



Health Care Services Review Project Committee

Agenda

San Joaquin County Administration Building
44 N. San Joaquin Street, Room 146, Stockton, CA 95202
Wednesday, April 17, 2024
8:30 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 | Sandy Regalo | 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 | Sandy Regalo |
| 2. Roll Call | Annette Rivas |

Action Items

- | | |
|---|----------------|
| 3. Approve Minutes from March 20, 2024 | Sandy Regalo |
| 4. Committee Meeting Moved to Quarterly | Brandi Hopkins |

Information and Discussion Items

- | | |
|---|--------------|
| 4. Present 2024 Financial Results through February for County Clinics | Kris Zuniga |
| 5. Present 2024 Financial Results through February for San Joaquin General Hospital | Abe Nunez |
| 6. Public Comment | Sandy Regalo |

Committee Comments

Closed Session

There are no closed session items scheduled for this date.

Adjournment

Next meeting May 15, 2024 Sandy Regalo

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 hcsrcommittee@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, March 20, 2024 8:30 a.m.

Procedural Items

1. Call to Order

Interim County Administrator Sandy Regalo 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

Sandy Regalo, Interim County Administrator

Brandi Hopkins, Asst. County Administrator

Ed Kiernan, 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:

Jeff Woltkamp, Auditor-Controller

Action Items

3. Approve Minutes from February 21, 2024

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

RESULT: ADOPTED [UNANIMOUS]

MOVER: Paul Canepa, District 2 Supervisor

SECONDER: Greg Diederich, Interim CEO of SJCC, Director of Health Care Services

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

ABSENT: Woltkamp

Information and Discussion Items

4. Present 2024 Financial Results through January for County Clinics

San Joaquin County Clinics (SJCC) CFO Kris Zuniga presented financials through January. The Committee discussed professional fees and advertising cost for the clinics. Mr. Zuniga and Dr. Jonathon Diulio, Interim Chief Medical Officer provided clarification regarding billable visits and Capital Link Benchmarks.

5. Present 2024 Financial Results through January for San Joaquin General Hospital

San Joaquin General Hospital (SJGH) CFO Abe Nunez presented financials through January. The Committee discussed the Case Mix Index (CMI), average patient length of stay and SJGH's target goal of obtaining travel nurses. Rick Castro, CEO of San Joaquin General Hospital and Dr. Diulio, will collaborate on an Absentee Policy for SJGH and SJCC.

6. Proposed Committee Format Change

Brandi Hopkins, Assistant County Administrator proposed the monthly Committee meetings be moved to quarterly based on feedback from some Committee members. The proposed quarterly meetings would include a report out on financials, recruitment and retention efforts, updates on collaboration meetings and department accomplishments.

Ms. Hopkins also proposed that Health Care Services, San Joaquin General Hospital, SJ Health/Clinics, the Health Plan of San Joaquin, and the County Administrator's Office, meet monthly to focus on community and patient care outcomes. The Committee agreed monthly departmental meetings would be beneficial with quarterly updates to the Health Care Services Review Committee.

County Counsel and the County Administrator's Office will collaborate and bring this agenda item back for a formal vote.

Motion to take into account of a subgroup and meeting to quarterly. Approved.

RESULT: ADOPTED [UNANIMOUS]

MOVER: Paul Canepa, District 2 Supervisor

SECONDER: Rick Castro, CEO of San Joaquin General Hospital

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

ABSENT: Woltkamp

7. Preliminary Quality Scores and Background for QIP Program

Mr. Zuniga and Dr. Diulio presented an overview of the Quality Incentive Pool (QIP) Program. The SJCC leadership team responded to questions 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

The Committee discussed cost structure for SJCC and SJGH. It was recommended that the health care collaboration meetings be used as an opportunity for the SJGH and SJCC leadership teams to work together to obtain accurate cost structure for the hospital and clinics.

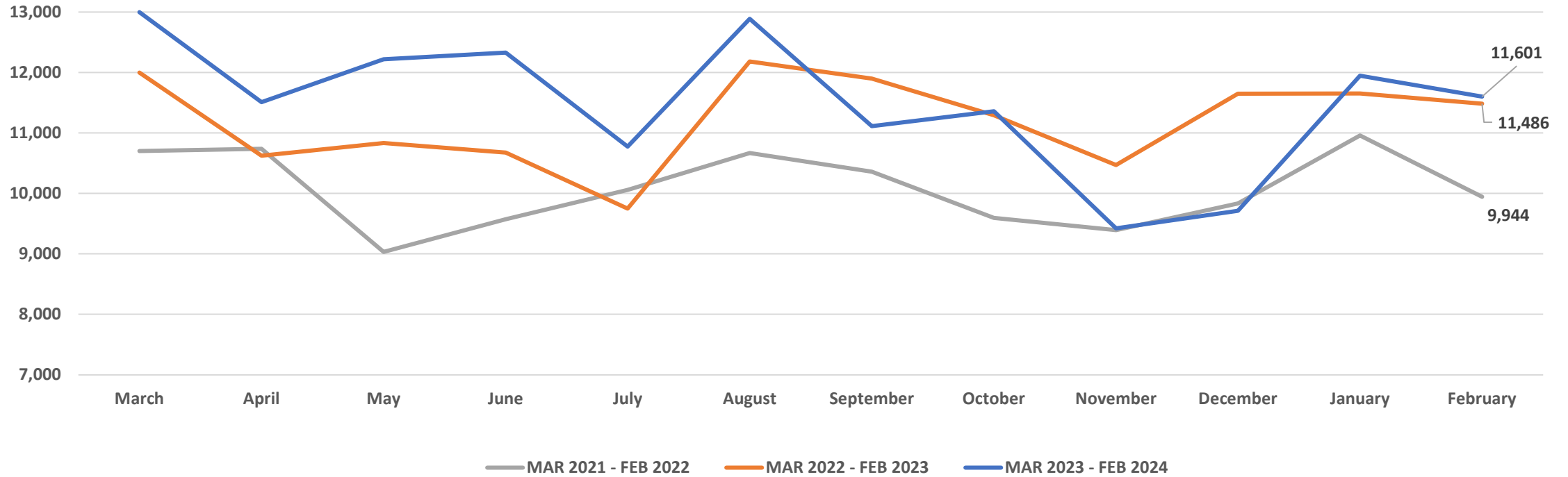
Adjournment

At 10:36 a.m., Interim County Administrator Regalo adjourned the meeting to April 17, 2024, at 8:30 a.m.

SAN JOAQUIN HEALTH CENTERS CFO PRESENTATION

Kristopher D. Zuniga
Chief Financial Officer
Presentation Date: 03/26/2024

36-MONTH BILLABLE VISIT TRENDS (BY DOS)



Visits By Financial Class	Actual
Medi-Cal Managed Care	74.76%
Medicare	11.17%
Medi-Cal	9.76%
Commercial	2.47%
Self-Pay	1.84%
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)
Jan-24	11,949	12,310	(361)
Feb-24	11,601	11,625	(24)
Total	88,981	97,626	(8,645)

SJ HEALTH INCOME STATEMENT – FEBRUARY 2024

	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	1,694,565	1,781,269	(86,704)	15,026,176	15,603,617	(577,441)
Supplemental Revenue	1,263,701	1,007,155	256,545	11,276,802	7,944,285	3,332,517
Capitation Revenue	514,711	481,898	32,813	4,211,419	4,130,986	80,433
Managed Care Incentives	3,935	0	3,935	507,297	0	507,297
Grant Revenue	482,218	492,447	(10,229)	2,431,585	3,458,347	(1,026,762)
340B Pharmacy Program	857,207	142,156	715,051	2,179,009	1,137,250	1,041,759
MOU & Other Income	44,414	53,506	(9,092)	903,534	428,048	475,486
Total Operating Revenue	4,860,750	3,958,432	902,318	36,535,823	32,702,533	3,833,289
Expenditures						
Salaries & Wages	1,691,567	1,639,309	(52,257)	13,792,535	13,632,500	(160,035)
Employee Benefits	715,446	919,429	203,983	5,892,960	7,644,399	1,751,439
Professional Fees	574,210	434,483	(139,727)	4,575,610	3,501,513	(1,074,097)
Purchased Services	94,133	174,147	80,014	1,356,728	1,393,178	36,450
Supplies	195,273	170,746	(24,526)	1,134,207	1,319,552	185,345
Depreciation	59,364	76,958	17,594	475,219	502,588	27,369
Interest	2,424	29,419	26,995	20,738	179,679	158,941
Office Expense	6,999	7,651	652	45,904	61,210	15,306
Dues, Subscription & Fees	120,532	66,431	(54,101)	1,050,162	531,450	(518,712)
Repairs & Maintenance	91,352	53,520	(37,832)	492,632	428,164	(64,468)
Telephone & Internet	21,740	4,929	(16,811)	81,085	39,431	(41,654)
Advertising & Promotions	0	0	0	86,410	0	(86,410)
Travel & Training	27,839	9,007	(18,832)	96,624	90,474	(6,150)
Insurance	15,316	15,883	568	128,393	127,067	(1,326)
Utilities	206,859	114,232	(92,627)	977,327	913,858	(63,470)
Rent	91,697	95,381	3,684	797,565	814,648	17,083
Miscellaneous	92,503	117,588	25,085	483,094	972,099	489,005
Total Expenditures	4,007,254	3,929,115	(78,139)	31,487,192	32,151,809	664,617
Net Income(Loss)	853,496	29,317	824,179	5,048,630	550,724	4,497,906

Income Statement Grouping	Current Period Actual	Current Period Budget - Original	Current Period Budget Variance - Original	% Variance	FY2024 - Variance Explanations
Supplemental Revenue	11,276,802	7,944,285	3,332,517	42%	Favorable variance related to additional QIP revenues recorded for \$555,742 for PY5 (CY2022), \$5,310,715 for PY6 (CY2023), \$466,060 for January & February PY7 (CY2024) offset by \$3,000,000 recorded to QIP Revenue Reserve account.
Grant Revenue	2,431,585	3,458,347	(1,026,762)	-30%	Unfavorable variance as a result of underperforming grant activity mainly related to HHIP, KP Health Connect, Sunlight Giving, Exact Science Focus Program, USDA, DCA, ECM, Heluna and Path Cited. Also, the YTD budget includes grant revenues for \$503,643 for the HRSA Community Project Funding grant related to the Lodi Clinic, which is on hold at present.
340B Pharmacy Program	2,179,009	1,137,250	1,041,759	92%	Favorable variance due to SPP payment received in February from DHCS for \$735,778 and CVS pharmacy revenue from April to November \$361,005.
Employee Benefits	5,892,960	7,644,399	1,751,439	23%	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 February 2024 is 43%.
Professional Fees	4,575,610	3,501,513	(1,074,097)	-31%	Unfavorable mostly due to higher than budgeted locum costs : Vituity and CompHealth Associates. YTD higher than budgeted legal expense and business intelligence vendors' costs.
Dues, Subscription & Fees	1,050,162	531,450	(518,712)	-98%	YTD unfavorable mainly due to unbudgeted subscription costs in FY24. Also, unfavorable variance partially related to the subscription expenses being amortized for prior year contracts such as Doximity, Eplus Technology. These contracts were funded through various grant projects and the related grant revenues were fully recognized in prior fiscal year.
Repairs & Maintenance	492,632	428,164	(64,468)	-15%	Unfavorable variance due to MOU charges reconciliation from July to December based on actual expenses allocated to SJHC from SJGH.
Telephone & Internet	81,085	39,431	(41,654)	-106%	Unfavorable variance mostly due to unbudgeted internet costs incurred at the Manteca Clinic & MOU charges reconciliation from July to December. Variance expected to trend negative for the remaining of the year.

SJ HEALTH INCOME STATEMENT VARIANCE ANALYSIS

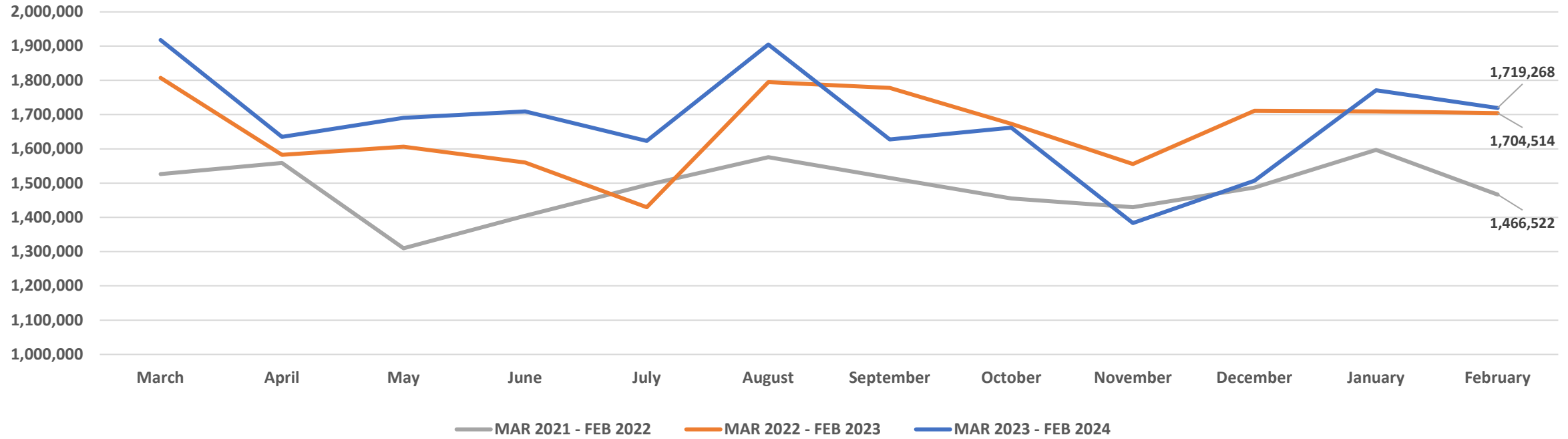
YTD FY2024

(ONLY VARIANCES WITH +/- 10% ARE REPRESENTED)

SJ HEALTH BALANCE SHEET- FEBRUARY 2024

	<u>PERIOD 0</u>	<u>QTR 1 FY2024</u>	<u>QTR 2 FY2024</u>	<u>JANUARY 2024</u>	<u>FEBRUARY 2024</u>
Assets					
Cash & Cash Equivalents	20,741,223	21,104,398	19,989,037	20,094,125	19,759,584
Accounts Receivable	2,230,779	2,142,202	1,545,878	1,896,542	2,044,321
Property & Equipment	3,259,523	3,083,306	3,026,721	2,964,270	2,913,338
Other Assets	<u>14,204,238</u>	<u>15,559,592</u>	<u>17,834,435</u>	<u>20,379,160</u>	<u>21,587,496</u>
Total Assets	<u>40,435,763</u>	<u>41,889,498</u>	<u>42,396,070</u>	<u>45,334,098</u>	<u>46,304,738</u>
Liabilities					
Accounts Payable	869,089	986,144	1,188,859	937,226	1,298,502
Other Liabilities	<u>9,703,120</u>	<u>10,397,598</u>	<u>7,954,992</u>	<u>8,447,791</u>	<u>8,542,964</u>
Total Liabilities	<u>10,572,209</u>	<u>11,383,742</u>	<u>9,143,852</u>	<u>9,385,017</u>	<u>9,841,467</u>
Net Assets					
Unrestricted Net Assets	21,183,322	28,714,912	28,714,912	28,714,912	28,714,912
Restricted Net Assets	1,148,643	1,831,023	3,142,536	3,039,035	2,699,729
Current YTD Net Income	<u>7,531,589</u>	<u>(40,178)</u>	<u>1,394,771</u>	<u>4,195,134</u>	<u>5,048,630</u>
Total Net Assets	<u>29,863,554</u>	<u>30,505,756</u>	<u>33,252,219</u>	<u>35,949,080</u>	<u>36,463,271</u>
 Total Liabilities and Net Assets	<u>40,435,763</u>	<u>41,889,498</u>	<u>42,396,070</u>	<u>45,334,098</u>	<u>46,304,738</u>

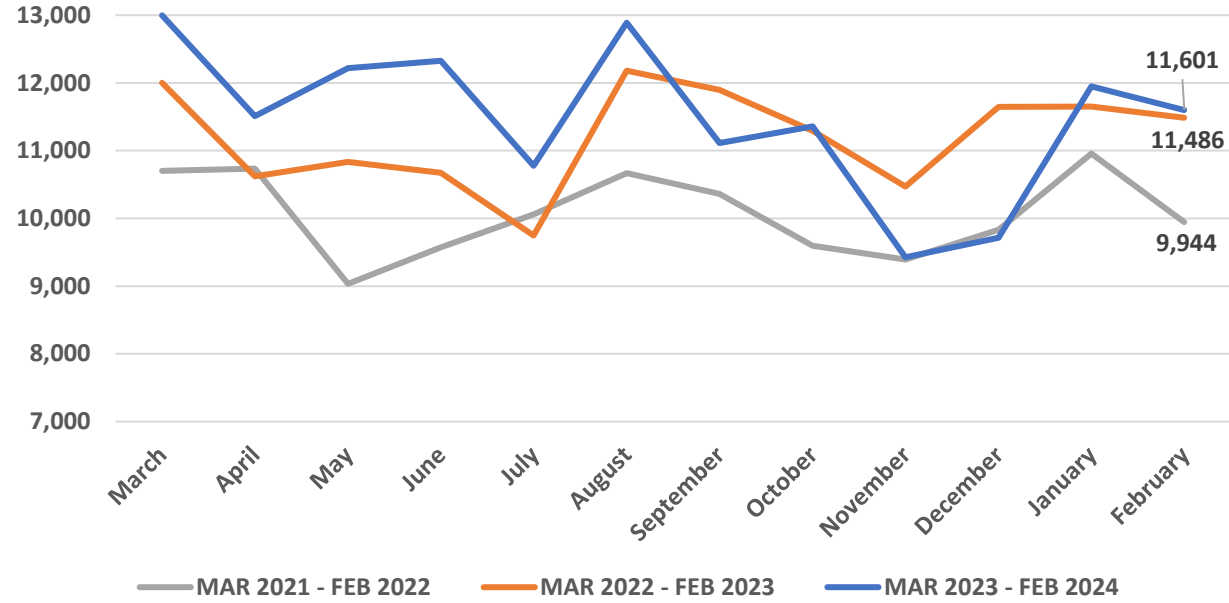
36-MONTH TRENDS - CASH COLLECTED



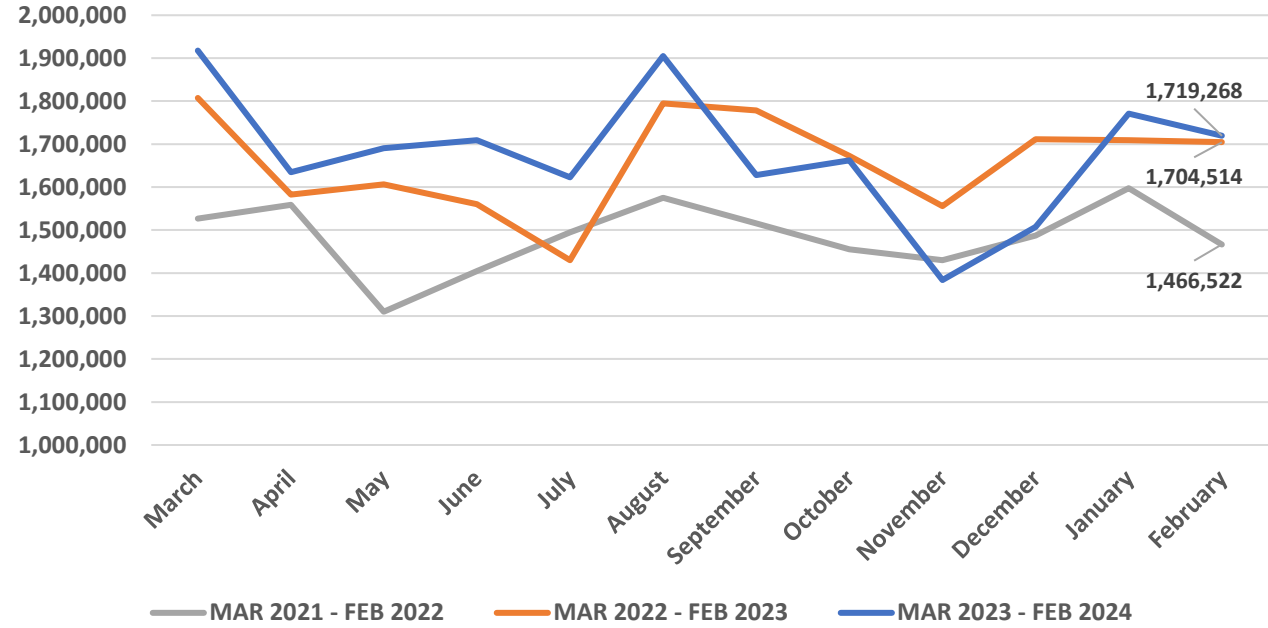
FY24 Collections by Financial Class	%
Medi-Cal Managed Care	78.50%
Medi-Cal	14.34%
Medicare	6.46%
Self-Pay	0.48%
Commercial	0.22%
Total	100.00%

NOTE: COLLECTIONS FROM JANUARY & FEBRUARY 2024 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	1,101
Medical Cost per Medical Visit	274	309	324	356

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%	13.7%
2 Bottom Line Margin As a % of Operating Revenue	>3%	13%	15%	14%	13.8%
3 Days Cash on Hand	>45 Days	116	143	170	155
4 Days in Net Patient Receivables	<60 Days	38	39	37	34
5 Personnel-Related Expense (PRE) As a % of Operating Revenue	<70	66%	67%	69%	70%

QUESTIONS & ANSWERS





San Joaquin General Hospital

FY 2023-2024 Financial Results February YTD (8 months)



- **YTD Net Income/(Loss)*: (\$5.2M)** was **unfavorable to budget by \$1.8M**. We had lower financial results than anticipated through the first 8 months of our new fiscal year driven by a soft inpatient census and higher than projected expenses
- **YTD EBIDA Margin/(Loss)*: (\$1.9M)** was **unfavorable to budget by \$1.1M** with an EBIDA Margin of (0.6%). Depreciation expense higher than projected due to timing of placing new capital items in service
 - **Volume:** Adjusted Patient Days** **below budget by (3.3%)**. The lower inpatient revenues have been partially offset by higher outpatient charges. Our census for the month of February was the lowest all fiscal year.
 - ❖ Inpatient: Patient days (5.6%) **unfavorable to budget** while deliveries (3.5%) **exceeded budget** and prior year. Trauma cases **below budget by (6.6%)** while Case Mix Index (CMI) **above budget** and prior year (Medicare CMI → 2.00 CY Vs. 1.89 PY).
 - ❖ Ambulatory Services: Surgeries **favorable to budget** by 8.3% and Clinic Visits **positive to target by 2.1%**. Emergency services (6.1%) **below budget** for the fiscal year
 - ❖ Average Length of Stay: **Slightly above** budget 5.2 actual Vs 5.1 target
 - **Operating Revenue: \$3.4M** or **1.1% Favorable to Budget**
 - ❖ Net patient revenue was **unfavorable to target** driven by soft inpatient discharges, ED visits and Trauma cases
 - ❖ Supplemental payments **favorable to budget** due to prior year one-time pick ups
 - **Expenses: (\$5.2M)** or **1.6% Unfavorable to Budget**
 - ❖ Total Cost per CMI Discharge was **unfavorable to target by 1.3%** largely due to lower inpatient discharges
 - ❖ Salaries & benefits **unfavorable to budget by 0.6%** due to orientation time associated with new registered nurses
 - ❖ 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	\$ 38,730,032	\$39,035,101	\$ (305,069)	-0.8%	\$ 320,604,139	\$ 317,156,987	\$ 3,447,152	1.1%
Operating Expenses	41,347,606	40,215,361	(1,132,245)	-2.8%	331,776,274	326,523,791	(5,252,483)	-1.6%
Operating Margin (Loss)	\$ (2,617,574)	\$ (1,180,260)	\$ (1,437,314)	-121.8%	\$ (11,172,135)	\$ (9,366,804)	\$ (1,805,331)	-19.3%
Non-Operating (Transfers)	\$ 937,605	\$ 937,605	\$ -	0.0%	\$ 5,887,633	\$ 5,887,633	\$ -	0.0%
Net Income (Loss)	\$ (1,679,969)	\$ (242,655)	\$ (1,437,314)	-592.3%	\$ (5,284,502)	\$ (3,479,171)	\$ (1,805,331)	-51.9%
EBIDA Margin *	\$ (1,545,673)	\$ (110,929)	\$ (1,434,744)	-1293.4%	\$ (1,953,475)	\$ (846,201)	\$ (1,107,274)	-130.9%
EBIDA Margin %	-4.0%	-0.3%			-0.6%	-0.3%		

* EBIDA: Earnings before Interest, Depreciation & Amortization



Statement of Net Income

YTD Ended 2/29/2024

	Actuals	Budget	\$ Var Fav (Unf)	% Var Fav (Unf)	Prior Year	\$ Var Fav (Unf)	% Var Fav (Unf)
Revenue							
Gross Patient Revenue	\$ 1,523,463,774	\$ 1,517,399,173	\$ 6,064,601	0.4%	\$1,399,081,056	\$ 124,382,718	8.2%
Deductions from Revenue	1,305,429,799	1,293,105,803	12,323,996	1.0%	\$1,197,613,383	\$ 107,816,416	8.3%
Net Patient Revenue	218,033,975	224,293,370	(6,259,395)	(2.8%)	201,467,673	16,566,302	8.2%
Additional Funding (Supplemental)	83,381,199	77,569,994	5,811,205	7.5%	\$ 85,210,729	\$ (1,829,530)	(2.2%)
Other Revenue	19,188,965	15,293,623	3,895,342	25.5%	\$ 14,144,749	\$ 5,044,216	26.3%
Total Operating Revenue	320,604,139	317,156,987	3,447,152	1.1%	300,823,151	19,780,988	6.6%
Operating Expenses							
Salaries and Benefits	197,465,186	196,317,856	(1,147,330)	(0.6%)	\$ 172,710,106	(24,755,080)	(12.5%)
Professional Fees	46,682,705	38,410,246	(8,272,459)	(21.5%)	\$ 58,238,592	11,555,887	24.8%
Supplies	41,844,158	41,778,202	(65,956)	(0.2%)	\$ 40,378,742	(1,465,416)	(3.5%)
Purchased Services	20,602,081	26,649,361	6,047,280	22.7%	\$ 19,268,881	(1,333,200)	(6.5%)
Utilities	4,402,986	3,527,204	(875,782)	(24.8%)	\$ 4,292,267	(110,719)	(2.5%)
Insurance	6,040,903	6,087,975	47,072	0.8%	\$ 4,555,082	(1,485,821)	(24.6%)
Depreciation and Amortization	9,218,660	8,520,603	(698,057)	(8.2%)	\$ 8,473,699	(744,961)	(8.1%)
Other	5,519,595	5,232,344	(287,251)	(5.5%)	\$ 5,546,992	27,397	0.5%
Total Operating Expenses	331,776,274	326,523,791	(5,252,483)	(1.6%)	313,464,361	(18,311,913)	(5.8%)
Operating Margin (Loss)	\$ (11,172,135)	\$ (9,366,804)	\$ (1,805,331)	(19.3%)	\$ (12,641,210)	\$ 1,469,075	11.6%
Transfers	5,887,633	5,887,633	-	0.0%	2,804,482	3,083,151	109.9%
Net Income (Loss)	\$ (5,284,502)	\$ (3,479,171)	\$ (1,805,331)	(51.9%)	\$ (9,836,728)	\$ 4,552,226	46.3%
EBIDA Margin *	\$ (1,953,475)	\$ (846,201)	\$ (1,107,274)	(130.9%)	\$ (4,167,511)	\$ 2,214,036	53.1%

YTD operating margin and net income lower than target through the first 8 months of the fiscal year driven by higher than anticipated expenses

* EBIDA: Earnings before Interest, Depreciation & Amortization



Statement of Net Position (Balance Sheet)

Cash (\$107M) → Due to timing of supplemental program IGT payments --> \$120M
Projected cash payments expected by the end of our fiscal year

Capital Purchases \$4.6M

Supplemental Funding AR \$102M → Payments noted above will reduce receivable balance

Accounts Payable & Accrued Expenses \$5.5M

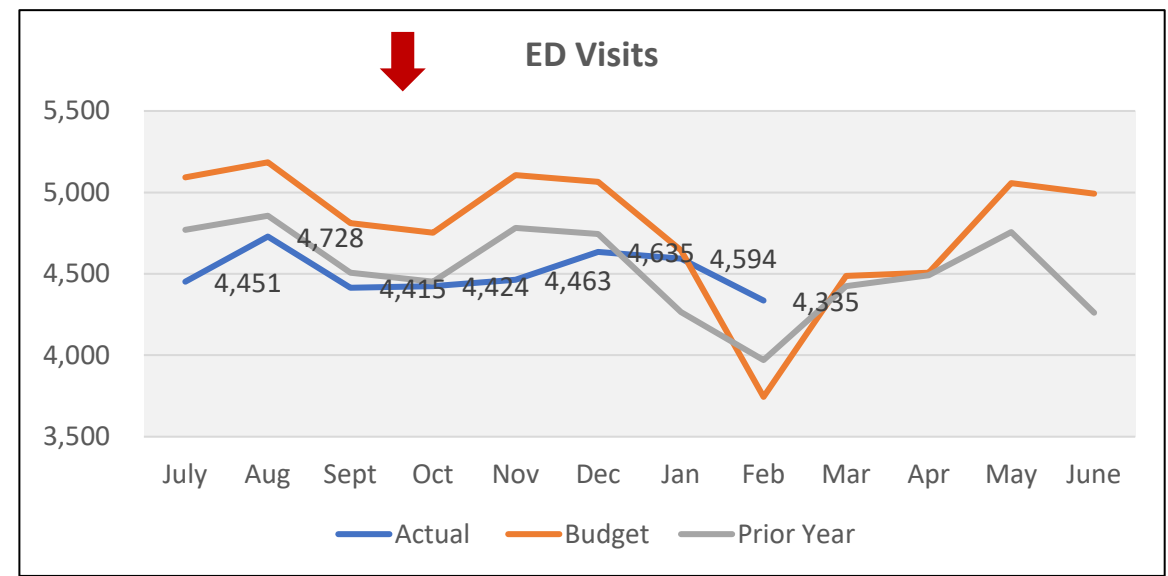
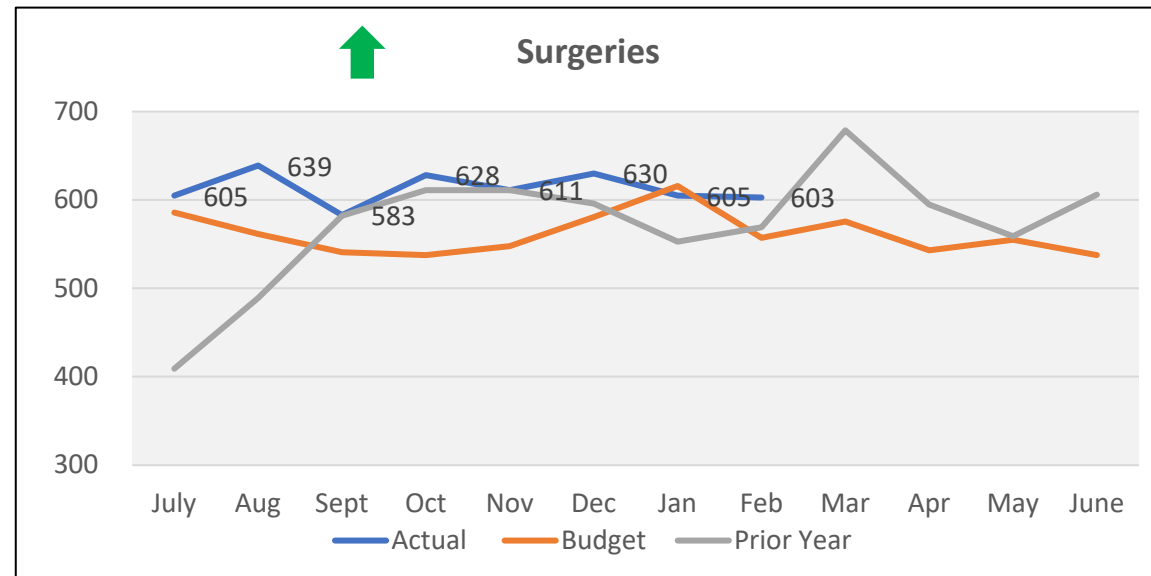
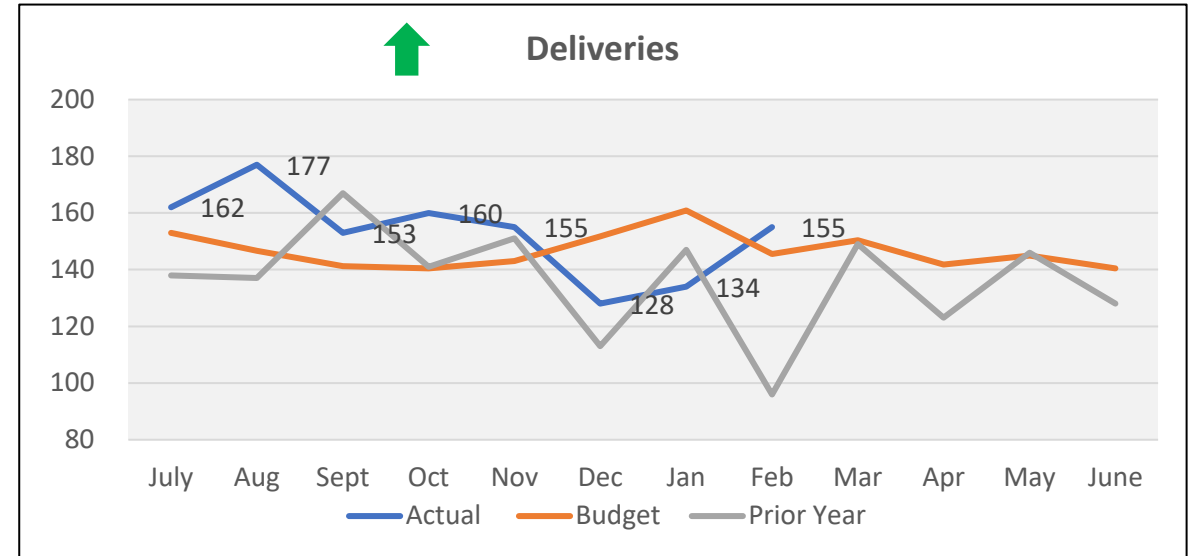
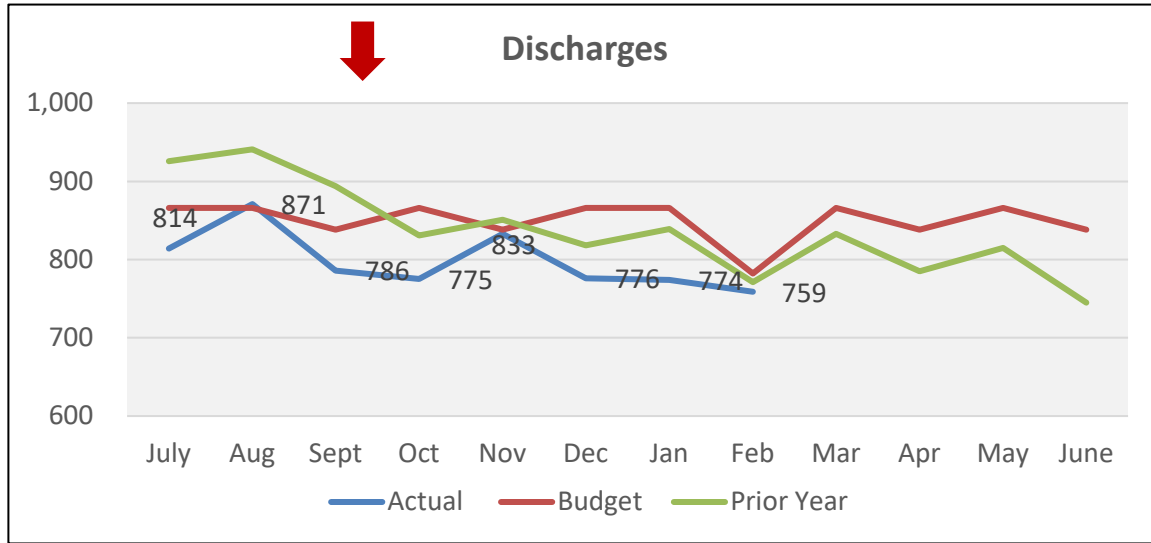
	Current Year	Prior Year	\$ Chg	% Var
CURRENT ASSETS				
Cash and Cash Equivalents	(5,076,609)	102,042,107	(107,118,716)	-105.0%
Accounts Receivable, Hospital-Net	104,704,075	91,587,798	13,116,277	14.3%
Due from Additional Funding Agencies	255,990,375	153,614,360	102,376,015	66.6%
Other Current Assets	5,955,941	5,980,668	(24,727)	-0.4%
Other Non-Current Assets	56,675,876	56,675,876	-	0.0%
Total Current Assets	418,249,658	409,900,809	8,348,849	2.0%
PROPERTY, PLANT AND EQUIPMENT				
Total Property, Plant & Equipment	244,668,825	239,695,119	4,973,706	2.1%
Accumulated Depreciation & Amortization	(146,341,654)	(137,122,994)	(9,218,660)	6.7%
Property, Plant & Equipment, Net	98,327,171	102,572,125	(4,244,954)	-4.1%
RESTRICTED ASSETS	5,916,922	6,043,465	(126,543)	-2.1%
TOTAL CURRENT ASSETS	522,493,751	518,516,399	3,977,352	0.8%

	Current Year	Prior Year	\$ Chg	% Var
CURRENT LIABILITIES				
Accrued Liabilities	47,724,674	53,295,732	(5,571,058)	-10.5%
Current Maturities of Long-Term Debt	-	-	-	-
Due to Other County Departments	8,585,647	2,236,363	6,349,284	283.9%
Due to Third Party	49,180,669	41,481,226	7,699,443	18.6%
Deferred Revenue-Grants	7,249,602	6,098,399	1,151,203	18.9%
Deferred Inflow of Resources	913,803	1,154,277	(240,474)	-20.8%
Total Current Liabilities	113,654,395	104,265,997	9,388,398	9.0%
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	457,920,823	448,532,425	9,388,398	2.1%
NET ASSETS	64,572,928	69,983,974	(5,411,046)	-7.7%
TOTAL LIABILITIES AND NET ASSETS	522,493,751	518,516,399	3,977,352	0.8%



Key Volume and Financial Indicators FY 2023-2024 February

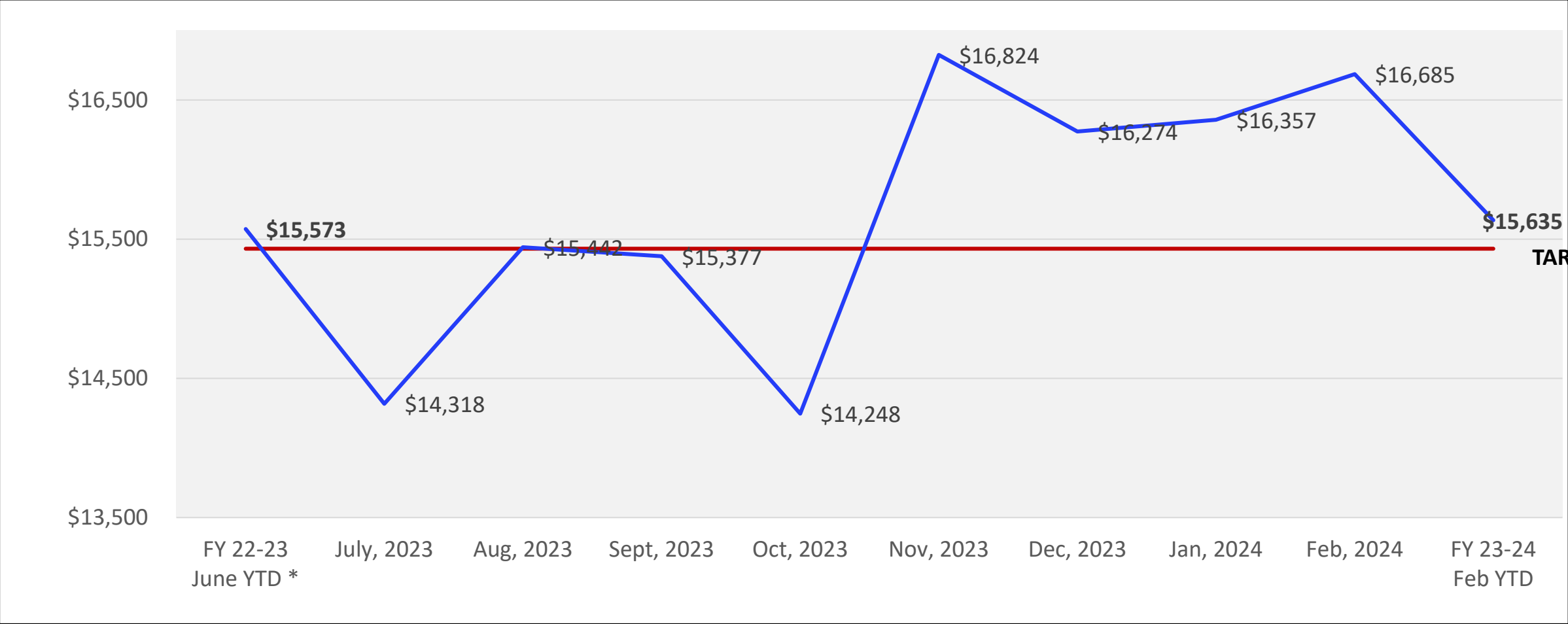
Description		Actual vs. Budget				Actual vs. Budget			
		Feb Actual MTD	Feb Budget MTD	Variance	Status	Feb Actual YTD	Feb Budget YTD	Variance	Status
VOLUME	Total Discharges	759	782	-2.9%	●	6,388	6,788	-5.9%	●
	Adjusted Patient Days (APDs)	6,286	7,018	-10.4%	●	55,129	57,014	-3.3%	●
	Average Length of Stay (ALOS)	5.0	5.1	-2.0%	●	5.2	5.1	2.0%	●
	Case Mix Index (Medicare)	1.99	1.95	4.0%	●	2.00	1.95	2.6%	●
	Surgeries	603	557	8.3%	●	4,904	4,527	8.3%	●
	ED Visits	4,335	3,744	15.8%	●	36,045	38,401	-6.1%	●
REV	Gross Revenue per Day	\$ 6,028	\$ 6,441	-6.4%	●	\$ 6,244	\$ 6,219	0.4%	●
	Net Patient Revenue %	14.8%	14.8%	0.0%	●	14.3%	14.8%	-0.5%	●
	Commercial Payer Mix	20.1%	19.3%	0.8%	●	17.0%	19.3%	-2.4%	●
EXP	Total FTEs (including Contractors)	1,887	1,801	(86)	●	1,838	1,790	(48)	●
	Total Contractor FTEs	118	57	(61)	●	135	57	(78)	●
	Total Cost per CMI Adjusted Discharge	\$ 16,685	\$ 15,431	-7.5%	●	\$ 15,635	\$ 15,431	-1.3%	●





Cost per CMI Adjusted Discharge

YTD Cost per CMI adjusted discharge running above target by 1.3% primarily due to inpatient volume contraction --> FY 2023-24 budget set at \$15,431

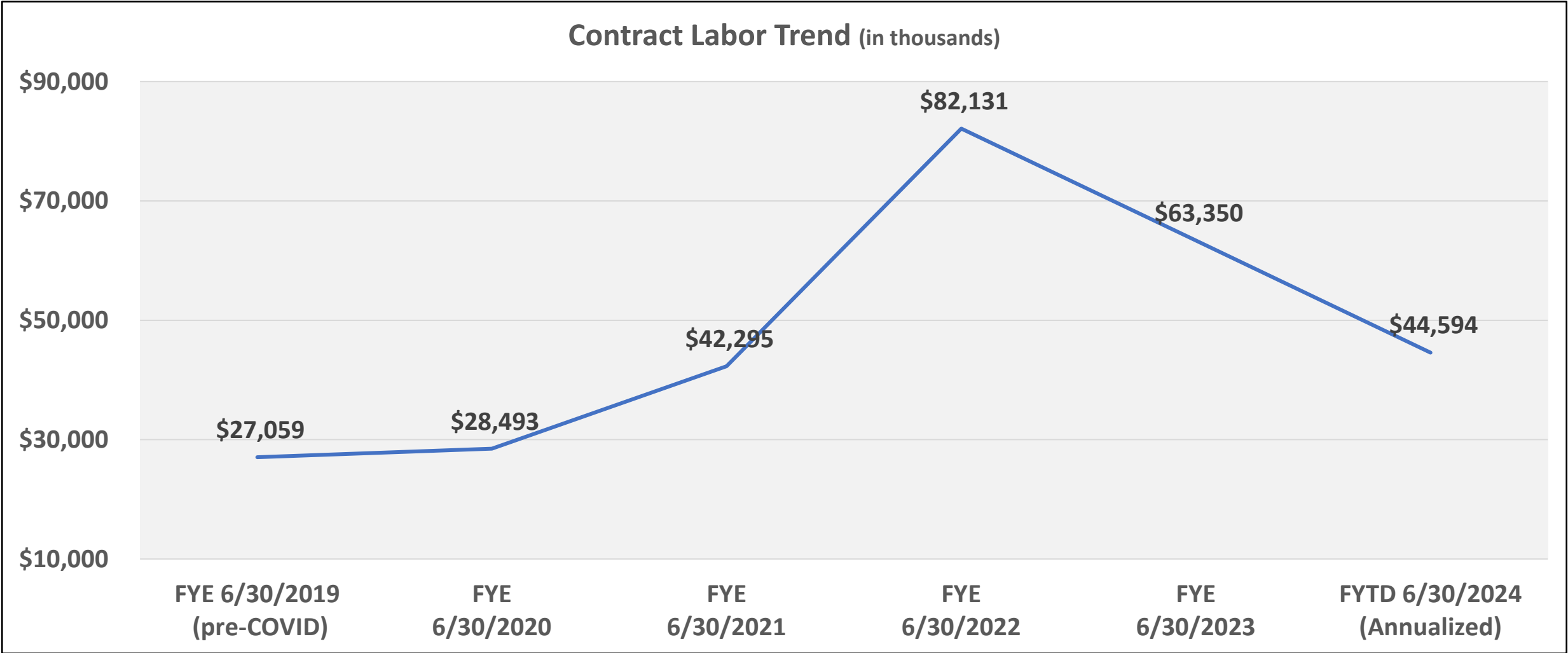


* FY 2022-2023 unaudited



Contract Labor Trend

29% 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