

**SOUTHERN HUMBOLDT COMMUNITY
HEALTHCARE DISTRICT
FINANCE COMMITTEE
MEETING**

**Tuesday
January 25, 2022
9:30 a.m.**

**286 Sprowel Creek Road
Garberville, CA 95542**



SoHum Health



Finance Committee Meeting0

Date: Tuesday, January 25, 2022

Time: 9:30 a.m.

Location: Sprowel Creek Campus Room 106 and by Webex

Facilitator: Governing Board President Corinne Stromstad

Link: <https://shchd.webex.com/shchd/j.php?MTID=m584f8004c6a28a6e257611feba728244>

Agenda - Revised

Time*	Page	Item
9:30 a.m.		A. Call to Order
9:31 a.m.		B. Public Comment (3 minute limit per person)
		See public comment instructions below
9:35 a.m.		C. Announcements
9:40 a.m.	1-3	D. Previous Meeting Minutes
		1. Minutes from Tuesday, November 30, 2021
		E. Discussion and Review



- | | | |
|---|-------|--|
| 9:45 a.m. | 4-11 | 1. November and December Financials – Paul Eves |
| 10:00 a.m. | 12 | 2. Approval of SB 165 Parcel Tax Summary Report (see Report) |
| | | 3. Staff Pay Scale – Matt Rees |
| | 14 | 4. November and December Revenue Cycle Report – Marie Brown |
| | 15-24 | 5. November HRG Report – Remy Quinn |
| | 25-38 | 6. December HRG Report – Remy Quinn |
| F. Discussion Items to Report to the Board | | |
| G. Next Meeting: Tuesday, February 22, 2022 | | |

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 Board of Directors, SHCHD, 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.

**Times are estimated/Posted: Monday, January 24, 2022*



Finance Committee

Date: Tuesday, November 30, 2021

Time: 9:30 a.m.

Location: Sprowel Creek Campus Rm 106 and via Webex

Facilitator: Governing Board President Corinne Stromstad

Minutes

Finance Committee Present: Matt Rees, Corinne Stromstad, Barbara Truitt and Paul Eves

Also Present: Marie Brown, Remy Quinn, Kristen Rees and Karen Johnson

By Webex: Kent Scown

Not Present: None

A. Call to Order – Corinne Stromstad called the meeting to order at 9:35 a.m.

B. Public Comment (3 minute limit per person) – none

C. Announcements - none

D. Previous Meeting Minutes

1. Minutes from October 26, 2021

Motion: Barbara Truitt moved to approve the October 26, 2021 meeting minutes.

Second: Matt Rees

Motion carried

E. Discussion and Review

1. October, 2021 Financials – CFO Paul Eves – see reports

- 9 Acute patient days in October.
- 75 SWG bed patient days in October
- ER visits were 220 in the month of October.
- Clinic visits were up to 471 for the month of October.
- Outpatient medical was at 1871 and lab visits are 546 for October.
- Retail pharmacy was at 2358 prescriptions sold in the month of October.
- 87.1 paid FTE's.
- A/R Cash Collections were \$847,125 in October.
- Total patient revenue is at \$1,538,265 and of that; \$122,000 is from retail pharmacy.
- Salaries and Wages were at \$579,710 and Employee Benefits were at \$373,211 in



October

- Total Operating Revenue was \$1,429,451 in October
- Overall, net income is \$337,771 in October.
- Humboldt County Property Tax Account was last reported to us in May, 2021, so it remains at \$701,068.
- Total Assets are \$24,925,149.

Motion: Barbara Truitt moved to approve the October, 2021 Financial Statements and share with the Governing Board.

Second: Matt Rees

Motion carried

2. October, 2021 Revenue Cycle Reports – Marie Brown – see reports

- September closed at 85.9 AR days or \$4.1M in Gross AR
- Cash collections totaled \$847K, or 98% of September's net revenue
- Third Party aging decreased by \$191K, and is now at 20.5%
- Unbilled AR closed at 11.4 days or \$545K
- HRG Communication Log is used heavily. HRG had a server failure and it remains an issue at this time.

3. October, 2021 HRG Reports – Remy Quinn – see report

4. Approval of 3D Mammography purchase for \$300,000.

Motion: Barbara Truitt moved to approve and share with the Governing Board.

Second: Matt Rees

Motion carried

5. Approval of EPIC.

- The cost of EPIC is not known yet. We're hoping to have a quote in a couple weeks. We will have the use of Centriq until December, 2023

6. i2i data software - \$65,000 for the first year, \$31,000 each year thereafter

- This is a data mining software that will significantly reduce the amount of time needed to extract data. Producing reports will be much easier with i2i than it is currently.
- The \$31K includes unlimited support unless there is a build necessary.

Motion: Barbara Truitt moved to approve and share with the Governing Board.

Second: Matt Rees

Motion carried

F. Discussion Items to Report to the Board – A summary of today's reports will be taken to the



Board.

- G. Next Meeting: Tuesday, January 25, 2022 in person at Sprowel Creek Campus and by Webex.
- H. Adjourned at 10:34 a.m.

Minutes by Karen Johnson

**Southern Humboldt Community
Healthcare District**

	Dec 20	Jan 21	Feb 21	March 21	April 21	May 21	June 21	July 21	Aug 21	Sept 21	Oct 21	Nov 21	Current 12 Month AVG	Year to Date- Current Year
In Patient Statistics														
Total Acute Patient Days	18	10	0	0	6	4	4	8	1	16	9	5	7	39
Total Swing Patient Days	78	117	94	106	101	75	70	38	25	56	66	30	71	215
Total SNF Patient Days	246	227	196	234	240	248	240	236	229	240	231	191	230	1,127
Total Patient Days	342	354	290	340	347	327	314	282	255	312	306	226	308	1,381
Total Acute Discharges	6	3	0	0	2	2	1	3	1	5	4	2	2	15
Total Swing Discharges	0	5	2	1	30	3	3	3	1	4	5	0	5	13
Total SNF Discharges	0	2	0	0	0	0	1	1	2	0	1	1	1	5
	6	10	2	1	32	5	5	7	4	9	10	3	8	33
Acute Length of Stay	3.00	3.33	0.00	0.00	3.00	2.00	4.00	2.67	1.00	3.20	2.25	2.50	2.25	11.62
ER Admits	6	3	0	0	2	2	1	3	1	5	4	2	2	15
I/P Lab Visits	21	15	6	8	11	12	20	12	12	23	14	7	13	68
I/P Radiology Visits	4	11	5	2	2	1	2	6	4	3	2	2	4	17
I/P EKG's	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Out Patient Statistics														
ER Visits	178	164	197	194	219	258	257	335	298	250	220	260	236	1,363
Clinic Visits	431	328	346	433	451	436	463	414	427	459	471	495	430	2,266
SLS Visits	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outpatient Medical	631	1582	809	3656	2967	3068	1611	1134	1143	1570	1871	1302	1,779	7,020
Laboratory Visits	696	810	440	474	468	617	476	682	1041	740	546	640	636	3,649
Radiology	123	116	159	46	171	190	219	206	156	209	152	167	160	890
Mammography	14	4	10	10	22	24	4	27	25	6	11	19	15	88
CT Scans	50	71	66	56	82	80	71	89	55	76	63	70	69	353
EKG's	30	45	28	27	43	39	46	40	23	42	38	25	36	168
Retail Pharmacy Rx's Sold								1040	1607	2001	2358	2566	1,914	9,572
Total O/P Visits	2,153	3,120	2,055	4,896	4,423	4,712	3,147	2,927	3,168	3,352	3,372	2,978	1,279	15,797
Salary Statistics														
Productive FTE's	69.8	70.6	71.3	81.3	83.7	77.9	76.6	75.1	75.1	76.8	79.2	80.5	76	
Paid FTE's	74.7	78.0	77.3	73.8	76.3	72.1	71.4	85.0	84.9	85.0	87.1	87.8	79	
Salaries & Ben as % of Net Rev	65.1%	63.0%	62.0%	91.1%	61.1%	71.6%	60.4%	79.5%	68.4%	59.2%	77.6%	64.5%	68.6%	
BeneGits as % of Salaries	28.1%	26.3%	32.3%	30.7%	22.9%	42.7%	19.7%	70.0%	46.4%	32.0%	64.4%	32.2%	37.3%	
Revenue Statistics														
Gross A/R > 120 Days	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	1,505,869	1,451,996	1,052,111	
A/R>120 Days as % of Total AR	41%	41%	41%	41%	41%	41%	41%	41%	41%	34%	34%		40%	
Gross Days in A/R	75.6	75.6	75.6	75.2	75.2	75.2	75.2	75.6	79.2	85.1	85.9	86.3	78.3	
Net Days in A/R	68.9	68.9	68.9	69.7	69.7	69.7	69.9	69.8	73.4	79.8	81.6	79.8	72.5	
A/R Cash Collections	982,756	609,963	720,895	847,144	948,282	757,474	919,408	667,778	1,022,607	782,980	847,125	845,077	867,817.8	
Collections as % of Net Rev	80.9%	53.3%	63.3%	73.3%	112.4%	59.8%	80.7%	32.7%	89.7%	67.2%	70.8%	68.8%	76.8%	
Accounts Payable Days	4.7	1.0	0.5	4.6	6.6	5.1	15.9	0.7	4.2	9.7	2.1	0.0	4.6	
Cash Collections per Cal Day	31,702	19,676	23,255	27,327	30,590	24,435	29,658	21,541	32,987	25,257	27,327	27,261	26,751	107,113
Cash Disburs. per Cal Day	42,237	40,566	50,492	44,803	45,848	38,553	39,838	45,605	38,603	41,262	458,718	40,600	77,260	584,188
DATA Entry/Details/Calcs														
Calendar Days	31	31	28	31	30	31	30	31	31	30	31	30		

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

Current Month			Year to Date				
\$						\$	%
Variance	Budget	Actual		Actual	Budget	Variance	Variance
			GROSS PATIENT REVENUE				
(67,244)	237,500	170,256	INPATIENT	842,272	1,187,500	(345,228)	-29%
(1,634)	41,670	40,036	INPATIENT ANCILLARY	216,947	208,350	8,597	4%
(39,809)	1,202,080	1,162,271	OUTPATIENT ANCILLARY	5,376,450	6,010,400	(633,950)	-11%
(108,687)	1,481,250	1,372,563	TOTAL PATIENT REVENUE	6,435,669	7,406,250	(970,581)	-13%
			DEDUCTIONS FROM REVENUE				
(100,052)	515,630	415,578	CONTRACTUAL ALLOWANCES	1,411,227	2,578,150	(1,166,923)	-45%
(17,501)	71,670	54,169	PROVISION FOR BAD DEBTS	556,082	358,350	197,732	55%
27,107	36,000	63,107	OTHER ALLOWANCES/DEDUCTIONS	204,412	180,000	24,412	14%
	-300,000	(300,000)	OTHER OPERATING IGTs & SUPPLEMENTAL	(1,200,000)	(1,500,000)		
(90,446)	323,300	232,854	TOTAL DEDUCTIONS	971,721	1,616,500	(644,779)	-40%
(18,241)	1,157,950	1,139,709	NET PATIENT REVENUE	5,463,948	5,789,750	(325,802)	-6%
3,668	12,000	15,668	OTHER OPERATING REVENUE	58,488	60,000	(1,512)	-3%
(14,573)	1,169,950	1,155,377	TOTAL OPERATING REVENUE	5,522,436	5,849,750	(327,314)	-6%
(167,642)	731,670	564,028	SALARIES & WAGES	2,193,207	3,658,350	(1,465,143)	-40%
214,881	158,330	373,211	EMPLOYEE BENEFITS	852,871	791,650	61,221	8%
(10,447)	123,330	112,883	PROFESSIONAL FEES	486,384	616,650	(130,266)	-21%
(6,369)	112,500	106,131	SUPPLIES	433,688	562,500	(128,812)	-23%
(740)	21,670	20,930	REPAIRS & MAINTENANCE	70,219	108,350	(38,131)	-35%
15,499	110,000	125,499	PURCHASED SERVICES	500,253	550,000	(49,747)	-9%
16,507	14,170	30,677	UTILITIES	91,027	70,850	20,177	28%
(10,348)	23,330	12,982	INSURANCE	58,242	93,320	(35,078)	-38%
0		0	INTEREST	0	0	0	#DIV/0!
(1,072)	38,330	37,258	DEPRECIATION/ AMORTIZATION	174,946	191,650	(16,704)	-9%
(3,160)	33,330	30,170	OTHER	347,784	166,650	181,134	109%
47,109	1,366,660	1,413,769	TOTAL OPERATING EXPENSES	5,208,621	6,809,970	(1,601,349)	-24%
(61,682)	(196,710)	(258,392)	OPERATING PROFIT (LOSS)	313,815	(960,220)	1,274,035	-133%
(2,500)	95,000	92,500	TAX REVENUE	377,500	475,000	(97,500)	-21%
271,075	40,000	311,075	OTHER NONOPERATING REV (EXP)	1,895,693	200,000	1,695,693	848%
		0	INTEREST INCOME	14,204			
268,575	135,000	403,575	NET NON OPERATING REV (EXP)	2,287,397	675,000	1,612,397	239%
206,893	(61,710)	145,183	NET INCOME (LOSS)	2,601,212	(285,220)	2,886,432	-1012%

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

	Dec 20	Jan 21	Feb 21	March 21	April 21	May 21	June 21	July 21	Aug 21	Sept 21	Oct 21	Nov 21	12 Month AVG: Oct '20-Sept 21	YTD - Current Year
Inpatient Daily Hospital Services	281,318	244,894	174,231	211,394	239,276	197,597	231,202	223,673	154,457	244,718	219,424	170,256	218,421	842,272
Ancillary Revenue	55,844	49,416	46,657	38,910	49,414	45,356	40,690	44,799	54,355	72,321	45,472	40,036	48,738	216,947
Outpatient Revenue	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	1,273,369	1,162,271	1,103,232	5,376,450
Total Hospital Revenue	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	1,538,265	1,372,563	1,370,390	6,435,669
Contractual Allowances	185,681	338,189	529,284	523,160	155,981	252,235	388,721	224,877	457,567	404,071	324,712	415,578	321,967	1,411,227
Provision for Bad Debts	96,128	116,592	73,530	161,600	176,861	115,056	84,411	155,817	210,892	48,684	140,689	54,169	118,007	556,082
Other Allowances/Deductions	14,850	18,903	51,310	40,302	64,858	25,201	34,185	83,017	76,635	4,829	39,931	63,107	43,876	204,412
Other Operating: IGTs & Supplemental	(300,000)	(300,000)	(627,987)	(363,854)	(300,000)	(444,764)	(996,499)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(402,759)	(1,200,000)
Total Deductions	(3,341)	173,684	26,137	361,208	97,700	(52,272)	(489,182)	163,711	445,094	157,584	205,332	232,854	81,090	971,721
Contractual %													6%	15%
Net Patient Revenue	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	1,523,802	1,332,933	1,139,709	1,289,299	5,463,948
Net Revenue %	100%	86%	98%	70%	93%	104%	131%	90%	72%	91%	87%	83%	94%	85%
Other Operating Revenue	13,858	13,291	13,333	14,401	16,355	15,173	14,595	14,004	14,615	15,318	14,551	15,668	14,432	58,488
Total Revenue	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	1,539,120	1,347,484	1,155,377	1,303,732	5,522,436
Salaries & Wages	580,979	568,545	541,262	588,389	629,663	571,404	1,030,764	533,278	543,935	536,284	579,710	564,028	599,976	2,193,207
Employee Benefits	163,156	149,383	174,606	180,531	143,898	244,263	203,497	149,686	158,608	171,366	373,211	181,430	189,070	852,871
Professional Fees	180,987	208,385	221,195	242,144	150,240	148,383	173,721	142,301	118,353	112,847	112,883	180,917	166,406	486,384
Supplies	118,004	94,843	112,189	120,817	129,018	13,552	131,829	157,223	109,110	61,224	106,131	109,659	105,775	433,688
Repairs & Maintenance	25,401	23,843	32,625	43,832	14,960	50,554	42,013	16,885	6,638	25,766	20,930	13,640	27,067	70,219
Purchased Services	117,385	107,922	94,625	124,045	146,846	70,047	161,073	139,826	94,063	140,865	125,499	70,442	121,303	500,253
Utilities	8,693	15,050	19,190	16,004	17,793	10,182	13,427	17,771	18,077	24,502	30,677	5,875	16,517	91,027
Insurance	11,755	11,755	11,755	11,755	11,755	11,755	11,878	23,430	10,075	11,755	12,982	12,703	12,700	58,242
Interest														0
Depreciation	45,720	45,720	45,720	45,720	45,896	45,896	45,896	45,896	45,896	45,896	37,258	45,975	45,092	174,946
Other Expense	57,282	32,113	16,852	15,641	85,361	29,111	57,639	121,049	44,214	152,351	30,170	33,332	56,815	347,784
Total Expenses	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	1,429,451	1,218,001	1,340,721	5,208,621
Expenses %	115%	120%	113%	162%	107%	90%	91%	92%	99%	83%	106%	105%	103%	6%
Profit/Loss from Operations	(165,989)	(205,377)	(146,954)	(530,681)	(93,223)	130,444	187,888	123,872	15,646	256,264	(81,967)	(62,624)	(36,989)	313,815
Tax Revenue	95,500	92,500	92,500	92,500	92,500	94,920	92,500	95,000	95,000	95,000	92,500	92,500	93,827	377,500
Other Non Operating Rev (Exp)	40,000	146,563	50,000	81,574	88,340	40,000	19,949	6,039	3,903	1,574,676	311,075	40,160	200,177	1,895,693
Interest Income	20,636	217					12,005			14,173	31	1,064	7,850	14,204
Net Non-operating Rev/(Exp)	156,136	239,280	142,500	174,074	180,840	134,920	124,454	101,039	98,903	1,683,849	403,606	133,724	301,853	2,287,397
NET INCOME/ (LOSS)	(9,853)	33,903	(4,454)	(356,607)	87,617	265,364	312,342	224,911	114,549	1,940,113	321,639	71,100	264,863	2,601,212

**Southern Humboldt Community Healthcare District
Balance Sheet
November 2021**

ASSETS	
Current Assets	
Cash- Checking & Investments	422,474
LAIF Account	11,683,528
Humboldt County Property Tax Acct	701,068
Patient Accounts Receivable	3,941,004
Less Allowances	1,788,482
Accounts Receivable- Net	2,152,522
Other Receivables	1,507,900
Inventories	68,863
Estimated 3rd Party Settlements	
Prepaid expenses and Deposits	1,644,626
Total current assets	18,180,981
Property and Equipment	
Land	959,877
Land improvements	553,251
Buildings	2,496,362
Equipment	6,048,905
Construction in progress	2,092,887
Total property and equipment	12,151,282
Less : accumulated depreciation	(5,815,292)
Net property and equipment	6,335,990
Other Assets	
Investments	5,852
Total Other Assets	5,852
Total Assets	24,522,824

LIABILITIES & FUND BALANCE	
Current Liabilities	
Accounts Payable	213,270
Accrued Payroll & Related costs	1,122,103
Other Current Liabilities	
Deferd revenue IGT	
A/R Credit balances	
Medicare Accelerated Payments	3,777,277
Medicare Contingency	2,000,000
Current Portion-Long Term Debt	
Other Short Term Debt - PPP Loan	
Accrued interest	
Total current Liabilities	7,112,650
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	14,808,963
Net Income (Loss)--Current Year	2,601,212
Restricted Fund Balance	
Total fund balance	17,410,175
Total Liabilities and Fund Balance	24,522,824

**Southern Humboldt Community
Healthcare District**

	Jan 21	Feb 21	March 21	April 21	May 21	June 21	July 21	Aug 21	Sept 21	Oct 21	Nov 21	Dec 21	Current 12 Month AVG	Year to Date- Current Year
In Patient Statistics														
Total Acute Patient Days	10	0	0	6	4	4	8	1	16	9	5	11	6	50
Total Swing Patient Days	117	94	106	101	75	70	38	25	56	66	30	39	68	254
Total SNF Patient Days	227	196	234	240	248	240	236	229	240	231	191	237	229	1,364
Total Patient Days	354	290	340	347	327	314	282	255	312	306	226	287	303	1,668
Total Acute Discharges	3	0	0	2	2	1	3	1	5	4	2	5	2	20
Total Swing Discharges	5	2	1	30	3	3	3	1	4	5	0	2	5	15
Total SNF Discharges	2	0	0	0	0	1	1	2	0	1	1	2	1	7
	10	2	1	32	5	5	7	4	9	10	3	9	8	42
Acute Length of Stay	3.33	0.00	0.00	3.00	2.00	4.00	2.67	1.00	3.20	2.25	2.50	2.20	2.25	11.62
ER Admits	3	0	0	2	2	1	3	1	5	4	2	5	2	20
I/P Lab Visits	15	6	8	11	12	20	12	12	23	14	7	10	13	78
I/P Radiology Visits	11	5	2	2	1	2	6	4	3	2	2	4	4	21
I/P EKG's	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Out Patient Statistics														
ER Visits	164	197	194	219	258	257	335	298	250	220	260	206	238	1,569
Clinic Visits	328	346	433	451	436	463	414	427	459	471	495	453	431	2,719
SLS Visits	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outpatient Medical	1582	809	3656	2967	3068	1611	1134	1143	1570	1871	1302	1644	1,863	8,664
Laboratory Visits	810	440	474	468	617	476	682	1041	740	546	640	839	648	4,488
Radiology	116	159	46	171	190	219	206	156	209	152	167	179	164	1,069
Mammography	4	10	10	22	24	4	27	25	6	11	19	9	14	97
CT Scans	71	66	56	82	80	71	89	55	76	63	70	66	70	419
EKG's	45	28	27	43	39	46	40	23	42	38	25	44	37	212
Retail Pharmacy Rx's Sold							1040	1607	2001	2358	2566	2249	1,970	11,821
Total O/P Visits	3,120	2,055	4,896	4,423	4,712	3,147	2,927	3,168	3,352	3,372	2,978	3,440	1,279	19,237
Salary Statistics														
Productive FTE's	70.6	71.3	81.3	83.7	77.9	76.6	75.1	75.1	76.8	79.2	80.5	79.2	77.3	
Paid FTE's	78.0	77.3	73.8	76.3	72.1	71.4	85.0	84.9	85.0	87.1	87.8	87.9	80.5	
Salaries & Ben as % of Net Rev	63.0%	57.0%	91.1%	61.1%	65.8%	60.4%	53.8%	68.4%	59.2%	77.6%	64.5%	60.7%	65.2%	
BeneGits as % of Salaries	26.3%	32.3%	30.7%	22.9%	42.7%	19.7%	25.2%	46.4%	32.0%	64.4%	32.2%	21.4%	33.0%	
Revenue Statistics														
Gross A/R > 120 Days	844,890	952,117	940,549	1,161,213	1,217,068	1,234,083	1,022,868	1,313,144	1,336,739	1,505,869	1,451,996	1,746,576	1,227,259	
A/R>120 Days as % of Total AR	41%	41%	41%	41%	41%	41%	41%	41%	34%	34%	42%	42%	39.6%	
Gross Days in A/R	75.6	75.6	75.2	75.2	75.2	75.2	75.6	79.2	85.1	85.9	86.3	94.7	78.3	
Net Days in A/R	68.9	68.9	69.7	69.7	69.7	69.9	69.8	73.4	79.8	81.6	79.8	87.5	72.5	
A/R Cash Collections	609,963	720,895	847,144	948,282	757,474	919,408	667,778	1,022,607	782,980	847,125	845,077	729,186	808,160	
Collections as % of Net Rev	53.3%	63.3%	67.5%	112.4%	59.8%	74.1%	32.7%	82.4%	67.2%	70.8%	68.8%	63.1%	68.0%	
Accounts Payable Days	1.0	0.5	4.8	6.7	5.1	15.9	0.7	4.3	9.9	2.1	1.9	0.8	4.8	
Cash Collections per Cal Day	19,676	23,255	27,327	30,590	24,435	29,658	21,541	32,987	25,257	27,327	27,261	23,522	26,751	107,113
Cash Disburs. per Cal Day	40,566	47,077	44,803	45,848	38,553	39,838	42,521	38,603	41,262	458,718	40,600	42,521	76,719	581,104
DATA Entry/Details/Calcs														
Calendar Days	31	28	31	30	31	30	31	31	30	31	30	31		

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

Current Month			Year to Date			
\$					\$	%
Variance	Budget	Actual		Actual	Budget	Variance
			GROSS PATIENT REVENUE			
(19,546)	237,500	217,954	INPATIENT	1,230,482	1,187,500	42,982 4%
10,073	41,670	51,743	INPATIENT ANCILLARY	308,726	208,350	100,376 48%
154,191	1,202,080	1,356,271	OUTPATIENT ANCILLARY	7,894,992	6,010,400	1,884,592 31%
144,718	1,481,250	1,625,968	TOTAL PATIENT REVENUE	9,434,200	7,406,250	2,027,950 27%
			DEDUCTIONS FROM REVENUE			
(68,524)	515,630	447,106	CONTRACTUAL ALLOWANCES	2,273,911	2,578,150	(304,239) -12%
66,151	71,670	137,821	PROVISION FOR BAD DEBTS	748,072	358,350	389,722 109%
64,622	36,000	100,622	OTHER ALLOWANCES/DEDUCTIONS	368,141	180,000	188,141 105%
	-300,000	(300,000)	OTHER OPERATING IGTs & SUPPLEMENTAL	(1,800,000)	(1,500,000)	
62,249	323,300	385,549	TOTAL DEDUCTIONS	1,590,124	1,616,500	(26,376) -2%
82,469	1,157,950	1,240,419	NET PATIENT REVENUE	7,844,076	5,789,750	2,054,326 35%
2,753	12,000	14,753	OTHER OPERATING REVENUE	88,909	60,000	28,909 48%
85,222	1,169,950	1,255,172	TOTAL OPERATING REVENUE	7,932,985	5,849,750	2,083,235 36%
(103,808)	731,670	627,862	SALARIES & WAGES	3,385,097	3,658,350	(273,253) -7%
(23,750)	158,330	134,580	EMPLOYEE BENEFITS	1,168,881	791,650	377,231 48%
(13,693)	123,330	109,637	PROFESSIONAL FEES	776,938	616,650	160,288 26%
(10,999)	112,500	101,501	SUPPLIES	644,848	562,500	82,348 15%
(12,786)	21,670	8,884	REPAIRS & MAINTENANCE	92,743	108,350	(15,607) -14%
(43,004)	110,000	66,996	PURCHASED SERVICES	637,691	550,000	87,691 16%
(7,227)	14,170	6,943	UTILITIES	103,845	70,850	32,995 47%
(9,809)	23,330	13,521	INSURANCE	84,466	93,320	(8,854) -9%
0		0	INTEREST	0	0	0 #DIV/0!
(1,309)	38,330	37,021	DEPRECIATION/ AMORTIZATION	257,942	191,650	66,292 35%
177,876	33,330	211,206	OTHER	592,322	166,650	425,672 255%
(48,509)	1,366,660	1,318,151	TOTAL OPERATING EXPENSES	7,744,773	6,809,970	934,803 14%
133,731	(196,710)	(62,979)	OPERATING PROFIT (LOSS)	188,212	(960,220)	1,148,432 -120%
(2,500)	95,000	92,500	TAX REVENUE	562,500	475,000	87,500 18%
204,733	40,000	244,733	OTHER NONOPERATING REV (EXP)	2,180,586	200,000	1,980,586 990%
		0	INTEREST INCOME	15,268		
202,233	135,000	337,233	NET NON OPERATING REV (EXP)	2,758,354	675,000	2,083,354 309%
335,964	(61,710)	274,254	NET INCOME (LOSS)	2,946,566	(285,220)	3,231,786 -1133%

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

	Jan 21	Feb 21	March 21	April 21	May 21	June 21	July 21	Aug 21	Sept 21	Oct 21	Nov 21	Dec 21	12 Month AVG: Oct '20-Sept 21	YTD - Current Year
Inpatient Daily Hospital Services	244,894	174,231	211,394	239,276	197,597	231,202	223,673	154,457	244,718	219,424	170,256	217,954	210,756	1,230,482
Ancillary Revenue	49,416	46,657	38,910	49,414	45,356	40,690	44,799	54,355	72,321	45,472	40,036	51,743	48,264	308,726
Outpatient Revenue	918,265	914,981	954,700	1,074,862	1,015,193	1,283,956	1,352,452	1,386,282	1,364,347	1,273,369	1,162,271	1,356,271	1,171,412	7,894,992
Total Hospital Revenue	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	1,538,265	1,372,563	1,625,968	1,430,433	9,434,200
Contractual Allowances	338,189	529,284	523,160	155,981	252,235	388,721	224,877	457,567	404,071	324,712	415,578	447,106	371,790	2,273,911
Provision for Bad Debts	116,592	73,530	161,600	176,861	115,056	84,411	155,817	210,892	48,684	140,689	54,169	137,821	123,010	748,072
Other Allowances/Deductions	18,903	51,310	40,302	64,858	25,201	34,185	83,017	76,635	4,829	39,931	63,107	100,622	50,242	368,141
Other Operating: IGTs & Supplemental	(300,000)	(627,987)	(363,854)	(300,000)	(444,764)	(996,499)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(402,759)	(1,800,000)
Total Deductions	173,684	26,137	361,208	97,700	(52,272)	(489,182)	163,711	445,094	157,584	205,332	232,854	385,549	142,283	1,590,124
Contractual %													10%	17%
Net Patient Revenue	1,038,891	1,109,732	843,796	1,265,852	1,310,418	2,045,030	1,457,213	1,150,000	1,523,802	1,332,933	1,139,709	1,240,419	1,288,150	7,844,076
Net Revenue %	86%	98%	70%	93%	104%	131%	90%	72%	91%	87%	83%	76%	90%	83%
Other Operating Revenue	13,291	13,333	14,401	16,355	15,173	14,595	14,004	14,615	15,318	14,551	15,668	14,753	14,671	88,909
Total Revenue	1,052,182	1,123,065	858,197	1,282,207	1,325,591	2,059,625	1,471,217	1,164,615	1,539,120	1,347,484	1,155,377	1,255,172	1,302,821	7,932,985
Salaries & Wages	568,545	541,262	588,389	629,663	571,404	1,030,764	533,278	543,935	536,284	579,710	564,028	627,862	609,594	3,385,097
Employee Benefits	149,383	174,606	180,531	143,898	244,263	203,497	149,686	158,608	171,366	373,211	181,430	134,580	188,755	1,168,881
Professional Fees	208,385	221,195	242,144	150,240	148,383	173,721	142,301	118,353	112,847	112,883	180,917	109,637	160,084	776,938
Supplies	94,843	112,189	120,817	129,018	13,552	131,829	157,223	109,110	61,224	106,131	109,659	101,501	103,925	644,848
Repairs & Maintenance	23,843	32,625	43,832	14,960	50,554	42,013	16,885	6,638	25,766	20,930	13,640	8,884	25,048	92,743
Purchased Services	107,922	94,625	124,045	146,846	70,047	161,073	139,826	94,063	140,865	125,499	70,442	66,996	111,854	637,691
Utilities	15,050	19,190	16,004	17,793	10,182	13,427	17,771	18,077	24,502	30,677	5,875	6,943	16,291	103,845
Insurance	11,755	11,755	11,755	11,755	11,755	11,878	23,430	10,075	11,755	12,982	12,703	13,521	12,927	84,466
Interest														0
Depreciation	45,720	45,720	45,720	45,896	45,896	45,896	45,896	45,896	45,896	37,258	45,975	37,021	44,399	257,942
Other Expense	32,113	16,852	15,641	85,361	29,111	57,639	121,049	44,214	152,351	30,170	33,332	211,206	69,087	592,322
Total Expenses	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	1,429,451	1,218,001	1,318,151	1,341,962	7,744,773
Expenses %	120%	113%	162%	107%	90%	91%	92%	99%	83%	106%	105%	105%	103%	7%
Profit/Loss from Operations	(205,377)	(146,954)	(530,681)	(93,223)	130,444	187,888	123,872	15,646	256,264	(81,967)	(62,624)	(62,979)	(39,141)	188,212
Tax Revenue	92,500	92,500	92,500	92,500	94,920	92,500	95,000	95,000	95,000	92,500	92,500	92,500	93,327	562,500
Other Non Operating Rev (Exp)	146,563	50,000	81,574	88,340	40,000	19,949	6,039	3,903	1,574,676	311,075	40,160	244,733	217,251	2,180,586
Interest Income	217					12,005			14,173	31	1,064		5,498	15,268
Net Non-operating Rev/(Exp)	239,280	142,500	174,074	180,840	134,920	124,454	101,039	98,903	1,683,849	403,606	133,724	337,233	316,076	2,758,354
NET INCOME/ (LOSS)	33,903	(4,454)	(356,607)	87,617	265,364	312,342	224,911	114,549	1,940,113	321,639	71,100	274,254	276,935	2,946,566

**Southern Humboldt Community Healthcare District
Balance Sheet
November 2021**

ASSETS	
Current Assets	
Cash- Checking & Investments	1,028,525
LAIF Account	11,675,009
Humboldt County Property Tax Acct	800,000
Patient Accounts Receivable	4,258,570
Less Allowances	2,264,798
Accounts Receivable- Net	1,993,772
Other Receivables	1,854,179
Inventories	208,786
Estimated 3rd Party Settlements	
Prepaid expenses and Deposits	1,855,191
Total current assets	19,415,461
Property and Equipment	
Land	959,877
Land improvements	553,251
Buildings	2,516,797
Equipment	6,029,930
Construction in progress	2,102,291
Total property and equipment	12,162,145
Less : accumulated depreciation	(5,852,312)
Net property and equipment	6,309,833
Other Assets	
Investments	5,852
Total Other Assets	5,852
Total Assets	25,731,146

LIABILITIES & FUND BALANCE	
Current Liabilities	
Accounts Payable	144,897
Accrued Payroll & Related costs	2,132,672
Other Current Liabilities	
Deferd revenue IGT	
A/R Credit balances	
Medicare Accelerated Payments	3,688,937
Medicare Contingency	2,000,000
Current Portion-Long Term Debt	
Other Short Term Debt - PPP Loan	
Accrued interest	
Total current Liabilities	7,966,506
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	14,818,076
Net Income (Loss)--Current Year	2,946,566
Restricted Fund Balance	
Total fund balance	17,764,642
Total Liabilities and Fund Balance	25,731,146

LOCAL AGENCY SPECIAL TAX AND BOND ACCOUNTABILITY ACT

Senate Bill 165, filed with the Secretary of State on September 19, 2000, enacted the Local Agency Special Tax and Bond Accountability Act (the "Act"). This Act requires that any local special tax or local bond measure subject to voter approval contain a statement indicating the specific purposes of the special tax, require that the proceeds of the special tax be applied to those purposes, require the creation of an account into which the proceeds shall be deposited, and require an annual report containing specified information concerning the use of the proceeds. The Act only applies to any local special tax measure or local bond measure adopted on or after January 1, 2001, in accordance with Section 50075.1 or Section 53410 of the California Government Code.

Some of the requirements of the Act are handled at the formation of the Special Tax District and others are handled through annual reports. This section of this report intends to comply with Section 50075.3 of the California Government Code that states:

"The chief fiscal officer of the issuing local agency shall file a report with its governing body no later than January 1, 2002, and at least once a year thereafter. The annual report shall contain all of the following:

1. The amount of funds collected and expended.
2. The status of any project required or authorized to be funded as identified in subdivision (a) of Section 50075.1."

The requirements of the Act apply to the Funds for the following:

Southern Humboldt Community Healthcare District
Special Parcel Tax
June 5, 2018

Purpose of Special Tax

The special tax provides for continued local access to emergency room care, acute hospital care, community clinic, skilled nursing facility, laboratory services, physical therapy, CT, x-ray, mammography imaging services, visiting nurse program, and other health care services for residents of the District and visitors to the area. The service projects are ongoing.

Collections & Expenditures

Fund	Initial Deposit	Total Amount Collected ⁽¹⁾	6/30/2021 Balance	Amount Expended ⁽²⁾
Humboldt County	\$0.00	\$1,104,541.46	\$0.00	\$1,104,541.46
Mendocino County	0.00	17,750.00	0.00	17,750.00

(1) Reflects amount enrolled to Fiscal Year 2020/21 tax roll, not accounting for levy rejections or delinquencies, if any.

(2) Equal to (Total Amount Collected) – (6/30/2021 Balance).

Staff Pay Scale

Revenue Cycle / Patient Financial Services

November / December 2021 Finance Committee Report

HRG - Key Items:

<u>NOVEMBER</u>	<u>DECEMBER</u>
November closed at 86.3 AR Days or \$3.9M in Gross AR Cash collections totaled \$845K, or 98% of October's net revenue Third Party Aging increased by \$58K, and is now at 23.3% Unbilled AR closed at 11.1 days or \$487K	December closed at 94.7 AR Days or \$4.25M in Gross AR Cash collections totaled \$729K, or 95% of November's net revenue Third Party Aging increased by \$32K, and is now at 22.8% Unbilled AR closed at 14.3 days or \$578K

Visit Volume Highlights – * (prior year)

	<u>NOVEMBER</u>	<u>DECEMBER</u>
OP	799 (519)	1053 (631)
ED	260 (204)	205 (178)
CL	495 (374)	453 (431)

Accounts Receivable –

Staffing – While visit volume went up in several key categories this year, we maintained the same number of staff in integrally related departments (e.g., coding, billing, PFS), which contributed in part to the rising # of uncoded and unbilled accounts.

Internal Processes – We continue to review and revise internal processes that directly effect the Revenue Cycle, including charge entry, coding management, TAR capture, and billing procedures.

Highlights – Trained additional staff to monitor, review, and submit needed Inpatient treatment authorizations. Conducted PFS staff meeting with an emphasis on education related to clean claims, denials, and registration related errors.

Closed Months Additional Revenue – We have now completed entering all charges related to early 2021 Covid Vaccination Clinics. We have also shored up all related processes, from paperwork to workflow, to ensure this does not fall behind again. As this was an inherited process, that was not thought through or enacted well, this clean-up has taken a lot of time and effort from multiple staff members. We are happy to be closing this chapter. We do not anticipate adding any additional charges to these closed months post December.

Treatment Authorizations – All LTC TARs have been captured and are now up to date. We have worked with the transitional nursing leadership team to ensure all documentation requirements for TAR submission have been captured and current processes are working for all involved.

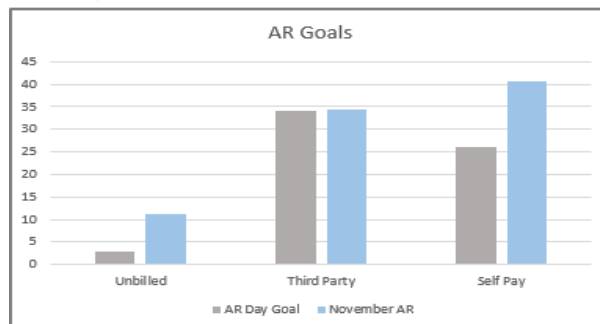
HRG Communication / Spreadsheets – As documented in the October report, we have not had functional access to the HRG communication log for some time. This has caused us to create work-around processes that are more time intensive for our staff and this has directly contributed to delays in the correction of errors and the obtaining of required documentation. This, in turn, has had an impact on delays to coding completion and bill drop.

Southern Humboldt November 2021



Key Items

- ➔ **November closed at 86.3 AR Days or \$3.9M in Gross AR**
- ➔ **Cash collections totaled \$845K, or 98% of October's net revenue**
- ➔ **Third Party Aging increased by \$58K, and is now at 23.3%**
- ➔ **Unbilled AR closed at 11.1 days or \$487K**



Detailed Initiatives & Obstacles

- **Overall AR:** November closed with 86.3 AR days or \$3.9M in Gross AR. Although gross AR was reduced by \$163K, the AR days increased by .4 days due to the decrease in revenue. Revenue is down for the second consecutive month in a row, and came in \$129K less compared to October. Self-pay AR ended November at 40.6 AR days which is a decrease of 1.4 AR days since October and puts us 14.6 days from goal. The Unbilled AR continues to trend high and ended November at 11.1 AR days or \$487K. This puts the unbilled AR 8.1 days away from goal. Third Party AR increased by 2.0 days and is sitting at 34.5 AR days which falls slightly above the goal of 34 days. Cash collections totaled \$845K or 98% of net revenue.
- **Third Party Aging:** Third Party Aging increased by \$58K in November leaving \$502K in aged balances. Medicare saw an increase of \$18K which put the Medicare financial class at 15.6% aged over 90 days in November. Medi-Cal saw a large increase of \$74K which is a 4.2% increase since September and is currently at 26.3% aged over 90 days. Overall, the delay in coding encounters in a timely manner has aided in the growth of both AR and aging, primarily impacting the Medicare and Medicaid financial classes. There were multiple high dollar claims in the Medicare and Medicaid financial classes that were already aged over 90 days by the time they were coded and billed towards the end of November. This is a topic on our agenda during our bi-weekly calls. Along with the delay in coding, we have multiple (ten) Medicaid claims which are pending for TAR's. We ended November with \$50K in aged Medicaid claims which are all pending Medicaid TAR's. Commercial aging also saw a decrease of \$31K and is now at 30.1%, and Workers Comp decreased by \$3K and is now at 48.9%. Overall aging is now 8.3% outside of goal.
- **Unbilled AR:** Unbilled AR is significantly high for the sixth month in a row, ending November with 11.1 days or \$487K in unbilled charges. The delay in coding and submitting claims is negatively impacting the AR as well as the cash collections. The delay in charges has also been adding revenue to closed months which is inflating the AR days by understating the revenue. If the unbilled AR remained within goal of 3 days, the likelihood of collecting net revenue increases substantially and reduces the chance of the AR aging over 90 days from discharge. We ended November 8.1 days away from our goal.

Industry Updates COVID Vaccine and Monoclonal Antibody Products Billing Changes

Effective January 1, 2022, the Centers for Medicare and Medicaid Services will change the way physicians bill and are paid for COVID-19 vaccine administration and monoclonal antibody product for Medicare Advantage enrollees.

For Medicare Advantage patients treated on or after January 1, 2022, COVID-19 vaccine administration and monoclonal antibody claims should be submitted to the patient's Medicare Advantage plan. Fee-for-service (FFS) Medicare will no longer pay these claims.

Currently and for services provided through the end of 2021, Medicare Advantage claims must be submitted directly to the applicable Medicare FFS Administrative Contractor in order to be paid

For more information, please review [MLN Connects 2021-11-04](#)

Amanda Hornby | Revenue Cycle Director

Healthcare Resource Group

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Southern Humboldt Community Healthcare District



MONTH END FINANCE REPORT

November 2021

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FINANCE DASHBOARD

Revenue Cycle Performance	Target		June-21		July-21		August-21		September-21		October-21		November-21	
	REVENUE													
	Net Revenue		\$1,004,099		\$873,692		\$828,034		\$865,473		\$859,516		\$766,278	
	Gross Revenue		\$1,530,917		\$1,589,996		\$1,487,956		\$1,526,536		\$1,379,368		\$1,250,010	
	CASH													
	Cash Collections as a % of Net Revenue		100%		109%		67%		117%		94%		98%	
	Cash Collections		\$919,408		\$667,778		\$1,022,607		\$782,067		\$847,125		\$845,077	
	ACCOUNTS RECEIVABLE													
	Net AR		\$1,742,644		\$1,628,273		\$1,646,539		\$2,015,550		\$2,298,768		\$2,152,522	
	Gross AR		\$3,429,267		\$3,600,312		\$3,977,473		\$4,260,844		\$4,103,537		\$3,941,004	
Unbilled		3		8.8		9.4		12.4		12.0		11.4		
Third Party		34		37.5		34.5		34.0		35.9		32.5		
Self Pay		26		28.8		31.8		33.0		37.3		42.0		
Total Days in AR		63		75.2		75.6		79.4		85.1		86.3		
Days in AR - Credit Balances		< 1		2.10		1.93		1.72		1.94		2.10		
UNBILLED														
In-house		< 2 Days		0.3		0.0		1.2		0.4		0.1		
DNFB		< 1 Day		8.6		9.4		11.2		11.5		11.3		
Total Unbilled		<3 Days		8.8		9.4		12.4		12.0		11.4		

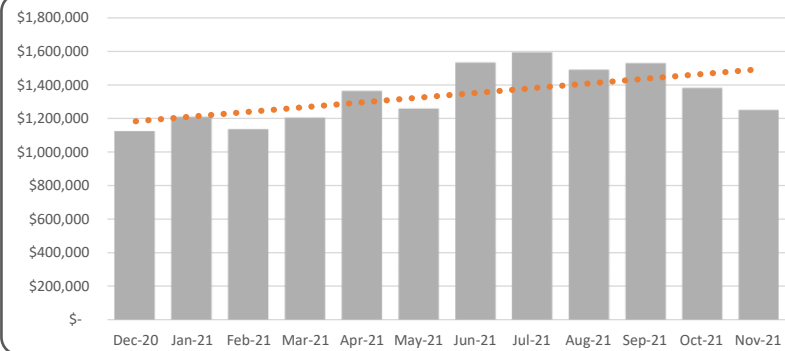
Third Party	Target		June-21		July-21		August-21		September-21		October-21		November-21	
	AGING (excluding credits)													
	Medicare Aging > 90 Days		9%		18.9%		\$ 120,018		18.8%		\$ 124,809		16.8%	
	Medicaid Aging > 90 Days		16%		16.7%		\$ 182,397		18.1%		\$ 179,476		12.6%	
	Commercial Aging > 90 Days		18%		23.3%		\$ 96,731		25.2%		\$ 114,745		23.8%	
	Work Comp Aging > 90 Days		36%		22.3%		\$ 9,196		24.0%		\$ 10,144		29.6%	
	Total Third Party Aging > 90 Days		15%		18.7%		\$ 408,342		19.9%		\$ 429,174		16.1%	
	CLAIM SUBMISSION EFFICIENCY													
	Claims Submission		1,364		\$ 1,210,063		2,032		\$ 1,568,158		2,357		\$ 1,543,681	
	Clean Claims		85%		86%		80%		87%		85%		82%	
Denial Percent		5%		4%		6%		2%		5%		6%		
Total Denial Rate		Count Amt		79		\$ 52,070		76		\$ 66,666		106		
Late Charges		Count Amt		12		\$ (16,174)		36		\$ 2,131		14		
Communication Log Backlog		228		\$ 183,554		200		\$ 190,188		196		\$ 178,436		

Self Pay	Target		June-21		July-21		August-21		September-21		October-21		November-21	
	INVENTORY & QUALITY													
	Total Inventory		2,344		\$ 1,313,186		2,805		\$ 1,511,345		3,271		\$ 1,653,468	
	New		341		\$ 123,757		648		\$ 158,139		742		\$ 119,678	
	Resolved		261		\$ 103,198		276		\$ 101,147		222		\$ 65,720	
	Aged >120 days from Assignment		< 25%		52.4%		\$ 687,610		44.1%		\$ 666,192		39.3%	
	Total Payment Plans over 120 days		\$12,321		\$16,519		\$14,093		\$19,364		\$12,744		\$18,274	
	Average Speed to Answer		< 60 seconds		57		137		134		139		225	
	STATEMENTS & LETTERS													
	Statements & Letters		572		337		314		247		262		312	
Charity Care Applications In Process		0		\$ -		0		\$ -		0		\$ -		
Inbound and Outbound Calls		In Out		120		127		40		216		156		
WRITE OFFS														
Bad Debt as a % of Gross Revenue		< 2%		5.1%		\$ 78,584		4.7%		\$ 75,234		2.9%		
Charity as a % of Gross Revenue		< 2%		0.6%		\$ 9,813		0.4%		\$ 5,845		14.2%		

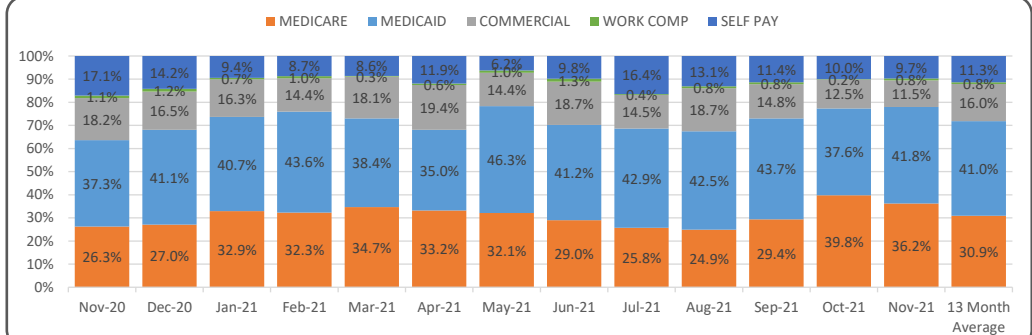
GROSS REVENUE

PAYER	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	13 Month Average
MEDICARE	\$ 301,461	\$ 303,877	\$ 397,801	\$ 366,846	\$ 416,998	\$ 451,623	\$ 403,310	\$ 443,866	\$ 409,439	\$ 370,915	\$ 448,301	\$ 548,436	\$ 452,536	\$ 408,878
MEDICAID	\$ 427,392	\$ 461,230	\$ 491,997	\$ 495,282	\$ 461,354	\$ 476,146	\$ 582,132	\$ 630,039	\$ 681,573	\$ 632,322	\$ 666,353	\$ 518,532	\$ 522,097	\$ 542,034
COMMERCIAL	\$ 208,357	\$ 185,906	\$ 196,588	\$ 163,035	\$ 217,456	\$ 263,926	\$ 180,952	\$ 286,590	\$ 230,932	\$ 277,534	\$ 225,873	\$ 172,566	\$ 144,086	\$ 211,831
WORK COMP	\$ 13,054	\$ 13,392	\$ 7,988	\$ 11,290	\$ 3,431	\$ 7,980	\$ 13,119	\$ 19,930	\$ 6,551	\$ 12,495	\$ 12,387	\$ 2,285	\$ 10,340	\$ 10,326
SELF PAY	\$ 195,759	\$ 158,995	\$ 113,949	\$ 98,464	\$ 103,453	\$ 162,349	\$ 78,203	\$ 150,492	\$ 261,501	\$ 194,690	\$ 173,622	\$ 137,550	\$ 120,951	\$ 149,998
TOTAL	\$ 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	\$ 1,379,368	\$ 1,250,010	\$ 1,323,067
AVERAGE DAILY REVENUE	\$ 41,222	\$ 37,983	\$ 37,802	\$ 38,518	\$ 39,399	\$ 41,569	\$ 41,548	\$ 45,612	\$ 47,594	\$ 50,096	\$ 50,049	\$ 47,759	\$ 45,669	\$ 43,448

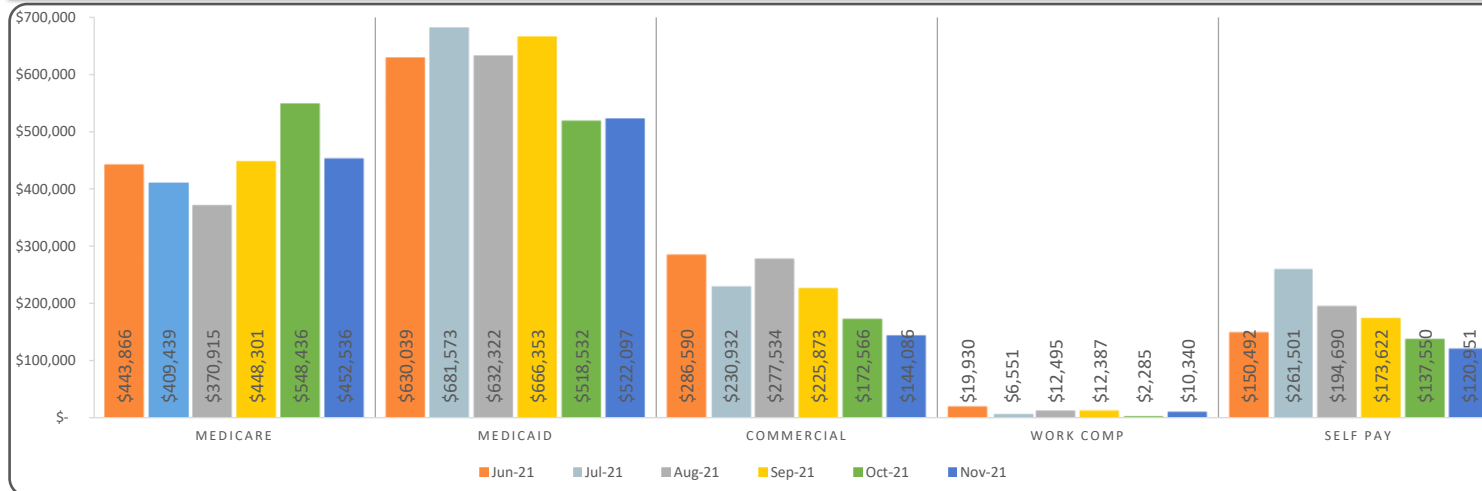
Gross Revenue



Payer Mix



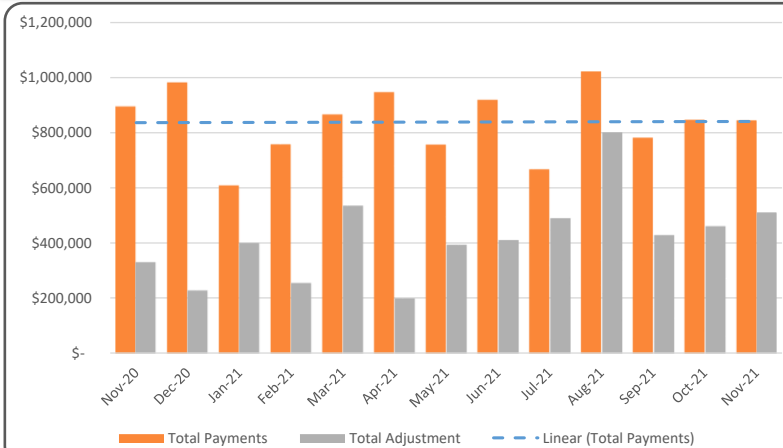
Revenue Trending By Payer



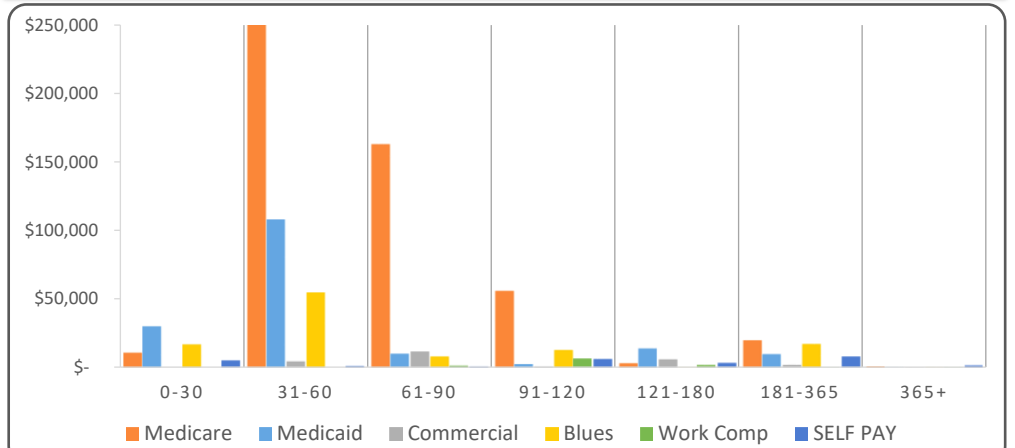
CASH DETAIL

PAYER	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	13 Month Average
MEDICARE														
Payments	\$ 495,811	\$ 577,059	\$ 257,268	\$ 406,285	\$ 463,695	\$ 571,263	\$ 406,006	\$ 453,734	\$ 312,313	\$ 434,639	\$ 302,872	\$ 324,436	\$ 505,109	\$ 423,884
Adjustments	\$ (168,475)	\$ (254,641)	\$ (77,684)	\$ (74,352)	\$ (93,462)	\$ (255,470)	\$ (53,574)	\$ (85,608)	\$ 2,174	\$ (43,612)	\$ (9,988)	\$ 6,310	\$ (103,551)	\$ (93,226)
Collection %	151%	179%	143%	122%	125%	181%	115%	123%	99%	111%	103%	98%	126%	129%
MEDICAID														
Payments	\$ 221,152	\$ 160,074	\$ 171,139	\$ 199,789	\$ 235,677	\$ 182,937	\$ 164,512	\$ 217,061	\$ 200,717	\$ 347,502	\$ 253,418	\$ 317,123	\$ 173,863	\$ 218,843
Adjustments	\$ 275,714	\$ 290,758	\$ 237,643	\$ 237,317	\$ 366,205	\$ 274,829	\$ 235,943	\$ 314,982	\$ 303,594	\$ 482,578	\$ 353,823	\$ 360,075	\$ 273,521	\$ 308,230
Collection %	45%	36%	42%	46%	39%	40%	41%	41%	40%	42%	42%	47%	39%	41%
COMMERCIAL														
Payments	\$ 45,190	\$ 92,109	\$ 48,563	\$ 51,231	\$ 49,668	\$ 62,265	\$ 50,004	\$ 79,894	\$ 44,139	\$ 79,233	\$ 73,099	\$ 90,785	\$ 23,057	\$ 60,711
Adjustments	\$ 11,420	\$ 40,214	\$ 29,750	\$ 16,833	\$ 22,668	\$ 34,791	\$ 20,617	\$ 40,773	\$ 11,792	\$ 30,259	\$ 22,192	\$ 38,548	\$ 15,162	\$ 25,771
Collection %	80%	70%	62%	75%	69%	64%	71%	66%	79%	72%	77%	70%	60%	70%
BLUES														
Payments	\$ 50,010	\$ 75,502	\$ 67,970	\$ 71,767	\$ 64,062	\$ 78,665	\$ 86,510	\$ 118,932	\$ 75,666	\$ 115,131	\$ 97,873	\$ 71,400	\$ 109,199	\$ 83,284
Adjustments	\$ 34,879	\$ 34,909	\$ 31,616	\$ 35,361	\$ 31,343	\$ 36,462	\$ 38,598	\$ 26,324	\$ 51,912	\$ 48,423	\$ 37,614	\$ 31,797	\$ 46,032	\$ 37,328
Collection %	0%	0%	0%	0%	0%	0%	0%	0%	59%	70%	72%	69%	70%	68%
WORK COMP														
Payments	\$ 39,141	\$ 11,479	\$ 10,193	\$ 2,303	\$ 1,166	\$ 10,873	\$ 7,073	\$ 5,617	\$ 2,700	\$ 2,674	\$ 12,018	\$ 7,004	\$ 8,873	\$ 9,316
Adjustments	\$ 10,484	\$ 7,255	\$ 6,318	\$ 4,051	\$ 1,093	\$ 6,398	\$ 2,464	\$ 1,441	\$ 1,073	\$ 4,080	\$ 2,958	\$ 3,282	\$ 5,576	\$ 4,344
Collection %	79%	61%	62%	36%	52%	63%	74%	80%	72%	40%	80%	68%	61%	64%
SELF PAY														
Payments	\$ 42,761	\$ 61,487	\$ 47,532	\$ 25,429	\$ 47,003	\$ 37,376	\$ 40,142	\$ 37,654	\$ 25,468	\$ 39,318	\$ 40,860	\$ 32,085	\$ 24,686	\$ 38,600
Bad Debt Recoveries	\$ 1,773	\$ 5,046	\$ 7,298	\$ 1,602	\$ 5,126	\$ 4,903	\$ 3,226	\$ 6,515	\$ 6,775	\$ 4,111	\$ 1,927	\$ 4,291	\$ 291	\$ 4,068
Adjustments	\$ 52,501	\$ 52,707	\$ 32,351	\$ 23,114	\$ 2,051	\$ 26,379	\$ 7,216	\$ 25,627	\$ 39,124	\$ 24,880	\$ 10,968	\$ 11,569	\$ 8,579	\$ 24,390
Charity Care	\$ 51,441	\$ 1,809	\$ 15,633	\$ 14,071	\$ 5,744	\$ 580	\$ 1,973	\$ 9,813	\$ 5,845	\$ 210,892	\$ 5,495	\$ 3,409	\$ 107,586	\$ 33,407
Bad Debt	\$ 63,838	\$ 56,328	\$ 125,709	\$ -	\$ 200,583	\$ 76,235	\$ 141,507	\$ 78,584	\$ 75,234	\$ 43,004	\$ 7,470	\$ 6,828	\$ 158,775	\$ 79,546
Total SP Adjustments	\$ 167,780	\$ 110,843	\$ 173,693	\$ 37,185	\$ 208,378	\$ 103,194	\$ 150,696	\$ 114,024	\$ 120,203	\$ 278,776	\$ 23,933	\$ 21,806	\$ 274,940	\$ 137,342
Collection %	20%	36%	21%	41%	18%	27%	21%	25%	17%	12%	63%	60%	8%	28%
TOTAL														
Total Payments	\$ 895,838	\$ 982,756	\$ 609,963	\$ 758,406	\$ 866,398	\$ 948,282	\$ 757,474	\$ 919,408	\$ 667,778	\$ 1,022,607	\$ 782,067	\$ 847,125	\$ 845,077	\$ 838,706
Total Adjustment	\$ 331,802	\$ 229,338	\$ 401,336	\$ 256,395	\$ 536,225	\$ 200,204	\$ 394,744	\$ 411,937	\$ 490,749	\$ 800,505	\$ 430,532	\$ 461,817	\$ 511,680	\$ 282,447
Total Collection %	73%	81%	60%	75%	62%	83%	66%	69%	58%	56%	64%	65%	62%	67%

Cash & Adjustment Trending

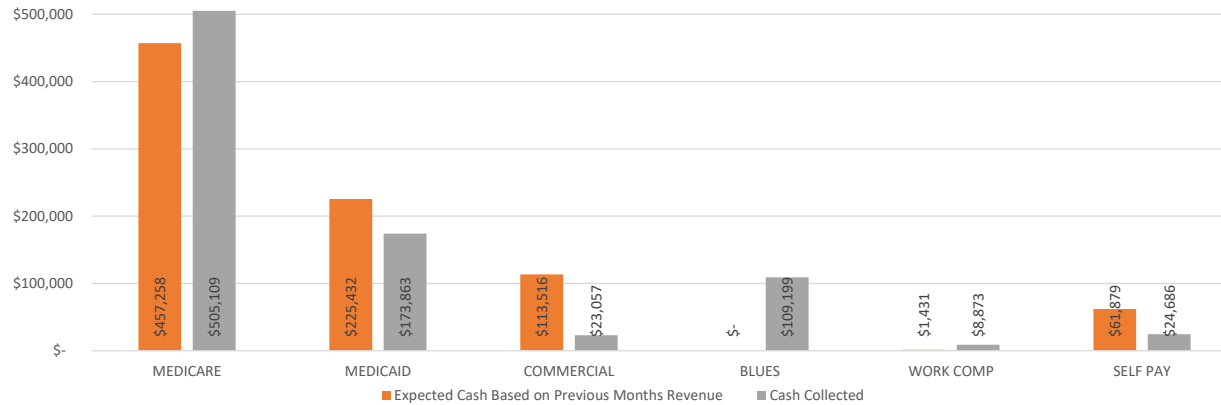


Cash Collections by Discharge Date

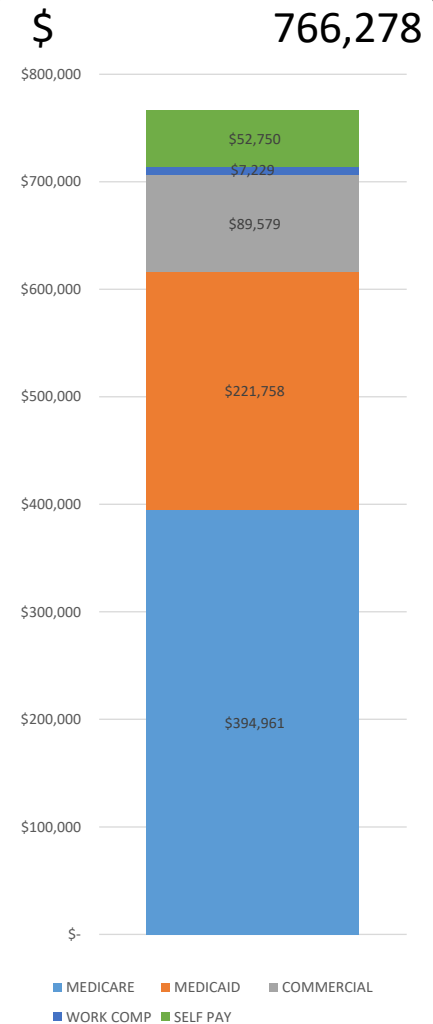


CASH FORECASTING

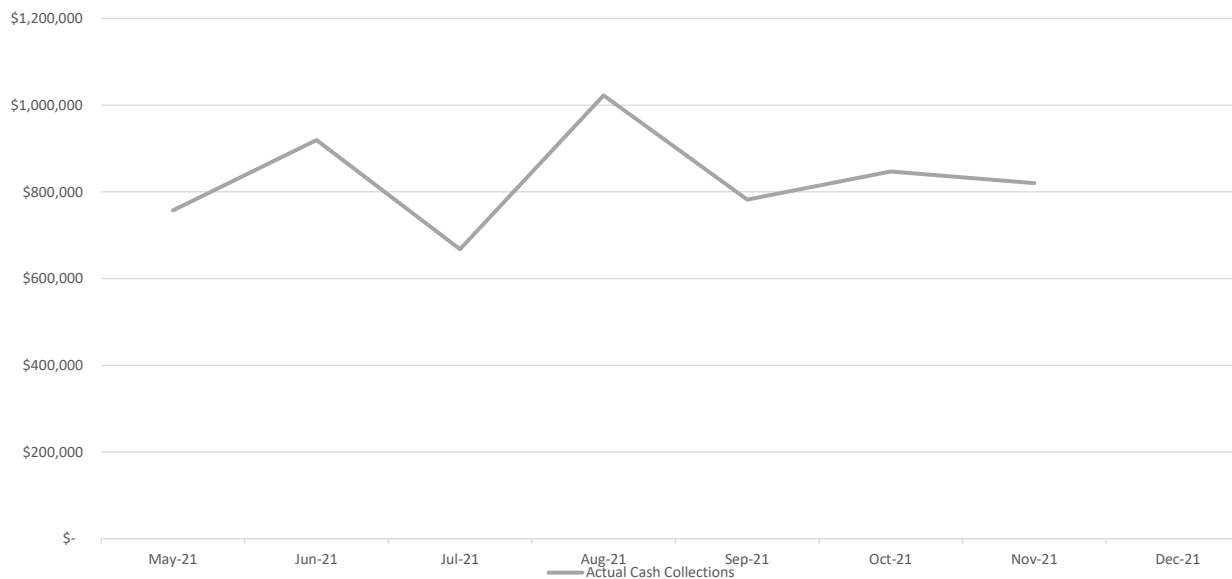
Expected Last Month vs Cash Collected (Based on Previous Months Revenue)



Cash Expected Next Month
(Based on this Months Revenue)



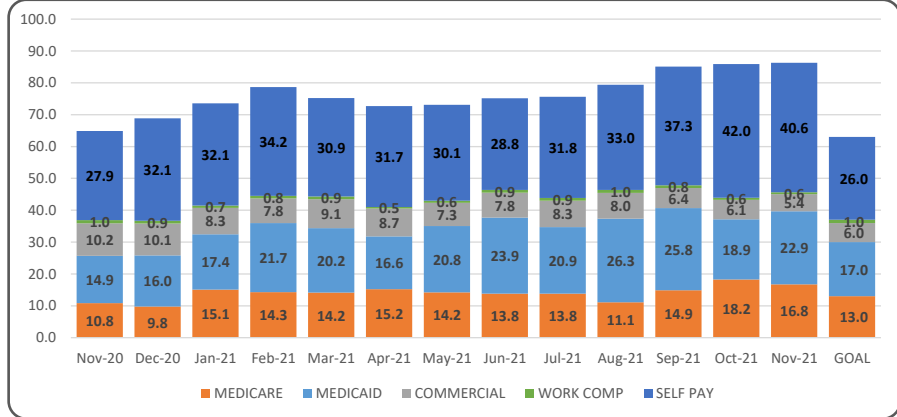
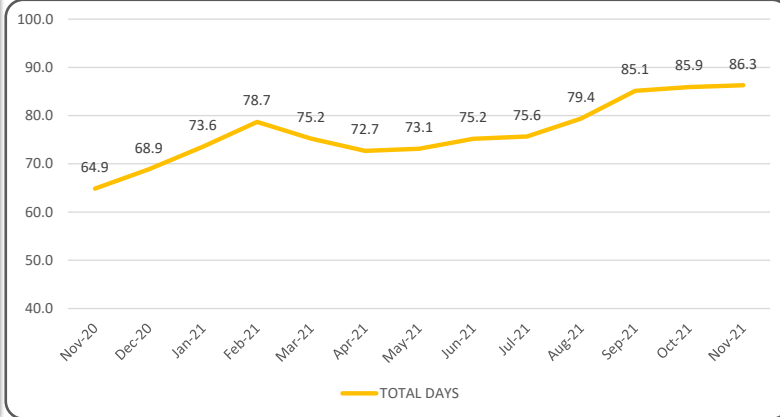
Expected Cash Based on Claim Submissions and Historical Collections



ACCOUNTS RECEIVABLE

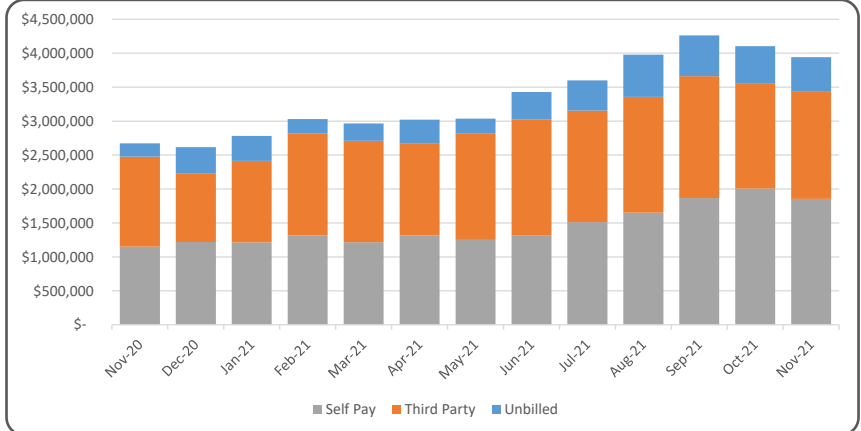
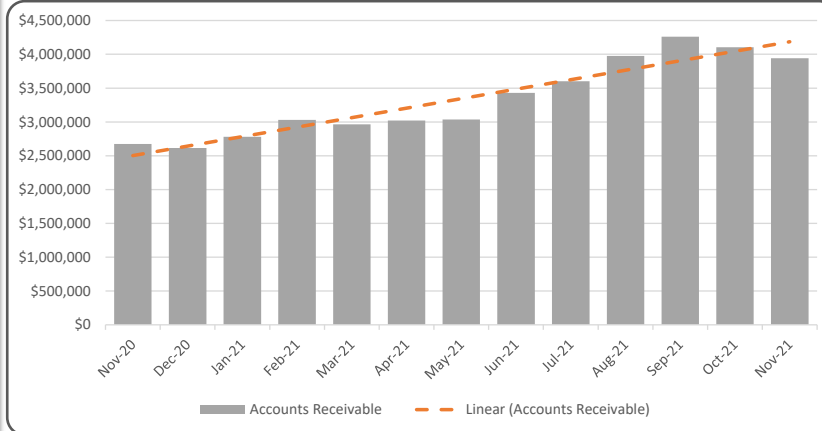
AR Days

PAYER	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	13 Month Average
MEDICARE	10.8	9.8	15.1	14.3	14.2	15.2	14.2	13.8	13.8	11.1	14.9	18.2	16.8	14.0
MEDICAID	14.9	16.0	17.4	21.7	20.2	16.6	20.8	23.9	20.9	26.3	25.8	18.9	22.9	20.5
COMMERCIAL	10.2	10.1	8.3	7.8	9.1	8.7	7.3	7.8	8.3	8.0	6.4	6.1	5.4	8.0
WORK COMP	1.0	0.9	0.7	0.8	0.9	0.5	0.6	0.9	0.9	1.0	0.8	0.6	0.6	0.8
SELF PAY	27.9	32.1	32.1	34.2	30.9	31.7	30.1	28.8	31.8	33.0	37.3	42.0	40.6	33.3
TOTAL DAYS	64.9	68.9	73.6	78.7	75.2	72.7	73.1	75.2	75.6	79.4	85.1	85.9	86.3	76.5



AR Balance

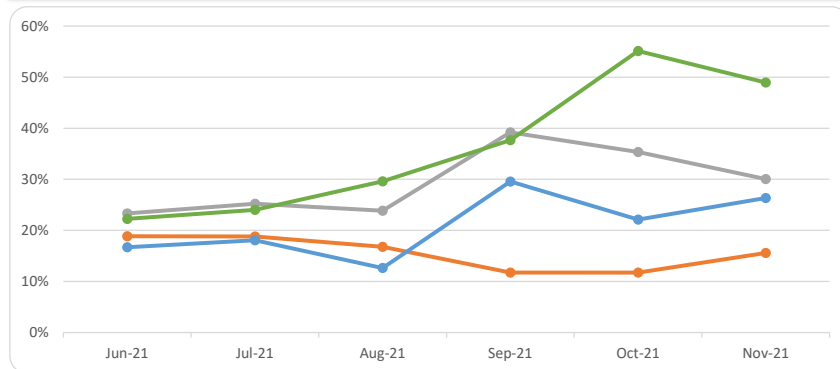
PAYER	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	13 Month Average
MEDICARE	\$ 446,675	\$ 372,289	\$ 570,425	\$ 550,291	\$ 557,849	\$ 633,863	\$ 591,567	\$ 630,044	\$ 658,291	\$ 557,543	\$ 744,813	\$ 871,052	\$ 765,280	\$ 611,537
MEDICAID	\$ 613,254	\$ 607,802	\$ 656,521	\$ 834,503	\$ 795,784	\$ 688,724	\$ 863,638	\$ 1,090,509	\$ 992,726	\$ 1,315,195	\$ 1,289,536	\$ 904,985	\$ 1,047,831	\$ 900,078
COMMERCIAL	\$ 420,793	\$ 381,909	\$ 313,456	\$ 300,566	\$ 357,604	\$ 361,943	\$ 304,915	\$ 355,123	\$ 396,231	\$ 403,116	\$ 318,247	\$ 290,697	\$ 245,343	\$ 342,303
WORK COMP	\$ 41,087	\$ 33,185	\$ 27,222	\$ 29,092	\$ 35,071	\$ 19,610	\$ 26,567	\$ 40,405	\$ 41,719	\$ 48,151	\$ 42,074	\$ 30,405	\$ 26,812	\$ 33,954
SELF PAY	\$ 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	\$ 2,006,398	\$ 1,855,738	\$ 1,453,415
TOTAL	\$ 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	\$ 4,103,537	\$ 3,941,004	\$ 3,341,287



ACCOUNTS RECEIVABLE AGING

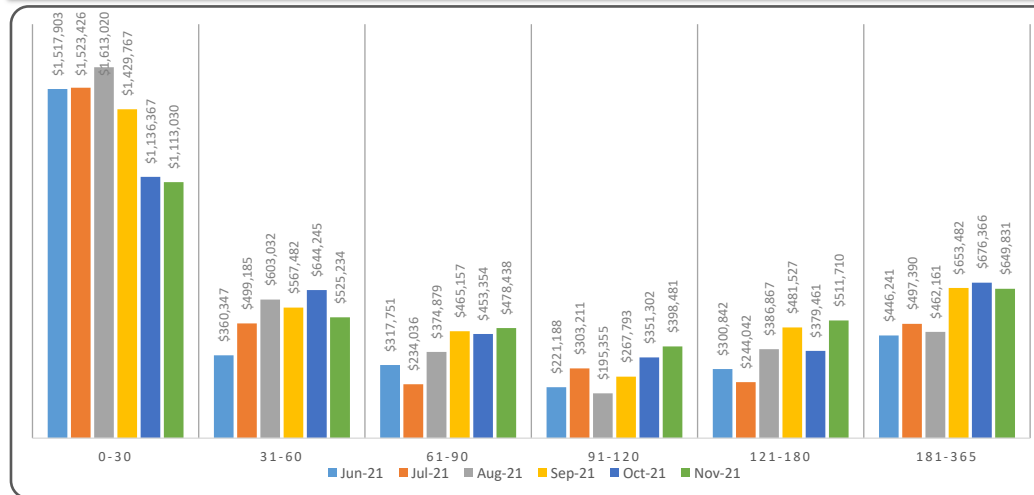
	0-30 Days		31-60 Days		61-90 Days		91-120 Days		121-180 Days		181-365 Days		366+ Days		Grand Totals	
	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$
MEDICARE																
Non-Credit	480	\$ 386,323	43	\$ 161,830	29	\$ 107,468	18	\$ 74,139	9	\$ 13,775	271	\$ 28,473	9	\$ 4,596	859	\$ 776,604
Credit	0	\$ -	0	\$ -	1	\$ (5,946)	0	\$ -	0	\$ -	1	\$ (101)	8	\$ (5,277)	10	\$ (11,324)
TOTAL	480	\$ 386,323	43	\$ 161,830	30	\$ 101,522	18	\$ 74,139	9	\$ 13,775	272	\$ 28,372	17	\$ (681)	869	\$ 765,280
MEDICAID																
Non-Credit	458	\$ 500,824	139	\$ 154,405	97	\$ 117,302	59	\$ 116,630	39	\$ 47,608	42	\$ 99,418	13	\$ 12,637	847	\$ 1,048,824
Credit	1	\$ (21)	2	\$ (42)	2	\$ (363)	0	\$ -	0	\$ -	5	\$ (184)	5	\$ (383)	15	\$ (993)
TOTAL	459	\$ 500,803	141	\$ 154,363	99	\$ 116,939	59	\$ 116,630	39	\$ 47,608	47	\$ 99,234	18	\$ 12,254	862	\$ 1,047,831
COMMERCIAL																
Non-Credit	364	\$ 124,839	137	\$ 51,621	73	\$ 34,427	24	\$ 16,959	39	\$ 22,569	29	\$ 15,538	42	\$ 35,647	708	\$ 301,600
Credit	2	\$ (80)	2	\$ (120)	6	\$ (543)	4	\$ (180)	8	\$ (10,900)	33	\$ (2,745)	356	\$ (41,689)	411	\$ (56,257)
TOTAL	366	\$ 124,759	139	\$ 51,501	79	\$ 33,884	28	\$ 16,779	47	\$ 11,669	62	\$ 12,793	398	\$ (6,042)	1119	\$ 245,343
WORK COMP																
Non-Credit	23	\$ 10,544	8	\$ 1,550	9	\$ 2,329	3	\$ 939	3	\$ 1,822	24	\$ 6,612	8	\$ 4,454	78	\$ 28,250
Credit	0	\$ -	0	\$ -	0	\$ -	0	\$ -	2	\$ (99)	1	\$ (895)	2	\$ (444)	5	\$ (1,438)
TOTAL	23	\$ 10,544	8	\$ 1,550	9	\$ 2,329	3	\$ 939	5	\$ 1,723	25	\$ 5,717	10	\$ 4,010	83	\$ 26,812
SELF PAY																
Non-Credit	158	\$ 91,337	318	\$ 156,146	414	\$ 223,927	363	\$ 190,388	568	\$ 438,211	1227	\$ 507,495	503	\$ 274,351	3551	\$ 1,881,855
Credit	7	\$ (736)	3	\$ (156)	2	\$ (163)	4	\$ (394)	11	\$ (1,276)	37	\$ (3,780)	257	\$ (19,612)	321	\$ (26,117)
TOTAL	165	\$ 90,601	321	\$ 155,990	416	\$ 223,764	367	\$ 189,994	579	\$ 436,935	1264	\$ 503,715	760	\$ 254,739	3872	\$ 1,855,738
ACCOUNTS RECEIVABLE																
Non-Credit	1483	\$ 1,113,867	645	\$ 525,552	622	\$ 485,453	467	\$ 399,055	658	\$ 523,985	1593	\$ 657,536	575	\$ 331,685	6043	\$ 4,037,133
Credit	10	\$ (837)	7	\$ (318)	11	\$ (7,015)	8	\$ (574)	21	\$ (12,275)	77	\$ (7,705)	628	\$ (67,405)	762	\$ (96,129)
GRAND TOTAL	1493	\$ 1,113,030	652	\$ 525,234	633	\$ 478,438	475	\$ 398,481	679	\$ 511,710	1670	\$ 649,831	1203	\$ 264,280	6805	\$ 3,941,004

Aged Over 90 Days Trending (excluding Credits)



	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21
Medicare	18.9%	18.8%	16.8%	11.7%	11.8%	15.6%
Medicaid	16.7%	18.1%	12.6%	29.6%	22.1%	26.3%
Commercial	23.3%	25.2%	23.8%	39.2%	35.4%	30.1%
Work Comp	22.3%	24.0%	29.6%	37.6%	55.1%	48.9%

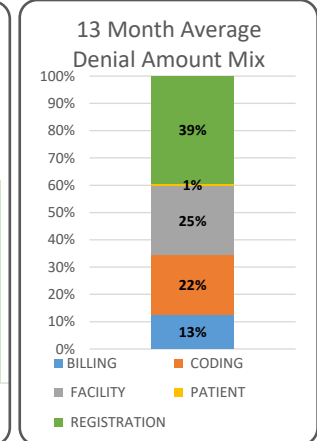
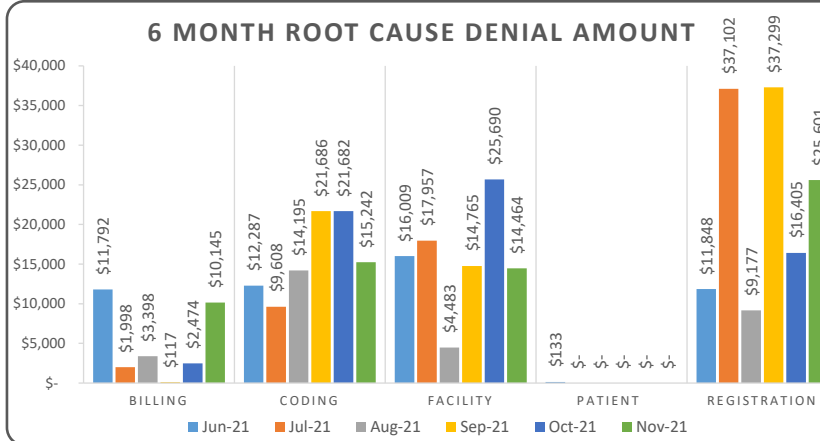
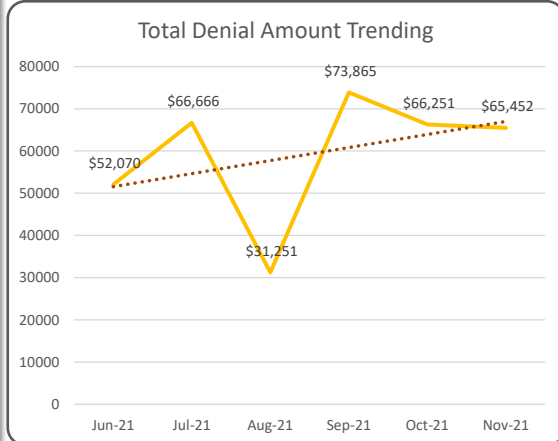
6 Month Aging



DENIAL MANAGEMENT

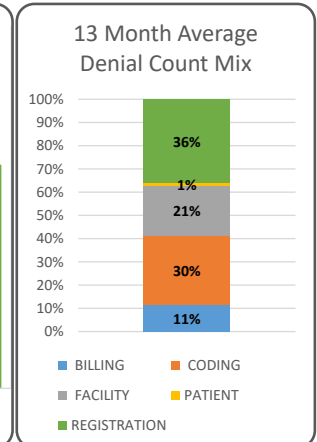
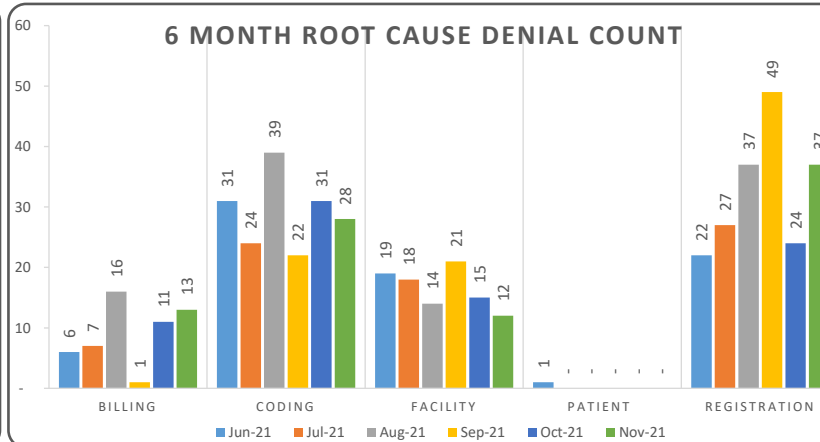
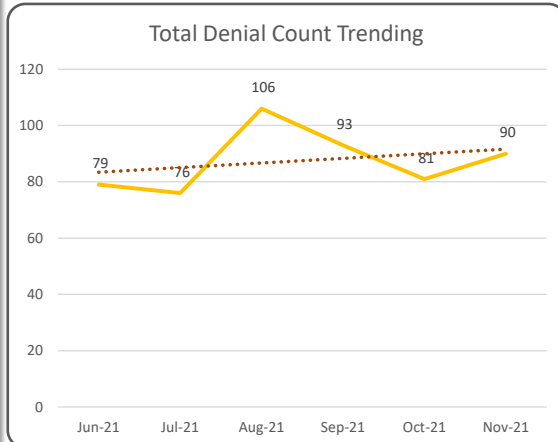
Denial Amount

AMOUNT	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	13 Month Average
BILLING	\$ 20,365	\$ 3,842	\$ 1,496	\$ 5,392	\$ 19,523	\$ 4,792	\$ 2,881	\$ 11,792	\$ 1,998	\$ 3,398	\$ 117	\$ 2,474	\$ 10,145	\$ 6,786
CODING	\$ 12,223	\$ 7,094	\$ 1,751	\$ 8,456	\$ 17,039	\$ 6,192	\$ 4,375	\$ 12,287	\$ 9,608	\$ 14,195	\$ 21,686	\$ 21,682	\$ 15,242	\$ 11,679
FACILITY	\$ 23,698	\$ 14,266	\$ 17,199	\$ 1,339	\$ 7,082	\$ 12,419	\$ 8,265	\$ 16,009	\$ 17,957	\$ 4,483	\$ 14,765	\$ 25,690	\$ 14,464	\$ 13,664
PATIENT	\$ 143	\$ 334	\$ -	\$ 238	\$ -	\$ -	\$ 3,871	\$ 133	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 363
REGISTRATION	\$ 18,029	\$ 17,011	\$ 32,929	\$ 11,944	\$ 23,606	\$ 25,658	\$ 7,953	\$ 11,848	\$ 37,102	\$ 9,177	\$ 37,299	\$ 16,405	\$ 25,601	\$ 21,120
TOTAL	\$ 74,457	\$ 42,546	\$ 53,375	\$ 27,370	\$ 67,250	\$ 49,060	\$ 27,346	\$ 52,070	\$ 66,666	\$ 31,251	\$ 73,865	\$ 66,251	\$ 65,452	\$ 53,612



Denial Count

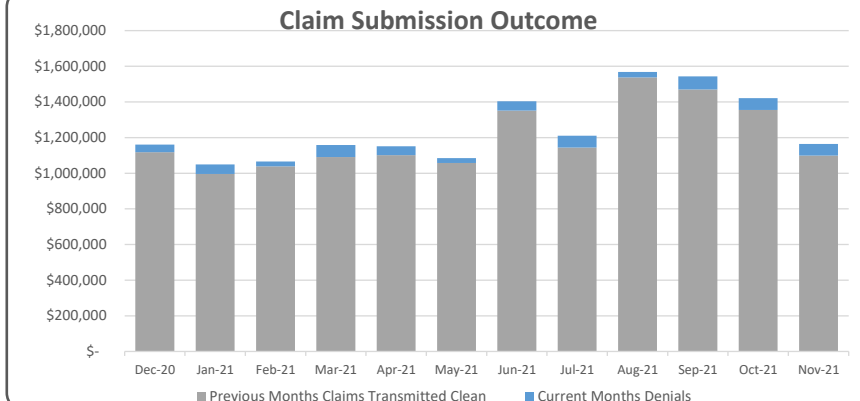
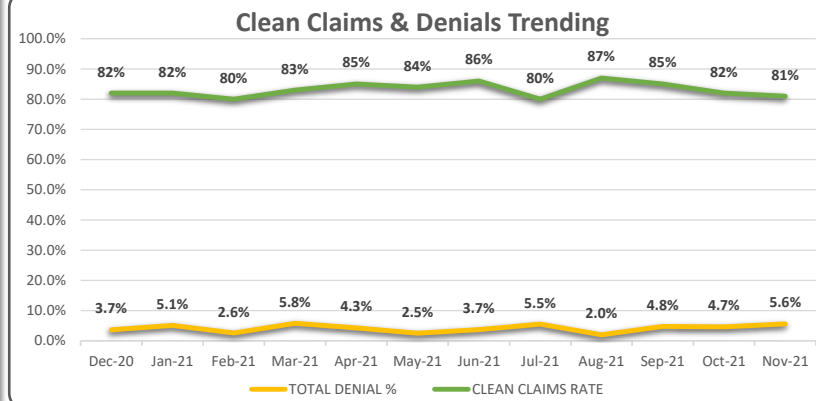
COUNT	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	13 Month Average
BILLING	18	8	4	5	4	16	3	6	7	16	1	11	13	9
CODING	21	27	12	11	20	22	10	31	24	39	22	31	28	23
FACILITY	20	10	14	17	15	21	15	19	18	14	21	15	12	16
PATIENT	1	2	-	2	-	-	6	1	-	-	-	-	-	1
REGISTRATION	16	20	25	16	35	33	16	22	27	37	49	24	37	27
TOTAL	76	67	55	51	74	92	50	79	76	106	93	81	90	76



CLAIM SUBMIT EFFICIENCY & DENIAL RESOLUTION

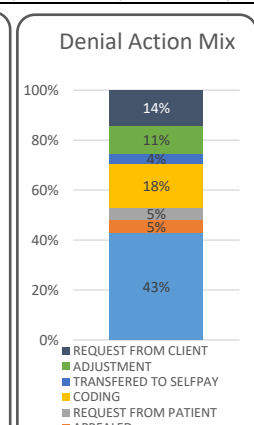
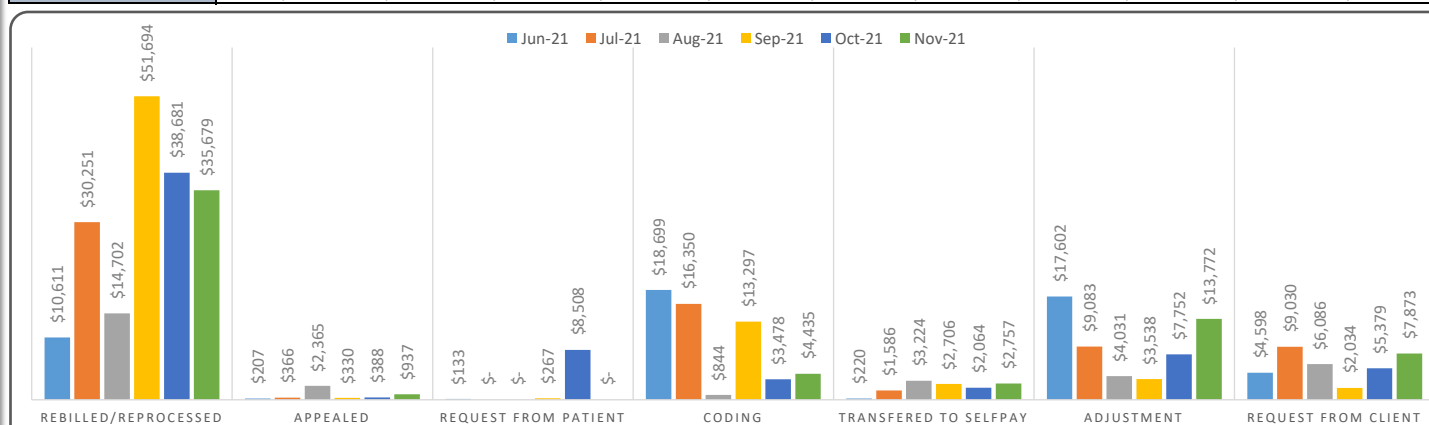
Denial & Clean Claim Trending

	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	13 Month Average
DENIAL AMOUNT	\$ 74,457	\$ 42,546	\$ 53,375	\$ 27,370	\$ 67,250	\$ 49,060	\$ 27,346	\$ 52,070	\$ 66,666	\$ 31,251	\$ 73,865	\$ 66,251	\$ 65,452	\$ 53,612
PREVIOUS MONTH'S TRANSMITTED CLAIMS	\$ 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	\$ 1,421,703	\$ 1,164,069	\$ 1,255,639
TOTAL DENIAL %	5.5%	3.7%	5.1%	2.6%	5.8%	4.3%	2.5%	3.7%	5.5%	2.0%	4.8%	4.7%	5.6%	4.3%
CLEAN CLAIMS RATE	82%	82%	82%	80%	83%	85%	84%	86%	80%	87%	85%	82%	81%	83%



Action Taken on Denials

DENIAL ACTION	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	13 Month Average
REBILLED/REPROCESSED	\$ 16,978	\$ 8,229	\$ 3,123	\$ 13,267	\$ 29,439	\$ 32,078	\$ 14,118	\$ 10,611	\$ 30,251	\$ 14,702	\$ 51,694	\$ 38,681	\$ 35,679	\$ 22,988
APPEALED	\$ 4,243	\$ 1,553	\$ 23,761	\$ 1,172	\$ -	\$ 2,391	\$ -	\$ 207	\$ 366	\$ 2,365	\$ 330	\$ 388	\$ 937	\$ 2,901
REQUEST FROM PATIENT	\$ 531	\$ 496	\$ 252	\$ 568	\$ 15,192	\$ 1,853	\$ 3,871	\$ 133	\$ -	\$ -	\$ 267	\$ 8,508	\$ -	\$ 2,436
CODING	\$ 26,723	\$ 12,470	\$ 19,231	\$ 637	\$ 2,790	\$ 2,954	\$ 1,679	\$ 18,699	\$ 16,350	\$ 844	\$ 13,297	\$ 3,478	\$ 4,435	\$ 9,507
TRANSFERRED TO SELFPAY	\$ 2,379	\$ 6,395	\$ 3,057	\$ 433	\$ 931	\$ 2,072	\$ 500	\$ 220	\$ 1,586	\$ 3,224	\$ 2,706	\$ 2,064	\$ 2,757	\$ 2,179
ADJUSTMENT	\$ 2,619	\$ 2,929	\$ 3,179	\$ 1,992	\$ 4,018	\$ 2,783	\$ 5,009	\$ 17,602	\$ 9,083	\$ 4,031	\$ 3,538	\$ 7,752	\$ 13,772	\$ 6,024
REQUEST FROM CLIENT	\$ 20,985	\$ 10,473	\$ 772	\$ 9,302	\$ 14,880	\$ 4,929	\$ 2,168	\$ 4,598	\$ 9,030	\$ 6,086	\$ 2,034	\$ 5,379	\$ 7,873	\$ 7,578
TOTAL	\$ 74,457	\$ 42,546	\$ 53,375	\$ 27,370	\$ 67,250	\$ 49,060	\$ 27,346	\$ 52,070	\$ 66,666	\$ 31,251	\$ 73,865	\$ 66,251	\$ 65,452	\$ 53,612

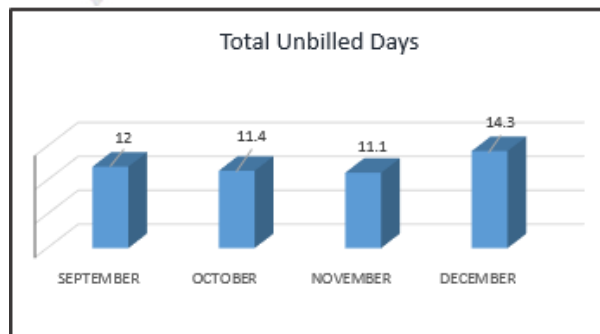


Southern Humboldt December 2021



Key Items

- ➔ December closed at 94.7 AR Days or \$4.25M in Gross AR
- ➔ Cash collections totaled \$729K, or 95% of November's net revenue
- ➔ Third Party Aging increased by \$32K, and is now at 22.8%
- ➔ Unbilled AR closed at 14.3 days or \$578K



Detailed Initiatives & Obstacles

- **Overall AR:** December closed with 94.7 AR days or \$4.3M in Gross AR. Gross AR increased by \$318K, increasing the total AR days 8.4 days due to the increased revenue and the rise in unbilled charges. Revenue is up for the first time since September, and came in \$258K above November's revenue. Self-pay AR ended at 44.2 AR days which is an increase of 3.6 AR days since November and puts us 18.2 days from goal. The Unbilled AR continues to remain high and ended December at 14.3 AR days or \$578K. Third Party AR increased by 1.7 days and is sitting at 36.2 AR days which puts us 2.2 AR days above the goal of 34 days. Cash collections totaled \$729K or 95% of net revenue.
- **Third Party Aging:** Third Party Aging increased by \$32K in December leaving \$534K in aged balances. Although there was an increase in third party aging, the overall percentage decreased by 0.5% due to the increase in front end revenue. Medicare saw an increase of \$125K which put the Medicare financial class at 27.1% aged over 90 days in December. There are multiple high dollar claims in the Medicare financial class that were already aged over 90 days by the time they were coded and released for billing. At month end there were \$62.5K or 1.4 days in AR that had already aged over 90 days from discharge. Medi-Cal saw a large decrease of \$93K which is a decrease of 8.7% since November and is currently sitting at 17.6% aged over 90 days, and is just 1.6 days from our goal. This is the lowest the Medicaid financial class has been since August 2021. Authorizations/TAR's continue to be hurdle, but have seen slight movement on these towards the end of December. Commercial aging also saw an increase of \$2K, with the overall percentage dropping to 26.5% due to the increase in revenue.
- **Unbilled AR:** Unbilled AR is significantly high for the seventh month in a row, ending December with 14.1 days or \$578K in unbilled charges. The high trending unbilled AR has negatively impacted cash flow and increases overall AR. The delay in charges has also been adding revenue to closed months which is inflating the AR days by understating the revenue. Historical charges are still being posted for COVID Vaccines. There are currently 386 claims for \$9.5K from January and February 2021. If the unbilled AR remained within goal of 3 days, the likelihood of collecting net revenue increases substantially and reduces the chance of the AR aging over 90 days from discharge. We ended December 11.3 days away from our goal. The unbilled AR is a topic of discussion on all of our bi-weekly conference calls.

Industry Updates CMS Releases FY2021 Report on Rural Health Initiatives

Rural communities face unique challenges, particularly in disadvantaged communities. In response, CMS deployed an innovative Rural Health Strategy. Their FY2021 year in review examines programs, policies, and outreach CMS used to improve outcomes in rural areas, including in-depth discussions on promoting COVID-19 vaccine administration, providing extended postpartum coverage and completing the first national analysis on why rural patients may choose to bypass their local hospital. Additionally, the report shares CMS's work on Medicare payments, LTSS, equity in health care, and other topics central to their long-term strategy.

To review the full report, please visit <https://www.cms.gov/files/document/fy-21-improving-health-rural-communities508compliant.pdf>

Amanda Hornby | Revenue Cycle Director

Healthcare Resource Group

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Southern Humboldt Community Healthcare District



MONTH END FINANCE REPORT

December 2021

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FINANCE DASHBOARD

Revenue Cycle Performance	Target		July-21		August-21		September-21		October-21		November-21		December-21	
	REVENUE													
	Net Revenue		\$873,692		\$828,034		\$893,497		\$859,516		\$766,278		\$841,382	
	Gross Revenue		\$1,589,996		\$1,487,956		\$1,526,536		\$1,379,368		\$1,250,010		\$1,508,417	
	CASH													
	Cash Collections as a % of Net Revenue		100%		67%		117%		94%		95%		98%	
	Cash Collections		\$667,778		\$1,022,607		\$782,067		\$847,125		\$845,077		\$729,186	
	ACCOUNTS RECEIVABLE													
	Net AR		\$1,628,273		\$1,646,539		\$2,015,550		\$2,298,768		\$2,152,522		\$1,993,772	
	Gross AR		\$3,600,312		\$3,977,473		\$4,260,844		\$4,103,537		\$3,941,004		\$4,258,570	
Unbilled		3		9.4		12.4		12.0		11.4		11.1		
Third Party		34		34.5		34.0		35.9		32.5		34.5		
Self Pay		26		31.8		33.0		37.3		42.0		40.6		
Total Days in AR		63		75.6		79.4		85.1		85.9		86.3		
Days in AR - Credit Balances		< 1		1.93		1.72		1.94		1.99		2.10		
UNBILLED														
In-house		< 2 Days		0.0		1.2		0.4		0.1		0.5		
DNFB		< 1 Day		9.4		11.2		11.5		11.3		10.7		
Total Unbilled		<3 Days		9.4		12.4		12.0		11.4		11.1		

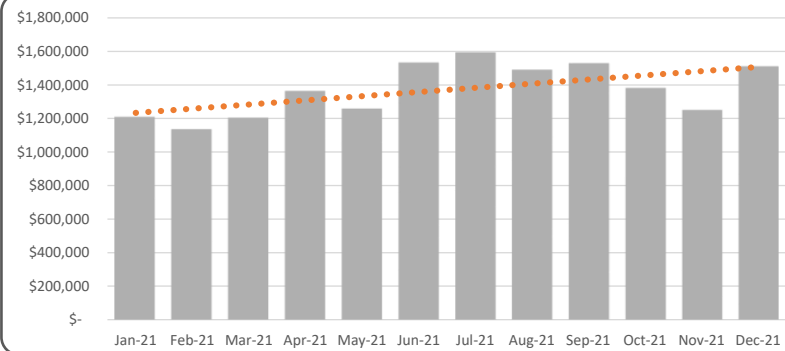
Third Party	Target		July-21		August-21		September-21		October-21		November-21		December-21	
	AGING (excluding credits)													
	Medicare Aging > 90 Days		9%		18.8%		\$ 124,809		16.8%		\$ 94,348		11.7%	
	Medicaid Aging > 90 Days		16%		18.1%		\$ 179,476		12.6%		\$ 166,192		29.6%	
	Commercial Aging > 90 Days		18%		25.2%		\$ 114,745		23.8%		\$ 109,064		39.2%	
	Work Comp Aging > 90 Days		36%		24.0%		\$ 10,144		29.6%		\$ 14,392		37.6%	
	Total Third Party Aging > 90 Days		15%		19.9%		\$ 429,174		16.1%		\$ 383,996		25.8%	
	CLAIM SUBMISSION EFFICIENCY													
	Claims Submission		2,032		\$ 1,568,158		2,357		\$ 1,543,681		1,820		\$ 1,421,703	
	Clean Claims		85%		80%		87%		85%		82%		81%	
Denial Percent		5%		6%		2%		5%		6%		5%		
Total Denial Rate		Count Amt		76		\$ 66,666		106		\$ 31,251		93		
Late Charges		Count Amt		36		\$ 2,131		14		\$ (888)		59		
Communication Log Backlog		200		\$ 190,188		196		\$ 178,436		177		\$ 163,425		

Self Pay	Target		July-21		August-21		September-21		October-21		November-21		December-21	
	INVENTORY & QUALITY													
	Total Inventory		2,805		\$ 1,511,345		3,271		\$ 1,653,468		3,545		\$ 1,866,174	
	New		648		\$ 158,139		742		\$ 119,678		328		\$ 117,508	
	Resolved		276		\$ 101,147		222		\$ 65,720		184		\$ 19,746	
	Aged >120 days from Assignment		< 25%		44.1%		\$ 666,192		39.3%		\$ 649,510		34.8%	
	Total Payment Plans over 120 days				\$16,519		\$14,093		\$19,364		\$12,744		\$18,274	
	Average Speed to Answer		< 60 seconds		137		134		139		225		119	
	STATEMENTS & LETTERS													
	Statements & Letters		337		314		247		262		312		217	
Charity Care Applications In Process		0		\$ -		0		\$ -		0		\$ -		
Inbound and Outbound Calls		In Out		40		216		156		152		139		
WRITE OFFS														
Bad Debt as a % of Gross Revenue		< 2%		4.7%		\$ 75,234		2.9%		\$ 43,004		0.5%		
Charity as a % of Gross Revenue		< 2%		0.4%		\$ 5,845		14.2%		\$ 210,892		0.4%		

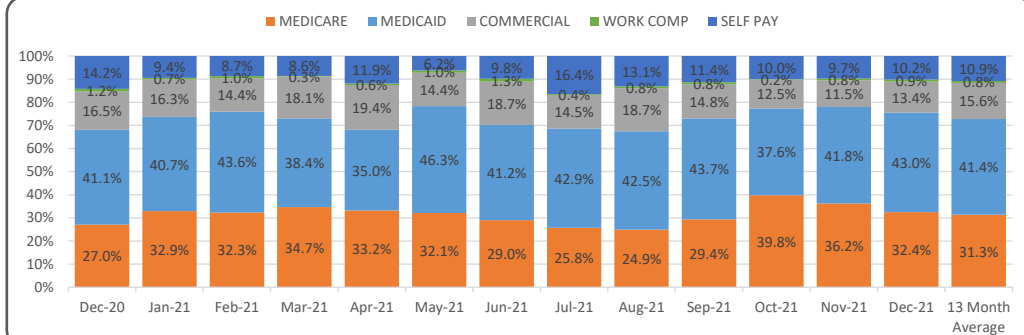
GROSS REVENUE

PAYER	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	13 Month Average
MEDICARE	\$ 303,877	\$ 397,801	\$ 366,846	\$ 416,998	\$ 451,623	\$ 403,310	\$ 443,866	\$ 409,439	\$ 370,915	\$ 448,301	\$ 548,436	\$ 452,536	\$ 489,231	\$ 423,322
MEDICAID	\$ 461,230	\$ 491,997	\$ 495,282	\$ 461,354	\$ 476,146	\$ 582,132	\$ 630,039	\$ 681,573	\$ 632,322	\$ 666,353	\$ 518,532	\$ 522,097	\$ 649,245	\$ 559,100
COMMERCIAL	\$ 185,906	\$ 196,588	\$ 163,035	\$ 217,456	\$ 263,926	\$ 180,952	\$ 286,590	\$ 230,932	\$ 277,534	\$ 225,873	\$ 172,566	\$ 144,086	\$ 202,524	\$ 211,382
WORK COMP	\$ 13,392	\$ 7,988	\$ 11,290	\$ 3,431	\$ 7,980	\$ 13,119	\$ 19,930	\$ 6,551	\$ 12,495	\$ 12,387	\$ 2,285	\$ 10,340	\$ 14,240	\$ 10,418
SELF PAY	\$ 158,995	\$ 113,949	\$ 98,464	\$ 103,453	\$ 162,349	\$ 78,203	\$ 150,492	\$ 261,501	\$ 194,690	\$ 173,622	\$ 137,550	\$ 120,951	\$ 153,177	\$ 146,723
TOTAL	\$ 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	\$ 1,379,368	\$ 1,250,010	\$ 1,508,417	\$ 1,350,944
AVERAGE DAILY REVENUE	\$ 37,983	\$ 37,802	\$ 38,518	\$ 39,399	\$ 41,569	\$ 41,548	\$ 45,612	\$ 47,594	\$ 50,096	\$ 50,049	\$ 47,759	\$ 45,669	\$ 44,976	\$ 43,737

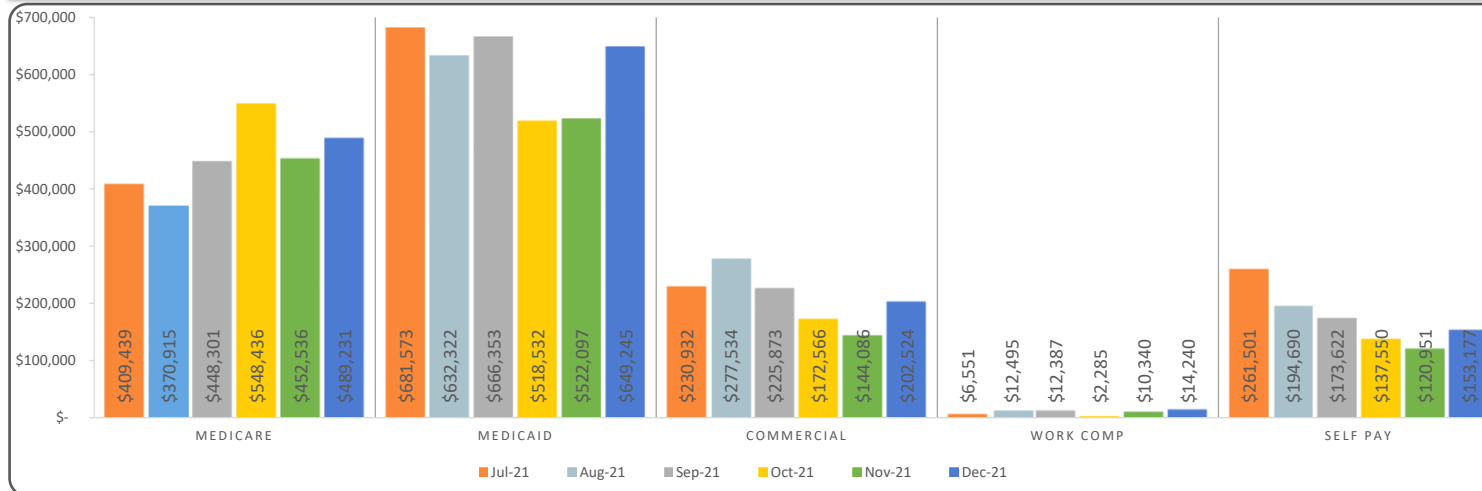
Gross Revenue



Payer Mix



Revenue Trending By Payer



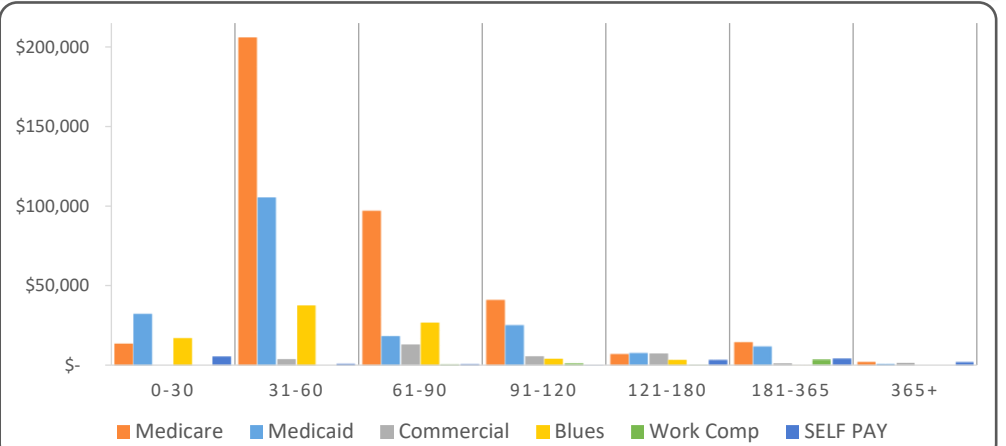
CASH DETAIL

PAYER	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	13 Month Average
MEDICARE														
Payments	\$ 577,059	\$ 257,268	\$ 406,285	\$ 463,695	\$ 571,263	\$ 406,006	\$ 453,734	\$ 312,313	\$ 434,639	\$ 302,872	\$ 324,436	\$ 505,109	\$ 382,225	\$ 415,146
Adjustments	\$ (254,641)	\$ (77,684)	\$ (74,352)	\$ (93,462)	\$ (255,470)	\$ (53,574)	\$ (85,608)	\$ 2,174	\$ (43,612)	\$ (9,988)	\$ 6,310	\$ (103,551)	\$ 97,705	\$ (72,750)
Collection %	179%	143%	122%	125%	181%	115%	123%	99%	111%	103%	98%	126%	80%	124%
MEDICAID														
Payments	\$ 160,074	\$ 171,139	\$ 199,789	\$ 235,677	\$ 182,937	\$ 164,512	\$ 217,061	\$ 200,717	\$ 347,502	\$ 253,418	\$ 317,123	\$ 173,863	\$ 200,547	\$ 217,258
Adjustments	\$ 290,758	\$ 237,643	\$ 237,317	\$ 366,205	\$ 274,829	\$ 235,943	\$ 314,982	\$ 303,594	\$ 482,578	\$ 353,823	\$ 360,075	\$ 273,521	\$ 338,117	\$ 313,030
Collection %	36%	42%	46%	39%	40%	41%	41%	40%	42%	42%	47%	39%	37%	41%
COMMERCIAL														
Payments	\$ 92,109	\$ 48,563	\$ 51,231	\$ 49,668	\$ 62,265	\$ 50,004	\$ 79,894	\$ 44,139	\$ 79,233	\$ 73,099	\$ 90,785	\$ 23,057	\$ 32,890	\$ 59,764
Adjustments	\$ 40,214	\$ 29,750	\$ 16,833	\$ 22,668	\$ 34,791	\$ 20,617	\$ 40,773	\$ 11,792	\$ 30,259	\$ 22,192	\$ 38,548	\$ 15,162	\$ 11,202	\$ 25,754
Collection %	70%	62%	75%	69%	64%	71%	66%	79%	72%	77%	70%	60%	75%	70%
BLUES														
Payments	\$ 75,502	\$ 67,970	\$ 71,767	\$ 64,062	\$ 78,665	\$ 86,510	\$ 118,932	\$ 75,666	\$ 115,131	\$ 97,873	\$ 71,400	\$ 109,199	\$ 88,547	\$ 86,248
Adjustments	\$ 34,909	\$ 31,616	\$ 35,361	\$ 31,343	\$ 36,462	\$ 38,598	\$ 26,324	\$ 51,912	\$ 48,423	\$ 37,614	\$ 31,797	\$ 46,032	\$ 35,632	\$ 37,386
Collection %	0%	0%	0%	0%	0%	0%	0%	0%	70%	72%	69%	70%	71%	71%
WORK COMP														
Payments	\$ 11,479	\$ 10,193	\$ 2,303	\$ 1,166	\$ 10,873	\$ 7,073	\$ 5,617	\$ 2,700	\$ 2,674	\$ 12,018	\$ 7,004	\$ 8,873	\$ 5,181	\$ 6,704
Adjustments	\$ 7,255	\$ 6,318	\$ 4,051	\$ 1,093	\$ 6,398	\$ 2,464	\$ 1,441	\$ 1,073	\$ 4,080	\$ 2,958	\$ 3,282	\$ 5,576	\$ 3,131	\$ 3,778
Collection %	61%	62%	36%	52%	63%	74%	80%	72%	40%	80%	68%	61%	62%	62%
SELF PAY														
Payments	\$ 61,487	\$ 47,532	\$ 25,429	\$ 47,003	\$ 37,376	\$ 40,142	\$ 37,654	\$ 25,468	\$ 39,318	\$ 40,860	\$ 32,085	\$ 24,686	\$ 17,085	\$ 36,625
Bad Debt Recoveries	\$ 5,046	\$ 7,298	\$ 1,602	\$ 5,126	\$ 4,903	\$ 3,226	\$ 6,515	\$ 6,775	\$ 4,111	\$ 1,927	\$ 4,291	\$ 291	\$ 2,711	\$ 4,140
Adjustments	\$ 52,707	\$ 32,351	\$ 23,114	\$ 2,051	\$ 26,379	\$ 7,216	\$ 25,627	\$ 39,124	\$ 24,880	\$ 10,968	\$ 11,569	\$ 8,579	\$ 23,588	\$ 22,165
Charity Care	\$ 1,809	\$ 15,633	\$ 14,071	\$ 5,744	\$ 580	\$ 1,973	\$ 9,813	\$ 5,845	\$ 210,892	\$ 5,495	\$ 3,409	\$ 107,586	\$ 6,325	\$ 29,937
Bad Debt	\$ 56,328	\$ 125,709	\$ -	\$ 200,583	\$ 76,235	\$ 141,507	\$ 78,584	\$ 75,234	\$ 43,004	\$ 7,470	\$ 6,828	\$ 158,775	\$ 31,967	\$ 77,094
Total SP Adjustments	\$ 110,843	\$ 173,693	\$ 37,185	\$ 208,378	\$ 103,194	\$ 150,696	\$ 114,024	\$ 120,203	\$ 278,776	\$ 23,933	\$ 21,806	\$ 274,940	\$ 61,879	\$ 129,196
Collection %	36%	21%	41%	18%	27%	21%	25%	17%	12%	63%	60%	8%	22%	29%
TOTAL														
Total Payments	\$ 982,756	\$ 609,963	\$ 758,406	\$ 866,398	\$ 948,282	\$ 757,474	\$ 919,408	\$ 667,778	\$ 1,022,607	\$ 782,067	\$ 847,125	\$ 845,077	\$ 729,186	\$ 825,887
Total Adjustment	\$ 229,338	\$ 401,336	\$ 256,395	\$ 536,225	\$ 200,204	\$ 394,744	\$ 411,937	\$ 490,749	\$ 800,505	\$ 430,532	\$ 461,817	\$ 511,680	\$ 547,667	\$ 307,199
Total Collection %	81%	60%	75%	62%	83%	66%	69%	58%	56%	64%	65%	62%	57%	66%

Cash & Adjustment Trending

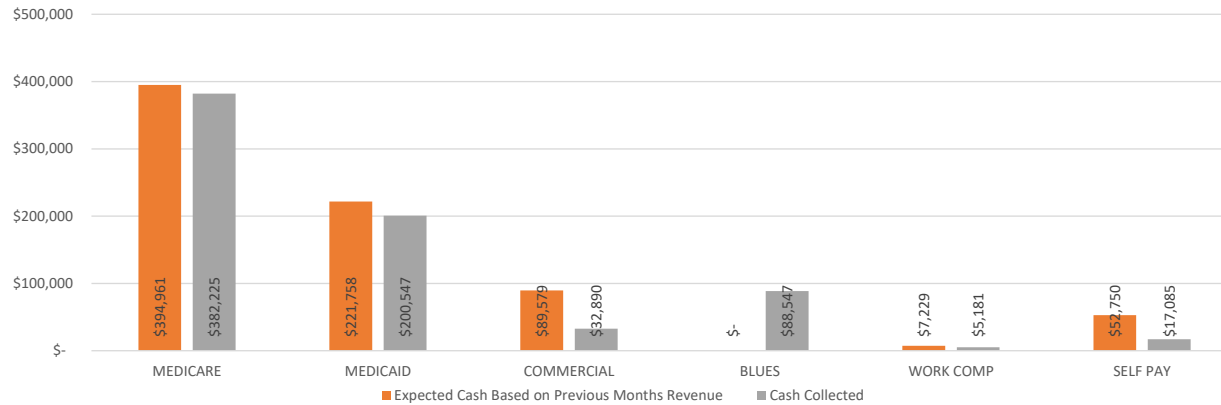


Cash Collections by Discharge Date

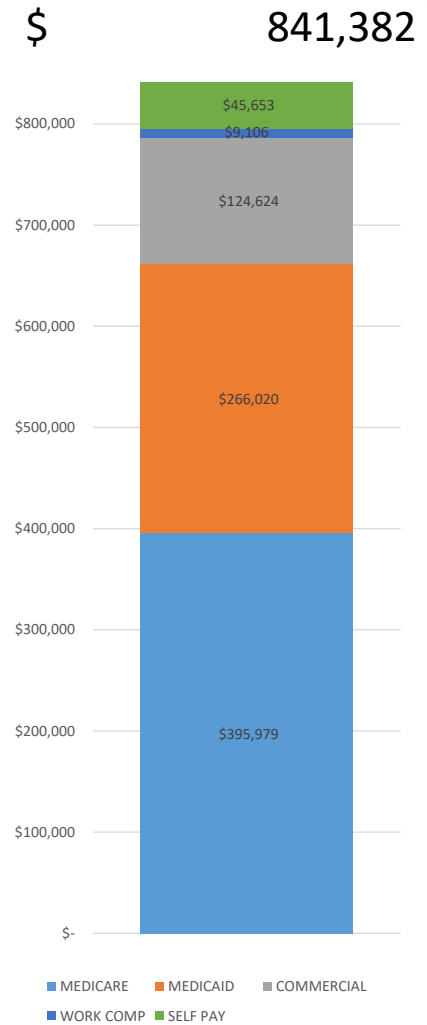


CASH FORECASTING

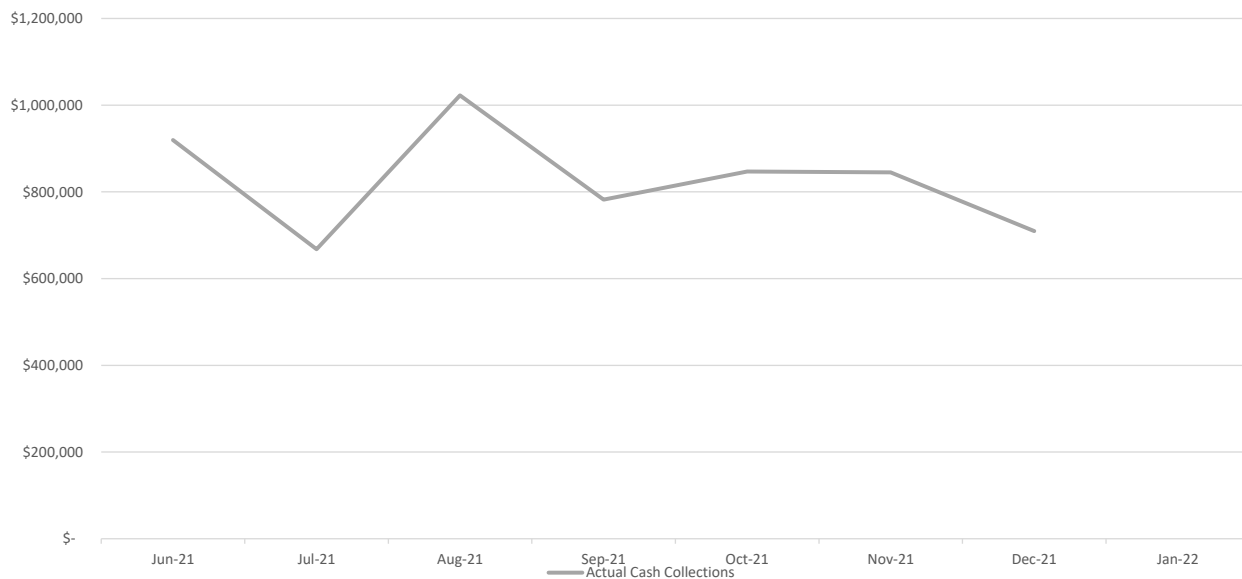
Expected Last Month vs Cash Collected (Based on Previous Months Revenue)



Cash Expected Next Month
(Based on this Months Revenue)



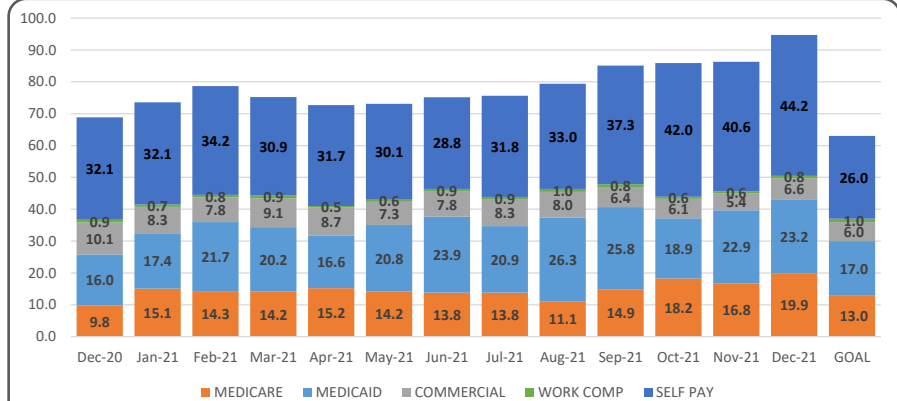
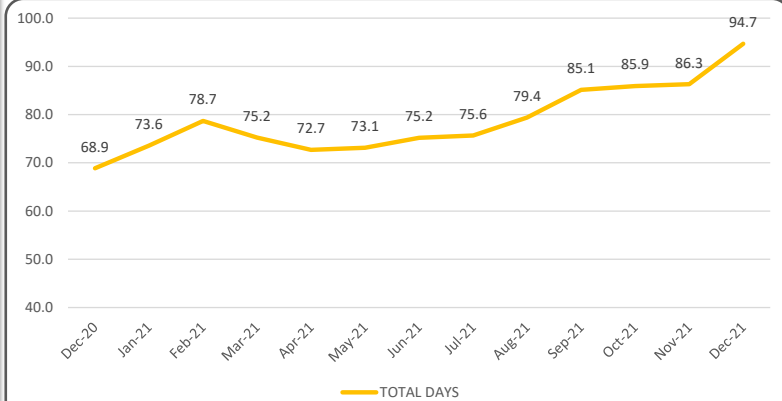
Expected Cash Based on Claim Submissions and Historical Collections



ACCOUNTS RECEIVABLE

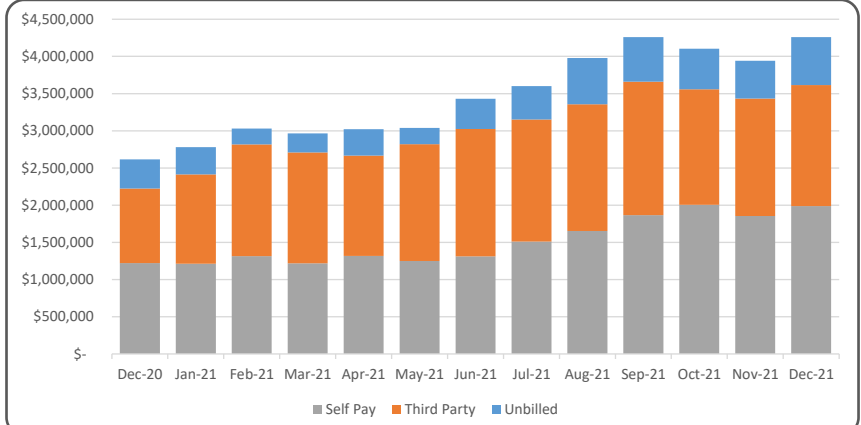
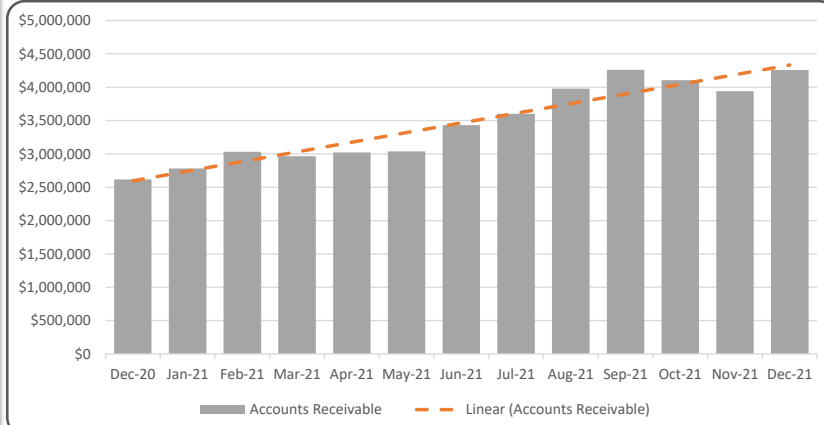
AR Days

PAYER	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	13 Month Average
MEDICARE	9.8	15.1	14.3	14.2	15.2	14.2	13.8	13.8	11.1	14.9	18.2	16.8	19.9	14.7
MEDICAID	16.0	17.4	21.7	20.2	16.6	20.8	23.9	20.9	26.3	25.8	18.9	22.9	23.2	21.1
COMMERCIAL	10.1	8.3	7.8	9.1	8.7	7.3	7.8	8.3	8.0	6.4	6.1	5.4	6.6	7.7
WORK COMP	0.9	0.7	0.8	0.9	0.5	0.6	0.9	0.9	1.0	0.8	0.6	0.6	0.8	0.8
SELF PAY	32.1	32.1	34.2	30.9	31.7	30.1	28.8	31.8	33.0	37.3	42.0	40.6	44.2	34.5
TOTAL DAYS	68.9	73.6	78.7	75.2	72.7	73.1	75.2	75.6	79.4	85.1	85.9	86.3	94.7	78.8



AR Balance

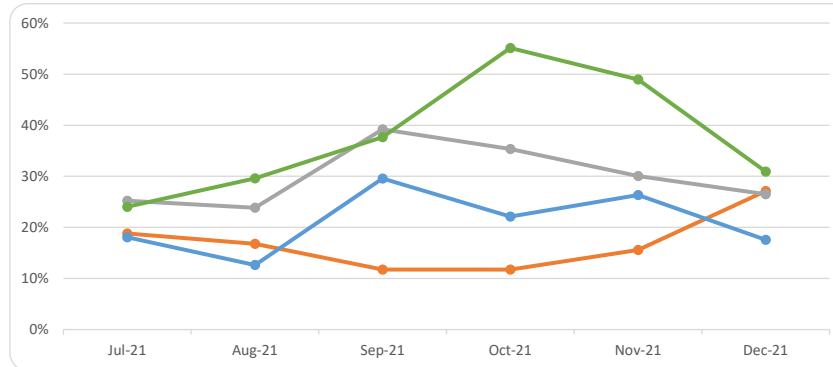
PAYER	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	13 Month Average
MEDICARE	\$ 372,289	\$ 570,425	\$ 550,291	\$ 557,849	\$ 633,863	\$ 591,567	\$ 630,044	\$ 658,291	\$ 557,543	\$ 744,813	\$ 871,052	\$ 765,280	\$ 895,860	\$ 646,090
MEDICAID	\$ 607,802	\$ 656,521	\$ 834,503	\$ 795,784	\$ 688,724	\$ 863,638	\$ 1,090,509	\$ 992,726	\$ 1,315,195	\$ 1,289,536	\$ 904,985	\$ 1,047,831	\$ 1,043,932	\$ 933,207
COMMERCIAL	\$ 381,909	\$ 313,456	\$ 300,566	\$ 357,604	\$ 361,943	\$ 304,915	\$ 355,123	\$ 396,231	\$ 403,116	\$ 318,247	\$ 290,697	\$ 245,343	\$ 297,214	\$ 332,797
WORK COMP	\$ 33,185	\$ 27,222	\$ 29,092	\$ 35,071	\$ 19,610	\$ 26,567	\$ 40,405	\$ 41,719	\$ 48,151	\$ 42,074	\$ 30,405	\$ 26,812	\$ 34,458	\$ 33,444
SELF PAY	\$ 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	\$ 2,006,398	\$ 1,855,738	\$ 1,987,106	\$ 1,517,668
TOTAL	\$ 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	\$ 4,103,537	\$ 3,941,004	\$ 4,258,570	\$ 3,463,206



ACCOUNTS RECEIVABLE AGING

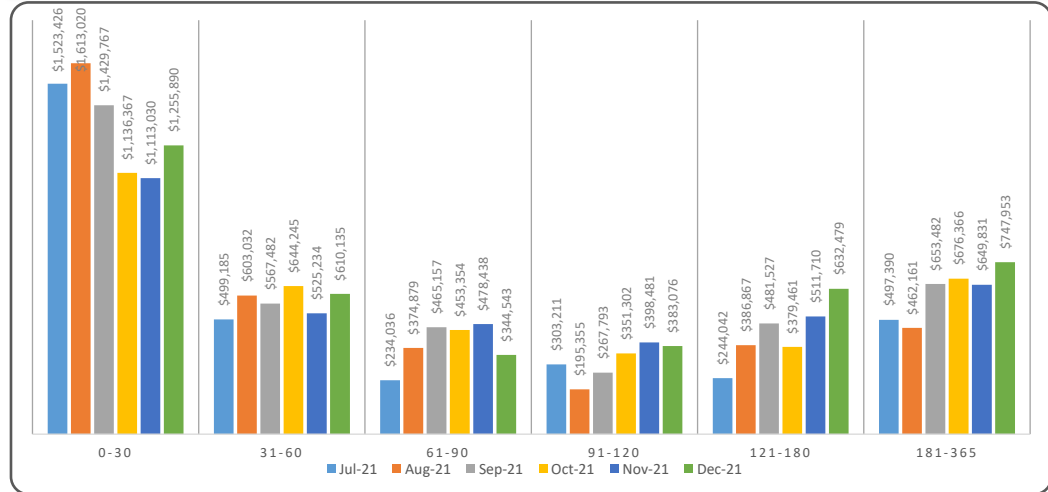
	0-30 Days		31-60 Days		61-90 Days		91-120 Days		121-180 Days		181-365 Days		366+ Days		Grand Totals	
	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$
MEDICARE																
Non-Credit	469	\$ 445,647	122	\$ 108,271	25	\$ 107,221	18	\$ 80,815	17	\$ 117,621	872	\$ 42,931	9	\$ 4,698	1532	\$ 907,204
Credit	0	\$ -	1	\$ (20)	0	\$ -	1	\$ (5,946)	0	\$ -	1	\$ (101)	8	\$ (5,277)	11	\$ (11,344)
TOTAL	469	\$ 445,647	123	\$ 108,251	25	\$ 107,221	19	\$ 74,869	17	\$ 117,621	873	\$ 42,830	17	\$ (579)	1543	\$ 895,860
MEDICAID																
Non-Credit	459	\$ 522,447	219	\$ 277,043	79	\$ 61,858	31	\$ 50,758	32	\$ 48,286	61	\$ 72,108	16	\$ 12,383	897	\$ 1,044,883
Credit	0	\$ -	1	\$ (21)	1	\$ -	2	\$ (363)	0	\$ -	5	\$ (184)	5	\$ (383)	14	\$ (951)
TOTAL	459	\$ 522,447	220	\$ 277,022	80	\$ 61,858	33	\$ 50,395	32	\$ 48,286	66	\$ 71,924	21	\$ 12,000	911	\$ 1,043,932
COMMERCIAL																
Non-Credit	421	\$ 163,291	142	\$ 64,201	65	\$ 29,909	37	\$ 19,262	35	\$ 21,536	46	\$ 18,617	38	\$ 33,402	784	\$ 350,218
Credit	0	\$ (35)	1	\$ (45)	2	\$ (120)	6	\$ (543)	4	\$ (180)	36	\$ (13,225)	360	\$ (38,856)	409	\$ (53,004)
TOTAL	421	\$ 163,256	143	\$ 64,156	67	\$ 29,789	43	\$ 18,719	39	\$ 21,356	82	\$ 5,392	398	\$ (5,454)	1193	\$ 297,214
WORK COMP																
Non-Credit	12	\$ 7,738	27	\$ 16,868	2	\$ 394	5	\$ 882	1	\$ 232	20	\$ 6,098	7	\$ 3,975	74	\$ 36,187
Credit	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	4	\$ (1,285)	2	\$ (444)	6	\$ (1,729)
TOTAL	12	\$ 7,738	27	\$ 16,868	2	\$ 394	5	\$ 882	1	\$ 232	24	\$ 4,813	9	\$ 3,531	80	\$ 34,458
SELF PAY																
Non-Credit	143	\$ 117,436	283	\$ 144,071	309	\$ 145,444	393	\$ 238,439	667	\$ 446,564	1409	\$ 626,412	526	\$ 295,139	3730	\$ 2,013,505
Credit	8	\$ (634)	3	\$ (233)	3	\$ (163)	6	\$ (228)	12	\$ (1,580)	33	\$ (3,418)	263	\$ (20,143)	328	\$ (26,399)
TOTAL	151	\$ 116,802	286	\$ 143,838	312	\$ 145,281	399	\$ 238,211	679	\$ 444,984	1442	\$ 622,994	789	\$ 274,996	4058	\$ 1,987,106
ACCOUNTS RECEIVABLE																
Non-Credit	1504	\$ 1,256,559	793	\$ 610,454	480	\$ 344,826	484	\$ 390,156	752	\$ 634,239	2408	\$ 766,166	596	\$ 349,597	7017	\$ 4,351,997
Credit	8	\$ (669)	6	\$ (319)	6	\$ (283)	15	\$ (7,080)	16	\$ (1,760)	79	\$ (18,213)	638	\$ (65,103)	768	\$ (93,427)
GRAND TOTAL	1512	\$ 1,255,890	799	\$ 610,135	486	\$ 344,543	499	\$ 383,076	768	\$ 632,479	2487	\$ 747,953	1234	\$ 284,494	7785	\$ 4,258,570

Aged Over 90 Days Trending (excluding Credits)



	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Medicare	18.8%	16.8%	11.7%	11.8%	15.6%	27.1%
Medicaid	18.1%	12.6%	29.6%	22.1%	26.3%	17.6%
Commercial	25.2%	23.8%	39.2%	35.4%	30.1%	26.5%
Work Comp	24.0%	29.6%	37.6%	55.1%	48.9%	30.9%

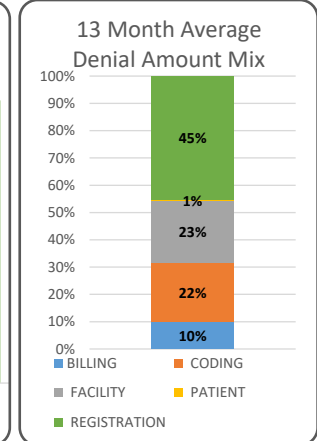
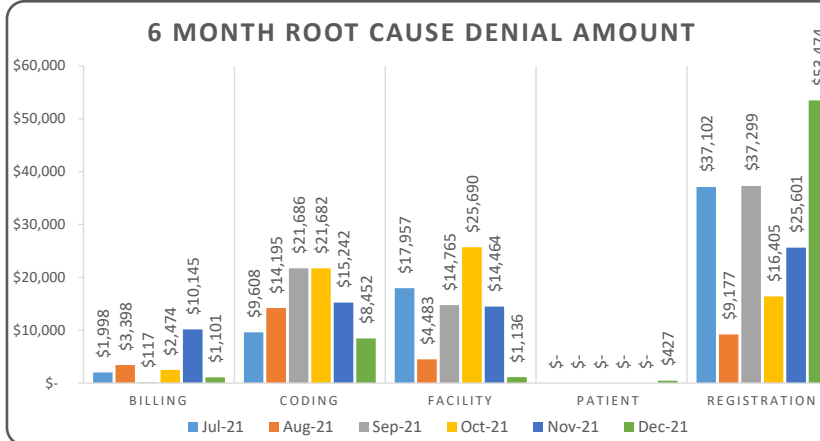
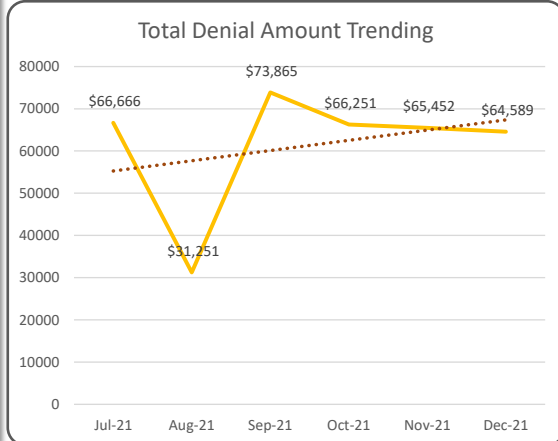
6 Month Aging



DENIAL MANAGEMENT

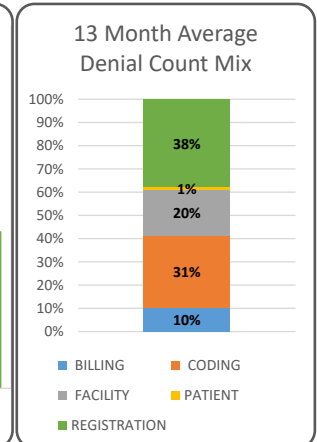
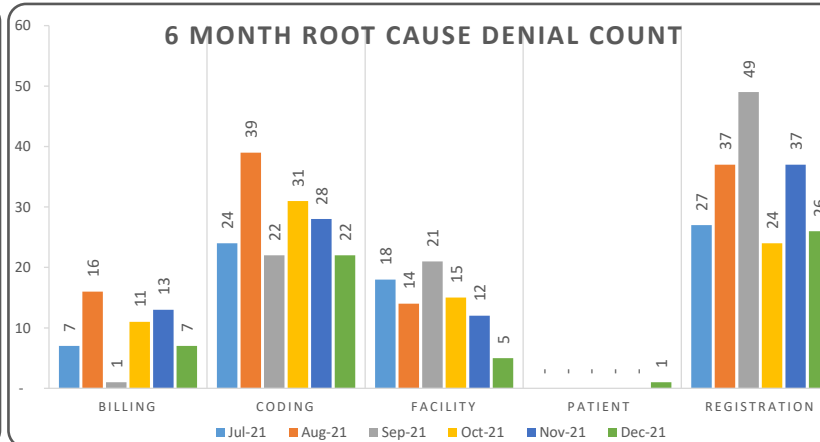
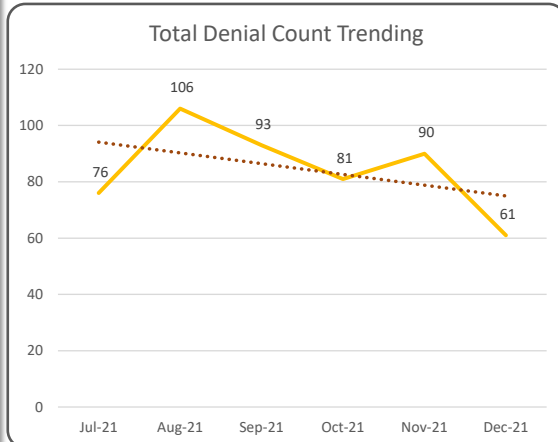
Denial Amount

AMOUNT	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	13 Month Average
BILLING	\$ 3,842	\$ 1,496	\$ 5,392	\$ 19,523	\$ 4,792	\$ 2,881	\$ 11,792	\$ 1,998	\$ 3,398	\$ 117	\$ 2,474	\$ 10,145	\$ 1,101	\$ 5,304
CODING	\$ 7,094	\$ 1,751	\$ 8,456	\$ 17,039	\$ 6,192	\$ 4,375	\$ 12,287	\$ 9,608	\$ 14,195	\$ 21,686	\$ 21,682	\$ 15,242	\$ 8,452	\$ 11,389
FACILITY	\$ 14,266	\$ 17,199	\$ 1,339	\$ 7,082	\$ 12,419	\$ 8,265	\$ 16,009	\$ 17,957	\$ 4,483	\$ 14,765	\$ 25,690	\$ 14,464	\$ 1,136	\$ 11,929
PATIENT	\$ 334	\$ -	\$ 238	\$ -	\$ -	\$ 3,871	\$ 133	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 427	\$ 385
REGISTRATION	\$ 17,011	\$ 32,929	\$ 11,944	\$ 23,606	\$ 25,658	\$ 7,953	\$ 11,848	\$ 37,102	\$ 9,177	\$ 37,299	\$ 16,405	\$ 25,601	\$ 53,474	\$ 23,847
TOTAL	\$ 42,546	\$ 53,375	\$ 27,370	\$ 67,250	\$ 49,060	\$ 27,346	\$ 52,070	\$ 66,666	\$ 31,251	\$ 73,865	\$ 66,251	\$ 65,452	\$ 64,589	\$ 52,853



Denial Count

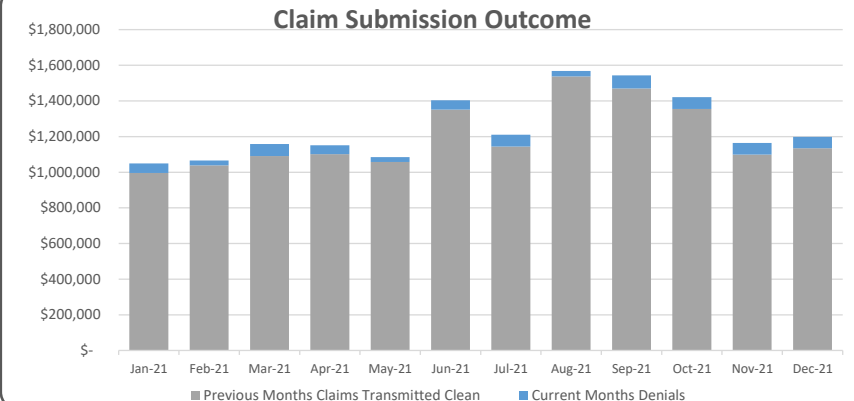
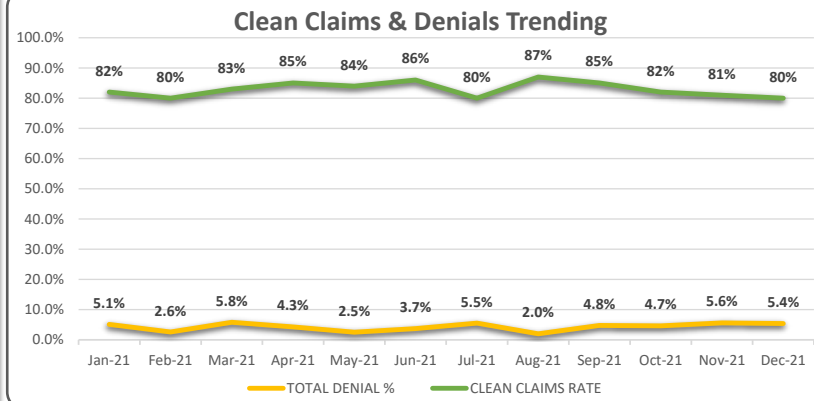
COUNT	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	13 Month Average
BILLING	8	4	5	4	16	3	6	7	16	1	11	13	7	8
CODING	27	12	11	20	22	10	31	24	39	22	31	28	22	23
FACILITY	10	14	17	15	21	15	19	18	14	21	15	12	5	15
PATIENT	2	-	2	-	-	6	1	-	-	-	-	-	1	1
REGISTRATION	20	25	16	35	33	16	22	27	37	49	24	37	26	28
TOTAL	67	55	51	74	92	50	79	76	106	93	81	90	61	75



CLAIM SUBMIT EFFICIENCY & DENIAL RESOLUTION

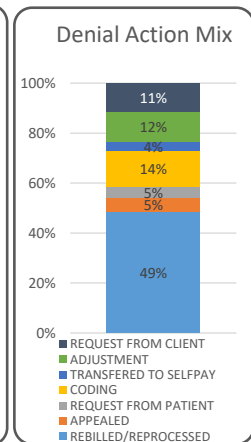
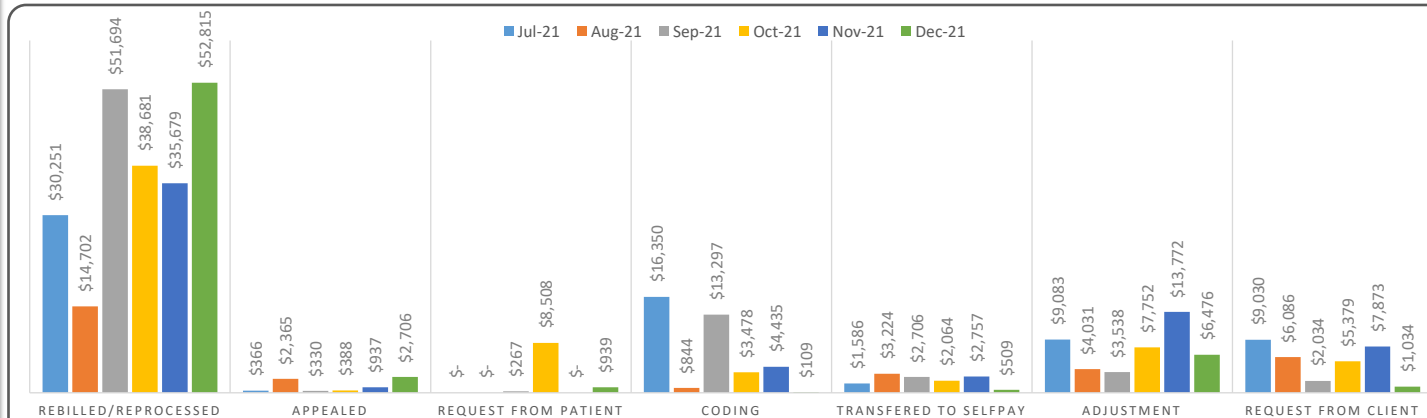
Denial & Clean Claim Trending

	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	13 Month Average
DENIAL AMOUNT	\$ 42,546	\$ 53,375	\$ 27,370	\$ 67,250	\$ 49,060	\$ 27,346	\$ 52,070	\$ 66,666	\$ 31,251	\$ 73,865	\$ 66,251	\$ 65,452	\$ 64,589	\$ 52,853
PREVIOUS MONTH'S TRANSMITTED CLAIMS	\$ 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	\$ 1,421,703	\$ 1,164,069	\$ 1,198,525	\$ 1,244,518
TOTAL DENIAL %	3.7%	5.1%	2.6%	5.8%	4.3%	2.5%	3.7%	5.5%	2.0%	4.8%	4.7%	5.6%	5.4%	4.3%
CLEAN CLAIMS RATE	82%	82%	80%	83%	85%	84%	86%	80%	87%	85%	82%	81%	80%	83%



Action Taken on Denials

DENIAL ACTION	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	13 Month Average
REBILLED/REPROCESSED	\$ 8,229	\$ 3,123	\$ 13,267	\$ 29,439	\$ 32,078	\$ 14,118	\$ 10,611	\$ 30,251	\$ 14,702	\$ 51,694	\$ 38,681	\$ 35,679	\$ 52,815	\$ 25,745
APPEALED	\$ 1,553	\$ 23,761	\$ 1,172	\$ -	\$ 2,391	\$ -	\$ 207	\$ 366	\$ 2,365	\$ 330	\$ 388	\$ 937	\$ 2,706	\$ 2,783
REQUEST FROM PATIENT	\$ 496	\$ 252	\$ 568	\$ 15,192	\$ 1,853	\$ 3,871	\$ 133	\$ -	\$ -	\$ 267	\$ 8,508	\$ -	\$ 939	\$ 2,468
CODING	\$ 12,470	\$ 19,231	\$ 637	\$ 2,790	\$ 2,954	\$ 1,679	\$ 18,699	\$ 16,350	\$ 844	\$ 13,297	\$ 3,478	\$ 4,435	\$ 109	\$ 7,459
TRANSFERRED TO SELFPAY	\$ 6,395	\$ 3,057	\$ 433	\$ 931	\$ 2,072	\$ 500	\$ 220	\$ 1,586	\$ 3,224	\$ 2,706	\$ 2,064	\$ 2,757	\$ 509	\$ 2,035
ADJUSTMENT	\$ 2,929	\$ 3,179	\$ 1,992	\$ 4,018	\$ 2,783	\$ 5,009	\$ 17,602	\$ 9,083	\$ 4,031	\$ 3,538	\$ 7,752	\$ 13,772	\$ 6,476	\$ 6,320
REQUEST FROM CLIENT	\$ 10,473	\$ 772	\$ 9,302	\$ 14,880	\$ 4,929	\$ 2,168	\$ 4,598	\$ 9,030	\$ 6,086	\$ 2,034	\$ 5,379	\$ 7,873	\$ 1,034	\$ 6,043
TOTAL	\$ 42,546	\$ 53,375	\$ 27,370	\$ 67,250	\$ 49,060	\$ 27,346	\$ 52,070	\$ 66,666	\$ 31,251	\$ 73,865	\$ 66,251	\$ 65,452	\$ 64,589	\$ 52,853

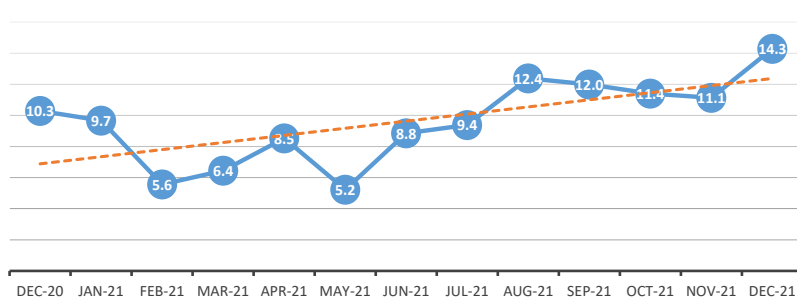


UNBILLED & INVENTORY

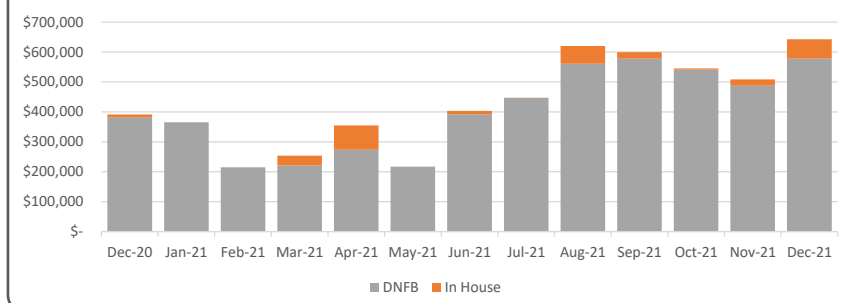
Unbilled

	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	13 Month Average
In House	\$ 8,541	\$ -	\$ 254	\$ 32,930	\$ 80,746	\$ -	\$ 11,541	\$ 267	\$ 59,277	\$ 22,170	\$ 3,706	\$ 20,857	\$ 64,355	\$ 23,434
DNFB	\$ 382,533	\$ 365,354	\$ 214,269	\$ 220,951	\$ 273,604	\$ 217,275	\$ 392,046	\$ 446,371	\$ 560,649	\$ 577,639	\$ 541,096	\$ 487,338	\$ 577,901	\$ 404,387
Total Unbilled	\$ 391,074	\$ 365,354	\$ 214,523	\$ 253,881	\$ 354,350	\$ 217,275	\$ 403,587	\$ 446,637	\$ 619,925	\$ 599,809	\$ 544,802	\$ 508,195	\$ 642,256	\$ 427,821
Unbilled Days	10.3	9.7	5.6	6.4	8.5	5.2	8.8	9.4	12.4	12.0	11.4	11.1	14.3	9.6

Total Unbilled Days



Unbilled Dollars

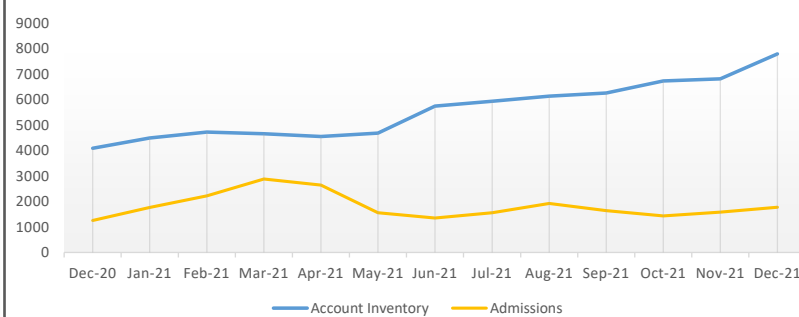


Admissions & Account Inventory

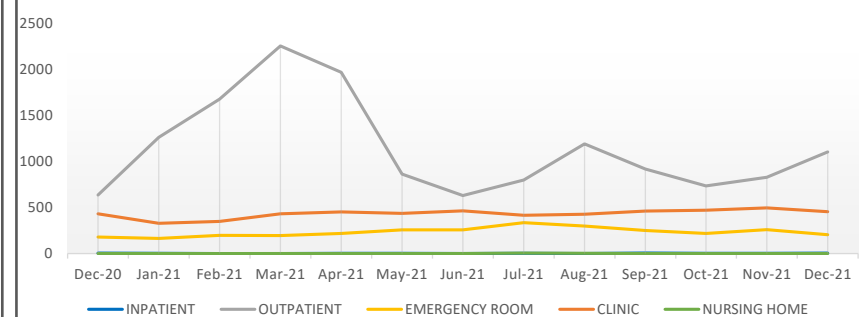
ADMISSIONS	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	13 Month Average
INPATIENT	5	3	0	0	2	2	1	3	1	6	3	2	5	3
SWINGBED	4	4	1	2	2	3	2	2	2	3	5	2	3	3
OUTPATIENT	634	1,260	1,675	2,251	1,965	861	629	798	1,190	916	733	826	1,102	1142
EMERGENCY ROOM	178	164	197	194	219	258	256	335	297	250	218	260	205	233
CLINIC	432	328	348	432	451	436	463	414	427	461	471	495	454	432
NURSING HOME	1	1	0	1	0	0	1	5	3	0	0	0	1	1
TOTAL	1,254	1,760	2,221	2,880	2,639	1,560	1,352	1,557	1,920	1,636	1,430	1,585	1,770	1813

ACCOUNT INVENTORY	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	13 Month Average
MEDICARE	433	1,092	1,161	475	523	578	1,434	796	632	657	886	869	1,543	852
MEDICAID	598	542	585	864	686	656	808	856	922	832	779	862	911	762
COMMERCIAL	896	730	687	1,107	1,029	1,018	1,039	1,377	1,201	1,117	1,111	1,119	1,193	1048
WORK COMP	72	72	63	72	55	81	113	99	103	100	89	83	80	83
SELF PAY	2,086	2,053	2,225	2,135	2,255	2,349	2,344	2,805	3,271	3,545	3,862	3,872	4,058	2835
TOTAL	4085	4489	4721	4653	4548	4682	5738	5933	6129	6251	6727	6805	7785	5580

Account Inventory & Admissions



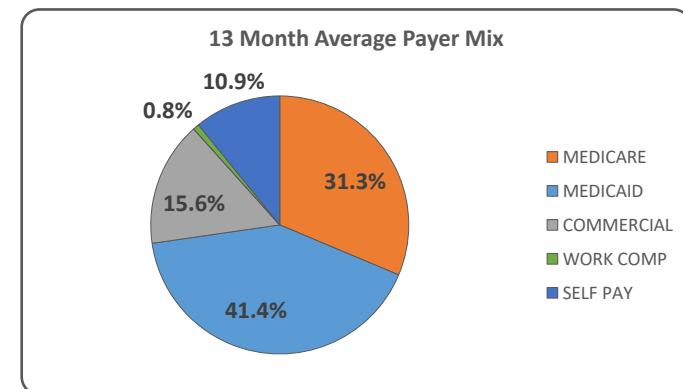
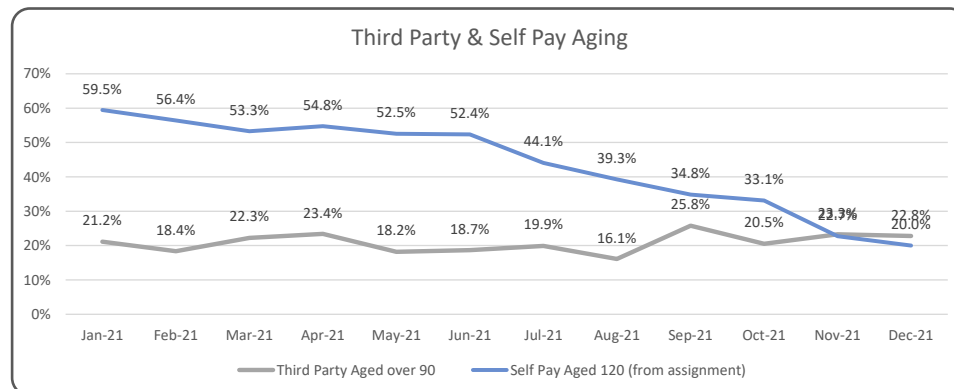
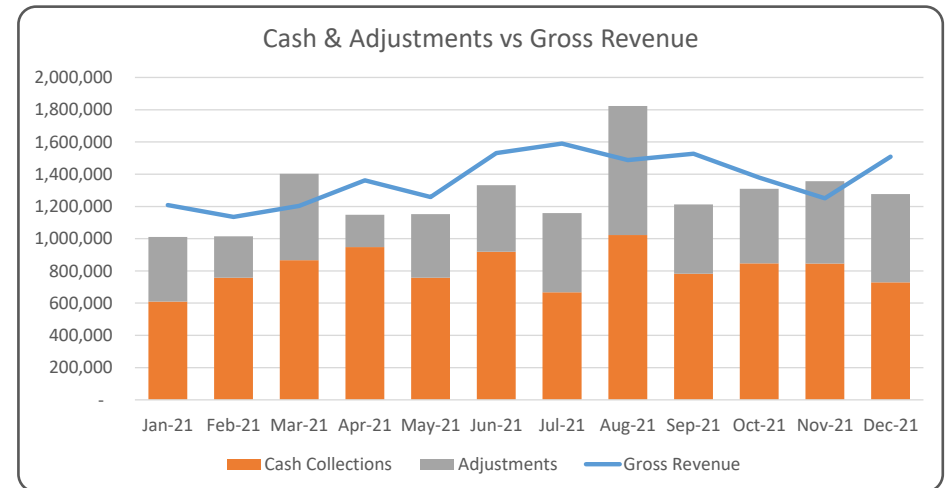
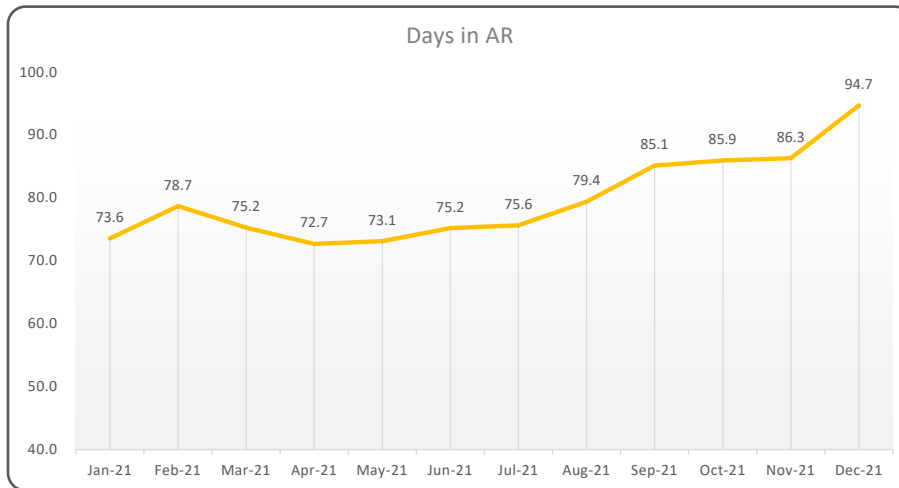
Admissions by Service Type



Southern Humboldt Community Healthcare District

Executive Dashboard

	TARGET	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Days in AR	63.0	73.6	78.7	75.2	72.7	73.1	75.2	75.6	79.4	85.1	85.9	86.3	94.7
Gross AR		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	4,103,537	3,941,004	4,258,570
Gross Revenue		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	1,379,368	1,250,010	1,508,417
Cash Collections		609,963	758,406	866,398	948,282	757,474	919,408	667,778	1,022,607	782,067	847,125	845,077	729,186
Adjustments		401,336	256,395	536,225	200,204	394,744	411,937	490,749	800,505	430,532	461,817	511,680	547,667
Collection %		60.3%	74.7%	61.8%	82.6%	65.7%	69.1%	57.6%	56.1%	64.5%	64.7%	62.3%	57.1%
Late Charges	1%	0.0%	0.1%	0.1%	0.0%	0.0%	-1.1%	0.1%	-0.1%	0.0%	0.0%	2.2%	1.4%
Bad Debt	3%	10.4%	0.0%	16.7%	5.6%	11.3%	5.1%	4.7%	2.9%	0.5%	0.5%	12.7%	2.1%
Charity Care	3%	1.3%	1.2%	0.5%	0.0%	0.2%	0.6%	0.4%	14.2%	0.4%	0.2%	8.6%	0.4%
Third Party Aged over 90	15%	21.2%	18.4%	22.3%	23.4%	18.2%	18.7%	19.9%	16.1%	25.8%	20.5%	23.3%	22.8%
Self Pay Aged 120 (from assignment)	25%	59.5%	56.4%	53.3%	54.8%	52.5%	52.4%	44.1%	39.3%	34.8%	33.1%	22.7%	20.0%

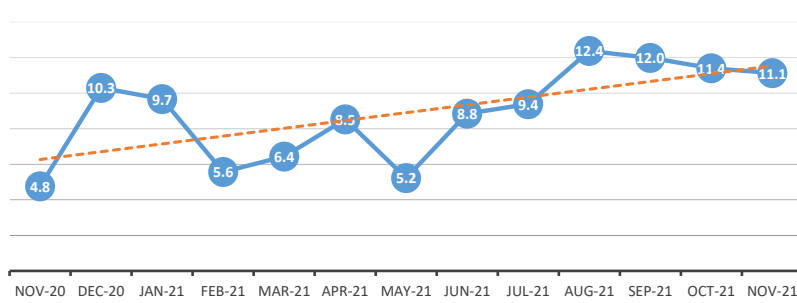


UNBILLED & INVENTORY

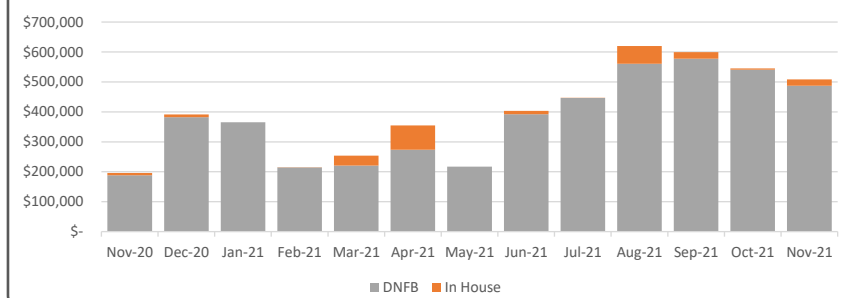
Unbilled

	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	13 Month Average
In House	\$ 7,623	\$ 8,541	\$ -	\$ 254	\$ 32,930	\$ 80,746	\$ -	\$ 11,541	\$ 267	\$ 59,277	\$ 22,170	\$ 3,706	\$ 20,857	\$ 19,070
DNFB	\$ 188,484	\$ 382,533	\$ 365,354	\$ 214,269	\$ 220,951	\$ 273,604	\$ 217,275	\$ 392,046	\$ 446,371	\$ 560,649	\$ 577,639	\$ 541,096	\$ 487,338	\$ 374,431
Total Unbilled	\$ 196,107	\$ 391,074	\$ 365,354	\$ 214,523	\$ 253,881	\$ 354,350	\$ 217,275	\$ 403,587	\$ 446,637	\$ 619,925	\$ 599,809	\$ 544,802	\$ 508,195	\$ 393,502
Unbilled Days	4.8	10.3	9.7	5.6	6.4	8.5	5.2	8.8	9.4	12.4	12.0	11.4	11.1	8.9

Total Unbilled Days



Unbilled Dollars

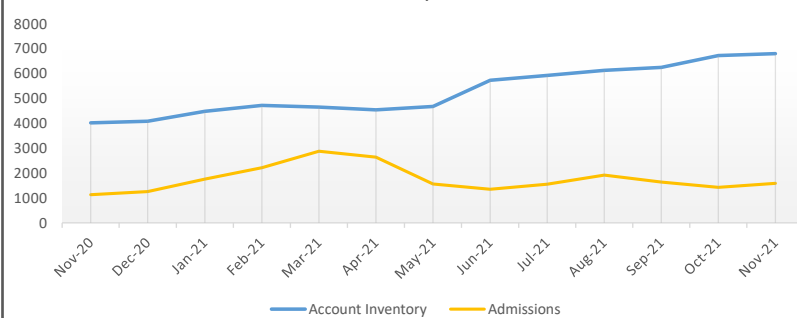


Admissions & Account Inventory

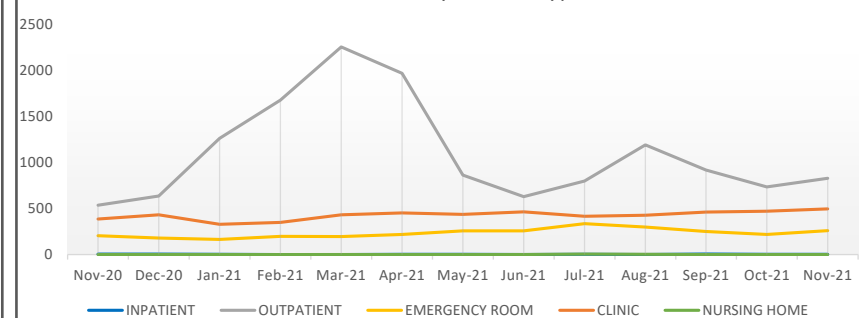
ADMISSIONS	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	13 Month Average
INPATIENT	5	5	3	0	0	2	2	1	3	1	6	3	2	3
SWINGBED	1	4	4	1	2	2	3	2	2	2	3	5	2	3
OUTPATIENT	535	634	1,260	1,675	2,251	1,965	861	629	798	1,190	916	733	826	1098
EMERGENCY ROOM	204	178	164	197	194	219	258	256	335	297	250	218	260	233
CLINIC	385	432	328	348	432	451	436	463	414	427	461	471	495	426
NURSING HOME	1	1	1	0	1	0	0	1	5	3	0	0	0	1
TOTAL	1,131	1,254	1,760	2,221	2,880	2,639	1,560	1,352	1,557	1,920	1,636	1,430	1,585	1763

ACCOUNT INVENTORY	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	13 Month Average
MEDICARE	527	433	1,092	1,161	475	523	578	1,434	796	632	657	886	869	774
MEDICAID	546	598	542	585	864	686	656	808	856	922	832	779	862	734
COMMERCIAL	864	896	730	687	1,107	1,029	1,018	1,039	1,377	1,201	1,117	1,111	1,119	1023
WORK COMP	78	72	72	63	72	55	81	113	99	103	100	89	83	83
SELF PAY	2,006	2,086	2,053	2,225	2,135	2,255	2,349	2,344	2,805	3,271	3,545	3,862	3,872	2678
TOTAL	4021	4085	4489	4721	4653	4548	4682	5738	5933	6129	6251	6727	6805	5291

Account Inventory & Admissions



Admissions by Service Type



Southern Humboldt Community Healthcare District

Executive Dashboard

	TARGET	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21
Days in AR	63.0	68.9	73.6	78.7	75.2	72.7	73.1	75.2	75.6	79.4	85.1	85.9	86.3
Gross AR		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	4,103,537	3,941,004
Gross Revenue		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	1,379,368	1,250,010
Cash Collections		982,756	609,963	758,406	866,398	948,282	757,474	919,408	667,778	1,022,607	782,067	847,125	845,077
Adjustments		229,338	401,336	256,395	536,225	200,204	394,744	411,937	490,749	800,505	430,532	461,817	511,680
Collection %		81.1%	60.3%	74.7%	61.8%	82.6%	65.7%	69.1%	57.6%	56.1%	64.5%	64.7%	62.3%
Late Charges	1%	0.3%	0.0%	0.1%	0.1%	0.0%	0.0%	-1.1%	0.1%	-0.1%	0.0%	0.0%	2.2%
Bad Debt	3%	5.0%	10.4%	0.0%	16.7%	5.6%	11.3%	5.1%	4.7%	2.9%	0.5%	0.5%	12.7%
Charity Care	3%	0.2%	1.3%	1.2%	0.5%	0.0%	0.2%	0.6%	0.4%	14.2%	0.4%	0.2%	8.6%
Third Party Aged over 90	15%	26.8%	21.2%	18.4%	22.3%	23.4%	18.2%	18.7%	19.9%	16.1%	25.8%	20.5%	23.3%
Self Pay Aged 120 (from assignment)	25%	54.9%	59.5%	56.4%	53.3%	54.8%	52.5%	52.4%	44.1%	39.3%	34.8%	33.1%	22.7%

