



SoHum Health

Southern Humboldt Community Healthcare District

GOVERNING BOARD MEETING

October 27, 2023
1:30 p.m.

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

**Sprovel Creek Campus, Rm 105
286 Sprovel 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 October 27, 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. 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-Agenda Items See below for Public Comment Guidelines
	E. 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.
	F. Announcements
1-7	G. Approval of Consent Agenda – 1. Approval of Previous Minutes

- a. Governing Board Meeting September 28, 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. 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

8-20
21-22
23

K. Old Business

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

L. New Business

1. Strategic Items for Discussion
 - a. Future Facilities Planning
 - b. Services
2. Approval of Resolution 23:15, Policies – See Policy Packet
3. Approval of Resolution 23:16, Fixing the Employer Contribution Under the Public Employees' Medical and Hospital Care Act at an Equal Amount For Employees and Annuitants 700 All Employees

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, November 1, 2023 at 11:00 a.m.
2. QAPI Meeting – TBD
3. Finance Committee – Friday, November 17, 2023 at 10:00 a.m.
4. Governing Board Meeting – Thursday, November 30, 2023 at 1:30 p.m.

Q. Adjourn to Closed Session

R. Closed Session

1. 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
2. Approval of Medical Staff Appointments/Reappointments [**H&S Code § 32155**] - None
3. Personnel matter –Evaluation § 54957
 - a. CQO Kristen Rees

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

Governing Board Meeting Agenda

October 27, 2023

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<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. 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.

Posted Monday, October 23, 2023

Governing Board

Date: Thursday, September 28, 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, Darrin Guerra, Administrative Assistant and Strategic Planning Navigator, Marie Brown, PFS Manager, Adela Yanez, CNO, Glen Hood, Pharmacy Technician, Michelle Pouge, FRC, Coral Ciarabellini, Quality Specialist and Karen Johnson, Board Clerk and Medical Staff Coordinator.

Also via Webex: COO Kent Scown, Toni Genero, Human Resources, Adam Summers, Laboratory Manager, and Heidi Holterman, Outreach Coordinator

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

D. Public Comment on Non-Agendized Items - None

E. Board Member Comments – None

F. Announcements – None

G. Consent Agenda

1. Approval of Previous Meeting Minutes
 - a. Governing Board Meeting Minutes, August 28, 2023
2. Approval of Quarterly Quality Assurance Performance Improvement Committee Report (Feb, May, Aug, Nov)
3. Quarterly Reports – (Feb., May., Aug., Nov)
 - a. Quality and Risk Management – Kristen Rees, Chief Quality and Compliance Officer and Risk Manager
 - b. Human Resources – Rachel Wells, Interim HR Manager
 - c. Foundation – Chelsea Brown

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

Second: Galen Latsko

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

Noes: None

Not Present: None

Motion carried

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

I. Action Items for Discussion

1. Senior Life Solutions
 - a. We will have a group of people coming in October to look at our facilities and how they can assist us with Senior Life Solutions Program.
2. Hiring doctors/Practitioners update
 - a. We have two doctors coming to visit our facility on October 20th to meet with our clinic providers to discuss potential employment.
3. Follow-up on beds, mattresses and motors
 - a. We are looking to order more beds.
4. Board tour of departments
 - a. Darrin will be assisting the board in groups of two to receive tours of our various departments throughout the month of October.

J. Administrator's Report – Matt Rees, CEO

Matt introduced Glen Hood, Pharmacy Technician, Michelle Pouge, FRC, and Coral Ciarabellini, Quality Specialist to the Board and gave a brief descriptor of what their positions

are and a quick comment that their managers wrote about them.

We have decided to only keep the recordings of our meetings until the minutes have been approved at the next Governing Board meeting OCHIN seems to be responding to our requests well and is providing us with the assistance we request.

The Christian Science Church property should be in our possession in the next few weeks.

Matt spoke briefly about the different laws that have been passed recently and advocacy.

- a. The Distressed Hospital Loan Program was passed, and we believe it will help save some of the hospitals that are struggling financially.
- b. The Manage Care Organization Tax will bring about \$2 billion to the state every year for health care. The amount we will receive is unclear, but it should assist in the hiring of primary care physicians.
- c. The \$25 healthcare minimum wage passed. Though we are in a \$18 bracket it will still affect us, as our neighbor hospitals will have to pay a minimum wage of \$25.
- d. AB 232 from Assemblyman Wood passed and will allow critical access hospitals to hire physicians.

1. Department Updates

- a. Milestones-None
- b. Monthly Department Highlight – None.
- c. Approval of the Financial Reports – Paul Eves, CFO – See June’s Financial report.
 - Total hospital revenue was \$2.474 million, which is the highest monthly revenue we have seen in the last 7 years.
 - There is no balance sheet this month due to the conversion to NetSuite.

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

Second: Barbara Truitt

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

Noes: None

Not Present: None

Motion carried

- d. Nursing – Adela Yanez, CNO – See attached report
- e. Quality and Risk Management – Kristen Rees, CQO – No Report
- f. Quality and Risk Management – Kristen Rees, CQO – No Report
- g. Family Resource Center – Amy Terrones – (Mar and Oct)

2. Strategic Plan

- a. Training for EPIC is still ongoing.
- b. WE are in the process of recruiting two new Optometrists.
- c. Matt has become the new chair of ACHD’s Board. This will require two in-person

meetings throughout the year.

K. Old Business

1. Strategic Items for Discussion
 - a. Future Facilities Planning
 - We have been reviewing conceptual ideas for the new hospital, we will have more information after the architects give their presentation in November.
 - b. Services

L. New Business

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

M. Parking Lot

1. Sprowel Creek Campus parking – The county reviewed the plans and is reducing the number of spaces by four due to safety concerns.

N. Meeting Evaluation - Good

O. New Action Items

1. Follow-up on beds, mattresses, motors, and other back-ordered parts – Matt Rees
 - a. We will be leaving the beds in M. Parking Lot, for future discussion.

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 – Friday, October 27, 2023 at 1:30 p.m.

Q. Adjourn to Closed Session 2:35 p.m

R. Closed Session Opened 2:35 p.m

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 27, 2023
5. Personnel matter –Evaluation § 54957
 - a. CEO Matt Rees

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

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

1. The following actions were taken in closed session

Motion: Galen Latsko moved to approve the previous closed session minutes of July 27, 2023

Second: Barbara Truitt

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

Noes: None

Not Present: None

Motion carried

Motion: Galen Latsko moved to approve James Chatham, MD, Appointment to Provisional Associate status, Diagnostic Radiology privileges, including Mammography, Emily Marshall, DO, 90-day Time-limited Reappointment to Active status, Clinic and Ambulatory, Inpatient, and Emergency Room Privileges, Supriya Gupta, MD, Reappointment to Associate Status, Diagnostic Radiology privileges, without Mammography, Aaron Jun, MD, Reappointment to Associate Status, Diagnostic Radiology privileges, without Mammography, and Nicolaus

Kuehn, MD, Reappointment to Associate Status, Diagnostic Radiology privileges, without Mammography.

Second: Barbara Truitt

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

Noes: None

Not Present: None

Motion carried

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

Submitted by Darrin Guerra

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
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<i>CNO</i>	Chief Nursing Officer	<i>COO</i>	Chief Operating Officer
<i>CPHQ</i>	Certified Professional in Healthcare Quality	<i>CQO</i>	Chief Quality Officer
<i>EMR</i>	Electronic medical record	<i>ER</i>	Emergency Room
<i>FTE</i>	Full Time Equivalent/Full Time Employee	<i>HIM</i>	Health Information Management
<i>HRG</i>	Healthcare Resource Group	<i>HVAC</i>	Heating, Ventilation and Air Conditioning system
<i>IGT</i>	Intergovernmental transfer	<i>IT</i>	Information Technology
<i>JPCH</i>	Jerold Phelps Community Hospital	<i>LCSW</i>	Licensed Clinical Social Worker
<i>LVN</i>	Licensed Vocational Nurse	<i>MPH</i>	Master of Public Health
<i>OBS</i>	Observation	<i>PALS</i>	Pediatric Advanced Life Support Certification
<i>PFS</i>	Patient Financial Services	<i>QAPI</i>	Quality Assurance Performance Improvement
<i>QIP</i>	Quality Improvement Project/Program	<i>RN</i>	Registered Nurse
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Southern Humboldt Community Healthcare District

September 2023 – Centriq & Epic Combined



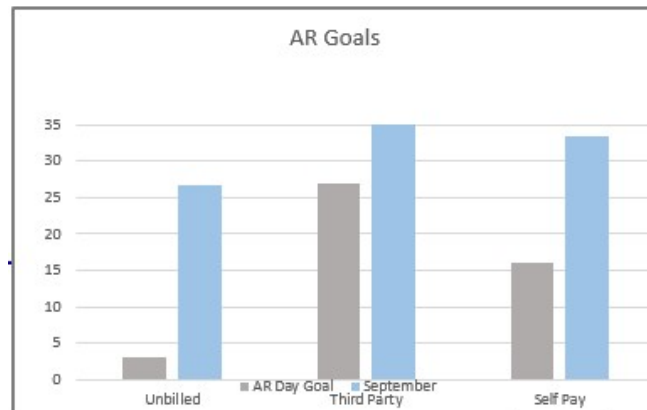
SoHum Health

Key Items

- ➡ **Cash totaled \$535K, 55% of net revenue**
- ➡ **AR increased to 104.8 days**
- ➡ **Third Party aging increased \$83K, to 10.6%**
- ➡ **Unbilled AR decreased 0.2 days, ending at 26.8 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 September closed with \$5.9M in gross AR or 104.8 days. Revenue came in \$40K higher than what was reported in August, ending at \$1M. Third Party AR saw an overall increase of 22.5 days, ending at 44.5 days in September. Unbilled AR decreased 0.2 days ending at 26.8 AR days. Cash collections came in low again for the second month in a row, coming in at \$536K or 55% of net revenue. HRG has a 30 minute HB (hospital billing) claims call with OCHIN/Epic every Tuesday and Thursday to discuss potential claims issues that HRG discovers and have recently added an additional call every Monday for PB (professional billing) claims related issues. 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 door to the payers, causing a delay in cash and an increase in AR. The biggest obstacle we are facing, is due to the build in Epic 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. We anticipate to see reimbursement on these SNF claims in October—some are currently in process while others are set to pay. There was also a build issue with the swing bed claims. HRG was able to manually manipulate and correct the claims to get these out the door to prevent any further delay in cash and inflation in AR. We will not know if the build issue is now resolved until we see new swing bed claims drop for billing.
- **Self Pay:** Self Pay AR has gone up since the month of August, increasing 5 days ending August at 33.5 days. Self Pay collections came in at \$20K, which is \$2K less than what was collected in August. 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 were 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 in October.
- **Third Party Aging:** September closed with \$428K in Third Party balances aged over 90 days, totaling 10.6%. Due to SoHum's EHR conversion, we are now in the wind down phase of Centriq—cleaning up all outstanding and aged balances. increasing roughly \$1K to 11.2%.



We just recently started seeing accounts age over 90 days in Epic. Medicare is sitting at \$29K aged over 90 days or 2.3%, this is an overall increase of just under \$500.00 from August. Medicaid increased by \$25K to 12.4% - the SNF claims for the month of July are still pending payment so once we see the reimbursement I anticipate this will decrease. Commercial is up \$56K to 20.8%. The workers compensation went up very slightly from the month of August, increasing roughly \$1K to 11.2%.

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

September 2023

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FINANCE DASHBOARD

Revenue Cycle Performance	Revenue Cycle Performance												
	Target	April-23		May-23		June-23		July-23		August-23		September-23	
	REVENUE												
	Net Revenue		\$955,848		\$965,364		\$1,050,498		\$836,941		\$969,043		\$1,008,581
	Gross Revenue		\$1,632,497		\$1,801,881		\$2,088,494		\$1,600,297		\$1,781,158		\$1,922,299
	CASH												
	Cash Collections as a % of Net Revenue	100%	62%		79%		99%		122%		63%		55%
	Cash Collections		\$641,314		\$756,460		\$958,114		\$1,285,280		\$523,891		\$535,583
	ACCOUNTS RECEIVABLE												
	Net AR		\$1,672,344		\$1,608,490		\$1,714,258		\$1,813,211		\$2,556,189		\$3,334,591
Gross AR		\$3,173,025		\$3,388,967		\$3,496,943		\$3,591,307		\$4,558,438		\$5,850,618	
Unbilled	3	3.1		4.7		2.3		17.8		27.0		26.8	
Third Party	27	34.1		34.7		32.8		16.6		22.0		44.5	
Self Pay	16	22.0		22.5		22.5		25.8		28.5		33.5	
Total Days in AR	46	59.1		61.8		57.6		60.2		77.5		104.8	
Days in AR - Credit Balances	< 1	2.54		1.81		1.69		1.73		2.43		1.94	
UNBILLED													
In-house	< 2 Days	0.2		0.0		0.0		0.5		1.0		0.6	
DNFB	< 1 Day	2.9		4.6		2.3		17.3		26.0		26.2	
Total Unbilled	<3 Days	3.1		4.7		2.3		17.8		27.0		26.8	

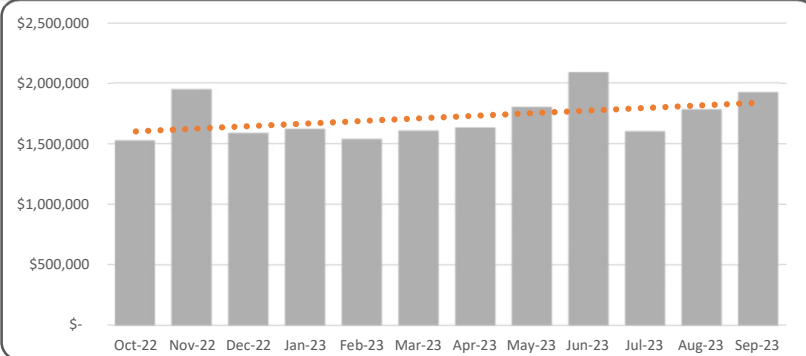
Third Party	Third Party													
	Target	April-23		May-23		June-23		July-23		August-23		September-23		
	AGING (excluding credits)													
	Medicare Aging > 90 Days	11%	6.0%	\$ 35,224	5.8%	\$ 34,050	5.5%	\$ 43,417	3.6%	\$ 22,718	2.9%	\$ 28,545	2.3%	\$ 28,992
	Medicaid Aging > 90 Days	12%	14.1%	\$ 167,605	13.3%	\$ 164,444	17.0%	\$ 161,365	23.3%	\$ 239,865	15.7%	\$ 224,776	12.4%	\$ 249,962
	Commercial Aging > 90 Days	20%	29.9%	\$ 83,589	19.0%	\$ 66,265	12.4%	\$ 50,228	19.4%	\$ 70,411	17.0%	\$ 81,080	20.8%	\$ 137,530
	Work Comp Aging > 90 Days	35%	21.4%	\$ 7,490	21.4%	\$ 11,123	14.4%	\$ 7,790	5.6%	\$ 5,907	10.9%	\$ 10,958	11.2%	\$ 11,804
	Total Third Party Aging > 90 Days	13%	14.0%	\$ 293,907	12.4%	\$ 275,883	12.0%	\$ 262,799	16.0%	\$ 338,901	11.6%	\$ 345,359	10.6%	\$ 428,288
	CLAIM SUBMISSION EFFICIENCY													
	Claims Submission		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	1,079	\$ 1,867,928
Clean Claims	85%	85%		85%		83%		97%		87%		97%		
Denial Percent	5%	5%		7%		5%		4%		9%		11%		
Total Denial Rate	Count Amt	157	\$ 92,321	137	\$ 139,801	143	\$ 104,704	139	\$ 90,479	111	\$ 105,119	108	\$ 159,615	
Late Charges	Count Amt	5	\$ 164	1	\$ 112	21	\$ 3,932	136	\$ 35,493	22	\$ 5,276	12	\$ 13,051	
Communication Log Backlog		68	\$ 118,556	80	\$ 113,243	27	\$ 65,924	40	\$ 74,811	53	\$ 81,404	85	\$ 86,724	

Self Pay	Self Pay													
	Target	April-23		May-23		June-23		July-23		August-23		September-23		
	INVENTORY & QUALITY													
	Total Inventory		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	2,772	\$ 1,871,417
	New		253	\$ 77,689	352	\$ 144,470	341	\$ 156,924	313	\$ 126,039	70	\$ 19,995	31	\$ 11,604
	Resolved		230	\$ 21,314	165	\$ 41,652	251	\$ 84,051	181	\$ 44,947	140	\$ 18,863	123	\$ 16,210
	Aged >180 days from Assignment	< 25%	50.7%	\$ 597,037	52.9%	\$ 651,755	52.4%	\$ 716,215	48.9%	\$ 753,151	51.6%	\$ 866,361	48.7%	\$ 910,447
	Total Payment Plans over 120 days		\$27,150		\$4,065		\$8,031		\$4,714		\$8,825		\$7,827	
	Average Speed to Answer	< 60 seconds	149		239		53		21		11		23	
	STATEMENTS & LETTERS													
Statements & Letters		463		849		803		232		749		763		
Charity Care Applications In Process		7	\$ 8,578	4	\$ 5,318	11	\$ 9,230	8	\$ 3,351	9	\$ 3,364	0	\$ -	
Inbound and Outbound Calls	In Out	67	272	97	169	2	222	149	555	140	169	123	192	
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%	0.1%	\$ 973	1.2%	\$ 21,551	0.5%	\$ 9,633	0.7%	\$ 10,549	0.2%	\$ 4,244	0.1%	\$ 1,705	

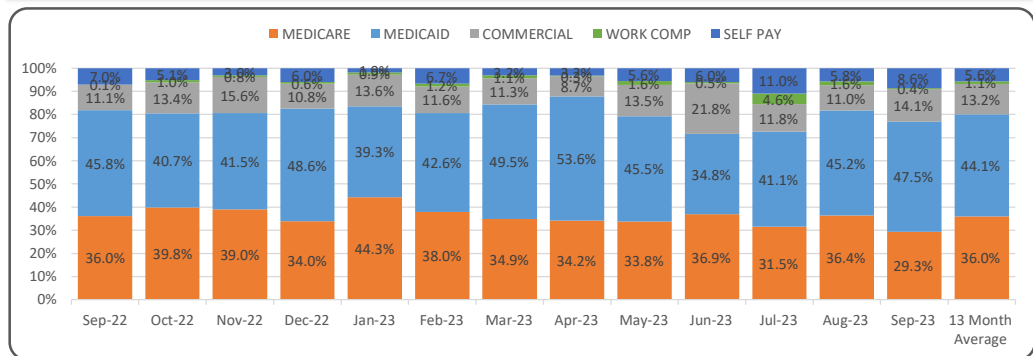
GROSS REVENUE

PAYER	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	13 Month Average
MEDICARE	\$ 590,200	\$ 606,856	\$ 760,302	\$ 539,320	\$ 717,741	\$ 584,209	\$ 560,965	\$ 557,768	\$ 608,991	\$ 770,520	\$ 504,094	\$ 648,555	\$ 563,819	\$ 616,411
MEDICAID	\$ 749,538	\$ 620,393	\$ 808,367	\$ 770,467	\$ 636,332	\$ 654,199	\$ 794,626	\$ 874,406	\$ 819,312	\$ 726,128	\$ 658,441	\$ 805,092	\$ 913,825	\$ 756,240
COMMERCIAL	\$ 181,491	\$ 204,841	\$ 304,163	\$ 170,862	\$ 220,365	\$ 178,568	\$ 182,374	\$ 142,791	\$ 243,074	\$ 454,637	\$ 189,003	\$ 196,363	\$ 271,079	\$ 226,124
WORK COMP	\$ 1,698	\$ 14,805	\$ 15,345	\$ 9,587	\$ 15,137	\$ 17,996	\$ 18,086	\$ 5,119	\$ 29,663	\$ 10,915	\$ 73,141	\$ 28,402	\$ 8,619	\$ 19,116
SELF PAY	\$ 114,603	\$ 78,345	\$ 58,989	\$ 95,876	\$ 30,494	\$ 102,332	\$ 50,784	\$ 52,413	\$ 100,841	\$ 126,294	\$ 175,618	\$ 102,746	\$ 164,957	\$ 96,484
TOTAL	\$ 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	\$ 1,922,299	\$ 1,714,376
AVERAGE DAILY REVENUE	\$ 51,418	\$ 51,582	\$ 56,153	\$ 54,984	\$ 56,015	\$ 52,705	\$ 52,936	\$ 53,670	\$ 54,796	\$ 60,691	\$ 59,681	\$ 58,817	\$ 55,829	\$ 55,329

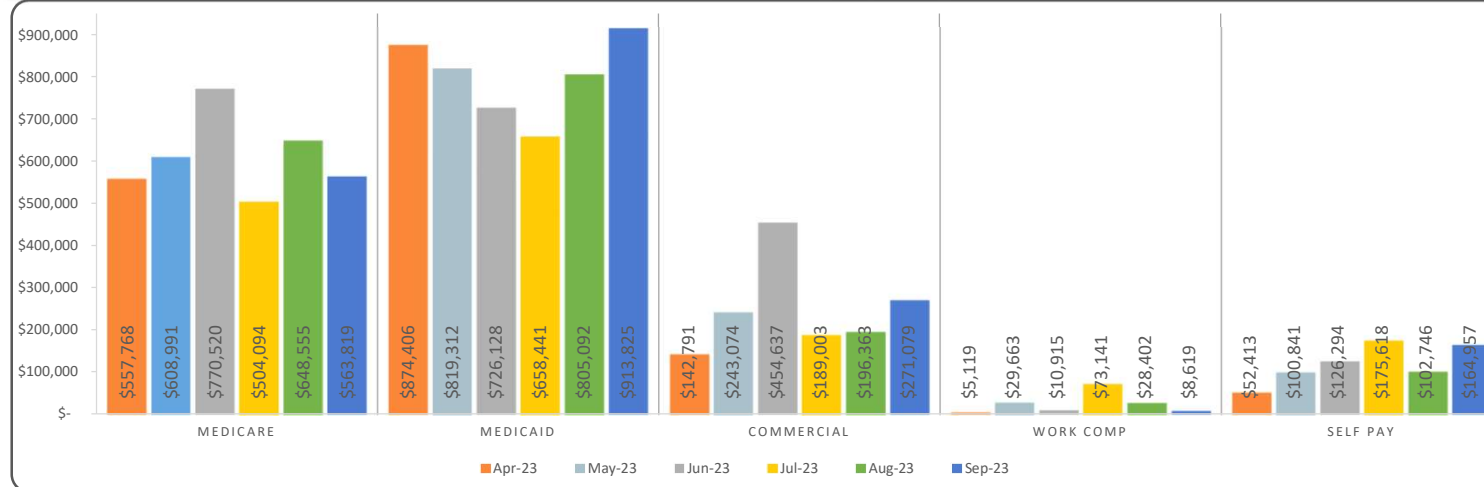
Gross Revenue



Payer Mix



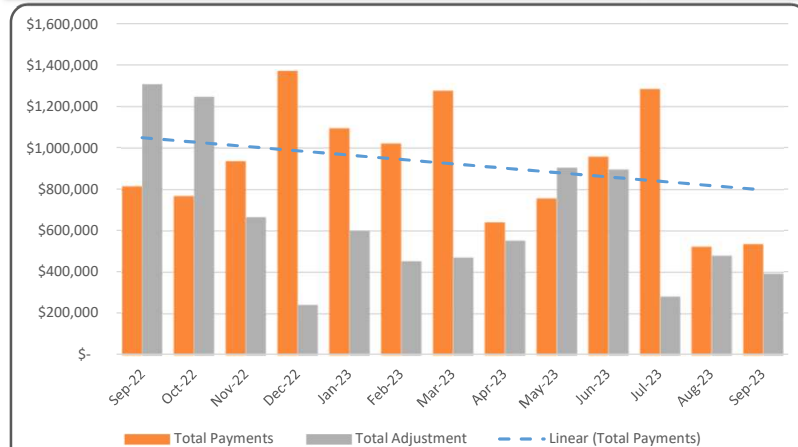
Revenue Trending By Payer



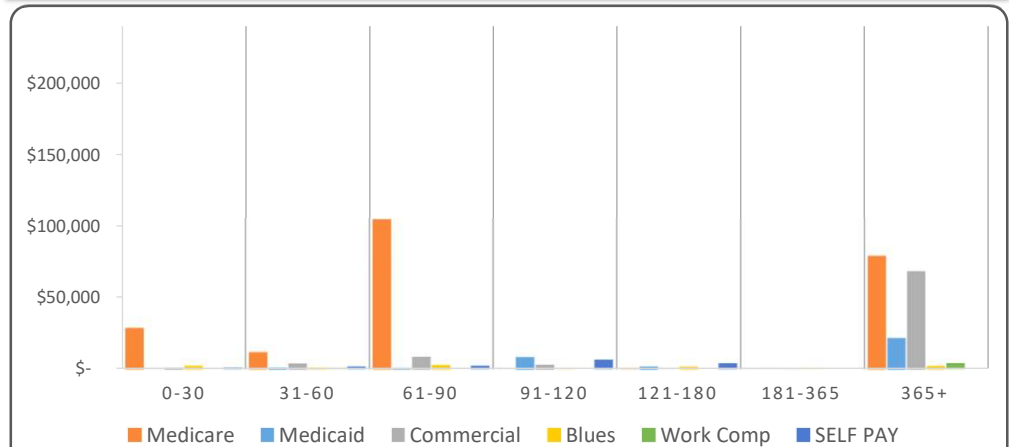
CASH DETAIL

PAYER	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	13 Month Average
MEDICARE														
Payments	\$ 272,770	\$ 313,604	\$ 441,248	\$ 904,435	\$ 591,668	\$ 592,859	\$ 743,922	\$ 310,558	\$ 300,837	\$ 380,113	\$ 851,353	\$ 273,732	\$ 303,327	\$ 483,110
Adjustments	\$ 153,735	\$ 163,209	\$ 59,652	\$ (305,051)	\$ (87,776)	\$ (99,709)	\$ (134,234)	\$ 106,519	\$ 138,215	\$ 166,800	\$ (297,566)	\$ 14,075	\$ 40,065	\$ (6,313)
Collection %	64%	66%	88%	151%	117%	120%	122%	74%	69%	70%	154%	95%	88%	98%
MEDICAID														
Payments	\$ 319,979	\$ 247,066	\$ 308,165	\$ 264,924	\$ 314,806	\$ 255,109	\$ 277,640	\$ 193,806	\$ 300,483	\$ 275,555	\$ 192,283	\$ 90,923	\$ 92,296	\$ 241,003
Adjustments	\$ 456,542	\$ 502,029	\$ 451,692	\$ 433,745	\$ 547,064	\$ 449,945	\$ 461,105	\$ 361,576	\$ 609,604	\$ 571,141	\$ 466,985	\$ 399,800	\$ 295,314	\$ 462,042
Collection %	41%	33%	41%	38%	37%	36%	38%	35%	33%	33%	29%	19%	24%	33%
COMMERCIAL														
Payments	\$ 83,210	\$ 61,199	\$ 61,572	\$ 52,160	\$ 48,629	\$ 73,731	\$ 117,204	\$ 36,603	\$ 42,946	\$ 90,936	\$ 120,614	\$ 46,506	\$ 40,074	\$ 67,337
Adjustments	\$ 26,028	\$ 33,117	\$ 38,841	\$ 16,336	\$ 21,767	\$ 27,065	\$ 30,397	\$ 24,802	\$ 26,556	\$ 66,876	\$ 27,237	\$ 17,350	\$ 20,479	\$ 28,989
Collection %	76%	65%	61%	76%	69%	73%	79%	60%	62%	58%	82%	73%	66%	69%
BLUES														
Payments	\$ 75,087	\$ 95,374	\$ 76,431	\$ 116,673	\$ 92,264	\$ 63,385	\$ 96,727	\$ 54,673	\$ 79,624	\$ 162,086	\$ 89,306	\$ 55,087	\$ 76,601	\$ 87,178
Adjustments	\$ 40,371	\$ 41,878	\$ 42,420	\$ 44,446	\$ 44,703	\$ 43,122	\$ 51,765	\$ 30,285	\$ 68,579	\$ 62,281	\$ 55,589	\$ 28,987	\$ 29,422	\$ 44,911
Collection %	0%	0%	0%	0%	0%	0%	0%	0%	54%	72%	62%	66%	72%	65%
WORK COMP														
Payments	\$ 6,931	\$ 6,447	\$ 1,565	\$ 5,615	\$ 17,126	\$ 4,638	\$ 7,853	\$ 17,944	\$ 4,105	\$ 6,593	\$ 11,971	\$ 34,920	\$ 2,990	\$ 9,900
Adjustments	\$ 2,288	\$ 3,708	\$ 879	\$ 2,189	\$ 6,198	\$ 1,926	\$ 8,982	\$ 8,713	\$ 9,697	\$ 2,215	\$ 7,288	\$ 7,277	\$ 2,489	\$ 4,911
Collection %	75%	63%	64%	72%	73%	71%	47%	67%	30%	75%	62%	83%	55%	64%
SELF PAY														
Payments	\$ 57,009	\$ 43,947	\$ 48,022	\$ 29,312	\$ 30,943	\$ 31,426	\$ 33,213	\$ 27,729	\$ 28,466	\$ 42,832	\$ 19,754	\$ 22,724	\$ 20,294	\$ 33,513
Bad Debt Recoveries	\$ 288	\$ 21	\$ 44	\$ 694	\$ 44	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84
Adjustments	\$ 43,691	\$ 30,031	\$ 14,039	\$ 13,402	\$ 6,237	\$ 17,897	\$ 30,789	\$ 21,095	\$ 31,837	\$ 17,525	\$ 14,103	\$ 9,683	\$ 5,797	\$ 19,702
Charity Care	\$ 72,800	\$ 54,563	\$ 36,963	\$ 33,516	\$ 63,113	\$ 14,747	\$ 23,556	\$ 973	\$ 21,551	\$ 9,633	\$ 10,549	\$ 4,244	\$ 1,705	\$ 26,763
Bad Debt	\$ 512,826	\$ 419,473	\$ 22,287	\$ 5,920	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 73,885
Total SP Adjustments	\$ 629,317	\$ 504,067	\$ 73,289	\$ 52,838	\$ 69,350	\$ 32,644	\$ 54,346	\$ 22,067	\$ 53,388	\$ 27,157	\$ 24,653	\$ 13,927	\$ 7,502	\$ 120,350
Collection %	8%	8%	40%	36%	31%	49%	38%	56%	35%	61%	44%	62%	73%	42%
TOTAL														
Total Payments	\$ 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	\$ 535,583	\$ 922,125
Total Adjustment	\$ 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	\$ 395,270	\$ 534,541
Total Collection %	38%	38%	58%	85%	65%	69%	73%	54%	46%	52%	82%	52%	58%	59%

Cash & Adjustment Trending

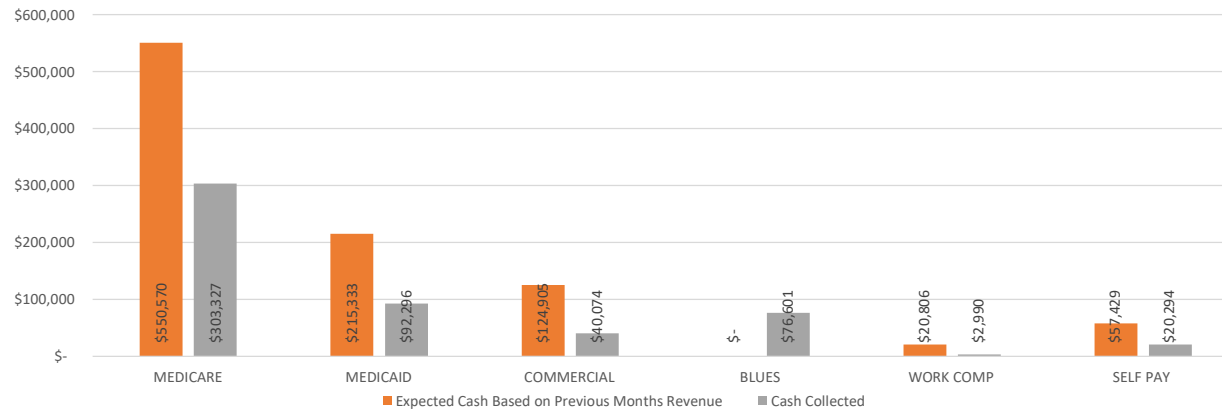


Cash Collections by Discharge Date

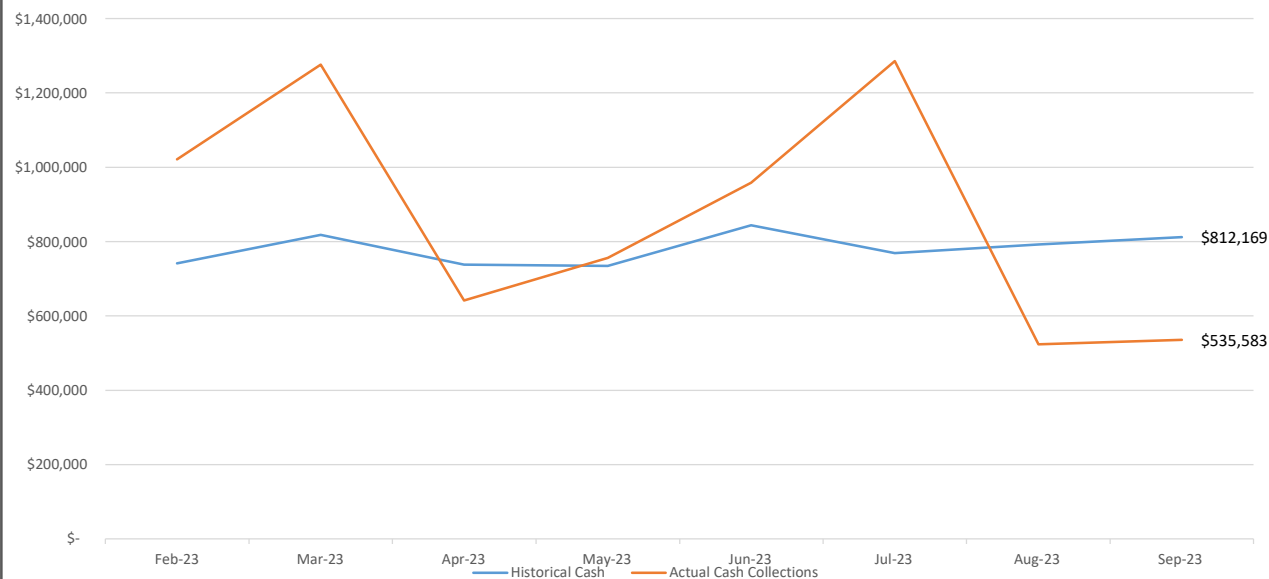


CASH FORECASTING

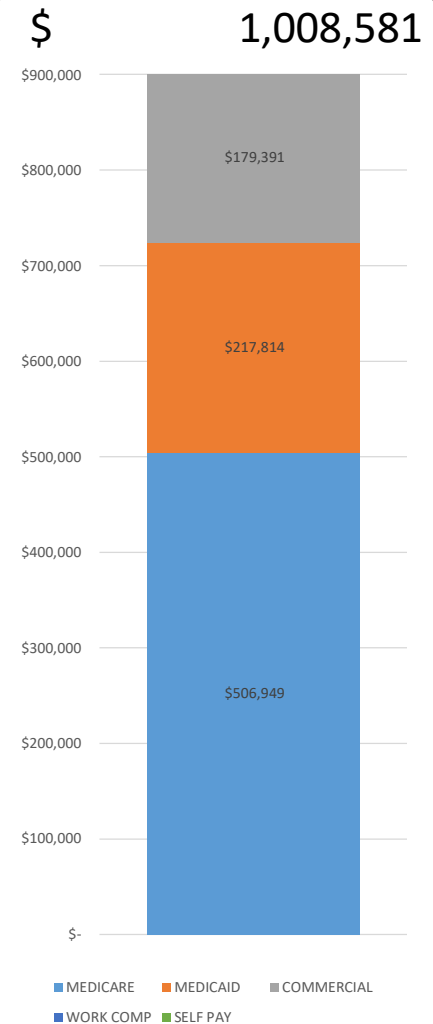
Expected Last Month vs Cash Collected (Based on Previous Months Revenue)



Actual Cash Based on Historical Collections



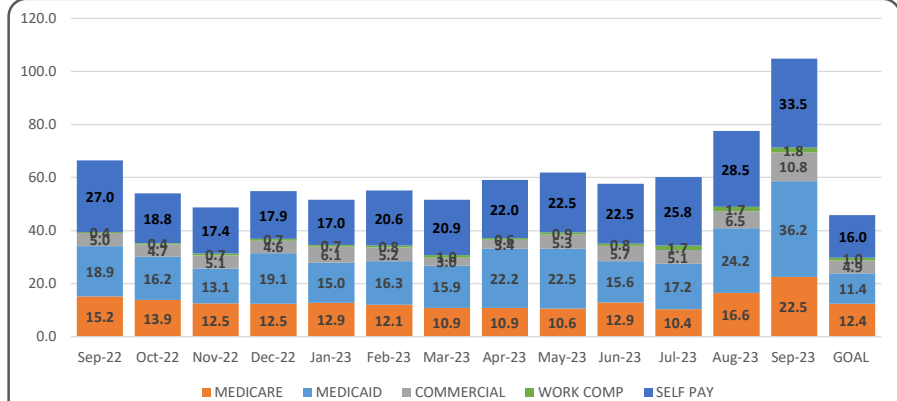
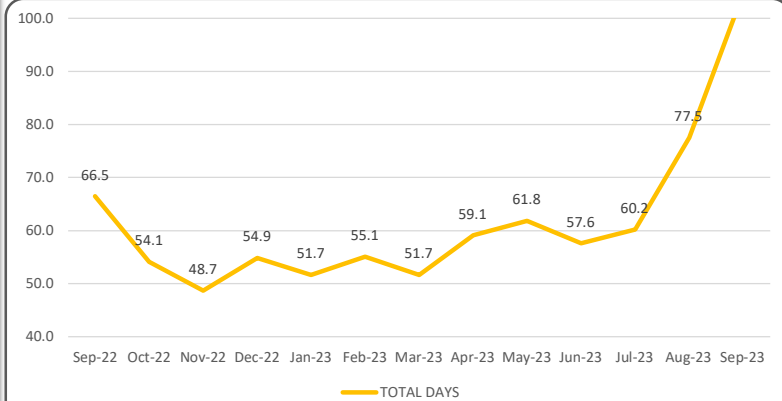
Cash Expected Next Month
(Based on this Months Revenue)



ACCOUNTS RECEIVABLE

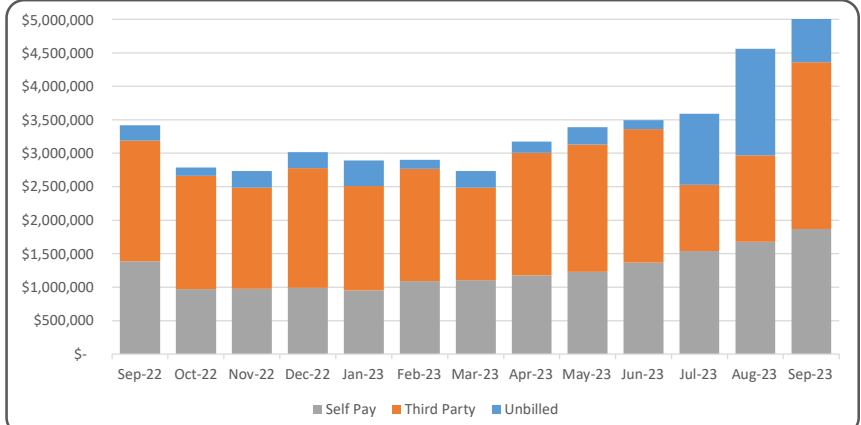
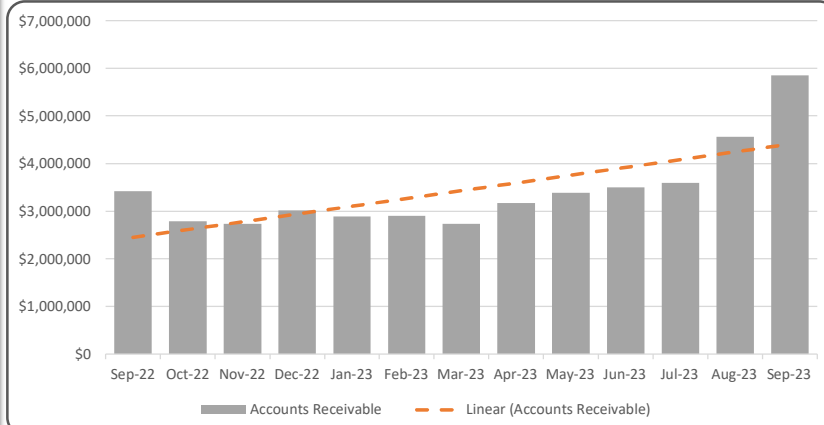
AR Days

PAYER	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	13 Month Average
MEDICARE	15.2	13.9	12.5	12.5	12.9	12.1	10.9	10.9	10.6	12.9	10.4	16.6	22.5	13.4
MEDICAID	18.9	16.2	13.1	19.1	15.0	16.3	15.9	22.2	22.5	15.6	17.2	24.2	36.2	19.4
COMMERCIAL	5.0	4.7	5.1	4.6	6.1	5.2	3.0	3.4	5.3	5.7	5.1	6.5	10.8	5.4
WORK COMP	0.4	0.4	0.7	0.7	0.7	0.8	1.0	0.6	0.9	0.8	1.7	1.7	1.8	0.9
SELF PAY	27.0	18.8	17.4	17.9	17.0	20.6	20.9	22.0	22.5	22.5	25.8	28.5	33.5	22.6
TOTAL DAYS	66.5	54.1	48.7	54.9	51.7	55.1	51.7	59.1	61.8	57.6	60.2	77.5	104.8	61.8



AR Balance

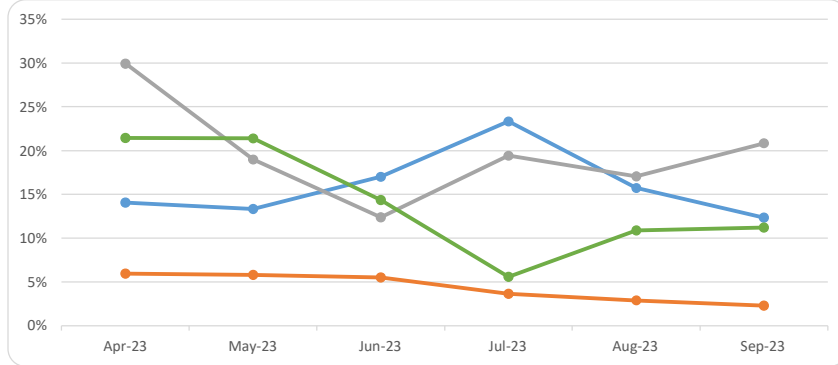
PAYER	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	13 Month Average
MEDICARE	\$ 783,406	\$ 715,189	\$ 702,322	\$ 685,997	\$ 721,466	\$ 640,281	\$ 577,661	\$ 586,779	\$ 583,176	\$ 783,065	\$ 619,122	\$ 977,025	\$ 1,257,444	\$ 740,995
MEDICAID	\$ 969,381	\$ 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	\$ 2,019,041	\$ 1,075,011
COMMERCIAL	\$ 258,102	\$ 244,212	\$ 284,569	\$ 254,521	\$ 340,591	\$ 275,168	\$ 157,304	\$ 184,884	\$ 292,678	\$ 348,563	\$ 306,012	\$ 380,817	\$ 600,808	\$ 302,171
WORK COMP	\$ 19,071	\$ 23,134	\$ 37,379	\$ 39,097	\$ 38,788	\$ 40,808	\$ 55,187	\$ 31,871	\$ 48,923	\$ 50,878	\$ 102,360	\$ 97,414	\$ 101,908	\$ 52,832
SELF PAY	\$ 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	\$ 1,871,417	\$ 1,256,202
TOTAL	\$ 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	\$ 5,850,618	\$ 3,427,211



ACCOUNTS RECEIVABLE AGING

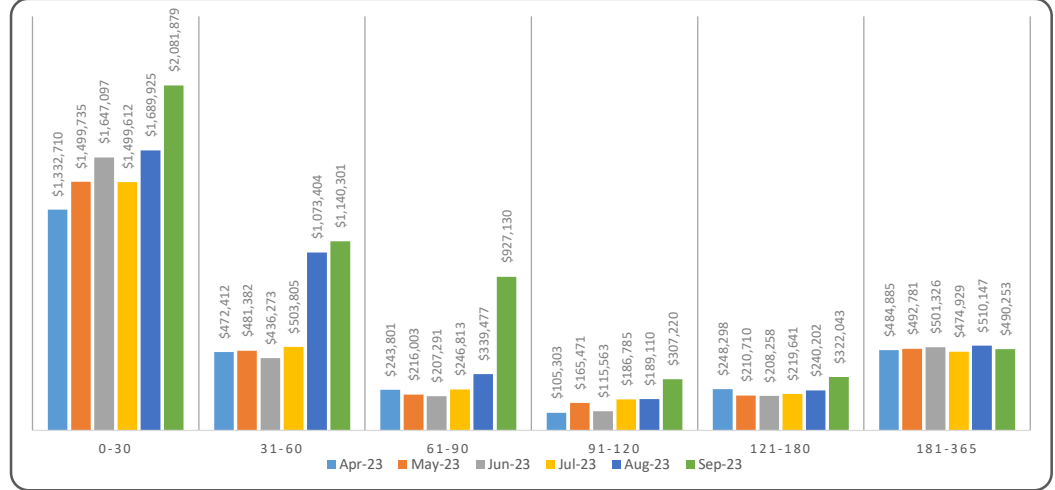
	0-30 Days		31-60 Days		61-90 Days		91-120 Days		121-180 Days		181-365 Days		366+ Days		Grand Totals	
	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$
MEDICARE																
Non-Credit	290	\$ 610,400	165	\$ 368,444	94	\$ 255,151	10	\$ 8,015	14	\$ 10,790	9	\$ 7,102	4	\$ 3,086	586	\$ 1,262,987
Credit	0	\$ -	0	\$ -	2	\$ (283)	1	\$ (122)	0	\$ -	2	\$ (421)	7	\$ (4,717)	12	\$ (5,543)
TOTAL	290	\$ 610,400	165	\$ 368,444	96	\$ 254,869	11	\$ 7,892	14	\$ 10,790	11	\$ 6,680	11	\$ (1,630)	598	\$ 1,257,444
MEDICAID																
Non-Credit	264	\$ 990,950	160	\$ 443,362	127	\$ 338,608	40	\$ 61,494	37	\$ 97,477	73	\$ 62,654	41	\$ 28,337	742	\$ 2,022,882
Credit	0	\$ -	0	\$ -	0	\$ -	2	\$ (315)	3	\$ (775)	1	\$ (40)	14	\$ (2,711)	20	\$ (3,841)
TOTAL	264	\$ 990,950	160	\$ 443,362	127	\$ 338,608	42	\$ 61,179	40	\$ 96,702	74	\$ 62,614	55	\$ 25,626	762	\$ 2,019,041
COMMERCIAL																
Non-Credit	128	\$ 270,527	109	\$ 167,232	64	\$ 85,057	77	\$ 59,664	44	\$ 16,001	44	\$ 34,458	58	\$ 27,406	524	\$ 660,346
Credit	0	\$ -	0	\$ -	4	\$ (1,560)	5	\$ (1,126)	7	\$ (1,281)	28	\$ (4,203)	319	\$ (51,369)	363	\$ (59,538)
TOTAL	128	\$ 270,527	109	\$ 167,232	68	\$ 83,497	82	\$ 58,538	51	\$ 14,720	72	\$ 30,256	377	\$ (23,962)	887	\$ 600,808
WORK COMP																
Non-Credit	5	\$ 10,394	7	\$ 21,937	5	\$ 61,149	2	\$ 1,402	8	\$ 7,418	7	\$ 1,992	7	\$ 992	41	\$ 105,283
Credit	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	2	\$ (632)	14	\$ (2,744)	16	\$ (3,376)
TOTAL	5	\$ 10,394	7	\$ 21,937	5	\$ 61,149	2	\$ 1,402	8	\$ 7,418	9	\$ 1,360	21	\$ (1,752)	57	\$ 101,908
SELF PAY																
Non-Credit	93	\$ 200,141	99	\$ 139,806	140	\$ 188,945	277	\$ 178,488	373	\$ 193,606	592	\$ 395,906	896	\$ 610,443	2470	\$ 1,907,335
Credit	4	\$ (532)	3	\$ (480)	1	\$ 63	5	\$ (279)	13	\$ (1,194)	40	\$ (6,563)	236	\$ (26,933)	302	\$ (35,919)
TOTAL	97	\$ 199,609	102	\$ 139,326	141	\$ 189,008	282	\$ 178,209	386	\$ 192,412	632	\$ 389,343	1132	\$ 583,510	2772	\$ 1,871,417
ACCOUNTS RECEIVABLE																
Non-Credit	780	\$ 2,082,411	540	\$ 1,140,781	430	\$ 928,910	406	\$ 309,063	476	\$ 325,292	725	\$ 502,112	1006	\$ 670,264	4363	\$ 5,958,834
Credit	4	\$ (532)	3	\$ (480)	7	\$ (1,780)	13	\$ (1,843)	23	\$ (3,249)	73	\$ (11,859)	590	\$ (88,473)	713	\$ (108,216)
GRAND TOTAL	784	\$ 2,081,879	543	\$ 1,140,301	437	\$ 927,130	419	\$ 307,220	499	\$ 322,043	798	\$ 490,253	1596	\$ 581,791	5076	\$ 5,850,618

Aged Over 90 Days Trending (excluding Credits)



	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Medicare	6.0%	5.8%	5.5%	3.6%	2.9%	2.3%
Medicaid	14.1%	13.3%	17.0%	23.3%	15.7%	12.4%
Commercial	29.9%	19.0%	12.4%	19.4%	17.0%	20.8%
Work Comp	21.4%	21.4%	14.4%	5.6%	10.9%	11.2%

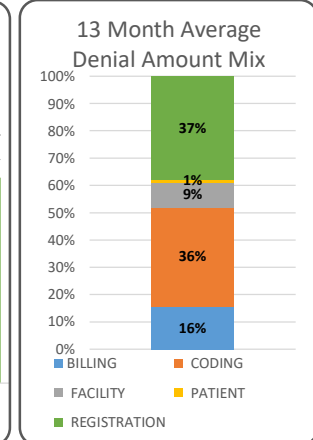
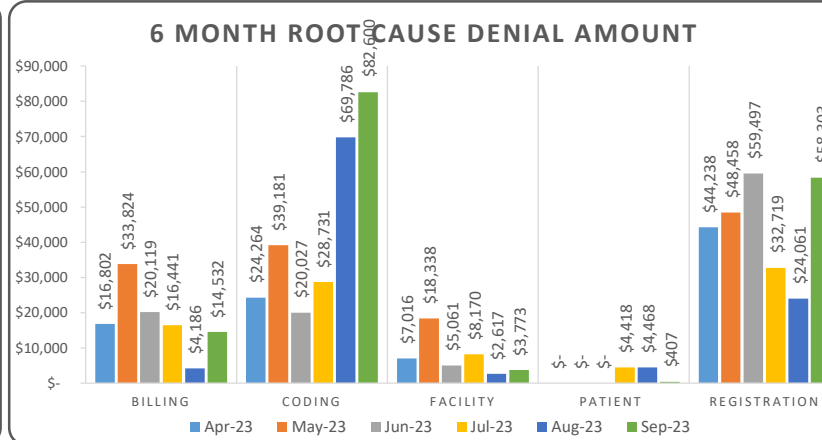
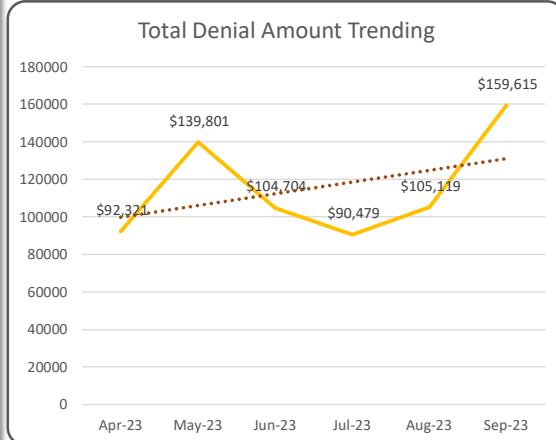
6 Month Aging



DENIAL MANAGEMENT

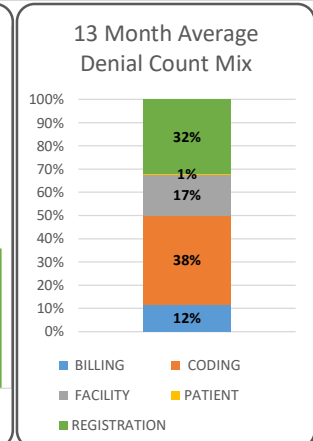
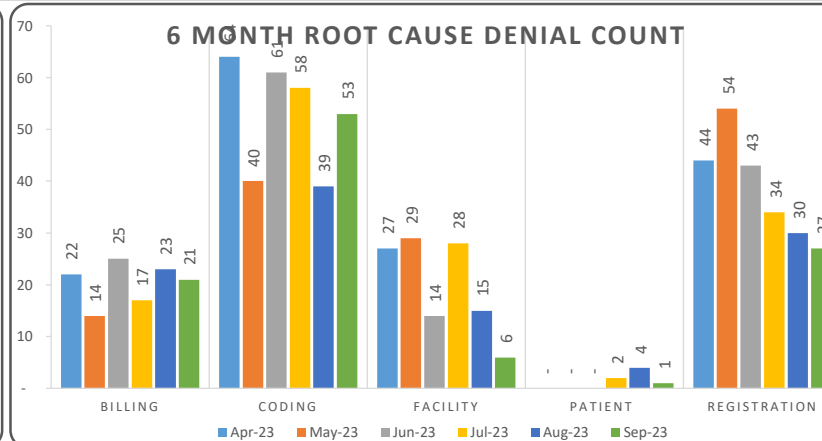
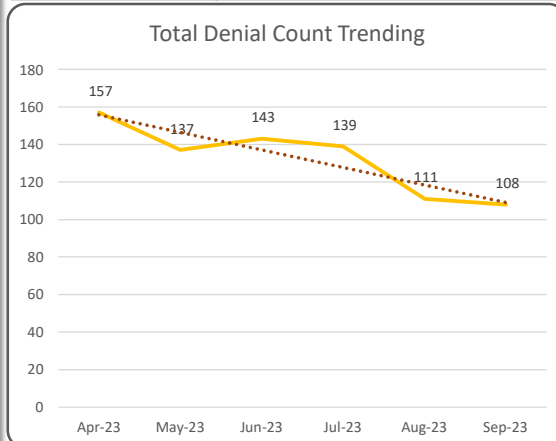
Denial Amount

AMOUNT	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	13 Month Average
BILLING	\$ 9,413	\$ 16,338	\$ 17,355	\$ 37,445	\$ 14,934	\$ 15,559	\$ 11,555	\$ 16,802	\$ 33,824	\$ 20,119	\$ 16,441	\$ 4,186	\$ 14,532	\$ 17,577
CODING	\$ 10,113	\$ 38,291	\$ 74,734	\$ 14,065	\$ 29,838	\$ 30,929	\$ 44,001	\$ 24,264	\$ 39,181	\$ 20,027	\$ 28,731	\$ 69,786	\$ 82,600	\$ 38,966
FACILITY	\$ 5,672	\$ 7,861	\$ 4,175	\$ 15,113	\$ 27,920	\$ 17,826	\$ 8,818	\$ 7,016	\$ 18,338	\$ 5,061	\$ 8,170	\$ 2,617	\$ 3,773	\$ 10,181
PATIENT	\$ 1,349	\$ 416	\$ 2,047	\$ -	\$ 180	\$ 35	\$ -	\$ -	\$ -	\$ -	\$ 4,418	\$ 4,468	\$ 407	\$ 1,025
REGISTRATION	\$ 34,308	\$ 54,543	\$ 35,218	\$ 41,552	\$ 39,405	\$ 22,693	\$ 29,947	\$ 44,238	\$ 48,458	\$ 59,497	\$ 32,719	\$ 24,061	\$ 58,303	\$ 40,380
TOTAL	\$ 60,855	\$ 117,448	\$ 133,529	\$ 108,174	\$ 112,276	\$ 87,041	\$ 94,322	\$ 92,321	\$ 139,801	\$ 104,704	\$ 90,479	\$ 105,119	\$ 159,615	\$ 108,129



Denial Count

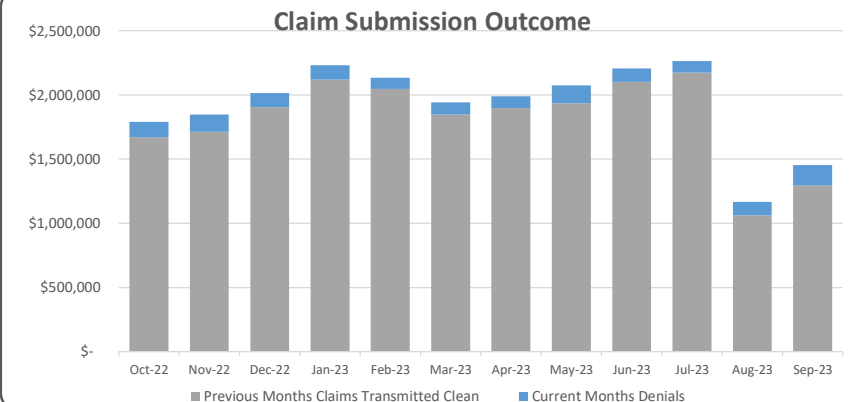
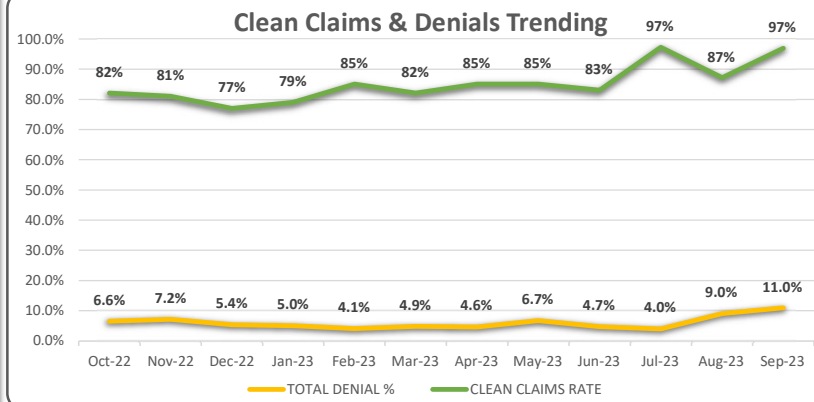
COUNT	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	13 Month Average
BILLING	13	15	13	26	9	16	17	22	14	25	17	23	21	18
CODING	23	61	76	56	52	64	63	64	40	61	58	39	53	55
FACILITY	18	37	19	17	43	41	30	27	29	14	28	15	6	25
PATIENT	1	1	3	-	1	1	-	-	-	-	2	4	1	1
REGISTRATION	28	75	57	57	57	44	40	44	54	43	34	30	27	45
TOTAL	83	189	168	156	162	166	150	157	137	143	139	111	108	144



CLAIM SUBMIT EFFICIENCY & DENIAL RESOLUTION

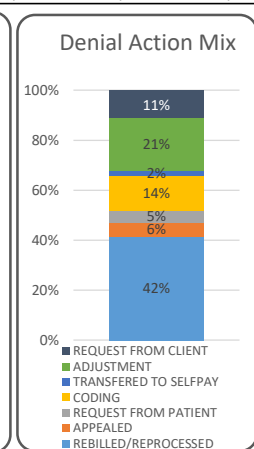
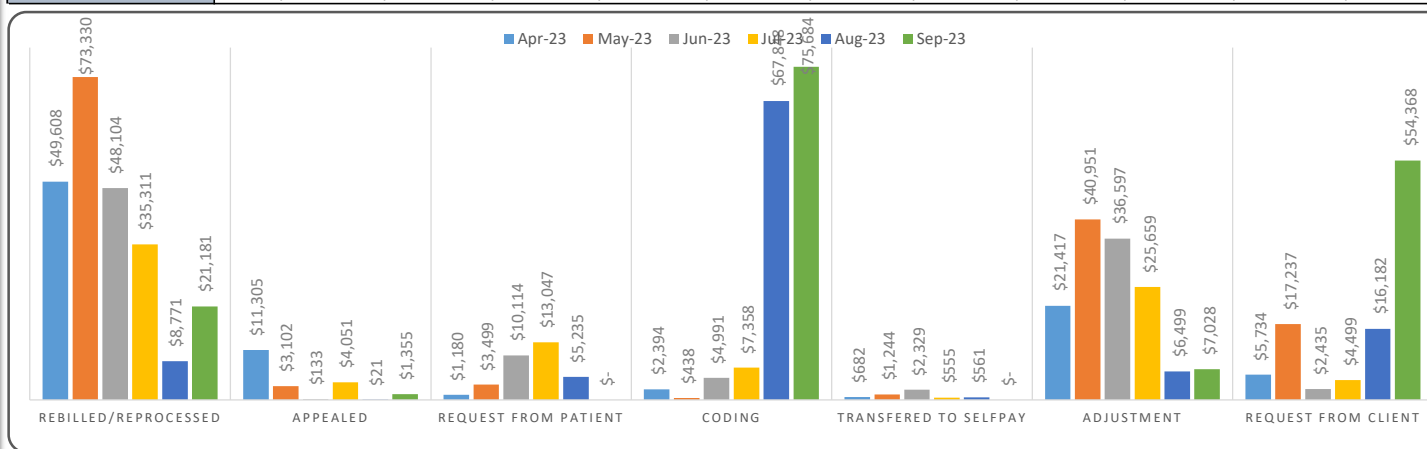
Denial & Clean Claim Trending

	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	13 Month Average
DENIAL AMOUNT	\$ 60,855	\$ 117,448	\$ 133,529	\$ 108,174	\$ 112,276	\$ 87,041	\$ 94,322	\$ 92,321	\$ 139,801	\$ 104,704	\$ 90,479	\$ 105,119	\$ 159,615	\$ 108,129
PREVIOUS MONTH'S TRANSMITTED CLAIMS	\$ 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	\$ 1,454,165	\$ 1,949,079
TOTAL DENIAL %	2.7%	6.6%	7.2%	5.4%	5.0%	4.1%	4.9%	4.6%	6.7%	4.7%	4.0%	9.0%	11.0%	5.8%
CLEAN CLAIMS RATE	80%	82%	81%	77%	79%	85%	82%	85%	87%	83%	97%	87%	97%	85%



Action Taken on Denials

DENIAL ACTION	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	13 Month Average
REBILLED/REPROCESSED	\$ 29,104	\$ 40,727	\$ 92,434	\$ 65,189	\$ 37,987	\$ 33,295	\$ 55,495	\$ 49,608	\$ 73,330	\$ 48,104	\$ 35,311	\$ 8,771	\$ 21,181	\$ 45,426
APPEALED	\$ 3,825	\$ 26,106	\$ 10,035	\$ 11,926	\$ 2,121	\$ 2,973	\$ 2,164	\$ 11,305	\$ 3,102	\$ 133	\$ 4,051	\$ 21	\$ 1,355	\$ 6,086
REQUEST FROM PATIENT	\$ 9,122	\$ 4,642	\$ 157	\$ 3,128	\$ 12,289	\$ 2,001	\$ 1,293	\$ 1,180	\$ 3,499	\$ 10,114	\$ 13,047	\$ 5,235	\$ -	\$ 5,055
CODING	\$ 7,813	\$ 4,695	\$ 2,726	\$ 2,836	\$ 13,654	\$ 4,149	\$ 2,209	\$ 2,394	\$ 438	\$ 4,991	\$ 7,358	\$ 67,848	\$ 75,684	\$ 15,138
TRANSFERRED TO SELFPAY	\$ 1,506	\$ 1,092	\$ 3,120	\$ 4,163	\$ 2,355	\$ 5,688	\$ 2,222	\$ 682	\$ 1,244	\$ 2,329	\$ 555	\$ 561	\$ -	\$ 1,963
ADJUSTMENT	\$ 3,213	\$ 34,311	\$ 14,251	\$ 12,458	\$ 35,153	\$ 30,601	\$ 28,772	\$ 21,417	\$ 40,951	\$ 36,597	\$ 25,659	\$ 6,499	\$ 7,028	\$ 22,839
REQUEST FROM CLIENT	\$ 6,272	\$ 5,874	\$ 10,805	\$ 8,474	\$ 8,718	\$ 8,334	\$ 2,166	\$ 5,734	\$ 17,237	\$ 2,435	\$ 4,499	\$ 16,182	\$ 54,368	\$ 11,623
TOTAL	\$ 60,855	\$ 117,448	\$ 133,529	\$ 108,174	\$ 112,277	\$ 87,041	\$ 94,322	\$ 92,321	\$ 139,801	\$ 104,704	\$ 90,479	\$ 105,116	\$ 159,615	\$ 108,129

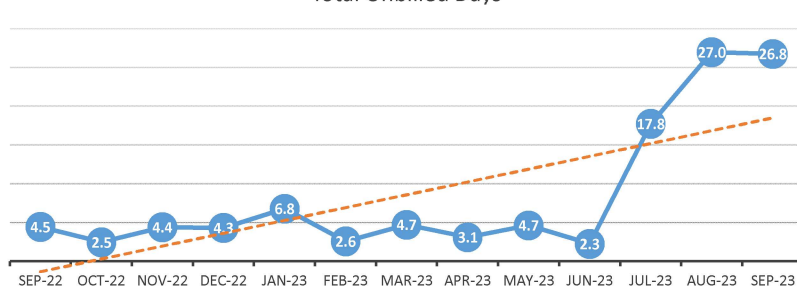


UNBILLED & INVENTORY

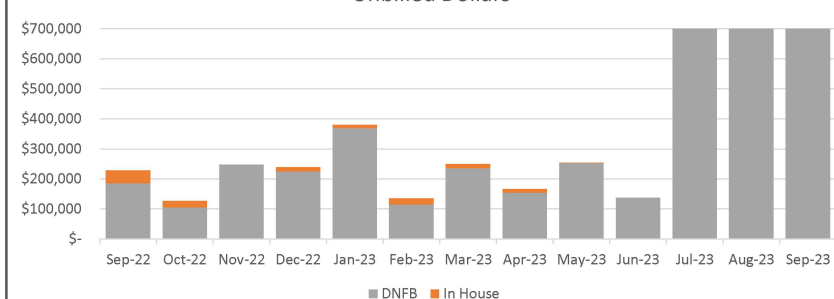
Unbilled

	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	13 Month Average
In House	\$ 43,554	\$ 22,609	\$ -	\$ 13,804	\$ 11,990	\$ 21,812	\$ 15,908	\$ 13,120	\$ 2,240	\$ -	\$ 27,926	\$ 59,290	\$ 34,128	\$ 20,491
DNFB	\$ 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	\$ 1,460,193	\$ 465,094
Total Unbilled	\$ 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	\$ 1,494,321	\$ 485,585
Unbilled Days	4.5	2.5	4.4	4.3	6.8	2.6	4.7	3.1	4.7	2.3	17.8	27.0	26.8	8.6

Total Unbilled Days



Unbilled Dollars

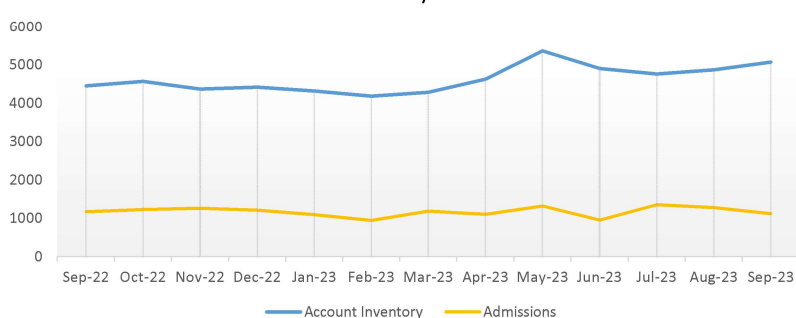


Admissions & Account Inventory

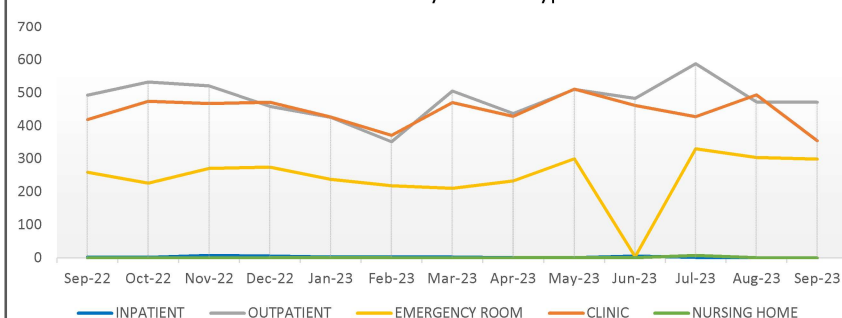
ADMISSIONS	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	13 Month Average
INPATIENT	3	2	8	5	3	4	3	1	1	6	2	1	0	3
SWINGBED	2	4	5	4	2	4	4	4	0	1	2	7	1	3
OUTPATIENT	492	532	520	458	425	352	505	437	510	482	588	472	471	480
EMERGENCY ROOM	259	226	271	275	238	219	211	233	300	4	330	304	299	244
CLINIC	418	474	467	471	426	371	470	428	511	462	427	494	354	444
NURSING HOME	0	1	0	1	2	1	0	1	1	1	8	1	0	1
TOTAL	1,174	1,239	1,271	1,214	1,096	951	1,193	1,104	1,323	956	1,357	1,279	1,125	1176

ACCOUNT INVENTORY	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	13 Month Average
MEDICARE	388	687	498	453	497	417	438	494	547	485	387	519	598	493
MEDICAID	678	804	750	840	739	692	645	855	794	748	682	688	762	744
COMMERCIAL	909	1,006	957	912	871	814	857	903	914	997	862	838	887	902
WORK COMP	48	60	78	73	73	72	91	77	87	89	75	59	57	72
SELF PAY	2,425	2,016	2,088	2,136	2,139	2,191	2,260	2,303	2,461	2,584	2,752	2,767	2,772	2376
TOTAL	4448	4573	4371	4414	4319	4186	4291	4632	5363	4903	4758	4871	5076	4631

Account Inventory & Admissions



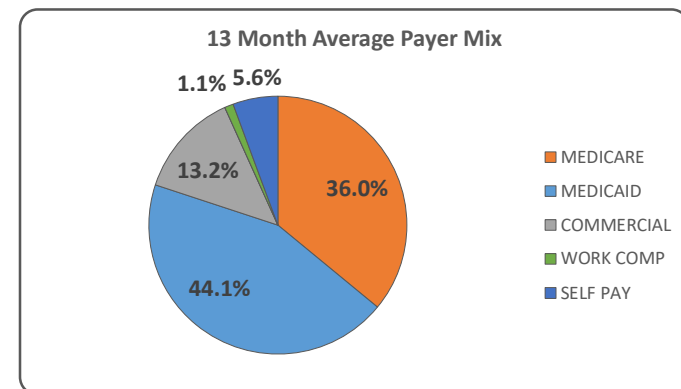
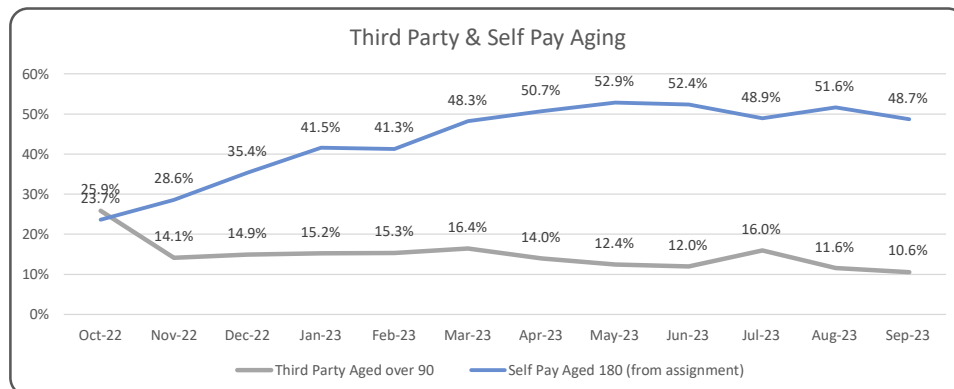
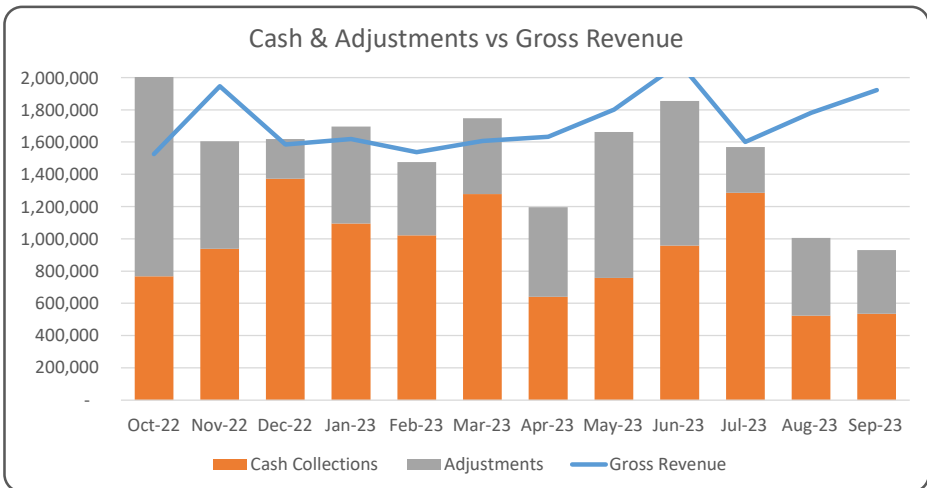
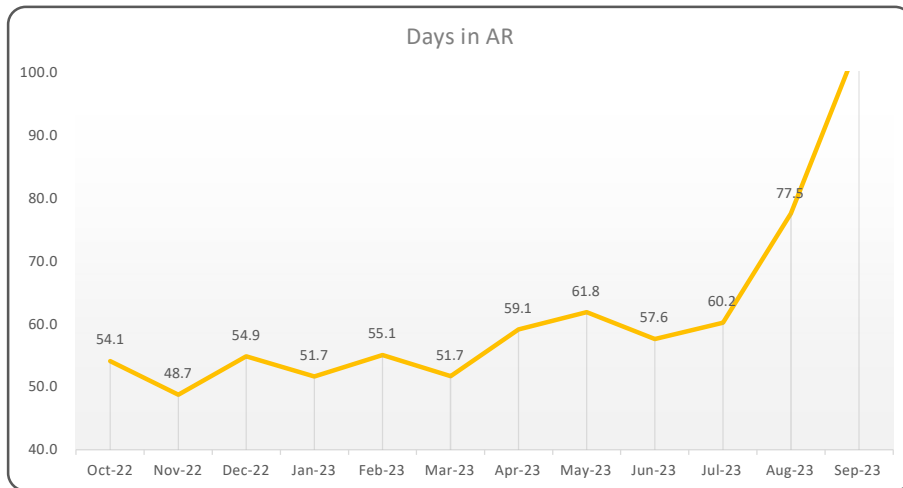
Admissions by Service Type



Southern Humboldt Community Healthcare District

Executive Dashboard

	TARGET	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Days in AR	45.8	54.1	48.7	54.9	51.7	55.1	51.7	59.1	61.8	57.6	60.2	77.5	104.8
Gross AR		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	5,850,618
Gross Revenue		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	1,922,299
Cash Collections		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	535,583
Adjustments		1,248,008	666,773	244,503	601,307	454,994	472,360	553,962	906,039	896,471	284,186	481,416	395,270
Collection %		38.1%	58.4%	84.9%	64.6%	69.2%	73.0%	53.7%	45.5%	51.7%	81.9%	52.1%	57.5%
Late Charges	1%	0.0%	0.0%	0.0%	0.0%	0.1%	0.3%	0.0%	0.0%	0.2%	2.2%	0.3%	0.7%
Bad Debt	3%	27.5%	1.1%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Charity Care	3%	3.6%	1.9%	2.1%	3.9%	1.0%	1.5%	0.1%	1.2%	0.5%	0.7%	0.2%	0.1%
Third Party Aged over 90	13%	25.9%	14.1%	14.9%	15.2%	15.3%	16.4%	14.0%	12.4%	12.0%	16.0%	11.6%	10.6%
Self Pay Aged 180 (from assignment)	25%	23.7%	28.6%	35.4%	41.5%	41.3%	48.3%	50.7%	52.9%	52.4%	48.9%	51.6%	48.7%



CNO Report October 2023
October 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. OCHIN will send a team to come on-site and help with training and enabling to work through unresolved workflows and technical issues. We appreciate the OCHIN team coming to provide the urgently needed support.

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. Infection Prevention has been offering flu and COVID-19 vaccines for residents and staff. Katherine continues to submit state and public health reports. Nursing Skills Day was a success, and nursing was able to review and practice all the IP mandatory skills.

ED/Acute:

The ED had 298 ED visits in the month of September. 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 are happy to welcome Tanya, RN, to the team. We are still working with the new Speech Therapist to find a way for her to come and provide care to patients and residents. 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

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 contacting those on our waiting list to find suitable candidates. Despite the ongoing pandemic, we proudly report that our facility has remained COVID-free, with no reported cases among our residents. Residents continue to come together daily for lunch and engage in various activities.

Clinic

The Clinic offers flu and COVID-19 vaccines for the community on Wednesdays and at the Mobile clinic. The Visiting Nurse program continues to serve the community, and we are thankful for having such a great nurse caring for the patients at their homes. Dr. Emily and Leo continue to have the Suboxone Clinic on Mondays from 2:00 p.m. to 5:00 p.m., accepting walk-in patients.

Radiology

In September, Radiology conducted 182 X-ray exams, 93 CTs, 34 ultrasounds, and 27 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

Southern Humboldt Family Resource Center: Quarter 1 2023-24

Brandy Bremer—Community Health Outreach Worker

Michelle Pogue—CalFRESH Coordinator

Michelle Kaufmann—Youth Diversion Coordinator

Amy Terrones—Community Resources Director

Holding Space was wonderful and well attended.

Through Food for People collaborative, FRC/CHOW serves over 100 extra children.

--CHOW- Currently 42 infants/ families on caseload for support, most receive monthly diapers and food.

- Average 40-60 Alderpoint area food distribution and homebound visits happens the 4th Friday of the month. -Myers Flat and Shelter Cove are next. Brandy is a huge asset for our community engagement.

- Working with Alderpoint fire departments for disaster planning, i.e., fire blankets and Narcan

- Coordinating Sports Physicals for students through SoHum Health Clinic. Collaborating with outlying areas and the Mobile clinic.

- First Five Playgroups: Redway and Shelter Cove: averages 12 families weekly

- Parent Café, Oct 5th, at the FRC. 40 parents, 18 children. Monthly parent support groups beginning soon, through ACEs Grant funding.

- Redwood Coast Regional Center services and Multiplicity (developmental disabilities) monthly parent support groups

- Backpack Program through Food for People distribute Fridays, with produce from the Community Farm

-Setting up Holiday Food distribution, collaboration with Vets, Mateel, Churches, Rotary, Soroptimists...

-School support services- Student Study Team meetings, Student Attendance Review Board, Individual Education Plans, Wellness Center collaborative (PH and HCOE)

-Youth Diversion Coordinator has 16 on her caseload. Meets with parents this year. Creating and developing school culture. So well received and delivered. Michelle Kaufmann is a pure gem! Executed contract through 2028.

-Community Health Collaborations- Live Well Humboldt, DHHS Community Health Improvement Plan, Mental Health Services Acts, currently in the works.

Next Big Goal is securing a grant to cover new FRC building!