

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

**Tuesday
February 22, 2022
10:00 a.m.**

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



SoHum Health



Date: Tuesday, February 22, 2022

Time: 10:00 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=m36b5acf0fa870b3f93b7dc00fbe1fd06>

Agenda

Time*	Page	Item
10:00 a.m.	A.	Call to Order
10:01 a.m.	B.	Public Comment (3 minute limit per person)
		See public comment instructions below
10:05 a.m.	C.	Announcements
10:10 a.m.	D.	Previous Meeting Minutes
		1. Minutes from Tuesday, January 25, 2022
	E.	Discussion and Review
10:15 a.m.		1. January 2022 Financials – Paul Eves
10:30 a.m.		2. January 2022 Revenue Cycle Report – Marie Brown
		3. January 2022 HRG Report – Remy Quinn
	F.	Discussion Items to Report to the Board
	G.	Next Meeting: Tuesday, March 22, 2022
	H.	Adjourn



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, February 14, 2022*

**Southern Humboldt Community
Healthcare District**

	Feb 21	March 21	April 21	May 21	June 21	July 21	Aug 21	Sept 21	Oct 21	Nov 21	Dec 21	Jan 22	Current 12 Month AVG	Year to Date- Current Year
In Patient Statistics														
Total Acute Patient Days	0	0	6	4	4	8	1	16	9	5	11	3	6	53
Total Swing Patient Days	94	106	101	75	70	38	25	56	66	30	39	35	61	289
Total SNF Patient Days	196	234	240	248	240	236	229	240	231	191	237	223	229	1,587
Total Patient Days	290	340	347	327	314	282	255	312	306	226	287	261	296	1,929
Total Acute Discharges	0	0	2	2	1	3	1	5	4	2	5	1	2	21
Total Swing Discharges	2	1	30	3	3	3	1	4	5	0	2	2	5	17
Total SNF Discharges	0	0	0	0	1	1	2	0	1	1	2	1	1	8
	2	1	32	5	5	7	4	9	10	3	9	4	8	46
Acute Length of Stay	0.00	0.00	3.00	2.00	4.00	2.67	1.00	3.20	2.25	2.50	2.20	3.00	2	17
ER Admits	0	0	2	2	1	3	1	5	4	2	5	1	2	21
I/P Lab Visits	6	8	11	12	20	12	12	23	14	7	10	23	13	101
I/P Radiology Visits	5	2	2	1	2	6	4	3	2	2	4	2	3	23
I/P EKG's	0	0	0	0	0	0	0	0	0	0	1	0	0	1
Out Patient Statistics														
ER Visits	197	194	219	258	257	335	298	250	220	260	206	233	244	1,802
Clinic Visits	346	433	451	436	463	414	427	459	471	495	453	449	441	3,168
SLS Visits	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outpatient Medical	809	3656	2967	3068	1611	1134	1143	1570	1871	1302	1644	2278	1,921	10,942
Laboratory Visits	440	474	468	617	476	682	1041	740	546	640	839	1009	664	5,497
Radiology	159	46	171	190	219	206	156	209	152	167	179	121	165	1,190
Mammography	10	10	22	24	4	27	25	6	11	19	9	17	15	114
CT Scans	66	56	82	80	71	89	55	76	63	70	66	73	71	492
EKG's	28	27	43	39	46	40	23	42	38	25	44	48	37	260
Retail Pharmacy Rx's Sold					1040	1607	2001	2358	2566	2249			1,970	11,821
Total O/P Visits	2,055	4,896	4,423	4,712	3,147	2,927	3,168	3,352	3,372	2,978	3,440	4,228	1,279	23,465
Salary Statistics														
Productive FTE's	71.3	81.3	83.7	77.9	76.6	75.1	75.1	76.8	79.2	80.5	79.2	71.7	77.4	
Paid FTE's	77.3	73.8	76.3	72.1	71.4	85.0	84.9	85.0	87.1	87.8	87.9	85.4	81.2	
Salaries & Ben as % of Net Rev	48.4%	91.1%	61.1%	56.4%	60.4%	47.9%	68.4%	59.2%	77.6%	64.5%	57.7%	50.1%	61.9%	
BeneGits as % of Salaries	32.3%	30.7%	22.9%	42.7%	19.7%	29.8%	46.4%	32.0%	64.4%	32.2%	28.1%	28.1%	34.1%	
Revenue Statistics														
Gross A/R > 120 Days	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	2,040,686	1,326,909.1	
A/R>120 Days as % of Total AR	41%	41%	41%	41%	41%	41%	41%	34%	34%		42%		39.4%	
Gross Days in A/R	75.6	75.2	75.2	75.2	75.2	75.6	79.2	85.1	85.9	86.3	94.7	91.6	81.2	
Net Days in A/R	68.9	69.7	69.7	69.7	69.9	69.8	73.4	79.8	81.6	79.8	87.5	84.4	75.4	
A/R Cash Collections	720,895	847,144	948,282	757,474	919,408	667,778	1,022,607	782,980	847,125	845,077	729,186	727,607	817,963.6	
Collections as % of Net Rev	63.3%	57.3%	112.4%	59.8%	63.6%	32.7%	70.8%	67.2%	70.8%	68.8%	63.1%	58.0%	65.7%	
Accounts Payable Days	0.5	4.8	6.8	5.1	15.9	0.7	4.4	10.0	2.1	1.9	0.8	6.0	4.8	
Cash Collections per Cal Day	23,255	27,327	30,590	24,435	29,658	21,541	32,987	25,257	27,327	27,261	23,522	23,471	26,751	107,113
Cash Disburs. per Cal Day	46,329	44,803	45,848	38,553	39,838	41,846	38,603	41,262	458,718	40,600	42,521	41,846	76,600	580,429
DATA Entry/Details/Calcs														
Calendar Days	28	31	30	31	30	31	31	30	31	30	31	31		

**Southern Humboldt Community
Healthcare District
Income Statement
January 2022**

Current Month			Year to Date			
\$					\$	%
Variance	Budget	Actual		Actual	Budget	Variance
			GROSS PATIENT REVENUE			
(66,776)	237,500	170,724	INPATIENT	1,401,206	1,662,500	(261,294)
12,508	41,670	54,178	INPATIENT ANCILLARY	362,904	291,690	71,214
375,419	1,202,080	1,577,499	OUTPATIENT ANCILLARY	9,472,491	8,414,560	1,057,931
321,151	1,481,250	1,802,401	TOTAL PATIENT REVENUE	11,236,601	10,368,750	867,851
			DEDUCTIONS FROM REVENUE			
(13,970)	515,630	501,660	CONTRACTUAL ALLOWANCES	2,775,571	3,609,410	(833,839)
45,778	71,670	117,448	PROVISION FOR BAD DEBTS	865,520	501,690	363,830
2,322	36,000	38,322	OTHER ALLOWANCES/DEDUCTIONS	406,463	252,000	154,463
	-300,000	(300,000)	OTHER OPERATING IGTs & SUPPLEMENTAL	(2,100,000)	(2,100,000)	
34,130	323,300	357,430	TOTAL DEDUCTIONS	1,947,554	2,263,100	(315,546)
287,021	1,157,950	1,444,971	NET PATIENT REVENUE	9,289,047	8,105,650	1,183,397
22,137	12,000	34,137	OTHER OPERATING REVENUE	123,046	84,000	39,046
309,158	1,169,950	1,479,108	TOTAL OPERATING REVENUE	9,412,093	8,189,650	1,222,443
(166,289)	731,670	565,381	SALARIES & WAGES	3,950,478	5,121,690	(1,171,212)
728	158,330	159,058	EMPLOYEE BENEFITS	1,327,939	1,108,310	219,629
(10,783)	123,330	112,547	PROFESSIONAL FEES	889,485	863,310	26,175
70,116	112,500	182,616	SUPPLIES	827,464	787,500	39,964
(9,004)	21,670	12,666	REPAIRS & MAINTENANCE	105,409	151,690	(46,281)
22,609	110,000	132,609	PURCHASED SERVICES	770,300	770,000	300
(10,091)	14,170	4,079	UTILITIES	107,924	99,190	8,734
(10,218)	23,330	13,112	INSURANCE	97,578	163,310	(65,732)
0		0	INTEREST	0	0	0
284	38,330	38,614	DEPRECIATION/ AMORTIZATION	296,556	268,310	28,246
43,206	33,330	76,536	OTHER	668,858	233,310	435,548
(69,442)	1,366,660	1,297,218	TOTAL OPERATING EXPENSES	9,041,991	9,566,620	(524,629)
378,600	(196,710)	181,890	OPERATING PROFIT (LOSS)	370,102	(1,376,970)	1,747,072
5,855	95,000	100,855	TAX REVENUE	663,355	665,000	(1,645)
287,636	40,000	327,636	OTHER NONOPERATING REV (EXP)	2,508,222	280,000	2,228,222
		6,789	INTEREST INCOME	22,057		
300,280	135,000	435,280	NET NON OPERATING REV (EXP)	3,193,634	945,000	2,248,634
678,880	(61,710)	617,170	NET INCOME (LOSS)	3,563,736	(431,970)	3,995,706

-925%

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

	Feb 21	March 21	April 21	May 21	June 21	July 21	Aug 21	Sept 21	Oct 21	Nov 21	Dec 21	Jan 22	12 Month AVG: Oct '20-Sept 21	YTD - Current Year
Inpatient Daily Hospital Services	174,231	211,394	239,276	197,597	231,202	223,673	154,457	244,718	219,424	170,256	217,954	170,724	204,576	1,401,206
Ancillary Revenue	46,657	38,910	49,414	45,356	40,690	44,799	54,355	72,321	45,472	40,036	51,743	54,178	48,661	362,904
Outpatient Revenue	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	1,577,499	1,226,349	9,472,491
Total Hospital Revenue	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	1,802,401	1,479,585	11,236,601
Contractual Allowances	529,284	523,160	155,981	252,235	388,721	224,877	457,567	404,071	324,712	415,578	447,106	501,660	385,413	2,775,571
Provision for Bad Debts	73,530	161,600	176,861	115,056	84,411	155,817	210,892	48,684	140,689	54,169	137,821	117,448	123,082	865,520
Other Allowances/Deductions	51,310	40,302	64,858	25,201	34,185	83,017	76,635	4,829	39,931	63,107	100,622	38,322	51,860	406,463
Other Operating: IGTs & Supplemental	(627,987)	(363,854)	(300,000)	(444,764)	(996,499)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(402,759)	(2,100,000)
Total Deductions	26,137	361,208	97,700	(52,272)	(489,182)	163,711	445,094	157,584	205,332	232,854	385,549	357,430	157,595	1,947,554
Contractual %													11%	17%
Net Patient Revenue	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	1,444,971	1,321,990	9,289,047
Net Revenue %	98%	70%	93%	104%	131%	90%	72%	91%	87%	83%	76%	80%	89%	83%
Other Operating Revenue	13,333	14,401	16,355	15,173	14,595	14,004	14,615	15,318	14,551	15,668	14,753	34,137	16,409	123,046
Total Revenue	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	1,479,108	1,338,398	9,412,093
Salaries & Wages	541,262	588,389	629,663	571,404	1,030,764	533,278	543,935	536,284	579,710	564,028	627,862	565,381	609,330	3,950,478
Employee Benefits	174,606	180,531	143,898	244,263	203,497	149,686	158,608	171,366	373,211	181,430	134,580	159,058	189,561	1,327,939
Professional Fees	221,195	242,144	150,240	148,383	173,721	142,301	118,353	112,847	112,883	180,917	109,637	112,547	152,097	889,485
Supplies	112,189	120,817	129,018	13,552	131,829	157,223	109,110	61,224	106,131	109,659	101,501	182,616	111,239	827,464
Repairs & Maintenance	32,625	43,832	14,960	50,554	42,013	16,885	6,638	25,766	20,930	13,640	8,884	12,666	24,116	105,409
Purchased Services	94,625	124,045	146,846	70,047	161,073	139,826	94,063	140,865	125,499	70,442	66,996	132,609	113,911	770,300
Utilities	19,190	16,004	17,793	10,182	13,427	17,771	18,077	24,502	30,677	5,875	6,943	4,079	15,377	107,924
Insurance	11,755	11,755	11,755	11,755	11,878	23,430	10,075	11,755	12,982	12,703	13,521	13,112	13,040	97,578
Interest														0
Depreciation	45,720	45,720	45,896	45,896	45,896	45,896	45,896	45,896	37,258	45,975	37,021	38,614	43,807	296,556
Other Expense	16,852	15,641	85,361	29,111	57,639	121,049	44,214	152,351	30,170	33,332	211,206	76,536	72,789	668,858
Total Expenses	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	1,297,218	1,345,267	9,041,991
Expenses %	113%	162%	107%	90%	91%	92%	99%	83%	106%	105%	105%	88%	101%	7%
Profit/Loss from Operations	(146,954)	(530,681)	(93,223)	130,444	187,888	123,872	15,646	256,264	(81,967)	(62,624)	(62,979)	181,890	(6,869)	370,102
Tax Revenue	92,500	92,500	92,500	94,920	92,500	95,000	95,000	95,000	92,500	92,500	92,500	100,855	94,023	663,355
Other Non Operating Rev (Exp)	50,000	81,574	88,340	40,000	19,949	6,039	3,903	1,574,676	311,075	40,160	244,733	327,636	232,340	2,508,222
Interest Income					12,005			14,173	31	1,064		6,789	6,812	22,057
Net Non-operating Rev/(Exp)	142,500	174,074	180,840	134,920	124,454	101,039	98,903	1,683,849	403,606	133,724	337,233	435,280	333,176	3,193,634
NET INCOME/ (LOSS)	(4,454)	(356,607)	87,617	265,364	312,342	224,911	114,549	1,940,113	321,639	71,100	274,254	617,170	326,307	3,563,736

Southern Humboldt Community Healthcare District
Balance Sheet
January 2022

ASSETS	
Current Assets	
Cash- Checking & Investments	3,218,519
LAIF Account	10,940,314
Humboldt County Property Tax Acct	800,000
Patient Accounts Receivable	4,379,072
Less Allowances	2,543,417
Accounts Receivable- Net	1,835,655
Other Receivables	397,228
Inventories	159,541
Estimated 3rd Party Settlements	
Prepaid expenses and Deposits	899,677
Total current assets	18,250,934
Property and Equipment	
Land	959,877
Land improvements	553,251
Buildings	2,516,797
Equipment	6,081,424
Construction in progress	2,122,759
Total property and equipment	12,234,108
Less : accumulated depreciation	(5,890,926)
Net property and equipment	6,343,182
Other Assets	
Investments	5,852
Total Other Assets	5,852
Total Assets	24,599,968

LIABILITIES & FUND BALANCE	
Current Liabilities	
Accounts Payable	251,969
Accrued Payroll & Related costs	364,252
Other Current Liabilities	
Deferd revenue IGT	
A/R Credit balances	
Medicare Accelerated Payments	3,611,233
Medicare Contingency	2,000,000
Current Portion-Long Term Debt	
Other Short Term Debt - PPP Loan	
Accrued interest	
Total current Liabilities	6,227,455
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	14,808,778
Net Income (Loss)--Current Year	3,563,736
Restricted Fund Balance	
Total fund balance	18,372,514
Total Liabilities and Fund Balance	24,599,968

Revenue Cycle / Patient Financial Services

January 2022 Finance Committee Report

HRG - Key Items:

- January closed at 91.6 AR Days or \$4.4M in Gross AR
- Cash collections totaled \$728K, or 86% of December's net revenue
- Third Party Aging decreased by \$16K, and is now at 22.1%
- Unbilled AR dropped 8.8 days

AR – After being up to a recognized high point last month we are seeing the AR days begin to trend back down as expected. As HRG stated in their report, we have the highest revenue recorded since August of 2020 which is in part contributing to the AR days remaining high. The DNFB reduced from 12.8 to 5.1. This is reflected in the unbilled AR dropping significantly from 14.3 to 5.5 days, and unbilled balances being reduced by over \$370k, which should drive up cash collections in February.

Clean Claims Rate – We saw improvement from the six-month low of 80% in December, to 87% in January which is the highest we've seen since August 2021. We did departmental training regarding clean claims and edits, and HRG also worked to improve the scrubbing software specifications, both contributing to the positive trend.

Aging – We have achieved our goal of completing coding and billing on all aged Medicare Covid Vaccine accounts, the final 590 being billed out in January. We saw minor, but notable decreases in aging among the financial classes as the new processes for treatment authorization and other workflow initiatives and improvements begin to show their positive effect and move us closer to our goals.

HRG Communication Log – Functional access to the HRG communication log has been restored and work-around processes have been rolled back. We should see less delays in the correction of errors and obtaining required documentation for billing. This will diminish delays to coding completion and bill drop we have been dealing with since September.

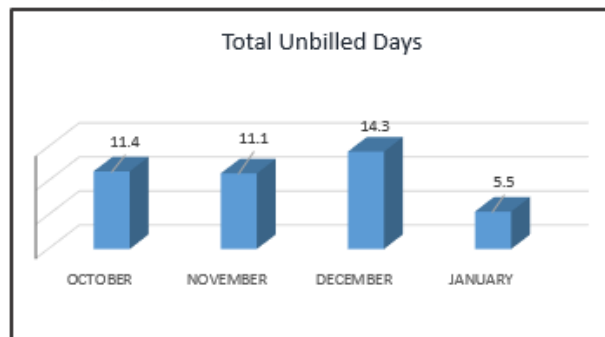
Bad Debt Changes – We are currently working with HRG and Arcadia Debt Recovery to implement required legal changes that effect the entire timeline for billing, sending statements, and turning patients to collections.

Southern Humboldt January 2022



Key Items

- ➡ **January closed at 91.6 AR Days or \$4.4M in Gross AR**
- ➡ **Cash collections totaled \$728K, or 86% of December's net revenue**
- ➡ **Third Party Aging decreased by \$16K, and is now at 22.1%**
- ➡ **Unbilled AR dropped 8.8 days**



Detailed Initiatives & Obstacles

- **Overall AR:** January closed with 91.6 AR days or \$4.4M in Gross AR. Gross AR increased by \$121K, decreasing the total AR by 3.1 days. Revenue is highest we have seen since August of 2020 and came in \$131K above Decembers revenue. The Unbilled AR decreased for the first time in months and ended January at 5.5 AR days or \$245K. Third Party AR increased by 5.9 days and is sitting at 42.1 AR days which puts us 8.1 AR days above the goal of 34 days. Self-pay AR ended at 44 AR days which is a slight decrease of 0.2 AR days since December and puts us 18 days from goal. Cash collections totaled \$728K or 86% of net revenue. The cash deficit was split between Medicare and Medi-Cal but is expected to rebound in February as the unbilled balances were reduced by over \$370K.
- **Third Party Aging:** Third Party Aging decreased by \$16K in January leaving \$517K in aged balances. Medicare saw a decrease of \$30K which put the Medicare financial class at 28.4% aged over 90 days in January. The overall Medicare percentage did increase by 1.3%. There were nearly 590 Medicare COVID Vaccine accounts all near a year old that were recently just coded and billed. Medi-Cal saw an increase of \$19K, leaving the overall percentage in January at 18.3%. This was a 0.7% increase since December, putting us 2.3% from our goal of 16%. Authorizations/TAR's continue to be a hurdle, but we have continuously been seeing improvement on these since December. Commercial aging also saw a decrease of \$4K, with the overall percentage dropping to 20.1% due to the increase in revenue. This puts the commercial financial class 2.1% away from goal; this is the closest to goal we have been since August 2021. The workers comp financial class also decreased by \$2K leaving the overall percentage in January at 29.7%; which is below goal.
- **Unbilled AR:** Unbilled AR saw significant improvement closing January with only 5.5 days or \$245K in unbilled balances. With a decrease of 8.8 days or \$379K, we have already seen increases to the claim submission totals. There were over 2.7K claims for \$1.5M billed in January and we have already billed over \$1M thus far in February. With the progress made on the unbilled charges, cash collections are on track to surpass net revenue. The unbilled AR remains a topic of discussion on all of our bi-weekly conference calls.

Industry Updates RHC's Can Now Furnish Mental Health Visits Via Telehealth

CMS has announced that beginning January 1, 2022, RHCs can report and get payment for mental health visits furnished via real-time telecommunication technology in the same way they currently do when visits take place in-person, including audio-only visits when the patient isn't capable of, or doesn't consent to, using video technology.

For more information, please review [CMS.gov SE20016](https://www.cms.gov/SE20016)

Amanda Hornby | Revenue Cycle Director

Healthcare Resource Group

Office 509.209.2078 | ahornby@hrgpros.com



Southern Humboldt Community Healthcare District



MONTH END FINANCE REPORT

January 2022

Table of Contents

Finance Dashboard.....	Page 2
Revenue Detail.....	Page 3
Cash Detail.....	Page 4
Cash Forecasting.....	Page 5
Accounts Receivable.....	Page 6-7
Denial Management.....	Page 8
Claim Submit Efficiency.....	Page 9
Admits & Unbilled.....	Page 10
Executive Dashboard.....	Page 11

FINANCE DASHBOARD

Revenue Cycle Performance	Target		August-21		September-21		October-21		November-21		December-21		January-22	
	REVENUE													
	Net Revenue		\$828,034		\$893,497		\$905,763		\$766,278		\$841,382		\$851,804	
	Gross Revenue		\$1,487,956		\$1,526,536		\$1,379,368		\$1,250,010		\$1,508,417		\$1,639,879	
	CASH													
	Cash Collections as a % of Net Revenue		100%		117%		94%		95%		93%		95%	
	Cash Collections		\$1,022,607		\$782,067		\$847,125		\$845,077		\$729,186		\$727,607	
	ACCOUNTS RECEIVABLE													
	Net AR		\$1,646,539		\$2,015,550		\$2,298,768		\$2,152,522		\$1,993,772		\$1,835,655	
	Gross AR		\$3,977,473		\$4,260,844		\$4,103,537		\$3,941,004		\$4,258,570		\$4,379,072	
Unbilled		3		12.4		12.0		11.4		11.1		14.3		
Third Party		34		34.0		35.9		32.5		34.5		36.2		
Self Pay		26		33.0		37.3		42.0		40.6		44.0		
Total Days in AR		63		79.4		85.1		85.9		86.3		91.6		
Days in AR - Credit Balances		< 1		1.72		1.94		1.99		2.10		2.04		
UNBILLED														
In-house		< 2 Days		1.2		0.4		0.1		0.5		1.4		
DNFB		< 1 Day		11.2		11.5		11.3		10.7		12.8		
Total Unbilled		<3 Days		12.4		12.0		11.4		11.1		14.3		

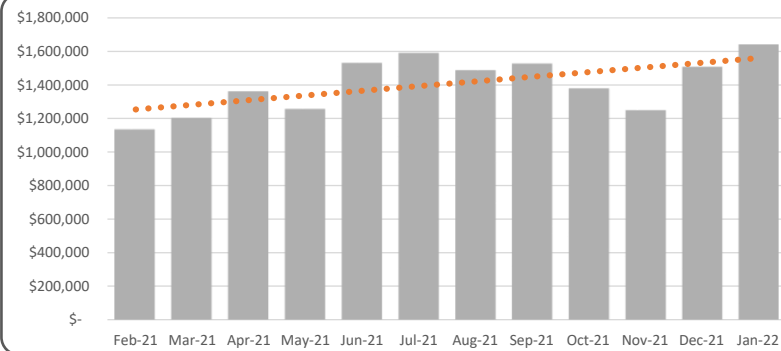
Third Party	Target		August-21		September-21		October-21		November-21		December-21		January-22	
	AGING (excluding credits)													
	Medicare Aging > 90 Days		9%		16.8%		\$ 94,348		11.7%		\$ 88,085		11.8%	
	Medicaid Aging > 90 Days		16%		12.6%		\$ 166,192		29.6%		\$ 381,545		22.1%	
	Commercial Aging > 90 Days		18%		23.8%		\$ 109,064		39.2%		\$ 149,793		35.4%	
	Work Comp Aging > 90 Days		36%		29.6%		\$ 14,392		37.6%		\$ 16,007		55.1%	
	Total Third Party Aging > 90 Days		15%		16.1%		\$ 383,996		25.8%		\$ 635,430		20.5%	
	CLAIM SUBMISSION EFFICIENCY													
	Claims Submission		2,357		\$ 1,543,681		1,820		\$ 1,421,703		1,579		\$ 1,164,069	
	Clean Claims		85%		87%		85%		82%		81%		80%	
Denial Percent		5%		2%		5%		5%		6%		5%		
Total Denial Rate		Count Amt		106		\$ 31,251		93		\$ 73,865		81		
Late Charges		Count Amt		14		\$ (888)		59		\$ (179)		4		
Communication Log Backlog		196		\$ 178,436		177		\$ 163,425		152		\$ 280,519		

Self Pay	Target		August-21		September-21		October-21		November-21		December-21		January-22	
	INVENTORY & QUALITY													
	Total Inventory		3,271		\$ 1,653,468		3,545		\$ 1,866,174		3,862		\$ 2,006,398	
	New		742		\$ 119,678		328		\$ 117,508		501		\$ 120,469	
	Resolved		222		\$ 65,720		184		\$ 19,746		198		\$ 34,137	
	Aged >120 days from Assignment		< 25%		39.3%		\$ 649,510		34.8%		\$ 650,082		33.1%	
	Total Payment Plans over 120 days		\$14,093		\$19,364		\$12,744		\$18,274		\$18,185		\$19,934	
	Average Speed to Answer		< 60 seconds		134		139		225		119		221	
	STATEMENTS & LETTERS													
	Statements & Letters		314		247		262		312		217		248	
Charity Care Applications In Process		0		\$ -		0		\$ -		16		\$ 3,509		
Inbound and Outbound Calls		In Out		156		152		139		29		119		
WRITE OFFS														
Bad Debt as a % of Gross Revenue		< 2%		2.9%		\$ 43,004		0.5%		\$ 7,470		0.5%		
Charity as a % of Gross Revenue		< 2%		14.2%		\$ 210,892		0.4%		\$ 5,495		0.2%		

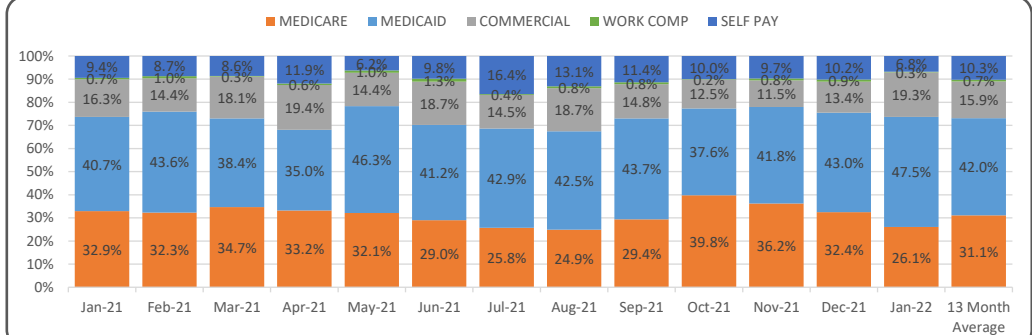
GROSS REVENUE

PAYER	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	13 Month Average
MEDICARE	\$ 397,801	\$ 366,846	\$ 416,998	\$ 451,623	\$ 403,310	\$ 443,866	\$ 409,439	\$ 370,915	\$ 448,301	\$ 548,436	\$ 452,536	\$ 489,231	\$ 427,748	\$ 432,850
MEDICAID	\$ 491,997	\$ 495,282	\$ 461,354	\$ 476,146	\$ 582,132	\$ 630,039	\$ 681,573	\$ 632,322	\$ 666,353	\$ 518,532	\$ 522,097	\$ 649,245	\$ 779,456	\$ 583,579
COMMERCIAL	\$ 196,588	\$ 163,035	\$ 217,456	\$ 263,926	\$ 180,952	\$ 286,590	\$ 230,932	\$ 277,534	\$ 225,873	\$ 172,566	\$ 144,086	\$ 202,524	\$ 316,007	\$ 221,390
WORK COMP	\$ 7,988	\$ 11,290	\$ 3,431	\$ 7,980	\$ 13,119	\$ 19,930	\$ 6,551	\$ 12,495	\$ 12,387	\$ 2,285	\$ 10,340	\$ 14,240	\$ 4,843	\$ 9,760
SELF PAY	\$ 113,949	\$ 98,464	\$ 103,453	\$ 162,349	\$ 78,203	\$ 150,492	\$ 261,501	\$ 194,690	\$ 173,622	\$ 137,550	\$ 120,951	\$ 153,177	\$ 111,825	\$ 143,094
TOTAL	\$ 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	\$ 1,639,879	\$ 1,390,673
AVERAGE DAILY REVENUE	\$ 37,802	\$ 38,518	\$ 39,399	\$ 41,569	\$ 41,548	\$ 45,612	\$ 47,594	\$ 50,096	\$ 50,049	\$ 47,759	\$ 45,669	\$ 44,976	\$ 47,808	\$ 44,492

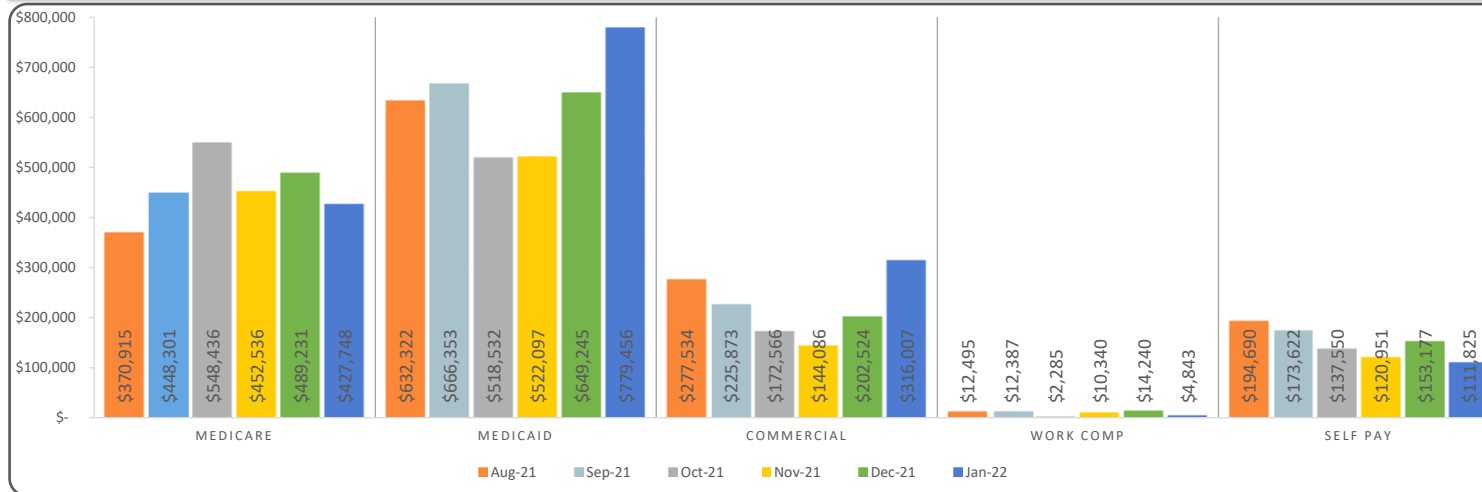
Gross Revenue



Payer Mix



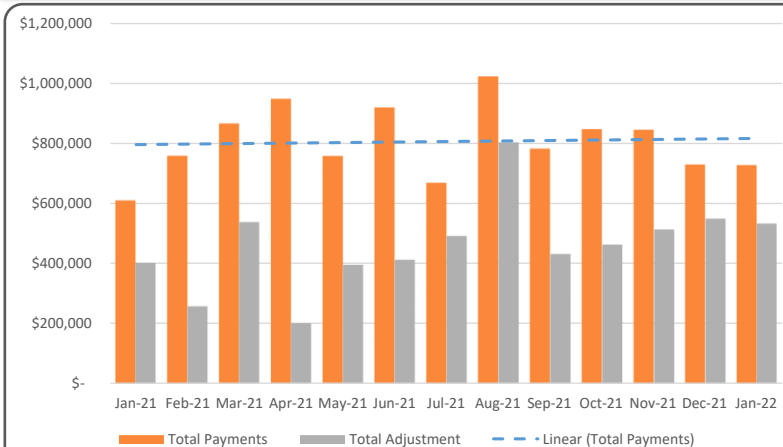
Revenue Trending By Payer



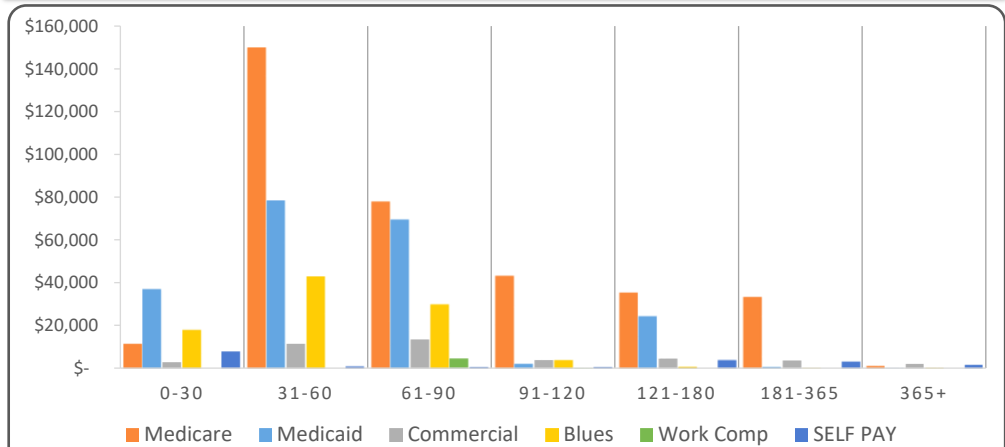
CASH DETAIL

PAYER	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	13 Month Average
MEDICARE														
Payments	\$ 257,268	\$ 406,285	\$ 463,695	\$ 571,263	\$ 406,006	\$ 453,734	\$ 312,313	\$ 434,639	\$ 302,872	\$ 324,436	\$ 505,109	\$ 382,225	\$ 353,842	\$ 397,976
Adjustments	\$ (77,684)	\$ (74,352)	\$ (93,462)	\$ (255,470)	\$ (53,574)	\$ (85,608)	\$ 2,174	\$ (43,612)	\$ (9,988)	\$ 6,310	\$ (103,551)	\$ 97,705	\$ 66,441	\$ (48,052)
Collection %	143%	122%	125%	181%	115%	123%	99%	111%	103%	98%	126%	80%	84%	116%
MEDICAID														
Payments	\$ 171,139	\$ 199,789	\$ 235,677	\$ 182,937	\$ 164,512	\$ 217,061	\$ 200,717	\$ 347,502	\$ 253,418	\$ 317,123	\$ 173,863	\$ 200,547	\$ 212,315	\$ 221,277
Adjustments	\$ 237,643	\$ 237,317	\$ 366,205	\$ 274,829	\$ 235,943	\$ 314,982	\$ 303,594	\$ 482,578	\$ 353,823	\$ 360,075	\$ 273,521	\$ 338,117	\$ 396,591	\$ 321,171
Collection %	42%	46%	39%	40%	41%	41%	40%	42%	42%	47%	39%	37%	35%	41%
COMMERCIAL														
Payments	\$ 48,563	\$ 51,231	\$ 49,668	\$ 62,265	\$ 50,004	\$ 79,894	\$ 44,139	\$ 79,233	\$ 73,099	\$ 90,785	\$ 23,057	\$ 32,890	\$ 42,329	\$ 55,935
Adjustments	\$ 29,750	\$ 16,833	\$ 22,668	\$ 34,791	\$ 20,617	\$ 40,773	\$ 11,792	\$ 30,259	\$ 22,192	\$ 38,548	\$ 15,162	\$ 11,202	\$ 12,751	\$ 23,642
Collection %	62%	75%	69%	64%	71%	66%	79%	72%	77%	70%	60%	75%	77%	71%
BLUES														
Payments	\$ 67,970	\$ 71,767	\$ 64,062	\$ 78,665	\$ 86,510	\$ 118,932	\$ 75,666	\$ 115,131	\$ 97,873	\$ 71,400	\$ 109,199	\$ 88,547	\$ 95,349	\$ 87,775
Adjustments	\$ 31,616	\$ 35,361	\$ 31,343	\$ 36,462	\$ 38,598	\$ 26,324	\$ 51,912	\$ 48,423	\$ 37,614	\$ 31,797	\$ 46,032	\$ 35,632	\$ 34,181	\$ 37,330
Collection %	0%	0%	0%	0%	0%	0%	0%	0%	72%	69%	70%	71%	74%	71%
WORK COMP														
Payments	\$ 10,193	\$ 2,303	\$ 1,166	\$ 10,873	\$ 7,073	\$ 5,617	\$ 2,700	\$ 2,674	\$ 12,018	\$ 7,004	\$ 8,873	\$ 5,181	\$ 4,469	\$ 6,165
Adjustments	\$ 6,318	\$ 4,051	\$ 1,093	\$ 6,398	\$ 2,464	\$ 1,441	\$ 1,073	\$ 4,080	\$ 2,958	\$ 3,282	\$ 5,576	\$ 3,131	\$ 1,731	\$ 3,353
Collection %	62%	36%	52%	63%	74%	80%	72%	40%	80%	68%	61%	62%	72%	63%
SELF PAY														
Payments	\$ 47,532	\$ 25,429	\$ 47,003	\$ 37,376	\$ 40,142	\$ 37,654	\$ 25,468	\$ 39,318	\$ 40,860	\$ 32,085	\$ 24,686	\$ 17,085	\$ 18,553	\$ 33,322
Bad Debt Recoveries	\$ 7,298	\$ 1,602	\$ 5,126	\$ 4,903	\$ 3,226	\$ 6,515	\$ 6,775	\$ 4,111	\$ 1,927	\$ 4,291	\$ 291	\$ 2,711	\$ 751	\$ 3,810
Adjustments	\$ 32,351	\$ 23,114	\$ 2,051	\$ 26,379	\$ 7,216	\$ 25,627	\$ 39,124	\$ 24,880	\$ 10,968	\$ 11,569	\$ 8,579	\$ 23,588	\$ 12,037	\$ 19,037
Charity Care	\$ 15,633	\$ 14,071	\$ 5,744	\$ 580	\$ 1,973	\$ 9,813	\$ 5,845	\$ 210,892	\$ 5,495	\$ 3,409	\$ 107,586	\$ 6,325	\$ 7,646	\$ 30,386
Bad Debt	\$ 125,709	\$ -	\$ 200,583	\$ 76,235	\$ 141,507	\$ 75,234	\$ 78,584	\$ 43,004	\$ 7,470	\$ 6,828	\$ 158,775	\$ 31,967	\$ -	\$ 72,761
Total SP Adjustments	\$ 173,693	\$ 37,185	\$ 208,378	\$ 103,194	\$ 150,696	\$ 114,024	\$ 120,203	\$ 278,776	\$ 23,933	\$ 21,806	\$ 274,940	\$ 61,879	\$ 19,682	\$ 122,184
Collection %	21%	41%	18%	27%	21%	25%	17%	12%	63%	60%	8%	22%	49%	30%
TOTAL														
Total Payments	\$ 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	\$ 727,607	\$ 806,260
Total Adjustment	\$ 401,336	\$ 256,395	\$ 536,225	\$ 200,204	\$ 394,744	\$ 411,937	\$ 490,749	\$ 800,505	\$ 430,532	\$ 461,817	\$ 511,680	\$ 547,667	\$ 531,378	\$ 337,445
Total Collection %	60%	75%	62%	83%	66%	69%	58%	56%	64%	65%	62%	57%	58%	64%

Cash & Adjustment Trending

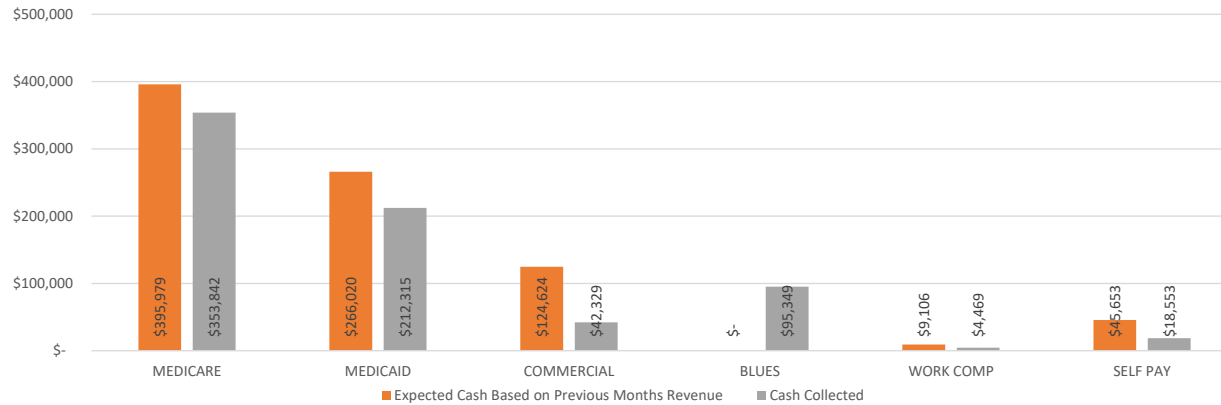


Cash Collections by Discharge Date

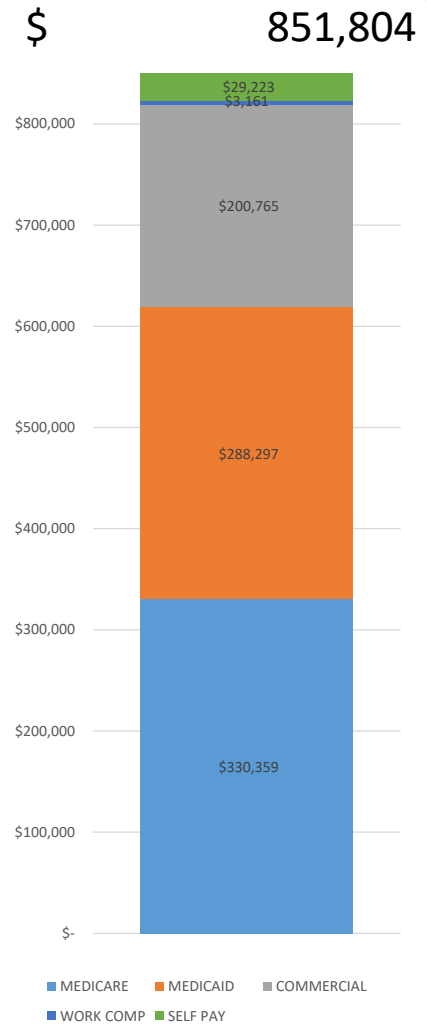


CASH FORECASTING

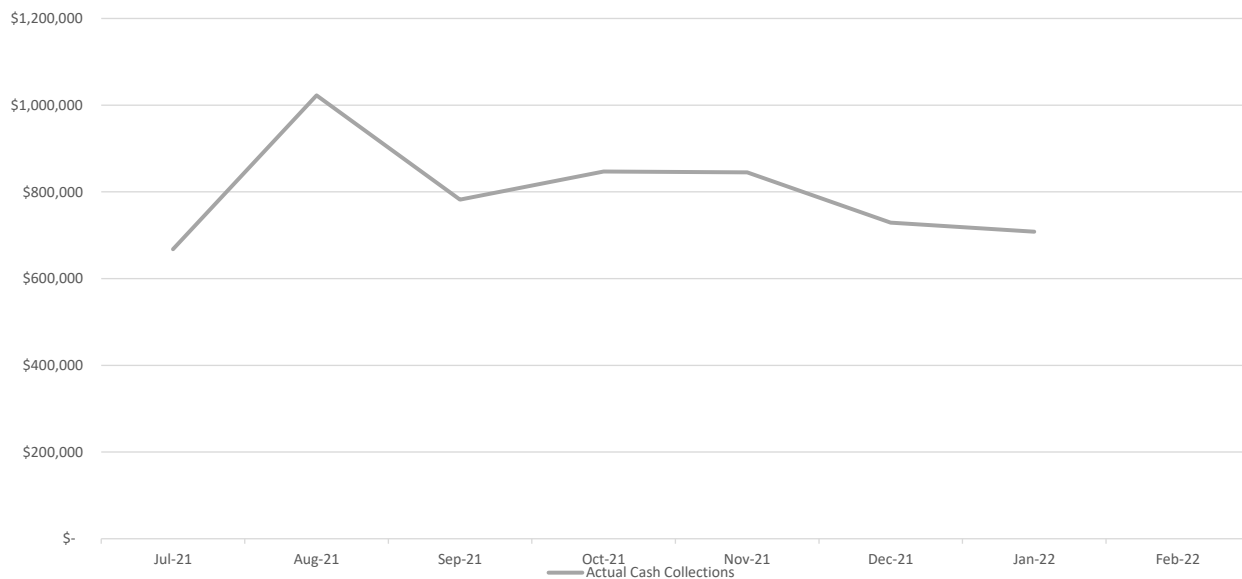
Expected Last Month vs Cash Collected (Based on Previous Months Revenue)



Cash Expected Next Month
(Based on this Months Revenue)



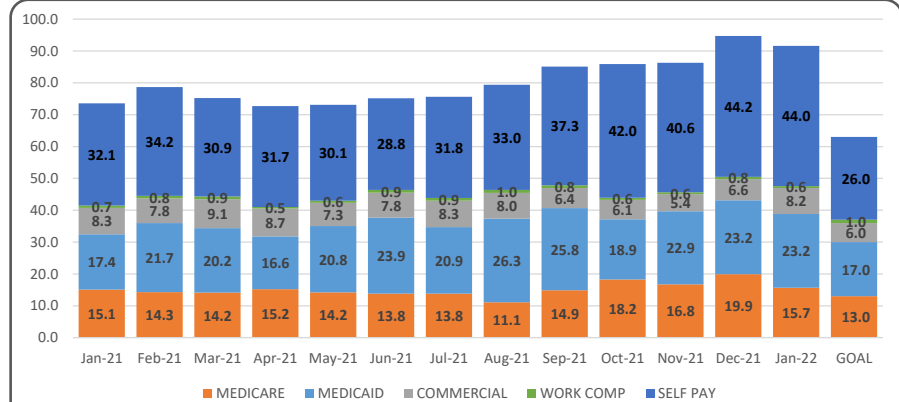
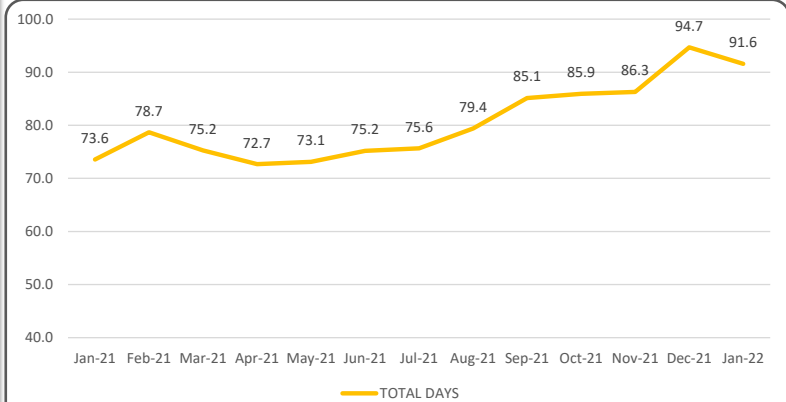
Expected Cash Based on Claim Submissions and Historical Collections



ACCOUNTS RECEIVABLE

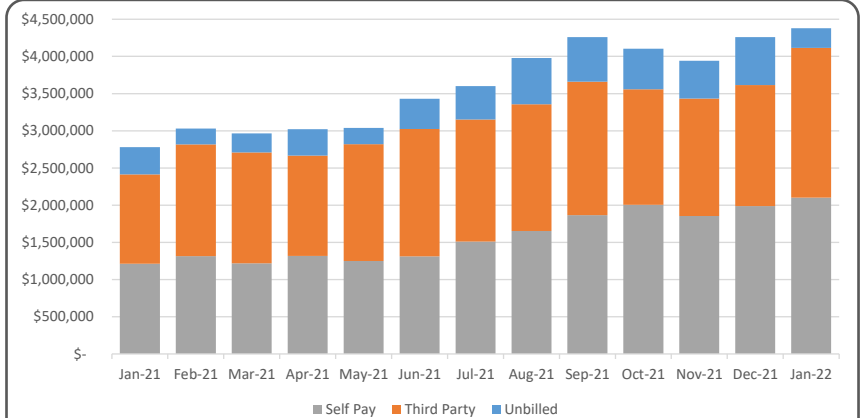
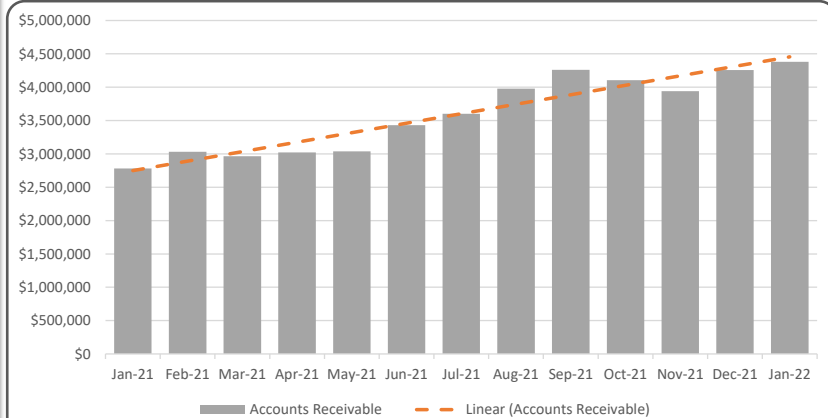
AR Days

PAYER	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	13 Month Average
MEDICARE	15.1	14.3	14.2	15.2	14.2	13.8	13.8	11.1	14.9	18.2	16.8	19.9	15.7	15.2
MEDICAID	17.4	21.7	20.2	16.6	20.8	23.9	20.9	26.3	25.8	18.9	22.9	23.2	23.2	21.7
COMMERCIAL	8.3	7.8	9.1	8.7	7.3	7.8	8.3	8.0	6.4	6.1	5.4	6.6	8.2	7.5
WORK COMP	0.7	0.8	0.9	0.5	0.6	0.9	0.9	1.0	0.8	0.6	0.6	0.8	0.6	0.7
SELF PAY	32.1	34.2	30.9	31.7	30.1	28.8	31.8	33.0	37.3	42.0	40.6	44.2	44.0	35.4
TOTAL DAYS	73.6	78.7	75.2	72.7	73.1	75.2	75.6	79.4	85.1	85.9	86.3	94.7	91.6	80.5



AR Balance

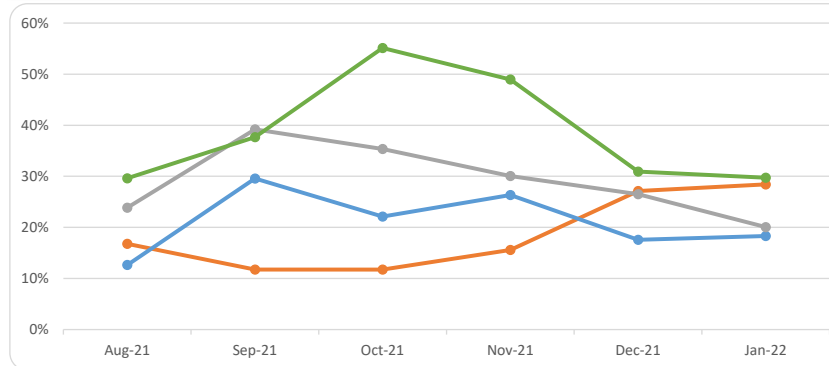
PAYER	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	13 Month Average
MEDICARE	\$ 570,425	\$ 550,291	\$ 557,849	\$ 633,863	\$ 591,567	\$ 630,044	\$ 658,291	\$ 557,543	\$ 744,813	\$ 871,052	\$ 765,280	\$ 895,860	\$ 748,436	\$ 675,024
MEDICAID	\$ 656,521	\$ 834,503	\$ 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	\$ 1,106,825	\$ 971,593
COMMERCIAL	\$ 313,456	\$ 300,566	\$ 357,604	\$ 361,943	\$ 304,915	\$ 355,123	\$ 396,231	\$ 403,116	\$ 318,247	\$ 290,697	\$ 245,343	\$ 297,214	\$ 390,942	\$ 333,492
WORK COMP	\$ 27,222	\$ 29,092	\$ 35,071	\$ 19,610	\$ 26,567	\$ 40,405	\$ 41,719	\$ 48,151	\$ 42,074	\$ 30,405	\$ 26,812	\$ 34,458	\$ 29,721	\$ 33,177
SELF PAY	\$ 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	\$ 2,103,148	\$ 1,585,535
TOTAL	\$ 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	\$ 4,379,072	\$ 3,598,821



ACCOUNTS RECEIVABLE AGING

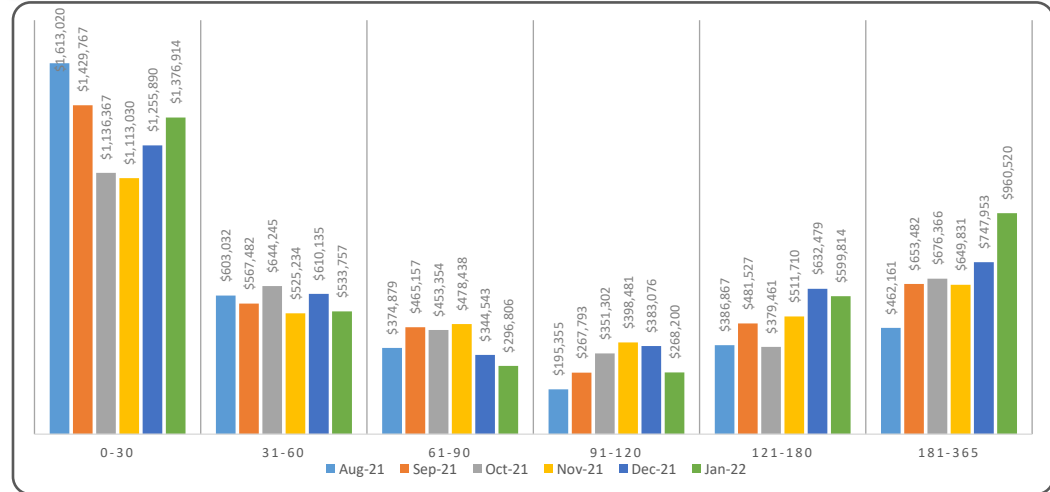
	0-30 Days		31-60 Days		61-90 Days		91-120 Days		121-180 Days		181-365 Days		366+ Days		Grand Totals	
	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$
MEDICARE																
Non-Credit	424	\$ 376,742	153	\$ 130,016	16	\$ 37,088	13	\$ 60,209	22	\$ 107,503	646	\$ 41,623	10	\$ 6,579	1284	\$ 759,760
Credit	0	\$ -	0	\$ -	0	\$ -	0	\$ -	1	\$ (5,946)	0	\$ -	9	\$ (5,378)	10	\$ (11,324)
TOTAL	424	\$ 376,742	153	\$ 130,016	16	\$ 37,088	13	\$ 60,209	23	\$ 101,557	646	\$ 41,623	19	\$ 1,201	1294	\$ 748,436
MEDICAID																
Non-Credit	514	\$ 634,414	177	\$ 202,884	137	\$ 67,730	43	\$ 45,190	35	\$ 74,030	132	\$ 50,875	21	\$ 32,823	1059	\$ 1,107,946
Credit	2	\$ (108)	1	\$ (133)	0	\$ -	0	\$ -	2	\$ (363)	2	\$ (77)	7	\$ (440)	14	\$ (1,121)
TOTAL	516	\$ 634,306	178	\$ 202,751	137	\$ 67,730	43	\$ 45,190	37	\$ 73,667	134	\$ 50,798	28	\$ 32,383	1073	\$ 1,106,825
COMMERCIAL																
Non-Credit	486	\$ 259,156	144	\$ 65,556	102	\$ 30,048	28	\$ 16,599	37	\$ 24,517	101	\$ 22,306	34	\$ 25,640	932	\$ 443,822
Credit	2	\$ (55)	2	\$ (55)	1	\$ (45)	3	\$ (354)	10	\$ (729)	19	\$ (12,044)	370	\$ (39,598)	407	\$ (52,880)
TOTAL	488	\$ 259,101	146	\$ 65,501	103	\$ 30,003	31	\$ 16,245	47	\$ 23,788	120	\$ 10,262	404	\$ (13,958)	1339	\$ 390,942
WORK COMP																
Non-Credit	11	\$ 2,469	13	\$ 10,356	20	\$ 9,274	0	\$ -	5	\$ 882	20	\$ 5,169	6	\$ 3,300	75	\$ 31,450
Credit	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	4	\$ (1,285)	2	\$ (444)	6	\$ (1,729)
TOTAL	11	\$ 2,469	13	\$ 10,356	20	\$ 9,274	0	\$ -	5	\$ 882	24	\$ 3,884	8	\$ 2,856	81	\$ 29,721
SELF PAY																
Non-Credit	165	\$ 105,237	210	\$ 125,606	311	\$ 153,016	304	\$ 146,719	698	\$ 400,857	1686	\$ 860,271	582	\$ 341,887	3956	\$ 2,133,593
Credit	8	\$ (941)	3	\$ (473)	7	\$ (305)	3	\$ (163)	11	\$ (937)	26	\$ (6,318)	279	\$ (21,308)	337	\$ (30,445)
TOTAL	173	\$ 104,296	213	\$ 125,133	318	\$ 152,711	307	\$ 146,556	709	\$ 399,920	1712	\$ 853,953	861	\$ 320,579	4293	\$ 2,103,148
ACCOUNTS RECEIVABLE																
Non-Credit	1600	\$ 1,378,018	697	\$ 534,418	586	\$ 297,156	388	\$ 268,717	797	\$ 607,789	2585	\$ 980,244	653	\$ 410,229	7306	\$ 4,476,571
Credit	12	\$ (1,104)	6	\$ (661)	8	\$ (350)	6	\$ (517)	24	\$ (7,975)	51	\$ (19,724)	667	\$ (67,168)	774	\$ (97,499)
GRAND TOTAL	1612	\$ 1,376,914	703	\$ 533,757	594	\$ 296,806	394	\$ 268,200	821	\$ 599,814	2636	\$ 960,520	1320	\$ 343,061	8080	\$ 4,379,072

Aged Over 90 Days Trending (excluding Credits)



	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22
Medicare	16.8%	11.7%	11.8%	15.6%	27.1%	28.4%
Medicaid	12.6%	29.6%	22.1%	26.3%	17.6%	18.3%
Commercial	23.8%	39.2%	35.4%	30.1%	26.5%	20.1%
Work Comp	29.6%	37.6%	55.1%	48.9%	30.9%	29.7%

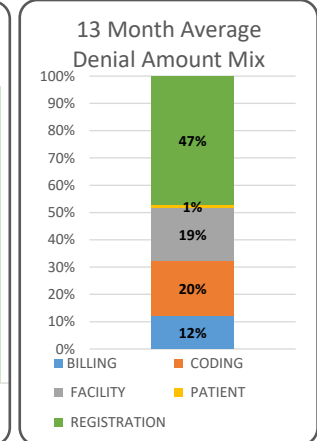
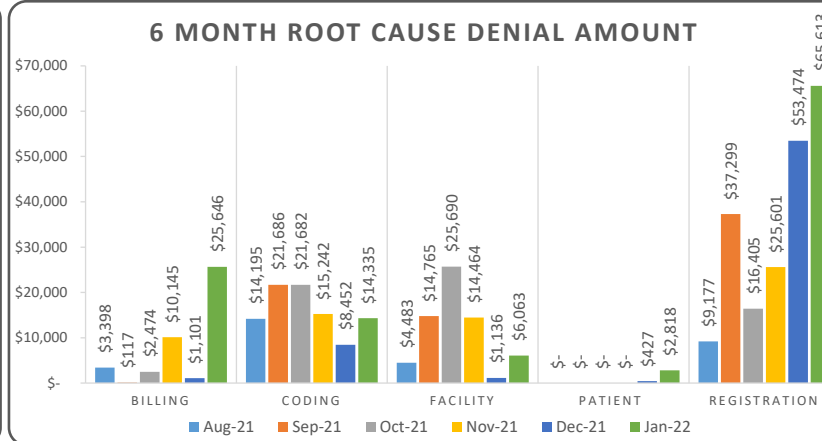
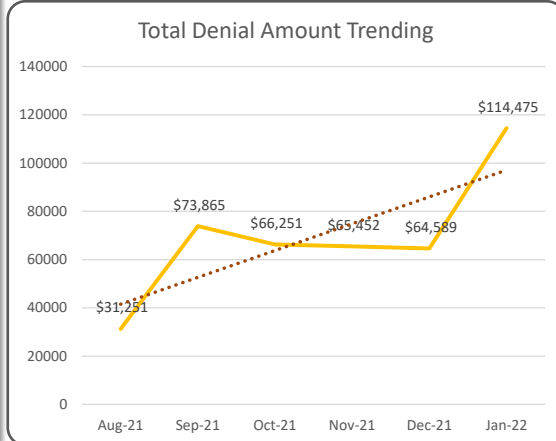
6 Month Aging



DENIAL MANAGEMENT

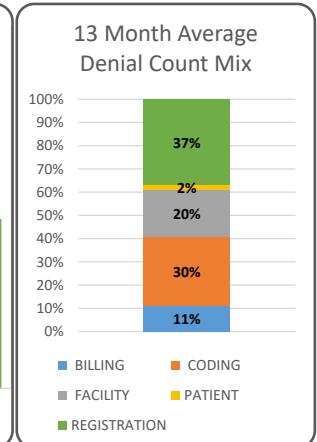
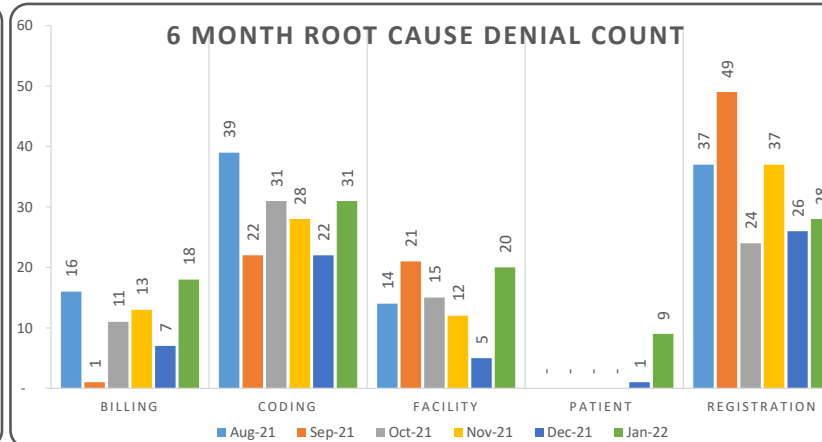
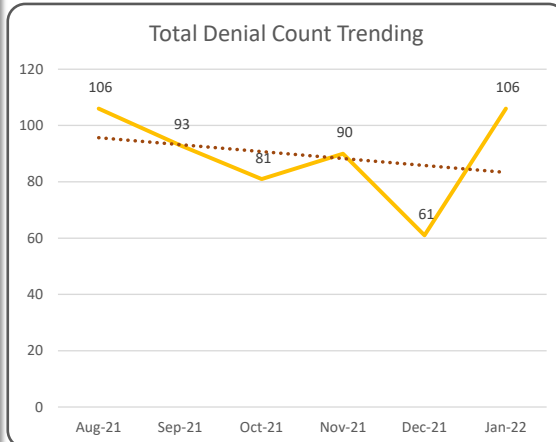
Denial Amount

AMOUNT	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	13 Month Average
BILLING	\$ 1,496	\$ 5,392	\$ 19,523	\$ 4,792	\$ 2,881	\$ 11,792	\$ 1,998	\$ 3,398	\$ 117	\$ 2,474	\$ 10,145	\$ 1,101	\$ 25,646	\$ 6,981
CODING	\$ 1,751	\$ 8,456	\$ 17,039	\$ 6,192	\$ 4,375	\$ 12,287	\$ 9,608	\$ 14,195	\$ 21,686	\$ 21,682	\$ 15,242	\$ 8,452	\$ 14,335	\$ 11,946
FACILITY	\$ 17,199	\$ 1,339	\$ 7,082	\$ 12,419	\$ 8,265	\$ 16,009	\$ 17,957	\$ 4,483	\$ 14,765	\$ 25,690	\$ 14,464	\$ 1,136	\$ 6,063	\$ 11,298
PATIENT	\$ -	\$ 238	\$ -	\$ -	\$ 3,871	\$ 133	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 427	\$ 2,818	\$ 576
REGISTRATION	\$ 32,929	\$ 11,944	\$ 23,606	\$ 25,658	\$ 7,953	\$ 11,848	\$ 37,102	\$ 9,177	\$ 37,299	\$ 16,405	\$ 25,601	\$ 53,474	\$ 65,613	\$ 27,585
TOTAL	\$ 53,375	\$ 27,370	\$ 67,250	\$ 49,060	\$ 27,346	\$ 52,070	\$ 66,666	\$ 31,251	\$ 73,865	\$ 66,251	\$ 65,452	\$ 64,589	\$ 114,475	\$ 58,386



Denial Count

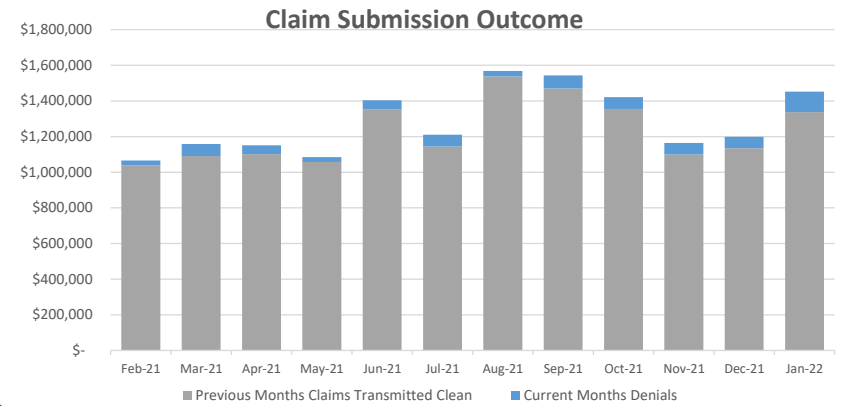
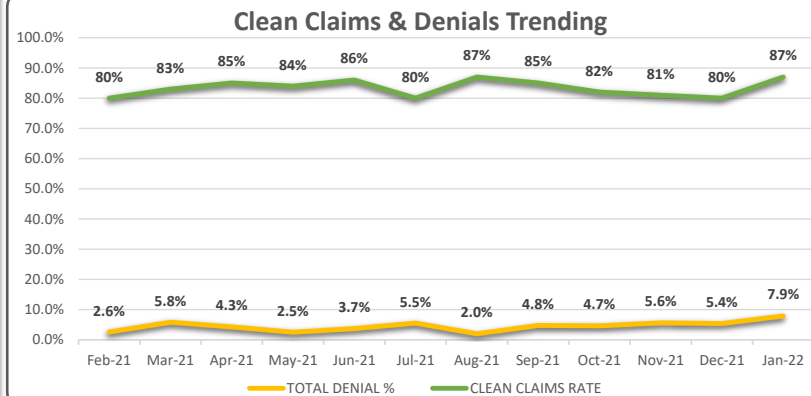
COUNT	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	13 Month Average
BILLING	4	5	4	16	3	6	7	16	1	11	13	7	18	9
CODING	12	11	20	22	10	31	24	39	22	31	28	22	31	23
FACILITY	14	17	15	21	15	19	18	14	21	15	12	5	20	16
PATIENT	-	2	-	-	6	1	-	-	-	-	-	1	9	1
REGISTRATION	25	16	35	33	16	22	27	37	49	24	37	26	28	29
TOTAL	55	51	74	92	50	79	76	106	93	81	90	61	106	78



CLAIM SUBMIT EFFICIENCY & DENIAL RESOLUTION

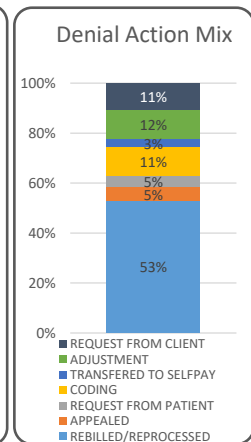
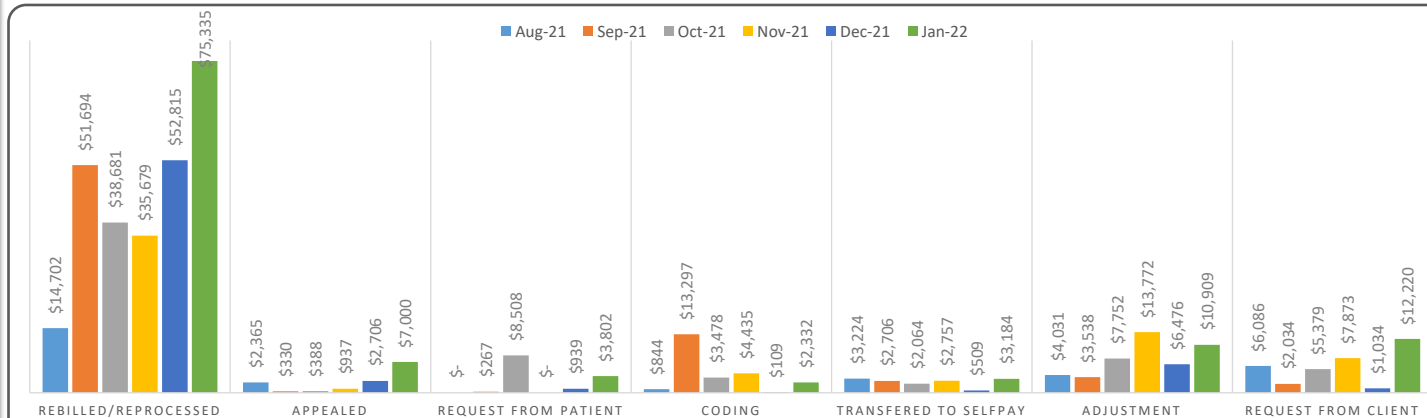
Denial & Clean Claim Trending

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	13 Month Average
DENIAL AMOUNT	\$ 53,375	\$ 27,370	\$ 67,250	\$ 49,060	\$ 27,346	\$ 52,070	\$ 66,666	\$ 31,251	\$ 73,865	\$ 66,251	\$ 65,452	\$ 64,589	\$ 114,475	\$ 58,386
PREVIOUS MONTH'S TRANSMITTED CLAIMS	\$ 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	\$ 1,451,836	\$ 1,266,925
TOTAL DENIAL %	5.1%	2.6%	5.8%	4.3%	2.5%	3.7%	5.5%	2.0%	4.8%	4.7%	5.6%	5.4%	7.9%	4.6%
CLEAN CLAIMS RATE	82%	80%	83%	85%	84%	86%	80%	87%	85%	82%	81%	80%	87%	83%



Action Taken on Denials

DENIAL ACTION	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	13 Month Average
REBILLED/REPROCESSED	\$ 3,123	\$ 13,267	\$ 29,439	\$ 32,078	\$ 14,118	\$ 10,611	\$ 30,251	\$ 14,702	\$ 51,694	\$ 38,681	\$ 35,679	\$ 52,815	\$ 75,335	\$ 30,907
APPEALED	\$ 23,761	\$ 1,172	\$ -	\$ 2,391	\$ -	\$ 207	\$ 366	\$ 2,365	\$ 330	\$ 388	\$ 937	\$ 2,706	\$ 7,000	\$ 3,202
REQUEST FROM PATIENT	\$ 252	\$ 568	\$ 15,192	\$ 1,853	\$ 3,871	\$ 133	\$ -	\$ -	\$ 267	\$ 8,508	\$ -	\$ 939	\$ 3,802	\$ 2,722
CODING	\$ 19,231	\$ 637	\$ 2,790	\$ 2,954	\$ 1,679	\$ 18,699	\$ 16,350	\$ 844	\$ 13,297	\$ 3,478	\$ 4,435	\$ 109	\$ 2,332	\$ 6,680
TRANSFERRED TO SELFPAY	\$ 3,057	\$ 433	\$ 931	\$ 2,072	\$ 500	\$ 220	\$ 1,586	\$ 3,224	\$ 2,706	\$ 2,064	\$ 2,757	\$ 509	\$ 3,184	\$ 1,788
ADJUSTMENT	\$ 3,179	\$ 1,992	\$ 4,018	\$ 2,783	\$ 5,009	\$ 17,602	\$ 9,083	\$ 4,031	\$ 3,538	\$ 7,752	\$ 13,772	\$ 6,476	\$ 10,909	\$ 6,934
REQUEST FROM CLIENT	\$ 772	\$ 9,302	\$ 14,880	\$ 4,929	\$ 2,168	\$ 4,598	\$ 9,030	\$ 6,086	\$ 2,034	\$ 5,379	\$ 7,873	\$ 1,034	\$ 12,220	\$ 6,177
TOTAL	\$ 53,375	\$ 27,370	\$ 67,250	\$ 49,060	\$ 27,346	\$ 52,070	\$ 66,666	\$ 31,251	\$ 73,865	\$ 66,251	\$ 65,452	\$ 64,589	\$ 114,475	\$ 58,386

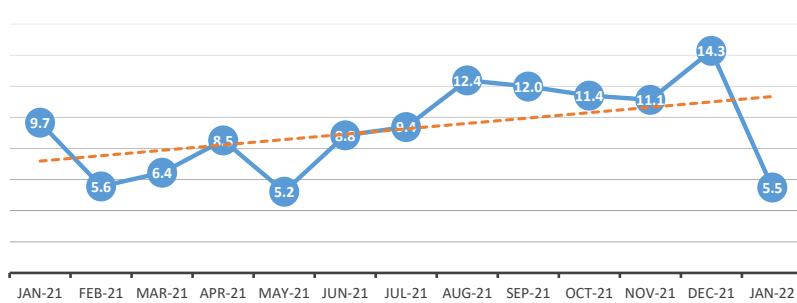


UNBILLED & INVENTORY

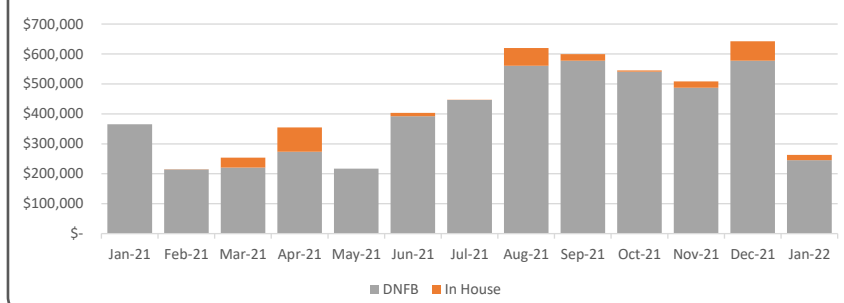
Unbilled

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	13 Month Average
In House	\$ -	\$ 254	\$ 32,930	\$ 80,746	\$ -	\$ 11,541	\$ 267	\$ 59,277	\$ 22,170	\$ 3,706	\$ 20,857	\$ 64,355	\$ 17,753	\$ 24,143
DNFB	\$ 365,354	\$ 214,269	\$ 220,951	\$ 273,604	\$ 217,275	\$ 392,046	\$ 446,371	\$ 560,649	\$ 577,639	\$ 541,096	\$ 487,338	\$ 577,901	\$ 245,224	\$ 393,824
Total Unbilled	\$ 365,354	\$ 214,523	\$ 253,881	\$ 354,350	\$ 217,275	\$ 403,587	\$ 446,637	\$ 619,925	\$ 599,809	\$ 544,802	\$ 508,195	\$ 642,256	\$ 262,978	\$ 417,967
Unbilled Days	9.7	5.6	6.4	8.5	5.2	8.8	9.4	12.4	12.0	11.4	11.1	14.3	5.5	9.3

Total Unbilled Days



Unbilled Dollars

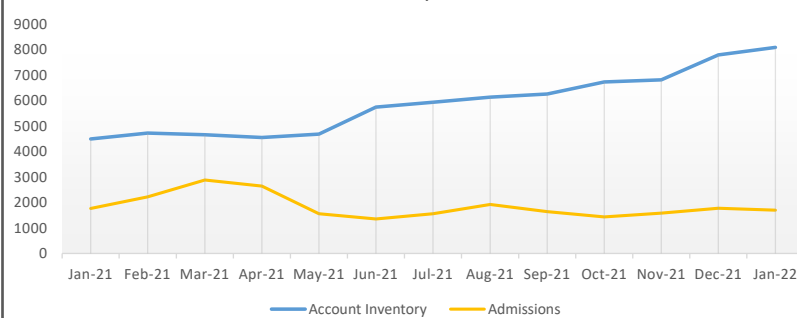


Admissions & Account Inventory

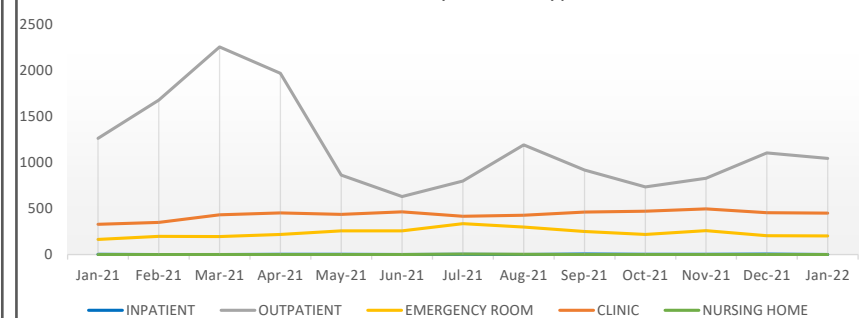
ADMISSIONS	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	13 Month Average
INPATIENT	3	0	0	2	2	1	3	1	6	3	2	5	1	2
SWINGBED	4	1	2	2	3	2	2	2	3	5	2	3	1	2
OUTPATIENT	1,260	1,675	2,251	1,965	861	629	798	1,190	916	733	826	1,102	1,043	1,173
EMERGENCY ROOM	164	197	194	219	258	256	335	297	250	218	260	205	202	235
CLINIC	328	348	432	451	436	463	414	427	461	471	495	454	449	433
NURSING HOME	1	0	1	0	0	1	5	3	0	0	0	1	1	1
TOTAL	1,760	2,221	2,880	2,639	1,560	1,352	1,557	1,920	1,636	1,430	1,585	1,770	1,697	1,847

ACCOUNT INVENTORY	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	13 Month Average
MEDICARE	1,092	1,161	475	523	578	1,434	796	632	657	886	869	1,543	1,294	918
MEDICAID	542	585	864	686	656	808	856	922	832	779	862	911	1,073	798
COMMERCIAL	730	687	1,107	1,029	1,018	1,039	1,377	1,201	1,117	1,111	1,119	1,193	1,339	1,082
WORK COMP	72	63	72	55	81	113	99	103	100	89	83	80	81	84
SELF PAY	2,053	2,225	2,135	2,255	2,349	2,344	2,805	3,271	3,545	3,862	3,872	4,058	4,293	3,005
TOTAL	4,489	4,721	4,653	4,548	4,682	5,738	5,933	6,129	6,251	6,727	6,805	7,785	8,080	5,888

Account Inventory & Admissions



Admissions by Service Type



Southern Humboldt Community Healthcare District

Executive Dashboard

	TARGET	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22
Days in AR	63.0	78.7	75.2	72.7	73.1	75.2	75.6	79.4	85.1	85.9	86.3	94.7	91.6
Gross AR		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	4,379,072
Gross Revenue		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	1,639,879
Cash Collections		758,406	866,398	948,282	757,474	919,408	667,778	1,022,607	782,067	847,125	845,077	729,186	727,607
Adjustments		256,395	536,225	200,204	394,744	411,937	490,749	800,505	430,532	461,817	511,680	547,667	531,378
Collection %		74.7%	61.8%	82.6%	65.7%	69.1%	57.6%	56.1%	64.5%	64.7%	62.3%	57.1%	57.8%
Late Charges	1%	0.1%	0.1%	0.0%	0.0%	-1.1%	0.1%	-0.1%	0.0%	0.0%	2.2%	1.4%	0.3%
Bad Debt	3%	0.0%	16.7%	5.6%	11.3%	5.1%	4.7%	2.9%	0.5%	0.5%	12.7%	2.1%	0.0%
Charity Care	3%	1.2%	0.5%	0.0%	0.2%	0.6%	0.4%	14.2%	0.4%	0.2%	8.6%	0.4%	0.5%
Third Party Aged over 90	15%	18.4%	22.3%	23.4%	18.2%	18.7%	19.9%	16.1%	25.8%	20.5%	23.3%	22.8%	22.1%
Self Pay Aged 120 (from assignment)	25%	56.4%	53.3%	54.8%	52.5%	52.4%	44.1%	39.3%	34.8%	33.1%	22.7%	20.0%	20.9%

