



**SoHum** Health

Southern Humboldt Community Healthcare District

# **GOVERNING BOARD MEETING**

September 28, 2023  
1:30 p.m.

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

**Sprowel Creek Campus, Rm 105  
286 Sprowel Creek Road  
Garberville, CA 95542**



## MEETING NOTICE

### Governing Board

A regular meeting of the Board of Directors of the Southern Humboldt Community Healthcare District will be held September 28, 2023, at 1:30 p.m., by teleconference and in-person. Members of the public may participate virtually via Webex or telephone, or appear in person at the Sprowel Creek Campus at 286 Sprowel Creek Road, Garberville, California 95542.

Call-In Information:

Tap to join from a mobile device (attendees only) [+1-415-655-0001](tel:+14156550001), [25961264606##](tel:+14156550001) US Toll  
Join by phone +1-415-655-0001 US Toll

Webex Link:

<https://shchd.webex.com/shchd/j.php?MTID=mf382ec693b5af88dbd976938d91e6460>

Written comments may also be sent to [boardcomments@shchd.org](mailto:boardcomments@shchd.org). Comments received no later than two hours prior to the start of the meeting will be provided to the Board or may be read aloud or summarized during the meeting. Members of the public may also comment in real time during the meeting by attending in person or via Webex or phone.

## Agenda

Page	Item
	A. Call to Order
	B. Approval of the Teleconferencing of a Board Member
	C. Approval of the Agenda
	D. Public Comment on Non-Agendized Items <b>See below for Public Comment Guidelines</b>
	E. Board Member Comments <b>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.</b>
	F. Announcements
	G. Approval of Consent Agenda – 1. Approval of Previous Minutes

1-7

- a. Governing Board Meeting Minutes, August 31, 2023
2. Quarterly Quality Assurance Performance Improvement Committee Report – (Feb, May, Aug, Nov)
3. Quarterly Reports - (Feb, May, Aug, Nov)
  - i. Quality and Risk Management – Kristen Rees, Chief Quality and Compliance Officer and Risk Manager
  - ii. Human Resources – Rachel Wells, Interim HR Manager
  - iii. Foundation – Chelsea Brown, Outreach Manager

H. Correspondence, Suggestions or Written Comments to the Board

I. Last Action Items for Discussion

1. Senior Life Solutions update – Matt Rees
2. Hiring doctors/practitioners update – Matt Rees
3. Follow-up on beds, mattresses and motors (long-term backordered parts) – Matt Rees
4. Board tour of departments – Darrin Guerra

J. Administrator's Report – Matt Rees, CEO

1. Department Updates
  - a. Milestones
  - b. Monthly Department Highlight
  - c. Approval of the Financial Reports – Paul Eves, CFO – See attached report
  - d. Nursing – Adela Yanez, CNO
  - e. Quality and Risk Management – Kristen Rees, CQO
  - f. Family Resource Center – Amy Terrones – Mar and Oct
2. Strategic Plan

8-23

24-26

K. Old Business

1. Strategic Items for Discussion
  - a. Future Facilities Planning
  - b. Services

L. New Business

1. Approval of Policies and Procedures – None
2. Strategic Items for Discussion
  - a. Future Facilities Planning
  - b. Services

M. Parking Lot

1. Sprowel Creek Campus parking

N. Meeting Evaluation

O. New Action Items

P. Next Meetings

1. Medical Staff Committee – Policy Development Wednesday, October 4, 2023 at 11:00 a.m.
2. QAPI Meeting – TBD
3. Finance Committee – Friday, October 20, 2023 at 10:00 a.m.
4. Governing Board Meeting – Thursday, October 26, 2023 at 1:30 p.m.

Q. Adjourn to Closed Session

R. Closed Session

1. Approval of Previous Closed Session Minutes
  - a. Closed Session Governing Board Meeting, August 31, 2023
2. Reports of Quality Assurance Committees [**H&S Code § 32155**]
  - a. Compliance and Risk - Kristen Rees, CQO
  - b. Quarterly Reports - Adela Yanez, CNO
    - i. Clinic – Jan., Apr., July, Oct.
    - ii. Patient Safety – Mar., June, Sept., Dec.
    - iii. Medication Error – Feb., May, Aug., Nov
3. Approval of Medical Staff Appointments/Reappointments [**H&S Code § 32155**]
  - a. James Chatham, MD, Appointment to Provisional Associate status, Diagnostic Radiology privileges, including Mammography, October 1, 2023 to September 30, 2024
  - b. Emily Marshall, DO, 90-day Time-limited Reappointment to Active status, Clinic and Ambulatory, Inpatient, and Emergency Room Privileges, October 1, 2023 to December 30, 2023
  - c. Supriya Gupta, MD, Reappointment to Associate Status, Diagnostic Radiology privileges, without Mammography, October 1, 2023 to September 30, 2025
  - d. Aaron Jun, MD, Reappointment to Associate Status, Diagnostic Radiology privileges, without Mammography, October 1, 2023 to September 30, 2025
  - e. Nicolaus Kuehn, MD, Reappointment to Associate Status, Diagnostic Radiology privileges, without Mammography, October 1, 2023 to September 30, 2025
4. Next regular meeting, Thursday, October 26, 2023
5. Personnel matter –Evaluation § 54957
  - a. CEO Matt Rees (Feb, Apr, June, Aug, Oct, Dec)
  - b. CQO Kristen Rees (Jan, Mar, May, July, Sept, Nov)

S. Adjourn Closed Session; Report on Any Action Taken, If Needed

T. Resume Open Session

U. 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>COO</i>	Chief Quality and Compliance Officer
<i>EMR</i>	Electronic medical record	<i>ER</i>	Emergency Room
<i>FTE</i>	Full Time Equivalent/Full Time Employee	<i>HIM</i>	Health Information Management
<i>HRG</i>	Healthcare Resource Group	<i>HVAC</i>	Heating, Ventilation and Air Conditioning system
<i>IGT</i>	Intergovernmental transfer	<i>IT</i>	Information Technology
<i>JPCH</i>	Jerold Phelps Community Hospital	<i>LCSW</i>	Licensed Clinical Social Worker
<i>LVN</i>	Licensed Vocational Nurse	<i>MPH</i>	Master of Public Health
<i>OBS</i>	Observation	<i>PALS</i>	Pediatric Advanced Life Support Certification
<i>PFS</i>	Patient Financial Services	<i>QAPI</i>	Quality Assurance Performance Improvement
<i>QIP</i>	Quality Improvement Project/Program	<i>RN</i>	Registered Nurse
<i>SHCC</i>	Southern Humboldt Community Clinic	<i>SHCHD</i>	Southern Humboldt Community Healthcare District
<i>SNF</i>	Skilled Nursing Facility	<i>SWG</i>	Swing beds
<i>DO</i>	Doctor of Osteopathic Medicine		

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

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

**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. 1276 at least 48 hours prior to the meeting."

*\*Times are estimated*

**COPIES OF OPEN SESSION AGENDA ITEMS:** Members of the public are welcome to see and obtain copies of the open session regular meeting documents by contacting SHCHD Administration at (707) 923-3921 ext. 1276 or stopping by 291 Sprowel Creek Rd, Garberville, CA 95542 during regular business hours. Copies may also be obtained on the District's website, [sohumhealth.org](http://sohumhealth.org).

*Posted Saturday, September 23, 2023*



## Governing Board

**Date:** Thursday, August 31, 2023  
**Time:** 1:30 p.m.  
**Location:** Sprowel Creek Campus and Via Webex Conferencing  
**Facilitator:** Board President, Corinne Stromstad

## Minutes

### The following people attended at Sprowel Creek Campus and via Webex

**Governing Board:** Corinne Stromstad, Barbara Truitt, Galen Latsko, Kevin Church and Jay Sooter, all in-person

**Not Present:** None

**Also in person:** CEO Matt Rees, CFO Paul Eves, Chelsea Brown Outreach Manager, Toni Genero, Human Resources, Season Bradley-Koskinen, HR, and Karen Johnson, Board Clerk and Medical Staff Coordinator.

Also via Webex: Noel Caughman, Attorney, COO Kent Scown, CQO Kristen Rees, CNO Adela Yanez, Darrin Guerra, Administrative Assistant, and Michael Newdow, MD

A. Call to Order – Board president Corinne Stromstad called the meeting to order at 1:30 p.m.

B. Approval of the Teleconferencing of a Board Member – None

C. Approval of the Agenda

Motion: Barbara Truitt made a motion to approve the agenda.  
Second: Kevin Church  
Ayes: Corinne Stromstad, Kevin Church, and Barbara Truitt  
Noes: None  
Not Present: Galen Latsko and Jay Sooter  
Motion carried

D. Public Comment on Non-Agendized Items - None

E. Board Member Comments – The action list on the agenda is new.

F. Announcements – None

G. Consent Agenda

1. Approval of Previous Meeting Minutes
  - Governing Board Meeting Minutes, July 27, 2023
  - Special Governing Board Meeting Minutes, August 3, 2023
  - Special Governing Board Meeting Minutes, August 16, 2023
2. Approval of Quarterly Quality Assurance Performance Improvement Committee Report (Feb, May, Aug, Nov) – See attached report
3. Quarterly Reports – (Feb., May, Aug., Nov)
  - Quality and Risk Management – Kristen Rees, Chief Quality and Compliance Officer and Risk Manager
  - Human Resources – Rachel Wells, Interim HR Manager
  - Foundation – Chelsea Brown

Motion: Kevin Church made a motion to approve the consent agenda.

Second: Barbara Truitt

Ayes: Corinne Stromstad, Kevin Church, and Barbara Truitt

Noes: None

Not Present: Galen Latsko and Jay Sooter

Motion carried

H. Correspondence, Suggestions or Written Comments to the Board – None

I. Last Action Items for Discussion - None

J. Administrator's Report – Matt Rees, CEO

Galen arrived at 1:41 pm

Matt

- We've been working on the EPIC conversion. We've had some challenges, such as:
  - getting reports out of EPIC that have any meaningful data.
  - Our LTC residents were put into self-pay, instead of Partnership
  - OCHIN support staff has been experiencing a high turnover, resulting in support with less experience.
  - We have 128 open tickets, maybe 20 or more have been open 7 weeks or longer, and around 600 resolved so far.
- Laura Mojica has chosen to not continue working in the clinic, and will stay home more with family. She had been working for us part-time in pediatrics.
- We're still looking for another 1 or 2 providers for the clinic.
- Redwoods Rural Health Center has lost several of their providers recently, so we've

been getting more calls to establish with our facility. New patients for the clinic are being scheduled out for mid-October now. Even short visits are out at least a week.

- We've interviewed an LCSW, who is working towards to obtain her California licensing.
- The Christian Science property – They have verbally agreed to \$135K, and we're waiting on the signed agreement.
- We have a 1-bedroom tiny house ready. The other 3 will take longer.
- We're starting on licensing for Optometry. We're hoping to have the mobile clinic ready by December.
- Getting Senior Life Solutions back up. We need an LCSW for this program. The plan is to move them back to Sprowel Creek Campus.

#### 1. Department Updates

- Milestones – 600 EPIC tickets resolved so far.
- Monthly Department Highlight – Ultrasounds keep going up.
- Approval of the Financial Reports – Paul Eves, CFO – See May's Financial report

Jay Sooter arrived at 2:03 pm

- Of the \$2.2M in hospital revenue, \$427K is from the retail pharmacy
- We will go through cash quickly with the new projects, which is the reason for the loans.
- Construction in progress: This is projects not in use yet and construction in new hospital and seismic readiness.
- The 2022 audit is estimated to be finished in October, 2023.

Motion: Kevin Church made a motion to approve the May, 2023 Financial Report, as submitted.

Second: Barbara Truitt

Ayes: Corinne Stromstad, Jay Sooter, Kevin Church, Galen Latsko and Barbara

Truitt Noes: None

Not Present: None

Motion carried

- Nursing – Adela Yanez, CNO – See attached report
- Quality and Risk Management – Kristen Rees, CQO
  - Talked about suboxone in the ER.
  - Local school didn't have physicals yet for sports. We were arranging for those to happen.
- Family Resource Center – Amy Terrones – (Mar and Oct)

#### 2. Strategic Plan

- Matt is working with Fortuna Optometry on their cash coming in on different accounts, to determine their AR value as of June 30<sup>th</sup>.

- Architects were here yesterday, meeting with Managers. The new hospital project plan is still in a very early stage.
- Also being reviewed is where exactly on the Sprowel Creek property the hospital will actually sit.
- We do not need fluoroscopy or surgery within this space.

K. Old Business

1. Strategic Items for Discussion - None
  - Future Facilities Planning
  - Services

L. New Business

1. Policies and Procedures – None
2. Strategic Items for Discussion - None
  - a. Future Facilities Planning
  - b. Services
3. Human Resources – Toni Genaro and Rachel Wells – See HR Packet
  - a. Annual Benefits Rate Review
  - b. Employee Handbook

Toni Genaro and Season Bradley-Koskinen presented the Annual Benefits Rate Review and Employee Handbook. The date on the front page of the Employee Handbook will be updated, when it's approved by the Board.

**Motion:** Barbara Truitt made a motion to approve both the Annual Benefits Rate Review and Employee Handbook.

Second: Kevin Church

Ayes: Jay Sooter, Corinne Stromstad, Galen Latsko, Barbara Truitt and Kevin Church

Noes: None

Not Present: None

**Motion carried**

4. Approval for Core Privilege update: Adding Hematoma Block and Trigger Point Injections to Emergency Department, and Clinic MD and AHP privileges – Dr. Michael Newdow and Karen Johnson – See attached

**Motion:** Barbara Truitt made a motion to approve the addition of Hematoma Block and Trigger Point Injections to the core privileges of the Emergency Department, and Clinic physicians and Allied Health Practitioner.

Second: Galen Latsko

Ayes: Jay Sooter, Corinne Stromstad, Galen Latsko, Barbara Truitt and Kevin Church

Noes: None

Not Present: None

**Motion carried**

5. Approval of Resolution 23:14 for \$2M loan for the purchase of EPIC EMR. The district has already paid the \$2M for the software, so this loan will put the money back in our accounts.

**Motion:** Kevin Church made a motion to approve Resolution 23:14, for a \$2M loan for the purchase of EPIC EMR software.

Second: Galen Latsko

Ayes: Jay Sooter, Corinne Stromstad, Galen Latsko, Barbara Truitt and Kevin Church

Noes: None

Not Present: None

**Motion carried**

M. Parking Lot

1. Sprowel Creek Campus parking – A drawing was shared on screen of a possible parking solution. This parking would be in the front of the building, between Sprowel Creek Campus and the street, replacing the current grassy area (inside the loop) with parking spaces. The preliminary drawing shared has 17 parking spaces.

N. Meeting Evaluation – None

O. New Action Items

1. Senior Life Solutions – Matt Rees
2. Hiring doctors and other practitioners – Matt Rees
3. Follow-up on beds, mattresses, motors and other backordered parts – Matt Rees

P. Next Meetings

1. Medical Staff Committee – Policy Development Wednesday, September 6, 2023 at 11:00 a.m.
2. QAPI Meeting – TBD
3. Finance Committee – Friday, September 22, 2023 at 10:00 a.m.
4. Governing Board Meeting – Thursday, September 28, 2023 at 1:30 p.m.

Q. Adjourn to Closed Session at 3:21p.m.

R. Closed Session opened at 3:28 p.m.

1. Approval of Previous Closed Session Minutes
  - Closed Session Governing Board Meeting, July 27, 2023
2. Reports

- Compliance and Risk Report [H&S Code § 32155] - Kristen Rees, Chief Quality and Compliance Officer and Risk Manager
- Quarterly Reports [H&S Code § 32155] - Adela Yanez, CNO
  - i. Clinic Service Review – Mar., June, Sept., Dec.
  - ii. Patient Safety – Jan., Apr., July, Oct
  - iii. Medication Error Reduction Plan – Feb., May, Aug., Nov
- 3. Medical Staff Appointments/Reappointments [Gov. Code § 54957] – None
- 4. Next regular meeting, Thursday, September 28, 2023
- 5. De-Brief with Attorney
- 6. Personnel matter –Evaluation § 54957
  - CEO Matt Rees (Feb, Apr, June, Aug, Oct, Dec)
  - CQO Kristen Rees (Jan, Mar, May, July, Sept, Nov)

S. Adjourned Closed Session at 4:25 p.m.

T. Resumed Open Session at 4:25 p.m.

1. The following actions were taken in closed session:

**Motion:** Kevin Church moved to approve the previous closed session minutes of July 27, 2023.

**Second:** Galen Latsko

**Ayes:** Galen Latsko, Barbara Truitt, Kevin Church, Jay Sooter and Corinne Stromstad

**Noes:** None

**Not Present:** None

**Motion carried.**

U. Adjourned Open Session at 4:25 p.m.

*Submitted by Karen Johnson*

## Abbreviations

<i>ACHD</i>	Association of California Healthcare Districts	<i>ACLS</i>	Advanced Cardiac Life Support Certification
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<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>OAPI</i>	Quality Assurance Performance Improvement

**Governing Board Meeting Minutes**

August 31, 2023

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<i>QIP</i>	Quality Improvement Project/Program	<i>RN</i>	Registered Nurse
<i>SHCC</i>	Southern Humboldt Community Clinic	<i>SHCHD</i>	Southern Humboldt Community Healthcare District
<i>SNF</i>	Skilled Nursing Facility	<i>SWG</i>	Swing beds
<i>DO</i>	Doctor of Osteopathic Medicine		

**Southern Humboldt Community  
Healthcare District**

	July 22	Aug 22	Sept 22	Oct 22	Nov 22	Dec 22	Jan 23	Febr 23	March 23	April 23	May 23	June 23	Current 12 Month AVG	Year to Date- Current Year
<b>In Patient Statistics</b>														
Total Acute Patient Days	6	6	10	8	22	8	14	13	9	4	4	16	10	120
Total Swing Patient Days	3	26	37	51	91	95	95	95	80	91	95	64	69	823
Total SNF Patient Days	248	248	214	241	240	235	197	223	217	185	197	195	220	2,640
<b>Total Patient Days</b>	<b>257</b>	<b>280</b>	<b>261</b>	<b>300</b>	<b>353</b>	<b>338</b>	<b>306</b>	<b>331</b>	<b>306</b>	<b>280</b>	<b>296</b>	<b>275</b>	<b>299</b>	<b>3,583</b>
Total Acute Discharges	1	2	3	2	8	3	4	4	4	1	1	6	3	39
Total Swing Discharges	1	1	3	3	4	5	3	2	5	3	2	5	3	37
Total SNF Discharges	4	0	1	0	0	2	2	0	2	0	2	1	1	14
	6	3	7	5	12	10	9	6	11	4	5	12	8	90
<b>Acute Length of Stay</b>	<b>6.00</b>	<b>3.00</b>	<b>3.33</b>	<b>4.00</b>	<b>2.75</b>	<b>2.67</b>	<b>3.50</b>	<b>3.25</b>	<b>2.25</b>	<b>4.00</b>	<b>4.00</b>	<b>2.67</b>	<b>3</b>	<b>41</b>
ER Admits	1	2	3	2	8	5	6	4	4	1	1	6	4	43
I/P Lab Visits	41	61	15	20	27	27	34	17	33	13	23	19	28	330
I/P Radiology Visits	3	5	5	3	6	2	6	0	4	2	4	0	3	40
I/P CTs									3	1	4	2	3	10
I/P EKG's	0	0	3	0	0	1	1	1	0	1	1	0	1	8
<b>Out Patient Statistics</b>														
ER Visits	278	287	259	226	271	277	239	219	211	233	301	353	263	3,154
Clinic Visits	466	581	415	467	463	468	407	363	467	425	510	459	458	5,491
SLS Visits			0	0	0	0	0	0	0	0	0	0	0	0
Outpatient Medical	1859	2005	1184	839	905	701	712	437	1578	571	624	583	1,000	11,998
Laboratory Visits	753	1351	507	401	481	437	424	351	518	376	388	493	540	6,480
Radiology	162	160	173	171	166	147	164	129	199	171	199	156	166	1,997
Mammography	18	30	18	19	9	28	46	52	38	24	31	34	29	347
CT Scans	63	80	77	60	90	57	76	69	84	93	104	104	78	957
Ultra Sonography				8	30	75	25	58	86	105	153	97	71	637
EKG's	28	47	62	40	77	56	57	41	52	47	60	62	52	629
<b>Total O/P Visits</b>	<b>3,627</b>	<b>4,541</b>	<b>2,695</b>	<b>2,231</b>	<b>2,492</b>	<b>2,246</b>	<b>2,150</b>	<b>1,719</b>	<b>3,233</b>	<b>2,045</b>	<b>2,370</b>	<b>2,341</b>		<b>31,690</b>
Retail Pharmacy Rxs Sold	3,512	3,693	3,472	3,468	3,314	3,404	3,859	3,124	2,924	3,523	4,364	3,923	3,548	42,580
<b>Salary Statistics</b>														
Productive FTE's	81.2	80.2	87.4	90.7	98.4	87.5	92.3	94.8	98.0	97.8	98.2	98.5	92.1	
Paid FTE's	91.8	94.5	97.3	101.6	101.3	101.3	105.2	108.4	110.9	105.4	105.1	103.0	102.1	
Salaries & Ben as % of Net Rev	2867.64%	56.79%	56.52%	82.33%	55.64%	69.71%	76.36%	60.63%	63.57%	52.09%	49.28%	56.10%		
Benefits as % of Salaries	11.55%	23.93%	19.68%	32.98%	38.32%	23.86%	31.70%	33.14%	24.58%	21.60%	22.33%	23.59%		
<b>Revenue Statistics</b>														
Gross A/R > 120 Days	1,676,234	1,718,059	1,160,605	794,385	751,731	532,080	752,580	787,397	915,239	914,329	922,507	103.0	1,465,723	
A/R>120 Days as % of Total AR	113.6%	120.8%	87.3%	73.8%	69.3%	37.1%	45.3%	47.4%	61.8%	54.7%			63.0%	
Gross Days in A/R	83.4	77.0	72.0	60.0	55.0	54.9	51.7	54.0	55.2	60.4	58.3	57.9	73.6	
Net Days in A/R	77.3	71.0	67.0	54.0	49.0	49.0	47.2	48.0	51.7	55.8	54.7	54.1	67.3	
A/R Cash Collections	801,517	1,182,187	815,275	767,658	937,047	1,319,235	1,319,235	1,260,563	1,600,484	894,460	1,147,881	979,298	1,013,478	
Collections as % of Net Rev	54.9%	2860.8%	55.6%	51.5%	82.0%	79.2%	71.6%	93.7%	91.3%	54.9%	60.0%	47.6%	302.0%	
Accounts Payable Days	2.1	1.1	0.8	2.2	2.2	2.2	2.2	2.2	2.2	2.2			3.7	
Cash Collections per Cal Day	25,855	38,135	26,299	24,763	30,227	42,556	42,556	40,663	51,629	28,854	37,028	31,590	35,013	420,156
Cash Disburs. per Cal Day	58,544	50,307	50,270	54,701	55,648	64,461	58,461	77,266	54,233	55,997	-	-	48,324	579,889
<b>DATA Entry/Details/Calcs</b>														
Calendar Days	31	31	30	31	30	31	31	28	31	30	31	30		

**Southern Humboldt Community  
Healthcare District  
Income Statement  
June 2023**

Current Month			Year to Date			
\$					\$	%
Variance	Budget	Actual		Actual	Budget	Variance
			<b>GROSS PATIENT REVENUE</b>			
5,049	237,500	242,549	INPATIENT	2,928,549	2,375,000	553,549 23%
34,914	41,670	76,584	INPATIENT ANCILLARY	809,511	416,700	392,811 94%
953,662	1,202,080	2,155,742	OUTPATIENT ANCILLARY	19,982,257	12,020,800	7,961,457 66%
993,625	1,481,250	2,474,875	<b>TOTAL PATIENT REVENUE</b>	23,720,317	14,812,500	8,907,817 60%
			<b>DEDUCTIONS FROM REVENUE</b>			
287,465	515,630	803,095	CONTRACTUAL ALLOWANCES	7,097,645	5,156,300	1,941,345 38%
(71,678)	71,670	-8	PROVISION FOR BAD DEBTS	118,657	716,700	(598,043) -83%
52,158	36,000	88,158	OTHER ALLOWANCES/DEDUCTIONS	1,077,221	360,000	717,221 199%
	-300,000	-300,000	OTHER OPERATING IGTs & SUPPLEMENTAL	-3,700,000	-3,000,000	
267,945	323,300	591,245	<b>TOTAL DEDUCTIONS</b>	4,593,523	3,233,000	1,360,523 42%
725,680	1,157,950	1,883,630	<b>NET PATIENT REVENUE</b>	19,126,794	11,579,500	7,547,294 65%
17,794	12,000	29,794	OTHER OPERATING REVENUE	279,485	120,000	159,485 133%
743,474	1,169,950	1,913,424	<b>TOTAL OPERATING REVENUE</b>	19,406,279	11,699,500	7,706,779 66%
136,869	731,670	868,539	SALARIES & WAGES	9,780,320	7,316,700	2,463,620 34%
46,528	158,330	204,858	EMPLOYEE BENEFITS	2,458,301	1,583,300	875,001 55%
76,188	123,330	199,518	PROFESSIONAL FEES	2,394,219	1,233,300	1,160,919 94%
70,800	112,500	183,300	SUPPLIES	2,199,597	1,125,000	1,074,597 96%
4,120	21,670	25,790	REPAIRS & MAINTENANCE	309,484	216,700	92,784 43%
76,874	110,000	186,874	PURCHASED SERVICES	2,242,486	1,100,000	1,142,486 104%
8,845	14,170	23,015	UTILITIES	276,176	141,700	134,476 95%
(9,378)	23,330	13,952	INSURANCE	167,420	233,300	(65,880) -28%
0		0	INTEREST	7,479	0	7,479 #DIV/0!
6,613	38,330	44,943	DEPRECIATION/ AMORTIZATION	539,315	383,300	156,015 41%
33,874	33,330	67,204	OTHER	806,453	333,300	473,153 142%
451,333	1,366,660	1,817,993	<b>TOTAL OPERATING EXPENSES</b>	21,181,250	13,666,600	7,514,650 55%
292,141	-196,710	95,431	<b>OPERATING PROFIT (LOSS)</b>	-1,774,971	-1,967,100	192,129 -10%
(2,500)	95,000	92,500	TAX REVENUE	1,124,127	950,000	174,127 18%
(40,000)	40,000		OTHER NONOPERATING REV (EXP)	2,435,412	400,000	2,035,412 509%
		0	INTEREST INCOME	56,297		
(42,500)	135,000	92,500	<b>NET NON OPERATING REV (EXP)</b>	3,615,836	1,350,000	2,265,836 168%
249,641	-61,710	187,931	<b>NET INCOME (LOSS)</b>	1,840,865	-617,100	2,457,965 -398%

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

	July 22	Aug 22	Sept 22	Oct 22	Nov 22	Dec 22	Jan 23	Febr 23	March 23	April 23	May 23	June 23	12 Month AVG: Jan '22-Dec 22	YTD - Current Year
Inpatient Daily Hospital Services	203,494	195,530	226,636	229,926	312,161	274,851	267,263	275,255	261,424	214,962	224,498	242,549	244,046	2,928,549
Ancillary Revenue	62,795	46,574	49,420	59,860	97,151	49,174	76,880	48,123	78,299	68,250	96,401	76,584	67,459	809,511
Outpatient Revenue	1,494,265	1,585,012	1,608,495	1,477,715	1,791,368	1,514,071	1,549,924	1,527,660	1,643,515	1,723,083	1,911,407	2,155,742	1,665,188	19,982,257
<b>Total Hospital Revenue</b>	1,760,554	1,827,116	1,884,551	1,767,501	2,200,680	1,838,096	1,894,067	1,851,038	1,983,238	2,006,295	2,232,306	2,474,875	1,976,693	23,720,317
Contractual Allowances	144,218	594,051	673,790	815,485	701,700	197,898	485,611	444,548	514,777	611,070	1,111,402	803,095	591,470	7,097,645
Provision for Bad Debts	76,189	12,288	96,895	34,203	64,639	53,223	334,487	17,232	60,709	126,477	(757,677)	(8)	9,888	118,657
Other Allowances/Deductions	191,920	73,992	78,939	90,138	84,880	78,020	49,789	52,567	97,448	53,084	138,286	88,158	89,768	1,077,221
Other Operating: IGTs & Supplemental	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(400,000)	(300,000)	(300,000)	(300,000)	(300,000)	(308,333)	(3,700,000)
<b>Total Deductions</b>	112,327	380,331	549,624	639,826	551,219	29,141	569,887	114,347	372,934	490,631	192,011	591,245	382,794	4,593,523
Contractual %													19%	19%
<b>Net Patient Revenue</b>	1,648,227	1,446,785	1,334,927	1,127,675	1,649,461	1,808,955	1,324,180	1,736,691	1,610,304	1,515,664	2,040,295	1,883,630	1,468,599	19,126,794
Net Revenue %	94%	79%	71%	64%	75%	98%	70%	94%	81%	76%	91%	76%	74%	81%
Other Operating Revenue	15,449	20,822	16,920	15,442	15,842	16,490	21,700	16,354	19,087	75,663	15,922	29,794	23,290	279,485
<b>Total Revenue</b>	1,663,676	1,467,607	1,351,847	1,143,117	1,665,303	1,825,445	1,345,880	1,753,045	1,629,391	1,591,327	2,056,217	1,913,424	1,491,889	19,406,279
Salaries & Wages	1,062,282	672,518	704,531	707,695	669,912	1,036,649	780,344	798,310	831,476	819,693	828,372	868,539	815,027	9,780,320
Employee Benefits	122,742	160,924	138,636	233,405	256,697	247,346	262,745	264,545	204,363	177,052	184,988	204,858	204,858	2,458,301
Professional Fees	175,415	224,275	217,692	269,048	233,284	141,316	228,731	141,000	138,238	229,792	195,910	199,518	199,518	2,394,219
Supplies	103,987	132,886	89,573	137,641	164,621	150,619	175,771	595,910	112,860	107,916	244,513	183,300	183,300	2,199,597
Repairs & Maintenance	48,351	15,083	12,430	10,658	15,757	18,360	20,506	16,555	35,315	45,622	45,057	25,790	25,790	309,484
Purchased Services	189,613	202,305	195,034	197,269	169,223	193,708	198,548	234,161	191,638	144,023	140,090	186,874	186,874	2,242,486
Utilities	9,191	17,557	18,992	19,889	16,375	19,917	19,910	12,766	46,071	46,424	26,069	23,015	23,015	276,176
Insurance	13,117	13,117	13,026	13,026	13,026	13,026	13,026	13,026	23,026	13,026	13,026	13,952	13,952	167,420
Interest									7,479			623	623	7,479
Depreciation	47,210	47,210	48,125	48,125	48,127	48,128	48,128	45,841	37,826	37,826	37,826	44,943	44,943	539,315
Other Expense	42,944	73,651	70,056	58,985	82,417	129,231	64,567	41,345	52,944	58,544	64,565	67,204	67,204	806,453
<b>Total Expenses</b>	1,814,852	1,559,526	1,508,095	1,695,741	1,669,439	1,998,300	1,812,276	2,163,459	1,681,236	1,679,918	1,780,416	1,817,993	1,765,104	21,181,250
Expenses %	109%	106%	112%	148%	100%	109%	135%	123%	103%	106%	87%	95%	118%	4%
<b>Profit/Loss from Operations</b>	(151,176)	(91,919)	(156,248)	(552,624)	(4,136)	(172,855)	(466,396)	(410,414)	(51,845)	(88,591)	275,801	95,431	(273,215)	(1,774,971)
Tax Revenue	92,500	92,500	92,500	92,500	92,500	92,500	100,855	92,500	92,500	98,272	92,500	92,500	93,677	1,124,127
Other Non Operating Rev (Exp)	100,000	12,035	73,376	55,512		85,913	401,333	431,060	116,878	1,159,305			270,601	2,435,412
Interest Income			27,704		143	28,450							18,766	56,297
<b>Net Non-operating Rev/(Exp)</b>	192,500	104,535	193,580	148,012	92,643	206,863	502,188	523,560	209,378	1,257,577	92,500	92,500	383,044	3,615,836
<b>NET INCOME/ (LOSS)</b>	41,324	12,616	37,332	(404,612)	88,507	34,008	35,792	113,146	157,533	1,168,986	368,301	187,931	109,829	1,840,865

## Southern Humboldt Community Healthcare District

### August 2023 – Centriq & Epic Combined

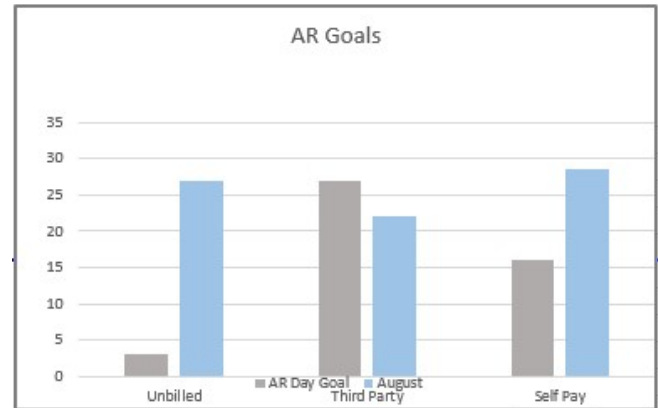


#### Key Items

- ➡ Cash totaled \$524K, 63% of net revenue
- ➡ AR increased to 77.5 days
- ➡ Third Party aging increased \$6K, to 11.6%
- ➡ Unbilled AR increased 9.2 days, ending at 27.0 days

#### Detailed Initiatives & Obstacles

- **Overall AR:** SoHum went live in Epic at the beginning of July, 2023. The figures calculated include both the legacy system (Centriq) and Epic figures combined. The month of August closed with \$1.8M in gross AR or 77.5 days. Revenue came in \$132K higher than what was reported in July, ending at \$969K. Third Party AR saw an overall increase of 5.4 days, ending at 22.0 days in August. Unbilled AR increased 9.2 days ending at 27.0 AR days. Cash collections came in much lower than what was seen in July, coming in at \$524K or 63% of net revenue. HRG has a 30 minute claims call with OCHIN/Epic every Tuesday and Thursday to discuss potential claims issues that HRG discovers. These calls allow conversation and corrections to the build to ensure claims are going out clean to ensure quick processing and paid claims. With Epic still being quite new for SoHum, we still run into issues which causes delays in getting the claims out the doors to the payers which causes a delay in cash. The biggest obstacle we have been facing, in regards to claims in Epic, is the build for the SNF claims. CA state Medicaid (Medi-Cal) has very different billing guidelines so the build took an extended period of time to get correct. HRG/OCHIN would fix one issue with the build, and more issues would arise. With this being said, HRG has not been able to send out any SNF claims to the payers in the month of July nor August. The build itself for the SNF claims now look good, but the claims now appear to be rejecting once submitted to the payers electronically. HRG has printed and mailed these claims as of 9/25/23 to get these SNF claims out to the payers to prevent any further delay in cash.
- **Self Pay:** Self Pay AR has gone up since the month of July, increasing 2.7 days ending August at 28.5 days. Self Pay collections came in low, however, collections was higher than seen in July. Collections came in at \$23K, which is \$3K more than what was collected in July. We still have not been able to send any files to collections. This has been ongoing since December 2022. Arcadia Recovery Bureau, notified us at the beginning/middle of January that they are no longer able to collect within the state of California and have relinquished their capabilities to work with SHCHD. With that being said, SHCHD met with multiple agencies, later signing a contract with CCOC at the end of March. We are currently working with COCC to build an agency report and Goodbye letter meeting the AB1020 requirements. There are some additional added layers of complexity due to SHCHD's current EHR conversion efforts, and we are working on sorting every detail out. Recently, in the month of September, a sample file was uploaded to CCOC with the newly added requirements and we expect our first bad debt turn to occur end of September/beginning of October.
- **Third Party Aging:** August closed with \$345K in Third Party balances aged over 90 days, totaling 11.6%. Due to SoHum's EHR conversion, we are now in the wind down phase of Centriq—cleaning up all outstanding and aged balances. There currently are no aged balances in Epic, everything that is aged is from Centriq only. We continue to focus on cleaning up the old AR, as well as staying current on the new AR inside of Epic.



If you have any questions, concerns, or points you wish to discuss after reviewing the enclosed information, please feel free to contact me.

Sydni Thomas | Revenue Cycle Supervisor

**Healthcare Resource Group**

Office 509-703-4920 | sythomas@hrgpros.com

**Southern Humboldt Community  
Healthcare District  
MONTH END FINANCE REPORT**



**SoHum** Health

**August 2023**

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# FINANCE DASHBOARD

Revenue Cycle Performance		Target	March-23		April-23		May-23		June-23		July-23		August-23	
	REVENUE													
	Net Revenue			\$1,029,879		\$955,848		\$965,364		\$994,013		\$836,941		\$969,043
	Gross Revenue			\$1,606,835		\$1,632,497		\$1,801,881		\$2,088,494		\$1,600,297		\$1,781,158
	CASH													
	Cash Collections as a % of Net Revenue	100%		120%		62%		79%		99%		129%		63%
	Cash Collections			\$1,276,559		\$641,314		\$756,460		\$958,114		\$1,285,280		\$523,891
	ACCOUNTS RECEIVABLE													
	Net AR			\$1,480,763		\$1,672,344		\$1,608,490		\$1,714,258		\$1,813,211		\$2,556,189
	Gross AR			\$2,736,001		\$3,173,025		\$3,388,967		\$3,496,943		\$3,591,307		\$4,558,438
Unbilled	3		4.7		3.1		4.7		2.3		17.8		27.0	
Third Party	27		26.1		34.1		34.7		32.8		16.6		22.0	
Self Pay	16		20.9		22.0		22.5		22.5		25.8		28.5	
Total Days in AR	46		51.7		59.1		61.8		57.6		60.2		77.5	
Days in AR - Credit Balances	< 1		2.75		2.54		1.81		1.69		1.73		2.43	
UNBILLED														
In-house	< 2 Days		0.3		0.2		0.0		0.0		0.5		1.0	
DNFB	< 1 Day		4.4		2.9		4.6		2.3		17.3		26.0	
Total Unbilled	<3 Days		4.7		3.1		4.7		2.3		17.8		27.0	

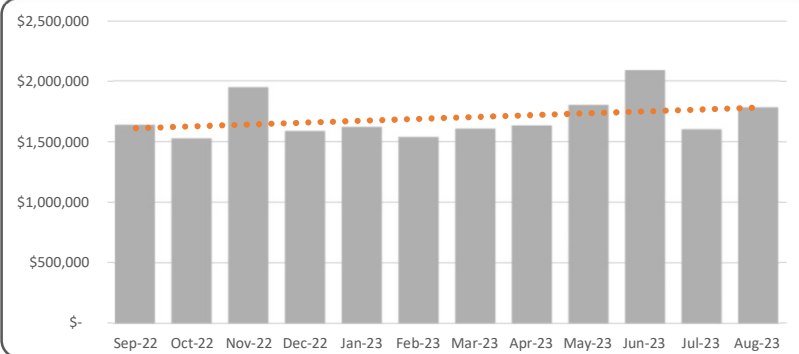
Third Party		Target	March-23		April-23		May-23		June-23		July-23		August-23		
	AGING (excluding credits)														
	Medicare Aging > 90 Days	11%	4.3%	\$ 25,253	6.0%	\$ 35,224	5.8%	\$ 34,050	5.5%	\$ 43,417	3.6%	\$ 22,718	2.9%	\$ 28,545	
	Medicaid Aging > 90 Days	12%	20.1%	\$ 169,221	14.1%	\$ 167,605	13.3%	\$ 164,444	17.0%	\$ 161,365	23.3%	\$ 239,865	15.7%	\$ 224,776	
	Commercial Aging > 90 Days	20%	31.3%	\$ 79,558	29.9%	\$ 83,589	19.0%	\$ 66,265	12.4%	\$ 50,228	19.4%	\$ 70,411	17.0%	\$ 81,080	
	Work Comp Aging > 90 Days	35%	19.7%	\$ 11,437	21.4%	\$ 7,490	21.4%	\$ 11,123	14.4%	\$ 7,790	5.6%	\$ 5,907	10.9%	\$ 10,958	
	Total Third Party Aging > 90 Days	13%	16.4%	\$ 285,468	14.0%	\$ 293,907	12.4%	\$ 275,883	12.0%	\$ 262,799	16.0%	\$ 338,901	11.6%	\$ 345,359	
	CLAIM SUBMISSION EFFICIENCY														
	Claims Submission			1,483	\$ 1,988,632	1,526	\$ 2,074,118	1,585	\$ 2,207,031	1,765	\$ 2,264,169	1,052	\$ 1,167,844	1,320	\$ 1,454,165
	Clean Claims	85%		82%		85%		85%		83%		97%		87%	
Denial Percent	5%		5%		5%		7%		5%		4%		9%		
Total Denial Rate	Count   Amt	150	\$ 94,322	157	\$ 92,321	137	\$ 139,801	143	\$ 104,704	139	\$ 90,479	111	\$ 105,119		
Late Charges	Count   Amt	26	\$ 4,337	5	\$ 164	1	\$ 112	21	\$ 3,932	136	\$ 35,493	22	\$ 5,276		
Communication Log Backlog		31	\$ 64,318	68	\$ 118,556	80	\$ 113,243	27	\$ 65,924	40	\$ 74,811	53	\$ 81,404		

Self Pay		Target	March-23		April-23		May-23		June-23		July-23		August-23	
	INVENTORY & QUALITY													
	Total Inventory		2,260	\$ 1,104,091	2,303	\$ 1,178,370	2,461	\$ 1,232,411	2,584	\$ 1,367,447	2,752	\$ 1,539,006	2,767	\$ 1,678,055
	New		371	\$ 119,082	253	\$ 77,689	352	\$ 144,470	341	\$ 156,924	313	\$ 126,039	70	\$ 19,995
	Resolved		281	\$ 54,473	230	\$ 21,314	165	\$ 41,652	251	\$ 84,051	181	\$ 44,947	140	\$ 18,863
	Aged >180 days from Assignment	< 25%	48.3%	\$ 532,779	50.7%	\$ 597,037	52.9%	\$ 651,755	52.4%	\$ 716,215	48.9%	\$ 753,151	51.6%	\$ 866,361
	Total Payment Plans over 120 days		\$26,650		\$27,150		\$4,065		\$8,031		\$4,714		\$8,825	
	Average Speed to Answer	< 60 seconds	229		149		239		53		21		11	
	STATEMENTS & LETTERS													
	Statements & Letters			562		463		849		803		232		749
Charity Care Applications In Process		18	\$ 9,208	7	\$ 8,578	4	\$ 5,318	11	\$ 9,230	8	\$ 3,351	9	\$ 3,364	
Inbound and Outbound Calls	In   Out	139	185	67	272	97	169	2	222	149	555	140	169	
WRITE OFFS														
Bad Debt as a % of Gross Revenue	< 2%	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	
Charity as a % of Gross Revenue	< 2%	1.5%	\$ 23,556	0.1%	\$ 973	1.2%	\$ 21,551	0.5%	\$ 9,633	0.7%	\$ 10,549	0.2%	\$ 4,244	

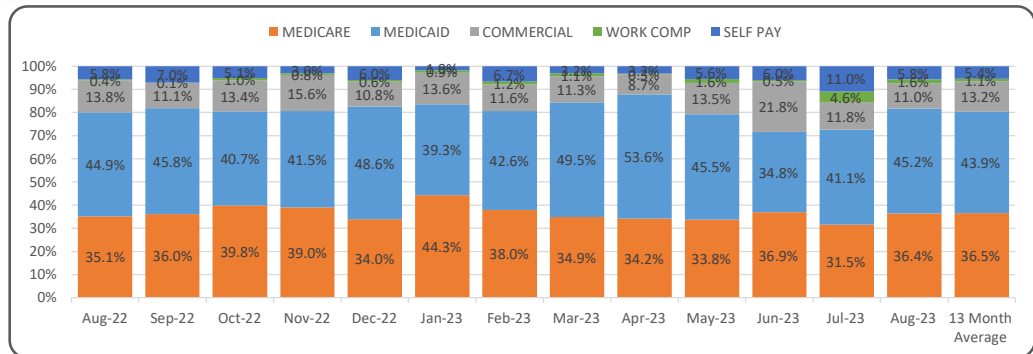
# GROSS REVENUE

PAYER	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	13 Month Average
MEDICARE	\$ 555,868	\$ 590,200	\$ 606,856	\$ 760,302	\$ 539,320	\$ 717,741	\$ 584,209	\$ 560,965	\$ 557,768	\$ 608,991	\$ 770,520	\$ 504,094	\$ 648,555	\$ 615,799
MEDICAID	\$ 710,829	\$ 749,538	\$ 620,393	\$ 808,367	\$ 770,467	\$ 636,332	\$ 654,199	\$ 794,626	\$ 874,406	\$ 819,312	\$ 726,128	\$ 658,441	\$ 805,092	\$ 740,625
COMMERCIAL	\$ 218,738	\$ 181,491	\$ 204,841	\$ 304,163	\$ 170,862	\$ 220,365	\$ 178,568	\$ 182,374	\$ 142,791	\$ 243,074	\$ 454,637	\$ 189,003	\$ 196,363	\$ 222,098
WORK COMP	\$ 6,147	\$ 1,698	\$ 14,805	\$ 15,345	\$ 9,587	\$ 15,137	\$ 17,996	\$ 18,086	\$ 5,119	\$ 29,663	\$ 10,915	\$ 73,141	\$ 28,402	\$ 18,926
SELF PAY	\$ 91,154	\$ 114,603	\$ 78,345	\$ 58,989	\$ 95,876	\$ 30,494	\$ 102,332	\$ 50,784	\$ 52,413	\$ 100,841	\$ 126,294	\$ 175,618	\$ 102,746	\$ 90,807
<b>TOTAL</b>	<b>\$ 1,582,735</b>	<b>\$ 1,637,530</b>	<b>\$ 1,525,240</b>	<b>\$ 1,947,165</b>	<b>\$ 1,586,113</b>	<b>\$ 1,620,070</b>	<b>\$ 1,537,305</b>	<b>\$ 1,606,835</b>	<b>\$ 1,632,497</b>	<b>\$ 1,801,881</b>	<b>\$ 2,088,494</b>	<b>\$ 1,600,297</b>	<b>\$ 1,781,158</b>	<b>\$ 1,688,255</b>
<b>AVERAGE DAILY REVENUE</b>	<b>\$ 49,646</b>	<b>\$ 51,418</b>	<b>\$ 51,582</b>	<b>\$ 56,153</b>	<b>\$ 54,984</b>	<b>\$ 56,015</b>	<b>\$ 52,705</b>	<b>\$ 52,936</b>	<b>\$ 53,670</b>	<b>\$ 54,796</b>	<b>\$ 60,691</b>	<b>\$ 59,681</b>	<b>\$ 58,817</b>	<b>\$ 54,853</b>

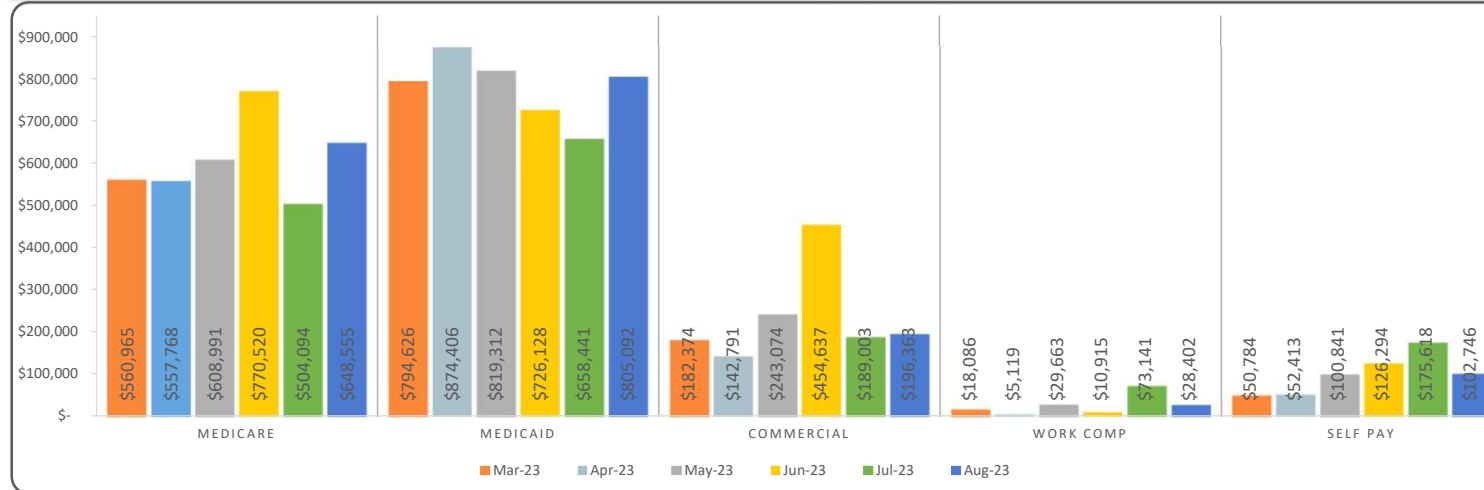
## Gross Revenue



## Payer Mix



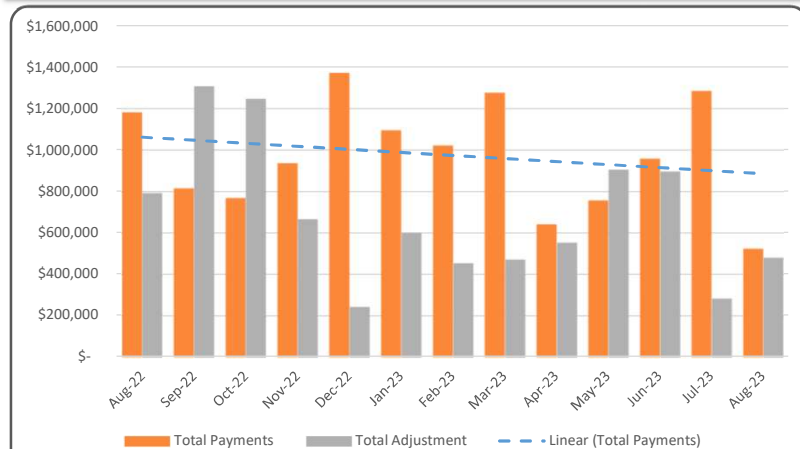
## Revenue Trending By Payer



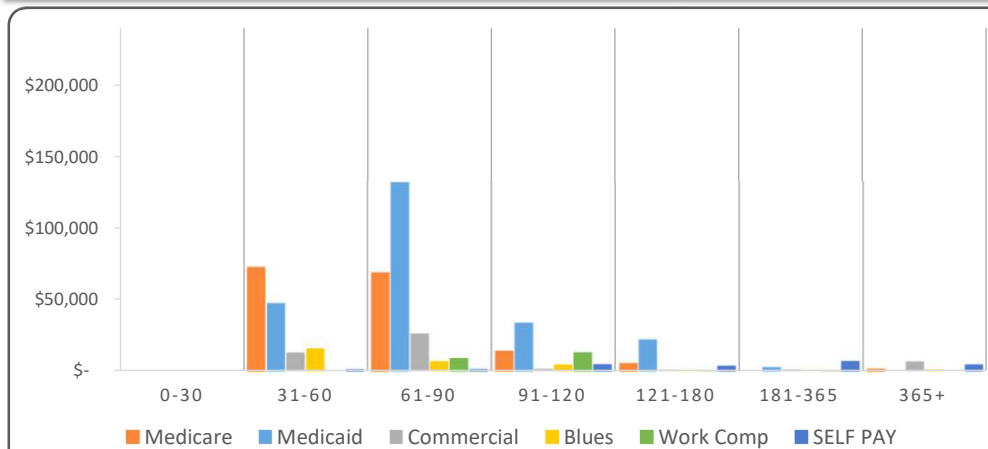
# CASH DETAIL

PAYER	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	13 Month Average
<b>MEDICARE</b>														
Payments	\$ 268,672	\$ 272,770	\$ 313,604	\$ 441,248	\$ 904,435	\$ 591,668	\$ 592,859	\$ 743,922	\$ 310,558	\$ 300,837	\$ 380,113	\$ 851,353	\$ 273,732	\$ 480,444
Adjustments	\$ 186,886	\$ 153,735	\$ 163,209	\$ 59,652	\$ (305,051)	\$ (87,776)	\$ (99,709)	\$ (134,234)	\$ 106,519	\$ 138,215	\$ 166,800	\$ (297,566)	\$ 14,075	\$ 4,981
Collection %	59%	64%	66%	88%	151%	117%	120%	122%	74%	69%	70%	154%	95%	96%
<b>MEDICAID</b>														
Payments	\$ 623,479	\$ 319,979	\$ 247,066	\$ 308,165	\$ 264,924	\$ 314,806	\$ 255,109	\$ 277,640	\$ 193,806	\$ 300,483	\$ 275,555	\$ 192,283	\$ 90,923	\$ 281,863
Adjustments	\$ 355,444	\$ 456,542	\$ 502,029	\$ 451,692	\$ 433,745	\$ 547,064	\$ 449,945	\$ 461,105	\$ 361,576	\$ 609,604	\$ 571,141	\$ 466,985	\$ 399,800	\$ 466,667
Collection %	64%	41%	33%	41%	38%	37%	36%	38%	35%	33%	33%	29%	19%	37%
<b>COMMERCIAL</b>														
Payments	\$ 90,192	\$ 83,210	\$ 61,199	\$ 61,572	\$ 52,160	\$ 48,629	\$ 73,731	\$ 117,204	\$ 36,603	\$ 42,946	\$ 90,936	\$ 120,614	\$ 46,506	\$ 71,192
Adjustments	\$ 37,478	\$ 26,028	\$ 33,117	\$ 38,841	\$ 16,336	\$ 21,767	\$ 27,065	\$ 30,397	\$ 24,802	\$ 26,556	\$ 66,876	\$ 27,237	\$ 17,350	\$ 30,296
Collection %	71%	76%	65%	61%	76%	69%	73%	79%	60%	62%	58%	82%	73%	70%
<b>BLUES</b>														
Payments	\$ 127,658	\$ 75,087	\$ 95,374	\$ 76,431	\$ 116,673	\$ 92,264	\$ 63,385	\$ 96,727	\$ 54,673	\$ 79,624	\$ 162,086	\$ 89,306	\$ 55,087	\$ 91,106
Adjustments	\$ 54,789	\$ 40,371	\$ 41,878	\$ 42,420	\$ 44,446	\$ 44,703	\$ 43,122	\$ 51,765	\$ 30,285	\$ 68,579	\$ 62,281	\$ 55,589	\$ 28,987	\$ 46,863
Collection %	0%	0%	0%	0%	0%	0%	0%	0%	64%	54%	72%	62%	66%	63%
<b>WORK COMP</b>														
Payments	\$ 6,504	\$ 6,931	\$ 6,447	\$ 1,565	\$ 5,615	\$ 17,126	\$ 4,638	\$ 7,853	\$ 17,944	\$ 4,105	\$ 6,593	\$ 11,971	\$ 34,920	\$ 10,170
Adjustments	\$ 4,325	\$ 2,288	\$ 3,708	\$ 879	\$ 2,189	\$ 6,198	\$ 1,926	\$ 8,982	\$ 8,713	\$ 9,697	\$ 2,215	\$ 7,288	\$ 7,277	\$ 5,053
Collection %	60%	75%	63%	64%	72%	73%	71%	47%	67%	30%	75%	62%	83%	65%
<b>SELF PAY</b>														
Payments	\$ 65,640	\$ 57,009	\$ 43,947	\$ 48,022	\$ 29,312	\$ 30,943	\$ 31,426	\$ 33,213	\$ 27,729	\$ 28,466	\$ 42,832	\$ 19,754	\$ 22,724	\$ 37,001
Bad Debt Recoveries	\$ 44	\$ 288	\$ 21	\$ 44	\$ 694	\$ 44	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 87
Adjustments	\$ 50,805	\$ 43,691	\$ 30,031	\$ 14,039	\$ 13,402	\$ 6,237	\$ 17,897	\$ 30,789	\$ 21,095	\$ 31,837	\$ 17,525	\$ 14,103	\$ 9,683	\$ 23,164
Charity Care	\$ 81,379	\$ 72,800	\$ 54,563	\$ 36,963	\$ 33,516	\$ 63,113	\$ 14,747	\$ 23,556	\$ 973	\$ 21,551	\$ 9,633	\$ 10,549	\$ 4,244	\$ 32,891
Bad Debt	\$ 21,643	\$ 512,826	\$ 419,473	\$ 22,287	\$ 5,920	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,550
Total SP Adjustments	\$ 153,827	\$ 629,317	\$ 504,067	\$ 73,289	\$ 52,838	\$ 69,350	\$ 32,644	\$ 54,346	\$ 22,067	\$ 53,388	\$ 27,157	\$ 24,653	\$ 13,927	\$ 131,605
Collection %	30%	8%	8%	40%	36%	31%	49%	38%	56%	35%	61%	44%	62%	38%
<b>TOTAL</b>														
Total Payments	\$ 1,182,187	\$ 815,275	\$ 767,658	\$ 937,047	\$ 1,373,812	\$ 1,095,480	\$ 1,021,149	\$ 1,276,559	\$ 641,314	\$ 756,460	\$ 958,114	\$ 1,285,280	\$ 523,891	\$ 971,864
Total Adjustment	\$ 792,749	\$ 1,308,282	\$ 1,248,008	\$ 666,773	\$ 244,503	\$ 601,307	\$ 454,994	\$ 472,360	\$ 553,962	\$ 906,039	\$ 896,471	\$ 284,186	\$ 481,416	\$ 553,860
Total Collection %	60%	38%	38%	58%	85%	65%	69%	73%	54%	46%	52%	82%	52%	59%

## Cash & Adjustment Trending

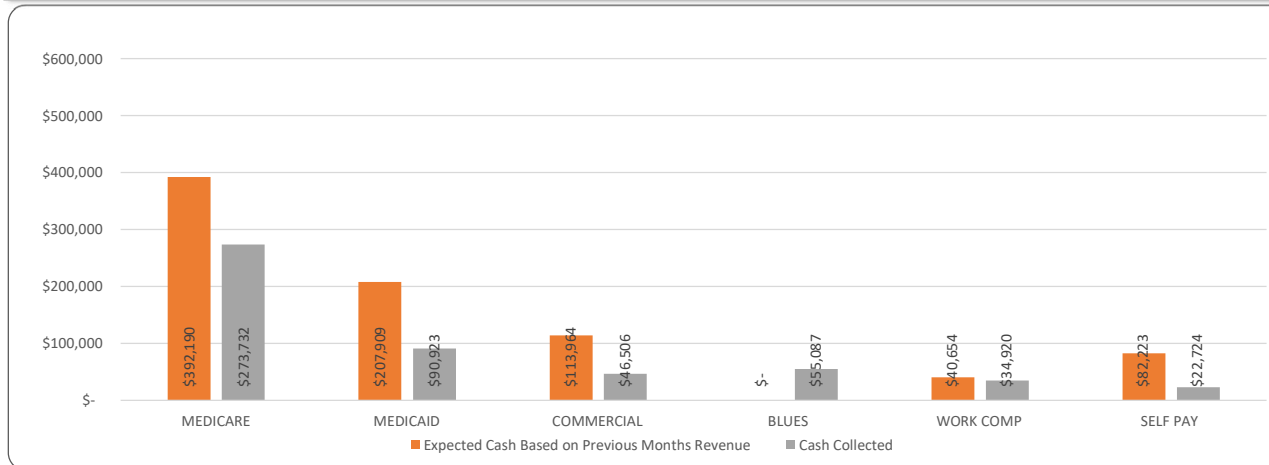


## Cash Collections by Discharge Date

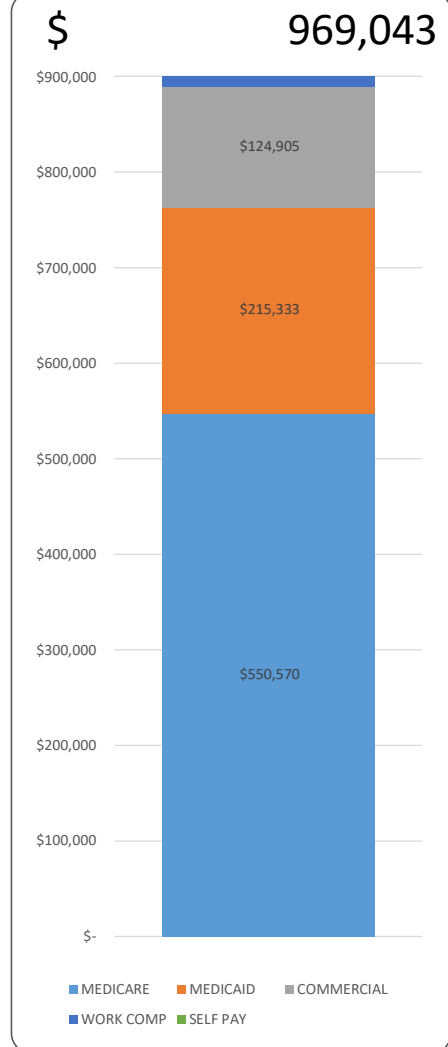


# CASH FORECASTING

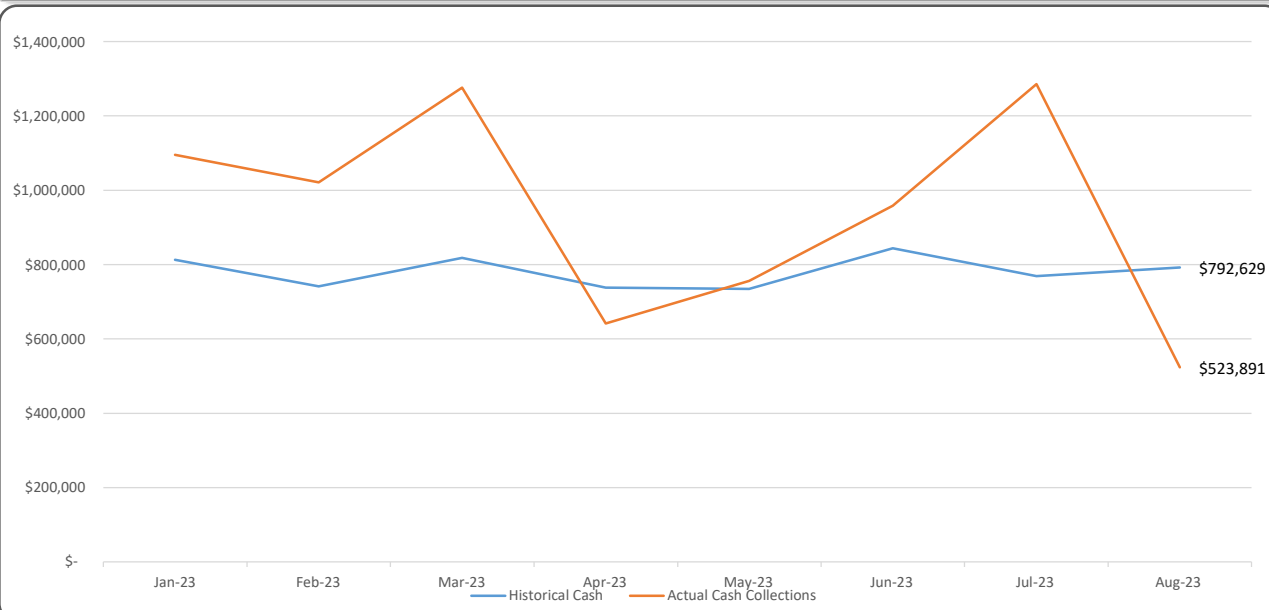
Expected Last Month vs Cash Collected (Based on Previous Months Revenue)



Cash Expected Next Month  
(Based on this Months Revenue)



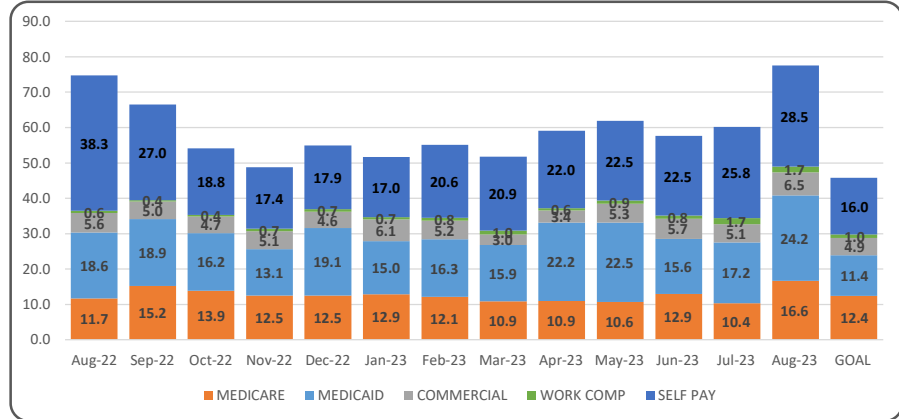
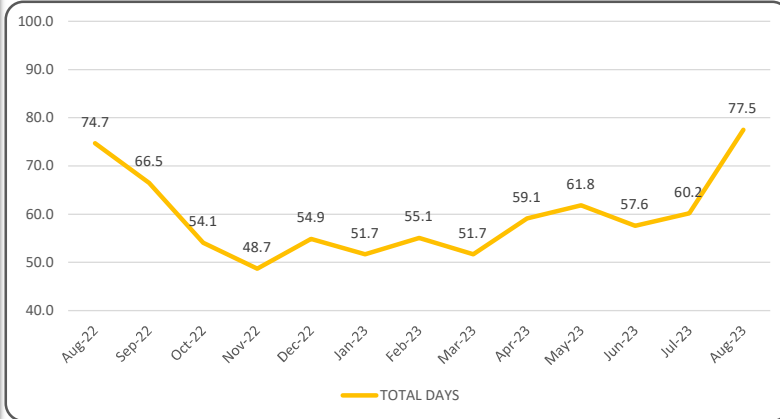
Actual Cash Based on Historical Collections



# ACCOUNTS RECEIVABLE

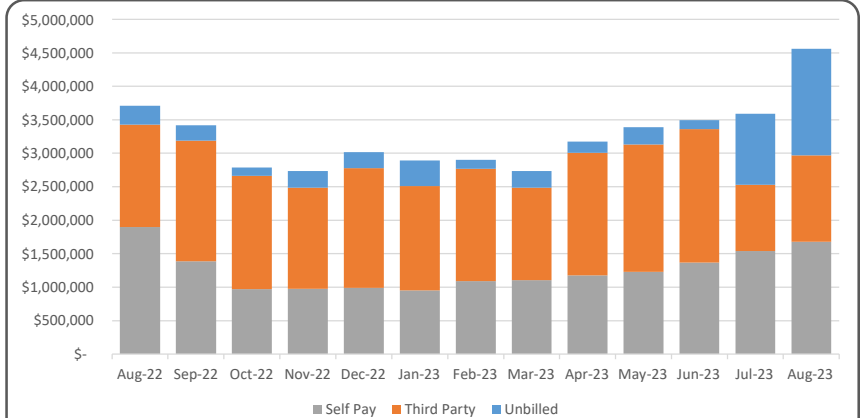
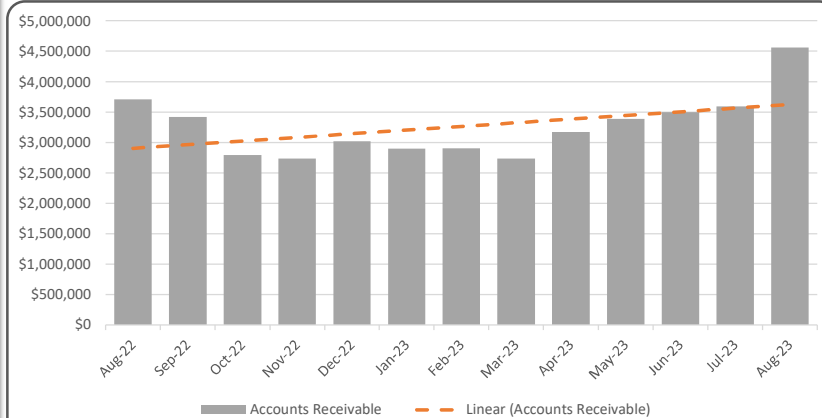
AR Days

PAYER	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	13 Month Average
MEDICARE	11.7	15.2	13.9	12.5	12.5	12.9	12.1	10.9	10.9	10.6	12.9	10.4	16.6	12.6
MEDICAID	18.6	18.9	16.2	13.1	19.1	15.0	16.3	15.9	22.2	22.5	15.6	17.2	24.2	18.1
COMMERCIAL	5.6	5.0	4.7	5.1	4.6	6.1	5.2	3.0	3.4	5.3	5.7	5.1	6.5	5.0
WORK COMP	0.6	0.4	0.4	0.7	0.7	0.7	0.8	1.0	0.6	0.9	0.8	1.7	1.7	0.8
SELF PAY	38.3	27.0	18.8	17.4	17.9	17.0	20.6	20.9	22.0	22.5	22.5	25.8	28.5	23.0
TOTAL DAYS	74.7	66.5	54.1	48.7	54.9	51.7	55.1	51.7	59.1	61.8	57.6	60.2	77.5	59.5



AR Balance

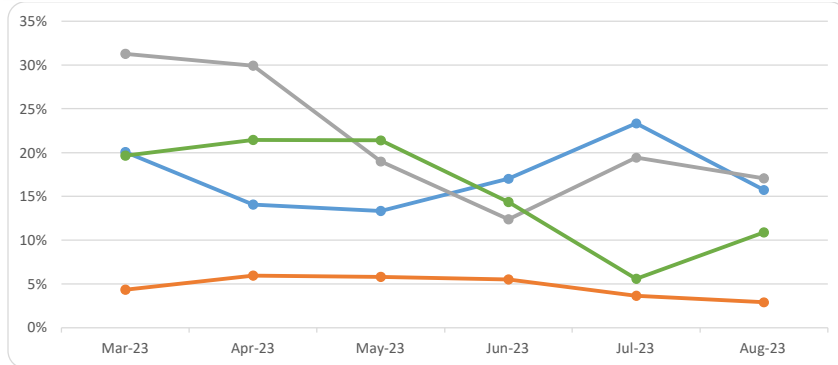
PAYER	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	13 Month Average
MEDICARE	\$ 582,895	\$ 783,406	\$ 715,189	\$ 702,322	\$ 685,997	\$ 721,466	\$ 640,281	\$ 577,661	\$ 586,779	\$ 583,176	\$ 783,065	\$ 619,122	\$ 977,025	\$ 689,107
MEDICAID	\$ 921,244	\$ 969,381	\$ 837,689	\$ 737,438	\$ 1,050,271	\$ 840,983	\$ 858,761	\$ 841,757	\$ 1,191,120	\$ 1,231,780	\$ 946,990	\$ 1,024,807	\$ 1,425,127	\$ 990,565
COMMERCIAL	\$ 275,712	\$ 258,102	\$ 244,212	\$ 284,569	\$ 254,521	\$ 340,591	\$ 275,168	\$ 157,304	\$ 184,884	\$ 292,678	\$ 348,563	\$ 306,012	\$ 380,817	\$ 277,164
WORK COMP	\$ 28,844	\$ 19,071	\$ 23,134	\$ 37,379	\$ 39,097	\$ 38,788	\$ 40,808	\$ 55,187	\$ 31,871	\$ 48,923	\$ 50,878	\$ 102,360	\$ 97,414	\$ 47,212
SELF PAY	\$ 1,899,559	\$ 1,388,640	\$ 970,309	\$ 974,408	\$ 986,852	\$ 951,571	\$ 1,088,045	\$ 1,104,091	\$ 1,178,370	\$ 1,232,411	\$ 1,367,447	\$ 1,539,006	\$ 1,678,055	\$ 1,258,366
TOTAL	\$ 3,708,255	\$ 3,418,601	\$ 2,790,532	\$ 2,736,117	\$ 3,016,738	\$ 2,893,400	\$ 2,903,063	\$ 2,736,001	\$ 3,173,025	\$ 3,388,967	\$ 3,496,943	\$ 3,591,307	\$ 4,558,438	\$ 3,262,414



# ACCOUNTS RECEIVABLE AGING

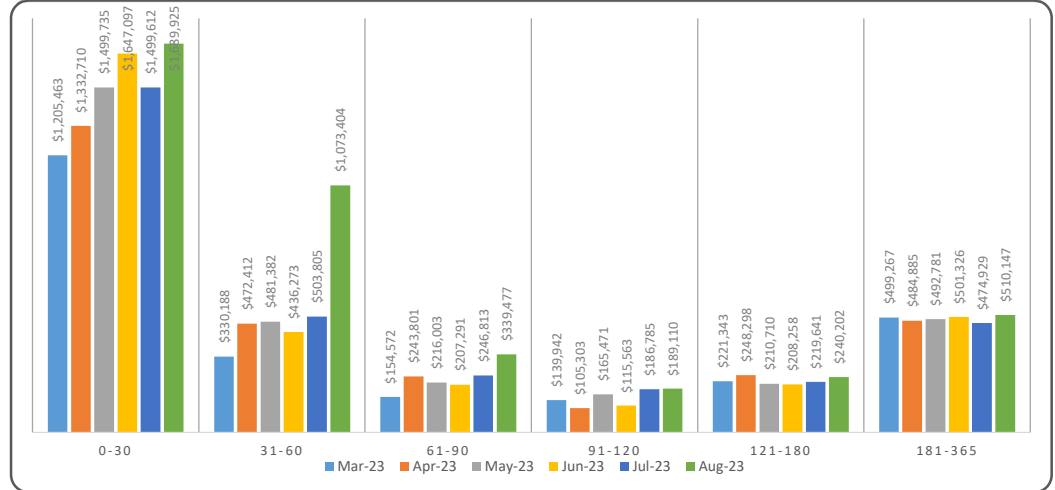
	0-30 Days		31-60 Days		61-90 Days		91-120 Days		121-180 Days		181-365 Days		366+ Days		Grand Totals	
	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$
<b>MEDICARE</b>																
Non-Credit	306	\$ 646,832	136	\$ 295,027	19	\$ 11,881	22	\$ 12,261	14	\$ 12,097	7	\$ 627	5	\$ 3,561	509	\$ 982,285
Credit	0	\$ -	0	\$ -	1	\$ (122)	0	\$ -	0	\$ -	2	\$ (421)	7	\$ (4,717)	10	\$ (5,260)
<b>TOTAL</b>	<b>306</b>	<b>\$ 646,832</b>	<b>136</b>	<b>\$ 295,027</b>	<b>20</b>	<b>\$ 11,759</b>	<b>22</b>	<b>\$ 12,261</b>	<b>14</b>	<b>\$ 12,097</b>	<b>9</b>	<b>\$ 206</b>	<b>12</b>	<b>\$ (1,156)</b>	<b>519</b>	<b>\$ 977,025</b>
<b>MEDICAID</b>																
Non-Credit	204	\$ 696,115	155	\$ 422,576	112	\$ 85,361	32	\$ 28,235	59	\$ 106,682	61	\$ 49,945	45	\$ 39,915	668	\$ 1,428,829
Credit	0	\$ -	0	\$ -	3	\$ (513)	1	\$ (202)	1	\$ (237)	3	\$ (382)	12	\$ (2,369)	20	\$ (3,702)
<b>TOTAL</b>	<b>204</b>	<b>\$ 696,115</b>	<b>155</b>	<b>\$ 422,576</b>	<b>115</b>	<b>\$ 84,848</b>	<b>33</b>	<b>\$ 28,033</b>	<b>60</b>	<b>\$ 106,445</b>	<b>64</b>	<b>\$ 49,563</b>	<b>57</b>	<b>\$ 37,545</b>	<b>688</b>	<b>\$ 1,425,127</b>
<b>COMMERCIAL</b>																
Non-Credit	124	\$ 214,765	92	\$ 113,572	102	\$ 66,392	31	\$ 12,960	21	\$ 3,520	39	\$ 35,218	49	\$ 29,382	458	\$ 475,808
Credit	0	\$ -	0	\$ -	5	\$ (1,126)	2	\$ (35)	9	\$ (674)	28	\$ (4,405)	336	\$ (88,751)	380	\$ (94,992)
<b>TOTAL</b>	<b>124</b>	<b>\$ 214,765</b>	<b>92</b>	<b>\$ 113,572</b>	<b>107</b>	<b>\$ 65,266</b>	<b>33</b>	<b>\$ 12,925</b>	<b>30</b>	<b>\$ 2,846</b>	<b>67</b>	<b>\$ 30,813</b>	<b>385</b>	<b>\$ (59,369)</b>	<b>838</b>	<b>\$ 380,817</b>
<b>WORK COMP</b>																
Non-Credit	11	\$ 24,612	5	\$ 63,272	3	\$ 1,947	8	\$ 7,577	4	\$ 590	8	\$ 2,272	4	\$ 519	43	\$ 100,790
Credit	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	2	\$ (632)	14	\$ (2,744)	16	\$ (3,376)
<b>TOTAL</b>	<b>11</b>	<b>\$ 24,612</b>	<b>5</b>	<b>\$ 63,272</b>	<b>3</b>	<b>\$ 1,947</b>	<b>8</b>	<b>\$ 7,577</b>	<b>4</b>	<b>\$ 590</b>	<b>10</b>	<b>\$ 1,640</b>	<b>18</b>	<b>\$ (2,225)</b>	<b>59</b>	<b>\$ 97,414</b>
<b>SELF PAY</b>																
Non-Credit	68	\$ 108,133	143	\$ 178,956	294	\$ 175,936	246	\$ 129,004	287	\$ 118,847	609	\$ 434,383	814	\$ 568,538	2461	\$ 1,713,797
Credit	4	\$ (532)	0	\$ -	4	\$ (279)	3	\$ (690)	13	\$ (623)	37	\$ (6,456)	245	\$ (27,161)	306	\$ (35,742)
<b>TOTAL</b>	<b>72</b>	<b>\$ 107,601</b>	<b>143</b>	<b>\$ 178,956</b>	<b>298</b>	<b>\$ 175,657</b>	<b>249</b>	<b>\$ 128,314</b>	<b>300</b>	<b>\$ 118,224</b>	<b>646</b>	<b>\$ 427,926</b>	<b>1059</b>	<b>\$ 541,377</b>	<b>2767</b>	<b>\$ 1,678,055</b>
<b>ACCOUNTS RECEIVABLE</b>																
Non-Credit	713	\$ 1,690,457	531	\$ 1,073,404	530	\$ 341,518	339	\$ 190,037	385	\$ 241,735	724	\$ 522,444	917	\$ 641,914	4139	\$ 4,701,509
Credit	4	\$ (532)	0	\$ -	13	\$ (2,040)	6	\$ (927)	23	\$ (1,534)	72	\$ (12,296)	614	\$ (125,742)	732	\$ (143,071)
<b>GRAND TOTAL</b>	<b>717</b>	<b>\$ 1,689,925</b>	<b>531</b>	<b>\$ 1,073,404</b>	<b>543</b>	<b>\$ 339,477</b>	<b>345</b>	<b>\$ 189,110</b>	<b>408</b>	<b>\$ 240,202</b>	<b>796</b>	<b>\$ 510,147</b>	<b>1531</b>	<b>\$ 516,172</b>	<b>4871</b>	<b>\$ 4,558,438</b>

## Aged Over 90 Days Trending (excluding Credits)



	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23
Medicare	4.3%	6.0%	5.8%	5.5%	3.6%	2.9%
Medicaid	20.1%	14.1%	13.3%	17.0%	23.3%	15.7%
Commercial	31.3%	29.9%	19.0%	12.4%	19.4%	17.0%
Work Comp	19.7%	21.4%	21.4%	14.4%	5.6%	10.9%

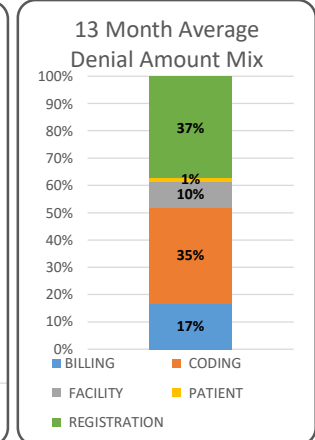
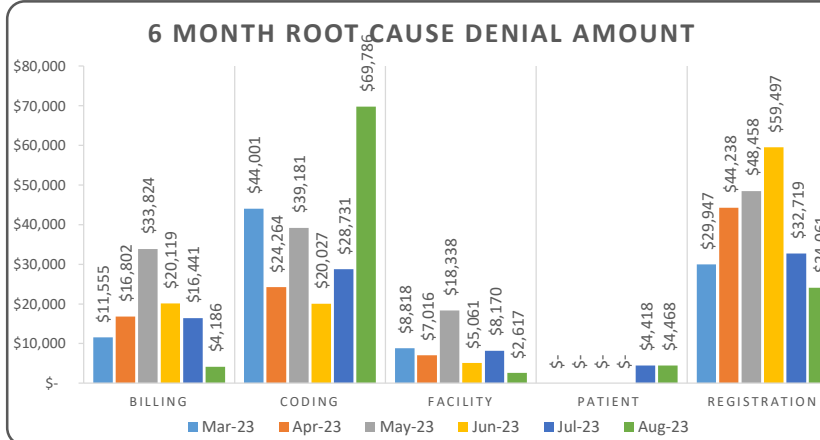
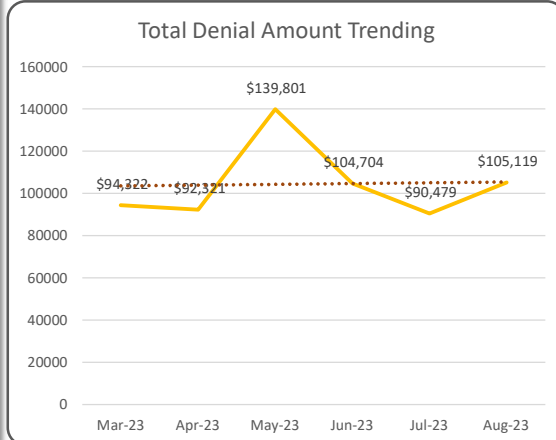
## 6 Month Aging



# DENIAL MANAGEMENT

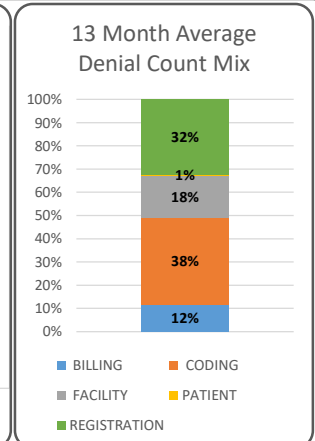
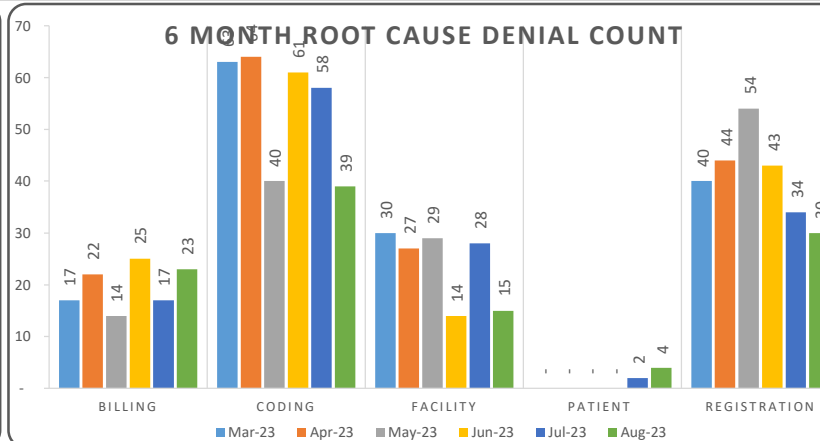
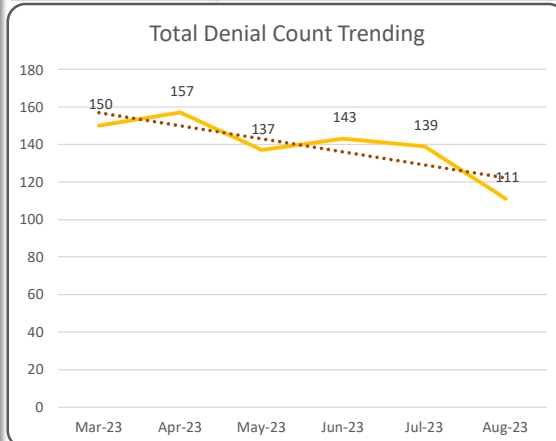
Denial Amount

AMOUNT	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	13 Month Average
BILLING	\$ 13,733	\$ 9,413	\$ 16,338	\$ 17,355	\$ 37,445	\$ 14,934	\$ 15,559	\$ 11,555	\$ 16,802	\$ 33,824	\$ 20,119	\$ 16,441	\$ 4,186	\$ 17,516
CODING	\$ 30,542	\$ 10,113	\$ 38,291	\$ 74,734	\$ 14,065	\$ 29,838	\$ 30,929	\$ 44,001	\$ 24,264	\$ 39,181	\$ 20,027	\$ 28,731	\$ 69,786	\$ 34,962
FACILITY	\$ 2,062	\$ 5,672	\$ 7,861	\$ 4,175	\$ 15,113	\$ 27,920	\$ 17,826	\$ 8,818	\$ 7,016	\$ 18,338	\$ 5,061	\$ 8,170	\$ 2,617	\$ 10,050
PATIENT	\$ -	\$ 1,349	\$ 416	\$ 2,047	\$ -	\$ 180	\$ 35	\$ -	\$ -	\$ -	\$ -	\$ 4,418	\$ 4,468	\$ 993
REGISTRATION	\$ 17,344	\$ 34,308	\$ 54,543	\$ 35,218	\$ 41,552	\$ 39,405	\$ 22,693	\$ 29,947	\$ 44,238	\$ 48,458	\$ 59,497	\$ 32,719	\$ 24,061	\$ 37,229
<b>TOTAL</b>	<b>\$ 63,681</b>	<b>\$ 60,855</b>	<b>\$ 117,448</b>	<b>\$ 133,529</b>	<b>\$ 108,174</b>	<b>\$ 112,276</b>	<b>\$ 87,041</b>	<b>\$ 94,322</b>	<b>\$ 92,321</b>	<b>\$ 139,801</b>	<b>\$ 104,704</b>	<b>\$ 90,479</b>	<b>\$ 105,119</b>	<b>\$ 100,750</b>



Denial Count

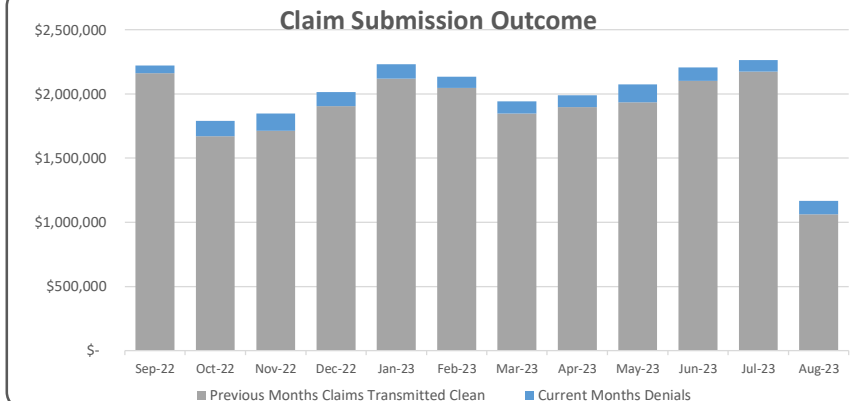
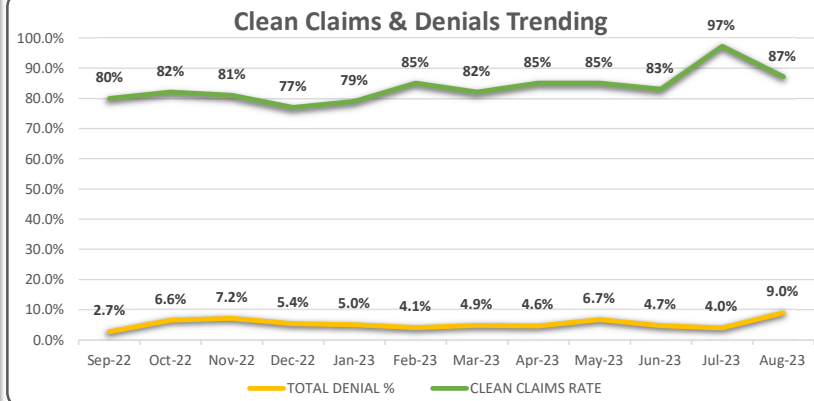
COUNT	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	13 Month Average
BILLING	16	13	15	13	26	9	16	17	22	14	25	17	23	17
CODING	44	23	61	76	56	52	64	63	64	40	61	58	39	54
FACILITY	13	18	37	19	17	43	41	30	27	29	14	28	15	25
PATIENT	-	1	1	3	-	1	1	-	-	-	-	2	4	1
REGISTRATION	34	28	75	57	57	57	44	40	44	54	43	34	30	46
<b>TOTAL</b>	<b>107</b>	<b>83</b>	<b>189</b>	<b>168</b>	<b>156</b>	<b>162</b>	<b>166</b>	<b>150</b>	<b>157</b>	<b>137</b>	<b>143</b>	<b>139</b>	<b>111</b>	<b>144</b>



# CLAIM SUBMIT EFFICIENCY & DENIAL RESOLUTION

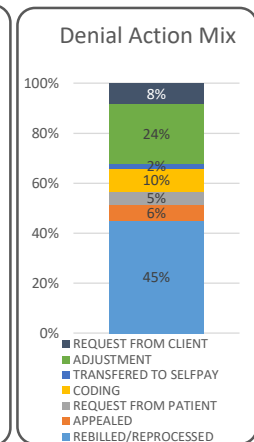
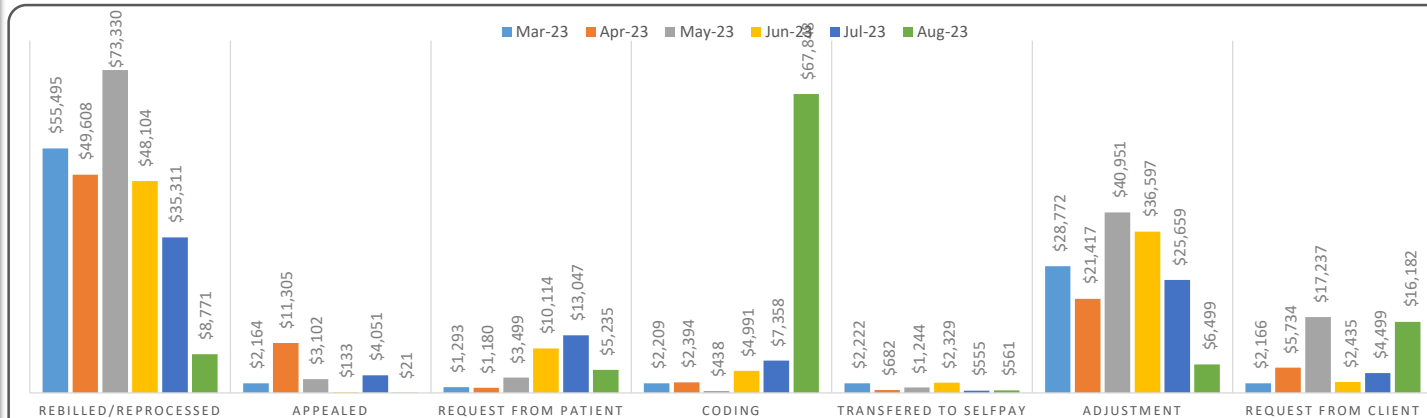
Denial & Clean Claim Trending

	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	13 Month Average
<b>DENIAL AMOUNT</b>	\$ 63,681	\$ 60,855	\$ 117,448	\$ 133,529	\$ 108,174	\$ 112,276	\$ 87,041	\$ 94,322	\$ 92,321	\$ 139,801	\$ 104,704	\$ 90,479	\$ 105,119	\$ 100,750
<b>PREVIOUS MONTH'S TRANSMITTED CLAIMS</b>	\$ 1,682,882	\$ 2,222,145	\$ 1,789,190	\$ 1,847,952	\$ 2,012,812	\$ 2,232,303	\$ 2,135,776	\$ 1,941,893	\$ 1,988,632	\$ 2,074,118	\$ 2,207,031	\$ 2,264,169	\$ 1,167,844	\$ 1,966,673
<b>TOTAL DENIAL %</b>	3.8%	2.7%	6.6%	7.2%	5.4%	5.0%	4.1%	4.9%	4.6%	6.7%	4.7%	4.0%	9.0%	5.3%
<b>CLEAN CLAIMS RATE</b>	81%	80%	82%	81%	77%	79%	85%	82%	85%	85%	83%	97%	87%	83%



Action Taken on Denials

DENIAL ACTION	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	13 Month Average
<b>REBILLED/REPROCESSED</b>	\$ 23,601	\$ 29,104	\$ 40,727	\$ 92,434	\$ 65,189	\$ 37,987	\$ 33,295	\$ 55,495	\$ 49,608	\$ 73,330	\$ 48,104	\$ 35,311	\$ 8,771	\$ 45,612
<b>APPEALED</b>	\$ 6,078	\$ 3,825	\$ 26,106	\$ 10,035	\$ 11,926	\$ 2,121	\$ 2,973	\$ 2,164	\$ 11,305	\$ 3,102	\$ 133	\$ 4,051	\$ 21	\$ 6,449
<b>REQUEST FROM PATIENT</b>	\$ 1,818	\$ 9,122	\$ 4,642	\$ 157	\$ 3,128	\$ 12,289	\$ 2,001	\$ 1,293	\$ 1,180	\$ 3,499	\$ 10,114	\$ 13,047	\$ 5,235	\$ 5,194
<b>CODING</b>	\$ 3,747	\$ 7,813	\$ 4,695	\$ 2,726	\$ 2,836	\$ 13,654	\$ 4,149	\$ 2,209	\$ 2,394	\$ 438	\$ 4,991	\$ 7,358	\$ 67,848	\$ 9,605
<b>TRANSFERRED TO SELF-PAY</b>	\$ -	\$ 1,506	\$ 1,092	\$ 3,120	\$ 4,163	\$ 2,355	\$ 5,688	\$ 2,222	\$ 682	\$ 1,244	\$ 2,329	\$ 555	\$ 561	\$ 1,963
<b>ADJUSTMENT</b>	\$ 20,120	\$ 3,213	\$ 34,311	\$ 14,251	\$ 12,458	\$ 35,153	\$ 30,601	\$ 28,772	\$ 21,417	\$ 40,951	\$ 36,597	\$ 25,659	\$ 6,499	\$ 23,846
<b>REQUEST FROM CLIENT</b>	\$ 8,316	\$ 6,272	\$ 5,874	\$ 10,805	\$ 8,474	\$ 8,718	\$ 8,334	\$ 2,166	\$ 5,734	\$ 17,237	\$ 2,435	\$ 4,499	\$ 16,182	\$ 8,080
<b>TOTAL</b>	\$ 63,681	\$ 60,855	\$ 117,448	\$ 133,529	\$ 108,174	\$ 112,277	\$ 87,041	\$ 94,322	\$ 92,321	\$ 139,801	\$ 104,704	\$ 90,479	\$ 105,116	\$ 100,750

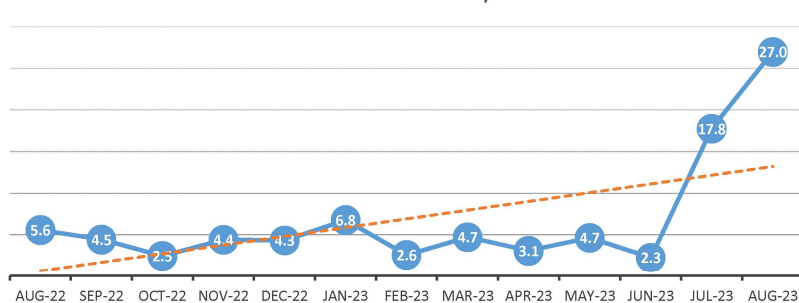


# UNBILLED & INVENTORY

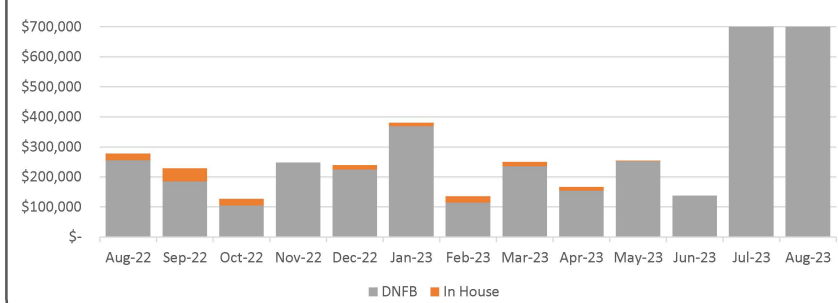
Unbilled

	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	13 Month Average
<b>In House</b>	\$ 22,251	\$ 43,554	\$ 22,609	\$ -	\$ 13,804	\$ 11,990	\$ 21,812	\$ 15,908	\$ 13,120	\$ 2,240	\$ -	\$ 27,926	\$ 59,290	\$ 19,577
<b>DNFB</b>	\$ 255,911	\$ 185,499	\$ 104,807	\$ 248,431	\$ 224,970	\$ 368,997	\$ 114,332	\$ 234,498	\$ 153,558	\$ 252,579	\$ 137,865	\$ 1,032,055	\$ 1,528,438	\$ 372,457
<b>Total Unbilled</b>	\$ 278,162	\$ 229,053	\$ 127,416	\$ 248,431	\$ 238,775	\$ 380,987	\$ 136,143	\$ 250,407	\$ 166,678	\$ 254,819	\$ 137,865	\$ 1,059,981	\$ 1,587,728	\$ 392,034
<b>Unbilled Days</b>	5.6	4.5	2.5	4.4	4.3	6.8	2.6	4.7	3.1	4.7	2.3	17.8	27.0	6.9

Total Unbilled Days



Unbilled Dollars

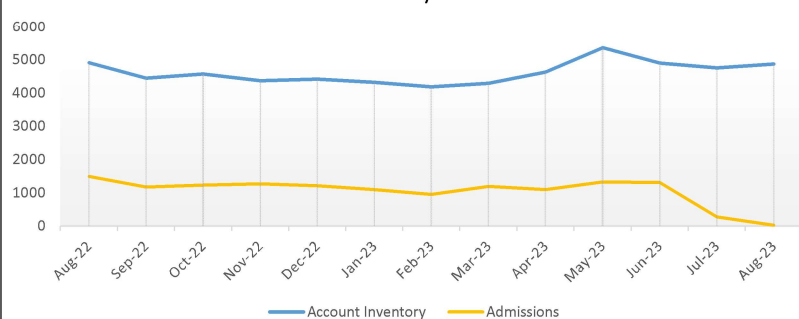


Admissions & Account Inventory

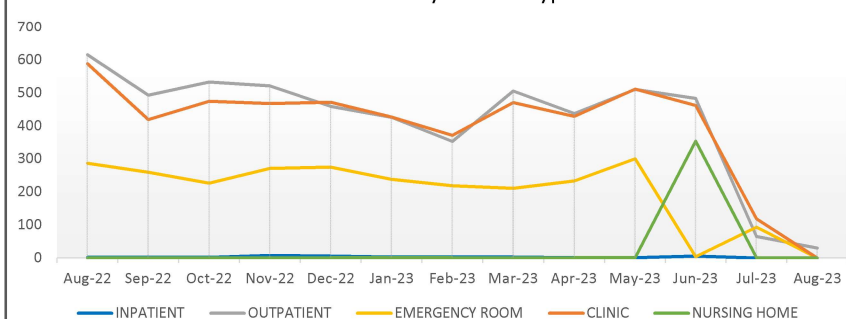
ADMISSIONS	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	13 Month Average
<b>INPATIENT</b>	2	3	2	8	5	3	4	3	1	1	6	0	0	3
<b>SWINGBED</b>	2	2	4	5	4	2	4	4	4	0	1	0	0	2
<b>OUTPATIENT</b>	615	492	532	520	458	425	352	505	437	510	482	65	30	417
<b>EMERGENCY ROOM</b>	287	259	226	271	275	238	219	211	233	300	4	93	0	201
<b>CLINIC</b>	588	418	474	467	471	426	371	470	428	511	462	119	0	400
<b>NURSING HOME</b>	0	0	1	0	1	2	1	0	1	1	353	1	0	28
<b>TOTAL</b>	1,494	1,174	1,239	1,271	1,214	1,096	951	1,193	1,104	1,323	1,308	278	30	1052

ACCOUNT INVENTORY	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	13 Month Average
<b>MEDICARE</b>	394	388	687	498	453	497	417	438	494	547	485	387	519	477
<b>MEDICAID</b>	700	678	804	750	840	739	692	645	855	794	748	682	688	740
<b>COMMERCIAL</b>	904	909	1,006	957	912	871	814	857	903	914	997	862	838	903
<b>WORK COMP</b>	57	48	60	78	73	73	72	91	77	87	89	75	59	72
<b>SELF PAY</b>	2,855	2,425	2,016	2,088	2,136	2,139	2,191	2,260	2,303	2,461	2,584	2,752	2,767	2383
<b>TOTAL</b>	4,910	4,448	4,573	4,371	4,414	4,319	4,186	4,291	4,632	5,363	4,903	4,758	4,871	4,618

Account Inventory & Admissions



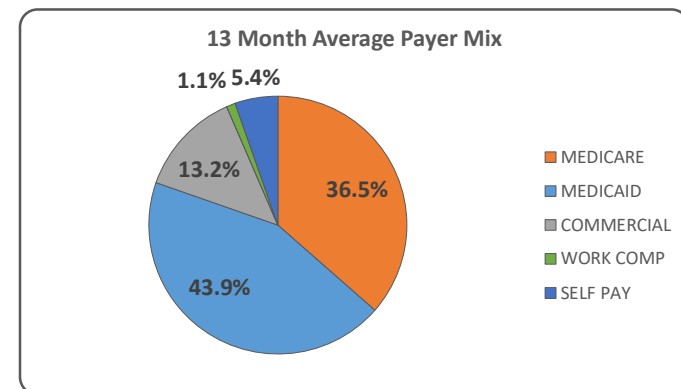
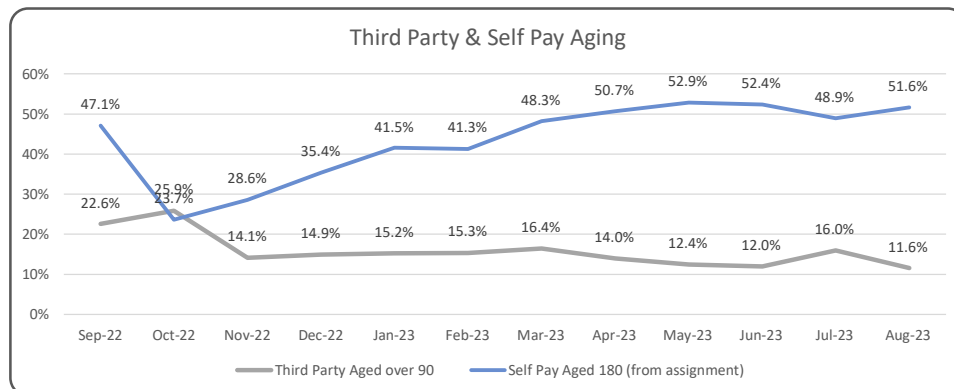
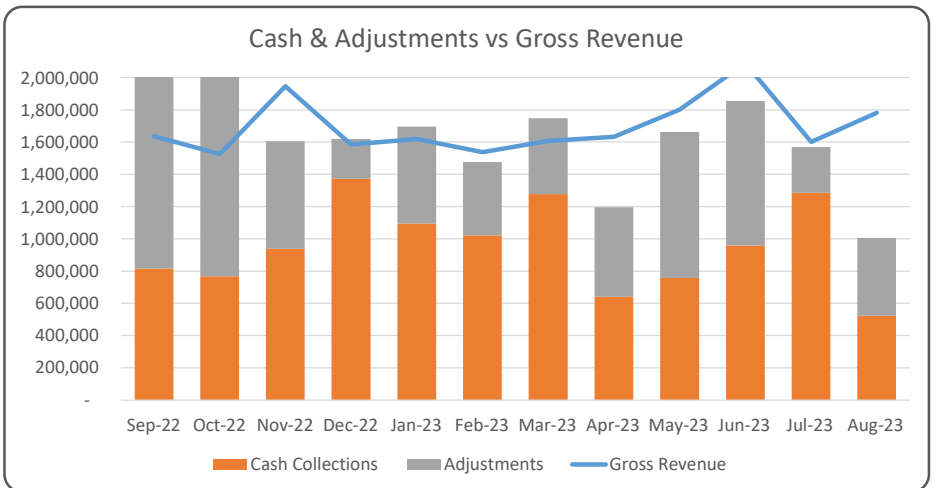
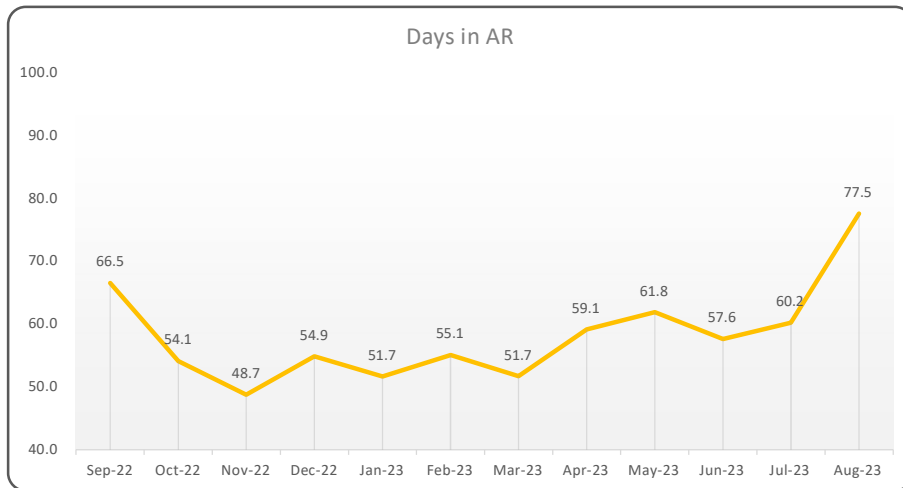
Admissions by Service Type



# Southern Humboldt Community Healthcare District

## Executive Dashboard

	TARGET	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23
Days in AR	45.8	66.5	54.1	48.7	54.9	51.7	55.1	51.7	59.1	61.8	57.6	60.2	77.5
Gross AR		3,418,601	2,790,532	2,736,117	3,016,738	2,893,400	2,903,063	2,736,001	3,173,025	3,388,967	3,496,943	3,591,307	4,558,438
Gross Revenue		1,637,530	1,525,240	1,947,165	1,586,113	1,620,070	1,537,305	1,606,835	1,632,497	1,801,881	2,088,494	1,600,297	1,781,158
Cash Collections		815,275	767,658	937,047	1,373,812	1,095,480	1,021,149	1,276,559	641,314	756,460	958,114	1,285,280	523,891
Adjustments		1,308,282	1,248,008	666,773	244,503	601,307	454,994	472,360	553,962	906,039	896,471	284,186	481,416
Collection %		38.4%	38.1%	58.4%	84.9%	64.6%	69.2%	73.0%	53.7%	45.5%	51.7%	81.9%	52.1%
Late Charges	1%	1.1%	0.0%	0.0%	0.0%	0.0%	0.1%	0.3%	0.0%	0.0%	0.2%	2.2%	0.3%
Bad Debt	3%	31.3%	27.5%	1.1%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Charity Care	3%	4.4%	3.6%	1.9%	2.1%	3.9%	1.0%	1.5%	0.1%	1.2%	0.5%	0.7%	0.2%
Third Party Aged over 90	13%	22.6%	25.9%	14.1%	14.9%	15.2%	15.3%	16.4%	14.0%	12.4%	12.0%	16.0%	11.6%
Self Pay Aged 180 (from assignment)	25%	47.1%	23.7%	28.6%	35.4%	41.5%	41.3%	48.3%	50.7%	52.9%	52.4%	48.9%	51.6%





CNO BOARD REPORT September 2023  
Thursday, September 2023

### **September 2023 Updates**

We would like to take this opportunity to extend our heartfelt gratitude to the dedicated SoHum staff for their patience and hard work during our transition to the EPIC system. We are making progress with EPIC, and we continue to work as a team celebrating all the achievements and motivating each other to keep pushing forward. Despite the difficulties posed by the new system, we have remained dedicated to providing the best care for our community.

We are learning and getting to know the EPIC system better each day. We have an excellent support team of ESAs and super users who continue to help and facilitate resolving system issues internally and with OCHIN. In addition, we continue to work with the OCHIN team to improve the users' experience and provide tools and training to capacitate all staff members to use the new system properly.

### **Infection Prevention/Employee Health**

Infection prevention (IP) has been working hard to keep everyone safe. COVID has been on the rise among the staff members, but no positive cases among SNF residents or hospital patients since COVID started. Due to increased COVID cases among staff members, IP has reinstituted the mandatory mask to all employees in the hospital and clinic. Infection Prevention is also preparing to offer flu and COVID-19 vaccines for residents and staff before the flu season starts. Katherine reports that she is also working on preparing material to present on the nursing skills day scheduled for next month. Also, Katherine continues to submit state and public health reports. Katherine was part of a team from SoHum that presented an educational presentation at the local High school on how to use Narcan and Epi-pen.

### **ED/Acute:**

The ED had 303 ED visits in the month of August. On the Acute side, there were two Inpatients and eight SWING patients. We continue to work on expanding the SWING bed program and working on bringing more nurses to be able to open more beds availability. We interviewed a new RN and extended her an offer after the interview. She has accepted the offer and will be joining our team. In addition, we interviewed and sent an offer to a Speech Therapist for a per diem position, and we are still awaiting her response. We will have Nursing Skills Day in October, covering all the mandatory training and nursing skills. In addition, we are working with HR to improve our onboarding program to create a consistent and standardized program among all the departments. The nursing supper users team and management are working together on an onboarding binder to use when onboarding all new hires in the nursing department. Also, the nursing management is working with HR to bring in a new supervisor position to help with the onboarding process and to provide more support and resources to all

the newly graduated nurses and all the new hires. We continue doing monthly nursing and daily UR meetings to ensure communication and teamwork. We continue to work on finding new ways to improve patient care and patient satisfaction. The team is trying to start a new culture of excellence and wants to continue working on improving what we do every day better than before. Our goal is that our patients and the community get the highest quality of care, and when they come to our hospital, they can see that the care reflects excellence, compassion, and love.

### **Laboratory**

The lab has been having multiple issues with EPIC that have caused extra work and challenges to the lab team. But even with all their challenges, the team is focusing their energy on some new projects that will positively impact patients in our community. Adam reports that the lab is restarting new testing procedures, which have been long-approved. These procedures will be led by on-site test systems, allowing for quicker detection of bacteremia/potential sepsis in patients. Additionally, doctors and pharmacy personnel will be given guidance on which antibiotics to use.

Adam expresses his gratitude to the Quality department team and states that the lab team is looking toward the future with great enthusiasm. The Quality department has led the charge in “our efforts to secure a grant that would allow us to test for high-priority infectious diseases like HIV, hepatitis, and syphilis in our own lab on an urgent basis. The state is offering this grant support in recognition that quick test results and immediate treatment can significantly reduce the spread of these diseases and save lives. Our lab is excited to be a part of this effort! While implementing this grant would require significant changes to our lab's instrumentation, we are fortunate that our existing analyzers are over four years old and need an update. The state's support in covering some of the costs is a welcome opportunity for us.”

### **Skilled Nursing Facility**

At Skilled Nursing, we are committed to delivering exceptional care to our community. We currently have six residents, with two open beds that we are actively working to fill. Our case management team is reaching out to those on our waiting list to find suitable candidates. Despite the ongoing pandemic, we are proud to report that our facility has remained COVID-free, with no reported cases among our residents. However, we have seen an uptick in positive cases among our staff in recent weeks. That being said, our residents continue to come together daily for lunch and engage in various activities. We have encountered some challenges with our new system and are working closely with the OCHIN team to resolve any issues. Specifically, we are working on addressing problems with our MDSs and the PBJ report. We are pleased to report that significant progress has been made, thanks to the hard work of our nursing super users, ESAs, and the OCHIN team.



## **Clinic**

We regret to inform you that our mobile clinic is currently unavailable due to repairs. However, we are still providing healthcare services through our clinic. Our clinic manager, April, recently organized a clinic at Redway School for 20 students who will be participating in junior high volleyball to receive sports physicals. We are also working with the Jr. High to offer a vaccine clinic to ensure all students are up to date on their required vaccinations. Also, we have ordered both the COVID-19 and flu vaccines and will start administering them as soon as they arrive.

We are thrilled to announce that our medical assistant, Michele Brightwell, has successfully completed her medical assisting program at Penn Foster University and is awaiting certification. Congratulations to her on this remarkable achievement! Furthermore, we have initiated a Suboxone clinic on Monday afternoons from 2-5 p.m. Patients interested in the program can drop in without an appointment and receive care from Dr. Emily and Leo. April also wants to thank the clinic staff for all their patience as we continue to transition to the EPIC system. She understands that “It is a huge transition, but the staff are doing a great job adapting to it and things get better a little every day.”

## **Radiology**

Lora reports that “in August, Radiology conducted 183 X-ray exams, 98 CTs, 35 ultrasounds, and 37 mammograms. The old X-ray room equipment is being removed, and issues in the new system are being identified and addressed.”

Adela Yanez, RN, BSN, CNO