

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

	Monthly			Year to Date		
	Jun/2020	Jun/2019	Budget 2020	Jun/2020	Jun/2019	Budget 2020
Net Operating Income (Loss)	(300,356)	(426,707)	(690,607)	(8,705,752)	(3,041,323)	(5,031,444)
Increase(Decrease) in Net Position	218,067	(132,765)	(396,665)	964,111	4,233,269	2,493,147

CFO SUMMARY

June 2020 Results

Net Patient Revenue

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

Operating Margin

The (-8%) Operating Margin for June 2020 was the highest since April 2019 (-6%). The impact of the losses from COVID-19 was offset by \$825 thousand of supplemental funding from Medi-Cal and the reversal of \$300 thousand of expenses that were accrued back to 2019 from leaving Accounts Payable open until June for the audit.

Days Cash on Hand

Despite the losses from routine operations, cash remained steady due to the receipt of \$825 thousand of supplemental funding from Medi-Cal and \$400 thousand from IGT's.

Compensation Ratio

This efficiency measure significantly decreased (89% vs. 74%) to the same month year vs. year and is well short of the goal of 60%. That said, this ratio has improved significantly since reaching a high of 126% in April 2020.

Other Statistics

	<u>June 2020</u>	<u>June 2019</u>
Surgeries	203	319
Outpatient visits	3,277	3,655
Clinic visits	1,298	981
ER visits	544	754

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

	This Month Jun-30-2020	Last Month May-31-2020	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalents				
3 Unrestricted	15,309,904	15,384,843	(74,939)	-0.5%
4 Board Designated	1,665,000	1,708,000	(43,000)	-2.5%
5 Restricted	3,665,257	3,634,924	30,333	0.8%
6 Accounts Receivable				
7 Gross	28,554,149	27,147,005	1,407,144	5.2%
8 Reserves	(23,092,418)	(22,473,282)	(619,136)	2.8%
9 Net Accounts Receivable	5,461,730	4,673,723	788,007	16.9%
10 Other Accounts Receivable	1,854,686	4,168,280	(2,313,594)	-55.5%
11 Inventory	805,187	826,772	(21,585)	-2.6%
12 Pre-Paid Expenses	351,482	334,089	17,393	5.2%
13 Total Current Assets	29,113,246	30,730,631	(1,617,385)	-5.3%
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	1,073,641	1,015,872	57,769	5.7%
18 Depreciation	(18,698,111)	(18,491,857)	(206,254)	-1.1%
19 Total Property & Equip.	9,283,530	9,432,015	(148,485)	-1.6%
20 Investments & Long-Term Assets	128,617	128,617	0	0.0%
21 Total Assets	38,525,393	40,291,261	(1,765,870)	-4.4%
22 Liabilities				
23 Vendor AP	1,534,116	2,199,305	(665,189)	-30.2%
24 Other Payables	6,921,573	8,539,573	(1,618,000)	-18.9%
25 Accrued Payroll, Taxes & Benefits	2,606,659	2,329,748	276,911	11.9%
26 Other Current Liabilities	752,636	730,543	22,093	3.0%
27 Total Current Liabilities	11,814,984	13,799,169	(1,984,185)	-14.4%
28 Long-Term Liabilities	10,088,000	10,088,000	0	0.0%
29 Total Liabilities	21,902,984	23,887,169	(1,984,185)	-8.3%
30 Net Position				
31 Prior Year Earnings	15,658,298	15,658,298	(0)	0.0%
32 Current Earnings	964,111	745,794	218,317	29.3%
33 Total Net Position	16,622,409	16,404,092	218,317	1.3%
34 Total Liabilities & Net Position	38,525,393	40,291,261	(1,765,868)	-4.4%

STATEMENT OF NET POSITION AS OF JUNE 30, 2020 COMPARED TO MAY 31, 2020 (PAGE 2)

Lines 3 and 4: Unrestricted and Board Designated Cash and Cash Equivalents decreased \$118 thousand when the expectation was it would decrease much more. This is due to the receipt of \$825 thousand of supplemental funding from Medi-Cal and \$400 thousand from IGT's (net \$225 thousand after \$175 thousand to initiate the IGT).

Lines 6- 9: Nets Accounts Receivable increased \$788 thousand primarily due to amounts outstanding from SubAcute.

Line 10: Other Accounts Receivable decreased \$2.3 million due to the reversal of the AR from the Kincade Fire insurance settlement.

Line 24: Other Payables decreased \$1.6 million due to the reversal of the reserves on the Kincade Fire insurance settlement.

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

	This Fiscal Year Jun-30-2020	Last Fiscal Year Jun-30-2019	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalents				
3 Unrestricted	15,309,904	9,416,681	5,893,223	62.6%
4 Board Designated	1,665,000	1,641,000	24,000	1.5%
5 Restricted	3,665,257	4,995,325	(1,330,068)	-26.6%
6 Accounts Receivable				
7 Gross	28,554,149	31,212,424	(2,658,275)	-8.5%
8 Reserves	(23,092,418)	(22,835,567)	(256,851)	-1.1%
9 Net Accounts Receivable	5,461,730	8,376,856	(2,915,126)	-34.8%
10 Other Accounts Receivable	1,854,686	1,832,624	22,061	1.2%
11 Inventory	805,187	804,449	738	0.1%
12 Pre-Paid Expenses	351,482	263,063	88,419	33.6%
13 Total Current Assets	29,113,246	27,329,999	1,783,247	6.5%
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	1,073,641	1,952,782	(879,141)	-45.0%
18 Depreciation	(18,698,111)	(17,064,998)	(1,633,113)	9.6%
19 Total Property & Equip.	9,283,530	9,901,679	(618,149)	-6.2%
20 Investments & Long-term Assets	128,617	113,182	15,435	13.6%
21 Total Assets	38,525,393	37,344,860	1,180,533	3.2%
22 Liabilities				
23 Vendor AP	1,534,116	2,396,962	(862,846)	-36.0%
24 Other Payables	6,921,573	2,879,444	4,042,129	140.4%
25 Accrued Payroll, Taxes & Benefits	2,606,659	2,532,211	74,448	2.9%
26 Other Current Liabilities	752,636	704,912	47,724	6.8%
27 Total Current Liabilities	11,814,984	8,513,529	3,301,455	38.8%
28 Long Term Liabilities	10,088,000	11,343,000	(1,255,000)	-11.1%
29 Total Liabilities	21,902,984	19,856,529	2,046,455	10.3%
30 Net Position				
31 Prior Year Earnings	15,658,298	13,255,062	2,403,235	18.1%
32 Current Earnings	964,111	4,233,269	(3,269,158)	-77.2%
33 Total Net Position	16,622,409	17,488,331	(865,922)	-5.0%
34 Total Liabilities & Net Position	38,525,393	37,344,860	1,180,533	3.2%

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

Line 3: Unrestricted Cash and Cash Equivalents increased \$5.9 million due to COVID-19 stimulus payments and Kincade Fire insurance payments.

Line 5: Restricted Cash and Cash Equivalents were down \$1.3 million due to the drawdown of the funds from the OPUS Bank account restricted for capital.

Lines 6- 9: Nets Accounts Receivable decreased \$2.9 million primarily due to declining volumes from COVID-19 and improved cash collections.

Line 24: Other Payables increased \$4.0 million from Medicare Cost Report reserves and reserves against the COVID-19 payments.

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	
	Jun-20		\$	%	Jun-20		\$	%
1 Gross Patient Revenue:								
2 Inpatient Routine	1,824,615	2,203,596	(378,981)	-17.2%	11,314,243	13,273,139	(1,958,896)	-14.8%
3 Inpatient Ancillary	1,581,854	1,650,676	(68,822)	-4.2%	10,524,600	10,796,805	(272,205)	-2.5%
4 Total Inpatient	3,406,469	3,854,272	(447,803)	-11.6%	21,838,843	24,069,944	(2,231,101)	-9.3%
5 Outpatient	5,043,248	6,973,882	(1,930,634)	-27.7%	30,734,382	40,742,861	(10,008,479)	-24.6%
6 Total Gross Patient Revenue	8,449,716	10,828,154	(2,378,438)	-22.0%	52,573,225	64,812,805	(12,239,580)	-18.9%
7 Contractual Expenses	5,340,290	6,554,724	1,214,434	18.5%	32,182,768	39,162,959	6,980,191	17.8%
8 Bad Debt Expense	123,765	250,174	126,409	50.5%	878,500	1,323,148	444,648	33.6%
9 Total Revenue Deductions	5,464,055	6,804,898	1,340,843	19.7%	33,061,268	40,486,107	7,424,839	18.3%
10 Net Patient Revenue	2,985,662	4,023,256	(1,037,594)	-25.8%	19,511,957	24,326,698	(4,814,741)	-19.8%
11 Other Revenue	930,124	417,032	513,092	123.0%	1,521,709	2,273,806	(752,097)	-33.1%
12 Total Operating Revenue	3,915,786	4,440,288	(524,502)	-11.8%	21,033,666	26,600,504	(5,566,838)	-20.9%
13 Operating Expense:								
14 Salaries & Wages	1,872,822	2,134,505	(261,683)	-12.3%	12,147,132	13,088,722	(941,590)	-7.2%
15 Benefits	670,411	816,213	(145,802)	-17.9%	4,679,112	5,199,134	(520,022)	-10.0%
16 Contract Labor	108,885	167,339	(58,454)	-34.9%	990,872	1,060,189	(69,317)	-6.5%
17 Medical Pro Fees	371,029	432,266	(61,237)	-14.2%	2,301,155	2,499,824	(198,669)	-7.9%
18 Other Professional Fees	69,410	18,182	51,228	281.7%	347,834	307,352	40,482	13.2%
19 Purchased Services	265,747	237,238	28,509	12.0%	1,922,415	1,449,653	472,762	32.6%
20 Supplies	296,895	737,226	(440,331)	-59.7%	3,587,312	4,588,320	(1,001,008)	-21.8%
21 Repairs & Maintenance	29,670	73,002	(43,332)	-59.4%	360,324	425,264	(64,940)	-15.3%
22 Rents & Leases	96,939	103,424	(6,485)	-6.3%	739,311	578,541	160,770	27.8%
23 Utilities	58,631	65,345	(6,714)	-10.3%	386,557	346,815	39,742	11.5%
24 Other Direct Expenses	147,744	113,564	34,180	30.1%	892,993	690,986	202,007	29.2%
25 Interest Expense	21,706	23,338	(1,632)	-7.0%	131,883	141,630	(9,747)	-6.9%
26 Depreciation & Amortization	206,253	209,253	(3,000)	-1.4%	1,252,520	1,255,518	(2,999)	-0.2%
27 Total Operating Expenses	4,216,142	5,130,895	(914,753)	-17.8%	29,739,418	31,631,948	(1,892,530)	-6.0%
28 Net Operating Income (Loss)	(300,356)	(690,607)	390,251	56.5%	(8,705,752)	(5,031,444)	(3,674,308)	-73.0%
29 Total Non-Operating	518,423	293,942	224,481	76.4%	9,669,863	7,524,591	2,145,272	28.5%
30 Revenue Over (Under) Expenses	218,067	(396,665)	614,732	155.0%	964,111	2,493,147	(1,529,036)	-61.3%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Net Position	218,067	(396,665)	614,732	155.0%	964,111	2,493,147	(1,529,036)	-61.3%

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 11: Other Revenue was over budget \$513 thousand due to the timing of supplemental funding payments from Medi-Cal. Other Revenue is under budget \$752 thousand for the year due to decreased supplemental funding and 340B drug revenues.

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

	MONTHLY				YEAR TO DATE			
	ACTUAL		Variance		ACTUAL		Variance	
	Jun-20	Jun-19	\$	%	Jun-20	Jun-19	\$	%
1 Gross Patient Revenue								
2 Inpatient Routine	1,824,615	1,913,111	(88,496)	-4.6%	11,314,243	11,929,948	(615,705)	-5.2%
3 Inpatient Ancillary	1,581,854	1,622,233	(40,379)	-2.5%	10,524,600	10,976,074	(451,474)	-4.1%
4 Total Inpatient	3,406,469	3,535,344	(128,875)	-3.6%	21,838,843	22,906,022	(1,067,179)	-4.7%
5 Outpatient	5,043,248	6,376,043	(1,332,795)	-20.9%	30,734,382	39,141,028	(8,406,646)	-21.5%
6 Total Gross Patient Revenue	8,449,716	9,911,387	(1,461,671)	-14.7%	52,573,225	62,047,050	(9,473,825)	-15.3%
7 Contractual Expenses	5,340,290	5,775,084	434,794	7.5%	32,182,768	36,588,462	4,405,694	12.0%
8 Bad Debt Expense	123,765	220,418	96,653	43.9%	878,500	1,234,227	355,727	28.8%
9 Total Revenue Deductions	5,464,055	5,995,502	531,447	8.9%	33,061,268	37,822,689	4,761,421	12.6%
10 Net Patient Revenue	2,985,662	3,915,885	(930,223)	-23.8%	19,511,957	24,224,360	(4,712,404)	-19.5%
11 Other Revenue	930,124	417,033	513,091	123.0%	1,521,709	1,973,809	(452,100)	-22.9%
12 Total Operating Revenue	3,915,786	4,332,918	(417,132)	-9.6%	21,033,666	26,198,170	(5,164,504)	-19.7%
13 Operating Expense:								
14 Salaries & Wages	1,872,822	2,008,359	(135,537)	-6.7%	12,147,132	11,798,056	349,077	3.0%
15 Benefits	670,411	735,024	(64,613)	-8.8%	4,679,112	4,881,684	(202,572)	-4.1%
16 Contract Labor	108,885	137,948	(29,063)	-21.1%	990,872	844,098	146,774	17.4%
17 Medical Pro Fees	371,029	428,365	(57,336)	-13.4%	2,301,155	2,492,022	(190,867)	-7.7%
18 Other Professional Fees	69,410	15,515	53,895	347.4%	347,834	291,349	56,484	19.4%
19 Purchased Services	265,747	215,634	50,114	23.2%	1,922,415	1,319,788	602,627	45.7%
20 Supplies	296,895	638,398	(341,504)	-53.5%	3,587,312	4,218,112	(630,800)	-15.0%
21 Repairs & Maintenance	29,670	67,554	(37,884)	-56.1%	360,324	393,421	(33,097)	-8.4%
22 Rents & Leases	96,939	103,324	(6,385)	-6.2%	739,311	577,924	161,387	27.9%
23 Utilities	58,631	63,438	(4,807)	-7.6%	386,557	335,426	51,131	15.2%
24 Other Direct Expenses	147,744	113,561	34,183	30.1%	892,993	690,980	202,013	29.2%
25 Interest Expense	21,706	23,338	(1,632)	-7.0%	131,883	141,630	(9,747)	-6.9%
26 Depreciation & Amortization	206,253	209,167	(2,914)	-1.4%	1,252,520	1,255,002	(2,483)	-0.2%
27 Total Operating Expenses	4,216,142	4,759,625	(543,483)	-11.4%	29,739,418	29,239,493	499,926	1.7%
28 Net Operating Income (Loss)	(300,356)	(426,707)	126,351	29.6%	(8,705,752)	(3,041,323)	(5,664,430)	-186.2%
29 Total Non-Operating	518,423	293,942	224,480	76.4%	9,669,863	7,274,591	2,395,272	32.9%
30 Revenue Over (Under) Expenses	218,067	(132,765)	350,831	264.3%	964,111	4,233,269	(3,269,158)	77.2%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Net Position	218,067	(132,765)	350,831	264.3%	964,111	4,233,269	(3,269,158)	77.2%

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 was up \$513 thousand for the month and down \$452 thousand for the year due to the quarterly Medi-Cal Hospital Quality Assurance Fee payments and the supplemental outpatient funding payments from Medi-Cal as previously discussed, as well as decreases in 340B.

Lines 14 and 15: Salaries & Wages were up \$349 thousand for the year. The primary reasons were the lump sum salary adjustments and wage increases in December. Benefits were down \$203 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 \$50 thousand for the month and \$603 thousand for the year primarily due to the outsourcing of patient billing and expenses in support of the planned affiliation.

**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	127.69	73.28	54.41	74.26%	60.00	67.69	112.82%	108.96	72.28	36.67	50.74%	60.00	48.96	81.59%
2 Gross Days Revenue in Accounts Receivable	101.38	94.47	6.90	7.31%	60.00	41.38	68.97%	98.85	91.55	7.30	7.97%	60.00	38.85	64.75%
3 Net Days Revenue in Accounts Receivable	54.88	64.18	(9.30)	-14.49%	40.00	14.88	37.20%	50.94	62.94	(11.99)	-19.05%	40.00	10.94	27.36%
4 Days Expense In Accounts Payable	11.54	15.88	(4.34)	-27.35%	25.00	(13.46)	-53.84%	9.85	15.67	(5.82)	-37.15%	25.00	(15.15)	-60.61%
5 Case Mix														
6 Medicare	1.4541	1.2136	0.2405	19.82%	1.0000	0.4541	45.41%	1.4102	1.2463	0.1639	13.15%	1.0000	0.4102	41.02%
7 All Payers	1.2885	1.2594	0.0291	2.31%	1.0000	0.2885	28.85%	1.3711	1.2897	0.0814	6.31%	1.0000	0.3711	37.11%
8 Patient Days														
9 Med/Surg	107	150	(43)	-28.67%	152	(45)	-29.61%	713	834	(121)	-14.51%	917	(204)	-22.25%
10 ICU	14	27	(13)	-48.15%	23	(9)	-39.13%	175	267	(92)	-34.46%	196	(21)	-10.71%
11 Swing	18	30	(12)	-40.00%	30	(12)	-40.00%	178	341	(163)	-47.80%	323	(145)	-44.89%
12 Sub-Acute	502	478	24	5.02%	478	24	5.02%	2,945	2,927	18	0.61%	2,927	18	0.61%
13 Patient Admissions														
14 Med/Surg	38	58	(20)	-34.48%	51	(13)	-25.00%	236	306	(70)	-22.88%	306	(70)	-22.79%
15 ICU	5	9	(4)	-44.44%	8	(3)	-34.78%	45	72	(27)	-37.50%	65	(20)	-31.12%
16 Swing	5	7	(2)	-28.57%	8	(3)	-33.33%	26	50	(24)	-48.00%	81	(55)	-67.80%
17 Sub-Acute	0	3	(3)	0.00%	1	(1)	-100.00%	1	6	(5)	-83.33%	8	(7)	0.00%
18 Average Length of Stay														
19 Med/Surg	2.80	4.50	(1.70)	-37.78%	3.00	(0.20)	-6.67%	2.90	4.60	(1.70)	-37.00%	3.00	(0.10)	-3.33%
20 ICU	2.00	2.60	(0.60)	-23.08%	3.00	(1.00)	-33.33%	4.20	2.57	1.63	63.17%	3.00	1.20	40.00%
21 Swing	4.50	3.80	0.70	18.42%	4.00	0.50	12.50%	6.80	5.88	0.92	15.66%	4.00	2.80	70.00%
22 Average Daily Census														
23 Med/Surg	3.57	5.00	(1.43)	-28.67%	5.07	(1.50)	-29.61%	3.92	4.58	(0.66)	-14.51%	5.07	(1.15)	-22.68%
24 ICU	0.47	0.90	(0.43)	-48.15%	0.77	(0.30)	-39.13%	0.96	1.47	(0.51)	-34.46%	0.77	0.19	25.42%
25 Swing	0.60	1.00	(0.40)	-40.00%	1.00	(0.40)	-40.00%	0.98	1.87	(0.90)	-47.80%	1.00	(0.02)	-2.20%
26 Sub-Acute	16.73	15.93	0.80	5.02%	15.93	0.80	5.02%	16.18	16.08	0.10	0.61%	15.93	0.25	1.56%
27 Compensation Ratio	89%	74%	15%	20.72%	60%	29%	48.05%	91%	72%	19%	26.23%	60%	31%	52.19%
28 Total Surgeries	203	319	(116)	-36.36%	323	(120)	-37.15%	1,073	1,964	(891)	-45.37%	1,818	(745)	-40.98%
29 Total Outpatient Visits	3,277	3,655	(378)	-10.34%	4,107	(830)	-20.21%	18,944	22,775	(3,831)	-16.82%	24,965	(6,021)	-24.12%
30 Total Clinic Visits	1,298	981	317	32.31%	1,281	17	1.33%	7,049	6,428	621	9.66%	8,224	(1,175)	-14.29%
31 Total ER Visits	544	754	(210)	-27.85%	761	(217)	-28.52%	3,497	4,348	(851)	-19.57%	4,338	(841)	-19.39%

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 54 days for the month and 37 days for the year primarily due to the COVID-19 stimulus payments and Kincade Fire insurance settlements.

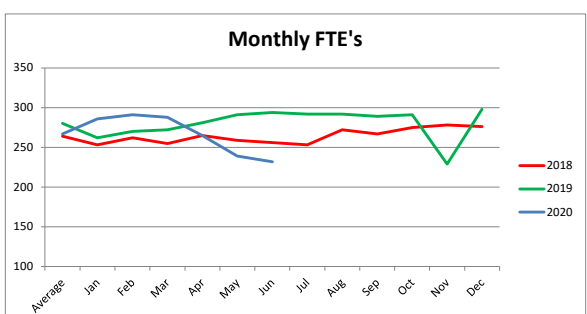
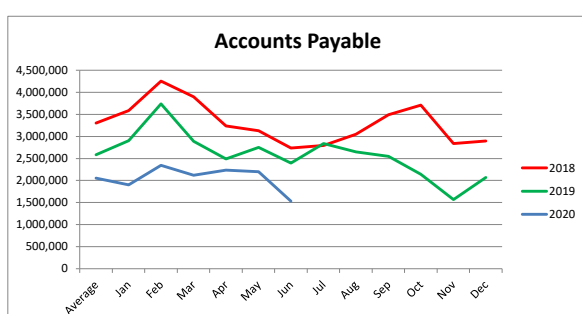
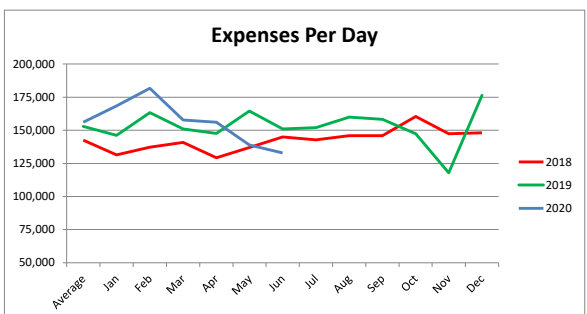
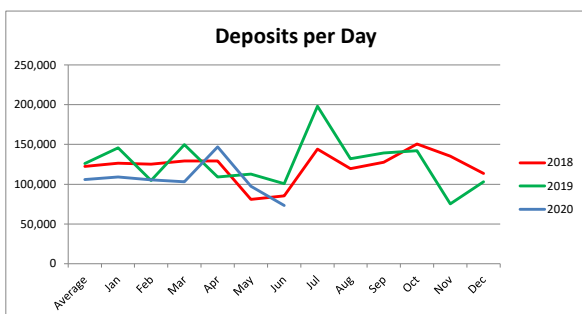
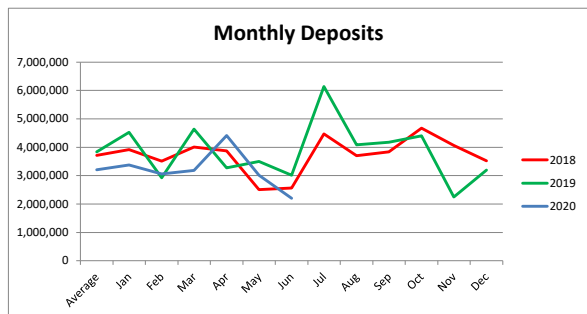
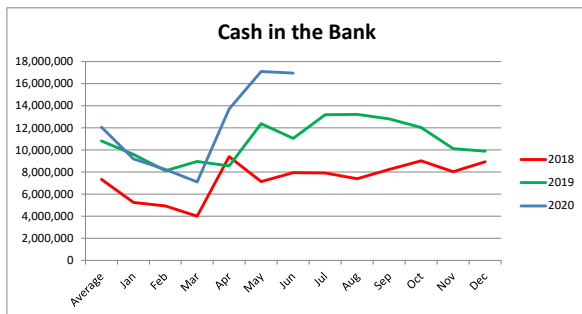
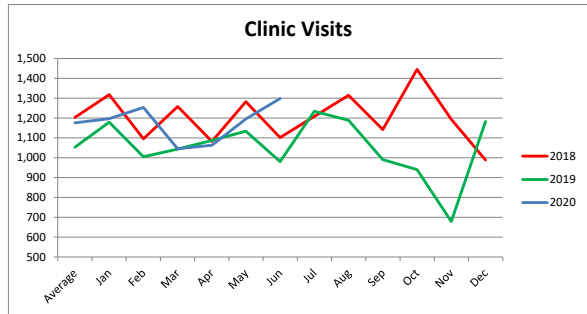
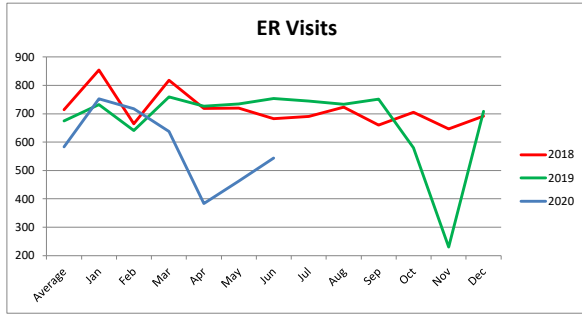
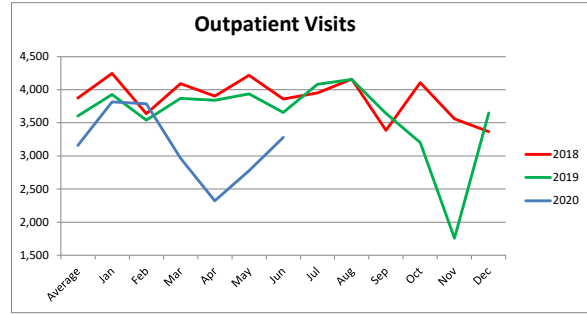
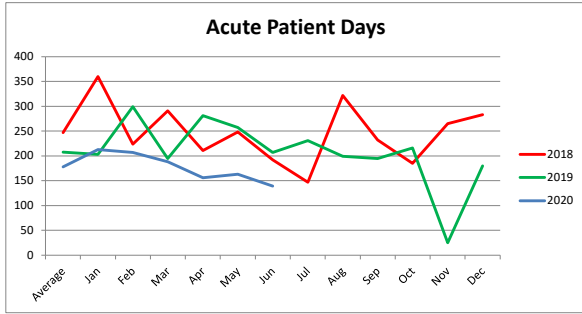
Line 3: Net Days Revenue in Accounts Receivable is down for the year primarily due to declining patient revenues.

Line 30: Total Outpatient Visits were down from the prior month and year, and short of the yearly goal by 6,000 visits, primarily due to the adverse impact of COVID-19. Increases in clinics visits (HPG and Specialty Medical decreases offset by increases in Behavioral Health and the new clinic in Sebastopol) were slightly offset by significant decreases in Surgeries, ER Visits, Radiology, Wound Care, Lab and Rehab.

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)**

