



SoHum Health

Southern Humboldt Community Healthcare District

GOVERNING BOARD MEETING

March 24, 2022
1:30 p.m.

***(In person and Via Webex
Conferencing)***

**Sprowel Creek Campus, Rm 106
286 Sprowel Creek Road
Garberville, CA 95542**

Governing Board

Date: Thursday, March 24, 2022
Time: 1:30 p.m.
Location: Sprowel Creek Campus and Via Webex Conferencing
Facilitator: Board President, Corinne Stromstad

Link: <https://shchd.webex.com/shchd/j.php?MTID=mc4de4e976eefbc689a0af2865733d88a>

Agenda - Revised

Time*	Page	Item
1:30 p.m.		A. Call to Order
		B. Public Comment See below for Public Comment Guidelines
1:35 p.m.		C. Board Member Comments Board members are invited to address issues not on the agenda and to submit items within the subject jurisdiction of the Board for future consideration. Please limit individual comments to three minutes.
1:40 p.m.		D. Announcements
1:45 p.m.	1-9	E. Consent Agenda
		1. Approval of Agenda
		2. Approval of Previous Meeting Minutes
		a. Governing Board Meeting February 24, 2022
		b. Special Governing Board meeting March 1, 2022
		c. Special Governing Board meeting March 23, 2022
		3. Approval of Resolution 22:08 - Hospital Utility Infrastructure
		4. Approval of Resolution 22:09 – Brown Act Amendment AB 361 Subsequent to Resolution 21:17 to provide a 30-day extension until April 23, 2022.

- 1:50 p.m. F. Correspondence, Suggestions or Written Comments to the Board
- 2:00 p.m. 10-26 G. Finance Report – Corinne Stromstad, Barbara Truitt, Paul Eves and Matt Rees – see report
1. Approval of February, 2022 Finances - Paul Eves
 2. PFS report/Provider Printout – February, 2022 – Marie Brown/Remy Quinn
 - HRG report –Remy Quinn
- 27-28 H. Chief Nursing Officer’s Report – Adela Yanez, Interim CNO – see report
- I. Quality Assurance Performance Improvement Committee Report [H&S Code § 32155]– Kristen Rees, MPH, CPHQ, LSSGB, Chief Quality and Compliance Officer and Risk Manager– (Jan., April, July, Oct.)
- 2:30 p.m. 29 J. Administrator’s Report –Matt Rees
1. Human Resources Quarterly Report – Jennifer Baskin (Jan., April, July, Oct.)
 2. Foundation Report – Chelsea Brown – (May, Aug., Nov., Feb.)
 3. Strategic Plan Committee reports
- K. Old Business
- 3:45 p.m. L. New Business
1. Policies and Procedures – **(See separate packet)**
 2. Review Governing Board Policies and Procedures and Bylaws for April’s meeting **(See separate packet)**
 3. CEO Evaluation Process
- M. Meeting Evaluation
- N. Parking Lot
1. Governing Board retreat
- O. Next Meetings
1. QAPI Meeting Wednesday, April 6, 2022 at 10:00 a.m.
 2. Policy Development Committee, Wednesday, April 13, 2022, 11:00 a.m.

3. Governing Board Meeting April 28, 2022 at 1:30 p.m.

P. Adjourn to Closed Session

Q. Closed Session

1. Approval of Previous Closed Session Minutes

- a. Closed Session Governing Board Meeting February 24, 2022
- b. Special Governing Board meeting March 15, 2022
- c. Special Governing Board meeting March 18, 2022

2. Compliance and Risk Report [H&S Code § 32155] – Kristen Rees, MPH, CPHQ, LSSGB, Chief Quality and Compliance Officer and Risk Manager

3. **Clinic Service Review [H&S Code § 32155] – Adela Yanez, Interim CNO – see report**

4. **MERP Report [H&S Code § 32155] – Adela Yanez, Interim CNO – see report**

5. **Medical Staff Appointments/Reappointments [Gov. Code § 54957]**

Approval of Resolution 22:10

- a. Dr. Gregory Orth, Provisional Associate Appointment, Diagnostic Teleradiology, 04/01/2022 to 9/31/2022; then Associate 10/01/2022 to 03/31/2024.
 - b. Dr. Justin Shafa, Provisional Associate Appointment, Diagnostic Teleradiology, 04/01/2022 to 9/31/2022; then Associate 10/01/2022 to 03/31/2024.
 - c. Dr. Huma Razzak Qureshi, Reappointment, Associate, Diagnostic Teleradiology, 04/01/2022 to 03/31/2024
 - d. Dr. Atul Patel, Reappointment, Associate, Diagnostic Teleradiology, 04/01/2022 to 03/31/2024
 - e. Dr. Joseph Rogers, Reappointment, Active status, Emergency and Inpatient, 04/01/2022 to 03/31/2024
 - f. Dr. Samuel Salen, Reappointment, Associate, Diagnostic Teleradiology, 04/01/2022 to 03/31/2024
 - g. Dr. Peter Piampiano, Reappointment, Associate, Diagnostic Teleradiology, 04/01/2022 to 03/31/2024
 - h. Dr. Alix Vincent, Reappointment, Associate, Diagnostic Teleradiology, 04/01/2022 to 03/31/2024
6. Next regular Meeting Thursday, April 28, 2022

R. Adjourn Closed Session

S. Resume Open Session

T. Adjourn

Abbreviations

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

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

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

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

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

Posted Tuesday, March 22, 2022

Governing Board

Date: Thursday, February 24, 2022
Time: 1:30 p.m.
Location: Sprowel Creek Campus and Via Webex Conferencing
Facilitator: Board President, Corinne Stromstad

Minutes

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

The following people attended at Sprowel Creek Campus and via Webex

Governing Board: Corinne Stromstad, Barbara Truitt, Jessica Willis, Katie McGuire. Galen Latsko arrived at 3:10 p.m.

Not Present: None

Also in person: CEO Matt Rees; CFO Paul Eves; Karen Johnson, Governing Board Clerk; Marie Brown, PFS Manager; Remy Quinn, HIM Manager; CQO Kristen Rees; Darrin Guerra; Kevin Church; COO Kent Scown; Chelsea Brown, Community Outreach; Interim CNO Adela Yanez

Also via Webex: Rob Eskridge and Ryan Stock, Growth Management Center

- A. Call to Order – Board president Corinne Stromstad called the meeting to order at 1:33 p.m.
- B. Public Comment
- C. Board Member Comments – Katie McGuire announced her resignation from the Board effective 2/28/2022 and submitted a letter of resignation.
- D. Announcements
- E. Consent Agenda
 - 1. Approval of Agenda
 - 2. Approval of Previous Meeting Minutes
 - a. Governing Board Meeting January 27, 2022

Motion: Jessica Willis moved to approve the previous minutes of January 27, 2022 and other consent agenda items.

Second: Katie McGuire

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

Noes: None

Not Present: Galen Latsko

Motion carried.

3. **Approval of Resolution 22:07** – Brown Act Amendment AB 361 Subsequent to Resolution 21:17 to provide a 30-day extension until March 26, 2022.

Motion: Barbara Truitt made a motion to adopt Resolution 22:07, as described above.

Second: Jessica Willis seconded the motion

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

Noes: None

Not Present: Galen Latsko

Motion carried.

F. Correspondence, Suggestions or Written Comments to the Board –

G. Finance Report – Paul Eves

1. **Approval of January, 2022 Finances and January Finance Minutes - Paul Eves – see report**

- a. Total patient revenue \$1.8M, of which the retail pharmacy prescription revenue is \$162K.
- b. Rate range check has been received from Partnership Health Plan.
- c. Humboldt County property tax account is still not accurate. Paul hasn't been getting data from the county for months.
- d. Balance sheet is very strong

Motion: Barbara Truitt moved to approve the Financials and Finance Committee minutes, as submitted for January, 2022.

Second: Katie McGuire

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

Noes: None

Not Present: Galen Latsko

Motion carried.

2. PFS report – January, 2022 –Marie Brown – See report

- a. HRG report – January, 2022 – Remy Quinn – See report

- We have legal changes that we're still adjusting to, and as a result, we've

made staffing adjustments. These changes are changing the bad debt timeline. We're still working on the pricing transparency (recent law change). We have the HRG Communication Log back up and running after several months.

- These legal changes are at the federal level and all hospitals are trying to figure out how to meet them. Very little information has been given out to help with how to meet them.

H. Chief Nursing Officer's Reports – Adela Yanez, Interim CNO – see report

- We have 5 traveling nurses right now. We should be down to 1 or 2 traveling nurses soon. Our goal is to have no traveling nurses by the end of the year.
- We have two student RNs from College of the Redwoods. One is from Shelter Cove and is wanting to do clinicals here.
- The Visiting Nurse needs to be local and familiar with the area. This position has slightly higher pay due to the travel. It was suggested having a 2nd person along with the nurse due to burn out of the recent visiting nurses. Possibly a Certified Nursing Assistant (CNA) as 2nd person. Adela will work with April Barnhart, the new Clinic Nursing Manager, on this process.
- We're working on how we will address family members of patients, especially those patients at end of life regarding testing for COVID, and fully vaccinated and boosted or not.

I. Quality Assurance Performance Improvement Committee Report [H&S Code § 32155]–Kristen Rees, MPH, CPHQ, LSSGB, Chief Quality and Compliance Officer and Risk Manager – (Jan., April, July, Oct.) – No report

J. Administrator's Report –Matt Rees, CEO

1. Human Resources Quarterly Report – Jennifer Baskin (Jan., April, July, Oct.)

2. Foundation Report – Chelsea Brown - (May, Aug., Nov., Feb.) – see report

- The Foundation continues to receive donations.
- Event May 19th at Sprowel Creek in upper parking area to celebrate meeting the fundraising goal for the new hospital.
- Community Outreach on Monday with Scott Sullivan, Jessica Gardner-Marino, Jackie Reyes, who speaks Spanish, and Kristen Rees
- Another mailer has gone out. It should reach people in the next couple days.
- Suggestion: When you have the children's vaccine clinics, it would be helpful if it wasn't while school was in session.

3. Strategic Plan Mission, Vision and Values – Rob and Ryan

- Discussed was possibly changes to the Vision, Mission and Values.
- Ideas were:
 - Good medical knowledge from staff; compassion is lacking from the written

statement; cultivating trust; provide the community with guidance/navigation thru healthcare and the social services and Area Aging 101 to help Medicare patients.

- Mission, Vision and Values are focused more on technology and not addressing the human side.
- Community Needs Assessment was first done 4 years ago. We should be doing them every 3 years.
- Have specialists visit once a month to provide information to patients. Clinic providers can do telehealth with another provider. Also consider cardiologists and mental health providers.
- We provided “distant site” telehealth visits once before, but haven’t recently.
- Core values – add trust, integrity and community oriented.
- Are the values as to the community, as to our values or what we want the public to perceive?
- There will be a committee of some staff and 2 board members to tackle the Vision, Mission and Values and to come back in April with a suggestion. Matt will ask staff who wants to be involved. Remy Quinn and Barbara Truitt both expressed interest.
- GMC will email board members a summary – let Rob and Ryan know if there are other issues to be added.
- Community Outreach Committee: Chelsea Brown, Scott Sullivan, Jessica Willis and Galen Latsko are on the committee.
- Board will talk with providers to see what ideas they may have for the Strategic Plan. Barbara will meet with Dr. Seth Einterz; Corinne will meet with Nick Healy, Dr. Newdow and Dr. Hsu; Katie will talk with Linda; Jessica will talk with Laura Mojica and Dr. Emily Marshall.
- Ryan and Rob will be here for the March board meeting
- And phone call the week before.
- Wednesday March 23rd in the AM 9:00 – Noon for the Admin Team and a few managers.
- Board and Administration that are invited should be available on Wednesday, March 23rd 2:00 – 5:30 in the afternoon.
- Thursday, March 24th in the morning 9:00 - Noon. Board and planning team. (Admin and a few others.)

4. Matt Rees

- Did a presentation to Rotary on Tuesday with Katherine and Adam
- April Barnhart started today as Clinic Nurse Manager.
- Pharmacy topped 244 in one day. This is the highest ever.
- Be aware of current world events that could disrupt supplies and fuel.
- Pay increase has helped us bring on a couple of nurses
- Heating in SNF unit – We had an old unit that was broke, we put in a temporary unit that didn’t work. We found enough pieces to fix old one, but we still have to put in

back in slot where it belongs. It was fixed within the 30-day timeline allowed.

- A bid received for the architecture for the utility infrastructure. We need to replace the generator, 1 bid out of Woodland, was much higher than we expected \$5.6M. Special Board meeting is needed for the very soon. Options: 1. We can reject it, but must substantially change the project, for example remove heating/HVAC before it can go out to bid again. 2. Accept, as is. Without this project will we continue to have nursing home? No! This is project for the hospital side (Radiology to SNF), the community values the SNF, and this project lays the groundwork for the future expansion of SNF.
- Webex and in person at Sprowel Creek Campus, Room 106 – Tuesday 3/1/22 at 10:00 a.m. for a Special Board Meeting, 1 hour long for a discussion and possibly a decision.

K. Old Business - none

L. New Business

1. QAPI Plan – next month
2. Policies and Procedures – None
3. Review Governing Board Policies and Procedures and Bylaws for April’s meeting (see separate packet). Be prepared for a discussion next month on these.
4. CEO Evaluation Process – Matt will get ahold of ACHD’s evaluation process he used for their CEO. Matt will distribute it to the Board members. Some questions will be appropriate for staff to fill out, not just Board members.

M. Meeting Evaluation – long meeting

N. Parking Lot

1. Governing Board retreat

O. Next Meetings:

1. Special Governing Board Meeting, Thursday, February 24, 2022 at 3:30 p.m.
2. Policy Development Committee, Wednesday, March 9, 2022 at 11:00 a.m. – Barbara will attend each time, and we can have a 2nd Board member attend also.
3. QAPI Meeting Wednesday, March 9, 2022 at 10:00 a.m. – Barbara will attend and this will be a hybrid meeting.
4. Governing Board Meeting March 24, 2022 at 1:30 p.m.

P. Adjourn to Closed Session – 4:11 p.m.

Q. Closed Session opened at 4:17 p.m.

1. Approval of Previous Closed Session Minutes

- a. Closed Session Governing Board Meeting January 27, 2022
- 2. Compliance and Risk Report [H&S Code § 32155] – Kristen Rees, MPH, CPHQ, LSSGB, Chief Quality and Compliance Officer and Risk Manager – No written report
- 3. Clinic Service Review [H&S Code § 32155] – Adela Yanez, Interim CNO – No written report
- 4. Medication Error Reduction Plan Report [H&S Code § 32155] – Adela Yanez, Interim CNO – see plan submitted
- 5. Medical Staff Appointments/Reappointments [Gov. Code § 54957]
 - a. Dr. Joseph Rogers, 60-day extension for reappointment application, 02/24/22 to 04/25/22
- 6. Next Regular Meeting:
 - a. Governing Board Meeting, Thursday, March 24, 2022 at 1:30 p.m.
- R. Adjourned Closed Session at 4:17 p.m.
- S. Resumed Open Session at 4:17 p.m.

1. The following actions were taken at closed session

Motion: Jessica Willis moved to approve the Previous closed session minutes of January 27, 2022.
 Second: Katie McGuire
 Ayes: Galen Latsko, Barbara Truitt, Jessica Willis, Katie McGuire and Corinne Stromstad
 Noes: None
 Not Present: None
 Motion carried.

T. Adjourned Open Session at 4:36 p.m.

Abbreviations

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<i>EMR</i>	Electronic medical record	<i>ER</i>	Emergency Room
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Governing Board Meeting Minutes

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<i>HRG</i>	Healthcare Resource Group	<i>HVAC</i>	Heating, Ventilation and Air Conditioning system
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Governing Board – Special Meeting

Date: Tuesday, March 1, 2022

Time: 10:00 a.m.

Location: Sprowel Creek Campus Room 106 and Webex Conferencing

Facilitator: Corinne Stromstad, Board President

Minutes

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

The following people attended via Webex

Governing Board: Corinne Stromstad, Barbara Truitt, Galen Latsko and Jessica Willis

Not Present: None

Also present: Karen Johnson; Matt Rees, CEO; Kristen Rees, CQO; Jason Weaver, AXIA Architects, Chelsea Brown, Community Outreach; Adela Yanez, Interim CNO; Kent Scown, COO; Kevin Church;

A. Call to order – 10:00 a.m.

B. Public Comment –None

C. Board Member Comments –None

D. Announcements –None

E. New Business –

1. Hospital Utility Infrastructure project – see attachment (Bid)

- During the mandatory walkthrough, both companies identified having problems getting construction materials.
- The servers would ultimately be moved to the hospital part of the building, off ED registration. This will have a separate mechanical system for it. These are loud and generate a lot of heat.



- Funding – USDA funding, under \$5M, and we put down 10%. We’d need a separate Finance Committee for approval.
- Timeframe: Construction could start as early as March 14th if awarded today.
- Motion to accept the bid

Motion: Jessica Willis made a motion to accept the bid, as presented, and adopt Resolution 22:08, as described above.

Second: Galen Latsko seconded the motion

Ayes: Corinne Stromstad, Barbara Truitt, Galen Latsko and Jessica Willis

Noes: None

Not Present: None

Motion carried.

F. Adjourned at: 10:23 a.m.

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**Southern Humboldt Community
Healthcare District**

	March 21	April 21	May 21	June 21	July 21	Aug 21	Sept 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Current 12 Month AVG	Year to Date- Current Year
In Patient Statistics														
Total Acute Patient Days	0	6	4	4	8	1	16	9	5	11	3	18	7	71
Total Swing Patient Days	106	101	75	70	38	25	56	66	30	39	35	65	59	354
Total SNF Patient Days	234	240	248	240	236	229	240	231	191	237	223	190	228	1,777
Total Patient Days	340	347	327	314	282	255	312	306	226	287	261	273	294	2,202
Total Acute Discharges	0	2	2	1	3	1	5	4	2	5	1	7	3	28
Total Swing Discharges	1	30	3	3	3	1	4	5	0	2	2	2	5	19
Total SNF Discharges	0	0	0	1	1	2	0	1	1	2	1	1	1	9
	1	32	5	5	7	4	9	10	3	9	4	10	8	56
Acute Length of Stay	0.00	3.00	2.00	4.00	2.67	1.00	3.20	2.25	2.50	2.20	3.00	2.57	2	19
ER Admits	0	2	2	1	3	1	5	4	2	5	1	7	3	28
I/P Lab Visits	8	11	12	20	12	12	23	14	7	10	23	26	15	127
I/P Radiology Visits	2	2	1	2	6	4	3	2	2	4	2	5	3	28
I/P EKG's	0	0	0	0	0	0	0	0	0	1	0		0	1
Out Patient Statistics														
ER Visits	194	219	258	257	335	298	250	220	260	206	233	188	243	1,990
Clinic Visits	433	451	436	463	414	427	459	471	495	453	449	380	444	3,548
SLS Visits	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outpatient Medical	3656	2967	3068	1611	1134	1143	1570	1871	1302	1644	2278	2597	2,070	13,539
Laboratory Visits	474	468	617	476	682	1041	740	546	640	839	1009	455	666	5,952
Radiology	46	171	190	219	206	156	209	152	167	179	121	182	167	1,372
Mammography	10	22	24	4	27	25	6	11	19	9	17	9	15	123
CT Scans	56	82	80	71	89	55	76	63	70	66	73	77	72	569
EKG's	27	43	39	46	40	23	42	38	25	44	48	55	39	315
Total O/P Visits	4,896	4,423	4,712	3,147	2,927	3,168	3,352	3,372	2,978	3,440	4,228	3,943	1,279	27,408
Retail Pharmacy Rx's Sold					1,040	1,607	2,001	2,358	2,566	2,249	2,573	2,455	2,106	16,849
Salary Statistics														
Productive FTE's	81.3	83.7	77.9	76.6	75.1	75.1	76.8	79.2	80.5	79.2	71.7	79.1	77.4	
Paid FTE's	73.8	76.3	72.1	71.4	85.0	84.9	85.0	87.1	87.8	87.9	85.4	87.0	81.2	
Salaries & Ben as % of Net Rev	91.1%	61.1%	74.3%	60.4%	71.1%	68.4%	59.2%	77.6%	64.5%	64.5%	50.1%	72.8%	67.2%	
BeneGits as % of Salaries	30.7%	22.9%	42.7%	19.7%	46.3%	46.4%	32.0%	64.4%	32.2%	43.9%	28.1%	43.9%	36.8%	
Revenue Statistics														
Gross A/R > 120 Days	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	2,152,505	1,326,909.1	
A/R>120 Days as % of Total AR	41%	41%	41%	41%	41%	41%	34%	34%	34%	42%	42%	42%	39.7%	
Gross Days in A/R	75.2	75.2	75.2	75.2	75.6	79.2	85.1	85.9	86.3	94.7	91.6	86.5	81.2	
Net Days in A/R	69.7	69.7	69.7	69.9	69.8	73.4	79.8	81.6	79.8	87.5	84.4	79.9	75.4	
A/R Cash Collections	847,144	948,282	757,474	919,408	667,778	1,022,607	782,980	847,125	845,077	729,186	727,607	859,954	817,963.6	
Collections as % of Net Rev	76.2%	112.4%	59.8%	83.7%	32.7%	93.1%	67.2%	70.8%	68.8%	63.1%	58.0%	59.5%	70.8%	
Accounts Payable Days	4.5	6.4	5.1	15.9	0.7	4.1	9.4	2.1	1.9	0.8	2.6	2.4	4.7	
Cash Collections per Cal Day	27,327	30,590	24,435	29,658	21,541	32,987	25,257	27,327	27,261	23,522	23,471	27,740	26,751	107,113
Cash Disburs. per Cal Day	44,803	45,848	38,553	39,838	49,339	38,603	41,262	458,718	40,600	42,521	41,846	54,626	77,916	587,922
DATA Entry/Details/Calcs														
Calendar Days	31	30	31	30	31	31	30	31	30	31	31	28		

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

Current Month			Year to Date				
\$ Variance	Budget	Actual		Actual	Budget	\$ Variance	% Variance
			GROSS PATIENT REVENUE				
(11,287)	237,500	226,213	INPATIENT	1,627,419	1,900,000	(272,581)	-14%
16,018	41,670	57,688	INPATIENT ANCILLARY	420,592	333,360	87,232	26%
6,246	1,202,080	1,208,326	OUTPATIENT ANCILLARY	10,680,817	9,616,640	1,064,177	11%
10,977	1,481,250	1,492,227	TOTAL PATIENT REVENUE	12,728,828	11,850,000	878,828	7%
			DEDUCTIONS FROM REVENUE				
(7,617)	515,630	508,013	CONTRACTUAL ALLOWANCES	3,283,584	4,125,040	(841,456)	-20%
46,961	71,670	118,631	PROVISION FOR BAD DEBTS	984,151	573,360	410,791	72%
31,521	36,000	67,521	OTHER ALLOWANCES/DEDUCTIONS	473,984	288,000	185,984	65%
	-300,000	(300,000)	OTHER OPERATING IGTs & SUPPLEMENTAL	(2,400,000)	(2,400,000)		
70,865	323,300	394,165	TOTAL DEDUCTIONS	2,341,719	2,586,400	(244,681)	-9%
(59,888)	1,157,950	1,098,062	NET PATIENT REVENUE	10,387,109	9,263,600	1,123,509	12%
2,219	12,000	14,219	OTHER OPERATING REVENUE	137,265	96,000	41,265	43%
(57,669)	1,169,950	1,112,281	TOTAL OPERATING REVENUE	10,524,374	9,359,600	1,164,774	12%
(168,893)	731,670	562,777	SALARIES & WAGES	4,513,255	5,853,360	(1,340,105)	-23%
88,755	158,330	247,085	EMPLOYEE BENEFITS	1,575,024	1,266,640	308,384	24%
155,645	123,330	278,975	PROFESSIONAL FEES	1,168,460	986,640	181,820	18%
(4,593)	112,500	107,907	SUPPLIES	935,371	900,000	35,371	4%
6,215	21,670	27,885	REPAIRS & MAINTENANCE	133,294	173,360	(40,066)	-23%
49,060	110,000	159,060	PURCHASED SERVICES	929,360	880,000	49,360	6%
25,321	14,170	39,491	UTILITIES	147,415	113,360	34,055	30%
(10,218)	23,330	13,112	INSURANCE	110,690	186,640	(75,950)	-41%
0		0	INTEREST	0	0	0	#DIV/0!
10,847	38,330	49,177	DEPRECIATION/ AMORTIZATION	345,733	306,640	39,093	13%
10,719	33,330	44,049	OTHER	712,907	266,640	446,267	167%
162,858	1,366,660	1,529,518	TOTAL OPERATING EXPENSES	10,571,509	10,933,280	(361,771)	-3%
(220,527)	(196,710)	(417,237)	OPERATING PROFIT (LOSS)	(47,135)	(1,573,680)	1,526,545	-97%
(2,500)	95,000	92,500	TAX REVENUE	755,855	760,000	(4,145)	-1%
307,670	40,000	347,670	OTHER NONOPERATING REV (EXP)	2,855,892	320,000	2,535,892	792%
		0	INTEREST INCOME	22,057			
305,170	135,000	440,170	NET NON OPERATING REV (EXP)	3,633,804	1,080,000	2,553,804	236%
84,643	(61,710)	22,933	NET INCOME (LOSS)	3,586,669	(493,680)	4,080,349	-827%

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

	March 21	April 21	May 21	June 21	July 21	Aug 21	Sept 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	12 Month AVG: Mar '21-Feb 22	YTD - Current Year
Inpatient Daily Hospital Services	211,394	239,276	197,597	231,202	223,673	154,457	244,718	219,424	170,256	217,954	170,724	226,213	208,907	1,627,419
Ancillary Revenue	38,910	49,414	45,356	40,690	44,799	54,355	72,321	45,472	40,036	51,743	54,178	57,688	49,580	420,592
Outpatient Revenue	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	1,208,326	1,250,794	10,680,817
Total Hospital Revenue	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	1,492,227	1,509,282	12,728,828
Contractual Allowances	523,160	155,981	252,235	388,721	224,877	457,567	404,071	324,712	415,578	447,106	501,660	508,013	383,640	3,283,584
Provision for Bad Debts	161,600	176,861	115,056	84,411	155,817	210,892	48,684	140,689	54,169	137,821	117,448	118,631	126,840	984,151
Other Allowances/Deductions	40,302	64,858	25,201	34,185	83,017	76,635	4,829	39,931	63,107	100,622	38,322	67,521	53,211	473,984
Other Operating: IGTs & Supplemental	(363,854)	(300,000)	(444,764)	(996,499)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(375,426)	(2,400,000)
Total Deductions	361,208	97,700	(52,272)	(489,182)	163,711	445,094	157,584	205,332	232,854	385,549	357,430	394,165	188,264	2,341,719
Contractual %													12%	18%
Net Patient Revenue	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	1,098,062	1,321,990	9,289,047
Net Revenue %	70%	93%	104%	131%	90%	72%	91%	87%	83%	76%	80%	74%	88%	73%
Other Operating Revenue	14,401	16,355	15,173	14,595	14,004	14,615	15,318	14,551	15,668	14,753	34,137	14,219	16,482	137,265
Total Revenue	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	1,112,281	1,338,472	9,426,312
Salaries & Wages	588,389	629,663	571,404	1,030,764	533,278	543,935	536,284	579,710	564,028	627,862	565,381	562,777	611,123	4,513,255
Employee Benefits	180,531	143,898	244,263	203,497	149,686	158,608	171,366	373,211	181,430	134,580	159,058	247,085	195,601	1,575,024
Professional Fees	242,144	150,240	148,383	173,721	142,301	118,353	112,847	112,883	180,917	109,637	112,547	278,975	156,912	1,168,460
Supplies	120,817	129,018	13,552	131,829	157,223	109,110	61,224	106,131	109,659	101,501	182,616	107,907	110,882	935,371
Repairs & Maintenance	43,832	14,960	50,554	42,013	16,885	6,638	25,766	20,930	13,640	8,884	12,666	27,885	23,721	133,294
Purchased Services	124,045	146,846	70,047	161,073	139,826	94,063	140,865	125,499	70,442	66,996	132,609	159,060	119,281	929,360
Utilities	16,004	17,793	10,182	13,427	17,771	18,077	24,502	30,677	5,875	6,943	4,079	39,491	17,068	147,415
Insurance	11,755	11,755	11,755	11,878	23,430	10,075	11,755	12,982	12,703	13,521	13,112	13,112	13,153	110,690
Interest														0
Depreciation	45,720	45,896	45,896	45,896	45,896	45,896	45,896	37,258	45,975	37,021	38,614	49,177	44,095	345,733
Other Expense	15,641	85,361	29,111	57,639	121,049	44,214	152,351	30,170	33,332	211,206	76,536	44,049	75,055	712,907
Total Expenses	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	1,529,518	1,366,892	10,571,509
Expenses %	162%	107%	90%	91%	92%	99%	83%	106%	105%	105%	88%	138%	102%	8%
Profit/Loss from Operations	(530,681)	(93,223)	130,444	187,888	123,872	15,646	256,264	(81,967)	(62,624)	(62,979)	181,890	(417,237)	(28,420)	(1,145,197)
Tax Revenue	92,500	92,500	94,920	92,500	95,000	95,000	95,000	92,500	92,500	92,500	100,855	92,500	94,023	755,855
Other Non Operating Rev (Exp)	81,574	88,340	40,000	19,949	6,039	3,903	1,574,676	311,075	40,160	244,733	327,636	347,670	257,146	2,855,892
Interest Income				12,005			14,173	31	1,064		6,789		6,812	22,057
Net Non-operating Rev/(Exp)	174,074	180,840	134,920	124,454	101,039	98,903	1,683,849	403,606	133,724	337,233	435,280	440,170	357,982	3,633,804
NET INCOME/ (LOSS)	(356,607)	87,617	265,364	312,342	224,911	114,549	1,940,113	321,639	71,100	274,254	617,170	22,933	329,562	2,488,607

**Southern Humboldt Community Healthcare District
Balance Sheet
February 2022**

ASSETS	LIABILITIES & FUND BALANCE
Current Assets	
Cash- Checking & Investments	210,374
LAIF Account	12,940,314
Humboldt County Property Tax Acct	800,000
Patient Accounts Receivable	4,322,972
Less Allowances	2,043,885
Accounts Receivable- Net	2,279,087
Other Receivables	789,611
Inventories	178,862
Estimated 3rd Party Settlements	
Prepaid expenses and Deposits	970,866
Total current assets	18,169,114
Property and Equipment	
Land	959,877
Land improvements	553,251
Buildings	2,516,797
Equipment	6,103,293
Construction in progress	2,142,781
Total property and equipment	12,275,999
Less : accumulated depreciation	(5,940,103)
Net property and equipment	6,335,896
Other Assets	
Investments	5,852
Total Other Assets	5,852
Total Assets	24,510,861
Current Liabilities	
Accounts Payable	109,438
Accrued Payroll & Related costs	1,101,009
Other Current Liabilities	
Deferd revenue IGT	488,578
A/R Credit balances	
Medicare Accelerated Payments	3,514,452
Medicare Contingency	2,000,000
Current Portion-Long Term Debt	
Other Short Term Debt - PPP Loan	
Accrued interest	
Total current Liabilities	7,213,477
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	2,488,607
Restricted Fund Balance	
Total fund balance	17,297,385
Total Liabilities and Fund Balance	24,510,861

Revenue Cycle / Patient Financial Services

February 2022 Finance Committee Report

HRG - Key Items:

- AR reduced by 5 days compared to last month
- February closed at 86.5 AR Days or \$4.3M in Gross AR
- Cash collections totaled \$860K, or 101% of January's net revenue
- Third Party Aging decreased by \$89K, and is now at 19.8%
- Unbilled AR increased 1.6 days

Aging – As stated in the January report, we continue to see improvement in aging. This in part due to the workflow changes, initiatives, and training we've done during the last few months. As well as identify and strengthening our remediation process for addressing issues as they arise.

HRG Highlights:

- Medicare decreased by \$67K and ended February with 17.6% aged over 90 days; a decrease of 10.8% and puts us 8.6% away from goal.
- Medi-Cal saw a decrease of \$21K, leaving the overall percentage in January at 20.9%.
- Commercial aging saw a decrease of \$8K, with the overall percentage dropping to 19.3% and puts us just slightly (1.3%) above our goal of 18%.

AR – Third Party AR decreased significantly by 7.4 days and is sitting at 34.7 AR days which puts us just 0.7 AR days above the goal of 34 days.

HRG Communication Log – There has been a marked improvement in the volume of HRG corrections for registration as well as resolution of several authorization issues.

- We now have a solid system in place with current staff to obtain all documentation to submit IP treatment authorizations. Clarification has been communicated regarding prioritization of obtaining and proper filing of specific documentation requirements.

Bad Debt Changes – We have completed all the facility required items for the regulatory changes to our new bad debt process, aside from a few minor final additions. We will be bringing the updated policy to the next Policy Development Committee for review. Notable changes were made to the percentile calculation for charity care applications, signage and website visibility, and patient handouts.

Evening Hospital Registration / Self-Pay "Good Faith" Estimates (GFE) – We have begun the process of establishing the worklist, duties, and expectations of the new PFS evening shift. After completion of a time and volume study, we have decided the shift will be 1630 – 0100, allowing time for appropriate hand-off from the day shift and leaving only seven hours of down-time during low volume hours where nursing will need to register ED patients. This is going to improve workflow and time management for the day shift, as well as support the night shift. This will also help with data capture and satisfying state reporting requirements, meeting quality initiatives, and better supporting patient financial outcomes.

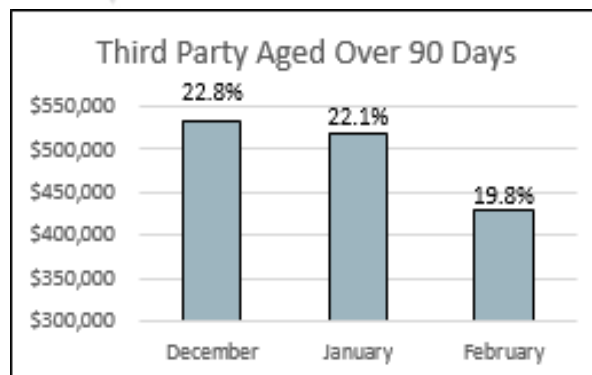
Radiology scheduling - Patient Financial services will be transitioning to handle all the scheduling for CT and Mammography. As we have successfully navigated bolstering our staff, and drastically reduced turnover in the last year, we are happy to absorb this function. This should alleviate some pressure on the clinic staff and hopefully increase the volume of scheduled radiologic services. The staff member that will be taking over is currently training in the CT scheduling duties including how to obtain and follow up on authorizations specifically for CT. This person will also be handling our authorizations for other outpatient services, and helping to resolve ongoing OP TAR issues.

Southern Humboldt February 2022



Key Items

- ➔ AR reduced by 5 days compared to last month
- ➔ February closed at 86.5 AR Days or \$4.3M in Gross AR
- ➔ Cash collections totaled \$860K, or 101% of January's net revenue
- ➔ Third Party Aging decreased by \$89K, and is now at 19.8%
- ➔ Unbilled AR increased 1.6 days



Detailed Initiatives & Obstacles

- **Overall AR:** January closed with 86.5 AR days or \$4.3M in Gross AR. Gross AR decreased by \$56K, decreasing the total AR by 5.1 days. Revenue decreased by \$290K booking \$1.35M in new services. The Unbilled AR increased by 1.6 days and ended February at 7.1 AR days. Third Party AR decreased significantly by 7.4 days and is sitting at 34.7 AR days which puts us just 0.7 AR days above the goal of 34 days. Self-pay AR ended at 44.7 AR days which is a slight increase of 0.7 AR days since January and puts us 18.7 days from goal. Cash collections totaled \$860K or 101% of net revenue.
- **Third Party Aging:** Third Party Aging decreased by \$89K in February leaving a total of 428.5K in aged balances. The Medicare aging over 90 days saw the largest decrease of all of the financial classes. Medicare decreased by \$67K and ended February with 17.6% aged over 90 days; a decrease of 10.8% and puts us 8.6% away from goal. Medi-Cal saw a decrease of \$21K, leaving the overall percentage in January at 20.9%. This was an increase of 2.6% since January, putting us 4.9% from our goal of 16%. Authorizations/TAR's continue to be an obstacle. SoHum has recently added additional coverage to help ensure the outstanding Authorizations/TAR are submitted and obtained within a timely manner. Commercial aging saw a decrease of \$8K, with the overall percentage dropping to 19.3% and puts us just slightly (1.3%) above our goal of 18%. This is the closest to goal we have been since August 2021. The workers comp financial class is the only financial class to see an increased. Workers comp increased by \$7K leaving the overall percentage in February at 53.5% which is 17.5% above goal. This is the highest percentage we have seen in the Workers Comp financial class since October 2021.
- **Unbilled AR:** Unbilled AR has been trending significantly high since June 2021. We did see major improvements in January, but again the unbilled AR jumped back up in February. The unbilled increased by 1.6 days and ended February at 7.1 AR days or \$321K in unbilled balances. With the progress that was made on the unbilled charges in January and the increase in claim submissions, cash collections surpassed net revenue in February coming in at 101% of net revenue. The unbilled AR remains a topic of discussion on all of our bi-weekly conference calls.

Industry Updates CMS Releases FAQ for Good Faith Estimate (GFE) Requirement

CMS has published a comprehensive frequently asked questions document regarding the Good Faith Estimate requirement under the No Surprises Act.

The FAQs have been prepared by the Department of Health and Human Services to address the provision of GFEs for uninsured or self-pay individuals only. For insured patients, the GFE requirement is still pending additional guidance. To access the FAQ, please visit: [CMS GFE Guidance FAQ](#)

Amanda Hornby | Revenue Cycle Director

Healthcare Resource Group



**Southern Humboldt Community
Healthcare District**



MONTH END FINANCE REPORT

February 2022

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FINANCE DASHBOARD

	Target	September-21	October-21	November-21	December-21	January-22	February-22
REVENUE							
Net Revenue		\$893,497	\$905,763	\$804,636	\$841,382	\$851,804	\$747,125
Gross Revenue		\$1,526,536	\$1,379,368	\$1,250,010	\$1,508,417	\$1,639,879	\$1,350,122
CASH							
Cash Collections as a % of Net Revenue	100%	94%	95%	93%	91%	86%	101%
Cash Collections		\$782,067	\$847,125	\$845,077	\$729,186	\$727,607	\$859,954
ACCOUNTS RECEIVABLE							
Net AR		\$2,015,550	\$2,298,768	\$2,152,522	\$1,993,772	\$1,835,655	\$2,279,087
Gross AR		\$4,260,844	\$4,103,537	\$3,941,004	\$4,258,570	\$4,379,072	\$4,322,972
Unbilled	3	12.0	11.4	11.1	14.3	5.5	7.1
Third Party	34	35.9	32.5	34.5	36.2	42.1	34.7
Self Pay	26	37.3	42.0	40.6	44.2	44.0	44.7
Total Days in AR	63	85.1	85.9	86.3	94.7	91.6	86.5
Days in AR - Credit Balances	< 1	1.94	1.99	2.10	2.08	2.04	2.09
UNBILLED							
In-house	< 2 Days	0.4	0.1	0.5	1.4	0.4	0.7
DNFB	< 1 Day	11.5	11.3	10.7	12.8	5.1	6.4
Total Unbilled	<3 Days	12.0	11.4	11.1	14.3	5.5	7.1

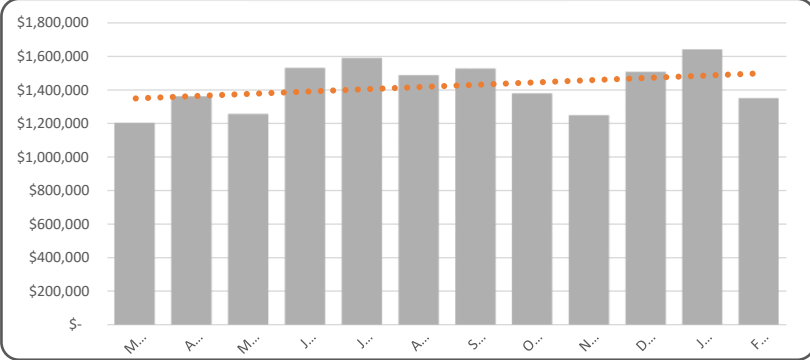
	Target	September-21	October-21	November-21	December-21	January-22	February-22
AGING (excluding credits)							
Medicare Aging > 90 Days	9%	11.7% \$ 88,085	11.8% \$ 103,070	15.6% \$ 120,983	27.1% \$ 246,065	28.4% \$ 215,914	17.6% \$ 148,883
Medicaid Aging > 90 Days	16%	29.6% \$ 381,545	22.1% \$ 202,685	26.3% \$ 276,293	17.6% \$ 183,535	18.3% \$ 202,918	20.9% \$ 182,375
Commercial Aging > 90 Days	18%	39.2% \$ 149,793	35.4% \$ 121,430	30.1% \$ 90,713	26.5% \$ 92,817	20.1% \$ 89,062	19.3% \$ 81,095
Work Comp Aging > 90 Days	36%	37.6% \$ 16,007	55.1% \$ 17,005	48.9% \$ 13,827	30.9% \$ 11,187	29.7% \$ 9,351	53.5% \$ 16,105
Total Third Party Aging > 90 Days	15%	25.8% \$ 635,430	20.5% \$ 444,190	23.3% \$ 501,816	22.8% \$ 533,604	22.1% \$ 517,245	19.8% \$ 428,458
CLAIM SUBMISSION EFFICIENCY							
Claims Submission		1,820 \$ 1,421,703	1,579 \$ 1,164,069	1,488 \$ 1,198,525	1,365 \$ 1,451,836	2,717 \$ 1,516,636	1,790 \$ 1,676,470
Clean Claims	85%	85%	82%	81%	80%	87%	85%
Denial Percent	5%	5%	5%	6%	5%	8%	5%
Total Denial Rate	Count Amt	93 \$ 73,865	81 \$ 66,251	90 \$ 65,452	61 \$ 64,589	106 \$ 114,475	85 \$ 78,246
Late Charges	Count Amt	59 \$ (179)	4 \$ 442	50 \$ 27,619	65 \$ 20,619	16 \$ 4,924	0 \$ 15,617
Communication Log Backlog		177 \$ 163,425	152 \$ 280,519	201 \$ 300,643	77 \$ 138,984	144 \$ 276,915	90 \$ 156,568

	Target	September-21	October-21	November-21	December-21	January-22	February-22
INVENTORY & QUALITY							
Total Inventory		3,545 \$ 1,866,174	3,862 \$ 2,006,398	3,872 \$ 1,855,738	4,058 \$ 1,987,106	4,293 \$ 2,103,148	4,408 \$ 2,232,314
New		328 \$ 117,508	501 \$ 120,469	423 \$ 116,312	35 \$ 100,641	463 \$ 98,347	271 \$ 110,187
Resolved		184 \$ 19,746	198 \$ 34,137	147 \$ 16,190	372 \$ 308,580	128 \$ 13,825	219 \$ 27,153
Aged >120 days from Assignment	< 25%	34.8% \$ 650,082	33.1% \$ 664,210	22.7% \$ 421,465	20.0% \$ 397,548	20.9% \$ 439,319	72.2% \$ 1,611,788
Total Payment Plans over 120 days		\$19,364	\$12,744	\$18,274	\$18,185	\$19,934	\$18,425
Average Speed to Answer	< 60 seconds	139	225	119	221	206	134
STATEMENTS & LETTERS							
Statements & Letters		247	262	312	217	248	270
Charity Care Applications In Process		0 \$ -	0 \$ -	16 \$ 3,509	0 \$ -	0 \$ -	0 \$ -
Inbound and Outbound Calls	In Out	139 29	119 39	125 147	86 85	80 67	99 152
WRITE OFFS							
Bad Debt as a % of Gross Revenue	< 2%	0.5% \$ 7,470	0.5% \$ 6,828	12.7% \$ 158,775	2.1% \$ 31,967	0.0% \$ -	0.0% \$ -
Charity as a % of Gross Revenue	< 2%	0.4% \$ 5,495	0.2% \$ 3,409	8.6% \$ 107,586	0.4% \$ 6,325	0.5% \$ 7,646	0.2% \$ 2,062

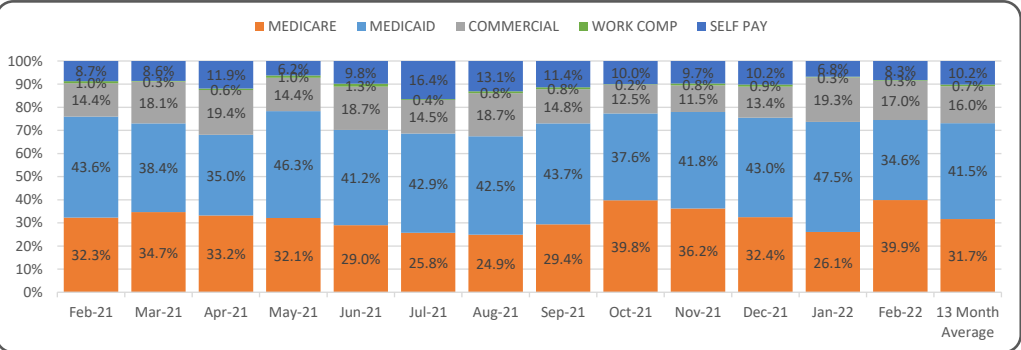
GROSS REVENUE

PAYER	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	13 Month Average
MEDICARE	\$ 366,846	\$ 416,998	\$ 451,623	\$ 403,310	\$ 443,866	\$ 409,439	\$ 370,915	\$ 448,301	\$ 548,436	\$ 452,536	\$ 489,231	\$ 427,748	\$ 538,639	\$ 443,684
MEDICAID	\$ 495,282	\$ 461,354	\$ 476,146	\$ 582,132	\$ 630,039	\$ 681,573	\$ 632,322	\$ 666,353	\$ 518,532	\$ 522,097	\$ 649,245	\$ 779,456	\$ 466,921	\$ 581,650
COMMERCIAL	\$ 163,035	\$ 217,456	\$ 263,926	\$ 180,952	\$ 286,590	\$ 230,932	\$ 277,534	\$ 225,873	\$ 172,566	\$ 144,086	\$ 202,524	\$ 316,007	\$ 229,347	\$ 223,910
WORK COMP	\$ 11,290	\$ 3,431	\$ 7,980	\$ 13,119	\$ 19,930	\$ 6,551	\$ 12,495	\$ 12,387	\$ 2,285	\$ 10,340	\$ 14,240	\$ 4,843	\$ 3,414	\$ 9,408
SELF PAY	\$ 98,464	\$ 103,453	\$ 162,349	\$ 78,203	\$ 150,492	\$ 261,501	\$ 194,690	\$ 173,622	\$ 137,550	\$ 120,951	\$ 153,177	\$ 111,825	\$ 111,801	\$ 142,929
TOTAL	\$ 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	\$ 1,350,122	\$ 1,401,581
AVERAGE DAILY REVENUE	\$ 38,518	\$ 39,399	\$ 41,569	\$ 41,548	\$ 45,612	\$ 47,594	\$ 50,096	\$ 50,049	\$ 47,759	\$ 45,669	\$ 44,976	\$ 47,808	\$ 49,982	\$ 45,429

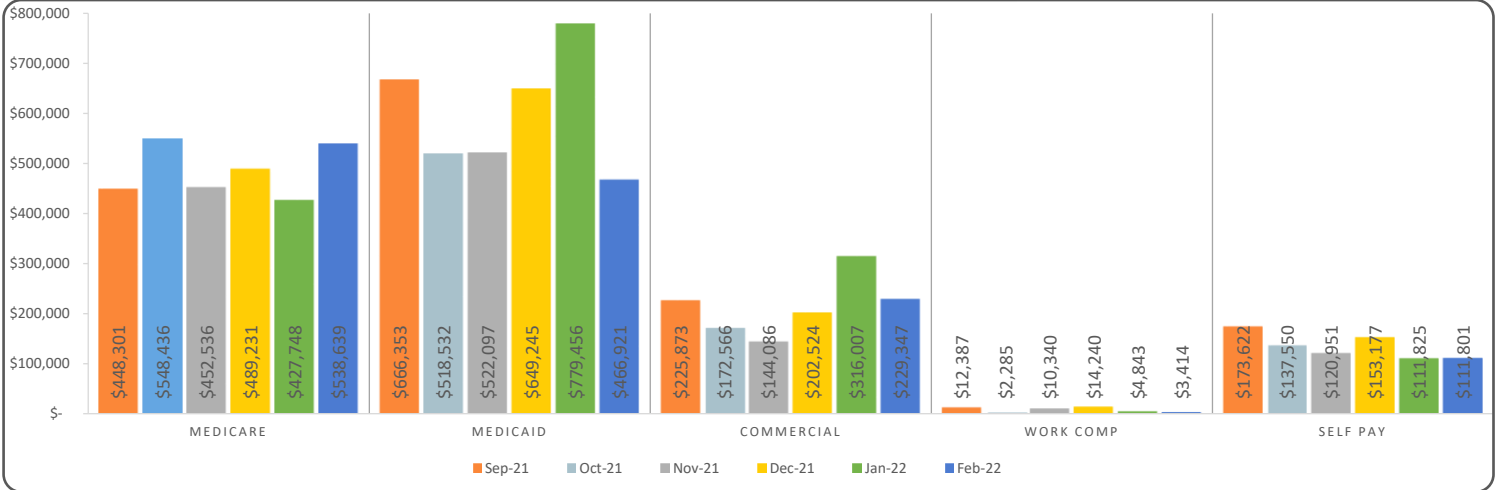
Gross Revenue



Payer Mix



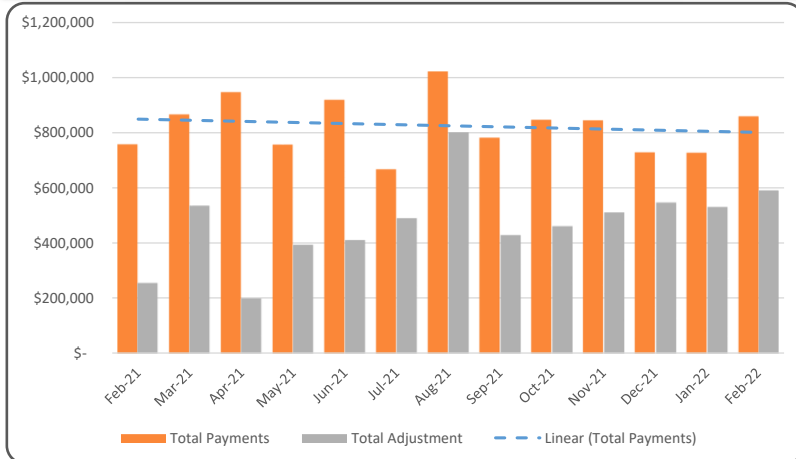
Revenue Trending By Payer



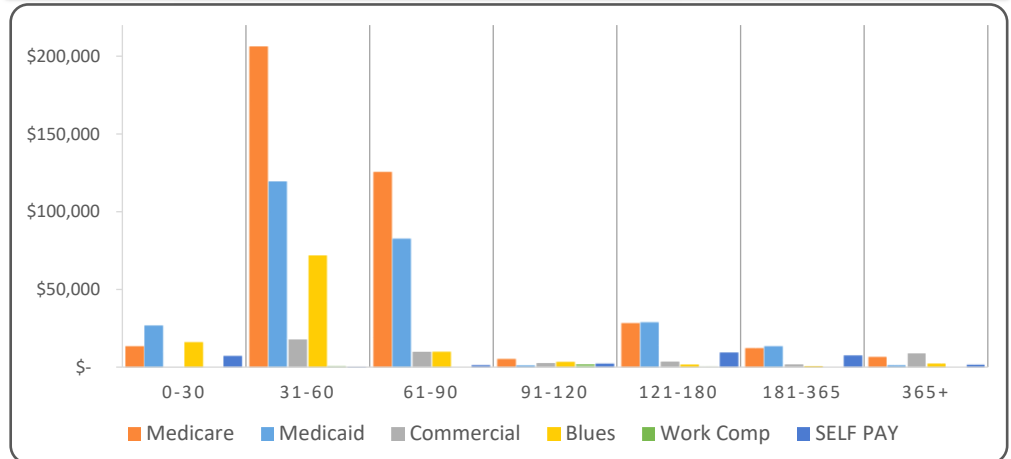
CASH DETAIL

PAYER	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	13 Month Average
MEDICARE														
Payments	\$ 406,285	\$ 463,695	\$ 571,263	\$ 406,006	\$ 453,734	\$ 312,313	\$ 434,639	\$ 302,872	\$ 324,436	\$ 505,109	\$ 382,225	\$ 353,842	\$ 398,314	\$ 408,826
Adjustments	\$ (74,352)	\$ (93,462)	\$ (255,470)	\$ (53,574)	\$ (85,608)	\$ 2,174	\$ (43,612)	\$ (9,988)	\$ 6,310	\$ (103,551)	\$ 97,705	\$ 66,441	\$ 65,484	\$ (37,039)
Collection %	122%	125%	181%	115%	123%	99%	111%	103%	98%	126%	80%	84%	86%	112%
MEDICAID														
Payments	\$ 199,789	\$ 235,677	\$ 182,937	\$ 164,512	\$ 217,061	\$ 200,717	\$ 347,502	\$ 253,418	\$ 317,123	\$ 173,863	\$ 200,547	\$ 212,315	\$ 275,251	\$ 229,286
Adjustments	\$ 237,317	\$ 366,205	\$ 274,829	\$ 235,943	\$ 314,982	\$ 303,594	\$ 482,578	\$ 353,823	\$ 360,075	\$ 273,521	\$ 338,117	\$ 396,591	\$ 445,733	\$ 337,178
Collection %	46%	39%	40%	41%	41%	40%	42%	42%	47%	39%	37%	35%	38%	40%
COMMERCIAL														
Payments	\$ 51,231	\$ 49,668	\$ 62,265	\$ 50,004	\$ 79,894	\$ 44,139	\$ 79,233	\$ 73,099	\$ 90,785	\$ 23,057	\$ 32,890	\$ 42,329	\$ 45,115	\$ 55,670
Adjustments	\$ 16,833	\$ 22,668	\$ 34,791	\$ 20,617	\$ 40,773	\$ 11,792	\$ 30,259	\$ 22,192	\$ 38,548	\$ 15,162	\$ 11,202	\$ 12,751	\$ 9,930	\$ 22,117
Collection %	75%	69%	64%	71%	66%	79%	72%	77%	70%	60%	75%	77%	82%	72%
BLUES														
Payments	\$ 71,767	\$ 64,062	\$ 78,665	\$ 86,510	\$ 118,932	\$ 75,666	\$ 115,131	\$ 97,873	\$ 71,400	\$ 109,199	\$ 88,547	\$ 95,349	\$ 107,252	\$ 90,796
Adjustments	\$ 35,361	\$ 31,343	\$ 36,462	\$ 38,598	\$ 26,324	\$ 51,912	\$ 48,423	\$ 37,614	\$ 31,797	\$ 46,032	\$ 35,632	\$ 34,181	\$ 58,967	\$ 39,434
Collection %	0%	0%	0%	0%	0%	0%	0%	0%	69%	70%	71%	74%	65%	70%
WORK COMP														
Payments	\$ 2,303	\$ 1,166	\$ 10,873	\$ 7,073	\$ 5,617	\$ 2,700	\$ 2,674	\$ 12,018	\$ 7,004	\$ 8,873	\$ 5,181	\$ 4,469	\$ 1,631	\$ 5,506
Adjustments	\$ 4,051	\$ 1,093	\$ 6,398	\$ 2,464	\$ 1,441	\$ 1,073	\$ 4,080	\$ 2,958	\$ 3,282	\$ 5,576	\$ 3,131	\$ 1,731	\$ 1,688	\$ 2,997
Collection %	36%	52%	63%	74%	80%	72%	40%	80%	68%	61%	62%	72%	49%	62%
SELF PAY														
Payments	\$ 25,429	\$ 47,003	\$ 37,376	\$ 40,142	\$ 37,654	\$ 25,468	\$ 39,318	\$ 40,860	\$ 32,085	\$ 24,686	\$ 17,085	\$ 18,553	\$ 29,302	\$ 31,920
Bad Debt Recoveries	\$ 1,602	\$ 5,126	\$ 4,903	\$ 3,226	\$ 6,515	\$ 6,775	\$ 4,111	\$ 1,927	\$ 4,291	\$ 291	\$ 2,711	\$ 751	\$ 3,090	\$ 3,486
Adjustments	\$ 23,114	\$ 2,051	\$ 26,379	\$ 7,216	\$ 25,627	\$ 39,124	\$ 24,880	\$ 10,968	\$ 11,569	\$ 8,579	\$ 23,588	\$ 12,037	\$ 7,658	\$ 17,138
Charity Care	\$ 14,071	\$ 5,744	\$ 580	\$ 1,973	\$ 9,813	\$ 5,845	\$ 210,892	\$ 5,495	\$ 3,409	\$ 107,586	\$ 6,325	\$ 7,646	\$ 2,062	\$ 29,342
Bad Debt	\$ -	\$ 200,583	\$ 76,235	\$ 141,507	\$ 78,584	\$ 75,234	\$ 43,004	\$ 7,470	\$ 6,828	\$ 158,775	\$ 31,967	\$ -	\$ -	\$ 63,091
Total SP Adjustments	\$ 37,185	\$ 208,378	\$ 103,194	\$ 150,696	\$ 114,024	\$ 120,203	\$ 278,776	\$ 23,933	\$ 21,806	\$ 274,940	\$ 61,879	\$ 19,682	\$ 9,721	\$ 109,571
Collection %	41%	18%	27%	21%	25%	17%	12%	63%	60%	8%	22%	49%	75%	34%
TOTAL														
Total Payments	\$ 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	\$ 859,954	\$ 825,490
Total Adjustment	\$ 256,395	\$ 536,225	\$ 200,204	\$ 394,744	\$ 411,937	\$ 490,749	\$ 800,505	\$ 430,532	\$ 461,817	\$ 511,680	\$ 547,667	\$ 531,378	\$ 591,522	\$ 364,688
Total Collection %	75%	62%	83%	66%	69%	58%	56%	64%	65%	62%	57%	58%	59%	64%

Cash & Adjustment Trending

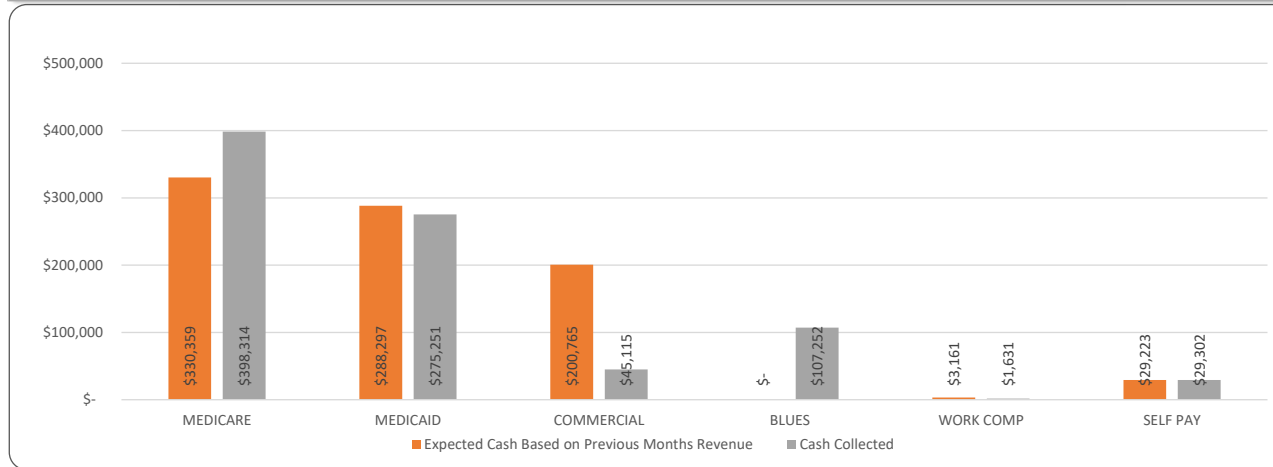


Cash Collections by Discharge Date

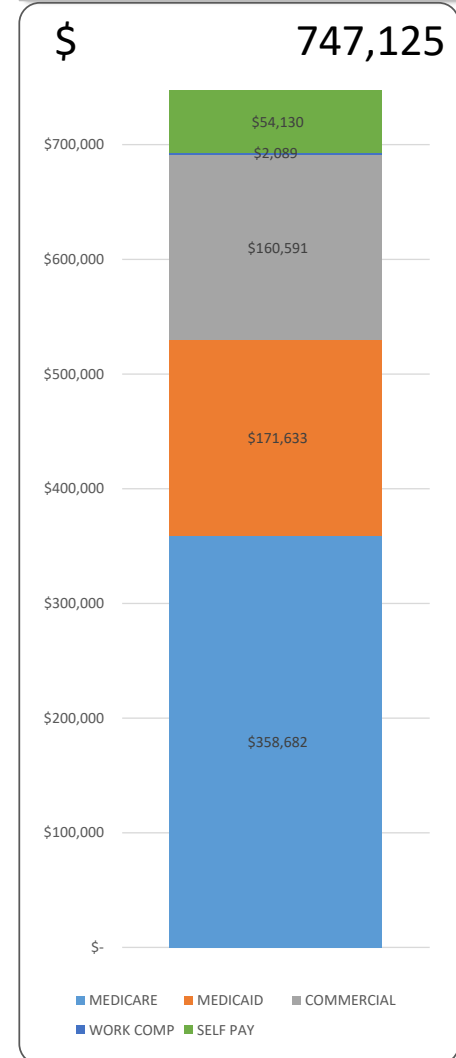


CASH FORECASTING

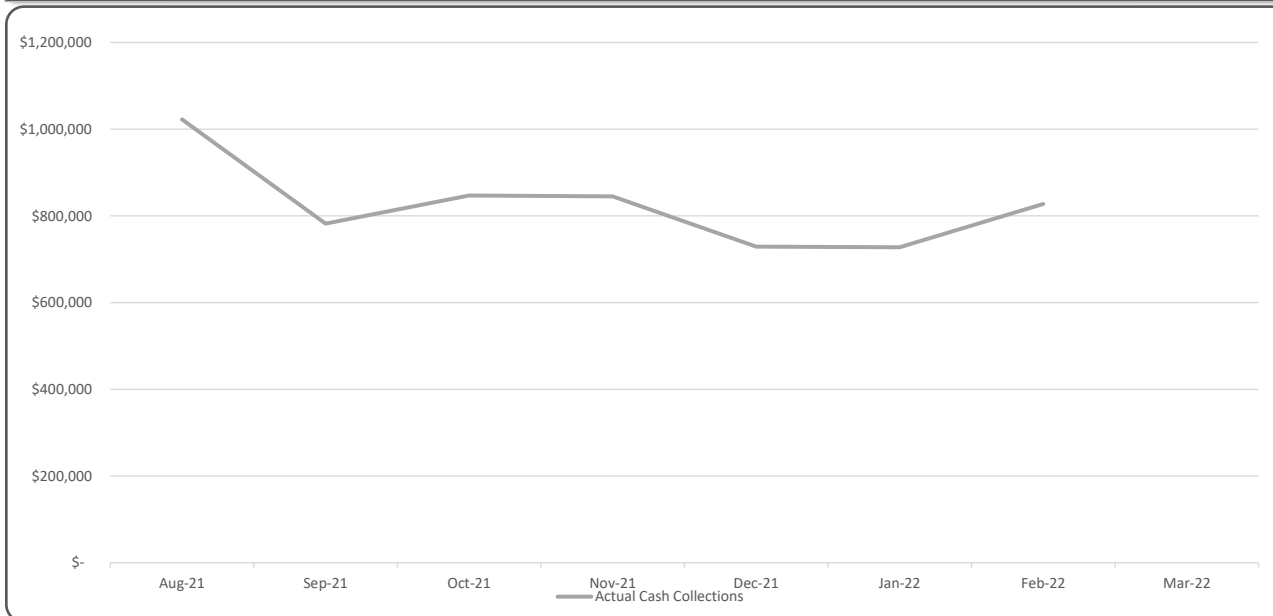
Expected Last Month vs Cash Collected (Based on Previous Months Revenue)



Cash Expected Next Month (Based on this Months Revenue)



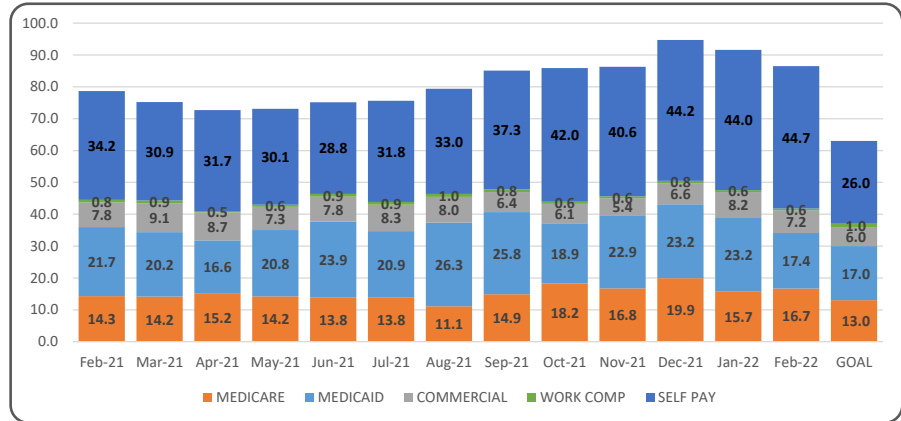
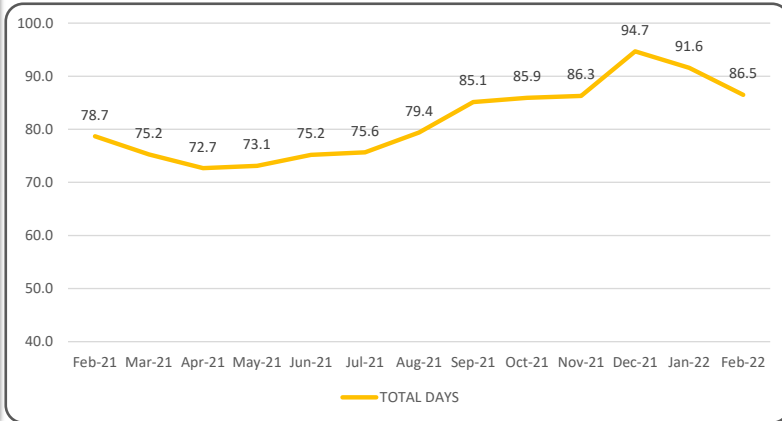
Expected Cash Based on Claim Submissions and Historical Collections



ACCOUNTS RECEIVABLE

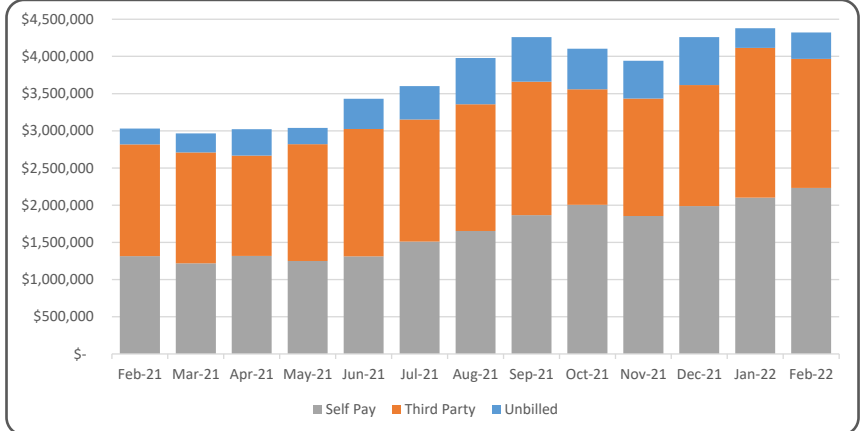
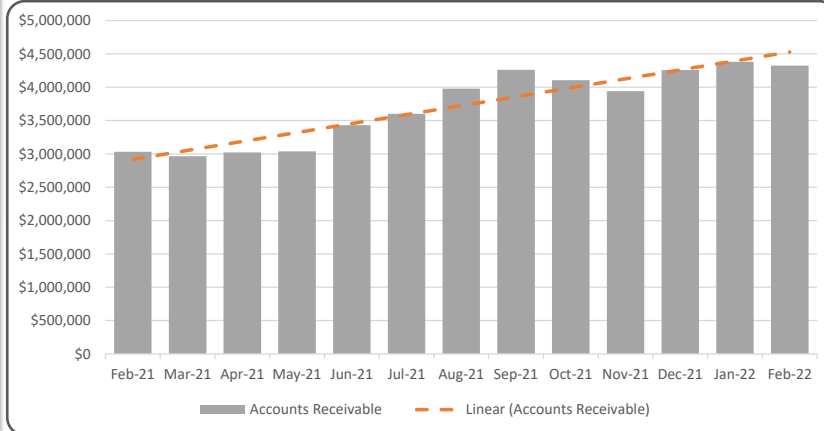
AR Days

PAYER	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	13 Month Average
MEDICARE	14.3	14.2	15.2	14.2	13.8	13.8	11.1	14.9	18.2	16.8	19.9	15.7	16.7	15.3
MEDICAID	21.7	20.2	16.6	20.8	23.9	20.9	26.3	25.8	18.9	22.9	23.2	23.2	17.4	21.7
COMMERCIAL	7.8	9.1	8.7	7.3	7.8	8.3	8.0	6.4	6.1	5.4	6.6	8.2	7.2	7.4
WORK COMP	0.8	0.9	0.5	0.6	0.9	0.9	1.0	0.8	0.6	0.6	0.8	0.6	0.6	0.7
SELF PAY	34.2	30.9	31.7	30.1	28.8	31.8	33.0	37.3	42.0	40.6	44.2	44.0	44.7	36.4
TOTAL DAYS	78.7	75.2	72.7	73.1	75.2	75.6	79.4	85.1	85.9	86.3	94.7	91.6	86.5	81.5



AR Balance

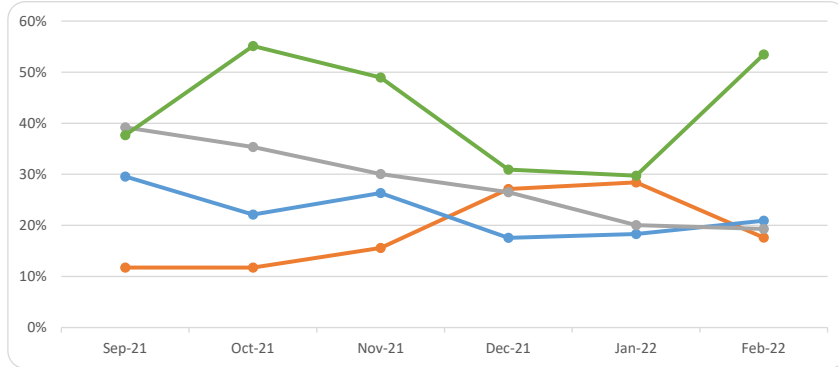
PAYER	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	13 Month Average
MEDICARE	\$ 550,291	\$ 557,849	\$ 633,863	\$ 591,567	\$ 630,044	\$ 658,291	\$ 557,543	\$ 744,813	\$ 871,052	\$ 765,280	\$ 895,860	\$ 748,436	\$ 834,221	\$ 695,316
MEDICAID	\$ 834,503	\$ 795,784	\$ 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	\$ 870,378	\$ 988,044
COMMERCIAL	\$ 300,566	\$ 357,604	\$ 361,943	\$ 304,915	\$ 355,123	\$ 396,231	\$ 403,116	\$ 318,247	\$ 290,697	\$ 245,343	\$ 297,214	\$ 390,942	\$ 357,842	\$ 336,906
WORK COMP	\$ 29,092	\$ 35,071	\$ 19,610	\$ 26,567	\$ 40,405	\$ 41,719	\$ 48,151	\$ 42,074	\$ 30,405	\$ 26,812	\$ 34,458	\$ 29,721	\$ 28,217	\$ 33,254
SELF PAY	\$ 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	\$ 2,232,314	\$ 1,663,958
TOTAL	\$ 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	\$ 4,322,972	\$ 3,717,478



ACCOUNTS RECEIVABLE AGING

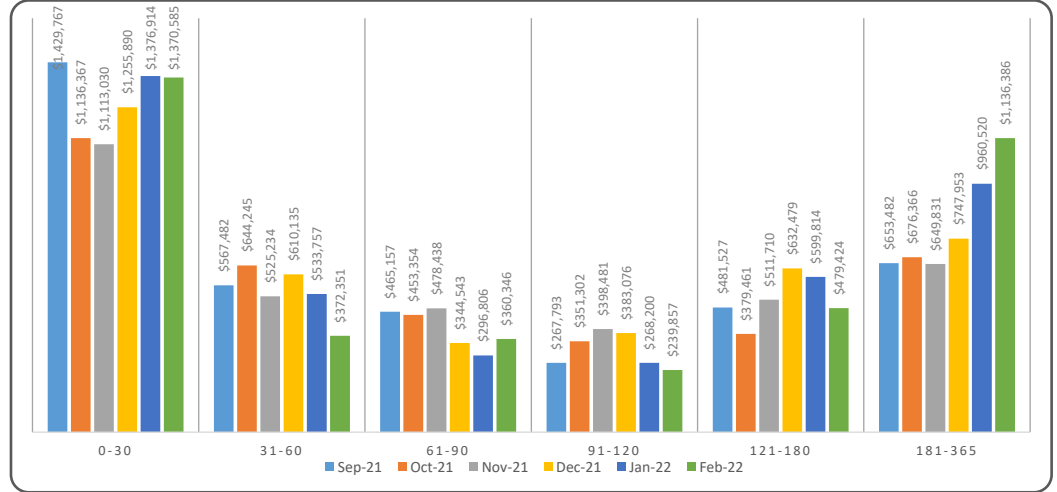
	0-30 Days		31-60 Days		61-90 Days		91-120 Days		121-180 Days		181-365 Days		366+ Days		Grand Totals	
	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$
MEDICARE																
Non-Credit	410	\$ 489,794	123	\$ 105,773	42	\$ 101,095	8	\$ 7,533	20	\$ 53,927	17	\$ 82,055	32	\$ 5,368	652	\$ 845,545
Credit	0	\$ -	0	\$ -	0	\$ -	0	\$ -	1	\$ (5,946)	0	\$ -	9	\$ (5,378)	10	\$ (11,324)
TOTAL	410	\$ 489,794	123	\$ 105,773	42	\$ 101,095	8	\$ 7,533	21	\$ 47,981	17	\$ 82,055	41	\$ (10)	662	\$ 834,221
MEDICAID																
Non-Credit	337	\$ 525,622	141	\$ 88,266	130	\$ 75,620	74	\$ 59,834	40	\$ 29,766	38	\$ 56,070	24	\$ 36,705	784	\$ 871,883
Credit	1	\$ (103)	2	\$ (139)	2	\$ (399)	0	\$ -	1	\$ (347)	2	\$ (77)	7	\$ (440)	15	\$ (1,505)
TOTAL	338	\$ 525,519	143	\$ 88,127	132	\$ 75,221	74	\$ 59,834	41	\$ 29,419	40	\$ 55,993	31	\$ 36,265	799	\$ 870,378
COMMERCIAL																
Non-Credit	404	\$ 222,967	155	\$ 63,941	94	\$ 51,969	30	\$ 13,476	39	\$ 22,374	45	\$ 23,625	40	\$ 21,620	807	\$ 419,972
Credit	0	\$ -	0	\$ -	2	\$ (35)	1	\$ (45)	11	\$ (1,179)	18	\$ (11,687)	375	\$ (49,184)	407	\$ (62,130)
TOTAL	404	\$ 222,967	155	\$ 63,941	96	\$ 51,934	31	\$ 13,431	50	\$ 21,195	63	\$ 11,938	415	\$ (27,564)	1214	\$ 357,842
WORK COMP																
Non-Credit	13	\$ 6,695	7	\$ 1,683	11	\$ 5,647	13	\$ 6,779	4	\$ 857	20	\$ 5,169	6	\$ 3,300	74	\$ 30,130
Credit	0	\$ -	0	\$ -	0	\$ -	1	\$ (92)	1	\$ (92)	4	\$ (1,285)	2	\$ (444)	8	\$ (1,913)
TOTAL	13	\$ 6,695	7	\$ 1,683	11	\$ 5,647	14	\$ 6,687	5	\$ 765	24	\$ 3,884	8	\$ 2,856	82	\$ 28,217
SELF PAY																
Non-Credit	144	\$ 126,142	257	\$ 112,998	253	\$ 127,109	266	\$ 152,979	624	\$ 380,473	1835	\$ 986,601	712	\$ 373,677	4091	\$ 2,259,979
Credit	4	\$ (532)	1	\$ (171)	8	\$ (660)	7	\$ (607)	10	\$ (409)	8	\$ (4,085)	279	\$ (21,201)	317	\$ (27,665)
TOTAL	148	\$ 125,610	258	\$ 112,827	261	\$ 126,449	273	\$ 152,372	634	\$ 380,064	1843	\$ 982,516	991	\$ 352,476	4408	\$ 2,232,314
ACCOUNTS RECEIVABLE																
Non-Credit	1308	\$ 1,371,220	683	\$ 372,661	530	\$ 361,440	391	\$ 240,601	727	\$ 487,397	1955	\$ 1,153,520	814	\$ 440,670	6408	\$ 4,427,509
Credit	5	\$ (635)	3	\$ (310)	12	\$ (1,094)	9	\$ (744)	24	\$ (7,973)	32	\$ (17,134)	672	\$ (76,647)	757	\$ (104,537)
GRAND TOTAL	1313	\$ 1,370,585	686	\$ 372,351	542	\$ 360,346	400	\$ 239,857	751	\$ 479,424	1987	\$ 1,136,386	1486	\$ 364,023	7165	\$ 4,322,972

Aged Over 90 Days Trending (excluding Credits)



	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Medicare	11.7%	11.8%	15.6%	27.1%	28.4%	17.6%
Medicaid	29.6%	22.1%	26.3%	17.6%	18.3%	20.9%
Commercial	39.2%	35.4%	30.1%	26.5%	20.1%	19.3%
Work Comp	37.6%	55.1%	48.9%	30.9%	29.7%	53.5%

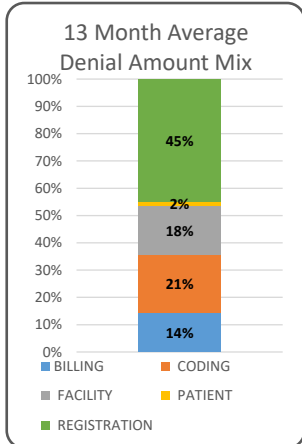
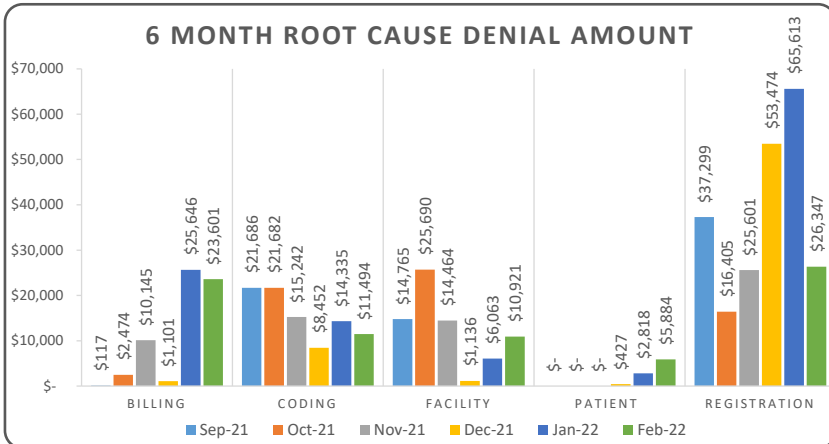
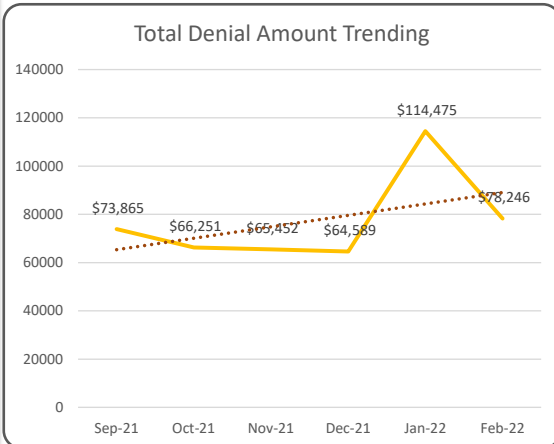
6 Month Aging



DENIAL MANAGEMENT

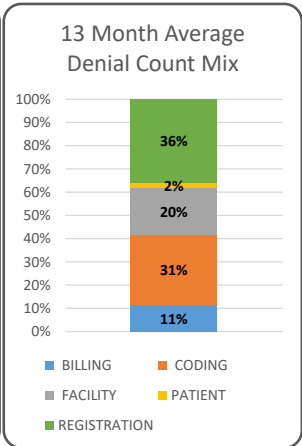
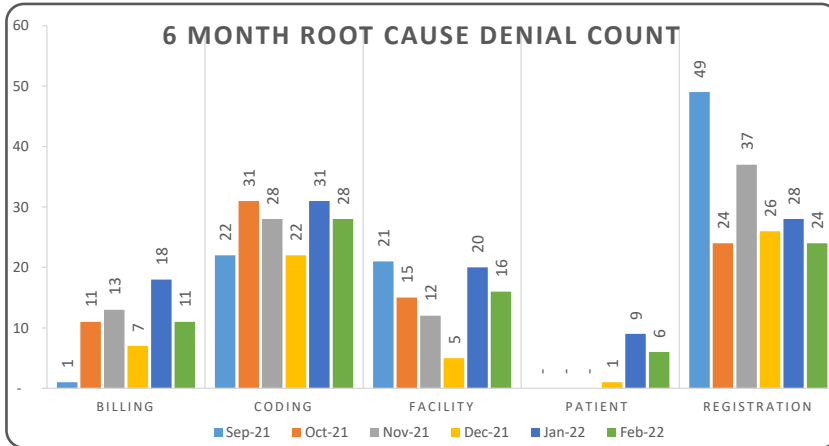
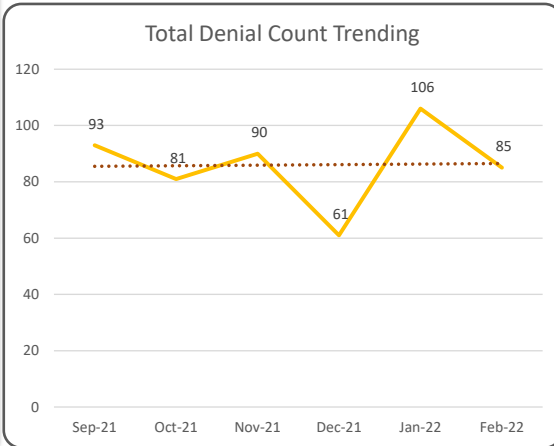
Denial Amount

AMOUNT	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	13 Month Average
BILLING	\$ 5,392	\$ 19,523	\$ 4,792	\$ 2,881	\$ 11,792	\$ 1,998	\$ 3,398	\$ 117	\$ 2,474	\$ 10,145	\$ 1,101	\$ 25,646	\$ 23,601	\$ 8,681
CODING	\$ 8,456	\$ 17,039	\$ 6,192	\$ 4,375	\$ 12,287	\$ 9,608	\$ 14,195	\$ 21,686	\$ 21,682	\$ 15,242	\$ 8,452	\$ 14,335	\$ 11,494	\$ 12,696
FACILITY	\$ 1,339	\$ 7,082	\$ 12,419	\$ 8,265	\$ 16,009	\$ 17,957	\$ 4,483	\$ 14,765	\$ 25,690	\$ 14,464	\$ 1,136	\$ 6,063	\$ 10,921	\$ 10,815
PATIENT	\$ 238	\$ -	\$ -	\$ 3,871	\$ 133	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 427	\$ 2,818	\$ 5,884	\$ 1,029
REGISTRATION	\$ 11,944	\$ 23,606	\$ 25,658	\$ 7,953	\$ 11,848	\$ 37,102	\$ 9,177	\$ 37,299	\$ 16,405	\$ 25,601	\$ 53,474	\$ 65,613	\$ 26,347	\$ 27,079
TOTAL	\$ 27,370	\$ 67,250	\$ 49,060	\$ 27,346	\$ 52,070	\$ 66,666	\$ 31,251	\$ 73,865	\$ 66,251	\$ 65,452	\$ 64,589	\$ 114,475	\$ 78,246	\$ 60,299



Denial Count

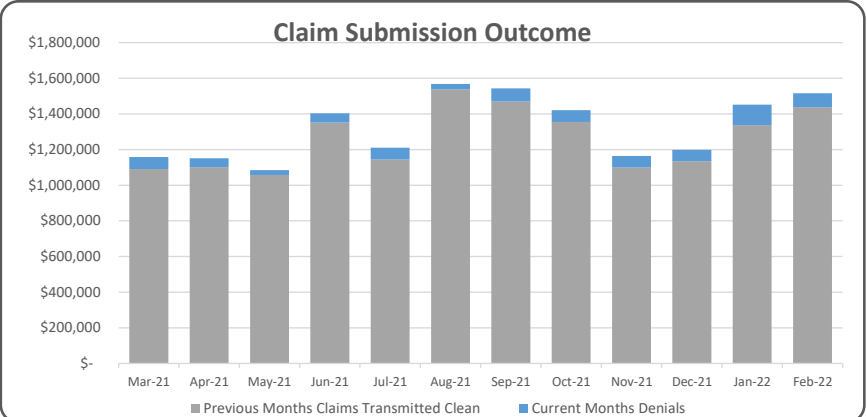
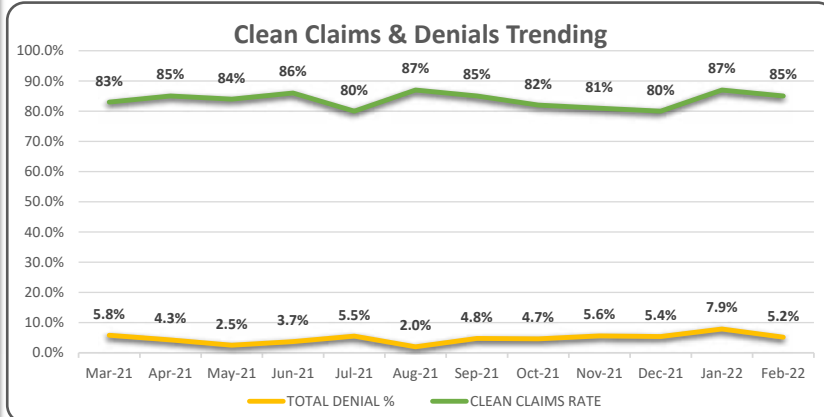
COUNT	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	13 Month Average
BILLING	5	4	16	3	6	7	16	1	11	13	7	18	11	9
CODING	11	20	22	10	31	24	39	22	31	28	22	31	28	25
FACILITY	17	15	21	15	19	18	14	21	15	12	5	20	16	16
PATIENT	2	-	-	6	1	-	-	-	-	-	1	9	6	2
REGISTRATION	16	35	33	16	22	27	37	49	24	37	26	28	24	29
TOTAL	51	74	92	50	79	76	106	93	81	90	61	106	85	80



CLAIM SUBMIT EFFICIENCY & DENIAL RESOLUTION

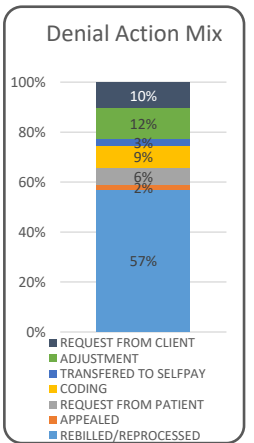
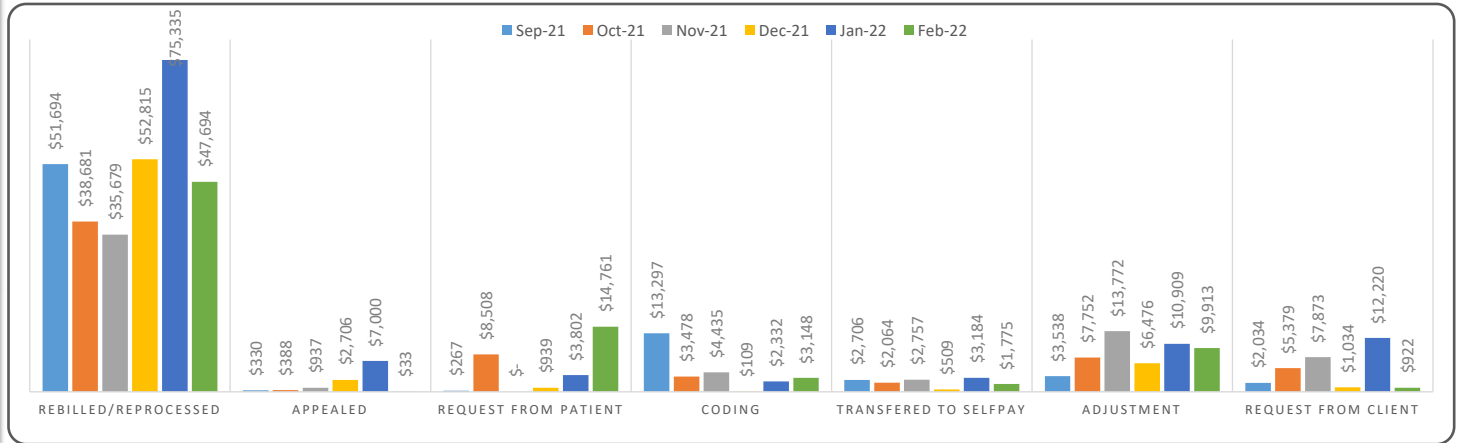
Denial & Clean Claim Trending

	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	13 Month Average
DENIAL AMOUNT	\$ 27,370	\$ 67,250	\$ 49,060	\$ 27,346	\$ 52,070	\$ 66,666	\$ 31,251	\$ 73,865	\$ 66,251	\$ 65,452	\$ 64,589	\$ 114,475	\$ 78,246	\$ 60,299
PREVIOUS MONTH'S TRANSMITTED CLAIMS	\$ 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	\$ 1,516,636	\$ 1,302,887
TOTAL DENIAL %	2.6%	5.8%	4.3%	2.5%	3.7%	5.5%	2.0%	4.8%	4.7%	5.6%	5.4%	7.9%	5.2%	4.6%
CLEAN CLAIMS RATE	80%	83%	85%	84%	86%	80%	87%	85%	82%	81%	80%	87%	85%	83%



Action Taken on Denials

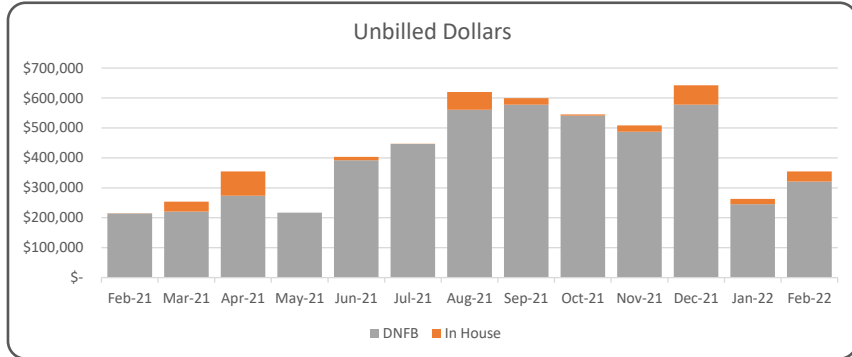
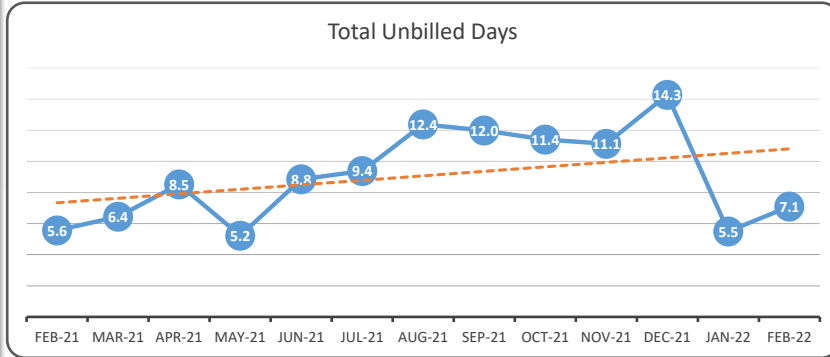
DENIAL ACTION	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	13 Month Average
REBILLED/REPROCESSED	\$ 13,267	\$ 29,439	\$ 32,078	\$ 14,118	\$ 10,611	\$ 30,251	\$ 14,702	\$ 51,694	\$ 38,681	\$ 35,679	\$ 52,815	\$ 75,335	\$ 47,694	\$ 34,336
APPEALED	\$ 1,172	\$ -	\$ 2,391	\$ -	\$ 207	\$ 366	\$ 2,365	\$ 330	\$ 388	\$ 937	\$ 2,706	\$ 7,000	\$ 33	\$ 1,376
REQUEST FROM PATIENT	\$ 568	\$ 15,192	\$ 1,853	\$ 3,871	\$ 133	\$ -	\$ -	\$ 267	\$ 8,508	\$ -	\$ 939	\$ 3,802	\$ 14,761	\$ 3,838
CODING	\$ 637	\$ 2,790	\$ 2,954	\$ 1,679	\$ 18,699	\$ 16,350	\$ 844	\$ 13,297	\$ 3,478	\$ 4,435	\$ 109	\$ 2,332	\$ 3,148	\$ 5,442
TRANSFERRED TO SELFPAY	\$ 433	\$ 931	\$ 2,072	\$ 500	\$ 220	\$ 1,586	\$ 3,224	\$ 2,706	\$ 2,064	\$ 2,757	\$ 509	\$ 3,184	\$ 1,775	\$ 1,689
ADJUSTMENT	\$ 1,992	\$ 4,018	\$ 2,783	\$ 5,009	\$ 17,602	\$ 9,083	\$ 4,031	\$ 3,538	\$ 7,752	\$ 13,772	\$ 6,476	\$ 10,909	\$ 9,913	\$ 7,452
REQUEST FROM CLIENT	\$ 9,302	\$ 14,880	\$ 4,929	\$ 2,168	\$ 4,598	\$ 9,030	\$ 6,086	\$ 2,034	\$ 5,379	\$ 7,873	\$ 1,034	\$ 12,220	\$ 922	\$ 6,189
TOTAL	\$ 27,370	\$ 67,250	\$ 49,060	\$ 27,346	\$ 52,070	\$ 66,666	\$ 31,251	\$ 73,865	\$ 66,251	\$ 65,452	\$ 64,589	\$ 114,782	\$ 78,246	\$ 60,323



UNBILLED & INVENTORY

Unbilled

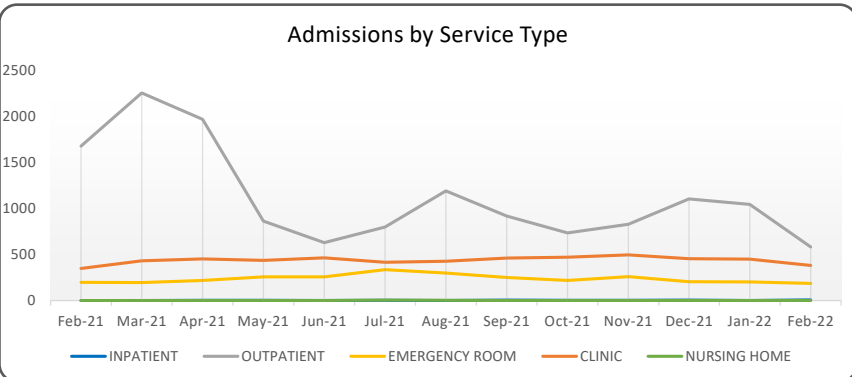
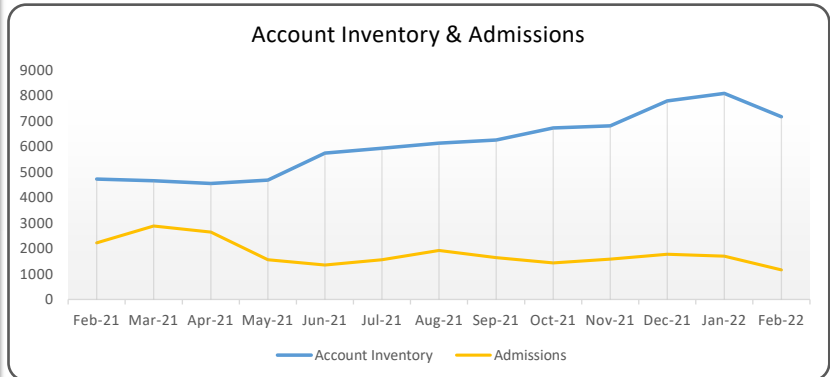
	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	13 Month Average
In House	\$ 254	\$ 32,930	\$ 80,746	\$ -	\$ 11,541	\$ 267	\$ 59,277	\$ 22,170	\$ 3,706	\$ 20,857	\$ 64,355	\$ 17,753	\$ 34,167	\$ 26,771
DNFB	\$ 214,269	\$ 220,951	\$ 273,604	\$ 217,275	\$ 392,046	\$ 446,371	\$ 560,649	\$ 577,639	\$ 541,096	\$ 487,338	\$ 577,901	\$ 245,224	\$ 320,765	\$ 390,394
Total Unbilled	\$ 214,523	\$ 253,881	\$ 354,350	\$ 217,275	\$ 403,587	\$ 446,637	\$ 619,925	\$ 599,809	\$ 544,802	\$ 508,195	\$ 642,256	\$ 262,978	\$ 354,932	\$ 417,165
Unbilled Days	5.6	6.4	8.5	5.2	8.8	9.4	12.4	12.0	11.4	11.1	14.3	5.5	7.1	9.1



Admissions & Account Inventory

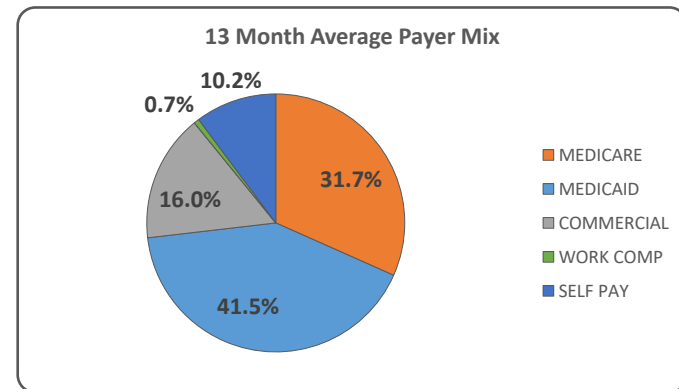
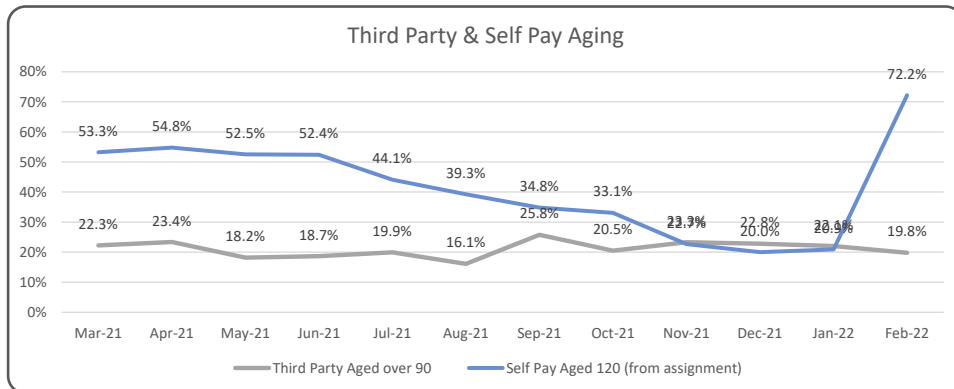
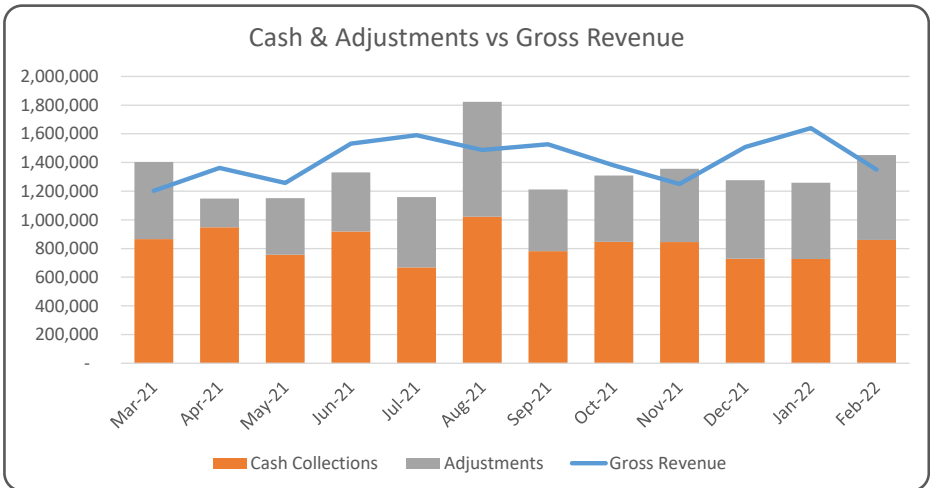
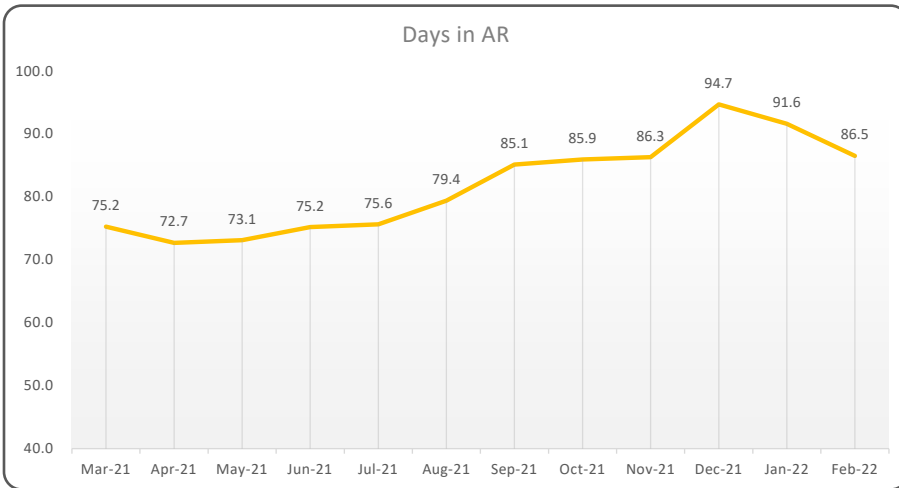
ADMISSIONS	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	13 Month Average
INPATIENT	0	0	2	2	1	3	1	6	3	2	5	1	7	3
SWINGBED	1	2	2	3	2	2	2	3	5	2	3	1	4	2
OUTPATIENT	1,675	2,251	1,965	861	629	798	1,190	916	733	826	1,102	1,043	581	1121
EMERGENCY ROOM	197	194	219	258	256	335	297	250	218	260	205	202	186	237
CLINIC	348	432	451	436	463	414	427	461	471	495	454	449	380	437
NURSING HOME	0	1	0	0	1	5	3	0	0	0	1	1	1	1
TOTAL	2,221	2,880	2,639	1,560	1,352	1,557	1,920	1,636	1,430	1,585	1,770	1,697	1,159	1800

ACCOUNT INVENTORY	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	13 Month Average
MEDICARE	1,161	475	523	578	1,434	796	632	657	886	869	1,543	1,294	662	885
MEDICAID	585	864	686	656	808	856	922	832	779	862	911	1,073	799	818
COMMERCIAL	687	1,107	1,029	1,018	1,039	1,377	1,201	1,117	1,111	1,119	1,193	1,339	1,214	1119
WORK COMP	63	72	55	81	113	99	103	100	89	83	80	81	82	85
SELF PAY	2,225	2,135	2,255	2,349	2,344	2,805	3,271	3,545	3,862	3,872	4,058	4,293	4,408	3186
TOTAL	4721	4653	4548	4682	5738	5933	6129	6251	6727	6805	7785	8080	7165	6094



Southern Humboldt Community Healthcare District Executive Dashboard

	TARGET	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Days in AR	63.0	75.2	72.7	73.1	75.2	75.6	79.4	85.1	85.9	86.3	94.7	91.6	86.5
Gross AR		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	4,322,972
Gross Revenue		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	1,350,122
Cash Collections		866,398	948,282	757,474	919,408	667,778	1,022,607	782,067	847,125	845,077	729,186	727,607	859,954
Adjustments		536,225	200,204	394,744	411,937	490,749	800,505	430,532	461,817	511,680	547,667	531,378	591,522
Collection %		61.8%	82.6%	65.7%	69.1%	57.6%	56.1%	64.5%	64.7%	62.3%	57.1%	57.8%	59.2%
Late Charges	1%	0.1%	0.0%	0.0%	-1.1%	0.1%	-0.1%	0.0%	0.0%	2.2%	1.4%	0.3%	1.2%
Bad Debt	3%	16.7%	5.6%	11.3%	5.1%	4.7%	2.9%	0.5%	0.5%	12.7%	2.1%	0.0%	0.0%
Charity Care	3%	0.5%	0.0%	0.2%	0.6%	0.4%	14.2%	0.4%	0.2%	8.6%	0.4%	0.5%	0.2%
Third Party Aged over 90	15%	22.3%	23.4%	18.2%	18.7%	19.9%	16.1%	25.8%	20.5%	23.3%	22.8%	22.1%	19.8%
Self Pay Aged 120 (from assignment)	25%	53.3%	54.8%	52.5%	52.4%	44.1%	39.3%	34.8%	33.1%	20.5%	20.0%	20.9%	72.2%



CNO BOARD REPORT February 2022

Thursday, March 2022

COVID update:

Covid 19 Vaccine and Booster:

The hospital follows the CDC guidelines to protect patients and health care providers. We continue to require full PPE when providing care to symptomatic patients and always wear a simple mask for routine patient care. Visitations are allowed for the fully vaccinated or negative COVID-19 test. Also, as recommended by the CDC, we are "Maintaining appropriate staffing" in the hospital and the Clinic, which "is essential to providing a safe work environment for health care providers and safe patient care."

ED/Acute

The ED saw 186 patients, 7 OBs, and 10 Inpatients in February 2022. In February, there have been four and five patients in the Acute side of the hospital, which has been the goal for a long time. Thanks to the fantastic Utilization Review team for working together to admit and discharge patients appropriately. The ED provides outpatient procedures, EKGs, IV medication administration, and wound vac dressing changes.

In February, three new RNs started working: Amber Morgan, RN, Esther Welliver, RN (both traveler nurses), and one full-time ED nurse, Robbin Samuelson, RN.

We are implementing monthly nursing meetings focusing on teamwork and improving patient care and safety. According to the American Hospital Association, "When all clinical and non-clinical staff collaborate effectively, health care teams can improve patient outcomes, prevent medical errors, improve efficiency and increase patient satisfaction." Meaning that if we all work together, we will make a difference in our community. Working together, we can focus as a team on providing high-quality, safe, and compassionate care for our community.

Laboratory:

The lab is working on the "Completion of performance evaluations and competency assessments, relocating phlebotomy, and preparing for the installation of PCR-based analyzers for SARS-CoV-2. Also, reviewing lab's opportunities and threats identified in last month's strategic planning review". The plan is to offer PCR-based COVID-19 testing within the next few weeks. Paul Laceda, CLS, has given his two-weeks' notice and will be moving to Las Vegas to reunite with his family. Adam and HR are working on getting a new staff member for the lab.

Skills Nursing Facility:

We received an email from CDPH that the Nursing Assistance Training Program application was approved until October 31, 2023. Also, the PBJ report has been accepted, and we have not received any notice that we need remediations. There have been three falls in the SNF/SWING within the last few weeks, and we are working together with nursing to come up with a solution and prevent falls. New bed alarms and new pressure fall mats have been ordered. Also, we are working on a new safety protocol for taking residents on group outings, such as assigning two staff members for high fall risk residents.

We have one SNF bed open, and Chelsea Hebard, RN (Interim DON), and Shirley Hillman, RN (Case Manager), have been calling the SNF Waiting list to find a good candidate. We have three SWING patients of which one could potentially qualify to be admitted in the SNF bed. We

continue to prepare for the state survey by doing monthly environmental rounds and conducting mandatory meetings.

Clinic

The Clinic saw 372 patients and continues to provide pediatric services to the community. Also, the Clinic continues to work together with the Pharmacy to provide COVID-19 vaccines to the community. April, the new Clinic Manager, is an excellent addition to the team and is working hard to support everyone in the Clinic with their work and future projects. April supports Laura Mojica, pediatric FMP, and Scott Sullivan, who are going to the "Osprey school this month to promote abstinence from drugs/alcohol, etc. and offer any info they may need." Also, the Clinic is giving out COVID test kits to patients/ families in need. April is working with HR on hiring an LCSW to continue with the Senior Life Solution program. The Clinic is also working on ordering flu vaccines to "pair up with Pharmacy to provide flu shots effectively to the community.

Radiology

According to Lora, "we performed 182 x-ray exams, 82 CTs, and nine mammograms in February. Last year our numbers were 169 x-ray exams, 65 CTs, and 11 mammograms, so numbers are up for x-ray and CT, slightly lower for mammography in comparison from last year".

The planning for the new mammography equipment continues, and we are waiting for the recommendations from the "Hologic representative" about the room's measurements. Routine maintenance was performed on the CT, and the report shows that everything is working properly. In addition, the state clarified that as Critical Access Hospital, we "have an exemption from having and maintaining fluoroscopy equipment here at this facility and for our future hospital".

Adelaida Yanez, BSN, RN
Acute/ ED manager, Interim CNO

Board Report 3/22/22

Monthly Services

- Parenting Education Workshops/ “Cafes” with Changing Tides Family Services first Thursday of each month
- Multiplicity Services, for families with developmental disabilities, resume in person, third Wednesday of each month
- Southern Humboldt Working Together community meeting, first Wed of each month
- South County Homes For All Council, for the development of housing in Southern Humboldt
- SHUSD Attendance Review Board, for all 1-12 grades students and families

Weekly Services

- Over 70 Families receive free emergency food bags weekly
- Average 20 seniors receive free emergency food bags weekly
- Playgroup for 0-5 year olds and their families, Thursdays 10:30-12. Rm 22 at Redway Elementary School
- Miranda Middle School, youth Prevention program, Mondays with HSU Interns
- Adulting 101, Teen workshops on life skills and prevention, Tuesdays 3:30-4:30
- Vaccine Appreciation event March 9th had close to 100 people attend
- National Alliance of Mentally Ill, community group support, meet every Thursday at 3pm
- Ospray Alternative Classroom prevention education, Thursdays

Financial Update

- DHHS retro-activated 5% increase for 21-22, and agreed to 10% increase in 22-23 (\$96,445.00)
- Redwood Coast Regional Center/AFACTR grant awarded \$50,000.00 for Early Childhood Prevention Services
- Public Health Grant for \$16,000.00, Family Relief (Covid) support