

August 18, 2022

TO: Legal Counsel

News Media

Salinas Californian

El Sol

Monterey County Herald

Monterey County Weekly

KION-TV

KSBW-TV/ABC Central Coast

KSMS/Entravision-TV

The next regular meeting of the **QUALITY AND EFFICIENT PRACTICES COMMITTEE - COMMITTEE OF THE WHOLE** of the Salinas Valley Memorial Healthcare System will be held **MONDAY, AUGUST 22, 2022, AT 8:30 A.M., IN THE CEO CONFERENCE ROOM, DOWNING RESOURCE CENTER ROOM 117, AT SALINAS VALLEY MEMORIAL HOSPITAL, 450 E. ROMIE LANE, SALINAS, CALIFORNIA, OR VIA TELECONFERENCE (Visit svmh.com/virtualboardmeeting for Access Information).**

Pursuant to SVMHS Board Resolution No. 2022-11, Assembly Bill 361, and guidance from the Monterey County Health Department in response to concerns regarding COVID-19, Board Members of Salinas Valley Memorial Healthcare System, a local health care district, are permitted to participate in this duly noticed public meeting via teleconference and certain requirements of The Brown Act are suspended.



Pete Delgado
President/Chief Executive Officer

Committee Members: Juan Cabrera, Chair; Joel Hernandez Laguna, Vice Chair; Pete Delgado, President/CEO; Allen Radner, MD, CMO; Clement Miller, COO; Lisa Paulo, CNO; Rakesh Singh, MD, Medical Staff Member; Michele Averill, Community Member

**QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING – AUGUST 2022
COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**MONDAY, AUGUST 22, 2022
8:30 A.M. DOWNING RESOURCE CENTER, CEO CONFERENCE ROOM 117
SALINAS VALLEY MEMORIAL HOSPITAL
450 E. ROMIE LANE, SALINAS, CALIFORNIA
OR BY PHONE OR VIDEO
(Visit svmh.com/virtualboardmeeting for Access Information)**

Pursuant to SVMHS Board Resolution No. 2022-11, Assembly Bill 361, and guidance from the Monterey County Health Department in response to concerns regarding COVID-19, Board Members of Salinas Valley Memorial Healthcare System, a local health care district, are permitted to participate in this duly noticed public meeting via teleconference and certain requirements of The Brown Act are suspended.

AGENDA

1. Approval of Minutes from the Quality and Efficient Practices Committee Meeting of July 25, 2022 (DELGADO)
 - a. Motion/Second
 - b. Action by Committee/Roll Call Vote

2. Patient Care Services Update (PAULO)

3. Financial and Statistical Review (LOPEZ)

4. Public Input

This opportunity is provided for members of the public to make a brief statement, not to exceed three (3) minutes, on issues or concerns within the jurisdiction of this District Board which are not otherwise covered under an item on this agenda.

5. Closed Session

6. Reconvene Open Session/Report on Closed Session

7. Adjournment

The September 2022 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, September 19, 2022 at 8:30 a.m.**

This Committee meeting may be attended by Board Members who do not sit on this Committee. In the event that a quorum of the entire Board is present, this Committee shall act as a Committee of the Whole. In either case, any item acted upon by the Committee or the Committee of the Whole will require consideration and action by the full Board of Directors as a prerequisite to its legal enactment.

The Committee packet is available at the Committee Meeting, at www.svmh.com, and in the Human Resources Department of the District. All items appearing on the agenda are subject to action by the Committee.

Requests for a disability related modification or accommodation, including auxiliary aids or services, in order to attend or participate in a meeting should be made to the Board Clerk during regular business hours at 831-755-0741. Notification received 48 hours before the meeting will enable the District to make reasonable accommodations.

**QUALITY & EFFICIENT PRACTICES COMMITTEE MEETING OF THE
BOARD OF DIRECTORS – COMMITTEE OF THE WHOLE**

AGENDA FOR CLOSED SESSION

Pursuant to California Government Code Section 54954.2 and 54954.5, the board agenda may describe closed session agenda items as provided below. No legislative body or elected official shall be in violation of Section 54954.2 or 54956 if the closed session items are described in substantial compliance with Section 54954.5 of the Government Code.

CLOSED SESSION AGENDA ITEMS

HEARINGS/REPORTS

(Government Code §37624.3 & Health and Safety Code §§1461, 32155)

Subject matter: (Specify whether testimony/deliberation will concern staff privileges, report of medical audit committee, hospital internal audit report, or report of quality assurance committee):

1. Report of the Medical Staff Quality and Safety Committee

ADJOURN TO OPEN SESSION

**MINUTES OF THE JULY 2022
QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING
COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**MONDAY, JULY 25, 2022
8:30 A.M. – CEO CONFERENCE ROOM
SALINAS VALLEY MEMORIAL HOSPITAL
450 E. ROMIE LANE, SALINAS, CALIFORNIA
OR VIA TELECONFERENCE**

SVMHS Board Resolution No. 2022-10, Assembly Bill 361, and guidance from the Monterey County Health Department in response to concerns regarding COVID-19, Board Members of Salinas Valley Memorial Healthcare System, a local health care district, are permitted to participate in this duly noticed public meeting via teleconference and certain requirements of The Brown Act are suspended.

Committee Members Present: In Person: Pete Delgado, Clement Miller, Lisa Paulo, Rakesh Singh, MD. Via teleconference: Chair Juan Cabrera, Vice Chair Joel Hernandez Laguna, Michele Averill, Allen Radner, MD.

Committee Members Absent: None

Other Board Members Present, Constituting Committee of the Whole: None

Chair Juan Cabrera joined the meeting at 8:35 a.m.

Clement Miller joined the meeting at 8:35 a.m.

Rakesh Singh, MD joined the meeting at 8:36 a.m.

Allen Radner, MD joined the meeting at 8:40 a.m.

A quorum was present and Committee Vice Chair Joel Hernandez Laguna called the meeting to order at 8:31 a.m.

APPROVAL OF MINUTES FROM THE QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING OF JUNE 20, 2022

Pete Delgado, recommended the Quality and Efficient Practices Committee approve the minutes of the Quality and Efficient Practices Committee Meeting of June 20, 2022. This information was included in the Committee packet.

No public input received:

MOTION: Upon motion by Committee member Delgado, second by Committee member Miller the minutes of June 20, 2022 Quality and Efficient Practices Committee were approved.

Ayes: Committee members: Averill, Cabrera, Delgado, Miller, Paulo, and Vice Chair Hernandez Laguna; Noes: None; Abstentions: None; Absent: Committee member: Radner and Singh; Motion Carried.

PATIENT CARE SERVICES UPDATE

Service:

- **Patient Experience:** Lisa Paulo, MSN/MPA, RN, CENP Chief Nursing Officer presented the following: HCAHPS Year-Over-Year (YOY) Ranking:

- Inpatient Rating: 85 (rank)/79.5 (Top Box score)
- Inpatient Ranking by Domains with 5 of which are at their highest score since FY16
- Emergency Department Rating: 44/65.09
- Emergency Department by Domains with 4 of which are at their highest score since FY16
- Ambulatory Rating: 52/87.6
- Ambulatory by Domains with Facility rating of 52

The Patient Experience FY22 Balanced Scorecard was presented:

- Inpatient: 74.8 (Target 75.1)
- Emergency Department: 58.7 (Target 68.3)
- Ambulatory: 92.0 (Target 91.6)

Quality:

Perinatal Unit Council Chair Adrienne Leyva, BSN, RNC-OB, IBCLC, LCBE (Labor & Delivery) and Co-Chair Marisol Soria, RNC-OB, RN (Labor & Delivery), presented the following update on the Perinatal Unit Practice Council:

- What We've Done:
 - Perinatal Diaper Drive in Recognition of Maternal Mental Health Week
 - Pre-Eclampsia Screening in the ER
 - Quiet at Night initiative
- Where We Are:
 - Nulliparous, Term, Singleton, Vertex NTSV (C-section rate among low-risk, first-time mothers): Focus on empowering Nursing to take action!
- What Is Coming:
 - SWELLS in July 2022
 - Spinning Babies Class September 2022
 - Improve patient experience with congratulatory gift baskets for every patient
 - Maternal Substance Screening

REHAB SERVICES UPDATE

Dureshewar Swiger, Rehab Supervisor presented the following update:

- 2021 Updates:
 - Staffing
 - 12 new hires
 - Mentorship
 - Developed mentorship program with new hires to improve communication and collaboration.
 - Implemented Specialty Programs
 - Improved Missed Treatments
 - Currently 13% compared to 25% in 2021
 - Mastectomy Program
 - Education
 - Assessment
 - OT Intervention
 - Bedside Mobility Assessment Tool (BMAT) Program
 - Nursing tool to establish safe mobility measures
 - FEES (Fiberoptic endoscopic evaluation of swallowing) Approved for Speech Language Pathologist (SLP's)

- Hired 3 SLP's and partnered with CSUMB to have students to rotate with SLP's; updated competencies to be specific to Speech Therapy; provide clinical fellowships to new grads in order to retain new staff.
- GOOD Meetings
 - 1:1 team member goal focused meetings.
- What's Next:
 - Mobility
 - Speech
 - Cancer Program
 - Patient Care

Vice Chair Hernandez Laguna commended staff for meeting patient experience benchmark.

FINANCIAL AND STATISTICAL REVIEW

Augustine Lopez, CFO, provided a financial and statistical performance review for the month ending June 2022. This information was included in the Committee packet.

Key highlights of the financial summary for June 2022 were: (1) Income from operations was \$3.2M with an operating margin of 5.2%, (2) Net income was \$4.6M with a net income margin of 7.4%; (3) Inpatient gross revenues were above budget; (4) Emergency Department gross revenues were above budget; (5) Outpatient gross revenues were above budget; (6) Payor mix was unfavorable to the budget; (7) Total normalized net patient revenues were favorable to the budget; (8) Outpatient surgeries were below budget and inpatient surgeries were above budget; (9) Average daily census and total admissions were above budget; (10) Total acute average length of stay (ALOS) Medicare traditional ALOS CMI adjusted was favorable; (11) Operating revenues were above expenses; (12) Days cash on hand was 343; days of net accounts receivable is 50.

PUBLIC INPUT

No public comment received.

CLOSED SESSION

Vice Chair Hernandez Laguna announced that the item to discuss in Closed Session is *Hearings/Reports – Report of the Medical Staff Quality and Safety Committee*. The meeting recessed into Closed Session under the Closed Session protocol at 9:08 a.m.

RECONVENE OPEN SESSION/REPORT ON CLOSED SESSION

The Committee reconvened Open Session at 9:27 a.m., Vice Chair Hernandez Laguna reported that in Closed Session, the Committee discussed *Hearings/Reports – Report of the Medical Staff Quality and Safety Committee*. No action taken in the Closed Session.

ADJOURNMENT

There being no other business, the meeting adjourned at 9:28 a.m. The August 2022 Quality and Efficient Practices Committee Meeting is scheduled for **Monday, August 22, 2022 at 8:30 a.m.**

Juan Cabrera, Chair
Quality and Efficient Practices Committee
/es

Board Paper: Quality & Efficient Practices Committee

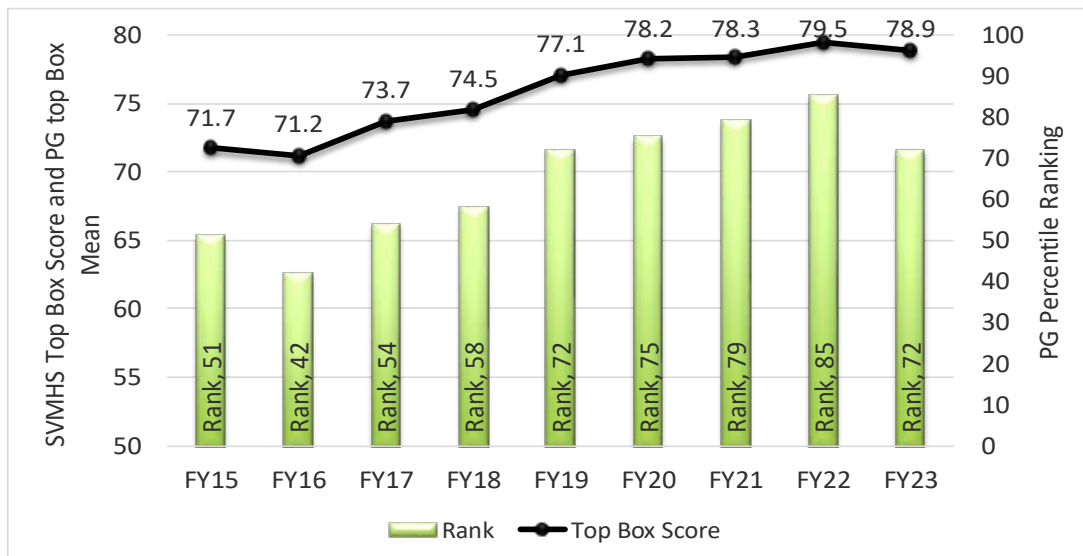
Agenda: Patient Care Services Update
 Executive: Lisa Paulo, MSN/MPA, RN
 Sponsor: Chief Nursing Officer
 Date: August 22, 2022

Pillar/Goal Alignment:

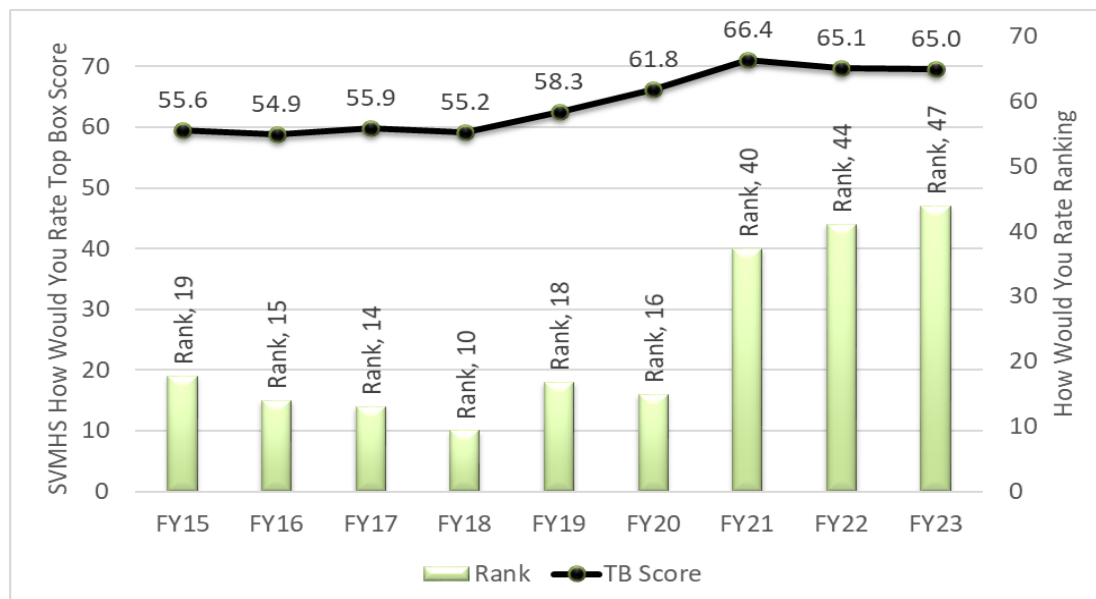
Service
 People
 Quality
 Finance
 Growth
 Community

PATIENT EXPERIENCE:

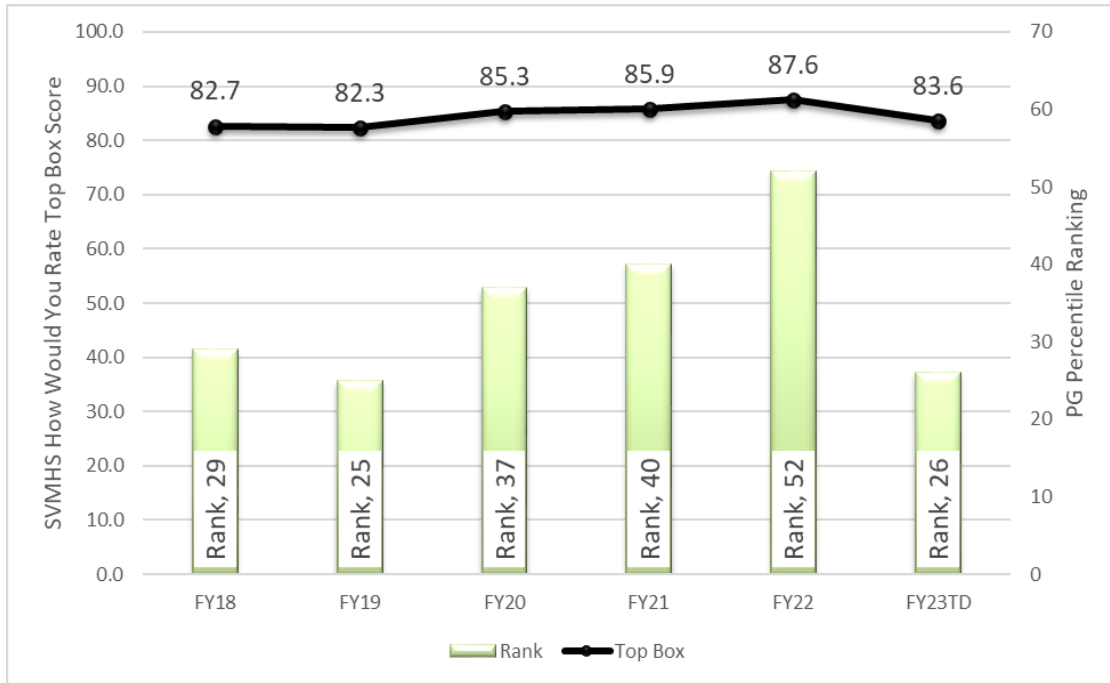
Inpatient Rating:



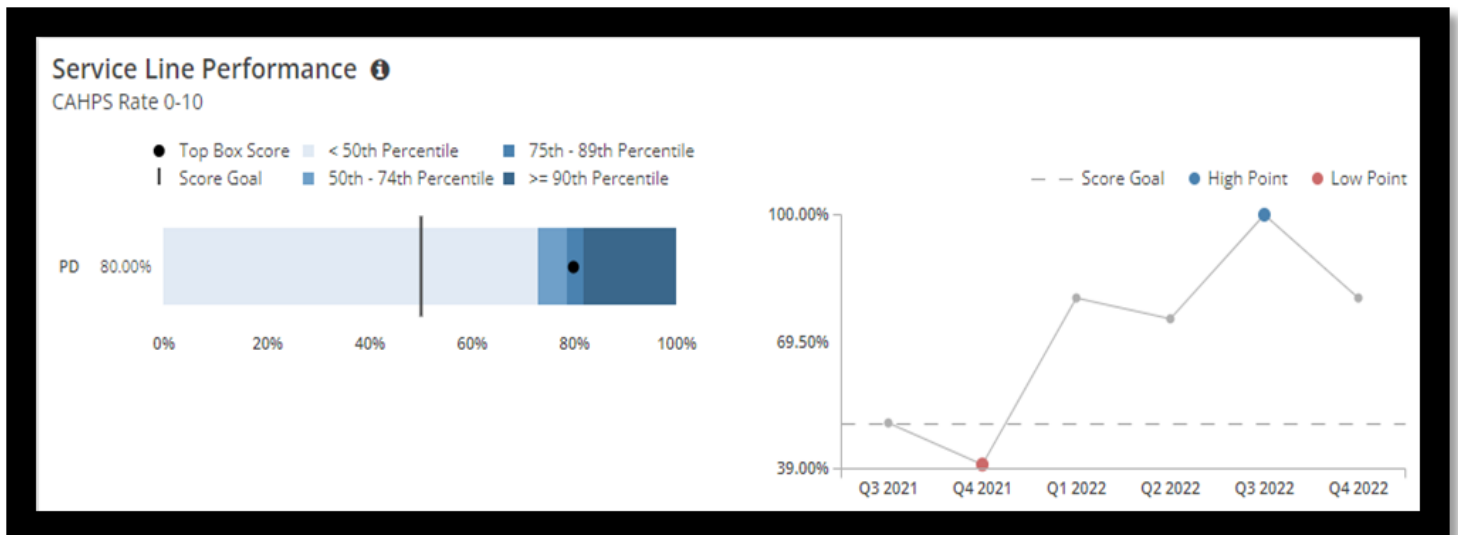
Emergency Department Rating:



▪ **Ambulatory Rating:**



▪ **Pediatrics:**



▪ **Quality:**


Pediatric Practice Council

Lisa Garcia, *RN, MSN, CNS (Chair)*
Pam Yates, *RN (Co-Chair)*
Lisa Sandberg, *RN, BSN, CPN*
Lindsey Macbeth-Hymes, *RN*
Glaiza Farnal, *RN, PHN (Advisor)*



What We've Done:

- ❖ **Professional Development**
 - Certification rates grew by **18.3%** vs. Baseline data:
Baseline data 2018: 23.8% → **2022 Actual: 42.1%**
 - BSN or higher Rates grew by **14.1%** vs. Baseline data:
Baseline data 2018: 33.3% → **2022 Actual: 47.4%**
 - Pediatric Practice Council identified goal to increase unit certification by 1% for 2023
 - 10 home study guides developed by staff RN, Lisa Sandberg, BSN, RN, CPN





Where are we?



- ❖ **Patient Satisfaction/Patient Safety**
 - Our goal is to enhance patient safety and satisfaction by minimizing alarm fatigue, specifically from *Phillips Cardio Respiratory Monitors*
 - Excessive noise causes undue stress to patient and staff
 - Our current alarm settings do not reflect all pediatric age group
 - Customized alarm settings are based on Pediatric Advanced Life Support (PALS) guidelines approved by Dr. Jalali, Chief of Pediatrics



What is coming :

- ❖ **Pediatric Journal Club**

Frey, E., Hamp, N., Orlov, N. (2019). Modeling Safe Infant Sleep in the Hospital. *Journal of Pediatric Nursing*, 50,20-24.

 - Developed education on safe sleeping practices for parents
- ❖ **Bee Mindful Project™**
 - A hospital program designed for children with neuro diversity



Financial Performance Review

July 2022

Augustine Lopez
Chief Financial Officer



Consolidated Financial Summary

For the Month of July 2022 – No Normalizing Items

\$ in Millions	For the Month of July 2022				
			Variance fav (unfav)		
	Actual	Budget	\$VAR	%VAR	
Operating Revenue	\$ 52.9	\$ 57.2	\$ (4.3)		-7.5%
Operating Expense	\$ 54.0	\$ 55.8	\$ 1.8		3.2%
Income from Operations*	\$ (1.1)	\$ 1.4	\$ (2.5)		-178.6%
Operating Margin %	-2.0%	2.4%	-4.4%		-183.33%
Non Operating Income**	\$ 1.7	\$ 1.0	\$ 0.7		70.0%
Net Income	\$ 0.6	\$ 2.4	\$ (1.8)		-75.0%
Net Income Margin %	1.2%	4.1%	-2.9%		-70.7%

Financial underperformance was driven by:

- Despite the Average Daily Census being 8% above budget at 124, Total Gross Revenues were on target
- The net revenue yield % for SVMH was 9% below budget due to:
 - Patient Acuity for all payers declined by 10% (Case Mix Index was 1.5)
 - Medicare patient acuity declined by 14% (Case Mix Index was 1.60 vs 1.86)
 - Commercial business was 5% lower than expected
 - AR increased mostly due to a slow down in Commercial insurance payments
- IP Surgical cases declined by 24% (44 cases)
- While Covid cases increased 90% over the prior month, most of the cases were governmental (88%)
- Increased patient volume and staff shortage required higher than expected Contract Labor and overtime utilization
- Overall Labor Productivity efficiency was favorable by 9% (47 FTEs)

SVMH Financial Highlights July 2022

Gross Revenues were Unfavorable

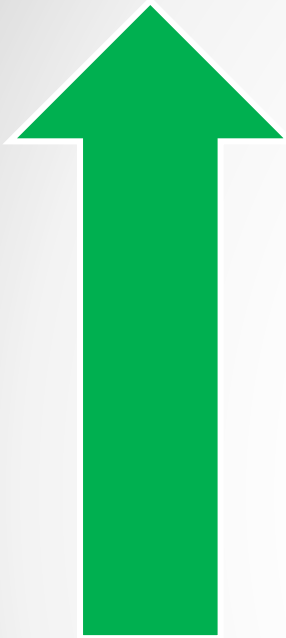
- **Gross Revenues** were 0.2 % favorable to budget
- **IP gross revenues** were 1.4% unfavorable to budget
- **ED gross revenues** were 0.4% below budget
- **OP gross revenues** were 1.9% favorable to budget in the following areas:
 - Infusion Therapy
 - Radiology
 - Other OP Pharmacy

- **Commercial:** 5% below budget
- **Medicaid:** 2% above budget
- **Medicare:** 2% above budget

Payor Mix – unfavorable to budget

Total Normalized Net Patient Revenues were \$44.2M, which was Unfavorable to budget by \$4.2M or 8.8%

Financial Summary – July 2022



1) Higher than expected Inpatient business:

- Average daily census was at 124, 8% above budget of 115

2) Total admissions were 7% (64 admits) above budget

- ER admissions were 10% above budget (66 admits)

3) ER Outpatient visits were above budget by 10% at 5,152

4) Higher than expected Outpatient business:

- Predominantly due to higher than budgeted volumes in Infusion Therapy, Radiology, and Other OP Pharmacy

5) Covid cases increased to 78 cases, an increase of 90% over prior month



6) Medicare Traditional ALOS CMI adjusted was 1% unfavorable at 2.36 days with a Case Mix Index of 1.6

7) OP Observation cases were 6% (9 cases) higher than budget at 160

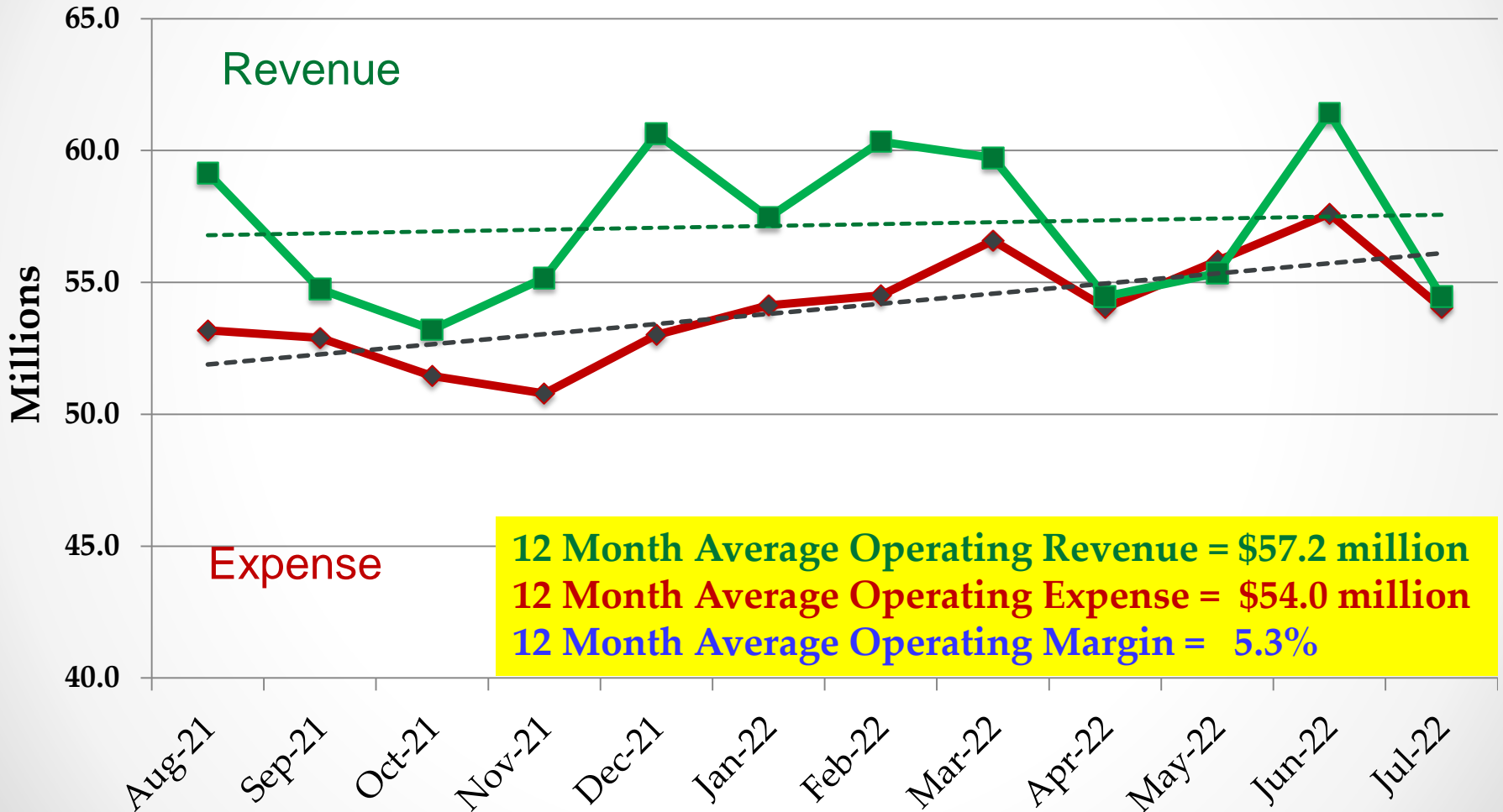
8) Outpatient Surgeries were 2% (5 cases) below budget at 239

9) Deliveries were 9% (13 deliveries) below budget at 126



SVMHS Operating Revenues & Expenses (Normalized)

Rolling 12 Months: Aug 21 to July 22



SVMHS Key Financial Indicators

Statistic	YTD	SVMHS		S&P A+ Rated		YTD	
	Jun-22	Target	+/-	Hospitals	+/-	Jun-21	+/-
Operating Margin*	-2.0%	9.0%		4.0%		5.3%	
Total Margin*	1.2%	10.8%		6.6%		7.5%	
EBITDA Margin**	2.4%	13.4%		13.6%		9.6%	
Days of Cash*	344	305		249		373	
Days of Accounts Payable*	50	45		-		47	
Days of Net Accounts Receivable*	52	45		49		45	
Supply Expense as % NPR	13.1%	15.0%		-		12.6%	
SWB Expense as % NPR	57.2%	53.0%		53.7%		52.5%	
Operating Expense per APD*	5,896	4,992		-		6,241	

*These metrics have been adjusted for normalizing items

**Metric based on Operating Income (consistent with industry standard)

***Metric based on 90 days average net revenue (consistent with industry standard)

Days of Cash and Accounts Payable metrics have been adjusted to **exclude** accelerated insurance payments (COVID-19 assistance)

QUESTIONS / COMMENTS

SALINAS VALLEY MEMORIAL HOSPITAL
SUMMARY INCOME STATEMENT
July 31, 2022

	<u>Month of July,</u>		<u>One months ended July 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 44,168,855	\$ 47,519,822	\$ 44,168,855	\$ 47,519,822
Other operating revenue	696,153	1,245,084	696,153	1,245,084
Total operating revenue	<u>44,865,008</u>	<u>48,764,906</u>	<u>44,865,008</u>	<u>48,764,906</u>
Total operating expenses	42,835,248	40,826,045	42,835,248	40,826,045
Total non-operating income	<u>1,394,589</u>	<u>(2,578,712)</u>	<u>1,394,589</u>	<u>(2,578,712)</u>
Operating and non-operating income	<u>\$ 3,424,348</u>	<u>\$ 5,360,149</u>	<u>\$ 3,424,348</u>	<u>\$ 5,360,149</u>

SALINAS VALLEY MEMORIAL HOSPITAL
BALANCE SHEETS
July 31, 2022

	<u>Current year</u>	<u>Prior year</u>
ASSETS:		
Current assets	\$ 399,452,426	\$ 422,859,066
Assets whose use is limited or restricted by board	150,567,841	144,688,118
Capital assets	238,053,956	243,431,852
Other assets	177,370,372	187,481,770
Deferred pension outflows	<u>95,401,205</u>	<u>50,119,236</u>
	<u>\$ 1,060,845,800</u>	<u>\$ 1,048,580,042</u>
LIABILITIES AND EQUITY:		
Current liabilities	107,390,583	134,723,701
Long term liabilities	14,058,922	14,556,513
	76,126,944	83,585,120
Net assets	<u>863,269,351</u>	<u>815,714,708</u>
	<u>\$ 1,060,845,800</u>	<u>\$ 1,048,580,042</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
SCHEDULES OF NET PATIENT REVENUE
July 31, 2022**

	<u>Month of July,</u>		<u>One months ended July 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Patient days:				
By payer:				
Medicare	1,866	1,567	1,866	1,567
Medi-Cal	1,089	958	1,089	958
Commercial insurance	778	704	778	704
Other patient	110	147	110	147
Total patient days	<u>3,843</u>	<u>3,376</u>	<u>3,843</u>	<u>3,376</u>
Gross revenue:				
Medicare	\$ 93,763,439	\$ 89,809,744	\$ 93,763,439	\$ 89,809,744
Medi-Cal	58,830,312	56,235,627	58,830,312	56,235,627
Commercial insurance	49,093,605	52,117,669	49,093,605	52,117,669
Other patient	<u>8,343,764</u>	<u>9,707,313</u>	<u>8,343,764</u>	<u>9,707,313</u>
Gross revenue	<u>210,031,120</u>	<u>207,870,353</u>	<u>210,031,120</u>	<u>207,870,353</u>
Deductions from revenue:				
Administrative adjustment	57,364	197,088	57,364	197,088
Charity care	795,550	879,629	795,550	879,629
Contractual adjustments:				
Medicare outpatient	29,511,945	28,185,083	29,511,945	28,185,083
Medicare inpatient	43,300,678	37,164,021	43,300,678	37,164,021
Medi-Cal traditional outpatient	3,197,831	2,295,188	3,197,831	2,295,188
Medi-Cal traditional inpatient	5,096,919	4,807,415	5,096,919	4,807,415
Medi-Cal managed care outpatient	23,132,061	23,374,131	23,132,061	23,374,131
Medi-Cal managed care inpatient	21,656,267	21,984,385	21,656,267	21,984,385
Commercial insurance outpatient	16,341,866	17,673,298	16,341,866	17,673,298
Commercial insurance inpatient	17,691,144	17,899,876	17,691,144	17,899,876
Uncollectible accounts expense	3,725,199	4,098,800	3,725,199	4,098,800
Other payors	<u>1,355,441</u>	<u>1,791,617</u>	<u>1,355,441</u>	<u>1,791,617</u>
Deductions from revenue	<u>165,862,265</u>	<u>160,350,531</u>	<u>165,862,265</u>	<u>160,350,531</u>
Net patient revenue	<u>\$ 44,168,855</u>	<u>\$ 47,519,822</u>	<u>\$ 44,168,855</u>	<u>\$ 47,519,822</u>
Gross billed charges by patient type:				
Inpatient	\$ 111,244,255	\$ 109,067,432	\$ 111,244,255	\$ 109,067,432
Outpatient	71,595,344	71,111,719	71,595,344	71,111,719
Emergency room	<u>27,191,523</u>	<u>27,691,201</u>	<u>27,191,523</u>	<u>27,691,201</u>
Total	<u>\$ 210,031,122</u>	<u>\$ 207,870,353</u>	<u>\$ 210,031,122</u>	<u>\$ 207,870,353</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
STATEMENTS OF REVENUE AND EXPENSES
July 31, 2022**

	<u>Month of July,</u>		<u>One months ended July 31,</u>	
	<u>current year</u>	<u>prior year</u>	<u>current year</u>	<u>prior year</u>
Operating revenue:				
Net patient revenue	\$ 44,168,855	\$ 47,519,822	\$ 44,168,855	\$ 47,519,822
Other operating revenue	696,153	1,245,084	696,153	1,245,084
Total operating revenue	<u>44,865,008</u>	<u>48,764,906</u>	<u>44,865,008</u>	<u>48,764,906</u>
Operating expenses:				
Salaries and wages	16,059,151	15,460,007	16,059,151	15,460,007
Compensated absences	2,613,115	2,536,575	2,613,115	2,536,575
Employee benefits	7,218,138	7,644,428	7,218,138	7,644,428
Supplies, food, and linen	6,109,456	5,569,596	6,109,456	5,569,596
Purchased department functions	3,574,378	3,362,230	3,574,378	3,362,230
Medical fees	1,369,093	1,859,620	1,369,093	1,859,620
Other fees	2,355,069	1,211,933	2,355,069	1,211,933
Depreciation	1,891,869	1,808,916	1,891,869	1,808,916
All other expense	1,644,979	1,372,740	1,644,979	1,372,740
Total operating expenses	<u>42,835,248</u>	<u>40,826,045</u>	<u>42,835,248</u>	<u>40,826,045</u>
Income from operations	<u>2,029,760</u>	<u>7,938,861</u>	<u>2,029,760</u>	<u>7,938,861</u>
Non-operating income:				
Donations	1,961,499	166,667	1,961,499	166,667
Property taxes	333,333	333,333	333,333	333,333
Investment income	2,078,830	539,322	2,078,830	539,322
Taxes and licenses	0	0	0	0
Income from subsidiaries	(2,979,073)	(3,618,034)	(2,979,073)	(3,618,034)
Total non-operating income	<u>1,394,589</u>	<u>(2,578,712)</u>	<u>1,394,589</u>	<u>(2,578,712)</u>
Operating and non-operating income	3,424,348	5,360,149	3,424,348	5,360,149
Net assets to begin	<u>859,845,002</u>	<u>810,354,559</u>	<u>859,845,003</u>	<u>810,354,559</u>
Net assets to end	<u>\$ 863,269,351</u>	<u>\$ 815,714,708</u>	<u>\$ 863,269,351</u>	<u>\$ 815,714,708</u>
Net income excluding non-recurring items	\$ 3,424,348	\$ 5,360,149	\$ 3,424,348	\$ 5,360,149
Non-recurring income (expense) from cost report settlements and re-openings and other non-recurring items	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Operating and non-operating income	<u>\$ 3,424,348</u>	<u>\$ 5,360,149</u>	<u>\$ 3,424,348</u>	<u>\$ 5,360,149</u>

**SALINAS VALLEY MEMORIAL HOSPITAL
SCHEDULES OF INVESTMENT INCOME
July 31, 2022**

	Month of July,		One months ended July 31,	
	current year	prior year	current year	prior year
Detail of other operating income:				
Dietary revenue	\$ 144,759	\$ 136,318	\$ 144,759	\$ 136,318
Discounts and scrap sale	5,867	(40)	5,867	(40)
Sale of products and services	11,562	52,946	11,562	52,946
Clinical trial fees	0	6,976	0	6,976
Stimulus Funds	0	0	0	0
Rental income	175,116	159,321	175,116	159,321
Other	358,849	889,563	358,849	889,563
Total	\$ 696,153	\$ 1,245,084	\$ 696,153	\$ 1,245,084
Detail of investment income:				
Bank and payor interest	\$ 374,090	\$ 64,189	\$ 374,090	\$ 64,189
Income from investments	1,704,739	463,579	1,704,739	463,579
Gain or loss on property and equipment	0	11,554	0	11,554
Total	\$ 2,078,830	\$ 539,322	\$ 2,078,830	\$ 539,322
Detail of income from subsidiaries:				
Salinas Valley Medical Center:				
Pulmonary Medicine Center	\$ (206,606)	\$ (158,662)	\$ (206,606)	\$ (158,662)
Neurological Clinic	(47,117)	(17,644)	(47,117)	(17,644)
Palliative Care Clinic	(76,574)	(111,034)	(76,574)	(111,034)
Surgery Clinic	(92,779)	(118,811)	(92,779)	(118,811)
Infectious Disease Clinic	(26,052)	(33,709)	(26,052)	(33,709)
Endocrinology Clinic	(131,287)	(111,206)	(131,287)	(111,206)
Early Discharge Clinic	0	0	0	0
Cardiology Clinic	(476,829)	(225,771)	(476,829)	(225,771)
OB/GYN Clinic	(276,414)	(330,021)	(276,414)	(330,021)
PrimeCare Medical Group	(534,596)	(2,083,664)	(534,596)	(2,083,664)
Oncology Clinic	(175,694)	(243,559)	(175,694)	(243,559)
Cardiac Surgery	(234,032)	(151,357)	(234,032)	(151,357)
Sleep Center	(38,835)	(42,090)	(38,835)	(42,090)
Rheumatology	(52,980)	(55,451)	(52,980)	(55,451)
Precision Ortho MDs	(226,182)	(98,799)	(226,182)	(98,799)
Precision Ortho-MRI	0	0	0	0
Precision Ortho-PT	(32,994)	(44,237)	(32,994)	(44,237)
Vaccine Clinic	(348)	0	(348)	0
Dermatology	(4,082)	(20,910)	(4,082)	(20,910)
Hospitalists	0	0	0	0
Behavioral Health	(46,097)	(75,508)	(46,097)	(75,508)
Pediatric Diabetes	(45,855)	(42,463)	(45,855)	(42,463)
Neurosurgery	(30,900)	(27,016)	(30,900)	(27,016)
Multi-Specialty-RR	5,799	10,714	5,799	10,714
Radiology	(112,777)	(275,460)	(112,777)	(275,460)
Salinas Family Practice	(110,911)	(38,962)	(110,911)	(38,962)
Urology	(31,021)	0	(31,021)	0
Total SVMC	(3,005,163)	(4,295,620)	(3,005,163)	(4,295,620)
Doctors on Duty	(85,363)	407,147	(85,363)	407,147
Assisted Living	0	0	0	0
Salinas Valley Imaging	0	0	0	0
Vantage Surgery Center	0	23,219	0	23,219
LPCH NICU JV	0	0	0	0
Central Coast Health Connect	0	0	0	0
Monterey Peninsula Surgery Center	104,624	170,827	104,624	170,827
Aspire/CHI/Coastal	(63,635)	(22,570)	(63,635)	(22,570)
Apex	0	17,889	0	17,889
21st Century Oncology	23,876	34,677	23,876	34,677
Monterey Bay Endoscopy Center	46,588	46,396	46,588	46,396
Total	\$ (2,979,073)	\$ (3,618,034)	\$ (2,979,073)	\$ (3,618,034)

SALINAS VALLEY MEMORIAL HOSPITAL
BALANCE SHEETS
July 31, 2022

	<u>Current year</u>	<u>Prior year</u>
A S S E T S		
Current assets:		
Cash and cash equivalents	\$ 289,283,079	\$ 334,817,668
Patient accounts receivable, net of estimated uncollectibles of \$31,241,152	84,785,930	72,428,336
Supplies inventory at cost	7,518,119	8,346,798
Other current assets	<u>17,865,297</u>	<u>7,266,265</u>
Total current assets	<u>399,452,426</u>	<u>422,859,066</u>
Assets whose use is limited or restricted by board	<u>150,567,841</u>	<u>144,688,118</u>
Capital assets:		
Land and construction in process	37,299,750	33,745,314
Other capital assets, net of depreciation	<u>200,754,206</u>	<u>209,686,538</u>
Total capital assets	<u>238,053,956</u>	<u>243,431,852</u>
Other assets:		
Investment in Securities	141,950,991	147,418,440
Investment in SVMC	10,305,070	14,022,869
Investment in Aspire/CHI/Coastal	1,580,065	3,680,168
Investment in other affiliates	21,561,281	21,185,802
Net pension asset	<u>1,972,965</u>	<u>1,174,491</u>
Total other assets	<u>177,370,372</u>	<u>187,481,770</u>
Deferred pension outflows	<u>95,401,205</u>	<u>50,119,236</u>
	<u>\$ 1,060,845,800</u>	<u>\$ 1,048,580,042</u>
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 60,408,628	\$ 55,865,922
Due to third party payers	29,764,970	61,725,924
Current portion of self-insurance liability	<u>17,216,985</u>	<u>17,131,854</u>
Total current liabilities	107,390,583	134,723,701
Long term portion of workers comp liability	<u>14,058,922</u>	<u>14,556,513</u>
Total liabilities	<u>121,449,505</u>	<u>149,280,214</u>
Pension liability	<u>76,126,944</u>	<u>83,585,120</u>
Net assets:		
Invested in capital assets, net of related debt	238,053,956	243,431,852
Unrestricted	<u>625,215,395</u>	<u>572,282,856</u>
Total net assets	<u>863,269,351</u>	<u>815,714,708</u>
	<u>\$ 1,060,845,800</u>	<u>\$ 1,048,580,042</u>

SALINAS VALLEY MEMORIAL HOSPITAL
STATEMENTS OF REVENUE AND EXPENSES - BUDGET VS. ACTUAL
July 31, 2022

	Month of July,				One months ended July 31,			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
Operating revenue:								
Gross billed charges	\$ 210,031,120	\$ 209,636,473	394,647	0.19%	\$ 210,031,120	\$ 209,636,473	394,647	0.19%
Deductions from revenue	165,862,265	161,214,879	4,647,386	2.88%	165,862,265	161,214,879	4,647,386	2.88%
Net patient revenue	44,168,855	48,421,594	(4,252,739)	-8.78%	44,168,855	48,421,594	(4,252,739)	-8.78%
Other operating revenue	696,153	1,374,687	(678,534)	-49.36%	696,153	1,374,687	(678,534)	-49.36%
Total operating revenue	44,865,008	49,796,280	(4,931,272)	-9.90%	44,865,008	49,796,280	(4,931,272)	-9.90%
Operating expenses:								
Salaries and wages	16,059,151	16,019,097	40,054	0.25%	16,059,151	16,019,097	40,054	0.25%
Compensated absences	2,613,115	3,261,549	(648,434)	-19.88%	2,613,115	3,261,549	(648,434)	-19.88%
Employee benefits	7,218,138	7,547,039	(328,901)	-4.36%	7,218,138	7,547,039	(328,901)	-4.36%
Supplies, food, and linen	6,109,456	6,417,896	(308,440)	-4.81%	6,109,456	6,417,896	(308,440)	-4.81%
Purchased department functions	3,574,378	3,491,015	83,363	2.39%	3,574,378	3,491,015	83,363	2.39%
Medical fees	1,369,093	2,026,754	(657,661)	-32.45%	1,369,093	2,026,754	(657,661)	-32.45%
Other fees	2,355,069	2,356,508	(1,439)	-0.06%	2,355,069	2,356,508	(1,439)	-0.06%
Depreciation	1,891,869	1,906,282	(14,413)	-0.76%	1,891,869	1,906,282	(14,413)	-0.76%
All other expense	1,644,979	1,767,161	(122,182)	-6.91%	1,644,979	1,767,161	(122,182)	-6.91%
Total operating expenses	42,835,248	44,793,301	(1,958,053)	-4.37%	42,835,248	44,793,301	(1,958,053)	-4.37%
Income from operations	2,029,760	5,002,980	(2,973,220)	-59.43%	2,029,760	5,002,980	(2,973,220)	-59.43%
Non-operating income:								
Donations	1,961,499	166,667	1,794,832	1076.90%	1,961,499	166,667	1,794,832	1076.90%
Property taxes	333,333	333,333	(0)	0.00%	333,333	333,333	(0)	0.00%
Investment income	2,078,830	129,915	1,948,914	1500.14%	2,078,830	129,915	1,948,914	1500.14%
Income from subsidiaries	(2,979,073)	(3,325,541)	346,468	-10.42%	(2,979,073)	(3,325,541)	346,468	-10.42%
Total non-operating income	1,394,589	(2,695,625)	4,090,214	-151.74%	1,394,589	(2,695,625)	4,090,214	-151.74%
Operating and non-operating income	\$ 3,424,349	\$ 2,307,354	1,116,994	48.41%	\$ 3,424,349	\$ 2,307,354	1,116,994	48.41%

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of July and one months to date

	<u>Month of July</u>		<u>One months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>NEWBORN STATISTICS</u>					
Medi-Cal Admissions	48	35	48	35	(13)
Other Admissions	93	92	93	92	(1)
Total Admissions	141	127	141	127	(14)
Medi-Cal Patient Days	74	58	74	58	(16)
Other Patient Days	176	141	176	141	(35)
Total Patient Days of Care	250	199	250	199	(51)
Average Daily Census	8.1	6.4	8.1	6.4	(1.6)
Medi-Cal Average Days	1.6	1.6	1.6	1.6	0.0
Other Average Days	1.9	1.6	1.9	1.6	(0.4)
Total Average Days Stay	1.8	1.6	1.8	1.6	(0.2)
<u>ADULTS & PEDIATRICS</u>					
Medicare Admissions	301	394	301	394	93
Medi-Cal Admissions	303	242	255	242	(13)
Other Admissions	392	303	299	303	4
Total Admissions	996	939	855	939	84
Medicare Patient Days	1,327	1,614	1,327	1,614	287
Medi-Cal Patient Days	1,005	1,121	1,005	1,121	116
Other Patient Days	964	1,582	964	1,582	618
Total Patient Days of Care	3,296	4,317	3,296	4,317	1,021
Average Daily Census	106.3	139.3	106.3	139.3	32.9
Medicare Average Length of Stay	3.9	4.1	3.9	4.1	0.2
Medi-Cal Average Length of Stay	2.8	3.7	2.8	3.7	1.0
Other Average Length of Stay	2.7	4.2	2.7	4.2	1.5
Total Average Length of Stay	3.1	4.0	3.1	4.0	0.9
Deaths	20	21	20	21	1
Total Patient Days	3,546	4,516	3,546	4,516	970
Medi-Cal Administrative Days	2	14	2	14	12
Medicare SNF Days	0	0	0	0	0
Over-Utilization Days	0	0	0	0	0
Total Non-Acute Days	2	14	2	14	12
Percent Non-Acute	0.06%	0.31%	0.06%	0.31%	0.25%

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of July and one months to date

	<u>Month of July</u>		<u>One months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>PATIENT DAYS BY LOCATION</u>					
Level I	224	463	224	463	239
Heart Center	333	431	333	431	98
Monitored Beds	819	642	819	642	(177)
Single Room Maternity/Obstetrics	365	347	365	347	(18)
Med/Surg - Cardiovascular	711	990	711	990	279
Med/Surg - Oncology	280	226	280	226	(54)
Med/Surg - Rehab	405	633	405	633	228
Pediatrics	97	153	97	153	56
Nursery	250	199	250	199	(51)
Neonatal Intensive Care	82	0	82	0	(82)
<u>PERCENTAGE OF OCCUPANCY</u>					
Level I	55.58%	114.89%	55.58%	114.89%	
Heart Center	71.61%	92.69%	71.61%	92.69%	
Monitored Beds	97.85%	76.70%	97.85%	76.70%	
Single Room Maternity/Obstetrics	31.82%	30.25%	31.82%	30.25%	
Med/Surg - Cardiovascular	50.97%	70.97%	50.97%	70.97%	
Med/Surg - Oncology	69.48%	56.08%	69.48%	56.08%	
Med/Surg - Rehab	50.25%	78.54%	50.25%	78.54%	
Med/Surg - Observation Care Unit	0.00%	81.97%	0.00%	81.97%	
Pediatrics	17.38%	27.42%	17.38%	27.42%	
Nursery	48.88%	38.91%	24.44%	19.45%	
Neonatal Intensive Care	24.05%	0.00%	24.05%	0.00%	

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of July and one months to date

	<u>Month of July</u>		<u>One months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
<u>DELIVERY ROOM</u>					
Total deliveries	133	119	133	119	(14)
C-Section deliveries	38	37	38	37	(1)
Percent of C-section deliveries	28.57%	31.09%	28.57%	31.09%	2.52%
<u>OPERATING ROOM</u>					
In-Patient Operating Minutes	23,418	17,401	23,418	17,401	(6,017)
Out-Patient Operating Minutes	25,717	21,839	25,717	21,839	(3,878)
Total	49,135	39,240	49,135	39,240	(9,895)
Open Heart Surgeries	14	7	14	7	(7)
In-Patient Cases	150	138	150	138	(12)
Out-Patient Cases	253	237	253	237	(16)
<u>EMERGENCY ROOM</u>					
Immediate Life Saving	39	37	39	37	(2)
High Risk	465	497	465	497	32
More Than One Resource	2,623	2,870	2,623	2,870	247
One Resource	1,480	1,901	1,480	1,901	421
No Resources	82	70	82	70	(12)
Total	<u>4,689</u>	<u>5,375</u>	<u>4,689</u>	<u>5,375</u>	<u>686</u>

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of July and one months to date

	<u>Month of July</u>		<u>One months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
CENTRAL SUPPLY					
In-patient requisitions	16,315	15,295	102,118	105,727	3,609
Out-patient requisitions	6,250	6,730	67,967	63,426	-4,541
Emergency room requisitions	1,375	698	11,273	8,349	-2,924
Interdepartmental requisitions	7,849	7,115	49,644	44,398	-5,246
Total requisitions	<u>31,789</u>	<u>29,838</u>	<u>231,002</u>	<u>221,900</u>	<u>-9,102</u>
LABORATORY					
In-patient procedures	42,107	38,721	253,735	241,589	-12,146
Out-patient procedures	9,286	11,597	76,062	80,263	4,201
Emergency room procedures	9,433	11,145	60,934	76,430	15,496
Total patient procedures	<u>60,826</u>	<u>61,463</u>	<u>390,731</u>	<u>398,282</u>	<u>7,551</u>
BLOOD BANK					
Units processed	<u>318</u>	<u>297</u>	<u>1,996</u>	<u>1,965</u>	<u>-31</u>
ELECTROCARDIOLOGY					
In-patient procedures	1,041	1,068	6,566	6,885	319
Out-patient procedures	349	302	2,706	2,668	-38
Emergency room procedures	1,045	1,148	6,142	7,127	985
Total procedures	<u>2,435</u>	<u>2,518</u>	<u>15,414</u>	<u>16,680</u>	<u>1,266</u>
CATH LAB					
In-patient procedures	64	77	512	607	95
Out-patient procedures	51	71	571	625	54
Emergency room procedures	0	0	1	0	-1
Total procedures	<u>115</u>	<u>148</u>	<u>1,084</u>	<u>1,232</u>	<u>148</u>
ECHO-CARDIOLOGY					
In-patient studies	298	371	2,033	2,406	373
Out-patient studies	138	156	1,262	1,520	258
Emergency room studies	2	1	16	5	-11
Total studies	<u>438</u>	<u>528</u>	<u>3,311</u>	<u>3,931</u>	<u>620</u>
NEURODIAGNOSTIC					
In-patient procedures	140	165	1,109	1,090	-19
Out-patient procedures	24	27	169	164	-5
Emergency room procedures	0	0	0	0	0
Total procedures	<u>164</u>	<u>192</u>	<u>1,278</u>	<u>1,254</u>	<u>-24</u>

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of July and one months to date

	<u>Month of July</u>		<u>One months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
SLEEP CENTER					
In-patient procedures	0	0	1	0	-1
Out-patient procedures	183	167	1,315	1,153	-162
Emergency room procedures	0	0	0	0	0
Total procedures	<u>183</u>	<u>167</u>	<u>1,316</u>	<u>1,153</u>	<u>-163</u>
RADIOLOGY					
In-patient procedures	1,654	1,429	9,708	8,710	-998
Out-patient procedures	416	356	4,323	2,915	-1,408
Emergency room procedures	1,217	1,382	7,939	8,809	870
Total patient procedures	<u>3,287</u>	<u>3,167</u>	<u>21,970</u>	<u>20,434</u>	<u>-1,536</u>
MAGNETIC RESONANCE IMAGING					
In-patient procedures	105	141	860	890	30
Out-patient procedures	127	77	953	768	-185
Emergency room procedures	14	6	80	49	-31
Total procedures	<u>246</u>	<u>224</u>	<u>1,893</u>	<u>1,707</u>	<u>-186</u>
MAMMOGRAPHY CENTER					
In-patient procedures	2,718	3,550	20,910	24,711	3,801
Out-patient procedures	2,696	3,518	20,790	24,527	3,737
Emergency room procedures	3	0	3	8	5
Total procedures	<u>5,417</u>	<u>7,068</u>	<u>41,703</u>	<u>49,246</u>	<u>7,543</u>
NUCLEAR MEDICINE					
In-patient procedures	12	14	86	94	8
Out-patient procedures	61	78	506	541	35
Emergency room procedures	1	0	4	4	0
Total procedures	<u>74</u>	<u>92</u>	<u>596</u>	<u>639</u>	<u>43</u>
PHARMACY					
In-patient prescriptions	111,491	94,299	636,356	605,331	-31,025
Out-patient prescriptions	10,439	11,319	99,978	104,283	4,305
Emergency room prescriptions	5,342	7,197	36,983	48,996	12,013
Total prescriptions	<u>127,272</u>	<u>112,815</u>	<u>773,317</u>	<u>758,610</u>	<u>-14,707</u>
RESPIRATORY THERAPY					
In-patient treatments	29,606	21,738	156,457	131,478	-24,979
Out-patient treatments	143	981	3,391	7,896	4,505
Emergency room treatments	373	194	1,179	1,583	404
Total patient treatments	<u>30,122</u>	<u>22,913</u>	<u>161,027</u>	<u>140,957</u>	<u>-20,070</u>
PHYSICAL THERAPY					
In-patient treatments	2,256	2,396	16,109	16,284	175
Out-patient treatments	99	170	1,751	2,108	357
Emergency room treatments	0	0	0	0	0
Total treatments	<u>2,355</u>	<u>2,566</u>	<u>17,860</u>	<u>18,392</u>	<u>532</u>

SALINAS VALLEY MEMORIAL HOSPITAL
PATIENT STATISTICAL REPORT
For the month of July and one months to date

	<u>Month of July</u>		<u>One months to date</u>		<u>Variance</u>
	<u>2021</u>	<u>2022</u>	<u>2020-21</u>	<u>2021-22</u>	
OCCUPATIONAL THERAPY					
In-patient procedures	1,445	1,660	9,403	10,682	1,279
Out-patient procedures	74	99	797	1,086	289
Emergency room procedures	0	0	0	0	0
Total procedures	<u>1,519</u>	<u>1,759</u>	<u>10,200</u>	<u>11,768</u>	<u>1,568</u>
SPEECH THERAPY					
In-patient treatments	348	525	2,682	3,077	395
Out-patient treatments	23	28	171	200	29
Emergency room treatments	0	0	0	0	0
Total treatments	<u>371</u>	<u>553</u>	<u>2,853</u>	<u>3,277</u>	<u>424</u>
CARDIAC REHABILITATION					
In-patient treatments	0	0	0	0	0
Out-patient treatments	498	401	2,637	4,268	1,631
Emergency room treatments	0	0	1	0	-1
Total treatments	<u>498</u>	<u>401</u>	<u>2,638</u>	<u>4,268</u>	<u>1,630</u>
CRITICAL DECISION UNIT					
Observation hours	<u>378</u>	<u>344</u>	<u>1,866</u>	<u>2,252</u>	<u>386</u>
ENDOSCOPY					
In-patient procedures	85	78	626	636	10
Out-patient procedures	12	29	159	223	64
Emergency room procedures	0	0	0	0	0
Total procedures	<u>97</u>	<u>107</u>	<u>785</u>	<u>859</u>	<u>74</u>
C.T. SCAN					
In-patient procedures	537	596	3,803	4,027	224
Out-patient procedures	445	281	3,598	2,517	-1,081
Emergency room procedures	433	552	3,208	4,164	956
Total procedures	<u>1,415</u>	<u>1,429</u>	<u>10,609</u>	<u>10,708</u>	<u>99</u>
DIETARY					
Routine patient diets	17,554	21,351	113,154	130,102	16,948
Meals to personnel	19,345	21,421	144,216	152,161	7,945
Total diets and meals	<u>36,899</u>	<u>42,772</u>	<u>257,370</u>	<u>282,263</u>	<u>24,893</u>
LAUNDRY AND LINEN					
Total pounds laundered	<u>99,573</u>	<u>100,531</u>	<u>710,088</u>	<u>689,921</u>	<u>-20,167</u>

PUBLIC INPUT

CLOSED SESSION

*(Report on Item to be
Discussed in Closed Session)*

*RECONVENE OPEN SESSION/
REPORT ON CLOSED SESSION*

ADJOURNMENT

***THE SEPTEMBER 2022 QUALITY AND
EFFICIENT PRACTICES COMMITTEE
MEETING IS SCHEDULED FOR MONDAY,
SEPTEMBER 19, 2022, AT 8:30 A.M.***