



Month End Financial Narrative
For month ending December 31, 2023

Overall, Bay Area hospital earned \$1.7M in December vs. budgeted income of \$214K and last year's loss of \$2.0M. Gross Revenue during the month was strong ending at \$60.2M overall, \$3.8M ahead of budget. Net Revenue, however, ended the month with a Net to Gross Revenue Margin of 32.9% or \$326K below budget. This margin decline results from the continued decline in Commercial Payer Mix, \$192K write-off of Legacy System balances and VA Insurance payment recoupment of \$111K.

Also, starting in October, the budget assumed all payer contract renegotiations would be finalized and the hospital's Net to Gross Revenue would climb to 35.7%. Regence BCBS contract increase became effective on 12/15/23; Pacific Source will be effective 01/01/24; and we expect MODA to be effective in January 2024 as well.

Actual operating expenses were slightly below budgeted expenses by \$36K. Gains on investments during the month totaled \$1.6M Overall, Net Income for the month exceeded budget by \$1.5M. Below is a breakdown of the financials.

Bay Area Hospital														
Consolidated Income Statement														
	Month to Date							Year to Date						
	Actual	Budget	Variance	Var %	Prior Year	Variance	Var %	Actual	Budget	Variance	Var %	Prior Year	Variance	Var %
Total Gross Patient Revenue	60,210,577	56,427,379	3,783,198	6.7%	51,379,826	8,830,751	17.2%	345,704,794	322,933,437	22,771,357	7.1%	273,280,696	72,424,098	26.5%
Total Deductions	40,727,929	36,403,783	(4,324,146)	-11.9%	33,178,480	(7,549,449)	-22.8%	228,943,021	210,174,461	(18,768,560)	-8.9%	178,685,402	(50,257,619)	-28.1%
Net Healthcare Revenue	19,482,648	20,023,596	(540,948)	-2.7%	18,201,346	1,281,302	7.0%	116,761,773	112,758,976	4,002,797	3.5%	94,595,294	22,166,479	23.4%
Other Oper Revenue	342,147	126,719	215,428	170.0%	280,086	62,061	22.2%	1,463,000	760,314	702,686	92.4%	806,209	656,791	81.5%
Total Net Revenue	19,824,795	20,150,315	(325,520)	-1.6%	18,481,431	1,343,364	7.3%	118,224,773	113,519,290	4,705,483	4.1%	95,401,503	22,823,270	23.9%
Net to Gross Ratio	32.9%	35.7%			36.0%			34.2%	35.2%			34.9%		
Total Operating Expenses	19,750,385	19,786,466	36,081	0.2%	19,995,012	244,627	1.2%	120,666,757	115,412,582	(5,254,175)	-4.6%	116,421,393	(4,245,364)	-3.6%
Net Operating Income	74,410	363,849	(289,439)	-79.5%	(1,513,581)	1,587,991	-104.9%	(2,441,984)	(1,893,292)	(548,692)	29.0%	(21,019,890)	18,577,906	-88.4%
Net Income	1,687,499	213,849	1,473,650	689.1%	(2,033,763)	3,721,262	-183.0%	(1,339,777)	(2,793,292)	1,453,515	-52.0%	(23,498,854)	22,159,077	-94.3%

VOLUMES

Inpatient Discharge

- For the month, Inpatient discharges were 29 patients ahead of budget (571 vs. 542) and 75 above last year (496). Inpatient surgeries were at their highest level in December since pre-Covid with 18 more surgeries this December vs last December.
- Year to date we remain above budget and above last year (3,248 vs. 3,218 budgeted vs. 2,454 last year). As a reminder, the PSU unit was closed last fiscal year from July through October.

ED Visits

- ED visits were above budget for the month and above last year (2,300 visits this month vs. 2,155 budgeted vs. 2,254 last year). ED volumes have increased over last year, with a higher percentage of ED patients being admitted to the hospital.
- YTD visits show 13,320 vs. 12,790 budgeted vs. last year-to-date of 12,744

Cardiac Cath Cases

- This month there were 85 Cath Lab cases vs. budget of 105 and last year same month 117. Cath Lab volumes remain strong despite a few days on divert status.
- Year -to date we had 593 cases vs. a budget of 623 and a prior year actual of 562.



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Imaging

- Is up over the same month last year by 823 billed procedures (7,329 vs. 6,506), with volume growth in all areas: Cat Scanning, Mammography, Diagnostic Ultrasound and Diagnostic Radiology being the highest.
- Year-to-date Imaging billed procedures are 18.4% ahead of last year (43,988 vs. 37,166).

REVENUES

Gross Revenues

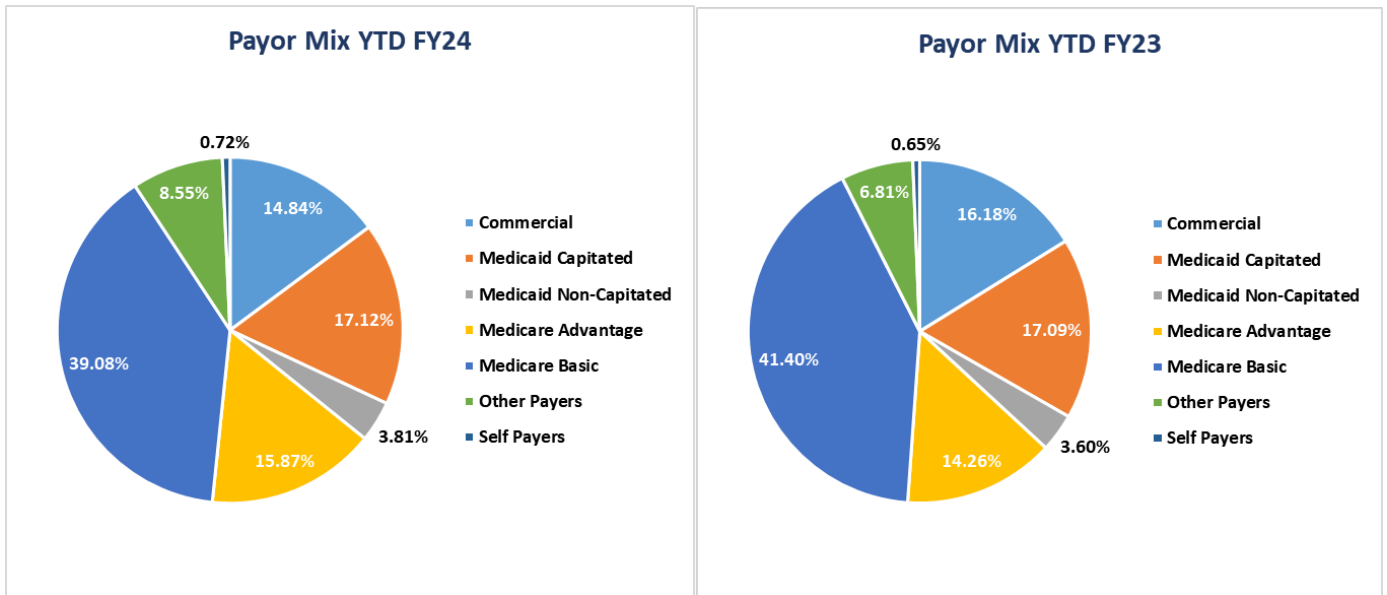
- December's Gross Revenues were ahead of budget \$3.8 Million or 6.7% and over last year by \$8.8M or 17.2%. Compared to budget, Inpatient Gross Revenues were \$2.5M over budget and \$2.7M above last year. Outpatient Revenues were \$1.3 Million over Budget and \$6.1M ahead of last year.
- Cath Lab, Emergency Room, Inpatient Nursing Units, Imaging, Operating Room, Pharmacy and Lab all showed favorable actual vs. budget and year to year increases. The budget and actuals include a 6% price increase that took effect on July 1, 2023.
- Of the \$3.8M variance \$1.5M was due to higher volumes and \$2.3M was due to rate. The Gross Revenue budget for December was \$11,170 per adjusted patient day and actual was \$11,440.

Deductions from Revenue

- As a %, Deductions from Revenue were higher than budget at 67.1% vs. 64.3% (32.9% and 35.7% revenue realization rates). FY22 deductions rate was 64.0% or 36.0% revenue realization rate. Trends show collection rates gradually improving over the past 12 months. The budget assumed renegotiation of all payer contracts would be complete by October 2023; however, Regence BCBS contract increase will be effective on 12/15/23; Pacific Source will be effective 01/01/24; and we expect MODA to be effective in January 2024 as well. Net healthcare revenue was unfavorable to budget \$325K for the month.
- During the month of December, \$192,235.98 of MedSeries4 Legacy Unidentified Cash Balances were written off. Most of this amount appears to be recoupment by insurance companies. In addition, \$110,681.58 of VA Insurance Payment Recoupments, for accounts from 2017 and 2018, were also recorded. The combination of these two special adjustments resulted in a reduction in the overall revenue realization rate of .5%
- Year to Year Medicare and Medicare Advantage are slightly down from last year, 39.1% vs 41.4% last year and 15.9% vs 14.3% last year, respectively (combined total of 55.0 % vs 55.7% last year), Medicaid is close to even year to year at 20.9% this year compared to 20.7% last year. Commercial payors have decreased from 16.2% last year to 14.8% this year - a decline of 1.34%. We see the corresponding increase in the Other Payers bucket, primarily in Tricare/VA.



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Other Revenues

- Current month actuals were \$342K vs \$127K budget vs \$280K last year. We received \$204K in payments for 340B retail scripts filled.
- YTD \$1.5M actual vs \$760K budget vs \$806K last year. The 340B Contract Pharmacy program is the largest driver of the increase. Year to date 340B Contract Pharmacy revenue totals \$678K. Cafeteria and Espresso Shop sales total \$471K YTD.

Net Revenue

- Net Revenue for the month was below budget by \$326K and ahead of last year by \$1.3M (Actual of \$19.8M vs. Budget of \$20.1M vs. Last Year of \$18.5M).
- Year-to-date Net Revenues are \$4.7M ahead of budget and \$22.8M ahead of last year (Actual of \$118.2M vs. Budget of \$113.5M vs. Last Year of \$95.4M).

EXPENSES

Salaries

- Salaries were 6.2% over budget and 2.3% over last year (Actual \$7.2M vs Budget \$6.8M vs Last Year \$7.0M). We continue to hire staff and reduce our reliance on Contract labor. Patient volumes remain strong and are ahead of budget. As a result, we continue to offer premium pay to take care of the higher volume of patients. The actual rate (Including Contract Labor) per Adjusted Patient Day of \$1,730 is below the budgeted rate of \$1,833 per Adjusted Patient Day.
- Year to date salaries were \$3.6M over budget and \$1.3M over last year (\$43.2M vs \$39.6M vs \$41.9M). YTD the actual rate per Adjusted Patient Day (Including Contract Labor) is lower than budget and lower than prior year (\$1,718 vs \$1,757 budget vs \$2,251 prior year) due to lower Contract Labor Rates.



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Contract labor

- Below budget \$573K (\$1.9M vs \$2.5M). Compared to last year, contract labor costs are down \$354K. Contract labor continues to decline as we replace contract employees with permanent employees and 1099 Vendor Contracts. The prior 3-month average for contract labor is \$2.0M. The actual rate per Adjusted Patient Day of \$366 is below the budgeted rate of \$495 per Adjusted Patient Day
- Year to date Contract labor is below budget \$3.3M and lower than last year (\$11.3M vs \$14.7M vs \$13.5M)

Benefits

- Overall Benefits expense for the month of November was \$526K favorable to budget and \$89K favorable to last year (\$1.6M actual vs \$2.2M budget and \$1.7M last year). The main driver of the favorable expense decrease was a reduction in the overall PTO Liability Accrual.
- Year-to-date benefits are \$964K favorable to budget (\$11.6M vs. \$12.6M) and \$924K over last year's spend (\$10.7M).
- Overall, Salary/Wages/Benefits/Contract labor per Adjusted Patient Day for the month is \$2,041 vs a budget of \$2,262 and last year of \$2,267. The YTD amounts are \$2,083 actual vs \$2,164 budget and \$2,684 prior year.

Physician and Pro-fees

- Over budget \$42K and \$335K favorable to last year for the month (\$1.5M actual vs. 1.5M budget and \$1.8M last year). Unbudgeted services of Radiology Physicians and Orthopedic Physicians are driving the \$42K overage.
- Year-to-date is over budget and over the prior year (\$9.5M actual vs. \$8.5M budget and \$9.0M last year) for the same reasons as the MTD variance.

Supplies

- Current month actual spend was \$79K unfavorable to budget and \$127K favorable to prior year (\$3.2M actual vs. \$3.2M budget vs. \$3.4M last year). Drug expense continues as the area with the largest dollar of spend at 2.45% of Gross Revenue for December,
- Year-to-Date spend is over budget \$2.6M and \$2.0M over last year (\$21.2M actual vs \$18.6M budget and \$19.2M last year. YTD Drug expense as % of Gross Revenues is 3.04% vs 2.48% last year.
- Drug Spend continues to be the main driver of variances. Year over year we have 3 drugs that are used to treat various types of cancer and one drug that treats Multiple Sclerosis that have doubled in usage. The prices have only increased 2-8% but the doubling of usage has driven supply costs higher than budget. Unfortunately, the largest increase is for a drug that treats Lung cancer and has no alternative form that is less expensive.



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Purchased Services

- \$188K unfavorable to budget for the month and \$218K unfavorable to last year (\$1.5M vs. \$1.3M budget vs. \$1.3M last year). Current month activity includes contracting with Signet beginning 12/1/23 to direct and manage the Inpatient Behavioral Health Unit, Laundry/Linen operating costs running higher than planned, and an increase for St. Charles EPIC Contract support.
- Year-to-date we were \$1.3M unfavorable to budget and \$855K unfavorable to the prior year (\$8.8M vs. \$7.6M budget vs. \$8.0M last year).

Lease/Rentals

- Below budget and below prior year (\$10K vs. \$26K budget and \$24K last year).
- YTD is similar due to reduction in lease rental costs (\$81K actual vs. \$152K budget and \$133K last year).

Depreciation

- Slightly below budget for the month by \$42K and slightly under last year (\$948K vs \$990K budget and \$984K last year).
- Year-to-date is similar (\$5.9M actual vs. \$5.9M budget and \$5.9M last year).

Other Operating expense

- Over budget by \$394K (\$1.8M Actual vs \$1.4M Budget and \$1.4M last year). The unfavorable variance was primarily due to provider tax expense. We continue to pay more in provider tax expense month to month. In addition, apprise Health Insights closed out prior year Provider Tax Programs (PT II and PT III). As a result, an additional \$323,575 liability was accrued during December as the additional amount due from Bay Area Hospital.
- Year-to-date we are over budget as well and slightly over last year due to Provider Tax costs (\$9.0M Actual vs. \$7.8M Budget and \$8.0M last year).



Executive Summary

Finance Committee
Held January 23, 2023

Capital Purchase Requests reviewed:

- Threshold **Subscription Lease Capital Item** – **ACTION ITEM**
 - Aria EMR – Radiation Oncology – 10 year total cost of \$905,633
- Non-Threshold:
 - Trophon 2 High Level Disinfection – Ultrasound (2)
 - Large Femoral Distractor - Surgery
 - Preconstruction work for add'l Cath Lab (Facilities/Cath Lab)
 - Bladders Scanners – Housewide (10)
 - Pure Storage Array – Information Systems
 - Igel UD3 Thin Client – Information Systems (127)
 - Mobile C-Arm – Radiology
 - Echocardiographer Ultrasound – Ultrasound
 - Sonosite Ultrasound Probe – Anesthesia
 - Storeroom D buildout - Surgery

Discussion Items

- Graystone Advisors Investments provided an update on market conditions and discussed investment advisors and portfolio holdings.
 - Change investment Advisors from Loomis to Morgan Stanley ZFIM IG (reduce costs from 26 bps to 17 bps) – **ACTION ITEM**
 - Rebalance the Funded Depreciation Account – right now 49.43% of the portfolio is with Mortgage-Backed Securities that have wide volatility and long returns. Sell \$10.6M will recognize a \$1.6M loss – **ACTION ITEM**

Financial Results:

- Meet all Bond Covenant requirements for December 2023
- See attached Narrative and financials
 - December 2023 Operating Profit was \$74 Thousand vs a budget profit of \$364 Thousand / Year to date \$2.4 Million Loss vs budget loss of \$1.9 Million
 - December 2023 Overall Profit at \$1.69 Million due to market loss on investments / Year to date \$1.3 Million Loss vs budget of \$2.8 Million Loss
 - December 2023 Operating EBIDA – POSITIVE \$1.02 Million / Year to date \$3.4 Million
 - Cash and Cash equivalents balance as of December 2023 is \$60.4 million

Executive Summary:

- Information Security and work plans update

Next meeting:

Next Meeting – February 27, 2024

Bay Area Hospital

Consolidated Income Statement - December 2023

	Month to Date							Year to Date						
	Actual	Budget	Variance	Var %	Prior Year	Variance	Var %	Actual	Budget	Variance	Var %	Prior Year	Variance	Var %
Gross Patient Revenue														
Inpatient Revenue	26,680,023	24,217,759	2,462,263	10.2%	23,974,676	2,705,346	11.3%	147,209,443	134,517,040	12,692,402	9.4%	117,296,910	29,912,533	25.5%
Outpatient Revenue	33,530,554	32,209,820	1,320,935	4.1%	27,405,149	6,125,405	22.4%	198,495,351	188,416,397	10,078,954	5.3%	155,983,786	42,511,565	27.3%
Total Gross Patient Revenue	60,210,577	56,427,379	3,783,198	6.7%	51,379,826	8,830,751	17.2%	345,704,794	322,933,437	22,771,357	7.1%	273,280,696	72,424,098	26.5%
Deductions														
Deductions	40,352,704	35,871,377	(4,481,327)	-12.5%	32,132,943	(8,219,761)	-25.6%	227,161,516	207,019,514	(20,142,001)	-9.7%	174,587,787	(52,573,728)	-30.1%
Bad Debt	14,632	266,203	251,571	94.5%	837,064	822,431	98.3%	724,694	1,577,473	852,780	54.1%	2,053,478	1,328,784	64.7%
Charity	360,593	266,203	(94,390)	-35.5%	208,473	(152,120)	-73.0%	1,056,811	1,577,473	520,662	33.0%	2,044,136	987,325	48.3%
Total Deductions	40,727,929	36,403,783	(4,324,146)	-11.9%	33,178,480	(7,549,449)	-22.8%	228,943,021	210,174,461	(18,768,560)	-8.9%	178,685,402	(50,257,619)	-28.1%
Net Healthcare Revenue	19,482,648	20,023,596	(540,948)	-2.7%	18,201,346	1,281,302	7.0%	116,761,773	112,758,976	4,002,797	3.5%	94,595,294	22,166,479	23.4%
Other Oper Revenue	342,147	126,719	215,428	170.0%	280,086	62,061	22.2%	1,463,000	760,314	702,686	92.4%	806,209	656,791	81.5%
Total Net Revenue	19,824,795	20,150,315	(325,520)	-1.6%	18,481,431	1,343,364	7.3%	118,224,773	113,519,290	4,705,483	4.1%	95,401,503	22,823,270	23.9%
Net to Gross Ratio	32.9%	35.7%			36.0%			34.2%	35.2%			34.9%		
Salaries	7,174,841	6,757,408	(417,433)	-6.2%	7,015,901	(158,940)	-2.3%	43,243,011	39,613,287	(3,629,724)	-9.2%	41,937,507	(1,305,504)	-3.1%
Contract Labor	1,928,366	2,501,754	573,388	22.9%	2,282,270	353,904	15.5%	11,346,221	14,666,042	3,319,821	22.8%	13,502,959	2,156,738	16.0%
Benefits	1,638,894	2,165,386	526,492	24.3%	1,727,933	89,039	5.2%	11,598,485	12,562,389	963,904	7.7%	10,674,366	(924,118)	-8.7%
Physician & Prof Fee	1,514,980	1,473,111	(41,869)	-2.8%	1,849,806	334,826	18.1%	9,506,593	8,546,224	(960,369)	-11.2%	8,993,189	(513,404)	-5.7%
Supplies	3,254,080	3,175,103	(78,977)	-2.5%	3,381,559	127,479	3.8%	21,197,523	18,559,272	(2,638,251)	-14.2%	19,210,269	(1,987,254)	-10.3%
Purchased Services	1,502,030	1,313,182	(188,849)	-14.4%	1,283,821	(218,210)	-17.0%	8,849,002	7,579,017	(1,269,985)	-16.8%	7,994,161	(854,841)	-10.7%
Leases/Rentals	10,367	25,653	15,286	59.6%	24,039	13,671	56.9%	80,687	152,262	71,575	47.0%	133,267	52,580	39.5%
Depreciation	947,867	990,000	42,133	4.3%	983,634	35,767	3.6%	5,853,724	5,940,000	86,276	1.5%	5,950,885	97,161	1.6%
Other Oper Expense	1,778,960	1,384,869	(394,091)	-28.5%	1,446,050	(332,910)	-23.0%	8,991,512	7,794,089	(1,197,423)	-15.4%	8,024,789	(966,723)	-12.0%
Total Operating Expenses	19,750,385	19,786,466	36,081	0.2%	19,995,012	244,627	1.2%	120,666,757	115,412,582	(5,254,175)	-4.6%	116,421,393	(4,245,364)	-3.6%
Net Operating Income	74,410	363,849	(289,439)	-79.5%	(1,513,581)	1,587,991	-104.9%	(2,441,984)	(1,893,292)	(548,692)	29.0%	(21,019,890)	18,577,906	-88.4%
Investment Income	1,595,056	-	1,595,056	0.0%	(151,049)	1,746,105	-1156.0%	1,661,110	-	1,661,110	0.0%	(1,842,628)	3,503,738	-190.1%
Other Nonop Inc(Exp)	232,272	50,000	182,272	364.5%	244,666	(12,394)	-5.1%	678,833	300,000	378,833	126.3%	690,675	(11,842)	-1.7%
Interest Expense	(214,239)	(200,000)	(14,239)	7.1%	(613,800)	399,561	-65.1%	(1,237,736)	(1,200,000)	(37,736)	3.1%	(1,327,012)	89,276	-6.7%
Net Income	1,687,499	213,849	1,473,650	689.1%	(2,033,763)	3,721,262	-183.0%	(1,339,777)	(2,793,292)	1,453,515	-52.0%	(23,498,854)	22,159,077	-94.3%
Bad Debt % of GR	0.0%	0.5%	-0.4%	-1.6%	0.6%			0.2%	0.5%	-0.3%	-0.6%	0.8%		
Bad Debt % of NR	0.1%	1.3%	-1.3%	-4.6%	2.0%			0.6%	1.4%	-0.8%	-2.2%	1.5%		
Bad Debt/Charity % of GR	0.6%	0.9%	-0.3%	-3.1%	-64.6%			0.5%	1.0%	-0.5%	-1.1%	-65.4%		
Contractual %	-67.6%	-64.5%	-3.1%	-64.6%				-66.2%	-65.1%	-1.1%				
Operating Margin	0.4%	1.8%	-1.4%	-79.2%	-8.2%	8.6%		-2.1%	-1.7%	-0.4%	23.8%	-22.0%	19.97%	-90.6%
Net Margin %	8.5%	1.1%	7.5%	702.1%	-11.0%	19.5%	-177.4%	-1.1%	-2.5%	1.3%	-53.9%	-24.6%	23.50%	-95.4%
Operating EBIDTA	1,022,277	1,353,849	(247,306)	-18.3%	(529,947)	1,552,224	-292.9%	3,411,740	4,046,708	(664,416)	-11.4%	(15,069,005)	18,480,745	-122.6%
Operating EBIDTA %	5.2%	6.7%	-1.6%	-23.3%	-2.9%	8.0%		2.9%	3.6%	-0.7%	-19.0%	-15.8%	18.68%	-118.3%
EBIDTA	2,849,605	1,403,849	1,530,022	109.0%	(436,329)	3,285,934	-753.1%	5,751,683	4,346,708	1,577,527	36.3%	(16,220,957)	21,972,640	-135.5%
EBIDTA %	14.4%	7.0%	7.4%	106.3%	-2.4%	16.7%		4.9%	3.8%	1.0%	27.1%	-17.0%	21.87%	-128.6%
Discharges	571	542	29	5.4%	496	75	15.1%	3,248	3,218	30	0.9%	2,454	794	32.4%
Patient Days	2,332	2,168	164	7.6%	2,270	62	2.7%	13,528	12,868	660	5.1%	10,573	2,955	27.9%
Adjusted Days	5,263	5,052	211	4.2%	4,865	398	8.2%	31,769	30,893	876	2.8%	24,633	7,136	29.0%
Adjusted Discharges	1,289	1,263	26	2.0%	1,063	226	21.2%	7,628	7,725	(98)	-1.3%	5,717	1,910	33.4%
Per Adjusted Day	4.08	4.00	5.65	1.41	4.58									
Net Rev Incl BD/APD	3,702	3,964	(262)	-6.6%	3,741	(39)	-1.1%	3,675	3,650	25	0.7%	3,840	(165)	-4.3%
SWB/APD	2,041	2,262	220	9.7%	2,267	(225)	-9.9%	2,083	2,164	80	3.7%	2,684	(601)	-22.4%
Salary/APD	1,730	1,833	103	5.6%	1,911	(182)	-9.5%	1,718	1,757	39	2.2%	2,251	(532)	-23.7%
Supply Cost/APD	618	629	10	1.6%	695	(77)	-11.0%	667	601	(66)	-11.1%	780	(113)	-14.4%
Other Expense/APD	626	566	(60)	-10.6%	677	(52)	-7.6%	582	529	(53)	-10.1%	691	(109)	-15.7%
Per Adjusted Discharge														
Net Rev Incl BD/Adj DC	15,119	15,856	(737)	-4.6%	17,123	(2,004)	-11.7%	15,308	14,596	712	4.9%	16,545	(1,237)	-7.5%
SWB/Adj DC	8,336	9,047	710	7.9%	10,373	(2,037)	-19.6%	8,677	8,652	(25)	-0.3%	11,564	(2,886)	-25.0%
Salary/Adj DC	7,064	7,332	268	3.6%	8,747	(1,683)	-19.2%	7,157	7,026	(131)	-1.9%	9,697	(2,540)	-26.2%
Supply Cost/Adj DC	2,525	2,514	(11)	-0.4%	3,181	(656)	-20.6%	2,779	2,402	(377)	-15.7%	3,360	(581)	-17.3%
Other Expense/Adj DC	2,556	2,263	(293)	-13.0%	3,101	(544)	-17.6%	2,425	2,115	(310)	-14.7%	2,977	(551)	-18.5%
Pct of Net Revenue														
SWB	55.1%	57.1%	1.9%	60.6%	5.4%			56.7%	59.3%	2.6%	69.9%	13.2%		
Supplies	16.7%	15.9%	-0.8%	18.6%	1.9%			18.2%	16.5%	-1.7%	20.3%	2.2%		
Other Expense	16.9%	14.3%	-2.6%	18.1%	1.2%			15.8%	14.5%	-1.4%	18.0%	2.1%		
FTE's														
Total Salary FTE's	865.77	840.42	(25.36)	-3.0%	858.85	(6.93)	-0.8%	863.75	836.41	(27.35)	-3.3%	834.35	(29.40)	-3.5%
Total Contract FTE's	118.06	63.32	(54.74)	-86.5%	87.29	(30.77)	-35.2%	93.26	64.12	(29.13)	-45.4%	79.73	(13.53)	-17.0%
Total Facility Paid FTE's	983.84	903.74	(80.10)	-8.9%	946.14	(37.70)	-4.0%	957.01	900.53	(56.48)	-6.3%	914.08	(42.93)	-4.7%
Paid FTE per AOB	5.80	5.55	(0.25)	-4.5%	6.03	0.23	3.9%	5.54	5.36	(0.18)	-3.3%	6.83	1.28	18.8%
Average Hourly Rate	\$ 52.38	\$ 58.00	5.62	9.7%	\$ 55.48	3.10	5.6%	\$ 54.40	\$ 57.48	3.08	5.4%	\$ 57.69	3.28	5.7%
Employed Avg Hourly Rate	\$ 46.91	\$ 45.51	(1.40)	-3.1%	\$ 46.12	(0.80)	-1.7%	\$ 47.75	\$ 45.17	(2.58)	-5.7%	\$ 47.81	0.06	0.1%

Bay Area Hospital

Consolidated Income Statement Trend - December 2023

	2022	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023
	DecMTD	JanMTD	FebMTD	MarMTD	AprMTD	MayMTD	JunMTD	JulMTD	AugMTD	SepMTD	OctMTD	NovMTD	DecMTD
Gross Patient Revenue													
Inpatient Revenue	23,974,676	24,362,551	20,710,145	21,088,768	20,839,409	19,986,049	20,626,783	22,282,749	23,058,662	23,920,818	25,765,588	25,501,603	26,680,023
Outpatient Revenue	27,405,149	27,508,431	27,644,069	31,028,139	27,750,060	31,943,769	30,899,007	30,674,327	35,035,819	31,012,110	32,586,040	35,656,501	33,530,554
Total Gross Patient Revenue	51,379,826	51,870,982	48,354,214	52,116,907	48,589,469	51,929,818	51,525,790	52,957,076	58,094,481	54,932,928	58,351,628	61,158,104	60,210,577
Deductions	32,132,943	33,365,240	32,435,472	33,072,230	29,566,270	33,282,812	29,963,512	34,400,071	37,710,946	33,490,589	39,809,926	41,397,280	40,352,704
Bad Debt	837,064	283,391	(405,605)	1,035,073	(262,640)	135,463	(241,594)	625,458	(130,292)	1,337,656	(1,272,295)	149,534	14,632
Charity	208,473	231,876	209,505	300,082	332,402	266,039	226,317	77,946	241,923	139,427	181,976	54,946	360,593
Total Deductions	33,178,480	33,970,507	32,239,373	34,407,385	29,636,032	33,684,313	29,948,235	35,103,475	37,822,577	34,967,673	38,719,607	41,601,760	40,727,929
Net Healthcare Revenue	18,201,346	17,900,475	16,114,841	17,709,522	18,953,437	18,245,505	21,577,555	17,853,601	20,271,904	19,965,255	19,632,021	19,556,344	19,482,648
Other Oper Revenue	280,086	80,957	818,583	253,437	203,908	178,159	175,345	174,781	215,641	236,561	236,850	257,021	342,147
Total Net Revenue	18,481,431	17,981,432	16,933,424	17,962,959	19,157,345	18,423,663	21,752,901	18,028,382	20,487,545	20,201,816	19,868,871	19,813,365	19,824,795
Expenses	36.0%	34.7%	35.0%	34.5%	39.4%	35.5%	42.2%	34.0%	35.3%	36.8%	34.1%	32.4%	32.9%
Salaries	7,015,901	6,956,439	6,198,810	6,902,484	6,370,387	7,224,173	6,978,563	7,005,968	7,722,158	7,061,385	7,162,219	7,116,440	7,174,841
Contract Labor	2,282,270	2,460,412	2,327,280	2,624,324	2,357,975	1,515,548	2,318,163	1,409,714	1,979,237	2,013,695	1,721,116	2,294,094	1,928,366
Benefits	1,727,933	2,219,143	2,068,817	2,236,208	2,245,163	2,427,019	3,805,555	1,846,065	1,838,697	1,962,258	2,219,463	2,093,108	1,638,894
Physician & Prof Fee	1,849,806	1,892,513	1,425,340	1,365,276	1,646,570	1,702,490	1,688,136	1,424,560	1,290,550	1,769,147	1,815,527	1,691,829	1,514,980
Supplies	3,381,559	3,449,654	3,316,941	3,061,350	3,314,555	3,838,565	4,545,658	3,356,422	3,425,040	3,608,148	3,189,337	4,364,495	3,254,080
Purchased Services	1,283,821	1,600,948	1,192,919	1,232,713	1,528,901	1,783,110	1,670,425	1,459,345	1,174,580	1,663,255	1,538,667	1,511,125	1,502,030
Leases/Rentals	24,039	28,105	14,397	7,127	10,073	21,397	15,000	19,486	5,132	19,294	15,832	10,575	10,367
Depreciation	983,634	981,041	1,020,995	988,299	972,436	1,150,360	998,274	982,555	985,298	980,279	979,692	978,032	947,867
Other Oper Expense	1,446,050	1,416,940	1,201,536	1,384,052	1,451,844	1,407,522	1,441,300	1,362,847	1,455,396	1,562,641	1,360,314	1,471,353	1,778,960
Total Operating Expenses	19,995,012	21,005,197	18,767,036	19,801,833	19,897,905	21,070,183	23,461,075	18,866,962	19,876,088	20,640,103	20,002,167	21,531,052	19,750,385
Net Operating Income	(1,513,581)	(3,023,765)	(1,833,612)	(1,838,874)	(740,559)	(2,646,520)	(1,708,174)	(838,581)	611,457	(438,287)	(133,296)	(1,717,687)	74,410
Investment Income	(151,049)	1,273,138	(1,164,412)	1,063,050	316,012	(348,569)	(388,514)	21,403	(159,061)	(962,170)	(488,294)	1,654,176	1,595,056
Other Nonop Inc(Exp)	244,666	45,254	57,550	71,775	147,051	134,018	193,689	45,781	205,581	43,457	58,352	93,389	232,272
Interest Expense	(613,800)	(203,032)	(197,762)	(206,012)	(200,255)	(204,321)	(197,414)	(202,958)	(201,896)	(195,643)	(207,238)	(215,762)	(214,239)
Net Income	(2,033,763)	(1,908,404)	(3,138,236)	(910,061)	(477,752)	(3,065,392)	(2,100,414)	(974,354)	456,081	(1,552,643)	(770,476)	(185,884)	1,687,499
Operating Margin %	-8.2%	-16.8%	-10.8%	-10.2%	-3.9%	-14.4%	-7.9%	-4.7%	3.0%	-2.2%	-0.7%	-8.7%	0.4%
Net Margin %	-11.0%	-10.6%	-18.5%	-5.1%	-2.5%	-16.6%	-9.7%	-5.4%	2.2%	-7.7%	-3.9%	-0.9%	8.5%
Operating EBIDA	(529,947)	(2,042,723)	(812,617)	(850,575)	231,877	(1,496,160)	(709,900)	143,974	1,596,755	541,992	846,396	(739,655)	1,022,277
Operating EBIDA %	-2.9%	-11.4%	-4.8%	-4.7%	1.2%	-8.1%	-3.3%	0.8%	7.8%	2.7%	4.3%	-3.7%	5.2%
EBDITA Margin	-2.4%	-4.0%	-11.3%	1.6%	3.6%	-9.3%	-4.2%	1.2%	8.0%	-1.9%	2.1%	5.1%	14.4%
Discharges	496	498	452	494	478	460	512	490	539	528	568	552	571
Patient Days	2,270	2,261	1,798	1,936	1,942	1,760	1,947	1,900	2,157	2,273	2,511	2,355	2,332
Adjusted Days	4,865	4,814	4,198	4,784	4,528	4,573	4,864	4,516	5,434	5,220	5,687	5,648	5,263
Adjusted Discharges	1,063	1,060	1,055	1,221	1,115	1,195	1,279	1,165	1,358	1,213	1,286	1,324	1,289
Per Adjusted Day						3.83	3.80	3.88	4.00	4.30	4.42	4.27	4.08
Net Revenue/APD	3,741	3,718	3,839	3,701	4,186	3,990	4,437	3,954	3,730	3,825	3,452	3,463	3,702
Net Rev Incl BD/APD	3,741	3,718	3,839	3,701	4,186	3,990	4,437	3,954	3,730	3,825	3,452	3,463	3,702
SWB/APD	2,267	2,417	2,524	2,459	2,423	2,442	2,694	2,273	2,124	2,115	1,952	2,037	2,041
Salary/APD	1,911	1,956	2,031	1,991	1,928	1,911	1,911	1,864	1,785	1,739	1,562	1,666	1,730
Supply Cost/APD	695	717	790	640	732	839	935	743	630	691	561	773	618
Other Expense/APD	677	687	626	575	684	680	643	617	505	638	558	560	626
Per Adjusted Discharge													
Net Revenue/Adj DC	17,123	16,882	15,270	14,506	17,006	15,265	16,871	15,331	14,928	16,466	15,262	14,773	15,119
Net Rev Incl BD/Adj DC	17,123	16,882	15,270	14,506	17,006	15,265	16,871	15,331	14,928	16,466	15,262	14,773	15,119
SWB/Adj DC	10,373	10,974	10,039	9,635	9,846	9,343	10,244	8,812	8,498	9,103	8,631	8,690	8,336
Salary/Adj DC	8,747	8,881	8,079	7,804	7,832	7,312	7,269	7,227	7,144	7,484	6,906	7,109	7,064
Supply Cost/Adj DC	3,181	3,253	3,143	2,508	2,974	3,212	3,554	2,882	2,522	2,976	2,479	3,297	2,525
Other Expense/Adj DC	3,101	3,121	2,489	2,252	2,780	2,602	2,447	2,394	2,022	2,748	2,469	2,389	2,556
Pct of Net Revenue													
SWB	60.6%	65.0%	65.7%	66.4%	57.9%	61.2%	60.7%	57.5%	56.9%	55.3%	56.6%	58.8%	55.1%
Supplies	18.6%	19.3%	20.6%	17.3%	17.5%	21.0%	21.1%	18.8%	16.9%	18.1%	16.2%	22.3%	16.7%
Other Expense	18.1%	18.5%	16.3%	15.5%	16.3%	17.0%	14.5%	15.6%	13.5%	16.7%	16.2%	16.2%	16.9%
FTE's													
Total Salary FTE's	858.85	856.18	855.33	849.52	849.15	862.64	872.64	850.08	901.88	846.31	851.98	861.03	865.77
Total Contract FTE's	87.29	91.36	97.16	118.01	101.89	67.50	101.81	64.40	92.97	82.53	91.98	109.33	118.06
Total Facility Paid FTE's	946.14	947.53	952.49	967.52	951.04	930.14	974.46	914.47	994.85	928.84	943.96	970.37	983.84
Paid FTE per AOB	6.03	6.10	6.35	6.27	6.30	6.31	6.01	6.28	5.68	5.34	5.15	5.15	5.80
Average Hourly Rate	\$ 55.48	\$ 56.10	\$ 55.95	\$ 55.59	\$ 53.54	\$ 53.04	\$ 55.65	\$ 51.95	\$ 55.05	\$ 57.15	\$ 53.27	\$ 56.73	\$ 52.38

Bay Area Hospital
Balance Sheet (Including Foundation)
December 2023

Audited
Dec-23 **Nov-23** **Jun-23**

Assets And Deferred Outflows Of Resources

Current Assets			
Cash & Cash Equivalents	9,470,509	12,876,094	12,030,483
Accounts Receivable (Net)	26,974,907	27,030,082	19,921,642
Inventory	5,644,771	5,599,489	5,205,080
Other Current Assets	5,339,662	3,865,746	4,530,204
Total Current Assets	47,429,850	49,371,411	41,687,409
Assets Limited As to Use	50,938,357	49,425,148	53,401,226
Capital Assets			
Depreciable Capital Assets (Net)	70,412,844	71,122,497	74,844,553
Nondepreciable Capital Assets	2,343,360	2,331,813	1,690,791
Total Capital Assets (Net)	72,756,204	73,454,310	76,535,344
Leases and Subscriptions (Net)	10,047,959	10,286,172	11,477,240
Other Non Current Assets	1,159,644	1,140,332	1,096,420
Total Assets	182,332,014	183,677,374	184,197,639
Deferred Outflows Of Resources	13,559,422	13,565,905	13,585,354
Total Assets And Deferred Outflows	195,891,436	197,243,279	197,782,993

Liabilities, Deferred Inflows of Resources, And Net Position

Current Liabilities			
Accounts Payable	(7,420,550)	(9,421,353)	(7,192,828)
Accrued Liabilities			
Payroll, payroll taxes, withholdings	(3,870,071)	(3,533,591)	(3,580,718)
Paid Time Off	(4,483,857)	(4,876,629)	(5,389,005)
Other	(7,723,227)	(5,835,872)	(5,890,925)
3rd Party Settlements Payable (net)	(5,214,607)	(7,191,413)	(5,676,967)
Long-Term Obligations - Current Portion	(3,562,333)	(3,562,333)	(3,545,686)
Deferred Revenue	(600,000)	(661,295)	(416,669)
Total Current Liabilities	(32,874,646)	(35,082,486)	(31,692,797)
Long Term Obligations (Net of Current Portion)	(50,277,411)	(51,096,246)	(51,946,347)
Other Noncurrent Liabilities	(3,154,846)	(3,135,976)	(3,093,390)
Net Pension Liability	(7,133,416)	(7,133,416)	(7,133,416)
Total Liabilities	(93,440,319)	(96,448,124)	(93,865,950)
Deferred Inflows Of Resources	(10,029,754)	(10,061,291)	(10,155,902)
Total Liabilities & Deferred Cash Inflows	(103,470,073)	(106,509,415)	(104,021,852)
Net Position	(93,761,140)	(93,761,140)	(128,860,256)
Net Income/Loss	1,339,777	3,027,276	35,099,115
Total Liabilities, Deferred Inflows, Net Position	(195,891,436)	(197,243,279)	(197,782,993)

Bay Area Hospital
Statement of Cash Flows
December 2023

	<u>Current</u> <u>Month</u>	<u>Year</u> <u>to Date</u>
Cash flows from operating activities:		
Excess of revenues over expenses	1,687,499	(1,339,777)
Adjustment to reconcile excess of revenues over expenses to net cash provided by operating expenses:		
Depreciation & Amortization	947,867	5,853,724
Loss (gain) on disposal of property, plant & equipment	0	0
Receivables	55,175	(7,053,265)
Inventory of supplies	(45,282)	(439,691)
Other current assets	(1,473,917)	(809,458)
Net Pension Asset and Liability	0	0
Other non current assets	(19,312)	(63,224)
Accounts Payable	(2,000,803)	227,723
Estimated 3rd Party Settlements	(1,976,806)	(462,360)
Other current liabilities	1,831,064	1,216,508
Other noncurrent liabilities	18,870	61,456
Deferred Revenue	(61,294)	183,331
Net cash provided by operating activities	<u>(1,036,940)</u>	<u>(2,625,034)</u>
Cash flows from investing activities:		
Purchase of property, plant & equipment	(11,547)	(745,304)
Change in Value of Investments	(1,513,209)	(1,537,131)
Transfer Investments to Cash		4,000,000
Net cash provided by investing activities	<u>(1,524,756)</u>	<u>1,717,565</u>
Cash flows from financing activities:		
Deferred Inflows/Outflows of Resources	(25,054)	(100,216)
Debt/Subscription Principle Payments	(818,835)	(1,652,289)
Increase in Capital Lease Obligations		0
Business Asset Disposal Gain/Loss		100,000
Net cash provided by financing activities	<u>(843,889)</u>	<u>(1,652,505)</u>
Net increase (decrease) in cash	<u>(3,405,585)</u>	<u>(2,559,974)</u>
Beginning Cash Balance	<u>12,876,094</u>	<u>12,030,483</u>
Ending Cash Balance	<u>9,470,509</u>	<u>9,470,509</u>

Bay Area Hospital
 Compliance Certification
 as of December 31, 2023

	TTM Jun-23	TTM Sep-23	TTM Oct-23	TTM Nov-23	TTM Dec-23
D. Income Available for Debt Service (Quarterly)					
Excess Revenue over Expenses	\$ (35,099,115)	\$ (21,329,204)	\$ (18,352,721)	\$ (16,661,301)	\$ (12,940,039)
Add:					
Interest Expense	\$ 2,535,806	\$ 2,715,478	\$ 2,772,387	\$ 2,846,091	\$ 2,446,531
Depreciation	\$ 12,062,287	\$ 12,021,636	\$ 12,005,204	\$ 12,000,892	\$ 11,965,125
Amortization	\$ -	\$ -	\$ -	\$ -	\$ -
(Gain) or Loss on extinguishment of debt	\$ -	\$ -	\$ -	\$ -	\$ -
(Gain) or Loss on disposition of assets	\$ -	\$ -	\$ -	\$ -	\$ -
(Gain) or Loss on discontinued operations	\$ -	\$ -	\$ -	\$ -	\$ -
Adj. to value of assets or liabilities (accounting adjustments)	\$ -	\$ -	\$ -	\$ -	\$ -
Unrealized (Gains) or Loss on marketable securities	\$ 215,664	\$ (207,689)	\$ (389,250)	\$ 318,716	\$ (1,162,258)
(Gains) or Losses - M2M derivatives	\$ -	\$ -	\$ -	\$ -	\$ -
Non-recurring - Consultant, Severance, and Legal Fees	\$ 1,708,941	\$ 2,974,112	\$ 3,254,618	\$ 3,298,308	\$ 3,328,489
(D.1) Income Available for Debt Service	\$ (18,576,417)	\$ (3,825,668)	\$ (709,761)	\$ 1,802,707	\$ 3,637,848
(D.2) Line D.1 must not be less than	\$ (25,000,000)	\$ (15,000,000)	\$ (15,000,000)	\$ (15,000,000)	\$ (5,000,000)
(D.3) Borrower is in Compliance (Yes/No)	Yes	Yes	Yes	Yes	Yes
B.1 Days Cash on Hand (Monthly)					
Cash & Equivalents	\$ 12,030,483	\$ 13,117,050	\$ 14,009,932	\$ 12,761,686	\$ 9,470,509
Add: Marketable Securities/Board designated Funds	\$ 53,401,226	\$ 48,303,977	\$ 47,793,630	\$ 49,425,148	\$ 50,938,357
Less: Trustee Held funds	\$ -	\$ -	\$ -	\$ -	\$ -
Less: Outstanding Principal on short term debt	\$ -	\$ -	\$ -	\$ -	\$ -
Less: Proceeds from A/R factoring	\$ -	\$ -	\$ -	\$ -	\$ -
Less: Collateral Posting for Interest Rate Agreements	\$ -	\$ -	\$ -	\$ -	\$ -
Less: Outstanding Principal on Put Indebtedness	\$ -	\$ -	\$ -	\$ -	\$ -
Cash & Equivalents	\$ 65,431,709	\$ 61,421,027	\$ 61,803,562	\$ 62,186,834	\$ 60,408,866
B.2 Cash Operating Expenses					
Total Operating Expenses	\$ 240,424,619	\$ 243,196,104	\$ 243,955,106	\$ 244,914,610	\$ 244,669,983
Add: Interest Expenses	\$ 2,535,806	\$ 2,715,478	\$ 2,772,387	\$ 2,846,091	\$ 2,446,531
Less: Depreciation & Amortization	\$ 12,062,287	\$ 12,021,636	\$ 12,005,204	\$ 12,000,892	\$ 11,965,125
Less: Non-cash expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Less: Losses on refinancing debt	\$ -	\$ -	\$ -	\$ -	\$ -
Less: Provision for uncollectable accounts	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cash Operating Expenses	\$ 230,898,139	\$ 233,889,947	\$ 234,722,290	\$ 235,759,809	\$ 235,151,388
B.3 Line B2 divided by 365	\$ 632,598	\$ 640,794	\$ 643,075	\$ 645,917	\$ 644,250
B.4 Ratio of Line B.1 to Line B3	103	96	96	96	94
B.5 Line B.4 must not be less than	75	70	70	70	70
B.6 Borrower is in Compliance (Yes/No)	N/A	Yes	Yes	Yes	Yes
C.1 Unrestricted Liquid Funds (Monthly)					
Cash & Equivalents	\$ 12,030,483	\$ 13,117,050	\$ 14,009,932	\$ 12,761,686	\$ 9,470,509
Add: Marketable Securities/Board designated Funds	\$ 53,401,226	\$ 48,303,977	\$ 47,793,630	\$ 49,425,148	\$ 50,938,357
Unrestricted Liquid Funds	\$ 65,431,709	\$ 61,421,027	\$ 61,803,562	\$ 62,186,834	\$ 60,408,866
C.2 Line C.1 must not be less than	\$ 45,000,000	\$ 45,000,000	\$ 45,000,000	\$ 45,000,000	\$ 45,000,000
C.3 Borrower is in Compliance (Yes/No)	N/A	Yes	Yes	Yes	Yes

Signature of Bay Area Hospital:

Name: Mary L. Lato
 Title: CFO
01/17/24

Bay Area Hospital

Accounts Receivable Reserves Trend - December, 2023

	2022 Dec	2023 Jan	2023 Feb	2023 Mar	2023 Apr	2023 May	2023 Jun-Audited	2023 July	2023 Aug	2023 Sept	2023 Oct	2023 Nov	2023 Dec
Gross Accounts Receivable	82,901,626	79,222,345	69,180,572	60,111,225	57,481,694	56,531,947	58,584,042	57,922,067	57,987,953	60,055,730	66,120,436	71,472,311	71,705,333
Allowances (ALL)	(63,008,868)	(59,580,075)	(51,480,246)	(44,739,709)	(40,536,570)	(39,363,829)	(38,662,399)	(39,267,997)	(35,962,134)	(36,694,501)	(41,847,621)	(44,327,821)	(44,730,425)
Net Accounts Receivable	19,892,758	19,642,270	17,700,326	15,371,517	16,945,124	17,168,119	19,921,642	18,654,070	22,025,818	23,361,229	24,272,814	27,144,490	26,974,907
Accounts Receivable Net to Gross	24.0%	24.8%	25.6%	25.6%	29.5%	30.4%	34.0%	32.2%	38.0%	38.9%	36.7%	38.0%	37.6%

Key Performance Indicators (KPI) Review

	FY24 Goal	Industry Bench- marks	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	FY22 Year End Actual	FY23 Year End Actual	FY24 YTD Actual
Charges	54,685,046		51,379,826	51,869,630	48,353,966	52,116,291	48,586,671	51,933,307	51,525,526	52,957,076	58,094,481	54,955,468	58,351,922	60,634,241	59,549,101	562,897,702	577,661,143	344,542,289
Net Pt Revenue	19,258,860		18,201,346	17,900,475	16,114,841	17,709,522	18,953,437	18,245,505	21,943,792	17,853,601	20,271,904	19,965,255	19,632,021	19,556,344	19,482,648	181,949,190	205,462,867	116,761,773
Provider Tax	940,832		989,753	893,218	938,120	949,377	1,061,313	985,930	924,860	1,004,447	1,091,140	1,069,717	1,017,081	993,907	1,362,728	10,267,119	10,898,689	6,539,020
Net Pt Rev less Provide	18,318,028		17,211,593	17,007,257	15,176,721	16,760,145	17,892,124	17,259,575	21,018,932	16,849,154	19,180,764	18,895,538	18,614,940	18,562,437	18,119,920	171,682,072	194,564,178	110,222,753
Cash Collected	17,768,487		16,280,693	16,748,712	18,182,066	19,838,591	16,607,179	16,963,045	18,007,319	17,116,004	16,135,430	17,313,788	17,322,292	17,318,881	18,398,234	170,845,981	196,654,713	103,604,629
Ave Age of Cash Collected																		
Net to Gross	35.22%		35.43%	34.51%	33.33%	33.98%	39.01%	35.13%	42.59%	33.7%	34.9%	36.3%	33.6%	32.3%	32.7%	32.32%	35.57%	33.9%
Net to Gross w/o provider tax			33.50%	32.79%	31.39%	32.16%	36.83%	33.23%	40.79%	31.82%	33.02%	34.38%	31.90%	30.61%	30.43%	30.50%	33.68%	31.99%
Net Collections	97.00%	86-100%	94.59%	98.48%	119.80%	118.37%	92.82%	98.28%	85.67%	101.6%	84.1%	91.6%	93.1%	93.3%	101.5%	99.51%	101.07%	94.0%
Net Collections-90day	97.00%	95-98%	101.15%	100.36%	110.43%	121.60%	99.99%	98.03%	98.76%	93.8%	86.9%	91.2%	94.2%	92.1%	99.2%	99.51%	101.07%	94.0%
AR Balance			81,030,407	78,017,147	68,097,565	59,652,583	57,206,116	56,261,996	58,337,069	57,777,512	57,892,273	59,954,613	66,021,283	71,233,462	71,325,977	66,564,775	58,337,069	71,325,977
Epic AR 90days+			24,470,560	22,498,503	16,618,403	14,619,519	13,449,915	12,678,678	12,226,248	12,316,765	11,221,670	12,465,571	13,747,333	15,075,055	15,973,665	20,891,011	12,226,248	15,973,665
% AR 90+Days	21.0%	15-30%	30.2%	28.8%	24.4%	24.5%	23.5%	22.5%	21.0%	21.3%	19.4%	20.8%	20.8%	21.2%	22.4%	31.4%	21.0%	22.4%
HB DNFB Days	6.0	3-00	14.7	12.0	8.3	6.5	7.2	5.6	7.2	6.20	5.20	6.40	8.00	9.40	8.60	9.3	7.2	8.60
EB AR Days	34.0	30-60	51.1	47.1	40.2	35.5	34.0	34.0	34.9	34.00	32.90	33.00	35.40	37.30	36.50	43.6	34.9	36.50
Pre-Service Cash Collection	15%	5-35%	3.1%	3.2%	3.4%	7.7%	7.3%	3.2%	17.5%	15.0%	28.8%	10.6%	12.4%	11.5%	8.4%	3.5%	6.3%	14.5%
Registration Collection	100,000		43,191	37,519	39,983	97,502	32,601	89,588	127,794	61,425	93,282	95,293	112,775	85,067	58,568		63,655	506,410
HB Clean Claims	85.0%	90-95%	76.0%	75.0%	74.0%	76.0%	77.0%	79.0%	80.0%	79.0%	77.0%	82.0%	79.0%	80.0%	80.0%	70.0%	75.8%	79.5%
PB Clean Claim	85.0%	90-95%	43.0%	44.0%	37.0%	31.0%	38.0%	34.0%	29.0%	27.0%	28.0%	28.0%	20.0%	15.0%	21.0%	42.0%	37.7%	23.2%
HB Overall Denial	10.0%	5-10%	14.7%	10.7%	12.7%	12.0%	11.7%	11.8%	11.4%	13.0%	11.7%	9.9%	11.3%	11.0%	10.8%	12.0%	12.0%	11.3%
PB Overall Denial	10.0%	5-10%	9.5%	10.0%	12.2%	11.8%	11.5%	11.9%	11.1%	11.7%	11.7%	9.0%	8.5%	8.8%	8.4%	13.8%	11.4%	9.7%
Case Mix Index			1.5307	1.6324	1.5042	1.5056	1.5761	1.4461	1.4426	1.4038	1.4028	1.5136	1.4625	1.5510	1.5225			
HB Charges on time	96%	98%	96.0%	95.0%	95.0%	96.0%	96.0%	95.0%	96.0%	96.0%	96.0%	96.0%	97.0%	96.0%	96.0%	95.0%	95.6%	96.2%
Discharges			496	498	452	494	478	460	512	491	539	530	570	605	618	5,350	5,348	3,353
Patient Days			2,270	2,261	1,798	1,936	1,942	1,760	1,947	1,900	2,157	2,273	2,517	2,457	2,413	25,566	22,217	13,717
Emergency Room Visits			2,253	1,985	1,937	2,140	2,072	2,210	2,154	2,300	2,281	2,093	2,135	2,203	2,300	27,180	25,241	13,312
Operating Room Cases			319	333	328	309	305	326	349	265	303	332	353	352	319	4,074	3,753	1,924
Outpatient Registrations			11,176	11,832	10,947	12,863	11,604	12,333	11,654	10,592	12,244	11,023	12,539	11,633	10,865	108,184	139,275	68,896
Adj. Factor			2.14	2.13	2.33	2.47	2.33	2.60	2.50	2.38	2.52	2.30	2.26	2.40	2	2.38	2.36	2.35
Adj. Patient Days			4,864.81	4,813.96	4,197.98	4,784.46	4,528.00	4,573.01	4,863.61	4,515.53	5,434.39	5,227.90	5,688.42	5,896.80	5,453.38	60,908.33	52,402.98	32,271.57
Gross Rev/Adj Pt Day			10,561.53	10,774.84	11,518.38	10,892.83	10,730.28	11,356.47	10,594.08	11,727.76	10,690.15	10,511.96	10,258.02	10,282.57	10,919.67	9,241.72	11,023.44	10,676.34
Net Rev/Adj Pt Day			3,741	3,718	3,839	3,701	4,186	3,990	4,512	3,954	3,730	3,819	3,451	3,316	3,573	2,987	3,921	3,618
Adj Patient Discharge			1,063	1,060	1,055	1,221	1,115	1,195	1,279	1,167	1,358	1,219	1,288	1,452	1,397	12,746	12,614	7,889
Gross Rev/Adj Pt Discharge			48,336	48,920	45,819	42,689	43,595	43,451	40,286	45,382	42,780	45,082	45,297	41,759	42,636	44,163	45,794	43,677
Net Rev/Adj Pt Discharge			17,123	16,882	15,270	14,506	17,006	15,265	17,157	15,300	14,928	16,378	15,240	13,469	13,949	14,275	16,288	14,802
Cash Aging Buckets (age of account when cash was collected)- Does not include CCO capitated payments																		
<90			12,755,049	12,659,921	13,492,770	14,890,468	12,961,854	13,789,000	14,638,821	13,592,635	14,504,151	15,022,193	16,351,195	16,143,620	17,041,696	132,998,929	151,866,499	92,655,489
90-119			524,949	414,717	561,880	645,746	606,350	379,525	428,950	405,461	535,979	296,732	390,220	396,965	473,312	10,594,094	5,921,231	2,498,669
120-179			216,026	505,564	830,790	926,346	444,641	463,208	433,199	449,646	446,068	521,168	262,591	330,689	288,344	11,007,673	6,324,303	2,298,505
180-269			693,539	362,672	434,769	372,563	333,405	340,302	276,139	233,144	214,005	562,919	56,367	104,396	267,914	11,669,505	5,545,254	1,438,745
270-364			300,550	112,637	404,756	373,731	147,867	172,492	65,262	218,181	177,361	60,697	65,577	230,334	35,745	2,511,570	2,648,997	787,895
365+			210,216	229,219	373,796	489,038	830,396	72,806	301,605	319,074	185,109	70,587	204,020	128,427	121,405	1,419,771	3,487,385	1,028,623
% of Cash Collected by Account Age Bucket																		
<90			86.77%	88.63%	83.81%	84.14%	84.58%	90.61%	90.68%	89.32%	90.30%	90.85%	94.35%	93.13%	93.49%	78.14%	86.39%	92.00%
90-119			3.57%	2.90%	3.49%	3.65%	3.96%	2.49%	2.66%	2.66%	3.34%	1.79%	2.25%	2.29%	2.60%	6.22%	3.37%	2.48%
120-179			1.47%	3.54%	5.16%	5.23%	2.90%	3.04%	2.68%	2.95%	2.78%	3.15%	1.52%	1.91%	1.58%	6.47%	3.60%	2.28%
180-269			4.72%	2.54%	2.70%	2.11%	2.18%	2.24%	1.71%	1.53%	1.33%	3.40%	0.33%	0.60%	1.47%	4.86%	3.15%	1.43%
270-364			2.04%	0.79%	2.51%	2.11%	0.96%	1.13%	1.04%	1.43%	1.10%	0.37%	0.38%	1.33%	0.20%	1.48%	1.51%	0.78%
365+			1.43%	1.60%	2.32%	2.76%	5.42%	0.48%	1.87%	2.10%	1.15%	0.43%	1.18%	0.74%	0.67%	0.83%	1.98%	1.02%
Days in Month			31	31	28	31	30	31	30	31	31	30	31	30	31	365	365	184
Ave Daily Charges			1,657,414	1,673,214	1,726,927	1,681,171	1,619,556	1,675,268	1,717,518	1,708,293	1,874,016	1,831,849	1,882,320	2,021,141	1,920,939	1,542,185	1,582,633	1,872,512