



Health Care Services Review Project Committee

Agenda

San Joaquin County Administration Building
44 N. San Joaquin Street, Room 146, Stockton, CA 95202
Wednesday, January 17, 2024
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 | Brandi Hopkins |
| 2. Roll Call | Kristen Santo |

Action Items

- | | |
|---|----------------|
| 3. Approve Minutes from December 20, 2023 | Brandi Hopkins |
|---|----------------|

Information and Discussion Items

- | | |
|---|----------------|
| 4. Present 2023 Financial Results through November for County Clinics | Kris Zuniga |
| 5. Present 2023 Financial Results through November for San Joaquin General Hospital | Abe Nunez |
| 6. Establishing the SJ Health MOU Liaison Committee | Greg Diederich |
| 7. Public Comment | Brandi Hopkins |

Committee Comments

Closed Session

There are no closed session items scheduled for this date.

Adjournment

Next meeting February 21, 2024 Brandi Hopkins

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, December 20, 2023 8:30 a.m.

Procedural Items

1. Call to Order

County Administrator Jay Wilverding called the meeting to order at 8:31 a.m.

2. Roll Call

Present:

Paul Canepa, District 2 Supervisor

Steven J. Ding, District 4 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

Greg Diederich, Interim CEO of San Joaquin County Clinics

Jeff Woltkamp, Auditor-Controller

Not Present:

Kris Zuniga, CFO of San Joaquin County Clinics

Action Items

3. Approve Minutes from October 18, 2023

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

RESULT: ADOPTED [UNANIMOUS]

MOVER: Jeff Woltkamp, Auditor-Controller

SECONDER: Rick Castro, SJGH CEO

AYES: Canepa, Wilverding, Hopkins, Kiernan, Macedo, Van Steyn, Nunez, Diederich,
Woltkamp, Castro

ABSENT: Ding

Information and Discussion Items

4. Present 2023 Financial Results through October for County Clinics

San Joaquin County Clinics (SJCC) Interim CEO Greg Diederich presented financials through October. Mr. Diederich responded to financial and staffing questions from the Committee.

5. Present 2023 Financial Results through October for San Joaquin General Hospital

San Joaquin General Hospital (SJGH) CFO Abe Nunez presented financials through October. Mr. Nunez responded to questions from the Committee.

6. Public Comment

There were no public comments.

Closed Session

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

Committee Comments

Mr. Diederich informed the Committee about an upcoming HRSA operational site visit scheduled for January 23 through January 25, 2024. The due date for the document upload will be January 9, 2024. There have been a series of mock onsite visits. Of the 93 elements required for HRSA designation, 34 are at risk. This includes a series of technical assistance and many that can be easily fixed. Currently dental services are not being done right now; however, a contract is in progress that will ensure HRSA compliance by January 9, 2024. Dental compliance will allow more services, such as cleanings and referral patterns to be provided by the clinics. This will be the largest exposure for continued HRSA compliance.

Mr. Diederich also informed the Committee that recruitment for an Interim Chief Operating Officer is in progress, conflicts between counsels are close to being resolved and working to stand up Liaison Committee.

There was discussion amongst the Committee regarding the County Budget and the County's responsibility to the clinics due to having their own Board. Mr. Diederich responded that the non-profit Board is required as HRSA has primary authority over the scope of services and mission, however the County as a public entity applicant maintains procurement, fiscal, and Human Resource controls. San Joaquin General Hospital (SJGH) CEO Rick Castro suggested the increase of costs in the Clinics from 2021, 2022 and 2023 be shared with the Committee.

There was further discussion regarding Manteca Clinics. Mr. Castro suggested a partnership with Community Medical Centers (CMC).

Mr. Wilverding expressed his appreciation for the Committee's collaboration as it is helping the organization move forward in a good direction.

Mr. Castro suggested Health Plan of San Joaquin (HPSJ) CEO Lizeth Granados attend the Committee meetings.

Adjournment

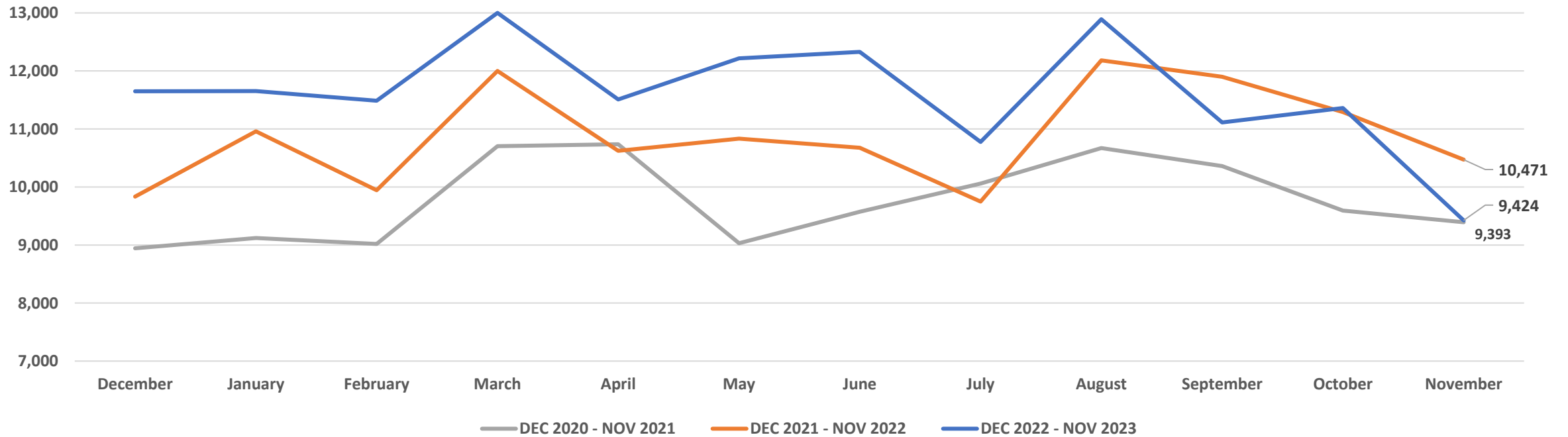
At 10:08 a.m., County Administrator Wilverding adjourned the meeting to January 17, 2024, at 8:30 a.m.

SAN JOAQUIN HEALTH CENTERS CFO PRESENTATION

Kristopher D. Zuniga
Chief Financial Officer
Presentation Date: 01/17/2024

NOVEMBER 2023 BILLABLE VISITS – 9,424

36-MONTH BILLABLE VISIT TRENDS (BY DOS)



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)
Nov-23	9,424	11,761	(2,337)
Total	55,719	60,972	(5,253)

Visits By Financial Class	Actual
Medi-Cal Managed Care	74.86%
Medicare	11.46%
Medi-Cal	9.56%
Commercial	2.24%
Self-Pay	1.88%
Total	100.00%

SJ HEALTH INCOME STATEMENT – NOVEMBER 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	1,510,156	1,889,093	(378,937)	8,727,549	9,924,185	(1,196,636)
Supplemental Revenue	988,329	988,329	(0)	4,941,645	4,941,645	(0)
Capitation Revenue	534,050	512,008	22,042	2,660,140	2,655,586	4,554
Grant Revenue	114,450	389,742	(275,292)	1,540,255	2,083,711	(543,456)
340B Pharmacy Program	350,774	142,156	208,617	911,207	710,781	200,425
MOU & Other Income	50,148	53,506	(3,358)	592,166	267,530	324,635
Total Operating Revenue	3,547,906	3,974,835	(426,929)	19,372,961	20,583,439	(1,210,477)
Expenditures						
Salaries & Wages	1,671,786	1,695,837	24,051	8,890,529	8,488,460	(402,068)
Employee Benefits	675,546	951,133	275,587	3,648,407	4,759,295	1,110,888
Professional Fees	646,979	434,483	(212,496)	2,864,399	2,198,065	(666,334)
Purchased Services	166,101	174,147	8,046	884,229	870,736	(13,493)
Supplies	121,359	163,010	41,651	616,746	815,049	198,303
Depreciation	59,444	58,112	(1,332)	296,731	290,559	(6,172)
Interest	2,574	20,140	17,566	13,366	100,701	87,335
Office Expense	7,386	7,651	265	33,016	38,256	5,240
Dues, Subscription & Fees	99,862	66,431	(33,431)	623,051	332,156	(290,895)
Repairs & Maintenance	57,281	53,520	(3,760)	286,717	267,602	(19,115)
Telephone & Internet	14,477	4,929	(9,548)	41,373	24,645	(16,728)
Advertising & Promotions	26,522	0	(26,522)	42,050	0	(42,050)
Travel & Training	(3,020)	12,007	15,027	38,165	60,454	22,289
Insurance	5,618	15,883	10,265	36,906	79,417	42,510
Utilities	110,115	114,232	4,118	549,741	571,161	21,420
Rent	103,013	103,981	968	504,474	519,905	15,432
Miscellaneous	27,727	121,007	93,280	266,959	615,916	348,957
Total Expenditures	3,792,772	3,996,504	203,732	19,636,860	20,032,378	395,518
Net Income(Loss)	(244,865)	(21,669)	(223,196)	(263,899)	551,061	(814,959)

	SJHC	BHS	SJC - MOU	SJGH - MOU	Total
Operating Revenue					
Net Patient Service Revenue	8,727,549				8,727,549
Supplemental Revenue				4,941,645	4,941,645
Capitation Revenue	2,660,140				2,660,140
Grant Revenue	589,350		950,905		1,540,255
340B Pharmacy Program	911,207				911,207
MOU & Other Income	<u>865</u>		<u>329,873</u>	<u>261,428</u>	592,166
Total Operating Revenue	<u>12,889,111</u>	<u>0</u>	<u>1,280,778</u>	<u>5,203,073</u>	<u>19,372,961</u>
Expenditures					
Salaries & Wages	421,970	188,378	6,242,293	2,037,889	8,890,529
Employee Benefits	107,461	46,268	2,652,369	842,309	3,648,407
Professional Fees	2,623,631			240,768	2,864,399
Purchased Services	474,982		88,860	320,388	884,229
Supplies	313,163			303,582	616,746
Depreciation	296,731				296,731
Interest	13,366				13,366
Office Expense	1,774	23,464		7,778	33,016
Dues, Subscription & Fees	539,061			83,990	623,051
Repairs & Maintenance	313			286,405	286,717
Telephone & Internet	32,077			9,296	41,373
Advertising & Promotions	42,050				42,050
Travel & Training	36,962			1,203	38,165
Insurance	36,906				36,906
Utilities	56,370			493,372	549,741
Rent	282,095		14,835	207,543	504,474
Miscellaneous	<u>217,546</u>			<u>49,412</u>	266,959
Total Expenditures	<u>5,496,458</u>	<u>258,110</u>	<u>8,998,356</u>	<u>4,883,935</u>	<u>19,636,860</u>
Net Income(Loss)	<u>7,392,652</u>	<u>(258,110)</u>	<u>(7,717,578)</u>	<u>319,138</u>	<u>(263,899)</u>

FY24 YTD INCOME STATEMENT MOU BREAKOUT

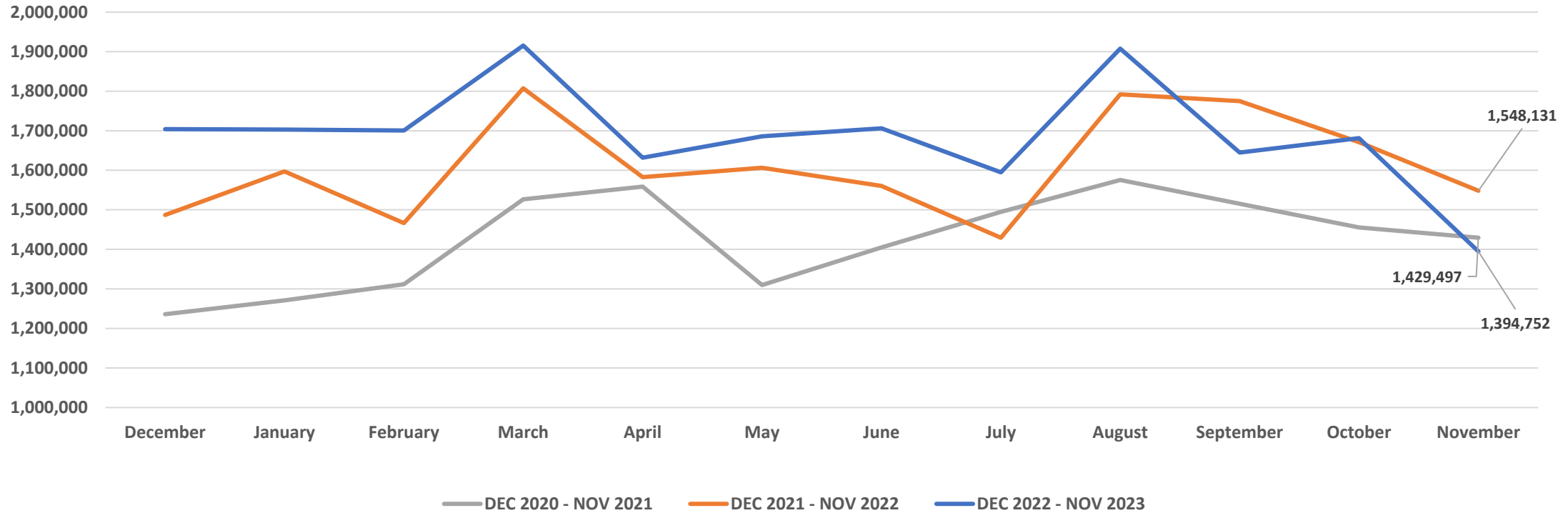
SJ HEALTH INCOME STATEMENT VARIANCE ANALYSIS – YTD FY2024 (ONLY VARIANCES WITH +/- 10% ARE REPRESENTED)

Income Statement Grouping	Current Period Actual	Current Period Budget -	Current Period Budget	FY2024 - VARIANCE EXPLANATIONS
Net Patient Service Revenue	8,727,549	9,924,185	(1,196,636)	Unfavorable variance offset by a favorable adjustment recorded due to the recognition of prior period settlement for \$126,100 in November. Also, unfavorable variance is due to the decline in billable visits as a result of vacant positions and physician turnover in FY24.
Grant Revenue	1,540,255	2,083,711	(543,456)	Unfavorable variance as a result of underperforming grant activity mainly related to HHIP, Heluna, ECM, KP Health Connect, SOR3, Sunlight Giving, Exact Science Focus Program, USDA, DCA and Path Cited.
340B Pharmacy Program	911,207	710,781	200,425	Favorable mainly due to the recognition of CVS pharmacy revenue recognized from April through November 2023 for \$276,445 in November.
MOU & Other Income	592,166	267,530	324,635	Favorable mainly due to \$330K recorded for interest income
Employee Benefits	3,648,407	4,759,295	1,110,888	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 November 2023 is 41%
Professional Fees	2,864,399	2,198,065	(666,334)	Unfavorable mostly due to higher than budgeted locum costs :Vituity and CompHealth Associates. YTD higher than budget legal expense, and business intelligence vendors.
Supplies	616,746	815,049	198,303	Favorable variance based on the actual expenses incurred.
Interest	13,366	100,701	87,335	Favorable due to the payoff of FY20 & FY21 liabilities Due To DHCS in July. Hence, no interest expense incurred since July.
Dues, Subscription & Fees	623,051	332,156	(290,895)	Unfavorable variance mostly due to unbudgeted expenses related to amortization for business intelligence software license: Doximity, Luma & Raisehand and i2i system platforms.
Telephone & Internet	41,373	24,645	(16,728)	Unfavorable variance mostly due to unbudgeted internet costs incurred at the Manteca Clinic. Variance expected to trend negative for the remaining of the year.
Advertising & Promotions	42,050	0	(42,050)	Unfavorable variance due to Port City expenses for advertising expenses budgeted in Contracted Services account. Expected to trend unfavorable for the remaining of the year.
Travel & Training	38,165	60,454	22,289	Favorable variance due to lower than budgeted mileage & training and education reimbursements processed YTD.
Insurance	36,906	79,417	42,510	Favorable variance due to insurance expenses recorded based on actuals. Pending mid-year adjustment in December when invoice is received from the county.
Miscellaneous	266,959	615,916	348,957	Favorable variance due to actual expenses trending lower than budget.

SJ HEALTH BALANCE SHEET- NOVEMBER 2023

	<u>PERIOD 0</u>	<u>QTR 1 FY2024</u>	<u>OCTOBER 2023</u>	<u>NOVEMBER 2023</u>
Assets				
Cash & Cash Equivalents	20,741,223	21,104,398	19,328,558	20,056,114
Accounts Receivable	2,230,779	2,142,202	1,905,979	1,690,298
Property & Equipment	3,259,523	3,083,306	3,076,651	3,017,206
Other Assets	<u>14,204,238</u>	<u>15,559,592</u>	<u>16,173,857</u>	<u>15,322,437</u>
Total Assets	<u>40,435,763</u>	<u>41,889,498</u>	<u>40,485,044</u>	<u>40,086,055</u>
Liabilities				
Accounts Payable	869,089	986,144	749,865	800,523
Other Liabilities	<u>9,703,120</u>	<u>10,397,598</u>	<u>9,430,250</u>	<u>8,108,143</u>
Total Liabilities	<u>10,572,209</u>	<u>11,383,742</u>	<u>10,180,115</u>	<u>8,908,666</u>
Net Assets				
Unrestricted Net Assets	21,183,322	28,714,912	28,714,912	28,714,912
Restricted Net Assets	1,148,643	1,831,023	1,609,051	2,726,376
Current YTD Net Income	<u>7,531,589</u>	<u>(40,178)</u>	<u>(19,033)</u>	<u>(263,899)</u>
Total Net Assets	<u>29,863,554</u>	<u>30,505,756</u>	<u>30,304,930</u>	<u>31,177,389</u>
Total Liabilities and Net Assets	<u>40,435,763</u>	<u>41,889,498</u>	<u>40,485,044</u>	<u>40,086,055</u>

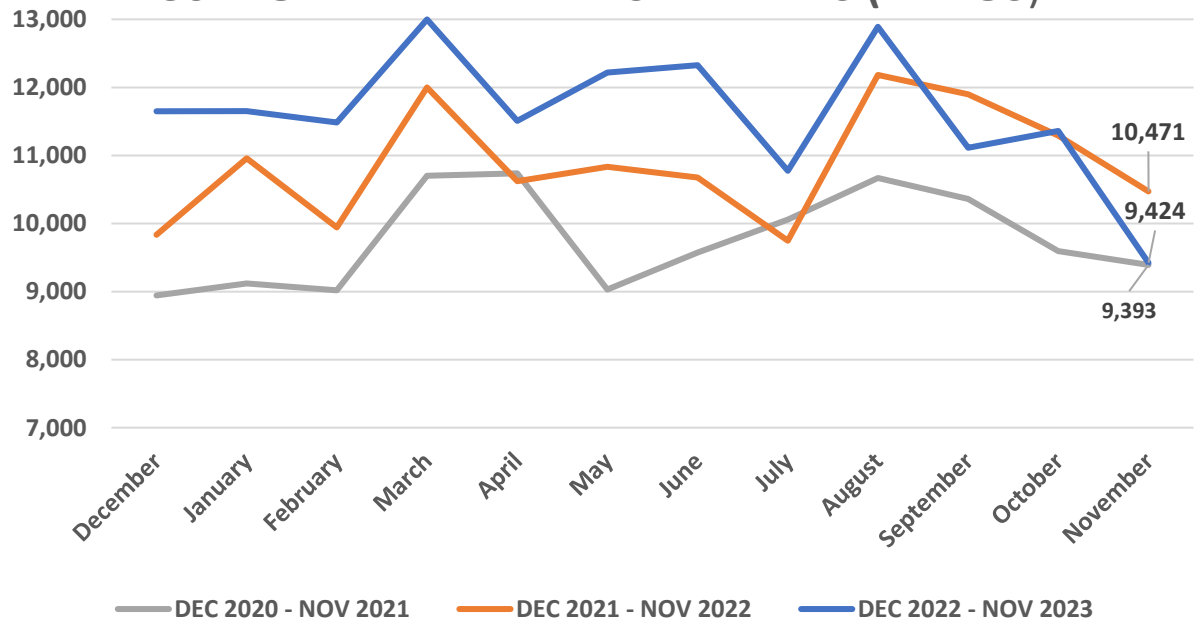
36-MONTH TRENDS - CASH COLLECTIONS



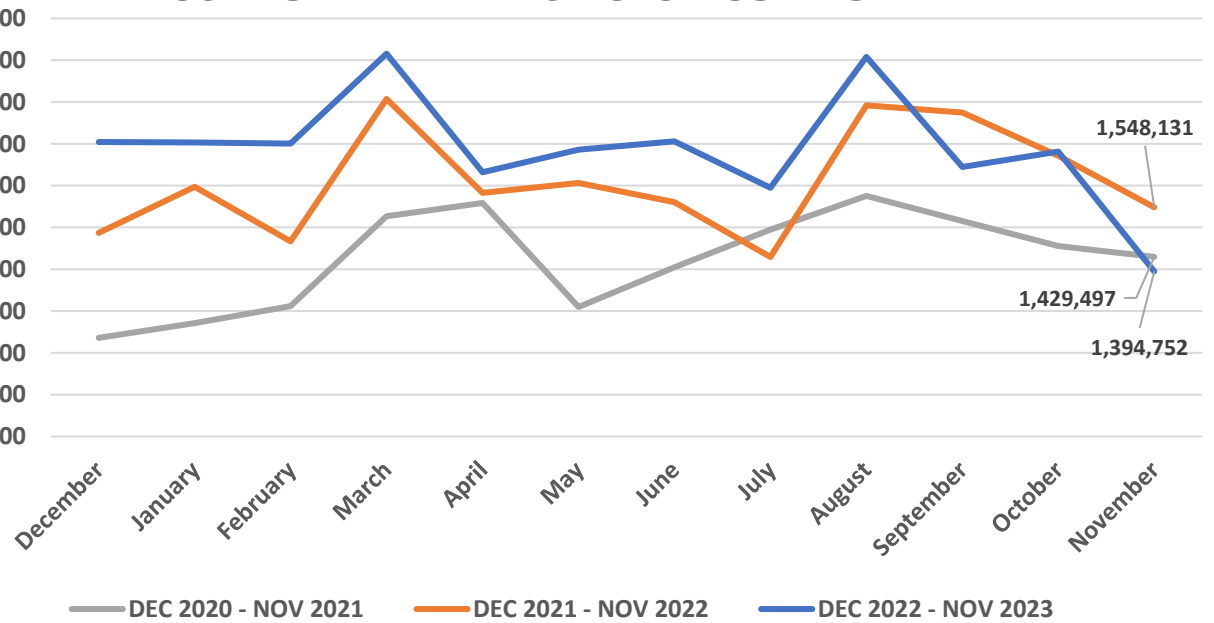
FY24 Collections by Financial Class	%
Medi-Cal Managed Care	77.86%
Medi-Cal	14.36%
Medicare	7.22%
Self-Pay	0.53%
Commercial	0.02%
Total	100.00%

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

36-MONTH BILLABLE VISIT TRENDS (BY DOS)



36-MONTH TRENDS - CASH COLLECTED

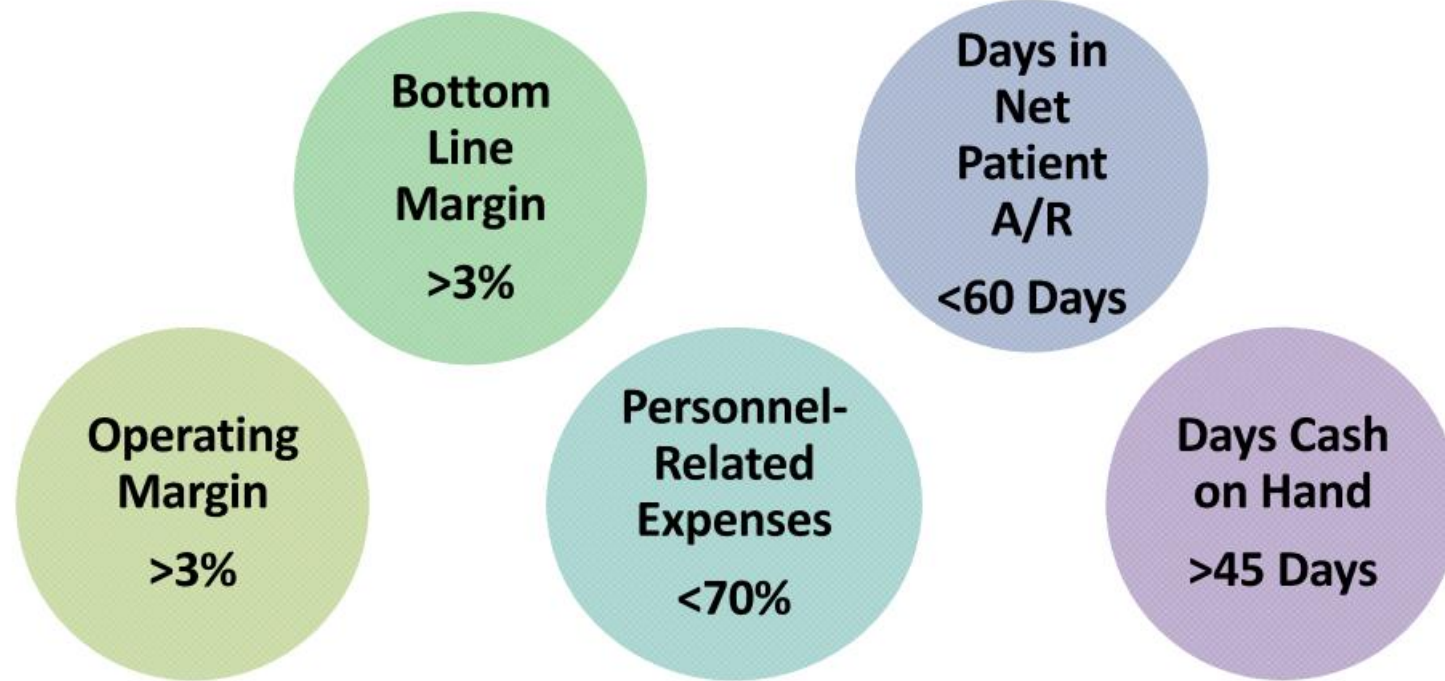


NOTE: COLLECTIONS FROM JULY TO NOVEMBER 2023 HAVE BEEN ESTIMATED BASED ON AVERAGE COLLECTIONS PER DAY

SJ Health HRSA Financial Metrics

Financial Metric	FY2021	FY2022	FY2023	FY2024
Cummulative Cost Per Unique Patient	1,098	1,315	1,334	887
Medical Cost per Medical Visit	274	309	324	354

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%	-1.4%
2 Bottom Line Margin As a % of Operating Revenue	>3%	13%	15%	14%	-1.4%
3 Days Cash on Hand	>45 Days	116	143	170	159
4 Days in Net Patient Receivables	<60 Days	38	39	37	27
5 Personnel-Related Expense (PRE) As a % of Operating Revenue	<70	66%	67%	69%	84%

QUESTIONS & ANSWERS



San Joaquin General Hospital

FY 2023-2024 Financial Results November YTD (5 months)



**SAN JOAQUIN
GENERAL
HOSPITAL**

- **YTD Net Income/(Loss)*: (\$4.4M)** was **unfavorable to budget by \$1.9M**. We had lower financial results than anticipated through the first 5 months of our new fiscal year driven by higher than projected expenses
- **YTD EBIDA Margin/(Loss)*: (\$1.8M)** was **unfavorable to budget by \$1.3M** with an EBIDA Margin of (0.9%). 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 (4.1%) **unfavorable to budget** while deliveries (11.0%) and trauma cases (3.3%) **exceeded budget** and prior year. Case Mix Index (CMI) **above budget** and prior year (Medicare CMI → 2.01 actual Vs. 1.89 last year).
 - ❖ Ambulatory Services: Surgeries **favorable to budget** by 10.5% and **Clinic Visits positive to target by 5.7%**. Emergency services (9.9%) **below budget** to start the new fiscal year
 - ❖ Average Length of Stay: **On budget** through the first three months (5.1)
 - **Operating Revenue: \$3.2M** or **1.7% 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: (\$5.1M)** or **2.6% Unfavorable to Budget**
 - ❖ Total Cost per CMI Discharge was **1.6% below target** due to more complex cases and favorable purchased services
 - ❖ Salaries & benefits **favorable to budget by 0.6%** 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	\$ 39,734,488	\$38,376,389	\$ 1,358,099	3.5%	\$ 197,526,605	\$ 194,302,925	\$ 3,223,680	1.7%
Operating Expenses	40,885,029	39,556,541	(1,328,488)	-3.4%	205,332,265	200,183,222	(5,149,043)	-2.6%
Operating Margin (Loss)	\$ (1,150,541)	\$ (1,180,152)	\$ 29,611	2.5%	\$ (7,805,660)	\$ (5,880,297)	\$ (1,925,363)	-32.7%
Non-Operating (Transfers)	\$ 668,737	\$ 668,737	\$ -	0.0%	\$ 3,343,685	\$ 3,343,685	\$ -	0.0%
Net Income (Loss)	\$ (481,804)	\$ (511,415)	\$ 29,611	5.8%	\$ (4,461,975)	\$ (2,536,612)	\$ (1,925,363)	-75.9%
EBIDA Margin *	\$ 32,411	\$ (116,495)	\$ 148,906	127.8%	\$ (1,832,999)	\$ (562,013)	\$ (1,270,986)	-226.1%
EBIDA Margin %	0.1%	-0.3%			-0.9%	-0.3%		

* EBIDA: Earnings before Interest, Depreciation & Amortization



Statement of Net Income YTD Ended 11/30/2023

	Actuals	Budget	\$ Variance Fav (Unf)	% Var Fav (Unf)
<i>Revenue</i>				
Gross Patient Revenue	\$ 954,619,108	\$ 929,618,801	\$ 25,000,307	2.7%
Deductions from Revenue	814,951,075	792,207,804	22,743,271	2.9%
Net Patient Revenue	139,668,033	137,410,997	2,257,036	1.6%
Additional Funding (Supplemental)	46,643,571	47,522,449	(878,878)	(1.8%)
Other Revenue	11,215,001	9,369,479	1,845,522	19.7%
Total Operating Revenue	197,526,605	194,302,925	3,223,680	1.7%
<i>Operating Expenses</i>				
Salaries and Benefits	119,579,302	120,272,090	692,788	0.6%
Professional Fees	30,175,816	23,531,637	(6,644,179)	(28.2%)
Supplies	26,772,306	25,594,980	(1,177,326)	(4.6%)
Purchased Services	12,732,021	16,326,453	3,594,432	22.0%
Utilities	3,035,750	2,204,503	(831,247)	(37.7%)
Insurance	3,775,565	3,729,734	(45,831)	(1.2%)
Depreciation and Amortization	5,972,661	5,318,284	(654,377)	(12.3%)
Other	3,288,844	3,205,541	(83,303)	(2.6%)
Total Operating Expenses	205,332,265	200,183,222	(5,149,043)	(2.6%)
Operating Margin (Loss)	\$ (7,805,660)	\$ (5,880,297)	\$ (1,925,363)	(32.7%)
Transfers	3,343,685	3,343,685	-	0.0%
Net Income (Loss)	\$ (4,461,975)	\$ (2,536,612)	\$ (1,925,363)	(75.9%)
EBIDA Margin *	\$ (1,832,999)	\$ (562,013)	\$ (1,270,986)	(226.1%)

YTD operating margin and net income lower than target through the first 5 months of the fiscal year driven by higher than anticipated expenses

* EBIDA: Earnings before Interest, Depreciation & Amortization



Statement of Net Position (Balance Sheet)

Cash (\$24M) → Largely due to timing of supplemental program payments

Capital Purchases \$2M

Supplemental Funding AR \$16M

Accounts Payable & Accrued Expenses \$9M

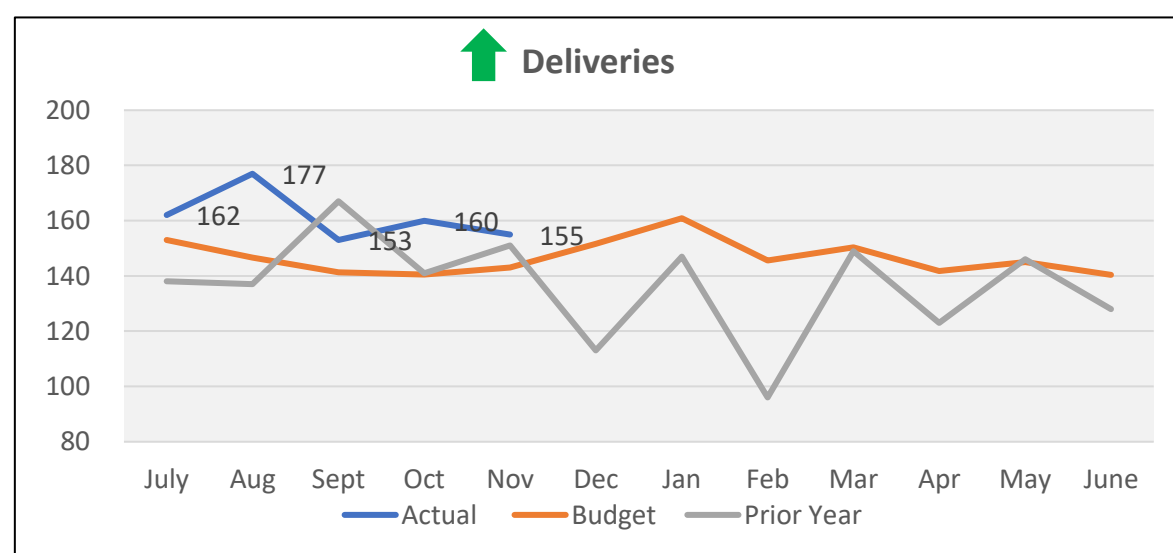
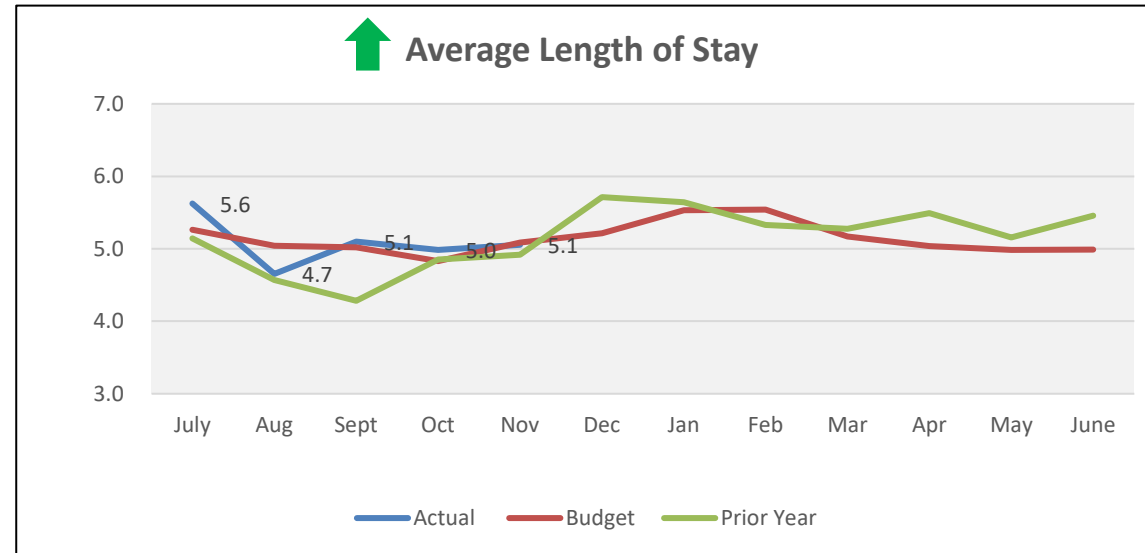
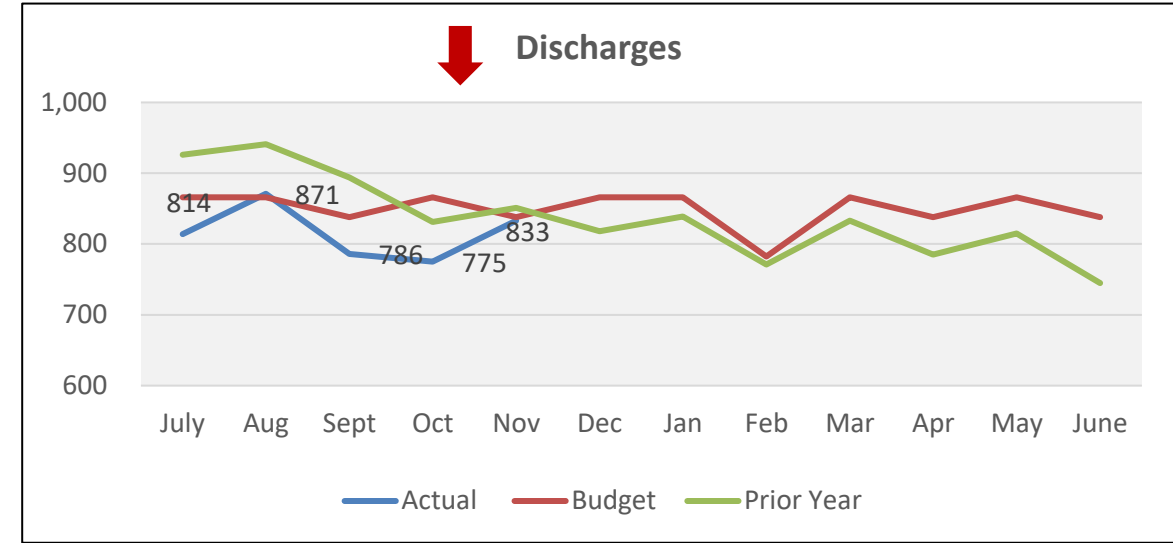
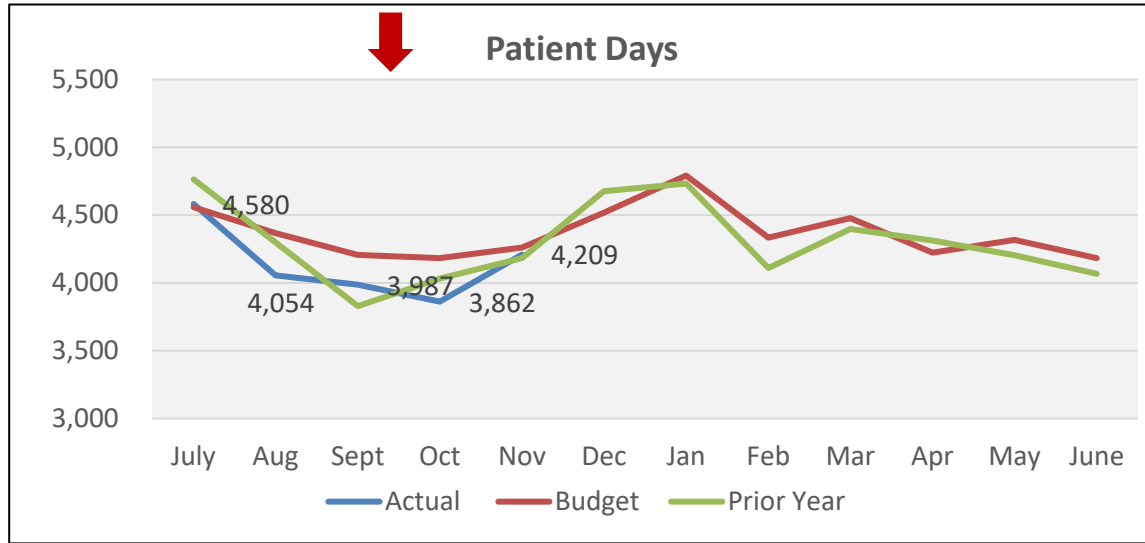
	Current Year	Prior Year	\$ Chg	% Var
CURRENT ASSETS				
Cash and Cash Equivalents	78,310,316	102,042,107	(23,731,791)	-23.3%
Accounts Receivable, Hospital-Net	99,678,568	91,587,798	8,090,770	8.8%
Due from Additional Funding Agencies	169,978,659	153,614,360	16,364,299	10.7%
Other Current Assets	7,824,935	5,980,668	1,844,267	30.8%
Other Non-Current Assets	56,675,876	56,675,876	-	0.0%
Total Current Assets	412,468,354	409,900,809	2,567,545	0.6%
PROPERTY, PLANT AND EQUIPMENT				
Total Property, Plant & Equipment	242,328,888	239,695,119	2,633,769	1.1%
Accumulated Depreciation & Amortization	(143,095,655)	(137,122,994)	(5,972,661)	4.4%
Property, Plant & Equipment, Net	99,233,233	102,572,125	(3,338,892)	-3.3%
RESTRICTED ASSETS	6,021,385	6,043,465	(22,080)	-0.4%
TOTAL CURRENT ASSETS	517,722,972	518,516,399	(793,427)	-0.2%

	Current Year	Prior Year	\$ Chg	% Var
CURRENT LIABILITIES				
Accrued Liabilities	44,621,093	53,295,732	(8,674,639)	-16.3%
Current Maturities of Long-Term Debt	-	-	-	-
Due to Other County Departments	7,064,397	2,236,363	4,828,034	215.9%
Due to Third Party	47,573,216	41,481,226	6,091,990	14.7%
Deferred Revenue-Grants	7,784,115	6,098,399	1,685,716	27.6%
Deferred Inflow of Resources	913,803	1,154,277	(240,474)	-20.8%
Total Current Liabilities	107,956,624	104,265,997	3,690,627	3.5%
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	452,223,052	448,532,425	3,690,627	0.8%
NET ASSETS	65,499,920	69,983,974	(4,484,054)	-6.4%
TOTAL LIABILITIES AND NET ASSETS	517,722,972	518,516,399	(793,427)	-0.2%

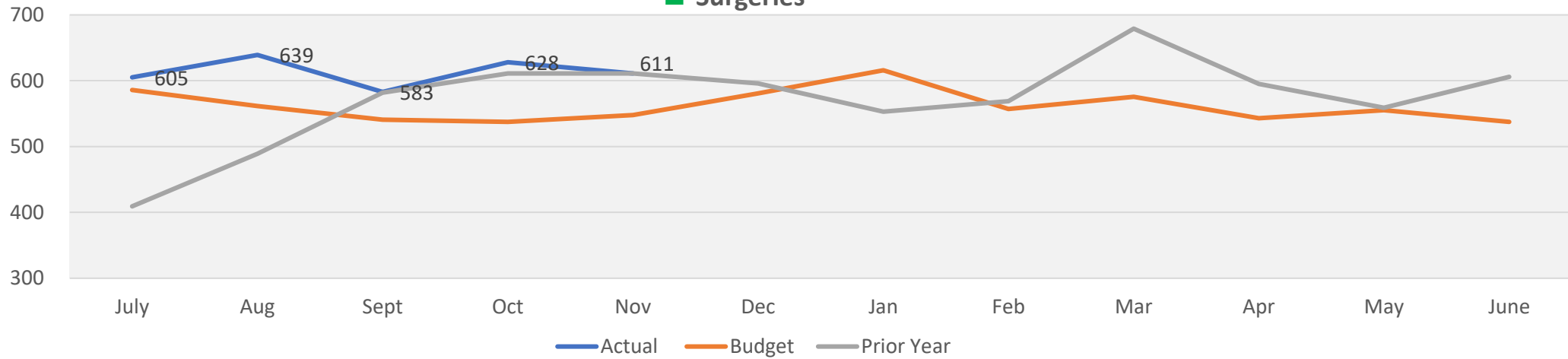
Volume / Utilization Indicator	Month Nov, 2023	Budget Nov, 2023	% Budget Variance	Trend	YTD Nov, 2023	Budget YTD Nov, 2023	% Budget Variance	Trend
Admission	823	768	7.2%	Green	4,066	3,920	3.7%	Green
Discharges	833	838	-0.6%	Yellow	4,079	4,274	-4.6%	Yellow
Total Patient Days	4,209	4,308	-2.3%	Yellow	20,692	21,572	-4.1%	Yellow
Adjusted Patient Days	6,844	6,976	-1.9%	Yellow	34,638	34,930	-0.8%	Yellow
Average Length of Stay (ALOS)	5.1	5.1	0.0%	Green	5.1	5.0	-0.4%	Yellow
Average Daily Census (ADC)	140.3	142.0	-1.2%	Yellow	135.3	132.1	2.3%	Green
Clinic Visits	5,134	4,771	7.6%	Green	25,676	24,154	6.3%	Green
Emergency Visits	4,463	5,106	-12.6%	Red	22,481	24,947	-9.9%	Red
Trauma Cases	321	321	0.0%	Yellow	1,680	1,626	3.3%	Green
Surgeries	611	548	11.5%	Green	3,066	2,773	10.6%	Green
Deliveries	155	143	8.3%	Green	804	724	11.0%	Green
CMI - Hospital	1.63	1.58	3.2%	Green	1.64	1.58	3.8%	Green
CMI - Medicare	1.78	1.95	-8.7%	Red	2.01	1.95	3.1%	Green
Total FTEs (including Contractors)	1,853	1,801	-2.9%	Yellow	1,806	1,790	-0.9%	Yellow
Total Contractor FTEs	130	57	-129.6%	Red	145	57	-155.6%	Red

Financial Indicator (Millions)	Month Nov, 2023	Budget Nov, 2023	% Budget Variance	Trend	YTD Nov, 2023	Budget YTD Nov, 2023	% Budget Variance	Trend
Total Patient Revenue	190.0	184.0	3.3%	Green	955.0	929.6	2.7%	Green
Total Net Patient Revenue	27.9	27.1	3.0%	Green	139.7	137.4	2.2%	Green
Additional Funding	11.8	11.3	4.4%	Green	57.8	56.9	1.8%	Green
Total Operating Revenue	39.7	38.4	3.4%	Green	197.5	194.3	1.7%	Green
Salaries & Benefits	24.3	23.7	-2.5%	Yellow	119.6	120.3	0.6%	Green
Contract Labor	5.6	4.6	-21.7%	Red	30.2	23.5	-28.5%	Red
Supplies	5.6	5.1	-9.8%	Red	26.8	25.6	-4.6%	Yellow
Total Expenses	40.9	39.6	-3.3%	Yellow	205.3	200.2	-2.5%	Yellow
Operating Income (Loss)	(1.2)	(1.2)	0.0%	Yellow	(7.8)	(5.9)	-31.9%	Red
Net Income (Loss)	(0.5)	(0.5)	0.0%	Green	(4.5)	(2.6)	-72.3%	Red
Operating Income %	-1.2%	-1.3%	0.1%	Green	-2.3%	-1.3%	-69.5%	Red
EBIDA Margin	0.0	(0.1)	125.0%	Green	(1.8)	(0.6)	226.8%	Green
EBIDA %	0.1%	-0.3%	0.4%	Green	-0.9%	-0.3%	-0.6%	Yellow

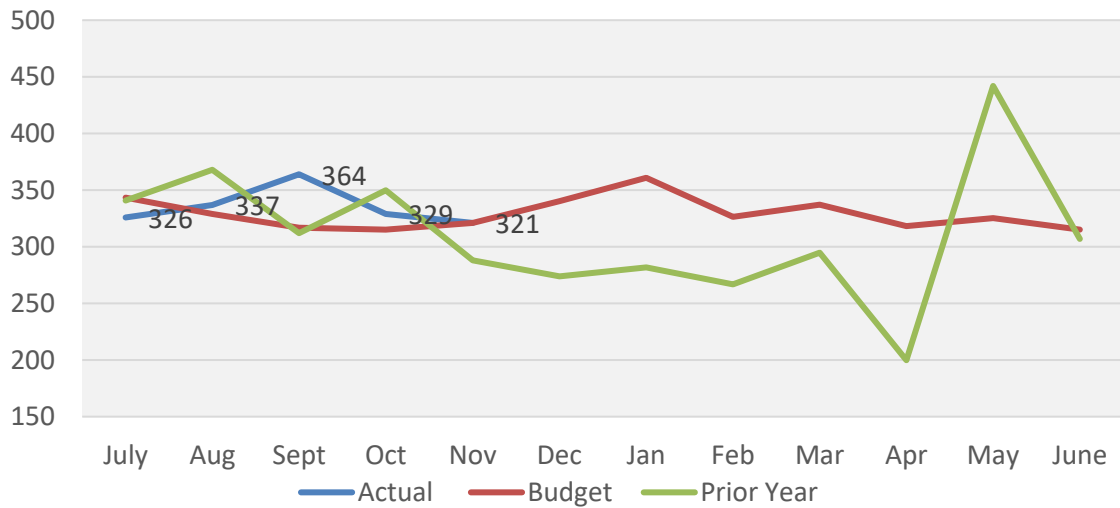
Ratio Indicator	Month Nov, 2023	Budget Nov, 2023	% Budget Variance	Trend	YTD Nov, 2023	Budget YTD Nov, 2023	% Budget Variance	Trend
Days in Gross Accounts Receivable	93	75	-24.0%	Red	93	75	-24.0%	Red
IT Costs / Total Operating Revenue	3.09%	3.75%	17.7%	Green	3.43%	3.75%	8.5%	Green



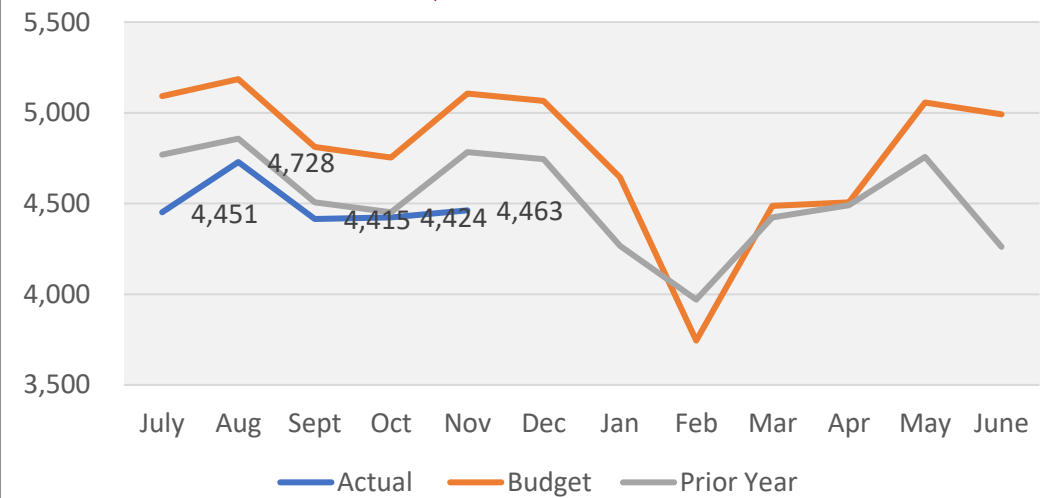
↑ Surgeries



↔ Trauma Cases



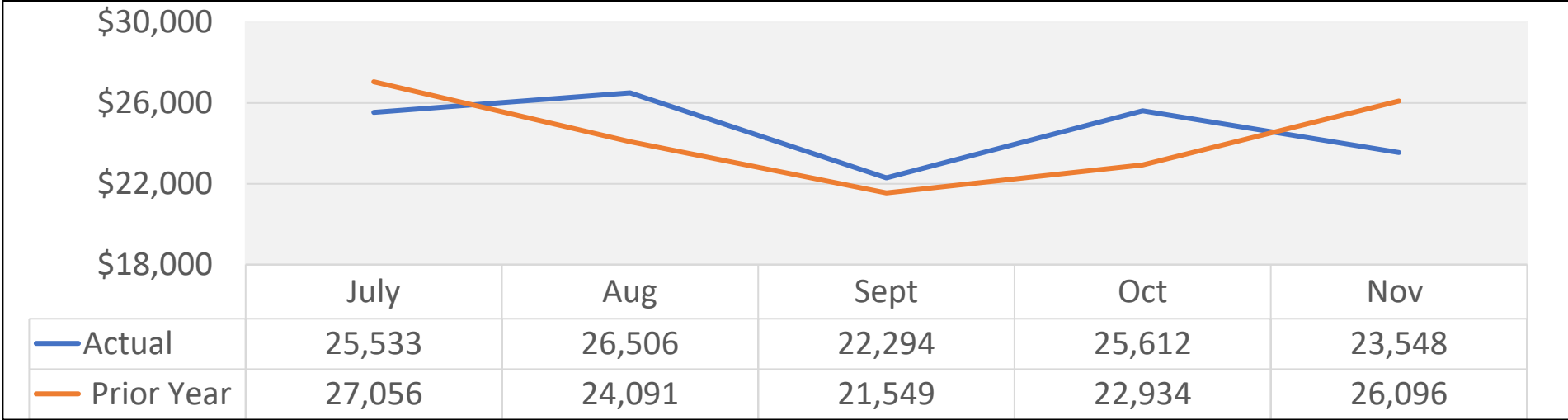
↓ ED Visits





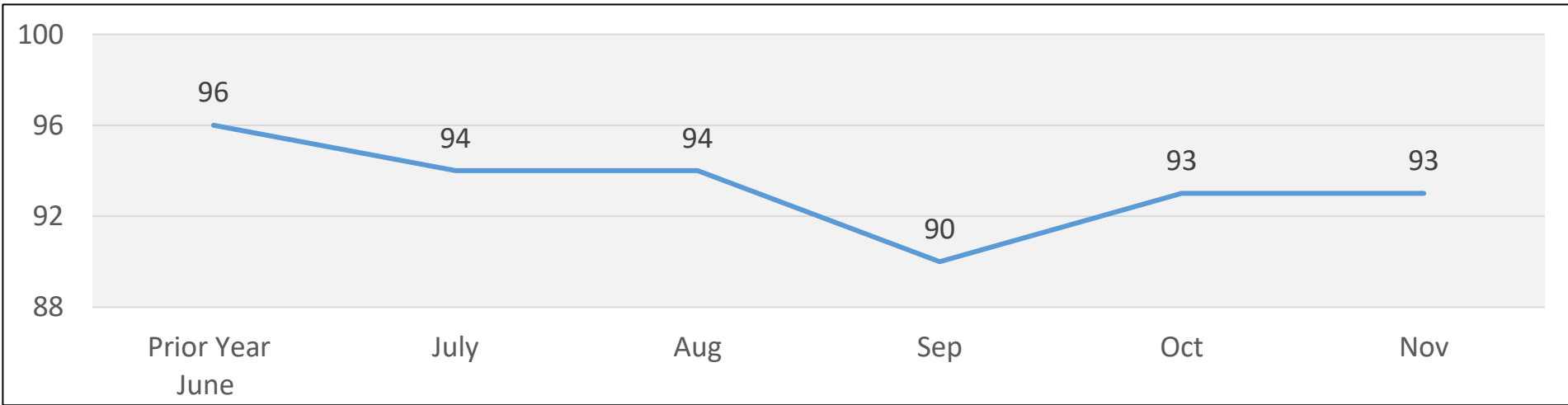
Cash Collections and Accounts Receivable Days

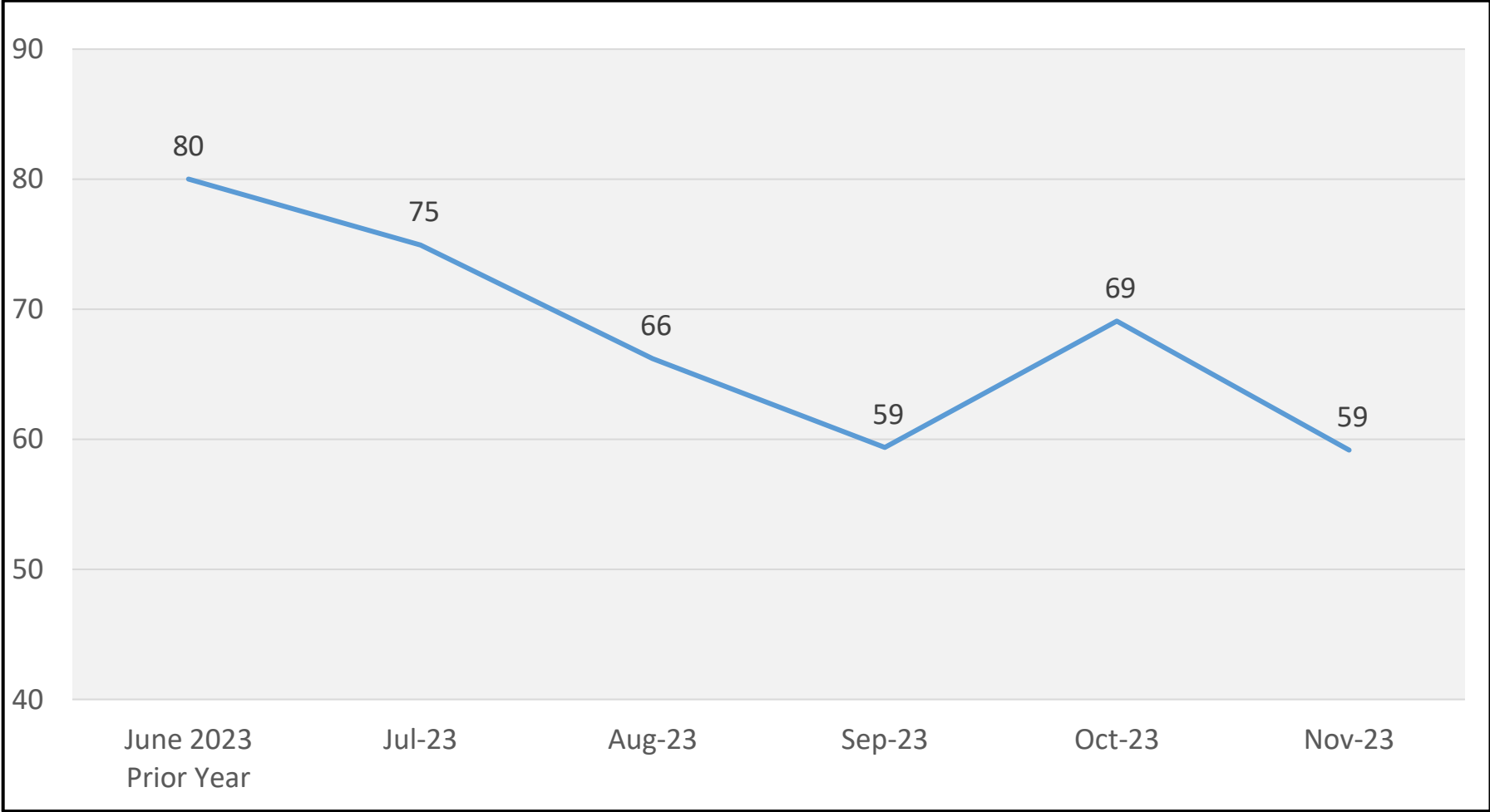
Cash Collections – Technical and Professional (in \$000's)



Cash collections have picked-up roughly 1.5% year over year through the first five months. We expect continued progress as we move forward in both collections and AR days driven by ongoing Revenue Cycle initiatives.

Accounts Receivable Days

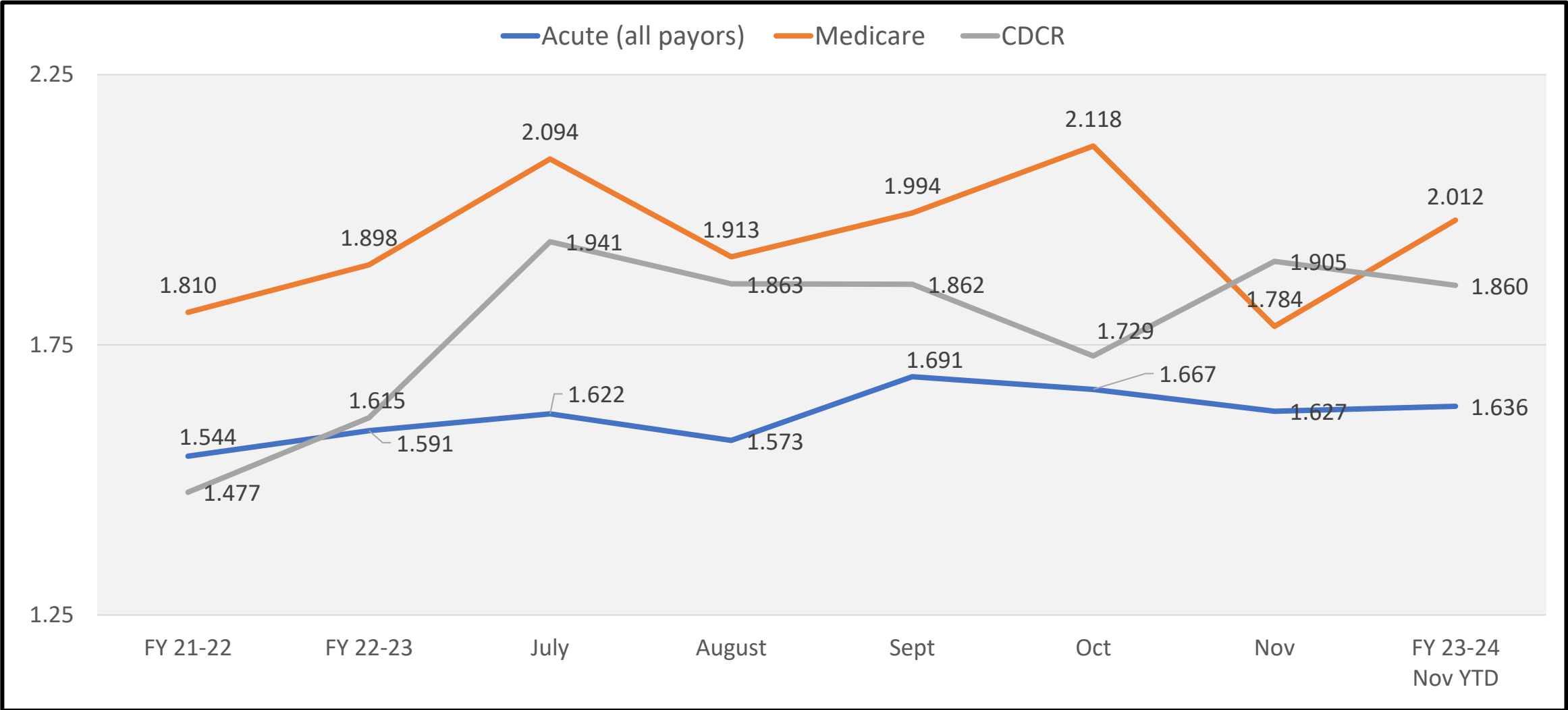




Supplemental funds to be received in the next few months

- ✓ Mng Care \$24M
- ✓ AB 915 \$6M
- ✓ GPP \$12M
- ✓ EPP \$12M
- ✓ QIP \$29M

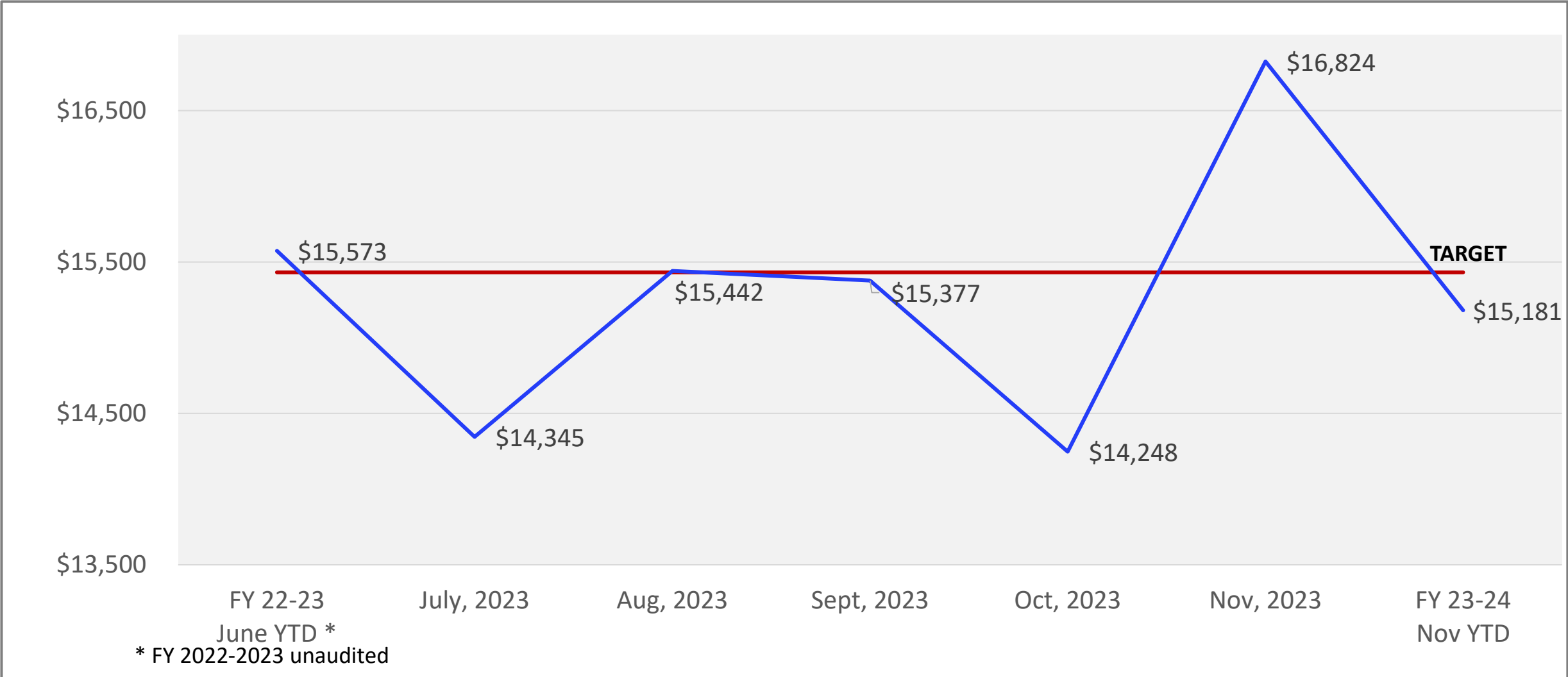
Acuity level (CMI) of our patients has picked-up due to improved coding accuracy





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



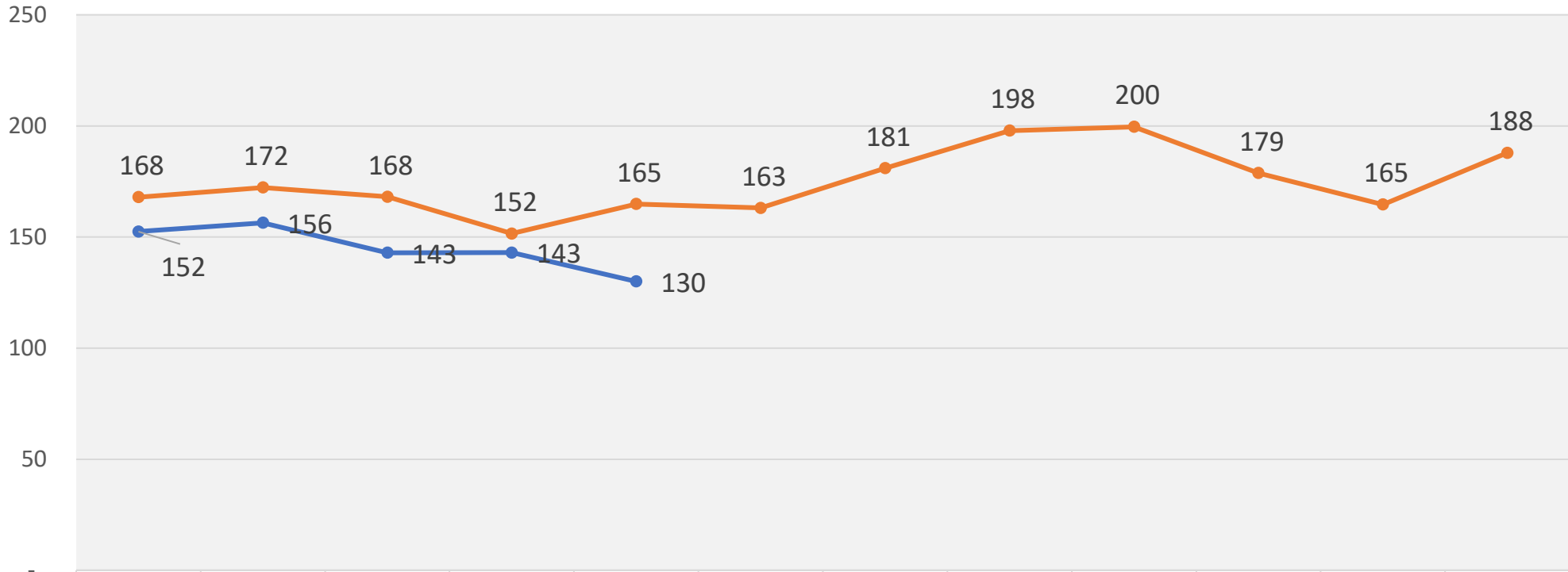


Contract Labor

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

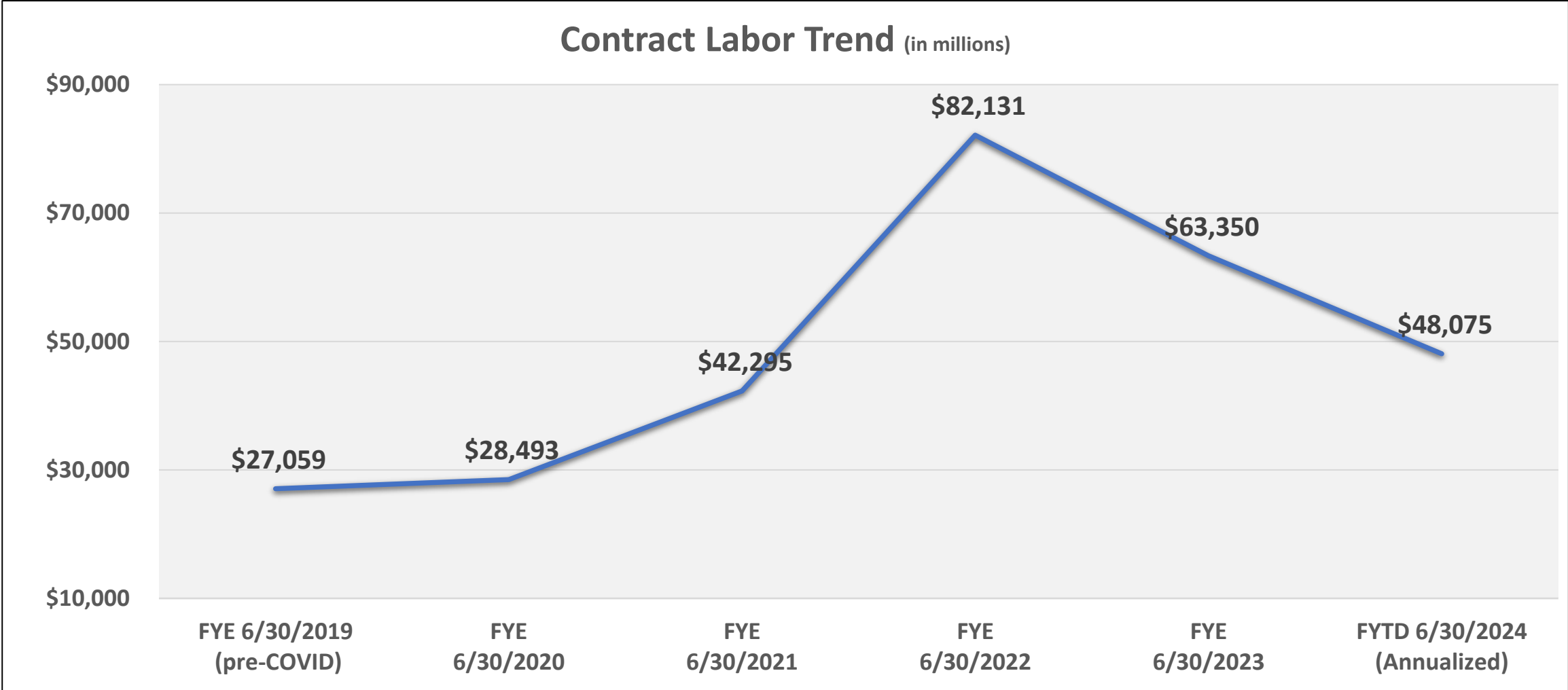
Contract Labor FTEs



Cost Center Description	FTEs
EMERGENCY ROOM	34.0
MED SURG 3B	12.4
PROGRESSIVE CARE UNIT	11.6
RESPIRATORY CARE	11.1
DIETARY	8.7
OR/RR/AMBULATORY SUI	7.7
RADIOLOGY	7.5
CDCR MEDICAL GUARD UI	3.8
PHYSICAL THERAPY	3.5
ICU/CCU	3.2

	July	August	September	October	November	December	January	February	March	April	May	June
Actual	152	156	143	143	130							
Prior Year	168	172	168	152	165	163	181	198	200	179	165	188

24% YoY decrease in contract labor dollars



➤ 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%