

**HEALDSBURG DISTRICT HOSPITAL
SUMMARY STATEMENT OF OPERATIONS
(PRELIMINARY - SUBJECT TO CHANGE)**

	Monthly			Year to Date		
	Sep/2018	Sep/2017	Budget 2018	Sep/2018	Sep/2017	Budget 2018
Net Operating Income (Loss)	(646,308)	(780,596)	(645,245)	(5,364,805)	(6,087,544)	(6,097,049)
Increase(Decrease) in Net Position	(363,952)	1,765,763	(147,163)	(1,090,627)	219,697	(1,591,111)

Net Operating Income (Loss)

Increase(Decrease) in Net Position

**HEALDSBURG DISTRICT HOSPITAL
STATEMENT OF NET POSITION
THIS MONTH vs LAST MONTH
(PRELIMINARY - SUBJECT TO CHANGE)**

	This Month Sep-30-2018	Last Month Aug-31-2018	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalents				
3 Unrestricted	6,786,955	5,654,657	1,132,298	20.0%
4 Board Designated	1,441,000	1,440,000	1,000	0.1%
5 Restricted	7,022,050	8,270,023	(1,247,973)	-15.1%
6 Accounts receivable				
7 Gross	24,163,743	24,974,197	(810,454)	-3.2%
8 Reserves	(19,033,455)	(19,656,265)	622,810	-3.2%
9 Net Accounts Receivable	5,130,288	5,317,933	(187,645)	-3.5%
10 Other Accounts Receivable	2,080,408	1,797,515	282,894	15.7%
11 Inventory	798,903	792,434	6,469	0.8%
12 Pre-Paid Expenses	249,166	298,931	(49,765)	-16.6%
13 Total Current Assets	23,508,771	23,571,492	(62,722)	-0.3%
14 Fixed Assets				
15 Land & Buildings	13,520,967	13,520,967	0	0.0%
16 Equipment	10,070,696	10,040,072	30,624	0.3%
17 Construction In Process	1,773,893	1,298,812	475,080	36.6%
18 Depreciation	(15,932,678)	(15,721,046)	(211,632)	-1.3%
19 Total Property & Equip.	9,432,878	9,138,805	294,073	3.2%
20 Investments	155,507	155,507	0	0.0%
21 Total Assets	33,097,155	32,865,804	231,351	0.7%
22 Liabilities				
23 Vendor AP	3,412,174	3,044,618	367,556	12.1%
24 Other Payables	3,249,875	2,409,925	839,950	34.9%
25 Accrued Payroll	2,337,087	2,138,763	198,325	9.3%
26 Accrued Payroll Taxes & Benefits	15,441	16,580	(1,139)	-6.9%
27 Other Current Liabilities	695,220	758,607	(63,388)	-8.4%
28 Total Current Liabilities	9,709,797	8,368,493	1,341,304	16.0%
29 Long-Term Liabilities	11,193,000	11,939,000	(746,000)	-6.2%
30 Total Liabilities	20,902,797	20,307,493	595,304	2.9%
31 Net Position				
32 Prior Year Earnings	13,284,985	13,284,985	0	0.0%
33 Current Earnings	(1,090,627)	(726,674)	(363,952)	50.1%
34 Total Net Position	12,194,358	12,558,311	(363,952)	-2.9%
35 Total Liabilities & Net Position	33,097,155	32,865,804	231,351	0.7%

STATEMENT OF NET POSITION AS OF SEPTEMBER 30, 2018 COMPARED TO AUGUST 31, 2018 (PAGE 2)

Lines 3, 4 & 5: Total Cash and Cash Equivalents decreased \$115 thousand. A \$1.2 million decrease in restricted cash was partially offset by a \$1.1 million increase in unrestricted cash. Restricted Cash decreased and Unrestricted Cash increased from a \$797 thousand reimbursement that was received from Opus Bank. Restricted cash also decreased \$452 thousand from a semi-annual payment of principal and interest on the 2016 Certificates of Participation (COP's).

Line 10: Other Accounts Receivable increased \$283 thousand from the monthly accrual of parcel tax revenue.

Lines 15, 16 & 17: Total fixed assets increased \$506 thousand, primarily for the Hospital Remodeling Project, Sterilizer Project, and various IT Projects.

Lines 23 & 24: Vendor AP and Other Payables increased \$1.2 million primarily from accruals for capital projects, the settlement of the 2017 Medicare Cost Report, and the adjustment to reflect the current portion of the 2016 COP.

Line 25: Accrued Payroll increased \$198 thousand due to the timing of the final September pay date in comparison to August (13 days accrued in August vs. 15 days accrued in September).

**HEALDSBURG DISTRICT HOSPITAL
STATEMENT OF NET POSITION
THIS YEAR vs LAST YEAR
(PRELIMINARY - SUBJECT TO CHANGE)**

	This Fiscal Year Sep-30-2018	Last Fiscal Year Sep-30-2017	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalents				
3 Unrestricted	6,786,955	2,891,023	3,895,932	134.8%
4 Board Designated	1,441,000	2,624,259	(1,183,259)	-45.1%
5 Restricted	7,022,050	124,254	6,897,796	5551.4%
6 Accounts receivable				
7 Gross	24,163,743	32,505,307	(8,341,563)	-25.7%
8 Reserves	(19,033,455)	(26,937,145)	7,903,690	29.3%
9 Net Accounts Receivable	5,130,288	5,568,161	(437,873)	-7.9%
10 Other Accounts Receivable	2,080,408	3,574,903	(1,494,495)	-41.8%
11 Inventory	798,903	849,394	(50,491)	-5.9%
12 Pre-Paid Expenses	249,166	435,493	(186,327)	-42.8%
13 Total Current Assets	23,508,771	16,067,488	7,441,282	46.3%
14 Fixed Assets				
15 Land & Buildings	13,520,967	13,480,024	40,943	0.3%
16 Equipment	10,070,696	7,846,769	2,223,927	28.3%
17 Construction In Process	1,773,893	159,069	1,614,824	1015.2%
18 Depreciation	(15,932,678)	(13,864,830)	(2,067,848)	14.9%
19 Total Property & Equip.	9,432,878	7,621,032	1,811,846	23.8%
20 Investments	155,507	270,790	(115,283)	-42.6%
21 Total Assets	33,097,155	23,959,309	9,137,846	38.1%
22 Liabilities				
23 Vendor AP	3,412,174	4,510,985	(1,098,811)	-24.4%
24 Other Payables	3,249,875	2,458,857	791,018	32.2%
25 Accrued Payroll	2,337,087	1,122,406	1,214,682	108.2%
26 Accrued Payroll Taxes & Benefits	15,441	967,557	(952,117)	-98.4%
27 Other Current Liabilities	695,220	641,324	53,896	8.4%
28 Total Current Liabilities	9,709,797	9,701,129	8,667	0.1%
29 Long Term Liabilities	11,193,000	4,898,102	6,294,898	128.5%
30 Total Liabilities	20,902,797	14,599,231	6,303,565	43.2%
31 Net Position				
32 Prior Year Earnings	13,284,985	9,140,381	4,144,604	45.3%
33 Current Earnings	(1,090,627)	219,697	(1,310,324)	-596.4%
34 Total Net Position	12,194,358	9,360,078	2,834,280	30.3%
35 Total Liabilities & Net Position	33,097,155	23,959,309	9,137,846	38.1%

STATEMENT OF NET POSITION AS OF SEPT 30, 2018 COMPARED TO SEPT 30, 2017(PAGE 3)

Lines 3 & 4: Unrestricted and Board Designated Cash & Cash Equivalents are up \$2.7 million. The \$1.4 million increase in Board Designated funds are amounts set aside for future payment of workers compensation and self-insured health claims. Unrestricted Cash increased also from a \$797 thousand reimbursement that was received from Opus Bank for capital projects.

Line 5: Restricted Cash and Cash Equivalents are up \$6.9 million due to a \$7.5 million drawdown of funds from the 2016 COP's less a \$797 thousand reimbursement that was received from Opus Bank in September. The Restricted Cash and Cash Equivalents account also includes \$1 thousand for the next scheduled payment on the 2016 COP, unspent funds from the MRI grant of \$259 thousand, \$36 thousand held for employee flex spending accounts, and \$19,000 from the Anderson Trust.

Line 10: Other Accounts Receivable decreased \$1.5 million primarily due to the timing of IGT's.

Line 16: The increase in Equipment of \$2.2 million is due to the new MRI being placed in service in May 2018.

Line 17: The increase in Construction In Process of \$1.6 million is due to the various projects noted on the capital budget summary to be funded by the 2016 COP.

Lines 23 & 24: Vendor AP and Other Payables decreased \$308 thousand. Decreases from continued efforts to pay down amounts owed to vendors and the settlement and completion of Medicare cost reports accounted for the change.

Line 25 & 26: Net Accrued Payroll and Taxes and Benefits are up \$263 thousand from the prior year due to pay increases, the timing of pay runs in relation to month-end, and a change in the accrual methodology from the switch to Kronos.

Line 29: Long-Term Liabilities were up \$6.3 million due to the \$7.5 million drawdown of funds from the 2016 COP's and scheduled principal payments made for the 2016 COP and Capital Lease.

HEALDSBURG DISTRICT HOSPITAL
STATEMENT OF OPERATIONS
2018 ACTUAL vs BUDGET
(PRELIMINARY - SUBJECT TO CHANGE)

	MONTHLY				YEAR TO DATE			
	Actual	Budget	Variance	%	Actual	Budget	Variance	%
	Sep-18		\$		Sep-18		\$	
1 GROSS REVENUE:								
2 Inpatient Routine	1,832,460	2,267,555	(435,095)	-19.2%	17,748,681	20,634,740	(2,886,059)	-14.0%
3 Inpatient Ancillary	1,591,999	1,839,068	(247,069)	-13.4%	15,618,163	16,735,546	(1,117,383)	-6.7%
4 Total Inpatient	3,424,459	4,106,623	(682,164)	-16.6%	33,366,844	37,370,286	(4,003,442)	-10.7%
5 Outpatient	5,463,862	5,392,417	71,445	1.3%	50,983,199	49,070,982	1,912,217	3.9%
6 Total Gross Patient Revenue	8,888,321	9,499,040	(610,719)	-6.4%	84,350,043	86,441,268	(2,091,225)	-2.4%
7 Contractual Expenses	4,796,651	5,820,460	1,023,809	17.6%	49,740,163	52,966,189	3,226,026	6.1%
8 Bad Debt Expense	429,619	164,115	(265,504)	-161.8%	1,715,436	1,493,444	(221,992)	-14.9%
9 Total Revenue Deductions	5,226,270	5,984,575	758,305	12.7%	51,455,599	54,459,633	3,004,034	5.5%
10 NET PATIENT REVENUE	3,662,051	3,514,465	147,586	4.2%	32,894,444	31,981,635	912,809	2.9%
11 Other Revenue	305,852	125,310	180,542	144.1%	1,981,709	1,224,329	757,380	61.9%
12 Total Net Revenue	3,967,903	3,639,775	328,128	9.0%	34,876,153	33,205,964	1,670,189	5.0%
13 Operating Expense:								
14 Salaries & Wages	1,771,973	1,756,512	15,461	0.9%	16,140,200	15,808,608	331,592	2.1%
15 Benefits	708,887	676,628	32,259	4.8%	6,226,729	6,089,652	137,077	2.3%
16 Contract Labor	162,701	109,325	53,376	48.8%	1,622,935	1,954,658	(331,723)	-17.0%
17 Medical Pro Fees	455,075	454,236	839	0.2%	4,101,835	4,222,630	(120,795)	-2.9%
18 Other Professional Fees	29,788	25,223	4,565	18.1%	543,108	307,903	235,205	76.4%
19 Purchased Services	244,885	144,067	100,818	70.0%	1,755,128	1,379,791	375,337	27.2%
20 Supplies	633,824	466,408	167,416	35.9%	4,452,202	3,696,194	756,008	20.5%
21 Repairs & Maintenance	68,978	109,691	(40,713)	-37.1%	710,683	937,221	(226,538)	-24.2%
22 Rents & Leases	98,330	94,757	3,573	3.8%	934,795	889,149	45,646	5.1%
23 Utilities	59,241	58,443	798	1.4%	471,060	487,516	(16,456)	-3.4%
24 Other Direct Expenses	144,406	146,495	(2,089)	-1.4%	1,143,506	1,327,785	(184,279)	-13.9%
25 Interest Expense	24,493	39,936	(15,443)	-38.7%	334,089	372,215	(38,126)	-10.2%
26 Depreciation & Amortization	211,632	203,299	8,333	4.1%	1,804,688	1,829,691	(25,003)	-1.4%
27 Total Operating Expenses	4,614,211	4,285,020	329,191	7.7%	40,240,958	39,303,013	937,945	2.4%
28 Net Operating Income (Loss)	(646,308)	(645,245)	(1,063)	-0.2%	(5,364,805)	(6,097,049)	732,244	12.0%
29 Total Non-Operating	282,356	498,082	(215,726)	-43.3%	4,274,179	4,505,938	(231,759)	-5.1%
30 Revenue Over (Under) Expenses	(363,952)	(147,163)	(216,789)	-147.3%	(1,090,627)	(1,591,111)	500,484	31.5%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Fund Balance	(363,952)	(147,163)	(216,789)	-147.3%	(1,090,627)	(1,591,111)	500,484	31.5%

SUMMARY STATEMENT OF OPERATIONS ACTUAL VS BUDGET (PAGE 4)

Line 11: Other Revenue was \$182 thousand over budget for the month and \$757 thousand over budget for the year primarily from \$238 thousand of supplemental outpatient Medi-Cal funding. Overall, increased revenues from the HQAF program have offset a decrease in revenue from other outpatient Medi-Cal supplemental funding.

Lines 14 and 15: Salaries & Wages and Benefits were \$469 thousand over budget for the year primarily from the lump sum salary adjustments and pay increases that took effect in July 2018.

Line 16: Contract Labor was \$331 thousand under budget for the year. Within registry nursing, positive budget variances for the year for med-surg and subacute more than offset a negative budget variance in ICU registry nursing. Other positive budget variances within contract labor include administration, physical therapy, and surgical services.

Line 18: Other Professional Fees were over budget \$235 thousand for the year primarily from Lab and Physical Therapy.

Line 19: Purchased Services were over budget \$101 thousand for the month and \$375 thousand for the year primarily from IT for various Medhost services and HIM for coding.

Line 20: Supplies were over budget \$167 thousand for the month and \$756 thousand for the year primarily from Surgical Services implants and prosthesis, and medical supplies and Wound Care grafts and other medical supplies.

Line 29: Total Non-Operating was under budget \$215 thousand for the month and \$231 thousand for the year due to timing of IGT.

HEALDSBURG DISTRICT HOSPITAL
STATEMENT OF OPERATIONS
ACTUAL 2018 vs ACTUAL 2017
(PRELIMINARY - SUBJECT TO CHANGE)

	MONTHLY				YEAR TO DATE			
	ACTUAL		Variance		ACTUAL		Variance	
	Sep-18	Sep-17	\$	%	Sep-18	Sep-17	\$	%
1 GROSS REVENUE:								
2 Inpatient Routine	1,832,460	1,637,545	194,915	11.9%	17,748,681	19,584,531	(1,835,850)	-9.4%
3 Inpatient Ancillary	1,591,999	1,565,868	26,131	1.7%	15,618,163	15,208,418	409,745	2.7%
4 Total Inpatient	3,424,459	3,203,413	221,046	6.9%	33,366,844	34,792,949	(1,426,105)	-4.1%
5 Outpatient	5,463,862	5,177,543	286,319	5.5%	50,983,199	45,059,407	5,923,792	13.1%
6 Total Gross Patient Revenue	8,888,321	8,380,956	507,365	6.1%	84,350,043	79,852,356	4,497,687	5.6%
7 Contractual Expenses	4,796,651	5,021,994	225,343	-4.5%	49,740,163	49,569,669	(170,494)	-0.3%
8 Bad Debt Expense	429,619	156,957	(272,662)	-173.7%	1,715,436	1,479,974	(235,462)	-15.9%
9 Total Revenue Deductions	5,226,270	5,178,951	(47,319)	-0.9%	51,455,599	51,049,643	(405,956)	-0.8%
10 NET PATIENT REVENUE	3,662,051	3,202,005	460,046	14.4%	32,894,444	28,802,713	4,091,731	14.2%
11 Other Revenue	305,852	119,714	186,138	155.5%	1,981,709	1,169,405	812,304	69.5%
12 Total Net Revenue	3,967,903	3,321,719	646,184	19.5%	34,876,153	29,972,118	4,904,035	16.4%
13 Operating Expense:								
14 Salaries & Wages	1,771,973	1,640,208	131,765	8.0%	16,140,200	13,844,962	2,295,238	16.6%
15 Benefits	708,887	674,559	34,328	5.1%	6,226,729	5,231,225	995,504	19.0%
16 Contract Labor	162,701	100,251	62,450	62.3%	1,622,935	1,794,462	(171,527)	-9.6%
17 Medical Pro Fees	455,075	469,290	(14,215)	-3.0%	4,101,835	4,360,293	(258,458)	-5.9%
18 Other Professional Fees	29,788	42,168	(12,381)	-29.4%	543,108	466,161	76,947	16.5%
19 Purchased Services	244,885	144,634	100,251	69.3%	1,755,128	1,266,172	488,956	38.6%
20 Supplies	633,824	470,498	163,326	34.7%	4,452,202	3,731,975	720,227	19.3%
21 Repairs & Maintenance	68,978	100,079	(31,101)	-31.1%	710,683	954,928	(244,245)	-25.6%
22 Rents & Leases	98,330	94,738	3,592	3.8%	934,795	887,237	47,558	5.4%
23 Utilities	59,241	59,379	(138)	-0.2%	471,060	494,026	(22,966)	-4.6%
24 Other Direct Expenses	144,406	104,943	39,463	37.6%	1,143,506	1,201,318	(57,812)	-4.8%
25 Interest Expense	24,493	39,936	(15,443)	-38.7%	334,089	372,215	(38,126)	-10.2%
26 Depreciation & Amortization	211,632	161,632	50,000	30.9%	1,804,688	1,454,688	350,000	24.1%
27 Total Operating Expenses	4,614,211	4,102,315	511,896	12.5%	40,240,958	36,059,662	4,181,296	11.6%
28 Net Operating Income (Loss)	(646,308)	(780,596)	134,288	17.2%	(5,364,805)	(6,087,544)	722,739	11.9%
29 Total Non-Operating	282,356	2,546,359	(2,264,003)	-88.9%	4,274,179	6,307,241	(2,033,062)	-32.2%
30 Revenue Over (Under) Expenses	(363,952)	1,765,763	(2,129,715)	120.6%	(1,090,627)	219,697	(1,310,324)	596.4%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Fund Balance	(363,952)	1,765,763	(2,129,715)	120.6%	(1,090,627)	219,697	(1,310,324)	596.4%

SUMMARY STATEMENT OF OPERATIONS ACTUAL 2018 VS ACTUAL 2017 (PAGE 5)

Line 10: Net Patient Revenue was up \$460 thousand for the month and \$4.1 million year to date primarily from the 5.0% price increase effective January 1, 2018, increased outpatient volumes and the additional monthly revenues from the increased subacute rates with Partnership.

Line 11: Other Revenue was up \$186 thousand for the month and \$812 thousand for the year. \$238 thousand of supplemental outpatient Medi-Cal funding was received in September. Overall, increased revenues from the HQAF program have offset a slight decrease in revenue from other outpatient Medi-Cal supplemental funding.

Lines 14 & 15: Salaries, Wages, and Benefits were up \$166 thousand for the month and \$3.3 million year to date. The primary reasons for the increase were the 2018 lump sum salary adjustments and wage increases, as well as the wage adjustments in July of 2017. We also hired 4 physicians in 2017 (January, July, September, and November) and 2 in 2018 (March and August), and currently have 5 physicians on payroll.

Line 19: Purchased Services were up \$100 thousand for the month and \$489 thousand for the year primarily from IT for various Medhost services and HIM for coding.

Line 20: Supplies increased \$163 thousand for the month and \$525 thousand for the year primarily from Surgical Services implants and prosthesis and Wound Care grafts and other medical supplies.

Line 29: Total Non-Operating was \$2.3 million down for the month and \$2 million for the year due to the MRI Project grant received in the prior from the Foundation.

HEALDSBURG DISTRICT HOSPITAL
Key Statistics
Actual 2018 vs Actual 2017 & Budget 2018 (March)
(PRELIMINARY - SUBJECT TO CHANGE)

	MONTH						YEAR TO DATE							
	Current 2018	Prior 2017	Variance #	Variance %	Goals or Budget	Variance #	Variance %	Current 2018	Prior 2017	Variance \$	Variance %	Goals or Budget	Variance \$	Variance %
Days Cash on Hand	46.51	38.90	7.61	19.55%				48.63	38.90	9.73	25.01%			
Gross Days Revenue in Accounts Receivable	81.56	109.76	(28.20)	-25.69%				78.21	109.76	(31.55)	-28.75%			
Net Days Revenue in Accounts Receivable	42.03	53.93	(11.90)	-22.07%				42.58	53.93	(11.35)	-21.05%			
Days Expense in Accounts Payable	23.38	41.79	(18.41)	-44.05%				24.45	41.79	(17.34)	-41.50%			
Case Mix														
Medicare	1,1699	1,3504	(0,1805)	-13.37%	1,20000	(0,0301)	-2.51%	1,2517	1,1683	0,0834	7.14%	1,2000	0,0517	4.31%
All Payers	1,1826	1,3069	(0,1243)	-9.51%	1,20000	(0,0174)	-1.45%	1,2784	1,194	0,0844	7.07%	1,2000	0,0784	6.53%
Patient Days														
Med/Surg	110	172	(62)	-36.05%	176	(66)	-37.67%	1,242	1,476	(234)	-15.85%	1,383	(141)	-10.22%
ICU	52	47	5	10.64%	37	15	39.78%	630	312	318	101.92%	292	338	116.05%
Swing	70	5	65	1300.00%	27	43	156.76%	355	209	146	69.86%	214	141	66.12%
Sub-Acute	468	394	74	16.78%	420	48	11.39%	4,098	3,295	803	24.37%	3,293	805	24.43%
Patient Admissions														
Med/Surg	30	46	(16)	-34.78%	44	(14)	-32.07%	349	371	(22)	-5.93%	346	3	0.81%
ICU	9	8	1	12.50%	9	(0)	-3.67%	122	68	54	79.41%	73	49	66.59%
Swing	5	6	(1)	-16.67%	7	(2)	-26.41%	49	44	5	11.36%	53	(4)	-8.00%
Sub-Acute	0	0	0	0.00%	1	(1)	-100.00%	5	8	(3)	-37.50%	8	(3)	0.00%
Average Length of Stay														
Med/Surg	3.67	3.74	(0.07)	-1.94%	4.00	(0.33)	-8.33%	3.56	3.98	(0.42)	-10.55%	4.00	(0.44)	-11.03%
ICU	5.78	5.88	(0.10)	-1.65%	4.00	1.78	44.44%	5.16	4.59	0.58	12.55%	4.00	1.16	29.10%
Swing	14.00	0.83	13.17	1580.00%	4.00	10.00	250.00%	7.24	4.75	2.49	52.52%	4.00	3.24	81.12%
Average Daily Census														
Med/Surg	3.70	5.50	(1.80)	-32.73%	5.70	(2.00)	-35.09%	4.55	5.41	(0.86)	-15.85%	5.70	(1.15)	-20.19%
ICU	1.70	1.50	0.20	13.33%	1.20	0.50	41.67%	2.31	1.14	1.16	101.92%	1.20	1.11	92.31%
Swing	2.30	0.20	2.10	1050.00%	0.90	1.40	155.56%	1.30	0.77	0.53	69.86%	0.90	0.40	44.49%
Sub-Acute	15.60	12.70	2.90	22.83%	13.60	2.00	14.71%	15.01	12.07	2.94	24.37%	13.60	1.41	10.37%
Total Surgeries	271	83	188	226.51%	112	159	141.56%	1,835	535	1,300	242.99%	879	956	108.67%
Total Outpatient Visits	3,386	3,873	(487)	-12.57%	3,783	(397)	-10.50%	35,458	29,918	5,540	18.52%	29,657	5,801	19.56%
Total Clinic Visits	1,141	1,093	48	4.39%	1,072	69	6.44%	10,799	7,852	2,947	37.53%	8,402	2,397	28.52%
Total ER Visits	711	702	9	1.28%	743	(32)	-4.35%	6,583	5,930	653	11.01%	5,827	756	12.98%

KEY STATISTICS - DEFINITIONS AND CONTEXT (PAGE 6)

- **Days Cash on Hand:** Measures the number of days the hospital could continue paying its operating expenses from existing unrestricted cash and investments in the absence of any future cash collections. A higher ratio indicates greater financial flexibility. A good days cash on hand for a critical access hospital is at least 60 days.
- **Days Revenue in Accounts Receivable:** Measures the amount of time between patient discharge and when payment is received. This directly impacts cash flows for the facility and is a measure of the efficiency of the billing and collection in the revenue cycle. Gross and net days in accounts receivable are close in value in high functioning revenue cycles. A lower ratio indicates greater financial flexibility. A good days in AR for a critical access hospital is 45 days.
- **Days Expense in Accounts Payable:** Measures the average amount of time that elapses before the hospital meets its current liabilities. In other words, the number of days of cash expenses that are outstanding (not currently paid). High values for the average payment period often indicate a lack of liquidity.
- **Case Mix:** Case Mix Index (CMI) is a measure of the average severity level of a hospital's procedures. The CMI of a hospital reflects the diversity, clinical complexity and the needs for resources in the population of all the patients in the hospital. Hospitals with a higher CMI receive a higher reimbursement rate for its cases than a hospital with a lower CMI.
- **Patient Days:** The total number of days for all patients for an episode of care
- **Patient Admissions:** Patient admission to the hospital
- **Average Length of Stay (ALOS):** The average length of stay in hospitals is often used as an indicator of efficiency. All other things being equal, a shorter stay will reduce the cost per discharge and shift care from inpatient to less expensive post-acute settings.
- **Average Daily Census:** The average number of patients treated during a day.
- **Surgeries:** There is a strong correlation in hospitals between surgery volumes and operating margins.
- **Outpatient Visits:** An outpatient hospital service is any type of medical or surgical care performed at a hospital that your doctor does not expect will be an overnight hospital stay. In some cases, you may stay overnight in the hospital, but not be admitted as an inpatient (this would be considered outpatient service).
- **Clinic Visits:** a patient who is not hospitalized overnight but who visits clinic or associated facility for diagnosis or treatment
- **ER Visits:** Significant not only because of the visit, but also the transfer of patients to the hospital for other services.

