

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

	Monthly			Year to Date		
	Jun/2019	Jun/2018	Budget 2019	Jun/2019	Jun/2018	Budget 2019
Net Operating Income (Loss)	(426,707)	(414,911)	(193,060)	(3,041,323)	(3,133,257)	(3,468,437)
Increase(Decrease) in Net Position	(132,765)	1,639,872	1,861,723	4,233,269	300,932	(34,248)

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

	This Month Jun-30-2019	Last Month May-31-2019	Variance	
			\$	%
<b>1 Assets</b>				
<b>2 Cash and Cash Equivalents</b>				
3 Unrestricted	9,416,681	10,722,856	(1,306,174)	-12.2%
4 Board Designated	1,641,000	1,644,000	(3,000)	-0.2%
5 Restricted	4,995,325	4,994,466	860	0.0%
<b>6 Accounts receivable</b>				
7 Gross	31,212,424	28,995,961	2,216,463	7.6%
8 Reserves	(22,835,567)	(21,437,316)	(1,398,251)	6.5%
9 Net Accounts Receivable	8,376,856	7,558,645	818,211	10.8%
10 Other Accounts Receivable	1,832,624	1,551,131	281,494	18.1%
11 Inventory	804,449	810,685	(6,236)	-0.8%
12 Pre-Paid Expenses	263,063	307,109	(44,046)	-14.3%
<b>13 Total Current Assets</b>	<b>27,329,999</b>	<b>27,588,891</b>	<b>(258,891)</b>	<b>-0.9%</b>
<b>14 Fixed Assets</b>				
15 Land & Buildings	14,158,940	14,158,940	0	0.0%
16 Equipment	10,854,955	10,854,955	0	0.0%
17 Construction In Process	1,952,782	1,801,977	150,805	8.4%
18 Depreciation	(17,064,998)	(16,855,831)	(209,167)	-1.2%
19 Total Property & Equip.	9,901,679	9,960,040	(58,362)	-0.6%
20 Investments & Long-Term Assets	113,182	113,182	0	0.0%
<b>21 Total Assets</b>	<b>37,344,860</b>	<b>37,662,113</b>	<b>(317,253)</b>	<b>-0.8%</b>
<b>22 Liabilities</b>				
23 Vendor AP	2,396,962	2,750,748	(353,786)	-12.9%
24 Other Payables	2,879,444	2,882,444	(3,000)	-0.1%
25 Accrued Payroll, Taxes & Benefits	2,532,211	2,384,068	148,143	6.2%
26 Other Current Liabilities	704,912	680,758	24,154	3.5%
<b>27 Total Current Liabilities</b>	<b>8,513,529</b>	<b>8,698,017</b>	<b>(184,488)</b>	<b>-2.1%</b>
28 Long-Term Liabilities	11,343,000	11,343,000	0	0.0%
<b>29 Total Liabilities</b>	<b>19,856,529</b>	<b>20,041,017</b>	<b>(184,488)</b>	<b>-0.9%</b>
<b>30 Net Position</b>				
31 Prior Year Earnings	13,255,062	13,255,062	0	0.0%
32 Current Earnings	4,233,269	4,366,033	(132,765)	-3.0%
<b>33 Total Net Position</b>	<b>17,488,331</b>	<b>17,621,096</b>	<b>(132,765)</b>	<b>-0.8%</b>
<b>34 Total Liabilities &amp; Net Position</b>	<b>37,344,860</b>	<b>37,662,113</b>	<b>(317,253)</b>	<b>-0.8%</b>

**STATEMENT OF NET POSITION AS OF JUNE 30, 2019 COMPARED TO MAY 31, 2019 (PAGE 2)**

**Lines 3 & 4:** Unrestricted and Board Designated Cash & Cash Equivalents were down \$1.3 million primarily from a slow month of collections on patient accounts.

**Lines 6- 9:** Gross and Net Accounts Receivable are up due to a slow month of collections on patient accounts. At June 30 there were 4 months of Sub-Acute AR outstanding with an estimated reimbursement of \$3.4 million. Over \$1 million of the Sub-Acute outstanding at June 30 has been collected through July 11, with an additional \$800 thousand expected by July 18.

**Line 10:** Other Accounts Receivable increased \$281 thousand from the monthly accrual of parcel taxes.

**Line 23:** Vendor AP decreased \$354 thousand from continued efforts to pay down amounts owed to vendors, as well as timing. Volatility is also somewhat inherent in this account due to the timing with which vendors invoice us for goods and services.

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

	This Fiscal Year Jun-30-2019	Last Fiscal Year Jun-30-2018	Variance	
			\$	%
<b>1 Assets</b>				
<b>2 Cash and Cash Equivalents</b>				
<b>3 Unrestricted</b>	9,416,681	6,284,081	3,132,600	49.8%
<b>4 Board Designated</b>	1,641,000	1,673,267	(32,267)	-1.9%
<b>5 Restricted</b>	4,995,325	7,923,154	(2,927,828)	-37.0%
<b>6 Accounts receivable</b>				
<b>7 Gross</b>	31,212,424	25,750,890	5,461,534	21.2%
<b>8 Reserves</b>	(22,835,567)	(19,633,254)	(3,202,313)	-16.3%
<b>9 Net Accounts Receivable</b>	8,376,856	6,117,636	2,259,221	36.9%
<b>10 Other Accounts Receivable</b>	1,832,624	1,401,170	431,455	30.8%
<b>11 Inventory</b>	804,449	801,504	2,945	0.4%
<b>12 Pre-Paid Expenses</b>	263,063	221,194	41,869	18.9%
<b>13 Total Current Assets</b>	27,329,999	24,422,005	2,907,994	11.9%
<b>14 Fixed Assets</b>				
<b>15 Land &amp; Buildings</b>	14,158,940	13,520,967	637,973	4.7%
<b>16 Equipment</b>	10,854,955	9,974,782	880,173	8.8%
<b>17 Construction In Process</b>	1,952,782	568,032	1,384,750	243.8%
<b>18 Depreciation</b>	(17,064,998)	(15,297,782)	(1,767,216)	11.6%
<b>19 Total Property &amp; Equip.</b>	9,901,679	8,765,999	1,135,680	13.0%
<b>20 Investments &amp; Long-term Assets</b>	113,182	181,161	(67,979)	-37.5%
<b>21 Total Assets</b>	37,344,860	33,369,165	3,975,695	11.9%
<b>22 Liabilities</b>				
<b>23 Vendor AP</b>	2,396,962	2,739,114	(342,151)	-12.5%
<b>24 Other Payables</b>	2,879,444	2,428,762	450,682	18.6%
<b>25 Accrued Payroll, Taxes &amp; Benefits</b>	2,532,211	1,965,136	567,075	28.9%
<b>26 Other Current Liabilities</b>	704,912	711,236	(6,325)	-0.9%
<b>27 Total Current Liabilities</b>	8,513,529	7,844,248	669,281	8.5%
<b>28 Long Term Liabilities</b>	11,343,000	11,939,000	(596,000)	-5.0%
<b>29 Total Liabilities</b>	19,856,529	19,783,248	73,281	0.4%
<b>30 Net Position</b>				
<b>31 Prior Year Earnings</b>	13,255,062	13,284,985	(29,922)	-0.2%
<b>32 Current Earnings</b>	4,233,269	300,932	3,932,337	1306.7%
<b>33 Total Net Position</b>	17,488,331	13,585,917	3,902,414	28.7%
<b>34 Total Liabilities &amp; Net Position</b>	37,344,860	33,369,165	3,975,695	11.9%

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

**Lines 3 & 4:** Unrestricted and Board Designated Cash & Cash Equivalents were up \$3.1 million. Overall, the increase from the prior year was due to improved cash collections on patient accounts, and the increase in IGT and supplemental funding payments from both DHCS and Partnership.

**Line 5:** Restricted Cash and Cash Equivalents were down \$2.9 million primarily due to the \$7.5 drawdown of the remaining funds from the 2016 COP in June 2018, less amounts subsequently spent on capital.

**Lines 6- 9:** Gross and Net Accounts Receivable are up from the prior year due to increased revenues, a 5% price increase effective April 1<sup>st</sup> (price increase has little effect on Net AR), and three months of slow collections on patient accounts. At June 30 there were 4 months of Sub-Acute AR outstanding with an estimated reimbursement of \$3.4 million. Over \$1 million of the Sub-Acute outstanding at June 30 has been collected through July 11, with an additional \$800 thousand expected by July 18.

**Lines 14 - 19:** The increase in Land & Buildings and Equipment of \$2.9 million is due to the various projects being funded by the 2016 COP.

**Lines 23 & 24:** Vendor AP and Other Payables increased \$108 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 \$567 thousand from the prior year due to an overall increase in payroll and benefits from staffing (28 FTE increase from June 2018 to June 2019) and wage and salary adjustments which impact both the Accrued Payroll and Taxes and Benefits (\$217 thousand) and PTO liability (\$350 thousand).

**Line 29:** Long-Term Liabilities were down \$596 from scheduled principal payments made for the 2016 COP and Capital Lease.

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

	MONTHLY			YEAR TO DATE		
	Actual	Budget	Variance	Actual	Budget	Variance
	Jun-19		\$ %	Jun-19		\$ %
<b>1 GROSS REVENUE:</b>						
2 Inpatient Routine	1,913,111	2,015,981	(102,870) -5.1%	11,929,948	11,983,003	(53,055) -0.4%
3 Inpatient Ancillary	1,622,233	1,816,661	(194,429) -10.7%	10,976,074	10,809,840	166,234 1.5%
4 Total Inpatient	3,535,344	3,832,642	(297,299) -7.8%	22,906,022	22,792,843	113,179 0.5%
5 Outpatient	6,376,043	6,051,486	324,557 5.4%	39,141,028	35,967,041	3,173,987 8.8%
6 Total Gross Patient Revenue	9,911,387	9,884,128	27,258 0.3%	62,047,050	58,759,884	3,287,166 5.6%
7 Contractual Expenses	5,775,084	5,562,157	(212,927) -3.8%	36,588,462	33,066,312	(3,522,150) -10.7%
8 Bad Debt Expense	220,418	186,791	(33,627) -18.0%	1,234,227	1,110,450	(123,777) -11.1%
9 Total Revenue Deductions	5,995,502	5,748,948	(246,554) -4.3%	37,822,689	34,176,762	(3,645,927) -10.7%
10 NET PATIENT REVENUE	3,915,885	4,135,181	(219,296) -5.3%	24,224,360	24,583,122	(358,761) -1.5%
11 Other Revenue	417,033	592,741	(175,708) -29.6%	1,973,809	1,177,674	796,135 67.6%
12 Total Net Revenue	4,332,918	4,727,922	(395,004) -8.4%	26,198,170	25,760,796	437,374 1.7%
13 Operating Expense:						
14 Salaries & Wages	2,008,359	2,058,721	(50,362) -2.4%	11,798,056	12,352,326	(554,270) -4.5%
15 Benefits	735,024	843,568	(108,544) -12.9%	4,881,684	4,764,751	116,934 2.5%
16 Contract Labor	137,948	127,825	10,123 7.9%	844,098	766,950	77,148 10.1%
17 Medical Pro Fees	428,365	477,056	(48,691) -10.2%	2,492,022	2,862,336	(370,314) -12.9%
18 Other Professional Fees	15,515	37,165	(21,650) -58.3%	291,349	222,990	68,359 30.7%
19 Purchased Services	215,634	214,574	1,060 0.5%	1,319,788	1,287,443	32,345 2.5%
20 Supplies	638,398	556,271	82,127 14.8%	4,218,112	3,337,627	880,486 26.4%
21 Repairs & Maintenance	67,554	72,010	(4,456) -6.2%	393,421	432,058	(38,637) -8.9%
22 Rents & Leases	103,324	106,153	(2,829) -2.7%	577,924	636,918	(58,994) -9.3%
23 Utilities	63,438	60,261	3,177 5.3%	335,426	361,566	(26,140) -7.2%
24 Other Direct Expenses	113,561	134,461	(20,900) -15.5%	690,980	806,766	(115,786) -14.4%
25 Interest Expense	23,338	23,750	(412) -1.7%	141,630	142,500	(870) -0.6%
26 Depreciation & Amortization	209,167	209,167	0 0.0%	1,255,002	1,255,002	0 0.0%
27 Total Operating Expenses	4,759,625	4,920,982	(161,357) -3.3%	29,239,493	29,229,233	10,260 0.0%
28 Net Operating Income (Loss)	(426,707)	(193,060)	(233,647) -121.0%	(3,041,323)	(3,468,437)	427,114 12.3%
29 Total Non-Operating	293,942	2,054,783	(1,760,841) -85.7%	7,274,591	3,434,189	3,840,402 111.8%
30 Revenue Over (Under) Expenses	(132,765)	1,861,723	(1,994,487) 107.1%	4,233,269	(34,248)	4,267,517 12460.6%
31 Capital Contributions	0	0	0 0.0%	0	0	0 0.0%
32 Change in Fund Balance	(132,765)	1,861,723	(1,994,487) 107.1%	4,233,269	(34,248)	4,267,517 12460.6%

## 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 \$27 thousand and \$3.3 million, respectively, are primarily due to Outpatient Revenue. Within Outpatient revenues, unfavorable budget variances in non-Surgery Outpatient visits and Clinic visits were more than offset by the higher dollar procedures and volumes in Surgeries.

**Lines 7-9:** Total Revenue Deductions were \$247 thousand over budget for the month and \$3.6 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 under budget \$176 thousand for the month and over budget \$796 thousand for the year due to supplemental funding. The negative monthly variance is a result of the timing of the supplemental outpatient funding from Medi-Cal for the AB915 program that was received in and budgeted for June in the prior year, but received in May this year (for a comparable amount, variance is strictly timing). The positive positive budget variance for the year is a result of increased payments from the Hospital Quality Assurance Fee (HQAF) and AB 915 Supplemental Outpatient Funding programs.

**Lines 14 and 15:** Salaries & Wages and Benefits were under budget \$159 thousand for the month and under budget \$437 thousand for the year. 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 \$82 thousand for the month and \$880 thousand for the year. Surgical Services implants and prosthesis (primarily pain management) were over budget \$78 thousand for the month and \$796 thousand for the year.

**Line 29:** Total Non-Operating was under budget \$1.8 million for the month due to timing of receipt from the IGT's and the supplemental outpatient funding payment from Partnership. Increased payments from these sources resulted in a favorable budget variance of \$3.8 million for the year.



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

	MONTHLY			YEAR TO DATE		
	ACTUAL		Variance	ACTUAL		Variance
	Jun-19	Jun-18	\$	Jun-19	Jun-18	\$
<b>1 GROSS REVENUE:</b>						
2 Inpatient Routine	1,913,111	1,884,313	28,798	11,929,948	11,851,746	78,202
3 Inpatient Ancillary	1,622,233	1,659,619	(37,387)	10,976,074	10,716,570	259,504
4 Total Inpatient	3,535,344	3,543,932	(8,589)	22,906,022	22,568,316	337,706
5 Outpatient	6,376,043	5,944,049	431,994	39,141,028	34,513,595	4,627,433
<b>6 Total Gross Patient Revenue</b>	<b>9,911,387</b>	<b>9,487,981</b>	<b>423,405</b>	<b>62,047,050</b>	<b>57,081,911</b>	<b>4,965,139</b>
7 Contractual Expenses	5,775,084	5,714,203	(60,881)	36,588,462	34,243,568	(2,344,894)
8 Bad Debt Expense	220,418	178,299	(42,119)	1,234,227	945,880	(288,348)
<b>9 Total Revenue Deductions</b>	<b>5,995,502</b>	<b>5,892,502</b>	<b>(103,000)</b>	<b>37,822,689</b>	<b>35,189,448</b>	<b>(2,633,242)</b>
<b>10 NET PATIENT REVENUE</b>	<b>3,915,885</b>	<b>3,595,479</b>	<b>320,406</b>	<b>24,224,360</b>	<b>21,892,463</b>	<b>2,331,897</b>
11 Other Revenue	417,033	588,353	(171,320)	1,973,809	1,147,841	825,968
<b>12 Total Net Revenue</b>	<b>4,332,918</b>	<b>4,183,832</b>	<b>149,086</b>	<b>26,198,170</b>	<b>23,040,304</b>	<b>3,157,866</b>
<b>13 Operating Expense:</b>						
14 Salaries & Wages	2,008,359	1,713,869	294,489	11,798,056	10,471,948	1,326,108
15 Benefits	735,024	707,392	33,632	4,881,684	4,020,988	860,696
16 Contract Labor	137,948	186,444	(48,496)	844,098	1,101,775	(257,677)
17 Medical Pro Fees	428,365	455,183	(26,818)	2,492,022	2,732,000	(239,978)
18 Other Professional Fees	15,515	90,655	(75,141)	291,349	367,915	(76,565)
19 Purchased Services	215,634	218,414	(2,780)	1,319,788	1,082,573	237,215
20 Supplies	638,398	611,329	27,070	4,218,112	2,753,373	1,464,739
21 Repairs & Maintenance	67,554	82,608	(15,053)	393,421	546,189	(152,769)
22 Rents & Leases	103,324	98,340	4,983	577,924	626,281	(48,357)
23 Utilities	63,438	61,023	2,415	335,426	303,911	31,516
24 Other Direct Expenses	113,561	129,480	(15,919)	690,980	763,703	(72,724)
25 Interest Expense	23,338	38,374	(15,035)	141,630	233,113	(91,483)
26 Depreciation & Amortization	209,167	211,632	(2,465)	1,255,002	1,169,792	85,210
<b>27 Total Operating Expenses</b>	<b>4,759,625</b>	<b>4,598,743</b>	<b>160,881</b>	<b>29,239,493</b>	<b>26,173,561</b>	<b>3,065,931</b>
<b>28 Net Operating Income (Loss)</b>	<b>(426,707)</b>	<b>(414,911)</b>	<b>(11,796)</b>	<b>(3,041,323)</b>	<b>(3,133,257)</b>	<b>91,934</b>
29 Total Non-Operating	293,942	2,054,783	(1,760,841)	7,274,591	3,434,189	3,840,402
30 Revenue Over (Under) Expenses	(132,765)	1,639,872	(1,772,636)	4,233,269	300,932	3,932,337
31 Capital Contributions	0	0	0	0	0	0
<b>32 Change in Fund Balance</b>	<b>(132,765)</b>	<b>1,639,872</b>	<b>(1,772,636)</b>	<b>4,233,269</b>	<b>300,932</b>	<b>3,932,337</b>



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

**Lines 6 - 10:** Gross Patient Revenue was up \$423 thousand for the month and \$5.0 million for the year primarily from the 5% price increase effective April 1<sup>st</sup>, and increased revenue from Surgeries, Swing, and Sub-Acute. Total Revenue Deductions were up \$103 thousand for the month and \$2.6 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 was down \$171 thousand for the month due to the timing of payments from the Medi-Cal AB 915 program. The \$826 thousand increase from the prior year is a result of increased payments from the Hospital Quality Assurance Fee (HQAF) and Medi-Cal AB 915 Supplemental Outpatient Funding programs.

**Lines 14 and 15:** Salaries & Wages and Benefits were up \$328 thousand for the month and \$2.2 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 \$448 thousand from the prior year.

**Line 20:** Supplies were up \$1.5 million for the year primarily from Surgical Services implants and prosthesis (\$1.1 million, mostly pain management) and pharmaceuticals (\$300 thousand).

**Line 29:** Total Non-Operating was down \$1.8 million for the month due to timing of receipt from the IGT's and the supplemental outpatient funding payment from Partnership. Increased payments from these sources resulted in an increase of \$3.8 million for the year.

**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				
			#	%			\$	%	\$	%	
<b>1 Days Cash on Hand</b>	73.28	54.89	18.38	33.49%	60.00	60.00	13.74	23.63%	60.00	11.88	19.81%
<b>2 Gross Days Revenue in Accounts Receivable</b>	94.47	81.42	13.05	16.03%	60.00	60.00	9.40	11.51%	60.00	31.05	51.75%
<b>3 Net Days Revenue in Accounts Receivable</b>	64.18	51.04	13.13	25.73%	40.00	40.00	12.01	23.75%	40.00	22.59	56.48%
<b>4 Days Expense in Accounts Payable</b>	15.88	18.90	(3.01)	-15.94%	25.00	25.00	(4.43)	-22.15%	25.00	(9.42)	-37.67%
<b>5 Case Mix</b>											
6 Medicare	1,2136	1,112	0,1016	9,14%	1,2500	1,2565	(0,0102)	-0,81%	1,2500	(0,0037)	-0,30%
7 All Payers	1,2594	1,2394	0,0200	1,61%	1,2500	1,2911	(0,0014)	-0,11%	1,2500	0,0397	3,18%
<b>8 Patient Days</b>											
9 Med/Surg	150	107	43	40,19%	130	913	(79)	-8,65%	817	17	2,08%
10 ICU	27	75	(48)	-64,00%	53	414	(147)	-35,51%	335	(68)	-20,30%
11 Swing	30	10	20	200,00%	36	199	(142)	-71,36%	270	71	26,30%
12 Sub-Acute	478	486	(8)	-1,65%	510	2,659	268	10,08%	2,897	30	1,04%
<b>13 Patient Admissions</b>											
14 Med/Surg	58	32	26	81,25%	37	251	55	21,91%	234	72	30,71%
15 ICU	9	15	(6)	-40,00%	11	87	(15)	-17,24%	73	(1)	-0,92%
16 Swing	7	1	6	600,00%	5	31	19	61,29%	34	16	46,67%
17 Sub-Acute	3	0	3	0,00%	1	3	3	100,00%	6	0	0,00%
<b>18 Average Length of Stay</b>											
19 Med/Surg	4.50	4.70	(0.20)	-4,26%	4.00	6.37	(1.77)	-27,72%	4.00	0.60	15,09%
20 ICU	2.60	3.20	(0.60)	-18,75%	4.00	3.26	(0.69)	-21,06%	4.00	(1.43)	-35,65%
21 Swing	3.80	3.30	0.50	15,15%	4.00	5.85	0.03	0,45%	4.00	1.88	46,98%
<b>22 Average Daily Census</b>											
23 Med/Surg	5.00	3.57	1.43	40,19%	4.33	5.04	(0.44)	-8,65%	4.33	0.27	6,33%
24 ICU	0.90	2.50	(1.60)	-64,00%	1.77	2.29	(0.81)	-35,51%	1.77	(0.29)	-16,50%
25 Swing	1.00	0.33	0.67	200,00%	1.20	1.88	0.78	71,36%	1.20	0.68	57,00%
26 Sub-Acute	15.93	16.20	(0.27)	-1,65%	17.00	14.69	1.48	10,08%	17.00	(0.83)	-4,87%
<b>27 Total Surgeries</b>	319	230	89	38,70%	279	1,118	846	75,67%	1,744	220	12,61%
<b>28 Total Outpatient Visits</b>	3,655	3,861	(206)	-5,34%	3,844	23,961	(1,186)	-4,95%	23,812	(1,037)	-4,35%
<b>29 Total Clinic Visits</b>	981	1,102	(121)	-10,98%	1,095	7,137	(709)	-9,93%	6,846	(418)	-6,11%
<b>30 Total ER Visits</b>	754	583	171	10,40%	673	4,348	(110)	-2,47%	4,221	127	3,01%

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

**Line 1:** Days Cash on Hand was up 18 days for the month and 14 for the year primarily due to the receipt of IGT's previously discussed.

**Lines 2 & 3:** The increase in Gross and Net Days in Accounts Receivable is due to not receiving the Sub-Acute payments for March through June services. Over \$1 million of the Sub-Acute outstanding at June 30 has been collected through July 11, with an additional \$800 thousand expected by July 18.

**Line 4:** Days Expense in Accounts Payable was down approximately 3 days for the month and 4 days for 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:** Patient Days were consistent for the month for actual, as well as for the month and the year for budget. Actual Patient Days for the year are up 184 as increases in Swing and Sub-Acute offset decreases in Med/Surg and ICU.

**Line 27:** Total Surgeries are favorable compared to prior month/year and budget primarily due to pain management procedures.

**Line 28:** Total Outpatient Visits were down 206 for the month and 1,186 for the year, with similar unfavorable variances to monthly and yearly budget. For the month and year respectively, decreases in Lab (83 and 535), Specialty Medical (65 and 531), ER (110 for the year), and HPG (51 and 198) were slightly offset by increases in Reference Lab (69 and 488).

**Line 29:** Total Clinic Visits were down 121 for the month and 709 for the year 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.

