

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

	Monthly			Year to Date		
	May/2020	May/2019	Budget 2020	May/2020	May/2019	Budget 2020
Net Operating Income (Loss)	(1,640,832)	(811,573)	(1,141,268)	(8,405,646)	(2,614,616)	(4,340,837)
Increase(Decrease) in Net Position	686,391	3,718,644	3,488,949	745,794	4,366,033	2,889,812

CFO SUMMARY

May 2020 Results

Net Patient Revenue

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

Operating Margin

Operating Margin worsened for May 2020 (-57%) compared to the same month in 2019 (-18%) primarily due to the impact of COVID-19 (significantly increased losses and significant declines in outpatient revenue).

Days Cash on Hand

Strong cash collections, and the receipt of Intergovernmental Transfers (IGT's) and COVID-19 stimulus improved days cash on hand to 107 days

Compensation Ratio

This efficiency measure significantly decreased (93% vs. 74%) to the same month year vs. year and is well short of the goal of 60%.

Other Statistics

	<u>May 2020</u>	<u>May 2019</u>
Surgeries	83	259
Outpatient visits	2,777	3,936
Clinic visits	1,195	1,134
ER visits	462	735

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

	This Month May-31-2020	Last Month Apr-30-2020	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalents				
3 Unrestricted	15,384,843	11,956,606	3,428,237	28.7%
4 Board Designated	1,708,000	1,747,000	(39,000)	-2.2%
5 Restricted	3,634,924	3,634,578	346	0.0%
6 Accounts Receivable				
7 Gross	27,147,005	31,804,211	(4,657,206)	-14.6%
8 Reserves	(22,473,282)	(26,993,192)	4,519,909	-16.7%
9 Net Accounts Receivable	4,673,723	4,811,020	(137,297)	-2.9%
10 Other Accounts Receivable	4,168,280	3,877,249	291,030	7.5%
11 Inventory	826,772	852,212	(25,440)	-3.0%
12 Pre-Paid Expenses	334,089	352,090	(18,001)	-5.1%
13 Total Current Assets	30,730,630	27,230,755	3,499,874	12.9%
14 Fixed Assets				
15 Land & Buildings	14,924,525	14,924,525	0	0.0%
16 Equipment	11,983,475	11,983,475	0	0.0%
17 Construction In Process	1,015,872	955,746	60,126	6.3%
18 Depreciation	(18,491,857)	(18,282,604)	(209,253)	-1.1%
19 Total Property & Equip.	9,432,015	9,581,142	(149,127)	-1.6%
20 Investments & Long-Term Assets	128,617	128,617	0	0.0%
21 Total Assets	40,291,261	36,940,514	3,350,747	9.1%
22 Liabilities				
23 Vendor AP	2,199,305	2,234,835	(35,530)	-1.6%
24 Other Payables	8,539,573	7,263,573	1,276,000	17.6%
25 Accrued Payroll, Taxes & Benefits	2,329,748	2,189,852	139,896	6.4%
26 Other Current Liabilities	730,543	706,553	23,990	3.4%
27 Total Current Liabilities	13,799,169	12,394,813	1,404,356	11.3%
28 Long-Term Liabilities	10,088,000	10,088,000	0	0.0%
29 Total Liabilities	23,887,169	22,482,813	1,404,356	6.2%
30 Net Position				
31 Prior Year Earnings	15,658,298	14,398,298	1,260,000	8.8%
32 Current Earnings	745,794	59,403	686,391	1155.5%
33 Total Net Position	16,404,092	14,457,701	1,946,391	13.5%
34 Total Liabilities & Net Position	40,291,261	36,940,514	3,350,747	9.1%

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 \$3.4 million due to the receipt of \$4.3 million in COVID-19 stimulus funding.

Line 24: Other Payables increased \$1.3 million from reserves held in the Medicare Cost report for future settlements related to COVID-19 stimulus payments.

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

	This Fiscal Year May-31-2020	Last Fiscal Year May-31-2019	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalents				
3 Unrestricted	15,384,843	10,722,856	4,661,987	43.5%
4 Board Designated	1,708,000	1,644,000	64,000	3.9%
5 Restricted	3,634,924	4,994,466	(1,359,542)	-27.2%
6 Accounts Receivable				
7 Gross	27,147,005	28,995,961	(1,848,956)	-6.4%
8 Reserves	(22,473,282)	(21,437,316)	(1,035,967)	-4.8%
9 Net Accounts Receivable	4,673,723	7,558,645	(2,884,923)	-38.2%
10 Other Accounts Receivable	4,168,280	1,551,131	2,617,149	168.7%
11 Inventory	826,772	810,685	16,087	2.0%
12 Pre-Paid Expenses	334,089	307,109	26,981	8.8%
13 Total Current Assets	30,730,630	27,588,891	3,141,739	11.4%
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	1,015,872	1,801,977	(786,104)	-43.6%
18 Depreciation	(18,491,857)	(16,855,831)	(1,636,027)	9.7%
19 Total Property & Equip.	9,432,015	9,960,040	(528,026)	-5.3%
20 Investments & Long-term Assets	128,617	113,182	15,435	13.6%
21 Total Assets	40,291,261	37,662,113	2,629,148	7.0%
22 Liabilities				
23 Vendor AP	2,199,305	2,750,748	(551,443)	-20.0%
24 Other Payables	8,539,573	2,882,444	5,657,129	196.3%
25 Accrued Payroll, Taxes & Benefits	2,329,748	2,384,068	(54,320)	-2.3%
26 Other Current Liabilities	730,543	680,758	49,785	7.3%
27 Total Current Liabilities	13,799,169	8,698,017	5,101,152	58.6%
28 Long Term Liabilities	10,088,000	11,343,000	(1,255,000)	-11.1%
29 Total Liabilities	23,887,169	20,041,017	3,846,152	19.2%
30 Net Position				
31 Prior Year Earnings	15,658,298	13,255,062	2,403,235	18.1%
32 Current Earnings	745,794	4,366,033	(3,620,239)	-82.9%
33 Total Net Position	16,404,092	17,621,096	(1,217,004)	-6.9%
34 Total Liabilities & Net Position	40,291,261	37,662,113	2,629,148	7.0%

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

Line 3: Unrestricted Cash and Cash Equivalents increased \$4.7 million due to COVID-19 stimulus payments and Kincade Fire insurance payments.

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 \$5.7 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	
	May-20		\$	%	May-20		\$	%
1 Gross Patient Revenue:								
2 Inpatient Routine	1,875,788	2,568,059	(692,271)	-27.0%	9,489,628	11,069,543	(1,579,915)	-14.3%
3 Inpatient Ancillary	1,489,276	1,763,231	(273,955)	-15.5%	8,942,747	9,146,129	(203,382)	-2.2%
4 Total Inpatient	3,365,064	4,331,290	(966,226)	-22.3%	18,432,375	20,215,672	(1,783,298)	-8.8%
5 Outpatient	3,915,996	7,670,726	(3,754,730)	-48.9%	25,691,134	33,768,979	(8,077,845)	-23.9%
6 Total Gross Patient Revenue	7,281,061	12,002,016	(4,720,955)	-39.3%	44,123,509	53,984,651	(9,861,142)	-18.3%
7 Contractual Expenses	4,327,156	7,559,262	3,232,106	42.8%	26,842,478	32,608,235	5,765,757	17.7%
8 Bad Debt Expense	99,481	248,109	148,628	59.9%	754,736	1,072,974	318,238	29.7%
9 Total Revenue Deductions	4,426,637	7,807,371	3,380,734	43.3%	27,597,213	33,681,209	6,083,996	18.1%
10 Net Patient Revenue	2,854,423	4,194,645	(1,340,222)	-32.0%	16,526,295	20,303,442	(3,777,147)	-18.6%
11 Other Revenue	43,307	395,827	(352,520)	-89.1%	591,585	1,856,774	(1,265,189)	-68.1%
12 Total Operating Revenue	2,897,730	4,590,472	(1,692,742)	-36.9%	17,117,880	22,160,216	(5,042,336)	-22.8%
13 Operating Expense:								
14 Salaries & Wages	1,875,321	2,134,509	(259,188)	-12.1%	10,274,311	10,954,217	(679,906)	-6.2%
15 Benefits	637,567	937,193	(299,626)	-32.0%	4,008,701	4,382,921	(374,220)	-8.5%
16 Contract Labor	152,304	182,428	(30,124)	-16.5%	881,987	892,850	(10,863)	-1.2%
17 Medical Pro Fees	377,903	412,356	(34,453)	-8.4%	1,930,126	2,067,558	(137,432)	-6.6%
18 Other Professional Fees	115,937	86,010	29,927	34.8%	278,674	289,170	(10,496)	-3.6%
19 Purchased Services	371,943	260,465	111,478	42.8%	1,656,668	1,212,415	444,253	36.6%
20 Supplies	300,543	1,145,617	(845,074)	-73.8%	3,290,418	3,851,094	(560,676)	-14.6%
21 Repairs & Maintenance	65,751	95,244	(29,493)	-31.0%	330,653	352,262	(21,609)	-6.1%
22 Rents & Leases	131,377	97,882	33,495	34.2%	642,373	475,117	167,256	35.2%
23 Utilities	68,116	71,364	(3,248)	-4.6%	327,926	281,470	46,456	16.5%
24 Other Direct Expenses	210,841	76,081	134,760	177.1%	745,248	577,422	167,826	29.1%
25 Interest Expense	21,706	23,338	(1,632)	-7.0%	110,176	118,292	(8,116)	-6.9%
26 Depreciation & Amortization	209,253	209,253	0	0.0%	1,046,266	1,046,265	1	0.0%
27 Total Operating Expenses	4,538,562	5,731,740	(1,193,178)	-20.8%	25,523,527	26,501,053	(977,526)	-3.7%
28 Net Operating Income (Loss)	(1,640,832)	(1,141,268)	(499,564)	-43.8%	(8,405,646)	(4,340,837)	(4,064,809)	-93.6%
29 Total Non-Operating	2,327,223	4,630,217	(2,302,994)	-49.7%	9,151,441	7,230,649	1,920,792	26.6%
30 Revenue Over (Under) Expenses	686,391	3,488,949	(2,802,558)	80.3%	745,794	2,889,812	(2,144,018)	-74.2%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Net Position	686,391	3,488,949	(2,802,558)	80.3%	745,794	2,889,812	(2,144,018)	-74.2%

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 \$111 thousand for the month and \$444 thousand for the year primarily due to the outsourcing of patient billing and expenses in support of the potential affiliation.

Line 24: Other Direct Expenses are over budget \$135 thousand for the month and \$168 thousand for the year largely due to recruiting expenses.

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

	MONTHLY				YEAR TO DATE			
	ACTUAL		Variance		ACTUAL		Variance	
	May-20	May-19	\$	%	May-20	May-19	\$	%
1 Gross Patient Revenue								
2 Inpatient Routine	1,875,788	2,150,564	(274,776)	-12.8%	9,489,628	10,016,837	(527,209)	-5.3%
3 Inpatient Ancillary	1,489,276	1,838,338	(349,061)	-19.0%	8,942,747	9,353,841	(411,094)	-4.4%
4 Total Inpatient	3,365,064	3,988,902	(623,837)	-15.6%	18,432,375	19,370,678	(938,303)	-4.8%
5 Outpatient	3,915,996	7,016,419	(3,100,423)	-44.2%	25,691,134	32,764,985	(7,073,851)	-21.6%
6 Total Gross Patient Revenue	7,281,061	11,005,320	(3,724,260)	-33.8%	44,123,509	52,135,663	(8,012,155)	-15.4%
7 Contractual Expenses	4,327,156	6,660,142	2,332,986	35.0%	26,842,478	30,813,378	3,970,901	12.9%
8 Bad Debt Expense	99,481	218,598	119,117	54.5%	754,736	1,013,809	259,074	25.6%
9 Total Revenue Deductions	4,426,637	6,878,741	2,452,104	35.6%	27,597,213	31,827,188	4,229,974	13.3%
10 Net Patient Revenue	2,854,423	4,126,580	(1,272,156)	-30.8%	16,526,295	20,308,476	(3,782,180)	-18.6%
11 Other Revenue	43,307	395,828	(352,521)	-89.1%	591,585	1,556,776	(965,191)	-62.0%
12 Total Operating Revenue	2,897,730	4,522,408	(1,624,678)	-35.9%	17,117,880	21,865,252	(4,747,372)	-21.7%
13 Operating Expense:								
14 Salaries & Wages	1,875,321	2,129,964	(254,643)	-12.0%	10,274,311	9,789,697	484,614	5.0%
15 Benefits	637,567	770,874	(133,307)	-17.3%	4,008,701	4,146,660	(137,960)	-3.3%
16 Contract Labor	152,304	153,038	(734)	-0.5%	881,987	706,150	175,837	24.9%
17 Medical Pro Fees	377,903	408,455	(30,551)	-7.5%	1,930,126	2,063,657	(133,531)	-6.5%
18 Other Professional Fees	115,937	83,343	32,594	39.1%	278,674	275,834	2,840	1.0%
19 Purchased Services	371,943	238,190	133,753	56.2%	1,656,668	1,104,154	552,513	50.0%
20 Supplies	300,543	986,334	(685,792)	-69.5%	3,290,418	3,579,714	(289,296)	-8.1%
21 Repairs & Maintenance	65,751	88,139	(22,388)	-25.4%	330,653	325,866	4,787	1.5%
22 Rents & Leases	131,377	97,780	33,597	34.4%	642,373	474,601	167,772	35.4%
23 Utilities	68,116	69,280	(1,164)	-1.7%	327,926	271,988	55,938	20.6%
24 Other Direct Expenses	210,841	76,079	134,762	177.1%	745,248	577,419	167,830	29.1%
25 Interest Expense	21,706	23,338	(1,632)	-7.0%	110,176	118,292	(8,115)	-6.9%
26 Depreciation & Amortization	209,253	209,167	86	0.0%	1,046,266	1,045,835	431	0.0%
27 Total Operating Expenses	4,538,562	5,333,980	(795,418)	-14.9%	25,523,527	24,479,868	1,043,659	4.3%
28 Net Operating Income (Loss)	(1,640,832)	(811,573)	(829,259)	-102.2%	(8,405,646)	(2,614,616)	(5,791,031)	-221.5%
29 Total Non-Operating	2,327,223	4,530,217	(2,202,994)	-48.6%	9,151,441	6,980,649	2,170,791	31.1%
30 Revenue Over (Under) Expenses	686,391	3,718,644	(3,032,253)	81.5%	745,794	4,366,033	(3,620,239)	82.9%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Net Position	686,391	3,718,644	(3,032,253)	81.5%	745,794	4,366,033	(3,620,239)	82.9%

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

2020 vs. 2019 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 \$356 thousand for the month and \$966 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 \$485 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 down \$138 thousand when the expectation is they would have increased similar to salaries due to a decrease in employee health plan costs.

Line 19: Purchased Services were up \$134 thousand for the month and \$553 thousand for the year due to the outsourcing of patient billing and expenses in support of the affiliation.

Line 24: Other Direct Expenses were up \$135 thousand for the month and \$168 thousand for the year largely due to recruiting expenses.

**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	123.01	75.15	47.86	63.69%	60.00	63.01	105.02%	106.62	80.62	26.00	32.25%	60.00	46.62	77.71%
2 Gross Days Revenue in Accounts Receivable	115.58	81.68	33.91	41.51%	60.00	55.58	92.64%	93.52	84.54	8.98	10.62%	60.00	33.52	55.86%
3 Net Days Revenue in Accounts Receivable	50.76	56.78	(6.02)	-10.61%	40.00	10.76	26.90%	42.99	56.57	(13.59)	-24.02%	40.00	2.99	7.47%
4 Days Expense In Accounts Payable	15.83	16.72	(0.89)	-5.31%	25.00	(9.17)	-36.69%	13.72	17.93	(4.21)	-23.50%	25.00	(11.28)	-45.12%
5 Case Mix														
6 Medicare	1.5191	1.2429	0.2762	22.22%	1.0000	0.5191	51.91%	1.4030	1.2518	0.1512	12.08%	1.0000	0.4030	40.30%
7 All Payers	1.3109	1.4376	(0.1267)	-8.81%	1.0000	0.3109	31.09%	1.3867	1.2942	0.0925	7.15%	1.0000	0.3867	38.67%
8 Patient Days														
9 Med/Surg	115	123	(8)	-6.50%	132	(17)	-12.88%	606	684	(78)	-11.40%	765	(159)	-20.78%
10 ICU	35	62	(27)	-43.55%	53	(18)	-33.96%	161	240	(79)	-32.92%	173	(12)	-6.94%
11 Swing	13	72	(59)	-81.94%	71	(58)	-81.69%	160	311	(151)	-48.55%	293	(133)	-45.39%
12 Sub-Acute	486	495	(9)	-1.82%	495	(9)	-1.82%	2,443	2,449	(6)	-0.24%	2,449	(6)	-0.24%
13 Patient Admissions														
14 Med/Surg	32	44	(12)	-27.27%	44	(12)	-27.27%	198	248	(50)	-20.16%	255	(57)	-22.35%
15 ICU	9	17	(8)	-47.06%	18	(9)	-49.06%	40	63	(23)	-36.51%	58	(18)	-30.64%
16 Swing	4	9	(5)	-55.56%	18	(14)	-77.46%	21	43	(22)	-51.16%	73	(52)	-71.33%
17 Sub-Acute	1	0	1	0.00%	1	(0)	-26.26%	1	3	(2)	-66.67%	7	(6)	0.00%
18 Average Length of Stay														
19 Med/Surg	3.40	2.80	0.60	21.63%	3.00	0.40	13.33%	2.90	2.76	0.14	5.15%	3.00	(0.10)	-3.33%
20 ICU	3.20	3.65	(0.45)	-12.26%	3.00	0.20	6.67%	4.60	3.81	0.79	20.75%	3.00	1.60	53.33%
21 Swing	4.30	8.00	(3.70)	-46.25%	4.00	0.30	7.50%	7.30	7.23	0.07	0.93%	4.00	3.30	82.50%
22 Average Daily Census														
23 Med/Surg	3.71	3.97	(0.26)	-6.50%	4.26	(0.55)	-12.88%	3.99	4.50	(0.51)	-11.40%	4.26	(0.27)	-6.37%
24 ICU	1.13	2.00	(0.87)	-43.55%	1.71	(0.58)	-33.96%	1.06	1.58	(0.52)	-32.92%	1.71	(0.65)	-38.05%
25 Swing	0.42	2.32	(1.90)	-81.94%	2.29	(1.87)	-81.69%	1.05	2.05	(0.99)	-48.55%	2.29	(1.24)	-54.04%
26 Sub-Acute	15.68	15.97	(0.29)	-1.82%	15.97	(0.29)	-1.82%	16.07	16.11	(0.04)	-0.24%	15.97	0.10	0.66%
27 Compensation Ratio	93%	74%	19%	26.17%	60%	33%	55.62%	92%	72%	20%	27.27%	60%	32%	52.94%
28 Total Surgeries	83	259	(176)	-67.95%	318	(235)	-73.90%	870	1,645	(775)	-47.11%	1,495	(625)	-41.81%
29 Total Outpatient Visits	2,777	3,936	(1,159)	-29.45%	4,378	(1,601)	-36.57%	15,667	19,120	(3,453)	-18.06%	20,858	(5,191)	-24.89%
30 Total Clinic Visits	1,195	1,134	61	5.38%	1,462	(267)	-18.26%	5,751	5,447	304	5.58%	6,943	(1,192)	-17.17%
31 Total ER Visits	462	735	(273)	-37.14%	735	(273)	-37.14%	2,953	3,594	(641)	-17.84%	3,577	(624)	-17.44%

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 48 days for the month and 26 days for the year primarily due to the COVID-19 stimulus payments and Kincade Fire insurance settlements.

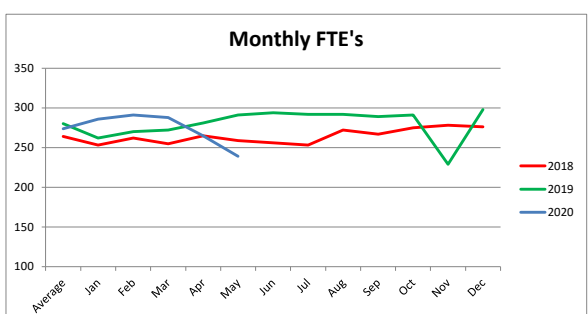
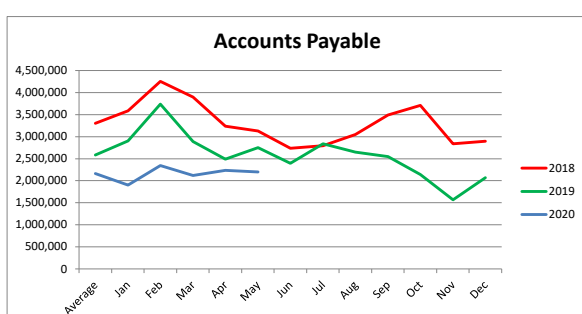
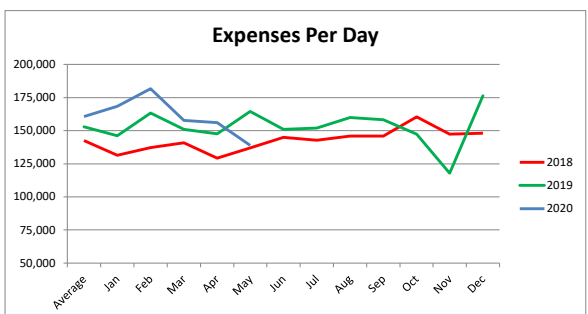
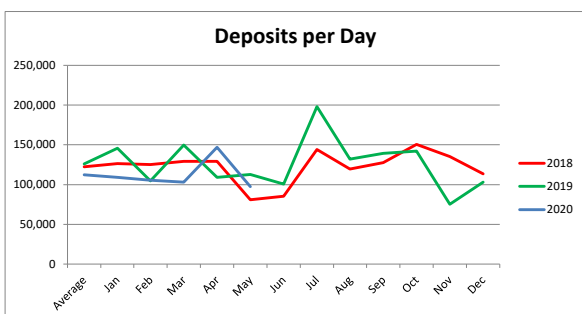
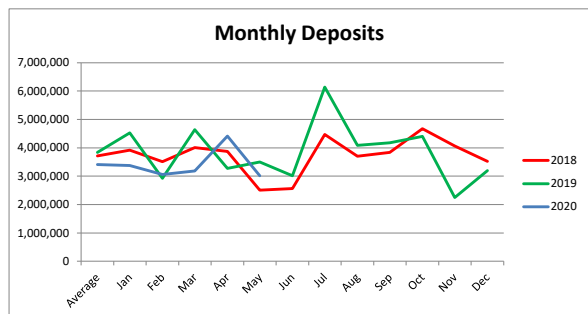
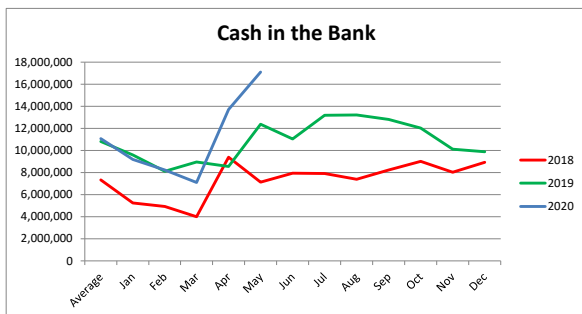
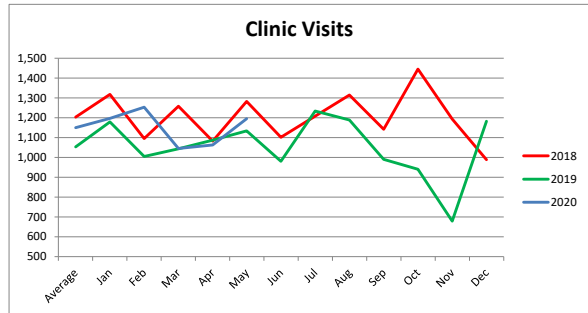
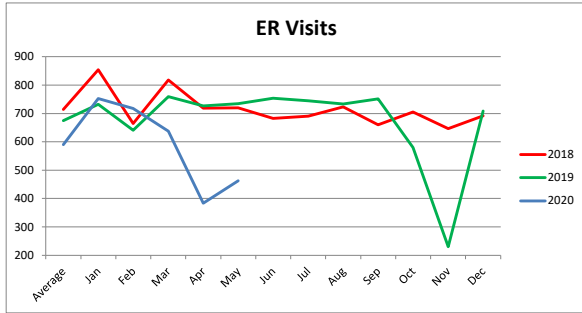
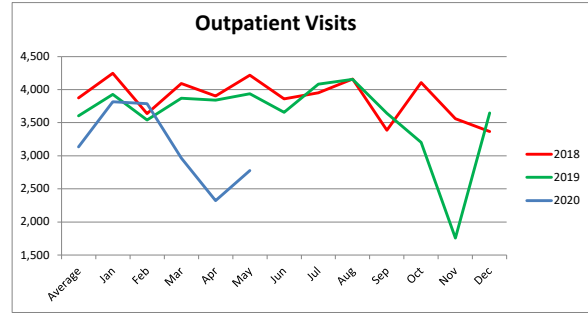
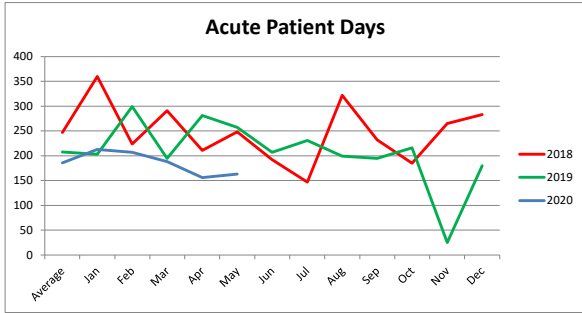
Lines 2 and 3: Gross Days Revenue in Accounts Receivable is up for the year due to an overall increase in the aging of Accounts Receivable and declining patient revenues.

Line 30: Total Clinic Visits were consistent with the 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)**

