



TAHOE FOREST HOSPITAL DISTRICT

## 2021-04-20 Board Finance Committee

Tuesday, April 20, 2021 at 10:00 a.m.

Pursuant to Section 3 of Executive Order N-29-20, issued by Governor Newsom on March 17, 2020, the Board Finance Committee meeting for April 20, 2021 will be conducted telephonically through Zoom.

Please be advised that pursuant to the Executive Order, and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Eskridge Conference Room will not be open for the meeting.

Board Committee Members will be participating telephonically and will not be physically present in the Eskridge Conference Room.

If you would like to speak on an agenda item, you can access the meeting remotely: Please use this web link  
<https://tfhd.zoom.us/j/94047775555>

If you prefer to use your phone, you may call in using the numbers below: (346) 248 7799 or (301) 715 859:  
Meeting ID: 940 4777 5555



## Meeting Book - 2021-04-20 Board Finance Committee

### Finance Committee

#### AGENDA

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#### 5. APPROVAL OF MINUTES

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#### 6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

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#### 6.2. Financial Reports

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6.2.3. FY21 Payor Mix Graphs 9 months FYTD Combined Report.pdf Page 50

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ITEMS 7-9: See Agenda



# FINANCE COMMITTEE AGENDA

Tuesday, April 20, 2021 at 10:00 a.m.

Pursuant to Section 3 of Executive Order N-29-20, issued by Governor Newsom on March 17, 2020, the Board Finance Committee meeting for April 20, 2021 will be conducted telephonically through Zoom. Please be advised that pursuant to the Executive Order, and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Eskridge Conference Room will not be open for the meeting. Board Committee Members will be participating telephonically and will not be physically present in the Eskridge Conference Room.

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**Or join by phone:**

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(346) 248 7799 or (301) 715 8592, Meeting ID: 940 4777 5555

Public comment will also be accepted by email to [mrochefort@tfhd.com](mailto:mrochefort@tfhd.com). Please list the item number you wish to comment on and submit your written comments 24 hours prior to the start of the meeting.

Oral public comments will be subject to the three minute time limitation (approximately 350 words). Written comments will be distributed to the board prior to the meeting but not read at the meeting.

**1. CALL TO ORDER**

**2. ROLL CALL**

Dale Chamblin, Chair; Mary Brown, Board Member

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

**4. INPUT – AUDIENCE**

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

**5. APPROVAL OF MINUTES OF: 02/18/2021 ..... ATTACHMENT**

**6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION**

**6.1. Accounts Receivable – Post Conversion Update..... ATTACHMENT**

Finance Committee will receive an update on the status of accounts receivable.

**6.2. Financial Reports**

Finance Committee will review the following financial reports:

**6.2.1. March 2021 Financial Report ..... ATTACHMENT**

**6.2.2. Quarterly Review – Separate Business Entities..... ATTACHMENT**

**6.2.3. Quarterly Review – Payor Mix..... ATTACHMENT**

**6.2.4. TIRHR Expenditure Report..... ATTACHMENT**

**6.2.5. Professional Fees Analysis ..... ATTACHMENT**

**6.3. Fiscal Year 2022 Budget Update**

Finance Committee will receive a brief update on the fiscal year 2022 budget.

- 7. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING**
- 8. NEXT MEETING DATE**
- 9. ADJOURN**

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

Note: It is the policy of Tahoe Forest Hospital District to not discriminate in admissions, provisions of services, hiring, training and employment practices on the basis of color, national origin, sex, religion, age or disability including AIDS and related conditions. Equal Opportunity Employer. The telephonic 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 or a reasonable modification of the teleconference procedures are necessary (i.e., disability-related aids or other services), please contact the Executive Assistant at 582-3481 at least 24 hours in advance of the meeting.

# FINANCE COMMITTEE

## DRAFT MINUTES

Thursday, February 18, 2021 at 1:00 p.m.

Pursuant to Section 3 of Executive Order N-29-20, issued by Governor Newsom on March 17, 2020, the Board Finance Committee meeting for February 18, 2021 will be conducted telephonically through Zoom. Please be advised that pursuant to the Executive Order, and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Eskridge Conference Room will not be open for the meeting. Board Committee Members will be participating telephonically and will not be physically present in the Eskridge Conference Room.

### 1. CALL TO ORDER

Meeting was called to order at 1:02 p.m.

### 2. ROLL CALL

Board: Dale Chamblin, Chair; Mary Brown, Board Member

Staff in Attendance: Crystal Betts, Chief Financial Officer; Jaye Chasseur, Controller; Vickie Morgan, Director of Revenue Cycle; Martina Rochefort, Clerk of the Board

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

No changes were made.

### 4. INPUT – AUDIENCE

No public comment was received.

### 5. APPROVAL OF MINUTES OF: 01/13/2021

Director Brown moved to approve the Board Finance Committee minutes of January 13, 2021, seconded by Director Chamblin.

### 6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

#### 6.1. Accounts Receivable – Post Conversion Update

Finance Committee received an update on the status of accounts receivable (AR).

Crystal Betts, Chief Financial Officer, reported everything is on track to keep making progress on AR. The new Head of Patient Financial Services has been a great addition to the team.

For the new clearinghouse project, the Business Office is going to run both clearinghouses simultaneously. Ability will be able to help if any issues arise. Payments have started to come in through new clearinghouse.

Radiology & Anesthesiology will be the next service lines to move to the employment model.

Finance Committee discussed January numbers. Vickie Morgan, Director of Revenue Cycle, said a few things impacted the end of year such as the holiday periods in November and December. Payors are also off during the holidays which slows the process. When we get closer to the state's fiscal year end, Medi-Cal will hold payment. Month end also fell on a weekend.

## **6.2. Financial Reports**

### **6.2.1. Financial Report - January 2021**

CFO reviewed the January financial report.

Director Chamblin asked if the year to date gross revenue totals were a result of increased patients. CFO confirmed gross revenue is volume or acuity driven. COVID waivers also affected gross revenue as they gave us flexibility with bed capacity.

Director Brown observed inpatient volumes were up and ancillary services were down. Ancillary services continue to fall below budget. CFO said ancillary service revenue is hard to predict for the budget. It is a prediction of acuity, bundling and unbundling of charges.

*Director of Revenue Cycle departed the meeting at 1:33 p.m.*

Director Chamblin asked about the \$2,000,000 increase in the managed care reserve. Anthem Blue Cross pulled the chargemaster issue back to the table in addition to the whitebagging issue. CFO is trying to protect the District from a large adjustment in the future.

Some physicians were thought to start earlier than they did. It takes a long time to get physicians credentialed and approved by payors.

CFO noted other impacts affecting the organization. A change in coding is out on the horizon. The request for proposal (RFP) process is currently taking place. The PRIME program will sunset and a new program with the same criteria called QIP will begin. Finance is still sorting through provider relief funding. The reporting portal has opened but only for registration.

CFO stated the District was fully compliant with the Hospital Price Transparency Rule on January 1.

## **7. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING**

None.

## **8. NEXT MEETING DATE**

Finance Committee will meet in April.

## **9. ADJOURN**

Meeting adjourned at 1:58 p.m.



**To: Finance Committee Board Members**  
**From: Crystal Betts, CFO and Vickie Morgan, Director Revenue Cycle**  
**Date: April 20, 2021**

Here is an update on the AR situation as of March 31, 2021.

Days in AR were 67.0, down 1 day from 68.0 days at the end of February. January was 68.3 days.

AR was \$83,586,854, up \$1.9m from February's \$81,708,036. January was \$80,879,990.

Gross Revenue per Day was \$1,337,532, up \$79,596 per day from February's \$1,257,936. January was \$1,157,363.

AR over 120 days old were as follows:

- March 2021                    \$23.9m                    28.6% of Total AR
- February 2021                \$24.3m                    29.7% of Total AR
- January 2021                 \$26.1m                    32.3% of Total AR

Cash Collections were as follows:

- For the first 9 months of FY2021: 103.8% of target or \$169.3m
- March 2021                    104.4% of target, or \$21.9m
- February 2021                121.5% of target, or \$17.5m
- January 2021                 122.8% of target, or \$21.7m

Claims holding (work queues) as of the end of March 2021 total \$9.6 million (**up** from \$3.5m in February's \$6.1m). January was \$5.9m.

- 200 WQ: \$1.76m, which is \$253k **up** from February's \$1.5m. January was \$2.25m.
- 300 WQ: \$6.21m, which is \$3.3m **up** from February's \$2.89m. January was \$1.61m.
- RHC Claims: \$345k, which is \$553k **down** from February's \$898k. January was \$1.26m.
- COVID-19 Claims: \$0, which is the **same** from February's \$0. January was \$119k.
- Credentialing Issues: \$1.26m, which is \$467k **up** from February's \$796k. January was \$696k.

Revenue Cycle Projects with Mercy and EPIC – Work started 8/4/2020

Note: Due to the system freeze of any new work efforts by Mercy, all work on these issues was put on hold during the quarter. Project will be re-visited July 2021

- 6 Large Issues Identified – 2 issues now have all sub-issues at least 80% - 100% complete

1. Clean Claims and Expedient Reimbursement – Contains 10 sub-issues – Due to implementation of new Clearinghouse on 3/1/01 some of work on these issues has been paused pending that new system
  - Completion of Sub-Issues – Updated as of Jan 31, 2021
    - i. 75-100% completed: 6 sub-issues (4 are 100%) (no change since October)
    - ii. 50-75% completed: 1 sub-issue (no change since October)
    - iii. 0-50% completed: 3 sub-issues (no change since October)
2. Manage Unposted/Undistributed Payments – Contains 2 sub-issues
  - Completion of Sub-Issues
    - i. 75-100% completed: 1 sub-issue (100% now complete) (no change since October)
    - ii. 0-50% completed: 1 sub-issue (No change since October – Mercy has all work on insurance plan master clean up on hold until after their server consolidation project is completed July 2021)
3. Professional Fees Calculating Incorrectly – Contains 2 sub-issues
  - Completion of Sub-Issues
    - i. 75-100% completed: 2 sub-issues (2 are 100% complete)
4. Identify Accounts Needing Work, Non-Medicare Account Follow-up – Contains 5 sub-issues
  - Completion of Sub-Issues
    - i. 75-100% completed: 2 sub-issues (2 are 100% complete) (no change since October)
    - ii. 50-75% completed: 2 sub-issues (no change since October)
    - iii. 0-50% completed: 1 sub-issue (no change since October)
5. Maximize RHC Reimbursement – Contains 5 sub-issues
  - Completion of Sub-Issues
    - i. 75-100% completed: 4 sub-issues (3 issues are now 100%) (only 1 issue was completed in October)
    - ii. 50-75% completed: 1 sub-issue (0 were in this category in October)
    - iii. 0-50% completed: 0 sub-issue (All issues are now at least at 50% or better)
6. Monitor and Track Denials – Contains 3 sub-issues
  - Completion of Sub-Issues
    - i. 75-100% completed: 3 sub-issues (2 are 100% complete, 1 95% complete) (no change since October)

Staffing Update:

- PFS Supervisor resigned in February. We do not plan to replace this position. Will develop our leads in PFS instead.
- Our PFS Director resigned on 4/6/2021 for personal reasons – we will be assessing further recruitment for that position. May transition back to a manager position.
- Our Director of Revenue Cycle, Vickie Morgan, is now our Revenue Cycle Project Director. We will be recruiting for a new Director of Revenue Cycle.
- We have our Cashier Lead out on FMLA until May 1.
- 2 Patient Account Representatives are taking FMLA as needed – represents about 16-20 hours a week
- One open Patient Account Representative Position
- One open Clerical Support position



Staff Training and Development:

Still in process: 25 hour educational/ custom certification program. The program covers all facets of patient financial services and we are going to have 100% of staff review the modules and complete the courses before June 30, 2021. This will be good information for the newer staff and a refresher course for existing staff. We are having all staff (including cash posters) take the courses to raise the knowledge level of the full team.

Additional Items:

**Pricing Transparency Project (PTP) Update:**

The public web-link has been live since January 1, 2021

The charts below show the traffic on the tool for the last 3 months

External traffic from the public

Description	Visits
PTP Traffic and Usage Report - Visits By Dates	
Total Visits This Week (to date)	52
Total Visits For (to date): April - 2021	101
Total Visits For (to date): March - 2021	449
Total Visits For (to date): February - 2021	399
Total Visits For (to date): January - 2021	563

Internal Traffic by TFH Staff

Description	Visits
PTP Traffic and Usage Report - Visits By Dates	
Total Visits This Week (to date)	8
Total Visits For (to date): April - 2021	17
Total Visits For (to date): March - 2021	96
Total Visits For (to date): February - 2021	188
Total Visits For (to date): January - 2021	154

**Changing Billing Clearinghouse Project:**

Our current vendor, EfficientC (EC), from Wisconsin has lacked knowledge of California and Nevada State payer requirements, which continues to result in excess unbilled accounts, which show in the 200 WQ. Our new clearinghouse, ABILITY, has nation-wide, and more importantly, CA and NV clients and experience. ABILITY is also the company we currently utilize to access the Medicare follow up system. By converting to the new company we are looking to enhance our edits and better coordinate our Medicare follow-up processes using an integrated system.

Use of new product began on March 1, 2021. We are still working through payer enrollments with the largest payer outstanding being MediCal and NV Medicaid. To accommodate this, 100% of the claims are pushed through our new company ABILITY. Those that can be billed through the new program are

submitted to the payers. For those payers still pending enrollment with the new clearinghouse, we spin off a file and transfer those bills back to EC for billing. The strength of ABILITY is their edits and with this system we are working to make sure that the bills are "CLEAN" when they go to the payer.

With EC, claims would be returned with Edits and end up in the various WQ's for excessive amounts of time.

For the first month of implementation, during the month of March, 95.1% of claims were accepted on the first attempt. The remaining 4.9% were rejected by the payers and needed staff re-working.

During our first live month, for Hospital Billing (HB), the business office billed 9,872 claims through the new ABILITY system which represented \$35.9 million dollars of gross charges. For Professional Billing (PB), 10,041 claims were submitted representing \$5.7 million dollars of gross charges.

We are hopeful that all the enrollments are finished within the next 60 days in order to eliminate the need to continue use of EfficientC.

**TAHOE FOREST HOSPITAL DISTRICT  
MARCH 2021 FINANCIAL REPORT  
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**Board of Directors**  
*Of Tahoe Forest Hospital District*  
**MARCH 2021 FINANCIAL NARRATIVE**

The following is the financial narrative analyzing financial and statistical trends for the nine months ended March 31, 2021.

**Activity Statistics**

- ❑ TFH acute patient days were 418 for the current month compared to budget of 415. This equates to an average daily census of 13.5 compared to budget of 13.4.
- ❑ TFH Outpatient volumes were above budget in the following departments by at least 5%: Hospice visits, Surgery cases, Laboratory tests, Diagnostic Imaging, Mammography, Medical Oncology procedures, Nuclear Medicine, MRI, Cat Scans, PET CT, Drugs Sold to Patients, Oncology Drugs Sold to Patients, Respiratory Therapy, Gastroenterology cases, Tahoe City Occupational Therapy, Outpatient Speech and Occupational Therapy.

**Financial Indicators**

- ❑ Net Patient Revenue as a percentage of Gross Patient Revenue was 46.85% in the current month compared to budget of 50.91% and to last month's 48.86%. Current year's Net Patient Revenue as a percentage of Gross Patient Revenue was 49.13% compared to budget of 50.86% and prior year's 50.36%.
- ❑ EBIDA was \$2,948,981 (7.0%) for the current month compared to budget of \$1,026,478 (3.0%), or \$1,922,503 (4.0%) above budget.
- ❑ Net Income was \$2,637,230 for the current month compared to budget of \$533,245 or \$2,103,985 above budget. Net Income year-to-date was \$19,866,793 compared to budget of \$10,926,951 or \$8,939,842 above budget.
- ❑ Cash Collections for the current month were \$21,481,245, which is 103% of targeted Net Patient Revenue.
- ❑ EPIC Gross Accounts Receivables were \$83,586,854 at the end of March compared to \$81,708,036 at the end of February.

**Balance Sheet**

- ❑ Working Capital is at 143.1 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 275.8 days. Working Capital cash increased a net \$8,148,000. Accounts Payable decreased \$1,766,000 and Accrued Payroll & Related Costs increased \$1,164,000. The District received \$1,884,000 in additional Medicare Outpatient claims payments, \$1,324,000 from Anthem for the SB239 Hospital Quality Assurance Fee program, and cash collections were 3% above target.
- ❑ Net Patient Accounts Receivable decreased approximately \$2,195,000 and Cash collections were 103% of target. EPIC Days in A/R were 66.8 compared to 68.0 at the close of February, a 1.20 days decrease.
- ❑ Estimated Settlements, Medi-Cal & Medicare decreased a net \$1,660,000. The District recorded its monthly estimated receivables due from the Medi-Cal Rate Range, Hospital Quality Assurance Fee, and Medi-Cal PRIME programs and recorded receipt of \$1,324,000 received from the Anthem SB239 Hospital Quality Assurance Fee program for 7/19-12/20.
- ❑ To comply with GASB No. 63, the District has booked an adjustment to the asset and offsetting liability to reflect the fair value of the Piper Jaffray swap transaction at the close of March.
- ❑ Accounts Payable decreased \$1,766,000 due to the timing of the final check run in the month.
- ❑ Accrued Payroll & Related Costs increased a \$1,164,000 due to additional accrued payroll days at the close of March.
- ❑ Estimated Settlements, Medi-Cal & Medicare increased a net \$2,266,000. The District received notification from the Medicare program that it had been overpaid on its Inpatient claims and underpaid on its Outpatient claims to net approximately \$2.6m due back to the program.

**Operating Revenue**

- ❑ Current month’s Total Gross Revenue was \$42,142,831 compared to budget of \$33,803,240 or \$8,339,591 above budget.
- ❑ Current month’s Gross Inpatient Revenue was \$6,577,141, compared to budget of \$7,916,342 or \$1,339,201 below budget.
- ❑ Current month’s Gross Outpatient Revenue was \$35,565,690 compared to budget of \$25,886,898 or \$9,678,792 above budget.
- ❑ Current month’s Gross Revenue Mix was 31.5% Medicare, 15.3% Medi-Cal, .0% County, 2.2% Other, and 51.0% Commercial Insurance compared to budget of 39.8% Medicare, 13.5% Medi-Cal, .0% County, 2.9% Other, and 43.8% Commercial Insurance. Year-to-Date Gross Revenue Mix was 36.0% Medicare, 16.3% Medi-Cal, .0% County, 2.5% Other, and 45.2% Commercial Insurance compared to budget of 39.5% Medicare, 13.4% Medi-Cal, .0% County, 2.9% Other, and 44.2% Commercial Insurance. Last month’s mix was 32.6% Medicare, 15.6% Medi-Cal, .0% County, .8% Other, and 51.0% Commercial Insurance.
- ❑ Current month’s Deductions from Revenue were \$22,397,346 compared to budget of \$16,592,779 or \$5,804,567 above budget. Variance is attributed to the following reasons: 1) Payor mix varied from budget with a 8.32% decrease in Medicare, a 1.76% increase to Medi-Cal, .01% decrease in County, a .65% decrease in Other, and Commercial Insurance was above budget 7.23%, 2) Revenues exceeded budget by 24.7%, 3) The District booked \$2.6m due back to the Medicare program, and 4) Booked additional amounts to its Managed Care Reserve.

DESCRIPTION	March 2021 Actual	March 2021 Budget	Variance	BRIEF COMMENTS
Salaries & Wages	7,186,674	7,179,672	(7,002)	
Employee Benefits	2,193,037	2,151,904	(41,133)	
Benefits – Workers Compensation	70,152	82,503	12,351	
Benefits – Medical Insurance	1,327,010	1,240,032	(86,978)	
Medical Professional Fees	1,302,915	1,217,915	(85,000)	Outpatient Speech and Occupational Therapy volumes and TFH, IVCH and Tahoe City Occupational Therapy volumes were above budget, creating a negative variance in Medical Professional Fees.
Other Professional Fees	147,432	194,483	47,051	Positive variance in Administration, Human Resources, Financial Administration, and Managed Care.
Supplies	2,657,606	2,541,512	(116,094)	Medical Supplies Sold to Patients revenues came in above budget by 14.14%, creating a negative variance in Patient & Other Medical Supplies. Restocking of Biofire reagents also attributed to the negative variance.
Purchased Services	2,180,017	1,897,024	(282,993)	Outsourced billing and collection services, snow removal, services provided to the ED for the trauma program along with services provided for Financial Administration for cost report preparation came in above budget, creating a negative variance in Purchased Services.
Other Expenses	896,239	921,349	25,110	Building rents, Dues and Subscriptions, Insurance, and Outside Training & Travel came in below budget, creating positive variances in Other Expenses.
Total Expenses	17,961,082	17,426,394	534,688	

TAHOE FOREST HOSPITAL DISTRICT  
STATEMENT OF NET POSITION  
MARCH 2021

	Mar-21	Feb-21	Mar-20	
<b>ASSETS</b>				
<b>CURRENT ASSETS</b>				
* CASH	\$ 80,162,208	\$ 72,013,734	\$ 29,708,096	1
PATIENT ACCOUNTS RECEIVABLE - NET	23,782,611	25,977,119	22,635,874	2
OTHER RECEIVABLES	8,750,436	7,996,106	7,949,356	
GO BOND RECEIVABLES	1,045,745	628,394	820,024	
ASSETS LIMITED OR RESTRICTED	8,164,050	8,045,440	8,503,673	
INVENTORIES	3,826,429	3,814,624	3,517,097	
PREPAID EXPENSES & DEPOSITS	2,783,806	3,067,550	2,564,000	
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	11,103,284	12,763,434	14,324,603	3
<b>TOTAL CURRENT ASSETS</b>	<b>139,618,569</b>	<b>134,306,401</b>	<b>90,022,722</b>	
<b>NON CURRENT ASSETS</b>				
ASSETS LIMITED OR RESTRICTED:				
* CASH RESERVE FUND	74,384,021	74,384,021	64,390,780	1
MUNICIPAL LEASE 2018	1,737,387	1,736,826	2,350,316	
TOTAL BOND TRUSTEE 2017	20,531	20,531	20,520	
TOTAL BOND TRUSTEE 2015	917,877	1,101,761	898,812	
TOTAL BOND TRUSTEE GO BOND	5,764	5,764	-	
GO BOND TAX REVENUE FUND	1,918,783	1,918,783	1,902,146	
DIAGNOSTIC IMAGING FUND	3,343	3,343	3,307	
DONOR RESTRICTED FUND	1,137,882	1,137,882	1,131,399	
WORKERS COMPENSATION FUND	23,960	(4,021)	39,696	
TOTAL	80,149,550	80,304,890	70,736,977	
LESS CURRENT PORTION	(8,164,050)	(8,045,440)	(8,503,673)	
TOTAL ASSETS LIMITED OR RESTRICTED - NET	71,985,500	72,259,449	62,233,304	
NONCURRENT ASSETS AND INVESTMENTS:				
INVESTMENT IN TSC, LLC	(1,547,352)	(1,552,352)	(381,754)	
PROPERTY HELD FOR FUTURE EXPANSION	909,072	909,072	892,545	
PROPERTY & EQUIPMENT NET	173,926,941	174,902,631	178,096,531	
GO BOND CIP, PROPERTY & EQUIPMENT NET	1,989,417	1,913,321	1,791,406	
<b>TOTAL ASSETS</b>	<b>386,882,148</b>	<b>382,738,522</b>	<b>332,654,754</b>	
DEFERRED OUTFLOW OF RESOURCES:				
DEFERRED LOSS ON DEFEASANCE	358,794	362,026	397,582	
ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DERIVATIVE	1,267,315	1,658,300	1,782,460	4
DEFERRED OUTFLOW OF RESOURCES ON REFUNDING	5,200,832	5,224,537	5,485,289	
GO BOND DEFERRED FINANCING COSTS	507,392	509,713	427,462	
DEFERRED FINANCING COSTS	152,921	153,961	165,404	
<b>TOTAL DEFERRED OUTFLOW OF RESOURCES</b>	<b>\$ 7,487,253</b>	<b>\$ 7,908,536</b>	<b>\$ 8,258,197</b>	
<b>LIABILITIES</b>				
<b>CURRENT LIABILITIES</b>				
ACCOUNTS PAYABLE	\$ 5,117,474	\$ 6,883,956	\$ 7,465,590	5
ACCRUED PAYROLL & RELATED COSTS	18,239,660	17,075,934	15,742,376	6
INTEREST PAYABLE	261,892	518,687	271,246	
INTEREST PAYABLE GO BOND	569,439	287,553	687,475	
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	23,538,420	21,272,852	2,495,860	7
HEALTH INSURANCE PLAN	2,311,155	2,311,155	2,166,758	
WORKERS COMPENSATION PLAN	2,173,244	2,173,244	2,396,860	
COMPREHENSIVE LIABILITY INSURANCE PLAN	1,362,793	1,362,793	1,172,232	
CURRENT MATURITIES OF GO BOND DEBT	1,715,000	1,715,000	1,330,000	
CURRENT MATURITIES OF OTHER LONG TERM DEBT	3,828,809	3,828,809	2,612,247	
<b>TOTAL CURRENT LIABILITIES</b>	<b>59,117,886</b>	<b>57,429,983</b>	<b>36,340,643</b>	
<b>NONCURRENT LIABILITIES</b>				
OTHER LONG TERM DEBT NET OF CURRENT MATURITIES	28,340,112	28,533,962	33,323,325	
GO BOND DEBT NET OF CURRENT MATURITIES	97,579,078	97,597,034	99,379,302	
DERIVATIVE INSTRUMENT LIABILITY	1,267,315	1,658,300	1,782,460	4
<b>TOTAL LIABILITIES</b>	<b>186,304,391</b>	<b>185,219,278</b>	<b>170,825,730</b>	
<b>NET ASSETS</b>				
NET INVESTMENT IN CAPITAL ASSETS	206,927,128	204,289,898	168,955,821	
RESTRICTED	1,137,882	1,137,882	1,131,399	
<b>TOTAL NET POSITION</b>	<b>\$ 208,065,010</b>	<b>\$ 205,427,780</b>	<b>\$ 170,087,220</b>	

\* Amounts included for Days Cash on Hand calculation

TAHOE FOREST HOSPITAL DISTRICT  
NOTES TO STATEMENT OF NET POSITION  
MARCH 2021











1. Working Capital is at 143.1 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 275.8 days. Working Capital cash increased a net \$8,148,000. Accounts Payable decreased \$1,766,000 (See Note 5) and Accrued Payroll & Related Costs increased \$1,164,000 (See Note 6). The District received \$1,884,000 from the Medicare program for additional amounts due on our Outpatient claims through February, \$1,324,000 from Anthem's SB239 Hospital Quality Assurance Fee program for FY20 and partial year FY21 Rate Range IGT (See Note 3), and cash collections were above budget by 3%.
2. Net Patient Accounts Receivable decreased \$2,195,000. Cash collections were 103% of target. EPIC Days in A/R were 66.8 compared to 68.0 at the close of February, a 1.20 days decrease.
3. Estimated Settlements, Medi-Cal & Medicare decreased a net \$1,660,000. The District recorded its monthly estimated receivables due from the Medi-Cal Rate Range, Hospital Quality Assurance Fee, and Medi-Cal PRIME programs and recorded receipt of \$1,324,000 received from the Anthem SB239 Hospital Quality Assurance Fee program for 7/19-12/20.
4. To comply with GASB No. 63, the District has booked an adjustment to the asset and offsetting liability to reflect the fair value of the Piper Jaffray swap transaction at the close of March.
5. Accounts Payable decreased \$1,766,000 due to the timing of the final check run in March.
6. Accrued Payroll & Related Costs increased \$1,164,000 due to additional accrued payroll days at the close of March.
7. Estimated Settlements, Medi-Cal & Medicare increased a net \$2,266,000. The District received notification from the Medicare program of monies due on overpayment of Inpatient claims along with correspondence that we were owed monies on underpayment of Outpatient claims to net approximately \$2.6m due back to the program.

**Tahoe Forest Hospital District  
Cash Investment  
March 2021**

<b>WORKING CAPITAL</b>			
US Bank	\$ 78,818,211	0.01%	
US Bank/Kings Beach Thrift Store	236,196		
US Bank/Truckee Thrift Store	92,417		
US Bank/Payroll Clearing	-		
Umpqua Bank	<u>1,015,384</u>	0.05%	
<b>Total</b>			<b>\$ 80,162,208</b>
 <b>BOARD DESIGNATED FUNDS</b>			
US Bank Savings	\$ -	0.01%	
Capital Equipment Fund	<u>-</u>		
<b>Total</b>			<b>\$ -</b>
Building Fund	\$ -		
Cash Reserve Fund	<u>74,384,021</u>	0.36%	
Local Agency Investment Fund			<b>\$ 74,384,021</b>
Municipal Lease 2018			<b>\$ 1,737,387</b>
Bonds Cash 2017			<b>\$ 20,531</b>
Bonds Cash 2015			<b>\$ 917,877</b>
GO Bonds Cash 2008			<b>\$ 1,924,548</b>
DX Imaging Education	\$ 3,343		
Workers Comp Fund - B of A	23,960		
Insurance			
Health Insurance LAIF	-		
Comprehensive Liability Insurance LAIF	<u>-</u>		
<b>Total</b>			<b><u>\$ 27,304</u></b>
<b>TOTAL FUNDS</b>			<b>\$ 159,173,876</b>
 <b>RESTRICTED FUNDS</b>			
Gift Fund			
US Bank Money Market	\$ 8,361	0.01%	
Foundation Restricted Donations	27,309		
Local Agency Investment Fund	<u>1,102,212</u>	0.36%	
<b>TOTAL RESTRICTED FUNDS</b>			<b><u>\$ 1,137,882</u></b>
<b>TOTAL ALL FUNDS</b>			<b><u><u>\$ 160,311,758</u></u></b>



**TAHOE FOREST HOSPITAL DISTRICT  
STATEMENT OF NET POSITION  
KEY FINANCIAL INDICATORS  
MARCH 2021**

	<b>Current Status</b>	<b>Desired Position</b>	<b>Target</b>	<b><u>Bond Covenants</u></b>	<b><u>FY 2021</u> Jul 20 to Mar 21</b>	<b><u>FY 2020</u> Jul 19 to June 20</b>	<b><u>FY 2019</u> Jul 18 to June 19</b>	<b><u>FY 2018</u> Jul 17 to June 18</b>	<b><u>FY 2017</u> Jul 16 to June 17</b>	<b><u>FY 2016</u> Jul 15 to June 16</b>	<b><u>FY 2015</u> Jul 14 to June 15</b>
<b>Return On Equity:</b> <u>Increase (Decrease) in Net Position</u> Net Position		↑	FYE 7.0%		9.6%	17.1%	13.1%	5.1%	14.4%	10.9%	2.19%
<b>EPIC Days in Accounts Receivable (excludes SNF)</b> <u>Gross Accounts Receivable</u> 90 Days		↓	FYE 63 Days		67	89	69	68	55	57	60
<u>Gross Accounts Receivable</u> 365 Days					75	73	71	73	55	55	62
<b>Days Cash on Hand Excludes Restricted:</b> <u>Cash + Short-Term Investments</u> (Total Expenses - Depreciation Expense)/ by 365	 	↑	Budget FYE 224 Days  Budget 3rd Qtr 223 Days  Projected 3rd Qtr 251 Days	60 Days  A- 214 Days  BBB- 129 Days	276	246	179	176	191	201	156
<b>EPIC Accounts Receivable over 120 days (excludes payment plan, legal and charitable balances)</b>		↓	13%		22%	31%	35%	22%	17%	19%	18%
<b>EPIC Accounts Receivable over 120 days (includes payment plan, legal and charitable balances)</b>		↓	18%		29%	40%	42%	25%	18%	24%	23%
<b>Cash Receipts Per Day (based on 60 day lag on Patient Net Revenue)</b>	 	↑	FYE Budget \$567,125  End 3rd Qtr Budget \$569,874  End 3rd Qtr Actual \$612,768		\$612,768	\$523,994	\$473,890	\$333,963	\$348,962	\$313,153	\$290,776
<b>Debt Service Coverage:</b> Excess Revenue over Exp + <u>Interest Exp + Depreciation</u> Debt Principal Payments + Interest Expense		↑	Without GO Bond 5.52 With GO Bond 3.15	1.95	7.36  4.04	9.50  5.06	20.45  4.12	9.27  2.07	6.64  3.54	6.19  2.77	3.28  1.59

TAHOE FOREST HOSPITAL DISTRICT  
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION  
MARCH 2021

CURRENT MONTH				YEAR TO DATE				PRIOR YTD MAR 2020		
ACTUAL	BUDGET	VAR\$	VAR%		ACTUAL	BUDGET	VAR\$	VAR%		
<b>OPERATING REVENUE</b>										
\$ 42,142,831	\$ 33,803,240	\$ 8,339,591	24.7%	Total Gross Revenue	\$ 337,441,887	\$ 314,757,608	\$ 22,684,279	7.2%	1	\$ 301,599,005
<b>Gross Revenues - Inpatient</b>										
\$ 3,066,229	\$ 2,988,841	\$ 77,388	2.6%	Daily Hospital Service	\$ 29,500,654	\$ 26,498,584	\$ 3,002,070	11.3%		\$ 26,791,303
3,510,912	4,927,501	(1,416,589)	-28.7%	Ancillary Service - Inpatient	35,882,232	41,312,120	(5,429,888)	-13.1%		42,475,079
6,577,141	7,916,342	(1,339,201)	-16.9%	Total Gross Revenue - Inpatient	65,382,886	67,810,704	(2,427,819)	-3.6%	1	69,266,382
<b>Gross Revenue - Outpatient</b>										
35,565,690	25,886,898	9,678,792	37.4%	Total Gross Revenue - Outpatient	272,059,001	246,946,904	25,112,097	10.2%		232,332,623
35,565,690	25,886,898	9,678,792	37.4%		272,059,001	246,946,904	25,112,097	10.2%	1	232,332,623
<b>Deductions from Revenue:</b>										
18,322,952	14,746,032	(3,576,920)	-24.3%	Contractual Allowances	148,760,003	137,529,399	(11,230,604)	-8.2%	2	134,173,618
2,000,000	-	(2,000,000)	0.0%	Managed Care Reserve	5,000,000	-	(5,000,000)	0.0%	2	1,000,000
1,289,536	1,040,081	(249,455)	-24.0%	Charity Care	11,745,843	9,670,923	(2,074,920)	-21.5%	2	11,231,715
-	-	-	0.0%	Charity Care - Catastrophic Events	-	-	-	0.0%	2	-
864,065	806,666	(57,399)	-7.1%	Bad Debt	6,239,390	7,474,404	1,235,014	16.5%	2	4,897,583
(79,207)	-	79,207	0.0%	Prior Period Settlements	(79,207)	-	79,207	0.0%	2	(1,597,100)
22,397,346	16,592,779	(5,804,567)	-35.0%	Total Deductions from Revenue	171,666,029	154,674,726	(16,991,303)	-11.0%		149,705,816
90,610	106,136	15,526	14.6%	Property Tax Revenue- Wellness Neighborhood	779,290	1,066,839	287,549	27.0%		877,017
1,073,968	1,136,275	(62,307)	-5.5%	Other Operating Revenue	9,476,605	9,486,611	(10,006)	-0.1%	3	10,134,013
20,910,063	18,452,872	2,457,191	13.3%	<b>TOTAL OPERATING REVENUE</b>	<b>176,031,752</b>	<b>170,636,332</b>	<b>5,395,421</b>	<b>3.2%</b>		<b>162,904,219</b>
<b>OPERATING EXPENSES</b>										
7,186,674	7,179,672	(7,002)	-0.1%	Salaries and Wages	61,082,751	63,249,180	2,166,429	3.4%	4	54,577,864
2,193,037	2,151,904	(41,133)	-1.9%	Benefits	19,951,665	18,981,078	(970,587)	-5.1%	4	18,080,863
70,152	82,503	12,351	15.0%	Benefits Workers Compensation	786,056	742,530	(43,526)	-5.9%	4	720,326
1,327,010	1,240,032	(86,978)	-7.0%	Benefits Medical Insurance	10,403,523	11,160,290	756,767	6.8%	4	10,150,363
1,302,915	1,217,915	(85,000)	-7.0%	Medical Professional Fees	10,374,888	10,633,308	258,420	2.4%	5	13,972,221
147,432	194,483	47,051	24.2%	Other Professional Fees	1,625,986	1,761,353	135,367	7.7%	5	2,117,811
2,657,606	2,541,512	(116,094)	-4.6%	Supplies	23,930,261	23,527,666	(402,595)	-1.7%	6	22,830,899
2,180,017	1,897,024	(282,993)	-14.9%	Purchased Services	16,966,701	16,894,026	(72,675)	-0.4%	7	15,097,550
896,239	921,349	25,110	2.7%	Other	7,437,782	8,194,354	756,572	9.2%	8	6,370,144
17,961,082	17,426,394	(534,688)	-3.1%	<b>TOTAL OPERATING EXPENSE</b>	<b>152,559,613</b>	<b>155,143,785</b>	<b>2,584,172</b>	<b>1.7%</b>		<b>143,918,041</b>
<b>2,948,981</b>	<b>1,026,478</b>	<b>1,922,503</b>	<b>187.3%</b>	<b>NET OPERATING REVENUE (EXPENSE) EBIDA</b>	<b>23,472,139</b>	<b>15,492,547</b>	<b>7,979,592</b>	<b>51.5%</b>		<b>18,986,178</b>
<b>NON-OPERATING REVENUE/(EXPENSE)</b>										
631,461	615,935	15,526	2.5%	District and County Taxes	5,780,353	5,431,796	348,556	6.4%	9	4,609,233
417,352	417,352	(0)	0.0%	District and County Taxes - GO Bond	3,756,164	3,756,164	0	0.0%		3,716,275
45,976	69,682	(23,706)	-34.0%	Interest Income	577,684	634,108	(56,424)	-8.9%	10	1,471,563
-	-	-	0.0%	Interest Income-GO Bond	-	-	-	0.0%		-
20,483	87,710	(67,227)	-76.6%	Donations	411,438	789,388	(377,950)	-47.9%	11	354,508
(70,000)	(133,333)	63,333	47.5%	Gain/ (Loss) on Joint Investment	(481,992)	(1,199,997)	718,005	59.8%	12	(833,539)
-	-	-	0.0%	Gain/(Loss) on Disposal of Property	-	-	-	0.0%	12	-
-	-	-	0.0%	Gain/ (Loss) on Sale of Equipment	-	-	-	0.0%	13	7,546
-	-	-	100.0%	COVID-19 Emergency Funding	178,483	-	178,483	100.0%	14	-
(976,599)	(1,155,923)	179,324	15.5%	Depreciation	(10,223,951)	(10,403,307)	179,356	1.7%	15	(10,390,472)
(90,467)	(111,353)	20,886	18.8%	Interest Expense	(983,251)	(1,020,438)	37,187	3.6%	16	(1,083,837)
(289,956)	(283,303)	(6,653)	-2.3%	Interest Expense-GO Bond	(2,620,274)	(2,553,311)	(66,963)	-2.6%		(2,747,346)
(311,750)	(493,233)	181,483	36.8%	<b>TOTAL NON-OPERATING REVENUE/(EXPENSE)</b>	<b>(3,605,346)</b>	<b>(4,565,597)</b>	<b>960,250</b>	<b>21.0%</b>		<b>(4,896,069)</b>
<b>\$ 2,637,230</b>	<b>\$ 533,245</b>	<b>\$ 2,103,985</b>	<b>394.6%</b>	<b>INCREASE (DECREASE) IN NET POSITION</b>	<b>\$ 19,866,793</b>	<b>\$ 10,926,951</b>	<b>\$ 8,939,842</b>	<b>81.8%</b>		<b>\$ 14,090,109</b>
<b>NET POSITION - BEGINNING OF YEAR</b>					<b>188,198,218</b>					
<b>NET POSITION - AS OF MARCH 31, 2021</b>					<b>\$ 208,065,010</b>					
<b>7.0%</b>	<b>3.0%</b>	<b>4.0%</b>		<b>RETURN ON GROSS REVENUE EBIDA</b>	<b>7.0%</b>	<b>4.9%</b>	<b>2.0%</b>			<b>6.3%</b>













**TAHOE FOREST HOSPITAL DISTRICT**  
**NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION**  
**MARCH 2021**

		<b>Variance from Budget</b>	
		<b>Fav / &lt;Unfav&gt;</b>	
		<b>MAR 2021</b>	<b>YTD 2021</b>
<b>1) Gross Revenues</b>			
Acute Patient Days were above budget .01% or 3 days. Swing Bed days were below budget 100.00% or 29 days. Inpatient Ancillary revenues were below budget due to the decrease in Swing Patient Days.	Gross Revenue -- Inpatient	\$ (1,339,201)	\$ (2,427,819)
	Gross Revenue -- Outpatient	9,678,792	25,112,097
	Gross Revenue -- Total	\$ 8,339,591	\$ 22,684,278
Outpatient volumes were above budget in the following departments: Hospice visits, Surgery cases, Laboratory tests, Diagnostic Imaging, Mammography, Medical Oncology procedures, Nuclear Medicine, MRI, Cat Scans, PET CT, Oncology Drugs Sold to Patients, Drugs Sold to Patients, Respiratory Therapy, Gastroenterology cases, Tahoe City Occupational Therapy, and Outpatient Speech and Occupational Therapies.			
<b>2) Total Deductions from Revenue</b>			
The payor mix for March shows a 8.32% decrease to Medicare, a 1.76% increase to Medi-Cal, .65% decrease to Other, .01% decrease to County, and a 7.23% increase to Commercial when compared to budget. We saw a negative variance in Contractual Allowances due to revenues exceeding budget by 24.70% and the District's Medicare Intermediary performed an interim rate review resulting in \$2.6m payable back to the Medicare program. The positive shift in Payor Mix from Medicare to Commercial helped minimize the impact of the interim rate review takeback.	Contractual Allowances	\$ (3,576,920)	\$ (11,230,604)
	Managed Care	(2,000,000)	(5,000,000)
	Charity Care	(249,455)	(2,074,920)
	Charity Care - Catastrophic	-	-
	Bad Debt	(57,399)	1,235,014
	Prior Period Settlements	79,207	79,207
	Total	\$ (5,804,567)	\$ (16,991,303)
We reserved additional amounts against our Managed Care reserve while we continue contract negotiations with our managed care payors.			
The IVCH FY20 As Filed Cost Report tentative settlement was received and an adjustment was made to the reserve held for Desk Audit, creating a positive variance in Prior Period Settlements.			
<b>3) Other Operating Revenue</b>			
Retail Pharmacy revenues were below budget 18.71%.	Retail Pharmacy	\$ (71,876)	\$ (163,412)
	Hospice Thrift Stores	14,713	75,000
	The Center (non-therapy)	18,009	(30,398)
	IVCH ER Physician Guarantee	(20,327)	(177,380)
	Children's Center	24,077	66,519
	Miscellaneous	(20,152)	118,206
	Oncology Drug Replacement	-	-
	Grants	(6,750)	101,460
	Total	\$ (62,307)	\$ (10,006)
Hospice Thrift Store revenues were above budget 17.21%.			
Fitness Center classes and training revenues exceeded budget, creating a positive variance in The Center (non-therapy).			
IVCH ER Physician Guarantee is tied to collections, coming in below budget in March.			
Children's Center revenues were above budget 27.97%.			
Rebates & Refunds were below budget, creating a negative in Miscellaneous.			
<b>4) Salaries and Wages</b>			
	Total	\$ (7,002)	\$ 2,166,429
<b>Employee Benefits</b>			
Negative variance in Nonproductive due to an employment related matter.	PL/SL	\$ (6,072)	\$ (624,848)
	Nonproductive	(78,472)	(285,919)
	Pension/Deferred Comp	-	(165,691)
	Standby	(8,933)	(9,400)
	Other	52,344	115,271
	Total	\$ (41,133)	\$ (970,587)
An adjustment to the monthly SUI accrual created a positive variance in Other.			
<b>Employee Benefits - Workers Compensation</b>	Total	\$ 12,351	\$ (43,526)
<b>Employee Benefits - Medical Insurance</b>	Total	\$ (86,978)	\$ 756,767
<b>5) Professional Fees</b>			
Speech Therapy volumes exceeded budget 13.58% and Occupational Therapy volumes exceeded budget 40.73%, creating a negative variance in The Center (includes OP Therapy).	The Center (includes OP Therapy)	\$ (71,280)	\$ (155,238)
	TFH/IVCH Therapy Services	(41,791)	(119,344)
	Medical Staff Services	(10,103)	(66,831)
	Information Technology	(5,449)	(58,944)
	Corporate Compliance	-	(5,199)
	Truckee Surgery Center	-	-
	Patient Accounting/Admitting	-	-
	Respiratory Therapy	-	-
	Managed Care	3,265	1,489
	Multi-Specialty Clinics Administration	425	9,243
	Marketing	775	12,675
	Administration	3,386	22,369
	Financial Administration	2,465	29,781
	Home Health/Hospice	(2,196)	31,524
	TFH Locums	(6,044)	34,010
	Sleep Clinic	24,842	44,894
	Human Resources	20,185	52,072
	IVCH ER Physicians	5,589	75,712
	Miscellaneous	(6,210)	90,726
TFH, Tahoe City, and IVCH Occupational Therapy procedures exceeded budget by 67.26% and TFH Physical Therapy procedures were above budget by 42.11%, creating a negative variance in TFH/IVCH Therapy Services.			
Legal services and Medical Staff Chair physician fees created a negative variance in Medical Staff.			
Sleep Clinic professional fees are tied to collections, which came in below budget.			

**TAHOE FOREST HOSPITAL DISTRICT**  
**NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION**  
**MARCH 2021**

	<b>Variance from Budget</b>		
	<b>Fav / &lt;Unfav&gt;</b>		
	<b>MAR 2021</b>	<b>YTD 2021</b>	
<b>5) Professional Fees (cont.)</b>	Oncology	21,342	168,282
	Multi-Specialty Clinics	22,850	226,566
	Total	\$ (37,949)	\$ 393,787
<b>6) Supplies</b>	Patient & Other Medical Supplies	\$ (330,464)	\$ (449,635)
Medical Supplies Sold to Patients revenues exceeded budget 14.14%, creating a negative variance in Patient & Other Medical Supplies. Negative variance is also attributed to the purchase of BioFire reagents.	Pharmacy Supplies	166,157	(317,059)
	Office Supplies	1,356	40,580
	Minor Equipment	13,970	64,547
	Food	10,064	97,304
Drugs Sold to Patients and Oncology Drugs Sold to Patients revenues were above budget 13.14%, however the mix of drugs administered were lower cost pharmaceuticals, creating a positive variance in Pharmacy Supplies.	Other Non-Medical Supplies	22,825	161,669
	Total	\$ (116,094)	\$ (402,595)
<b>7) Purchased Services</b>	Patient Accounting	\$ (179,170)	\$ (938,040)
Outsourced billing and collection services created a negative variance in Patient Accounting.	Laboratory	(9,827)	(48,857)
	Home Health/Hospice	3,051	(20,633)
Negative variance in Miscellaneous related to Snow Removal, services provided to the Emergency Department's trauma program, and services provided to Financial Administration to prepare bad debt schedules for use with the cost reports.	Pharmacy IP	4,193	973
	Miscellaneous	(162,299)	22,251
Additional software services to provide increased security of data created a negative variance in Information Technology.	Community Development	1,727	25,937
	Diagnostic Imaging Services - All	7,540	28,823
Employee Wellness Bank and Pre-Employment Screenings came in below budget, creating a positive variance in Human Resources.	Information Technology	(18,263)	36,718
	Human Resources	14,644	70,028
Outsourced coding services fell short of budget, creating a positive variance in Medical Records.	The Center	2,057	77,244
	Department Repairs	(10,041)	77,668
	Multi-Specialty Clinics	32,009	215,795
	Medical Records	31,386	379,418
	Total	\$ (282,993)	\$ (72,675)
<b>8) Other Expenses</b>	Miscellaneous	\$ (34,532)	\$ (45,771)
Dietary and Laboratory department transfers and Recruitment expenses created a negative variance in Miscellaneous.	Utilities	(15,993)	(23,070)
	Marketing	(31,694)	(20,733)
Natural Gas/Propane, Water/Sewer, Cellular Service, and Telephone costs exceeded budget, creating a negative variance in Utilities.	Multi-Specialty Clinics Equip Rent	(439)	(3,918)
	Multi-Specialty Clinics Bldg Rent	170	(2,051)
Negative variance in Marketing related to Yellow Page advertising and various department marketing campaigns.	Human Resources Recruitment	1,645	1,617
	Equipment Rent	(4,280)	17,297
Budgeted Building Rent for anticipated increases in office space needs did not transpire in March creating a positive variance in Other Building Rent.	Insurance	11,001	44,585
	Dues and Subscriptions	5,769	60,219
	Physician Services	13,246	99,770
	Other Building Rent	34,301	130,922
	Outside Training & Travel	45,915	497,706
	Total	\$ 25,110	\$ 756,572
<b>9) District and County Taxes</b>	Total	\$ 15,526	\$ 348,556
<b>10) Interest Income</b>	Total	\$ (23,706)	\$ (56,424)
<b>11) Donations</b>	IVCH	\$ (28,400)	\$ (247,437)
	Operational	(38,827)	(130,513)
	Total	\$ (67,227)	\$ (377,950)
<b>12) Gain/(Loss) on Joint Investment</b>	Total	\$ 63,333	\$ 718,005
<b>13) Gain/(Loss) on Sale or Disposal of Assets</b>	Total	\$ -	\$ -
<b>14) COVID-19 Emergency Funding</b>	Total	\$ -	\$ 178,483
<b>15) Depreciation Expense</b>	Total	\$ 179,324	\$ 179,356
A true-up to Depreciation Expense as of March created a positive variance in this category.			
<b>16) Interest Expense</b>	Total	\$ 20,886	\$ 37,187
An adjustment to the 2006 Revenue Bond accrued interest created a positive variance in Interest Expense.			

**TAHOE FOREST HOSPITAL DISTRICT  
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION  
KEY FINANCIAL INDICATORS  
MARCH 2021**

	<b>Current Status</b>	<b>Desired Position</b>	<b>Target</b>	<b>FY 2021 Jul 20 to Mar 21</b>	<b>FY 2020 Jul 19 to June 20</b>	<b>FY 2019 Jul 18 to June 19</b>	<b>FY 2018 Jul 17 to June 18</b>	<b>FY 2017 Jul 16 to June 17</b>	<b>FY 2016 Jul 15 to June 16</b>	<b>FY 2015 Jul 14 to June 15</b>
<b>Total Margin:</b> <u>Increase (Decrease) In Net Position</u> Total Gross Revenue			FYE 3.1% 3rd Qtr 3.5%	5.9%	8.5%	5.7%	2.6%	7.4%	5.5%	1.0%
<b>Charity Care:</b> <u>Charity Care Expense</u> Gross Patient Revenue			FYE 3.1% 3rd Qtr 3.1%	3.5%	4.0%	3.8%	3.3%	3.1%	3.4%	3.1%
<b>Bad Debt Expense:</b> <u>Bad Debt Expense</u> Gross Patient Revenue			FYE 2.4% 3rd Qtr 2.4%	1.9%	1.4%	.1%	.1%	-.0%	-.2%	1.6%
<b>Incline Village Community Hospital:</b> EBIDA: Earnings before interest, Depreciation, amortization <u>Net Operating Revenue &lt;Expense&gt;</u> Gross Revenue			FYE 6.9% 3rd Qtr 8.9%	13.9%	.1%	11.5%	4.8%	7.9%	11.3%	9.1%
<b>Operating Expense Variance to Budget (Under&lt;Over&gt;)</b>			-0-	\$2,584,172	\$(9,484,742)	\$(13,825,198)	\$1,061,378	\$(9,700,270)	\$(7,548,217)	\$(6,371,653)
<b>EBIDA:</b> Earnings before interest, Depreciation, amortization <u>Net Operating Revenue &lt;Expense&gt;</u> Gross Revenue			FYE 4.2% 3rd Qtr 4.9%	7.0%	6.2%	7.1%	4.5%	7.9%	7.3%	3.5%

INCLINE VILLAGE COMMUNITY HOSPITAL  
STATEMENT OF REVENUE AND EXPENSE  
MARCH 2021

CURRENT MONTH				YEAR TO DATE				PRIOR YTD MARCH 2020		
ACTUAL	BUDGET	VAR\$	VAR%		ACTUAL	BUDGET	VAR\$	VAR%		
<b>OPERATING REVENUE</b>										
\$ 2,322,417	\$ 2,271,361	\$ 51,056	2.2%	Total Gross Revenue	\$ 19,881,488	\$ 20,049,518	\$ (168,030)	-0.8%	1	\$ 19,164,161
<b>Gross Revenues - Inpatient</b>										
\$ 755	\$ 4,311	\$ (3,556)	-82.5%	Daily Hospital Service	\$ 41,250	\$ 55,222	\$ (13,972)	-25.3%		\$ 16,423
(3,805)	1,515	(5,320)	-351.2%	Ancillary Service - Inpatient	24,813	43,779	(18,967)	-43.3%		18,864
(3,050)	5,826	(8,876)	-152.4%	Total Gross Revenue - Inpatient	66,063	99,001	(32,939)	-33.3%	1	35,287
2,325,467	2,265,535	59,932	2.6%	Gross Revenue - Outpatient	19,815,426	19,950,517	(135,091)	-0.7%		19,128,874
2,325,467	2,265,535	59,932	2.6%	Total Gross Revenue - Outpatient	19,815,426	19,950,517	(135,091)	-0.7%	1	19,128,874
<b>Deductions from Revenue:</b>										
514,482	893,863	379,381	42.4%	Contractual Allowances	7,291,445	7,870,249	578,804	7.4%	2	8,358,512
99,288	90,854	(8,434)	-9.3%	Charity Care	912,742	801,981	(110,761)	-13.8%	2	956,194
-	-	-	0.0%	Charity Care - Catastrophic Events	-	-	-	0.0%	2	-
98,636	90,854	(7,782)	-8.6%	Bad Debt	486,494	801,981	315,487	39.3%	2	1,028,056
(83,753)	-	83,753	0.0%	Prior Period Settlements	(83,753)	-	83,753	0.0%	2	(229,532)
628,654	1,075,571	446,917	41.6%	Total Deductions from Revenue	8,606,928	9,474,211	867,283	9.2%	2	10,113,230
90,051	107,996	(17,945)	-16.6%	Other Operating Revenue	720,967	895,857	(174,890)	-19.5%	3	972,973
1,783,814	1,303,786	480,028	36.8%	<b>TOTAL OPERATING REVENUE</b>	11,995,527	11,471,164	524,363	4.6%		10,023,904
<b>OPERATING EXPENSES</b>										
439,214	442,351	3,137	0.7%	Salaries and Wages	3,603,722	3,882,899	279,177	7.2%	4	3,179,823
138,836	133,457	(5,379)	-4.0%	Benefits	1,174,303	1,151,746	(22,557)	-2.0%	4	1,169,292
1,525	5,089	3,565	70.0%	Benefits Workers Compensation	13,720	45,802	32,082	70.0%	4	52,581
75,596	71,375	(4,221)	-5.9%	Benefits Medical Insurance	593,109	642,373	49,264	7.7%	4	581,073
236,947	255,149	18,202	7.1%	Medical Professional Fees	1,997,979	2,099,462	101,483	4.8%	5	2,311,551
2,148	2,117	(31)	-1.4%	Other Professional Fees	17,785	19,058	1,273	6.7%	5	16,097
40,615	56,063	15,448	27.6%	Supplies	493,655	540,886	47,231	8.7%	6	495,145
63,402	65,306	1,904	2.9%	Purchased Services	606,637	577,548	(29,089)	-5.0%	7	545,920
89,261	78,830	(10,431)	-13.2%	Other	731,917	732,842	925	0.1%	8	619,921
1,087,542	1,109,737	22,195	2.0%	<b>TOTAL OPERATING EXPENSE</b>	9,232,828	9,692,616	459,788	4.7%		8,971,403
<b>696,273</b>	<b>194,049</b>	<b>502,224</b>	<b>258.8%</b>	<b>NET OPERATING REV(EXP) EBIDA</b>	<b>2,762,699</b>	<b>1,778,548</b>	<b>984,151</b>	<b>55.3%</b>		<b>1,052,501</b>
<b>NON-OPERATING REVENUE/(EXPENSE)</b>										
8,850	37,250	(28,400)	-76.2%	Donations-IVCH	87,813	335,250	(247,437)	-73.8%	9	13,656
-	-	-	0.0%	Gain/ (Loss) on Sale	-	-	-	0.0%	10	-
-	-	-	100.0%	COVID-19 Emergency Funding	3,064	-	3,064	100.0%	11	-
(46,318)	(67,653)	21,335	-31.5%	Depreciation	(587,541)	(608,875)	21,334	3.5%	11	(591,083)
(37,468)	(30,403)	(7,065)	-23.2%	<b>TOTAL NON-OPERATING REVENUE/(EXP)</b>	(496,664)	(273,625)	(223,039)	-81.5%		(577,427)
<b>\$ 658,805</b>	<b>\$ 163,646</b>	<b>\$ 495,159</b>	<b>302.6%</b>	<b>EXCESS REVENUE(EXPENSE)</b>	<b>\$ 2,266,035</b>	<b>\$ 1,504,923</b>	<b>\$ 761,112</b>	<b>50.6%</b>		<b>\$ 475,073</b>
<b>30.0%</b>	<b>8.5%</b>	<b>21.4%</b>		<b>RETURN ON GROSS REVENUE EBIDA</b>	<b>13.9%</b>	<b>8.9%</b>	<b>5.0%</b>			<b>5.5%</b>

**INCLINE VILLAGE COMMUNITY HOSPITAL  
NOTES TO STATEMENT OF REVENUE AND EXPENSE  
MARCH 2021**

		<u>Variance from Budget</u>	
		<u>Fav&lt;Unfav&gt;</u>	
		<u>MAR 2021</u>	<u>YTD 2021</u>
<b>1) <u>Gross Revenues</u></b>			
Acute Patient Days were at budget at 1 and Observation Days were below budget by 1 at 0.	Gross Revenue -- Inpatient	\$ (8,876)	\$ (32,939)
	Gross Revenue -- Outpatient	59,932	(135,091)
		<u>\$ 51,056</u>	<u>\$ (168,030)</u>
Outpatient volumes were above budget in Laboratory, Diagnostic Imaging, Cat Scans, and Occupational Therapy.			
<b>2) <u>Total Deductions from Revenue</u></b>			
We saw a shift in our payor mix with a 3.42% decrease in Medicare, a .57% increase in Medicaid, a 3.30% increase in Commercial insurance, a .45% decrease in Other, and County was at budget. Contractual Allowances were below budget due to the shift in payor mix from Medicare to Commercial and receipt of a lump sum payment from the Medicare program for Outpatient claims based on an interim rate review performed by our Intermediary.	Contractual Allowances	\$ 379,381	\$ 578,804
	Charity Care	(8,434)	(110,761)
	Charity Care-Catastrophic Event	-	-
	Bad Debt	(7,782)	315,487
	Prior Period Settlement	83,753	83,753
	Total	<u>\$ 446,917</u>	<u>\$ 867,283</u>
The FY20 As Filed Cost Report tentative settlement was received and an adjustment was made to the reserve held for Desk Audit, creating a positive variance in Prior Period Settlements.			
<b>3) <u>Other Operating Revenue</u></b>			
IVCH ER Physician Guarantee is tied to collections which fell short of budget in March.	IVCH ER Physician Guarantee	\$ (20,327)	\$ (177,380)
	Miscellaneous	2,382	2,490
	Total	<u>\$ (17,945)</u>	<u>\$ (174,890)</u>
<b>4) <u>Salaries and Wages</u></b>	Total	<u>\$ 3,137</u>	<u>\$ 279,177</u>
<b><u>Employee Benefits</u></b>	PL/SL	\$ 17,893	\$ (23,967)
	Pension/Deferred Comp	-	(10,117)
	Standby	(4,324)	(40,499)
	Other	287	4,268
	Nonproductive	(19,235)	47,758
	Total	<u>\$ (5,379)</u>	<u>\$ (22,557)</u>
<b><u>Employee Benefits - Workers Compensation</u></b>	Total	<u>\$ 3,565</u>	<u>\$ 32,082</u>
<b><u>Employee Benefits - Medical Insurance</u></b>	Total	<u>\$ (4,221)</u>	<u>\$ 49,264</u>
<b>5) <u>Professional Fees</u></b>			
Occupational Therapy volumes were above budget 6.30%, creating a negative variance in Therapy Services.	Therapy Services	\$ (12,673)	\$ (24,175)
	Administration	-	-
	Miscellaneous	26	240
	Foundation	(30)	1,273
	Multi-Specialty Clinics	417	4,813
	Sleep Clinic	24,842	44,894
	IVCH ER Physicians	5,589	75,712
	Total	<u>\$ 18,171</u>	<u>\$ 102,756</u>
Sleep Clinic professional fees are tied to collections which fell short of budget in March, creating a positive variance in this category.			
<b>6) <u>Supplies</u></b>			
Small furniture purchases for IVCH Physical Therapy created a negative variance in Minor Equipment.	Minor Equipment	\$ (7,975)	\$ (13,241)
	Office Supplies	421	1,510
	Pharmacy Supplies	17,284	4,864
	Food	244	5,469
	Non-Medical Supplies	1,598	12,481
	Patient & Other Medical Supplies	3,876	36,147
	Total	<u>\$ 15,448</u>	<u>\$ 47,231</u>
Drugs Sold to Patients revenues were below budget 46.92%, creating a positive variance in Pharmacy Supplies.			

**INCLINE VILLAGE COMMUNITY HOSPITAL  
NOTES TO STATEMENT OF REVENUE AND EXPENSE  
MARCH 2021**

		<u>Variance from Budget</u>	
		<u>Fav&lt;Unfav&gt;</u>	
		<u>MAR 2021</u>	<u>YTD 2021</u>
<b>7) <u>Purchased Services</u></b>			
Security provided at the Community Vaccine Clinic created a negative variance in Multi-Specialty Clinics.	Laboratory	\$ (1,671)	\$ (80,650)
	Multi-Specialty Clinics	(2,808)	(10,421)
	Pharmacy	(597)	(2,109)
	Surgical Services	-	-
	Foundation	(46)	3,911
	Diagnostic Imaging Services - All	(34)	4,877
	Miscellaneous	539	8,985
	Engineering/Plant/Communications	3,732	10,067
	EVS/Laundry	1,855	12,204
	Department Repairs	933	24,048
	<b>Total</b>	<u>\$ 1,904</u>	<u>\$ (29,089)</u>
<b>8) <u>Other Expenses</u></b>			
Transfer of Laboratory Labor costs from TFH to IVCH created a negative variance in Miscellaneous.	Miscellaneous	\$ (18,444)	\$ (100,413)
	Physician Services	-	-
	Multi-Specialty Clinics Bldg Rent	-	-
Oxygen tank rentals created a negative variance in Equipment Rent.	Equipment Rent	(3,391)	2,098
	Insurance	556	3,121
	Marketing	1,528	6,293
A reconciliation of CAM charges for the IVCH Therapies space created a positive variance in Other Building Rent.	Other Building Rent	5,719	9,120
	Dues and Subscriptions	(3,140)	10,104
	Outside Training & Travel	4,041	31,466
	Utilities	2,699	39,136
	<b>Total</b>	<u>\$ (10,431)</u>	<u>\$ 925</u>
<b>9) <u>Donations</u></b>	<b>Total</b>	<u>\$ (28,400)</u>	<u>\$ (247,437)</u>
<b>10) <u>Gain/(Loss) on Sale</u></b>	<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>
<b>11) <u>COVID-19 Emergency Funding</u></b>	<b>Total</b>	<u>\$ -</u>	<u>\$ 3,064</u>
<b>12) <u>Depreciation Expense</u></b>	<b>Total</b>	<u>\$ 21,335</u>	<u>\$ 21,334</u>
A true-up of Depreciation Expense through March created a positive variance in this category.			



TAHOE FOREST HOSPITAL DISTRICT  
STATEMENT OF CASH FLOWS

	AUDITED FYE 2020		BUDGET FYE 2021	PROJECTED FYE 2021	MAR 2021	PROJECTED MAR 2021	DIFFERENCE	ACTUAL 1ST QTR	ACTUAL 2ND QTR	ACTUAL 3RD QTR	PROJECTED 4TH QTR
Net Operating Rev/(Exp) - EBIDA	\$ 23,464,178		\$ 11,554,001	\$ 26,829,999	\$ 2,948,981	\$ 1,026,479	\$ 1,922,502	\$ 12,044,806	\$ 3,813,478	\$ 7,647,949	\$ 3,323,766
Interest Income	1,554,599		877,531	724,183	-	-	-	243,422	159,577	118,625	202,558
Property Tax Revenue	7,928,820		8,147,000	8,178,976	-	-	-	520,960	-	4,528,016	3,130,000
Donations	1,327,474		814,000	631,738	65,788	68,000	(2,212)	157,169	189,852	80,718	204,000
Emergency Funds	13,521,428		-	178,483	-	-	-	169,967	8,516	-	-
Debt Service Payments	(4,863,882)		(5,088,979)	(4,748,502)	(352,819)	(353,049)	230	(1,407,361)	(1,058,306)	(1,223,688)	(1,059,147)
Property Purchase Agreement	(805,927)		(811,932)	(744,268)	(67,661)	(67,661)	0	(135,321)	(202,982)	(202,982)	(202,983)
2018 Municipal Lease	(1,574,216)		(1,717,332)	(1,574,217)	(143,111)	(143,111)	0	(286,221)	(429,332)	(429,332)	(429,333)
Copier	(62,040)		(62,160)	(59,233)	(4,950)	(5,180)	230	(14,320)	(14,691)	(14,681)	(15,540)
2017 VR Demand Bond	(790,555)		(852,391)	(862,705)	-	-	-	(697,303)	-	(165,402)	-
2015 Revenue Bond	(1,631,144)		(1,645,164)	(1,508,080)	(137,097)	(137,097)	(0)	(274,195)	(411,301)	(411,292)	(411,291)
Physician Recruitment	(263,670)		(287,500)	(197,500)	-	(25,000)	25,000	(22,500)	(100,000)	-	(75,000)
Investment in Capital											
Equipment	(3,468,675)		(3,509,190)	(2,301,758)	12,491	(320,482)	332,973	(529,968)	(407,461)	(343,272)	(1,021,057)
Municipal Lease Reimbursement	1,164,582		2,354,714	2,354,714	-	600,000	(600,000)	-	625,263	-	1,729,451
IT/EMR/Business Systems	(2,651,366)		(1,284,350)	(450,607)	119,847	(196,000)	315,847	(88,573)	(72,481)	114,447	(404,000)
Building Projects/Properties	(7,856,428)		(18,578,626)	(10,544,520)	(188,303)	(1,540,224)	1,351,921	(486,449)	(4,434,565)	(703,301)	(4,920,205)
Change in Accounts Receivable	(3,309,147)	N1	2,353,530	4,084,484	2,194,508	(768,960)	2,963,468	(924,092)	2,475,352	4,158,614	(1,625,390)
Change in Settlement Accounts	16,684,541	N2	(8,164,723)	(1,105,251)	3,925,718	(2,335,062)	6,260,780	1,300,582	(2,971,411)	3,131,002	(2,565,424)
Change in Other Assets	10,896	N3	(2,400,000)	(1,466,520)	281,815	(200,000)	481,815	(930,859)	230,662	(166,323)	(600,000)
Change in Other Liabilities	2,723,035	N4	900,000	(437,230)	(859,551)	700,000	(1,559,551)	(698,019)	993,342	(4,582,553)	3,850,000
Change in Cash Balance	45,966,385		(12,312,592)	21,730,689	8,148,475	(3,344,298)	11,492,773	9,349,085	(548,182)	12,760,234	169,551
Beginning Unrestricted Cash	87,018,706		132,985,091	132,985,091	146,397,755	146,397,755	-	132,985,091	142,334,176	141,785,994	154,546,228
Ending Unrestricted Cash	132,985,091		120,672,499	154,715,780	154,546,229	143,053,456	11,492,773	142,334,176	141,785,994	154,546,228	154,715,780
Operating Cash	112,604,555		110,482,231	139,430,377	134,165,692	122,672,919	11,492,773	121,953,639	121,405,457	134,165,691	139,430,377
Medicare Accelerated Payments	20,380,537		10,190,269	15,285,403	20,380,537	20,380,537	-	20,380,537	20,380,537	20,380,537	15,285,403
Expense Per Day	541,117		571,731	564,549	560,375	569,942	(9,567)	534,403	549,480	560,375	564,549
Days Cash On Hand	246		211	274	276	251	25	266	258	276	274
Days Cash On Hand - Operating Cash Only	208		193	247	239	215	24	228	221	239	247

Footnotes:

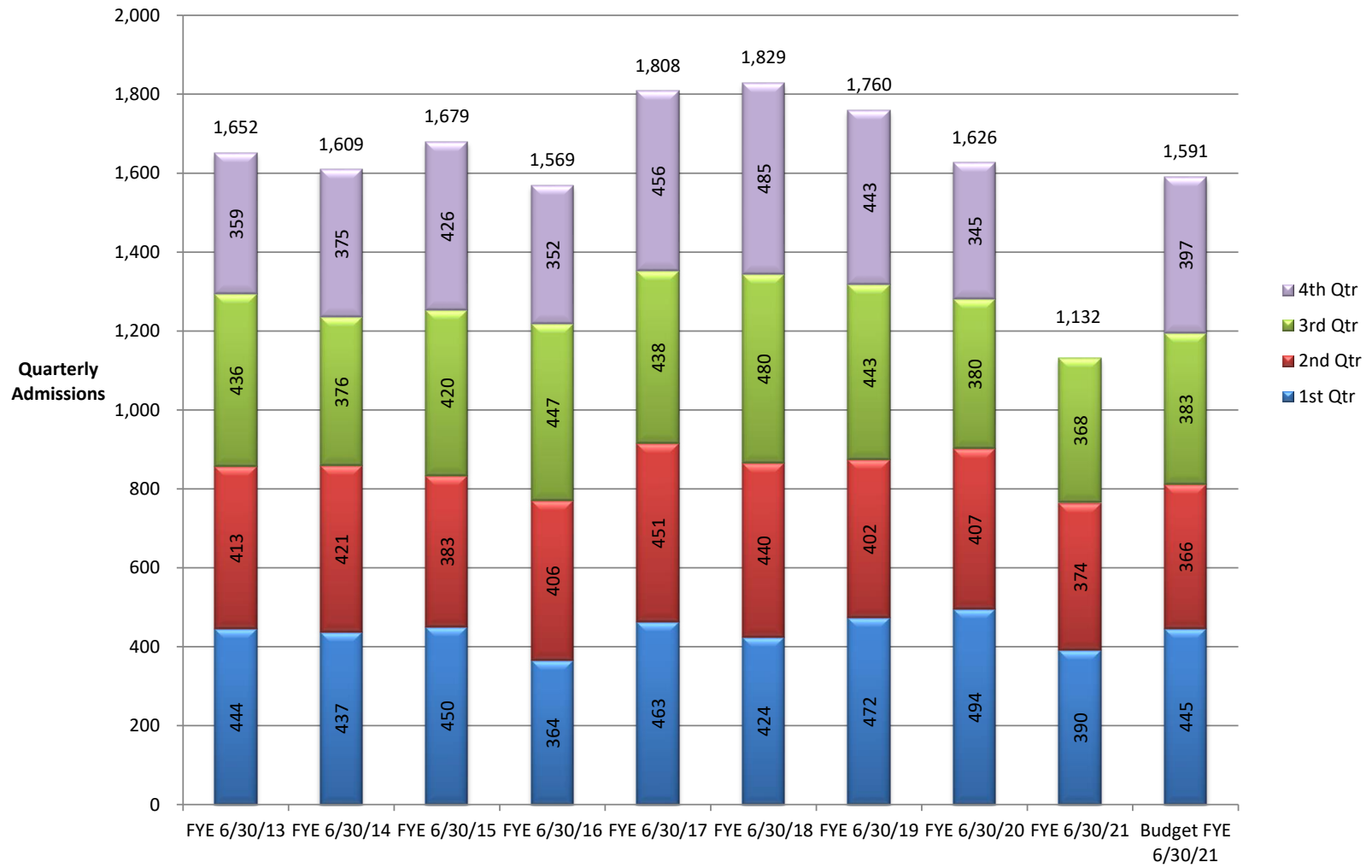
N1 - Change in Accounts Receivable reflects the 30 day delay in collections.

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

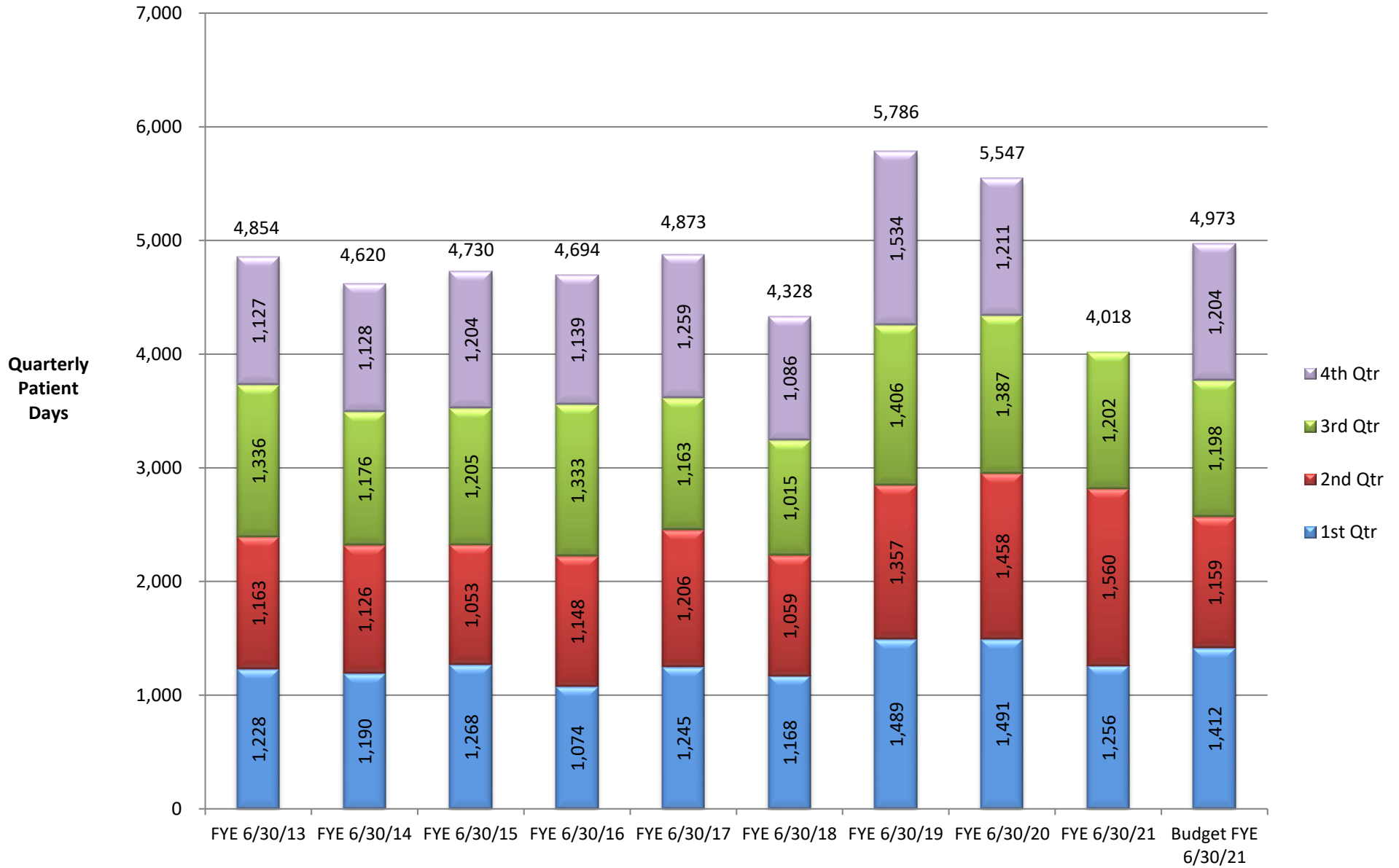
N3 - Change in Other Assets reflect fluctuations in asset accounts on the Balance Sheet that effect cash. For example, an increase in prepaid expense immediately effects cash but not EBIDA.

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.

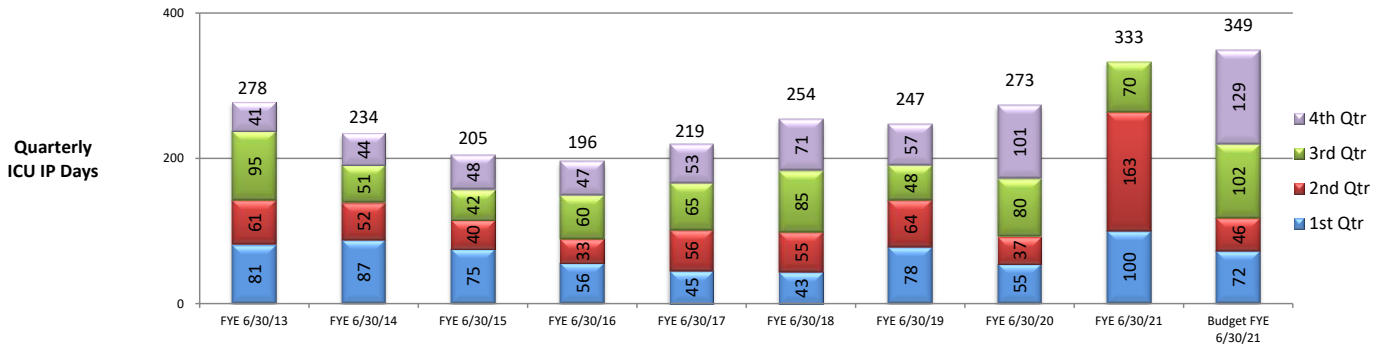
## TOTAL TFH ADMISSIONS



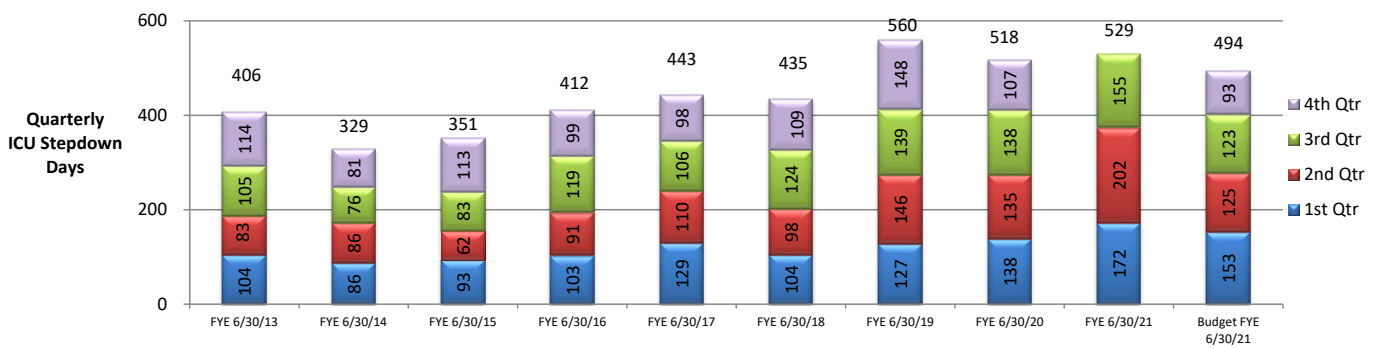
# TOTAL TFH PATIENT DAYS



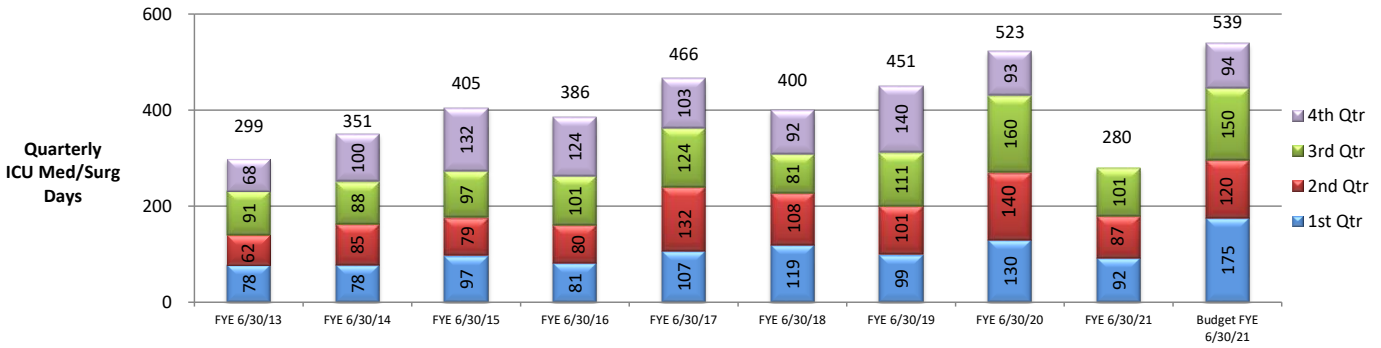
### TOTAL TFH ICU INPATIENT DAYS



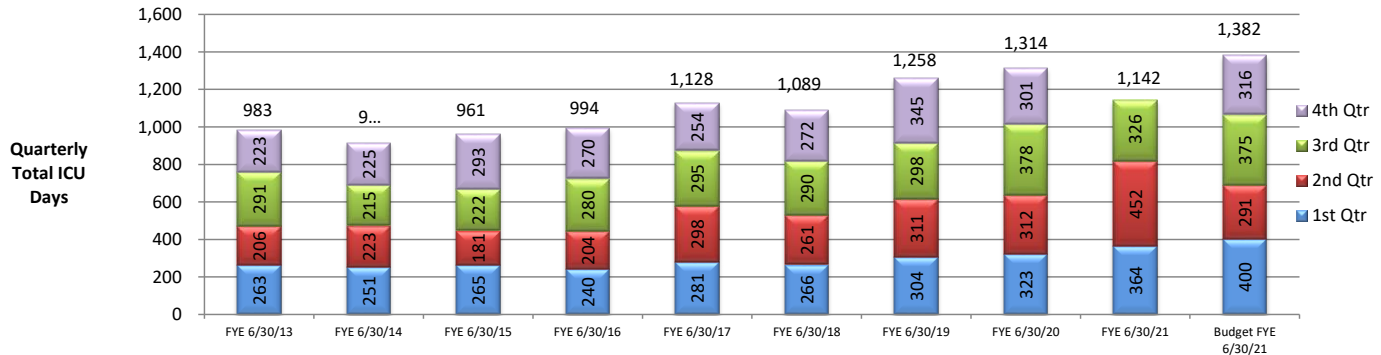
### TOTAL TFH ICU STEPDOWN DAYS



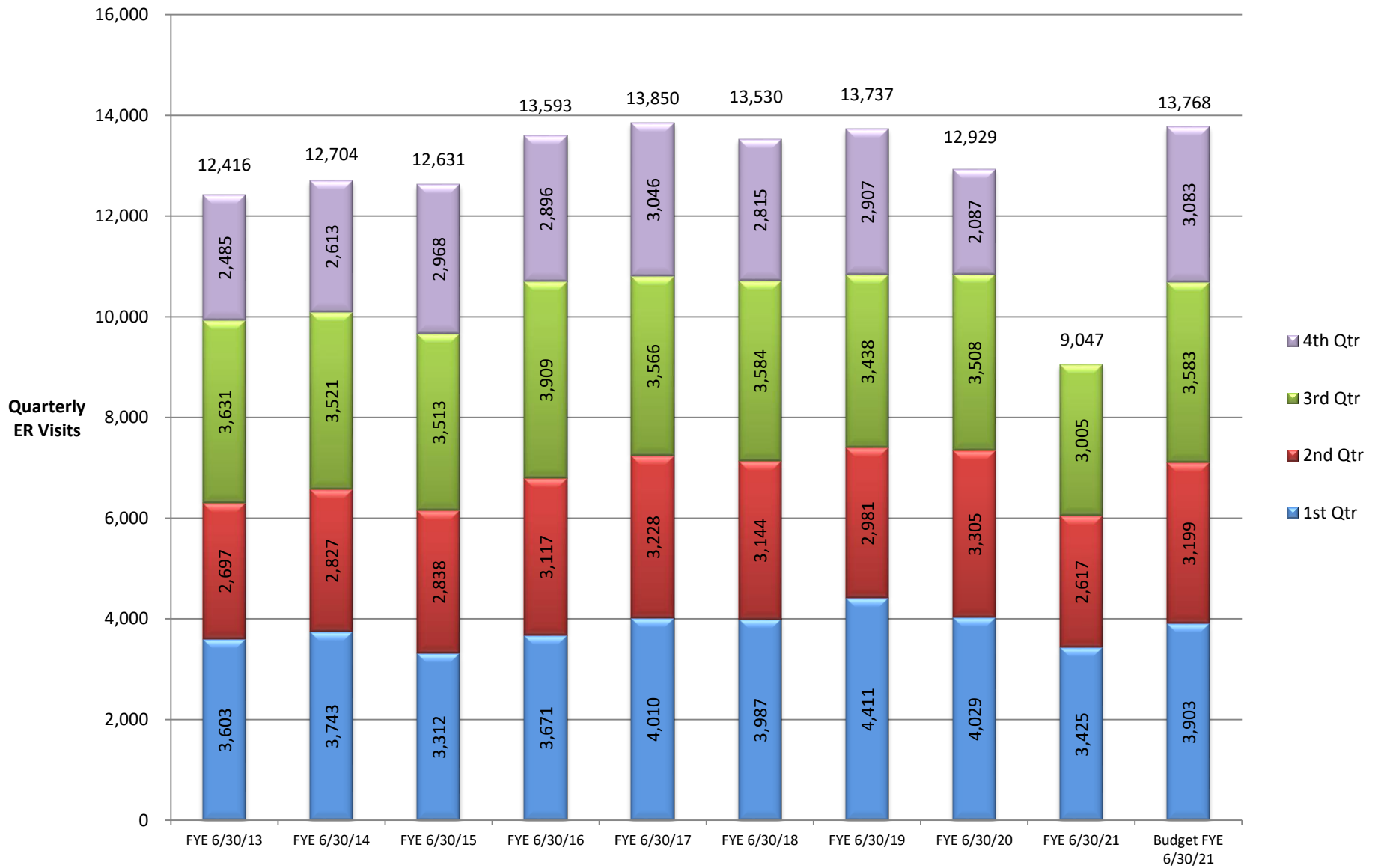
### TOTAL TFH ICU MED/SURG DAYS



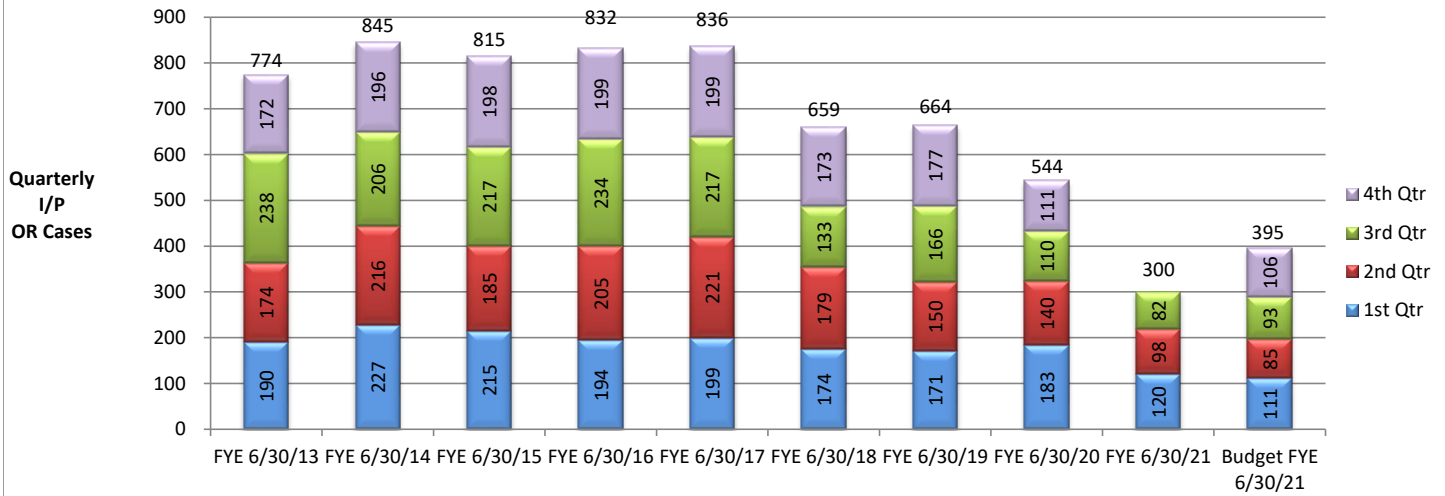
### TOTAL TFH ICU DAYS



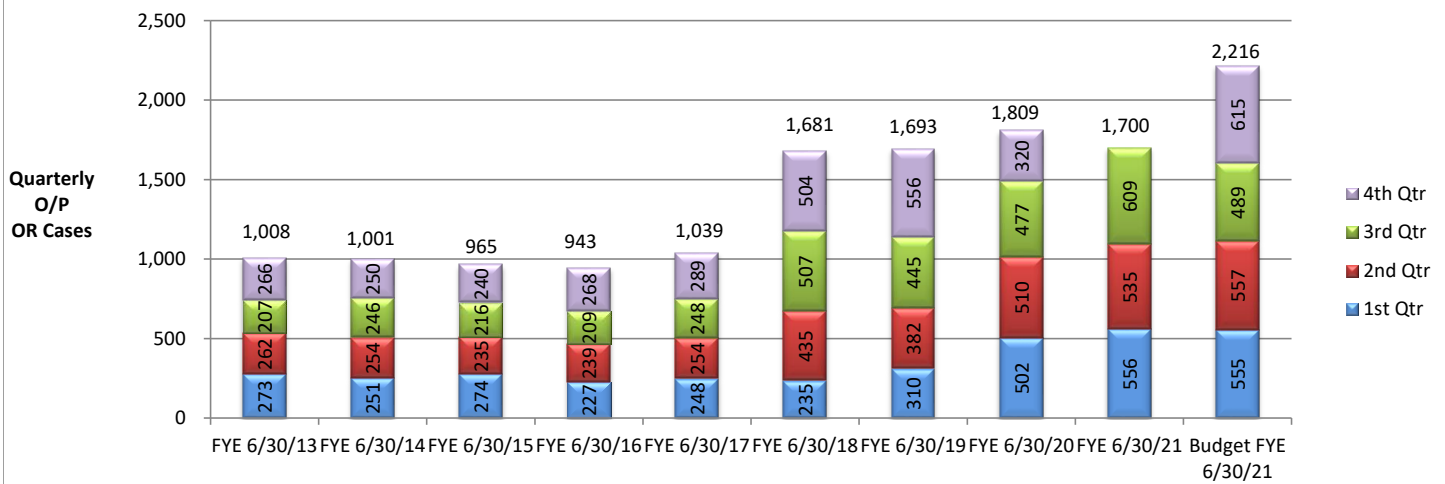
# TOTAL TFH ER VISITS



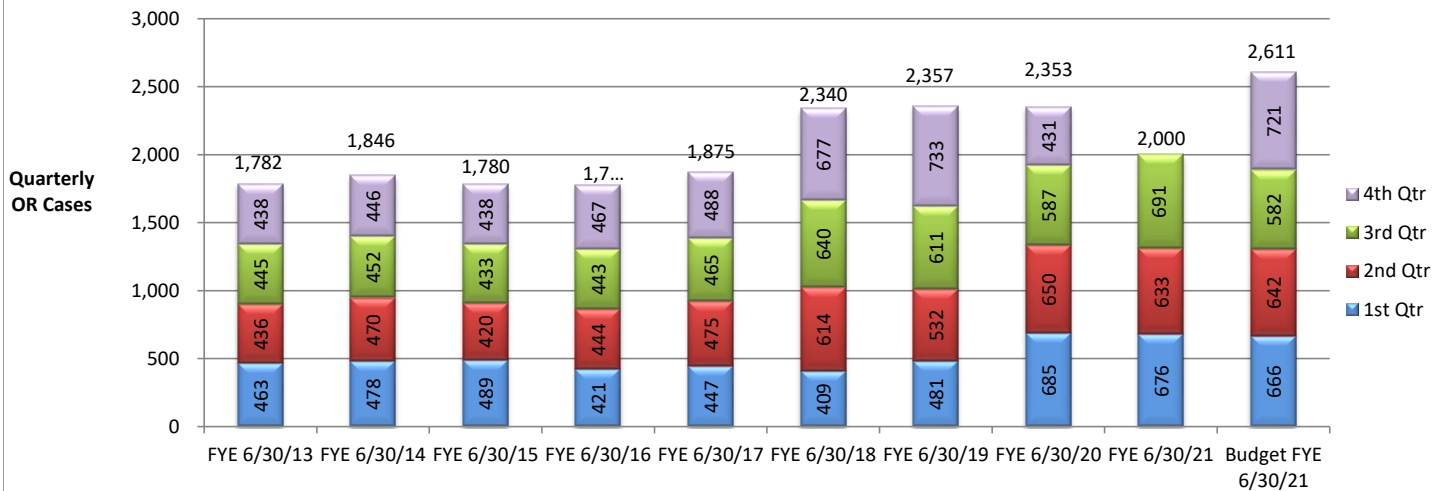
### TOTAL TFH INPATIENT OR CASES



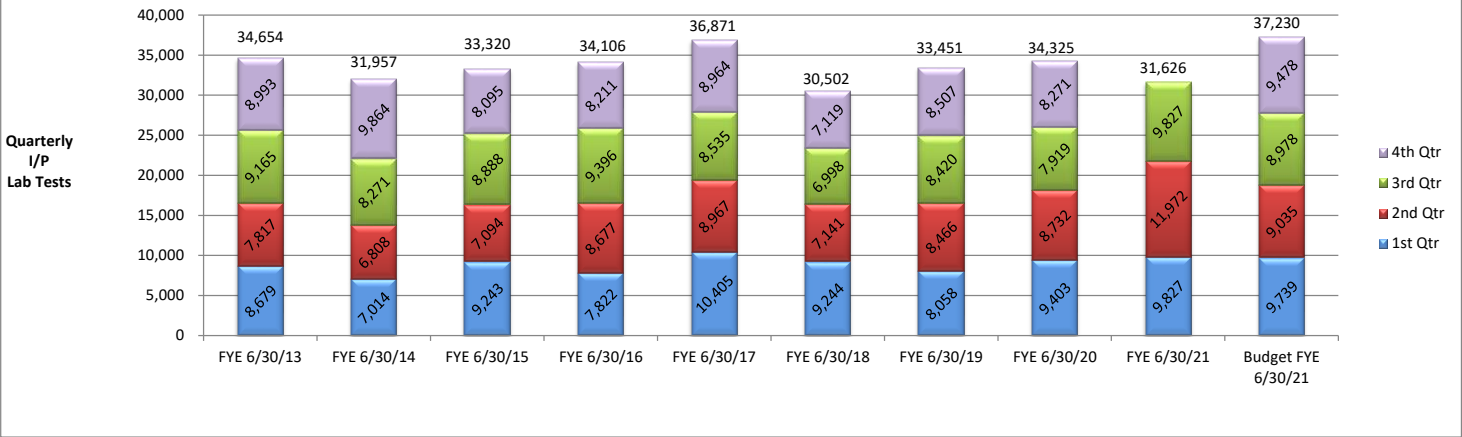
### TOTAL TFH OUTPATIENT OR CASES



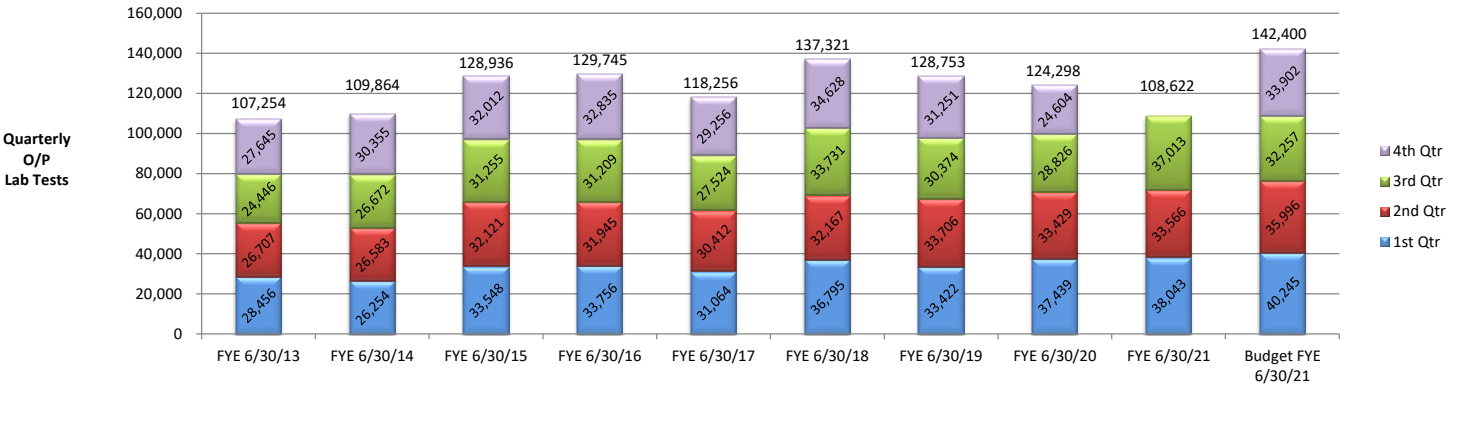
### TOTAL TFH OR CASES



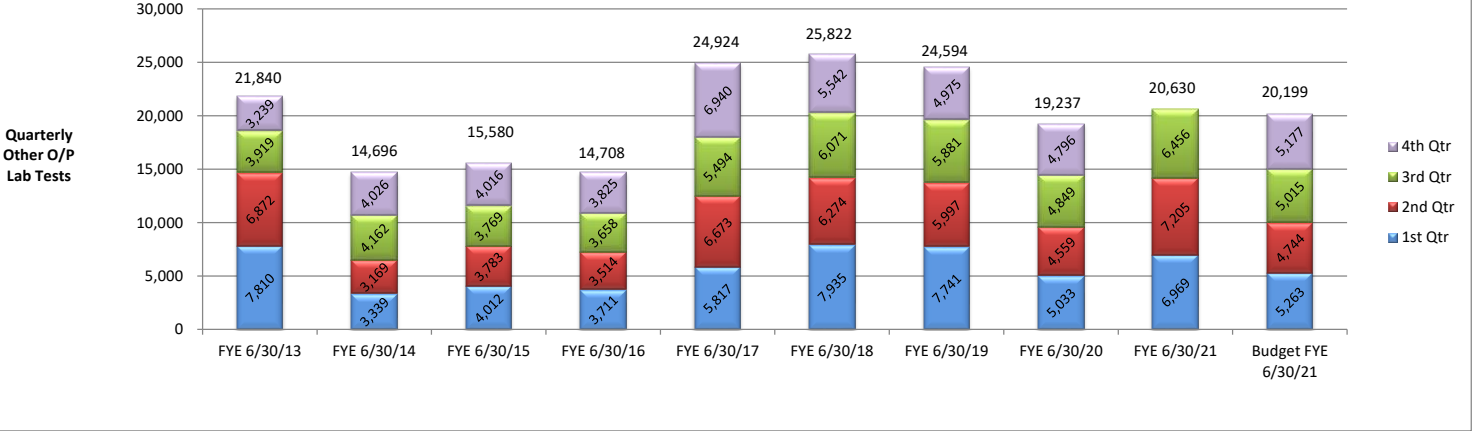
### TOTAL TFH INPATIENT LAB TESTS



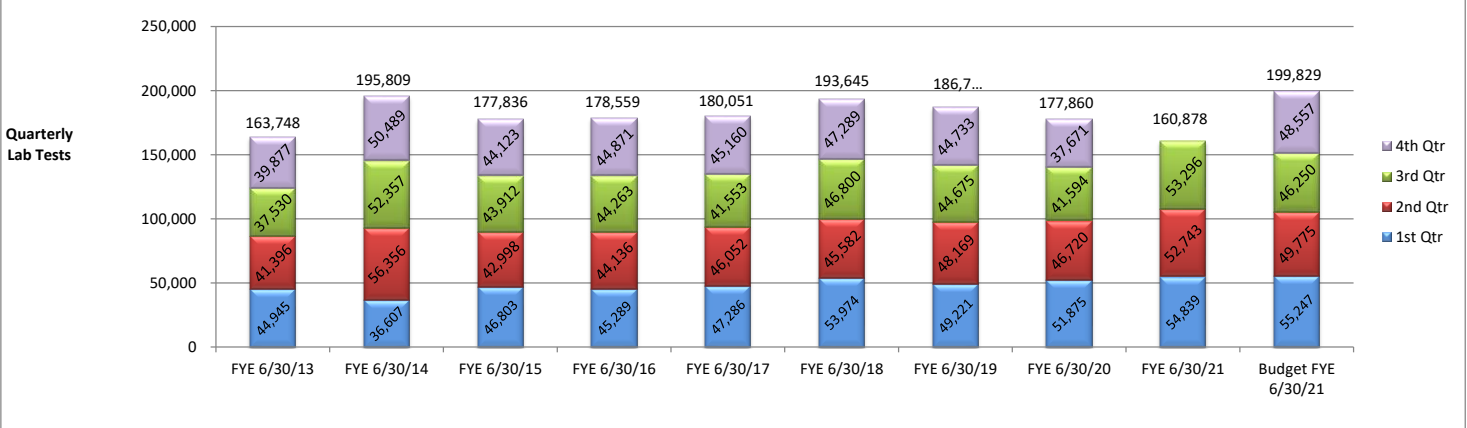
### TOTAL TFH OUTPATIENT LAB TESTS



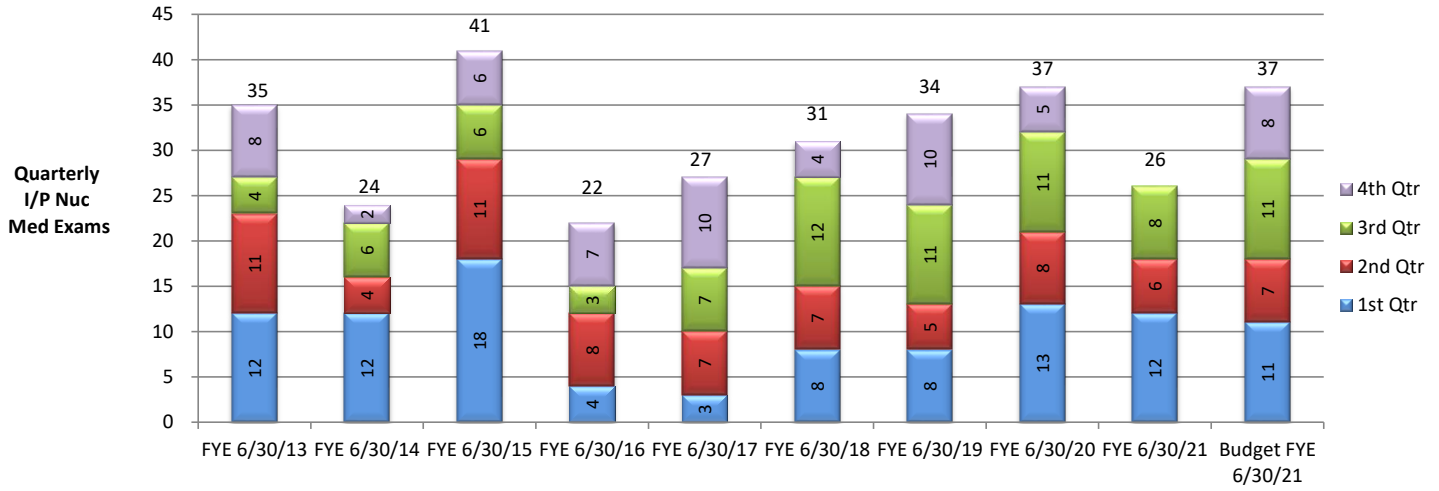
### TOTAL TFH OTHER OUTPATIENT LAB TESTS



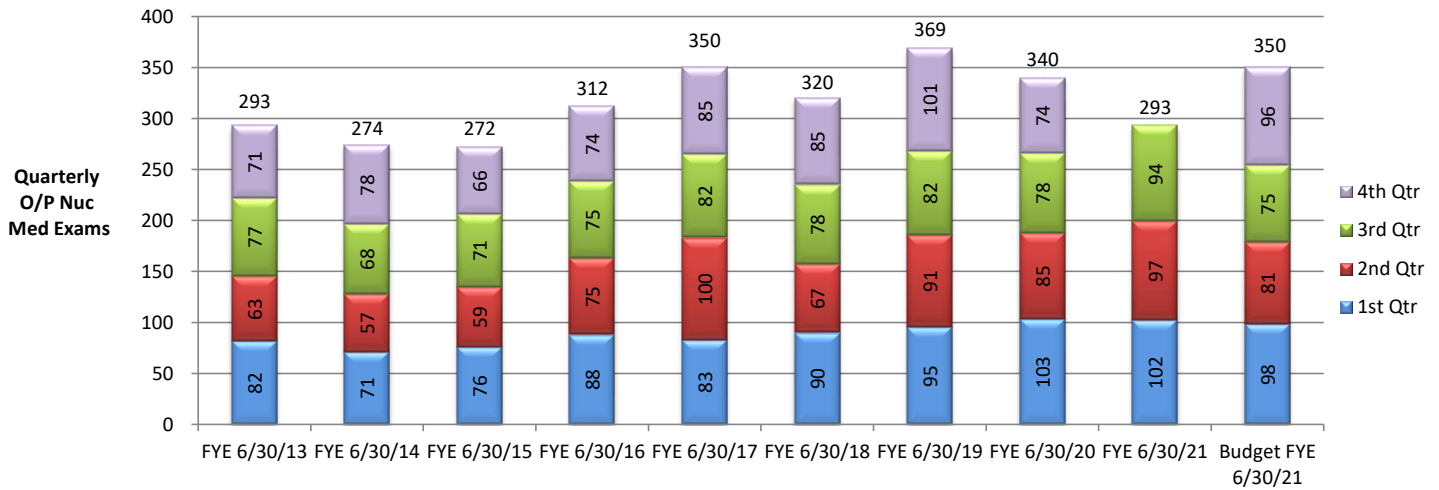
### TOTAL TFH LAB TESTS



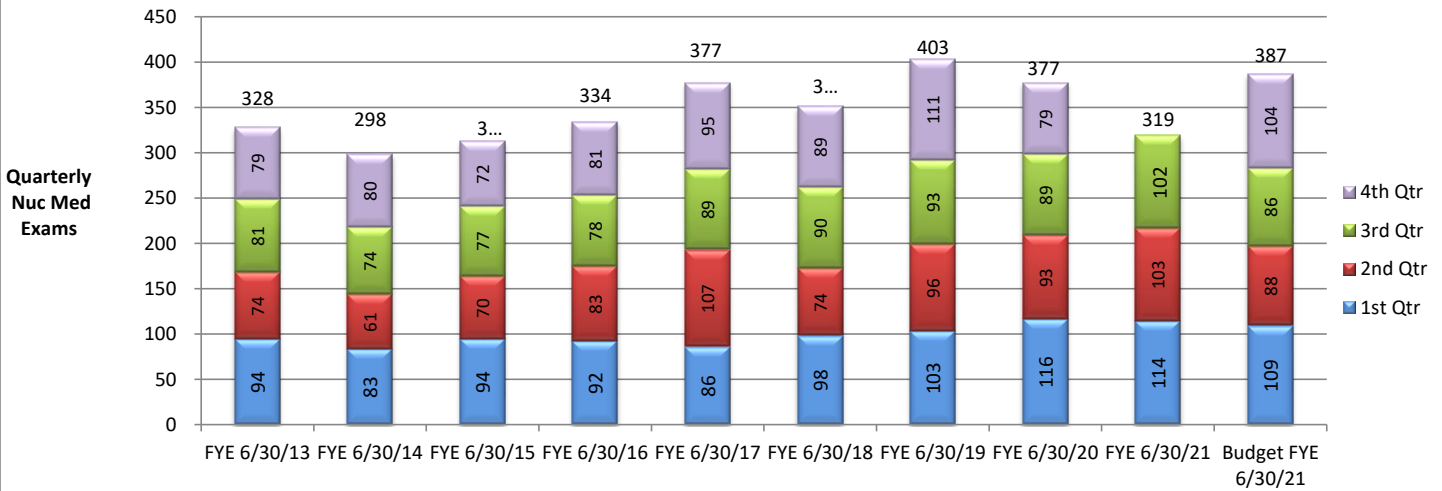
### TOTAL TFH NUCLEAR MEDICINE INPATIENT EXAMS



### TOTAL TFH NUCLEAR MEDICINE OUTPATIENT EXAMS

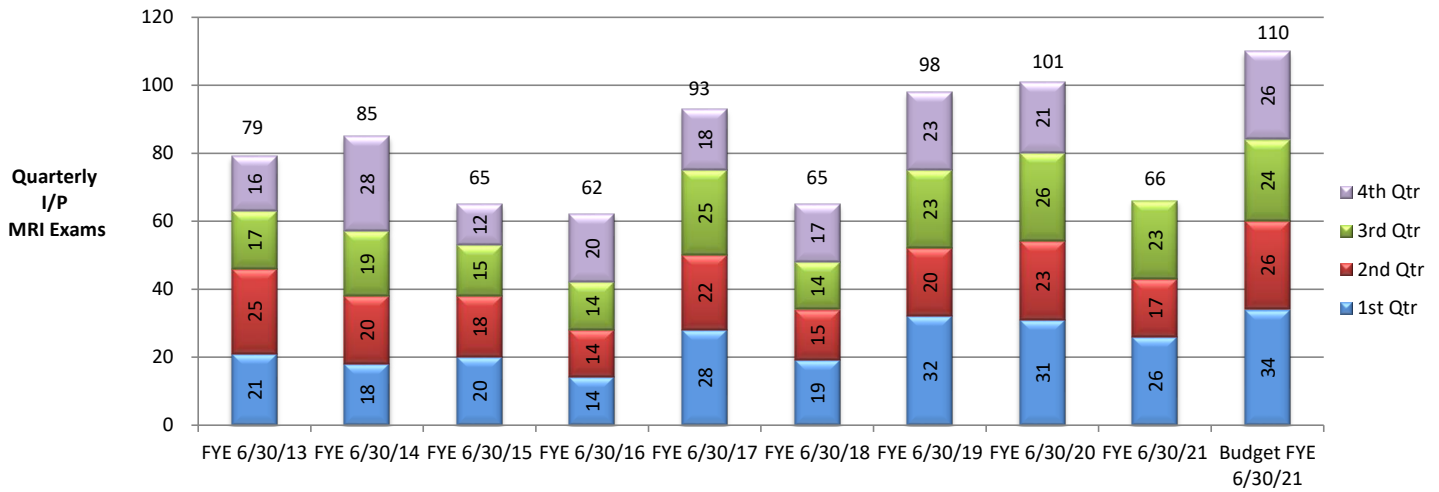


### TOTAL TFH NUCLEAR MEDICINE EXAMS

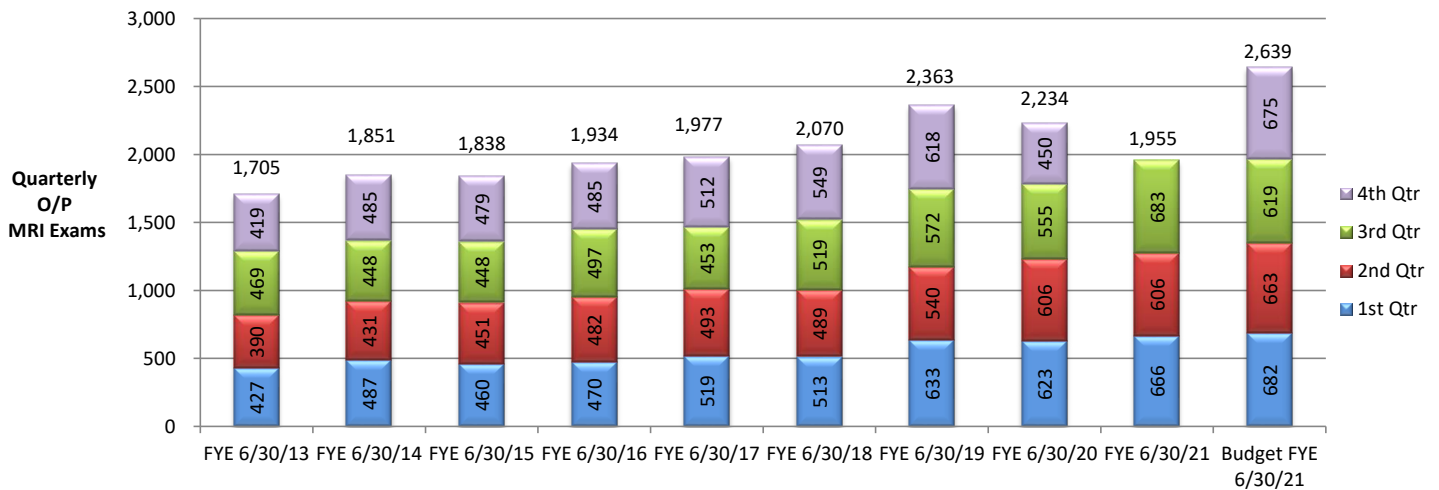




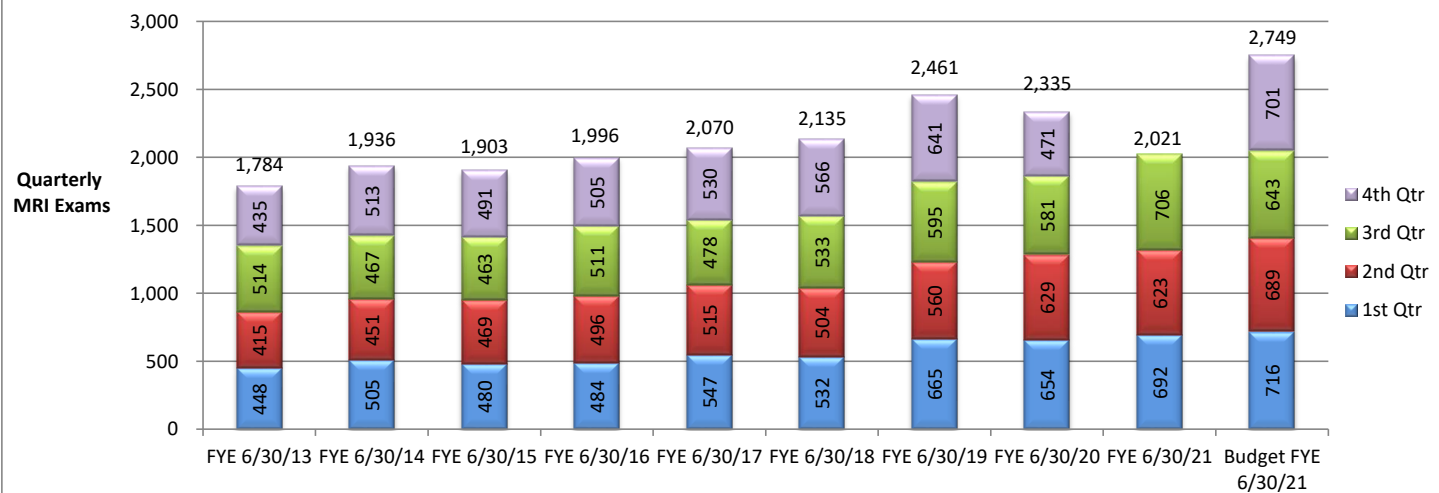
### TOTAL TFH MRI INPATIENT EXAMS



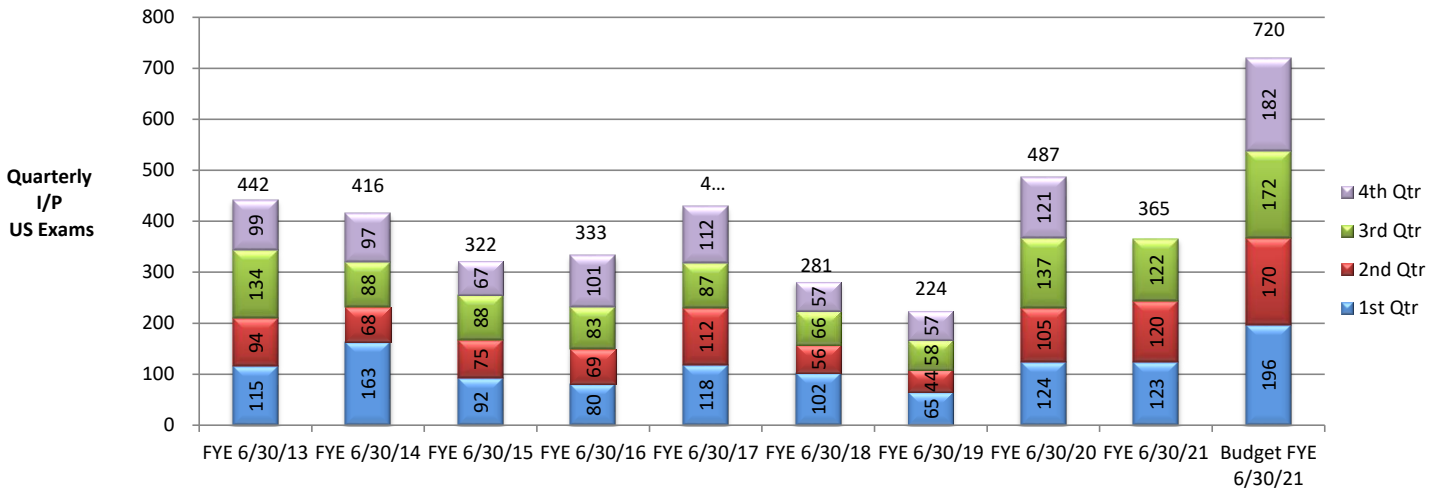
### TOTAL TFH MRI OUTPATIENT EXAMS



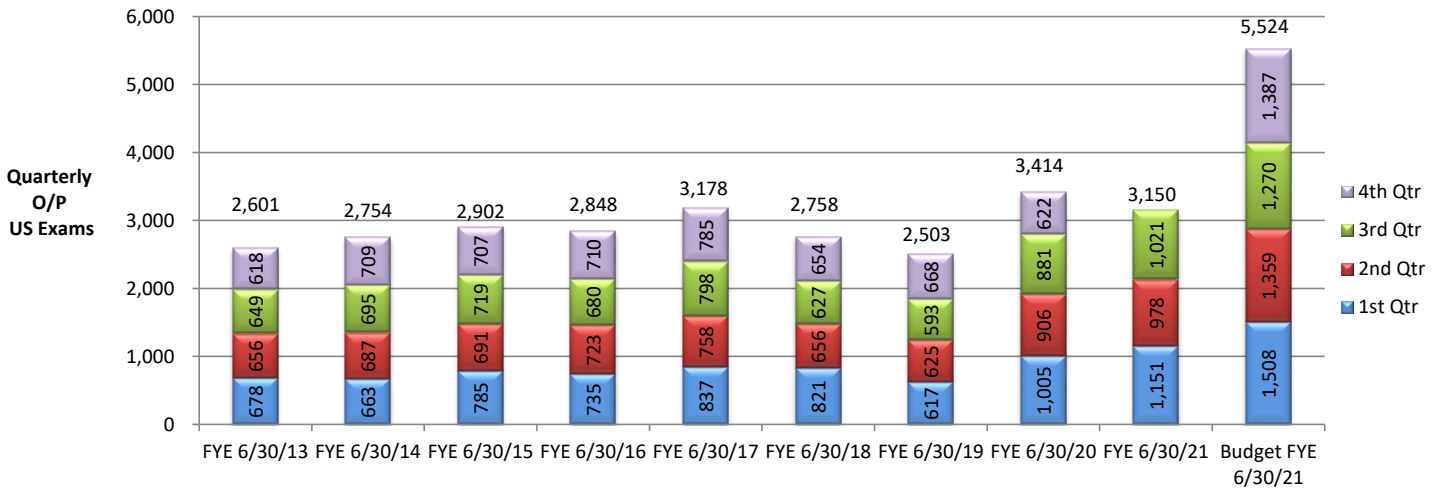
### TOTAL TFH MRI EXAMS



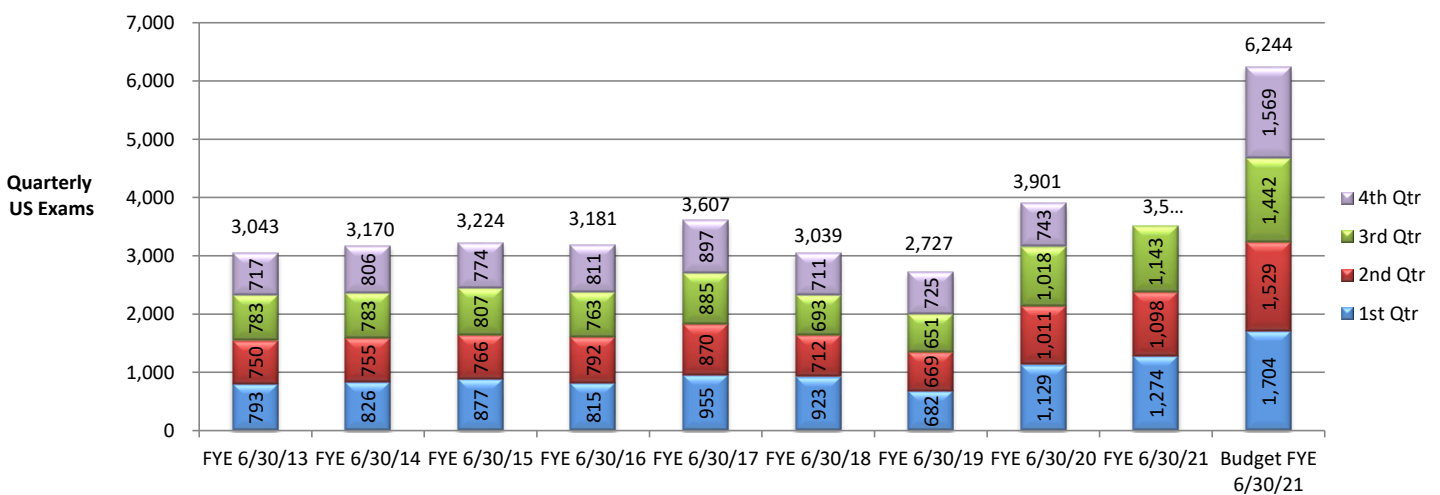
### TOTAL TFH ULTRASOUND INPATIENT EXAMS



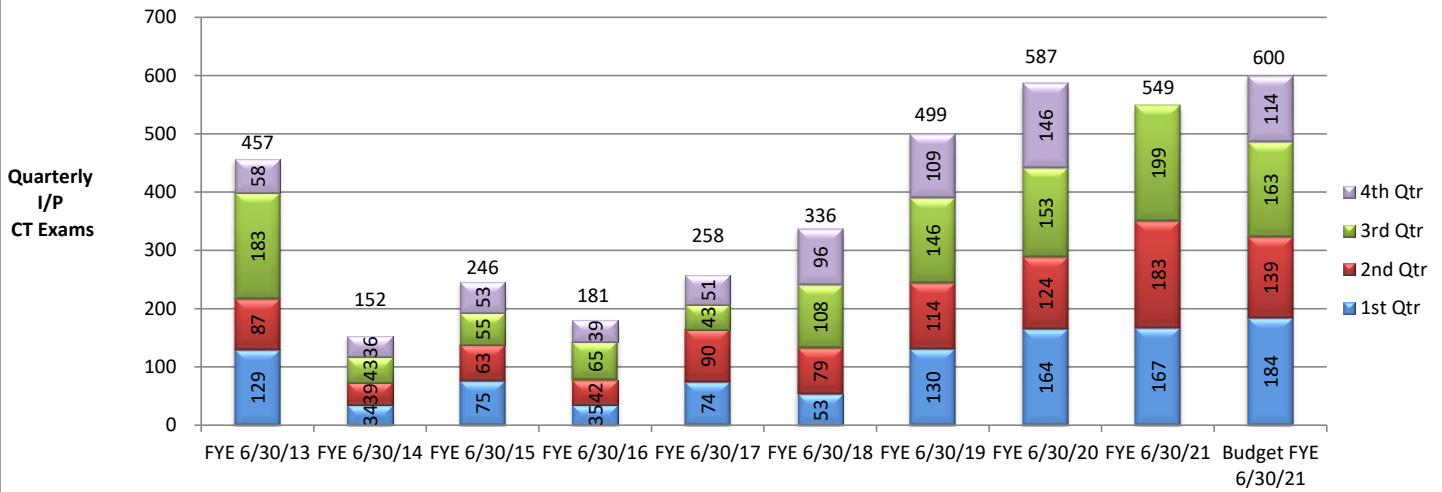
### TOTAL TFH ULTRASOUND OUTPATIENT EXAMS



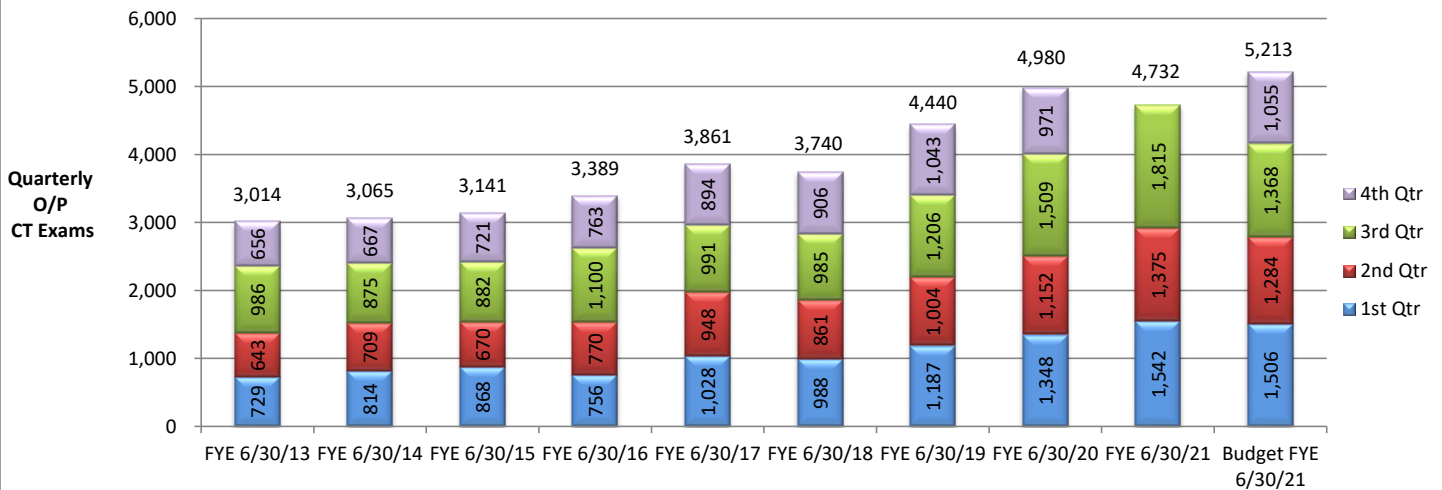
### TOTAL TFH ULTRASOUND EXAMS



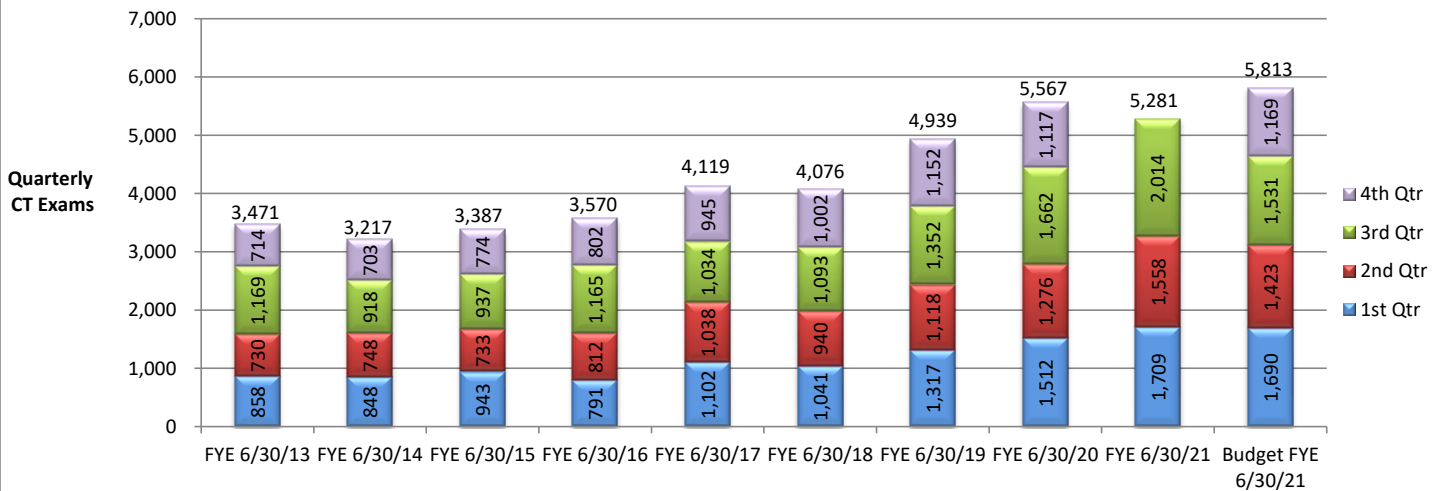
### TOTAL TFH CT INPATIENT EXAMS



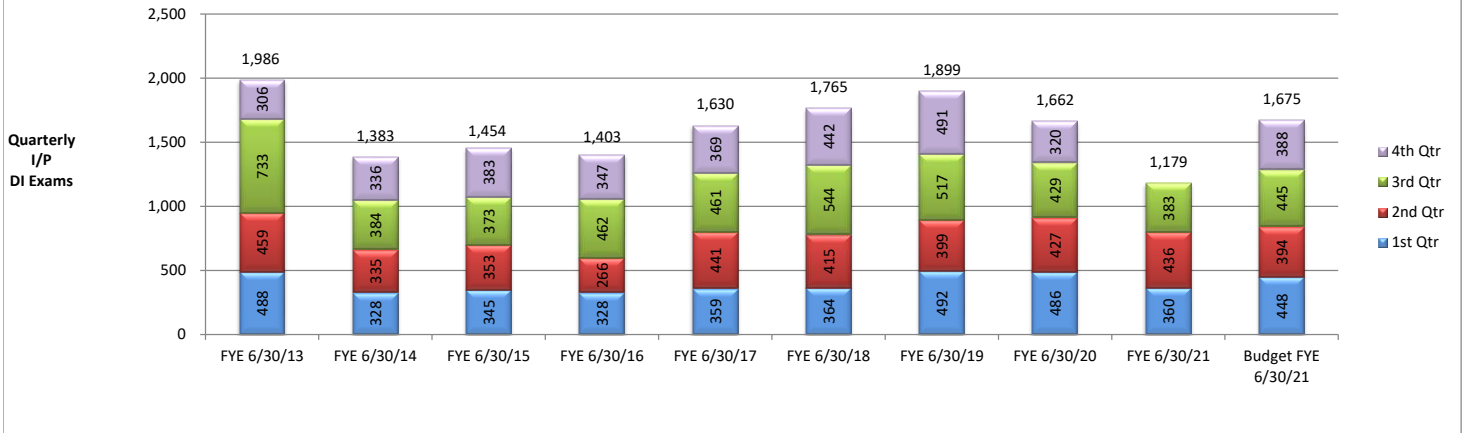
### TOTAL TFH CT OUTPATIENT EXAMS



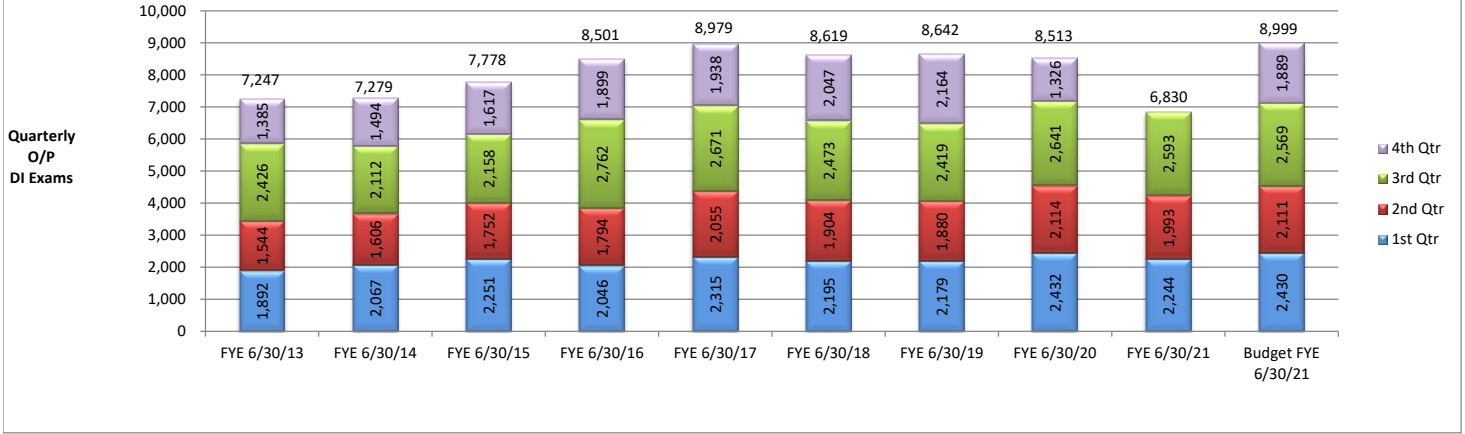
### TOTAL TFH CT EXAMS



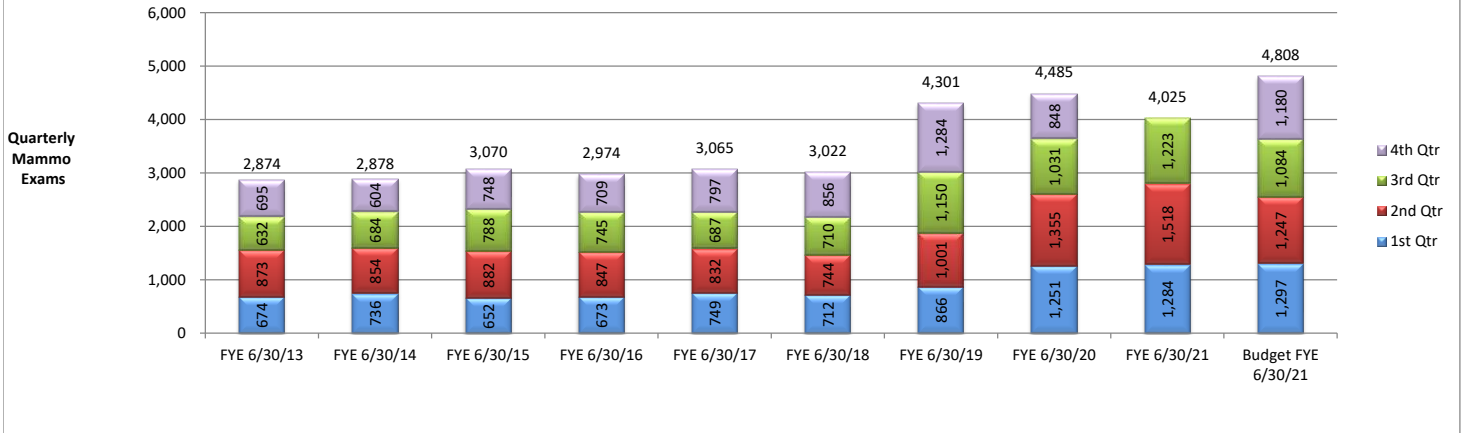
### TOTAL TFH INPATIENT DIAGNOSTIC IMAGING EXAMS



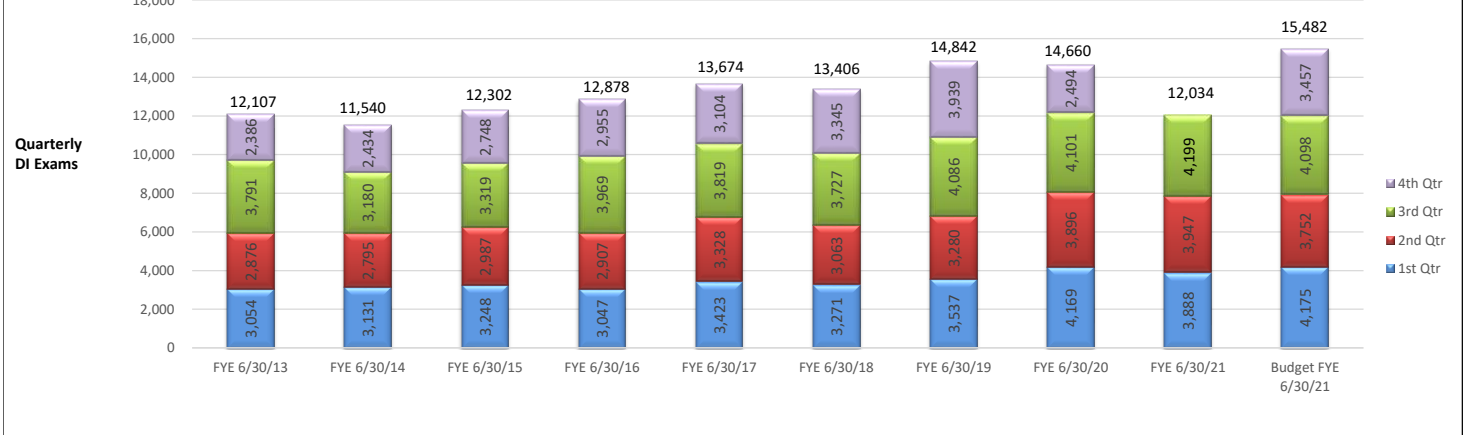
### TOTAL TFH OUTPATIENT DIAGNOSTIC IMAGING EXAMS



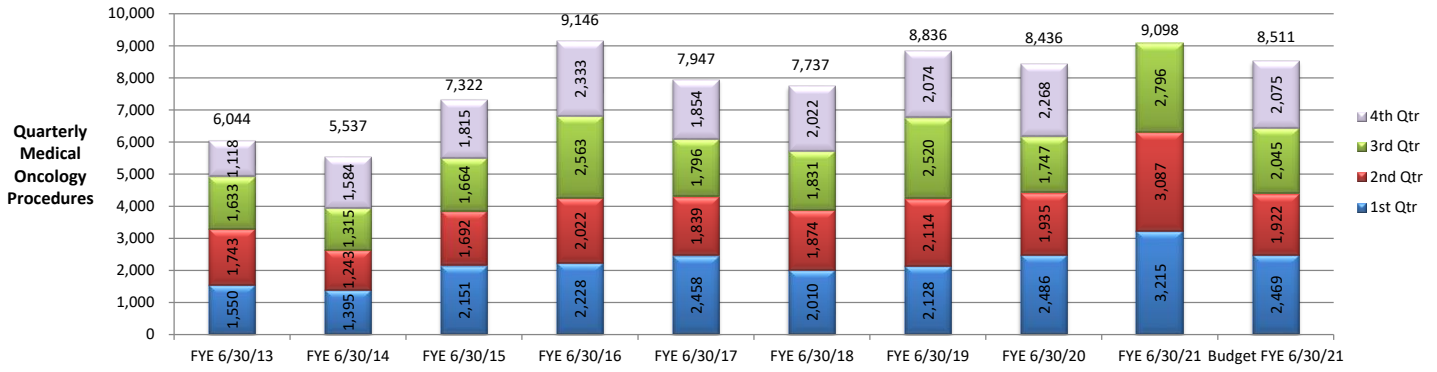
### TOTAL TFH MAMMOGRAPHY EXAMS



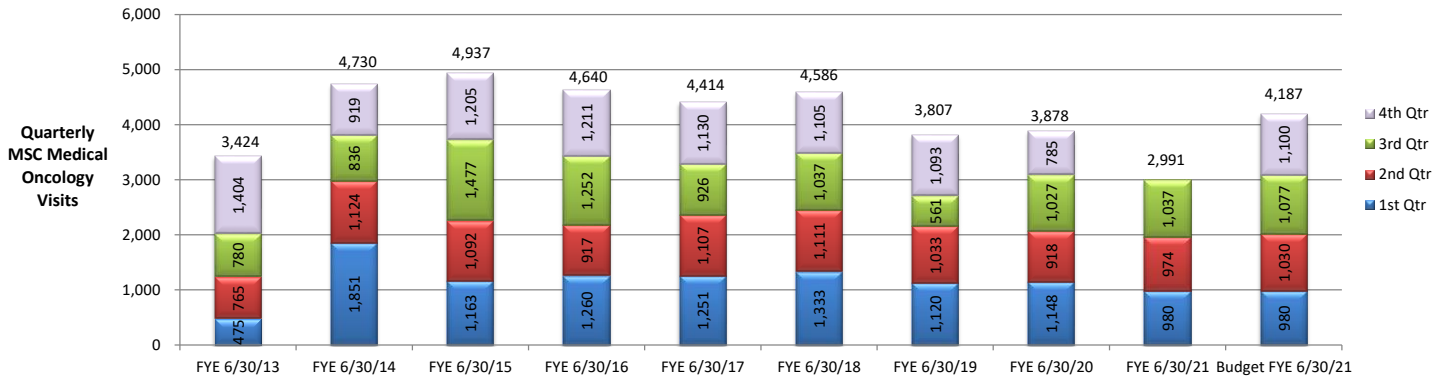
### TOTAL TFH DIAGNOSTIC IMAGING EXAMS



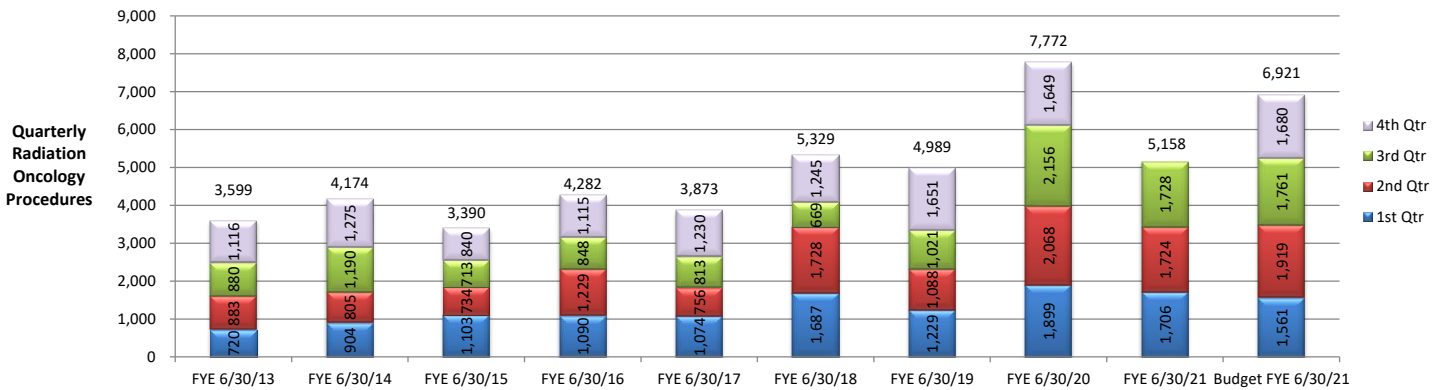
### TOTAL TFH MEDICAL ONCOLOGY PROCEDURES



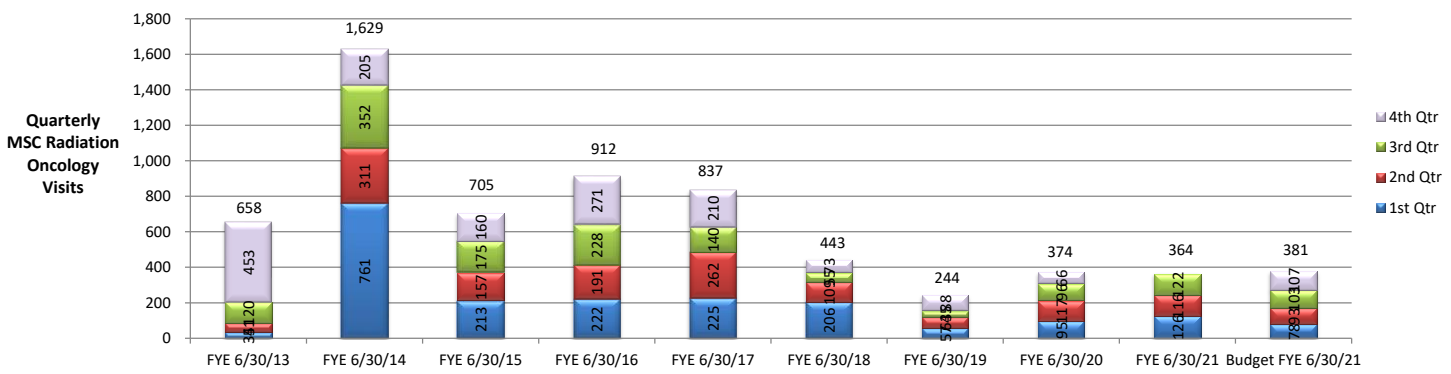
### TOTAL TFH MSC MEDICAL ONCOLOGY VISITS



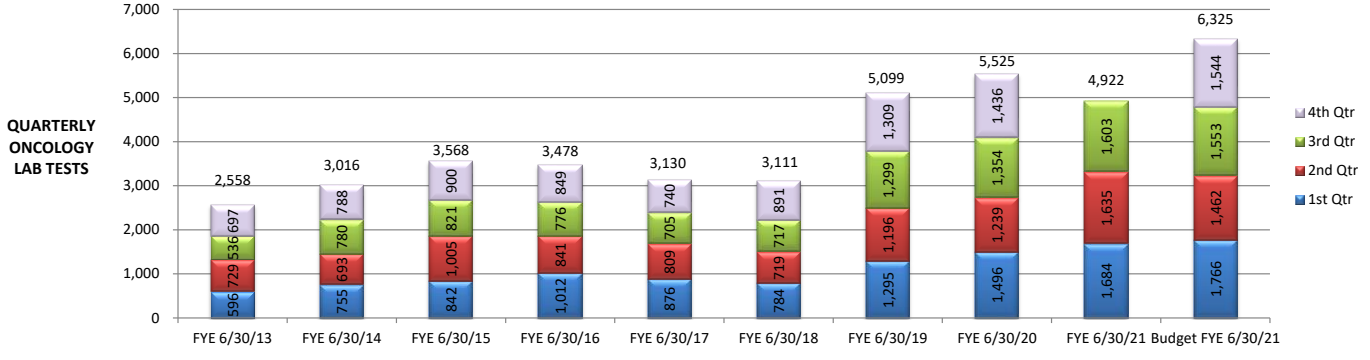
### TOTAL TFH RADIATION ONCOLOGY PROCEDURES



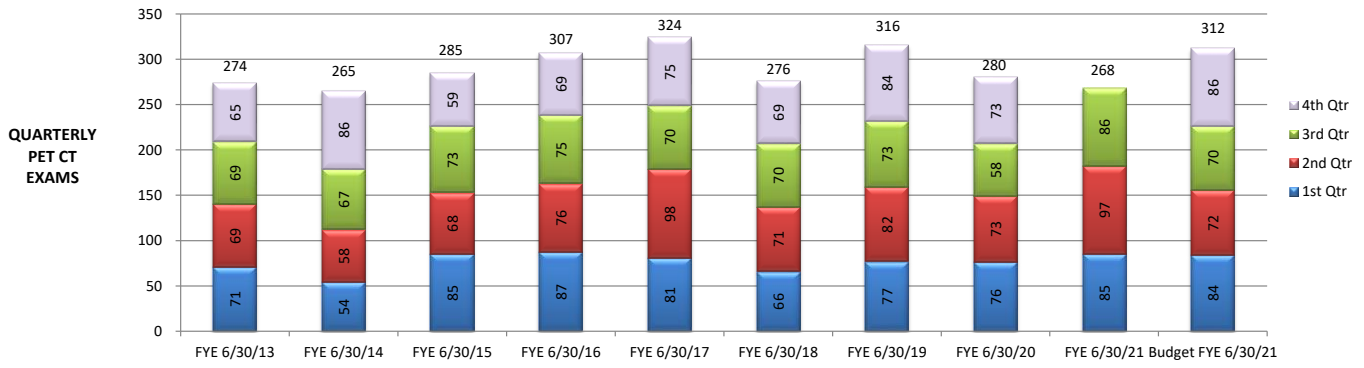
### TOTAL TFH MSC RADIATION ONCOLOGY VISITS



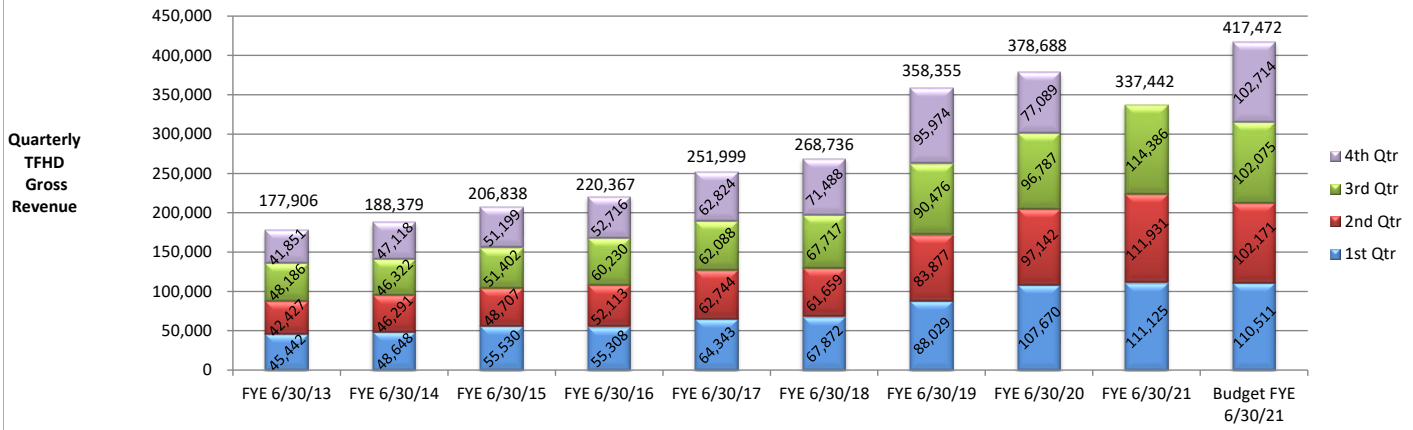
### TOTAL TFH ONCOLOGY LABORATORY TESTS



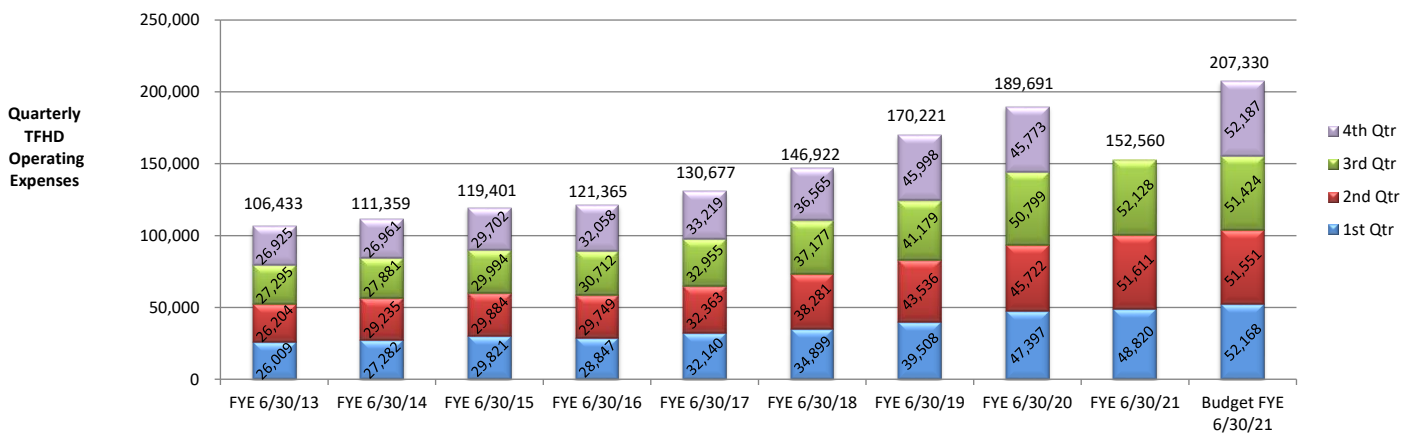
### TOTAL TFH PET CT EXAMS



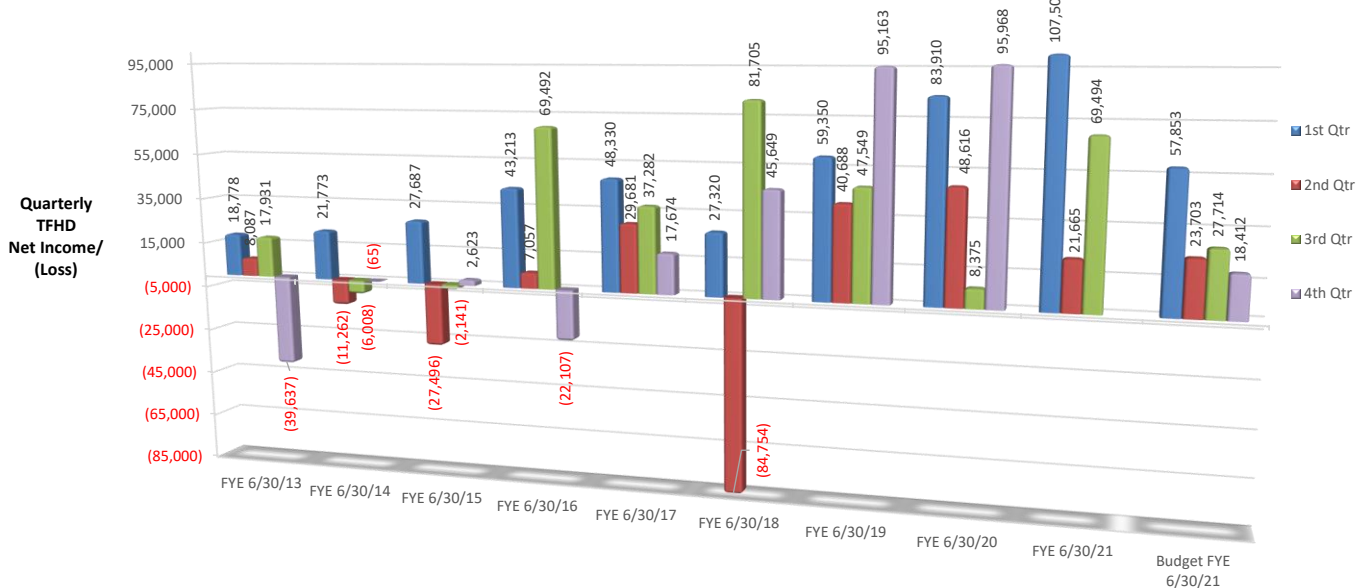
### TAHOE FOREST HOSPITAL DISTRICT TOTAL GROSS REVENUE (In Thousands)



### TAHOE FOREST HOSPITAL DISTRICT TOTAL OPERATING EXPENSES (In Thousands)



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



**TAHOE FOREST HOSPITAL DISTRICT  
SEPARATE BUSINESS ENTERPRISES  
FOR THE NINE MONTHS ENDING MARCH 31, 2021**

	HOME HEALTH				HOSPICE			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2020	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2020
Gross Operating Revenue	720,016	805,082	(85,066)	743,209	1,063,471	1,059,932	3,540	1,271,087
Deduction From Rev	174,892	195,555	20,663	338,606	634,999	632,885	(2,114)	736,977
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	545,124	609,528	(64,403)	404,603	428,473	427,046	1,426	534,110
<b>Operating Expense:</b>								
Salaries	375,936	419,801	43,865	473,615	254,561	335,119	80,558	264,731
Benefits	196,542	188,103	(8,440)	221,457	187,840	208,279	20,439	199,656
Professional Fees	207,501	239,025	31,524	223,324	-	-	-	16,180
Supplies	9,892	13,224	3,331	12,543	2,509	1,314	(1,195)	778
Purchased Services	37,233	40,039	2,807	36,614	57,807	34,368	(23,439)	29,625
Other Expenses	27,523	35,351	7,828	38,580	47,084	72,414	25,330	64,337
Total Operating Expenses	854,627	935,542	80,915	1,006,133	549,801	651,493	101,692	575,307
Net Operating Rev (Exp)	(309,503)	(326,014)	16,512	(601,530)	(121,328)	(224,447)	103,119	(41,197)
<b>Non - Operating Rev / (Exp)</b>								
Donations	300	2,509	(2,209)	4,775	21,325	27,056	(5,731)	17,983
Thrift Store Net Income	-	-	-	-	218,360	81,264	137,096	105,421
Employee Benefit - EE Discounts	-	-	-	-	-	-	-	-
Shared Costs to Other Departments								
Depreciation	(11,564)	(11,564)	-	(8,949)	(2,367)	(2,367)	-	(2,367)
Total Non-Operating Rev/(Exp)	(11,264)	(9,054)	(2,209)	(4,174)	237,318	105,953	131,365	121,037
Net Income/(Loss)	(320,767)	(335,069)	14,302	(605,704)	115,990	(118,494)	234,484	79,840
Units	2,211	2,321	(110)	2,222	862	722	140	932
Gross Revenue/Unit	325.65	346.87	(21.22)	334.48	1,233.73	1,468.05	(234.32)	1,363.83
Total Operating Expense/Unit	386.53	403.08	16.54	452.81	637.82	902.34	264.53	617.28

Note: In FY21 Dr. Sutton-Pado's practice was moved to the 2nd Floor of the Cancer Center so we are no longer reporting activity for the Health Clinic that was located in the Medical Office Building in this SBU.



**TAHOE FOREST HOSPITAL DISTRICT  
SEPARATE BUSINESS ENTERPRISES  
FOR THE NINE MONTHS ENDING MARCH 31, 2021**

	CHILDRENS CENTER				OCCUPATIONAL HEALTH			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2020	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2020
Gross Operating Revenue	841,321	774,802	66,519	768,865	1,210,395	1,140,299	70,096	1,033,003
Deduction From Rev	-	-	-	-	209,640	197,500	(12,141)	178,916
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	841,321	774,802	66,519	768,865	1,000,755	942,799	57,955	854,087
<b>Operating Expense:</b>								
Salaries	476,356	553,792	77,437	514,963	557,467	661,194	103,727	595,732
Benefits	372,099	417,991	45,893	393,184	309,968	341,233	31,266	260,871
Professional Fees	-	-	-	-	2,770	3,240	470	28,132
Supplies	12,682	16,143	3,462	19,404	14,781	6,534	(8,247)	17,772
Purchased Services	30,015	5,300	(24,715)	4,025	29,736	130,072	100,337	43,295
Other Expenses	26,547	34,024	7,477	32,905	60,433	59,082	(1,351)	69,359
Total Operating Expenses	917,698	1,027,251	109,553	964,481	975,154	1,201,355	226,201	1,015,161
Net Operating Rev (Exp)	(76,377)	(252,449)	176,072	(195,616)	25,601	(258,556)	284,157	(161,074)
<b>Non - Operating Rev / (Exp)</b>								
Donations	29,873	798	29,075	700	-	-	-	-
Thrift Store Net Income	-	-	-	-	-	-	-	-
Employee Benefit - EE Discounts	(230,939)	(243,750)	12,811	(227,765)	-	-	-	-
Shared Costs to Other Department:								
Depreciation	(28,440)	(25,987)	(2,453)	(25,913)	(1,170)	(1,170)	-	(799)
Total Non-Operating Rev/(Exp)	(229,506)	(268,939)	39,433	(252,978)	(1,170)	(1,170)	-	(799)
Net Income/(Loss)	(305,883)	(521,388)	215,505	(448,594)	24,431	(259,726)	284,157	(161,873)
Units	14,964	13,661	1,303	16,317	1,775	1,352	423	1,333
Gross Revenue/Unit	56.22	56.72	(0.49)	47.12	681.91	843.42	(161.50)	774.95
Total Operating Expense/Unit	61.33	75.20	13.87	59.11	549.38	888.58	339.19	761.56

**TAHOE FOREST HOSPITAL DISTRICT  
SEPARATE BUSINESS ENTERPRISES  
FOR THE NINE MONTHS ENDING MARCH 31, 2021**

	RETAIL PHARMACY				TOTAL SEPARATE BUSINESS ENTITIES			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2020	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 2020
Gross Operating Revenue	2,672,888	2,836,300	(163,412)	2,873,805	6,508,092	6,616,415	(108,324)	6,689,969
Deduction From Rev	620,160	668,105	47,945	676,939	1,639,691	1,694,044	54,353	1,931,438
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	2,052,728	2,168,195	(115,467)	2,196,866	4,868,401	4,922,371	(53,970)	4,758,531
<b>Operating Expense:</b>								
Salaries	425,783	426,505	722	413,055	2,090,103	2,396,411	306,308	2,262,096
Benefits	185,564	189,541	3,977	205,651	1,252,012	1,345,147	93,135	1,280,819
Professional Fees	6,686	4,500	(2,186)	4,001	216,957	246,765	29,808	271,637
Supplies	1,615,632	1,299,515	(316,116)	1,477,897	1,655,496	1,336,730	(318,766)	1,528,394
Purchased Services	30,870	29,340	(1,530)	29,074	185,661	239,119	53,458	142,633
Other Expenses	62,427	66,506	4,079	62,690	224,014	267,377	43,363	267,871
Total Operating Expenses	2,326,963	2,015,908	(311,056)	2,192,368	5,624,243	5,831,550	207,307	5,753,450
Net Operating Rev (Exp)	(274,235)	152,288	(426,523)	4,498	(755,842)	(909,178)	153,336	(994,919)
<b>Non - Operating Rev / (Exp)</b>								
Donations	-	-	-	-	51,498	30,364	21,134	23,458
Thrift Store Net Income	-	-	-	-	218,360	81,264	137,096	105,421
Employee Benefit - EE Discounts	-	-	-	-	(230,939)	(243,750)	12,811	(227,765)
Shared Costs to Other Department:								
Depreciation	(2,153)	(2,153)	-	(2,156)	(45,694)	(43,241)	(2,453)	(40,184)
Total Non-Operating Rev/(Exp)	(2,153)	(2,153)	-	(2,156)	(6,775)	(175,364)	168,589	(139,070)
Net Income/(Loss)	(276,388)	150,134	(426,523)	2,342	(762,617)	(1,084,542)	321,925	(1,133,989)
Units	27,083	26,386	697	24,368	46,895	44,442	2,453	45,172
Gross Revenue/Unit	98.69	107.49	(8.80)	117.93	138.78	148.88	(10.10)	148.10
Total Operating Expense/Unit	85.92	76.40	(9.52)	89.97	119.93	131.22	(11.28)	127.37

**Employee Drug Plan**

Plan Costs	(907,337)
Captured through Retail Rx	400,291
Net Plan Costs	(507,046)
Net Operating Income	(274,235)
Net Employee Drug Plan Costs	(507,046)
<b>Net Financial Position</b>	<b>(781,281)</b>

**TAHOE FOREST HOSPITAL DISTRICT  
CENTER FOR HEALTH AND SPORTS PERFORMANCE  
FOR THE NINE MONTHS ENDING MARCH 31, 2021**

	THERAPY SERVICES				FITNESS CENTER & WELLNESS CLASSES			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 20	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 20
Gross Operating Revenue	\$ 6,156,506	\$ 5,539,861	\$ 616,645	\$ 5,307,418	\$ 65,789	\$ 58,212	\$ 7,576	\$ 176,089
Deduction From Rev	2,541,406	2,286,855	(254,551)	1,857,596	-	-	-	-
Other Operating Revenue	9,719	8,692	1,027	10,574	-	-	-	-
Total Operating Revenue	\$ 3,624,819	\$ 3,261,698	\$ 363,121	\$ 3,460,396	\$ 65,789	\$ 58,212	\$ 7,576	\$ 176,089
<b>Operating Expense:</b>								
Salaries	\$ -	\$ -	\$ -	\$ -	\$ 11,783	\$ -	\$ (11,783)	\$ 13,214
Benefits	-	-	-	47	1,298	-	(1,298)	966
Professional Fees	2,330,486	2,175,249	(155,238)	2,260,448	-	-	-	-
Supplies	49,014	58,651	9,637	57,566	6,794	6,567	(226)	6,763
Purchased Services	32,727	26,400	(6,327)	34,368	58,765	125,200	66,436	117,549
Other Expenses	19,981	13,514	(6,467)	4,756	582	4,023	3,441	2,817
Total Operating Expenses	\$ 2,432,209	\$ 2,273,813	\$ (158,396)	\$ 2,357,185	\$ 79,222	\$ 135,791	\$ 56,569	\$ 141,309
Net Operating Rev (Exp)	\$ 1,192,611	\$ 987,885	\$ 204,725	\$ 1,103,211	\$ (13,433)	\$ (77,578)	\$ 64,146	\$ 34,780
<b>Non - Operating Rev / (Exp)</b>								
Donations	-	19	(19)	25	-	-	-	-
Depreciation	(14,757)	(14,757)	-	(14,868)	(3,111)	(3,111)	-	(3,111)
Total Non-Operating Rev/(Exp)	(14,757)	(14,738)	(19)	(14,843)	(3,111)	(3,111)	-	(3,111)
Net Income/(Loss)	\$ 1,177,853	\$ 973,147	\$ 204,706	\$ 1,088,368	\$ (16,544)	\$ (80,689)	\$ 64,146	\$ 31,669
Overhead Allocation Based on Sq Ft	\$ (359,219)	\$ (366,244)	7,025	\$ (140,489)	\$ (3,430)	\$ (3,497)	67	\$ (220,805)
Adjusted Net Income/(Loss)	\$ 818,634	\$ 606,903	\$ 211,731	\$ 947,879	\$ (19,974)	\$ (84,186)	\$ 64,213	\$ (189,136)
Units	50,009	56,900	(6,891)	55,525				
Gross Revenue/Unit	\$ 123.11	\$ 97.36	\$ 25.75	\$ 95.59				
Total Operating Expense/Unit	\$ 55.82	\$ 46.40	\$ (9.42)	\$ 44.98				

**TAHOE FOREST HOSPITAL DISTRICT  
CENTER FOR HEALTH AND SPORTS PERFORMANCE  
FOR THE NINE MONTHS ENDING MARCH 31, 2021**

	OCCUPATIONAL HEALTH TESTING				CENTER OPERATIONS			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 20	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 20
Gross Operating Revenue	\$ 75,350	\$ 114,351	\$ (39,001)	\$ 106,625	\$ -	\$ -	\$ -	\$ -
Deduction From Rev	-	-	-	-	-	-	-	-
Other Operating Revenue	-	-	-	-	-	-	-	-
<b>Total Operating Revenue</b>	<b>\$ 75,350</b>	<b>\$ 114,351</b>	<b>\$ (39,001)</b>	<b>\$ 106,625</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Operating Expense:</u></b>								
Salaries	\$ 179,754	\$ 186,040	\$ 6,286	\$ 195,312	\$ -	\$ -	\$ -	\$ -
Benefits	111,684	114,860	3,175	123,902	-	-	-	161
Professional Fees	-	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	1,699	1,699	1,288
Purchased Services	355	17,029	16,674	10,440	350	1,800	1,450	-
Other Expenses	31,446	22,501	(8,945)	15,189	276,275	280,740	4,465	273,753
<b>Total Operating Expenses</b>	<b>\$ 323,239</b>	<b>\$ 340,429</b>	<b>\$ 17,190</b>	<b>\$ 344,843</b>	<b>\$ 276,625</b>	<b>\$ 284,239</b>	<b>\$ 7,614</b>	<b>\$ 275,202</b>
<b>Net Operating Rev (Exp)</b>	<b>\$ (247,889)</b>	<b>\$ (226,078)</b>	<b>\$ (21,811)</b>	<b>\$ (238,218)</b>	<b>\$ (276,625)</b>	<b>\$ (284,239)</b>	<b>\$ 7,614</b>	<b>\$ (275,202)</b>
<b><u>Non - Operating Rev / (Exp)</u></b>								
Donations	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	(112,705)	(112,705)	-	(112,705)
<b>Total Non-Operating Rev/(Exp)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(112,705)</b>	<b>(112,705)</b>	<b>-</b>	<b>(112,705)</b>
<b>Net Income/(Loss)</b>	<b>\$ (247,889)</b>	<b>\$ (226,078)</b>	<b>\$ (21,811)</b>	<b>\$ (238,218)</b>	<b>\$ (389,330)</b>	<b>\$ (396,943)</b>	<b>\$ 7,614</b>	<b>\$ (387,907)</b>
Overhead Allocation Based on Sq Ft	\$ -	\$ -	\$ -	\$ -	\$ 362,649	\$ 369,741	(7,092)	\$ 361,294
<b>Adjusted Net Income/(Loss)</b>	<b>\$ (247,889)</b>	<b>\$ (226,078)</b>	<b>\$ (21,811)</b>	<b>\$ (238,218)</b>	<b>\$ (26,681)</b>	<b>\$ (27,203)</b>	<b>522</b>	<b>\$ (26,613)</b>
<b>Units</b>								
Gross Revenue/Unit								
Total Operating Expense/Unit								

**TAHOE FOREST HOSPITAL DISTRICT  
CENTER FOR HEALTH AND SPORTS PERFORMANCE  
FOR THE NINE MONTHS ENDING MARCH 31, 2021**

TOTAL CENTER FOR HEALTH & SPORTS PERFORMANCE				
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 20
Gross Operating Revenue	\$ 6,297,645	\$ 5,712,424	\$ 585,221	\$ 5,590,132
Deduction From Rev	2,541,406	2,286,855	(254,551)	1,857,596
Other Operating Revenue	9,719	8,692	1,027	10,574
<b>Total Operating Revenue</b>	<b>\$ 3,765,958</b>	<b>\$ 3,434,262</b>	<b>\$ 331,697</b>	<b>\$ 3,743,110</b>
<b><u>Operating Expense:</u></b>				
Salaries	\$ 191,537	\$ 186,040	\$ (5,497)	\$ 208,526
Benefits	112,982	114,860	1,877	125,076
Professional Fees	2,330,486	2,175,249	(155,238)	2,260,448
Supplies	55,808	66,917	11,109	65,617
Purchased Services	92,197	170,429	78,232	162,357
Other Expenses	328,285	320,778	(7,507)	296,515
<b>Total Operating Expenses</b>	<b>\$ 3,111,295</b>	<b>\$ 3,034,272</b>	<b>\$ (77,023)</b>	<b>\$ 3,118,539</b>
<b>Net Operating Rev (Exp)</b>	<b>\$ 654,664</b>	<b>\$ 399,990</b>	<b>\$ 254,674</b>	<b>\$ 624,571</b>
<b><u>Non - Operating Rev / (Exp)</u></b>				
Donations	\$ -	\$ 19	\$ 19	\$ 25
Depreciation	(130,573)	(130,573)	-	(130,684)
<b>Total Non-Operating Rev/(Exp)</b>	<b>(130,573)</b>	<b>(130,554)</b>	<b>(19)</b>	<b>(130,659)</b>
<b>Net Income/(Loss)</b>	<b>\$ 524,090</b>	<b>\$ 269,436</b>	<b>\$ 254,655</b>	<b>\$ 493,912</b>
Overhead Allocation Based on Sq Ft	-	-	-	-
<b>Adjusted Net Income/(Loss)</b>	<b>\$ 524,090</b>	<b>\$ 269,436</b>	<b>\$ 254,655</b>	<b>\$ 493,912</b>
<b>Units</b>	<b>50,009</b>	<b>56,900</b>	<b>(6,891)</b>	<b>55,525</b>
<b>Gross Revenue/Unit</b>	<b>\$ 125.93</b>	<b>\$ 100.39</b>	<b>\$ 25.54</b>	<b>\$ 100.68</b>
<b>Total Operating Expense/Unit</b>	<b>\$ 62.21</b>	<b>\$ 53.33</b>	<b>\$ (8.89)</b>	<b>\$ 56.16</b>

**TAHOE FOREST HOSPITAL DISTRICT  
CANCER PROGRAM  
FOR THE NINE MONTHS ENDING MARCH 31, 2021**

	MEDICAL ONCOLOGY				MSC MEDICAL ONCOLOGY			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 20	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 20
Gross Operating Revenue	3,397,630	3,166,645	230,985	2,934,002	1,039,630	1,021,537	18,093	986,652
Deduction From Rev	1,749,471	1630534.495	(118,936)	1,413,388	532,757	523,485	(9,272)	553,483
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	1,648,159	1,536,110	112,049	1,520,614	506,873	498,052	8,821	433,169
<b>Operating Expense:</b>								
Salaries	1,685,191	1,678,972	(6,218)	1,723,756	-	-	-	-
Benefits	828,654	807,106	(21,548)	801,797	8,250	-	(8,250)	-
Professional Fees	122	47,250	47,128	53,873	1,227,638	1,330,769	103,131	1,227,638
Supplies	41,843	49,258	7,415	52,859	-	-	-	-
Purchased Services	196,016	172,493	(23,524)	160,893	8,839	900	(7,939)	1,030
Other Expenses	248,769	278,819	30,050	257,965	-	3,089	3,089	-
Total Operating Expenses	3,000,595	3,033,898	33,303	3,051,143	1,244,727	1,334,758	90,031	1,228,668
Net Operating Rev (Exp)	(1,352,436)	(1,497,787)	145,351	(1,530,529)	(737,853)	(836,706)	98,852	(795,499)
<b>Non - Operating Rev / (Exp)</b>								
Donations	-	-	-	-	-	-	-	-
Depreciation	(111,808)	(111,808)	-	(130,126)	-	-	-	-
Total Non-Operating Rev/(Exp)	(111,808)	(111,808)	-	(130,126)	-	-	-	-
Net Income/(Loss)	(1,464,244)	(1,609,595)	145,351	(1,660,655)	(737,853)	(836,706)	98,852	(795,499)
Units	9,305	6,436	2,869	6,168	3,059	3,087	(28)	3,093
Gross Revenue/Unit	365.14	492.02	(126.88)	475.68	339.86	330.92	8.94	319.00
Total Operating Expense/Unit	322.47	471.39	148.92	494.67	406.91	432.38	25.47	397.24

**TAHOE FOREST HOSPITAL DISTRICT  
CANCER PROGRAM  
FOR THE NINE MONTHS ENDING MARCH 31, 2021**

	RADIATION ONCOLOGY				MSC RADIATION ONCOLOGY			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 20	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 20
Gross Operating Revenue	9,183,147	8,997,298	185,849	10,077,747	904,070	1,023,842	(119,772)	1,033,213
Deduction From Rev	4,787,312	4,690,426	(96,886)	4,850,634	461,290	522,402	61,112	574,809
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	4,395,835	4,306,872	88,963	5,227,113	442,780	501,440	(58,660)	458,404
<b>Operating Expense:</b>								
Salaries	355,066	312,308	(42,758)	258,646	-	-	-	-
Benefits	92,674	97,447	4,773	82,649	-	-	-	-
Professional Fees	124,096	245,250	121,154	217,022	560,084	607,136	47,051	530,084
Supplies	1,749	3,944	2,195	5,178	1,215	-	(1,215)	-
Purchased Services	315,791	363,384	47,593	362,277	-	-	-	-
Other Expenses	6,529	12,135	5,606	521	-	-	-	-
Total Operating Expenses	895,905	1,034,468	138,563	926,293	561,299	607,136	45,836	530,084
Net Operating Rev (Exp)	3,499,930	3,272,404	227,526	4,300,820	(118,519)	(105,696)	(12,824)	(71,680)
<b>Non - Operating Rev / (Exp)</b>								
Donations	-	-	-	-	-	-	-	-
Depreciation	(10,778)	(10,778)	-	(331,042)	-	-	-	-
Total Non-Operating Rev/(Exp)	(10,778)	(10,778)	-	(331,042)	-	-	-	-
Net Income/(Loss)	3,489,152	3,261,626	227,526	3,969,778	(118,519)	(105,696)	(12,824)	(71,680)
Units	5,407	5,240	167	6,124	363	274	89	308
Gross Revenue/Unit	1,698.38	1,717.04	-18.66	1,645.62	2,490.55	3,736.65	-1,246.10	3,354.59
Total Operating Expense/Unit	165.69	197.42	31.72	151.26	1,546.28	2,215.82	669.54	1,721.05

**TAHOE FOREST HOSPITAL DISTRICT  
CANCER PROGRAM  
FOR THE NINE MONTHS ENDING MARCH 31, 2021**

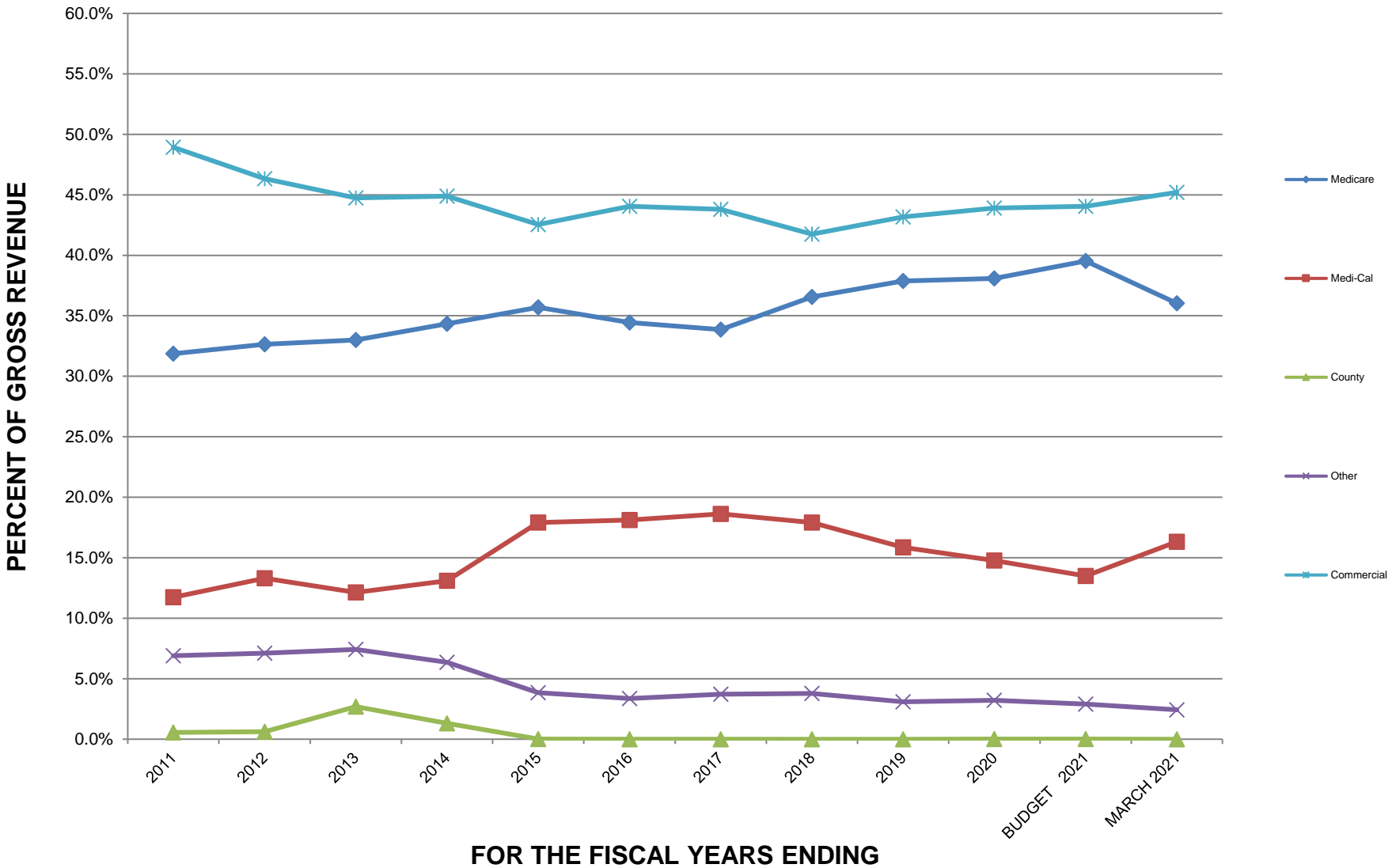
	ONCOLOGY LAB				ONCOLOGY DRUGS			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 20	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 20
Gross Operating Revenue	461,443	420,673	40,770	336,749	29,526,240	27,669,169	1,857,071	25,734,012
Deduction From Rev	237,738	216,733	(21,005)	165,357	14,746,313	13,818,835	(927,478)	13,047,011
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	223,705	203,940	19,765	171,392	14,779,926	13,850,334	929,592	12,687,001
<b>Operating Expense:</b>								
Salaries	90,308	102,681	12,373	89,916	-	-	-	-
Benefits	74,642	77,190	2,548	35,983	-	-	-	-
Professional Fees	-	-	-	-	-	-	-	2,119
Supplies	-	-	-	-	6,528,415	6,888,095	359,680	6,430,482
Purchased Services	7,613	-	(7,613)	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-
Total Operating Expenses	172,563	179,871	7,308	125,899	6,528,415	6,888,095	359,680	6,432,601
Net Operating Rev (Exp)	51,142	24,069	27,073	45,493	8,251,512	6,962,239	1,289,273	6,254,400
<b>Non - Operating Rev / (Exp)</b>								
Donations	-	-	-	-	-	-	-	-
Depreciation	(527)	(527)	-	(527)	-	-	-	-
Total Non-Operating Rev/(Exp)	(527)	(527)	-	(527)	-	-	-	-
Net Income/(Loss)	50,615	23,542	27,073	44,966	8,251,512	6,962,239	1,289,273	6,254,400
Units	4,922	4,781	141	4,089	4,934	4,362	572	4,336
Gross Revenue/Unit	93.75	87.99	5.76	82.35	5,984.24	6,343.23	-358.99	5,934.97
Total Operating Expense/Unit	35.06	37.62	2.56	30.79	1,323.15	1,579.11	255.97	1,483.53



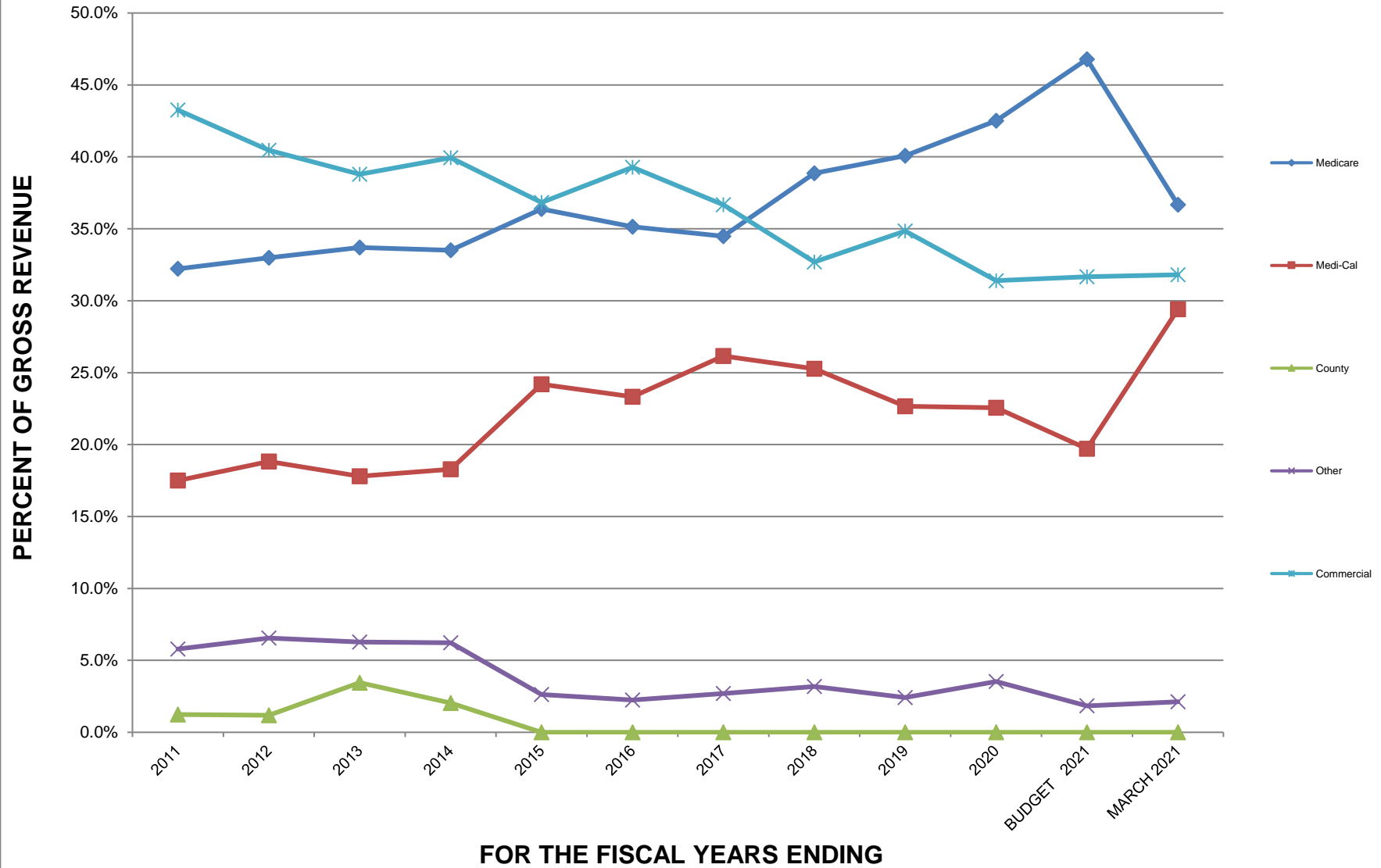
**TAHOE FOREST HOSPITAL DISTRICT  
CANCER PROGRAM  
FOR THE NINE MONTHS ENDING MARCH 31, 2021**

	PET CT				TOTAL CANCER PROGRAM			
	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 20	ACTUAL	BUDGET	\$ VARIANCE	PRIOR YTD MAR 20
Gross Operating Revenue	1,492,291	1,248,583	243,708	1,102,491	46,004,451	43,547,747	2,456,704	42,204,866
Deduction From Rev	793,119	663,594	(129,525)	562,349	23,308,000	22,066,009	1,241,990	21,167,031
Other Operating Revenue	-	-	-	-	-	-	-	-
Total Operating Revenue	699,172	584,990	114,183	540,142	22,696,451	21,481,737	1,214,714	21,037,835
<b>Operating Expense:</b>								
Salaries	51,725	36,906	(14,819)	32,821	2,182,290	2,130,868	51,422	2,105,139
Benefits	11,335	11,098	(237)	11,047	1,015,555	992,841	22,714	931,476
Professional Fees	2,881	4,671	1,790	4,051	1,914,821	2,235,075	(320,255)	2,034,787
Supplies	-	164	164	197	6,573,222	6,941,461	(368,239)	6,488,716
Purchased Services	137,979	151,741	13,762	136,542	666,238	688,517	(22,279)	660,742
Other Expenses	539	199	(340)	186	255,838	294,242	(38,405)	258,672
Total Operating Expenses	204,459	204,780	320	184,844	12,607,964	13,283,004	675,041	12,479,532
Net Operating Rev (Exp)	494,713	380,210	114,503	355,298	10,088,487	8,198,733	1,889,755	8,558,303
<b>Non - Operating Rev / (Exp)</b>								
Donations	-	-	-	-	48,114	143,735	(95,620)	113,811
Depreciation	-	-	-	-	(779,134)	(779,134)	-	(983,266)
Total Non-Operating Rev/(Exp)	-	-	-	-	(731,020)	(635,399)	(95,620)	(869,455)
Net Income/(Loss)	494,713	380,210	114,503	355,298	9,357,468	7,563,333	1,794,134	7,688,848
Units	268	225	43	207	28,258	24,405	3,853	24,325
Gross Revenue/Unit	5,568.25	5,549.26	18.99	5,326.04	1,628.02	1,784.38	-156.36	1,735.04
Total Operating Expense/Unit	762.91	910.13	147.22	892.97	446.17	544.27	98.10	513.03

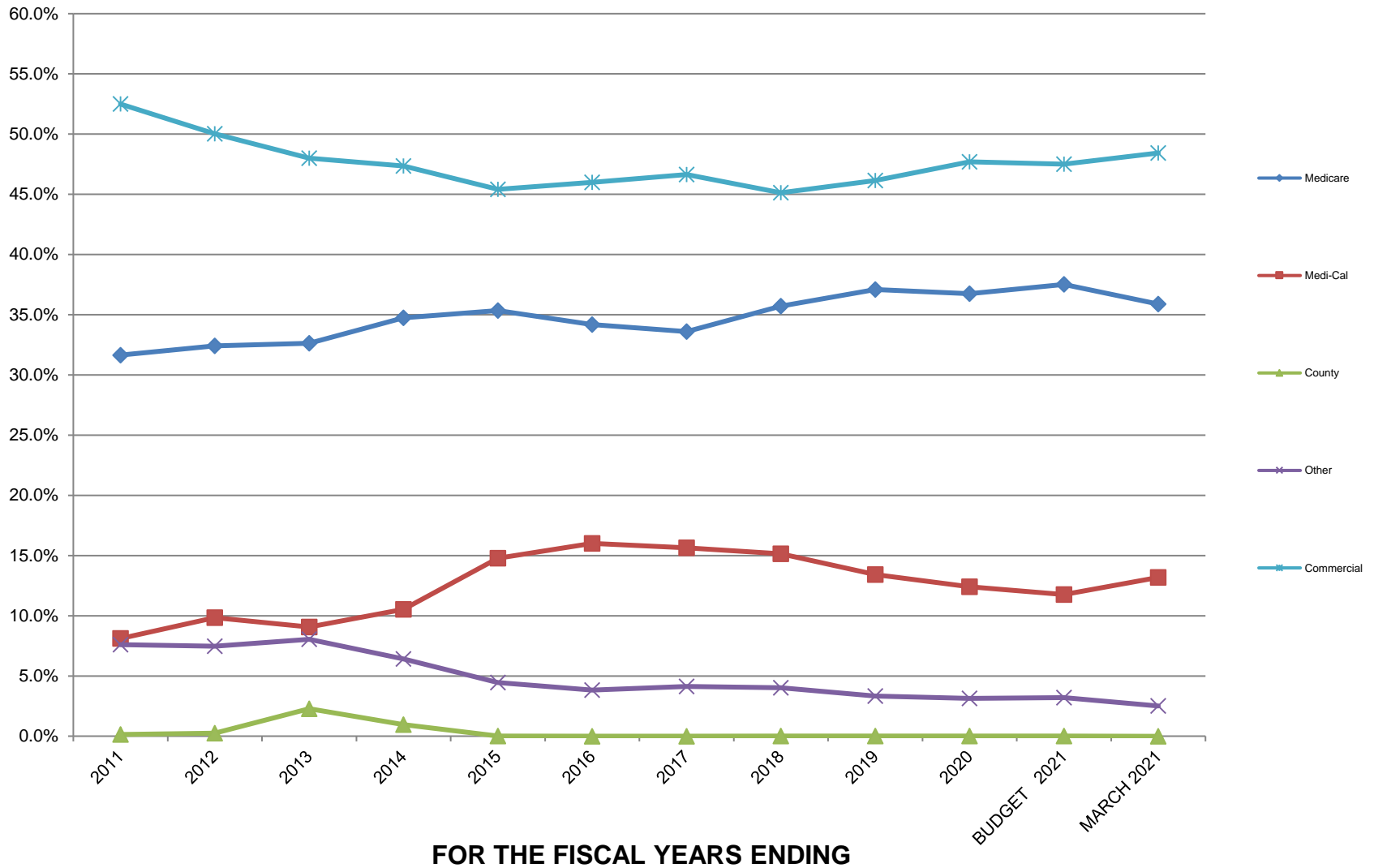
# GROSS REVENUE PAYOR MIX TRENDING



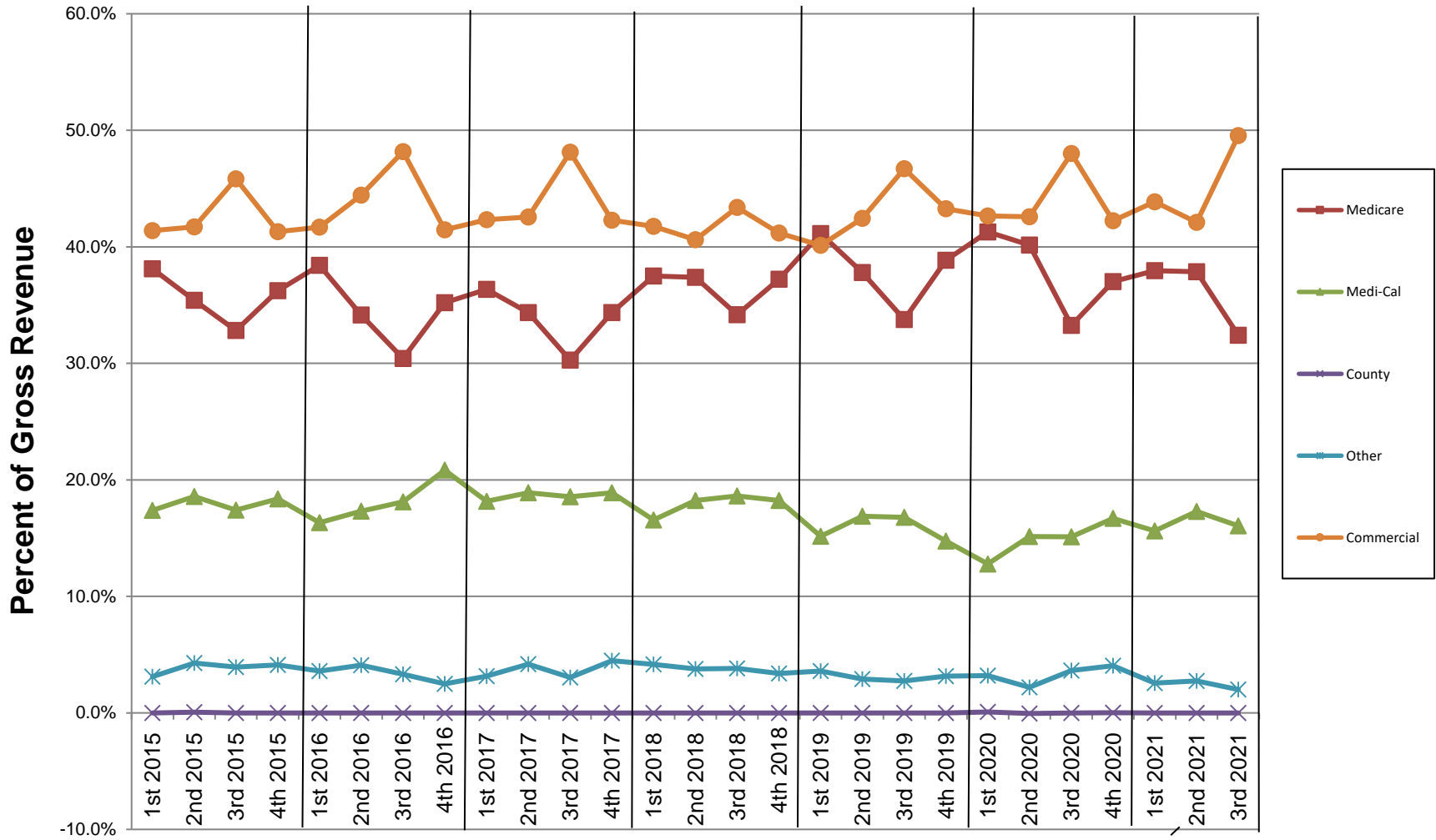
# INPATIENT REVENUE PAYOR MIX TRENDING



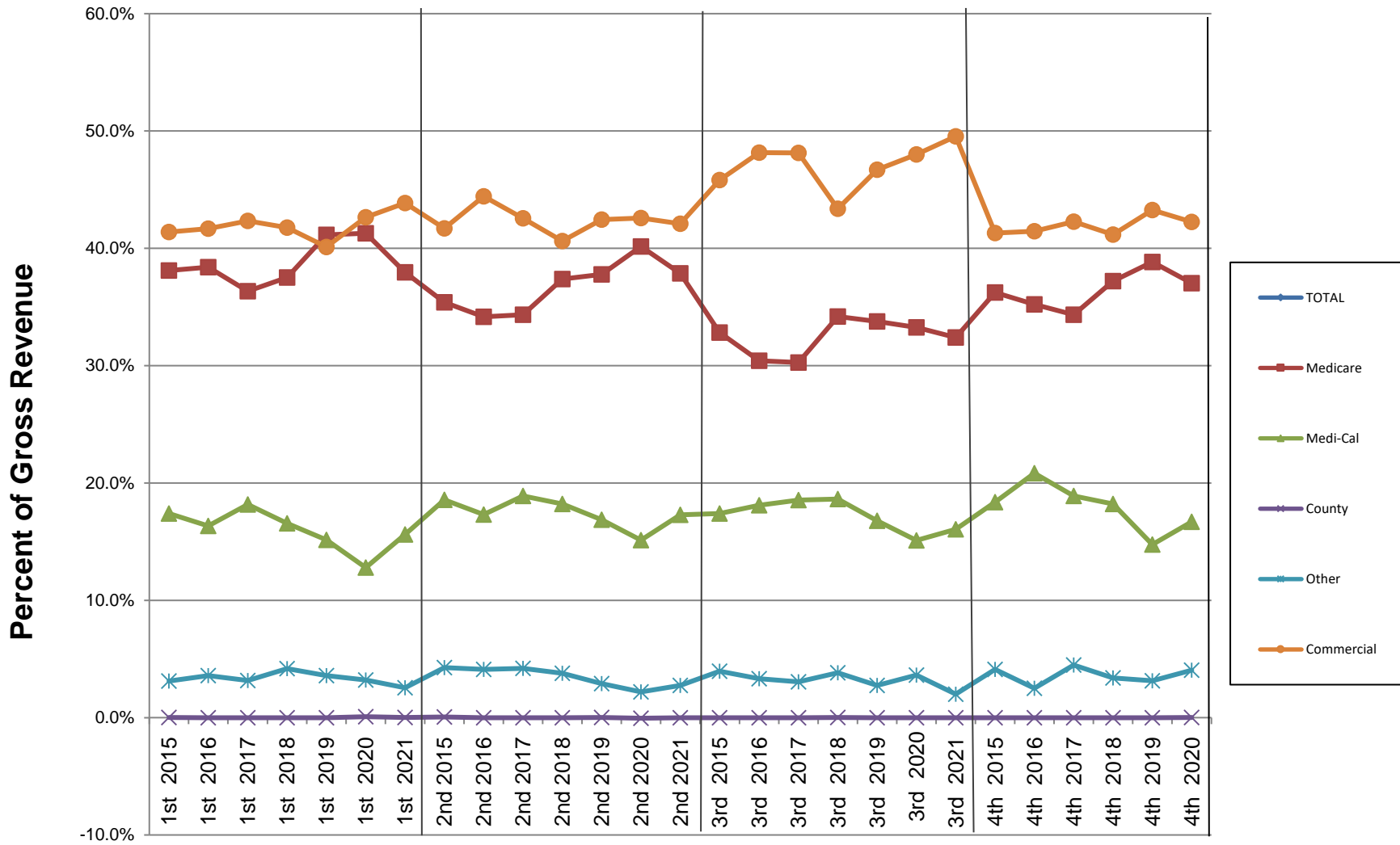
# OUTPATIENT REVENUE PAYOR MIX TRENDING



# Total Quarterly Percent of Gross Revenue By Payor by Fiscal Year



## Total Quarterly Percent of Gross Revenue by Payor



TAHOE INSTITUTE FOR RURAL HEALTH RESEARCH  
EXPENDITURE REPORT

	AS OF MARCH 2021				AUDITED	AUDITED	AUDITED	AUDITED	AUDITED	AUDITED	AUDITED	AUDITED
	ACTUAL	BUDGET	VAR\$	VAR%	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015	FY2014	FY2013
<b>OPERATING EXPENSES</b>												
Salaries and Wages	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,518
Benefits	-	-	-	0.0%	-	-	-	-	-	-	-	7,550
Benefits Workers Compensation	-	-	-	0.0%	-	-	-	-	-	-	-	551
Benefits Medical Insurance	-	-	-	0.0%	-	-	-	-	-	-	-	3,662
Professional Fees	22,081	49,188	27,107	0.0%	59,606	183,132	145,724	236,510	338,264	406,761	524,544	297,311
Supplies	-	-	-	0.0%	2,558	-	289	1,619	6,083	2,108	28,462	5,806
Purchased Services	14,320	637	(13,682)	0.0%	1,126	6,037	4,689	48,123	35,248	22,828	18,868	2,600
Other	913	600	(313)	0.0%	81,715	19,220	125,889	5,984	162,378	101,408	160,597	230,932
Interest Expense	154,636	154,930	294	0.0%	196,397	181,739	162,324	143,777	123,986	92,855	61,147	32,059
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 191,949</b>	<b>\$ 205,355</b>	<b>\$ 13,406</b>	<b>6.5%</b>	<b>\$ 341,402</b>	<b>\$ 390,128</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>GRANT REIMBURSEMENT FOR TBI EXPENSES</b>	<b>\$ (29,936)</b>	<b>\$ -</b>	<b>29,936</b>	<b>0.0%</b>	<b>\$ (44,801)</b>	<b>\$ (88,713)</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>TOTAL FUNDS ADVANCED TO TIRHR</b>	<b>\$ (162,013)</b>	<b>\$ (205,355)</b>	<b>\$ (43,342)</b>	<b>21.1%</b>	<b>\$ (296,601)</b>	<b>\$ (301,415)</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>
	-	-	-		-	-	-	-	-	-	-	-

**CUMULATIVE:**

Letter of Credit	\$ 3,125,000 <b>N1</b>
FY2011 Actual Draw Against Letter of Credit	(113,644)
FY2012 Actual Draw Against Letter of Credit	(277,496)
FY2013 Actual Draw Against Letter of Credit	(542,943)
FY2014 Actual Draw Against Letter of Credit	(620,844)
FY2015 Actual Draw Against Letter of Credit	(412,591)
FY2016 Actual Draw Against Letter of Credit	(434,253)
FY2017 Actual Draw Against Letter of Credit	(215,029)
FY2018 Actual Draw Against Letter of Credit	(253,924)
FY2019 Actual Draw Against Letter of Credit	(119,676)
FY2020 Actual Draw Against Letter of Credit	(100,204)
FY2021 Actual Draw Against Letter of Credit	(7,377)
<b>Balance on Letter of Credit</b>	<b>\$ 34,396</b>

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

PROFESSIONAL FEES PAID ANALYSIS														
SUB ACCT & DETAIL	FY 2016 TOTAL	% OF TOTAL PRO FEES	FY 2017 TOTAL	% OF TOTAL PRO FEES	FY 2018 TOTAL	% OF TOTAL PRO FEES	FY 2019 TOTAL	% OF TOTAL PRO FEES	PRE-AUDIT FY20 TOTAL	% OF TOTAL PRO FEES	FY2021 BUDGET	% OF TOTAL PRO FEES	FY 2021 TOTAL	% OF TOTAL PRO FEES
<b>320 - Physician Fees</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>\$ 19,960,679.49</b>	<b>72.2%</b>	<b>\$ 11,791,084.14</b>	<b>59.4%</b>	<b>\$ 8,495,556.00</b>	<b>42.7%</b>	<b>\$ 5,983,542.20</b>	<b>30.1%</b>
Medical Director Fees	\$ 501,633.87	2.5%	\$ 467,017.48	2.1%	\$ 362,835.69	1.5%	\$ 589,038.96	2.1%	\$ 142,133.35	0.7%	\$ 58,444.00	0.3%	\$ 32,403.00	0.2%
Medicine Call	\$ 1,283,566.56	6.5%	\$ 1,544,576.12	6.8%	\$ 1,238,658.56	5.1%	\$ 1,188,229.01	4.3%	\$ 693,423.50	3.5%	\$ 580,600.00	2.9%	\$ 475,237.09	2.4%
Hospitalists Fees	\$ 725,750.68	3.7%	\$ 903,196.42	4.0%	\$ 1,048,715.78	4.3%	\$ 1,189,589.47	4.3%	\$ 650,830.13	3.3%	\$ 273,821.00	1.4%	\$ 299,194.65	1.5%
Anesthesia Guarantee	\$ 1,135,091.07	5.8%	\$ 1,194,970.27	5.3%	\$ 1,252,715.53	5.2%	\$ 1,207,103.56	4.4%	\$ 2,096,271.40	10.6%	\$ 1,879,000.00	9.4%	\$ 1,515,285.36	7.6%
Physician Fees	\$ 54,141.32	0.3%	\$ 280.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Multi-specialty Clinic Physician Fees	\$ 6,136,630.95	31.2%	\$ 9,149,552.20	40.4%	\$ 10,859,223.99	44.7%	\$ 13,558,080.07	49.1%	\$ 6,021,022.88	30.3%	\$ 3,302,405.00	16.6%	\$ 2,098,155.78	10.6%
Residency Program Fees	\$ 43,729.71	0.2%	\$ 31,373.50	0.1%	\$ -	0.0%	\$ 19,042.50	0.1%	\$ 13,984.50	0.1%	\$ -	0.0%	\$ -	0.0%
Medical Staff Chair Fees	\$ 85,477.06	0.4%	\$ 76,016.50	0.3%	\$ 67,631.25	0.3%	\$ 63,450.00	0.2%	\$ 33,100.00	0.2%	\$ 21,200.00	0.1%	\$ 29,750.00	0.1%
Med Staff Chairs - Wellness Neighborhood	\$ 6,383.33	0.0%	\$ 2,851.22	0.0%	\$ 9,177.03	0.0%	\$ 11,196.39	0.0%	\$ 1,462.40	0.0%	\$ 1,800.00	0.0%	\$ -	0.0%
Radiology Guarantee	\$ 242,814.74	1.2%	\$ 285,577.77	1.3%	\$ 233,702.97	1.0%	\$ 388,693.02	1.4%	\$ 475,627.40	2.4%	\$ 580,000.00	2.9%	\$ 257,533.74	1.3%
Medical Prime	\$ 29,298.00	0.1%	\$ 350.00	0.0%	\$ 29,125.50	0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 800.00	0.0%
Health Info Technology	\$ -	0.0%	\$ -	0.0%	\$ 102,872.50	0.4%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Sleep Medicine Clinic IVCH	\$ 174,281.45	0.9%	\$ 154,306.76	0.7%	\$ 136,230.39	0.6%	\$ 180,092.41	0.7%	\$ 83,148.45	0.4%	\$ 163,477.00	0.8%	\$ 60,977.13	0.3%
Laboratory	\$ 68,569.72	0.3%	\$ 72,803.04	0.3%	\$ 64,555.16	0.3%	\$ 101,481.27	0.4%	\$ 119,416.83	0.6%	\$ 137,270.00	0.7%	\$ 88,447.97	0.4%
North Tahoe Emergency IVCH	\$ 1,458,873.75	7.4%	\$ 1,460,043.75	6.5%	\$ 1,464,190.25	6.0%	\$ 1,464,682.83	5.3%	\$ 1,460,663.30	7.4%	\$ 1,497,539.00	7.5%	\$ 1,125,757.48	5.7%
<b>321 - Therapist Fees</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>\$ 5,393,393.38</b>	<b>19.5%</b>	<b>\$ 5,290,641.47</b>	<b>26.7%</b>	<b>\$ 5,646,755.00</b>	<b>28.4%</b>	<b>\$ 4,391,346.07</b>	<b>22.1%</b>
Cancer Center (Therapist Fees)	\$ 82,178.88	0.4%	\$ 67,445.50	0.3%	\$ 65,155.44	0.3%	\$ 68,890.06	0.2%	\$ 55,673.00	0.3%	\$ 63,000.00	0.3%	\$ 122.00	0.0%
Home Health/Hospice Fees	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 303,285.90	1.1%	\$ 279,470.80	1.4%	\$ 318,700.00	1.6%	\$ 207,500.53	1.0%
Occupational Therapy	\$ 630,952.71	3.2%	\$ 857,025.88	3.8%	\$ 690,302.00	2.8%	\$ 697,700.88	2.5%	\$ 729,431.52	3.7%	\$ 768,095.00	3.9%	\$ 645,345.10	3.3%
Physical Therapy	\$ 3,229,893.48	16.4%	\$ 3,356,455.95	14.8%	\$ 3,928,754.09	16.2%	\$ 4,198,993.81	15.2%	\$ 4,062,993.93	20.5%	\$ 4,338,741.00	21.8%	\$ 3,353,801.54	16.9%
Speech Therapy	\$ 87,924.76	0.4%	\$ 62,462.98	0.3%	\$ 72,083.29	0.3%	\$ 124,522.73	0.5%	\$ 163,072.22	0.8%	\$ 158,219.00	0.8%	\$ 184,576.90	0.9%
<b>323 - Legal Fees</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>\$ 451,979.01</b>	<b>1.6%</b>	<b>\$ 342,879.10</b>	<b>1.7%</b>	<b>\$ 429,000.00</b>	<b>2.2%</b>	<b>\$ 423,494.64</b>	<b>2.1%</b>
BDO USA LLO							\$ 7,712.50	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Beta Healthcare Group RMS							\$ 855.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 3,819.59	0.0%
Brooke Barnum-Roberts		0.0%			\$ -		\$ 21,700.00	0.1%	\$ 28,680.00	0.1%	\$ -	0.0%	\$ 11,460.00	0.1%
Calantuono, Highsmith, Whatley-District	\$ 75,446.93	0.4%	\$ 137,693.08	0.6%	\$ 36,543.34	0.2%	\$ 31,516.82	0.1%	\$ 40,254.94	0.2%	\$ 200,000.00	1.0%	\$ 35,126.90	0.2%
Calantuono, Highsmith, Whatley-Board	\$ 34,636.43	0.2%	\$ 14,465.00	0.1%	\$ 22,192.50	0.1%	\$ 25,836.55	0.1%	\$ 29,779.24	0.2%	\$ 30,000.00	0.2%	\$ 16,500.00	0.1%
Calantuono, Highsmith, Whatley-Truckee Surgery Center					\$ -		\$ 1,631.50	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Davis, Wright, Tremaine		0.0%			\$ -		\$ 5,000.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
ECG Management - Corp Compliance	\$ 127,254.64	0.6%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 1,450.00	0.0%
Foley & Lardner	\$ 22,192.72	0.1%	\$ 1,532.29	0.0%	\$ 1,221.18	0.0%	\$ (5,000.00)	0.0%	\$ 422.10	0.0%	\$ -	0.0%	\$ -	0.0%
Foley & Lardner - TIRHR	\$ 3,080.00	0.0%	\$ 2,664.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Gordon, Rees, Scully, Mansukhani LLP							\$ 1,547.00	0.0%	\$ 11,452.75	0.1%	\$ -	0.0%	\$ -	0.0%
Hooper, Lundy, & Bookman	\$ 376,735.38	1.9%	\$ 175,633.70	0.8%	\$ 78,406.67	0.3%	\$ 117,604.93	0.4%	\$ 32,485.00	0.2%	\$ 24,000.00	0.1%	\$ 119,424.12	0.6%
Hooper, Lundy, & Bookman- Corp Compliance	\$ 266,613.50	1.4%	\$ 94,114.00	0.4%	\$ 65,156.77	0.3%	\$ 1,349.00	0.0%	\$ 896.50	0.0%	\$ -	0.0%	\$ 19,466.50	0.1%
Judicate West									\$ 2,700.00	0.0%	\$ -	0.0%	\$ -	0.0%
Legal Fees HR	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ (10,000.00)	0.0%	\$ 16,320.37	0.1%	\$ 160,000.00	0.8%	\$ 3,841.88	0.0%
Litigation Services & Technologies of Nevada									\$ 1,375.70	0.0%	\$ -	0.0%	\$ -	0.0%
Littler Medelson, P C					\$ 13,017.50	0.1%	\$ (3,740.89)	0.0%	\$ 7,478.00	0.0%	\$ -	0.0%	\$ 3,498.75	0.0%
Melendres & Melendres					\$ -		\$ 3,150.00	0.0%	\$ 3,295.00	0.0%	\$ -	0.0%	\$ 1,155.00	0.0%
Parter Simon	\$ 32,135.86	0.2%	\$ 11,390.50	0.1%	\$ 5,835.59	0.0%	\$ 24,734.30	0.1%	\$ 28,483.44	0.1%	\$ -	0.0%	\$ 11,764.06	0.1%
Remy Moose Manley LLP									\$ 320.00	0.0%	\$ -	0.0%	\$ -	0.0%
Rybicki & Associates P C	\$ 39,324.42	0.2%	\$ 51,017.90	0.2%	\$ 115,190.47	0.5%	\$ 102,117.35	0.4%	\$ 78,014.03	0.4%	\$ -	0.0%	\$ 58,936.61	0.3%
Trucker Huss	\$ 1,350.00	0.0%	\$ 1,080.00	0.0%	\$ 345.00	0.0%	\$ 27,317.50	0.1%	\$ 19,762.50	0.1%	\$ -	0.0%	\$ 1,280.00	0.0%
Wilson Sonsini Goodrich - TIRHR	\$ 122,465.60	0.6%	\$ 177,347.02	0.8%	\$ 89,370.70	0.4%	\$ 72,953.75	0.3%	\$ 11,439.40	0.1%	\$ 15,000.00	0.1%	\$ -	0.0%
Other Legal	\$ 21,719.63	0.1%	\$ 33,410.90	0.1%	\$ 1,643.88	0.0%	\$ 25,693.70	0.1%	\$ 29,570.13	0.1%	\$ -	0.0%	\$ 135,631.73	0.7%



PROFESSIONAL FEES PAID ANALYSIS														
SUB ACCT & DETAIL	FY 2016 TOTAL	% OF TOTAL PRO FEES	FY 2017 TOTAL	% OF TOTAL PRO FEES	FY 2018 TOTAL	% OF TOTAL PRO FEES	FY 2019 TOTAL	% OF TOTAL PRO FEES	PRE-AUDIT FY20 TOTAL	% OF TOTAL PRO FEES	FY2021 BUDGET	% OF TOTAL PRO FEES	FY 2021 TOTAL	% OF TOTAL PRO FEES
<b>325 - Consulting Fees</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>\$ 1,833,983.27</b>	<b>6.6%</b>	<b>\$ 2,423,194.96</b>	<b>12.2%</b>	<b>\$ 1,880,000.00</b>	<b>9.4%</b>	<b>\$ 1,202,491.76</b>	<b>6.1%</b>
Board of Directors	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 118,896.57	0.4%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Business Office	\$ -	0.0%	\$ 29,166.69	0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Central Scheduling	\$ -	0.0%	\$ -	0.0%	\$ 263,739.29	1.1%	\$ 111,219.70	0.4%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
<b>Cancer Center:</b>														
Care Giver Support Program Development	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Radiation Oncology Consulting	\$ 1,757.80	0.0%	\$ 7,613.85	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 280,500.00	1.4%	\$ 267,000.00	1.3%	\$ 124,096.09	0.6%
District Matters	\$ 373,072.08	1.9%	\$ 502,837.04	2.2%	\$ 142,762.89	0.6%	\$ 45,921.11	0.2%	\$ 37,327.76	0.2%	\$ 180,000.00	0.9%	\$ 10,199.36	0.1%
Emergency Preparedness	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 21,200.00	0.1%	\$ -	0.0%
Engineering / Facilities	\$ 7,731.33	0.0%	\$ 27,931.92	0.1%	\$ -	0.0%	\$ 2,250.00	0.0%	\$ -	0.0%	\$ 19,400.00	0.1%	\$ 9,155.69	0.0%
<b>Finance Administration:</b>														
Bond Services & Rating Agency Fees	\$ 322,571.75	1.6%	\$ 9,000.00	0.0%	\$ 650.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Cost Report, OSHPD, & SCD Reporting - Reimburseme	\$ 144,082.00	0.7%	\$ 109,301.80	0.5%	\$ 74,024.00	0.3%	\$ 51,451.00	0.2%	\$ 62,142.50	0.3%	\$ 58,550.00	0.3%	\$ -	0.0%
ICD-10 and Revenue Cycle	\$ 30,271.69	0.2%	\$ 41,068.20	0.2%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Audit / Tax Firm	\$ 75,000.00	0.4%	\$ 85,799.08	0.4%	\$ 78,420.06	0.3%	\$ 90,481.69	0.3%	\$ 95,056.04	0.5%	\$ 81,580.00	0.4%	\$ 114,403.97	0.6%
Strategic / Financial / Market Planning & Analysis	\$ -	0.0%	\$ 4,246.84	0.0%	\$ 71,480.27	0.3%	\$ 63,312.50	0.2%	\$ -	0.0%	\$ 36,000.00	0.2%	\$ (5,000.00)	0.0%
Foundations	\$ 87,537.20	0.4%	\$ 43,385.57	0.2%	\$ 46,648.39	0.2%	\$ 45,941.75	0.2%	\$ 56,793.64	0.3%	\$ 50,760.00	0.3%	\$ 35,897.50	0.2%
Human Resources	\$ 97,826.82	0.5%	\$ 157,650.33	0.7%	\$ 142,755.33	0.6%	\$ 285,264.86	1.0%	\$ 260,258.30	1.3%	\$ 237,800.00	1.2%	\$ 170,759.35	0.9%
Information Systems Conversion	\$ -	0.0%	\$ 159,282.40	0.7%	\$ 416,953.84	1.7%	\$ 291,376.03	1.1%	\$ 474,952.01	2.4%	\$ -	0.0%	\$ 8,640.00	0.0%
Information Technology	\$ 155,511.83	0.8%	\$ 383,742.94	1.7%	\$ 446,415.89	1.8%	\$ 173,635.05	0.6%	\$ 272,274.50	1.4%	\$ 156,000.00	0.8%	\$ 167,304.49	0.8%
JPA Housing Project	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 7,466.24	0.0%	\$ -	0.0%	\$ -	0.0%
<b>Kaufman Hall:</b>														
Strategic Planning	\$ 162,943.94	0.8%	\$ 20,158.13	0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Hospital Advisor/Budget Advisor/Cost Accounting	\$ -	0.0%	\$ -	0.0%	\$ 260,172.76	1.1%	\$ 302,500.00	1.1%	\$ 619,945.00	3.1%	\$ 435,960.00	2.2%	\$ 353,855.00	1.8%
Marketing	\$ -	0.0%	\$ -	0.0%	\$ 8,360.00	0.0%	\$ 5,149.74	0.0%	\$ 54,958.33	0.3%	\$ 90,000.00	0.5%	\$ 54,825.00	0.3%
Medical Staff	\$ 143,162.14	0.7%	\$ -	0.0%	\$ 2,000.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
MSC/Managed Care	\$ 411,992.01	2.1%	\$ 224,132.38	1.0%	\$ 178,138.29	0.7%	\$ 101,449.34	0.4%	\$ 135,140.15	0.7%	\$ 156,000.00	0.8%	\$ 121,268.38	0.6%
Nursing/Quality Consulting	\$ 61,899.39	0.3%	\$ 11,040.91	0.0%	\$ (215.00)	0.0%	\$ 686.50	0.0%	\$ 400.00	0.0%	\$ -	0.0%	\$ -	0.0%
Pharmacy - Inpatient	\$ -	0.0%	\$ 71,618.21	0.3%	\$ -	0.0%	\$ -	0.0%	\$ 10,680.00	0.1%	\$ 35,000.00	0.2%	\$ -	0.0%
Physician Recruitment	\$ -	0.0%	\$ 165,190.40	0.7%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
PRIME Program	\$ -	0.0%	\$ 84,103.00	0.4%	\$ (368.07)	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Retail Pharmacy	\$ 22,594.69	0.1%	\$ 8,392.92	0.0%	\$ 8,412.02	0.0%	\$ 30,093.00	0.1%	\$ 6,050.67	0.0%	\$ 6,000.00	0.0%	\$ 6,686.45	0.0%
Skilled Nursing Facility	\$ -	0.0%	\$ 10,512.00	0.0%	\$ 10,512.00	0.0%	\$ 180.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Tahoe Institute for Rural Health Research	\$ 212,416.24	1.1%	\$ 71,758.14	0.3%	\$ 63,776.92	0.3%	\$ 107,794.39	0.4%	\$ 48,166.99	0.2%	\$ 48,750.00	0.2%	\$ 21,941.50	0.1%
Other Consulting	\$ 34,105.90	0.2%	\$ 9,339.17	0.0%	\$ 4,214.58	0.0%	\$ 113.36	0.0%	\$ 1,082.83	0.0%	\$ -	0.0%	\$ 8,458.98	0.0%
<b>GRAND TOTAL TFHS</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>\$ 27,640,035.15</b>	<b>100.0%</b>	<b>\$ 19,847,799.67</b>	<b>100.0%</b>	<b>\$ 16,451,311.00</b>	<b>82.7%</b>	<b>\$ 12,000,874.67</b>	<b>60.5%</b>