51.6%
	Diagnostic Imaging	Xray - Chest two views	(B)	71020/71046	\$ 368	\$ 386	33%	\$ 475	\$ 449	\$ 708	\$ 511	\$ 258	\$ 562	\$ 531	\$ 366	\$ 489	\$ 521	-21.0%
Xray - Lower Back - four views		(B)	72110	\$ 669	\$ 702	0%	\$ 1,014	\$ 948	\$ 1,134	\$ 731	\$ 1,362	\$ 1,271	\$ 873	\$ 1,023	\$ 1,066	\$ 1,078	-34.1%	-34.9%
MRI - Head or Brain without contrast followed by contrast		(B)	70553	\$ 4,457	\$ 4,680	0%	\$ 5,678	\$ 5,331	\$ 6,475	\$ 5,726	\$ 6,039	\$ 7,044	\$ 4,935	\$ 4,844	\$ 5,844	\$ 5,883	-19.9%	-20.4%
Mammography - Screening, Bilateral		(B)	77067	\$ 418	\$ 439	33%	\$ 482	\$ 457	\$ 625	\$ 475	\$ 600	\$ 529	\$ 318	\$ 389	\$ 489	\$ 502	-10.3%	-12.6%
US - OB, 14 weeks or more, transabdominal		(B)	76805	\$ 844	\$ 886	17%	\$ 1,071	\$ 1,028	\$ 1,317	\$ 1,114	\$ 943	\$ 719	\$ 1,235	\$ 1,284	\$ 1,102	\$ 1,175	-19.6%	-24.5%
US - Abdomen complete		(B)	76700	\$ 844	\$ 886	0%	\$ 1,433	\$ 1,366	\$ 2,174	\$ 1,312	\$ 1,500	\$ 1,661	\$ 1,420	\$ 1,076	\$ 1,524	\$ 1,460	-41.8%	-39.3%
CT Scan - Pelvis, with contrast		(B)	72193	\$ 2,573	\$ 2,702	33%	\$ 3,317	\$ 3,081	\$ 4,823	\$ 3,723	\$ 3,856	\$ 2,058	\$ 3,460	\$ 2,598	\$ 3,420	\$ 3,592	-21.0%	-24.8%
CT Scan - Head or Brain without contrast		(B)	70450	\$ 1,691	\$ 1,776	17%	\$ 2,524	\$ 2,508	\$ 3,683	\$ 2,674	\$ 3,097	\$ 1,424	\$ 2,540	\$ 2,476	\$ 2,649	\$ 2,607	-33.0%	-31.9%
CT Scan - Abdomen with contrast	(B)	74160	\$ 2,573	\$ 2,702	17%	\$ 3,427	\$ 3,165	\$ 4,823	\$ 3,595	\$ 4,423	\$ 2,058	\$ 3,651	\$ 2,734	\$ 3,547	\$ 3,623	-23.8%	-25.4%	
Room Rates	Intensive Care Unit			\$ 8,455	\$ 8,878	33%	\$ 8,920	\$ 9,238	\$ 10,816	\$ 12,142	\$ 9,597	\$ 11,434	\$ 4,926	\$ 4,650	\$ 8,928	\$ 10,207	-0.6%	-13.0%
	Medical/Surgical Unit - Private			\$ 4,126	\$ 4,332	50%	\$ 3,919	\$ 4,299	\$ 4,699	\$ 4,265	\$ 4,389	\$ 4,509	\$ 2,701	\$ 2,541	\$ 3,851	\$ 4,327	12.5%	0.1%
	Nursery Unit			\$ 1,222	\$ 1,283	0%	\$ 2,306	\$ 1,420	\$ 1,420	N/A	\$ 3,731	\$ 2,789	N/A	N/A	\$ 2,646	\$ 2,789	-51.5%	-54.0%
	Skilled Nursing Facility			\$ 562	\$ 590	0%	\$ 1,422	\$ 1,003	N/A	\$ 2,981	N/A	\$ 706	\$ 1,532	\$ 1,300	\$ 1,630	\$ 1,416	-63.8%	-58.3%
Average of all 25 common outpatient procedures noted by (B) above			\$ 798	\$ 838	0%	\$ 1,148	\$ 1,141	\$ 1,492	\$ 1,154	\$ 1,267	\$ 1,292	\$ 1,129	\$ 861	\$ 1,199	\$ 1,210	-30.2%	-30.8%	

**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  
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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:** Each individual Hospital's website posted chargemaster in effect on 1/1/2019.

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