

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

| | Monthly | | | Year to Date | | |
|------------------------------------|-------------|-----------|-------------|--------------|-------------|-------------|
| | Apr/2020 | Apr/2019 | Budget 2020 | Apr/2020 | Apr/2019 | Budget 2020 |
| Net Operating Income (Loss) | (2,386,259) | (249,300) | (979,634) | (6,764,814) | (1,803,043) | (3,199,569) |
| Increase(Decrease) in Net Position | 2,575,979 | 33,494 | (546,840) | 59,403 | 647,389 | (599,137) |

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

| | This Month Apr-30-2020 | Last Month Mar-31-2020 | Variance | |
|---|---------------------------|---------------------------|-------------|---------|
| | | | \$ | % |
| 1 Assets | | | | |
| 2 Cash and Cash Equivalents | | | | |
| 3 Unrestricted | 11,956,606 | 5,223,173 | 6,733,433 | 128.9% |
| 4 Board Designated | 1,747,000 | 1,872,000 | (125,000) | -6.7% |
| 5 Restricted | 3,634,578 | 3,305,902 | 328,676 | 9.9% |
| 6 Accounts Receivable | | | | |
| 7 Gross | 31,804,211 | 34,961,786 | (3,157,575) | -9.0% |
| 8 Reserves | (26,993,192) | (27,837,970) | 844,778 | -3.0% |
| 9 Net Accounts Receivable | 4,811,020 | 7,123,816 | (2,312,796) | -32.5% |
| 10 Other Accounts Receivable | 3,877,249 | 3,913,537 | (36,288) | -0.9% |
| 11 Inventory | 852,212 | 825,329 | 26,883 | 3.3% |
| 12 Pre-Paid Expenses | 352,090 | 347,154 | 4,936 | 1.4% |
| 13 Total Current Assets | 27,230,755 | 22,610,911 | 4,619,844 | 20.4% |
| 14 Fixed Assets | | | | |
| 15 Land & Buildings | 14,924,525 | 14,158,940 | 765,585 | 5.4% |
| 16 Equipment | 11,983,475 | 10,897,055 | 1,086,420 | 10.0% |
| 17 Construction In Process | 955,746 | 2,748,820 | (1,793,074) | -65.2% |
| 18 Depreciation | (18,282,604) | (18,947,760) | 665,156 | 3.5% |
| 19 Total Property & Equip. | 9,581,142 | 8,857,055 | 724,087 | 8.2% |
| 20 Investments & Long-Term Assets | 128,617 | 128,617 | 0 | 0.0% |
| 21 Total Assets | 36,940,514 | 31,596,583 | 5,343,931 | 16.9% |
| 22 Liabilities | | | | |
| 23 Vendor AP | 2,234,835 | 2,121,654 | 113,181 | 5.3% |
| 24 Other Payables | 7,263,573 | 5,026,571 | 2,237,002 | 44.5% |
| 25 Accrued Payroll, Taxes & Benefits | 2,189,852 | 2,961,181 | (771,329) | -26.0% |
| 26 Other Current Liabilities | 706,553 | 631,305 | 75,248 | 11.9% |
| 27 Total Current Liabilities | 12,394,813 | 10,740,712 | 1,654,102 | 15.4% |
| 28 Long-Term Liabilities | 10,088,000 | 10,206,000 | (118,000) | -1.2% |
| 29 Total Liabilities | 22,482,813 | 20,946,712 | 1,536,102 | 7.3% |
| 30 Net Position | | | | |
| 31 Prior Year Earnings | 14,398,298 | 13,166,446 | 1,231,851 | 9.4% |
| 32 Current Earnings | 59,403 | (2,516,575) | 2,575,978 | -102.4% |
| 33 Total Net Position | 14,457,701 | 10,649,871 | 3,807,829 | 35.8% |
| 34 Total Liabilities & Net Position | 36,940,514 | 31,596,583 | 5,343,931 | 16.9% |

STATEMENT OF NET POSITION AS OF APRIL 30, 2020 COMPARED TO MARCH 31, 2020 (PAGE 2)

Lines 3 and 4: Unrestricted and Board Designated Cash and Cash Equivalents increased \$6.6 million due to the receipt of \$6.2 million in IGT's (\$3.8 million net of the \$2.4 million contributed to initiate the HQAF and Rate Range IGT's), \$1 million in COVID-19 stimulus funding, \$900 thousand of unrestricted cash from the April parcel tax settlement, \$675 thousand in insurance payments from the Kincade fire, a \$187 thousand draw from Opus Bank for capital reimbursement, and strong patient cash collections which more than offset another month of significant losses from operations.

Line 5: Restricted Cash and Cash Equivalents decreased \$329 thousand from the restricted portion of the April parcel tax settlement less the amount drawn from Opus Bank to refund capital spend.

Line 9: Net Accounts Receivable decreased \$2.3 million from strong cash collections and the continued decrease in patient volumes.

Line 24: Other Payable increase \$2.2 million from reserves held in the Medicare Cost report for future settlements related to Kincade Fire insurance payments and COVID-19 stimulus payments.

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

| | This Fiscal Year Apr-30-2020 | Last Fiscal Year Apr-30-2019 | Variance | |
|--|---------------------------------|---------------------------------|------------------|--------------|
| | | | \$ | % |
| 1 Assets | | | | |
| 2 Cash and Cash Equivalents | | | | |
| 3 Unrestricted | 11,956,606 | 6,867,991 | 5,088,615 | 74.1% |
| 4 Board Designated | 1,747,000 | 1,678,000 | 69,000 | 4.1% |
| 5 Restricted | 3,634,578 | 4,993,261 | (1,358,683) | -27.2% |
| 6 Accounts Receivable | | | | |
| 7 Gross | 31,804,211 | 26,515,430 | 5,288,782 | 19.9% |
| 8 Reserves | (26,993,192) | (19,945,665) | (7,047,527) | -35.3% |
| 9 Net Accounts Receivable | 4,811,020 | 6,569,765 | (1,758,745) | -26.8% |
| 10 Other Accounts Receivable | 3,877,249 | 2,793,693 | 1,083,557 | 38.8% |
| 11 Inventory | 852,212 | 792,445 | 59,768 | 7.5% |
| 12 Pre-Paid Expenses | 352,090 | 289,300 | 62,790 | 21.7% |
| 13 Total Current Assets | 27,230,755 | 23,984,454 | 3,246,301 | 13.5% |
| 14 Fixed Assets | | | | |
| 15 Land & Buildings | 14,924,525 | 14,158,940 | 765,585 | 5.4% |
| 16 Equipment | 11,983,475 | 10,854,955 | 1,128,520 | 10.4% |
| 17 Construction In Process | 955,746 | 1,525,817 | (570,071) | -37.4% |
| 18 Depreciation | (18,282,604) | (16,646,664) | (1,635,940) | 9.8% |
| 19 Total Property & Equip. | 9,581,142 | 9,893,048 | (311,906) | -3.2% |
| 20 Investments & Long-term Assets | 128,617 | 113,182 | 15,435 | 13.6% |
| 21 Total Assets | 36,940,514 | 33,990,684 | 2,949,830 | 8.7% |
| 22 Liabilities | | | | |
| 23 Vendor AP | 2,234,835 | 2,491,431 | (256,596) | -10.3% |
| 24 Other Payables | 7,263,573 | 3,528,552 | 3,735,021 | 105.9% |
| 25 Accrued Payroll, Taxes & Benefits | 2,189,852 | 2,668,061 | (478,209) | -17.9% |
| 26 Other Current Liabilities | 706,553 | 654,518 | 52,035 | 8.0% |
| 27 Total Current Liabilities | 12,394,813 | 9,342,563 | 3,052,250 | 32.7% |
| 28 Long Term Liabilities | 10,088,000 | 11,343,000 | (1,255,000) | -11.1% |
| 29 Total Liabilities | 22,482,813 | 20,685,563 | 1,797,250 | 8.7% |
| 30 Net Position | | | | |
| 31 Prior Year Earnings | 14,398,298 | 12,657,732 | 1,740,566 | 13.8% |
| 32 Current Earnings | 59,403 | 647,389 | (587,986) | -90.8% |
| 33 Total Net Position | 14,457,701 | 13,305,121 | 1,152,580 | 8.7% |
| 34 Total Liabilities & Net Position | 36,940,514 | 33,990,684 | 2,949,830 | 8.7% |

STATEMENT OF NET POSITION AS OF APRIL 30, 2020 COMPARED TO APRIL 30, 2019 (PAGE 3)

Line 3: Unrestricted Cash and Cash Equivalents increased \$5.1 million due to the timing of the receipt of IGT's being earlier than prior years, as well as COVID-19 stimulus payments and Kincade Fire insurance payments as previously discussed.

Line 5: Restricted Cash and Cash Equivalents were down \$1.4 million due to the drawdown of the funds from the OPUS Bank account restricted for capital.

Lines 6- 9: Nets Accounts Receivable is down due to decreases in patient volumes.

Line 24: Other Payables increased \$3.7 million from the reserve the Kincade Fire insurance settlement, Medicare Cost Report reserves, and COVID-19 payments previously discussed.

Line 28: Long-Term Liabilities were down \$1.3 million from scheduled principal payments made for 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 | |
| | Apr-20 | | \$ | % | Apr-20 | | \$ | % |
| 1 Gross Patient Revenue: | | | | | | | | |
| 2 Inpatient Routine | 1,849,099 | 2,416,710 | (567,611) | -23.5% | 7,613,840 | 8,501,484 | (887,644) | -10.4% |
| 3 Inpatient Ancillary | 1,328,830 | 2,010,803 | (681,973) | -33.9% | 7,453,470 | 7,382,898 | 70,572 | 1.0% |
| 4 Total Inpatient | 3,177,929 | 4,427,513 | (1,249,584) | -28.2% | 15,067,310 | 15,884,382 | (817,072) | -5.1% |
| 5 Outpatient | 2,817,031 | 7,431,478 | (4,614,447) | -62.1% | 21,775,138 | 26,098,253 | (4,323,115) | -16.6% |
| 6 Total Gross Patient Revenue | 5,994,960 | 11,858,991 | (5,864,031) | -49.4% | 36,842,448 | 41,982,635 | (5,140,187) | -12.2% |
| 7 Contractual Expenses | 3,514,197 | 7,530,819 | 4,016,622 | 53.3% | 22,515,322 | 25,048,973 | 2,533,651 | 10.1% |
| 8 Bad Debt Expense | 99,880 | 249,312 | 149,432 | 59.9% | 655,255 | 824,865 | 169,610 | 20.6% |
| 9 Total Revenue Deductions | 3,614,077 | 7,780,131 | 4,166,054 | 53.5% | 23,170,576 | 25,873,838 | 2,703,262 | 10.4% |
| 10 Net Patient Revenue | 2,380,882 | 4,078,860 | (1,697,978) | -41.6% | 13,671,872 | 16,108,797 | (2,436,925) | -15.1% |
| 11 Other Revenue | 145,054 | 41,819 | 103,235 | 246.9% | 548,279 | 1,460,947 | (912,669) | -62.5% |
| 12 Total Operating Revenue | 2,525,936 | 4,120,679 | (1,594,743) | -38.7% | 14,220,150 | 17,569,744 | (3,349,594) | -19.1% |
| 13 Operating Expense: | | | | | | | | |
| 14 Salaries & Wages | 2,027,874 | 2,186,856 | (158,982) | -7.3% | 8,398,990 | 8,819,708 | (420,718) | -4.8% |
| 15 Benefits | 788,086 | 822,707 | (34,621) | -4.2% | 3,371,134 | 3,445,728 | (74,594) | -2.2% |
| 16 Contract Labor | 187,017 | 168,735 | 18,282 | 10.8% | 729,683 | 710,422 | 19,261 | 2.7% |
| 17 Medical Pro Fees | 395,515 | 463,640 | (68,125) | -14.7% | 1,552,223 | 1,655,202 | (102,979) | -6.2% |
| 18 Other Professional Fees | 22,798 | 63,268 | (40,470) | -64.0% | 162,737 | 203,160 | (40,423) | -19.9% |
| 19 Purchased Services | 465,826 | 235,360 | 230,466 | 97.9% | 1,284,725 | 951,950 | 332,775 | 35.0% |
| 20 Supplies | 384,527 | 658,013 | (273,487) | -41.6% | 2,989,875 | 2,705,477 | 284,398 | 10.5% |
| 21 Repairs & Maintenance | 64,253 | 62,025 | 2,228 | 3.6% | 264,902 | 257,018 | 7,884 | 3.1% |
| 22 Rents & Leases | 168,192 | 52,493 | 115,699 | 220.4% | 510,995 | 377,235 | 133,760 | 35.5% |
| 23 Utilities | 64,475 | 53,116 | 11,359 | 21.4% | 259,810 | 210,106 | 49,704 | 23.7% |
| 24 Other Direct Expenses | 112,675 | 101,509 | 11,166 | 11.0% | 534,407 | 501,341 | 33,066 | 6.6% |
| 25 Interest Expense | 21,706 | 23,338 | (1,632) | -7.0% | 88,470 | 94,954 | (6,484) | -6.8% |
| 26 Depreciation & Amortization | 209,253 | 209,253 | 0 | 0.0% | 837,013 | 837,012 | 1 | 0.0% |
| 27 Total Operating Expenses | 4,912,195 | 5,100,313 | (188,118) | -3.7% | 20,984,964 | 20,769,313 | 215,651 | 1.0% |
| 28 Net Operating Income (Loss) | (2,386,259) | (979,634) | (1,406,625) | -143.6% | (6,764,814) | (3,199,569) | (3,565,245) | -111.4% |
| 29 Total Non-Operating | 4,962,237 | 432,794 | 4,529,443 | 1046.6% | 6,824,217 | 2,600,432 | 4,223,785 | 162.4% |
| 30 Revenue Over (Under) Expenses | 2,575,979 | (546,840) | 3,122,819 | 571.1% | 59,403 | (599,137) | 658,540 | -109.9% |
| 31 Capital Contributions | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% |
| 32 Change in Net Position | 2,575,979 | (546,840) | 3,122,819 | 571.1% | 59,403 | (599,137) | 658,540 | -109.9% |

SUMMARY STATEMENT OF OPERATIONS ACTUAL VS BUDGET (PAGE 4)

Budget to Actual All Operations: For the month and year the budget variances in revenues and expenses are largely due to COVID-19.

Some of the significant variances outside of the impact of COVID-19 are discussed below.

Line 19: Purchased Services are over budget \$230 thousand for the month and \$333 thousand for the year due to the outsourcing of patient billing and expenses in support of the affiliation.

Line 22: Rents & Leases are up \$116 thousand for the month and \$133 thousand for the year due to one-time payments to pay off expiring equipment and copier leases, and tent rentals for COVID-19.

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

| | MONTHLY | | | | YEAR TO DATE | | | |
|---------------------------------------|-------------|------------|-------------|----------|--------------|-------------|-------------|---------|
| | ACTUAL | | Variance | | ACTUAL | | Variance | |
| | Apr-20 | Apr-19 | \$ | % | Apr-20 | Apr-19 | \$ | % |
| 1 Gross Patient Revenue | | | | | | | | |
| 2 Inpatient Routine | 1,849,099 | 2,132,601 | (283,502) | -13.3% | 7,613,840 | 7,866,273 | (252,433) | -3.2% |
| 3 Inpatient Ancillary | 1,328,830 | 2,013,788 | (684,958) | -34.0% | 7,453,470 | 7,515,503 | (62,033) | -0.8% |
| 4 Total Inpatient | 3,177,929 | 4,146,389 | (968,460) | -23.4% | 15,067,310 | 15,381,776 | (314,466) | -2.0% |
| 5 Outpatient | 2,817,031 | 7,077,593 | (4,260,562) | -60.2% | 21,775,138 | 25,748,566 | (3,973,428) | -15.4% |
| 6 Total Gross Patient Revenue | 5,994,960 | 11,223,982 | (5,229,022) | -46.6% | 36,842,448 | 41,130,343 | (4,287,895) | -10.4% |
| 7 Contractual Expenses | 3,514,197 | 6,635,086 | 3,120,888 | 47.0% | 22,515,322 | 24,153,236 | 1,637,914 | 6.8% |
| 8 Bad Debt Expense | 99,880 | 219,658 | 119,778 | 54.5% | 655,255 | 795,211 | 139,956 | 17.6% |
| 9 Total Revenue Deductions | 3,614,077 | 6,854,744 | 3,240,666 | 47.3% | 23,170,576 | 24,948,447 | 1,777,871 | 7.1% |
| 10 Net Patient Revenue | 2,380,882 | 4,369,238 | (1,988,356) | -45.5% | 13,671,872 | 16,181,896 | (2,510,024) | -15.5% |
| 11 Other Revenue | 145,054 | 41,821 | 103,233 | 246.8% | 548,279 | 1,160,948 | (612,670) | -52.8% |
| 12 Total Operating Revenue | 2,525,936 | 4,411,059 | (1,885,123) | -42.7% | 14,220,150 | 17,342,844 | (3,122,694) | -18.0% |
| 13 Operating Expense: | | | | | | | | |
| 14 Salaries & Wages | 2,027,874 | 2,058,988 | (31,114) | -1.5% | 8,398,990 | 7,659,733 | 739,257 | 9.7% |
| 15 Benefits | 788,086 | 883,125 | (95,039) | -10.8% | 3,371,134 | 3,375,787 | (4,653) | -0.1% |
| 16 Contract Labor | 187,017 | 77,305 | 109,711 | 141.9% | 729,683 | 553,112 | 176,571 | 31.9% |
| 17 Medical Pro Fees | 395,515 | 430,756 | (35,241) | -8.2% | 1,552,223 | 1,655,202 | (102,980) | -6.2% |
| 18 Other Professional Fees | 22,798 | 52,022 | (29,224) | -56.2% | 162,737 | 192,491 | (29,754) | -15.5% |
| 19 Purchased Services | 465,826 | 142,874 | 322,951 | 226.0% | 1,284,725 | 865,965 | 418,760 | 48.4% |
| 20 Supplies | 384,527 | 596,082 | (211,556) | -35.5% | 2,989,875 | 2,593,379 | 396,495 | 15.3% |
| 21 Repairs & Maintenance | 64,253 | 42,845 | 21,408 | 50.0% | 264,902 | 237,727 | 27,175 | 11.4% |
| 22 Rents & Leases | 168,192 | 50,645 | 117,546 | 232.1% | 510,995 | 376,821 | 134,175 | 35.6% |
| 23 Utilities | 64,475 | 43,271 | 21,203 | 49.0% | 259,810 | 202,709 | 57,101 | 28.2% |
| 24 Other Direct Expenses | 112,675 | 49,940 | 62,735 | 125.6% | 534,407 | 501,339 | 33,068 | 6.6% |
| 25 Interest Expense | 21,706 | 23,338 | (1,632) | -7.0% | 88,470 | 94,954 | (6,484) | -6.8% |
| 26 Depreciation & Amortization | 209,253 | 209,167 | 86 | 0.0% | 837,013 | 836,668 | 345 | 0.0% |
| 27 Total Operating Expenses | 4,912,195 | 4,660,359 | 251,836 | 5.4% | 20,984,964 | 19,145,887 | 1,839,077 | 9.6% |
| 28 Net Operating Income (Loss) | (2,386,259) | (249,300) | (2,136,959) | -857.2% | (6,764,814) | (1,803,043) | (4,961,771) | -275.2% |
| 29 Total Non-Operating | 4,962,237 | 282,794 | 4,679,443 | 1654.7% | 6,824,217 | 2,450,432 | 4,373,785 | 178.5% |
| 30 Revenue Over (Under) Expenses | 2,575,979 | 33,494 | 2,542,484 | -7590.8% | 59,403 | 647,389 | (587,986) | 90.8% |
| 31 Capital Contributions | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% |
| 32 Change in Net Position | 2,575,979 | 33,494 | 2,542,484 | -7590.8% | 59,403 | 647,389 | (587,986) | 90.8% |

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

Budget to Actual All Operations: For the month and year variances in revenues and expenses are largely due to COVID-19.

Some of the significant variances outside of the impact of COVID-19 are discussed below.

Line 11: Other Revenue is down \$613 thousand for the year due to the timing of the quarterly Medi-Cal Hospital Quality Assurance Fee payments and the supplemental outpatient funding payments from Medi-Cal.

Lines 14 and 15: Salaries & Wages and Benefits were up \$734 thousand for the year. The primary reasons were the lump sum salary adjustments and wage increases in December, and an average yearly increase in FTE's. 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 19: Purchased Services are up \$323 thousand for the month and \$419 thousand for the year due to the outsourcing of patient billing and expenses in support of the affiliation.

Line 22: Rents & Leases are up \$118 thousand for the month and \$134 thousand for the year due to one-time payments to pay off expiring equipment and copier leases, and tent rentals for COVID-19.

**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 | 87.82 | 57.90 | 29.92 | 51.67% | 60.00 | 27.82 | 46.37% | 82.66 | 56.77 | 25.89 | 45.60% | 60.00 | 22.66 | 37.77% |
| 2 Gross Days Revenue in Accounts Receivable | 159.15 | 70.87 | 88.28 | 124.57% | 60.00 | 99.15 | 165.26% | 104.45 | 78.00 | 26.45 | 33.91% | 60.00 | 44.45 | 74.09% |
| 3 Net Days Revenue in Accounts Receivable | 60.62 | 45.11 | 15.51 | 34.39% | 40.00 | 20.62 | 51.55% | 42.58 | 49.13 | (6.55) | -13.33% | 40.00 | 2.58 | 6.45% |
| 4 Days Expense in Accounts Payable | 14.32 | 16.88 | (2.56) | -15.15% | 25.00 | (10.68) | -42.71% | 13.48 | 16.55 | (3.07) | -18.55% | 25.00 | (11.52) | -46.08% |
| 5 Case Mix | | | | | | | | | | | | | | |
| 6 Medicare | 1.3809 | 1.1923 | 0.1886 | 15.82% | 1.0000 | 0.3809 | 38.09% | 1.3845 | 1.254 | 0.1305 | 10.41% | 1.0000 | 0.3845 | 38.45% |
| 7 All Payors | 1.4565 | 1.2685 | 0.1880 | 14.82% | 1.0000 | 0.4565 | 45.65% | 1.4037 | 1.2619 | 0.1418 | 11.24% | 1.0000 | 0.4037 | 40.37% |
| 8 Patient Days | | | | | | | | | | | | | | |
| 9 Med/Surg | 105 | 141 | (36) | -25.53% | 162 | (57) | -35.19% | 491 | 561 | (70) | -12.48% | 633 | (142) | -22.43% |
| 10 ICU | 30 | 50 | (20) | -40.00% | 28 | 2 | 7.14% | 126 | 178 | (52) | -29.21% | 120 | 6 | 5.00% |
| 11 Swing | 21 | 90 | (69) | -76.67% | 91 | (70) | -76.92% | 147 | 239 | (92) | -38.49% | 222 | (75) | -33.78% |
| 12 Sub-Acute | 480 | 496 | (16) | -3.23% | 496 | (16) | -3.23% | 1,957 | 1,954 | 3 | 0.15% | 1,954 | 3 | 0.15% |
| 13 Patient Admissions | | | | | | | | | | | | | | |
| 14 Med/Surg | 26 | 53 | (27) | -50.94% | 54 | (28) | -51.85% | 166 | 204 | (38) | -18.63% | 211 | (45) | -21.33% |
| 15 ICU | 3 | 12 | (9) | -75.00% | 9 | (6) | -67.86% | 31 | 46 | (15) | -32.61% | 40 | (9) | -22.50% |
| 16 Swing | 2 | 11 | (9) | -81.82% | 23 | (21) | -91.21% | 17 | 34 | (17) | -50.00% | 56 | (39) | -69.37% |
| 17 Sub-Acute | 0 | 1 | (1) | 0.00% | 1 | (1) | -100.00% | 0 | 3 | (3) | -100.00% | 5 | (5) | 0.00% |
| 18 Average Length of Stay | | | | | | | | | | | | | | |
| 19 Med/Surg | 3.80 | 2.66 | 1.14 | 42.84% | 3.00 | 0.80 | 26.67% | 2.81 | 2.75 | 0.06 | 2.03% | 3.00 | (0.19) | -6.48% |
| 20 ICU | 15.00 | 4.17 | 10.83 | 260.00% | 3.00 | 12.00 | 400.00% | 5.25 | 3.87 | 1.38 | 35.67% | 3.00 | 2.25 | 75.00% |
| 21 Swing | 10.50 | 8.18 | 2.32 | 28.33% | 4.00 | 6.50 | 162.50% | 7.74 | 7.03 | 0.71 | 10.06% | 4.00 | 3.74 | 93.42% |
| 22 Average Daily Census | | | | | | | | | | | | | | |
| 23 Med/Surg | 3.50 | 4.70 | (1.20) | -25.53% | 5.40 | (1.90) | -35.19% | 4.06 | 4.64 | (0.58) | -12.48% | 5.40 | (1.34) | -24.85% |
| 24 ICU | 1.00 | 1.67 | (0.67) | -40.00% | 0.93 | 0.07 | 7.14% | 1.04 | 1.47 | (0.43) | -29.21% | 0.93 | 0.11 | 11.57% |
| 25 Swing | 0.70 | 3.00 | (2.30) | -76.67% | 3.03 | (2.33) | -76.92% | 1.21 | 1.98 | (0.76) | -38.49% | 3.03 | (1.82) | -59.95% |
| 26 Sub-Acute | 16.00 | 16.53 | (0.53) | -3.23% | 16.53 | (0.53) | -3.23% | 16.17 | 16.15 | 0.02 | 0.15% | 16.53 | (0.36) | -2.18% |
| 27 Compensation Ratio | 126% | 69% | 57% | 82.51% | 60% | 66% | 110.21% | 91% | 72% | 20% | 27.67% | 60% | 31% | 52.38% |
| 28 Total Surgeries | 26 | 403 | (377) | -93.55% | 310 | (284) | -91.61% | 787 | 1,386 | (599) | -43.22% | 1,177 | (390) | -33.14% |
| 29 Total Outpatient Visits | 2,322 | 3,842 | (1,520) | -39.56% | 4,194 | (1,872) | -44.64% | 12,890 | 15,184 | (2,294) | -15.11% | 16,479 | (3,589) | -21.78% |
| 30 Total Clinic Visits | 1,062 | 1,095 | (33) | -3.01% | 1,349 | (287) | -21.28% | 4,556 | 4,322 | 234 | 5.41% | 5,481 | (925) | -16.88% |
| 31 Total ER Visits | 383 | 727 | (344) | -47.32% | 726 | (343) | -47.25% | 2,491 | 2,859 | (368) | -12.87% | 2,842 | (351) | -12.35% |

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

Key Statistics: For the month and year variances are largely due to COVID-19.

Some of the significant variances outside of the impact of COVID-19 are discussed below.

Line 1: Days Cash on Hand is up 30 days for the month and 26 days for the year primarily due to the timing of IGT's, Kincade Fire insurance settlements, and COVID-19 stimulus payments.

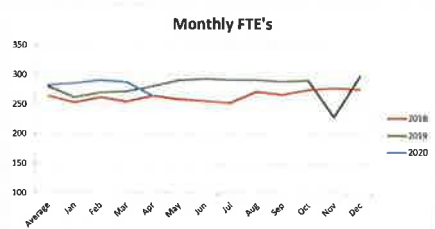
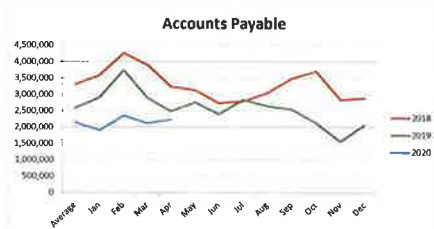
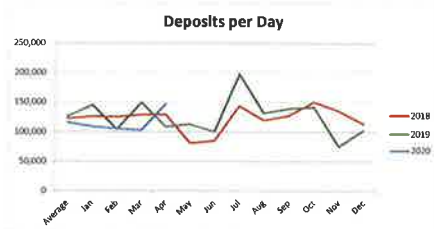
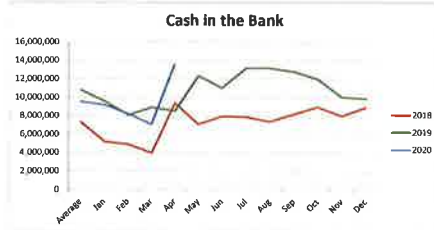
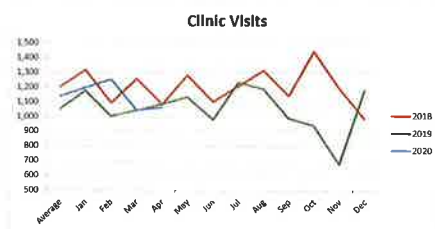
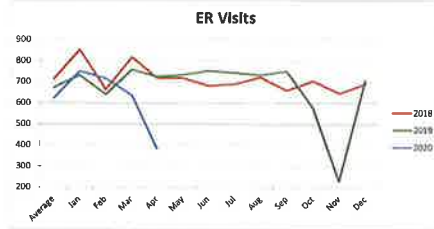
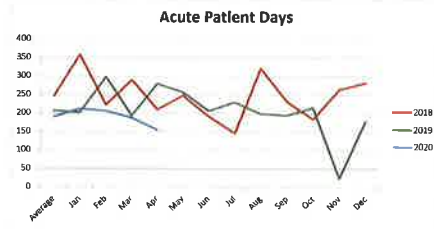
Lines 2 and 3: Gross and Net Days Revenue in Accounts Receivable are up due to an overall increase in the aging of Accounts Receivable and declining patient revenues.

Line 30: Total Clinic Visits were consistent with prior month and year despite the adverse impact of COVID-19. The addition of the Sebastopol Clinic and increases in Behavioral Health offset decreases in HPG and Specialty Medicine. Telehealth visits have also contributed to softening the impact of lost in-person visits.

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)**

