

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

	Monthly			Year to Date		
	Jul/2020	Jul/2019	Budget 2020	Jul/2020	Jul/2019	Budget 2020
Net Operating Income (Loss)	(1,140,598)	(643,249)	(879,271)	(9,846,350)	(3,684,572)	(5,910,715)
Increase(Decrease) in Net Position	(403,355)	(351,733)	(587,755)	560,756	3,881,535	1,905,392

CFO SUMMARY

July 2020 Results

Net Patient Revenue

The most significant impact on net patient revenue in July 2020 was the impact of COVID-19. Year-to-date net patient revenue is down \$5.5 million (19%) and is under budget by \$5.7 million (20%).

Operating Margin

The Operating Margin for July 2020 was -33%, deterioration from -15% in July 2019. The \$1.14 million operating loss in July was close to the average monthly operating loss for the first seven months of 2020 (\$1.41 million). July was the second consecutive month that operating losses were less than the yearly average.

Expense increases year-over-year were experienced in Salaries (2%), Contract Labor (15%), Other Professional Fees (26%), Purchased Services (43%), Rents and Leases (27%) and Other Expenses (30%). There was an improvement in Supplies (-20%) thanks to the improvement in management of surgical implants. The Surgery Department, Medical Providers, the Patient Access Department and the Materials Management Department have worked together to accomplish this savings.

Days Cash on Hand

Days Cash on Hand is 106 days for the month of July, down from 128 days in June. The decrease in Unrestricted and Board Designated Operating Cash was \$2 million from June to July, the second largest monthly decrease in the past 7 ½ years (May 2018 \$2.2 million).

Up-Front Cash Collections

\$16 thousand was collected in total from 3,375 outpatient visits including Clinics. The organizational goal is \$40 thousand. \$40 was collected at HPG from 700 visits.

Compensation Ratio

This efficiency measure significantly increased (83% vs. 69%) to the same month year-over-year and is well short of the goal of 60%. That said, this ratio continues to improve and is down from 89% in June.

Other Statistics

	<u>July 2020</u>	<u>July 2019</u>
Surgeries	137	283
Outpatient visits	3,375	4,080
Clinic visits	1,301	1,234
ER visits	584	745

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

	This Month Jul-31-2020	Last Month Jun-30-2020	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalents				
3 Unrestricted	13,364,827	15,309,904	(1,945,077)	-12.7%
4 Board Designated	1,656,000	1,665,000	(9,000)	-0.5%
5 Restricted	3,686,998	3,665,257	21,741	0.6%
6 Accounts Receivable				
7 Gross	30,031,230	28,554,149	1,477,082	5.2%
8 Reserves	(23,559,862)	(23,092,418)	(467,443)	2.0%
9 Net Accounts Receivable	6,471,369	5,461,730	1,009,638	18.5%
10 Other Accounts Receivable	2,368,621	1,854,686	513,935	27.7%
11 Inventory	806,320	805,187	1,133	0.1%
12 Pre-Paid Expenses	373,658	351,482	22,176	6.3%
13 Total Current Assets	28,727,793	29,113,246	(385,453)	-1.3%
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	1,343,612	1,073,641	269,972	25.1%
18 Depreciation	(18,907,364)	(18,698,111)	(209,253)	-1.1%
19 Total Property & Equip.	9,344,248	9,283,530	60,718	0.7%
20 Investments & Long-Term Assets	128,617	128,617	0	0.0%
21 Total Assets	38,200,658	38,525,393	(324,735)	-0.8%
22 Liabilities				
23 Vendor AP	1,346,468	1,534,116	(187,648)	-12.2%
24 Other Payables	6,912,573	6,921,573	(9,000)	-0.1%
25 Accrued Payroll, Taxes & Benefits	2,859,762	2,606,659	253,103	9.7%
26 Other Current Liabilities	774,801	752,636	22,165	2.9%
27 Total Current Liabilities	11,893,604	11,814,984	78,620	0.7%
28 Long-Term Liabilities	10,088,000	10,088,000	0	0.0%
29 Total Liabilities	21,981,604	21,902,984	78,620	0.4%
30 Net Position				
31 Prior Year Earnings	15,658,298	15,658,298	0	0.0%
32 Current Earnings	560,756	964,111	(403,355)	-41.8%
33 Total Net Position	16,219,054	16,622,409	(403,355)	-2.4%
34 Total Liabilities & Net Position	38,200,658	38,525,393	(324,735)	-0.8%

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

Lines 3 and 4: Unrestricted and Board Designated Cash and Cash Equivalents decreased \$2 million. In addition to losses from operations, the Hospital funded the PRIME IGT in the amount of \$300 thousand. \$600 thousand from PRIME is expected to be received in September. An increase in Net Accounts Receivable from delayed payments, largely for Partnership SubAcute claims, also contributed to the cash decrease. Current cash flow projections anticipate that we have sufficient amounts to sustain operations through to the next significant cycle of IGT funding in April/May 2021.

Lines 6- 9: Nets Accounts Receivable increased \$1 million primarily due to amounts outstanding from SubAcute as described above.

Line 10: Other Accounts Receivable increased \$514 thousand due to the funding of the PRIME IGT discussed above as well as the monthly accrual of parcel taxes.

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

	This Fiscal Year Jul-31-2020	Last Fiscal Year Jul-31-2019	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalents				
3 Unrestricted	13,364,827	11,552,816	1,812,011	15.7%
4 Board Designated	1,656,000	1,638,000	18,000	1.1%
5 Restricted	3,686,998	4,467,883	(780,886)	-17.5%
6 Accounts Receivable				
7 Gross	30,031,230	27,490,131	2,541,100	9.2%
8 Reserves	(23,559,862)	(21,034,354)	(2,525,507)	-12.0%
9 Net Accounts Receivable	6,471,369	6,455,776	15,592	0.2%
10 Other Accounts Receivable	2,368,621	2,046,823	321,798	15.7%
11 Inventory	806,320	799,989	6,331	0.8%
12 Pre-Paid Expenses	373,658	342,847	30,811	9.0%
13 Total Current Assets	28,727,793	27,304,135	1,423,658	5.2%
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	1,343,612	2,134,615	(791,003)	-37.1%
18 Depreciation	(18,907,364)	(17,274,165)	(1,633,199)	9.5%
19 Total Property & Equip.	9,344,248	9,874,345	(530,097)	-5.4%
20 Investments & Long-term Assets	128,617	113,182	15,435	13.6%
21 Total Assets	38,200,658	37,291,662	908,997	2.4%
22 Liabilities				
23 Vendor AP	1,346,468	2,839,242	(1,492,774)	-52.6%
24 Other Payables	6,912,573	2,876,444	4,036,129	140.3%
25 Accrued Payroll, Taxes & Benefits	2,859,762	2,369,596	490,167	20.7%
26 Other Current Liabilities	774,801	726,782	48,019	6.6%
27 Total Current Liabilities	11,893,604	8,812,064	3,081,540	35.0%
28 Long Term Liabilities	10,088,000	11,343,000	(1,255,000)	-11.1%
29 Total Liabilities	21,981,604	20,155,064	1,826,540	9.1%
30 Net Position				
31 Prior Year Earnings	15,658,298	13,255,062	2,403,235	18.1%
32 Current Earnings	560,756	3,881,535	(3,320,779)	-85.6%
33 Total Net Position	16,219,054	17,136,598	(917,544)	-5.4%
34 Total Liabilities & Net Position	38,200,658	37,291,662	908,997	2.4%

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

Line 3: Unrestricted Cash and Cash Equivalents increased \$1.8 million due to COVID-19 stimulus payments and Kincade Fire insurance payments.

Line 5: Restricted Cash and Cash Equivalents were down \$781 thousand due to the drawdown of the funds from the OPUS Bank account restricted for capital.

Line 24: Other Payables increased \$4.0 million from Medicare Cost Report reserves and reserves against the COVID-19 stimulus 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	
	Jul-20		\$	%	Jul-20		\$	%
1 Gross Patient Revenue:								
2 Inpatient Routine	2,328,945	2,562,539	(233,594)	-9.1%	13,643,188	15,835,678	(2,192,490)	-13.8%
3 Inpatient Ancillary	2,236,068	2,007,380	228,688	11.4%	12,760,668	12,804,185	(43,517)	-0.3%
4 Total Inpatient	4,565,013	4,569,919	(4,906)	-0.1%	26,403,856	28,639,863	(2,236,007)	-7.8%
5 Outpatient	5,728,042	7,090,439	(1,362,397)	-19.2%	36,462,423	47,833,300	(11,370,877)	-23.8%
6 Total Gross Patient Revenue	10,293,054	11,660,358	(1,367,304)	-11.7%	62,866,279	76,473,163	(13,606,884)	-17.8%
7 Contractual Expenses	6,724,465	7,073,433	348,968	4.9%	38,907,233	46,236,392	7,329,159	15.9%
8 Bad Debt Expense	146,167	251,481	105,314	41.9%	1,024,667	1,574,629	549,962	34.9%
9 Total Revenue Deductions	6,870,631	7,324,914	454,283	6.2%	39,931,900	47,811,021	7,879,121	16.5%
10 Net Patient Revenue	3,422,423	4,335,444	(913,021)	-21.1%	22,934,380	28,662,142	(5,727,762)	-20.0%
11 Other Revenue	61,230	117,844	(56,614)	-48.0%	1,582,940	2,391,650	(808,710)	-33.8%
12 Total Operating Revenue	3,483,653	4,453,288	(969,635)	-21.8%	24,517,319	31,053,792	(6,536,473)	-21.0%
13 Operating Expense:								
14 Salaries & Wages	1,995,077	2,134,516	(139,439)	-6.5%	14,142,209	15,223,238	(1,081,029)	-7.1%
15 Benefits	749,235	813,799	(64,564)	-7.9%	5,427,480	6,012,933	(585,453)	-9.7%
16 Contract Labor	90,323	155,405	(65,082)	-41.9%	1,111,017	1,215,594	(104,577)	-8.6%
17 Medical Pro Fees	386,573	454,457	(67,884)	-14.9%	2,687,728	2,954,281	(266,553)	-9.0%
18 Other Professional Fees	87,372	25,671	61,701	240.4%	395,541	333,023	62,518	18.8%
19 Purchased Services	319,678	279,984	39,694	14.2%	2,251,936	1,729,637	522,299	30.2%
20 Supplies	405,342	900,443	(495,101)	-55.0%	3,993,521	5,488,763	(1,495,242)	-27.2%
21 Repairs & Maintenance	55,912	88,601	(32,689)	-36.9%	419,712	513,865	(94,153)	-18.3%
22 Rents & Leases	122,357	103,361	18,996	18.4%	861,668	681,902	179,766	26.4%
23 Utilities	59,464	56,506	2,958	5.2%	446,021	403,321	42,700	10.6%
24 Other Direct Expenses	121,959	87,225	34,734	39.8%	1,011,475	778,211	233,264	30.0%
25 Interest Expense	21,706	23,338	(1,632)	-7.0%	153,589	164,968	(11,379)	-6.9%
26 Depreciation & Amortization	209,253	209,253	0	0.0%	1,461,773	1,464,771	(2,998)	-0.2%
27 Total Operating Expenses	4,624,251	5,332,559	(708,308)	-13.3%	34,363,669	36,964,507	(2,600,838)	-7.0%
28 Net Operating Income (Loss)	(1,140,598)	(879,271)	(261,327)	-29.7%	(9,846,350)	(5,910,715)	(3,935,635)	-66.6%
29 Total Non-Operating	737,243	291,516	445,727	152.9%	10,407,106	7,816,107	2,590,999	33.1%
30 Revenue Over (Under) Expenses	(403,355)	(587,755)	184,400	31.4%	560,756	1,905,392	(1,344,636)	-70.6%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Net Position	(403,355)	(587,755)	184,400	31.4%	560,756	1,905,392	(1,344,636)	-70.6%

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 29: Total Non-Operating was over budget \$446 thousand for the month due to the receipt of the close out settlement for the Kincade Fire insurance claim and over budget \$2.6 million for the year due Kincade Fire insurance settlements and COVID-19 stimulus payments.

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

	MONTHLY				YEAR TO DATE			
	ACTUAL		Variance		ACTUAL		Variance	
	Jul-20	Jul-19	\$	%	Jul-20	Jul-19	\$	%
1 Gross Patient Revenue								
2 Inpatient Routine	2,328,945	1,994,886	334,059	16.7%	13,643,188	13,924,834	(281,646)	-2.0%
3 Inpatient Ancillary	2,236,068	2,160,310	75,758	3.5%	12,760,668	13,136,384	(375,716)	-2.9%
4 Total Inpatient	4,565,013	4,155,196	409,817	9.9%	26,403,856	27,061,218	(657,362)	-2.4%
5 Outpatient	5,728,042	6,478,964	(750,923)	-11.6%	36,462,423	45,619,992	(9,157,569)	-20.1%
6 Total Gross Patient Revenue	10,293,054	10,634,160	(341,106)	-3.2%	62,866,279	72,681,210	(9,814,931)	-13.5%
7 Contractual Expenses	6,724,465	6,232,098	(492,367)	-7.9%	38,907,233	42,820,560	3,913,328	9.1%
8 Bad Debt Expense	146,167	221,569	75,402	34.0%	1,024,667	1,455,796	431,129	29.6%
9 Total Revenue Deductions	6,870,631	6,453,667	(416,965)	-6.5%	39,931,900	44,276,356	4,344,456	9.8%
10 Net Patient Revenue	3,422,423	4,180,494	(758,071)	-18.1%	22,934,380	28,404,854	(5,470,475)	-19.3%
11 Other Revenue	61,230	117,845	(56,615)	-48.0%	1,582,940	2,091,654	(508,715)	-24.3%
12 Total Operating Revenue	3,483,653	4,298,339	(814,686)	-19.0%	24,517,319	30,496,509	(5,979,189)	-19.6%
13 Operating Expense:								
14 Salaries & Wages	1,995,077	2,033,481	(38,405)	-1.9%	14,142,209	13,831,537	310,672	2.2%
15 Benefits	749,235	724,142	25,092	3.5%	5,427,480	5,605,826	(178,346)	-3.2%
16 Contract Labor	90,323	126,014	(35,691)	-28.3%	1,111,017	970,112	140,905	14.5%
17 Medical Pro Fees	386,573	450,556	(63,983)	-14.2%	2,687,728	2,942,578	(254,850)	-8.7%
18 Other Professional Fees	87,372	23,004	64,367	279.8%	395,541	314,354	81,187	25.8%
19 Purchased Services	319,678	257,240	62,439	24.3%	2,251,936	1,577,028	674,908	42.8%
20 Supplies	405,342	767,352	(362,010)	-47.2%	3,993,521	4,985,464	(991,944)	-19.9%
21 Repairs & Maintenance	55,912	81,958	(26,045)	-31.8%	419,712	475,378	(55,666)	-11.7%
22 Rents & Leases	122,357	103,259	19,098	18.5%	861,668	681,184	180,484	26.5%
23 Utilities	59,464	54,855	4,609	8.4%	446,021	390,281	55,739	14.3%
24 Other Direct Expenses	121,959	87,221	34,738	39.8%	1,011,475	778,201	233,274	30.0%
25 Interest Expense	21,706	23,338	(1,632)	-7.0%	153,589	164,968	(11,379)	-6.9%
26 Depreciation & Amortization	209,253	209,167	86	0.0%	1,461,773	1,464,169	(2,396)	-0.2%
27 Total Operating Expenses	4,624,251	4,941,588	(317,337)	-6.4%	34,363,669	34,181,081	182,589	0.5%
28 Net Operating Income (Loss)	(1,140,598)	(643,249)	(497,348)	-77.3%	(9,846,350)	(3,684,572)	(6,161,778)	-167.2%
29 Total Non-Operating	737,243	291,516	445,727	152.9%	10,407,106	7,566,107	2,840,999	37.5%
30 Revenue Over (Under) Expenses	(403,355)	(351,733)	(51,621)	-14.7%	560,756	3,881,535	(3,320,779)	85.6%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Net Position	(403,355)	(351,733)	(51,621)	-14.7%	560,756	3,881,535	(3,320,779)	85.6%

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.

Total Operating Revenues for the year were down \$6 million. Operating Expenses for the year were up \$183 thousand. The effects of the operating losses have been slightly offset by an increase in Total Non-Operating of \$2.8 million due to COVID-19 stimulus payments and Kincade Fire insurance settlements. Overall, the bottom line for the Hospital is down \$3.3 million from the prior year.

**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	105.99	86.84	19.15	22.06%	60.00	45.99	76.65%	97.70	86.31	11.39	13.19%	60.00	37.70	62.83%
2 Gross Days Revenue in Accounts Receivable	90.45	80.14	10.31	12.86%	60.00	30.45	50.74%	101.75	80.56	21.19	26.30%	60.00	41.75	69.58%
3 Net Days Revenue in Accounts Receivable	58.62	47.87	10.74	22.45%	40.00	18.62	46.54%	60.10	48.41	11.69	24.15%	40.00	20.10	50.25%
4 Days Expense In Accounts Payable	9.50	18.69	(9.19)	-49.17%	25.00	(15.50)	-62.00%	8.76	18.58	(9.82)	-52.86%	25.00	(16.24)	-64.97%
5 Case Mix														
6 Medicare	1.4888	1.339	0.1498	11.19%	1.0000	0.4888	48.88%	1.4192	1.2583	0.1609	12.79%	1.0000	0.4192	41.92%
7 All Payors	1.4698	1.3437	0.1261	9.38%	1.0000	0.4698	46.98%	1.3863	1.2975	0.0888	6.84%	1.0000	0.3863	38.63%
8 Patient Days														
9 Med/Surg	154	131	23	17.56%	143	11	7.69%	867	965	(98)	-10.16%	1,060	(193)	-18.21%
10 ICU	73	47	26	55.32%	35	38	108.57%	248	314	(66)	-21.02%	231	17	7.36%
11 Swing	19	53	(34)	-64.15%	53	(34)	-64.15%	197	394	(197)	-50.00%	376	(179)	-47.61%
12 Sub-Acute	523	476	47	9.87%	476	47	9.87%	3,468	3,403	65	1.91%	3,403	65	1.91%
13 Patient Admissions														
14 Med/Surg	49	53	(4)	-7.55%	48	1	2.80%	285	359	(74)	-20.61%	353	(68)	-19.34%
15 ICU	10	9	1	11.11%	12	(2)	-14.29%	55	81	(26)	-32.10%	77	(22)	-28.57%
16 Swing	4	12	(8)	-66.67%	13	(9)	-69.81%	30	62	(32)	-51.61%	94	(64)	-68.09%
17 Sub-Acute	0	0	0	0.00%	1	(1)	-100.00%	1	6	(5)	-83.33%	9	(8)	0.00%
18 Average Length of Stay														
19 Med/Surg	3.50	4.30	(0.80)	-18.60%	3.00	0.50	16.67%	2.98	4.55	(1.57)	-34.53%	3.00	(0.02)	-0.69%
20 ICU	7.30	2.40	4.90	204.17%	3.00	4.30	143.33%	4.77	2.55	2.22	87.31%	3.00	1.77	58.97%
21 Swing	3.80	4.10	(0.30)	-7.32%	4.00	(0.20)	-5.00%	6.35	5.55	0.81	14.52%	4.00	2.35	58.87%
22 Average Daily Census														
23 Med/Surg	4.97	4.23	0.74	17.56%	4.61	0.35	7.69%	4.07	4.53	(0.46)	-10.16%	4.61	(0.54)	-11.76%
24 ICU	2.35	1.52	0.84	55.32%	1.13	1.23	108.57%	1.16	1.47	(0.31)	-21.02%	1.13	0.04	3.13%
25 Swing	0.61	1.71	(1.10)	-64.15%	1.71	(1.10)	-64.15%	0.92	1.85	(0.92)	-50.00%	1.71	(0.78)	-45.90%
26 Sub-Acute	16.87	15.35	1.52	9.87%	15.35	1.52	9.87%	16.28	15.98	0.31	1.91%	15.35	0.93	6.04%
27 Compensation Ratio	83%	69%	14%	20.07%	60%	23%	38.04%	90%	72%	18%	25.51%	60%	30%	50.29%
28 Total Surgeries	137	283	(146)	-51.59%	281	(144)	-51.25%	1,210	2,247	(1,037)	-46.15%	2,099	(889)	-42.35%
29 Total Outpatient Visits	3,375	4,080	(705)	-17.28%	4,391	(1,016)	-23.14%	22,319	26,855	(4,536)	-16.89%	29,356	(7,037)	-23.97%
30 Total Clinic Visits	1,301	1,234	67	5.43%	1,524	(223)	-14.63%	8,350	7,662	688	8.98%	9,748	(1,398)	-14.34%
31 Total ER Visits	584	745	(161)	-21.61%	720	(136)	-18.89%	4,081	5,093	(1,012)	-19.87%	5,058	(977)	-19.32%

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 19 days for the month and 11 days for the year primarily due to the COVID-19 stimulus payments and Kincade Fire insurance settlements. The monthly improvement year-over-year is also attributable to decreased operating expenses.

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

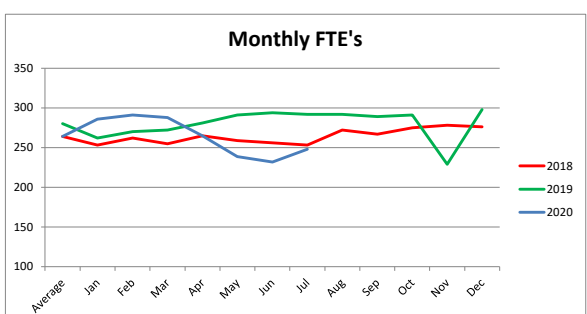
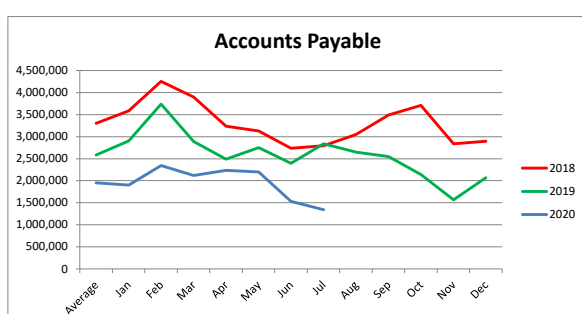
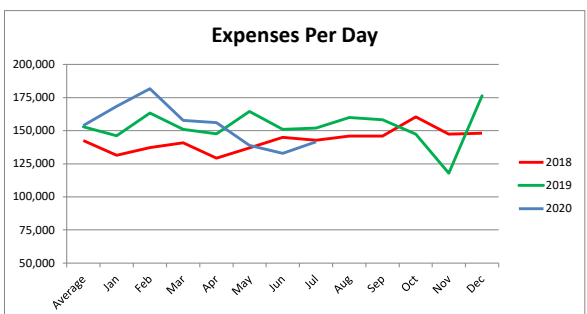
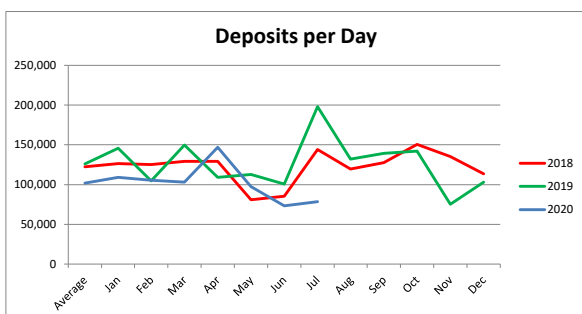
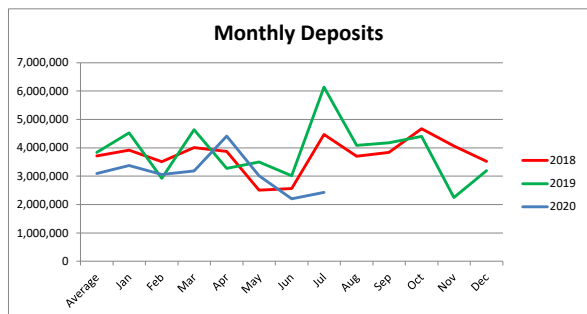
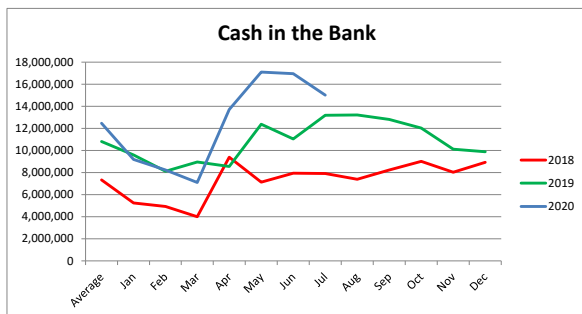
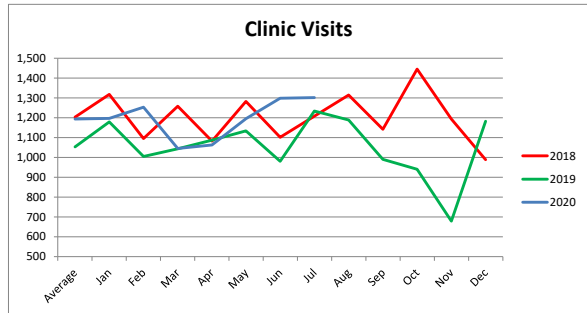
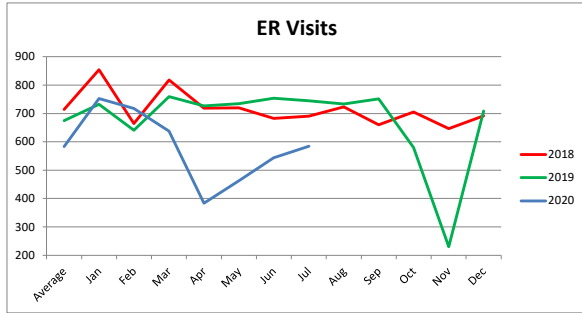
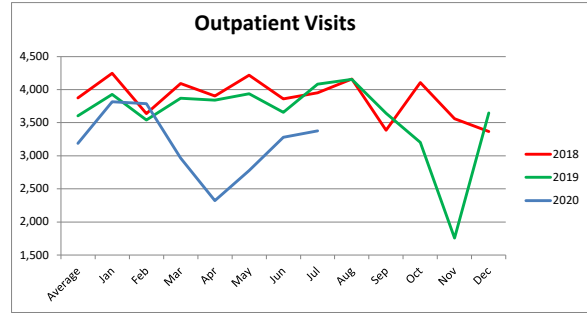
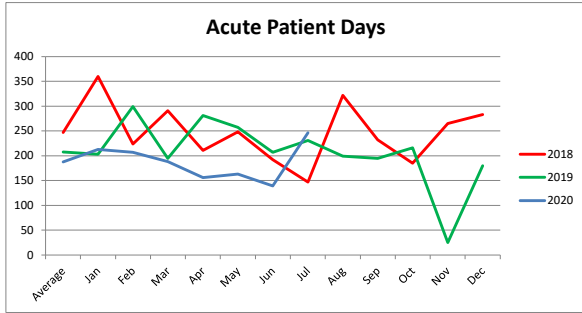
Line 4: Days Expense in Accounts Payable is down 49% for the prior year month and 53% for the prior year due to a concerted effort to pay vendors timely and the write-off of a \$300 liability from Cerner for a disputed E.H.R project.

Line 30: Total Outpatient Visits were down from the prior month and year, and short of the yearly goal by 7,000 visits, primarily due to the adverse impact of COVID-19. Increases in clinics visits 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)**

