



TAHOE FOREST HOSPITAL DISTRICT

2022-04-26 Board Finance Committee

Tuesday, April 26, 2022 at 2:00 p.m.

Pursuant to Assembly Bill 361, the Board Finance Committee for April 26, 2022 will be conducted telephonically through Zoom.

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

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

If you would like to speak on an agenda item, you can access the meeting remotely: Please use this web link: <https://tfhd.zoom.us/j/88906377713>

If you prefer to use your phone, you may call in using the numbers below: (346) 248 7799 or (301) 715 8592, Meeting ID: 889 0637 7713



Meeting Book - 2022-04-26 Board Finance Committee

Finance Committee

AGENDA

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6.4. Fiscal Year 2023 Budget Update
No related materials.

7. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING / 8. NEXT MEETING DATE

9. ADJOURN



FINANCE COMMITTEE

AGENDA

Tuesday, April 26, 2022 at 2:00 p.m.

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Meeting ID: 889 0637 7713

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

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

1. CALL TO ORDER

2. ROLL CALL

Dale Chamblin, Chair; Mary Brown, Board Member

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

4. INPUT – AUDIENCE

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

5. APPROVAL OF MINUTES OF: 12/14/2021 ATTACHMENT

6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. Investment Portfolio Update ATTACHMENT

Finance Committee will receive an investment portfolio update from Chandler Asset Management.

6.2. Accounts Receivable – Post Conversion Update ATTACHMENT

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

6.3. Financial Reports

Finance Committee will review the following financial reports:

6.3.1. March 2022 Financial Report ATTACHMENT

6.3.2. Quarterly Review – Separate Business Units ATTACHMENT

6.3.3. Quarterly Review – Payor Mix..... ATTACHMENT

6.3.4. TIRHR Expenditure Report..... ATTACHMENT

6.3.5. Professional Fees Analysis ATTACHMENT

6.4. Fiscal Year 2023 Budget Update

Finance Committee will receive a brief update on the fiscal year 2023 budget.

7. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING

8. NEXT MEETING DATE

9. ADJOURN

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

Note: It is the policy of Tahoe Forest Hospital District to not discriminate in admissions, provisions of services, hiring, training and employment practices on the basis of color, national origin, sex, religion, age or disability including AIDS and related conditions. Equal Opportunity Employer. The telephonic meeting location is accessible to people with disabilities. Every reasonable effort will be made to accommodate participation of the disabled in all of the District’s public meetings. If particular accommodations for the disabled are needed or a reasonable modification of the teleconference procedures are necessary (i.e., disability-related aids or other services), please contact the Executive Assistant at 582-3481 at least 24 hours in advance of the meeting.

FINANCE COMMITTEE

DRAFT MINUTES

Tuesday, December 14, 2021 at 10:00 a.m.

Pursuant to Assembly Bill 361, the Board Finance Committee for December 14, 2021 will be conducted telephonically through Zoom. Please be advised that pursuant to legislation and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Eskridge Conference Room will not be open for the meeting. Committee Members will be participating telephonically and will not be physically present in the Eskridge Conference Room.

1. CALL TO ORDER

Meeting was called to order at 10:00 a.m.

2. ROLL CALL

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

Staff in attendance: Harry Weis, President & CEO; Crystal Betts, Chief Financial Officer; Jaye Chasseur, Controller; Martina Rochefort, Clerk of the Board

Other: Don Penner & Christopher McCarry of Chandler Investments

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

No changes were made to the agenda.

4. INPUT – AUDIENCE

No public comment was received.

5. APPROVAL OF MINUTES OF: 08/23/2021

Director Brown moved to approve the Board Finance Committee minutes of August 23, 2021, seconded by Director Chamblin.

6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. Investment Portfolio Update

Don Penner and Christopher McCarry of Chandler Asset Management presented the Investment Report in the packet.

Director Chamblin noted he was pleased with the diversification of the District's portfolio.

Chandler Asset Management will present quarterly to the Finance Committee.

Vickie Morgan, Revenue Cycle Project Director, joined the meeting at 10:43 a.m.

Mr. Penner and Mr. McCarry departed the meeting at 10:45 a.m.

6.2. Accounts Receivable – Post Conversion Update

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

The transition of coding companies caused a delay which contributed to a spike in AR.

The queue for Discharged Not Final Billed claims has dropped dramatically.

Vickie Morgan, Revenue Cycle Project Director, noted it is typical to see a delay from payors during the holidays.

Discussion was held on revenue cycle projects with Mercy. There are a number of projects going with Mercy right now. Revenue Cycle is concentrating on insurance plan master. There are issues with registration picking incorrect plans due to naming conventions.

CFO shared staffing update.

CFO shared an update on the District's new billing clearinghouse vendor, Ability. The clean claim rate is hovering around 87% on average. The next phase with Ability is to transfer patient bill printing. Ability offers an address verification service.

CMRE's objective will be to look at over 120 days. The majority of the aged accounts receivable is in Hospital Billing (HB). CMRE has assisted with secondary billing as well.

NOVUS received the largest dumps of HIMagine business. They are also focused on accounts over 120 days old.

Medi-Cal has a long runway for timeliness of when we can submit claim and when they can pay them.

CFO stated there are new state laws that extend the amount of time required to hold onto self-pay accounts. Holding onto accounts longer has the potential to increase AR and will result in an increase in charity care and bad debt. These are separate from the No Surprises Act that is going into effect on January 1, 2022.

Director Brown asked when the board can expect the direction of AR to reverse and see a meaningful pickup. CFO said one month did not meet budget but the remaining months did. Expectation was to show demonstrated improvement by the end of the fiscal year.

Revenue Cycle Project Director departed the meeting at 11:18 a.m.

6.3. Resolution 2021-08

Finance Committee reviewed a resolution authorizing execution and delivery of a loan and security agreement, promissory note, and certain action in connection therewith for the California Health Facilities Financing Authority Nondesignated Public Hospital Bridge Loan Program.

The transition from the PRIME program to Quality Incentive Program (QIP) will create a two-year gap in funding. A number of district hospitals cannot operate without these funds. TFHD would likely be fine without the funds. District Hospital Leadership Forum (DHLF) worked with California Health Facilities Financing Authority to work on this bridge loan. The District's loan amount is small. By participating, it will allow for other district hospitals to have loan funds available to them. There is a two-year window of no interest. It will also allow the District to cover some of costs of participating in QIP. There is a one

percent fee to administer the program.

The loan does require a resolution from the board. Finance Committee supported moving the resolution forward to the Board of Directors for approval.

6.4. Financial Reports

Finance Committee reviewed the following financial report:

6.4.1. November 2021 Financial Report

CFO reviewed the November financial report.

The cash reserve fund declined by \$10,000,000. Funds were transferred out LAIF for:

- repayment of COVID funds. The amount was about \$1.2M more than expected. CFO communicated with the auditors and it will not change the audit. The government determined the repayment is based on tax ID numbers, which is the same for TFH and IVCH. There was less lost revenue to claim because the hospitals offset each other. Originally, funds were distributed by Medicare numbers which TFH and IVCH have separate numbers.
- payout of gainshare and incentive compensation

Accrued payroll dropped for gainsharing payout and estimated settlements dropped due to the return of COVID funds.

Contractual allowances are higher than budget due to small shift in payor mix.

Total operating revenue was positive for November.

Medical Professional Fees showed a negative variance because of a delay in the radiologists coming on board. They will start on January 1, 2022.

EBIDA line was positive. Year to date, the District is still ahead of budget. Cash flow is still projected to be around \$125,000,000.

6.5. Policy Review

Finance Committee reviewed the following board policies:

6.5.1. Post-Issuance Compliance Procedures for Outstanding Tax-Exempt Bonds, ABD- 23

There were no proposed edits to this policy. It is due for its triennial review.

6.5.2. Fiscal Policy, ABD-11

The CEO title was updated to reflect the correct title.

6.5.3. Financial Assistance Program Full Charity Care and Discount Charity Care Policies, ABD-09

The highlighted revisions were made in accordance with recently approved legislation that imposes new regulations on Charity Care and patient accounts eligible for collections.

Director Brown said Bay Area hospitals increased their Federal Poverty Limit (FPL) by an additional

50%. CFO shared we have not increased the FPL because the District has a catastrophic care policy, which provides a different avenue for assistance.

Director Brown inquired about item B which states there is no guarantee for future assistance. CFO clarified patients are able to receive future assistance but they would need to reapply so the District can reassess and be sure they still qualify.

6.5.4. Credit and Collection Policy, ABD-08

The revised policy includes updated language compliant with new regulations that go into effect on January 1, 2022.

Director Brown inquired about the collections agencies used by the District. CFO said the District uses two collection agencies. One represents the District very well and are quick to pull back accounts from credit report after given instruction to do so. The other is not willing to meet new laws in the state of Nevada so the District may pull its contract. There is another agency used for international accounts and they are also great to work with.

Finance Committee recommended all of the policies be presented to the Board of Directors for approval.

7. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING

-Education on No Surprises Act for Finance Committee and full board

8. NEXT MEETING DATE

Finance Committee will meet in the first quarter of 2022.

9. ADJOURN

Meeting adjourned at 12:03 p.m.

Tahoe Forest Hospital District

Period Ending March 31, 2022

CHANDLER ASSET MANAGEMENT, INC. | 800.317.4747 | www.chandlerasset.com



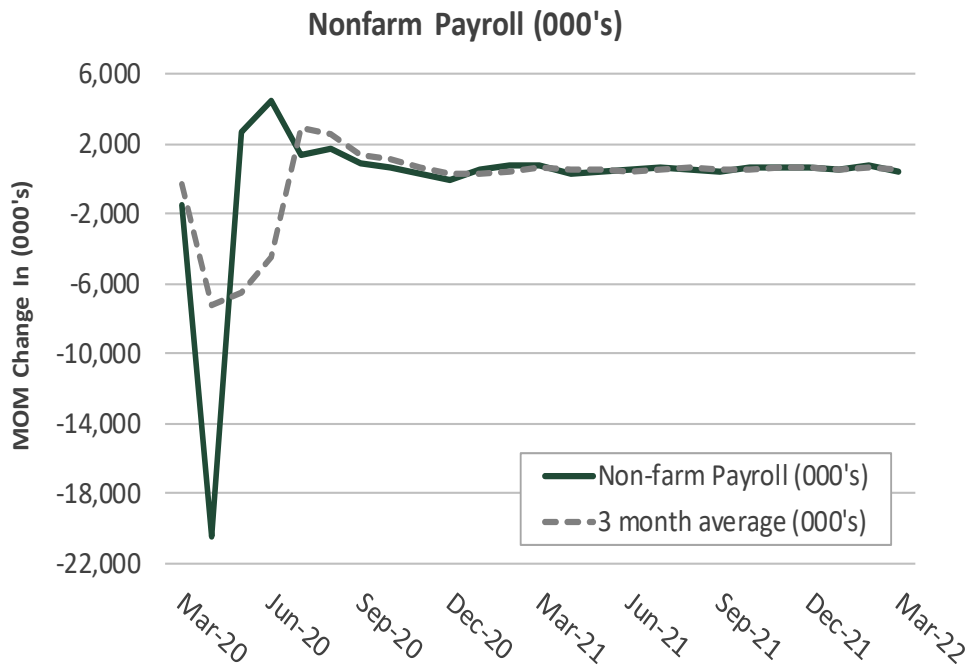
| | |
|------------------|---------------------------|
| SECTION 1 | Economic Update |
| SECTION 2 | Account Profile |
| SECTION 3 | Portfolio Holdings |
| SECTION 4 | Transactions |

Section 1 | Economic Update

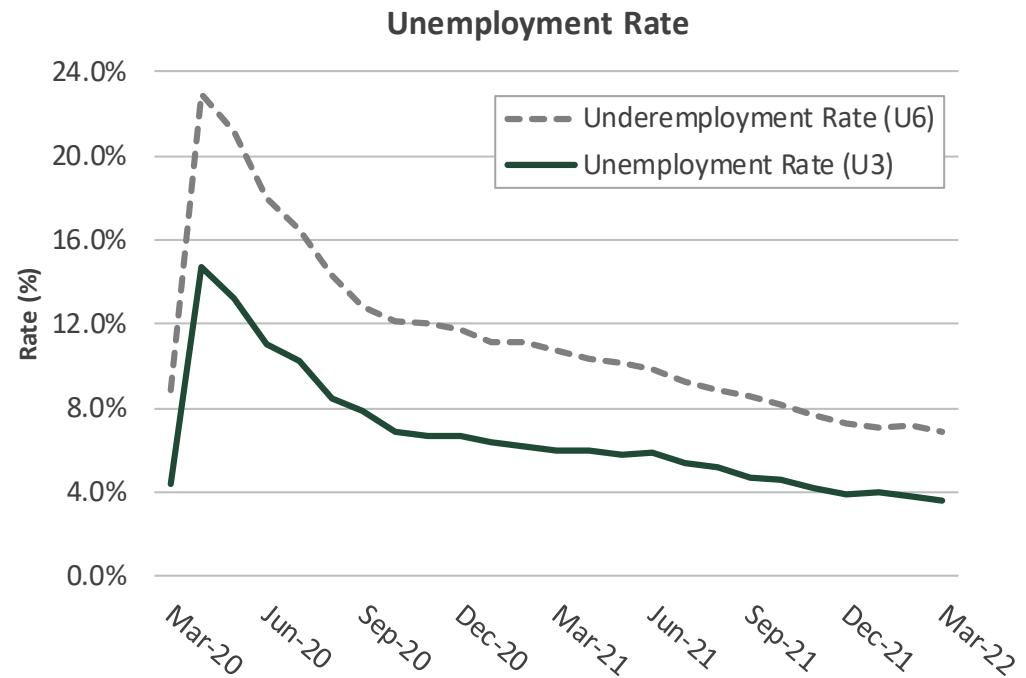
Economic Update

- The Russian invasion into Ukraine and resulting Western sanctions on Russia have fueled volatility in financial markets. The latest escalation has exacerbated inflationary pressures, particularly in energy and commodities, and has caused tightening conditions in financial markets. While consumer spending and economic growth remain strong, we believe an extended conflict in Eastern Europe along with elevated energy prices increases the risk of an economic slowdown later this year. While we expect the Fed to tighten monetary policy, the FOMC has very little margin for error as it attempts to combat inflation without pushing the economy into a recession. Over the near-term, we expect financial market volatility to remain elevated and conditions to remain tighter with heightened geopolitical risk, supply chain bottlenecks and persistent inflation, and the Fed's pivot to less accommodative monetary policy.
- The Federal Open Market Committee (FOMC) raised the federal funds rate by 0.25% at their March 16th meeting to a target range of 0.25% to 0.50%. The Federal Reserve also ended their bond-buying program as expected in March, which included the purchase of treasury and agency mortgage-backed securities. Fed Chair Powell suggested that balance sheet runoff could begin as early as their next meeting in May, sooner than previously anticipated, and that the pace of the unwind will likely be faster than in the previous quantitative tightening cycle. The dot plot favors six additional rate hikes in 2022, which implies a 25 basis point rate hike at each remaining meeting this year, but the Fed hasn't ruled out incorporating one or more 50 basis point hikes to address inflation. The FOMC's Summary of Economic Projections forecasts higher Personal Consumption Expenditure (PCE) inflation this year at 4.3% and a lower growth rate of 2.8% real GDP. We are anticipating additional rates hikes by the Fed this year, but we do not believe that monetary policy is on a pre-set course and expect the Fed's policy adjustments will depend on developments in the economy.
- In March, yields increased dramatically and the curve continued to flatten. The 2-year Treasury yield increased 90 basis points to 2.34%, the 5-year Treasury yield increased 74 basis points to 2.46%, and the 10-year Treasury yield increased 51 basis points to 2.34%. The spread between the 2-year and 10-year Treasury yield declined to zero at March month-end versus 40 basis points at February month-end and 158 basis points one year ago. While the flat yield curve bears watching over the longer run, the spread between 3-month and 10-year treasuries is still steep at about 185 basis points, which indicates likely economic growth in the coming year.

Employment



Source: US Department of Labor

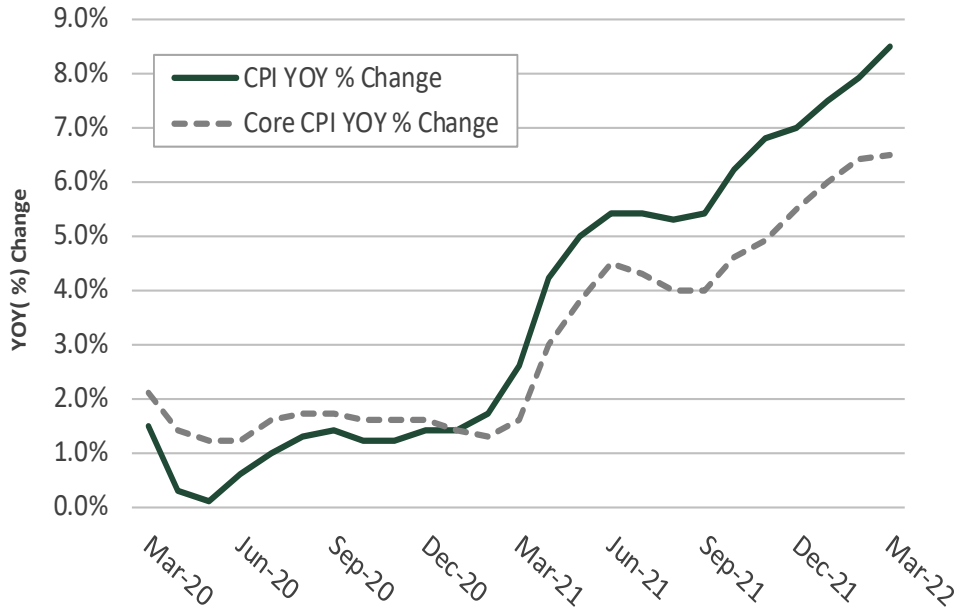


Source: US Department of Labor

The U.S. economy added 431,000 jobs in March, with upward revisions from the prior months totaling 95,000. Trends in employment remain strong, with the three-month moving average payrolls at 561,000 and the six-month moving average at 600,000. Job gains were broad based in March, led by leisure and hospitality and professional and business services. The unemployment rate fell to 3.6% from 3.8%, the lowest level since February 2020. The labor participation rate increased marginally to 62.4% in March from 62.3% in February but remains lower than the pre-pandemic level of 63.4%. The U-6 underemployment rate, which includes those who are marginally attached to the labor force and employed part time for economic reasons, fell to 6.9% in March from 7.2% in February, declining below its pre-pandemic level of 7.0% in February 2020. Wage growth accelerated in March, with average hourly earnings rising 5.6% from 5.2% year-over-year. As more participants enter the labor force, wage inflation dynamics should start to moderate, helping to lower the current elevated inflation readings.

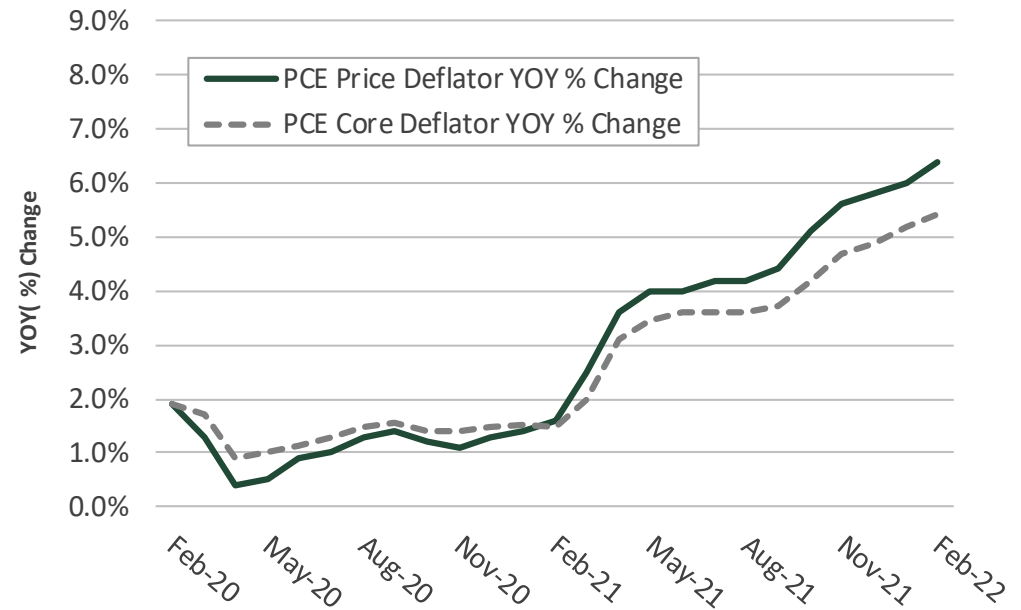
Inflation

Consumer Price Index (CPI)



Source: US Department of Labor

Personal Consumption Expenditures (PCE)

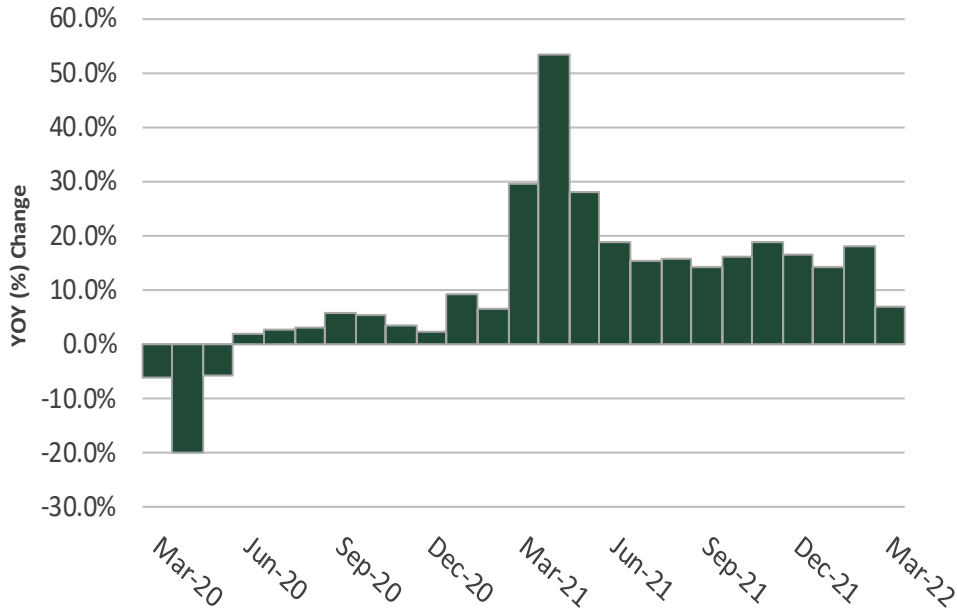


Source: US Department of Commerce

Although U.S. consumer prices rose less than expected in March, inflation remained elevated at a 40-year high. The Consumer Price Index (CPI) was up 8.5% year-over-year in March, versus up 7.9% year-over-year in February. Core CPI (CPI less food and energy) was up 6.5% year-over-year in March, versus up 6.4% year-over-year in February. Gasoline costs drove about half of the monthly increase, while food was also a sizable contributor. Used vehicle prices declined (although remaining firm), resulting in lower than forecast core increases for the month. The Personal Consumption Expenditures (PCE) index was up 6.4% year-over-year in February, up from 6.0% in January. Core PCE was up 5.4% year-over-year in February, versus up 5.2% in January. Current inflation readings continue to run well above the Fed’s longer-run target of around 2.0%. While gas prices have started to decline in recent weeks in part due to COVID lockdowns in China, we believe pricing pressures may remain elevated longer than anticipated as a result of the conflict in Europe.

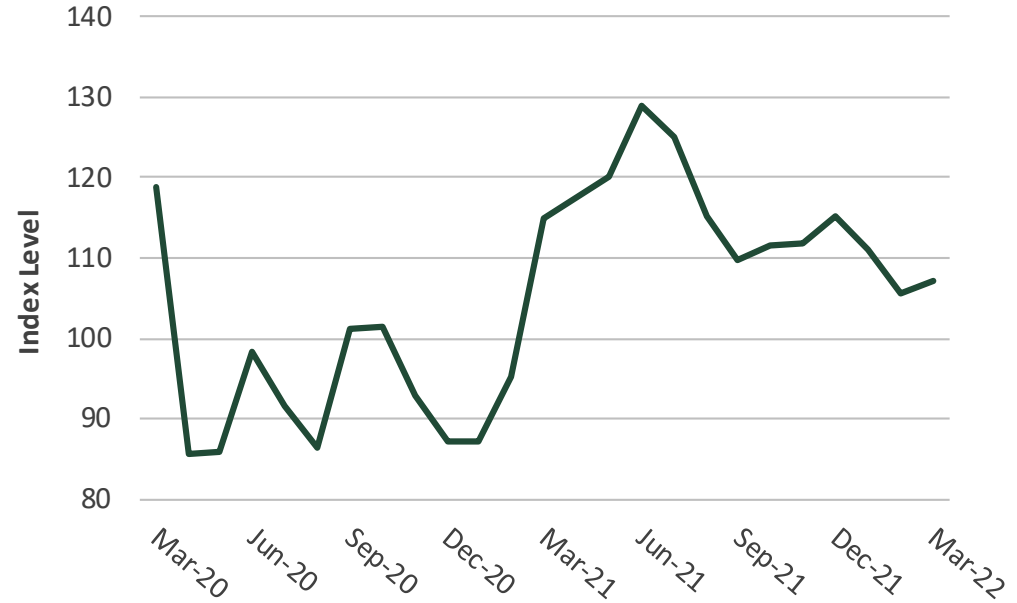
Consumer

Retail Sales YOY % Change



Source: US Department of Commerce

Consumer Confidence

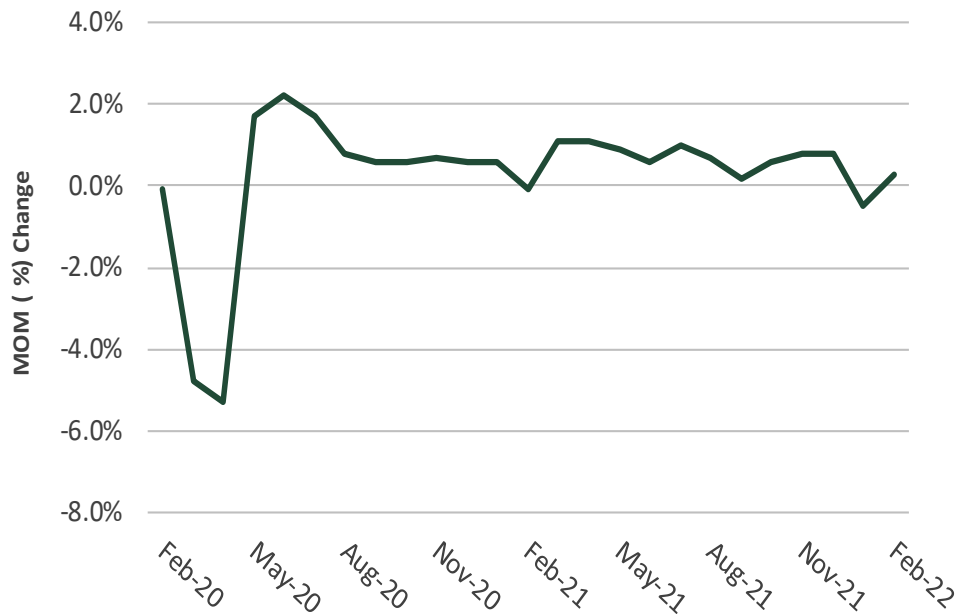


Source: The Conference Board

Retail sales edged higher in March, but there are signs that higher gas prices are impacting discretionary spending. On a year-over-year basis, retail sales were up 6.9% in March versus up 18.2% in February. On a month-over-month basis, retail sales moderated, rising 0.5% in March versus an upwardly revised increase of 0.8% in February. Excluding vehicles and gas, retail sales were up just 0.2% month-over-month. Gains in March were driven primarily by gasoline purchases, while e-commerce and vehicle sales declined. Although inflation threatens to put a dent in expected growth, we believe high levels of consumer savings along with improvement in the health situation and continued improvement in the labor market should provide a healthy tailwind for consumer spending. The Consumer Confidence index rebounded to 107.2 in March following declines in January and February, primarily driven by positive assessments of employment. However, while consumers' evaluations of the present situation was strong, future expectations have been deteriorating.

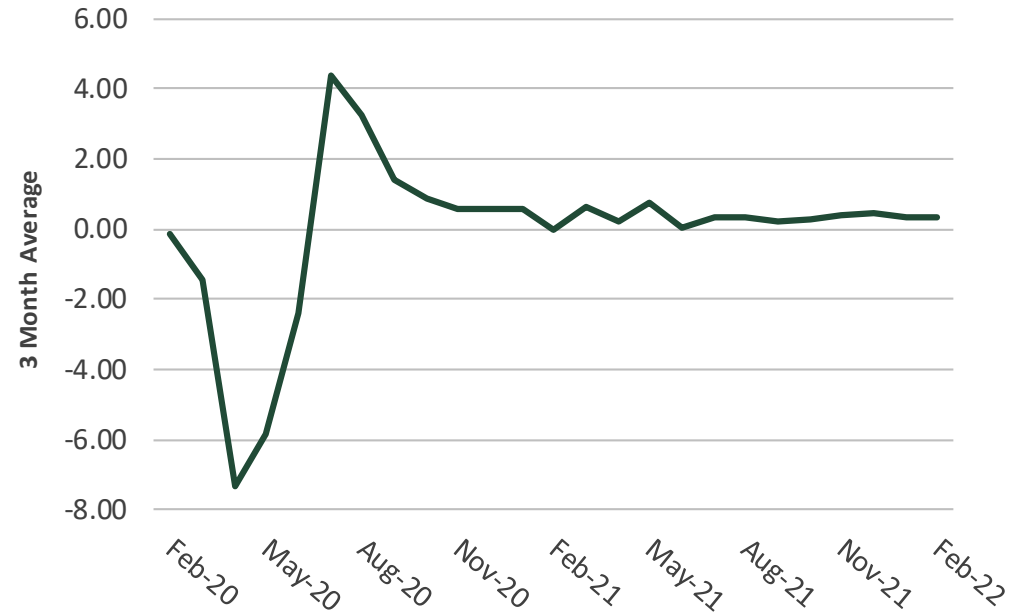
Economic Activity

Leading Economic Indicators (LEI)



Source: The Conference Board

Chicago Fed National Activity Index (CFNAI)

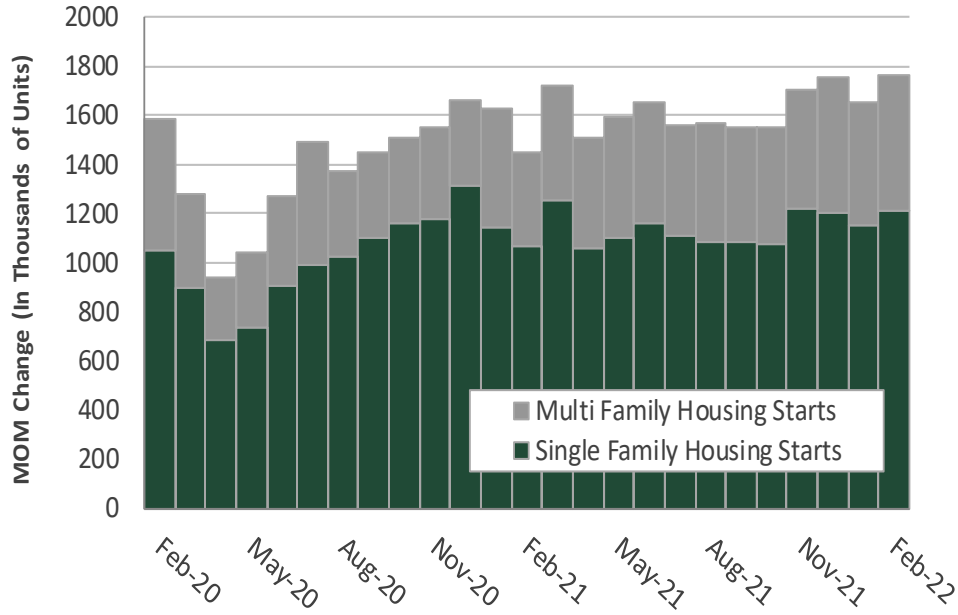


Source: Federal Reserve Bank of Chicago

The Conference Board’s Leading Economic Index (LEI) increased 0.3% month-over-month in February, following a 0.5% downwardly revised decline in January. On a year-over-year basis, the LEI was up 7.6% in February versus up 7.3% in January. The Conference Board acknowledged that the data do not fully reflect the impact of the Russian invasion of Ukraine on global supply chain issues, shortages, and the resulting soaring prices, which could result in slower than expected growth in the first half of the year. Meanwhile, the Chicago Fed National Activity Index (CFNAI) fell to 0.51 in February from a downwardly revised 0.59 in January. On a 3-month moving average basis, the CFNAI declined to 0.35 in February, while January was revised downward to 0.37.

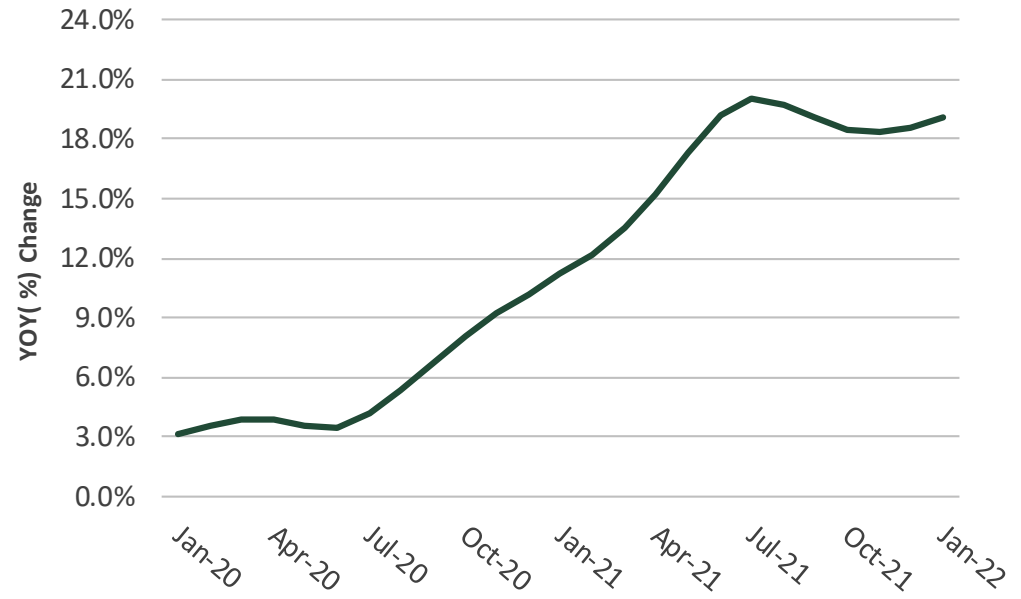
Housing

Housing Starts



Source: US Department of Commerce

S&P/Case-Shiller 20 City Composite Home Price Index

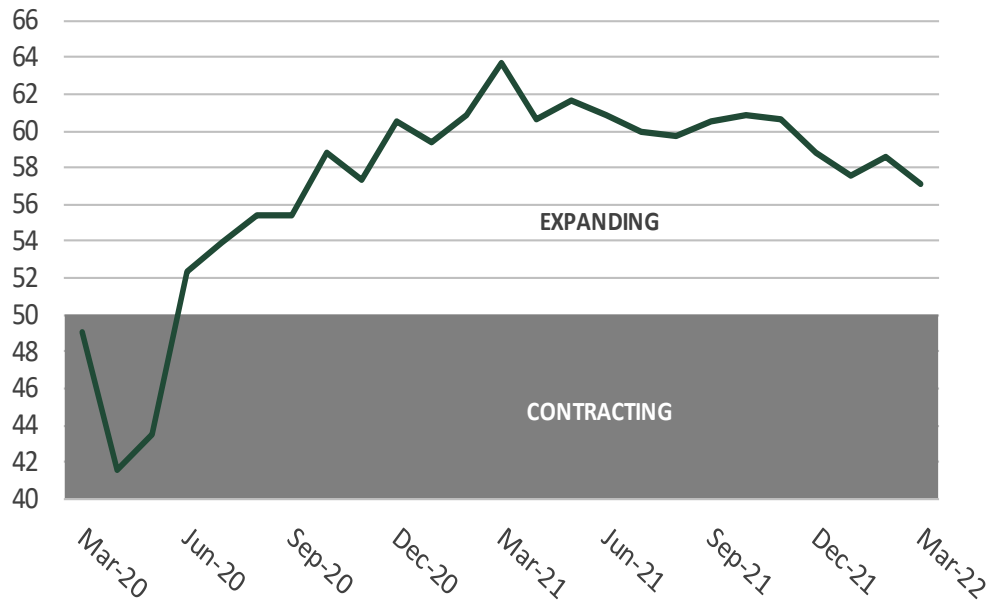


Source: S&P

Total housing starts rebounded 6.8% to an annual rate of 1,769,000 in February. Single-family starts increased 5.7%, and multi-family starts increased 9.3%, month-over-month. On a year-over-year basis, total housing starts were up 22.3% in February driven by multi-family starts. According to the Case-Shiller 20-City home price index, home prices were up 19.1% year-over-year in January versus up 18.6% year-over-year in December, suggesting tight supply may be continuing to support prices. Rising mortgage rates and affordability could be headwinds to further price growth.

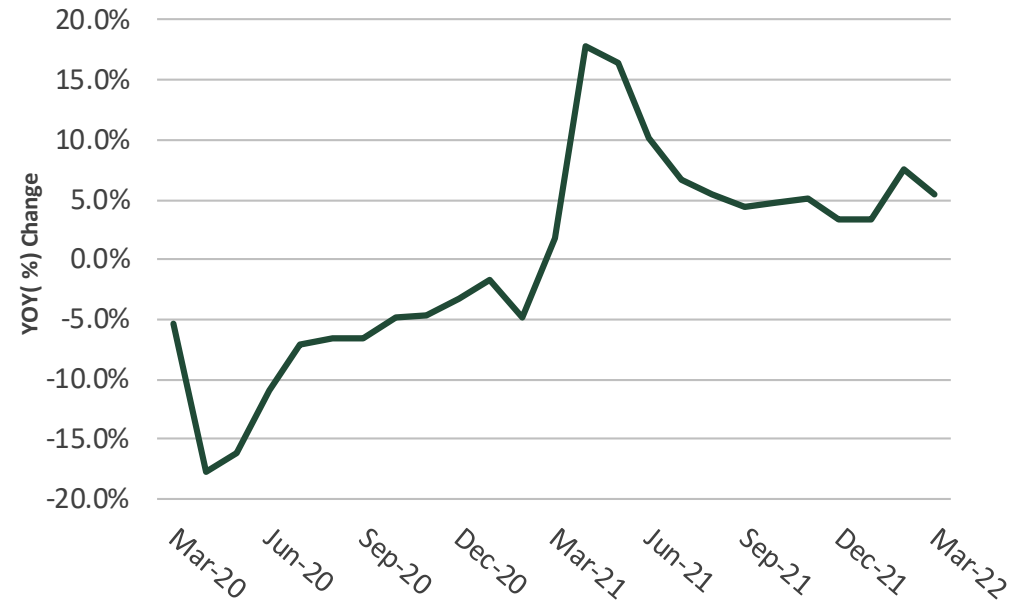
Manufacturing

Institute of Supply Management Purchasing Manager Index



Source: Institute for Supply Management

Industrial Production



Source: Federal Reserve

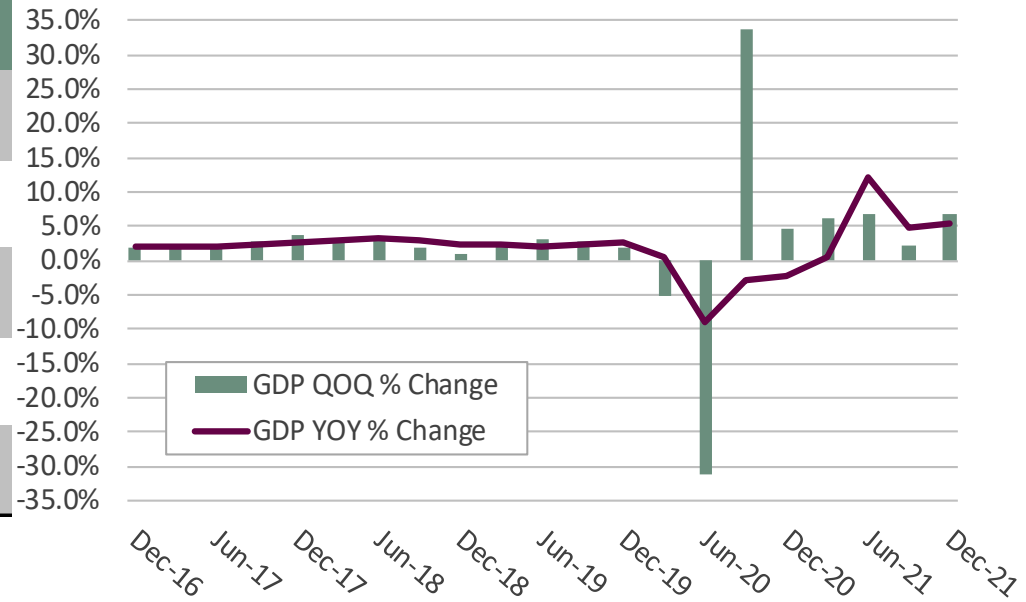
The Institute for Supply Management (ISM) manufacturing index fell to an 18-month low of 57.1 in March from 58.6 in February due to surging energy and commodities prices triggered by Russia's invasion of Ukraine. Readings above 50.0 are indicative of expansion in the manufacturing sector. On a month-over-month basis, the Industrial Production index rose 0.9% in March, following an upwardly revised 0.9% increase in February. Capacity utilization rose to 78.3% in March, up from 77.7% in February. Although capacity utilization remains below its longer-run average of 79.6%, it is running above the pre-pandemic level of 76.3%.

Gross Domestic Product (GDP)

| Components of GDP | 3/21 | 6/21 | 9/21 | 12/21 |
|--|-------------|-------------|-------------|-------------|
| Personal Consumption Expenditures | 7.4% | 7.9% | 1.4% | 1.8% |
| Gross Private Domestic Investment | -0.4% | -0.7% | 2.1% | 5.8% |
| Net Exports and Imports | -1.6% | -0.2% | -1.3% | -0.2% |
| Federal Government Expenditures | 0.8% | -0.4% | -0.4% | -0.3% |
| State and Local (Consumption and Gross Investment) | 0.0% | 0.0% | 0.5% | -0.2% |
| Total | 6.3% | 6.7% | 2.3% | 6.9% |

Source: US Department of Commerce

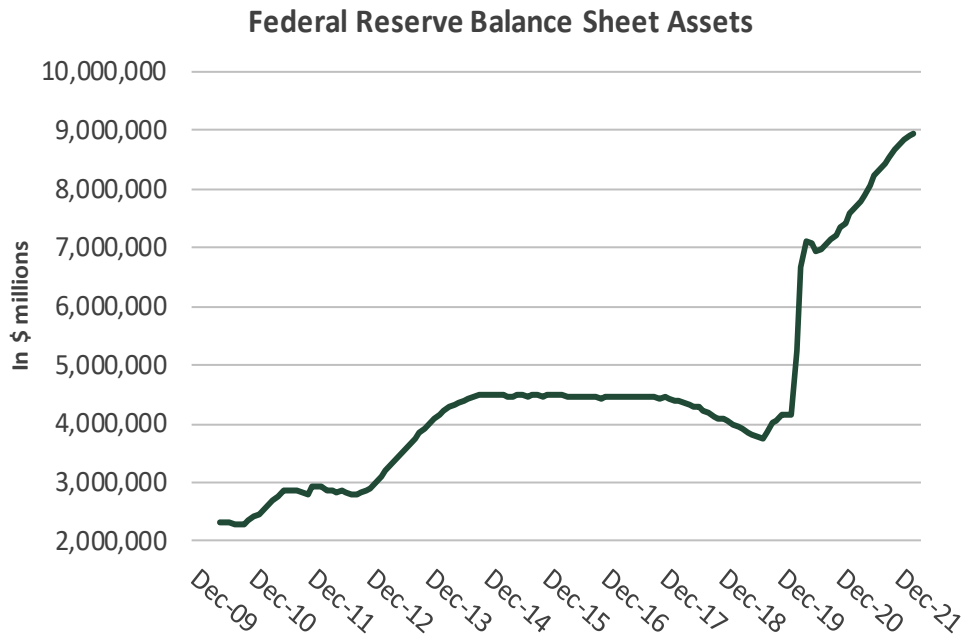
Gross Domestic Product (GDP)



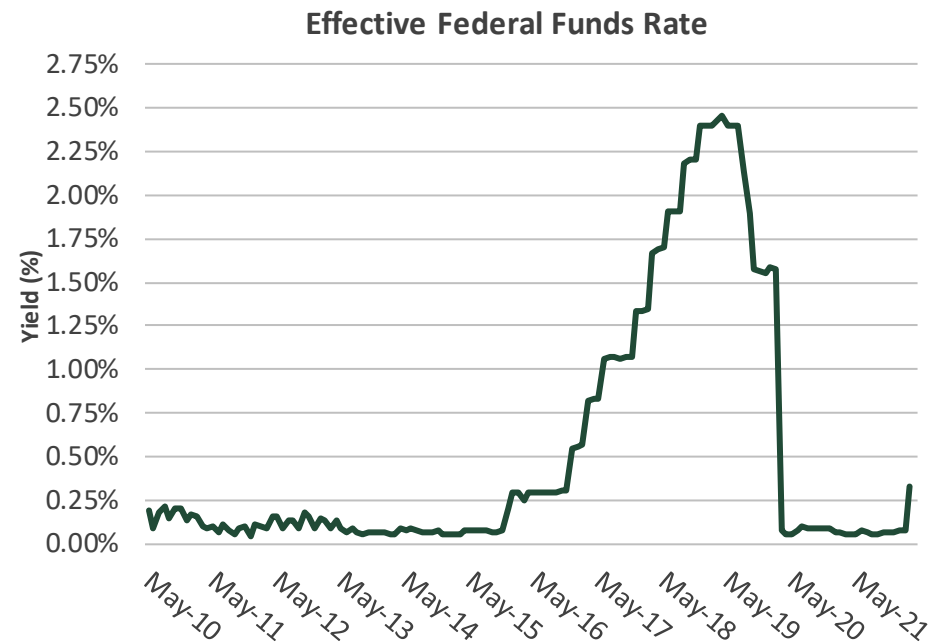
Source: US Department of Commerce

According to the third estimate, fourth quarter GDP grew at an annualized rate of 6.9%, revised slightly downward from the second estimate of 7.0%. Economic growth reaccelerated in the fourth quarter after slowing to a pace of 2.3% growth in the third quarter, bringing overall GDP growth for 2021 to 5.7%. The most significant contributor to fourth quarter growth was inventory build, potentially reflecting some easing in supply chain disruptions. The fourth-quarter's build will make for a tough comparison in the first quarter. The consensus estimate calls for 1.0% GDP growth in the first quarter, 3.0% growth in the current quarter, and 3.2% growth for 2022.

Federal Reserve



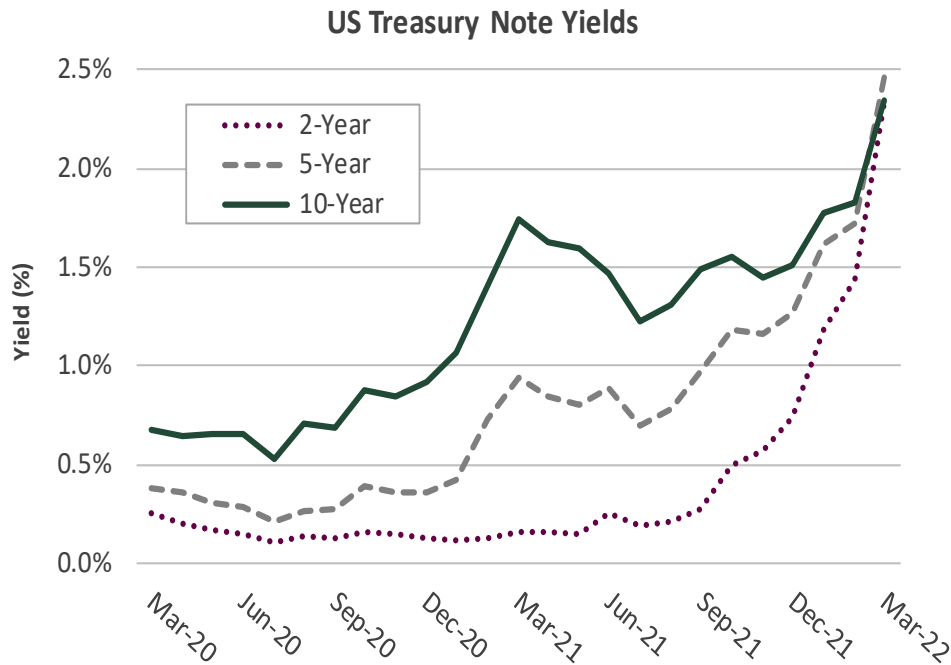
Source: Federal Reserve



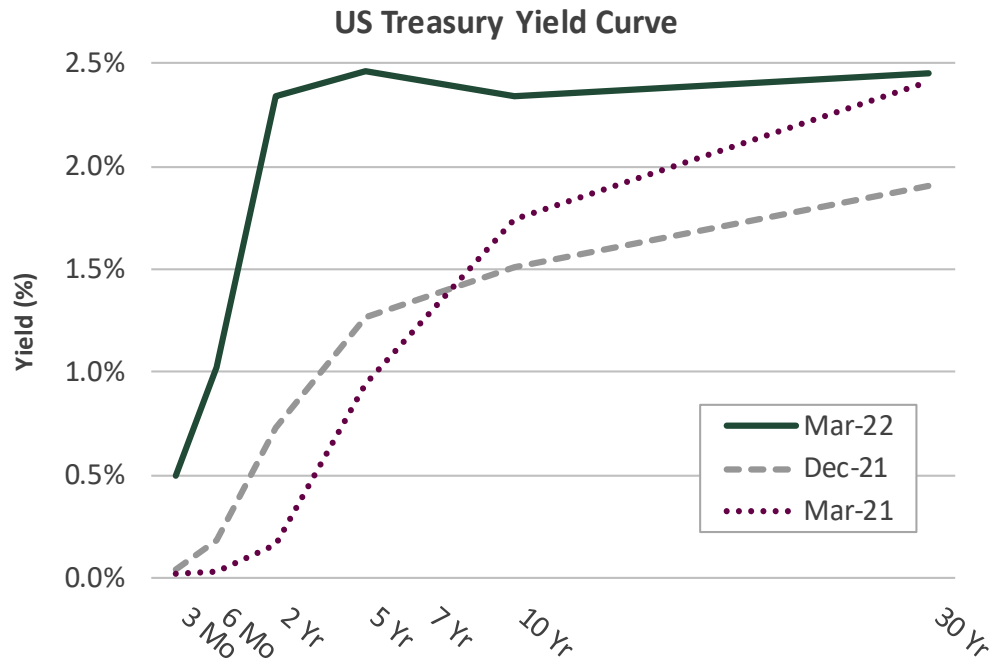
Source: Bloomberg

As expected the Federal Open Market Committee (FOMC) raised the federal funds rate by 0.25% at their March meeting to a target range of 0.25% to 0.50%. This was the first increase since 2018, after two years of holding the federal funds rates near zero to insulate the economy from the impacts of the pandemic. The Federal Reserve (Fed) also ended their bond-buying program as expected in March, which grew the balance sheet to about \$8.9 trillion. Fed Chair Powell suggested that balance sheet runoff could begin as early as their next meeting in May, sooner than previously anticipated, and that the pace of the unwind will likely be faster than in the previous quantitative tightening cycle. The dot plot favors six additional rate hikes in 2022, which implies a 25 basis point rate hike at each remaining meeting this year, but the Fed hasn't ruled out incorporating one or more 50 basis point hikes to address inflation. The FOMC's Summary of Economic Projections forecasts higher Personal Consumption Expenditure (PCE) inflation this year at 4.3% and a lower growth rate of 2.8% real GDP.

Bond Yields



Source: Bloomberg



Source: Bloomberg

At the end of March, the 2-year Treasury yield was 217 basis points higher, and the 10-Year Treasury yield was about 60 basis points higher, year-over-year. The spread between the 2-year Treasury yield and 10-year Treasury yield declined to zero at March month-end compared to the average historical spread (since 2003) of about 130 basis points. While the flat yield curve bears watching over the longer run, the spread between 3-month and 10-year treasuries is still steep at about 185 basis points, which indicates likely economic growth in the coming year.

Section 2 | Account Profile

Investment Objectives

Safety of principal is the foremost objective of the investment program. The investment portfolio shall remain sufficiently liquid to meet all requirements that may be reasonably anticipated. The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs.

Chandler Asset Management Performance Objective

The performance objective for the District is to achieve an annual rate of return on its portfolio that exceeds the return on a market index selected by District management.

Strategy

In order to achieve this objective, the portfolio invests in high-quality fixed income securities that comply with the investment policy and all regulations governing the funds.

Tahoe Forest Hospital District

Assets managed by Chandler Asset Management are in full compliance with state law and the Client's investment policy.

| Category | Standard | Comment |
|--|---|----------|
| U.S. Treasuries | No limitation; U.S. Treasury Notes, bonds or certificates of indebtedness | Complies |
| Federal Agencies | 30% max per Agency/GSE issuer; 20% max agency callable securities; Obligations, participation or other instruments of, or issued by, a federal agency including Federal Home Loan Bank (FHLB), Federal Farm Credit Bank (FFCB), Federal Home Loan Mortgage Corporation (FHLMC) and Federal National Mortgage Association (FNMA) | Complies |
| Supranational Obligations | "AA" rating category or higher by a NRSRO; 30% max; 10% max per issuer; USD denominated senior unsecured unsubordinated obligations; Issued, or unconditionally guaranteed by International Bank for Reconstruction (IBRD), International Finance Corporation (IFC), or Inter-American Development Bank (IADB) | Complies |
| Municipal Securities (CA, Local Agency) | 5% max per issuer; Bonds issued by the District; Bonds issued by the State of California or by any department, board, agency, or authority of the state; Bonds, notes, warrants or other evidences of indebtedness of any local agency in California | Complies |
| Corporate Medium Term Notes | "A" rating category or better by a NRSRO; 30% max; 5% max per issuer; Issuer is a corporation organized and operating within the U.S. or by depository institutions licensed by the U.S. or any state and operating within the U.S. | Complies |
| Asset-Backed, Mortgage-Backed, Mortgage Pass-Through Securities, Collateralized Mortgage Obligations | "AA" rating category or better by a NRSRO; 20% max (combined ABS/MBS/CMO); 5% max per issuer (Non-Agency issuer); Mortgage passthrough securities, collateralized mortgage obligations, mortgage backed, or other pay through bonds; Equipment lease-backed certificates, consumer receivable passthrough certificates, or consumer receivable-backed bonds | Complies |
| Negotiable Certificates of Deposit (NCD) | 30% max (and Certificates of Deposit may not exceed the shareholder's equity of any depository bank or the total net worth of any depository savings and loan association); Issued by nationally or state-chartered banks, or savings and loan associations or state-licensed branches of a foreign bank; Pursuant with regulatory collateralization requirements; \$250,000 max per single bank or savings and loan association with insurance through FDIC or FSLIC, when FDIC or FSLIC is applicable | Complies |
| Banker's Acceptances | 40% max; 30% max per commercial bank; 180 days max maturity | Complies |
| Commercial Paper | Prime quality or the highest rating ("A-1" or higher) by Moody's or S&P's; Issuing corporations must have total assets >\$500 million; 25% max; 5% max per issuer; 270 days maturity; 10% max of the outstanding paper of any issuing corporation | Complies |
| Money Market Mutual Funds | Registered with SEC under Investment Company Act of 1940 and issued by diversified management companies and meet either of the following criteria:(i) Highest rating by two NRSROs; or (ii) Retained an investment adviser registered or exempt from SEC registration with > 5 years experience managing money market mutual funds with AUM >\$500 million; 20% max combined Money Market Mutual Funds and Mutual Funds; 20% max per Money Market Mutual Fund | Complies |
| Mutual Funds | Invest in securities as authorized under CGC, Section 53601 (a) to (k) and (m) to (q) inclusive and meet either of the following criteria: (i) Highest rating by two NRSROs; or (ii) Retained an investment adviser registered or exempt from SEC registration with > 5 years experience investing in securities authorized by CGC, Section 53601 and with AUM >\$500 million; 20% max combined Money Market Mutual Funds and Mutual Funds; 10% max per Mutual Fund | Complies |
| Local Agency Investment Fund (LAIF) | Unlimited investments in the State of California Local Agency Investment Fund | Complies |
| Repurchase Agreements | Repurchase agreements or reverse repurchase agreements of any securities authorized by CGC section 53601; Not used by investment adviser | Complies |
| Max Per Issuer | 5% max per issuer, except US Treasuries, Agencies, Supranationals, LAIF, Money Market Mutual Funds, Mutual Funds, or unless otherwise specified in the investment policy | Complies |
| Maximum Maturity | 5 years max maturity; Board of Directors approval required for terms in excess of 5 years for Treasuries, Agencies, or Municipal Securities | Complies |

Tahoe Forest Hospital District

| | 03/31/22 | | 12/31/21 |
|----------------------------------|------------|------------|------------|
| | Benchmark* | Portfolio | Portfolio |
| Average Maturity (yrs) | 2.62 | 2.62 | 2.46 |
| Average Modified Duration | 2.53 | 2.47 | 2.38 |
| Average Purchase Yield | n/a | 0.85% | 0.64% |
| Average Market Yield | 2.30% | 2.14% | 0.80% |
| Average Quality** | AAA | AA/Aa1 | AA+/Aa1 |
| Total Market Value | | 77,486,389 | 79,752,612 |

*ICE BofA 1-5 Yr US Treasury & Agency Index

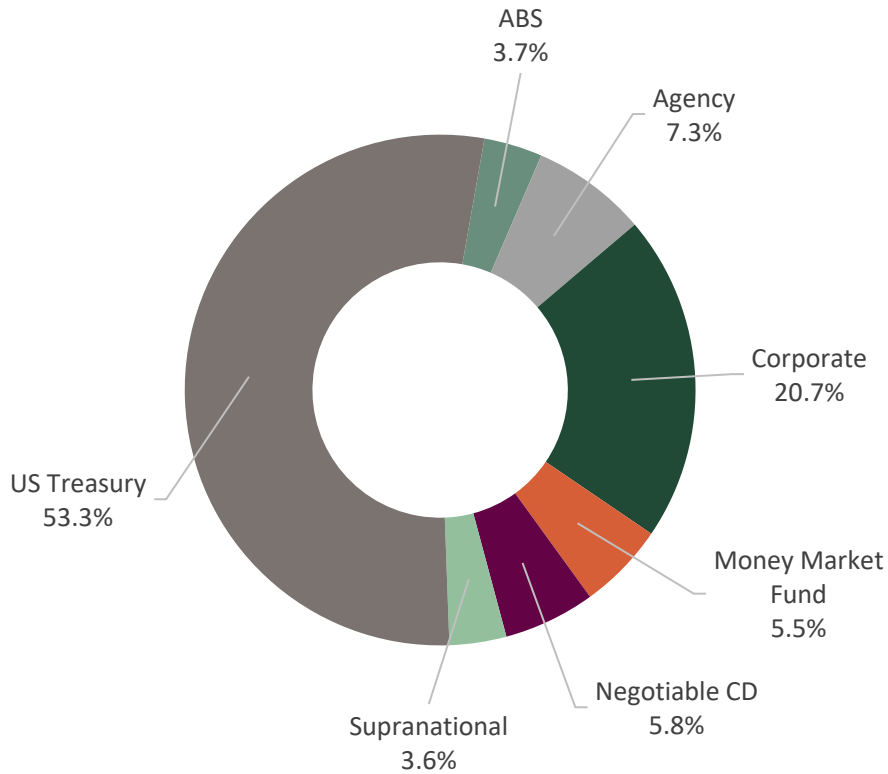
**Benchmark is a blended rating of S&P, Moody's, and Fitch. Portfolio is S&P and Moody's respectively.

Sector Distribution

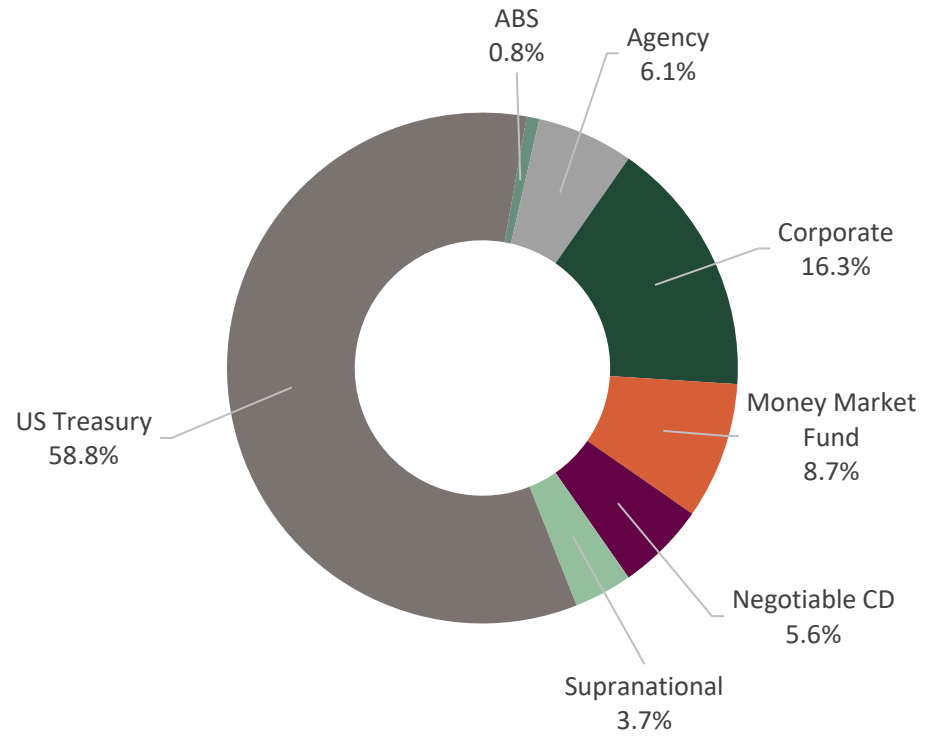
As of March 31, 2022

Tahoe Forest Hospital District

March 31, 2022



December 31, 2021



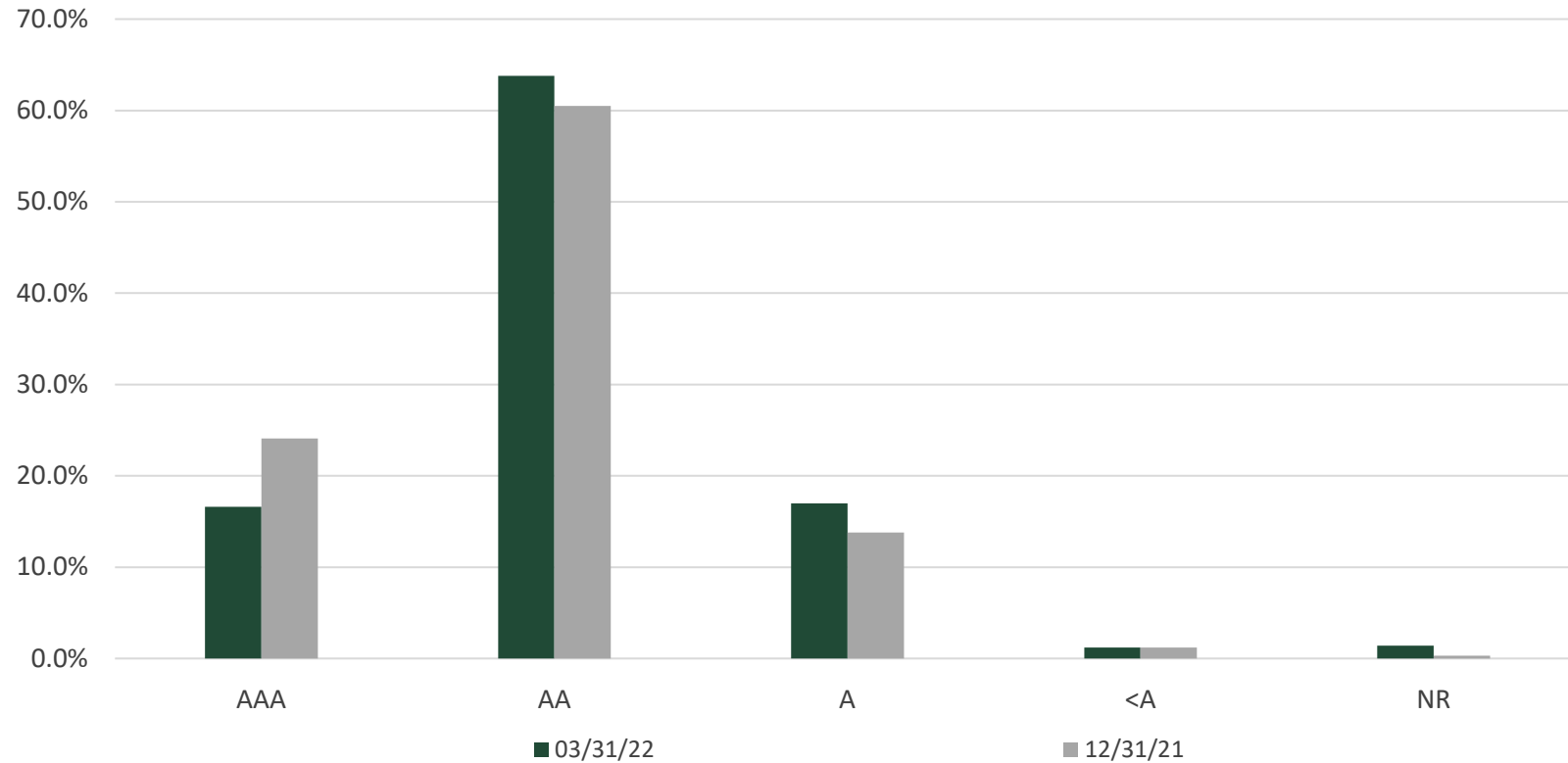
Tahoe Forest Hospital District – Account #10841

| Issue Name | Investment Type | % Portfolio |
|--|-------------------|----------------|
| Government of United States | US Treasury | 53.34% |
| First American Govt Oblig Fund | Money Market Fund | 5.48% |
| Federal National Mortgage Association | Agency | 3.01% |
| Federal Home Loan Mortgage Corp | Agency | 3.00% |
| Bank of Nova Scotia Houston | Negotiable CD | 1.93% |
| MUFG Bank Ltd/NY | Negotiable CD | 1.93% |
| Svenska Handelsbanken NY | Negotiable CD | 1.93% |
| Inter-American Dev Bank | Supranational | 1.82% |
| Intl Bank Recon and Development | Supranational | 1.80% |
| JP Morgan Chase & Co | Corporate | 1.66% |
| Bank of America Corp | Corporate | 1.60% |
| Toyota Motor Corp | Corporate | 1.59% |
| Qualcomm Inc | Corporate | 1.33% |
| Federal Farm Credit Bank | Agency | 1.33% |
| Deere & Company | Corporate | 1.30% |
| Berkshire Hathaway | Corporate | 1.27% |
| Charles Schwab Corp/The | Corporate | 1.26% |
| Honeywell Corp | Corporate | 1.25% |
| Apple Inc | Corporate | 1.24% |
| Morgan Stanley | Corporate | 1.23% |
| Toronto Dominion Holdings | Corporate | 1.23% |
| Royal Bank of Canada | Corporate | 1.22% |
| Honda Motor Corporation | Corporate | 1.22% |
| United Health Group Inc | Corporate | 1.21% |
| Bank of Montreal Chicago | Corporate | 1.19% |
| Hyundai Auto Receivables | ABS | 0.97% |
| Honda ABS | ABS | 0.86% |
| GM Financial Automobile Leasing Trust | ABS | 0.69% |
| Target Corp | Corporate | 0.58% |
| GM Financial Securitized Term Auto Trust | ABS | 0.46% |
| John Deere ABS | ABS | 0.41% |
| State Street Bank | Corporate | 0.33% |
| BMW Vehicle Lease Trust | ABS | 0.33% |
| TOTAL | | 100.00% |

Quality Distribution

As of March 31, 2022

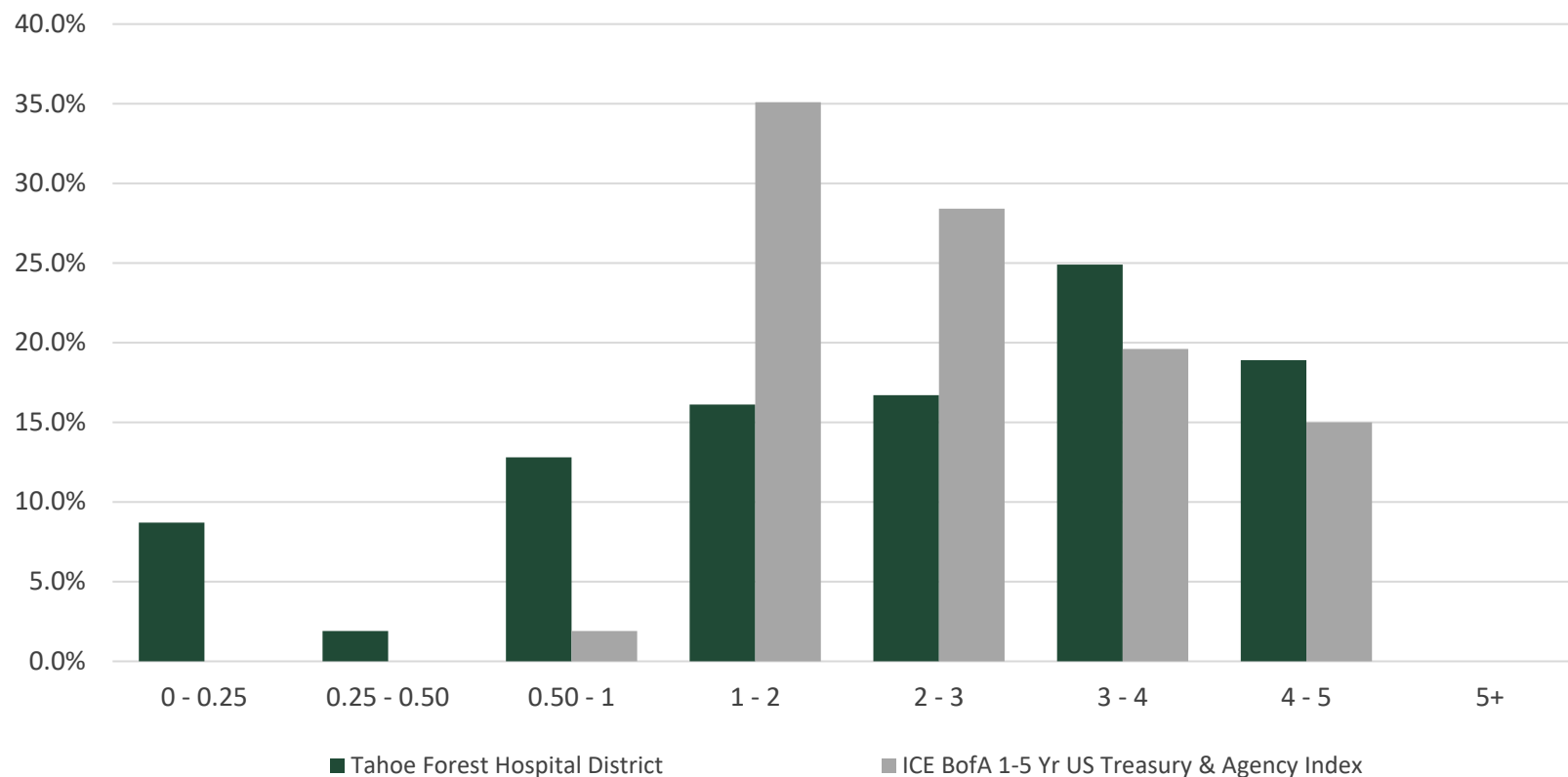
Tahoe Forest Hospital District
March 31, 2022 vs. December 31, 2021



| | AAA | AA | A | <A | NR |
|----------|-------|-------|-------|------|------|
| 03/31/22 | 16.6% | 63.8% | 17.0% | 1.2% | 1.4% |
| 12/31/21 | 24.1% | 60.5% | 13.8% | 1.2% | 0.3% |

Source: S&P Ratings

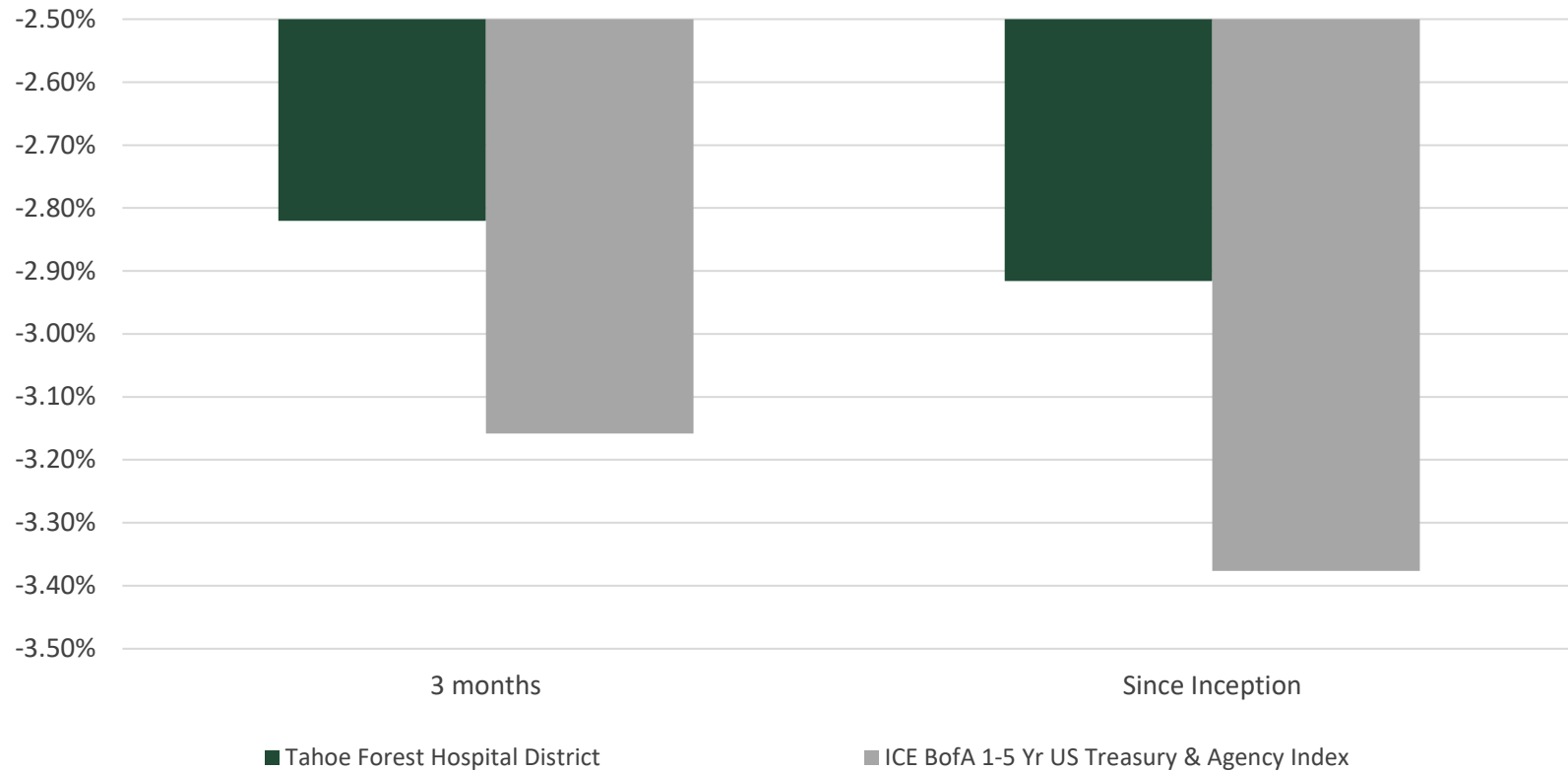
Tahoe Forest Hospital District Portfolio Compared to the Benchmark



| | 0 - 0.25 | 0.25 - 0.50 | 0.50 - 1 | 1 - 2 | 2 - 3 | 3 - 4 | 4 - 5 | 5+ |
|------------|----------|-------------|----------|-------|-------|-------|-------|------|
| Portfolio | 8.7% | 1.9% | 12.8% | 16.1% | 16.7% | 24.9% | 18.9% | 0.0% |
| Benchmark* | 0.0% | 0.0% | 1.9% | 35.1% | 28.4% | 19.6% | 15.0% | 0.0% |

*ICE BofA 1-5 Yr US Treasury & Agency Index

Tahoe Forest Hospital District Total Rate of Return Since Inception October 31, 2021



| TOTAL RATE OF RETURN | Latest 3 months | Since Inception |
|--|------------------------|------------------------|
| Tahoe Forest Hospital District | -2.82% | -2.92% |
| ICE BofA 1-5 Yr US Treasury & Agency Index | -3.16% | -3.38% |

Total rate of return: A measure of a portfolio’s performance over time. It is the internal rate of return, which equates the beginning value of the portfolio with the ending value; it includes interest earnings, realized and unrealized gains and losses in the portfolio.

Section 3 | Portfolio Holdings

Tahoe Forest Hospital District - Account #10841

| CUSIP | Security Description | Par Value/Units | Purchase Date Book Yield | Cost Value Book Value | Mkt Price Mkt YTM | Market Value Accrued Int. | % of Port. Gain/Loss | Moody/S&P Fitch | Maturity Duration |
|---------------------|---|---------------------|-----------------------------|--|----------------------|--|-------------------------------------|--------------------------------|----------------------------|
| ABS | | | | | | | | | |
| 36265MAC9 | GM Financial Auto Lease Trust 2022-1 A3 1.900% Due 03/20/2025 | 540,000.00 | 02/15/2022 1.91% | 539,995.36 539,995.58 | 98.80 2.58% | 533,503.80 313.50 | 0.69% (6,491.78) | Aaa / NR AAA | 2.97 1.78 |
| 05601XAC3 | BMW Vehicle Lease Trust 2022-1 A3 1.100% Due 03/25/2025 | 260,000.00 | 01/11/2022 1.11% | 259,961.13 259,964.65 | 97.51 2.72% | 253,533.54 47.67 | 0.33% (6,431.11) | NR / AAA AAA | 2.99 1.55 |
| 43815GAC3 | Honda Auto Receivables Trust 2021-4 A3 0.880% Due 01/21/2026 | 260,000.00 | 11/16/2021 0.89% | 259,945.19 259,951.11 | 96.82 2.58% | 251,739.80 63.56 | 0.32% (8,211.31) | Aaa / NR AAA | 3.81 1.89 |
| 44935FAD6 | Hyundai Auto Receivables Trust 2021-C A3 0.740% Due 05/15/2026 | 185,000.00 | 11/09/2021 0.75% | 184,958.71 184,963.54 | 96.10 2.82% | 177,784.63 60.84 | 0.23% (7,178.91) | NR / AAA AAA | 4.13 1.90 |
| 43815BAC4 | Honda Auto Receivables Trust 2022-1 A3 1.880% Due 05/15/2026 | 425,000.00 | 02/15/2022 1.89% | 424,936.08 424,938.09 | 98.21 2.68% | 417,390.38 355.11 | 0.54% (7,547.71) | Aaa / AAA NR | 4.13 2.26 |
| 362554AC1 | GM Financial Securitized Term 2021-4 A3 0.680% Due 09/16/2026 | 200,000.00 | 10/13/2021 0.68% | 199,994.90 199,995.57 | 96.60 2.67% | 193,194.20 56.67 | 0.25% (6,801.37) | Aaa / AAA NR | 4.47 1.73 |
| 47787JAC2 | John Deere Owner Trust 2022-A A3 2.320% Due 09/16/2026 | 325,000.00 | 03/10/2022 2.34% | 324,928.11 324,929.01 | 98.70 2.91% | 320,785.40 314.17 | 0.41% (4,143.61) | Aaa / NR AAA | 4.47 2.22 |
| 448977AD0 | Hyundai Auto Receivables Trust 2022-A A3 2.220% Due 10/15/2026 | 580,000.00 | 03/09/2022 2.23% | 579,977.67 579,977.97 | 98.75 2.79% | 572,767.40 536.50 | 0.74% (7,210.57) | NR / AAA AAA | 4.55 2.21 |
| 380146AC4 | GM Financial Auto Receivables 2022-1 A3 1.260% Due 11/16/2026 | 170,000.00 | 01/11/2022 1.27% | 169,985.23 169,986.11 | 96.81 3.09% | 164,578.87 89.25 | 0.21% (5,407.24) | NR / AAA AAA | 4.63 1.76 |
| TOTAL ABS | | 2,945,000.00 | 1.66% | 2,944,682.38 2,944,701.63 | 2.74% | 2,885,278.02 1,837.27 | 3.73% (59,423.61) | Aaa / AAA Aaa | 3.96 1.98 |
| Agency | | | | | | | | | |
| 3133ENPG9 | FFCB Note 1.750% Due 02/14/2025 | 1,050,000.00 | 02/10/2022 1.84% | 1,047,196.50 1,047,311.71 | 98.09 2.44% | 1,029,957.60 2,347.92 | 1.33% (17,354.11) | Aaa / AA+ AAA | 2.88 2.77 |
| 3137EAEX3 | FHLMC Note 0.375% Due 09/23/2025 | 2,500,000.00 | 11/29/2021 1.11% | 2,431,375.00 2,437,385.23 | 92.94 2.51% | 2,323,402.50 208.33 | 3.00% (113,982.73) | Aaa / AA+ AAA | 3.48 3.41 |
| 3135G06G3 | FNMA Note 0.500% Due 11/07/2025 | 2,500,000.00 | 11/29/2021 1.13% | 2,439,425.00 2,444,564.19 | 93.23 2.48% | 2,330,670.00 5,000.00 | 3.01% (113,894.19) | Aaa / AA+ AAA | 3.61 3.52 |
| TOTAL Agency | | 6,050,000.00 | 1.25% | 5,917,996.50 5,929,261.13 | 2.48% | 5,684,030.10 7,556.25 | 7.35% (245,231.03) | Aaa / AA+ Aaa | 3.43 3.34 |
| Corporate | | | | | | | | | |
| 89236THU2 | Toyota Motor Credit Corp Note 0.450% Due 01/11/2024 | 650,000.00 | 11/03/2021 0.77% | 645,547.50 646,368.73 | 96.64 2.39% | 628,131.40 650.00 | 0.81% (18,237.33) | A1 / A+ A+ | 1.78 1.75 |

Holdings Report

As of March 31, 2022

Tahoe Forest Hospital District - Account #10841

| CUSIP | Security Description | Par Value/Units | Purchase Date Book Yield | Cost Value Book Value | Mkt Price Mkt YTM | Market Value Accrued Int. | % of Port. Gain/Loss | Moody/S&P Fitch | Maturity Duration |
|-----------|---|-----------------|-----------------------------|------------------------------|----------------------|------------------------------|-------------------------|--------------------|----------------------|
| 06051GJH3 | Bank of America Corp Callable Note Cont 10/24/2023 0.810% Due 10/24/2024 | 650,000.00 | 09/20/2021 0.61% | 652,678.00 652,006.74 | 96.75 2.20% | 628,854.85 2,296.13 | 0.81% (23,151.89) | A2 / A- AA- | 2.57 2.51 |
| 46647PAH9 | JP Morgan Chase & Co Callable Note 2X 3/1/2024 3.220% Due 03/01/2025 | 650,000.00 | 10/19/2021 1.02% | 683,332.00 677,067.75 | 100.38 2.73% | 652,445.95 1,744.17 | 0.84% (24,621.80) | A2 / A- AA- | 2.92 2.77 |
| 244199BH7 | Deere & Co Callable Note Cont 03/15/2025 2.750% Due 04/15/2025 | 1,000,000.00 | 10/21/2021 1.15% | 1,053,100.00 1,046,317.62 | 99.49 2.93% | 994,897.00 12,680.56 | 1.30% (51,420.62) | A2 / A A | 3.04 2.86 |
| 037833DT4 | Apple Inc Callable Note Cont 4/11/2025 1.125% Due 05/11/2025 | 1,000,000.00 | Various 0.83% | 1,010,556.00 1,009,024.49 | 95.59 2.61% | 955,940.00 4,375.00 | 1.24% (53,084.49) | Aaa / AA+ NR | 3.12 3.01 |
| 747525AF0 | Qualcomm Inc Callable Note Cont 2/20/2025 3.450% Due 05/20/2025 | 1,000,000.00 | 10/07/2021 1.12% | 1,082,070.00 1,071,405.89 | 101.99 2.78% | 1,019,877.00 12,554.17 | 1.33% (51,528.89) | A2 / A NR | 3.14 2.92 |
| 61747YEA9 | Morgan Stanley Callable Note Cont 5/30/2024 0.790% Due 05/30/2025 | 1,000,000.00 | 11/10/2021 1.10% | 989,370.00 990,497.17 | 95.08 2.42% | 950,797.00 2,655.28 | 1.23% (39,700.17) | A1 / BBB+ A | 3.17 3.09 |
| 438516CB0 | Honeywell Intl Callable Note Cont 5/1/2025 1.350% Due 06/01/2025 | 1,000,000.00 | 11/03/2021 1.13% | 1,007,440.00 1,006,580.86 | 96.40 2.54% | 964,006.00 4,500.00 | 1.25% (42,574.86) | A2 / A A | 3.17 3.06 |
| 78015K7H1 | Royal Bank of Canada Note 1.150% Due 06/10/2025 | 1,000,000.00 | 12/22/2021 1.43% | 990,600.00 991,308.17 | 94.49 2.97% | 944,881.00 3,545.83 | 1.22% (46,427.17) | A1 / A AA- | 3.20 3.08 |
| 02665WDL2 | American Honda Finance Note 1.200% Due 07/08/2025 | 1,000,000.00 | 11/10/2021 1.24% | 998,610.00 998,753.07 | 94.33 3.03% | 943,347.00 2,766.67 | 1.22% (55,406.07) | A3 / A- A | 3.27 3.16 |
| 857477BR3 | State Street Bank Callable Note Cont 2/6/2025 1.746% Due 02/06/2026 | 265,000.00 | 02/02/2022 1.75% | 265,000.00 265,000.00 | 96.44 2.80% | 255,554.87 694.04 | 0.33% (9,445.13) | A1 / A AA- | 3.86 3.67 |
| 46647PBK1 | JP Morgan Chase & Co Callable Note Cont 4/22/2025 2.083% Due 04/22/2026 | 650,000.00 | 09/20/2021 1.18% | 670,442.50 667,457.39 | 96.61 2.99% | 627,970.85 5,979.95 | 0.82% (39,486.54) | A2 / A- AA- | 4.06 3.82 |
| 91324PEC2 | United Health Group Inc Callable Note Cont 4/15/2026 1.150% Due 05/15/2026 | 1,000,000.00 | 11/26/2021 1.52% | 983,980.00 985,181.25 | 93.05 2.95% | 930,451.00 4,344.44 | 1.21% (54,730.25) | A3 / A+ A | 4.13 3.96 |
| 89236TJK2 | Toyota Motor Credit Corp Note 1.125% Due 06/18/2026 | 650,000.00 | 09/17/2021 1.18% | 648,414.00 648,589.92 | 92.90 2.93% | 603,873.40 2,092.19 | 0.78% (44,716.52) | A1 / A+ A+ | 4.22 4.05 |
| 06051GJD2 | Bank of America Corp Callable Note Cont 6/19/2025 1.319% Due 06/19/2026 | 650,000.00 | 09/20/2021 1.22% | 652,249.00 651,934.54 | 93.83 2.91% | 609,899.55 2,429.16 | 0.79% (42,034.99) | A2 / A- AA- | 4.22 4.04 |
| 06368FAC3 | Bank of Montreal Note 1.250% Due 09/15/2026 | 1,000,000.00 | 09/23/2021 1.39% | 993,110.00 993,816.47 | 91.93 3.21% | 919,303.00 555.56 | 1.19% (74,513.47) | A2 / A- AA- | 4.46 4.27 |
| 89114TZN5 | Toronto-Dominion Bank Note 1.950% Due 01/12/2027 | 1,000,000.00 | 01/25/2022 2.11% | 992,295.35 992,567.63 | 94.70 3.15% | 946,993.01 4,279.16 | 1.23% (45,574.62) | A1 / A AA- | 4.79 4.49 |

Holdings Report

As of March 31, 2022

Tahoe Forest Hospital District - Account #10841

| CUSIP | Security Description | Par Value/Units | Purchase Date Book Yield | Cost Value Book Value | Mkt Price Mkt YTM | Market Value Accrued Int. | % of Port. Gain/Loss | Moody/S&P Fitch | Maturity Duration |
|--------------------------------|--|----------------------|-----------------------------|--|----------------------|--|--------------------------------------|--------------------------------|----------------------------|
| 87612EBM7 | Target Corp Callable Note Cont 12/15/2026 1.950% Due 01/15/2027 | 460,000.00 | 01/19/2022 1.99% | 459,218.00 459,246.84 | 96.72 2.69% | 444,895.44 1,669.42 | 0.58% (14,351.40) | A2 / A A | 4.80 4.51 |
| 808513BY0 | Charles Schwab Corp Callable Note Cont 2/3/2027 2.450% Due 03/03/2027 | 1,000,000.00 | Various 2.79% | 984,267.85 984,400.67 | 97.21 3.06% | 972,130.00 1,905.56 | 1.26% (12,270.67) | A2 / A A | 4.93 4.58 |
| 084664CZ2 | Berkshire Hathaway Callable Note Cont 2/15/2027 2.300% Due 03/15/2027 | 1,000,000.00 | 03/08/2022 2.54% | 988,750.00 988,854.74 | 98.28 2.67% | 982,816.00 1,022.22 | 1.27% (6,038.74) | Aa2 / AA A+ | 4.96 4.64 |
| TOTAL Corporate | | 16,625,000.00 | 1.42% | 16,751,030.20 16,726,379.94 | 2.81% | 15,977,064.32 72,739.51 | 20.71% (749,315.62) | A1 / A A+ | 3.69 3.51 |
| Money Market Fund | | | | | | | | | |
| 31846V203 | First American Govt Obligation Fund Class Y | 4,249,570.16 | Various 0.01% | 4,249,570.16 4,249,570.16 | 1.00 0.01% | 4,249,570.16 0.00 | 5.48% 0.00 | Aaa / AAA AAA | 0.00 0.00 |
| TOTAL Money Market Fund | | 4,249,570.16 | 0.01% | 4,249,570.16 4,249,570.16 | 0.01% | 4,249,570.16 0.00 | 5.48% 0.00 | Aaa / AAA Aaa | 0.00 0.00 |
| Negotiable CD | | | | | | | | | |
| 06417MRL1 | Bank of Nova Scotia Houston Yankee CD 0.200% Due 09/21/2022 | 1,500,000.00 | 09/24/2021 0.20% | 1,499,999.95 1,499,999.98 | 99.44 1.37% | 1,491,547.50 1,600.00 | 1.93% (8,452.48) | P-1 / A-1 F-1+ | 0.48 0.47 |
| 86959RTW0 | Svenska Handelsbanken NY Yankee CD 0.255% Due 10/14/2022 | 1,500,000.00 | 10/15/2021 0.25% | 1,500,075.65 1,500,040.73 | 99.32 1.50% | 1,489,857.00 1,785.00 | 1.93% (10,183.73) | P-1 / A-1+ F-1+ | 0.54 0.54 |
| 55380TXG0 | MUFG Bank Yankee CD 0.250% Due 10/20/2022 | 1,500,000.00 | 10/08/2021 0.25% | 1,500,000.00 1,500,000.00 | 99.36 1.39% | 1,490,409.00 1,822.92 | 1.93% (9,591.00) | P-1 / A-1 F-1 | 0.56 0.55 |
| TOTAL Negotiable CD | | 4,500,000.00 | 0.23% | 4,500,075.60 4,500,040.71 | 1.42% | 4,471,813.50 5,207.92 | 5.78% (28,227.21) | Aaa / AA+ Aaa | 0.52 0.52 |
| Supranational | | | | | | | | | |
| 459058JL8 | Intl. Bank Recon & Development Note 0.500% Due 10/28/2025 | 1,500,000.00 | 11/03/2021 1.06% | 1,467,405.00 1,470,702.64 | 92.91 2.59% | 1,393,654.50 3,187.50 | 1.80% (77,048.14) | Aaa / AAA AAA | 3.58 3.49 |
| 4581X0DV7 | Inter-American Dev Bank Note 0.875% Due 04/20/2026 | 1,500,000.00 | 11/03/2021 1.17% | 1,480,635.00 1,482,384.63 | 93.40 2.60% | 1,401,037.50 5,869.79 | 1.82% (81,347.13) | Aaa / AAA AAA | 4.06 3.92 |
| TOTAL Supranational | | 3,000,000.00 | 1.12% | 2,948,040.00 2,953,087.27 | 2.59% | 2,794,692.00 9,057.29 | 3.62% (158,395.27) | Aaa / AAA Aaa | 3.82 3.71 |
| US Treasury | | | | | | | | | |
| 912796Q36 | US Treasury Bill 0.087% Due 05/26/2022 | 2,500,000.00 | 11/29/2021 0.09% | 2,498,930.63 2,499,667.71 | 99.99 0.09% | 2,499,667.71 0.00 | 3.23% 0.00 | P-1 / A-1+ F-1+ | 0.15 0.15 |

Holdings Report

As of March 31, 2022

Tahoe Forest Hospital District - Account #10841

| CUSIP | Security Description | Par Value/Units | Purchase Date Book Yield | Cost Value Book Value | Mkt Price Mkt YTM | Market Value Accrued Int. | % of Port. Gain/Loss | Moody/S&P Fitch | Maturity Duration |
|---|---|----------------------|-----------------------------|--|----------------------|---|---|--------------------------------|----------------------------|
| 912828P38 | US Treasury Note 1.750% Due 01/31/2023 | 3,500,000.00 | 11/29/2021 0.27% | 3,560,429.69 3,543,164.06 | 100.19 1.52% | 3,506,562.50 10,151.93 | 4.54% (36,601.56) | Aaa / AA+ AAA | 0.84 0.83 |
| 91282CBN0 | US Treasury Note 0.125% Due 02/28/2023 | 3,500,000.00 | 10/19/2021 0.23% | 3,494,941.41 3,496,603.81 | 98.67 1.59% | 3,453,516.50 380.43 | 4.46% (43,087.31) | Aaa / AA+ AAA | 0.92 0.91 |
| 91282CCD1 | US Treasury Note 0.125% Due 05/31/2023 | 3,500,000.00 | Various 0.31% | 3,490,214.84 3,492,603.93 | 98.00 1.87% | 3,429,863.50 1,466.35 | 4.43% (62,740.43) | Aaa / AA+ AAA | 1.17 1.16 |
| 91282CCU3 | US Treasury Note 0.125% Due 08/31/2023 | 3,500,000.00 | Various 0.35% | 3,485,964.84 3,488,897.31 | 97.34 2.04% | 3,406,756.50 380.43 | 4.40% (82,140.81) | Aaa / AA+ AAA | 1.42 1.40 |
| 91282CDA6 | US Treasury Note 0.250% Due 09/30/2023 | 3,500,000.00 | Various 0.39% | 3,490,605.47 3,492,438.24 | 97.27 2.11% | 3,404,569.00 23.91 | 4.39% (87,869.24) | Aaa / AA+ AAA | 1.50 1.48 |
| 91282CCX7 | US Treasury Note 0.375% Due 09/15/2024 | 3,000,000.00 | Various 0.51% | 2,988,109.38 2,990,162.69 | 95.09 2.45% | 2,852,694.00 519.70 | 3.68% (137,468.69) | Aaa / AA+ AAA | 2.46 2.42 |
| 91282CDB4 | US Treasury Note 0.625% Due 10/15/2024 | 3,000,000.00 | Various 0.77% | 2,987,390.63 2,989,085.83 | 95.54 2.45% | 2,866,173.00 8,653.84 | 3.71% (122,912.83) | Aaa / AA+ AAA | 2.55 2.49 |
| 912828ZC7 | US Treasury Note 1.125% Due 02/28/2025 | 1,600,000.00 | 09/23/2021 0.62% | 1,627,187.50 1,623,086.59 | 96.22 2.48% | 1,539,500.80 1,565.22 | 1.99% (83,585.79) | Aaa / AA+ AAA | 2.92 2.84 |
| 91282CAJ0 | US Treasury Note 0.250% Due 08/31/2025 | 2,000,000.00 | 10/27/2021 1.01% | 1,942,578.13 1,948,921.96 | 92.63 2.51% | 1,852,656.00 434.78 | 2.39% (96,265.96) | Aaa / AA+ AAA | 3.42 3.36 |
| 91282CAZ4 | US Treasury Note 0.375% Due 11/30/2025 | 1,600,000.00 | 09/17/2021 0.75% | 1,575,500.00 1,578,586.49 | 92.55 2.51% | 1,480,875.20 2,010.99 | 1.91% (97,711.29) | Aaa / AA+ AAA | 3.67 3.59 |
| 91282CBT7 | US Treasury Note 0.750% Due 03/31/2026 | 2,000,000.00 | 10/27/2021 1.08% | 1,971,484.38 1,974,221.17 | 93.36 2.50% | 1,867,266.00 40.98 | 2.41% (106,955.17) | Aaa / AA+ AAA | 4.00 3.90 |
| 91282CCW9 | US Treasury Note 0.750% Due 08/31/2026 | 3,000,000.00 | Various 0.93% | 2,973,656.25 2,976,394.20 | 92.81 2.48% | 2,784,375.00 1,956.52 | 3.60% (192,019.20) | Aaa / AA+ AAA | 4.42 4.29 |
| 91282CCZ2 | US Treasury Note 0.875% Due 09/30/2026 | 3,000,000.00 | Various 1.15% | 2,960,664.06 2,964,142.37 | 93.20 2.48% | 2,796,093.00 71.72 | 3.61% (168,049.37) | Aaa / AA+ AAA | 4.50 4.36 |
| 91282CDG3 | US Treasury Note 1.125% Due 10/31/2026 | 3,000,000.00 | 11/16/2021 1.27% | 2,979,492.19 2,981,022.62 | 94.18 2.48% | 2,825,508.00 14,171.27 | 3.66% (155,514.62) | Aaa / AA+ AAA | 4.59 4.40 |
| 912828Z78 | US Treasury Note 1.500% Due 01/31/2027 | 750,000.00 | 03/30/2022 2.46% | 717,480.47 717,498.87 | 95.70 2.45% | 717,773.25 1,864.64 | 0.93% 274.38 | Aaa / AA+ AAA | 4.84 4.61 |
| TOTAL US Treasury | | 42,950,000.00 | 0.64% | 42,744,629.87 42,756,497.85 | 2.06% | 41,283,849.96 43,692.71 | 53.34% (1,472,647.89) | Aaa / AA+ Aaa | 2.42 2.36 |
| TOTAL PORTFOLIO | | 80,319,570.16 | 0.85% | 80,056,024.71 80,059,538.69 | 2.14% | 77,346,298.06 140,090.95 | 100.00% (2,713,240.63) | Aa1 / AA Aaa | 2.62 2.47 |
| TOTAL MARKET VALUE PLUS ACCRUALS | | | | | | 77,486,389.01 | | | |



Section 4 | Transactions

Transaction Ledger

As of March 31, 2022

Tahoe Forest Hospital District - Account #10841

December 31, 2021 through March 31, 2022

| Transaction Type | Settlement Date | CUSIP | Quantity | Security Description | Price | Acq/Disp Yield | Amount | Interest Pur/Sold | Total Amount | Gain/Loss |
|---------------------|-----------------|-----------|--------------|--|---------|----------------|--------------|-------------------|--------------|-----------|
| ACQUISITIONS | | | | | | | | | | |
| Purchase | 01/19/2022 | 05601XAC3 | 260,000.00 | BMW Vehicle Lease Trust 2022-1 A3 1.1% Due: 03/25/2025 | 99.985 | 1.11% | 259,961.13 | 0.00 | 259,961.13 | 0.00 |
| Purchase | 01/19/2022 | 380146AC4 | 170,000.00 | GM Financial Auto Receivables 2022-1 A3 1.26% Due: 11/16/2026 | 99.991 | 1.27% | 169,985.23 | 0.00 | 169,985.23 | 0.00 |
| Purchase | 01/24/2022 | 87612EBM7 | 460,000.00 | Target Corp Callable Note Cont 12/15/2026 1.95% Due: 01/15/2027 | 99.830 | 1.99% | 459,218.00 | 0.00 | 459,218.00 | 0.00 |
| Purchase | 01/27/2022 | 89114TZN5 | 645,000.00 | Toronto-Dominion Bank Note 1.95% Due: 01/12/2027 | 99.259 | 2.11% | 640,220.55 | 524.06 | 640,744.61 | 0.00 |
| Purchase | 01/27/2022 | 89114TZN5 | 355,000.00 | Toronto-Dominion Bank Note 1.95% Due: 01/12/2027 | 99.176 | 2.13% | 352,074.80 | 288.44 | 352,363.24 | 0.00 |
| Purchase | 02/07/2022 | 857477BR3 | 265,000.00 | State Street Bank Callable Note Cont 2/6/2025 1.746% Due: 02/06/2026 | 100.000 | 1.75% | 265,000.00 | 0.00 | 265,000.00 | 0.00 |
| Purchase | 02/15/2022 | 3133ENPG9 | 1,050,000.00 | FFCB Note 1.75% Due: 02/14/2025 | 99.733 | 1.84% | 1,047,196.50 | 0.00 | 1,047,196.50 | 0.00 |
| Purchase | 02/23/2022 | 36265MAC9 | 540,000.00 | GM Financial Auto Lease Trust 2022-1 A3 1.9% Due: 03/20/2025 | 99.999 | 1.91% | 539,995.36 | 0.00 | 539,995.36 | 0.00 |
| Purchase | 02/23/2022 | 43815BAC4 | 425,000.00 | Honda Auto Receivables Trust 2022-1 A3 1.88% Due: 05/15/2026 | 99.985 | 1.89% | 424,936.08 | 0.00 | 424,936.08 | 0.00 |
| Purchase | 03/03/2022 | 808513BY0 | 315,000.00 | Charles Schwab Corp Callable Note Cont 2/3/2027 2.45% Due: 03/03/2027 | 99.892 | 2.47% | 314,659.80 | 0.00 | 314,659.80 | 0.00 |
| Purchase | 03/15/2022 | 084664CZ2 | 1,000,000.00 | Berkshire Hathaway Callable Note Cont 2/15/2027 2.3% Due: 03/15/2027 | 98.875 | 2.54% | 988,750.00 | 0.00 | 988,750.00 | 0.00 |
| Purchase | 03/16/2022 | 448977AD0 | 580,000.00 | Hyundai Auto Receivables Trust 2022-A A3 2.22% Due: 10/15/2026 | 99.996 | 2.23% | 579,977.67 | 0.00 | 579,977.67 | 0.00 |
| Purchase | 03/16/2022 | 47787JAC2 | 325,000.00 | John Deere Owner Trust 2022-A A3 2.32% Due: 09/16/2026 | 99.978 | 2.34% | 324,928.11 | 0.00 | 324,928.11 | 0.00 |
| Purchase | 03/17/2022 | 808513BY0 | 685,000.00 | Charles Schwab Corp Callable Note Cont 2/3/2027 2.45% Due: 03/03/2027 | 97.753 | 2.94% | 669,608.05 | 652.65 | 670,260.70 | 0.00 |

Transaction Ledger

As of March 31, 2022

Tahoe Forest Hospital District - Account #10841

December 31, 2021 through March 31, 2022

| Transaction Type | Settlement Date | CUSIP | Quantity | Security Description | Price | Acq/Disp Yield | Amount | Interest Pur/Sold | Total Amount | Gain/Loss |
|---------------------------|-----------------|-----------|---------------------|--|---------|----------------|---------------------|-------------------|---------------------|---------------|
| Purchase | 03/31/2022 | 912828Z78 | 750,000.00 | US Treasury Note 1.5% Due: 01/31/2027 | 95.664 | 2.46% | 717,480.47 | 1,833.56 | 719,314.03 | 0.00 |
| Subtotal | | | 7,825,000.00 | | | | 7,753,991.75 | 3,298.71 | 7,757,290.46 | 0.00 |
| TOTAL ACQUISITIONS | | | 7,825,000.00 | | | | 7,753,991.75 | 3,298.71 | 7,757,290.46 | 0.00 |
| DISPOSITIONS | | | | | | | | | | |
| Sale | 03/17/2022 | 912796T25 | 1,000,000.00 | US Treasury Bill 0.066% Due: 03/29/2022 | 99.994 | 0.07% | 999,941.67 | 0.00 | 999,941.67 | -36.50 |
| Subtotal | | | 1,000,000.00 | | | | 999,941.67 | 0.00 | 999,941.67 | -36.50 |
| Maturity | 03/29/2022 | 912796T25 | 4,000,000.00 | US Treasury Bill 0.066% Due: 03/29/2022 | 100.000 | | 4,000,000.00 | 0.00 | 4,000,000.00 | 0.00 |
| Subtotal | | | 4,000,000.00 | | | | 4,000,000.00 | 0.00 | 4,000,000.00 | 0.00 |
| TOTAL DISPOSITIONS | | | 5,000,000.00 | | | | 4,999,941.67 | 0.00 | 4,999,941.67 | -36.50 |

Important Disclosures

As of March 31, 2022

2022 Chandler Asset Management, Inc, An Independent Registered Investment Adviser.

Information contained herein is confidential. Prices are provided by IDC, an independent pricing source. In the event IDC does not provide a price or if the price provided is not reflective of fair market value, Chandler will obtain pricing from an alternative approved third party pricing source in accordance with our written valuation policy and procedures. Our valuation procedures are also disclosed in Item 5 of our Form ADV Part 2A.

Performance results are presented gross-of-advisory fees and represent the client's Total Return. The deduction of advisory fees lowers performance results. These results include the reinvestment of dividends and other earnings. Past performance may not be indicative of future results. Therefore, clients should not assume that future performance of any specific investment or investment strategy will be profitable or equal to past performance levels. All investment strategies have the potential for profit or loss. Economic factors, market conditions or changes in investment strategies, contributions or withdrawals may materially alter the performance and results of your portfolio.

Index returns assume reinvestment of all distributions. Historical performance results for investment indexes generally do not reflect the deduction of transaction and/or custodial charges or the deduction of an investment management fee, the incurrence of which would have the effect of decreasing historical performance results. It is not possible to invest directly in an index.

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Fixed income investments are subject to interest, credit and market risk. Interest rate risk: the value of fixed income investments will decline as interest rates rise. Credit risk: the possibility that the borrower may not be able to repay interest and principal. Low rated bonds generally have to pay higher interest rates to attract investors willing to take on greater risk. Market risk: the bond market in general could decline due to economic conditions, especially during periods of rising interest rates.

Ratings information have been provided by Moody's, S&P and Fitch through data feeds we believe to be reliable as of the date of this statement, however we cannot guarantee its accuracy.

Security level ratings for U.S. Agency issued mortgage-backed securities ("MBS") reflect the issuer rating because the securities themselves are not rated. The issuing U.S. Agency guarantees the full and timely payment of both principal and interest and carries a AA+/Aaa/AAA by S&P, Moody's and Fitch respectively.

ICE BofA 1-5 Yr US Treasury & Agency Index

The ICE BofA 1-5 Year US Treasury & Agency Index tracks the performance of US dollar denominated US Treasury and nonsubordinated US agency debt issued in the US domestic market. Qualifying securities must have an investment grade rating (based on an average of Moody's, S&P and Fitch). Qualifying securities must have at least one year remaining term to final maturity and less than five years remaining term to final maturity, at least 18 months to maturity at time of issuance, a fixed coupon schedule, and a minimum amount outstanding of \$1 billion for sovereigns and \$250 million for agencies.



To: Finance Committee Board Members
From: Crystal Betts, CFO and Vickie Morgan, Revenue Cycle Project Director
Date: April 26, 2022

Here is an update on the AR situation as March 31, 2022

Days in AR were as follows:

- Mar 2022 – 66.8 days
- Feb 2022 – 72.6 days
- Jan 2022 – 73.1 days
- Last AR Update: Nov 2021 – 74.3 days.

Amount in AR was as follows:

- Mar 2022 – \$98,970,304
- Feb 2022 – \$102,292,081
- Jan 2022 – \$96,121,181
- Last AR Update: Nov 2021 – \$97,211,553

Gross Revenue per Day was as follows:

- Mar 2022 – \$1,525,727
- Feb 2022 – \$1,552,754
- Jan 2022 – \$1,387,701
- Last AR Update: Nov 2021 – \$1,280,831

AR over 120 days old were as follows:

- | | | |
|----------------------------|---------|-------|
| • Mar 2022 | \$32.1m | 32.4% |
| • Feb 2022 | \$36.2m | 35.4% |
| • Jan 2022 | \$36.3m | 37.8% |
| • Last AR Update: Nov 2021 | \$34.2m | 35.2% |

Cash Collections were as follows:

- For the entire FY 2022: 92.9% of target, or \$183.5m
- Mar 2022 95.2% of target, or \$22.6m
- Feb 2022 89.5% of target, or \$20.5m
- Jan 2022 97.7% of target, or \$20.0m
- For the entire FY 2021: 103.1% of target, or \$226.9

Claims holding (work queues listed) as of the end of March 2022 total \$6.3m (down \$3.8m from February's \$10.1m). January was \$5.2m. Last AR Update November 2021 \$5.5m.

200 WQ – Billing Issues

- Mar 2022 - \$2.6m
- Feb 2022 - \$2.7m
- Jan 2022 - \$1.7m
- Last AR Update Nov 2021 - \$2.3m

300 WQ – Coding Issues

- Mar 2022 - \$605k
- Feb 2022 - \$620k
- Jan 2022 - \$261k
- Last AR Update Nov 2021 - \$1.5m

500 WQ - Credentialing Issues

- Mar 2022 - \$1.1m
- Feb 2022 - \$2.3m
- Jan 2022 - \$2.3m
- Last AR Update Nov 2021 - \$1.6m

700 WQ - RHC/New MSC Claim Issues

- Mar 2022 - \$129k
- Feb 2022 - \$67k
- Jan 2022 - \$23k
- Last AR Update Nov 2021 - \$155k

700 WQ – Radiology Claim Issues

- Mar 2022 - \$1.9m
- Feb 2022 - \$4.4m
- Jan 2022 - \$900k
- Last AR Update Nov 2021 - \$0

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

Due to the system freeze on any new work efforts by Mercy until 6/30/2021, all work on these issues were put on hold. Projects were re-visited in July/August 2021 with only the Insurance Plan Master Update designated to move forward. This project was imbedded in the issues list and is currently scheduled to be completed by end of fiscal year 2022.

We have not included the list of projects in this section as there have been no changes since the last update except for what is stated above regarding the Insurance Plan Master update.

Staffing Update:

- PFS Manager – Emily Perez has agreed to take the manager position long-term. We are trying to restructure to provide her further support in the PFS department. Her previously held payor credentialing position has been filled by Robin Ward and training is underway.
- Director of Revenue Cycle – Continued recruitment for the position. Qualified candidates are difficult to find.
- Cashier Lead has been out on FMLA. No return expected. Notified she will be retiring. Will recruit to fill position upon retirement.
- Currently recruiting for Clerical Support position.
- 3 Patient Account Representatives continue to be on intermittent FMLA – makes scheduling work efforts a challenge.
- Currently have vacant PFS positions. Was able to hire a Medicare biller whose estimated start date is April 25, 2022.

Additional Items:

Coding Vendor Partners

HIMagine continues to do an excellent job and has since kept our outstanding coding inventory low (2 days DNFB (discharged not final billed/coded). The DNFB rarely exceeds \$2.5 million.

Release of Information

HIM (Medical Records) has been able to keep current on Release of Information for our patients and referrals to providers. However, we continue to get backlogged with requests from insurance companies and payors who will not process our claims for reimbursement until records are received. We did engage our partner vendor, CMRE, to assist in releasing this information to the payors in March which helped resolve over 3,500 accounts. We continue to need support in this area due to heavy demand.

Billing Vendor Partners - Action Plans for Aged Accounts Receivable

Vendor Partner: CMRE

Assignment: Commercial Insurance, assigned accounts when 30 days old

Type of Billing: Professional Billing (PB), Secondary Claim Billing (HB)

CMRE has 18 FTEs assigned to the Tahoe inventory. This includes 15 production staff and 3 management team members. The entire production team is well versed and trained in working both the HB and PB sides in EPIC and are shifted as needed to maintain the respective sides.

Snapshot of the Commercial active inventory all aging:

| Active Inventory Summary | | |
|--------------------------|---------------|----------------------|
| HB/PB | # Of Accounts | Current Balance |
| HB | 8,825 | \$ 19,245,669 |
| 01. 0-90 DAYS | 8,672 | \$ 18,551,396 |
| 02. 91-120 DAYS | 84 | \$ 307,204 |
| 03. 121-150 DAYS | 33 | \$ 192,034 |
| 04. 151-180 DAYS | 7 | \$ 24,447 |
| 05. 181-365 DAYS | 21 | \$ 131,850 |
| 06. 1-2 YEARS | 8 | \$ 38,738 |
| PB | 5,358 | \$ 1,808,468 |
| 01. 0-90 DAYS | 5,207 | \$ 1,748,108 |
| 02. 91-120 DAYS | 63 | \$ 20,482 |
| 03. 121-150 DAYS | 12 | \$ 9,103 |
| 04. 151-180 DAYS | 25 | \$ 4,829 |
| 05. 181-365 DAYS | 42 | \$ 22,363 |
| 06. 1-2 YEARS | 9 | \$ 3,583 |
| Grand Total | 14,183 | \$ 21,054,137 |

Here is snapshot of just the HB & PB at, or over, 120 days old, along with the account and dollar value. Categorized inventory outlining results of action plan and deadlines for completion.

| HB/PB | # Of Accounts | Current Balance |
|--|---------------|-------------------|
| HB | 69 | \$ 387,069 |
| ACTIVE REVIEW, PAYMENT PENDING | 3 | \$ 5,927 |
| NEW ASSIGNMENT, REVIEW PENDING | 44 | \$ 219,215 |
| REVIEW PENDING FOR WRITE-OFF | 4 | \$ 36,463 |
| TFH BILLING CODING DELAY/DECISION NEEDED | 6 | \$ 72,901 |
| YEAR END CLOSE PLANNED | 12 | \$ 52,562 |
| PB | 88 | \$ 39,877 |
| NEW ASSIGNMENT, REVIEW PENDING | 88 | \$ 39,877 |
| Grand Total | 157 | \$ 426,946 |

CMRE has established a goal to complete a review of the “year end close planned” by 04/30/22. For the “review pending for write-off” with final review cleanup goal will be 05/15/22.

Vendor Partner: Novus

Assignment: Medi-Cal (Medicaid), assigned accounts when 14 days old

Type of Billing: Professional Billing (PB)

Novus currently has 4 FTE's for Tahoe Forest accounts only.

| Performance Statistics - Monthly Assignments / Discharge | | | | | | |
|---|---------------------------|----------------------------|-----------------|------------------|-----------------|------------------|
| Over 180 days inventory | Number of Accounts | Amount in Inventory | HB Accts | HB Amount | PB Accts | PB Amount |
| Dec-21 | 4,079 | \$2.9 M | 3,591 | \$2.67 M | 488 | \$304,794 |
| Mar-22 | 1,363 | \$1.17 | 1,198 | \$1.1 M | 165 | \$64,348 |
| Apr-22 | | | | | | |
| May-22 | | | | | | |
| Jun-22 | | | | | | |

Novus will continue to focus on aged clean up. As part of their work they have identified the following area within TFH operations that are impacting collectability of accounts. Please note with the payor credentialing position filled, progress can now be made in several of these areas.

- 1.) Revalidation Issues- NPI and Provider not completed by payer deadline.
- 2.) CLIA issues – Revalidation not completed by payer deadlines.
- 3.) TAR issues – Requests for retro-authorizations for outpatient services not completed within 60 days of notification of document needed.
- 4.) Attending providers' enrollment issues – not being completed within timely filing rules.
- 5.) Billing for services not covered by MediCal Program
- 6.) Providing information in "comments" field of claims to support items on claims like: supplies billed over \$75 and Certification that services were "true" ER services.

In order to be successful in collecting cash, Novus needs TFH to complete the above within the timelines provided by the payers.

**TAHOE FOREST HOSPITAL DISTRICT
MARCH 2022 FINANCIAL REPORT
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Board of Directors
Of Tahoe Forest Hospital District
MARCH 2022 FINANCIAL NARRATIVE

The following is the financial narrative analyzing financial and statistical trends for the nine months ended March 31, 2022.

Activity Statistics

- ❑ TFH acute patient days were 428 for the current month compared to budget of 404. This equates to an average daily census of 13.8 compared to budget of 13.0.
- ❑ TFH Outpatient volumes were above budget in the following departments by at least 5%: Emergency Department visits, Home Health & Hospice visits, Laboratory tests, Oncology Lab tests, Diagnostic Imaging, Mammography, Medical Oncology procedures, Briner Ultrasound, Cat Scans, PET CT, Drugs Sold to Patients, Oncology Drugs Sold to Patients, Gastroenterology cases, Tahoe City Physical & Occupational Therapies, and Outpatient Physical, PT Aquatic, Speech, & Occupational Therapies.

Financial Indicators

- ❑ Net Patient Revenue as a percentage of Gross Patient Revenue was 48.05% in the current month compared to budget of 50.19% and to last month's 51.82%. Year-to-Date Net Patient Revenue as a percentage of Gross Patient Revenue was 51.64% compared to budget of 49.93% and prior year's 49.13%.
- ❑ EBIDA was \$5,256,188 (10.9%) for the current month compared to budget of \$939,136 (2.5%), or \$4,317,052 (8.4%) above budget. Year-to-Date EBIDA was \$38,821,688 (10.2%) compared to budget of \$18,956,378 (5.3%) or \$19,865,310 (4.9%) above budget.
- ❑ Net Income was \$5,027,159 for the current month compared to budget of \$605,780 or \$4,421,379 above budget. Year-to-Date Net Income was \$35,180,378 compared to budget of \$15,941,104 or \$19,239,274 above budget.
- ❑ Cash Collections for the current month were \$22,443,908, which is 94% of targeted Net Patient Revenue.
- ❑ EPIC Gross Accounts Receivables were \$98,970,304 at the end of March compared to \$102,292,081 at the end of February.

Balance Sheet

- ❑ Working Capital is at 41.8 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 259.8 days. Working Capital cash increased a net \$52,000. Accounts Payable decreased \$2,851,000 and Accrued Payroll & Related Costs increased \$1,311,000. The District received \$1,241,000 from Anthem, Centene, and the Department of Healthcare Services for participation in the 2021 HQAF IGT and PRIME/QIP programs. Cash Collections were below target by 6%.
- ❑ Net Patient Accounts Receivable decreased \$758,000 and cash collections were 94% of target. EPIC Days in A/R were 66.4 compared to 72.7 at the close of February, a 6.30 days increase.
- ❑ Estimated Settlements, Medi-Cal & Medicare decreased a net \$140,000. The District recorded its monthly estimated receivables due from the Medi-Cal Rate Range, Hospital Quality Assurance Fee, and Medi-Cal PRIME/QIP programs and received \$1,241,000 from Anthem, Centene, and the Department of Healthcare Services for participation in the 2021 HQAF IGT and PRIME/QIP programs.
- ❑ Accounts Payable decreased \$2,851,000 due to the timing of the final check run in March.
- ❑ Accrued Payroll & Related Costs increased \$1,311,000 due to an increase in accrued payroll days in March.
- ❑ Estimated Settlements, Medi-Cal & Medicare decreased a net \$2,502,000. The District continues repayment of the Medicare Accelerated Payments received in FY20.

Operating Revenue

- ❑ Current month’s Total Gross Revenue was \$48,137,599 compared to budget of \$37,105,643 or \$11,031,956 above budget.
- ❑ Current month’s Gross Inpatient Revenue was \$7,454,284, compared to budget of \$7,543,632 or \$89,348 below budget.
- ❑ Current month’s Gross Outpatient Revenue was \$40,683,315 compared to budget of \$29,562,011 or \$11,121,304 above budget.
- ❑ Current month’s Gross Revenue Mix was 33.6% Medicare, 17.4% Medi-Cal, .0% County, 1.8% Other, and 47.2% Commercial Insurance compared to budget of 37.2% Medicare, 16.8% Medi-Cal, .0% County, 2.7% Other, and 43.3% Commercial Insurance. Year-to-Date Gross Revenue Mix was 37.1% Medicare, 16.0% Medi-Cal, .0% County, 2.4% Other, and 44.5% Commercial Insurance compared to budget of 37.2% Medicare, 16.4% Medi-Cal, .0% County, 2.7% Other, and 43.7% Commercial Insurance. Last month’s mix was 35.8% Medicare, 13.3% Medi-Cal, .0% County, 2.2% Other, and 48.7% Commercial Insurance.
- ❑ Current month’s Deductions from Revenue were \$25,010,047 compared to budget of \$18,484,018 or \$6,526,029 above budget. Variance is attributed to the following reasons: 1) Payor mix varied from budget with a 3.52% decrease in Medicare, a .56% increase to Medi-Cal, County at budget, a .89% decrease in Other, and Commercial Insurance was above budget 3.85%, and 2) Revenues were above budget 29.70%.

| DESCRIPTION | March 2022 Actual | March 2022 Budget | Variance | BRIEF COMMENTS |
|---------------------------------|-------------------|-------------------|-----------|--|
| Salaries & Wages | 8,119,863 | 8,169,328 | 49,465 | |
| Employee Benefits | 2,617,842 | 2,451,630 | (166,212) | A true-up of accrued payroll and related employer taxes at the close of the March quarter created a negative variance in Employee Benefits. |
| Benefits – Workers Compensation | 163,754 | 102,419 | (61,335) | |
| Benefits – Medical Insurance | 1,212,167 | 1,408,155 | 195,988 | |
| Medical Professional Fees | 1,239,574 | 1,058,856 | (180,718) | We saw negative variances in Anesthesia Physician fees and Outpatient Therapy fees at TFH and IVCH. |
| Other Professional Fees | 201,213 | 196,966 | (4,247) | Negative variances in Medical Staff, Corporate Compliance, and Human Resources professional fees were offset by positive variances in Administration and Information Technology. |
| Supplies | 3,115,336 | 2,626,975 | (488,361) | Drugs Sold to Patients and Oncology Drugs Sold to Patients revenues were above budget 38.12% and Medical Supplies Sold to Patients revenues exceeded budget by 37.79%, creating a positive variance in Supplies. |
| Purchased Services | 2,056,990 | 1,957,012 | (99,978) | Facility maintenance projects, department equipment repairs, outsourced coding, billing, & collection services, and record retrieval & storage services were above budget, creating a negative variance in Purchased Services. |
| Other Expenses | 767,118 | 868,339 | 101,221 | Negative variances in Insurance, Utilities, and Equipment Rent were offset by positive variances in the remaining controllable expense categories. |
| Total Expenses | 19,493,856 | 18,839,680 | (654,176) | |

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF NET POSITION
MARCH 2022

| | Mar-22 | Feb-22 | Mar-21 | |
|--|-----------------------|-----------------------|-----------------------|---|
| ASSETS | | | | |
| CURRENT ASSETS | | | | |
| * CASH | \$ 25,772,295 | \$ 25,720,238 | \$ 80,162,208 | 1 |
| PATIENT ACCOUNTS RECEIVABLE - NET | 47,664,577 | 48,422,449 | 23,782,611 | 2 |
| OTHER RECEIVABLES | 9,873,315 | 9,620,967 | 8,750,436 | |
| GO BOND RECEIVABLES | 760,111 | 340,575 | 1,045,745 | |
| ASSETS LIMITED OR RESTRICTED | 9,921,237 | 10,104,648 | 8,164,050 | |
| INVENTORIES | 4,253,303 | 4,265,364 | 3,826,429 | |
| PREPAID EXPENSES & DEPOSITS | 2,430,928 | 2,360,754 | 2,783,806 | |
| ESTIMATED SETTLEMENTS, M-CAL & M-CARE | 11,154,355 | 11,293,896 | 11,103,284 | 3 |
| TOTAL CURRENT ASSETS | 111,830,121 | 112,128,891 | 139,618,569 | |
| NON CURRENT ASSETS | | | | |
| ASSETS LIMITED OR RESTRICTED: | | | | |
| * CASH RESERVE FUND | 54,463,078 | 54,463,078 | 74,384,021 | 1 |
| * CASH INVESTMENT FUND | 80,059,539 | 80,011,891 | - | 1 |
| MUNICIPAL LEASE 2018 | 725,514 | 725,391 | 1,737,387 | |
| TOTAL BOND TRUSTEE 2017 | 20,532 | 20,532 | 20,531 | |
| TOTAL BOND TRUSTEE 2015 | 937,356 | 800,255 | 917,877 | |
| TOTAL BOND TRUSTEE GO BOND | 5,764 | 5,764 | 5,764 | |
| GO BOND TAX REVENUE FUND | 2,061,352 | 2,061,352 | 1,918,783 | |
| DIAGNOSTIC IMAGING FUND | 3,347 | 3,347 | 3,343 | |
| DONOR RESTRICTED FUND | 1,138,592 | 1,138,592 | 1,137,882 | |
| WORKERS COMPENSATION FUND | 57,355 | 18,650 | 23,960 | |
| TOTAL | 139,472,429 | 139,248,851 | 80,149,550 | |
| LESS CURRENT PORTION | (9,921,237) | (10,104,648) | (8,164,050) | |
| TOTAL ASSETS LIMITED OR RESTRICTED - NET | 129,551,192 | 129,144,203 | 71,985,500 | |
| NONCURRENT ASSETS AND INVESTMENTS: | | | | |
| INVESTMENT IN TSC, LLC | (1,925,925) | (1,881,390) | (1,547,352) | |
| PROPERTY HELD FOR FUTURE EXPANSION | 1,694,072 | 1,694,072 | 909,072 | |
| PROPERTY & EQUIPMENT NET | 175,793,370 | 174,724,130 | 173,926,941 | |
| GO BOND CIP, PROPERTY & EQUIPMENT NET | 1,841,116 | 1,834,143 | 1,989,417 | |
| TOTAL ASSETS | 418,783,945 | 417,644,049 | 386,882,148 | |
| DEFERRED OUTFLOW OF RESOURCES: | | | | |
| DEFERRED LOSS ON DEFEASANCE | 320,005 | 323,238 | 358,794 | |
| ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DERIVATIVE | 824,691 | 1,217,157 | 1,267,315 | 4 |
| DEFERRED OUTFLOW OF RESOURCES ON REFUNDING | 4,916,376 | 4,940,080 | 5,200,832 | |
| GO BOND DEFERRED FINANCING COSTS | 479,541 | 481,862 | 507,392 | |
| DEFERRED FINANCING COSTS | 140,437 | 141,478 | 152,921 | |
| TOTAL DEFERRED OUTFLOW OF RESOURCES | \$ 6,681,050 | \$ 7,103,815 | \$ 7,487,253 | |
| LIABILITIES | | | | |
| CURRENT LIABILITIES | | | | |
| ACCOUNTS PAYABLE | \$ 7,414,735 | \$ 10,265,513 | \$ 5,117,474 | 5 |
| ACCRUED PAYROLL & RELATED COSTS | 20,249,251 | 18,937,939 | 18,239,660 | 6 |
| INTEREST PAYABLE | 288,857 | 208,393 | 261,892 | |
| INTEREST PAYABLE GO BOND | 552,280 | 276,140 | 569,439 | |
| ESTIMATED SETTLEMENTS, M-CAL & M-CARE | 13,564,060 | 16,066,536 | 23,538,420 | 7 |
| HEALTH INSURANCE PLAN | 2,403,683 | 2,403,683 | 2,311,155 | |
| WORKERS COMPENSATION PLAN | 3,180,976 | 3,180,976 | 2,173,244 | |
| COMPREHENSIVE LIABILITY INSURANCE PLAN | 1,704,145 | 1,704,145 | 1,362,793 | |
| CURRENT MATURITIES OF GO BOND DEBT | 1,945,000 | 1,945,000 | 1,715,000 | |
| CURRENT MATURITIES OF OTHER LONG TERM DEBT | 3,952,678 | 3,952,678 | 3,828,809 | |
| TOTAL CURRENT LIABILITIES | 55,255,666 | 58,941,003 | 59,117,886 | |
| NONCURRENT LIABILITIES | | | | |
| OTHER LONG TERM DEBT NET OF CURRENT MATURITIES | 24,307,202 | 24,521,470 | 28,340,112 | |
| GO BOND DEBT NET OF CURRENT MATURITIES | 95,418,611 | 95,436,566 | 97,579,078 | |
| DERIVATIVE INSTRUMENT LIABILITY | 824,691 | 1,217,157 | 1,267,315 | 4 |
| TOTAL LIABILITIES | 175,806,170 | 180,116,197 | 186,304,391 | |
| NET ASSETS | | | | |
| NET INVESTMENT IN CAPITAL ASSETS | 248,520,235 | 243,493,076 | 206,927,128 | |
| RESTRICTED | 1,138,592 | 1,138,592 | 1,137,882 | |
| TOTAL NET POSITION | \$ 249,658,826 | \$ 244,631,667 | \$ 208,065,010 | |

* Amounts included for Days Cash on Hand calculation












TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF NET POSITION
MARCH 2022

1. Working Capital is at 41.8 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 259.8 days. Working Capital cash increased a net \$52,000. Accounts Payable decreased \$2,851,000 (See Note 5) and Accrued Payroll & Related Costs increased \$1,311,000 (See Note 6). The District received \$1,241,000 from Anthem, Centene, and the Department of Healthcare Services for participation in the 2021 HQAF IGT and PRIME/QIP programs (See Note 3). Cash Collections were below target 6% (See Note 2).
2. Net Patient Accounts Receivable decreased \$758,000. Cash collections were 94% of target. EPIC Days in A/R were 66.4 compared to 72.7 at the close of February, a 6.30 days decrease.
3. Estimated Settlements, Medi-Cal & Medicare decreased a net \$140,000. The District recorded its monthly estimated receivables due from the Medi-Cal Rate Range, Hospital Quality Assurance Fee, and Medi-Cal PRIME/QIP programs and received \$1,241,000 from Anthem, Centene, and the Department of Healthcare Services for participation in the 2021 HQAF IGT and PRIME/QIP programs.
4. To comply with GASB No. 63, the District has booked an adjustment to the asset and offsetting liability to reflect the fair value of the Piper Jaffray swap transaction at the close of March.
5. Accounts Payable decreased \$2,851,000 due to the timing of the final check run in March.
6. Accrued Payroll & Related Costs increased \$1,311,000 due to an increase in accrued payroll days in March.
7. Estimated Settlements, Medi-Cal & Medicare decreased a net \$2,502,000. The District continues repayment of the Medicare Accelerated Payments received in FY20.

**Tahoe Forest Hospital District
Cash Investment
March 31, 2022**

| | | | |
|--|-------------------|-------|-------------------------------------|
| WORKING CAPITAL | | | |
| US Bank | \$ 24,735,831 | | |
| US Bank/Kings Beach Thrift Store | 6,370 | | |
| US Bank/Truckee Thrift Store | 14,507 | | |
| US Bank/Payroll Clearing | - | | |
| Umpqua Bank | <u>1,015,587</u> | 0.01% | |
| Total | | | \$ 25,772,295 |
| BOARD DESIGNATED FUNDS | | | |
| US Bank Savings | \$ - | | |
| Chandler Investment Fund | <u>80,059,539</u> | 0.18% | |
| Total | | | \$ 80,059,539 |
| Building Fund | \$ - | | |
| Cash Reserve Fund | <u>54,463,078</u> | 0.20% | |
| Local Agency Investment Fund | | | \$ 54,463,078 |
| Municipal Lease 2018 | | | \$ 725,514 |
| Bonds Cash 2017 | | | \$ 20,532 |
| Bonds Cash 2015 | | | \$ 937,356 |
| GO Bonds Cash 2008 | | | \$ 2,067,116 |
| DX Imaging Education | \$ 3,347 | | |
| Workers Comp Fund - B of A | 57,355 | | |
| Insurance | | | |
| Health Insurance LAIF | - | | |
| Comprehensive Liability Insurance LAIF | <u>-</u> | | |
| Total | | | \$ <u>60,702</u> |
| TOTAL FUNDS | | | \$ 164,106,132 |
| RESTRICTED FUNDS | | | |
| Gift Fund | | | |
| US Bank Money Market | \$ 8,361 | 0.00% | |
| Foundation Restricted Donations | 27,309 | | |
| Local Agency Investment Fund | <u>1,102,921</u> | 0.20% | |
| TOTAL RESTRICTED FUNDS | | | \$ <u>1,138,592</u> |
| TOTAL ALL FUNDS | | | \$ <u><u>165,244,724</u></u> |

**TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF NET POSITION
KEY FINANCIAL INDICATORS
MARCH 2022**

| | Current Status | Desired Position | Target | <u>Bond Covenants</u> | <u>FY 2022</u> Jul 21 to Mar 22 | <u>FY 2021</u> Jul 20 to June 21 | <u>FY 2020</u> Jul 19 to June 20 | <u>FY 2019</u> Jul 18 to June 19 | <u>FY 2018</u> Jul 17 to June 18 | <u>FY 2017</u> Jul 16 to June 17 | <u>FY 2016</u> Jul 15 to June 16 |
|---|--|-------------------------|--|---|--|---|---|---|---|---|---|
| Return On Equity: <u>Increase (Decrease) in Net Position</u> Net Position |   | ↑ | FYE 8.5% Budget 3rd Qtr 6.4% | | 14.1% | 12.3% | 17.1% | 13.1% | 5.1% | 14.4% | 10.9% |
| EPIC Days in Accounts Receivable (excludes SNF) <u>Gross Accounts Receivable</u> 90 Days |  | ↓ | FYE 63 Days | | 66 | 65 | 89 | 69 | 68 | 55 | 57 |
| <u>Gross Accounts Receivable</u> 365 Days |  | | | | 74 | 67 | 73 | 71 | 73 | 55 | 55 |
| Days Cash on Hand Excludes Restricted: <u>Cash + Short-Term Investments</u> (Total Expenses - Depreciation Expense)/ by 365 |   | ↑ | Budget FYE 197 Days Budget 3rd Qtr 197 Projected 3rd Qtr 241 Days | 60 Days A- 237 Days BBB- 132 Days | 260 | 272 | 246 | 179 | 176 | 191 | 201 |
| EPIC Accounts Receivable over 120 days (excludes payment plan, legal and charitable balances) |  | ↓ | 13% | | 33% | 26% | 31% | 35% | 22% | 17% | 19% |
| EPIC Accounts Receivable over 120 days (includes payment plan, legal and charitable balances) |  | ↓ | 18% | | 39% | 32% | 40% | 42% | 25% | 18% | 24% |
| Cash Receipts Per Day (based on 60 day lag on Patient Net Revenue) |   | ↑ | FYE Budget \$636,201 End 3rd Qtr Budget \$643,540 | | \$663,637 | \$603,184 | \$523,994 | \$473,890 | \$333,963 | \$348,962 | \$313,153 |
| Debt Service Coverage: <u>Excess Revenue over Exp + Interest Exp + Depreciation</u> Debt Principal Payments + Interest Expense |  | ↑ | Without GO Bond 6.59 With GO Bond 3.67 | 1.95 | 10.60 5.59 | 8.33 4.49 | 9.50 5.06 | 20.45 4.12 | 9.27 2.07 | 6.64 3.54 | 6.19 2.77 |

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
MARCH 2022

| CURRENT MONTH | | | | YEAR TO DATE | | | | PRIOR YTD MAR 2021 |
|--|-------------------|---------------------|--------------------------------------|-----------------------|----------------------|----------------------|---------------|-----------------------|
| ACTUAL | BUDGET | VAR\$ | VAR% | ACTUAL | BUDGET | VAR\$ | VAR% | |
| OPERATING REVENUE | | | | | | | | |
| \$ 48,137,599 | \$ 37,105,643 | \$ 11,031,956 | 29.7% | \$ 380,032,902 | \$ 359,734,744 | \$ 20,298,158 | 5.6% | 1 \$ 337,441,887 |
| Total Gross Revenue | | | | | | | | |
| Gross Revenues - Inpatient | | | | | | | | |
| \$ 3,196,683 | \$ 3,295,672 | \$ (98,989) | -3.0% | \$ 32,138,948 | \$ 30,862,181 | \$ 1,276,767 | 4.1% | \$ 29,500,654 |
| 4,257,600 | 4,247,960 | 9,640 | 0.2% | 40,642,415 | 39,199,819 | 1,442,596 | 3.7% | 35,882,232 |
| 7,454,284 | 7,543,632 | (89,348) | -1.2% | 72,781,363 | 70,062,000 | 2,719,363 | 3.9% | 65,382,886 |
| Total Gross Revenue - Inpatient | | | | | | | | |
| 40,683,315 | 29,562,011 | 11,121,304 | 37.6% | 307,251,539 | 289,672,744 | 17,578,795 | 6.1% | 272,059,001 |
| 40,683,315 | 29,562,011 | 11,121,304 | 37.6% | 307,251,539 | 289,672,744 | 17,578,795 | 6.1% | 272,059,001 |
| Total Gross Revenue - Outpatient | | | | | | | | |
| Deductions from Revenue: | | | | | | | | |
| 24,743,994 | 16,469,742 | (8,274,252) | -50.2% | 174,574,318 | 160,629,082 | (13,945,236) | -8.7% | 2 148,760,003 |
| - | - | - | 0.0% | - | - | - | 0.0% | 2 5,000,000 |
| 409,364 | 1,324,482 | 915,118 | 69.1% | 12,440,038 | 12,815,617 | 375,579 | 2.9% | 2 11,745,843 |
| - | - | - | 0.0% | - | - | - | 0.0% | 2 - |
| 92,727 | 689,794 | 597,067 | 86.6% | (3,237,161) | 6,682,627 | 9,919,788 | 148.4% | 2 6,239,390 |
| (236,037) | - | 236,037 | 0.0% | 39,197 | - | (39,197) | 0.0% | 2 (79,207) |
| 25,010,047 | 18,484,018 | (6,526,029) | -35.3% | 183,816,392 | 180,127,326 | (3,689,066) | -2.0% | 171,666,029 |
| 97,883 | 112,979 | 15,096 | 13.4% | 809,101 | 999,379 | 190,278 | 19.0% | 779,290 |
| 1,524,608 | 1,044,212 | 480,396 | 46.0% | 9,956,569 | 10,863,411 | (906,842) | -8.3% | 3 9,476,605 |
| 24,750,043 | 19,778,816 | 4,971,227 | 25.1% | 206,982,180 | 191,470,208 | 15,511,972 | 8.1% | 176,031,753 |
| OPERATING EXPENSES | | | | | | | | |
| 8,119,863 | 8,169,328 | 49,465 | 0.6% | 67,434,828 | 71,871,457 | 4,436,629 | 6.2% | 4 61,082,751 |
| 2,617,842 | 2,451,630 | (166,212) | -6.8% | 22,295,514 | 21,375,200 | (920,314) | -4.3% | 4 19,951,665 |
| 163,754 | 102,419 | (61,335) | -59.9% | 836,286 | 921,771 | 85,485 | 9.3% | 4 786,056 |
| 1,212,167 | 1,408,155 | 195,988 | 13.9% | 11,249,222 | 12,673,395 | 1,424,173 | 11.2% | 4 10,403,523 |
| 1,239,574 | 1,058,856 | (180,718) | -17.1% | 11,516,413 | 10,596,668 | (919,745) | -8.7% | 5 10,374,888 |
| 201,213 | 196,966 | (4,247) | -2.2% | 1,778,771 | 1,817,697 | 38,926 | 2.1% | 5 1,625,986 |
| 3,115,336 | 2,626,975 | (488,361) | -18.6% | 26,598,817 | 26,657,855 | 59,038 | 0.2% | 6 23,930,261 |
| 2,056,990 | 1,957,012 | (99,978) | -5.1% | 17,613,821 | 17,684,650 | 70,829 | 0.4% | 7 16,966,701 |
| 767,118 | 868,339 | 101,221 | 11.7% | 8,836,820 | 8,915,137 | 78,317 | 0.9% | 8 7,437,783 |
| 19,493,856 | 18,839,680 | (654,176) | -3.5% | 168,160,492 | 172,513,830 | 4,353,338 | 2.5% | 152,559,614 |
| 5,256,188 | 939,136 | 4,317,052 | 459.7% | 38,821,688 | 18,956,378 | 19,865,310 | 104.8% | 23,472,139 |
| NET OPERATING REVENUE (EXPENSE) EBIDA | | | | | | | | |
| NON-OPERATING REVENUE/(EXPENSE) | | | | | | | | |
| 678,103 | 663,007 | 15,096 | 2.3% | 6,234,399 | 5,984,494 | 249,905 | 4.2% | 9 5,780,353 |
| 419,536 | 419,536 | (0) | 0.0% | 3,775,820 | 3,775,820 | 0 | 0.0% | 3,756,164 |
| 40,807 | 48,750 | (7,943) | -16.3% | 466,463 | 427,763 | 38,700 | 9.0% | 10 577,684 |
| - | - | - | 0.0% | - | - | - | 0.0% | - |
| 17,389 | 136,564 | (119,175) | -87.3% | 1,115,245 | 1,229,080 | (113,835) | -9.3% | 11 411,438 |
| (44,536) | (60,000) | 15,464 | 25.8% | (265,031) | (540,000) | 274,969 | 50.9% | 12 (481,992) |
| 47,905 | - | 47,905 | 0.0% | (80,552) | - | (80,552) | 0.0% | 13 - |
| - | - | - | 0.0% | - | - | - | 0.0% | 14 - |
| - | - | - | 0.0% | 19,800 | - | 19,800 | 0.0% | 14 - |
| - | - | - | 100.0% | (1,092,739) | - | (1,092,739) | 100.0% | 15 178,483 |
| (1,014,145) | (1,164,048) | 149,903 | 12.9% | (10,326,529) | (10,476,431) | 149,902 | 1.4% | 16 (10,223,951) |
| (89,877) | (101,025) | 11,148 | 11.0% | (924,550) | (924,994) | 444 | 0.0% | 17 (983,251) |
| (284,210) | (276,140) | (8,070) | -2.9% | (2,563,636) | (2,491,007) | (72,629) | -2.9% | (2,620,274) |
| (229,028) | (333,356) | 104,328 | 31.3% | (3,641,310) | (3,015,275) | (626,035) | -20.8% | (3,605,346) |
| \$ 5,027,159 | \$ 605,780 | \$ 4,421,379 | 729.9% | \$ 35,180,378 | \$ 15,941,104 | \$ 19,239,274 | 120.7% | \$ 19,866,793 |
| INCREASE (DECREASE) IN NET POSITION | | | | | | | | |
| NET POSITION - BEGINNING OF YEAR | | | | 214,478,449 | | | | |
| NET POSITION - AS OF MARCH 31, 2022 | | | | \$ 249,658,826 | | | | |
| 10.9% | 2.5% | 8.4% | RETURN ON GROSS REVENUE EBIDA | 10.2% | 5.3% | 4.9% | 7.0% | |







TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
MARCH 2022

| | | Variance from Budget | |
|---|--|-----------------------------|-----------------|
| | | Fav / <Unfav> | |
| | | MAR 2022 | YTD 2022 |
| 1) Gross Revenues | | | |
| Acute Patient Days were above budget 5.94% or 24 days. Swing Bed days were above budget 66.67% or 2 days. Although Patient Days were above budget, Inpatient Revenues were below budget. The distribution of revenue for inpatient was not as anticipated. Further investigation is required and underway. | Gross Revenue -- Inpatient | \$ (89,348) | \$ 2,719,363 |
| | Gross Revenue -- Outpatient | 11,121,304 | 17,578,795 |
| | Gross Revenue -- Total | \$ 11,031,956 | \$ 20,298,158 |
| Outpatient volumes were above budget in the following departments: Emergency Department visits, Home Health & Hospice visits, Laboratory tests, Oncology Lab tests, Diagnostic Imaging, Mammography, Medical Oncology procedures, Briner Ultrasound, Cat Scans, PET CT, Drugs Sold to Patients, Oncology Drugs Sold to Patients, Gastroenterology Cases, Tahoe City Physical & Occupational Therapies, Outpatient Physical, PT Aquatic, Speech, and Occupational Therapies. | | | |
| 2) Total Deductions from Revenue | | | |
| The payor mix for March shows a 3.52% decrease to Medicare, a .56% increase to Medi-Cal, .89% decrease to Other, County at budget, and a 3.85% increase to Commercial when compared to budget. We saw a negative variance in contractals due to revenues coming in above budget 29.70%, along with a slight shift in Payor Mix from Medicare to Medi-Cal. | Contractual Allowances | \$ (8,274,252) | \$ (13,945,236) |
| | Managed Care | - | - |
| | Charity Care | 915,118 | 375,579 |
| | Charity Care - Catastrophic | - | - |
| | Bad Debt | 597,067 | 9,919,788 |
| | Prior Period Settlements | 236,037 | (39,197) |
| | Total | \$ (6,526,029) | \$ (3,689,066) |
| We received notice from the State of underpayment on our SNF Supplemental Reimbursement for the Rate Year 2013-2014, creating a positive variance in Prior Period Settlements. | | | |
| 3) Other Operating Revenue | | | |
| Retail Pharmacy revenues were above budget 43.91%. | Retail Pharmacy | 117,871 | (273,029) |
| | Hospice Thrift Stores | (8,767) | (12,994) |
| | The Center (non-therapy) | 1,022 | 29,248 |
| | IVCH ER Physician Guarantee | 11,445 | (230,267) |
| | Children's Center | 27,481 | 97,434 |
| | Miscellaneous | 352,178 | (466,235) |
| | Oncology Drug Replacement | | |
| | Grants | (20,833) | (51,000) |
| | Total | \$ 480,396 | \$ (906,842) |
| Thrift Store revenues were below budget 9.34%. | | | |
| IVCH ER Physician Guarantee is tied to collections, which came in above budget in March. | | | |
| Children' Center revenues were above budget 25.51%. | | | |
| IVCH was awarded a SHIP grant for COVID-19 testing and mitigation from the Nevada Rural Hospital Partners Foundation and Anesthesia collection fees came in above budget, creating a positive variance in Miscellaneous. | | | |
| 4) Salaries and Wages | | | |
| | Total | \$ 49,465 | \$ 4,436,629 |
| Employee Benefits | | | |
| A true-up of Accrued Payroll and Related Employer taxes created a positive variance in Nonproductive and a negative variance in Other. | PL/SL | \$ (57,506) | \$ (415,816) |
| | Nonproductive | 234,563 | (270,058) |
| | Pension/Deferred Comp | - | 29 |
| | Standby | (13,347) | (13,401) |
| | Other | (329,922) | (221,069) |
| | Total | \$ (166,212) | \$ (920,314) |
| Employee Benefits - Workers Compensation | Total | \$ (61,335) | \$ 85,485 |
| Employee Benefits - Medical Insurance | Total | \$ 195,988 | \$ 1,424,173 |
| 5) Professional Fees | | | |
| The Anesthesia Group remains contracted versus joining the physician employment model, creating a negative variance in Miscellaneous. | Miscellaneous | \$ (301,115) | \$ (1,113,871) |
| | The Center (includes OP Therapy) | (30,552) | (236,531) |
| | TFH/IVCH Therapy Services | (43,368) | (111,211) |
| | Medical Staff Services | (38,446) | (110,992) |
| | Oncology | (16,586) | (83,729) |
| | Multi-Specialty Clinics Administration | (7,449) | (68,356) |
| | Corporate Compliance | (14,881) | (43,543) |
| | Home Health/Hospice | (2,103) | (15,179) |
| | Sleep Clinic | - | (1,618) |
| | Truckee Surgery Center | - | - |
| | Patient Accounting/Admitting | - | - |
| | Respiratory Therapy | - | - |
| | TFH Locums | 5,237 | 4,393 |
| | Financial Administration | 5,000 | 4,803 |
| | Human Resources | (33,558) | 6,500 |
| | Managed Care | 9,682 | 29,513 |
| | Marketing | (1,137) | 45,670 |
| | IVCH ER Physicians | 48,878 | 66,350 |
| | Administration | 38,814 | 71,511 |
| | Information Technology | 33,167 | 74,895 |
| | Multi-Specialty Clinics | 163,453 | 600,578 |
| | Total | \$ (184,965) | \$ (880,819) |
| Outpatient Physical, PT Aquatic, Speech, and Occupational Therapy volumes exceeded budget by 41.03%, creating a negative variance in The Center (includes OP Therapy). | | | |
| Tahoe City Physical and Occupational Therapy and IVCH Physical Therapy volumes were above budget 53.61%, creating a negative variance in TFH/IVCH Therapy Services. | | | |
| Legal services provided to Medical Staff created a negative variance in this category. | | | |
| A reclassification of expenses created a negative variance in Oncology. | | | |
| A Clinic Fair Market Evaluation created a negative variance in Corporate Compliance. | | | |
| Benefit and HR software consulting services created a negative variance in Human Resources. | | | |
| The Oncology Group joined the physician employment model, creating a positive variance in Multi-Specialty Clinics Pro Fees. | | | |

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
MARCH 2022

| | | Variance from Budget | |
|---|------------------------------------|-----------------------------|-----------------|
| | | Fav / <Unfav> | |
| | | MAR 2022 | YTD 2022 |
| 6) <u>Supplies</u> | | | |
| Drugs Sold to Patients and Oncology Drugs Sold to Patients revenues were above budget 38.12%, creating a negative variance in Pharmacy Supplies. | Pharmacy Supplies | \$ (96,391) | \$ (485,208) |
| | Office Supplies | 409 | 15,922 |
| | Food | (8,297) | 36,542 |
| | Minor Equipment | 21,290 | 73,066 |
| Medical Supplies Sold to Patients revenues were above budget 37.79%, creating a negative variance in Patient & Other Medical Supplies. | Patient & Other Medical Supplies | (412,239) | 198,922 |
| | Other Non-Medical Supplies | 6,867 | 219,795 |
| | Total | \$ (488,361) | \$ 59,038 |
| 7) <u>Purchased Services</u> | | | |
| Equipment repairs in Surgical Services, Anesthesia, Diagnostic Imaging, and Inpatient Pharmacy along with District wide facility maintenance projects, created a negative variance in Department Repairs. | Department Repairs | \$ (30,215) | \$ (310,830) |
| | Medical Records | (48,009) | (245,740) |
| | Patient Accounting | (234,231) | (95,223) |
| | Human Resources | 3,142 | (50,798) |
| | Information Technology | (23,392) | (44,096) |
| Record retrieval & storage and outsourced coding created a negative variance in Medical Records. | Pharmacy IP | (4,063) | (8,866) |
| | The Center | 1,131 | 6,585 |
| | Community Development | 2,477 | 18,819 |
| Outsourced billing and collection services came in above budget, creating a negative variance in Patient Accounting. | Home Health/Hospice | 5,447 | 59,843 |
| | Diagnostic Imaging Services - All | (8,696) | 66,277 |
| | Laboratory | 36,897 | 141,012 |
| Snow removal and budgeted services for the Skilled Nursing Facility and Facilities came in below budget, creating a positive variance in Miscellaneous. | Multi-Specialty Clinics | 17,305 | 168,306 |
| | Miscellaneous | 182,230 | 365,542 |
| | Total | \$ (99,978) | \$ 70,829 |
| 8) <u>Other Expenses</u> | | | |
| Natural Gas/Propane, Electricity and Telephone expenses were above budget, creating a negative variance in Utilities. | Insurance | \$ (16,272) | \$ (255,236) |
| | Utilities | (73,004) | (232,765) |
| | Miscellaneous | 101,435 | (183,360) |
| Capitalization of Construction Labor created a positive variance in Miscellaneous. | Equipment Rent | (30,991) | (101,620) |
| | Human Resources Recruitment | 45,354 | (28,199) |
| | Multi-Specialty Clinics Bldg Rent | (6,828) | (26,651) |
| Rental of equipment in Surgery, Respiratory Therapy, and Facilities created a negative variance in Equipment Rent. | Dues and Subscriptions | (9,760) | (9,384) |
| | Multi-Specialty Clinics Equip Rent | (2,636) | (5,041) |
| | Physician Services | 20 | 128 |
| | Marketing | 24,091 | 178,226 |
| | Other Building Rent | 18,655 | 324,136 |
| | Outside Training & Travel | 51,156 | 418,083 |
| | Total | \$ 101,221 | \$ 78,317 |
| 9) <u>District and County Taxes</u> | Total | \$ 15,096 | \$ 249,905 |
| 10) <u>Interest Income</u> | Total | \$ (7,943) | \$ 38,700 |
| 11) <u>Donations</u> | IVCH | \$ (75,596) | \$ (488,654) |
| | Operational | (43,579) | 374,819 |
| | Total | \$ (119,175) | \$ (113,835) |
| 12) <u>Gain/(Loss) on Joint Investment</u> | Total | \$ 15,464 | \$ 274,969 |
| A true-up of losses in the Truckee Surgery Center for February created a positive variance in Gain/(Loss) on Joint Investment. | | | |
| 13) <u>Gain/(Loss) on Market Investments</u> | Total | \$ 47,905 | \$ (80,552) |
| The District booked the market value of gains in its holdings with Chandler Investments. | | | |
| 14) <u>Gain/(Loss) on Sale or Disposal of Assets</u> | Total | \$ - | \$ 19,800 |
| 15) <u>COVID-19 Emergency Funding</u> | Total | \$ - | \$ (1,092,739) |
| 16) <u>Depreciation Expense</u> | Total | \$ 149,903 | \$ 149,902 |
| A true-up of depreciation expense at the close of March created a positive variance in this category. | | | |
| 17) <u>Interest Expense</u> | Total | \$ 11,148 | \$ 444 |

**TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
KEY FINANCIAL INDICATORS
MARCH 2022**

| | Current Status | Desired Position | Target | FY 2021 Jul 21 to Mar 22 | FY 2021 Jul 20 to June 21 | FY 2020 Jul 19 to June 20 | FY 2019 Jul 18 to June 19 | FY 2018 Jul 17 to June 18 | FY 2017 Jul 16 to June 17 | FY 2016 Jul 15 to June 16 |
|--|---|-------------------------|--------------------------------|---|--|--|--|--|--|--|
| Total Margin: <u>Increase (Decrease) In Net Position</u> Total Gross Revenue |  | ↑ | FYE 3.8% 3rd Qtr 4.4% | 9.3% | 5.8% | 8.5% | 5.7% | 2.6% | 7.4% | 5.5% |
| Charity Care: <u>Charity Care Expense</u> Gross Patient Revenue |  | ↓ | FYE 3.6% 3rd Qtr 3.6% | 3.3% | 3.4% | 4.0% | 3.8% | 3.3% | 3.1% | 3.4% |
| Bad Debt Expense: <u>Bad Debt Expense</u> Gross Patient Revenue |  | ↓ | FYE 1.9% 3rd Qtr 1.9% | -0.1% | 1.2% | 1.4% | .1% | .1% | -0.0% | -0.2% |
| Incline Village Community Hospital: EBIDA: Earnings before interest, Depreciation, amortization <u>Net Operating Revenue <Expense></u> Gross Revenue |  | ↑ | FYE 7.4% 3rd Qtr 7.2% | 13.8% | 13.7% | .1% | 11.5% | 4.8% | 7.9% | 11.3% |
| Operating Expense Variance to Budget (Under<Over>) |  | ↑ | -0- | \$4,353,338 | \$(8,685,969) | \$(9,484,742) | \$(13,825,198) | \$1,061,378 | \$(9,700,270) | \$(7,548,217) |
| EBIDA: Earnings before interest, Depreciation, amortization <u>Net Operating Revenue <Expense></u> Gross Revenue |  | ↑ | FYE 4.7% 3rd Qtr 5.3% | 10.2% | 7.8% | 6.2% | 7.1% | 4.5% | 7.9% | 7.3% |

INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
MARCH 2022

| CURRENT MONTH | | | | YEAR TO DATE | | | | PRIOR YTD MAR 2021 | | |
|-------------------|-------------------|-------------------|---------------|--|---------------------|---------------------|--------------------|-----------------------|----|---------------------|
| ACTUAL | BUDGET | VAR\$ | VAR% | | ACTUAL | BUDGET | VAR\$ | VAR% | | |
| | | | | OPERATING REVENUE | | | | | | |
| \$ 2,914,896 | \$ 2,420,676 | \$ 494,220 | 20.4% | Total Gross Revenue | \$ 23,839,977 | \$ 21,989,673 | \$ 1,850,304 | 8.4% | 1 | \$ 19,881,489 |
| | | | | Gross Revenues - Inpatient | | | | | | |
| \$ 4,549 | \$ 9,646 | \$ (5,097) | -52.8% | Daily Hospital Service | \$ 4,549 | \$ 57,416 | \$ (52,867) | -92.1% | | \$ 41,250 |
| 1,892 | 3,626 | (1,735) | -47.8% | Ancillary Service - Inpatient | 5,635 | 28,021 | (22,386) | -79.9% | | 24,813 |
| 6,441 | 13,272 | (6,832) | -51.5% | Total Gross Revenue - Inpatient | 10,184 | 85,437 | (75,253) | -88.1% | 1 | 66,063 |
| 2,908,456 | 2,407,404 | 501,052 | 20.8% | Gross Revenue - Outpatient | 23,829,793 | 21,904,236 | 1,925,557 | 8.8% | | 19,815,426 |
| 2,908,456 | 2,407,404 | 501,052 | 20.8% | Total Gross Revenue - Outpatient | 23,829,793 | 21,904,236 | 1,925,557 | 8.8% | 1 | 19,815,426 |
| | | | | Deductions from Revenue: | | | | | | |
| 1,280,150 | 937,690 | (342,460) | -36.5% | Contractual Allowances | 9,584,603 | 8,551,849 | (1,032,754) | -12.1% | 2 | 7,291,445 |
| 63,567 | 113,699 | 50,132 | 44.1% | Charity Care | 1,107,252 | 1,031,349 | (75,903) | -7.4% | 2 | 912,742 |
| - | - | - | 0.0% | Charity Care - Catastrophic Events | - | - | - | 0.0% | 2 | - |
| 47,662 | 60,478 | 12,816 | 21.2% | Bad Debt | (187,374) | 548,590 | 735,964 | 134.2% | 2 | 486,494 |
| - | - | - | 0.0% | Prior Period Settlements | 268,000 | - | (268,000) | 0.0% | 2 | (83,753) |
| 1,391,380 | 1,111,867 | (279,513) | -25.1% | Total Deductions from Revenue | 10,772,482 | 10,131,788 | (640,694) | -6.3% | 2 | 8,606,928 |
| 353,372 | 104,594 | 248,778 | 237.9% | Other Operating Revenue | 848,789 | 867,898 | (19,109) | -2.2% | 3 | 720,967 |
| 1,876,888 | 1,413,403 | 463,485 | 32.8% | TOTAL OPERATING REVENUE | 13,916,284 | 12,725,783 | 1,190,501 | 9.4% | | 11,995,528 |
| | | | | OPERATING EXPENSES | | | | | | |
| 493,318 | 551,037 | 57,719 | 10.5% | Salaries and Wages | 4,236,531 | 4,565,826 | 329,295 | 7.2% | 4 | 3,603,722 |
| 179,268 | 167,818 | (11,450) | -6.8% | Benefits | 1,392,943 | 1,385,742 | (7,201) | -0.5% | 4 | 1,174,303 |
| 2,797 | 6,364 | 3,567 | 56.0% | Benefits Workers Compensation | 25,119 | 57,276 | 32,157 | 56.1% | 4 | 13,720 |
| 67,756 | 78,711 | 10,955 | 13.9% | Benefits Medical Insurance | 621,195 | 708,399 | 87,204 | 12.3% | 4 | 593,109 |
| 218,941 | 254,362 | 35,421 | 13.9% | Medical Professional Fees | 2,163,644 | 2,245,035 | 81,391 | 3.6% | 5 | 1,997,979 |
| 2,399 | 2,251 | (148) | -6.6% | Other Professional Fees | 20,140 | 20,265 | 125 | 0.6% | 5 | 17,785 |
| 50,249 | 53,855 | 3,606 | 6.7% | Supplies | 455,832 | 576,851 | 121,019 | 21.0% | 6 | 493,655 |
| 74,272 | 73,010 | (1,262) | -1.7% | Purchased Services | 671,319 | 684,587 | 13,268 | 1.9% | 7 | 606,637 |
| 113,604 | 112,560 | (1,044) | -0.9% | Other | 1,040,426 | 904,364 | (136,062) | -15.0% | 8 | 731,919 |
| 1,202,605 | 1,299,968 | 97,363 | 7.5% | TOTAL OPERATING EXPENSE | 10,627,149 | 11,148,345 | 521,196 | 4.7% | | 9,232,829 |
| 674,283 | 113,435 | 560,848 | 494.4% | NET OPERATING REV(EXP) EBIDA | 3,289,135 | 1,577,438 | 1,711,697 | 108.5% | | 2,762,699 |
| | | | | NON-OPERATING REVENUE/(EXPENSE) | | | | | | |
| - | 75,596 | (75,596) | -100.0% | Donations-IVCH | 191,714 | 680,368 | (488,654) | -71.8% | 9 | 87,813 |
| - | - | - | 0.0% | Gain/ (Loss) on Sale | 1,000 | - | 1,000 | 0.0% | 10 | - |
| - | - | - | 100.0% | COVID-19 Emergency Funding | (806,125) | - | (806,125) | 100.0% | 11 | 3,064 |
| (49,633) | (75,434) | 25,802 | -34.2% | Depreciation | (653,105) | (678,906) | 25,802 | 3.8% | 12 | (587,541) |
| (49,633) | 162 | (49,795) | 30737.3% | TOTAL NON-OPERATING REVENUE/(EXP) | (1,266,516) | 1,462 | (1,267,978) | 86729.0% | | (496,664) |
| \$ 624,651 | \$ 113,597 | \$ 511,054 | 449.9% | EXCESS REVENUE(EXPENSE) | \$ 2,022,620 | \$ 1,578,900 | \$ 443,720 | 28.1% | | \$ 2,266,035 |
| 23.1% | 4.7% | 18.4% | | RETURN ON GROSS REVENUE EBIDA | 13.8% | 7.2% | 6.6% | | | 13.9% |

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
MARCH 2022**

| | | <u>Variance from Budget</u> | |
|---|----------------------------------|-----------------------------|---------------------|
| | | <u>Fav<Unfav></u> | |
| | | <u>MAR 2022</u> | <u>YTD 2022</u> |
| 1) <u>Gross Revenues</u> | | | |
| Acute Patient Days were below budget by 1 at 1 and Observation Days were above budget by 1 at 1. | Gross Revenue -- Inpatient | \$ (6,832) | \$ (75,253) |
| | Gross Revenue -- Outpatient | 501,052 | 1,925,557 |
| | | <u>\$ 494,220</u> | <u>\$ 1,850,304</u> |
| Outpatient volumes were above budget in Emergency Dept visits, Clinic visits, Laboratory tests, Diagnostic Imaging, Ultrasounds, Cat Scans, Drugs Sold to Patients, and Physical Therapy. | | | |
| 2) <u>Total Deductions from Revenue</u> | | | |
| We saw a shift in our payor mix with a .28% increase in Medicare, a .10% decrease in Medicaid, a 2.04% increase in Commercial insurance, a 2.22% decrease in Other, and County was at budget. Contractual Allowances were above budget due to Outpatient Revenues exceeding budget by 20.80%. | Contractual Allowances | \$ (342,460) | \$ (1,032,754) |
| | Charity Care | 50,132 | (75,903) |
| | Charity Care-Catastrophic Event | - | - |
| | Bad Debt | 12,816 | 735,964 |
| | Prior Period Settlement | - | (268,000) |
| | Total | <u>\$ (279,513)</u> | <u>\$ (640,694)</u> |
| 3) <u>Other Operating Revenue</u> | | | |
| IVCH ER Physician Guarantee is tied to collections which exceeded budget in March. | IVCH ER Physician Guarantee | \$ 11,445 | \$ (230,267) |
| | Miscellaneous | 237,333 | 211,157 |
| | Total | <u>\$ 248,778</u> | <u>\$ (19,109)</u> |
| IVCH was awarded a SHIP grant for COVID-19 Testing and Mitigation through the Nevada Rural Hospital Partners Foundation, creating a positive variance in Miscellaneous. | | | |
| 4) <u>Salaries and Wages</u> | Total | <u>\$ 57,719</u> | <u>\$ 329,295</u> |
| <u>Employee Benefits</u> | PL/SL | \$ (16,276) | \$ (71,822) |
| A true-up of Accrued Payroll and Related Employer taxes created a negative variance in Other and a positive variance in Nonproductive. | Pension/Deferred Comp | - | - |
| | Standby | 86 | 23,764 |
| | Other | (18,621) | (18,904) |
| | Nonproductive | 23,361 | 59,762 |
| | Total | <u>\$ (11,450)</u> | <u>\$ (7,201)</u> |
| <u>Employee Benefits - Workers Compensation</u> | Total | <u>\$ 3,567</u> | <u>\$ 32,157</u> |
| <u>Employee Benefits - Medical Insurance</u> | Total | <u>\$ 10,955</u> | <u>\$ 87,204</u> |
| 5) <u>Professional Fees</u> | | | |
| Physical Therapy volumes were above budget 18.80%, creating a negative variance in Therapy Services. | Therapy Services | \$ (17,971) | \$ (3,339) |
| | Sleep Clinic | - | (1,618) |
| | Miscellaneous | 750 | - |
| | Administration | - | - |
| | Foundation | (148) | 125 |
| | Multi-Specialty Clinics | 3,762 | 19,999 |
| | IVCH ER Physicians | 48,878 | 66,350 |
| | Total | <u>\$ 35,272</u> | <u>\$ 81,516</u> |
| IVCH ER Physicians coverage came in below budget, creating a positive variance in this category. | | | |
| 6) <u>Supplies</u> | | | |
| | Patient & Other Medical Supplies | \$ 682 | \$ (26,682) |
| | Minor Equipment | 828 | (11,638) |
| | Non-Medical Supplies | 743 | (6,090) |
| | Office Supplies | 437 | 2,254 |
| | Food | 1,207 | 10,760 |
| | Pharmacy Supplies | (291) | 152,416 |
| | Total | <u>\$ 3,606</u> | <u>\$ 121,019</u> |

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
MARCH 2022**

| | | <u>Variance from Budget</u> | |
|--|------------------------------------|-----------------------------|---------------------|
| | | <u>Fav<Unfav></u> | |
| | | <u>MAR 2022</u> | <u>YTD 2022</u> |
| 7) <u>Purchased Services</u> | | | |
| Clean out of drainage inlets and installation of new oil absorbent socks created a negative variance in Department Repairs. | Laboratory | \$ 875 | \$ (42,722) |
| Radiology reads exceeded budget due to increased volumes, creating a negative variance in Diagnostic Imaging Services - All. | Multi-Specialty Clinics | 47 | (8,318) |
| Sponsor Wall Canvases for the Donor Wall at IVCH created a negative variance in the Foundation. | Miscellaneous | (714) | (6,128) |
| | Department Repairs | (3,120) | (1,726) |
| | Surgical Services | - | - |
| | Engineering/Plant/Communications | 4,238 | 590 |
| | Pharmacy | (108) | 1,504 |
| | Diagnostic Imaging Services - All | (2,636) | 2,949 |
| | EVS/Laundry | 1,993 | 19,240 |
| | Foundation | (1,836) | 47,878 |
| | Total | <u>\$ (1,262)</u> | <u>\$ 13,268</u> |
| 8) <u>Other Expenses</u> | | | |
| Telephone, Electricity, and Natural Gas/Propane costs exceeded budget, creating a negative variance in Utilities. | Miscellaneous | \$ 1,582 | \$ (109,094) |
| Oxygen tank rentals created a negative variance in Equipment Rent. | Utilities | (6,519) | (57,004) |
| | Insurance | (1,129) | (16,450) |
| | Equipment Rent | (5,826) | (4,180) |
| | Multi-Specialty Clinics Bldg. Rent | (4,013) | (3,213) |
| | Marketing | 8,988 | (1,505) |
| | Physician Services | - | - |
| | Other Building Rent | 297 | 8,061 |
| | Dues and Subscriptions | 1,828 | 15,926 |
| | Outside Training & Travel | 3,747 | 31,396 |
| | Total | <u>\$ (1,044)</u> | <u>\$ (136,062)</u> |
| 9) <u>Donations</u> | Total | <u>\$ (75,596)</u> | <u>\$ (488,654)</u> |
| 10) <u>Gain/(Loss) on Sale</u> | Total | <u>\$ -</u> | <u>\$ 1,000</u> |
| 11) <u>COVID-19 Emergency Funding</u> | Total | <u>\$ -</u> | <u>\$ (806,125)</u> |
| 12) <u>Depreciation Expense</u> | Total | <u>\$ 25,802</u> | <u>\$ 25,802</u> |
| A true-up of depreciation expense at the close of March created a positive variance in this category. | | | |

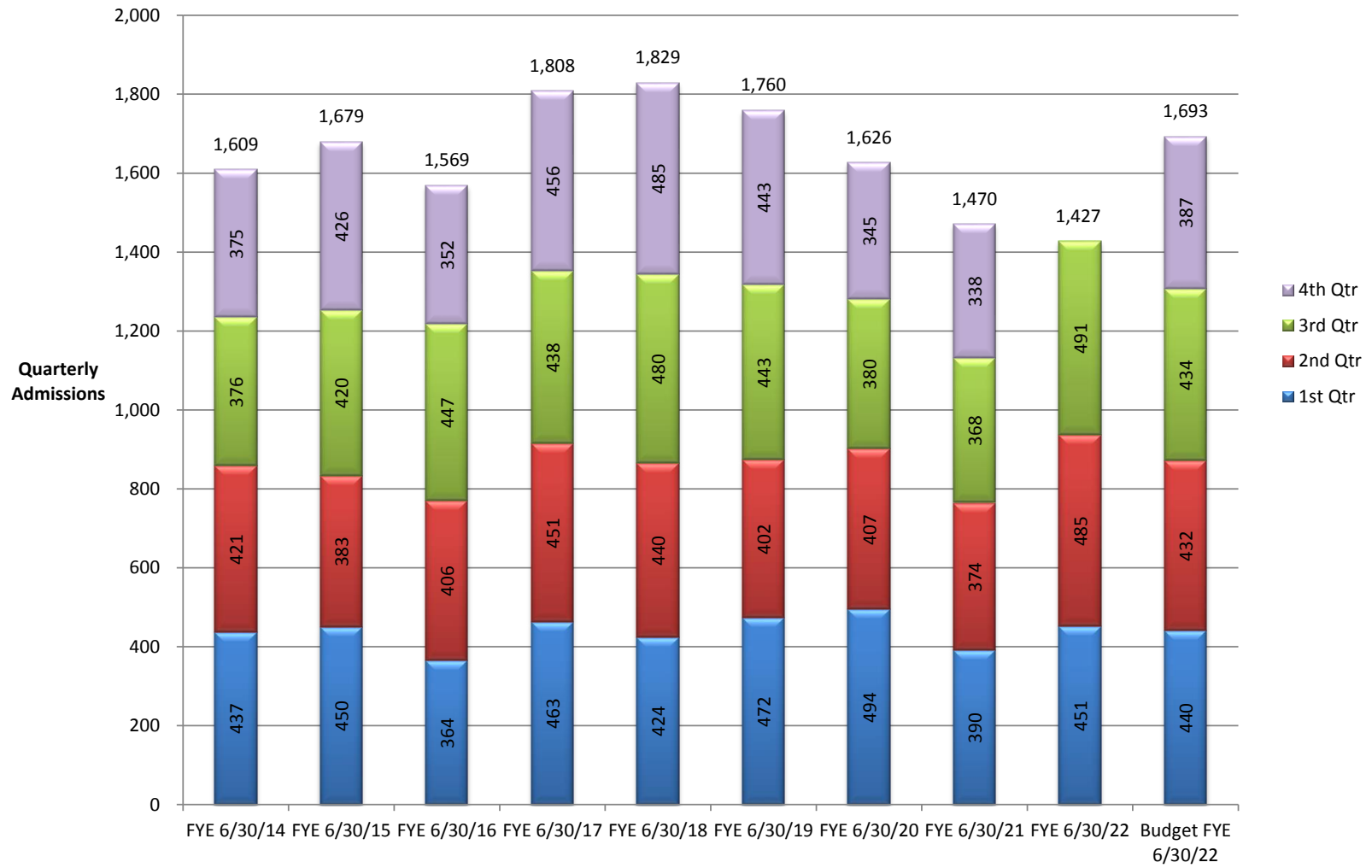
TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS

| | AUDITED FYE 2021 | | BUDGET FYE 2022 | PROJECTED FYE 2022 | ACTUAL MAR 2022 | PROJECTED MAR 2022 | DIFFERENCE | ACTUAL 1ST QTR | ACTUAL 2ND QTR | ACTUAL 3RD QTR | PROJECTED 4TH QTR |
|---|---------------------|----|--------------------|-----------------------|--------------------|-----------------------|--------------|-------------------|-------------------|-------------------|----------------------|
| Net Operating Rev/(Exp) - EBIDA | \$ 35,256,409 | | \$ 22,035,877 | \$ 41,905,163 | \$ 5,256,188 | \$ 939,136 | \$ 4,317,052 | \$ 15,154,229 | \$ 7,650,554 | \$ 16,020,882 | \$ 3,079,498 |
| Interest Income | 604,065 | | 509,726 | 435,212 | - | - | - | 98,018 | 94,530 | 100,813 | 141,852 |
| Property Tax Revenue | 8,358,581 | | 8,320,000 | 8,555,036 | - | - | - | 453,496 | 102,016 | 4,799,524 | 3,200,000 |
| Donations | 647,465 | | 1,320,000 | 1,490,189 | 638,750 | 110,000 | 528,750 | 145,778 | 331,247 | 683,165 | 330,000 |
| Emergency Funds | (3,567,509) | | - | (1,092,739) | - | - | - | 101,692 | (1,194,431) | - | - |
| Debt Service Payments | (4,874,705) | | (5,016,439) | (4,959,565) | (349,670) | (353,188) | 3,518 | (1,631,219) | (1,058,056) | (1,210,725) | (1,059,565) |
| Property Purchase Agreement | (744,266) | | (811,927) | (812,500) | (68,233) | (67,661) | (573) | (202,982) | (202,982) | (203,555) | (202,982) |
| 2018 Municipal Lease | (1,574,216) | | (1,717,326) | (1,714,321) | (140,106) | (143,111) | 3,005 | (429,332) | (429,332) | (426,327) | (429,332) |
| Copier | (58,384) | | (63,840) | (60,247) | (4,234) | (5,320) | 1,086 | (15,223) | (14,449) | (14,615) | (15,960) |
| 2017 VR Demand Bond | (989,752) | | (778,177) | (727,326) | - | - | - | (572,390) | - | (154,936) | - |
| 2015 Revenue Bond | (1,508,087) | | (1,645,169) | (1,645,170) | (137,097) | (137,097) | 0 | (411,292) | (411,294) | (411,292) | (411,292) |
| Physician Recruitment | (145,360) | | (320,000) | (322,668) | - | (32,000) | 32,000 | - | (96,668) | (130,000) | (96,000) |
| Investment in Capital | | | | | | | | | | | |
| Equipment | (1,993,701) | | (6,619,450) | (6,619,450) | (211,792) | (1,012,476) | 800,684 | (1,413,396) | (377,325) | (1,765,708) | (3,063,021) |
| Municipal Lease Reimbursement | 1,638,467 | | - | - | - | - | - | - | - | - | - |
| IT/EMR/Business Systems | (188,744) | | (1,315,027) | (1,315,027) | (20,000) | (213,136) | 193,136 | - | - | (20,000) | (1,295,027) |
| Building Projects/Properties | (7,418,233) | | (29,614,464) | (29,614,464) | (1,857,529) | (4,059,871) | 2,202,342 | (2,380,089) | (3,749,159) | (3,751,037) | (19,734,178) |
| Change in Accounts Receivable | (6,284,269) | N1 | (2,149,377) | (7,721,368) | 757,872 | 2,053,405 | (1,295,533) | (3,723,682) | (1,916,033) | (6,076,440) | 3,994,787 |
| Change in Settlement Accounts | 2,737,636 | N2 | (22,397,159) | (24,007,611) | (2,362,935) | (4,135,549) | 1,772,614 | (161,535) | (13,234,421) | 2,093,061 | (12,704,716) |
| Change in Other Assets | (92,357) | N3 | (2,400,000) | (1,940,608) | (292,176) | (200,000) | (92,176) | (1,167,873) | (263,085) | 90,349 | (600,000) |
| Change in Other Liabilities | 3,980,506 | N4 | (893,000) | (1,808,359) | (1,459,002) | (850,000) | (609,002) | 1,967,766 | (8,458,498) | 2,482,373 | 2,200,000 |
| Change in Cash Balance | 28,658,251 | | (38,539,313) | (27,016,258) | 99,706 | (7,753,680) | 7,853,386 | 7,443,183 | (22,169,328) | 13,316,257 | (25,606,370) |
| Beginning Unrestricted Cash | 132,985,091 | | 161,643,342 | 161,643,342 | 160,195,207 | 160,195,207 | - | 161,643,342 | 169,086,525 | 146,917,197 | 160,233,453 |
| Ending Unrestricted Cash | 161,643,342 | | 123,104,029 | 134,627,084 | 160,294,912 | 152,441,527 | 7,853,386 | 169,086,525 | 146,917,197 | 160,233,453 | 134,627,084 |
| Operating Cash | 142,591,148 | | 123,104,029 | 134,627,084 | 151,822,884 | 144,067,023 | 7,755,862 | 152,247,265 | 132,675,852 | 151,761,425 | 134,627,084 |
| Medicare Accelerated Payments | 19,052,193 | | - | - | 8,472,028 | 8,374,504 | 97,524 | 16,839,260 | 14,241,345 | 8,472,028 | - |
| Expense Per Day | 595,409 | | 629,671 | 617,743 | 617,099 | 632,988 | (15,890) | 585,887 | 603,375 | 617,099 | 617,743 |
| Days Cash On Hand | 271 | | 196 | 218 | 260 | 241 | 19 | 289 | 243 | 260 | 218 |
| Days Cash On Hand - Operating Cash Only | 239 | | 196 | 218 | 246 | 228 | 18 | 260 | 220 | 246 | 218 |

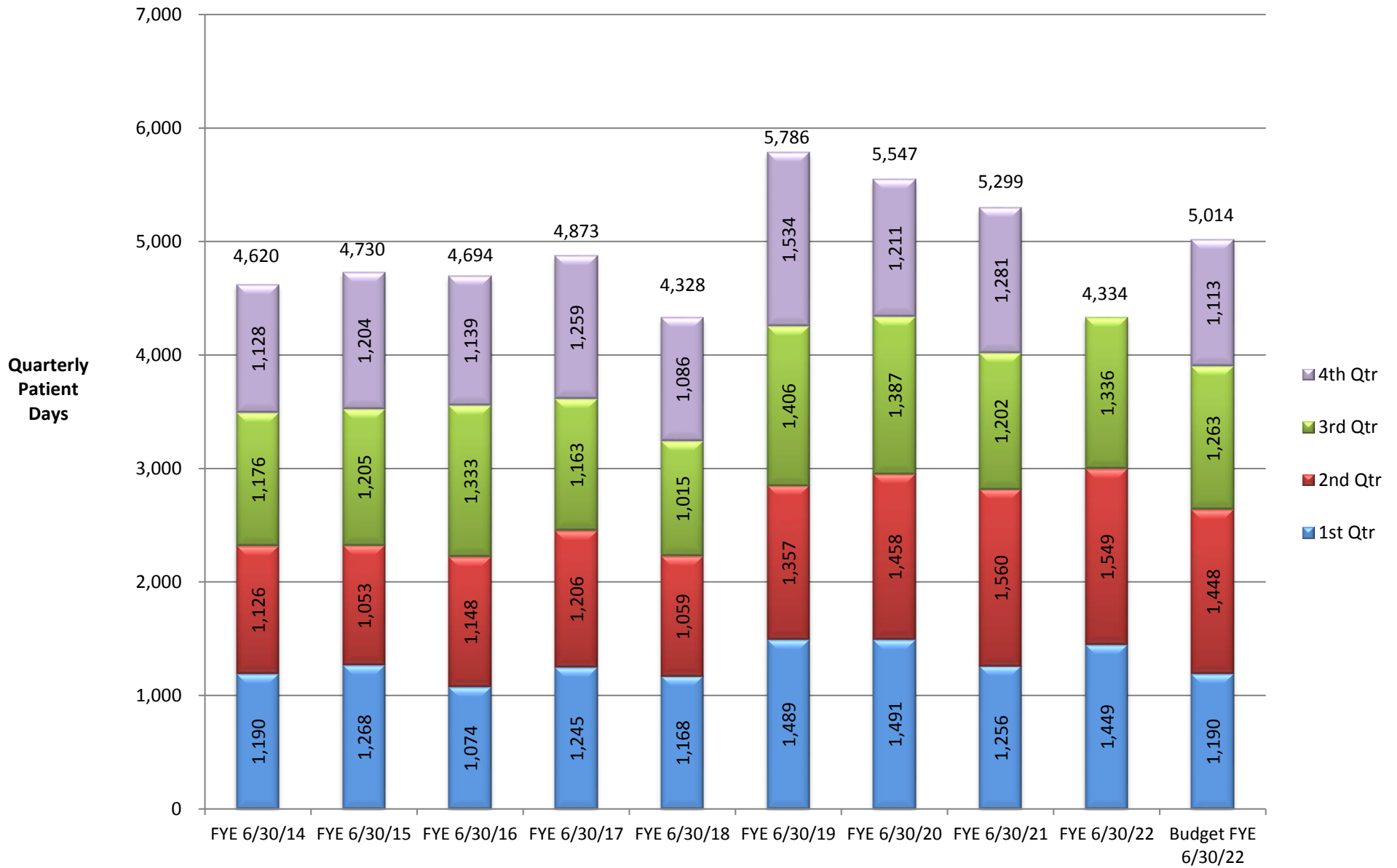
Footnotes:

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

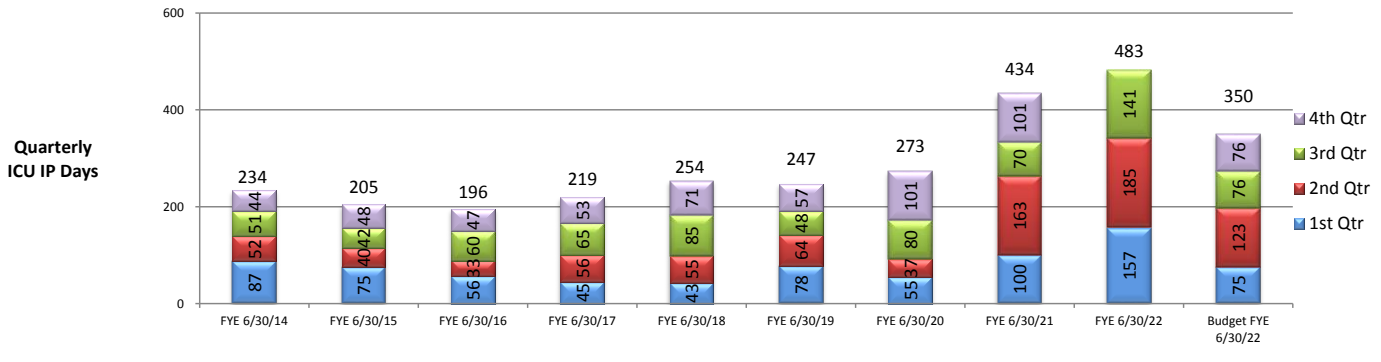
TOTAL TFH ADMISSIONS



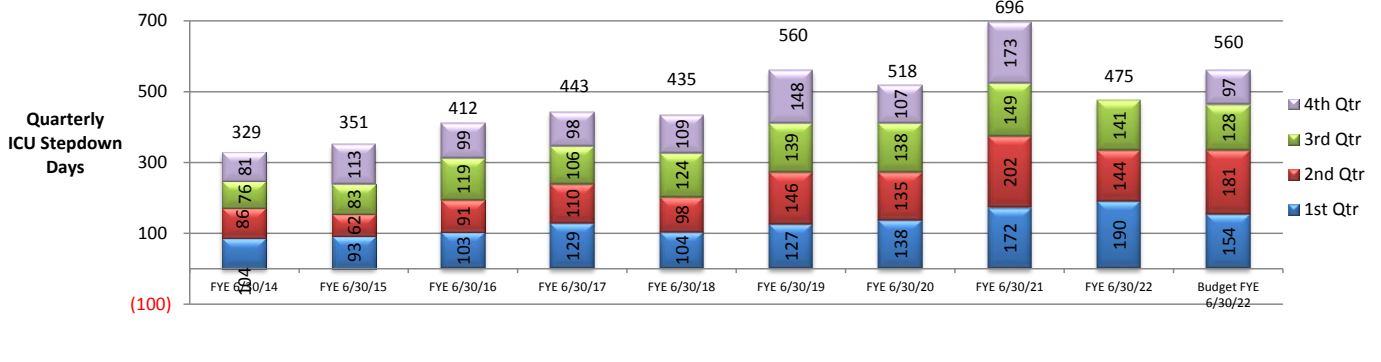
TOTAL TFH PATIENT DAYS



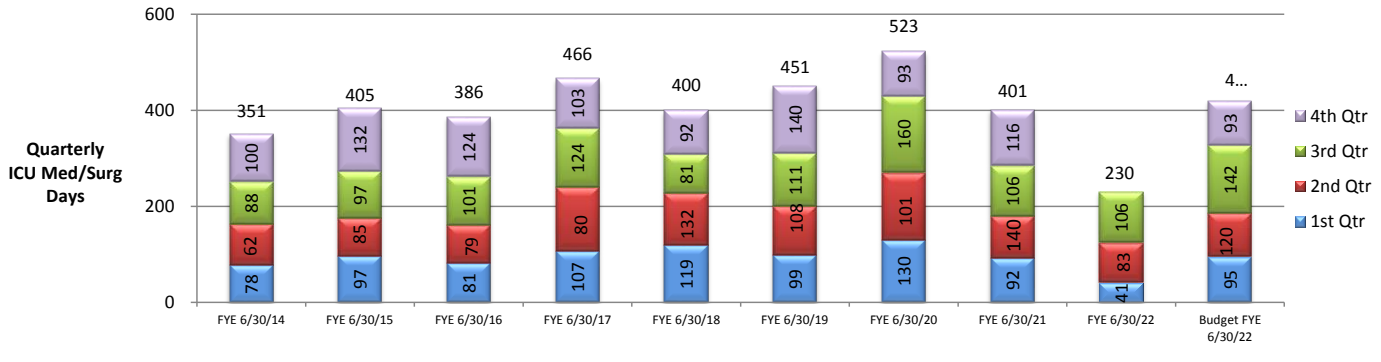
TOTAL TFH ICU INPATIENT DAYS



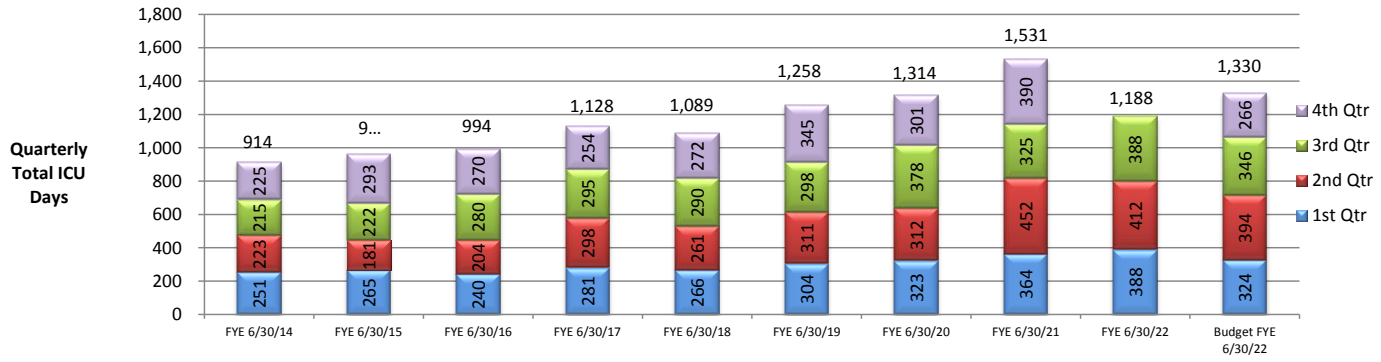
TOTAL TFH ICU STEPDOWN DAYS



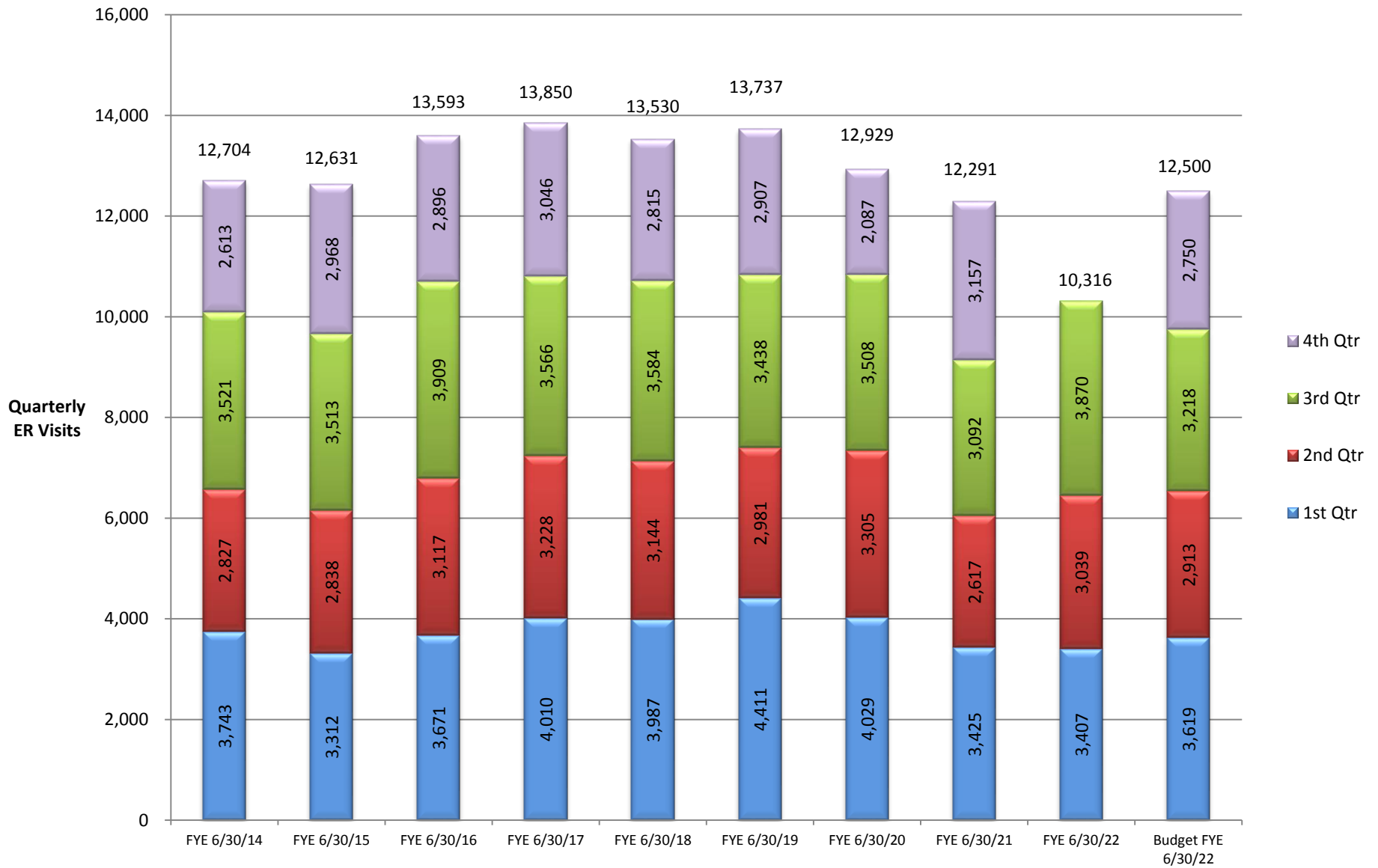
TOTAL TFH ICU MED/SURG DAYS



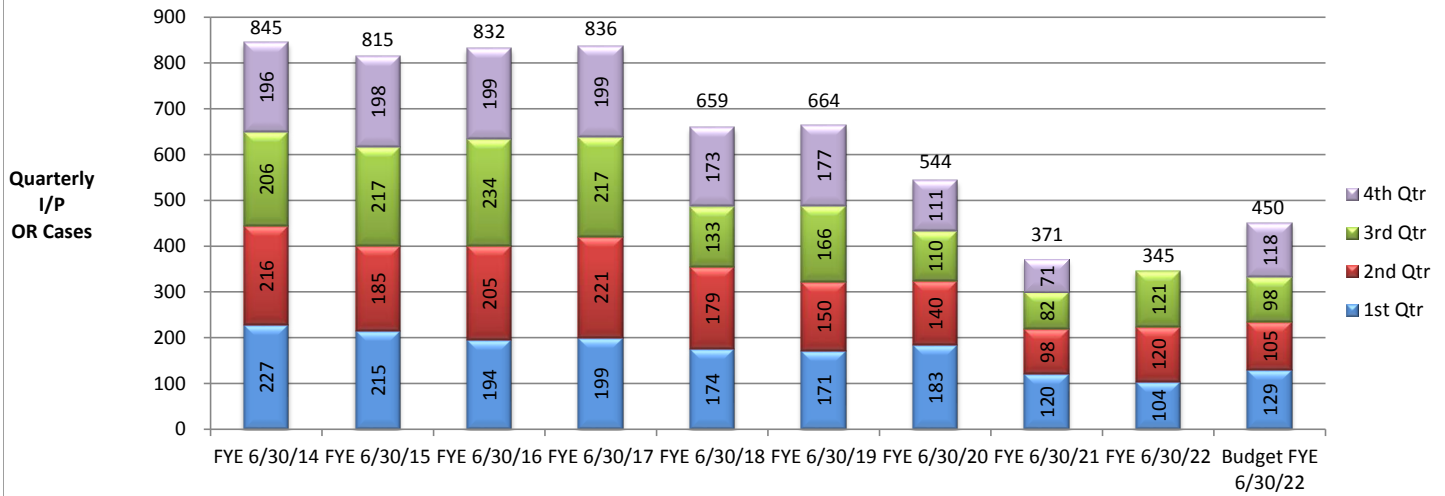
TOTAL TFH ICU DAYS



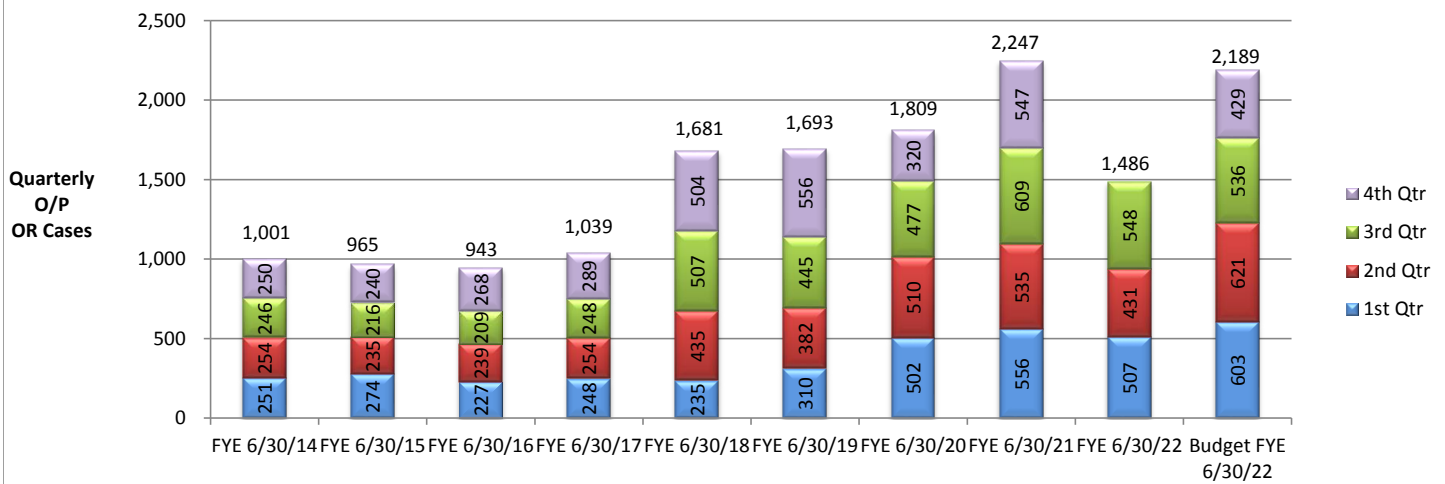
TOTAL TFH ER VISITS



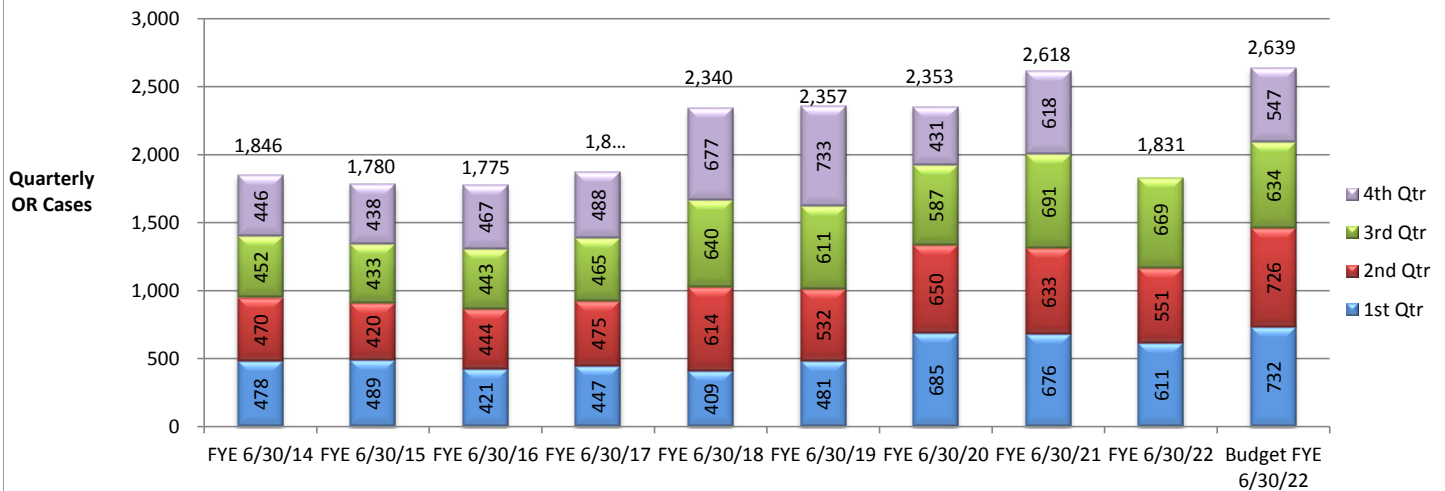
TOTAL TFH INPATIENT OR CASES



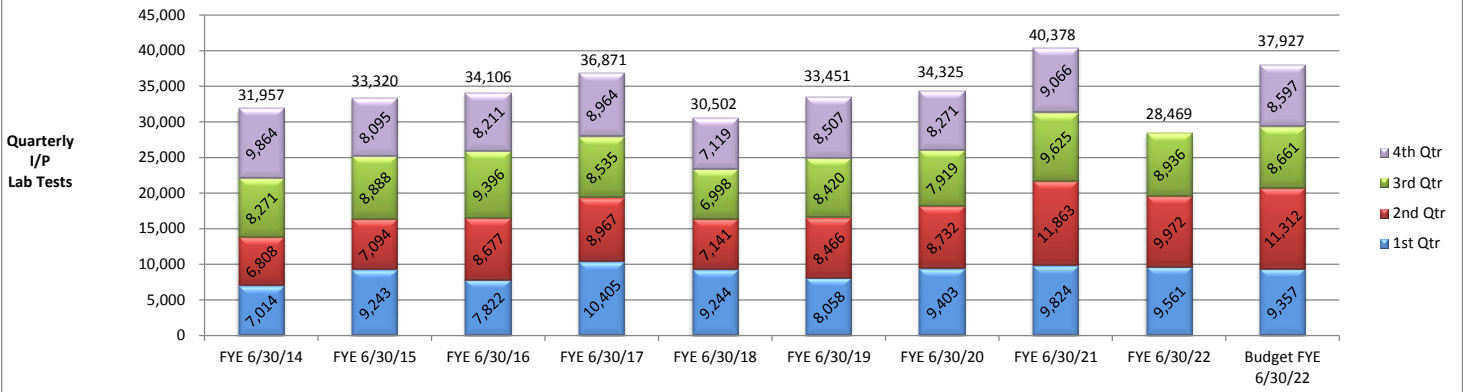
TOTAL TFH OUTPATIENT OR CASES



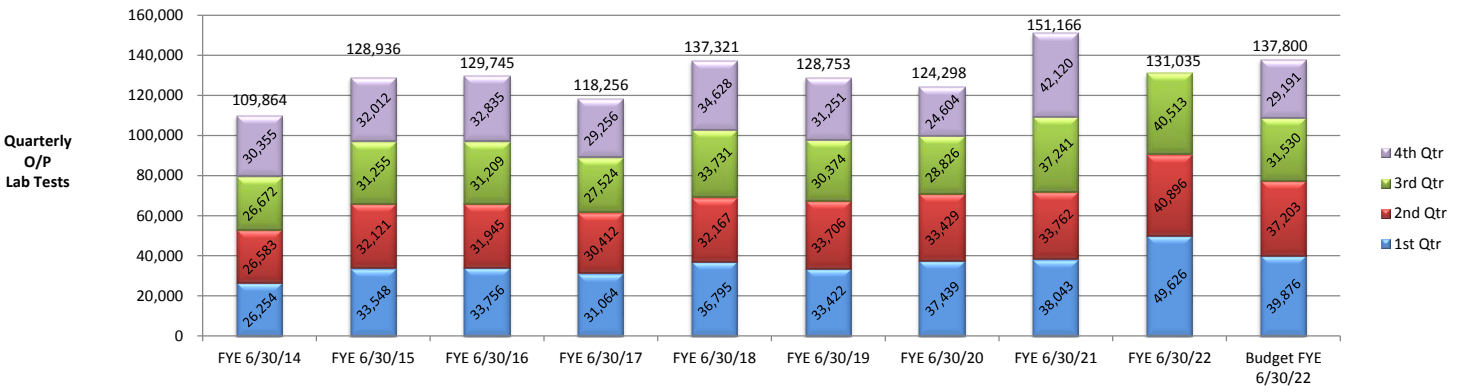
TOTAL TFH OR CASES



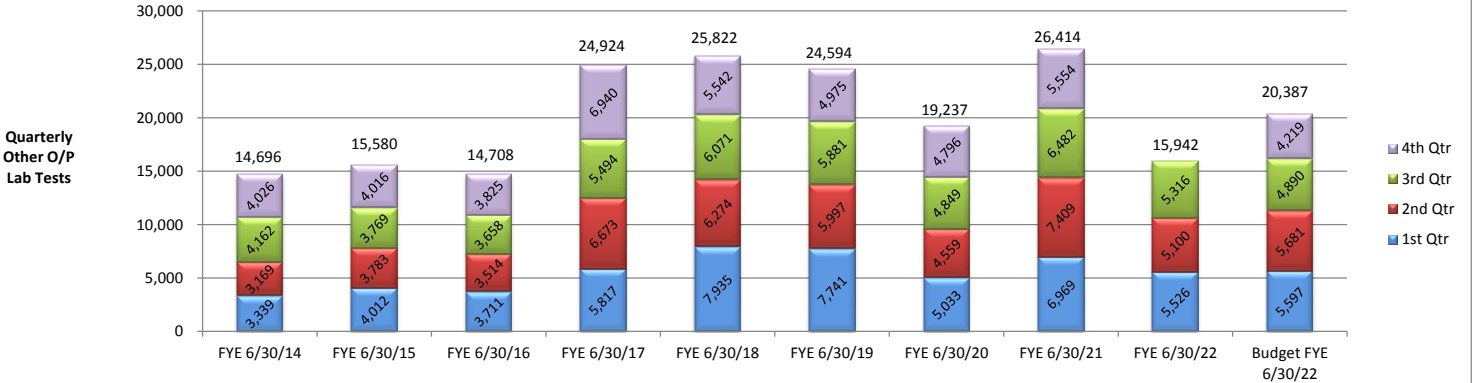
TOTAL TFH INPATIENT LAB TESTS



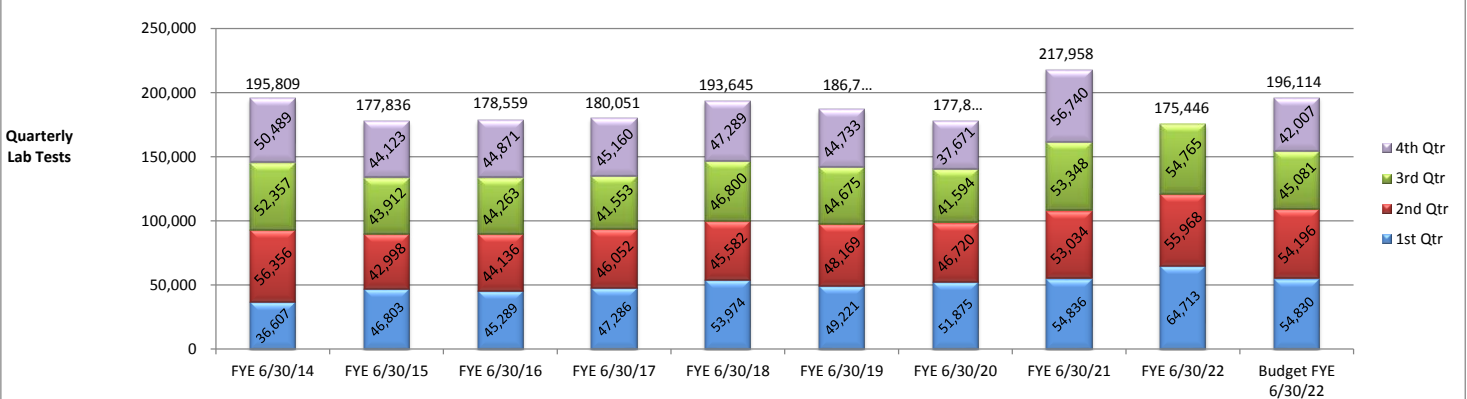
TOTAL TFH OUTPATIENT LAB TESTS



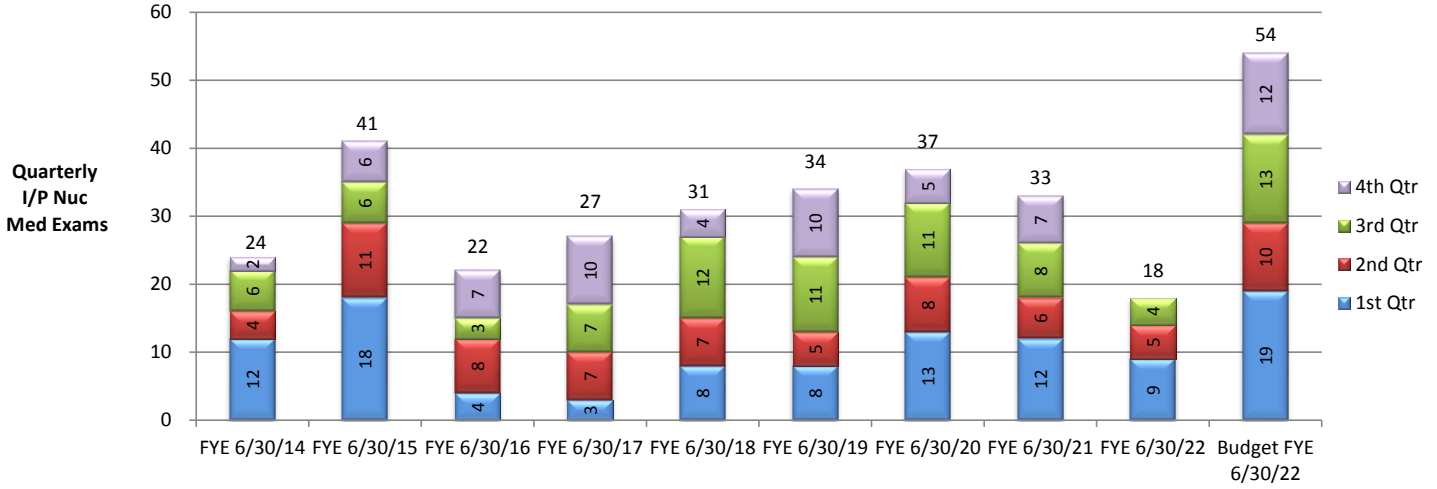
TOTAL TFH OTHER OUTPATIENT LAB TESTS



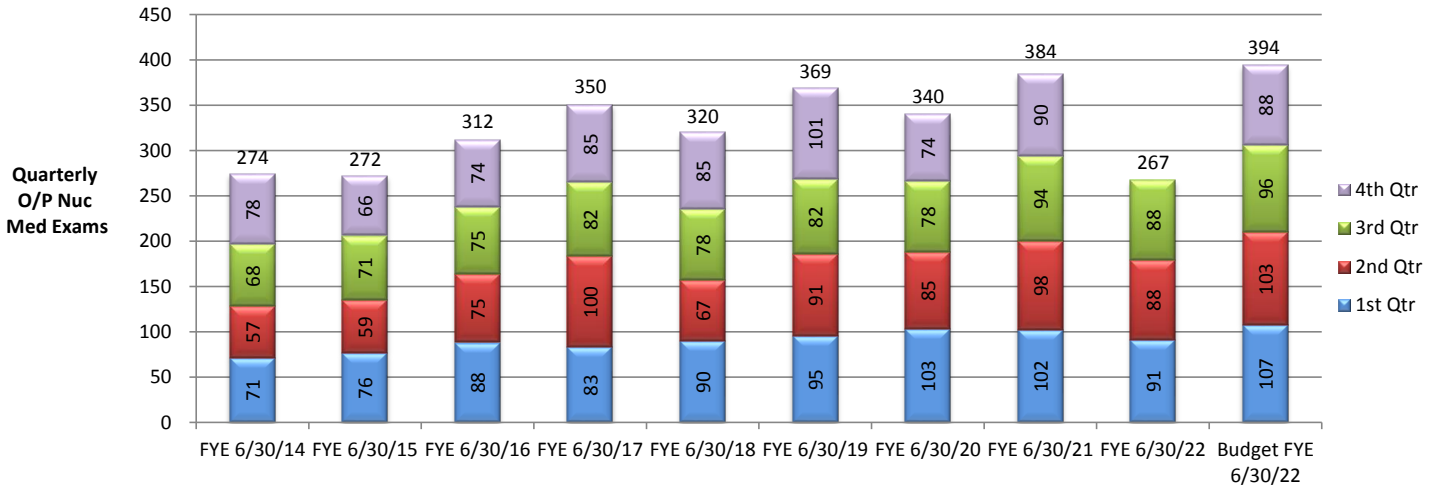
TOTAL TFH LAB TESTS



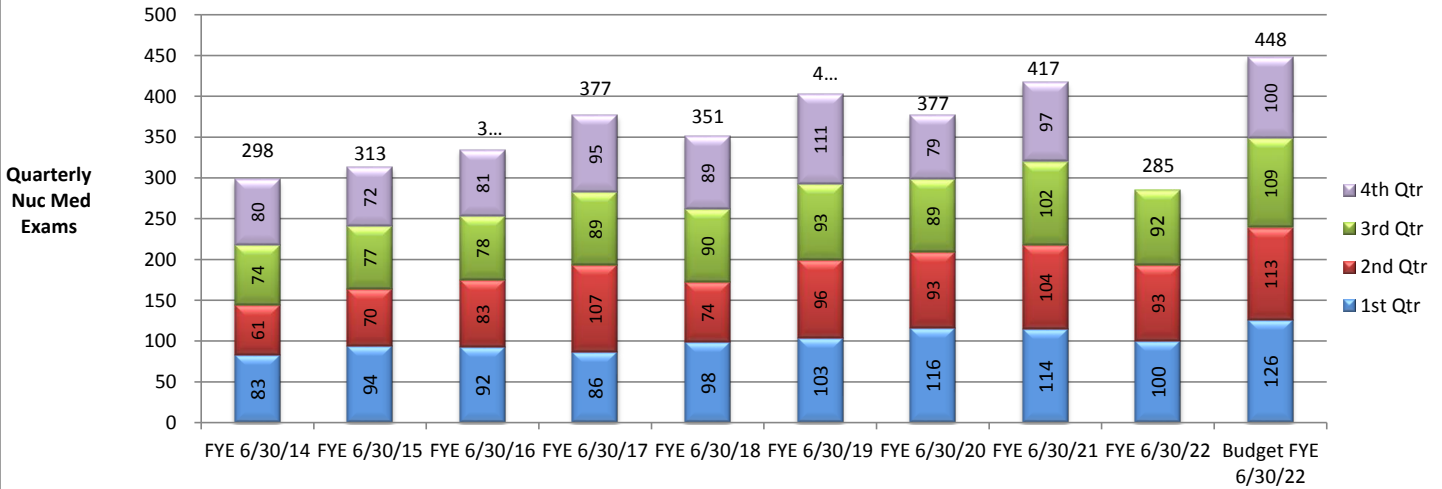
TOTAL TFH NUCLEAR MEDICINE INPATIENT EXAMS



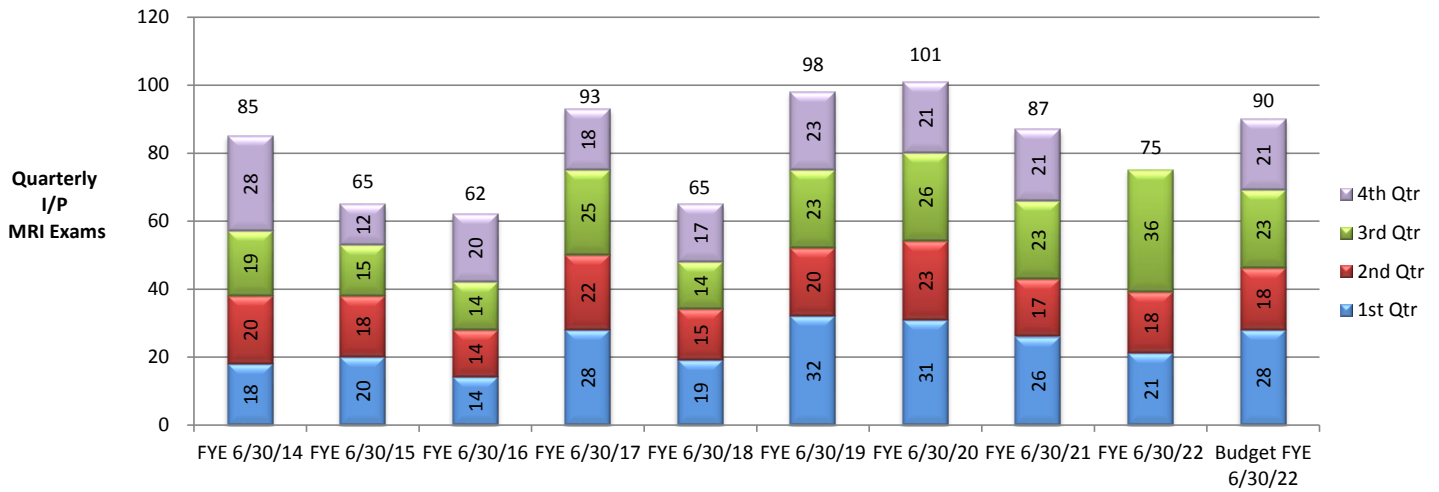
TOTAL TFH NUCLEAR MEDICINE OUTPATIENT EXAMS



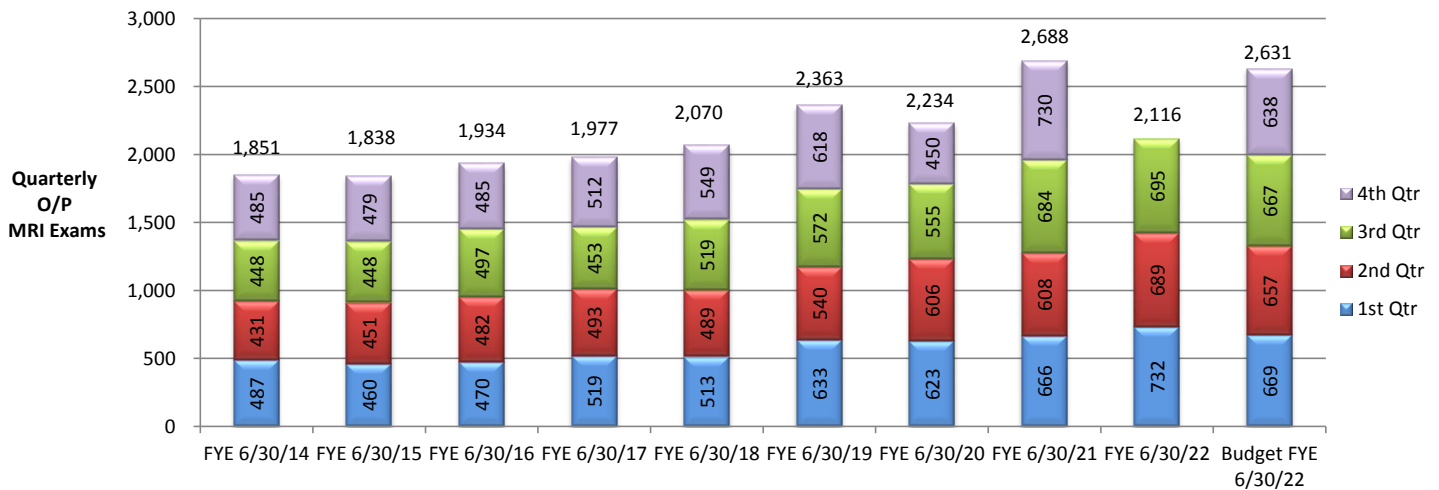
TOTAL TFH NUCLEAR MEDICINE EXAMS



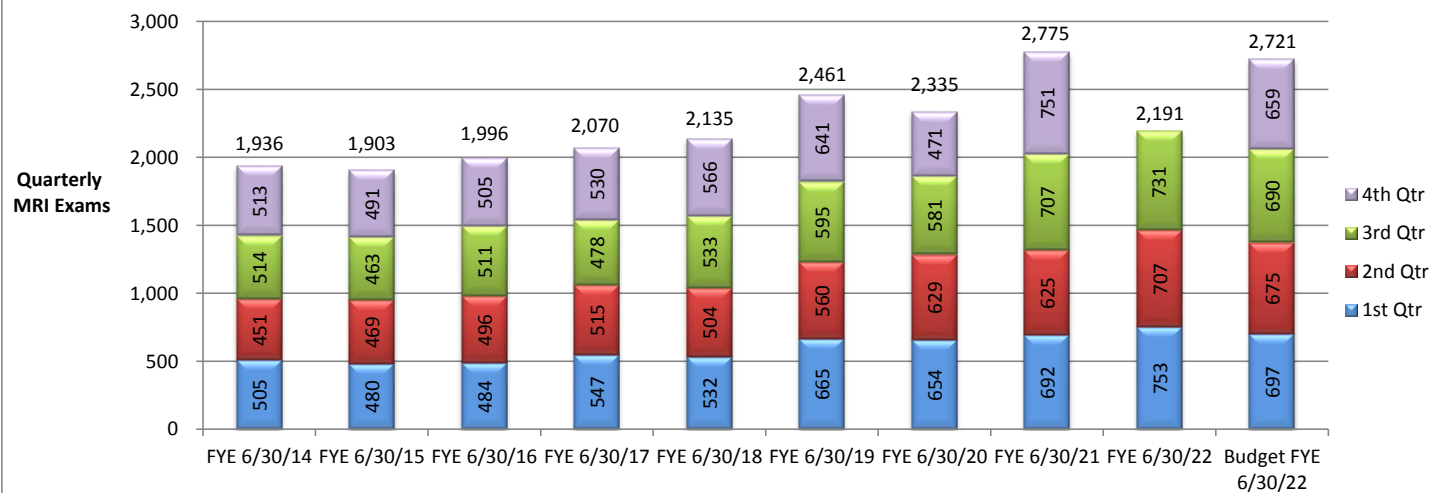
TOTAL TFH MRI INPATIENT EXAMS



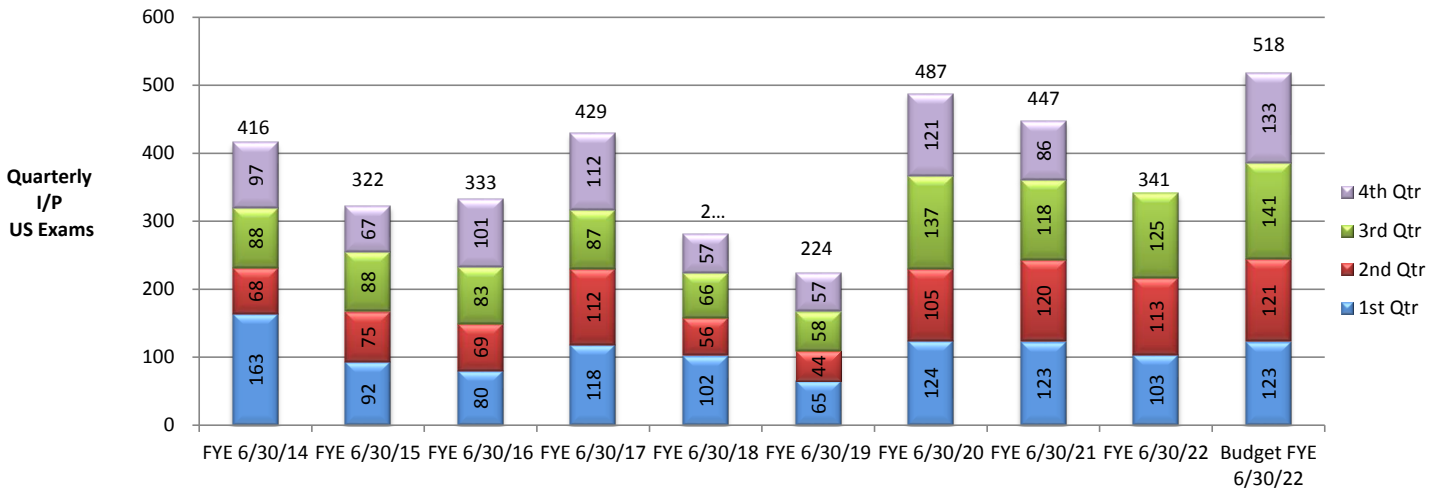
TOTAL TFH MRI OUTPATIENT EXAMS



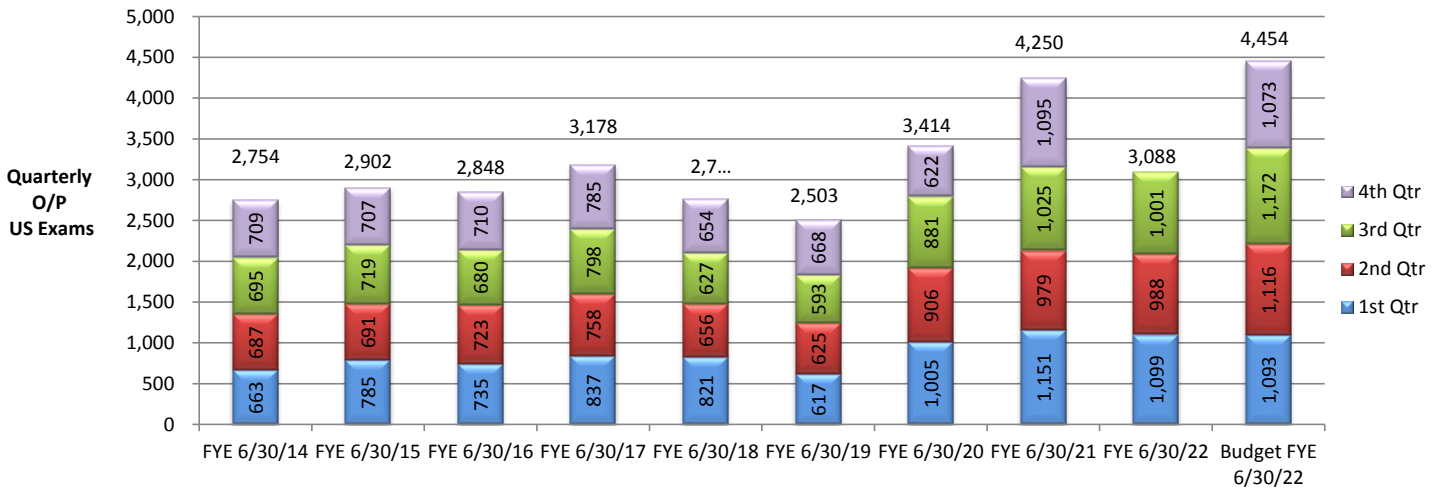
TOTAL TFH MRI EXAMS



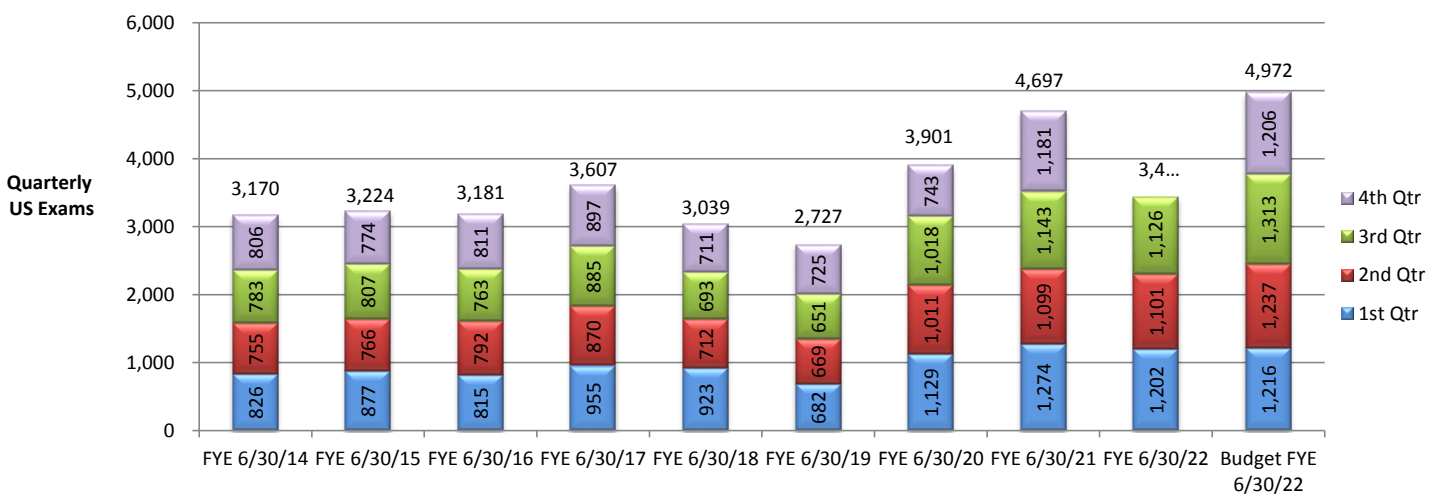
TOTAL TFH ULTRASOUND INPATIENT EXAMS



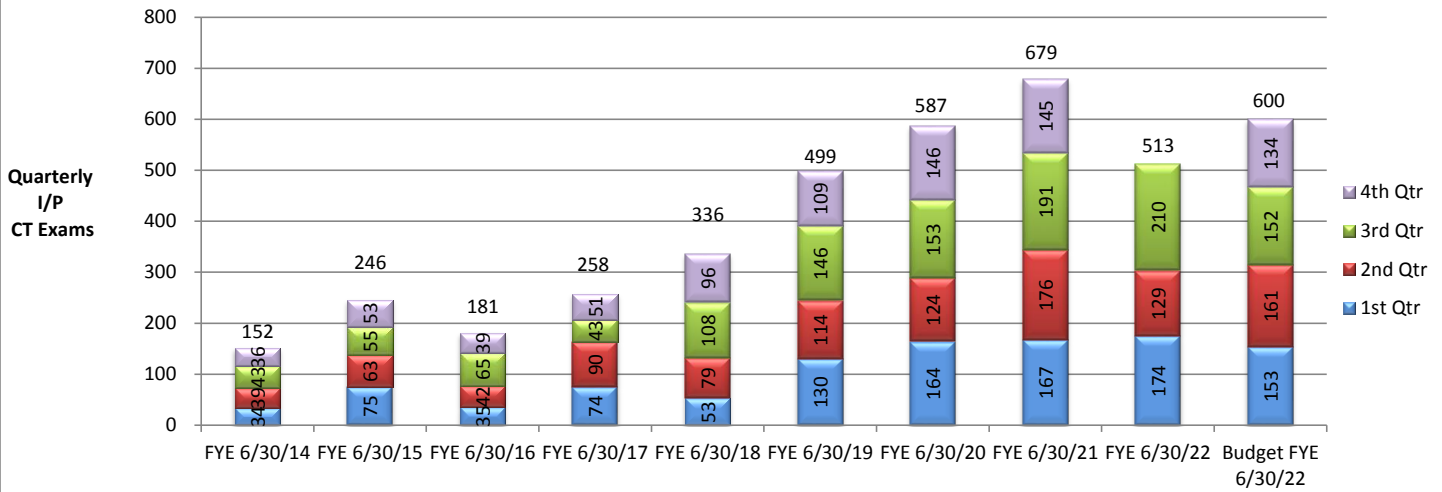
TOTAL TFH ULTRASOUND OUTPATIENT EXAMS



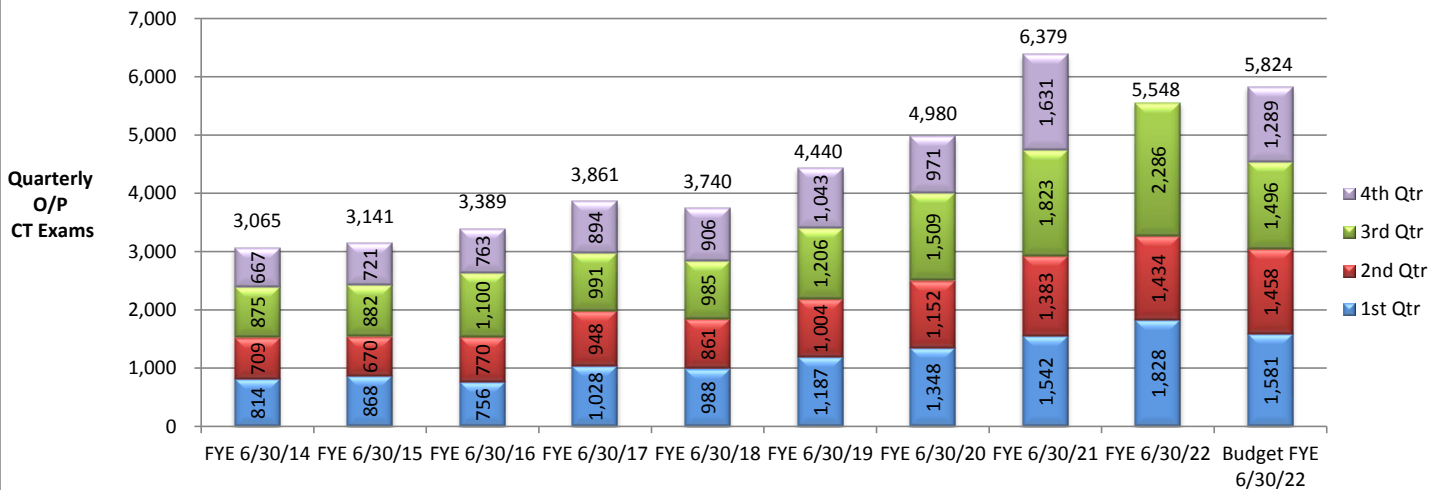
TOTAL TFH ULTRASOUND EXAMS



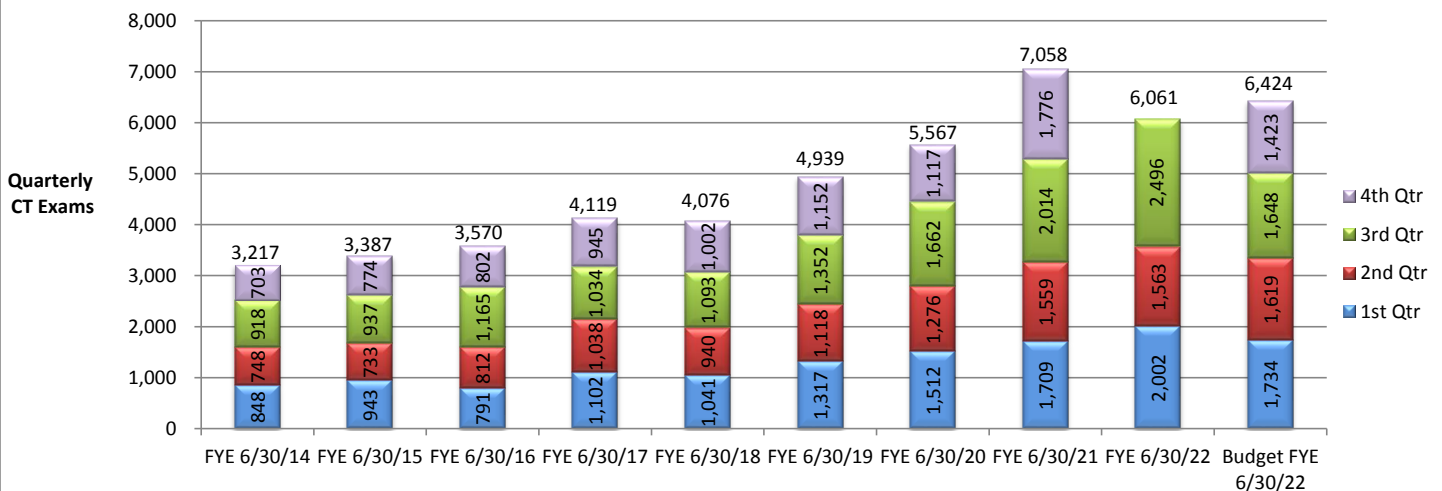
TOTAL TFH CT INPATIENT EXAMS



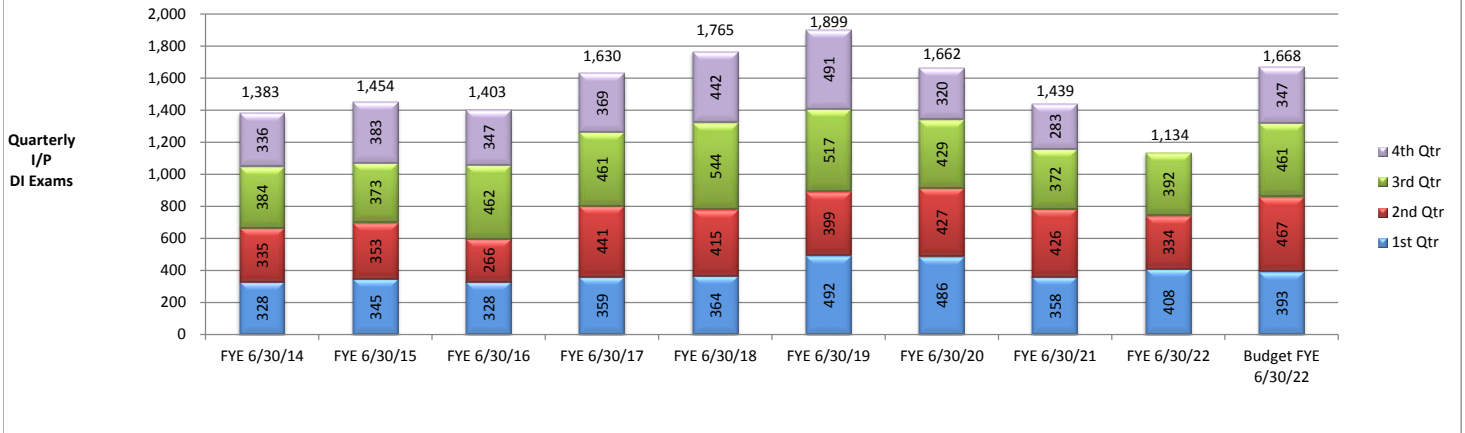
TOTAL TFH CT OUTPATIENT EXAMS



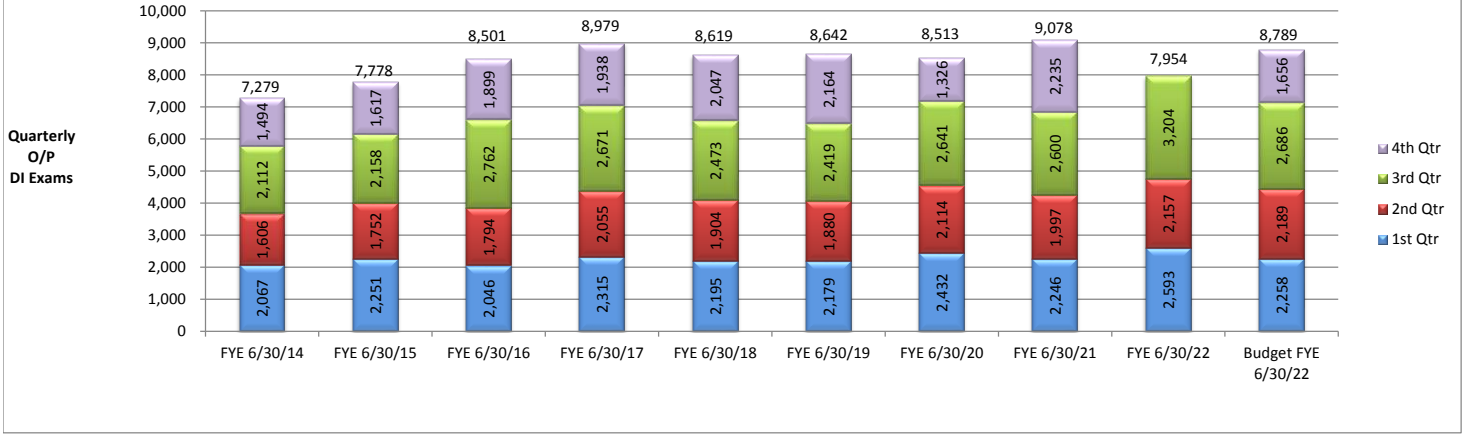
TOTAL TFH CT EXAMS



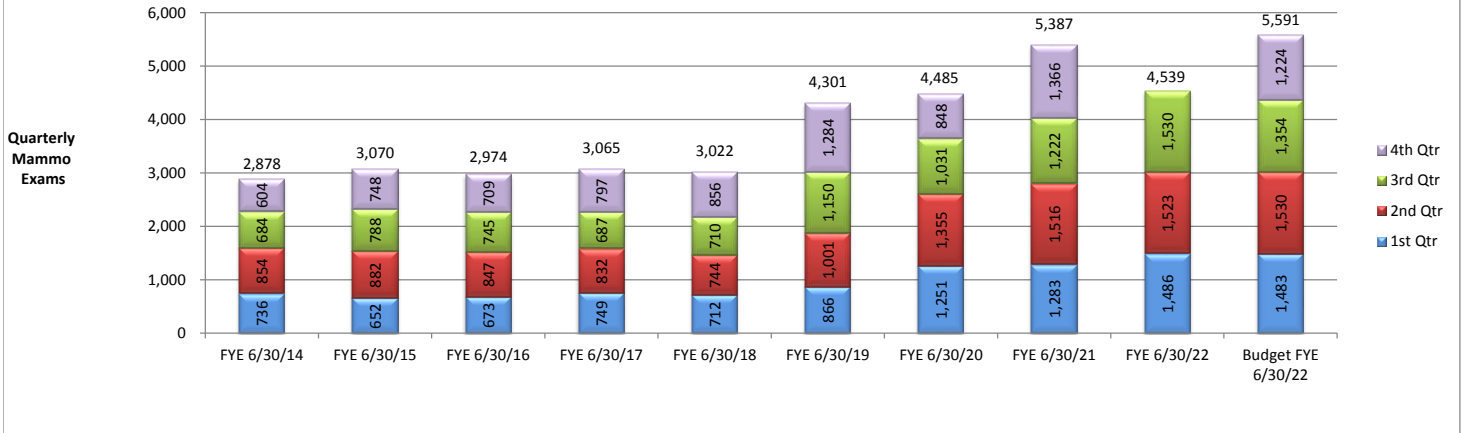
TOTAL TFH INPATIENT DIAGNOSTIC IMAGING EXAMS



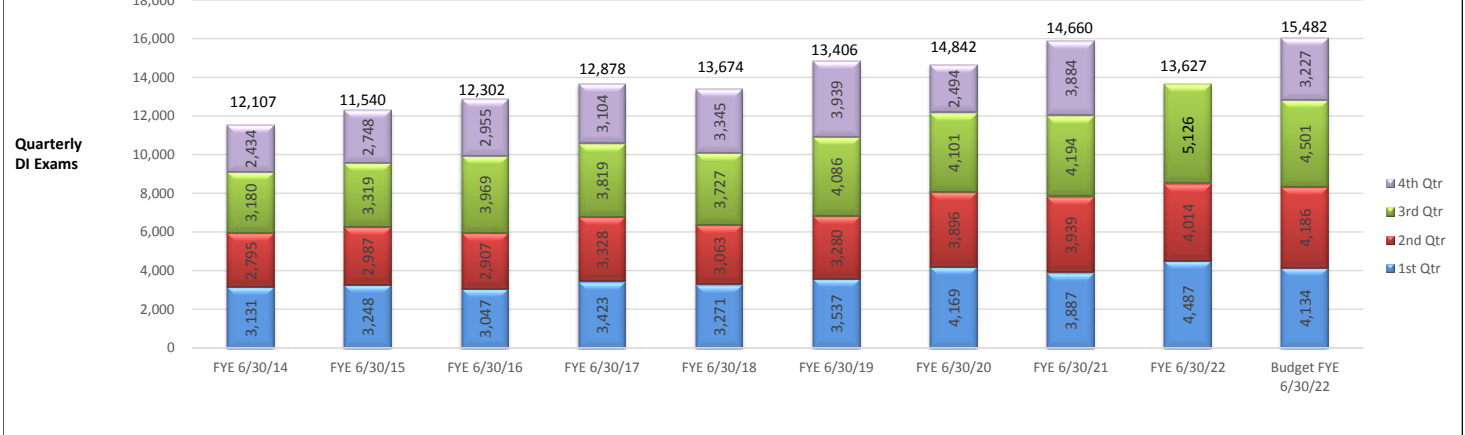
TOTAL TFH OUTPATIENT DIAGNOSTIC IMAGING EXAMS



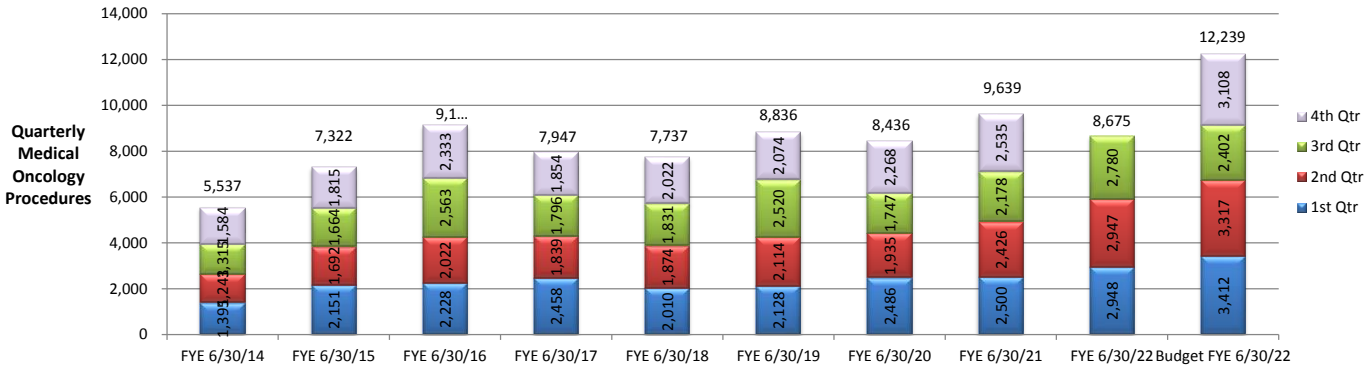
TOTAL TFH MAMMOGRAPHY EXAMS



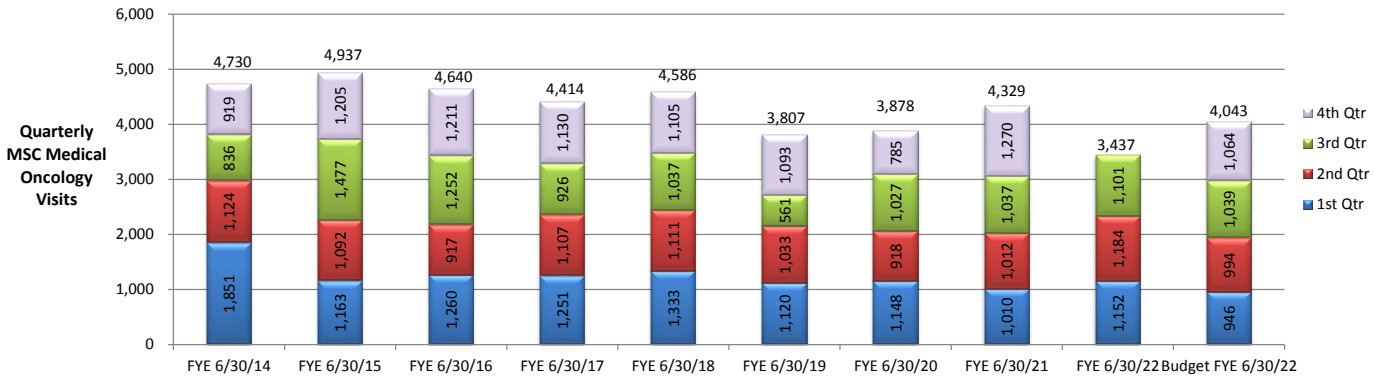
TOTAL TFH DIAGNOSTIC IMAGING EXAMS



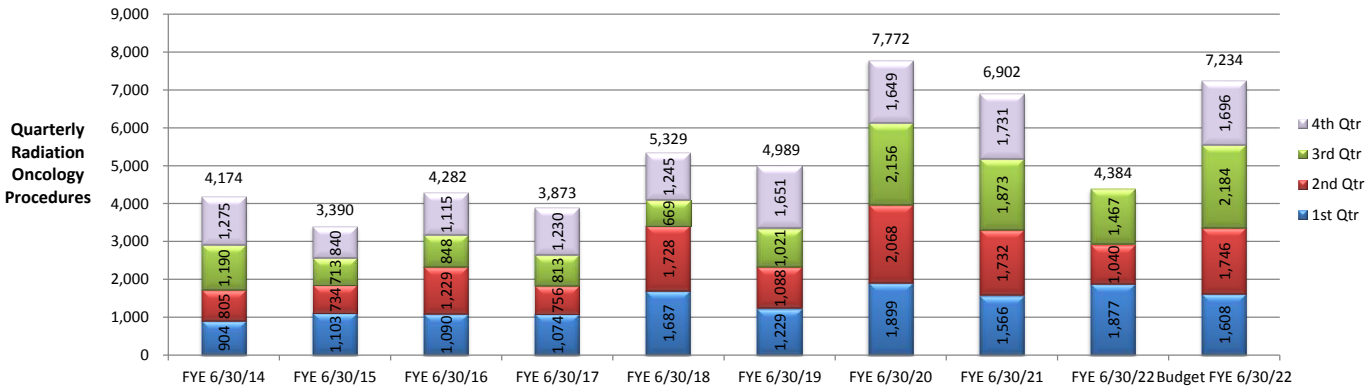
TOTAL TFH MEDICAL ONCOLOGY PROCEDURES



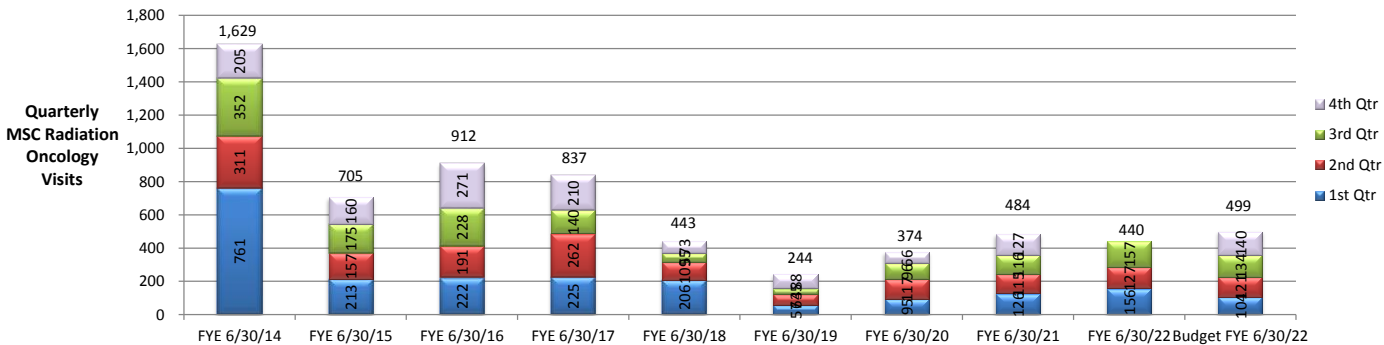
TOTAL TFH MSC MEDICAL ONCOLOGY VISITS



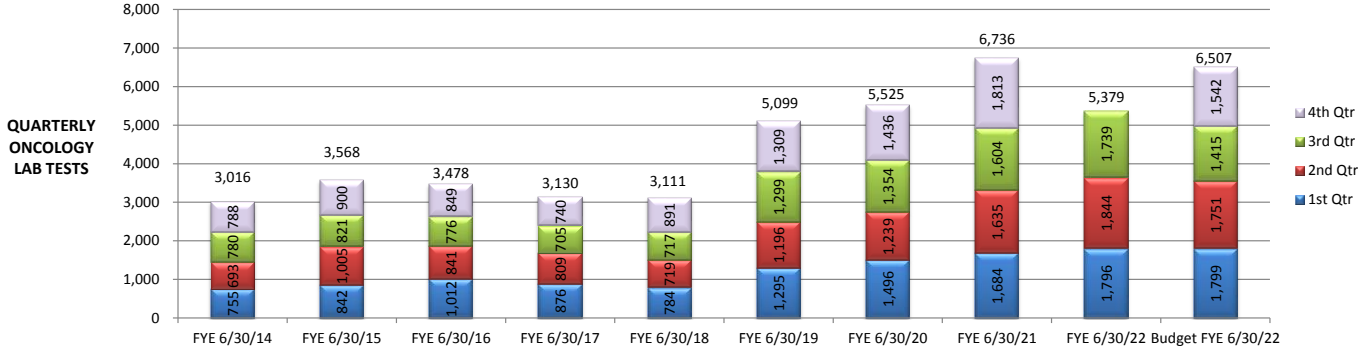
TOTAL TFH RADIATION ONCOLOGY PROCEDURES



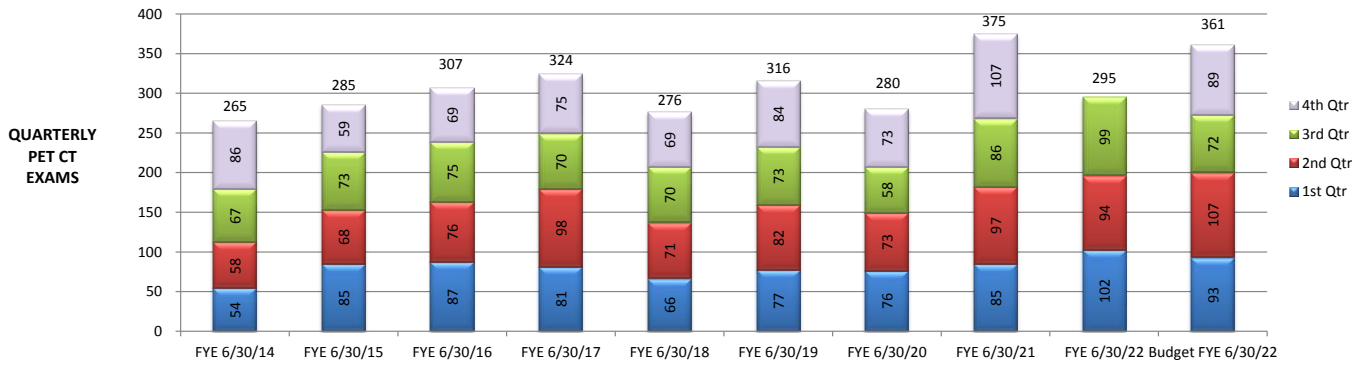
TOTAL TFH MSC RADIATION ONCOLOGY VISITS



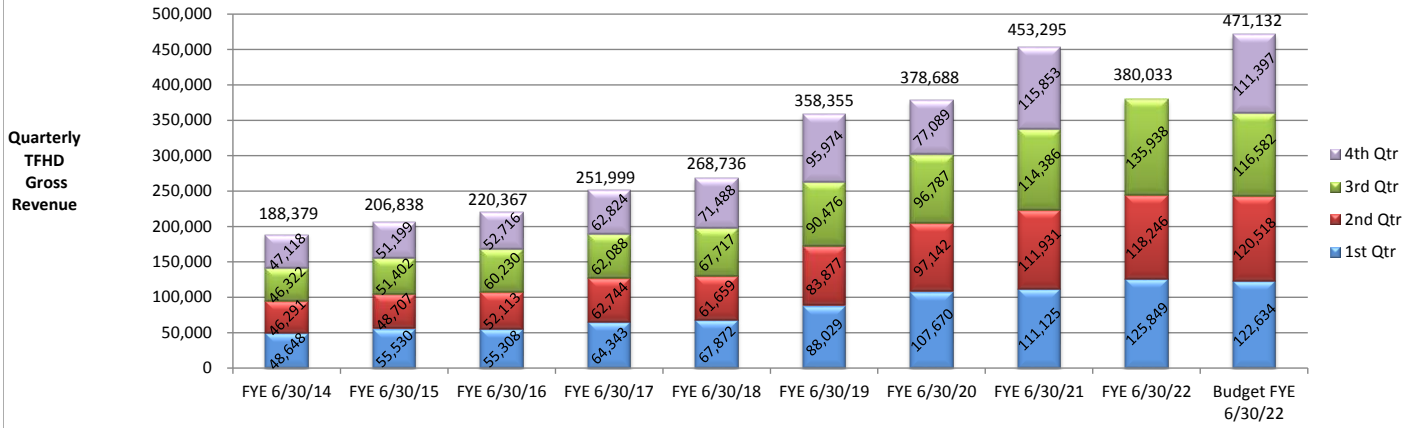
TOTAL TFH ONCOLOGY LABORATORY TESTS



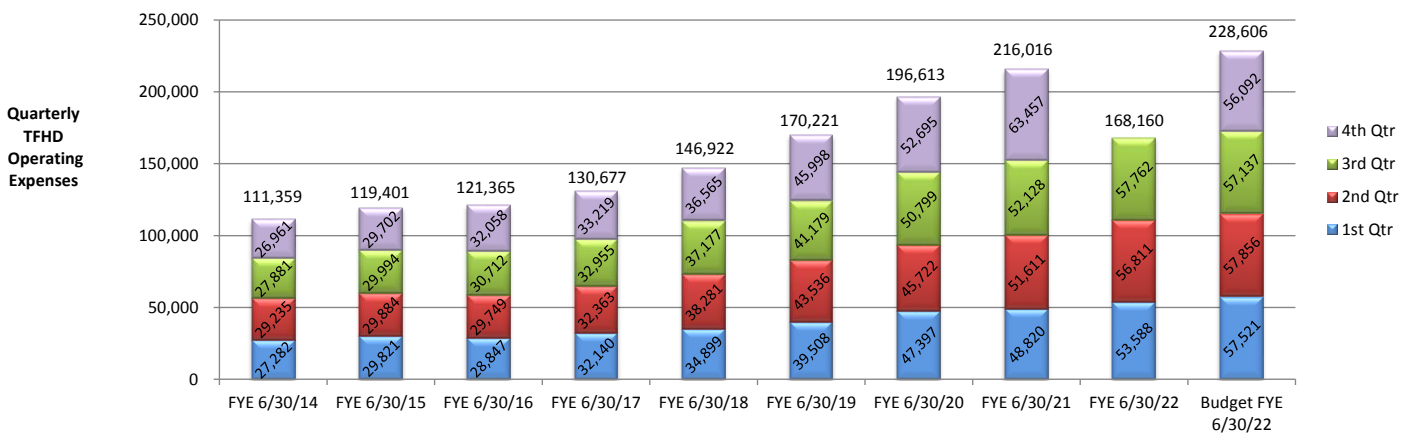
TOTAL TFH PET CT EXAMS



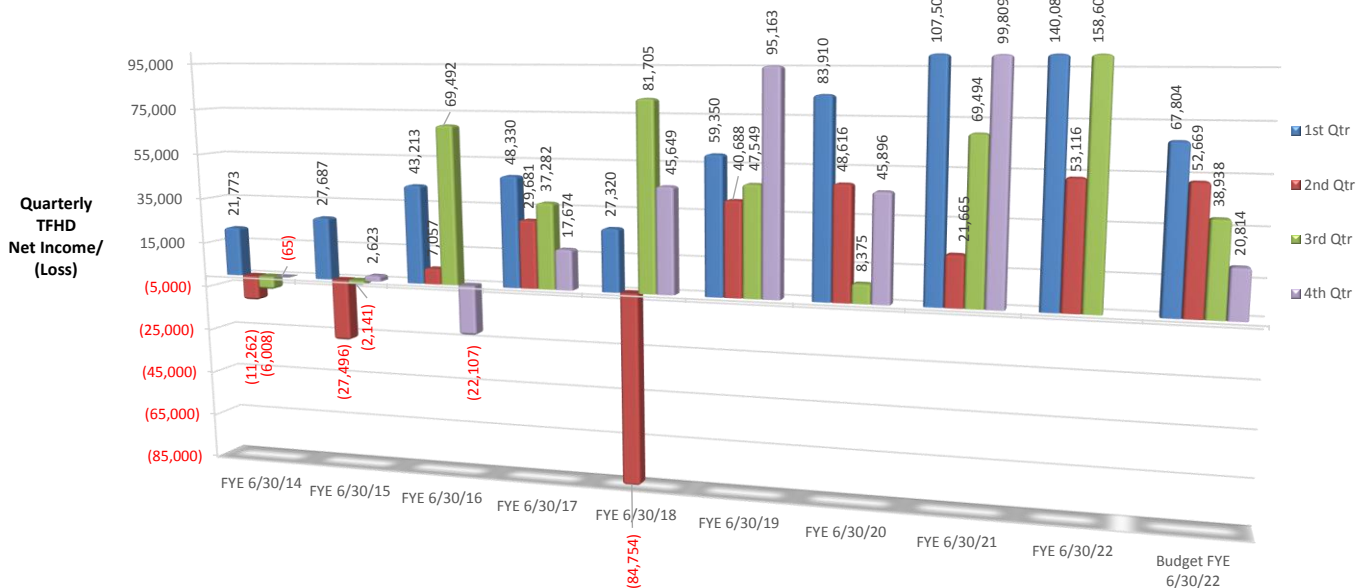
TAHOE FOREST HOSPITAL DISTRICT TOTAL GROSS REVENUE (In Thousands)



TAHOE FOREST HOSPITAL DISTRICT TOTAL OPERATING EXPENSES (In Thousands)



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



**TAHOE FOREST HOSPITAL DISTRICT
SEPARATE BUSINESS ENTERPRISES
FOR THE NINE MONTHS ENDING MARCH 31, 2022**

| | <u>HOME HEALTH</u> | | | | <u>HOSPICE</u> | | | |
|---|--------------------|-----------|-------------|-----------------------|----------------|-----------|-------------|-----------------------|
| | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 2021 | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 2021 |
| Gross Operating Revenue | 1,004,577 | 807,042 | 197,534 | 720,016 | 882,538 | 1,096,498 | (213,960) | 1,063,471 |
| Deduction From Rev | 244,012 | 196,031 | (47,981) | 174,892 | 526,964 | 654,719 | 127,756 | 634,999 |
| Other Operating Revenue | - | - | - | - | - | - | - | - |
| Total Operating Revenue | 760,565 | 611,012 | 149,553 | 545,124 | 355,575 | 441,779 | (86,205) | 428,472 |
| <u>Operating Expense:</u> | | | | | | | | |
| Salaries | 423,739 | 432,102 | 8,362 | 375,936 | 286,557 | 492,739 | 206,181 | 254,561 |
| Benefits | 214,064 | 186,420 | (27,645) | 196,542 | 190,750 | 239,312 | 48,562 | 187,840 |
| Professional Fees | 231,464 | 216,284 | (15,179) | 207,501 | - | - | - | - |
| Supplies | 17,135 | 10,361 | (6,774) | 9,892 | 1,444 | 2,611 | 1,167 | 2,509 |
| Purchased Services | 29,529 | 39,710 | 10,181 | 37,233 | 10,118 | 58,560 | 48,442 | 57,807 |
| Other Expenses | 30,505 | 30,423 | (82) | 27,523 | 51,887 | 51,481 | (406) | 47,084 |
| Total Operating Expenses | 946,436 | 915,299 | (31,137) | 854,627 | 540,756 | 844,703 | 303,946 | 549,801 |
| Net Operating Rev (Exp) | (185,871) | (304,287) | 118,416 | (309,503) | (185,181) | (402,923) | 217,742 | (121,328) |
| <u>Non - Operating Rev / (Exp)</u> | | | | | | | | |
| Donations | - | 1,275 | (1,275) | 300 | 14,790 | 13,388 | 1,403 | 21,325 |
| Thrift Store Net Income | - | - | - | - | 225,709 | 106,711 | 118,998 | 218,360 |
| Employee Benefit - EE Discounts | - | - | - | - | - | - | - | - |
| Depreciation | (11,552) | (11,552) | - | (11,564) | (5,776) | (5,776) | - | (2,367) |
| Total Non-Operating Rev/(Exp) | (11,552) | (10,277) | (1,275) | (11,264) | 234,723 | 114,322 | 120,401 | 237,318 |
| Net Income/(Loss) | (197,423) | (314,564) | 117,141 | (320,767) | 49,541 | (288,601) | 338,143 | 115,990 |
| Units | 2,875 | 2,399 | 476 | 2,211 | 732 | 855 | (123) | 862 |
| Gross Revenue/Unit | 349.42 | 336.41 | 13.01 | 325.65 | 1,205.65 | 1,282.45 | (76.80) | 1,233.73 |
| Total Operating Expense/Unit | 329.20 | 381.53 | 52.34 | 386.53 | 738.74 | 987.96 | 249.22 | 637.82 |

**TAHOE FOREST HOSPITAL DISTRICT
SEPARATE BUSINESS ENTERPRISES
FOR THE NINE MONTHS ENDING MARCH 31, 2022**

| | <u>CHILDRENS CENTER</u> | | | | <u>OCCUPATIONAL HEALTH</u> | | | |
|---|-------------------------|------------------|-----------------|-----------------------|----------------------------|------------------|----------------|-----------------------|
| | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 2021 | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 2021 |
| Gross Operating Revenue | 1,017,991 | 920,557 | 97,434 | 841,321 | 1,386,028 | 1,223,182 | 162,846 | 1,210,395 |
| Deduction From Rev | - | - | - | - | 240,060 | 211,855 | (28,205) | 209,640 |
| Other Operating Revenue | - | - | - | - | - | 150 | (150) | - |
| Total Operating Revenue | 1,017,991 | 920,557 | 97,434 | 841,321 | 1,145,968 | 1,011,477 | 134,491 | 1,000,755 |
| <u>Operating Expense:</u> | | | | | | | | |
| Salaries | 560,834 | 620,045 | 59,211 | 476,356 | 789,367 | 721,381 | (67,986) | 557,467 |
| Benefits | 406,021 | 439,482 | 33,461 | 372,099 | 378,653 | 381,635 | 2,981 | 309,968 |
| Professional Fees | - | - | - | - | 6,562 | 192,706 | 186,144 | 2,770 |
| Supplies | 25,753 | 14,539 | (11,214) | 12,682 | 33,958 | 18,685 | (15,273) | 14,781 |
| Purchased Services | 20,016 | 8,700 | (11,316) | 30,015 | 25,565 | 133,293 | 107,728 | 29,736 |
| Other Expenses | 28,736 | 29,726 | 991 | 26,547 | 52,065 | 81,704 | 29,640 | 60,433 |
| Total Operating Expenses | 1,041,359 | 1,112,492 | 71,133 | 917,698 | 1,286,170 | 1,529,404 | 243,234 | 975,154 |
| Net Operating Rev (Exp) | (23,368) | (191,936) | 168,567 | (76,377) | (140,202) | (517,927) | 377,725 | 25,601 |
| <u>Non - Operating Rev / (Exp)</u> | | | | | | | | |
| Donations | 713 | - | 713 | 29,873 | - | - | - | - |
| Thrift Store Net Income | - | - | - | - | - | - | - | - |
| Employee Benefit - EE Discounts | (321,292) | (261,029) | (60,263) | (230,939) | - | - | - | - |
| Depreciation | (28,407) | (27,728) | (679) | (28,440) | (1,170) | (1,170) | - | (1,170) |
| Total Non-Operating Rev/(Exp) | (348,987) | (288,757) | (60,229) | (229,506) | (1,170) | (1,170) | - | (1,170) |
| Net Income/(Loss) | (372,355) | (480,693) | 108,338 | (305,883) | (141,372) | (519,097) | 377,725 | 24,431 |
| Units | 16,017 | 15,355 | 662 | 14,964 | 1,810 | 1,681 | 129 | 1,775 |
| Gross Revenue/Unit | 63.56 | 59.95 | 3.61 | 56.22 | 765.76 | 727.65 | 38.11 | 681.91 |
| Total Operating Expense/Unit | 65.02 | 72.45 | 7.44 | 61.33 | 710.59 | 909.82 | 199.23 | 549.38 |

**TAHOE FOREST HOSPITAL DISTRICT
SEPARATE BUSINESS ENTERPRISES
FOR THE NINE MONTHS ENDING MARCH 31, 2022**

| | <u>RETAIL PHARMACY</u> | | | | <u>TOTAL SEPARATE BUSINESS ENTITIES</u> | | | |
|---|------------------------|------------------|------------------|-----------------------|---|--------------------|----------------|-----------------------|
| | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 2021 | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 2021 |
| Gross Operating Revenue | 2,706,490 | 2,979,519 | (273,029) | 2,672,888 | 6,997,624 | 7,026,799 | (29,175) | 6,508,092 |
| Deduction From Rev | 235,203 | 667,008 | 431,805 | 620,160 | 1,246,238 | 1,729,613 | 483,374 | 1,639,691 |
| Other Operating Revenue | - | - | - | - | - | 150 | (150) | - |
| Total Operating Revenue | 2,471,287 | 2,312,512 | 158,775 | 2,052,728 | 5,751,385 | 5,297,336 | 454,050 | 4,868,401 |
| <u>Operating Expense:</u> | | | | | | | | |
| Salaries | 551,740 | 495,464 | (56,276) | 425,783 | 2,612,237 | 2,761,729 | 149,492 | 2,090,103 |
| Benefits | 229,516 | 224,356 | (5,160) | 185,564 | 1,419,005 | 1,471,204 | 52,200 | 1,252,012 |
| Professional Fees | 962 | 6,750 | 5,788 | 6,686 | 238,988 | 415,740 | 176,752 | 216,957 |
| Supplies | 2,193,493 | 1,896,918 | (296,575) | 1,615,632 | 2,271,784 | 1,943,114 | (328,670) | 1,655,496 |
| Purchased Services | 41,187 | 33,837 | (7,350) | 30,870 | 126,414 | 274,099 | 147,685 | 185,661 |
| Other Expenses | 79,233 | 65,336 | (13,897) | 62,427 | 242,426 | 258,671 | 16,245 | 224,014 |
| Total Operating Expenses | 3,096,132 | 2,722,660 | (373,472) | 2,326,963 | 6,910,853 | 7,124,558 | 213,704 | 5,624,243 |
| Net Operating Rev (Exp) | (624,845) | (410,149) | (214,696) | (274,235) | (1,159,468) | (1,827,222) | 667,754 | (755,842) |
| <u>Non - Operating Rev / (Exp)</u> | | | | | | | | |
| Donations | - | - | - | - | 15,503 | 14,663 | 840 | 51,498 |
| Thrift Store Net Income | - | - | - | - | 225,709 | 106,711 | 118,998 | 218,360 |
| Employee Benefit - EE Discounts | - | - | - | - | (321,292) | (261,029) | (60,263) | (230,939) |
| Depreciation | (846) | (846) | - | (2,153) | (47,752) | (47,073) | (679) | (45,694) |
| Total Non-Operating Rev/(Exp) | (846) | (846) | - | (2,153) | (127,832) | (186,729) | 58,897 | (6,775) |
| Net Income/(Loss) | (625,691) | (410,995) | (214,696) | (276,388) | (1,287,300) | (2,013,951) | 726,651 | (762,617) |
| Units | 36,378 | 30,221 | 6,157 | 27,083 | 57,812 | 50,511 | 7,301 | 46,895 |
| Gross Revenue/Unit | 74.40 | 98.59 | (24.19) | 98.69 | 121.04 | 139.11 | (18.07) | 138.78 |
| Total Operating Expense/Unit | 85.11 | 90.09 | 4.98 | 85.92 | 119.54 | 141.05 | (21.51) | 119.93 |

Employee Drug Plan

| | |
|-------------------------------|--------------------|
| Plan Costs | (930,317) |
| Captured through Retail Rx | 399,565 |
| Net Plan Costs | (530,752) |
| | |
| Net Operating Income | (624,845) |
| Net Employee Drug Plan Cos | (530,752) |
| Net Financial Position | (1,155,597) |

**TAHOE FOREST HOSPITAL DISTRICT
CENTER FOR HEALTH AND SPORTS PERFORMANCE
FOR THE NINE MONTHS ENDING MARCH 31, 2022**

| | <u>THERAPY SERVICES</u> | | | | <u>FITNESS CENTER & WELLNESS CLASSES</u> | | | |
|---|-------------------------|---------------------|---------------------|-----------------------|--|--------------------|-------------------|-----------------------|
| | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 2021 | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 2021 |
| Gross Operating Revenue | \$ 6,979,366 | \$ 6,242,161 | \$ 737,205 | \$ 6,156,506 | \$ 125,440 | \$ 63,450 | \$ 61,990 | \$ 65,789 |
| Deduction From Rev | 2,795,802 | 3,115,222 | 319,420 | 2,541,406 | - | - | - | - |
| Other Operating Revenue | 9,138 | 9,980 | (842) | 9,719 | - | - | - | - |
| Total Operating Revenue | \$ 4,192,702 | \$ 3,136,919 | \$ 1,055,783 | \$ 3,624,819 | \$ 125,440 | \$ 63,450 | \$ 61,990 | \$ 65,789 |
| Operating Expense: | | | | | | | | |
| Salaries | \$ - | \$ - | \$ - | \$ - | \$ 18,334 | \$ 6,338 | \$ (11,996) | \$ 11,783 |
| Benefits | - | - | - | - | 3,064 | 2,381 | (683) | 1,298 |
| Professional Fees | 2,596,653 | 2,360,122 | (236,531) | 2,330,486 | - | - | - | - |
| Supplies | 72,550 | 56,305 | (16,245) | 49,014 | 2,598 | 7,634 | 5,035 | 6,794 |
| Purchased Services | 28,103 | 33,260 | 5,156 | 32,727 | 64,942 | 66,024 | 1,082 | 58,765 |
| Other Expenses | 18,161 | 11,997 | (6,164) | 19,981 | 63 | 701 | 638 | 582 |
| Total Operating Expenses | \$ 2,715,467 | \$ 2,461,683 | \$ (253,784) | \$ 2,432,209 | \$ 89,002 | \$ 83,078 | \$ (5,924) | \$ 79,222 |
| Net Operating Rev (Exp) | \$ 1,477,235 | \$ 675,236 | \$ 801,999 | \$ 1,192,610 | \$ 36,438 | \$ (19,628) | \$ 56,066 | \$ (13,433) |
| Non - Operating Rev / (Exp) | | | | | | | | |
| Donations | 100 | - | 100 | - | - | - | - | - |
| Depreciation | (15,899) | (15,899) | - | (14,757) | (983) | (983) | - | (3,111) |
| Total Non-Operating Rev/(Exp) | (15,799) | (15,899) | 100 | (14,757) | (983) | (983) | - | (3,111) |
| Net Income/(Loss) | \$ 1,461,436 | \$ 659,337 | \$ 802,099 | \$ 1,177,853 | \$ 35,455 | \$ (20,611) | \$ 56,066 | \$ (16,544) |
| Overhead Allocation Based on Sq Ft | \$ (304,841) | \$ (292,635) | (12,206) | \$ (372,602) | \$ (2,911) | \$ (2,794) | (117) | \$ (3,558) |
| Adjusted Net Income/(Loss) | \$ 1,156,595 | \$ 366,701 | \$ 789,893 | \$ 805,251 | \$ 32,544 | \$ (23,406) | \$ 55,949 | \$ (20,101) |
| Units | 64,263 | 49,397 | 14,866 | 50,009 | | | | |
| Gross Revenue/Unit | \$ 108.61 | \$ 126.37 | \$ (17.76) | \$ 123.11 | | | | |
| Total Operating Expense/Unit | \$ 47.00 | \$ 55.76 | \$ 8.76 | \$ 56.09 | | | | |

**TAHOE FOREST HOSPITAL DISTRICT
CENTER FOR HEALTH AND SPORTS PERFORMANCE
FOR THE NINE MONTHS ENDING MARCH 31, 2022**

| | <u>OCCUPATIONAL HEALTH TESTING</u> | | | | <u>CENTER OPERATIONS</u> | | | |
|--------------------------------------|------------------------------------|---------------------|--------------------|-----------------------|--------------------------|---------------------|--------------------|-----------------------|
| | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 2021 | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 2021 |
| Gross Operating Revenue | \$ 62,600 | \$ 94,500 | \$ (31,900) | \$ 75,350 | \$ - | \$ - | \$ - | \$ - |
| Deduction From Rev | - | - | - | - | - | - | - | - |
| Other Operating Revenue | - | - | - | - | - | - | - | - |
| Total Operating Revenue | \$ 62,600 | \$ 94,500 | \$ (31,900) | \$ 75,350 | \$ - | \$ - | \$ - | \$ - |
| Operating Expense: | | | | | | | | |
| Salaries | \$ 127,463 | \$ 147,048 | \$ 19,585 | \$ 179,754 | \$ - | \$ - | \$ - | \$ - |
| Benefits | 88,307 | 86,627 | (1,680) | 111,684 | (1,232) | - | 1,232 | - |
| Professional Fees | - | - | - | - | - | - | - | - |
| Supplies | 485 | - | (485) | - | 409 | - | (409) | - |
| Purchased Services | - | 450 | 450 | 355 | - | 450 | 450 | 350 |
| Other Expenses | 30,193 | 28,395 | (1,798) | 31,446 | 301,522 | 287,458 | (14,064) | 276,275 |
| Total Operating Expenses | \$ 246,448 | \$ 262,521 | \$ 16,073 | \$ 323,239 | \$ 300,698 | \$ 287,908 | \$ (12,790) | \$ 276,625 |
| Net Operating Rev (Exp) | \$ (183,848) | \$ (168,021) | \$ (15,827) | \$ (247,889) | \$ (300,698) | \$ (287,908) | \$ (12,790) | \$ (276,625) |
| Non - Operating Rev / (Exp) | | | | | | | | |
| Donations | - | - | - | - | - | - | - | - |
| Depreciation | - | - | - | - | (17,829) | (17,865) | 36 | (112,705) |
| Total Non-Operating Rev/(Exp) | - | - | - | - | (17,829) | (17,865) | 36 | (112,705) |
| Net Income/(Loss) | \$ (183,848) | \$ (168,021) | \$ (15,827) | \$ (247,889) | \$ (318,527) | \$ (305,773) | \$ (12,754) | \$ (389,330) |
| Overhead Allocation Based on Sq Ft | \$ (10,775) | \$ (10,344) | 431 | \$ (13,170) | \$ 318,527 | \$ 305,773 | 12,754 | \$ 389,330 |
| Adjusted Net Income/(Loss) | \$ (194,623) | \$ (178,364) | \$ (15,396) | \$ (261,059) | \$ - | \$ - | (0) | \$ - |
| Units | 793 | 1,049 | (256) | 1,880 | | | | |
| Gross Revenue/Unit | \$ 78.94 | \$ 90.09 | \$ (11.15) | \$ 40.08 | | | | |
| Total Operating Expense/Unit | \$ 324.37 | \$ 260.12 | \$ (64.25) | \$ 178.94 | | | | |

**TAHOE FOREST HOSPITAL DISTRICT
CENTER FOR HEALTH AND SPORTS PERFORMANCE
FOR THE NINE MONTHS ENDING MARCH 31, 2022**

| | TOTAL CENTER FOR HEALTH & SPORTS PERFORMANCE | | | |
|---|---|---------------------|---------------------|-------------------------------|
| | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 2021 |
| Gross Operating Revenue | \$ 7,167,406 | \$ 6,400,111 | \$ 767,295 | \$ 6,297,645 |
| Deduction From Rev | 2,795,802 | 3,115,222 | 319,420 | 2,541,406 |
| Other Operating Revenue | 9,138 | 9,980 | (842) | 9,719 |
| Total Operating Revenue | \$ 4,380,741 | \$ 3,294,868 | \$ 1,085,873 | \$ 3,765,958 |
| <u>Operating Expense:</u> | | | | |
| Salaries | \$ 145,798 | \$ 153,387 | \$ 7,589 | \$ 191,537 |
| Benefits | 90,139 | 89,008 | (1,131) | 112,982 |
| Professional Fees | 2,596,653 | 2,360,122 | (236,531) | 2,330,486 |
| Supplies | 76,041 | 63,938 | (12,102) | 55,808 |
| Purchased Services | 93,045 | 100,184 | 7,138 | 92,197 |
| Other Expenses | 349,939 | 328,551 | (21,388) | 328,285 |
| Total Operating Expenses | \$ 3,351,614 | \$ 3,095,189 | \$ (256,425) | \$ 3,111,295 |
| Net Operating Rev (Exp) | \$ 1,029,127 | \$ 199,679 | \$ 829,448 | \$ 654,663 |
| <u>Non - Operating Rev / (Exp)</u> | | | | |
| Donations | \$ 100 | \$ - | \$ (100) | \$ - |
| Depreciation | (34,712) | (34,748) | 36 | (130,573) |
| Total Non-Operating Rev/(Exp) | (34,612) | (34,748) | 136 | (130,573) |
| Net Income/(Loss) | \$ 994,516 | \$ 164,931 | \$ 829,584 | \$ 524,090 |
| Overhead Allocation Based on Sq Ft | - | - | - | - |
| Adjusted Net Income/(Loss) | \$ 994,516 | \$ 164,931 | \$ 829,584 | \$ 524,090 |
| Units | 65,056 | 50,446 | 14,610 | 51,889 |
| Gross Revenue/Unit | \$ 110.17 | \$ 126.87 | \$ (16.70) | \$ 121.37 |
| Total Operating Expense/Unit | \$ 51.52 | \$ 61.36 | \$ 9.84 | \$ 59.96 |

**TAHOE FOREST HOSPITAL DISTRICT
CANCER PROGRAM
FOR THE NINE MONTHS ENDING MARCH 31, 2022**

| | <u>MEDICAL ONCOLOGY</u> | | | | <u>MSC MEDICAL ONCOLOGY</u> | | | |
|---|-------------------------|-------------|-------------|---------------------|-----------------------------|-----------|-------------|---------------------|
| | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 21 | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 21 |
| Gross Operating Revenue | 4,526,784 | 3,562,571 | 964,213 | 3,397,630 | 1,162,905 | 1,028,997 | 133,908 | 1,039,630 |
| Deduction From Rev | 2,361,066 | 1858154.891 | (502,911) | 1,749,471 | 610,894 | 540,550 | (70,344) | 532,757 |
| Other Operating Revenue | - | - | - | - | - | - | - | - |
| Total Operating Revenue | 2,165,718 | 1,704,416 | 461,302 | 1,648,159 | 552,011 | 488,447 | 63,564 | 506,873 |
| <u>Operating Expense:</u> | | | | | | | | |
| Salaries | 1,872,772 | 1,829,773 | (42,999) | 1,685,191 | - | - | - | - |
| Benefits | 858,390 | 905,323 | 46,933 | 828,654 | - | - | - | 8,250 |
| Professional Fees | 39,931 | - | (39,931) | 122 | 888,786 | 1,367,598 | 478,812 | 1,227,638 |
| Supplies | 96,021 | 61,555 | (34,467) | 41,843 | - | - | - | - |
| Purchased Services | 153,441 | 184,094 | 30,653 | 196,016 | 13,321 | 16,335 | 3,014 | 8,839 |
| Other Expenses | 276,320 | 276,980 | 660 | 248,769 | 597 | 1,125 | 528 | - |
| Total Operating Expenses | 3,296,875 | 3,257,724 | (39,151) | 3,000,595 | 902,704 | 1,385,058 | 482,354 | 1,244,727 |
| Net Operating Rev (Exp) | (1,131,157) | (1,553,308) | 422,151 | (1,352,436) | (350,693) | (896,611) | 545,917 | (737,854) |
| <u>Non - Operating Rev / (Exp)</u> | | | | | | | | |
| Donations | - | - | - | - | - | - | - | - |
| Depreciation | (108,136) | (108,136) | - | (111,808) | (159) | (159) | - | - |
| Total Non-Operating Rev/(Exp) | (108,136) | (108,136) | - | (111,808) | (159) | (159) | - | - |
| Net Income/(Loss) | (1,239,293) | (1,661,444) | 422,151 | (1,464,244) | (350,852) | (896,770) | 545,917 | (737,854) |
| Units | 8,675 | 9,131 | (456) | 9,305 | 3,437 | 2,979 | 458 | 3,059 |
| Gross Revenue/Unit | 521.82 | 390.16 | 131.66 | 365.14 | 338.35 | 345.42 | (7.07) | 339.86 |
| Total Operating Expense/Unit | 380.04 | 356.78 | (23.27) | 322.47 | 262.64 | 464.94 | 202.30 | 406.91 |

**TAHOE FOREST HOSPITAL DISTRICT
CANCER PROGRAM
FOR THE NINE MONTHS ENDING MARCH 31, 2022**

| | <u>RADIATION ONCOLOGY</u> | | | | <u>MSC RADIATION ONCOLOGY</u> | | | |
|---|---------------------------|------------|-------------|---------------------|-------------------------------|-----------|-------------|---------------------|
| | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 21 | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 21 |
| Gross Operating Revenue | 8,178,572 | 10,002,961 | (1,824,389) | 9,183,147 | 887,443 | 965,640 | (78,197) | 904,070 |
| Deduction From Rev | 4,159,955 | 5,087,914 | 927,959 | 4,787,312 | 443,099 | 482,143 | 39,044 | 461,290 |
| Other Operating Revenue | - | - | - | - | - | - | - | - |
| Total Operating Revenue | 4,018,617 | 4,915,048 | (896,431) | 4,395,835 | 444,344 | 483,497 | (39,153) | 442,780 |
| <u>Operating Expense:</u> | | | | | | | | |
| Salaries | 501,266 | 483,924 | (17,343) | 355,066 | - | - | - | - |
| Benefits | 142,685 | 142,898 | 213 | 92,674 | - | - | - | - |
| Professional Fees | 167,848 | 124,050 | (43,798) | 124,096 | 577,058 | 623,938 | 46,880 | 560,084 |
| Supplies | 1,210 | 12,535 | 11,325 | 1,749 | - | - | - | 1,215 |
| Purchased Services | 318,274 | 320,850 | 2,576 | 315,791 | - | - | - | - |
| Other Expenses | 5,430 | 6,555 | 1,125 | 6,529 | - | - | - | - |
| Total Operating Expenses | 1,136,713 | 1,090,812 | (45,901) | 895,905 | 577,058 | 623,938 | 46,880 | 561,299 |
| Net Operating Rev (Exp) | 2,881,904 | 3,824,236 | (942,332) | 3,499,930 | (132,714) | (140,441) | 7,727 | (118,519) |
| <u>Non - Operating Rev / (Exp)</u> | | | | | | | | |
| Donations | - | - | - | - | - | - | - | - |
| Depreciation | (1,949) | (1,949) | - | (10,778) | - | - | - | - |
| Total Non-Operating Rev/(Exp) | (1,949) | (1,949) | - | (10,778) | - | - | - | - |
| Net Income/(Loss) | 2,879,955 | 3,822,287 | (942,332) | 3,489,152 | (132,714) | (140,441) | 7,727 | (118,519) |
| Units | 4,384 | 5,538 | (1,154) | 5,407 | 440 | 359 | 81 | 363 |
| Gross Revenue/Unit | 1,865.55 | 1,806.24 | 59.31 | 1,698.38 | 2,016.92 | 2,689.80 | -672.89 | 2,490.55 |
| Total Operating Expense/Unit | 259.29 | 196.97 | -62.32 | 165.69 | 1,311.50 | 1,737.99 | 426.49 | 1,546.28 |

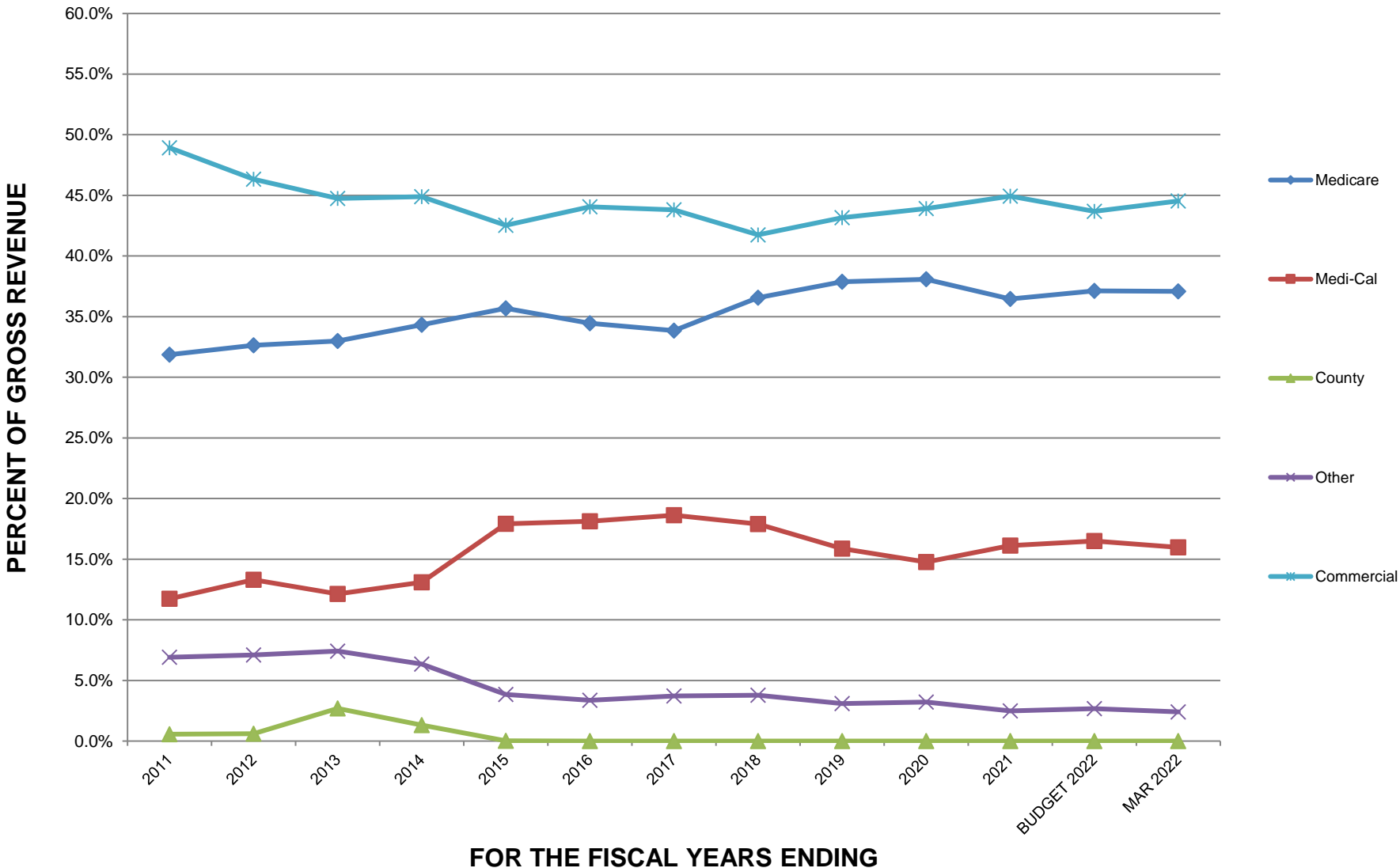
**TAHOE FOREST HOSPITAL DISTRICT
CANCER PROGRAM
FOR THE NINE MONTHS ENDING MARCH 31, 2022**

| | <u>ONCOLOGY LAB</u> | | | | <u>ONCOLOGY DRUGS</u> | | | |
|---|---------------------|---------|-------------|---------------------|-----------------------|------------|-------------|---------------------|
| | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 21 | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 21 |
| Gross Operating Revenue | 512,223 | 489,132 | 23,091 | 461,443 | 35,427,161 | 30,786,365 | 4,640,796 | 29,526,240 |
| Deduction From Rev | 271,019 | 258,802 | (12,217) | 237,738 | 18,676,639 | 16,230,085 | (2,446,554) | 14,746,313 |
| Other Operating Revenue | - | - | - | - | - | - | - | - |
| Total Operating Revenue | 241,204 | 230,331 | 10,873 | 223,705 | 16,750,523 | 14,556,281 | 2,194,242 | 14,779,927 |
| <u>Operating Expense:</u> | | | | | | | | |
| Salaries | 95,280 | 92,322 | (2,959) | 90,308 | - | - | - | - |
| Benefits | 39,632 | 42,997 | 3,366 | 74,642 | - | - | - | - |
| Professional Fees | - | - | - | - | - | - | - | - |
| Supplies | - | - | - | - | 7,190,978 | 6,989,840 | (201,138) | 6,528,415 |
| Purchased Services | 10,869 | 8,100 | (2,769) | 7,613 | - | - | - | - |
| Other Expenses | 75 | - | (75) | - | - | - | - | - |
| Total Operating Expenses | 145,856 | 143,419 | (2,437) | 172,563 | 7,190,978 | 6,989,840 | (201,138) | 6,528,415 |
| Net Operating Rev (Exp) | 95,348 | 86,912 | 8,436 | 51,142 | 9,559,544 | 7,566,441 | 1,993,103 | 8,251,512 |
| <u>Non - Operating Rev / (Exp)</u> | | | | | | | | |
| Donations | - | - | - | - | - | - | - | - |
| Depreciation | (88) | (88) | - | (527) | - | - | - | - |
| Total Non-Operating Rev/(Exp) | (88) | (88) | - | (527) | - | - | - | - |
| Net Income/(Loss) | 95,261 | 86,824 | 8,436 | 50,615 | 9,559,544 | 7,566,441 | 1,993,103 | 8,251,512 |
| Units | 5,379 | 4,965 | 414 | 4,922 | 6,047 | 4,838 | 1,209 | 4,934 |
| Gross Revenue/Unit | 95.23 | 98.52 | (3.29) | 93.75 | 5,858.63 | 6,363.45 | -504.81 | 5,984.24 |
| Total Operating Expense/Unit | 27.12 | 28.89 | 1.77 | 35.06 | 1,189.18 | 1,444.78 | 255.60 | 1,323.15 |

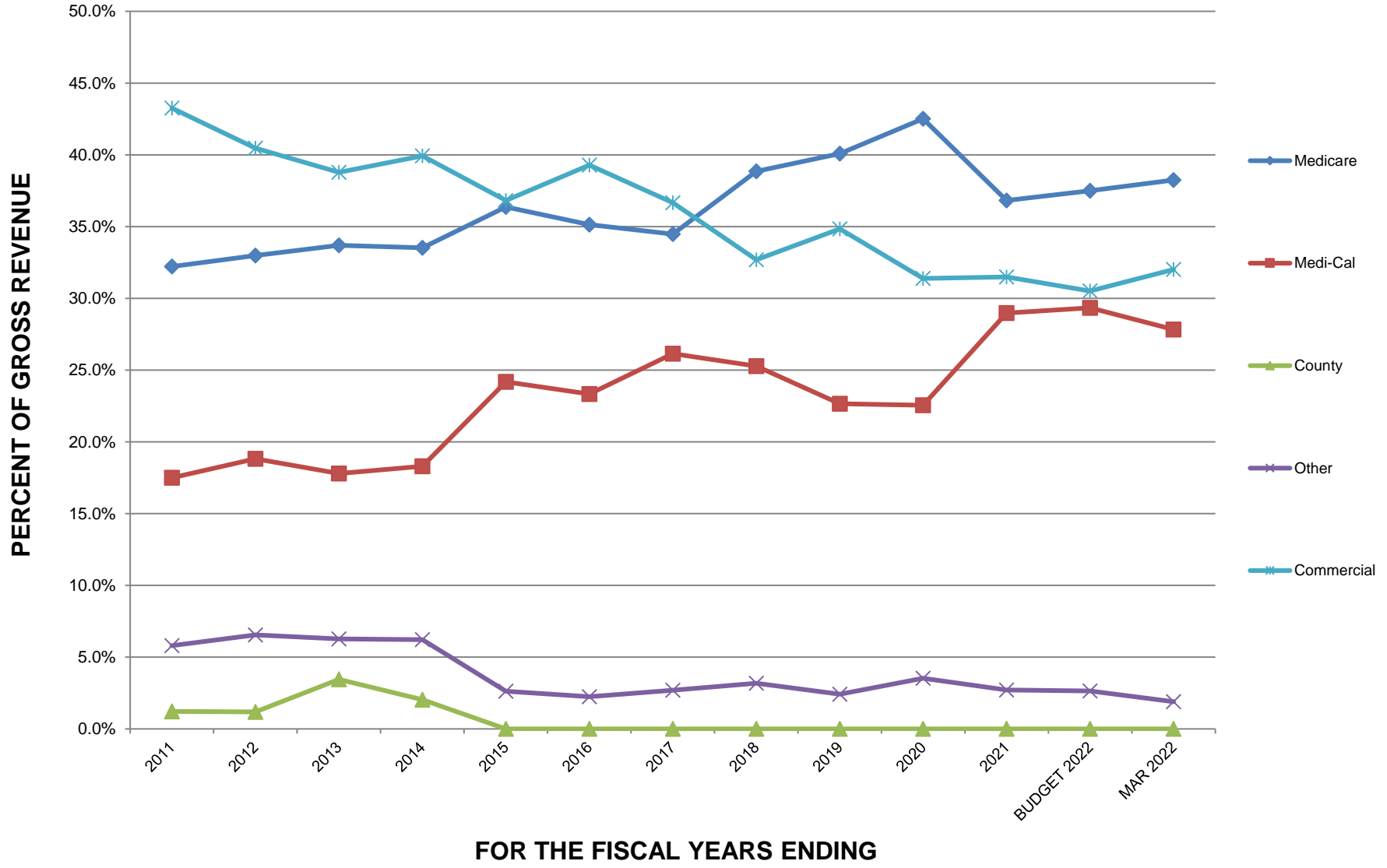
**TAHOE FOREST HOSPITAL DISTRICT
CANCER PROGRAM
FOR THE NINE MONTHS ENDING MARCH 31, 2022**

| | PET CT | | | | TOTAL CANCER PROGRAM | | | |
|---|-----------|-----------|-------------|---------------------|----------------------|------------|-------------|---------------------|
| | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 21 | ACTUAL | BUDGET | \$ VARIANCE | PRIOR YTD MAR 21 |
| Gross Operating Revenue | 1,699,346 | 1,593,723 | 105,623 | 1,492,291 | 52,394,434 | 48,429,390 | 3,965,044 | 46,004,451 |
| Deduction From Rev | 944,262 | 885,572 | (58,691) | 793,119 | 27,466,934 | 25,343,219 | 2,123,715 | 23,308,000 |
| Other Operating Revenue | - | - | - | - | - | - | - | - |
| Total Operating Revenue | 755,084 | 708,151 | 46,932 | 699,172 | 24,927,500 | 23,086,171 | 1,841,329 | 22,696,451 |
| <u>Operating Expense:</u> | | | | | | | | |
| Salaries | 54,774 | 68,559 | 13,786 | 51,725 | 2,524,092 | 2,474,577 | 49,515 | 2,182,290 |
| Benefits | 15,567 | 18,716 | 3,149 | 11,335 | 1,056,274 | 1,109,934 | (53,660) | 1,015,555 |
| Professional Fees | 5,136 | - | (5,136) | 2,881 | 1,678,759 | 2,115,586 | (436,827) | 1,914,821 |
| Supplies | (15) | - | 15 | - | 7,288,195 | 7,063,930 | 224,264 | 6,573,222 |
| Purchased Services | 161,215 | 156,154 | (5,061) | 137,979 | 657,119 | 685,534 | (28,414) | 666,238 |
| Other Expenses | 1,192 | 1,590 | 397 | 539 | 283,615 | 286,250 | (2,635) | 255,838 |
| Total Operating Expenses | 237,869 | 245,019 | 7,150 | 204,459 | 13,488,053 | 13,735,810 | 247,757 | 12,607,964 |
| Net Operating Rev (Exp) | 517,214 | 463,132 | 54,083 | 494,713 | 11,439,447 | 9,350,361 | 2,089,086 | 10,088,487 |
| <u>Non - Operating Rev / (Exp)</u> | | | | | | | | |
| Donations | - | - | - | - | 85,327 | 111,405 | (26,078) | 48,114 |
| Depreciation | - | - | - | - | (902,562) | (902,562) | - | (779,134) |
| Total Non-Operating Rev/(Exp) | - | - | - | - | (817,235) | (791,157) | (26,078) | (731,020) |
| Net Income/(Loss) | 517,214 | 463,132 | 54,083 | 494,713 | 10,622,212 | 8,559,204 | 2,063,008 | 9,357,467 |
| Units | 295 | 272 | 23 | 268 | 28,657 | 28,082 | 575 | 28,258 |
| Gross Revenue/Unit | 5,760.49 | 5,859.28 | -98.78 | 5,568.25 | 1,828.33 | 1,724.57 | 103.76 | 1,628.02 |
| Total Operating Expense/Unit | 806.34 | 900.81 | 94.47 | 762.91 | 470.67 | 489.13 | 18.46 | 446.17 |

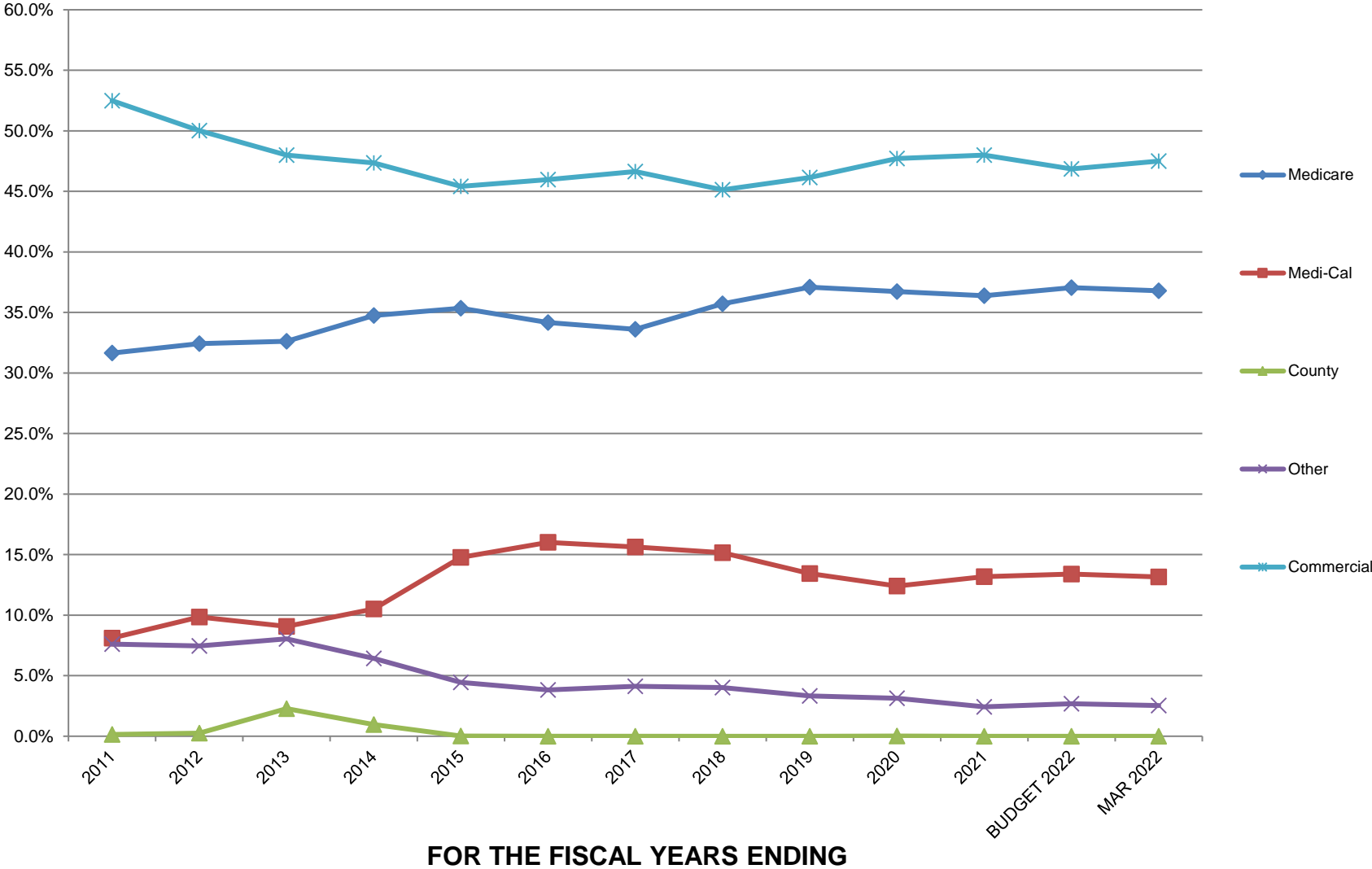
GROSS REVENUE PAYOR MIX TRENDING



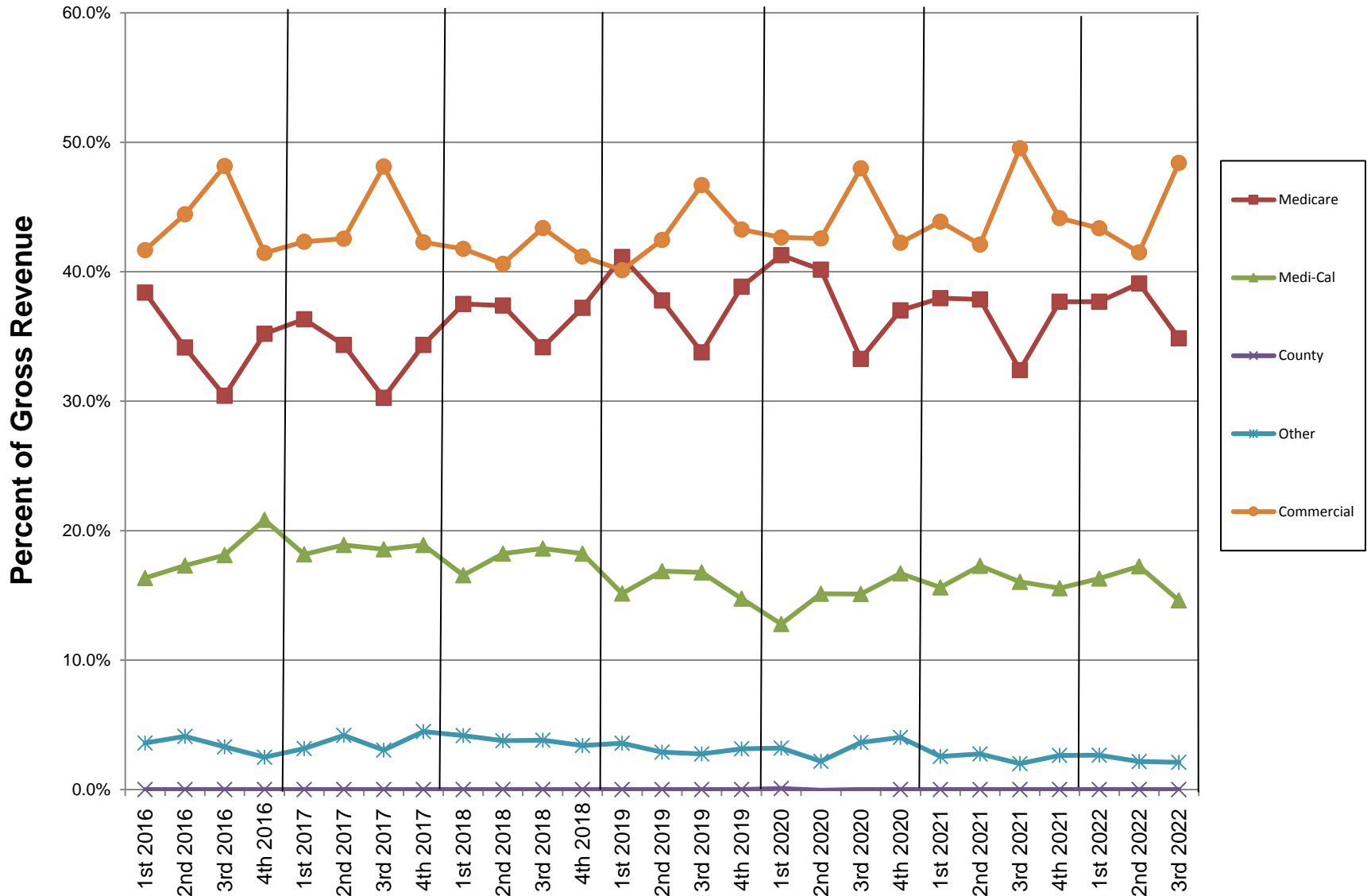
INPATIENT REVENUE PAYOR MIX TRENDING



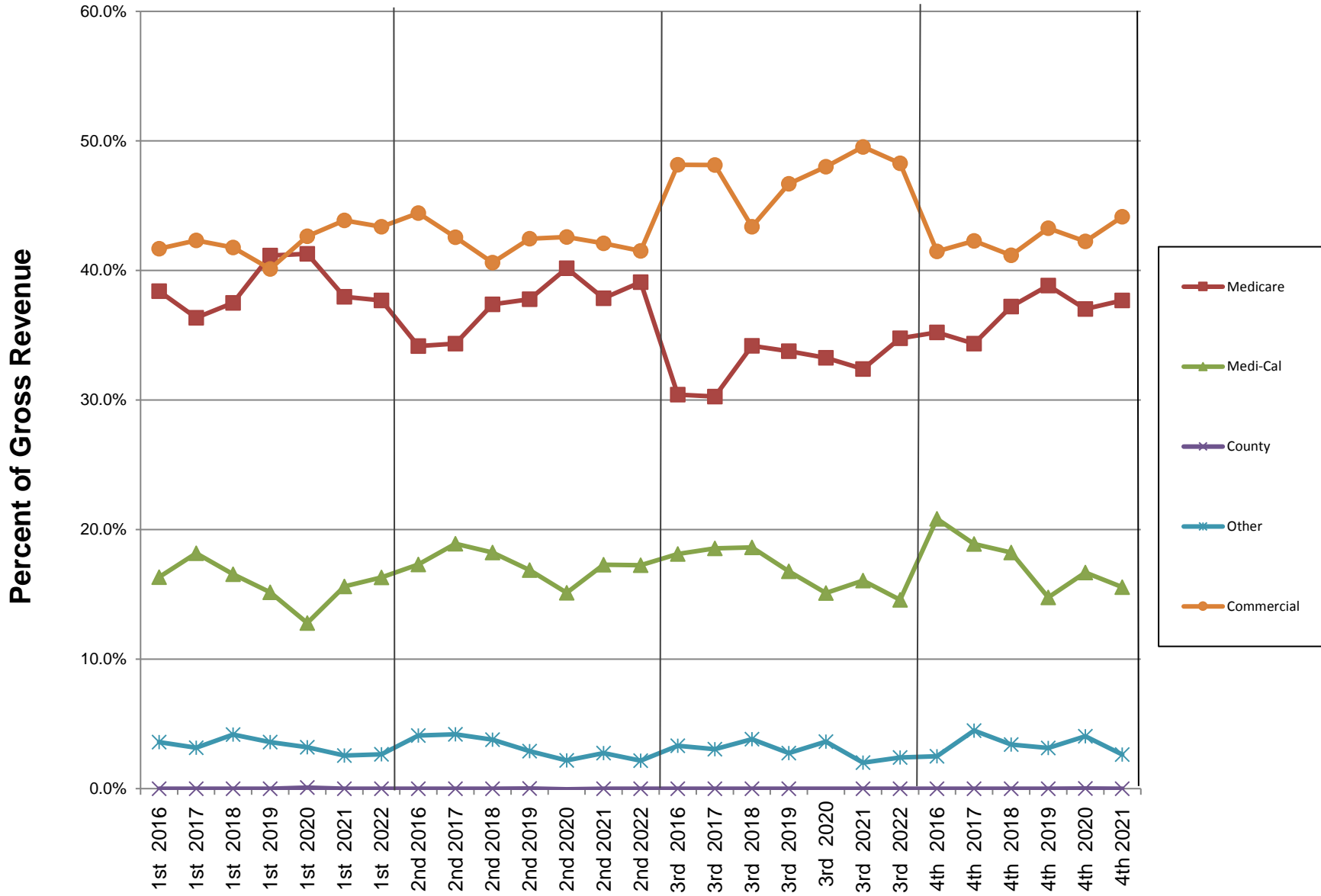
OUTPATIENT REVENUE PAYOR MIX TRENDING



Total Quarterly Percent of Gross Revenue By Payor by Fiscal Year



Total Quarterly Percent of Gross Revenue by Payor



TAHOE INSTITUTE FOR RURAL HEALTH RESEARCH
EXPENDITURE REPORT

| | AS OF MARCH 2022 | | | | AUDITED | AUDITED | AUDITED | AUDITED | AUDITED | AUDITED | AUDITED | AUDITED | AUDITED |
|---|---------------------|---------------------|--------------------|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | ACTUAL | BUDGET | VAR\$ | VAR% | FY2021 | FY2020 | FY2019 | FY2018 | FY2017 | FY2016 | FY2015 | FY2014 | FY2013 |
| OPERATING EXPENSES | | | | | | | | | | | | | |
| Salaries and Wages | \$ - | \$ - | \$ - | 0.0% | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 16,518 |
| Benefits | - | - | - | 0.0% | - | - | - | - | - | - | - | - | 7,550 |
| Benefits Workers Compensation | - | - | - | 0.0% | - | - | - | - | - | - | - | - | 551 |
| Benefits Medical Insurance | - | - | - | 0.0% | - | - | - | - | - | - | - | - | 3,662 |
| Professional Fees | 30,891 | 56,250 | 25,359 | 0.0% | 28,206 | 59,606 | 183,132 | 145,724 | 236,510 | 338,264 | 406,761 | 524,544 | 297,311 |
| Supplies | - | - | - | 0.0% | - | 2,558 | - | 289 | 1,619 | 6,083 | 2,108 | 28,462 | 5,806 |
| Purchased Services | 30 | - | (30) | 0.0% | 14,470 | 1,126 | 6,037 | 4,689 | 48,123 | 35,248 | 22,828 | 18,868 | 2,600 |
| Other | 1,070 | 675 | (395) | 0.0% | 125,913 | 81,715 | 19,220 | 125,889 | 5,984 | 162,378 | 101,408 | 160,597 | 230,932 |
| Interest Expense | 167,568 | 163,639 | (3,929) | 0.0% | 208,903 | 196,397 | 181,739 | 162,324 | 143,777 | 123,986 | 92,855 | 61,147 | 32,059 |
| TOTAL OPERATING EXPENSE | \$ 199,559 | \$ 220,564 | \$ 21,005 | 9.5% | \$ 377,492 | \$ 341,402 | \$ 390,128 | \$ 438,915 | \$ 436,013 | \$ 665,959 | \$ 625,960 | \$ 793,618 | \$ 596,989 |
| GRANT REIMBURSEMENT FOR TBI EXPENSES | \$ (30,071) | \$ - | 30,071 | 0.0% | \$ (37,180) | \$ (44,801) | \$ (88,713) | \$ (22,667) | \$ (77,207) | \$ (107,720) | \$ (120,514) | \$ (111,627) | \$ (21,987) |
| TOTAL FUNDS ADVANCED TO TIRHR | \$ (169,488) | \$ (220,564) | \$ (51,076) | 23.2% | \$ (340,312) | \$ (296,601) | \$ (301,415) | \$ (416,248) | \$ (358,806) | \$ (558,239) | \$ (505,446) | \$ (681,991) | \$ (575,002) |
| | - | - | - | | - | - | - | - | - | - | - | - | - |

CUMULATIVE:

| | |
|---|------------------------|
| Letter of Credit | \$ 3,300,000 N1 |
| FY2011 Actual Draw Against Letter of Credit | (113,644) |
| FY2012 Actual Draw Against Letter of Credit | (277,496) |
| FY2013 Actual Draw Against Letter of Credit | (542,943) |
| FY2014 Actual Draw Against Letter of Credit | (620,844) |
| FY2015 Actual Draw Against Letter of Credit | (412,591) |
| FY2016 Actual Draw Against Letter of Credit | (434,253) |
| FY2017 Actual Draw Against Letter of Credit | (215,029) |
| FY2018 Actual Draw Against Letter of Credit | (253,924) |
| FY2019 Actual Draw Against Letter of Credit | (119,676) |
| FY2020 Actual Draw Against Letter of Credit | (100,204) |
| FY2021 Actual Draw Against Letter of Credit | (131,408) |
| FY2022 Actual Draw Against Letter of Credit | (1,920) |
| Balance on Letter of Credit | \$ 209,396 |

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

| PROFESSIONAL FEES PAID ANALYSIS | | | | | | | | | | | | | | |
|---|-------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|------------------------|---------------------|------------------------|---------------------|------------------------|---------------------|
| SUB ACCT & DETAIL | FY 2017 TOTAL | % OF TOTAL PRO FEES | FY 2018 TOTAL | % OF TOTAL PRO FEES | FY 2019 TOTAL | % OF TOTAL PRO FEES | FY 2020 TOTAL | % OF TOTAL PRO FEES | FY 2021 TOTAL | % OF TOTAL PRO FEES | FY 2022 BUDGET | % OF TOTAL PRO FEES | FY 2022 TOTAL | % OF TOTAL PRO FEES |
| 320 - Physician Fees | \$ 15,342,915.03 | 67.8% | \$ 16,869,634.60 | 69.5% | \$ 19,960,679.49 | 72.2% | \$ 11,791,084.14 | 59.4% | \$ 8,649,373.16 | 51.0% | \$ 7,567,975.00 | 47.4% | \$ 6,618,009.25 | 49.8% |
| Medical Director Fees | \$ 467,017.48 | 2.1% | \$ 362,835.69 | 1.5% | \$ 589,038.96 | 2.1% | \$ 142,133.35 | 0.7% | \$ 103,366.50 | 0.6% | \$ 44,904.00 | 0.3% | \$ 16,587.50 | 0.1% |
| Medicine Call | \$ 1,544,576.12 | 6.8% | \$ 1,238,658.56 | 5.1% | \$ 1,188,229.01 | 4.3% | \$ 693,423.50 | 3.5% | \$ 459,792.57 | 2.7% | \$ 689,200.00 | 4.3% | \$ 346,920.79 | 2.6% |
| Hospitalists Fees | \$ 903,196.42 | 4.0% | \$ 1,048,715.78 | 4.3% | \$ 1,189,589.47 | 4.3% | \$ 650,830.13 | 3.3% | \$ 404,264.93 | 2.4% | \$ 287,416.00 | 1.8% | \$ 381,448.47 | 2.9% |
| Anesthesia Guarantee | \$ 1,194,970.27 | 5.3% | \$ 1,252,715.53 | 5.2% | \$ 1,207,103.56 | 4.4% | \$ 2,096,271.40 | 10.6% | \$ 2,132,254.01 | 12.6% | \$ 1,107,548.00 | 6.9% | \$ 1,897,233.16 | 14.3% |
| Physician Fees | \$ 280.00 | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ 114,364.94 | 0.9% |
| Multi-specialty Clinic Physician Fees | \$ 9,149,552.20 | 40.4% | \$ 10,859,223.99 | 44.7% | \$ 13,558,080.07 | 49.1% | \$ 6,021,022.88 | 30.3% | \$ 3,187,723.25 | 18.8% | \$ 3,453,642.00 | 21.6% | \$ 1,835,398.50 | 13.8% |
| Residency Program Fees | \$ 31,373.50 | 0.1% | \$ 9,177.03 | 0.0% | \$ 19,042.50 | 0.1% | \$ 13,984.50 | 0.1% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Medical Staff Chair Fees | \$ 76,016.50 | 0.3% | \$ 67,631.25 | 0.3% | \$ 63,450.00 | 0.2% | \$ 33,100.00 | 0.2% | \$ 44,400.00 | 0.3% | \$ 76,400.00 | 0.5% | \$ 55,312.50 | 0.4% |
| Med Staff Chairs - Wellness Neighborhood | \$ 2,851.22 | 0.0% | \$ 9,177.03 | 0.0% | \$ 11,196.39 | 0.0% | \$ 1,462.40 | 0.0% | \$ - | 0.0% | \$ 1,800.00 | 0.0% | \$ - | 0.0% |
| Radiology Guarantee | \$ 285,577.77 | 1.3% | \$ 233,702.97 | 1.0% | \$ 388,693.02 | 1.4% | \$ 475,627.40 | 2.4% | \$ 426,362.30 | 2.5% | \$ - | 0.0% | \$ 524,212.72 | 3.9% |
| Medi-Cal Prime | \$ 350.00 | 0.0% | \$ 29,125.50 | 0.1% | \$ - | 0.0% | \$ - | 0.0% | \$ 800.00 | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Health Info Technology | \$ - | 0.0% | \$ 102,872.50 | 0.4% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Sleep Medicine Clinic IVCH | \$ 154,306.76 | 0.7% | \$ 136,230.39 | 0.6% | \$ 180,092.41 | 0.7% | \$ 83,148.45 | 0.4% | \$ 61,729.65 | 0.4% | \$ - | 0.0% | \$ 1,618.47 | 0.0% |
| Laboratory | \$ 72,803.04 | 0.3% | \$ 64,555.16 | 0.3% | \$ 101,481.27 | 0.4% | \$ 119,416.83 | 0.6% | \$ 116,257.47 | 0.7% | \$ 144,865.00 | 0.9% | \$ 97,154.42 | 0.7% |
| IVCH Medicine Call | \$ 1,460,043.75 | 6.5% | \$ 1,464,190.25 | 6.0% | \$ 1,464,682.83 | 5.3% | \$ 1,460,663.30 | 7.4% | \$ 1,712,422.48 | 10.1% | \$ 1,762,200.00 | 11.0% | \$ 1,347,757.78 | 10.1% |
| 321 - Therapist Fees | \$ 4,343,390.31 | 19.2% | \$ 4,756,294.82 | 19.6% | \$ 5,393,393.38 | 19.5% | \$ 5,290,641.47 | 26.7% | \$ 5,921,565.76 | 34.9% | \$ 6,045,575.00 | 37.9% | \$ 4,895,171.48 | 36.8% |
| Cancer Center (Therapist Fees) | \$ 67,445.50 | 0.3% | \$ 65,155.44 | 0.3% | \$ 68,890.06 | 0.2% | \$ 55,673.00 | 0.3% | \$ 10,307.25 | 0.1% | \$ - | 0.0% | \$ 39,931.00 | 0.3% |
| Home Health/Hospice Fees | \$ - | 0.0% | \$ - | 0.0% | \$ 303,285.90 | 1.1% | \$ 279,470.80 | 1.4% | \$ 267,189.41 | 1.6% | \$ 288,499.00 | 1.8% | \$ 231,463.53 | 1.7% |
| Occupational Therapy | \$ 857,025.88 | 3.8% | \$ 690,302.00 | 2.8% | \$ 697,700.88 | 2.5% | \$ 729,431.52 | 3.7% | \$ 910,428.85 | 5.4% | \$ 887,404.00 | 5.6% | \$ 708,849.02 | 5.3% |
| Physical Therapy | \$ 3,356,455.95 | 14.8% | \$ 3,928,754.09 | 16.2% | \$ 4,198,993.81 | 15.2% | \$ 4,062,993.93 | 20.5% | \$ 4,492,411.92 | 26.5% | \$ 4,603,521.00 | 28.8% | \$ 3,742,474.87 | 28.1% |
| Speech Therapy | \$ 62,462.98 | 0.3% | \$ 72,083.29 | 0.3% | \$ 124,522.73 | 0.5% | \$ 163,072.22 | 0.8% | \$ 241,228.33 | 1.4% | \$ 266,151.00 | 1.7% | \$ 172,453.06 | 1.3% |
| 323 - Legal Fees | \$ 700,348.39 | 3.1% | \$ 428,923.60 | 1.8% | \$ 451,979.01 | 1.6% | \$ 342,879.10 | 1.7% | \$ 662,296.42 | 3.9% | \$ 739,000.00 | 4.6% | \$ 425,895.93 | 3.2% |
| American Arbitrations | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ 22,725.00 | 0.1% | \$ 15,000.00 | 0.1% | \$ - | 0.0% |
| BDO USA LLO | \$ - | 0.0% | \$ - | 0.0% | \$ 7,712.50 | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Beta Healthcare Group RMS | \$ - | 0.0% | \$ - | 0.0% | \$ 855.00 | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Brooke Barnum-Roberts | \$ - | 0.0% | \$ - | 0.0% | \$ 21,700.00 | 0.1% | \$ 28,680.00 | 0.1% | \$ 21,460.00 | 0.1% | \$ 35,000.00 | 0.2% | \$ - | 0.0% |
| Calantuono, Highsmith, Whatley-District | \$ 137,693.08 | 0.6% | \$ 36,543.34 | 0.2% | \$ 31,516.82 | 0.1% | \$ 40,254.94 | 0.2% | \$ 51,493.70 | 0.3% | \$ 24,000.00 | 0.2% | \$ 4,177.80 | 0.0% |
| Calantuono, Highsmith, Whatley-Board | \$ 14,465.00 | 0.1% | \$ 22,192.50 | 0.1% | \$ 25,836.55 | 0.1% | \$ 29,779.24 | 0.2% | \$ 24,365.00 | 0.1% | \$ 30,000.00 | 0.2% | \$ 10,484.66 | 0.1% |
| Calantuono, Highsmith, Whatley-Truckee Surgery Center | \$ - | 0.0% | \$ - | 0.0% | \$ 1,631.50 | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Davis, Wright, Tremaine | \$ - | 0.0% | \$ - | 0.0% | \$ 5,000.00 | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| ECG Management - Corp Compliance | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ 1,450.00 | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Foley & Lardner | \$ 1,532.29 | 0.0% | \$ 1,221.18 | 0.0% | \$ (5,000.00) | 0.0% | \$ 422.10 | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Foley & Lardner - TIRHR | \$ 2,664.00 | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Gordon, Rees, Scully, Mansukhani LLP | \$ - | 0.0% | \$ - | 0.0% | \$ 1,547.00 | 0.0% | \$ 11,452.75 | 0.1% | \$ - | 0.0% | \$ 8,500.00 | 0.1% | \$ - | 0.0% |
| Hooper, Lundy, & Bookman | \$ 175,633.70 | 0.8% | \$ 78,406.67 | 0.3% | \$ 117,604.93 | 0.4% | \$ 32,485.00 | 0.2% | \$ 146,841.79 | 0.9% | \$ 210,000.00 | 1.3% | \$ 180,479.61 | 1.4% |
| Hooper, Lundy, & Bookman - Corp Compliance | \$ 94,114.00 | 0.4% | \$ 65,156.77 | 0.3% | \$ 1,349.00 | 0.0% | \$ 896.50 | 0.0% | \$ 80,234.10 | 0.5% | \$ 2,000.00 | 0.0% | \$ - | 0.0% |
| Judicate West | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ 2,700.00 | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| King and Spalding | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ 225,581.61 | 1.3% | \$ 250,000.00 | 1.6% | \$ 196,578.38 | 1.5% |
| Legal Fees HR | \$ - | 0.0% | \$ - | 0.0% | \$ (10,000.00) | 0.0% | \$ 16,320.37 | 0.1% | \$ 6,407.59 | 0.0% | \$ 15,500.00 | 0.1% | \$ - | 0.0% |
| Litigation Services & Technologies of Nevada | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ 1,375.70 | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Littler Medelson, P C | \$ - | 0.0% | \$ 13,017.50 | 0.1% | \$ (3,740.89) | 0.0% | \$ 7,478.00 | 0.0% | \$ 6,438.75 | 0.0% | \$ 5,000.00 | 0.0% | \$ - | 0.0% |
| Melendres & Melendres | \$ - | 0.0% | \$ - | 0.0% | \$ 3,150.00 | 0.0% | \$ 3,295.00 | 0.0% | \$ 1,155.00 | 0.0% | \$ 2,500.00 | 0.0% | \$ - | 0.0% |
| Porter Simon | \$ 11,390.50 | 0.1% | \$ 5,835.59 | 0.0% | \$ 24,734.30 | 0.1% | \$ 28,483.44 | 0.1% | \$ 11,907.08 | 0.1% | \$ 20,000.00 | 0.1% | \$ - | 0.0% |
| Rybicki & Associates P C | \$ 51,017.90 | 0.2% | \$ 115,190.47 | 0.5% | \$ 102,117.35 | 0.4% | \$ 78,014.03 | 0.4% | \$ 49,568.71 | 0.3% | \$ 75,000.00 | 0.5% | \$ 33,750.48 | 0.3% |
| Trucker Huss | \$ 1,080.00 | 0.0% | \$ 345.00 | 0.0% | \$ 27,317.50 | 0.1% | \$ 19,762.50 | 0.1% | \$ 1,280.00 | 0.0% | \$ 1,500.00 | 0.0% | \$ - | 0.0% |
| Wilson Sonsini Goodrich - TIRHR | \$ 177,347.02 | 0.8% | \$ 89,370.70 | 0.4% | \$ 72,953.75 | 0.3% | \$ 11,439.40 | 0.1% | \$ 139.50 | 0.0% | \$ 45,000.00 | 0.3% | \$ - | 0.0% |
| Other Legal | \$ 33,410.90 | 0.1% | \$ 1,643.88 | 0.0% | \$ 25,693.70 | 0.1% | \$ 29,570.13 | 0.1% | \$ 11,248.59 | 0.1% | \$ - | 0.0% | \$ 425.00 | 0.0% |

| PROFESSIONAL FEES PAID ANALYSIS | | | | | | | | | | | | | | |
|---|-------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|
| SUB ACCT & DETAIL | FY 2017 TOTAL | % OF TOTAL PRO FEES | FY 2018 TOTAL | % OF TOTAL PRO FEES | FY 2019 TOTAL | % OF TOTAL PRO FEES | FY 2020 TOTAL | % OF TOTAL PRO FEES | FY 2021 TOTAL | % OF TOTAL PRO FEES | FY 2022 BUDGET | % OF TOTAL PRO FEES | FY 2022 TOTAL | % OF TOTAL PRO FEES |
| 325 - Consulting Fees | \$ 2,239,921.92 | 9.9% | \$ 2,218,853.46 | 9.1% | \$ 1,833,983.27 | 6.6% | \$ 2,423,194.96 | 12.2% | \$ 1,727,903.29 | 10.2% | \$ 1,614,595.00 | 10.1% | \$ 1,356,106.97 | 10.2% |
| Board of Directors | \$ - | 0.0% | \$ - | 0.0% | \$ 118,896.57 | 0.4% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Business Office | \$ 29,166.69 | 0.1% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Central Scheduling | \$ - | 0.0% | \$ 263,739.29 | 1.1% | \$ 111,219.70 | 0.4% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Cancer Center: | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Radiation Oncology Consulting | \$ 7,613.85 | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ 280,500.00 | 1.4% | \$ 180,179.42 | 1.1% | \$ 165,400.00 | 1.0% | \$ 171,598.16 | 1.3% |
| District Matters | \$ 502,837.04 | 2.2% | \$ 142,762.89 | 0.6% | \$ 45,921.11 | 0.2% | \$ 37,327.76 | 0.2% | \$ 20,685.00 | 0.1% | \$ 80,000.00 | 0.5% | \$ 116,645.45 | 0.9% |
| Engineering / Facilities | \$ 27,931.92 | 0.1% | \$ - | 0.0% | \$ 2,250.00 | 0.0% | \$ - | 0.0% | \$ 9,155.69 | 0.1% | \$ - | 0.0% | \$ - | 0.0% |
| Finance Administration: | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Bond Services & Rating Agency Fees | \$ 9,000.00 | 0.0% | \$ 650.00 | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Cost Report, OSHPD, & SCO Reporting - Reimbursement | \$ 109,301.80 | 0.5% | \$ 74,024.00 | 0.3% | \$ 51,451.00 | 0.2% | \$ 62,142.50 | 0.3% | \$ 57,839.00 | 0.3% | \$ 70,000.00 | 0.4% | \$ - | 0.0% |
| Audit / Tax Firm | \$ 85,799.08 | 0.4% | \$ 78,420.06 | 0.3% | \$ 90,481.69 | 0.3% | \$ 95,056.04 | 0.5% | \$ 81,061.45 | 0.5% | \$ 81,675.00 | 0.5% | \$ 126,453.00 | 1.0% |
| Strategic / Financial / Market Planning & Analysis | \$ 4,246.84 | 0.0% | \$ 71,480.27 | 0.3% | \$ 63,312.50 | 0.2% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Foundations | \$ 43,385.57 | 0.2% | \$ 46,648.39 | 0.2% | \$ 45,941.75 | 0.2% | \$ 56,793.64 | 0.3% | \$ 48,173.75 | 0.3% | \$ 51,320.00 | 0.3% | \$ 38,365.03 | 0.3% |
| Human Resources | \$ 157,650.33 | 0.7% | \$ 142,755.33 | 0.6% | \$ 285,264.86 | 1.0% | \$ 260,258.30 | 1.3% | \$ 243,398.75 | 1.4% | \$ 227,360.00 | 1.4% | \$ 231,894.82 | 1.7% |
| Information Systems Conversion | \$ 159,282.40 | 0.7% | \$ 416,953.84 | 1.7% | \$ 291,376.03 | 1.1% | \$ 474,952.01 | 2.4% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Information Technology | \$ 383,742.94 | 1.7% | \$ 446,415.89 | 1.8% | \$ 173,635.05 | 0.6% | \$ 272,274.50 | 1.4% | \$ 232,658.94 | 1.4% | \$ 198,000.00 | 1.2% | \$ 63,604.61 | 0.5% |
| Kaufman Hall: | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Strategic Planning | \$ 20,158.13 | 0.1% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Hospital Advisor/Budget Advisor/Cost Accounting | \$ - | 0.0% | \$ 260,172.76 | 1.1% | \$ 302,500.00 | 1.1% | \$ 619,945.00 | 3.1% | \$ 462,215.00 | 2.7% | \$ 240,000.00 | 1.5% | \$ 231,995.00 | 1.7% |
| Marketing | \$ - | 0.0% | \$ 8,360.00 | 0.0% | \$ 5,149.74 | 0.0% | \$ 54,958.33 | 0.3% | \$ 129,505.00 | 0.8% | \$ 262,540.00 | 1.6% | \$ 151,235.00 | 1.1% |
| Medical Staff | \$ - | 0.0% | \$ 2,000.00 | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| MSC/Managed Care | \$ 224,132.38 | 1.0% | \$ 178,138.29 | 0.7% | \$ 101,449.34 | 0.4% | \$ 135,140.15 | 0.7% | \$ 176,200.40 | 1.0% | \$ 168,300.00 | 1.1% | \$ 135,068.36 | 1.0% |
| Nursing/Quality Consulting | \$ 11,040.91 | 0.0% | \$ (215.00) | 0.0% | \$ 686.50 | 0.0% | \$ 400.00 | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ 407.90 | 0.0% |
| Organizational Consulting/Change Management | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ 12,526.50 | 0.1% |
| Pharmacy - Inpatient | \$ 71,618.21 | 0.3% | \$ - | 0.0% | \$ - | 0.0% | \$ 10,680.00 | 0.1% | \$ 37,025.45 | 0.2% | \$ 25,000.00 | 0.2% | \$ - | 0.0% |
| Physician Recruitment | \$ 165,190.40 | 0.7% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| PRIME Program | \$ 84,103.00 | 0.4% | \$ (368.07) | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| Retail Pharmacy | \$ 8,392.92 | 0.0% | \$ 8,412.02 | 0.0% | \$ 30,093.00 | 0.1% | \$ 6,050.67 | 0.0% | \$ 8,161.85 | 0.0% | \$ 9,000.00 | 0.1% | \$ 962.40 | 0.0% |
| Skilled Nursing Facility | \$ 10,512.00 | 0.0% | \$ 10,512.00 | 0.0% | \$ 180.00 | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% | \$ 150.00 | 0.0% |
| Tahoe Institute for Rural Health Research | \$ 71,758.14 | 0.3% | \$ 63,776.92 | 0.3% | \$ 107,794.39 | 0.4% | \$ 48,166.99 | 0.2% | \$ 28,066.50 | 0.2% | \$ 30,000.00 | 0.2% | \$ 19,670.74 | 0.1% |
| Other Consulting | \$ 9,339.17 | 0.0% | \$ 4,214.58 | 0.0% | \$ 113.36 | 0.0% | \$ 1,082.83 | 0.0% | \$ 13,577.09 | 0.1% | \$ 6,000.00 | 0.0% | \$ 54,280.00 | 0.4% |
| GRAND TOTAL TFHS | \$ 22,626,575.65 | 100.0% | \$ 24,273,706.48 | 100.0% | \$ 27,640,035.15 | 100.0% | \$ 19,847,799.67 | 100.0% | \$ 16,961,138.63 | 100.0% | \$ 15,967,145.00 | 100.0% | \$ 13,295,183.63 | 100.0% |