



Health Care Services Review Project Committee

Agenda

San Joaquin County Administration Building
44 N. San Joaquin Street, Room 146, Stockton, CA 95202
Wednesday, December 20, 2023
8:30 a.m. to 10:00 a.m.

Alternate Location: 4860 Eldorado Drive, La Verne, CA 91750

Watch Live on YouTube: www.youtube.com/c/sanjoaquincountyca

Committee Members

Paul Canepa | Steven J. Ding | Jay Wilverding | Brandi Hopkins | Jennifer Van Steyn | Ed Kiernan
Quenny Macedo | Jeff Woltkamp | Greg Diederich | Rick Castro | Abe Nunez | Kris Zuniga

Agenda Items

Procedural Items

- | | |
|------------------|----------------|
| 1. Call to Order | Jay Wilverding |
| 2. Roll Call | Kristen Santo |

Action Items

- | | |
|--|----------------|
| 3. Approve Minutes from October 18, 2023 | Jay Wilverding |
|--|----------------|

Information and Discussion Items

- | | |
|--|----------------|
| 4. Present 2023 Financial Results through October for County Clinics | Kris Zuniga |
| 5. Present 2023 Financial Results through October for San Joaquin General Hospital | Abe Nunez |
| 6. Public Comment | Jay Wilverding |

Committee Comments

Closed Session

There are no closed session items scheduled for this date.

Adjournment

Next meeting January 17, 2024

Jay Wilverding

Other Information

Public comments will be made part of the official record on file. Written public comments are limited to 250 words or less and may be emailed to the Committee at hcsrpccommittee@sjgov.org. Written public comments will not be read during the Public Comment period.

Note: If you need a disability-related modification or accommodation to participate in this meeting, please contact the County Administrator's Office at (209) 468-3203 at least 48 hours prior to the start of the meeting. Gov. Code Section 54954.2(a).



Health Care Services Review Project Committee

Minutes

San Joaquin County
Health Care Services Review Project Committee
Minutes of Wednesday, October 18, 2023 8:30 a.m.

Procedural Items

1. Call to Order

County Administrator Jay Wilverding called the meeting to order at 8:30 a.m.

2. Roll Call

Present:

Paul Canepa, District 2 Supervisor
Jay Wilverding, County Administrator
Brandi Hopkins, Asst. County Administrator
Ed Kiernan, County Counsel
Quenny Macedo, Deputy County Counsel
Jennifer Van Steyn, Sr. Deputy County Administrator

Rick Castro, CEO of San Joaquin General Hospital
Abe Nunez, CFO of San Joaquin General Hospital
Kris Zuniga, CFO of San Joaquin County Clinics

Not Present:

Steven J. Ding, District 4 Supervisor Jeff Woltkamp, Auditor-Controller

Action Items

3. Approve Minutes from September 20, 2023

Motion to approve the Minutes as listed on the Agenda. Approved.

RESULT: ADOPTED [UNANIMOUS]

MOVER: Rick Castro, CEO of SJGH

SECONDER: Paul Canepa, District 2 Supervisor

AYES: Castro, Canepa, Wilverding, Kiernan, Van Steyn, Nunez, Zuniga

ABSTAIN: Hopkins, Macedo, Diederich

Information and Discussion Items

4. Present August 2023 Financial Results for County Clinics

San Joaquin County Clinics (SJCC) CFO Kris Zuniga presented August financials. Mr. Zuniga and Interim CEO Greg Diederich responded to questions from the Committee.

5. Present August 2023 Financial Results for San Joaquin General Hospital

San Joaquin General Hospital (SJGH) CFO Abe Nunez and CEO Rick Castro presented August financials. Mr. Castro and Mr. Nunez responded to questions from the Committee. County Administrator Wilverding recommended continuing discussions regarding sick time usage and policies with Mr. Castro and Mr. Nunez at a later date.

6. Introduce and Discuss SJ Health Lodi Clinic

San Joaquin County Clinics (SJCC) Interim CEO Greg Diederich introduced tentative facility plans for a new SJ Health Lodi Clinic with an estimate of \$6.2 million with concerns of which party would own the clinic. Mr. Diederich and Mr. Zuniga responded to questions and comments from the Committee.

7. Walk Through MOU

San Joaquin County Clinics (SJCC) Interim CEO Greg Diederich provided an overview of the Memorandum of Understanding between the San Joaquin County Clinics Health Facility (SJCC) and the County of San Joaquin (County). An open discussion ensued, and Mr. Diederich and Mr. Zuniga responded to questions and comments from the Committee.

8. Public Comment

There were no public comments.

Closed Session

9. There were no closed session items scheduled for this date.

Committee Comments

Mr. Castro commented on the need for UAPD Contract focus on productivity standards, physician schedules, and incentives.

Mr. Diederich informed the Committee of an upcoming SJ Health Board Meeting in October with a slate of officers (Brick Heck – Board Chair, Cynthia King – Vice-Chair, and Rod Place – Treasurer) and sought clarification from County Counsel whether an introduction meeting with two County Board of Supervisors and two SJ Health Board Members would violate the Brown Act. County Counsel Kiernan indicated a conflict waiver was still pending.

Supervisor Canepa stressed the importance of having the right staff and collaboration to be successful.

County Counsel Kiernan reminded the Committee to be mindful of the agendized time for meetings.

County Administrator Wilverding complimented the Committee on the quality discussions.

Adjournment

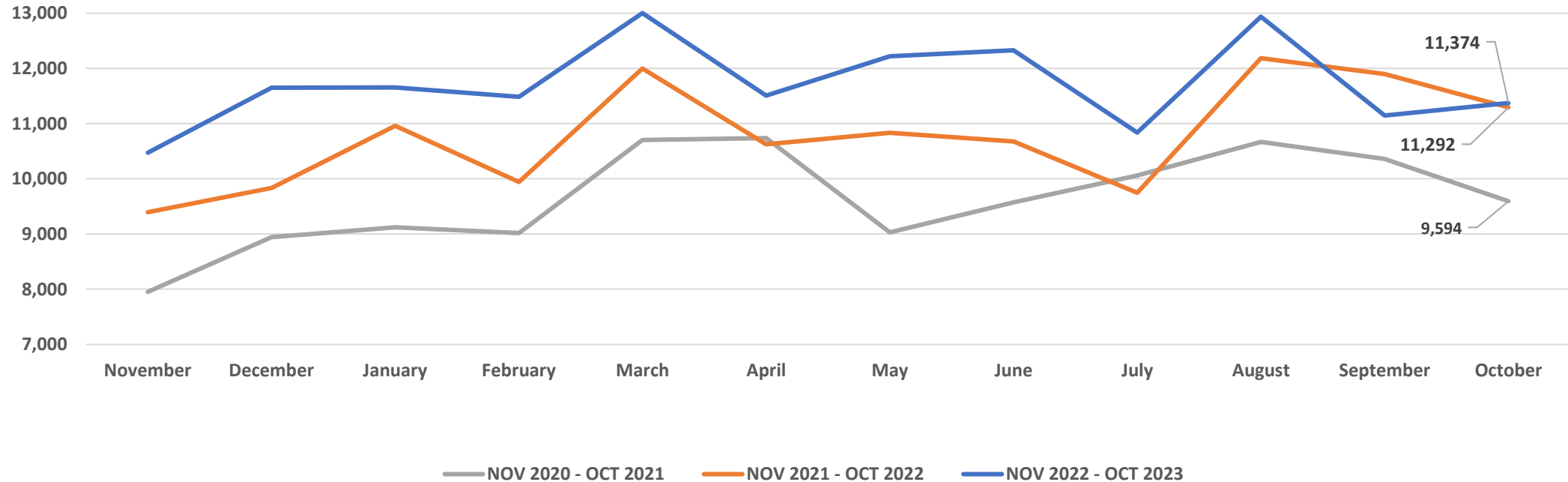
At 10:28 a.m., County Administrator Wilverding adjourned the meeting to December 20, 2023 at 8:30 a.m.

SAN JOAQUIN HEALTH CENTERS CFO PRESENTATION

Kristopher D. Zuniga
Chief Financial Officer
Presentation Date: 12/20/2023

OCTOBER 2023 BILLABLE VISITS – 11,374

36-MONTH BILLABLE VISIT TRENDS (BY DOS)



Visits By Financial Class	%
Medi-Cal Managed Care	74.69%
Medicare	11.66%
Medi-Cal	9.59%
Commercial	2.20%
Self-Pay	1.86%
Total	100.00%

FY24 Month	Actual	Budget	Variance
Jul-23	10,838	11,241	(403)
Aug-23	12,936	12,970	(34)
Sep-23	11,147	12,634	(1,487)
Oct-23	11,374	12,366	(992)
Total	46,295	49,211	(2,916)

SJ HEALTH INCOME STATEMENT – OCTOBER 2023

	Current Period Actual	Current Period Budget - Original	Current Period Budget Variance - Original	Current Year Actual	YTD Budget - Original	YTD Budget Variance - Original
Operating Revenue						
Net Patient Service Revenue	1,840,738	1,974,156	(133,418)	7,217,393	8,035,092	(817,698)
Supplemental Revenue	988,329	988,329	(0)	3,953,316	3,953,316	(0)
Capitation Revenue	521,297	522,458	(1,161)	2,126,090	2,143,578	(17,488)
Grant Revenue	348,551	394,742	(46,191)	1,425,805	1,693,969	(268,164)
340B Pharmacy Program	197,176	142,156	55,020	560,433	568,625	(8,192)
MOU & Other Income	<u>210,219</u>	<u>53,506</u>	<u>156,713</u>	<u>542,018</u>	<u>214,024</u>	<u>327,994</u>
Total Operating Revenue	<u>4,106,310</u>	<u>4,075,348</u>	<u>30,963</u>	<u>15,825,055</u>	<u>16,608,604</u>	<u>(783,549)</u>
Expenditures						
Salaries & Wages	1,898,645	1,752,365	(146,280)	7,218,742	6,792,623	(426,119)
Employee Benefits	661,787	982,838	321,051	2,972,861	3,808,162	835,301
Professional Fees	579,216	434,483	(144,734)	2,217,421	1,763,583	(453,838)
Purchased Services	213,330	174,147	(39,182)	718,128	696,589	(21,539)
Supplies	126,812	163,010	36,198	495,387	652,039	156,653
Depreciation	52,778	58,112	5,333	237,287	232,447	(4,840)
Interest	2,624	20,140	17,516	10,791	80,560	69,769
Office Expense	3,153	7,651	4,498	25,629	30,605	4,976
Dues, Subscription & Fees	234,197	66,431	(167,766)	523,189	265,725	(257,464)
Repairs & Maintenance	57,281	53,520	(3,760)	229,436	214,082	(15,355)
Telephone & Internet	8,699	4,929	(3,770)	26,896	19,716	(7,180)
Advertising & Promotions	15,528	0	(15,528)	15,528	0	(15,528)
Travel & Training	5,495	12,007	6,512	41,186	48,448	7,262
Insurance	7,213	15,883	8,671	31,288	63,533	32,245
Utilities	110,451	114,232	3,781	439,627	456,929	17,302
Rent	100,832	103,981	3,149	401,460	415,924	14,464
Miscellaneous	<u>7,125</u>	<u>121,007</u>	<u>113,882</u>	<u>239,231</u>	<u>494,908</u>	<u>255,677</u>
Total Expenditures	<u>4,085,165</u>	<u>4,084,737</u>	<u>(429)</u>	<u>15,844,088</u>	<u>16,035,874</u>	<u>191,786</u>
Net Income(Loss)	<u>21,145</u>	<u>(9,389)</u>	<u>30,534</u>	<u>(19,033)</u>	<u>572,730</u>	<u>(591,763)</u>

	SJHC	BHS	SJC - MOU	SJGH - MOU	Total
Operating Revenue					
Net Patient Service Revenue	7,217,393				7,217,393
Supplemental Revenue				3,953,316	3,953,316
Capitation Revenue	2,126,090				2,126,090
Grant Revenue	544,347		881,458		1,425,805
340B Pharmacy Program	560,433				560,433
MOU & Other Income	<u>840</u>		<u>329,873</u>	<u>211,305</u>	542,018
Total Operating Revenue	<u>10,449,104</u>	<u>0</u>	<u>1,211,331</u>	<u>4,164,621</u>	<u>15,825,055</u>
Expenditures					
Salaries & Wages	344,502	141,292	5,102,637	1,630,311	7,218,742
Employee Benefits	90,881	37,113	2,171,019	673,848	2,972,861
Professional Fees	2,024,806			192,615	2,217,421
Purchased Services	372,958		88,860	256,310	718,128
Supplies	252,521			242,866	495,387
Depreciation	237,287				237,287
Interest	10,791				10,791
Office Expense	1,567	17,840		6,222	25,629
Dues, Subscription & Fees	455,997			67,192	523,189
Repairs & Maintenance	313			229,124	229,436
Telephone & Internet	19,459			7,437	26,896
Advertising & Promotions	15,528				15,528
Travel & Training	40,223			962	41,186
Insurance	31,288				31,288
Utilities	44,929			394,697	439,627
Rent	181,371		14,835	205,254	401,460
Miscellaneous	<u>199,702</u>			<u>39,530</u>	239,231
Total Expenditures	<u>4,324,124</u>	<u>196,245</u>	<u>7,377,351</u>	<u>3,946,368</u>	<u>15,844,088</u>
Net Income(Loss)	<u>6,124,980</u>	<u>(196,245)</u>	<u>(6,166,020)</u>	<u>218,252</u>	<u>(19,033)</u>

FY24 YTD INCOME STATEMENT MOU BREAKOUT

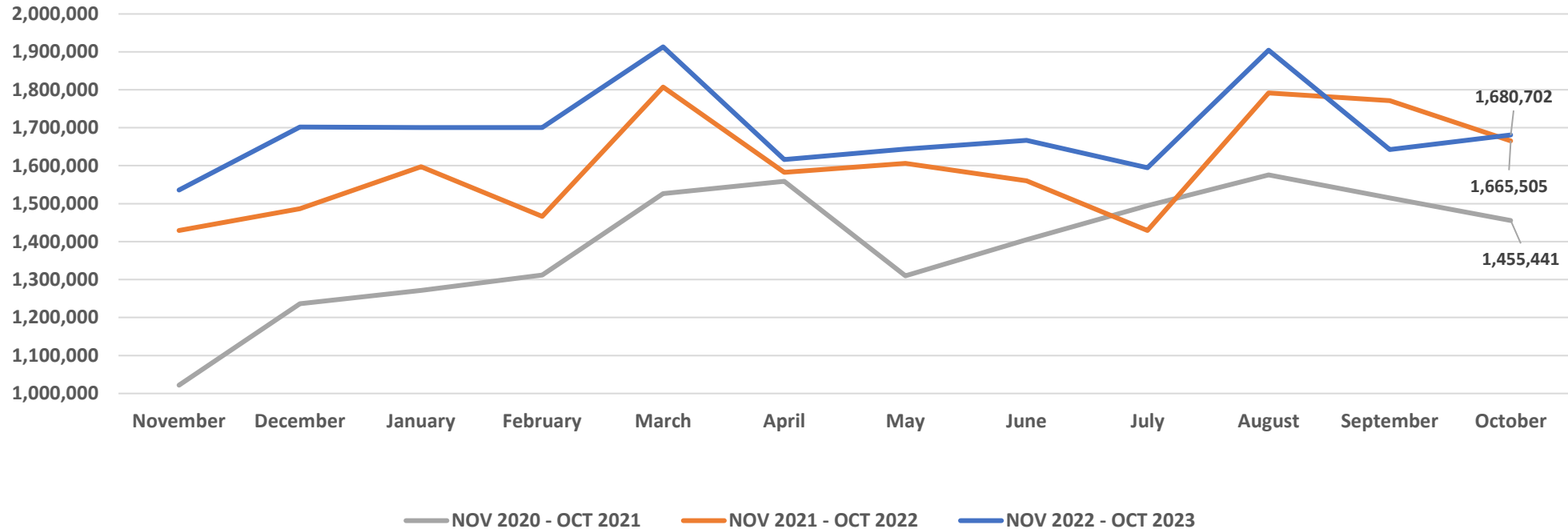
SJ HEALTH INCOME STATEMENT VARIANCE ANALYSIS – YTD FY2024 (ONLY VARIANCES WITH +/- 10% ARE REPRESENTED)

Income Statement Grouping	Current Period Actual	Budget - Original	Budget Variance -	FY2024 - VARIANCE EXPLANATIONS
Grant Revenue	1,425,805	1,693,969	(268,164)	Unfavorable variance as a result of underperforming grant activity in the month of October mainly related to HHIP, ECM, Practice, Sunlight Giving, SOR3, Heluna Health, KP Health Connect, USDA, Exact Science Focus Program and Path Cited
MOU & Other Income	542,018	214,024	327,994	Favorable mainly due to \$330K recorded for interest income
Employee Benefits	2,972,861	3,808,162	835,301	For purposes of annual budgeting, per SJ County direction, county employees purchased by SJHC were budgeted at 66% benefits cost to salaries. Year-to-date actual benefits cost as a percentage of salaries, as of October 2023 is 41%
Professional Fees	2,217,421	1,763,583	(453,838)	Unfavorable mainly due to unbudgeted expenses for contracted provider costs, business intelligence vendors and legal fees.
Supplies	495,387	652,039	156,653	Favorable variance based on the actual expenses incurred
Interest	10,791	80,560	69,769	Favorable due to the payoff of FY20 & FY21 liabilities Due To DHCS in July. Hence, no interest expense incurred in October.
Dues, Subscription & Fees	523,189	265,725	(257,464)	Unfavorable variance mostly due to early termination fees from CIPHERhealth, and higher than budgeted 340B TPA fees and other subscriptions.
Miscellaneous	239,231	494,908	255,677	Favorable variance based on the actual expenses incurred

SJ HEALTH BALANCE SHEET- OCTOBER 2023

	<u>PERIOD 0</u>	<u>QTR 1 FY24</u>	<u>OCTOBER 2023</u>
Assets			
Cash & Cash Equivalents	20,741,223	21,104,398	19,328,558
Accounts Receivable	2,230,779	2,142,202	1,905,979
Property & Equipment	3,259,523	3,083,306	3,076,651
Other Assets	<u>14,204,238</u>	<u>15,559,592</u>	<u>16,173,857</u>
Total Assets	<u>40,435,763</u>	<u>41,889,498</u>	<u>40,485,044</u>
Liabilities			
Accounts Payable	869,089	986,144	749,865
Other Liabilities	<u>9,703,120</u>	<u>10,397,598</u>	<u>9,430,250</u>
Total Liabilities	<u>10,572,209</u>	<u>11,383,742</u>	<u>10,180,115</u>
Net Assets			
Unrestricted Net Assets	21,183,322	28,714,912	28,714,912
Restricted Net Assets	1,148,643	1,831,023	1,609,051
Current YTD Net Income	<u>7,531,589</u>	<u>(40,178)</u>	<u>(19,033)</u>
Total Net Assets	<u>29,863,554</u>	<u>30,505,756</u>	<u>30,304,930</u>
Total Liabilities and Net Assets	<u>40,435,763</u>	<u>41,889,498</u>	<u>40,485,044</u>

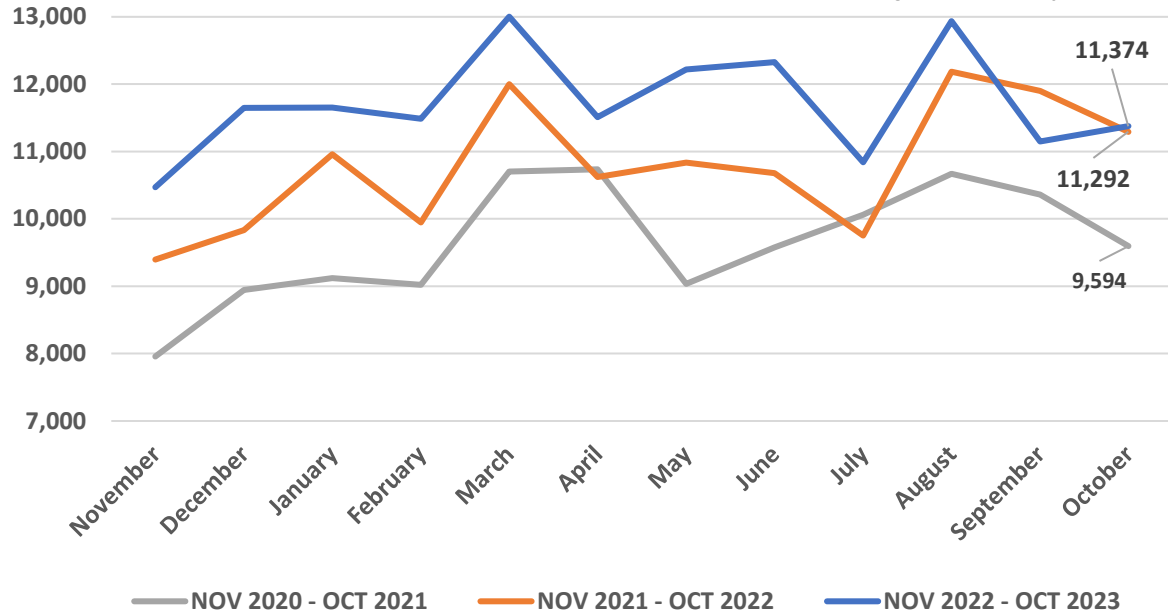
36-MONTH TRENDS - CASH COLLECTIONS



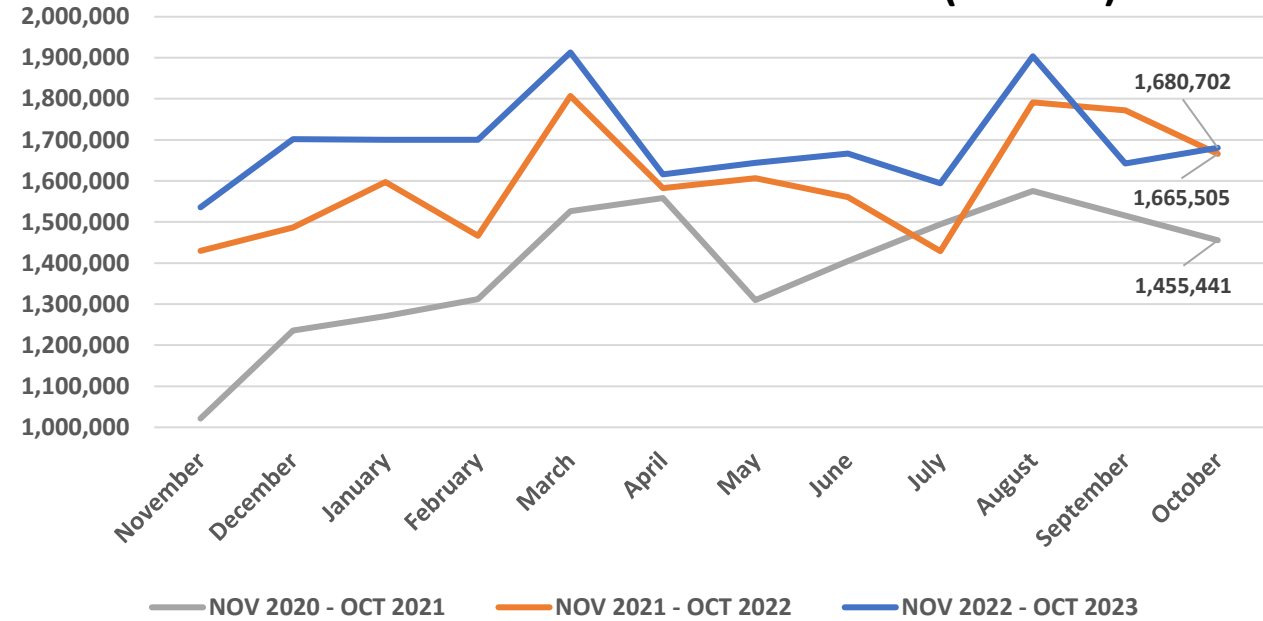
FY24 Collections by Financial Class	%
Medi-Cal Managed Care	82.25%
Medi-Cal	12.94%
Medicare	3.69%
Self-Pay	0.56%
Commercial	0.56%
Total	100.00%

NOTE: COLLECTIONS FROM JULY TO OCTOBER 2023 HAVE BEEN ESTIMATED BASED ON AVERAGE COLLECTIONS PER DAY

36-MONTH BILLABLE VISIT TRENDS (BY DOS)



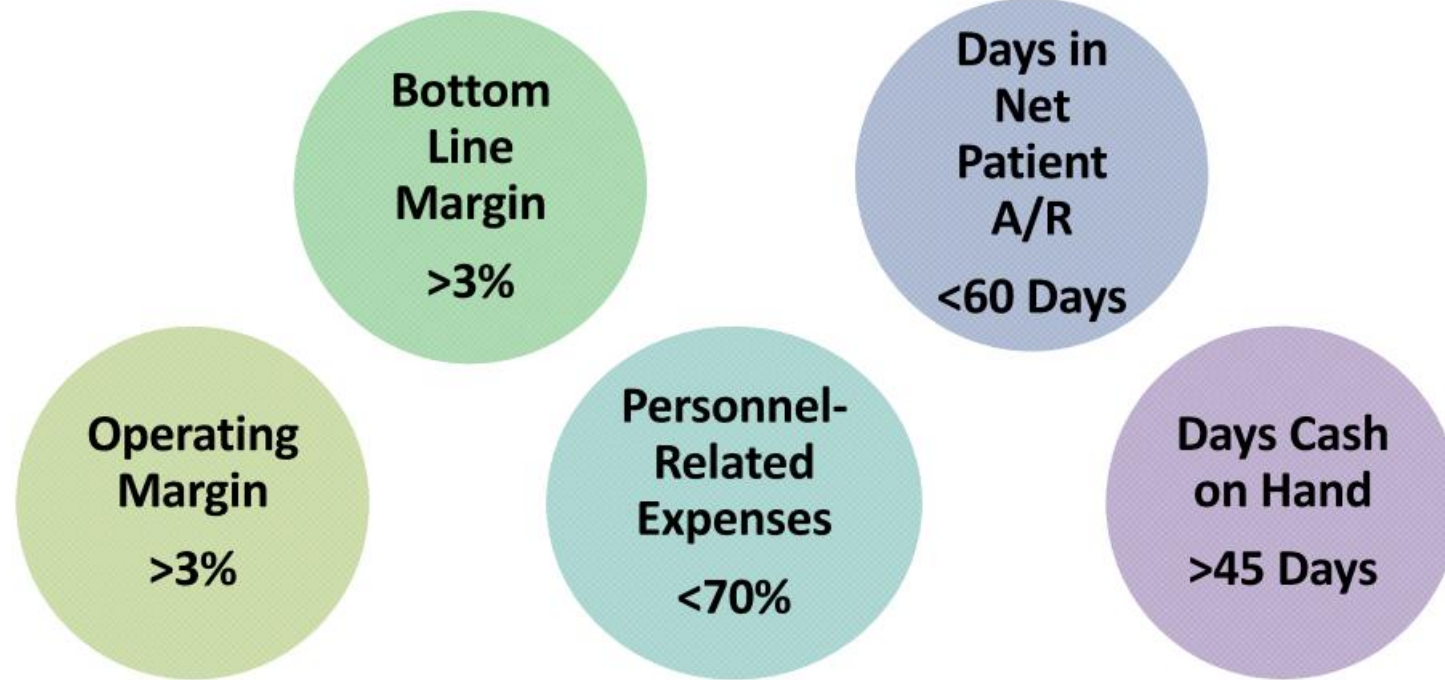
36-MONTH CASH COLLECTION TRENDS (BY DOS)



SJ Health HRSA Financial Metrics

Financial Metric	FY2021	FY2022	FY2023	FY2024
Cummulative Cost Per Unique Patient	1,098	1,315	1,334	788
Medical Cost per Medical Visit	274	309	324	343

Key Financial Metrics: Capital Link Industry Guidelines



CAPITAL LINK FQHC FINANCIAL BENCHMARKS VS SJ HEALTH

DATA SUMMARY	CAPITAL LINK TARGET	2021 NATIONAL MEDIAN	2021 CALIFORNIA MEDIAN	SJ HEALTH FYTD FY23 (AUDITED)	SJ HEALTH FYTD FY24
FINANCIAL HEALTH					
1 Operating Margin As a % of Operating Revenue	>3%	10%	11%	13%	-0.1%
2 Bottom Line Margin As a % of Operating Revenue	>3%	13%	15%	14%	-0.1%
3 Days Cash on Hand	>45 Days	116	143	170	152
4 Days in Net Patient Receivables	<60 Days	38	39	37	31
5 Personnel-Related Expense (PRE) As a % of Operating Revenue	<70	66%	67%	69%	83%

QUESTIONS & ANSWERS



San Joaquin General Hospital

FY 2023-2024 Financial Results October YTD (4 months)



**SAN JOAQUIN
GENERAL
HOSPITAL**

- **YTD Net Income/(Loss)*: (\$4.2M)** was **unfavorable to budget by \$2.2M**. We had lower financial results than anticipated through the first 4 months of our new fiscal year driven by higher than projected expenses
- **YTD EBIDA Margin/(Loss)*: (\$2.1M)** was **unfavorable to budget by \$1.7M** with an EBIDA Margin of (1.3%). Depreciation expense higher than projected due to timing of placing new capital items in service
 - **Volume:** Adjusted Patient Days** **slightly below budget by (0.8%)**. The lower inpatient revenues were offset by higher outpatient charges
 - ❖ Inpatient: Patient days (4.8%) **unfavorable to budget** while deliveries (11.8%) and trauma cases (4.1%) **exceeded budget** and prior year. Case Mix Index (CMI) **above budget** and prior year (Medicare CMI → 2.07 actual Vs. 1.89 last year).
 - ❖ Ambulatory Services: Surgeries **favorable to budget** by 10.2% and **Clinic Visits positive to target by 6.0%**. Emergency services (9.2%) **below budget** to start the new fiscal year
 - ❖ Average Length of Stay: **On budget** through the first three months (5.1)
 - **Operating Revenue: \$1.9M** or **1.2% Favorable to Budget**
 - ❖ Net patient revenue was favorable to target driven by strong outpatient surgical volumes, trauma cases and deliveries
 - ❖ Supplemental payments **unfavorable to budget** due to impact of quality metrics
 - **Expenses: (\$4.0M)** or **2.5% Unfavorable to Budget**
 - ❖ Total Cost per CMI Discharge was **3.9% below target** due to more complex cases and favorable purchased services
 - ❖ Salaries & benefits **favorable to budget by 1.0%** due to vacant positions
 - ❖ Travelers (contract labor) **over target** but below prior year level. We anticipate a further decrease in Traveler nurses in the coming months due to a recent spike in hiring. Developing a retention strategy will be critical

* EBIDA: Earnings before Interest, Depreciation & Amortization

** Inpatient days plus outpatient equivalent days

YTD Financial results slightly below budget from an operating margin and net income perspective

	Current Month				Year To Date			
	FY 2023-24 Actual	FY 2023-24 Budget	\$ Var	% Var	FY 2023-24 Actual	FY 2023-24 Budget	\$ Var	% Var
Operating Revenue	\$ 38,132,261	\$37,666,349	\$ 465,912	1.2%	\$ 157,792,116	\$ 155,926,536	\$ 1,865,580	1.2%
Operating Expenses	40,323,059	38,852,504	(1,470,555)	-3.8%	164,667,243	160,626,682	(4,040,561)	-2.5%
Operating Margin (Loss)	\$ (2,190,798)	\$ (1,186,155)	\$(1,004,643)	-84.7%	\$ (6,875,127)	\$ (4,700,146)	\$(2,174,981)	-46.3%
Non-Operating (Transfers)	\$ 668,737	\$ 668,737	\$ -	0.0%	\$ 2,674,948	\$ 2,674,948	\$ -	0.0%
Net Income (Loss)	\$ (1,522,061)	\$ (517,418)	\$(1,004,643)	-194.2%	\$ (4,200,179)	\$ (2,025,198)	\$(2,174,981)	-107.4%
EBIDA Margin *	\$ (1,001,087)	\$ (122,498)	\$ (878,589)	-717.2%	\$ (2,085,418)	\$ (445,519)	\$(1,639,899)	-368.1%
EBIDA Margin %	-2.6%	-0.3%			-1.3%	-0.3%		

* EBIDA: Earnings before Interest, Depreciation & Amortization



Statement of Net Income YTD Ended 10/31/2023

	Actuals	Budget	\$ Variance Fav (Unf)	% Var Fav (Unf)
<i>Revenue</i>				
Gross Patient Revenue	\$ 764,491,590	\$ 746,011,618	\$ 18,479,972	2.5%
Deductions from Revenue	652,688,077	635,740,397	16,947,680	2.7%
Net Patient Revenue	111,803,513	110,271,221	1,532,292	1.4%
Additional Funding (Supplemental)	37,399,531	38,136,383	(736,852)	(1.9%)
Other Revenue	8,589,072	7,518,932	1,070,140	14.2%
Total Operating Revenue	157,792,116	155,926,536	1,865,580	1.2%
<i>Operating Expenses</i>				
Salaries and Benefits	95,533,295	96,517,386	984,091	1.0%
Professional Fees	24,611,489	18,883,950	(5,727,539)	(30.3%)
Supplies	21,186,791	20,539,766	(647,025)	(3.2%)
Purchased Services	10,321,965	13,101,848	2,779,883	21.2%
Utilities	2,636,150	1,763,602	(872,548)	(49.5%)
Insurance	3,020,452	2,993,082	(27,370)	(0.9%)
Depreciation and Amortization	4,789,709	4,254,627	(535,082)	(12.6%)
Other	2,567,392	2,572,421	5,029	0.2%
Total Operating Expenses	164,667,243	160,626,682	(4,040,561)	(2.5%)
Operating Margin (Loss)	\$ (6,875,127)	\$ (4,700,146)	\$ (2,174,981)	(46.3%)
Transfers	2,674,948	2,674,948	-	0.0%
Net Income (Loss)	\$ (4,200,179)	\$ (2,025,198)	\$ (2,174,981)	(107.4%)
EBIDA Margin *	\$ (2,085,418)	\$ (445,519)	\$ (1,639,899)	(368.1%)

YTD operating margin and net income lower than target through the first 4 months of the fiscal year driven by higher than anticipated expenses

* EBIDA: Earnings before Interest, Depreciation & Amortization



Statement of Net Position (Balance Sheet)

Cash (\$14M) → Largely due to timing of supplemental funding received. \$11M received in November

Accounts Receivable \$12M * Capital Purchases \$2M
Accounts Payable & Accrued Expenses \$6M

	Current Year	Prior Year	\$ Chg	% Var
CURRENT ASSETS				
Cash and Cash Equivalents	87,708,382	102,042,107	(14,333,725)	-14.0%
Accounts Receivable, Hospital-Net	103,734,541	91,587,798	12,146,743	13.3%
Due from Additional Funding Agencies	163,383,240	153,614,360	9,768,880	6.4%
Other Current Assets	4,595,051	5,980,668	(1,385,617)	-23.2%
Other Non-Current Assets	56,675,876	56,675,876	-	0.0%
Total Current Assets	416,097,090	409,900,809	6,196,281	1.5%
PROPERTY, PLANT AND EQUIPMENT				
Total Property, Plant & Equipment	241,941,381	239,695,119	2,246,262	0.9%
Accumulated Depreciation & Amortization	(141,912,703)	(137,122,994)	(4,789,709)	3.5%
Property, Plant & Equipment, Net	100,028,678	102,572,125	(2,543,447)	-2.5%
RESTRICTED ASSETS	6,050,563	6,043,465	7,098	0.1%
TOTAL CURRENT ASSETS	522,176,331	518,516,399	3,659,932	0.7%

	Current Year	Prior Year	\$ Chg	% Var
CURRENT LIABILITIES				
Accrued Liabilities	46,818,085	53,295,732	(6,477,647)	-12.2%
Current Maturities of Long-Term Debt	-	-	-	-
Due to Other County Departments	10,205,582	2,236,363	7,969,219	356.3%
Due to Third Party	45,947,234	41,481,226	4,466,008	10.8%
Deferred Revenue-Grants	7,966,203	6,098,399	1,867,804	30.6%
Deferred Inflow of Resources	961,898	1,154,277	(192,379)	-16.7%
Total Current Liabilities	111,899,002	104,265,997	7,633,005	7.3%
LONG TERM DEBT				
Other Post Employment Benefits	344,266,428	344,266,428	-	0.0%
	-	-	-	0.0%
Total Long-Term Debt	344,266,428	344,266,428	-	0.0%
TOTAL LIABILITIES	456,165,430	448,532,425	7,633,005	1.7%
NET ASSETS	66,010,901	69,983,974	(3,973,073)	-5.7%
TOTAL LIABILITIES AND NET ASSETS	522,176,331	518,516,399	3,659,932	0.7%

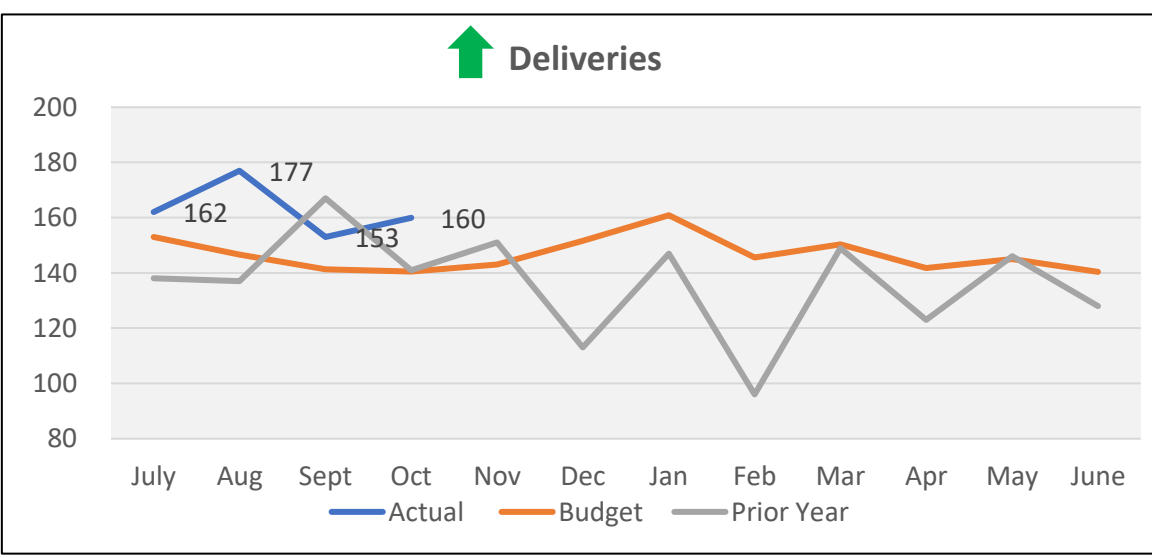
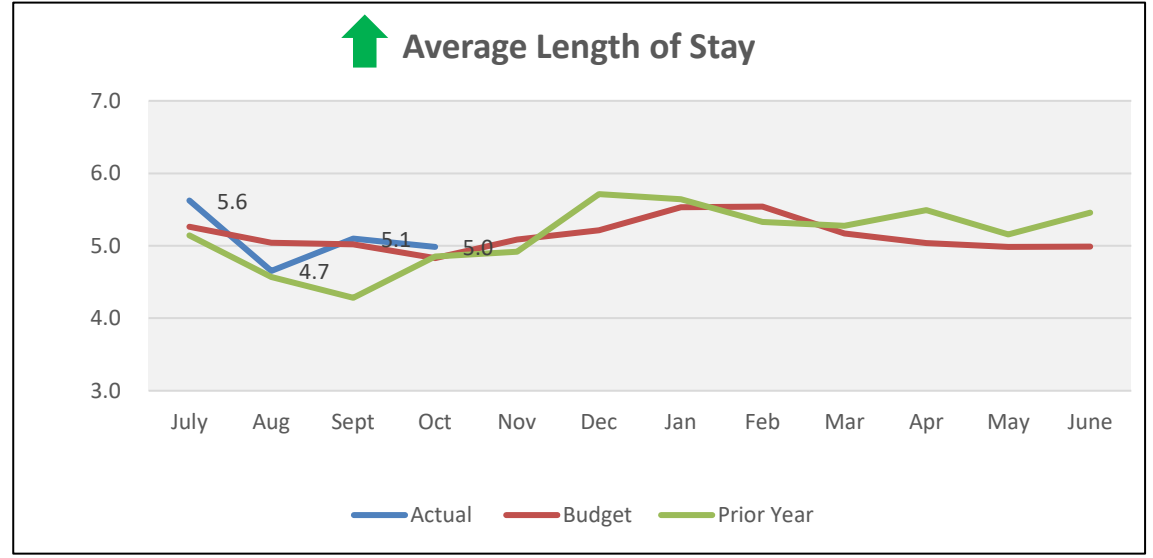
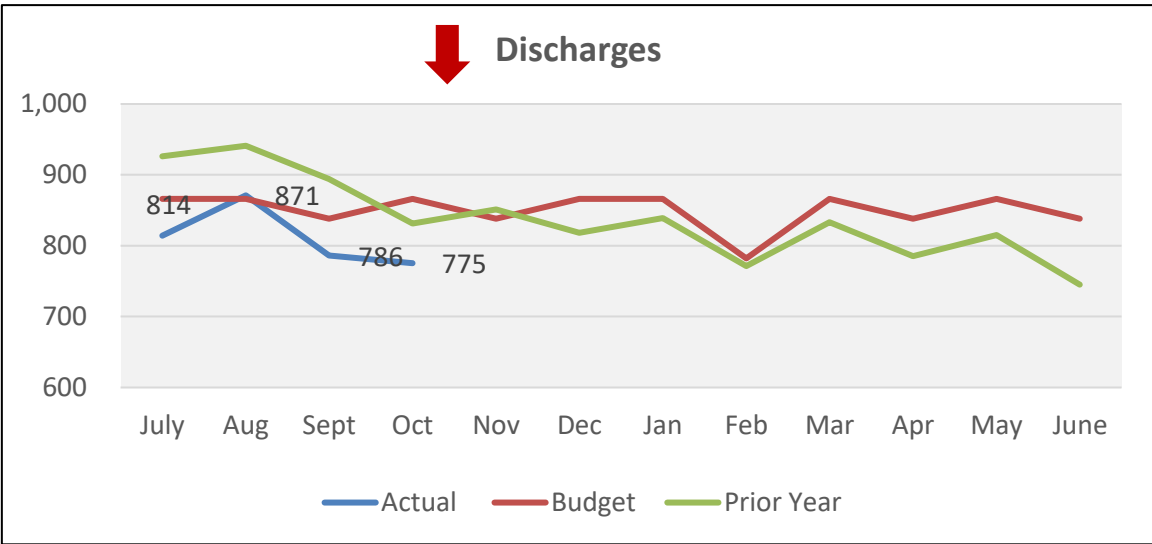
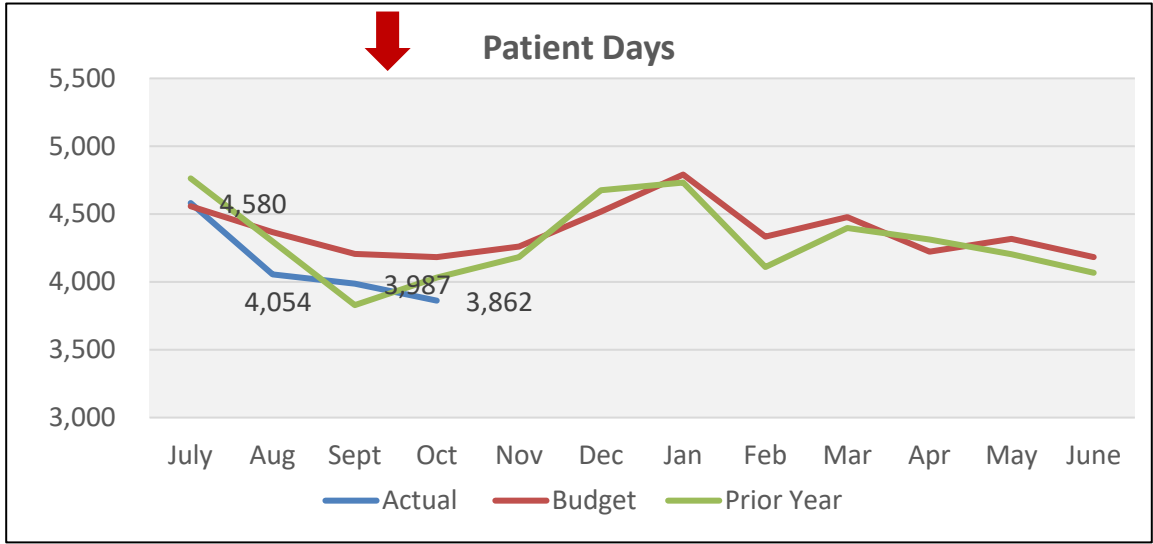


Key Volume and Financial Indicators FY 2023-2024 October

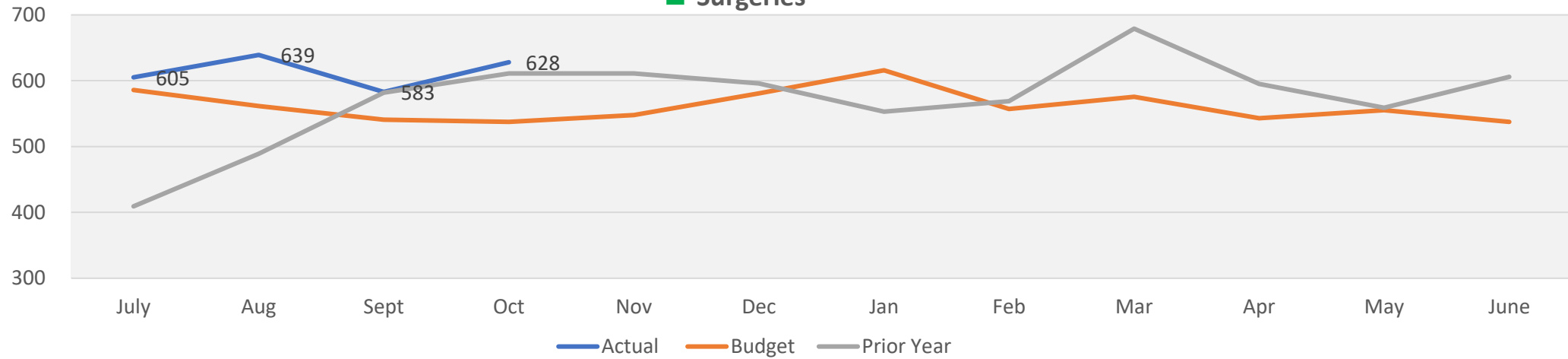
Volume / Utilization Indicator	Month Oct, 2023	Budget Oct, 2023	% Budget Variance	Trend	FYTD Oct, 2023	Budget YTD Oct, 2023	% Budget Variance	Trend
Discharges	775	866	-10.5%	Red	3,246	3,436	-5.5%	Red
Total Patient Days	3,862	4,182	-7.6%	Red	16,483	17,311	-4.8%	Yellow
Adjusted Patient Days	6,745	6,771	-0.4%	Yellow	27,796	28,030	-0.8%	Yellow
Average Length of Stay (ALOS)	5.0	4.8	-3.1%	Yellow	5.1	5.1	0.0%	Green
Average Daily Census (ADC)	124.6	134.9	-7.6%	Red	135.1	141.9	-4.8%	Yellow
Clinic Visits	5,299	4,682	13.2%	Green	20,542	19,384	6.0%	Green
Emergency Visits	4,424	4,753	-6.9%	Red	18,018	19,841	-9.2%	Red
Trauma Cases	329	315	4.4%	Green	1,359	1,305	4.1%	Green
Surgeries	628	538	16.8%	Green	2,455	2,226	10.3%	Green
Deliveries	160	140	-13.9%	Red	650	581	11.8%	Green
CMI - Hospital	1.64	1.57	7.0%	Green	1.64	1.57	4.5%	Green
CMI - Medicare	2.27	1.95	16.4%	Green	2.07	1.96	5.6%	Green
Total FTEs (including Contractor)	1,788	1,801	0.8%	Green	1,789	1,790	0.1%	Green
Total Contractor FTEs	143	57	-152.0%	Red	151	57	-165.5%	Red

Financial Indicator (Millions)	Month Oct, 2023	Budget Oct, 2023	% Budget Variance	Trend	YTD Oct, 2023	Budget YTD Oct, 2023	% Budget Variance	Trend
Total Patient Revenue	190.0	180.2	5.4%	Green	764.5	746.0	2.4%	Green
Total Net Patient Revenue	27.0	26.6	1.2%	Green	111.8	110.3	1.4%	Green
Additional Funding	9.2	9.2	0.0%	Yellow	37.4	38.1	-1.9%	Yellow
Total Operating Revenue	38.1	37.7	1.2%	Green	157.8	155.9	1.2%	Green
Salaries & Benefits	23.9	23.3	-2.4%	Yellow	95.3	96.5	1.3%	Green
Contract Labor	3.9	2.1	-85.2%	Red	15.7	8.8	-79.4%	Red
Supplies	4.8	5.0	2.7%	Green	21.2	20.5	-3.2%	Yellow
Total Expenses	40.3	38.9	-3.8%	Yellow	164.7	160.6	-2.5%	Yellow
Operating Income (Loss)	(2.2)	(1.2)	-84.7%	Red	(6.9)	(4.7)	-46.8%	Red
Net Realignment & Cnty Contribu	0.7	0.7	0.0%	Yellow	2.7	2.7	0.0%	Green
Net Income (Loss)	(1.5)	(0.5)	-192.3%	Red	(4.2)	(2.0)	-108.6%	Red
Operating Income %	-5.7%	-3.1%	-2.6%	Yellow	-2.7%	-1.3%	-106.2%	Red
EBIDA Margin	(1.00)	(0.12)	-717.2%	Red	(2.10)	(0.45)	-371.4%	Red
EBIDA %	-2.6%	-0.3%	-2.3%	Yellow	-1.3%	-0.3%	-0.9%	Yellow

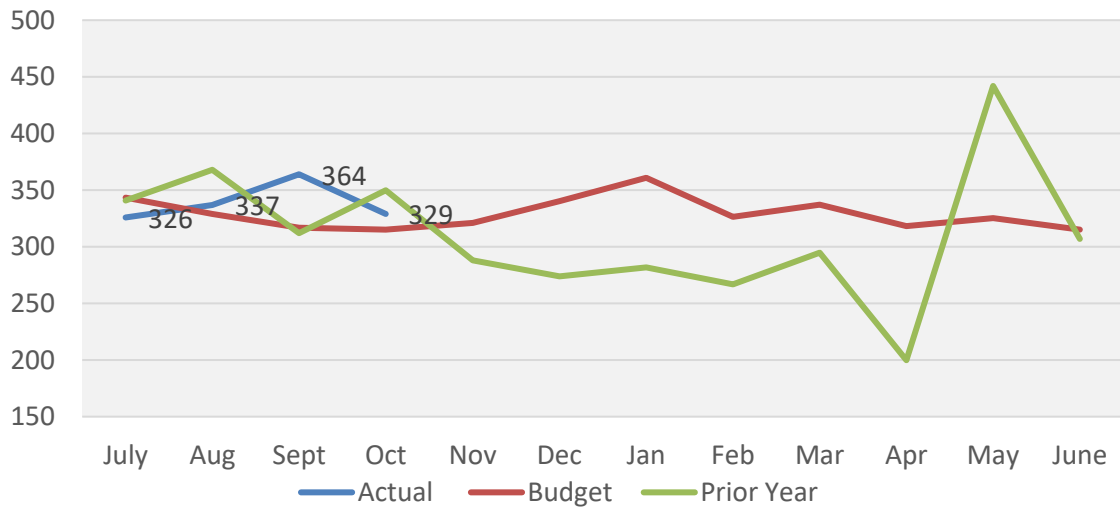
Key Volume Graphs



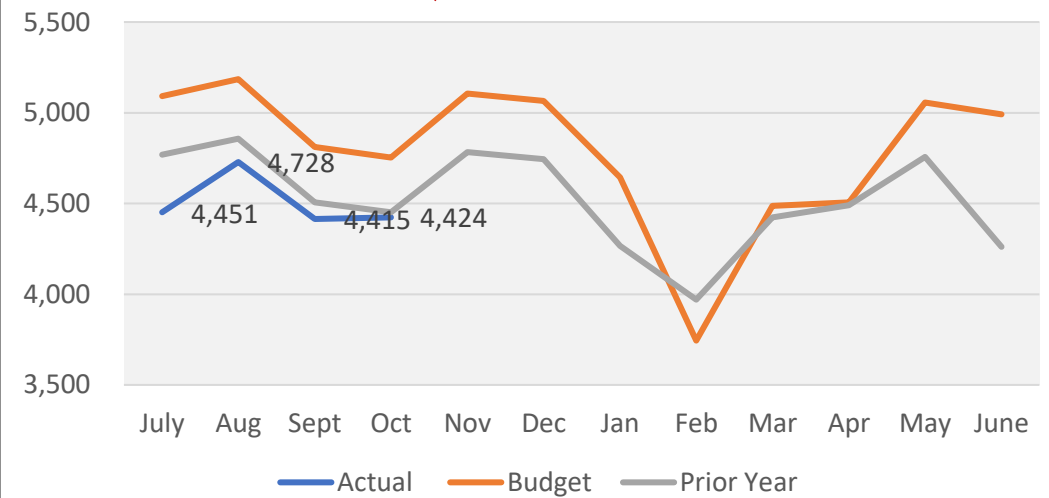
↑ Surgeries



↔ Trauma Cases



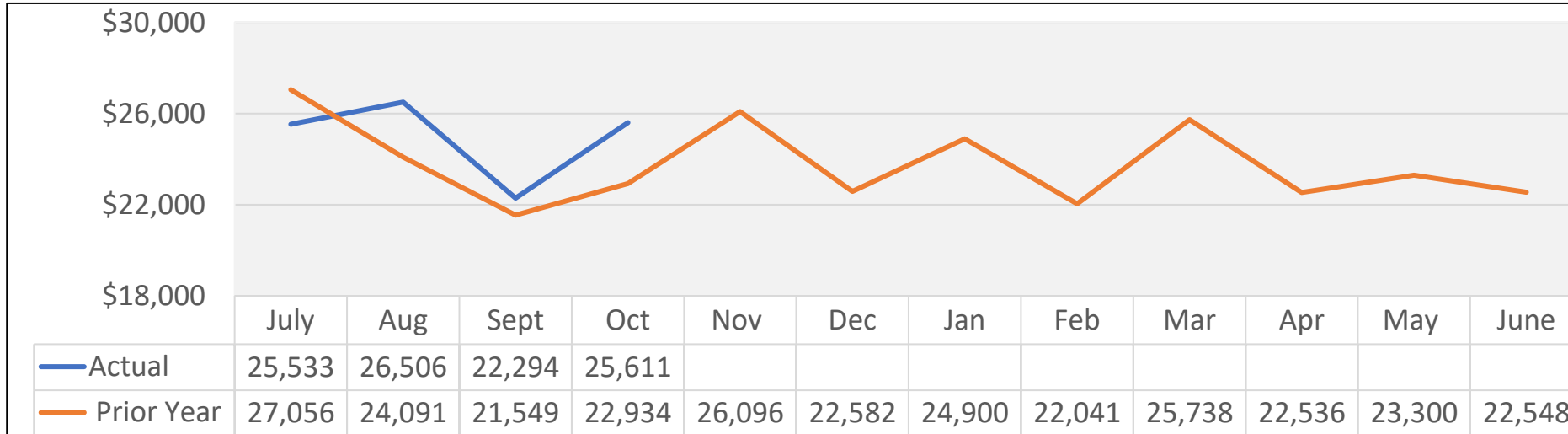
↓ ED Visits





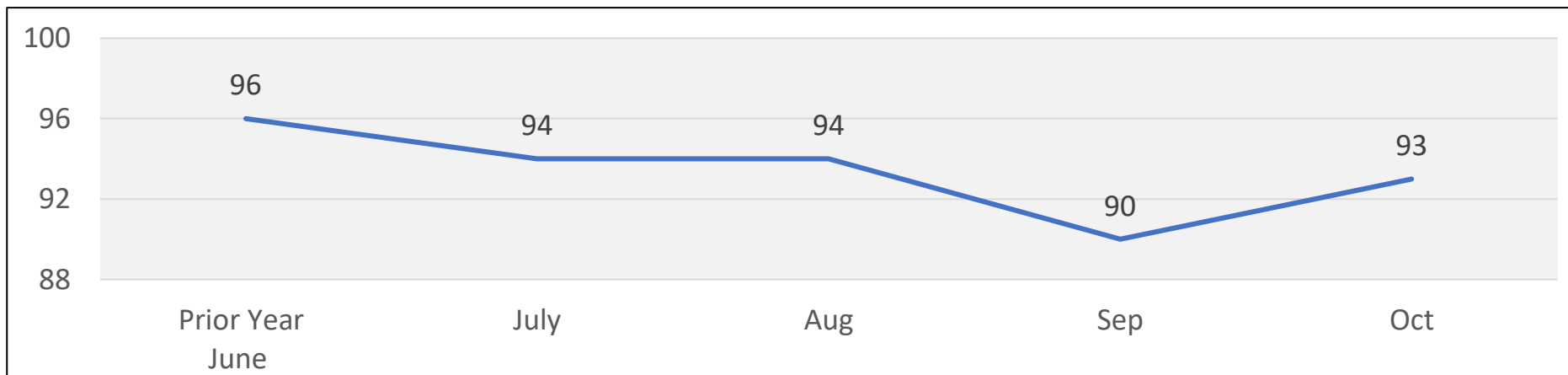
Cash Collections and Accounts Receivable Days

Cash Collections – Technical and Professional (in \$000's)

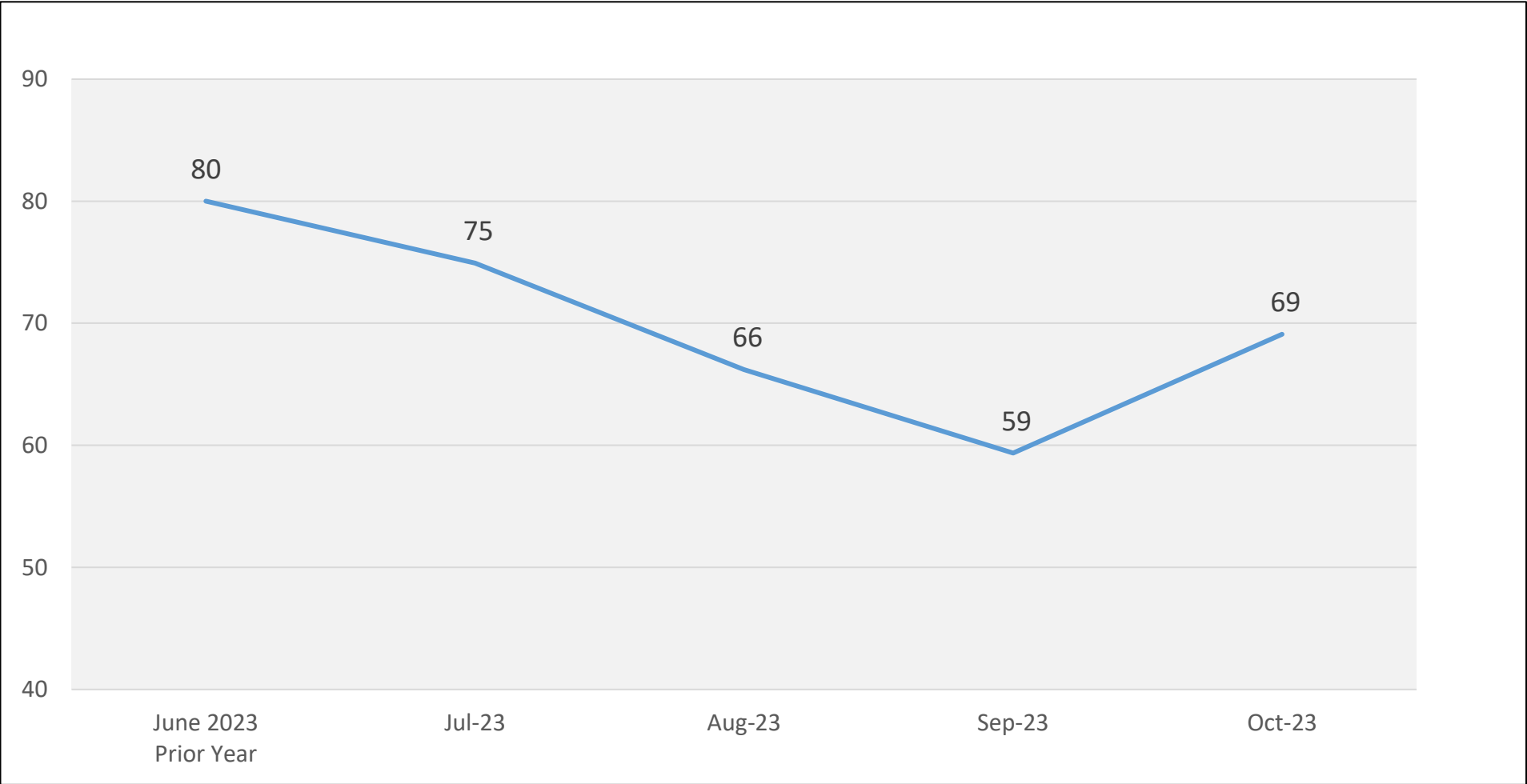


Cash collections have picked-up roughly 4.6% year over year through the first four months. We expect continued progress as we move forward in both collections and AR days driven by ongoing Revenue Cycle initiatives.

Accounts Receivable Days

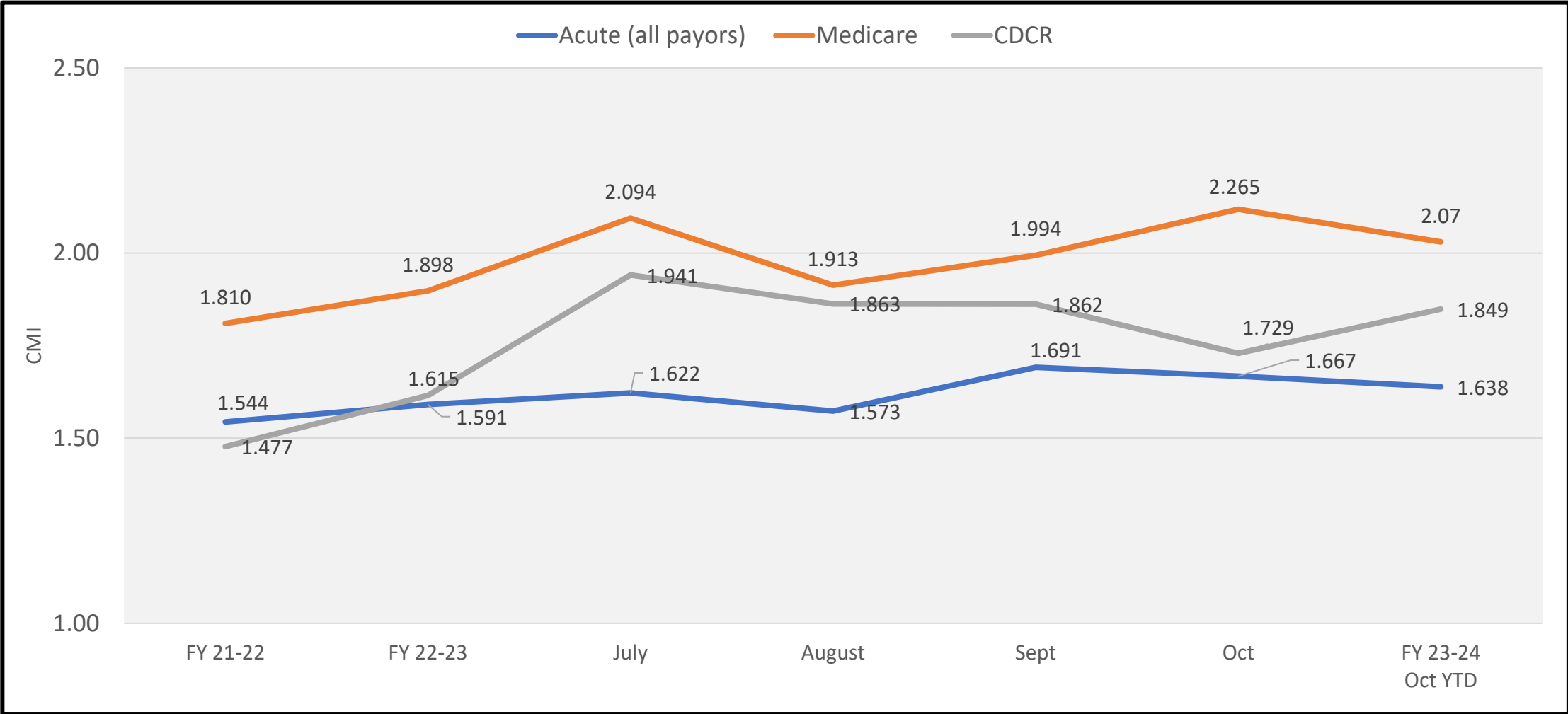


Days Cash on Hand



- Supplemental funds of \$18M were received in October for EPP Funding which helped improve the Cash on Hand
- An additional \$12M in GPP Funding was received in November

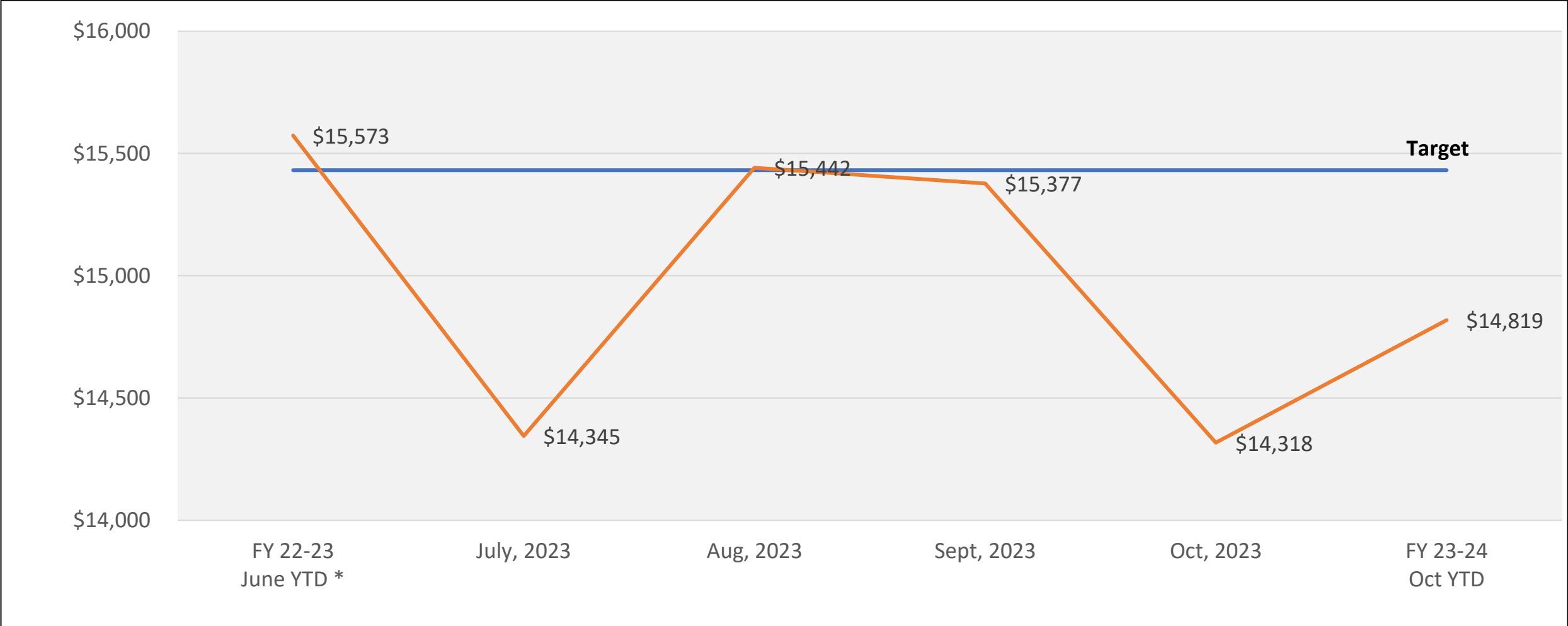
Acuity level (CMI) of our patients has picked-up due to improved coding accuracy





Cost per CMI Adjusted Discharge

Cost per CMI adjusted discharge running favorable to prior year and current year target.
FY 2023-24 budget set at \$15,431



* FY 2022-2023 unaudited

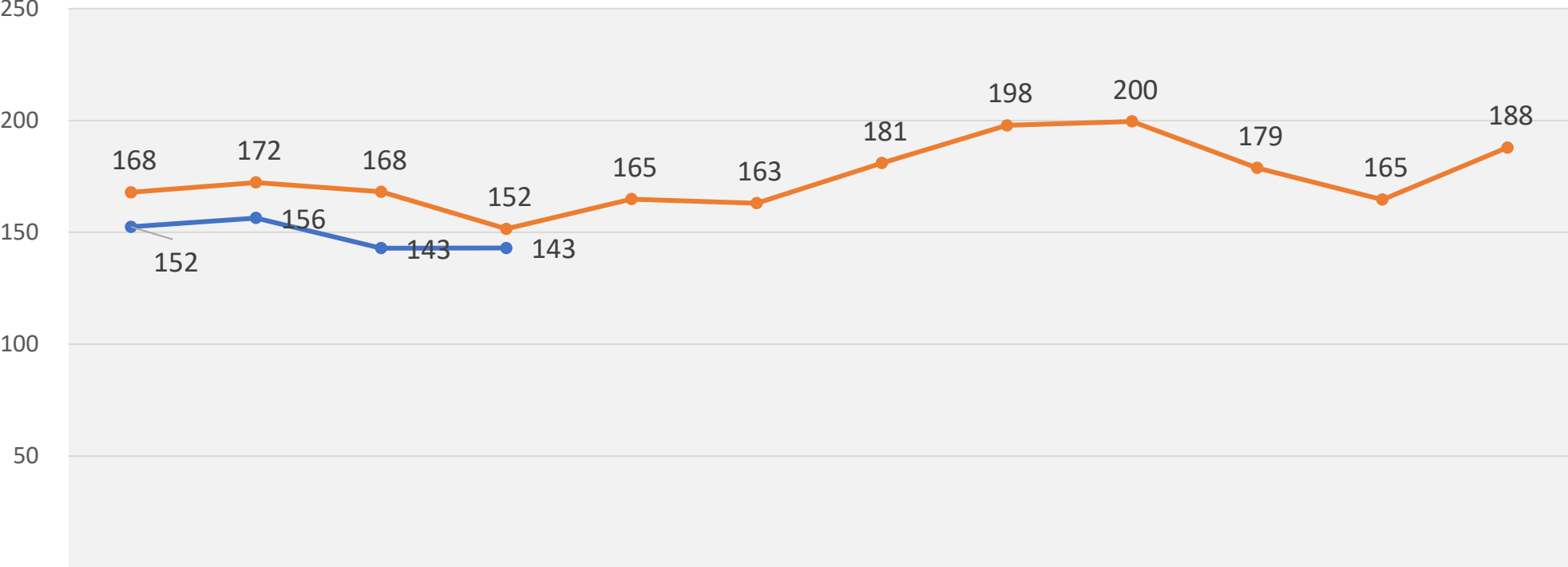


Contract Labor

We have an opportunity to rationalize our contract labor (travel nurses). We've started the new year lower than prior year, but considerably above target

Top 10 depts make up 80% of contractors

Contract Labor FTEs



Cost Center	Description	FTEs
EMERGENCY ROOM		37.5
MED SURG 3B		18.0
SURGERY SERVICES		12.7
PROGRESSIVE CARE UNIT		11.9
RESPIRATORY THERAPY		10.0
INTENSIVE CARE UNIT		8.0
DIETARY		7.8
MEDICAL SURGICAL		6.5
HOUSEKEEPING		6.5
RADIOLOGY		5.4

	July	August	September	October	November	December	January	February	March	April	May	June
Actual	152	156	143	143								
Prior Year	168	172	168	152	165	163	181	198	200	179	165	188

➤ Revenue

- ❖ QIP Quality Metrics – Pls refer to chart below *
- ❖ EPP Supplemental Program Increase
- ❖ HPSJ Rate Increase
- ❖ Cerner Revenue Cycle Uplift

➤ Costs

- ❖ Traveler Nurse reduction
- ❖ Supply savings by leveraging new SurgiTrack tool
- ❖ Reference lab savings

* QIP current projection based on a PY6 total pool of \$59,541,864. This includes the \$10,352,345 rollover from PY5.

<i>PY6 Pool</i>	<i>PY5 Rollover</i>	<i>PY6 Total Eligible Fund Opportunity</i>	<i>PY6 Eligible Funds Earned</i>	<i>Current PY6 Score</i>
\$ 49,189,519.00	\$ 10,352,345.00	\$ 59,541,864.00	\$ 38,684,349.04	64.97%