



Health Care Services Review Project Committee

Agenda

San Joaquin County Administration Building
44 N. San Joaquin Street, Room 146, Stockton, CA 95202
Wednesday, May 15, 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 April 17, 2024 | Sandy Regalo |
|--|--------------|

Information and Discussion Items

- | | |
|--|--------------|
| 4. Present 2024 Financial Results through March for County Clinics | Kris Zuniga |
| 5. Present 2024 Financial Results through March 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 July 17, 2024	Sandy Regalo
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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 hcsrcommittee@sjgov.org.

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, April 17, 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.

Ms. Regalo 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
Sandy Regalo, Interim County Administrator
Brandi Hopkins, Asst. County Administrator
Ed Kiernan, County Counsel
Quenny Macedo, Deputy County Counsel
Jeff Woltkamp, Auditor-Controller

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
Greg Diederich, Interim CEO of San Joaquin County Clinics,
Director of Health Care Services

Not Present:

Steven J. Ding, District 4 Supervisor

Action Items

3. Approve Minutes from March 20, 2024

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

RESULT: ADOPTED [UNANIMOUS]

MOVER: Paul Canepa, District 2 Supervisor

SECONDER: Rick Castro, CEO of San Joaquin General Hospital

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

ABSENT: Ding

4. Approve Committee Meeting Moved to Quarterly

Motion to move the Committee meeting from monthly to quarterly. Approved.

RESULT: ADOPTED [UNANIMOUS]

MOVER: Rick Castro, CEO of San Joaquin General Hospital

SECONDER: Greg Diederich, Interim CEO of San Joaquin County Clinics, Director of HCS

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

ABSENT: Ding

Information and Discussion Items

5. Present 2024 Financial Results through February for County Clinics

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

6. Present 2024 Financial Results through February for San Joaquin General Hospital

San Joaquin General Hospital (SJGH) CFO Abe Nunez presented financials through February. There were no questions from the Committee.

7. Public Comment

There were no public comments.

Closed Session

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

Committee Comments

There were no comments from the Committee.

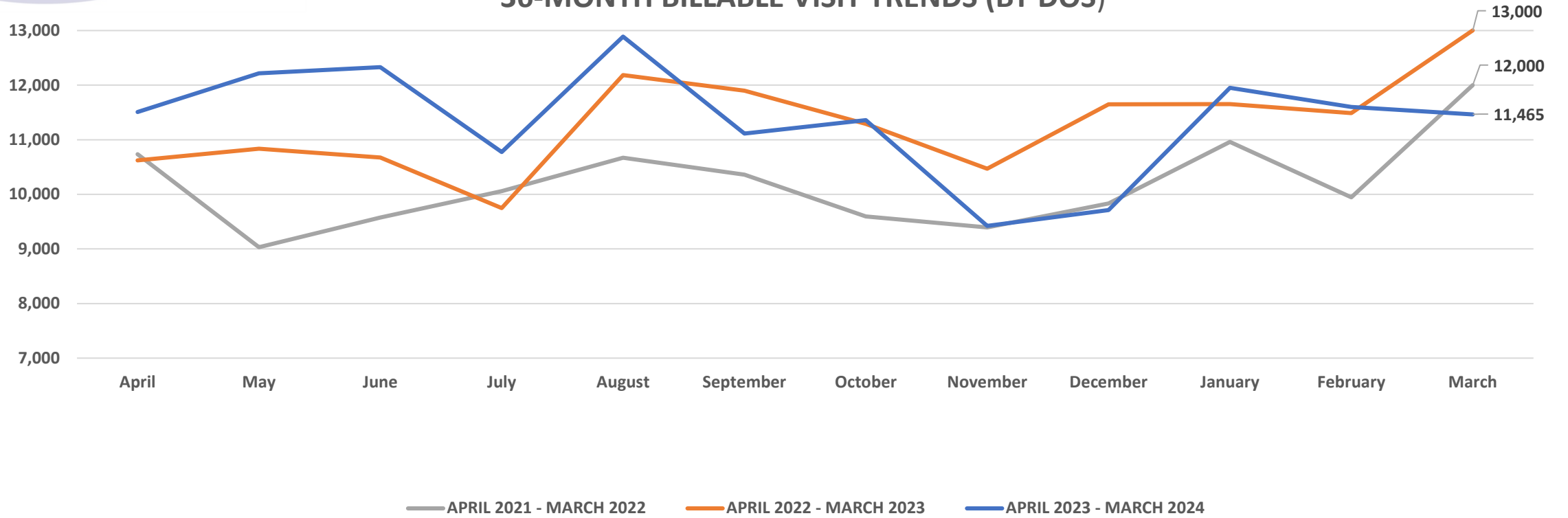
Adjournment

At 9:08 a.m., Interim County Administrator Regalo adjourned the meeting to May 15, 2024, at 8:30 a.m.

SAN JOAQUIN HEALTH CENTERS CFO PRESENTATION

Kristopher D. Zuniga
Chief Financial Officer
Presentation Date: 05/15/2024

36-MONTH BILLABLE VISIT TRENDS (BY DOS)



Visits By Financial Class	Actual
Medi-Cal Managed Care	74.89%
Medicare	11.16%
Medi-Cal	9.57%
Commercial	2.58%
Self-Pay	1.79%
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)
Mar-24	11,465	13,919	(2,454)
Total	100,446	111,545	(11,099)

SJ HEALTH INCOME STATEMENT – MARCH 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	1,896,079	2,093,053	(196,974)	16,922,254	17,696,670	(774,415)
Supplemental Revenue	1,240,186	1,007,155	233,030	12,516,988	8,951,440	3,565,547
Capitation Revenue	518,042	472,260	45,781	4,729,460	4,603,246	126,215
Managed Care Incentives	0	0	0	507,297	0	507,297
Grant Revenue	141,581	487,197	(345,616)	2,573,166	3,945,544	(1,372,378)
340B Pharmacy Program	294,993	142,156	152,837	2,474,002	1,279,406	1,194,596
MOU & Other Income	65,291	53,506	11,785	968,826	481,555	487,271
Total Operating Revenue	4,156,171	4,255,328	(99,157)	40,691,994	36,957,861	3,734,133
Expenditures						
Salaries & Wages	1,626,028	1,752,365	126,337	15,418,562	15,384,865	(33,697)
Employee Benefits	765,563	982,837	217,274	6,658,523	8,627,236	1,968,713
Professional Fees	616,942	434,483	(182,459)	5,192,552	3,935,996	(1,256,556)
Purchased Services	200,779	174,147	(26,632)	1,557,507	1,567,326	9,819
Supplies	139,920	170,746	30,826	1,274,127	1,490,298	216,171
Depreciation	59,364	76,958	17,594	534,583	579,546	44,963
Interest	2,373	29,419	27,046	23,111	209,098	185,987
Office Expense	5,261	7,651	2,391	51,164	68,861	17,696
Dues, Subscription & Fees	103,976	66,431	(37,545)	1,154,138	597,881	(556,257)
Repairs & Maintenance	62,785	53,520	(9,265)	555,416	481,684	(73,732)
Telephone & Internet	15,125	4,929	(10,196)	96,211	44,360	(51,850)
Advertising & Promotions	4,500	0	(4,500)	90,910	0	(90,910)
Travel & Training	28,585	9,007	(19,579)	125,210	99,481	(25,729)
Insurance	16,415	15,883	(532)	144,808	142,950	(1,858)
Utilities	125,306	114,232	(11,074)	1,102,633	1,028,090	(74,543)
Rent	101,583	95,381	(6,202)	899,148	910,029	10,882
Miscellaneous	48,103	117,588	69,485	531,197	1,089,687	558,490
Total Expenditures	3,922,608	4,105,579	182,971	35,409,801	36,257,388	847,588
Net Income(Loss)	233,563	149,748	83,814	5,282,193	700,473	4,581,720

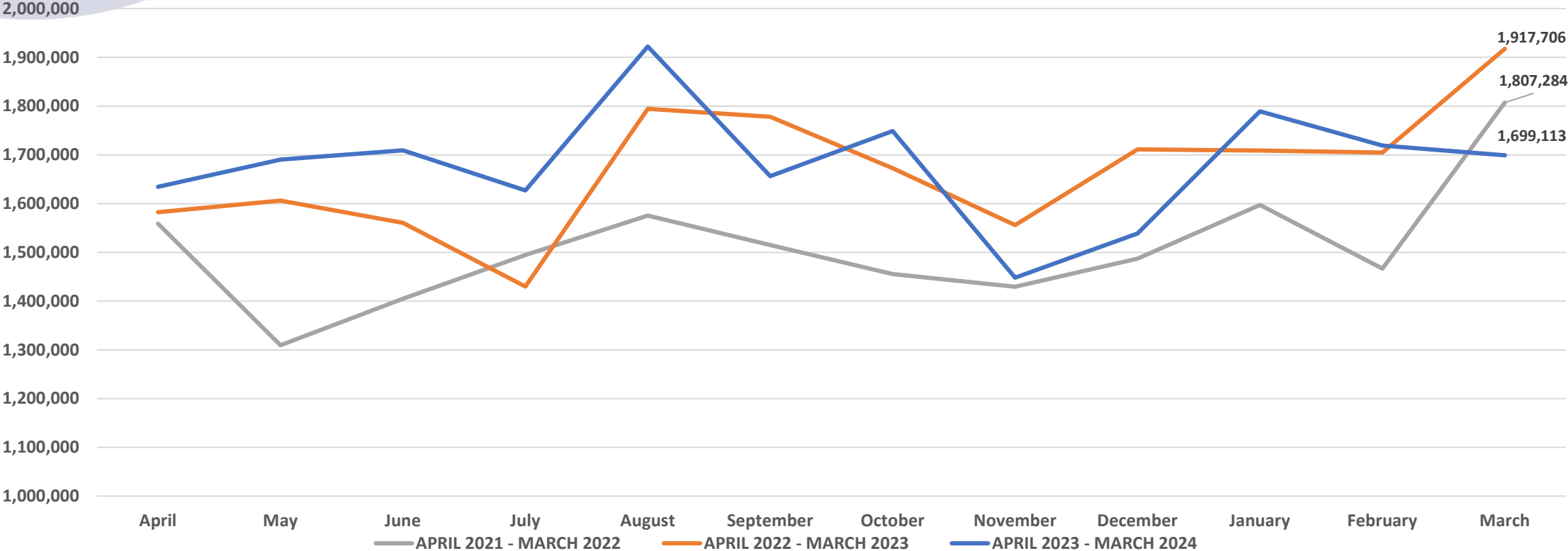
SJ HEALTH INCOME STATEMENT VARIANCE ANALYSIS – YTD FY2024 (ONLY VARIANCES WITH +/- 10% ARE REPRESENTED)

Income Statement Grouping	Current Period Actual	Current Period Budget - Original	Current Period Budget Variance - Original	% Variance	FY2024 - Variance Explanations
Supplemental Revenue	12,516,988	8,951,440	3,565,547	40%	Favorable variance related to additional QIP revenues recorded for \$555,742 for PY5 (CY2022), \$5,310,715 for PY6 (CY2023), \$699,091 from January through March 2024 for PY7 (CY2024) offset by \$3,000,000 recorded to QIP Revenue Reserve account.
Grant Revenue	2,573,166	3,945,544	(1,372,378)	-35%	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 \$755,465 for the HRSA Community Project Funding grant related to the Lodi Clinic, which is on hold at present.
340B Pharmacy Program	2,474,002	1,279,406	1,194,596	93%	Favorable variance mainly related to SPP payments received from DHCS for \$735,778 and \$166,222 in February and March along with the CVS pharmacy revenue recognized from April to November for \$361,005.
MOU & Other Income	968,826	481,555	487,271	101%	YTD favorable variance mainly due to \$499,468 recorded for interest income.
Employee Benefits	6,658,523	8,627,236	1,968,713	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	5,192,552	3,935,996	(1,256,556)	-32%	Unfavorable mostly due to higher than budgeted locum costs : Vituity and CompHealth Associates. YTD higher than budgeted legal expense and business intelligence vendors' costs.
Interest	23,111	209,098	185,987	89%	Favorable due to the payoff of FY20 & FY21 liabilities Due To DHCS in July. Hence, no interest expense incurred related to PPS liabilities in FY24.
Dues, Subscription & Fees	1,154,138	597,881	(556,257)	-93%	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	555,416	481,684	(73,732)	-15%	Unfavorable variance due to MOU charges reconciliation from July to December based on actual expenses allocated to SJHC from SJGH.
Telephone & Internet	96,211	44,360	(51,850)	-117%	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.
Travel & Training	125,210	99,481	(25,729)	-26%	Unfavorable variance due to reimbursements for lodging costs for locums and COO.
Miscellaneous	531,197	1,089,687	558,490	51%	Favorable variance due to actual expenses trending lower than budget.

SJ HEALTH BALANCE SHEET- MARCH 2024

	<u>PERIOD 0</u>	<u>QTR 1 FY2024</u>	<u>QTR 2 FY2024</u>	<u>QTR 3 FY2024</u>
Assets				
Cash & Cash Equivalents	20,741,223	21,104,398	19,989,037	20,645,407
Accounts Receivable	2,230,779	2,142,202	1,545,878	1,782,946
Property & Equipment	3,259,523	3,083,306	3,026,721	2,853,973
Other Assets	<u>14,204,238</u>	<u>15,559,592</u>	<u>17,834,435</u>	<u>21,330,749</u>
Total Assets	<u>40,435,763</u>	<u>41,889,498</u>	<u>42,396,070</u>	<u>46,613,075</u>
Liabilities				
Accounts Payable	869,089	986,144	1,188,859	1,209,120
Other Liabilities	<u>9,703,120</u>	<u>10,397,598</u>	<u>7,954,992</u>	<u>8,730,340</u>
Total Liabilities	<u>10,572,209</u>	<u>11,383,742</u>	<u>9,143,852</u>	<u>9,939,460</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	3,142,536	2,676,510
Current YTD Net Income	<u>7,531,589</u>	<u>(40,178)</u>	<u>1,394,771</u>	<u>5,282,193</u>
Total Net Assets	<u>29,863,554</u>	<u>30,505,756</u>	<u>33,252,219</u>	<u>36,673,615</u>
 Total Liabilities and Net Assets	<u>40,435,763</u>	<u>41,889,498</u>	<u>42,396,070</u>	<u>46,613,075</u>

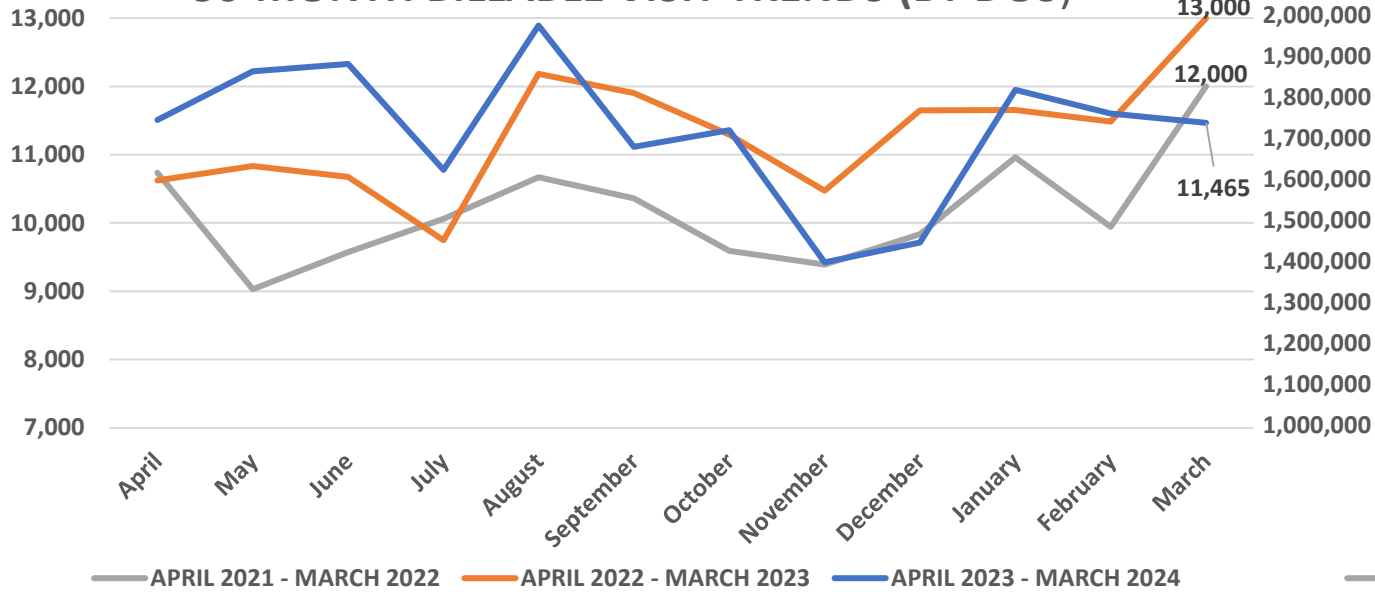
36-MONTH TRENDS - CASH COLLECTED



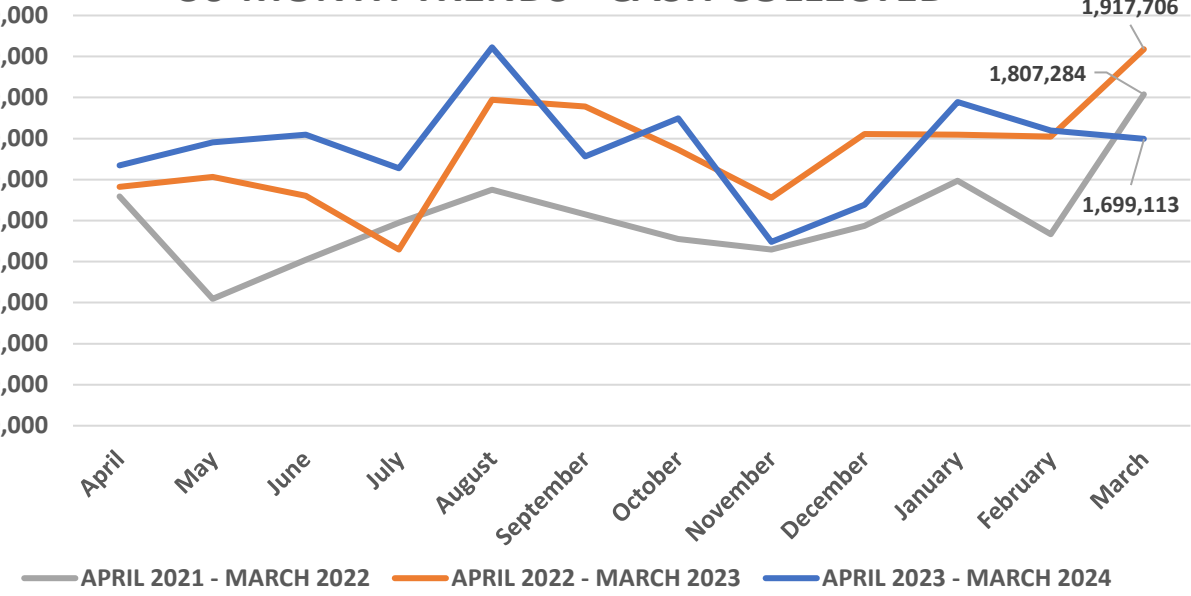
FY24 Collections by Financial Class	%
Medi-Cal Managed Care	78.67%
Medi-Cal	14.24%
Medicare	6.51%
Self-Pay	0.45%
Commercial	0.12%
Total	100.00%

NOTE: COLLECTIONS FROM FEBRUARY & MARCH 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	1,164
Medical Cost per Medical Visit	274	309	324	354

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%	12.8%
2 Bottom Line Margin As a % of Operating Revenue	>3%	13%	15%	14%	13.0%
3 Days Cash on Hand	>45 Days	116	143	170	163
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%	71%

QUESTIONS & ANSWERS





San Joaquin General Hospital

FY 2023-2024 Financial Results March YTD (9 months)



- **YTD Net Income/(Loss)*: (\$7.3M)** was **unfavorable to budget by \$3.6M**. We had lower financial results than anticipated through the first 9 months of the fiscal year driven by a soft inpatient census and higher than projected expenses
- **YTD EBIDA Margin/(Loss)*: (\$3.8M)** was **unfavorable to budget by \$2.8M** with an EBIDA Margin of (-1.1%). 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.
 - ❖ Inpatient: Adult discharges (6.1%) **unfavorable to budget** while deliveries (3.2%) **exceeded budget** and prior year. Trauma cases **below budget by (7.6%)** while Case Mix Index (CMI) **above budget** and prior year (Medicare CMI → 2.05 CY Vs. 1.89 PY).
 - ❖ Ambulatory Services: Surgeries **favorable to budget** by 8.4% and Clinic Visits **positive to target by 2.1%**. Emergency services (5.3%) **below budget** for the fiscal year
 - ❖ Average Length of Stay: **On-budget** budget 5.2 actual Vs 5.2 target
 - **Operating Revenue: \$2.2M** or **0.6% 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: (\$5.8M)** or **1.6% Unfavorable to Budget**
 - ❖ Total Cost per CMI Discharge was **favorable to target by 0.4%** largely due to lower inpatient discharges
 - ❖ Salaries & benefits **unfavorable to budget by 1.3%** due to orientation time associated with new registered nurses
 - ❖ Travelers (contract labor) **over target** but considerably below prior year level.

* EBIDA: Earnings before Interest, Depreciation & Amortization

** Inpatient days plus outpatient equivalent days



Statement of Net Income

MTD/YTD Ended 3/31/2024

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	\$ 39,066,203	\$40,318,308	\$ (1,252,105)	-3.1%	\$ 359,670,344	\$ 357,475,292	\$ 2,195,052	0.6%
Operating Expenses	42,044,266	41,487,717	(556,549)	-1.3%	373,820,543	368,011,509	(5,809,034)	-1.6%
Operating Margin (Loss)	\$ (2,978,063)	\$ (1,169,409)	\$ (1,808,654)	-154.7%	\$ (14,150,199)	\$ (10,536,217)	\$(3,613,982)	-34.3%
Non-Operating (Transfers)	\$ 937,605	\$ 937,605	\$ -	0.0%	\$ 6,825,238	\$ 6,825,238	\$ -	0.0%
Net Income (Loss)	\$ (2,040,458)	\$ (231,804)	\$ (1,808,654)	-780.3%	\$ (7,324,961)	\$ (3,710,979)	\$(3,613,982)	-97.4%
EBIDA Margin *	\$ (1,856,333)	\$ (100,078)	\$ (1,756,255)	-1754.9%	\$ (3,809,809)	\$ (946,283)	\$(2,863,526)	-302.6%
EBIDA Margin %	-4.8%	-0.2%			-1.1%	-0.3%		

* EBIDA: Earnings before Interest, Depreciation & Amortization



Statement of Net Income

YTD Ended 3/31/2024

	Actuals	Budget	\$ Var Fav (Unf)	% Var Fav (Unf)	Prior Year	\$ Var Fav (Unf)	% Var Fav (Unf)
Revenue							
Gross Patient Revenue	\$ 1,713,385,697	\$ 1,710,297,223	\$ 3,088,474	0.2%	\$ 1,583,686,593	\$ 129,699,104	7.6%
Deductions from Revenue	1,469,712,261	1,457,490,755	12,221,506	0.8%	1,341,134,664	\$ 128,577,597	8.7%
Net Patient Revenue	243,673,436	252,806,468	(9,133,032)	(3.6%)	242,551,929	1,121,507	0.5%
Additional Funding (Supplemental)	94,088,693	87,431,012	6,657,681	7.6%	\$ 93,067,772	\$ 1,020,921	1.1%
Other Revenue	21,908,215	17,237,812	4,670,403	27.1%	16,213,269	\$ 5,694,946	26.0%
Total Operating Revenue	359,670,344	357,475,292	2,195,052	0.6%	351,832,970	7,837,374	2.2%
Operating Expenses							
Salaries and Benefits	\$ 224,084,227	221,274,593	(2,809,634)	(1.3%)	\$ 197,505,073	(26,579,154)	(11.9%)
Professional Fees	51,586,095	43,293,115	(8,292,980)	(19.2%)	65,939,573	14,353,478	27.8%
Supplies	46,572,849	47,089,219	516,370	1.1%	45,682,387	(890,462)	(1.9%)
Purchased Services	23,387,093	30,037,138	6,650,045	22.1%	21,544,420	(1,842,673)	(7.9%)
Utilities	4,962,882	3,968,105	(994,777)	(25.1%)	4,669,964	(292,918)	(5.9%)
Insurance	6,759,878	6,861,903	102,025	1.5%	5,124,468	(1,635,410)	(24.2%)
Depreciation and Amortization	10,340,390	9,589,934	(750,456)	(7.8%)	9,540,334	(800,056)	(7.7%)
Other	6,127,129	5,897,502	(229,627)	(3.9%)	6,074,914	(52,215)	(0.9%)
Total Operating Expenses	373,820,543	368,011,509	(5,809,034)	(1.6%)	356,081,133	(17,739,410)	(5.0%)
Operating Margin (Loss)	\$ (14,150,199)	\$ (10,536,217)	\$ (3,613,982)	(34.3%)	\$ (4,248,163)	\$ (9,902,036)	(233.1%)
Transfers	6,825,238	6,825,238	-	0.0%	2,982,655	3,842,583	128.8%
Net Income (Loss)	\$ (7,324,961)	\$ (3,710,979)	\$ (3,613,982)	(97.4%)	\$ (1,265,508)	\$ (6,059,453)	(478.8%)
EBIDA Margin *	\$ (3,809,809)	\$ (946,283)	\$ (2,863,526)	(302.6%)	\$ 5,292,171	\$ 9,101,980	(172.0%)

YTD operating margin and net income lower than target through the first 9 months of the fiscal year driven by higher than anticipated expenses

* EBIDA: Earnings before Interest, Depreciation & Amortization



Statement of Net Position (Balance Sheet)



Cash (\$12.5M) → Due to timing of supplemental program IGT payments and reduction in our accrued liabilities



Capital Purchases \$5.5M



Patient Accounts Receivable \$10.3M → We had record collections in the month of March and expect AR to continue to decline as we close out the year



Accounts Payable & Accrued Expenses \$15.8M

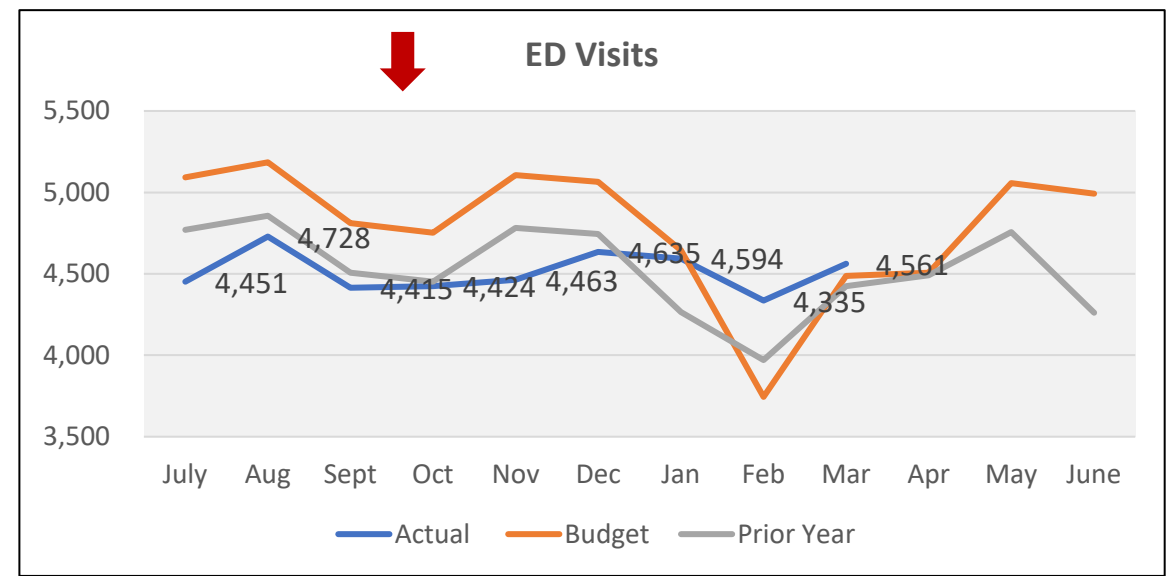
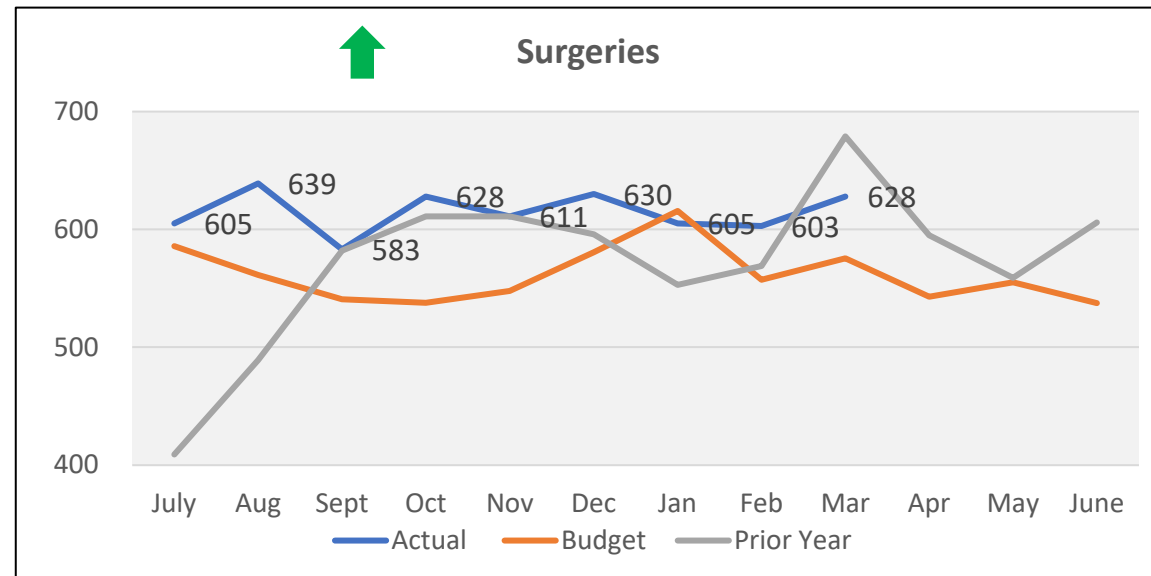
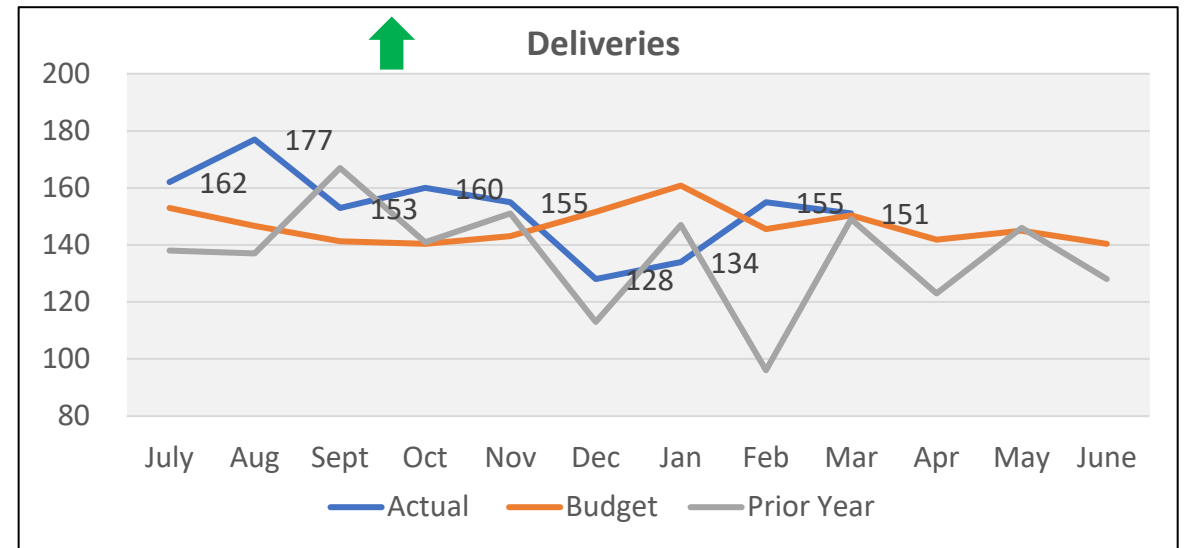
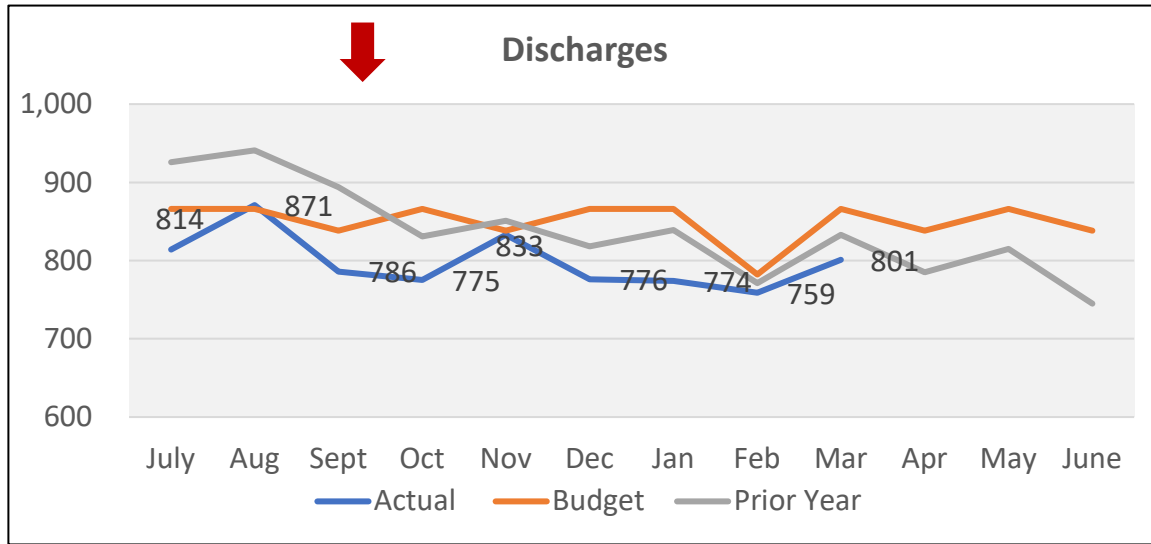
	Current Year	Prior Year	\$ Chg	% Var
CURRENT ASSETS				
Cash and Cash Equivalents	89,444,651	102,042,107	(12,597,456)	-12.3%
Accounts Receivable, Hospital-Net	94,616,846	84,266,655	10,350,191	12.3%
Due from Additional Funding Agencies	160,588,687	160,724,485	(135,798)	-0.1%
Other Current Assets	13,364,211	6,827,871	6,536,340	95.7%
Other Non-Current Assets	125,661,285	125,661,284	-	0.0%
Total Current Assets	483,675,680	479,522,402	4,153,278	0.9%
PROPERTY, PLANT AND EQUIPMENT				
Total Property, Plant & Equipment	270,058,606	264,131,532	5,927,074	2.2%
Accumulated Depreciation & Amortization	(150,746,910)	(140,406,520)	(10,340,390)	7.4%
Property, Plant & Equipment, Net	119,311,696	123,725,012	(4,413,316)	-3.6%
RESTRICTED ASSETS	6,198,879	6,043,465	155,414	2.6%
TOTAL CURRENT ASSETS	609,186,255	609,290,879	(104,624)	0.0%

	Current Year	Prior Year	\$ Chg	% Var
CURRENT LIABILITIES				
Accrued Liabilities	41,487,698	56,592,603	(15,104,905)	-26.7%
Current Maturities of Long-Term Debt	-	-	-	-
Due to Other County Departments	19,282,866	7,407,341	11,875,525	160.3%
Due to Third Party	51,042,972	41,481,226	9,561,746	23.1%
Deferred Revenue-Grants	973,032	-	973,032	0.0%
Deferred Inflow of Resources	913,803	1,154,277	(240,474)	-20.8%
Total Current Liabilities	113,700,371	106,635,447	7,064,924	6.6%
LONG TERM DEBT				
Long Term Lease Liability	18,841,044	18,841,044	-	-
Other Post Employment Benefits	401,359,419	401,359,419	-	0.0%
Total Long-Term Debt	420,200,463	420,200,463	-	0.0%
TOTAL LIABILITIES	533,900,834	526,835,910	7,064,924	1.3%
NET ASSETS	75,285,421	82,454,969	(7,169,548)	-8.7%
TOTAL LIABILITIES AND NET ASSETS	609,186,255	609,290,879	(104,624)	0.0%



Key Volume and Financial Indicators FY 2023-2024 March

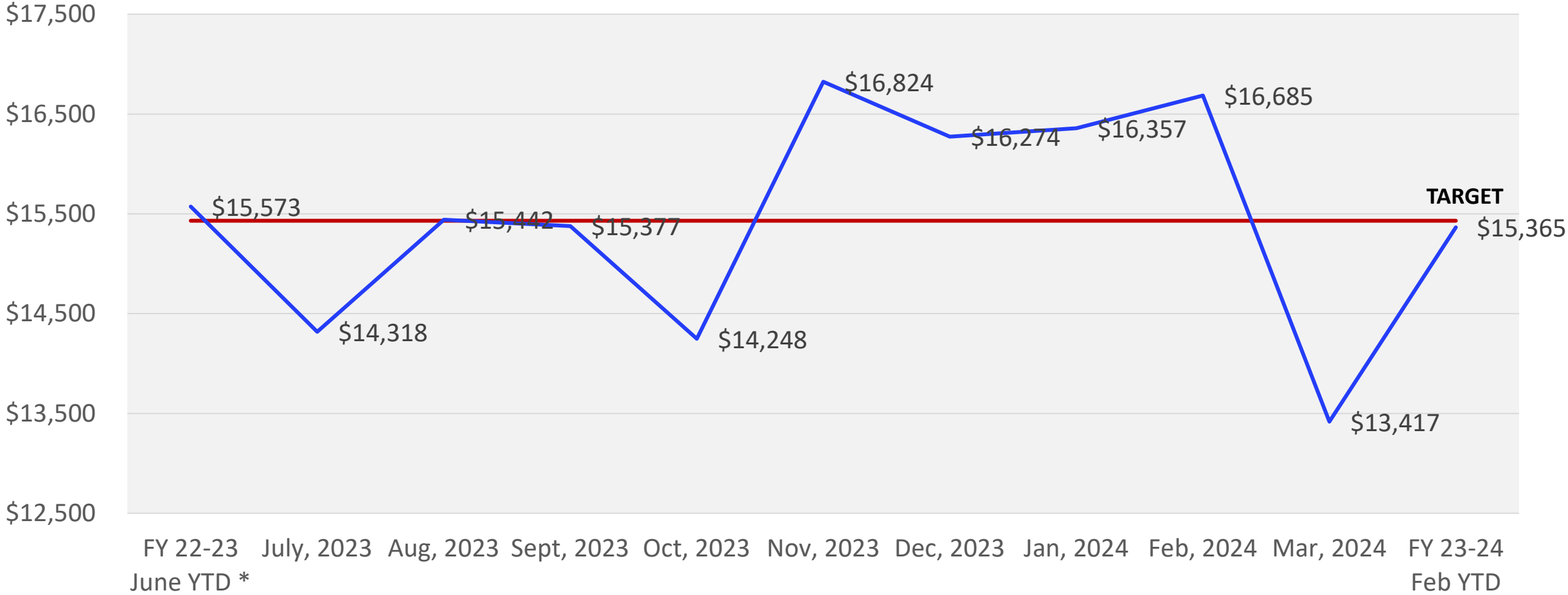
Description	Actual vs. Budget				Actual vs. Budget			
	Mar Actual MTD	Mar Budget MTD	Variance	Status	Mar Actual YTD	Mar Budget YTD	Variance	Status
Total Discharges	801	866	-7.5%	●	7,189	7,654	-6.1%	●
Adjusted Patient Days (APDs)	7,031	7,248	-3.0%	●	62,152	64,262	-3.3%	●
Average Length of Stay (ALOS)	5.0	5.1	-2.0%	●	5.2	5.1	2.0%	●
Case Mix Index (Medicare)	2.24	1.95	28.7%	●	2.05	1.95	4.9%	●
Surgeries	628	575	9.2%	●	5,532	5,102	8.4%	●
ED Visits	4,561	4,487	1.6%	●	40,606	42,887	-5.3%	●
Gross Revenue per Day	\$ 6,126	\$ 6,223	-1.5%	●	\$ 6,231	\$ 6,219	0.2%	●
Net Patient Revenue %	13.5%	14.8%	-1.3%	●	14.2%	14.8%	-0.6%	●
Commercial Payer Mix	11.7%	19.3%	-7.6%	●	11.9%	19.3%	-7.4%	●
Total FTEs (including Contractors)	1,859	1,771	(88)	●	1,847	1,771	(76)	●
Total Contractor FTEs	105	57	(48)	●	131	57	(74)	●
Total Cost per CMI Adjusted Discharge	\$ 13,417	\$ 15,431	15.0%	●	\$ 15,365	\$ 15,431	0.4%	●





Cost per CMI Adjusted Discharge

YTD Cost per CMI adjusted discharge running slightly favorable to target by 0.4% primarily due to spike in acuity level --> FY 2023-24 budget set at \$15,431

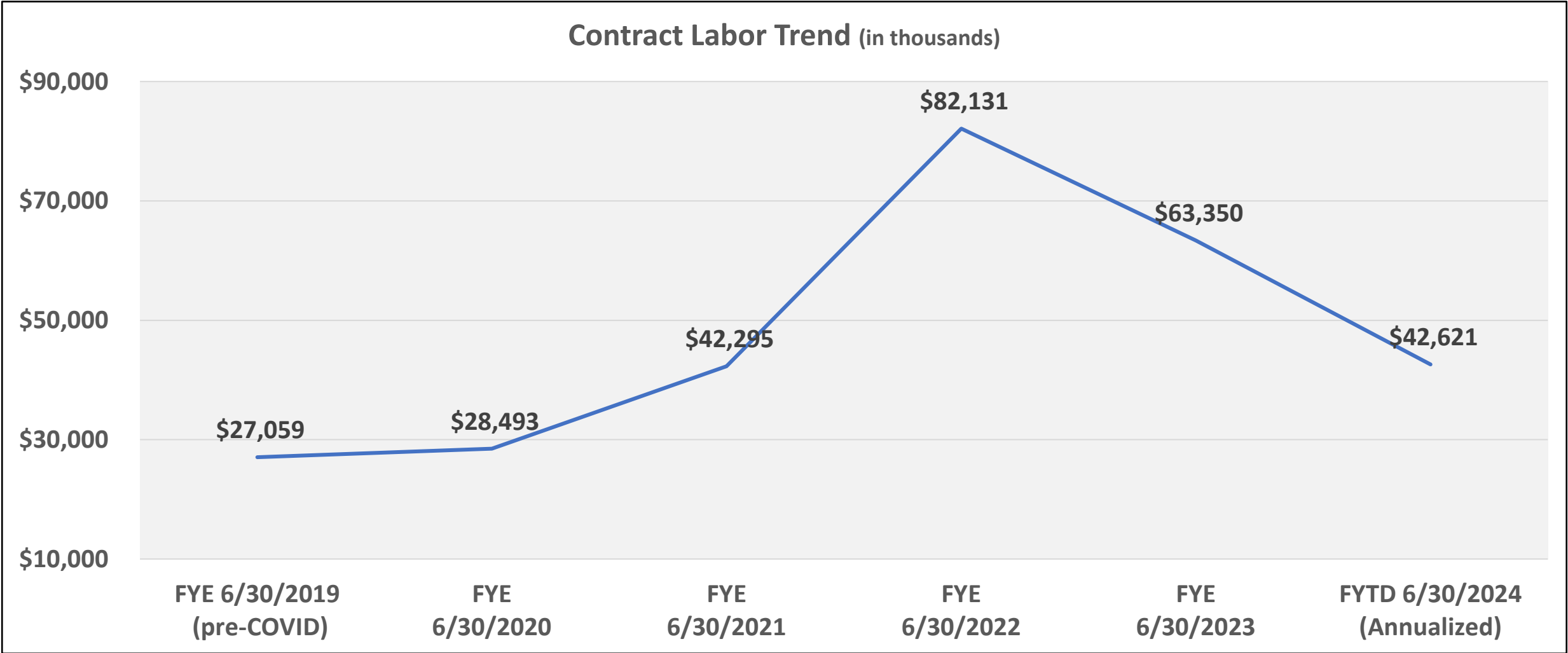


* FY 2022-2023 unaudited



Contract Labor Trend

32% YoY decrease in contract labor dollars



➤ Revenue

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

➤ Costs

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