



Health Care Services Review Project Committee

Agenda

San Joaquin County Administration Building
44 N. San Joaquin Street, Room 146, Stockton, CA 95202
Wednesday, February 21, 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 | Annette Rivas |

Action Items

- | | |
|--|----------------|
| 3. Approve Minutes from January 17, 2024 | Brandi Hopkins |
|--|----------------|

Information and Discussion Items

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

Committee Comments

Closed Session

There are no closed session items scheduled for this date.

Adjournment

Next meeting March 20, 2024	Brandi Hopkins
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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 hcsrpcommittee@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, January 17, 2024 8:30 a.m.

Procedural Items

1. Call to Order

Assistant County Administrator Brandi Hopkins called the meeting to order at 8:31 a.m.

Ms. Hopkins stated that at least a portion of this Health Care Services Review Project Committee meeting is conducted pursuant to California Code Section 54953, in that Committee member Kris Zuniga is at the alternate location of 4860 Eldorado Drive, La Verne, California. Committee member Zuniga is participating via Microsoft Teams. In accordance with the Ralph M. Brown Act, each alternate location has been identified in the notice and agenda for this meeting.

2. Roll Call

Present:

Paul Canepa, District 2 Supervisor

Brandi Hopkins, Asst. County Administrator

Ed Kiernan, County Counsel

Quenny Macedo, Deputy County Counsel

Kris Zuniga, CFO of San Joaquin County Clinics

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,

Director of Health Care Services

Not Present:

Steven J. Ding, District 4 Supervisor

Jay Wilverding, County Administrator

Jeff Woltkamp, Auditor-Controller

Action Items

3. Approve Minutes from December 20, 2023

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

RESULT: ADOPTED [UNANIMOUS]

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

ABSENT: Ding, Wilverding, Woltkamp

Information and Discussion Items

4. Present 2023 Financial Results through November for County Clinics

San Joaquin County Clinics (SJCC) CFO Kris Zuniga remotely presented financials through November. There were no questions from the Committee.

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

San Joaquin General Hospital (SJGH) CFO Abe Nunez presented financials through November. Mr. Nunez and San Joaquin General Hospital (SJGH) CEO Rick Castro responded to questions from the Committee regarding budget and sick leave usage. Mr. Castro provided additional comments on the reduction of travel nurses. Mr. Castro requested an absenteeism policy and ability to flex SJGH nursing staff.

6. Establishing the SJ Health Liaison Committee

Mr. Diederich provided an update on the SJ Health Liaison Committee. The Liaison Committee will be working to determine recruitment efforts such as looking at a CEO vs. Project Director or COO vs. Director of Operations. This will also involve a discussion between both Boards to determine internal or external recruitment efforts.

The SJ Health Liaison Committee consists of five members and includes Supervisor Canepa, Supervisor Ding, SJ Health Board members Brian Heck and Karen Lee, and Mr. Diederich as Interim CEO. Mr. Diederich asked for clarity from County Counsel if this Liaison Committee should be a Brown Act meeting. Mr. Castro requested to be involved with the Liaison Committee on an informational perspective level. The Committee members agreed that a partnership with SJGH and the Clinics would be beneficial.

7. Public Comment

There were no public comments.

Closed Session

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

Committee Comments

Ms. Hopkins introduced Annette Rivas to the Committee. Ms. Rivas joined the County Administrator's Office and will assist with meetings going forward.

Mr. Diederich informed the Committee of the upcoming HRSA visit scheduled for Tuesday, January 23, 2024 through Thursday, January 25, 2024. There were mock onsite visits in December in preparation of the HRSA visit. An agreement was signed with Community Medical Centers (CMC) to provide scope of dental services at the French Camp Clinic. The goal is to bring some of the scope in house. A chiropractor agreement is being finalized to bring in chiropractor services to the French Camp Clinic.

Mr. Diederich introduced Ruben Pettiford, interim COO to the Committee. Mr. Diederich expressed his enthusiasm that this will provide an opportunity to streamline and improve customer service aspect in the Clinics.

Adjournment

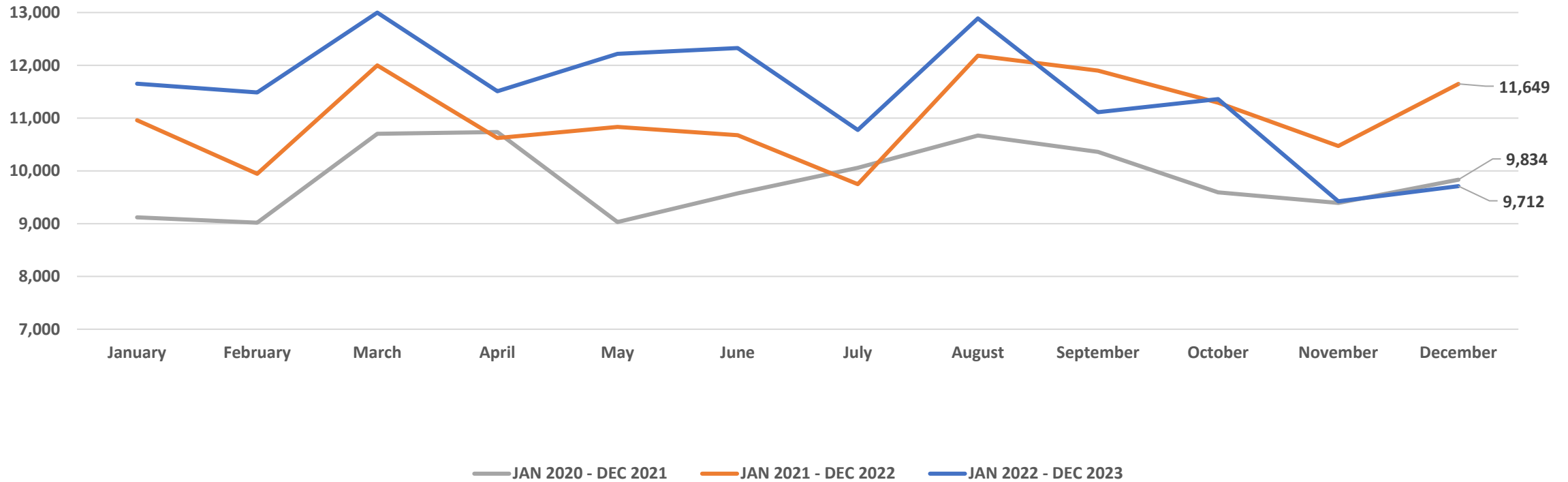
At 9:40 a.m., Assistant County Administrator Hopkins adjourned the meeting to February 21, 2024, at 8:30 a.m.

SAN JOAQUIN HEALTH CENTERS CFO PRESENTATION

Kristopher D. Zuniga
Chief Financial Officer
Presentation Date: 02/21/2024

DECEMBER 2023 BILLABLE VISITS – 9,712

36-MONTH BILLABLE VISIT TRENDS (BY DOS)



Visits By Financial Class	Actual
Medi-Cal Managed Care	74.75%
Medicare	11.41%
Medi-Cal	9.58%
Commercial	2.33%
Self-Pay	1.94%
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)
Nov-23	9,424	11,761	(2,337)
Dec-23	9,712	12,719	(3,007)
Total	65,431	73,691	(8,260)

SJ HEALTH INCOME STATEMENT – DECEMBER 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	2,858,075	2,023,777	834,298	11,585,624	11,947,962	(362,337)
Supplemental Revenue	988,329	988,329	(0)	5,929,974	5,929,974	(0)
Capitation Revenue	520,177	501,768	18,408	3,180,316	3,157,354	22,962
Managed Care Incentives	503,362	0	503,362	503,362	0	503,362
Grant Revenue	107,097	389,742	(282,646)	1,647,352	2,473,453	(826,102)
340B Pharmacy Program	179,928	142,156	37,772	1,091,135	852,938	238,198
MOU & Other Income	46,310	53,506	(7,196)	638,475	321,036	317,439
Total Operating Revenue	5,203,278	4,099,279	1,103,999	24,576,239	24,682,717	(106,478)
Expenditures						
Salaries & Wages	1,530,169	1,752,365	222,196	10,420,698	10,240,826	(179,872)
Employee Benefits	621,106	982,838	361,732	4,269,513	5,742,133	1,472,620
Professional Fees	444,935	434,483	(10,452)	3,309,334	2,632,548	(676,786)
Purchased Services	151,400	174,147	22,748	1,035,629	1,044,884	9,255
Supplies	162,927	163,010	83	779,673	978,059	198,386
Depreciation	59,451	58,112	(1,339)	356,182	348,671	(7,511)
Interest	2,524	20,140	17,616	15,890	120,841	104,950
Office Expense	4,334	7,651	3,318	37,349	45,907	8,558
Dues, Subscription & Fees	157,456	66,431	(91,025)	780,508	398,587	(381,920)
Repairs & Maintenance	57,281	53,520	(3,760)	343,998	321,123	(22,876)
Telephone & Internet	8,578	4,929	(3,649)	49,951	29,574	(20,377)
Advertising & Promotions	3,475	0	(3,475)	45,525	0	(45,525)
Travel & Training	8,992	12,007	3,014	47,158	72,461	25,303
Insurance	61,678	15,883	(45,794)	98,584	95,300	(3,284)
Utilities	109,040	114,232	5,192	658,781	685,393	26,612
Rent	96,920	103,981	7,061	601,394	623,886	22,493
Miscellaneous	64,342	121,007	56,665	331,300	736,923	405,622
Total Expenditures	3,544,608	4,084,737	540,129	23,181,468	24,117,115	935,647
Net Income(Loss)	1,658,670	14,542	1,644,128	1,394,771	565,603	829,169

	SJHC	BHS	SJC - MOU	SJGH - MOU	Total
Operating Revenue					
Net Patient Service Revenue	11,585,624				11,585,624
Supplemental Revenue				5,929,974	5,929,974
Capitation Revenue	3,180,316				3,180,316
Managed Care Incentives	503,362				503,362
Grant Revenue	613,739		1,033,613		1,647,352
340B Pharmacy Program	1,091,135				1,091,135
MOU & Other Income	<u>1,102</u>		<u>329,873</u>	<u>307,500</u>	638,475
Total Operating Revenue	<u>16,975,279</u>	<u>0</u>	<u>1,363,486</u>	<u>6,237,474</u>	<u>24,576,239</u>
Expenditures					
Salaries & Wages	525,744	212,091	7,237,395	2,445,467	10,420,698
Employee Benefits	90,769	50,336	3,117,637	1,010,771	4,269,513
Professional Fees	3,020,412			288,922	3,309,334
Purchased Services	561,923		89,241	384,466	1,035,629
Supplies	415,374			364,299	779,673
Depreciation	356,182				356,182
Interest	15,890				15,890
Office Expense	1,774	26,243		9,333	37,349
Dues, Subscription & Fees	679,720			100,788	780,508
Repairs & Maintenance	313			343,686	343,998
Telephone & Internet	38,795			11,156	49,951
Advertising & Promotions	45,525				45,525
Travel & Training	45,714			1,444	47,158
Insurance	71,257		27,327		98,584
Utilities	66,736			592,046	658,781
Rent	278,677		14,835	307,882	601,394
Miscellaneous	<u>272,006</u>			<u>59,295</u>	331,300
Total Expenditures	<u>6,486,811</u>	<u>288,670</u>	<u>10,486,435</u>	<u>5,919,552</u>	<u>23,181,468</u>
Net Income(Loss)	<u>10,488,468</u>	<u>(288,670)</u>	<u>(9,122,949)</u>	<u>317,922</u>	<u>1,394,771</u>

FY24 YTD INCOME STATEMENT MOU BREAKOUT

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

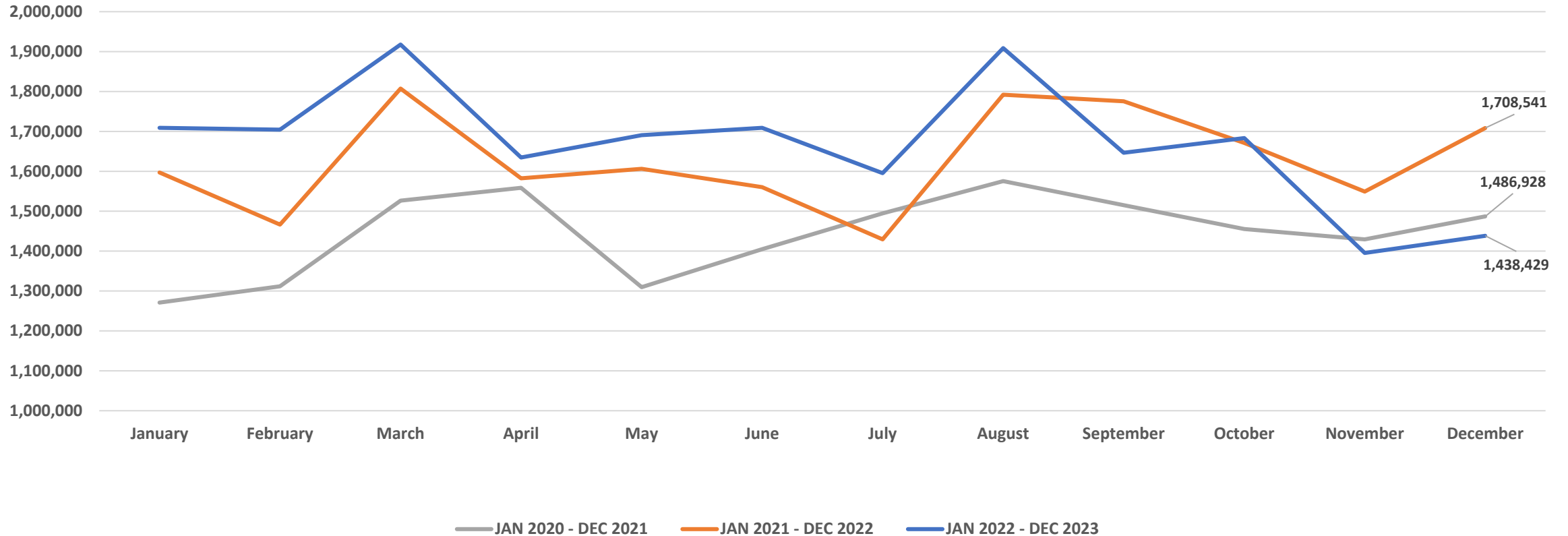
Income Statement Grouping	Current Period Actual	Period Budget - Original	Period Budget Variance -	FY2024 - VARIANCE EXPLANATIONS
Managed Care Incentives	503,362	0	503,362	Favorable variance due to HEDIS incentive revenue recorded for HPSJ program year 2022.
Grant Revenue	1,647,352	2,473,453	(826,102)	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, and Path Cited.
340B Pharmacy Program	1,091,135	852,938	238,198	YTD favorable variance due to CVS pharmacy revenue from April to December 2023 for \$361,005.
MOU & Other Income	638,475	321,036	317,439	Favorable mainly due to \$329,971 recorded for interest income
Employee Benefits	4,269,513	5,742,133	1,472,620	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 December 2023 is 41%.
Professional Fees	3,309,334	2,632,548	(676,786)	Unfavorable mostly due to higher than budgeted locum costs : Vituity and CompHealth Associates. YTD higher than budgeted legal expense and business intelligence vendors.
Supplies	779,673	978,059	198,386	Favorable variance based on the actual expenses incurred
Interest	15,890	120,841	104,950	Favorable due to the payoff of FY20 & FY21 liabilities Due To DHCS in July. Hence, no interest expense incurred since July.
Dues, Subscription & Fees	780,508	398,587	(381,920)	Unfavorable variance mostly due to unbudgeted expenses related to amortization of business intelligence software license: Doximity, Luma & Raisehand and i2i system platforms.
Telephone & Internet	49,951	29,574	(20,377)	Unfavorable variance mostly due to unbudgeted internet costs incurred at the Manteca Clinic. Variance expected to trend negative for the remaining of the year.
Travel & Training	47,158	72,461	25,303	Favorable variance due to lower than budgeted mileage & training and education reimbursements processed YTD.
Miscellaneous	331,300	736,923	405,622	Favorable variance due to actual expenses trending lower than budget.

SJ HEALTH BALANCE SHEET- DECEMBER 2023

	<u>PERIOD 0</u>	<u>QTR 1 FY2024</u>	<u>QTR 2 FY2024</u>
Assets			
Cash & Cash Equivalents	20,741,223	21,104,398	19,989,037
Accounts Receivable	2,230,779	2,142,202	1,545,878
Property & Equipment	3,259,523	3,083,306	3,026,721
Other Assets	<u>14,204,238</u>	<u>15,559,592</u>	<u>17,834,435</u>
Total Assets	<u>40,435,763</u>	<u>41,889,498</u>	<u>42,396,070</u>
Liabilities			
Accounts Payable	869,089	986,144	1,188,859
Other Liabilities	<u>9,703,120</u>	<u>10,397,598</u>	<u>7,954,992</u>
Total Liabilities	<u>10,572,209</u>	<u>11,383,742</u>	<u>9,143,852</u>
Net Assets			
Unrestricted Net Assets	21,183,322	28,714,912	28,714,912
Restricted Net Assets	1,148,643	1,831,023	3,142,536
Current YTD Net Income	<u>7,531,589</u>	<u>(40,178)</u>	<u>1,394,771</u>
Total Net Assets	<u>29,863,554</u>	<u>30,505,756</u>	<u>33,252,219</u>
Total Liabilities and Net Assets	<u>40,435,763</u>	<u>41,889,498</u>	<u>42,396,070</u>

36-MONTH TRENDS - CASH COLLECTIONS

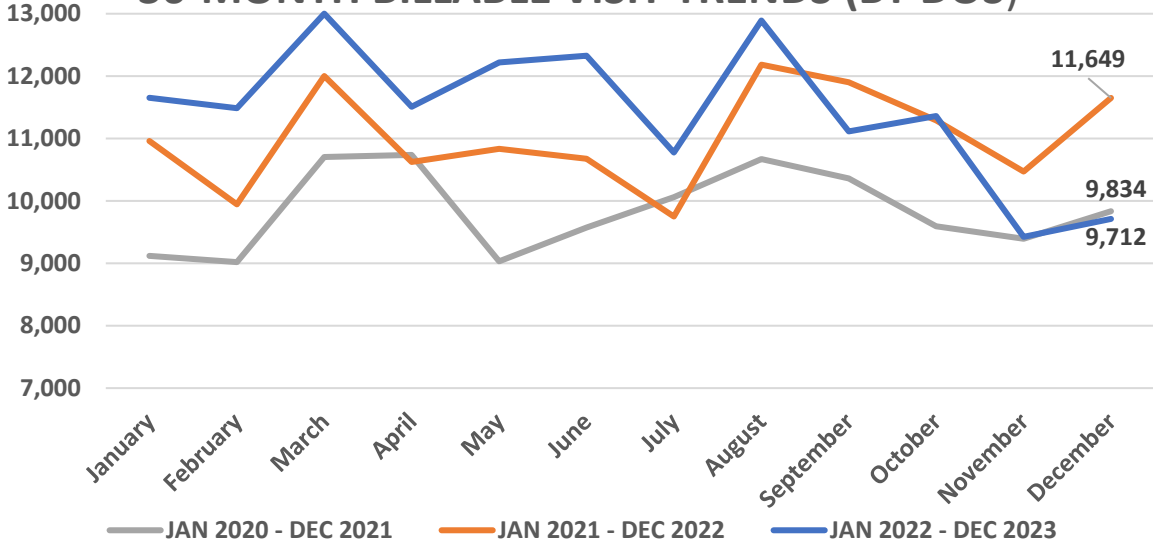
36-MONTH TRENDS - CASH COLLECTED



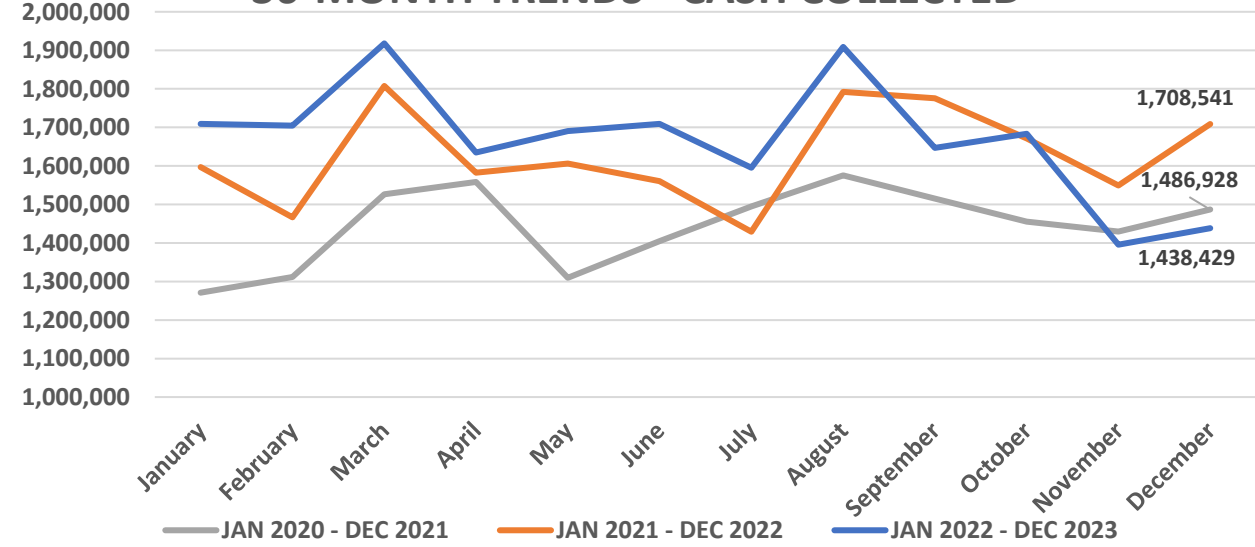
FY24 Collections by Financial Class	%
Medi-Cal Managed Care	78.24%
Medi-Cal	14.39%
Medicare	6.74%
Self-Pay	0.52%
Commercial	0.10%
Total	100.00%

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

36-MONTH BILLABLE VISIT TRENDS (BY DOS)



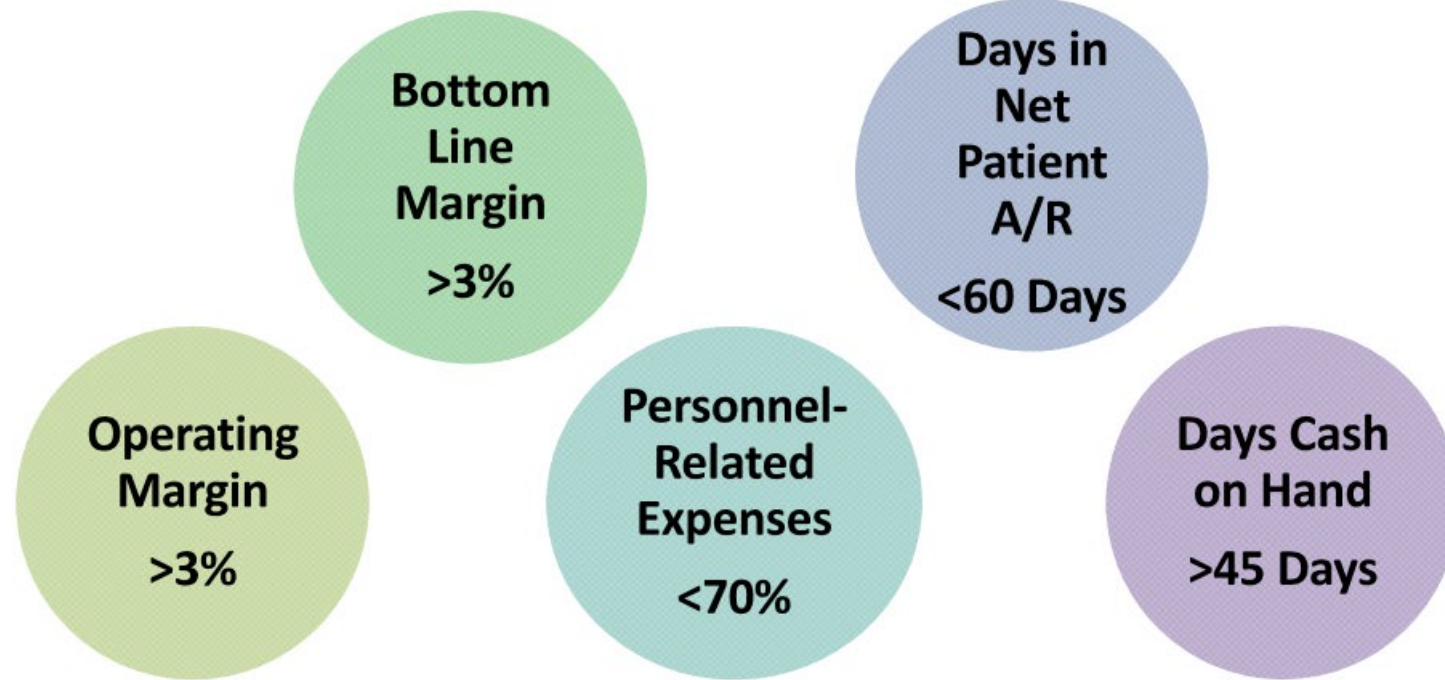
36-MONTH TRENDS - CASH COLLECTED



SJ Health HRSA Financial Metrics

Financial Metric	FY2021	FY2022	FY2023	FY2024
Cumulative Cost Per Unique Patient	1,098	1,315	1,334	961
Medical Cost per Medical Visit	274	309	324	356

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%	5.7%
2 Bottom Line Margin As a % of Operating Revenue	>3%	13%	15%	14%	5.7%
3 Days Cash on Hand	>45 Days	116	143	170	161
4 Days in Net Patient Receivables	<60 Days	38	39	37	25
5 Personnel-Related Expense (PRE) As a % of Operating Revenue	<70	66%	67%	69%	77%

QUESTIONS & ANSWERS



San Joaquin General Hospital

FY 2023-2024 Financial Results December YTD (6 months)



**SAN JOAQUIN
GENERAL
HOSPITAL**

- **YTD Net Income/(Loss)*: (\$5.0M)** was **unfavorable to budget by \$2.0M**. We had lower financial results than anticipated through the first 6 months of our new fiscal year driven by higher than projected expenses
- **YTD EBIDA Margin/(Loss)*: (\$1.9M)** was **unfavorable to budget by \$1.3M** with an EBIDA Margin of (0.8%). Depreciation expense higher than projected due to timing of placing new capital items in service
 - **Volume:** Adjusted Patient Days** **below budget by (1.2%)**. The lower inpatient revenues have been largely offset by higher outpatient charges
 - ❖ Inpatient: Patient days (4.0%) **unfavorable to budget** while deliveries (6.7%) **exceeded budget** and prior year. Trauma cases at budget while 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 10.2% and Clinic Visits **positive to target by 4.4%**. Emergency services (9.6%) **below budget** to start the new fiscal year
 - ❖ Average Length of Stay: **Slightly above** budget 5.2 actual Vs 5.1 target
 - **Operating Revenue: \$2.8M** or **1.2% Favorable to Budget**
 - ❖ Net patient revenue was favorable to target driven by strong outpatient surgical volumes, deliveries and higher CMI
 - ❖ 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 **0.5% below target** due to more complex cases and favorable purchased services
 - ❖ Salaries & benefits **favorable to budget by 0.4%** due to vacant positions
 - ❖ Travelers (contract labor) **over target** but considerably 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 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	\$ 40,269,457	\$40,677,603	\$ (408,146)	-1.0%	\$ 237,796,062	\$ 234,980,529	\$ 2,815,533	1.2%
Operating Expenses	41,521,073	41,838,304	317,231	0.8%	246,853,336	242,021,527	(4,831,809)	-2.0%
Operating Margin (Loss)	\$ (1,251,616)	\$ (1,160,701)	\$ (90,915)	-7.8%	\$ (9,057,274)	\$ (7,040,998)	\$(2,016,276)	-28.6%
Non-Operating (Transfers)	\$ 668,737	\$ 668,737	\$ -	0.0%	\$ 4,012,422	\$ 4,012,422	\$ -	0.0%
Net Income (Loss)	\$ (582,879)	\$ (491,964)	\$ (90,915)	-18.5%	\$ (5,044,852)	\$ (3,028,576)	\$(2,016,276)	-66.6%
EBIDA Margin *	\$ (161,541)	\$ (97,044)	\$ (64,497)	-66.5%	\$ (1,994,538)	\$ (659,057)	\$(1,335,481)	-202.6%
EBIDA Margin %	-0.4%	-0.2%			-0.8%	-0.3%		

* EBIDA: Earnings before Interest, Depreciation & Amortization



Statement of Net Income

YTD Ended 12/31/2023

	Actuals	Budget	\$ Variance Fav (Unf)	% Var Fav (Unf)
<i>Revenue</i>				
Gross Patient Revenue	\$ 1,149,918,949	\$ 1,124,235,866	\$ 25,683,083	2.3%
Deductions from Revenue	981,041,672	958,057,674	22,983,998	2.4%
Net Patient Revenue	168,877,277	166,178,192	2,699,085	1.6%
Additional Funding (Supplemental)	55,853,362	57,471,344	(1,617,982)	(2.8%)
Other Revenue	13,065,423	11,330,993	1,734,430	15.3%
Total Operating Revenue	237,796,062	234,980,529	2,815,533	1.2%
<i>Operating Expenses</i>				
Salaries and Benefits	144,808,460	145,451,229	642,769	0.4%
Professional Fees	35,892,932	28,458,020	(7,434,912)	(26.1%)
Supplies	31,842,436	30,953,327	(889,109)	(2.9%)
Purchased Services	15,155,039	19,744,421	4,589,382	23.2%
Utilities	3,411,229	2,645,403	(765,826)	(28.9%)
Insurance	4,530,678	4,510,560	(20,118)	(0.4%)
Depreciation and Amortization	7,062,736	6,381,941	(680,795)	(10.7%)
Other	4,149,826	3,876,626	(273,200)	(7.0%)
Total Operating Expenses	246,853,336	242,021,527	(4,831,809)	(2.0%)
Operating Margin (Loss)	\$ (9,057,274)	\$ (7,040,998)	\$ (2,016,276)	(28.6%)
Transfers	4,012,422	4,012,422	-	0.0%
Net Income (Loss)	\$ (5,044,852)	\$ (3,028,576)	\$ (2,016,276)	(66.6%)
EBIDA Margin *	\$ (1,994,538)	\$ (659,057)	\$ (1,335,481)	(202.6%)

YTD operating margin and net income lower than target through the first 6 months of the fiscal year driven by higher than anticipated expenses

* EBIDA: Earnings before Interest, Depreciation & Amortization



Statement of Net Position (Balance Sheet)

Cash (\$31M) → Largely due to timing of supplemental program payments

Supplemental Funding AR \$26M

Capital Purchases \$4M

Accounts Payable & Accrued Expenses \$3M

	Current Year	Prior Year	\$ Chg	% Var
CURRENT ASSETS				
Cash and Cash Equivalents	70,294,331	102,042,107	(31,747,776)	-31.1%
Accounts Receivable, Hospital-Net	105,347,597	91,587,798	13,759,799	15.0%
Due from Additional Funding Agencies	179,672,035	153,614,360	26,057,675	17.0%
Other Current Assets	6,821,997	5,980,668	841,329	14.1%
Other Non-Current Assets	56,675,876	56,675,876	-	0.0%
Total Current Assets	418,811,836	409,900,809	8,911,027	2.2%
PROPERTY, PLANT AND EQUIPMENT				
Total Property, Plant & Equipment	243,360,977	239,695,119	3,665,858	1.5%
Accumulated Depreciation & Amortization	(144,185,731)	(137,122,994)	(7,062,737)	5.2%
Property, Plant & Equipment, Net	99,175,246	102,572,125	(3,396,879)	-3.3%
RESTRICTED ASSETS	5,996,734	6,043,465	(46,731)	-0.8%
TOTAL CURRENT ASSETS	523,983,816	518,516,399	5,467,417	1.1%

	Current Year	Prior Year	\$ Chg	% Var
CURRENT LIABILITIES				
Accrued Liabilities	50,224,391	53,295,732	(3,071,341)	-5.8%
Current Maturities of Long-Term Debt	-	-	-	-
Due to Other County Departments	7,025,645	2,236,363	4,789,282	214.2%
Due to Third Party	49,055,215	41,481,226	7,573,989	18.3%
Deferred Revenue-Grants	7,605,944	6,098,399	1,507,545	24.7%
Deferred Inflow of Resources	913,803	1,154,277	(240,474)	-20.8%
Total Current Liabilities	114,824,998	104,265,997	10,559,001	10.1%
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	459,091,426	448,532,425	10,559,001	2.4%
NET ASSETS	64,892,390	69,983,974	(5,091,584)	-7.3%
TOTAL LIABILITIES AND NET ASSETS	523,983,816	518,516,399	5,467,417	1.1%



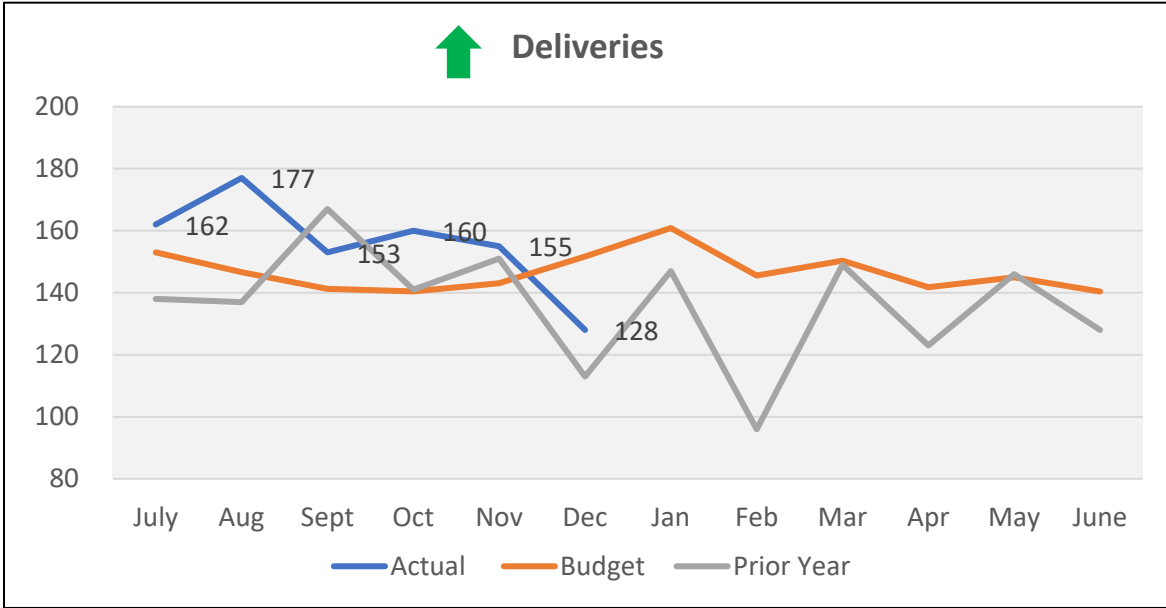
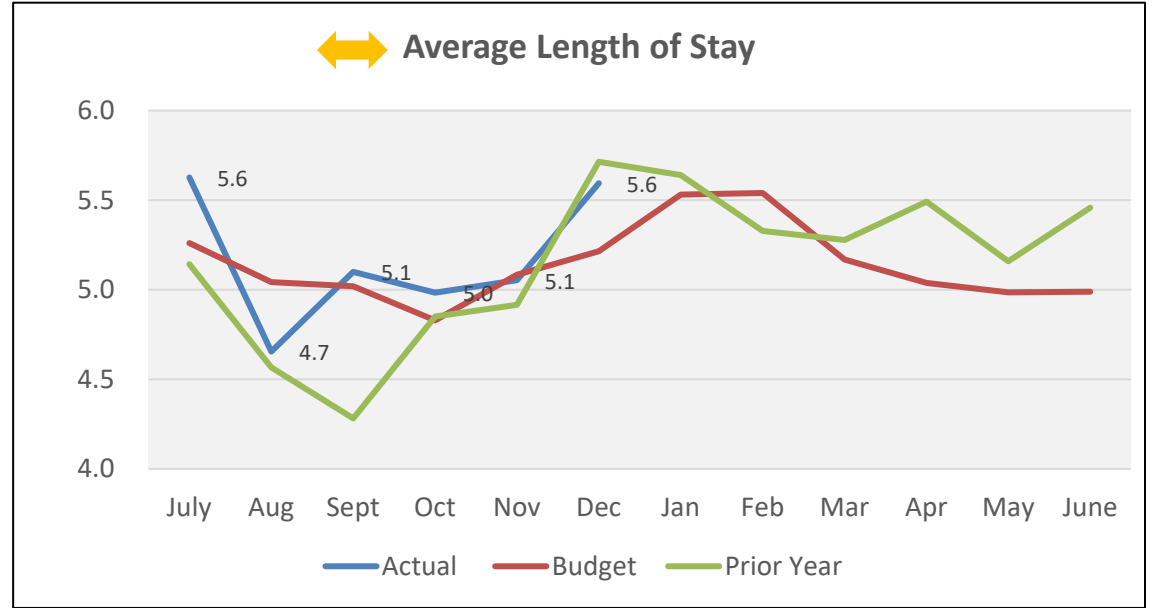
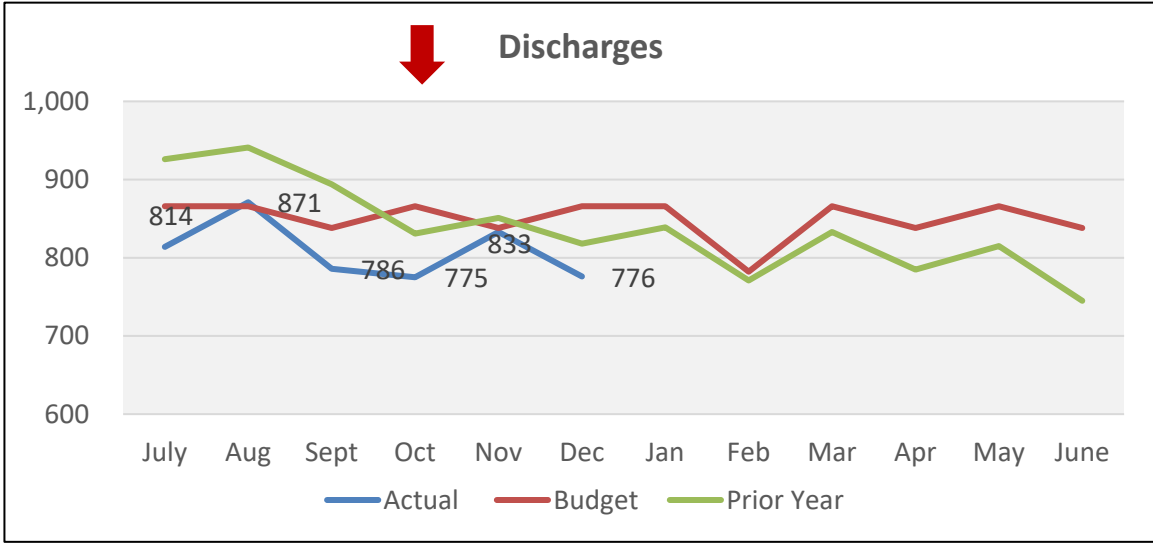
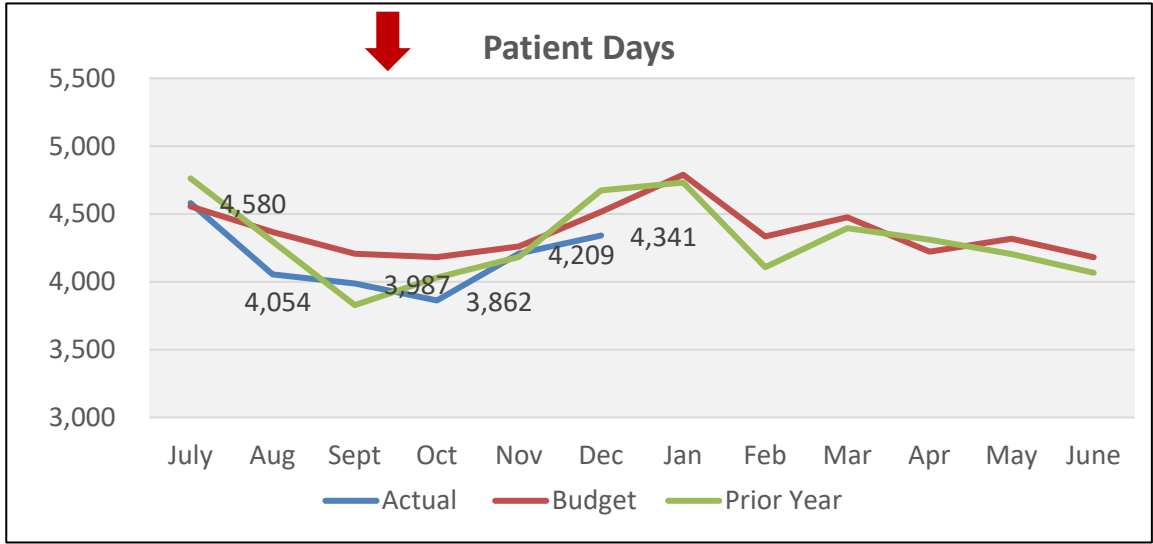
Key Volume and Financial Indicators FY 2023-2024 December

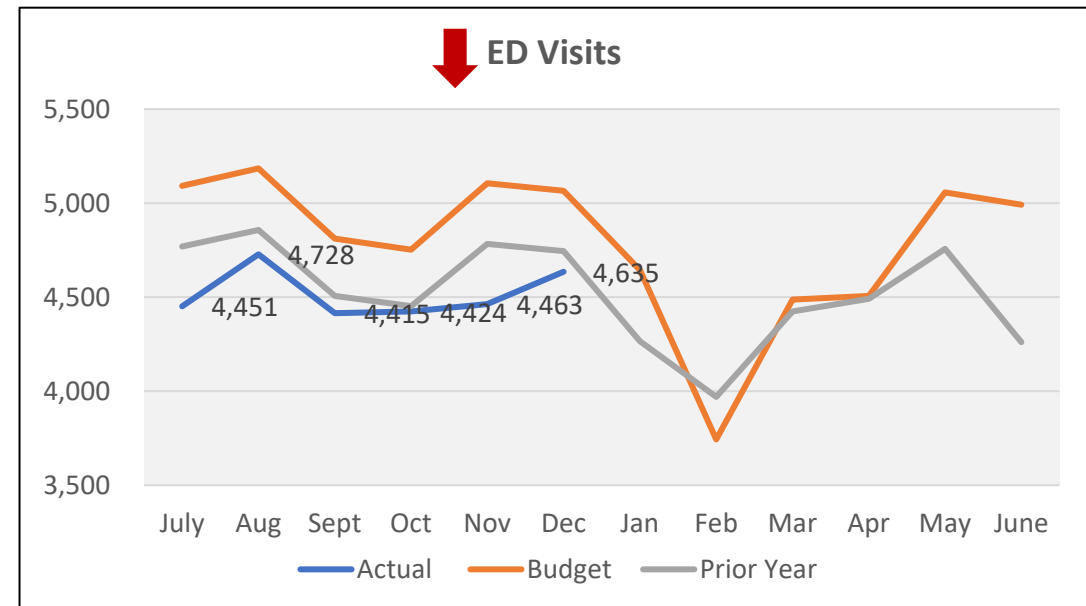
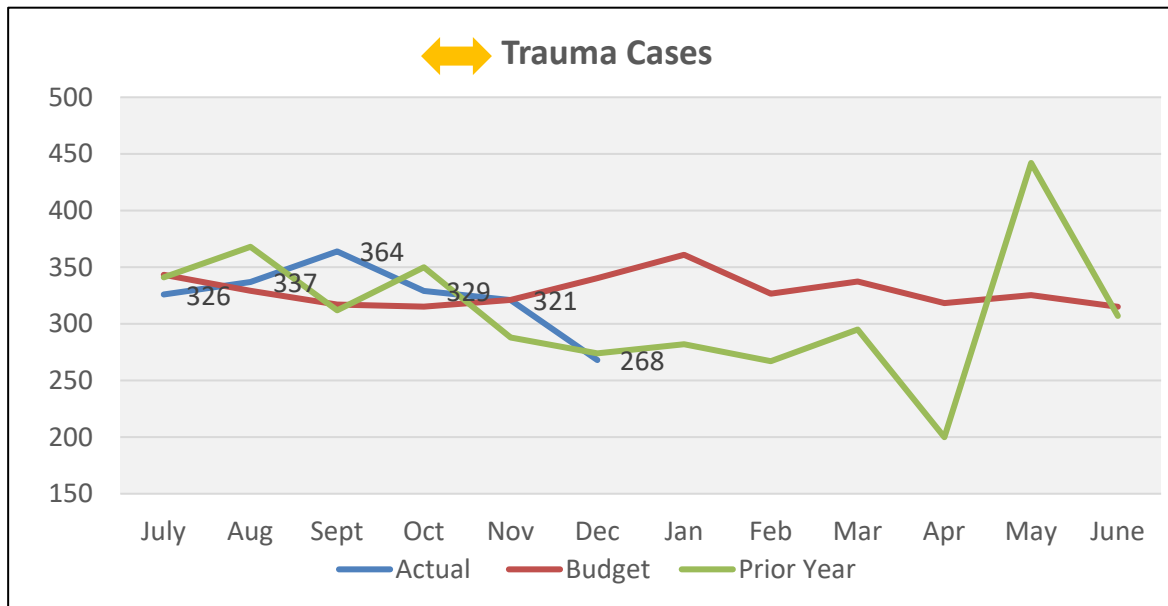
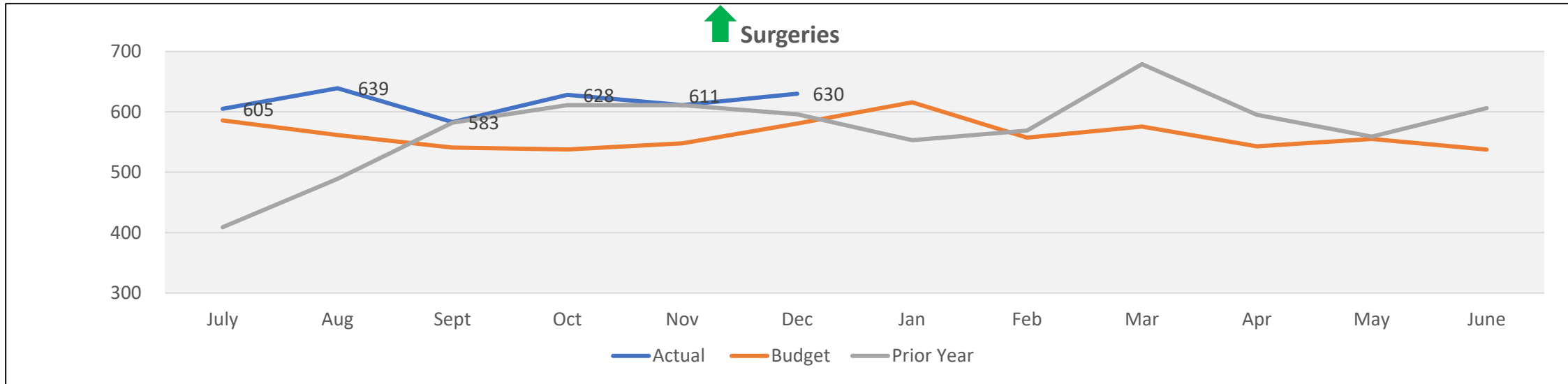
Volume / Utilization Indicator	Month Dec, 2023	Budget Dec, 2023	% Budget Variance	Trend	FYTD FY2023- 2024	Budget FY2023- 2024	% Budget Variance	Trend
Discharges	776	866	-10.4%		4,855	5,140	-5.5%	
Total Patient Days	4,341	4,516	-3.9%		25,033	26,088	-4.0%	
Adjusted Patient Days	7,152	7,312	-2.2%		41,728	42,242	-1.2%	
Average Length of Stay (ALOS)	5.6	5.2	-7.3%		5.2	5.1	-1.6%	
Average Daily Census (ADC)	140	146	-3.9%		136	142	-4.2%	
Clinic Visits	4,809	5,057	-4.9%		30,485	29,211	4.4%	
Emergency Visits	4,635	5,065	-8.5%		27,116	30,012	-9.6%	
Trauma Cases	268	340	-21.3%		1,948	1,966	-0.9%	
Surgeries	630	581	8.5%		3,696	3,354	10.2%	
Deliveries	131	152	-13.6%		935	876	6.7%	
CMI - Hospital	1.68	1.57	7.0%		1.64	1.57	4.5%	
CMI - Medicare	2.01	1.95	3.1%		2.01	1.95	3.1%	
Total FTEs (including Contractors)	1,889	1,801	-4.9%		1,819	1,790	-1.7%	
Total Contractor FTEs	123	57	-116.6%		141	57	-149.1%	

Financial Indicator (Millions)	Month Dec, 2023	Budget Dec, 2023	% Budget Variance	Trend	YTD Dec, 2023	Budget YTD Dec, 2023	% Budget Variance	Trend
Total Patient Revenue	195.3	194.6	0.4%		1,149.9	1,124.2	2.3%	
Total Net Patient Revenue	29.2	28.8	1.5%		168.9	166.2	1.8%	
Additional Funding	9.2	9.9	-7.4%		55.9	57.5	-1.8%	
Total Operating Revenue	40.3	40.7	-1.0%		237.8	235.0	1.3%	
Salaries & Benefits	25.2	25.2	-0.2%		144.8	145.5	0.4%	
Contract Labor	5.7	4.9	-16.3%		35.9	28.5	-26.0%	
Supplies	5.1	5.4	5.4%		31.8	31.0	-2.9%	
Total Expenses	41.5	41.8	0.8%		246.9	242.0	-2.0%	
Operating Income (Loss)	(1.3)	(1.2)	-7.8%		(9.1)	(7.0)	-28.7%	
Net Realignment & Cnty Contributions	0.7	0.7	0.0%		4.0	4.0	0.0%	
Net Income (Loss)	(0.6)	(0.5)	-18.4%		(5.0)	(3.0)	-66.3%	
Operating Income %	-3.1%	-2.9%	-0.3%		-3.8%	-3.0%	-27.1%	
EBIDA Margin	(0.2)	(0.1)	-66.5%		(2.0)	(0.7)	-201.5%	
EBIDA %	-0.4%	-0.2%	-0.2%		-0.8%	-0.3%	-0.6%	



Key Volume Graphs

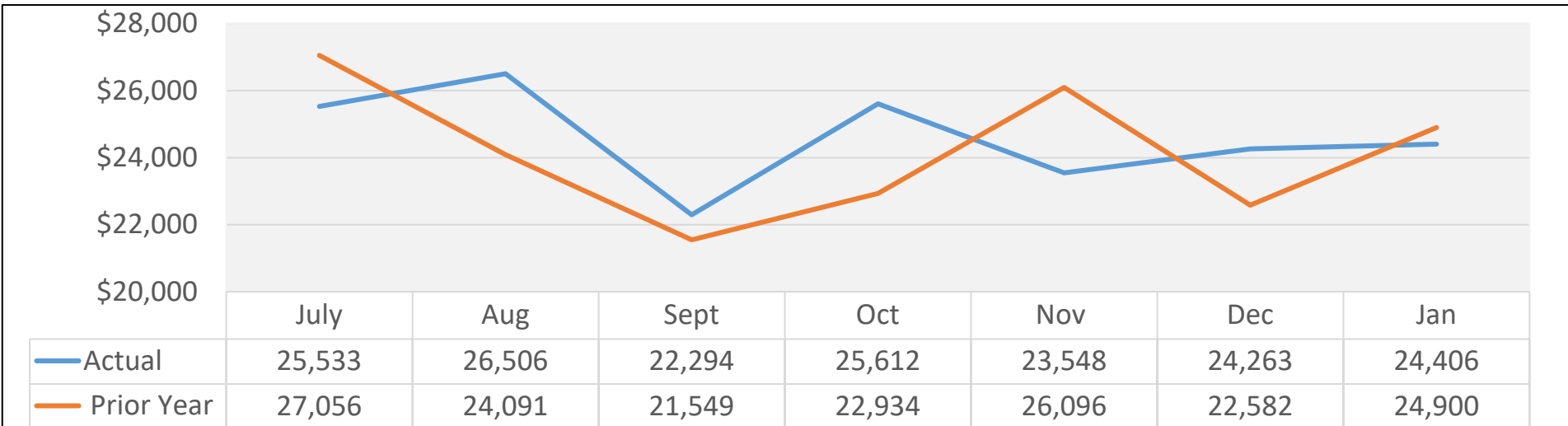




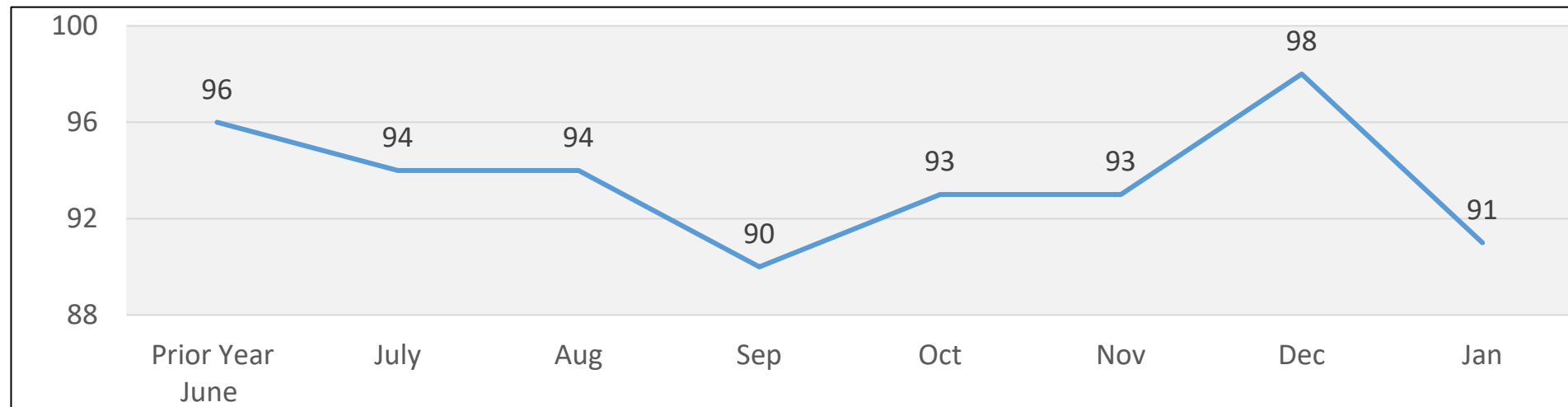


Cash Collections and Accounts Receivable Days

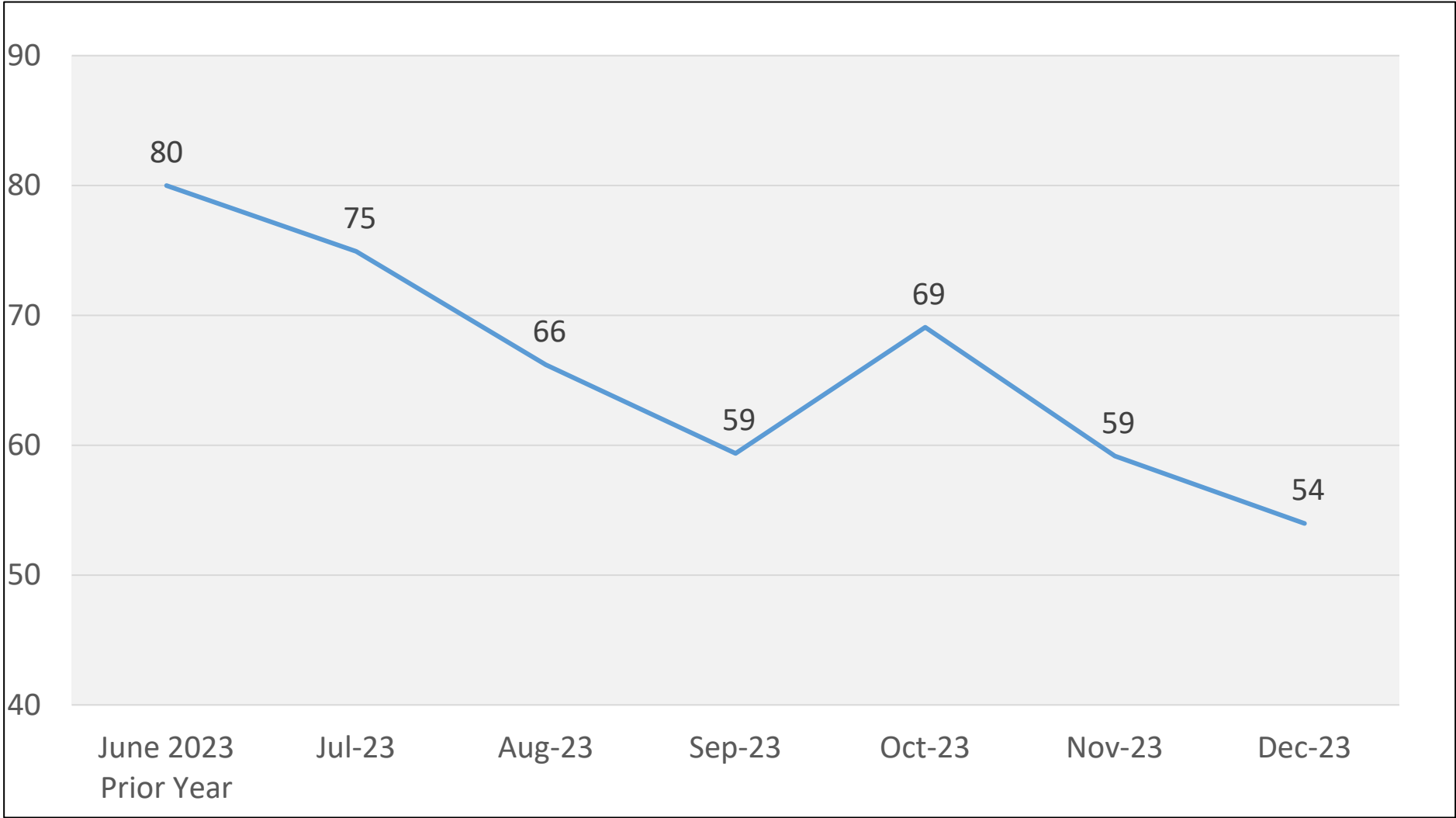
Cash Collections – Technical and Professional (in \$000's)



Accounts Receivable Days



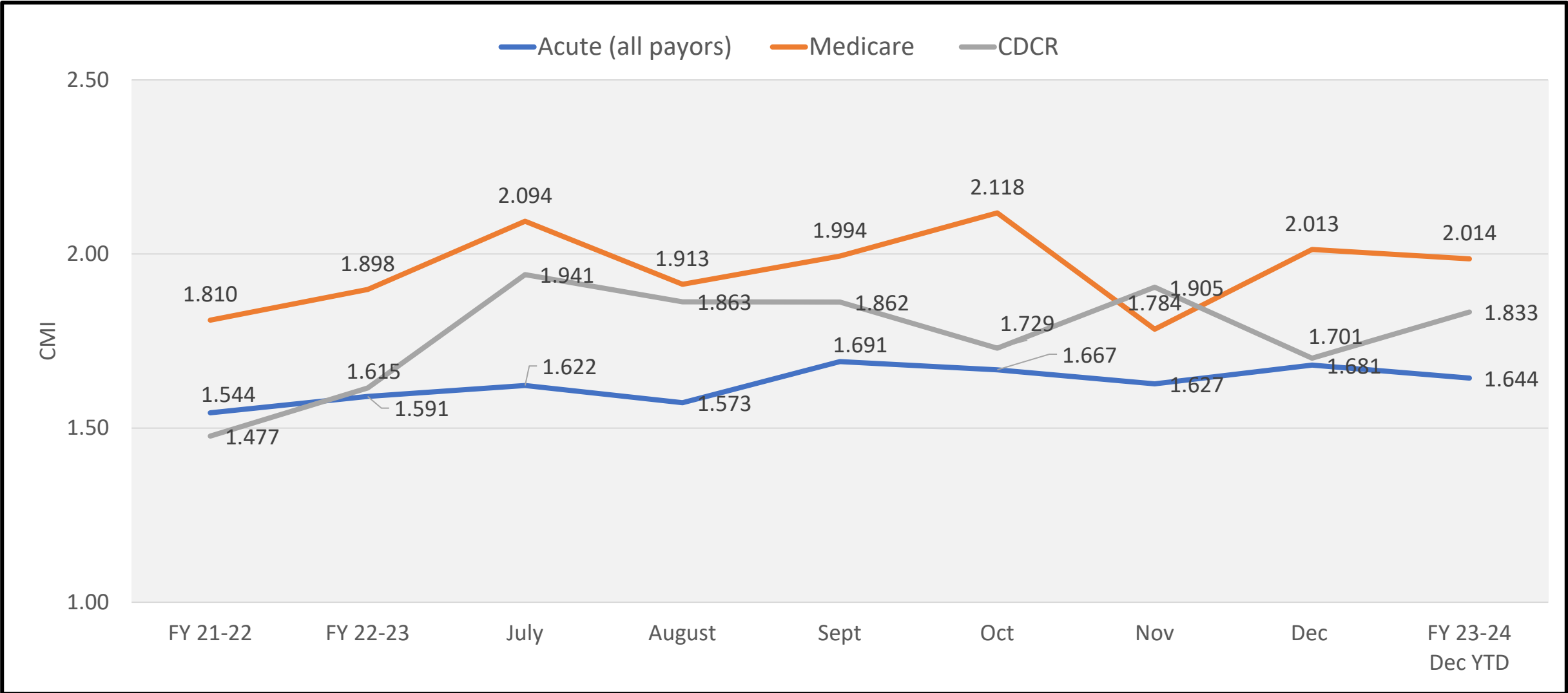
Cash collections have picked-up roughly 1.7% year over year through the first seven months. We expect continued progress in both collections and AR days going forward driven by ongoing Revenue Cycle initiatives.



Supplemental funds to be received in the next few months

- ✓ Voluntary Rate Range \$20.2M
- ✓ AB 915 ACA \$6.1M
- ✓ EPP \$5.4M
- ✓ QIP \$16.8M
- ✓ GME \$637K

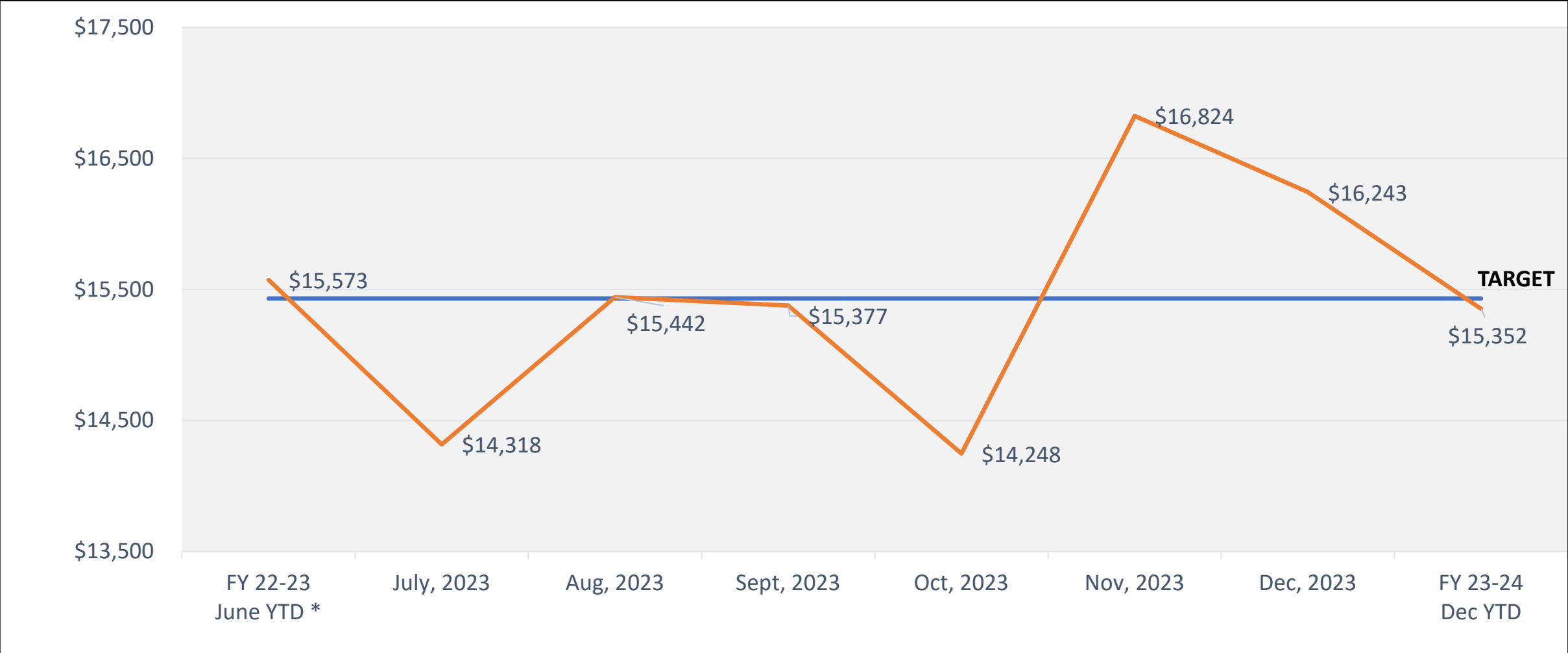
Acuity level (CMI) of our patients has picked-up due to improved coding accuracy





Cost per CMI Adjusted Discharge

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



* FY 2022-2023 unaudited

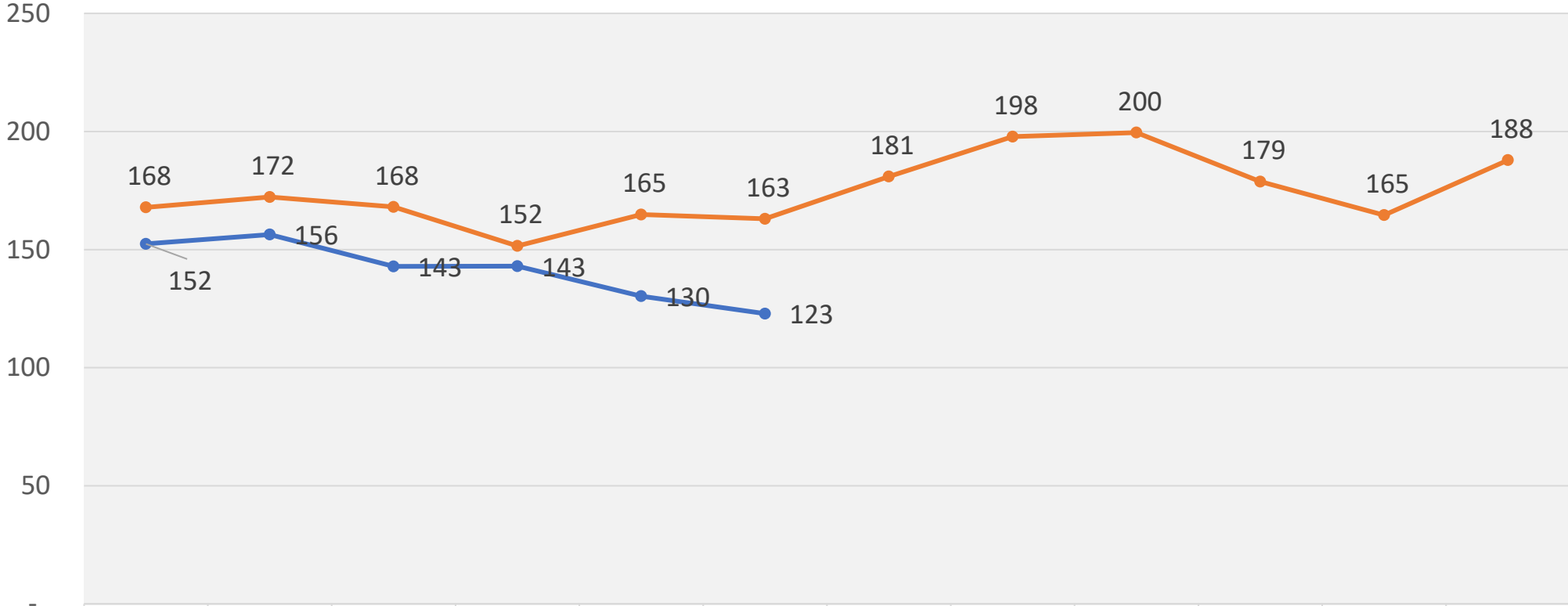


Contract Labor

We've made considerable progress reducing our contract labor FTEs (travel nurses). We've started the new year lower than prior year, but still trending above target

Top 10 depts make up 80% of contractors

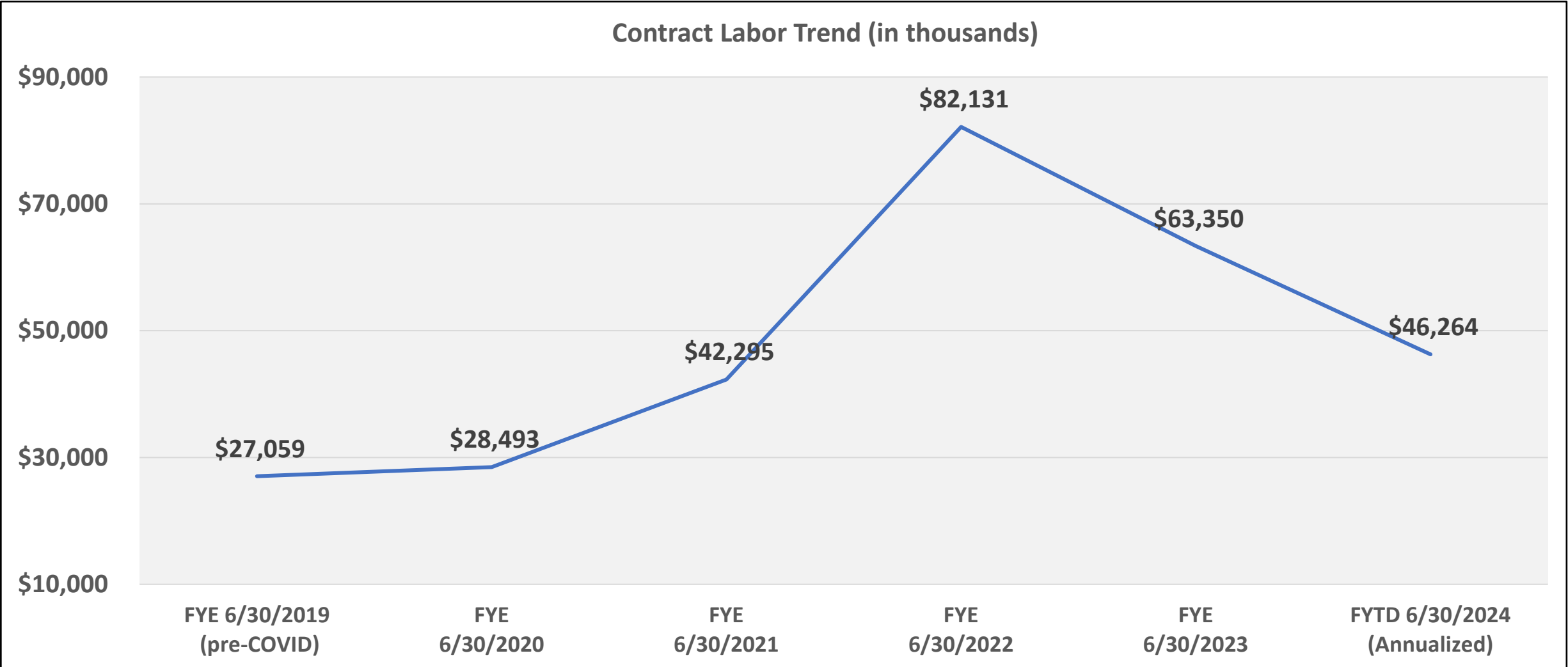
Contract Labor FTEs



Cost Center	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	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Actual	152	156	143	143	130	123						
Prior Year	168	172	168	152	165	163	181	198	200	179	165	188

27% YoY decrease in contract labor dollars



➤ Revenue

- ❖ QIP Quality Metrics
- ❖ EPP Supplemental Program Increase
- ❖ HPSJ Rate Increase
- ❖ Cerner Revenue Cycle Uplift

➤ Costs

- ❖ Continued focus on traveler nurse reduction
- ❖ Supply savings by leveraging new SurgiTrack tool
- ❖ Reference lab savings