



SoHum Health

Southern Humboldt Community Healthcare District

GOVERNING BOARD MEETING

October 28, 2021
1:30 p.m.

(Via Zoom Conferencing)

**Sprovel Creek Campus
286 Sprovel Creek Road
Garberville, CA 95542**

Governing Board

Date: Thursday, October 28, 2021
Time: 1:30 p.m.
Location: Sprowel Creek Campus and Via Zoom Conferencing
Facilitator: Board President, Corinne Stromstad

Agenda

Time*	Page	Item
1:30 p.m.		A. Call to Order
		B. Public Comment See below for Public Comment Guidelines
1:35 p.m.		C. Board Member Comments Board members are invited to address issues not on the agenda and to submit items within the subject jurisdiction of the Board for future consideration. Please limit individual comments to three minutes.
1:40 p.m.		D. Announcements 1. Appointment and swearing in of new Board Member
1:45 p.m.		E. Consent Agenda 1. Approval of Agenda 2. Approval of Previous Meeting Minutes a. Governing Board Meeting September 28, 2021 b. Special Board Meeting AB361 October 4, 2021
1:50 p.m.		F. Correspondence, Suggestions or Written Comments to the Board – 1. Proposed Resolution from Sonia Baur, M.D.
2:00 p.m.		G. Finance Report – Corinne Stromstad, Barbara Truitt, Paul Eves and Matt Rees 1. September, 2021 Finances - Paul Eves – see report 2. PFS report/Provider Printout – September, 2021 – Marie Brown/Remy Quinn – see report

- HRG report –Remy Quinn – See separate report

H. Chief Nursing Officer’s Report – Judy Gallagher

I. Quality Assurance Performance Improvement Committee Report
[H&S Code § 32155]–Kristen Rees, Manager Quality – (Jan., April, July, Oct.) –

2:30 p.m.

J. Administrator’s Report –Matt Rees

1. **Human Resources Quarterly Report** – Jennifer Baskin (Jan., April, July, Oct.) -
2. Foundation Report – Chelsea Brown – (May, Aug., Nov., Feb.)
3. **Strategic Plan Spotlight – Patient Experience in the Clinic**

K. Old Business – none

3:00 p.m.

L. New Business

1. Approval of Resolution 21:16– Policies and Procedures
See separate Packet “A”
2. Approval of Resolution 21:17 – AB361
3. Vaccine incentive
4. Approval of a contract with WipFli for up to \$60,000 for a USDA loan
5. Approval of Resolution 21:18 - Board Member stipend
6. Updating policies for Acting Administrator and Administrator time off notifications.
7. Form 700 Annual Statement of Economic Interests (due in March 2022)

M. Meeting Evaluation

N. Parking Lot

1. Governing Board retreat
2. Brown Act training for Board Members
3. Sexual Harassment training for Board Members

O. Next Meeting: Special Board Meeting AB361 Monday November 22, 2021 10:00 a.m.

1. QAPI Meeting November 10, 2021 at 2:00 p.m.
2. Med Staff Meeting Wednesday, November 17, 2021 at 1:00 p.m.

3. Governing Board Meeting December 2, 2021

P. Adjourn to Closed Session

Q. Closed Session

1. Approval of Previous Closed Session Minutes
 - a. Closed Session Governing Board Meeting September 28, 2021
 - b. Closed Session Special Board Meeting October 4, 2021
2. Compliance and Risk Report [H&S Code § 32155] – None Kristen Rees, MPH, CPHQ
3. Clinic Service Review [H&S Code § 32155] – Judy Gallagher, CNO
4. MERP Report [H&S Code § 32155] – Judy Gallagher CNO
5. Medical Staff Appointments/Reappointments [Gov. Code § 54957]

Approval of Resolution 21:19

- a. Charles Davis, Provisional Associate, Diagnostic Teleradiology, 11/01/2021 – 10/31/2023
- b. Dr. Joseph Rogers, change status from Associate to Active for the remainder of his appointment, 10/28/21 to 2/29/22.
- c. Dr. Daniel Merges, change status from Associate to Active for the remainder of his appointment, 10/28/2021 to 05/23/2022.
6. Personnel matter – Chief Executive Officer evaluation – pursuant to Government Code § 54957
7. Next Meeting Thursday, December 2, 2021

R. Adjourn Closed Session

S. Resume Open Session

T. Adjourn

Abbreviations

<i>ACHD</i>	Association of California Healthcare Districts	<i>ACLS</i>	Advanced Cardiac Life Support Certification
<i>AR</i>	Accounts Receivable	<i>BLS</i>	Basic Life Support Certification
<i>CAIR</i>	California Immunization Registry	<i>CEO</i>	Chief Executive Officer
<i>CFO</i>	Chief Financial Officer	<i>CMS</i>	Centers for Medicare and Medicaid Services
<i>CNO</i>	Chief Nursing Officer	<i>COO</i>	Chief Operating Officer
<i>CPHQ</i>	Certified Professional in Healthcare Quality	<i>CQO</i>	Chief Quality Officer
<i>EMR</i>	Electronic medical record	<i>ER</i>	Emergency Room
<i>FTE</i>	Full Time Equivalent/Full Time Employee	<i>HIM</i>	Health Information Management
<i>HRG</i>	Healthcare Resource Group	<i>HVAC</i>	Heating, Ventilation and Air Conditioning system
<i>IGT</i>	Intergovernmental transfer	<i>IT</i>	Information Technology
<i>JPCH</i>	Jerold Phelps Community Hospital	<i>LCSW</i>	Licensed Clinical Social Worker
<i>LVN</i>	Licensed Vocational Nurse	<i>MPH</i>	Master of Public Health
<i>OBS</i>	Observation	<i>PALS</i>	Pediatric Advanced Life Support Certification
<i>PFS</i>	Patient Financial Services	<i>QAPI</i>	Quality Assurance Performance Improvement
<i>QIP</i>	Quality Improvement Project/Program	<i>RN</i>	Registered Nurse
<i>SHCC</i>	Southern Humboldt Community Clinic	<i>SHCHD</i>	Southern Humboldt Community Healthcare District
<i>SNF</i>	Skilled Nursing Facility	<i>SWG</i>	Swing beds
<i>DO</i>	Doctor of Osteopathic Medicine		

PUBLIC COMMENT ON MATTERS NOT ON THE MEETING AGENDA: Members of the public are welcome to address the Board on items not listed on the agenda and within the jurisdiction of the Board of Directors. The Board is prohibited by law from taking action on matters not on the agenda, but may ask questions to clarify the speaker's comment and/or briefly answer questions. The Board limits testimony on matters not on the agenda to three minutes per person and not more than ten minutes for a particular subject, at the discretion of the Chair of the Board.

PUBLIC COMMENT ON MATTERS THAT ARE ON THE AGENDA: Individuals wishing to address the Board regarding items on the agenda may do so after the Board has completed their initial discussion of the item and before the matter is voted on, so that the Board may have the benefit of these comments before making their decision. Please remember that it is the Board's responsibility to discuss matters thoroughly amongst themselves and that, because of Brown Act constraints, the Board meeting is their only opportunity to do so.

OTHER OPPORTUNITIES FOR PUBLIC COMMENT: Members of the public are encouraged to submit written comments to the Board at any time by writing to SHCHD Board of Directors, 733 Cedar Street, Garberville, CA 95542. Writers who identify themselves may, at their discretion, ask that their comments be shared publicly. All other comments shall be kept confidential to the Board and appropriate staff.

IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, if you require special accommodations to participate in a District meeting, please contact the District Clerk at 707-923-3921, ext. 276 at least 48 hours prior to the meeting." *Times are estimated

Posted Thursday, October 21, 2021

My name is Galen Latsko, and I'm interested in serving on the governing board of the Southern Humboldt Unified Healthcare District. I was born and raised in this community, and I've been writing articles for the hospital for the past few years. I bring with me no external agenda or extreme politics, only a desire to learn about the board process and contribute in a way which best serves the people of our struggling community. Thanks for your consideration and the opportunity.

Governing Board

Date: Tuesday, September 28, 2021
Time: 1:30 p.m.
Location: Sprowel Creek Campus and Via Zoom Conferencing
Facilitator: Board President, Corinne Stromstad

Minutes

Special Note: Due to COVID-19, this meeting was held via teleconference.

The following people attended at Sprowel Creek Campus and via Zoom

Governing Board: Corinne Stromstad, Jessica Willis, Barbara Truitt (Zoom) and Katie McGuire

Not Present: None

Also in person: CFO Paul Eves; Karen Johnson, Governing Board Clerk; Marie Brown, Revenue Cycle Manager; and Galen Latsko.

Also via Zoom: COO Kent Scown, Chelsea Brown, CNO Judy Gallagher, Scott Sullivan and Keith Easthouse.

- A. Call to Order – Board president Corinne Stromstad called the meeting to order at 1:30 p.m.
- B. Public Comment – Galen Latsko expressed his interest in filling the board vacancy.
- C. Board Member Comments – None
- D. Announcements – None
- E. Consent Agenda
 - 1. Approval of Previous Meeting Minutes and Consent Agenda
 - a. Governing Board Meeting Thursday, August 26, 2021

Motion: Jessica Willis moved to approve the consent agenda items.

Second: Katie McGuire

Ayes: Corinne Stromstad, Barbara Truitt, Katie McGuire and Jessica Willis

Noes: None

Not Present: None

Motion carried.

F. Correspondence, Suggestions or Written Comments to the Board - None

G. Finance Report –Paul Eves

1. August, 2021 Finances –Paul Eves – See reports

- We had one acute Patient days in August.
- We had 25 SWG Patient days in august, this is very low comparably, due to Covid and larger hospitals not doing elective surgeries.
- Our SNF beds are full.
- There were 1607 prescriptions filled at the retail pharmacy in August.
- FTE's were at 84.9 for August.
- YTD Budget is not accurate due to not being updated properly.
- Outpatient Ancillary; \$85,200 of the \$1,386,282 was from retail Pharmacy.
- Tax Revenue was \$95,000. We receive a little more than \$1,000,000 from property taxes.
- Our fiscal year is July 30 through June 30, so our current YTD total for two months is \$339,460.
- About the short-term PPP loan, we received a letter on 9/27/21 stating that it will be 100% forgiven.

Motion: Katie McGuire moved to approve the Financials as submitted for August 2021.

Second: Jessica Willis

Ayes: Jessica Willis, Corinne Stromstad, Katie McGuire and Barbara Truitt

Noes: None

Not Present: None

Motion carried.

2. PFS report – August, 2021 –Marie Brown– See report

- August closed at 79.4 AR Days or \$3.9M in Gross AR
- Cash collections totaled \$1 M, or 120% of July's net revenue
- Revenue exceeds \$1.48M, Average Daily Revenue reaches \$50K
- Third Party Aging decreased by \$45K, and is now at 16.1%
- Unbilled AR increased to 12.4 days due to some of our Covid testing.

3. HRG report – August, 2021 – See report

H. Chief Nursing Officer's Reports – Judy Gallagher, Interim CNO – see report

- Recruitment has been challenging for permanent staff. Travelers are leaving and we need to replace them. We will be scheduling regular staff in the ED and have traveling nurses for the floor, as they are less expensive than ER travelers are. We have a new graduate nurse coming on board permanently.
- We had eight observation patients in the month of August.
- We have rehired Judy Hollifield as an Admin Assistant as well as working one shift in ED. She will also help nursing with some audits in her free time
- Katherine Anderson IP is doing great; Debbie Scaife is still training her.
- We will be doing annual N95 Fit testing this month.
- Beginning October 1st we will be administering Booster COVID vaccines to our staff along with the flu vaccine.
- SWG – things have been slow do to elective surgeries being cancelled due to COVID.
- SNF – The beds are currently full however, one patient is doing well with rehab and could be close to discharge.
- Joe keeps our residents busy and will continue with our group lunches.
- One patient loves to color; their artwork is hanging all over the SNF.
- Lab is busy with Covid testing, they have anywhere from 20-30 tests per day.
- Lora is fully accredited for mammography again.
- Yesterday a surveyor from the Covid mitigation team was present; we just have one policy to write. Thank you to our IP team for stepping in while Judy G. and Cheryl W. were out.
- There was a PHP audit in the clinic in August. They did really well. Remy Quinn was instrumental in the audit.
- For Case Management, they have had difficult discharges, but worked on getting the patients the services they needed.
- People have been storing Durable Medical Equipment in the activities room. This does not belong there. We are trying to find alternate locations for this to be stored.

I. Quality Assurance Performance Improvement Committee Report [H&S Code § 32155]–Kristen Rees, Chief Quality and Compliance Officer – (Jan., April, July, Oct.) – no report this month

J. Administrator's Report – Paul Eves, CFO for Matt Rees, CEO

1. Human Resources Quarterly Report – Jennifer Baskin (Jan., April, July, Oct.) – no report
2. Foundation Report – Chelsea Brown - (May, Aug., Nov., Feb.) – no report
3. Strategic Plan Spotlight – Scott Sullivan, Behavioral Health
 - We have seen 15 clinic patients, 2 ED patients, 3 employees and 3 providers.
 - We are working with the FRC on Thursdays and Fridays to collaborate on serving

Southern Humboldt with substance abuse and homelessness.

- We are working with Judy G. on Policy and Procedures.
- We had a great meeting with an LCSW, we are hoping to move her along in the hiring process. She seems to be a great fit for us. Only thing is she is on the East coast and hopefully will like it here.

4. Matt Rees:

- FRC – Amy Terrones is very busy working with families and children in need. A couple grants have been offered to us including a \$10,000 grant from Vocality Credit Union.
- Nursing recruitment has been difficult as Judy G. pointed out.
- Katherine Anderson doing great. Declination forms for the Covid vaccine are needed by the end of September.
- Radiology department survey turned out great.
- The Emergency Relief Services of the State of California will loan us a tent that will keep a comfortable temperature throughout the winter. They have also given us two ventilators, a couple of suction machines and humidifiers.
- The lab performed 748 Covid tests in the month of August and had 110 positives.
- For Accounting, the provider relief reporting is due at the end of September.

K. Old Business - none

L. New Business

1. Policies and Procedures –

- Approval of Resolution 21:14 Policy and Procedure packet “A” dated September 8, 2021, to include approval of two new policies for the retail pharmacy and to make obsolete two policies from Material’s Management, Confidentiality and Dress Code, to be replaced with District wide policies.
- Wording of first paragraph for retail pharmacy needs to be changed. Karen Johnson will have Cynthia Aguilar do that.

Motion: Jessica Willis moved to approve **Resolution 21:14, with the paragraph change**, policy and procedure packets A, as submitted and, make obsolete the Confidentiality and Dress Code policies from Material’s Management.

Second: Katie McGuire

Ayes: Barbara Truitt, Jessica Willis, Katie McGuire and Corinne Stromstad.

Noes: None

Not Present: None

Motion carried.

2. Change in the name of the Medication Safety Committee. – Judy Gallagher
 - MERP should be the name of the committee. Surveyors look for MERP not Medication Safety Committee. The name will be changed back to MERP.
3. Modification of IT infrastructure – Kent Scown/Jason Dockins
 - IT has done a lot of research on our current end user software and they are making a recommendation for some changes. Changes to exchange server and license suites. They are suggesting switching over to a different version. What we currently use has a cost of \$234K over a 6-year period. The new version increases our cost to \$318K over 6 years. There is approximately \$13K of additional small software to plug into all of that. That comes out to \$353 dollars per year per user. This will make management easier as well as more secure and storage of emails. We currently have three IT staff who can handle this.
 - Corrine S: Are you asking for approval of the cost? Kent S.: Yes. Corinne S: How much would it cost in labor? Kent S: There will be no additional cost in labor; our team will be able to do it.
 - Jessica W: Will there need to be training on software? Kent: Office 365 will have minimal changes and there will be a learning curve. IT will help. There won't be any formal training.
 - Paul: Ease of use and greater security is essential. There are federal laws around security. It is worth the money to do it.
 - The cost would be \$46K a year for 130 licenses.

Motion: Katie McGuire moved to approve allocation of funds for IT infrastructure for \$318K over a period of 6 years.

Second: Jessica Willis

Ayes: Barbara Truitt, Jessica Willis, Katie McGuire and Corinne Stromstad.

Noes: None

Not Present: None

Motion carried.

4. Discussion of Board meeting schedule change after December, 2021
 - Jessica Willis needs to change the meeting time to 3:30 or 4:00, as she will be working M-Th.
 - It is suggested that the meetings be moved to Fridays at 1:30 pm. everyone will think about it and discuss again at October meeting.
5. Holiday schedule for Finance and Board Meeting, 2021
 - Tuesday, Nov 30, Finance Meeting and Thursday, Dec 2, Board Meeting due to the holidays.
 - Next Board Meeting will be in January, 2022

M. Meeting Evaluation – No Comments

N. Parking Lot

1. Governing Board retreat is on hold for now.
2. Brown Act training for Board members. – This will be set up.
3. Sexual Harassment training for Board members. –This has been set up and an email has gone out to Board members.
4. AB 361, amendment to the Brown Act, effective 10/01/21 –Special board meeting set for Monday, Oct 4 10:00 a.m. to discuss this.
5. Personnel Matter –Is being reset to a special board closed session meeting set for Monday, Oct 4, 11:00 a.m.
6. Discussion of Board meeting schedule change will be discussed again at the October 28, 2021 regular Board meeting.

O. Next Meeting Thursday, October 28, 2021

1. QAPI Meeting Wednesday, October 6, 2021 at 2:00 p.m. – Jessica Willis will attend
2. Med Staff Meeting Wednesday, October 20, 2021 at 1:00 p.m. – Katie McGuire will attend.

P. Adjourn to Closed Session – 2:44 p.m.

Q. Closed Session opened at 2:49 p.m.

1. Approval of Previous Closed Session Minutes
 - a. Closed Session Governing Board Meeting August 26, 2021
2. Compliance and Risk Report [H&S Code § 32155] – Kristen Rees, MPH, CPHQ
3. Clinic Service Review [H&S Code § 32155] – Judy Gallagher, Interim CNO
4. Medication Safety Committee Report [H&S Code § 32155] – Judy Gallagher, Interim CNO
5. Medical Staff Appointments/Reappointments [Gov. Code § 54957]

Approval of Resolution 21:15

- a. Christian Ingui, MD, Associate for Reappointment, Diagnostic Teleradiology, 09/01/2021 – 08/30/2023
- b. Nicolaus Kuehn, Provisional Associate, Diagnostic Teleradiology, 10/01/2021 – 09/30/2023
- c. Emily Marshall, DO Provisional Active, Family Medicine, 10/01/21 – 09/30/23
- d. Aaron Jun, MD, Associate for Reappointment, Diagnostic Teleradiology, 10/01/2021 – 09/30/2023

- e. Supriya Gupta MS, Associate for Reappointment, Diagnostic Teleradiology,
10/01/2021 – 9/30/2023

6. Next Meeting Thursday, October 28, 2021

R. Adjourned Closed Session at 3:08 p.m.

S. Resumed Open Session at 3:08 p.m.

1. The following actions were taken at closed session

Motion: Katie McGuire moved to approve the Previous closed session minutes of August 26, 2021.

Second: Jessica Willis

Ayes: Katie McGuire, Jessica Willis, Barbara Truitt, and Corinne Stromstad

Noes: None

Not Present: None

Motion carried.

Motion: Jessica Willis moved to approve Resolution 21:15 for the Appointments and Reappointments of the above listed Practitioners, as submitted.

Second: Katie McGuire

Ayes: Jessica Willis, Corinne Stromstad, and Katie McGuire

Noes: None

Not Present: None Barbara Truitt

Motion carried.

T. Adjourned Open Session at 3:08 p.m.

Abbreviations

<i>ACHD</i>	Association of California Healthcare Districts	<i>ACLS</i>	Advanced Cardiac Life Support Certification
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<i>SHCC</i>	Southern Humboldt Community Clinic	<i>SHCHD</i>	Southern Humboldt Community Healthcare District

Governing Board Meeting Minutes

September 28, 2021

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<i>SNF</i>	Skilled Nursing Facility	<i>SWG</i>	Swing beds
<i>DO</i>	Doctor of Osteopathic Medicine		



Governing Board – Special Meeting

Date: Monday October 4, 2021

Time: 10:00 a.m..

Location: Sprowel Creek Campus and Via Zoom Conferencing

Facilitator: Matt Rees, CEO

Minutes

Special Note: Due to COVID-19, this meeting was held via teleconference.

The following people attended at Sprowel Creek Campus and via Zoom

Governing Board: Corrine Stromstad, Barbara Truitt and Katie McGuire

Not Present: Jessica Willis

Also in person: Judy Hollifield, Governing Board Clerk; Karen Johnson; Matt Rees, CEO

Also via Zoom: Paul Eves CFO, Judy Gallagher, CNO

A. Call to order – 10:01 a.m.

B. Public Comment –None

C. Board Member Comments –None

D. Announcements –None

E. New Business –

1. Brown Act Amendment AB 361 and the expiration of Executive Order N-29-20.

- a. AB 361 became effective October 1, 2021. It allows for a relaxation of The Brown Act rules with regard to teleconferencing during a State declared “State of Emergency” where meeting in-person would present imminent risks to the health or safety of attendees or if state or local officials have imposed or recommended measures to promote social distancing.



- b. A resolution to adapt AB 361 would cover meetings for a 30-day period at which time a new resolution would have to be passed.
- c. We are currently under a State of Emergency declared by the state due to Covid.
- d. Humboldt County Health Officer, Ian P. Hoffman MD, MPH has issued a statement dated September 29, 2021 stating that Humboldt County Public Health continues to recommend that physical distancing strategies be practiced in our county.
- e. Barbara Truitt expressed that hybrid (Zoom and in-person) meetings made it difficult to hear and/or interrupt others. Judy Gallagher proposed purchasing small microphones that would enhance the sound of those speaking while in-person as well as moving the camera angle to make the visual portion of the meetings better seen those on Zoom.
- f. A question was posed as to whether or not the passing of AB361 at a Board meeting would also cover the Finance meetings. Karen Johnson will find out.
- g. There will still be a masking requirement for those who attend in-person.
- h. Teleconferencing is defined as Members of the Legislative body being in different locations and are connected by electronic means. (audio or video)
- i. The board asked that the Board Clerks work on getting the appropriate wording for the initial and subsequent resolutions.
- j. The following dates were agreed upon for future Special Board Meetings to pass future resolutions regarding AB361; November 22, 2021; December 20, 2021; January 17, 2022. Any meetings needed beyond that will be determined at future Regular Board Meetings.
- k. Subsequent resolutions can be passed in Consent Agenda meetings.

Motion: Katie McGuire made a motion to adopt AB361

Second: Barbara Truitt seconded the motion

Ayes: Corinne Stromstad; Katie McGuire; Barbara Truitt

Noes: None

Not Present: Jessica Willis

Motion carried.

F. Adjourned To Closed Session at: 10:54 a.m.

Abbreviations

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<i>DO</i>	Doctor of Osteopathic Medicine		

Sonia Baur, M.D.
779 Maple Lane, Garberville, CA 95542
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707-407-5065

10/13/21

Karen Johnson / Judith Hollifield
Secretaries to the Board of SHCHD

I would like the opportunity to present the enclosed resolution from Physicians for a National Health Program to the board of the Southern Humboldt Community Healthcare District. If you would prefer I can e-mail a PDF version to you.

Thank you for your assistance,

Sonia Baur

HUMBOLDT COUNTY CHAPTERS



Health Care for All - California
SINGLE-PAYER UNIVERSAL HEALTH CARE



PHYSICIANS FOR
A NATIONAL
HEALTH
PROGRAM



Resolution 2021-07 in Support of Single Payer Bills for Health Care Reform

WHEREAS recent polls show that 69% of Californians support single-payer health care, with every person in the **Southern Humboldt Community Healthcare District** deserving high quality health care, both **The California Guaranteed Health Care for All Act ("CalCare")**, AB 1400, and the federal, **Improved Medicare for All Bill, HR 1976**, would establish state- or nation-wide comprehensive, universal, single-payer health care with a cost control system for the benefit of all residents of the state and specifically for the **Southern Humboldt Community Healthcare District**; and

WHEREAS Both the state and federal legislation would guarantee that all residents of **Southern Humboldt** will be fully covered for health care without co-pays, deductibles, or other out-of-pocket costs saving millions now spent on premiums that often provide inadequate health insurance coverage and saving the **SHCHD** the cost burden of health insurance for its employees amounting to approximately \$ _____/Year; and

WHEREAS both legislative acts would slash bureaucracy, protect the doctor-patient relationship, and assure patients a free choice of doctors and hospitals; and

WHEREAS the ever-increasing costs of health care, which are further elevated due to the pandemic, may challenge our already strapped state and county budgets; and

WHEREAS the number of Californians before the Covid-19 pandemic without health insurance was 2.7 million, with 12 million Californians underinsured, despite important gains made since the implementation of the Affordable Care Act; and

WHEREAS the current Covid-19 pandemic has led to record levels of unemployment, loss of employer- sponsored health insurance, a severely strained health care system, widespread illness, disproportionately impacting the poor and communities of color and has taken a profound toll on every community's mental health, all of which is placing significant demands on our healthcare system, and

WHEREAS the Covid-19 pandemic further exposed the dangers of our fragmented, profit-driven health care system, which leads many Californians to delay seeking needed health care due to an inability to pay, leading to a sicker and poorer population in the long run while such population is significantly more likely to develop serious illness if exposed to diseases like Covid-19 and will subsequently face higher mortality rates; and

WHEREAS, by eliminating administrative waste and corporate health insurance and pharmaceutical profits, both **CalCare** and **Improved Medicare for All** would guarantee care without charge at the point of service for all California and/or national residents, providing necessary medical care including prescription drugs; hospital, surgical, and outpatient services; primary and preventive care; emergency services; reproductive care; dental and vision care; and long-term care; therefore

BE IT NOW RESOLVED that the **SHCHD** expresses its enthusiastic support for the bills, **CalCare**, AB 1400, and **Medicare for All**, HR 1976, and calls upon our state and federal legislators to work toward their immediate enactment.

1) Board Member: _____

2) Board Member: _____

3) Board Member: _____

4) Board Member: _____

5) Board Member: _____

District Chief Executive Officer: _____

**Southern Humboldt Community
Healthcare District
Statistics Trend Sept 2021**

	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	March 21	April 21	May 21	June 21	July 21	Aug 21	Sept 21	Current 12 Month AVG	Year to Date- Current Year
In Patient Statistics														
Total Acute Patient Days	5	13	18	10	0	0	6	4	4	8	1	16	7	25
Total Swing Patient Days	110	79	78	117	94	106	101	75	70	38	25	56	79	119
Total SNF Patient Days	217	204	246	227	196	234	240	248	240	236	229	240	230	705
Total Patient Days	332	296	342	354	290	340	347	327	314	282	255	312	316	849
Total Acute Discharges	2	5	6	3	0	0	2	2	1	3	1	5	3	9
Total Swing Discharges	1	3	0	5	2	1	30	3	3	3	1	4	5	8
Total SNF Discharges	0	1	0	2	0	0	0	0	1	1	2	0	1	3
	3	9	6	10	2	1	32	5	5	7	4	9	8	20
Acute Length of Stay	2.50	2.60	3.00	3.33	0.00	0.00	3.00	2.00	4.00	2.67	1.00	3.20	2	7
ER Admits	2	5	6	3	0	0	2	2	1	3	1	5	3	9
I/P Lab Visits	17	13	21	15	6	8	11	12	20	12	12	23	14	47
I/P Radiology Visits	4	3	4	11	5	2	2	1	2	6	4	3	4	13
I/P EKG's	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Out Patient Statistics														
ER Visits	194	204	178	164	197	194	219	258	257	335	298	250	229	883
Clinic Visits	536	374	431	328	346	433	451	436	463	414	427	459	425	1,300
SLS Visits	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outpatient Medical	4	63	631	1582	809	3656	2967	3068	1611	1134	1143	1570	1,520	3,847
Laboratory Visits	317	527	696	810	440	474	468	617	476	682	1041	740	607	2,463
Radiology	154	62	123	116	159	46	171	190	219	206	156	209	151	571
Mammography	20	15	14	4	10	10	22	24	4	27	25	6	15	58
CT Scans	70	32	50	71	66	56	82	80	71	89	55	76	67	220
EKG's	29	26	30	45	28	27	43	39	46	40	23	42	35	105
Retail Pharmacy Rx's Sold										1040	1607	2001	1,549	4,648
Total O/P Visits	1,324	1,303	2,153	3,120	2,055	4,896	4,423	4,712	3,147	2,927	4,775	926	1,279	9,447
Salary Statistics														
Productive FTE's	67.8	69.2	69.8	70.6	71.3	81.3	83.7	77.9	76.6	75.1	75.1	76.8	74.6	
Paid FTE's	73.9	74.4	74.7	78.0	77.3	73.8	76.3	72.1	71.4	85.0	84.9	85.0	77.2	
Salaries & Ben as % of Net Rev	66.4%	53.7%	65.1%	63.0%	57.6%	91.1%	61.1%	66.5%	60.4%	57.4%	68.4%	59.2%	64.4%	
BeneGits as % of Salaries	25.9%	31.6%	28.1%	26.3%	32.3%	30.7%	22.9%	42.7%	19.7%	32.1%	46.4%	32.0%	30.1%	
Revenue Statistics														
Gross A/R > 120 Days	831,964	807,865	962,833	844,890	952,117	940,549	1,161,213	1,217,068	1,234,083	1,022,868	1,313,144	1,336,739	1,008,663	
A/R>120 Days as % of Total AR	41%	41%	41%	41%	41%	41%	41%	41%	41%	41%	41%	34%	40.7%	
Gross Days in A/R	63.0	71.0	75.6	75.6	75.6	75.2	75.2	75.2	75.2	75.6	79.2	85.1	74.2	
Net Days in A/R	57.6	65.0	68.9	68.9	68.9	69.7	69.7	69.7	69.9	69.8	73.4	79.8	68.3	
A/R Cash Collections	1,258,688	895,838	982,756	609,963	720,895	847,144	948,282	757,474	919,408	667,778	1,022,607	782,980	816,928	
Collections as % of Net Rev	122.9%	85.1%	80.9%	53.3%	63.3%	68.2%	112.4%	59.8%	74.9%	32.7%	83.4%	67.2%	77.6%	

**Southern Humboldt Community
Healthcare District
Statistics Trend Sept 2021**

	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	March 21	April 21	May 21	June 21	July 21	Aug 21	Sept 21	Current 12 Month AVG	Year to Date- Current Year
Accounts Payable Days	1.0	0.8	4.8	1.0	0.5	4.8	6.8	5.1	15.9	0.7	4.4	10.0	5.1	
Cash Collections per Cal Day	40,603	28,898	31,702	19,676	23,255	27,327	30,590	24,435	29,658	21,541	32,987	25,257	29,033	392,076
Cash Disburs. per Cal Day	41,382	40,397	42,237	40,566	45,816	44,803	45,848	38,553	39,838	41,382	38,603	41,262	41,150	590,271

**Southern Humboldt
Community Healthcare District
Income Statement Trend**

	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	March 21	April 21	May 21	June 21	July 21	Aug 21	Sept 21	12 Month AVG: Oct '20-Sept 21	YTD - Current Year
Inpatient Daily Hospital Services	213,334	198,864	281,318	244,894	174,231	211,394	239,276	197,597	231,202	223,673	154,457	244,718	217,913	622,848
Ancillary Revenue	49,082	41,617	55,844	49,416	46,657	38,910	49,414	45,356	40,690	44,799	54,355	72,321	49,038	171,475
Outpatient Revenue	970,200	911,359	789,012	918,265	914,981	954,700	1,074,862	1,015,193	1,283,956	1,352,452	1,386,282	1,364,347	1,077,967	4,103,081
Total Hospital Revenue	1,232,616	1,151,840	1,126,174	1,212,575	1,135,869	1,205,004	1,363,552	1,258,146	1,555,848	1,620,924	1,595,094	1,681,386	1,344,919	4,897,404
Contractual Allowances	340,873	79,122	185,681	338,189	529,284	523,160	155,981	252,235	388,721	224,877	457,567	404,071	323,313	1,086,515
Provision for Bad Debts	33,654	99,658	96,128	116,592	73,530	161,600	176,861	115,056	84,411	155,817	210,892	48,684	114,407	415,393
Other Allowances/Deductions	105,661	72,487	14,850	18,903	51,310	40,302	64,858	25,201	34,185	83,017	76,635	4,829	49,353	164,481
Other Operating: IGTs & Supplemental	(300,000)	(300,000)	(300,000)	(300,000)	(627,987)	(363,854)	(300,000)	(444,764)	(996,499)	(300,000)	(300,000)	(3,000)	(378,009)	(603,000)
Total Deductions	180,188	(48,733)	(3,341)	173,684	26,137	361,208	97,700	(52,272)	(489,182)	163,711	445,094	454,584	109,065	1,063,389
Contractual %													8%	22%
Net Patient Revenue	1,052,428	1,200,573	1,129,515	1,038,891	1,109,732	843,796	1,265,852	1,310,418	2,045,030	1,457,213	1,150,000	1,226,802	1,235,854	3,834,015
Net Revenue %	85%	104%	100%	86%	98%	70%	93%	104%	131%	90%	72%	73%	92%	78%
Other Operating Revenue	20,512	13,692	13,858	13,291	13,333	14,011	16,355	15,173	14,595	14,004	14,615	15,318	14,929	43,937
Total Revenue	1,072,940	1,214,265	1,143,373	1,052,182	1,123,065	858,197	1,282,207	1,325,591	2,059,625	1,471,217	1,164,615	1,242,120	1,250,783	3,877,952
Salaries & Wages	554,728	495,496	580,979	568,545	541,262	588,389	629,663	571,404	1,030,764	533,278	543,935	536,284	597,894	1,613,497
Employee Benefits	143,895	156,633	163,156	149,383	174,606	180,531	143,898	244,263	203,497	149,686	158,608	171,366	169,960	479,660
Professional Fees	183,348	185,435	180,987	208,385	221,195	242,144	150,240	148,383	173,721	142,301	118,353	112,847	172,278	373,501
Supplies	139,991	115,354	118,004	94,843	112,189	120,817	129,018	13,552	131,829	157,223	109,110	61,224	108,596	327,557
Repairs & Maintenance	21,078	21,357	25,401	23,843	32,625	43,832	14,960	50,554	42,013	16,885	6,638	25,766	27,079	49,289
Purchased Services	99,340	133,439	117,385	107,922	94,625	124,045	146,846	70,047	161,073	139,826	94,063	140,865	119,123	374,754
Utilities	19,480	6,841	8,693	15,050	19,190	16,004	17,793	10,182	13,427	17,771	18,077	24,502	15,584	60,350
Insurance	11,755	11,755	11,755	11,755	11,755	11,755	11,755	11,755	11,878	23,430	10,075	11,755	12,598	45,260
Interest														0
Depreciation	45,593	45,593	45,720	45,720	45,720	45,720	45,896	45,896	45,896	45,896	45,896	45,896	45,787	137,688
Other Expense	65,938	39,996	57,282	32,113	16,852	15,641	85,361	29,111	57,639	121,049	44,214	152,351	59,796	317,614
Total Expenses	1,285,146	1,211,899	1,309,362	1,257,559	1,270,019	1,388,878	1,375,430	1,195,147	1,871,737	1,347,345	1,148,969	1,282,856	1,328,696	3,779,170
Expenses %	120%	100%	115%	120%	113%	162%	107%	90%	91%	92%	99%	103%	106%	8%
Profit/Loss from Operations	(212,206)	2,366	(165,989)	(205,377)	(146,954)	(530,681)	(93,223)	130,444	187,888	123,872	15,646	(40,736)	(77,913)	98,782
Tax Revenue	92,500	95,500	95,500	92,500	92,500	92,500	92,500	94,920	92,500	95,000	95,000	95,000	93,827	285,000
Other Non Operating Rev (Exp)	40,000	40,000	40,000	146,563	50,000	81,574	88,340	40,000	19,949	6,039	3,903	1,574,676	177,587	1,584,618
Interest Income	27,639	35	20,636	217				12,005				14,173	12,451	14,173
Net Non-operating Rev/(Exp)	160,139	135,535	156,136	239,280	142,500	174,074	180,840	134,920	124,454	101,039	98,903	1,683,849	283,865	1,883,791
NET INCOME/ (LOSS)	(52,067)	137,901	(9,853)	33,903	(4,454)	(356,607)	87,617	265,364	312,342	224,911	114,549	1,643,113	205,952	1,982,573

**Southern Humboldt Community
Healthcare District
Income Statement
September 2021**

Current Month			Year to Date			
\$					\$	%
Variance	Budget	Actual		Actual	Budget	Variance
			GROSS PATIENT REVENUE			
7,218	237,500	244,718	INPATIENT	622,848	712,500	(89,652) -13%
30,651	41,670	72,321	INPATIENT ANCILLARY	171,475	125,010	46,465 37%
162,267	1,202,080	1,364,347	OUTPATIENT ANCILLARY	4,103,081	3,606,240	496,841 14%
200,136	1,481,250	1,681,386	TOTAL PATIENT REVENUE	4,897,404	4,443,750	453,654 10%
			DEDUCTIONS FROM REVENUE			
(111,559)	515,630	404,071	CONTRACTUAL ALLOWANCES	1,086,515	1,546,890	(460,375) -30%
(22,986)	71,670	48,684	PROVISION FOR BAD DEBTS	415,393	215,010	200,383 93%
(31,171)	36,000	4,829	OTHER ALLOWANCES/DEDUCTIONS	164,481	108,000	56,481 52%
	-300,000	(3,000)	OTHER OPERATING IGTs & SUPPLEMENTAL	(603,000)	(900,000)	
131,284	323,300	454,584	TOTAL DEDUCTIONS	1,063,389	969,900	93,489 10%
68,852	1,157,950	1,226,802	NET PATIENT REVENUE	3,834,015	3,473,850	360,165 10%
3,318	12,000	15,318	OTHER OPERATING REVENUE	43,937	36,000	7,937 22%
72,170	1,169,950	1,242,120	TOTAL OPERATING REVENUE	3,877,952	3,509,850	368,102 10%
(195,386)	731,670	536,284	SALARIES & WAGES	1,613,497	2,195,010	(581,513) -26%
13,036	158,330	171,366	EMPLOYEE BENEFITS	479,660	474,990	4,670 1%
(10,483)	123,330	112,847	PROFESSIONAL FEES	373,501	369,990	3,511 1%
(51,276)	112,500	61,224	SUPPLIES	327,557	337,500	(9,943) -3%
4,096	21,670	25,766	REPAIRS & MAINTENANCE	49,289	65,010	(15,721) -24%
30,865	110,000	140,865	PURCHASED SERVICES	374,754	330,000	44,754 14%
10,332	14,170	24,502	UTILITIES	60,350	42,510	17,840 42%
(11,575)	23,330	11,755	INSURANCE	45,260	69,990	(24,730) -35%
0		0	INTEREST	0	0	#DIV/0!
7,566	38,330	45,896	DEPRECIATION/ AMORTIZATION	137,688	114,990	22,698 20%
119,021	33,330	152,351	OTHER	317,614	99,990	217,624 218%
(83,804)	1,366,660	1,282,856	TOTAL OPERATING EXPENSES	3,779,170	4,099,980	(320,810) -8%
155,974	(196,710)	(40,736)	OPERATING PROFIT (LOSS)	98,782	(590,130)	688,912 -117%
0	95,000	95,000	TAX REVENUE	285,000	285,000	0 0%
1,534,676	40,000	1,574,676	OTHER NONOPERATING REV (EXP)	1,584,618	120,000	1,464,618 1221%
		0	INTEREST INCOME	14,173		
1,534,676	135,000	1,669,676	NET NON OPERATING REV (EXP)	1,883,791	405,000	1,478,791 365%
1,690,650	(61,710)	1,628,940	NET INCOME (LOSS)	1,982,573	(185,130)	2,167,703 -1171%

Southern Humboldt Community Healthcare District
Balance Sheet
September 2021

ASSETS	
Current Assets	
Cash- Checking & Investments	496,339
LAIF Account	13,675,009
Humboldt County Property Tax Acct	701,068
Patient Accounts Receivable	4,260,844
Less Allowances	2,245,294
Accounts Receivable- Net	2,015,550
Other Receivables	720,812
Inventories	21,297
Estimated 3rd Party Settlements	-
Prepaid expenses and Deposits	682,317
Total current assets	18,312,392
Property and Equipment	
Land	959,877
Land improvements	553,251
Buildings	2,291,860
Equipment	6,004,415
Construction in progress	2,285,489
Total property and equipment	12,094,892
Less : accumulated depreciation	(6,028,807)
Net property and equipment	6,066,085
Other Assets	
Investments	5,852
Total Other Assets	5,852
Total Assets	24,384,329

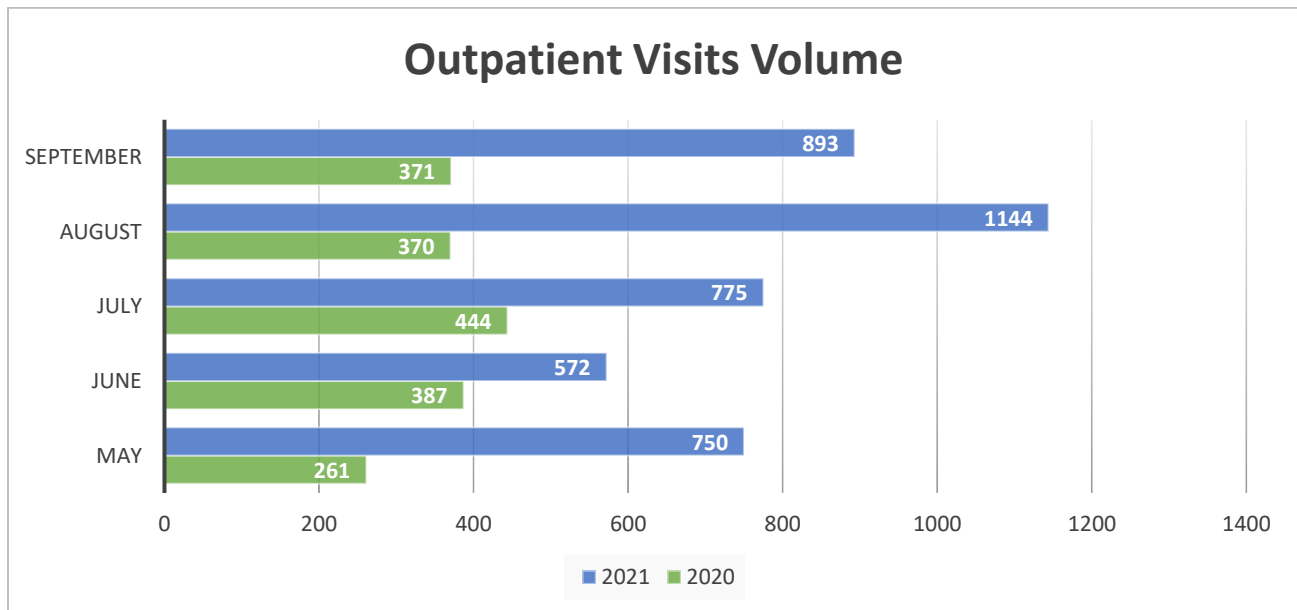
LIABILITIES & FUND BALANCE	
Current Liabilities	
Accounts Payable	405,151
Accrued Payroll & Related costs	807,719
Other Current Liabilities	
Deferd revenue IGT	
A/R Credit balances	
Medicare Accelerated Payments	3,950,345
Medicare Contingency	2,000,000
Current Portion-Long Term Debt	
Other Short Term Debt - PPP Loan	
Accrued interest	
Total current Liabilities	7,163,215
Long Term Debt, Less Current Portion	
Bonds payable	
HELP II Loan	
Patient Monitor	
GE Finance - CT Scanner	
Total Long-term debt	-
Less: Current Portion-Long Term Debt	
Net Long Term Debt	-
Equity	
Unrestricted Fund Balance--Prior Years	15,238,542
Net Income (Loss)--Current Year	1,982,573
Restricted Fund Balance	
Total fund balance	17,221,115
Total Liabilities and Fund Balance	24,384,329

Revenue Cycle / Patient Financial Services September 2021 Finance Committee Report

HRG - Key Items:

- ❖ September closed at 85.1 AR Days or \$4.26M in Gross AR
- ❖ Cash collections totaled \$782K, or 96% of August's net revenue
- ❖ Third Party Aging increased by \$251K, and is now at 25.8%
- ❖ Unbilled AR 9 days from goal

Gross AR / Unbilled AR Increase – Upon review of patient volume trends we believe that the increase in AR overall can be partially attributed to an increase in patient encounters. Comparing the last five months of outpatient visits to the prior year, there was a significant difference in volume. See chart below. These numbers are primarily Covid 19 testing related. This increase in volume effects workflow throughout the Revue Cycle, and causes process delays we wouldn't have seen in prior years. As the HRG report mentions, we have had a historically high Average Daily Revenue for the second month in a row – this is due to volume increase. Other patient classes, aside from Outpatient, have seen increases, but not at the same rate.



Treatment Authorizations – There were some delays in TAR submission because of personnel, staffing, and training. These authorization have now been submitted. We suspect that these LTC encounters will be billable by next month.

Coding – The Coding department is doing their best to keep up with the increase in volume, and have been communicating their challenges. There were several high dollar accounts that were unable to be coded over the last two months due to chart deficiencies for nursing staff and providers.

Staffing - Training with our two new Hospital PFS employees is going well. HIM has also hired a FTE and he begins training in October.

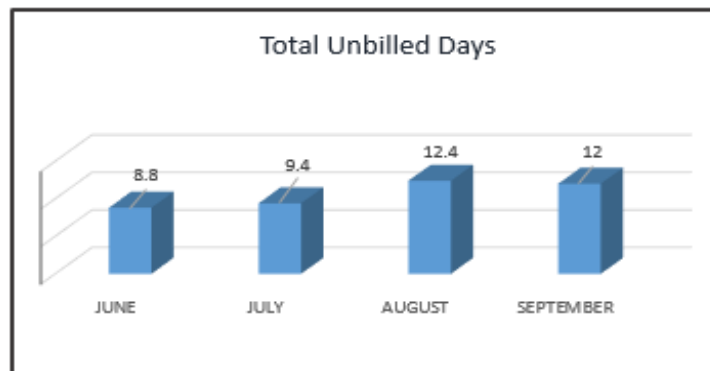
Education - We have begun the process of cross-training one of our Hospital PFS employees in Clinic PFS duties and responsibilities. There are other cross-training plans in development to help alleviate some 'bottle-necks' in our current processes in the Business Office. Strategizing for this is ongoing as we want the employees to be fully trained in one area before taking on further tasks.

Southern Humboldt September 2021



Key Items

- ➡ **September closed at 85.1 AR Days or \$4.26M in Gross AR**
- ➡ **Cash collections totaled \$782K, or 96% of August's net revenue**
- ➡ **Third Party Aging increased by \$251K, and is now at 25.8%**
- ➡ **Unbilled AR 9 days from goal**



Detailed Initiatives & Obstacles

- **Overall AR:** September closed with 85.1 AR days or \$4.26M in Gross AR which is an increase of 5.7 days from August. Cash collections came in at \$782K, just under August's net revenue. Revenue is up \$36K compared to August, and continues to trend high, booking \$1.52M in new charges. The Average Daily Revenue exceeded \$50K for the second consecutive month in a row, which is only the second time in history that the ADR has exceeded \$50K. Self-Pay AR has increased by 4.3 days and closed at 37.3 AR Days which is now 14.3 days from goal. The Unbilled AR has increased slightly since August and closed at \$578K or 12 days which is 9 days from goal. Third Party AR increased 1.9 days and is sitting at 35.9, or 2.9 days from goal.
- **Third Party Aging:** Third Party Aging increased by \$251K in September leaving \$635K in aged balances. Medicare saw a decrease of \$6K while all other financial classes grew. The large increase this month can primarily be seen in the Medi-Cal financial class with a \$215K swing. Overall, the delay in coding encounters in a timely manner has aided in the growth of both AR and aging. A majority of the remaining high dollar aged balances in the Medicaid financial class are either pending for coding to be completed or pending for approved authorizations (TAR). In September, there were two Medi-Cal and PHP inpatient aged encounters that were pending for an approved TAR; totaling \$24K. There are also an additional \$3K in outpatient/observation encounters pending for approved an approved TAR. Additionally there are \$32K in aged LTC encounters that are also in need of TAR's. Commercial aging also saw an increase of \$41K and is now at 39.2%. It is anticipated that the commercial aging will continue to grow while historical COVID vaccine charges are added and the commercial payers are being billed.
- **Unbilled AR:** Unbilled AR is significantly high for the fourth month in a row, closing September with 12 days or \$578K in unbilled charges. Historical charges are still being posted for COVID Vaccines through the month which inflates the unbilled AR and is already aged over 90 days at time of charge posting. The goal for unbilled balances is 3 days and we are currently 9 days from this goal.

Industry Updates Countdown to No Surprise Billing Act – Are You Ready?

Effective January 1, 2022, hospital/clinic systems and stand-alone clinics will be faced with the challenge of claims processing as out-of-network and when to balance bill the patient. No Surprise Billing Act bans surprise patient billing for emergency and out-of-network services while creating a pre-service consent process. Patient cost sharing cannot be higher than in-network and providers are required to inform the public. Out-of-network payments will be based on median in-network rate 2019 - forward.

For more information, visit the [CMS Newsroom](#).

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Southern Humboldt Community Healthcare District



MONTH END FINANCE REPORT

September 2021

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FINANCE DASHBOARD

Revenue Cycle Performance

	Target	April-21	May-21	June-21	July-21	August-21	September-21
REVENUE							
Net Revenue		\$963,475	\$844,777	\$1,004,099	\$854,960	\$812,704	\$865,473
Gross Revenue		\$1,362,024	\$1,257,716	\$1,530,917	\$1,589,996	\$1,487,956	\$1,526,536
CASH							
Cash Collections as a % of Net Revenue	100%	116%	79%	109%	67%	120%	96%
Cash Collections		\$948,282	\$757,474	\$919,408	\$667,778	\$1,022,607	\$782,067
ACCOUNTS RECEIVABLE							
Net AR		\$1,664,591	\$1,518,671	\$1,742,644	\$1,628,273	\$1,646,539	\$2,015,550
Gross AR		\$3,021,339	\$3,037,601	\$3,429,267	\$3,600,312	\$3,977,473	\$4,260,844
Unbilled	3	8.5	5.2	8.8	9.4	12.4	12.0
Third Party	33	32.5	37.8	37.5	34.5	34.0	35.9
Self Pay	23	31.7	30.1	28.8	31.8	33.0	37.3
Total Days in AR	59	72.7	73.1	75.2	75.6	79.4	85.1
Days in AR - Credit Balances	< 1	2.06	2.22	2.10	1.93	1.72	1.94
UNBILLED							
In-house	< 2 Days	1.9	0.0	0.3	0.0	1.2	0.4
DNFB	< 1 Day	6.6	5.2	8.6	9.4	11.2	11.5
Total Unbilled	<3 Days	8.5	5.2	8.8	9.4	12.4	12.0

Third Party

	Target	April-21		May-21		June-21		July-21		August-21		September-21	
AGING (excluding credits)													
Medicare Aging > 90 Days	9%	10.5%	\$ 67,079	6.1%	\$ 36,583	18.9%	\$ 120,018	18.8%	\$ 124,809	16.8%	\$ 94,348	11.7%	\$ 88,085
Medicaid Aging > 90 Days	16%	31.8%	\$ 220,226	21.2%	\$ 183,740	16.7%	\$ 182,397	18.1%	\$ 179,476	12.6%	\$ 166,192	29.6%	\$ 381,545
Commercial Aging > 90 Days	18%	27.8%	\$ 115,632	30.2%	\$ 107,604	23.3%	\$ 96,731	25.2%	\$ 114,745	23.8%	\$ 109,064	39.2%	\$ 149,793
Work Comp Aging > 90 Days	36%	49.0%	\$ 9,831	28.6%	\$ 7,858	22.3%	\$ 9,196	24.0%	\$ 10,144	29.6%	\$ 14,392	37.6%	\$ 16,007
Total Third Party Aging > 90 Days	15%	23.4%	\$ 412,768	18.2%	\$ 335,785	18.7%	\$ 408,342	19.9%	\$ 429,174	16.1%	\$ 383,996	25.8%	\$ 635,430
CLAIM SUBMISSION EFFICIENCY													
Claims Submission		1,298	\$ 1,084,803	1,293	\$ 1,403,286	1,364	\$ 1,210,063	2,032	\$ 1,568,158	2,357	\$ 1,543,681	1,820	\$ 1,421,703
Clean Claims	85%	85%		84%		86%		80%		87%		85%	
Denial Percent	5%	4%		3%		4%		6%		2%		5%	
Total Denial Rate	Count Amt	92	\$ 49,060	50	\$ 27,346	79	\$ 52,070	76	\$ 66,666	106	\$ 31,251	93	\$ 73,865
Late Charges	Count Amt	-	\$ -	-	\$ -	12	\$ (16,174)	36	\$ 2,131	14	\$ (888)	59	\$ (179)
Communication Log Backlog		286	\$ 303,889	242	\$ 306,149	228	\$ 183,554	200	\$ 190,188	196	\$ 178,436	177	\$ 163,425

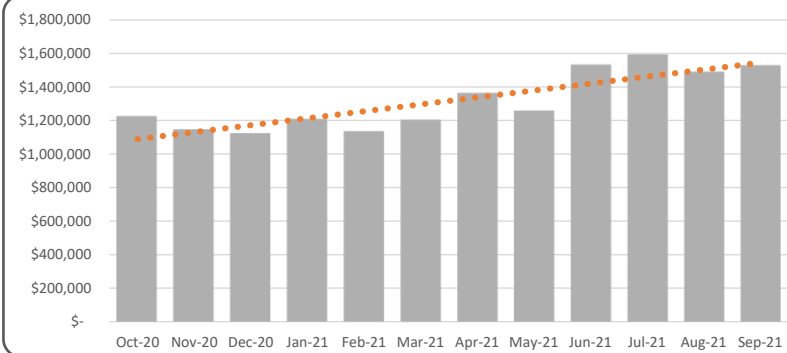
Self Pay

	Target	April-21		May-21		June-21		July-21		August-21		September-21	
INVENTORY & QUALITY													
Total Inventory		2,255	\$ 1,317,199	2,349	\$ 1,250,914	2,344	\$ 1,313,186	2,805	\$ 1,511,345	3,271	\$ 1,653,468	3,545	\$ 1,866,174
New		399	\$ 249,008	358	\$ 112,091	341	\$ 123,757	648	\$ 158,139	742	\$ 119,678	328	\$ 117,508
Resolved		380	\$ 186,799	247	\$ 165,411	261	\$ 103,198	276	\$ 101,147	222	\$ 65,720	184	\$ 19,746
Aged >120 days from Assignment	< 25%	54.8%	\$ 721,366	52.5%	\$ 656,936	52.4%	\$ 687,610	44.1%	\$ 666,192	39.3%	\$ 649,510	34.8%	\$ 650,082
Total Payment Plans over 120 days		\$9,521		\$8,739		\$12,321		\$16,519		\$14,093		\$19,364	
Average Speed to Answer	< 60 seconds	50		0		57		137		134		139	
STATEMENTS & LETTERS													
Statements & Letters		296		0		572		337		314		247	
Charity Care Applications In Process		2	\$ 3,371	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
Inbound and Outbound Calls	In Out	132	227	0	0	120	127	40	216	156	152	139	29
WRITE OFFS													
Bad Debt as a % of Gross Revenue	< 2%	5.6%	\$ 76,235	11.3%	\$ 141,507	5.1%	\$ 78,584	4.7%	\$ 75,234	2.9%	\$ 43,004	0.5%	\$ 7,470
Charity as a % of Gross Revenue	< 2%	0.0%	\$ 580	0.2%	\$ 1,973	0.6%	\$ 9,813	0.4%	\$ 5,845	14.2%	\$ 210,892	0.4%	\$ 5,495

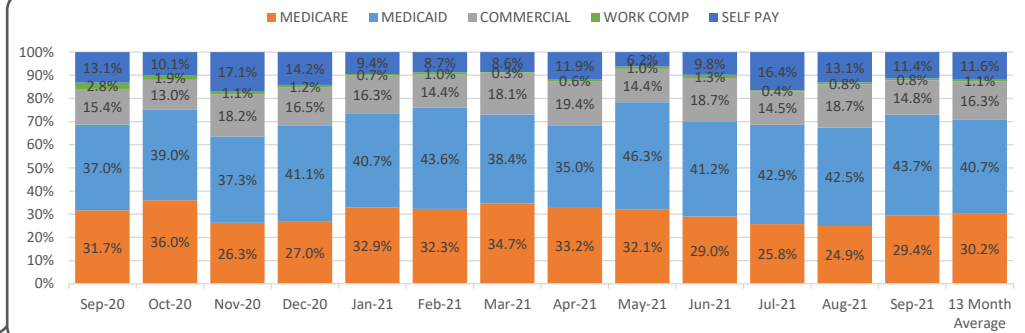
GROSS REVENUE

PAYER	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	13 Month Average
MEDICARE	\$ 437,176	\$ 441,591	\$ 301,461	\$ 303,877	\$ 397,801	\$ 366,846	\$ 416,998	\$ 451,623	\$ 403,310	\$ 443,866	\$ 409,439	\$ 370,915	\$ 448,301	\$ 399,477
MEDICAID	\$ 511,003	\$ 478,365	\$ 427,392	\$ 461,230	\$ 491,997	\$ 495,282	\$ 461,354	\$ 476,146	\$ 582,132	\$ 630,039	\$ 681,573	\$ 632,322	\$ 666,353	\$ 538,091
COMMERCIAL	\$ 212,008	\$ 158,772	\$ 208,357	\$ 185,906	\$ 196,588	\$ 163,035	\$ 217,456	\$ 263,926	\$ 180,952	\$ 286,590	\$ 230,932	\$ 277,534	\$ 225,873	\$ 215,995
WORK COMP	\$ 38,905	\$ 23,045	\$ 13,054	\$ 13,392	\$ 7,988	\$ 11,290	\$ 3,431	\$ 7,980	\$ 13,119	\$ 19,930	\$ 6,551	\$ 12,495	\$ 12,387	\$ 14,120
SELF PAY	\$ 181,103	\$ 123,246	\$ 195,759	\$ 158,995	\$ 113,949	\$ 98,464	\$ 103,453	\$ 162,349	\$ 78,203	\$ 150,492	\$ 261,501	\$ 194,690	\$ 173,622	\$ 153,525
TOTAL	\$ 1,380,195	\$ 1,225,020	\$ 1,146,022	\$ 1,123,400	\$ 1,208,323	\$ 1,134,917	\$ 1,202,691	\$ 1,362,024	\$ 1,257,716	\$ 1,530,917	\$ 1,589,996	\$ 1,487,956	\$ 1,526,536	\$ 1,321,209
AVERAGE DAILY REVENUE	\$ 48,118	\$ 47,903	\$ 41,222	\$ 37,983	\$ 37,802	\$ 38,518	\$ 39,399	\$ 41,569	\$ 41,548	\$ 45,612	\$ 47,594	\$ 50,096	\$ 50,049	\$ 43,647

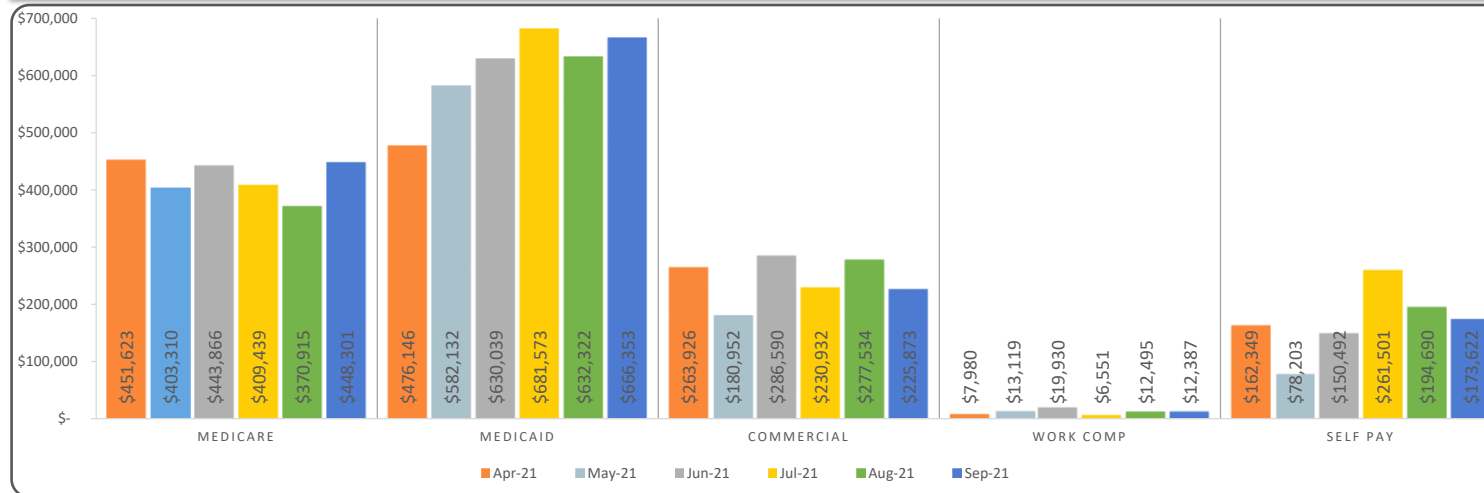
Gross Revenue



Payer Mix



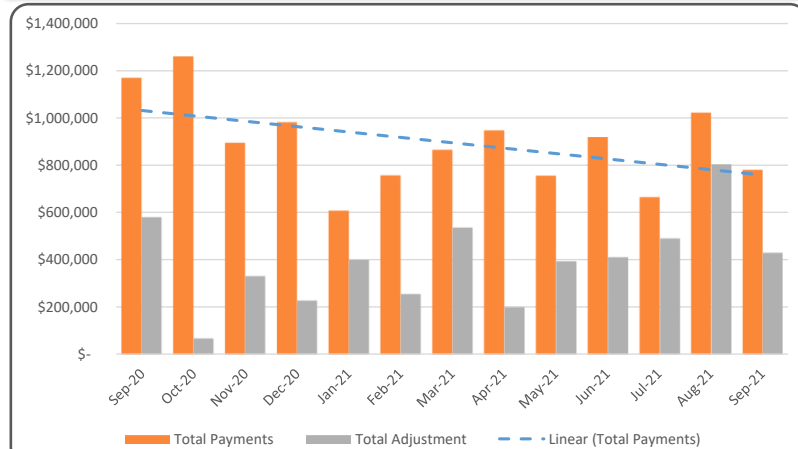
Revenue Trending By Payer



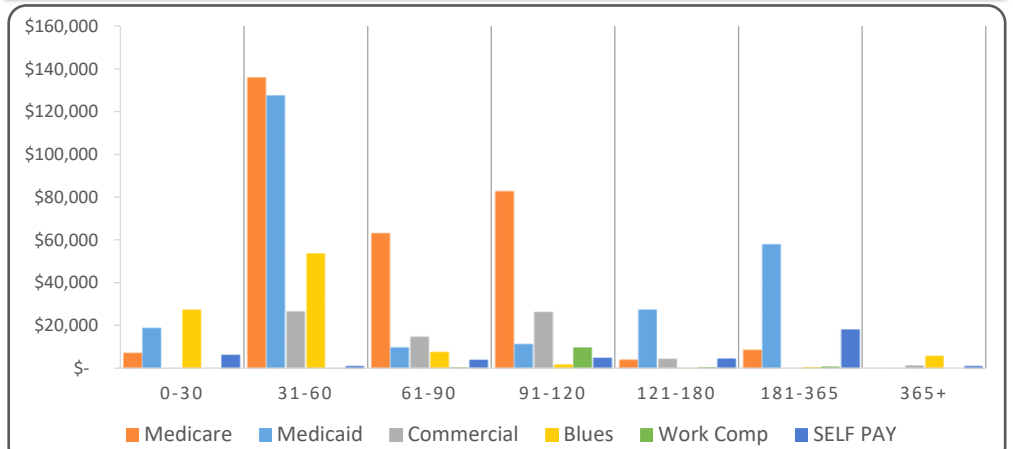
CASH DETAIL

PAYER	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	13 Month Average
MEDICARE														
Payments	\$ 616,691	\$ 882,515	\$ 495,811	\$ 577,059	\$ 257,268	\$ 406,285	\$ 463,695	\$ 571,263	\$ 406,006	\$ 453,734	\$ 312,313	\$ 434,639	\$ 302,872	\$ 475,396
Adjustments	\$ (122,940)	\$ (396,642)	\$ (168,475)	\$ (254,641)	\$ (77,684)	\$ (74,352)	\$ (93,462)	\$ (255,470)	\$ (53,574)	\$ (85,608)	\$ 2,174	\$ (43,612)	\$ (9,988)	\$ (125,713)
Collection %	125%	182%	151%	179%	143%	122%	125%	181%	115%	123%	99%	111%	103%	135%
MEDICAID														
Payments	\$ 300,572	\$ 195,681	\$ 221,152	\$ 160,074	\$ 171,139	\$ 199,789	\$ 235,677	\$ 182,937	\$ 164,512	\$ 217,061	\$ 200,717	\$ 347,502	\$ 253,418	\$ 219,249
Adjustments	\$ 443,875	\$ 315,104	\$ 275,714	\$ 290,758	\$ 237,643	\$ 237,317	\$ 366,205	\$ 274,829	\$ 235,943	\$ 314,982	\$ 303,594	\$ 482,578	\$ 353,823	\$ 317,874
Collection %	40%	38%	45%	36%	42%	46%	39%	40%	41%	41%	40%	42%	42%	41%
COMMERCIAL														
Payments	\$ 115,266	\$ 42,414	\$ 45,190	\$ 92,109	\$ 48,563	\$ 51,231	\$ 49,668	\$ 62,265	\$ 50,004	\$ 79,894	\$ 44,139	\$ 79,233	\$ 73,099	\$ 64,083
Adjustments	\$ 50,804	\$ 31,159	\$ 11,420	\$ 40,214	\$ 29,750	\$ 16,833	\$ 22,668	\$ 34,791	\$ 20,617	\$ 40,773	\$ 11,792	\$ 30,259	\$ 22,192	\$ 27,944
Collection %	69%	58%	80%	70%	62%	75%	69%	64%	71%	66%	79%	72%	77%	70%
BLUES														
Payments	\$ 99,210	\$ 74,915	\$ 50,010	\$ 75,502	\$ 67,970	\$ 71,767	\$ 64,062	\$ 78,665	\$ 86,510	\$ 118,932	\$ 75,666	\$ 115,131	\$ 97,873	\$ 82,786
Adjustments	\$ 42,324	\$ 40,437	\$ 34,879	\$ 34,909	\$ 31,616	\$ 35,361	\$ 31,343	\$ 36,462	\$ 38,598	\$ 26,324	\$ 51,912	\$ 48,423	\$ 37,614	\$ 37,708
Collection %	0%	0%	0%	0%	0%	0%	0%	0%	69%	82%	59%	70%	72%	71%
WORK COMP														
Payments	\$ 7,605	\$ 21,056	\$ 39,141	\$ 11,479	\$ 10,193	\$ 2,303	\$ 1,166	\$ 10,873	\$ 7,073	\$ 5,617	\$ 2,700	\$ 2,674	\$ 12,018	\$ 10,300
Adjustments	\$ 7,452	\$ 13,252	\$ 10,484	\$ 7,255	\$ 6,318	\$ 4,051	\$ 1,093	\$ 6,398	\$ 2,464	\$ 1,441	\$ 1,073	\$ 4,080	\$ 2,958	\$ 5,255
Collection %	51%	61%	79%	61%	62%	36%	52%	63%	74%	80%	72%	40%	80%	62%
SELF PAY														
Payments	\$ 26,129	\$ 37,912	\$ 42,761	\$ 61,487	\$ 47,532	\$ 25,429	\$ 47,003	\$ 37,376	\$ 40,142	\$ 37,654	\$ 25,468	\$ 39,318	\$ 40,860	\$ 39,159
Bad Debt Recoveries	\$ 4,089	\$ 4,195	\$ 1,773	\$ 5,046	\$ 7,298	\$ 1,602	\$ 5,126	\$ 4,903	\$ 3,226	\$ 6,515	\$ 6,775	\$ 4,111	\$ 1,927	\$ 4,353
Adjustments	\$ 15,185	\$ 11,864	\$ 52,501	\$ 52,707	\$ 32,351	\$ 23,114	\$ 2,051	\$ 26,379	\$ 7,216	\$ 25,627	\$ 39,124	\$ 24,880	\$ 10,968	\$ 24,921
Charity Care	\$ 10,550	\$ 21,895	\$ 51,441	\$ 1,809	\$ 15,633	\$ 14,071	\$ 5,744	\$ 580	\$ 1,973	\$ 9,813	\$ 5,845	\$ 210,892	\$ 5,495	\$ 27,365
Bad Debt	\$ 132,539	\$ 31,334	\$ 63,838	\$ 56,328	\$ 125,709	\$ -	\$ 200,583	\$ 76,235	\$ 141,507	\$ 78,584	\$ 75,234	\$ 43,004	\$ 7,470	\$ 79,413
Total SP Adjustments	\$ 158,274	\$ 65,093	\$ 167,780	\$ 110,843	\$ 173,693	\$ 37,185	\$ 208,378	\$ 103,194	\$ 150,696	\$ 114,024	\$ 120,203	\$ 278,776	\$ 23,933	\$ 131,698
Collection %	14%	37%	20%	36%	21%	41%	18%	27%	21%	25%	17%	12%	63%	27%
TOTAL														
Total Payments	\$ 1,169,560	\$ 1,258,688	\$ 895,838	\$ 982,756	\$ 609,963	\$ 758,406	\$ 866,398	\$ 948,282	\$ 757,474	\$ 919,408	\$ 667,778	\$ 1,022,607	\$ 782,067	\$ 895,325
Total Adjustment	\$ 579,789	\$ 68,403	\$ 331,802	\$ 229,338	\$ 401,336	\$ 256,395	\$ 536,225	\$ 200,204	\$ 394,744	\$ 411,937	\$ 490,749	\$ 800,505	\$ 430,532	\$ 263,068
Total Collection %	67%	95%	73%	81%	60%	75%	62%	83%	66%	69%	58%	56%	64%	70%

Cash & Adjustment Trending

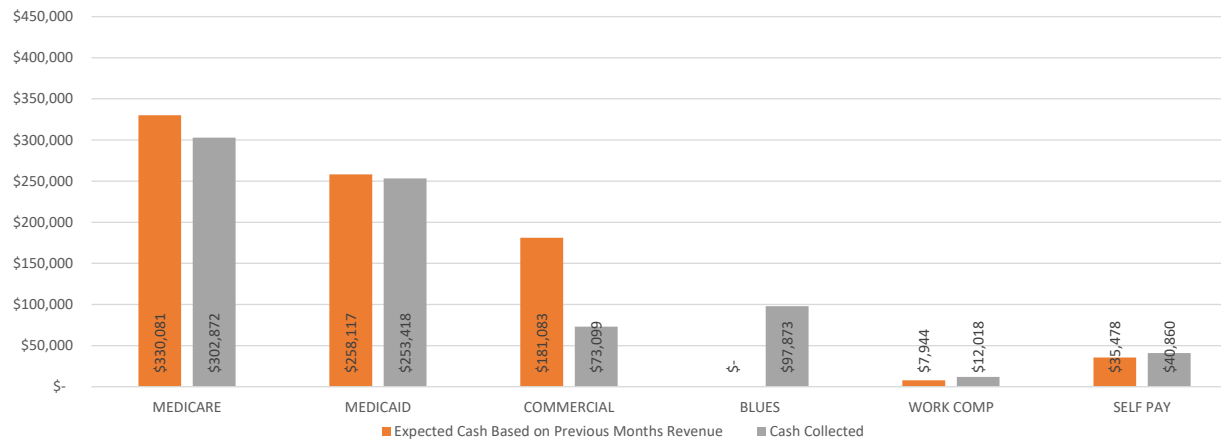


Cash Collections by Discharge Date

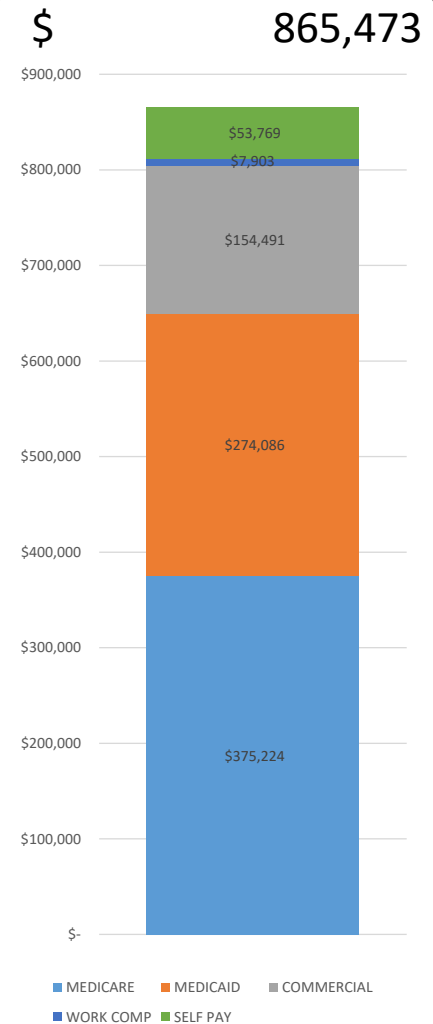


CASH FORECASTING

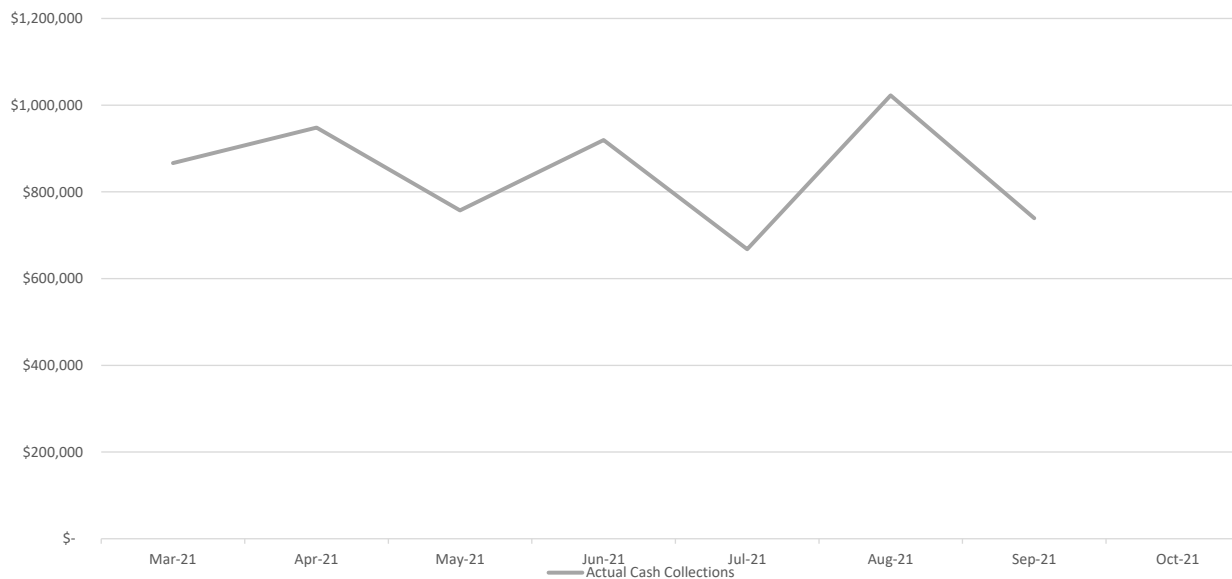
Expected Last Month vs Cash Collected (Based on Previous Months Revenue)



Cash Expected Next Month
(Based on this Months Revenue)



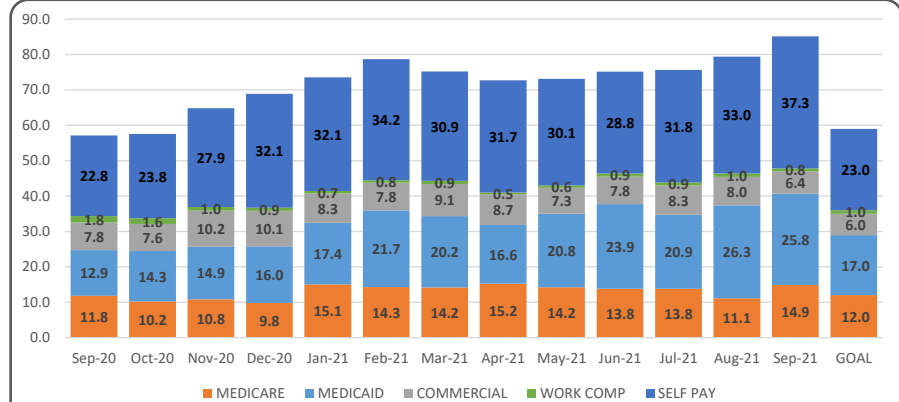
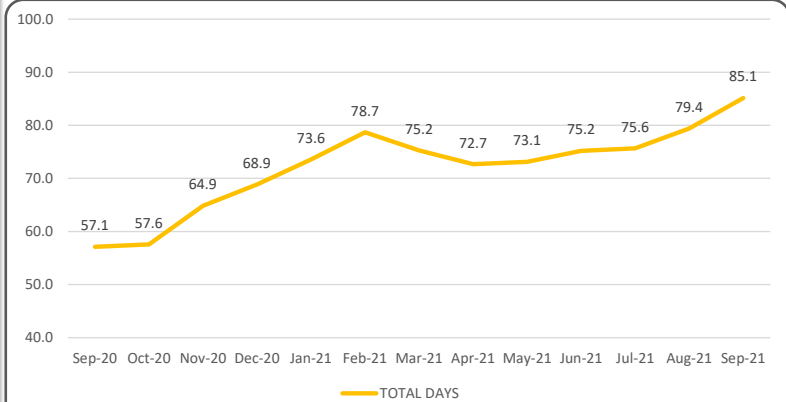
Expected Cash Based on Claim Submissions and Historical Collections



ACCOUNTS RECEIVABLE

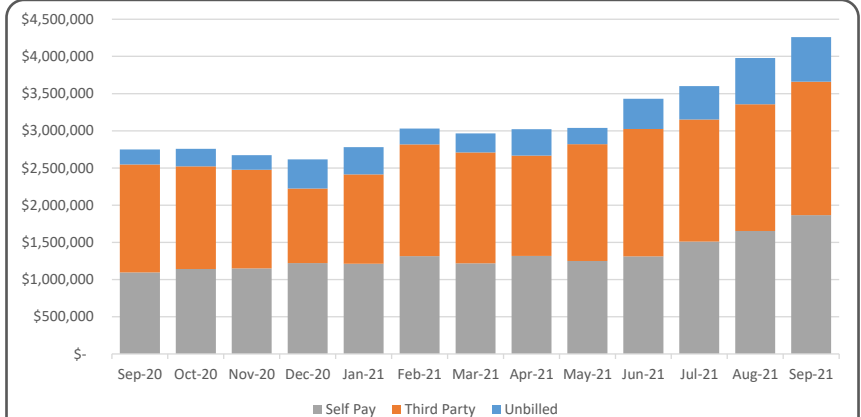
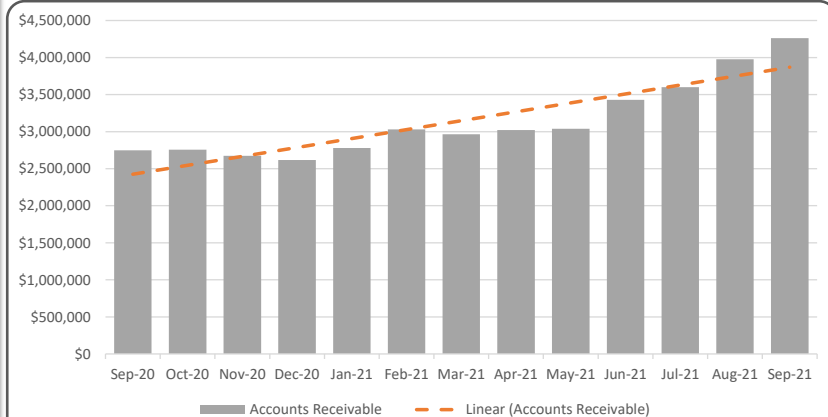
AR Days

PAYER	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	13 Month Average
MEDICARE	11.8	10.2	10.8	9.8	15.1	14.3	14.2	15.2	14.2	13.8	13.8	11.1	14.9	13.0
MEDICAID	12.9	14.3	14.9	16.0	17.4	21.7	20.2	16.6	20.8	23.9	20.9	26.3	25.8	19.3
COMMERCIAL	7.8	7.6	10.2	10.1	8.3	7.8	9.1	8.7	7.3	7.8	8.3	8.0	6.4	8.3
WORK COMP	1.8	1.6	1.0	0.9	0.7	0.8	0.9	0.5	0.6	0.9	0.9	1.0	0.8	0.9
SELF PAY	22.8	23.8	27.9	32.1	32.1	34.2	30.9	31.7	30.1	28.8	31.8	33.0	37.3	30.5
TOTAL DAYS	57.1	57.6	64.9	68.9	73.6	78.7	75.2	72.7	73.1	75.2	75.6	79.4	85.1	72.1



AR Balance

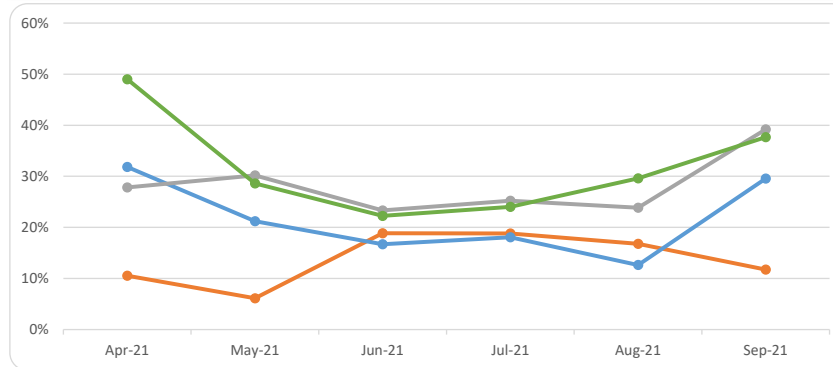
PAYER	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	13 Month Average
MEDICARE	\$ 570,082	\$ 489,565	\$ 446,675	\$ 372,289	\$ 570,425	\$ 550,291	\$ 557,849	\$ 633,863	\$ 591,567	\$ 630,044	\$ 658,291	\$ 557,543	\$ 744,813	\$ 567,177
MEDICAID	\$ 620,559	\$ 684,394	\$ 613,254	\$ 607,802	\$ 656,521	\$ 834,503	\$ 795,784	\$ 688,724	\$ 863,638	\$ 1,090,509	\$ 992,726	\$ 1,315,195	\$ 1,289,536	\$ 850,242
COMMERCIAL	\$ 375,198	\$ 365,091	\$ 420,793	\$ 381,909	\$ 313,456	\$ 300,566	\$ 357,604	\$ 361,943	\$ 304,915	\$ 355,123	\$ 396,231	\$ 403,116	\$ 318,247	\$ 358,015
WORK COMP	\$ 86,235	\$ 76,664	\$ 41,087	\$ 33,185	\$ 27,222	\$ 29,092	\$ 35,071	\$ 19,610	\$ 26,567	\$ 40,405	\$ 41,719	\$ 48,151	\$ 42,074	\$ 42,083
SELF PAY	\$ 1,096,133	\$ 1,141,157	\$ 1,151,816	\$ 1,220,883	\$ 1,212,804	\$ 1,316,087	\$ 1,218,382	\$ 1,317,199	\$ 1,250,914	\$ 1,313,186	\$ 1,511,345	\$ 1,653,468	\$ 1,866,174	\$ 1,328,427
TOTAL	\$ 2,748,207	\$ 2,756,871	\$ 2,673,625	\$ 2,616,068	\$ 2,780,428	\$ 3,030,539	\$ 2,964,690	\$ 3,021,339	\$ 3,037,601	\$ 3,429,267	\$ 3,600,312	\$ 3,977,473	\$ 4,260,844	\$ 3,145,943



ACCOUNTS RECEIVABLE AGING

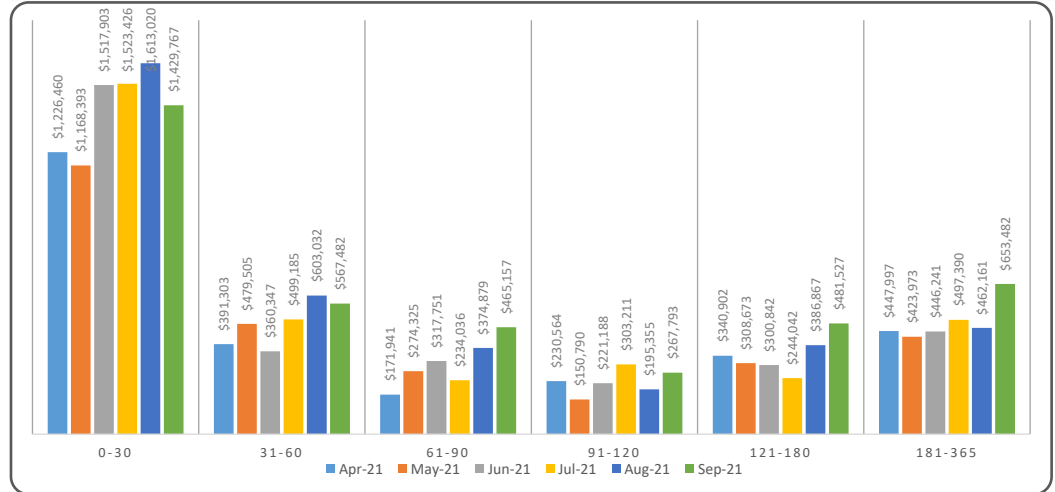
	0-30 Days		31-60 Days		61-90 Days		91-120 Days		121-180 Days		181-365 Days		366+ Days		Grand Totals	
	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$
MEDICARE																
Non-Credit	384	\$ 474,838	49	\$ 110,832	23	\$ 76,043	14	\$ 3,745	11	\$ 71,321	158	\$ 8,714	9	\$ 4,305	648	\$ 749,798
Credit	0	\$ -	1	\$ (129)	0	\$ -	0	\$ -	0	\$ -	1	\$ (101)	7	\$ (4,755)	9	\$ (4,985)
TOTAL	384	\$ 474,838	50	\$ 110,703	23	\$ 76,043	14	\$ 3,745	11	\$ 71,321	159	\$ 8,613	16	\$ (450)	657	\$ 744,813
MEDICAID																
Non-Credit	437	\$ 628,522	165	\$ 219,408	65	\$ 60,628	49	\$ 51,159	41	\$ 94,937	51	\$ 224,464	14	\$ 10,985	822	\$ 1,290,103
Credit	0	\$ -	0	\$ -	0	\$ -	0	\$ -	1	\$ (50)	4	\$ (134)	5	\$ (383)	10	\$ (567)
TOTAL	437	\$ 628,522	165	\$ 219,408	65	\$ 60,628	49	\$ 51,159	42	\$ 94,887	55	\$ 224,330	19	\$ 10,602	832	\$ 1,289,536
COMMERCIAL																
Non-Credit	356	\$ 137,906	113	\$ 40,665	52	\$ 53,879	23	\$ 57,151	43	\$ 20,162	70	\$ 33,725	46	\$ 38,755	703	\$ 382,243
Credit	1	\$ (107)	3	\$ (151)	1	\$ (30)	6	\$ (14,942)	4	\$ (390)	60	\$ (6,589)	339	\$ (41,787)	414	\$ (63,996)
TOTAL	357	\$ 137,799	116	\$ 40,514	53	\$ 53,849	29	\$ 42,209	47	\$ 19,772	130	\$ 27,136	385	\$ (3,032)	1117	\$ 318,247
WORK COMP																
Non-Credit	26	\$ 10,971	18	\$ 11,525	10	\$ 4,015	12	\$ 3,367	19	\$ 6,520	10	\$ 3,010	3	\$ 3,110	98	\$ 42,518
Credit	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	2	\$ (444)	2	\$ (444)
TOTAL	26	\$ 10,971	18	\$ 11,525	10	\$ 4,015	12	\$ 3,367	19	\$ 6,520	10	\$ 3,010	5	\$ 2,666	100	\$ 42,074
SELF PAY																
Non-Credit	233	\$ 178,199	319	\$ 185,751	322	\$ 271,153	229	\$ 167,353	787	\$ 290,227	693	\$ 393,733	584	\$ 407,038	3167	\$ 1,893,454
Credit	5	\$ (562)	5	\$ (419)	6	\$ (531)	2	\$ (40)	8	\$ (1,200)	51	\$ (3,340)	301	\$ (21,188)	378	\$ (27,280)
TOTAL	238	\$ 177,637	324	\$ 185,332	328	\$ 270,622	231	\$ 167,313	795	\$ 289,027	744	\$ 390,393	885	\$ 385,850	3545	\$ 1,866,174
ACCOUNTS RECEIVABLE																
Non-Credit	1436	\$ 1,430,436	664	\$ 568,181	472	\$ 465,718	327	\$ 282,775	901	\$ 483,167	982	\$ 663,646	656	\$ 464,193	5438	\$ 4,358,116
Credit	6	\$ (669)	9	\$ (699)	7	\$ (561)	8	\$ (14,982)	13	\$ (1,640)	116	\$ (10,164)	654	\$ (68,557)	813	\$ (97,272)
GRAND TOTAL	1442	\$ 1,429,767	673	\$ 567,482	479	\$ 465,157	335	\$ 267,793	914	\$ 481,527	1098	\$ 653,482	1310	\$ 395,636	6251	\$ 4,260,844

Aged Over 90 Days Trending (excluding Credits)



	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
Medicare	10.5%	6.1%	18.9%	18.8%	16.8%	11.7%
Medicaid	31.8%	21.2%	16.7%	18.1%	12.6%	29.6%
Commercial	27.8%	30.2%	23.3%	25.2%	23.8%	39.2%
Work Comp	49.0%	28.6%	22.3%	24.0%	29.6%	37.6%

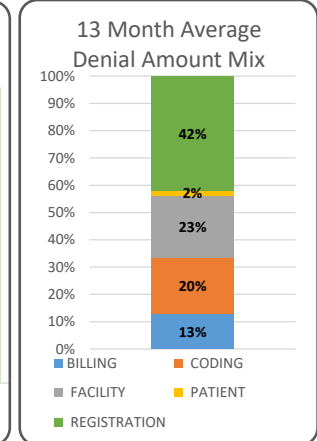
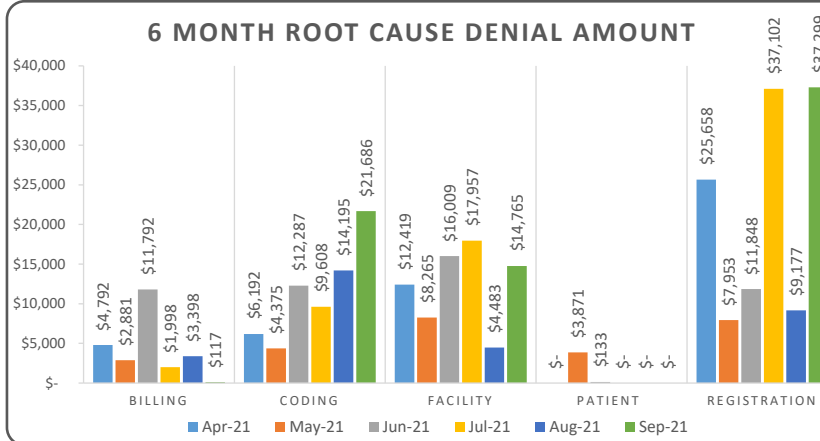
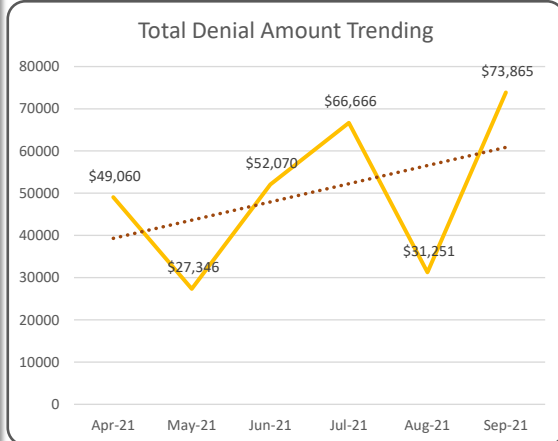
6 Month Aging



DENIAL MANAGEMENT

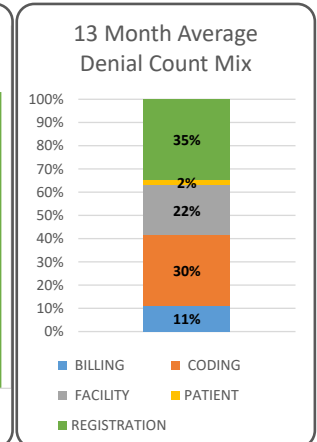
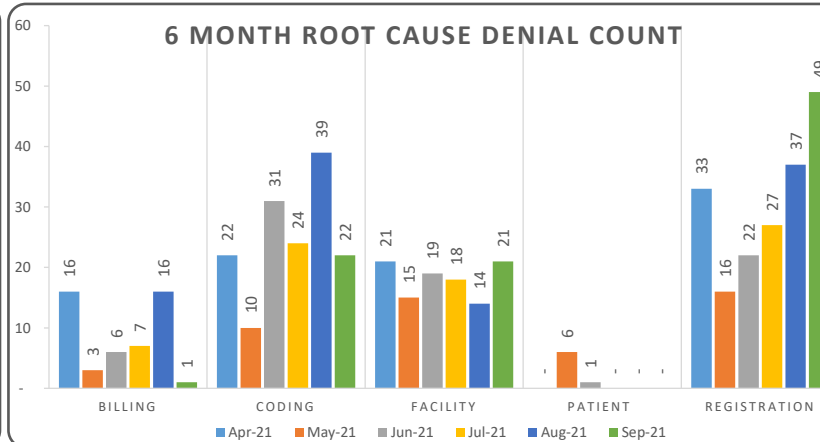
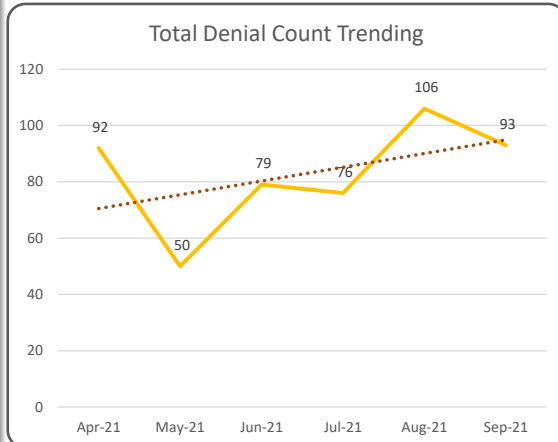
Denial Amount

AMOUNT	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	13 Month Average
BILLING	\$ 5,242	\$ 6,256	\$ 20,365	\$ 3,842	\$ 1,496	\$ 5,392	\$ 19,523	\$ 4,792	\$ 2,881	\$ 11,792	\$ 1,998	\$ 3,398	\$ 117	\$ 6,699
CODING	\$ 5,046	\$ 15,554	\$ 12,223	\$ 7,094	\$ 1,751	\$ 8,456	\$ 17,039	\$ 6,192	\$ 4,375	\$ 12,287	\$ 9,608	\$ 14,195	\$ 21,686	\$ 10,424
FACILITY	\$ 11,054	\$ 5,380	\$ 23,698	\$ 14,266	\$ 17,199	\$ 1,339	\$ 7,082	\$ 12,419	\$ 8,265	\$ 16,009	\$ 17,957	\$ 4,483	\$ 14,765	\$ 11,840
PATIENT	\$ 373	\$ 7,817	\$ 143	\$ 334	\$ -	\$ 238	\$ -	\$ -	\$ 3,871	\$ 133	\$ -	\$ -	\$ -	\$ 993
REGISTRATION	\$ 13,169	\$ 33,819	\$ 18,029	\$ 17,011	\$ 32,929	\$ 11,944	\$ 23,606	\$ 25,658	\$ 7,953	\$ 11,848	\$ 37,102	\$ 9,177	\$ 37,299	\$ 21,503
TOTAL	\$ 34,885	\$ 68,826	\$ 74,457	\$ 42,546	\$ 53,375	\$ 27,370	\$ 67,250	\$ 49,060	\$ 27,346	\$ 52,070	\$ 66,666	\$ 31,251	\$ 73,865	\$ 51,459



Denial Count

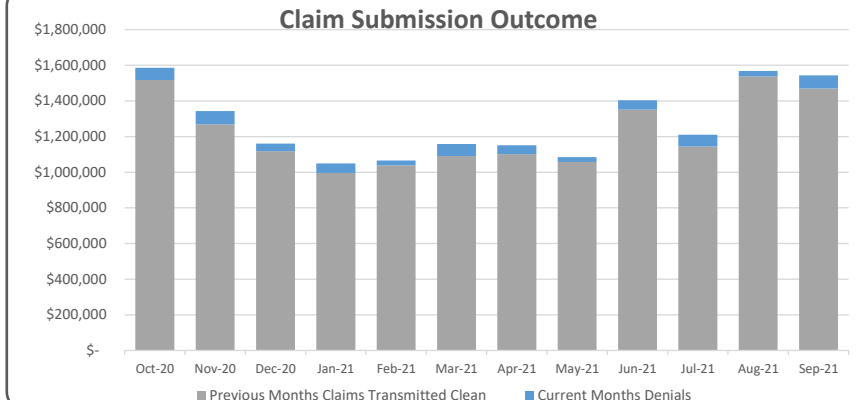
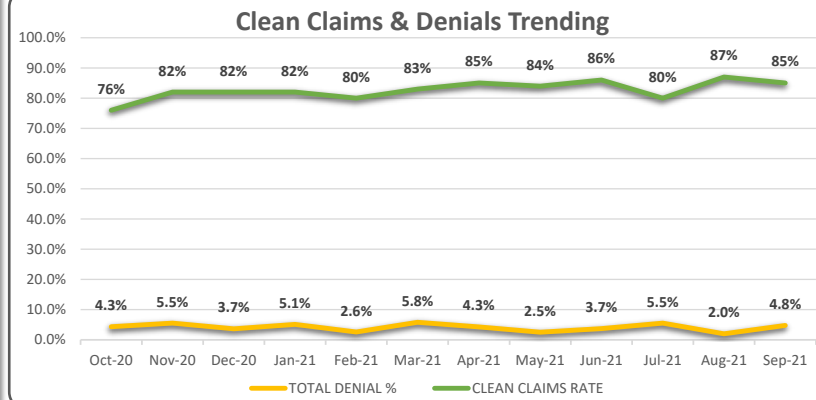
COUNT	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	13 Month Average
BILLING	9	14	18	8	4	5	4	16	3	6	7	16	1	9
CODING	22	40	21	27	12	11	20	22	10	31	24	39	22	23
FACILITY	17	16	20	10	14	17	15	21	15	19	18	14	21	17
PATIENT	2	5	1	2	-	2	-	-	6	1	-	-	-	1
REGISTRATION	14	36	16	20	25	16	35	33	16	22	27	37	49	27
TOTAL	64	111	76	67	55	51	74	92	50	79	76	106	93	76



CLAIM SUBMIT EFFICIENCY & DENIAL RESOLUTION

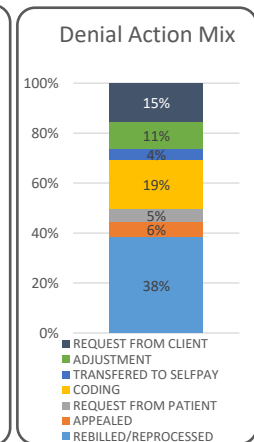
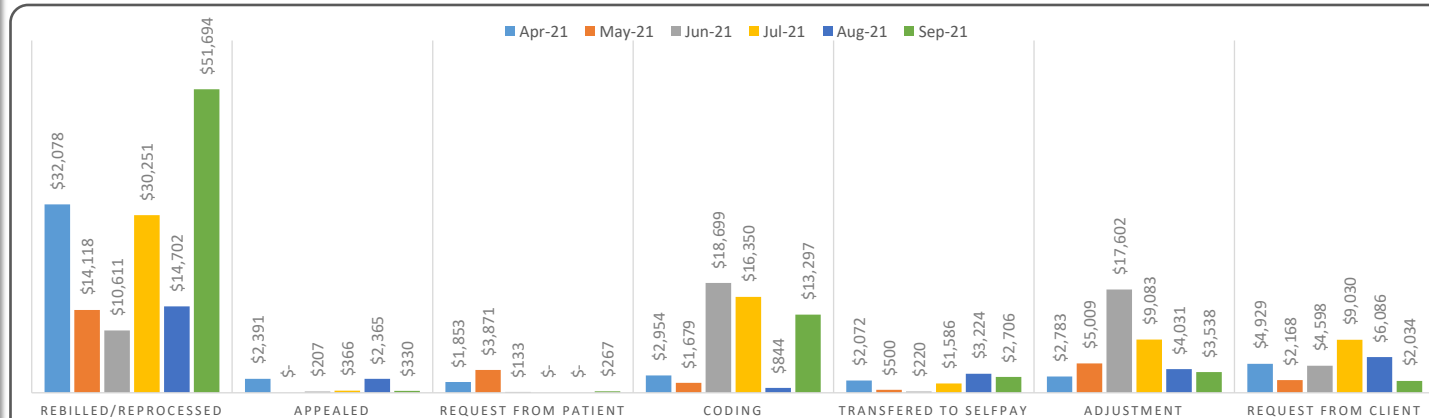
Denial & Clean Claim Trending

	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	13 Month Average
DENIAL AMOUNT	\$ 34,885	\$ 68,826	\$ 74,457	\$ 42,546	\$ 53,375	\$ 27,370	\$ 67,250	\$ 49,060	\$ 27,346	\$ 52,070	\$ 66,666	\$ 31,251	\$ 73,865	\$ 51,459
PREVIOUS MONTH'S TRANSMITTED CLAIMS	\$ 1,581,115	\$ 1,585,992	\$ 1,343,099	\$ 1,160,550	\$ 1,049,133	\$ 1,066,340	\$ 1,157,620	\$ 1,150,807	\$ 1,084,803	\$ 1,403,286	\$ 1,210,063	\$ 1,568,158	\$ 1,543,681	\$ 1,300,357
TOTAL DENIAL %	2.2%	4.3%	5.5%	3.7%	5.1%	2.6%	5.8%	4.3%	2.5%	3.7%	5.5%	2.0%	4.8%	4.0%
CLEAN CLAIMS RATE	80%	76%	82%	82%	82%	80%	83%	85%	84%	86%	80%	87%	85%	82%



Action Taken on Denials

DENIAL ACTION	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	13 Month Average
REBILLED/REPROCESSED	\$ 14,988	\$ 17,712	\$ 16,978	\$ 8,229	\$ 3,123	\$ 13,267	\$ 29,439	\$ 32,078	\$ 14,118	\$ 10,611	\$ 30,251	\$ 14,702	\$ 51,694	\$ 19,784
APPEALED	\$ 1,201	\$ 3,225	\$ 4,243	\$ 1,553	\$ 23,761	\$ 1,172	\$ -	\$ 2,391	\$ -	\$ 207	\$ 366	\$ 2,365	\$ 330	\$ 3,139
REQUEST FROM PATIENT	\$ 845	\$ 11,192	\$ 531	\$ 496	\$ 252	\$ 568	\$ 15,192	\$ 1,853	\$ 3,871	\$ 133	\$ -	\$ -	\$ 267	\$ 2,708
CODING	\$ 8,750	\$ 4,815	\$ 26,723	\$ 12,470	\$ 19,231	\$ 637	\$ 2,790	\$ 2,954	\$ 1,679	\$ 18,699	\$ 16,350	\$ 844	\$ 13,297	\$ 9,941
TRANSFERRED TO SELFPAY	\$ 324	\$ 5,868	\$ 2,379	\$ 6,395	\$ 3,057	\$ 433	\$ 931	\$ 2,072	\$ 500	\$ 220	\$ 1,586	\$ 3,224	\$ 2,706	\$ 2,284
ADJUSTMENT	\$ 3,866	\$ 13,423	\$ 2,619	\$ 2,929	\$ 3,179	\$ 1,992	\$ 4,018	\$ 2,783	\$ 5,009	\$ 17,602	\$ 9,083	\$ 4,031	\$ 3,538	\$ 5,698
REQUEST FROM CLIENT	\$ 4,911	\$ 12,592	\$ 20,985	\$ 10,473	\$ 772	\$ 9,302	\$ 14,880	\$ 4,929	\$ 2,168	\$ 4,598	\$ 9,030	\$ 6,086	\$ 2,034	\$ 7,905
TOTAL	\$ 34,885	\$ 68,826	\$ 74,457	\$ 42,546	\$ 53,375	\$ 27,370	\$ 67,250	\$ 49,060	\$ 27,346	\$ 52,070	\$ 66,666	\$ 31,251	\$ 73,865	\$ 51,459

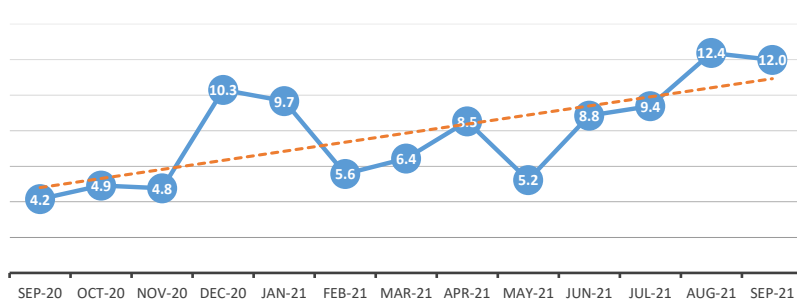


UNBILLED & INVENTORY

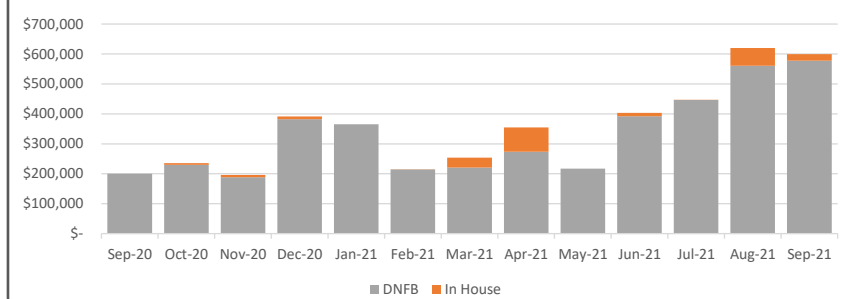
Unbilled

	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	13 Month Average
In House	\$ -	\$ 5,355	\$ 7,623	\$ 8,541	\$ -	\$ 254	\$ 32,930	\$ 80,746	\$ -	\$ 11,541	\$ 267	\$ 59,277	\$ 22,170	\$ 17,593
DNFB	\$ 199,937	\$ 230,102	\$ 188,484	\$ 382,533	\$ 365,354	\$ 214,269	\$ 220,951	\$ 273,604	\$ 217,275	\$ 392,046	\$ 446,371	\$ 560,649	\$ 577,639	\$ 328,401
Total Unbilled	\$ 199,937	\$ 235,457	\$ 196,107	\$ 391,074	\$ 365,354	\$ 214,523	\$ 253,881	\$ 354,350	\$ 217,275	\$ 403,587	\$ 446,637	\$ 619,925	\$ 599,809	\$ 345,994
Unbilled Days	4.2	4.9	4.8	10.3	9.7	5.6	6.4	8.5	5.2	8.8	9.4	12.4	12.0	7.9

Total Unbilled Days



Unbilled Dollars

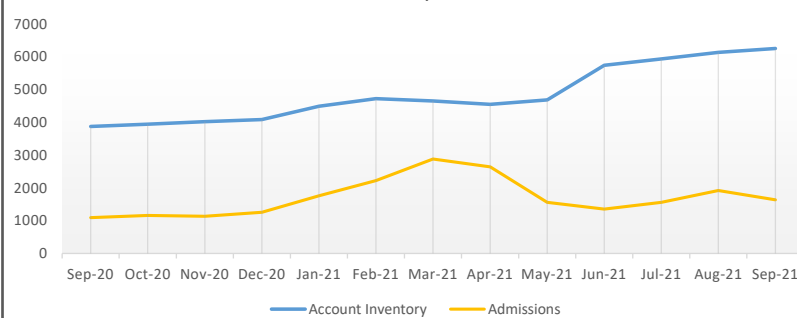


Admissions & Account Inventory

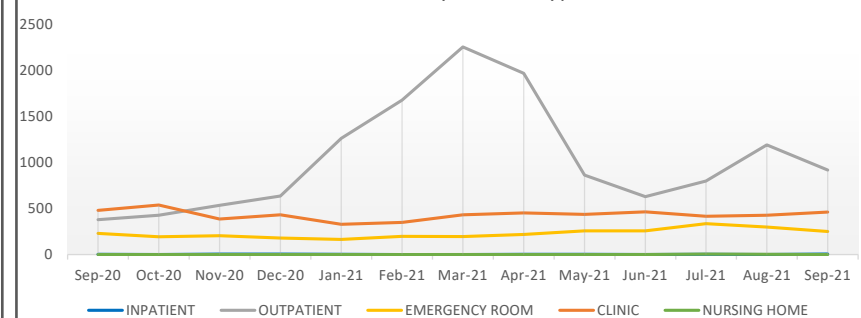
ADMISSIONS	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	13 Month Average
INPATIENT	2	1	5	5	3	0	0	2	2	1	3	1	6	2
SWINGBED	1	1	1	4	4	1	2	2	3	2	2	2	3	2
OUTPATIENT	378	427	535	634	1,260	1,675	2,251	1,965	861	629	798	1,190	916	1040
EMERGENCY ROOM	230	192	204	178	164	197	194	219	258	256	335	297	250	229
CLINIC	480	537	385	432	328	348	432	451	436	463	414	427	461	430
NURSING HOME	1	0	1	1	1	0	1	0	0	1	5	3	0	1
TOTAL	1,092	1,158	1,131	1,254	1,760	2,221	2,880	2,639	1,560	1,352	1,557	1,920	1,636	1705

ACCOUNT INVENTORY	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	13 Month Average
MEDICARE	511	566	527	433	1,092	1,161	475	523	578	1,434	796	632	657	722
MEDICAID	569	511	546	598	542	585	864	686	656	808	856	922	832	690
COMMERCIAL	746	787	864	896	730	687	1,107	1,029	1,018	1,039	1,377	1,201	1,117	969
WORK COMP	87	96	78	72	72	63	72	55	81	113	99	103	100	84
SELF PAY	1,960	1,980	2,006	2,086	2,053	2,225	2,135	2,255	2,349	2,344	2,805	3,271	3,545	2386
TOTAL	3873	3940	4021	4085	4489	4721	4653	4548	4682	5738	5933	6129	6251	4851

Account Inventory & Admissions



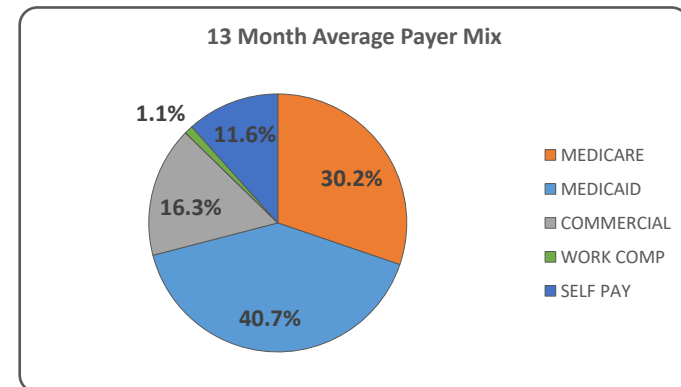
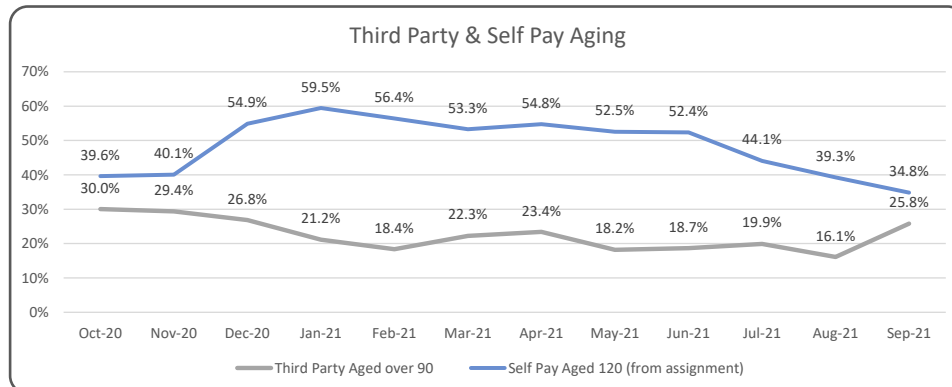
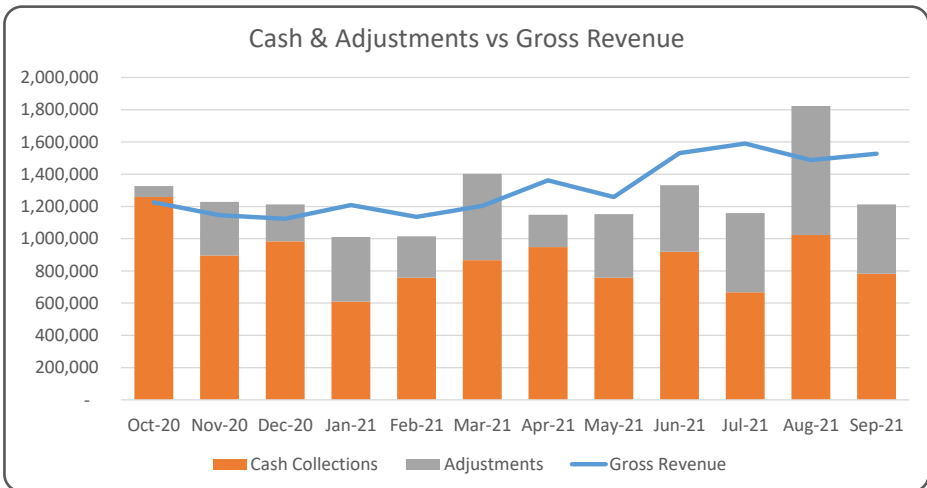
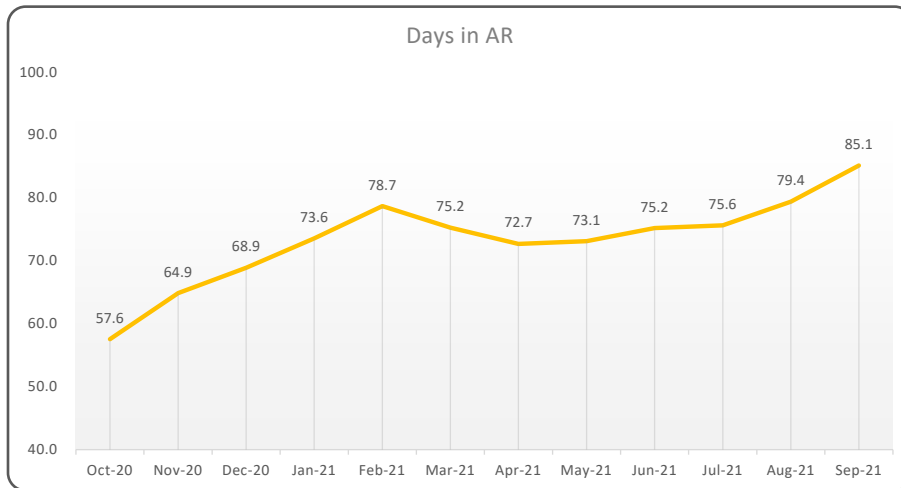
Admissions by Service Type



Southern Humboldt Community Healthcare District

Executive Dashboard

	TARGET	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
Days in AR	59.0	57.6	64.9	68.9	73.6	78.7	75.2	72.7	73.1	75.2	75.6	79.4	85.1
Gross AR		2,756,871	2,673,625	2,616,068	2,780,428	3,030,539	2,964,690	3,021,339	3,037,601	3,429,267	3,600,312	3,977,473	4,260,844
Gross Revenue		1,225,020	1,146,022	1,123,400	1,208,323	1,134,917	1,202,691	1,362,024	1,257,716	1,530,917	1,589,996	1,487,956	1,526,536
Cash Collections		1,258,688	895,838	982,756	609,963	758,406	866,398	948,282	757,474	919,408	667,778	1,022,607	782,067
Adjustments		68,403	331,802	229,338	401,336	256,395	536,225	200,204	394,744	411,937	490,749	800,505	430,532
Collection %		94.8%	73.0%	81.1%	60.3%	74.7%	61.8%	82.6%	65.7%	69.1%	57.6%	56.1%	64.5%
Late Charges	1%	0.4%	-1.5%	0.3%	0.0%	0.1%	0.1%	0.0%	0.0%	-1.1%	0.1%	-0.1%	0.0%
Bad Debt	3%	2.6%	5.6%	5.0%	10.4%	0.0%	16.7%	5.6%	11.3%	5.1%	4.7%	2.9%	0.5%
Charity Care	3%	1.8%	4.5%	0.2%	1.3%	1.2%	0.5%	0.0%	0.2%	0.6%	0.4%	14.2%	0.4%
Third Party Aged over 90	15%	30.0%	29.4%	26.8%	21.2%	18.4%	22.3%	23.4%	18.2%	18.7%	19.9%	16.1%	25.8%
Self Pay Aged 120 (from assignment)	25%	39.6%	40.1%	54.9%	59.5%	56.4%	53.3%	54.8%	52.5%	52.4%	44.1%	39.3%	34.8%





HUMAN RESOURCES QUARTERLY REPORT First Quarter FYE 2022

Statistics

1st Quarter New Hires

	July	Aug	Sept	Qtr. Total
New Hires	1	3	5	9
Separations from Employment	2	2	4	8

3rd Quarter Separation Reasons

Moved – 4; Retired – 0; Other – 4

Four of the separations were to relocate out of the area/state.

Open Positions as of Sept 31st

- Accounting Assistant
- Accountant
- Chief Nursing Officer
- Clinic Manager
- ER/Acute Registered Nurse
- Licensed Vocational Nurse
- Occupational Therapist
- Speech Therapist
- X-Ray/CT Radiology Technician

It is wonderful to see our open positions back under our average of 10. The 2 day job fair we held at Sprowel Creek on September 1st and 2nd was a great outreach for employment. We did gain a new HIM clerk from that job fair who had seen the ad in the paper and came for an onsite interview during the first day of the job fair.

3rd Quarter Activities Summary

- Moved the full onboarding process to Ease. This allows candidates to complete a good amount of new hire paper work and benefit election from home prior to their first day onsite.
- Human Resources welcomed Jamie Lafond as the new Human Resources Assistant.
- Jennifer attended the annual SHRM conference and received training on many subjects including legal documentation, conflict resolution, connecting with employees, supporting burnout, how to overcome the staffing crisis and much more.
- Jennifer met with Leslie Pickett from BETA in regards to our ergonomics training. There is a grant for Jamie & Jennifer to receive certification in Ergonomics assessment which they will be starting by the New Year.