



MISSION

It is our mission to deliver quality healthcare to the residents of and visitors to Big Bear Valley through the most effective use of available resources.

VISION

To be the premier provider of emergency medical and healthcare services in our Big Bear Valley.

**NOTICE AND CALL OF A
BOARD OF DIRECTORS
SPECIAL FINANCE COMMITTEE MEETING**

Friday, April 26, 2019

9:00 a.m. Closed Session @ the Hospital Conference Room

9:30 a.m. Open Session @ the Hospital Conference Room

41870 Garstin Drive, Big Bear Lake, CA 92315

NOTICE IS HEREBY GIVEN that a special meeting of the Board of Directors, Finance Committee of the Bear Valley Community Healthcare District will be held on Friday, April 26, 2019.

Closed Session will begin at 9:00 a.m. and Open Session beginning at 9:30 a.m. A copy of the agenda is attached hereto.

Dated: April 24, 2019

A handwritten signature in blue ink, appearing to read "John Friel", is written over the typed name and title.

John Friel
Chief Executive Officer



MISSION

It is our mission to deliver quality healthcare to the residents of and visitors to Big Bear Valley through the most effective use of available resources.

VISION

To be the premier provider of emergency medical and healthcare services in our Big Bear Valley.

BOARD OF DIRECTORS SPECIAL FINANCE COMMITTEE MEETING AGENDA FRIDAY, APRIL 26, 2019

9:00 AM –CLOSED SESSION @ HOSPITAL CONFERENCE ROOM

9:30 AM – OPEN SESSION @ HOSPITAL CONFERENCE ROOM

41870 GARSTIN DRIVE, BIG BEAR LAKE, CA. 92315

Copies of staff reports or other written documentation relating to each item of business referred to on this agenda are on file in the Chief Executive Officer's Office and are available for public inspection or purchase at 10 cents per page with advance written notice. In compliance with the Americans with Disabilities Act and Government Code Section 54954.2, if you need special assistance to participate in a District meeting or other services offered by the District, please contact Administration (909) 878-8214. Notification at least 48 hours prior to the meeting or time when services are needed will assist the District staff in assuring that reasonable arrangements can be made to provide accessibility to the meeting or service. **DOCUMENTS RELATED TO OPEN SESSION AGENDAS (SB 343)** Any public record, relating to an open session agenda item, that is distributed within 72 hours prior to the meeting is available for public inspection at the public counter located in the Administration Office, located at 41870 Garstin Drive, Big Bear Lake, CA 92315. For questions regarding any agenda item, contact Administration at (909) 878-8214.

OPEN SESSION

1. **CALL TO ORDER** **Donna Nicely, Treasurer**
2. **ROLL CALL** **Shelly Egerer, Executive Assistant**
3. **ADOPTION OF AGENDA***
4. **PUBLIC FORUM FOR CLOSED SESSION**
Opportunity for members of the public to address the Committee on Closed Session items.
(Government Code Section 54954.3, there will be a three (3) minute limit per speaker. Any report or data required at this time must be requested in writing, signed and turned in to Administration. Please state your name and city of residence.)
5. **ADJOURN TO CLOSED SESSION***

CLOSED SESSION

1. **REAL PROPERTY NEGOTIATIONS:*Government Code Section 54956.8/TRADE SECRETS:**
***Pursuant to Health and Safety Code Section 32106 and Civil Code Section 34266.1**
A. Property Acquisition (Disclosure 04/26/19)

OPEN SESSION

1. **CALL TO ORDER** **Donna Nicely, Treasurer**
2. **RESULTS OF CLOSED SESSION*** **Donna Nicely, Treasurer**
3. **PUBLIC FORUM FOR OPEN SESSION**
Opportunity for members of the public to address the Committee on Open Session items.
(Government Code Section 54954.3, there will be a three (3) minute limit per speaker. Any report or data required at this time must be requested in writing, signed and turned in to Administration. Please state your name and city of residence.)

4. DIRECTORS COMMENTS

5. APPROVAL OF MINUTES

A. April 02, 2019

6. OLD BUSINESS*

A. Discussion and Review of the Fiscal Year 2019/2020 Capital Budget

7. NEW BUSINESS*

A. Discussion and Potential Recommendation to the Board of Directors of the Following Policies & Procedures: (Summary Attached)

(1) General Accounting

8. PRESENTATION AND REVIEW OF FINANCIAL STATEMENTS*

A. March 2019 Finances

B. CFO Report

9. ADJOURNMENT*

*** Denotes Actions Items**

**BEAR VALLEY COMMUNITY HEALTHCARE DISTRICT
BOARD OF DIRECTORS
FINANCE COMMITTEE MEETING MINUTES
41870 Garstin Drive, Big Bear Lake, CA 92315
April 02, 2019**

MEMBERS Donna Nicely, Treasurer
PRESENT: Peter Boss, MD, President
John Friel, CEO

Garth Hamblin, CFO
Shelly Egerer, Exec. Asst.

STAFF: Kathy Breuer

COMMUNITY

MEMBERS: Diana Havey

ABSENT: None

OPEN SESSION

1. CALL TO ORDER:

Board Member Nicely called the meeting to order at 1:00 p.m.

2. ROLL CALL:

Donna Nicely and Peter Boss, M.D. were present. Also present were John Friel, CEO, Garth Hamblin, CFO and Shelly Egerer, Executive Assistant.

3. ADOPTION OF AGENDA:

Board Member Nicely motioned to adopt the April 02, 2019 Finance Committee Meeting Agenda as presented. Second by President Boss to adopt the April 02, 2019 Finance Committee Meeting Agenda as presented. Board Member Nicely called for a vote. A vote in favor of the motion was unanimously approved.

- Board Member Nicely- yes
- President Boss- yes

CLOSED SESSION

1. PUBLIC FORUM FOR CLOSED SESSION:

Board Member Nicely opened the Hearing Section for Public Comment on Closed Session items at 1:00 p.m. Hearing no request to address the Finance Committee, Board Member Nicely closed the Hearing Section at 1:00 p.m.

2. ADJOURN TO CLOSED SESSION:

Board Member Nicely motioned to adjourn to Closed Session at 1:01 p.m. Second by President Boss to adjourn to Closed Session at 1:01 p.m. Board Member Nicely called for a vote. A vote in favor of the motion was unanimously approved.

- Board Member Nicely- yes
- President Boss- yes

OPEN SESSION

1. CALL TO ORDER:

Board Member Nicely called the meeting to order at 2:00 p.m.

2. RESULTS OF CLOSED SESSION:

Board Member Nicely stated there was no reportable action from Closed Session.

3. PUBLIC FORUM FOR OPEN SESSION:

Board Member Nicely opened the Hearing Section for Public Comment on Open Session items at 2:00 p.m. Hearing no request to address the Finance Committee, Board Member Nicely closed the Hearing Section at 2:00 p.m.

4. DIRECTOR'S COMMENTS:

- None

5. APPROVAL OF MINUTES:

A. March 05, 2019

President Boss motioned to approve the March 05, 2019 Finance Committee Meeting Minutes as presented. Second by Board Member Nicely to approve the March 05, 2019 Finance Committee Meeting Minutes as presented. Board Member Nicely called for a vote. A vote in favor of the motion was unanimously approved.

- Board Member Nicely- yes
- President Boss- yes

6. OLD BUSINESS:

A. Discussion and Update on Policies and Procedures Under the CFO Supervision:

- Mr. Hamblin reported that the new policy system is being activated and there are several departments that have their policies in the review or the approval process. The goal is to begin bringing policies to the Finance Committee next month; May meeting.
 - Accounting department policies are in review
 - Purchasing in draft/review
 - IT has begun revising policies and are in draft
 - BO policies will be reviewed by Stacey & Garth

Board Member Nicely reported no action required.

7. NEW BUSINESS*

A. Discussion and Review of the Fiscal Year 2019/2020 Capital Budget:

- Mr. Hamblin reported the capital budget has been provided to the committee; this is draft one of the three year capital plan.
- The Finance Committee reviewed each department and the following was discussed:
 - Lab analyzer is for blood gas
 - Microbiology analyzer to complete cultures- current system is out of date
 - Medication scanning system is required for patient safety and MU objectives

- The committee members would like to know why so many items on the budget for purchase are required for patient safety and the District has not purchased the items. Information is to be brought back as to why 2018/19 items are not completed.
 - SNF: funds were donated by Foundation and would like to know if the TV's have been installed.
- Board Member Nicely asked that any donations for specific items on the capital budget add a column to show how much the donation was and deduct the total cost from the donation amount to show a realistic cost. The cost on the budget is not accurate if donations were made. The Capital Budget needs to reflect this.
 - SNF tub has not been completed and the Auxiliary donated \$20,000 to purchase the tub. This needs to begin and also add the donation amount to budget, what is the cost of the tile and do we have bids for the work to be completed.
 - FHC chiropractic bed will need to be replaced; current one is aged.
 - PACS is for images that are stored; there is a potential that we may not need to purchase this item and will follow up with the Finance Committee on this item at the next meeting.
 - Pharmacy renovation will be eliminated from the budget at this time.
 - RT is requesting the purchase of infant warmer, this is a required item for standard of care.
 - Transport ventilator needs replaced, the current unit that we have will be discontinued in 2020.
 - Dietary renovations will need additional information to approve any cost.
 - Plant Maintenance:
 - SNF TV's; money for the TV's were donated by the Foundation and would like to know when the project will be completed and how much money was donated.
 - Dodge truck will not be approved and needs to be removed from the budget.
 - Boiler system vendor has provided poor service and would like to go with another vendor; boiler system was completed and would like to remove cost of \$19,000.
 - RHC needs pavement completed; is a dirt parking lot at this time.
 - Parking lot repairs cost approximately \$15,000 that has been spent.
 - Hazmat equipment needs to be replaced at this time we have some expired items.
- Board Member Nicely asked why several projects under the Plant Maintenance budget have not been completed; there are several projects that have been completed by contracted services/vendors only and maintenance staff needs to begin completing the projects within the facility.
 - IT:
 - Single sign on solution with badges will be removed from the budget, this will be addressed internally.
 - HIPAA Risk Assessment budgeted for \$30,000; to date only \$3,000 has been spent.

- Goal to replace one server a year.
 - Lenovo computers are budgeted in order to remove all old computer systems and purchase approximately 20 replacements.
 - Overhead paging system needs to be replaced/upgraded; there is a potential to decrease some of the cost.
 - Server refresh is CPSI and is upgraded annually.
 - Network storage closet is to monitor systems remotely and will signal when there is a problem that requires immediate attention.
 - Remove Administration cost for property & housing.
- The Finance Committee has requested that on the next capital budget that quotes are attached to the request and all donations need to be listed on the capital budget with the item the donation goes to and the remaining cost of the project be listed.

Board Member Nicely reported no action required

B. Discussion and Potential Approval of Rescheduling the May 2019 Finance Committee Meeting:

- Board Member Nicely asked that the May Finance Committee Meeting be rescheduled for April 26, 2019 at 9:00 am.

Board Member Nicely motioned to reschedule the Finance Committee Meeting to April 26, 2019 at 9:00 am. Second by President Boss to reschedule the Finance Committee Meeting to April 26, 2019 at 9:00 am. Board Member Nicely called for a vote. A vote in favor of the motion was unanimously approved.

- Board Member Nicely- yes
- President Boss- yes

8. Presentation and Review of Financial Statements:

A. February 2019 Finances:

- Mr. Hamblin reported the following:
 - Cash on hand 347 days
 - Surplus under budget for the month
 - ER visits were down
 - Total expenses under budget
 - Dental visits are over budget
 - Potential to add additional telepsychology
 - Revenue down due to low census
 - FTE's shows increasing by department
 - Budget for the month is running higher
 - Total cash receipts were down
 - March was a strong month
 - AR days are trending favorably

B. CFO Report:

- Mr. Hamblin reported the following information:
 - Transfers for the month average 85 per month
 - TruBridge:
 - AR days are 50.8

- David Perry will be on site at the end of the month

Board Member Nicely motioned to approve the February 2019 Finances and the CFO Report as presented. Second by President Boss to approve February 2019 Finances and the CFO Report as presented. Board Member Nicely called for a vote. A vote in favor of the motion was unanimously approved.

- Board Member Nicely- yes
- Board Member Boss- yes

9. ADJOURNMENT*

Board Member Nicely motioned to adjourn the meeting at 2:49 p.m. Second by President Boss to adjourn the meeting. Board Member Nicely called for a vote. A vote in favor of the motion was unanimously approved.

- Board Member Nicely- yes
- President Boss- yes



FY 2020 Capital Budget & 3 Year Capital Expenditure Plan

The attached Capital Budget request for FY 2020 totals \$558,301.85. Our overall 3-year Capital Budget plan FY 2018 through FY 2020 totals \$1,477,606.79.

For FY 2020 budget, we have asked each manager about priority needs and possible reductions or deferrals. The original request was \$723,521.85. The new total for FY 2020 is \$558,301.85.

Managers also reviewed FY 2018 and 2019 on purchased items. With some turnover in managers in the past couple of years we found items that were no longer needed or where the need been met in another way.

A number of projects for facilities from FY 2019 need to be started now that the weather is improving. After further discussion with the Plant Maintenance department about the age and wear and tear on the existing truck we are requesting that the budget for replacement of that truck be included in the FY 2020 budget.

We have added a column to reflect donations.

We have deleted the \$75,000 item for Avreo Storage Server. This is for on-site storage of images. If space needs grow, we may need to revisit the need for such an expenditure. All Avreo (PASCs) images are stored with Avreo and backed up in the cloud.

Items requested under Plant Maintenance have been eliminated from the Capital Budget request and moved to the operating budget as they are for repairs and maintenance.

Hazmat Equipment from the FY 2018 budget is retained. This is equipment requested of State and Federal agencies for disaster preparedness. We are still waiting for their final determination on funding.

The request to address overhead paging issues was reduced to \$10,000, as we believe we found a vendor that can do it for half of the anticipated cost.

Dept No.	Department	Request Description	FY 2018	FY 2019	FY 2020	Total Budget	Donations	Total Paid Prior	Total Paid FY 2020	Budget Remaining
001	Med-Surg	Medication Scanning System	10,200.00			10,200.00				10,200.00
		Total Med-Surg	10,200.00	-	-	10,200.00	-	-	-	10,200.00
001/005	Med-Surg/SNF	4 WOW x3-4 Computers			6,400.00	6,400.00				6,400.00
		Total Med-Surg/SNF	-	-	6,400.00	6,400.00		-	-	6,400.00
005	SNF	TV for each Resident 19 @1600 plus install incl Pillow Speakers		35,000.00		35,000.00	15,000.00			20,000.00
005	SNF	Patio Furniture and outdoor equipment		10,000.00		10,000.00				10,000.00
005	SNF	Paint, flooring, furniture, décor-activity room		20,000.00		20,000.00				20,000.00
		Total SNF	-	65,000.00	-	65,000.00	15,000.00	-	-	50,000.00
010	Emergency Room	Heat curtain for waiting room	10,000.00			10,000.00				10,000.00
		Total Emergency Room	10,000.00	-	-	10,000.00	-	-	-	10,000.00
015	FHC	Chiropractic Bed		7,000.00	9,000.00	16,000.00				16,000.00
		Total FHC	-	7,000.00	9,000.00	16,000.00	-	-	-	16,000.00
025	Surgery	Upgrade equipment	40,000.00		9,000.00	49,000.00				49,000.00
025	Surgery	Knee Scope (Arthrex)	15,000.00			15,000.00				15,000.00
025	Surgery	Pneumatic Tourniquet		11,500.00	3,500.00	15,000.00				15,000.00
025	Surgery	OR LIM Removal		5,200.00		5,200.00				5,200.00
025	Surgery	OR Lim Replacement		18,000.00		18,000.00				18,000.00
025	Surgery	New baseboards, flooring, wall repairs		50,000.00	30,000.00	80,000.00				80,000.00
025	Surgery	2 Gurneys			30,000.00	30,000.00				30,000.00
025	Surgery	Steam Sterilizers - Autoclaves			90,000.00	90,000.00				90,000.00
025	Surgery	GI Scopes and processor, 2 colonoscopes and 2 EGD Scopes and procesor			60,000.00	60,000.00				60,000.00
		Total Surgery	55,000.00	84,700.00	222,500.00	362,200.00	-	-	-	362,200.00
040	Laboratory	Plasma Thawing Bath			5,570.50	5,570.50				5,570.50
040	Laboratory	Point-of-Care Testing hand held i-STAT meters for T-System			17,073.50	17,073.50				17,073.50
040	Laboratory	Point-of-Care Testing hand held i-STAT interface for T-System			15,000.00	15,000.00				15,000.00
		Total Laboratory	-	-	37,644.00	37,644.00	-	-	-	37,644.00
070	Respiratory Therapy	Replace Cabinets	6,000.00			6,000.00				6,000.00
070	Respiratory Therapy	Transport Ventilator replacement			18,044.14	18,044.14				18,044.14
070	Respiratory Therapy	Infant Warmer			22,738.84	22,738.84				22,738.84
070	Respiratory Therapy	PAPRs program - Replaces fit testing and N95 masks for general use			28,867.92	28,867.92				28,867.92
		Total Respiratory Therapy	6,000.00	-	69,650.90	75,650.90	-	-	-	75,650.90
075	Physical Therapy	Leander Variable Height Flexion/Distratration Table			5,731.60	5,731.60				5,731.60
		Total Physical Therapy	-	-	5,731.60	5,731.60		-	-	5,731.60
080	Dietary	POS System (basic system only)		10,000.00		10,000.00				10,000.00
080	Dietary	Renovation of Dining Room for Residents			17,000.00	17,000.00				17,000.00
		Total Dietary	-	10,000.00	17,000.00	27,000.00	-	-	-	27,000.00
115	Plant Maint.	replace medical air compressor	38,000.00	17,000.00		55,000.00		43,303.36		11,696.64
115	Plant Maint.	to allow us to run boilers for hot water & air	11,220.00			11,220.00				11,220.00
115	Plant Maint.	Badge Readers		11,000.00		11,000.00				11,000.00
115	Plant Maint.	PT Flooring		12,500.00		12,500.00				12,500.00
115	Plant Maint.	Lobby Flooring		7,200.00		7,200.00				7,200.00
115	Plant Maint.	Fire Door Repairs		20,000.00		20,000.00				20,000.00
115	Plant Maint.	Re Skin SNF Cabinets		22,000.00		22,000.00				22,000.00
115	Plant Maint.	Equipment Trailer for Plant Maintenance		7,000.00		7,000.00				7,000.00
115	Plant Maint.	SNF Tub Replacement		14,000.00		14,000.00	14,000.00			-
115	Plant Maint.	A/C 1 Steam Coil		8,000.00		8,000.00				8,000.00

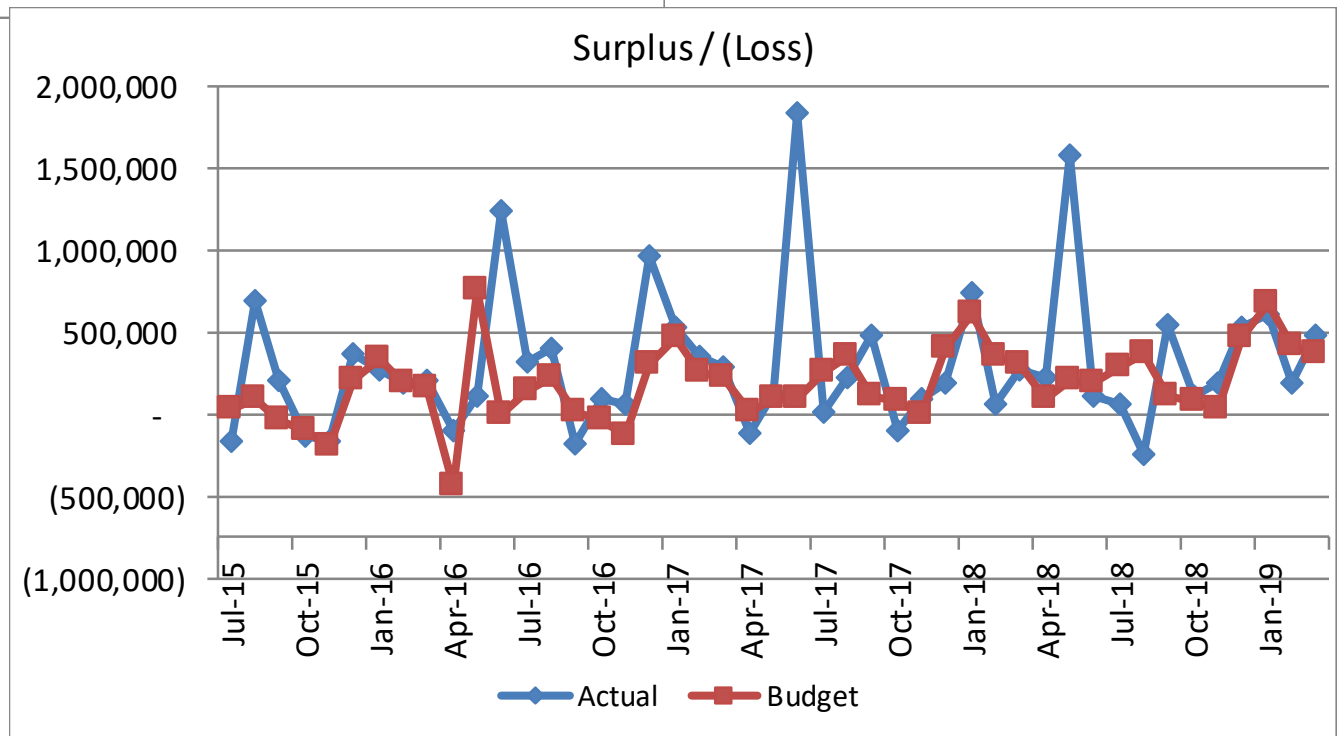
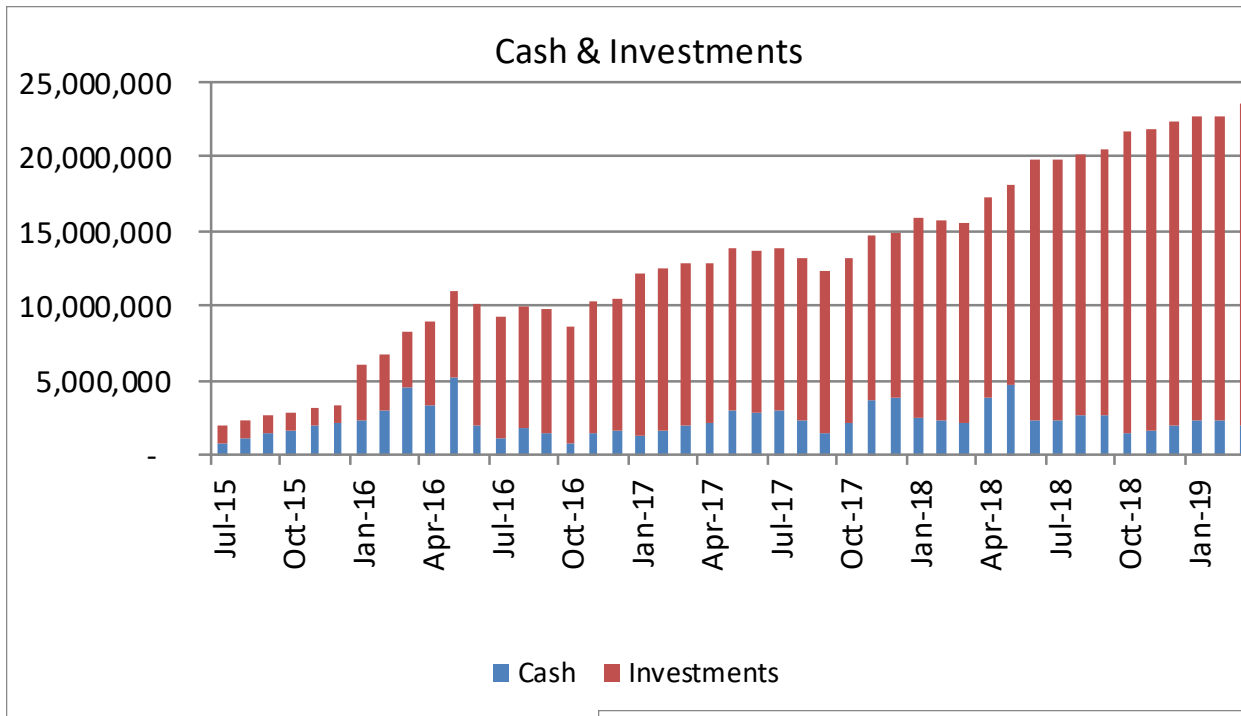
Dept No.	Department	Request Description	FY 2018	FY 2019	FY 2020	Total Budget	Donations	Total Paid Prior	Total Paid FY 2020	Budget Remaining
115	Plant Maint.	A/C 2 Steam Coil		10,000.00		10,000.00				10,000.00
115	Plant Maint.	SNF Exit Doors		25,000.00		25,000.00				25,000.00
115	Plant Maint.	Sprinkler Head Replacement		10,000.00		10,000.00				10,000.00
115	Plant Maint.	SNF Shower Tile		25,000.00		25,000.00	6,000.00			19,000.00
115	Plant Maint.	Disassembly, rebuild, anchor Med AirCompress		16,600.00		16,600.00				16,600.00
115	Plant Maint.	Plant Plumbing Repairs		16,000.00		16,000.00				16,000.00
115	Plant Maint.	New Snow Plow Blade for Existing Truck		7,000.00		7,000.00				7,000.00
115	Plant Maint.	Acute/SNF Ice Machine		7,000.00		7,000.00				7,000.00
115	Plant Maint.	Parking Lot Repairs		24,000.00		24,000.00				24,000.00
115	Plant Maint.	Landscaping		24,800.00		24,800.00				24,800.00
115	Plant Maint.	New Service to Current Camera System		13,000.00		13,000.00				13,000.00
115	Plant Maint.	Update Badge Rendering Software		13,000.00		13,000.00				13,000.00
115	Plant Maint.	Add more cameras		9,800.00		9,800.00				9,800.00
115	Plant Maint.	Renovate Front Lobby		15,000.00		15,000.00				15,000.00
115	Plant Maint.	new Dodge Truck			55,000.00	55,000.00				55,000.00
115	Plant Maint.	Asphalt adjacent to RHC for parking			28,000.00	28,000.00				28,000.00
		Total Plant Maintenance	49,220.00	334,900.00	83,000.00	467,120.00	20,000.00	43,303.36	-	403,816.64
125	Info Technology	Forty Lenovo M700 Micro computers	32,928.40			32,928.40		25,417.20		7,511.20
125	Info Technology	Software Upgrade 2010 Veritas Backup Exec		6,908.68		6,908.68				6,908.68
125	Info Technology	Service Addition to Nutanix farm	20,313.86			20,313.86				20,313.86
125	Info Technology	Proactive Server and Storage Upgrade-Cloud T-System	12,500.00			12,500.00				12,500.00
125	Info Technology	Server/Storage Refresh for CPSI	98,234.00			98,234.00		93,469.89		4,764.11
125	Info Technology	Upgrade Licenses - Microsoft Windows	17,000.00			17,000.00		6,670.00		10,330.00
125	Info Technology	30 Lenovo ThinkCentre M710q computers	28,000.00			28,000.00		22,199.50		5,800.50
125	Info Technology	HIPAA Risk Assessment Penetration Testing by Dell	30,400.00			30,400.00		15,798.88		14,601.12
125	Info Technology	20 Lenovo Tiny in One Computers			20,148.93	20,148.93				20,148.93
125	Info Technology	Overhead Paging System			10,000.00	10,000.00				10,000.00
125	Info Technology	Upgrade licenses-Microsoft			50,976.42	50,976.42				50,976.42
125	Info Technology	Server refresh to the Nutanix farm			17,250.00	17,250.00				17,250.00
125	Info Technology	Environ monitoring and alerting system servers and network storage closets			9,000.00	9,000.00				9,000.00
		Total Info Technology	32,928.40	213,356.54	107,375.35	353,660.29	-	163,555.47	-	190,104.82
130	Disaster	Replace expired hazmat equipment	33,500.00			33,500.00				33,500.00
130	Disaster	2 backup disaster vents for nursing use	7,500.00			7,500.00				7,500.00
		Total Disaster	41,000.00	-	-	41,000.00	-	-	-	41,000.00
Total for Hospital:			204,348.40	714,956.54	558,301.85	1,477,606.79	35,000.00	206,858.83	-	1,235,747.96
<u>Other Possible Capital Purchases</u>										
			-	-		-	-	-	-	-
<u>Emergency Additions to Budget:</u>										
			-	-		-	-	-	-	-
			204,348.40	714,956.54	558,301.85	1,477,606.79	35,000.00	206,858.83	-	1,235,747.96

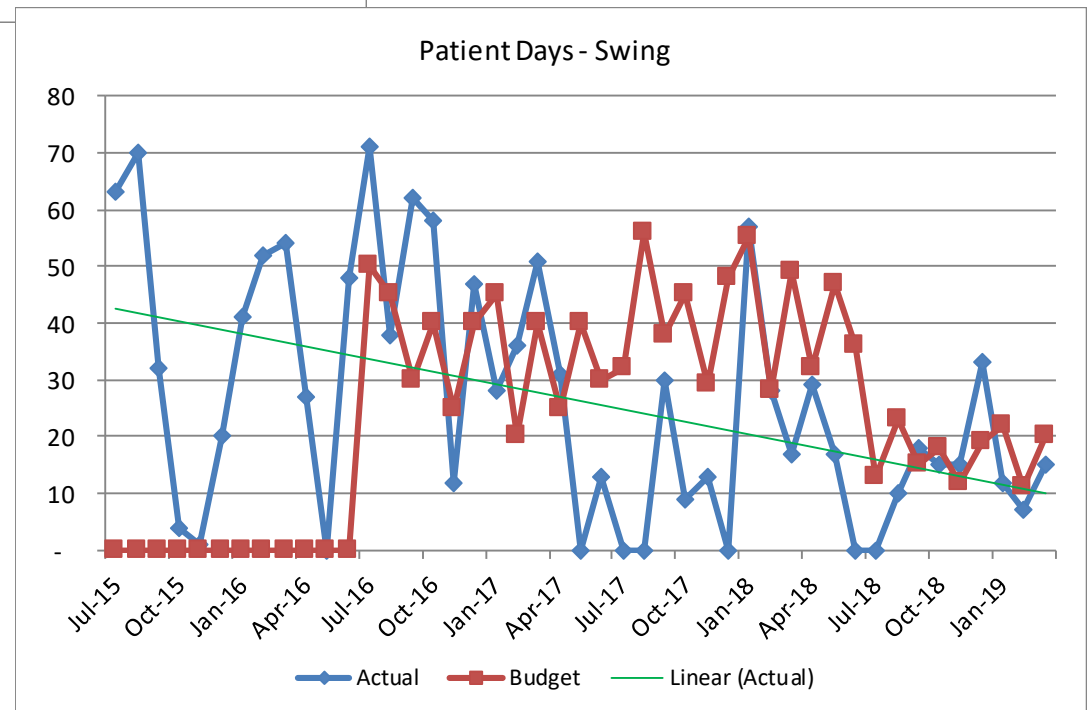
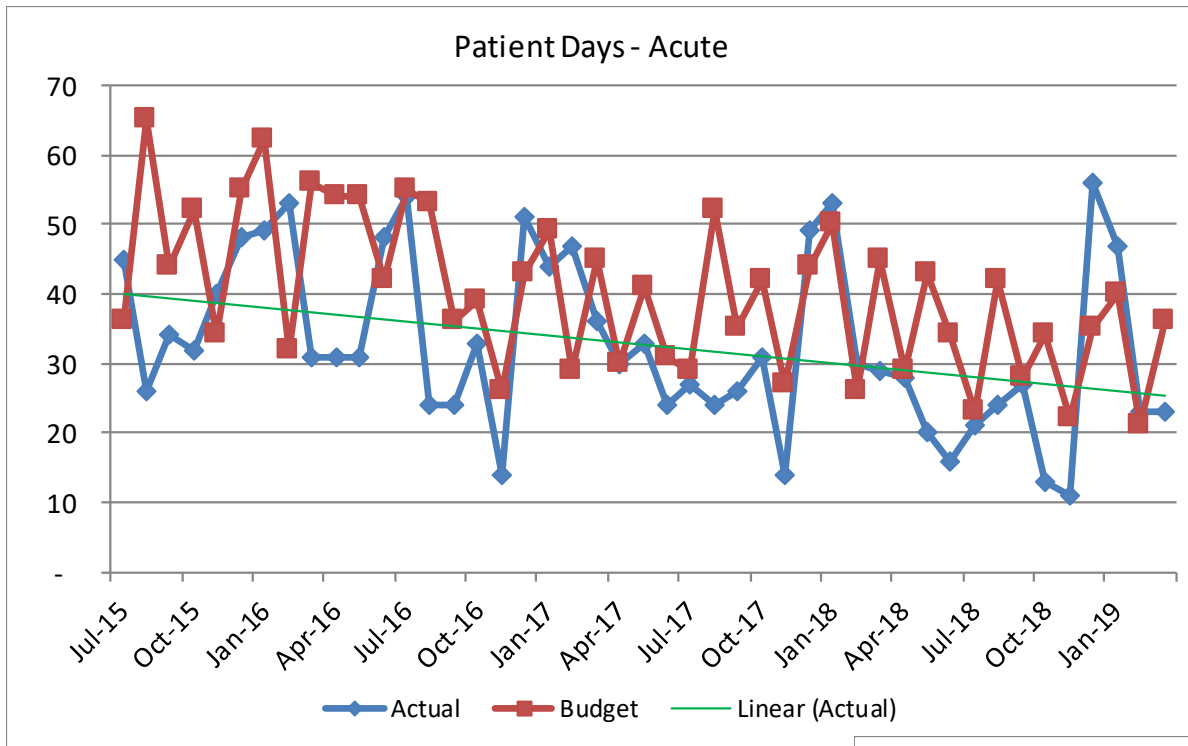


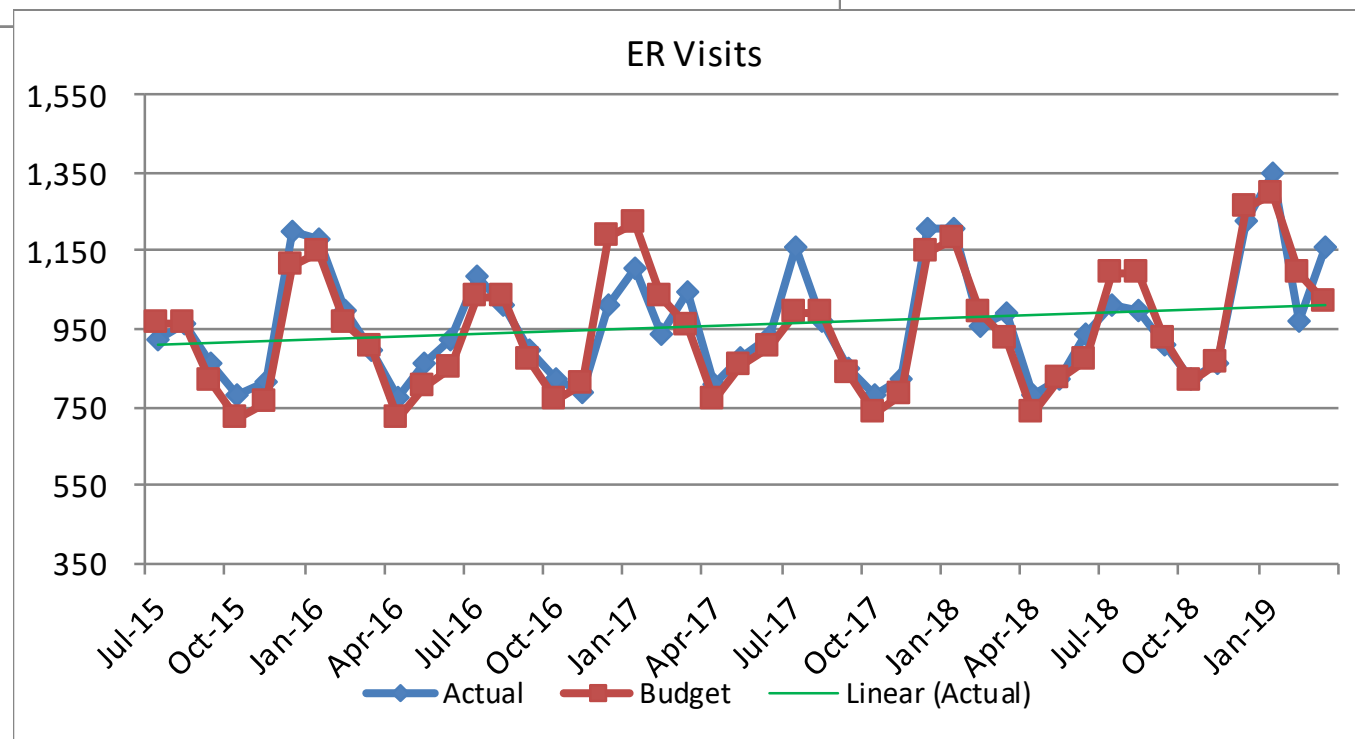
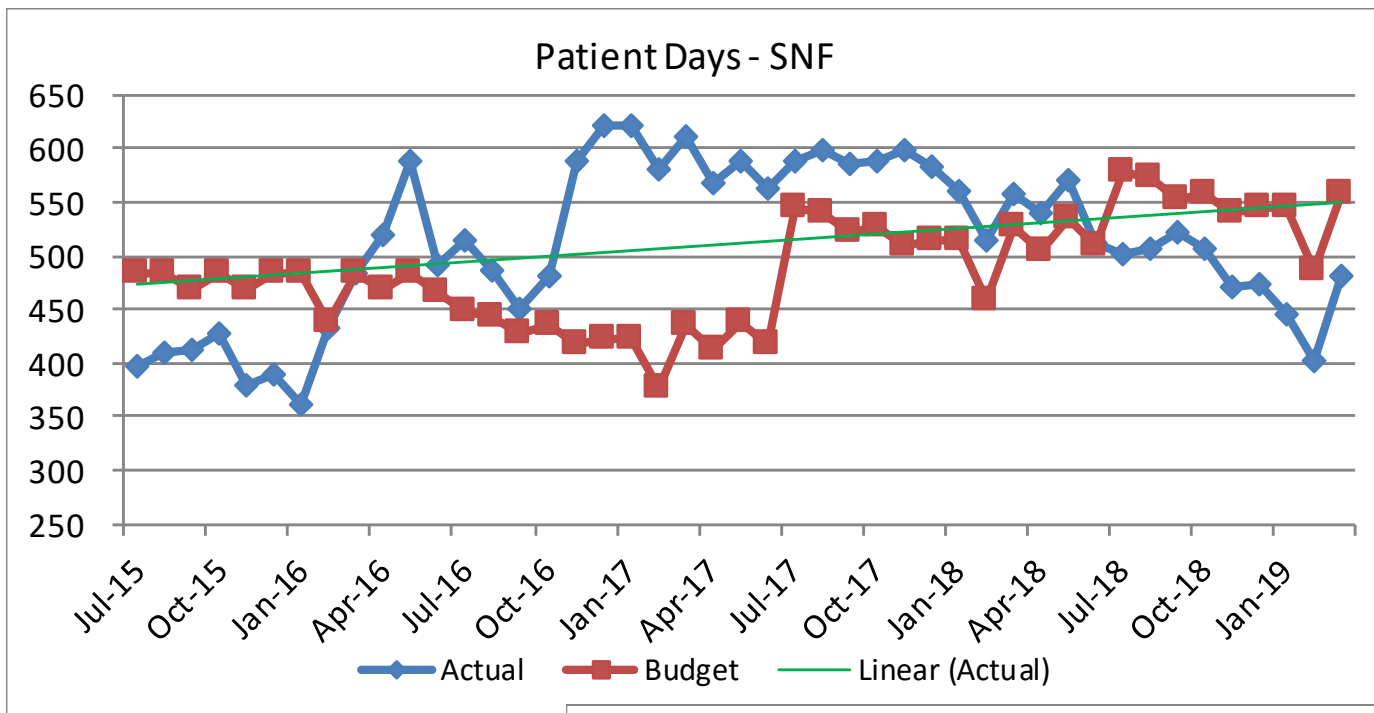
Finance Report
March 2019 Results

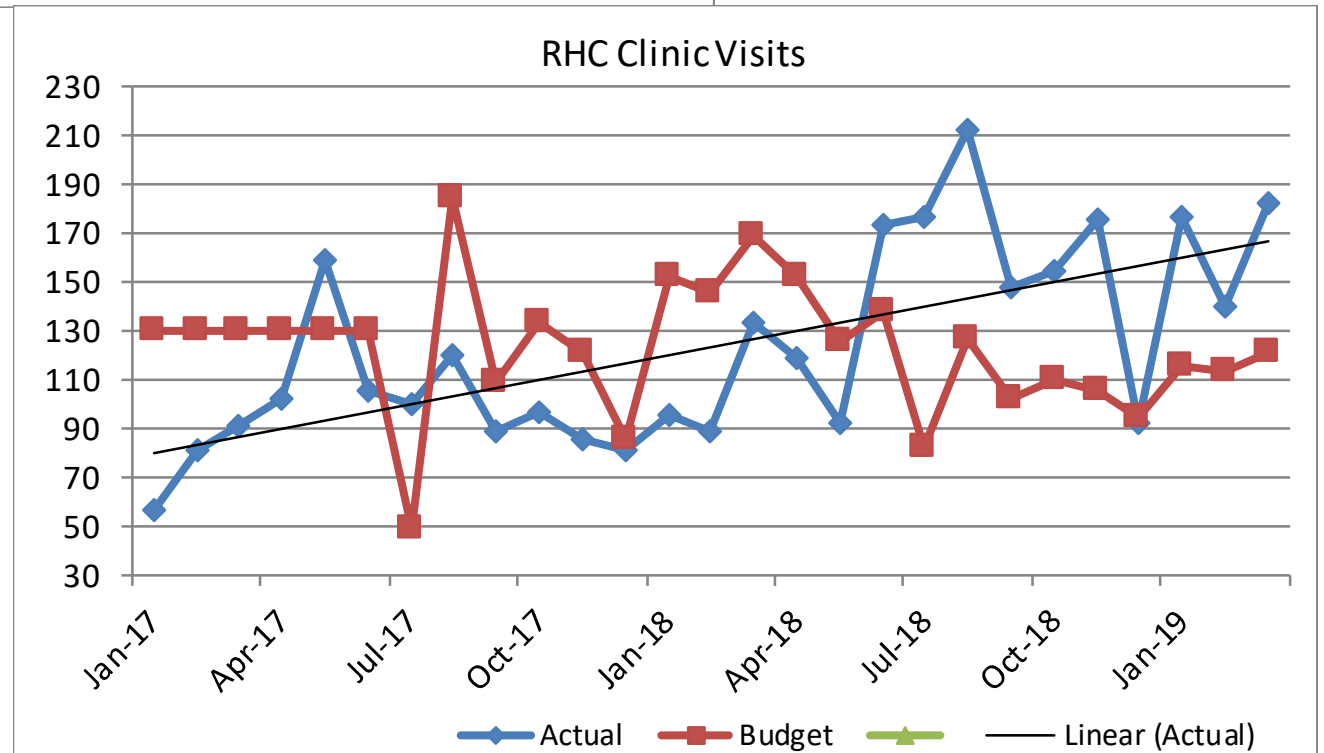
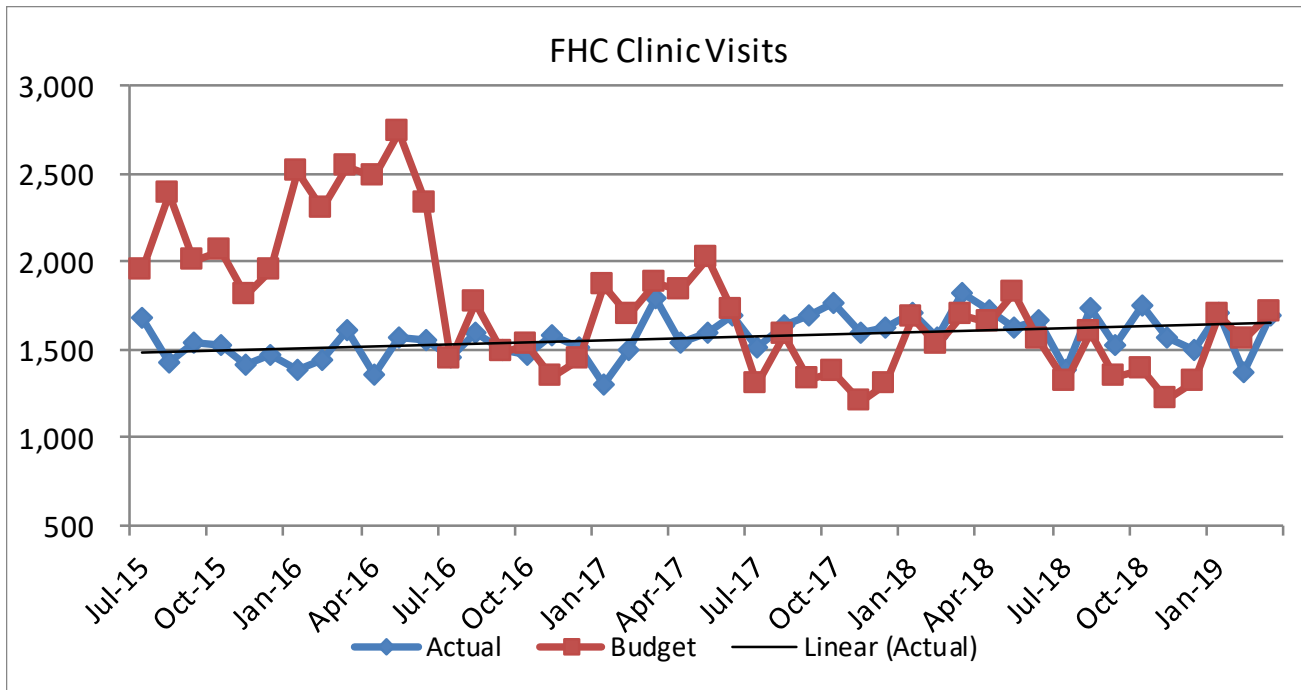
Summary for March 2019

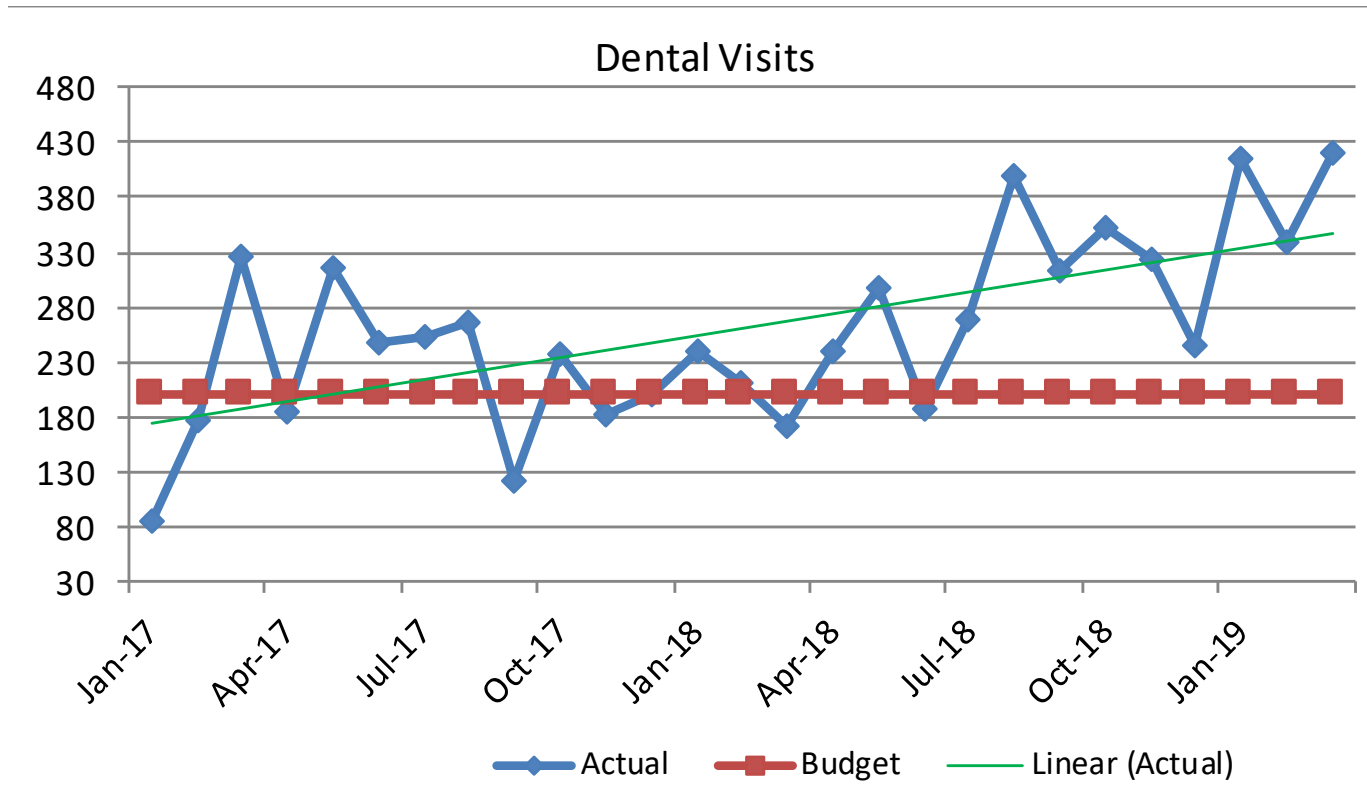
- Cash on Hand - \$ 1,969,738
Investments - \$21,645,412
- Days Cash on hand, including investments with LAIF – 363
- Surplus of \$482,168 for the month was \$122,455 over our budgeted Surplus
- Total Patient Revenue was under Budget by 2.1% or the month
- Net Patient Revenue was 7.7% under budget.
- Total Expenses were 7.5% lower than budget

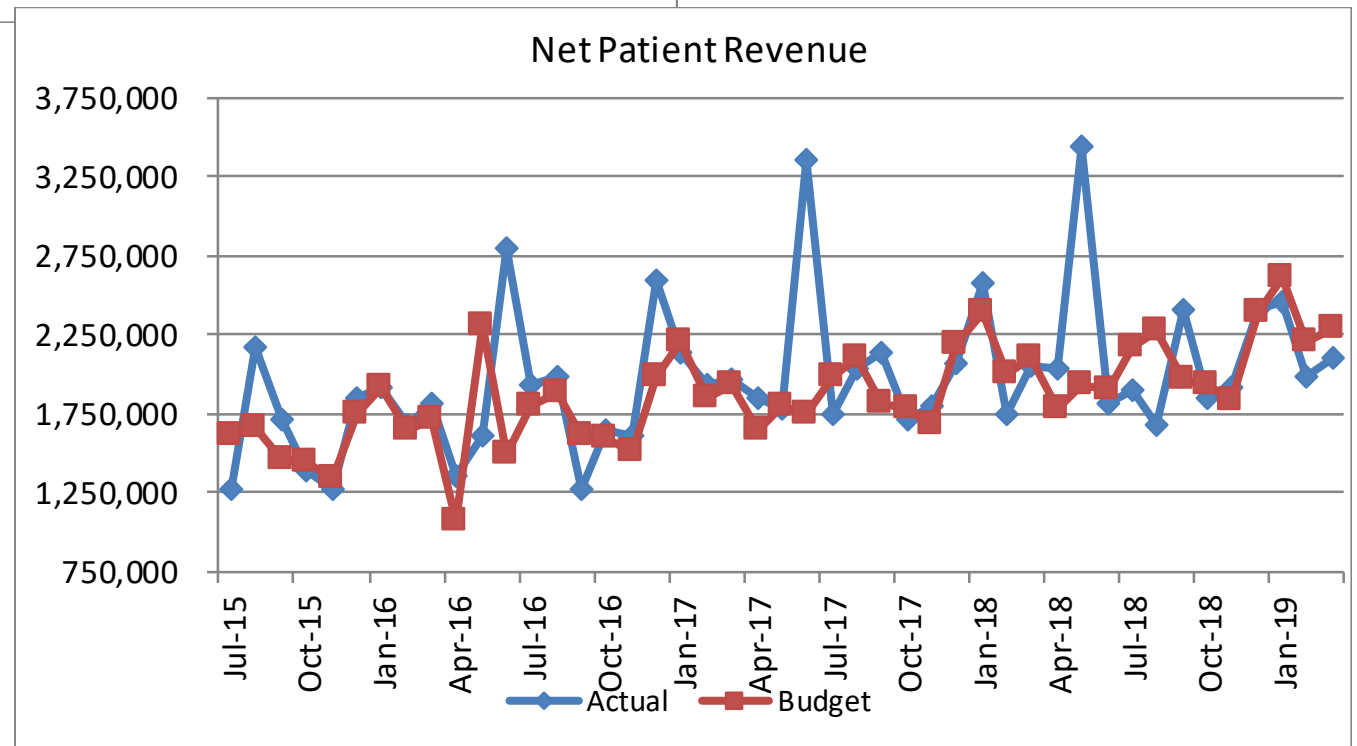
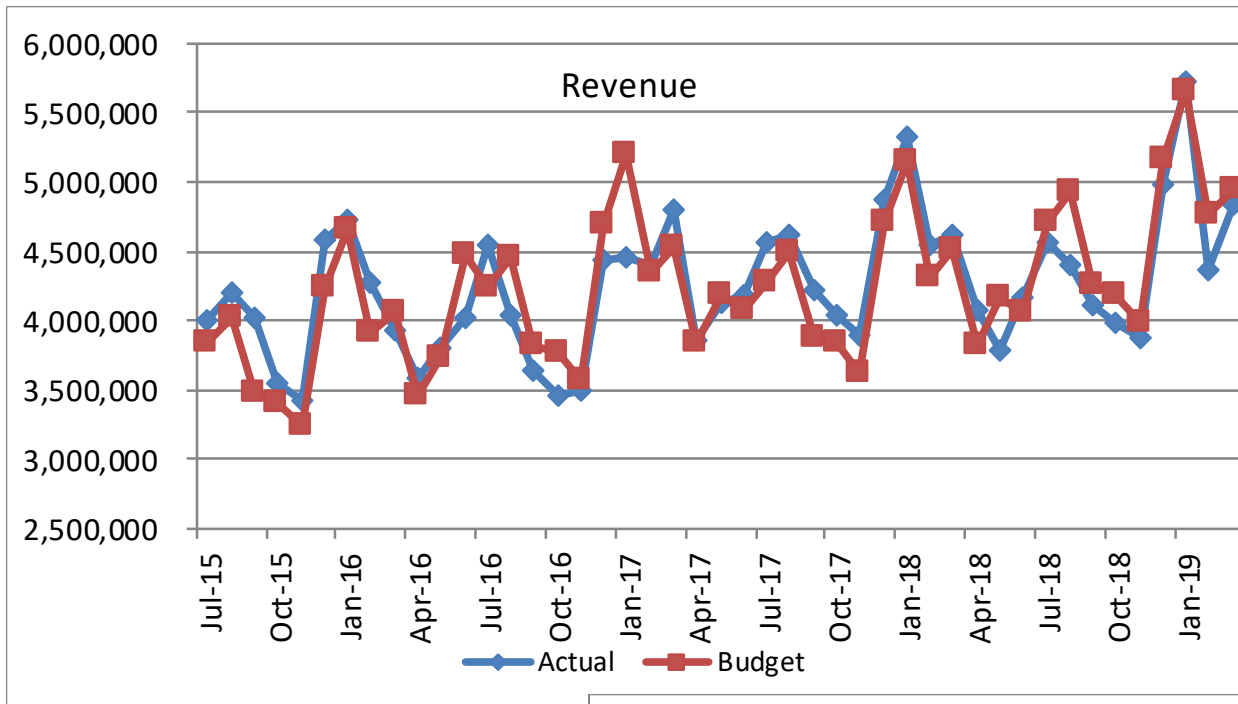


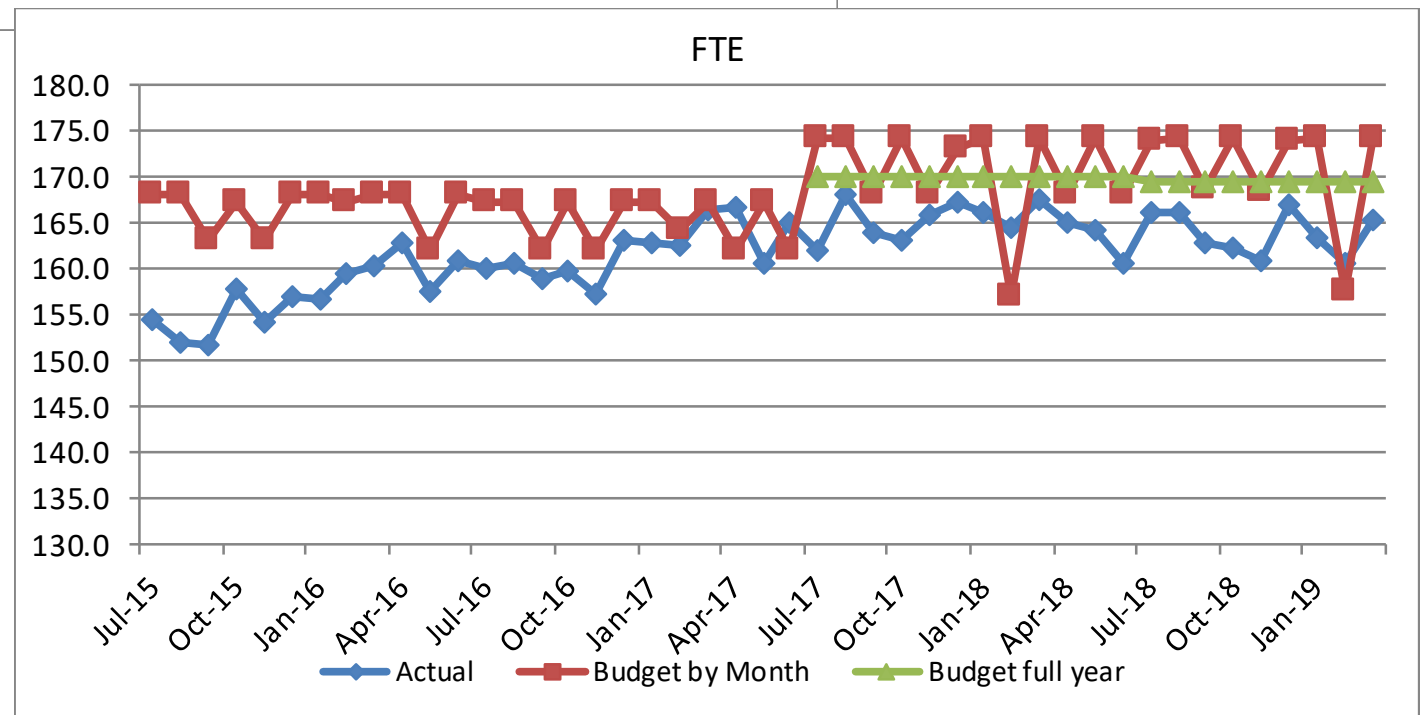
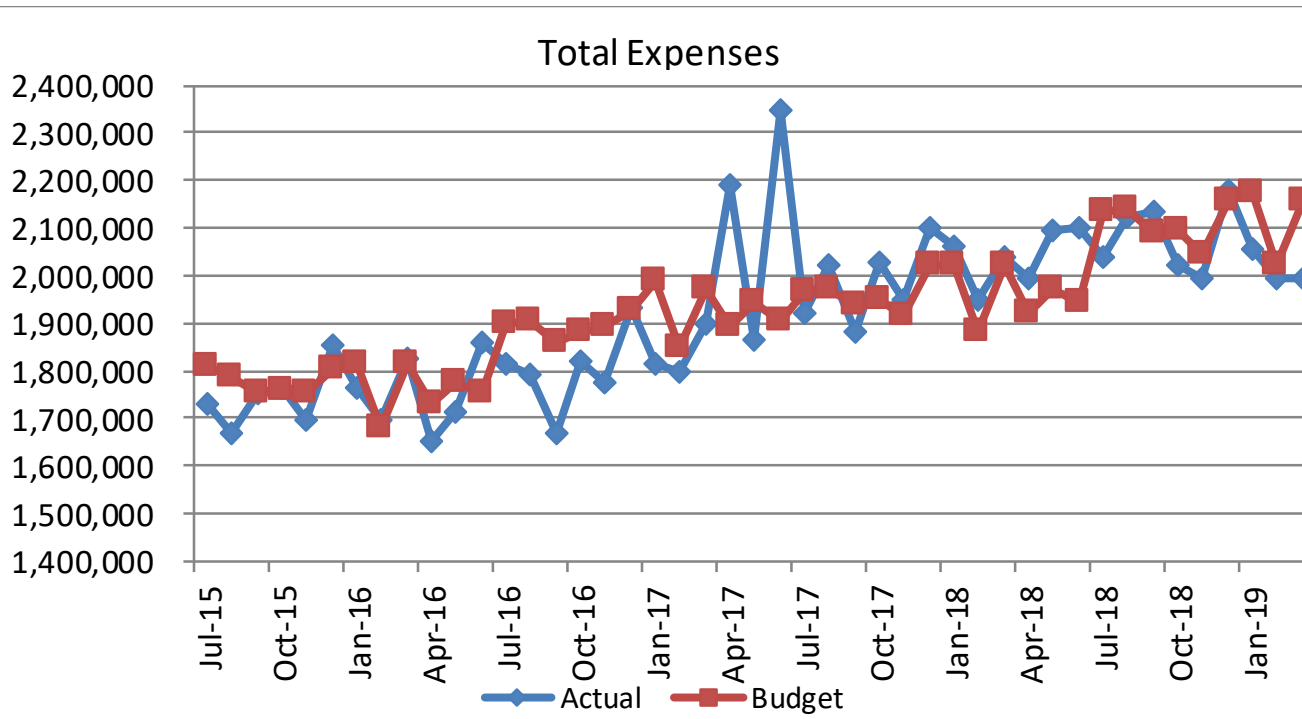


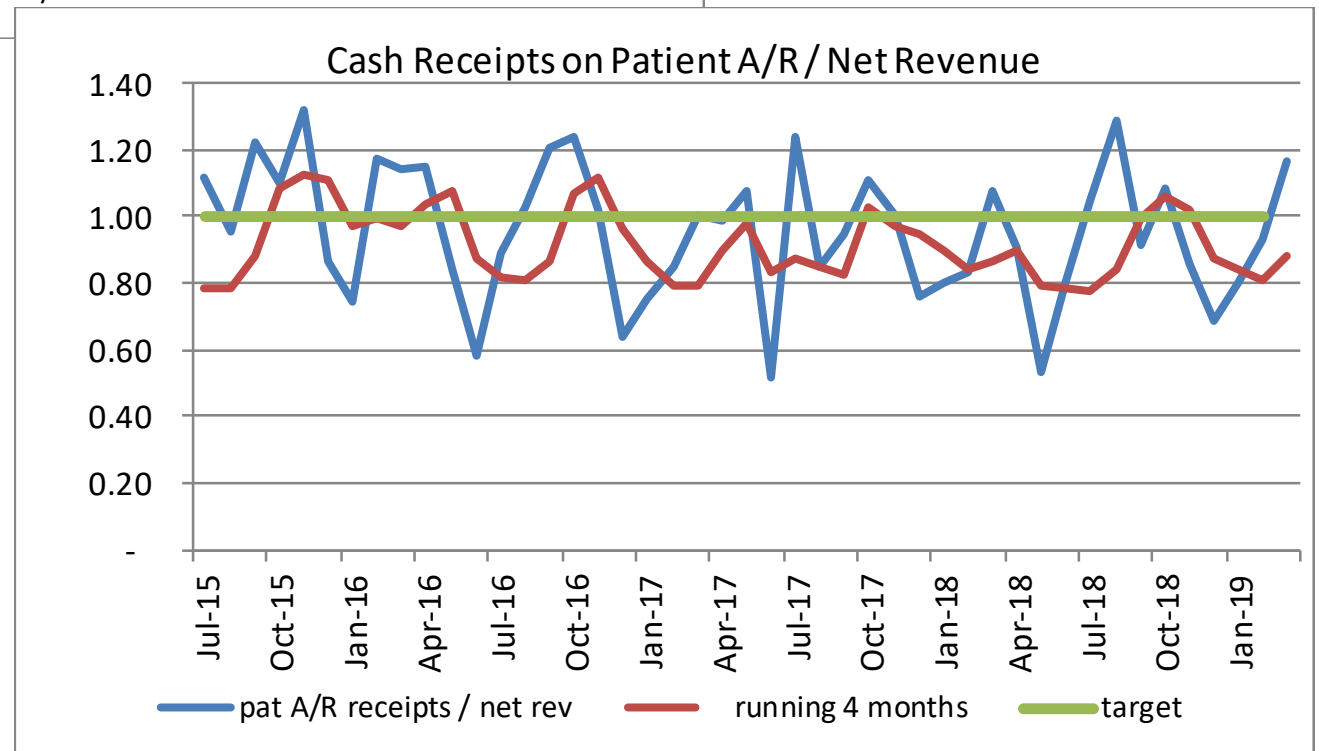
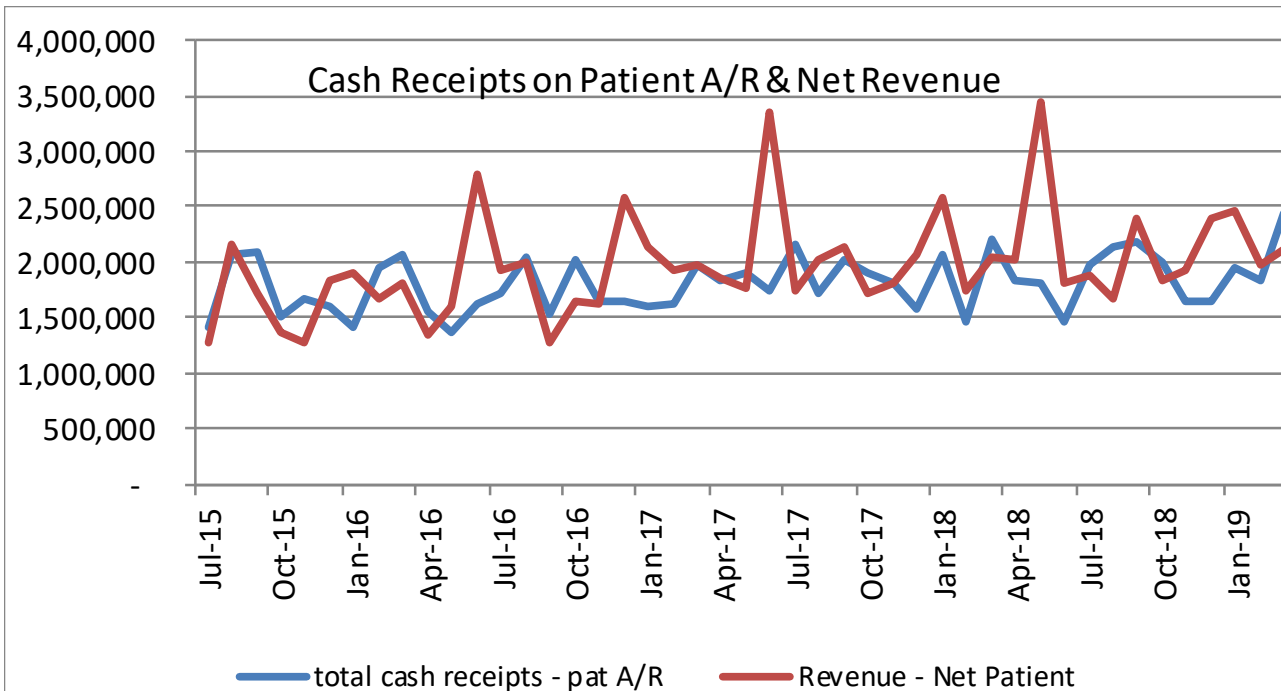


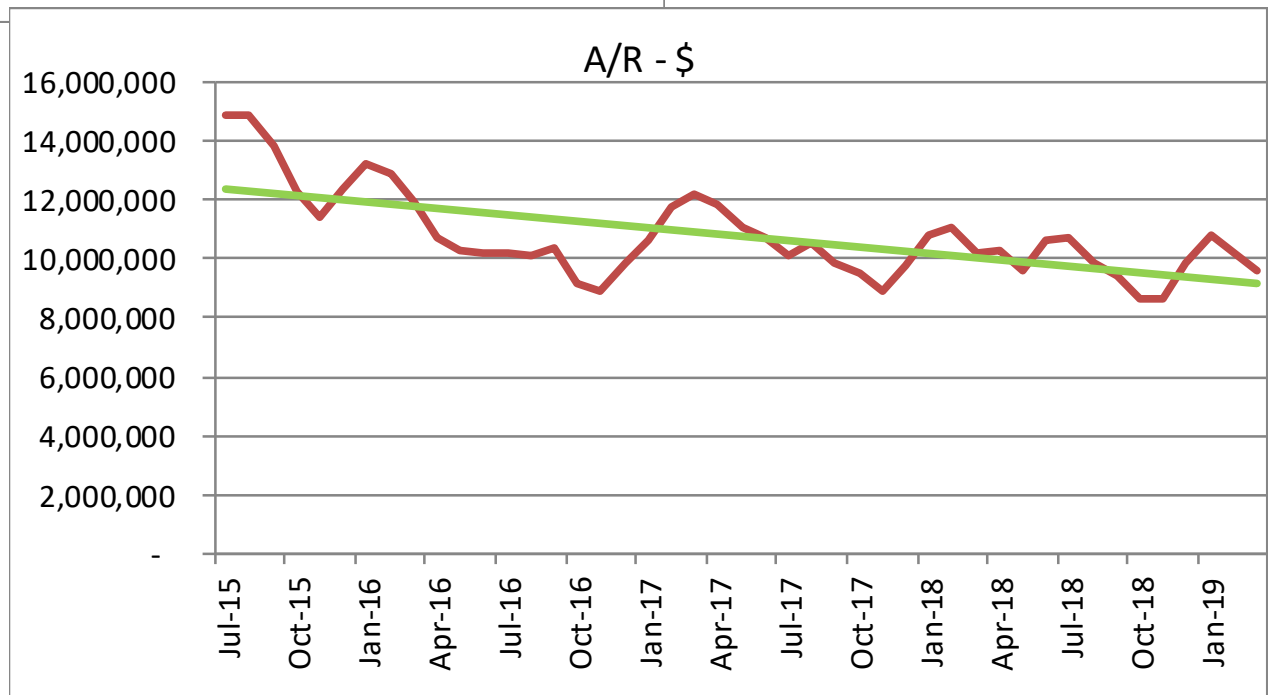
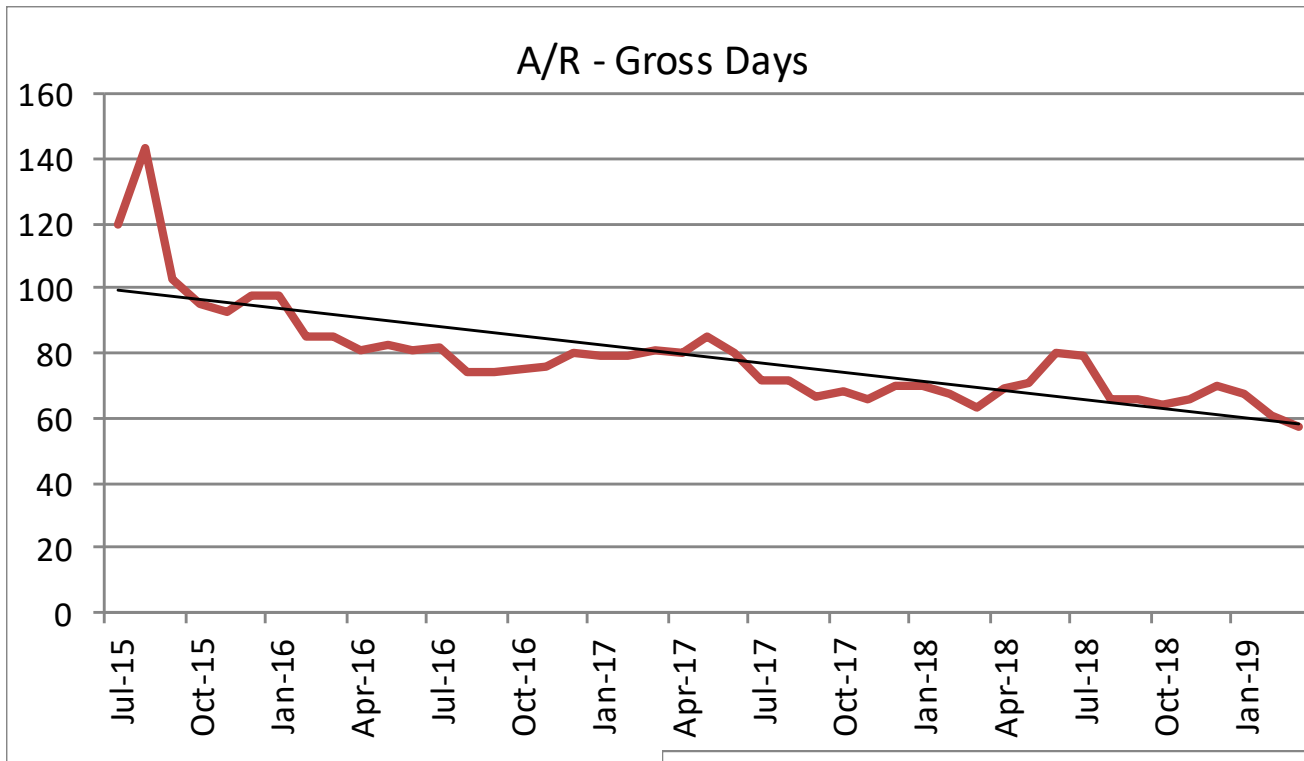














March 2019 Financial Results

For the month . . .

Total Patient Revenue for March 2019 was \$4,888,087 - this was \$101,349 or 2.1% lower than budget. Inpatient revenue was under budget with both acute and swing patient days under budget. Outpatient revenue was under budget while Clinic and Emergency Room revenue were both over budget with increased volumes. SNF revenue was again under budget but we saw an increase in average daily census.

Revenue deductions of \$2,736,753 were 2.7% over budget.

Total Expenses of \$2,139,686 were 7.5% under budget.

Our surplus for the month of March 2019 was \$482,168 - \$122,455 over budget.

Our Operating Cash and Investments total \$23,615,150 as of the end of month. Total days cash on hand as of the end of March 2019 are 363.

Key Statistics

Acute patient days of 23 were 36% under budget, Swing days of 15 were 25% under budget. SNF days of 481 were 14% lower than budget – our Average Daily Census increased to 15.5. ER Visits of 1,157 were 13.7% higher than budget. FHC Clinic visits were 1.4% lower than budget. RHC Clinic visits were 50% higher than budget. Dental visits were over two times the budgeted level.

FTE continue to be under budget.

Year-to-Date

Total Patient Revenue of \$40,845,762 is 4.0% below budget. Net patient revenue of \$18,647,253 is 4.9% below budget. Total expenses of \$18,522,659 are 2.5% below budget. Our surplus for the first nine months of our fiscal year is \$2,464,298. This is \$320,041 less than budget but \$514,028 ahead of where we were at this time last year.

Acute days are 13% below budget. Swing days are 18% below budget. SNF days are 13% below budget. ER visits are 1.4 below budget. All clinic visit categories are above budget

Bear Valley Community Healthcare District
Financial Statements March 31, 2019

Financial Highlights—Hospital
STATEMENT OF OPERATIONS

	A	B	C	D	E	F	G	H	I	J
	Current Month					Year-to-Date				
	FY 17/18	FY 18/19		VARIANCE		FY 17/18	FY 18/19		VARIANCE	
	Actual	Actual	Budget	Amount	%	Actual	Actual	Budget	Amount	%
1 Total patient revenue	4,618,877	4,838,087	4,939,436	(101,349)	-2.1%	40,708,833	40,845,762	42,561,185	(1,715,423)	-4.0%
2 Total revenue deductions	2,566,251	2,736,753	2,663,725	73,028	2.7%	22,870,310	22,198,509	22,952,269	(753,760)	-3.3%
3 % Deductions	56%	57%	54%			56%	54%	54%		
4 Net Patient Revenue	2,052,626	2,101,334	2,275,711	(174,377)	-7.7%	17,838,523	18,647,253	19,608,917	(961,664)	-4.9%
5 % Net to Gross	44%	43%	46%			44%	46%	46%		
6 Other Revenue	25,710	38,351	46,585	(8,234)	-17.7%	294,126	309,648	417,711	(108,063)	-25.9%
7 Total Operating Revenue	2,078,337	2,139,686	2,322,296	(182,611)	-7.9%	18,132,650	18,956,901	20,026,627	(1,069,726)	-5.3%
8 Total Expenses	2,040,119	1,996,019	2,157,303	(161,284)	-7.5%	17,953,727	18,522,659	18,994,761	(472,102)	-2.5%
9 % Expenses	44%	41%	44%			44%	45%	45%		
10 Surplus (Loss) from Operations	38,218	143,667	164,994	(21,327)	12.9%	178,923	434,242	1,031,866	(597,624)	57.9%
11 % Operating margin	1%	3%	3%			0%	1%	2%		
12 Total Non-operating	225,405	338,501	194,719	143,782	73.8%	1,771,347	2,030,056	1,752,473	277,583	15.8%
13 Surplus/(Loss)	263,623	482,168	359,713	122,455	-34.0%	1,950,270	2,464,298	2,784,339	(320,041)	11.5%
14 % Total margin	6%	10%	7%			5%	6%	7%		

BALANCE SHEET

	A	B	C	D	E
	March	March	February		
	FY 17/18	FY 18/19	FY 18/19	VARIANCE	
				Amount	%
15 Gross Accounts Receivables	10,228,715	9,560,251	10,216,291	(656,040)	-6.4%
16 Net Accounts Receivables	3,912,152	3,165,897	3,545,170	(379,273)	-10.7%
17 % Net AR to Gross AR	38%	33%	35%		
18 Days Gross AR	64.0	57.7	61.0	(3.3)	-5.4%
19 Cash Collections	2,202,291	2,427,742	1,836,915	590,827	32.2%
21 Investments	13,497,614	21,645,412	20,377,496	1,267,916	6.2%
22 Cash on hand	2,044,038	1,969,738	2,318,185	(348,447)	-15.0%
23 Total Cash & Invest	15,541,652	23,615,150	22,695,681	919,469	4.1%
24 Days Cash & Invest	246	363	347	16	4.7%
Total Cash and Investments	15,541,652	23,615,150			
Increase Current Year vs. Prior Year		8,073,498			

Bear Valley Community Healthcare District
Financial Statements March 31, 2019

Statement of Operations

	A	B	C	D	E	F	G	H	I	J
		Current Month					Year-to-Date			
	FY 17/18	FY 18/19		VARIANCE		FY 17/18	FY 18/19		VARIANCE	
	Actual	Actual	Budget	Amount	%	Actual	Actual	Budget	Amount	%
Gross Patient Revenue										
1 Inpatient	153,559	126,688	200,231	(73,543)	-36.7%	1,495,374	1,258,174	1,600,159	(341,985)	-21.4%
2 Outpatient	973,262	1,038,683	1,108,964	(70,281)	-6.3%	9,052,388	8,188,885	9,207,350	(1,018,465)	-11.1%
3 Clinic Revenue	387,011	404,519	399,058	5,461	1.4%	3,207,304	3,406,340	3,141,484	264,856	8.4%
4 Emergency Room	2,856,980	3,053,985	2,970,261	83,724	2.8%	24,651,868	26,062,685	26,305,596	(242,911)	-0.9%
5 Skilled Nursing Facility	248,065	214,212	260,921	(46,709)	-17.9%	2,301,899	1,929,678	2,306,597	(376,919)	-16.3%
6 Total patient revenue	4,618,877	4,838,087	4,939,436	(101,349)	-2.1%	40,708,833	40,845,762	42,561,185	(1,715,423)	-4.0%
Revenue Deductions										
7 Contractual Allow	2,213,838	1,941,559	2,488,374	(546,814)	-22.0%	20,171,025	20,211,433	21,441,344	(1,229,910)	-5.7%
8 Contractual Allow PY	(81,875)	-	-	-	#DIV/0!	(214,513)	(1,693,374)	-	(1,693,374)	#DIV/0!
9 Charity Care	20,144	20,667	10,373	10,294	99.2%	67,982	109,726	89,379	20,347	22.8%
10 Administrative	5,551	38,939	9,385	29,554	314.9%	315,422	133,707	80,866	52,841	65.3%
11 Policy Discount	13,413	13,037	7,409	5,628	76.0%	101,782	119,474	63,842	55,632	87.1%
12 Employee Discount	10,324	4,062	3,952	110	2.8%	57,291	49,954	34,051	15,903	46.7%
13 Bad Debts	262,428	630,115	144,232	485,883	336.9%	1,187,501	2,192,113	1,242,787	949,326	76.4%
14 Denials	190,797	88,373	-	88,373	#DIV/0!	1,183,820	1,075,476	-	1,075,476	#DIV/0!
15 Total revenue deductions	2,566,251	2,736,753	2,663,725	73,028	2.7%	22,870,310	22,198,509	22,952,269	(753,760)	-3.3%
16 Net Patient Revenue	2,052,626	2,101,334	2,275,711	(174,377)	-7.7%	17,838,523	18,647,253	19,608,917	(961,664)	-4.9%
gross revenue including Prior Year Contractual Allowances as a percent to gross revenue WO PY and Other CA	40.2%	40.2%		40.2%		40.2%	447.4%	447.4%	0.0%	
	39.2%	39.2%		39.2%		39.2%	437.2%	437.2%	0.0%	
17 Other Revenue	25,710	38,351	46,585	(8,234)	-17.7%	294,126	309,648	417,711	(108,063)	-25.9%
18 Total Operating Revenue	2,078,337	2,139,686	2,322,296	(182,611)	-7.9%	18,132,650	18,956,901	20,026,627	(1,069,726)	-5.3%
Expenses										
19 Salaries	837,872	888,895	875,514	13,381	1.5%	7,321,897	7,807,488	7,734,908	72,580	0.9%
20 Employee Benefits	319,765	297,532	371,715	(74,183)	-20.0%	2,731,987	2,510,983	3,187,121	(676,138)	-21.2%
21 Registry	-	19,544	-	19,544	#DIV/0!	16,028	117,516	-	117,516	#DIV/0!
22 Salaries and Benefits	1,157,637	1,205,971	1,247,229	(41,258)	-3.3%	10,069,912	10,435,987	10,922,029	(486,042)	-4.5%
23 Professional fees	179,324	176,526	170,083	6,443	3.8%	1,512,726	1,555,236	1,497,366	57,870	3.9%
24 Supplies	130,192	141,372	140,678	694	0.5%	1,202,544	1,226,085	1,201,608	24,477	2.0%
25 Utilities	39,834	44,086	42,666	1,420	3.3%	372,367	395,800	391,130	4,670	1.2%
26 Repairs and Maintenance	23,136	18,319	28,074	(9,755)	-34.7%	257,466	259,655	252,096	7,559	3.0%
27 Purchased Services	342,334	267,102	338,434	(71,332)	-21.1%	3,059,963	3,097,197	3,020,162	77,035	2.6%
28 Insurance	25,912	9,177	26,975	(17,798)	-66.0%	233,965	255,687	242,775	12,912	5.3%
29 Depreciation	82,710	81,848	81,667	181	0.2%	631,326	709,949	735,003	(25,054)	-3.4%
30 Rental and Leases	10,495	11,877	21,112	(9,235)	-43.7%	216,176	103,255	190,008	(86,753)	-45.7%
32 Dues and Subscriptions	12,026	6,353	5,910	443	7.5%	48,260	56,957	53,190	3,767	7.1%
33 Other Expense	36,519	33,388	54,475	(21,087)	-38.7%	349,021	426,850	489,394	(62,544)	-12.8%
34 Total Expenses	2,040,119	1,996,019	2,157,303	(161,284)	-7.5%	17,953,727	18,522,659	18,994,761	(472,102)	-2.5%
35 Surplus (Loss) from Operations	38,218	143,667	164,994	(21,327)	12.9%	178,923	434,242	1,031,866	(597,624)	57.9%
36 Non-Operating Income										
37 Tax Revenue	186,047	184,244	184,244	(0)	0.0%	1,674,423	1,658,196	1,658,198	(2)	0.0%
38 Other non-operating	334	9,794	3,133	6,661	212.6%	52,581	68,889	28,197	40,692	144.3%
Interest Income	46,706	152,003	15,125	136,878	905.0%	114,773	371,613	136,125	235,488	173.0%
Interest Expense	(7,681)	(7,541)	(7,783)	242	-3.1%	(70,430)	(68,642)	(70,047)	1,405	-2.0%
IGT Expense	-	-	-	-	#DIV/0!	-	-	-	-	#DIV/0!
39 Total Non-operating	225,405	338,501	194,719	143,782	73.8%	1,771,347	2,030,056	1,752,473	277,583	15.8%
40 Surplus/(Loss)	263,623	482,168	359,713	122,455	-34.0%	1,950,270	1,464,298	2,784,339	(1,319,041)	-29.4%

**Bear Valley Community Healthcare District
Financial Statements**

Current Year Trending Statement of Operations

A Statement of Operations—CURRENT YEAR 2019

	1	2	3	4	5	6	7	8	9	10	11	12	
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	YTD
Gross Patient Revenue													
1 Inpatient	74,791	120,993	132,469	89,286	98,121	284,233	240,009	91,583	126,688				1,258,174
2 Outpatient	972,222	931,894	846,425	957,181	783,804	765,170	956,387	937,118	1,038,683				8,188,885
3 Clinic	342,650	422,712	359,375	399,238	375,441	339,847	423,555	339,004	404,519				3,406,340
4 Emergency Room	2,957,516	2,703,194	2,533,903	2,309,030	2,402,375	3,383,606	3,900,570	2,818,505	3,053,985				26,062,685
5 Skilled Nursing Facility	223,604	228,589	239,665	223,973	208,696	213,621	198,345	178,974	214,212				1,929,678
6 Total patient revenue	4,570,784	4,407,382	4,111,836	3,978,707	3,868,437	4,986,477	5,718,867	4,365,184	4,838,087	-	-	-	40,845,762
Revenue Deductions	C/A 0.51	0.53	0.50	0.49	0.47	0.48	0.54	0.53	0.40	#DIV/0!	#DIV/0!	#DIV/0!	0.49
7 Contractual Allow	2,320,958	2,352,744	2,039,158	1,950,874	1,809,657	2,406,874	3,071,420	2,318,188	1,941,559				20,211,433
8 Contractual Allow PY	62	-	(700,000)	(193,436)	(200,000)	(150,000)	(200,000)	(250,000)	-				(1,693,374)
9 Charity Care	15,343	-	28,015	15,115	17,531	4,625	8,429	-	20,667				109,726
10 Administrative	806	2,818	6,849	2,378	5,496	26,102	34,502	15,817	38,939				133,707
11 Policy Discount	13,989	15,616	12,381	14,966	12,024	9,975	14,346	13,140	13,037				119,474
12 Employee Discount	12,793	5,188	6,356	3,317	2,979	5,688	4,480	5,090	4,062				49,954
13 Bad Debts	215,076	186,926	169,560	231,008	210,921	198,143	199,876	150,488	630,115				2,192,113
14 Denials	103,506	177,395	154,441	110,936	91,507	87,116	129,183	133,021	88,373				1,075,476
Total revenue deductions	2,682,534	2,740,687	1,716,760	2,135,158	1,950,115	2,588,523	3,262,236	2,385,744	2,736,753	-	-	-	22,198,509
	0.59	0.62	0.42	0.54	0.50	0.52	0.57	0.55	0.57	#DIV/0!	#DIV/0!	#DIV/0!	
16 Net Patient Revenue	1,888,250	1,666,694	2,395,076	1,843,550	1,918,322	2,397,954	2,456,631	1,979,440	2,101,334	-	-	-	18,647,253
net / tot pat rev	41.3%	37.8%	58.2%	46.3%	49.6%	48.1%	43.0%	45.3%	43.4%	#DIV/0!	#DIV/0!	#DIV/0!	45.7%
17 Other Revenue	19,441	19,594	11,170	90,789	70,177	4,359	22,846	32,921	38,351				309,648
Total Operating Revenue	1,907,691	1,686,288	2,406,246	1,934,339	1,988,499	2,402,313	2,479,478	2,012,361	2,139,686	-	-	-	18,956,901
Expenses													
19 Salaries	885,068	891,463	831,600	891,749	824,872	945,048	840,561	808,233	888,895				7,807,488
20 Employee Benefits	303,328	293,241	289,066	185,368	275,061	295,949	302,442	268,996	297,532				2,510,983
21 Registry	-	-	-	-	-	29,974	40,416	27,582	19,544				117,516
22 Salaries and Benefits	1,188,396	1,184,704	1,120,666	1,077,117	1,099,933	1,270,971	1,183,419	1,104,811	1,205,971	-	-	-	10,435,987
23 Professional fees	173,695	181,120	174,907	179,265	168,548	169,550	161,432	170,192	176,526				1,555,236
24 Supplies	121,217	135,487	136,991	135,960	131,374	136,723	140,504	146,456	141,372				1,226,085
25 Utilities	46,712	43,958	42,464	40,116	40,950	42,170	48,318	47,027	44,086				395,800
26 Repairs and Maintenance	17,407	23,079	32,405	41,525	25,786	42,197	24,908	34,028	18,319				259,655
27 Purchased Services	325,455	373,332	457,562	381,061	360,181	320,095	306,457	305,953	267,102				3,097,197
28 Insurance	28,258	28,258	28,258	28,460	28,216	28,560	28,560	47,942	9,177				255,687
29 Depreciation	76,489	76,489	76,489	76,489	76,489	81,905	81,905	81,848	81,848				709,949
30 Rental and Leases	11,421	11,509	11,219	11,158	11,158	11,158	11,158	12,596	11,877				103,255
32 Dues and Subscriptions	6,882	7,101	5,879	5,746	1,585	10,898	5,856	6,657	6,353				56,957
33 Other Expense	40,078	55,169	46,430	42,884	47,150	62,756	62,705	36,290	33,388				426,850
34 Total Expenses	2,036,009	2,120,207	2,133,270	2,019,782	1,991,370	2,176,983	2,055,222	1,993,799	1,996,019	-	-	-	18,522,659
Surplus (Loss) from Operations	(128,318)	(433,918)	272,977	(85,443)	(2,871)	225,330	424,256	18,562	143,667	-	-	-	434,242
Non-Operating Income													
36 Tax Revenue	184,244	184,244	184,244	184,244	184,244	184,244	184,244	184,244	184,244				1,658,196
37 Other non-operating	15,020	245	35	9,020	19,775	-	15,000	-	9,794				68,889
Interest Income	543	6,457	92,115	1,124	377	117,923	85	985	152,003				371,613
Interest Expense	(7,638)	(7,621)	(7,626)	(7,561)	(7,717)	(7,693)	(7,655)	(7,590)	(7,541)				(68,642)
IGT Expense	-	-	-	-	-	-	-	-	-				-
39 Total Non-operating	192,169	183,325	268,768	186,827	196,680	294,474	191,673	177,639	338,501	-	-	-	2,030,056
40 Surplus/(Loss)	63,851	(250,594)	541,745	101,384	193,809	519,805	615,929	196,201	482,168	-	-	-	2,464,298

2018-19 Actual BS

BALANCE SHEET

Includes Final Entries 6-30-18

BALANCE SHEET		PY									
Includes Final Entries 6-30-18		July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	June
ASSETS:											
Current Assets											
Cash and Cash Equivalents (Includes CD's)		2,296,309	2,551,340	2,710,313	1,422,386	1,607,290	2,033,649	2,337,966	2,318,185	1,969,738	2,253,824
Gross Patient Accounts Receivable		10,740,258	9,856,844	9,392,893	8,676,040	8,677,891	9,825,389	10,753,281	10,218,849	9,562,352	10,597,934
Less: Reserves for Allowances & Bad Debt		6,470,520	6,125,057	6,146,633	5,761,444	5,687,266	6,276,859	7,050,939	6,673,679	6,396,455	6,413,352
Net Patient Accounts Receivable		4,269,738	3,731,787	3,246,260	2,914,596	2,990,625	3,548,531	3,702,342	3,545,170	3,165,897	4,184,582
Tax Revenue Receivable		2,210,931	2,210,931	2,210,931	2,210,931	1,815,477	996,688	845,477	805,495	765,368	52,044
Other Receivables		50,484	78,234	93,056	651,781	-247,452	-107,704	-61,991	383,540	711,523	96,628
Inventories		130,292	134,606	136,936	139,583	133,916	136,954	128,410	123,737	121,634	129,318
Prepaid Expenses		299,848	293,739	345,377	346,209	338,892	317,061	304,269	278,151	250,536	199,838
Due From Third Party Payers		0	0								
Due From Affiliates/Related Organizations		0	0								
Other Current Assets		0	0								
Total Current Assets		9,257,602	9,000,637	8,742,873	7,685,486	6,638,748	6,925,179	7,256,472	7,454,279	6,984,695	6,916,233
Assets Whose Use is Limited											
Investments		17,668,421	17,668,421	17,760,225	20,260,225	20,260,225	20,377,496	20,377,496	20,377,496	21,645,412	17,668,421
Other Limited Use Assets		144,375	144,375	144,375	144,375	144,375	144,375	144,375	144,375	144,375	144,375
Total Limited Use Assets		17,812,796	17,812,796	17,904,600	20,404,600	20,404,600	20,521,871	20,521,871	20,521,871	21,789,787	17,812,796
Property, Plant, and Equipment											
Land and Land Improvements		570,615	570,615	570,615	570,615	570,615	570,615	570,615	570,615	570,615	570,615
Building and Building Improvements		9,758,672	9,772,522	9,772,522	9,772,522	9,772,522	9,885,152	9,885,152	9,885,152	9,885,152	9,758,672
Equipment		11,779,820	11,844,577	11,912,516	12,010,795	12,020,625	12,315,178	12,329,873	12,332,572	12,461,698	11,761,910
Construction In Progress		48,953	101,798	127,293	166,571	438,198	48,990	48,990	42,732	51,038	32,516
Capitalized Interest											
Gross Property, Plant, and Equipment		22,158,060	22,289,512	22,382,945	22,520,503	22,801,960	22,819,935	22,834,630	22,831,071	22,968,503	22,123,712
Less: Accumulated Depreciation		13,685,197	13,761,686	13,838,174	13,914,663	13,991,151	14,073,056	14,154,961	14,236,810	14,318,658	13,608,708
Net Property, Plant, and Equipment		8,472,863	8,527,826	8,544,771	8,605,840	8,810,808	8,746,879	8,679,668	8,594,262	8,649,845	8,515,004
TOTAL UNRESTRICTED ASSETS		35,543,261	35,341,260	35,192,244	36,695,926	35,854,156	36,193,928	36,458,011	36,570,412	37,424,328	33,244,034
Restricted Assets											
		0	0	0	0	0	0	0	0	0	0
TOTAL ASSETS		35,543,261	35,341,260	35,192,244	36,695,926	35,854,156	36,193,928	36,458,011	36,570,412	37,424,328	31,316,969

2018-19 Actual BS

BALANCE SHEET

Includes Final Entries 6-30-18

LIABILITIES:

Current Liabilities

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	PY June
Accounts Payable	954,160	880,513	1,028,412	1,133,880	788,405	904,672	719,832	773,963	791,926	906,103
Notes and Loans Payable										
Accrued Payroll	705,323	806,989	844,952	990,998	553,778	691,915	751,801	777,091	887,167	758,370
Patient Refunds Payable										
Due to Third Party Payers (Settlements)	3,983,651	4,173,225	3,473,225	4,800,692	4,804,969	4,547,362	4,497,062	4,510,494	4,930,907	3,769,980
Advances From Third Party Payers										
Current Portion of Def Rev - Txs,	2,061,687	1,877,443	1,693,199	1,508,955	1,324,711	1,140,467	956,223	771,979	587,735	35,000
Current Portion - LT Debt	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Current Portion of AB915										
Other Current Liabilities (Accrued Interest & Accrued Other)	7,630	22,873	30,494	38,055	136	7,552	15,203	22,794	30,334	7,621
Total Current Liabilities	7,747,451	7,796,043	7,105,281	8,507,580	7,507,000	7,326,968	6,975,121	6,891,322	7,263,070	5,512,074

Long Term Debt

USDA Loan	2,895,000	2,895,000	2,895,000	2,895,000	2,860,000	2,860,000	2,860,000	2,860,000	2,860,000	2,895,000
Leases Payable	0	0	0	0	0	0	0	0	0	0
Less: Current Portion Of Long Term Debt	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Total Long Term Debt (Net of Current)	2,860,000	2,860,000	2,860,000	2,860,000	2,825,000	2,825,000	2,825,000	2,825,000	2,825,000	2,860,000

Other Long Term Liabilities

Deferred Revenue	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Other Long Term Liabilities	0	0	0	0	0	0	0	0	0	0

TOTAL LIABILITIES 10,607,451 10,656,043 9,965,281 11,367,580 10,332,000 10,151,968 9,800,121 9,716,322 10,088,070 8,372,074

Fund Balance

Unrestricted Fund Balance	24,871,960	24,871,960	24,871,960	24,871,960	24,871,960	24,871,960	24,871,960	24,871,960	24,871,960	20,663,982
Temporarily Restricted Fund Balance	0	0				0				
Equity Transfer from FRHG	0	0				0				
Net Revenue/(Expenses)	63,851	-186,743	355,003	456,387	650,196	1,170,001	1,785,930	1,982,131	2,464,298	4,207,978

TOTAL FUND BALANCE 24,935,811 24,685,217 25,226,963 25,328,347 25,522,156 26,041,960 26,657,890 26,854,091 27,336,258 24,871,960

TOTAL LIABILITIES & FUND BALANCE 35,543,261 35,341,260 35,192,244 36,695,926 35,854,156 36,193,928 36,458,011 36,570,412 37,424,328 33,244,034

Units of Service												
For the period ending: March 31, 2019												
31							274					
Current Month							Bear Valley Community Hospital					
Year-To-Date												
Mar-19	Mar-18	Actual -Budget	Act.-Act.				Mar-19	Mar-18	Actual -Budget	Act.-Act.		
Actual	Budget	Variance	Var %				Actual	Budget	Variance	Var %		
23	36	29	(13)	-36.1%	-20.7%	Med Surg Patient Days	245	281	283	(36)	-12.8%	-13.4%
15	20	15	(5)	-25.0%	0.0%	Swing Patient Days	125	153	125	(28)	-18.3%	0.0%
481	558	558	(77)	-13.8%	-13.8%	SNF Patient Days	4,310	4,933	5,174	(623)	-12.6%	-16.7%
519	614	602	(95)	-15.5%	-13.8%	Total Patient Days	4,680	5,367	5,582	(687)	-12.8%	-16.2%
12	14	13	(2)	-14.3%	-7.7%	Acute Admissions	103	126	116	(23)	-18.3%	-11.2%
11	14	14	(3)	-21.4%	-21.4%	Acute Discharges	102	126	120	(24)	-19.0%	-15.0%
2.1	2.6	2.1	(0.5)	-18.7%	0.9%	Acute Average Length of Stay	2.4	2.2	2.4	0.2	7.7%	1.8%
0.7	1.2	0.9	(0.4)	-36.1%	-20.7%	Acute Average Daily Census	0.9	1	1.0	(0.1)	-12.8%	-13.4%
16.0	18.6	18.5	(2.6)	-14.2%	-13.4%	SNF/Swing Avg Daily Census	16.2	19	19.3	(2.4)	-12.8%	-16.3%
16.7	19.8	19.4	(3.1)	-15.5%	-13.8%	Total Avg. Daily Census	17.1	20	20.4	(2.5)	-12.8%	-16.2%
37%	44%	43%	-7%	-15.5%	-13.8%	% Occupancy	38%	44%	45%	-6%	-12.8%	-16.2%
10	13	13	(3)	-23.1%	-23.1%	Emergency Room Admitted	87	117	105	(30)	-25.6%	-17.1%
1,147	1,005	980	142	14.1%	17.0%	Emergency Room Discharged	9,214	9,320	8,840	(106)	-1.1%	4.2%
1,157	1,018	993	139	13.7%	16.5%	Emergency Room Total	9,301	9,437	8,945	(136)	-1.4%	4.0%
37	33	32	4	13.7%	16.5%	ER visits per calendar day	34	34	33	(0)	-1.4%	4.0%
83%	93%	100%	67%	71.8%	-16.7%	% Admits from ER	84%	93%	91%	77%	82.6%	-6.7%
-	-	-	-	0.0%	#DIV/0!	Surgical Procedures I/P	-	-	2	-	#DIV/0!	-100.0%
15	10	7	5	50.0%	114.3%	Surgical Procedures O/P	111	80	110	31	38.8%	0.9%
15	10	7	5	50.0%	114.3%	TOTAL Procedures	111	80	112	31	38.8%	-0.9%
184	1,047	894	(863)	-82.4%	-79.4%	Surgical Minutes Total	8,130	9,253	3,618	(1,123)	-12.1%	124.7%

Units of Service
For the period ending: March 31, 2019

Bear Valley Community Hospital												
Current Month						Year-To-Date						
Mar-19 Actual	Budget	Mar-18 Actual	Actual -Budget Variance	Var %	Act.-Act. Var %		Mar-19 Actual	Budget	Mar-18 Actual	Actual -Budget Variance	Var %	Act.-Act. Var %
6,258	6,532	6,273	(274)	-4.2%	-0.2%	Lab Procedures	57,060	54,706	55,642	2,354	4.3%	2.5%
918	934	918	(16)	-1.7%	0.0%	X-Ray Procedures	8,263	7,432	7,330	831	11.2%	12.7%
300	293	300	7	2.4%	0.0%	C.T. Scan Procedures	2,643	2,449	2,461	194	7.9%	7.4%
265	242	265	23	9.5%	0.0%	Ultrasound Procedures	1,983	2,005	2,118	(22)	-1.1%	-6.4%
53	62	53	(9)	-14.5%	0.0%	Mammography Procedures	445	558	584	(113)	-20.3%	-23.8%
295	327	295	(32)	-9.8%	0.0%	EKG Procedures	2,549	2,737	2,840	(188)	-6.9%	-10.2%
190	169	190	21	12.4%	0.0%	Respiratory Procedures	992	1,172	1,311	(180)	-15.4%	-24.3%
1,303	1,443	1,303	(140)	-9.7%	0.0%	Physical Therapy Procedures	12,437	12,005	11,995	432	3.6%	3.7%
1,869	1,832	1,947	37	2.0%	-4.0%	Primary Care Clinic Visits	15,684	14,089	15,811	1,595	11.3%	-0.8%
420	200	173	220	110.0%	142.8%	Specialty Clinic Visits	3,076	1,800	1,885	1,276	70.9%	63.2%
2,289	2,032	2,120	257	12.7%	8.0%	Clinic	18,760	15,889	17,696	2,871	18.1%	6.0%
88	78	82	10	12.7%	8.0%	Clinic visits per work day	103	87	97	16	18.1%	6.0%
16.9%	20.00%	16.90%	-3.10%	-15.50%	0.00%	% Medicare Revenue	18.07%	20.00%	18.84%	-1.93%	-9.67%	-4.13%
39.30%	39.00%	38.40%	0.30%	0.77%	2.34%	% Medi-Cal Revenue	36.98%	39.00%	39.12%	-2.02%	-5.19%	-5.48%
39.20%	36.00%	38.40%	3.20%	8.89%	2.08%	% Insurance Revenue	39.83%	36.00%	37.13%	3.83%	10.65%	7.27%
4.60%	5.00%	6.30%	-0.40%	-8.00%	-26.98%	% Self-Pay Revenue	5.12%	5.00%	4.90%	0.12%	2.44%	4.54%
143.7	156.88	145.0	(13.1)	-8.4%	-0.9%	Productive FTE's	142.68	154.07	145.2	(11.4)	-7.4%	-1.7%
244.9	174.06	167.4	70.8	40.7%	46.3%	Total FTE's	172.56	170.86	165.2	1.7	1.0%	4.4%

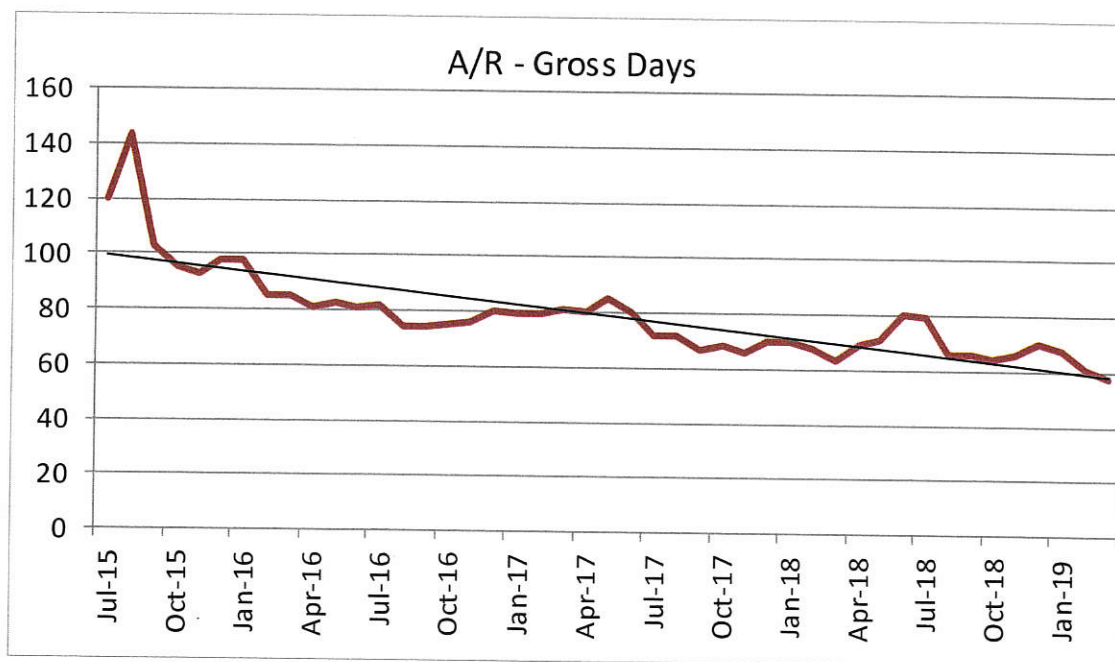


CFO REPORT for

April 2019 Finance Committee and May 2019 Board Meetings

TruBridge – Accounts Receivable Management

Accounts Receivable days of 57.7 at the end of March 2019 are the lowest we have seen for at least 4 and a half years.

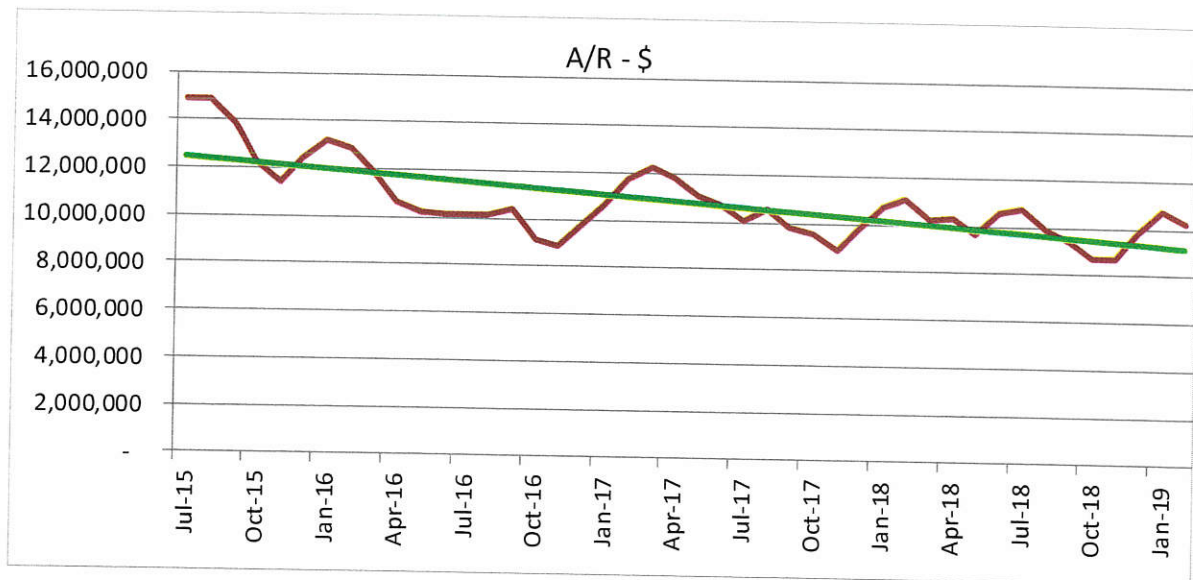


Most recent four month averages of key measures are running under targets –

Uncoded days 1.5, target 3

Unchecked days 2.4, target 3

Discharged Not Final Billed 4.9, target 9



Interest Earnings on Investments

Funds in excess of our operating cash which is held in a local bank account are invested with LAIF (Local Agency Investment Fund). A recent statement from LAIF showed an interest rate of 2.55%.

SHIP (Small Hospital Improving Program) Grants

For the past several years we have received SHIP (Small Hospital Improvement Program) grants. We have used these funds, approximately \$10,000 per year, for revenue cycle and patient satisfaction efforts. Recent communication is that these grants will go up to as much as \$12,000 per year and will be on a four year cycle.