

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

	Monthly			Year to Date		
	Jan/2020	Jan/2019	Budget 2020	Jan/2020	Jan/2019	Budget 2020
Net Operating Income (Loss)	(1,172,767)	(380,888)	(767,352)	(1,172,767)	(380,888)	(767,352)
Increase(Decrease) in Net Position	(880,484)	(88,554)	(475,019)	(880,484)	(88,554)	(475,019)

CFO SUMMARY

January 2020 Results

Net Patient Revenue

The most significant impact on net patient revenue in January 2020 was the decline in the collection percentage. The Net to Gross percentage in January 2020 was 39.5% and the same percentage in January 2019 was 40.6%.

Operating Margin

Operating Margin worsened for January 2020 (-27%) compared to the same month in 2019 (-9%).

Medicare Case Mix Index

Medicare CMI was 1.1853 for January 2020 vs. 1.2265 in January 2019. Although this statistic is down from 2019, it remains higher than the goal of 1.0000.

Days Cash on Hand

This trend continues in a moderately strong position (55 days) but is less than the 69 days in January 2019.

Compensation Ratio

This efficiency measure shows deterioration (up to 78% vs. 71%) same month year vs. year. Salaries expense increased in January 2020 due to the 2% wage increase for employees and the increasing number of full-time equivalents.

Average Length of Stay

This inpatient measure is less than the target of 3 days for Medical/Surgery for January 2020 (2.4). It was 2.8 in January 2019.

Net Days Revenue in Accounts Receivable

This collection measure shows 46 in January 2020 and 40 in January 2019. Although up front current collections are improving, overall, older accounts are accumulating.

Cash Collections

This measure has also slowed as the trailing twelve months is down to 97.2% and three months down to 89.0%

Up Front Collections

The \$39 thousand in January 2020 almost reached the goal of \$40 thousand. This is the first month with the new method for up front collections.

Other Statistics

	<u>January 2020</u>	<u>January 2019</u>
Surgeries	307	328
Outpatient visits	3,818	3,929
Clinic visits	1,196	1,179
ER visits	753	732

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

	This Month Jan-31-2020	Last Month Dec-31-2019	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalents				
3 Unrestricted	7,366,913	8,063,838	(696,925)	-8.6%
4 Board Designated	1,821,000	1,828,000	(7,000)	-0.4%
5 Restricted	3,820,303	4,429,729	(609,426)	-13.8%
6 Accounts Receivable				
7 Gross	30,823,430	28,364,536	2,458,894	8.7%
8 Reserves	(24,545,020)	(22,926,676)	(1,618,344)	7.1%
9 Net Accounts Receivable	6,278,411	5,437,860	840,551	15.5%
10 Other Accounts Receivable	3,322,957	2,433,715	889,242	36.5%
11 Inventory	824,406	831,661	(7,255)	-0.9%
12 Pre-Paid Expenses	379,688	385,020	(5,332)	-1.4%
13 Total Current Assets	23,813,677	23,409,823	403,854	1.7%
14 Fixed Assets				
15 Land & Buildings	14,158,940	14,158,940	0	0.0%
16 Equipment	10,897,055	10,897,055	0	0.0%
17 Construction In Process	2,586,540	2,562,886	23,654	0.9%
18 Depreciation	(18,529,253)	(18,320,000)	(209,253)	-1.1%
19 Total Property & Equip.	9,113,281	9,298,881	(185,600)	-2.0%
20 Investments & Long-Term Assets	128,617	128,617	0	0.0%
21 Total Assets	33,055,575	32,837,321	218,254	0.7%
22 Liabilities				
23 Vendor AP	1,899,694	2,071,610	(171,916)	-8.3%
24 Other Payables	4,986,573	3,978,573	1,008,000	25.3%
25 Accrued Payroll, Taxes & Benefits	2,586,299	2,346,922	239,377	10.2%
26 Other Current Liabilities	721,047	697,770	23,277	3.3%
27 Total Current Liabilities	10,193,612	9,094,875	1,098,737	12.1%
28 Long-Term Liabilities	10,576,000	10,576,000	0	0.0%
29 Total Liabilities	20,769,612	19,670,875	1,098,737	5.6%
30 Net Position				
31 Prior Year Earnings	13,166,446	13,255,062	(88,616)	-0.7%
32 Current Earnings	(880,484)	(88,616)	(791,868)	893.6%
33 Total Net Position	12,285,963	13,166,446	(880,484)	-6.7%
34 Total Liabilities & Net Position	33,055,575	32,837,321	218,253	0.7%

STATEMENT OF NET POSITION AS OF JANUARY 31, 2020 COMPARED TO DECEMBER 31, 2019 (PAGE 2)

Line 3: Unrestricted Cash and Cash Equivalents decreased \$697 thousand. This is a product of several factors including: losses from operations and the \$610 thousand cash outlay to initiate the Hospital Quality Assurance Fee (HQAF) IGT being offset by the increase of \$1.0 million in unrestricted cash from the first settlement from the insurance company for the Kincade Fire and a \$563 thousand draw from OPUS Bank for capital reimbursement.

Line 5: Restricted Cash and Cash Equivalents decreased \$609 primarily from the OPUS Bank draw discussed above. Approximately \$3.1 million remains after the draw for future capital spending.

Lines 6-9: Gross and Net Accounts Receivable increased \$2.5 million and \$841 thousand, respectively. Cash collections remain slow after the reopening from the Kincade fire.

Line 5: Other Accounts Receivable increased \$889 thousand from the monthly parcel tax accrual and the funding of the HQAF IGT discussed above. The Hospital is anticipating payment of \$1.9 million (\$1.3 million net) in March for the HQAF IGT.

Line 24: Other Payables increased \$1 million from the Kincade Fire insurance settlement discussed above. Until the final impact and reimbursement net of the Medicare cost report is determined, insurance payments from the Kincade Fire will be held in reserve on the balance sheet.

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

	This Fiscal Year Jan-31-2020	Last Fiscal Year Jan-31-2019	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalents				
3 Unrestricted	7,366,913	7,950,106	(583,193)	-7.3%
4 Board Designated	1,821,000	1,646,000	175,000	10.6%
5 Restricted	3,820,303	5,775,861	(1,955,558)	-33.9%
6 Accounts Receivable				
7 Gross	30,823,430	22,790,649	8,032,782	35.2%
8 Reserves	(24,545,020)	(17,527,273)	(7,017,747)	-40.0%
9 Net Accounts Receivable	6,278,411	5,263,376	1,015,035	19.3%
10 Other Accounts Receivable	3,322,957	1,886,233	1,436,723	76.2%
11 Inventory	824,406	781,985	42,421	5.4%
12 Pre-Paid Expenses	379,688	287,270	92,418	32.2%
13 Total Current Assets	23,813,677	23,590,830	222,846	0.9%
14 Fixed Assets				
15 Land & Buildings	14,158,940	14,158,940	0	0.0%
16 Equipment	10,897,055	10,854,955	42,100	0.4%
17 Construction In Process	2,586,540	829,857	1,756,683	211.7%
18 Depreciation	(18,529,253)	(16,019,163)	(2,510,090)	15.7%
19 Total Property & Equip.	9,113,281	9,824,588	(711,307)	-7.2%
20 Investments & Long-term Assets	128,617	113,182	15,435	13.6%
21 Total Assets	33,055,575	33,528,601	(473,026)	-1.4%
22 Liabilities				
23 Vendor AP	1,899,694	2,904,084	(1,004,390)	-34.6%
24 Other Payables	4,986,573	3,255,444	1,731,129	53.2%
25 Accrued Payroll, Taxes & Benefits	2,586,299	2,213,069	373,229	16.9%
26 Other Current Liabilities	721,047	646,495	74,551	11.5%
27 Total Current Liabilities	10,193,612	9,019,093	1,174,519	13.0%
28 Long Term Liabilities	10,576,000	11,343,000	(767,000)	-6.8%
29 Total Liabilities	20,769,612	20,362,093	407,519	2.0%
30 Net Position				
31 Prior Year Earnings	13,166,446	13,255,062	(88,616)	-0.7%
32 Current Earnings	(880,484)	(88,554)	(791,929)	894.3%
33 Total Net Position	12,285,963	13,166,508	(880,545)	-6.7%
34 Total Liabilities & Net Position	33,055,575	33,528,601	(473,026)	-1.4%

STATEMENT OF NET POSITION AS OF JANUARY 31, 2020 COMPARED TO JANUARY 31, 2019 (PAGE 3)

Lines 3 & 4: Unrestricted and Board Designated Cash & Cash Equivalents were down \$408 thousand. Overall, the decrease from the prior year was due to the increase in Intergovernmental Transfer (IGT) and supplemental funding payments from both DHCS and Partnership and the replenishment of operating cash from the OPUS Bank COP funds, offset by the use of cash for operations (including losses from the Kincade Fire).

Line 5: Restricted Cash and Cash Equivalents were down \$2.0 million due to the drawdown of the funds from the OPUS Bank account restricted for capital.

Lines 6- 9: Gross Accounts Receivable was up \$8.0 million from the prior year due to increased revenues and an increase in the age of AR. Net Accounts Receivable is up \$1.0 million due to the slowdown in collections since the Kincade Fire as cash collected lags patient revenues.

Line 10: Other Accounts Receivable was up \$1.4 million due to the funding of the PRIME and HQAF IGT's. \$846 thousand (\$423 thousand net) was received for the PRIME IGT in early February.

Lines 14 - 19: The increase in Land & Buildings and Equipment of \$1.8 million is due to the various projects being funded by the 2016 COP.

Line 23: Vendor AP was down \$1.0 million due to a concerted effort to pay down amounts owed to vendors that is now possible due to the improved cash position.

Line 24: Other Payables increased \$1.7 million from Medicare cost report and other reserves, an increase in the estimated liability for the self-insured health plan, and the \$1 million Kincade Fire insurance settlement previously discussed.

Line 29: Long-Term Liabilities were down \$767 thousand from scheduled principal payments made for the 2016 COP and Capital Lease. The Capital Lease was paid off in December 2018 and \$10.4 million is outstanding on the 2016 COP.

HEALDSBURG DISTRICT HOSPITAL
STATEMENT OF OPERATIONS
2020 ACTUAL vs BUDGET
(PRELIMINARY - SUBJECT TO CHANGE)

	MONTHLY				YEAR TO DATE			
	Actual	Budget	Variance		Actual	Budget	Variance	
	Jan-20		\$	%	Jan-20		\$	%
1 Gross Patient Revenue:								
2 Inpatient Routine	1,991,217	1,903,203	88,014	4.6%	1,991,217	1,903,203	88,014	4.6%
3 Inpatient Ancillary	1,824,359	1,764,367	59,992	3.4%	1,824,359	1,764,367	59,992	3.4%
4 Total Inpatient	3,815,576	3,667,570	148,006	4.0%	3,815,576	3,667,570	148,006	4.0%
5 Outpatient	6,847,061	6,468,475	378,586	5.9%	6,847,061	6,468,475	378,586	5.9%
6 Total Gross Patient Revenue	10,662,637	10,136,045	526,592	5.2%	10,662,637	10,136,045	526,592	5.2%
7 Contractual Expenses	6,258,286	5,789,833	(468,453)	-8.1%	6,258,286	5,789,833	(468,453)	-8.1%
8 Bad Debt Expense	190,567	191,822	1,256	0.7%	190,567	191,822	1,256	0.7%
9 Total Revenue Deductions	6,448,852	5,981,655	(467,197)	-7.8%	6,448,852	5,981,655	(467,197)	-7.8%
10 Net Patient Revenue	4,213,784	4,154,390	59,394	1.4%	4,213,784	4,154,390	59,394	1.4%
11 Other Revenue	65,535	106,662	(41,127)	-38.6%	65,535	106,662	(41,127)	-38.6%
12 Total Operating Revenue	4,279,319	4,261,052	18,267	0.4%	4,279,319	4,261,052	18,267	0.4%
13 Operating Expense:								
14 Salaries & Wages	2,128,772	2,223,946	(95,174)	-4.3%	2,128,772	2,223,946	(95,174)	-4.3%
15 Benefits	1,002,460	966,995	35,465	3.7%	1,002,460	966,995	35,465	3.7%
16 Contract Labor	169,588	115,705	53,883	46.6%	169,588	115,705	53,883	46.6%
17 Medical Pro Fees	356,042	377,553	(21,511)	-5.7%	356,042	377,553	(21,511)	-5.7%
18 Other Professional Fees	18,191	27,821	(9,630)	-34.6%	18,191	27,821	(9,630)	-34.6%
19 Purchased Services	243,449	198,861	44,588	22.4%	243,449	198,861	44,588	22.4%
20 Supplies	941,826	494,439	447,387	90.5%	941,826	494,439	447,387	90.5%
21 Repairs & Maintenance	61,997	48,799	13,198	27.0%	61,997	48,799	13,198	27.0%
22 Rents & Leases	115,626	165,333	(49,707)	-30.1%	115,626	165,333	(49,707)	-30.1%
23 Utilities	26,773	43,610	(16,837)	-38.6%	26,773	43,610	(16,837)	-38.6%
24 Other Direct Expenses	155,578	131,950	23,628	17.9%	155,578	131,950	23,628	17.9%
25 Interest Expense	22,529	24,139	(1,610)	-6.7%	22,529	24,139	(1,610)	-6.7%
26 Depreciation & Amortization	209,253	209,253	0	0.0%	209,253	209,253	0	0.0%
27 Total Operating Expenses	5,452,086	5,028,404	423,682	8.4%	5,452,086	5,028,404	423,682	8.4%
28 Net Operating Income (Loss)	(1,172,767)	(767,352)	(405,415)	-52.8%	(1,172,767)	(767,352)	(405,415)	-52.8%
29 Total Non-Operating	292,283	292,333	(50)	0.0%	292,283	292,333	(50)	0.0%
30 Revenue Over (Under) Expenses	(880,484)	(475,019)	(405,465)	-85.4%	(880,484)	(475,019)	(405,465)	85.4%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Net Position	(880,484)	(475,019)	(405,465)	-85.4%	(880,484)	(475,019)	(405,465)	85.4%

SUMMARY STATEMENT OF OPERATIONS ACTUAL VS BUDGET (PAGE 4)

Lines 1 - 10: Gross Patient Revenue was favorable by \$527 thousand due to patient days, and a favorable case mix within outpatient. Revenue deductions were over budget by \$467 thousand due to increased Gross Patient Revenue and slower cash collections.

Line 20: Supplies were unfavorable compared to budget by \$447 thousand due to Surgical Services, primarily implants and prosthesis.

**HEALDSBURG DISTRICT HOSPITAL
STATEMENT OF OPERATIONS
ACTUAL 2020 vs ACTUAL 2019
(PRELIMINARY - SUBJECT TO CHANGE)**

	MONTHLY				YEAR TO DATE			
	ACTUAL		Variance		ACTUAL		Variance	
	Jan-20	Jan-19	\$	%	Jan-20	Jan-19	\$	%
1 Gross Patient Revenue								
2 Inpatient Routine	1,991,217	1,821,022	170,195	9.3%	1,991,217	1,821,022	170,195	9.3%
3 Inpatient Ancillary	1,824,359	1,774,547	49,812	2.8%	1,824,359	1,774,547	49,812	2.8%
4 Total Inpatient	3,815,576	3,595,569	220,007	6.1%	3,815,576	3,595,569	220,007	6.1%
5 Outpatient	6,847,061	6,468,473	378,588	5.9%	6,847,061	6,468,473	378,588	5.9%
6 Total Gross Patient Revenue	10,662,637	10,064,043	598,594	5.9%	10,662,637	10,064,043	598,594	5.9%
7 Contractual Expenses	6,258,286	5,789,831	(468,454)	-8.1%	6,258,286	5,789,831	(468,454)	-8.1%
8 Bad Debt Expense	190,567	191,822	1,255	0.7%	190,567	191,822	1,255	0.7%
9 Total Revenue Deductions	6,448,852	5,981,653	(467,199)	-7.8%	6,448,852	5,981,653	(467,199)	-7.8%
10 Net Patient Revenue	4,213,784	4,082,389	131,395	3.2%	4,213,784	4,082,389	131,395	3.2%
11 Other Revenue	65,535	106,662	(41,128)	-38.6%	65,535	106,662	(41,128)	-38.6%
12 Total Operating Revenue	4,279,319	4,189,052	90,267	2.2%	4,279,319	4,189,052	90,267	2.2%
13 Operating Expense:								
14 Salaries & Wages	2,128,772	1,820,115	308,657	17.0%	2,128,772	1,820,115	308,657	17.0%
15 Benefits	1,002,460	1,004,150	(1,690)	-0.2%	1,002,460	1,004,150	(1,690)	-0.2%
16 Contract Labor	169,588	73,065	96,523	132.1%	169,588	73,065	96,523	132.1%
17 Medical Pro Fees	356,042	377,552	(21,510)	-5.7%	356,042	377,552	(21,510)	-5.7%
18 Other Professional Fees	18,191	25,153	(6,962)	-27.7%	18,191	25,153	(6,962)	-27.7%
19 Purchased Services	243,449	178,507	64,942	36.4%	243,449	178,507	64,942	36.4%
20 Supplies	941,826	473,415	468,411	98.9%	941,826	473,415	468,411	98.9%
21 Repairs & Maintenance	61,997	45,155	16,842	37.3%	61,997	45,155	16,842	37.3%
22 Rents & Leases	115,626	165,229	(49,603)	-30.0%	115,626	165,229	(49,603)	-30.0%
23 Utilities	26,773	42,343	(15,570)	-36.8%	26,773	42,343	(15,570)	-36.8%
24 Other Direct Expenses	155,578	131,948	23,629	17.9%	155,578	131,948	23,629	17.9%
25 Interest Expense	22,529	24,139	(1,610)	-6.7%	22,529	24,139	(1,610)	-6.7%
26 Depreciation & Amortization	209,253	209,167	86	0.0%	209,253	209,167	86	0.0%
27 Total Operating Expenses	5,452,086	4,569,939	882,146	19.3%	5,452,086	4,569,939	882,146	19.3%
28 Net Operating Income (Loss)	(1,172,767)	(380,888)	(791,879)	-207.9%	(1,172,767)	(380,888)	(791,879)	-207.9%
29 Total Non-Operating	292,283	292,333	(50)	0.0%	292,283	292,333	(50)	0.0%
30 Revenue Over (Under) Expenses	(880,484)	(88,554)	(791,929)	-894.3%	(880,484)	(88,554)	(791,929)	-894.3%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Net Position	(880,484)	(88,554)	(791,929)	-894.3%	(880,484)	(88,554)	(791,929)	-894.3%

SUMMARY STATEMENT OF OPERATIONS ACTUAL 2020 VS ACTUAL 2019 (PAGE 5)

Lines 6 - 10: Gross Patient Revenue was up \$599 thousand for the year primarily from the 5% price increase effective April 1st. Net Patient Revenue was up \$131 thousand which is consistent with the increase in Gross Patient Revenue.

Lines 14 and 15: Salaries & Wages and Benefits were up \$307 thousand. The primary reasons were the lump sum salary adjustments and wage increases in December, and increase in FTE's of 30 from the prior year. Benefits were consistent when the expectation is they would have increased similar to salaries. A decrease in employee health plan costs from reinsurance reimbursements offset benefit increases in other areas.

Line 20: Supplies were up \$468 thousand for the month due to increases in Surgical Services, primarily implants and prosthesis.

**HEALDSBURG DISTRICT HOSPITAL
KEY STATISTICS
ACTUAL 2020 vs ACTUAL 2019 & BUDGET 2020
(PRELIMINARY - SUBJECT TO CHANGE)**

	MONTH						YEAR TO DATE							
	Current 2020	Prior 2019	Variance		Goals or Budget	Variance		Current 2020	Prior 2019	Variance		Goals or Budget	Variance	
			#	%		#	%			\$	%		\$	%
1 Days Cash on Hand	54.56	68.60	(14.04)	-20.46%	60.00	(5.44)	-9.06%	54.56	68.60	(14.04)	-20.46%	60.00	(5.44)	-9.06%
2 Gross Days Revenue in Accounts Receivable	89.61	70.20	19.41	27.65%	60.00	29.61	49.36%	89.61	70.20	19.41	27.65%	60.00	29.61	49.36%
3 Net Days Revenue in Accounts Receivable	46.19	39.97	6.22	15.57%	40.00	6.19	15.47%	46.19	39.97	6.22	15.57%	40.00	6.19	15.47%
4 Days Expense In Accounts Payable	11.28	20.76	(9.48)	-45.66%	25.00	(13.72)	-54.88%	11.28	20.76	(9.48)	-45.66%	25.00	(13.72)	-54.88%
5 Case Mix														
6 Medicare	1.1853	1.2265	(0.0412)	-3.36%	1.0000	0.1853	18.53%	1.1853	1.2265	(0.0412)	-3.36%	1.0000	0.1853	18.53%
7 All Payers	1.2347	1.2230	0.0117	0.96%	1.0000	0.2347	23.47%	1.2347	1.2230	0.0117	0.96%	1.0000	0.2347	23.47%
8 Patient Days														
9 Med/Surg	132	143	(11)	-7.69%	150	(18)	-12.00%	132	143	(11)	-7.69%	150	(18)	-12.00%
10 ICU	22	30	(8)	-26.67%	27	(5)	-18.52%	22	30	(8)	-26.67%	27	(5)	-18.52%
11 Swing	59	30	29	96.67%	26	33	126.92%	59	30	29	96.67%	26	33	126.92%
12 Sub-Acute	526	482	44	9.13%	482	44	9.13%	526	482	44	9.13%	482	44	9.13%
13 Patient Admissions														
14 Med/Surg	52	51	1	1.96%	50	2	4.00%	52	51	1	1.96%	50	2	4.00%
15 ICU	8	7	1	14.29%	9	(1)	-11.11%	8	7	1	14.29%	9	(1)	-11.11%
16 Swing	7	8	(1)	-12.50%	7	1	7.69%	7	8	(1)	-12.50%	7	1	7.69%
17 Sub-Acute	0	1	(1)	0.00%	1	(1)	-100.00%	0	1	(1)	-100.00%	1	(1)	0.00%
18 Average Length of Stay														
19 Med/Surg	2.40	2.80	(0.40)	-14.41%	3.00	(0.60)	-20.00%	2.40	2.80	(0.40)	-14.41%	3.00	(0.60)	-20.00%
20 ICU	3.70	4.29	(0.59)	-13.67%	3.00	0.70	23.33%	3.70	4.29	(0.59)	-13.67%	3.00	0.70	23.33%
21 Swing	9.80	3.75	6.05	161.33%	4.00	5.80	145.00%	9.80	3.75	6.05	161.33%	4.00	5.80	145.00%
22 Average Daily Census														
23 Med/Surg	4.26	4.61	(0.35)	-7.69%	4.84	(0.58)	-12.00%	4.26	4.61	(0.35)	-7.69%	4.84	(0.58)	-12.00%
24 ICU	0.71	0.97	(0.26)	-26.67%	0.87	(0.16)	-18.52%	0.71	0.97	(0.26)	-26.67%	0.87	(0.16)	-18.52%
25 Swing	1.90	0.97	0.94	96.67%	0.84	1.06	126.92%	1.90	0.97	0.94	96.67%	0.84	1.06	126.92%
26 Sub-Acute	16.97	15.55	1.42	9.13%	15.55	1.42	9.13%	16.97	15.55	1.42	9.13%	15.55	1.42	9.13%
27 Compensation Ratio	78%	71%	7%	10.37%	60%	18%	30.56%	78%	71%	7%	10.37%	60%	18%	30.56%
28 Total Surgeries	307	328	(21)	-6.40%	242	65	26.86%	307	328	(21)	-6.40%	242	65	26.86%
29 Total Outpatient Visits	3,818	3,929	(111)	-2.83%	4,175	(357)	-8.56%	3,818	3,929	(111)	-2.83%	4,175	(357)	-8.56%
30 Total Clinic Visits	1,196	1,179	17	1.44%	1,394	(198)	-14.20%	1,196	1,179	17	1.44%	1,394	(198)	-14.20%
31 Total ER Visits	753	732	21	2.87%	742	11	1.48%	753	732	21	2.87%	742	11	1.48%

KEY STATISTICS – ACTUAL 2020 VS ACTUAL 2019 AND BUDGET 2020 (PAGE 6)

Line 1: Days Cash on Hand is down 14 days due to losses from operations.

Line 2: Gross Days Revenue in Accounts Receivable is up 19 days due to an overall increase in the aging of Accounts Receivable.

Line 4: Days Expense in Accounts Payable is down 9 days as the improved cash position has facilitated more timely payments to vendors.

Lines 8-12: Patient Days increased by 54 as increases in Sub-Acute and Swing offset decreases in Med/Surg and ICU, continuing the trend from 2019.

Lines 18-21: The increase in Swing Average Length of Stay is a result of two patients with stays in excess of 16 days .

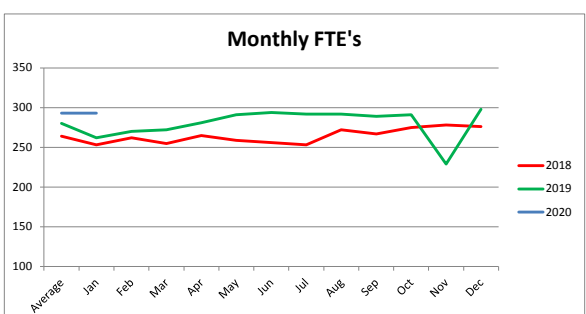
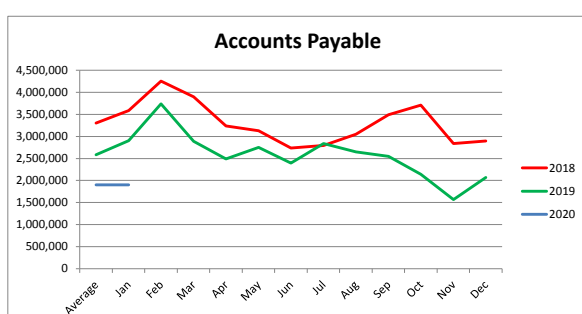
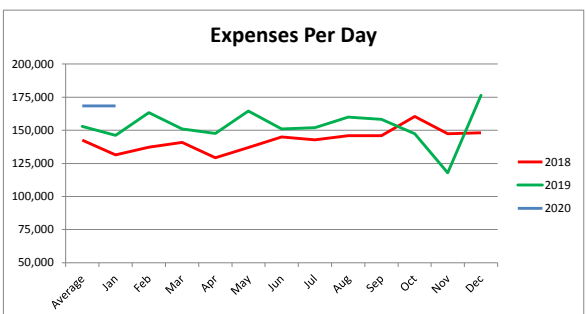
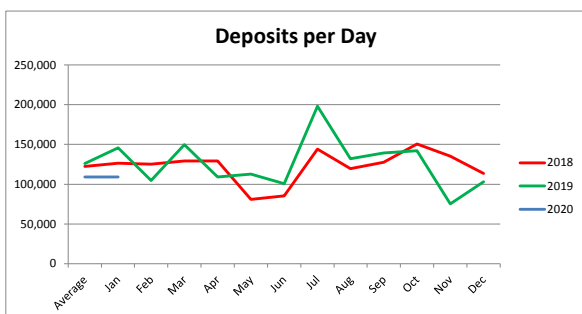
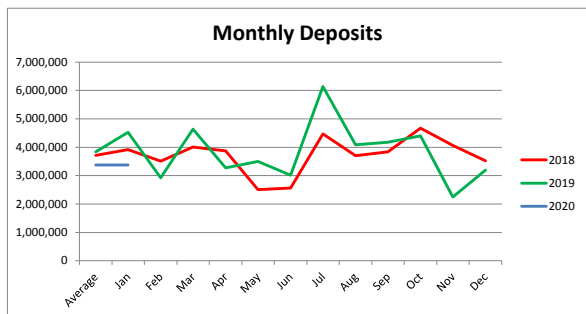
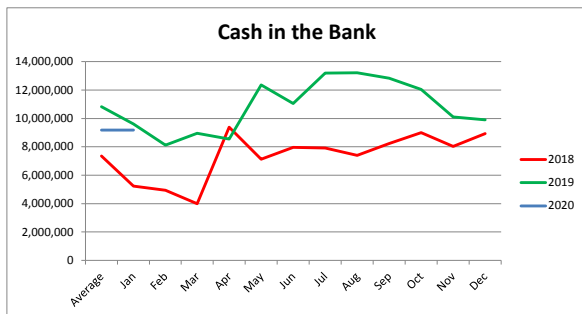
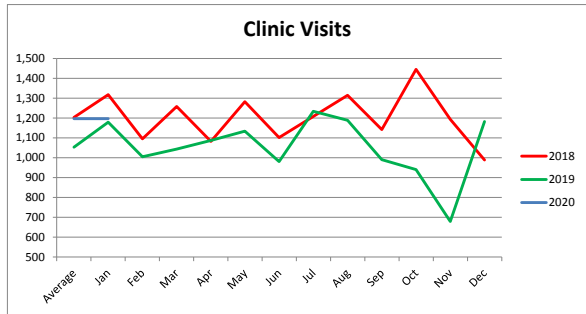
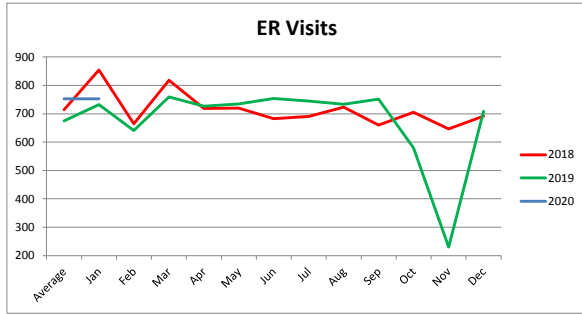
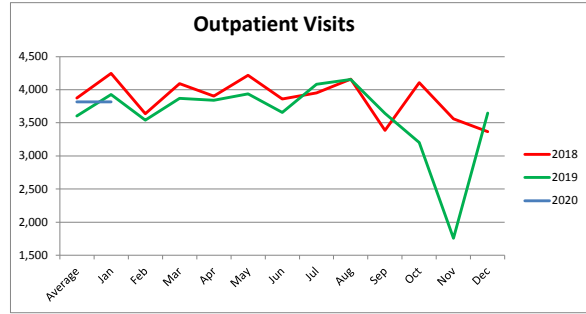
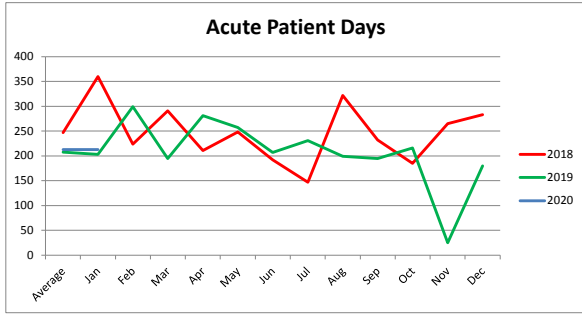
Line 27: Compensation ratio increased as labor costs outpaced increases in patient revenues. This is primarily due to an increase in FTE's of 30, while patient revenue increases are in line with the annual charge master increase of 5 percent.

Line 29: Total Outpatient Visits were down by 111. Decreases in HPG, Lab, and Woundcare were slightly offset by increased visits from the new clinic in Sebastopol. The unfavorable variances with budget are due to Sebastopol, HPG, Radiology, and Physical Therapy.

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.
- **Compensation Ratio:** The total of salaries & wages, benefits, and contract labor divided by net patient revenue. This measures the percentage of patient revenue that is labor costs, and is a common metric for evaluating efficiency and productivity within the labor force. High values generally indicate labor intensive organizations, employment of medical staff, and/or older property, plant and equipment.
- **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.

**HEALDSBURG DISTRICT HOSPITAL
KEY METRICS -THREE YEAR HISTORICAL TRENDS
(PRELIMINARY - SUBJECT TO CHANGE)**



**HEALDSBURG DISTRICT HOSPITAL
KEY METRICS - CURRENT YEAR MONTHLY TRENDS
(PRELIMINARY - SUBJECT TO CHANGE)**

