

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

	Monthly			Year to Date		
	Sep/2020	Sep/2019	Budget 2020	Sep/2020	Sep/2019	Budget 2020
Net Operating Income (Loss)	(110,030)	(799,991)	(847,659)	(10,975,112)	(5,170,940)	(7,345,636)
Increase(Decrease) in Net Position	573,428	(466,994)	(514,662)	803,819	3,022,512	1,097,816

CFO SUMMARY

September 2020 Results

Net Patient Revenue

The most significant impact on Net Patient Revenue in both the month of and year to date month ended September 2020 was the COVID-19 Pandemic. Year-to-date net patient revenue is down \$6.5 million (18%) and is under budget by \$7.5 million (20%).

Operating Margin

The Operating Margin for September 2020 was -3% compared with -28% in August 2020. The operating margin is the best monthly result going back for at least three years. September was the fourth consecutive month with an operating loss better than the monthly average in 2020. The three main factors contributing to the significant improvement in operating margin:

- 1) Operating expenses being the second lowest of the year \$4.3 million;
- 2) \$287 thousand in supplemental funding from Medi-Cal included in other operating revenue; and,
- 3) Continued improvements in collections on patient and third party accounts.

The highest monthly operating losses for the month of September, before overhead allocation, are in the following departments:

- 1) Specialty Medical Services (SMS)/Orthopedics: \$106 thousand;
- 2) Primary Care (HPG): \$74 thousand; and,
- 3) Lab: \$71 thousand.

The total combination of these three departments represents an annualized operating loss of \$3.0 million. These departments are consistently the highest departmental losses.

Expense increases year- over-year on a nine months ended September 2020 basis in the following categories:

Contract Labor;
Other Professional Fees
Purchased Services;
Rents;
Utilities; and,
Other Direct Expenses

Contract Labor increased 11%, primarily in Lab, Accounting & Finance, Agency Nursing in Med/Surg, and Revenue Cycle.

Other Professional Fees increased 40% and are primarily in Orthopedics, Legal, Accounting and Revenue Cycle.

Purchased Services increased 43%. This category includes fees paid to Pharmacists and Therapists, Consultants, IT and HIM service contracts, etc. The largest increases were HRG Outsourcing of Billing, Due Diligence, Orthopedic Clinic Credentialing and Billing, Community Relations and Marketing, Reference Lab and Various IT Projects.

Rents and Leases increased 26% due in part to expansion into Sebastopol and additional locations including but not limited to six self-storage units and various technology and equipment leases.

Other Expenses increased 24%. This category includes Insurance, Licenses, Infectious Waste, Phones, Dues, Training, Travel and Recruiting.

Several areas have decreases in expenses (Salaries, Benefits, Supplies, Medical Pro Fees, Repairs and Maintenance and Interest.

Salaries decreased 0.2%. We have struggled to reduce staff even though volume of activity is lower. The 8 departments with the largest Salary increases are:

- Specialty Medical Services/Orthopedic
- HPG Primary Care
- Quality and Risk Management
- Subacute
- Infection Control
- MRI
- Respiratory Therapy
- Materials/Purchasing

The three departments with the largest reductions in Salaries expense are:

- Laboratory
- Patient Accounting
- Education

Benefits expense decreased 9% due to a decrease in self-insured health plan costs from a lower number and lower acuity of claims, and decreases in PTO.

There was an improvement in Supplies of 27% thanks to the improvement in management of surgical implants.

The Surgery Department, Surgical/Medical Providers, the Patient Access Department and the Materials Management Department have worked together to accomplish this savings. Along with staff reductions in Surgery, the change in Implant Policy contributes to the fifth consecutive month of profit in the Surgery department and this is the first time ever.

Days Cash on Hand

Days Cash on Hand is 125 days for the month of September which is an increase from the 109 days in August. This is above the goal of 90 and is the second best month of 2020 to date. Operating losses diminished while cash collections improved. Cash collections as a percentage of Net Revenue was 127% in September and this is the highest since the evacuation month of November 2019. This is also presented in the HRG report for the month.

Up-Front Cash Collections

\$23 thousand was collected in total from 3,273 outpatient visits including Clinics, for an average visit collection of \$7.03. The organizational goal is \$40 thousand. \$2.5 thousand was collected at HPG from 541 visits, for an average of \$4.60 per visit.

Compensation Ratio

This efficiency measure increased (61%) is the best in at least three years and is very close to the target of 60%. Full time equivalents improved to 244 and are the fifth best monthly count since January 2017.

Non-Operating Revenue

CARES Funding received to date exceeds \$5.5 million, 60% of which has been reserved. In addition, we are working on a FEMA grant which relates to payroll and non-payroll costs associated with the Pandemic. Kincade Fire insurance proceeds exceeded \$3.5 million but resulted in an increase in the Wildfire deductible to \$5 million under the new insurance policy. Parcel Tax Revenue continues to be at a \$3.5 million annual total. IGT Revenue year to date is \$5.8M. The Total non-operating revenue year to date is \$11.8M.

Other Statistics

	<u>September 2020</u>	<u>September 2019</u>
Surgeries	193	361
Outpatient visits	3,273	3,643
Primary Care Clinic visits	541	571
CT Scan	215	270
MRI	71	66
Physical Therapy OP	1,072	953
Wound Care	327	386
Women's Clinic	76	69
ER visits	559	752

Comments

Surgeries are the fourth highest in 2020.

HPG visits are the lowest since the evacuation month of November 2019.

Women's Health Visits averaged 3 per weekday.

ER visits are the fourth best in 2020.

Ongoing Projects:

1. Two new bank accounts for NSCHD post-closing
2. Premier Benchmarking and Productivity
3. Budgeting for NSCHD post-closing
4. Budgeting for Healdsburg Hospital post-closing
5. Moving Dr. Bollinger/Dr. Bragonier Medical Records from Sebastopol
6. Wound Care Management by St. Joseph's Healthcare
7. Price Transparency Strategy, Roadmap and Timeline
8. Chargemaster machine readable format 835 SSI
9. Building Net Revenue Model
10. Develop digital patient relationship improvement
11. Emergency Room Time Study number 2
12. Final estimated payroll
13. Hospital sale
14. Integration with Norcal HealthConnect
15. GASB 87 Lease Accounting Implementation
16. System-wide physical inventory
17. Price Estimator
18. Conversion to Oracle Financial

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

	This Month Sep-30-2020	Last Month Aug-31-2020	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalents				
3 Unrestricted	15,601,460	13,927,201	1,674,259	12.0%
4 Board Designated	1,577,000	1,617,000	(40,000)	-2.5%
5 Restricted	2,606,613	3,126,359	(519,745)	-16.6%
6 Accounts Receivable				
7 Gross	26,085,964	30,373,480	(4,287,517)	-14.1%
8 Reserves	(21,015,276)	(24,246,205)	3,230,929	-13.3%
9 Net Accounts Receivable	5,070,687	6,127,275	(1,056,588)	-17.2%
10 Other Accounts Receivable	2,800,958	2,520,154	280,804	11.1%
11 Inventory	824,220	831,841	(7,621)	-0.9%
12 Pre-Paid Expenses	388,628	340,739	47,889	14.1%
13 Total Current Assets	28,869,566	28,490,569	378,998	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	1,902,506	1,630,768	271,738	16.7%
18 Depreciation	(19,325,870)	(19,116,617)	(209,253)	-1.1%
19 Total Property & Equip.	9,484,635	9,422,150	62,485	0.7%
20 Investments & Long-Term Assets	128,617	128,617	0	0.0%
21 Total Assets	38,482,819	38,041,336	441,483	1.2%
22 Liabilities				
23 Vendor AP	1,977,656	1,581,088	396,568	25.1%
24 Other Payables	6,864,573	6,873,573	(9,000)	-0.1%
25 Accrued Payroll, Taxes & Benefits	2,819,387	2,813,091	6,296	0.2%
26 Other Current Liabilities	688,086	796,896	(108,810)	-13.7%
27 Total Current Liabilities	12,349,702	12,064,648	285,055	2.4%
28 Long-Term Liabilities	9,671,000	10,088,000	(417,000)	-4.1%
29 Total Liabilities	22,020,702	22,152,648	(131,945)	-0.6%
30 Net Position				
31 Prior Year Earnings	15,658,298	15,658,298	0	0.0%
32 Current Earnings	803,819	230,391	573,428	248.9%
33 Total Net Position	16,462,117	15,888,689	573,428	3.6%
34 Total Liabilities & Net Position	38,482,819	38,041,336	441,483	1.2%

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

	This Fiscal Year Sep-30-2020	Last Fiscal Year Sep-30-2019	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalents				
3 Unrestricted	15,601,460	11,131,749	4,469,710	40.2%
4 Board Designated	1,577,000	1,697,000	(120,000)	-7.1%
5 Restricted	2,606,613	3,955,398	(1,348,785)	-34.1%
6 Accounts Receivable				
7 Gross	26,085,964	29,037,070	(2,951,107)	-10.2%
8 Reserves	(21,015,276)	(22,329,643)	1,314,366	5.9%
9 Net Accounts Receivable	5,070,687	6,707,428	(1,636,740)	-24.4%
10 Other Accounts Receivable	2,800,958	2,621,367	179,591	6.9%
11 Inventory	824,220	805,868	18,352	2.3%
12 Pre-Paid Expenses	388,628	292,906	95,722	32.7%
13 Total Current Assets	28,869,566	27,211,716	1,657,851	6.1%
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	1,902,506	2,333,920	(431,414)	-18.5%
18 Depreciation	(19,325,870)	(17,692,499)	(1,633,372)	9.2%
19 Total Property & Equip.	9,484,635	9,655,316	(170,680)	-1.8%
20 Investments & Long-term Assets	128,617	113,182	15,435	13.6%
21 Total Assets	38,482,819	36,980,213	1,502,606	4.1%
22 Liabilities				
23 Vendor AP	1,977,656	2,547,829	(570,173)	-22.4%
24 Other Payables	6,864,573	4,194,968	2,669,605	63.6%
25 Accrued Payroll, Taxes & Benefits	2,819,387	2,761,234	58,153	2.1%
26 Other Current Liabilities	688,086	622,607	65,479	10.5%
27 Total Current Liabilities	12,349,702	10,126,639	2,223,064	22.0%
28 Long Term Liabilities	9,671,000	10,576,000	(905,000)	-8.6%
29 Total Liabilities	22,020,702	20,702,639	1,318,064	6.4%
30 Net Position				
31 Prior Year Earnings	15,658,298	13,255,062	2,403,235	18.1%
32 Current Earnings	803,819	3,022,512	(2,218,693)	-73.4%
33 Total Net Position	16,462,117	16,277,575	184,542	1.1%
34 Total Liabilities & Net Position	38,482,819	36,980,213	1,502,606	4.1%

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

	MONTHLY				YEAR TO DATE			
	Actual	Budget	Variance		Actual	Budget	Variance	
	Sep-20		\$	%	Sep-20		\$	%
1 Gross Patient Revenue:								
2 Inpatient Routine	2,004,695	2,246,163	(241,468)	-10.8%	17,783,704	20,370,210	(2,586,506)	-12.7%
3 Inpatient Ancillary	1,592,289	1,942,307	(350,018)	-18.0%	16,066,373	16,712,457	(646,084)	-3.9%
4 Total Inpatient	3,596,984	4,188,470	(591,486)	-14.1%	33,850,077	37,082,667	(3,232,590)	-8.7%
5 Outpatient	5,853,311	7,869,175	(2,015,864)	-25.6%	48,034,871	64,019,502	(15,984,631)	-25.0%
6 Total Gross Patient Revenue	9,450,295	12,057,645	(2,607,350)	-21.6%	81,884,948	101,102,169	(19,217,221)	-19.0%
7 Contractual Expenses	5,422,122	7,312,235	1,890,113	25.8%	50,202,820	61,114,512	10,911,692	17.9%
8 Bad Debt Expense	147,594	253,031	105,437	41.7%	1,294,977	2,051,908	756,931	36.9%
9 Total Revenue Deductions	5,569,717	7,565,266	1,995,549	26.4%	51,497,797	63,166,420	11,668,623	18.5%
10 Net Patient Revenue	3,880,579	4,492,379	(611,800)	-13.6%	30,387,151	37,935,749	(7,548,598)	-19.9%
11 Other Revenue	357,102	68,472	288,630	421.5%	2,012,699	2,566,183	(553,484)	-21.6%
12 Total Operating Revenue	4,237,680	4,560,851	(323,171)	-7.1%	32,399,850	40,501,932	(8,102,082)	-20.0%
13 Operating Expense:								
14 Salaries & Wages	1,792,883	2,134,503	(341,620)	-16.0%	17,868,350	19,492,252	(1,623,902)	-8.3%
15 Benefits	439,442	839,858	(400,416)	-47.7%	6,570,103	7,728,995	(1,158,892)	-15.0%
16 Contract Labor	121,038	132,774	(11,736)	-8.8%	1,348,073	1,522,696	(174,623)	-11.5%
17 Medical Pro Fees	476,182	391,858	84,324	21.5%	3,559,674	3,753,010	(193,336)	-5.2%
18 Other Professional Fees	84,889	14,445	70,444	487.7%	517,799	395,066	122,733	31.1%
19 Purchased Services	369,619	264,690	104,929	39.6%	2,975,411	2,280,782	694,629	30.5%
20 Supplies	407,026	1,031,459	(624,433)	-60.5%	4,884,891	7,475,941	(2,591,050)	-34.7%
21 Repairs & Maintenance	90,636	51,810	38,826	74.9%	570,467	631,684	(61,217)	-9.7%
22 Rents & Leases	156,056	109,597	46,459	42.4%	1,125,375	892,042	233,333	26.2%
23 Utilities	62,699	61,317	1,382	2.3%	585,395	541,075	44,320	8.2%
24 Other Direct Expenses	117,115	144,417	(27,302)	-18.9%	1,292,977	1,039,913	253,064	24.3%
25 Interest Expense	20,873	22,529	(1,656)	-7.3%	196,169	210,835	(14,666)	-7.0%
26 Depreciation & Amortization	209,253	209,253	0	0.0%	1,880,279	1,883,277	(2,998)	-0.2%
27 Total Operating Expenses	4,347,710	5,408,510	(1,060,800)	-19.6%	43,374,962	47,847,568	(4,472,606)	-9.3%
28 Net Operating Income (Loss)	(110,030)	(847,659)	737,629	87.0%	(10,975,112)	(7,345,636)	(3,629,476)	-49.4%
29 Total Non-Operating	683,458	332,997	350,461	105.2%	11,778,931	8,443,452	3,335,479	39.5%
30 Revenue Over (Under) Expenses	573,428	(514,662)	1,088,090	211.4%	803,819	1,097,816	(293,997)	-26.8%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Net Position	573,428	(514,662)	1,088,090	211.4%	803,819	1,097,816	(293,997)	-26.8%

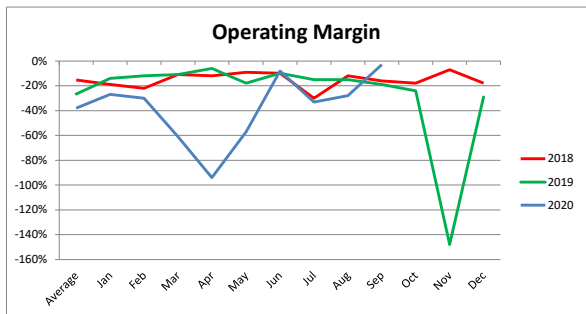
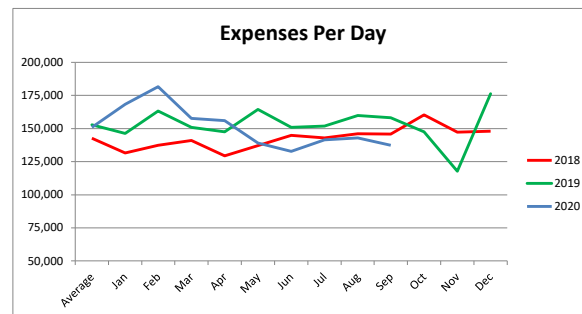
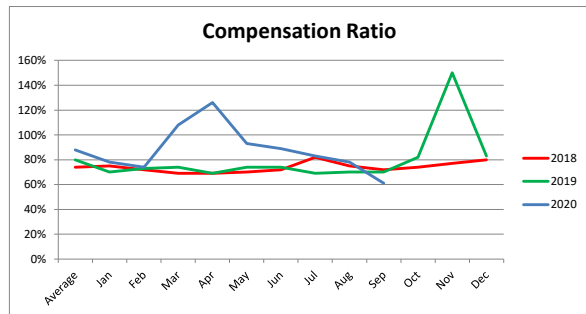
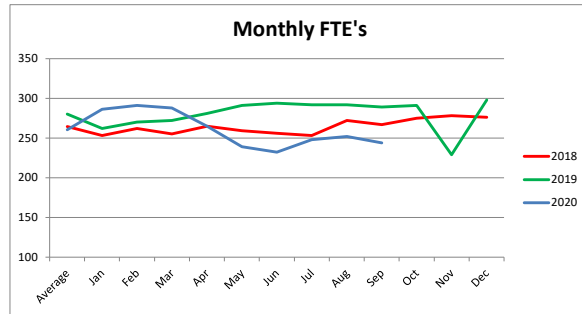
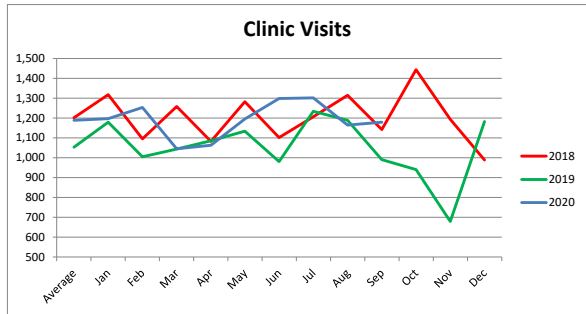
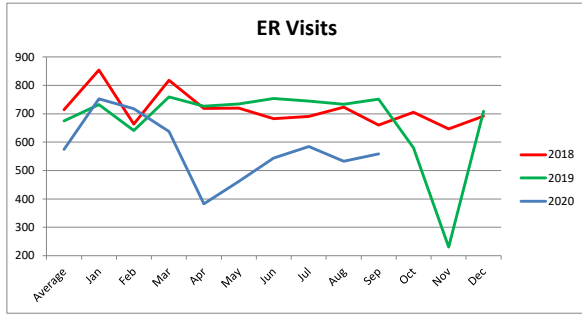
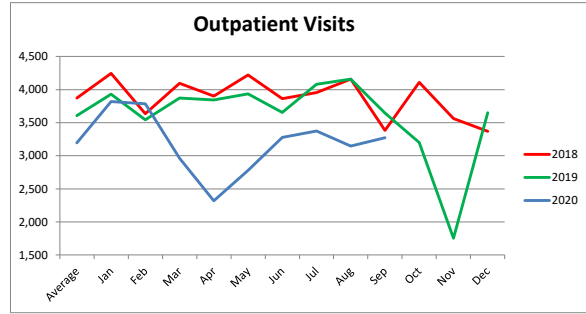
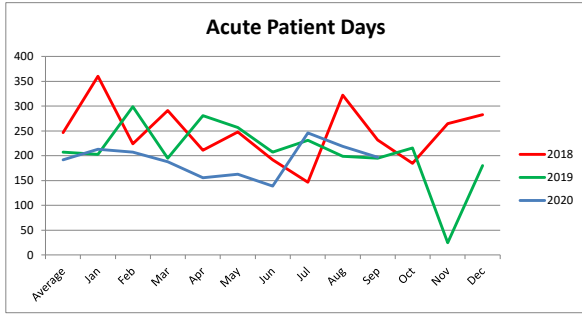
**HEALDSBURG DISTRICT HOSPITAL
STATEMENT OF OPERATIONS
ACTUAL 2020 vs ACTUAL 2019
(PRELIMINARY - SUBJECT TO CHANGE)**

	MONTHLY				YEAR TO DATE			
	ACTUAL		Variance		ACTUAL		Variance	
	Sep-20	Sep-19	\$	%	Sep-20	Sep-19	\$	%
1 Gross Patient Revenue								
2 Inpatient Routine	2,004,695	1,872,081	132,614	7.1%	17,783,704	17,833,907	(50,203)	-0.3%
3 Inpatient Ancillary	1,592,289	1,962,058	(369,769)	-18.8%	16,066,373	16,967,879	(901,506)	-5.3%
4 Total Inpatient	3,596,984	3,834,139	(237,155)	-6.2%	33,850,077	34,801,786	(951,709)	-2.7%
5 Outpatient	5,853,311	7,125,384	(1,272,073)	-17.9%	48,034,871	60,283,355	(12,248,484)	-20.3%
6 Total Gross Patient Revenue	9,450,295	10,959,523	(1,509,228)	-13.8%	81,884,948	95,085,141	(13,200,194)	-13.9%
7 Contractual Expenses	5,422,122	6,627,522	1,205,399	18.2%	50,202,820	56,299,080	6,096,260	10.8%
8 Bad Debt Expense	147,594	222,935	75,340	33.8%	1,294,977	1,876,305	581,328	31.0%
9 Total Revenue Deductions	5,569,717	6,850,456	1,280,740	18.7%	51,497,797	58,175,385	6,677,588	11.5%
10 Net Patient Revenue	3,880,579	4,109,067	(228,488)	-5.6%	30,387,151	36,909,757	(6,522,606)	-17.7%
11 Other Revenue	357,102	68,472	288,629	421.5%	2,012,699	2,266,189	(253,489)	-11.2%
12 Total Operating Revenue	4,237,680	4,177,539	60,141	1.4%	32,399,850	39,175,945	(6,776,095)	-17.3%
13 Operating Expense:								
14 Salaries & Wages	1,792,883	1,998,327	(205,444)	-10.3%	17,868,350	17,906,103	(37,753)	-0.2%
15 Benefits	439,442	764,132	(324,689)	-42.5%	6,570,103	7,216,587	(646,484)	-9.0%
16 Contract Labor	121,038	103,383	17,655	17.1%	1,348,073	1,218,433	129,640	10.6%
17 Medical Pro Fees	476,182	387,957	88,225	22.7%	3,559,674	3,733,506	(173,832)	-4.7%
18 Other Professional Fees	84,889	11,779	73,110	620.7%	517,799	371,063	146,735	39.5%
19 Purchased Services	369,619	242,172	127,447	52.6%	2,975,411	2,082,498	892,912	42.9%
20 Supplies	407,026	876,715	(469,690)	-53.6%	4,884,891	6,684,687	(1,799,796)	-26.9%
21 Repairs & Maintenance	90,636	47,932	42,704	89.1%	570,467	585,093	(14,627)	-2.5%
22 Rents & Leases	156,056	109,495	46,561	42.5%	1,125,375	891,120	234,255	26.3%
23 Utilities	62,699	59,528	3,171	5.3%	585,395	525,302	60,093	11.4%
24 Other Direct Expenses	117,115	144,415	(27,300)	-18.9%	1,292,977	1,039,154	253,823	24.4%
25 Interest Expense	20,873	22,529	(1,655)	-7.3%	196,169	210,835	(14,666)	-7.0%
26 Depreciation & Amortization	209,253	209,167	86	0.0%	1,880,279	1,882,503	(2,224)	-0.1%
27 Total Operating Expenses	4,347,710	4,977,530	(629,820)	-12.7%	43,374,962	44,346,885	(971,923)	-2.2%
28 Net Operating Income (Loss)	(110,030)	(799,991)	689,961	86.2%	(10,975,112)	(5,170,940)	(5,804,172)	-112.2%
29 Total Non-Operating	683,458	332,997	350,460	105.2%	11,778,931	8,193,452	3,585,479	43.8%
30 Revenue Over (Under) Expenses	573,428	(466,994)	1,040,422	222.8%	803,819	3,022,512	(2,218,693)	73.4%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Net Position	573,428	(466,994)	1,040,422	222.8%	803,819	3,022,512	(2,218,693)	73.4%

**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	125.16	81.09	44.06	54.34%	60.00	65.16	108.60%	113.97	83.19	30.78	37.00%	60.00	53.97	89.95%		
2 Gross Days Revenue in Accounts Receivable	82.81	79.48	3.33	4.18%	60.00	22.81	38.02%	87.29	83.67	3.61	4.32%	60.00	27.29	45.48%		
3 Net Days Revenue in Accounts Receivable	39.20	48.97	(9.77)	-19.95%	40.00	(0.80)	-2.00%	45.72	49.79	(4.07)	-8.17%	40.00	5.72	14.31%		
4 Days Expense In Accounts Payable	14.41	16.11	(1.70)	-10.54%	25.00	(10.59)	-42.36%	13.12	16.52	(3.40)	-20.58%	25.00	(11.88)	-47.52%		
5 Case Mix																
6 Medicare	1.3767	1.6061	(0.2294)	-14.28%	1.0000	0.3767	37.67%	1.3995	1.3128	0.0867	6.60%	1.0000	0.3995	39.95%		
7 All Payers	1.3542	1.4659	(0.1117)	-7.62%	1.0000	0.3542	35.42%	1.3680	1.3358	0.0322	2.41%	1.0000	0.3680	36.80%		
8 Patient Days																
9 Med/Surg	125	129	(4)	-3.10%	148	(23)	-15.54%	1,135	1,197	(62)	-5.18%	1,316	(181)	-13.75%		
10 ICU	17	34	(17)	-50.00%	14	3	21.43%	295	410	(115)	-28.05%	301	(6)	-1.99%		
11 Swing	55	32	23	71.88%	32	23	71.88%	298	460	(162)	-35.22%	442	(144)	-32.58%		
12 Sub-Acute	510	483	27	5.59%	483	27	5.59%	4,505	4,376	129	2.95%	4,376	129	2.95%		
13 Patient Admissions																
14 Med/Surg	36	52	(16)	-30.77%	49	(13)	-27.03%	354	465	(111)	-23.87%	439	(85)	-19.30%		
15 ICU	6	8	(2)	-25.00%	5	1	28.57%	73	100	(27)	-27.00%	100	(27)	-27.24%		
16 Swing	9	6	3	50.00%	8	1	12.50%	45	74	(29)	-39.19%	111	(66)	-59.28%		
17 Sub-Acute	0	0	0	0.00%	1	(1)	-100.00%	1	7	(6)	-85.71%	12	(11)	0.00%		
18 Average Length of Stay																
19 Med/Surg	3.30	3.80	(0.50)	-13.16%	3.00	0.30	10.00%	3.10	4.46	(1.36)	-30.44%	3.00	0.10	3.33%		
20 ICU	2.40	2.50	(0.10)	-4.00%	3.00	(0.60)	-20.00%	4.20	2.48	1.72	69.47%	3.00	1.20	40.00%		
21 Swing	6.90	8.00	(1.10)	-13.75%	4.00	2.90	72.50%	6.80	5.75	1.05	18.26%	4.00	2.80	70.00%		
22 Average Daily Census																
23 Med/Surg	4.17	4.30	(0.13)	-3.10%	4.93	(0.77)	-15.54%	4.14	4.37	(0.23)	-5.18%	4.82	(0.68)	-14.07%		
24 ICU	0.57	1.13	(0.57)	-50.00%	0.47	0.10	21.43%	1.08	1.50	(0.42)	-28.05%	1.10	(0.03)	-2.35%		
25 Swing	1.83	1.07	0.77	71.88%	1.07	0.77	71.88%	1.09	1.68	(0.59)	-35.22%	1.62	(0.53)	-32.83%		
26 Sub-Acute	17.00	16.10	0.90	5.59%	16.10	0.90	5.59%	16.44	15.97	0.47	2.95%	16.03	0.41	2.57%		
27 Compensation Ratio	61%	70%	-9%	-13.05%	60%	1%	1.07%	85%	71%	13%	18.91%	60%	25%	41.43%		
28 Total Surgeries	193	361	(168)	-46.54%	401	(208)	-51.87%	1,586	3,010	(1,424)	-47.31%	2,927	(1,341)	-45.81%		
29 Total Outpatient Visits	3,273	3,643	(370)	-10.16%	4,248	(975)	-22.95%	28,741	34,654	(5,913)	-17.06%	38,137	(9,396)	-24.64%		
30 Total Clinic Visits	1,178	990	188	18.99%	1,336	(158)	-11.83%	10,692	9,840	852	8.66%	12,540	(1,848)	-14.74%		
31 Total ER Visits	559	752	(193)	-25.66%	751	(192)	-25.57%	5,173	6,578	(1,405)	-21.36%	6,555	(1,382)	-21.08%		

**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)**

