

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

	Monthly			Year to Date		
	Mar/2020	Mar/2019	Budget 2020	Mar/2020	Mar/2019	Budget 2020
Net Operating Income (Loss)	(1,934,278)	(409,170)	(464,700)	(4,378,555)	(1,357,510)	(2,219,935)
Increase(Decrease) in Net Position	(638,184)	1,200,656	1,145,125	(2,516,575)	810,128	(52,297)

CFO SUMMARY

March 2020 Results

Net Patient Revenue

The most significant impact on net patient revenue in March 2020 was the impact of COVID-19.

Operating Margin

Operating Margin worsened for March 2020 (-61%) compared to the same month in 2019 (-10%) primarily due to the impact of COVID-19 (significantly increased clinic losses and significant declines in outpatient revenue).

Days Cash on Hand

This trend continues to decline, down 17 days from the prior year.

Compensation Ratio

This efficiency measure significantly decreased (108% vs. 77%) to the same month year vs. year and is well short of the goal of 60%.

Other Statistics

	<u>March 2020</u>	<u>March 2019</u>
Surgeries	156	324
Outpatient visits	2,965	3,871
Clinic visits	1,045	1,043
ER visits	637	759

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

	This Month Mar-31-2020	Last Month Feb-29-2020	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalents				
3 Unrestricted	5,223,173	6,427,320	(1,204,147)	-18.7%
4 Board Designated	1,872,000	1,809,000	63,000	3.5%
5 Restricted	3,305,902	3,820,824	(514,922)	-13.5%
6 Accounts Receivable				
7 Gross	34,961,786	33,958,196	1,003,590	3.0%
8 Reserves	(27,837,970)	(26,542,819)	(1,295,151)	4.9%
9 Net Accounts Receivable	7,123,816	7,415,377	(291,561)	-3.9%
10 Other Accounts Receivable	3,913,537	2,747,314	1,166,223	42.4%
11 Inventory	825,329	801,437	23,892	3.0%
12 Pre-Paid Expenses	347,154	374,373	(27,219)	-7.3%
13 Total Current Assets	22,610,911	23,395,645	(784,734)	-3.4%
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	2,748,820	2,694,138	54,682	2.0%
18 Depreciation	(18,947,760)	(18,738,506)	(209,254)	-1.1%
19 Total Property & Equip.	8,857,055	9,011,627	(154,571)	-1.7%
20 Investments & Long-Term Assets	128,617	128,617	0	0.0%
21 Total Assets	31,596,583	32,535,889	(939,306)	-2.9%
22 Liabilities				
23 Vendor AP	2,121,654	2,343,407	(221,753)	-9.5%
24 Other Payables	5,026,573	4,974,573	52,000	1.0%
25 Accrued Payroll, Taxes & Benefits	2,961,181	2,609,841	351,340	13.5%
26 Other Current Liabilities	631,305	744,013	(112,708)	-15.1%
27 Total Current Liabilities	10,740,712	10,671,834	68,878	0.6%
28 Long-Term Liabilities	10,206,000	10,576,000	(370,000)	-3.5%
29 Total Liabilities	20,946,712	21,247,834	(301,122)	-1.4%
30 Net Position				
31 Prior Year Earnings	13,166,446	13,166,446	0	0.0%
32 Current Earnings	(2,516,575)	(1,878,392)	(638,183)	34.0%
33 Total Net Position	10,649,871	11,288,055	(638,183)	-5.7%
34 Total Liabilities & Net Position	31,596,583	32,535,889	(939,306)	-2.9%

STATEMENT OF NET POSITION AS OF MARCH 31, 2020 COMPARED TO FEBRUARY 29, 2020 (PAGE 2)

Line 3: Unrestricted Cash and Cash Equivalents decreased \$1.2 million primarily due to losses from operations.

Line 5: Restricted Cash and Cash Equivalents decreased \$515 thousand from the semi-annual payment of principal and interest on the 2016 COP.

Line 10: Other Accounts Receivable increased \$1.2 million from the initiation of the Rate Range IGT less the receipt of the Hospital Quality Assurance Fee (HQA) IGT.

Line 28: Long-Term Liabilities decreased \$370 thousand from the semi-annual payment on the 2016 COP.

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

	This Fiscal Year Mar-31-2020	Last Fiscal Year Mar-31-2019	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalents				
3 Unrestricted	5,223,173	7,314,980	(2,091,807)	-28.6%
4 Board Designated	1,872,000	1,622,000	250,000	15.4%
5 Restricted	3,305,902	4,482,360	(1,176,458)	-26.2%
6 Accounts Receivable				
7 Gross	34,961,786	24,030,153	10,931,633	45.5%
8 Reserves	(27,837,970)	(18,598,498)	(9,239,473)	-49.7%
9 Net Accounts Receivable	7,123,816	5,431,655	1,692,161	31.2%
10 Other Accounts Receivable	3,913,537	4,130,713	(217,176)	-5.3%
11 Inventory	825,329	793,832	31,497	4.0%
12 Pre-Paid Expenses	347,154	276,420	70,734	25.6%
13 Total Current Assets	22,610,911	24,051,959	(1,441,048)	-6.0%
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	2,748,820	1,447,454	1,301,366	89.9%
18 Depreciation	(18,947,760)	(16,437,497)	(2,510,263)	15.3%
19 Total Property & Equip.	8,857,055	10,023,852	(1,166,796)	-11.6%
20 Investments & Long-term Assets	128,617	113,182	15,435	13.6%
21 Total Assets	31,596,583	34,188,993	(2,592,410)	-7.6%
22 Liabilities				
23 Vendor AP	2,121,654	2,885,095	(763,442)	-26.5%
24 Other Payables	5,026,573	2,860,444	2,166,129	75.7%
25 Accrued Payroll, Taxes & Benefits	2,961,181	2,498,133	463,048	18.5%
26 Other Current Liabilities	631,305	537,130	94,174	17.5%
27 Total Current Liabilities	10,740,712	8,780,803	1,959,909	22.3%
28 Long Term Liabilities	10,206,000	11,343,000	(1,137,000)	-10.0%
29 Total Liabilities	20,946,712	20,123,803	822,909	4.1%
30 Net Position				
31 Prior Year Earnings	13,166,446	13,255,062	(88,616)	-0.7%
32 Current Earnings	(2,516,575)	810,128	(3,326,703)	-410.6%
33 Total Net Position	10,649,871	14,065,190	(3,415,319)	-24.3%
34 Total Liabilities & Net Position	31,596,583	34,188,993	(2,592,410)	-7.6%

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

Line 3: Unrestricted Cash and Cash Equivalents decreased \$2.1 million due to losses from operations.

Line 5: Restricted Cash and Cash Equivalents were down \$1.2 million due to the drawdown of the funds from the OPUS Bank account restricted for capital.

Lines 6- 9: Gross and Nets Accounts Receivable were up \$10.9 million and \$1.7 million, respectively, from the prior year primarily due to increased revenues and an increase in the age of AR.

Line 23: Vendor AP was down \$763 thousand due to a concerted effort to pay down amounts owed to vendors.

Line 24: Other Payables increased \$2.1 million from the \$1 million in reserve from a Kincade Fire insurance settlement, Medicare Cost Report reserves, and an increase in the self-insured health liability.

Line 28: Long-Term Liabilities were down \$1.1 million from the three 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	
	Mar-20		\$	%	Mar-20		\$	%
1 Gross Patient Revenue:								
2 Inpatient Routine	1,911,818	2,006,716	(94,898)	-4.7%	5,764,741	6,084,774	(320,033)	-5.3%
3 Inpatient Ancillary	1,984,555	1,743,968	240,587	13.8%	6,124,640	5,372,095	752,545	14.0%
4 Total Inpatient	3,896,373	3,750,684	145,689	3.9%	11,889,381	11,456,869	432,512	3.8%
5 Outpatient	5,031,808	6,520,007	(1,488,199)	-22.8%	18,958,107	18,666,775	291,332	1.6%
6 Total Gross Patient Revenue	8,928,181	10,270,691	(1,342,510)	-13.1%	30,847,488	30,123,644	723,844	2.4%
7 Contractual Expenses	5,863,195	6,086,738	223,543	3.7%	19,001,124	17,518,154	(1,482,970)	-8.5%
8 Bad Debt Expense	173,049	186,661	13,612	7.3%	555,375	575,553	20,178	3.5%
9 Total Revenue Deductions	6,036,244	6,273,399	237,155	3.8%	19,556,499	18,093,707	(1,462,792)	-8.1%
10 Net Patient Revenue	2,891,937	3,997,292	(1,105,355)	-27.7%	11,290,989	12,029,937	(738,948)	-6.1%
11 Other Revenue	295,965	807,547	(511,582)	-63.4%	403,225	1,419,128	(1,015,903)	-71.6%
12 Total Operating Revenue	3,187,903	4,804,839	(1,616,936)	-33.7%	11,694,214	13,449,065	(1,754,851)	-13.0%
13 Operating Expense:								
14 Salaries & Wages	2,129,441	2,204,457	(75,016)	-3.4%	6,371,116	6,632,852	(261,736)	-3.9%
15 Benefits	818,820	772,150	46,670	6.0%	2,583,048	2,623,021	(39,973)	-1.5%
16 Contract Labor	168,084	222,176	(54,092)	-24.3%	542,667	541,687	980	0.2%
17 Medical Pro Fees	410,677	410,828	(151)	0.0%	1,156,707	1,191,562	(34,855)	-2.9%
18 Other Professional Fees	15,320	57,922	(42,602)	-73.6%	139,939	139,892	47	0.0%
19 Purchased Services	241,178	252,515	(11,337)	-4.5%	818,899	716,590	102,309	14.3%
20 Supplies	743,912	803,681	(59,769)	-7.4%	2,605,348	2,047,464	557,884	27.2%
21 Repairs & Maintenance	57,682	65,023	(7,341)	-11.3%	200,649	194,993	5,656	2.9%
22 Rents & Leases	106,284	70,689	35,595	50.4%	342,804	324,742	18,062	5.6%
23 Utilities	61,665	58,641	3,024	5.2%	195,335	156,990	38,345	24.4%
24 Other Direct Expenses	138,158	118,866	19,292	16.2%	421,732	399,832	21,900	5.5%
25 Interest Expense	21,706	23,338	(1,632)	-7.0%	66,764	71,616	(4,852)	-6.8%
26 Depreciation & Amortization	209,253	209,253	0	0.0%	627,760	627,759	1	0.0%
27 Total Operating Expenses	5,122,181	5,269,539	(147,358)	-2.8%	16,072,769	15,669,000	403,769	2.6%
28 Net Operating Income (Loss)	(1,934,278)	(464,700)	(1,469,578)	-316.2%	(4,378,555)	(2,219,935)	(2,158,620)	-97.2%
29 Total Non-Operating	1,296,094	1,609,825	(313,731)	-19.5%	1,861,980	2,167,638	(305,658)	-14.1%
30 Revenue Over (Under) Expenses	(638,184)	1,145,125	(1,783,309)	155.7%	(2,516,575)	(52,297)	(2,464,278)	4712.1%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Net Position	(638,184)	1,145,125	(1,783,309)	155.7%	(2,516,575)	(52,297)	(2,464,278)	4712.1%

SUMMARY STATEMENT OF OPERATIONS ACTUAL VS BUDGET (PAGE 4)

Lines 1 - 10: Gross Patient Revenue was unfavorable by \$1.3 million for the month primarily due to the cessation of elective surgeries and a general decline in other outpatient visits from COVID-19. Revenue deductions were over budget by \$1.5 million for the year primarily due to increased Gross Patient Revenue and a lower than budgeted net collection percentage.

Line 11: Other Revenue was under budget \$511 thousand for the month due to the timing of supplemental outpatient funding payments from Medi-Cal. These funds are expected in April or May, but will likely be approximately \$400 thousand less than the prior year. Other Revenue was under budget \$1.0 million for the year due to above and the timing of the quarterly Medi-Cal Hospital Quality Assurance Fee payments. No payment has been received for 2020.

Line 20: Supplies were unfavorable compared to budget by \$558 thousand for the year due to Surgical Services, primarily implants and prosthesis.

Line 29: Total Non-Operating was under budget by \$314 thousand for the month and \$306 thousand for the year primarily due to decreased funding from the HQAF IGT.

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

	MONTHLY				YEAR TO DATE			
	ACTUAL		Variance		ACTUAL		Variance	
	Mar-20	Mar-19	\$	%	Mar-20	Mar-19	\$	%
1 Gross Patient Revenue								
2 Inpatient Routine	1,911,818	1,787,239	124,579	7.0%	5,764,741	5,733,672	31,069	0.5%
3 Inpatient Ancillary	1,984,555	1,764,397	220,158	12.5%	6,124,640	5,501,716	622,925	11.3%
4 Total Inpatient	3,896,373	3,551,636	344,737	9.7%	11,889,381	11,235,388	653,994	5.8%
5 Outpatient	5,031,808	6,521,272	(1,489,464)	-22.8%	18,958,107	18,670,973	287,134	1.5%
6 Total Gross Patient Revenue	8,928,181	10,072,908	(1,144,727)	-11.4%	30,847,488	29,906,361	941,127	3.1%
7 Contractual Expenses	5,863,195	6,086,739	223,545	3.7%	19,001,124	17,518,150	(1,482,974)	-8.5%
8 Bad Debt Expense	173,049	186,661	13,611	7.3%	555,375	575,553	20,178	3.5%
9 Total Revenue Deductions	6,036,244	6,273,400	237,156	3.8%	19,556,499	18,093,703	(1,462,796)	-8.1%
10 Net Patient Revenue	2,891,937	3,799,508	(907,571)	-23.9%	11,290,989	11,812,658	(521,668)	-4.4%
11 Other Revenue	295,965	507,546	(211,581)	-41.7%	403,225	1,119,128	(715,903)	-64.0%
12 Total Operating Revenue	3,187,903	4,307,054	(1,119,151)	-26.0%	11,694,214	12,931,785	(1,237,571)	-9.6%
13 Operating Expense:								
14 Salaries & Wages	2,129,441	2,004,761	124,680	6.2%	6,371,116	5,637,430	733,685	13.0%
15 Benefits	818,820	811,933	6,887	0.8%	2,583,048	2,545,014	38,034	1.5%
16 Contract Labor	168,084	117,497	50,587	43.1%	542,667	413,768	128,899	31.2%
17 Medical Pro Fees	410,677	377,944	32,733	8.7%	1,156,707	1,191,562	(34,855)	-2.9%
18 Other Professional Fees	15,320	46,675	(31,355)	-67.2%	139,939	131,890	8,049	6.1%
19 Purchased Services	241,178	159,532	81,646	51.2%	818,899	652,026	166,874	25.6%
20 Supplies	743,912	736,106	7,806	1.1%	2,605,348	1,962,675	642,673	32.7%
21 Repairs & Maintenance	57,682	45,659	12,023	26.3%	200,649	180,411	20,238	11.2%
22 Rents & Leases	106,284	68,840	37,444	54.4%	342,804	324,432	18,372	5.7%
23 Utilities	61,665	47,677	13,989	29.3%	195,335	151,140	44,196	29.2%
24 Other Direct Expenses	138,158	67,095	71,063	105.9%	421,732	399,831	21,902	5.5%
25 Interest Expense	21,706	23,338	(1,632)	-7.0%	66,764	71,616	(4,852)	-6.8%
26 Depreciation & Amortization	209,253	209,167	86	0.0%	627,760	627,501	259	0.0%
27 Total Operating Expenses	5,122,181	4,716,224	405,957	8.6%	16,072,769	14,289,296	1,783,474	12.5%
28 Net Operating Income (Loss)	(1,934,278)	(409,170)	(1,525,108)	-372.7%	(4,378,555)	(1,357,510)	(3,021,045)	-222.5%
29 Total Non-Operating	1,296,094	1,609,825	(313,731)	-19.5%	1,861,980	2,167,638	(305,658)	-14.1%
30 Revenue Over (Under) Expenses	(638,184)	1,200,656	(1,838,839)	153.2%	(2,516,575)	810,128	(3,326,703)	410.6%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Net Position	(638,184)	1,200,656	(1,838,839)	153.2%	(2,516,575)	810,128	(3,326,703)	410.6%

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

Lines 6 - 10: Gross Patient Revenue was up \$654 thousand for the year primarily from the 5% price increase effective April 1, 2019. Net Patient Revenue was down \$522 thousand for the year primarily due to a decrease in the net collected percentage.

Line 11: Other Revenue was down \$716 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 previously discussed.

Lines 14 and 15: Salaries & Wages and Benefits were up \$132 thousand for the month and \$772 thousand for the year. The primary reasons were the lump sum salary adjustments and wage increases in December, and increase in FTE's of 20 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 \$643 thousand for the year due to increases in Surgical Services, primarily implants and prosthesis.

Line 29: Total Non-Operating was down by \$314 thousand for the month and \$306 thousand for the year primarily due to decreased funding from the HQAF IGT.

**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	44.97	61.79	(16.82)	-27.22%	60.00	(15.03)	-25.05%	41.99	59.84	(17.86)	-29.84%	60.00	(18.01)	-30.02%		
2 Gross Days Revenue in Accounts Receivable	121.39	73.95	47.44	64.15%	60.00	61.39	102.32%	103.14	73.12	30.02	41.05%	60.00	43.14	71.90%		
3 Net Days Revenue in Accounts Receivable	76.36	44.32	32.05	72.31%	40.00	36.36	90.91%	57.41	41.84	15.57	37.21%	40.00	17.41	43.54%		
4 Days Expense In Accounts Payable	13.45	19.95	(6.50)	-32.59%	25.00	(11.55)	-46.21%	12.55	19.32	(6.76)	-35.01%	25.00	(12.45)	-49.78%		
5 Case Mix																
6 Medicare	1.5116	1.3444	0.1672	12.44%	1.0000	0.5116	51.16%	1.3853	1.2758	0.1095	8.58%	1.0000	0.3853	38.53%		
7 All Payers	1.6162	1.2985	0.3177	24.47%	1.0000	0.6162	61.62%	1.3939	1.2596	0.1343	10.66%	1.0000	0.3939	39.39%		
8 Patient Days																
9 Med/Surg	115	119	(4)	-3.36%	131	(16)	-12.21%	386	420	(34)	-8.10%	471	(85)	-18.05%		
10 ICU	46	37	9	24.32%	28	18	64.29%	96	128	(32)	-25.00%	92	4	4.35%		
11 Swing	27	39	(12)	-30.77%	35	(8)	-22.86%	126	149	(23)	-15.44%	131	(5)	-3.82%		
12 Sub-Acute	475	521	(46)	-8.83%	521	(46)	-8.83%	1,477	1,458	19	1.30%	1,458	19	1.30%		
13 Patient Admissions																
14 Med/Surg	37	44	(7)	-15.91%	44	(7)	-15.27%	140	151	(11)	-7.28%	157	(17)	-10.83%		
15 ICU	5	13	(8)	-61.54%	9	(4)	-46.43%	28	34	(6)	-17.65%	31	(3)	-8.70%		
16 Swing	5	7	(2)	-28.57%	9	(4)	-42.86%	15	23	(8)	-34.78%	33	(18)	-54.20%		
17 Sub-Acute	0	0	0	0.00%	1	(1)	-100.00%	0	2	(2)	-100.00%	4	(4)	0.00%		
18 Average Length of Stay																
19 Med/Surg	3.20	2.70	0.50	18.32%	3.00	0.20	6.67%	2.60	2.78	(0.18)	-6.52%	3.00	(0.40)	-13.33%		
20 ICU	6.60	2.85	3.75	131.89%	3.00	3.60	120.00%	4.40	3.76	0.64	16.88%	3.00	1.40	46.67%		
21 Swing	4.50	5.57	(1.07)	-19.23%	4.00	0.50	12.50%	7.40	6.48	0.92	14.23%	4.00	3.40	85.00%		
22 Average Daily Census																
23 Med/Surg	3.71	3.84	(0.13)	-3.36%	4.23	(0.52)	-12.21%	4.24	4.62	(0.37)	-8.10%	4.23	0.02	0.38%		
24 ICU	1.48	1.19	0.29	24.32%	0.90	0.58	64.29%	1.05	1.41	(0.35)	-25.00%	0.90	0.15	16.80%		
25 Swing	0.87	1.26	(0.39)	-30.77%	1.13	(0.26)	-22.86%	1.38	1.64	(0.25)	-15.44%	1.13	0.26	22.64%		
26 Sub-Acute	15.32	16.81	(1.48)	-8.83%	16.81	(1.48)	-8.83%	16.23	16.02	0.21	1.30%	16.81	(0.58)	-3.43%		
27 Compensation Ratio	108%	77%	31%	39.54%	60%	48%	79.60%	84%	73%	11%	15.58%	60%	24%	40.18%		
28 Total Surgeries	156	324	(168)	-51.85%	342	(186)	-54.39%	761	983	(222)	-22.58%	867	(106)	-12.23%		
29 Total Outpatient Visits	2,965	3,871	(906)	-23.40%	4,216	(1,251)	-29.68%	10,568	11,342	(774)	-6.82%	12,285	(1,717)	-13.98%		
30 Total Clinic Visits	1,045	1,043	2	0.19%	1,373	(328)	-23.89%	3,494	3,227	267	8.27%	4,132	(638)	-15.44%		
31 Total ER Visits	637	759	(122)	-16.07%	749	(112)	-14.95%	2,108	2,132	(24)	-1.13%	2,116	(8)	-0.38%		

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

Line 1: Days Cash on Hand is down 17 days for the month and 18 days for the year primarily due to losses from operations coupled with an increase in expenses. It is also 15 and 18 days, respectively, lower than the goal of 60.

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 4: Days Expense in Accounts Payable is down 7 days for the month and the year as the improved cash position has facilitated more timely payments to vendors, and average daily expenses have also increased over the prior year by \$20 thousand/day.

Lines 8-12: Patient Days were below prior year's March and Year-to-Date actual and goal by. A decrease in Sub-Acute Census and the decline in stays from COVID-19 are the primary causes. For the year, Patient Days are reasonable to prior year and goal as a strong census in Sub-Acute has offset unfavorable variances in other areas.

Line 27: Compensation ratio increased as labor costs outpaced increases in patient revenues, primarily due to the impact of COVID-19.

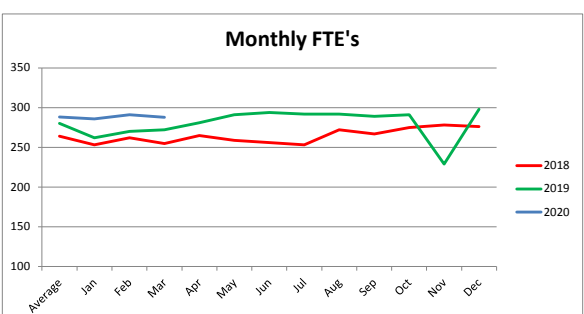
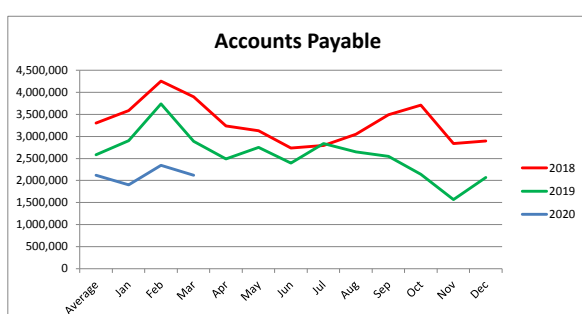
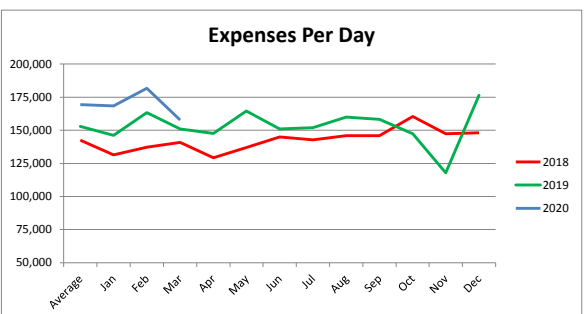
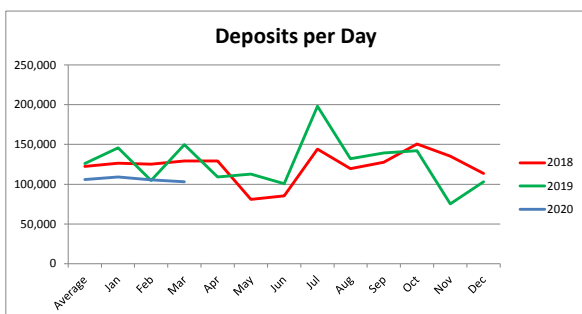
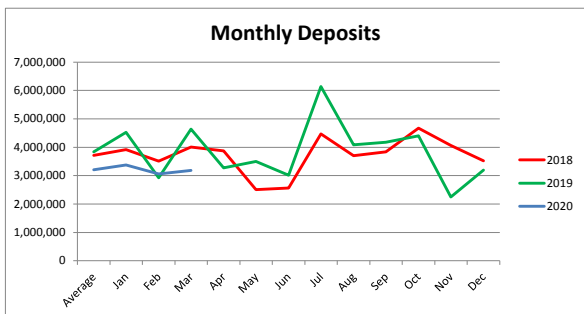
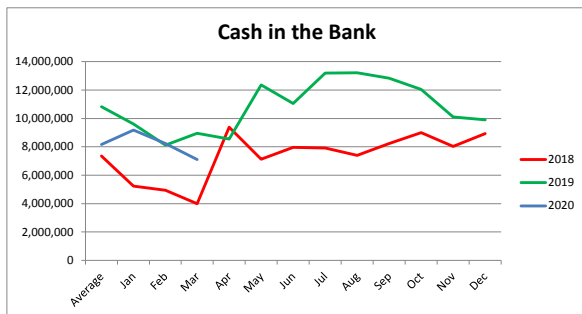
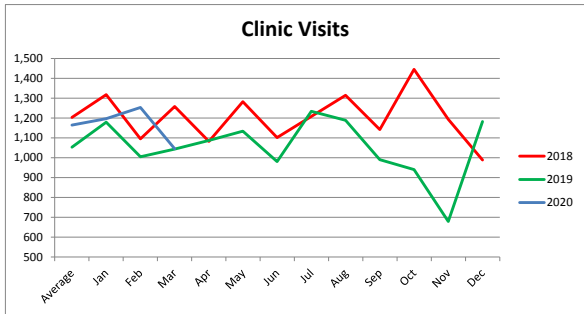
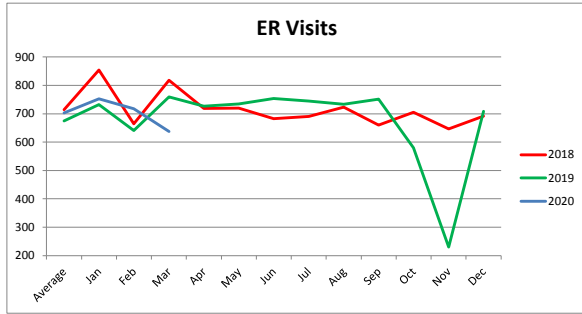
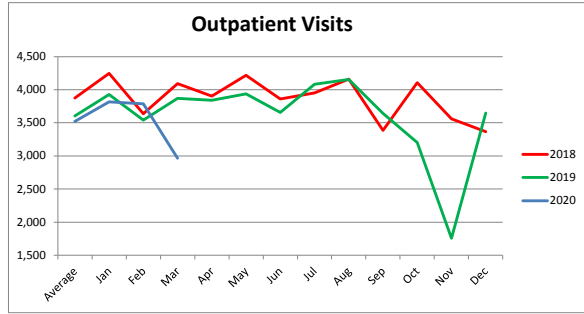
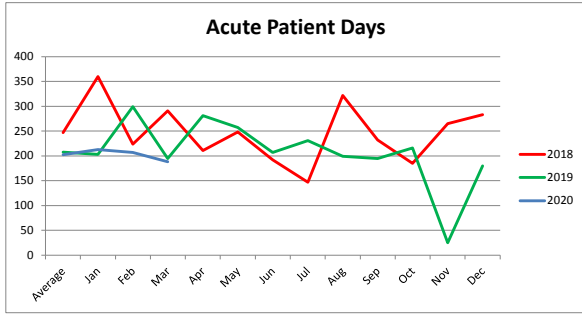
Line 29: Total Outpatient Visits were unfavorable to both the prior month and the year, and goal, but are both below the goal, primarily due to the impact of COVID-19.

Line 30: Total Clinic Visits were consistent with prior 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.

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)**

