



# **Finance Committee Meeting 2022**

**October 14, 2022**



## **Finance Committee Meeting Friday, October 14, 2022**

**8:30 AM**

**\*\*\* VIDEO CONFERENCE TELEPHONIC MEETING \*\*\***

### **AGENDA**

#### **IMPORTANT NOTICE Regarding COVID 19**

In accordance with the State of Emergency proclaimed by Governor Newsom on March 4, 2020, Executive Order N-29-20 issued by Governor Newsom on March 17, 2020 and the Recommendation Regarding Social Distancing Including Remote Meetings of Legislative Bodies, issued by the Monterey County Health Officer on September 22, 2021, Natividad Medical Center ("Natividad") Finance Committee meetings will be held entirely by Zoom. There will be no physical location for these meetings. Committee Members shall participate in the meeting by Zoom.

To participate in this Natividad Finance Committee meeting, the public are invited to observe and address the Committee via Zoom.

The meeting will be conducted via teleconference using the Microsoft Zoom program. This gives the public two options. The public may attend the meeting by phone. Or, the public may attend and observe the Zoom meeting via computer audio.

To participate by phone call use any of these numbers below:

- +1 971 247 1195 US (Portland)
- +1 253 215 8782 US (Tacoma)
- +1 346 248 7799 US (Houston)
- +1 602 753 0140 US (Phoenix)
- +1 720 928 9299 US (Denver)

Enter the Meeting ID number: 961 7495 4866 when prompted. You will then enter the Password: 590310 when prompted.

Or, to attend the Finance Committee meeting by Zoom computer audio click the following link:  
<https://natividad.zoom.us/j/96174954866?pwd=cGVUcEJTTU53aGsyd0tJbDRlYUttQT09>

You will be placed in the meeting as an attendee; when you are ready to make a public comment if joined by computer audio please select the "Raise your Hand" option on the Zoom screen; and by phone please push #9 on your keypad.

1. If a member of the public wishes to comment on a particular agenda item, the public is strongly encouraged to submit their comments in writing via email to the Natividad Finance Committee at [Natividadpubliccomments@natividad.com](mailto:Natividadpubliccomments@natividad.com) by 2:00 p.m. on the Thursday prior to the Committee meeting. To assist Natividad staff in identifying the agenda item to which the comment relates, the public is requested to indicate the Committee date and agenda number in the subject line. Comments received by the 2:00 p.m. Thursday deadline will be distributed to the Committee and will be placed in the record.

2. Members of the public wishing to comment on a specific agenda item while the matter is being heard may participate by any of the following means:
  - a. When the Chair calls for public comment on an agenda item, the Secretary of the Committee or his or her designee will first ascertain who wants to testify (among those who are in the meeting telephonically) and will then call on speakers one at a time. Public speakers will be broadcast in audio form only.
  - b. If speakers or other members of the public have documents they wish to distribute to the Committee for an agenda item, they are encouraged to submit such documents by 2:00 p.m. on Tuesday before the meeting to: [Natividadpubliccomments@natividad.com](mailto:Natividadpubliccomments@natividad.com). To assist staff in identifying the agenda item to which the comment relates, the public is requested to indicate the Committee date and agenda number in the subject line.
  - c. If members of the public want to present documents/Power Point presentations while speaking, they should submit the document by 2:00 p.m. on Thursday before the meeting at [Natividadpubliccomments@natividad.com](mailto:Natividadpubliccomments@natividad.com) (If submitted after that deadline, staff will make best efforts, but cannot guarantee, to make it available to present at the Committee meeting.)
  - d. While the matter is being heard, a member of the public may submit a comment via email, preferably limited to 250 words or less, to the Secretary of the Committee at [Natividadpubliccomments@natividad.com](mailto:Natividadpubliccomments@natividad.com). To assist staff in identifying the agenda item to which the comment relates, the public is requested to indicate the Committee date and agenda number in the subject line. If the comment is received prior to close of public comment on an agenda item, every effort will be made to read the comment into the record, but some comments may not be read out loud due to time limitations or length of the comment (if the comment exceeds 250 words). Comments received prior to the close of the public comment period on an agenda item will be made part of the record for that item.
3. Members of the public who wish to make a general public comment for items not on the day's agenda may submit their comment via email, preferably limited to 250 words or less, to the Secretary of the Committee at [Natividadpubliccomments@natividad.com](mailto:Natividadpubliccomments@natividad.com). The Committee date and "general comment" should be indicated in the subject line. The comment will be placed in the record for the meeting, and every effort will be made to read the comment into the record at the appropriate time on the agenda.
4. Individuals with disabilities who desire to request a reasonable accommodation or modification to observe or participate in the meeting may make such request by sending an email to [Natividadpubliccomments@natividad.com](mailto:Natividadpubliccomments@natividad.com). The request should be made no later than noon on the Wednesday prior to the Committee meeting in order to provide time for Natividad to address the request.
5. The Chair and/or Secretary may set reasonable rules as needed to conduct the meeting in an orderly manner.

### **Call to Order**

**Marcia Atkinson, Chair**

### **Roll Call**

### **Agenda Additions/Corrections**

**Noemi Ferguson**

### **Public Comments (Limited 3 minutes per speaker)**

This portion of the meeting is reserved for persons to address the Natividad Finance Committee on any matter not on this agenda but under the jurisdiction of the Committee. Committee members may respond briefly to statements made or questions posed. They may ask a question for clarification; make a referral to staff for factual information, or request staff to report back to the Committee at a future meeting.

### **Approval of Minutes**

1. Approve the Minutes of September 9, 2022 Finance Committee. *Pages 6-11*

## **Consent Items**

2. Approve for consideration by the NMC Board of Trustees the Items in Attachment A. *Pages 12-23*

## **Scheduled Items/Discussion Items**

3. Receive and Approve August 2022 Financial Report. *Pages 24-36*

**Daniel Leon, CFO**

## **Adjournment**

**NEXT FINANCE COMMITTEE MEETING  
THURSDAY, NOVEMBER 10, 2022 AT 8:30 A.M.**

**\*\*\* VIDEO CONFERENCE TELEPHONIC MEETING \*\*\***

NOTE: Any individual may request a copy of the agenda, or a copy of all the documents constituting the agenda packet of any meeting of the Natividad Medical Center Finance Committee as required by the Ralph M. Brown Act, Section 54954.1. Upon receipt of a written request, The clerk to the Natividad Medical Center Finance Committee shall cause the requested materials to be mailed at the time the agenda is posted pursuant to Section 54954.2 and 54956. Any request for mailed copies of agendas or agenda packets shall be valid for the calendar year in which it is filed and must be renewed following January 1 of each year. If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the American with Disabilities Act of 1990 (42 USC Sec. 12132), and the federal rules and regulations adopted in implementation thereof. Individuals requesting a disability-related modification or accommodation, including auxiliary aids or services, may contact Natividad Medical Center Hospital Administration at 831.755-4185. These requests may be made by a person with disability who requires a modification or accommodation in order to participate in the public meeting.





**Finance Committee Meeting  
Friday, October 14, 2022  
Consent Items**

**Attachment A**

<b>1.</b> <i>Pages 12-13</i>	<ul style="list-style-type: none"><li>a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with Interlace Health LLC dba Interlace Health for Software License &amp; Maintenance services at NMC for an amount not to exceed \$420,515 with an agreement term November 1, 2022 through October 31, 2027.</li><li>b. Approve the NMC Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.</li><li>c. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (3) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$42,051) of the original cost of the agreement</li></ul>
<b>2.</b> <i>Pages 14-15</i>	<ul style="list-style-type: none"><li>a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with Raimi and Associates, Inc. for strategic planning services at NMC for an amount not to exceed \$150,000 with an agreement term November 1, 2022 through October 31, 2024.</li><li>b. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (3) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$15,000) of the original cost of the agreement.</li></ul>
<b>3.</b> <i>Pages 16-17</i>	Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 3 to the agreement (A-14660) with Pureserve Building Services, Inc. for professional building maintenance services, adding a scope of services for the Natividad Medical Group Prunedale, with a \$60,000 increase for a revised total Agreement amount of \$393,116, with no change to the agreement term of May 1, 2019 through April 30, 2024.
<b>4.</b> <i>Pages 18-19</i>	<ul style="list-style-type: none"><li>a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a residential lease agreement with 1496 Constitution LLC dba Creekbridge Village Apartments for housing of trauma physician's services at NMC for an amount not to exceed \$25,000 with an agreement term November 1, 2022 through October 31, 2023.</li><li>b. Authorize the Auditor-Controller to make lease payments in accordance with the terms of the residential lease agreement.</li><li>c. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute three future renewals to the residential lease agreement for three (3) additional twelve (12) month terms under the same general terms and conditions provided there is not a significant increase to the amount of the monthly lease payments, and to make minor revisions to the lease agreements if deemed by the Deputy Purchasing Agent for NMC to be in the best interest of the County to do so, subject to review and approval of County Counsel and County-Auditor-Controller.</li><li>d. Approve the NMC Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions</li></ul>

	within the agreement.
<b>5.</b> <i>Pages 20-21</i>	<ul style="list-style-type: none"> <li>a. Amend Personnel Policies and Practices Resolution No. 98-394 and Appendix A to adjust the salary ranges of the Pharmacist I and Clinical Pharmacy Coordinator classifications as indicated in Attachment A; and</li> <li>b. Direct the Human Resources Department to implement the changes in the Advantage HRM System.</li> </ul>
<b>6.</b> <i>Pages 22-23</i>	<ul style="list-style-type: none"> <li>a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 2 to the agreement (A-15035) with Jane Finney, CLS, MBA, CPHQ, CPPS for on-site and off-site professional consulting services regarding the Quality Incentive Pool (QIP) program, extending the agreement an additional one (1) year period (November 9, 2022 through November 8, 2023) for a revised full agreement term of November 9, 2020 through November 8, 2023 with no changes to the scope of work or to the total Agreement amount of \$175,000.</li> <li>b. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (3) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$15,000) of the original cost of the agreement.</li> </ul>



## **Finance Committee Meeting**

**Friday, September 9, 2022**

**8:30 AM**

**\*\*\* VIDEO CONFERENCE TELEPHONIC MEETING \*\*\***

### **MINUTES**

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5. The Chair and/or Secretary may set reasonable rules as needed to conduct the meeting in an orderly manner.

**NMC Staff/County:** Daniel Leon, Dr. Craig Walls, Jeanne-Ann Balza, Jan Holmes, Ari Entin, Andrea Rosenberg, Dr. Val Vigil

**Marcia Atkinson, Chair**

**Call to Order**

**Roll Call**

***Present***

***Marcia Atkinson  
Libby Downey  
Dr. Charles Harris***

***Not Present***

***Dr. Marc Tunzi***



**Agenda Additions/Corrections**

- None

**Public Comments (Limited 3 minutes per speaker)**

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**Approval of Minutes**

1. Approve the Minutes of August 12, 2022 Finance Committee.

**MOTION:** *Motion to approve the minutes of August 12, 2022 Finance Committee Meeting, moved by Libby Downey, seconded by Dr. Charles Harris and approved by the following vote*

*Roll call vote taken pursuant to Government Code 54953:*

*Dr. Charles Harris: AYE*

*Dr. Marc Tunzi: NOT PRESENT*

*Marcia Atkinson: AYE*

*Libby Downey: AYE*

**Consent Items**

2. Approve for consideration by the NMC Board of Trustees the Items in Attachment A.

**MOTION:** *Motion to approve Consent Item 2 for consideration by the NMC Board of Trustees, Attachment A, item 1 through 8, moved by Libby Downey, seconded by Dr. Charles Harris, and approved by the following vote*

*Roll call vote taken pursuant to Government Code 54953:*

*Dr. Charles Harris: AYE*

*Dr. Marc Tunzi: NOT PRESENT*

*Marcia Atkinson: AYE*

*Libby Downey: AYE*

**Scheduled Items/Discussion Items**

3. Review and approve for consideration by the NMC Board of Trustees the following request which is in the final stages of negotiation:

- a. Ratify execution by the Chief Executive Officer for Natividad Medical Center (NMC) a short-term rental agreement with Brainlab, Inc. for a software-based guided neurosurgery system, for a total amount not to exceed \$100,000.
- b. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a lease agreement with Brainlab Financial Services and with Brainlab, Inc. for a twelve-month lease of a software-based guided neurosurgery system for an amount not to exceed \$330,762, with an agreement term effective when signed.
- c. Approve the NMC Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, and limitations on liability provisions within both agreements.  
(Wally Sayles)

**MOTION:** *Motion to approve Scheduled, item number 3, for consideration by the NMC Board of Trustees, moved by Libby Downey, seconded by Dr. Charles Harris and approved by the following vote*

*Roll call vote take pursuant to Government Code 54953:*

*Dr. Charles Harris: AYE*

*Dr. Marc Tunzi: NOT PRESENT*

*Marcia Atkinson: AYE*

*Libby Downey: AYE*

4. Consider finding, pursuant to AB 361, that the COVID-19 pandemic state of emergency declared by Governor Newsom is still in effect; the Natividad Medical Center Finance Committee has reconsidered the circumstances of the state of emergency; and the Monterey County Health Officer continues to recommend social distancing measures for meetings of the legislative bodies. **Office of the County Counsel**

**MOTION:** *Motion to accept and considering finding, pursuant to AB 361 moved by Libby Downey, seconded by Dr. Charles Harris, and approved by the following vote*

*Roll call vote taken pursuant to Government Code 54953:*

*Dr. Charles Harris: AYE*

*Dr. Marc Tunzi: NOT PRESENT*

*Marcia Atkinson: AYE*

*Libby Downey: AYE*

5. Receive and Approve July 2022 Financial Report.

**Daniel Leon, CFO**

**MOTION:** *Motion to accept the July 2022 Financial Reports moved by Libby Downey, seconded by Dr. Charles Harris, and approved by the following vote*

*Roll call vote taken pursuant to Government Code 54953:*

*Dr. Charles Harris: AYE*

*Dr. Marc Tunzi: NOT PRESENT*

*Marcia Atkinson: AYE*

*Libby Downey: AYE*

**Adjournment at 8:52am**

*Recorded by Noemi Ferguson*

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Marcia Atkinson, Chair



**Finance Committee Meeting**  
**Friday, September 9, 2022**  
**Consent Items**  
**MINUTES**  
**Attachment A**

1.	<p>a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with DeliverHealth Solutions, LLC for Electronic Transcription services for an amount not to exceed \$135,000 with an agreement term retroactive to February 1, 2021 through January 31, 2024.</p> <p>b. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (3) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$8,500) of the original cost of the agreement per each amendment.</p> <p>c. Approve the NMC Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.</p>
2.	<p>a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with ODP Business Solutions, LLC, a Delaware Limited Liability Company for beverage service program at NMC for an amount not to exceed \$80,000 with an agreement term October 1, 2022 through September 30, 2024.</p> <p>b. Approve the NMC Chief Executive Officer's recommendation to accept non-standard indemnification and insurance provisions within the agreement.</p>
3.	<p>Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute renewal and amendment No. 4 to the agreement (A-13580) with PARA Healthcare Analytics, LLC for revenue integrity program services, extending the agreement an additional one (1) year period (retroactively from July 1, 2022 through June 30, 2023) for a revised full agreement term of July 1, 2016 through June 30, 2023, and adding \$80,000 for a revised total agreement amount not to exceed \$454,500.</p>
4.	<p>a. Authorize the Chief Executive Officer (CEO) for Natividad or his designee to execute the Professional and Call Coverage Services Agreement with Sophie Fletcher MD to provide urology services at Natividad for an amount not to exceed \$300,000 for the period October 1, 2022 to September 30, 2023; and</p> <p>b. Authorize the CEO or his designee to sign up to three (3) future amendments to this agreement where the total amendments do not significantly change the scope of work and do not cause an increase of more than ten percent 10% (\$30,000) of the original contract amount.</p>
5.	<p>a. Authorize the Chief Executive Officer for Natividad or his designee to execute the Fourth Amendment to the Professional Services Agreement with The Regents of the University of California, on behalf of the University of California San Francisco, School of Medicine, Department of Pediatrics (UCSF) to provide child abuse specialist services, extending the term by twelve months (October 1, 2022 to September 30, 2023) for a revised full agreement term of August 1, 2018 to September 30, 2023, and adding \$60,000, for a revised total not to exceed amount of \$210,345 in the aggregate; and</p> <p>b. Authorize the CEO for Natividad or his designee to sign up to three (3) future amendments to</p>

	<p>this Agreement where the total amendments do not exceed 10% (\$4,628) of the original contract amount and do not significantly change the scope of work.</p>
6.	<p>a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with Kasavan Architects, Inc. pursuant to the Request for Qualifications (RFQ) #9600-85 at NMC for an amount not to exceed \$419,975 with an agreement term October 1, 2022 through September 30, 2024.</p> <p>b. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (3) future amendments to the agreement awarded for Master Facilities Plan per #RFQ 9600-85 which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$41,997) of the original cost of the agreement.</p>
7.	<p>a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a Hospital Participation Agreement ("Agreement") with American College of Surgeons (ACS) for participation in the National Surgical Quality Improvement Program ("ACS NSQIP"), for the term of October 1, 2022 through September 30, 2023, and for a total agreement amount of \$14,000;</p> <p>b. Approve the NMC Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, no warranty, limitations on liability, and governing laws within the agreement.</p>
8.	<p>Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 3 to the agreement with Huffmaster Crisis Response, Inc. for nurse and allied professional staffing services in the event of an emergent staffing crisis at NMC, to add \$5,000,000 for a revised total agreement amount not to exceed \$5,901,988, until the conclusion of the staffing need.</p>



# MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

**Interlace Health LLC dba Interlace Health Agreement**

**Legistar Number:** \_\_\_\_\_

## **..Title**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with Interlace Health LLC dba Interlace Health for Software License & Maintenance services at NMC for an amount not to exceed \$420,515 with an agreement term November 1, 2022 through October 31, 2027.
- b. Approve the NMC Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.
- c. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (3) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$42,051) of the original cost of the agreement

## **..Report**

### **RECOMMENDATION:**

**It is recommended the Board of Supervisors:**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with Interlace Health LLC dba Interlace Health for Software License & Maintenance services at NMC for an amount not to exceed \$420,515 with an agreement term November 1, 2022 through October 31, 2027.
- b. Approve the NMC Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.
- c. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (3) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$42,051) of the original cost of the agreement

### **SUMMARY/DISCUSSION:**

Interlace's electronic forms platform will support Natividad in streamlining and optimizing our data collection, forms processing, and workflows with their Forms on Demand, eConsent, Downtime and Health Go solutions. These solutions offer a seamless integration with our MEDITECH system.

Forms on Demand will improve overall staff workflows, patient interaction, and data exchange. The information captured on the form will be securely stored in the patient's EHR, and that information will appear automatically on all relevant forms. Forms will be digitized to simplify the process for patients and staff thus contributing to an overall savings of time and money, freeing up staff, and ultimately improving the patient experience.

eConsent will allow staff to gather patient signatures on a tablet or signature pad. These signatures can be gathered at time of registration or at the bedside. This will allow for a more fluid experience and improved workflow. These consents cannot be lost, misfiled, or located in another department at time of service. They will be available in the patient's EHR for easy reference.

These solutions also include Interlace Health Go (mobile device barcode scanning) which is an application where patients and or users can scan patient/account barcodes to launch forms for electronic signature capture on a mobile device.

### **OTHER AGENCY INVOLVEMENT:**

The Office of County Counsel has reviewed and approved this agreement as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The agreement has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on October 14, 2022.

### **FINANCING:**

The cost for this agreement is \$420,515 of which \$102,171 is included in the Fiscal Year 2022-23 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate.

### **BOARD OF SUPERVISORS STRATEGIC INITIATIVES:**

This agreement encompasses solutions that will simplify the registration process by ultimately improving efficiencies and accuracy with regards to patient information, access to information, and an overall improvement in the workflow processes.

- ☐ Economic Development
- ☐ Administration
- ☒ Health and Human Services
- ☐ Infrastructure
- ☐ Public Safety

Prepared by: Raquel Mojica, IT Business Operations Manager, 783-2812  
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachments:  
Interlace Health LLC dba Interlace Health Agreement

Attachments on file with the Clerk of the Board

# MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

## Raimi and Associates, Inc. Agreement

Legistar Number: \_\_\_\_\_

### **..Title**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with Raimi and Associates, Inc. for strategic planning services at NMC for an amount not to exceed \$150,000 with an agreement term November 1, 2022 through October 31, 2024.
- b. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (3) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$15,000) of the original cost of the agreement.

### **..Report**

#### **RECOMMENDATION:**

**It is recommended the Board of Supervisors:**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with Raimi and Associates, Inc. for strategic planning services at NMC for an amount not to exceed \$150,000 with an agreement term November 1, 2022 through October 31, 2024.
- b. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (3) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$15,000) of the original cost of the agreement.

#### **SUMMARY/DISCUSSION:**

Natividad desires to partner with Raimi and Associates to develop its three-year strategic plan. The Monterey County Health Department recommended Raimi and Associates as they had used them in the past for some of their strategic planning efforts. Natividad has worked on a draft strategic plan prior to the pandemic and feels the timing is now appropriate to bring the key stakeholders, including the Monterey County Health Department, together to develop a refreshed strategic plan. Raimi and Associates will spearhead the process, making sure their process is transparent, inclusive, and accessible for a wide range of stakeholders. They will conduct meetings both in person and virtually using a variety of facilitation techniques, including small and large group discussions, and other approaches that consider literacy, culture, and diverse learning and communication styles. The strategic planning process consists of ten meetings with an anticipated draft in late spring of 2023.

#### **OTHER AGENCY INVOLVEMENT:**

The Office of County Counsel has reviewed and approved this agreement to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The agreement has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on October 14, 2022.

#### **FINANCING:**

The cost for this agreement is \$150,000 of which \$75,000 is included in the Fiscal Year 2022-23 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate.

## **BOARD OF SUPERVISORS STRATEGIC INITIATIVES:**

The strategic plan will serve as a well thought roadmap for the hospital identifying many growth and service line expansion opportunities. Implementation of strategies in the strategic plan may result in improved access to much needed services for the residents of Monterey County.

- ☐ Economic Development
- ☒ Administration
- ☐ Health and Human Services
- ☐ Infrastructure
- ☐ Public Safety

Prepared by: Andrea Rosenberg, Assistant Administrator, 783-2562

Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachments:

Raimi and Associates, Inc. Agreement

Attachments on file with the Clerk of the Board



# MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Pureserve Building Services, Inc. Amendment No. 3

Legistar Number: \_\_\_\_\_

## **..Title**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 3 to the agreement (A-14660) with Pureserve Building Services, Inc. for professional building maintenance services, adding a scope of services for the Natividad Medical Group Prunedale, with a \$60,000 increase for a revised total Agreement amount of \$393,116, with no change to the agreement term of May 1, 2019 through April 30, 2024.

## **..Report**

### **RECOMMENDATION:**

**It is recommended the Board of Supervisors:**

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 3 to the agreement (A-14660) with Pureserve Building Services, Inc. for professional building maintenance services, adding a scope of services for the Natividad Medical Group Prunedale, with a \$60,000 increase for a revised total Agreement amount of \$393,116, with no change to the agreement term of May 1, 2019 through April 30, 2024.

### **SUMMARY/DISCUSSION:**

Pureserve Building Services Inc. provides daily (Monday through Friday) janitorial/ cleaning services to Natividad's Medical Office Building (common areas including public waiting areas and suites 201 and 202) and offsite apartments. Their duties include the following:

- Cleaning floors (sweeping, vacuuming, mopping)
- Polishing water fountains and fixtures
- Emptying garbage
- Cleaning furniture in waiting areas
- Dusting
- Cleaning and sanitizing restrooms

In addition to providing cleaning services, Pureserve Building Services, Inc. also provides restroom supplies, such as, toilet paper, paper towels, seat covers, and hand soap.

Natividad has had an agreement with Pureserve Building Services, Inc. since May 2019.

This amendment adds an additional scope of services that includes services for the new medical clinic recently purchased by Natividad.

### **OTHER AGENCY INVOLVEMENT:**

The Office of County Counsel has reviewed and approved this amendment No. 3 as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The amendment No. 3 has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on October 14, 2022.

### **FINANCING:**

The cost for this amendment No. 3 is \$60,000, of which \$30,000 is included in the Fiscal Year 2022-2023 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate.

**BOARD OF SUPERVISORS STRATEGIC INITIATIVES:**

The services rendered under this agreement for janitorial staffing, general cleaning, and sanitation of corridors enhance operations at the hospital, which ensures a sanitary environment and improves the patient experience.

- ☐ Economic Development
- ☐ Administration
- ☒ Health and Human Services
- ☐ Infrastructure
- ☐ Public Safety

Prepared by: Marcel Smith, Director of Environmental Services, 783-2654  
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachments:

Pureserve Building Service Amendment 3  
Pureserve Building Services Renewal and Amendment 2  
Pureserve Building Services Amendment 1  
Pureserve Building Services Agreement

Attachments on file with the Clerk of the Board

# MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

## Creekbridge Village Apartments Residential Lease Agreement for Trauma Physician Housing Legistar Number: \_\_\_\_\_

### **..Title**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a residential lease agreement with 1496 Constitution LLC dba Creekbridge Village Apartments for housing of trauma physician's services at NMC for an amount not to exceed \$25,000 with an agreement term November 1, 2022 through October 31, 2023.
- b. Authorize the Auditor-Controller to make lease payments in accordance with the terms of the residential lease agreement.
- c. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute three future renewals to the residential lease agreement for three (3) additional twelve (12) month terms under the same general terms and conditions provided there is not a significant increase to the amount of the monthly lease payments, and to make minor revisions to the lease agreements if deemed by the Deputy Purchasing Agent for NMC to be in the best interest of the County to do so, subject to review and approval of County Counsel and County-Auditor-Controller.
- d. Approve the NMC Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.

### **..Report**

#### **RECOMMENDATION:**

#### **It is recommended the Board of Supervisors:**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a residential lease agreement with 1496 Constitution LLC dba Creekbridge Village Apartments for housing of trauma physician's services at NMC for an amount not to exceed \$25,000 with an agreement term November 1, 2022 through October 31, 2023.
- b. Authorize the Auditor-Controller to make lease payments in accordance with the terms of the residential lease agreement.
- c. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute three future renewals to the residential lease agreement for three (3) additional twelve (12) month terms under the same general terms and conditions provided there is not a significant increase to the amount of the monthly lease payments, and to make minor revisions to the lease agreements if deemed by the Deputy Purchasing Agent for NMC to be in the best interest of the County to do so, subject to review and approval of County Counsel and County-Auditor-Controller.
- d. Approve the NMC Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.

#### **SUMMARY/DISCUSSION:**

This request is for a renewed lease agreement for trauma physician housing in the Creekbridge apartments located at 1498 Constitution Blvd, in Salinas, California with current and continued occupancy in Unit 201. With NMC's designation as a Level II Trauma Center, it is important that trauma physicians remain within close proximity of the hospital; according to California State Title 22 and the American College of Surgeons (ACS) the trauma surgeon needs to be available in the trauma resuscitation room within 15 minutes of patient arrival. The apartment at Creekbridge allows the trauma surgeon to respond promptly to the hospital to care for those critically injured patients.

It is the policy of Creekbridge Village Apartments to sign last.

**OTHER AGENCY INVOLVEMENT:**

The Office of County Counsel has reviewed and approved this residential lease agreement as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The residential lease agreement has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on October 14, 2022.

**FINANCING:**

The cost for this residential lease agreement is \$25,000 of which \$16,700 is included in the Fiscal Year 2022-23 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate.

**BOARD OF SUPERVISORS STRATEGIC INITIATIVES:**

This request ensures that trauma physicians remain within close proximity to NMC as required by State and by ACS.

- ☐ Economic Development
- ☐ Administration
- ☒ Health and Human Services
- ☐ Infrastructure
- ☐ Public Safety

Prepared by: Julie Ramirez, Trauma Program Manager, 772-7350  
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachments:  
Creekbridge Village Residential Lease Agreement for Trauma Physician Housing

Attachments on file with the Clerk of the Board



## **..Title**

Adopt Resolution to:

- a. Amend Personnel Policies and Practices Resolution No. 98-394 and Appendix A to adjust the salary ranges of the Pharmacist I and Clinical Pharmacy Coordinator classifications as indicated in Attachment A; and
- b. Direct the Human Resources Department to implement the changes in the Advantage HRM System.

## **..Report**

### **RECOMMENDATION:**

It is recommended that the Board of Supervisors adopt a Resolution to:

- a. Amend Personnel Policies and Practices Resolution No. 98-394 and Appendix A to adjust the salary ranges of the Pharmacist I and Clinical Pharmacy Coordinator classifications as indicated in Attachment A; and
- b. Direct the Human Resources Department to implement the changes in the Advantage HRM System.

### **SUMMARY/DISCUSSION:**

A base wage compensation study of the Pharmacist I and Clinical Pharmacy Coordinator classifications was requested by Natividad administrative staff. The reasons cited for the request were to check for salary alignment with the hospital comparable agencies identified in the County's Compensation Philosophy approved in December 2021.

The base wage analysis of the County's hospital comparable agencies found that Pharmacist I was matched to five (5) of the six (6) hospital comparable agencies and is approximately 5.76% below the salary mean of the comparable agency's classifications.

To promote the County as the employer of choice, the goal is to provide labor market competitive wages by setting base wages within five percent (5% = - 4.495% with rounding) of the average of the agencies identified. The County's philosophy is to maintain a competitive compensation package that attracts and retains the highest quality candidates and employees to serve the community while maintaining sound fiscal standards.

Therefore, in accordance with the County's Compensation Philosophy, it is recommended the Board of Supervisors approve the proposed action to adjust the salary range of the Pharmacist I classification by approximately 5.76% at top step. Furthermore, it is recommended for the Board to adjust the Clinical Pharmacy Coordinator salary by approximately 5.76% in order to maintain the existing salary spread in the classification series.

### **OTHER AGENCY INVOLVEMENT:**

The Human Resources Department and SEIU Local 521 have reviewed and concur with the recommendations.

### **FINANCING:**

There is a salary increase of approximately \$135,495 as a result of these actions for Natividad Medical Center (Unit 9600) FY 2022-23 Adopted Budget. This action does not impact the General Fund.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES:

The proposed recommended actions address the Board of Supervisors Administration Strategic Initiative. The actions demonstrate the County's commitment to meeting the Board's initiatives in recruiting, retaining, and attracting a diverse, talented workforce that supports the mission of Monterey County.

- ☐ Economic Development
- ☒ Administration
- ☐ Health & Human Services
- ☐ Infrastructure
- ☐ Public Safety

Prepared by: Jennifer Lusk, Senior Personnel Analyst, (831) 783-2764

Approved by: Janine Bouyea, Hospital Assistant Administrator, (831) 783-2701

Dr. Charles Harris, Hospital Chief Executive Officer, (831) 783-2553

Attachments:

Attachment A

Resolution

# MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Jane Finney Amendment No. 2

Legistar Number: \_\_\_\_\_

## **..Title**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 2 to the agreement (A-15035) with Jane Finney, CLS, MBA, CPHQ, CPPS for on-site and off-site professional consulting services regarding the Quality Incentive Pool (QIP) program, extending the agreement an additional one (1) year period (November 9, 2022 through November 8, 2023) for a revised full agreement term of November 9, 2020 through November 8, 2023 with no changes to the scope of work or to the total Agreement amount of \$175,000.
- b. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (3) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$15,000) of the original cost of the agreement.

## **..Report**

### **RECOMMENDATION:**

#### **It is recommended the Board of Supervisors:**

- a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 2 to the agreement (A-15035) with Jane Finney, CLS, MBA, CPHQ, CPPS for on-site and off-site professional consulting services regarding the Quality Incentive Pool (QIP) program, extending the agreement an additional one (1) year period (November 9, 2022 through November 8, 2023) for a revised full agreement term of November 9, 2020 through November 8, 2023 with no changes to the scope of work or to the total Agreement amount of \$175,000.
- b. Authorize the Chief Executive Officer for NMC or his designee to execute up to three (3) future amendments to the agreement which do not significantly alter the scope of work and do not cause an increase of more than ten percent (10%) (\$15,000) of the original cost of the agreement.

### **SUMMARY/DISCUSSION:**

The Quality Incentive Pool (QIP) is a managed care directed payment program for California's public health care systems. QIP started in 2017 as a result of new requirements in the federal Centers for Medicare and Medicaid Services' (CMS) Medicaid and CHIP (Children's Health Insurance Program) Managed Care Final Rule. QIP converts funding from previously existing supplemental payments into a value-based structure. QIP payments are tied to achievement of performance on measures that assess the quality of care provided to Medi-Cal managed care enrollees. For three years, QIP existed in parallel with Public Hospital Redesign and Incentives in Medi-Cal (PRIME), a pay-for-performance program that was part of California's five-year Section 1115 Medicaid waiver, known as Medi-Cal 2020. Measures across the two programs were designed to be complementary, but not duplicative.

With the expiration of PRIME in June 2020, California had the opportunity to redesign QIP to integrate successful components from PRIME and the first few years of QIP. CMS approved a transitional program from July to December 2020 and the new QIP began January 2021. The new QIP requires public health care systems to report annually on a total 40 measures.

The program focuses on measures for conditions that represent leading causes of death in California and align with the State's quality strategy and priorities that span the continuum of care provided by public hospitals and health care systems. The measures cover nine domains of care: Primary Care Access and Preventive Care, Behavioral Health Care, Care of Acute and Chronic Conditions, Care

Coordination, Experience of Care, Improving Health Equity, Maternal and Perinatal Health, Patient Safety and Overuse/Appropriateness of Care.

This amendment will allow Ms. Finney to continue to perform the services for work associated with the QIP program. Services include implementation of milestones, execution of required programs, and further timely submission of required reports to the California Department of Health Care Services and other agencies. This amendment will also allow Ms. Finney to continue to provide other performance improvement and project management consulting services as requested by the Chief Medical Officer focusing on the hospital's strategic priorities and new regulatory and accreditation requirements.

#### **OTHER AGENCY INVOLVEMENT:**

The Office of County Counsel has reviewed and approved this amendment No. 2 as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The amendment No. 2 has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on October 14, 2022.

#### **FINANCING:**

There is no financial impact to the County's General Fund or Natividad's Adopted Budget FY22/23.

#### **BOARD OF SUPERVISORS STRATEGIC INITIATIVES:**

This amendment will allow for further assistance with the QIP program as NMC continues to transform and improve the quality of care, access, and efficiency for its Medi-Cal members.

- ☐ Economic Development
- ☐ Administration
- ☒ Health and Human Services
- ☐ Infrastructure
- ☐ Public Safety

Prepared by: Raquel Mojica, IT Business Operations Manager, 783-2812  
Approved by: Charles R. Harris, Chief Executive Officer, 783-2551

#### **Attachments:**

Jane Finney Amendment No. 2  
Jane Finney Renewal and Amendment No. 1  
Jane Finney Agreement

Attachments on file with the Clerk of the Board



# FINANCIAL STATEMENTS

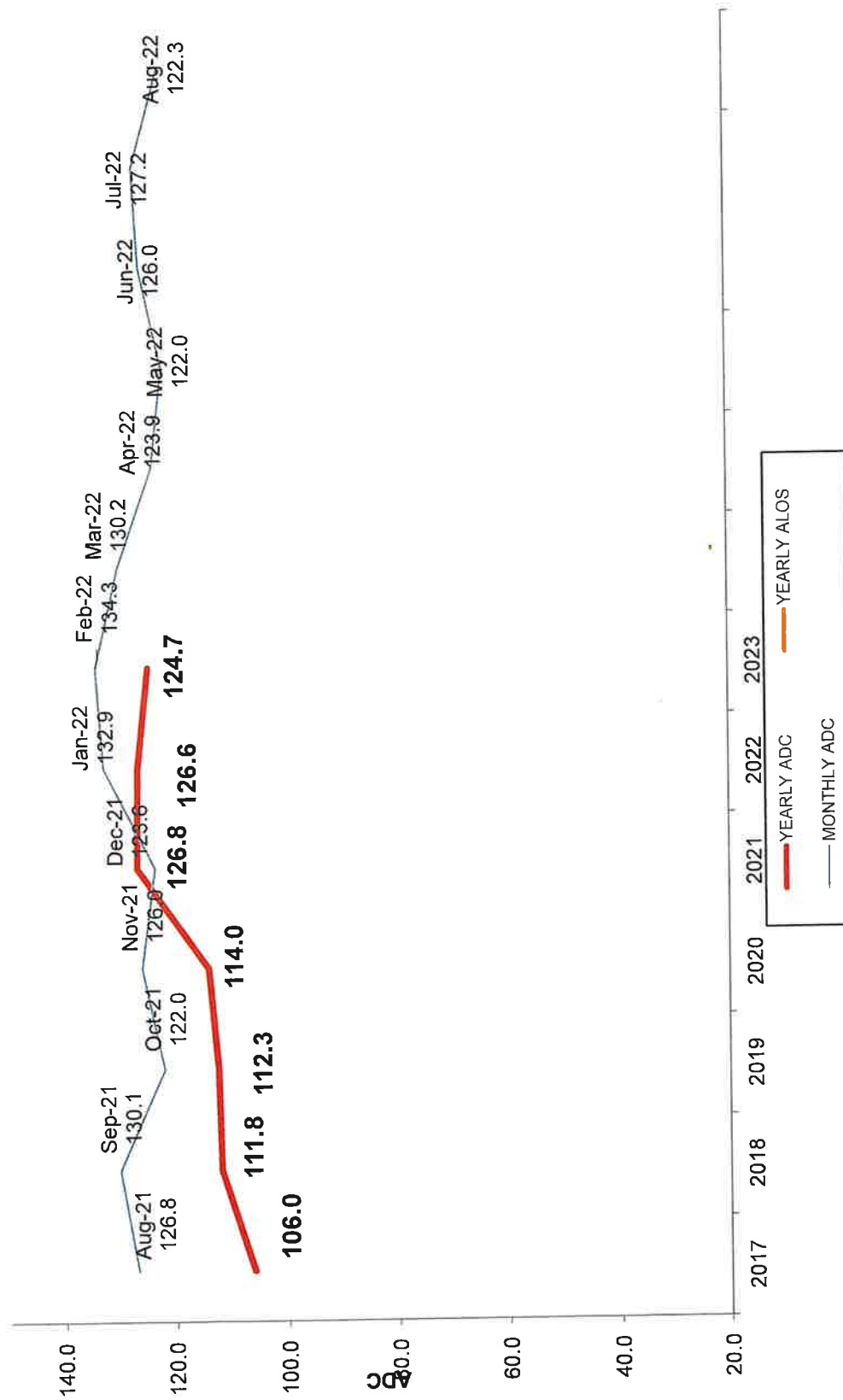
AUGUST 31, 2022

## **FINANCIAL STATEMENTS**

**AUGUST 31, 2022**

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# NATIVIDAD STATISTICAL REPORT AUGUST 31, 2022

Month-To-Date					Year-To-Date					
06-22	07-22	08-22	Budget		Budget	Current	Prior Yr	%		
PT DAYS BY SERVICE					STAFFED BEDS					
					CY/PY					
1	246	249	229	239	NICU	15	478	478	412	16.02%
	1,895	2,032	1,967	1,630	Med/Surg	57	3,260	3,999	3,524	13.48%
3	207	256	199	327	ICU	10	654	455	446	2.02%
4	75	80	85	85	Peds	12	170	165	111	48.65%
5	781	778	756	745	Acute Rehab	28	1,490	1,534	1,681	-8.74%
6	329	249	281	325	OB/Gyn	27	650	530	603	-12.11%
7	3,533	3,644	3,517	3,351	TOTAL ACUTE	149	6,702	7,161	6,777	5.67%
8	247	299	274	463	Psychiatric	19	926	573	923	-37.92%
9	3,780	3,943	3,791	3,814	TOTAL DAYS	168	7,628	7,734	7,700	0.44%
10	351	324	337	294	Nursery	18	588	661	588	12.41%
AVERAGE DAILY CENSUS										
11	91.7	92.5	89.1	84.1	Acute	121	84.1	90.8	82.2	10.46%
12	26.0	25.1	24.4	24.0	Acute Rehab	28	24.0	24.7	27.1	-8.86%
13	8.2	9.6	8.8	14.9	Psychiatric	19	14.9	9.2	14.9	-38.26%
14	126.0	127.2	122.3	123.0	TOTAL	168	123.0	124.7	124.2	0.40%
15	11.7	10.5	10.9	9.5	Nursery	18	9.5	10.7	9.5	12.63%
PERCENTAGE OF OCCUPANCY										
16	75.8%	76.4%	73.6%	69.5%	Acute		69.5%	75.0%	67.9%	10.5%
17	92.9%	89.6%	87.1%	85.7%	Acute Rehab		85.7%	88.2%	96.8%	-8.9%
18	43.2%	50.5%	46.3%	78.4%	Psychiatric		78.4%	48.4%	78.4%	-38.3%
19	75.0%	75.7%	72.8%	73.2%	TOTAL		73.2%	74.2%	75.7%	-2.0%
20	65.0%	58.3%	60.6%	52.8%	Nursery		52.8%	59.4%	52.8%	12.6%
ADMISSIONS										
21	687	626	606	645	Acute		1,290	1,232	1,310	-5.95%
22	58	56	61	53	Acute Rehab		106	117	113	3.54%
23	34	55	41	44	Psychiatric		88	96	90	6.67%
24	779	737	708	742	TOTAL		1,484	1,445	1,513	-4.49%
25	212	188	211	178	Nursery		356	399	365	9.32%
26	229	208	223	190	Deliveries		380	431	374	15.24%
DISCHARGES										
27	686	609	641	627	Acute		1,254	1,250	1,256	-0.48%
28	60	53	65	55	Acute Rehab		110	118	114	3.51%
29	43	47	49	45	Psychiatric		90	96	92	4.35%
30	789	709	755	727	TOTAL		1,454	1,464	1,462	0.14%
31	190	180	188	163	Nursery		326	368	334	10.18%
AVERAGE LENGTH OF STAY										
32	4.9	5.4	5.4	5.1	Acute(Hospital wide no babies)		5.1	5.4	5.1	5.88%
33	13.5	13.9	12.4	14.1	Acute Rehab		14.1	13.1	14.9	-12.08%
34	2.5	2.1	2.3	2.6	OB/Gyn		2.6	2.2	2.5	-12.00%
35	7.3	5.4	6.7	10.5	Psychiatric		10.5	6.0	10.3	-41.75%
36	1.7	1.7	1.6	1.7	Nursery		1.7	1.7	1.6	6.25%
OUTPATIENT VISITS										
37	4,765	4,759	5,090	4,542	Emergency Room		9,084	9,849	9,264	6.31%
38	566	528	537	548	ER Admits		1,096	1,065	1,111	-4.14%
39	72.7%	71.6%	75.8%	73.9%	ER Admits as a % of Admissions		73.9%	73.7%	73.4%	0.37%
40	5,991	5,274	6,338	6,008	Clinic Visits		12,016	11,612	11,933	-2.69%
ANCILLARY PROCEDURES BILLED										
41	55,218	55,122	54,928	54,666	Lab Tests		109,332	110,050	108,656	1.28%
42	4,071	4,095	3,993	3,848	Radiology Procedures		7,696	8,088	7,635	5.93%
43	205	226	227	204	MRI Procedures		408	453	401	12.97%
44	132	130	134	115	Nuclear Med Procedures		230	264	233	13.30%
45	1,323	1,208	1,300	1,299	Ultrasound Procedures		2,598	2,508	2,445	2.58%
46	1,965	2,037	2,069	1,915	CT Scans		3,830	4,106	3,867	6.18%
47	400	362	341	372	Surgeries		744	703	780	-9.87%
48	7.37	7.42	7.48	7.59	FTE'S PER AOB		7.59	7.45	7.23	3.04%
49	1,347.0	1,348.3	1,363.9	1,317.2	TOTAL PAID FTE'S		1,317.2	1,356.5	1,284.0	5.65%
50	5,487	5,636	5,655	5,384	ADJUSTED PATIENT DAYS		10,767	11,290	11,012	2.53%

**NATIVIDAD**  
**STATEMENT OF REVENUES AND EXPENSES & CHANGES IN NET ASSETS-TREND-NORMALIZED**  
**FOR FY2023**

	JUL-22	AUG-22	SEP-22	OCT-22	NOV-22	DEC-22	JAN-23	FEB-23	MAR-23	APR-23	MAY-23	JUN-23	YTD
<b>R E V E N U E</b>													
<b>Patient Revenue:</b>													
1 Inpatient	\$ 81,718,145	\$ 77,902,279	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 159,620,424
2 Pro Fees	3,541,487	3,465,781	-	-	-	-	-	-	-	-	-	-	7,007,268
3 Outpatient	38,616,405	40,006,865	-	-	-	-	-	-	-	-	-	-	78,623,270
4 Total Patient Revenue	121,876,037	121,374,905	-	-	-	-	-	-	-	-	-	-	243,250,942
<b>Deductions from revenue</b>													
5 Contractual Deductions	92,824,795	91,863,613	-	-	-	-	-	-	-	-	-	-	184,688,407
6 Bad Debt	4,135,660	3,582,857	-	-	-	-	-	-	-	-	-	-	7,718,517
7 Unable to Pay	74,058	101,418	-	-	-	-	-	-	-	-	-	-	175,476
8 Total Contractual Discounts	97,034,513	95,547,888	-	-	-	-	-	-	-	-	-	-	192,582,401
9 Net Patient Revenue	24,841,505	25,827,017	-	-	-	-	-	-	-	-	-	-	50,668,722
10 As a percent of Gross Revenue	20.38%	21.28%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	20.83%
<b>Total Government Funding</b>	22,040,564	6,142,406	-	-	-	-	-	-	-	-	-	-	28,182,970
<b>Other Operating Revenue:</b>													
11 Rent Income	121,586	125,489	-	-	-	-	-	-	-	-	-	-	247,075
12 Interest Income	81,000	81,000	-	-	-	-	-	-	-	-	-	-	162,000
13 NMF Contribution	60,000	60,000	-	-	-	-	-	-	-	-	-	-	120,000
14 Other Income	422,577	369,569	-	-	-	-	-	-	-	-	-	-	792,146
15 Total Other Operating Revenue	685,163	636,058	-	-	-	-	-	-	-	-	-	-	1,321,221
16 <b>TOTAL REVENUE</b>	47,567,232	32,605,682	-	-	-	-	-	-	-	-	-	-	80,172,913
<b>E X P E N S E</b>													
17 <b>Salaries, Wages &amp; Benefits</b>													
18 Registry	17,705,905	17,388,839	-	-	-	-	-	-	-	-	-	-	35,094,744
19 Phys/Residents SWB & Contract Fees	1,249,749	1,820,554	-	-	-	-	-	-	-	-	-	-	3,070,303
20 Purchased Services	4,409,799	4,682,933	-	-	-	-	-	-	-	-	-	-	9,092,732
21 Supplies	2,964,755	2,910,170	-	-	-	-	-	-	-	-	-	-	5,874,925
22 Insurance	2,780,492	3,195,791	-	-	-	-	-	-	-	-	-	-	5,976,283
23 Utilities and Telephone	369,180	369,179	-	-	-	-	-	-	-	-	-	-	738,359
24 Interest Expense	435,501	443,051	-	-	-	-	-	-	-	-	-	-	878,552
25 Depreciation & Amortization	53,821	53,821	-	-	-	-	-	-	-	-	-	-	107,642
26 Other Operating Expense	1,043,263	1,042,677	-	-	-	-	-	-	-	-	-	-	2,085,940
27 <b>TOTAL EXPENSE</b>	527,095	448,909	-	-	-	-	-	-	-	-	-	-	976,004
28 <b>NET INCOME(LOSS)</b>	31,539,560	32,355,924	-	-	-	-	-	-	-	-	-	-	63,895,484
29 <b>NET INCOME(LOSS)</b>	16,027,672	249,758	-	-	-	-	-	-	-	-	-	-	16,277,429
<b>Normalization for Extraordinary Items</b>													
30 State One Time Grant	(15,897,563)	-	-	-	-	-	-	-	-	-	-	-	(15,897,563)
31 Provider Relief Fund	-	-	-	-	-	-	-	-	-	-	-	-	-
32 American Rescue Plan (ARPA) Rural Fund	-	-	-	-	-	-	-	-	-	-	-	-	-
33 Families First C-19 Response	-	-	-	-	-	-	-	-	-	-	-	-	-
34 Total Extraordinary Items	(15,897,563)	-	-	-	-	-	-	-	-	-	-	-	(15,897,563)
35 <b>NET INCOME BEFORE Extraordinary Items</b>	\$ 130,109	\$ 249,758	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 379,866
<b>CAPITAL CONTRIBUTIONS</b>													
36 County Contribution	-	-	-	-	-	-	-	-	-	-	-	-	-
37 <b>CHANGE IN NET ASSETS</b>	\$ 16,027,672	\$ 249,758	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,277,429



**NATIVIDAD**  
**STATEMENT OF REVENUES AND EXPENSES & CHANGES IN NET ASSETS**  
**AS OF AUGUST 31, 2022**

CURRENT MONTH					YEAR -TO- DATE							
	Actual	Budget	Variance fav. (unfav) \$ VAR.	% VAR		Actual	Budget	Variance fav. (unfav) \$ VAR.	% VAR	Prior Yr		
R E V E N U E												
Patient Revenue:												
1	\$	77,902,279	\$	1,706,838	2.2	\$	159,620,424	\$	7,229,542	4.7	\$	153,649,310
2		3,465,761		(770,777)	(18.2)		7,007,248		(1,465,828)	(17.3)		6,079,739
3		40,006,865		6,909,358	20.9		76,623,270		10,428,256	15.8		68,708,196
4		121,374,905		7,845,419	6.9		243,250,942		16,191,970	7.1		228,437,245
Deductions from Revenue												
5		91,863,613		(6,957,816)	(8.2)		184,688,407		(14,876,813)	(8.8)		166,912,232
6		3,582,657		663,325	15.6		7,718,337		773,627	9.1		11,637,206
7		101,418		208,032	67.2		175,476		443,424	71.6		631,621
8		95,547,688		(6,086,459)	(6.8)		192,582,220		(13,659,762)	(7.6)		179,181,059
9		25,827,218		1,758,961	7.3		50,668,722		2,532,208	5.3		49,256,186
10		21.28%		21.20%			20.83%		21.20%			21.56%
As a percent of Gross Revenue												
Total Government Funding												
11		6,142,406		466,537	8.2		28,182,970		16,831,232	148.27		10,801,092
Other Operating Revenue:												
12		125,489		127	0.1		247,075		250,724			239,031
13		81,000		(61,500)	(43.2)		182,000		(123,000)	(43.2)		503,902
14		60,000		-	-		120,000		0	-		120,000
15		369,569		17,740	5.0		792,146		88,488	12.6		607,220
16		636,058		(43,633)	(6.4)		1,321,221		(38,161)	(2.8)		1,470,153
17		32,605,682		2,181,865	7.2		80,172,913		19,325,279	31.8		61,527,431
TOTAL REVENUE												
EXPENSE												
18		17,388,839		78,615	0.5		35,094,744		(159,836)	(0.5)		33,053,601
19		1,820,554		(1,590,496)	(691.3)		3,070,303		(2,610,187)	(567.3)		1,558,954
20		4,682,933		(348,508)	(8.0)		9,092,732		(423,882)	(4.9)		8,832,236
21		2,910,170		3,246,052	10.3		5,874,925		617,179	9.5		6,314,220
22		3,195,791		(825,451)	(34.8)		5,976,283		(1,235,603)	(26.1)		5,936,119
23		369,179		(5,731)	(1.6)		738,359		(11,463)	(1.6)		705,969
24		443,051		(91,811)	(26.1)		878,552		(176,072)	(25.1)		833,519
25		53,821		15,462	22.3		107,642		30,924	22.3		137,994
26		1,042,677		54,528	5.0		2,085,940		108,470	4.9		1,983,068
27		448,909		(29,931)	(7.1)		976,004		(138,048)	(16.5)		868,945
28		32,355,924		(2,407,441)	(8.0)		63,895,484		(3,998,518)	(6.7)		60,224,625
TOTAL EXPENSE												
NET INCOME(LOSS)												
29		249,758		(225,577)	(47.5)		16,277,429		15,326,761	1,612.2		1,302,806
CAPITAL CONTRIBUTIONS												
30												
31		-		-	-		-		-	-		-
32		-		-	-		-		-	-		-
33		-		-	-		-		-	-		-
34	\$	249,758	\$	475,334	(47.5) %	\$	16,277,429	\$	950,668	1,612.2 %	\$	1,302,806
CHANGE IN NET ASSETS												
County Contribution												

**NATIVIDAD**  
**STATEMENT OF REVENUES AND EXPENSES & CHANGES IN NET ASSETS PER ADJUSTED PATIENT DAY**  
**AS OF AUGUST 31, 2022**

		CURRENT MONTH				YEAR -TO -DATE			
		Actual		Budget	Variance fav. (unfav)				
					\$ VAR.	% VAR			

**NATIVIDAD  
BALANCE SHEET  
AS OF AUGUST 31, 2022**

	CURRENT MONTH			% CHG.
	BEGINNING	ENDING	INC/(DEC)	
1	\$ 116,913,998	\$ 116,584,796	\$ (329,202)	(0.3) %
2	35,983,667	35,483,667	(500,000)	-
3	64,008,105	62,142,018	(1,866,087)	(2.9)
4	29,623,821	30,992,080	1,368,259	4.6
5	5,323,854	5,441,805	117,951	2.2
6	5,176,079	5,613,381	437,302	8.4
7	257,029,524	256,257,747	(771,777)	(0.3)
8	350,729,593	351,265,472	535,879	0.2
9	(222,529,992)	(223,524,079)	(994,087)	(0.4)
10	128,199,601	127,741,393	(458,208)	(0.4)
11	212,064,125	211,809,565	(254,560)	(0.1)
12	\$ 597,293,250	\$ 595,808,705	\$ (1,484,545)	(0.2) %
<b>CURRENT ASSETS</b>				
CASH				
FUND AID				
ACCOUNTS RECEIVABLE NET				
STATE/COUNTY RECEIVABLES				
INVENTORY				
PREPAID EXPENSE				
TOTAL CURRENT ASSETS				
PROPERTY, PLANT & EQUIPMENT				
LESS: ACCUMULATED DEPRECIATION				
NET PROPERTY, PLANT & EQUIPMENT				
OTHER ASSETS				
TOTAL ASSETS				
13	24,156,597	17,777,479	(6,379,118)	(26.4)
14	9,130,524	13,538,660	4,408,136	48.3
15	115,955,655	114,629,989	(1,325,666)	(1.1)
16	3,817,583	3,817,583	-	-
17	11,599,382	13,216,545	1,617,164	13.9
18	164,655,741	162,980,256	(1,675,485)	(1.0)
<b>CURRENT LIABILITIES</b>				
ACCRUED PAYROLL				
ACCOUNTS PAYABLE				
MCARE/MEDICAL LIABILITIES				
CURRENT PORTION OF DEBT				
OTHER ACCRUALS				
TOTAL CURRENT LIABILITIES				
<b>LONG TERM LIABILITIES</b>				
LT ACCRUED LIABILITIES				
UN EARNED CONTRIBUTIONS				
LONG TERM PORTION OF C.O.P's				
TOTAL LONG TERM DEBT				
<b>FUND BALANCES</b>				
ACCUMULATED FUND				
CHANGE IN NET ASSETS				
TOTAL FUND BALANCES				
TOTAL LIAB. & FUND BALANCES				
19	3,768,979	3,714,162	(54,817)	(1.5)
20	-	-	-	-
21	21,613,806	21,613,806	-	-
22	25,382,785	25,327,968	(54,817)	(0.2)
23	391,223,053	391,223,053	-	-
24	16,027,672	16,277,429	249,758	(1.6)
25	407,250,725	407,500,482	249,758	0.1
26	\$ 597,293,250	\$ 595,808,706	\$ (1,484,544)	(0.2) %
<b>YEAR - TO - DATE</b>				
BEGINNING				
ENDING				
INC/(DEC)				
% CHG.				
1	\$ 145,987,750	\$ 116,584,796	\$ (29,402,954)	(20.1) %
2	36,483,667	35,483,667	(1,000,000)	-
3	60,748,019	62,142,018	1,393,999	2.3
4	17,957,289	30,992,080	13,034,791	72.6
5	5,055,297	5,441,805	386,508	7.6
6	4,164,558	5,613,381	1,448,823	34.8
7	270,396,580	256,257,747	(14,138,833)	(5.2)
8	349,915,315	351,265,472	1,350,157	0.4
9	(221,486,729)	(223,524,079)	(2,037,350)	(0.9)
10	128,428,586	127,741,393	(687,193)	(0.5)
11	208,687,295	211,809,565	3,122,270	1.5
12	\$ 607,512,461	\$ 595,808,705	\$ (11,703,756)	(1.9) %
<b>CURRENT LIABILITIES</b>				
ACCRUED PAYROLL				
ACCOUNTS PAYABLE				
MCARE/MEDICAL LIABILITIES				
CURRENT PORTION OF DEBT				
OTHER ACCRUALS				
TOTAL CURRENT LIABILITIES				
<b>LONG TERM LIABILITIES</b>				
LT ACCRUED LIABILITIES				
UN EARNED CONTRIBUTIONS				
LONG TERM PORTION OF C.O.P's				
TOTAL LONG TERM DEBT				
<b>FUND BALANCES</b>				
ACCUMULATED FUND				
CHANGE IN NET ASSETS				
TOTAL FUND BALANCES				
TOTAL LIAB. & FUND BALANCES				
13	21,950,304	17,777,479	(4,172,825)	(19.0)
14	16,045,254	13,538,660	(2,506,594)	(15.6)
15	133,585,528	114,629,989	(18,955,539)	(14.2)
16	3,817,583	3,817,583	-	-
17	15,453,137	13,216,545	(2,236,592)	(14.5)
18	190,851,806	162,980,256	(27,871,550)	(14.6)
19	3,823,796	3,714,162	(109,634)	(3.0)
20	-	-	-	-
21	21,613,806	21,613,806	-	-
22	25,437,602	25,327,968	(109,634)	(0.4)
23	391,223,053	391,223,053	-	-
24	-	16,277,429	16,277,429	100.0
25	391,223,053	407,500,482	16,277,429	4.2
26	\$ 607,512,461	\$ 595,808,706	\$ (11,703,755)	(1.9) %

**NATIVIDAD  
STATE AND COUNTY RECEIVABLES  
AS OF 08/31/22**

**BALANCE SHEET**

	Req. Balance	Accruals	Reclas and Adj	Prior Years Final Rec'n	Family 1st Corona Response	IGT	Payments	Ending Balance
Medi-Cal Waiver (DSH +SNCP)	\$ 6,296,200	2,383,334				4,952,577	(9,154,613)	4,477,498
Hospital Fee	(817,600)	166,666						(650,934)
Rate Range IGT-CCAH-	2,368,583	1,944,000						4,312,583
MCMC EPP	4,119,907	2,333,334				4,572,394		11,025,635
MCMC QIP	3,219,696	3,333,334						6,553,030
SB1732	920,623	466,666						1,387,289
AB 915	56,674	624,240						680,914
Medical GME	(1,361,230)	166,666				614,722		(579,842)
CARES ACT Funding	180,590				83,334		(100,591)	163,333
A/R UCSF & Touro University		15,966						15,966
A/R Mee Memorial	199,937	112,600	(168,886)				(119)	143,532
A/R Office Buildings	60,809	247,075					(178,950)	128,934
Medical HPE	(5,589)	50,000					(65,444)	(21,033)
Interest Accrued Positive Cash	330,000	162,000						492,000
Accrued Donations	949,126	120,000					(143,977)	925,149
A/R Jail-PG&E	234,127	187,786					(3,781)	418,132
Health Department	205,437	314,458						519,895
A/R Watsonville	1,000,000							1,000,000
<b>STATE RECEIVABLES</b>	<b>\$ 17,957,289</b>	<b>\$ 12,628,125</b>	<b>\$ (168,886)</b>	<b>\$ -</b>	<b>\$ 83,334</b>	<b>\$ 10,139,693</b>	<b>\$ (9,647,475)</b>	<b>\$ 30,992,080</b>

**P & L**

	YTD Aug-22
Medi-Cal DSH /SNCP/PHYS SPA	\$ 2,383,334
Rate Range IGT-CCAH-	1,944,000
Esperanza Care	(416,667)
Family First C-19 Response-FMAP Enhance-	83,334
Medical GME	166,666
HPE	50,000
Hospital Fee	166,666
MCMC EPP	2,333,334
HD Residency Support	(83,334)
MCMC QIP	3,333,334
AB915	624,240
Medicare GME	233,834
CARES Act Fund Aid	1,000,000
SB 1732	466,666
<b>GOVERNMENT FUNDING INCOME</b>	<b>\$ 26,182,970</b>

# **NATIVIDAD** **STATEMENT OF CASH FLOWS** **AS OF AUGUST 31, 2022**

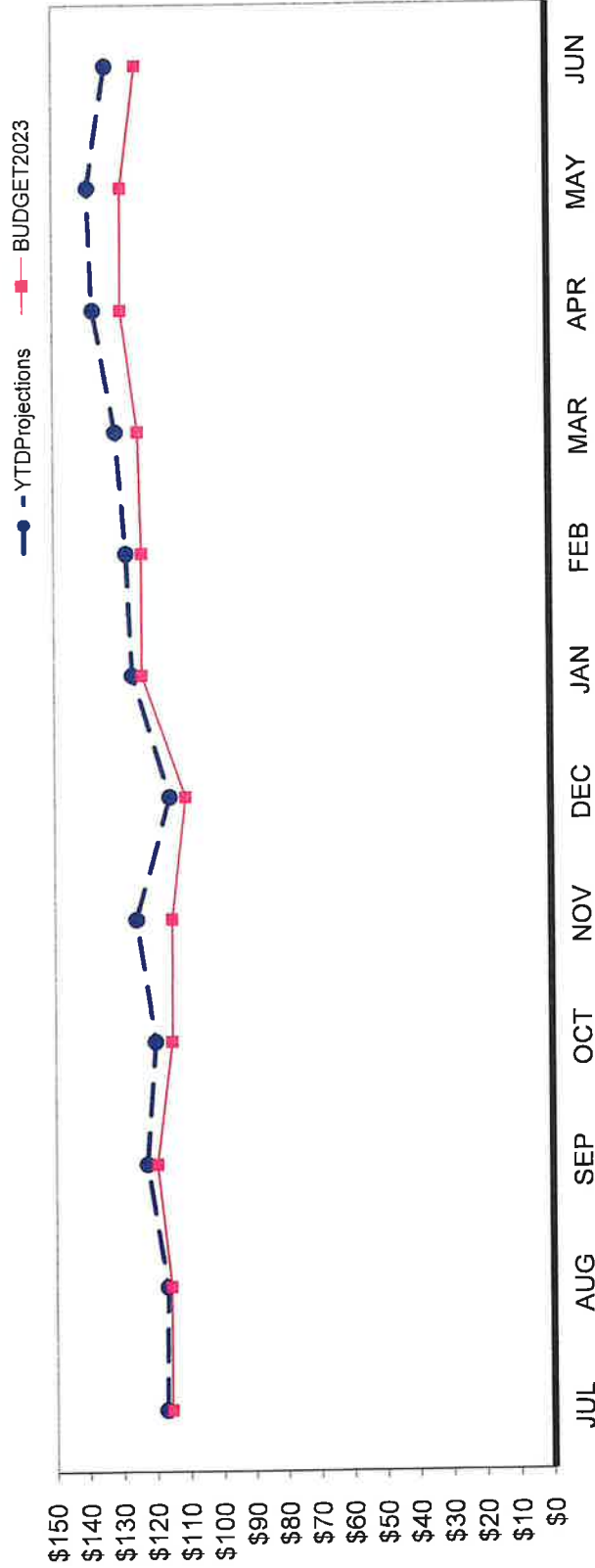
	CURRENT MONTH	YEAR - TO - DATE
1	\$ 116,913,998	\$ 145,987,750
2		
3	249,758	16,277,429
4	-	-
5	994,087	\$ 2,037,350
6	1,243,845	18,314,779
7		
8	1,866,087	(1,393,999)
9	500,000	1,000,000
10	(1,368,259)	(13,034,791)
11	(555,253)	(1,835,331)
12	(6,379,119)	(4,172,826)
13	4,408,136	(2,506,594)
14	(1,325,666)	(18,955,539)
15	-	0
16	1,617,164	(2,236,592)
17	(1,236,911)	(43,135,672)
18		
19	(535,879)	(1,350,157)
20	-	-
21	(535,879)	(1,350,157)
22		
23	(54,817)	(109,634)
24	254,560	(3,122,270)
25	-	-
26	199,743	(3,231,904)
27	(329,202)	(29,402,954)
28	\$ 116,584,796	\$ 116,584,796



NATIVIDAD  
RECONCILIATION OF GOVERNMENT FUNDING  
FISCAL YEAR 2023

	<u>BDGT-23</u>	<u>ESTIMATE FY2023</u>	<u>Variance to Budget</u>
	\$	\$	\$
Medi-Cal DSH Waiver	13,500,000	13,500,000	-
EPP	14,000,000	14,000,000	-
QIP	20,000,000	20,000,000	-
Physician SPA	1,300,000	1,300,000	-
AB915	3,745,440	3,745,440	-
SB1732	2,800,000	2,800,000	-
CCAH Rate Range	11,665,000	11,665,000	-
HPE	300,000	300,000	-
Family First Corona Virus Response	500,000	500,000	-
Esperanza Care Outside Purchased Service	(2,500,000)	(2,500,000)	-
HD Residency Support	(500,000)	(500,000)	-
Medicare GME & B/D	1,300,000	1,300,000	-
Medical GME	1,000,000	1,000,000	-
CARES Act Fund Aid	-	6,000,000	6,000,000
State One Time Grant	-	15,897,563	15,897,563
Provider Fee	1,000,000	1,000,000	-
	<u>\$ 68,110,440</u>	<u>\$ 90,008,003</u>	<u>\$ 21,897,563</u>

## Cash Flow Performance Fiscal Year 2023 (in Millions)



	ACTUAL	ACTUAL	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Months												
YTD	116.9	116.6	122.6	120.0	125.5	115.3	126.4	128.1	131.2	137.8	139.2	133.8
BDGT	115.3	115.4	119.5	114.9	114.7	110.4	123.5	123.3	124.4	129.4	129.2	124.7
Variance	1.6	1.2	3.2	5.2	10.8	4.9	2.9	4.8	6.8	8.4	10.0	9.1

NATIVIDAD  
CASH FORECAST  
FISCAL YEAR 2023

	ACTUAL JUL	ACTUAL AUG	ESTIMATE SEP	ESTIMATE OCT	ESTIMATE NOV	ESTIMATE DEC	ESTIMATE JAN	ESTIMATE FEB	ESTIMATE MAR	ESTIMATE APR	ESTIMATE MAY	ESTIMATE JUN	Total YTD
Beginning Balance	145,978,767	116,904,738	116,573,753	122,626,028	120,014,089	121,905,355	109,319,013	126,384,977	128,137,508	131,155,803	137,729,326	138,226,810	145,978,767
<b>CASH RECEIPTS</b>													
Patient Revenues (incl pro fees and lab cap)	20,444,686	27,964,644	23,615,351	23,615,351	23,615,351	23,615,351	23,615,351	23,615,351	23,615,351	23,615,351	23,615,351	23,615,351	284,552,863
Provider Fee			250,000	250,000		250,000			250,000			250,000	1,000,000
RR 16T CCAH	500,000	600,592	500,000	500,000	500,000	500,000	11,664,000	500,000	500,000	500,000	500,000	500,000	6,100,592
Stimulus -Family First Response COVID19-			350,000	350,000	350,000	350,000		350,000	350,000	350,000	350,000	350,000	3,500,000
SHORT DOYLE		65,444	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	315,444
HPE	128,600	15,377	60,000	60,000	60,000	60,000	3,575,000	60,000	60,000	60,000	60,000	60,000	743,977
Foundation Donations		9,154,613	3,994,928	2,833,333	2,833,333	2,833,333	2,833,333	2,833,333	2,833,333	2,833,333	2,833,333	2,833,333	23,874,541
Mcal Waiver FY 22-23/6PP			2,833,333	2,833,333	2,833,333	2,833,333							28,333,333
QJP/EPP			366,664										366,664
SB1732			250,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,250,000
HEALTH DEPARTMENT RETMB			250,000										1,000,000
MCAL GME													3,745,000
AB915													1,431,448
Rent Income	15,883	163,065	125,250	125,250	125,250	125,250	125,250	125,250	125,250	125,250	125,250	125,250	1,431,448
Fund 404 Transfer		251,694	4,419,537	2,682,262	1,773,262	3,001,733	1,966,796	2,193,867	2,076,691	3,141,532	2,961,617	4,829,019	29,300,000
Interest Income			427,500	427,500	427,500	427,500	427,500	427,500	427,500	427,500	427,500	427,500	1,710,000
Miscellaneous Revenue	280,091	243,283	14,894	14,894	14,894	14,894	14,894	14,894	14,894	14,894	14,894	14,894	872,312
Total Cash Receipts	21,369,260	38,458,732	37,107,478	30,581,091	29,422,091	31,578,062	44,854,625	29,842,696	33,055,010	34,355,361	30,610,446	41,125,348	402,370,195
<b>CASH DISBURSEMENTS</b>													
Purchased Services and Supplies	18,316,669	7,555,339	7,417,272	7,417,272	7,417,272	7,417,272	7,417,272	7,417,272	9,517,272	5,317,272	7,417,272	7,417,272	100,044,726
IGT MEDICAL GME	614,722												614,722
GPP CY2022	4,552,577												4,552,577
16T EPP		4,572,394											4,572,394
Building Lease / Rental Equipment	230,974	460,745	230,829	230,829	230,829	230,829	230,829	230,829	230,829	230,829	230,829	230,829	3,000,013
GOP Principal & Interest Payments			4,452,216	4,452,216	4,452,216	4,452,216							4,991,410
Payroll and Benefits	17,396,527	24,544,528	17,221,431	17,221,431	17,221,431	17,221,431	17,221,431	17,221,431	17,221,431	17,221,431	17,221,431	17,221,431	214,155,360
Esperanza Care	23,625	54,856											78,481
COWCAP	4,510,031												4,510,031
Data Processing	1,018,468		297,964	297,964	297,964	297,964	297,964	297,964	297,964	297,964	297,964	297,964	3,379,696
Pension Fund Transfer to County													30,000,000
Transfer From 451 to 404 & 16T Fund													28,300,000
Capital Expenses Fund 404	251,694		4,419,537	2,682,262	1,773,262	3,001,733	1,966,796	2,193,867	2,076,691	3,141,532	2,961,617	4,829,019	28,300,000
Capital Expenditures	1,350,157		1,468,170	891,047	589,077	997,175	653,369	728,802	690,538	1,043,617	983,849	1,604,199	11,000,000
Total Cash Disbursements	50,443,289	38,789,717	31,055,202	33,193,020	27,529,834	44,166,403	27,767,660	28,090,164	30,036,714	27,791,838	29,112,961	46,600,713	414,597,518
Increase/(Decrease)	(29,074,029)	(330,965)	6,052,275	(2,611,930)	1,892,256	(12,588,342)	17,066,964	1,752,531	3,018,295	6,573,522	1,497,484	(5,475,366)	(12,227,323)
Ending Cash Fund 451	116,904,738	116,573,753	122,626,028	120,014,089	121,905,355	103,318,013	126,384,977	128,137,508	131,155,803	137,729,326	139,226,810	133,751,444	133,751,444
(+) Cash In Transit					3,577,107	6,019,863						8,593	8,593
(-) Petty Cash and CC					16,855	8,841	11,425	11,329	17,445	23,869	9,193	133,760,427	133,760,427
Ending Cash as per 6/L	116,913,998	116,584,796	122,635,842	120,027,750	125,500,327	115,346,717	126,396,402	128,148,837	131,173,248	137,753,295	139,236,003	133,760,427	133,760,427
<b>Fund 404</b>													
Beginning Balance	68,523,397	68,523,397	68,271,703	63,852,166	61,469,904	59,396,642	56,394,909	54,428,113	52,234,246	50,155,565	47,014,033	44,052,416	44,052,416
Transfer In from Fund 451			(4,419,537)	(2,682,262)	(1,773,262)	(3,001,733)	(1,966,796)	(2,193,867)	(2,076,691)	(3,141,532)	(2,961,617)	(4,829,019)	(4,829,019)
Transfer Out fund 404		(251,694)	63,852,166	61,469,904	59,396,642	56,394,909	54,428,113	52,234,246	50,155,565	47,014,033	44,052,416	39,223,397	39,223,397
Ending Cash Fund 404	68,523,397	68,271,703	63,852,166	61,469,904	61,302,997	181,194,000	180,813,090	180,374,754	181,311,368	184,743,359	183,279,226	172,974,841	172,974,841
Ending Cash Fund 451 & 404	185,428,135	184,845,456	186,478,194	181,494,000	181,302,997	165,712,922	180,813,090	180,374,754	181,311,368	184,743,359	183,279,226	172,974,841	172,974,841