

GOVERNING BOARD MEETING

OPEN SESSION

January 6, 2025

*(In person and Via Webex
Conferencing)*

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



SoHum Health

Southern Humboldt Community Healthcare District

MEETING NOTICE

Governing Board

A regular meeting of the Board of Directors of the Southern Humboldt Community Healthcare District will be held on January 6, 2025, 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:

<https://shchd.webex.com/shchd/j.php?MTID=mf67b3a22d08784a22d0856ab9904f208>

Join by phone +1-415-655-0001 US Toll

Webex Link:

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 Agendas
- D. Public Comment on Non-Agendized 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
- G. Approval of Consent Agenda –

7 - 12

See Separate Packet

1. Approval of Previous Minutes
 - a. Governing Board Meeting Minutes, November 21, 2024
 2. SHCHD New and Updated Policies
 - Fortuna Optometry
 - a. Storage and Administration of Medication
 - b. Scope of Service
 - SLS
 - c. Contraband
 - d. Access to Services
 - e. Conduct to Minimize Violence
 - f. Confidentiality of Information-General Issues
 - g. Duty to Protect
 - h. Follow-up
 - i. Food Service
 - j. In-service
 - k. Master Treatment Planning and Patient Care
 - l. Multiple Relationships
 - m. Organizational Structure
 - n. Patient Orientation
 - o. Patient Satisfaction Survey
 - p. Program Overview
 - q. Program Violations-Patient use of Drugs or Alcohol
 - r. Referral Process and Screening
 - s. Scope of Practice
 - t. Telehealth Emergencies
 - Revised Security and Transportation Policies
 - u. Patient Transport and Vehicle Safety
 - v. Vehicle Maintenance
 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 – Season Bradley Koskinen, HR Manager
 - c. Foundation – Chelsea Brown, Outreach Manager
 - d. Operations – Kent Scown, Chief Operations Officer
- H. Last Action Items for Discussion – None
- I. Correspondence, Suggestions, or Written Comments to the Board
- J. Administrator’s Report – Matt Rees, CEO
1. Department Updates
 - a. Milestones

- 13 - 42
 - b. December Employee Anniversaries - None
 - c. Approval of the September and October Income Sheets and Balance Statements – Paul Eves
- 43 - 44
 - d. Nursing – Adela Yanez, CNO
 - e. Quality and Risk Management – Kristen Rees, CQO
 - f. Family Resource Center – Amy Terrones – Mar and Oct

K. Old Business

- 45 - 46
 - 1. Proposal and Approval of the Medical Staff Attorney Budget
- 47 - 64
 - 2. Approval of the Updated Strategic Plan

L. New Business

- 65 - 66
 - 1. Oath of Office [**Government Code Section 1360-1363, Inclusive, 3105 Section 3, Article XX, State Constitution**]
 - a. Corinne Stromstad
 - b. Barbara Truitt
- 67
 - 2. Surplus Vehicle Disposition - Kent
 - a. Authorization to Sell the 2018 Nissan Rouge
 - b. Authorization to Sell and Replace the 2018 GMC Canyon
 - 3. Ad Hoc Committee Discussion and Implementation

M. Parking Lot

- 1. Sprowel Creek Campus parking

N. Meeting Evaluation

O. New Action Items

P. Next Meetings

- 1. QAPI Meeting – Wednesday, January 8, 2025, at 10:00 a.m.
- 2. Medical Staff Committee – Thursday, January 9, 2025, at 12:30 p.m.
- 3. Medical Staff Policy Development Committee – Tuesday, January 14, 2025, 10:00 a.m.
- 4. Finance Committee – January 24, 2025, 10:00 a.m.
- 5. Governing Board Meeting – January 30, 2025, 1:30 p.m.

Q. Adjourn to Closed Session

- 1. Closed Session
- 2. Reports of Quality Assurance Committees [**H&S Code § 32155**]

3. Compliance and Risk - Kristen Rees, CQO
4. Quarterly Reports - Adela Yanez, CNO
 - a. Patient Safety – Mar., June, Sept., Dec.
 - b. Medication Error – Feb., May, Aug., Dec.
 - c. Approval of Medical Staff Appointments/Reappointments [**H&S Code § 32155**] - None
5. Personnel Matter –Evaluation § 54957
 - a. CEO Matt Rees

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

S. Resume Open Session

T. Adjourn

Abbreviations

<i>ACHD</i>	Association of California Healthcare Districts	<i>ACLS</i>	Advanced Cardiac Life Support Certification
<i>AR</i>	Accounts Receivable	<i>BLS</i>	Basic Life Support Certification
<i>CAIR</i>	California Immunization Registry	<i>CEO</i>	Chief Executive Officer
<i>CFO</i>	Chief Financial Officer	<i>CMS</i>	Centers for Medicare and Medicaid Services
<i>CNO</i>	Chief Nursing Officer	<i>COO</i>	Chief Operating Officer
<i>CPHQ</i>	Certified Professional in Healthcare Quality	<i>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.

Posted Monday, December 26, 2024

Governing Board

Date: November 21, 2024
Time: 2:00 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, Kevin Church, Barbara Truitt, and Jay Sooter, all in-person.

Not Present: Galen Latsko

Also in person: CNO Adela Yanez, PFS Manager Marie Brown, COO Kent Scown, CFO Paul Eves, Administrative Assistant Darrin Guerra, HR Benefits Assistant, and HR Assistant Kiely Boyd.

Also via Webex: Vice Chief of Staff Joseph Rogers, Medical Staff Coordinator Karen Johnson, Quality Specialist Adam Dias, CQO Kristen Rees, HIM Manager Remy Quinn, Quality Specialist Josh Andrews, and Chief of Staff Dr. Carl Hsu.

A. Call to Order – Board president Corinne Stromstad called the meeting to order.

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

C. Approval of the Agenda

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

D. Public Comment on Non-Agendum Items - None

E. Board Member Comments – None

F. Announcements – None

G. Consent Agenda

Barbara Truitt Pulled item G. 2.S and T. for discussion.

1. Approval of Previous Minutes
 - a. Governing Board Meeting Minutes, October 31, 2024
 - b. Special Governing Board Meeting Minutes, November 11, 2024
 - c. Special Governing Board Meeting Minutes, November 12, 2024
2. SHCHD New and Updated Policies
Fortuna Optometry – Seth Miskin, O.D.
 - a. Comprehensive Eye Exam
 - b. Billing and Coding
 - c. Contact Lens Fit, Training, Follow Up
 - d. Diabetic Eye Exam
 - e. Glaucoma Screening
 - f. Opticianry
 - g. Patient Hx Procedure
 - h. Refraction Only Exam
 - i. Dilation and Irrigation
 - j. Epilation
 - k. Gland Expression
 - l. Photography and Tomography
 - m. Perimetry
 - n. Prescreening
 - o. Punctal Plugs
 - p. Chemical Burns
 - q. Foreign Body Removal
 - r. Infant and Child Eye Exam
 - s. Allergy Eyedrop Handouts
 - t. Allergy Eyedrop Handouts – SpanishEngineering – Shannon Baumann and/or Guy Vitello
 - a. Animals in the Hospital
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 – Season Bradley Koskinen, HR Manager
 - c. Foundation – Chelsea Brown, Outreach Manager
 - d. Operations – Kent Scown, Chief Operations Officer
4. Measure F – Special Parcel Tax. Fiscal Year 2024/25 Final Levy Summary Report

Motion: Kevin Church motioned to approve the Consent Agenda with the removal of G.2.S and T as they are not policies and do not require Board Approval.
Second: Barbara Truitt
Ayes: Corinne Stromstad, Kevin Church, Jay Sooter, and Barbara Truitt
Noes: None
Not Present: Galen Latsko
Motion Carried

H. Last Action Items for Discussion – None

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

J. Administrator’s Report – Matt Rees, CEO

Kent Scown presented the administrative report and updated the Board on the various projects and challenges that they have been facing in Operations.

1. Department Updates

- a. Milestones
- b. Employee Anniversaries
 - i. The Governing Board congratulated CLS Jennifer Henry, Construction Laborer Ash Thomas, Optometry Tech Bianca Juarez-Nieto for one year, and Medical Staff Coordinator Karen Johnson for five years!
 - ii. Department managers will provide the awards at a later date due to the various vacation days of the employees who sign and create them.
- c. Approval of Monthly Financial Statements and October HRG Report
 - i. Marie presented the October HRG report to the Board. No action was taken.
- d. Nursing – Adela Yanez, CNO
 - i. Adela Yanez presented her Board report.
- e. Quality and Risk Management – Kristen Rees, CQO - None
- f. Family Resource Center – Amy Terrones – (Mar and Oct)

K. Old Business - None

L. New Business

1. Resolution 14:11 Signing Rights for Kent Scown

Motion: Barbara Truitt motioned to approve Resolution 24:11
Second: Kevin Church
Ayes: Corinne Stromstad, Kevin Church, Jay Sooter, and Barbara Truitt
Noes: None
Not Present: Galen Latsko
Motion Carried

2. December Board/Finance Meeting Schedule

- a. The Governing Board agreed to continue to hold their Finance Committee Meeting on Friday, December 20th, 2024, and to hold the December Governing Board Meeting on January 6th, 2025.

M. Parking Lot - None

N. Meeting Evaluation – No Comment

O. New Action Items

1. Approval of a Monthly Budget of up to \$1,000 for Medical Staff Attorney Fees.

P. Next Meetings

1. Medical Staff Committee – Policy Development – Thursday, November 7, 2024, at 3:00 p.m
2. QAPI Meeting – Wednesday, November 13, 2024, at 10:00 a.m.
3. Medical Staff Committee – Thursday, November 14, 2024, 12:30 p.m.
4. Finance Committee – Canceled
5. Governing Board Meeting – Thursday, November 21, 2024, at 1:30 p.m.

Q. Corinne Stromstad Adjourn to Closed Session

1. Closed Session Opened
2. Reports of Quality Assurance Committees [**H&S Code § 32155**]
3. Compliance and Risk - Kristen Rees, CQO
4. Quarterly Reports - Adela Yanez, CNO
 - a. Clinic – Jan., Apr., July, Oct.
 - b. Patient Safety – Mar., June, Sept., Dec.
 - c. Medication Error – Feb., May, Aug., Nov
5. Approval of Medical Staff Appointments/Reappointments [**H&S Code § 32155**]
 - a. Clarification of Specialty Board waivers:
 - i. Dr. Raison
 - ii. Dr. Hein Locum
 - b. Approval of time-limited reappointment of Dr. Daniel Lucas, Telemedicine with Diagnostic Radiology privileges, December 1, 2024, to January 31, 2025
 - c. Approval of time-limited reappointment of Dr. Jose Ospina, Telemedicine with Diagnostic Radiology privileges, December 1, 2024, to January 31, 2025
 - d. Approval of Initial Appointment of Dr. Peter Hein to the Medical Staff, Provisional with Clinic/Ambulatory and Inpatient privileges, December 1, 2024, to November 30, 2025
6. Personnel matter –Evaluation § 54957 - None
 - a. CEO Kristen Rees

R. Corinne Stromstad Adjourned Closed Session

S. Corinne Stromstad Resumed Open Session

Motion: Barbara Truitt motioned to approve the time-limited reappointment of Dr. Daniel Lucas, Telemedicine with Diagnostic Radiology privileges, December 1, 2024, to January 31, 2025, the time-limited reappointment of Dr. Jose Ospina, Telemedicine with Diagnostic Radiology privileges, December 1, 2024, to January 31, 2025, Initial Appointment of Dr. Peter Hein to the Medical Staff, Provisional with Clinic/Ambulatory and Inpatient privileges, December 1, 2024, to November 30, 2025.

Second: Kevin Church

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

Noes: None

Not Present: Galen Latsko

Motion Carried

T. Corinne Stromstad Adjourned Open Session

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
<i>CAIR</i>	California Immunization Registry	<i>CEO</i>	Chief Executive Officer
<i>CFO</i>	Chief Financial Officer	<i>CMS</i>	Centers for Medicare and Medicaid Services
<i>CNO</i>	Chief Nursing Officer	<i>COO</i>	Chief Operating Officer
<i>CPHQ</i>	Certified Professional in Healthcare Quality	<i>CQO</i>	Chief Quality Officer
<i>EMR</i>	Electronic medical record	<i>ER</i>	Emergency Room
<i>FTE</i>	Full-Time Equivalent/Full-Time Employee	<i>HIM</i>	Health Information Management
<i>HRG</i>	Healthcare Resource Group	<i>HVAC</i>	Heating, Ventilation and Air Conditioning system
<i>IGT</i>	Intergovernmental transfer	<i>IT</i>	Information Technology
<i>JPCH</i>	Jerold Phelps Community Hospital	<i>LCSW</i>	Licensed Clinical Social Worker
<i>LVN</i>	Licensed Vocational Nurse	<i>MPH</i>	Master of Public Health
<i>OBS</i>	Observation	<i>PALS</i>	Pediatric Advanced Life Support Certification
<i>PFS</i>	Patient Financial Services	<i>QAPI</i>	Quality Assurance Performance Improvement
<i>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		



SoHum Health

733 Cedar Street
Garberville, CA 95542
(707) 923-3921
shchd.org

Southern Humboldt Community Healthcare District

GOVERNING BOARD RESOLUTION 24:11

APPROVAL OF SIGNING AUTHORITY FOR KENT SCOWN ON BEHALF OF SOHUM HEALTH

A RESOLUTION OF SOUTHERN HUMBOLDT COMMUNITY HEALTHCARE DISTRICT AUTHORIZING SIGNING AUTHORITY TO KENT SCOWN

WHEREAS, **Southern Humboldt Community Healthcare District** has determined that it is in its best interest to grant Kent Scown signing Authority for the District

WHEREAS, the "Authorized Agent" intends to use said signing authority for the purpose of but not limited to: Building Permits, Post Approval Documents, Notice of Start of Construction and other HCAI OSH forms and required documents, for facilities currently operated, and those proposed to be constructed, under the ownership of the Southern Humboldt Community Healthcare District.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Authorized Agent as follows:

Section 1. **Kent Scown, Chief Operating Officer** (an "Authorized Agent") is hereby authorized and directed, for and on behalf of SoHum Health, to do any and all things and to execute and deliver any and all documents that the Authorized Agent deems necessary or advisable in order to expedite and/or otherwise to effectuate the purposes of this Resolution and the transactions contemplated hereby.

PASSED AND ADOPTED by the Board of Directors of SOUTHERN HUMBOLDT COMMUNITY HEALTHCARE DISTRICT, this 21st day of November 2024, by the following vote:

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

Noes: _____

Abstain: _____

Absent: Galen Latsko

Corinne Stromstad
Witnessed by: Corinne Stromstad, President

Barbara Truitt
Witnessed by: Barbara Truitt, Vice-President/Secretary



SoHum Health

733 Cedar Street
Garberville, CA 95542
(707) 923-3921

Southern Humboldt Community Healthcare District

Letter of Authorization – Agent for Legal Applicant

Projects Related to Southern Humboldt Community Healthcare District Facilities

To: Department of Health Care Access and Information

I hereby authorize Kent Scown, COO, to be known as the “Agent for Legal Applicant” in accordance with the Application for New Project and as the “Legal Owner, or Authorized Agent” on Building Permits, Post Approval Documents, Notice of Start of Construction and other HCAI OSH forms and required documents, for facilities currently operated, and those proposed to be constructed, under the ownership of the Southern Humboldt Community Healthcare District.

This authorization is based upon Governing Board Resolution 24-11.

Date: 11/21/2024

Signature:

Name: Corrine Stromstad

Title: President and Finance Committee Chair

Address: 733 Cedar Street, Garberville, CA 95542

Phone: 707-923-3921

This authorization expires five years from the date of issuance unless revoked.

Southern Humboldt Community Healthcare District
SoHum Income Statement
Sep 2024

Financial Row	Amount
Revenue	
Gross Patient Revenue	
Inpatient	\$190,480
Inpatient Ancillary	\$48,917
Outpatient	\$1,228,211
Outpatient Ancillary	\$589,534
Total Patient Revenue	\$2,057,141
Deductions from Revenue	
9060-913 - Supplemental Revenue	(\$555,185)
Contractual Allowances	\$1,237,120
Provision for Bad Debts	\$76,028
Other Allowances / Deductions	\$25,585
Cost Of Sales	\$185
Total Deductions	\$783,734
Net Patient Revenue	\$1,273,408
Other Operating Revenue	\$438,205
Total Operating Revenue	\$1,711,613
Expenses	
Salaries & Wages	\$954,352
Employee Benefits	\$183,286
Professional Fees	\$349,333
Supplies	\$574,784
Repairs & Maintenance	\$28,967
Purchased Services	\$165,082
Utilities	\$24,787
Insurance	\$18,539
Depreciation/ Amortization	\$60,675
Other	\$93,548
Total Operating Expenses	\$2,453,353
Operating Profit (Loss)	(\$741,740)
Tax Revenue	\$92,500
Other Non Operating Revenue (Expense)	(\$1,645)
Interest Income	\$2,599
Net Non Operating Revenue (Expense)	\$93,454
Net Income (Loss)	(\$648,286)

Southern Humboldt Community Healthcare District
Parent Company (Consolidated)
SoHum Balance Sheet
End of Sep 2024

Financial Row	Amount
Assets	
Current Assets	
Cash - Checking & Investments	\$4,864,574.23
Patients Accounts Receivable	\$20,656,234.98
Less Allowances	(\$13,601,603.15)
Other Receivables	\$3,651,352.56
Inventories	\$643,279.00
Prepaid Expenses and Deposits	\$1,036,835.86
Total Current Assets	\$17,250,673.48
Property and Equipment	
Land	\$1,193,526.09
Land Improvements	\$553,251.44
Buildings	\$5,492,004.34
Equipment	\$7,619,310.60
Construction in progress	\$11,232,912.86
Less: Accumulated Depreciation	(\$9,039,838.78)
Net Property and Equipment	\$17,051,166.55
Total Assets	\$34,301,840.03
Liabilities & Fund Balance	
Current Liabilities	
Accounts Payable	\$787,979.70
Accrued Payroll & Related costs	\$444,858.27
Other Current Liabilities	
Deferred Revenue IGT	(\$0.03)
Loans & Current Portion of Lease Obligations	\$95,528.00
Reimbursement/Settlement	(\$985,653.71)
Total Other Current Liabilities	(\$890,125.74)
Total Current Liabilities	\$342,712.23
Long Term Debt, Less Current Portion	
LEAF Data Backup Liability	\$53,134.90
Maple Lane Loan	\$219,025.24
CHFFA Help II Loan	\$1,886,772.06
Lease Obligations	\$223,499.00
Net Long Term Debt	\$2,382,431.20
Equity	
Unrestricted Fund Balance - Prior Years	\$2,830,961.19
Retained Earnings	\$28,662,942.21
Net Income	\$82,793.20
Total Fund Balance	\$31,576,696.60
Total Liabilities & Fund Balance	\$34,301,840.03

Southern Humboldt Community Healthcare District
SoHum Income Statement
Oct 2024

Financial Row	Amount
Revenue	
Gross Patient Revenue	
Inpatient	\$270,809
Inpatient Ancillary	\$35,451
Outpatient	\$1,643,268
Outpatient Ancillary	\$792,251
Total Patient Revenue	\$2,741,778
Deductions from Revenue	
9060-913 - Supplemental Revenue	(\$563,120)
Contractual Allowances	\$1,158,450
Provision for Bad Debts	\$54,557
Other Allowances / Deductions	\$25,576
Cost Of Sales	\$0
Total Deductions	\$675,464
Net Patient Revenue	\$2,066,314
Other Operating Revenue	\$402,166
Total Operating Revenue	\$2,468,480
Expenses	
Salaries & Wages	\$875,034
Employee Benefits	\$311,823
Professional Fees	\$340,264
Supplies	\$478,849
Repairs & Maintenance	\$47,702
Purchased Services	\$281,148
Utilities	\$24,895
Insurance	\$18,539
Depreciation/ Amortization	\$60,627
Other	\$105,636
Total Operating Expenses	\$2,544,518
Operating Profit (Loss)	(\$76,038)
Tax Revenue	\$92,500
Other Non Operating Revenue (Expense)	(\$9,905)
Interest Income	\$142
Net Non Operating Revenue (Expense)	\$82,736
Net Income (Loss)	\$6,699

Southern Humboldt Community Healthcare District
SoHum Balance Sheet
End of Oct 2024

Financial Row	Amount
Assets	
Current Assets	
Cash - Checking & Investments	\$2,888,018.39
Patients Accounts Receivable	\$21,990,584.43
Less Allowances	(\$14,760,162.68)
Other Receivables	\$4,243,852.56
Inventories	\$659,944.93
Prepaid Expenses and Deposits	\$1,028,807.36
Total Current Assets	\$16,051,044.99
Property and Equipment	
Land	\$1,193,526.09
Land Improvements	\$553,251.44
Buildings	\$5,492,004.34
Equipment	\$7,650,473.04
Construction in progress	\$11,975,069.33
Less: Accumulated Depreciation	(\$9,100,465.89)
Net Property and Equipment	\$17,763,858.35
Total Assets	\$33,814,903.34
Liabilities & Fund Balance	
Current Liabilities	
Accounts Payable	\$788,944.44
Accrued Payroll & Related costs	(\$39,720.05)
Other Current Liabilities	
Deferred Revenue IGT	(\$0.06)
Loans & Current Portion of Lease Obligations	\$95,528.00
Reimbursement/Settlement	(\$985,653.71)
Total Other Current Liabilities	(\$890,125.77)
Total Current Liabilities	(\$140,901.38)
Long Term Debt, Less Current Portion	
LEAF Data Backup Liability	\$53,134.90
Maple Lane Loan	\$216,071.83
CHFFA Help II Loan	\$1,879,703.60
Lease Obligations	\$223,499.00
Net Long Term Debt	\$2,372,409.33
Equity	
Unrestricted Fund Balance - Prior Years	\$2,830,961.19
Retained Earnings	\$28,662,942.21
Net Income	\$89,491.99
Total Fund Balance	\$31,583,395.39
Total Liabilities & Fund Balance	\$33,814,903.34

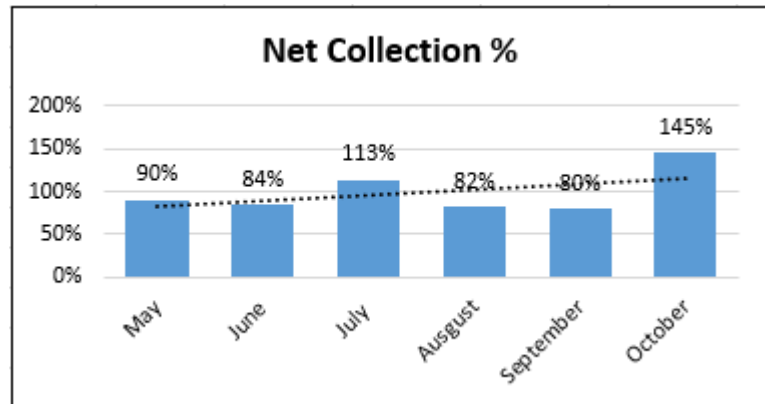
Southern Humboldt Community Healthcare District

October 2024 – Centriq & Epic Combined



Key Items

- ➔ Cash totaled \$1.3M, 145% of net revenue
- ➔ AR is up 3.5 days
- ➔ Third Party aging is up \$277K
- ➔ Unbilled AR increased .9 days



Detailed Initiatives & Obstacles

- **Overall AR:** The figures calculated continue to include both the legacy system (Centriq) and Epic figures combined. October closed with \$7.8M in gross AR or 94.2 days. Revenue was \$685K higher than reported in September ending at \$2.7M. Third Party AR is up 1.8 days ending at 63.8 days. Unbilled AR increased .9 days ending at 10.7 AR days. Cash collections were \$287K higher than in September ending just over \$1.3M or 145% of net revenue. The increase in cash and revenue is due to the increase in swing beds and inpatient admissions over the last 90 days.
- **Denials:** Denials are up 12%, or \$308K from September. LTC accounts continue to be denied even after resubmitting as PHP recommends. We have contacted PHP and they are unsure why the accounts are denying and have escalated to Cindy Ashton our PHP provider rep who is looking into the issue. Additionally, we saw an increase in Medicare denials for services included in another procedure, this was due to claims dropping with the incorrect codes due to an Ochin system functionality. There is a JIRA open to get this resolved. We may see this issue carry over for part of November.
- **Self-Pay:** Self-Pay AR increased slightly ending at 19.7 AR days. Self-pay collections remain steady, ending at \$32K. In October we identified an Epic issue where patients on auto payment plans set up via MyChart was not going through as expected. We worked with Ochin to resolve this and anticipate to see a cash increase as a result in future months. In October we sent \$63K to bad debt between Centriq and Epic. Our Self-pay team continues to review and manually prompt statements in anticipation of a much larger Bad Debt drop for Centriq in November. Average Speed to Answer in October was up higher than expected due a decrease in staff as well as an increase in wrap time, also resulting in a low outbound call count. The Self-pay management team is working to prevent this moving forward.
- **Third-Party Aging:** October closed with \$2.7M in third-party balances aged over 90 days, totaling 43.3% and up \$277K from September. At the end of September, we added 5 FTE's to the team with Epic experience. Our focus is on using dedicated reps for the HB and PB systems. We have 3.5 HB Billers and 2.5 PB Billers as well as a dedicated resource to resolve the remaining Centriq AR. We expect to see a decrease in aging and AR by the end of November. Contributing to the aged AR is \$96K in the existing Anthem issue for repayments as well as \$443K in aged LTC due to system issues. We continue to work the Anthem and PHP to resolve these issues.
- **A/R Reduction Breakdown:** Moving forward we will provide the areas of needed improvement month over month to reduce the AR. At month end the top 3 areas needed to bring AR to goal is \$1.9M or 23.7 days in Epic AR Clean up assigned to Trubridge, \$637K or 7.7 days in Coding, \$797K or 9.6 days in PHP issues (Trubridge).



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

Brandy Jensen /| Revenue Cycle Manager

Healthcare Resource Group

Office 251-405-2865| brandy.jensen@trubridge.com



SoHum Health

MONTH END FINANCE REPORT

October 2024



Table of Contents

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

FINANCE DASHBOARD

	Target	May-24	June-24	July-24	August-24	September-24	October-24
REVENUE							
Net Revenue		\$1,278,227	\$1,337,060	\$1,596,269	\$1,298,987	\$916,507	\$1,197,692
Gross Revenue		\$2,406,584	\$2,673,513	\$2,891,588	\$2,819,829	\$2,056,960	\$2,742,474
CASH							
Cash Collections as a % of Net Revenue	100%	90%	84%	113%	82%	80%	145%
Cash Collections		\$1,023,598	\$1,069,835	\$1,507,305	\$1,311,104	\$1,038,937	\$1,325,595
ACCOUNTS RECEIVABLE							
Net AR		\$3,470,980	\$3,112,865	\$3,847,902	\$3,338,317	\$3,088,599	\$2,791,496
Gross AR		\$7,288,529	\$7,701,902	\$8,162,895	\$8,242,240	\$7,657,667	\$7,799,668
Unbilled	3	17.1	15.9	14.5	14.1	9.8	10.7
Third Party	26	56.6	58.6	58.9	57.3	62.0	63.8
Self Pay	16	26.5	20.9	20.9	19.0	18.9	19.7
Total Days in AR	45	100.2	95.4	94.2	90.4	90.7	94.2
Days in AR - Credit Balances	< 1	2.39	4.39	1.47	1.40	1.48	2.51
UNBILLED							
In-house	< 2 Days	1.7	0.5	0.9	1.1	0.6	1.0
DNFB	< 1 Day	15.4	15.4	13.5	13.0	9.2	9.7
Total Unbilled	<3 Days	17.1	15.9	14.5	14.1	9.8	10.7

	Target	May-24	June-24	July-24	August-24	September-24	October-24
AGING (excluding credits)							
Medicare Aging > 90 Days	11%	36.2% \$ 484,097	28.6% \$ 428,379	19.8% \$ 291,597	19.4% \$ 314,714	29.5% \$ 432,999	28.6% \$ 519,297
Medicaid Aging > 90 Days	12%	43.2% \$ 1,123,429	36.9% \$ 1,157,335	39.9% \$ 1,263,581	39.9% \$ 1,388,812	37.9% \$ 1,280,594	43.6% \$ 1,418,318
Commercial Aging > 90 Days	20%	58.2% \$ 850,621	55.9% \$ 905,168	63.5% \$ 1,059,664	59.3% \$ 802,478	61.4% \$ 723,492	63.4% \$ 754,357
Work Comp Aging > 90 Days	35%	37.4% \$ 32,713	37.9% \$ 32,275	26.0% \$ 35,213	22.6% \$ 32,095	29.4% \$ 35,303	67.6% \$ 57,710
Total Third Party Aging > 90 Days	13%	45.4% \$ 2,490,860	39.8% \$ 2,523,157	41.1% \$ 2,650,054	38.5% \$ 2,538,100	40.2% \$ 2,472,389	43.3% \$ 2,749,683
CLAIM SUBMISSION EFFICIENCY							
Claims Submission		1,533 \$ 2,578,338	1,997 \$ 3,466,200	2,008 \$ 3,317,829	1,836 \$ 2,996,389	1,447 \$ 2,732,807	1,935 \$ 3,408,274
Clean Claims	85%	99%	99%	98%	97%	95%	96%
Denial Percent	5%	8%	6%	5%	7%	7%	19%
Total Denial Rate	Count Amt	354 \$ 231,110	224 \$ 149,538	286 \$ 186,322	217 \$ 226,014	240 \$ 197,386	445 \$ 506,243
Late Charges	Count Amt	43 \$ (46,904)	304 \$ 78,745	222 \$ 36,879	52 \$ 11,452	79 \$ 21,422	114 \$ 32,953
Communication Log Backlog		8 \$ 7,792	4 \$ 4,864	4 \$ 4,864	0 \$ -	0 \$ -	0 \$ -

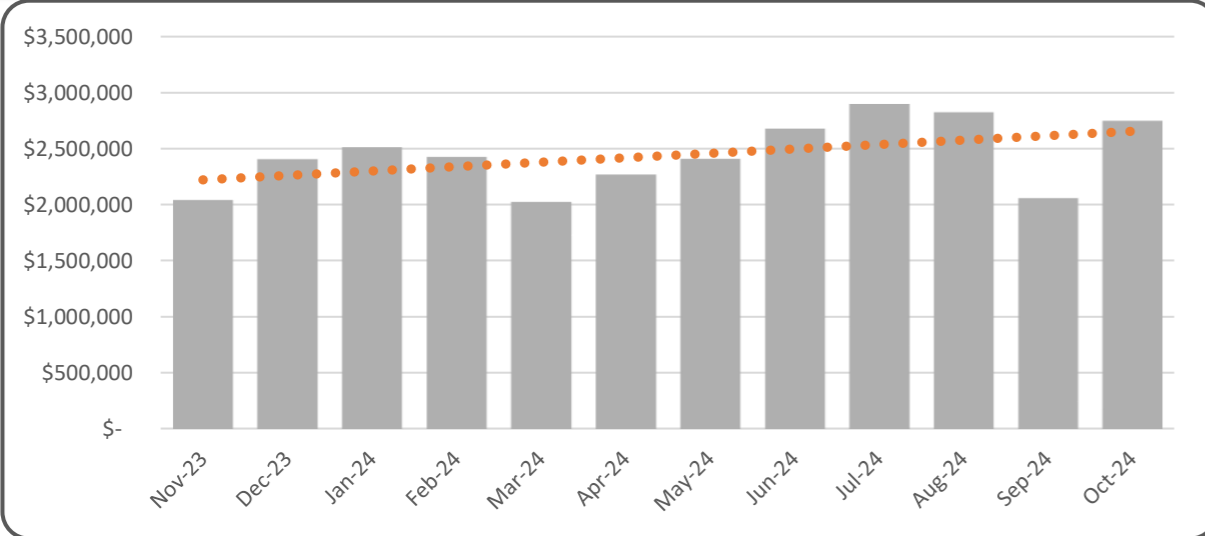
	Target	May-24	June-24	July-24	August-24	September-24	October-24
INVENTORY & QUALITY							
Total Inventory		2,146 \$ 1,926,672	1,776 \$ 1,684,185	1,800 \$ 1,809,858	1,775 \$ 1,729,839	1,599 \$ 1,597,324	1,479 \$ 1,633,784
New		169 \$ 188,493	2 \$ 8,577	209 \$ 173,983	316 \$ 257,152	108 \$ 127,107	120 \$ 171,045
Resolved		683 \$ 504,255	275 \$ 54,340	441 \$ 124,377	373 \$ 85,514	373 \$ 282,515	269 \$ 147,997
Aged >180 days from Discharge	< 25%	64.8% \$ 1,248,530	64.2% \$ 1,081,907	62.4% \$ 1,128,634	54.0% \$ 934,153	54.6% \$ 872,466	56.7% \$ 925,889
Total Payment Plans over 120 days		\$18,173	\$14,980	\$14,227	\$33,413	\$21,827	\$21,861
Average Speed to Answer	< 60 seconds	34	23	11	48	30	254
STATEMENTS & LETTERS							
Statements & Letters		101	176	71	12	55	68
Charity Care Applications In Process		14 \$ 2,757	1 \$ 340	4 \$ 2,188	8 \$ 8,407	1 \$ 1,691	9 \$ 3,908
Inbound and Outbound Calls	In Out	169 672	166 276	203 789	272 487	279 474	248 21
WRITE OFFS							
Bad Debt as a % of Gross Revenue	< 2%	0.0% \$ -	9.3% \$ 248,562	0.4% \$ 12,294	9.2% \$ 258,781	4.3% \$ 87,940	2.3% \$ 62,851
Charity as a % of Gross Revenue	< 2%	0.0% \$ -	0.4% \$ 10,046	0.0% \$ -	0.1% \$ 1,995	0.0% \$ 458	0.4% \$ 11,566

Total statements are for Centriq only and pulled from our proprietary database. Will update and add Epic statements once report is verified.
 New inventory for March and April dollars are high due to imports to our proprietary database - we are no longer using proprietary database for self pay.

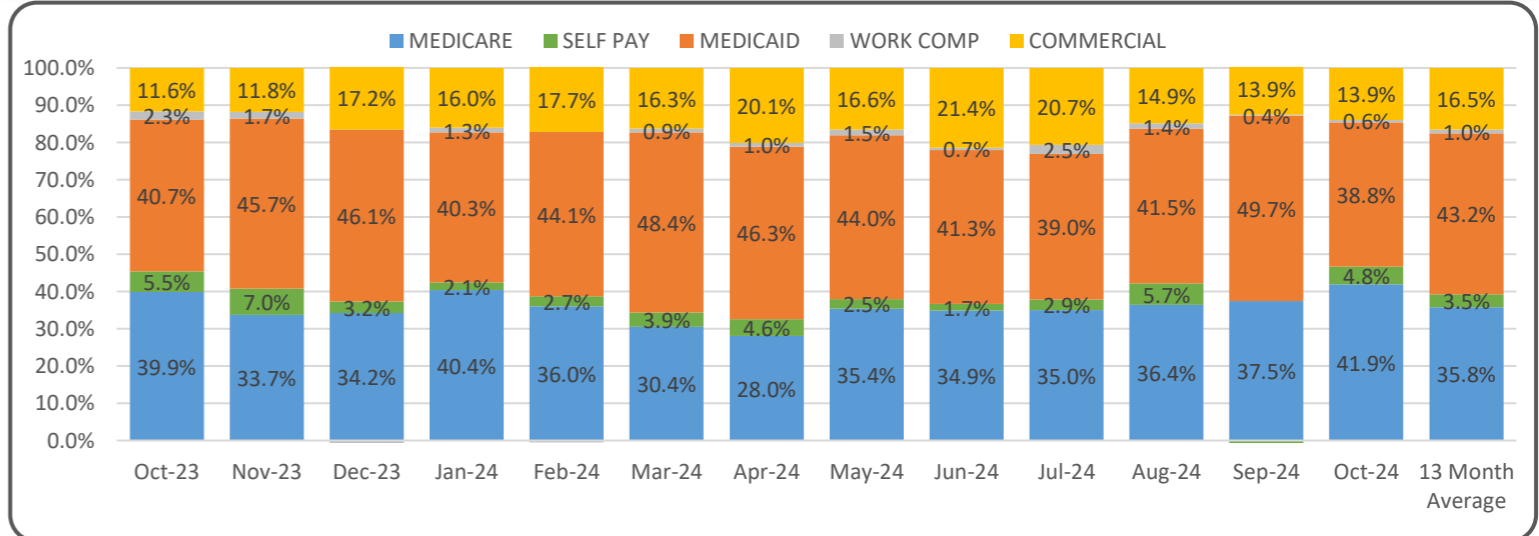
GROSS REVENUE

PAYER	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	13 Month Average
MEDICARE	\$ 849,853	\$ 686,408	\$ 820,695	\$ 1,011,885	\$ 873,176	\$ 615,389	\$ 635,762	\$ 852,190	\$ 933,285	\$ 1,010,801	\$ 1,026,368	\$ 770,633	\$ 1,148,479	\$ 864,225
MEDICAID	\$ 867,885	\$ 930,946	\$ 1,108,246	\$ 1,008,861	\$ 1,067,416	\$ 978,875	\$ 1,048,651	\$ 1,059,248	\$ 1,103,495	\$ 1,128,400	\$ 1,171,488	\$ 1,021,646	\$ 1,063,098	\$ 1,042,943
COMMERCIAL	\$ 247,190	\$ 241,360	\$ 413,697	\$ 402,037	\$ 429,688	\$ 329,806	\$ 456,749	\$ 398,468	\$ 572,709	\$ 597,354	\$ 420,987	\$ 285,774	\$ 382,213	\$ 398,310
WORK COMP	\$ 48,010	\$ 35,245	\$ (17,130)	\$ 32,033	\$ (12,352)	\$ 18,728	\$ 22,422	\$ 37,168	\$ 17,509	\$ 71,038	\$ 39,727	\$ 7,412	\$ 17,254	\$ 24,389
SELF PAY	\$ 117,250	\$ 143,534	\$ 76,560	\$ 51,516	\$ 65,067	\$ 78,384	\$ 103,370	\$ 59,510	\$ 46,514	\$ 83,996	\$ 161,258	\$ (28,505)	\$ 131,430	\$ 83,837
TOTAL	\$ 2,130,187	\$ 2,037,494	\$ 2,402,068	\$ 2,506,331	\$ 2,422,995	\$ 2,021,182	\$ 2,266,954	\$ 2,406,584	\$ 2,673,513	\$ 2,891,588	\$ 2,819,829	\$ 2,056,960	\$ 2,742,474	\$ 2,413,705
AVERAGE DAILY REVENUE	\$ 61,407	\$ 65,484	\$ 71,410	\$ 75,499	\$ 80,565	\$ 76,379	\$ 74,568	\$ 72,769	\$ 80,737	\$ 86,649	\$ 91,141	\$ 84,439	\$ 82,818	\$ 77,220

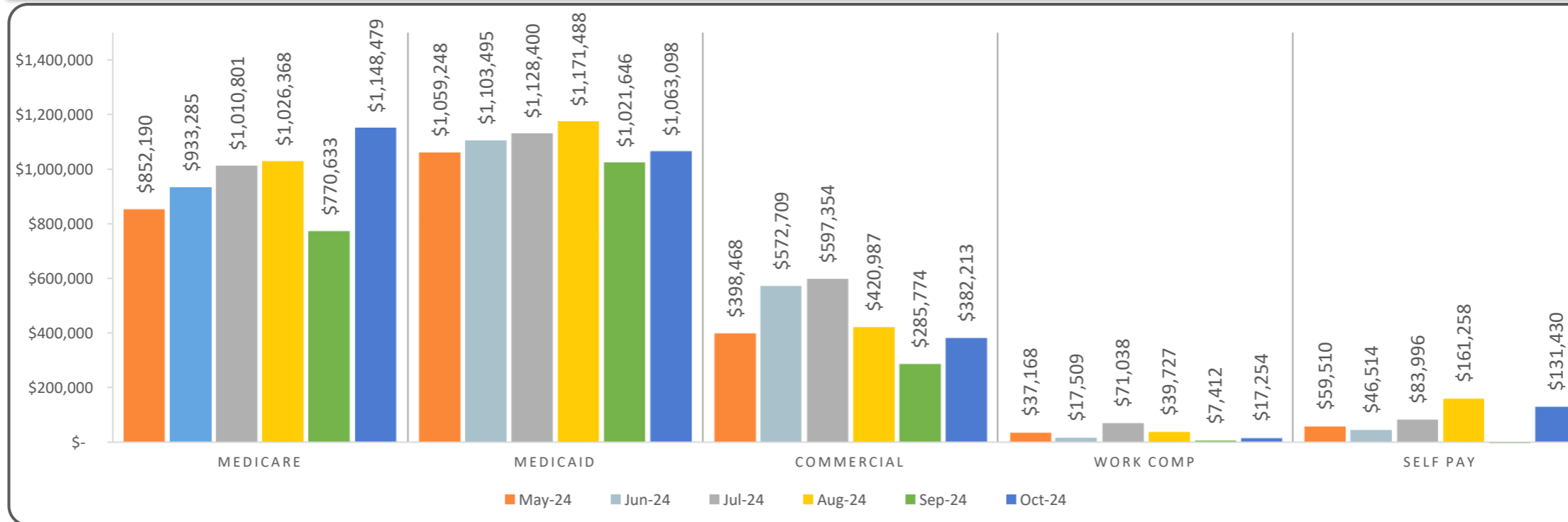
Gross Revenue



Payer Mix



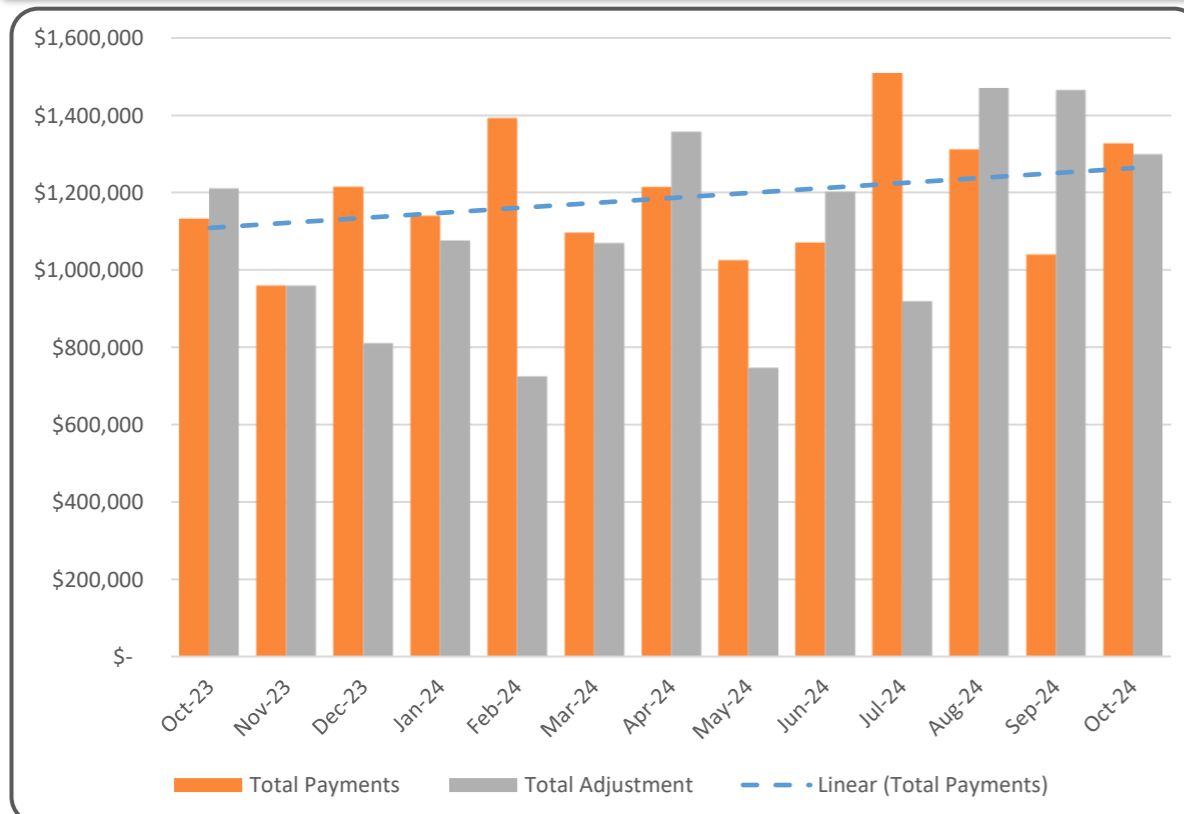
Revenue Trending By Payer



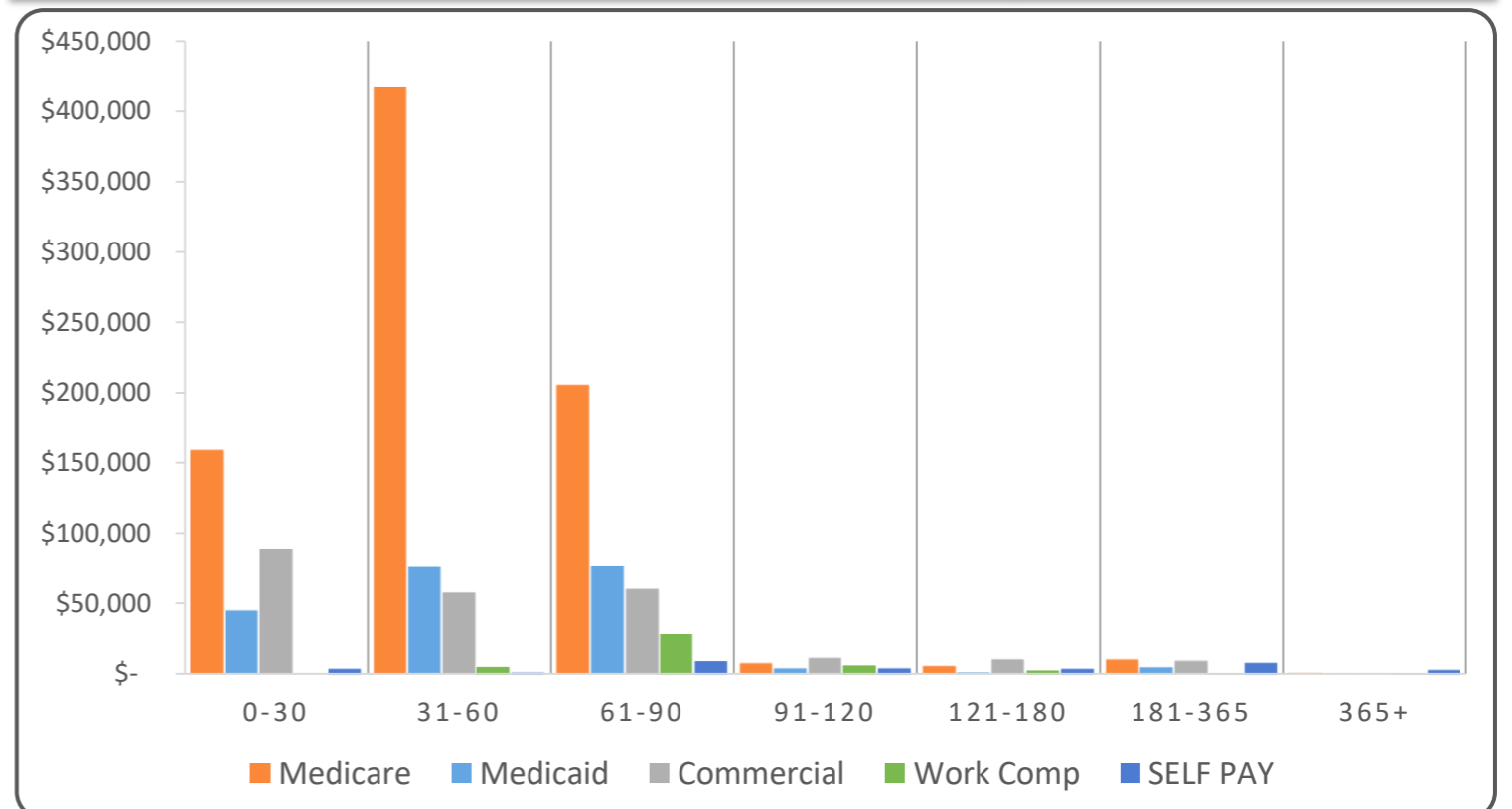
CASH DETAIL

PAYER	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	13 Month Average
MEDICARE														
Payments	\$ 572,057	\$ 539,621	\$ 656,043	\$ 661,118	\$ 918,553	\$ 534,506	\$ 693,621	\$ 604,561	\$ 616,646	\$ 735,187	\$ 580,619	\$ 485,722	\$ 805,773	\$ 646,464
Adjustments	\$ 133,024	\$ 129,515	\$ 2,826	\$ 137,240	\$ (178,481)	\$ 75,696	\$ 137,172	\$ (91,180)	\$ 291,465	\$ (101,465)	\$ 197,964	\$ 304,154	\$ 5,511	\$ 80,265
Collection %	81%	81%	100%	83%	124%	88%	83%	118%	68%	116%	75%	61%	99%	90%
MEDICAID														
Payments	\$ 313,889	\$ 229,010	\$ 310,938	\$ 242,089	\$ 202,951	\$ 308,231	\$ 239,691	\$ 164,030	\$ 97,940	\$ 262,500	\$ 206,411	\$ 219,069	\$ 206,730	\$ 231,037
Adjustments	\$ 971,132	\$ 641,672	\$ 700,680	\$ 799,319	\$ 712,729	\$ 868,417	\$ 639,713	\$ 701,030	\$ 503,340	\$ 816,511	\$ 800,470	\$ 893,473	\$ 1,031,183	\$ 775,359
Collection %	24%	26%	31%	23%	22%	26%	27%	19%	16%	24%	21%	20%	17%	23%
COMMERCIAL														
Payments	\$ 186,852	\$ 134,200	\$ 193,457	\$ 184,950	\$ 235,389	\$ 189,706	\$ 235,808	\$ 216,262	\$ 305,316	\$ 440,497	\$ 449,082	\$ 283,770	\$ 237,722	\$ 253,309
Adjustments	\$ 73,180	\$ 59,182	\$ 74,621	\$ 67,238	\$ 112,836	\$ 92,883	\$ 76,097	\$ 116,244	\$ 116,014	\$ 169,693	\$ 174,513	\$ 133,709	\$ 116,975	\$ 106,399
Collection %	72%	69%	72%	73%	68%	67%	76%	65%	72%	72%	72%	68%	67%	70%
WORK COMP														
Payments	\$ 18,118	\$ 7,910	\$ 30,109	\$ 13,561	\$ 4,542	\$ 31,805	\$ 10,514	\$ 12,100	\$ 17,155	\$ 17,492	\$ 23,885	\$ 16,949	\$ 42,772	\$ 18,993
Adjustments	\$ 4,838	\$ 739	\$ 24,588	\$ 5,401	\$ 2,553	\$ 8,362	\$ 5,425	\$ 8,259	\$ 3,256	\$ 3,666	\$ 6,483	\$ 3,263	\$ 9,310	\$ 6,626
Collection %	79%	91%	55%	72%	64%	79%	66%	59%	84%	83%	79%	84%	82%	75%
SELF PAY														
Payments	\$ 40,894	\$ 47,308	\$ 24,138	\$ 37,492	\$ 29,727	\$ 31,640	\$ 33,463	\$ 26,645	\$ 32,275	\$ 51,271	\$ 51,107	\$ 32,300	\$ 31,964	\$ 36,171
Bad Debt Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 503	\$ 357	\$ -	\$ 1,128	\$ 634	\$ 202
Adjustments	\$ 23,642	\$ 19,912	\$ 7,961	\$ 9,710	\$ 12,066	\$ 14,080	\$ 8,917	\$ 14,342	\$ 28,485	\$ 19,435	\$ 28,368	\$ 40,613	\$ 60,270	\$ 22,139
Charity Care	\$ 5,068	\$ -	\$ -	\$ 56,527	\$ 10,025	\$ 9,508	\$ 10,166	\$ -	\$ 10,046	\$ -	\$ 1,995	\$ 458	\$ 11,566	\$ 8,874
Bad Debt	\$ -	\$ 108,610	\$ -	\$ -	\$ 54,417	\$ -	\$ 479,228	\$ -	\$ 248,562	\$ 12,294	\$ 258,781	\$ 87,940	\$ 62,851	\$ 100,976
Total SP Adjustments	\$ 28,710	\$ 128,522	\$ 7,961	\$ 66,236	\$ 76,509	\$ 23,588	\$ 498,311	\$ 14,342	\$ 287,093	\$ 31,729	\$ 289,144	\$ 129,011	\$ 134,686	\$ 131,988
Collection %	59%	27%	75%	36%	28%	57%	6%	65%	10%	62%	15%	20%	19%	37%
TOTAL														
Total Payments	\$ 1,131,808	\$ 958,049	\$ 1,214,685	\$ 1,139,209	\$ 1,391,162	\$ 1,095,888	\$ 1,213,098	\$ 1,023,598	\$ 1,069,835	\$ 1,507,305	\$ 1,311,104	\$ 1,038,937	\$ 1,325,595	\$ 1,186,175
Total Adjustment	\$ 1,210,884	\$ 959,630	\$ 810,676	\$ 1,075,435	\$ 726,145	\$ 1,068,946	\$ 1,356,717	\$ 748,695	\$ 1,201,168	\$ 920,133	\$ 1,468,574	\$ 1,463,610	\$ 1,297,665	\$ 968,649
Total Collection %	48%	50%	60%	51%	66%	51%	47%	58%	47%	62%	47%	42%	51%	52%

Cash & Adjustment Trending

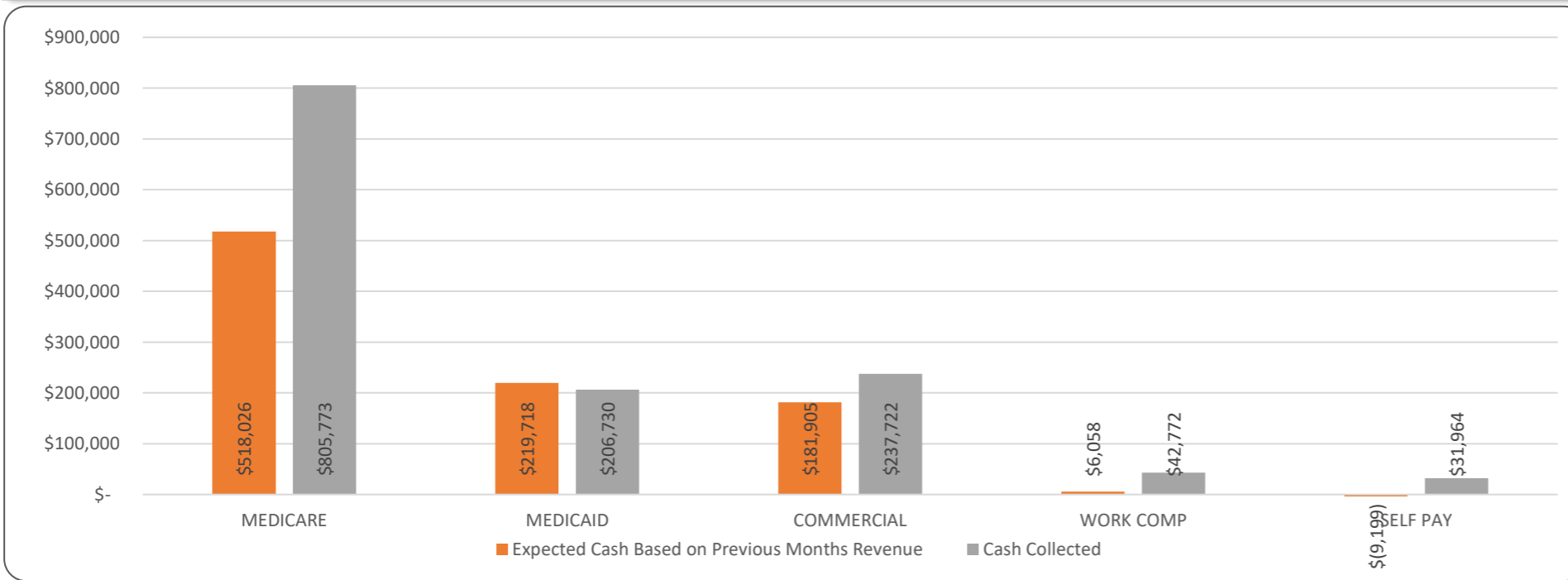


Cash Collections by Discharge Date

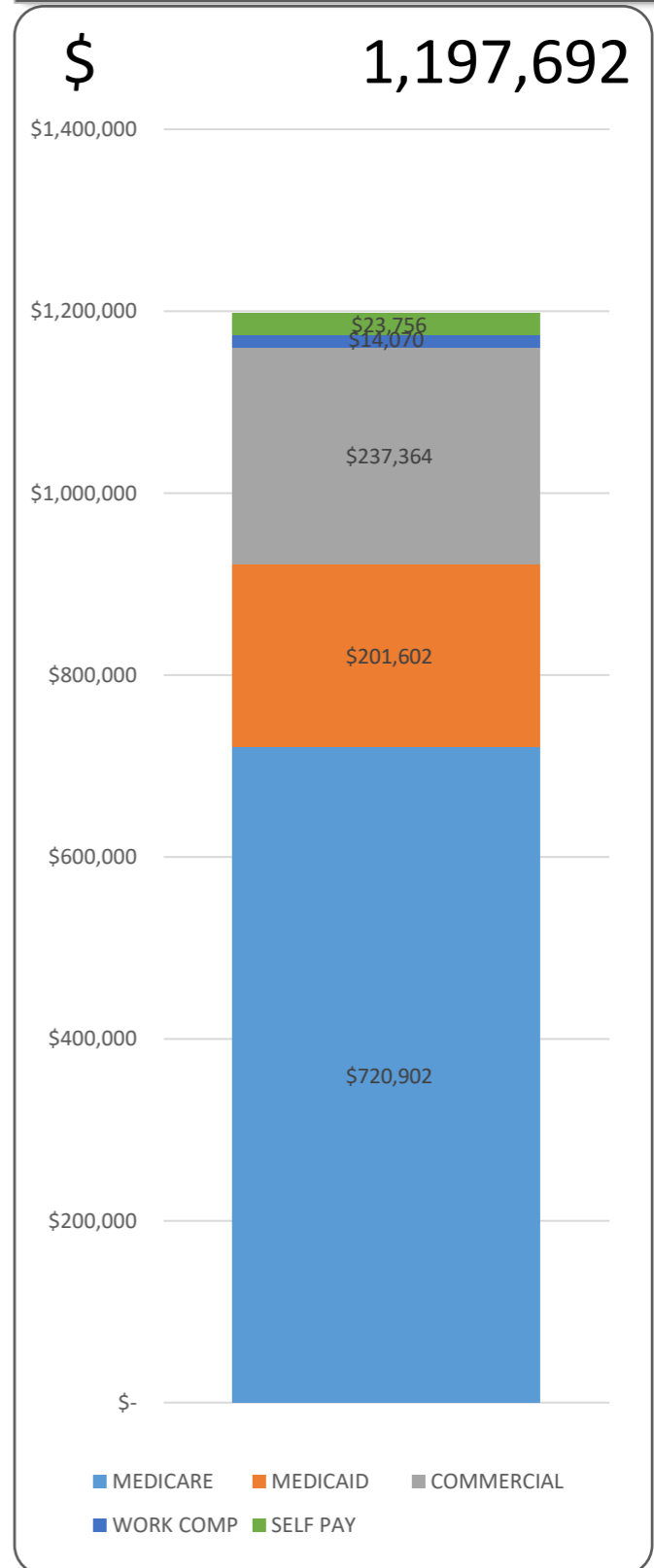


CASH FORECASTING

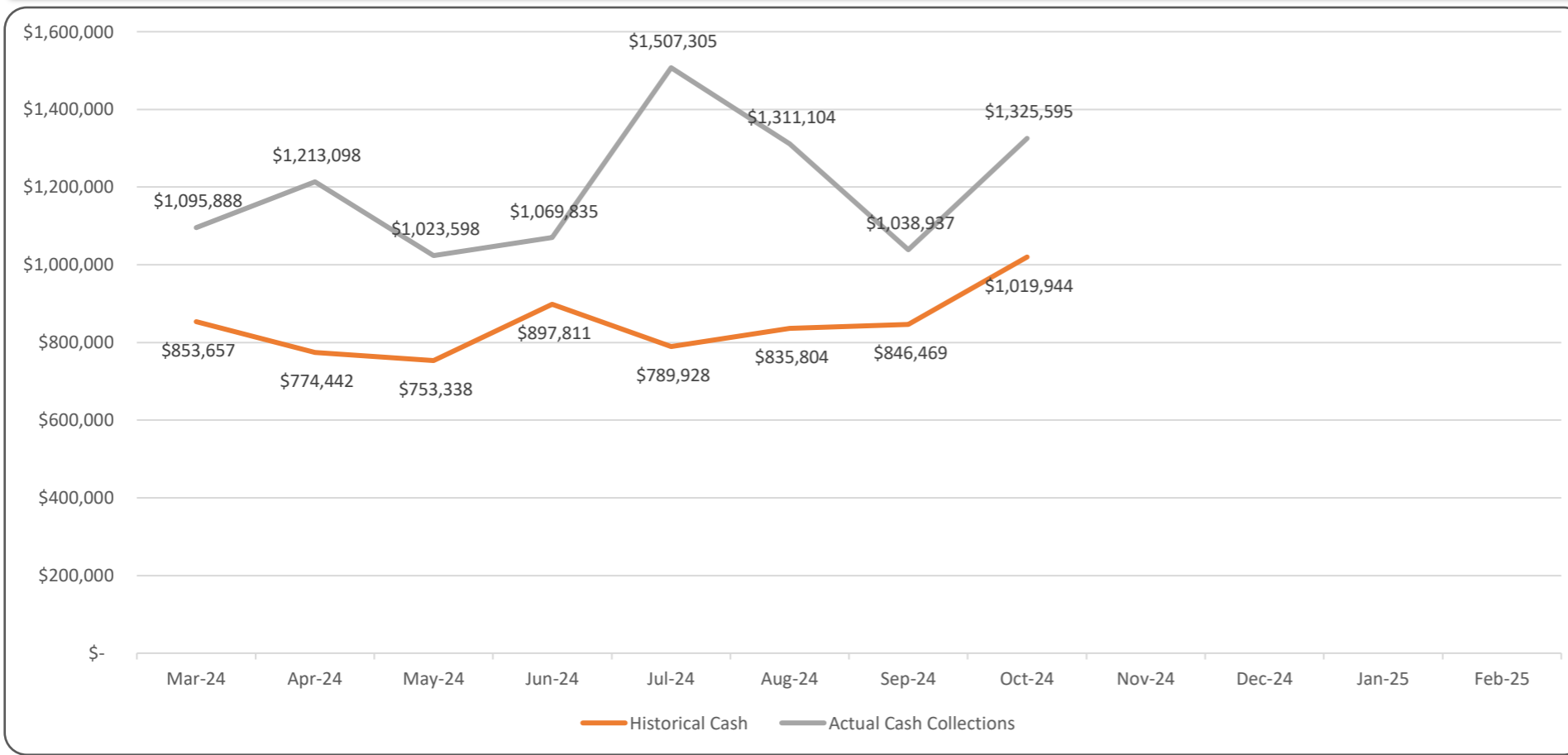
Expected Last Month vs Cash Collected (Based on Previous Months Revenue)



Cash Expected Next Month (Based on this Months Revenue)



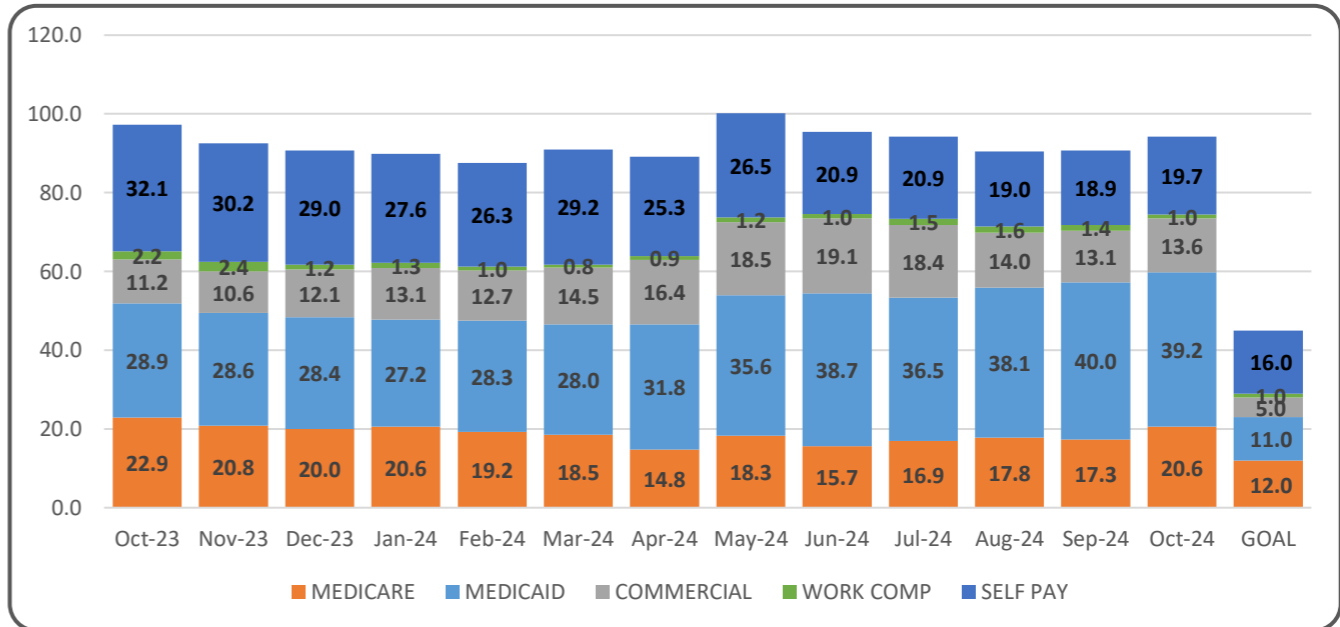
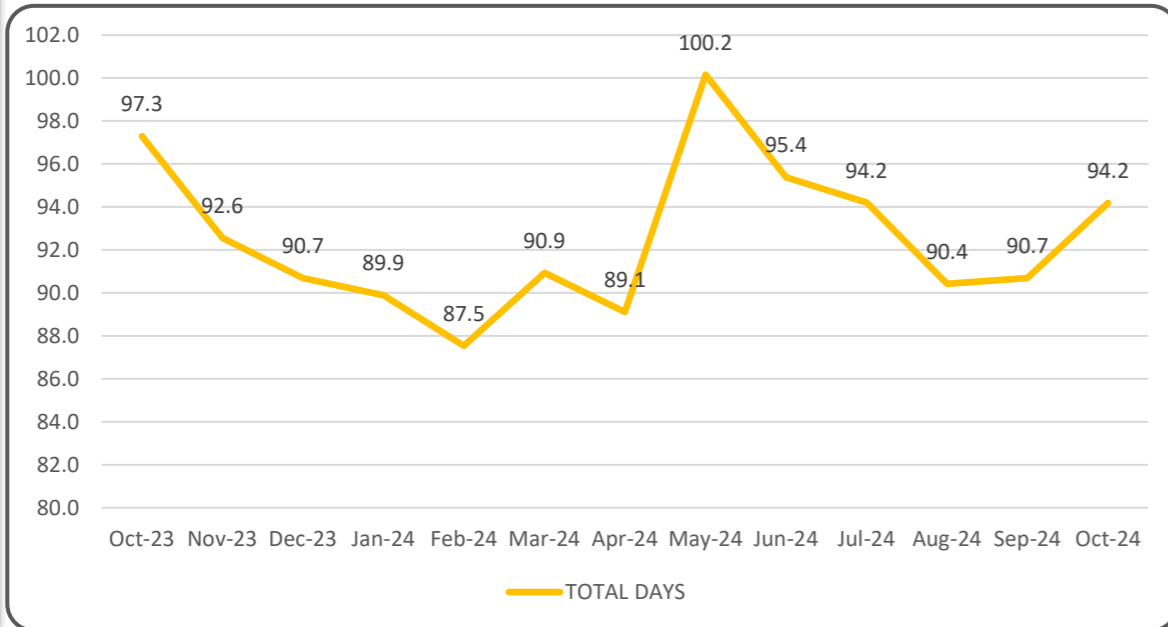
Actual Cash vs Historical Average Collections



ACCOUNTS RECEIVABLE

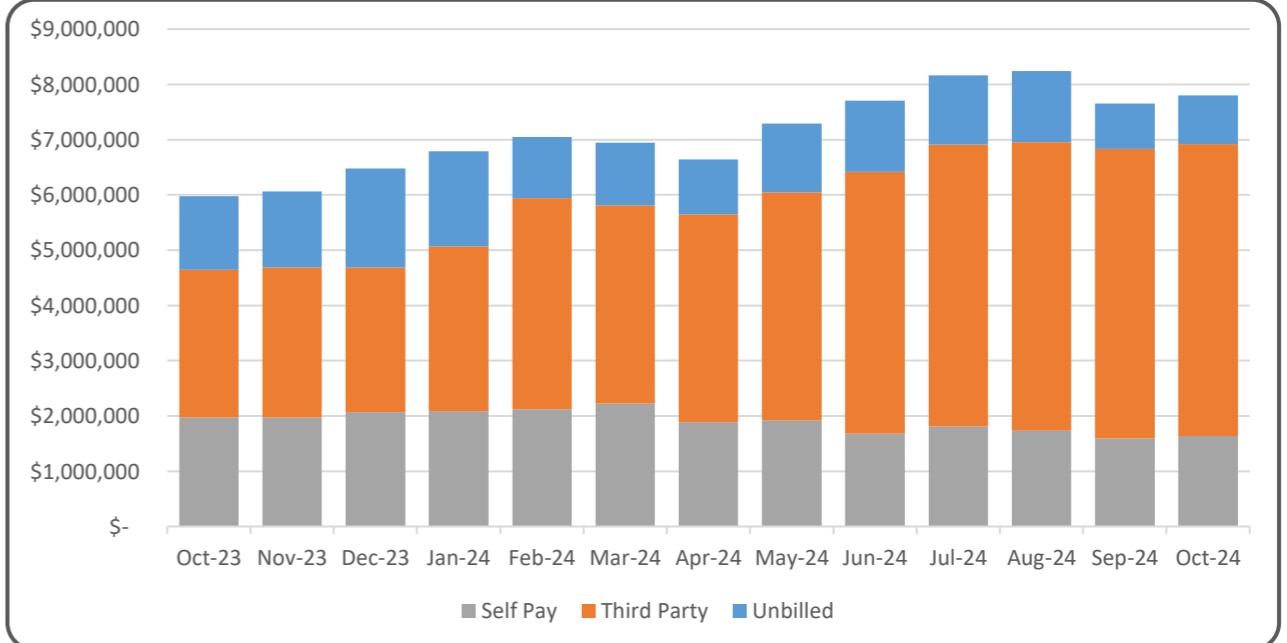
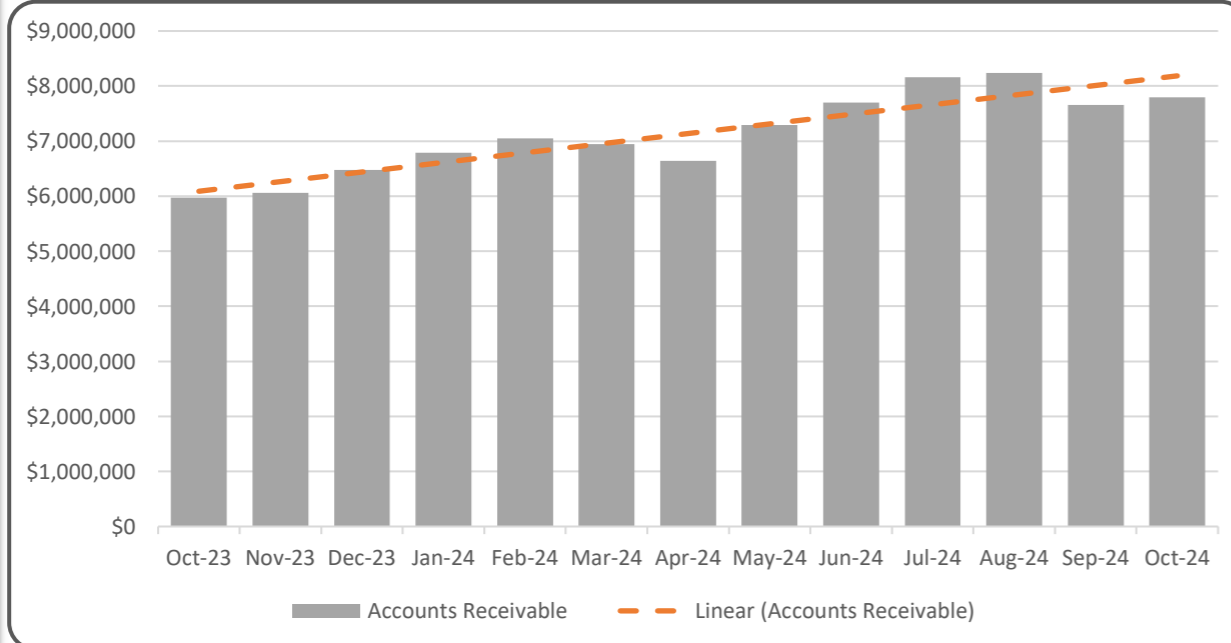
AR Days

PAYER	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	13 Month Average
MEDICARE	22.9	20.8	20.0	20.6	19.2	18.5	14.8	18.3	15.7	16.9	17.8	17.3	20.6	18.7
MEDICAID	28.9	28.6	28.4	27.2	28.3	28.0	31.8	35.6	38.7	36.5	38.1	40.0	39.2	33.0
COMMERCIAL	11.2	10.6	12.1	13.1	12.7	14.5	16.4	18.5	19.1	18.4	14.0	13.1	13.6	14.4
WORK COMP	2.2	2.4	1.2	1.3	1.0	0.8	0.9	1.2	1.0	1.5	1.6	1.4	1.0	1.3
SELF PAY	32.1	30.2	29.0	27.6	26.3	29.2	25.3	26.5	20.9	20.9	19.0	18.9	19.7	25.0
TOTAL DAYS	97.3	92.6	90.7	89.9	87.5	90.9	89.1	100.2	95.4	94.2	90.4	90.7	94.2	92.5



AR Balance

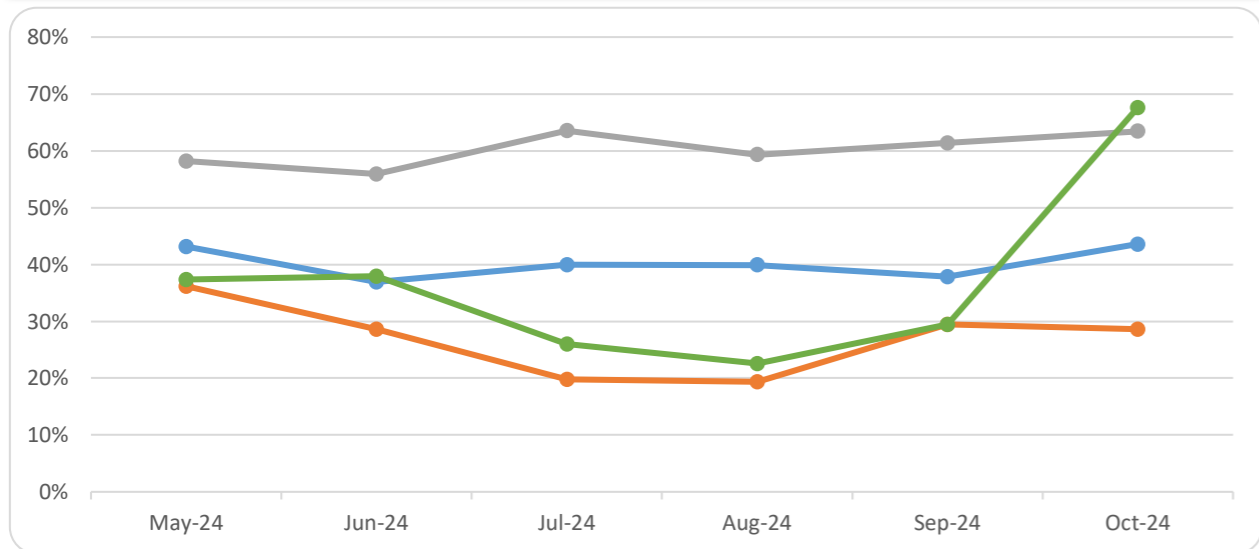
PAYER	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	13 Month Average
MEDICARE	\$ 1,408,379	\$ 1,364,196	\$ 1,430,057	\$ 1,552,239	\$ 1,546,696	\$ 1,414,285	\$ 1,101,851	\$ 1,334,185	\$ 1,264,190	\$ 1,466,233	\$ 1,617,933	\$ 1,459,766	\$ 1,708,968	\$ 1,436,075
MEDICAID	\$ 1,774,925	\$ 1,873,656	\$ 2,027,427	\$ 2,056,249	\$ 2,281,795	\$ 2,139,446	\$ 2,370,804	\$ 2,591,679	\$ 3,126,226	\$ 3,160,071	\$ 3,473,695	\$ 3,377,173	\$ 3,246,501	\$ 2,576,896
COMMERCIAL	\$ 684,736	\$ 692,018	\$ 861,736	\$ 990,874	\$ 1,024,848	\$ 1,105,847	\$ 1,222,227	\$ 1,348,694	\$ 1,545,259	\$ 1,594,542	\$ 1,279,024	\$ 1,106,133	\$ 1,127,719	\$ 1,121,820
WORK COMP	\$ 133,125	\$ 155,295	\$ 87,612	\$ 100,345	\$ 76,676	\$ 58,713	\$ 66,783	\$ 87,299	\$ 82,043	\$ 132,192	\$ 141,749	\$ 117,270	\$ 82,695	\$ 101,677
SELF PAY	\$ 1,973,313	\$ 1,975,406	\$ 2,068,907	\$ 2,087,543	\$ 2,122,365	\$ 2,228,193	\$ 1,883,672	\$ 1,926,672	\$ 1,684,185	\$ 1,809,858	\$ 1,729,839	\$ 1,597,324	\$ 1,633,784	\$ 1,901,620
TOTAL	\$ 5,974,477	\$ 6,060,571	\$ 6,475,740	\$ 6,787,249	\$ 7,052,380	\$ 6,946,485	\$ 6,645,338	\$ 7,288,529	\$ 7,701,902	\$ 8,162,895	\$ 8,242,240	\$ 7,657,667	\$ 7,799,668	\$ 7,138,088



ACCOUNTS RECEIVABLE AGING

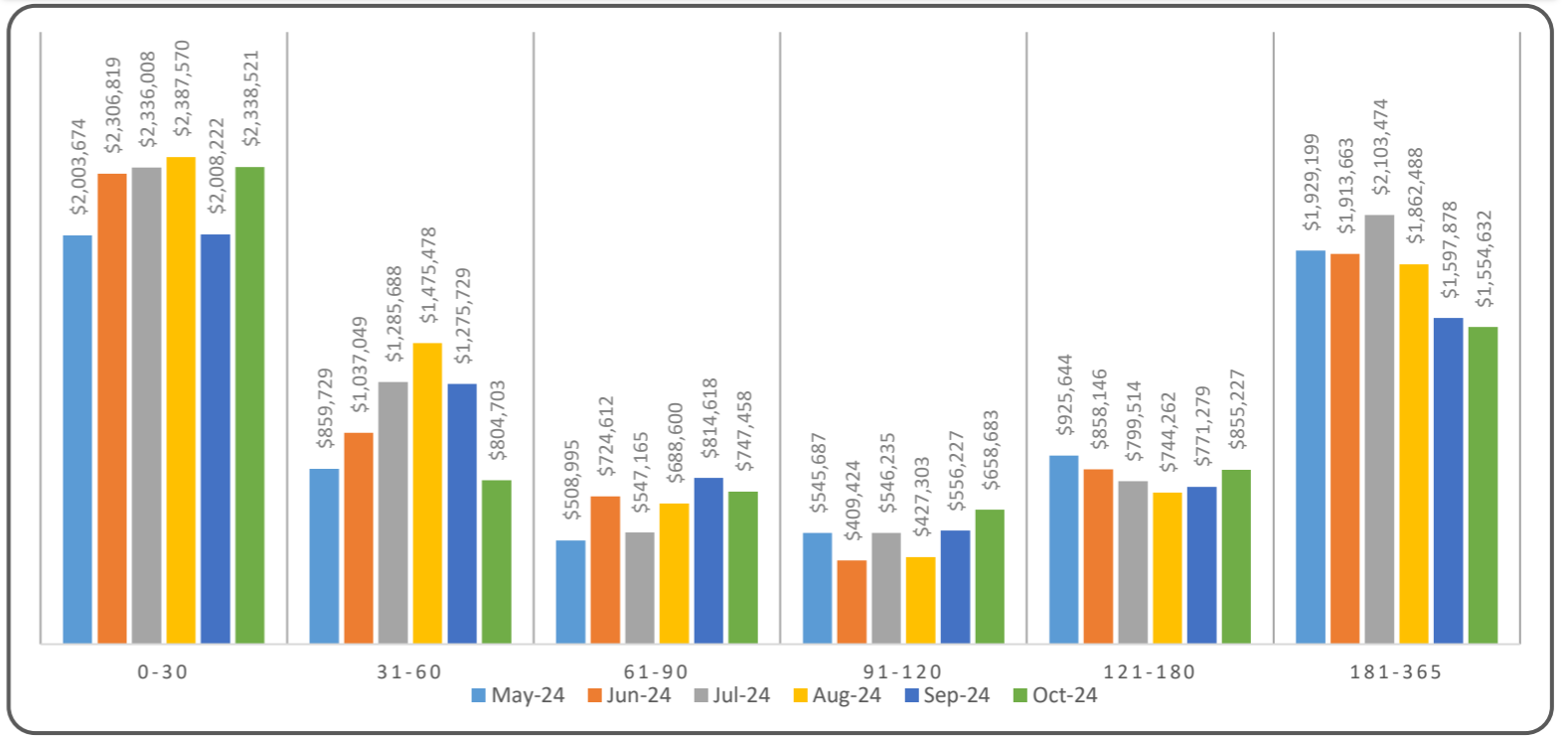
	0-30 Days		31-60 Days		61-90 Days		91-120 Days		121-180 Days		181-365 Days		366+ Days		Grand Totals	
	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$
MEDICARE																
Non-Credit	264	\$ 944,469	50	\$ 211,969	39	\$ 141,582	26	\$ 124,473	48	\$ 196,678	48	\$ 134,021	31	\$ 64,125	506	\$ 1,817,317
Credit	0	\$ 166	3	\$ (98,468)	0	\$ (375)	2	\$ (2,074)	0	\$ (375)	2	\$ (937)	1	\$ (6,284)	8	\$ (108,349)
TOTAL	264	\$ 944,635	53	\$ 113,501	39	\$ 141,206	28	\$ 122,399	48	\$ 196,302	50	\$ 133,084	32	\$ 57,840	514	\$ 1,708,968
MEDICAID																
Non-Credit	266	\$ 945,539	165	\$ 472,294	150	\$ 416,742	140	\$ 259,467	147	\$ 383,077	242	\$ 556,009	92	\$ 219,765	1202	\$ 3,252,893
Credit	1	\$ (730)	0	\$ (1)	0	\$ (1)	1	\$ (69)	5	\$ (1,600)	13	\$ (2,585)	8	\$ (1,406)	28	\$ (6,392)
TOTAL	267	\$ 944,809	165	\$ 472,293	150	\$ 416,741	141	\$ 259,399	152	\$ 381,477	255	\$ 553,424	100	\$ 218,359	1230	\$ 3,246,501
COMMERCIAL																
Non-Credit	173	\$ 293,034	75	\$ 86,797	63	\$ 54,783	73	\$ 94,084	100	\$ 82,886	181	\$ 377,073	105	\$ 200,313	770	\$ 1,188,971
Credit	0	\$ (226)	0	\$ (146)	2	\$ (735)	6	\$ (1,612)	2	\$ (1,065)	21	\$ (15,767)	185	\$ (41,702)	216	\$ (61,252)
TOTAL	173	\$ 292,808	75	\$ 86,651	65	\$ 54,049	79	\$ 92,472	102	\$ 81,822	202	\$ 361,306	290	\$ 158,611	986	\$ 1,127,719
WORK COMP																
Non-Credit	6	\$ 11,532	6	\$ 5,222	5	\$ 10,886	13	\$ 21,484	26	\$ 24,284	2	\$ 7,590	1	\$ 4,353	59	\$ 85,351
Credit	0	\$ -	0	\$ -	0	\$ -	3	\$ (279)	0	\$ -	0	\$ -	12	\$ (2,376)	15	\$ (2,655)
TOTAL	6	\$ 11,532	6	\$ 5,222	5	\$ 10,886	16	\$ 21,204	26	\$ 24,284	2	\$ 7,590	13	\$ 1,977	74	\$ 82,695
SELF PAY																
Non-Credit	65	\$ 145,729	79	\$ 127,843	98	\$ 124,914	89	\$ 164,797	149	\$ 174,223	330	\$ 505,277	468	\$ 420,612	1278	\$ 1,663,396
Credit	2	\$ (993)	4	\$ (807)	0	\$ (338)	0	\$ (1,588)	2	\$ (2,881)	15	\$ (6,049)	178	\$ (16,957)	201	\$ (29,611)
TOTAL	67	\$ 144,736	83	\$ 127,037	98	\$ 124,576	89	\$ 163,209	151	\$ 171,342	345	\$ 499,228	646	\$ 403,656	1479	\$ 1,633,784
ACCOUNTS RECEIVABLE																
Non-Credit	774	\$ 2,340,304	375	\$ 904,126	355	\$ 748,907	341	\$ 664,305	470	\$ 861,147	803	\$ 1,579,971	697	\$ 909,168	3815	\$ 8,007,928
Credit	3	\$ (1,783)	7	\$ (99,422)	2	\$ (1,449)	12	\$ (5,622)	9	\$ (5,920)	51	\$ (25,338)	384	\$ (68,725)	468	\$ (208,260)
GRAND TOTAL	777	\$ 2,338,521	382	\$ 804,703	357	\$ 747,458	353	\$ 658,683	479	\$ 855,227	854	\$ 1,554,632	1081	\$ 840,444	4283	\$ 7,799,668

Aged Over 90 Days Trending (excluding Credits)



	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24
Medicare	36.2%	28.6%	19.8%	19.4%	29.5%	28.6%
Medicaid	43.2%	36.9%	39.9%	39.9%	37.9%	43.6%
Commercial	58.2%	55.9%	63.5%	59.3%	61.4%	63.4%
Work Comp	37.4%	37.9%	26.0%	22.6%	29.4%	67.6%

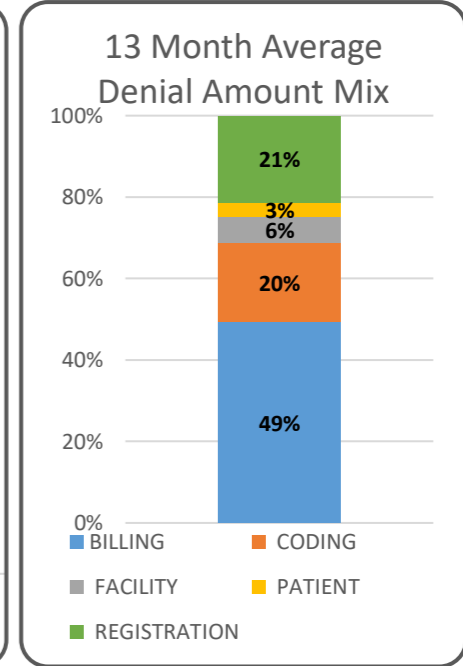
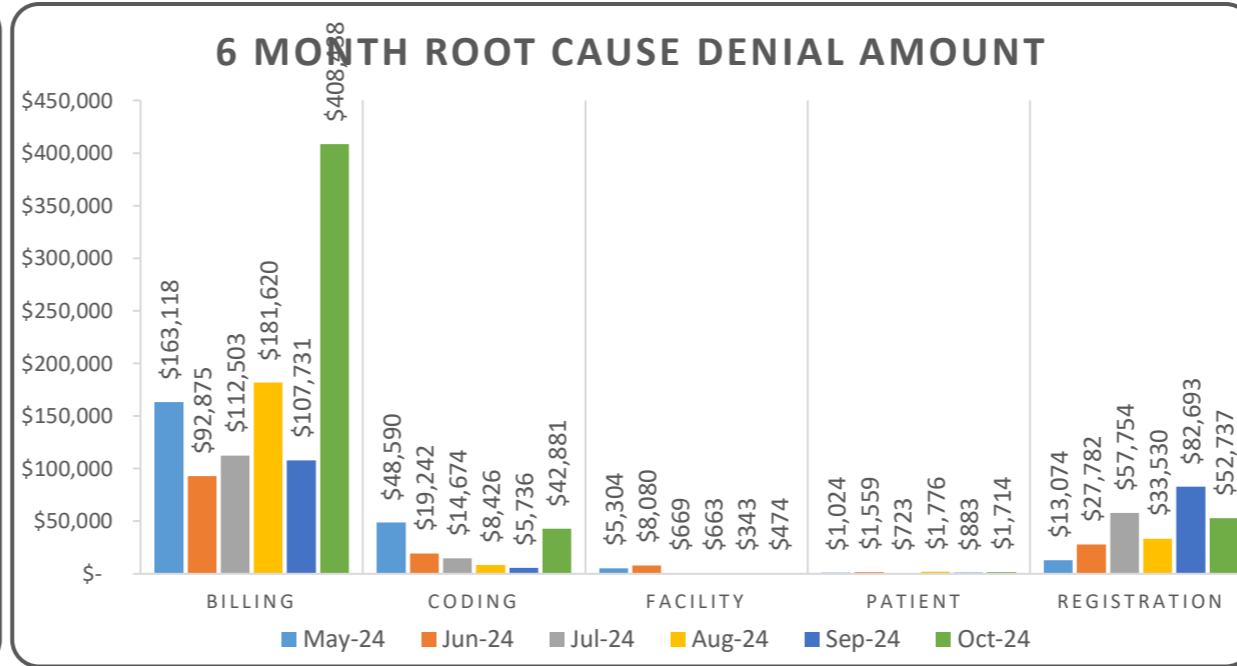
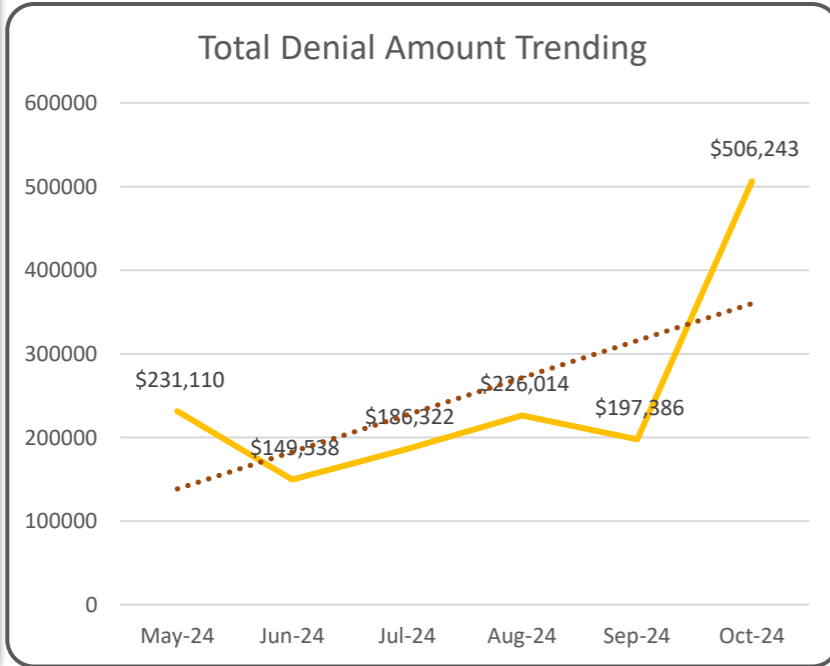
6 Month Aging



DENIAL MANAGEMENT

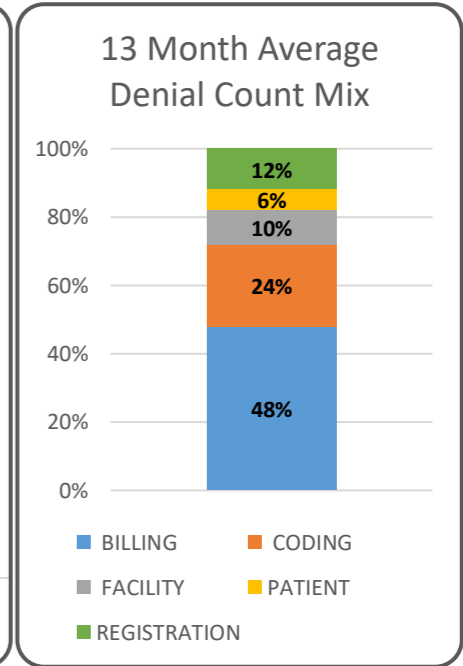
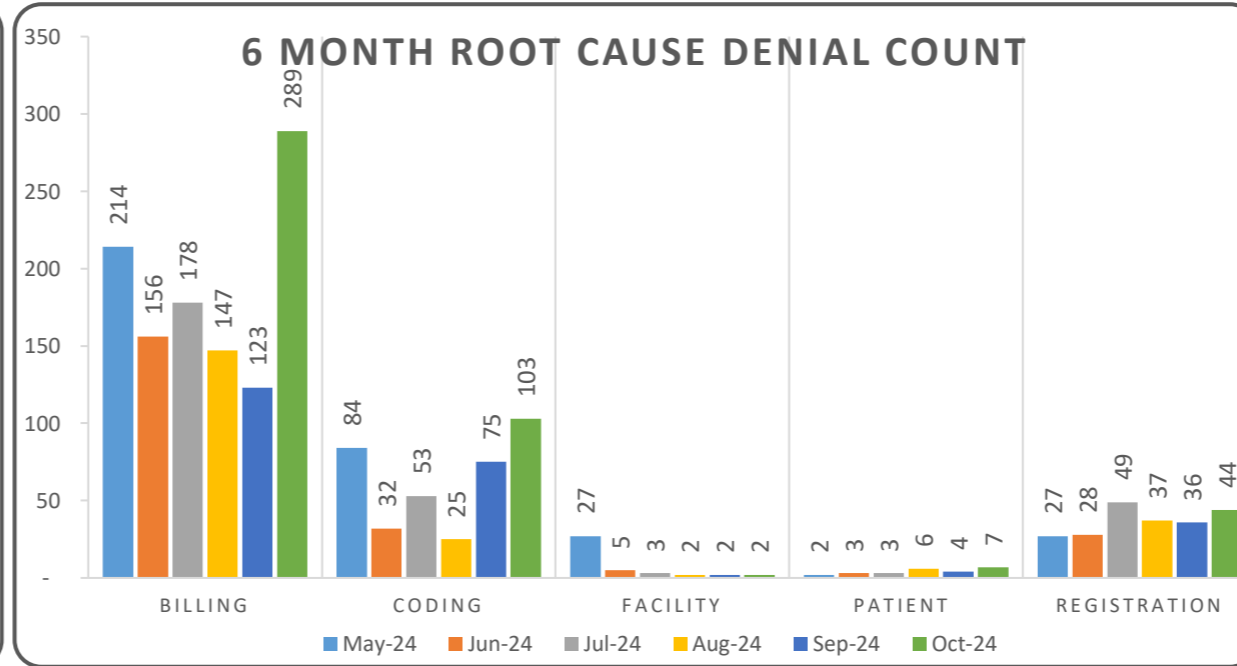
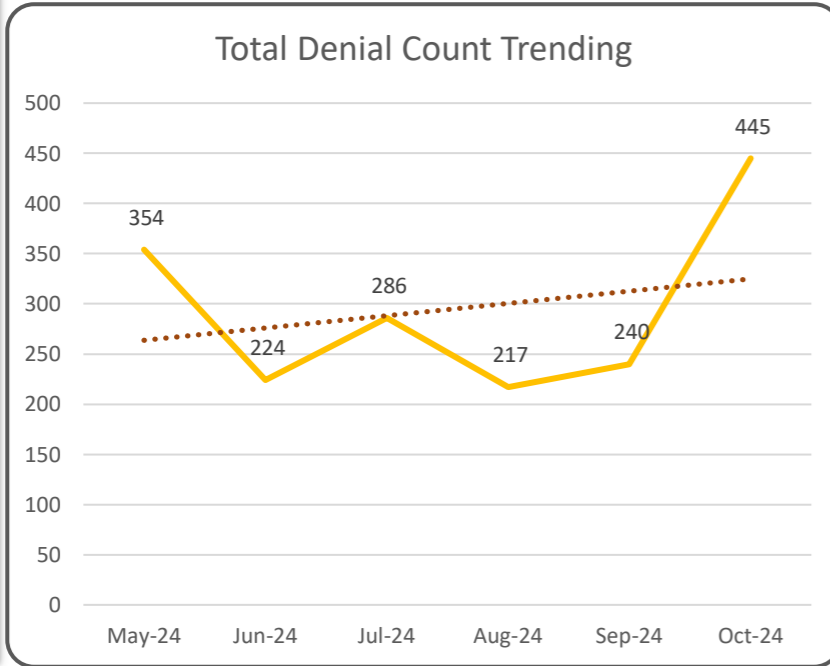
Denial Amount

AMOUNT	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	13 Month Average
BILLING	\$ 23,169	\$ 57,603	\$ (28,742)	\$ 67,372	\$ 64,683	\$ 102,328	\$ 147,424	\$ 163,118	\$ 92,875	\$ 112,503	\$ 181,620	\$ 107,731	\$ 408,438	\$ 115,394
CODING	\$ 125,103	\$ 41,055	\$ 7,806	\$ 14,432	\$ 59,832	\$ 104,199	\$ 100,998	\$ 48,590	\$ 19,242	\$ 14,674	\$ 8,426	\$ 5,736	\$ 42,881	\$ 45,613
FACILITY	\$ 599	\$ 59,842	\$ 57,620	\$ 23,485	\$ 20,511	\$ 9,808	\$ 6,686	\$ 5,304	\$ 8,080	\$ 669	\$ 663	\$ 343	\$ 474	\$ 14,929
PATIENT	\$ 24,606	\$ 14,699	\$ 4,347	\$ 40,316	\$ 9,267	\$ 3,976	\$ -	\$ 1,024	\$ 1,559	\$ 723	\$ 1,776	\$ 883	\$ 1,714	\$ 8,069
REGISTRATION	\$ 171,363	\$ 12,651	\$ 21,850	\$ 9,369	\$ 94,713	\$ 58,997	\$ 12,304	\$ 13,074	\$ 27,782	\$ 57,754	\$ 33,530	\$ 82,693	\$ 52,737	\$ 49,909
TOTAL	\$ 344,840	\$ 185,849	\$ 62,881	\$ 154,975	\$ 249,006	\$ 279,308	\$ 267,412	\$ 231,110	\$ 149,538	\$ 186,322	\$ 226,014	\$ 197,386	\$ 506,243	\$ 233,914



Denial Count

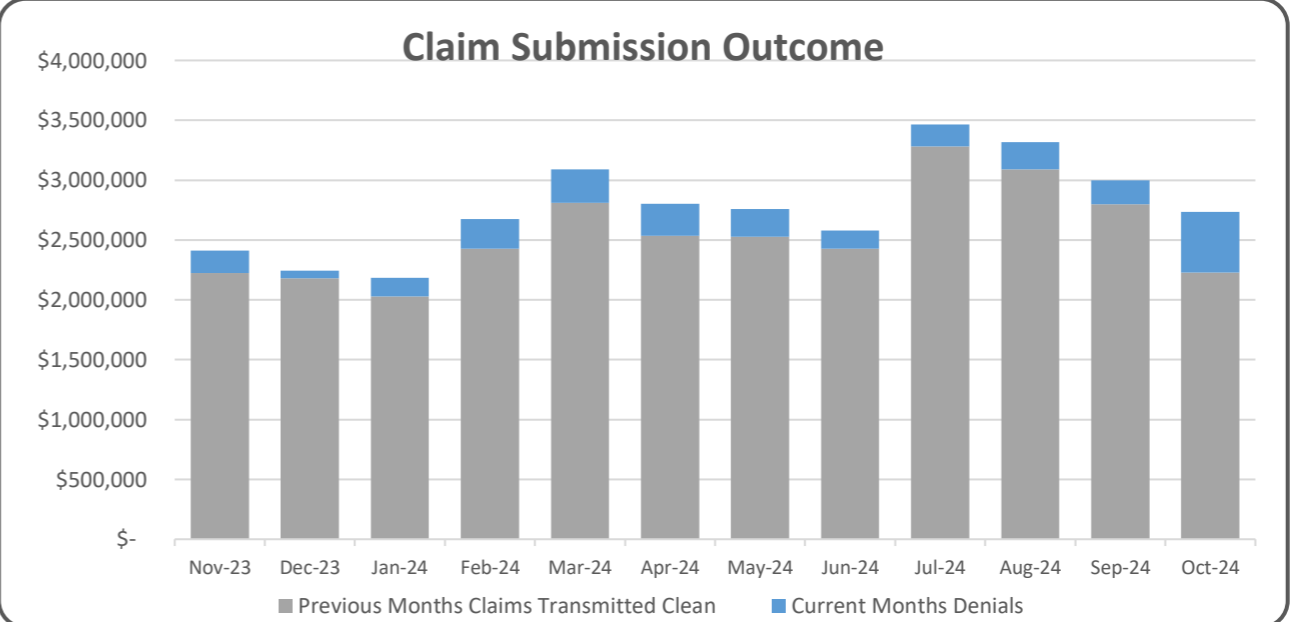
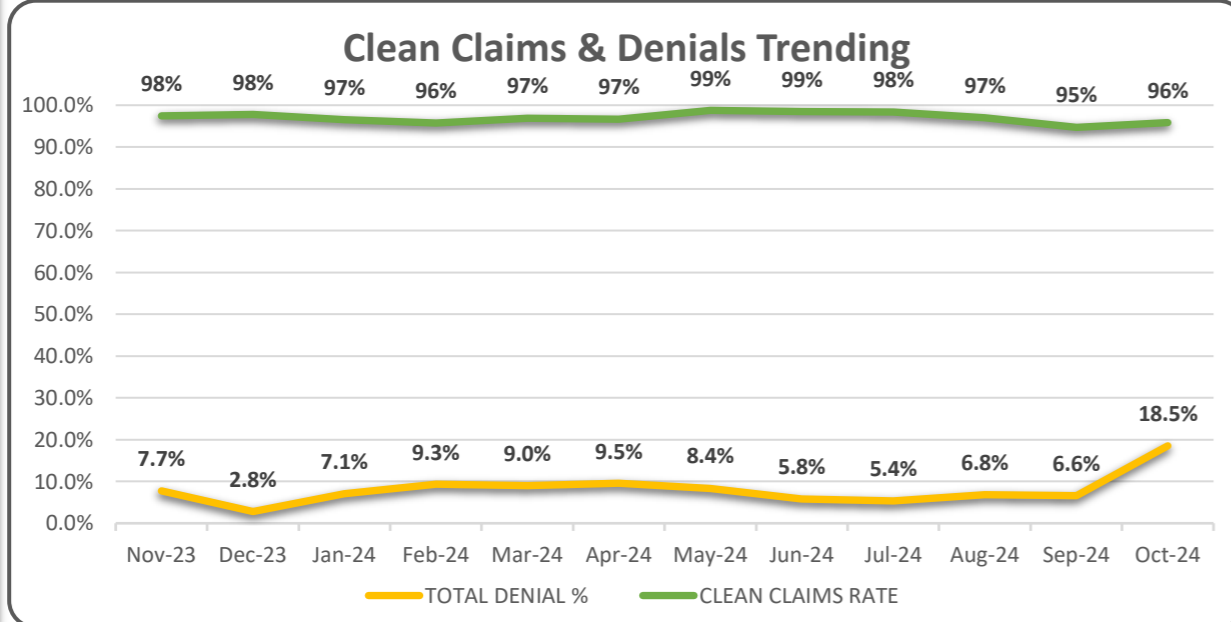
COUNT	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	13 Month Average
BILLING	69	103	48	82	42	49	168	214	156	178	147	123	289	128
CODING	73	31	22	13	123	100	95	84	32	53	25	75	103	64
FACILITY	1	54	16	52	98	53	47	27	5	3	2	2	2	28
PATIENT	10	12	25	116	8	12	-	2	3	3	6	4	7	16
REGISTRATION	57	15	31	7	37	20	23	27	28	49	37	36	44	32
TOTAL	210	215	142	270	308	234	333	354	224	286	217	240	445	268



CLAIM SUBMIT EFFICIENCY & DENIAL RESOLUTION

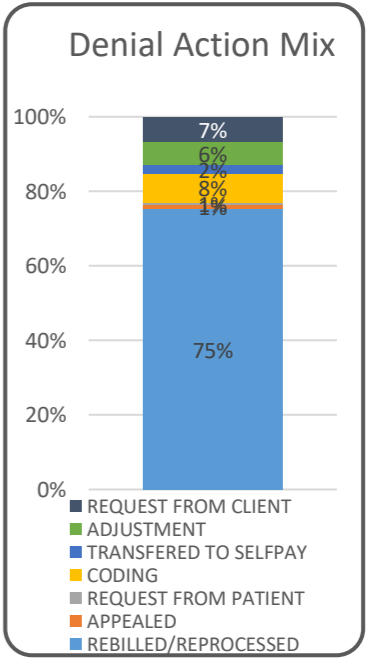
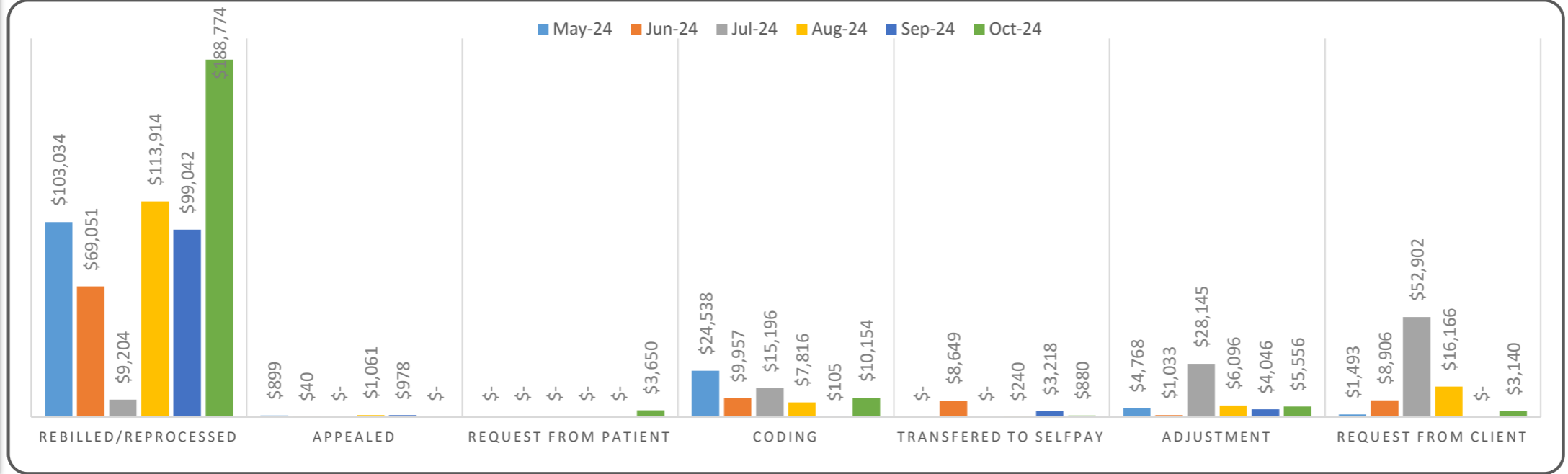
Denial & Clean Claim Trending

	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	13 Month Average
DENIAL AMOUNT	\$ 344,840	\$ 185,849	\$ 62,881	\$ 154,975	\$ 249,006	\$ 279,308	\$ 267,412	\$ 231,110	\$ 149,538	\$ 186,322	\$ 226,014	\$ 197,386	\$ 506,243	\$ 233,914
PREVIOUS MONTH'S TRANSMITTED CLAIMS	\$ 1,867,928	\$ 2,411,329	\$ 2,241,921	\$ 2,184,032	\$ 2,676,735	\$ 3,091,516	\$ 2,803,341	\$ 2,760,024	\$ 2,578,338	\$ 3,466,200	\$ 3,317,829	\$ 2,996,389	\$ 2,732,807	\$ 2,702,184
TOTAL DENIAL %	18.5%	7.7%	2.8%	7.1%	9.3%	9.0%	9.5%	8.4%	5.8%	5.4%	6.8%	6.6%	18.5%	8.9%
CLEAN CLAIMS RATE	96%	98%	98%	97%	96%	97%	97%	99%	99%	98%	97%	95%	96%	97%



Action Taken on Denials

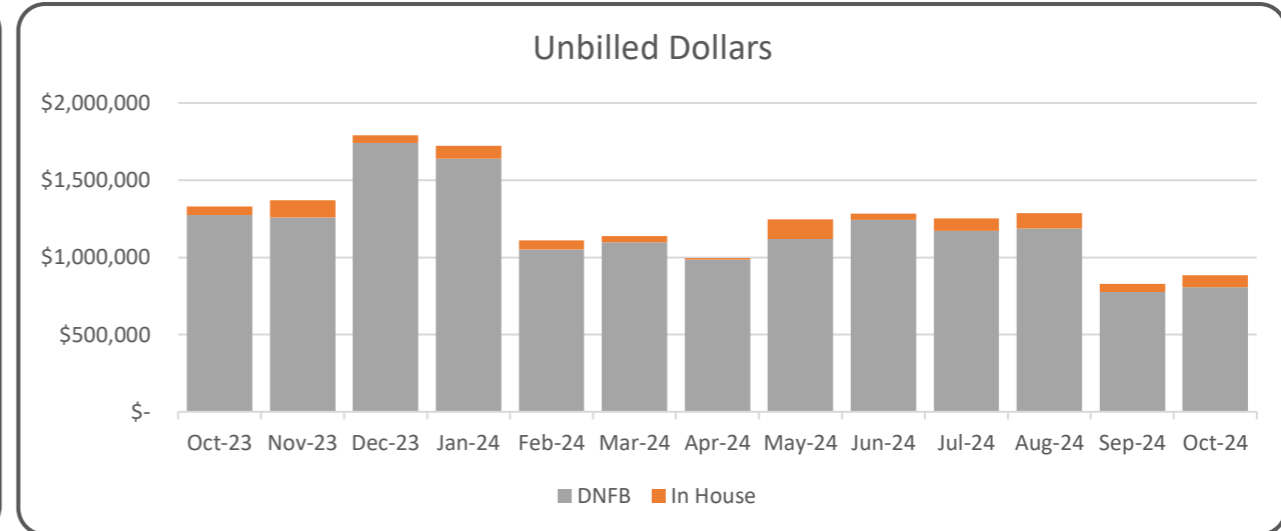
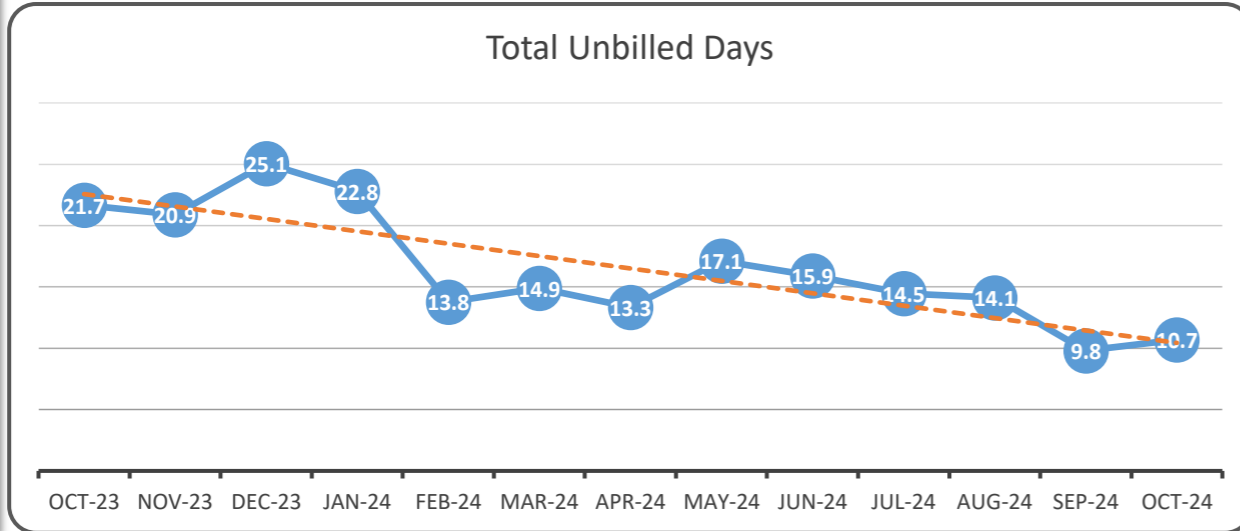
DENIAL ACTION	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	13 Month Average
REBILLED/REPROCESSED	\$ 240,169	\$ 107,339	\$ 31,003	\$ 97,434	\$ 212,101	\$ 240,616	\$ 173,232	\$ 103,034	\$ 69,051	\$ 9,204	\$ 113,914	\$ 99,042	\$ 188,774	\$ 129,609
APPEALED	\$ -	\$ -	\$ -	\$ -	\$ 1,555	\$ 8,306	\$ 8,615	\$ 899	\$ 40	\$ -	\$ 1,061	\$ 978	\$ -	\$ 1,650
REQUEST FROM PATIENT	\$ -	\$ -	\$ -	\$ -	\$ 10,408	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,650	\$ 1,081
CODING	\$ 70,743	\$ 2,098	\$ 3,052	\$ 34,614	\$ -	\$ -	\$ -	\$ 24,538	\$ 9,957	\$ 15,196	\$ 7,816	\$ 105	\$ 10,154	\$ 13,713
TRANSFERED TO SELFPAY	\$ 3,542	\$ 3,856	\$ -	\$ 23,609	\$ 523	\$ 2,334	\$ 731	\$ -	\$ 8,649	\$ -	\$ 240	\$ 3,218	\$ 880	\$ 3,660
ADJUSTMENT	\$ 30,387	\$ 3,436	\$ 8,001	\$ 8,089	\$ 4,789	\$ 18,700	\$ 18,178	\$ 4,768	\$ 1,033	\$ 28,145	\$ 6,096	\$ 4,046	\$ 5,556	\$ 10,863
REQUEST FROM CLIENT	\$ -	\$ 291	\$ 20,823	\$ 14,875	\$ 19,630	\$ 9,506	\$ 433	\$ 1,493	\$ 8,906	\$ 52,902	\$ 16,166	\$ -	\$ 3,140	\$ 11,397
TOTAL	\$ 344,842	\$ 117,020	\$ 62,880	\$ 178,621	\$ 249,006	\$ 279,461	\$ 201,189	\$ 134,732	\$ 97,637	\$ 105,447	\$ 145,293	\$ 107,389	\$ 212,154	\$ 171,975



UNBILLED & INVENTORY

Unbilled

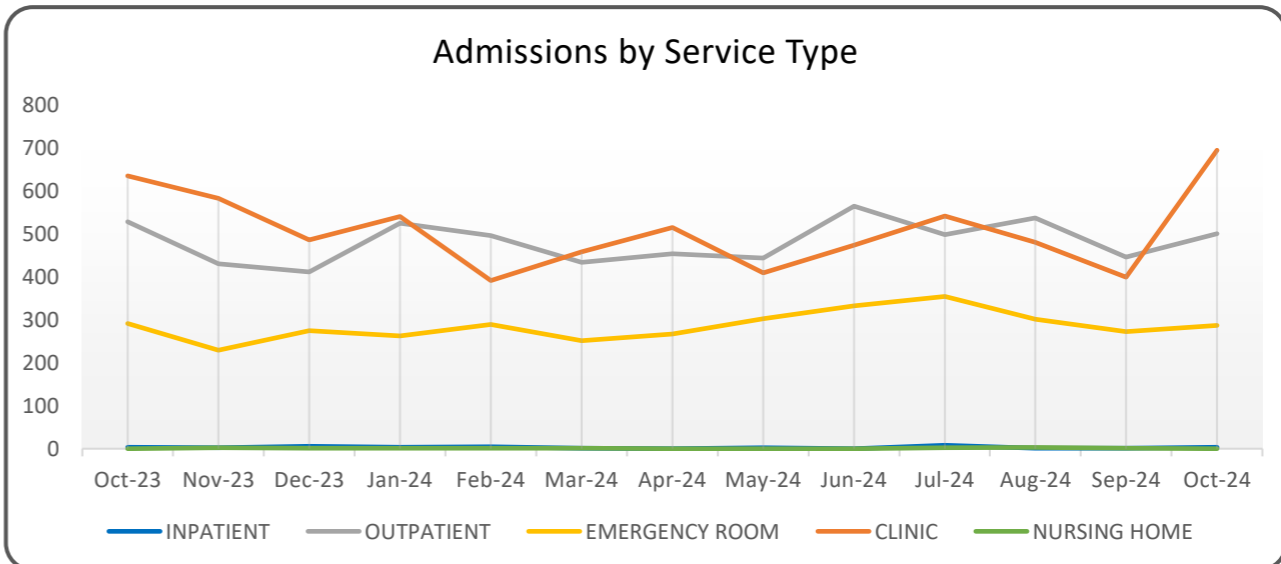
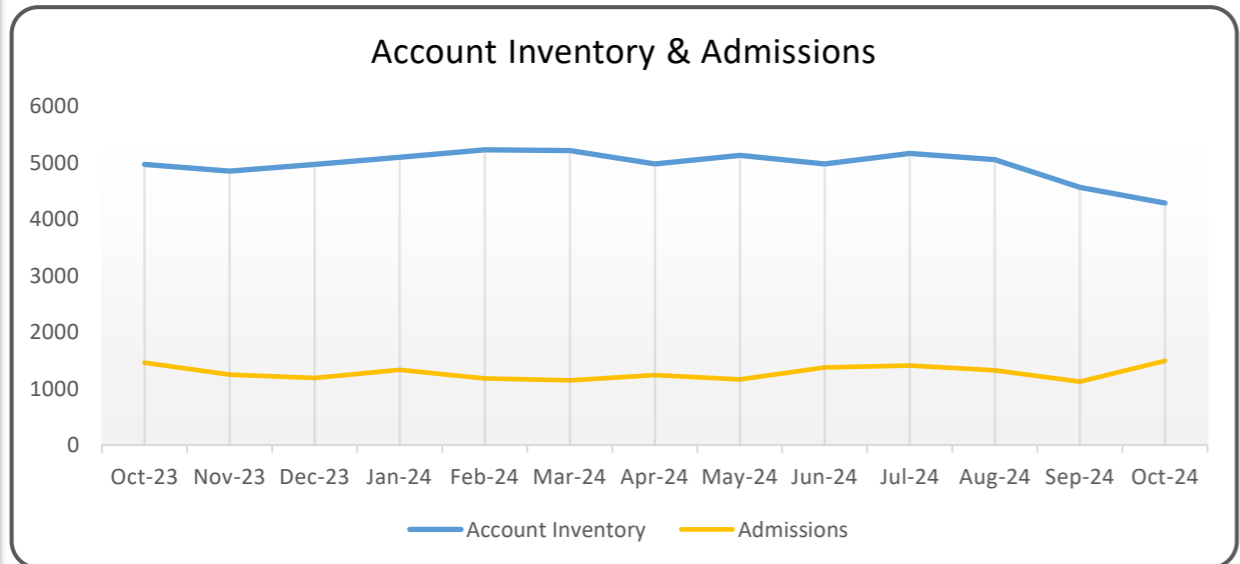
	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	13 Month Average
In House	\$ 58,121	\$ 108,806	\$ 49,158	\$ 81,326	\$ 57,589	\$ 40,091	\$ 9,467	\$ 125,095	\$ 41,831	\$ 80,889	\$ 100,191	\$ 53,574	\$ 79,176	\$ 68,101
DNFB	\$ 1,272,278	\$ 1,259,714	\$ 1,740,429	\$ 1,639,771	\$ 1,052,041	\$ 1,097,004	\$ 986,005	\$ 1,119,850	\$ 1,241,997	\$ 1,171,385	\$ 1,185,713	\$ 774,717	\$ 805,923	\$ 1,180,525
Total Unbilled	\$ 1,330,399	\$ 1,368,520	\$ 1,789,587	\$ 1,721,097	\$ 1,109,630	\$ 1,137,095	\$ 995,472	\$ 1,244,945	\$ 1,283,828	\$ 1,252,274	\$ 1,285,904	\$ 828,291	\$ 885,099	\$ 1,248,626
Unbilled Days	21.7	20.9	25.1	22.8	13.8	14.9	13.3	17.1	15.9	14.5	14.1	9.8	10.7	16.5



Admissions & Account Inventory

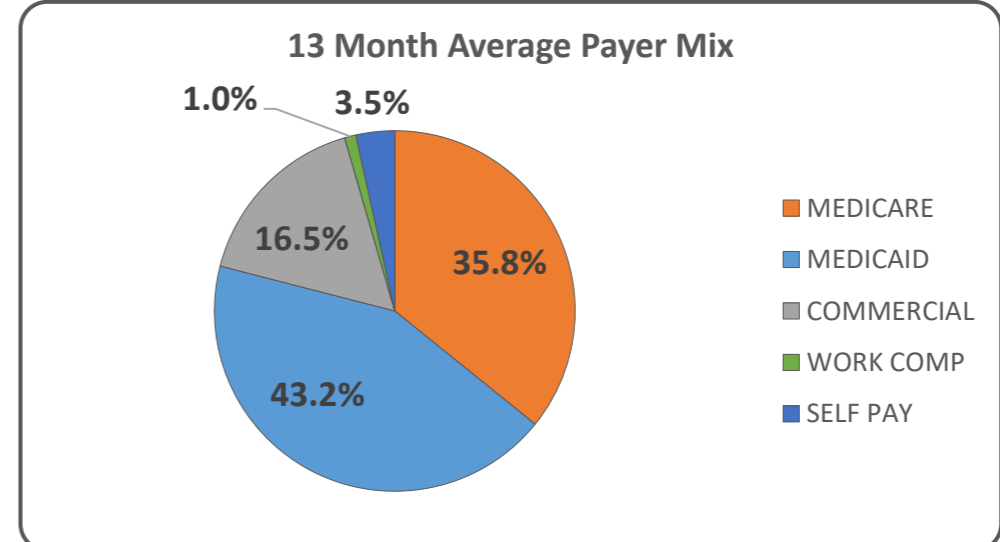
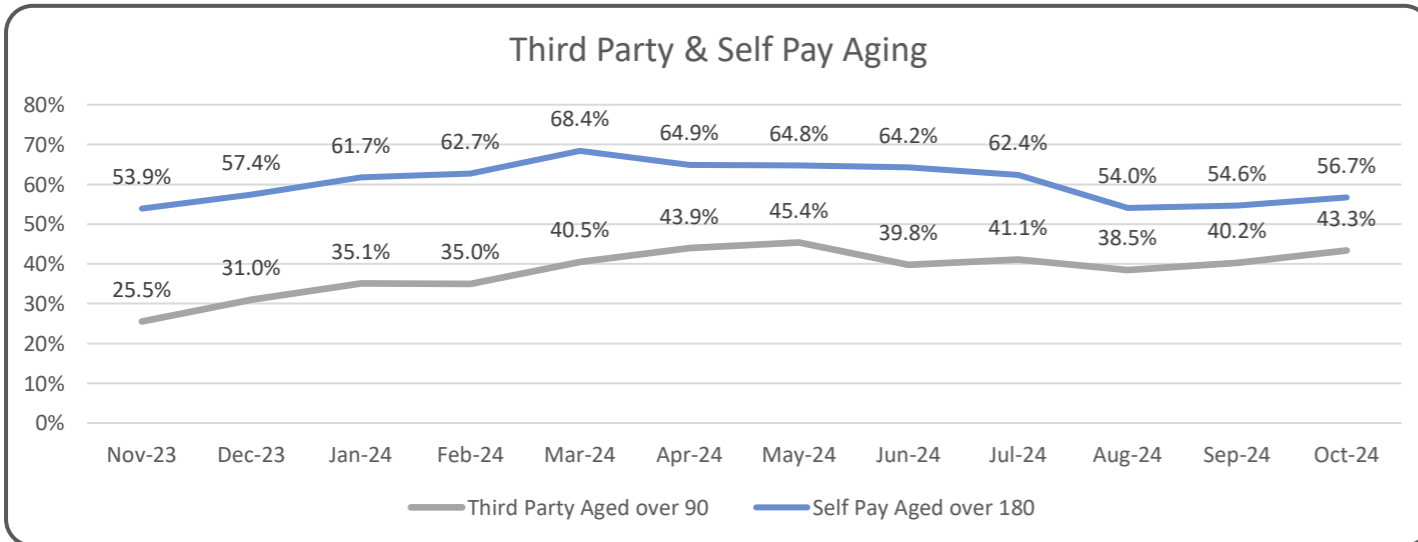
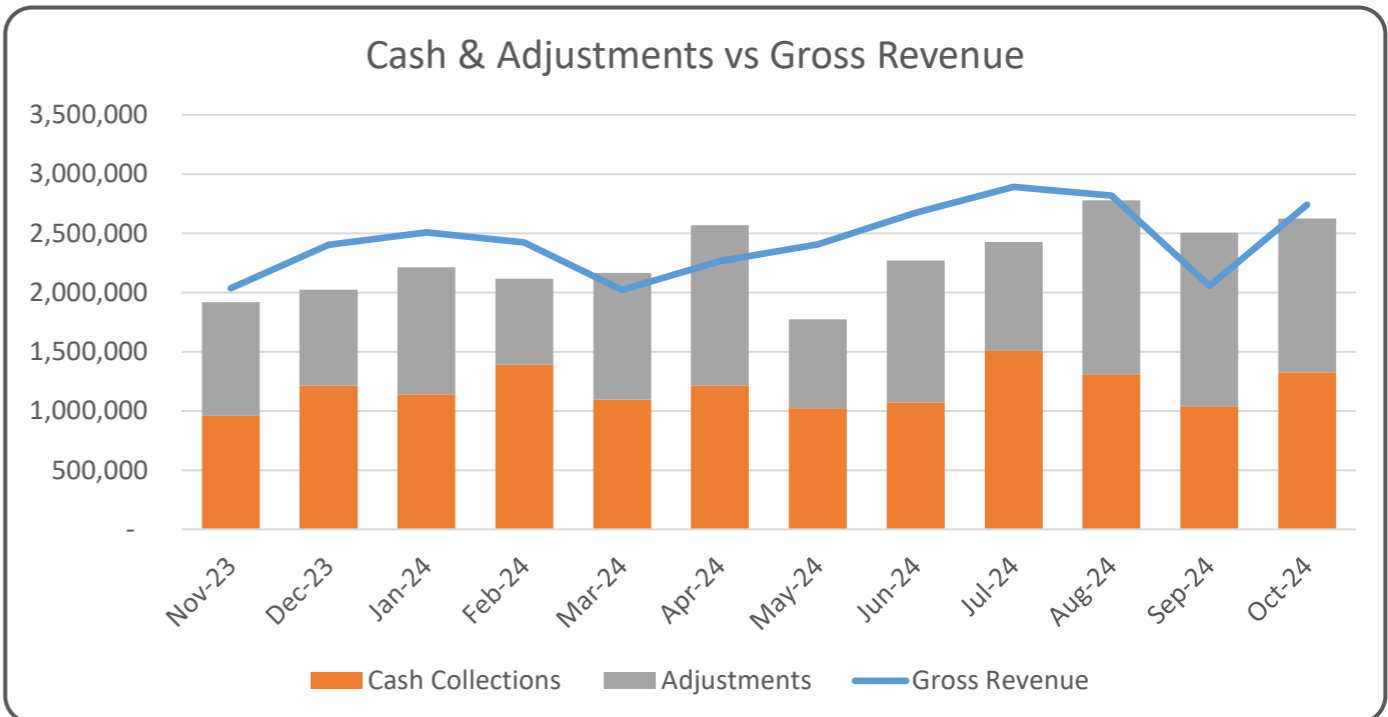
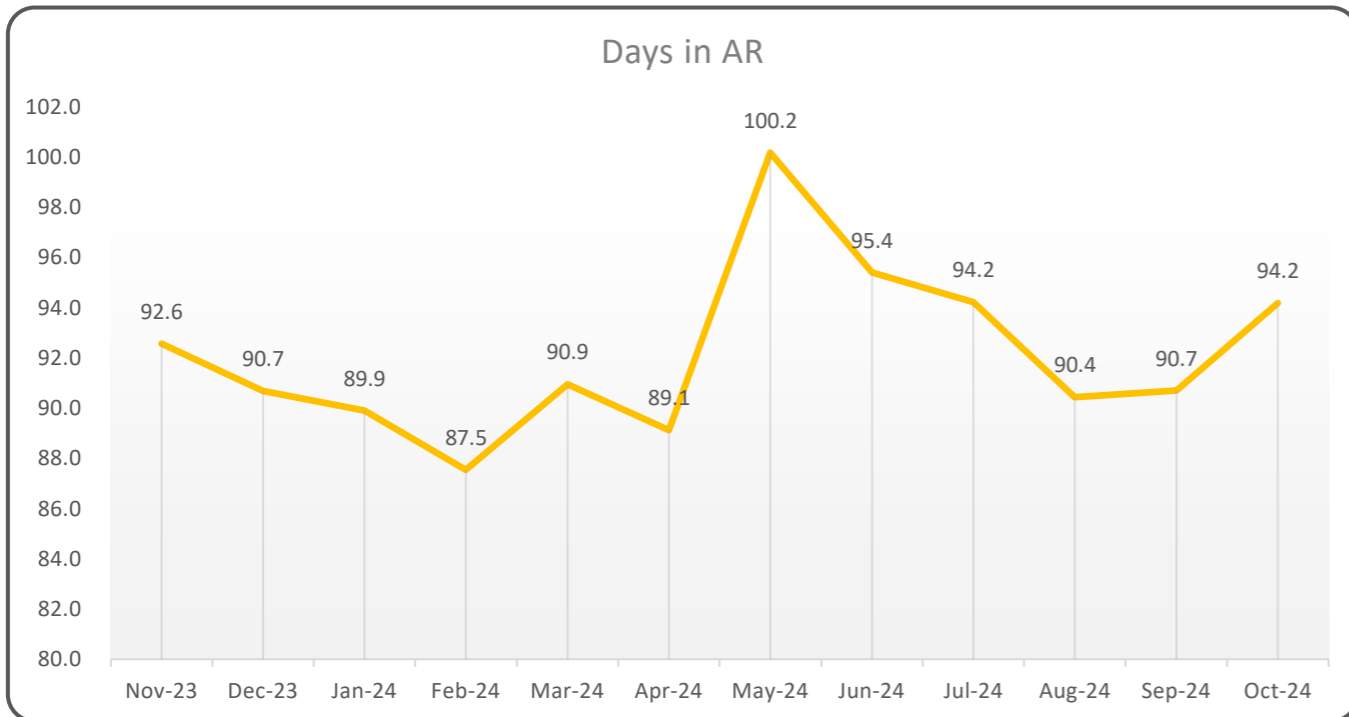
ADMISSIONS	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	13 Month Average
INPATIENT	3	2	6	3	4	1	0	2	0	8	1	1	3	3
SWINGBED	4	1	5	2	2	1	1	3	4	3	2	4	7	3
OUTPATIENT	528	430	411	524	495	433	453	443	564	498	537	445	500	482
EMERGENCY ROOM	291	229	274	262	289	251	267	302	332	354	301	272	287	285
CLINIC	634	582	486	540	391	458	514	409	473	541	480	399	694	508
NURSING HOME	0	2	1	1	1	1	0	0	0	2	3	1	0	1
TOTAL	1,460	1,246	1,183	1,332	1,182	1,145	1,235	1,159	1,373	1,406	1,324	1,122	1,491	1281

ACCOUNT INVENTORY	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	13 Month Average
MEDICARE	579	556	633	583	601	453	474	446	562	484	472	508	514	528
MEDICAID	732	759	756	874	940	990	1,102	1,141	1,197	1,154	1,353	1,275	1,230	1039
COMMERCIAL	897	942	997	1,052	1,131	1,173	1,256	1,340	1,368	1,519	1,356	1,079	986	1161
WORK COMP	55	61	56	58	54	58	67	51	74	206	98	97	74	78
SELF PAY	2,708	2,527	2,524	2,528	2,500	2,537	2,078	2,146	1,776	1,800	1,775	1,599	1,479	2152
TOTAL	4971	4845	4966	5095	5226	5211	4977	5124	4977	5163	5054	4558	4283	4958



SoHum Health Executive Dashboard

	TARGET	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24
Days in AR	45.0	92.6	90.7	89.9	87.5	90.9	89.1	100.2	95.4	94.2	90.4	90.7	94.2
Gross AR		6,060,571	6,475,740	6,787,249	7,052,380	6,946,485	6,645,338	7,288,529	7,701,902	8,162,895	8,242,240	7,657,667	7,799,668
Gross Revenue		2,037,494	2,402,068	2,506,331	2,422,995	2,021,182	2,266,954	2,406,584	2,673,513	2,891,588	2,819,829	2,056,960	2,742,474
Cash Collections		958,049	1,214,685	1,139,209	1,391,162	1,095,888	1,213,098	1,023,598	1,069,835	1,507,305	1,311,104	1,038,937	1,325,595
Adjustments		959,630	810,676	1,075,435	726,145	1,068,946	1,356,717	748,695	1,201,168	920,133	1,468,574	1,463,610	1,297,665
Collection %		50.0%	60.0%	51.4%	65.7%	50.6%	47.2%	57.8%	47.1%	62.1%	47.2%	41.5%	50.5%
Late Charges	1%	0.2%	0.6%	0.3%	0.3%	-0.4%	-0.8%	-1.9%	2.9%	1.3%	0.4%	1.0%	1.2%
Bad Debt	3%	5.3%	0.0%	0.0%	2.2%	0.0%	21.1%	0.0%	9.3%	0.4%	9.2%	4.3%	2.3%
Charity Care	3%	0.0%	0.0%	2.3%	0.4%	0.5%	0.4%	0.0%	0.4%	0.0%	0.1%	0.0%	0.4%
Third Party Aged over 90	13%	25.5%	31.0%	35.1%	35.0%	40.5%	43.9%	45.4%	39.8%	41.1%	38.5%	40.2%	43.3%
Self Pay Aged over 180	25%	53.9%	57.4%	61.7%	62.7%	68.4%	64.9%	64.8%	64.2%	62.4%	54.0%	54.6%	56.7%



Updated Self Pay Aging to reflect 180 Days from Discharge due to data available in Epic (previously used assignment date in proprietary database).

Southern Humboldt Community Healthcare District

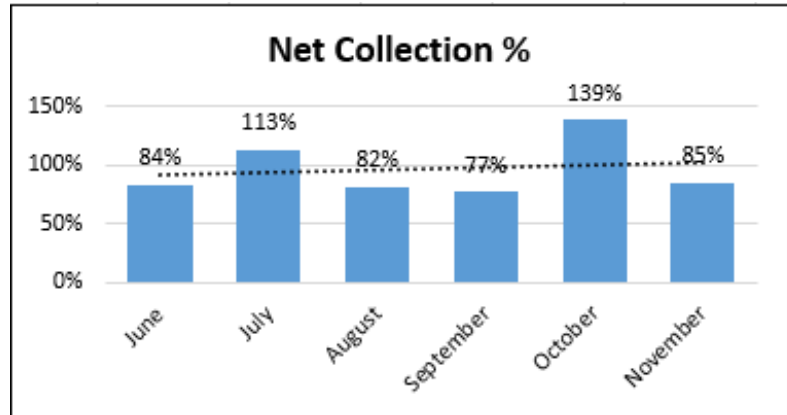
November 2024 – Centriq & Epic Combined



SoHum Health

Key Items

- ➔ Cash totaled \$1M, 85% of net revenue
- ➔ AR is up 1.8 days
- ➔ Third Party aging is down \$238K
- ➔ Unbilled AR increased 1 day



Detailed Initiatives & Obstacles

- **Overall AR:** The figures calculated continue to include both the legacy system (Centriq) and Epic figures combined. November closed with \$7.5M in gross AR or 94.6 days. Revenue ended at \$2.3M, \$567K lower than what we reported in October. Contributing to the decrease in Revenue is a reduction in visits from October to November by 369. A detailed breakdown by date of service and charge post date has been provided to the SoHum team. Third Party AR is up .5 days ending at 63.3 days. Unbilled AR increased 1 day ending at 11.5 AR days. Cash collections were \$308 less than in October ending at just over \$1M or 85% of net revenue. The decrease in cash is due to the PHP LTC issue, as well as pending payments on Medicare Swing Bed and Inpatient claims. We expect to see cash rebound in December.
- **Denials:** Denials are down 14%, or \$345K from October, bringing us to the set goal of 5%. The LTC accounts previously denied are held until the denial issue is resolved to prevent an influx in denied claims. We have worked closely with PHP and identified an issue between the TAR (authorization) submitted and the billing of the claim. We are working with the SoHum team to get the TAR updated and claims rebilled. We anticipate payment in January.
- **Self-Pay:** Self-Pay AR increased slightly ending at 19.8 AR days. Self-pay collections remain steady, ending at \$31K. Our Self-pay team continues to review and manually prompt statements in anticipation of a much larger Bad Debt drop for Centriq in December in an effort to reduce the legacy system Centriq. We transferred \$230K to bad debt for Centriq and Epic combined in November.
- **Third-Party Aging:** November closed with \$2.5M in third-party balances aged over 90 days, totaling 41.1% and down \$238K from October and expect to see a continued decrease in aging in December. Contributing to the aged AR is \$78K in the existing Anthem issues. We have confirmed the address is updated in the Anthem system and are resubmitting claims for repayment. The LTC issue impacts \$489K or 6.2 days in A/R.
- **A/R Reduction Breakdown:** Moving forward we will provide the areas of needed improvement month over month to reduce the AR. At month end the top 3 areas needed to bring AR to goal is \$2.2M or 28.9 days in Epic AR Clean up assigned to Trubridge, \$673K or 8.5 days in Coding, \$489K or 6.2 days in PHP issues (Trubridge). \$6.9K remains in Centriq 3rd party (excluding the Anthem Issue).



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

Brandy Jensen /| Revenue Cycle Manager

Healthcare Resource Group

Office 251-405-2865| brandy.jensen@trubridge.com



SoHum Health



MONTH END FINANCE REPORT

November 2024

Table of Contents

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

FINANCE DASHBOARD

	Target	June-24	July-24	August-24	September-24	October-24	November-24
REVENUE							
Net Revenue		\$1,337,060	\$1,596,269	\$1,347,899	\$954,478	\$1,197,692	\$908,039
Gross Revenue		\$2,673,513	\$2,891,588	\$2,819,829	\$2,174,620	\$2,742,474	\$2,289,240
CASH							
Cash Collections as a % of Net Revenue	100%	84%	113%	82%	77%	139%	85%
Cash Collections		\$1,069,835	\$1,507,305	\$1,311,104	\$1,038,937	\$1,325,595	\$1,016,963
ACCOUNTS RECEIVABLE							
Net AR		\$3,112,865	\$3,847,902	\$3,338,317	\$3,088,599	\$2,791,496	\$2,530,376
Gross AR		\$7,701,902	\$8,162,895	\$8,242,240	\$7,657,667	\$7,799,668	\$7,489,789
Unbilled	3	15.9	14.5	14.1	9.7	10.5	11.5
Third Party	26	58.6	58.9	57.3	61.0	62.8	63.3
Self Pay	16	20.9	20.9	19.0	18.6	19.4	19.8
Total Days in AR	45	95.4	94.2	90.4	89.3	92.7	94.6
Days in AR - Credit Balances	< 1	4.39	1.47	1.40	1.46	2.48	2.86
UNBILLED							
In-house	< 2 Days	0.5	0.9	1.1	0.6	0.9	0.8
DNFB	< 1 Day	15.4	13.5	13.0	9.0	9.6	10.7
Total Unbilled	<3 Days	15.9	14.5	14.1	9.7	10.5	11.5

	Target	June-24	July-24	August-24	September-24	October-24	November-24						
AGING (excluding credits)													
Medicare Aging > 90 Days	11%	28.6%	\$ 428,379	19.8%	\$ 291,597	19.4%	\$ 314,714	29.5%	\$ 432,999	28.6%	\$ 519,297	28.6%	\$ 521,216
Medicaid Aging > 90 Days	12%	36.9%	\$ 1,157,335	39.9%	\$ 1,263,581	39.9%	\$ 1,388,812	37.9%	\$ 1,280,594	43.6%	\$ 1,418,318	43.0%	\$ 1,392,998
Commercial Aging > 90 Days	20%	55.9%	\$ 905,168	63.5%	\$ 1,059,664	59.3%	\$ 802,478	61.4%	\$ 723,492	63.4%	\$ 754,357	56.2%	\$ 555,460
Work Comp Aging > 90 Days	35%	37.9%	\$ 32,275	26.0%	\$ 35,213	22.6%	\$ 32,095	29.4%	\$ 35,303	67.6%	\$ 57,710	66.4%	\$ 42,244
Total Third Party Aging > 90 Days	13%	39.8%	\$ 2,523,157	41.1%	\$ 2,650,054	38.5%	\$ 2,538,100	40.2%	\$ 2,472,389	43.3%	\$ 2,749,683	41.1%	\$ 2,511,918
CLAIM SUBMISSION EFFICIENCY													
Claims Submission		1,997	\$ 3,466,200	2,008	\$ 3,317,829	1,836	\$ 2,996,389	1,447	\$ 2,732,807	1,935	\$ 3,408,274	1,909	\$ 3,307,577
Clean Claims	85%	99%		98%		97%		95%		96%		94%	
Denial Percent	5%	6%		5%		7%		7%		19%		5%	
Total Denial Rate	Count Amt	224 \$ 149,538	286 \$ 186,322	217 \$ 226,014	240 \$ 197,386	445 \$ 506,243	305 \$ 161,083						
Late Charges	Count Amt	304 \$ 78,745	222 \$ 36,879	52 \$ 11,452	79 \$ 21,422	114 \$ 32,953	42 \$ 2,705						
Communication Log Backlog		4 \$ 4,864	4 \$ 4,864	0 \$ -	0 \$ -	0 \$ -	0 \$ -						

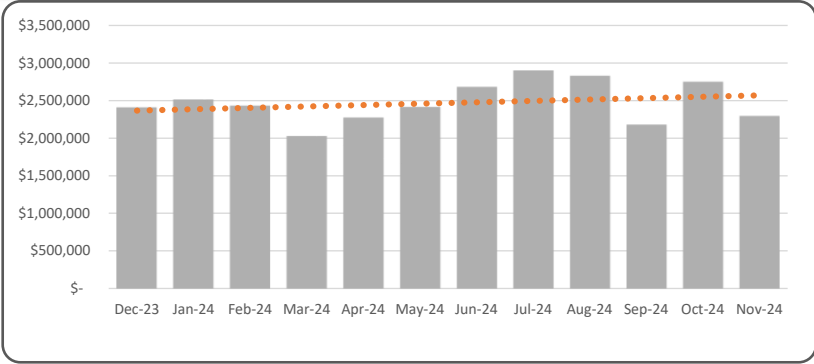
	Target	June-24	July-24	August-24	September-24	October-24	November-24						
INVENTORY & QUALITY													
Total Inventory		1,776	\$ 1,684,185	1,800	\$ 1,809,858	1,775	\$ 1,729,839	1,599	\$ 1,597,324	1,479	\$ 1,633,784	1,455	\$ 1,568,278
New		2	\$ 8,577	209	\$ 173,983	316	\$ 257,152	108	\$ 127,107	120	\$ 171,045	144	\$ 205,887
Resolved		275	\$ 54,340	441	\$ 124,377	373	\$ 85,514	373	\$ 282,515	269	\$ 147,997	377	\$ 229,824
Aged >180 days from Discharge	< 25%	64.2%	\$ 1,081,907	62.4%	\$ 1,128,634	54.0%	\$ 934,153	54.6%	\$ 872,466	56.7%	\$ 925,889	52.3%	\$ 819,719
Total Payment Plans over 120 days		\$14,980	\$14,227	\$33,413	\$21,827	\$21,861	\$22,024						
Average Speed to Answer	< 60 seconds	23	11	48	30	254	29						
STATEMENTS & LETTERS													
Statements & Letters		176	71	12	55	68	17						
Charity Care Applications In Process		1	\$ 340	4	\$ 2,188	8	\$ 8,407	1	\$ 1,691	9	\$ 3,908	2	\$ 4,151
Inbound and Outbound Calls	In Out	166 276	203 789	272 487	279 474	248 21	293 528						
WRITE OFFS													
Bad Debt as a % of Gross Revenue	< 2%	9.3%	\$ 248,562	0.4%	\$ 12,294	9.2%	\$ 258,781	4.0%	\$ 87,940	2.3%	\$ 62,851	10.0%	\$ 229,824
Charity as a % of Gross Revenue	< 2%	0.4%	\$ 10,046	0.0%	\$ -	0.1%	\$ 1,995	0.0%	\$ 458	0.4%	\$ 11,566	0.2%	\$ 5,719

Total statements are for Centriq only and pulled from our proprietary database. Will update and add Epic statements once report is verified.
 New inventory for March and April dollars are high due to imports to our proprietary database - we are no longer using proprietary database for self pay.

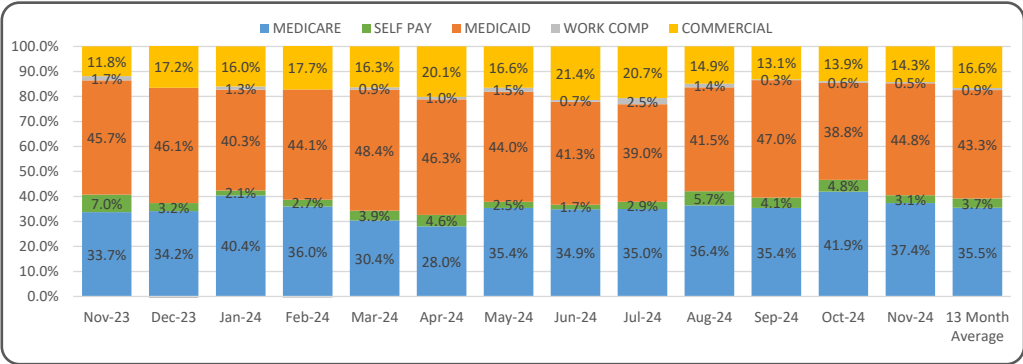
GROSS REVENUE

PAYER	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	13 Month Average
MEDICARE	\$ 686,408	\$ 820,695	\$ 1,011,885	\$ 873,176	\$ 615,389	\$ 635,762	\$ 852,190	\$ 933,285	\$ 1,010,801	\$ 1,026,368	\$ 770,633	\$ 1,148,479	\$ 855,151	\$ 864,633
MEDICAID	\$ 930,946	\$ 1,108,246	\$ 1,008,861	\$ 1,067,416	\$ 978,875	\$ 1,048,651	\$ 1,059,248	\$ 1,103,495	\$ 1,128,400	\$ 1,171,488	\$ 1,021,646	\$ 1,063,098	\$ 1,025,945	\$ 1,055,101
COMMERCIAL	\$ 241,360	\$ 413,697	\$ 402,037	\$ 429,688	\$ 329,806	\$ 456,749	\$ 398,468	\$ 572,709	\$ 597,354	\$ 420,987	\$ 285,774	\$ 382,213	\$ 326,410	\$ 404,404
WORK COMP	\$ 35,245	\$ (17,130)	\$ 32,033	\$ (12,352)	\$ 18,728	\$ 22,422	\$ 37,168	\$ 17,509	\$ 71,038	\$ 39,727	\$ 7,412	\$ 17,254	\$ 10,343	\$ 21,492
SELF PAY	\$ 143,534	\$ 76,560	\$ 51,516	\$ 65,067	\$ 78,384	\$ 103,370	\$ 59,510	\$ 46,514	\$ 83,996	\$ 161,258	\$ 89,155	\$ 131,430	\$ 71,392	\$ 89,360
TOTAL	\$ 2,037,494	\$ 2,402,068	\$ 2,506,331	\$ 2,422,995	\$ 2,021,182	\$ 2,266,954	\$ 2,406,584	\$ 2,673,513	\$ 2,891,588	\$ 2,819,829	\$ 2,174,620	\$ 2,742,474	\$ 2,289,240	\$ 2,434,990
AVERAGE DAILY REVENUE	\$ 65,484	\$ 71,410	\$ 75,499	\$ 80,565	\$ 76,379	\$ 74,568	\$ 72,769	\$ 80,737	\$ 86,649	\$ 91,141	\$ 85,718	\$ 84,097	\$ 79,190	\$ 78,785

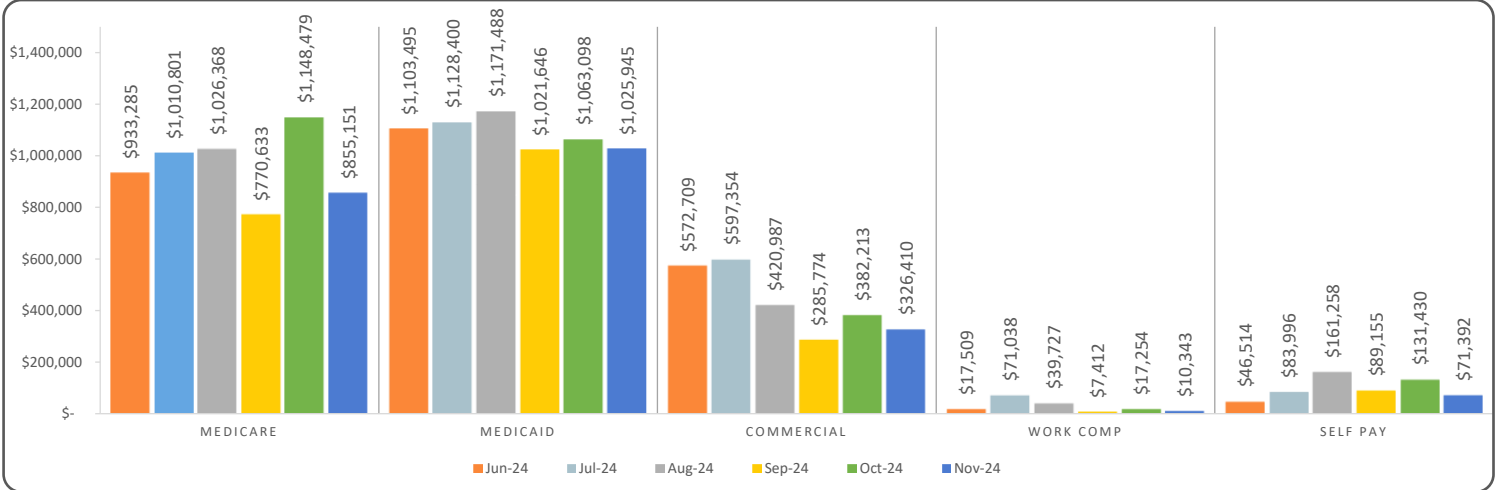
Gross Revenue



Payer Mix



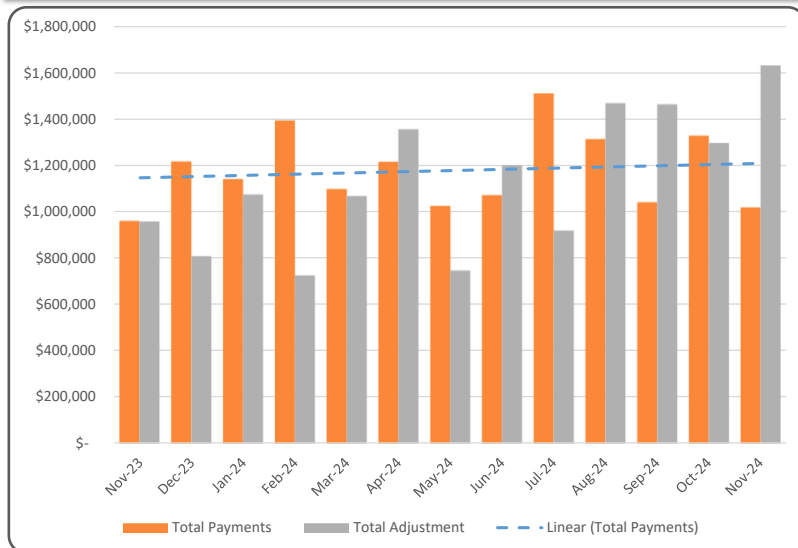
Revenue Trending By Payer



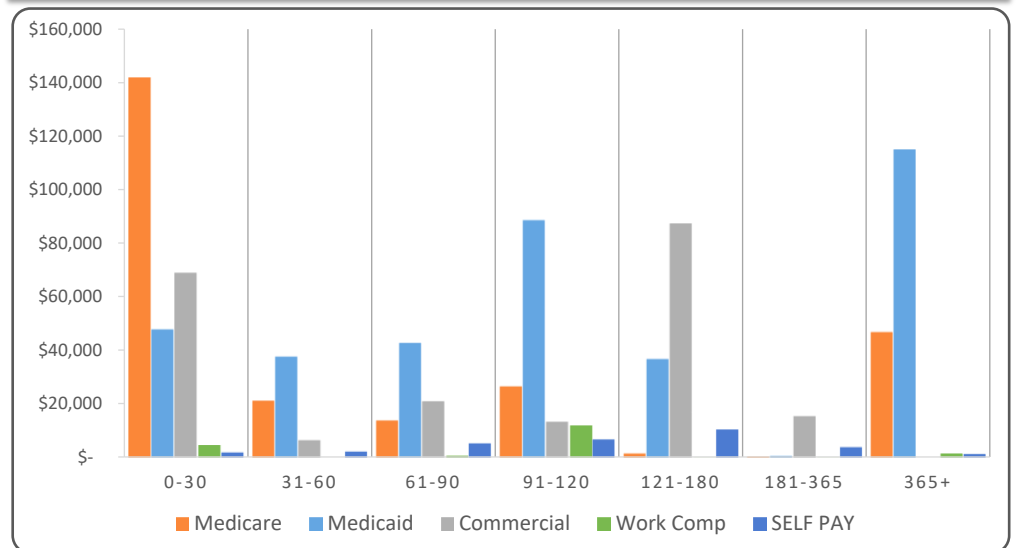
CASH DETAIL

PAYER	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	13 Month Average
MEDICARE														
Payments	\$ 539,621	\$ 656,043	\$ 661,118	\$ 918,553	\$ 534,506	\$ 693,621	\$ 604,561	\$ 616,646	\$ 735,187	\$ 580,619	\$ 485,722	\$ 805,773	\$ 340,505	\$ 628,652
Adjustments	\$ 129,515	\$ 2,826	\$ 137,240	\$ (178,481)	\$ 75,696	\$ 137,172	\$ (91,180)	\$ 291,465	\$ (101,465)	\$ 197,964	\$ 304,154	\$ 5,511	\$ 411,088	\$ 101,654
Collection %	81%	100%	83%	124%	88%	83%	118%	68%	116%	75%	61%	99%	45%	88%
MEDICAID														
Payments	\$ 229,010	\$ 310,938	\$ 242,089	\$ 202,951	\$ 308,231	\$ 239,691	\$ 164,030	\$ 97,940	\$ 262,500	\$ 206,411	\$ 219,069	\$ 206,730	\$ 301,089	\$ 230,052
Adjustments	\$ 641,672	\$ 700,680	\$ 799,319	\$ 712,729	\$ 868,417	\$ 639,713	\$ 701,030	\$ 503,340	\$ 816,511	\$ 800,470	\$ 893,473	\$ 1,031,183	\$ 785,721	\$ 761,097
Collection %	26%	31%	23%	22%	26%	27%	19%	16%	24%	21%	20%	17%	28%	23%
COMMERCIAL														
Payments	\$ 134,200	\$ 193,457	\$ 184,950	\$ 235,389	\$ 189,706	\$ 235,808	\$ 216,262	\$ 305,316	\$ 440,497	\$ 449,082	\$ 283,770	\$ 237,722	\$ 327,279	\$ 264,111
Adjustments	\$ 59,182	\$ 74,621	\$ 67,238	\$ 112,836	\$ 92,883	\$ 76,097	\$ 116,244	\$ 116,014	\$ 169,693	\$ 174,513	\$ 133,709	\$ 116,975	\$ 150,800	\$ 112,370
Collection %	69%	72%	73%	68%	67%	76%	65%	72%	72%	72%	68%	67%	68%	70%
WORK COMP														
Payments	\$ 7,910	\$ 30,109	\$ 13,561	\$ 4,542	\$ 31,805	\$ 10,514	\$ 12,100	\$ 17,155	\$ 17,492	\$ 23,885	\$ 16,949	\$ 42,772	\$ 17,090	\$ 18,914
Adjustments	\$ 739	\$ 24,588	\$ 5,401	\$ 2,553	\$ 8,362	\$ 5,425	\$ 8,259	\$ 3,256	\$ 3,666	\$ 6,483	\$ 3,263	\$ 9,310	\$ 10,751	\$ 7,081
Collection %	91%	55%	72%	64%	79%	66%	59%	84%	83%	79%	84%	82%	61%	74%
SELF PAY														
Payments	\$ 47,308	\$ 24,138	\$ 37,492	\$ 29,727	\$ 31,640	\$ 33,463	\$ 26,645	\$ 32,275	\$ 51,271	\$ 51,107	\$ 32,300	\$ 31,964	\$ 30,834	\$ 35,397
Bad Debt Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 503	\$ 357	\$ -	\$ 1,128	\$ 634	\$ 166	\$ 214
Adjustments	\$ 19,912	\$ 7,961	\$ 9,710	\$ 12,066	\$ 14,080	\$ 8,917	\$ 14,342	\$ 28,485	\$ 19,435	\$ 28,368	\$ 40,613	\$ 60,270	\$ 36,652	\$ 23,139
Charity Care	\$ -	\$ -	\$ 56,527	\$ 10,025	\$ 9,508	\$ 10,166	\$ -	\$ 10,046	\$ -	\$ 1,995	\$ 458	\$ 11,566	\$ 5,719	\$ 8,924
Bad Debt	\$ 108,610	\$ -	\$ -	\$ 54,417	\$ -	\$ 479,228	\$ -	\$ 248,562	\$ 12,294	\$ 258,781	\$ 87,940	\$ 62,851	\$ 229,824	\$ 118,654
Total SP Adjustments	\$ 128,522	\$ 7,961	\$ 66,236	\$ 76,509	\$ 23,588	\$ 498,311	\$ 14,342	\$ 287,093	\$ 31,729	\$ 289,144	\$ 129,011	\$ 134,686	\$ 272,195	\$ 150,718
Collection %	27%	75%	36%	28%	57%	6%	65%	10%	62%	15%	20%	19%	10%	33%
TOTAL														
Total Payments	\$ 958,049	\$ 1,214,685	\$ 1,139,209	\$ 1,391,162	\$ 1,095,888	\$ 1,213,098	\$ 1,023,598	\$ 1,069,835	\$ 1,507,305	\$ 1,311,104	\$ 1,038,937	\$ 1,325,595	\$ 1,016,963	\$ 1,177,341
Total Adjustment	\$ 959,630	\$ 810,676	\$ 1,075,435	\$ 726,145	\$ 1,068,946	\$ 1,356,717	\$ 748,695	\$ 1,201,168	\$ 920,133	\$ 1,468,574	\$ 1,463,610	\$ 1,297,665	\$ 1,630,554	\$ 982,202
Total Collection %	50%	60%	51%	66%	51%	47%	58%	47%	62%	47%	42%	51%	38%	51%

Cash & Adjustment Trending

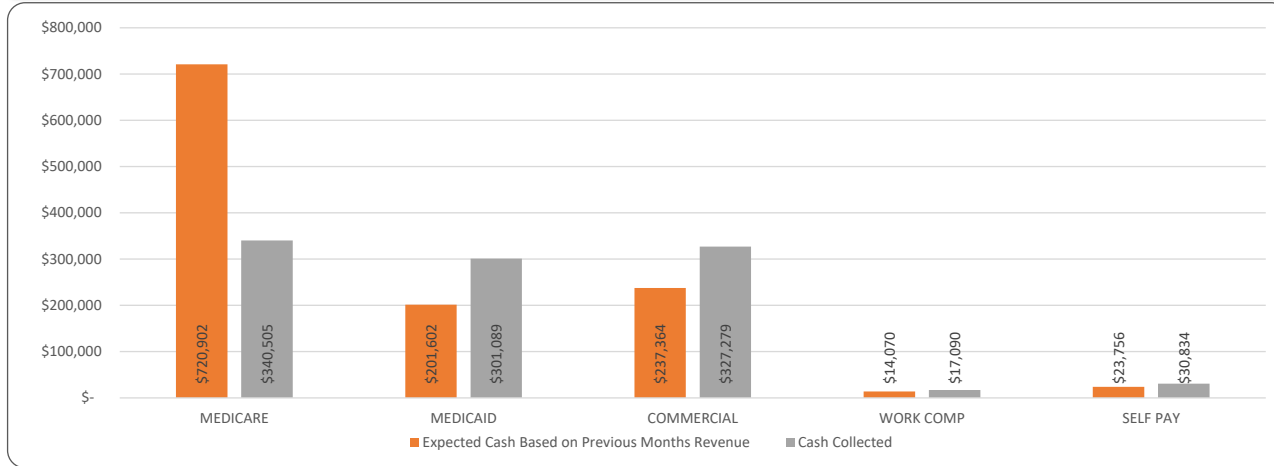


Cash Collections by Discharge Date

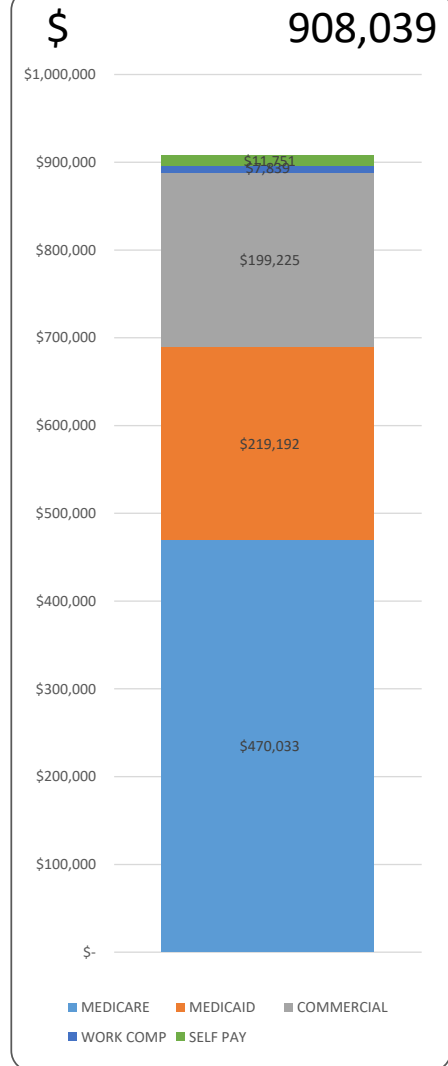


CASH FORECASTING

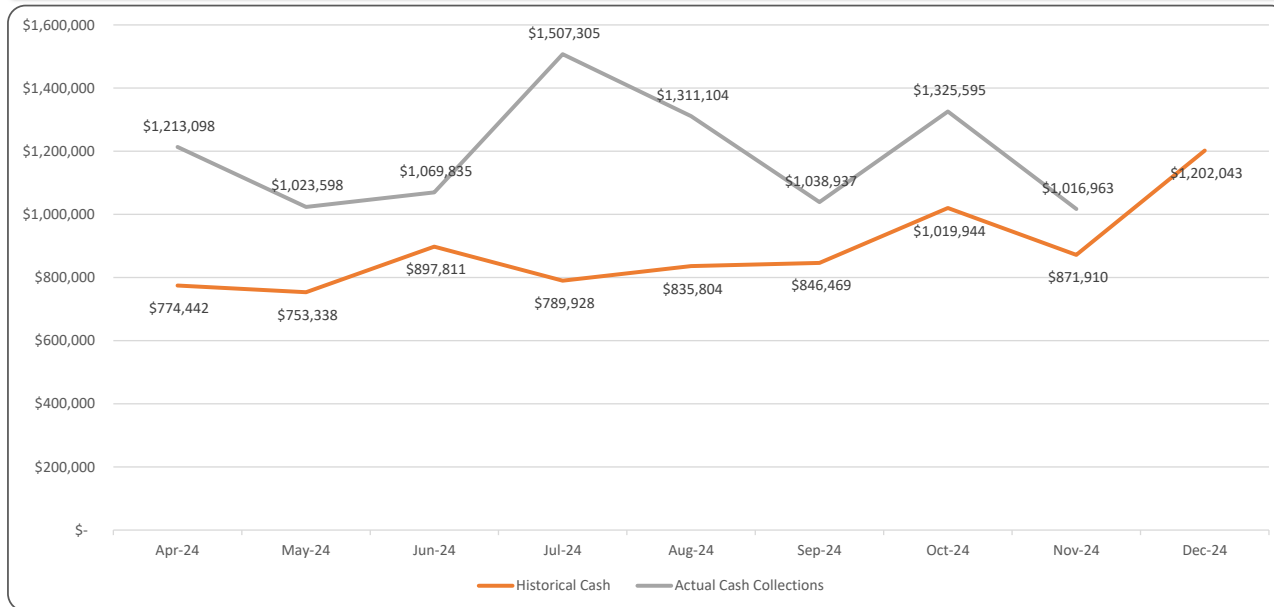
Expected Last Month vs Cash Collected (Based on Previous Months Revenue)



Cash Expected Next Month (Based on this Months Revenue)



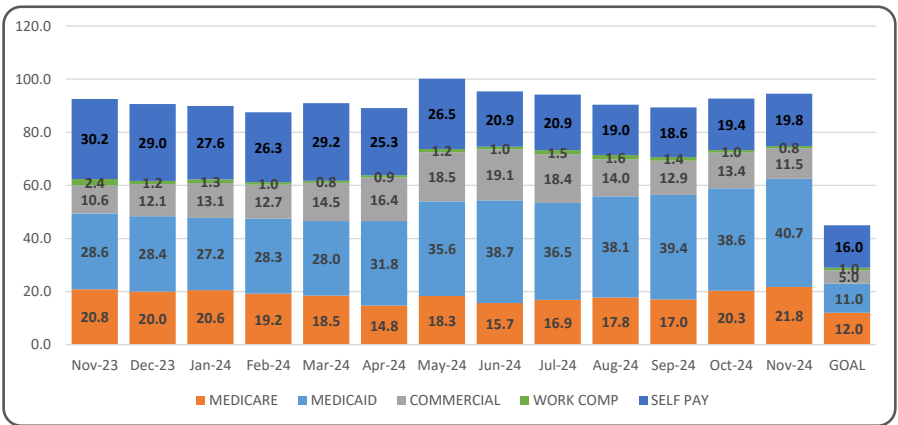
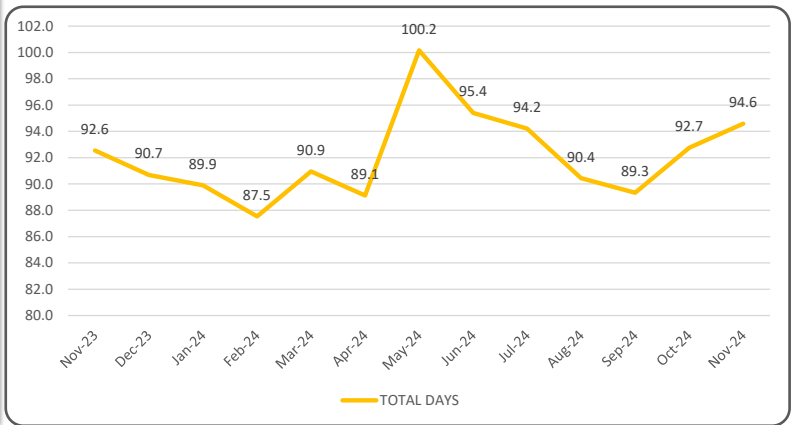
Actual Cash vs Historical Average Collections



ACCOUNTS RECEIVABLE

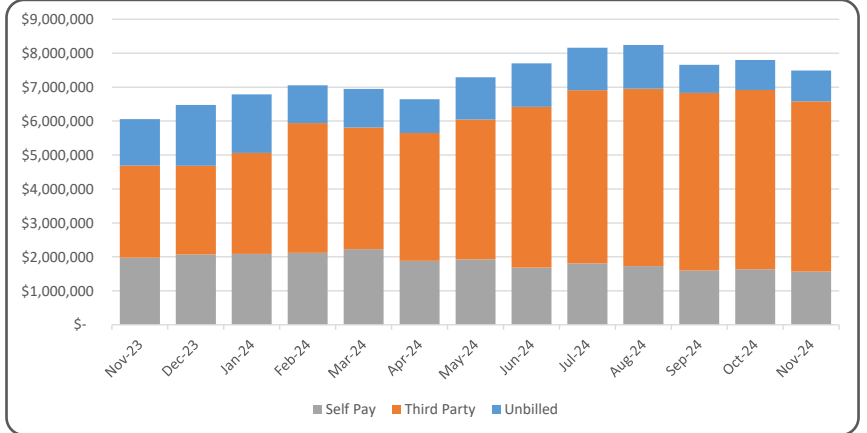
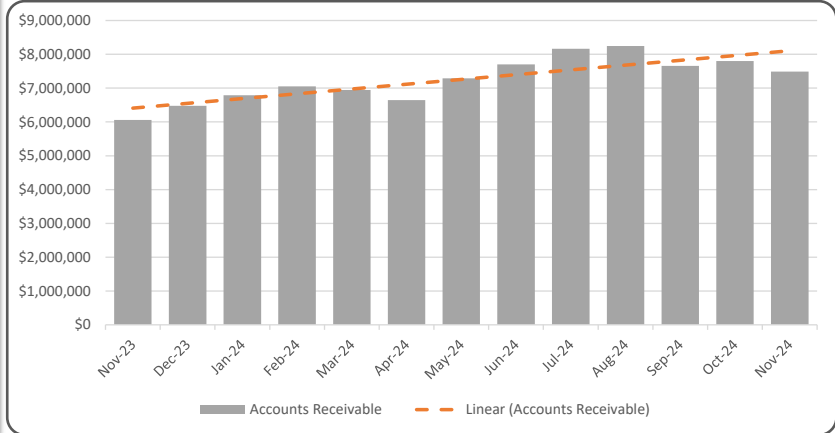
AR Days

PAYER	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	13 Month Average
MEDICARE	20.8	20.0	20.6	19.2	18.5	14.8	18.3	15.7	16.9	17.8	17.0	20.3	21.8	18.6
MEDICAID	28.6	28.4	27.2	28.3	28.0	31.8	35.6	38.7	36.5	38.1	39.4	38.6	40.7	33.8
COMMERCIAL	10.6	12.1	13.1	12.7	14.5	16.4	18.5	19.1	18.4	14.0	12.9	13.4	11.5	14.4
WORK COMP	2.4	1.2	1.3	1.0	0.8	0.9	1.2	1.0	1.5	1.6	1.4	1.0	0.8	1.2
SELF PAY	30.2	29.0	27.6	26.3	29.2	25.3	26.5	20.9	20.9	19.0	18.6	19.4	19.8	24.0
TOTAL DAYS	92.6	90.7	89.9	87.5	90.9	89.1	100.2	95.4	94.2	90.4	89.3	92.7	94.6	92.1



AR Balance

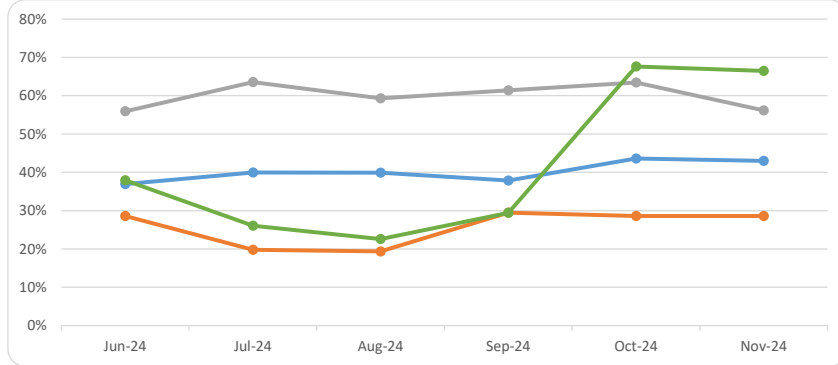
PAYER	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	13 Month Average
MEDICARE	\$ 1,364,196	\$ 1,430,057	\$ 1,552,239	\$ 1,546,696	\$ 1,414,285	\$ 1,101,851	\$ 1,334,185	\$ 1,264,190	\$ 1,466,233	\$ 1,617,933	\$ 1,459,766	\$ 1,708,968	\$ 1,724,409	\$ 1,460,385
MEDICAID	\$ 1,873,656	\$ 2,027,427	\$ 2,056,249	\$ 2,281,795	\$ 2,139,446	\$ 2,370,804	\$ 2,591,679	\$ 3,126,226	\$ 3,160,071	\$ 3,473,695	\$ 3,377,173	\$ 3,246,501	\$ 3,222,565	\$ 2,688,253
COMMERCIAL	\$ 692,018	\$ 861,736	\$ 990,874	\$ 1,024,848	\$ 1,105,847	\$ 1,222,227	\$ 1,348,694	\$ 1,545,259	\$ 1,594,542	\$ 1,279,024	\$ 1,106,133	\$ 1,127,719	\$ 913,574	\$ 1,139,423
WORK COMP	\$ 155,295	\$ 87,612	\$ 100,345	\$ 76,676	\$ 58,713	\$ 66,783	\$ 87,299	\$ 82,043	\$ 132,192	\$ 141,749	\$ 117,270	\$ 82,695	\$ 60,964	\$ 96,126
SELF PAY	\$ 1,975,406	\$ 2,068,907	\$ 2,087,543	\$ 2,122,365	\$ 2,228,193	\$ 1,883,672	\$ 1,926,672	\$ 1,684,185	\$ 1,809,858	\$ 1,729,839	\$ 1,597,324	\$ 1,633,784	\$ 1,568,278	\$ 1,870,464
TOTAL	\$ 6,060,571	\$ 6,475,740	\$ 6,787,249	\$ 7,052,380	\$ 6,946,485	\$ 6,645,338	\$ 7,288,529	\$ 7,701,902	\$ 8,162,895	\$ 8,242,240	\$ 7,657,667	\$ 7,799,668	\$ 7,489,789	\$ 7,254,650



ACCOUNTS RECEIVABLE AGING

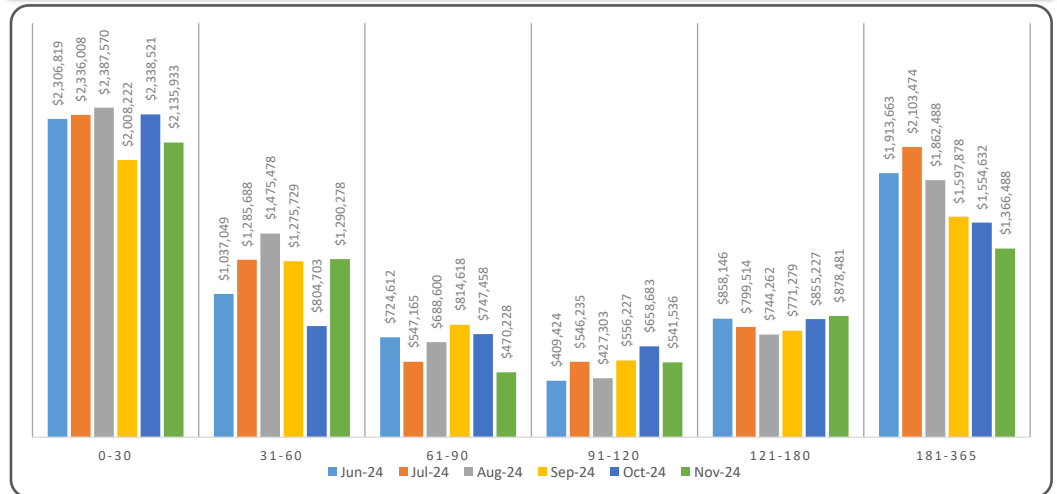
	0-30 Days		31-60 Days		61-90 Days		91-120 Days		121-180 Days		181-365 Days		366+ Days		Grand Totals	
	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$
MEDICARE																
Non-Credit	242	\$ 801,946	75	\$ 357,961	37	\$ 141,765	33	\$ 112,798	44	\$ 195,157	48	\$ 136,673	32	\$ 76,588	511	\$ 1,822,888
Credit	0	\$ (58)	2	\$ (4,783)	4	\$ (103,609)	0	\$ -	5	\$ (74)	7	\$ 13,842	5	\$ (3,796)	23	\$ (98,479)
TOTAL	242	\$ 801,888	77	\$ 353,178	41	\$ 38,156	33	\$ 112,798	49	\$ 195,083	55	\$ 150,514	37	\$ 72,792	534	\$ 1,724,409
MEDICAID																
Non-Credit	222	\$ 944,974	201	\$ 647,628	139	\$ 256,358	99	\$ 248,456	129	\$ 330,582	230	\$ 551,573	103	\$ 262,387	1123	\$ 3,241,959
Credit	0	\$ -	2	\$ (872)	0	\$ (5)	0	\$ -	4	\$ (1,268)	22	\$ (14,582)	13	\$ (2,668)	41	\$ (19,394)
TOTAL	222	\$ 944,974	203	\$ 646,757	139	\$ 256,354	99	\$ 248,456	133	\$ 329,314	252	\$ 536,991	116	\$ 259,720	1164	\$ 3,222,565
COMMERCIAL																
Non-Credit	160	\$ 258,222	95	\$ 134,346	38	\$ 40,748	38	\$ 43,889	93	\$ 102,282	117	\$ 220,135	98	\$ 189,155	639	\$ 988,776
Credit	0	\$ (542)	0	\$ (226)	2	\$ (398)	3	\$ (2,098)	9	\$ (5,260)	18	\$ (17,659)	187	\$ (49,019)	219	\$ (75,202)
TOTAL	160	\$ 257,679	95	\$ 134,120	40	\$ 40,350	41	\$ 41,791	102	\$ 97,022	135	\$ 202,476	285	\$ 140,136	858	\$ 913,574
WORK COMP																
Non-Credit	5	\$ 9,601	5	\$ 7,984	3	\$ 3,750	7	\$ 10,886	12	\$ 13,616	7	\$ 14,214	1	\$ 3,528	40	\$ 63,579
Credit	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ (239)	0	\$ -	12	\$ (2,376)	12	\$ (2,615)
TOTAL	5	\$ 9,601	5	\$ 7,984	3	\$ 3,750	7	\$ 10,886	12	\$ 13,377	7	\$ 14,214	13	\$ 1,152	52	\$ 60,964
SELF PAY																
Non-Credit	44	\$ 122,786	88	\$ 148,970	80	\$ 132,517	90	\$ 127,942	167	\$ 246,984	338	\$ 469,225	448	\$ 350,494	1255	\$ 1,598,918
Credit	2	\$ (995)	2	\$ (731)	0	\$ (899)	0	\$ (338)	3	\$ (3,298)	14	\$ (6,932)	179	\$ (17,448)	200	\$ (30,640)
TOTAL	46	\$ 121,791	90	\$ 148,239	80	\$ 131,618	90	\$ 127,604	170	\$ 243,686	352	\$ 462,293	627	\$ 333,047	1455	\$ 1,568,278
ACCOUNTS RECEIVABLE																
Non-Credit	673	\$ 2,137,528	464	\$ 1,296,889	297	\$ 575,139	267	\$ 543,971	445	\$ 888,622	740	\$ 1,391,819	682	\$ 882,152	3568	\$ 7,716,120
Credit	2	\$ (1,595)	6	\$ (6,611)	6	\$ (104,911)	3	\$ (2,435)	21	\$ (10,140)	61	\$ (25,331)	396	\$ (75,307)	495	\$ (226,330)
GRAND TOTAL	675	\$ 2,135,933	470	\$ 1,290,278	303	\$ 470,228	270	\$ 541,536	466	\$ 878,481	801	\$ 1,366,488	1078	\$ 806,846	4063	\$ 7,489,789

Aged Over 90 Days Trending (excluding Credits)



	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24
Medicare	28.6%	19.8%	19.4%	29.5%	28.6%	28.6%
Medicaid	36.9%	39.9%	39.9%	37.9%	43.6%	43.0%
Commercial	55.9%	63.5%	59.3%	61.4%	63.4%	56.2%
Work Comp	37.9%	26.0%	22.6%	29.4%	67.6%	66.4%

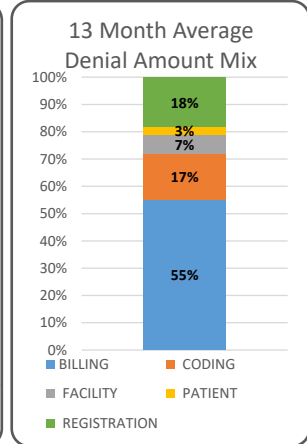
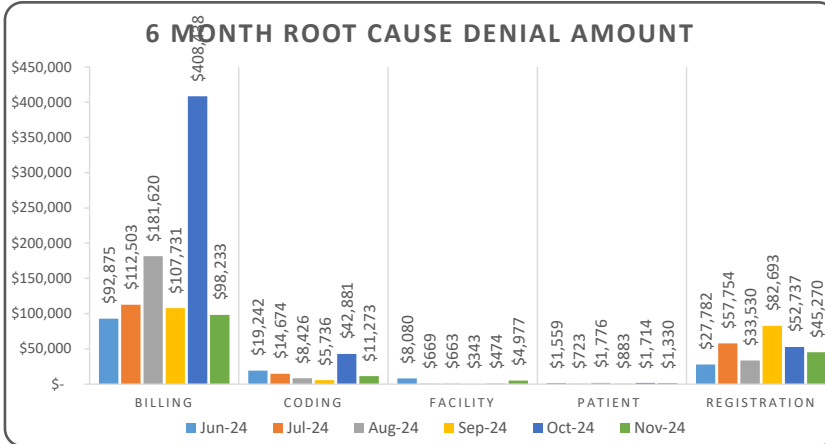
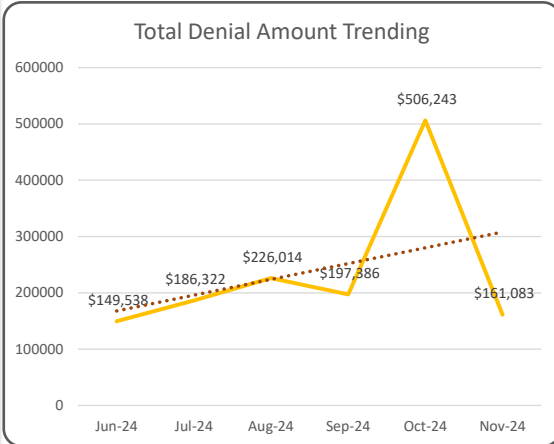
6 Month Aging



DENIAL MANAGEMENT

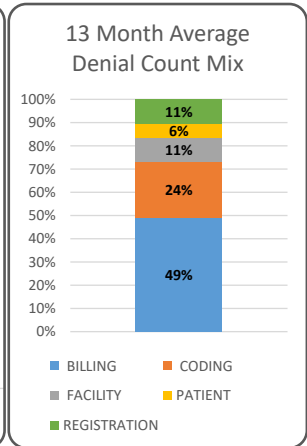
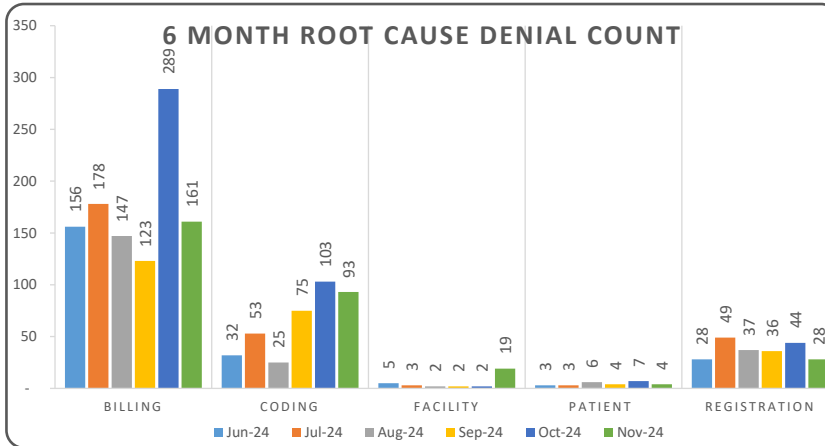
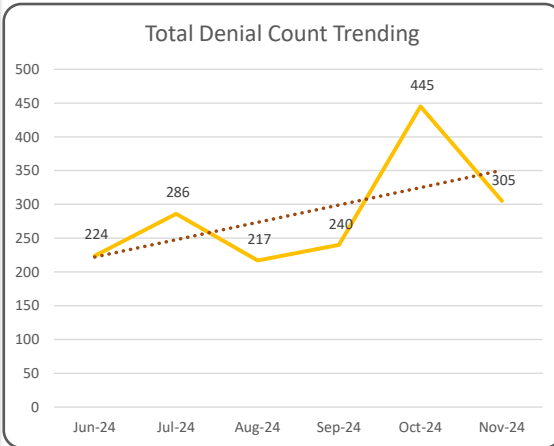
Denial Amount

AMOUNT	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	13 Month Average
BILLING	\$ 57,603	\$ (28,742)	\$ 67,372	\$ 64,683	\$ 102,328	\$ 147,424	\$ 163,118	\$ 92,875	\$ 112,503	\$ 181,620	\$ 107,731	\$ 408,438	\$ 98,233	\$ 121,168
CODING	\$ 41,055	\$ 7,806	\$ 14,432	\$ 59,832	\$ 104,199	\$ 100,998	\$ 48,590	\$ 19,242	\$ 14,674	\$ 8,426	\$ 5,736	\$ 42,881	\$ 11,273	\$ 36,857
FACILITY	\$ 59,842	\$ 57,620	\$ 23,485	\$ 20,511	\$ 9,808	\$ 6,686	\$ 5,304	\$ 8,080	\$ 669	\$ 663	\$ 343	\$ 474	\$ 4,977	\$ 15,266
PATIENT	\$ 14,699	\$ 4,347	\$ 40,316	\$ 9,267	\$ 3,976	\$ -	\$ 1,024	\$ 1,559	\$ 723	\$ 1,776	\$ 883	\$ 1,714	\$ 1,330	\$ 6,278
REGISTRATION	\$ 12,651	\$ 21,850	\$ 9,369	\$ 94,713	\$ 58,997	\$ 12,304	\$ 13,074	\$ 27,782	\$ 57,754	\$ 33,530	\$ 82,693	\$ 52,737	\$ 45,270	\$ 40,209
TOTAL	\$ 185,849	\$ 62,881	\$ 154,975	\$ 249,006	\$ 279,308	\$ 267,412	\$ 231,110	\$ 149,538	\$ 186,322	\$ 226,014	\$ 197,386	\$ 506,243	\$ 161,083	\$ 219,779



Denial Count

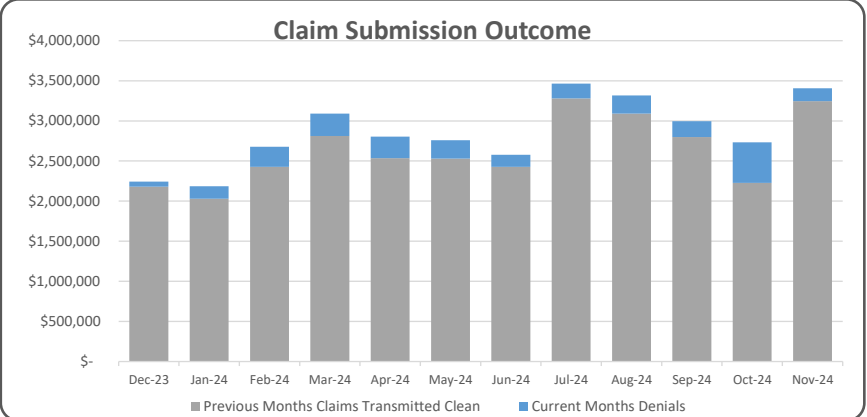
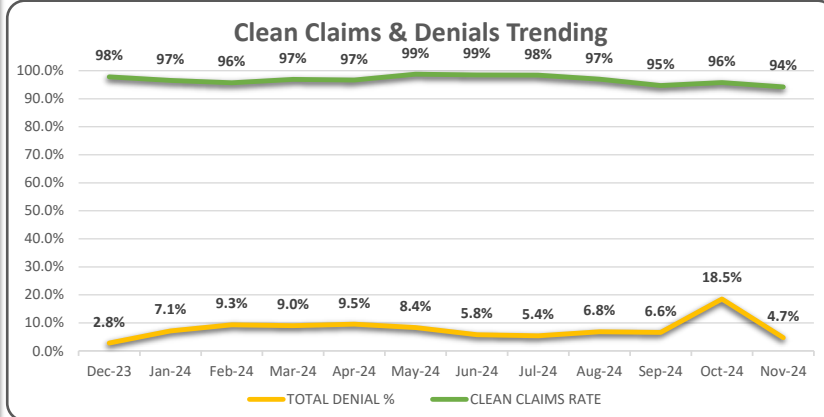
COUNT	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	13 Month Average
BILLING	103	48	82	42	49	168	214	156	178	147	123	289	161	135
CODING	31	22	13	123	100	95	84	32	53	25	75	103	93	65
FACILITY	54	16	52	98	53	47	27	5	3	2	2	2	19	29
PATIENT	12	25	116	8	12	-	2	3	3	6	4	7	4	16
REGISTRATION	15	31	7	37	20	23	27	28	49	37	36	44	28	29
TOTAL	215	142	270	308	234	333	354	224	286	217	240	445	305	275



CLAIM SUBMIT EFFICIENCY & DENIAL RESOLUTION

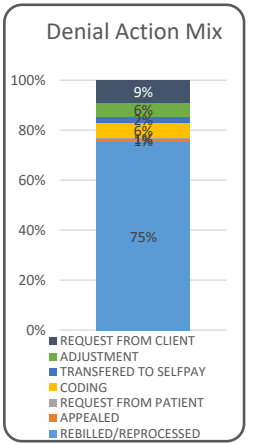
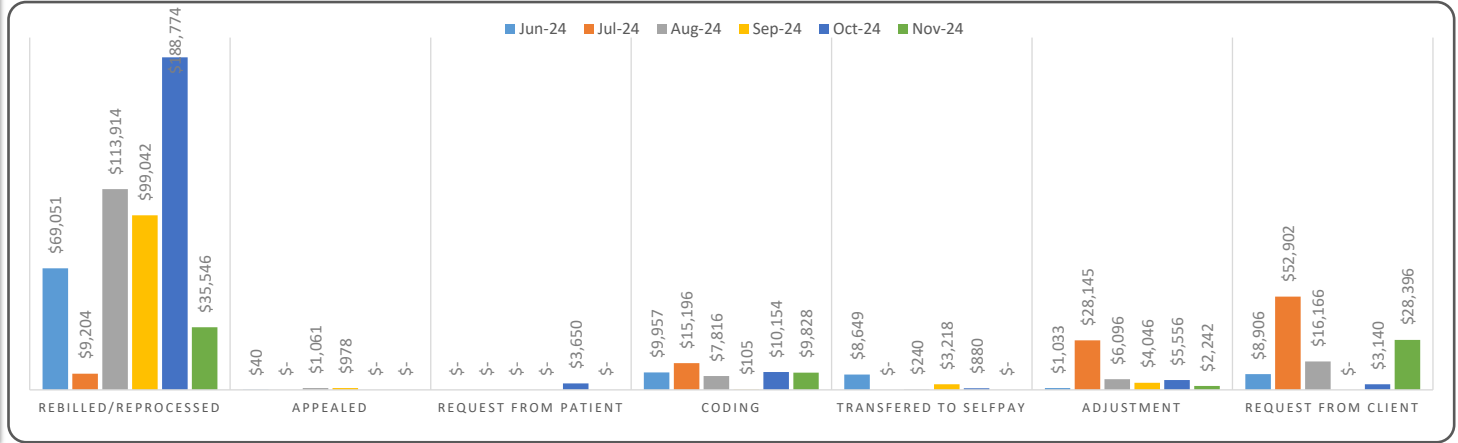
Denial & Clean Claim Trending

	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	13 Month Average
DENIAL AMOUNT	\$ 185,849	\$ 62,881	\$ 154,975	\$ 249,006	\$ 279,308	\$ 267,412	\$ 231,110	\$ 149,538	\$ 186,322	\$ 226,014	\$ 197,386	\$ 506,243	\$ 161,083	\$ 219,779
PREVIOUS MONTH'S TRANSMITTED CLAIMS	\$ 2,411,329	\$ 2,241,921	\$ 2,184,032	\$ 2,676,735	\$ 3,091,516	\$ 2,803,341	\$ 2,760,024	\$ 2,578,338	\$ 3,466,200	\$ 3,317,829	\$ 2,996,389	\$ 2,732,807	\$ 3,408,274	\$ 2,820,672
TOTAL DENIAL %	7.7%	2.8%	7.1%	9.3%	9.0%	9.5%	8.4%	5.8%	5.4%	6.8%	6.6%	18.5%	4.7%	7.8%
CLEAN CLAIMS RATE	98%	98%	97%	96%	97%	97%	99%	99%	98%	97%	95%	96%	94%	97%



Action Taken on Denials

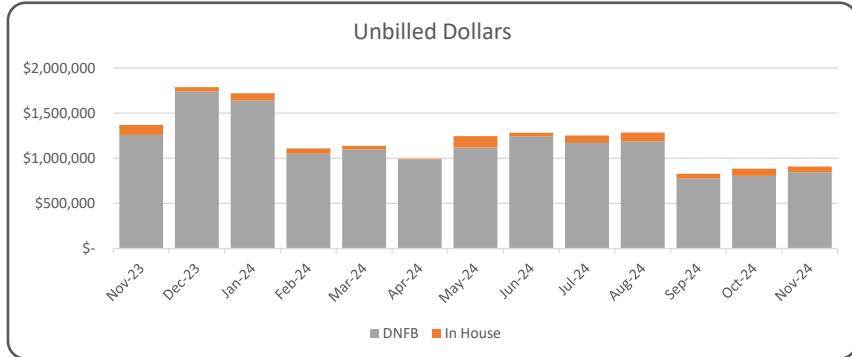
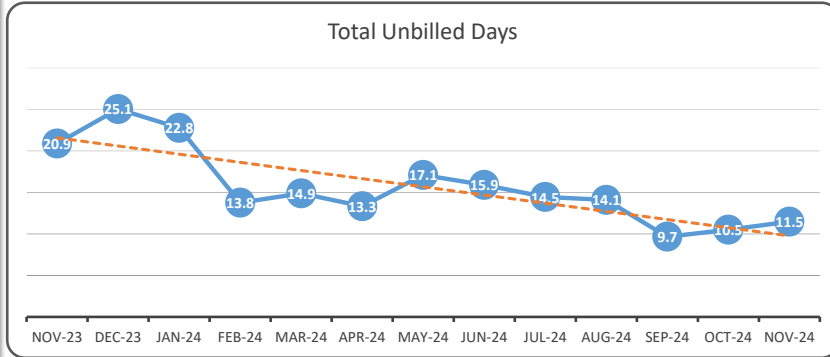
DENIAL ACTION	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	13 Month Average
REBILLED/REPROCESSED	\$ 107,339	\$ 31,003	\$ 97,434	\$ 212,101	\$ 240,616	\$ 173,232	\$ 103,034	\$ 69,051	\$ 9,204	\$ 113,914	\$ 99,042	\$ 188,774	\$ 35,546	\$ 113,868
APPEALED	\$ -	\$ -	\$ -	\$ 1,555	\$ 8,306	\$ 8,615	\$ 899	\$ 40	\$ -	\$ 1,061	\$ 978	\$ -	\$ -	\$ 1,650
REQUEST FROM PATIENT	\$ -	\$ -	\$ -	\$ 10,408	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,650	\$ -	\$ 1,081
CODING	\$ 2,098	\$ 3,052	\$ 34,614	\$ -	\$ -	\$ -	\$ 24,538	\$ 9,957	\$ 15,196	\$ 7,816	\$ 105	\$ 10,154	\$ 9,828	\$ 9,028
TRANSFERRED TO SELFPAY	\$ 3,856	\$ -	\$ 23,609	\$ 523	\$ 2,334	\$ 731	\$ -	\$ 8,649	\$ -	\$ 240	\$ 3,218	\$ 880	\$ -	\$ 3,388
ADJUSTMENT	\$ 3,436	\$ 8,001	\$ 8,089	\$ 4,789	\$ 18,700	\$ 18,178	\$ 4,768	\$ 1,033	\$ 28,145	\$ 6,096	\$ 4,046	\$ 5,556	\$ 2,242	\$ 8,698
REQUEST FROM CLIENT	\$ 291	\$ 20,823	\$ 14,875	\$ 19,630	\$ 9,506	\$ 433	\$ 1,493	\$ 8,906	\$ 52,902	\$ 16,166	\$ -	\$ 3,140	\$ 28,396	\$ 13,582
TOTAL	\$ 117,020	\$ 62,880	\$ 178,621	\$ 249,006	\$ 279,461	\$ 201,189	\$ 134,732	\$ 97,637	\$ 105,447	\$ 145,293	\$ 107,389	\$ 212,154	\$ 76,012	\$ 151,296



UNBILLED & INVENTORY

Unbilled

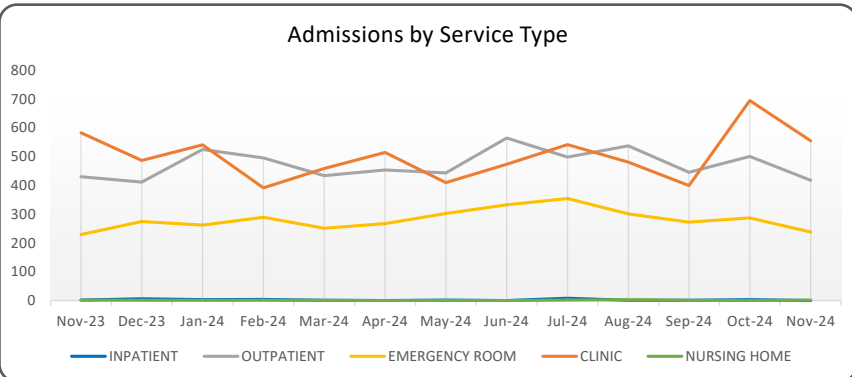
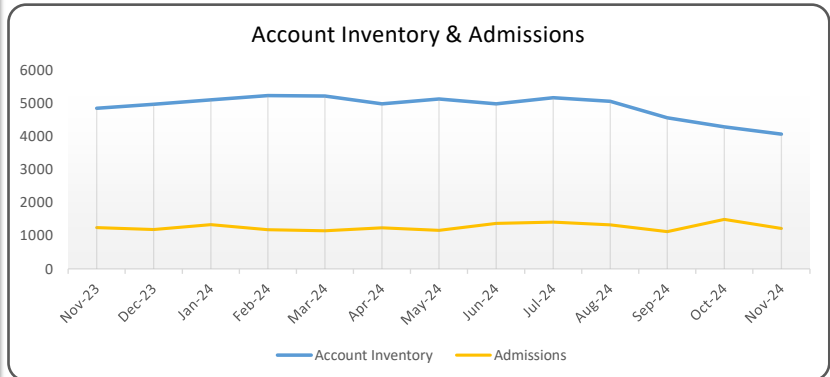
	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	13 Month Average
In House	\$ 108,806	\$ 49,158	\$ 81,326	\$ 57,589	\$ 40,091	\$ 9,467	\$ 125,095	\$ 41,831	\$ 80,889	\$ 100,191	\$ 53,574	\$ 79,176	\$ 65,477	\$ 68,667
DNFB	\$ 1,259,714	\$ 1,740,429	\$ 1,639,771	\$ 1,052,041	\$ 1,097,004	\$ 986,005	\$ 1,119,850	\$ 1,241,997	\$ 1,171,385	\$ 1,185,713	\$ 774,717	\$ 805,923	\$ 843,956	\$ 1,147,577
Total Unbilled	\$ 1,368,520	\$ 1,789,587	\$ 1,721,097	\$ 1,109,630	\$ 1,137,095	\$ 995,472	\$ 1,244,945	\$ 1,283,828	\$ 1,252,274	\$ 1,285,904	\$ 828,291	\$ 885,099	\$ 909,433	\$ 1,216,244
Unbilled Days	20.9	25.1	22.8	13.8	14.9	13.3	17.1	15.9	14.5	14.1	9.7	10.5	11.5	15.7



Admissions & Account Inventory

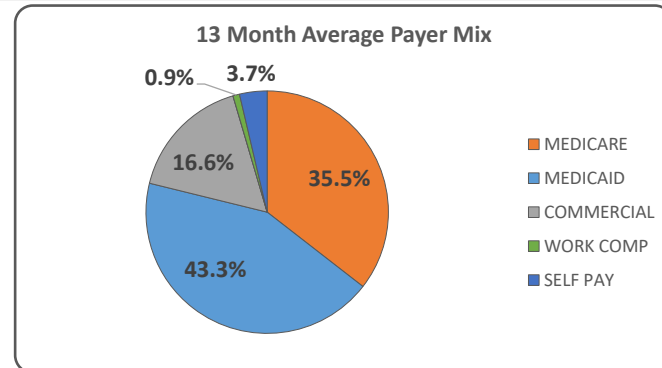
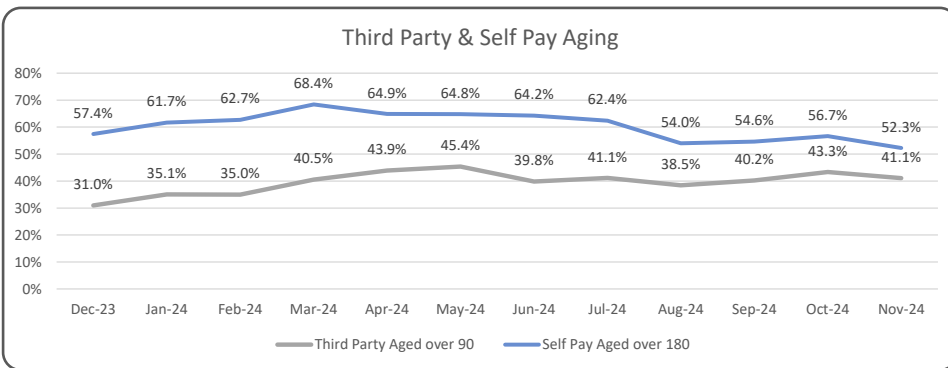
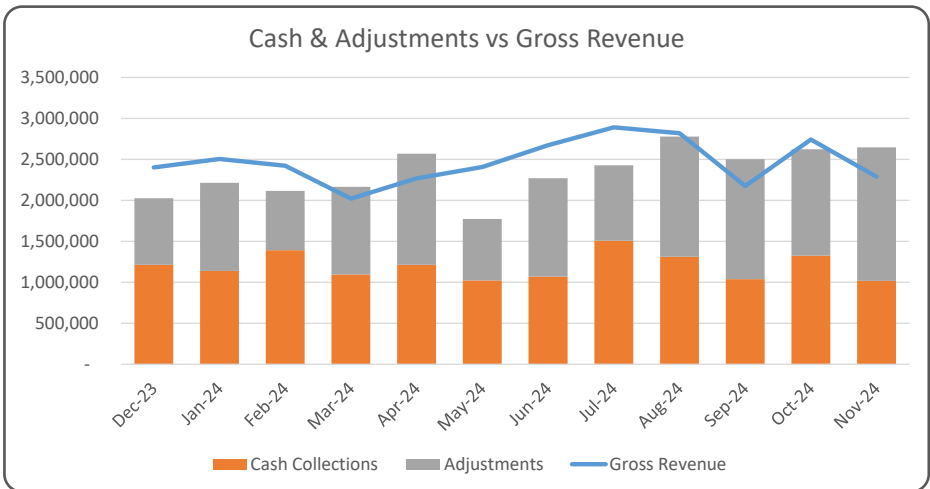
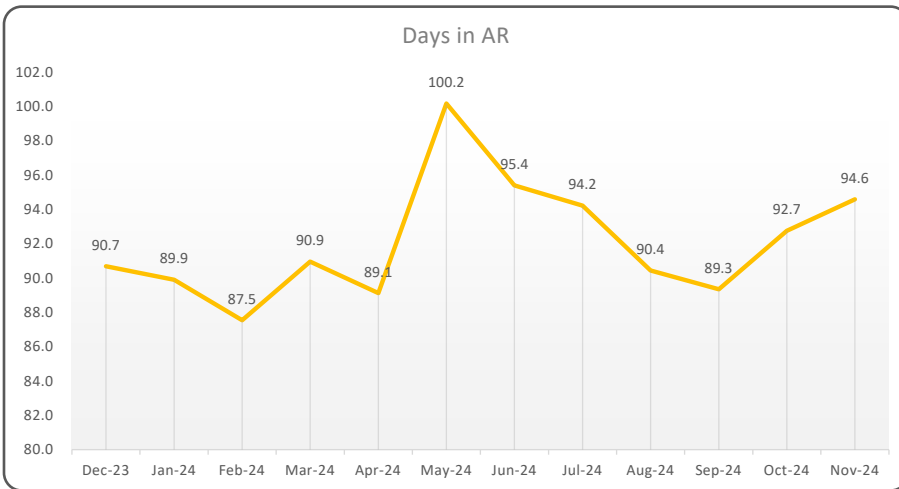
ADMISSIONS	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	13 Month Average
INPATIENT	2	6	3	4	1	0	2	0	8	1	1	3	0	2
SWINGBED	1	5	2	2	1	1	3	4	3	2	4	7	5	3
OUTPATIENT	430	411	524	495	433	453	443	564	498	537	445	500	417	473
EMERGENCY ROOM	229	274	262	289	251	267	302	332	354	301	272	287	238	281
CLINIC	582	486	540	391	458	514	409	473	541	480	399	694	554	502
NURSING HOME	2	1	1	1	1	0	0	0	2	3	1	0	2	1
TOTAL	1,246	1,183	1,332	1,182	1,145	1,235	1,159	1,373	1,406	1,324	1,122	1,491	1,216	1,263

ACCOUNT INVENTORY	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	13 Month Average
MEDICARE	556	633	583	601	453	474	446	562	484	472	508	514	534	525
MEDICAID	759	756	874	940	990	1,102	1,141	1,197	1,154	1,353	1,275	1,230	1,164	1,072
COMMERCIAL	942	997	1,052	1,131	1,173	1,256	1,340	1,368	1,519	1,356	1,079	986	858	1,158
WORK COMP	61	56	58	54	58	67	51	74	206	98	97	74	52	77
SELF PAY	2,527	2,524	2,528	2,500	2,537	2,078	2,146	1,776	1,800	1,775	1,599	1,479	1,455	2,056
TOTAL	4,845	4,966	5,095	5,226	5,211	4,977	5,124	4,977	5,163	5,054	4,558	4,283	4,063	4,888



SoHum Health Executive Dashboard

	TARGET	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24
Days in AR	45.0	90.7	89.9	87.5	90.9	89.1	100.2	95.4	94.2	90.4	89.3	92.7	94.6
Gross AR		6,475,740	6,787,249	7,052,380	6,946,485	6,645,338	7,288,529	7,701,902	8,162,895	8,242,240	7,657,667	7,799,668	7,489,789
Gross Revenue		2,402,068	2,506,331	2,422,995	2,021,182	2,266,954	2,406,584	2,673,513	2,891,588	2,819,829	2,174,620	2,742,474	2,289,240
Cash Collections		1,214,685	1,139,209	1,391,162	1,095,888	1,213,098	1,023,598	1,069,835	1,507,305	1,311,104	1,038,937	1,325,595	1,016,963
Adjustments		810,676	1,075,435	726,145	1,068,946	1,356,717	748,695	1,201,168	920,133	1,468,574	1,463,610	1,297,665	1,630,554
Collection %		60.0%	51.4%	65.7%	50.6%	47.2%	57.8%	47.1%	62.1%	47.2%	41.5%	50.5%	38.4%
Late Charges	1%	0.6%	0.3%	0.3%	-0.4%	-0.8%	-1.9%	2.9%	1.3%	0.4%	1.0%	1.2%	0.1%
Bad Debt	3%	0.0%	0.0%	2.2%	0.0%	21.1%	0.0%	9.3%	0.4%	9.2%	4.0%	2.3%	10.0%
Charity Care	3%	0.0%	2.3%	0.4%	0.5%	0.4%	0.0%	0.4%	0.0%	0.1%	0.0%	0.4%	0.2%
Third Party Aged over 90	13%	31.0%	35.1%	35.0%	40.5%	43.9%	45.4%	39.8%	41.1%	38.5%	40.2%	43.3%	41.1%
Self Pay Aged over 180	25%	57.4%	61.7%	62.7%	68.4%	64.9%	64.8%	64.2%	62.4%	54.0%	54.6%	56.7%	52.3%



Updated Self Pay Aging to reflect 180 Days from Discharge due to data available in Epic (previously used assignment date in proprietary database).

Infection Prevention:

We currently enforce mask regulations only during patient care. All employees and visitors must wear masks when they are in close contact with patients and residents. The Infection Prevention Department actively manages hospital surveys by conducting regular hand hygiene surveillance, auditing compliance with transmission-based isolation precautions, and holding frequent Infection Prevention Committee (IPC) and antibiotic stewardship meetings.

ED/Acute Care:

In November, the Emergency Department (ED) saw 244 patients: nine swing bed admissions and one inpatient admission. Our swing bed program has made significant progress, enabling us to create a more comprehensive care plan that includes Physical Therapy, Occupational Therapy, and Speech Therapy. These expanded care plans represent a promising future for patient care, as we can now admit patients who require all these services, broadening our scope beyond just Physical Therapy treatment. Our ongoing commitment is to deliver high-quality care to our patients continuously. Furthermore, we are proud to support our community by providing residents who need outside medical care the opportunity to recover in their local hospital.

Laboratory:

In 2024, the lab continued to expand its offerings for patient care. HIV testing is now performed in our laboratory and is available on a stat basis, supporting testing for all adults who undergo blood tests in our ED, except those who opt out. We have also been sending specimens for syphilis and Hepatitis C testing as part of the EDSP grant that SoHum Health was awarded last year. Implementing testing within the grant's required time secured a substantial financial award. We are confident that this program will identify individuals with these diseases of public health concern, connect them to treatment, reduce disease transmission, and ultimately save lives.

Providence has ended its outpatient laboratory services under its contract with LabCorp, resulting in an influx of patients from outside our district. Although difficult to quantify, we are regularly seeing laboratory outpatients who would previously have received services in North County.

Testing for blood cultures—the first traditional microbiology testing in the SoHum lab in at least 15 years—has completed the necessary verification studies and will soon be available for patient testing.

We have joined the ACHC (Accreditation Commission for Health Care), a non-profit healthcare accreditation agency whose member laboratories adhere to high standards and are deemed automatically compliant with federal and state regulations. Although this new affiliation will require extensive rewriting of our lab's policies and procedures to align with ACHC's standards, we look forward to this process as a fresh start for the paperwork aspect of our operations. As of this writing (December 19, 2024), the state has confirmed that our CLIA certificate renewal application is complete, and we have paid our fees, ensuring renewal for another two years.

Skilled Nursing:

Our dedicated nursing staff is fully committed to providing exceptional resident care. We strive to create an environment where residents can thrive and enjoy life to the fullest while focusing on their well-being. Daily activities are organized to keep residents engaged and active. The festivities began in November with a Thanksgiving dinner and outdoor activities, and we continue to work through the waiting list to fill the Skilled Nursing Facility (SNF) beds. Currently, there is one bed available. The celebrations will continue throughout the holiday season, allowing residents to enjoy each other's company as they prepare for the new year.

Clinic:

Dr. Rogers continues to assist in the clinic alongside Linda and Dr. Murphy, who provide excellent community care. The clinic recently successfully achieved two quality measures thanks to the teamwork and efforts from several departments, including the clinic, Patient Financial Services (PFS), Radiology, and the quality department. A big shoutout to everyone involved—it's a significant win!

Despite being short-staffed, the clinic team works hard to provide essential community care. Dr. Murphy has expressed his intention to renew his contract for another six months, with the possibility of a permanent position. We will welcome one permanent provider in January 2025, a Family Nurse Practitioner (FNP) a Locum who may also become a permanent provider.

We look forward to having a complete team in the clinic to meet the community's healthcare needs. We sincerely appreciate the community's unwavering support and patience as we work towards fully staffing the clinic. We are also making progress in launching the mobile optometry and behavioral health programs, recognizing the significant benefits they will bring to our community.

Radiology:

Radiology performed 153 X-ray exams, 86 CT scans, 39 ultrasounds, and 18 mammograms in November. The CT department has achieved American College of Radiology (ACR) certification, indicating that our facility meets the quality and safety standards the ACR Committee on CT sets. This certification includes an audit of our quality assurance and quality control program, patient image quality, and scan protocols, which is necessary to receive 100% Medicare reimbursement.

We continue to identify and address issues in the new system, specifically related to billing and JIRA tickets for Radiology in EPIC.

Pharmacy:

The pharmacy focuses on several important initiatives, including correcting medication orders in EPIC, updating treatment protocols for various disease states, collaborating with architects on the new hospital's pharmacy layout, participating in district grants, and ensuring accurate revenue capture in EPIC for medication administrations.

Physical Therapy:

We are committed to providing rehabilitation services to patients and residents and are finalizing plans to offer outpatient services to the community. Sierra and Katelyn, our physical and occupational therapists, work daily with inpatients and residents as part of our standard practice.

We are pleased to report significant progress in setting up the outpatient therapy space, finalizing the scheduling, and determining charges. This progress brings us closer to offering these much-needed services to the community. Additionally, Susan continues offering speech therapy to SNF residents and acute bed patients.

Adela Yanez, RN, BSN, CNO

Application Code: AP

User Login Name: Sboyd

Invoice Date	Invoice No.	Description	Location	Unpaid	Paid	
139256	SHELLEY A. CARDER					
08/08/22	1			0.00	1,860.00	
09/06/22	2			0.00	150.00	
10/03/22	3			0.00	720.00	
11/03/22	4			0.00	2,490.00	
12/02/22	5			0.00	1,050.00	
01/10/23	6			0.00	420.00	
03/10/23	7			0.00	620.00	
03/31/23	8			0.00	480.00	
05/01/23	9			0.00	270.00	
Vendor Total:				0.00	8,060.00	
Grand Total:				0.00	8,060.00	

Total Number of Invoices Printed: 9

Vendor: From 139256 to 139256

Location: From to 1

Central Billing: No Central Billing Vendors

■ SHELLEY A CARDER

Bill	7/10/2023	10	\$2,730.00
Bill	8/1/2023	11	\$1,260.00
Bill	8/31/2023	12	\$300.00
Bill	10/2/2023	13	\$180.00
Bill	11/4/2023	14	\$420.00
Bill	12/1/2023	15	\$1,680.00
Bill	1/2/2024	16	\$720.00
Bill	2/1/2024	18	\$1,590.00
Bill	3/8/2024	19	\$510.00
Bill	4/2/2024	20	\$810.00
Bill	5/10/2024	21	\$810.00
Bill	7/10/2024	22	\$1,320.00
Bill	8/5/2024	23	\$2,370.00
Bill	9/3/2024	24	\$3,510.00
Bill	10/1/2024	25	\$4,890.00

Total - SHELLEY A CARDER

\$23,100.00



SoHum Health

Strategic Plan Summary	Active Program	Champion(s)	Next Steps
<p style="color: red;">Completed Programs</p> <p style="color: green;">In process / On-Hold</p> <p style="background-color: yellow;">Updated on December 11, 2024 by GMC</p>		Team (Lead)	
<p>#1 Patient-Centered Services</p>			

Standardized Pt Work Flow	Admin Team	Finish MCN and set a standard that all departments are expected to operate under
Bringing Uninsured Pts into the Clinic and Temporary Insurance Follow up (PHP)	CHW + Marie +Clinic	Develop a system for the CHW to track and follow up with ER pts that received temp benifits, as well as gain consent to do so
My Chart Sign Up	Clinic + PFS	Develop a program to bring more patients into mychart
Update policies and procedures to deliver a consistent patient-centered clinic experience and meet our Patient Service Standards	Matt + Diane Gordon + Remy + Kristen	Develop and link medical assistant standard procedures to EPIC workflows. Managers to transfer to MCN (ONGOING) - almost complete. In final stages.... Monitor Patient Flow/Follow up
SoHum Healthy Living Club - Seniors Circle / Medicare Wellness visit	Active Provider + Patient Navigator	On-Hold until we have a patient navigator. Marketing priority for wellness visits.
Research RHC best practices for Medicare wellness visits	Primary provider + Clinic Manager	Onsite visit w/someone using Epic to learn about their scope of assessments and patient-centered services
Commuity Information Exchange for Behavioral Health	Amy + Kathy	Have one LCSW looking for one more, make final decisions on software, finish P&P
<p>#2. Add Relevant, High-Quality Healthcare Services</p>		

Medi-Cal Transportation	Adela + Kent + Ron	Re-evaluate responsibility. Situational per cost feasibility. To be addressed during Nov. Partnership meeting
Develop Senior Support groups	Chelsea + Darrin + Heidi	Gather a list of all Senior Support Activities in the area, check the gym, library.
OP PT ST Outpatient	Adela + Shawna + Katelyn + Sierra	Waiting on credentialing and for the outpatient space to be renovated
Optometry Fortuna	Matt + Kent + Terry + Adela + Seth	One Optometrist hired, need to hire one more
Mobile Clinic for Optometry	Kent + Matt	Hire 2 more optometrists, working on getting licensed
Restart Senior Life Solutions + Transportation	Matt + Karen + Kent + Adelle + Matt + LCSW lead	Waiting on licensing and staffing...once licensed we can start
Mobile MRI	Lora + Serena + Kent + Matt	Staff training, policy and procedure. In final contract w/provider
Vasectomy Service	Primary	Coordinate with lab. Dr. to come do some coverage for clinic and ER. Need another provider in clinic
Dexiscan	Lora	Waiting for space in the new Hospital
New Service alliance w/stroke center	Adela + Lora + Dr. Hsu	We need a partner. Contact Dr. Youseff at Fairchild Medical Center Yreka
Bone Density Scanner	Lora	New facility? No room as of now
Dialysis feasibility	Matt +	Is it feasible?
Specialists scheduled onsite (Cardiologist, Respiratory Therapist, lasik, colonoscopy, general surgeon?)		Stress tests, etc. on-site. Research cost/volume. Collaborate with a specialist.
Clinical educator		Chronic disease instructions for patients, etc.
24/7 ultrasound tech		
#3. Improve Community Health and Care Coordination		

Outbound calling from clinic to lapsed patients or those who got vaccine but no provider visits.	Patient Navigator	Using clinic data to reach out and get more volume
Clinic/PFS Pt Communication	Shawna + Marie	Morning huddles and quarterly meetings
Optimize and enhance clinic patient flow with proactive marketing, team-delivered care and individualied followup	Shawna + Marie	Hiring Patient Navigator, communicate updated patient service standards and decide on follow up methodology (paper form and/or Epic)
Community Communication on Medical Quality	Chelsea + Kristen + Kent + EMRL	Messaging about personal responsibility for health -- managing my own care. Education piece - messaging through Senior Circle (possibly on message boards. We help guide them through this + Preventitive/proactive care (medicine)...Ask us... Measures on CCS and Tabacco
Chronic pain options as alternatives to opioids	Matt	Celebrity endorsed/sponsored options?
Opioid intervention clinical trial	Matt + Kristen + Shawna	Currently Starting a Clinical Trial. Matt is looking for other opioid intervention opportunities
Expand online support groups	Amy	Amy will look at how she can expand her online groups and report back
#4. Facilities Master Plan for New hospital and Clinic		
Sprowel Creek OSHPD 3 Certification	Kent + Adela	Building is in compliance..Waiting for state licensing
Renovate Hemp Connection Building	Kent	Waiting for county approval
New Hospital Site Building Plan & Licensing	Kent	Waiting on design development approval from the state
Current Facility Utility Upgrades	Kent	In final stages of completion (early in 2025 expected) HCAI
Employee Housing	Kent	Almost done! (being renovated 3 of 5 buildings done)
Applying for a USDA loan	Paul	Pre app completed and resubmitted
Pharmacy move to downtown	Kent + Paul + Matt	Working on property (demo stage now) 50%
Possible additional commercial properties	Kent + Paul + Matt	Gift store or rent 3rd space? Still unsure
Church property + Sprowel Creek Parking	Kent	Waiting for County approval to use. Parking?
#5. Employee Retention & Recruiting		
New Clinic Providers	Matt + Season + Darrin	Ongoing >

HSU and College of Redwoods nursing relationship	Matt + Adela + HR + Chelsea	CR is doubling nursing capacity (ongoing). Continue recruiting and nurse rotations.
Internal communication across functions	Matt	Matt to strategize with Admin
Department-specific training		On-hold for HR leadership
#6. Financing Our New Hospital Campus		
Continue new hospital fundraising with our Foundation, including out-of-area philanthropy	Chelsea + Pat	For donations that may or will not come through
Foundatio grant applications	Nick Vogel + Chelsea	Bring nick onboard
Periodic updates for the Board	Chelsea	Quarterly reports
Fundraising for Long Term Care Renovation	Matt + Chelsea	Develop a case statement.
Possible mock-up room for fundraising demos		Lack of space right now
#7. Public Policy Advocacy (ONGOING)		
AHA (American Hospital Assoc.) collaboration	Matt	Actievly advocating - SB1432 seismic reform
CHA (Cal Hospital Assoc.)		CHA rural hospital priority (reimbursement for Medi-Cal SB1423)
CAAHN (Cal Critical Access Hospital Network) lobbying		Legislation for Critical Access Hospitals
DHLF (District Hospital Leadership Forum)		
ACHD (Assoc. of Cal Healthcare District)		
NRHA (National Rural Hospital Assoc.)		



SoHum Health

SoHum Health Strategic Planning Update Meeting Notes

November 11-12, 2024

Participants

Governing Board members, Administration Team, Department Managers, Darrin Guerra (Strategic Planning Coordinator), Rob Eskridge and Ryan Stock (Growth Management Center).

1. DESCRIBE the Relevant Environment > Preparation Handouts

The following documents were available as handouts:

- Two-day Meeting Agenda
- Notes from the 2023 planning update meeting
- A summary of the seven Priority Strategic Objectives
- An updated Active Programs summary document

This document captures photos of the visual displays which reflect conversation and recommendations made during the meeting. Priority Objective statements have been updated to reflect the meeting discussions.

Presentations by Darrin Guerra, Ryan Staples, the Clinic team and Rob Eskridge/Ryan Stock may be requested from the presenter.

Findings from the Community Health Needs Assessment (completed in June, 2024) were discussed in detail and incorporated into recommendations about future initiatives to improve health in our community. We appreciate those who have responded to the CHNA survey and interview requests.

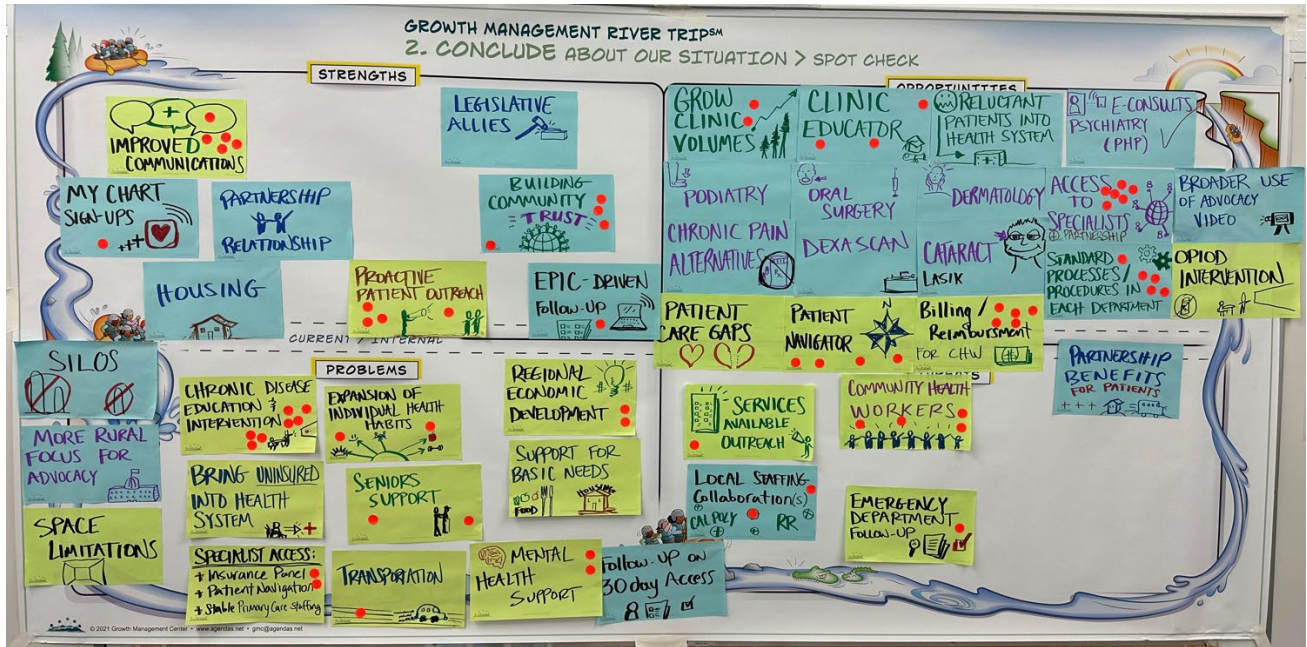
When the Priority Objectives and associated active programs have been formally adopted by the governing board, they will also serve as our District's Community Health Improvement Plan (CHIP). The District does not have the resources or partnerships to respond to all health needs identified. However, we expect that those programs selected, once initiated with budgeted resources, will have a meaningful positive effect on our community's health.

SoHum Health Strategic Planning Update Agenda

Monday November 11th, 2024 (Veterans Day)	Tuesday November 12th
<i>Board, Admin, Selected Managers</i>	<i>Board, Admin, Selected Managers</i>
<p>11:30 Review 2023-2024 Key Accomplishments (Matt Rees)</p> <p>Opening remarks - all participants</p>	<p>9:00 Continental breakfast</p> <p>9:30 Meeting begins</p> <ul style="list-style-type: none"> • Priority Objectives Updates
Noon Group lunch	Noon Group lunch (Board, Admin, All Managers)
<p>12:45 Meeting continues</p> <p>Kickoff Presentations & Discussion:</p> <ul style="list-style-type: none"> • 2023 strategic planning meeting recap (Darrin) • Business Development Update (Ryan Staples) • Clinic patient outreach capabilities with Epic (Adela, Kristen, Shawna, Marie, Remy, Jessica) • CHNA: Community health needs and current programs (Rob & Ryan) • • 4:00 Adjourn Strategic Planning <p style="text-align: center;"><i>Clinic and PFS</i></p> <p>4:00 Clinic and PFS All-Team Meeting 5:30 adjourn, latest</p>	<p style="text-align: center;"><i>Admin and All Managers</i></p> <p>1:00 Meeting begins</p> <ul style="list-style-type: none"> • Continue Priority Objectives Updates • Select Primary Active Programs <p>3:30 adjourn, latest.</p>

2. CONCLUDE About Our Situation > SPOT Check

As each of the presentation topics were discussed, we added elements to the Strengths, Problems Opportunities and Threats decision framework. The region's economic downturn was the only threat identified. The red dots reflect the imperatives selected by planning participants.



Each of the topic clusters were discussed by planning participants.

3. COMMIT To A Future Direction > Mission, Vision & Values

MISSION

Caring for the community we are privileged to serve.

VISION

Our vision is to empower individuals to live longer, healthier lives.

VALUES

Caring: *we bring warmth and professionalism to all aspects of patient care.*

Quality: *we are committed to our patients, to our services, and to enriching the communities of Southern Humboldt.*

Teamwork: *we prioritize working together within our hospital as well as the larger community and healthcare network.*

Positivity: *we believe in supporting an environment where healthy attitudes and respect fuel our culture.*

3. COMMIT To A Future Direction > Priority Objective Summary

1. Patient-Centered Services

Continue to innovate our hospital, clinic and outpatient services to become more patient-centered, customized for our rural setting and for the health characteristics and needs of District residents.

Our new medical records system will enable us to grow clinic and outpatient volumes with more proactive patient outreach to address care gaps, education on chronic diseases and coordination of specialist visits.

2. Add Relevant, High-Quality Healthcare Services.

Offer additional locally-delivered healthcare services for District families and residents, when there is a demonstrated need and financial feasibility. We will develop local collaborative solutions whenever possible.

Each service added, like current services offered, will be maintained at high standards of medical quality, benchmarked against peer and national standards.

3. Improve Community Health and Care Coordination

Provide access to education and resources for addressing chronic diseases and promoting better health for residents throughout our District.

4. Facilities Master Plan For New Clinic & Hospital

Relocate the existing facility into a new building on the Sprowel Creek campus, including a small hospital and emergency department, primary care clinic, laboratory and radiology, and facilities for visiting specialists.

If possible, our residential long-term care unit will continue to operate at the current location, adding capacity by converting existing acute beds to skilled nursing status.

Other facilities will be developed for employee housing and retail healthcare services.

5. Employee Retention and Recruiting

Our objective is to be fully staffed with licensed and competent team members. Our competitive pay scale and benefits package will continue to help us recruit staff members through local hiring and training as much as possible, minimizing per diem and locum tenens staffing.

We will collaborate across Humboldt County for healthcare workforce development.

6. Financing Our New Hospital Campus

New facilities on the Sprowel Creek campus will be financed with a combination of USDA loans, foundation grants and philanthropy, especially from those with a larger capacity to give, within and outside Humboldt County.

7. Public Policy Advocacy

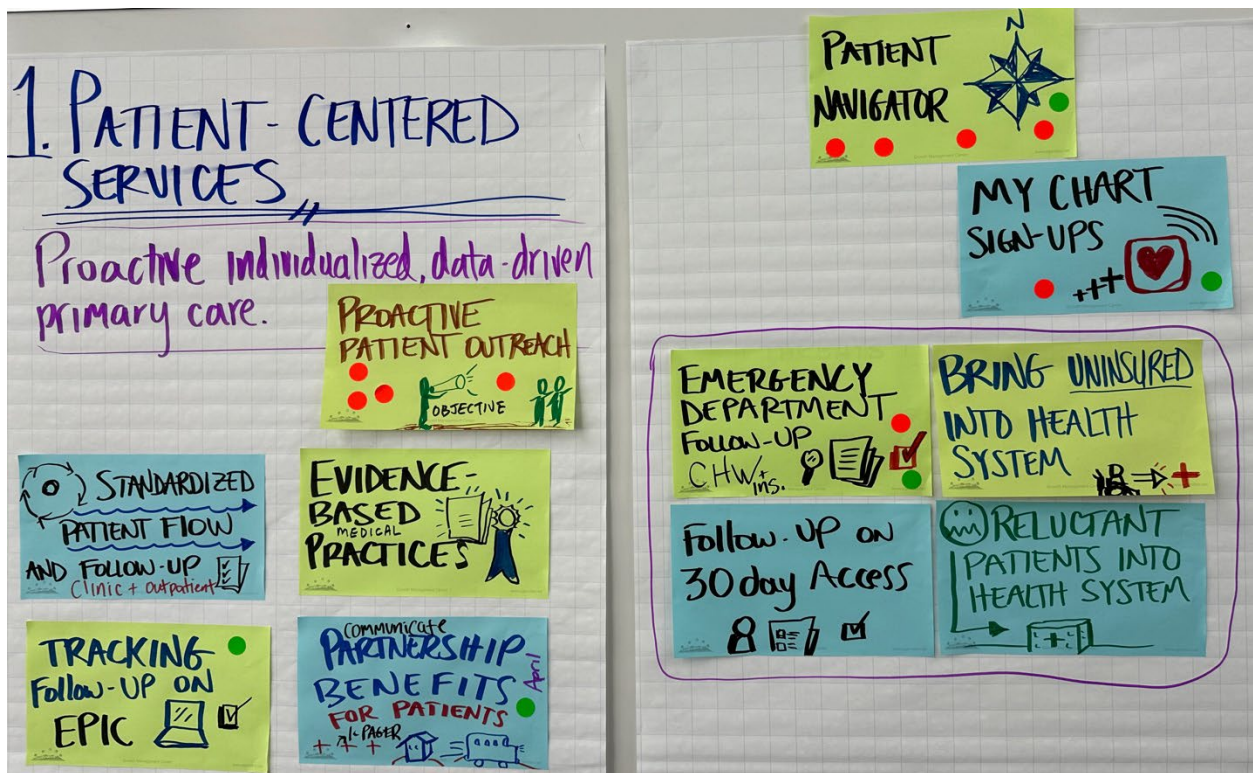
Work closely with our industry associations and strategic partners to educate elected officials regarding the financial jeopardy of rural healthcare organizations, and to influence federal and state public policies for healthcare financing by government payors.

4. CREATE Action Plans

These stickies reflect discussion of existing and possible new programs which might be added into each of the Strategic Priority Objectives. The red dots were placed by planning participants to show proposed high-priority programs. A separate document titled “Active Program Summary” shows the status of those programs which are currently being implemented.

1. Patient-Centered Services. Continue to innovate our hospital, clinic and outpatient services to become more patient-centered, customized for our rural setting and for the health characteristics and needs of District residents.

Our new medical records system will enable us to grow clinic and outpatient volumes with more proactive patient outreach to address care gaps, education on chronic diseases and coordination of specialist visits.

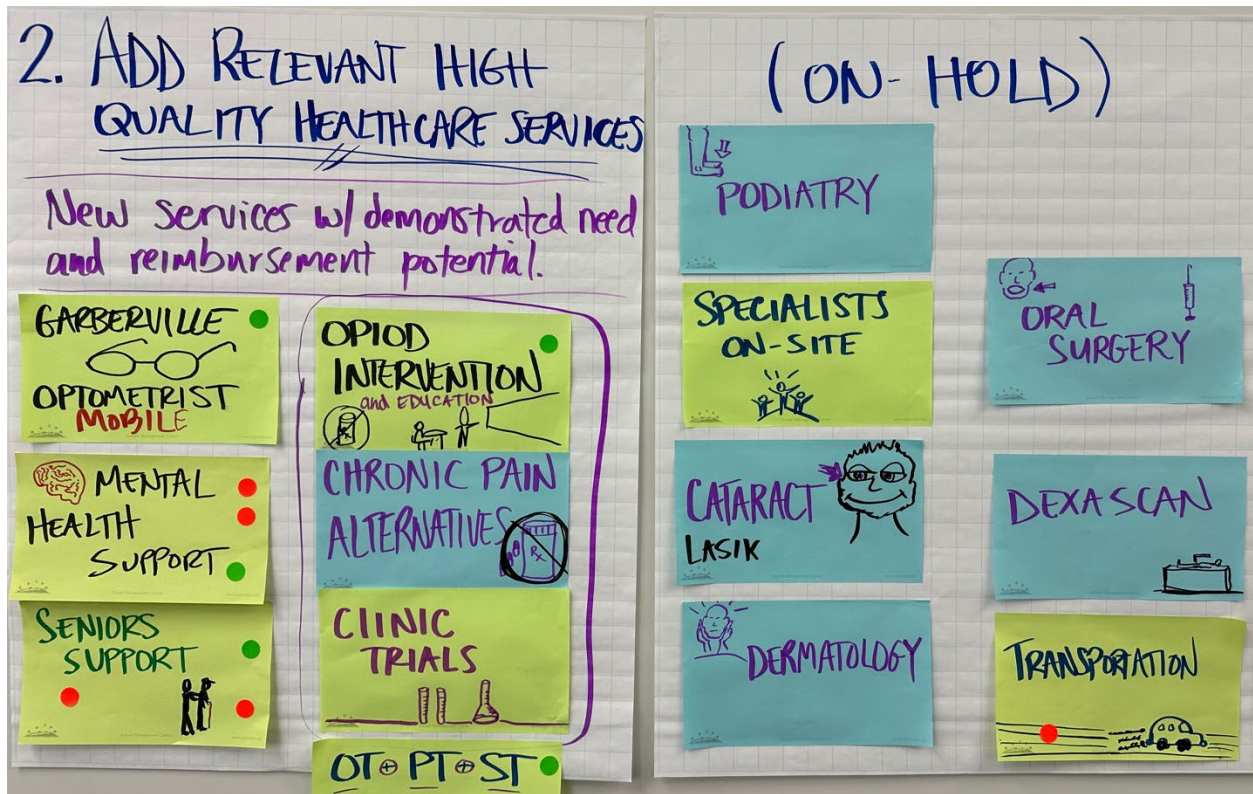


2. Add Relevant, High -Quality Healthcare Services

Offer additional locally-delivered healthcare services for District families and residents, when there is a demonstrated need and financial feasibility. We will develop local collaborative solutions whenever possible.

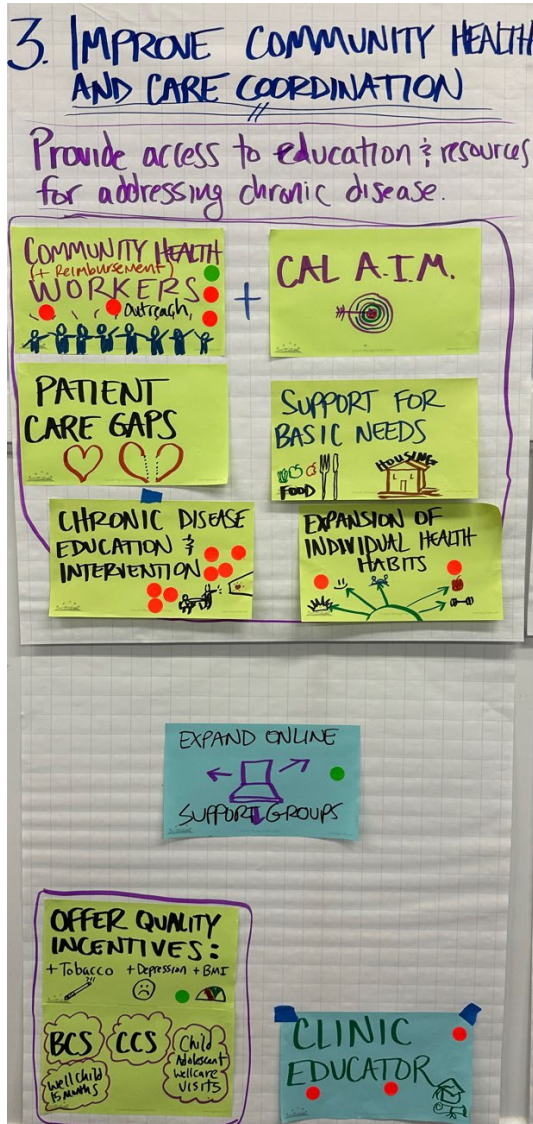
Each service added, like current services offered, will be maintained at high standards of medical quality, benchmarked against peer and national standards.

The green dots designate programs that are currently active or the planning stages.



3. Improve Community Health and Care Coordination

Provide access to education and resources for addressing chronic diseases and promoting better health for residents throughout our District.

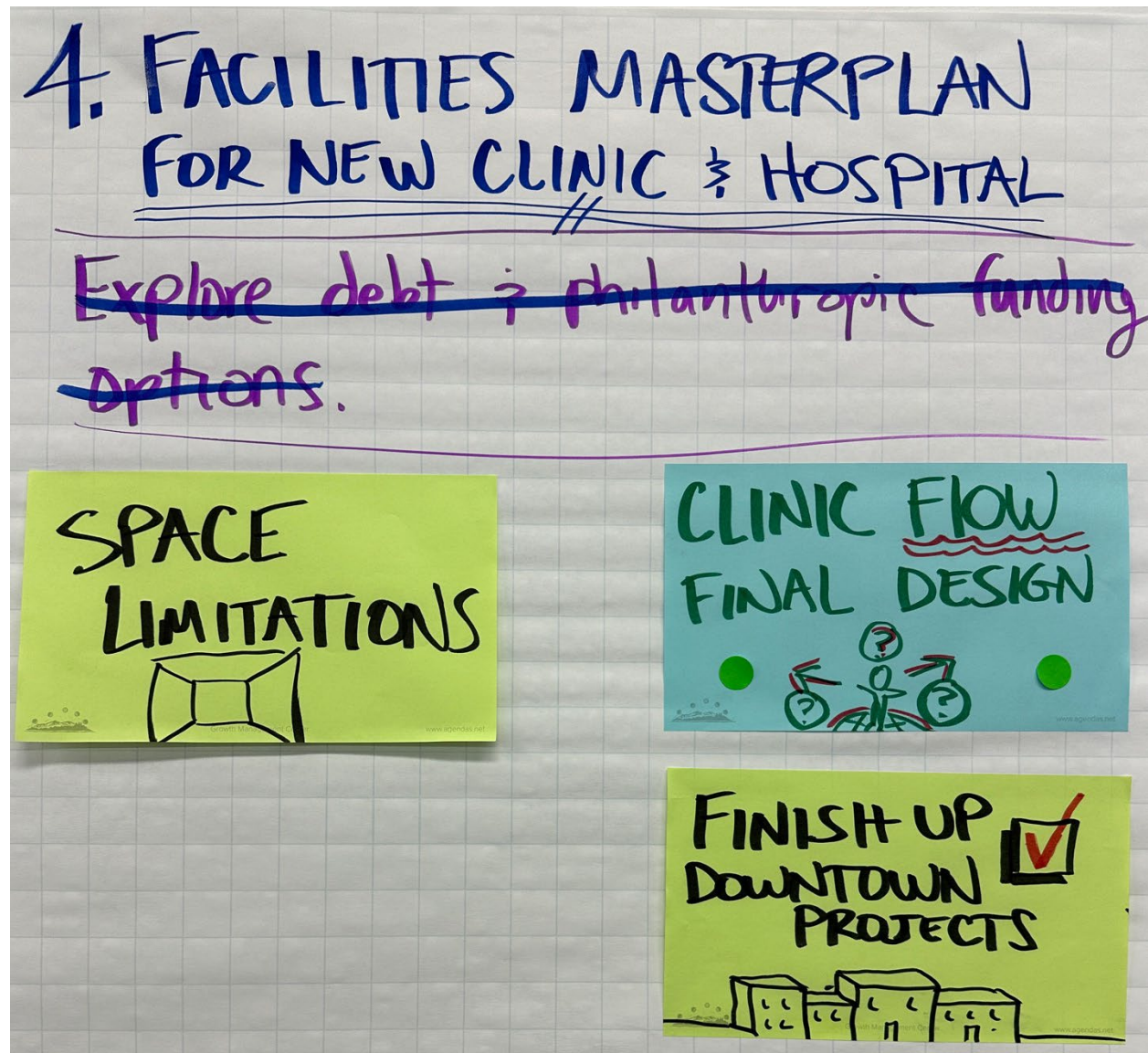


4. Facilities Master Plan For New Clinic & Hospital

Relocate the existing facility into a new building on the Sprowel Creek campus, including a small hospital and emergency department, primary care clinic, laboratory and radiology, and facilities for visiting specialists.

If possible, our residential long-term care unit will continue to operate at the current location, adding capacity by converting existing acute beds to skilled nursing status.

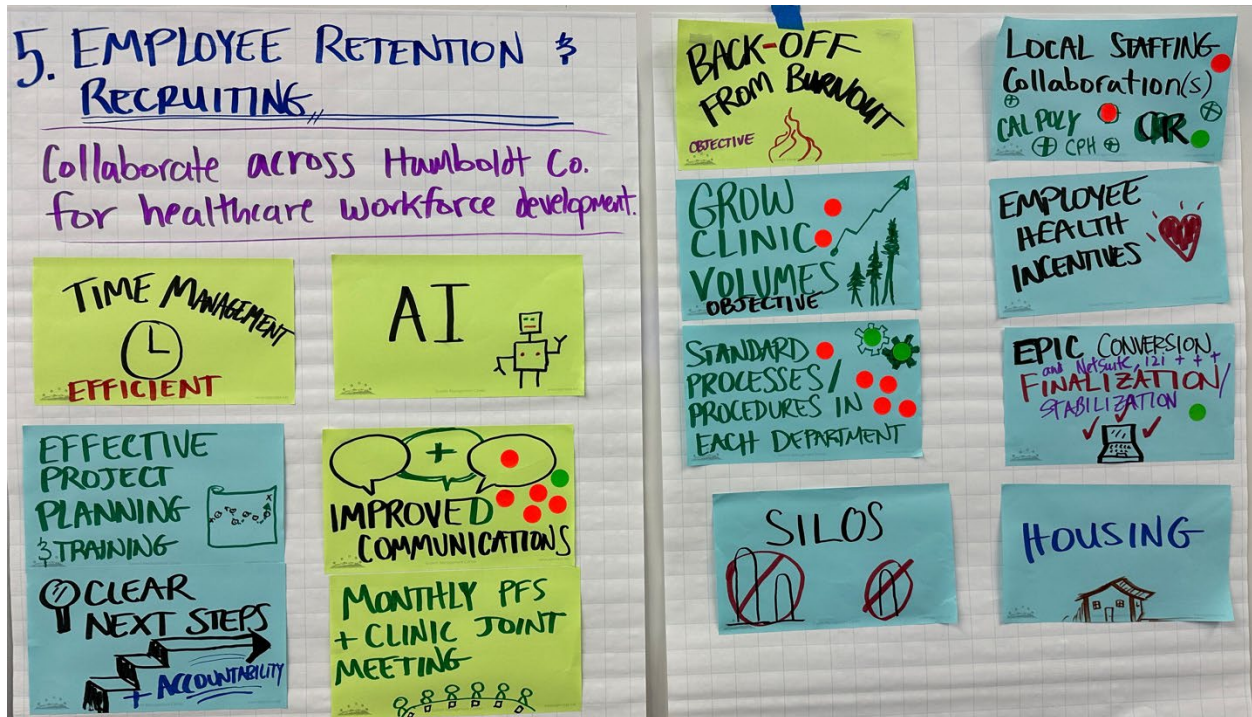
Other facilities will be developed for employee housing and retail healthcare services.



5. Employee Retention and Recruiting

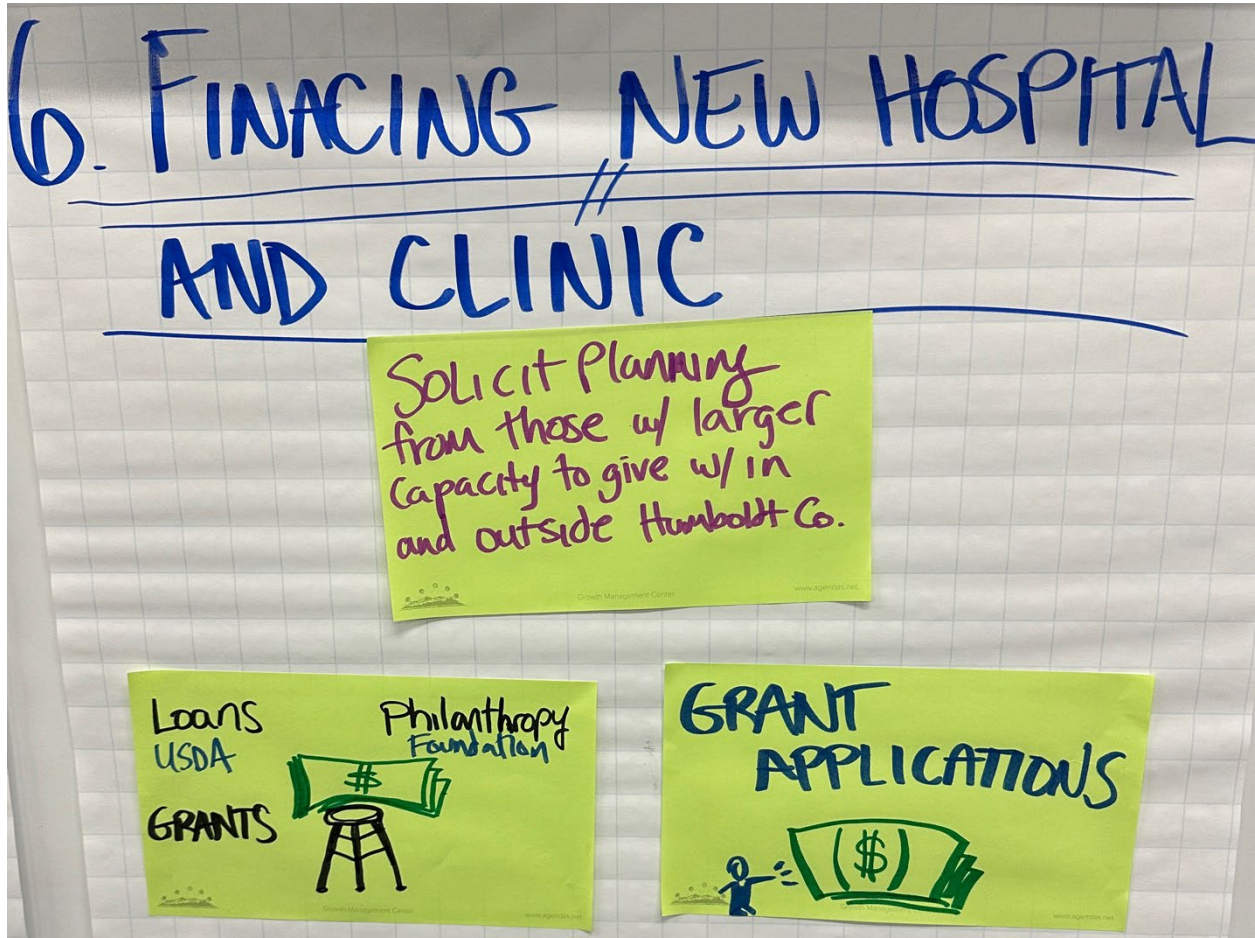
Our objective is to be fully staffed with licensed and competent team members. Our competitive pay scale and benefits package will continue to help us recruit staff members through local hiring and training as much as possible, minimizing per diem and locum tenens staffing.

We will collaborate across Humboldt County for healthcare workforce development.



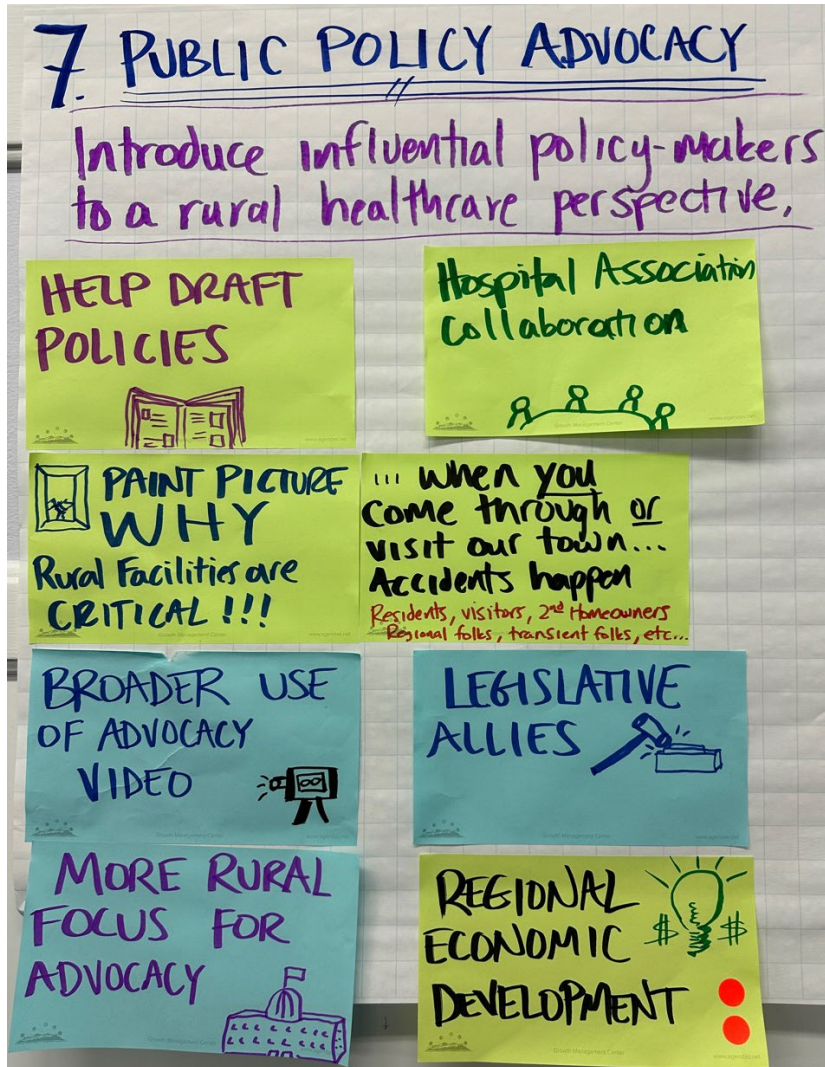
6. Financing Our New Hospital Campus

New facilities on the Sprowel Creek campus will be financed with a combination of USDA loans, foundation grants and philanthropy, especially from those with a larger capacity to give, within and outside Humboldt County.



7. Public Policy Advocacy

Work closely with our industry associations and strategic partners to educate elected officials regarding the financial jeopardy of rural healthcare organizations, and to influence federal and state public policies for healthcare financing by government payors.

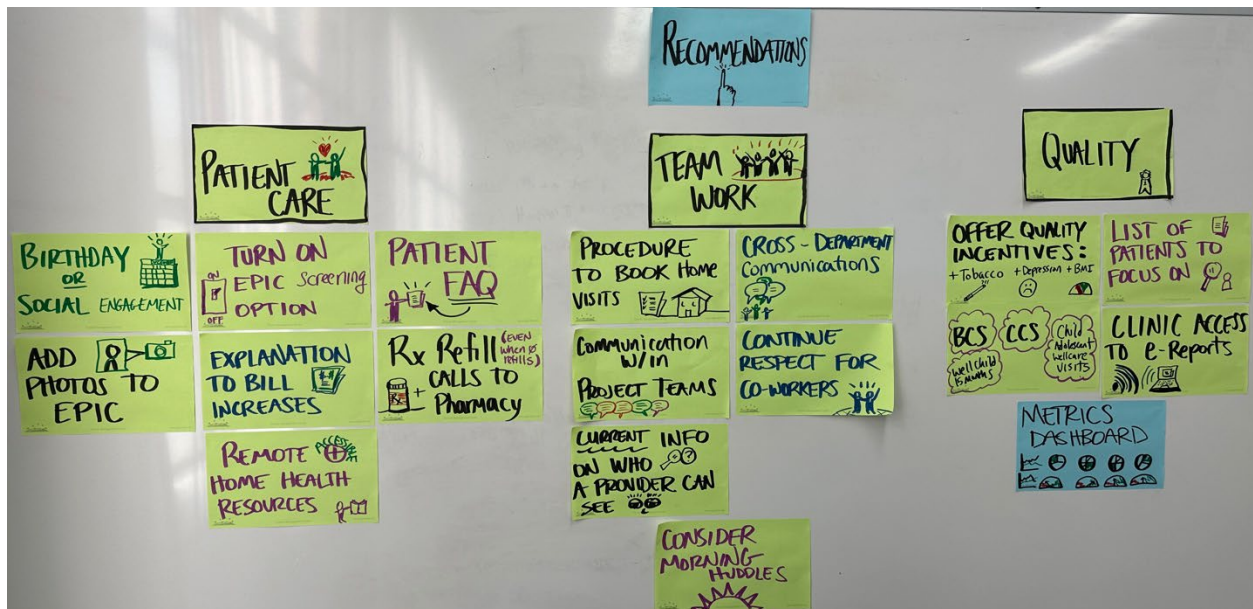


Clinic and Patient Financial Services Meeting Notes

Participants at this meeting confirmed and updated our Patient Service Standards, and proposed ways to improve patient-centered care; teamwork within and between these two departments; and medical quality outcomes and tracking.

Additional collaborative planning between the Clinic and PFS teams will prioritize and implement many of these recommendations.

Updated Patient Service Standards are shown on the next page.





SoHum Health

Community Clinic Patient Service Standards

Making An Appointment: (707) 923-3921, ext. 1221

1. If you have a medical issue that needs immediate attention, call the clinic before 10:00 am Monday through Friday and we'll get you in the same day (though it may not be with your usual provider).
2. When you call with a health issue that's not urgent, we'll make an appointment at a time that's convenient for you. Saturday hours are sometimes available.
3. If you are homebound under medical orders and cannot come to Garberville to be seen in our clinic, we may be able to arrange for a visiting nurse or clinic provider to assist with medical care in your home.

Your Clinic Visits

4. During your clinic visit, your provider and medical assistant may make recommendations for changes in medication, lifestyle, and diagnostic or specialist follow up appointments.
5. After you visit our lab or diagnostic imaging for a blood draw or other testing, when your tests have been reviewed by your provider we will notify you whether the results are normal or if a follow up appointment is needed. If you have internet access, we will teach you how to review the results on the clinic's MyChart patient portal.
6. If we refer you to a specialist in another town for a medical procedure or surgery, we will send them information about your medical issue before your visit. As your "home for health," after the procedure we will provide whatever follow up continuing care is needed as you transition back to home or family, including an interim hospital stay if that's indicated.

Following Your Visit

7. Requests for prescription refills should be directed to the pharmacy that filled the original prescription at least three business days before they are needed. If appropriate, refills will be authorized by clinic providers no later than the business day following receipt of the request.
8. We will bill your insurance and collect your co-pay. If you get medical bills from us that you do not understand, please call for an appointment with one of our patient financial representatives who will review the charges and payment options with you.

GOVERNING BOARD MEMBER – SPECIAL DISTRICT

CERTIFICATE OF APPOINTMENT IN LIEU OF ELECTION

Elections Code, Section 10515

I, JUAN PABLO CERVANTES, Humboldt County Registrar of Voters, do hereby certify that **CORINNE STROMSTAD** was nominated for the position of Director of the **SOUTHERN HUMBOLDT COMMUNITY HEALTHCARE DISTRICT** and that the number of candidates was equal to or did not exceed the number of offices to be filled at the Presidential General Election held on November 5, 2024. Therefore pursuant to Section 10515 of the California Elections Code the appointment was made by the Humboldt County Board of Supervisors. The term of this office is 4 years ending on the first Friday of December, 2028.

Dated: November 29, 2020
Juan Pablo Cervantes
County Registrar of Voters

By _____
Deputy Clerk

OATH OF OFFICE

Govt Code Section 1360-1363, inclusive,
3105 Section 3, Article XX, State Constitution

I, **CORINNE STROMSTAD**, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and the Constitution of the State of California against all enemies, foreign and domestic; that I will bear true faith and allegiance to the Constitution of the United States and the Constitution of the State of California; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties upon which I am about to enter.

Signature Date

Residential Address:

Signature of person administering oath

Return signed original form to the Humboldt County Office of Elections:

2426 6th Street, Eureka, CA 95501

GOVERNING BOARD MEMBER – SPECIAL DISTRICT

CERTIFICATE OF APPOINTMENT IN LIEU OF ELECTION

Elections Code, Section 10515

I, JUAN PABLO CERVANTES, Humboldt County Registrar of Voters, do hereby certify that **BARBARA TRUITT** was nominated for the position of Director of the **SOUTHERN HUMBOLDT COMMUNITY HEALTHCARE DISTRICT** and that the number of candidates was equal to or did not exceed the number of offices to be filled at the Presidential General Election held on November 5, 2024. Therefore pursuant to Section 10515 of the California Elections Code the appointment was made by the Humboldt County Board of Supervisors. The term of this office is 4 years ending on the first Friday of December, 2028.

Dated: November 29, 2020
Juan Pablo Cervantes
County Registrar of Voters

By _____
Deputy Clerk

OATH OF OFFICE

Govt Code Section 1360-1363, inclusive,
3105 Section 3, Article XX, State Constitution

I, **BARBARA TRUITT**, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and the Constitution of the State of California against all enemies, foreign and domestic; that I will bear true faith and allegiance to the Constitution of the United States and the Constitution of the State of California; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties upon which I am about to enter.

Signature

Date

Residential Address:

Signature of person administering oath

Return signed original form to the Humboldt County Office of Elections:

2426 6th Street, Eureka, CA 95501

STATE OF CALIFORNIA

CERTIFICATE OF TITLE VEHICLE HISTORY

62719123008

AUTOMOBILE **PERM EXEMPT**

VEHICLE ID NUMBER: **KNMAT2MT6JP538478**

YR MODEL MAKE: **2018 NISS** PLATE NUMBER: **1390627**

UNLADEN AX WEIGHT FUEL TRANSFER DATE FEES PAID: **NONE** REGISTRATION EXPIRATION DATE: **12/31/2019**

BODY TYPE MODEL: **UT** YR SOLD CLASS YR MO EQUIPM/TRUST NUMBER: **2018 DT 2019 AL** ISSUE DATE: **12/30/19**

MOTORCYCLE ENGINE NUMBER: ODOMETER DATE: **07/02/2019** ODOMETER READING: **29858 MI**

REGISTERED OWNER(S): **SHCHD**
733 CEDAR ST
GARBERVILLE CA 95542

I certify (or declare) under penalty of perjury under the laws of the State of California that THE SIGNATURE(S) BELOW RELEASES INTEREST IN THE VEHICLE.

MARK. HOLD TO LIGHT TO VIEW.

VOID WITHOUT BEAR WATERMARK

STATE OF CALIFORNIA

CERTIFICATE OF TITLE VEHICLE HISTORY

62719123008

COMMERCIAL **PERM EXEMPT**

VEHICLE ID NUMBER: **1GT66CEN7J1183900**

YR MODEL MAKE: **2018 GMC** PLATE NUMBER: **1390626**

UNLADEN AX WEIGHT FUEL TRANSFER DATE FEES PAID: **NONE** REGISTRATION EXPIRATION DATE: **12/31/2019**

BODY TYPE MODEL: **PK** YR SOLD CLASS YR MO EQUIPM/TRUST NUMBER: **2018 FQ 2019 AL** ISSUE DATE: **12/30/19**

MOTORCYCLE ENGINE NUMBER: ODOMETER DATE: **07/12/2019** ODOMETER READING: **30009 MI**

REGISTERED OWNER(S): **SHCHD**
733 CEDAR ST
GARBERVILLE CA 95542

I certify (or declare) under penalty of perjury under the laws of the State of California that THE SIGNATURE(S) BELOW RELEASES INTEREST IN THE VEHICLE.

MARK. HOLD TO LIGHT TO VIEW.

VOID WITHOUT BEAR WATERMARK