

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

	Monthly			Year to Date		
	Apr/2019	Apr/2018	Budget 2019	Apr/2019	Apr/2018	Budget 2019
Net Operating Income (Loss)	(249,300)	(625,099)	(370,582)	(1,803,043)	(2,334,397)	(3,178,087)
Increase(Decrease) in Net Position	33,494	(341,265)	(86,748)	647,389	(1,235,910)	(2,079,600)

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

	This Month Apr-30-2019	Last Month Mar-31-2019	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalent				
3 Unrestricted	6,867,991	7,421,540	(553,549)	-7.5%
4 Board Designated	1,678,000	1,525,000	153,000	10.0%
5 Restricted	4,993,261	4,482,360	510,901	11.4%
6 Accounts receivable				
7 Gross	26,515,430	24,030,153	2,485,277	10.3%
8 Reserves	(19,945,665)	(19,198,498)	(747,167)	3.9%
9 Net Accounts Receivable	6,569,765	4,831,655	1,738,110	36.0%
10 Other Accounts Receivable	2,793,693	3,928,057	(1,134,364)	-28.9%
11 Inventory	792,445	793,832	(1,387)	-0.2%
12 Pre-Paid Expenses	289,300	269,521	19,779	7.3%
13 Total Current Assets	23,984,454	23,251,964	732,490	3.2%
14 Fixed Assets				
15 Land & Buildings	14,158,940	13,520,967	637,973	4.7%
16 Equipment	10,854,955	10,075,509	779,447	7.7%
17 Construction In Process	1,525,817	3,004,101	(1,478,284)	-49.2%
18 Depreciation	(16,646,664)	(17,195,075)	548,411	3.2%
19 Total Property & Equip.	9,893,048	9,405,501	487,547	5.2%
20 Investments & Long-Term Assets	113,182	113,182	0	0.0%
21 Total Assets	33,990,684	32,770,648	1,220,036	3.7%
22 Liabilities				
23 Vendor AP	2,491,431	2,885,095	(393,664)	-13.6%
24 Other Payables	3,528,552	3,406,552	122,000	3.6%
25 Accrued Payroll, Taxes & Benefits	2,668,061	2,472,838	195,223	7.9%
26 Other Current Liabilities	654,518	590,218	64,300	10.9%
27 Total Current Liabilities	9,342,563	9,354,703	(12,140)	-0.1%
28 Long-Term Liabilities	11,343,000	11,193,000	150,000	1.3%
29 Total Liabilities	20,685,563	20,547,703	137,860	0.7%
30 Net Position				
31 Prior Year Earnings	12,657,732	11,609,280	1,048,452	9.0%
32 Current Earnings	647,389	613,665	33,724	5.5%
33 Total Net Position	13,305,121	12,222,945	1,082,176	8.9%
34 Total Liabilities & Net Position	33,990,684	32,770,648	1,220,036	3.7%

STATEMENT OF NET POSITION AS OF APRIL 30, 2019 COMPARED TO MARCH 31, 2019 (PAGE 2)

Lines 3 & 4: Unrestricted and Board Designated Cash and Cash Equivalents decreased \$400 thousand. The increase of \$1 million from the unrestricted portion of the \$1.5 million total receipt of parcel taxes was offset by a slow month of collections on patient accounts, as no payment was received from Partnership for Sub-Acute.

Line 5: Restricted Cash and Cash Equivalents increased \$511 thousand due to the receipt of parcel taxes, of which a portion are restricted for the September payment of the 2016 COP.

Lines 6- 9: Gross and Net Accounts Receivable increased from both a strong month of patient volumes/revenues and a slow month of collections on patient accounts.

Line 10: Other Accounts Receivable decreased \$1.1 million due to the monthly accrual of parcel tax revenue less the April settlement of parcel taxes described above.

Lines 16-19: Fixed Assets activity was trued up for 2018 prior to the audit. Projects completed were moved out of Construction in Process, and the 2018 estimate of depreciation was much less than actual due to significantly less capital spending than was projected.

Line 23: Vendor AP decreased \$394 thousand due to the availability of cash to pay vendors, and the timing of payments to vendors.

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

	This Fiscal Year Apr-30-2019	Last Fiscal Year Apr-30-2018	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalents				
3 Unrestricted	6,867,991	7,533,269	(665,278)	-8.8%
4 Board Designated	1,678,000	1,524,000	154,000	10.1%
5 Restricted	4,993,261	741,706	4,251,555	573.2%
6 Accounts receivable				
7 Gross	26,515,430	18,758,301	7,757,129	41.4%
8 Reserves	(19,945,665)	(15,068,873)	(4,876,792)	-32.4%
9 Net Accounts Receivable	6,569,765	3,689,428	2,880,337	78.1%
10 Other Accounts Receivable	2,793,693	1,394,883	1,398,810	100.3%
11 Inventory	792,445	811,967	(19,523)	-2.4%
12 Pre-Paid Expenses	289,300	353,357	(64,057)	-18.1%
13 Total Current Assets	23,984,454	16,048,610	7,935,844	49.4%
14 Fixed Assets				
15 Land & Buildings	14,158,940	13,520,967	637,973	4.7%
16 Equipment	10,854,955	7,936,037	2,918,919	36.8%
17 Construction In Process	1,525,817	2,405,462	(879,645)	-36.6%
18 Depreciation	(16,646,664)	(14,874,518)	(1,772,146)	11.9%
19 Total Property & Equip.	9,893,048	8,987,947	905,100	10.1%
20 Investments & Long-term Assets	113,182	196,873	(83,691)	-42.5%
21 Total Assets	33,990,684	25,233,430	8,757,254	34.7%
22 Liabilities				
23 Vendor AP	2,491,431	3,239,907	(748,475)	-23.1%
24 Other Payables	3,528,552	2,657,248	871,304	32.8%
25 Accrued Payroll, Taxes & Benefits	2,668,061	2,192,168	475,893	21.7%
26 Other Current Liabilities	654,518	659,911	(5,393)	-0.8%
27 Total Current Liabilities	9,342,563	8,749,233	593,330	6.8%
28 Long Term Liabilities	11,343,000	4,435,122	6,907,878	155.8%
29 Total Liabilities	20,685,563	13,184,355	7,501,208	56.9%
30 Net Position				
31 Prior Year Earnings	12,657,732	13,284,985	(627,253)	-4.7%
32 Current Earnings	647,389	(1,235,910)	1,883,299	-152.4%
33 Total Net Position	13,305,121	12,049,075	1,256,046	10.4%
34 Total Liabilities & Net Position	33,990,684	25,233,430	8,757,254	34.7%

STATEMENT OF NET POSITION AS OF APRIL 30, 2019 COMPARED TO APRIL 30, 2018 (PAGE 3)

Lines 3 & 4: Unrestricted and Board Designated Cash & Cash Equivalents were down \$511 thousand. Overall, the slight decrease from the prior year was due to the \$5.3 million settlement with Partnership in April 2018 offset by improved cash collections on patient accounts, and the increase in and timing of supplemental funding payments from both DHCS and Partnership.

Line 5: Restricted Cash and Cash Equivalents were up \$4.3 million primarily due to the drawdown of funds from the 2016 COP for capital in excess of amounts transferred to Unrestricted for spending.

Line 10: Other Accounts Receivable was up \$1.4 million primarily from an increase in the IGT Receivable.

Lines 14 - 19: The increase in Land & Buildings and Equipment of \$3.6 million is due to the various projects being funded by the 2016 COP and completion of the new MRI. The decrease in Construction in Process of \$880 thousand is due to the new MRI not placed in service until May 2018, in excess of amounts in CIP related to the 2016 COP funded projects.

Lines 23 & 24: Vendor AP and Other Payables decreased \$123 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: Accrued Payroll, Taxes & Benefits were up \$476 thousand from an overall increase in payroll and benefits from staffing and wage and salary adjustments which impact both the payroll and PTO liability and two extra days of accrual due to the timing of payroll.

Line 29: Long-Term Liabilities were up \$6.9 million due to the \$7.5 million drawdown of funds from the 2016 COP less the scheduled principal payments made for the 2016 COP and Capital Lease.

HEALDSBURG DISTRICT HOSPITAL
STATEMENT OF OPERATIONS
2019 ACTUAL vs BUDGET
(PRELIMINARY - SUBJECT TO CHANGE)

	MONTHLY			YEAR TO DATE				
	Budget		Variance	Budget		Variance		
	Actual	Apr-19		Actual	Apr-19			
			\$	%	\$	%		
1 GROSS REVENUE:								
2 Inpatient Routine	2,132,601	2,096,505	36,096	1.7%	7,866,273	7,815,489	50,784	0.6%
3 Inpatient Ancillary	2,013,788	1,951,982	61,825	3.2%	7,515,503	6,994,511	520,992	7.4%
4 Total Inpatient	4,146,389	4,048,487	97,921	2.4%	15,381,776	14,810,000	571,776	3.9%
5 Outpatient	7,077,593	6,487,876	589,717	9.1%	25,748,566	23,262,618	2,485,949	10.7%
6 Total Gross Patient Revenue	11,223,982	10,536,343	687,639	6.5%	41,130,343	38,072,618	3,057,725	8.0%
7 Contractual Expenses	6,635,086	5,929,181	(705,904)	-11.9%	24,153,236	21,424,839	(2,728,397)	-12.7%
8 Bad Debt Expense	219,658	199,117	(20,541)	-10.3%	795,211	719,500	(75,711)	-10.5%
9 Total Revenue Deductions	6,854,744	6,128,298	(726,446)	-11.9%	24,948,447	22,144,340	(2,804,107)	-12.7%
10 NET PATIENT REVENUE	4,369,238	4,408,045	(38,807)	-0.9%	16,181,896	15,928,279	253,617	1.6%
11 Other Revenue	41,821	52,253	(10,432)	-20.0%	1,160,948	382,325	778,624	203.7%
12 Total Net Revenue	4,411,059	4,460,298	(49,239)	-1.1%	17,342,844	16,310,603	1,032,241	6.3%
13 Operating Expense:								
14 Salaries & Wages	2,058,988	2,058,721	267	0.0%	7,659,733	8,234,884	(575,151)	-7.0%
15 Benefits	883,125	753,466	129,659	17.2%	3,375,787	3,179,035	196,751	6.2%
16 Contract Labor	77,305	127,825	(50,520)	-39.5%	553,112	511,300	41,812	8.2%
17 Medical Pro Fees	430,756	477,056	(46,300)	-9.7%	1,655,202	1,908,224	(253,022)	-13.3%
18 Other Professional Fees	52,022	37,165	14,857	40.0%	192,491	148,660	43,831	29.5%
19 Purchased Services	142,874	214,574	(71,700)	-33.4%	865,965	858,295	7,670	0.9%
20 Supplies	596,082	556,271	39,811	7.2%	2,593,379	2,225,084	368,295	16.6%
21 Repairs & Maintenance	42,845	72,010	(29,165)	-40.5%	237,727	288,039	(50,311)	-17.5%
22 Rent & Leases	50,645	106,153	(55,508)	-52.3%	376,821	424,612	(47,791)	-11.3%
23 Utilities	43,271	60,261	(16,990)	-28.2%	202,709	241,044	(38,335)	-15.9%
24 Other Direct Expenses	49,940	134,461	(84,522)	-62.9%	501,339	537,844	(36,505)	-6.8%
25 Interest Expense	23,338	23,750	(412)	-1.7%	94,954	95,000	(46)	0.0%
26 Depreciation & Amortization	209,167	209,167	0	0.0%	836,668	836,668	0	0.0%
27 Total Operating Expenses	4,660,359	4,830,879	(170,521)	-3.5%	19,145,887	19,488,690	(342,803)	-1.8%
28 Net Operating Income (Loss)	(249,300)	(370,582)	121,282	32.7%	(1,803,043)	(3,178,087)	1,375,044	43.3%
29 Total Non-Operating	282,794	283,834	(1,040)	-0.4%	2,450,432	1,098,487	1,351,945	123.1%
30 Revenue Over (Under) Expenses	33,494	(86,748)	120,242	138.6%	647,389	(2,079,600)	2,726,989	131.1%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Fund Balance	33,494	(86,748)	120,242	138.6%	647,389	(2,079,600)	2,726,989	131.1%

SUMMARY STATEMENT OF OPERATIONS ACTUAL VS BUDGET (PAGE 4)

Lines 1 – 6: For the month and year the favorable budget variances in Gross Patient Revenues of \$688 thousand and \$3.1 million, respectively, are primarily due to Outpatient Revenue. Within Outpatient revenues, unfavorable budget variances in ER and Clinic visits were more than offset by the higher dollar procedures and volumes in Surgeries.

Lines 7-9: Total Revenue Deductions were \$726 thousand over budget for the month and \$2.8 million over budget for the year. The increases in Contractual Expenses are consistent with the increases in Total Gross Patient Revenues, in addition to slightly unfavorable variances in the payor mix (Medicare up but Commercial and Blue Cross/Blue Shield down).

Line 11: Other Revenue is over budget \$779 thousand for the year due to supplemental funding. Increased quarterly payments from the HQAF Program (approximately \$300 thousand/quarter increase) and supplemental payments from the AB 915 program account for the positive budget variance.

Lines 14 and 15: Salaries & Wages and Benefits were over budget \$130 thousand for the month and under budget \$378 thousand for the year. Year-to-Date FTE's are down 5 from the fourth quarter of 2018 that was used for development of the salary and wage budget. The favorable budget variance with salaries for the year was slightly offset by an unfavorable budget variance within benefits, as increased use of PTO early in the year shifted costs from salaries to benefits and there have been greater than anticipated employee health plan costs.

Line 20: Supplies were over budget \$40 thousand for the month and \$369 thousand for the year. Surgical Services implants and prosthesis (primarily pain management) were over budget \$36 thousand for the month and \$403 thousand for the year.

Line 29: Total Non-Operating was over budget \$1.4 million for the year due to the \$1.5 million supplemental outpatient funding payment from Partnership in March for the AB 915 Program (direct grant). This payment was budgeted for June in the amount of \$1 million.

HEALDSBURG DISTRICT HOSPITAL
 STATEMENT OF OPERATIONS
 ACTUAL 2019 vs ACTUAL 2018
 (PRELIMINARY - SUBJECT TO CHANGE)

	MONTHLY			YEAR TO DATE		
	ACTUAL		Variance	ACTUAL		Variance
	Apr-19	Apr-18	\$	Apr-19	Apr-18	\$
1 GROSS REVENUE:						
2 Inpatient Routine	2,132,601	1,798,105	334,496	7,866,273	7,969,186	(102,913)
3 Inpatient Ancillary	2,013,788	1,546,705	467,083	7,515,503	7,330,985	184,518
4 Total Inpatient	4,146,389	3,344,810	801,579	15,381,776	15,300,171	81,605
5 Outpatient	7,077,593	5,423,712	1,653,881	25,748,566	22,137,831	3,610,736
6 Total Gross Patient Revenue	11,223,982	8,768,522	2,455,460	41,130,343	37,438,002	3,692,341
7 Contractual Expenses	6,635,086	4,964,220	(1,670,866)	24,153,236	22,419,968	(1,733,268)
8 Bad Debt Expense	219,658	150,264	(69,395)	795,211	616,392	(178,819)
9 Total Revenue Deductions	6,854,744	5,114,484	(1,740,260)	24,948,447	23,036,360	(1,912,087)
10 NET PATIENT REVENUE	4,369,238	3,654,038	715,200	16,181,896	14,401,642	1,780,254
11 Other Revenue	41,821	32,871	8,950	1,160,948	341,059	819,890
12 Total Net Revenue	4,411,059	3,686,909	724,150	17,342,844	14,742,701	2,600,143
13 Operating Expense:						
14 Salaries & Wages	2,058,988	1,757,115	301,873	7,659,733	6,872,292	787,441
15 Benefits	883,125	643,082	240,043	3,375,787	2,945,944	429,843
16 Contract Labor	77,305	182,394	(105,089)	553,112	717,727	(164,615)
17 Medical Pro Fees	430,756	366,059	64,697	1,655,202	1,833,600	(178,398)
18 Other Professional Fees	52,022	50,398	1,624	192,491	177,160	15,331
19 Purchased Services	142,874	215,942	(73,068)	865,965	663,202	202,763
20 Supplies	596,082	457,286	138,797	2,593,379	1,718,077	875,302
21 Repairs & Maintenance	42,845	92,576	(49,731)	237,727	439,444	(201,717)
22 Rents & Leases	50,645	98,573	(47,927)	376,821	428,506	(51,685)
23 Utilities	43,271	42,980	291	202,709	193,591	9,118
24 Other Direct Expenses	49,940	155,423	(105,483)	501,339	484,748	16,592
25 Interest Expense	23,338	38,548	(15,210)	94,954	156,278	(61,324)
26 Depreciation & Amortization	209,167	211,632	(2,465)	836,668	746,528	90,140
27 Total Operating Expenses	4,660,359	4,312,008	348,351	19,145,887	17,077,097	2,068,790
28 Net Operating Income (Loss)	(249,300)	(625,099)	375,799	(1,803,043)	(2,334,397)	531,354
29 Total Non-Operating	282,794	283,834	(1,040)	2,450,432	1,098,487	1,351,945
30 Revenue Over (Under) Expenses	33,494	(341,265)	374,759	647,389	(1,235,910)	1,883,299
31 Capital Contributions	0	0	0	0	0	0
32 Change In Fund Balance	33,494	(341,265)	374,759	647,389	(1,235,910)	1,883,299

SUMMARY STATEMENT OF OPERATIONS ACTUAL 2019 VS ACTUAL 2018 (PAGE 5)

Lines 6 - 10: Gross Patient Revenue was up \$2.5 million for the month and \$3.7 million for the year primarily from increased revenue from Surgeries, Swing, and Sub-Acute. Total Revenue Deductions were up \$1.7 million for the month and \$1.9 million for the year, which is consistent with the increase in Total Gross Patient Revenue. For the yearly increase on a net basis, this is a combination of increased revenues and improvements in collection rates, primarily from Partnership Sub-Acute.

Lines 11: Other Revenue is up \$820 thousand for the year due to increased quarterly payments from the HQAF Program and supplemental payments from the AB 915 program previously discussed.

Lines 14 and 15: Salaries & Wages and Benefits were up \$542 thousand for the month and \$1.5 million for the year. The primary reasons for the increase were the 2018 lump sum salary adjustments and wage increases in addition to generally higher staffing levels, and we currently have 5 physicians on payroll compared to 4 at this time last year. These more than offset an overall decrease in worked hours from use of PTO and employee leaves of absence early in 2019. Benefits are up primarily due to PTO as previously discussed and employee health plan costs, which are up \$555 thousand from the prior year.

Line 20: Supplies were up \$139 thousand for the month and \$875 thousand for the year primarily from Surgical Services implants and prosthesis (mostly pain management) and pharmaceuticals.

Line 29: Total Non-Operating was up \$1.4 million for the year due to the \$1.5 million supplemental outpatient funding payment from Partnership in March for the AB 915 Program (direct grant) previously discussed. This is a \$500 thousand increase over the prior year's payment which was received in June.

HEALDSBURG DISTRICT HOSPITAL
Key Statistics
Actual 2019 vs Actual 2018 & Budget 2019
(PRELIMINARY - SUBJECT TO CHANGE)

	MONTH				YEAR TO DATE			
	Current 2019	Prior 2018	Variance		Current 2019	Prior 2018	Variance	
			#	%			\$	%
1 Days Cash on Hand	57.90	66.90	(8.99)	-13.44%	60.00	60.00	(2.10)	-3.50%
2 Gross Days Revenue in Accounts Receivable	70.87	64.18	6.69	10.43%	60.00	60.00	10.87	18.12%
3 Net Days Revenue in Accounts Receivable	45.11	30.29	14.82	48.92%	40.00	40.00	5.11	12.77%
4 Days Expense In Accounts Payable	16.88	23.93	(7.05)	-29.46%	25.00	25.00	(8.12)	-32.48%
5 Case Mix								
6 Medicare	1,192.3	1,298.8	(0.1065)	-8.20%	1,250.0	1,250.0	(0.0577)	-4.62%
7 All Payers	1,268.5	1,338.8	(0.0653)	-4.90%	1,250.0	1,250.0	0.0185	1.48%
8 Patient Days								
9 Med/Surg	141	108	33	30.56%	143	143	(2)	-1.40%
10 ICU	50	63	(13)	-20.63%	59	59	(9)	-15.25%
11 Swing	90	40	50	125.00%	42	48	6	14.29%
12 Sub-Acute	496	430	66	15.35%	510	510	(14)	-2.75%
13 Patient Admissions								
14 Med/Surg	53	31	22	70.97%	41	41	12	29.35%
15 ICU	12	8	4	50.00%	13	13	(1)	-6.24%
16 Swing	11	2	9	450.00%	5	5	6	107.43%
17 Sub-Acute	1	2	(1)	0.00%	1	1	0	1.39%
18 Average Length of Stay								
19 Med/Surg	2.66	3.48	(0.82)	-23.64%	4.00	4.00	(1.34)	-33.49%
20 ICU	4.17	7.88	(3.71)	-47.09%	4.00	4.00	0.17	4.17%
21 Swing	8.18	20.00	(11.82)	-59.09%	4.00	4.00	4.18	104.55%
22 Average Daily Census								
23 Med/Surg	4.70	3.60	1.10	30.56%	4.77	4.77	(0.07)	-1.40%
24 ICU	1.67	2.10	(0.43)	-20.63%	1.97	1.97	(0.30)	-15.25%
25 Swing	3.00	1.33	1.67	125.00%	1.40	1.40	1.60	114.29%
26 Sub-Acute	16.53	14.33	2.20	15.35%	17.00	17.00	(0.47)	-2.75%
27 Total Surgeries	403	138	265	192.03%	307	307	96	31.27%
28 Total Outpatient Visits	3,842	3,903	(61)	-1.56%	4,165	4,165	(323)	-7.76%
29 Total Clinic Visits	1,095	1,082	13	1.20%	1,205	1,205	(110)	-9.13%
30 Total ER Visits	727	719	8	1.11%	740	740	(13)	-1.76%
	56.30	67.20	(10.89)	-16.21%	60.00	60.00	(3.70)	-6.16%
	77.36	60.13	17.23	28.66%	60.00	60.00	17.36	28.93%
	48.72	30.74	17.98	58.48%	40.00	40.00	8.72	21.80%
	16.41	24.04	(7.62)	-31.71%	25.00	25.00	(8.59)	-34.34%
	1,254.0	1,275.9	(0.0219)	-1.72%	1,250.0	1,250.0	0.0040	0.32%
	1,261.9	1,290.9	(0.0290)	-2.25%	1,250.0	1,250.0	0.0119	0.95%
	561	685	(124)	-18.10%	544	544	17	3.13%
	178	257	(79)	-30.74%	223	223	(45)	-20.18%
	239	144	95	65.97%	186	186	53	28.49%
	1,954	1,733	221	12.75%	1,860	1,860	94	5.05%
	204	180	24	13.33%	156	156	48	30.88%
	46	56	(10)	-17.86%	48	48	(2)	-4.91%
	34	25	9	36.00%	23	23	11	44.77%
	3	2	1	50.00%	4	4	(1)	0.00%
	2.75	3.81	(1.06)	-27.74%	4.00	4.00	(1.25)	-31.25%
	3.87	4.59	(0.72)	-15.68%	4.00	4.00	(0.13)	-3.26%
	7.03	5.76	1.27	22.04%	4.00	4.00	3.03	75.74%
	4.68	5.71	(1.03)	-18.10%	4.77	4.77	(0.09)	-1.92%
	1.48	2.14	(0.66)	-30.74%	1.97	1.97	(0.48)	-24.58%
	1.99	1.20	0.79	65.97%	1.40	1.40	0.59	42.26%
	16.28	14.44	1.84	12.75%	17.00	17.00	(0.72)	-4.22%
	1,386	630	756	120.00%	1,158	1,158	228	19.69%
	15,184	15,880	(696)	-4.38%	15,789	15,789	(605)	-3.83%
	4,322	4,753	(431)	-9.07%	4,546	4,546	(224)	-4.93%
	2,859	3,055	(196)	-6.42%	2,808	2,808	51	1.82%

KEY STATISTICS – ACTUAL 2019 VS ACTUAL 2018 AND BUDGET 2019 (PAGE 6)

Line 1: Days Cash on Hand was down 9 days for month and 11 days for the year due to the Partnership settlement of \$5.3 million received in April 2018.

Lines 2 & 3: The increases in Gross and Net Days in Accounts Receivable is due to not receiving the Sub-Acute payment for March services, as well as a very strong month for patient revenues in April that will be collected in subsequent months.

Line 4: Days Expense in Accounts Payable was down approximately 7 days for the month and the year as the improved cash position has enabled the Hospital to pay down amounts owed to vendors, and there has been a significant increase in operating expenses.

Lines 8-12: Overall, Patient Days were up for the month due to Swing and Sub-Acute, as Sub-Acute reached full occupancy at the end of April. For both the year and budget favorable variances are primarily due to Swing and Sub-Acute.

Line 27: Total Surgeries were up 265 for the month and 756 for the year primarily due to pain management procedures.

Line 28: Total Outpatient Visits were down 61 for the month and 696 for the year. For the year, decreases in Lab (326), Specialty Medical (309), ER (196), and HPG (139) were slightly offset by increases in Reference Lab (291).

Line 29: Total Clinic Visits were consistent with April 2018, but down for the year by 431 primarily due to the decreased visits for HPG and Specialty Medical noted above.

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 or less.
- **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.
- **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.

