

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

	Monthly			Year to Date		
	May/2019	May/2018	Budget 2019	May/2019	May/2018	Budget 2019
Net Operating Income (Loss)	(811,573)	(383,950)	(97,290)	(2,614,616)	(2,718,346)	(3,275,377)
Increase(Decrease) in Net Position	3,718,644	(103,030)	183,629	4,366,033	(1,338,940)	(1,895,971)



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

**Lines 3 & 4:** Unrestricted and Board Designated Cash & Cash Equivalents were up \$3.8 million. Overall, the increase from the prior month was due to the increase in and timing of IGT and supplemental funding payments from both DHCS and Partnership, offset by a heavy month of operating expenses.

**Lines 6- 9:** Gross and Net Accounts Receivable increased from a strong month of patient revenues, the 5% price increase effective April 1<sup>st</sup> (price increase has little effect on Net AR), coupled with a slow month of collections on patient accounts. There are currently 3 months of Sub-Acute AR outstanding with an estimated reimbursement of \$2.6 million.

**Line 10:** Other Accounts Receivable was down \$1.2 million from payments received from the IGT Receivable slightly offset by the monthly accrual of parcel taxes.

**Line 23:** Other Payables decreased \$646 thousand due to the estimated amounts due from the 2018 Medicare Cost Report.

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

	This Fiscal Year May-31-2019	Last Fiscal Year May-31-2018	
<b>1 Assets</b>			
2 Cash and Cash Equivalents	10,722,856	5,436,973	97.2%
3 Unrestricted	1,644,000	1,682,156	-2.3%
4 Board Designated			
5 Restricted	4,994,466	418,780	1092.6%
6 Accounts receivable	28,995,961	22,936,721	26.4%
7 Gross	(21,437,316)	(17,860,711)	-20.0%
8 Reserves			
9 Net Accounts Receivable	7,558,645	5,076,010	48.9%
10 Other Accounts Receivable	1,551,131	1,793,854	-13.5%
11 Inventory	810,685	809,597	0.1%
12 Pre-Paid Expenses	307,109	266,523	15.2%
<b>13 Total Current Assets</b>	27,588,891	15,483,892	78.2%
14 Fixed Assets			
15 Land & Buildings	14,158,940	13,520,967	4.7%
16 Equipment	10,854,955	9,974,782	8.8%
17 Construction In Process	1,801,977	528,689	240.8%
18 Depreciation	(16,855,831)	(15,086,150)	11.7%
19 Total Property & Equip.	9,960,040	8,938,288	11.4%
20 Investments & Long-term Assets	113,182	184,046	-38.5%
<b>21 Total Assets</b>	37,662,113	24,606,225	53.1%
<b>22 Liabilities</b>			
23 Vendor AP	2,750,748	3,127,196	-12.0%
24 Other Payables	2,882,444	2,464,548	17.0%
25 Accrued Payroll, Taxes & Benefits	2,384,068	1,950,095	22.3%
26 Other Current Liabilities	680,758	683,220	-0.4%
<b>27 Total Current Liabilities</b>	8,698,017	8,225,058	5.8%
28 Long Term Liabilities	11,343,000	4,435,122	155.8%
<b>29 Total Liabilities</b>	20,041,017	12,660,180	58.3%
<b>30 Net Position</b>			
31 Prior Year Earnings	13,255,062	13,284,985	-0.2%
32 Current Earnings	4,366,033	(1,338,940)	-426.1%
33 Total Net Position	17,621,096	11,946,045	47.5%
<b>34 Total Liabilities &amp; Net Position</b>	37,662,113	24,606,225	53.1%
			Variance
		\$	%

**STATEMENT OF NET POSITION AS OF MAY 31, 2019 COMPARED TO MAY 31, 2018 (PAGE 3)**

**Lines 3 & 4:** Unrestricted and Board Designated Cash & Cash Equivalents were up \$5.2 million. Overall, the increase from the prior year was due to improved cash collections on patient accounts, and the increase in and timing of IGT and supplemental funding payments from both DHCS and Partnership, offset by increased operating expenses.

**Line 5:** Restricted Cash and Cash Equivalents were up \$4.6 million primarily due to the drawdown of funds from the 2016 COP for capital in excess of amounts transferred to Unrestricted for purchases.

**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 two months of slow collections on patient accounts. There are currently 3 months of Sub-Acute AR outstanding with an estimated reimbursement of \$2.6 million.

**Lines 14 - 19:** The increase in Land & Buildings and Equipment of \$2.8 million is due to the various projects being funded by the 2016 COP.

**Lines 23 & 24:** Vendor AP and Other Payables increased \$41 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 \$433 thousand from an overall increase in payroll and benefits from staffing and wage and salary adjustments which impact both the Accrued Payroll and Taxes and Benefits (\$128 thousand) and PTO liability (\$305 thousand).

**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			
	Actual	Budget	Variance	%	Actual	Budget	Variance	%
	May-19		\$		May-19		\$	
<b>1 GROSS REVENUE:</b>								
2 Inpatient Routine	2,150,564	2,151,533	(969)	0.0%	10,016,837	9,967,022	49,815	0.5%
3 Inpatient Ancillary	1,838,338	1,998,667	(160,330)	-8.0%	9,353,841	8,993,179	360,662	4.0%
4 Total Inpatient	3,988,902	4,150,200	(161,299)	-3.9%	19,370,678	18,960,201	410,477	2.2%
5 Outpatient	7,016,419	6,652,937	363,482	5.5%	32,764,985	29,915,555	2,849,430	9.5%
6 Total Gross Patient Revenue	11,005,320	10,803,137	202,183	1.9%	52,135,663	48,875,756	3,259,908	6.7%
7 Contractual Expenses	6,660,142	6,079,316	(580,826)	-9.6%	30,813,378	27,504,156	(3,309,223)	-12.0%
8 Bad Debt Expense	218,598	204,159	(14,440)	-7.1%	1,013,809	923,659	(90,150)	-9.8%
9 Total Revenue Deductions	6,878,741	6,283,475	(595,266)	-9.5%	31,827,188	28,427,815	(3,399,373)	-12.0%
10 NET PATIENT REVENUE	4,126,580	4,519,662	(393,083)	-8.7%	20,308,476	20,447,941	(139,465)	-0.7%
11 Other Revenue	395,828	202,608	193,219	95.4%	1,556,776	584,933	971,843	166.1%
12 Total Net Revenue	4,522,408	4,722,271	(199,863)	-4.2%	21,865,252	21,032,874	832,378	4.0%
<b>13 Operating Expense:</b>								
14 Salaries & Wages	2,129,964	2,058,721	71,243	3.5%	9,789,697	10,293,605	(503,908)	-4.9%
15 Benefits	770,874	742,147	28,727	3.9%	4,146,660	3,921,183	225,478	5.8%
16 Contract Labor	153,038	127,825	25,213	19.7%	706,150	639,125	67,025	10.5%
17 Medical Pro Fees	408,455	477,056	(68,601)	-14.4%	2,063,657	2,385,280	(321,623)	-13.5%
18 Other Professional Fees	83,343	37,165	46,178	124.3%	275,834	185,825	90,009	48.4%
19 Purchased Services	238,190	214,574	23,616	11.0%	1,104,154	1,072,969	31,285	2.9%
20 Supplies	986,334	566,271	430,063	77.3%	3,579,714	2,781,356	798,358	28.7%
21 Repairs & Maintenance	88,139	72,010	16,129	22.4%	325,866	360,048	(34,182)	-9.5%
22 Rents & Leases	97,280	106,153	(8,373)	-7.9%	474,601	530,765	(56,164)	-10.6%
23 Utilities	69,280	60,261	9,019	15.0%	271,988	301,305	(29,317)	-9.7%
24 Other Direct Expenses	76,079	134,461	(58,382)	-43.4%	577,419	672,305	(94,886)	-14.1%
25 Interest Expense	23,338	23,750	(412)	-1.7%	118,292	118,750	(458)	-0.4%
26 Depreciation & Amortization	209,167	209,167	0	0.0%	1,045,835	1,045,835	0	0.0%
27 Total Operating Expenses	5,333,980	4,819,561	514,420	10.7%	24,479,868	24,308,251	171,617	0.7%
28 Net Operating Income (Loss)	(811,573)	(97,290)	(714,283)	-734.2%	(2,614,616)	(3,275,377)	660,761	20.2%
29 Total Non-Operating	4,530,217	280,919	4,249,298	1512.6%	6,980,649	1,379,406	5,601,243	406.1%
30 Revenue Over (Under) Expenses	3,718,644	183,629	3,535,015	-1925.1%	4,366,033	(1,895,971)	6,262,004	330.3%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Fund Balance	3,718,644	183,629	3,535,015	-1925.1%	4,366,033	(1,895,971)	6,262,004	330.3%

**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 \$202 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 \$595 thousand over budget for the month and \$3.4 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 \$193 thousand for the month and \$972 thousand for the year due to supplemental funding. The positive monthly variance is a result of supplemental outpatient funding from Medi-Cal for the AB915 program that was received in June in the prior year and budgeted for June this year (for a comparable amount, variance is strictly timing). Increased quarterly payments from the HQAF Program (approximately \$300 thousand/quarter increase) and supplemental payments from the AB 915 program (2019 AB915 revenue includes AB 915 payments for State Fiscal Year's (SFY's) 2014-2016 and 2018, our 2018 fiscal year payment and 2019 budget was for one fiscal year) account for the positive budget variance for the year.

**Lines 14 and 15:** Salaries & Wages and Benefits were over budget \$100 thousand for the month and under budget \$278 thousand for the year. Year-to-Date FTE's are down 1 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 \$430 thousand for the month and \$798 thousand for the year. Surgical Services implants and prostheses (primarily pain management) were over budget \$316 thousand for the month and \$718 thousand for the year. For the monthly variance, the invoices and expenses from the 401 surgeries in April largely hit in May.

**Line 29:** Total Non-Operating was over budget \$4.2 million for the month and \$5.6 million for year due to the increased payments and timing of receipt of the IGT's, and the \$1.5 million supplemental outpatient funding payment from Partnership in March for the AB 915 Program (direct grant). The IGT's and the supplement payment were budgeted for June in the amount of \$2.1 million.

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

	MONTHLY				YEAR TO DATE			
	ACTUAL		Variance		ACTUAL		Variance	
	May-19	May-18	\$	%	May-19	May-18	\$	%
<b>1 GROSS REVENUE:</b>								
2 Inpatient Routine	2,150,564	1,998,247	152,317	7.6%	10,016,837	9,967,433	49,404	0.5%
3 Inpatient Ancillary	1,838,338	1,725,965	112,372	6.5%	9,353,841	9,056,950	296,891	3.3%
4 Total Inpatient	3,988,902	3,724,212	264,689	7.1%	19,370,678	19,024,383	346,295	1.8%
5 Outpatient	7,016,419	6,431,546	584,873	9.1%	32,764,985	28,569,546	4,195,439	14.7%
6 Total Gross Patient Revenue	11,005,320	10,155,758	849,562	8.4%	52,135,663	47,593,929	4,541,734	9.5%
7 Contractual Expenses	6,660,142	6,109,397	(550,745)	-9.0%	30,813,378	28,529,365	(2,284,013)	-8.0%
8 Bad Debt Expense	218,598	151,189	(67,410)	-44.6%	1,013,809	767,581	(246,229)	-32.1%
9 Total Revenue Deductions	6,878,741	6,260,585	(618,155)	-9.9%	31,827,188	29,296,946	(2,530,242)	-8.6%
10 NET PATIENT REVENUE	4,126,580	3,895,172	231,407	5.9%	20,308,476	18,296,984	2,011,492	11.0%
11 Other Revenue	395,828	218,429	177,399	81.2%	1,556,776	559,488	997,288	178.3%
12 Total Net Revenue	4,522,408	4,113,602	408,806	9.9%	21,865,252	18,856,472	3,008,780	16.0%
13 Operating Expense:								
14 Salaries & Wages	2,129,964	1,868,716	261,249	14.0%	9,789,697	8,741,008	1,048,689	12.0%
15 Benefits	770,874	673,652	97,221	14.4%	4,146,660	3,319,596	827,064	24.9%
16 Contract Labor	153,038	197,603	(44,566)	-22.6%	706,150	915,330	(209,181)	-22.9%
17 Medical Pro Fees	408,455	443,217	(34,762)	-7.8%	2,063,657	2,276,817	(213,160)	-9.4%
18 Other Professional Fees	83,343	100,099	(16,756)	-16.7%	275,834	277,259	(1,425)	-0.5%
19 Purchased Services	238,190	200,957	37,233	18.5%	1,104,154	864,159	239,996	27.8%
20 Supplies	986,334	440,869	545,466	123.7%	3,579,714	2,159,116	1,420,598	65.8%
21 Repairs & Maintenance	88,139	24,137	64,002	265.2%	325,866	463,582	(137,715)	-29.7%
22 Rents & Leases	97,780	99,435	(1,655)	-1.7%	474,601	527,941	(53,340)	-10.1%
23 Utilities	69,280	49,297	19,982	40.5%	271,988	242,888	29,100	12.0%
24 Other Direct Expenses	76,079	149,476	(73,396)	-49.1%	577,419	634,223	(56,805)	-9.0%
25 Interest Expense	23,338	38,461	(15,123)	-39.3%	118,292	194,739	(76,447)	-39.3%
26 Depreciation & Amortization	209,167	211,632	(2,465)	-1.2%	1,045,835	958,160	87,675	9.2%
27 Total Operating Expenses	5,333,980	4,497,551	836,429	18.6%	24,479,868	21,574,818	2,905,050	13.5%
28 Net Operating Income (Loss)	(811,573)	(383,950)	(427,623)	-111.4%	(2,614,616)	(2,718,346)	103,730	3.8%
29 Total Non-Operating	4,530,217	280,919	4,249,298	1512.6%	6,980,649	1,379,406	5,601,243	406.1%
30 Revenue Over (Under) Expenses	3,718,644	(103,030)	3,821,674	3709.3%	4,366,033	(1,338,940)	5,704,973	426.1%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Fund Balance	3,718,644	(103,030)	3,821,674	3709.3%	4,366,033	(1,338,940)	5,704,973	426.1%



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

**Lines 6 - 10:** Gross Patient Revenue was up \$850 thousand for the month and \$4.5 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 \$618 thousand for the month and \$2.5 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 \$177 thousand for the month and \$997 thousand for the year due to increased quarterly payments from the HQAF Program and supplemental outpatient payments from the Medi-Cal AB 915 program.

**Lines 14 and 15:** Salaries & Wages and Benefits were up \$358 thousand for the month and \$1.9 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 \$492 thousand from the prior year.

**Line 20:** Supplies were up \$545 thousand for the month and \$1.4 million for the year primarily from Surgical Services implants and prostheses (\$490 thousand for the month and \$1.1 million and \$1.1 million for the year, mostly pain management) and pharmaceuticals (\$264 thousand for the year).

**Line 29:** Total Non-Operating was up \$4.2 million for the month and \$5.6 million for the year due to the increased payments and timing of receipt of the IGT's, and the \$1.5 million supplemental outpatient funding payment from Partnership in March for the AB 915 Program (direct grant). The IGT's and the supplemental payment were received in the prior year in June in the amount of \$1.7 million. Year-to-Date, IGT's are up \$5.6 million from the prior year, with the only IGT remaining for 2019 being the second payment from the PRIME IGT. The \$5.6 million received thus far in 2019 for IGT's is already greater than the \$1.9 million of IGT's received for the entirety of 2018.

**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		Goals or Budget	Variance	Current 2019	Prior 2018	Variance		Goals or Budget	Variance		
			#	%		%			\$	%		\$	%	
1 Days Cash on Hand	75.15	51.96	23.19	44.63%	60.00	15.15	25.25%	80.09	52.64	27.45	52.15%	60.00	20.09	33.49%
2 Gross Days Revenue in Accounts Receivable	81.68	70.01	11.66	16.66%	60.00	21.68	36.13%	83.98	72.77	11.21	15.40%	60.00	23.98	39.97%
3 Net Days Revenue in Accounts Receivable	56.78	40.40	16.38	40.56%	40.00	16.78	41.96%	56.20	41.89	14.31	34.16%	40.00	16.20	40.50%
4 Days Expense in Accounts Payable	16.72	22.82	(6.11)	-26.76%	25.00	(8.28)	-33.14%	17.81	23.12	(5.31)	-22.96%	25.00	(7.19)	-28.74%
5 Case Mix														
6 Medicare	1,2429	1,2808	(0,0379)	-2.96%	1,2500	(0,0071)	-0.57%	1,2518	1,2768	(0,0250)	-1.96%	1,2500	0,0018	0.14%
7 All Payers	1,4376	1,3371	0,1005	7.52%	1,2500	0,1876	15.01%	1,2942	1,2889	(0,0047)	-0.36%	1,2500	0,0442	3.54%
8 Patient Days														
9 Med/Surg	123	121	2	1.65%	143	(20)	-13.99%	684	806	(122)	-15.14%	687	(3)	-0.44%
10 ICU	62	82	(20)	-24.39%	59	3	5.08%	240	339	(99)	-29.20%	282	(42)	-14.89%
11 Swing	72	45	27	60.00%	48	24	50.00%	311	189	122	64.55%	234	77	32.91%
12 Sub-Acute	495	440	55	12.50%	527	(32)	-6.07%	2,449	2,173	276	12.70%	2,387	62	2.60%
13 Patient Admissions														
14 Med/Surg	44	39	5	12.82%	41	3	7.38%	248	219	29	13.24%	197	51	25.99%
15 ICU	17	16	1	6.25%	13	4	32.83%	63	72	(9)	-12.50%	61	2	2.99%
16 Swing	9	5	4	80.00%	6	3	48.50%	43	30	13	43.33%	30	13	45.54%
17 Sub-Acute	0	1	(1)	0.00%	1	(1)	-100.00%	3	3	0	0.00%	5	(2)	0.00%
18 Average Length of Stay														
19 Med/Surg	2.80	3.10	(0.31)	-9.90%	4.00	(1.20)	-30.11%	2.76	3.68	(0.92)	-25.06%	4.00	(1.24)	-31.05%
20 ICU	3.65	5.13	(1.48)	-28.84%	4.00	(0.35)	-8.82%	3.81	4.71	(0.90)	-19.09%	4.00	(0.19)	-4.75%
21 Swing	8.00	9.00	(1.00)	-11.11%	4.00	4.00	100.00%	7.23	6.30	0.93	14.80%	4.00	3.23	80.81%
22 Average Daily Census														
23 Med/Surg	3.97	3.90	0.06	1.65%	4.61	(0.65)	-13.99%	4.53	5.34	(0.81)	-15.14%	4.61	(0.08)	-1.80%
24 ICU	2.00	2.65	(0.65)	-24.39%	1.90	0.10	5.08%	1.59	2.25	(0.66)	-29.20%	1.90	(0.31)	-16.49%
25 Swing	2.32	1.45	0.87	60.00%	1.55	0.77	50.00%	2.06	1.25	0.81	64.55%	1.55	0.51	33.02%
26 Sub-Acute	15.97	14.19	1.77	12.50%	17.00	(1.03)	-6.07%	16.22	14.39	1.83	12.70%	17.00	(0.78)	-4.60%
27 Total Surgeries	259	258	1	0.39%	307	(48)	-15.64%	1,645	888	757	85.25%	1,465	180	12.29%
28 Total Outpatient Visits	3,936	4,220	(284)	-6.73%	4,179	(243)	-5.81%	19,120	20,100	(980)	-4.88%	19,968	(848)	-4.25%
29 Total Clinic Visits	1,134	1,282	(148)	-11.54%	1,205	(71)	-5.89%	5,447	6,035	(588)	-9.74%	5,751	(304)	-5.29%
30 Total ER Visits	735	720	15	2.08%	740	(5)	-0.68%	3,584	3,775	(181)	-4.79%	3,548	46	1.30%

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

**Line 1:** Days Cash on Hand was up 23 days for month and 27 for the year due to the receipt of IGT's previously discussed.

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

**Line 4:** Days Expense in Accounts Payable was down approximately 6 days for the month and 5 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:** Overall, Patient Days were up for the month due to Swing and Sub-Acute, as Sub-Acute was at full occupancy for part of May, before going down to 94% at month-end (16 of 17 beds). For both the year and budget, favorable variances are primarily due to Swing and Sub-Acute.

**Line 27:** Total Surgeries were up 757 for the year primarily due to pain management procedures.

**Line 28:** Total Outpatient Visits were down 284 for the month and 980 for the year, with similar unfavorable variances to monthly and yearly budget. For the month and year respectively, decreases in Lab (126 and 452), Specialty Medical (157 and 466), ER (181 for the year), and HPG (147 for the year) were slightly offset by increases in Reference Lab (128 and 419).

**Line 29:** Total Clinic Visits were down 148 for the month and 588 for the year primarily due to the decreased visits for HPG and Specialty Medical noted above.

- **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.

