

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

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

Executive Summary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Our FY 20 Operating Budget Summary:

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

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

Standard & Poor's Ratio Calculations:

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

Summary:

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

Respectfully submitted:



Harry Weis
Chief Executive Officer



Crystal Betts
Chief Financial Officer



TAHOE FOREST HEALTH SYSTEM

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

ABD-11 Fiscal Policy

PURPOSE:

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

POLICY:

A. RATIONALE

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

B. POLICY STATEMENT

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

PROCEDURE:

A. OPERATING MARGIN AND EXCESS (NET INCOME) MARGIN

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

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

B. FUND BALANCES AND TRANSFER PROCEDURES

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

C. MAINTENANCE AND OPERATING FUND

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

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

1. Cash Reserve Fund
2. Projects Fund

D. BOARD DESIGNATED FUNDS

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

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

E. CASH RESERVE FUND

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

F. RESTRICTED FUNDS

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

G. DONATIONS

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

Related Policies/Forms:

References:

Policy Owner: Clerk of the Board

Approved by: Chief Executive Officer

All revision dates:

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

Attachments:

No Attachments

Approval Signatures

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

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Tahoe Forest Hospital District Statement of Revenue and Expense

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

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

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

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

Deductions from Revenue was developed by breaking the gross revenue down by entity, and by payor, and then applying the relevant contractual allowance percentage to the gross revenue. Deductions from Revenue also include a component for Charity Care, which is budgeted at 3.6% overall and Bad Debt, which is budgeted at 1.8% overall. Please refer to the "Deductions from Revenue" narrative for more details.

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

Salaries, Wages and Benefits reflect increases per the methodology outlined in the contracts with the employee associations. The percentage increase for FY 2020 is 3%, inclusive of exempt and non-represented employees. Salaries and Wages for FY 2020 also include a component of physicians converting to the new employment model with start dates of 07/01/2019 and 01/01/2020. The FTE increase related to the new employment model is 31.21 FTEs. Those benefits that are calculated based upon wages such as employer taxes, deferred compensation, and pension have also been adjusted to account for these increases in wages.

Tahoe Forest Hospital District Statement of Revenue and Expense

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

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

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

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

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

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

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

Tahoe Forest Hospital District Statement of Revenue and Expense

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Employee Drug Plan

| | |
|----------------------------|--------------------|
| Plan Costs | (2,345,079) |
| Captured through Retail Rx | 505,412 |
| Net Plan Costs | (1,839,667) |

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

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

| | |
|-------------------------------|--------------------|
| Net Operating Income | (343,760) |
| Net Employee Drug Plan Cr | (1,839,667) |
| Net Financial Position | (2,183,427) |

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

| | <u>BUDGET FY2020</u> | <u>PRELIMINARY FY2019</u> | <u>AUDITED FY2018</u> | <u>AUDITED FY2017</u> | <u>AUDITED FY2016</u> | <u>AUDITED FY2015</u> | <u>AUDITED FY2014</u> | <u>AUDITED FY2013</u> | <u>AUDITED FY2012</u> | <u>AUDITED FY2011</u> |
|---|--------------------------|-------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <u>Operating Expense:</u> | | | | | | | | | | |
| Salaries & Benefits | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 16,518 | \$ 22,142 | \$ 20,860 |
| Benefits | - | - | - | - | - | - | - | 7,550 | 5,586 | 5,372 |
| Benefits Workers Compensation | - | - | - | - | - | - | - | 551 | 350 | 531 |
| Benefits Health Insurance | - | - | - | - | - | - | - | 3,662 | 4,317 | 2,752 |
| Professional Fees | 115,500 | 164,266 | 145,724 | 236,510 | 338,264 | 406,761 | 524,544 | 297,311 | 161,339 | 78,688 |
| Supplies | - | - | 289 | 1,619 | 6,083 | 2,108 | 28,462 | 5,806 | 1,059 | 1,961 |
| Purchased Services | 4,900 | 6,037 | 4,689 | 48,123 | 35,248 | 22,828 | 18,868 | 2,600 | 1,500 | - |
| Other Expenses | - | 13,607 | 125,889 | 5,984 | 162,378 | 101,408 | 160,596 | 230,932 | 104,827 | 4,730 |
| Interest Expense | 196,757 | 181,606 | 162,324 | 143,777 | 123,986 | 92,855 | 61,147 | 32,059 | 13,351 | 2,519 |
| Total Operating Expenses | \$ 317,157 | \$ 365,516 | \$ 438,915 | \$ 436,013 | \$ 665,959 | \$ 625,960 | \$ 793,618 | \$ 596,989 | \$ 314,471 | \$ 117,413 |
| Grant Reimbursement For TBI Expenses | - | (50,033) | (22,667) | (77,207) | (107,720) | (120,514) | (111,627) | (21,987) | (23,624) | (1,250) |
| Amount Drawn Against Credit Line | \$ (317,157) | \$ (315,483) | \$ (416,248) | \$ (358,806) | \$ (558,239) | \$ (505,446) | \$ (681,991) | \$ (575,002) | \$ (290,847) | \$ (116,163) |
| | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |

Cumulative:

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

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

Tahoe Forest Hospital District Volumes

The budget process begins with reviewing annual historical volumes as well as the last several years of 12 month historical spreads, noting the highs and lows of each month. From this review process we were able to project volumes for FY 2020 that are moderately conservative, however, reflect trends we have observed over the past two fiscal years. We apply the spread of the FY 2020 volumes over the 12 months by averaging the historical monthly spreads to help smooth the seasonality we experience within the Health System.

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

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

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

Tahoe Forest Hospital District Volumes

The following are explanations for the larger variances:

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

DEPARTMENTAL VOLUME TRENDS

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

DEPARTMENTAL VOLUME TRENDS

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

DEPARTMENTAL VOLUME TRENDS

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

DEPARTMENTAL VOLUME TRENDS

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

DEPARTMENTAL VOLUME TRENDS

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

DEPARTMENTAL VOLUME TRENDS

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

DEPARTMENTAL VOLUME TRENDS

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

DEPARTMENTAL VOLUME TRENDS

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

DEPARTMENTAL VOLUME TRENDS

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

DEPARTMENTAL VOLUME TRENDS

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

DEPARTMENTAL VOLUME TRENDS

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

DEPARTMENTAL VOLUME TRENDS

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

DEPARTMENTAL VOLUME TRENDS

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

DEPARTMENTAL VOLUME TRENDS

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

DEPARTMENTAL VOLUME TRENDS

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

DEPARTMENTAL VOLUME TRENDS

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

DEPARTMENTAL VOLUME TRENDS

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

DEPARTMENTAL VOLUME TRENDS

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

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

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

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

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

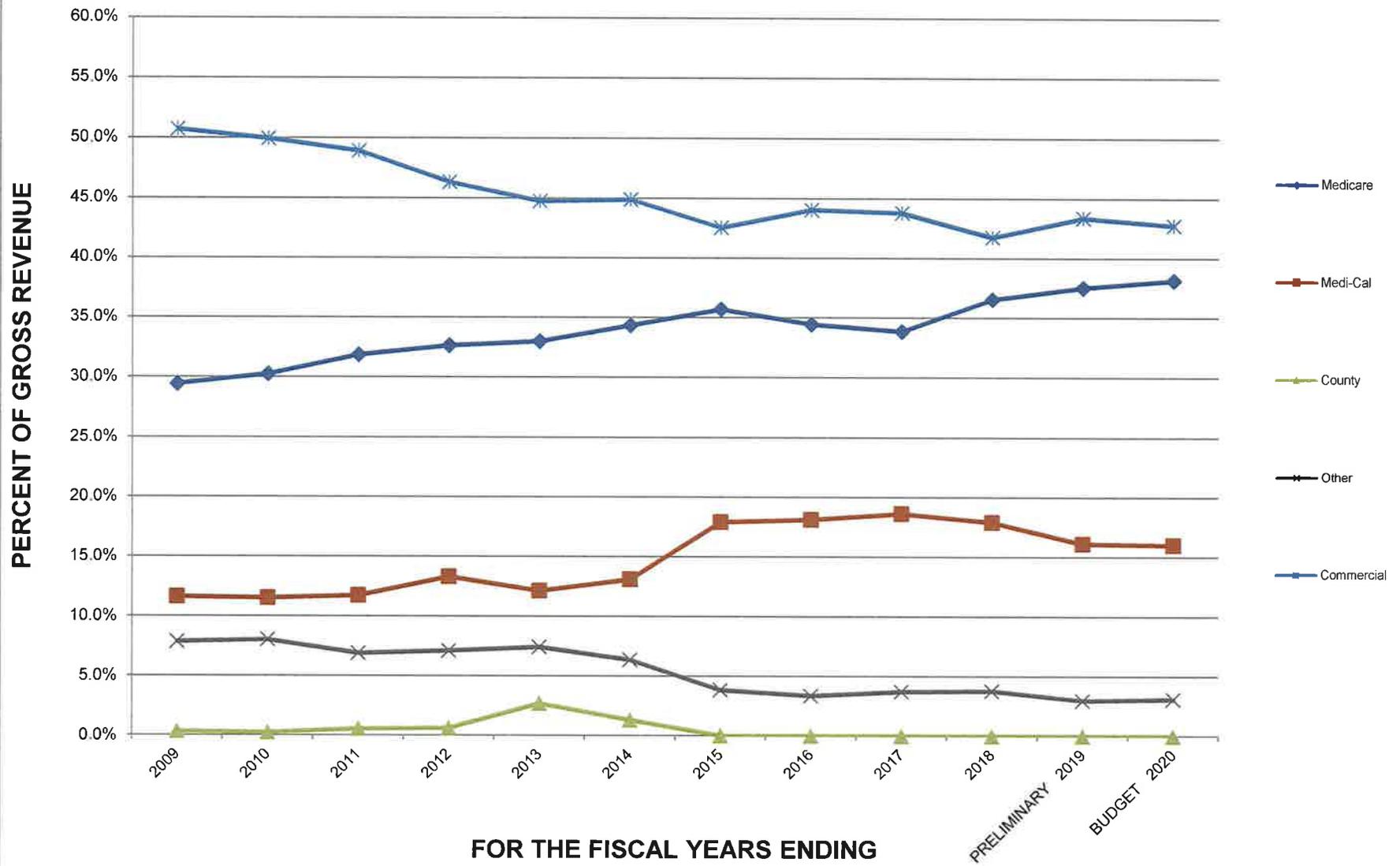
Budgeted Net Income/(Loss) for FY 2020 is a profit of \$7.2 million, a decrease of \$13.4 million from Preliminary FY 2019. The decrease is related to cost increases as outlined above along with increases to our Depreciation Expense brought on by anticipated capital equipment, building and land acquisitions,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

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

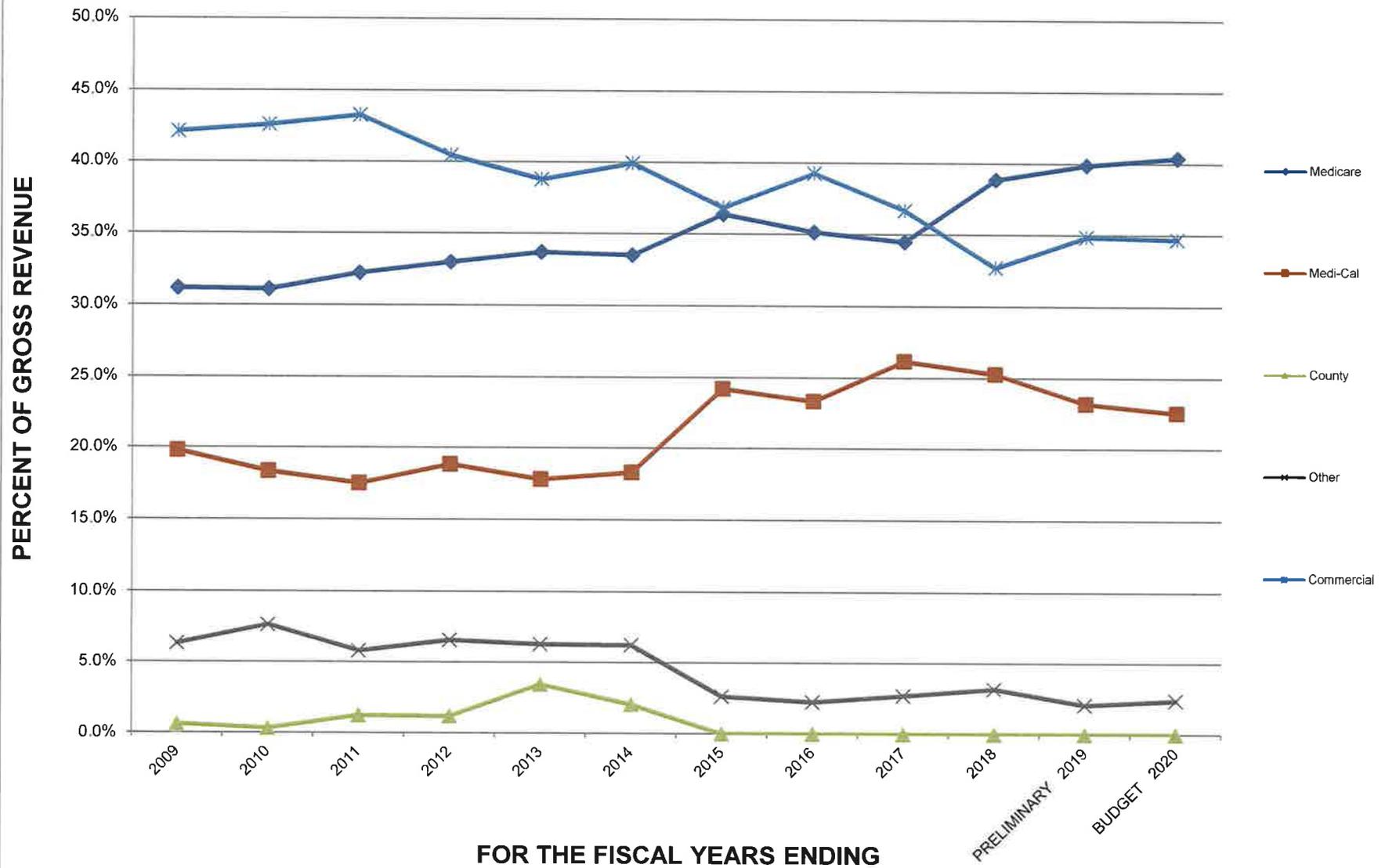
Total Gross Revenue **Payor Mix** for the FY 2020 budget reflects comparable trending that we witnessed in FY 2019. We made marginal adjustments to our Commercial and Medicare percentages. See table below.

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

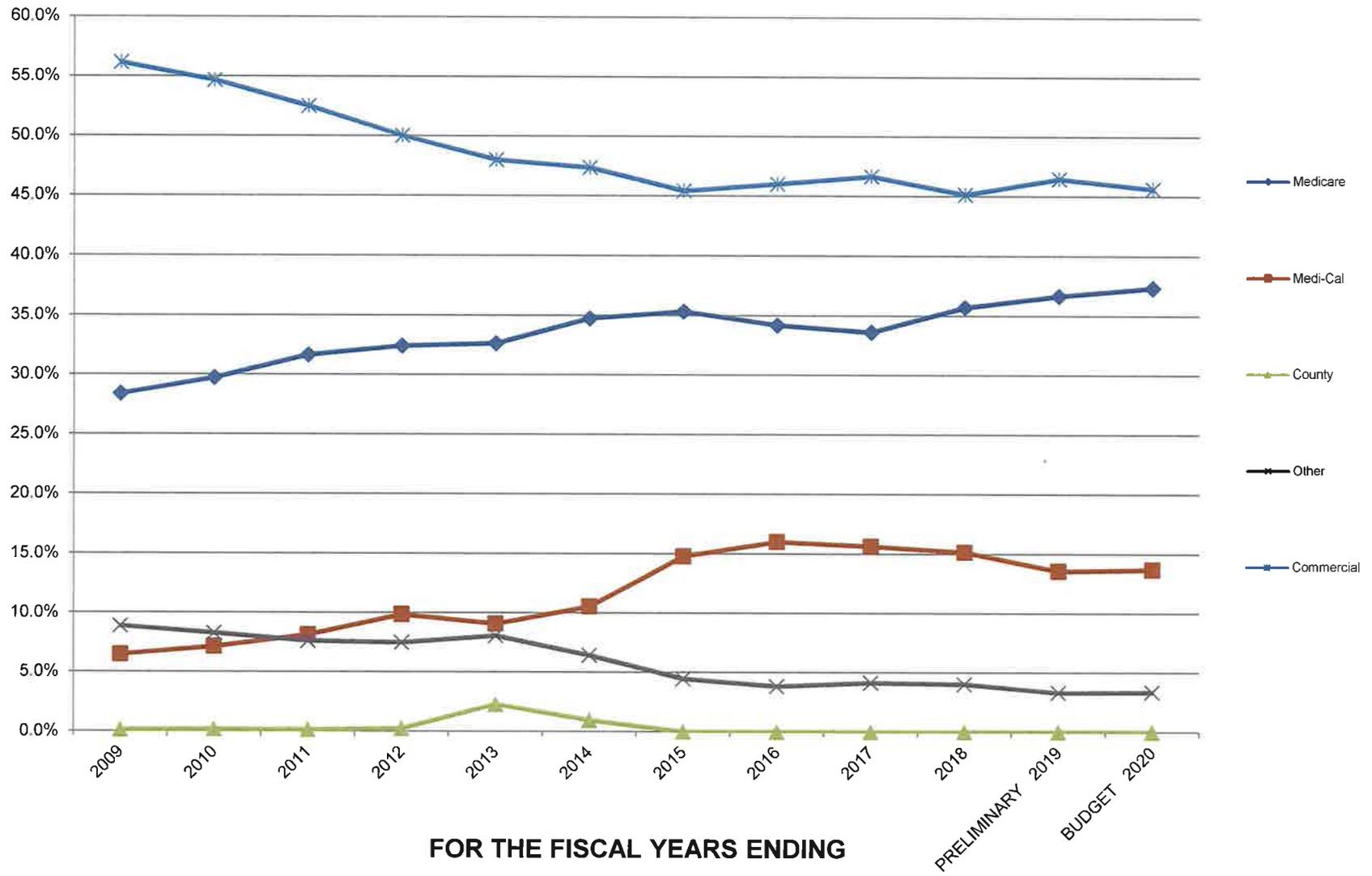
GROSS REVENUE PAYOR MIX TRENDING



INPATIENT REVENUE PAYOR MIX TRENDING



OUTPATIENT REVENUE PAYOR MIX TRENDING



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

| INPATIENT | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | PRELIMINARY 2019 | BUDGET 2020 |
|------------------|----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|---------------------|----------------|
| | Medicare | 31.2% | 31.1% | 32.2% | 33.0% | 33.7% | 33.5% | 36.4% | 35.1% | 34.5% | 38.9% | 39.9% |
| Medi-Cal | 19.8% | 18.3% | 17.5% | 18.8% | 17.8% | 18.3% | 24.2% | 23.3% | 26.2% | 25.3% | 23.2% | 22.5% |
| County | 0.6% | 0.3% | 1.2% | 1.2% | 3.5% | 2.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Other | 6.3% | 7.6% | 5.8% | 6.6% | 6.3% | 6.2% | 2.6% | 2.2% | 2.7% | 3.2% | 2.1% | 2.4% |
| Commercial | 42.1% | 42.6% | 43.3% | 40.5% | 38.8% | 39.9% | 36.8% | 39.3% | 36.7% | 32.7% | 34.8% | 34.7% |

| OUTPATIENT | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | PRELIMINARY 2019 | BUDGET 2020 |
|-------------------|----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|---------------------|----------------|
| | Medicare | 28.4% | 29.7% | 31.6% | 32.4% | 32.6% | 34.7% | 35.4% | 34.2% | 33.6% | 35.7% | 36.7% |
| Medi-Cal | 6.5% | 7.1% | 8.1% | 9.8% | 9.1% | 10.5% | 14.8% | 16.0% | 15.6% | 15.2% | 13.6% | 13.7% |
| County | 0.1% | 0.2% | 0.1% | 0.3% | 2.3% | 1.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Other | 8.9% | 8.3% | 7.6% | 7.5% | 8.0% | 6.4% | 4.5% | 3.8% | 4.1% | 4.0% | 3.3% | 3.3% |
| Commercial | 56.2% | 54.7% | 52.5% | 50.0% | 48.0% | 47.4% | 45.4% | 46.0% | 46.6% | 45.1% | 46.4% | 45.6% |

| TOTAL | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | PRELIMINARY 2019 | BUDGET 2020 |
|--------------|----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|---------------------|----------------|
| | Medicare | 29.5% | 30.3% | 31.9% | 32.6% | 33.0% | 34.3% | 35.7% | 34.5% | 33.9% | 36.6% | 37.5% |
| Medi-Cal | 11.6% | 11.5% | 11.7% | 13.3% | 12.1% | 13.1% | 17.9% | 18.1% | 18.6% | 17.9% | 16.1% | 16.0% |
| County | 0.3% | 0.2% | 0.6% | 0.6% | 2.7% | 1.3% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Other | 7.9% | 8.0% | 6.9% | 7.1% | 7.4% | 6.4% | 3.8% | 3.4% | 3.7% | 3.8% | 3.0% | 3.1% |
| Commercial | 50.7% | 50.0% | 48.9% | 46.3% | 44.8% | 44.9% | 42.5% | 44.0% | 43.8% | 41.7% | 43.4% | 42.8% |

Tahoe Forest Hospital District Deductions from Revenue

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

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

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

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

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

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

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

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

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

The approximate overall net increase for FY 2020 as compared to FY 2019 is outlined below:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

TAHOE FOREST HOSPITAL DISTRICT
TOTAL PHYSICIAN FTE SUMMARY
BUDGET FY 2020

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

Tahoe Forest Hospital District Statement of Cash Flows

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

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

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

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

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

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS

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

Footnotes:

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

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

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

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

Tahoe Forest Hospital District Capital Expenditures

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

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

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

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

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

Tahoe Forest Hospital District
 Capital Budget
 FY 2020

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

Tahoe Forest Hospital District
Cash Flow Schedule of 2020 Capital Budget

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Tahoe Forest Hospital District
Multi-year Capital Plan

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Tahoe Forest Hospital District Ratio Analysis and Financial Forecasts

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

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

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

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

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

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

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

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

* Amounts included for Days Cash on Hand calculation

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

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

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

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

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

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

Footnotes:

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

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

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

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

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

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

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

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

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

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

* Amounts included for Days Cash on Hand calculation

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

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

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

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

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

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

Footnotes:

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

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

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

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

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

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

TAHOE FOREST HOSPITAL DISTRICT (TFHD)
CHARGE COMPARISON

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

(C)
(D)

Note Reference:

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

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

(C) Facility has different tiered pricing for Inpatient and Outpatient. Pricing for Laboratory reflects the Outpatient pricing.

(D) Facility has different tiered pricing for Inpatient and Outpatient. Pricing for Diagnostic Imaging reflects the Outpatient pricing.

Charge is lower than TFHD

Charge is higher than TFHD

TFHDs percentile ranking is lower than the 50th

TFHDs percentile ranking is higher than the 50th

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

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

TAHOE FOREST HOSPITAL DISTRICT (TFHD)
CHARGE COMPARISON

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

Note Reference:

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

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

Charge is lower than TFHD
 Charge is higher than TFHD

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

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

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

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

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

Note Reference:

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

Charge is lower than TFHD
Charge is higher than TFHD

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

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

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