SoHum Health

Finance Committee

Date: Friday, August 21, 2026
Time: 10:00 a.m.
Location: Sprowel Creek Campus
Facilitator: Governing Board President Kevin Church
Link: https://shchd.webex.com/shchd/j.php?MTID=m866267e7ef87e693dbee8f1bdd74c6d9

Agenda

Page		Item
	A.	Call to Order
	B.	Public Comment (3-minute limit per person)
		See public comment instructions below.
	C.	Announcements
	D.	Previous Meeting Minutes
		1. July 24, 2026 Finance Committee Minutes
	E.	Discussion and Review
		1. July Comparative Balance Sheets and Graphs
		2. July Comparative Income Statement and Graphs
		3. July Statistics
		4. July 2026 Patient Financial Services and HRG Reports
	F.	Discussion Items to Report to the Board
	G.	Next Meeting: September 18, 2026
	H.	Adjourn

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

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

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

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. 1303, at least 48 hours prior to the meeting." **Times are estimated*

**Times are estimated/Posted: Wednesday, July 21, 2026*

SoHum Health

Finance Committee

Date: Friday, July 24, 2026
Time: 10:00 a.m.
Location: Sprowel Creek Campus-Rm 106 and via Webex
Facilitator: Governing Board President Corinne Stromstad

Minutes

Finance Committee Present: CEO Matt Rees, Corinne Stromstad, and Kevin Church
Not Present: None
Also Present: Administrative Assistant Darrin Guerra, PFS Manager Marie Brown, and CFO Paul Eves
By Webex: None

A. Call to Order – Kevin Church called the meeting to order at 10:02 a.m.

B. Public Comment (3-minute limit per person)
   - A member of the public had questions and concerns about the Financial spreadsheet on sheet 8. The Finance Committee has requested that these sheets be updated for the August meeting.

C. Announcements - None

D. Previous Meeting Minutes

   1. June 19, 2026

E. Discussion and Review
   1. June Comparative Income Statement and Graphs
   2. June Comparative Balance Sheet and Graphs
   3. June Statistics
   4. June 2026 Patient Financial Services and HRG Report
      - Paul presented his monthly Finance report and answered corresponding questions.
      - Matt had a few announcements related to the financials. With the help of DHLF, we have secured a few increases from the state. Our directed payments are projected to increase from $¼ million to $½ million, and our swing bed payments from roughly $598 to $1,800 per day, resulting in a projected $1 ¼ million increase in payments.

F. Discussion Items to Report to the Board –
   1. June Financials

Motion: Corinne Stromstad moved to bring the June Financials to the Board
Second: Matt Rees
Motion Carried

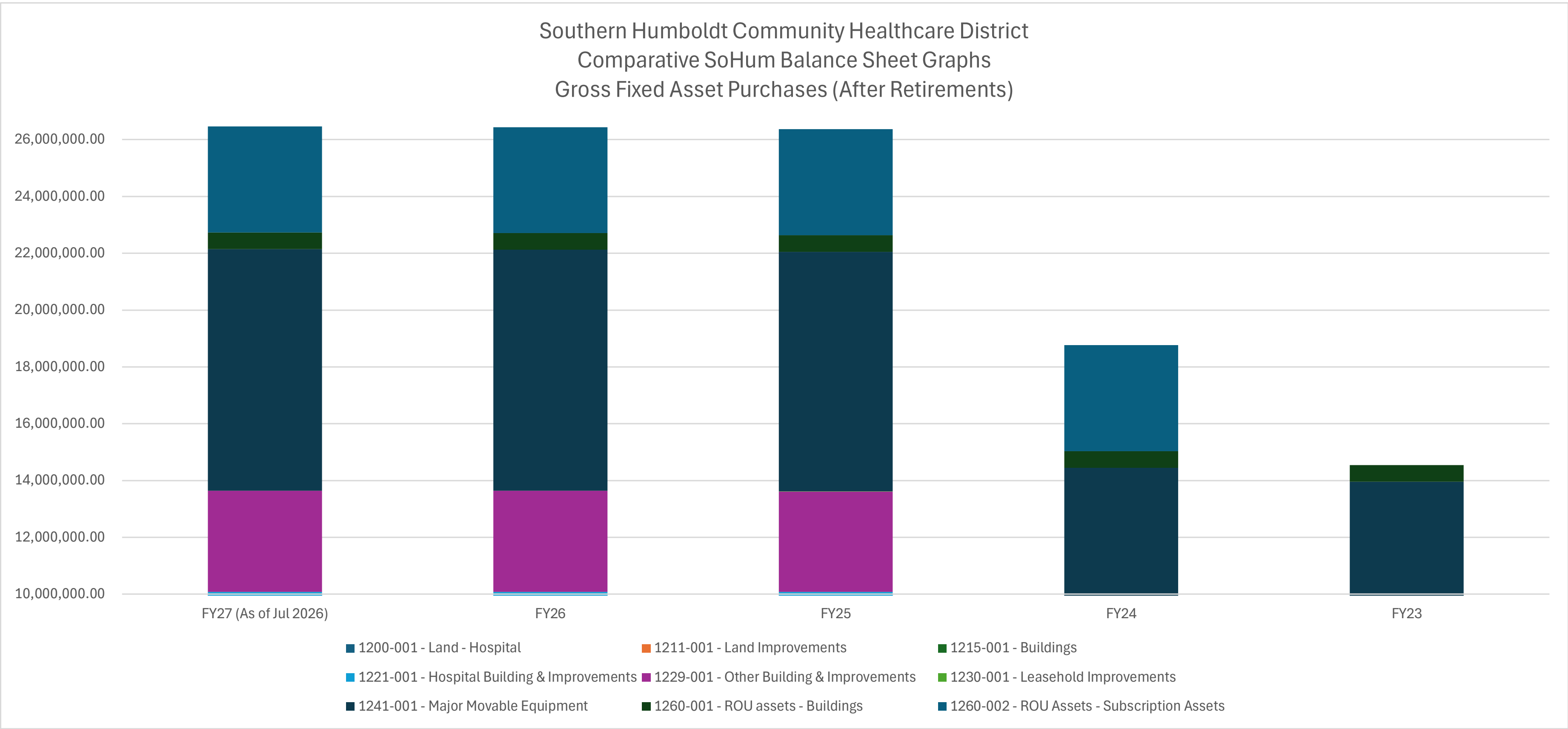
G. Next Meeting: Friday, August 21, 2026.

Motion: Matt Rees moved to Adjourn the Finance Committee.
Second: Corinne Stromstad
Motion Carried

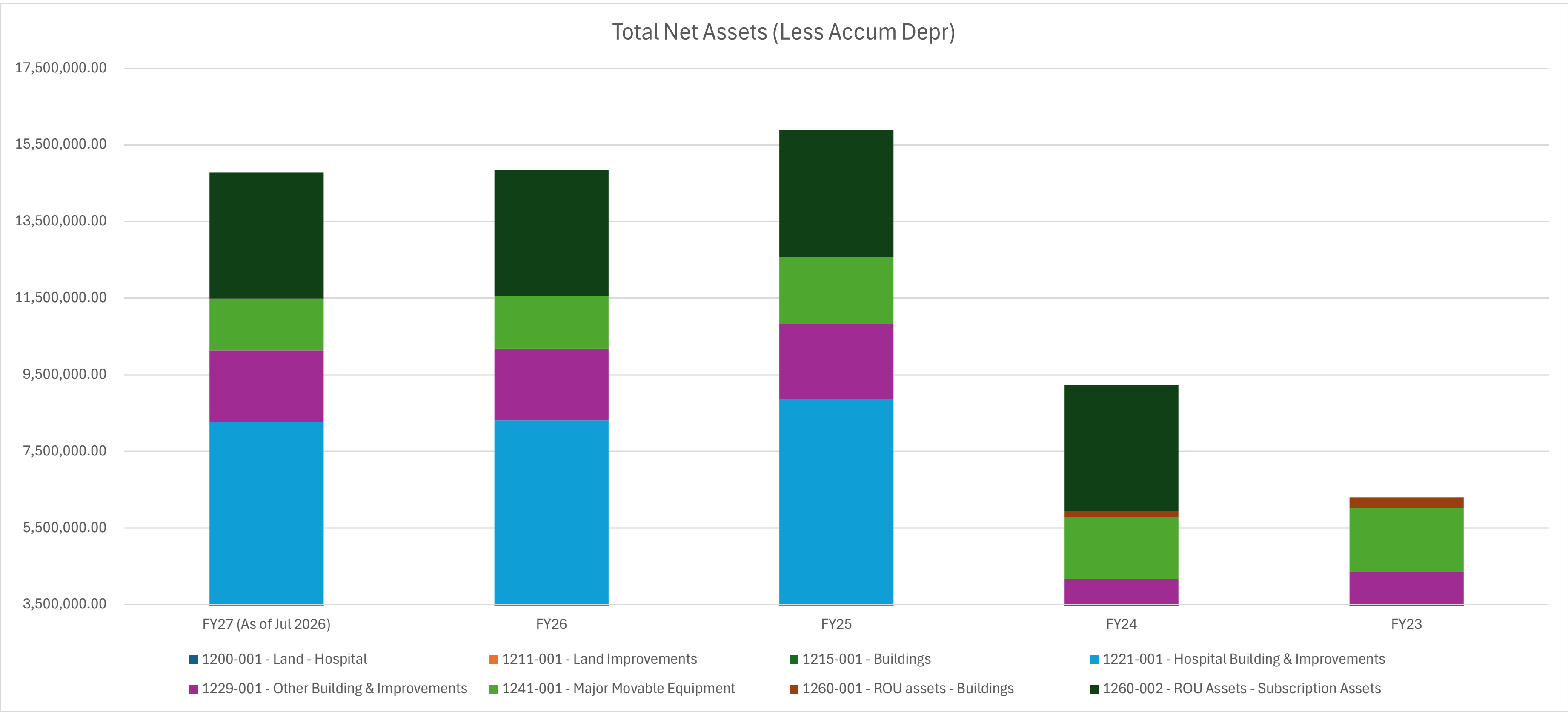
H. Adjourned at 10:47 a.m.

Southern Humboldt Community Healthcare District
Comparative SoHum Balance Sheet
5 Year Comparison - FY22 through End of July 2026

	FY23	FY24	FY25	FY26	FY27 (As of Jul 2026)
ASSETS					
Current Assets					
Total Bank	$ 10,263,542	$ 8,242,122	$ 5,086,074	$ 1,257,146	$ 1,453,084
Total Accounts Receivable	$ 2,326,716	$ 7,312,024	$ 6,146,510	$ 6,744,749	$ 6,745,030
Total Other Current Asset	$ 628,810	$ 3,094,801	$ 11,394,910	$ 12,364,192	$ 11,636,962
Total Current Assets	$ 13,219,068	$ 18,648,947	$ 22,627,494	$ 20,366,087	$ 19,835,076
Fixed Assets					
1200-001 - Land - Hospital	$ 1,028,216	$ 1,163,216	$ 1,193,526	$ 1,193,526	$ 1,193,526
1211-001 - Land Improvements	$ 553,251	$ 553,251	$ 553,251	$ 553,251	$ 553,251
1215-001 - Buildings	$ 1,474,356	$ 1,367,015	$ 1,489,909	$ 1,489,909	$ 1,489,909
1221-001 - Hospital Building & Improvements	$ 119,716	$ 119,716	$ 6,846,690	$ 6,846,690	$ 6,846,690
1229-001 - Other Building & Improvements	$ 3,387,733	$ 3,447,325	$ 3,526,173	$ 3,550,715	$ 3,550,715
1230-001 - Leasehold Improvements	$ 12,785	$ 12,785	$ 12,785	$ 12,785	$ 12,785
1241-001 - Major Movable Equipment	$ 7,378,269	$ 7,788,684	$ 8,433,015	$ 8,477,163	$ 8,501,291
1250-001 - Construction In Progress	$ 5,029,861	$ 7,683,040	$ 6,224,854	$ 9,657,264	$ 9,902,943
1260-001 - ROU assets - Buildings	$ 580,234	$ 580,234	$ 580,234	$ 580,234	$ 580,234
1260-002 - ROU Assets - Subscription Assets	$ -	$ 3,735,812	$ 3,735,812	$ 3,735,812	$ 3,735,812
Less: Accumulated Depreciation	$ (8,234,901)	$ (9,534,512)	$ (11,055,632)	$ (12,156,254)	$ (12,243,297)
Total Fixed Assets	$ 11,329,520	$ 16,916,567	$ 21,540,619	$ 23,941,097	$ 24,123,860
Total ASSETS	**$ 24,548,588**	**$ 35,565,514**	**$ 44,168,112**	**$ 44,307,184**	**$ 43,958,936**
Liabilities & Equity					
Current Liabilities					
Total Accounts Payable	$ 346,403	$ 959,621	$ 2,390,176	$ 1,437,059	$ 976,497
Total Other Current Liability	$ 927,074	$ 1,406,791	$ 1,762,548	$ 2,653,921	$ 2,522,310
Total Current Liabilities	$ 1,273,477	$ 2,366,412	$ 4,152,724	$ 4,114,042	$ 3,494,709
Long Term Liabilities					
2250-020 - LEAF Data Backup Liability	$ 106,365	$ 53,135	$ -	$ -	$ -
2250-021 - CapChase Data Backup Liability			$ -	$ 120,436	$ 120,436
2250-023 - Topcon Analyzer Lease			$ -	$ -	$ (713)
2250-025 - Maple Lane Loan	$ 262,814	$ 227,867	$ 195,197	$ 158,852	$ 155,786
2250-030 - ELGA Lease Loan	$ -	$ -	$ 1,723,278	$ 1,395,764	$ 1,366,993
2260-001 - Help II Loan	$ 1,184,026	$ 1,907,907	$ 1,829,893	$ 1,743,142	$ 1,735,834
2273-002 - Lease obligations	$ 236,003	$ 730,124	$ 730,124	$ 730,124	$ 730,124
Total Long Term Liabilities	$ 1,789,208	$ 2,919,033	$ 4,478,493	$ 4,148,318	$ 4,108,460
Equity					
Equity					
Total - Equity	$ 2,830,961	$ 2,830,961	$ 2,830,961	$ 2,830,961	$ 2,830,961
Retained Earnings	$ 16,913,017	$ 18,654,947	$ 30,699,107	$ 32,705,934	$ 33,213,862
Net Income	$ 1,741,925	$ 8,794,160	$ 2,006,827	$ 507,928	$ 310,944
Total Equity	$ 21,485,903	$ 30,280,069	$ 35,536,895	$ 36,044,823	$ 36,355,767
Total Liabilities & Equity	**$ 24,548,588**	**$ 35,565,514**	**$ 44,168,112**	**$ 44,307,184**	**$ 43,958,936**



Southern Humboldt Community Healthcare District
Comparative SoHum Balance Sheet Graphs
Gross Fixed Asset Purchases (After Retirements)
26,000,000.00
24,000,000.00
22,000,000.00
20,000,000.00
18,000,000.00
16,000,000.00
14,000,000.00
12,000,000.00
10,000,000.00
FY27 (As of Jul 2026)
FY26
FY25
FY24
FY23
1200-001 - Land - Hospital
1211-001 - Land Improvements
1215-001 - Buildings
1221-001 - Hospital Building & Improvements
1229-001 - Other Building & Improvements
1230-001 - Leasehold Improvements
1241-001 - Major Movable Equipment
1260-001 - ROU assets - Buildings
1260-002 - ROU Assets - Subscription Assets

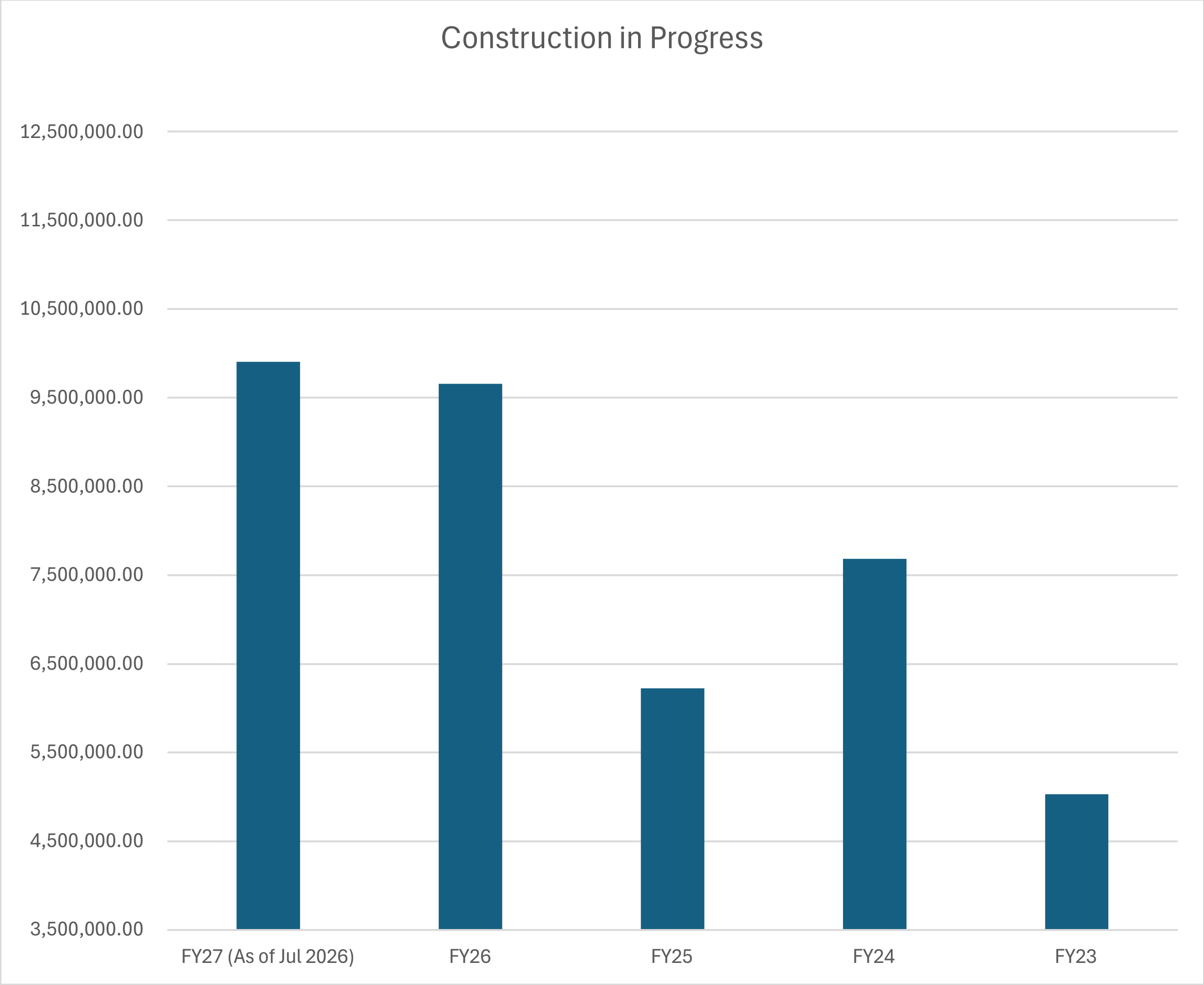

Total Net Assets (Less Accum Depr)
17,500,000.00
15,500,000.00
13,500,000.00
11,500,000.00
9,500,000.00
7,500,000.00
5,500,000.00
3,500,000.00
FY27 (As of Jul 2026)
FY26
FY25
FY24
FY23
1200-001 - Land - Hospital
1211-001 - Land Improvements
1215-001 - Buildings
1221-001 - Hospital Building & Improvements
1229-001 - Other Building & Improvements
1241-001 - Major Movable Equipment
1260-001 - ROU assets - Buildings
1260-002 - ROU Assets - Subscription Assets

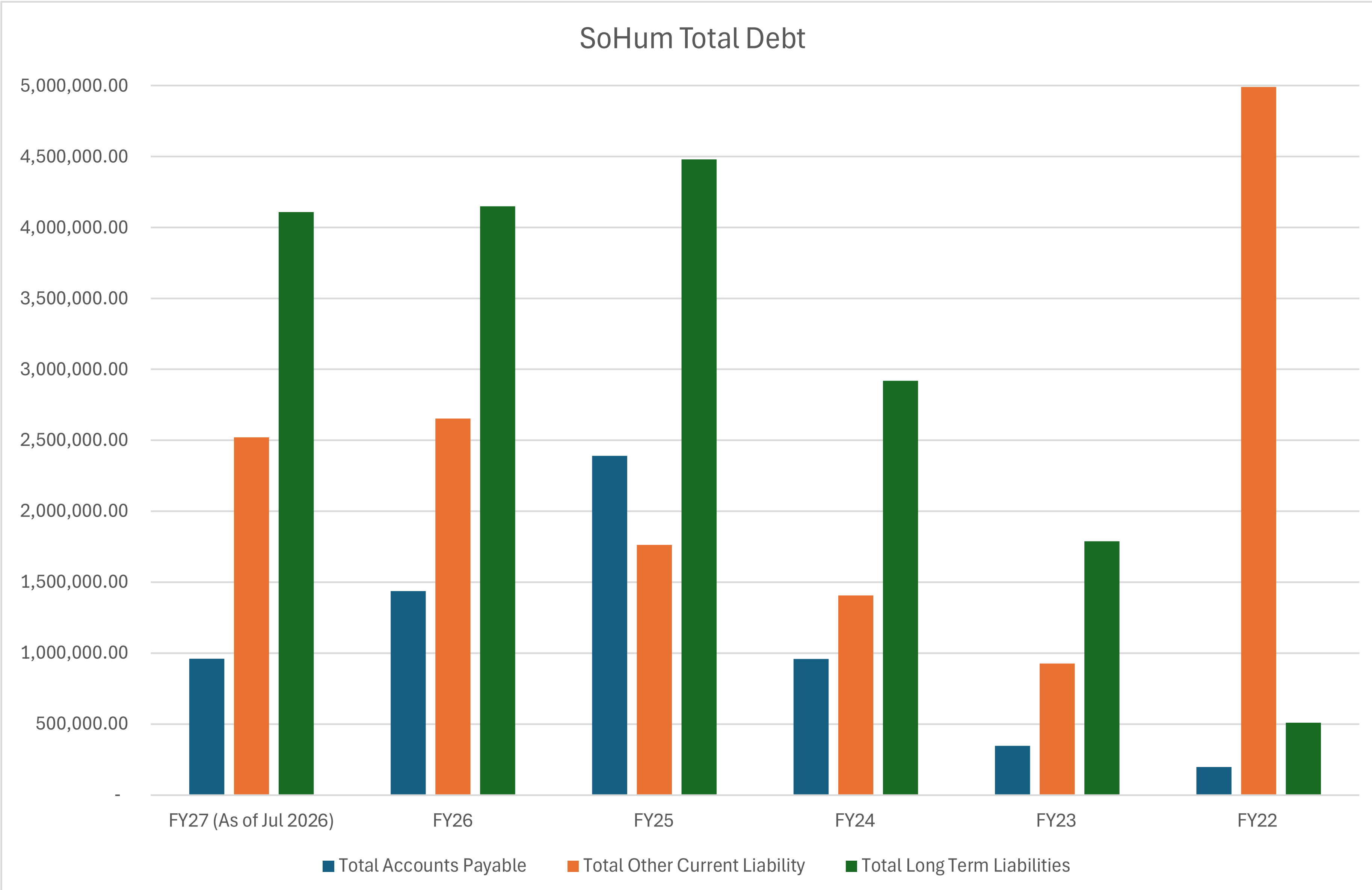
Southern Humboldt Community Healthcare District

Construction in Progress Detail/Graph

Construction In Progress Detail	**FY27 (As of Jul 2026)**
NEW HOSPITAL	7,701,113
817 Redwood Drive	828,995
412 Maple Lane	348,272
823 Redwood Drive	328,206
819 REDWOOD DR	251,204
JPCH-ED HVAC Upgrade	113,392
285 SPROWEL CREEK	105,728
Radiology Room Refresh	92,544
531 Elm Parking Lot Upgrade	87,336
286 Sprowel Creek Parking Lot	22,595
286 SPROWEL-PARKING LOT	16,925
291 Sprowel Creek	4,700
819 Redwood Drive	1,830
887 SUNNYBANK	106
Grand Total	**9,902,944**
	0

Total SoHum Employee Payroll	342,528.52
817 Redwood Drive	828,994.56
823 Redwood Drive	328,205.97
819 REDWOOD DR	251,203.89
Total Redwood Projects	1,750,932.94

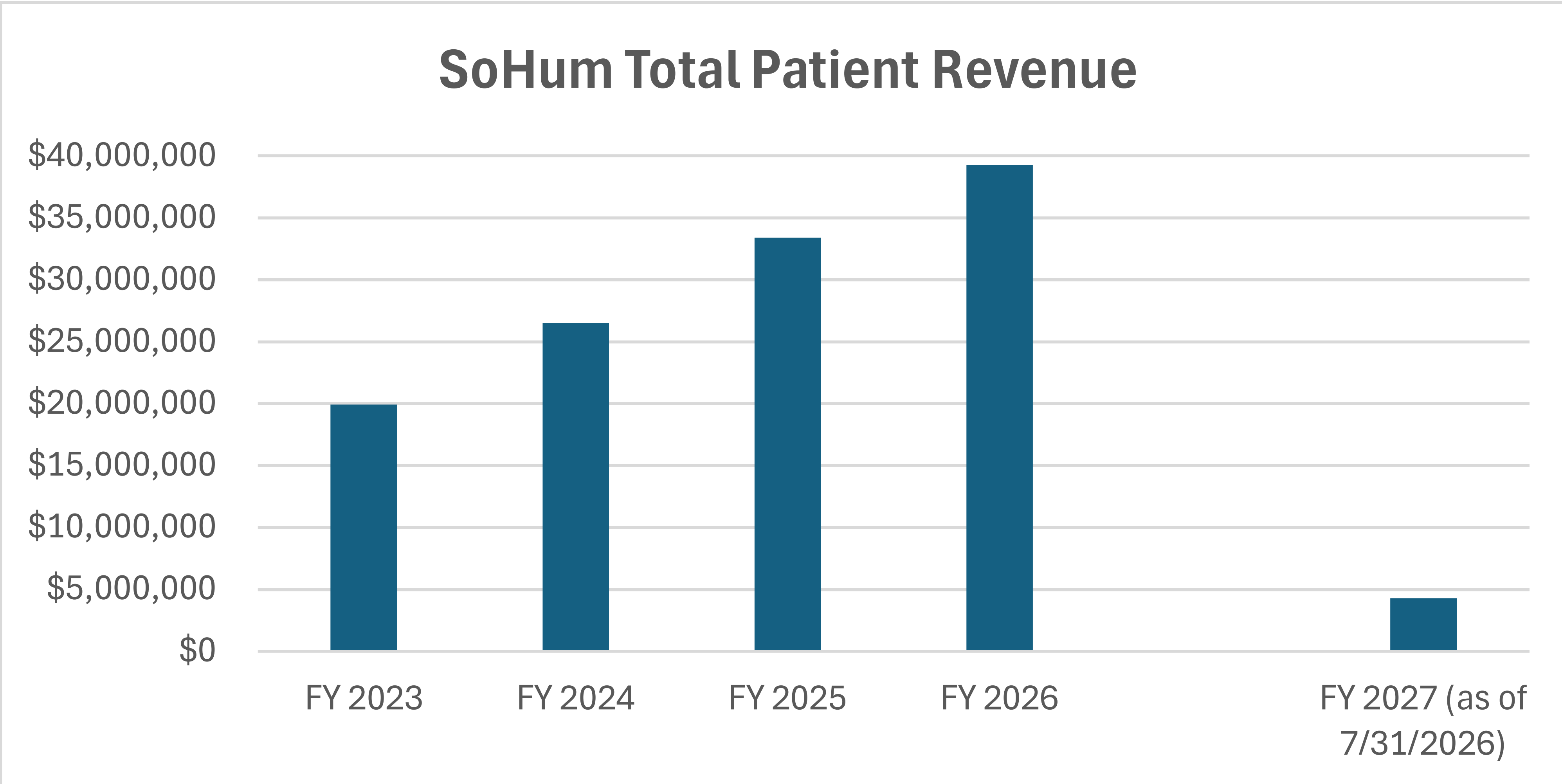


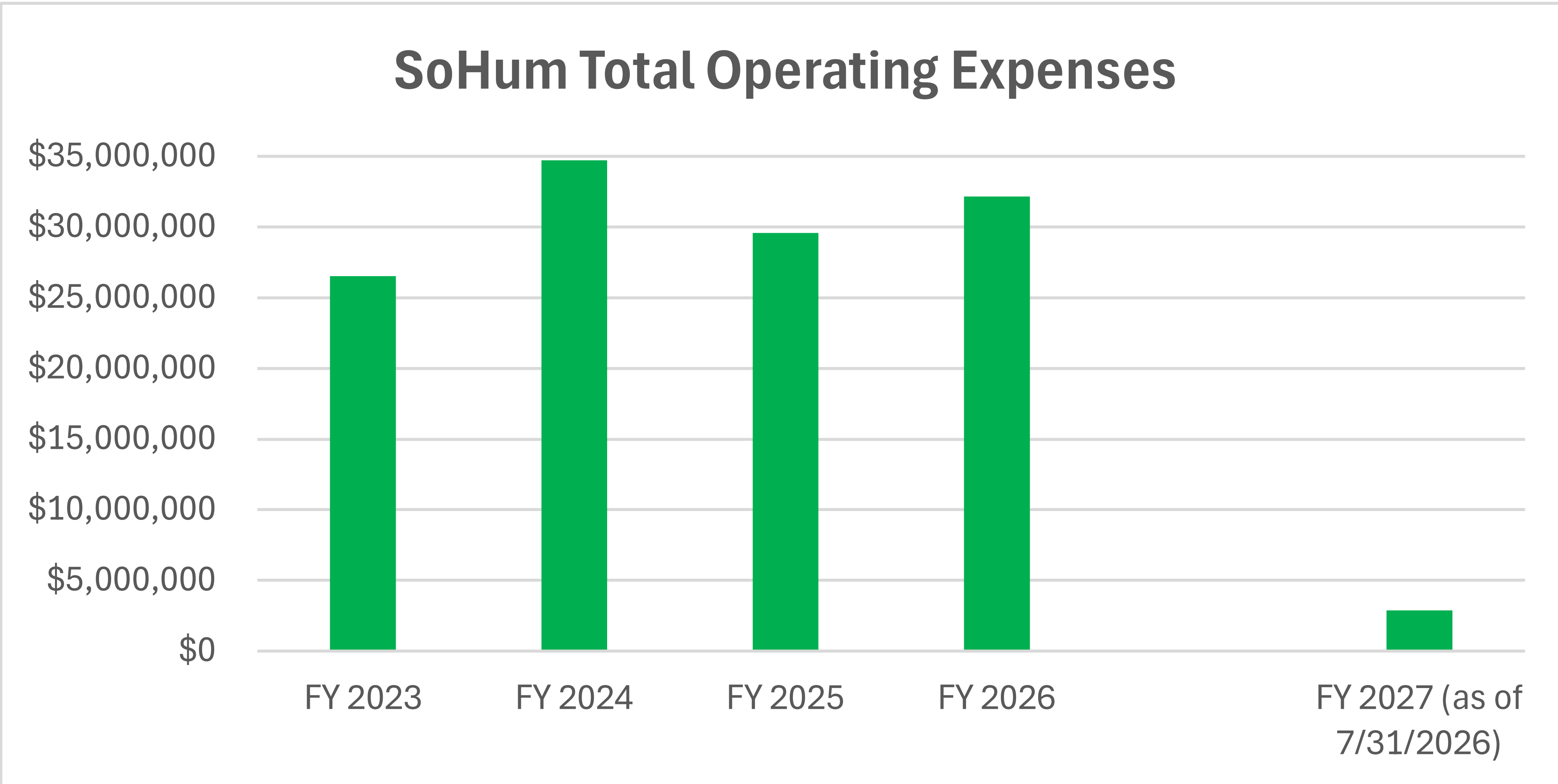

SoHum Total Debt
5,000,000.00
4,500,000.00
4,000,000.00
3,500,000.00
3,000,000.00
2,500,000.00
2,000,000.00
1,500,000.00
1,000,000.00
500,000.00
-
FY27 (As of Jul 2026)
FY26
FY25
FY24
FY23
FY22
Total Accounts Payable
Total Other Current Liability
Total Long Term Liabilities

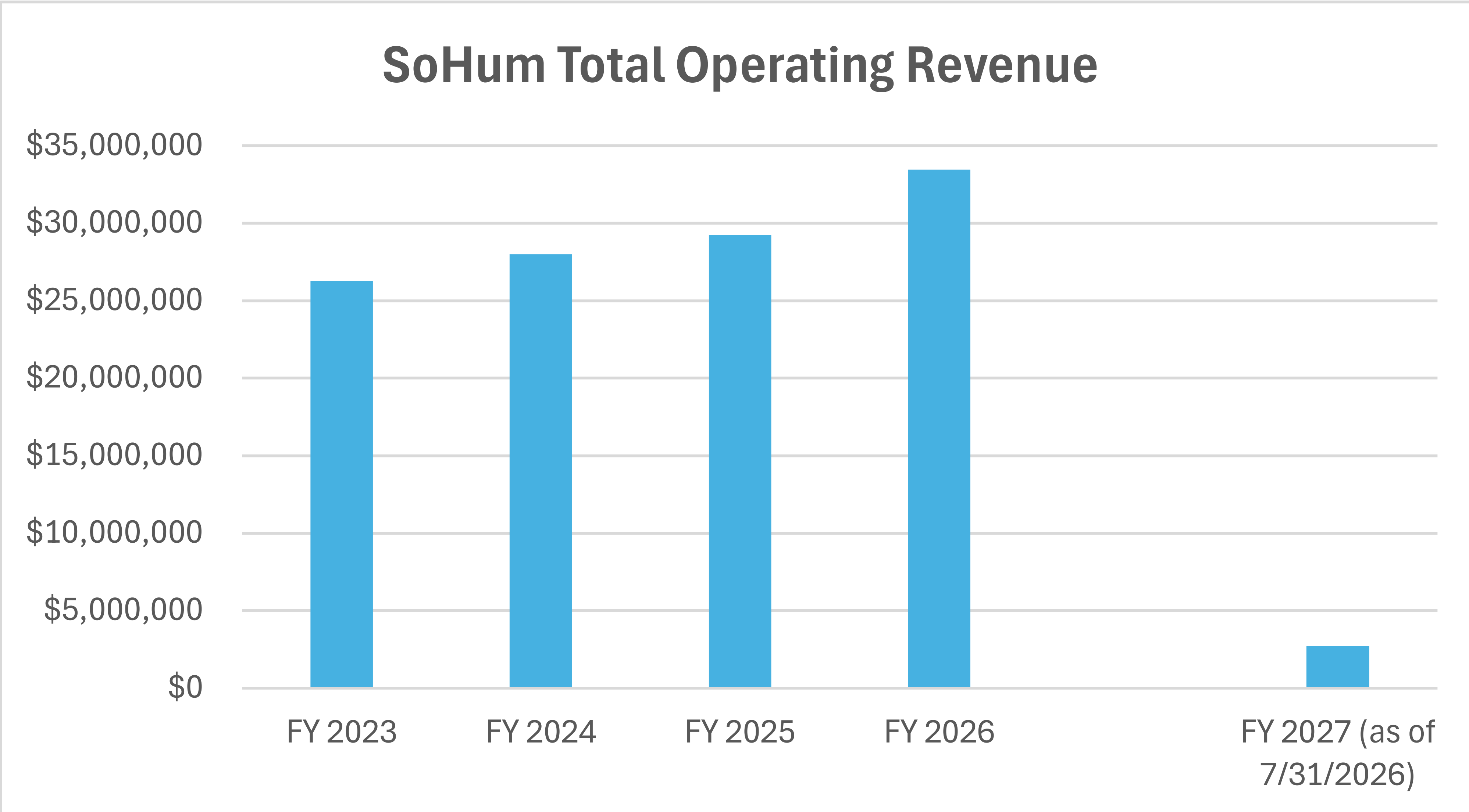
Southern Humboldt Community Healthcare District
Parent Company (Consolidated)
SoHum Income Statement
5 Year Comparison - FY22 through End of July 2026

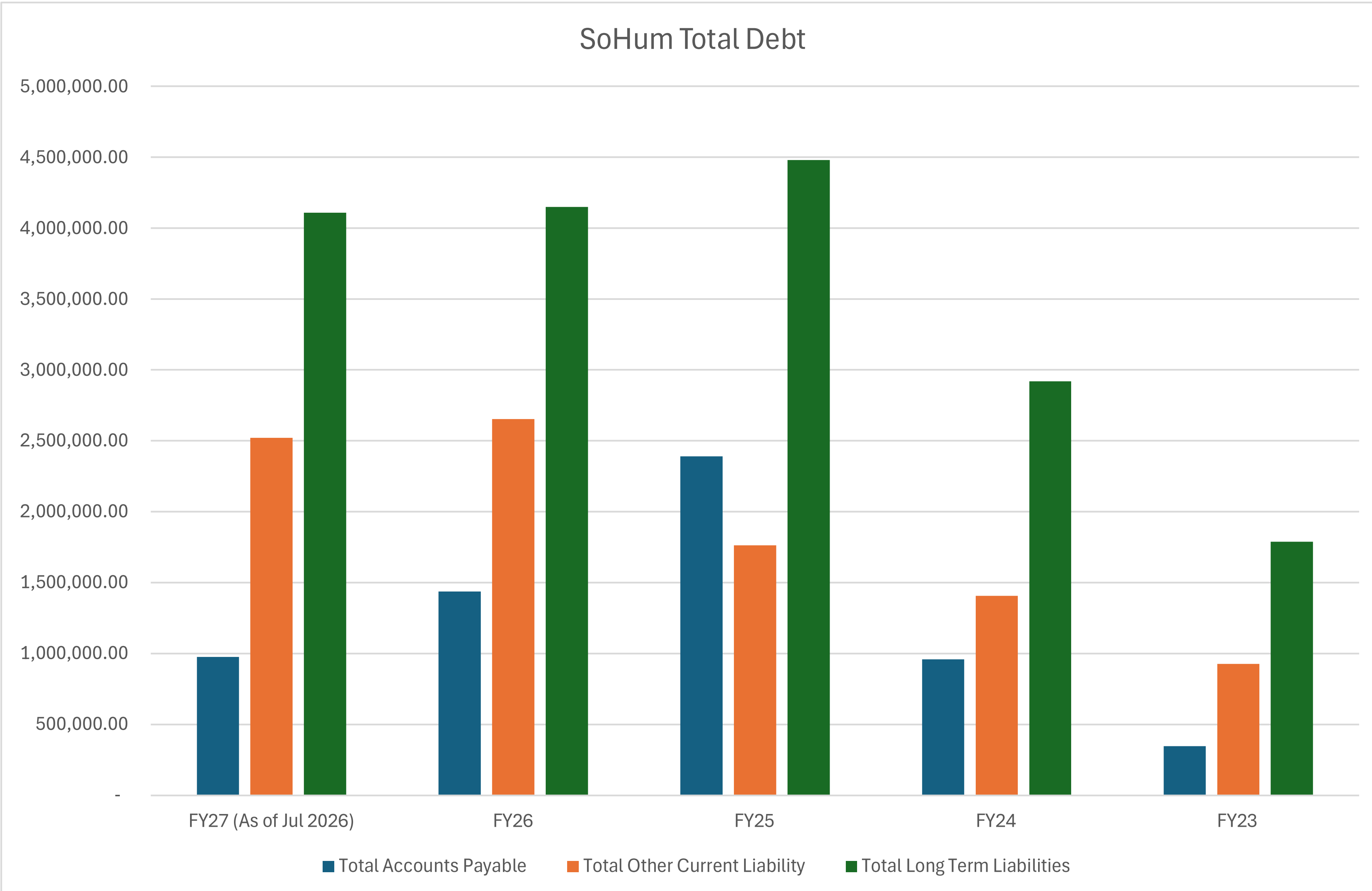
Financial Row	FY 2023	FY 2024	FY 2025		FY 2026		FY 2027 (as of 7/31/2026)
Revenue							
Gross Patient Revenue							
Inpatient	$2,946,480	$2,750,181	$3,228,838		$4,220,942		$387,312
Inpatient Ancillary	$515,456	$359,641	$552,279		$765,360		$57,035
Outpatient	$10,154,040	$15,724,611	$19,509,296		$23,607,599		$2,795,822
Outpatient Ancillary	$6,321,147	$7,666,152	$10,098,701		$10,660,554		$1,057,358
Total Patient Revenue	**$19,937,124**	**$26,500,585**	**$33,389,114**		**$39,254,456**		**$4,297,527**
Deductions from Revenue							
9060-913 - Supplemental Revenue	($10,815,285)	($9,497,749)	($13,507,565)		($8,644,088)		($652,512)
Contractual Allowances	$7,458,971	$6,726,785	$16,764,252		$16,560,984		$2,351,683
Provision for Bad Debts	$48,578	$436,735	$930,313		$647,462		$0
Other Allowances / Deductions	$1,143,032	($869,207)	$525,619		$325,693		$8,695
Cost Of Sales	$0	($0)	($107)		$95		$5
Total Deductions	**($2,164,705)**	**($3,203,435)**	**$4,712,512**		**$8,890,146**		**$1,707,871**
Net Patient Revenue	**$22,101,829**	**$29,704,021**	**$28,676,602**		**$30,364,310**		**$2,589,656**
Other Operating Revenue	**$4,421,875**	**$5,027,303**	**$878,797**		**$1,784,273**		**$298,303**
Total Operating Revenue	**$26,523,704**	**$34,731,323**	**$29,555,399**		**$32,148,583**		**$2,887,959**
Expenses							
Salaries & Wages	$10,305,732	$9,809,581	$12,325,544		$15,593,130		$1,231,656
Employee Benefits	$2,235,102	$3,890,147	$4,553,596		$5,301,972		$615,558
Professional Fees	$3,198,650	$3,861,034	$5,334,981		$5,445,030		$400,804
Supplies	$5,712,133	$5,113,725	$1,297,864		$1,308,455		$81,916
Repairs & Maintenance	$342,050	$335,811	$290,698		$303,421		$13,904
Purchased Services	$2,224,256	$2,114,981	$3,063,109		$2,971,831		$168,132
Utilities	$276,547	$304,523	$352,328		$325,066		$29,521
Insurance	$172,223	$148,554	$238,076		$240,770		$25,031
Depreciation/ Amortization	$1,057,819	$1,299,611	$1,521,120		$1,100,622		$87,044
Other	$761,845	$1,111,440	$267,941		$846,348		$51,974
Total Operating Expenses	**$26,286,357**	**$27,989,408**	**$29,245,256**		**$33,436,645**		**$2,705,540**
Operating Profit (Loss)	**$237,347**	**$6,741,916**	**$310,143**		**($1,288,062)**		**$182,419**
Tax Revenue	$1,100,133	$1,084,388	$1,404,861		$1,305,498		$105,429
Other Non Operating Revenue (Expense)	$344,097	$773,827	$237,966		$484,537		$21,561
Interest Income	$62,545	$194,029	$53,857		$5,956		$1,534
Net Non Operating Revenue (Expense)	**$1,506,774**	**$2,052,245**	**$1,696,684**		**$1,795,990**		**$128,525**
Net Income (Loss)	**$1,744,122**	**$8,794,160**	**$2,006,827**	*	**$507,928**	**	**$310,944**

** Pending any FY25 Audit Adjustments*
*** Pending Internal YE Adjustments*


SoHum Total Patient Revenue
$40,000,000
$35,000,000
$30,000,000
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027 (as of 7/31/2026)


SoHum Total Operating Expenses
$35,000,000
$30,000,000
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027 (as of 7/31/2026)


SoHum Total Operating Revenue
$35,000,000
$30,000,000
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027 (as of 7/31/2026)


SoHum Total Debt
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FY27 (As of Jul 2026)
FY26
FY25
FY24
FY23
Total Accounts Payable
Total Other Current Liability
Total Long Term Liabilities

Southern Humboldt Community Healthcare District - Monthly Statistics

	July 26	June 26	May 26	April 26	Mar 26	Feb 26	Jan 26	Dec 25	Nov 25	Oct 25	Sep 25	Aug 25	July 25	Current 12 Month AVG	Year to Date- Current Year
In Patient Statistics															
Total Acute Patient Days	8	9	0	18	2	6	10	9	3	9	0	6	8		
Total Swing Patient Days	84	71	95	94	136	128	109	83	135	99	55	109	137		
Total SNF Patient Days	247	231	215	213	234	223	245	239	203	231	240	223	217		
Total Patient Days															
Total Acute Discharges	3	3	0	10	1	1	3	2	1	2	0	1	3		
Total Swing Discharges	4	4	3	5	4	6	2	6	3	4	4	9	3		
Total SNF Discharges	0	0	1	2	1	0	0	0	1	2	0	0	0		
Total Discharges															
Acute Length of Stay	2.7	3.0	0.0	3.0	5.0	3.0	3.3	5.0	3.0	5.0	0.0	7.0	2.7		
ER Admits	3	3	0	8	0	2	3	2	1	2	0	1	3		
I/P Lab Tests	282	260	153	501	225	297	528	259	234	371	419	359	439		
I/P Radiology Tests	12	20	6	27	6	28	28	14	6	7	25	10	13		
I/P CTs	12	17	0	16	6	6	21	4	2	12	12	3	18		
I/P EKG's	8	4	0	16	0	2	10	2	4	15	15	2	30		
Out Patient Statistics															
ER Visits	409	381	386	321	340	291	311	315	307	321	339	319	365		
Clinic Visits	414	410	399	371	569	405	500	486	410	472	463	528	501		
SLS Visits	78	48	63	74	52	56	55	70	97	86	45	54	49		
Outpatient Medical	55	41	23	24	47	46	26	36	25	26	46	36	34		
Laboratory Visits	366	373	306	314	365	250	307	316	277	322	286	344	349		
Behavioral Health Visits	40/89	114	112	99	91	106	71	53	39	48	43	36	19		
PT Visits	108	79	85	79	77	58	52	72	59	89	88	91	69		
OT Visits	36	36	36	36	32	19	20	18	11	9	5	3	0		
Optometry Visits	141	152	126	135	74	45	52	51	50	62	56	23	67		
X-Ray	244	252	196	195	251	218	214	173	175	192	185	178	234		
Mammography	58	47	37	39	0	0	15	30	24	61	41	25	14		
CT Scans	126	165	125	127	128	99	110	127	132	118	128	114	131		
Ultra Sonography	80	63	57	78	71	49	37	44	57	51	59	47	62		
EKG's	73	78	66	56	62	65	61	59	64	53	63	48	87		
Total O/P Visits															

Southern Humboldt Community Healthcare District

July 2026

Overall A/R Health

Total A/R	June-26	July-26
Commercial	1,345,908.79	1,470,815.31
Medicaid	2,620,335.27	2,409,309.97
Medicare	2,255,059.05	2,026,746.23
Self-Pay	1,054,429.93	1,252,462.41
Government	382,245.98	423,231.33
Unbilled/Undistributed	271,405.00	367,737.38

GOAL: 55 Days

June	July	
52.3	50.5	Ins Days
7.6	8.8	Self Pay Days
59.9	59.3	Total A/R

Roadblocks:

- Almost the sole root cause of increase in A/R days is Allied Health Employee accounts:
  - 485 Hospital accounts with outstanding claims totaling approximately $642,185 and
  - 277 PB accounts with an outstanding claims totaling approximately $90,752.
  - The payor ID has been corrected.

  We have finally been able to verify that Zelis issued the first payments on July 31st. We have not received any payments or documentation and Allied has failed to confirm details on where the payments were sent. Toni has been actively troubleshooting and engaged Paul to contact Zelis as of August 14th.
- Aetna Medicare: While this doesn't contribute to the increase in A/R days, it remains an overall A/R collection issue. 32 accounts with outstanding claims totaling approximately $100,000 have been appealed. At this point collectability is questionable. Aetna continues to deny and argue claims and documentation. Allotting additional time for discussion at the next Revenue Cycle Meeting.
- Humboldt County DA: The county has still failed to pay 48 aged accounts. Remy was contacted by analyst. Trubridge printed and mailed claims on 07/31/2026.
- TruBridge process update:
  - We have spent time and resources cross training. This allows us to have 3 HB focused billers and 2 focused PB billers. Accounts are being touched by last note to guarantee they are touched every 30 days. Denials are being worked daily. Supervisor is sending daily tasks.
  - Resolve A/R credit balances– A Medicare claim processing error created an additional load of approximately 500 phony credits that had to manually reversed. That slowed down efforts on valid credit balances. Should be on track next month. Focused effort decreased accounts with credit balances from $552K to $245K, a 48% decrease.
  - Review Bad Debt Workque: Reviewing daily as planned.

Revenue Cycle Dashboard

Southern Humboldt

July-26

Monthly KPI Scorecard

Facility Name: Southern Humboldt
Month: July 2026

Aging Metrics	KPI Actual	KPI Goal	Goal Var +/-	LM Actual	% CHG LM
Facility A/R Days	59.4	52	7.4	48.8	22%
Total Insurance A/R % >90 Days	29%	11%	18%	37%	-8%
BCBS A/R % >90 Days	26%	10%	16%	52%	-26%
Medicare A/R % >90 Days	32%	11%	21%	29%	2%
Medicaid A/R % >90 Days	25%	12%	13%	26%	0%
Commercial A/R % >90 Days	32%	28%	4%	27%	5%
Self-Pay >90 % of Total A/R	8%	35%	-27%	10%	-1%
Credit Balances A/R Days	-2.2	-2	-0.2	-5.6	-61%
Cash Collection Metrics	**KPI Actual**	**KPI Goal**	**Goal Var +/-**	**LM Actual**	**% CHG LM**
MTD Cash Collections	$ 1,851,343.68	$2,321,653.05	-20%	$ 1,314,079.25	41%
POS Collections	4%	3%	1%	8%	4%
Billing Metrics	**KPI Actual**	**KPI Goal**	**Goal Var +/-**	**LM Actual**	**% CHG LM**
DNSP A/R Days (Discharged Not Submitted to Payer)	13.4	6	7.4	15.6	-14%
% of Zero Pay Denials vs. Total Remitted	10%	4%	6%	9%	2%
RCM Imported Clean Claim % (If Available)	98%	75%	23%	97%	1%
Adjustment Metrics	**KPI Actual**	**KPI Goal**	**Goal Var +/-**	**LM Actual**	**% CHG LM**
Final Insurance Denial % of Gross Patient Revenue	0%	3%	-3%	0%	0%
B/D Recovery % of B/D Adjustments (Gross)	0%	10.0%	-10.0%	0%	0%

KPI Indicator Key	Indicator	Totals	% of Total Metrics
Goal Threshold - Pass		5	33%
Goal Threshold - Neutral		2	13%
Goal Threshold - Fail		8	53%
		15	100%

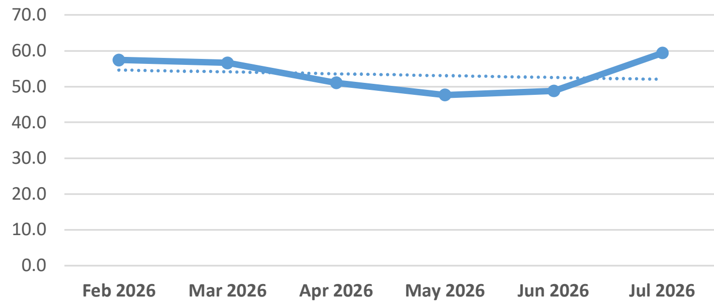
HRG Healthcare Resource Group

Monthly KPI Metrics

KPI Metric	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Gross A/R Days	57.5	56.6	51.1	47.7	48.8	59.4
A/R Day (Goal - Short Term)	55.0	55.0	55.0	55.0	55.0	55.0
A/R Day (Goal Variance)	2.5	1.6	-3.9	-7.3	-6.2	4.4
A/R Day (Goal - Long Term)	45.0	45.0	45.0	45.0	45.0	45.0
Total A/R Balance	$5,901,019.00	$6,491,385.00	$6,383,315.00	$6,207,976.00	$6,455,281.00	$8,051,270.55
Total Insurance A/R Balance (less Credits)	$4,955,859.35	$5,558,959.83	$5,497,507.15	$4,960,663.80	$5,262,780.14	$6,837,174.60
Total Self-Pay Balance	$945,159.65	$932,425.17	$885,807.85	$1,247,312.20	$1,192,500.86	$1,214,095.95
Average Daily Revenue (91 Day)	$102,700.34	$114,657.43	$124,987.87	$130,165.66	$132,300.62	$135,470.62
MTD Cash Collections	$ 3,344,432.99	$ 1,569,928.52	$ 2,718,170.84	$ 2,180,249.19	$ 1,314,079.25	$ 1,851,343.68
BCBS	$176,487.05	$265,927.58	$209,326.30	$198,787.71	$216,869.34	$230,672.84
Medicare	$2,625,891.30	$796,230.88	$1,624,369.63	$1,019,880.97	$879,668.01	$1,059,687.45
Medicaid	$6,457.43	$3,575.61	$552,310.86	$772,553.23	$4,109.92	$359,957.03
Commercial	$494,430.86	$454,602.12	$308,433.99	$150,124.80	$172,402.49	$159,807.12
Self-Pay	$41,166.35	$49,592.33	$23,730.06	$38,902.48	$41,029.49	$41,219.24
POS Collections ($) - (Within 7 Days of Dischg)	$100.00	$2,181.94	$2,901.95	$3,169.73	$3,456.06	$1,483.73
Collection Goal ($)	$14,408.22	$17,357.32	$8,305.52	$13,615.87	$14,360.32	$14,426.73
% of POS Collections	0%	4%	12%	8%	8%	4%
POS Collections (Goal) - 35% of Self-Pay Collections	35%	35%	35%	35%	35%	35%

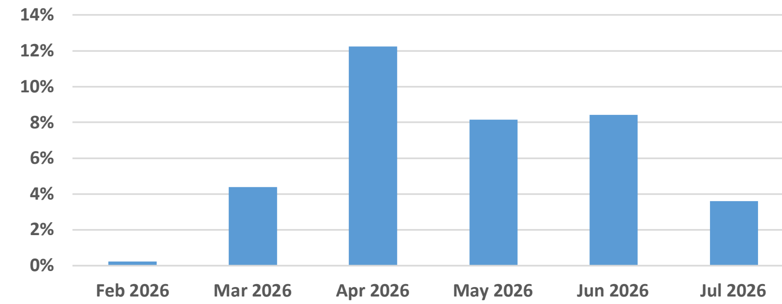
HRG Healthcare Resource Group

Gross A/R Days



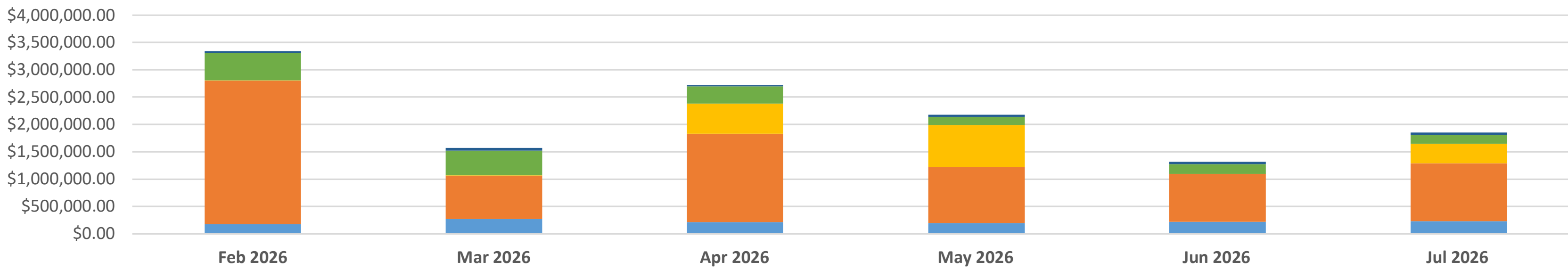
	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
A/R Days	57.5	56.6	51.1	47.7	48.8	59.4

POS Cash Collections



	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
POS	0%	4%	12%	8%	8%	4%

MTD Cash Collections

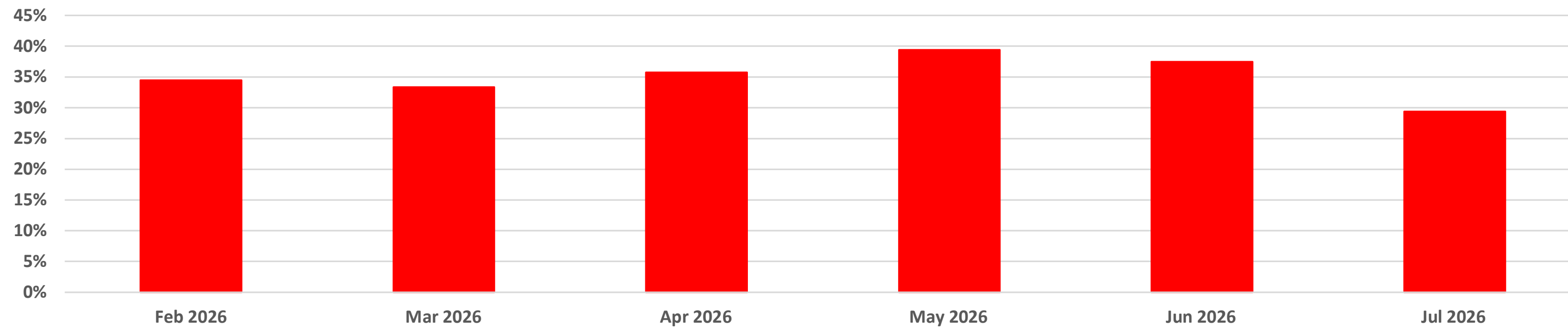


	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Self-Pay	$41,166.35	$49,592.33	$23,730.06	$38,902.48	$41,029.49	$41,219.24
Commercial	$494,430.86	$454,602.12	$308,433.99	$150,124.80	$172,402.49	$159,807.12
Medicaid	$6,457.43	$3,575.61	$552,310.86	$772,553.23	$4,109.92	$359,957.03
Medicare	$2,625,891.30	$796,230.88	$1,624,369.63	$1,019,880.97	$879,668.01	$1,059,687.45
BCBS	$176,487.05	$265,927.58	$209,326.30	$198,787.71	$216,869.34	$230,672.84

KPI Metric	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Total Insurance A/R Balance (>90 Days)	$ 1,708,388.86	$ 1,853,622.85	$ 1,965,195.82	$ 1,954,986.82	$ 1,972,491.44	$ 2,006,222.47
Total Insurance A/R Days (>90 Days)	16.6	16.2	15.7	15.0	14.9	14.8
Total Insurance A/R % (>90 Days)	34%	33%	36%	39%	37%	29%
Total Insurance A/R % (>90 Days Goal)	15%	15%	15%	15%	15%	15%
Total Insurance A/R % (Goal Variance)	19%	18%	21%	24%	22%	14%
BCBS A/R Balance (>90 Days)	$ 178,526.73	$ 180,659.66	$ 139,707.14	$ 204,661.46	$ 155,708.18	$ 73,488.38
BCBS A/R Days (>90 Days)	1.7	1.6	1.1	1.6	1.2	0.5
BCBS >90 - % of Total Ins A/R >90	10%	10%	7%	10%	8%	4%
BCBS >90 - % of Total Ins A/R	4%	3%	3%	4%	3%	1%
Medicare A/R Balance (>90 Days)	$ 487,944.62	$ 773,248.02	$ 1,021,478.30	$ 710,140.74	$ 661,722.99	$ 646,849.88
Medicare A/R Days (>90 Days)	4.8	6.7	8.2	5.5	5.0	4.8
Medicare >90 - % of Total Ins A/R >90	29%	42%	52%	36%	34%	32%
Medicare >90 - % of Total Ins A/R	10%	14%	19%	14%	13%	9%
Medicaid A/R Balance (>90 Days)	$ 681,061.70	$ 577,880.52	$ 492,266.53	$ 638,958.74	$ 649,283.76	$ 625,253.90
Medicaid A/R Days (>90 Days)	6.6	5.0	3.9	4.9	4.9	4.6
Medicaid >90 - % of Total Ins A/R >90	40%	31%	25%	33%	33%	31%
Medicaid >90 - % of Total Ins A/R	14%	10%	9%	13%	12%	9%
Commercial A/R Balance (>90 Days)	$ 360,855.81	$ 321,834.65	$ 311,743.85	$ 401,225.88	$ 505,776.51	$ 660,630.31
Commercial A/R Days (>90 Days)	3.5	2.8	2.5	3.1	3.8	4.9
Commercial >90 - % of Total Ins A/R >90	21%	17%	16%	21%	26%	33%
Commercial >90 - % of Total Ins A/R	7%	6%	6%	8%	10%	10%
Self-Pay A/R Balance (>90 Days)	$ 668,446.14	$ 692,702.75	$ 672,029.62	$ 898,799.66	$ 808,325.42	$ 682,612.74
Self-Pay A/R Days (>90 Days)	6.5	6.0	5.4	6.9	6.1	5.0
Self-Pay >90 % of Total A/R	11%	11%	11%	14%	13%	8%
Credit Balances ($)	$ (559,685.51)	$ (385,494.21)	$ (378,183.47)	$ (470,783.72)	$ (734,386.94)	$ (291,742.65)
Credit Balances A/R Days	-5.4	-3.4	-3.0	-3.6	-5.6	-2.2
Credit Balances A/R Day (Goal)	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0
Credit Balances A/R Day (Goal Variance)	-3.4	-1.4	-1.0	-1.6	-3.6	-0.2

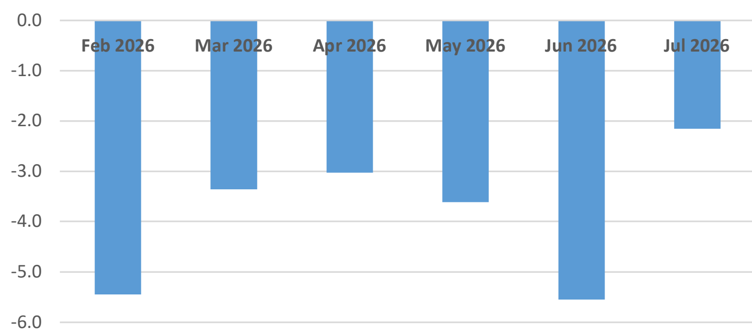
HRG Healthcare Resource Group

A/R % >90 Days



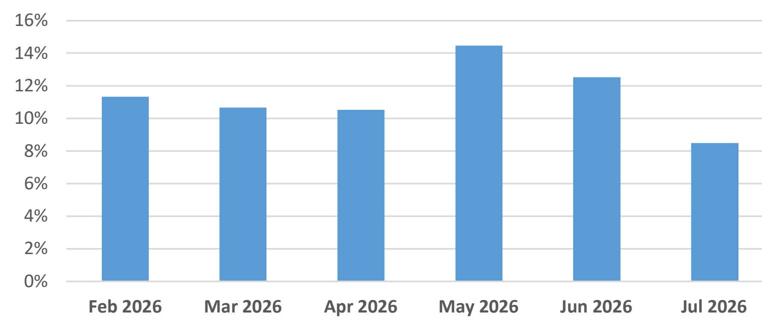
	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
A/R >90	34%	33%	36%	39%	37%	29%

Credit Balances



	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Credits	-5.4	-3.4	-3.0	-3.6	-5.6	-2.2

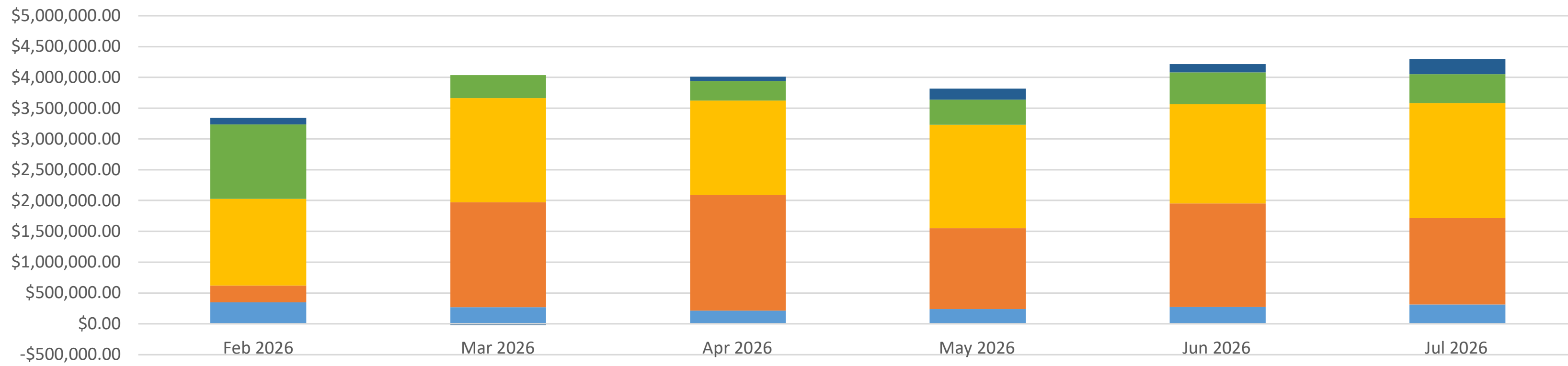
Self Pay >90 % of Total A/R



	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
SP %	11%	11%	11%	14%	13%	8%

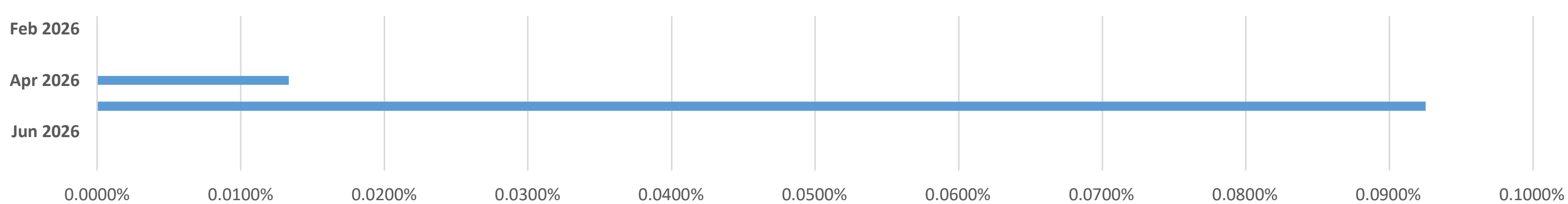
KPI Metric	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Gross Revenue ($)	$ 3,345,663.31	$ 4,019,175.37	$ 4,009,057.10	$ 3,816,842.85	$ 4,213,456.69	$ 4,297,527.26
BCBS	$346,505.93	$272,606.19	$213,236.06	$242,444.72	$274,955.04	$314,643.09
Medicare	$274,941.04	$1,699,746.74	$1,878,786.53	$1,309,016.18	$1,677,085.05	$1,398,269.71
Medicaid	$1,403,653.95	$1,693,151.09	$1,531,999.32	$1,677,384.38	$1,608,037.90	$1,869,680.54
Commercial	$1,210,047.79	$370,661.67	$315,658.35	$411,337.55	$519,133.90	$466,761.45
Self-Pay	$110,514.60	-$16,990.32	$69,376.84	$176,660.02	$134,244.80	$248,172.47
B/D Write-Off Total ($)	$0.00	$0.00	$ 534.62	$ 3,531.00	$0.00	$0.00
B/D % of Gross Revenue	0.0000%	0.0000%	0.0133%	0.0925%	0.0000%	0.0000%
Credentialing Denials Total ($)	$3,553.13	$6,576.69	$0.00	$825.03	$2,395.43	$0.00
Credentialing Denials % of Gross Revenue	0.1%	0.2%	0.0%	0.0%	0.1%	0.0%
Timely Filing Denials Total ($)	$8,989.13	$8,636.27	$5,245.77	$20,762.90	$461.83	$3,111.61
Timely Filing Denials % of Gross Revenue	0.3%	0.2%	0.1%	0.5%	0.0%	0.1%
Medical Necessity Denials Total ($)	$37,860.77	$12,477.64	$0.00	$0.00	$0.00	$0.00
Medical Necessity Denials % of Gross Revenue	1.1%	0.3%	0.0%	0.0%	0.0%	0.0%
Non-Covered Charges Total ($)	$23,879.39	$51,800.87	$0.00	$982.06	$1,114.20	$354.83
Non-Covered % of Gross Revenue	0.7%	1.3%	0.0%	0.0%	0.0%	0.0%
Authorization Denials Total ($)	$74.62	$2,409.70	$0.00	$4,091.77	$0.00	-$963.59
Authorization Denials % of Gross Revenue	0.0%	0.1%	0.0%	0.1%	0.0%	0.0%
Insurance Denial Amount	$74,357.04	$81,901.17	$5,245.77	$26,661.76	$3,971.46	$2,502.85
% of Gross Revenue	2.2%	2.0%	0.1%	0.7%	0.1%	0.1%
Target Goal %	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Target Variance %	-0.8%	-1.0%	-2.9%	-2.3%	-2.9%	-2.9%

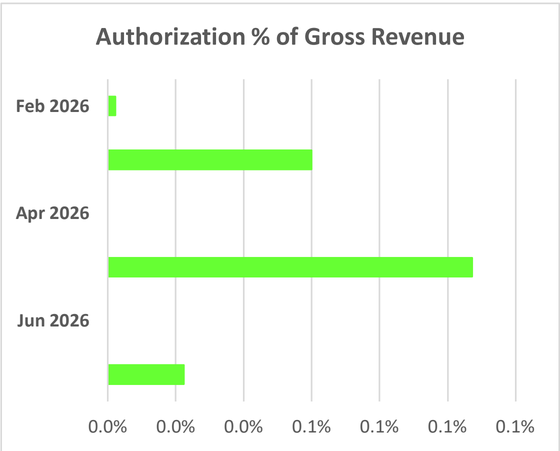
Gross Revenue (MTD)

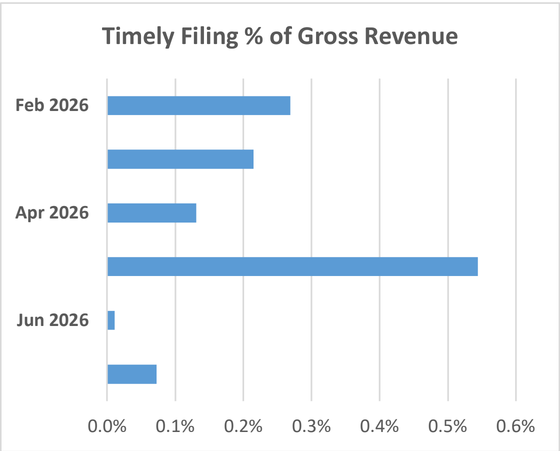


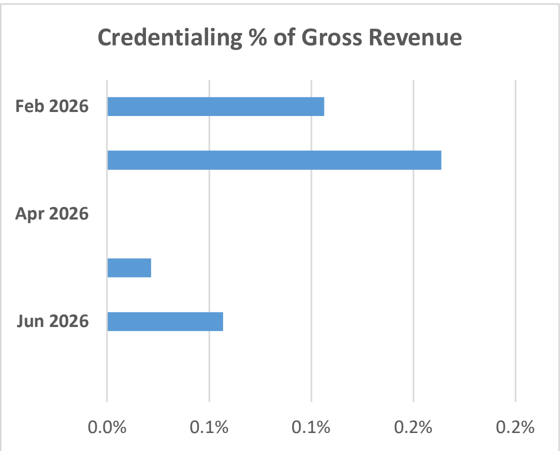
	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Self-Pay	$110,514.60	-$16,990.32	$69,376.84	$176,660.02	$134,244.80	$248,172.47
Commercial	$1,210,047.79	$370,661.67	$315,658.35	$411,337.55	$519,133.90	$466,761.45
Medicaid	$1,403,653.95	$1,693,151.09	$1,531,999.32	$1,677,384.38	$1,608,037.90	$1,869,680.54
Medicare	$274,941.04	$1,699,746.74	$1,878,786.53	$1,309,016.18	$1,677,085.05	$1,398,269.71
BCBS	$346,505.93	$272,606.19	$213,236.06	$242,444.72	$274,955.04	$314,643.09

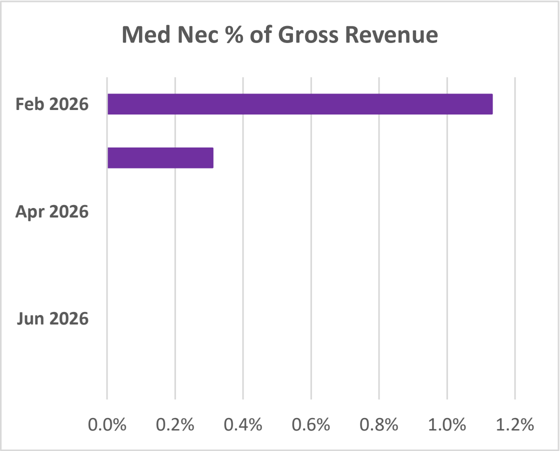
B/D % of Gross Revenue

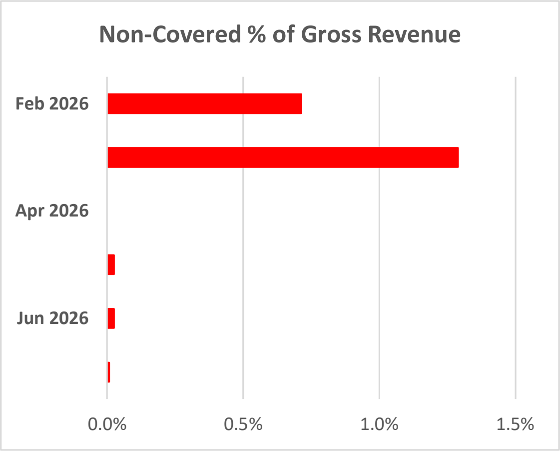


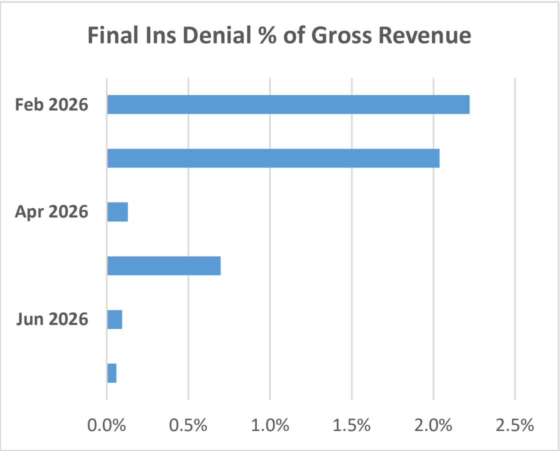

Authorization % of Gross Revenue
Feb 2026
Apr 2026
Jun 2026
0.0% 0.0% 0.0% 0.1% 0.1% 0.1% 0.1%


Timely Filing % of Gross Revenue
Feb 2026
Apr 2026
Jun 2026
0.0% 0.1% 0.2% 0.3% 0.4% 0.5% 0.6%


Credentialing % of Gross Revenue
Feb 2026
Apr 2026
Jun 2026
0.0% 0.1% 0.1% 0.2% 0.2%


Med Nec % of Gross Revenue
Feb 2026
Apr 2026
Jun 2026
0.0% 0.2% 0.4% 0.6% 0.8% 1.0% 1.2%


Non-Covered % of Gross Revenue
Feb 2026
Apr 2026
Jun 2026
0.0% 0.5% 1.0% 1.5%

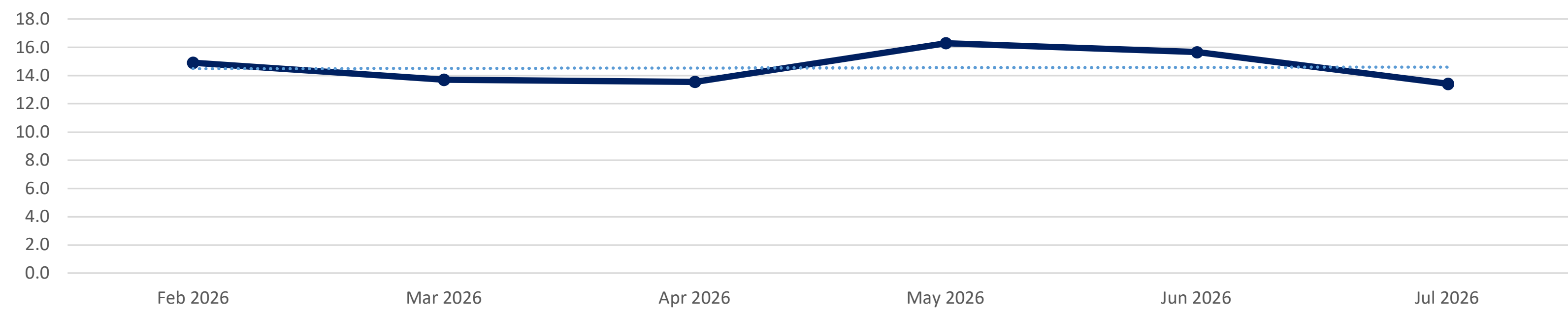

Final Ins Denial % of Gross Revenue
Feb 2026
Apr 2026
Jun 2026
0.0% 0.5% 1.0% 1.5% 2.0% 2.5%

KPI Metric	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
DNSP $$ (Month End)	$1,530,917.00	$1,570,025.00	$1,693,465.00	$2,119,754.00	$2,069,843.00	$1,816,428.00
DNSP A/R Days (Month End)	14.9	13.7	13.5	16.3	15.6	13.4
DNSP A/R Days (Goal)	6.0	6.0	6.0	6.0	6.0	6.0
DNSP A/R Days (Goal Variance)	-8.9	-7.7	-7.5	-10.3	-9.6	-7.4
DNFB $$ (Month End)	$1,530,917.00	$1,570,025.00	$1,693,465.00	$2,119,754.00	$2,069,843.00	$1,816,428.00
DNFB A/R Days (Month End)	14.9	13.7	13.5	16.3	15.6	13.4

Total Insurance Discharges(Monthly Total)	2737	3161	3562	3275	3571	3062
**Total Insurance Discharges (Total Billed)*	1911	2288	2626	1084	1275	1672
Total Insurance Discharges - Goal 85%	85%	85%	85%	85%	85%	85%
**Total Insurances Discharges (% Billed)*	70%	72%	74%	33%	36%	55%
Total Count of Claims Remitted	1774	2129	2631	2301	2316	2055
**Total Zero Pay Denials in the Month (All DOS)*	226	180	215	215	207	215
% of Zero Pay vs. Total Remitted	13%	8%	8%	9%	9%	10%
% of Zero Pay vs. Total Remitted (Goal)	4%	4%	4%	4%	4%	4%
% of Zero Pay vs. Total Remitted (Variance)	9%	4%	4%	5%	5%	6%
First Pass Clean Claim % Rate	98%	96%	98%	97%	96%	98%
First Pass Clean Claim % Goal	95%	95%	95%	95%	95%	95%
First Pass Clean Claim % (Variance)	3%	1%	3%	2%	1%	3%

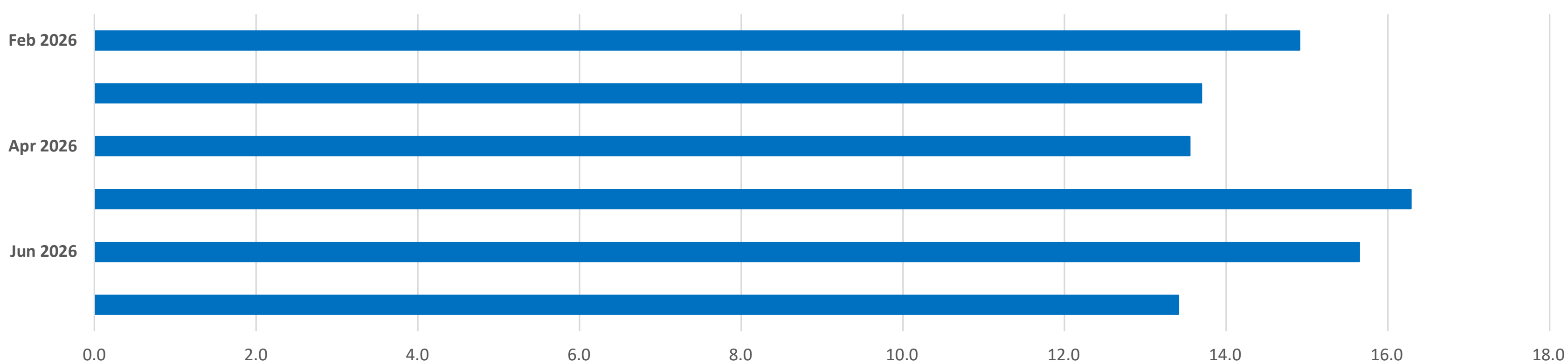
Billed Claims and Rejection Totals - Primary Claims Only

Total DNSP A/R Days

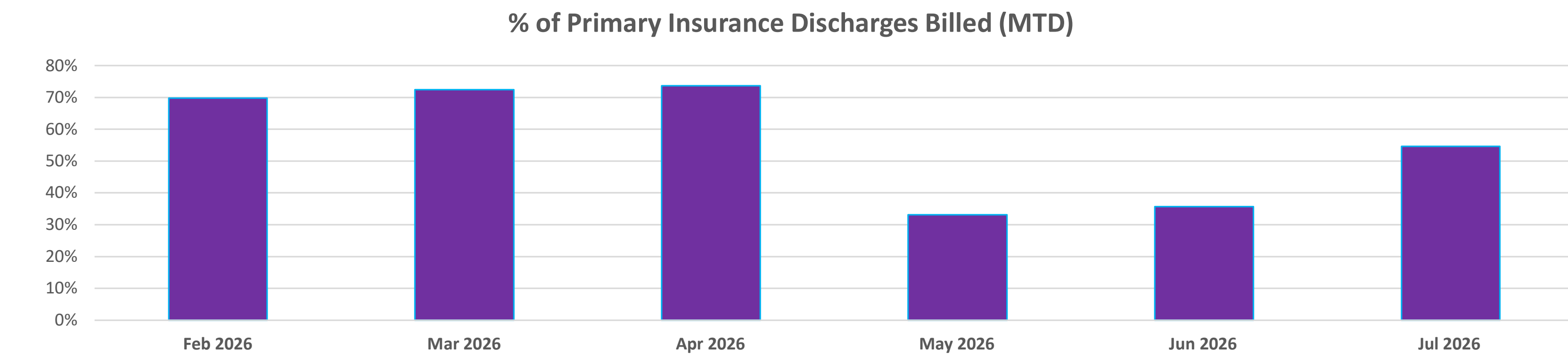


	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
A/R Days	14.9	13.7	13.5	16.3	15.6	13.4

DNFB A/R Days

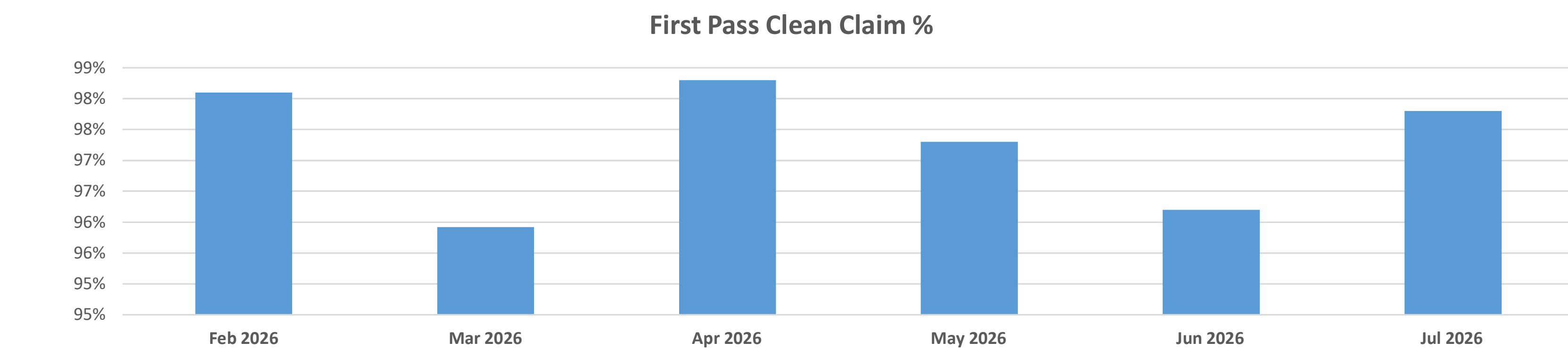


% of Primary Insurance Discharges Billed (MTD)

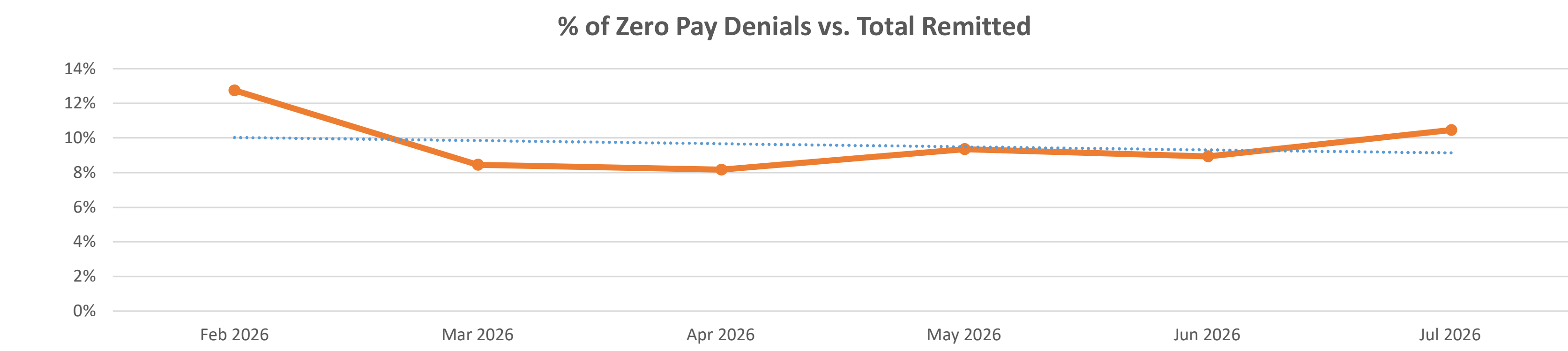


	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
% Billed	70%	72%	74%	33%	36%	55%

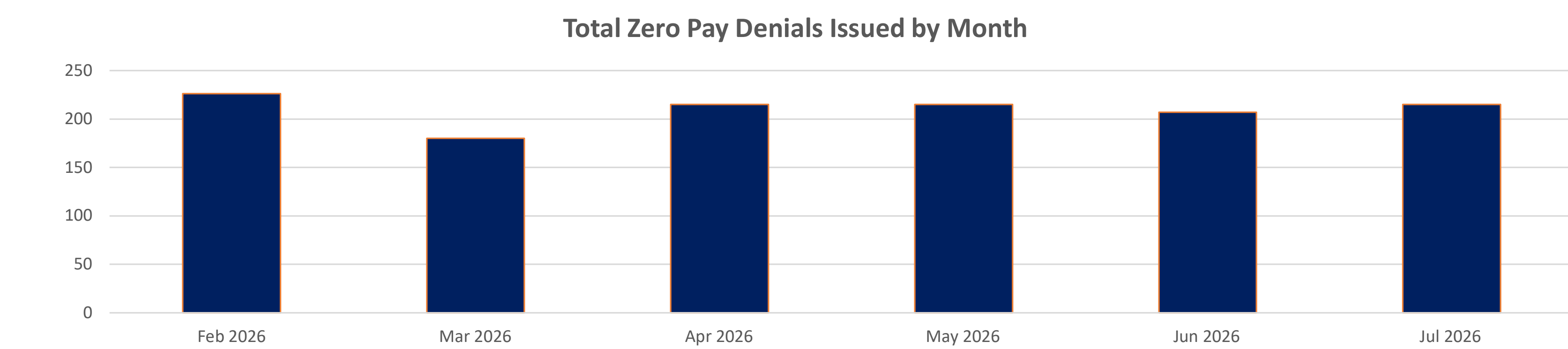
First Pass Clean Claim %



	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
First Pass %	98%	96%	98%	97%	96%	98%



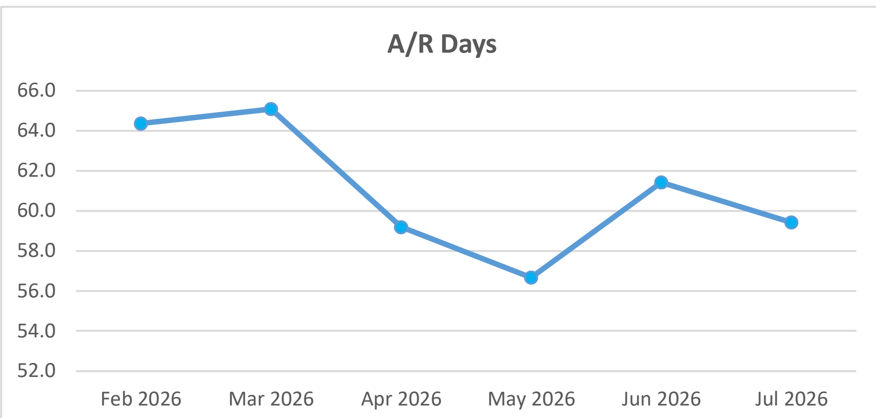
	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Rej %	13%	8%	8%	9%	9%	10%

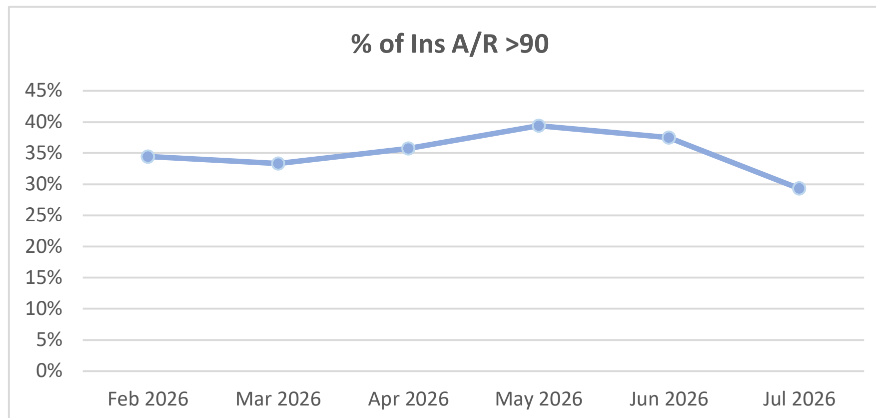


	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Total Rej	226	180	215	215	207	215

Aging Analysis - Summary of All Payers

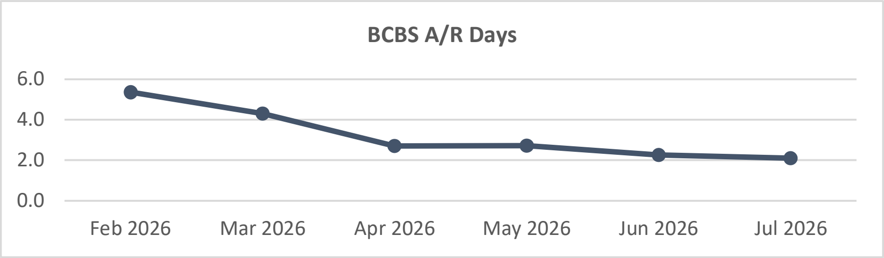
	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
BCBS	$551,226.08	$494,703.71	$337,889.41	$355,057.04	$300,076.61	$285,472.08
Medicare	$2,447,491.82	$3,000,775.09	$2,988,925.25	$2,276,263.49	$2,257,367.50	$2,041,164.11
Medicaid	$2,361,203.93	$2,463,477.24	$2,459,155.31	$2,384,149.61	$2,518,481.77	$2,471,452.08
Commercial	$305,493.55	$572,740.72	$727,064.80	$1,113,753.62	$1,857,133.19	$2,039,086.33
Self-Pay	$945,159.65	$932,425.17	$885,807.85	$1,247,312.20	$1,192,500.86	$1,214,095.95
Total ATB Balance	**$6,610,575.03**	**$7,464,121.93**	**$7,398,842.62**	**$7,376,535.96**	**$8,125,559.93**	**$8,051,270.55**
Total A/R Days	64.4	65.1	59.2	56.7	61.4	59.4
ADR	$102,700.34	$114,657.43	$124,987.87	$130,165.66	$132,300.62	$135,470.62
Previous Mo. (Net Change %)	0%	13%	-1%	0%	10%	-1%
Total Ins A/R Balances >90	$1,708,388.86	$1,853,622.85	$1,965,195.82	$1,954,986.82	$1,972,491.44	$2,006,222.47
% of Ins A/R Balances >90	34%	33%	36%	39%	37%	29%

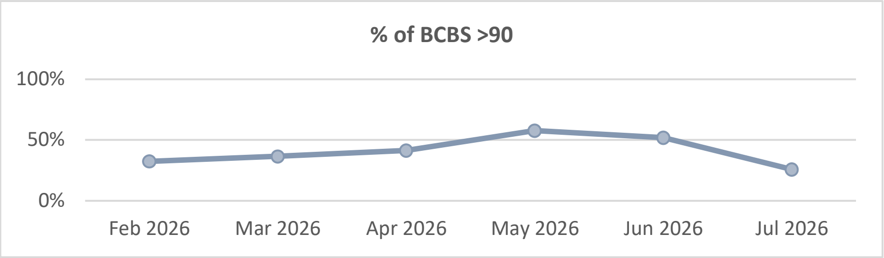




BCBS Aging Analysis

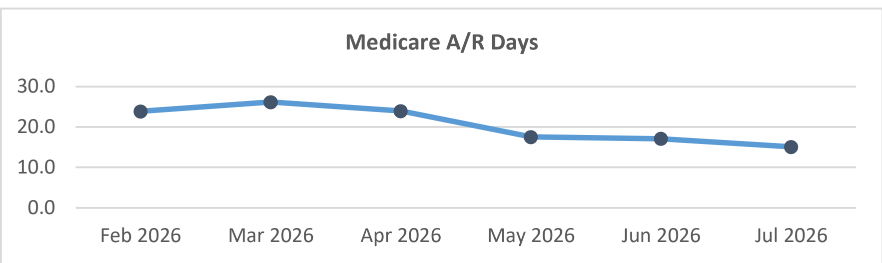
	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Credits	-$79,651.25	-$45,655.56	-$42,198.71	-$128,841.97	-$134,658.39	-$36,158.23
In-House	$0.00	$4,925.12	$3,497.11	$0.00	$0.00	$14,969.59
Current	$250,374.14	$143,624.34	$132,694.19	$175,789.28	$170,354.25	$169,788.38
>30 Days	$164,932.86	$154,253.70	$42,312.19	$60,785.67	$79,217.98	$38,817.25
>60 Days	$37,043.60	$56,896.45	$61,877.49	$42,662.60	$29,454.59	$24,566.71
>90 Days	$4,244.55	$31,816.75	$14,859.94	$45,372.72	$12,533.32	$5,320.35
>120 Days	$174,282.18	$148,842.91	$124,847.20	$159,288.74	$143,174.86	$68,168.03
BCBS Balance	**$551,226.08**	**$494,703.71**	**$337,889.41**	**$355,057.04**	**$300,076.61**	**$285,472.08**
BCBS Total A/R Days	5.4	4.3	2.7	2.7	2.3	2.1
Credit A/R Days	-0.8	-0.4	-0.3	-1.0	-1.0	-0.3
In-House A/R Days	0.0	0.0	0.0	0.0	0.0	0.1
Current A/R Days	2.4	1.3	1.1	1.4	1.3	1.3
>30 A/R Days	1.6	1.3	0.3	0.5	0.6	0.3
>60 A/R Days	0.4	0.5	0.5	0.3	0.2	0.2
>90 A/R Days	0.0	0.3	0.1	0.3	0.1	0.0
>120 A/R Days	1.7	1.3	1.0	1.2	1.1	0.5
BCBS % of Total A/R	8%	7%	5%	5%	4%	4%
Previous Mo. (Net Change %)	0%	-10%	-32%	5%	-15%	-5%
BCBS Balance >90	$178,526.73	$180,659.66	$139,707.14	$204,661.46	$155,708.18	$73,488.38
% of BCBS >90	32%	37%	41%	58%	52%	26%

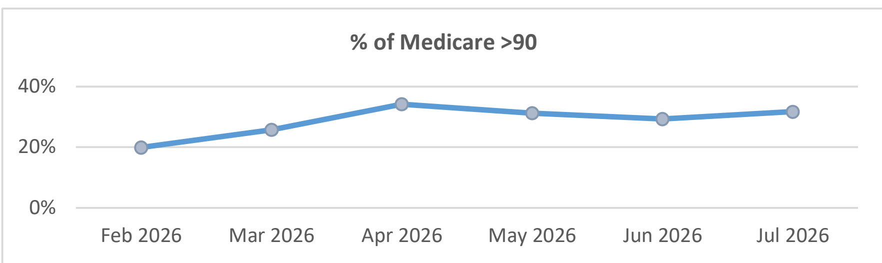




Medicare Aging Analysis

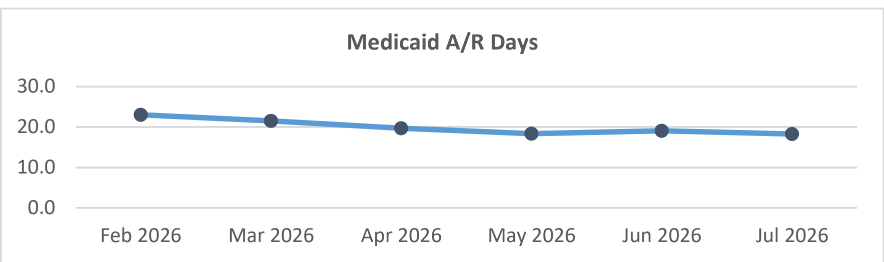
	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Credits	-$91,992.32	-$68,471.70	-$57,813.02	-$53,013.15	-$280,125.29	-$53,314.71
In-House	$94,740.00	$97,077.98	$156,179.07	$64,268.63	$82,294.20	$3,350.10
Current	$1,131,045.93	$1,056,404.14	$1,224,278.47	$1,049,596.20	$1,255,626.04	$1,089,764.59
>30 Days	$606,219.28	$567,076.92	$395,931.29	$358,460.08	$292,290.69	$318,232.83
>60 Days	$219,534.31	$575,439.73	$248,871.14	$146,810.99	$245,558.87	$36,281.42
>90 Days	$100,676.26	$147,313.39	$441,818.84	$130,028.40	$84,921.62	$122,254.49
>120 Days	$387,268.36	$625,934.63	$579,659.46	$580,112.34	$576,801.37	$524,595.39
Medicare Balance	**$2,447,491.82**	**$3,000,775.09**	**$2,988,925.25**	**$2,276,263.49**	**$2,257,367.50**	**$2,041,164.11**
Medicare Total A/R Days	23.8	26.2	23.9	17.5	17.1	15.1
Credit A/R Days	-0.9	-0.6	-0.5	-0.4	-2.1	-0.4
In-House A/R Days	0.9	0.8	1.2	0.5	0.6	0.0
Current A/R Days	11.0	9.2	9.8	8.1	9.5	8.0
>30 A/R Days	5.9	4.9	3.2	2.8	2.2	2.3
>60 A/R Days	2.1	5.0	2.0	1.1	1.9	0.3
>90 A/R Days	1.0	1.3	3.5	1.0	0.6	0.9
>120 A/R Days	3.8	5.5	4.6	4.5	4.4	3.9
Medicare % of Total A/R	37%	40%	40%	31%	28%	25%
Previous Mo. (Net Change %)	0%	23%	0%	-24%	-1%	-10%
Medicare Balance >90	$487,944.62	$773,248.02	$1,021,478.30	$710,140.74	$661,722.99	$646,849.88
% of Medicare >90	20%	26%	34%	31%	29%	32%

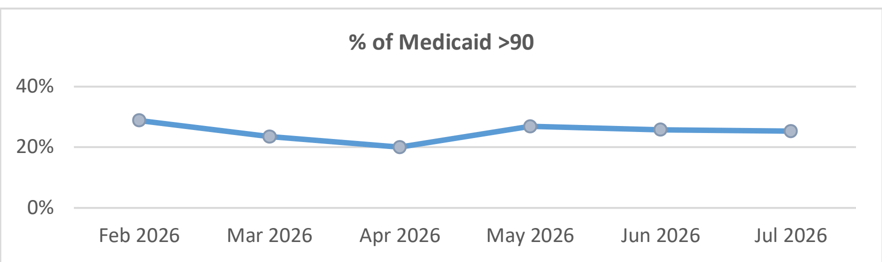




Medicaid Aging Analysis

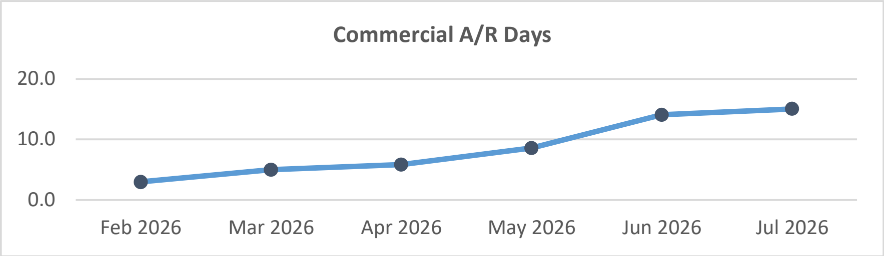
	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Credits	-$11,168.27	-$12,496.16	-$51,065.15	-$77,563.73	-$63,616.60	-$37,111.14
In-House	$118,175.00	$179,786.17	$197,478.08	$141,877.78	$2,031.03	$103,192.06
Current	$1,104,335.35	$1,203,925.41	$1,193,316.00	$1,210,671.97	$1,314,244.07	$1,187,819.00
>30 Days	$285,194.78	$426,357.52	$287,736.59	$297,629.79	$424,310.53	$310,740.88
>60 Days	$183,605.37	$88,023.78	$339,423.26	$172,575.06	$192,228.98	$281,557.38
>90 Days	$119,797.09	$54,814.87	-$2,621.29	$169,028.36	$112,738.97	$132,537.75
>120 Days	$561,264.61	$523,065.65	$494,887.82	$469,930.38	$536,544.79	$492,716.15
Medicaid Balance	**$2,361,203.93**	**$2,463,477.24**	**$2,459,155.31**	**$2,384,149.61**	**$2,518,481.77**	**$2,471,452.08**
Medicaid Total A/R Days	23.0	21.5	19.7	18.3	19.0	18.2
Credit A/R Days	-0.1	-0.1	-0.4	-0.6	-0.5	-0.3
In-House A/R Days	1.2	1.6	1.6	1.1	0.0	0.8
Current A/R Days	10.8	10.5	9.5	9.3	9.9	8.8
>30 A/R Days	2.8	3.7	2.3	2.3	3.2	2.3
>60 A/R Days	1.8	0.8	2.7	1.3	1.5	2.1
>90 A/R Days	1.2	0.5	0.0	1.3	0.9	1.0
>120 A/R Days	5.5	4.6	4.0	3.6	4.1	3.6
Medicaid % of Total A/R	36%	33%	33%	32%	31%	31%
Previous Mo. (Net Change %)	0%	4%	0%	-3%	6%	-2%
Medicaid Balance >90	$681,061.70	$577,880.52	$492,266.53	$638,958.74	$649,283.76	$625,253.90
% of Medicaid >90	29%	23%	20%	27%	26%	25%

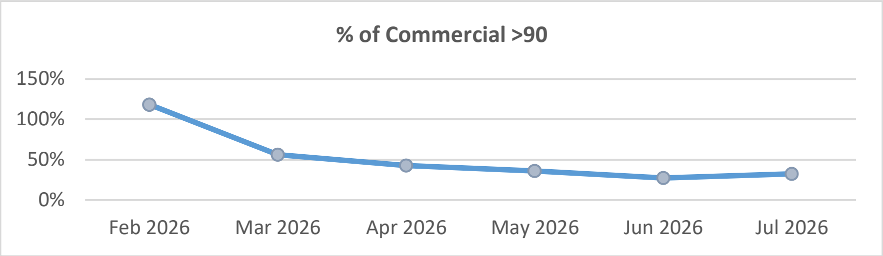




Commercial Aging Analysis

	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Credits	-$298,883.07	-$202,175.26	-$136,636.25	-$201,614.02	-$246,392.15	-$133,551.73
In-House	$12,466.00	$3,732.65	$3,382.91	$1,869.43	$368,975.19	$391,651.76
Current	$109,592.71	$316,064.03	$277,637.74	$405,214.88	$561,854.08	$312,104.09
>30 Days	$58,818.16	$78,998.22	$218,891.19	$313,631.80	$415,191.71	$493,954.47
>60 Days	$62,643.94	$54,286.43	$52,045.36	$193,425.65	$251,727.85	$314,297.43
>90 Days	$39,846.69	$36,355.64	$30,929.85	$67,193.28	$161,509.88	$242,686.29
>120 Days	$321,009.12	$285,479.01	$280,814.00	$334,032.60	$344,266.63	$417,944.02
Commercial Balance	**$305,493.55**	**$572,740.72**	**$727,064.80**	**$1,113,753.62**	**$1,857,133.19**	**$2,039,086.33**
Commercial Total A/R Days	3.0	5.0	5.8	8.6	14.0	15.1
Credit A/R Days	-2.9	-1.8	-1.1	-1.5	-1.9	-1.0
In-House A/R Days	0.1	0.0	0.0	0.0	2.8	2.9
Current A/R Days	1.1	2.8	2.2	3.1	4.2	2.3
>30 A/R Days	0.6	0.7	1.8	2.4	3.1	3.6
>60 A/R Days	0.6	0.5	0.4	1.5	1.9	2.3
>90 A/R Days	0.4	0.3	0.2	0.5	1.2	1.8
>120 A/R Days	3.1	2.5	2.2	2.6	2.6	3.1
Commercial % of Total A/R	5%	8%	10%	15%	23%	25%
Previous Mo. (Net Change %)	0%	87%	27%	53%	67%	10%
Commercial Balance >90	$360,855.81	$321,834.65	$311,743.85	$401,225.88	$505,776.51	$660,630.31
% of Commercial >90	118%	56%	43%	36%	27%	32%

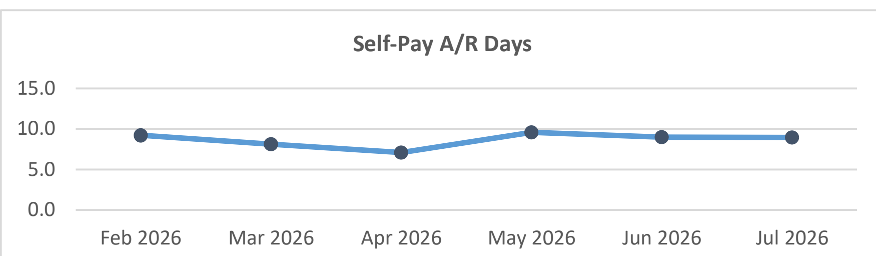


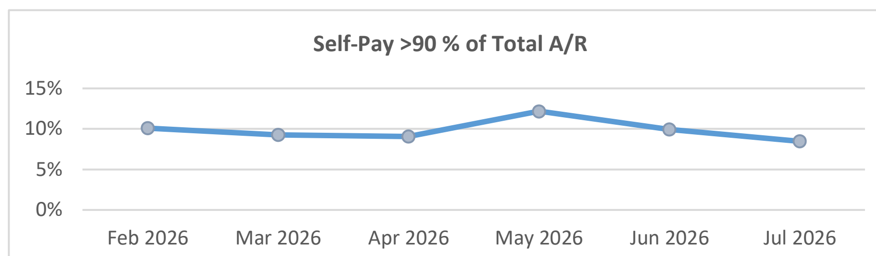


HRG Healthcare Resource Group

Self-Pay Aging Analysis

	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Credits	-$77,990.60	-$56,695.53	-$90,470.34	-$9,750.85	-$9,594.51	-$31,606.84
In-House	$29,904.00	$64.60	$0.00	$0.00	$0.00	$0.00
Current	$127,278.10	$79,715.34	$87,469.69	$160,291.23	$144,579.34	$244,884.89
>30 Days	$103,330.63	$110,555.01	$97,360.67	$102,388.80	$163,828.11	$174,647.88
>60 Days	$94,191.38	$106,083.00	$119,418.21	$95,583.36	$85,362.50	$143,557.28
>90 Days	$106,201.62	$95,097.59	$101,475.25	$117,186.62	$83,008.41	$106,895.60
>120 Days	$562,244.52	$597,605.16	$570,554.37	$781,613.04	$725,317.01	$575,717.14
Self-Pay Balance	**$945,159.65**	**$932,425.17**	**$885,807.85**	**$1,247,312.20**	**$1,192,500.86**	**$1,214,095.95**
Self-Pay Total A/R Days	9.2	8.1	7.1	9.6	9.0	9.0
Credit A/R Days	-0.8	-0.5	-0.7	-0.1	-0.1	-0.2
In-House A/R Days	0.3	0.0	0.0	0.0	0.0	0.0
Current A/R Days	1.2	0.7	0.7	1.2	1.1	1.8
>30 A/R Days	1.0	1.0	0.8	0.8	1.2	1.3
>60 A/R Days	0.9	0.9	1.0	0.7	0.6	1.1
>90 A/R Days	1.0	0.8	0.8	0.9	0.6	0.8
>120 A/R Days	5.5	5.2	4.6	6.0	5.5	4.2
Self-Pay % of Total A/R	14%	12%	12%	17%	15%	15%
Previous Mo. (Net Change %)	0%	-1%	-5%	41%	-4%	2%
Self-Pay Balance >90	$668,446.14	$692,702.75	$672,029.62	$898,799.66	$808,325.42	$682,612.74
Self-Pay >90 % of Total A/R	10%	9%	9%	12%	10%	8%





APPENDIX (Key Fields)

Field Name	Field Description	Section
Gross A/R Days	Average days to collect based on gross charges and the Epic 91-Day ADR	KPI
Total A/R Balance	Total A/R to include all oustanding insurance and self-pay balances. Includes credit balances	KPI
Total Insurance A/R Balance (less Credits)	Total A/R for all accounts with active insurance. Does not include accounts with credit balances	KPI
Total Self-Pay Balance	Total A/R for all accounts identifed as active self-pay balances. Does not include credit balances	KPI
MTD Cash Collections	Total A/R cash collections posted within the EHR for that month	KPI
POS Collections	Cash collections posted on, or before, or within 7 days of the discharge date	KPI
Total Insurance A/R Balance (>90 Days)	All active insurance balances >90 days from the patient discharge date. This is reported on a global level by the individual payer	KPI
Self-Pay >90 % of Total A/R	Self-Pay patient balances >90 days as a % of the total outstanding A/R	KPI
Credit Balances	The total of all active credit balances in the hospital A/R	KPI
Gross Revenue	Total gross revenue posted within the EHR for that month	KPI
B/D Write-Off Total	Total bad debt adjustments posted within the EHR for that month	KPI
B/D Recovery Total	Total bad debt recovery payments posted within the EHR for that month	KPI
Insurance Denial Write-Off Amount	The total adjustment amounts recorded for final denials in the following insurance categories: Credentialing, Timely Filing, Medical Necessity, Non-Covered Charges, and Authorization denials	KPI
DNSP Totals	Combination of the FBNS and the DNFB totals	KPI
FBNS Totals	The total dollar amount and A/R days associated with the claims that have reached the final billed status in the EHR, but have not been final submitted and forwarded to the payer	KPI
DNFB Totals	The total dollar amount and A/R days associated with the claims that have been discharged in the EHR, but have not been final billed	KPI
Total Insurance Discharges (% Billed)	% of current month discharges that were billed. Target is 85%	KPI
Total Zero Pay Denials MTD (All DOS)	Count and % of claims in which the denied charges were 100% of the submitted charges. This is based on remitted claims within the current month	KPI
First Pass Clean Claim % Rate	% of claims that passed through cleanly after manual intervention	KPI
Clean Claim % Rate	% of claims that passed through cleanly requiring no intervention	KPI
Previous Month (Net Change %)	% of change in A/R balances between the current month and the previous month	Aging
In-House A/R Days	The total number of A/R Days associated with patient accounts that have not been discharged	Aging
Final Denial Adjustment Totals	The total dollar of cash collections lost (based on reimbursement averages) for the following final denial categories: Credentialing, Timely Filing, Medical Necessity, Non-Covered Charges, and Authorization denials	Denials